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Statement of Limitations

This plan is intended for the use of the Minnesota Guidestar Board of Directors. Its recommendations may not satisfy the needs of other users and any re-use of this document or of the findings, conclusions, or recommendations presented is at the sole risk of said user. The plan is conceptual in nature and is not to be used as the sole basis for final or remedial action or as a basis for major capital decisions.

1. Introduction

1.1. Overview of Document

The Minnesota Guidestar Board of Directors Strategic Plan 2010 is the Minnesota Guidestar Board of Directors' guide for advancing Intelligent Transportation Systems (ITS) in Minnesota and supporting the development and deployment of an integrated statewide program for ITS. The plan is intended to be used by the Board of Directors, also referred to as the Board, to promote the development, deployment and use of ITS statewide. If this plan is to succeed, it needs the cooperation of all affected groups involved in ITS and transportation planning, design, funding and implementation in the state.

The Strategic Plan is composed of the following sections:

- 1. Introduction** – This section provides an overview of the document and a history of the Minnesota Guidestar Board.
- 2. Mission and Vision** – This section states the Board's mission and its vision.
- 3. Goals** – This section identified the Board's goals towards fulfilling its mission.
- 4. Board Action Plan** – This section describes actions the Board will pursue to reach its stated goals and fulfill its mission.
- 5. Board Structure** – This section describes the composition of the Guidestar Board, roles of different groups supporting the Board, and how the Board interacts with other ITS stakeholders.
- 6. Glossary** – This section provides a glossary of terms used in this document

This Board Strategic Plan is an update of ITS Strategic Plan 2006 and previous strategic, deployment, and action plans. This update will focus on the strategies the Board will follow and activities it will perform to advance ITS. The foundation of the current update was a Board of Directors' retreat conducted in May 2010. The retreat offered a forum for the Board to discuss and develop the future direction for the Guidestar Board and ITS in Minnesota.

1.2. Guidestar Board History

The Minnesota Guidestar Board is a unique organization in the nation. While other states have departments of transportation or state ITS America chapters similar to the Minnesota Department of Transportation (Mn/DOT) and ITS Minnesota, the Board has no comparable counterpart in any other state. Its public/private representation allows a wide range of stakeholders, from researchers and manufacturers to state agency staff and health care industry representatives, to

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provide input on the strategic direction it provides. This status also allows it to interact with and provide guidance to policymakers in ways that public sector partnerships or trade associations cannot.

Minnesota Guidestar Program is an umbrella term encompassing all of the ITS activities in Minnesota. It grew out of efforts in the late 1980's by Mn/DOT and the University of Minnesota Center for Transportation Studies (CTS) to establish a Minnesota program that would build on successes such as the Freeway Management System and Traffic Management Center and would focus on Intelligent Vehicle Highway Systems (IVHS), as ITS was then called, to make Minnesota a national leader in the field. These initial discussions led to the establishment of the Minnesota Guidestar Program and its unique partnerships, coupled with a strong national marketing effort. In 1991, the Minnesota Guidestar Program received a federal earmark for ITS operational tests. The Minnesota Guidestar Board, was formed to advise policy makers on how those earmarked funds should be used to advance ITS. Minnesota continued to receive earmark dollars through 2004. This designated funding, along with Mn/DOT high level leadership support for ITS, allowed Minnesota to remain a national leader in ITS. Since its inception in 1991, the Minnesota Guidestar Board has performed a broad range of ITS activities including needs assessments, research and development, full-scale operational testing, and deployment of ITS strategies and technologies. The Minnesota Guidestar Board has developed a strong partnership between the public sector, the private sector and academia that has produced innovative and unique programs and projects.

While the Minnesota Guidestar Board has evolved over its history, its work promoting ITS technologies has stayed consistent. When the Minnesota Guidestar Board and its subgroups were first founded, it was a public sector partnership made up of Mn/DOT, the University of Minnesota, the Department of Public Safety, and the Met Council and focused on policy, research, development, and field operational tests of ITS. In 1996 the Minnesota Guidestar Board of Directors became a public/private body, expanding its membership to include private sector members. This change also marked a shift in focus to deployment of ITS. Subgroups of the Board have been formed over the years to focus on issues such as funding, programs, and project related issues. The Minnesota Guidestar Board of Directors is currently overseen by an Executive Committee and includes an Implementation Team and a Marketing and Outreach Committee in coordination with ITS Minnesota. Further discussion of the Board's structure is included later in Section 5.1 of this document.

