

## DRAFT

### Chapter 3: TMC Business Planning Process

#### Chapter Purpose and Objectives:

This chapter presents an overview of the steps and processes involved in developing an effective TMC Business Plan, using a few basic scenarios to which planners can relate (or extrapolate) their situation. This chapter discusses participants in the business plan (who are the stakeholders and what are their roles), key decision making processes, where inputs from other planning processes (such as the regional ITS architecture or concept of operations) apply to the TMC Business Plan. It also identifies some of the key decision points and where critical buy-in is needed.

#### Key Messages/Themes:

- Descriptions of the overall process and key steps in TMC business planning, including stakeholder involvement, developing a consensus-based Business Concept, Value Propositions, strategy sets to achieve the Business Concept and realize the Value Propositions, as well as ongoing use of the Business Plan as a management tool.
- Importance of stakeholder involvement and a coordinated stakeholder involvement plan to develop the Business Concept, Value Proposition and ultimately champion the Business Plan to the right decision makers.
- Developing target audience objectives – plan should be structured around how to best sell Business Concept and Value Proposition.

#### Relationship to Other Chapters:

Chapter 3 introduces the process to developing a TMC Business Plan, with greater detail provided on individual steps in subsequent chapters. The reader will gain a ‘big picture’ view of the flow and sequence of key steps, with additional detail and examples to be included in later chapters.

#### Chapter Sections:

- 3.1 Overview of the TMC Business Planning Process
- 3.2 Identifying Stakeholders
- 3.3 The TMC Vision
- 3.4 Defining the TMC Business Concept
- 3.5 Developing the Value Proposition and Measures
- 3.6 Developing Strategy Sets
- 3.7 Developing the Organization and Management Structure
- 3.8 Developing a Financial Plan
- 3.9 Implementing, Updating and Maintaining the Business Plan

### 3.1 Overview of the TMC Business Planning Process

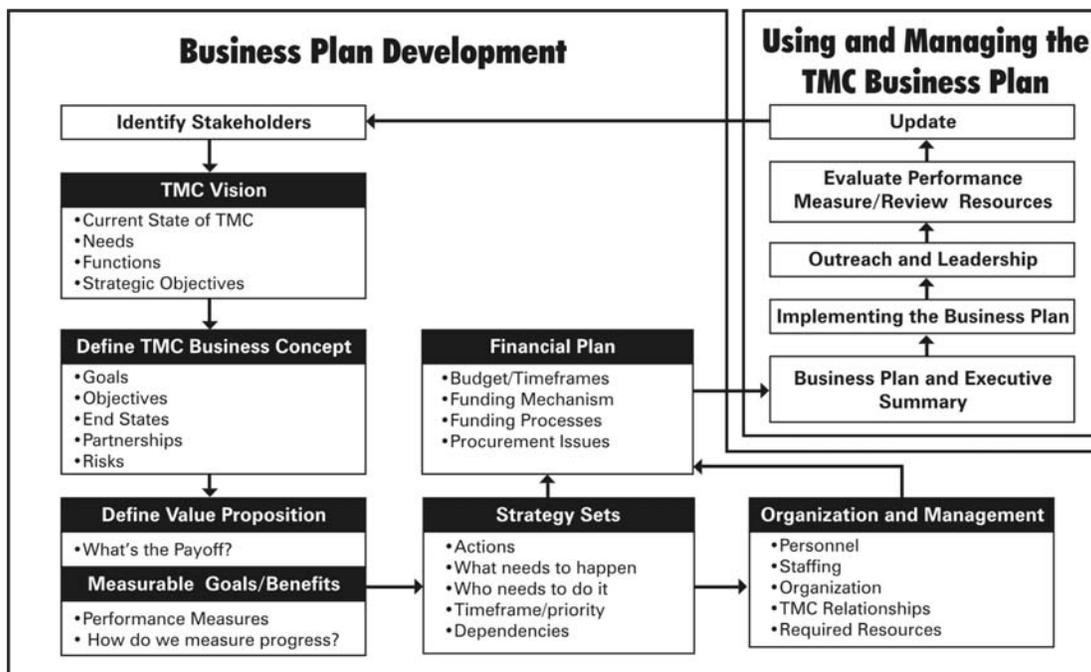
The foundation of the TMC Business Planning process is an effective Business Concept and demonstration of that Concept (in terms of value and benefit) to stakeholders. Legislators, administrators, and ultimately the motorist must be 'sold' the benefits of the TMC, and recognize a return of their investment.

