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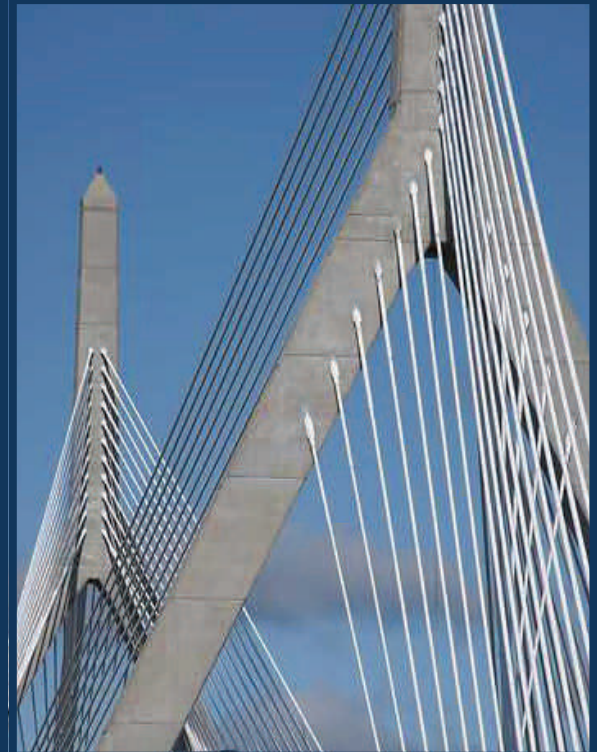


MASSACHUSETTS

DEPARTMENT OF TRANSPORTATION

This document serves as a draft Strategic Plan. Approval by the MassDOT Board is required before finalization. The contents of the document may be modified before it is finalized.

January 2013



STRATEGIC PLAN

2013—2015

Richard A. Davey | Secretary & CEO

LETTER FROM THE SECRETARY & CEO

Dear Citizens of the Commonwealth:

Attached please find the Massachusetts Department of Transportation's (MassDOT) recently updated version of our Strategic Plan and Operational Goals for the period January 2013 - January 2015. The Plan is focused on Governor Patrick's five overall themes for transportation in the Commonwealth: safety, customer service, employee engagement, fiscal responsibility, and innovation. The Strategic Plan and Operational Goals outline our vision, mission, and overall strategic focus for our four operating divisions: Highway, Aeronautics, Rail & Transit and the Registry of Motor Vehicles. In addition, the Plan states specific goals that we will measure ourselves by and report to you regularly.

MassDOT's Office of Performance Management and Innovation (OPM&I) has been tasked with developing and reporting performance metrics that will enable MassDOT to better manage each operating division and shared services unit more efficiently, improve the customer experience and allow us to take early action in areas where we need to improve. OPM&I will also work to better align our organization, and ensure that the divisions are supporting each other's goals as well. This alignment and fact-based management approach will help us achieve the goals laid out in this Plan.

I am very proud of this work. Many colleagues from across MassDOT contributed their ideas and efforts to this important document. Over 75 members of our senior leadership team attended performance management workshops this past fall. Those workshops helped shape this document and set the foundation for our renewed approach to performance management across the organization.

Most importantly, this work will make us more accountable to you. By clearly stating our vision, mission, goals and objectives and publicly reporting on our progress, we will increase transparency within MassDOT, and provide citizens with a clear window into our performance and the success of our ongoing efforts. Ultimately, this will serve as our blueprint to lead the nation in transportation excellence.

Thank you for taking time to read this Plan.

