

**Central Transportation Planning Staff  
to the Boston Region Metropolitan Planning Organization**  
*Draft Strategic Plan as of 2021.05.24*  
*Prepared by Navin Associates and Claremont Consulting*

## INTRODUCTION

Central Transportation Planning Staff (CTPS) issued a Request for Quotes in February 2020 through its fiduciary agent, Metropolitan Area Planning Council (MAPC), for a systematic strategic planning process of engaging staff and external stakeholders to assess organizational opportunities and challenges, to refine CTPS' vision statement, if needed, and to establish a five-year plan to achieve that vision, including goals and objectives. CTPS selected the partnership of Navin Associates and Claremont Consulting to facilitate the process.

## STRATEGIC PLANNING PROCESS

A 20-person Strategic Planning Steering Committee (SPSC) was established that was a cross-section of CTPS personnel and stakeholders from the Boston Region Metropolitan Planning Organization Board (MPO Board). These included representatives of MAPC, Mass. Department of Transportation, Federal Highway Administration, Mass. Bay Transit Authority Advisory Board, and the Regional Transportation Advisory Council. The SPSC met seven times and in retreat over two half-days, between June 2020 and April 2021. All meetings were online due to the COVID-19 pandemic.

The SPSC identified CTPS' strengths, weaknesses, opportunities and threats and, based on that, created a protocol of 16 research questions. The SPSC also developed a list of MPO Board members and other stakeholders to participate in interviews or focus groups based upon the research questions. Ultimately, 25 individuals were interviewed, and 98 individuals participated in 11 focus groups. Every staff member was interviewed or participated in a focus group or both. In addition, a follow up survey was sent to staff to offer additional comments. A complete list of questions and interviewees appears in the October 2020 *CTPS Organizational Assessment Report*, along with tables that summarize responses by category of respondent.

Ten comparable MPOs were researched to uncover high level trends and choices made by other MPOs. The research was conducted via in-depth review of MPO websites, which further led the consultants to analyze other information, such as annual reports, long-range plans, promotional pieces, organization charts, and financial statements and/or budgets. The full Comparable MPO Research Report also can be found in the Organizational Assessment Report.

The SPSC reviewed and discussed the research findings, and based upon those findings, identified CTPS core values, revised its vision and mission, and developed goals and strategic objectives within six focus areas. CTPS's Executive Director and Deputy Executive Director worked with the consulting team to finalize the strategic plan that follows. This plan covers state fiscal years 2022 through 2026; the activities described will be reviewed and prioritized on an ongoing basis.

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**MISSION**

The Central Transportation Planning Staff provides comprehensive analysis, planning, informed recommendations, and support to the Boston Region Metropolitan Planning Organization (MPO), transportation stakeholders, and the public to support the region's development of a robust, equitable, resilient, and multimodal regional transportation system.

**VISION**

The Central Transportation Planning Staff is a national leader in the planning, analysis, and technical assistance to support a robust, equitable, and resilient transportation system for the Boston Region in collaboration with partner organizations.

**CORE VALUES**

The following core values internally and externally guide the work and interactions of the Central Transportation Planning Staff.

**Collaboration** – The responsibility to work in partnership with state agencies, stakeholders, thought leaders, and the public to ensure that the broadest perspective and a cooperative spirit are included in regional transportation planning and implementation.

**Diversity, Equity, and Inclusion** – The commitment to maintain an open and welcoming environment where diversity, equity, and inclusion are championed internally and externally to ensure diverse voices are heard, honored, and valued in our work and decision making.

**Honesty, Trust, and Integrity** – The personal and collective duty to be ethical, fair, honest, and trustworthy in our work and conduct, with a commitment to being forthright in our recommendations.

**Professionalism and Excellence** – The obligation to be skilled, innovative national leaders in our work, relationship management, and communications.

**Transparency** – The commitment to be open, clear, factual, and transparent in our work, recommendations, and relationships to ensure the most robust public engagement and enhance institutional credibility.

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**STRATEGIC FOCUS AREAS AND GOALS**

Informed by the organization-wide assessment and comparable research of similarly situated Metropolitan Planning Organizations, Central Transportation Planning Staff has established the following goals for seven focus areas.

FOCUS AREA	GOALS(S)
<b>Sector Leadership</b>	1. Expand opportunities to share the agency’s technical expertise and policy analysis and planning in order to increase its visibility, solidify its reputation, and expand its opportunity to collaborate with transportation agencies and stakeholders.
<b>Programs and Services</b>	2. Improve project management tools and processes as well as staff members’ skill sets to empower project management staff to better meet MPO goals, provide meaningful transportation planning products, and increase collaboration and job satisfaction.  3. Increase technical assistance to cities, towns, and other stakeholders for MPO-funded and non-MPO-funded work to broadly leverage staff expertise and capacity.
<b>Governance</b>	4. In consultation with and assuming support from MPO Board members, clarify and communicate the role, responsibilities, and authority of the MPO Board members in relationship to the Central Transportation Planning Staff.
<b>Organizational Structure and Staffing</b>	5. Implement an organizational structure that optimizes investment in human resources strategies and support to attract, reward, and retain a highly engaged, visible, and well-regarded workforce.
<b>Diversity, Equity, and Inclusion</b>	6. Identify, commit to, and work towards best practices in diversity, equity, and inclusion to broaden participation at the agency in a safe, authentic, and genuine way and to ensure that staff and work products represent the diversity of the communities served by the Boston Region MPO.
<b>Marketing and Public Presentation</b>	7. Develop, invest in, and implement communications and marketing strategies that articulate a clear, concise, and compelling mission, vision, and core values to existing and prospective partners and the field.

