

Clarus Initiative Coordinating Committee (ICC) Management Plan

Background

One of the important first steps in the Clarus Initiative is the development of the Initiative Coordinating Committee (ICC). The ICC will serve as an interdisciplinary source of expertise and guidance. ICC participants will consist of personnel from the U.S. DOT, State DOTs, National Oceanic and Atmospheric Administration (NOAA), other federal agencies, the private sector and academia. Meetings of the ICC will occur at least annually during the five-year initiative.

Clarus Initiative Management Team

Initiative leaders Paul Pisano (U.S. DOT Federal Highway Administration) and James Pol (U.S. DOT ITS Joint Program Office) will coordinate the entire initiative with the support of their on-call consultants (Mitretek). Other members of the management team include NOAA, Intelligent Transportation Systems (ITS) America, American Meteorological Society (AMS), Institute of Transportation Engineers (ITE), Transportation Research Board (TRB) and American Association of State Highway and Transportation Officials (AASHTO).

Over the course of the Clarus Initiative, the U.S. DOT will maintain active contracts to execute the technical program. A portion of the U.S. DOT contractors' time will be allocated towards interacting and collaborating with the ICC. ITS America is also under contract to U.S. DOT to provide support with the ICC and its meetings, as well as assisting with the reviews of Clarus deliverables and providing some outreach tools (Clarus web site).

Initiative Coordinating Committee (ICC)

The ICC will be comprised of members of the meteorological and transportation communities, including those from the public, private, and academic sectors. Members of the ICC will be consulted for expert advice related to Clarus, will be asked to undertake project reviews, and will also be asked to conduct a variety of outreach activities.

This representative body will remain in place for the duration of the Clarus Initiative to guide its development. The ICC will support technical and programmatic considerations involving: system design; design review; design proof-of-concept; the Multi-State Regional Demonstration; and the Model Deployment. The ICC panel of subject matter experts in weather forecasting, transportation operations, networking, and data management across public and private business sectors will be coordinated to ensure that stakeholder interests are addressed through each development phase.

As shown in Figure 1 below, the structure of the Initiative Coordinating Committee can provide effective technical and policy guidance to the Clarus Initiative Management Team. The U.S. DOT seeks the active participation of the transportation and meteorological community in order to achieve success. This approach towards organizing the ICC participation is intended to focus

support on key topics in a timely fashion. This focused support will be provided through Project Task Forces, which are described in further detail below.

