

I. ORGANIZATION AND MANAGEMENT

MEMBERSHIP GUIDELINES

There are four types of membership within the I-95 Corridor Coalition (Coalition): Full Membership, Affiliate Membership, Associate Membership and Friends of the Coalition.

Full Membership entitles the organization to a seat on the Executive Board, along with representation on the Steering Committee, Program Track Committees, and/or any special task forces. Full membership applies to any organization that owns or operates a major regional system within the Coalition's 16 states or that is an agency of the United States Department of Transportation (USDOT). Each full member is accorded one vote, when voting is required.

Affiliate Membership entitles the organization to representation on the Steering Committee, Program Track Committees, and/or any special task forces. This category includes any organization that is a transportation-related association, such as a Metropolitan Planning Organization (MPO) or other transportation planning agencies/organizations within the 16 State Coalition Region.

Associate Membership entitles the organization to representation on the Program Track Committees, and/or any special task forces. This category includes any organization that owns or operates a local transportation system; is otherwise eligible to be a Full or Affiliate member but is outside the geographic boundary of the Coalition; or is a partner agency, such as State Police, other law enforcement organizations, and motor vehicle agencies. Partner agencies typically contribute to the content and implementation of the Coalition's program, but are not part of a public transportation department or authority.

Friends of the I-95 Corridor Coalition entitles the organization to receive Coalition newsletters, publications, notices and project reports (if requested). Organizations or individuals not eligible for Full, Affiliate or Associate membership would fit this category.

Process for Adding New Members

Organizations interested in Full, Affiliate or Associate Membership must submit a written request. The leadership of the Steering Committee must approve any organization requesting Affiliate or Associate Membership. The Executive Board leadership must approve requests for Full membership. Any organization that is interested in becoming a Friend of the I-95 Corridor Coalition will be added to the database upon request.

New Member Packages

Any new Full, Affiliate or Associate Member will receive a welcome package that includes a welcome letter and current publications. Unless they make a specific request, Friends of the I-95 Corridor Coalition will be placed on the mailing list to receive future editions of publications.

Committee Membership

Program Track Committees - Membership on these committees will be open to all wanting to be involved. The Program Track Committee leadership is designated by the Steering Committee leadership. Participation may include representatives from Coalition members, affiliate organizations, interest groups and other interested parties.

Policy & Strategic Planning Committee – Membership on this committee consists of individuals with a broad perspective on Coalition and member agency needs, covering policy development, planning, finance, investment, operations, and technology. Individuals with multi-modal, regional and multi-state experience are critical. Executive Board and Steering Committee members

designate members of the Policy & Strategic Planning Committee.

Steering Committee - Membership consists of two representatives from each Full member organization and one from each Affiliate organization and all the chairs of the Program Track Committees.

Executive Board – Membership consists of the Chief Executive Officer of each Full member organization, usually a Commissioner, Executive Director, Secretary, or Administrator.

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CORE ORGANIZATIONAL STRUCTURE

The Coalition's core structure includes the Executive Board, the Steering Committee, the Policy & Strategic Planning Committee, and the Program Track Committees. This section provides descriptions of each Committee and guidelines for leadership succession planning. Exhibit I-1 summarizes the roles of the key organizational parts. Other groups supporting the work of the Coalition and their roles are also described within this section.

Executive Board

The Executive Board is made up of Chief Executive Officers or their designee from each of the Coalition's Full member agencies. The Executive Board is the policy making body for the Coalition. It meets twice a year or as needed to provide policy guidance to the Coalition and to approve the Coalition's Business Plan and annual program. The Executive Board looks at the implication of long-term trends, and frames the Coalition's mission, vision and long-term goals accordingly. It must also approve the Strategic Plan and any organizational restructuring. A chair and one or more vice-chairs lead the Executive Board. The chair and the vice-chairs form an Executive Leadership group which meets as necessary to consider policy level issues. The Executive Leadership decides what issues must go to the full Board for consideration, and may choose to take an action as the leadership without a full Board meeting. If a ballot process is used between meetings to gather input or direction, the majority response by the due date will be used.