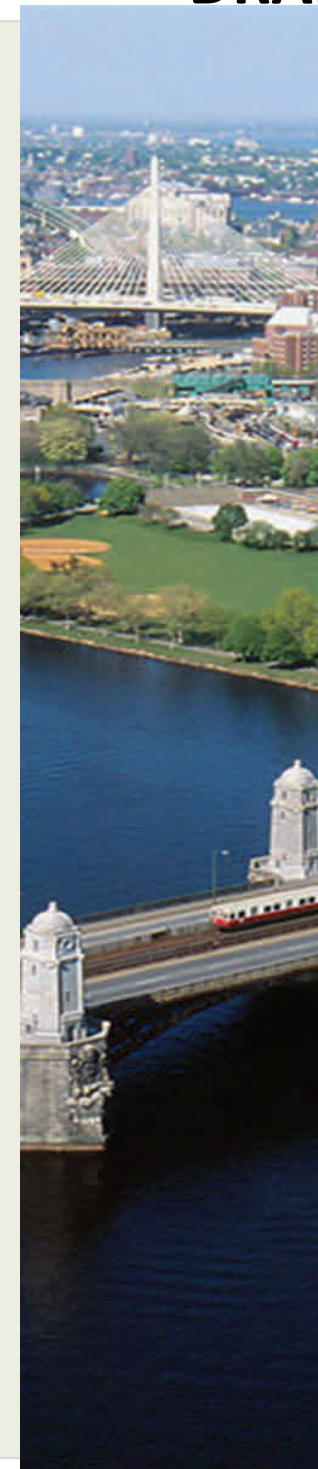
Richard A. Davey

MassDOT Vision

*Lead
the
Nation
in
Transportation
Excellence*

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4 - 5
VISION, MISSION & VALUES	6
ORGANIZATIONAL GOALS	7
SAFETY	8
CUSTOMER SERVICE	9
EMPLOYEE ENGAGEMENT	10
FISCAL RESPONSIBILITY	11
INNOVATION	12
DIVISIONAL GOALS: OVERVIEW	13
HIGHWAY DIVISION	14
REGISTRY OF MOTOR VEHICLES	15
RAIL & TRANSIT DIVISION/MBTA	16
AERONAUTICS DIVISION	17
STRATEGIC PARTNERS/SHARED SERVICES	18
CRITICAL SUCCESS FACTORS	19



EXECUTIVE SUMMARY

The Massachusetts Department of Transportation (MassDOT) is charged with one of the Commonwealth's most important responsibilities: ensuring the mobility of our citizens and visitors through investing in and developing a safe and efficient transportation network. Our decisions impact the lives of residents and visitors, the health of businesses and clients, and the growth of our economy. Since 2009, the organization has assessed its challenges and moved to ensure safety, serve customers, manage resources wisely, treat employees fairly, and innovate. Three years later, MassDOT continues its march to lead America in transportation excellence.

Landmark Legislation

In June 2009, Governor Deval Patrick signed **Chapter 25 of the Acts of 2009**, *"An Act Modernizing the Transportation Systems of the Commonwealth of Massachusetts,"* (as amended by Chapter 26 of the Acts of 2009). The legislation required the Commonwealth to integrate the state's disparate transportation offices into a new Massachusetts Department of Transportation. MassDOT has an appointed board and is governed by state laws, rules, and policies.

Consolidation allowed transportation leaders to focus on our customers, coordinate the functions of legacy organizations, and pursue cost savings. Since 2009, management has maintained a dual focus on improving the customer experience and reducing costs.

Progress Continues

Since 2009, MassDOT has promoted efficiency across the organization in many ways, including:

- Consolidation – legacy departments and agencies are being integrated under MassDOT's purview
- Integration – common support areas are being unified (e.g. Human Resources, Civil Rights, Legal, and Information Technology)
- Collaboration – department policies are encouraging intra-organizational teamwork
- Performance – the Office of Performance Management & Innovation (OPM&I) is driving fact-based management and continuous improvement.
- Innovation – we are adopting innovative ways of doing business, leveraging technology, collaboration, and new approaches to project delivery and customer service.

EXECUTIVE SUMMARY

Challenges Remain

Before 2009, Massachusetts' transportation systems faced an aging infrastructure, growing demand, a reliance on obsolete technologies, and an unsustainable financing model. In addition, the economic downturn in 2009 exacerbated our systems' existing financial pressures and limited the Commonwealth's ability to address its transportation needs.

The 2009 reform provided the organization's managers with new tools to turn its present challenges into opportunities for future excellence. With the support of Governor Patrick and the Legislature, we are achieving meaningful and lasting successes.

Roadmap for the Future

This strategic plan provides a high-level outline of MassDOT's priorities, initiatives, and expectations. It represents our commitment to excellence for the Governor, for the Legislature, and – most importantly – for Massachusetts' residents, visitors, and businesses.

We expect to spend wisely, reduce costs and continue to restore the public's trust, by:

- Using clear, relevant metrics to measure performance and hold employees accountable to achieving the organization's goals. Fact-based management will drive us to better decision-making and enable us to properly distribute our scarce resources, measure project results, and identify areas for improvement.
- Establishing a culture of innovation that provides the public with tangible examples of transportation reform.
- Furthering the conversation with the public, Governor, and legislators to understand the financial model needed to support, expand and sustain our transportation system.
- Pursuing the appropriate actions to deliver exceptional service, planning, program and project delivery.

We are proud of our progress but recognize that we still have work to do. We will face our challenges squarely as we build the transportation network of the 21st Century.

VISION, MISSION, AND VALUES

MassDOT Vision

Lead the nation in transportation excellence

MassDOT Mission

Deliver excellent customer service to people who travel in the Commonwealth, and provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life. We are one transportation organization focused on customer service and safety.

