

November 2010

Strategic Business Plan Update

Defining the Vision. Shaping the Future.



NJTPA

**NORTH JERSEY
TRANSPORTATION
PLANNING AUTHORITY**



Letter from Board Chairman and Executive Director

Dear Friend of the NJTPA:

We are pleased to present the NJTPA Strategic Business Plan, an action-oriented strategy to guide the organization over the next five years as we advance Plan 2035, our Regional Transportation Plan. This Strategic Business Plan represents both a careful examination of our organization's recent performance and a bold vision of the central role of the NJTPA as a force of change within the region.

The current economic climate and the rapid pace of change in technology and society profoundly affect our region and our organization. In response, the NJTPA's Board of Trustees has developed a Strategic Business Plan that positions us to address these external changes, and also to play a leadership role in creating positive change.

The STRATEGIC BUSINESS PLAN advances five major directions that will position the NJTPA to effectively lead a wider range of challenges and opportunities:

Board Development – recognizing its essential leadership function, the NJTPA Board envisions opportunities to enhance its role and processes in light of the agency's expanding mission.

Facilitating Growth – the NJTPA's mission will continue to expand as it addresses a wider range of opportunities and challenges.

Communicating the NJTPA – this strategic direction recognizes the importance of regional stakeholders and the public gaining a greater understanding of the NJTPA, its role, and its value to the region.

Improving Internal Operations – Our organizational capacity, systems, knowledge and skills will be continuously improved as a foundation for effectively carrying out the NJTPA's mission.

Developing Performance Measures – investing in the transportation system with constrained resources dictates that we continue to improve our approaches to measuring performance of project investments and the transportation system as a whole.

As we implement the STRATEGIC BUSINESS PLAN, we will continue to develop as a leader of positive change in the region. And we will measure and report progress on the implementation of the STRATEGIC BUSINESS PLAN to foster a greater awareness of our role to the public, stakeholders, and our communities. Thank you for your support as the NJTPA moves toward the implementation of the Strategic Business Plan.

This plan is the culmination of the dedicated and enthusiastic efforts of many, including the entire NJTPA Board, Central Staff, and the Regional Transportation Advisory Committee (RTAC). In particular, we would like to recognize the leadership and commitment of the Strategic Planning Steering Committee, which served under the visionary guidance of Chairman Susan Zellman.

Dennis McNerney, Board Chairman
Mary K. Murphy, Executive Director



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Introduction and Background

The North Jersey Transportation Planning Authority is the federally-authorized Metropolitan Planning Organization (MPO) for the 13-county northern New Jersey region. The NJTPA serves a region of approximately 6.5 million people, making it the fifth most populous MPO region in the nation. As indicated by its mission, the NJTPA is the regional transportation planning leader and technical and informational resource for the people of northern New Jersey that:

- Creates a vision to meet the mobility needs for people and goods;
- Develops a plan for transportation improvement and management to fulfill the vision;
- Partners with citizens, counties, cities, state and federal entities to develop and promote the transportation plan;
- Prioritizes federal funding assistance to make the plan a reality; and
- Links transportation planning with safety and security, economic growth, environmental protection, growth management, and quality of life goals for the region.

This document is an update of the NJTPA's five-year Strategic Business Plan. It establishes key strategic directions that guide the NJTPA's efforts to produce positive results for the region and for its member agencies. The Strategic Business Plan is also designed to support the Regional Transportation Plan (RTP) implementation and

provide input into the development of the Unified Planning Work Program (UPWP).

Plan 2035, the current RTP, establishes priorities and long-term direction to guide regional transportation investment. The UPWP summarizes annual transportation planning activities to be completed in the North Jersey region on an annual basis. UPWP activities are carried out by the NJTPA staff, subregions, member agencies and other transportation agencies in support of the goals of the RTP.

Federal policy has increasingly emphasized the vital role of the MPO in improving mobility. The focus on MPOs primarily reflects the importance of regional consensus building for transportation priorities and investments. MPOs must shape and respond to a changing landscape by working with organizations such as the Association of Metropolitan Planning Organizations (AAMPO), the National Association of Regional Councils (NARC), and other national and state level organizations supporting effective regional planning.

Federal policy is also expanding the MPO mission by including a broader range of issues for transportation planning to address. These include community development, housing, the environment, urban and brownfield redevelopment, climate change/greenhouse gases, and economic development. The policy context for the MPO has never been so dynamic. Clearly, transportation planning must take into account a broad spectrum of issues in addressing the region's overall interests. In its central role, the NJTPA provides significant

value as a regional forum to bring together a wide range of stakeholders to address challenging issues and opportunities.

Many of the emerging problems the region now faces demand new and innovative approaches. Through the Strategic Business Plan, the

NJTPA has positioned itself to advance these approaches and serve as a catalyst for regional innovation. Importantly, this expanding role will also strengthen the NJTPA's leadership position to carry out its primary mission of transportation planning and project prioritization.

Strategic Business Plan Purpose and Organization

Strategic Business Plan Purpose

The NJTPA's Strategic Business Plan has been designed to fulfill the following major purposes.

1. **Provide Leadership on Emerging Regional Issues** – As a major population center in a highly developed region, Northern New Jersey faces tremendous transportation challenges and opportunities related to moving people and goods. However, transportation planning is increasingly linked to a myriad of other issues, including climate change, land use/development, housing, economic development and others. Significantly, the NJTPA serves as the central forum for convening stakeholders and mobilizing efforts to address these emerging issues.
2. **Position the NJTPA for Change** – The Strategic Business Plan is designed to position the organization to manage positive change at every level. Its structure ensures a balance of effort between the external components of producing mission results and addressing customers and partners with the internal components of operations and resources.
3. **Develop the Organization** – This purpose reflects the need to continuously improve the internal operations of the organization to meet the demands of its current and expanding mission.
4. **Manage Proactively** – The enhancement of management systems and controls within the organization, ensuring that strategic, future-looking actions are integrated with day-to-day activities.
5. **Support the Regional Transportation Plan and the Work Program** – The Strategic Business Plan supports the implementation of the Regional Transportation Plan by informing the Unified Planning Work Program (UPWP).
6. **Foster Innovation** – Taken as a whole, five major directions of the plan, along with the strategic directions, represent an innovative approach to serve as a guide the organization. Importantly, the execution of many of the plan's actions will, in turn, foster the culture for innovation.
7. **Build Partnerships** – The Strategic Business Plan is also designed with a strong external focus on accomplishing mission results through greater and more varied partnerships.
8. **Strengthen the NJTPA as a Regional Asset** – The NJTPA is presently a significant, but under-recognized regional asset. Strengthening this asset will benefit the region as a whole.
9. **Improve Recognition and Awareness through an Issue-Driven Orientation** – Early in the strategic planning process, leadership recognized the need for greater

recognition and awareness of the NJTPA throughout the region. This issue was paramount from a Board perspective. The plan advances this purpose directly through greater outreach and indirectly by promoting a greater orientation to being issue driven—a wider set of issues brings with it a broader set of stakeholders and increased public awareness as well.

Strategic Business Plan Organization

The NJTPA Strategic Business Plan Strategy Map includes 22 strategic objectives. As depicted on the strategy map, the objectives are grouped in categories, as follows:

- **Mission Results (MR)** – Objectives that advance the organization’s fundamental purpose. Attaining these objectives will directly benefit the region.
- **Customers and Partners (CP)** – Objectives that relate to organizations and individuals who interact with the NJTPA’s products and services (customers and stakeholders), and those directly involved in the delivery of services (partners).
- **Operations (O)** – Objectives that relate to the organization’s functions and service-delivery processes and procedures.
- **Capabilities and Resources (CR)** – Objectives that relate to the ability of the organization to carry out its operations, including its systems, structure, and the competencies of its people.

There are two external (Mission Results and Customers and Partners) and two internal (Operations and Capabilities and Resources) sets of objectives in the Strategic Business Plan. This approach balances the NJTPA’s efforts to produce regional results with efforts to address its own development. For example, the externally focused objectives of “Expand the NJTPA’s mission” and “Build relationship with new partners” are supported by the internally focused objectives of “Secure new sources of funding” and “Continue to reorient the organization’s culture.” As the plan is implemented, the NJTPA will pay attention to how well the execution of the internal objectives, monitored with their own metrics, brings about the external results.

The Strategic Business Plan is also organized in five high-level Strategic Directions:

- **Board Development** – These objectives link the professional interests and priorities of Board members with their roles as representatives of the NJTPA.
- **Facilitating Growth** – These objectives expand the scope of the NJTPA’s mission to address emerging regional issues through relationships with new partners and a continued reorientation of the organization’s culture toward innovation.
- **Communicating the NJTPA** – These objectives address the critical need for the NJTPA to advance its vision of improved mobility for the region through effective communications with partners, elected officials and the public.

- ***Improving Internal Operations*** – These objectives reflect the importance of streamlined processes and procedures leveraged through information technology to support effective regional transportation planning.
- ***Developing Performance Measures*** – These objectives relate to establishing a “value proposition” for the work products of the NJTPA that link studies and planning to the

impact on the economic vitality and quality of life within the region.

These Strategic Directions are highlighted on the strategy maps presented in the Strategic Directions, Supporting Objectives and Actions section, with the relevant RTP goals highlighted as well.



Types of Strategic Objectives in the NJTPA Strategy Map

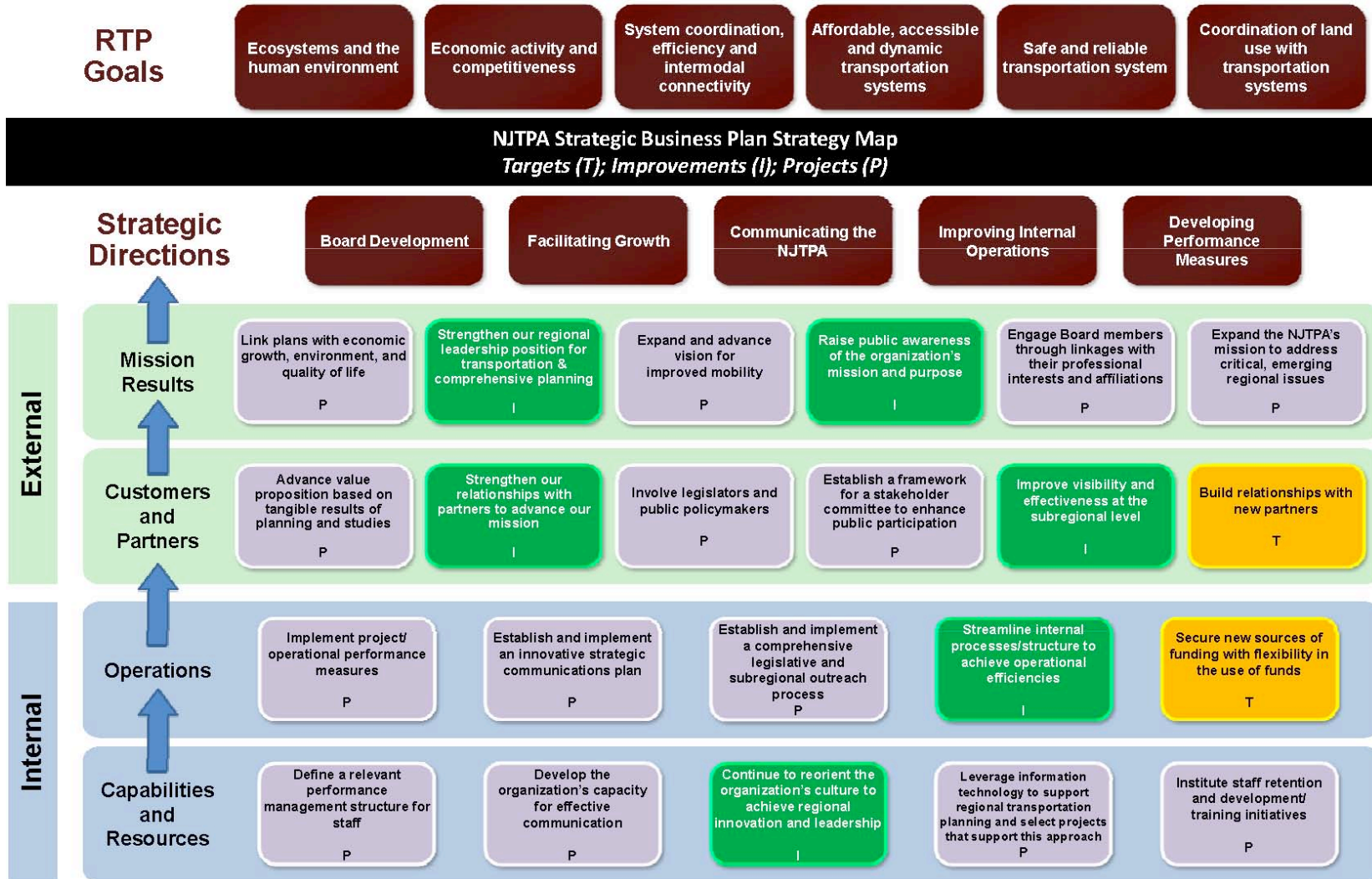
There are three types of strategic objectives in the NJTPA Strategic Business Plan; target objectives, improvement objectives, and project objectives. These types of objectives are described briefly below, and the strategy map on the following page is color-coded to reflect these types. The type of objective becomes particularly important in the detailed planning process, as it largely determines how the metrics of performance will be established and applied. While at present there are few target objectives in the Strategic Business Plan, it is expected that many of the improvement objectives will develop into target objectives over time, as explained below.

Target Objectives – These objectives apply when the metrics are clear and the means of reporting them are well established. For some organizations, financial goals are stated as target objectives, as in the case of an organization attempting to reach a particular revenue level. Often, target goals emerge from improvement goals during the implementation of the plan.