The TMC Business Planning process is comprised of key sequences and steps, as introduced in **Figure 3-1**. As illustrated, the steps are:

- Identifying appropriate stakeholders;
- Developing a TMC Vision;
- Defining the TMC Business Concept;
- Defining a Value Proposition, and consistent with Measurable Goals and Benefits;
- Developing Strategy Sets to achieve the Business Concept, and ultimately, the value proposition;
- Establishing the Organization and Management requirements for the TMC; and
- Developing a Financial Plan with established budgets, schedules, and funding mechanisms.

After Business Plan Development, the Plan must be *Used and Managed*, as well as periodically reviewed for timeliness, priorities or major shifts in operational goals, functions or parameters. The TMC Business Plan is very much a living document, which requires ongoing review of performance against established goals, measures and strategies contained in the TMC Business Plan, and periodically updating or revising the Business Plan. Implementation, Use and Management of the TMC Business Plan encapsulates the following:

- Implementing the Business Plan;
- Providing Outreach and Leadership;
- Evaluate Performance and Review Resources;
- Updating the Business Plan.



**Figure 3-1: Business Plan Steps and Processes**

Each of these steps is reviewed in the following sections, presenting a ‘big picture’ view of the flow and sequence of key steps of the TMC Business Planning process. These concepts are expanded upon subsequent chapters.

### 3.2 Identifying Stakeholders

The first step in the TMC business planning effort begins with a focus on the institutions and people involved. The TMC Business Planning process can be complex because it is so institutionally inclusive. As such, it is extremely important to define the stakeholders as well as the target audiences; in essence, those who need to be involved in developing the TMC Business Plan, those who need to provide input to the Plan, and those who ultimately need to approve, support, or champion the plan and its vision.

Stakeholder identification begins with defining the geographic region served by the TMC. The regions identified in the Regional Architecture development often coincide with a Metropolitan Statistical Area (MSA), or the geographic area of the local Metropolitan Planning Organizations. The region served by the TMC may be synonymous with one of these regions, or it may include just a portion of these regions. Dependent upon the magnitude and scale of the TMC operation, the geographic region may consist of multiple cities, counties, regional districts, a state or even multiple states. Even if the TMC is that of a local city, the service area of the TMC may include multiple cities as the TMC exchanges information with TMCs from other local cities and towns.

Delineation of the TMC geographic service region facilitates pinpointing the key participants who should be included in the TMC Business Planning Process. Participants will include authorities and key decision makers within the DOT, and policy and decision makers from local, regional, and state leadership, as applicable. Participation from the key decision-makers that have the leadership and authority to make TMC activities and plans a funding and regional or institutional priority is essential. It is also essential to reach out to the stakeholders at the operational levels. While these stakeholders might not have authority to make commitments on behalf of their agency in terms of the TMC Business Plan, they provide a logistics based perspective to the TMC Business Planning process. In turn, these stakeholders also can be valuable champions in helping to sell the TMC Business Concept and overall Business Plan to higher authorities within their respective agency or entity.

Some of the key stakeholders can be provided, at least partially, through other planning processes. A Regional ITS Architecture in particular, provides a useful framework for stakeholder identification because of its regional scope as well as its focus on existing and desired functional relationships among entities within a region. The Regional Architecture reaches beyond the transportation community, extending to external stakeholders such as emergency services, public works, information providers, and the media to participate in the process. The functional relationships defined as part of the architecture development process helps to shape the scope of TMC stakeholders for a particular region or state.

The breadth of participants will likely expand beyond transportation, although depending on the maturity level and functionality of the TMC, primary operational stakeholders will typically be transportation oriented. For example, a new city or state TMC is likely to focus on traffic management, traveler information and maintenance/operational needs such as monitoring weather conditions or managing closures. As the TMC matures and new capabilities are added, a more established TMC could be expanding its functions (and interfaces) to include exchanging information with other TMCs or centers, providing operational support to other transportation or public safety functions, and others. As the TMC exchanges information with multiple disciplines and jurisdictions, participants may include state, city, county, regional, transportation, emergency services, public safety, law enforcement, and transit professionals. The role of media, maintenance, IT departments, citizen groups, regional planning organizations, and others should not be overlooked.