2. Mission and Vision

The mission and vision of the board identify the role of the Minnesota Guidestar Board and the outcome of ITS in Minnesota if that mission is accomplished. A key outcome of a Board of Directors retreat held in 1999 was a statement of the Board's mission that complemented the vision that grew out of the first ITS Strategic Plan (1997). Both mission and vision statements have been modified by subsequent Boards to better reflect changing local and national condition and policies.

2.1. Mission

The following Mission Statement summarizes the role that the Minnesota Guidestar Board of Directors will play in the advancement of ITS:

The Minnesota Guidestar Board of Directors advances transportation technology by providing strategic direction, advice, education, and a forum for developing innovative partnerships among public, private, academic, and other transportation stakeholders.

2.2. Vision

The following revised Vision Statement represents the desired future of ITS in the state of Minnesota if the Mission Statement of the Board is fully realized.

Intelligent Transportation Systems will be fully integrated into the transportation system to enhance quality of life by improving safety, mobility, economic vitality and sustainability.

The vision for ITS is supported by the Board's execution of the vision statement. Fully integrating ITS into the transportation system is achieved through the Minnesota Statewide Regional ITS Architecture, which identifies all ITS infrastructure in the state and outlines ITS solutions to problems.

3. Goals

The following goals have been established to help achieve the Board's mission and ITS vision:

Goal 1: Expand ITS Educational Outreach and Education Efforts

For ITS to become accepted as an integral component of the transportation system and everyday activity, an effort needs to be undertaken to promote its benefits. The potential audience for this message can be very large and includes road authority leaders, technical experts, community leaders, enforcement authorities, businesses, and the general public. Four groups are particularly important:

- **The General Public:** Needs to understand how ITS benefits every-day travel, particularly in terms of safety, travel-time savings, and providing better information about transportation choices.
- **Agencies and Institutions:** Not all institutions that have a role in implementing ITS enjoy the same level of awareness or commitment to ITS. Furthermore, not all departments within agencies and institutions have a similar level of understanding of the potential benefits of ITS or of the need for supporting ITS implementation.
- **Private Sector:** Improve the cooperation and coordination between public and private entities. This will provide an opportunity for dialogue of what ITS applications and deployments are working and not working from both a public and private perspective. Public-private cooperation and coordination also avoids possible duplication of efforts and ensures compatibility of technologies. Also, and no less important, given changes in funding sources, public-private cooperation and coordination provides the opportunity to leverage more funds from private sources and from government sources where funding matches are available.
- **Policymakers and Legislators:** Are in a position to make key funding, regulatory and administrative decisions that can affect whether and how ITS programs are implemented.

The Board needs to provide direction to the Marketing and Outreach Group on what key individuals from those four key groups to focus on and what message to convey. Once identified, the Marketing and Outreach Group can take the initiative for making available information and materials that either it develops or are developed by ITS America, ITS Minnesota, FHWA and others for use in outreach programs to educate target groups about the benefits of ITS.

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Goal 2: Conduct Outreach for Partnership Formation

Partnerships are key to the success of the Minnesota Guidestar Program's ITS deployment and mainstreaming efforts. The Board, working with Mn/DOT management, should continue to play a substantial role in the formation of innovative partnerships among public-public organizations and public-private entities to take advantage of these efforts.

As ITS deployment projects shift from specific ITS funding sources toward mainstream ITS deployments, state, regional and local agencies will need to enter into partnerships and cooperative agreements, especially with local governments, to deploy ITS projects that transcend jurisdictional and administrative boundaries. At the same time, the private sector is likely to take on greater responsibility for the marketing and promotion, as well as providing guidance for development of ITS products and services.

