Operating Procedures originally approved in March 1994.
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1 GENERAL INFORMATION

The Institute of Transportation Engineers (ITE), one of the largest and fastest-growing multimodal individual member professional transportation organizations in the world. ITE members are transportation and traffic engineers, transportation planners, data technologists, entrepreneurs, and other professionals who are responsible for meeting society’s needs for safe and efficient surface transportation through planning, designing, implementing, operating, managing, and maintaining surface transportation systems worldwide.

The Council Operating Guidelines provide continuity from year to year and provide Council leaders with a job description(s) that will facilitate smooth operation of the Councils. In addition, the guidelines are a valuable resource to ensure that the operation of the Councils supports the direction of the ITE Strategic Plan and Bylaws, both of which are available on the ITE website. The primary audience for this publication is intended to be Council Chairs, Vice Chairs, and the Chairs of Standing Committees, Task Forces, and Project Committees within the Councils. However, other members of the Institute may find this information useful.

1.1 Vision, Mission, Goals, and Objectives

The vision of the ITE Councils is to deliver a culture of leadership and action resulting in sustainable and value-added technical activities leading to new or improved products for our membership.

The mission of the ITE Councils is to foster professional collaboration and to develop and deliver technical content for ITE members. The goals and objectives of the Councils include the following:

- Identify opportunities for coordination and collaboration among councils and standing committees;
- Identify resources needed to deliver products and services;
- Invest in leadership growth of council and committee members and assist with succession planning; and
- Foster communication among ITE members with comment interests;
- Maximize volunteer opportunities.

1.2 Roles and Activities

ITE Councils have long been a mainstay and source of strength to ITE. To fulfill their vision, mission, and goals, ITE Councils engage in various activities and are organized into discipline-based entities, with relationships across ITE and external organizations.

ITE Councils are valued for the networking opportunities and access to timely information. This approach is consistent with other research on professional associations that shows that members value associations because they make efficient use of time by providing easy access to business connections (networking) and current information.

All Councils participate in various activities to engage the communities of professional practice in transportation toward achieving the ITE Councils’ goals and objectives. These activities build on the knowledge, ideas, and expertise of ITE members and enable the technical work of ITE.
How a Council implements these activities may vary depending on the size and desired focus of the Council's membership and Executive Committee. They include, but are not limited to:

- Sharing information and collaboration;
- Supporting innovation and current issues;
- Advancing the profession;
- Participating in technical activities; and
- Fostering relationships with other organizations

1.3 Coordinating Council Organization

The following sections define the various organizational entities that make up the ITE Council structure and list their typical activities.

1.3.1 Coordinating Council

The Coordinating Council provides leadership and coordination of activities across the Councils and plays the following roles to assist Councils in identifying, developing, and delivering products to meet the needs of ITE membership:

- Facilitate the development of the overall mission, goals, and objectives for all ITE Councils and guide Councils to fulfill these in their work.
- Champion collaboration and communication among the communities of practice represented by ITE.
- Brainstorm issues facing the profession and create action plans to address those issues, including development of an annual Developing Trends report.
- Stimulate and facilitate the development and delivery of needed technical material and activities by ITE Councils.
- Coordinate the activities of ITE Councils.
- Minimize duplication of effort among ITE Councils and between ITE and other organizations.
- Address those issues that may not be covered by any of the ITE Councils.
- Oversee quality control by ITE Councils to assure that final products meet the high standards of ITE.
- Represent the interests of ITE Councils before the ITE International Board of Direction (IBOD).
- Provide the IBOD with mechanisms to address appropriate ITE issues and needs.

The Coordinating Council periodically evaluates Council relevancy and productivity, and may recommend to the IBOD the creation, combination, or dissolution of individual Councils.

1.3.2 Councils

Councils are communities of common interest and disciplines within the larger ITE community of transportation professionals. Councils typically undertake many if not all of the following efforts depending on the size and emphasis of the Council and its Executive Committee:

- Develop programs aligned with the overall goals and objectives to identify and meet needs of members and manage the development of products, resources, and services.
- Identify volunteer project leaders and teams, and motivate them to complete
projects/initiatives.

- Coordinate, review and approve products to ensure high quality.
- Report to the Coordinating Council on activities of the Council.
- Keep members and chapters/sections/districts up to date on issues and activities within the community of practice and coordinate with and participate in chapter/section/district activities.
- Work with ITE staff to monitor activities and products of related organizations.
- Provide direction and guidance to ITE staff in the overall development of the technical programs for ITE International meetings, as necessary.
- Organize and provide leadership in Council-sponsored sessions and technical tours at the ITE International meetings.
- Pursue opportunities for joint activities with other professional and transportation industry organizations.
- Coordinate and collaborate with other ITE Councils.
- Identify and describe emerging issues and developing trends impacting practitioners.

1.3.3 Standing Committees

Standing committees may be established with concurrence of Coordinating Council Leadership and overseen by a Council to:

- Provide focused activities on a particular topical area within the broader context of a Council for a duration that is compatible with its relevancy.
- Evaluate whether the interest and activity in a topical area are sufficient to define a community of practice that warrants the establishment of a new Council.