### 3.3 The TMC Vision

The TMC Vision exemplifies the 'ideal' or 'desired' state and functionality of the TMC, expressing long-term goals of how the TMC will function, operate, and serve its owning agency as well as partner agencies. An effective Vision is developed by participants in a consensus-based, bottom-up, collaborative process. The TMC Vision is not limited to those activities that are currently being achieved, or can necessarily be achieved in the immediate future, but sets a standard to be achieved over a period of time.

Visioning is an opportunity to bring the various types of stakeholders to the table early in the process, and establishing a forum for a continued dialogue.

Stakeholder needs and priorities factor into the TMC Vision; these needs and priorities will differ from stakeholder to stakeholder. The stakeholder interaction facilitates establishing priorities, and ensuring that the TMC is responsive to stakeholder needs.

It is important to differentiate the TMC Vision from that of the ITS program as a whole. While the TMC Vision is distinctly separate from the visions of other programs and of the Department as a whole, the TMC Vision clearly supports these other visions. Garnering input from other documents and programs including the Regional ITS Architecture, ITS Deployment Plans, and the Concept of Operations will bolster and validate the TMC Vision and will ensure that the TMC Vision effectively supports and meets the needs of overall Department or ITS Program Goals.

Overarching larger agency or regional goals are an important input into the development of the TMC Vision, as these larger agency and regional goals drive the functions of the TMC. As the TMC is an element of the larger traffic management system working in concert with emergency management, the media, and TMCs from other regions, jurisdictions, and agencies, the Visions of these other system members are critical inputs.

*The Utah Department of Transportation established the Final Four Strategic Goals. These include:*

- *Take Care of What we Have*
- *Make the System Work Better*
- *Improve Safety*
- *Increase Capacity*

*These Strategic Goals consists of a subset of focus areas relating to maintenance efforts, traffic management, traveler information, work zone safety, and roadway safety. Supporting the Department's Final Four Strategic Objectives are five focused missions of the UDOT Traffic Management Division, who operates the UDOT Traffic Operations Center. The five missions directly support the higher-level Final Four Strategic Goals of the Department, but are uniquely specific to the Transportation Management Division. These five missions are:*

- *To improve highway safety*
- *To improve the efficiency of Utah's highways,*
- *To provide timely and accurate real-time traffic information,*
- *To facilitate cooperative public and private partnerships that integrate transportation services*
- *To provide customer service directly to the public on the operation of the transportation system.*

**REFERENCE Utah DOT 'Final Four' Strategic Goals**

An agreed-upon TMC Vision lays a framework to develop specific Strategic and Programmatic Objectives. These objectives present a clear directive and basis for the TMC Business Concept and Overall Business Plan by identifying the role of the TMC, its core purpose, functions, and future needs.

### 3.4 Defining TMC Business Concept

Building upon the Vision and Strategic Objectives is the TMC Business Concept that articulates the 'end state' of the TMC. The TMC Business Concept is a description or 'snapshot' of what the TMC does, what it is envisioned to do, the role that it plays within an agency, and the desired roles and functions that the TMC needs to play within an agency and as part of a larger regional traffic management system. The Business Concept is not merely a collection of goals or need statements, rather the Business Concept outlines a comprehensive approach and desired end state, encapsulating how the TMC is envisioned to function, the role it plays within its owning agency/entity and how it supports partner agencies.

Specifically, the TMC Business Concept answers:

- How does the TMC currently function, and how should the TMC function?
- What roles should it serve?
- With what other agencies does the TMC currently interface and in what capacity?
- With what other agencies does it need to interface with to achieve the desired functionality?
- What are the current institutional, technical, and resources barriers that could impede the desired functionality, or end state?

Developing the Business Concept relies on an iterative approach, and an examination of the roles and functions of the TMC at many levels and from several perspectives. Although the Business Concept is largely focused on specific TMC services and functions and how the TMC functions in relationship to other systems and agencies in a given region, it is important for stakeholders to also identify some of the key trends and future end states that could be achieved. Through focused stakeholder outreach and visioning, a consensus on the strategic objectives can be reached. Elements such as functions and services, partnerships, and timeframes factor into the overall TMC Business Concept.

