



Great Lakes & Southeast States
Mainstreaming
Newsletter

Issue 1

Alliance For Commercial Vehicle Operations

Winter 1996

Mainstreaming *action verb*. 1. to join with : others in a main course or direction for the ongoing development of an idea or a system

Let's begin by examining the purpose of the program and identifying some of the key activities.

What is "Mainstreaming" ?

Welcome . . .

to ACVO, the Alliance for Commercial Vehicle Operations, a multi-state cooperative that is planning to improve Commercial Vehicle Operations within the states and regions. ACVO was launched in the Fall of 1996 as an extension of the Federal Highway Administration (FHWA)'s "mainstreaming" program. Led by the Commonwealth of Kentucky, ACVO comprises two major regional trucksheds (Southeast and Great Lakes) and is further affiliated with the states of the Midwest. The Kentucky Transportation Center (KTC) will facilitate planning and information exchange of ACVO members in the Southeast and Great Lakes regions serving as the mainstreaming "champions".

Our aim is to improve the safety and efficiency of commercial vehicle operations (CVO) and allow for CVO to be accomplished electronically by the year 2005.

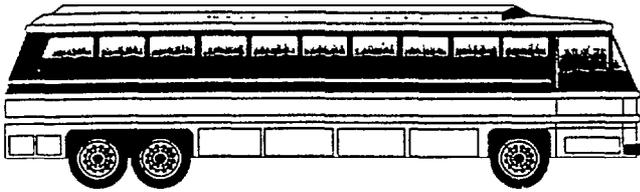
Through this first edition of the ACVO Newsletter we hope to provide useful information about ACVO and the mainstreaming program, as well as introduce you to key contact people who will be involved in establishing vital communication links between the states and regions.

"Mainstreaming" is a term used by the Federal Highway Administration (FHWA) to designate a program for organizing and managing the deployment of Intelligent Transportation Systems (ITS) for Commercial Vehicle Operations (CVO). "Mainstreaming" includes streamlining the administration of motor carrier regulations, focusing safety enforcement activities on high-risk carriers, and reducing congestion costs for motor carriers. ITS/CVO services involve automating existing operations, networking information systems, and changing the way that states and carriers do business.

The FHWA (Office of Motor Carriers) mainstreaming program objectives are to:

- Incorporate ITS/CVO more fully into state and metropolitan transportation planning activities;
- Coordinate ITS/CVO activities among agencies and among states; and
- Explain the ITS/CVO program to key decision makers in the public and private sectors.

Note: Some of the above and the next page were taken from The ITS/CVO Mainstreaming Program, Summer 1996, U.S. Department of Transportation, Federal Highway Administration, Office of Motor Carriers, ITS/CVO Division.



Commercial vehicle operations include over-the-road freight hauling and passenger services.

What Activities Does Mainstreaming Include?

Mainstreaming includes the following types of activities:

- Support for state and regional working groups comprising representatives of key public and private sector CVO stakeholders.
- Development of state and regional CVO business plans that identify specific projects, milestones, funding sources, and responsibilities.
- Benefit/cost analyses and other technical studies that provide supporting information for deployment activities.
- Appointment of a CVO “champion” in each region to work with the regional and state working groups and encourage CVO deployment.
- Outreach to and education of state and industry participants that will increase the awareness of and support for ITS/CVO activities.

How Will Mainstreaming Activities Be Organized?

Through its mainstreaming activities, the ITS/CVO program will develop policies, plans, and projects at three levels:

- The state level because it is the states that have the first-line responsibility for motor carrier regulations.

- The regional level, because many truck trips are interstate.
- The national level, because of the need to ensure uniformity of services for carriers operating in more than one region.

What Is The Role of the State Program?

The state program will emphasize planning for and deployment of specific ITS/CVO technologies and services, with a particular emphasis on the deployment of the Commercial Vehicle Information Systems and Networks (CVISN), a framework for electronic data interchange among agencies and carriers. This will be achieved through the following activities:

WORKING GROUPS: Each participating state will form a working group comprising representatives of the full range of agencies involved in CVO regulation and enforcement, as well as the motor carrier industry. The experience of operational tests and institutional issues studies demonstrates that these groups are effective at improving awareness and communication within the CVO community.

BUSINESS PLANS: The working groups will develop business plans with specific projects, milestones, and funding sources. These business plans will formalize the CVO planning processes, promote the development of public/private partnerships, and provide justification for ITS/CVO funding in state budgets. The business plans also will guide the integration of ITS/CVO technologies with existing state regulatory programs.

What Have I Signed On For?

By now, you may be asking this question! The Mainstreaming Program, and the multi-state ACVO alliance, is an ambitious venture designed to affect interstate commerce nationwide by 2005. By participating at the very beginning of its implementation, ACVO states will play a critical role in helping to define the standards and policies that will facilitate interstate commerce activities in the future. We see each ACVO member state being involved potentially in a five-step process designed to:

1. *Empower change compatible with the program mission and vision*
2. *Determine capabilities, strengths, and weaknesses*
3. *Identify opportunities and best practices for processes and enabling technology*
4. *Improve strategic/business planning and program budget decision making*
5. *Implement and deploy improved CVO practices*

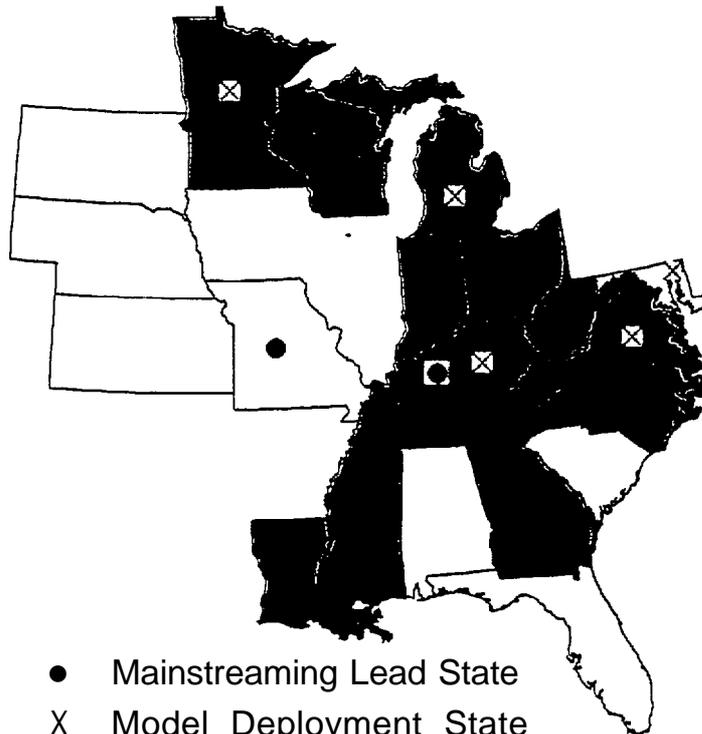
Lead State (Kentucky) Mission

The mission of the Kentucky Transportation Center, through the lead state of Kentucky, is to provide a package of services to ensure a highly successful regional mainstreaming program that benefits all the participating states and moves the region toward the Year 2005 goal.

Mainstreaming Conference

The first get together of the ACVO alliance is planned for December 4-5, 1996 at the Northern Kentucky-Cincinnati Airport Radisson. Conference participants will be welcomed by the home state representative and the Secretary of the Kentucky Transportation Cabinet. They will hear from representatives of the Federal Highway Administration, commercial carriers, the Johns Hopkins University Applied Physics Lab, ITS America and pilot/model mainstreaming states. In addition, small regional groups will discuss the national guiding principles for the mainstreaming program, and functional area teams will meet to discuss strategies for information collection and dissemination. Look for conference highlights in the next ACVO Newsletter.