MassDOT Values

Our Organization works under a clear set of ethical expectations that encourages our employees to support a civil and productive workplace.

Diversity – We promote an inclusive workforce and culture that serves employees, customers, and businesses fairly.

Dedication – We provide service around-the-clock and under all circumstances.

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

Honesty – We provide the public, legislators, and colleagues with information that is honest, understandable, timely, and accessible.

ORGANIZATIONAL GOALS

SAFETY – *Work with unwavering commitment to maximize the safety of the public and employees. Minimize risks and injuries through thoughtful design, construction, oversight, enforcement, and employee empowerment.*

CUSTOMER SERVICE – *Deliver superb service that both anticipates and responds to customer needs. Move people in ways that “give them time back” by cultivating system-wide efficiencies.*

EMPLOYEE ENGAGEMENT – *Maintain a work environment that is diverse, challenging and accommodating. Support and encourage employees. Treat our employees as our internal customers and give them the tools necessary to excel at their jobs.*

FISCAL RESPONSIBILITY – *Invest and manage public funds and other resources wisely. Instill a dedication to thrift across our organization. Carefully plan and prioritize projects.*

INNOVATION – *Pursue constant improvement in our work and services. Create an environment where employees are eager to use their talents to find better ways to do business and deliver service.*

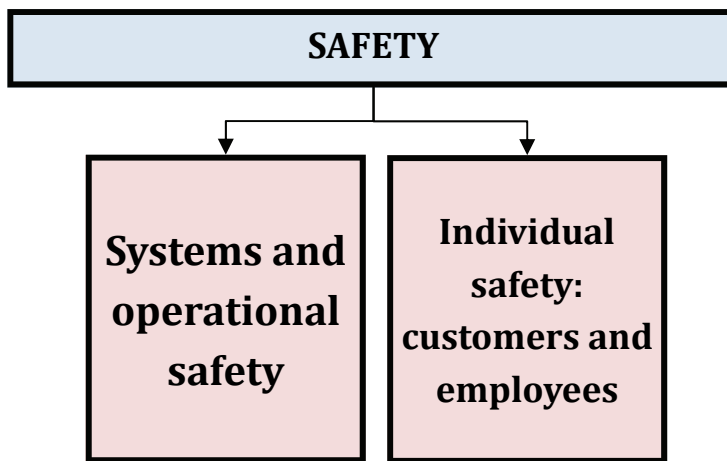
Ensure excellence across all transportation-related services

MassDOT leadership is charged with ensuring high performance across the various businesses. This involves holding all business units at MassDOT to uniformly high standards for safety, customer service, employee engagement, fiscal responsibility, and innovation.

SAFETY

Work with unwavering commitment to maximize the safety of the public and employees. Minimize risks and injuries through thoughtful design, construction, oversight, enforcement, and employee empowerment.

Safety is the focal point of MassDOT operations and is an integral part of each employee’s job. It is our collective responsibility to monitor workplace conditions and maintain a safe environment for our fellow employees and our customers. MassDOT’s view of safety encompasses the operational safety of various elements of the transportation network as well as the individual safety of each person traveling or providing travel services. We take an active approach to safety, aiming to anticipate risks and take actions that prevent incidents.



In order to achieve safety excellence, we believe each individual manager must be a safety leader. This means total commitment to safety, from wearing personal protective equipment to constantly engaging our staff on safety, whether formally through job site work rules, job briefings, contract management or informally as we see employees during their shifts. MassDOT facilities and systems are designed with safety at the forefront. Each project, whatever size, is designed

using the latest approaches to maximizing safety. Safety is not just paperwork or a policy on a shelf, but an attitude that permeates how we approach our daily responsibilities. Therefore, each of us has a responsibility to make the right choices regarding safety. We are committed to providing our employees with the tools, training, equipment and policies required to perform their job safely. In instances where these measures are not enough, we fully support any employee who acts in good faith, and speaks up and refuses to undertake an unsafe task on behalf of themselves or their co-workers. As stewards of the Commonwealth’s transportation network, infrastructure and equipment, we must provide the safest possible transportation system for our customers. We must be attentive to our work, eliminate distractions, note and correct deficiencies and respond immediately when our customers alert us to concerns or issues. We are never satisfied with our safety performance and we continually strive to improve all aspects of our businesses.

CUSTOMER SERVICE

Deliver superb service that both anticipates and responds to customer needs. Move people in ways that “give them time back” by cultivating system-wide efficiencies.

All Massachusetts residents are served, in some way, by the Rail & Transit, Highway, Aeronautics, and Registry Divisions. Every day presents an opportunity to exceed our customers’ expectations, and MassDOT aims to deliver superb and constantly improving service across all modes of transportation. We seek to establish an ongoing dialogue with all of our customers to understand and address their diverse needs. Maintaining this attitude involves both evaluating our customers’ experiences and learning from service leaders around the globe.

