

ENTERPRISE Transportation Pooled Fund Study TPF-5 (231)



Management Plan

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Executive Summary

Introduction

The ENTERPRISE Management Plan was adopted by the ENTERPRISE consortium on February 24, 1993 and revised on April 7, 1994, September 11, 1994, February 24, 2011, November 7, 2013 and again on August 25, 2015. It reflects the evolution of ENTERPRISE from its program definition to its Intelligent Transportation System (ITS) research, development and evaluation phase. The key purposes of the management plan are:

- to provide an overview of the ENTERPRISE organization;
- to document previous and current ENTERPRISE work;
- to guide the development of annual work plans; and
- to restate the program's management and operating philosophies.

The ENTERPRISE Program

The ENTERPRISE program represents a forum for collaborative research, development and deployment ventures reflecting the interests of governmental entities and industrial groups. It was established by a group of U.S. states through the mechanism of a federal State Planning and Research (SP&R) pooled fund. The program is supported by member agencies from State Department of Transportation's, the Ontario Ministry of Transportation and the Dutch Ministry of Transportation. A current listing of membership is provided on the ENTERPRISE Program Website at:

<http://enterprise.prog.org/members.html>.

In order for ENTERPRISE to proceed in a coordinated and logical manner, a guiding philosophy has been identified. This includes a vision, mission, goals and objectives. The broad objectives of ENTERPRISE are as follows:

- support members' individual ITS activities;
- support multi-state and international project cooperation and technical information interchange;
- provide test beds for emerging ITS technologies;
- identify common needs within the group and pursue appropriate ITS projects; and
- facilitate the formation of public-private partnerships for program activities.

Program Organization

The ENTERPRISE organizational structure is arranged to maximize the group's ability to meet its objectives. The structure comprises an Executive Board, a Program Administrator, and technical committees.

The Executive Board consists of one voting representative from each of the active member agencies. It is responsible for policy and organizational direction, and has overall responsibility for approval of work plans, budgets and products. The Executive Board is headed by a Program Chair, with support from a Vice Chair.

The Program Administrator operates under delegated authority from the Executive Board and is responsible for day-to-day management of ENTERPRISE. This involves providing response materials to the Board and its committees and stewarding all contract administration. The Program Administrator is an employee of the lead administrative state, which is the designated agency managing the federal SP&R pooled fund.

ENTERPRISE technical committees are established to provide targeted forums to address specific topics of interest to the group, and to provide technical oversight and guidance for contracts. It is the policy of ENTERPRISE to limit the number of committees in order to prevent the program from becoming too broad of scope.

The ENTERPRISE program operates under a Charter and set of Operating Rules (See [Appendix A](#)) which form the foundation of the organization. The Charter allows for the selection of a Management Consultant and a Policy Advisor to support the initiative.

Program Funding and Membership

Full active membership is open to public organizations which contribute \$30,000 or more per year to ENTERPRISE. This provides membership on the Executive Board and other program privileges.

The various contributions to ENTERPRISE are maintained in separate SP&R and non-SP&R accounts. The Program Administrator manages these accounts and determines how they should be used to cover program expenditures.

ENTERPRISE's Relationship with ITS America and ITS Canada

A frequently asked question about ENTERPRISE concerns its relationship with ITS America and ITS Canada. While ENTERPRISE aims primarily to undertake specific ITS research, development and evaluation efforts, ITS America and ITS Canada are higher-level advisory bodies supporting national ITS efforts. It is the intent of ENTERPRISE to embark on projects which are consistent with the recommendations and the specific needs of the ITS America and ITS Canada program participants.

ENTERPRISE Progress

The ENTERPRISE program has come about through a two-phase process. The Phase I ENTERPRISE effort involved the definition of the program's objectives, organizational structure and strategy for technical activities. Another area of emphasis during Phase I was the development of members' strategic ITS plans.

In Phase II, ENTERPRISE aims to execute ITS activities ranging from fundamental research, through technology development, to providing input to standardization through system trials. To support this effort, ENTERPRISE has established a process for development of an annual work plan. This involves the activities and target dates included in Table 1.

Table 1: Annual Work Plan Schedule

Target Date	Work Plan Activity
Month 1	Initial project ideas are submitted to the Program Administrator and/or Management Consultant for distribution
Month 1	Projects are evaluated by members and preferred ideas are selected
Month 2	Preferred project ideas are described in more detail
Month 3	Detailed project descriptions are submitted to the Program Administrator and/or Management Consultant for distribution
Month 4	Members' votes determine final project selections for the annual work plan
Month 5	Annual work plan approved
Month 6 -12	Consultant(s)/contractor(s) selected and contracts are initiated through a Request for Proposal (RFP) process, justification of sole source contract or utilization of the existing management contract

With regard to identification of potential projects, the primary source of ideas is the ENTERPRISE members themselves. The ENTERPRISE participants propose projects for consideration by the other group members in the annual work plan development process. The Management Consultant also prepares project ideas based on common themes identified among the member agencies' interests. ENTERPRISE has established a set of criteria for a consistent, objective evaluation and comparison of the various projects suggested.

The final projects selected by the ENTERPRISE group form the annual work plan for the coming fiscal year. The development of the annual work plan serves to meet FHWA's requirements for continuation of ENTERPRISE as an SP&R pooled fund program. The annual work plan also provides a concise statement of forthcoming ENTERPRISE activities, and an indication of associated expenditures and funding contributions required from the project sponsors.

Once projects have been selected, they will be initiated through an RFP process, justification of a sole source contract, or utilization of the existing management contract. These projects will be managed by project champions and/or technical committees from a technical standpoint, and by the Program Administrator from a contractual standpoint.

Summary

The ENTERPRISE program aims to support the realization of emerging ITS approaches through targeted research, development and evaluation efforts. This ENTERPRISE Management Plan represents the conclusion of Phase I of the initiative, and provides guidelines for Phase II. It defines what ENTERPRISE is and how it operates. Most importantly, the Management Plan sets out a process for selection of projects that meet the needs of ENTERPRISE members and contribute to the overall advancement of ITS.

1.0 Overview

1.1 Introduction

This document serves as a Management Plan for the ENTERPRISE program. ENTERPRISE is a multi-state initiative aiming to support the advancement of Intelligent Transportation Systems (ITS) through research, testing, and deployment.