Similar to how private sector entities approach business planning, the TMC Business Concept also needs to balance the vision and desired end state with key risks and dependencies – in other words, what are the 'make or break' aspects that need to be considered in the overall Business Plan? Are there key partnerships that, if not secured, will impact evolution of the TMC? Are there some significant funding needs that are dependent on legislation passing (either federal or local) or on partners contributing to operational funding needs? Are there staff resources that will be needed, but the agency is currently facing restrictions in terms of hiring new or additional resources?

These dependencies must be identified, and articulated within the Business Concept. Dependencies also can be in the form of risks; private sector business plans document risks so that stakeholders, shareholders, and investors can make informed decisions about potential or known impacts. Dependencies must be documented so that critical path items can be identified, and stakeholders will be aware of key elements that influence the Business Concept as well as some of the key strategies to be developed later in the Business Planning process. Dependencies could include:

- Facilities;
- Technology;
- Partnerships (existing or future);
- Leadership and organization structure;
- Funding (amounts, schedules for fiscal programming);
- Personnel and Staffing Resources (including numbers and types of staff);
- Project implementations/timeframes; and
- Legislation.

Chapter 5 of this Handbook focuses on how to develop and define a Business Concept, including engaging stakeholders, visioning and outlining strategic objectives, as well as provides applicable examples of Business Concepts from the private sector and public agencies. Risks and dependencies, and how to identify and articulate them, also are discussed in that chapter.

### **3.5 Developing the Value Proposition and Measures**

The value proposition is a case made (and tailored to each participating agency) to define the expected value of the TMC to the missions of each of the participating agencies and key stakeholders. The value proposition reflects not only a set of overall “good” objectives for regional transportation, but effectively addresses specific value from the stakeholder point of view, especially when particular agencies have core missions that extend outside of transportation management.

Value proposition is a thorough and objective statement of the various benefits (or value) expected to accrue to TMC stakeholders. The value proposition defines value in measurable terms from the point of view of all stakeholders that are expected to invest resources, operational attention, or political support in the TMC, establishing performance expectations and accountability for the TMC. The purpose of the value proposition is not to “sell” the TMC, but to provide a basis for a realistic plan and performance measures, and for stakeholders to rationalize appropriate support for the TMC. The payoff should incorporate stakeholder values, and requires objective, real-world data, credible analysis, and a practical measurement approach in addition to more subjective measures, such as program milestones.

The value proposition is developed through direct stakeholder participation in defining their values in terms of transportation management. The relationship between TMC Vision and Objectives, and stakeholder benefits should be logical,

and conservatively derived. Relevant facts and statistics on the “status quo” should be clearly established and agreed upon by the stakeholders. Safety statistics, traffic efficiency, and incident response patterns are key baseline data, but there are several other factors that impact a sound value proposition. Research of regional transportation economics and productivity issues provide potential benefits baseline for some stakeholders. A credible projection of measurable transportation outcomes in safety, response, and efficiency are needed to base value. Finally, display and communication of the value proposition needs to be simply delivered and understood.

The value proposition establishes the basis for performance measurement. Performance measures and monitoring is required to chart the progress toward achieving the anticipated benefits quantified by the value proposition. Benchmarks measure progress toward the goals. Performance measures serve to identify problems within the program so that they can be corrected and the value proposition realized.

Chapter 6 of this handbook focuses on how to define and tailor value propositions, as well as how performance measuring and monitoring factors into the value proposition process.

### **3.6 Developing Strategy Sets**

Articulating the TMC Vision in terms of needs, objectives, and Value Proposition serves those developing the Business Plan to outline specific strategies directed toward end results. Strategy Sets are actions and directions that lead to the end results, and provide the basis for the overall ‘form and function’ of the TMC Business Plan. Strategies need to be developed and articulated as specific actions and outcomes so that decision makers have a succinct understanding of overall objectives and how the end states of the Business Concept, and ultimately the Value Proposition, can be realized. Organizing the strategies into a modular, phased approach provides a definitive direction to the TMC Business Plan.