Decision Process - The Executive Board operates by consensus to the extent possible. When votes are needed to set priorities or to take specific action, each Full member agency shall have one vote. Decisions will be made by a simple majority of those present at a meeting. However, in advance of Executive Board meetings, a specific input and ballot on action items will be sought from those unable to attend and those votes shall count toward the final vote count.

Steering Committee

The Steering Committee is made up of senior policy or technical representatives from each member of the Coalition. It meets as needed and deals with all aspects of the Coalition's activities including technical, institutional, organizational, program, funding, policy and internal and external relations. The Steering Committee is led by a chair and vice chair or two co-chairs. The Steering Committee coordinates and manages Coalition programs, gives guidance on activities that cut-across Program Track Committees, and oversees business plan and policy development. The leadership of the Steering Committee also participates in guiding the day-to-day management of the Coalition. The leadership decides what issues must go to the full Committee for consideration.

Decision Process - The Steering Committee operates by consensus to the extent possible. When votes are needed to set priorities or to take specific action, each full member agency shall have one vote. Decisions will be made by simple majority of those present at a meeting. However, in advance of Steering Committee meetings, a specific input and ballot on action items will be sought from those unable to attend and those votes shall count toward the final vote count.

Policy & Strategic Planning Committee

The Policy & Strategic Planning (PSP) Committee serves a dual role in the Coalition structure. First, the PSP provides policy analysis and strategic planning support to the Executive Leadership. Second, the PSP provides a multi-year business plan and related management mechanisms that ensure consistency with the long-term objectives of the Coalition and support the Steering Committee's responsibility for defining the Coalition's Work Plan and Budget. The PSP will also identify and manage/coordinate projects of corridor-wide significance or those that cut across several Program Tracks.

Program Track Committees

Program Track Committees have been established as the core structure through which the Coalition's program will be implemented. Program Track Committees are established for focus areas as determined by Executive Leadership. The role of a Program Track Committee is to guide the Coalition activity within that area of program emphasis and expertise. These committees meet on a frequency determined by need within the Committee. Membership is from the Coalition agencies, but participation is open to anyone with an interest in the goals of the committee, including representatives of private or corporate entities. The committee may have co-chairs, but at least half the leadership must be from a member agency. The leadership of the Steering Committee approves the selection of Program Track Committee Chairs. The Program Track Committees, and their respective goals, are:

- Travel Information Services:
 - To support the development of a corridor-wide, multimodal traveler information system that provides users with accurate and timely information.
- Coordinated Incident Management:
 - To facilitate, support, and enhance the coordination and implementation of interagency efforts in response to major incidents and special events of regional significance within the I-95 Corridor.
- Commercial Vehicle Operations
 - To promote the interoperability of Intelligent Transportation Systems for Commercial Vehicle Operations in order to:
 - Improve the efficiencies of administrative and enforcement processes and the economic viability of commercial vehicle operations in the I-95 Corridor,
 - Improve highway safety and freight mobility for commercial and passenger vehicles in the I-95 Corridor, and
 - Support initiatives to improve homeland security related to commercial vehicle operations and freight movement.
- Intermodal
 - To promote reliable, efficient, and balanced intermodal transportation throughout the Coalition states by supporting policies, information technology, and operations that improve the intermodal movement of freight and passengers.
- Electronic Payment Services
 - To foster the implementation of interoperable, corridor-wide, multimodal electronic payment services.
- Safety
 - To raise the visibility of safety and integrate it into Coalition activities to reduce fatalities, injuries and incidents on the transportation system and ensure the safe movement of people and goods throughout the Coalition region.

Committee Leadership Succession

The term for leadership of the Executive Board, Steering Committee, Policy & Strategic Planning Committee and Program Track Committees is two years, with a maximum of four years. As part of succession planning, all committees should conduct a leadership review every two years.

Additional guidance is provided for Executive Board and Steering Committee leadership succession:

- Executive Board - The nominations/elections for Executive Board Leadership positions will take place at the Spring Board meeting or at the Board Meeting held in conjunction with the Coalition's Annual Meeting, with the term beginning January of the year immediately following.