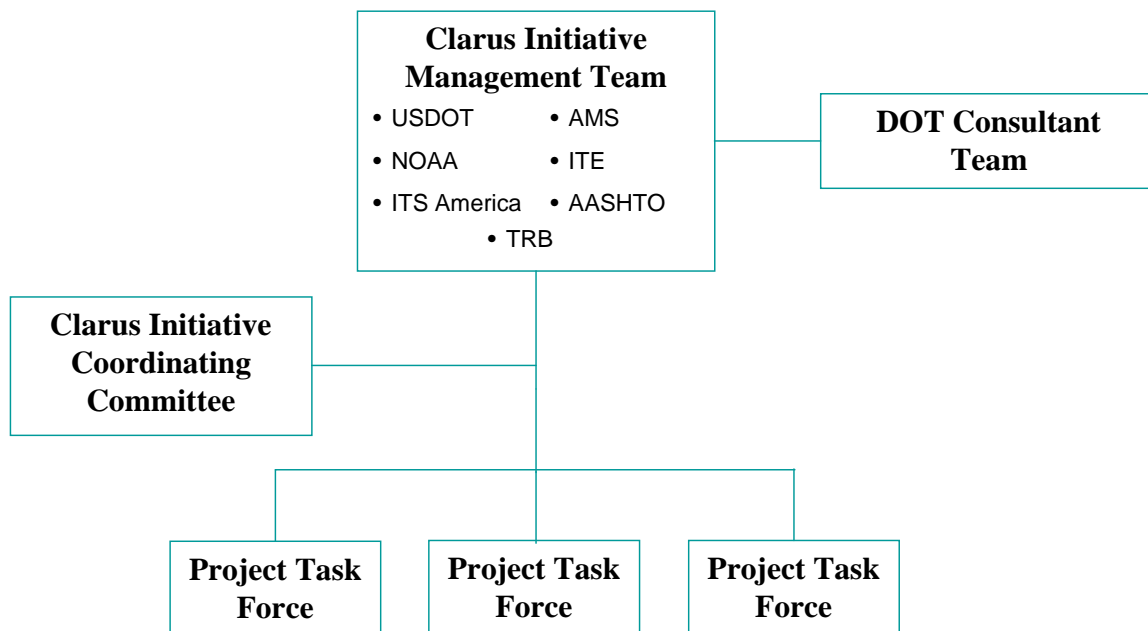


Figure 1. Clarus ICC Management Structure

Project Task Forces

A Clarus Project Task Force is the group that guides and provides feedback on specific tasks or issues associated with the ongoing Clarus initiative. The ICC will be responsible for determining the need for specific Task Forces and their roles and responsibilities. Task Forces possess the following characteristics:

- Small groups of 10 or fewer persons;
- Specific objectives, deliverable, begin and start time;
- Direct association with on-going contracted activity;
- Periodic reporting requirements to Clarus ICC Management Team;
- Reporting on deliverables at ICC Meetings.

Clarus Initiative Management Team Process

The Initiative Management Team described above is composed of representative organizations that reflect the interests of the transportation and meteorological communities, plus those interests of the public, private, and academic sectors. Interaction of the ICC and the Management Team is conducted primarily through the Project Task Forces. Such an approach assures effective management of Clarus resources and management of the considerable expertise that can be available via the ICC members.

Volunteer participation in a technical or advisory capacity is a challenge. Whether one is from the public, private, or academic sector, there are many activities in which one can be engaged. Although it is certain that most ICC participants consider their involvement in the Clarus Initiative to be a priority, their circumstances change over time and their individual level of involvement is likely to vary over time. In order to compensate for this, the concept of Project Task Forces was introduced as a means of enabling more intensive volunteer involvement for short durations. In this manner one can become engaged with a particular technical or institutional issue for a specific period of time, understanding that he or she will help complete a deliverable. Making the Project Task Forces accountable to the Initiative Management Team enables quality control.

Consider Figure 2 below. This diagram depicts the process by which the Management Team, ICC Members, and Project Task Forces interrelate in order to accomplish a specific activity.

