

BUSINESS PLAN FOR ITS POOLED FUND #3062

Multi-state Operations Research and Implementation Program (MORIP)

The business plan format is intended to create linkages between MORIP's long-range plans and the work plans used by MORIP project implementers. MORIP participants will be able to trace their contribution from the work plans they follow through the business plan. Also, they will be able to see how MORIP's strategic objectives align with its mission and long-range plans.

This process should yield plans that can be used to manage MORIP and improve its performance. As the planning process proceeds and consolidation occurs the plans will become more strategically focused. At the highest level they will be appropriate for strategic management, while at lower levels they will be more detailed and specific. As they are expanded to link to work plans developed from investment proposals, they will be very specific.

In the initial discussion it was identified that MORIP will be involved in the following:

- a forum for information exchange and technology transfer;
- sponsoring research and other types of projects;
- developing research proposals, some which could possibly be funded by other pooled fund studies; and
- monitoring other related research activities, both locally and nationally.

A decision was reached early that commitment is needed from all of the participating states in order to continue MORIP. It was determined that a business model needed to be defined and a spending plan drafted to identify research projects and develop proposals for those projects in order to secure the commitment.

Business Plan Document Outline

A. Introduction and Organization Profile (Focus and Size)

MORIP is a collaborative effort of four states - California, Minnesota, Texas, and Washington - who are leaders in the deployment of ITS and are involved in national deployment programs.

According to an agreement signed by California and Texas DOTs and dated March 1998, the yearly budget is \$120,000: \$ 50,000 from California, \$ 50,000 from Texas, and \$ 10,000 each from Minnesota and Washington.

B. Mission Vision Alignment

The mission of MORIP is to accomplish the following through a series of peer-to-peer meetings involving state transportation personnel and university researchers:

- sharing information on current ITS deployment initiatives;
- identifying critical issues associated with ITS deployment;
- developing plans for joint research to address and resolve critical issues; and
- educating transportation professionals on the design, implementation, and evaluation of leading ITS deployments.

This business is vital to the success of its participating agencies, because it fills the gap that is not filled by other organizations in sharing information and implementing research projects aimed at advancing ITS operational practices.

C. Customers

The customers that rely on the MORIP group for their success and are willing to pay for its services are the State Departments of Transportation from California, Minnesota, Texas, and Washington, specifically the:

- Intelligent Transportation Systems operations managers;
- pooled fund managers;

- program (finance) managers; and
- administration.

Also, the Federal Highway Administration ITS Joint Program Office and Research and Development Groups are customers of MORIP.

D. Customer Needs

Listed below are several customer needs that have been identified for MORIP to address:

- input/tools to improve operational efficiencies/business practices to solve common operational issues;
- more cost effective development and deployment of ITS strategies in different states;
- a pooled resource of expertise that can be tapped;
- identifying common operational issues that can be addressed by research;
- minimizing "individual" state research risks; and
- better tools from industry to support ITS initiatives.

E. Targets and Measures

Targets that establish a specific quantity or quality of a desired level of service to be delivered by June 30, 2001, and measures that normally are a set of numeric values that track progress were identified. It was determined that the majority of business unit targets meet all of the customers' needs.

Target 1 is defined as professional capacity building, knowledge transfer and management, creative interaction, and networking. Its measures are identified as number of meetings and tours with documentation, quantified performance impact, and number of ideas that helped improve performance.

Target 2 is defined as identification of common issues and cooperative research. Its measures are identified as number of funded and completed research projects and number of research problem statements.

Target 3 is defined as identification of a number of best practices and/or ITS tools, such as, developing common performance measures, developing common data collection methods, and addressing benchmarking in a common way. Its measure is the number of identified best practices that are implemented.

Target 4 is defined as testing, advancing, and implementing ITS standards and specifications. Its measures are the number of standards tested and specifications proposed and/or exchanged.

Target 5 is defined as input on ITS research and/or operations to national ITS decision-makers. Its measure is the number of white papers submitted.

F. Products and Services

For each product or service there should be a projected level of service (or volume) target that answers the question of how much of the product or service will be delivered to our customers to meet their needs during the period of this plan and at what level of quality. Also, there should be some measure that helps track progress toward the target.

MORIP defined the products and services as follows:

- information sharing;
- leveraging of research resources;
- maximizing efficiency and effectiveness of research projects;
- advancing national and state ITS visions and causes; and
- pooling a resource of expertise that can be tapped.

G. Partnership relationships

Key external partnership relationships, which are vital collaborators in meeting customer needs, were identified. These organizations provide valuable input and communications with ITS implementers. They are as follows:

- ITS America;
- USDOT.

H. Trends affecting these customers and/or our ability to meet their needs

This section is to be completed at a later date, so that each trend can be used to help identify opportunities for improvement. In order to accomplish that, we will need to describe the effect of the trend on our customers or our ability to meet their needs.

I. Opportunities for improving customer value

A discussion of the “way it is” for ITS and the “way it should be” (Targets) led to detailed investment proposals for MORIP.

J. Detailed Investment Proposals

- (1) A white paper on detectorization to synthesize recently completed and ongoing research and data collection technology and performance measures from the four states is to be written. The best practices are to be identified and documented.
- (2) A white paper to address the policy issues related to sharing data with private industry.
- (3) A white paper to investigate ITS hardware maintenance management systems.

Attachments: Proposal for:

Recommendations on Future Activities Relating to Detectorization and Performance Measures
Development of a White Paper on Policy on Data Sharing with Private Industry
Development of a White Paper on ITS Hardware Maintenance Management Systems