The modular and structured phasing of the strategies begins with their prioritization. High priority items that need to be addressed in the TMC Business Plan are identified through stakeholder input and visioning. The high priority items should show a direct correlation with the Value Proposition previously discussed, yielding the ‘payoff’ as viewed by the stakeholders. Grouping strategies, either by functional category, institutional relationship or timeframe, will help to provide a more modular framework for articulating the specific actions that need to be taken.

Action items associated with each Strategy Set define the specific elements, tasks, and projects that need to happen in order to support the Value Proposition and Business Concept. The assignment of responsibility and timeframes to actions provide context as to what needs to happen, and by who is essential to their success.

*DEVELOP GRAPHIC: Flow chart showing linear relationship of goal, business concept element, value proposition and corresponding strategy set.*

Defining near-term and longer-term actions to achieving the strategic goals defined by stakeholders will allow the Business Plan to outline identify the required resources, including facilities, staffing, partnering, budget, technical requirements needed to implement the strategy. Strategy Sets should include a description of the facilities, staffing, partnering, budget, and technical requirements needed to implement the needed strategies.

Chapter 7 provides examples of strategy sets within the context of a TMC Business Plan, and walks through the process of mapping strategic objectives, needs and value proposition requirements into specific strategies, as well as the role of dependencies within the strategy development process.

### **3.7 Developing the Organization and Management Structure**

A planned organization and management approach is much more than an organizational chart. TMC scale, functional focus, range of activities, agency authority, and agency missions influence the organizational approach and design in predictable ways.

First, the number and types of agencies participating in the TMC and the overall jurisdictional or geographic scale, may determine the composition of staffing, budget, functional design, and decision-making and coordination provisions. The jurisdictional scale may range from a single agency to a multi-agency program.

As an example of how the jurisdictional scale impacts the organization and management structure, a multi-state or multi-county agency (e.g. two state DOTs in an urban region) with similar but distinct missions and policies may require special coordination or decision-making provisions, and involve more “dotted lines”. Statewide organizations that provide operational control across the entire state encompassing rural and urban areas may require provision for separate regional focus in some functions to assure appropriate attention and response across the system. Finally, corridor-focused organizations with many stakeholders might need a functional organization with strict operational “rules” to be viable. Strong legislated accountability for some functions may mean that defined agency-line-of-authority (“stovepipe”) structures will have to be accepted for some functions.

Another significant input into the organization and management structure is the range of primary services provided. Traveler information services, as an example, usually call for a functional approach to TMC organization and management, e.g., information collection, data management, content management and synthesis, communications or dissemination.

Equally, transportation operations or systems management services may combine functional structures, coordination features, and a decision model for priority decisions. Finally, incident management response functions require special organizational consideration and processes, as they usually trigger an

initial organizational response (triage) structure, evolving to incident-specific response teams or coordination activities.

Ultimately, the organizational design is largely driven by the decision-making authority of the TMC. The level of decision-making authority may range from little or no operational authority to the full control of transportation management decisions. This could also extend to entities outside of the TMC (for example, does the TMC provide operational support for other TMCs, either within the agency's jurisdiction or for partner agencies?). If little or no operational authority is needed at the TMC, a functional management organization with established procedures and processes is suitable. Organization and management structure may be satisfied by means of a simple point of contact structure through which information can be accessed and disseminated, coupled by a content manager for web facilities, data reports, etc.

At the highest level, where partial or full control of transportation management decisions resides at the TMC, a multi-agency organization structure necessitates the incorporation of formal decision models, e.g. steering committees, leadership teams, charters, and voting and consensus rules.

As the decision-making authority of the TMC increases, the organization and management structure becomes more rigid with additional external controls and interfaces. For TMCs coordinating resource or application controls, limited responsibility could be vested, typically augmented by external decision-makers. The design of an organization and management structure should consider the ownership and control of the TMC. Typically, this typically falls to the primary operating (and funding) agency. As a practical matter, in these cases the agency's organization structure and lines of authority have a strong influence on the "ideal" TMC structure.

