

CUTR STRATEGIC PLAN

DRAFT FOR DISCUSSION AT THE NOVEMBER 2, 2015 CUTR ADVISORY
BOARD MEETING

2015 Update

CUTR Strategic Plan

Introduction

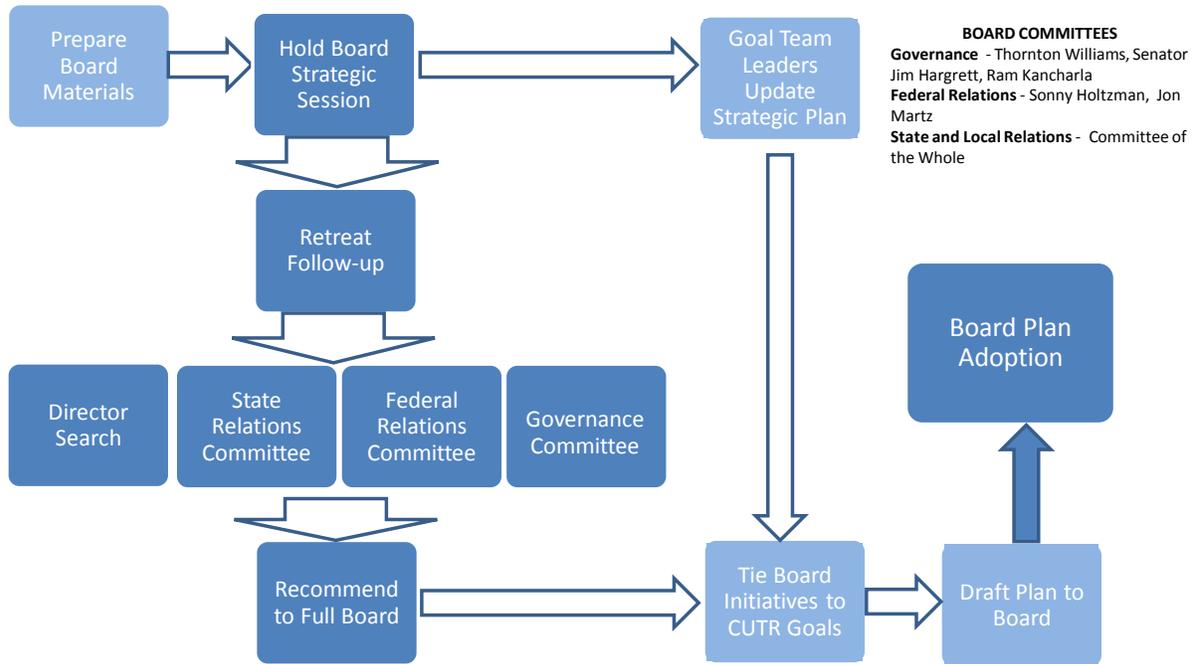
The Center for Urban Transportation Research at the University of South Florida has enjoyed over 25 years of continued success in conducting relevant timely research and analysis for research sponsors at the local, state, and federal levels. In recent years CUTR embarked on a strategic planning initiative that attempted to set a long-term direction for the Center consistent with the strategic direction of the University and the College of Engineering. Revised vision and mission statements and eight strategic goals were developed by CUTR faculty and staff and, ultimately, adopted by the CUTR Advisory Board.

In February 2015, the Advisory Board, with the encouragement of CUTR's new Interim Director, decided it was time for the Board to evolve to a more active, advocacy role. Beginning with a strategic workshop on February 6 and continuing through the publication of this document, the CUTR Advisory Board adopted a set of goals and action items that further supports the mission and goals adopted by the Center. The Board established the following three subcommittees by resolution to undertake the newly established goals and action items:

- **Governance Committee** – Board Members Williams, Hargrett, Kancharla
This group was established in order to, *“1) Develop a legislative measure, in consultation with FDOT, to address a) governance issues, b) a supporting document, and c) a strategy for subsequently taking said measure to the legislature, and 2) Develop a strategy, in consultation with FDOT, for expanded funding for CUTR's independent, applied urban transportation research with the goal of providing better service and continuity to satisfy the investment needs of the State of Florida via a) the legislature, b) Florida Transportation Commission, and c) FDOT.”*
- **Federal Relations Committee** – Board Members Holtzman and Martz
The Federal Relations Committee was created to *“to advocate for continued and expanded federal funding for urban transportation research.”*
- **State and Local Relations Committee** – Entire Advisory Board, Committee of the Whole
This group was formed to *“maintain relations with critical stakeholders and to enhance relations with select entities within the State of Florida.”*

These groups have met and have laid out specific strategies and actions that support CUTR's Mission. This document incorporates the Advisory Board's strategic advice, updates the plan and action items the Board approved a few years ago, and incorporates specific initiatives the Board has decided to undertake moving forward. The process used to incorporate the Board's direction into the CUTR Strategic Plan is illustrated in the diagram below.

CUTR Advisory Board Strategic Plan Process



Vision

CUTR's vision is a long-term focus on "where we want to go" and "who we want to be" and provides a picture of our desired future. We acknowledge that a vision unlinked to a mission and plan to move toward its realization is meaningless. However, coupled with a well-developed set of goals, actions, and ongoing monitoring of progress, a vision allows the organization to move into the future with a clear sense of direction and of purpose.

"CUTR will be the preeminent and internationally recognized catalyst for transportation innovation."

Mission

CUTR's mission clearly and concisely conveys our purpose of being and identifies what we do and why.

"CUTR solves community challenges through transportation research, workforce development, and outreach."