Goal 3: Provide Strategic Direction to Policy-Making Bodies

The Board plays an important role in coordinating and integrating ITS efforts in the state. These efforts include recommending priorities and allocation of resources, working to reduce institutional barriers and improving coordination among agencies and institutions charged with ITS implementation. Some key institutions include Mn/DOT, Metropolitan Planning Organizations (MPOs), Regional Development Commissions (RDCs), cities, counties, transit agencies, Department of Public Safety, and the Department of Administration.

Goal 4: Mainstream ITS into the Statewide Transportation Planning and Implementation Process

Efforts by the Board, Mn/DOT, FHWA, and other public agencies have been underway to mainstream ITS into the overall transportation planning and implementation process. Statewide project selection and funding will be done through the Transportation Improvement Plan (TIP) and Statewide Transportation Improvement Plan (STIP) processes, both involving Area Transportation Partnerships (ATPs), MPOs, RDCs, cities and counties. The concept of ITS and the benefits it provides are not universally understood by the public, policymakers and even by all elements within transportation agencies, and mainstreaming of ITS will require increasing education and dissemination efforts on all fronts; finally, as large-scale, statewide deployments become more common, it is anticipated that the private sector will play an increasing role in ITS promotion and education efforts, and in the development of products and services. Steps to educate and encourage the mainstreaming of ITS should be developed to facilitate this transition.

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Goal 5: Promote State and National Architectures, Standards and Protocols

The National ITS Architecture creates a framework for the design and interoperability of ITS systems deployed at different times and by different entities. Jurisdictions wishing to use Federal funding must complete an architecture for their region to ensure that diverse systems will integrate and best suit the needs of travelers. In addition a set of standards relating to specific technologies have been, and continue to be developed. Deployments need to conform to adopted regional architectures as well as with provisions of SAFETEA-LU and future transportation funding bills. The Minnesota Statewide Regional ITS Architecture, which is compliant with the National ITS Architecture, provides this framework for the state.

Goal 6: Promote Research to Advance State-of-the-Art ITS Technologies and Applications

A key feature of the Minnesota Guidestar Program and Board has been the close working relationships with the University of Minnesota and public and private sector entities. Opportunities to expand these joint activities were enhanced by reauthorization of the ITS Institute in the Center for Transportation Studies as a national university transportation center in the 2005 SAFETEA-LU act. There are opportunities to leverage these base funds by competing for federal ITS initiatives such as the Mn/DOT and ITS Institute partnership in 2005 to successfully attract the Cooperative Intersection Collision-Avoidance System (CICAS) program. There is also an opportunity for private sector partnerships with the ITS Institute, which can allow testing of technologies and other joint activities, helping the ITS Institute satisfy its federal match requirements. Joint activities with the public and private sectors can also provide ITS experience for students, as future members of the transportation workforce. A starting point for promoting research partnerships is to periodically update Guidestar Board members on research ideas and initiatives, engaging them in discussions to explore potential partnerships for developing new ITS technologies and innovations. These partnerships open the way for discussing ways to convert research results into technology applications, and applications into deployments.

4. Board Action Plan

Participants at the May 2010 Board Strategic Planning Workshops identified several actions that the Guidestar Board might conduct to advance ITS in the state of Minnesota. Those actions were prioritized by the Board in October 2010. A prioritized list is provided below and descriptions of those actions are listed below grouped by the Guidestar Board Goals described in Section 3.

1. Provide outreach/advocacy on ITS to new agency executives (Mn/DOT, DPS, Met Council) and elected officials coming in after elections (see Section 4.1.2 for more details)
2. Create a Marketing and Outreach Committee to develop and execute a Communications Plan (see Section 4.1.1 for more details)
3. Cultivate ITS champions in districts, counties, and Metropolitan Planning Organizations (MPOs) as well as in different modes of transportation (see Section 4.1.5 for more details)
4. Develop ITS outreach tours for local agencies and/or tour the state and meet with counties and cities on the benefits of ITS, how to apply it to their systems, areas they can use funding to deploy ITS and what they need to do to access or compete for those funds (see Section 4.1.4 for more details)
5. Conduct outreach and education to Area Transportation Partnerships (ATPs), MPOs, and Regional Development Commissions (RDCs) to promote ITS deployment and incorporating ITS elements into construction/reconstruction projects (see Section 4.1.3 for more details)
6. Push for guidelines/standards/warrants/thresholds for when ITS deployments are appropriate (see Section 4.5.1 for more details)
7. Push for a greater variety of active private sector involvement (i.e. contractors and vendors) (see Section 4.2.1 for more details)
8. Invite someone from an agency that selects funding applications for award to discuss with the Board how Minnesota can be better positioned for ITS funding opportunities and what funding application review groups are looking for (see Section 4.1.6 for more details)
9. Advocate for more funding/Advocate for funding of operations and maintenance (see Section 4.3.2 for more details)
10. Work with ATPs, Metropolitan Council, and Transportation Advisory Board (TAB) and associated Technical Advisory Committee (TAC), to evaluate and revise

