OCITE
STRATEGIC PLAN

July 1st, 2019
Ozarks Chapter of the ITE (OCITE)
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2019 Board of Direction:

President – Jonathan Staats, PE                                            Vice-President – Andrew Flippin, PE
Secretary – Frank Miller, AICP                                               Treasurer – Jennifer Thomas, PE
Second-Year Director – Andy Thomason, AICP                                 First-Year Director – Brandon Parrish, PE
Past President – Steve Prange, PE

2018 Board of Direction:

President – Steve Prange, PE                                            Vice-President – Jonathan Staats, PE
Secretary – Andrew Flippin, PE                                               Treasurer – Frank Miller, AICP
Second-Year Director – Jennifer Thomas, PE                                 First-Year Director – Andy Thomason, AICP
Past President – Paula Brookshire, PE, PTOE
In an effort to provide a more cohesive planning strategy for the mechanisms of the Ozarks Chapter of the ITE (OCITE), the 2018 OCITE Board of Direction organized a strategic planning retreat on January 26, 2018 to discuss the future of the chapter and how best to prepare our leadership for the future. In addition to a considerable participation from this year’s board, several past presidents of OCITE were also invited to this session to share their knowledge and experience in the development of this plan.

In their January 2018 journal issue, the Institute of Transportation Engineers (ITE) published their strategic plan for the international organization. This document included a mission statement, core values and a set of goals that supported identified strategic planning opportunities. The 2018 OCITE Board decided that the local chapter should follow suit in determining its own set of strategic planning objectives as it relates to the specific opportunities and challenges within the local chapter. After a brief review of the outcomes from the strategic planning retreat held in January by OCITE leadership, the board saw multiple similarities with ITE’s overall strategic plan.

By devoting resources and an intentional vision for the next five years, the board hopes to facilitate continued chapter health and development for the benefit of the organization and its membership. Establishing a five-year roadmap towards attainable goals identified during the strategic planning retreat is an important step to ensure OCITE is not only moving forward, but is prepared for its destinations.
The planning retreat held on January 26\textsuperscript{th} marked the first of many planning steps for OCITE as an organization. The attendees assembled with the sole purpose of discussing the current (and desired) direction for the chapter over the next five years.

As a result of this planning session, the group discussed multiple ideas and questions specific to the \textbf{organizational structure}. Some of these ideas and questions included the following:

- The Midwestern District is unique and has many chapters tied to it; they perform well at the chapter level. It does, however, make it harder to connect when you have two steps up the chain to the parent organization.
- There is a possibility of MOVITE becoming a District rather than a Section (Districts are the next step up from the Section level). This means the Arkansas Chapter and the OCITE Chapter would most likely become Sections. At that point, however, it would make sense for OCITE and ARITE to combine into a single Section and meet at different locations in and between each area.
- The disconnect between ITE and the chapter level: could this be due to leadership or possibly geographic location?
- What does the District have that OCITE isn’t getting? What are they providing to help with the disconnect?
- How would reorganization of MOVITE and OCITE help/hurt?
The Section could help to let OCITE know what they can provide.
Seeing what other areas are doing is beneficial. There are ideas and elements of professional knowledge that may be beneficial to our area.
One of the biggest benefits to our organization is knowing members from other states; that’s a big part of what the Section/District meetings have to offer (i.e. Knowledge Share / Experience).
How does our District compare to other Districts in terms of attendance?
Response: Different Districts are set up differently; Midwestern District suffers from the fact that it’s harder for local members to get to meeting geographically speaking. As far as finances go, the District meetings do very well.
ITE tries to reach out internationally, but there hasn’t been a lot of travel to other areas in the last few years.
Some Districts have more than one District President; it’s based on membership numbers.
When leadership at the District level sends out something like a call for awards, they send it to the Section and Chapter leadership to then distribute to their members. Doing this means that the local members don’t ever hear anything from leadership at the higher divisions. That lends itself to the disconnect felt towards District leadership.

In the next stage of the planning retreat, the group covered several items and talked about the overall implications of the various ideas mentioned previously. The purpose of the planning retreat in general is to review the objectives of the organization as a whole and then delve into the specific ways that it is currently addressing (or not addressing) said objectives. To begin this process, specific questions were raised within the framework of OCITE’s organizational purpose. These questions and the subsequent discussions are summarized below.