Strategic Goals

Based on stakeholder input, working groups, and Board input, eight strategic areas of emphasis with specific goals were established to support the Center's mission of solving community challenges through transportation research and to move CUTR closer to realizing its vision of being an international catalyst for innovation. The Strategic Goals are presented here and serve as the main organizing points for the Strategic Plan.

- Financially sustain CUTR over the long term
- Deliver "CUTR Edge" products, services, and processes
- Tell the CUTR story more powerfully
- Strengthen and leverage relationships throughout USF
- Build and maximize the capacity of our human resources
- Effectively add other modes of transportation to our customer base
- Display a commitment to our values
- Create and facilitate strategic initiatives between universities

Values

CUTR is guided by a fundamental philosophy based on the following values:

- **Integrity** - We believe uncompromising integrity is indispensable to our mission. We believe we exist to provide for the needs of our internal and external customers and our employees. We believe those needs are best met by relationships characterized by honesty, open communications, trust, and mutual satisfaction. We are accountable to ourselves and others, setting the highest standards of professional and personal behavior, probity, and ethical conduct.
- **Dignity, Respect, Open and Honest Communication** - Every employee and customer is worthy of our personal and professional respect, and we honor that worth through our actions and words. We apply the golden rule of interpersonal relationships with our employees and our customers—we do unto others as we would do unto ourselves. Truth-telling in all communications is our mantra because it is good business and is the proper and noble way to behave. Our organizational bias toward sharing information leads to greater personal and organizational success.
- **Creativity** - We encourage creativity in thought, process, and action. Creativity is our greatest resource that fuels our intelligence and spirit to higher levels of understanding, promotes the conception of new ideas, and stimulates innovative change. Through creativity, we develop versatility in how we conduct business, in our methods of research, and in formulating solutions.
- **Work/Life Balance** - Each of CUTR's students, staff, and faculty strives to enhance a meaningful work environment through the engagement in professional endeavors that improve the general quality of life in an atmosphere where superior achievement is expected, recognized, and rewarded. While committed to excellence in all that we do, an appropriate and healthy work/life balance is encouraged and promoted.
- **Community Service** - We are one small part of a larger community and we influence that community in positive ways. We make it a priority to be engaged and active citizens. We honor charitable contributions and encourage our employees to give back for the betterment of society. We provide the time and resources necessary to fulfill this commitment. We are conscientious stewards of our environmental and financial resources for future generations. We give priority to endeavors that allow reinvestment in these critical and limited resources.
- **Objectivity** - We strive to remain impartial in our work and insist on operating in the most unbiased way possible. We do this regardless of outside pressures. We are willing to

challenge commonly held beliefs and tackle controversial topics through open and honest dialogue. In doing so, we are committed to data integrity, analytical rigor, and thoughtful consideration of all stakeholder views. We believe that our worth is determined by the veracity of our findings.

- **Excellence** - The value of excellence permeates all other organizational values. We believe excellence at CUTR is a commitment to continuous improvement and betterment in all that we do—in the work we produce, in our business processes, in our customer relations, and in the competency of our faculty, staff, and students. We hold ourselves to the highest standards of performance and recognize that for CUTR to be its best, every individual at CUTR must also contribute his or her best—the best of his or her expertise, ability, and willingness to continue to learn and grow.
- **Collaboration** - We seek opportunities to collaborate as a means for bringing unique perspectives, additional skills, and new ideas to improve customer satisfaction and productivity. We see collaboration as a two-way street that should be a catalyst for improvement, spur innovations, and manage the evolution of existing products and services. Whether we are collaborating with colleagues, different colleges or departments on campus, other universities, or consultants, we treat our partners as we expect to be treated: with **Candor. Understanding. Trustworthiness. Respect.**
- **Diversity** - An integral part of who we are and how we operate, the CUTR team is rich in diverse people, talent, and ideas. Our ability to understand, embrace, and operate in a multicultural world—in both the marketplace and workplace—is critical to our sustainability. We support employees in their efforts to excel and reach their full potential and will commit both time and resources to enable them to do so. Our commitment to diversity extends to each employee, customer, business partner, and community in which we live and work.
- **Entrepreneurship** - We are nimble and flexible. We arduously embrace and encourage initiative and ingenuity in our employees. We vigorously seek out emerging areas of interest and stay abreast of new developments in the transportation arena. We value and reward proactive risk-taking and develop a diverse project portfolio evidenced by a resonant client pool. We offer exemplary customer service and strive to be the best investment our clients have made in all senses. Ultimately, we understand that in order to survive we can never rest on our laurels, so we constantly explore collaborative and sustaining work.

Background

The Center for Urban Transportation Research (CUTR), established in 1988 by the Florida State Legislature, is recognized nationally and serves as an important resource for policy makers, transportation professionals, the education system, and the public. With emphasis on developing innovative and implementable solutions to transportation problems, CUTR provides high-quality, objective transportation expertise in the form of technical support, policy analysis, and research support that translates directly into benefits for project sponsors.

A significant factor in CUTR's success and a unique aspect of the Center is the responsiveness resulting from its faculty of full-time employees dedicated to conducting research. The multidisciplinary research staff includes experts in economics, planning, engineering, public policy, and geography who develop comprehensive solutions for all modes of transportation while combining academic and real-world experience.

CUTR now conducts \$15 million in research annually for a variety of public and private sector sponsors in Florida and the United States, including the Florida legislature, the Florida Transportation Commission, and state and local governments, agencies, and organizations. Areas of research include public transportation, transportation planning, intelligent transportation systems (ITS), transportation demand management (TDM), transportation economics and finance, geographic information systems, access management, alternative fuels, and transportation safety.