Incorporating the above considerations, a comprehensive TMC Business Plan specifically addresses the following management elements:

- Staffing Levels and Functions (in house staffing, contracted staffing, which agencies are represented);
- Facilities (primary TMC facility, other facilities with which it must interface);
- Technology Investments (who owns the infrastructure, including field, systems, and facilities);
- Equipment sharing (is another agency/entity responsible for operating/maintaining?);
- Program Management (is there an overall program management plan that can be sourced or referred to?);
- Decision making models, bodies or committee structures – need to address specific operational, technical, policy or staffing issues;
- Charter, management principles – beneficial for all types of TMCs. Having a 'rules of the road' will provide stakeholders and authorities a clear picture of how and by whom decisions will be made; and
- Potential dependencies/constraints.

### **3.8 Developing a Financial Plan**

The Financial Plan develops a comprehensive picture of funding needs and a funding strategy, including the documentation of fiscal needs, responsibilities, funding sources, and timelines based on the overall Business Concept, selected Strategy Sets and the Organization and Management Structure. An effective financial plan develops a clear justification of needs versus other competing priorities in the region. The Financial Plan needs to address TMC specific funding requirements, and to tie these requirements back to the Business Concept, Value Proposition, improvements required to develop the desired capabilities, and services needed to manage, operate, and maintain a TMC.

The Financial Plan identifies the appropriate funding sources within the agency and region, including a documentation of funding cycles, key milestones, issues to consider, and other key factors associated with funding the TMC. While many agencies develop funding requirements for overall Traffic Management System programs, the specific needs, roles and functions of the TMC, as articulated in the TMC Business Concept, need to be specifically oriented towards a sustainable funding stream to not only design and build the facility but also to operate and maintain it for an extended period.

The Financial Plan must answer how much is required to sustain TMC operations. While previous Business Planning efforts developed specific strategy sets, implementation requirements, and priorities, the next task is to assign funding requirements for those specific strategy sets taking into consideration:

- Initial capital costs;
- Operating and Maintenance Costs over the timeframes previously identified;
- Staffing requirements (new positions, staff training needs, etc.);
- Integration costs; and
- Contractor/vendor cost requirements.

Costs should be estimated for each of the activities. Where necessary, ranges of costs related to specific performance levels should be established. This will assist the decision makers in their decision on a preferred service level. Ongoing maintenance and operations costs present a particular challenge for TMCs as Federal grants have typically funded capital, development, and integration costs, leaving operations and system maintenance the responsibility of local agencies. Some TMCs have suffered declines in staffing and maintenance following the cessation of federal funding periods. Typical operations and system maintenance costs include:

- Building maintenance;
- Utilities;
- Operating supplies;
- Operations Support;
- Hardware;
- Software licenses;
- Communications;
- Training;
- Personnel;
- Communications;
- Preventive and Responsive Maintenance; and

- Vehicles.

Once the financial needs have been established, the applicable funding sources need to be identified. Funding sources could be federal, state, or local funding. Federal funding typically forms the basis for TMC projects. Currently available and applicable general funding programs include the National Highway System funds (NHS), Surface Transportation Program Funds (STP), Congestion Mitigation and Air Quality Improvement Program (CMAQ) funding, and TEA-LU and ITS Integration funding sources. Some of these funds have restrictions, in terms of capital or operating designations, and federal funding will require a local match.

The *Organization and Management Structure* is a key consideration to determine funding streams, strategies, and budgets. For a single agency ownership model, the TMC budget may be part of an overall agency budget. A joint agency budgeting model results in more intricate budgeting and funding arrangements, which carry with them additional budgeting and funding challenges. When joint funding is required, challenges may include determining the budget sharing arrangements, ensuring that agencies meet and maintain commitments, and working within different budget cycles and processes. Joint agency fund sharing models may be based on utilization of facilities, (e.g. floor space, computer space, communications usage), or the number of field devices implemented within a respective jurisdiction. Alternatively, division of operating costs may be based on pre-determined user fees or dues which are based on a direct benefit and ability to pay model.

The most challenging and perhaps the most critical element of the Funding Plan is to secure funding. A first step is to identify the defined process for decision-making in one's agency, region, or state that includes the linkage to budget-cycles and processes of all partner agencies, application procedures, and prioritization procedures. To be successful, funding linkages must be established within the Concept of Operations, Strategic Plans, and Performance Measures. These multi-year plans determine the direction of budgeting activities over a multi-year time horizon. This is essential for obtaining political and funding support as well as for establishing internal funding priorities. Finally, of critical importance is the demonstration between funding requirements and sources -- and anticipated benefits, e.g. the Value Proposition.