What is our purpose? Why do we exist?
- To provide connections.
- We’re the “go-to” transportation organization in the area.
- To share knowledge with each other.
- To be an extension of ITE.

Why do we do what we do?
- To become better at our profession.
- For public service (enhance our service to the public / provide better solutions).
Marketing / exposure for private sector.

What makes us unique?
- We are more social / more active (golf tournament, bowling tournament, etc.).
- We focus on transportation.

What’s our organization’s mojo / spirit / energy?
- We have strong connections (smaller community).
- We can rely on one another (there’s accessibility).
- It’s meaningful.
- We’re a young organization with younger membership (we’ve done a good job of being more relevant to younger professionals).

Who do we serve?
- The City of Springfield is heavily involved.
- The Greene County Highway Department.
- The Ozarks Transportation Organization (OTO).
- City Utilities (CU) Transit.
- Other municipal agencies (Branson, Ozark, Joplin, Republic, etc.).
- There is not much MoDOT involvement, though there used to be.
- We need more private sector involvement.
- We don’t have a lot of vendors involved in the area.
- We serve engineers, planners and students!
- The comment was made that value needs to be shown. It offsets the time and money involved in investing in the organization. Can we do better with reduced cost to expand our reach? What is the actual population draw that you could get in an area with a smaller population?
- We have to show other professionals (planners, designers, etc.) what we do since the name (OCITE) doesn’t tell them that.
Who do our “competitors” serve?

- APWA (vendors, engineers, city agencies, municipal agencies, Greene County Highway Department, students).
- APA (MoDOT, OTO, planners, students).
- MSPE (vendors, engineers, private sector, students).

As a side note, members agreed that an end of the year OCITE retreat could be beneficial to determine what the board did well or could do better the following year (this could serve in the development of an implementation plan). Because of the need for additional time and a location for meeting, the board discussed the possibility of adding a line item to the budget for strategic planning.
SWOT Analysis

In addition to organizational purpose, the retreat also provided a chance to perform a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis. The ideas relayed during this part of the session are shown below.

✔ Strengths
- We serve a niche (in transportation engineering).
- We’re organized and established (sustainable/stable).
- We’re flexible with diverse engagement opportunities (food drive, Ozarks Food Harvest volunteering, bowling tournament, technical conference).
- Our people/our members.
- We’re effective with student outreach.
- We provide an introductory leadership role.
- We provide accessibility to locals that would be more difficult if only available through a professional transportation organization.
- Our low cost.
- Our involvement with older generations and engaging them in the organization through advisory boards.

✔ Weaknesses
- Some struggle to see the value of the organization as it is difficult getting some agencies to attend and many members of ITE and OCITE aren’t involved in the chapter itself.
- Sometimes the board struggles to come up with interesting topics for the business meetings. It may be beneficial to look to MOVITE for suggestions or look to other topics such as maintenance, planning, technical engineering, tax/funding, policy, etc. Perhaps there should be an item in the OCITE budget to bring out-of-town speakers to our meetings.
- Technical Seminar isn’t as technical as it could be and can often be too general. It may be beneficial to try roundtable discussions as opposed to the standard presentation style.
- Our focus has been local and we need to find more opportunities to engage and serve the Rolla students.
- We need a focus on continued education for engineers.
- We need to serve the OCITE Area better.
- Communication needs to be improved and we need to advertise ourselves better.
- We don’t engage our membership. We’ll want to conduct a survey to the membership on how we’re doing as an organization.
- We should provide advance notice for meetings by sending out invites at the beginning of the year or creating an OCITE calendar that professionals can subscribe to so they are notified of business meeting dates.
Many don’t know if they are members or not.
Many want to know what the value of being a member is, especially at the international level.
We need a membership tie to ITE.
We lose and gain members each year instead of seeing gradual growth.
We compete with other organizations for membership. There is limited time for professionals to be involved in multiple organizations.
Paying for membership is hard to track. Membership dues are rarely paid on time.
Lunch payment variation between $12 and $14 is difficult for the treasurer to decide which to charge is someone has stated they will pay dues, but has yet to pay.