Reliable, well-run operations are central to meeting travelers’ needs. MassDOT’s Customer Service goals place heavy emphasis on operational excellence. Yet, even when operations run well in a technical sense, the ways in which MassDOT treats its customers are very important. These can range from the friendliness of a greeter in an Registry of Motor Vehicles branch to the quick advice from a MassDOT employee on a Blue Line platform, to the timely information on a schedule board.

We recognize the need to engage with our customers, and empower our employees to be effective ambassadors for MassDOT. From our *YouMove Massachusetts* report and our “*Join the General Manager*” series, to our forums where customers can connect with employees and management, we are always looking for feedback and reviews.

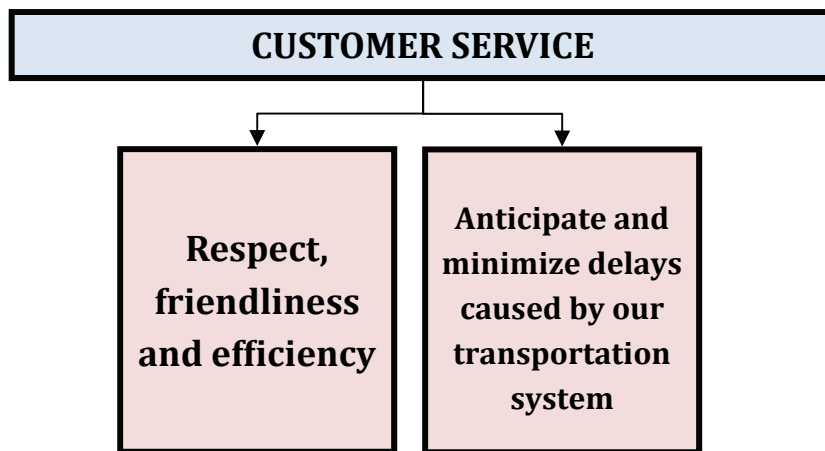
In turn, our decision-making takes careful account of customer expectations and needs.

Our employees are also trained to be responsive to customers.

Managers take hands-on responsibility to coach and develop employee awareness of excellent service. Through MassDOT University, we offer an increasing number of training courses that hone our employees’ abilities to address customer needs. Our personnel evaluation process places a heavy emphasis on responsiveness to customers.

We are devoting a large share of our resources to enhancing

customers’ experiences and are working with outside organizations and companies that bring new capabilities to our disposal. Examples include: investments in the accessibility of our facilities; real-time information on roadway, subway and commuter rail conditions; expanding mobile apps to provide customers with better access to data; completing projects on-time; and offering Registry transactions on-line or through third-party partnerships.



EMPLOYEE ENGAGEMENT

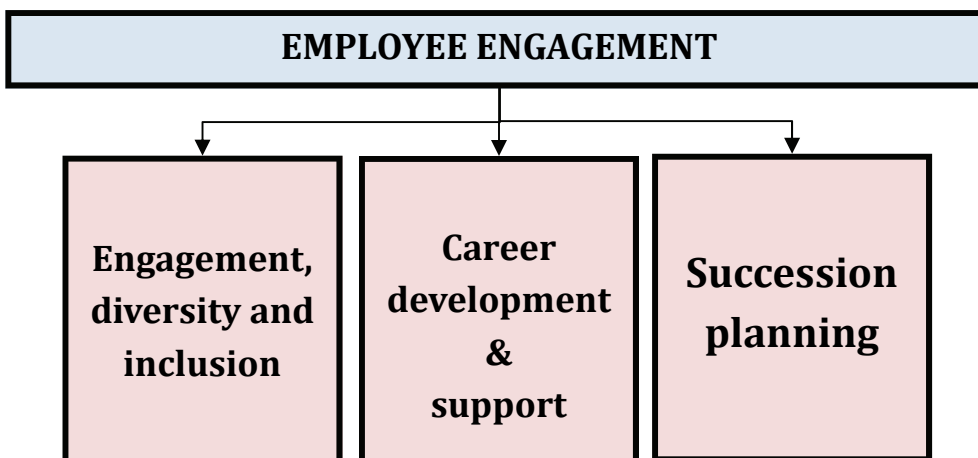
Maintain a work environment that is diverse, challenging and accommodating. Support and encourage employees. Treat our employees as our internal customers and give them the tools necessary to excel at their jobs.

Our managers strive to create a work environment that brings out the best performance from each employee. Senior leadership is making investments to support the development of our employees.