1.3.4 Task Forces

Task forces are short-term, narrowly defined efforts to solve specific problems or generate guidance for ITE leadership decision making. Task forces may be established by the Coordinating Council or a Council with concurrence of Coordinating Council Leadership to:

- Provide focused activities on a specific technical or cross-cutting subject for a limited duration.
- Evaluate whether the interest and activity in a topical area are sufficient to define a community of interest that warrants the establishment of a new Council/Standing Committee.

The Coordinating Council may assign a task force to a specific Council or to the Coordinating Council for oversight if not established initially by an individual Council.

1.4 Relationships

The relationship between the current ITE Councils, Standing Committees, and Task Forces is shown in Appendix A. The appendix also identifies the ITE HQ support staff that are integral to Council liaising and success.

2 COUNCILS
ITE Councils serve as the place for transportation professionals to contribute to the advancement of their profession with other like-minded individuals in communities of common interest. The following sections provide additional detail regarding the Councils.

2.1 Membership

Membership in ITE Councils provides opportunities to be instrumental in developing technical products and actively contribute to the advancement of the body of knowledge in a discipline. ITE Council leadership welcomes member input regarding primary transportation issues that the profession should address, and suggestions for products that should be developed to assist in solving them and educating our members.

Councils approved by the IBOD are currently available for membership among two categories:

- Employer Membership Councils:
  - Public Agency
  - Transportation Consultants
  - Industry

- Individual Membership Technical Councils:
  - Complete Streets
  - Transportation Education
  - Traffic Engineering
  - Transportation Planning
  - Transportation Safety
  - Transportation Systems Management & Operations

2.2 Working with Volunteers

Volunteers are the heartbeat and lifeblood of ITE and especially the ITE Councils. Volunteer commitment and enthusiasm are critical to our continuing success. During any given year, hundreds of volunteers serve ITE in some capacity. Their contributions range from reviewing papers to session development to authoring reports. ITE staff and council leaders are therefore urged to keep the following Ten Principles of ITE Volunteerism, additional information for which is included in Appendix B.
Table 1. Ten Principles of ITE Volunteerism.

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<td>Treat volunteers as the owners, the contributors, and the customers.</td>
<td>Being a strong effective committee chairs is not just important, it is necessary.</td>
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<td>Successful volunteer committees are really volunteer communities.</td>
<td>Involve everyone in identifying issues and setting priorities.</td>
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<td>Respect the scarcity and value of volunteers’ time by not wasting it.</td>
<td>Critically evaluate initiatives focusing on those that we cannot afford to let fail.</td>
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<td>Identify and overcome barriers to participation.</td>
<td>Always give volunteers praise and credit for their contributions, and make them feel appreciated.</td>
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<td>Actively ask and recruit volunteers because asking is the primary mechanism volunteers get involved.</td>
<td>Communicate, Communicate, Communicate!</td>
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2.3 Council Organization

The following sections briefly discuss the various organizational components that make up the Councils.

2.3.1 Council Executive Committees

Each Council shall have an Executive Committee. The size of Council Executive Committees should be kept to a minimum number of members necessary to effectively carry out Council activities.

In addition to the efforts noted in Section 1.3, the Executive Committee of a Council should conduct at least two meetings each year, with one being an in-person meeting scheduled as part of the Annual Meeting. Remaining meeting(s) may be held via webinar and teleconference as determined by the Council Chair.

Members

ITE members volunteering to serve on a Council Executive Committee shall perform the following tasks:

- Participate in Council Executive Committee meetings.
- Assume an active leadership or support role in either the overall Council or any specific Council project(s) that may be proposed and implemented by the Council.
- Support the Council and Council project committees to achieve agreed upon goals and objectives.
- Provide the ITE staff liaison with Council-generated materials, as needed.
- Support the Council in sponsoring sessions offered at ITE International meetings.
Appointments

Council Chairs are recommended by the Coordinating Council Chair, and appointed annually at the pleasure of the ITE President for up to three consecutive one-year terms. Vice Chairs are appointed annually by the Coordinating Council Chair for up to three consecutive one-year terms. Council Chair and Vice Chair nominees must demonstrate strong leadership and management skills (see Appendix C for additional guidance). Additional details regarding the Council appointments and the review timeline for the Council Chair and Vice Chair are provided in Appendix C.

Executive Committee members may be appointed as determined by each Council and appointed by the Council Chair. However, each member should confirm commitment and availability to actively participate. In addition:

- Appointments are for one year and should not exceed six consecutive years.
- Executive Committee appointments should take into account balance across: ITE districts, ethnicity, gender, age, type of employer, and specialties.
- More than one Vice Chair position may be recommended by the Council Executive Committee for specific functions, subject to the above conditions.
- A Secretary may be appointed to handle duties such as recording Executive Committee minutes.
- Councils are encouraged to have a District Liaison, two Younger Members, a Canadian member, and a Student Member on the Executive Committee.

Ideally, each Executive Committee member should have a role assigned, such as volunteer coordinator, District/Younger member liaison, etc. This provides the member a sense of ownership and responsibility for a particular part of the Council’s mission.