ACVO Mainstreaming States



- Mainstreaming Lead State
- X Model Deployment State
- ACVO Members
- ACVO Affiliates

Great Lakes & Southeast States Mainstreaming Contacts

Lead State Program Management (Kentucky):

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Jim Isaman	(502) 564-5027	jisaman@mail.kytc.state.ky.us

Kentucky Transportation Center:

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Don Hartman	(606) 257-3729	dhartman@engr.uky.edu
Ted Grossardt	(606) 257-4513,236	thgros00@pop.uky.edu
Dan Sutch	(606) 257-4513,235	dsutch@engr.uky.edu

Lead State Functional Area Leaders:

Electronic Credentialing-

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Clearinghouse Connections

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Safety Information

Jeff Bibb	(502) 564-3276	jbibb@mail.kytc.state.ky.us
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Electronic Screening

David Herald	(502) 564-4603	dherald@dotsob.kytrans.kytc.state.ky.us
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FHWNOMC:

Southeast

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Great Lakes

Michael Nighbert	(708) 283-3577	michael.nighbert@fhwa.dot.gov
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Washington

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AVCO Mainstreaming Consortium
Northern Kentucky-Cincinnati Airport Radisson
December 3-5, 1996



Agenda

Tuesday, December 3

6:30-8:30

Hospitality Night (Cash Bar/Registration)
Atrium Lounge, Radisson Hotel

Wednesday, December 4

7:30-8:30

"Good Morning America Breakfast"/Registration

8:30-8:45

Lead State Welcome: Ed Logsdon, Commissioner, KY Dept. Vehicle Regulation
Sen. Kim Nelson, Chairman, Senate Transportation Committee
State Rep. James Callahan; State Rep. Hubert Collins, Chairman, House
Transportation Committee

8:45-8:50

Meeting Purpose: Calvin Grayson, Director, Kentucky Transportation Center

8:50-9:15

State Introductions: Commissioner Logsdon

9:15-9:30

FHWA/OMC Support: Glen Musial

9:30-9:45

CVISN Overview: Tim Herder/Johns Hopkins University/Applied Physics Lab

9:45-10:00

Break

10:00-10:45

Mainstreaming Overview: Commissioner Ed Logsdon, Bill Wilson, Midwest
Mainstreaming, Don Hartman, Kentucky-Transportation Center

10:45-11:15

Carrier Perspective/Introductions: Buddy Yount, State Director OMC-FHWA,
Jim York, Private Truck Council, David Black, Lexington Cartage; Nellie
Jenkins, CGH Transport, Inc.; Herb Schmidt, Contract Freightling Inc.

11:15-11:30

Enforcement Perspectives: John "Jack" Van Steenburg, CVSA

11:30-12:30

Lunch

12:30-1:00

Introduction: Secretary Jim Codell, III

ITS/CVO Opportunities: George I. Reagle, Associate Administrator of Motor
Carriers for the Federal Highway Administration

1:00-1:45

Deployment States Panel Discussion: Jim Ramsey, KY; Nick Owens, MD;
Marilyn Gaiovnik, MN; Eric Dhanak, MI; Ken Jennings, VA

1:45-2:00

Instructions for Breakout Sessions; Break

2:00-3:30

Breakout: Regional Focus Groups Benchmarks, Guiding Principles, and
Capabilities

3:30-4:00

State Planning Guidelines and Regional Plan: Don Hartman

4:00

Wrap-up and Evening Instructions: Commissioner Logsdon

6:00

Evening Social/Discussion --

Thursday, December 5

7:30-8:30

"Good Morning America Breakfast"

8:30-9:00

State and Regional Issues: ACVO Staff

Q&A on Planning Guidelines, Don Hartman

9:00-9:30

Technology for the 21st Century: Hal Kassoff, Executive Vice-President and
Chief Operating Officer for ITS America

9:30-10:45

Breakout: Functional Area Teams Discussion (Program Managers and team
members); Administering Changing Technology (Policy Makers and Agency
Administrators)

10:30-10:45

Break

10:45-11:30

Functional Area Teams Presentations

11:30-11:45

Wrap-up: Calvin Grayson

**Alliance for Commercial Vehicle Operations (ACVO)
Mainstreaming Conference
Summary Report**

December 4-5, 1996

The ACVO Mainstreaming Conference was held on December 4-5, 1996 at the Northern Kentucky-Cincinnati Airport Radisson Hotel. There were approximately 100 people in attendance and 18 states were represented.

Led by the Commonwealth of Kentucky (The Kentucky Transportation Center is serving as the mainstreaming "champion."), ACVO comprises two regional trucksheds (Southeast and Great Lakes) and is further affiliated with the states of the Midwest. The following states are members of the ACVO:

Great Lakes

Indiana
Michigan
Minnesota
Ohio
West Virginia
Wisconsin

Southeast States

Georgia
Kentucky
Louisiana
Mississippi
North Carolina
Tennessee
Virginia

Overall, the meeting was extremely organized, well attended, and very successful. The conference included several informative presentations, breakout sessions (see conference interim report on technology assessment survey, change motivators, and guiding principles ratings [dated December 5, -1996]), and networking opportunities between the states.

Some of the significant issues/information from the conference includes the following:

- Commissioner Ed Logsdon, Kentucky Department of Vehicle Regulation, led the conference and was very informative and supportive throughout the conference. Mr. Logsdon said he is requesting the ACVO Regional Plan be submitted early (by September 1997) to the Federal Highway Administration (FHWA). Mr. Logsdon said the plan will have "common threads" between the states. This issue was raised later on during the conference by the question: How will each state's ITS/CVO plan fit into the regional plan? Mr. Logsdon responded by saying we have not addressed this issue yet, but the regional and state plans will be consolidated somehow.
- Mr. George Reagle, Associate Administrator for the Office of Motor Carriers (OMC), discussed Intelligent Transportations Systems/Commercial Vehicle Operations (ITS/CVO) opportunities with an emphasis on safety. Mr. Reagle said a leader's most important job is communication, and he challenged the attendees toward that effort. Mr. Reagle also pointed out that we are all being asked to change and do more with fewer resources. In the case with OMC, we are changing from an

enforcement and revenue generation focus to safety. To explain this new focus, Mr. Reagle discussed his OMC triangle that includes the following three elements: partnerships, technology, and crash-free environment.

- Mr. Hal Kassoff, ITS America Executive vice-president and Chief Operating Officer, said widespread ITS deployment in the United States is inevitable because it will address our transportation problems. Mr. Kassoff challenged the attendees with the question - How will widespread ITS deployment occur? He then discussed the following three possible approaches/models: Directed (Federal legislation and funding), Grass Roots (market control), and Facilitated Framework (not centrally driven, but emerges as a pattern). Mr. Kassoff supports the Facilitated Framework approach because it is a combination of the Directed and Grass Roots models and is the most acceptable model. The Facilitated approach will allow for Federal leadership and direct involvement and support from local government and industry.
- Mr. Don Hartman, Kentucky Transportation Center, informed the attendees that the anticipated ACVO mainstreaming products include the following:
 - Participant directory
 - Draft marketing/outreach strategy plan
 - Status reports
 - Planning guidelines
 - Identification of future funding
 - Regional -ITS/CVO plan
 - A minimum of two regional conferences
 - Team meetings
 - Monthly report to members
- Mr. Herb Schmidt, Contract Freightage Inc., expressed his concern that technology might create a sterile environment for CVO. Specifically, he was concerned that CVO administrative automation will result in fewer personal contacts between regulatory personnel and the industry, and create an objective environment. Evidently, Mr. Schmidt's company has an excellent and personal relationship with the regulatory agencies, and he is concerned that technology might impede this rapport.
- Mr. Calvin Grayson, Director, Kentucky Transportation Center, provided the conference wrap-up. Concerning the next ITS/CVO steps for each state, Mr. Grayson said each state needs to inventory where they are at, where they want to be in five years, and identify potential funding. Mr. Grayson said there will probably be a mainstreaming conference for the Great Lakes Region and one for the Southeast Region in the Spring of 1997 and a consolidated conference in the Fall of 1997. An invitation was extended to all ACVO states to allow Kentucky representatives to meet with each state to strategize their ITS/CVO plans.

Interim Report

Mainstreaming Conference

Great Lakes and Southeast States

Contents

- I. Preliminary Technology Assessment Survey
- II. Change Motivators (Benchmarking)
- III. Guiding Principles Ratings
- IV. "Selected Comments" on the Guiding Principles
- V. List of States Attending



December 5, 1996

INTERIM REPORT
Mainstreaming
Great Lakes and Southeast States
December 5,1996

I. Preliminary Technology Assessment Survey

The survey was faxed on 11/14/96 to 75 state contacts. Information was collected from 13 states. The survey was in four parts, as follows:

1. Credentials and Permitting

Respondents were asked to mark all the interfaces for Inter-state operating authority, Intra-state operating authority, over-size/over-weight permits, Single state registration, and IFTA registration. Table 1 shows heavy reliance on in-person and by mail. With the exception of over-size/over-weight permits, which is represented by all interface categories. Of the remaining forms, cash and fax are more heavily used.

Table 1: Interfaces

Interstate Operating Authority

64% each-by mail and in-person
29% each-by fax and cash only
21% each-by phone / credit cards
0% by wire, on-line, escrow, EFT

Over-Size/Over-Weight Permits

66% each - by in-person, mail, fax
71% by wire
64% by phone
50% escrow

IFTA Registration

93% by in-person
86% by phone
43% by cash only
36% by fax
21% each-by phone, wire, credit
card
0% by EFF, escrow, on-line

Single State Registration

86% each-in person and mail
43% by cash only
29% by credit card
21% by fax
7% by phone
0% each-by wire, on-line, escrow,
EFT

2. Roadside Information Availability

As Table 2 indicates, there is a fairly even distribution of information provided by hard copy, by off-line database and on-line database in Driver Safety Data, Vehicle Inspection Data, and Carrier Safety Data. For State Vehicle Registration and CDLIS, information is slightly more heavily weighted toward use of on-line databases. Because there was some confusion over the definition of on-line and off-line databases, the most important feature of these data is in the use of hard copy versus the use of databases.

