



Unified Planning Work Program

FFY 2027

**Drafted
May 20, 2026**

UNIFIED PLANNING WORK PROGRAM (UPWP) FEDERAL FISCAL YEAR 2027

CENTRAL MASSACHUSETTS METROPOLITAN PLANNING ORGANIZATION (MPO)



Prepared by the Transportation Planning Staff of the,



Staff to the Central Massachusetts MPO

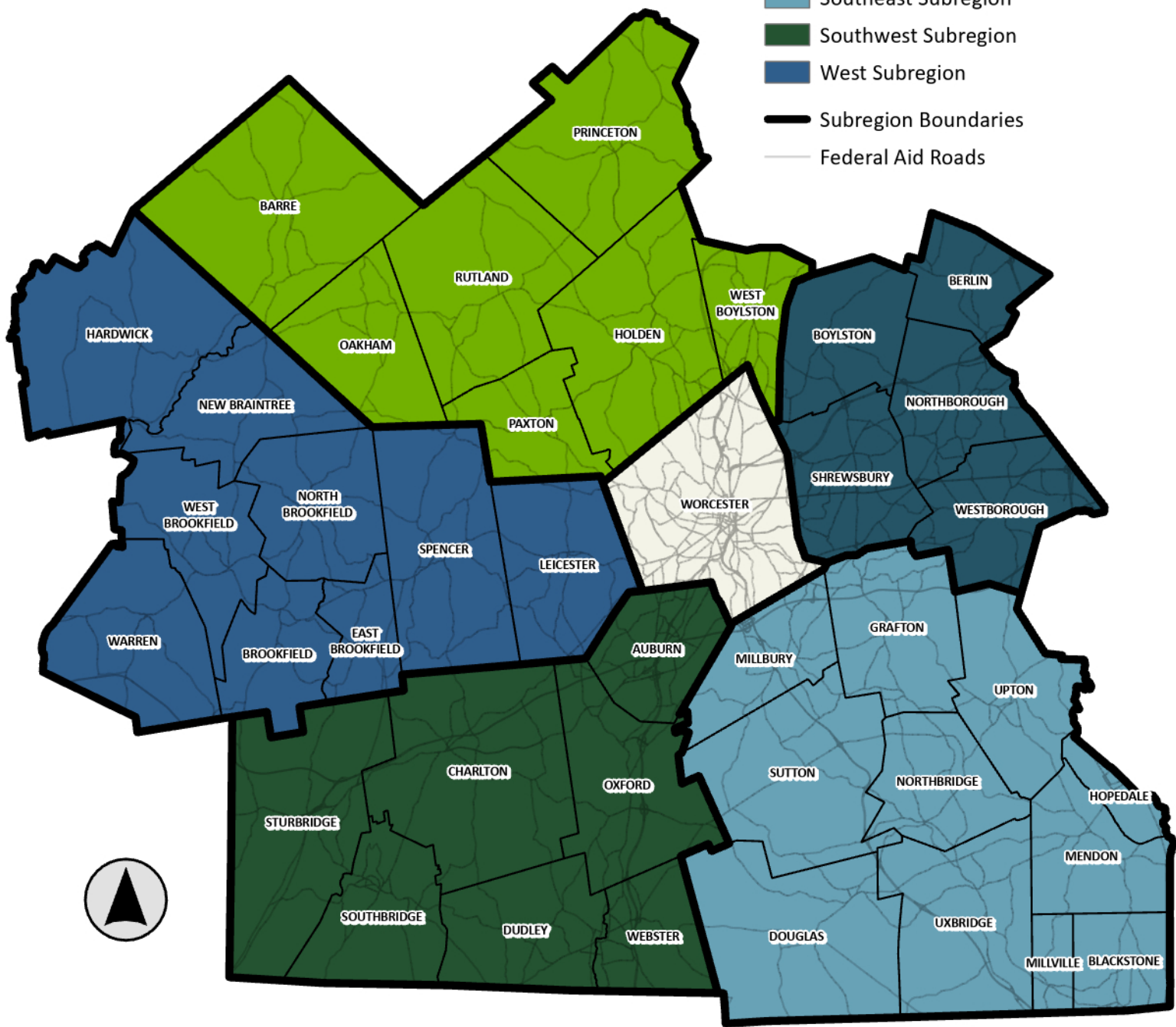
Drafted: May 20, 2026

Prepared in cooperation with the Massachusetts Department of Transportation and the U.S. Department of Transportation – Federal Highway Administration and the Federal Transit Administration. The views and opinions of the Central Massachusetts Regional Planning Commission expressed herein do not necessarily reflect those of the Massachusetts Department of Transportation or the U.S. Department of Transportation.