ENTERPRISE was established in 1991 through an agreement of four U.S. states with common ITS interests. Since that time, ENTERPRISE has preceded through a Phase I program planning effort. ENTERPRISE now continues to enhance Phase II of the initiative, involving technology research and development. This Management Plan has been prepared to bring together the results of Phase I, and to serve as a guiding document in support of ENTERPRISE's ongoing Phase II efforts in the ITS arena.

1.2 Purpose

The key purposes of the ENTERPRISE Management Plan are as follows:

- to provide an overview of ENTERPRISE's history, organization and areas of activity, which can be used to explain the program to organizations unfamiliar with the initiative;
- to document the results of previous ENTERPRISE work and related efforts in support of the program's future activities;
- to provide guidelines for the development of annual work plans including project development, approval and initiation; and
- to restate ENTERPRISE's management and operating philosophies, consistent with the program's Charter and Operating Rules ([Appendix A](#)).

1.3 Content

This Management Plan is divided into distinct chapters in order to provide both clarity and quick access to specific topics. Following this introductory chapter, the remaining content of the document covers the following issues:

- Chapter 2, *What is ENTERPRISE?*, provides a basic description of the program, including its operating philosophy and key participants.
- Chapter 3, *Program Organization*, reviews the ENTERPRISE structure and associated characteristics such as membership requirements, funding issues, and operating policies and guidelines.
- Chapter 4, *ENTERPRISE Progress*, summarizes prior achievements and areas of current involvement and group interest.
- Chapter 5, *Future Direction*, provides a framework for decision making leading to the development of annual work plans.

The ENTERPRISE Charter and Operating Rules, which dictate much of the program's approach and activity, are included in this Management Plan as [Appendix A](#).

Overall, the Management Plan presents a logical transition from ENTERPRISE's Phase I to Phase II efforts. The purpose of Phase I was to lay the groundwork for a productive ITS program dedicated to research, testing and deployment. The culmination and completion of the Phase I efforts are represented by this Management Plan. ENTERPRISE is now continuing Phase II and actively pursuing ITS research, development and demonstration projects that are fitting to the group's collective needs.

2.0 WHAT IS ENTERPRISE?

2.1 Overview

The ENTERPRISE program represents a forum for collaborative ITS research, development and deployment of ventures reflecting the interest of governmental entities and industrial group. This forum also facilitates the sharing of technological and institutional experiences gained from individual ITS projects conceived and initiated by each participating entity.

ENTERPRISE was established by a group of U.S. states through the mechanism of a pooled fund program. The intent is to use this pooled fund to support jointly-sponsored ITS projects. Such projects will form part of an annual ENTERPRISE work plan, the development of which is addressed in Chapter 5 of this document.

Since its initial formation, several organizations have joined the original founding members in the ENTERPRISE program. ENTERPRISE is intended to promote North American ITS development, reflecting the active involvement of several U.S. and Canadian member agencies. ENTERPRISE also seeks to take advantage of technologies being developed outside the North American continent. ENTERPRISE's first European member was the Dutch Ministry of Transport, Rijkswaterstaat.

2.2 The ENTERPRISE Philosophy

In order for ENTERPRISE to proceed in a coordinated and logical manner, it is important that the program identifies a guiding philosophy for future activities. This can be reflected in statements of the program's vision, mission, goals and objectives. These are presented below.

Vision

The ENTERPRISE vision statement defines the program's global view of future highway travel. It aims to be consistent with the vision of higher bodies, such as ITS America and ITS Canada, concerning the development and use of ITS technologies and the benefits that this will bring. ENTERPRISE envisions a highway system in which advanced technologies continue to support the safe, efficient, convenient, and socially and environmentally sound movement of people and goods.

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Mission

The ENTERPRISE mission statement outlines the group's role in contributing to the realization of the broader ITS vision. It identifies, in broad terms, the ways in which the program intends to support the advancement of ITS. The ENTERPRISE mission is to provide a collaborative forum for multistate and international cooperation, test beds, public-private partnerships, and timely initiation of ITS research, development and demonstration activities, in support of the program participants' needs and the overall advancement of ITS technology.

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It is expressly not the mission of ENTERPRISE to duplicate the efforts or responsibilities of the many other agencies and groups involved in promoting ITS. It is ENTERPRISE's philosophy to be consistent with the goals and objectives of ITS America and ITS Canada.

Goals

The identification of goals for ENTERPRISE builds upon the mission statement presented above. The goals aim to define areas of benefit which the group intends to pursue. ENTERPRISE goals include the following:

- increase highway safety and security;
- promote sustainable transportation for all modes;
- reduce highway congestion;
- increase highway efficiency;
- reduce the environmental impacts of travel;
- increase the comfort and convenience of travel; and
- support research and development of promising advanced technologies for use in solving transportation problems.

Objectives

Definition of objectives build on the program's goals outlined above. The objectives outline activities or areas of work which will support realization of the goals. General objectives for ENTERPRISE include:

- support the individual ITS program plans of ENTERPRISE participants;
- address the unique challenges and opportunities that ITS presents to State DOTs performing operations and maintenance;
- provide a mechanism to support multistate and international project cooperation and technical information interchange;
- facilitate the formation of the public-private partnerships for appropriate program activities;
- pursue emerging ITS project opportunities in areas of interest to the group;
- provide test beds in a variety of environments and locations for emerging ITS technologies; and
- identify common needs within the group and proceed with appropriate technical activities.

The ENTERPRISE members also continue to seek/extend international collaboration.

2.3 Program Participants

The ENTERPRISE Program is supported by member agencies from State Department of Transportation's, the Ontario Ministry of Transportation and the Dutch Ministry of Transportation. A current listing of membership is provided on the ENTERPRISE Program Website at:

<http://enterprise.prog.org/members.html>.

2.4 Program Participants

During the Phase I development effort, the private sector showed great interest in ENTERPRISE activities. Many ITS technology-based companies and other organizations participated at ENTERPRISE meetings, and several gave presentations on ITS initiatives and capabilities. This provided input to development of state plans and identification of areas of group interest. It also served as valuable foundation in establishing cooperative links between government and industry in support of future ENTERPRISE efforts.

