



Draft SDITE 2010

DRAFT VISION

To be recognized as the District which fosters, develops, and promotes leadership and integrity in all areas of our transportation profession.

DRAFT MISSION

SDITE commits to equip and energize its members to become leaders in the transportation profession by:

- Development and dissemination of Technical Knowledge
- Providing excellence in Member / Section Services
- Addressing critical Work Force Development issues
- Promoting Leadership Development
- Promoting Partnerships and developing Relationships
- Adhering to the ITE Code of Ethics
- Ensuring effective Communications

STRATEGIC GOAL AREAS

- Technical Knowledge
- Member and Section Services
- Work Force Development
- Leadership Development
- Information, Communications, and Outreach

BACKGROUND INFORMATION & SDITE STRATEGIC PLAN IMPLEMENTATION

I. BACKGROUND INFORMATION

In April 1999, Bob Stammer (Chairperson of SDITE Strategic Planning Committee) presented a recommended strategic plan to the Executive Board and SDITE members attending the 1999 Annual Business Meeting. This plan was developed from a limited number of SDITE members, but the process did review the strategic plans of Sections within the Southern District and one plan from another District. After the development of the draft strategic plan, it was presented to the Board and to attendees for additional review and consideration. This process was selected because very few volunteer organizations are willing to take the time or exert the effort and resources to develop a strategic plan which involves feedback from a large sample of its members.

In December 2002, the International Institute of Transportation Engineers (ITE) completed the development of the ITE Strategic Plan-2002. This plan was developed by the 2002 International ITE Board of Direction and was based on feedback from membership surveys, input from Sections / Divisions, and a consensus of the 2002 Board of Direction.

The 2002 International ITE Strategic Plan included a Vision, a Mission, and included six (6) critical goal categories as follows:

- Membership
- Communications
- Technical Knowledge
- Internal Organizational Issues
- External Organizational Issues
- Professional and Workforce Development

On April 15, 2003 a strategic planning session was held at the 2003 Annual Meeting in Winston-Salem, NC to receive comments from members in attendance. Additionally, 2003 SDITE Vice President Rick Day prepared a survey for those attending the meeting. A copy of the feedback at the session and from the survey was prepared and grouped by the focus areas in the International ITE Strategic Plan.

Following this session, Vice President Day appointed Richard Atkins to serve as SDITE Strategic Planning Chairperson and requested that he assist the Board in developing a draft strategic plan. It was suggested that the District approve the strategic plan at the SDITE 2004 year end board meeting.

DRAFT SDITE 2010

In mid-March 2004, SDITE International Director Brent McKinney, SDITE President Rick Day, and SDITE Strategic Planning Committee Chairperson Richard Atkins completed the development of Draft #1 Vision, Mission, and Strategic Goal Categories. This information was based on a review of the SDITE Strategic Plan-1999, the International ITE Strategic Plan-2002, feedback from the 2003 Annual SDITE Meeting in Winston-Salem, and insights regarding the future of SDITE.

Our initial Strategic Plan was forwarded to approximately 40 SDITE members throughout the district via e-mail for review and comments. All comments were reviewed and a revised draft strategic plan (#2) was developed in early April 2004. This revised draft strategic plan was forwarded to the SDITE Board of Direction and to the SDITE members that provided comments regarding the plan. This plan was discussed at the SDITE Board Meeting in Covington, Kentucky on April 18, 2004. Additionally, a strategic planning session was held at our 2004 Annual Meeting.

Following the 2004 Annual Meeting, there have been additional changes in the draft plan based on feedback and additional thoughts / insights. These have been incorporated in **Draft SDITE 2010**.

DRAFT VISION

For a number of years, we have recognized SDITE as an organization that annually hosts quality Annual Meetings which provides opportunities for excellence in technical sessions, professional networking, and fellowship. There are no plans to consider anything which would lessen the importance of these activities in planning the SDITE future.

In developing our Draft Vision, we have chosen to focus on the importance of the Districts role in assisting our members in becoming **leaders** in all areas of our transportation profession. We should strive to have our members become chairpersons of International ITE Councils and Committees. Wouldn't it be great to have an International ITE President or a Chairperson of the ITE Coordinating Council from the Southern District in the near future?