Drafting assistance for this document was provided by an AI large language model (CO-Pilot) with review, editing, and final approval by CMMPO staff

Legend

- Central Subregion
- North Subregion
- Northeast Subregion
- Southeast Subregion
- Southwest Subregion
- West Subregion
- Subregion Boundaries
- Federal Aid Roads



Central Massachusetts Metropolitan Planning Organization (CMMPO)
Subregions and Municipalities

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Mrs. Janet Pierce, Executive Director
Central Massachusetts Regional Planning Commission
1 Mercantile Street, Suite 520
Worcester, MA 01608
(508) 756-7717

To file a complaint alleging violation of the State's Public Accommodation Law, contact the Massachusetts Commission Against Discrimination within 300 days of the alleged discriminatory conduct at:

Massachusetts Commission Against Discrimination (MCAD)
One Ashburton Place, 6th Floor
Boston, MA 02109
(617) 994-6000
TTY: (617) 994-6196

Language Assistance

Arabic: إذا كانت هذه المعلومات مطلوبة بلغة أخرى ، فالرجاء الاتصال بـ CMRPC / CMMPO Title VI Specialist على (508) 7717-756.

Chinese: 如果用另一种语言需要的信息，请联系第六章专门CMRPC/CMMPO (508) 756-7717.

English: If this information is needed in another language, please contact the CMRPC/CMMPO Title VI Specialist at (508) 756-7717.

Portuguese: Caso esta informação seja necessária em outro idioma, favor contatar o Especialista em Título VI do CMRPC/CMMPO pelo fone (508) 756-7717.

Spanish: Si necesita esta información en otro lenguaje, favor contactar al especialista de Título VI de CMRPC/CMMPO al (508) 756-7717.

Swahili: Kiingereza: Ikiwa habari hii inahitajika kwa lugha nyingine, tafadhali wasiliana na Mtaalamu wa VI wa Pili ya CMRPC / CMMPO katika (508) 756-7717.

Vietnamese: Nếu bạn cần thông tin bằng ngôn ngữ khác, xin vui lòng liên lạc với Tiêu đề VI Chuyên CMRPC/CMMPO tại (508) 756-7717.

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Mrs. Janet Pierce, Executive Director
Central Massachusetts Regional Planning Commission
1 Mercantile Street, Suite 520
Worcester, MA 01608
(508) 756-7717

This notice is available from the CMMPO in large print, on audio tape, and in Braille upon request.

For additional copies of this document or to request it in accessible formats, contact the CMRPC Transportation Program staff:

By mail: CMRPC
 Attn: Sujatha Krishnan, Transportation Deputy Executive Director
 1 Mercantile Street, Suite 520
 Worcester, MA 01608

By phone: (508) 756-7717

By fax: (508) 792-6818

By email: sujatha@cmrpc.org

This document can be downloaded from the CMRPC website at: www.cmrpc.org

Central Massachusetts Metropolitan Planning Organization (CMMPO)

Endorsement Sheet

FFY 2027 Program Year Unified Planning Work Program (UPWP)

The Central Massachusetts Metropolitan Planning Organization (CMMPO) hereby endorses the FFY 2027 Program Year Unified Planning Work Program (UPWP) document. The UPWP describes all transportation and transportation related air quality planning activities anticipated within the region during the upcoming program year, indicating who will perform the work; the schedule for completing it, and the products that will be produced. The FFY 2027 Program Year UPWP document was endorsed on June 17, 2025, at a meeting of the CMMPO.

June 17, 2026

Phillip Eng, Interim Secretary and Chief Executive Officer
Massachusetts Department of Transportation
Chair, Central Massachusetts MPO

Central Massachusetts Metropolitan Planning Organization

Listing of CMMPO Members

1. **Philip Eng**, Interim Secretary of Transportation, MassDOT
2. **Jonathan Gulliver**, Administrator, MassDOT-Highway
3. **Robert Hassinger**, CMRPC Chairperson
4. **Joshua Rickman**, WRTA Administrator
5. **Eric Batista**, Worcester City Manager
6. **Michelle Conlin**, Shrewsbury Select Board, Northeast Subregion Representative
7. **Jesse Limanek**, Sutton Select Board, Southeast Subregion Representative
8. **John Daniel**, Southbridge Select Board, Southwest Subregion Representative
9. **Jared Grigg**, Spencer Select Board, West Subregion Representative
10. **Kristina Pedone**, West Boylston Select Board, North Subregion Representative

Ex-Officio Members (Non-Voting):

1. **Brandon Burns**, FTA Liaison
2. **Anthony Jones**, FHWA Liaison
3. **Miranda Briseno**, MassDOT OTP
4. **Adam Menard**, MPO Advisory Committee Designee

Listing of MPO Advisory Committee Members and Organizations:

1. **Daryl Amaral**, MassDOT District #2
2. **Sarah Bradbury**, MassDOT-H District 3 (alternate)
3. **Nick Burnham**, WRTA
4. **Joanne Clarke**, AARP
5. **Alysha Irisari Melo**, Town of Douglas
6. **Feanna Jatta Singh**, NAACP
7. **Caleigh McClaren**, Blackstone Watershed Collaborative
8. **Adam Menard**, Auburn Town Planner
9. **Liz Myska**, Visions Consulting L3C
10. **Claudia Oliveira de Paiva**, Edward Kennedy Community Health Center
11. **Chris Payant**, Westborough DPW Director
12. **Erin Quaiel**, Worcester Health Department
13. **Thomas Ruta**, MassDOT District #2 (alternate)
14. **Alex Salcedo**, Massbike
15. **Ann Sullivan**, Projects Engineer, MassDOT-H District 3
16. **Adam Thielker**, Tasks for Transit
17. **Anya Wilczynski**, Blackstone Heritage Corridor Executive Director

Ex-Officio Members (Non-Voting):

1. **Derek Shooster**, MassDOT OTP
2. **Miranda Briseno**, MassDOT OTP
3. **Anthony Jones**, FHWA Liaison

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Executive Summary

The Central Massachusetts Metropolitan Planning Organization (CMMPO) 2027 Unified Planning Work Program (UPWP) briefly describes and provides budgetary information for the transportation and related air quality planning activities that are to be conducted in the region during the coming federal fiscal year (FFY). Federal law requires the conduct of baseline transportation planning activities in all metropolitan areas receiving federal transportation funds. Under federal regulations pertaining to the transportation planning process, the UPWP must be prepared and endorsed annually by the Metropolitan Planning Organization (MPO) prior to the start of the planning program period. Central Massachusetts Regional Planning Commission (CMRPC), as the technical staff to the CMMPO, is responsible for preparing the UPWP each year under the terms outlined in a Memorandum of Understanding (MOU) dated November 2023.

Element 1 supports the effective management and implementation of the Central Massachusetts Metropolitan Planning Organization's (CMMPO) core transportation planning responsibilities through the federally mandated continuing, cooperative, and comprehensive (3C) process, development of the Transportation Improvement Program (TIP), and advancement of Title VI and public participation activities. This work ensures ongoing compliance with federal and state regulations while enabling the region to deliver a performance-based, financially constrained, and equitable transportation program aligned with the LRTP 2050 Connections. Key activities include managing MPO operations, developing the FFY 2028 UPWP and FFY 2028–2032 TIP, coordinating with MassDOT, WRTA, and regional stakeholders, and integrating performance measures into planning and programming decisions. The Element 1 tasks also emphasize inclusive and meaningful engagement, ensuring that traditionally underserved and historically disadvantaged populations have access to and influence on transportation decisions. Collectively, these efforts strengthen regional coordination, improve transparency and accountability, and provide a robust framework for advancing transportation investments that support safety, mobility, economic vitality, and environmental sustainability across Central Massachusetts.

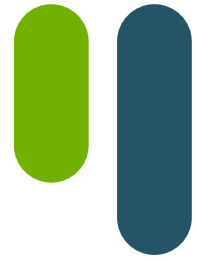
Element 2 provides the data-driven foundation and analytical capacity necessary to support the CMMPO's performance-based transportation planning and decision-making processes across the Central Massachusetts region. Through coordinated efforts in data collection and analysis, regional travel demand modeling, community technical assistance, and performance management reporting, this task ensures the availability of accurate, comprehensive, and integrated transportation data to inform the LRTP, TIP, and UPWP. Key activities include maintaining multimodal asset inventories, conducting system performance analysis, advancing a calibrated regional travel model, and providing direct support to municipalities for project

development and grant readiness. The task also emphasizes the integration of federal performance measures (PM1, PM2, PM3, TAM, and PTASP), enabling transparent monitoring of system conditions, safety, congestion, and asset performance. In addition, targeted technical assistance enhances local capacity, supports equitable access to funding opportunities, and strengthens coordination between transportation, land use, and economic development planning. Collectively, Element 2 tasks advance a comprehensive, data-informed, and equitable framework for prioritizing investments, improving system resiliency, and achieving regional transportation goals.

Element 3 advances the CMMPO's multimodal transportation planning efforts by translating regional priorities into targeted studies, project development, and implementation strategies that improve system performance, safety, connectivity, and resilience. Through coordinated activities including congestion management, safety planning, active transportation development, Complete Streets implementation, freight and intermodal planning, transit coordination, and transportation resiliency, this task supports the realization of the LRTP 2050 Connections vision. Key efforts focus on data-driven identification of system needs, development of federally fundable projects, and integration of Performance-Based Planning and Programming (PBPP) principles into decision-making. The work emphasizes strong collaboration with MassDOT, WRTA, municipalities, and regional stakeholders to advance projects that enhance mobility across all modes, including for pedestrians, bicyclists, transit users, and freight operators. Additionally, Element 3 tasks prioritize equity, accessibility, and environmental sustainability by incorporating Safe System and Vision Zero approaches, expanding active and low-emission transportation options, and addressing infrastructure vulnerabilities and climate impacts. Collectively, these efforts strengthen the region's ability to deliver safe, efficient, and resilient transportation investments that support economic vitality and quality of life for all users in Central Massachusetts.