2.3.2 Other Council Committees

A Council Executive Committee may create and/or dissolve other committees to help perform the functions of the Council, such as awards, newsletter, and/or specific project committees. The Council Executive Committee should identify to ITE Headquarters the people on the Council that are responsible for the following roles:

- Council Awards Chair;
- Technical Projects Chair;
- Volunteer Coordinator; and
- Younger Member/District Liaison.

2.3.3 Representatives to Other Groups

ITE Councils are encouraged to designate representatives to other groups, such as International Board committees, peer Councils, and external organizations within their community of practice.

2.3.4 Standing Committees

The sponsoring Council recommends the Chair and Vice Chair to the Coordinating Council for approval. The Coordinating Council Chair appoints the Chair and Vice Chair. The guidance for Councils in Section 1.3 generally applies to Standing Committees as well, with the roles and
expectations for Council Chair, Vice Chair, and Executive Committee in Section 2.3.1 applying to Standing Committee Chair, Vice Chair, and Executive Committee.

### 2.3.5 Task Forces

For Task Forces established by the Coordinating Council, the Coordinating Council Chair appoints the Chair and Vice Chair when it is established. The Coordinating Council may assign a Task Force to a specific Council or to the Coordinating Council for oversight. For Task Forces that are established by a Council, the sponsoring Council recommends the Chair and Vice Chair to the Coordinating Council for approval. The guidance for Councils in Section 1.3 generally applies to Task Forces as well, with the roles and expectations for Council Chair, Vice Chair, and Executive Committee in Section 2.3.1 applying to Task Force Chair, Vice Chair, and Executive Committee.

### 2.4 Evaluation of Council and Standing Committee Effectiveness

The Coordinating Council leadership strives to promote the effectiveness of Councils and Standing Committees in several ways. The purpose of the Council reviews is to:

- Help clarify the Chair’s role and responsibilities, including setting priorities.
- Promote the achievement of desired outcomes by Councils and Standing Committees in a timely manner, particularly in relationship to the ITE’s Strategic Plan goals.
- Assure that the mission of the Council and its Standing Committees is clear.
- Provide guidance and feedback to the Chair in a timely manner.
- Facilitate collaborative problem solving when shortcomings are identified.

The specific actions taken to achieve these goals are discussed in more detail below, and include a Council Action Plan, Council Annual Review, and Council Chair Mentoring Sessions. The Chair of the Coordinating Council or their designee may also undertake more frequent, informal reviews, if needed.

The following are generally considered measures of success for ITE Councils, though individual Councils have the latitude to add to this list of measures to define their success within the purview of the Councils and their support of the ITE Strategic Plan.

- Completed volunteer projects
  - Relevant
  - Timely
- Strong Executive Committee
  - Active
  - Responsive
  - All members have a clearly defined role
  - Diverse in geographic representation
- Sponsored sessions
- Regularly published blogs and active discussions in the ITE Community; technical content streaming regularly.
- Participation in meetings
- Awareness of current and future issues to the profession

#### 2.4.1 Council Action Plan

Each Council Executive Committee shall prepare a Council Action Plan in a format and by a date set by the Coordinating Council Chair. The intent of this document is to list the planned
activities for the Council for the coming year so that the Council can conduct an assessment at the end of the year to measure its success. A typical plan will include specific activities, actions, target deadlines, and communication efforts that the Council intends to undertake during the year and identify leaders for those efforts. For any activities involving the ITE eCommunity, members are encouraged to review Getting Started with the ITE Community and Best Practices for Community Administrators, both of which are available in the eCommunity All Member Library.

2.4.2 Council Performance Standards

To ensure the sustainability, growth, and influence of ITE leading the transportation industry high-performing Councils and their supporting activities are imperative. To that end, the performance measures and metrics are a management tool to help identify areas of opportunity and to make sure Councils receive the help and support they need. These standards are listed in Appendix D.

2.4.3 Council Annual Assessment

The Council Chair and Executive Committee shall conduct an annual review of Council performance to assess the Council’s level of activity and outcomes in relation to their adopted Council Action Plan. A summary of the accomplishments of each Council may be published annually in the ITE Journal. Please send the summary of your councils’ accomplishments to the ITE Journal editor with a copy to the Coordinating Council Chair, Vice Chair, Secretary, and ITE Council Administrative Liaison no later than December 1st, to be included in the January issue.

2.4.4 Council Metrics Dashboard Reporting

Chairs and Vice Chairs are expected to periodically report their group’s progress and accomplishments to the Coordinating Council Executive Committee through a metrics dashboard. The compiled metrics dashboard is shared and discussed with the International Board of Direction at their meetings.

2.4.5 Council Chair Mentoring Session

The Council Chair Mentoring Session is the Coordinating Council’s informal coaching and planning meeting held mid-year in the Council Chair’s first year as deemed necessary by the Coordinating Council Chair or at the request of the Council Chair. The request for an informal coaching and planning meeting shall be communicated by either party with a proposed agenda, no later than May 1st. Coordinating Council Chair, Vice Chair, and Secretary will review the Council Action Plan with the Council Chair prior to the Annual Meeting.

2.4.6 Council Creation and Dissolution

The Coordinating Council will periodically evaluate Council relevancy and productivity, and may recommend to the IBOD the creation, combination, or dissolution of individual ITE Councils.

