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EXECUTIVE SUMMARY

ITS Maryland is a state chapter of ITS America, a society with organizational based membership, dedicated to the advancement of Intelligent Transportation Systems in the United States. Maryland's state chapter was established in 1995, through the volunteer efforts of representatives from the public, private and academic sectors. During ITS Maryland's first few years, the chapter accomplished a great deal by establishing its mission, goals and objectives early, and keeping activities focused on accomplishing these goals. The leadership of the chapter, however, soon realized the need for a longer-term strategic plan. This plan would serve to guide the chapter's evolution from a simple professional society, providing a forum for information exchange between its members, to an organization actively involved in outreach to new stakeholders and in the development of Maryland's ITS infrastructure. ITS Maryland can be a significant contributor towards the creation of a seamless, statewide architecture by providing an organizational "neutral ground" wherein institutional issues can be resolved.

The leadership of ITS Maryland assembled a new committee whose charter was to identify issues facing the growing chapter, to recommend initiatives to address these issues, and to develop a strategic plan to document these initiatives. This strategic plan is the product of these efforts.

VISION, MISSION, GOALS, AND OBJECTIVES

The ITS Strategic Plan vision will help to guide our evolution into a mature organization that will provide significant resources for, and play a key role in, ITS deployment in Maryland. In September 1998, the ITS Maryland Board of Directors adopted a revised Vision Statement. With this new vision statement came a need to re-examine and revise the mission, goals, and objectives of ITS Maryland to be consistent with this vision. As a result, the Board of Directors adopted a new mission statement and new goals and objectives to give direction and further define the vision of ITS Maryland.

PROGRESS TOWARD THE VISION

The activities that ITS Maryland has undertaken since its inception in 1995 have all supported our root mission, goals and objectives. ITS Maryland has held meetings to provide professionals with networking opportunities to share information on a variety of ITS related issues, compiled ITS stakeholder lists, distributed professional development material, promoted the incorporation of ITS into transportation planning, sponsored an integration working group, provided our members with a voice at the national level regarding ITS development, and increased our



membership tenfold. The initiatives recommended in the strategic plan build on these ongoing activities.

EDUCATION, TRAINING, OUTREACH, AND AWARENESS

To enhance the profile of ITS within Maryland, we must reach a large number of stakeholders including Transportation Providers and Planners, Public Safety Services, Decision Makers, Institutions, Product and Service Providers, Information Providers, Transportation Customers, and other interested parties including the Public. To do so, we will embark on an ambitious program of education, training, outreach, and awareness.

While ITS Maryland will not directly provide education or training, it will continue to perform activities that support and enhance educational opportunities in transportation and technology fields and will coordinate with national training efforts. Outreach will be focused on creating advocacy for ITS and ITS Maryland, accelerating the deployment of ITS technologies, and preparing public officials for the implementation roles they must play in these efforts. We will promote awareness and support among decision makers and the general public by developing simple, customer service oriented themes, preparing informational materials and handouts, developing contact plans for important officials, and establishing a speakers bureau to reach out to civic, business, and other organizations.

COALITION BUILDING

In order to achieve our goals, ITS Maryland will work to build coalitions with a variety of public and private organizations representing all modes and all phases of planning and implementation. The Chapter will strive to develop alliances and partnerships with agencies, organizations, and institutions throughout Maryland, as well as with similar groups outside the State, to showcase the benefits of ITS technologies and promote the use of ITS. ITS Maryland will draw upon the experiences of its members to assist local and State agencies with planning and plan development. Providing members the opportunity to share information and experiences will improve the interoperability and integration of the State's ITS infrastructure. ITS Maryland will also facilitate statewide integration of ITS through the creation and support of the Maryland ITS Working Group which is composed of public and private agencies and organizations responsible for the development, operations, and maintenance of ITS within Maryland and surrounding states. Throughout all of our coalition building activities, we will work toward planning and deployment of an integrated, multi-modal ITS infrastructure in Maryland.



ORGANIZATIONAL STRUCTURE

ITS Maryland will evolve to meet the needs of the organization by adding administrative staff, increasing our membership, and expanding the content and breath of our web site. As ITS Maryland grows over the long term, an Executive Director will be added to manage the day-to-day operation of ITS Maryland and to provide a liaison to public elected officials.

ITS Maryland will become the largest State Chapter in ITS America by building upon it's established base and seeking the active participation of all agencies, companies, and institutions throughout Maryland. ITS Maryland will also seek membership and active participation of State and local public transportation agencies and private companies involved in all modes of transportation.

ITS Maryland plays an important role in the advancement of transportation technology for the State of Maryland. To keep ITS Maryland members in touch, the website will be expanded to provide minutes of Board of Directors meetings, committee meetings, the Maryland Integration Working Group meetings, job announcements, fellow member news, and the newsletter. A direct link to the ITS America website is also priority for ITS Maryland.