ENTERPRISE encourages continued private sector involvement. Specific guidelines for private sector participation can be found in Chapter 3 of this Management Plan.

3.0 Program Organization

3.1 Program Structure

The ENTERPRISE organizational structure is arranged to maximize the group’s ability to meet its objectives and to minimize bureaucratic impediments which sometimes result from the management of a large group. As shown in Figure 1, the ENTERPRISE organizational structure consists of an Executive Board, Program Administrator, Technical Committees and Project Champions. The structure also includes provisions for a Management Consultant and a Policy Advisor.

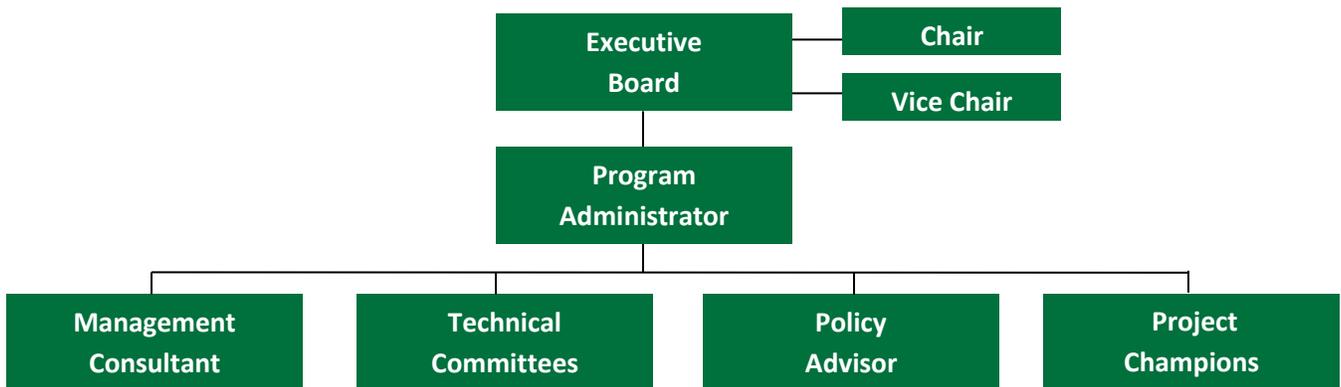


Figure 1: Organization Chart

Executive Board

The Executive Board consists of one voting representative from each of the active member agencies. Current active membership, as of February 2011, is as listed in Section 2.3 of this Management Plan.

All of ENTERPRISE’s operating authority is derived from the Executive Board. The Board is responsible for overall policy direction and budget approval for ENTERPRISE, as well as for organizing itself, establishing operating rules, and conducting other business. The Board may, at its discretion, appoint additional voting and nonvoting members from international, national or regional organizations.

Early in the program, the Board gave voting membership to the two federal agencies involved in ENTERPRISE. FHWA and Transport Canada. FHWA, however, does not vote on matters involving the expenditure of federal funds over which it has approval authority such as SP&R funds.

The Executive Board is responsible for adopting program policies and procedures deemed appropriate including the selection of its Chair, Vice Chair, and Program Administrator. The Executive Board approves an annual work plan and budget in accordance with the schedule outlined in Chapter 5 of this document. The Board is also responsible for creating and terminating various technical committees and

other organational units necessary to satisfy program requirements, and serves as the final acceptance authority for final products from vendors and consultants.

Program Chair and Vice Chair

The Program Chair serves as the head of the Executive Board. The duties of the Program Chair include developing meeting agendas, chairing meetings, and representing ENTERPRISE in discussions with other organizations. There is no set times for the duration of the Chair's position, but the sense of the group has been that the duties of the Chair be moved through the members of the Executive Board on a regular basis.

The Program Vice Chair is elected by a vote of the Executive Board. The Vice Chair is responsible for supporting the Chair, including temporarily addressing the duties of the Chair during periods of absence. There is not set time duration for the Vice Chair's postion.

Program Administrator

The Program Administrator operates under delegated authority from the Executive Board and is responsible for day-to-day management of ENTERPRISE. The Administrator is an employee of the lead administrative state which controls expenditures from the program's pooled funds. The lead administrative state and the employee proposed for this duty are subject to approval by the Executive Board.

In addition to day-to-day activites, the Administrator is responsible for general support, such as providing response materials to the Board and its committees and stewarding all contract administration. Contract administration includes preparing contract documents and assuring that contracts, schedule, work plans and project descriptions are followed. The Administrator is also responsible for quality control and evaluation, recommendations on contract preparation, change order requests, authorizing payment, and for informing the Executive Board of all contract progress. Finally, the Administrator is responisble for administering the ENTERPRISE management buget and approving all travel authorizations.

Technical Committees

ENTERPRISE technical committees may be established to study, in detail, those areas of group interest identified by the Executive Board or to provide input and oversight on selected projects. Potential committee activities include problem definition, analysis of alternative approaches, RFP development, project selection recommendations, project oversight, and future program planning. Voting authority on the technical commitees is limited to Executive Board member agencies. This authority may be given to an agency's full Board member or a designated representative.

Management Consultant

Although the program is intended to require a minimum level of management support, the ENTERPRISE charter allows for the selection of a Management Consultant. The role of the Management Consultant

is to provide general and specific support to the Chair, Program Administrator, technical committees and program participants on an ongoing basis. These duties may range from preparing meeting agendas and minutes to coordinating complex technical studies and activities.

Policy Advisor

As defined by the charter ([Appendix A](#)), the Board may hire a Policy Advisor if needed. This position would assist in the development and implementation of a policy program relative to the objectives and interests of the ENTERPRISE program and its participants.

Project Champion

The Project Champion serves as the lead for an approved ENTERPRISE project. Project Champions serve on a volunteer basis and are current Board members or someone from the Board member's agency who is acting at the request of a Board member. If a project idea is brought forward to the Board, the member who proposed the idea is asked to champion the project and work with other members as appropriate to lead or co-lead the project. If the project idea submitter is unable to serve as the Project Champion, the Chair will ask members of the Board for a volunteer to serve as the champion. When appropriate, projects can have Co-Champions depending upon interest and involvement in the project topic and/or locations.