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criteria on how projects are evaluated – make ITS projects competitive with highway/capital improvement projects (see Section 4.4.1 for more details)

11. Promote awareness of the need for agencies to review plans for construction projects to see if ITS elements should be incorporated (see Section 4.4.2 for more details)
12. Review innovative funding options for ITS (see Section 4.3.1 for more details)
13. Promote dedicated funding for continued ITS research and development (see Section 4.3.3 for more details)

4.1. Goal 1: Expand ITS Educational Outreach and Education Efforts

- 4.1.1. Create a Marketing and Outreach Committee to develop and execute a Communications Plan

The Guidestar Board will form a joint Marketing and Outreach Committee with ITS Minnesota to communicate information about ITS to various groups. The team will have two parts: the Marketing Group will develop educational messages and material while the Outreach Group will disseminate the material and message. The Marketing and Outreach Committee will develop and implement a Communications Plan that identifies target audiences and effective mechanisms for outreach and implement the plan to achieve the marketing part of the Guidestar Board's mission. A number of potential audiences and outreach mechanisms are identified in the Marketing and Outreach Small Breakout Group Discussion Meeting Minutes found in Appendix D of the *Minnesota Guidestar 2010 Strategic Planning Workshop Summary Report*.

- 4.1.2. Provide outreach/advocacy on ITS to new agency executives (Mn/DOT, DPS, Metropolitan Council, etc.) and elected officials coming in after elections

The Marketing and Outreach Committee will consider incorporating this into the Communications Plan. Executive briefings may be one of the strategies in that plan.

- 4.1.3. Conduct outreach and education to ATPs, MPOs, and RDCs to promote ITS deployment and incorporating ITS elements into construction/reconstruction projects

The Marketing and Outreach Committee will meet with ATPs, MPOs, and RDCs around the state to educate them on the benefits ITS can provide in construction projects and review their process for selecting

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projects for programming to determine if the benefits ITS provides are considered during project evaluation. This is related to 4.4.1 below.

- 4.1.4. Develop ITS outreach tours for local agencies and/or tour the state and meet with counties and cities on the benefits of ITS, how to apply it to their systems, areas they can use funding to deploy ITS and what they need to do to access or compete for those funds

The Marketing and Outreach Committee will consider incorporating this into the Communications Plan. Outreach tours will likely be one of the mechanisms identified in that plan.

- 4.1.5. Cultivate champions in districts, counties, and metropolitan planning organizations level as well as in different modes of transportation

The Marketing and Outreach Committee will consider addressing this as part of the Communications Plan. Key districts and counties will be identified where ITS deployment would have the largest impact in solving that jurisdictions and modal transportation needs and where there would be a supportive environment for ITS deployment and maintenance.

- 4.1.6. Invite someone from an agency that selects funding applications for award to discuss with the Board how Minnesota can be better positioned for ITS funding opportunities and what application review groups are looking for

The Guidestar Board will invite representatives from one or more federal or state agencies involved in review and selection of funding application submittals to share their experience with the application review process. The invited representative will provide information to the Board on the process for selecting application submittals and why the selected submittal was chosen. This educational opportunity will inform the Board on what funding application review groups are looking for and allow Minnesota stakeholders to apply lessons learned in future ITS funding award applications.