DRAFT MISSION

In developing our Draft Mission, we have chosen to identify strategic activities for which SDITE needs to direct our energies should we be motivated by the Draft Vision. We believe that membership in SDITE presents a unique opportunity for our members to be equipped and energized to become successful leaders in all areas of the transportation profession.

The current Mission of SDITE is simply stated: **To serve our members and the transportation profession**. This is extremely important; however it is recommend that our mission be expanded to more accurately represent the benefits of membership in SDITE. Our draft Vision challenges us to re-think the SDITE role in providing leadership to the transportation profession.

DRAFT STRATEGIC GOAL CATEGORIES

There has been differing opinions as to what Strategic Goals Areas should be called. We originally identified these as Critical Goal Areas. We have chosen to call them Strategic Goal areas primarily due to our desire to place a higher emphasis on enlarging our Vision. Regardless of the name, these are the key areas of focus for which SDITE should develop an **Annual Work Plan** to ensure future success.

The process previous described led us to recommend the establishment of five strategic goal areas for the SDITE 2004 Strategic Plan. The five areas include:

- *Technical Services*
- *Member and Section Services*
- *Work Force Development*
- *Leadership Development*
- *Information / Communications / Outreach.*

These are generally aligned with those in our International ITE strategic plan and should be helpful in aligning our plan with that of International ITE. Additionally, the strategic goal area of Partnerships has been eliminated from the original list presented at the 2004 Annual Meeting in Covington. Establishing partnerships appears to be a means to achieve success in every goal area rather than to be considered a distinct goal area. We wish to be clear. Establishing numerous partnerships is a key towards SDITE future success!

II. STRATEGIC PLAN IMPLEMENTATION

The draft strategic plan is a plan which moves SDITE to an organization which an extremely active organization; ie striving to make its vision a reality. **Leadership** will be the key to our success. It is proposed that the focus and energies of the Board be re-directed to spending a significant amount of their time and energies towards the bigger picture by empowering others to act. Additionally, it is recommended that we identify and recruit 5 strategic goal champions and establish a team for each strategic goal area. Preliminary thoughts regarding the re-directed role of the SDITE Board, establishment of Strategic Goal Champions, and Strategic Goal Teams are as follows:

SDITE Board Role-Strategic Plan

After the Boards adopt a Vision, Mission, and the Strategic Goal Categories areas, it is recommended that the **SDITE Board be given responsibility for overseeing the development, monitoring, and updating of an Annual SDITE Work Plan.** This can be accomplished by placing a high priority for this responsibility at upcoming Board meetings.

It is further recommended the Board appoint an on-going Strategic Planning Committee to advise the board regarding implementation progress and future direction of SDITE. The composition of the Strategic Planning Committee might include:

- Strategic Planning Chairperson
- Five (5) Strategic Planning Champions
- District 5 Board Member

Strategic Goal Area Champions

It is recommended that the Board appoint a Strategic Goal Champion for each of the Board approved strategic goals. The champions of our critical goal areas should be professionals with demonstrated skills, a passion to work in these areas, and a willingness to provide leadership by pro-actively facilitating communications with all Sections. Additionally, the champions must take the leadership role in developing a draft Annual Work Plan and making recommendations for additional team responsibilities.

The Strategic Goal Champions would be expected to serve longer periods (up to 3 years) and would be seen as the “glue” which holds the teams together over longer time periods, and become an advocate for moving SDITE forward. Additionally, it is suggested the champions serve as members of the SDITE Strategic Planning Committee.

Strategic Goal Teams

It is recommended that each Section appoint a representative to each SDITE Strategic Goal Team. The SDITE Strategic Goal Champion would serve as chairperson of each team.

Initial thoughts regarding the responsibilities of each Team would be as follows:

- Defining their role and responsibilities in assisting the SDITE strategic plan to become a reality.
- Developing a draft **Annual Work Plan** which supports the SDITE Vision and Mission for consideration by the Board

- Providing quarterly **Achievement Status Reports** to the Board, Section Presidents, the SDITE International Director, and the SDITE Strategic Planning Committee
- Developing recommendations for consideration by District and Section Boards
- Increase involvement of SDITE membership

This proposed change in the Board becoming actively involved in strategic planning / plan implementation allows us to take maximum advantage of our District Board and their gifts. The recommended work planning process adds the critical elements of **pro-active planning, responsibility and accountability**. These elements are important if we are committed to raising the SDITE bar!