University offers a vast array of training to help our people realize their full potential. Our evaluation and promotion processes offer our workers new ways to better themselves and identify new horizons. We also offer programs designed to promote employee

Our workplace brings together employees from divergent backgrounds and our managers work tirelessly to ensure that MassDOT is a place that is inclusive and welcoming to all. In hiring, promotion, training, coaching, and performance appraisal, our employees learn that diversity is an organizational backbone which strengthens our work processes and services

engagement including roundtable/town hall opportunities, working resource groups (WRGs), and mentor programs, such as our recently launched “Lift as We Climb” initiative.



The Commonwealth’s residents and businesses expect MassDOT to perform at the highest levels despite constant changes. Among the most persistent disruptions to

Working at MassDOT should be challenging and rewarding. We aim to ensure that employees’ roles and responsibilities are clearly defined. Our policies and management-approach create a myriad opportunities for employees to learn and grow, and to translate that learning and growth into greater personal success. Managers seek out ways to stretch employees’ competencies. MassDOT

a complex organization like ours are personnel changes, which can disrupt well-run offices and impair smooth operations. MassDOT leaders and managers understand their duty to anticipate personnel changes and put succession plans in place to minimize disruptions. When done well, succession planning brings the additional benefits of encouraging high performance and maintaining the continuity needed for long-term success.

FISCAL RESPONSIBILITY

Invest and manage public funds and other resources wisely. Instill a dedication to thrift across our organization. Carefully plan and prioritize projects.

MassDOT’s operations require significant investment of public funds. We aim to be prudent stewards of those funds and of the public’s trust. This manifests itself in how we operate MassDOT’s businesses, how we prioritize funding, and how we connect our work to the broader goals of supporting and creating meaningful economic development for the Commonwealth.

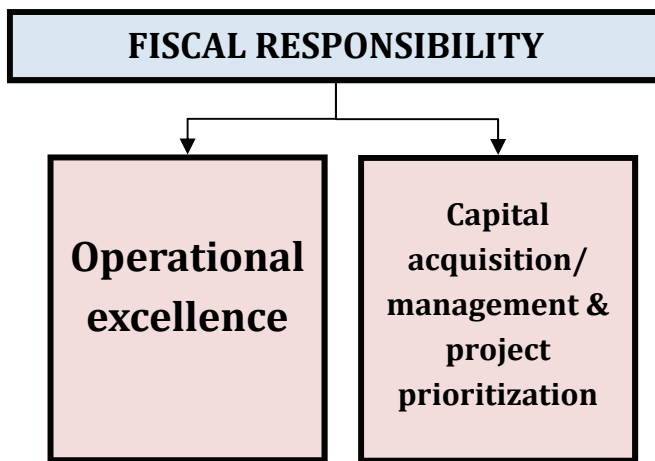
Our operations are extremely diverse and united by their support and management of travel in the Commonwealth. The Regional Transit Authorities and MBTA keep the trains, trolleys, ferries, and buses on time. The Highway division builds and maintains crucial thoroughfares. The RMV oversees operator and vehicle safety, documentation, and compliance; and the Aeronautics Division provides stewardship and guidance to our air travel facilities.

Capital investment is the lifeblood of our department. Obtaining and managing funds is a critical task for our Fiscal office and for our division management. We receive monies from fares and fees, from the Commonwealth’s annual budget, and from numerous other agencies at the state and federal levels. Our leadership team is committed to ensuring access to all available funding in the interest of advancing our vision and mission.

We are equally committed to using these funds wisely. Our Fiscal office oversees rigorous financial management practices and we work closely with the Auditor’s office. Our budgeting practices carefully target the most vital needs of our system and ensure efficient use of funds. We monitor spending constantly, and use modern project management approaches. This provides clear direction, and allows for post-project analysis aimed at ongoing improvements.

Our leadership is focused on reducing costs and instilling a dedication to thrift by rigorously managing our budgets and driving best practices throughout the organization. We recognize that our organization’s health depends upon persistent cost management and creativity in finding new revenues.

Additionally, we must continue to move employees from our capital to our operating budgets. We must also pursue project delivery improvements and measure our success with budget and on-time performance metrics. Although our core financial management approach is robust, we must still hold ourselves to ever-higher standards.



INNOVATION

Pursue constant improvement in our work and services. Create an environment where employees are eager to use their talents to find better ways to do business and deliver service.

Transportation services are constantly evolving. MassDOT's innovation spans a range of extraordinary efforts from the Fast 14 bridge project and our growing real-time traffic management system, to the current enhancements at the RMV

The Office of Performance Management and Innovation coordinates our continuous improvement process and drives our innovation campaign. Collaboration across the many modes of transportation creates opportunities for dramatic improvements in our business operations, greater cost efficiency, and new solutions to our transportation challenges.