The Project Champion:

- Provides input on the project scope.
- Selects the contract mechanism for the project (e.g. technical support contract, RFP process) and serves as key contact to any selected consultant.
- Provides overall guidance to the project which includes reviewing project deliverables.
- Provides project updates to the Board and solicits input and guidance from the Board as needed.
- Reviews project invoices submitted by the consultant team to assist the Program Administrator with information needed to process invoices. It is important to note that all contracts are administered through the Program Administrative state and therefore Project Champions have no responsibility or authority for administering contracts.
- Provides presentation about the project as appropriate.

The program Management Consultant will support the Project Champion in this role as needed and as requested.

3.2 Program Meetings

The ENTERPRISE group aims to meet regularly to discuss progress and plan future activities. Starting in 2011 the ENTERPRISE Executive Board agreed to hold monthly conference calls and/or webinars. It was also agreed that in addition to the conference calls face to face meetings would occur twice a year. The ENTERPRISE in person meetings are to be scheduled to coincide with other ITS events, in order to minimize travel costs. The meeting attendees include Executive Board members, the management

consultant, and other invited organizations involved in ENTERPRISE activities and/or projects. These meetings allow for an exchange of information between the members, discussion of ENTERPRISE project status, selection of consultants, approval of documents, and program planning. When appropriate and necessary, to prevent conflicts of interest, the public sector agencies of the Board may go into executive session to deal with project selection or contracting matters.

3.3 Membership criteria for public agencies

Full active membership is open to public entities which contribute \$30,000 or more per year to the ENTERPRISE program. Full membership entitles an organization to have one voting representative on the Executive Board and to participate in all ENTERPRISE meetings. Each North American agency representative is eligible for reimbursement of travel and associated costs of attending these meetings, including allowance for meeting registration fees, per diem, and transportation costs. Non North America members contribute \$5000 less per year and do not submit travel reimbursement to the program. Other member agency employees who regularly contribute to ENTERPRISE may also be eligible for travel cost reimbursement, subject to approval by the Program Administrator or the Executive Board. FHWA and Transport Canada have each been afforded active membership status, complementing the participation of funding U.S. state and Canadian provincial authorities. FHWA and Transport Canada, at this time, do not contribute directly to the ENTERPRISE pooled fund.

An agency is considered an active program member if their program contribution is current as of the previous calendar year (this to allow for the varying funding timelines of each agency). Non-active members have no voting rights and will not be included on any program correspondence and will not be invited to participate in any program discussions or activities. The Executive Board may approve membership or limited program participation of an agency with no funding contribution or at a reduced funding level.

3.4 Private sector participation

Since the money pooled by ENTERPRISE's participating agencies comes from public offers, the Executive Board has established policies to avoid any potential conflicts of interest in the program.

Private sector companies are provided an opportunity as deemed appropriate by the Executive Board to showcase products and capabilities and to take part in technical discussion, as input to the program planning process.

3.5 Program funding

As outlined previously, the ENTERPRISE program is supported by contributions from member agencies. These can be divided into two categories, described below:

U.S. state DOTs have the option of making their contribution to ENTERPRISE using federally-derived SP&R funds. This reflects the program's status as an FHWA-approved SP&R pooled fund initiative. Most of the state DOT members that are currently active in ENTERPRISE use this funding approach.

Other participants contribute to ENTERPRISE using funding source appropriate to their individual involvement. In addition, some U.S. state DOTs have elected to make their contributions using sources other than SP&R funds.

To ensure appropriate use of program funds, SP&R contributions and non-SP&R contributions are maintained in separate accounts. The Program Administrator is responsible for managing these accounts and determining how they should be used to cover program expenditures. Items of expenditure include reimbursement of travel costs, meeting costs, consultants support and technical ENTERPRISE projects.

3.6 Guidelines for establishing technical committees

The purpose of the technical committees is to provide targeted forums to address specific topics of interest to ENTERPRISE and/or projects and to provide technical oversight and guidance for contracts. It is important, therefore, that the technical committees remain focused and that they accomplish tasks germane to the program's overall objective. To this end, it is the policy of ENTERPRISE to limit the number of committees, to prevent the program from becoming too broad in scope. In general, committees should only be established to address issues or projects which are clearly of interest to ENTERPRISE as expressed widely throughout the group, or to coordinate partnership projects.

3.7 ENTERPRISE charter and rules

ENTERPRISE operates under a Charter and set of Operating Rules which form the foundation of the organization. These documents are dynamic in nature and can be amended as necessary from time to time. The Charter and Operating Rules are included in this Management Plan as [Appendix A](#).

4.0 Future Direction

4.1 Objective

The principal objective of the ENTERPRISE program is to accelerate the systematic advancement of selected ITS technologies. It is the program members' intent to execute ITS activities ranging from fundamental research, through technology development and demonstration, to support for standardization efforts through system trials.

In order to achieve ENTERPRISE's purpose, a process for developing an annual work plan has been established. The work plan serves three primary functions.

- it satisfies the requirement of FHWA with respect to continuation of the pooled-fund effort;
- it clearly identifies the project activities of ENTERPRISE; and
- it enables the members to know, in advance, their funding requirements for the coming year.

This chapter discusses the overall approach for ENTERPRISE activities. It lays out how ENTERPRISE develops project descriptions, evaluates and selects projects, identifies funding sources, initiates project deployment, develops an annual work plan, and provides effective project management. This chapter also presents an annual schedule of events which serves to provide consistency and predictability to the ENTERPRISE program.

4.2 Annual work plan

As stated previously, ENTERPRISE develops an annual work plan to identify the activities to be undertaken in the coming year. This work plan will be subject to approval by both the Executive Board and FHWA for the expenditure of SP&R or other FHWA funding sources. Elements of the annual plan which do not expend federal funds are not subject to approval by FHWA. The work plan will achieve four primary goals:

1. Satisfy FHWA requirements. The SP&R pooled fund status of ENTERPRISE requires the submission of an annual work plan for review and approval by FHWA. The purpose of this is to allow FHWA to verify that the federal resources being applied through the agencies' SP&R funds are being expended in an appropriate manner.
2. Outline activities. The annual work plan will serve as a concise statement of activities for ENTERPRISE. This will be used to guide the program throughout the year, to help plan resources, and to share information throughout the ITS industry keeping other organizations apprised of ENTERPRISE's projects.
3. Identify funding requirements and resources. The work plan will include a detailed budget which denotes the anticipated funding amounts for individual projects and identifies the proposed sources of these funds.