RECOMMEDED SDITE BOARD / PRESIDENT ACTIONS

1. Approve SDITE Vision, Mission, and Strategic Goal Areas **at the December 2004 Board Meeting**
2. Recognize updated strategic plan as **SDITE 2010**
3. Appoint a **District Strategic Goal Champion** for each of the five (5) focus areas by **January 15, 2004**.
4. Appoint a **Strategic Planning Committee** to work with Board on an advisory basis by **January 31, 2004**.
5. Charge each Strategic Goal Champion to make recommendations regarding the **proposed roles and responsibilities of their team by February 28, 2005**.
6. Request the **2005 SDITE President** re-evaluate the agenda, expectations of all SDITE Committee Chairs / District officers, and prioritization / use of time for future SDITE Board meetings.
7. Request each Section to appoint a **Section Strategic Goal Champion** for each of the five (5) strategic goal area to be a member of the SDITE Strategic Goal Committee by the 2005 SDITE Annual Meeting
8. Approve the role and responsibilities for each Strategic Goal Team at the **December 2005 Board Meeting**
9. Request each Strategic Goal Team to complete the development of a 2006 Work Plan and budget needs one month prior to the 2006 year-end Board meeting.
10. Appoint a SDITE Board Committee to evaluate and make any recommended changes in our **organizational structure** resulting from SDITE 2010. This should be completed by September 1, 2005.

WHAT'S POSSIBLE BY 2010?

The following is a potential list of future achievements by the District and Sections within the Southern District. Even though this list might frighten some of our members, it represents a list of the **needs of our transportation profession today**.

Technical Services

- Formal Technical Training / Certification Programs in every Section as result of developing partnerships between District and Sections
- SDITE Best Practices Committee
- SDITE Safety Council
- Joint Technical Projects

Member and Section Services

- Executive Director and support staff
- Southeastern US transportation professional job listing
- A voice in the establishment of transportation policies in every Section
- Transportation Directory in every Section
- Source for Transportation News in every Section
- Updated legislative information provided in every Section
- Establishment of numerous specialty councils in all Sections similar to those in International ITE

Work Force Development

- Pro-active Career Development programs in every Section
- Intern programs in every section
- Support state governments, local governments, and private sectors in recruitment of future transportation professionals through established partnership agreements
- Adequate source of professional to fill vacant positions

Leadership Development

- Formal Leadership Development / Certification Program in every Section which include the elements of **training, mentoring, reading, evaluation Promotions** of a large number of Traffic Engineers to higher levels of responsibility in their respective organizations
- Recognition of SDITE role in supporting Leadership Development for transportation professionals in the southeastern United States by federal government, state governments, local governments, and private sector officials.

Information / Communications / Outreach

- Formal Public Education / Outreach Program in every Section
- Community Outreach Programs in every Section
- Electronic newsletters
- Periodic e-mail updates containing valuable information
- Award winning web page
- Source of Transportation Information by the Media in every Section
- Support of key legislative initiatives in every Section
- Joint meetings and agreements in all Sections as result of partnerships with other transportation / transportation related agencies

CLOSING COMMENTS

In moving forward with SDITE 2010, we need to ask ourselves the following question: What services do we provide to the majority of our members who don't participate in our Annual Meetings?. Some believe the only direct services we provide to our general membership is that of an Annual Meeting and a newsletter. We wish to share a couple of comments from of our members:

- *“The District needs to figure out how to become more visible to the majority of our members who will never go to a District meeting and know very little about the District.”*

- *“Our Section members who are active at the Section and District level have a pretty high opinion of the District, but the District is pretty transparent to those who aren’t active at the District level (which is probably a lot of the members in each Section)”*

On behalf of the SDITE Strategic Planning Committee, we thank our entire membership for the opportunity to develop SDITE 2010. It has given all of us a chance to give something back to a profession that has been good to us. We believe the **“best is yet to come!”** Let’s complete the development of our strategic plan in 2004 and hit the road running in 2005.

Respectfully submitted,

Richard Atkins
SDITE Strategic Planning Committee Chair