Element 4 advances the implementation and continued development of the CMMPO's Long Range Transportation Plan (LRTP) 2050 Connections while supporting targeted regional studies and integrated planning initiatives that align transportation investments with broader economic, land use, health, and community goals. This Element focuses on implementing performance-based strategies across five programmatic areas—Major Infrastructure, System Maintenance and Operations, Active Transportation, Climate Resiliency, and Transit Support—while maintaining consistency with the TIP and UPWP and preparing for the next LRTP update in 2028. Key activities include advancing corridor-level planning through data-driven studies, strengthening linkages between transportation, housing, public health, and economic opportunity, and conducting specialized analyses such as the Vernon Connected Economic Impact Study to evaluate long-term community and economic outcomes. Through coordinated efforts with MassDOT, WRTA, municipalities, and regional stakeholders, Element 4 tasks

integrate Performance-Based Planning and Programming (PBPP), promotes equitable access, and supports informed decision-making using comprehensive data and public engagement. Collectively, these efforts ensure that long-term transportation investments are strategic, financially constrained, resilient, and responsive to the diverse needs of Central Massachusetts communities.



Introduction and Planning Context

Unified Planning Work Program (UPWP)
FFY 2027

Introduction and Planning Context

Purpose of the UPWP

The Central Massachusetts Metropolitan Planning Organization (CMMPO) FFY 2027 Unified Planning Work Program (UPWP) briefly describes and provides budgetary information for transportation and related air quality planning activities that are to be conducted in the region during the upcoming federal fiscal year (FFY). Federal law requires the conduct of baseline transportation planning activities in all metropolitan areas receiving federal transportation construction funds. Under federal regulations pertaining to the transportation planning process, the UPWP must be prepared and endorsed annually by the Metropolitan Planning Organization (MPO) prior to the start of the planning program period.

The Central Massachusetts Regional Planning Commission (CMRPC), as the technical staff to the CMMPO, is responsible for preparing the UPWP each year under the terms outlined in a Memorandum of Understanding (MOU) dated November 2023.

MPO Membership and Governance

The MOU governing preparation of the UPWP is signed by the following CMMPO members:

- Massachusetts Department of Transportation (MassDOT) Secretary of Transportation
- Central Massachusetts Regional Planning Commission
- Worcester Regional Transit Authority
- City of Worcester
- North Subregion representative
- Northeast Subregion representative
- Southeast Subregion representative
- Southwest Subregion representative
- West Subregion representative

Planning Framework and Legislative Context

Transportation planning tasks and activities contained in the FFY 2027 UPWP are shaped by prior federal transportation authorizations and the Infrastructure Investment and Jobs Act (IIJA). These laws include comprehensive requirements for transportation planning and project

implementation. The Civil Rights Act of 1964, the Americans with Disabilities Act (ADA) of 1990, and the Clean Air Act Amendments (CAAA) of 1990 continue to influence the process.

The IJA emphasizes the development of an intermodal transportation system that maximizes the efficient use of existing facilities and requires evaluation of all transportation modes under the Continuous, Cooperative, and Comprehensive (3C) planning process. It also advances planning activities that lead to implementable strategies where appropriate, supported through performance management.

Federal Planning Factors

The federal planning factors guiding the UPWP are:

1. Support economic vitality
2. Increase safety
3. Increase security
4. Increase accessibility and mobility
5. Protect the environment and quality of life
6. Enhance integration and connectivity
7. Promote efficient system management
8. Emphasize preservation
9. Improve resiliency and reliability*
10. Enhance travel and tourism*

* Added in the FAST Act (December 2015)

These factors are addressed across multiple UPWP tasks, either as primary objectives or integrated throughout activities.

Statewide and Regional Planning Initiatives

The UPWP incorporates multiple statewide initiatives, including:

- MassDOT's 2024 Long-Range Transportation Plan, *Beyond Mobility*
- Statewide Bicycle Plan, Pedestrian Plan, Freight Plan, and Rail Plan
- Statewide Bicycle and Pedestrian Update
- Statewide Freight Plan

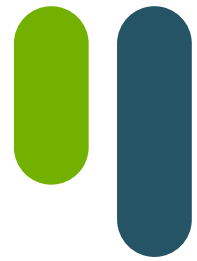
- Healthy Transportation Compact
- Municipal Complete Streets Funding Program
- Massachusetts Clean Energy and Climate Plans (2025/2030 CECP and 2050 CECP)

Regional Vision

As restated in the 2024 LRTP *2050 Connections*, the CMMPO vision is:

“The CMMPO believes that a safe, efficient, and well-maintained transportation system, along with prudent land use planning and economic development, is an essential component of sustainable public policy aimed at improving people’s lives. The CMMPO envisions Central Massachusetts in 2050 as a region of 40 well-connected, livable communities with minimal traffic congestion and improved air quality. Healthy, creative transportation methods that integrate active travel modes through the use of technology will safely and efficiently move people between homes, jobs, and services and move products between places of manufacture and sale.”