4.2. Goal 2: Conduct Outreach for Partnership Formation

- 4.2.1. Push for a greater variety of active private sector involvement (i.e. contractors and vendors)

Participation by private sector partners has decreased in recent years. The Guidestar Board will reach out to private sector contractors involved in implementation and other companies that provide in-field services for ITS application to encourage their membership and allow them to inform the Board what does work and what does not work in

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ITS applications and deployment based on their experience. The Board will also contact existing private sector members and determine what would increase their involvement with the Board. Other private sector groups to potentially involve in the Board are transport and delivery companies and large corporations involved in the transport of goods.

4.3. Goal 3: Provide Strategic Direction to Policy-Making Bodies

4.3.1. Review innovative funding options for ITS

The Marketing and Outreach Committee will develop a position paper analyzing different innovative funding options for ITS development and implementation. Changes in transportation demands and funding sources mean that existing funding options used for ITS might not provide steady funding in the future. As an impartial third party the Guidestar Board can offer an unbiased analysis of alternative funding mechanisms.

4.3.2. Advocate for more funding/Advocate for funding of operations and maintenance

The Guidestar Board will develop strategies and board action items related to ITS funding advocacy. This includes identifying key policy-makers to contact, what the message will be, and how this advocacy will be carried out. The Board can carry out these strategies through outreach activities to agency executives and elected officials. This action should be coordinated with the development of the Communications Plan by the Marketing and Outreach Group under 4.1.1.

4.3.3. Promote dedicated funding for continued ITS research and development

The Guidestar Board will identify potential sources of ITS research and development funds in existing federal and state programs and make stakeholders aware of those sources. This action may be part of the funding advocacy under 4.3.2 if the Guidestar Board determines that dedicated funding is an appropriate funding source to advocate for.

4.4. Goal 4: Mainstream ITS into the Statewide Transportation Planning and Implementation Process

4.4.1. Work with the ATPs, Metropolitan Council, and Transportation Advisory Board (TAB) and associated Technical Advisory Committee (TAC), to

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evaluate and revise criteria on how projects are evaluated – make ITS projects competitive with highway/capital improvement projects. There should be more emphasis on performance-based designs (like the effect on ADT, congestion, etc.)

Current project selection for programming does not adequately account for the benefits provided by ITS in a project. The Marketing and Outreach Committee will meet with ATPs, MPOs, TAB/TAC, and RDCs around the state to educate them on the benefits that can be provided by incorporating ITS elements, for stand alone projects and incorporation into transportation project programming (i.e. bridge and roadway construction/maintenance). The Implementation Team will also review those entities' processes for selecting projects for programming to see if ITS benefits and performance measures are considered during project evaluation. Based on this review, and so that ITS applications have an opportunity to compete fairly with other transportation related projects, the Implementation Team will suggest applicable changes to the project programming process. This is related to action 4.1.3.

4.4.2. Promote awareness of the need for agencies to review plans for construction projects to see if ITS elements should be incorporated

The Implementation Team will meet with agencies that are responsible for construction and roadway maintenance activities to communicate the need to determine whether ITS applications should be included in construction plans. This outreach includes education on the benefits of some ITS applications in work zones and guidelines for when and how they should be incorporated into construction projects to provide the most impacts. This can be coordinated with the Marketing and Outreach Group's activities under action 4.1.1 above and with the development of guidelines and standards in action 4.5.1 below.

4.5. Goal 5: Promote State and National Architectures, Standards, and Protocols

4.5.1. Push for guidelines/standards/warrants/thresholds for when ITS deployments are appropriate

The Implementation Team will work with Mn/DOT and other agencies that are responsible for ITS activities to develop standards for when and how ITS applications should be incorporated into mainstreamed projects, including construction and maintenance. These standards will provide guidelines on when incorporation of ITS applications can provide benefits to the project and what ITS applications should be

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used in different types of projects (e.g. what smart work zone applications provide certain benefits in construction or roadway maintenance projects). These guidelines will also promote more consistent use of ITS applications across the state and make drivers' experiences more consistent between different jurisdictions. These guidelines should focus on proven ITS applications that have been used in previous projects. This action should be coordinated with action 4.4.2 above.