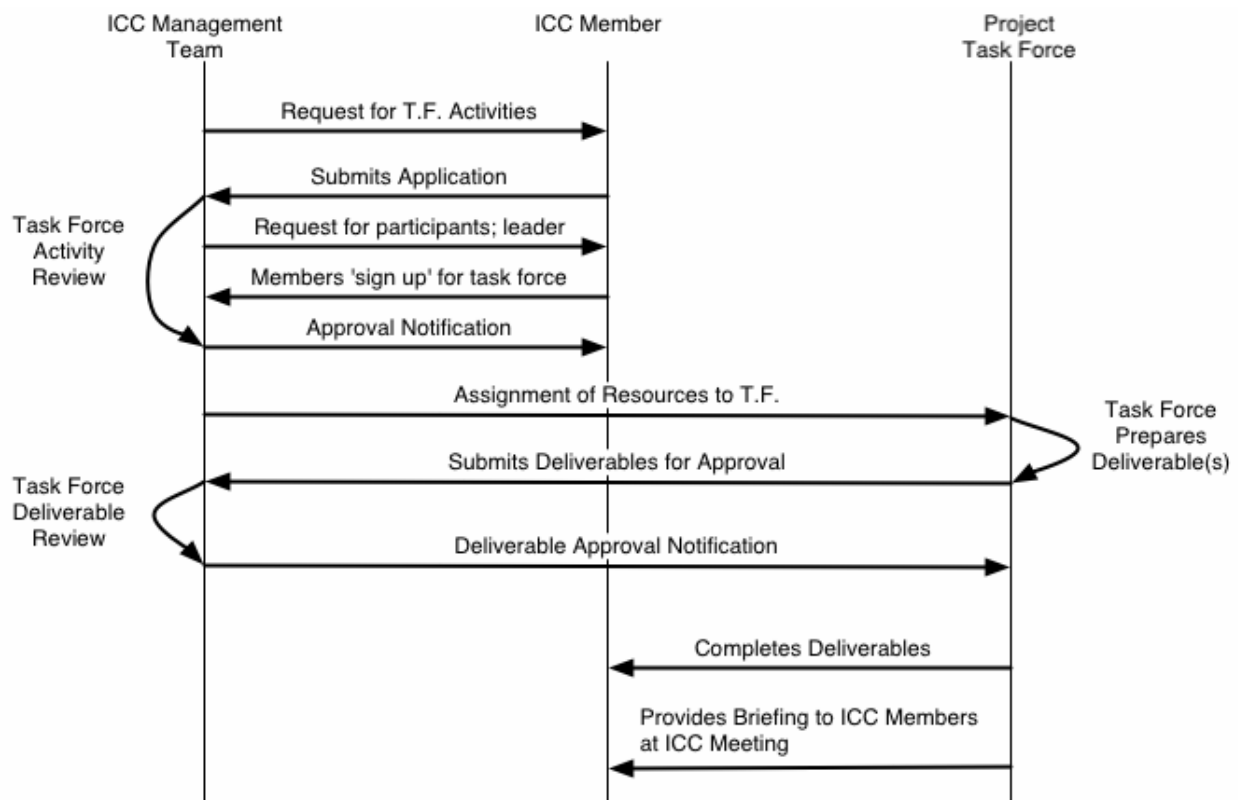


Figure 2. ICC Management Process

The ICC Management Team periodically will issue requests for Project Task Force activities from among the ICC members. The venue in which such a request is likely to occur is prior to scheduled ICC meetings, so that those members attending the ICC meeting can discuss the merits of the submitted applications. The Management Team may make additional requests for Project Task Force activities, and consider the submitted requests separately from an ICC meeting.

Individual members are invited to submit their proposals. An activity application form, featured as an Appendix to this paper, enables one to submit a proposal without committing himself or herself as the Project Task Force leader.

Once the Management Team reviews the submitted applications, the Management Team makes requests of the ICC members for volunteers to participate in the Project Task Force. As members volunteer themselves as either Project Task Force leaders or Project Task Force participants, the Management Team will strive to establish a Project Task Force that is representative of the public, private, and academic interests. It is recognized that this is not always possible, but the Management Team nonetheless will make an effort to achieve balanced Project Task Force participation.

The Management Team ultimately makes the decision to approve the establishment of a Project Task Force. The Management Team also makes the final decision on what resources to provide the Project Task Force. The Project Task Force activity application does provide space for the applicants to identify the resources that seem to best fit the Project Task Force's objectives.

It is up to the Project Task Force to complete the work that was approved by the Management Team. The Management Team will check upon the progress of the Task Force, and if there is poor performance, the Management Team may terminate the activity of a Task Force. The Project Task Force volunteers should make their efforts worthwhile by concentrating their attention on the Project Task Force topic and making the most effective use of the resources provided to them.

Prior to final completion of the Project Task Force deliverable, the Project Task Force will submit the draft deliverable item to the Management Team for consideration and approval. Pending receipt of comments from the Management Team, the Project Task Force completes their deliverable item and releases it to the ICC members at large.

The Project Task Force will be invited to brief or present the deliverable product at the following ICC Meeting. If the timing is not effective for deliverable presentation, the Management Team will organize a conference call or a web conference.

Management Plan Updates

It is recognized that the ICC is a body that will mature over time. It is equally recognized that the management of the ICC itself will change to adapt to the conditions of the Clarus Initiative. This is considered a living document, and twice a year the Management Team will review this document and consider refinements that improve the ICC interaction with the Clarus Initiative development. Updates to this document will be communicated immediately to the ICC members once the revision updates are complete.