Table 2: Information Available to Roadside

Driver Safety Data
40% -- by hard copy
30% each -by off-line and on-line database
Vehicle Inspection Data
37% each – by hard copy and off-line database
27% -- by on-tine database
Carrier Safety Data
45% by off-line database
27% each – by hard copy and on-line database
State Vehicle Registration
45% – by on-line database
35% – by off-line database
20% -- by hard copy
CDLIS
55% -- by on-line database
20% – by off-line database
15% – by hard copy

3. CV Enforcement/Weight Stations

The next survey question addressed the use of Interaction with MCMIS SAFETYNET, WIM, and Electronic Screening/Clearance. Of the respondents, 31% indicate use of Interaction with MCMIS; 39% with SAFETYNET. WIM is used by 92% of the respondents, with 69% reporting use of ramp sorting and 31% mainline. Of the 13 respondent states, 54% report the use of Electronic Screening/Clearance.

4. Clearinghouse Membership

Finally, respondents were asked whether they are now or plan to become a member of any clearinghouses. Of the three clearinghouses listed, 92% of the respondents indicate current or future membership in IFTA or IRP; 54% indicated the same for HAZMAT.

II. Change Motivators (Benchmarking)

Conference participants formed into groups by membership in a truckshed region. The first task for members of each regional breakout group (Great Lakes or Southeast) was to look at the environment for change in his or her own state. In some states there is a strong environment for change. This is not simply change for the sake of change: instead, it is change for the purpose of improvement. Each group was challenged to look at five “Change Motivators,” factors whose presence or absence can influence the environment for change. If at least two of the factors are present, there is a greater chance for change to occur. The factors are:

1. Executive Mandate – Is there an executive or legislative mandate for change?
2. Severe Budget Restrictions – Are there severe budget restrictions for your state/agency?
3. Strong Customer Dissatisfaction – Is there strong customer dissatisfaction?
4. Benchmarking Results – Do the results of benchmarking with other states show significant differences?
5. An Overall Change Environment- is there an overall environment for change (desire to look at processes and enabling technologies).

Table 3: Perceived Presence of Change Motivators

CHANGE MOTIVATOR FACTOR (Benchmarks)	Definitely Present				Not Present
	1	2	3	4	5
EXECUTIVE MANDATE					
Southeast	36%	21%	11%	7%	25%
Great Lakes	22%	11%	17%	22%	28%
Combined	30%	17%	13%	13%	26%
SEVERE BUDGET RESTRICTIONS					
Southeast	21%	18%	46%	14%	0%
Great Lakes	6%	28%	22%	33%	11%
Combined		22%	3 %	22%	4%
STRONG CUSTOMER DISSATISFACTION					
Southeast	15%	36%	43%	21%	0%
Great Lakes	0%	39%	33%	17%	11%
Combined	0%	37%	39%	20%	4%
Benchmarking Results					
Southeast	25%	35%	21%	18%	4%
Great Lakes	11%	33%	33%	6%	4%
Combined	20%	31%	26%	13%	7%
Overall Change Environment					
Southeast	25%	43%	21%	11%	0%
Great Lakes	44%	33%	11%	6%	6%
Combined	31%	39%	17%	4%	2%

III. Guiding Principles Ratings

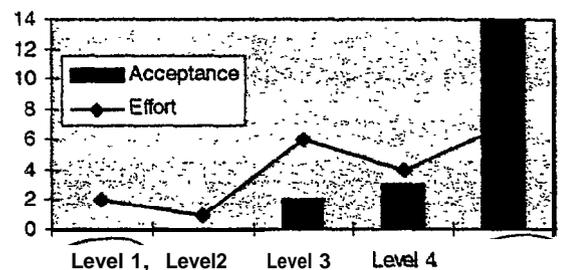
The principles are proposed as fundamental guidelines for CVO processes under Mainstreaming. Because they are important to the business plan, they require careful consideration by each state for its willingness and ability to support these principles. The Guiding Principles were developed under the auspices of the ITS America CVO Program Subcommittee. They continue to be reviewed by that Committee and will be updated as required to reflect the consensus of the CVO community.

Members of the regional breakout groups were asked to consider each Guiding Principle, then indicate the Level of Acceptance in his or her state, and the Level of Effort needed for major investments of time and/or resources.

Great Lakes

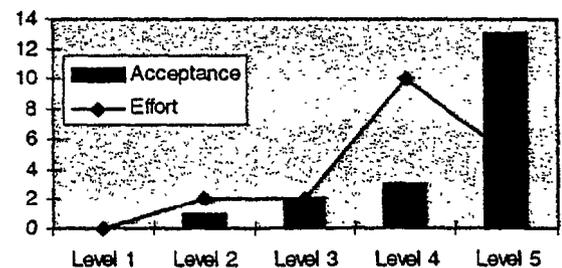
Guiding Principle 1

Use an approach balancing organizational changes and appropriate ITS/CVO technology to achieve efficiency and effectiveness for carriers, drivers, governments, and other CVO shareholders.



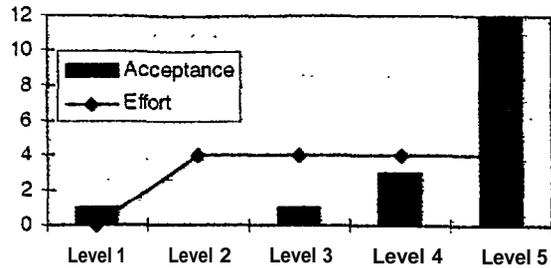
Guiding Principle 2

Streamline the CVO registration and tax process for carriers and government through information technology-improved practices and procedures.



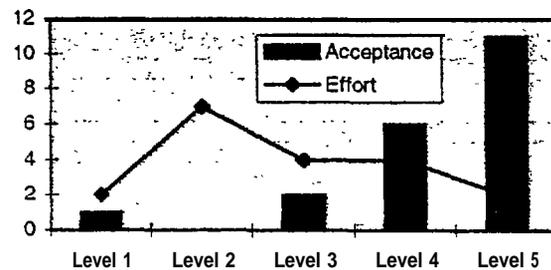
Guiding Principle 3

Focus roadside operations on eliminating unsafe and illegal operations by carriers, drivers, and vehicles without reducing the productivity and efficiency of safe and legal carriers and drivers.



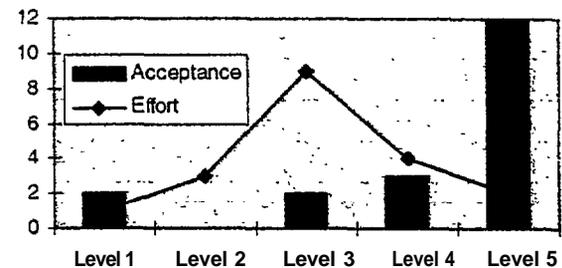
Guiding Principle 4

Evaluate new technology applications against regulatory choices that incorporate low- and no-technology options to ensure that applications are cost-effective for both government and industry.



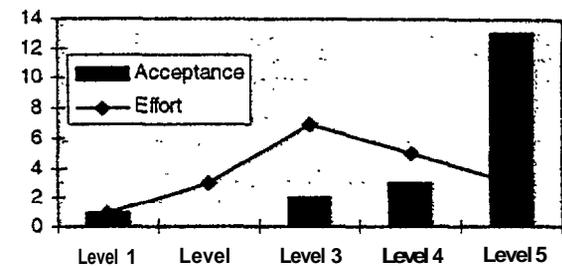
Guiding Principle 5

Use data exchange methods among systems that will ensure data integrity and prevent unauthorized access.



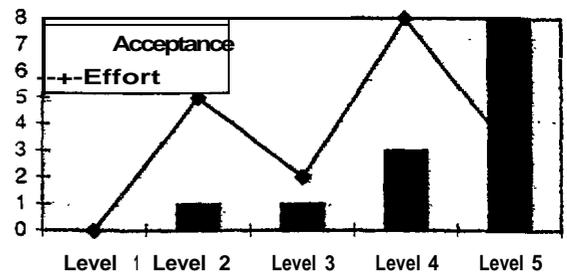
Guiding Principle 6

Adopt architecture that will accommodate proven technologies and legacy systems whenever possible.