Improvement Objectives – These objectives address a recognized need for better performance in a particular area or function. In these cases, the selected performance area has traditionally not been measured, so neither the method of measuring results nor useful data is readily available. Therefore, as an organization begins to

implement an improvement objective, it will explore ways to measure performance and determine the best metrics. Using the newly established metrics, the organization can first measure the current performance level. This current level is typically considered a baseline. Then, with baseline performance clearly established, the organization will be able to recognize and report on improvement above the baseline. With sufficient data, the organization will often be able to use the measurement method to establish a target for the future.

Project Objectives – Often an organization’s strategy includes the implementation of a set of activities to establish a new service, approach a new market, launch a new product or campaign, and so on. In such cases, the project implementation plan itself is the basis for metrics and reporting. In other words, project execution is the performance that matters, and a sound project plan includes milestones, resource allocations, and other project-specific metrics.



Plan Implementation

The ultimate value of the Strategic Business Plan will be determined through its implementation. Implementation occurs in the context of accountability for results and management reporting systems or procedures that provide meaningful feedback loops. Two broad reporting guidelines will ensure accountability and effective reporting of Strategic Business Plan progress over its five-year time horizon.

Performance measures regarding implementation of the Business Plan will be incorporated into quarterly reports regularly provided to the Board. This provides an opportunity to incorporate key performance measures developed over time for improvement-oriented objectives. The NJTPA will also work to integrate the Strategic Business Plan with goal setting at the individual and organizational unit level.

Select Implementation Guidance

Implementation guidance is provided in the Strategic Business Plan for select actions under each strategic direction. This guidance follows the respective action tables. While all actions require thoughtful preparation, more detailed initial guidance is provided for those actions representing new processes or significant changes, particularly resource implications on the Board members, RTAC and within the agency. Further, these actions also tend to be integral to making progress on numerous other actions within the Strategic

Business Plan. Actions for additional guidance were generally selected for one or more of the following considerations:

- Importance or magnitude of the action in relation to advancing the overall Strategic Business Plan direction
- An activity or initiative that represents a significant area of change for the NJTPA
- Actions with potential to favorably impact the NJTPA's mission

Priority Implementation of Strategic Business Plan Actions

Given the considerable scope of the Strategic Business Plan, the Strategic Planning Steering Committee of the Board has established implementation priorities. The Committee identified the strategic directions of Board Development and Communicating the NJTPA as the foundations of an effective plan. Further, the following specific objectives were selected as short-term priorities:

Board Development

- Strengthen our regional leadership position for transportation and comprehensive planning
- Engage Board members through linkages with their professional interests and affiliation



- Involve legislators and public policymakers
- Establish a framework for a stakeholder committee to enhance public participation
- Establish and implement a comprehensive legislative and subregional outreach process

Communicating the NJTPA

- Raise public awareness of the organization’s mission and purpose
- Establish and implement an innovative strategic communications plan
- Develop the organization’s capacity for effective external communication

Initially concentrating on these objectives will position the NJTPA to advance on all of the strategic directions as plan implementation continues. Timelines associated with these priorities are reflected in the Action Plan sections of this plan.

The following guidelines are recommended for prioritized implementation:

1. A primary consideration in periodically reviewing and setting priorities should be the overall workload of staff and

the capacity of responsible units and individuals to assume leadership for advancing the actions.

2. Assignments to staff should be made in relation to the start-up of effort on any actions to be advanced. Assignments should include the designation of lead units and support units.
3. A thorough assessment should be made of implementation progress, particularly identifying any objectives that are lagging and the relative importance of each objective so that priorities can be established in a practical way moving forward.
4. Finally, leadership will also choose and assign actions with a long-term perspective, making certain there is sufficient lead time for achieving various objectives and selecting those actions that represent a reasonable or modest start and that foster momentum for the future.

Implementing strategic plans can be accomplished in a practical way. Clearly, the NJTPA will continue to perform a wide range of critical activities that are not directly addressed in this plan. Throughout implementation, it will be important for staff to continually evaluate existing, federally-mandated activities with new initiatives of the plan.

Strategic Directions, Supporting Objectives, and Actions

Strategic Direction #1: Board Development

Overview: Objectives related to Board Development address the interest expressed by Board members and staff for greater engagement of the Board in matters relating to their particular interests and organizational affiliations. At the Customer and Partner level, the objectives drive more involvement with legislators and policymakers, and also establish the framework of a stakeholder committee. These objectives increase the opportunities for even more direct Board member involvement, an area of existing strength for the NJTPA.

Organizational Readiness/Capacity – The NJTPA is a corporation overseen by a Board of Trustees. The Board of Trustees is the governing body of the NJTPA and develops the vision and plan to meet the mobility needs of the region. The NJTPA Board is the focal point for the implementation of this strategic direction. The present organizational structure and staff capabilities and experience effectively support this direction. The Executive Staff has demonstrable strength and skill in serving the Board and effectively executing the Board’s direction.

The Board plays a key role in MPO effectiveness when providing policy leadership and engagement in strategic decisions. The Board is willing to lead NJTPA into new areas of endeavor, and organize its activities to align with strategically important initiatives. The Board has demonstrated a high level of involvement, bipartisanship, and an understanding of what the NJTPA does, and what it must do to expand the mission and add value to the organization.

The strategic plan moves the Board into some new areas, including greater outreach and networking. This will require additional staff support. It may also require appropriate delegation of Executive Staff responsibilities to better align with increased Board engagement.

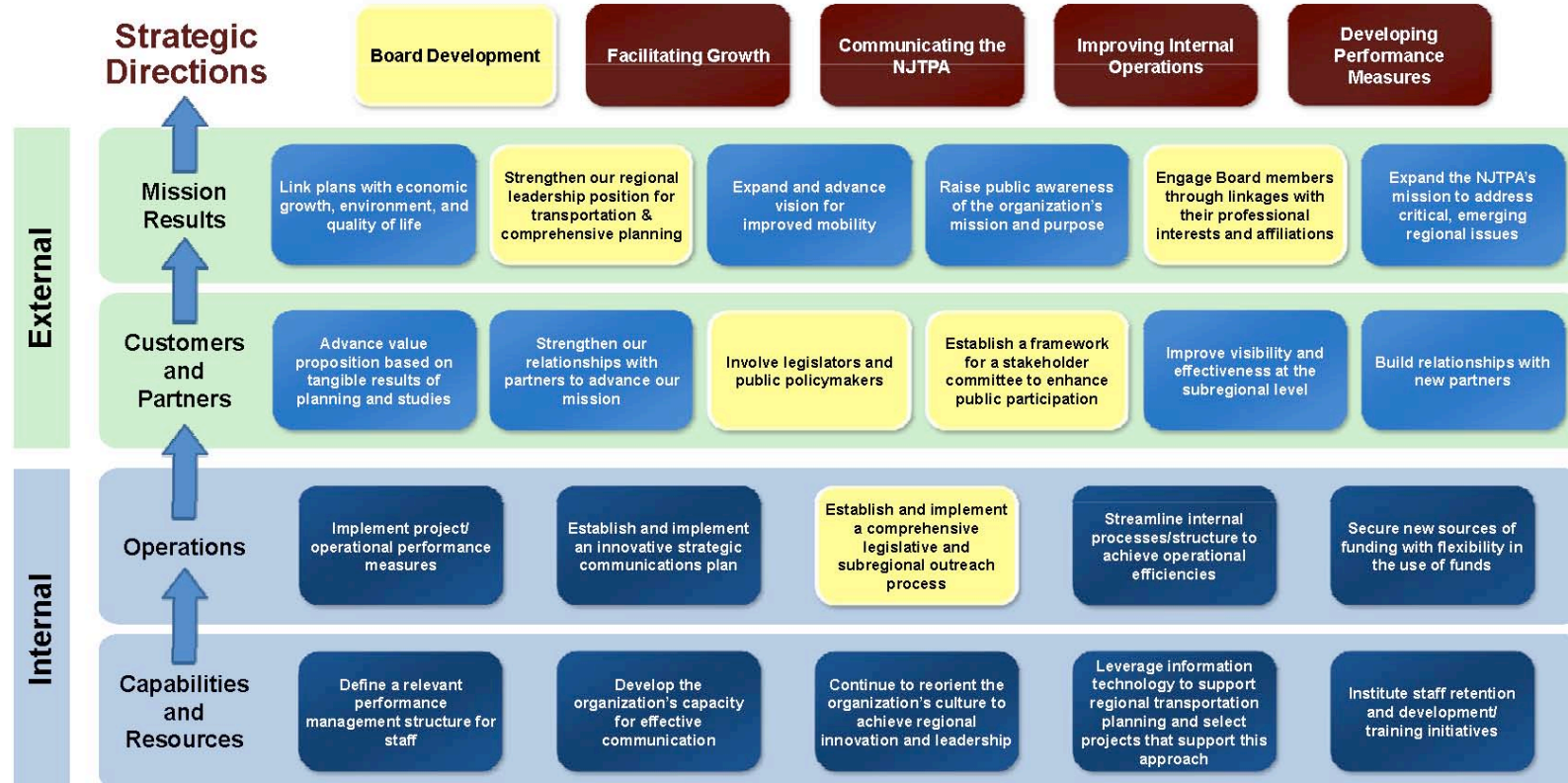
As an example, the Board will likely be highly involved in activities related to developing a new Intergovernmental Relations Committee. Federal regulation prohibits Board members as they represent the NJTPA and staff from involvement in any activity that could be construed as advocacy or lobbying. This applies to federal planning funds upon which the NJTPA exclusively relies.

In general, the NJTPA has a strong alignment between the Board and staff functions. This will be an increasingly important asset to draw upon as the organizational mission and scope expand. The Board’s active role in this strategic direction will provide synergy for the entire Strategic Business Plan implementation.

RTP Goals



NJTPA Strategic Business Plan Strategy Map



Board Development – Organizational Readiness & Capacity

Strategic Objective: Engage Board members through linkages with their professional interests and affiliations. (MR-5)

Approach to Performance Measurement: Progress implementing this objective will be carried out following a project plan including actions and measures that relate to the following key accomplishments, including:

- The completion of a Board Handbook presented to the Board and supplemented by a process to orient new Board members.
- Expanded involvement of Board members in national organizations and conferences representing the NJTPA.
- Expanded Board interaction with elected officials on behalf of the NJTPA with measurements that capture the frequency of outreach and the types of issues or subject matter addressed.
- The establishment of framework for a Stakeholder Advisory Committee to the Board and the value of that body qualitatively assessed over time.
- The securing of a gubernatorial appointment of a citizen member to the Board.
- The establishment of a framework for an Intergovernmental Relations Committee of the Board within applicable federal regulations.
- Expanded outreach materials and information resources provided to the RTAC.
- The provision of regional impact assessments of transportation reauthorization legislative proposals by the Board to elected officials.

Strategic Objective: Strengthen our regional leadership position for transportation and comprehensive planning. (MR-2)

Approach to Performance Measurement: Performance measures will include:

- The establishment of a project portfolio approach by the end of year 2 with implementation completed and evaluated in the out-years.
- NJTPA’s role in all aspects of TIP project selection qualitatively assessed to be strengthened through a cooperative process with other agencies.
- Sustainability concepts, principles, and policies integrated with NJTPA plans, projects and the UPWP; (through this process, the NJTPA will establish a baseline of appropriate indicators of this strengthened role).

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Strengthen the role of the NJTPA in the selection and advancement of new projects through active involvement with NJDOT and other partners.		X		<ul style="list-style-type: none"> • Initial commitment of staff leadership with their agency counterparts to agree to principles of active involvement. • Follow-through should be at the respective staff levels to constructively address key issues and direction from senior management of the participating organizations.
2. Increase visibility in the sustainability arena by addressing energy efficiency regulations and associated requirements for infrastructure planning.	X			<ul style="list-style-type: none"> • Tracking of emerging issues and policy changes. • Developing in-house staff expertise. • Future hiring as needed and funded through any changes, particularly at the federal level. • Leverage some of the skill sets through current or future partners with aligned interest in issues.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
3. Invite Congressional representatives and U.S. Senators as periodic guests to Board meetings.	X			<ul style="list-style-type: none"> Minimal communications requirement.
4. Strengthen ongoing relationships with staff of U.S. Senate and House members from New Jersey.	X			<ul style="list-style-type: none"> Staff time dedicated to ongoing communication.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Design and develop a new Board Handbook including enhanced information about members and staff, roles and responsibilities, etc.	X			<ul style="list-style-type: none"> Will require input from Board on some key items including their primary organizational affiliations from a networking perspective. Will also require Board acknowledgement of expanded roles and responsibilities.
2. Develop a Board orientation process and a related process that keeps Board members current.	X			<ul style="list-style-type: none"> Process for Board members to keep current can be accomplished as a part of an annual retreat and through periodic provision of topical briefings.
3. Strengthen communication between Trustees and RTAC members in order to more effectively represent the NJTPA in respective counties.	X			
4. Strengthen the structured program of Board member site visits, continuing routine and as needed visits.	X			
5. Expand participation in professional organizations (e.g., AMPO and NARC) supported by new funding sources that would permit participation.		X		<ul style="list-style-type: none"> This action depends on expanded revenue sources which will take time to develop through other actions.

Strategic Objective: Involve legislators and public policymakers. (CR-3)

Approach to Performance Measurement: Progress will be assessed in terms of:

- Frequency of communication, including periodic issue briefings with Congressional and state legislators and their staff.
- Participation of legislators in the NJTPA Board meetings and other events as appropriate.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Communicate, as appropriate, with the members and staff of Congress and state legislators. Invite elected officials as periodic guests to Board meetings and special events as appropriate.	X			<ul style="list-style-type: none"> • This action will take some lead time to be carried out effectively, particularly as it depends in part on the formation of the Intergovernmental Committee to the Board. This will involve significant resources.
2. Provide annual briefings to relevant committees and elected officials. Remain responsive to the informational needs of legislators.	X			<ul style="list-style-type: none"> • This will require Executive Management time and involvement as well as staff time in developing briefing information.
3. Participate in discussions on state and federal Transportation Fund Reauthorization.	X			<ul style="list-style-type: none"> • Staff time in direct communications.