4. Each annual work plan will include a \$25,000 Quick Response Project. This project will be a set aside within the approved work plan to be used for emerging needs not anticipated during the defined annual work plan development. A Quick Response Project can be identified at any time during the year and is required to be fully scoped and approved by the Executive Board. The Executive Board may identify additional funding for a Quick Response Project if available. Quick Response Projects, once approved and scoped, will be presented to the Program Administrator for priority authorization.

4.3 Project definition

The ENTERPRISE participants acknowledge that a clear and rational approach to the project development process is critical to maintain focus and direction of the overall program. With the continued advancement of technologies and the changing priorities of the participants, new project ideas can be generated frequently. The process defined here attempts to assuage that tendency and provide a clear structure for defining desirable and agreeable group projects. The following three approaches discuss how ENTERPRISE will define and develop projects.

1. Review of state and provincial plans

On an ongoing basis, the Management Consultant will remain apprised of the activities, interests, and state/provincial ITS plans of the ENTERPRISE members. The consultant will identify common themes among program participants, which can be used as guidelines by others in preparing project outlines. In addition, at the same time other projects are proposed (described below), the Management Consultant will use these common themes as the basis for developing further project ideas for group consideration.

2. Proposals by ENTERPRISE members

In this case, ENTERPRISE participants will propose projects which are developed through discussions with colleagues in the individual state/provincial transportation agencies. Although such projects may initially reflect the interests of the proposing state or province, it is in their best interests to suggest activities with broad group appeal. This will greatly increase the chances of support by the other ENTERPRISE participants. To facilitate this, members will receive a summary of identified areas of common agency interests, prepared by the Management Consultant as outlined above.

3. FHWA and Transport Canada

This option involves ENTERPRISE offering its services to FHWA and Transport Canada for the coordination of appropriate ITS activities which address national and North American interests. These activities could include projects which might otherwise be performed by the agencies themselves, but are felt to be ideally suited for delegation to ENTERPRISE. Examples of such projects may include those requiring ITS equipment testing in several varied highway environments, or studies involving multistate institutional issues.

It is important to note that, in this case, ENTERPRISE would act on behalf of FHWA and Transport Canada. Projects undertaken under this scenario would be funded mainly by these agencies, although other ENTERPRISE members could also provide some level of financial support. This policy, however, does not preclude FHWA or Transport Canada from proposing projects consistent with approach number 2 as defined previously.

4.4 Project selection

This section addresses how projects will be selected by the group including the process for decision making and the project selection criteria.

Process for decision making

In general, ENTERPRISE projects will be considered on an annual basis. This will support development of an annual work plan with a consistent schedule. However, if a member identifies a project which offers significant immediate benefits or takes advantage of short-term opportunities, the member may suggest it to the group for early consideration. The group can then choose to accept such projects for fast-tracked initiation, reject them, or delay a decision until the start of a normal work plan development process. Under the normal work plan development schedule, project ideas will be submitted. An example format is shown in [Appendix B](#).

Project ideas will be no more than two pages in length and will be used by the members to narrow down activities for the coming fiscal year. In addition to the project ideas, supplemental information or publications may also be supplied to help familiarize the members with the proposed project.

Following project outline submittal the outlines will be distributed to the members. ENTERPRISE will then convene a meeting, if necessary, to discuss and select projects based on the criteria presented in the next section. Telephonic or email polling is also an option. At this time, the members will narrow down the number of projects for further consideration. These projects will form the initial basis of the annual work plan.

The selected projects still under consideration will be elaborated into more detailed work scopes, in a format tailored to each project's individual needs. An example format is shown in [Appendix C](#). These detailed project work scopes will be distributed to ENTERPRISE members to select those projects which, based on funding and other considerations, will be undertaken by ENTERPRISE.

Following project selection, the work scopes will be refined based on previous discussions and will be prepared for final vote and approval by the Executive Board. Once this has been achieved, the work scopes will be included in the annual work plan and submitted to FHWA as an indication of ENTERPRISE's plans for the coming year.

RFPs, sole source contracts or utilization of the existing management contracts will be initiated for consultant(s)/contractor(s) selection.

Since ENTERPRISE’s legal authority to solicit proposals and award contracts lies with the lead state, the lead state’s procurement process will take precedence over ENTERPRISE’s Charter and Operations Rules when soliciting for and awarding contracts. ENTERRPRISE does not operate as a non-profit corporation. Each American state DOT’s procurement procedures are approved by the Federal Highway Administration. Under the procurement rules of the current lead state, Michigan, solicitation lists produced by other American states may be used to award contracts for the state of Michigan provided that the award is within the soliciting state’s scope of work.

Table 2: Annual Work Plan Schedule

Target Date	Work Plan Activity
Month 1	Initial project ideas are submitted to the Program Administrator and/or Management Consultant for distribution
Month 1	Projects are evaluated by members and preferred ideas are selected
Month 2	Preferred project ideas are described in more detail
Month 3	Detailed project descriptions are submitted to the Program Administrator and/or Management Consultant for distribution
Month 4	Members’ votes determine final project selections for the annual work plan
Month 5	Annual work plan approved
Month 6 -12	Consultant(s)/contractor(s) selected and contracts are initiated through a Request for Proposal (RFP) process, justification of sole source contract or utilization of the existing management contract

Project selection criteria

This section addresses the selection process for projects once they have been defined and submitted in the form of project outlines by ENTERPRISE members. The selection process is designed to quantify the relative importance and value of proposed initiatives based on individual agencies and group’s requirements. The table shown as [Appendix D](#) forms the basis for individual agency project ratings.

There are nine selection criteria which will be used to assess individual projects. They are as follows:

1. *Value and sustainability of results and efforts (0-25 points)*. This is the most important criteria because it rates the value and usefulness of the proposed project.
2. *Suitability to ENTERPRISE (0-20 points)*. This criteria is meant to determine whether or not this is an appropriate project for ENTERPRISE to pursue based on its goals and objectives and consistency with group needs.