The work tasks selected for inclusion in the FFY 2027 UPWP document attempt to address each of the region’s identified planning priorities, in the spirit of the FAST Act and more recent federal and state emphasis areas as stated in the IJA.



Overview and Compliance Snapshot

Unified Planning Work Program (UPWP)
FFY 2027

Overview and Compliance Snapshot

UPWP Structure and Elements

The FFY 2027 UPWP is organized into four main Elements, each supporting all federal planning factors, with varied emphasis:

Element 1 – Planning Process Management and TIP Development

Includes:

- Management of the 3C process
- Development of the UPWP and Transportation Improvement Program (TIP)
- Title VI and public outreach
Supports performance-driven project prioritization and public engagement.

Element 2 – Data Collection, Analysis, and Modeling

Focuses on:

- Traffic counts, crash data, travel time surveys
- Pavement, sidewalk, ADA condition assessment
- Multimodal data integration and modeling
- Performance Management

Element 3 – System Planning, Operations, and LRTP Implementation

Includes:

- Safety, congestion, and ITS
- Freight and rail planning
- Active Transportation Planning
- Public transit planning
- Sustainability and resiliency

Element 4 – Long Range Transportation Planning

Addresses:

- Development of the new LRTP and continue implementation of the current LRTP (2024)
- Transportation Linkages including Public Health, Housing, and Economic Development
- Corridor Studies

- Vernon Connected – Phase 2 (Deobligated UPWP funds)

Planning Factor Compliance Matrix

Table 1 (included in the original document) details how each UPWP Element supports all ten federal planning factors, including economic vitality, safety, security, accessibility, environmental protection, connectivity, efficiency, preservation, resiliency, and tourism.

Table 1: How the CMMPO FFY 2027 UPWP Addresses the 10 Planning Factors

#	Planning Factor	
1	Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.	
	Element 1	TIP process encourages those projects that enhance economic vitality and bring efficiency to the system
		Public participation activities, and emphasizing Title VI supports global, balanced competitiveness
	Element 2	Collection and analysis of congestion data, model analysis, and performance management data supports identification of roadway inefficiencies related to economic development areas
	Element 3	Plan refinement and efforts that involve identification of projects that meet the highest need of commuters and employers are emphasized in this element
	Element 4	Economic vitality requires multi-modal improvements and a secure system that are Element 4 emphasis areas
2	Increase the safety of the transportation system for motorized and non-motorized users.	
	Element 1	The TIP programming process considers projects that most improve safety for all users
		Public participation activities aid in understanding safety from the users perspective
	Element 2	Element 2 contains safety data collection and analysis as well as analysis against safety performance measures
	Element 3	Safety is considered in project identification, operations and management efforts (including Road Safety Audit), and in ITS implementation. Project planning and implementation efforts to improve safety.
	Element 4	Safety receives multi-modal consideration, and is incorporated in all Long Range Planning activities including transportation linkages
3	Increase the security of the transportation system for motorized and non-motorized users.	
	Element 1	The security of all users is considered in planning efforts.
	Element 2	Security is incorporated into performance management measures
	Element 3	ITS is considered an important measure to increase security. Security is considered for all users and in resilience planning.

	Element 4	Evacuation Planning is considered and coordinated with local, regional, and state Homeland Security partners during Long Range Planning activities.
4	Increase accessibility and mobility of people and freight.	
	Element 1	The TIP programming process considers projects that increase accessibility and mobility for all users
	Element 2	The data collection program aims at identifying accessibility and mobility gaps and inefficiencies
	Element 3	In addition to a specific freight task, Element 3 address various issues, such as congestion, transportation resiliency, that affect mobility
	Element 4	Mobility and accessibility are considered for all users as an important goal of the Long Range Plan. Economic Development activities involve consideration to freight accessibility mobility.
5	Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planning growth and economic development patterns.	
	Element 1	The TIP programming process encourages projects that protect the environment and promote quality of life
	Element 2	Performance management measures encourage a balanced approach to transportation planning
		Americans with Disabilities Act (ADA) and sidewalk data collection and analysis identifies gaps in walk mode which inhibit quality of life
	Element 3	In addition to a task specifically devoted to resiliency planning and quality of life, Element 3 tasks look to promote a balanced network
	Element 4	A balanced approach to quality of life includes considering all transportation and landuse linkages.
6	Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.	
	Element 1	Title VI planning ensures that all users are considered
	Element 2	Data collection and analysis is performed for all modes and products showing connectivity gaps are included
	Element 3	Projects and special studies are identified that enhance integration and connectivity for all modes, and for freight
	Element 4	Long Range Planning activities integrate modal, address various transportation system needs and prioritizes projects and strategies to improve connectivity
7	Promote efficient system management and operation.	
	Element 1	The TIP programming process encourages projects that increase efficient system management, such as ITS
	Element 2	Data collection and analysis efforts, such as Road Safety Audit, identify where systems lack efficient management
	Element 3	Element 3 efforts seek to identify solutions to system management and operations issues, such as needs for signal coordination