IMPLEMENTATION PLAN

In order to enable ITS Maryland to deploy its Strategic Plan, an effective Implementation Plan was developed. It included a road map directing ITS Maryland where to move toward to achieve its goals and objectives, time frames in which to reach them, activities to include, and evaluation criteria to evaluate how well ITS Maryland got there.



SECTION I. VISION, MISSION, GOALS, AND OBJECTIVES

A long term vision was necessary to provide a common focus for specific recommendations within the Strategic Plan to guide ITS Maryland's evolution into a mature organization that will provide significant resources for, and play a key role in, ITS deployment in Maryland. In September 1998, the ITS Maryland Board of Directors adopted the following vision statement:

VISION STATEMENT

ITS Maryland will work with the public and private sectors to make Maryland the acknowledged leader in deploying a statewide intelligent transportation system that takes full advantage of appropriate technology to improve (1) the safety and convenience of travelers, (2) the efficiency of Maryland's transportation system, and (3) our state and regional economies. As a result of ITS Maryland's activities, the state's intelligent transportation systems will be fully multi-modal, interoperable and integrated at the state, regional and local levels.

The mission, goals, and objectives adopted at the inception of ITS Maryland in 1995 were re-examined to be consistent with this vision. In December, the Board of Directors adopted the following revised mission statement, as well as goals and objectives (see Table 1).

MISSION STATEMENT

ITS Maryland's mission is to support and promote the deployment of safe, efficient, integrated, and intermodal intelligent transportation systems in Maryland. This will be accomplished by providing a forum for coordination, communication, education, training, and outreach among all interested organizations in the State.



Table 1: ITS Maryland Goals and Objectives

GOALS	OBJECTIVES
Membership	<ul style="list-style-type: none"> • Become the largest ITS America State Chapter • Attract membership from local transportation agencies in Maryland • Attract membership from all transportation modes in Maryland
Outreach and Awareness	<ul style="list-style-type: none"> • Provide access for Maryland's public, private and academic organizations involved in all modes of urban and rural transportation to the resources of ITS America and ITS Maryland
Training and Education	<ul style="list-style-type: none"> • Inform public policy makers about the benefits and costs of ITS investment and deployment • Lead efforts to educate the public about the benefits of and justification for the broad-scale deployment of ITS throughout the State of Maryland • Identify policies, regulations, or other institutional barriers to providing a statewide ITS • Co-sponsor/support seminars, workshops, and short courses on ITS technology for members and others • Support the development of ITS student chapters at Maryland universities and colleges offering curricula in ITS-related fields
Information Networking	<ul style="list-style-type: none"> • Facilitate ITS coordination via technology transfer among government agencies, private sector, and academia
Partnering	<ul style="list-style-type: none"> • Promote development of innovative public/private and interagency relationships to create unique opportunities for development and deployment of ITS within the State of Maryland and the region
Technology Mobilization	<ul style="list-style-type: none"> • Promote consciousness and involvement of Maryland's technology and service industries in the development and implementation of new technologies and services as they relate to ITS • Foster the development of a dynamic and expanding Maryland base of the ITS industry • Promote the consciousness of Maryland's public sector in the use of new technologies and services to solve local and regional transportation challenges
Deployment and Implementation	<ul style="list-style-type: none"> • Serve as a forum for inter-jurisdictional cooperation in ITS planning, development, and deployment within Maryland and the region • Encourage interoperability among ITS implemented in Maryland and the region • Promote local and state legislation designed to facilitate ITS implementation within Maryland • Encourage state, regional, and local agencies to develop and deploy ITS that can be effectively operated and maintained within their respective life cycles and resources



SECTION II: PROGRESS TOWARD THE VISION

The founding members of ITS Maryland authored a mission statement, goals and objectives in April 1995. These principles guided the organization in becoming a facilitator of information exchange and an advocate for the development and deployment of ITS. ITS Maryland has undertaken a variety of activities to influence and accelerate ITS implementation:

- Held meetings to provide professionals with networking opportunities to share information on pending projects, new technology, funding opportunities, architecture requirements, and business issues; brought together transportation officials from various levels of federal, state, and local government; from the public, private and academic sectors and the various modes of transportation to these inter-disciplinary contacts that are essential to the seamless integration of ITS services.
- Compiled distribution/stakeholder lists that represent a valuable resource for anyone wishing to contact Maryland transportation professionals interested in ITS, and used these lists, consisting of approximately 1,000 contacts, to distribute newsletters, meeting announcements, and informational packages.
- Promoted the incorporation of ITS into transportation planning and project design in Maryland by raising the awareness of ITS and meeting with MDOT representatives, and inviting transportation executives to our annual meeting.
- Sponsored an integration working group to address transportation issues regarding regional coordination, communication, cooperation, and integration throughout the state.
- Provided our members with a voice regarding national ITS development issues, e.g. support for ITS funding in TEA-21.