CUTR houses the National Center for Transit Research (NCTR), designated by the U.S. Congress in 1991 and reaffirmed in 1998, 2002, 2011, and 2013, and the National Bus Rapid Transit Institute (NBRTI), sponsored by the Federal Transit Administration. Through NCTR and NBRTI, CUTR conducts research projects in rapidly growing urban areas to develop innovative, pragmatic approaches that enable public transportation to meet the evolving needs of citizens.

CUTR is currently staffed by 38 faculty researchers, 16 research support members, 11 support staff, and 54 student research assistants. The director's position is currently vacant, and an active national search is underway. An Advisory Board comprised of national and local business and transportation leaders guides the Center and meets quarterly.

Advisory Board

CUTR's Advisory Board is established in the Center's enabling legislation in Chapter 334.065 of the Florida Statutes. The Board currently consists of 12 members from the private and public sectors, namely:

Kimberlee B. DeBosier, Chair

Bayside Engineering, Inc.

Thornton J. Williams, Vice Chair

Williams Law Group, P.A.

Jim Boxold

Secretary, Florida Department of
Transportation

Jon Martz

vRide

Jim Sebesta

Florida Transportation Commission

Senator James T. Hargrett, Jr.

The Hargrett LLC

Joe Waggoner

Tampa Hillsborough Expressway Authority

Ram Kancharla

Port Tampa Bay

Sonny Holtzman

Principal of the Holtzman Group

Ysela Llort

Miami-Dade County

Bob O'Malley

CSX Transportation, Inc

Cissy Proctor

Florida Department of Economic Opportunity

Jonathan Steverson

Secretary, Florida Department of Environmental
Protection

Operating Environment

CUTR is highly dependent on contracts and grants to support itself. USF's contribution to CUTR amounts to less than five percent of its annual contract and grant awards. As a result, the Center has evolved a highly entrepreneurial culture. Senior staff is responsible for maintaining a steady flow of projects to sustain operations and allow the addition of new capabilities. The organization has created a number of administrative innovations that have allowed CUTR to function within the university environment.

CUTR is known for its business-like culture, and its administrative support activities are respected by much of the university. To pay for administrative support, including human resources, computer support, accounting, travel to professional meetings, and overall management, CUTR supplements the Educational and General (E&G) funds received from the university with funds earned through indirect returns and from the modest earnings that sometimes accrue from fixed-price contracts.

Since its inception in 1988, CUTR has accumulated reserves during the early years of the Center when legislative appropriations from the transportation trust fund dramatically exceeded the pace of expenditures due to CUTR's success in securing grant resources. State support was discontinued approximately 20 years ago by the Legislature's desire to direct all transportation trust fund resources to transportation asset investments. The understanding at the time was that additional state resources available through education funding would replace trust fund resources to sustain CUTR.

Due to the scale of operations and the nature of work (diverse clients, many modest-sized grants, and client reporting expectations), CUTR needed in-house grant support positions that could not be handled through university or college administrative resources. Throughout its history, CUTR has remained financially independent by absorbing costs for such items as terminal leave payouts, computers and other technology, grant hard match, employee start-up funding, employee recruiting and relocation, cost overruns, leave payouts and retroactive raises, and other indirect and administrative costs. Almost without exception, these costs have not fallen to the college or university.

In the approximately 17 years since the CUTR building opened, the Center has relied on indirect return, fixed-price rollovers, educational and general funds from the university, and withdrawals from reserves to fund internal grant and educational support functions.

With increasing constraints on available indirect return and E&G funds, CUTR has reached the point where operating fund balances are insufficient to continue supplementing CUTR's administrative support costs. Without a change in the business model, the CUTR operating support budget balance will reach unacceptable levels in the near term.

CUTR Strategic Goals

CUTR's strategic plan is a critical organizational leadership and management tool that will assist the Center in managing complex and ever-changing issues, programs, and customer expectations. The plan will guide allocation of scarce resources (time, talent, and money) to achieve meaningful results.

The development of the plan was participatory. CUTR invited many stakeholders' insights and obtained input from CUTR employees and Advisory Board members, customers, and university stakeholders. The input was valuable in the formulation of the strategic plan.

CUTR commits to implementing this strategic plan knowing that it will require active employee and Advisory Board involvement in order to produce meaningful change for the organization. Implementation of the strategic plan will be dynamic and will be monitored and evaluated regularly, including serving as the basis for presentation and discussion at quarterly Advisory Board meetings.

Goal 1 – Financially sustain CUTR over the long term

The financial sustainability of the Center over the long run will involve deploying several strategies. Increasing the dollar value of research contracts annually and diversification of the CUTR sponsor base are two essential components of achieving this goal. CUTR has developed the interdisciplinary capabilities, expertise, capacity, and responsiveness to carry out its mission in a way that makes the Center unique in many respects from those capabilities assembled on an ad hoc basis from other academic or consultant resources. However, the prospect of sustaining this capacity over time is significantly enhanced if mechanisms are put in place to provide a higher degree of confidence in a sustainable level of activity. Be it a multiyear commitment of state resources, significant multiyear contracts from FDOT, or other mechanisms, the ability of CUTR to retain and attract expertise, and possibly grow, depends on both a business model capable of providing the administrative resources necessary to run the Center and greater assurance that a significant share of its overall work program has multiyear stability.