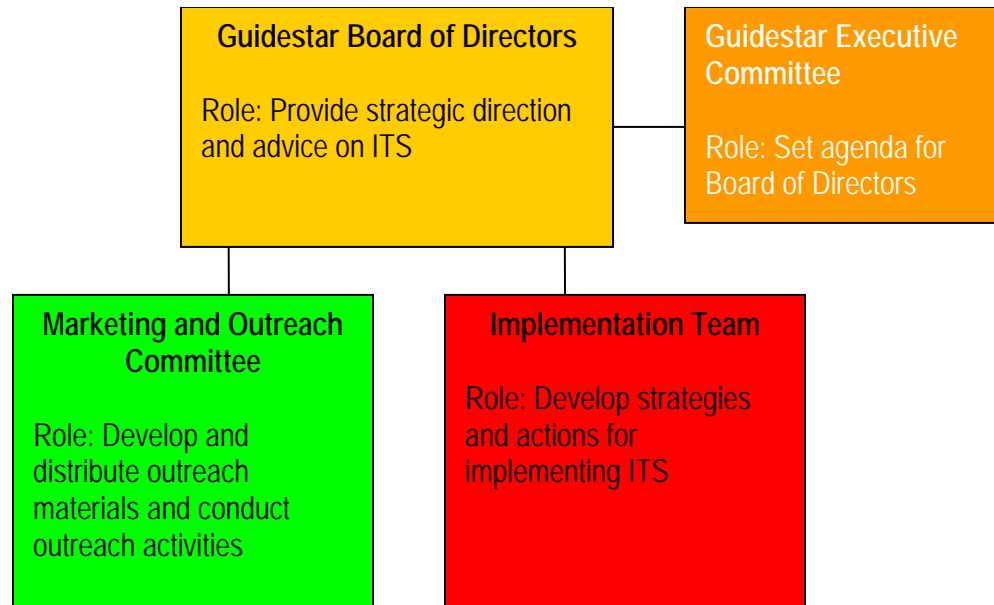
4.6. Goal 6: Promote Research to Advance State-of-the-Art ITS Technologies and Applications

No new actions were identified for this goal at the Strategic Planning Workshop. The Guidestar Board already has good relations with the University of Minnesota's ITS Institute and receives regular updates on research and tests of state-of-the-art ITS applications. The current efforts to reach this goal should be continued while Guidestar also promotes innovative technologies that will be easier to mainstream into the current planning and programming process and provide a proven solution to stakeholder needs.

5. Minnesota Guidestar Board Structure

Minnesota Guidestar Board is a partnership of public, private and academic sectors to implement ITS in Minnesota. Responding to changing emphases, the organizational structure continues to evolve. The current Guidestar Board and Committee structure is discussed below and membership is listed in Appendix A.

Figure 5.1 Guidestar Board and Committees



5.1. Guidestar Board and Groups

5.1.1. Guidestar Board of Directors

The Board of Directors comprises officers and senior managers from both public- and private-sector organizations in addition to leaders from the University of Minnesota and representatives of the general public. The Board provides strategic direction and advice to a variety of stakeholders for statewide application of ITS, promotes partnerships, and provides education on ITS. The desired makeup of the Guidestar Board is 50% private sector and 50% public sector.

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5.1.2. Executive Committee

The Executive Committee reports ideas and initiatives to the Board of Directors and functions on its behalf between the Board's quarterly meetings.

5.1.3. Implementation Team

The Implementation Team is responsible for developing specific strategies and actions for advancing the ITS vision, achieving the adopted goals and principles, and implementing the Minnesota Statewide Regional ITS Architecture.