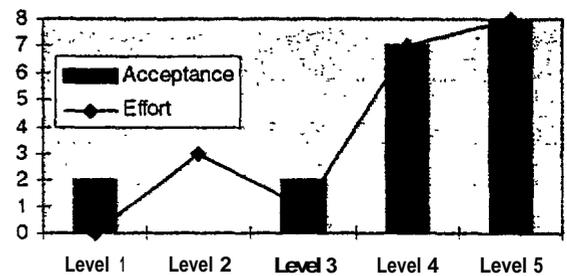
Guiding Principle 7

Incorporate key architectural elements into appropriate standards (state, national, international) after feasibility has been demonstrated.



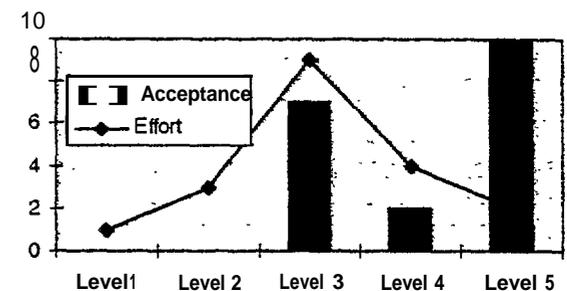
Guiding Principle 8

Support CVO roadside operations programs with timely, current, accurate, and verifiable electronic information, making it unnecessary for properly equipped vehicles to carry paper credentials.



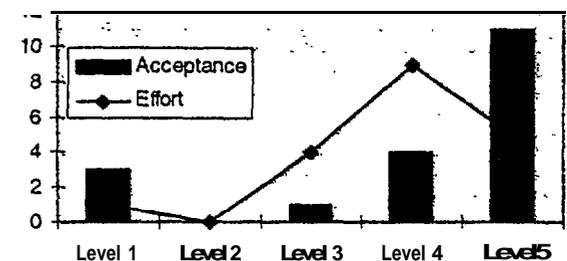
Guiding Principle 9

Use a safety risk rating for all carriers based on best available information and common criteria.



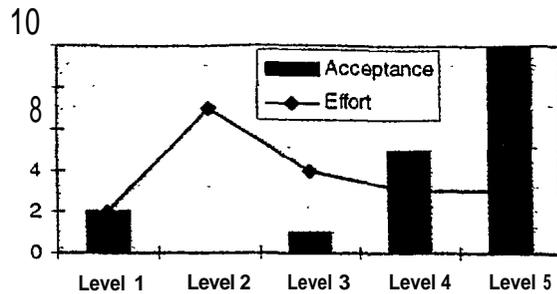
Guiding Principle 10

Use CVISN architecture with open standards for electronic information exchange among state units, commercial vehicle operators, and other authorized parties.



Guiding Principle 11

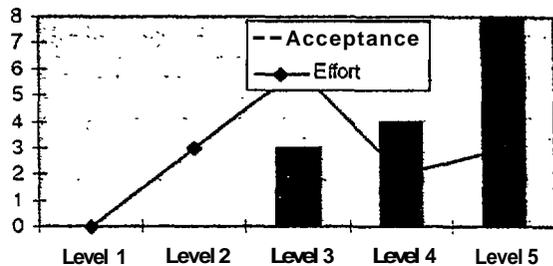
Conduct inspections and audits to provide incentives for carriers and drivers to improve poor performance.



Southeast

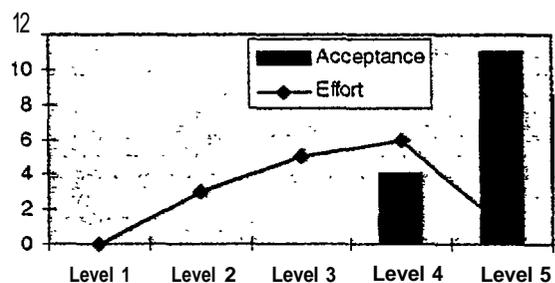
Guiding Principle 1

Use an approach balancing organizational changes and appropriate ITS/CVO technology to achieve efficiency and effectiveness for carriers, drivers, governments, and other CVO shareholders.



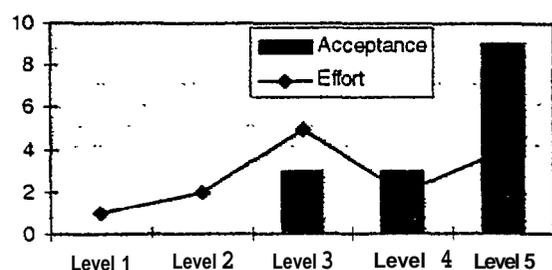
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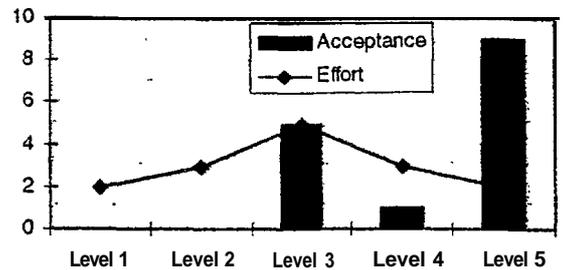
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Focus roadside operations on eliminating unsafe and illegal operations by carriers, drivers, and vehicles without reducing the productivity and efficiency of safe and legal carriers and drivers.



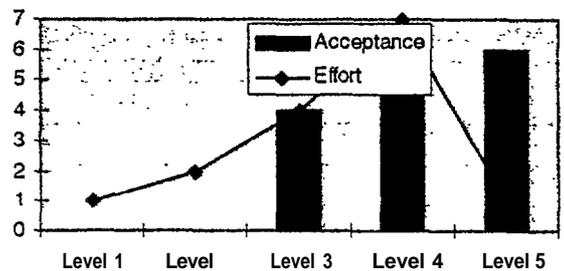
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Evaluate new technology applications against regulatory choices that incorporate low- and no-technology options to ensure that applications are cost-effective for both government and industry.



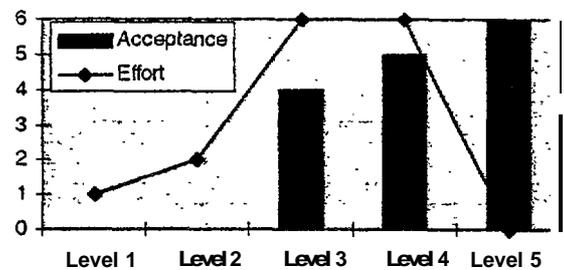
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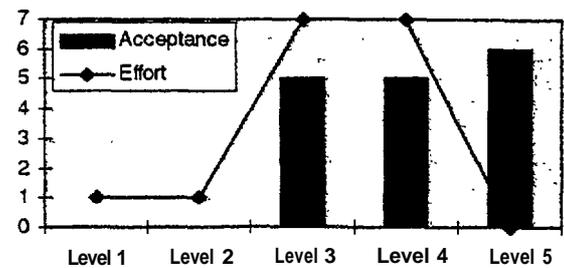
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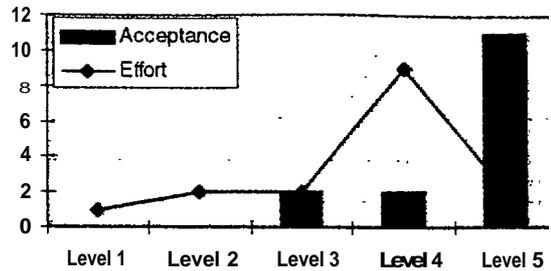
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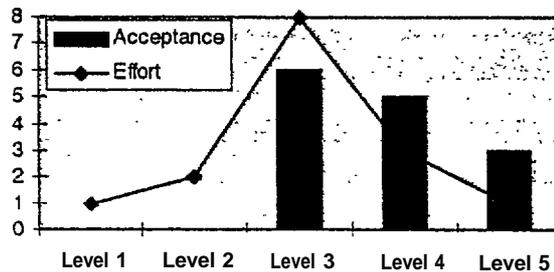
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Support CVO roadside operations programs with timely, current, accurate, and verifiable electronic information, making it unnecessary for properly equipped vehicles to carry paper credentials.



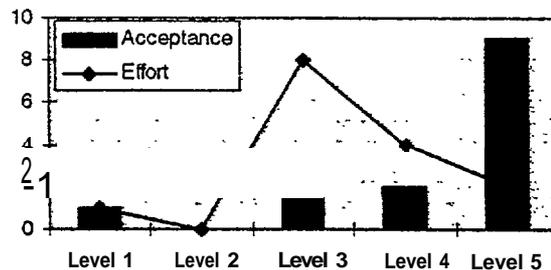
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Use a safety risk rating for all carriers based on best available information and common criteria.