Opportunities

- Conduct proactive member visits on an annual basis. Two members of the board will sit down with select members to say we value their membership, say thanks, ask for more engagement, and ask how we can do better. Identify a small number of members annually to visit each year.
- Involve (and provide more for) consultants/private companies like Prime Trucking, BNSF, Kraft, or general contractors with engineers on staff.
- Increase membership reach. Find ITE resources for getting additional members.
- OCITE provides leadership opportunities.
- Create New Member packets? Also create membership packets for each existing member. Create an OCITE brochure with info about the organization for distribution.
- Provide a membership fee option that includes all lunches which would increase attendance if the member has already paid for a meal.
- We could provide more benefit to speakers. Our website could have a record of past speakers at events to market the meetings.
- We could create “Sponsorship levels” with year-long sponsorships, special events, and/or conferences.
We need to sell OCITE every day!
We should invest in an accounting system for finances and a communication system.
We should include an option with certain criteria for lifetime memberships for some of the older members. It would be beneficial to set up a mentorship program between retirees and students.
We need to communicate our Strategic Plan to MOVITE/ITE.
We should develop a checklist with specific responsibilities for each board member to eliminate confusion.
We need to determine the ITE officials that can be reached for correspondence.
We need a speaker to discuss the structure of OCITE and ITE with the group.
We should involve the Arkansas chapter of ITE into our organization.

Finally, after a thorough assessment of the organization from a strategic perspective, the group could now move on to analyzing what OCITE’s operational vision and goals should be for the coming years. The vision for OCITE was discussed first. Knowing what we as a group should strive for helped to formulate the groundwork for the creation of strategic goals. In general, board and former presidents of the board all agreed that OCITE should endeavor to align with the following principles:

- **Vision**
  - Gain greater geographic reach through the involvement of the Joplin and Branson areas.
  - Diversify variation of members through geographic factors instead of just between public and private participation as board members and chapter members.
  - Reevaluate the Strategic Plan every 5 years.
  - Grow and partner with a variety of professionals, focus on geographic involvement, provide joint sponsorships of tech seminars and other organizations.
  - Expand our technical conference into a Transportation Infrastructure Conference and partner with APA, APWA, and MSPE.
The creation of a strategic plan involves a detailed logistical analysis of the organization. This is intended to help guide future decision-making and encourage communication with respect to the progress of achieving a series of goals. These goals often emerge during discussions concerning the organization’s past successes, potential challenges and future opportunities. As OCITE moves forward, the continued effectiveness and relevancy of said goals should be evaluated based on their performance on a regular basis (every five years based on board discussions) to encourage board accountability. Goals should also be discussed at the end of every year to determine what can be improved upon the following year.

The goals developed during the strategic planning retreat were discussed at length before they were eventually accepted by the OCITE Board. Each goal addressed a specific area of growth for the organization and a direction towards achieving them. These goals are summarized below.

1. **Interface** with other organizations in the area. Form **strategic partnerships**.

2. **Diversity** in organizational collaboration with others and in geographic involvement. Need better program development (different types of speakers).

3. **Membership engagement** (TO members and FROM members): – compile survey/get feedback. We need better idea generation for new board members. (It would probably be beneficial to establish committees to help better our geographic reach. We could have someone from freight, supply-chain, maintenance, etc. to represent those entities). We could also create a student committee to strategize about getting info to students.

4. **Communication**: We should shift to a more proactive approach. We need a social media presence and updates to other communication venues. Social media could be its own committee. It probably comes down to assignment. Social media should probably be the responsibility of the board and not a committee. This goal should also include a streamlined communication between OCITE and parent organizations.

5. **Growth**: Set incentives to bring others (discount a lunch if you bring a guest?). Set goal to grow from 80ish members to 125ish.

6. **Leadership Expectations**: Develop a better understanding of OCITE board member roles. Create a checklist for each role, find ways to better educate new board members and create a new board member “packet.” The group also voiced the importance of more board meetings and more communication. Everyone agreed that it would be beneficial to meet the morning of the December business meeting to discuss our direction and actual implementation of the strategic plan itself.

7. **Review Financial Stability** of the organization. Conduct a more detailed review of chapter meetings, sponsorships, technical conference, membership costs and organizational contributions as we grow. Review each of the items we spend money on each year and then look at what we want to invest in for
the future. From there, a “financial investment plan” can be drafted. The next budget could include an item for board member involvement in higher level ITE functions (travel, etc.). This could encourage more participation from our board.