Table 2 reviews ITS Maryland's significant accomplishments to date and categorize the goals that each activity supported. The remainder of this Strategic Plan provides a roadmap describing how ITS Maryland will continue to pursue its vision, mission, goals, and objectives.



Table 2: ITS Maryland's Accomplishments – 1995 thru 1998

ITS MARYLAND ACCOMPLISHMENTS	DATE	MEMBERSHIP	OUTREACH AND AWARENESS	EDUCATION AND TRAINING	INFORMATION NETWORKING	PARTNERING	TECHNOLOGY MOBILIZATION	DEPLOYMENT AND IMPLEMENTATION
Published the first in a series of newsletters.	November 1995		•	•	•		•	•
Held annual meetings.	March 1996 and 1997, April 1998	•	•	•	•	•	•	•
Formed a standing Outreach Committee, devoted to promoting ITS Maryland and educating stakeholders regarding the benefits of ITS.	May 1996		•	•	•		•	
Held a local government focus group, formed of transportation officials from counties and cities, to discuss local ITS efforts, needs and issues.	August 1996	•	•	•	•		•	•
Sponsored a session at the ITE District 2 Annual Meeting to present issues identified at the local government focus group held in August.	October 1996	•	•	•	•	•	•	•
Worked through ITS America to identify and request FHWA workshops on ITS.	December 1996			•	•		•	•
Supported ITS America by participating in an advocacy campaign to assure ITS funding would be included in ISTEA II (i.e. TEA 21).	February 1997							•
Co-sponsored the ITS America annual meeting, increasing the visibility of ITS Maryland at the national level.	May 1997	•	•					
Sponsored an Intermodal Forum to facilitate exchange of information and communication among all transportation modes	September 1997	•	•	•	•			
Offered a scholarship to students at Maryland colleges and universities.	October 1997			•				
Co-sponsored a systems architecture forum along with ITS Virginia.	November 1997		•	•	•		•	•
Launched an Internet website.	February 1998		•	•	•	•	•	•
Approved the formation of an integration working group of transportation officials to address inter-jurisdictional integration issues.	July 1998	•	•	•	•	•	•	•



SECTION III: EDUCATION, TRAINING, OUTREACH, AND AWARENESS

Enhancing ITS in Maryland is an important strategic activity of ITS Maryland requiring several different approaches given the array of stakeholders that are involved.

STAKEHOLDERS

This Strategic Plan, and ITS Maryland's ultimate success, depends upon an understanding of the stakeholders who are, or should be, concerned with the development and deployment of ITS technologies. ITS Maryland learned an important lesson about the breadth and diversity of our stakeholders during the early years. As a result, the stakeholders have been categorized into eight groups, each having several subgroups, as follows:

- **Transportation Providers and Planners:** Level of Government, Mode, and Function
- **Public Safety Services:** Police, Fire, Emergency Medical Services, Towing, and HAZMAT
- **Decision Makers:** Local Elected Officials, Legislators, and Judicial Branch
- **Institutions:** Academic, Research, and Professional Organizations, and Trade Associations
- **Product and Service Providers:** Manufacturers, Telecommunications, Construction, and Consultants
- **Information Providers:** Broadcast, Print, Internet, and Traveler Information Services
- **Transportation Customers:** Passenger Groups and Freight Shippers
- **Affected Interests:** General Public, Businesses, Communities, and Environmental Groups.

These categories are used to profile ITS Maryland's membership, guide enhancement efforts, and track participation in Chapter activities. They also assist in identifying stakeholders that are under-represented in Chapter activities and programs. Awareness of the diversity of stakeholders facilitates coalition building and organizational activities including outreach and training. As ITS initiatives evolve, these classifications will be reviewed to ensure that they continue to effectively represent ITS user groups, our membership, and target audiences.



EDUCATION AND TRAINING

There is a diverse and evolving breadth of knowledge and skills needed to effectively plan, design, implement, operate, and maintain ITS programs, projects, activities, and business ventures. Keeping current with that changing base of knowledge is vital to the success of ITS in Maryland. Practitioners must be well educated and trained to carry out their responsibilities.

Educational and training opportunities are important concerns of this Strategic Plan. For the purposes of this plan, "education" relates to activities to promote the inclusion of ITS subject matter in formal academic programs at the secondary school, college, and graduate degree levels. "Training" relates to opportunities for short courses, workshops, and similar activities to improve the skills, knowledge, and abilities of ITS practitioners.