To this end, the Advisory Board has taken definitive action to address the funding stability issue by passing a resolution and by following through on its charge. At the strategic workshop held on February 2, the Advisory Board adopted the following resolution:

“Form a subcommittee of the Advisory Board purposed to: 1) Develop a legislative measure, in consultation with FDOT, to address a) governance issues, b) a supporting document, and c) a strategy for subsequently taking said measure to the legislature, and 2) Develop a strategy, in consultation with FDOT, for expanded funding for CUTR’s independent, applied transportation research with the goal of providing better service and continuity to satisfy the investment needs of the State of Florida via a) the legislature, b) Florida Transportation Commission, and c) FDOT.”

Strategies & Actions

Develop university and College of Engineering support (Governance Committee chair and CUTR director)

Actions are taking place to gain the support of the university and the college, including discussion with the Dean of the College of Engineering, Dr. Robert Bishop, and others at the university to establish a CUTR financial plan. There has been some investigation of possible relief from and remedies to USF indirect charges/redistributions, E&G annual allocations, and other policies that affect the CUTR bottom line.

Establish FDOT continued and long-term support (Governance Committee and CUTR director)

Discussions with the Secretary of the Florida Department of Transportation will need to take place in order to assess the FDOT position about long-term support for CUTR.

Prepare a budget at the level of \$3 million annually for two years that enumerates strategic state transportation initiatives to be undertaken by CUTR

A proposal has been prepared that lists potential projects and initiatives that would be funded with \$3 million for FY2017 and \$3 million for FY2018. This proposal has been shared with the Advisory Board and can be used as the basis for discussions with state policy makers.

Maintain relations with critical stakeholders and enhance relations with select entities within the state of Florida

Per the Board’s direction, management has requested recommendations from Advisory Board committee members to be assigned as the lead agency contact and to suggest a method of interface. Direction has been given to begin regular meetings with organizations, listed in the following table, and CUTR leadership for dialogue regarding agency needs and CUTR capabilities.

Category	Organization
Current or Recent Sponsor of Research	FDOT
	Florida Transportation Commission
	MPOAC
	Florida Public Transportation Assn.
	Florida Airports Council
	TEAMFL (Members)
High Potential to Sponsor Research	Florida DEO
	Individual Transit Agencies
	Individual MPOs
	Florida Energy Office
	Florida Assn. Counties
Potential to Sponsor Research	Florida League of Cities
	Florida Trucking Assn.
	Florida DEP
	Florida Transportation Builders
	Asphalt Contractors Assn. of Florida
	Florida Ports Council
	Floridians for Better Transportation

Integrate findings and recommendations of CUTR Advisory Board committees

Advisory Board meetings will be restructured to allow sufficient time for discussion of action items from the newly established Governance Committee, State and Local Relations Committee, and Federal Relations Committee. The schedules of the Federal Relations Committee, CUTR director, and NCTR director need to be coordinated with respect to Washington, D.C. trips, including a meeting with the CUTR Federal Relations Committee and the USF federal liaison.

Explore partnership arrangements with private foundations and entities outside of Florida

CUTR management needs to develop a proposed partnership arrangement that complies with USF and DSR guidelines, and to identify private foundations and private entities outside of Florida with an interest in transportation that are amenable to partnering.

Create in-house “revenue centers” to fund non-project strategic goals

CUTR needs to establish Educational Business Activity (EBA) units within CUTR to offset legitimate administrative costs, minimize research overhead rates on non-research projects, and provide fee for services.

Performance Measures

- Value of statewide strategic initiatives
- Administrative/overhead expenses as a share of total expenditures
- Indirect return to USF, COE and CUTR
- Revenue from foundations
- Recurring funds from in-house revenue centers

Goal 2 – Deliver “cutting edge” products, services, and processes

In order to be the preeminent and internationally recognized catalyst for transportation innovation, CUTR needs to continuously improve the research, workforce development, and outreach products and services it produces. The Center must embrace an even more entrepreneurial approach as it moves forward, and avoid complacency and a reliance on doing more of the same work for the same clients. Progress toward this goal can begin by leveraging completed research and previously developed innovative products.

Strategies & Actions

Brand as *CUTR Edge* – taking research beyond the bookshelf

CUTR must determine which products are defined as *CUTR Edge* and actively promote them to targeted conferences/webinars/publications. Every project over past 5 years will be reviewed to identify those that produced a *verifiable best practice* that is replicable, and content will be developed to promote. In addition, a list of patents, patents pending, and licenses should be compiled and a promotion approach developed.

Implement results of breakthrough research with long-range view of revenue generation through improved customer relationships

Target markets for *CUTR Edge* products must be identified, as well as champions and salespeople.

Leverage existing resources and carry out *CUTR Edge* through existing training and technical assistance programs and link to education and training

Existing training programs within CUTR should be identified and matched with research results to leverage those opportunities. Research results should be converted into curriculum/guides to be used by others within CUTR, USF, and elsewhere, and integrated into the new Learning Management System (LMS). Finally, *CUTR Edge* training products need to be promoted through CUTR webcasts, social media, CUTR YouTube channel, etc.

Integrate *CUTR Edge* projects into technical assistance and outreach efforts with emphasis on building and maintaining customer relationships at the individual level

CUTR leadership should investigate the potential to commercialize these products or sell access via the LMS, and brief each FDOT district and transit property on all *CUTR Edge* products.

Support the development of new *CUTR Edge* products

The extent to which this goal can be realized is largely dependent on identifying or redirecting resources. Sufficient resources could support the creation and piloting of the equivalent of Google’s 20 Percent Time, and could also support the pursuit of discretionary and highly competitive funding sources.

Reevaluate and reinvent how we conduct standard studies

The CUTR Management Team and Principle Investigators should critically examine recurring studies and identify value-added aspects and implementation results for potential identification as *CUTR Edge*.