Strategic Objective: Establish a framework for a stakeholder committee to enhance public participation. (CP-4)

Approach to Performance Measurement: Performance measures will include:

- The establishment of a charter or equivalent document sufficiently detailing the roles and responsibilities of the Stakeholder Committee.
- The formation of the Committee, frequency of meetings, and qualitative value of its advisory input to the Board.
- Gubernatorial appointment of a citizen member of the Board.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Establish a framework – including goals, purpose, roles, and composition for a stakeholder committee.	X			<ul style="list-style-type: none"> • The expected benefits in relation to a relatively small effort are expected to be significant, making this a year 1 foundation action. • Action should be carried out by an ad hoc Board task force with staff support refining the draft charter provided (see appendix)..
2. Secure a citizen/stakeholder representative to the Board.		X		

Strategic Objective: Establish and implement a comprehensive legislative and subregional outreach process. (O-3)

Approach to Performance Measurement: Performance measures will include:

- The Intergovernmental Relations Committee of the Board is established and in place.
- Materials reflecting the regional impacts of federal transportation legislative proposals have been developed and communicated to appropriate elected officials.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Develop advocacy guidelines so that all activities of the new committee comport with established standards. This will require communications with federal agencies that provide the NJTPA's funding in order to ensure that the guidelines address all areas of concern to these agencies. The agencies should review the advocacy guidelines in draft prior to adoption.	X			<ul style="list-style-type: none"> • Researching and drafting the advocacy guidelines will require Legal and Board review. • Comment from a peer MPO is also suggested in drafting.
2. Establish the framework for an Intergovernmental Relations Committee of the Board.		X		<ul style="list-style-type: none"> • Involvement of Board and Staff in developing a comprehensive charter for the new Committee. • Designating Committee Chair and staff support.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
3. Support subregions with outreach materials building on previous successful NJTPA efforts. Provide subregions with articles, announcements and other issue oriented documents that effectively communicate emerging issues.			X	<ul style="list-style-type: none"> Establishing and regularly updating a prioritized list of materials and briefings to be developed. Secure input of RTAC for the topics and for the planned publication/distribution schedule. Establish a frequency/schedule in line with staff resources and other priorities.
4. Monitor federal and state transportation reauthorization and communicate regional impacts and implications of pending legislative proposals.	X			<ul style="list-style-type: none"> Current federal legislation runs through 12/31/10, and will likely be extended. Continue to inform Board and others of key issues in relation to reauthorization status.
5. Improve consistency between regional and local planning efforts through the use of common or overlapping technical tools (e.g., NJRTM-E and subregional models).			X	<ul style="list-style-type: none"> Strengthen the linkage between transportation and land use planning by consistently addressing each in future studies and plans.

Board Development – Select Implementation Guidance

Design and develop a new Board Handbook including enhanced information about members and staff, roles and responsibilities, etc.

The impetus for this action is the recognition of the importance of the NJTPA Board in moving the organization’s mission forward and in implementing the Strategic Business Plan. The Board Handbook is only a vehicle for a more fundamental definition and documentation of Board member roles and responsibilities, particularly in the context of change and mission expansion. The following steps should be followed to effectively implement this action:

1. Develop a draft abstract and outline for the Board Handbook. Present to the Executive Committee and RTAC for input and concurrence. (In this step, research how other MPOs have successfully developed similar information resources.)
2. Draft the Handbook with special focus on new roles and responsibilities, particularly those that promote greater networking by the Board in behalf of the NJTPA and related partnership building and intergovernmental relations.
3. Design the Handbook in modular fashion for ease of use and quick-reference. Also use portions of the Handbook to

provide information to non-Board members such as County Freeholders to inform them in making appropriate appointments to the NJTPA Board.

4. Design sections of the Handbook for ease of updating, particularly for areas that change on some frequent basis – (e.g. staff contact lists, committee membership lists, etc.)
5. Present the draft Handbook to the Board with a reasonable period for comment, and subsequent revisions.
6. Issue the Board Handbook to members and provide updates on a regular basis (electronic distribution will allow more regular updates). Obtain feedback periodically on the value of the Handbook to Board members and ideas for its enhancement.

Develop a Board orientation process and a related process that keeps Board members current.

Effective governance requires a solid understanding of the organization overseen, its people, issues, capabilities and the scope of activities. Given the NJTPA’s present climate of dynamic change, it also requires routine approaches to remaining current—even for long-tenured leaders. The NJTPA Board has called for this particular action, recognizing its value for improving their leadership capacity



and for achieving a greater level of engagement. Clearly, the orientation process will be supported by the Board Handbook

described above. In addition to the Handbook, the broader Board orientation should be structured considering elements such as:

1. Short orientation briefings with functional staff units. In short face-to-face sessions, leaders would provide brief overviews of their units' functions, organization and responsibilities.
2. Developing of a secure FTP site to retrieve documents of interest relative to MPOs nationally (e.g., a recent Government Accountability Office (GAO) report on MPO challenges and issues)—email notifications of any new material can be sent to Board members with links for ease of retrieval.
3. Dedicate some time each year as part of a bi-annual Board retreat to focus on MPO issues and trends—NJTPA region and nationally.
4. Survey Board members periodically on topics of interest for which they'd like additional information resources, briefings, etc.

Establish a framework, including goals, purpose, roles, and composition for the stakeholder committee.

The establishment of a stakeholder advisory committee to the Board is a significant Strategic Business Plan action. An advisory committee with a wide ranging membership provides an extraordinary opportunity for more dynamic issue input, partnership building, and raising the awareness of the NJTPA. A draft charter for this stakeholder committee is provided in the appendix. By implementing this effectively, the advisory committee will add considerable value to the Board function. The following points should be addressed as part of the planning, design, and implementation of the stakeholder advisory committee function.

1. Target prospective members from a broad cross-section of sectors including the private sector, associations with issue interests that align with the NJTPA (land use, environment, housing, economic development, etc.).
2. Establish the expectations for participant involvement in advance of forming the committee. This can be formalized ultimately in a Committee Charter.
3. Establish a meeting cycle, with 2-3 meetings a year as a target. Designate Chairman and terms of committee membership. The first meeting or two should be organizational and agenda setting in nature and include a personal charge to the new committee from the Board Chairman.
4. Establish a working agenda, at least for year one to ensure that the committee has a productive and momentum building start and that its activities provide value to the Board.

5. Develop an annual briefing of the Stakeholder Committee to the Board with a strong issues focus.

Establish the framework for an Intergovernmental Relations Committee of the Board.

The NJTPA has an important voice on a wide range of public policy issues. As a regional agency, the NJTPA is in a pivotal position to provide unique perspective on issues of importance at the municipal, state, and federal level. As a committee of the Board it is recommended that a work program be developed for the formation and start up of the Committee that addresses the following areas:

- Committee purpose and guidance on its scope of activities.
 - Adoption of guidelines to ensure that Committee activities do not constitute lobbying.
 - Identification and prioritization of issues to address and monitor.
- Ongoing identification of outreach activities and schedules for meeting with appropriate local, state and federal officials.
 - Determining the basis for involving public officials as guests to Board meetings and other events.
 - Providing periodic issue briefs to public officials, emphasizing the regional impacts and implications of various public policy subjects.
 - Inclusion of the Committee's activities and notable progress in the existing reporting mechanisms.

Strategic Direction #2 - Facilitating Growth

Overview – These objectives involve the NJTPA’s expansion of mission to address emerging issues in the region. These may include such issues as air quality, climate change, livable communities, economic development, housing, and land use, among others. Because some of these issues require focus outside of the traditional scope of the NJTPA’s services, one objective anticipates the need for new partners. A related objective is to identify and secure new sources of flexible funding. At the Capabilities and Resources level, the related objective reinforces the need to continue developing the NJTPA’s culture toward even greater innovation and leadership.

Organizational Readiness/Capacity A fundamental business assumption of the NJTPA is its desire to grow, both in programs and funding. Currently, all of the funding is provided by federal agencies. Growth is constrained by the amount of federal funding received. Growth will depend on increases in federal funding, which is unlikely, or by finding new sources. The acquisition of additional sources will encompass development of new partnerships and relationships with other organizations, such as foundations. The capacity of the NJTPA to achieve additional funding will require expanding Central staff’s responsibilities and resources over time. This step may also require support from consultants specializing in current funding sources. The NJTPA will require dedicated organizational resources for pursuing more partnerships and new funding opportunities. This external focus and the staff resources to support it will be essential to achieve revenue growth and program diversification. Other MPO’s have experience with revenue diversification that can be valuable to the NJTPA.

RTP Goals

Ecosystems and the human environment

Economic activity and competitiveness

System coordination, efficiency and intermodal connectivity

Affordable, accessible and dynamic transportation systems

Safe and reliable transportation system

Coordination of land use with transportation systems

NJTPA Strategic Business Plan Strategy Map

Strategic Directions

Board Development

Facilitating Growth

Communicating the NJTPA

Improving Internal Operations

Developing Performance Measures

External

Mission Results

Link plans with economic growth, environment, and quality of life

Strengthen our regional leadership position for transportation & comprehensive planning

Expand and advance vision for improved mobility

Raise public awareness of the organization's mission and purpose

Engage Board members through linkages with their professional interests and affiliations

Expand the NJTPA's mission to address critical, emerging regional issues

Customers and Partners

Advance value proposition based on tangible results of planning and studies

Strengthen our relationships with partners to advance our mission

Involve legislators and public policymakers

Establish a framework for a stakeholder committee to enhance public participation

Improve visibility and effectiveness at the subregional level

Build relationships with new partners

Internal

Operations

Implement project/operational performance measures

Establish and implement an innovative strategic communications plan

Establish and implement a comprehensive legislative and subregional outreach process

Streamline internal processes/structure to achieve operational efficiencies

Secure new sources of funding with flexibility in the use of funds

Capabilities and Resources

Define a relevant performance management structure for staff

Develop the organization's capacity for effective communication

Continue to reorient the organization's culture to achieve regional innovation and leadership

Leverage information technology to support regional transportation planning and select projects that support this approach

Institute staff retention and development/training initiatives

Facilitating Growth – Organizational Readiness & Capacity

Strategic Objective: Expand the NJTPA’s mission to address critical, emerging regional issues. (MR-6)

- Approach to Performance Measurement: Performance measures will include: The number and type of new partnerships and their qualitative impact on the NJTPA and its mission
- The number and type of regional issues workshops held reflecting mission expansion and expanded partnership formation; also:
 - Collaboration with neighboring and other MPO on issues established on a priority basis (continual)
 - Number and types of inter-MPO collaboration (years 3-5)
 - Results and impacts of collaboration (years 5 and beyond)

Objective Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Continue to convene regional issues workshops to build consensus and commitment to action.	X			<ul style="list-style-type: none"> • The NJTPA’s resource requirement can be minimized to some extent by relying on active participation and staff support from partners and stakeholder organizations that care about the respective issues. Depending on desired media format, frequency, quantity and definition of “suitable education and outreach information,” additional staffing may be required.



Objective Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
2. Establish new partnerships following an issues-driven approach, particularly those that yield new sources of funding.		X		<ul style="list-style-type: none">Partnership formation will require implementation of related outreach actions in the plan, including the development of education and outreach materials and capacity for customization.

Strategic Objective: Build relationships with new partners. (CP-6)

Approach to Performance Measurement: The NJTPA will measure performance in achieving this objective in terms of the number of new partners established within the short- and long-term phases of implementation. The NJTPA leadership team is encouraged to establish the target by the time the plan is set for implementation.

Objective Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Develop suitable education and outreach information for prospective partners that communicates the NJTPA value.		X		<ul style="list-style-type: none"> This should be a priority focus and may require a significant time allocation for External Affairs with support from other units.
2. Continue to visit with prospective partners, building on the existing relationships. Track the results of efforts by agreeing with partners on specific priorities.		X		<ul style="list-style-type: none"> Staff time required to achieve the visitation schedule. This should begin with a modest number of visits, allowing time to develop and strengthen the approach and the support activity.
3. Expand collaboration with neighboring MPOs.		X		<ul style="list-style-type: none"> In year 1 identify a prioritized listing of issue areas and the various combinations of MPO partners on an issue-by-issue basis. Years 2-5 should reflect increasing collaboration with other MPOs on a wider range of issues. Resource management can be supported by a work sharing approach spanning the participating organizations.

Objective Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/Ongoing (ongoing/beyond 5 years)	Resource Considerations
4. Expand an issues focus with the League of Municipalities.			X	<ul style="list-style-type: none"> Identify NJTPA Board member with existing League of Municipalities relationship. Obtain NJTPA involvement on panels at annual League of Municipalities meetings within the next five years.
5. Establish relationships with issue advocacy groups such as Chambers of Commerce, environmental advocates, industry & trade organizations, etc.		X		<ul style="list-style-type: none"> Production of informational resources on a regular basis that satisfies the needs of these organizations.

Strategic Objective: Secure new sources of funding with flexibility in the use of funds. (O-5)

Approach to Performance Measurement: Performance measures will include:

- Level of diversification of revenue sources over time with progress toward achieving a to-be-determined percentage of total revenue goal from non-federal sources.