We are also responsible stewards of the environment. Our GreenDOT and mode shift initiatives seek to increase our energy efficiency and minimize our environmental footprints. This is more than fiscal prudence; it is a priority for Massachusetts and the world. This work runs from merely reducing office paper use, to solar projects and a healthy transportation compact. For 2013, the Highway Division has committed to manufacturing its own road-salt, and to mitigate its harmful environmental impacts by using it less. An innovative mindset helps us to view environmental stewardship as an initiative

that reduces our costs and improves the Commonwealth's quality of life.

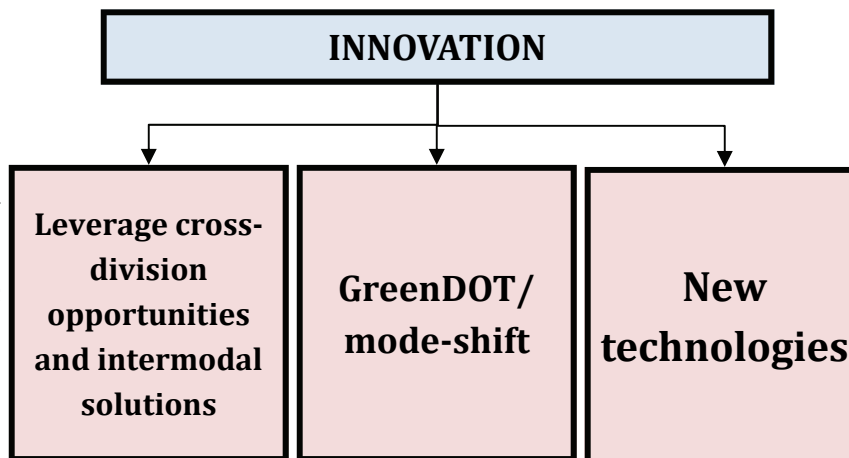
We live in a time of dramatic technological evolution and instant customer feedback, enabled by social media and mobile devices. These

changing technologies offer us opportunities to fine-tune our facilities and create new services to meet future needs. We engage with academics and vendors, maintain dialogues with national and international transportation organizations, and listen to our customers and employees.

In 2012, the Highway Division hosted a conference where employees shared new projects, techniques, and

methods, that MassDOT can use to manage expenses, improve customer service, and improve our transportation system.

All of this is driven by our continuous improvement mandate: to develop solutions that enable us to deliver better services at lower costs. We have the people, attitudes and tools in place to make this happen.



DIVISIONAL GOALS, OBJECTIVES AND FUNCTIONS

Highway – Ensuring high-performance highway management at the Massachusetts Department of Transportation

- Ensure an excellent roadway user experience on MA highways
- Manage highway infrastructure capital in a disciplined, responsible fashion

Registry of Motor Vehicles – Operating a world-class Registry of Motor Vehicles organization

- Manage the registration, licensing and title documentation process for MA motor vehicles
- Oversee safety of vehicles and operators
- Strive to offer faster, greener, and more efficient services

Rail and Transit/MBTA – Overseeing railways and regional public transportation effectively, and emphasizing “best-in-class” public transportation operations to support Massachusetts commuters and businesses

- Ensure excellence and innovation in transportation operations
- Ensure that transportation assets are kept in a state of good repair
- Manage system improvements and program/project delivery effectively, by adhering to scope, schedule and budget
- Provide financial and technical support and oversight to regional transportation services and collaborate to develop consistent performance standards and public reporting
- Manage revenue collection and budgeting in a fiscally responsible fashion
- Continue aggressive implementation of cost containment, internal productivity and new revenue generation initiatives
- Manage state rail transportation and related partnerships

Aeronautics – Preserving and enhancing an integrated statewide airport system focused on airport safety, customer service, economic development, and environmental stewardship

- Maintain airport safety at the public-use general aviation airports
- Ensure ability of MA air travel infrastructure to meet evolving needs, foster economic development, and enhance MA reputation (business, vacation, living)
- Provide education that supports MA air transportation needs

Enterprise-wide – Fostering a culture which strives to make MassDOT the employer and partner of choice

- Create a supportive environment for employees
- Create value through partnerships & collaborations





Ensuring high-performance highway management at the Massachusetts Department of Transportation

Safety

- Prevent the number of structurally deficient bridges from exceeding 463
- Maintain at least an 81.98 system-wide bridge health index
- Reduce average incident clearing times by 5% from the previous year (Mins)
- Ensure that at least 80% of pavement is in good or excellent condition (IRI)