5.1.4. Marketing and Outreach Committee

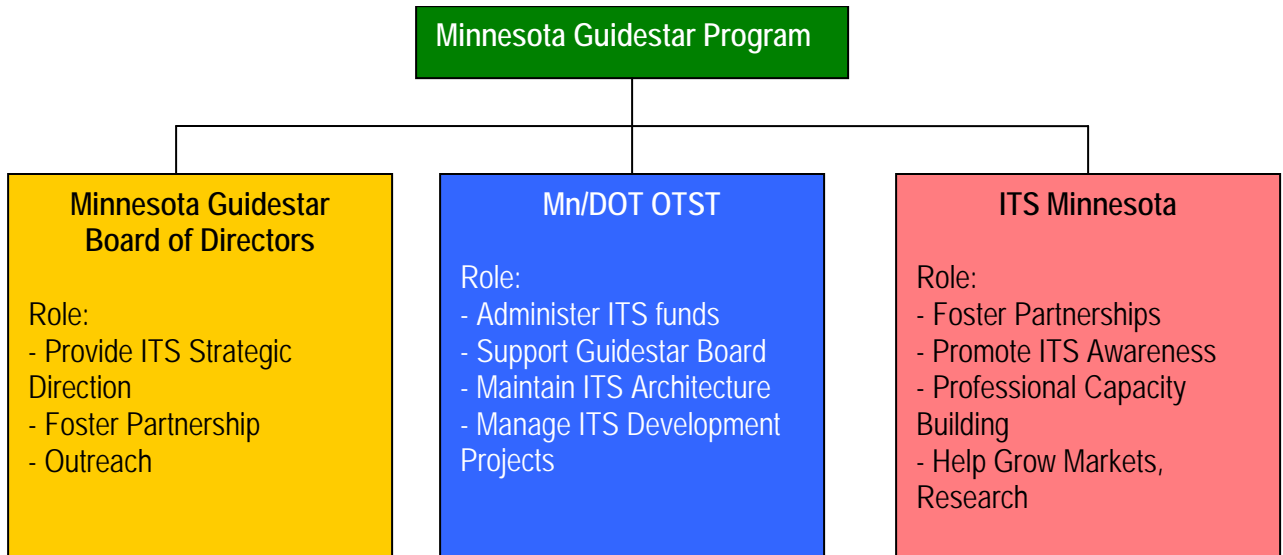
The Marketing and Outreach Committee is responsible for developing and disseminating outreach material and executing outreach and education activities to inform on and promote ITS. This is a joint committee with ITS Minnesota.

5.2. Board Interactions with Other Stakeholders

The Guidestar Board partners come from a broad spectrum of organizations including private corporations, the University of Minnesota, industry associations, the Department of Public Safety, cities, counties, councils of government, metropolitan planning organizations, transit agencies, local emergency response, and the U.S. Department of Transportation. The relation between the Guidestar Board and two primary partners, Mn/DOT and ITS Minnesota, is shown in figure 5.2.

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Figure 5.2 Relation Between Guidestar Board, Mn/DOT, and ITS Minnesota



5.2.1. Minnesota Department of Transportation

The Mn/DOT OTST provides administrative support to the Minnesota Guidestar program, staff support to committees, administers funding and marketing programs, manages ITS projects, and acts as a liaison with local, state and federal organizations. The Office is also responsible for maintaining the Minnesota Statewide Regional ITS Architecture. Partners from a broad spectrum of organizations involved in project and program development, deployment and operation work with OTST staff to make ITS projects a reality.

Other Mn/DOT offices and divisions dealing with policy, operations, strategic initiatives, and state aid are represented on the Guidestar Board with some also being represented on the Executive Committee, Implementation Team, and Marketing and Outreach Committee.

5.2.2. ITS Minnesota

ITS Minnesota, a voluntary, not-for-profit organization, conducts many of the educational outreach efforts on behalf of Minnesota Guidestar. First established in 1991 as the Intelligent Transportation Society of Minnesota, ITS Minnesota has been a state chapter of ITS America since 1995. ITS Minnesota conducts outreach for the purpose of advancing awareness and acceptance of ITS by private sector businesses and associations, and the general public. ITS Minnesota is represented on the Guidestar Board.

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5.3. Board of Directors Membership

5.3.1. State Agencies

In addition to Mn/DOT, other Minnesota State agencies such as the Department of Public Safety are represented in the Guidestar Board, Executive Committee, and the Implementation Team.

5.3.2. Local Agencies

Local counties, cities, and MPOs can be represented in Guidestar. Currently 2 counties and 1 local transit agency operated by an MPO are on the Guidestar Board. These agencies can also be represented on the Executive Committee, Implementation Team, and Marketing and Outreach Committee.