	Element 4	Efficient system management is the core of corridor studies.
8	Emphasize the preservation of the existing transportation system.	
	Element 1	The TIP process prioritizes projects that preserve the existing system
	Element 2	Data collection and analysis efforts identify where the system most needs preservation. Asset Management efforts look to improve efficiency within the existing system and the prioritization of infrastructure maintenance
	Element 3	Transit, Active Transportation and Freight planning seeks to preserve the existing system through preventative maintenance planning efforts
	Element 4	Long Range Transportation Planning efforts focus of preservation of existing infrastructure.
9	Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation	
	Element 1	The TIP process prioritizes projects that improve resiliency/reliability of the existing system and include stormwater retrofits
	Element 2	Data collection and analysis efforts identify vulnerable infrastructure and flooding issues
	Element 3	Resiliency planning to understand the impacts of natural disasters. Transit planning involves building resiliency of the fleet and reliability for its commuters
	Element 4	Environmental Consultation as part of TIP and LRTP process to include environmental consideration in the early project planning stages
10	Enhance travel and tourism.	
	Element 1	The TIP process prioritizes projects that enhance travel and make connections
	Element 2	Data collection and analysis efforts identify opportunities to enhance travel for commuting and recreation
	Element 3	Active Transportation and Sustainability task look at specific study/project opportunities for enhancing travel and tourism, such as outdoor recreation mapping
	Element 4	Transportation linkages planning seeks to connect people to recreational opportunities

Element

1



Management & Support and Certification Activities

Task 1.1: Management & Support of “3C” Process

Purpose / Need

This task supports the federally required, continuing, cooperative, and comprehensive (3C) metropolitan transportation planning process for the Central Massachusetts region. It ensures compliance with federal metropolitan planning regulations while enabling the Central Massachusetts Metropolitan Planning Organization (CMMPO) to effectively develop, manage, and implement its core planning documents—including the Regional Transportation Plan (LRTP/RTP), Transportation Improvement Program (TIP), and Unified Planning Work Program (UPWP). The task also supports coordination with MassDOT, WRTA, FHWA, FTA, neighboring regions, and regional stakeholders, ensuring that planning activities align with adopted regional goals, performance targets, and federal planning factors.

Objectives

- Maintain continuous compliance with federal and state metropolitan planning requirements through effective management of the 3C process.
- Provide administrative, technical, and logistical support to the CMMPO, its Advisory Committee, and technical task forces.
- Develop, amend, and finalize the UPWP to define and document all federally funded transportation planning activities in the region.
- Coordinate transportation planning activities with local, regional, state, and federal partners, including neighboring MPOs.
- Support performance-based planning, certification review follow-up, and statewide coordination efforts.

Scope of Work

CMRPC staff will manage and support the regional 3C transportation planning process and develop the Unified Planning Work Program. Activities include:

- Administrative and technical support for the CMMPO, CMMPO Advisory Committee, Transportation Planning Committee, and related task forces.
- Preparation, presentation, distribution, and recordkeeping for required planning documents, including the UPWP, TIP, LRTP/RTP, POP, and amendments.
- Development of the FFY 2028 UPWP and amendments or adjustments to the FFY 2027 UPWP, including budget development and publication updates.

- Implementation of Federal Certification Review Action Plan recommendations and preparation of required progress reports.
- Participation in statewide technical teams and user groups addressing air quality, safety, performance measures, active transportation, freight, transit, pavement management, GIS, and data coordination.
- Coordination with adjacent MPOs, state agencies, Regional Transit Agencies (RTAs), and regional partners on cross-boundary planning initiatives.
- Administration of public outreach and stakeholder participation processes required under federal rules, including engagement with environmental justice, economic development, and private sector stakeholders.
- Contract administration, staffing, grant documentation, billing, progress reporting, and assistance with statewide and federal funding proposals.

Products / Deliverables

- Final FFY 2028 UPWP (PDF) – Q3 FFY 2027
- Amendments and adjustments to FFY 2027 UPWP (PDF) – Q1-Q4 FFY 2027
- Meeting agendas, presentation materials, and minutes for CMMPO, Advisory Committee, and subcommittees (PDF) – Q1-Q4 FFY 2027
- Monthly state progress reports and invoices, including certification action plan updates (PDF) – Q1-Q4 FFY 2027
- FFY 2026 Annual Performance Evaluation Report, including certification action plan updates (electronic) – Q1 FFY 2027
- CMMPO membership elections and membership presentation (PDF) – Q4 FFY 2027
- Staff performance reviews and documentation (PDF) – Q2-Q3 FFY 2027

Schedule (Quarter-by-Quarter Milestones)

Q1 FFY 2027

- Annual Performance Evaluation Report for FFY 2026.
- Welcome new subregional MPO members and alternates.
- CMRPC Quarterly Commission meeting (September) – MPO 50th presentation.
- Ongoing committee support and coordination.