3. *Project feasibility (0-15 points)*. Is the project, in total, one that can be implemented and seen through to completion?
4. *Validity of approach (0-15 points)*. Is the methodology logical and does it include all of the proper elements for a complete project?
5. *Cost realism (0-15 points)*. Does the anticipated cost for the proposed project seem reasonable and appropriate to ENTERPRISE?
6. *Timeliness of project (0-10 points)*. To what degree is the proposed project timely to the ENTERPRISE consortium? Is it appropriate to be undertaken at this time?

Once the individual agencies rank the proposed projects, the information will be assimilated, using the approach shown in [Appendix E](#), and identify the contenders by their ranking.

The final project selection process is one that has evolved over time and offers the highest probability of project implementation. Once the final project descriptions have been expanded, they go through a final ranking process by the Board.

It is important to note that while the top projects may be included in the annual work plan, they may not necessarily receive full or even partial funding. The Board will attempt to fully fund the highest ranked projects. Assuming there are additional funds, the Board will then allocate these funds to the remaining projects. This allocation will normally be made based on a project's ranking and its need for initial seed money to further develop and expand the concept and scope.

It is understood that the final project selection and funding allocation process is largely a negotiated one. All final decisions by the Board are generally based on good judgment considering individual agency and group desires.

Each agency is afforded the opportunity to choose not to participate in a project. This decision means that the nonparticipating agency will not take part in or fund an effort with which other agencies may wish to proceed. The lack of allocation of funding of any one agency does not prevent projects from still being undertaken if considered important enough, and sufficiently highly ranked by the other participants.

While ENTERPRISE recognizes that some agencies will wish to allocate funds for projects and others will not, it is the intent of ENTERPRISE to achieve a final selection of projects that ensures that each member is involved in at least one project.

4.5 Project management

As discussed in Section 3.1, technical committees and project champions will serve to manage projects from a technical direction standpoint. In some cases, there may already be an appropriate technical committee to serve this function. In other cases, new committees may need to be formed. In addition, the Management Consultant will provide technical support to the committees on an as-needed basis.

Finally, the Program Administrator and/or Management Consultant will serve as the contract manager and will responsible for all specific and performance-related contract compliance.

APPENDIX A: CHARTER AND OPERATING RULES

Amended April 7, 1994

Amended February 24, 2011

Amended November 7, 2013

E N T E R P R I S E

Charter

Amended April 7, 1994, February 24, 2011, and November 7, 2013

The ENTERPRISE Program represents an international forum for collaborative research, development, and deployment ventures comprising the interest of governmental entities and industrial groups. This forum will facilitate the sharing of technological and institutional experiences gained from the ITS programs conceived and initiated by each participating entity. The cooperative and collaborative objectives of the ENTERPRISE Program provide for a more efficient use of resources than a series of independent initiatives. The synergistic effect of this forum is an accelerated implementation of ITS programs.

In order to guide the deliberations of the forum participants, an agreement is required on the management structure and operating rules. An organizational charter provides a basis for this requirement.

1.0 Guiding Principles

A set of principles are intended to guide the ENTERPRISE Program and the creation of this charter.

These principles are simply stated as follows:

- (1) the individual components of the program are locally organized and managed under the direction of a state-level program,
- (2) individual states provide for the coordination with local level participants, both government and industry,
- (3) each state-level organizational structure and program activity reflects individual priorities,
- (4) comparison of state-level programs and interests will allow for the identification of joint program activities,
- (5) The ENTERPRISE Program management functions will require a minimum level of support.

From these principles an organizational structure, duties, and operating rules can be formulated.

1.1 Executive Board

The purpose of the Executive Board (the "Board") is to develop the Pooled Study's budget, oversee the work program, and related matters of policy. The Board consists of a representative of each of the active member entities of the ENTERPRISE Program. Active membership is defined as a public entity contributing \$30,000 or more per year to the Program. Non-North America members contribute \$25,000 or more per year to the Program and are not reimbursed by ENTERPRISE for program travel expenses. Additional voting and non-voting members may be appointed to the Board from international, national or regional organizations, public or private, through a vote of approval by the existing Board members. The Board is responsible for organizing itself, establishing operating rules and for conducting business with a quorum of members.

1.1.1 Policies and Procedures

The Board will adopt such Program policies and procedures as deemed appropriate, including selection of the Chair.

1.1.2 Funding

Pooled funding will be derived from contributions received from participating entities. For U.S. states utilizing pooled SP&R funds, uniform treatment of funding is assured under existing FHWA mechanisms for such pooled funding projects.

1.1.3 Appointments

The Board is responsible for creating and terminating various committees or other organizational units as required to satisfy Program requirements.

1.1.4 Budget and Work Program

The Board will approve a budget and a work program for the Pooled Study after consideration by the Program Administrator.

1.1.5 Active Membership

Active membership in ENTERPRISE is open to public organizations.

For a designated member of the Board to continue active membership the participating entity must continue annual financial support of at least \$30,000 (\$25,000 for Non-North America Members that are not reimbursed by ENTERPRISE for program travel expenses). If an entity fails to meet its annual commitment, it may, at the discretion of the Board, be assigned non-voting member status until such time as its financial participation is continued.

1.1.6 Voting Rights

The representative of a public agency active Board member is eligible to vote on all program issues.

1.1.7 Selection Process

If external resources are required, consultant(s)/contractor(s) contracts will be initiated through a Request for Proposal (RFP) process, justification of sole source contract or utilization of the existing management contract. A technical committee of the Board will organize, review, and approve RFPs to assure their consistency with the work program and budget. Committees will recommend the selection of consultants to assure consistent treatment of consultants.

1.1.8 Review Products/Recommend Alternatives

Committees will be responsible for establishing a degree of expertise in their given areas of research. This expertise will facilitate in-depth analysis and detailed presentations before the Board. The Committees will review the products of their respective consultant teams and make recommendations to the Board.

1.1.9 Product Acceptance

The Board is responsible for acceptance of final products from consultant teams.

1.1.10 Coordination and Education

The Board is responsible for maintaining a high degree of coordination with impacted parties and for creating educational programs to increase awareness of the needs, benefits and impacts.

2.0 Program Administration

A single state approved by the Board will administer the Program's resources and will provide the Program Administrator ("Administrator").