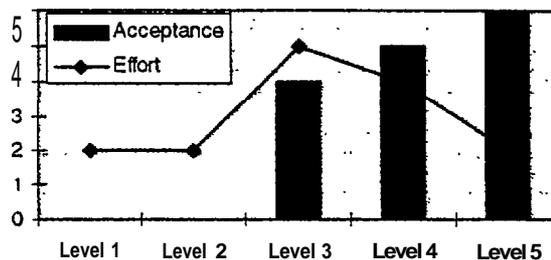
Guiding Principle 10

Use CVISN architecture with open standards for electronic information exchange among state units, commercial vehicle operators, and other authorized parties.



Guiding Principle 11

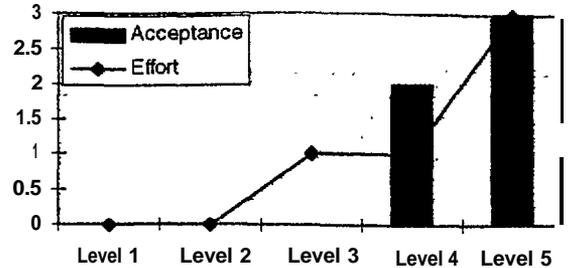
Conduct inspections and audits to provide incentives for carriers and drivers to improve poor performance.



Affiliates

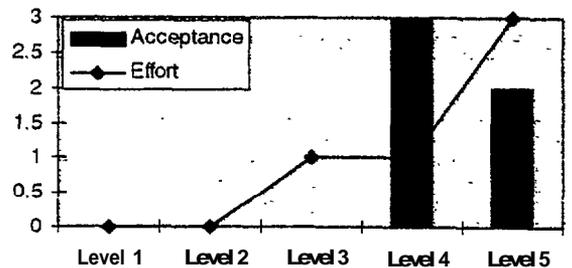
Guiding Principle 1

Use an approach balancing organizational changes and appropriate ITS/CVO technology to achieve efficiency and effectiveness for carriers, drivers, governments, and other CVO shareholders.



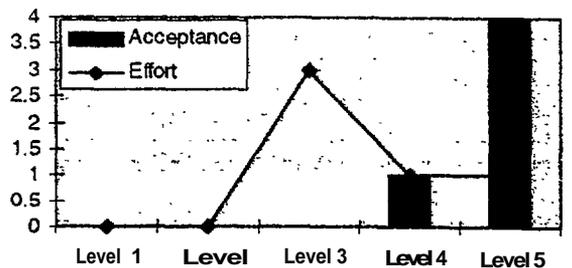
Guiding Principle 2

Streamline the CVO registration and tax process for carriers and government through information technology-improved practices and procedures.



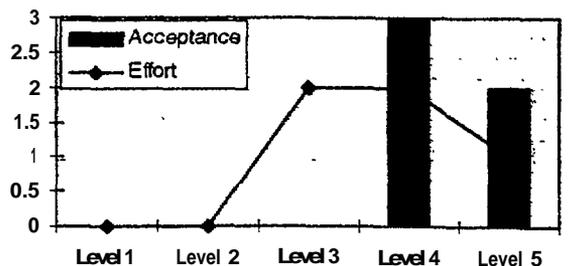
Guiding Principle 3

Focus roadside operations on eliminating unsafe and illegal operations by carriers, drivers, and vehicles without reducing the productivity and efficiency of safe and legal carriers and drivers.



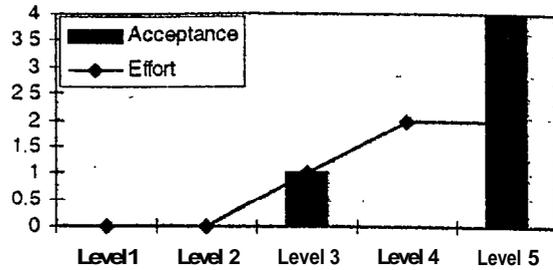
Guiding Principle 4

Evaluate new technology applications against regulatory choices that incorporate low- and no-technology options to ensure that applications are cost-effective for both government and industry.



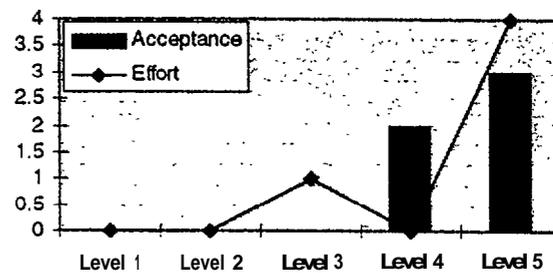
Guiding Principle 5

Use data exchange methods among systems that will ensure data integrity and prevent unauthorized access.



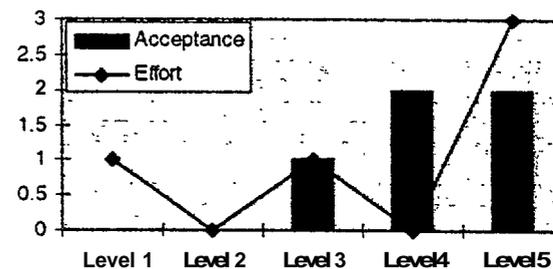
Guiding Principle 6

Adopt architecture that will accommodate proven technologies and legacy systems whenever possible.



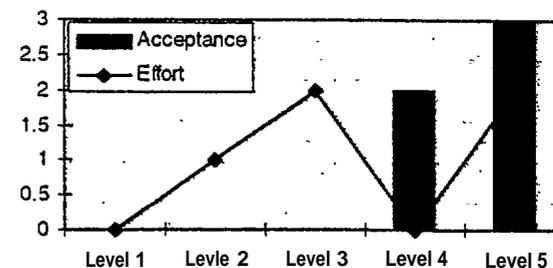
Guiding Principle 7

Incorporate key architectural elements into appropriate standards (state, national, international) after feasibility has been demonstrated.



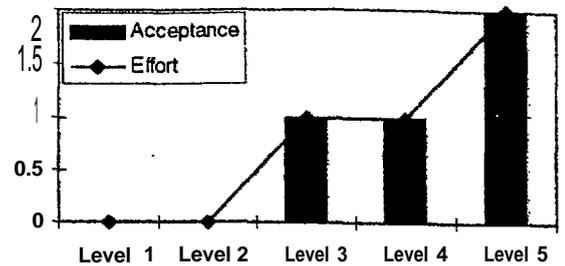
Guiding Principle 8

Support CVO roadside operations programs with timely, current, accurate, and verifiable electronic information, making it unnecessary for properly equipped vehicles to carry paper credentials.



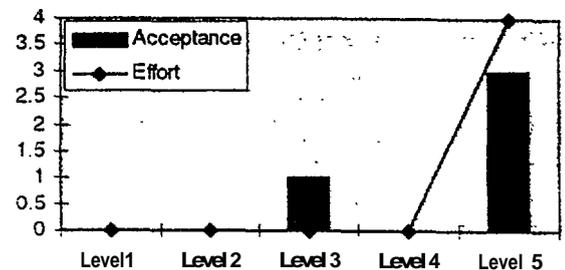
Guiding Principle 9

Use a safety risk rating for all carriers based on best available information and common criteria.



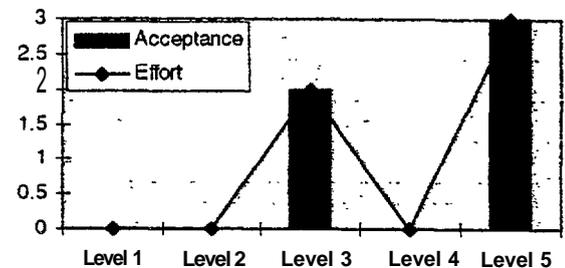
Guiding Principle 10

Use CVISN architecture with open standards for electronic information exchange among state units, commercial vehicle operators, and other authorized parties.



Guiding Principle 11

Conduct inspections and audits to provide incentives for carriers and drivers to improve poor performance.



IV. "Selected Comments" on the Guiding Principles

Because ratings cannot always tell the story, we have included significant comments from attendees. They are not intended to indicate any particular "sense of the whole", but do indicate some of the thoughts and experiences of individuals and agencies grappling with improving CVO processes.