Education

ITS Maryland will continue to perform activities that support and enhance educational opportunities in transportation and technology fields that contribute to ITS:

- Continue to sponsor a modest scholarship award as part of a paper competition activity
- Organize tours and presentations for high school and college students and faculty
- Support academic institutions by acting as a resource to the education community, e.g. offering to be guest speakers, and promoting educational opportunities offered by member organizations, i.e. the University of Maryland and Morgan State University.

Expanded involvement and relationships with other educational institutions will be encouraged and links to these universities will be strengthened.

Training

ITS Maryland will not directly develop or deliver training programs, but will coordinate with national training efforts and educational institution activities on behalf of our members and stakeholders; e.g. sponsored training sessions, developed by the ITS Joint Program Office of US DOT and ITS America, in conjunction with our 1998 Annual Meeting. In the future, additional training-related activities will include:

- Identifying training needs and opportunities by canvassing a cross section of members and key stakeholder groups regarding their perceived need for training



- Volunteering to work with the US DOT Joint Program Office as a test bed for professional development training
- Working with the University of Maryland, Morgan State University, and other educational institutions regarding their interest and ability to provide specific training sessions with a particular orientation to ITS programs in Maryland
- Continuing to sponsor training opportunities in conjunction with the annual meeting
- Establishing separate training sessions at other times during the year

OUTREACH INITIATIVES

The goals of ITS Maryland include creating advocacy for ITS (and therefore ITS Maryland), accelerating the deployment of ITS technologies, and preparing public officials for the implementation roles they will necessarily play in these efforts. “Outreach” describes the broad set of activities undertaken with ITS stakeholders and practitioners, particularly those in the public sector agencies, to accomplish these goals.

Public sector elected and appointed officials are particularly important because they play a direct role in planning, funding, approving, designing, implementing, operating, and maintaining ITS projects across Maryland. These include local and state government officials whose organizational goals and objectives can be better met through the deployment of integrated, statewide, multi-modal ITS. ITS Maryland will continue to develop and deliver outreach initiatives that increase awareness and promote the benefits of ITS to these governmental agencies, their officials, and their staffs.

In 1996, ITS Maryland organized a forum/focus group for local government traffic engineers and transportation planners. This forum provided an opportunity to hear their concerns and opinions about ITS as well as to carry out educational activities. In 1997, a special workshop on Intermodal ITS was held that involved other public sector agency staffs as well as private sector transportation providers.

Based on positive feedback from the focus group and workshop, ITS Maryland will periodically hold similar outreach initiatives to broaden and deepen the awareness, acceptance, and adoption of ITS technologies. ITS Maryland also will develop, adapt, or sponsor a variety of outreach and educational tools to reach a broader audience of local and state officials and their staffs. These tools may include developing information videos, drafting articles for other publications, establishing speakers' bureau, and preparing pamphlets and brochures.



In addition, ITS Maryland will tap into existing associations whose memberships include local Maryland officials to discuss ways to leverage these organizations' own efforts with our own by:

- Placing articles in newsletters
- Exhibiting at conferences
- Jointly sponsoring meetings
- Mailing information to Maryland-based members.

Candidate organizations include the Maryland League of Cities and the Maryland Association of Counties. Assistance also may be obtained from organizations such as Public Technology, Inc., the technology transfer arm of the National League of Cities and the National Association of Counties.

INFORMING DECISION MAKERS AND OPINION LEADERS

Establishing approaches to effectively inform and increase the awareness of key decision-makers and opinion leaders about the value and importance of ITS technologies to Maryland is a high priority for ITS Maryland. Such approaches must influence decision-makers without crossing the line into lobbying to avoid adverse organizational and legal consequences for ITS Maryland.

ITS Maryland must understand the concerns of a diverse set of decision-makers and opinion leaders at the state, county, and municipal levels of government. Specifically:

- Which of their goals and objectives can ITS technologies address?
- How can we show them that our goals will help them achieve their goals?

Getting the attention, awareness, understanding, cooperation, consent, and support from these leaders is challenging. To reach out to them effectively, ITS Maryland will strive to understand and account for the range of viewpoints they represent when proposing and implementing new projects. The following activities will help ITS Maryland better address their concerns:

- **Identify the key decision-makers and opinion leaders:** Local, state, and national governments, and other influential groups, will be identified as will key people and positions in each. Priority groupings will be assigned that account for the short-term and longer-term benefit to ITS Maryland of reaching out to each. This list is dynamic and will be updated periodically.
- **Select a set of themes that are understandable to decision-makers:** A set of themes will be identified that strike responsive chords among Maryland decision-



makers. These themes, in the format of “features” and “benefits”, will communicate a simple set of concepts and be consolidated into a clear message with major points identified. They will be used for the development of white papers, brochures, and other handouts, which will provide a digested summary for busy government officials that is locally pertinent to them.