2.1 General Support

The Administrator and/or Management Consultant will be responsible for drafting RFPs, developing a proposal ranking and consultant selection process for the Board's approval, presentation of lists of consultants and RFP response materials to Committees of the Board.

2.2 Contract Administration

The Administrator and/or Management Consultant is responsible for distributing RFPs, preparing contract documents and performing other functions related to contracts administration and management. The Administrator and/or Management Consultant will assure that contracts, schedules, work plans and project descriptions are followed. The Administrator and/or Management Consultant will be responsible for quality control and evaluation, recommendations regarding preparation of contract documents, change order requests, and authorizing progress payments. The Administrator and/or Management Consultant is responsible for providing contract progress reports to the Board.

2.3 Management Budget

The Administrator and/or Management Consultant is responsible for administering a management budget, which may include travel and per diem payments for active participants or their designated representatives. Per Diem and travel will be administered for each entity consistently with that entity's prevailing per diem and travel policies or FHWA's per diem and travel regulations.

2.4 Management Consultant

The Administrator may recommend to the Board a Management Consultant to help coordinate technical studies and to prepare and administer various meeting agendas and related duties.

3.0 Policy Coordination

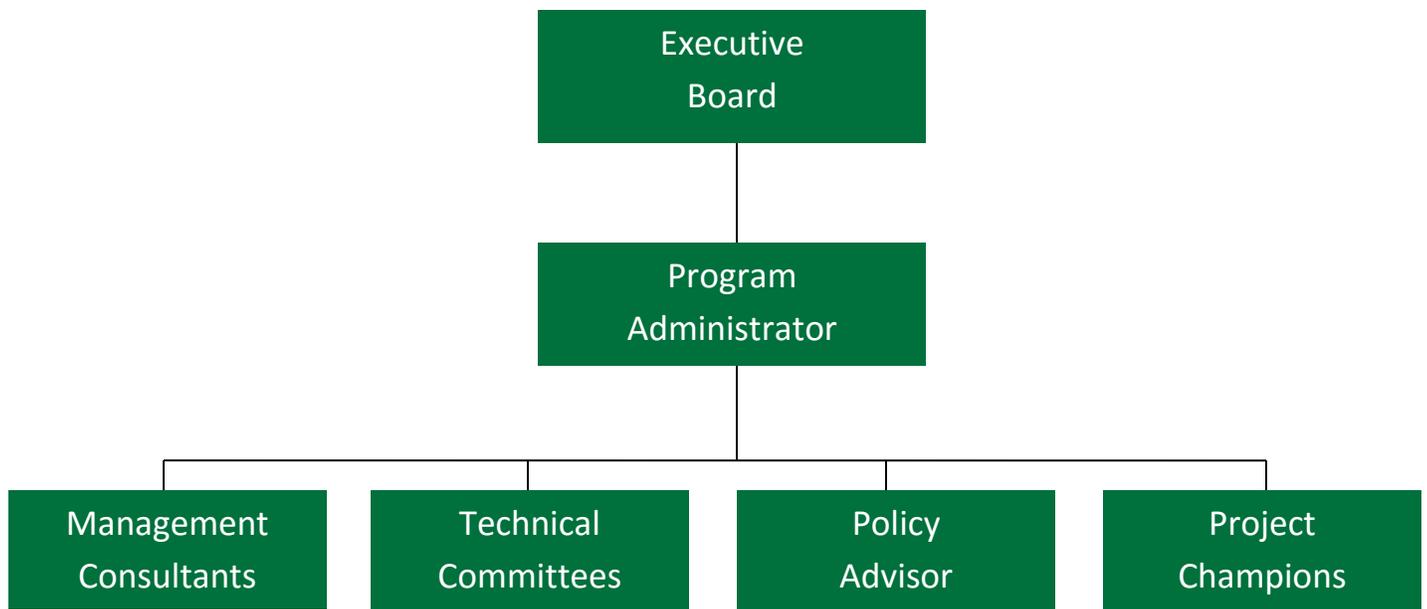
The Administrator may recommend to the Board a Policy Advisor ("Advisor") as a consultant whose responsibility will be to assist in the development and implementation of a policy program relative to the objectives and interests of the ENTERPRISE Program and active participation.

4.0 Amendments

This Charter may be amended by a 4/5 vote of the voting membership. If a quorum is not present the entire membership shall be polled.

5.0 Organization Chart

The figure below represents the ENTERPRISE Organization presented herein.





OPERATING RULES

Quorum

A quorum of the Board, any committee or subcommittee shall consist of more than one-half of the voting membership. Voting members and non-voting members carrying written proxies in actual attendance at any meeting shall count toward a quorum.

Proxy Votes

All proxy votes shall be in writing and dated as to effective date and date of cancellation. Board members may identify in writing an individual to serve as proxy for one-time event, or for all events at which the Board member is not present. The proxies may cover all issues subject to vote or may be limited to specific issues, as stated in writing. One-time proxy votes shall be delivered to the Board or appropriate Committee Chair at the start of each meeting and recorded in the meeting minutes.

Voting Procedures

All votes may be cast by voice or by a show of hands. Any voting member may request a roll call vote.

For decision-making between meetings, voting by telephone or email polling may be undertaken when deemed suitable by the appropriate Board or Committee Chair. All voting members will be polled with a quorum required for approval.

Contracting Procedures

Contracts for ENTERPRISE projects shall be awarded by the Program Administration state, or by another member agency, in the event the Executive Board agrees it is in the best interest for a member agency to contract directly. The contracting rules and procedures of the state or agency performing the solicitation and contract shall be followed. To the extent possible, the ENTERPRISE Board member shall be allowed to participate in the solicitation process, and contribute to the overall schedule and approach to the contracting process.

Technical Committee Size and Structure

A committee shall have up to seven voting members. There shall be no limit on non-voting members. Each ENTERPRISE member organization shall have no more than one voting representative on a

committee. The Committee Chair shall be selected by the Executive Board, and shall be responsible for determining committee membership and reporting to the Board on committee activities.

