

CTPS Strategic Planning and MPO Operations Plan Support

Project ID Number	NEW
FFY 2020 Total Budget	\$120,000
Funding Source	Extended FFY 2019 FTA Section 5303 funds

Note: Budget includes MassDOT local match.

Purpose

The 2019 federal certification review of the Boston Region Metropolitan Planning Organization (MPO) included recommendations that the MPO develop an operations plan as stipulated in the MPO's memorandum of understanding (MOU) to better define the roles and responsibilities of MPO members and staff, particularly among the agencies involved (including the Central Transportation Planning Staff [CTPS], Metropolitan Area Planning Council [MAPC], and Massachusetts Department of Transportation), the MPO work products, and the structure and operations of the MPO board. In the meantime, CTPS, the organization that provides staffing support to the Boston Region MPO and which carries out most of the MPO's work, has been in transition with new leadership and the need to fill vacant staff positions. To best inform the operations plan, CTPS will first engage in the development of a five-year strategic plan to reflect on CTPS's history and context, and to provide a foundation and direction for both the organization's work moving forward and the operations plan, which would be completed as a separate project.

For this project, CTPS will engage consultants to carry out a systematic strategic planning process for the organization, engaging staff and external stakeholders to assess organizational opportunities and challenges, refine CTPS's vision and mission statement if needed, and establish a five-year plan towards achieving its vision. The vision and strategy will include establishing goals and objectives, as well as measures for success toward reaching the vision. This process shall be grounded in the federally required regional planning processes that CTPS must carry out.

This strategic planning work shall serve as groundwork for the separate effort to develop an operations plan for the Boston Region MPO.

Approach

The scope of work for developing a five-year strategic plan for CTPS contains three parts:

- Part I: Overall information gathering and engagement with staff and stakeholders

- Part 2: Organizational assessment to identify the strengths and weaknesses of CTPS, its structure, and its operations
- Part 3: Strategic plan with a vision for how to move forward while meeting the organization's mandate as defined in the MOU for the Boston Region MPO

This strategic planning initiative will be grounded in organizational development and aim to assess how to build upon and enhance relationships with other agencies and stakeholders.

In addition, the strategic planning process will be based on a comprehensive plan to engage staff and external stakeholders such as MAPC as CTPS's fiduciary agent, the MPO board, federal and state entities, MPO member municipalities, MAPC subregional groups, and other clients for CTPS's technical work.

FFY 2020 Anticipated Outcomes

If completed in FFY 2020, work products will include the following:

- Organizational assessment
- A five-year plan to achieve CTPS's revised vision, including the following:
 - Summary of strengths, weaknesses, opportunities, and challenges
 - Restated mission and vision
 - Goals and objectives towards realizing the vision
 - How success will be determined in reaching the vision and goals
 - Implementation plan describing strategies with phased, prioritized action plans and associated resources, staffing, or financial implications, and assessment of risks threatening implementation
- A scope or guidance detailing how the MPO can carry out the operations plan