IRP, Inc. Strategic Plan

Revised May 2015.
Overview of IRP, Inc.

Since its inception in 1974, the International Registration Plan has provided a platform to facilitate a registration reciprocity agreement that would be fair to the motor transportation industry and provides each member jurisdiction a fair share of revenue from vehicle registration fees based on distance traveled.

Today, the 48 contiguous US States, the District of Columbia and ten Canadian provinces are all members of IRP and participate in the Plan, which authorizes registration of over 2.0 million commercial vehicles. In addition, the repository continues to have an open dialogue with Mexico on entering the IRP.

OUR ORGANIZATION

IRP, Inc. was created in 1994 to serve as the repository of the International Registration Plan (IRP), providing for a stronger leadership board to determine the future and direction of the plan.

Since the establishment of IRP, Inc., the association has evolved to meet the needs of the International Registration Plan and its members by providing essential programs and leadership to ensure the success of the IRP.

In 2003 IRP, Inc. established its own budget and Board of Directors, separate from the American Association of Motor Vehicle Administrators (AAMVA).

In 2011, IRP, Inc. became a fully independent organization. AAMVA is no longer a voting member of IRP, Inc., removing the last formal tie between the two organizations.

OUR CORE PURPOSE

The purpose of IRP, Inc. is to facilitate the effective registration and safe movement of interstate commercial motor vehicles by supporting jurisdictions and industry with the administration of and compliance with the International Registration Plan.
OUR EXPECTED OUTCOMES

If we achieve our mission, then we will evolve as an organization by:

- employing new and innovative strategies
- improving customer service
- enhancing the security of credentials
- promoting clear and timely communication

WE WILL ACHIEVE OUR MISSION AND VISION THROUGH

**Innovative use of technology**
Technology is essential to IRP, Inc. accomplishing its mission. This means developing and leveraging technology to enhance IRP, Inc.’s, influence, impact and effectiveness. We strive to be recognized as an innovative entity whose approach to technology serves as a model.

**Valuing the best people and great teamwork**
At IRP, Inc., we believe our members and staff are our greatest asset. Therefore, we invest in effective training and support in order to create an environment that encourages associates at all levels to tackle complex challenges. We collaborate with members, industry, government entities and stakeholders.

**Demonstrating integrity in everything we do**
At IRP, Inc. we exercise fiscal responsibility, honesty, fairness, and equitable treatment for all. This is the foundation to every decision we make and every action we take.
WE COMMIT TO THE FOLLOWING VALUES IN EVERYTHING WE DO

**Leadership** – Creating vision and delivering strategic change through open and honest communication, trust, and empowerment.

**Transparency** – Open conduct and effectively sharing information to foster trust and accountability.

**Inclusiveness** – A comprehensive approach that values the diversity of stakeholders, their views, and leveraging those to deliver better outcomes.

**Collaboration** – Partnering with stakeholders with whom we share common interests for mutual success.
Plan Overview

OUR STRATEGIC PLAN ARTICULATES FOUR GOALS

GOAL A  IRP, Inc. will be the leader for advancing the effective and efficient registration of commercial motor vehicles.

GOAL B  IRP, Inc. will be its members’ indispensable resource for knowledge sharing, education and full plan compliance.

GOAL C  IRP, Inc. will continue to be good financial stewards.

GOAL D  IRP, Inc. will be a proactive organization that is responsive to change by enhancing its programs and services.
Goal A

IRP, Inc. will be the leader for advancing the effective and efficient registration of commercial motor vehicles.

OBJECTIVES

1. Continue to develop and execute communication strategies.
   a) Continuously review and update communication techniques as required.
      o Revisit communications plan as needed.
   b) Identify needs of customers and employ communication technology to meet those needs.

2. Continue to leverage relationships with and engage our partners to advance commerce, compliance, and safety.
   a) Identify additional organizations with whom we should partner, impact or influence.
   b) Network with partner organizations on common issues.
      o Develop messages for each group in a plan for consistency

3. Provide leadership in developing a framework for alternative credentials for motor vehicles.
   a) Develop a task force charged with providing a report on progress of the task force to the Board by the end of 2015.
   b) Provide a high level next step plan by the end of 2016.
Goal B

IRP, Inc. will be its members’ indispensable resource for knowledge sharing, education, and full plan compliance.

OBJECTIVES

1. Enhance IRP’s website.
   a) Use analytics and customer-centric approach to redesign the IRP website to include a mobile-friendly solution. Provide three possible options by the end of 2015.

2. Deploy strategies to meet communication and training needs.
   a) Identify strategies.
   b) Adopt best practices
   c) Build networking opportunities
   d) Explore use of forums and mentoring programs

3. Increase participation in IRP Inc.’s activities
   a) Identify and present meaningful topics using innovative creative methods
   b) Utilize regional outreach
   c) Continue funding travel based on Board approval

4. Preserve the history and knowledge of IRP.
   a) Scan and index all historical information related to IRP, Inc. based on the need identified by the membership.
   b) Provide funds and/or necessary resources to accomplish the strategy ensuring documents are easily accessible on the IRP website.
Goal C

IRP, Inc. will continue to be good financial stewards.

Objectives

1. Closely manage existing IRP, Inc. Resources.
   a) Conduct periodic risk assessment and identify mitigation strategies.
   b) Develop and implement performance measures related to IRP funds.
   c) Systematically evaluate dues structure to determine any needs/changes to ensure adequate operations.
   • Review budget needs

2. Explore ways to reduce operational costs.
   a) Institute a formal procurement process.
      • Conduct a critical review of all current contractors.
      • Consider in-sourcing IT.
      • Leverage partnering opportunities to share services.

3. Find additional revenue sources.
   a) Explore member authorized data sharing opportunities while ensuring cost recovery.
   b) Explore advertising opportunities on the IRP website.
   c) Explore developing a mobile app with jurisdiction information for a small purchase fee to users.
   d) Explore grant opportunities.
      • IRP, Inc. will continue to monitor grant opportunities
Goal D

IRP, Inc. will be a proactive organization that is responsive to change by enhancing its programs and services.

OBJECTIVES

1. Enhance IRP registration data collection, reporting and fee reconciliation capabilities.
   a) Determine and evaluate needs of the membership within the framework of the IT 10 year plan.
   b) Conduct cost/benefit analysis of identified needs.
   c) Identify funding sources.
   d) Propose changes within the framework of the IT 10 year plan.

   a) Conduct periodic environmental scans (current and future business models) as a part of the initial strategic planning process and as a part of the annual budget and business planning process.
   b) Validate the direction
   c) Develop intentional strategies which identify future opportunities and threats and accommodate for incremental change.

3. Provide developmental opportunities to facilitate continued IRP relevance and success.
   a) Develop best practices for succession within jurisdictional staff
   b) Develop formal succession plan for IRP, Inc. staff.
   c) Develop detailed orientations plan for new jurisdiction and industry individuals
      • Education Committee lead
   d) Develop a mentoring plan
   e) Create a simple summary of IRP for high level professionals
      • Education Committee lead

4. Empower Committees to determine member needs and recommend programs and services to meet them.
   a) Ask Committees to assess their current state of engagement with members and the Board.
   b) Create a process of continuous feedback from the Committees.