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<b>Funding and Operations</b>	<ol style="list-style-type: none"><li data-bbox="428 283 1398 489">8. In consultation with and assuming support from MPO Board members, including MAPC, update or elaborate on the fiduciary agent agreement between MAPC and CTPS to clarify and communicate the support to be provided and the roles, responsibilities, and authority of each organization so expectations are understood, and staff at both agencies fully understand and embrace the value provided by each organization.</li><li data-bbox="428 531 1398 693">9. Expand and diversify revenue by partnering with Metropolitan Area Planning Council (MAPC) and other partners to collaboratively leverage strengths and strategically pursue supplemental foundation or private funding, which may not be independently available to CTPS, to support targeted municipal projects or other contracts.</li></ol>
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**GOALS AND STRATEGIC OBJECTIVES**

<p><b>Goal 1: Sector Leadership</b> Expand opportunities to share the agency’s technical expertise and policy analysis and planning in order to increase its visibility, solidify its reputation, and expand its opportunity to collaborate with transportation agencies and stakeholders.</p>
<p><b>Objective 1A:</b> Develop a model roadmap and modeling tools to ensure that they best meet the needs of the core long-range planning document for the MPO, the Long-Range Transportation Plan.</p>
<p><b>Objective 1B:</b> Identify topic areas, issues, and trends that staff can discuss and present their knowledge, expertise, work products, and research on.</p>
<p><b>Objective 1C:</b> Incentivize and budget for staff to acquire and share knowledge, experience, and expertise externally through conference attendance, participation on peer panels, authoring publications and posts, and other similar activities.</p>
<p><b>Objective 1D:</b> Commit to the institutional investment required to present and promote and staff work.</p>
<p><b>Goal 2: Programs and Services</b> Improve project management tools and processes as well as staff members’ skill sets to empower project management staff to better meet MPO goals, provide meaningful transportation planning products, and increase collaboration and job satisfaction.</p>
<p><b>Objective 2A:</b> Create agency-wide project management practices, expectations, reporting, and communication protocols to standardize engagements with clients and to increase internal accountability.</p>
<p><b>Objective 2B:</b> Develop and implement systems to monitor all projects for completion on-time, within budget, and with reliable results and proactively work towards agency-wide strategies to support project managers to address challenges that arise.</p>
<p><b>Objective 2C:</b> Provide staff with project management training and a resource library to contribute to staff members’ professional development and increase client satisfaction.</p>
<p><b>Objective 2D:</b> Develop and implement a consistent and thorough process for collecting coworker and client feedback on work and project management.</p>
<p><b>Goal 3: Programs and Services</b> Increase technical assistance to cities, towns, and other stakeholders for MPO-funded and non-MPO-funded work to broadly leverage staff expertise and capacity.</p>

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<p><b>Objective 3A:</b> Determine the current technical assistance needs and interests of cities, towns, and other stakeholders.</p>
<p><b>Objective 3B:</b> Discuss, develop, and execute an expansion plan to increase engagements with cities, towns, and other stakeholders.</p>
<p><b>Objective 3C:</b> Determine the financial resources that the agency can dedicate toward market expansion, the staff training required to develop and acquire new business, and the staff resources available to take on such projects.</p>
<p><b>Goal 4: Governance</b> In consultation with and assuming support from MPO Board members, clarify and communicate the role, responsibilities, and authority of the MPO Board members in relationship to the Central Transportation Planning Staff.</p>
<p><b>Objective 4A:</b><sup>1</sup> Create a decision matrix that defines clear governance rules, roles, and authority and how work is assigned to CTPS in support of the MPO, MassDOT, MBTA, and other clients.</p>
<p><b>Objective 4B:</b><sup>1</sup> Through supporting the Boston Region MPO in developing an Operations Plan, expand and more greatly engage and empower committees and develop board and committee job descriptions aligned with the decision matrix to document authority.</p>
<p><b>Objective 4C:</b> Create and regularly provide board orientation and training so that all board members are well-informed about the MPO and CTPS’s governance, roles, relationship to other entities, and work.</p>
<p><b>Objective 4D:</b><sup>1</sup> Through supporting the Boston Region MPO in developing an Operations Plan, restructure board and committee meetings to increase individual board member participation and provide more opportunities for exchange of opinions.</p>
<p><b>Goal 5: Organizational Structure and Staffing</b> Implement an organizational structure that optimizes investment in human resources strategies and support to attract, reward, and retain a highly engaged, visible, and well-regarded workforce.</p>
<p><b>Objective 5A:</b> Review and revise the organizational chart, office configuration, and reporting relationships to improve organizational effectiveness, reduce silos, encourage cross-group collaborations, and empower project managers to make more decisions.</p>
<p><b>Objective 5B:</b> Establish, document, and implement a human resources strategy that emphasizes staff professional development, multiple paths for career growth and advancement, options to work across departments, and a system to recognize and reward staff for work well done.</p>

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<sup>1</sup> Activities for this objective are addressed in the MPO Operations Plan rather than in this strategic plan.