Customer Service

- Ensure that at least 80% of National Highway System roadways are in good or excellent condition (PSI)
- Ensure that at least 80% of construction projects are completed on-time
- Develop a travel speed data collection pilot program on I-93 to inform statewide congestion metrics by July 2013

Employee Engagement

- Reduce the number of workplace injuries by at least 10% from last year's level
- Ensure employees participate in "How Can I Help You Today?" and "Performance Management Senior Staff" trainings
- Develop an engineering fellowship program in collaboration with Labor by end FY 2013
- Hold 12 round tables/town hall meetings per year
- Complete Phase A of succession planning by December 2013

Fiscal Responsibility

- Ensure that operating expenses are at or below operating budget (YTD)
- Ensure that 90% of construction projects are on or under budget upon financial closeout
- Ensure that 90% of projects are trending on-budget at completion of construction
- Ensure that the time between advertisements and notice to proceed does not exceed 120 days
- Advertise at least 80% of projects that are planned (STIP)
- Maintain forecasted cash flow for construction projects
- Complete an on-budget trending program pilot by July 2013 (5 mega projects, 12 district projects)

Innovation

- Incorporate "Accelerated Bridge Program" best practices into all projects by December 2013
- Reduce road salt use per inch by at least 5% from the previous year (tons of salt per inch of snow)
- Develop a scope for a standardized asset management program by December 2013
- Develop and implement an All Electronic Tolling pilot, in collaboration with Labor, by April 2014; expand to other roadways according to the project plan
- Expand Real Time Traffic Management (RTTM) system to Route 3, Route 84, and I-90 according to project plan

To see our recent performance results, please refer to our appendix accountability report

REGISTRY OF MOTOR VEHICLES DIVISIONAL GOALS & METRICS



Operating a world-class Registry of Motor Vehicles organization

Safety

- Reduce, by 5%, the number of accidents caused by Junior Operators resulting in citations to below the previous year (statistics under development)
- Inspect each vehicle inspection station at least three times per year
- Reduce the average time school buses are in non-compliance

Customer Service

- Keep the statewide average branch wait time below 15 minutes
- Keep the statewide average call center wait time below 10 minutes
- Increase the number of online transactions from the previous year
- Keep the average wait for road tests below 28 days
- Reduce customer complaints from the previous year
- Increase customer compliments from the previous year
- Increase the number of automated kiosk transactions from the previous year
- Reduce the percent of errors per transaction from the previous year
- Reduce the percent of errors per branch from the previous year

Employee Engagement

- Ensure employees participate in "How Can I Help You Today?" and "Performance Management Senior Staff" trainings
- Reduce the number of employee injuries from the previous year
- Hold 12 round tables/town hall meetings per year
- Complete Phase A of succession planning by December 2013

Fiscal Responsibility

- Ensure that operating expenses are at or below operating budget (YTD)

Innovation

- Increase the number of RMV transactions conducted through industry partners from the previous year
- Install the new ALARS system and ensure that it meets benchmarks according to its project plan
- Complete Phase 3 of One-Voice by December 2013
- Complete E-Citation project according to its project plan
- Research and plan improvements for the QMATIC system by June 2013; implement selected solutions by December 2013
- Post additional wait time information on website, including month-over-month data for each branch by December 2013
- Post wait time information in branch offices, including month-over-month data by April 2013

To see our recent performance results, please refer to our appendix accountability report



Overseeing railways and regional public transportation effectively, and emphasizing “best-in-class” public transportation operations to support Massachusetts commuters and businesses

Safety

- Reduce the number of year-to-date MBTA customer injuries by at least 10% from the previous year
- Reduce the number of MBTA crime incidents from the previous year
- Reduce the number of year-to-date employee injuries from the previous year

Customer Service

- Reduce the percentage of MBTA call abandonments from the previous year
- Ensure that at least 95% of Red Line trips run on time
- Ensure that at least 95% of Orange Line trips run on time
- Ensure that at least 95% of Blue Line trips run on time
- Ensure that at least 95% of Commuter Rail trips run on time
- Ensure that at least 95% of MBTA customer inquiries are closed within 5 days
- Reduce the average MBTA response time to customer inquiries from the previous year
- Reduce MBTA customer call wait times from the previous year
- Maintain at least a 99% level of MBTA escalator availability
- Decrease the number of MBTA fare box out-of-service incidents and downtime on buses and trolleys
- Ensure that construction projects are completed on-time
- Develop a performance management program in collaboration with and for the RTAs by December 2013