- **Prepare informational materials and handouts:** Materials will be prepared in an attractive format to assist ITS Maryland representatives in conducting formal or informal briefing sessions for decision makers. These materials will provide consistency in the message as various members meet with decision-makers and opinion leaders so that we are all “singing from the same sheet of music”. These materials also will be useful in the education of the public and other stakeholders.
- **Develop a contact plan for each office:** For each person or office identified in a priority grouping, a contact plan will be developed addressing how the person will be approached, the likely meeting venue, a schedule of contact events (i.e. phone calls, briefings, invitations to meetings), and a list of members to make the contacts. These members will be responsible for carrying out their contacts and will be empowered to revise and improvise as necessary to see that the contacts are carried out.

INFORMING THE PUBLIC ABOUT ITS ACTIVITIES

The most important stakeholder group includes the traveling and general public who are the customers of ITS improvements and services. A customer service perspective is critical to the success of implementing and operating ITS technologies and services. Fortunately, many of the public sector agencies that provide transportation in Maryland are taking a customer service-oriented perspective. ITS Maryland must reinforce that perspective and, when possible, also relate to the private sector’s perspective.

The initiation of an ITS Maryland web site is a positive step to inform the traveling public about ITS programs and activities. The web site will be enhanced to provide the general public with more information about ITS activities in Maryland. ITS Maryland will continue to support the Governor’s Maryland Technology Showcase, an annual event held in early December, and will encourage member organizations to participate in the Showcase. Other future activities to inform the general and traveling public will include:

- Adapting educational and informational materials for the general public
- Establishing a speakers bureau to present to civic, business, and other organizations



- Developing mechanisms (or monitoring existing surveys) to obtain feedback from the general and traveling public related to their perception of ITS programs and activities
- Creating a version of the State Chapters ITS America sponsored video and/or interactive compact disk, with appropriate Maryland-specific content, and making it available to Public Television and cable TV



SECTION IV: COALITION BUILDING

ITS Maryland will work to build coalitions with a variety of public and private organizations and will foster alliances/partnerships to improve integration of Maryland's ITS infrastructure, promote the use of ITS technologies for all modes, and aid in ITS planning. There is significant overlap between the stakeholders listed in Section III A and the groups with which ITS Maryland forms alliances (listed below). However, these two groups are different as reflected in ITS Maryland's approach to the activities of education and coalition building.

ALLIANCES/PARTNERSHIPS

ITS Maryland will develop alliances and partnerships with other organizations and institutions throughout the state, as well as local and state agencies, to showcase the benefits of ITS technologies and promote the use of ITS. Alliances and partnerships will be formed with four types of groups: professional organizations, public and private agencies, academic institutions, and external entities.

- **Professional organizations:** ITS Maryland will foster alliances with all professional organizations involved with (or interested in) ITS activities. Some of those organizations include the Institute of Transportation Engineers (ITE), Maryland Traffic Engineers Council (MTEC), County Engineers Association of Maryland (CEAM), and Maryland Highway Contractors Association. ITS Maryland will collaborate with other professional organizations as they are identified.
- **Public and private agencies:** ITS Maryland will work with all public and private agencies through partnerships that will either provide support or promote and encourage the use of ITS technologies. Metropolitan planning organizations are included in this category.
- **Academic community:** Academic institutions play a significant role in supporting many ITS endeavors. ITS Maryland will establish cooperation with all colleges and universities for the advancement of ITS. Such cooperation includes training future ITS professionals and research activities.
- **External entities:** This group includes those organizations that are either not in Maryland (i.e., other state chapters of ITS America, entities in neighboring states) or that cover a larger geographic area than just Maryland (i.e., the I-95 Corridor Coalition). By forming alliances with these groups, ITS Maryland will enable the state to gain a perspective that reaches beyond its borders.



STATEWIDE INTEGRATION

ITS Maryland will facilitate statewide integration through the creation and support of a Maryland ITS Working Group made up of public agencies and private organizations responsible for the development, operations and maintenance of ITS systems. Statewide integration is important because ITS in Maryland, as in most other states, is characterized by the development of stand-alone systems designed to manage a single transportation mode within a single political jurisdiction. ITS professionals recognize that significant benefits can be realized through the integration of these systems into multi-modal, regional transportation management systems. Integrated systems will facilitate the interchange of information among system operators such that transportation management decisions can be made on a coordinated basis throughout an entire geographical area that is influenced by an incident or other transportation management requirement. In this way, users of the transportation system can receive seamless service that is provided for the full extent of their travel.

Statewide integration is best accomplished through the creation of a statewide system architecture that permits the exchange of information among systems. This architecture should be accompanied by a set of standards including communication standards, and message sets that will permit systems to exchange data and other information that might be required for coordinated operation. The National ITS Architecture and standards developed by the Joint Program Office of the US Department of Transportation can be used as a starting point for this statewide architecture. The architecture and standards can be adapted to take into consideration the unique needs of the State of Maryland as well as the requirements of legacy systems existing within the State.