2.5 Awards

Councils may develop a program for one or more award. Each Council may have a maximum of two awards presented at the ITE Annual Meeting. The establishment of all awards must have final approval by the IBOD. Initiation of any award should adhere to the following:
- Be oriented toward recognition of an individual or organization, or a project if awarded by a Standing Committee.
- Have a statement of scope and evaluation criteria established.
- Be awarded only when the Council’s evaluation committee deems submittals as meeting minimum quality standards.
- Have Council Executive Committee approval.
- Have approval of the ITE Executive Director, the Awards Committee of the Board and Coordinating Council Chair.

All awards and recognitions are subject to final approval by the IBOD. For a listing of all current Council awards, please refer to the IBOD Procedures and the award criteria available on the ITE web site.

2.6 Council Products

Council activities leading to the development of products for communities of interest should be aligned with the goals and objectives of the ITE Councils, considering the current issues identified by the IBOD. Products of ITE Councils should be collaborative in nature and Councils are encouraged to support innovation and promote creative responses to timely issues. One of the primary goals of an ITE Council is to be the focal point of communities of common interest for activities, creation of new products and professional development, specifically to:

- Develop, collect, and distribute technical documents and resources.
- Provide a variety of technical activities and projects to engage a broad range of participation.

Involvement in Council projects is open to members and non-members of Councils and ITE. Project leaders must be members of ITE unless otherwise approved by the Coordinating Council.

Many types of products and activities may be generated by ITE Councils. When a Council forms a group to create a product or technical content, it is important to examine the intended audience, purpose, process, and intended outcome of the product so that it meets the goals of the ITE Council. Council products can include, but are not limited to, the following items.

- Regular posts, updates, and discussion on the ITE Community
- Recommended practices*
- Informational reports*
- Technical briefs*
- Blog articles
- Workshops*
- Webinars*
- Technical sessions (e.g., poster sessions, conversations circles, etc.) at annual meetings or technical conferences
- Newsletters
- Wikis
- ITE Collegiate Traffic Bowl involvement
- Mentoring programs with younger members
- Technical tours and scan tours
- Case studies*
- Student chapter support and interaction
Those products marked with an asterisk are those that require the completion of a proposed Council project form or webinar/web briefing form as described in the following section. It is important that all Council activities that involve collaboration across more than one Council include regular communication with the Coordinating Council Chair, Vice Chair, and ITE Staff Liaison to ensure awareness of the collaborative activities.

2.6.1 Proposed Council Projects

Proposed Council projects that will involve support from ITE HQ shall be submitted via a Council project approval form available on the ITE website. These projects include the development of major reports (e.g., Recommended Practice, Informational Report, Technical Briefs), projects that will require significant resources from ITE HQ, and any project for which the Council is requesting monetary support for completion. A specific form is available on the ITE website for Council-sponsored webinars and web briefings. This form consolidates the project proposal and professional development webinar forms. The overall process for project development is:

- Following Council Chair’s approval, a project proposal form must be completed and submitted to the Coordinating Council Secretary. The ITE Chief Technical Officer, and current ITE Council staff liaison should be copied on submittal.
- Project proposals requesting funding will be reviewed for approval by ITE Executive Director, President, and Coordinating Council Chair.
- Coordinating Council Chair shall provide a decision to the appropriate Council Chair.

2.6.2 Informational Products

Informational products address broad ranges of issues, procedures, or applications. Such products are prepared for information purposes only and do not include ITE recommendations on the best course of action or the preferred application of the data contained therein. Specific guidance on the development of informational products is available on the ITE website under the document **ITE Guidelines for Preparation of Informational Reports**.

2.6.3 Recommended Practices and Standards

The Council leadership should determine whether an informational product on an area of practice should be prepared prior to deciding to pursue a Recommended Practice or Standard. Information on the development, review, and approval of all Recommended Practices (RPs) and standards is included on the ITE website in the document titled **ITE Procedures for the Development of Standards and Recommended Practice** as approved by ITE IBOD. These procedures address the regular review of existing standards and recommended practices as well as the process for withdrawal. The standards development process flowchart is available on the ITE website.
3 COORDINATING COUNCIL

The Coordinating Council is the leadership for ITE Councils and coordination of activities across the Councils. It is the connection between the communities of practice within ITE and the IBOD. As such, the Coordinating Council provides information and guidance spanning the ITE Councils on timely issues affecting the profession. Examples of the actions taken to support the Coordinating Council’s mission, goals, and objectives include:

- Identify opportunities and appropriate approaches to address timely topics and cross-cutting issues.
- Develop a menu of project types and formats that reflect the diversity of membership interests and Council make-up across the different Councils.
- Encourage a multi-disciplinary, multi-modal approach to problem solving, where appropriate.
- Review current Council projects in light of updates to the ITE Strategic Plan to identify gaps in technical resources and products.
- Develop a council action plan to direct activities that increase the involvement of a larger cross-section of the membership (age, geography, area of interest, etc.).
- In coordination with the IBOD, identify technical activities that could be coordinated across the Districts, Sections, and Chapters to enhance delivery and implementation.
- Ensure the successful delivery of products and services in a timely manner.
- Encourage diversity and inclusion across all activities.