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**Objective 5C:** Create a comprehensive orientation and onboarding process that emphasizes human resource systems and services, supports regular engagement throughout the year, and provides ongoing support when transitioning internally to new positions.

**Objective 5D:** Ensure that an updated fiscal agency agreement or other document clarifies and promotes the human resource services provided by MAPC to support and empower CTPS staff.

**Objective 5E:** Review, revise, and improve the staff evaluation process so that reviews improve staff accountability at all levels, incorporating two-way feedback and supporting professional and career growth as well as improving performance when needed.

**Objective 5F:** Optimize opportunities for staff to regularly attend and proactively present relevant work products and recommendations to the MPO Board.

**Goal 6: Diversity, Equity, and Inclusion**

Identify, commit to, and work towards best practices in diversity, equity, and inclusion to broaden participation at the agency in a safe, authentic, and genuine way and to ensure that staff and work products represent the diversity of the communities served by the Boston Region MPO.

**Objective 6A:** Create a staff committee, with a leadership champion and budget, to embody a cross-agency DEI commitment, promote diversity in hiring, develop common language, support trainings, and build connections to MAPC to ensure human resource activities support DEI principles.

**Objective 6B:** Implement new, targeted DEI trainings and ensure that established trainings are reviewed and revised to include DEI language and principles to ensure that the agency creates, supports, and sustains an open and inclusive work environment.

**Objective 6C:** Support the Boston Region MPO Board to expand outreach and create more opportunities for community involvement across diverse populations, particularly those not currently represented by staff and the board.

**Objective 6D:** Create office agreements on standard practices and behaviors and allow space for courageous conversations so staff can better understand, promote, and support the why behind DEI work and encourage cross-cultural learning opportunities.

**Objective 6E:** Review and revise human resource supports and practices through a DEI lens, including revising job requirements to emphasize years of experience over education requirements, training hiring managers on appropriate interview questions, hosting paid internships to broaden representation, and building opportunities for mentorships and skills-based training.

**Objective 6F:** Attend career fairs and university recruitment events to promote the agency's role, work, and visibility to recruit high-quality and diverse job applicants.

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**Goal 7: Marketing and Public Presentation**

Develop, invest in, and implement communications and marketing strategies that articulate a clear, concise, and compelling mission, vision, and core values to existing and prospective partners and the field.

**Objective 7A:** Enhance communications capacity.

**Objective 7B:** Create and implement a clear communications plan that defines the agency and leverages its expertise to create new and grow established relationships, especially with end users of services.

**Objective 7C:** Provide training to staff on how to prepare and tailor presentations to specific audiences.

**Objective 7D:** Promote proactively, both internally and externally, through its online presence and other channels, the recognition of work done by agency staff members.

**Goal 8: Funding and Operations**

In consultation with and assuming support from MPO Board members, including MAPC, update or elaborate on the fiduciary agent agreement between MAPC and CTPS to clarify and communicate the support to be provided and the roles, responsibilities, and authority of each organization so expectations are understood, and staff at both agencies fully understand and embrace the value provided by each organization.

**Objective 8A:**<sup>1</sup> Assuming Boston Region MPO Board approval and buy-in, update and finalize the fiscal agency agreement with MAPC, increasing and improving the human resource supports provided to CTPS.

**Objective 8B:**<sup>1</sup> Evaluate and update the personnel handbook and policies to accurately reflect MAPC's and CTPS's authority and responsibilities.

**Objective 8C:**<sup>1</sup> Engage and educate CTPS and MAPC Staff as well as MPO Board members about the fiduciary agent agreement and the operations plan for the MPO to reinforce the value of the partnerships.

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**Goal 9: Funding and Operations**

Expand and diversify revenue by partnering with Metropolitan Area Planning Council (MAPC) and other partners to collaboratively leverage strengths and strategically pursue supplemental foundation or private funding, which may not be independently available to CTPS, to support targeted municipal projects or other contracts.

**Objective 9A:** Work collaboratively with MAPC to develop strategies and best practices to capitalize on opportunities that CTPS and MAPC can jointly pursue.

**Objective 9B:** Market CTPS's technical assistance services to foundations and other funders to educate them about the services CTPS can provide to cities and towns to connect funders to those joint opportunities.