8. **Student engagement**: Improve our outreach to students in the OCITE area. We could possibly provide scholarships twice a year (each semester?). Could try to develop a professional night to engage students better. We could award the student scholarship at the student poster competition. We could engage GoCAPS. Might also look into expanding our reach to high schools and other universities besides Missouri State University. The survey to the membership could include questions about how membership wants to expand student engagement.

Following the discussion of identifying strategic goals, each attendee at the retreat was asked to place four (4) stickers (each representing a vote) on the board next to the goal(s) they thought ranked of highest importance. **Table 1** illustrates the number of stickers each goal received, thus ranking their overall importance to the group.

To further engage current and former board leadership, each participant selected one or two goals that they would attempt to foster and develop in the coming years. The information was noted and the volunteers for each goal are shown in **Table 1** below. These goals should be updated on a five year basis to ensure that they still align with the organizational vision (which should encapsulate the voice of the membership). When the goals are re-evaluated, new volunteers should take part in supporting one or two of the goals. This allows each volunteer to focus their efforts in a way that can help expand the reach and effectiveness of our organization. These volunteers need not be limited to the board of direction.
<table>
<thead>
<tr>
<th>Goal</th>
<th># of votes received</th>
<th>Implementation Volunteer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Membership Engagement</td>
<td>9</td>
<td>Andy Thomason / Andrew Flippin</td>
</tr>
<tr>
<td>2. Student Engagement</td>
<td>8</td>
<td>Dane Seiler / Martin Gugel</td>
</tr>
<tr>
<td>3. Interface / Strategic Partnership</td>
<td>6</td>
<td>Frank Miller / Andy Thomason</td>
</tr>
<tr>
<td>4. Diversity</td>
<td>5</td>
<td>Tom Dancey / Steve Prange</td>
</tr>
<tr>
<td>5. Leadership Expectations</td>
<td>5</td>
<td>Paula Brookshire / Eric Claussen</td>
</tr>
<tr>
<td>6. Growth</td>
<td>4</td>
<td>Jonathan Staats</td>
</tr>
<tr>
<td>7. Review Financial Sustainability</td>
<td>4</td>
<td>Frank Miller / Andrew Flippin</td>
</tr>
<tr>
<td>8. Communication</td>
<td>3</td>
<td>Andrew Flippin / Jennifer Thomas</td>
</tr>
</tbody>
</table>

Strategic Planning Retreat Attendees included: Steve Prange (CMT), Jonathan Staats (CJW), Dane Seiler (CJW), Martin Gugel (City of Springfield), Eric Claussen (City of Springfield), Tom Dancey (City of Springfield), Andrew Flippin (City of Springfield), Paula Brookshire (City of Springfield), Jennifer Thomas (Trekk) and Andy Thomason (OTO).

**Key Takeaways from board discussion:**

- OCITE should consider how it will adapt to the possibility of becoming a Section
- Focusing on transportation is what makes us unique
- OCITE needs to attempt to better serve area vendors
- OCITE offers diverse, flexible engagement opportunities
- Conducting proactive member visits could be beneficial
- OCITE could create more engagement by creating new member “packets”
- The Chapter could improve by partnering with other agencies (e.g. MSPE, APA, APWA)
After developing a series of strategic goals, an action plan was created to help guide future implementation updates for the organization.