Great Lakes States

1. "critical that 'process re-engineering' be addressed first" / "some 'turf differences are still impeding this process, although steady progress is being maintained" / "gaining buy-in to change is very difficult.. .an on-going process.. .requiring revisiting" / "FHWA talks the talk, but.. ." / "major renovation of several computer systems is planned"
2. "requires substantial investment in information systems development" / "already implemented the one stop shopping"
3. "we cannot lose focus on the enforcement officer/inspector interacting with the driver" / "already installed two license plate readers" / "probable cause stops provide this environment currently"
4. "we are not looking at CVISN as a revenue source, state would pay as cost of doing business" / "looking at processes for improving, on a daily basis"
5. "this remains a critical concern for enforcement"
6. "interoperability of systems is the key"
8. "absolutely necessary"
9. "we need to get this up and running ASAP"
10. "this is the key...open standards"
11. "these events currently impact the carriers' safety rating which impacts insurance rates"

Southeast States

1. "a 'push' is needed to get the ball rolling" / "where is safety?" / "only one of the five agencies involved is committed"
2. "all agencies are aware of need for change, but we have barely begun"
3. "all enforcement agencies have bought into focusing on roadside enforcement" | "not sure this will be the easiest of tasks but believe it is the wave of the immediate future"
4. "some regulatory choices required as a trade-off"

6. “whatever works for you” / “if it ain’t broke don’t fix it”

9. “relative lack of data for numerous carriers” / “creating a standard (safety risk rating) will be difficult” / “performance based”

11. We will still be conducting audits & inspections, with a better focus on at-risk carriers” /

V. List of States Attending

Great Lakes

Indiana
Michigan
Minnesota
Ohio
West Virginia
Wisconsin

Southeast States

Georgia
Kentucky
Louisiana
Mississippi
North Carolina
Tennessee
Virginia

Affiliates/Others

Florida
Maryland
Missouri
Oregon



Alliance for Commercial Vehicle Operations

DRAFT (for review purposes only)

A Guide for States

in the preparation of

A Business Plan

for the

Mainstreaming of CVISN

Kentucky Transportation Center and the Commonwealth of Kentucky

1996

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Purpose of this Guide

Why are we planning?

How are we planning?

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Step One-- **Review Mission, Create Vision, and Establish Guiding Principles**

Step Two- **Analyze Capabilities, Strengths and Weaknesses**

Step Three-- **Determine Strategic Opportunities and Best Business Practices**

Step Four-- **Prepare Program Budget /Decision Package**

Step Five-- **Define Action Program (for ongoing management)**

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CVISN Architecture and Pilot/Model Deployments

Managing "Mainstreaming" Initiatives(to be developed)

Planning and Management

Milestones and Benchmarks

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References

Formats and Forms(to be completed)

Purpose of this Guide

The purpose of this guide is to be of help to state agencies/officials interested in improving the Commercial Vehicle Operations in their state. It is meant to assist those that are in some way, committed to change for the better. It may be simply changing the process (*eliminating a step or using a simplified form*), using some new-to-the-process 'low' technology (*faxing a form*), or maybe even applying some state-of-the-art technology (*a pen-based computer or automated vehicle identification equipment*).

Why are we planning? Why??? to find the best ways to reduce the burden of regulation on the trucking industry, improve state regulatory efficiency, and enhance commercial vehicle safety. Planning includes deciding how important each of these benefits are in your state and how you go about realizing those benefits.

Oh, yes, and when your agency/state signed on for "Mainstreaming" you agreed to a pre-condition as follows--

Business Plans: A business plan will be required from each participating state (and regional consortium). The purpose of the plan is to identify the scope of the deployment activities, projected cost, implementation schedule, and anticipated accomplishments. With assistance from the regional champion, state mainstreaming funds, and input from the FHWA/OMC, each participating state should develop a state ITS/CVO business plan.

The goal of the states' ITS/CVO business plans is to institutionalize the process and projects, develop private partnerships, and provide justification for state budget requests for state ITS/CVO deployment funding. Also, it will be a framework or road map to integrate ITS/CVO technologies with existing state regulatory programs. If such a plan exists, then the state should focus Mainstreaming funds on activities to implement it. (abstracted from FWHA/OMC documents)

How are we planning? Very carefully--we are trying to reach good decisions about the deployment of process and technology changes in a timely manner. We don't want to get trapped in a planning process. In some states there is a strong environment for change--not for change's sake, but for improvement. You can measure the intensity of the change environment in your agency and state by considering the following questions:

- 1) Is there an executive or legislative mandate for change?
- 2) Are there severe budget restrictions for your state/agency?
- 3) Is there strong customer dissatisfaction?
- 4) Do the results of benchmarking with other states show significant differences?

5) Is there an overall environment for change (desire to look at processes and enabling technologies)?

If you answer 'yes' to two or more of these questions you have moved into an environment that is conducive to change. So you will not be wasting your time planning for change.

What are our planning aims? In our planning-

we want to recognize opportunity and make good decisions about using scarce resources

we want to consider process and/or technology change that is useful

we want to plan for a period of 3-5 years in the future, in a short period of time(12 months)

we **want** to use a state/agency work group or team to assure relevance and responsibility

we **want** to have an action program (listing projects, resources, and milestones) at the end to serve as your management road map

You have the advantage... the pilot and model deployment states are wrapped up in testing and trying new process and technology ideas... you can assess their mistakes and successes so that you can deploy your choice of changes more efficiently. But some of your changes could be uniquely yours-they may work well in just your situation.

The planning process we recommend has five basic steps. We've looked at several approaches including the two slightly different ones offered by FHWA/OMC. We have tried to bring together, based on our experience, an overall approach that offers the best of strategic planning, business planning, and state budgeting. We know this approach works because we have tried each element in the real world. But it is not the only way to do it. You may want or need to modify it based on your situation or experience. Just do something!

We must each find our own way. The map, however, will be much the same for all of us, even if we choose to follow different paths. (C. Handy)

You should start with a mission, vision and/or mandate and guiding principles. You are looking for process and/or technology changes that will bring about improved commercial vehicle operations. Part of your vision should be based on the CVISN architecture. But your state's working group or team must craft a plan that is your state's plan--choosing those changes that make good

“business” sense for your situation. The following describes the process and its five basic steps and provides some how to information and examples.

Getting Assistance. The Commonwealth of Kentucky and the Kentucky Transportation Center can provide limited assistance to help get your planning started. After you get started you may want to have a consultant continue to assist you or facilitate your state’s work group. But don’t expect your consultant, if you choose to acquire one, to do your plan for you. And don’t let your consultant do your plan & you. You must invest your human resources into this planning effort if it is to be useful to your state. The Kentucky Transportation Center will continue to provide you with information on process change and enabling technology. The Center will facilitate exchange among the mainstreaming states and the CVISN pilot and model deployment states.

A State “Mainstreaming” Planning Process

What’s the Purpose of the Process? The process is a logical progression of choices leading to a specific change (probably best thought of as a project) that has to be budgeted and managed to completion if it is to make a difference. It is designed in sequential steps that build you to the intended product. You may have already done some of the bits and pieces or even whole steps. If so then simply review to insure that the previously completed work is still relevant and up-to-date before integrating it into the process.

Bringing the Best Together The process we are suggesting brings together the key features of strategic planning business planning, and state budgeting.

Strategic planning is what you do when you can not do everything, but must do something! It evolved from a military setting into the planning of private corporations. The business school of Harvard University popularized it and a form of it has found its way into the public sector. The expectation is that the approach will cause strategic thinking and the creation of a unique scheme for success. It first focuses on knowing your mission (what you do) and having a vision (what you want to become). Then it calls for you to analyze your strengths and weaknesses-to examine your capabilities. This gives you the ability to see the “strategic issues” affecting your improvement or success.

Business planning is expected to result in a ‘venture’ plan used to inform investors of the events that may impact the venture and the intended actions of the venture, showing projected revenues and costs. It may take the form of a loan proposal or an investment prospectus. Business planning calls us to think through the business we are in and the customers we serve. Thinking in this manner may be difficult for the public sector, but it can be instructive. Business planning leads you to carefully budget your resources in order to achieve the greatest benefit to you and your customers. It expects

that you will actively look for new improvement opportunities and always seek to apply the best available business practices.

State budgeting processes may incorporate aspects of several budgeting methods including 'zero-based budgeting'. Gone are the days of continual growth of all government agency budgets. Nearly every state goes through a process that calls for the preparation of a budget decision package. Such a budget decision package usually requires a program description (goal, objectives, and strategy), justification, and performance measures along with the financial (infrastructure and recurring) and human resource requirements. This material is subjected to central agency, executive, and legislative scrutiny. In the end your "business plan" should give you all the information you need for state budget preparation

The following diagram shows the entire process and the next section briefly describes each of the five planning steps.

(diagram-see next page)

A Systematic Process Step-by-Step

Step One-Review Mission, Create Vision, and Establish Guiding Principles. In most cases you will already have an established mandate (from state laws) and a mission statement. Now is the time to dust them off and consider their meaning. How you state your mission within the law says everything about how you perceive the work of your agency and how you relate to 'customers'. It is important to create a vision of where your agency wants to be in the future. Mainstreaming expects that you will see a vision that has more effective CVO processes and that you will accept the guiding principles of the national CVISN architecture. Here you need to make the effort to examine, critique, and adjust. This is a critical first step. Do it and document it as a team. (We are prepared to assist you with this step-we have proven tools and team techniques available for you.)