3.1 Membership

Voting members shall consist of:
- Coordinating Council Chair
- Coordinating Council Vice Chairs
- Council Chairs

3.2 Appointments

The following sections list the various appointments associated with the Coordinating Council.

3.2.1 Chair

- Appointed annually by the ITE President.
- Serves up to three consecutive one-year terms.
- Serves as a non-voting representative on the IBOD.

3.2.2 Vice Chairs

- Appointed annually by the ITE President.
- Serves up to three consecutive one-year terms.
- Nominations for the Vice Chair position may be made by any ITE voting member, and should normally be an individual with Coordinating Council experience.
- Serves as Chair of the Coordinating Council Awards Committee.

3.2.3 Secretary

- Shall be assigned by the ITE Chief Technical Officer.
- Coordinates technical projects between ITE Headquarters and Councils.
• Reviews and facilitates the response process for all Council project proposals.
• Coordinates and manages ITE staff liaisons.

3.2.4 Other Representatives

At-large representatives from ITE or other transportation organizations are:

• Appointed annually by ITE International President.
• Serve up to three consecutive one-year terms and can be reappointed for additional terms.
• Are ex-officio members of the Coordinating Council.

3.3 Meetings

The Coordinating Council shall meet at least twice each year, with one being an in-person meeting scheduled as part of the Annual Meeting. Remaining meeting(s) may be held via webinar and teleconference as determined by the Council Chair.

• Meetings shall be conducted in conformance with Roberts Rules of Order.
• A quorum shall be established when a minimum of five voting members are present.

3.4 Amendments to the Council Operating Guidelines

Substantive amendments may be made to the ITE Council Operating Guidelines if approved by a two-thirds vote of Coordinating Council members. In order to be acted upon, any such proposed amendments must be offered in writing in advance of a Coordinating Council meeting. However, any changes to the financial procedures are subject to the conditions listed in that section. Administrative revisions may occur as needed. When administrative changes are made, the Secretary shall distribute a marked version for informational purposes.

3.5 Committees of the Coordinating Council

The following sections describe the committees that make up the structure of the Coordinating Council.

3.5.1 Executive Committee

The Executive Committee is authorized to act on business of the Coordinating Council between regularly scheduled meetings. Membership in the Executive Committee of the Coordinating Council shall include Chair, Vice Chair, and Secretary.

3.5.2 Coordinating Council Awards Committee

The Coordinating Council Executive Committee shall solicit nominees for an annual award that recognizes the best technical product resulting from work completed and sponsored by a Council in the previous calendar year.

3.6 Coordinating Council Outstanding Project Award

The following sections provide detail on the nomination, eligibility, and evaluation criteria of the Coordinating Council Outstanding Project Award.

3.6.1 Nominations

Chair of each ITE Council may nominate one eligible project from his/her Council. Nominations shall be submitted to the Chair of the Coordinating Council Award Committee by March 1, and
shall consist of a brief narrative (250 words or less) of how the project meets the eligibility and evaluation criteria listed below, plus any tangible products from the project.

### 3.6.2 Eligibility

The eligibility requirements for a project to be considered for the award are:

1. The project must be completed in the calendar year proceeding that in which the award will be given. “Completed” means a substantially finished project has been submitted to ITE Headquarters in the prior year; it does not require that publication has taken place.
2. The project must be performed under the auspices of a Council and be approved by that Council.
3. The project must produce a product(s) which will have utility to ITE, its members, or the profession over time.

### 3.6.3 Evaluation Criteria

The following criteria shall be used by the Coordinating Council Award Committee in evaluating and recommending the award winner:

1. Usefulness to ITE and/or the profession (meets identifiable need, provides useful service, and/or demonstrates leadership in field).
2. Quality of product.
3. Advancement of knowledge, practices, and standards.
4. Involvement of ITE members.
5. Extent of input from within and outside ITE during original development or review phases.
6. Perceived impact or significance to the transportation profession.

### 3.6.4 The Award

The Chair of the Coordinating Council will make the final selection of the award winner based on the recommendation of the Coordinating Council Award Committee and notify ITE Headquarters by May 1. A plaque will be prepared for presentation to the Chair of the project committee. The winning project and Council will be recognized at the ITE Annual Meeting. All awards and recognitions are subject to final approval by the IBOD.

### 3.7 Coordinating Council Outstanding Volunteer Special Recognition

The following sections provide detail on the nomination, eligibility, and evaluation criteria of the Coordinating Council Outstanding Volunteer Special Recognition Award.

#### 3.6.1 Nominations

The Chair of each ITE Council may nominate one eligible individual from the Council or the membership at large. Nominations shall be submitted to the Chair of the Coordinating Council Award Committee by March 1 and shall consist of a brief narrative (250 words or less) of how the individual meets the eligibility and evaluation criteria listed below.

#### 3.6.2 Eligibility

Annual consideration will be given to an individual that has demonstrated significant and sustained volunteer performance in ITE technical activities.

