

State Chapters Task Force Report

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Task Force Charge from Board

- Enhance State Chapter Relationships
 - Review current activities, relationships, services (institutional, technical)
 - Identify ways to enhance relationships
 - Identify ways to link to Forums

Task Force Process

- Two phone calls, meeting at Congress
- Primary ITSA benefits to Chapters today
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- State Chapters Council activities
- Review of:
 - July 23, 2010 State Chapter Task Force Report
 - State Chapters Survey
 - Bylaws
 - Strategic Plan
 - Website
- Recommend actions for Board consideration

Key Benefits of Chapters to ITSA

- Access to broader national ITS industry network
- Broader advocacy network
- Access to front-line purchasers, installers, operators of ITS technology
- Access to potential future ITSA members
- Annual chapter report
- ???

ITSA Stated Benefits to Chapters

- Help starting a state chapter
- Chapter rebates from National members
- Incorporation/tax services support
- Insurance support
- Executives attend annual chapter meetings as possible
- Advocacy at the national level
- Participation in State Chapters Council
- Newsletter and Website coverage
- Use of ITS America name/logo
- Use of ITSA outreach materials
- Access to ITSA membership list & rosters
- Access to ITSA listserv for certain activities
- Opportunity to review/comment on draft policy & advisory documents
- Miscellaneous support from Member Services Coordinator
- Other miscellaneous

Current SCC Interactions w/ ITSA

- Annual report
- ITSA Annual Meeting Pavilion
- Monthly 1-hour SCC conference/webinar calls
- Annual Meeting Chapter Strengthening workshop
- SCC meeting at TRB
- Routine communication from Charlie Tennyson on items of chapter interest
- Routine communication from Paul Feenstra on legislative information
- Visits/presentations by staff to chapter meetings
- Other miscellaneous support/communication

Some Initial TF Observations

- There is a “**disconnect**” between ITSA and chapters; not ongoing, substantial support in either direction
- **Major gaps exist** between many chapter members and the national organization
- Most chapters made up of **state/local members not affiliated with ITSA**
- State chapter members are affiliated with the **end-users of ITS** technology at the state and local level
- Chapters need **more help with advocacy** at the chapter level
- Critical for **State DOTs** to be engaged with their chapters
- Recognize **realistic budget and time limitations**; don't expect broad, active involvement at both national and local levels w/o additional resources
- It's a **value proposition** - must identify values and impacts to both organizations for any actions going forward to be successful
- It's critical to **make it easy to work together**

2010 TASK FORCE REVIEW

Summary - 2010 SC Task Force Report

- The background paper suggested several relationships that should be explored by the Task Force:
 - The appropriate legal organization and relationships
 - The appropriate financial relationships
 - Complementary governance models
 - Various types and levels of membership
 - Specific functions and purpose
- Prior research about the ITS America/state and regional chapter model shows that:
 - It is a structure used about 20% of the time in non-profit associations
 - Most national associations and their chapters are legally and financially connected
 - The ITS America model reflects its historical roots as a national organization statutorily created as a federal advisory committee, after which a number of stand alone, self initiated chapters formed where there were ITS champions in government, universities, and the private sector
- If ITS America and its chapters wish to explore these relationships further, it will require more time to come up with alternative models and a time line for analysis, review, and potential action.
- The transition period to a new model would likely involve several years and its governance and financial impacts may be difficult to predict.

2010 State Chapter Task Force Recommendations

1. Accept the 45 findings of this report and endorse further efforts by the State Chapters Council to prioritize and act on the findings as a sound basis for improving national and chapter relations
2. Approve further review under the auspices of the Governance and Ethics Committee of the feasibility for a more unified structure between the national organization and the state chapters with particular attention to the questions of membership, complete coverage of all of the states by state or regional chapters, and sensitivity to the costs and benefits of any realignment (affiliation agreement revised)
3. Direct the Governance and Ethics Committee to make a final report at the next ITS America Board meeting in December 2010.

2011 TASK FORCE REVIEWS

State Chapter Survey – Key Data

(18 of 27 current chapters participated)

- 89% offer organization membership, 67% individual
- 10 to 120 organization members per chapter, 58 average
- 1 to 283 individual members per chapter, 125 average
- 94% w/ member dues, 78% w/ conference fees, 61% w/ sponsorships
- \$100-\$500 range in organization dues, \$253 average (bundled dues in CA)
- \$10-\$150 range in individual dues, \$62.50 average; \$0-\$10 student dues, \$10 average
- 22% structure dues by public/private, 17% have tiered dues by size
- 89% have Board of Directors, average size 16 (range 4-26)
- Boards meet quarterly (28%), monthly (44%) and other (28%)
- 67% are 501(c)3, 11% 501 (c)6, 22% other
- 39% have a strategic plan; 44% have member-only committees
- 28% have paid staff (\$1,500 to \$75,000 annual range)
- 89% hold an annual meeting; 1-2.5 days in length
- 30-375 annual meeting attendance range, 158 average; 0-65 AM exhibitors, 22 average
- 72% hold regular meetings for all members; 22% once a year, 22% quarterly, 17% monthly
- 78% provide training, 56% provide PDHs, 17% CEUs, 11% both; 28% offer web-based
- 28% produce annual report, 33% produce newsletters, most quarterly
- 61% have volunteer-maintained websites, 39% paid
- 22% used social media in 2011, 17% w/ LinkedIn, 17% w/ Twitter, 11% w/ Facebook

Bylaws Review Recommendations

- Section 2.2.3 - Find ways to formally expand the “**rights and privileges**” of State chapters, e.g., representation on the Board, Councils, Forums.
- Section 4.19.2 - Find methods of enhancing the importance of **service on the SCC**, and **SCC representation on the Board**.
- Chapter VIII (State Chapters) – Identify amendments that would offer opportunities to enhance relationships between State Chapters and ITSA.