Objective Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/Ongoing (ongoing/beyond 5 years)	Resource Considerations
1. Establish a development plan for non-federal revenue.		X		<ul style="list-style-type: none"> • Preparation of a development plan in years 2-3. • Execution of the development plan in the out-years will require dedicated commitment of staff resources for the various facets of outreach, partnership building, ongoing exploration of potential funding sources and the administrative support associated with these actions.
2. Investigate public, foundation, and private funding sources on an ongoing basis. Determine availability of funding and sources, as well as NJTPA's ability to use such funding.		X		<ul style="list-style-type: none"> • Same as above.

Strategic Objective: Continue to reorient the organization’s culture to achieve regional innovation and leadership. (CR-3)

Approach to Performance Measurement: Performance measures will include:

- The number of participants among staff leadership involved in community and industry organizations
- The qualitative results of greater visibility and networking

Objective Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Involve key staff in high visibility community and industry organizations.		X		<ul style="list-style-type: none"> • Identify staff leaders and mutual expectations for community involvement. • Strategically target 1-2 organizations per staff member aligning with the NJTPA’s interests.
2. Participate in formal leadership networks (e.g., Leadership Newark) and other development opportunities.		X		<ul style="list-style-type: none"> • Resource implications in identifying the range of such organizations throughout the region and aligning involvement with interested staff.
3. Over time, establish staff performance objectives that reflect the organization’s value on innovation and leadership.			X	

Facilitating Growth – Select Implementation Guidance

Establish new partnerships following an issues–driven approach, particularly those that yield new sources of funding.

Establishing new partnerships should be carried out, in a variety of ways and could involve the Stakeholder Advisory Committee. The action also has a strong linkage with the three actions that follow in this section. The overall emphasis is a cultural change in which the NJTPA becomes steadily more active in building partnerships. This is not an entirely new function as the NJTPA has worked with a wide range of stakeholders as seen in activities such as the Freight Initiatives Committee.

Specifically, this action envisions an ongoing process to routinely identify and engage potential partner organizations—public, private and non-profit. To do so effectively will require a basic work plan to:

1. Initially identify potential prospect organizations—this can begin with those with which Board members have affiliation.
2. Establish a basic prioritization of organizational prospects and a visitation schedule.
3. Set reasonable targets for a number of “prospective” meetings on an annual basis.

4. Involve the Board Members and Executive staff in the visitations whenever possible.
5. Utilize education and outreach information to inform, educate, and to foster an understanding of mutual interests.
6. Maximize the involvement of new prospective partners in issue forums as guests, conveners, speakers, etc.
7. Report to the Board periodically on the status and results of the Expanded Outreach Program.

Expanded Outreach

The NJTPA's mission and activities impact every citizen and organization in the region. The Board has emphasized the need to raise awareness about the NJTPA and to expand partnerships. As the NJTPA's mission continues to expand, it can help to grow a partnership network drawing from the diverse range of public, private, and non-profit organizations. Many of these organizations have a strong civic interest and care about issues that are important to the NJTPA. As the work of a Metropolitan Planning Organization expands, so does its potential for reach or influence.

This outreach approach recognizes the opportunity to be regularly engaging other organizations to inform them about the NJTPA, its mission and strategic directions. This type of activity builds organizational good will and enthusiasm among the participants. The basic steps associated are summarized below.

- Periodically, the NJTPA would identify and prioritize a list of prospective partner organizations.
- Visits would be scheduled with these organizations and could include a combination of senior staff and Board members.
- The visits would follow a basic agenda of introducing the NJTPA, discussing some of its key focus areas and exploring areas of mutual interest with the organization being visited.
- A standard package of leave-behind material would be made available to the prospective partner organization.

- The meetings would be used to gauge areas of mutual interest and to explore opportunities for involvement with NJTPA activities. This will also result in greater networking with other organizations as recommended through these visits.
- The Annual Report to the Board should reflect significant accomplishments in this area.

Develop suitable education and outreach information for prospective partners that communicates the NJTPA value

This action supports the broader preceding action. Recognizing that the NJTPA has an opportunity to raise awareness of the organization's role and value, it is important to develop education and outreach materials that help to bridge this awareness gap. Consideration should be given to developing a professional quality leave behind information packet that includes standard materials as well as information as necessary customized to the key issue interests of prospective partners. This process will entail some up-front development, but can become increasingly efficient as the core material is used repeatedly. The customized material can be as basic as issue fact sheets that align with the particular interests of each prospective partner.

Establish a development plan for non-federal revenue.

The funding base of the NJTPA can widen as the NJTPA's mission expands. Historically, the agency's revenue has been restricted to federal funding designated for transportation planning. As the NJTPA becomes involved in a wider range of issues, there will be opportunity to pursue new funding from other public sources, private corporations, foundations and non-profits. Issues currently being addressed by MPOs such as land use, economic development, and the environment have very broad constituencies.

A basic development plan should be prepared and periodically updated. The development plan should include potential funding sources/organizations, identification of the areas of affinity with the NJTPA, and listing of contacts and follow up steps to explore potential funding sources. (This dovetails with Expanded Outreach Program discussed above.)

Over time, the NJTPA may want to consider setting financial targets for the development plan. The focus in the short-term should be to prepare a basic development plan (without quantification), until a base of experience has been attained. Revenue diversification will provide the NJTPA with greater flexibility to carry out its more dynamic mission as current funding sources come with various restrictions.

The NJTPA should advance the following basic steps for preparing and implementing a basic development plan:

1. Identify and engage prospective partners on an issue affinity basis including but not limited to: public sector agencies, private sector corporations, associations, and foundations. Also, the NJTPA should establish a means of regularly tracking grant opportunities.
2. Following a sufficient round of outreach efforts, identify those organizations that are potential sources of funding for the NJTPA. Establish a follow-up approach, as appropriate, for each target organization.
3. Track activity, ensure that follow-up occurs, and monitor status over time.
4. Consider including a fees-for-services component in the development plan.
5. On an on-going basis, recognize partners—i.e., the results and impacts of participation. Recognition is an important element of fund-raising.

Investigate public, foundation, and private funding sources on an ongoing basis. Determine availability of funding and sources, as well as NJTPA's ability to use such funding.

This action is essentially a specific component of the development plan action described above. It is important to note that as the NJTPA's revenue streams diversify, the agency's accounting system

and financial controls must also be structured to include the appropriate controls to prevent co-mingling of funds. Prior to receiving new funding, the accounting procedures must be established with the NJTPA's host organization. These procedures would reflect the accepted methods of funds receipt as indicated by varied funding sources. Further, the NJTPA should research how revenue and funding accounting for multiple sources has been accommodated by other MPOs.

Over time, establish staff performance objectives that reflect innovation and leadership.

Organizational goal setting is an essential process of communication and accountability. Goal setting is an affirmative leadership function, not a punitive process as perceived in some organizations. The Strategic Business Plan has 22 major objectives that must ultimately link with accountable units and individuals within the agency. Unit and personal goal setting does not nor should not be limited to the Strategic Business Plan, of course. On the other hand, goal setting

should not exclude communication of expectations and accountability for the Strategic Plan's objectives.

The NJTPA Executive Staff are responsible for translating key organizational directions into the organization's basic management controls and reporting systems.

A basic approach to start:

1. Develop a simple template or guidance document for incorporating Strategic Plan objectives into unit and personal goal setting and performance reviews.
2. Provide guidance, meetings, and "FAQ" pieces to answer questions associated with this change.
3. Spread responsibility to the greatest extent practicable by identifying lead units and individuals and support roles as well. This approach of assigning lead and support roles across functional units of the organization is beneficial for internal collaboration and team building.
4. Recognize units that establish meaningful goals related to Strategic Business Plan implementation.

Strategic Direction #3: Communicating the NJTPA

Overview – These objectives enhance the NJTPA’s leadership position in the region based on an expanded vision for improved mobility and increased awareness of the organization’s mission. The valuable relationships with partners are strengthened as a means of advancing the NJTPA’s mission, and the approach is supported by a comprehensive communications plan (see Appendix B). Internally, one objective enhances the NJTPA’s capabilities for implementing this bold and innovative communications strategy.

Organizational Readiness – The Communication Plan (see Appendix B) established as part of this strategic planning process provides a foundation for moving forward. This dimension has two levels: the first is to assist the public to understand the purpose and benefits, communicated by an NJTPA externally-focused value proposition in the region; the second is for the employees to see themselves as a part of a larger team, and assume a personal identification with the central, distinctive and enduring qualities of the organization.

The organization will need to expand from a public information orientation including the development of publications to an education and outreach orientation, engaging in promotional activities which may require alternate funding. Other outreach efforts will center on engaging in promotional activities on a regular basis. This fits with the promotion of the brand and the identity associated with the new logo and value proposition/tagline. The Strategic Business Plan also envisions the potential need for expanding opportunities, communicating the value of the NJTPA by establishing a unit to provide education and outreach orientation in the future to a broader range and a greater number of stakeholders.



Communicating the NJTPA – Organizational Readiness & Capacity

The Strategic Business Plan development process included the preparation of a Communication Plan which is found in Appendix B. The Communication Plan is particularly important and timely from the standpoint that the NJTPA Board members and staff leadership early on stressed the significance of communication—particularly external communication—for the NJTPA. The Communication Plan has a strong focus on intergovernmental relations and the building of partnerships and coalitions around issues of mutual importance to other organizations—public and private.

In addition to being a stand-alone document, the Communication Plan is integrated into the Strategic Business Plan. Issues and opportunities that are particularly relevant to the Strategic Business Plan’s Strategic Directions appear in those respective sections of the plan as part of the overall approach to implementation.

Strategic Objective: Expand and advance vision for improved mobility. (MR-3)

Approach to Performance Measurement: Performance measures will include:

- The development of a compelling transportation vision for regional mobility with significant stakeholder and public input

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Establish a compelling “Transportation Vision Statement” for use with all NJTPA education, outreach and communication materials.		X		<ul style="list-style-type: none"> • Design an approach to make the new vision definition an innovative focal point for next RTP update—.
2. Evaluate options for publishing topical articles highlighting the NJTPA’s vision and methods/technologies for improving mobility in various statewide and local professional journals and publications.		X		
3. Communicate the NJTPA vision routinely as a major theme in the RTP and UPWP updates.		X		
4. Look for opportunities for staff to serve on statewide or regional advisory committees for specific issues. Develop/enhance partnerships through these organizations.			X	<ul style="list-style-type: none"> • Dedicated staff time for preparation and participation in meetings.
5. Develop concise “elevator speech” for use by Board members for ease of reference in promoting the NJTPA.	X			<ul style="list-style-type: none"> • Board meeting time to review and comment on this item.

Strategic Objective: Raise public awareness of the organization’s mission and purpose. (MR-4)

Approach to Performance Measurement: Performance measures will include:

- Increased awareness of the role of the NJTPA as measured by market research of the level of understanding of opinion leaders, policymakers, and peer agencies.
- Greater support for the NJTPA as measured by acceptance and support of the agency’s initiatives, its ability to implement public/private partnerships, and the resources and responsibility granted to the agency.
- Development of summary information for ease of use by Board members.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Continue and expand the previously established effort to match the timing of critical milestones in planning cycles with key partners. This will increase efficiency by establishing a common deadline for critical steps in planning. The initial target partners for this effort would likely be NJDOT and NJTransit because of the groundwork of collaboration already laid and the significant volume of work carried out in cooperation with these organizations.			X	<ul style="list-style-type: none"> • Resource neutral, part of regular interaction with these agencies. • Secure agreement from the respective agencies to continue to address opportunities to realize efficiencies from better matched cycles.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
2. Expand the NJTPA's role in project development (environmental and preliminary engineering phases), providing greater support to partner agencies.			X	<ul style="list-style-type: none"> Requires coordination with FHWA and NJDOT. May require some skill building and training over time. Some staff time to be invested in researching best practices of MPOs that are assuming a larger role in transportation project development (beyond planning). Could have positive resource implications if the NJTPA assumes some of these responsibilities from partner agencies.
3. Employ social networking to communicate the role and value of the NJTPA in a discreet professional manner.			X	<ul style="list-style-type: none"> Staff time to disseminate information, monitor/respond to public feedback.
4. Increase NJTPA presence and links on partner websites (NJDOT, Port Authority of NY/NJ, allied organizations, etc.).		X		<ul style="list-style-type: none"> Coordination by public affairs staff of the NJTPA.
5. Hold periodic forums with a focus on bringing together those organizations with common goals on key issues.		X		<ul style="list-style-type: none"> Staff time to identify strategic objectives for each meeting, measure outcomes, and ensure action steps are taken.

Strategic Objective: Strengthen our relationships with partners to advance our mission. (CP-2)

Approach to Performance Measurement: Performance measures will include:

- Greater integration with the planning cycles of the NJTPA and its partner agencies as measured by indicators of synchronous planning cycles (baseline to be developed in year 1).
- Expanded value-adding services provided to a broader range of project development activities as measured by expanded staff involvement/contribution, improved and streamlined projects, and associated funding for supporting agencies in these areas.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Rebrand the NJTPA with an enhanced logo and benefit statement reflecting its relevance and expanded mission. Follow with an aggressive public relations initiative on the significance of the change.	X			<ul style="list-style-type: none"> • Effort required to communicate the new brand.
2. Engage the public in an ongoing dialogue with high visibility (including public service announcements, surveys, publications, editorials, forums).		X		<ul style="list-style-type: none"> • Develop the approach and design in year 1 for ongoing implementation in Strategic Business Plan years 2 – 5. Leverage new logo and brand as part of this outreach. • Resource implications are negligible. This is an improved means of doing business consistent with the MPO mission.
3. Investigate the feasibility of posting the NJTPA’s logo on project signs, conveying that “The NJTPA provided planning services to make this project possible.”			X	<ul style="list-style-type: none"> • Negligible resource requirements. • Up front staff time to develop the concept and present to federal and/or state decision makers.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
4. Establish an approach to periodically gauge understanding of and support for the NJTPA's vision for the region.		X		<ul style="list-style-type: none"> • Develop baseline measurement approach and an appropriate survey instrument and administration schedule. • Update regularly and build trend data over time. • Present trends and implications to Board (which has a particularly strong interest in this gauge of external awareness of the NJTPA).
5. Develop closer working relationship with NJDOT in non-planning areas with implications for ongoing NJTPA efforts (e.g., maintenance and operations, traffic engineering, safety.)			X	<ul style="list-style-type: none"> • Staff effort to make contact and build working relationships.
6. Establish more formal relationship with New Jersey Economic Development Authority (EDA).			X	<ul style="list-style-type: none"> • Consider establishing the NJTPA as an Economic Development District and coordinator of the Comprehensive Economic Development Strategy (CEDS) for the region. • Identify a member of the Planning and Economic Development Committee to serve as point person; use the Port Authority's partnership with EDA on the Portfields Initiative as a guide.

Strategic Objective: Establish and implement an innovative strategic communications plan. (O-2)

Approach to Performance Measurement: Performance measures will include:

- Completion of annual reporting on notable accomplishments and benefits of Communication Plan starting in year 2 after Communication Plan implementation is under way.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Evaluate and periodically report progress/accomplishments in implementing the Communications Plan.		X		<ul style="list-style-type: none"> • Staff time for minimal data collection and drafting of input for the Annual Report. • Updating and refining the Communication Plan at least once a year.

Strategic Objective: Develop the organization’s capacity for effective external communication. (CR-2)

Approach to Performance Measurement: Performance measures will include:

- The completion of a capabilities assessment in year 1 with periodic follow-up reviews as needed in line with expanded communication function.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Periodically assess capabilities associated with an effective implementation of the Communications Plan. Review the requisite knowledge, skills and competencies required for an expanded external communications, education and outreach function.		X		<ul style="list-style-type: none"> • Assessment in year 1 can be done in-house or with consultant support. • Ongoing activity over time with a small commitment of time commensurate with an organization whose external communication requirements are increasing substantially.
2. Assign to External Affairs the responsibility for outreach to established and prospective partners, municipal officials, and the private sector.	X			<ul style="list-style-type: none"> • Balance with the existing workload of External Affairs and augment with other staff, as appropriate.

Communicating the NJTPA - Select Implementation Guidance

Implementation guidance is provided for 19 of the actions. While all actions require thoughtful consideration in the preparation stage, these actions merit special attention because they represent new processes or significant changes to existing processes. Further, these actions also tend to be integral for progress on numerous other actions within the Strategic Business Plan.

Establish an approach to periodically gauge opinion leaders' understanding of, and support for, the NJTPA's vision for the region.

The Board recognizes the importance of the NJTPA being known and valued by regional leaders—public and private. The Board sees this as an important facet of organizational development and performance in a broad sense. The NJTPA's branding consultant, Ilium, offers the following implementation guidance:

The new brand identity for NJTPA has two strategic goals:

1. Raise awareness of NJTPA, as measured by market research.
2. Increase understanding of the role of the NJTPA, as measured by market research for opinion leaders, policymakers and peer agencies.

- Policymakers/elected officials from the NJTPA region who are NOT members of the NJTPA Board
- Opinion leaders and leaders of business, community based, civic and educational organizations in the NJTPA service area

Expand the NJTPA's role in project development (environmental and preliminary engineering phases), in providing greater support to partner agencies.

The NJTPA is to be commended for recognizing that its mission expansion includes providing services to partner agencies. In a “win-win” manner, this recognizes the budget and staffing challenges that NJDOT and others face. This particular action represents an area of unique opportunity. Typically, the job of the MPO begins with planning and ends with the adoption of a TIP. Within that process, other analysis is required. Often, the sponsor organization oversees further pre-design development—environmental, alternatives analysis, etc. Then the project is “handed off” to the implementing agencies.

Many MPOs have recognized that this process has probably been too linear. Clearly, greater integration of planning and engineering

disciplines, rather than the traditional “handoff” model, would produce better plans and projects. Specifically, the experience and skills of planners offer a special opportunity to streamline project development by better integrating planning and preliminary

engineering (including environmental/NEPA [National Environmental Policy Act] and alternatives analysis). This action would be carried out in partnership with agencies such as NJTPA, NJDOT, NJ Transit and the Port Authority to:

1. Explore win-win collaboration.
2. Explore an expanded support role for the NJTPA.
3. Explore opportunities for the NJTPA to provide services on a fee-for-services basis that partner agencies would value.

Consider establishing a functional area to strengthen an expanded outreach to established and prospective partners, municipal officials, and the private sector.

An organizational assessment conducted during Plan development revealed an opportunity to expand the NJTPA communication and education and outreach functions in line with the agency's growth.

This is likely a longer-term action within the five-year Strategic Business Plan horizon. Its inclusion simply recognizes that one way in which the NJTPA will change is by becoming more outreaching on numerous levels beyond traditional transportation plan development. As the role of the MPO expands nationally and in northern New Jersey, the designation of an expanded External Affairs Division may be warranted. The process for developing this new unit would include:

1. Defining the expanded roles and responsibilities
2. Defining the rationale and expected benefits
3. Securing Board support
4. Developing accountable unit priorities and goals
5. Evaluating performance over time

Strategic Direction #4 - Improving Internal Operations

Overview – These objectives address the need to improve selected processes in which operational efficiencies will enhance the organization’s throughput of work. By becoming more efficient, the NJTPA will potentially free up internal resources to address some of the emerging regional issues. Consistent with this, additional objectives enhance staff development and performance initiatives. This strategic direction also addresses the expanded use of information technology in regional transportation planning, another means of realizing operational efficiency.

Organizational Readiness – The nature of the work of the NJTPA is labor-intensive. Virtually everything the organization does involves a current or future potential project; whether it is plan development or TIP project development. With reliance on federal funding, the NJTPA’s orientation has largely been one of compliance in terms of tracking and reporting according to federal requirements. There is a demonstrated need to explore innovative project-operational performance structure and standards.

Improving internal operations will require internal process adjustment on two levels: organizational and technological. Organizationally, there will need to be a shift to a project management orientation that spans each division. That is, the divisions should remain in their current structure, but certain projects would be overseen by a cross-divisional team that reports to the respective project manager. Tools to reduce the labor-intensive efforts and improve productivity will be needed in the form of formal project management and tracking and budgeting systems.

How should process streamlining and efficiency measures be incorporated into the Strategic Business Plan implementation? This section outlines a basic approach for the NJTPA to follow, adapt and adjust in ways that are appropriate over time. The approach, however, provides a basic framework the organization can follow as part of the overall implementation of the Strategic Business Plan.

Efforts to make any organization more efficient and streamlined in its processes begin with an acknowledgement that organizational capacity, while somewhat variable over time, is a finite resource. For the NJTPA, an organization, whose mission is expanding, this understanding is only too real. There is a ceiling or upper limit—dictated by available resources—on any organization’s capacity to perform.

Well performing organizations strive to ensure that resources are focused on defined priorities to the greatest extent possible. But, what happens when even top priorities exceed an organization’s capacity? At that point it becomes essential to create greater margins of capacity by streamlining processes and achieving other efficiencies. In other words, create greater supply of organizational resource to meet the demand of priority activity.

The following outlines the basic five-phase process the NJTPA should follow with an optional additional “phase” that could be invaluable:

Phase 1: Understand the linkages between external performance and internal operations.

- NJTPA's reason for being has everything to do with regional mobility and making the associated investments supportive of regional mobility and related goals.
- Staff should invest some time to define external performance of the organization to what is carried out internally.
- This can be done at a reasonable level of specificity that is neither too general and not yield insights nor too fine grained and detailed that bogs the organization down in analysis.

Phase 2: Internal assessment.

- Essentially the consideration of internal operations and how they contribute to external performance of the organization is intended to answer these kinds of questions:
 - Which activities are having the greatest impact and why?
 - Which activities are not having much impact and why?
 - How do we spend our time in relation to both high impact and low impact activities? Where are we spending too much time in relation to the value of the activity?

Phase 3: Establish streamlining and efficiency priorities and an implementation schedule.

- This phase begins by identifying which activities can be made more efficient and less time consuming and determining how this should be accomplished (high time-low impact activities should be the initial target for streamlining).
- Establish a desired order/schedule for carrying out identified streamlining initiatives, with consideration of the unit's existing workload and capacity to address streamlining activities.
- Assign each initiative to a lead unit of the organization as appropriate.
- Each lead unit should develop an approach for its streamlining assignment that includes the steps to follow, how to communicate progress, and what measure(s) will be used to evaluate impact.

Phase 3: Track measures to periodically evaluate impact and organizational benefits.

Adopted measures for all streamlining activity should be periodically evaluated and tracked to gauge the impact on the organization and its performance. Measures can include:

Quantitative—e.g., cost savings, time savings, reduction of steps in a process, approximate percentage of time being available for higher priority activities.

Qualitative—CQI type efforts also often have other impacts that are difficult to quantify, but are no less important—e.g., improved relations with subregions, greater morale, staff development and empowerment to take on greater responsibilities, etc.

Project specific—Streamlining measures may be specific to the streamlining activity itself—obviously these depend on the specifics of the project, but should be considered in establishing basic measures for any streamlining effort to be advanced.

Phase 4: Establish periodic reporting to Board

The NJTPA intends to periodically report on progress implementing the Strategic Business Plan. One component of the Strategic Business Plan reporting should address organizational streamlining and efficiency. This is an important issue in light of the increasing demands on the NJTPA. Reporting will provide the Board with important information and an even greater understanding of the challenges associated with carrying out all organizational priorities.

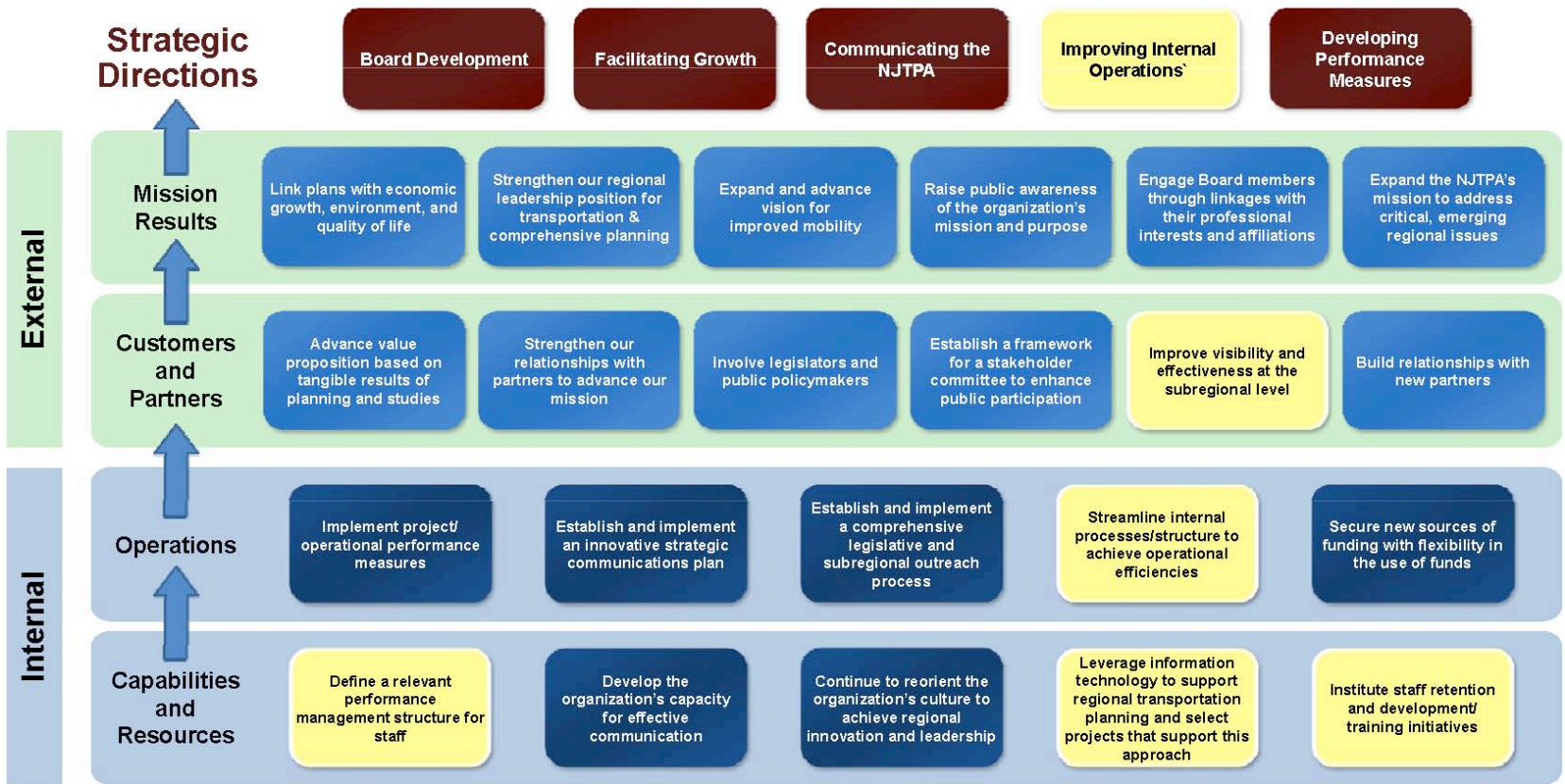
Phase 5 (Optional): Consider a peer review process with other MPOs

Many organizations benefit from involvement in a peer review process, including public agencies as well. NJTPA could identify peer MPO(s) and establish an occasional peer review of streamlining and efficiency efforts, starting with a process as simple as exchanging information about the various challenges and the associated streamlining efforts. Sharing such information can be an invaluable source of “technology transfer” and insights from like organizations. This effort could be promoted on a more national basis through NARC and/or AMPO.

RTP Goals



NJTPA Strategic Business Plan Strategy Map



Improving Internal Operations – Organizational Readiness & Capacity

Strategic Objective: Improve visibility and effectiveness at the subregional level. (CP-5)

Approach to Performance Measurement: Performance measures will include:

- Extent to which project management system is shared in out-years of Strategic Business Plan
- Frequency of central staff visits to RTAC increases over time.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Explore holding one travelling Board meetings each year among the counties— establish Board consensus for locations.	X			<ul style="list-style-type: none"> • Board’s interest in evaluating this action in Years 1-2 for implementation in out-years.
2. Implement a project management system shared with RTAC members to update project status and enhance communication.			X	<ul style="list-style-type: none"> • Time of central staff and RTAC, possibly with consultant support, as well as the NJTPA technical staff supporting the solution. • Investments in programming, software and hardware are conceivable.
3. Increase the frequency of central staff visits to RTAC members to actively pursue a better understanding of the subregions’ needs.	X			<ul style="list-style-type: none"> • Commitment of more staff time outside the office in the field— where projects reside.

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
4. Increase involvement of county engineers through local programs.	X			<ul style="list-style-type: none"> • No significant implications, potential for cost savings and greater efficiency. • Only resource requirement is the initial time for ramping up this effort and the related follow-through.

Strategic Objective: Streamline internal processes/structure to achieve operational efficiencies. (O-4)

Approach to Performance Measurement: Performance measures will include:

- Completion of FHWA/FTA process analysis (year 1)
- Time tracking process review completed (years 2-5)

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Perform detailed process analyses of high-impact processes starting with: <ul style="list-style-type: none"> • Exploring opportunities for streamlining reporting process with the FHWA/FTA. Perform the streamlining in an approved strategic manner to ensure that those activities requiring the most effort will be reduced. • Evaluating the time tracking and invoicing process for potential efficiencies. The analysis should include evaluation of internal and external processes that include NJIT/NJDOT, and should be extended to include the assignment of Task Orders and set-up of internal accounts, analysis of time keeping and invoicing. 			X	



Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
2. Establish a portfolio approach for project planning beginning with a few selected projects to pilot the concept and gauge results.			X	<ul style="list-style-type: none"> Minimal time for research best practices and benefits of portfolio approach by DOTs and by other MPOs. May require consultant support to help facilitate this change. Greater productivity and return on investment will result. Time of members from each functional division to meet and advance the portfolio approach.

Strategic Objective: Leverage information technology to support regional transportation planning and select projects that support this approach.

(CR-4)

Approach to Performance Measurement: Performance measures will include:

- Establishment and communication of technology standards
- Software selected, secured, and implemented

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Maintain minimum technology standards for RTAC computing system requirements comparable to those of central staff.		X		<ul style="list-style-type: none"> • Resource implications are associated with and to be determined by the standards that are ultimately established.
2. Secure a software solution to coordinate, access, and exchange data for TIP development and project prioritization and tracking.			X	<ul style="list-style-type: none"> • Resource requirements to be determined as part of the evaluation of software solution options.

Strategic Objective: Institute staff retention and development/training initiatives. (CR-5)

Approach to Performance Measurement: Performance measures will include:

- Review and completion of key administrative policy actions according to project plan over the Strategic Business Plan 5-year implementation horizon

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Within the overall NJIT policy and administrative framework: <ul style="list-style-type: none"> • Refine staff development training. • Evaluate potential staff performance incentives. • Define a policy for staff development options and conference attendance. • Institute staff cross-training in the areas where it is not currently occurring. • Develop a staff succession plan. 		X		<ul style="list-style-type: none"> • Ongoing function of management and human resource activity of the organization. • Staff involvement should be encouraged as part of the efforts as sound leadership practices.

Strategic Objective: Define a relevant performance management structure for staff. (CR-1)

Approach to Performance Measurement: Performance measures will include:

- Level of integration of Strategic Business Plan and organizational performance goals over the Strategic Business Plan five-year horizon

Action(s)	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Relate the Strategic Business Plan Strategic Objectives to both group and individual and project performance goals. Annually set employee personal objectives reinforcing this linkage.		X		<ul style="list-style-type: none"> • Continued current management practice, which is already in place
2. Consistently communicate and reinforce the positive expectation that all employees contribute to the goals of the organization.	X			<ul style="list-style-type: none"> • Ongoing and sound management and communication practice

Improving Internal Operations - Implementation Guidance

Implement a project management system shared with RTAC members to update project status and enhance communication.

The unique and valuable relationship between central staff and RTAC members is ultimately realized in successful projects. Central staff and RTAC collaboration can be further enhanced through the exchange of better and timelier project status information. This action envisions the development or adoption of a project management system that shares project status information. The “how- to” for this action follows a system design approach:

1. Define the objectives and outputs/reports that a Project Management System (PMS) should yield. Define the scope of data entry that would apply to the respective users and under what conditions.
2. Research best practices, including other project management systems used by DOTs and or MPOs, for lessons learned. Many organizations are willing to sharing their success stories.
3. Identify options for system design including in-house and consulting resources. Also consider issuing a Request for Information (RFI) to gain a greater understanding of the extent to which consulting support can effectively address the PMS scope, requirements and design objectives.

4. Develop or adopt the PMS, including a pilot with one RTAC Subregion.
5. Establish the PMS on a region-wide basis following the pilot and adjust as necessary based on the pilot. Develop a User’s Guide and provide instruction on system use.

As the NJTPA strives to allocate more time and effort to activities such as expanded outreach, it can do so, in part, by freeing up resources dedicated to various administrative processes. It is recognized, however, that certain reporting activities are externally required and that the NJTPA must comply as a condition of funding.

As one of the nation’s larger MPOs, the NJTPA is positioned to propose ideas to funding agencies that may offer “win-win” potential. Substantial staff resources are devoted to satisfying FHWA reporting requirements. The NJTPA can explore potential options with FHWA for streamlining the reporting while satisfying legislative and regulatory requirements.

An internal administrative activity that might also benefit from a process review is the time tracking and invoicing process. This process is largely within NJTPA’s control. Staff can follow a basic approach that entails process mapping to determine if certain steps can be eliminated or combined. This effort may benefit from the assistance of a consultant.

Establish a portfolio approach for project planning

There is a high degree of collaboration among staff units of the NJTPA. This action extends this collaboration through a portfolio approach to project planning. Like most organizations, divisions within the NJTPA tend to work within established boundaries. A more systematic portfolio approach would ensure that the multi-discipline assets of the organization are optimized to result in the best plans and best projects possible. This integration of effort, in turn, will help support enhanced external communication. Establishing a portfolio approach for project planning will be further strengthened by a cross-discipline approach.

The portfolio approach treats the NJTPA as both a project organization and a matrix organization. The following guidance is provided for advancing this action:

1. For multidisciplinary projects, designate a project manager with appropriate delegated authority that spans the

participating divisions, irrespective of the formal organization structure.

2. Establish a process for local planning programs that involves the entire multi-disciplinary project team.
3. Establish schedules for plans or projects that fit with other priorities.
4. Define the roles and responsibilities of each project team member.
5. Evaluate the results of this approach on an ongoing basis and make adjustments and improvements.

The above steps reflect proven approaches to portfolio management as carried out by other project-oriented organizations, including state departments of transportation. This approach will support the TIP development as well as the NJTPA's expansion into broader support of post-TIP project development.

Strategic Direction #5 - Developing Performance Measures

Developing Performance Measures – These objectives help to establish the linkage between the NJTPA’s planning activities and the results achieved for the region in terms of improved mobility, economic growth, the environment, and quality of life. By establishing a value proposition in the eyes of customers and partners, the organization will be better able to articulate the tangible value of its work. This, in turn, will be supported by applying relevant performance measures to projects. Performance-based planning is an increasing emphasis of the federal policy and the federal agencies.

Organizational Readiness and Capacity – The NJTPA will continue to expand performance-based planning, with outcome-based performance achievements. This strategic direction is the foundation for the NJTPA’s capacity for measuring progress and demonstrating its value proposition to regional leaders and the public. Organizationally, the NJTPA will need to progressively expand its skills, capabilities, and approaches for measuring performance. The trend for more outcome based planning will require defining new measures, developing supporting data collection processes, expanding analytical efforts, and increasing the reporting associated with greater performance metrics. Clearly, any NJTPA initiatives in this particular area must be consistent with federal statutes and regulations.

RTP Goals



NJTPA Strategic Business Plan Strategy Map



Developing Performance Measures - Organizational Readiness & Capacity

Strategic Objective: Link plans with economic growth, environment, and quality of life. (MR-1)

Approach to Performance Measurement: Performance measures will include:

- Evaluation and adoption of options to provide incentives for sound land use practices through project selection.
- Establishment of protocols for referencing regional economic growth, environment, and quality of life goals in plans, studies (year 1, implemented in year 2, and assessed for their impact in the out-years).
- Establishment of an approach to coordinating “Complete Streets” with county master plan (initiated in year 1 and implemented in years 2-5).
- Establishment of methodologies for gauging the consistency of Regional Capital Investment Strategy (RCIS) with project selection.
- Establishment of methodologies for coordinating the NJTPA’s plans with state, regional and local plans (initiated in year 2 and implemented in years 3-5).

Actions	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Reference adopted regional economic growth, environment, and quality of life goals in plans, studies, and programs. Identify anticipated impacts in these areas. Explore ways to assess the impact of projects on economic growth, environment, and quality of life.			X	<ul style="list-style-type: none"> • Some early investment of staff time to develop the procedures, templates, and/or information resources that support the consistent and reliable referencing that these policies have been addressed.

Actions	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
2. Assess consistency of the NJTPA project mix with the Regional Capital Investment Strategy (RCIS) target investment allocation.		X		<ul style="list-style-type: none"> Staff time for analysis.
3. Establish a collaborative process to cross-check NJTPA's efforts for consistency with local agencies' plans and with state and regional plans.			X	<ul style="list-style-type: none"> Similar front-end time to Action #2 above.
4. Coordinate "Complete Streets" with Subregional Master Plans.		X		<ul style="list-style-type: none"> Provide seminars on topics like this on an ongoing basis as resources permit.

Strategic Objective: Advance value proposition based on tangible results of planning and studies. (CP-1)

Approach to Performance Measurement: Performance measures will include:

- Completion of MPO benchmarking as basis to adopt useful best practices.
- Level of adoption of best practices from benchmarking.
- Expanded TIP status reporting is in place and evaluated periodically for its information-sharing value.
- Establishment of an approach for expanded “back-end” input of the public and stakeholders on the value of TIP investments (by end of five-year period).

Action	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Continue to benchmark MPO best practices in areas of strategic importance. A first benchmark could be an MPO selected on the basis of having effectively communicated their regional impact and contribution.		X		<ul style="list-style-type: none"> • Minor resource commitment.
2. Regularly report on the status of projects intended for implementation on the TIP and on completed TIP projects.		X		<ul style="list-style-type: none"> • Staff time for data synthesis, report development and distribution
3. Link front-end public involvement with back-end public surveys to assess the public’s perception of the benefits of completed projects on residents, business community, and others.			X	<ul style="list-style-type: none"> • A significant redesign of public involvement and project impact assessment that should be phased in toward the end of the 5-year Strategic Business Plan horizon and beyond.

Strategic Objective: Implement project/operational performance measures. (O-1)

Approach to Performance Measurement: Performance measures will include:

- Establishment and implementation of performance-based planning during the Strategic Business Plan horizon.
- Establishment of criteria for technology investments.

Action	Short-Term (1-2 years)	Mid-Term (3-5 years)	Long-Term/ Ongoing (ongoing/ beyond 5 years)	Resource Considerations
1. Over time, and based on federal guidance, establish a regional performance-based planning process that measures project outcomes and investment impacts. Consider the use of existing project prioritization criteria as the basis for post-project performance evaluation.			X	
2. Assign priority to projects that are consistent with performance-based planning practices (e.g., congestion management process).			X	
3. Establish criteria for major technology investments that offer cost-benefits and improved visibility (e.g., ITS, Smart Cards, etc.).			X	<ul style="list-style-type: none"> • Resource implications include direct costs associated with this effort, balanced by the indirect resource benefits to the region’s improved mobility.

Developing Performance Measures - Select Implementation Guidance

Identify NJTPA's niche and value-adding contribution to land use. Consider providing technical assistance and incentives for sound land use practices.

NJTPA has a significant opportunity to promote sound transportation and land-use policy. Land use is directly controlled by municipal government. Nationally, there is an increasing recognition of the linkages between transportation and land use. There are also abundant best practices to draw from with respect to planning techniques that effectively integrate transportation and land use to reduce sprawl and its costs, promote public transportation, and bolster livable community concepts.

The NJTPA should advance this action by the following:

1. Continue to raise awareness through seminars, publications and other educational efforts.
2. Establish incentive criteria for the Transportation Improvement Program (TIP) project ranking that promotes sound land use practices in project plans.
3. Continue to incorporate land use elements in transportation planning studies as discussed elsewhere.

Continue to benchmark MPO best practices in areas of strategic importance. A first benchmark could be an MPO that has effectively communicated their regional impact and contribution.

The Strategic Business Plan included an organizational assessment phase and related benchmarking of other MPOs in areas of immediate interest, primarily revenue diversification. Continued benchmarking could be beneficial for the NJTPA over the Strategic Business Plan five-year horizons. Nationally, MPOs have had varied experiences to draw on in terms of mission diversification, technical performance, public engagement, and organizational structure.

A first benchmark should be in the area of MPO communications as the NJTPA recognizes a short-term opportunity to increase awareness of the MPO and its value proposition regionally. A communication benchmark is timely in relation to the early implementation of the Strategic Business Plan and the issuance of a new brand.

The NJTPA should identify candidates for benchmarking following these general criteria:

- MPOs with demonstrable success in regional education and outreach functions.
- Similarity in terms of MPO size and regional type
- MPOs that have a similar revenue profile (exclusively federal) to demonstrate that the communication challenge can be addressed without other funding sources

Further, the NJTPA should develop a simple process as follows for benchmarking that can be replicated for future topics (the NJTPA also has much to offer other MPOs and should reciprocate as a benchmark organization).

1. Define benchmark purpose and objectives.
2. Conduct research to identify potential benchmark MPOs, or conceivably other regional organizations.
3. Identify best practices and their potential application to the NJTPA.
4. Adopt selected best practices.
5. Evaluate and report results.

Over time, and based on federal guidance, establish a regional performance-based planning process that measures project outcomes and investment impacts. Consider the use of existing project-prioritization criteria as the basis for post-project performance evaluation.

This action may potentially have the greatest long-term strategic value for the NJTPA. MPO performance has been historically difficult to gauge. Typically, process and output indicators have been used as indicators of effective performance. This includes project funding levels and the quantification of public involvement. As the role of the MPO grows in importance, so does accountability and greater sophistication in measuring true impact and outcomes.

The NJTPA has made progress with performance-based planning and measurement and has made an organizational commitment to continue in this direction. Further progress over the Strategic Business Plan horizon will include items such as:

- Development of a phased approach to performance-based planning through the UPWP that is flexible in response to any federal policy or regulatory requirements during the planning horizon.

- Greater use of transportation system performance measurement in Long Range Transportation Plan updates

- Expanded stakeholder and public awareness (and validation) of performance measures and associated trends.
- Use of performance measures that provide meaningful trend information not only at a system level, but for individual transportation modes—as appropriate.
- Expanded use of performance-based approaches in planning studies.
- Periodic reporting of meaningful performance measures and related trends provided to the NJTPA Board for consideration of regional implications.

Performance-based planning will include measures for both the transportation system and the impacts or benefits of planning. Over time, there is the need to measure trends in transportation system performance. This will include a range of measures related to mobility, system operations and efficiency, cost, etc. Existing resources such as the Freight Initiatives Committee should be drawn on to help establish initial measures for which data can be reliably collected. Planning oriented measures should be established that can demonstrate the relationship between planning activity and the efficacy of TIP investments. The NJTPA will also have to advance this action with an awareness of related federal guidance.

Appendix A – Strategic Business Plan

Development Approach and Methodology

The NJTPA Strategic Business Plan was developed following a scope of work that included the ten activities highlighted below:

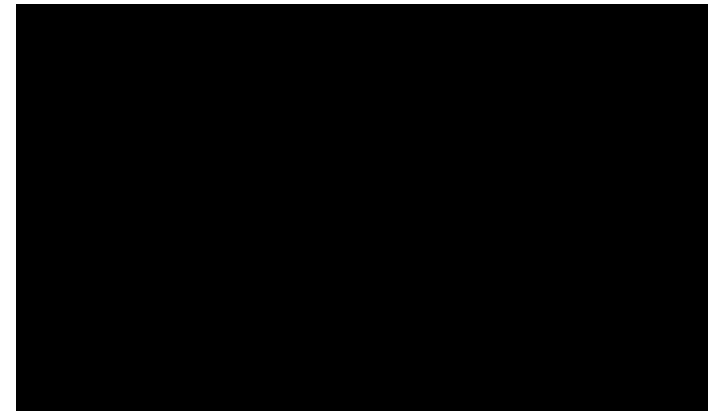
1. **Selection of Strategic Planning Methodology**—the Balanced Scorecard Approach was selected as an appropriate methodology to consider the organization’s external and internal environments. This approach also helped to ensure that all plan objectives are effectively linked and complementary, as presented on the Strategic Business Plan Strategy Map.
2. **Organizational Assessment**—an early task in the strategic planning process was an assessment of the NJTPA organization. This entailed in-depth staff interviews, review of the NJTPA’s organizational structure (at the Board and staff levels), review of the Unified Planning Work Program (UPWP), and review of the organization’s financial trends and structure.
3. **Targeted Benchmarking and Related Research**—benchmarking of other MPOs primarily focused on funding and organizational structure among comparable MPOs. Staff sizes of comparable MPOs were also considered in conjunction with the Organizational Assessment. MPO benchmarking also led to some targeted research such as the consideration of foundations as a potential source of MPO funding.
4. **Identification and Validation of Potential Strategic Themes**—following early data collection and analysis, a series of potential strategic themes was developed as a focus for Staff and Board Workshops. This milestone step was particularly important to ensure that the Strategic Business Plan had a focus on issues of importance.
5. **Staff Workshop**—a facilitated staff workshop was held to ensure sufficient input in various components of the strategic plan. This included all NJTPA staff.
6. **Board Workshops**—a Board Steering Committee met at three major milestone points in the planning process. The Steering Committee provided overall direction for the planning process. At key milestones, the full Board participated in workshops to provide direction and leadership perspective for plan development. The Steering Committee also reviewed interim draft products, providing valuable insight.
7. **Development of Major Directions and Strategic Objectives**—twenty two strategic objectives were synthesized from the priority themes. Objectives were developed related to the “perspectives” of mission results, customers and partners, internal operations and capabilities

and resources. In addition, the Strategic Business Plan development process included interaction with RTAC members, including an interview with the RTAC co-chairs, an RTAC workshop, and status presentations at RTAC meetings.

8. **Identification of Supporting Actions**—after the draft objectives were vetted by senior management and the Board, supporting actions were identified as the means for advancing each objective. These potential actions were refined through reviews with the Board and senior staff.

9. **Development of Basic Approach to Strategic Business Plan Performance Measurement**— Strategic Business Plan performance measurement was addressed by categorizing objectives as targets, projects, or improvements.
10. **Development of a Communication Plan**—a parallel effort to the Strategic Business Plan development was the preparation of a Communication Plan (Appendix B). This effort addressed key communication issues (particularly relating to public policy) and complemented the parallel branding and logo project.

Appendix B – NJTPA Communication Plan



Document Purpose & Organization

This document serves to develop and then advance a coordinated and continuous Communication focus for NJTPA. It is designed to facilitate an ongoing discussion with staff leadership and Board members. It identifies various issues and opportunities with the expectation that the Board will decide which it wants to advance. As such, it will remain a dynamic resource and reference document with updates at some point in the future if needed.

The NJTPA Communication Plan will be advanced to be entirely consistent with laws and regulations that have a bearing on MPO involvement in matters of policy. Federal regulations governing MPOs are codified under 23 CFR 450 (Planning Assistance and Standards). Under §450.220(a), states are required to certify to the FHWA and FTA that the transportation planning process meets a series of Federal requirements related to the Federal Transit Act, the Civil Rights Act of 1964, the Americans with Disabilities Act of 1990, the Clean Air Act, and others. One of these requirements involves restrictions on lobbying and influencing certain Federal activities under 49 CFR 20 (New Restrictions on Lobbying). §20.100 states, in part:

- a) *No appropriated funds may be expended by the recipient of a Federal contract, grant, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered Federal actions: the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.*

Because the NJTPA currently relies entirely on Federal funding for its operation, it must adhere strictly to this provision and cannot follow the example of some other MPOs across the country and engage in limited lobbying activity using funds from other sources. The Denver Regional Council of Governments (DRCOG), for example, retains a lobbyist primarily for more work on the state level, and does considerable outreach with their State and Federal legislative delegations. This activity is funded through non-Federal dollars – primarily dues from the organization’s members.

As a result of the current lack of additional sources of funding for the NJTPA, the organization is understandably cautious about engaging in any activities that might potentially run afoul of these Federal regulations. That being said, there are a number of opportunities for engaging in dialogue and sharing information with legislative representatives about regional issues, priorities, impacts, etc. in ways that respect the letter and spirit of the Federal lobbying restrictions. It is that appropriate level of caution that resulted in this Communication Strategy being developed

rather than a Legislative Strategy as first envisioned. The purpose of the NJTPA's voice being heard remains, but in the broader context of an overall Communication Strategy consistent with federal requirements.

Background

Federal policy recognizes the importance of regional planning. The effectiveness of Federal and state investment in transportation assets is maximized by establishing project priorities at the regional level through the MPO forum. For any region to accomplish its vision and goals as advanced through long-range transportation plans, it is critical for Federal and state policy and legislation to be properly informed by the wealth of information available through local resources – particularly through an organization such as the NJTPA whose extensive staff, ongoing planning activities, and various published documents offer a wealth of information related to the planning process. Regional transportation plans are not implemented in a vacuum. They are implemented in a dynamic environment in which changes in policy issues can have a major impact on the internal activities of the organizations that oversee the planning process. As such, it is recognized that for the NJTPA to carry out its vision and mission it is important for the organization understand key policies that affect it as these policies are developed at various levels of government. The NJTPA should be seen by the legislative bodies responsible for these policy issues as a resource to inform and support their decision-making processes.

Implementation & Monitoring

The Board Executive Committee will review the implementation of this Communication Strategy with staff, periodically as needed, providing regular status updates using the action tracker design of this document. A key focus of this effort is on providing the Executive Committee with a “road map” for implementing the various elements of this Strategy over the next five years.

Section 1: Substantive Federal and State Policies

Issue 1.1: Federal Transportation Reauthorization

The reauthorization of SAFETEA-LU is extremely important for the NJTPA in terms of policies, funding levels, and new program emphasis areas such as freight, safety and urban mobility. In addition, the reauthorization is also an opportunity to advance policies that bolster the role of Metropolitan Planning Organizations and potentially expand the roles of these MPOs in areas that have important cause/effect relationships with long-range transportation planning issues (economic development, land use, etc.)

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Advance positions that strengthen the role of the MPO in federal transportation reauthorization.	Arrange a formal training session with FHWA/FTA to determine limitations on lobbying before advancing any positions.	Identify point person among NJTPA senior staff; NJTPA's legal counsel should be involved in both the organization of this effort and the training itself.	
	Building on existing Federal mandate for MPOs, document an inventory of information the NJTPA currently owns and develops as part of its business operations (e.g. NJTPA Regional Transportation Plan 2035, extensive array of data resources, etc.) that might be used to support this effort.	Identify senior NJTPA staff with long track record in the organization and a good understanding of its internal processes and products within the first year of the plan.	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
	<p>Immediate and ongoing monitoring and evaluation of Federal developments regarding SAFETEA-LU reauthorization; monitor AMPO and NARC information related to bills or issues of concern.</p>	<p>Should involve a designated staff member with a solid working knowledge of Federal legislative issues and AMPO/NARC contacts. Should begin immediately and remain an ongoing activity through the reauthorization process.</p>	
<p>Solidify role of the NJTPA and discourage attempts to minimize or circumvent the MPO process by state/local officials.</p>	<p>Identify possible expansion of MPO roles and responsibilities into non-transportation areas (e.g., land use, housing/urban development, economic development, environment & energy, etc.).</p>		
<p>Develop and advance an NJTPA policy position on the federal transportation reauthorization.</p>	<p>Identify issues of importance to the NJTPA relative to Federal reauthorization. Maintain contact with AMPO and NARC to reflect and enhance positions these organizations may take. Identify priorities for next reauthorization period to reflect the RTP Goals and the Strategic Objectives of this Business Plan, including other issue areas listed previously in this table.</p>	<p>Present to Board Executive Committee as a means for establishing priorities and focus. Secure input from subregions and member agencies; Look to secure formal Board approval.</p>	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Disseminate key information to the Board, the general public and stakeholders outside the NJTPA.	Publish Issues newsletter as a stand-alone document for legislative leaders and broader and wider distribution.	Involve key players. Develop an “issues brief” at the staff level as per designated staff member described above for monitoring of Federal reauthorization. Concurrently identify prospective board member(s) to serve as author of co-authors of articles. Publish newsletter.	
	Obtain mailing lists from Board members to develop database for internal NJTPA use in expanding audience for outreach.	Public Affairs staff.	
Collaborate with neighboring MPOs.	Identify potential common points on reauthorization among coalition of five MPOs in the New York City region; include DVRPC and northeastern Pennsylvania MPOs as warranted.	External Affairs staff should continue on an ongoing basis.	

Issue 1.2: State Relations

While the NJTPA is a Federally-designated organization, its relationship with state government and the state agencies that are represented on the NJTPA Board (NJDOT and NJ TRANSIT in particular) is a critical element in the transportation planning process. Of greatest importance to the NJTPA is the relationship between Federal and State funding for major capital projects in the NJTPA region, and the challenges the region faces in securing Federal funds with limited state resources.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
State Trust Fund Reauthorization.	Continue and build on relationship with elected representatives at state level to bring this issue to the forefront.	NJ Alliance for Action / NJTPA Transportation Infrastructure Summit held 12/3/09. NJTPA staff documented Federal/State funding for key regional projects over last 3-5 years.	
	Continue transition activities (documentation, etc.) with new administration in Trenton.	Ongoing.	
Continue to build on ongoing strong relationship with NJDOT.	Look to develop closer working relationships with NJDOT in non-planning areas with possible implications on ongoing NJTPA efforts (e.g., maintenance & operations, traffic engineering & safety, etc.).	Work through NJDOT Board representative; ongoing.	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
	<p>Upcoming NJ Alliance for Action/NJTPA Summit should serve as a model for strategic alliances with other similar groups based on major themes discussed previously (land use, housing/urban development, economic development, environment & energy).</p>	<p>External Affairs staff could continue to expand these relationships. Possible alliance partners would include the NJ Chamber of Commerce, NJEDA, Business Alliance for Northeast Mobility and the Newark Regional Business Partnership.</p>	
<p>Make presentations in Trenton to legislators and agencies.</p>	<p>Focus on members of Transportation, Public Works & Independent Authorities Committee – particularly those whose districts include the North Jersey region.</p>	<p>Initial outreach to committee members from the proposed NJTPA Intergovernmental Committee within six months of its inception. Look to schedule future presentations on a regular basis (annually, or as issues and circumstances drive this need).</p>	

Issue 1.3: Other Federal, State & Local Policies of Interest/Legislative Priorities

MPOs nationally are addressing a wide range of regional issues in areas as diverse as energy, housing, land use, and the environment. As a regional forum for a heavily populated area that is home to transportation infrastructure across all travel modes, the NJTPA has an important voice on a wide range of issues that are important from a regional planning perspective. The organization should look for opportunities within the context of Federal reauthorization to expand its responsibilities in these areas.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Expand/strengthen role of the MPO.	Possible changes in the role of the MPO with regard to regional planning.	Continue ongoing monitoring and evaluation of Federal developments regarding SAFETEA-LU reauthorization as per Issue 1.1.	
Strengthen role of NJTPA in climate change / energy issues.	Continue ongoing activities of Climate Change Working Group (CCWG); highlight role of energy conservation as per SAFETEA-LU.	Continuous and ongoing work through NJTPA CCWG representatives.	
	Ongoing monitoring of climate change legislation at Federal and state levels.	Continuous and ongoing work through NJTPA CCWG representatives.	
Economic Development.	Explore opportunities for an expanded relationship with New Jersey Economic Development Authority (EDA).	Identify member of Planning and Economic Development Committee to serve as point person; use the Port Authority's partnership with EDA on the Portfields Initiative as a guide.	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
	Outreach to NJ Chamber of Commerce in parallel with the NJEDA outreach described above.	Identify Board member(s) with existing contacts.	
Traffic and Pedestrian Safety.	Continue/strengthen ongoing work in this area (including project-specific roles for NJTPA staff, NJDOT Safety Management Task Force, etc.).	Identify internal NJTPA staff member to build interest among one or more prospective Board members. Provide periodic briefings of the ongoing NJTPA activities in this area to the Board.	
State Development & Redevelopment.	Coordinate planning activities at the NJTPA with State Development & Redevelopment Plan (SDRP).	Schedule briefings with member agencies involved with the State Planning Commission in the inter-agency coordination process (NJDOT and NJ TRANSIT); draft plan endorsement document from the NJTPA through Intergovernmental Committee.	
Homeland Security	Build on existing relationship with NJ Office of Homeland Security & Preparedness to enhance the NJTPA's visibility in this area.	Identify internal staff member involved in Critical Infrastructure Study to serve as NJTPA liaison to support senior staff already involved in these efforts.	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
<p>Make transportation technology more responsive to system users and the general public.</p>	<p>Assemble Transportation Technology Working Group; members would include the region’s highway and toll authorities, ITS America, AASHTO, ITE, Alliance of Automobile Manufacturers, and individual private companies (auto manufacturers, developers of ITS technology, etc.).</p>	<p>NJTPA Executive Director identify “hands-on” staff member to oversee effort.</p>	
<p>Assist in informing land use in relation to economic development and transportation initiatives.</p>	<p>Use subregional studies as an avenue for NJTPA to inform land use decisions without having direct involvement in land use matters. Help improve consistency between regional and local planning efforts through the use of common or overlapping technical tools (e.g., NJRTM-E and subregional models). Expansion of NJTPA model to include land use component</p>	<p>Use near-term subregional study or studies incorporating local land use issues with regional transportation. Key roles to be played by NJTPA staff member(s) on the TAC for these projects and on staff members who oversee the development/use of these tools internally.</p>	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
	Use expansion of NJTPA model for including land use component as a mechanism for increasing collaboration with other regional players.	Ongoing. Staff members who oversee the development/use of these tools internally will be charged with ensuring the transfer of information with subregions and neighboring MPO regions.	

Section 2: Partnerships and Coalition Building

Issue 2.1: Coalition Building – with Other MPOs and Related National Associations

The impact of any organization – private or public – is heavily influenced by the strategic alliances with other organizations. The NJTPA’s impact and voice will be greater as it systematically builds or becomes part of broader coalitions with shared interests and objectives. These coalitions can be based on geography, issues of importance, or both.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Continue to lead or participate in regional coalitions around key issues of importance to the NJTPA.	Continue work with contiguous MPOs – particularly the five-MPO coalition from New Jersey, New York and Connecticut; consider possible inclusion of DVRPC. Establish a mutual priority issues agenda and meet bi-annually with a focus on implementing and tracking the issues agenda.	Continuous and ongoing work through NJTPA staff.	
Participate in national coalitions around key issues of importance to the NJTPA.	Expand NJTPA participation in AMPO and NARC (non-Federal funding would be needed for NJTPA participation in policy meetings).	Identify internal NJTPA liaison to these groups (in support of Executive Director’s ongoing work).	

<p>Continue to promote visibility of the NJTPA on issues of importance – both regionally and nationally – through hosting of events.</p>	<p>Hold periodic Issue forums with a focus on bringing together those organizations with common goals on key issues, including those discussed previously in this document.</p>	<p>Ongoing. The NJTPA is currently committed to host two of these events per year. Select strategic partners for hosting events among various “affinity organizations” listed previously in Section 1.</p>
	<p>Identify strategic objectives for each meeting, measure outcomes, and ensure action steps are taken.</p>	<p>Should be done through external affairs staff; with draft template for developing objectives and measuring outcomes.</p>
<p>Take advantage of low-cost measures for improving visibility via electronic media.</p>	<p>Increase NJTPA presence and links on partner websites (NJDOT, subregions, Port Authority of NY/NJ, allied organizations, etc.).</p>	<p>Should be coordinated with the public affairs staff at the NJTPA.</p>

Issue 2.2: Intergovernmental – County and Municipal

The NJTPA Board of Trustees has repeatedly emphasized the importance of the MPO’s relationship with local government in relation to key policy issues. This is a logical area of attention in the Communication Strategy given the proximity and frequency of Board member interface with local officials and the public.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Expand an issues focus with the League of Municipalities.	Give greater focus to policy issues within the RTAC Framework.	Identify NJTPA Board member with existing League of Municipalities relationship in place. Look to get NJTPA presence on panels at annual League of Municipalities meetings within the next five years.	
Enhance relationship between the NJTPA and its subregions on issues of local importance.	Hold regular issue forums with NJTPA counties and municipalities. One general topic of discussion would be funding for local projects. Additional topics would be developed from the Legislative Priorities from Issue 1.3 and the “Issue Forums” from Issue 2.1 – with emphasis on local applicability.	All activities with local/municipal bodies would be coordinated through the respective subregional representatives. Target one event per year (if warranted by events and issues) in conjunction with (3-6 months after) issue forums (2.1) and working group meetings (1.3). Schedule in local venues to the greatest extent possible; if focus is on specific geographic area within NJTPA region, have affected NJTPA Board member(s) play key roles.	

Issue 2.3: Other Partners/Allied Organizations

As with the previously mentioned relationships described under in Issue 2.1 with MPOs and related organizations, the NJTPA can enhance its visibility and strengthen its position as an organization through relationships with other organizations outside the MPO structure. These relationships can be based on geography, issues of importance, or both.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Establish relationships with issue advocacy groups such as Chambers of Commerce, environmental advocates, industry & trade organizations, etc.	Provide informational resources on a regular basis as per the needs/requests of these organizations. The NJTPA will reach out to these organizations for assistance or understanding of impacts for various items under study.	Strong relationships have already been established in various issue areas, especially in freight planning where key players involve private industry. Look to have a Board member or Executive Staff give address at up to three meetings of these organizations within the next three years.	
Establish relationships with issue advocacy groups such as Chambers of Commerce, environmental advocates, industry & trade organizations, etc. (cont'd.)	Share mailing lists with allied organizations, to expand audience for NJTPA's ongoing initiatives.	Should be done through public affairs staff. Activity can commence immediately with organizations where an existing relationship is already in place. Look to secure public mailing lists from six organizations within the next 12 months.	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
	<p>Develop comprehensive “issue” and “organization” profile of each NJTPA Board member, to determine which professional relationships and affiliations already exist on a personal level. The purpose of this effort is to document issues of interest for each Board member along with their professional affiliations – to serve as an information resource for NJTPA staff and representatives of other organizations who do not interact regularly with Board members.</p>	<p>Assign one or more “biographers” from NJTPA central staff to the Board members. Public affairs staff may be best suited to serve as the biographers for most Board members, since they likely have the best knowledge of external players. Other staff members who may have existing relationships with Board members could also serve in this capacity. The role of the biographer will be to develop this profile of the Board member and clearly identify all personal interests, professional and political affiliations, etc. through research and one-on-one interviews. Every Board member should have a full profile completed by June 2011; this should be an ongoing activity from that point forward (mainly for new Board members).</p>	

Section 3: Organizational

Issue 3.1: Regulatory and Other Boundaries Impacting Legislative Strategy

Issue 3.1 is intended for the sole purpose of ensuring that the NJTPA’s efforts to advance a Communication Strategy and policy focus be entirely consistent with statutes and regulations that have a bearing on such activities. It is recognized that there is indeed considerable latitude, but that latitude and its limits need to be understood by all participants.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Establish internal NJTPA policy governing involvement in Federal and state policy and legislative issues.	The NJTPA should provide a clear definition of boundaries for outreach to legislative bodies. This will help the organization engage in positive, constructive informational outreach to elected officials.	This should be done through formal training session(s) by USDOT/FHWA as discussed under Issue 1.1. Training for all NJTPA staff should be completed within the Strategic Business Plan time horizon, depending on USDOT/FHWA training process. Prioritize staff internally for initial sessions.	
	Define appropriate roles for Board and staff as part of the policy developed above.	Outcome of USDOT/FHWA training described above.	

Issue 3.2: Board Roles & Responsibilities

The NJTPA Board will play a key role in carrying out a coordinated and continuous legislative strategy. Most of the Trustees are elected officials, and their contacts at various levels of government can be an asset for the organization without violating the Federal prohibitions against lobbying by the NJTPA’s Board members and staff. As such, it is appropriate to consider the roles and responsibilities of the Board in this area. It represents a change from past practice and a systematic approach to be effective.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Establish a coordinated and continuous process for policy and legislative focus.	Establish an Intergovernmental Committee of the Board of Trustees.	Select chair and determine membership.	
	Regularly address state and federal policy issues as a standing item at Board meetings. Include national figures and subject matter experts to brief and discuss with Board as warranted.	This will be reported automatically as part of the NJTPA Intergovernmental Committee’s role.	
Continue/expand periodic issue briefs on priority issues.	MPO Board editorials. NJTPA Web Site postings of same. “Mobility Matters” newsletter and InTransition magazine.	Ongoing.	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
<p>Invite Congressional representatives and U.S. Senators as periodic guests to Board meetings.</p>	<p>Focus on Transportation & Infrastructure Committee members in the NJTPA region, including prominent national representatives when the opportunity arises.</p>	<p>Can be initiated immediately through the internal NJTPA staff member identified below in the first item under Issue 3.3.</p>	

Issue 3.3: Organization/Strategy Management & Tracking Process

The NJTPA Legislative Strategy will also require an organized approach, staff support, and a solid tracking process to be effective. This issue area focuses on elements of the Strategy for which such support is essential.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
Continue professional growth of organizational point person(s) for issue tracking.	Continue proactive role of sharing regional impact information with counterparts at national or state level. Includes information sharing with Board and subregions, and entails providing regional impact information to Federal and State offices as well.	Ongoing, through public affairs staff.	
Look for opportunities for staff to serve on statewide or regional advisory committees for specific issues. Develop/enhance partnerships through these organizations.	As an MPO, the NJTPA serves primarily as a “funding conduit” between the Federal government and other implementing agencies. However, the organization has a wealth of technical resources and respected professionals whose expertise can be a valuable resource in an advisory capacity for issue-oriented organizations, committees, etc.	Seek appointments for NJTPA staff members in 1-3 key advisory roles (total, not per staff member). This should be done at the Director/Manager level within NJTPA. An example of an existing body in place would be the recently-established Morris County Freight Rail Advisory Committee (FRAC), which meets on a quarterly basis. NJTPA staff attended the inaugural meeting of this Committee, and senior staff could serve in a more formal capacity on similar boards in the future.	

Issue 3.4: Communications – Legislative Updates

Issue 3.4 of the Communication Plan addresses a range of items that are essential components for achieving desired results.

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
<p>Develop informational publications (in the form of newsletters, articles, etc.) that provide “big picture” overview of legislative issues with references to NJTPA resources that allow the reader to delve into individual issues in more detail.</p>	<p>Legislative Update newsletter is one option, along with dedicated articles in “Mobility Matters” newsletter and accompanying NJTPA website materials with appropriate links to Federal and State websites. InTransition magazine can be used for more in-depth articles.</p>	<p>Should be implemented through public affairs group at NJTPA, with high-level input from the NJTPA staff member identified previously in the first item under Issue 3.3.</p>	

Issues and Opportunities	Options for Moving Forward	Implementation Roles/Responsibilities & Timing	Status
<p>Establish ongoing relationships with staff of U.S. Senate and House members from New Jersey.</p>	<p>Identify staff members on transportation issues for both U.S. Senators and for Congressional representatives for all districts in the NJTPA region (currently Districts 1 and 2 are the only two of thirteen Congressional districts in New Jersey that do not include the NJTPA region); establish contact from within the NJTPA for each of these.</p> <p>Schedule periodic information exchanges and briefings with each of these on a staff-to-staff level.</p> <p>Be available for periodic briefings as needed.</p>		
<p>Establish ongoing relationships with staff for member of New Jersey State Legislature.</p>	<p>Similar process as above for Federal elected officials. 31 of 40 New Jersey legislative districts lie in the NJTPA region – in whole or in part.</p>		