Q2 FFY 2027

- Prepare draft FFY 2028 UPWP budget and major tasks.
- Ongoing committee support and coordination.
- Begin staff performance reviews – review goals and achievements.

Q3 FFY 2027

- Draft, finalize and adopt FFY 2028 UPWP.
- Finalize staff performance reviews and merit increases.
- Ongoing committee support and coordination.

Q4 FFY 2027

- Notify (West and Northeast) subregional selectboard members of CMMPO member/alternate election.
- Prepare CMMPO subregional election presentation and conduct elections.
- Ongoing reporting and coordination.

Responsible Parties

- CMRPC MPO Staff: Task administration, document preparation, analysis, coordination, and reporting
- CMMPO Board: Policy direction and approvals
- CMMPO Advisory Committee & Technical Task Forces: Review and recommendations
- Partner Agencies: MassDOT, FHWA, FTA, RTAs, neighboring MPOs, local and regional stakeholders

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$109,316		
FTA/5303 (thru DOT)	\$100,000	\$251,645	\$10,000
State Match	\$52,329		
Total	\$261,645		

- **Staff work:** 100% MPO staff
- **Staff hours:** 2488
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports federal performance-based planning requirements related to safety, system performance, asset condition, congestion, and air quality through coordination, data sharing, reporting, and integration into the UPWP, TIP, and LRTP.
- Provides the administrative framework for target coordination, performance reporting, and incorporation of performance results into MPO decision-making.

Equity / Title VI & Public Participation Considerations

- All activities under this task will be conducted in compliance with the MPO's Title VI Program and Public Participation Plan. Outreach and engagement will actively encourage participation from environmental justice populations, underserved communities, private sector providers, and regional stakeholders, with materials and meetings made accessible through electronic formats and inclusive engagement practices.
- UPWP development will follow the CMMPO Endorsed Public Participation Plan, including early outreach, public review, and documentation of comments and responses.
- Staff consider regional distribution and financial equity related to the programming of UPWP studies and projects.

Task 1.2: Transportation Improvement Program (TIP)

Purpose / Need

The Transportation Improvement Program (TIP) identifies and prioritizes federally funded transportation projects (highway, bridge, transit, & intermodal) in the CMMPO planning region over a five-year period. This task ensures the TIP remains aligned with the current Long-Range Transportation Plan (LRTP) *2050 Connections*, is performance-based, financially constrained, and compliant with federal and state requirements. Further, this task also ensures that the annual TIP is developed with meaningful public and stakeholder participation.

Objectives

- Develop and seek CMMPO endorsement of a financially constrained FFY 2028–2032 TIP that is consistent with the LRTP *2050 Connections*.
- Amend/adjust the current FFY 2027–2031 TIP as needed to reflect project delivery changes.
- Continue to refine and document the integration of the federally required performance measures into TIP project selection and prioritization.
- Provide technical assistance to communities in the planning region to support project readiness and implementation.
- Ensure annual TIP development process complies with the CMMPO endorsed Public Participation Plan, Title VI, and MassDOT GHG reporting requirements.

Scope of Work

CMRPC staff will:

- Amend and adjust the endorsed FFY 2027–2031 TIP as necessary.
- Update Annual TIP Development letter and email to CMMPO region community officials, legislators, committee members, and other stakeholders.
- Develop the Draft FFY 2028–2032 TIP in coordination with MassDOT, WRTA, and member communities. TIP includes highway, bridge, transit, intermodal, and discretionary projects. Annual CMMPO TIP workshop will also be held to discuss programming scenarios.
- Finalize the Endorsed FFY 2028-2032 TIP in coordination with MassDOT, WRTA, and member communities.

- Screen, select, prioritize, and program projects consistent with Performance-Based Planning and Programming (PBPP) scoring criteria. Update and refine scoring criteria as needed.
- Continue to incorporate current FHWA and FTA PBPP measures and targets into the TIP document. Also include regionally customized measures as applicable.
- Conduct annual Environmental Consultation meeting, GHG analysis, and CMAQ eligibility calculations as required.
- Host public, stakeholder and interagency meetings during annual TIP development process as needed.
- Use eSTIP, GIS, and visualization tools to support TIP development and documentation.