Appendix A
Project Task Force Activity Application

**Clarus ICC
Project Task Force Activity**

Task Force Name:
Date Submitted:
Submitted By:
Objective:
Potential Deliverables:
Start Date:
Estimated Completion Date:
Task Force Leader (Name, Organization, Contact):
Task Force Members (if available):
Anticipated Contractor Resources Needed:

Appendix B
Frequently Asked Questions List

1) Who is this open to?

Open to all. Anyone interested in Clarus and willing to participate can become a member of the ICC. Those interested in joining the ICC should contact Rich Taylor of ITS America.

2) What level of activity is expected?

The level of participation is up to the individual. The ICC is meant to provide the stakeholders a voice. The approach that we've developed for stakeholder interaction is meant to leverage the creativity and interest of the ICC members, whether they choose to be active or passive participants.

3) Is everything left to consensus?

No, progress in the Clarus Initiative must be demonstrated to the management of the U.S. DOT in order to continue securing future funds. Decision making is key to sustaining the progress of the Clarus development. As such the ICC Management Team makes final decisions with input from ICC, primarily through interactions with the Project Task Forces.

4) What are the responsibilities of a Project Task Force leader?

The Project Task Force leader's responsibilities will be to ensure that the Project Task Force is actually performing its duty. By and large this means organizing conference calls, panel emails, and other communications necessary to advance the product development. This also means coordinating with the resource (contractor) that is assigned to assist the Project Task Force.

5) How many people will be on each Project Task Force?

Small groups are always effective for resolving some technical or institutional issue. There are no firm limits, but ideally a Project Task Force should have between 8 and 10 people. A Project Task Force should not have less than 3 people.

6) Where can one find more information on the ICC and Project Task Forces?

An ITS America resource page has been set up for the ICC to download presentations, documents and other materials. Similar pages will be established for the Project Task Forces as warranted. Currently this material is accessible via <http://www.itsa.org/icc>. This web page will become more refined over time as we begin to amass more content.

7) What are the "resources" that are made available to the Project Task Forces?

The resource is use of the contractor support that is currently under contract with the U.S. DOT to develop the current phase of the Clarus Initiative. This includes the support contractors working for U.S. DOT (ITS America and Mitretek) as well as the contractor that is executing the current portion of the Clarus Initiative (now Iteris and Meridian working on the Concept of Operations).

8) If the Project Task Force needs to purchase some software to do some analysis or a subset of the team needs to travel somewhere to do an interview or site survey will FHWA provide funds?

Buying software, incurring direct costs, traveling, etc. implies that there is technical work being performed by the Project Task Force. Technical development work is not the purpose of the ICC or the Project Task Force. The function of the ICC and the Project Task Force is to provide

analysis and input in the development process. If there is a software application or some other item that is needed to perform analysis on some Clarus development activity, the Project Task Force will function as a coordinating agent with the independent evaluators already under contract to U.S. DOT.

9) Is there a limit to the resource available to the Project Task Force?

A limited portion of U.S. DOT contracts related to Clarus will be dedicated to supporting the ICC. The limit for resources to the Project Task Forces will be a function of how many Project Task Forces are established.

10) Is there accountability or oversight? Does it require ICC Management Team concurrence?

All Project Task Force applications are reviewed and approved by the ICC Management Team. Once approved, the Management Team directly oversees the activity of the Project Task Force in order to verify that the schedule, cost, and performance for the activity are upheld. The Management Team reserves the right to terminate the Project Task Force if necessary.

11) If a contractor is requested, are the limits and uses of their assistance spelled out?

The application should provide as much detail as possible for the expected use of additional resources (contractors). Those applications that feature the most detail will stand a greater chance for approval by the ICC Management Team.

12) Are contractors used just for manuscript creation or do they provide other services?

In virtually every Project Task Forces the resources (contractors) will help in preparing a document of some sort, whether a presentation, a white paper, or some other discussion piece.

13) Can a Project Task Force subcontract with another entity?

No. Project Task Forces need to operate within the confines of what they originally expressed they will do. Objective, schedule and deliverable preparation must be executed with the resources that are assigned to the Project Task Force.