Performance Measures

- Number of patents received
- Value of patents and technologies licensed
- Contact hours per year of participants in workforce development
- Value of contracts related to workforce development programs
- Incorporation of at least one “value added” element to every multiyear/ongoing contract

Goal 3 – Tell the CUTR story more powerfully

Transportation, business, and political leaders from the communities that CUTR serves need to understand clearly what CUTR does and how they benefit from its work. CUTR needs to inform and educate the community and stakeholders concerning the value of CUTR’s assistance in solving community challenges. “Community influencers” should ultimately come to view CUTR as a problem-solving resource. We need to improve our image through public relations, marketing, and promotion of our “flagship initiatives.”

Strategies & Actions

Adopt and incorporate a “brand integration” approach

Formalizing a CUTR branding strategy and tasking the Outreach and Marketing Strategy Committee, listed below, with its development are first steps toward successful implementation of this strategy.

Establish a CUTR Outreach and Marketing Strategy Committee to guide the development of materials and products and direct outreach and marketing activities consistent with CUTR’s Business Plan

Actions supporting the initiative include the establishment of marketing/business development outcome targets and a tracking process, and conducting periodic assessments of marketing/business development progress based on the established targets.

Redouble CUTR engagement with national transportation organizations (e.g., APTA, TRB, AASHTO, ITE, ITS America, and IBTTA)

Actions to support this strategy include increasing membership in national transportation organizations, and actively seeking leadership positions as well as opportunities to serve on panels and deliver presentations and publications.

Establish a structured business portfolio consistent with the strategies identified in CUTR’s Business Plan

Potential support activities could include developing a video presentation of the Center; developing collateral materials that present CUTR’s abilities and services; creating a display kit for use at events and conferences with technology features that provide interactive information exchange; and developing a YouTube video series that demonstrates the array of research and technical activities.

Institute a structured business process for outreach and marketing that is consistent with CUTR’s Business Plan and actively seeks opportunities to share and market our story at local, state, and nationally sponsored events

The strategy can be realized by implementing several initiatives, such as expanding media relationships both within and outside the Tampa Bay region; hosting a series of events that celebrate CUTR; and coordinating with the Florida Transportation Commission and Floridians for Better Transportation.

Develop and implement a robust educational and outreach program for key legislative committees and membership leaders

Meeting with legislative committee staff and scheduling legislative committee briefings are actions to support this strategy.

Identify opportunities to promote CUTR awards dinner

Consider an expansion and enhancement of the CUTR Achievement Award events to include new awards recognizing CUTR's efforts in the Tampa Bay region, humanitarian efforts, new client development, and contract awards.

Performance Measures

- Peer ranking of CUTR among UTCs
- Number and value of scholarships provided from Achievement Award events
- Number of citations in academic and trade publications
- Number of leadership positions in state and national transportation organizations

Goal 4 – Strengthen and leverage relationships throughout USF

With the breadth and diversity of USF’s academic research talent, strengthening these relations will not only provide more comprehensive research for CUTR’s sponsors, but also can ultimately lead to new opportunities for CUTR.

Strategies & Actions

Expand teaming opportunities with others at USF

Identification of potential opportunities to leverage USF faculty in CUTR’s business development plan and an exploration of interest of potential faculty candidates and respective department/college administrations would support this strategy.

Enhance and broaden student engagement in transportation

Specific actions that would support this strategy include further highlighting CUTR student of the year awards and the CUTR student poster competition; funding student travel to TRB; and more formalized and additional student engagement and monitoring.

Participate in the educational mission of USF via teaching faculty, thesis committees, and guest lecturing, and involve appropriate USF faculty and departments in the UTC process

Enhanced involvement of selected USF faculty in the UTC teaming and proposal development process and aggressively identifying potential faculty collaborators and teaming arrangements are two steps that support this strategy.

Spearhead regional symposia on community transportation issues as a way to enhance CUTR’s reputation

This initiative would begin with the identification of potential funding sources and collaborators and lead to the development and marketing of the symposia.

Performance Measures

- Number of proposals submitted as a team with others at USF
- Develop and host one regional symposium on community transportation issues in 2016
- Increase in guest lecturing on the part of CUTR faculty
- Increase graduate students supported by contracts and grants
- Increase number of students engaged in undergraduate research
- Increase USF certificates awarded via University College
- Increase postdoctoral appointees

Goal 5 – Build and maximize the capacity of our human resources

CUTR needs to attract and retain the best and brightest researchers and educators who represent diversity in expertise, ethnic background, and education. CUTR needs a plan and program to ensure the next generation of its leaders is fully equipped to address the organization’s future challenges.

Strategies & Actions

Increase the workforce with a goal to gain research strength

Workforce-related actions that could contribute to enhancing research capability include increasing PhD-level research staff with transportation expertise that CUTR is currently lacking; examining the compensation package and establishing a plan that places CUTR in the top quintile for entry-level faculty researchers at peer transportation research centers; and considering at least two courtesy appointments of retired faculty with distinction based on fellowships, prizes, and awards recognized by the Association of American Universities (AAU), Top American Research Universities (TARU), and National Research Council (NRC).

Maximize the capacity of our current workforce

Identifying the interests and strengths of our current workforce to expand the research scope, establishing a Professional Development Incentive Program capitalized by competitive proposal credits, establishing a clear career path for non-faculty appointed staff, and cultivating an internal formal management development program to train potential program managers will all serve to support this strategy and goal.