5.3.3. Private Companies

Private sector manufacturers and consultants are represented on the Guidestar Board, Executive Committee, Implementation Team, and Outreach and Marketing Team. The desired makeup of the Guidestar Board is 50% private sector and 50% public sector. One action under this plan is to reach out to a greater variety of private sector companies involved in ITS implementation and encourage involvement in the Board and to incorporate their perspective on ITS applications and deployment. Other private sector groups to potentially involve in the Board are transport and delivery companies, large corporations involved in the transport of goods

5.3.4. Other Industry Organizations

In addition to ITS Minnesota, industry organizations such as the Minnesota Transportation Alliance, Associated General Contractors of Minnesota, American Transportation Research Institute are or have been members of the Guidestar Board.

5.3.5. US DOT

The US DOT is represented on the Guidestar Board and Implementation Team by a member of FHWA's Minnesota Division.

5.3.6. Educational Institutions

The University of Minnesota has been involved in ITS deployment in the state since the 1980s. Much of the Minnesota Guidestar Program's early

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work at deploying ITS was assisted by the establishment of the University's ITS Institute. The University is represented on the Guidestar Board by the Director of the University's Center for Transportation Studies.

6. Glossary of Acronyms

ADT	Average Daily Traffic
ATP	Area Transportation Partnership
CTS	Center for Transportation Studies
DPS	Department of Public Safety
FHWA	Federal Highway Administration
ITS	Intelligent Transportation Systems
ITS America	Intelligent Transportation Society of America
ITS Minnesota	Intelligent Transportation Society of Minnesota
IVHS	Intelligent Vehicle Highway Systems
Mn/DOT	Minnesota Department of Transportation
MPO	Metropolitan Planning Organization
OTST	Office of Traffic, Safety, and Technology
RDC	Regional Development Commissions
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
STIP	Statewide Transportation Improvement Plan
TAB	Transportation Advisory Board
TAC	Transportation Advisory Committee
TIP	Transportation Improvement Plan
U.S. DOT	United States Department of Transportation

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Appendix A
Minnesota Guidestar Board and Committee Members

**Minnesota Guidestar Board Strategic Plan
Final Draft**

Minnesota Guidestar Board of Directors

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Street Smart Rentals

Eric Johnson
Traffic Technologies

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Network Transp. Technologies

Dan Murray
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Durga Panda
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URS, Corporation

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Julie Skallman
Mn/DOT

Tim Worke
Associated Gen. Contractors of MN

**Minnesota Guidestar Board Strategic Plan
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Minnesota Guidestar Executive Committee

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Mn/DOT

Marthand Nookala, Co-Chair

Hennepin County, Public Works

John Dillingham, Co-Chair

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**Minnesota Guidestar Board Strategic Plan
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Mn/DOT

Jim Kranig

Mn/DOT

James McCarthy

FHWA

Ray Starr

Mn/DOT

Maj. Ken Urquhart

Minnesota State Patrol

**Minnesota Guidestar Board Strategic Plan
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Laurie McGinnis

University of Minnesota – CTS

Jim McCarthy

USDOT/FHWA

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Hennepin County

Wayne Sandberg

Washington County

Sue Sheehan

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Daryl Taavola

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Minnesota State Patrol

Dennis Foderberg

Short Elliott Hendrickson, Inc.

Mike Granger

Street Smart Rentals

Jim Kranig

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Gordon Melby

Network Transportation Technologies

Jeff Nicholson

Imago, Inc.

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Global Traffic Technologies, LLC

Brian Scott

SRF Consulting Group, Inc

Ray Starr

Mn/DOT

Andy Terry

Short Elliott Hendrickson, Inc.

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Marketing and Outreach Committee

Marketing Group

Susan Groth, Chair
Mn/DOT

Heidi Rudh
Wilbur Smith Associates

Sue Sheehan
Mn/DOT

Tom Sohrweide
Short Elliott Hendrickson, Inc.

Mike Granger, Jr.
Street Smart Rentals

Brian Scott
SRF Consulting Group, Inc.

Don Sobania
City of Minneapolis

Outreach Group

Linda Preisen, Chair
ITS Minnesota

Doug Differt
URS, Corporation

Mike Granger
Street Smart Rentals

Marthand Nookala
Hennepin County, Public Works

Wayne Sandberg
Washington County

Maj. Ken Urquhart
Minnesota State Patrol

Bernie Arseneau
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