DRAFT: FOR DISCUSSION PURPOSES

GOALS, OBJECTIVES, AND ACTIVITIES:						
<b>GOAL #1: Sector Leadership</b>						
Expand opportunities to share the agency’s technical expertise and policy analysis and planning in order to increase its visibility, solidify its reputation, and expand its opportunity to collaborate with transportation agencies and stakeholders.						
<b>Objective 1A:</b> Develop a model roadmap and modeling tools to ensure that they best meet the needs of the core long-range planning document for the MPO, the Long-Range Transportation Plan.						
Activity	Responsible <sup>2</sup>	FY22	FY23	FY24	FY25	FY26
• Identify funding and staff time required for the model roadmap development.	ED, DOF, RMA					
• Support and elevate work related to the travel demand model to ensure completion.	ED, Directors					
• Prioritize the execution of a transparent and adaptive suite of modeling tools for the agency to put into service for the region.	RMA					
• Champion the maintenance, enhancement, and sharing of the model’s capabilities, internally and externally.	ED, Directors					
<b>Objective 1B:</b> Identify topic areas, issues, and trends that staff can discuss and present their knowledge, expertise, work products, and research on.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Solicit staff input on topics areas, issues, and trends. Leverage content from MPO-funded and non-MPO-funded projects to create draft list.	ED, DEX					
• Determine the number of hours the agency can budget annually to allow staff to prepare and participate in internal presentation opportunities.	ED, DOF					

<ul style="list-style-type: none"> <li>• Create a schedule of quarterly internal presentations by topic area and assign staff members to those presentations. Incorporate the estimated cost for preparing for presentations as well as all-staff attendance explicitly in the budget.</li> </ul>	DEX, DOF					
<ul style="list-style-type: none"> <li>• Implement the schedule of quarterly presentations.</li> </ul>	Directors, Managers					
<ul style="list-style-type: none"> <li>• Collect feedback and evaluate the effectiveness and value of the presentations to determine whether to sustain them in FY24, FY25, and FY26.</li> </ul>	DEX, DOF					
<b>Objective 1C:</b> Incentivize and budget for staff to acquire and share knowledge, experience, and expertise externally through conference attendance, participation on peer panels, authoring publications and posts, and other similar activities.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<ul style="list-style-type: none"> <li>• Determine the number of hours the agency can budget annually to allow staff to prepare and participate in external opportunities.</li> </ul>	ED, DOF					
<ul style="list-style-type: none"> <li>• Review professional development and travel budget lines and, if necessary, define a budget line item to be a more proactively and comprehensively focused on opportunities to enhance sector leadership.</li> </ul>	ED, DOF					
<ul style="list-style-type: none"> <li>• Solicit staff input on peer, complementary, and national organizations that have working groups and committee opportunities for staff to participate in.</li> </ul>	ED, DOF					
<ul style="list-style-type: none"> <li>• Create a schedule of quarterly external conferences, lectures, presentations, award applications, etc. by topic area and assign staff members to those activities.</li> </ul>	DOF, Directors, Managers					
<ul style="list-style-type: none"> <li>• Implement the schedule of external opportunities.</li> </ul>	Directors, Managers					
<ul style="list-style-type: none"> <li>• Evaluate the effectiveness and value of the external exposure to determine whether to sustain the investment in FY25 and FY26.</li> </ul>	ED, DOF					

<sup>2</sup> **Responsible Legend:** ED = Executive Director; DEX = Deputy Executive Director; DOF = Director of Finance and Operations; DPOL = Director of Policy and Planning; DPRO = Director of Projects and Partnerships; RMA = Associate Director of Regional Modeling and Analysis; PMWG = staff working group. See also [https://www.ctps.org/ctps\\_staff](https://www.ctps.org/ctps_staff).

<b>Objective 1D:</b> Commit to the institutional investment required to present and promote and staff work. <sup>3</sup>						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
• Create a specific budget line item for investment in national organizations like the Association of Metropolitan Planning Organization (AMPO) as a way to connect staff to other organizations.	DOF					
• Identify funding and staff time required for analysis of improvements to hosting, functionality, display capabilities of the agency’s online presence, including websites, interactive publications, applications, and dashboards.	DOF					
• Prioritize functionality improvements that increase agency visibility, solidify reputation, and expand opportunities to collaborate.	ED, DEX, Directors					
• Implement functionality and display improvements, upgrades.	DEX					
• Budget resources and solicit a statement of support from the MPO Board to demonstrate commitment to greater visibility of the staff.	ED, MPO Board					

DRAFT: FOR DISCUSSION PURPOSES

<sup>3</sup> See related activities in Goal 7.

**GOALS, OBJECTIVES, AND ACTIVITIES:**

**GOAL #2: Program and Services**

Improve project management tools and processes as well as staff members' skill sets to empower project management staff to better meet MPO goals, provide meaningful transportation planning products, and increase collaboration and job satisfaction.

**Objective 2A:** Create agency-wide project management practices, expectations, reporting, and communication protocols to standardize engagements with clients and to increase internal accountability.

Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Create and convene a staff working group (PMWG) charged with reviewing current guide(s) and practices and making future recommendations.	DPOL, PMWG, DPRO					
• Survey all departments to determine the project management tools and practices currently in use and their relative effectiveness.	DPOL, PMWG, DPRO					
• Research and discuss examples of best practices in project management from a range of industries and distill into key practices. Include items related to stakeholder and people management.	DPOL, PMWG, DPRO					
• Complete an analysis of current practices and make agency-wide recommendations for standard project management protocols.	DPOL, DPRO, PMWG					
• Review working group recommendations.	ED, DEX, Directors					
• Share and implement agency-wide project management practices, expectations, and communication protocols	DPOL, DPRO					

<b>Objective 2B:</b> Develop and implement systems to monitor all projects for completion on-time, within budget, and with reliable results and proactively work towards agency-wide strategies to support project managers to address challenges that arise.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Update and enhance standard reporting protocols to be used agency-wide to ensure consistent and timely management of projects and communication with clients.	DPOL, DOF, DPRO					
• Create opportunities for staff conversation and information sessions to discuss project management agency practices and best practices researched from industry settings and other contexts.	DPOL, DOF, DPRO					
• Create and implement a recognition program to annually highlight the most effective project management practices at the agency.	ED					
<b>Objective 2C:</b> Provide staff with project management training and a resource library to contribute to staff members' professional development and increase client satisfaction.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Create a project management training course aligned with the project management protocols.	DOF, DPOL					
• Offer project management training to existing project managers.	DOF					
• Incorporate project management training into new staff orientation.	DOF					
• Offer project management training to rising leaders.	ED, DOF					

**Objective 2D:** Develop and implement a consistent and thorough process for collecting coworker and client feedback on work and project management.

Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Create a survey tool or interview protocol to be completed by all clients for each project.	DPOL, DOF, DPRO					
• Create a survey tool, conversation guide, or debrief instrument to be deployed by project managers to gather input and feedback from coworkers at the completion of projects.	DPOL, DOF, DPRO					
• Analyze and discuss collected data; make improvements to project management tools and practices.	DPOL, DOF, DPRO					
• Incorporate into the annual performance evaluation process (for appropriate positions) effective project management as a key performance indicator.	DOF, DEX					

DRAFT: FOR DISCUSSION PURPOSES

GOALS, OBJECTIVES, AND ACTIVITIES:						
<b>GOAL #3: Program and Services</b>						
Increase technical assistance to cities, towns, and other stakeholders for MPO-funded and non-MPO-funded work to broadly leverage staff expertise and capacity.						
<b>Objective 3A:</b> Determine the current technical assistance needs and interests of cities, towns, and other stakeholders.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
<ul style="list-style-type: none"> <li>Conduct needs research and hold focus groups to solicit feedback and suggestions on potential engagements aligned with the Long-Range Transportation Plan and able to be supported with MPO or other funding.</li> </ul>	DPOL					
<ul style="list-style-type: none"> <li>Engage, coordinate, and strategize with Metropolitan Area Planning Council (MAPC) and other agencies supporting cities and towns.</li> </ul>	ED, DEX					
<ul style="list-style-type: none"> <li>Develop a summary resource to document the agency’s understanding of technical assistance needs and potential funding sources.</li> </ul>	Directors					
<ul style="list-style-type: none"> <li>Compile and evaluate existing marketing materials related to potential engagements consistent with the external communications audit and needs research.</li> </ul>	DEX					
<b>Objective 3B:</b> Discuss, develop, and execute an expansion plan to increase engagements with cities, towns, and other stakeholders.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
<ul style="list-style-type: none"> <li>Discuss agency goals for expansion of technical assistance, explore feasibility, review funding availability (MPO or non-MPO funded), and assess risk.</li> </ul>	Directors					
<ul style="list-style-type: none"> <li>Engage, coordinate, and strategize with Metropolitan Area Planning Council (MAPC).</li> </ul>	ED, DEX					

<ul style="list-style-type: none"> <li>Analyze the potential market and collaboration opportunities with neighboring MPOs.</li> </ul>	Directors					
<ul style="list-style-type: none"> <li>Revise existing or develop new marketing materials that promote the technical assistance the agency provides to cities and towns and the means for accessing that support.</li> </ul>	DEX, Editorial, Graphics					
<ul style="list-style-type: none"> <li>Informed by focus groups, agency coordination, and risk assessment, develop targets and expansion strategies to increase (MPO or non-MPO funded) engagements with cities and towns.</li> </ul>	Directors					
<b>Objective 3C:</b> Determine the financial resources that the agency can dedicate toward market expansion, the staff training required to develop and acquire new business, and the staff resources available to take on such projects.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<ul style="list-style-type: none"> <li>Budget and solicit a statement of support from the MPO Board to support the business development expansion.</li> </ul>	ED, DOF					
<ul style="list-style-type: none"> <li>Incorporate the financial commitment needed into the annual budgeting process to support the expansion.</li> </ul>	ED, DOF					
<ul style="list-style-type: none"> <li>Execute marketing and expansion strategies to achieve targets.</li> </ul>	DEX, Managers					

**GOALS, OBJECTIVES, AND ACTIVITIES:**

**GOAL #4: Governance**

In consultation with and assuming support from MPO Board members, clarify and communicate the role, responsibilities, and authority of the MPO Board members in relationship to the Central Transportation Planning Staff.

**Objective 4C:** Create and regularly provide board orientation and training so that all board members are well-informed about the MPO and CTPS's governance, roles, relationship to other entities, and work.

Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Compile and review current orientation and training materials.	ED, DPOL					
• Create a standard board orientation packet based on governance best practices for existing and new board members.	ED, DPOL					
• Meet individually with new MPO Board members within first three months to review orientation packet and provide targeted training, where needed.	ED, DPOL					
• Meet individually with MPO Board members two to three times each year to review and discuss their understanding of their roles and offer support of their roles.	ED					

GOALS, OBJECTIVES, AND ACTIVITIES:						
<b>GOAL #5: Organizational Structure and Staffing</b>						
Implement an organizational structure that optimizes investment in human resources strategies and support to attract, reward, and retain a highly engaged, visible, and well-regarded workforce.						
<b>Objective 5A:</b> Review and revise the organizational chart, office configuration, and reporting relationships to improve organizational effectiveness, reduce silos, encourage cross-group collaborations, and empower project managers to make more decisions.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Review physical configuration of the agency’s office space to support healthy collaboration opportunities.	ED, DOF, DEX					
• Identify collaboration tools and technology investments that support a mix of in-office, hybrid, and remote work.	ED, DOF, DEX					
• Review and discuss organizational structure and reporting structure to adopt more cross-cutting positions working across groups; examine where reporting layers can be reduced or simplified.	ED, DEX, Directors					
• Implement new organizational chart; regularly review.	ED, DEX, Directors					
<b>Objective 5B:</b> Establish, document, and implement a human resources strategy that emphasizes staff professional development, multiple paths for career growth and advancement, options to work across departments, and a system to recognize and reward staff for work well done.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Based on the findings of the FY21 agency salary study, make modest adjustments to salaries and develop and document a clear path for agency advancement.	ED, DOF					
• Conduct a human resources audit, in coordination with MAPC, to review and assess the materials, practices, benefits, and paths in use.	DOF, DEX					

<ul style="list-style-type: none"> <li>Identify areas of improvement from the audit and integrate recommendations into a written human resource strategy.</li> </ul>	DOF, DEX					
<ul style="list-style-type: none"> <li>Confirm that MAPC can support efforts or consider the viability and benefits of recruiting in-house human resources support.</li> </ul>	ED, DOF					
<ul style="list-style-type: none"> <li>Determine the level of annual investment available in the budget for implementation of the human resources strategy.</li> </ul>	DOF, DEX					
<ul style="list-style-type: none"> <li>Implement the human resources strategy; recruit as necessary and viable.</li> </ul>	DOF, DEX					
<ul style="list-style-type: none"> <li>Annually evaluate the achievement of goals in the human resources strategy and make adjustments for future years.</li> </ul>	DOF, DEX					
<b>Objective 5C:</b> Create a comprehensive orientation and onboarding process that emphasizes human resource systems and services, supports regular engagement throughout the year, and provides ongoing support when transitioning internally to new positions.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<ul style="list-style-type: none"> <li>Research and summarize key best practices in employee onboarding in coordination with HR staff at MAPC.</li> </ul>	DOF, DEX, MAPC					
<ul style="list-style-type: none"> <li>Develop a task force charge for a staff group committed to discussing, designing, and recommending a new onboarding process for the agency.</li> </ul>	DOF, DEX					
<ul style="list-style-type: none"> <li>Convene the task force, support its launch and operations.</li> </ul>	DOF, DEX					
<ul style="list-style-type: none"> <li>Review task force recommendations</li> </ul>	ED, DEX, Directors, MAPC					
<ul style="list-style-type: none"> <li>Implement a new onboarding process with recommendations from the task force</li> </ul>	DOF, MAPC					

<ul style="list-style-type: none"> <li>Annually engage former task force members in a review of the agency's onboarding process. Invite recent hires to offer additional feedback.</li> </ul>	DOF, DEX					
<b>Objective 5D:</b> Ensure that an updated fiscal agency agreement or other document clarifies and promotes the human resource services provided by MAPC to support and empower CTPS staff.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<ul style="list-style-type: none"> <li>Host a joint session with CTPS and MAPC human resources representatives and senior staff to review and discuss HR roles.</li> </ul>	ED, DEX, DOF, MAPC					
<ul style="list-style-type: none"> <li>Schedule quarterly joint coordination between human resources representatives from CTPS and MAPC</li> </ul>	DOF, MAPC					
<ul style="list-style-type: none"> <li>Host a CTPS staff info session to clarify roles and responsibilities.</li> </ul>	ED, DOF					
<b>Objective 5E:</b> Review, revise, and improve the staff evaluation process so that reviews improve staff accountability at all levels, incorporating two-way feedback and supporting professional and career growth as well as improving performance when needed.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<ul style="list-style-type: none"> <li>Develop a framework for revising and improving the staff evaluation process.</li> </ul>	DEX					
<ul style="list-style-type: none"> <li>Solicit input from senior leadership and supervisors on the framework.</li> </ul>	DEX					
<ul style="list-style-type: none"> <li>Develop draft guidelines and procedures for a new staff evaluation process; solicit additional input.</li> </ul>	DEX					
<ul style="list-style-type: none"> <li>Implement the new evaluation process.</li> </ul>	ED, DEX, DOF					
<ul style="list-style-type: none"> <li>Solicit ongoing feedback on the effectiveness and usability of the new process.</li> </ul>	ED, DEX, DOF					