#### 3.7.3 Evaluation Criteria
The criteria for the special achievement award are as follows:

- Sustained performance over more than one year.
- Multi-Council and/or multi-task effort related to Council activities or products.
- Entirely volunteer effort.
- Nominated by a Council Chair, Coordinating Council Chair or Vice Chair, ITE Executive Director, or an IBOD Executive Committee Member.
- Approved by Coordinating Council Chair, Executive Director, and President.

3.7.4 The Award

The Chair of the Coordinating Council will make the final selection of the award winner based on the recommendation of the Coordinating Council Award Committee and notify ITE Headquarters by May 1. A plaque will be prepared for presentation to the Chair of the project committee. The winning individual will be recognized at the ITE Annual Meeting. All awards and recognitions are subject to final approval by the IBOD.

4 ITE HEADQUARTERS SUPPORT

An ITE Headquarters staff member will be assigned to all Councils and will serve as the Council Administrative Liaison. The liaison will coordinate with the coordinating council chair, vice chair, secretary and other ITE Headquarters staff in an effort to provide the services listed below and also serve as a conduit for information exchange and technical knowledge via the specific technical staff and other headquarters staff, as needed.

4.1 Administration:
- Organize and coordinate conference calls
- Manage ITE resources
- Coordinate with other Councils
- Conduct mailings
- Develop, coordinate, and implement various surveys
- Coordinate with other organizations
- Serve as an information clearinghouse
- Facilitate District /Section activities
- Produce products in final form

4.2 Marketing
- Publish Council products
- Price and distribute Council products
- Promote Council benefits outside ITE

4.3 Communications
- Maintain Council web page(s) (Annually)
- Maintain Council ITE Community page (Annually)
- Coordinate sponsorship of Conference Sessions
- Disseminate information pertinent to specific Council events (i.e. in-person meetings, teleconferences, and web meetings.)
- Provide guidance and support for media and public relations activities
- Publish technical papers in the ITE Journal
4.4 Membership

- Develop plans for increasing Council membership

4.5 Financial

- Process reimbursement for all eligible travel expenses
- Maintain Council budget

4.6 Technical

- Coordinate with Council technical project liaisons and/or secretaries on technical activities
- Provide guidance and support in the formulation of new projects
- Review of Council products at different stages of development
- Provide specific technical expertise when appropriate
- Track product development in accordance with established timelines

4.7 Eligible Non-Technical Activities

A number of non-technical activities of Councils are supported by ITE Headquarters:

- Council Executive Committee conference calls.
- Rental of special materials of equipment used for Council presentations or programs at ITE International meetings.
- Reproduce Council products that are to be distributed to Council and/or ITE members or others and which are not revenue producing. If there is any doubt about whether the product will be revenue producing, request clarification from ITE Headquarters.
- Extraordinary costs associated with Council-sponsored technical tours at technical conferences or annual meetings; the purpose of any such subsidy would be to bring costs in line with those of other tours being offered at the same time.
- Awards and plaques.
- Seed money or costs for development and presentation of seminars or other training programs to the extent that revenues do not cover such costs.
- Honoraria to non-ITE member speakers.

Advance approval must be obtained from the Coordinating Council Chair and the ITE IBOD Executive Committee through the project proposal form before undertaking any activities which would have significant expenditures or use of staff time. Please address any questions in this regard to the Coordinating Council Secretary for additional information.
APPENDIX A: COUNCIL ORGANIZATIONAL CHART
APPENDIX B: WORKING WITH VOLUNTEERS
Ten Principles of Working with Volunteers

1. Treat volunteers as the owners, the contributors, and the customers.
   - Treat each volunteer member as all three all the time.
   - Mid-level people in a member organization are just as important as top executives.
   - When a member expresses an interest in your Council to a member of your executive committee, it is imperative follow up with the member whether it is by the Chair, Vice Chair, volunteer coordinator, corresponding secretary, or other Council leader.

2. Successful volunteer committees are really volunteer communities.
   - ITE Councils and their committees should evolve into communities of practice.
   - Our committees spawn relationships, friendships, and familiarity. Professional/social networks are formed that can last a lifetime, well beyond any term of appointment.
   - Short-term task forces can be part of a larger ITE Council.
   - ITE Councils provide long-term involvement interspersed with shorter term events.
   - The primary attraction to attend meetings is the opportunity to mix and network with one’s peers.

3. Respect the scarcity and value of volunteers’ time by not wasting it.
   - This is a long-term national trend for all volunteer organizations.
   - Time spent therefore must be meaningful to the volunteer.
   - Benefits need to be conveyed from the volunteers’ perspective (and their employer’s perspective), not the organization’s.
   - We must emphasize those things that make us unique from other organizations.
   - The role of volunteers has changed. Today’s volunteer will provide input and review products, but few have time for product development.
   - Do not burn up valuable volunteer time in “administrivia.”
     - Most of volunteer time should be dedicated to items/areas they are interested in doing.
     - Meeting agendas should focus on substance of topic, not logistics/administration.
     - Provide easy to use guidelines and tools for volunteers.
       - Keep guidelines simple and flexible – start with an objective and find ways to achieve.
       - Link dates, guidelines, and samples.
       - Send reminders in advance.
       - Make full use of technology.
     - Remember, volunteers have a day job.
   - Having some fun is not a waste of time.