The OCITE Board of Direction has identified twenty-one actions that will help OCITE pursue the goals outlined in this Strategic Plan. These actions have been prioritized based on importance and feasibility. Progress towards completing these actions should be reviewed with the general membership on an annual basis.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Engagement</td>
<td>• Conduct Bi-Annual Member Survey</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Develop Additional Membership Materials</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Conduct Regional Outreach</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Provide Enhanced Professional Development Programs</td>
<td>High</td>
</tr>
<tr>
<td>Student Engagement</td>
<td>• Create and Implement Student Engagement Plan</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Expand Scholarship Opportunities</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Increase Funding for Student Projects</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Increase Educational Materials Available to Students</td>
<td>Medium</td>
</tr>
<tr>
<td>Interface / Strategic Partnership</td>
<td>• Foster Existing Partnership with the APA</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Host Annual Social Event with Local Engineering Groups</td>
<td>Low</td>
</tr>
<tr>
<td>Diversity</td>
<td>• Invite Broad Range of Speakers to Business Meetings</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Engage with multi-discipline professionals for membership</td>
<td>Medium</td>
</tr>
<tr>
<td>Leadership Expectations</td>
<td>• Create Board Member Packets</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Conduct Annual Review of Strategic Plan with Membership</td>
<td>Low</td>
</tr>
<tr>
<td>Growth</td>
<td>• Conduct Proactive Existing and Potential Member Visits</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Increase Outreach to Inactive Members</td>
<td>Medium</td>
</tr>
<tr>
<td>Review Financial Sustainability</td>
<td>• Create Financial Investment Plan</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Review Effectiveness of Expenditures</td>
<td>Low</td>
</tr>
<tr>
<td>Communication</td>
<td>• Increase OCITE’s Presence on Social Media</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Increase Outreach to Inactive Members</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Improve Communication Between ITE and Membership</td>
<td>High</td>
</tr>
</tbody>
</table>
In early 2018, the Institute of Transportation Engineers began an initiative to determine how the parent organization could better connect with its Sections, Districts and Chapters. The initiative (referred to as the “ONE ITE Task Force”) was created to develop a singular ITE experience that provided enhanced continuity throughout the entire organization. It was determined that this could be better accomplished through improving communication with members, closer coordination with District/Section/Chapter leadership and enhanced products and services.

ITE leadership realized that the organization needed to have an established “brand” to protect ITE’s long-term viability.

Some of the proposed changes include new definitions (and restructuring) for Districts/Sections/Chapters, a new global dues structure and an Institute Affiliate Transition Plan.

This transition plan focused on many different elements of ITE’s brand, but the primary impact on OCITE (due to its size) will be the (highly encouraged) transition from Chapter to Section.

Membership fee structure will also be impacted as a result of the initiative.

OCITE will need to remain up-to-date on these changes as they progress. The changes that occur at the international level and their impacts should be taken into account when reviewing the strategic plan in future years.
As part of the planning process and to initiate a call for feedback from the chapter, the board distributed a survey to the membership through email that began on March 8th, 2018 and was open until April 9th, 2018. Because the board decided to pursue the formation of a strategic plan, the purpose of the survey was to gauge how membership felt about the future of the organization and their vision for the next several years. The questions asked in the survey were specifically designed to foster wide-ranging feedback that could be introduced into the strategic plan and useful for existing and future board leadership. The questions asked and their responses are shown below.

*When asked what you value most about OCITE, members said:*

- Networking (37.5%)
- Technical Training/Continuing Education (16.67%)
- Local Contacts/ Interactions with Professionals (16.67%)
- Relevant presentations to area (4.17%)
- Exposure (4.17%)
- Resources (4.17%)
- Sharing of knowledge (4.17%)
- Relationships (4.17%)
- PDHs (4.17%)
- Social Activities (4.17%)
When asked how OCITE can better serve the organization’s purpose:

1. Provide info on ITE and MOVITE activities (11.76%)
2. Provide technical training on HCM, MUTCD, and Traffic Engineering (11.76%)
3. Provide interesting speakers (11.76%)
4. Knowledge of major changes in specs, laws (5.88%)
5. Grow (5.88%)
6. Keep it up! (5.88%)
7. Extend ITE mission & vision to OCITE members (5.88%)
8. Stay relevant with issues of the day (5.88%)
9. More events (5.88%)
10. Provide more new industry technology presentations (5.88%)
11. Add sponsors to the website (5.88%)
12. Offer more at business meetings (5.88%)
13. Attract new members (5.88%)
14. Work with local agencies (5.88%)
When asked what OCITE does well, members said:

Consistent schedule of meetings/activities (22.58%)

Annual Technical Seminar (12.90%)  Providing PDHs (9.68%)
Communication to its members (9.68%)  Job announcements (6.45%)
Networking (3.23%)  Low cost (3.23%)
Membership engagement (3.23%)

Engaging young professionals in becoming leaders via being on OCITE board (3.23%)

Keeping it to transportation (3.23%)  Planning (3.23%)
Scholarship fund (3.23%)  Provides relevant presentations (3.23%)
Providing social activities (3.23%)  Entertainment (3.23%)
Large # of civil engineering members (3.23%)  Recognizing achievement (3.23%)
When asked what existing activities/events/mechanisms OCITE should strive to provide, members said:

- Technical seminars (dual tracks for more speaker opportunities) (15.38%)
- Presentations (more unique speakers) (15.38%)
- Speaker topics (7.69%)
- PDH lunches (7.69%)
- Social activities between business meetings (7.69%)
- Coordinate meetings with other engineering organizations (7.69%)
- Keep members up to date with ITE (7.69%)
- Increase MSU involvement (7.69%)
- Website (7.69%)
- Add a family friendly event (7.69%)
- All of them (7.69%)
When asked how OCITE can better serve its membership, students, and community, members said:

- Coordination with other chapters (14.29%)
- Provide more ITE Webinars (14.29%)
- Additional community service events (14.29%)
- Coordination with MS&T (7.14%)
- How easy OCITE could grow (7.14%)
- Engineering Week (7.14%)
- Local training (7.14%)
- More in-depth Technical Seminar (7.14%)
- Providing more benefit to existing members and bringing in new ones (7.14%)
- Better recognition of students (7.14%)
### Member Survey Results

**Rank Goals as established by the board at the Strategic Planning Retreat (1 being lowest, 8 being highest):**

<table>
<thead>
<tr>
<th>Organizational Goal</th>
<th>Membership Ranking from Survey</th>
<th>Ranking from Board of Direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity in profession of members</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Membership engagement</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Interface / Strategic Partnerships with other organizations</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Student Engagement</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Leadership Expectations</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Growth</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Review Financial Sustainability</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Communication</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Interestingly, the membership placed high importance on achieving a greater diversity in the profession of our members, whereas the board did not rank it as high in the list. Also, student engagement was ranked highly by the board but lower by the membership.

In general, both the strategic planning retreat and the membership survey results assigned a heavier weight to the goals that related to membership. Ultimately, the reason for goal creation is to generate thought about what the organization should value moving forward.
When asked if people would be interested in becoming a board or committee member:

3 answered YES
10 answered NO

When asked to rate OCITE as an organization (5 being the best):

42.86% said 5
50.00% said 4
7.14% said 3
When asked about the vision for the organization in the next 5 years:

- Maintain a position as the leading “Go-to" networking (engineering) organization in the greater Springfield area (9.52%)
- Engage young professionals and get them involved at any level (9.52%)
- More training opportunities (9.52%)
- Grow membership/ double our size (9.52%)
- Provide more scholarships (4.76%)
- Create more opportunities for students through more memberships (4.76%)
- Expand membership through better topics and activities (4.76%)
- Better engage non-professionals such as technicians and planners (4.76%)
- Promote advocacy for funding and safety with the ITE advocacy committee as the leader (4.76%)
- More involvement (4.76%)
- Branch out to more than just transportation engineers (4.76%)
- Focus on transportation rather than just traffic (4.76%)
- Grow financially (4.76%)
- Acquire a greater reach (4.76%)
- Get participation from more professions (4.76%)
- Help transportation professionals/ organizations better understand the edges of their work (4.76%)

Based on the results from the survey, it can be reasonably determined that the current membership values speaker topics, continuing education, membership diversity and consistency very highly. These key points specifically address multiple areas of strategic growth that were discussed at the OCITE planning retreat.
Throughout the development of the strategic plan, numerous ideas and suggestions were discussed. One of the most notable takeaways from the formation of this plan was the realization that the organization can and should operate with a clearer vision to aide in the planning and execution of OCITE’s activities. This should be a central theme to every group of board members who accept the responsibility to serve as leaders for the betterment of our organization and community.

The board was very pleased with the participation of its members in providing valuable feedback to help validate the discussions at the planning retreat. The vast majority of members indicated that they were pleased with the operations of the organization, while still providing numerous suggestions that might add greater value. They also shared ideas for where they felt the chapter should be in the future.

Many of the same ideas that appeared on the membership survey came up during the planning retreat and helped guide the formation of OCITE’s new strategic planning goals. This was another confirmation that the membership and the board had a similar understanding of what OCITE should be working on to improve.

In summation, every year OCITE should return to the goals outlined in this document to better inform decision-making, strategic growth, membership expectations and alignment with our parent organization.

The plan should be revisited yearly, but a new strategic plan should be implemented every five years. It is recommended that the board meet together annually, discuss the chapter’s progress and possible next steps for the organization. Meeting minutes should be recorded and documented in the next update to the plan.