Performance Measures

- Percent increase in PhD research staff (including staff from partner universities)
- CUTR entry-level faculty rank in the top quintile of peer transportation research centers
- Percent increase in number of non-USF students with an interest in transportation research that apply for a graduate degree

Goal 6 – Identify the most promising markets to expand CUTR research and develop a business plan

The strategic planning effort raised the issue that CUTR should extend its research, workforce development, and outreach services beyond the Center’s major focus on public transit. CUTR should diversify and serve clients from the rail, freight, and aviation sectors, while ensuring the Advisory Board and staff possess multi-modal experiences and perspectives.

Strategies & Actions

Review the current organizational structure with a focus on improved efficiency, improved effectiveness, and strategic plan implementation

Leadership should assess current research capabilities with input from CUTR faculty and staff, and implement any modifications to the organizational structure to take advantage of new market opportunities identified through work on other strategies that support this goal.

Explore international partnerships and business opportunities

Actions contemplated to implement this strategy include compiling a list of existing partnerships and connections with international research organizations; establishing a formal liaison with one international institution; working with Patel College to identify student projects or contract opportunities; and including two international researchers as members of the editorial board of the Journal of Public Transportation (JPT).

Evaluate markets by mode, geography, training, and technical support

This evaluation could be conducted through the establishment of a CUTR Research Marketing Taskforce that should include, among others, members of the Advisory Board. A business plan would then be developed to compliment the outcomes of all activities undertaken to support this goal.

Develop CUTR in-house proposal capacity/capability

In order to support expanding into new markets, in-house proposal preparation needs must be identified, and capacity as well as capability issues must be addressed.

Performance Measures

- International partnerships
- Cost per proposal
- Diversification of the CUTR portfolio of projects expressed as the volatility of each major funding source (e.g., FDOT, Florida local, Federal, and other) as compared to the weighted average of the component volatilities

Goal 7 – Display a commitment to our values

One way CUTR can accelerate realization of its vision of becoming a preeminent and internationally recognized catalyst for transportation innovation is by ensuring that its actions and behaviors align with the values to which the organization subscribes. Specific measures to ensure employees are living the values should be developed.

Strategies & Actions

Design metrics, strategies, activities, and an overall communication program to emphasize CUTR’s commitment to each of the following values: integrity, dignity, respect, open & honest communication, work/life balance, community service, excellence, objectivity, collaboration, diversity, and entrepreneurship

Actions to support this strategy include the development of metrics and the design and implementation of an overall employee communication program.

Incorporate value acceptance and adherence into ongoing performance measurements

Once the metrics are established, this could include a refinement of the personnel evaluation tools and the quarterly performance measurement reports.

Performance Measures

- Voluntary employee turnover
- CUTR as a place to work score - by faculty, staff and students (CUTR employee survey)
- Accumulative duration of position vacancies (person-months) to total positions
- Career path applications submitted

Goal 8 – Create and facilitate strategic initiatives between universities

CUTR and its research sponsors could benefit from the creation of new bonds between USF/CUTR and other domestic and international institutions of higher learning to identify and pursue opportunities for business collaboration. This outreach could serve as the first step in establishing formal collaborations and thought exchange.

Strategies & Actions

Continue to participate and compete in the University Transportation Centers Program

CUTR senior faculty should continue to hold leadership roles in the Council of University Transportation Centers (CUTC) and the Research, Education, and Training Reauthorization Coalition (RETRC). CUTR also leads the national UTC Consortium and should continue this leadership role. CUTR should consider joining with at least three other national and/or regional UTC applicants in the next round of competition and submit proposals for National and Tier I UTC grants.

Joint efforts with universities and colleges within Florida and outside of Florida

The Center should become more active in the South East UTC Conference and encourage other Florida UTCs to join the (RETRC).

Performance Measures

- Formal partnerships with other universities
- Dollar value of formal partnerships with other universities

Implementation and Monitoring Execution of the Plan

The goals and strategies outlined in this updated plan are ambitious. Some of the actions identified to realize successful support of the goals will require resources well beyond those currently available to CUTR. The plan, in this regard, is not only aspirational but also useful in that it lays out a set of goals, strategies, and actions that those who participated in its development believe will lead to CUTR fulfilling its mission and reaching its vision. Those steps, which are not resource constrained, can be taken and progress on the actions will be monitored. CUTR leadership and the Advisory Board must prioritize dedicating precious resources to these initiatives.

As strategies to create financial sustainability are realized, the Advisory Board and leadership must prioritize those actions as well. In the absence of additional resources, this plan serves to set the tone and to articulate the expectations of the nature of relationships that should be fostered, the partnerships that should be formed, the organizational culture that should be promoted, and the expanded opportunities that require pursuit.

What follows is a detailed matrix of the *Goals* and *Actions* that will be used to monitor CUTR's progress in implementing the strategies detailed in this plan. It will be used by the director and Advisory Board to track issues and performance, and will be used by CUTR leadership.