MULTIMODALISM

ITS Maryland will work to implement ITS technology where applicable and initiate a working relationship with the Inter Agency Coordination Team for the Commercial Vehicle Information Systems Network (CVISN) to insure intermodal freight operations within Maryland. Maryland's multimodal infrastructure supports a traveler taking a personal car to a bus depot, transferring onto a light rail and arriving at the airport on time. However, the infrastructure does not support intermodal smart information exchange or interagency coordination. Travelers have no way to obtain current information about other modes except at each mode and for each mode independently, as interagency coordination is limited to achieving agency objectives while relying on second-hand information.



The focus of ITS is to improve the effectiveness, efficiency, safety, and cost-to-benefit ratio of all travel modes. ITS Maryland will work with the modal operators in the state to improve modal accessibility and modal coordination (intermodality).

AIDING PLANNING AND PLAN DEVELOPMENT

The members of ITS Maryland can offer valuable information to others on planning and plan development. ITS Maryland will provide members with the opportunity to share information and experiences on planning which will improve the interoperability and integration of the state's ITS infrastructure and, thereby, the entire transportation system.

ITS planning and plan development are important steps leading to deployment of an integrated, interoperable ITS infrastructure and transportation network. The Transportation Equity Act for the 21st Century (TEA-21) requires the incorporation of ITS planning into the traditional transportation planning process as well as the inclusion of an ITS element in long range transportation plans. ITS Maryland will assist its members with both short- and long-term ITS planning. Short-term planning involves preparation of deployment plans and inclusion of ITS projects in capital Improvement Programs and the State Transportation Improvement Program. Long-term planning includes development of long range transportation plans.

As ITS planning is incorporated into the traditional transportation planning process, ITS Maryland will assist its members with broader transportation planning efforts by providing guidance on how technological solutions can play a part in the transportation system and which technologies would be most appropriate.

The experiences of the diverse public and private membership of ITS Maryland will be a resource to assist local and state agencies with short- and long-term planning, as well as project-specific planning. In addition, ITS Maryland will utilize the resources of ITS America, as well as the experiences of members of other state chapters. ITS Maryland will assist with planning and plan development in several ways, such as:

- Hosting training courses
- Holding round-table discussions to share experiences
- Creating a list of members who can be contacted to discuss their ITS and network planning experiences with other members