4. Identify and overcome barriers to participation.
   - Travel funding is the barrier that is cited most often.
   - Find other ways for volunteers to participate besides attending meetings. Our mission is not to run meetings. Options include:
5. **Actively ask and recruit volunteers because asking is the primary mechanism volunteers get involved.**
   - National studies document this.
   - Seek out key people and ask them to get involved.
   - Do not forget younger, diverse participants.
   - Part of long-term community building.
   - Can provide a broader perspective and blending of ideas.

6. **Being a strong effective committee chair is not just important, it is necessary.**
   - Always have defined terms for Chairs.
   - Keep eyes open to identify future leaders in advance. Succession planning is key to sustainability.
   - Do not be afraid to replace – in many cases Chair will be relieved.

7. **Involve everyone in identifying issues and setting priorities.**
   - Involve IBOD members, volunteer committee members, and staff.
   - Priorities match up more often than not, and involvement promotes ownership and buy-in.
   - Set up mechanisms to identify and address cross-cutting issues across committees and Councils.
   - Link Council activities to ITE goals in the Strategic Plan, and vice versa.

8. **Critically evaluate initiatives focusing on those that we cannot afford to let fail.**
   - Recognize that all initiatives are not equally important.
   - Do not need to treat all projects the same.
   - Staff and leaders need to focus resources on those that we cannot afford to let fail.
   - Encourage flexible approaches targeted to meet the need.
   - First determine the objective, and then the best process to meet the objective, rather than the other way around.
   - Sometimes a project reaches a dead end in committee support, evolution beyond original scope/commitment, and/or events outside ITE. It is acceptable to terminate or re-scope the project as appropriate to the situation.

9. **Always give volunteers praise and credit for their contributions, and make them feel appreciated.**
   - No matter the time or effort volunteers contribute, give them as much recognition, praise and credit as possible.
   - Make volunteers feel appreciated.
     - Certificates.
     - Complimentary copies of products.
     - Names in reports.
     - Names in ITE Journal and/or in Council newsletters.
     - Awards.
   - These are small demonstrations of appreciation and recognition for valued volunteer labor.
10. Communicate, Communicate, Communicate!

- Not just at meeting times, but on a regular basis.
- Remind volunteers that they are part of the organization and community.
- General ITE communications should also be supplemented with interest-specific communications.
- Websites should be organized by customer interest area rather than by organizational structure.
- Establish a volunteer liaison or assign the role to an executive committee member.
- Big splashes for new services and finished products.
- Avoid acronyms and organization-speak.
  - Keep organizational structure simple and understandable.
  - Avoid multi-dimensional matrices, codes, etc.
- Be timely: “The perfect is the enemy of the better.”
APPENDIX C: GUIDELINES FOR THE NOMINATION OF COUNCIL CHAIRS AND VICE CHAIRS
Guidelines for the Nomination of Council Chairs and Vice Chairs

This information is provided as supplemental guidance to Section 2.3.1 on Council Executive Committees regarding appointments to Council leadership positions. The Chair is recommended by the Coordinating Council Chair, and appointed annually by the ITE International President for up to three consecutive one-year terms. The Vice Chair is appointed annually by the Coordinating Council Chair for up to three consecutive one-year terms. It is anticipated that the Vice Chair recommendations originate from within the Council Executive Committee in coordination with current or recommended Council Chairs.

It is expected that only volunteers within the Institute who have historically demonstrated their ability to complete Institute-related projects in a timely manner would be considered for the position of either Council Chair or Vice Chair.

In addition the following leadership and management skills are considered essential:

LEADERSHIP:

- Can serve as an inspiration and mentor to other ITE members in achieving the Vision for the Transportation Profession as defined by the IBOD in the Strategic Plan for the Institute,
- Has the proven ability to assemble and motivate a group of subject matter experts who can effectively serve as a team in fulfilling the responsibilities of the Council Executive Committee,
- Can harness ITE volunteers’ enthusiasm and commitment to meet the goals of the Council consistent with the ten principles of ITE volunteerism (Section 2.2),
- Has excellent communications abilities in defining Council goals, identifying project team leaders, ensuring follow through in the completion of all Council work efforts and coordinating with ITE Headquarters staff, and
- Maintains awareness of strategic efforts within ITE and the profession at large.

MANAGEMENT:

- Based on direction from Coordinating Council Chair, has the ability to develop a Council Action and Communication Plan for formulating and achieving Council goals and objectives in coordination with overall ITE Policies and Strategic Plan,
- Can work with Council volunteers and ITE Headquarters staff in successfully accomplishing all Council goals,
- Has proven qualities in decision making, problem solving, time management and strategic thinking as well as the ability to make and complete commitments within established milestones.

APPOINTMENTS:

Executive Committee members may be appointed as determined by each Council and appointed by Council Chair. However, each member should confirm commitment and availability to actively participate. In addition:

- Appointments are for one year and should not exceed six consecutive years.
- Executive Committee appointments should take into account balance across: ITE districts, ethnicity, gender, age, type of employer, and specialties.
More than one Vice Chair position may be recommended by the Council Executive Committee for specific functions, subject to the above conditions.