Chapter 9 provides more detailed approaches for developing sound financial plans within the context of a TMC Business Plan, including how other agencies have coordinated the financial component with other regional funding and programming activities. Examples of innovative approaches to funding near and longer-term TMC activities also are shown in that chapter.

### **3.9 Implementing, Updating and Maintaining the Business Plan**

The TMC Business Plan becomes an important tool for continued TMC operations and expansion. The overall usefulness and success of the TMC Business Plan rests on effective implementation and continued monitoring. To

maintain currency, strategies and timeframes for regularly reviewing and updating the TMC Business Plan must be established. Updating the business plan is an ongoing process with specific milestones. A key element of the updating process is measuring progress toward goals (i.e., how is the Business Plan performing in relation to the Value Propositions) to demonstrate continued value and benefit of the TMC.

TMC Business Plan implementation milestones are based on the strategy sets, organization and management structure, and the financial plan. A key component of successful implementation is the effective communication of the Plan and its purpose to internal and external stakeholders, including the public.

The Business Plan affords another tool to TMC managers and administrators to use as a reference to supplement operations plans. The TMC Business Plan maps out a clear direction of where the TMC is heading in relation to its key functions and is not intended to replace a Concept of Operations or specific operating or emergency plans. The TMC Business Plan also is a key tool for the annual budget process, as the Financial Plan element should succinctly outline significant near-term and future requirements in terms of technology needs, staffing, and capital and operating costs to provide current and needed functions providing justification for TMC expansion, additional funds, and needed services.

Demonstrating progress toward established objectives and benefits is fundamental to the long-term success and viability of the TMC. Plans should clearly state which entities and individuals are responsible for measuring and reporting on performance, when evaluations will be conducted, and who will conduct them. During these evaluations, reports are made on progress toward the objectives, inhibiting factors and constraints, and the resources and needs to overcome them. While there is a risk of overlap between the TMC performance evaluation and other Operations performance measurement, and careful coordination should take place, the TMC Business Plan evaluation is focused on Business Plan impacts, achievements, and milestones.

Performance measurement may be presented in the form of annual reports or presented to subcommittees, leadership groups and other meetings to which entities belong. Plans should document how and to whom the evaluations will be presented. The frequency, timeframes, and details for reporting evaluation results will vary. While weekly, monthly, or quarterly reports are typically operations focused and intended for internal audiences, annual reports are better suited for management and can document key impacts and performance.

The TMC performance evaluation process may point toward a need to modify and update the TMC Business Plan to reflect contemporary constraints, and to address identified deficiencies and areas for improvement. Guidelines for the updating and modifying process are developed, including:

- Timeframe for updating the plan (e.g. every five years, as conditions necessitate);
- Laying out warrants or regionally-significant 'triggers' that may drive the need to update the TMC Business Plan. As an example, local programming processes, regional architecture updates, for major system deployments may warrant an update of the TMC Business Plan;

- Identifying critical aspects of the TMC Business Plan that are likely to require more frequent updates and reviews;
- Agreeing to who will be involved in reviewing and updating the TMC Business Plan; and
- Soliciting new partners into the TMC Business Planning process as regional dynamics change.

The approach and method for updating the TMC Business Plan is likely to vary for different types of TMCs based on scale and function. An increase in the scale and/or scope of functional responsibilities of the TMC will require an update of the TMC Business Plan, in context with the new level of responsibilities. As traveler information systems, integration with emergency management, or other operational expansions (e.g. jurisdictional expansion, hours of operation, new partners collocated in TMC, interfaces with other partners required), or focus areas are brought on-line, a shift or update of the TMC Business Plan may be required to assess the additional needs and resources required, with the objective of maintaining the TMC Business Plan as a useful, relevant document that will enhance the ability of the TMC to meet its stated goals and objectives, and in turn the objectives of the larger agency or region.

Chapter 10, Using and Managing the TMC Business Plan, provides strategies for those responsible for implementing or updating the plan as to how to use the plan as a management resource, and general principles and approaches for reviewing and updating the Business Plan.