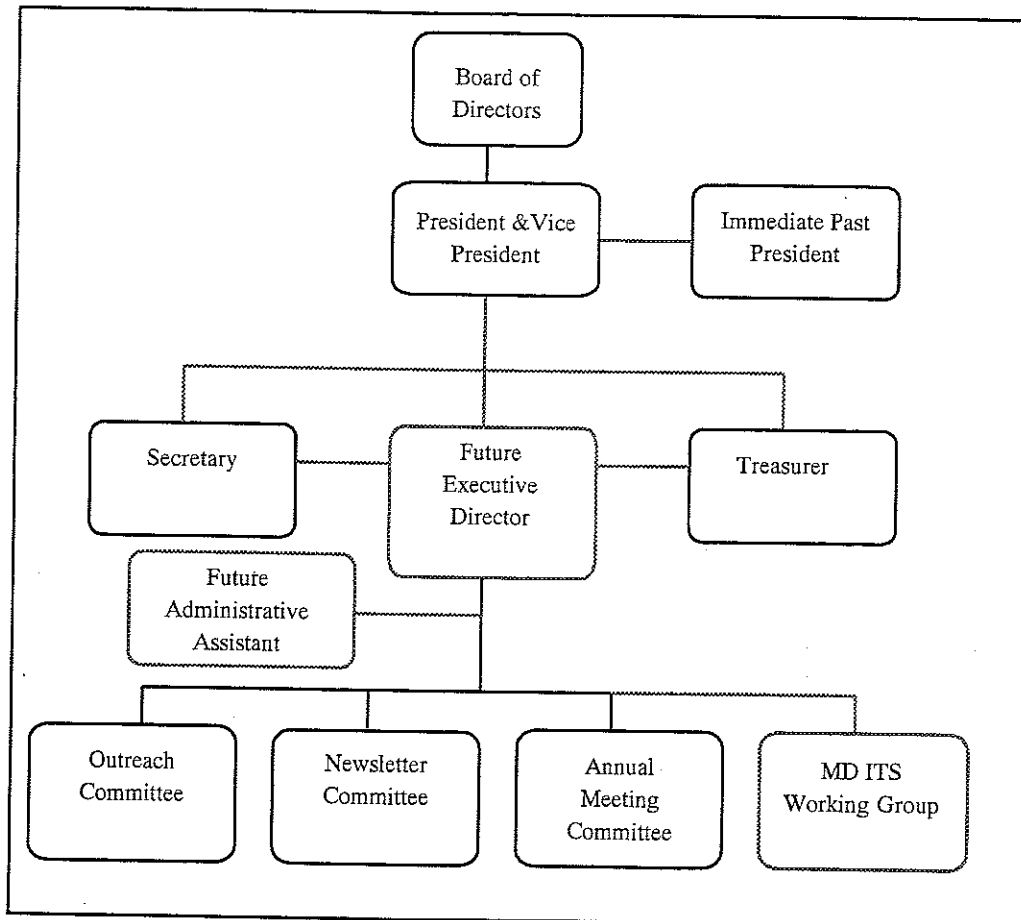


SECTION V: ORGANIZATIONAL STRUCTURE

ITS Maryland will evolve to meet the needs of the organization by adding administrative support staff, increasing our membership, and expanding the content and breadth of our web site.

ADMINISTRATIVE

ITS Maryland represents public, private, and academic interests that support the coordinated development and deployment of ITS technologies throughout the State of Maryland. The organizational structure of ITS Maryland, a State Chapter of ITS America, is shown below.



The property, affairs, and business of ITS Maryland are managed and controlled by a Board of Directors. Board membership includes the elected positions of President, Vice President, Secretary, Treasurer, and Immediate Past President. Membership also includes the Chairs of standing committees along with a balanced representation from the public, private, and academic sectors. Currently all positions are filled on a voluntary basis with no salaried administrative or management staff support.

LEGAL FRAMEWORK

ITS Maryland is a private, non-profit organization incorporated in the State of Maryland. IB Maryland's Articles of Incorporation recognize our status as a State Chapter of ITS America and officially state our purposes as an incorporated entity. IB Maryland By-Laws also state our purpose and affiliation as a State Chapter.

As a State Chapter of ITS America, ITS Maryland is a member of the State Chapters Council of ITS America. The State Chapters Council provides a forum for exchange of ideas between chapters and, more importantly, a unified voice in raising issues common to several chapters to the Board of Directors of ITS America.

ITS Maryland is exempt from paying Federal income taxes. This status is recognized in a "group" 501(c)3 application filed by ITS America on behalf of ITS Maryland, and has been approved by the Internal Revenue Service. The State of Maryland also recognizes and accepts ITS Maryland's 501(c)3 status and as such, ITS Maryland is exempt from paying Maryland State income taxes.

FUTURE ORGANIZATIONAL STRUCTURE

In the near to mid term, the ITS Maryland's organizational structure will evolve to include an Administrative Assistant and the addition of the Maryland Integration Working Group. The Administrative Assistant will be provided through a contractual arrangement with the University of Maryland. The Secretary will perform oversight and direction of the Administrative Assistant duties with input from other Chapter Officers and the Board of Directors. Duties are expected to include, but are not limited to, maintenance of the Chapter mailing list, distributing Board of Director meeting agendas and minutes, distributing other mailings as necessary, assisting with the logistics of the annual meeting and other meetings, support of the Maryland Integration Working Group, managing the ITS Maryland web site, and keeping records for the Chapter.



The Maryland Integration Working Group is expected to become a standing committee. This group will provide an active forum to coordinate ITS activities that are of common interest among Maryland's public sector agencies and the six modal administrations within the Maryland Department of Transportation. Potential activities might include ITS planning, engineering, operations, maintenance, and training; and interagency efforts toward interoperability including development of a statewide interoperability plan. Formation of this group will increase the Chapter's role in the coordinated development of ITS in Maryland and can serve as a catalyst for developing a direct link between the Chapter and the Maryland Department of Transportation.

As ITS Maryland grows over the long term, a salaried Executive Director will be added to manage the day-to-day operations and to provide a liaison to public elected officials.

MEMBERSHIP

ITS Maryland will become the largest State Chapter in ITS America. ITS Maryland has a strong membership base of over 50 public agencies, private companies, and academic institutions, and is the second largest State Chapter in ITS America. Building on our established base, ITS Maryland will seek the active participation of all agencies, companies and institutions throughout Maryland that have or are developing programs and/or products related to ITS. We will also seek state and local public transportation agencies and private companies involved in all modes of transportation and have active participation from these members.

RESOURCES

ITS Maryland's most valuable resource is our membership. From contributing staff time and financial assistance to supporting national ITS America programs, member agencies make possible all that ITS Maryland does. The continued commitment of our membership is the key to the continued success of ITS Maryland.