Goal 1 – Financially sustain CUTR over the long-term		
Strategies	Actions Identified	Status
1.1 Develop university and College of Engineering support (Governance Committee chair and CUTR director)	1.1.1 Meet with Dean Bishop and others at USF to establish a CUTR financial plan 1.1.2 Investigate possible relief from and remedies to USF indirect charges and redistributions, E&G annual allocations, and other policies that affect the CUTR bottom line	
1.2 Establish FDOT continued and long-term support (Governance Committee and CUTR director)	1.2.1 Meet with FDOT secretary to assess position	
1.3 Prepare a budget at the level of \$3 million annually for two years that enumerates strategic state transportation initiatives to be undertaken by CUTR (CUTR director)	1.3.1 List potential projects or initiatives to be funded with \$3 million for FY2017 and \$3 million for FY2018	
1.4 Maintain relations with critical stakeholders and enhance relations with select entities within the state of Florida (Advisory Board members and CUTR director)	1.4.1 Request recommendations from Advisory Board committee members to be assigned as lead agency contact and recommended method of interface 1.4.2 Begin regular meetings with organizations and CUTR leadership for dialogue regarding agency needs and CUTR capabilities	
1.5 Integrate findings and recommendations of CUTR Advisory Board committees	1.5.1 Restructure Advisory Board meetings to allow sufficient time for discussion of action items from newly established committees 1.5.2 Coordinate calendars of Federal Relations Committee, CUTR director, and NCTR director with respect to Washington, D.C. trips 1.5.3 Set a meeting with the CUTR Federal Relations Committee and the USF federal liaison	
1.6 Explore partnership arrangements with private foundations and entities outside of Florida	1.6.1 Develop a proposed partnership arrangement that complies with USF and DSR guidelines 1.6.2 Identify private foundations and entities outside of Florida amenable to partnering	
1.7 Create in-house “profit centers” to fund non-project strategic goals	1.7.1 Establish EBA units within CUTR to offset legitimate administrative costs, minimize research overhead rates on non-research projects, and provide fee for services	

Note: Advisory Board Strategies and Actions are highlighted.

Goal 2 – Deliver “cutting-edge” products, services, and processes		
Strategies	Actions Identified	Status
2.1 Brand as <i>CUTR Edge</i> – taking research beyond the bookshelf	2.1.1 Identify <i>CUTR Edge</i> products and actively promote them to targeted conferences/webinars/publications 2.1.2 Identify projects over past 5 years that produced a <i>verifiable best practice</i> that is replicable, and develop content to promote 2.1.3 Assess positions in marketplace and develop content to promote CUTR-developed software/spreadsheet models 2.1.4 Develop content to promote patents, patents pending, and licenses 2.1.5 Budget time to allow PI or others to market patents, software, and spreadsheets	
2.2 Implement results of breakthrough research with long-range view of revenue generation through improved customer service	2.2.1 Identify target markets for <i>CUTR Edge</i> 2.2.2 Identify CUTR’s connectors, mavens, and salesmen for marketing efforts	
2.3 Leverage existing resources and carry out <i>CUTR Edge</i> through existing training and technical assistance programs and link to education and training	2.3.1 Identify existing training programs within CUTR 2.3.2 Match research results with opportunities for including CUTR training programs 2.3.3 Convert research results into curriculum/guides to be used by others within CUTR, USF, and elsewhere 2.3.4 Integrate content into new Learning Management System (LMS) 2.3.5 Promote <i>CUTR Edge</i> training products – CUTR webcasts, social media, CUTR YouTube channel, etc.	
2.4 Integrate <i>CUTR Edge</i> projects into technical assistance and outreach efforts with emphasis on building and maintaining customer relationships at the individual level	2.4.1 Investigate potential to sell these products or sell access via the LMS 2.4.2 Brief each FDOT district and transit property on all <i>CUTR Edge</i> products 2.4.3 Increase telework opportunities for researchers who live outside Hillsborough County to provide regular face-to-face contact to cross-market <i>CUTR Edge</i> training and technical assistance	

Goal 2 – Deliver “cutting-edge” products, services, and processes (continued)		
Strategies	Actions Identified	Status
2.5 Support the development of new <i>CUTR Edge</i> products	2.5.1 Create and pilot the equivalent of Google’s 20 Percent Time 2.5.2 Support pursuit of discretionary and highly competitive funding sources (e.g., foundations, IDEA program) 2.5.3 Establish a national “Public Transportation Safety Certification Training Program” 2.5.4 Submit at least 2 proposals for “Innovative Public Transportation Workforce Development Program” and other federal programs 2.5.5 Provide matching funds for 2 proposals per year to discretionary funding sources	
2.6 Reevaluate and reinvent how we conduct standard studies (e.g., TDP)	2.6.1 CUTR Management Team and PIs with recurring studies identify value-added aspects and implementation results	

CUTR Strategic Plan

Strategies	Goal 3 – Tell the CUTR story more powerfully Actions Identified	Status
3.1 Incorporate brand integration	3.1.1 Formalize a CUTR branding strategy 3.1.2 Create a CUTR Annual Report	
3.2 Establish a CUTR Outreach and Marketing Strategy Committee to guide the development of materials and products and direct outreach and marketing activities consistent with CUTR’s Business Plan	3.2.1 Establish marketing/business development outcome targets and tracking process 3.2.2 Conduct periodic assessment of marketing/business development progress based on targets	
3.3 Redouble engagement with national transportation organizations (e.g., APTA, TRB, AASHTO, ITE, ITS America, and IBTTA) to gain and share knowledge	3.3.1 Increase memberships in national transportation organizations 3.3.2 Actively seek leadership positions 3.3.3 Explore opportunities to serve on panels and deliver presentations and publications	
3.4 Establish a structured business portfolio consistent with the strategies identified in CUTR’s Business Plan	3.4.1 Develop a video presentation of CUTR 3.4.2 Develop collateral materials presenting CUTR’s abilities and services 3.4.3 Develop a CUTR display kit for use at events and conferences with technology features that provide interactive information exchange 3.4.4 Develop a YouTube video series that demonstrates the array of research and technical activities	
3.5 Institute a structured business process for outreach and marketing that is consistent with CUTR’s Business Plan and actively seeks opportunities to share and market our story at local, state, and nationally sponsored events	3.5.1 Expand media relationships both within and outside the Tampa Bay region 3.5.2 Host a series of events celebrating CUTR 3.5.3 Coordinate with the Florida Transportation Commission and Floridians for Better Transportation 3.5.4 Produce a list of transportation-focused journalists in Tampa 3.5.5 Host a research forum in partnership with Florida-based research programs 3.5.6 Explore more dynamic social media presence	

Note: Advisory Board Strategies and Actions are highlighted.