The nominating committee will be selected by the current Chair and consist of members of the Board. The nominating committee will meet prior to the Board Meeting at which elections will be held and make their recommendation at the Board Meeting. Nominations may also be made from the floor at the Board Meeting. A majority of the Executive Board in attendance at the meeting shall decide on the new leadership.

Where circumstances do not permit normal succession guidelines to be implemented, the Executive Board leadership may institute special procedures to fill vacant positions.

Mid-term Appointments – In the case of a mid-term Executive Board leadership vacancy, for Chair or Vice-Chair, the remaining Executive Leadership will appoint another member of the Executive Board to fill the vacant position until the next regularly scheduled election. If the vacancy to be filled is the Chair position, one of the remaining Vice-Chairs will assume the Chair position and a new appointment will fill the Vice-Chair position until the next regularly scheduled election. The Executive Leadership will enact any required changes at the first opportunity following the vacancy, or in advance when prior notice is given. The new and/or revised Executive Leadership will be officially announced to the entire Executive Board in writing at the earliest opportunity after the appointment, and introduced at the next regularly scheduled Executive Board meeting.

- Steering Committee - The combined time in service for any of the leadership positions should not exceed four years. One of the two members of the leadership team will continue their term after the other has left to provide continuity. Either two Co-chairs or a Chair and Vice-chair could serve as the leadership.

Succession will take place at two-year intervals (offset from the Executive Board succession) with the changeover occurring during the first meeting of the Steering Committee in the calendar year. Nominations and elections will occur during the last meeting of the appropriate calendar year.

Any member of the Steering Committee may make nominations for Steering Committee leadership by submitting in writing to the Steering Committee leadership or the Executive Director. In all cases, recommendations will be forwarded to the Steering Committee for ratification.

Mid-term Appointments - Where circumstances do not permit normal succession guidelines to be implemented, the Executive Board, in conjunction with the remaining Steering Committee leadership, may institute special procedures to fill vacant positions. One such case is when one or both of the current Steering Committee leadership resign or are no longer able to serve.

Exhibit I-1 ORGANIZATIONAL ROLES

Coalition	Program Track Committee	Strategic Planning & Policy Committee	Steering Committee	Executive Board
Long Range and Strategic Planning	<ul style="list-style-type: none"> Provide input to track-related strategies and long-range activities 	<ul style="list-style-type: none"> Develop long-range strategic vision for Coalition and Corridor Act in an advisory role on policy issues 	<ul style="list-style-type: none"> Prioritize track recommendations Translate Executive Board direction and strategies into near-term policies and programs 	<ul style="list-style-type: none"> Identify long term strategic positions Position Coalition's long-range plans and strategies
Program and Operating Policies	<ul style="list-style-type: none"> Identify policy issues, options for recommendation 	<ul style="list-style-type: none"> Develop a multi-year business plan to ensure that the Work Plan and Budget reflect the established strategic objectives and priorities. 	<ul style="list-style-type: none"> Decide/give guidance on direction of Coalition In coordination with PSP, develop business plan, oversee business operations 	<ul style="list-style-type: none"> Set overall direction of Coalition Provide input and direction Finalize and make decisions on policies
Programs & Projects	<ul style="list-style-type: none"> Develop programs and recommend priorities within track areas Oversee technical and program activity Identify training, standards and other agency support needs in track areas Identify & create links with related program tracks Identify emerging issues within track areas 	<ul style="list-style-type: none"> Identify and manage certain projects of corridor-wide significance or projects with significant policy considerations; Identify and manage major projects that cut across many Program Tracks. 	<ul style="list-style-type: none"> Coordinate and guide programs/resources; Determine overall program and coordinate across program tracks; Identify, prioritize, and agree on agency support needs and emerging issues 	<ul style="list-style-type: none"> Provide input and direction Finalize and make decisions on programs
Budgets	<ul style="list-style-type: none"> Recommend and monitor budget expenditures within track area 	<ul style="list-style-type: none"> Supports the Steering Committee's responsibility for defining the Coalition's Work Plan and Budget. 	<ul style="list-style-type: none"> Oversee Tracks Prioritize recommendations from Program Track Committees Monitor across tracks; recommend to Executive Board 	<ul style="list-style-type: none"> Approve
Members	<ul style="list-style-type: none"> Leaders/Co-chairs appointed by Steering Committee leadership Membership is from the Coalition Full, Affiliate, or Associate agencies; participation is open to anyone 	<ul style="list-style-type: none"> Leaders/Co-chairs appointed by Steering Committee leadership Membership consists of individuals with a broad perspective on Coalition and member agency needs, covering policy development, planning, finance, investment, operations and technology. 	<ul style="list-style-type: none"> Full or Affiliate Member agencies of the Coalition, and chairs of track committees 	<ul style="list-style-type: none"> Full Member agencies of the Coalition

