

Developing Performance-Based Operating Plans at the Sub-Enterprise Level

(While Not Befuddling Staff with Burdensome Bureaucracy)

Clinton Bench

Deputy Executive Director, Planning



Case for a Single Statewide Transportation Agency – (for Risk and Performance Managers)

- ❖ *Problem:* Lack of Funding to Preserve Assets and Meet Demand
- ❖ *Risk:* Inability to achieve SGR and Support Economic Development
- ❖ *Problem:* Redundancy in Administrative Responsibilities
- ❖ *Risk:* Resource distribution does not effectively serve customer needs
- ❖ *Problem:* Lack of Transparency in Decision-Making
- ❖ *Risk:* Lack of customer confidence in our ability to distribute revenues effectively



A Single Transportation Agency for Massachusetts

- ❖ *Problem:* Lack of Funding to Preserve Assets and Meet Demand
- ❖ *Risk:* Inability to achieve SGR and Support Economic Development

Solutions Initiated Through Transportation Reform

- ✓ Require 5-Year Capital Improvement Programs
- ✓ Allow for Revenue Sharing Through Massachusetts Transportation Fund
- ✓ More Flexibility in Revenue Generation *

A Single Transportation Agency for Massachusetts

- ❖ *Problem:* Redundancy in Administrative Responsibilities
- ❖ *Risk:* Resource distribution does not effectively serve customer needs

Solutions Initiated Through Transportation Reform

- ✓ Consolidation of Planning, Civil Rights, Legal, etc.
- ✓ Highway Bridge Maintenance and Tolled Facilities Centralized in Highway Division
- ✓ Railroad Bridge Maintenance Centralized in Rail & Transit Division
- ✓ Progress on Universal Automated Fare Collection

A Single Transportation Agency for Massachusetts

- ❖ *Problem:* Lack of Transparency in Decision-Making
- ❖ *Risk:* Lack of customer confidence in our ability to distribute revenues effectively

Solutions Initiated Through Transportation Reform

- ✓ Multimodal SGR and expansion project prioritization
- ✓ Created Office of Performance Management and Innovation
- ✓ Comprehensive Service Assessments Required of All Regional Transit Authorities

Office of Transportation Planning

- ❖ *Single Planning Office status affirmed by Transportation Reform Statute*
- ❖ *Responsibilities Expanded to include Strategic Transportation Plan, Sustainability Office, and Healthy Transportation*
- ❖ *Support for Expanded Executive Policy Initiatives (GreenDOT Policy, Mode Shift Goal, Airport Ground Access Improvements, etc.)*



Our Mission

To deliver excellent customer service to the people who travel in the Commonwealth and to provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life.

→ Values

→ Critical Success Factors

→ Goals



→ Values

❖ *Dedication:*

We will provide service around the clock and under all circumstances.

❖ *Respect:*

We will treat the public as our valued customer, and treat one another how we would like to be treated.

❖ *Innovation:*

We will improve and integrate transportation services using creative thinking and best available practices and technology, while minimizing disruption to the public.

❖ *Diversity:*

We will promote an inclusive workforce and a culture that serves employees and customers fairly.

❖ *Honesty:*

We will provide the public accurate information that is understandable and accessible.



→ Enterprise-Level Goals

❖ *Safety:*

Actively manage the nation's safest transportation system to minimize injuries whenever, wherever, and to whomever possible.

❖ *Build and Preserve:*

Build a quality transportation system and maintain it in a state of good repair.

❖ *Stewardship:*

Operate the transportation system in a manner that embraces our stewardship of the Commonwealth's natural, cultural, and historic resources.

❖ *Customer Service:*

Set ground rules for interdepartmental enterprise service relationships

❖ *Efficiency:*

Invest public funds and other resources wisely while fostering economic development.



But Wait!

Does that adequately describe the day-to-day mobility challenges and problems our customers face?

(Not really.)

Development of Public-Facing Planning Principles

- ❖ *Consultative*: Build confidence through customer-driven problem statements
- ❖ *Proactive*: Create a framework for sustainable transport policy
- ❖ *Comprehensive*: Create a framework for sustainable transport policy



Reliability



Maintenance



Design



Shared Use



Capacity



User Friendly



Broaden



Funding and Revenue



Environmental



Access



youMove Massachusetts Strategic Outreach Project

*youMove Massachusetts Public Workshops
youMove Massachusetts Web Site Mapping Input Obtained
youMove Massachusetts Report Issued*



Launched



Becomes Official

2008

2009

2010

*Transportation Reform
Establishes Massachusetts
Department of Transportation*

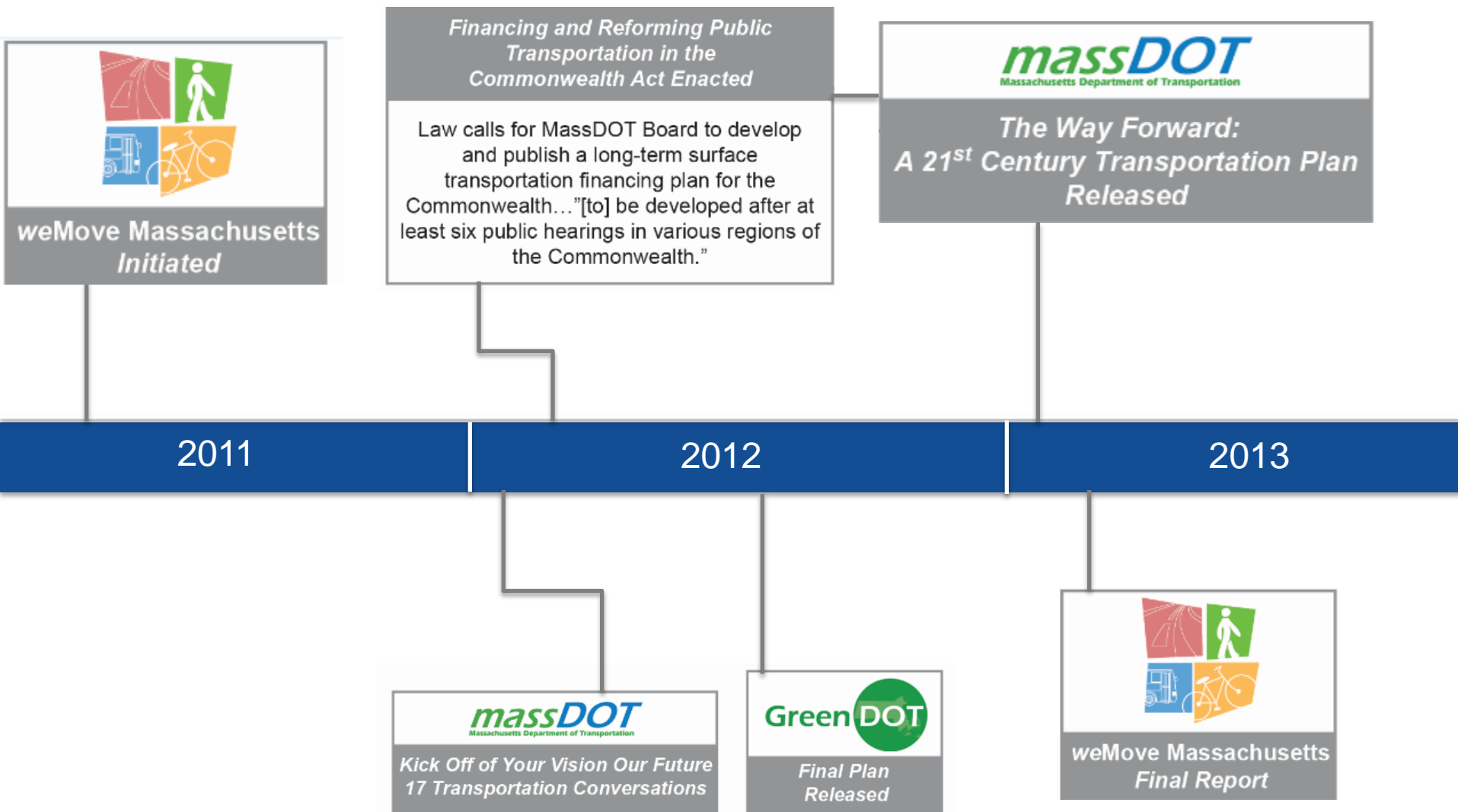
*Healthy Transportation
Compact Incorporated into
Legislation Establishing MassDOT*

PRE-2008

*Separate Transportation Agencies/
Departments in Operation*

*Executive Office of Transportation and Public Works (EOT)
Massachusetts Turnpike Authority (MTA)
Massachusetts Highway Department (MassHighway)
Registry of Motor Vehicles (RMV)
Massachusetts Aeronautics Commission (MAC)
Massachusetts Bay Transportation Authority (MBTA)
15 Regional Transportation Authorities (RTAs)*





A New Approach to the SPR Work Program

- ❖ *Joint Operating Plan/Internal Control Plan Submitted as SPR Work Program*
- ❖ *Four cascading functional levels: Mission, goals, objectives, and tactics*
- ❖ *Tactics Serve as SPR Work Program Tasks*
- ❖ *Technical Group Supervisors Engaged to Identify Success Factors, Internal Controls, and Evaluation Measures*

Putting it all together

- ❖ *Agency-wide goals*
- ❖ *youMove Massachusetts principles*
- ❖ *weMove Massachusetts performance measures* *
- ❖ *Baseline problems and risk factors that led to MassDOT's formation*
- ❖ *Existing Planning office mission statements*



Defining Our Operating Plan Elements

- ❖ *Goals describe the function of Planning's Business Units*
- ❖ *Determination of Objectives Informed by Existing Technical Group Mission Statements*
- ❖ *Existing SPR Work Program tasks adjusted to reflect desire for action and progress*
- ❖ *Performance Measures/Desired Outcomes force us to “dig deeper” beyond traditional deliverables*

Immediate Benefits

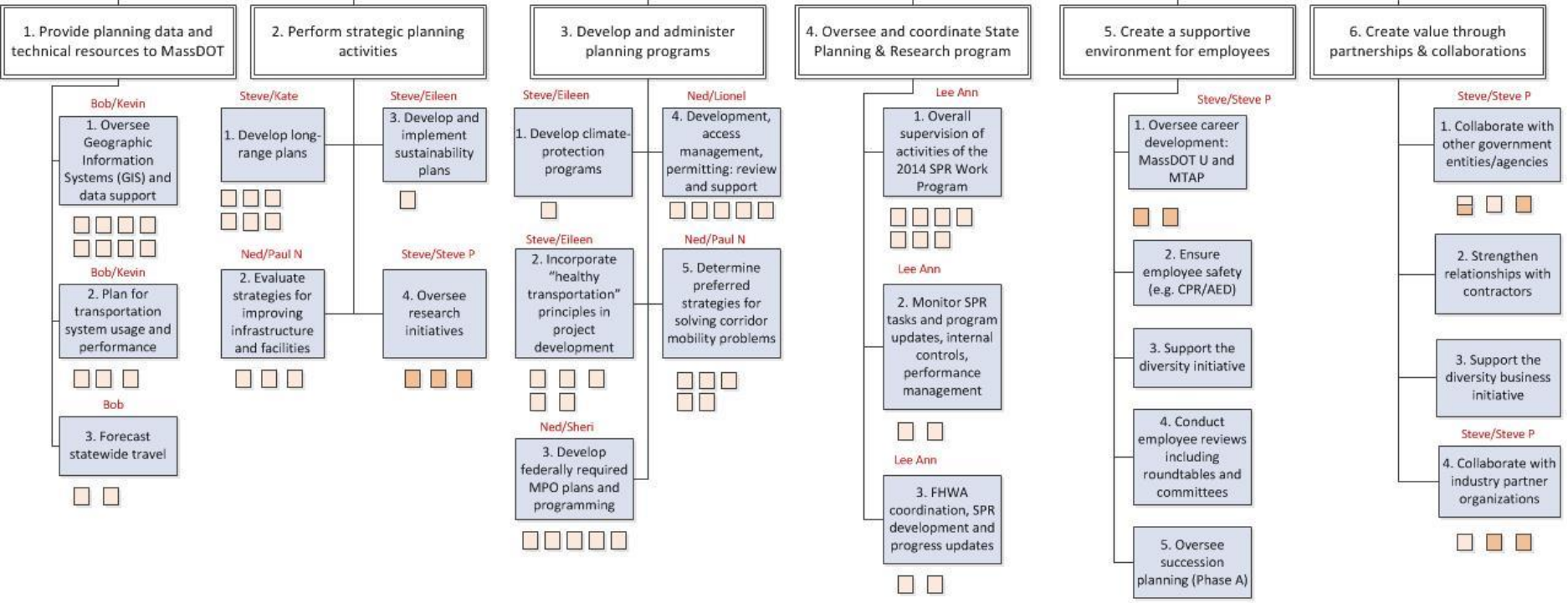
- ✓ **Clarification of Core Competencies**
- ✓ **Confirm Responsiveness to Customer Needs**
- ✓ **First Step to Identifying Planning Risks**

Office of Transportation Planning Goals

- ❖ *Provide planning data and technical resources to MassDOT*
- ❖ *Perform strategic planning activities*
- ❖ *Develop and administer planning programs*
- ❖ *Oversee and coordinate State Planning & Research program*
- ❖ *Create a supportive environment for employees*
- ❖ *Create value through partnerships & collaborations*



Mission: Provide exceptional transportation planning and support for MassDOT



OTP Goals Tree 2014 v3 with staff.vsd
 1/24/14



Goal: Develop and Administer Planning Programs

- ❖ *Objective: Develop climate- protection programs*
- ❖ *Objective: Develop federally required MPO plans and programming*
- ❖ *Objective: Incorporate “healthy transportation” principles in project development*
- ❖ *Objective: Promote sustainable development and access management; facilitate permitting as appropriate*
- ❖ *Objective: Determine preferred strategies for solving corridor mobility problems*

Goal: Develop and Administer Planning Programs

Objective: Determine preferred strategies for solving corridor mobility problems

- ❖ *Sample Tactic: Perform Urban Corridor Studies (I-91 Viaduct Springfield, Back Bay ramps, Route 107, New BRT corridors)*

Desired Outcomes/Performance Measures

- ✓ Project tasks are completed on-time
- ✓ Project tasks are completed on-budget
- ✓ Key stakeholders are successfully engaged in each task
- ✓ Written and visual materials are produced, reviewed, and edited carefully, with a clear sense of the audience, the intent of the product, and the message delivered

Goal: Develop and Administer Planning Programs

Objective: Promote sustainable development and access management; facilitate permitting as appropriate

- ❖ *Sample Tactic: Mitigate negative mobility effects of development and promote transportation demand management efforts*

Desired Outcomes/Performance Measures

- ✓ **Execution of mitigation and monitoring programs for development projects, subject to MassDOT review.**
- ✓ **All projects are constructed and implemented in accordance with permit provisions**
- ✓ **Site trips from completed projects meet TDM trip reduction goals outlined in Impact Assessment**

Some Tactics Just Don't Measure Up

- ❖ *Develop fiscally constrained and compliant STIP*
- ❖ *Update HPMS Dataset*
- ❖ *Canvass internal customers for potential uses of surplus land*

Measures?

- ✓ Did we submit the single deliverable on time?
- ✓ Was it accepted by federal partners?
- ✓ Did we conduct the canvas or not?

Doing Business Differently

- ❖ *Clarification of Consultant vs. Internal Staffing Needs*
- ❖ *Administration/Finance Staff to Take Responsibility for Monitoring*
- ❖ *Assignment and Document Review Functions to be Managed in Sharepoint*

Still to Do

- ✓ Deeper Engagement of Non-Supervisory Staff
- ✓ Convince Most Staff This Isn't "Bureaucracy for Bureaucracy's Sake"
- ✓ Train staff on performance management terminology