CUTR Strategic Plan

Goal 3 – Tell the CUTR story more powerfully		
Strategies	Actions Identified	Status
3.6 Develop and implement a robust educational and outreach program for key legislative committees and membership leaders	3.6.1 Meet with legislative committee staff 3.6.2 Schedule legislative committee briefings	
3.6 Identify opportunities to promote CUTR awards dinner	3.6.1 Enhance CUTR Achievement Award events to include new awards recognizing CUTR’s efforts in the Tampa Bay region, humanitarian efforts, new client development, and contract awards	

Note: Advisory Board Strategies and Actions are highlighted.

Goal 4 – Strengthen and leverage relationships throughout USF		
Strategies	Actions Identified	Status
4.1 Expand teaming opportunities with others at USF	4.1.1 Identify potential opportunities to leverage USF faculty in CUTR’s business development plan 4.1.2 Explore interest of potential faculty candidates and respective department/college administrations	
4.2 Enhance and broaden student engagement in transportation	4.2.1 Student of the year awards (Brosch, APTA, STC, NITC, and NCTR) 4.2.2 CUTR student poster competition 4.2.3 Fund student travel to TRB 4.2.4 Map support/overlap – USF/USDOT 4.2.5 Student engagement and mentoring	
4.3 Participate in the educational mission of USF via teaching faculty, thesis committees, and guest lecturing, and involve appropriate USF faculty and departments in the UTC process	4.3.1 Identify potential faculty collaborators and teaming arrangements 4.3.2 Define potential appointment structures and the roles and responsibilities of such faculty in CUTR 4.3.3 Determine feasibility and potential USF/departmental commitments to support such appointments 4.3.4 Involve selected USF faculty in the UTC teaming and proposal development process	
4.4 Spearhead regional symposia on community transportation issues as a way to enhance CUTR’s reputation	4.4.1 Identify potential funding sources and collaborators 4.4.2 Develop and market symposia	

Goal 5 – Build and maximize the capacity of our human resources		
Strategies	Actions Identified	Status
5.1 Increase the workforce with a goal to gain research strength	5.1.1 Increase PhD-level research staff (could be from other universities) with expertise in modalities that CUTR is currently lacking 5.1.2 Increase compensation package that places CUTR in the top quintile for entry-level faculty researchers at peer transportation research centers 5.1.3 Increase the number of non-USF students with an interest in transportation research applying for a graduate degree 5.1.4 Consider at least 2 courtesy appointments of retired faculty with distinction based on fellowships, prizes, and awards recognized by Association of American Universities (AAU), Top American Research Universities (TARU), and National Research Council (NRC)	
5.2 Maximize the capacity of our current workforce	5.2.1 Identify the interests and strengths of our current workforce to expand the research scope without investing in new recruitments 5.2.2 Establish a Professional Development Incentive Program, capitalized by competitive proposal credits 5.2.3 Establish a clear Career Growth Plan for non-faculty appointed staff 5.2.4 Develop an internal formal management development program to train the potential next set of program managers	

CUTR Strategic Plan

Goal 6 – Identify the most promising markets to expand CUTR research and develop a business plan		
Strategies	Actions Identified	Status
6.1 Review the current organizational structure with a focus on improved efficiency, improved effectiveness, and strategic plan implementation	6.1.1 Survey design with input from CUTR faculty and staff 6.1.2 Propose any modifications to structure to take advantage of new market opportunities 6.1.3 Implement new structure (if desired)	
6.2 Explore international partnerships and business opportunities	6.2.1 Compile a list of existing partnerships and connections with international research organizations 6.2.2 Establish formal liaison with Uninorte 6.2.3 Work with Patel College to identify student projects or contract opportunities 6.2.4 Include 2 international researchers as members of the editorial board of the Journal of Public Transportation (JPT)	
6.3 Evaluate markets by mode, geography, training, and technical support	6.3.1 CUTR Research Marketing Taskforce identifies key markets 6.3.2 Develop a business plan	
6.4 Develop CUTR in-house proposal capacity/capability	6.4.1 Define in-house proposal needs 6.4.2 Identify mechanism required to enhance in-house proposal capacity and capability	

Goal 7 – Display a commitment to our values		
Strategies	Actions Identified	Status
7.1 Design metrics, strategies, activities, and an overall communication program to emphasize CUTR’s commitment to each of the following values: integrity, dignity, respect, open & honest communication, work/life balance, community service, excellence, objectivity, collaboration, diversity, and entrepreneurship	7.1.1 Develop metrics, strategies, and activities 7.1.2 Develop and implement overall communication program	
7.2 Develop evaluation recommendations to refine and align annual faculty and staff performance reviews to support and promote CUTR values	7.2.1 Define evaluation recommendations	

Goal 8 – Create and facilitate strategic initiatives between universities		
Strategies	Actions Identified	Status
8.1 University Transportation Centers Program	8.1.1 Continue to lead UTC Consortium 8.1.2 Join with at least 3 other national and/or regional UTC applicants in the next round of competition 8.1.3 Participate in leadership roles in the Council of University Transportation Centers (CUTC) and the Research, Education, and Training Reauthorization Coalition (RETRC) 8.1.4 Submit proposal for National and Tier I UTC grants	
8.2 Joint efforts with university and colleges within Florida and outside of Florida	8.2.1 SE UTC Conference 8.2.2 Encourage other Florida UTCs to join RETRC 8.2.3 UCF UTC	