NOTE: In addition, the Steering Committee has responsibilities similar to the other committees for activities that cut across the other program tracks or involve more than a single program track. This includes initiating and managing task forces to address crosscutting issues such as training, outreach and performance measures.

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OTHER COMMITTEES/ROLES

In addition to the core structure that guides and implements the Coalition program, other roles are important to the overall structure and functioning of the Coalition.

Task Forces

From time to time, the Executive Board, the Steering Committee, the Policy & Strategic Planning and Committee, or a Program Track Committee may create a task force to address a specific issue. A Task Force is normally established with a single mission and when complete is discharged or is absorbed into the existing organizational structure. The permanent staff and the program support consultant provide support to the task forces as needed.

Subcommittees

Program Track Committees may establish subcommittees as deemed appropriate to assist in managing program areas. For any subcommittee established, at least half the leadership must be from a member agency.

Procurement Agencies

Coalition member agencies act as procurement agencies on behalf of the Coalition. This process allows the agency to receive federal funds and in turn gives them the responsibility to procure the services, and to provide general project administration for the resulting contractor. Section IV.3 describes the role of the contracting agency in the procurement process.

Project Management Team

For a specific project, the Program Track leaders and Coalition staff overseeing the project select a project management team. See Section III.1 for detailed explanation.

Operating Committees

The Coalition has established several "ad hoc" teams to expedite routine decision-making. One such team is the "*Core Team*" and consists of the leadership of the Steering Committee, the leadership of the Policy & Strategic Planning Committee, the permanent Coalition staff and the key Support Consultant program management staff. This team conducts a bi-weekly conference call to coordinate the day-to-day Coalition activities and meets as needed to define procedures and working relationships among team members, and to prepare for Executive or Steering Committee meetings.

In addition, the Executive Director and other Coalition Staff hold meetings with the program track consultant support staff as needed to ensure members and program needs are being met. When a formal action is required, the issue is referred to the appropriate decision-making part of the structure.

Federal Highway Administration

Federal Highway Administration (FHWA) is a funding partner for the Coalition program and has the responsibility to ensure that the program is being carried out consistent with federal policies, programs and regulations. This federal role is accomplished through a number of means, including membership and participation on the Executive Board, the Steering Committee, the Policy & Strategic Planning Committee and all Program Track Committees as well as direct involvement at the project level.

The FHWA has the responsibility of executing "Partnership Agreements" with those state agencies acting as, or on behalf of, the procurement agencies. These partnership agreements detail the Coalition's funding and the basic responsibilities of the state.

The University of Maryland

The University of Maryland has been contracted by the I-95 Corridor Coalition to provide the following functions:

- Operate and Maintain the Coalition's web site
- Administer the Coalition's existing Consulting Services Contract
- Provide Coalition Administration Services: develop and coordinate Coalition files; develop and maintain a project database; disseminate, collect, and redistribute project quarterly report data; and collect, file, and track the Coalition's federal partnership agreements.
- Other duties as required.

Private Sector

A database of interested private sector companies is used to keep them informed of the Coalition Business Plan and ongoing activities. Participation in Program Track Committees is welcome, and business partnerships are formed when appropriate.

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COALITION STAFF

The Coalition staff consists of an Executive Director and Program Coordinators. The Executive Director, with the concurrence of the leadership of the Steering Committee and Executive Leadership, establishes the staffing required to support the various program areas. The staff reports to the Executive Director. The staff serves the Executive Board, the Steering Committee, the Policy & Strategic Planning Committee, the Program Track Committees, and any project management teams and task forces. The staff directs the work of the Support Consultants.