Employee Engagement

- Ensure employees participate in "How Can I Help You Today?" and "Performance Management Senior Staff" trainings
- Reduce the number of MBTA employee injuries resulting in lost time by at least 10% from the previous year
- Hold 12 round tables/town hall meetings per year
- Develop a comprehensive workforce assessment and succession plan
 - Complete the comprehensive workforce assessment by June 2013
 - Complete the succession plan by December 2013
- Create a model for monitoring and managing employee availability

Fiscal Responsibility

- Ensure actual MBTA operating budget is at least 2% below projected operating budget
- Ensure that Rail and Transit Division's operating expenses are at or below operating budget (YTD)
- Ensure that MBTA construction projects are completed on-budget
- Reduce additional funds for MBTA extra work orders by dollars and percent from the previous year

Innovation

- Install countdown clocks in MBTA stations by the end of 2013
- Re-develop MBTA on-time performance data in collaboration with MIT, and OPM & I
- Increase non-fare revenues by 10%
- Identify next generation wi-fi program by December 2013

To see our recent performance results, please refer to our appendix accountability report

AERONAUTICS DIVISIONAL GOALS & METRICS



Preserving and enhancing an integrated statewide airport system focused on airport safety, customer service, economic development, and environmental stewardship

Safety

- Inspect 36 public-use airports per calendar year

Customer Service

- Collaborate with stakeholders to ensure that construction projects are trending on-time, pilot by July 2013

Employee Engagement

- Ensure employees participate in "How Can I Help You Today?" and "Performance Management Senior Staff" trainings
- Ensure division managers complete their job training
- Hold 12 round tables/town hall meetings per year
- Complete Phase A of succession planning by December 2013

Fiscal Responsibility

- Ensure that operating expenses are at or below operating budget (YTD)
- Disburse 90% of the airport capital budget by July 2013
- Ensure construction projects are trending on-budget, pilot by July 2013
- Ensure Statewide Airport Pavement Management System is completed on budget

Innovation

- Implement statewide terminal administration building program according to the project plan

To see our recent performance results, please refer to our appendix accountability report

STRATEGIC PARTNERS AND SHARED SERVICES

MassDOT oversees all major transportation modes in Massachusetts and works closely with transportation agencies across the Commonwealth. We aim to provide our travelers with excellent customer service and a transportation system that is safe, reliable, and a boon to our economy and quality of life.

Our divisions are supported by **strategic partners** that provide guidance and assistance:

Office of Transportation Planning – oversee and manage long-term planning, program development and supporting analysis

Office of Performance Management & Innovation – Oversee and facilitate Visions, Goals, Continuous Improvement Methodologies, Strategies, and Metrics for the organization; manage the accountability process; drive innovation and learning; and serve as a consulting unit for the organization

MassDOT's business model also relies on **shared services**, which work with offices across the organization:

Fiscal – administer financial management, analysis and reporting; oversee procurement, materials management, federal revenues, debt and risk management on behalf of the operating divisions

Real Estate & Asset Development (a Fiscal subsidiary) – work to lease, convey, or jointly develop non-core assets to produce revenue and promote economic development and growth

Human Resources – manage employment administration, policies, programs, and procedures to meet the needs of MassDOT employees and comply with laws, regulations and guidelines

Information Technology – facilitate the accessibility, exchange, and maintenance of information and communication; plan for the acquisition and deployment of technology

Government Affairs – monitor, assess and advise divisions on federal, state and local government activity, trends, budgets and legislation; forge and maintain partnerships with federal, state and local governments and public agencies

Public Affairs – manage and respond to public and media inquiries; publicize MassDOT accomplishments and milestones

Legal/General Counsel – provide legal advice and representation to divisions and enterprise services

Office of Diversity and Civil Rights (ODCR) – promote the creation and maintenance of an inclusive organization and ensure compliance with all laws, regulations and guidelines covering diversity and civil rights

Supplier Diversity and Development Office (SDDO) – ensure that MassDOT diversifies and expands its vendor pool by encouraging the participation of diverse and small businesses

CRITICAL SUCCESS FACTORS

Optimize Resources

- Align budgets with vision and mission
- Pursue cost savings aggressively
- Provide customer value for transportation dollars

Collaborate

- Encourage and recognize teamwork
- Share information and resources
- Engage communities in areas of shared interest
- Cultivate partnerships with other Commonwealth agencies, outside organizations, and within MassDOT offices

Communicate Effectively

- Share our Vision, Mission, Values, and Goals with employees and customers
- Set and communicate realistic expectations for delivering transportation services
- Provide timely, accurate information to transportation system users
- Promote two-way communication with customers and stakeholders to learn needs, identify issues and educate

Develop People

- Define clear roles and responsibilities
- Identify career opportunities and provide training to maximize staff performance
- Empower staff to make decisions
- Provide our workers with the opportunity to grow and contribute to our organization