Step Two-Analyze Capabilities, Strengths, and Weaknesses. An early step in strategic planning for a corporation usually involves a SWOT (strengths, weaknesses, opportunities, and threats) analysis. This is a close look at the internal and the external environment. Taking a hard look at your agency's strengths and weakness provides important information upon which to build improvement. It is the place to start-knowing where you are and what you've got. This is an assessment of your current situation. It needs to be straight forward and honest. This work can be done in a team setting, but should be facilitated. A team facilitator may be available to you from somewhere in state government or may be a

Regional Mission: Support Deployment of CVISN

Goal: More Effective CVO Processes

Recognize Opportunity and Make Good Decisions

Implies:

(Useful) Process and/or Technology Change

Relies On

Information

Tools

Forums

Partnerships

Mission & Vision

Strategic Thinking

Strengths & Weaknesses

Opportunities/ Best Practices

Business Planning

Budget Decision Package

Action!



service a planning consultant would provide. (We can advise you as to the team procedures to use for this step.)

Step Three-Determine Strategic Opportunities and Best Practices. This step will require both individual and team work. This is the heart of the planning process. Here we are trying to design or redesign processes. We're looking for ways to make things work better, or even eliminate some things. We are not trying to produce the best buggy whip. We are seeking to apply no-tech, low-tech, and high-tech solutions to real problems. Here we start to rely on information provided from others such as the CVISN Pilot and Model Deployment states and others who have tested and tried new ways of doing things. You may choose to specifically benchmark with some other state(s) as part of an on-going improvement process. You also need to look at the results of cost benefit or effectiveness analyses for those higher tech and more costly solutions as they affect both you and your customers. (We expect to keep the channels of communication open and assist you in getting all the available information.) A consultant could also help with this step.

Step Four-Prepare Program Budget/Decision Program Follow the-budget preparation guidelines as required by you state's budget agency. (You're on your own!) Use the materials you developed and acquired in the previous steps.

Step Five-Define Action Program (for deployment and ongoing management). This is the final step of 'planning' that is designed to set change in motion. It should provide the work program(s), detailing tasks, schedule, budget, responsibility, feedback and progress reporting procedures. Such a work program could also be the basis for a grant proposal! A preliminary version of this step should be done in concert with Step Four above. You should have the capability to complete this step or have a consultant assist you.

Resources and Organization for Planning

Planning requires time and some expertise which implies the need for funding. Each state's mainstreaming grant from the FHWA/OMC (along with the state's match) is an attempt to provide the necessary funding. However, you will need to assign or acquire the necessary staff. Someone experienced in planning and facilitation would be useful along with someone with information technology expertise. If these capabilities (or the commitment time) are not available within your agencies then you should consider hiring a consultant. A working group or team should be established to carry out this planning effort and involved those with responsibility for implementing the potential changes. These core persons should be drawn from the areas under consideration including-- credentialing, tax administration, permits,

inspection, and safety. The following diagram shows a model for organizing your work group.

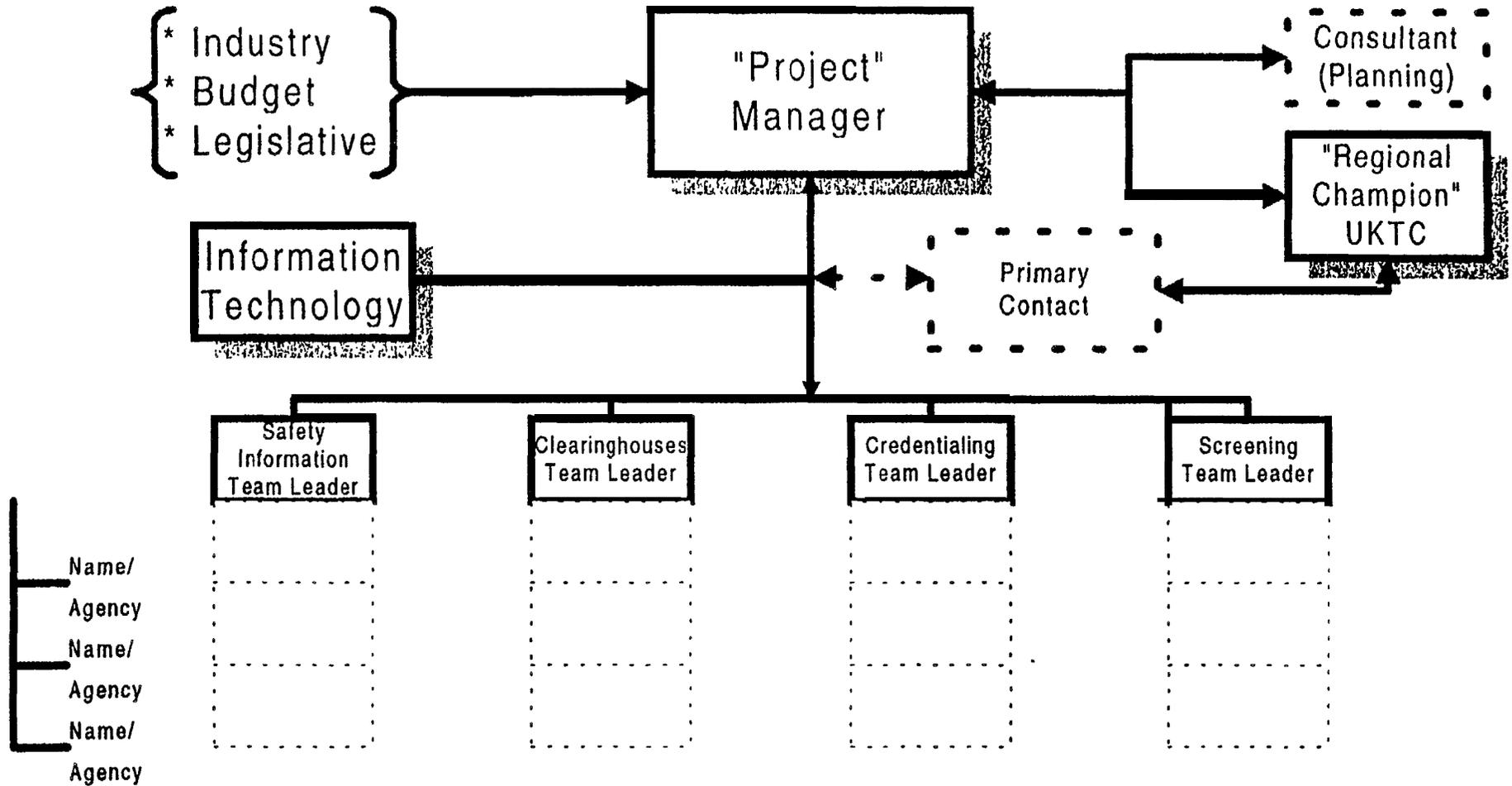
(CHA Rt---see next page)

How the group or team works is also important. You should carefully consider your team's work process. It is important to establish clear ground rules and milestones to gauge your progress. A set of team guidelines, for your consideration, is included in the Appendix. We have found them to be useful.

Relating to Others for Mainstreaming (to be developed)

Managing Mainstreaming Initiatives (to be developed)

ACVO Mainstreaming Organizational Options



Appendix

References

The Business Planning Guide, Bangs, Jr., David H., Upstart Publishing Co., 1995.

Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations, Bryson, John M. and Alston, Famum K., Jossey-Bass Publishers, 1996.

Budget Processes in the States, National Association of State Budget Officers, 1995.

A Guide to Developing a State ITS/CVO Business Plan (DRAFT), Federal Highway Administration, Office of Motor Carriers, 1996.

Information: 1996 ITS/CVO Funding for ITS/CVO Mainstreaming Activities, (from) Associate Administrator for Motor Carriers [HSA-20], Reagle, George L. (with Attachments I-4).

Team Guidelines, Kentucky Transportation Center, University of Kentucky, 1995. **[a complete copy is attached]**

Formats and Forms (to be completed)

Suggested Elements of State and Regional ITS/CVO Business Plans, Table 1 (from "Information: 1996 ITS/CVO Funding...")
[attached but not completely recommended]

Components of a Model State ITS/CVO Business Plan, Figure 3 (from A Guide to Developing a State ITS/CVO Business Plan...)
[attached but not completely recommended]

Table 1

Suggested Elements of State and Regional ITS/CVO Business Plans

	Safety-- target high risk	Electronic Clearance	Credentials	Freight Mobility/ Traffic Mgmt	Other CVO Activities
Projects/ Markets (What&Where)					
Policy Agreements (Why)					
Program Costs/ Benefits					
Org & Mgmt Approach (Who)					
Technical Approach (How)					
Funding Budget (How Much)					
Source of Funding (Who will pay)					
Schedule Defined (When)					

This is a guide or outline that lists the elements suggested for the state and regional ITS/CVO business plans. Each box represents an action item and should have a description and an accomplishment deadline. The milestones from each box would be used as the basis for assessing progress and future funding. The plans should cover at least three years. States and consortia are not required to pursue projects in every columned category.