A Secretary may be appointed to handle duties such as recording Executive Committee minutes and managing the Council newsletter.

Councils are encouraged to have two Younger Members, a Canadian member, and a Student Member on the Executive Committee.

Ideally, each Executive Committee member should have a role assigned to him or her, such as volunteer coordinator, etc. This provides the member a sense of ownership and responsibility for a particular part of the Council’s mission. A timeline for specific actions related to the appointment process is shown in Table 2.

Table 2. ITE Council Appointments and Review Timeline

<table>
<thead>
<tr>
<th>Completion Date</th>
<th>Appointment Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb 28</td>
<td>Coordinating Council Chair announces call for Chair and Vice Chair nominations.</td>
</tr>
<tr>
<td>March 31</td>
<td>Coordinating Council Executive Committee begin to schedule and conduct nomination interviews.</td>
</tr>
<tr>
<td>May 15</td>
<td>Recommendation of new Council Chair to the ITE IBOD Executive Committee</td>
</tr>
<tr>
<td>June</td>
<td>Approval by ITE IBOD Executive Committee, Appointment letters from ITE President distributed to incoming Chairs</td>
</tr>
<tr>
<td>July/August</td>
<td>Council Chair Orientation Session during ITE annual meeting</td>
</tr>
<tr>
<td>July through December</td>
<td>Transition of old Council Chair to new Chair</td>
</tr>
<tr>
<td>December</td>
<td>Council Annual End-of-Year Assessment</td>
</tr>
<tr>
<td>January 1</td>
<td>Date of appointment of Council Chair/Vice Chair</td>
</tr>
</tbody>
</table>
APPENDIX D: PERFORMANCE STANDARDS FOR COUNCILS
To ensure the sustainability, growth, and influence of ITE leading the transportation industry high-performing Councils and their supporting activities are imperative. To that end, the following performance measures and metrics are a management tool to help identify areas of opportunity and to make sure Councils receive the help and support they need.

1. Council Composition
   a. On an annual basis, all Council key positions of chair, vice chair, and executive committee members are filled, and rotation of executive committee members occurs as defined in the council operating guidelines (http://library.ite.org/pub/e1c468ff-2354-d714-51c6-633f54b0aa20).
   b. Executive committee membership includes the following:
      i. Council Chair - 1
      ii. Council Vice Chair – minimum of 1
      iii. Council Secretary – 1
      iv. Executive Committee – 9 minimum and 15 maximum
         1. Chair
         2. Vice-Chair(s) – at least one and a maximum of three vice chairs.
         3. Members – a minimum of 9 and a maximum of 15 members, not including the chair.
         4. Younger Members – at least two members of the Executive Committee should be under the age of 35.
         5. Ex-officio Members – representatives from key sponsoring or partner organizations that do not count against the member count. For example, a Federal Highway Administration liaison should be included on each Council Executive Committee.
         6. Emeritus Members – a maximum of 2 members who have “termed out” but are actively participating in Council leadership that do not count against the member count.
         7. Seek balance members across the public and private sector, as well as geographically.
         8. Members should provide a liaison function to their home Districts.
         9. Student liaison or representative to education council
         10. Liaisons to other councils (maybe not on executive committee but to coordinate) and Traffic Bowl Committee and Leadership ITE
         11. Annual Meeting Award Representative

2. Council Administration
   a. Quarterly executive committee meetings conducted.
      i. Agendas are published in the ITE Community one Week Prior to the scheduled call
      ii. Action items are published to the ITE Community within two weeks after the call
      iii. Two meetings per year should focus on development and maintenance of products that are part of the Council focus
      iv. Web meetings or in person meetings are acceptable
   b. Submission of a Draft Council Communication and Action Plan for the following year by September 30 each year.
      i. Coordinating Council comments due to Council Chairs by October 31.
      ii. An updated plan showing assignments for each member of the executive committee submitted by November 30.
3. Council Outputs
   a. Evidence of collaboration with general council membership
   b. Evidence of collaboration with District leadership
   c. Evidence of collaboration with at least one other Council, Standing Committee, specially
      organized group, or external group. This could include ITE production documents
      coordination.
   d. Evidence of collaboration with public agency partners.
   e. Support for ITE Virtual Experiences (webinars, tweet chats, etc.)
      i. Delivery as specified in and agreed to as part of the action and communication
         review process between the Council Chair and Coordinating Council Leadership.
   f. Each Council must submit one annual meeting session abstract for the Council and each
      organized subgroup that falls within the Council area of responsibility.

4. Council Outcomes
   a. Identification of three emerging issues that represent the Council focus area for the following
      year by August 30.
   b. Identification of three emerging practices in area of focus no later than the close of the ITE
      Annual Meeting.
   c. Delivery of at least one significant Council product by December 31 and/or delivery of a
      detailed progress report for multi-year projects.
      i. The CoCo Chair and Vice Chair will determine meeting the definition of
         “significant” in conjunction with the Council chair as part of the annual
         communication and action plan review process.
      ii. Products agreed upon by January 30th of each year between Council chair, vice chair
         and Coordinating Council. These could be webinars, reviews of ITE products,
         journal articles, library resources documents, recommended practices, white papers,
         etc.