Policy Advisor

If recommended by the Administrator, the Board may consider hiring of a Policy Advisor. If approved, inclusive in the duties of the Advisor will be to consider issues of concern to participating entities, normalize issues of difference between participants as well as differences with external groups, and to develop a communication program which provides for the dissemination of information concerning pertinent activities of the participating entities and those external developments of interest to the Program. The Advisor will report to the Chair of the Board will work with the Administrator as well as those Committees created by the Board.

ENTERPRISE Website

The ENTERPRISE program website will provide one location for all ENTERPRISE program information.

Reports for Technical Consultants

Technical consultants will make presentations to committees of the Board and will be responsible for presenting committee approved final products to the Board for acceptance.

Use of the Results of ENTERPRISE Projects

The value of the ENTERPRISE Program depends not only upon the quality and success of projects, but also upon the extent to which the member agencies are able to use and benefit from the projects. While it is recognized that not every Pooled Fund project will directly benefit each member, there should be an aspect to each project that addresses concepts for how each state may implement and/or use the results of the ENTERPRISE projects. Each project is therefore recommended to prepare a brief Implementation Plan, describing the steps that member agencies could take to implement and use the results of the project.

Travel Support

The Board member or designated representative of each active member will be eligible for reimbursement of reasonable costs for travel within North America, including registration fees, accommodation, and sustenance, to attend approved ENTERPRISE meetings. Travel costs of attendance at ENTERPRISE meetings by additional employees of active member organizations may also be reimbursable in special cases approved in advance by the ENTERPRISE Program Administrator or the Executive Board.

Travel costs are to be kept to a minimum whenever possible. The Program Administrator and/or Management Consultant is charged with coordinating events requiring travel as appropriate to minimize travel costs.

At the discretion of the Program Administrator, or if approved by the Executive Board, reasonable travel costs for attendance by Board members or designated representatives at other events germane to the ENTERPRISE program may be reimbursed.

At the discretion of the Program Administrator, or if approved by the Executive Board, reasonable travel costs for attendance of invited guests at ENTERPRISE meetings or other related events may be reimbursed.

Meetings

ENTERPRISE meetings will generally be restricted to Board or technical committee members, their designated representatives, and other invited guests. At the discretion of the Executive Board or appropriate Committee Chair, however, these meetings may be opened to broader participation.

The ENTERPRISE Executive Board will aim to hold monthly conference calls and/or webinars to discuss progress and plan future activities. The Board will also conduct face to face meetings twice a year. These meetings allow for an exchange of information between the members, discussion of ENTERPRISE project status, selection of consultants, approval of documents, and program planning.

Distribution List

The Program Administrator and/or management consultant will maintain a distribution list of all organizations and individuals eligible to receive approved ENTERPRISE materials. This will be used as the basis for distribution of minutes of general meetings, meeting announcements, approved technical reports, press releases and newsletters (if available).

APPENDIX B: EXAMPLE PROJECT IDEA FORMAT

This appendix provides an example format for submitting project ideas.



Work Plan Development Project Idea Form

Project Title:

This section presents a concise word or phrase that captures a simple and appropriate way of referring to the project.

Project Background, Summary, and Objectives:

This section identifies the need for the project, provides an overview of the key elements of the project and systematically outlines the key goals and objectives of the project and, equally as important, may also state what the project will not address.

Project Cost:

Provides the total cost and funding details for the project.

Project Contact:

Provides the contact information for the project champion.

APPENDIX C: EXAMPLE PROJECT PROPOSAL FORMAT

This appendix provides an example format for a detailed definition of a proposed project after it has been selected for further consideration based on the initial project ideas.



Work Plan Development Project Proposal Form

Project Title:

This section presents a concise word or phrase that captures a simple and appropriate way of referring to the project.

Project Background, Summary, and Objectives:

This section identifies the need for the project, provides an overview of the key elements of the project and systematically outlines the key goals and objectives of the project and, equally as important, may also state what the project will not address.

Scope of Work with Task Descriptions:

This section presents the task plan for the project. Each task is listed and described separately, i.e. Task 1, Task 2, etc.

Project Schedule at the Task Level:

This defines the timeline of the project by task, typically in graphic form, with milestones and key dates identified.

Project Deliverables:

Outlines the specific products (reports, work groups, evaluations, etc.) which will result from the project.

Project Cost Detailed at the Task Level:

Provides all the cost and funding details for the project, by task and deliverable.

Relationship to Similar Activities and Projects If Known:

This section summarizes and identifies other similar efforts in order to learn from others and not duplicate activities.

Project Participants (Agencies):

This overviews the participating partners' joint desire to address the problem and specifically outlines the responsibilities of each partner in the project.

Project Contact:

Provides the contact information for the project champion.

APPENDIX D: PROGRAM PROJECT SELECTION WORKSHEET

For Program Fiscal Year _____

PROJECT	0-25 Value and Sustainability of Results and Efforts	0-20 Suitability to ENTERPRISE	0-15 Cost realism	0-15 Project feasibility	1-15 Validity of approach	0-10 Timeliness of project	TOTAL POINTS	Will agency participate?	Anticipated funding contribution	COMMENTS

I am voting as a:

____ Member ____ Proxy

AGENCY _____

MEMBER SIGNATURE _____

DATE _____

Value and sustainability of results and efforts. This is the most important criteria because it rates the value and usefulness of the proposed project.

Suitability to ENTERPRISE. This criteria is meant to determine whether or not this is an appropriate project for ENTERPRISE to pursue based on its goals and objectives and consistency with group needs.

Project feasibility. Is the project, in total, one that can be implemented and seen through to completion?

Validity of approach. Is the methodology logical and does it include all of the proper elements for a complete project?

Cost realism. Does the anticipated cost for the proposed project seem reasonable and appropriate to ENTERPRISE?

Timeliness of project. To what degree is the proposed project timely to the ENTERPRISE consortium? Is it appropriate to be undertaken at this time?

APPENDIX E: PROGRAM PROJECT SELECTION RANKING SUMMARY

For Program Fiscal Year _____

Agency	Project											Comments
	A	B	C	D	E	F	G	H	I	J	K	
TOTALS												

Project	Title	Consultant/Team
A		
B		
C		
D		
E		
F		
G		
H		
I		
J		
K		

Selected Projects (highest scores)

- 1.
- 2.
- 3.
- 4.
- 5.

PROGRAM ADMINISTRATOR _____

DATE _____