Recruitment and Selection

Staff members are first recruited from member agencies on a loaned basis. If an experienced pool of candidates does not respond from the member agencies, recruitment may occur from private sector independent consultants. If recruitment results in candidates of equal capability from a member agency and from an outside source, the member agency candidates will receive preference.

For the Executive Director position, a selection committee is appointed by the Executive Leadership to evaluate and interview candidates. The selection committee conducts initial interviews and recommends one or more candidates to the Executive Leadership for final selection.

The Executive Director selects all other staff positions, based upon a competitive solicitation and interview process.

If the person selected for any of the staff positions is from a public agency, a Memorandum of Understanding (MOU) is developed among the staff member, the staff member's parent organization and the Coalition. The MOU spells out the terms of engagement. The initial length of assignment is two years. The assignment may be renewed on an annual basis with the concurrence of each party. If the selection is from outside a member agency, a scope of work and contractual language is developed for execution with a member agency.

The Policy & Strategic Planning Committee leadership, the Steering Committee leadership and the Executive Leadership must approve the creation of any new positions before recruitment can begin.

The primary functions of each of the staff are described below.

Executive Director

The Coalition's Executive Director is responsible for managing the day-to-day implementation of the Coalition Business Plan. The Executive Director reports to the Executive Board, consults regularly with the Steering Committee leadership, and directs the work of the support consultant for overall program support activities. The position functions as both the internal and external focus for communicating the policies, processes, and structure of the Coalition and for directing the implementation of the Coalition's program. Responsibilities of the Executive Director include overall direction for financial management/planning, organizational structure analysis, program development, outreach and communication strategies, program monitoring and evaluation, and business development. The permanent staff reports to the Executive Director. The Executive Director is responsible for bringing issues and proposed strategies to the attention of the core team, the Steering Committee, or the Executive Board as appropriate, and for preparing alternative approaches for their consideration. The Executive Director may act on behalf of the Coalition on all matters, within any limits outlined by the procedural manual and the decision-making structure of the Coalition.

Program Coordinators

The Coalition has program coordinators who provide overall staff support to all activities of the Coalition. The Coordinators work for the Executive Director and provide support to assigned Program Track Committees, as the representatives of the Coalition management processes. The Coordinators assist Program Track Committee Chairs to develop agendas for meetings, bring appropriate consultant resources to support meetings/activities as needed, and monitor Program Track activities for conformance to the Business Plans goals and objectives adopted by the Steering Committee. This role involves attending meetings, monitoring consultants, sub-consultants, and agencies participating in the projects. The Coordinators participate on project management teams, and support to Coalition Task Forces as assigned. Any budget changes, reallocation requests for Program Track activities or MOU's developed to support the activities of a Program Track must have the approval of the Program Coordinator. The Program Coordinators participate in all major activities of the Coalition, provide input to the update of the Business and Strategic Plans, and represent the Coalition internally and externally about policies and programs of the Coalition. For current position/staff information, see <http://www.i95coalition.org/contacts.html>.

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SUPPORT CONSULTANT STAFF

Program Manager

The Support Consultant's Program Manager has overall management responsibilities for the conduct of the work contracted to the Support Consultant firm, and supervises the work of the staff engaged in the basic Consultant Services Contract. The Program Manager reports to the Executive Director and works closely with the University of Maryland point of contact, Coalition staff, the Steering Committee and the Executive Board leadership and others as directed. The Support Consultant Program Manager also provides lead consultants from the contract team to each Program Track. These assigned consultants work through the Coalition staff to support the track leadership and the track projects and activities.

Program Management Team

A program management team from the support consultant includes the consultant program manager and those consultant staff whose areas of responsibility include the day-to-day operations of the Coalition support work. This includes budgeting, tracking performance and expenditures, payment processing and all other administrative support as assigned by the Coalition.

Project Management Team

An appropriate consultant from the support consultant team is assigned as lead consultant to each project management team when the Coalition initiates the project.