Strategic Plan Review Recommendations

- Include purpose and importance of chapters in introductory text
- Address state chapters in Guiding Principles
- Strategic Goal #1 -- Address “state chapters” more as an important element of optimizing value to members and the ITS industry.
- Strategic Goal #2 -- Add more emphasis on engaging “state chapters” as an important element of ITS advocacy
- Strategic Goal #3 -- Find ways to expand “state chapter” involvement in these thought leadership activities.
- Strategic Goal #4 -- Look for ways to increase state chapter representation and involvement on the Board for improved relationships with chapters and benefits from their activities.
- Strategic Plan Quotes -- Place more emphasis on state chapters and their benefits in quote sources and quote content.

Website Review Recommendations

- Make Chapters more prominent on the home page, such as adding a separate Chapters tab and link at the page bottom
- Ensure that Chapters and ITSA feel that these SCC objectives are being met:
 - enable clear expression of issues, direct access and unfiltered communication to the Board
 - chapters have direct input on issues of immediate national concern that will ultimately impact state and local entities
- Explore ways to make routine SCC communication (monthly meetings, emails) more beneficial and meaningful to chapters and ITSA
- State Chapters page - improve presentation to show national chapter coverage, e.g., click on a state within a national map
- State Chapter Resources page – create ongoing effort to routinely expand these resources to highlight continuing accomplishments and resources available at the chapter level, and promote them

Website Review Recommendations (cont)

- State Chapter Benefits page – Review carefully to ensure these diverse benefits are being fully realized
- Consider expanding the Awards program even further as Chapter leadership loves awards and they're relatively inexpensive.
- ITS executive staff (and/or Board leadership) should visit chapters more often, particularly at annual meetings
- ITS Chapter Services resources beyond Charlie will have to increase to give chapters more noticeable support and attention
- Many website sections refer to State organizations; “state and local” is preferred as most chapter membership is made up of local agencies, consultants, vendors and suppliers
- Highlight on the State Chapters pages the diversity of the Chapters' 800 or so members
- There is no mention of Chapters in the ITS America membership Guide. This should be addressed in the next brochure update
- Find ways that chapters and their members may be more directly connected to Business Development activities

Website Review Recommendations (cont)

- Find ways that chapters and their members may be more directly connected to the forums and other technical activities listed on the Industry Forum page
- On the Knowledge Sources page, explore more ways that chapters and their members can be more aware of these resources and contribute to them
- Explore ways to build a stronger advocacy network between ITSA and chapters, to the benefit of both groups
- Develop more chapter involvement in the Newsroom section of the page, and possibly other aspects of chapter member publications
- Add a “Chapter Conferences and Events” section to the Conferences and Events page so chapters could more easily advertise their activities at a national level. Also, allow chapters to advertise their web-based technical activities to attract larger, nation-wide audiences when feasible
- Explore ways that chapters and their members may be more aware of and directly involved in the Smart Solutions Spotlight program
- Look for ways for the Student Essay program to be better promoted or connected to chapters

CONCLUDING RECOMMENDATIONS

Top 20 Recommendations to Enhance ITSA-State Chapter Relationships

National and Chapters Should Promote One Another

- Make Chapters more prominent on the home page, i.e., add separate Chapters tab and Chapters link at the page bottom.
- State Chapters page - improve presentation to show national chapter coverage, e.g., click on a state within a national map.
- Add a "Chapter Conferences and Events" section to the Conferences and Events page and encourage chapters to advertise their activities at the national level.
- Identify ITS success stories at the state and local level and promote them nationally and vice-versa.

Promote State Members Participation at the National Level

- Find ways that chapters and their members can be more involved in the Business Development activities listed in the website.
- Find ways that chapters and their members may be more involved to the forums and other technical activities listed on the Industry Forum page.
- Assess the impact of public agency travel issues for national meetings, and what steps can be taken to address this, including facilitating travel or utilize chapter programs to fill in this gap

Promote Advocacy at the Local Level

- Develop a national model of how chapters can engage their elected officials to support Authorization.
- Make the right people available at the local level to represent national and state issues.
- Encourage events like invitation only breakfasts to interact with high level transportation officials

Top 20 Recommendations to Enhance ITSA-State Chapter Relationships

Engage Local Agencies

- Focus more attention on metropolitan and regional deployment strategies and engage MPOs, given their role in funding and planning for technology deployment.
- Accommodate public agency employees to attend annual meetings at a reduced registration fee.
- Engage local agencies with low/no cost simple functions that entail little travel and time

Strategic Plan

- Strategic Goal #1 - Address “state chapters” more as an important element of optimizing value to members and the ITS industry.
- Strategic Goal #4 – Look for ways to increase state chapter representation and involvement on the Board for improved relationships with chapters and benefits from their activities.

Other

- Section 2.2.3 - Consider ways to formally define and expand the “rights and privileges” of State chapters, e.g., representation on the Board, Councils, Forums.
- Develop a national speaker list for chapters when they need a broader voice or perspective
- Having ITS America board members belonging to at least one chapter and ensuring the chapter bylaw requirement that 50% of a state/regional chapter board be members of ITS America
- Successful chapter recruitment best practices should be captured and shared
- ITS executive staff (and/or Board leadership) should visit chapters more often, particularly at each chapter annual meeting

Next Steps

- Board endorses/selects priority actions
- Board directs Task Force to work with Staff to develop a specific action plan, with dates, responsibilities, resource requirements and ROI, for next Board meeting