Figure 3. Components of a Model State ITS/CVO Business Plan

- 1.0 Executive Summary
- 2.0 Introduction
- 3.0 Overview of the Business Planning Process
- 4.0 Description of the State
 - 4.1 Current State CVO Program
 - 4.2 Economic and Political Characteristics
 - 4.3 Issues and Opportunities
- 5.0 Strategic Overview
 - 5.1 Mission Statement
 - 5.2 Guiding Principles
 - 5.3 Goals and Objectives
- 6.0 Program Summary
 - 6.1 Business Plan Structure
 - 6.2 Description of Projects
 - 6.3 Ranking of Projects
- 7.0 Organization and Management Approach
 - 7.1 Stakeholders
 - 7.2 Deployment Scheduling and Milestones
 - 7.3 Costs, Funding, and Return on Investment
- 8.0 Contact Names
- Appendixes (as necessary)

KENTUCKY TRANSPORTATION CENTER

TEAM GUIDELINES

1995

CONTENTS

Section One: About Teams

What is a Team
Team Basics
Team Growth Cycle

Section Two: Doing Teams

Team Rules
Team Charter
Team Responsibilities and Roles

Section Three: Tools for Teams

Problem Solving
Interpersonal
References and Check List

What's true about sports is also true in business. Often a group presented as a team is nothing more than a collection of individuals who don't know the first thing about how to work together. That group hasn't been given the opportunity to become a team. It takes effort, conscious effort, to become a team.

Section One: About Teams

What is a Team, A team is a small number of people with complementary skills, who are committed to--

- common purpose
- performance goals, and
- approach

for which they hold themselves accountable. A small number usually means, for a work group, four (4) to seven (7) persons. Complementary skills and /or backgrounds may be necessary to adequately cover the purpose and/or reach the degree of synergism needed for high performance.

Team Basics There are at least six team basics-

- 1) ***small*** enough--no more than seven members!
- 2) ***adequate complementary*** skills--obviously teams need the right mix of technical skills, or the ability to access those skills, to address the task. Moreover, there are two important team member skills that will affect the viability of a team-- interpersonal and problem-solving (see Section Three).
- 3) ***truly meaningful*** purpose--does the team feel purpose is important?
- 4) ***specific*** goal&-topics, steps, deadlines.
- 5) ***clear working*** approach-committed to achieving consensus.
- 6) ***sense of mutual accountability***--members hold themselves mutually accountable.

Team Growth Cycle, Teams usually evolve through several stages-

- Work Group--information sharing
- Pseudo-Team-not focused, not trying
- Potential Team-trying but, needs more clarity of purpose and discipline
- Real Team-clear purpose, goals and working approach, mutually accountable
- High-Performance Team--deeply committed to each other and team success

Section Two: Doing Teams

Team Rules, The following are general team rules for team meetings:

1. Understand the Task
2. Communicate with Each Other
3. Stay with the Agenda
 - talk one-at-a-time
 - add items to agenda, if needed, at beginning of meeting
 - keep a bucket list or issues bin for important items that are off agenda
4. Support the Team and Its Members
 - pull people into discussion
 - don't allow one to dominate
 - be honest with each other... and avoid personal agendas
5. Do Team Work as Assigned
6. Assess Meetings and Celebrate Team Successes

Some more specific rules for team meetings:

- Start on Time
- Have Key People There
- Make Sure You Understand Meeting Purpose
- Have an Agenda for Team Meetings-review it at beginning
- Stick to Team business
 - do group business with the group
 - do interpersonal business one-on-one outside group
- Use Flip Charts & Post-It Notes
 - (one list for action, another list for bucket items)
 - provides group focus
 - preserves key ideas
 - establishes common information
- Check Meeting Progress While In Progress
- Agree on Follow-Up
- Summarize Meeting at End and Review/Evaluate
- End on Time

A check list to aid in preparing and conducting a meeting is provided in Section Three.

Team Charter, In the beginning, your team should have a charter (the what, why, who, and how). If you're given one, refine it-if you're not given one, make one and raise it up the flag pole. Don't be on a team without a charter!

Give your team a name, one that relates to its purpose.

Charters should be brief and answer these questions:

- **What** do we exist for? (Are we going to produce a product by a deadline?)
- **Why** is this important? (Does it relate to **UKTC** mission, values, and goals?)
- **Who** is on the team? (Are we missing someone's perspective/expertise?)
- How are we going to operate?
 - how are we going to analyze
 - how are we going to reach consensus
 - how are we going to measure progress and determine success

As part of your charter you should agree to some meeting etiquette such as--

1. one person talks at a time
2. be brief and to the point
3. make point calmly... take the high road... don't allow sexist, racist, or foul language to detract from your purpose
4. keep an open mind
5. listen without bias... well, at least try!
6. ask questions to help establish understanding
7. avoid side conversations
8. respect opinions of others
9. come to the meeting prepared
10. make it enjoyable

Team Responsibilities and Roles, Teams are responsible for taking/making a charter. Teams will report on activities and progress at staff meetings and/or brown-bag meetings. Teams should be prepared to market their ideas and accept group critique.

There are some special roles that need to be played in teams:

Team or Meeting Leaders (are accountable to the customers, including their team members)

- > starts meetings with an agenda
- > presents or calls for the presentation of agenda items
- > ends meeting with a review

Team Recorder and Time Keeper

- > responsible for the group memory using flip charts and notes
- > responsible for team notebook (minutes and product record)
- > helps group keep to allotted time

Team Gate Keeper

- > reminds team of rules as necessary

Team Facilitator

- > monitors process/roles
- > keeps focus productive
- > keeps interaction positive

At start-up your team should decide team roles-take volunteers or “nominate” someone (vote if you must). Maybe a role could be rotated among team members. The meeting leader and recorder roles are a must. In addition, a team notebook should be kept to include all minutes of meetings and various team products including your charter.

Section Three: Tools for Teams

Interpersonal. We work with people and it makes life easier and more productive if we learn some basic “people” skills. These skills are sometimes referred to as communication/management skills, but for our purpose they can be thought about distinctly as-Listening, Supporting, and Differing.

Listening--takes effort... don't interrupt, pay attention, and don't judge!
Supporting--be friendly. . . don't try to control, create opportunity for others to speak, others may have useful ideas and information!
Differing--disagree without being disagreeable...

A long time ago the phrase “cooperative individualist” was coined to provide an image of a good team member. You would like thinking individualists to cooperatively seek the best solutions as a team.

Problem Solving, Good problem solvers usually have developed certain skills and use a step-by-step process involving those “rational” skills. A team is expected to solve problems by--

Deciding on a Rational Process(such as)
--Analyzing the Situation... how serious is this?
--Setting the Objectives... minimum outcomes expected?
--Developing Alternatives... possible actions?
--Examining the Consequences... possible obstacles/results?
--Deciding What is Best... which actions are most effective/efficient?
--Following-Up... are they working?

References and Check List

This guide was tailored to meet our team work needs (and we may need to refine this guide as we go along). We borrowed freely from several really good sources that you may want to consult further:

The Wisdom of Teams, J.R. Katzenbach and D.K. Smith, Harper Business, 1993.

Smart Moves, S. Deep and L. Sussman, Addison-Wesley, 1990.

Memory Jogger II F. Oddo (ed.), GOAUQPC, 1994.

CIP Facilitator, Belcan Engineering, 1994.

Desert Survival--Leaders Guide, J.C. Lafferty, Human Synergistics, 1987.

Meetings Check List

Advance Meeting Preparation

What is your agenda (topics to be covered)?

What is your purpose--is it clear?

Have you indicated approximate time on topics?

What is the date/time/place?

Date _____ Time _____ Place _____

Is the room available/reserved?

Can the key people be there?

Do you have any preparation materials?

Are you sending them out in advance?

Are you having them ready for the meeting?

Pre-Meeting Readiness

- Is the room ready?
- Are your materials there?
- Are the visual aids working?
- Are you prepared to start on time?

The Meeting

- start on time
- preview the agenda with the team
- move through the agenda in sequence
- don't digress-stick to it
- don't allow anyone to monopolize conversation
- listen carefully
- seek clarification and elaboration
- provide interim summaries
- control conflict and hostility
- create an open and honest climate
- conclude by summarizing and agree on follow-up

PARTICIPANT LIST
CVISN/MAINSTREAMING MEETING
Radisson Inn-Airport
December 4, 1996

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Radisson Inn-Airport
December 4, 1996

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Radisson Inn-Airport
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