ITS Maryland plays an important role in the advancement of transportation technology for the State of Maryland. Members stay in touch with ITS Maryland and national initiatives through its website that provides direct access to:

- Access to the resources of ITS America
- A forum for information exchange with other ITS organizations in Maryland
- Involvement with the National ITS Program
- Access to local decision makers and ITS consumers in Maryland



- A voice in steering the direction ITS will take in Maryland

The website will be expanded to provide minutes of Board of Director meetings, committee meetings, the Maryland Integration Working Group meetings, job announcements, fellow member news, and the newsletter. A direct link to the ITS America website is also a priority for ITS Maryland. In addition to the resources of the website, each member has the option to utilize the experience of other members in the organization as well as that from our coworkers and peers. Networking is an invaluable resource to any organization and is one from which ITS Maryland greatly benefits.



SECTION VI: ENABLING ITS MARYLAND

The implementation plan supports the vision and goals of ITS MD. By providing an organized series of activities that address short term and long range goals, ITS MD will increase its membership and expand its stakeholder group. One benefit of increased membership and expanded attendance at activities is additional funding available to support a wide range of activities. An additional benefit is the ability to influence legislation and policy decisions within the state government hierarchy and within educational programs.

This Strategic Plan provides the necessary infrastructure to support the growth of ITS MD and bring forward the many facets of ITS that will benefit the State. A direct result of these activities will be ITS MD's involvement in developing a regionalized ITS approach. ITS MD will work closely with ITS organizations in surrounding states to address the ITS needs of the region.

Table 3: ITS Maryland's Implementation Plan

PROPOSED ACTIVITIES	RESPONSIBLE COMMITTEE AND IMPLEMENTATION TIME FRAME		
	SHORT (1 YEAR OR LESS)	MEDIUM (2-3 YEARS)	LONG (4-6 YEARS)
Section III. Education, Training, Outreach, and Awareness			
Publish and distribute Strategic Plan	Board of Directors		
Conduct a survey of members and potential members about how ITS MD could serve them better	Board of Directors		
Sponsor Scholarship Award as part of paper competition	Outreach	Outreach	Outreach
Conduct tours and presentations for high school and college students and faculty	Outreach	Outreach	Outreach
Serve as guest speaker for educational institutions	Outreach	Outreach	Outreach
Sponsor breakfasts, lunches and dinners for industry and government	Outreach	Outreach	Outreach
Publish articles in the Maryland press about ITS	Outreach		
Develop a Speakers Bureau			Outreach
Produce a pamphlet about ITS and ITS MD	Outreach		
Exhibit at Governor's Technology	Outreach		



Table 3: ITS Maryland's Implementation Plan (Cont.)

PROPOSED ACTIVITIES	RESPONSIBLE COMMITTEE AND IMPLEMENTATION TIME FRAME		
	SHORT (1 YEAR OR LESS)	MEDIUM (2-3 YEARS)	LONG (4-6 YEARS)
Section III. Education, Training, Outreach, and Awareness (Cont.)			
Develop ITS MD informational video for distribution and showing on MPTV			Outreach
Develop list of MD State and local decision makers	Outreach		
Develop a contact plan for each decision maker/government office	Outreach		
Mail ITS MD solicitation package to Maryland-based members of MD League of Cities and MD Association of Counties			Outreach
Support ITS America annual meeting when held in DC	Outreach		
Draft a white paper for government officials on ITS issues			Outreach
Publish newsletter on a regular basis	Newsletter		Newsletter
Hold annual ITS MD meeting	Annual Meeting		Annual Meeting
Obtain corporate sponsorships for annual meeting	Annual Meeting		Annual Meeting
Sponsor joint training session in conjunction with annual meeting	Annual Meeting and MD ITS working Group		
Conduct training needs assessment survey of ITS MD and MD ITS Working Group membership	Outreach and MD ITS Working Group		
Work with educational institutions to develop ITS training sessions			Outreach and MD ITS Working Group



Table 3: ITS Maryland's Implementation Plan (Cont.)

PROPOSED ACTIVITIES	RESPONSIBLE COMMITTEE AND IMPLEMENTATION TIME FRAME		
	SHORT (1 YEAR OR LESS)	MEDIUM (2-3 YEARS)	LONG (4-6 YEARS)
Section IV. Coalition Building			
Develop alliances with public and private agencies	Outreach		
Develop alliances with other professional organizations	Outreach		
Develop alliances with the academic community		Outreach	
Develop alliances with external entities			Outreach
Initiate the MD ITS Working Group	MD ITS Working Group		
Develop Statewide ITS architecture		MD ITS Working Group	
Initiate a working relationship with the Interagency Coordination Team for CVISN			Outreach
Initiate a working relationship with modal administration to improve modal coordination		Outreach	
Assist members with planning and plan development		Outreach	
Section V. Organizational Structure			
Add an Administrative Assistant Position	Board of Directors		
Add the MD ITS Working Group	Board of Directors		
Add a salaried Executive Director			Board of Directors
Increase membership and participation by local transportation agencies	Outreach		
Become a multi-modal organization		Outreach	
Become the largest State Chapter of ITS America			Outreach



NOTES: