

*November 2010*

*Executive Summary*

# *Strategic Business Plan Update*

*Defining the Vision. Shaping the Future.*



# NJTPA

**NORTH JERSEY  
TRANSPORTATION  
PLANNING AUTHORITY**

## **INTRODUCTION**

Defining the vision. Shaping the future.

Just as these words describe the overall mission of the North Jersey Transportation Planning Authority (NJTPA), so too do they capture the purpose of this Strategic Business Plan. This document defines the objectives and actions the NJTPA will take going forward and the larger strategic directions for the organization. In doing so, it will shape the future of this organization while granting it the flexibility and adaptability needed in an ever-changing environment.

Nationally, Metropolitan Planning Organizations (MPOs) are expected to play a greater role in addressing a wide range of issues beyond simply transportation. Already, MPOs are seen in Washington as key players in regional planning efforts focused on housing, the environment, natural resources, economic development, greenhouse gas emissions and more. In this environment, it is not enough for the NJTPA to simply react to changing regulatory and legislative priorities. It must also consciously lead change in a proactive, structured manner.

## **DEVELOPMENT OF THE STRATEGIC BUSINESS PLAN**

This Strategic Business Plan firmly sets the NJTPA on course in several key strategic directions that will strengthen the agency and allow it to provide greater value to the region. The plan was developed with active involvement of members of the NJTPA Board and Regional Transportation Advisory Committee (RTAC), as well as Central Staff, allowing for a wide range of views and ideas to be incorporated into its vision and agenda. In creating the plan, the NJTPA's external environment (i.e., mission results and "stakeholders") and internal environment (i.e., operations and organizational capabilities and resources) were both systematically evaluated.

## **PURPOSE OF THE STRATEGIC BUSINESS PLAN**

The goals of the Strategic Business Plan are far-reaching, with the potential to dramatically change how the NJTPA conducts its day-to-day activities and reaches its longer-range objectives. Overall, the approach outlined in the plan will guide the NJTPA to:

- **Take a Leadership Role on Emerging Regional Issues**

- **Be Positioned for Change**
- **Develop the Organization**
- **Manage Proactively**
- **Support the Regional Transportation Plan and the Work Program**
- **Foster Innovation**
- **Build Partnerships**
- **Strengthen a Regional Asset**
- **Improve Recognition and Awareness through an Issue-Driven Orientation**

### **ORGANIZATION OF THE STRATEGIC BUSINESS PLAN**

The Strategic Business Plan outlines five broad strategic directions for the organization to implement. Each of these directions is accompanied by 22 specific strategic objectives, several of which are outlined below and depicted on the accompanying NJTPA Strategic Business Plan Strategy Map.

- **Board Development**
  - Strengthen our leadership position for transportation and comprehensive planning
  - Engage Board members through linkages with their professional interests and affiliations
  - Inform 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
  
- **Facilitating Growth**
  - Expand the NJTPA's mission to address critical, emerging regional issues
  - Build relationships with new partners
  - Secure new sources of funding with flexibility in the use of funds
  - Continue to reorient the organization's culture to achieve regional innovation and leadership
  - Expand and advance vision for improved mobility

- **Communicating the NJTPA**

- Raise public awareness of the organization's mission and purpose
- Strengthen our relationships with partners to advance our mission
- Establish and implement an innovative strategic communications plan
- Develop the organization's capacity for effective communication
- Improve visibility and effectiveness at the subregional level

- **Improving Internal Operations**

- Streamline internal processes/structure to achieve operational efficiencies
- Leverage information technology to support regional transportation planning and select projects that support this approach
- Institute staff retention and development/training initiatives
- Define a relevant performance management structure for staff

- **Developing Performance Measures**

- Link plans with economic growth, environment, and quality of life
- Implement project/operational performance measures

In addition, the Strategic Business Plan details specific short-term, mid-term and long-term actions that can be taken to meet each of these objectives and suggests approaches to measuring performance in meeting the objectives.

### **STRATEGIC BUSINESS PLAN IMPLEMENTATION**

The action agenda outlined above is ambitious and touches on every aspect of how the NJTPA conducts its affairs. The Strategic Business Plan will be implemented over time and allows for flexibility of action and direction by the Board of Trustees in an environment where resources may be limited and new priorities may emerge.

Recognizing that implementation is an ongoing process, the NJTPA Board of Trustees has carefully selected two strategic directions (and accompanying objectives) as its initial emphasis:

**Board Development**

- Strengthen our regional leadership position for transportation and comprehensive planning
- Engage Board members through linkages with professional interests and affiliations
- Establish and implement a comprehensive legislative/subregional outreach process
- Establish a framework for a stakeholder committee to enhance public participation
- Involve/Inform legislators and public policy makers

**Communicating the NJTPA**

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

**THE STRATEGIC BUSINESS PLAN CONTAINS AN ACTION AGENDA**

The Board believes these two strategic directions are fundamental to achieving the NJTPA's overall goals and mission. As progress is made toward these seven objectives, other areas also will advance, and the Strategic Business Plan will remain a tool to steer ongoing dialogue between the Board, staff leadership and others.

Throughout the business plan, specific action steps are provided for each of the strategic objectives. Over time, performance measures for the various objectives will be established on a short-term (1-2 years) mid-term (3-5 years) or long-term/ongoing (5 years and beyond) basis. Within the Strategic Business Plan, there are matrices developed for each action with suggested timeframes for completion. These timeframes will become an important component of reporting on, and communicating about, the success of plan implementation. The Board will review periodically the NJTPA's progress in achieving its objectives, and have the flexibility to change direction if warranted.

Following are several of the NJTPA Board's priority objectives and a sampling of associated action steps:

## **Board Development**

- Strengthen our regional leadership position for transportation and comprehensive planning
  1. Strengthen the role of the NJTPA in the selection of TIP projects through active involvement with NJDOT and other partners. Continue to increase and improve the flow of information and data among the NJTPA, NJDOT, NJTransit,, PANY&NJ and others..
  2. Increase visibility in the sustainability arena by addressing energy efficiency regulations and associated requirements for infrastructure planning.
  3. Strengthen ongoing relationships with staff of U.S. Senate and House members from New Jersey.
- Engage Board members through linkages with professional interests and affiliations
  1. Design and develop a new Board Handbook including enhanced information about members and staff, roles and responsibilities, etc.
  2. Develop a Board orientation process and a related process that keeps Board members current.
  3. Strengthen the structured program of Board member site visits, continuing routine and as needed visits.
- Educate and inform legislators and public policy makers
  1. As requested, provide annual briefings to relevant committees and elected officials. Remain responsive to the informational needs of legislators.
  2. Provide research and white papers on relevant topics for broad distribution.
- Establish a framework for a stakeholder committee to enhance public participation

1. Identity the goals, purpose, roles, and composition for the stakeholder committee (including a federal representative such as FHWA).
2. Secure a citizen/stakeholder representative to the Board.

### **Communicating the NJTPA**

- Expand and advance vision for improved mobility
  1. Establish a compelling Vision Statement” for use with all NJTPA education, outreach and communication materials.
  2. Communicate the NJTPA vision routinely as a major theme in the RTP and UPWP updates.
- Raise public awareness of the organization’s mission and purpose
  1. Develop concise description of the NJTPA for use by Board members for ease of reference in promoting the NJTPA
  2. Employ social networking to communicate the role and value of the NJTPA in a discreet professional manner.
  3. Hold periodic forums with a focus on bringing together those organizations with common goals on key issues.
- Strengthen our relationships with partners to advance our mission
  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.
  2. Engage the public in an ongoing dialogue with high visibility
  3. Establish more formal relationship with New Jersey Economic Development Authority (EDA).
- Evaluate and periodically report progress/accomplishments in implementing the Communications Plan.

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.
2. Align internal resources to strengthen an expanded outreach to established and prospective partners, municipal officials, and the private sector.

The NJTPA region faces many challenges – a growing population and its transportation and housing demands, limited fiscal resources, concerns about energy and climate change are just a few. The value of the NJTPA as a regional body will only increase over time given these challenges and emerging policy priorities. The Strategic Business Plan defines the NJTPA’s strategic directions while identifying objectives and actions that will steer the agency in the right direction. It also provides the flexibility and adaptability necessary for the NJTPA to enhance its regional leadership over several years.

**RTP Goals**



**NJTPA Strategic Business Plan Strategy Map**

**Strategic Directions**



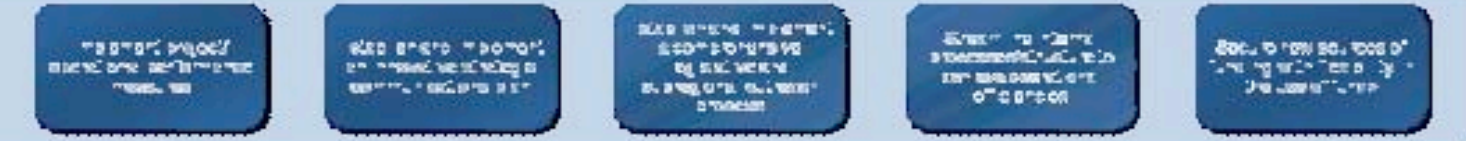
**Mission Results**



**Customers and Partners**



**Operations**



**Capabilities and Resources**