• Embed information about the evaluation process into an onboarding program.	DOF, DEX					
<b>Objective 5F:</b> Optimize opportunities for staff to regularly attend and proactively present relevant work products and recommendations to the MPO Board.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
• Solicit input from staff and MPO Board members and summarize the types of work products that staff recommend be shared with the MPO Board.	ED, DPOL					
• Explore the costs and logistics associated with the addition of staff presentation time as a regular item on MPO Board agendas; pilot approximately four times a year.	ED, DPOL					
• Evaluate the effectiveness of these presentations – for staff and for Board members – and whether to sustain the investment in FY25 and FY26.	ED, DPOL					

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GOALS, OBJECTIVES, AND ACTIVITIES:						
<b>GOAL #6: Diversity, Equity, and Inclusion</b>						
Identify, commit to, and work towards best practices in diversity, equity, and inclusion to broaden participation at the agency in a safe, authentic, and genuine way and to ensure that staff and work products represent the diversity of the communities served by the Boston Region MPO.						
<b>Objective 6A:</b> Create a staff committee, with a leadership champion and budget, to embody a cross-agency DEI commitment, promote diversity in hiring, develop common language, support trainings, and build connections to MAPC to ensure human resource activities support DEI principles.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Make and communicate a leadership commitment to diversity, equity, and inclusion. Develop a framework for a DEI staff committee charge.	ED, DEX, Directors					
• Designate a member of the leadership team to serve as champion of the committee.	ED					
• Identify resources for and offer an agency-wide training on diversity, equity, and inclusion.	DOF					
• Invite staff to join the committee and assist in drafting committee guidelines and goals, and in building connections to MAPC's DEI efforts and Director of Equity and Culture.	ED					
• Convene the group, support its launch and operations.	ED					
• Evaluate the committee's guidelines, goals, and operations; and make adjustments for future years.	ED, DEX, Directors					

<b>Objective 6B:</b> Implement new, targeted DEI trainings and ensure that established trainings are reviewed and revised to include DEI language and principles to ensure that the agency creates, supports, and sustains an open and inclusive work environment.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
<ul style="list-style-type: none"> <li>Research standards and best practices in current DEI and DEI-related trainings. Make recommendations on trainings to offer to agency staff including costs associated.</li> </ul>	DEI Committee					
<ul style="list-style-type: none"> <li>Create schedule of regular DEI trainings to be offered to staff.</li> </ul>	DOF					
<ul style="list-style-type: none"> <li>Implement schedule of trainings with evaluation opportunities after each one.</li> </ul>	DEI Committee, DOF					
<ul style="list-style-type: none"> <li>Evaluate the effectiveness and value of the trainings and make adjustments for future years.</li> </ul>	DEI Committee, DOF					
<b>Objective 6C:</b> Support the Boston Region MPO Board to expand outreach and create more opportunities for community involvement across diverse populations, particularly those not currently represented by staff and the board.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
<ul style="list-style-type: none"> <li>Budget and solicit a statement of support from the MPO Board to demonstrate commitment to advancement of DEI principles.</li> </ul>	ED, DPOL					
<ul style="list-style-type: none"> <li>Analyze the results of the MPO Municipal Elections Process Survey for gaps and opportunities in community representation in the MPO Board’s operations.</li> </ul>	ED, DPOL					
<ul style="list-style-type: none"> <li>Build in regular opportunities for agency staff to present and request feedback on DEI activities whether from staff committee actions or from MPO-funded initiatives.</li> </ul>	ED, DPOL					

<b>Objective 6D:</b> Create office agreements on standard practices and behaviors and allow space for courageous conversations so staff can better understand, promote, and support the why behind DEI work and encourage cross-cultural learning opportunities.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Research best practices in communicating the rationale and importance of DEI work.	DEI Committee					
• Recommend all-staff activities and exchanges that provide accessible opportunities for cross-cultural learning and the practice of courageous conversations.	DEI Committee					
• Review recommended activities.	ED, DEX, Directors					
• Implement schedule of cross-cultural learning opportunities with evaluations after each one.	DEI Committee					
• Evaluate the effectiveness and value of the sessions and make adjustments for future years.	DEI Committee, DOF					
<b>Objective 6E:</b> Review and revise human resource supports and practices through a DEI lens, including revising job requirements to emphasize years of experience over education requirements, training hiring managers on appropriate interview questions, hosting paid internships to broaden representation, and building opportunities for mentorships and skills-based training.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Host a planning session with CTPS and MAPC human resources representatives and senior staff to exchange ideas on improving supports and practices through a DEI lens.	ED, DOF, MAPC					
• Conduct a CTPS human resources audit (see Objective 5B) to review and assess the materials and practices in use, and to make recommendations for enhancement. Execute in conjunction with the creation of a human resource strategy.	DOF					
• Identify the amount of annual funding available for initiatives.	DOF					

• Implement recommended actions and interventions; connect the work to onboarding design efforts.	DOF, MAPC					
• Evaluate the effectiveness and value of the actions taken and make adjustments for future years.	DOF, MAPC					
<b>Objective 6F:</b> Attend career fairs and university recruitment events to promote the agency’s role, work, and visibility to recruit high-quality and diverse job applicants.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
• Research and record schedule of career fairs and university recruitment events in the Boston Region.	DOF					
• Determine the amount of staff time available to attend hiring events; prioritize attendance based on resources.	DOF					
• Identify and develop appropriate branded materials to distribute at recruitment events.	DEX, Editorial, Graphics					
• Conduct pre-event workshops for agency representatives to be trained on what to expect at recruitment events.	DOF					
• Attend career fairs and university recruitment events	Staff					
• Evaluate the effectiveness of recruitment events attended and make adjustments for future years.	DOF, MAPC					

GOALS, OBJECTIVES, AND ACTIVITIES:						
<b>GOAL #7: Marketing and Public Presentation</b>						
Develop, invest in, and implement communications and marketing strategies that articulate a clear, concise, and compelling mission, vision, and core values to existing and prospective partners and the field.						
<b>Objective 7A:</b> Enhance communications capacity.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Consider the viability and benefits of recruiting communications leadership.	ED, DEX					
• Identify resources necessary to add communications capacity.	DOF					
• If beneficial and viable, recruit additional leadership capacity.	ED, DEX					
<b>Objective 7B:</b> Create and implement a clear communications plan that defines the agency and leverages its expertise to create new and grow established relationships, especially with end users of services.						
Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Conduct an agency-wide external communications audit to review and assess the materials and channels in use, and to make recommendations for enhancement.	DEX					
• Determine the level of annual investment available in the budget for communications activities, via expense and through staff time devoted to it.	DOF, ED, DEX					
• If beneficial and viable, identify and engage communications or branding consultant.	DEX					

• Develop agency-wide communications plan and brand identity guidelines.	DEX					
• Develop annual communications sub-plans for significant and recurring activities of the agency (e.g., Long Range Transportation Plan, Unified Planning Work Program, model development, and others).	DEX, DPOL					
• Implement the communications plan, sub-plans, and brand identity guidelines.	DEX, Editorial, Graphics					
• Evaluate the effectiveness of the communications plans to determine how to improve them for future years.	ED, DEX					
<b>Objective 7C:</b> Provide training to staff on how to prepare and tailor presentations to specific audiences.						
<b>Activity</b>	<b>Responsible</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
• Solicit staff input and summarize of the types of audiences that agency staff most commonly interact with and make presentations to.	DEX					
• Contact key audience representatives to solicit their input on presentations.	DEX					
• If beneficial and viable, identify vendor or consultant to deliver presentation best practices content in partnership with agency-specific scenarios.	DOF, DEX					
• Offer presentation development and delivery training to existing staff.	DOF					

**Objective 7D:** Promote proactively, both internally and externally, through its online presence and other channels, the recognition of work done by agency staff members.

Activity	Responsible	FY22	FY23	FY24	FY25	FY26
<ul style="list-style-type: none"> <li>Solicit information from staff on individual and professional accomplishments that can be added to intranet staff bios.</li> </ul>	DEX					
<ul style="list-style-type: none"> <li>Research history on projects completed by the agency that were given civic, planning, or other category of award.</li> </ul>	DEX, Managers					
<ul style="list-style-type: none"> <li>Create a location on the agency website where agency awards and recognition are summarized for the public.</li> </ul>	DEX					
<ul style="list-style-type: none"> <li>Promote the awards and recognition section through blog entries, social, and other mentions.</li> </ul>	DEX					
<ul style="list-style-type: none"> <li>Establish a quarterly schedule for soliciting and summarizing new staff awards and accomplishments that can be celebrated at all-staff gatherings and shared as content, blog or social posts for external audiences.</li> </ul>	DEX					

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**GOALS, OBJECTIVES, AND ACTIVITIES:**

**GOAL #9: Funding and Operations**

Expand and diversify revenue by partnering with Metropolitan Area Planning Council (MAPC) and other partners to collaboratively leverage strengths and strategically pursue supplemental foundation or private funding, which may not be independently available to CTPS, to support targeted municipal projects or other contracts.

**Objective 9A:** Work collaboratively with MAPC to develop strategies and best practices to capitalize on opportunities that CTPS and MAPC can jointly pursue.

Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Host a planning session with CTPS and MAPC senior staff to brainstorm the competitive advantages of a partnership approach to capitalize on opportunities.	ED					
• Develop a list of targeted, high-potential funders and partners.	ED					
• Develop materials to market the collaboration to high-potential funders and partners.	DEX, Editorial, Graphics					
• Engage high-potential funders and partners in order to secure contracts.	DEX, Managers					

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**Objective 9B:** Market CTPS’s technical assistance services to foundations and other funders to educate them about the services CTPS can provide to cities and towns to connect funders to those joint opportunities.

Activity	Responsible	FY22	FY23	FY24	FY25	FY26
• Create marketing materials to engage foundations about the agency, its work, and funding opportunities for foundations consistent with the agency-wide communications plans and brand identity guidelines.	DEX, Editorial, Graphics					
• Secure meetings with two foundations to test the marketing materials and to solicit feedback.	ED, DEX					
• Revise marketing materials.	DEX, Editorial, Graphics					
• Create a targeted list of foundations matched with specific, potential projects/clients that align with each foundation’s funding priorities.	DEX, Managers					
• Secure funding in partnership with client (city, town, MPO).	DEX, Managers					

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