Products / Deliverables

- Annual TIP Development Letter (PDF) – Q1 FFY 2027
- Draft FFY 2028–2032 TIP highway & transit project listings and associated documentation (eSTIP and PDF) – Q2 & Q3 FFY 2027
- Environmental Consultation materials (Virtual meeting and PDF) – Q3 FFY 2027
- Endorsed FFY 2028–2032 TIP highway & transit project listings and associated documentation (eSTIP and PDF) – Q3 FFY 2027
- FFY 2027-2031 TIP amendments/adjustments and associated documentation (eSTIP and PDF) – Q1-Q4 FFY 2027

Schedule

Q1 FFY 2027:

- Initiate TIP development with annual TIP development letter
- Potential TIP development meetings held
- Status updates requested from proponents of TIP target projects
- FFY 2027-2031 TIP amendments/adjustments

Q2 FFY 2027:

- New TIP projects presented during January CMMPO meeting
- New potential TIP projects scored and ranked using performance measures criteria
- TIP Readiness Day held by MassDOT

- 2028-2032 TIP Workshop held during March CMMPO meeting
- Work on 2028-2032 draft project listings
- Potential TIP development meetings held
- FFY 2027-2031 TIP amendments/adjustments

Q3 FFY 2027:

- Environmental Consultation meeting held
- Finalize draft 2028-2032 TIP and release for public comment (anticipated in April 2027)
- TIP public meeting held
- Finalize CMMPO endorsed 2028-2032 TIP and CMMPO endorsement (anticipated in May 2027)
- FFY 2027-2031 TIP amendments/adjustments
- Potential TIP development meetings held

Q4 FFY 2027:

- Potential TIP development meetings held
- FFY 2027-2031 TIP amendments/adjustments

Responsible Parties

- CMMPO staff – Lead development, analysis, coordination, and documentation
- CMMPO Board & Advisory Committee – Review and endorsement
- MassDOT Office of Transportation Planning & Highway Districts 2 & 3 – Funding targets, project coordination
- WRTA – Transit project information coordination
- Municipal project proponents – Project development, coordination, and status updates

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$48,000	\$70,000	\$0
FTA/5303 (thru DOT)	\$8,000		

State Match	\$14,000		
Total	\$70,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 846
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports PM1, PM2, PM3, and the WRTA TAMP and PTASP performance areas through performance screening, target coordination with MassDOT, and integration of PM scoring into TIP project selection and reporting.
- Advances federal planning factors related to safety, security, accessibility & mobility, system preservation, resiliency, economic vitality, environmental sustainability, and travel & tourism by prioritizing these types of projects with measurable outcomes.

Equity / Title VI & Public Participation Considerations

- TIP development will follow the CMMPO Endorsed Public Participation Plan, including early outreach, public review, and documentation of comments and responses.
- Staff consider regional distribution and financial equity related to the programming of TIP projects.
- All CMMPO municipalities are provided with equitable opportunity to participate in the development of the annual TIP.

Task 1.3: Title VI & Public Participation

Purpose / Need

This task ensures that CMMPO transportation planning activities comply with Title VI of the Civil Rights Act of 1964 and the Title 23 Code of Federal Regulations Part 450 related to public participation, while proactively engaging communities, particularly those traditionally underserved, in regional transportation decision-making. The task supports equitable access, meaningful involvement, and transparency throughout the development of the LRTP, TIP, and UPWP.

Objectives

- Maintain compliance with FHWA and FTA Title VI and public participation requirements, including addressing findings from federal certification reviews.
- Improve engagement with Title VI, LEP, rural, and transportation-disadvantaged communities using best practices and measurable outreach strategies.
- Implement the CMMPO Public Participation Plan (PPP) consistent with federal and MassDOT guidance.
- Increase staff capacity through training, tools, and standardized procedures for Title VI and public involvement activities.
- Ensure public participation opportunities are accessible, timely, and offered in multiple formats across planning products.

Scope of Work

CMRPC staff will:

- Maintain and implement the CMMPO Title VI Program and complete required annual reporting to MassDOT's Office of Diversity and Civil Rights (ODCR).
- Incorporate any recommendations from MassDOT as it pertains to Title VI and Public Participation.
- Update the CMRPC Staff Language Assistance Guide, including refreshed LEP data, best practices, and training.
- Translate vital documents, notices, and complaint materials into Safe Harbor languages as needed.

- Review as needed, and implement the CMMPO Public Participation Plan (PPP), including alignment with MassDOT guidance and expanded use of virtual and hybrid engagement tools.
- Conduct and track public outreach activities for the LRTP, TIP, UPWP, and other planning efforts, including newsletters, social media, and partnerships with community organizations.
- Develop evaluation metrics and reporting on outreach effectiveness and lessons learned.
- Researching data about transportation disadvantaged populations for specific project/studies and access barriers.
- Developing Public Engagement Plans for major transportation projects/studies, including the LRTP.
- Coordinate with RCCP staff to support outreach for municipal master plans, and other regional initiatives.
- Review relevant **MEPA filings** for potential community and transportation impacts, as necessary.

Products / Deliverables

- Annual Public Outreach Report (report with metrics and lessons learned) – Q1 FFY 2027
- Update Accessible Meeting Location List (Excel file) – Q2 FFY 2027
- Updated CMRPC Staff Language Assistance Guide (internal guidance) – Q1–Q3 FFY 2027
- Developing and Implementing the LRTP Public Engagement Plan (PDF) – Q3–Q4 FFY 2027
- Newsletter articles, outreach materials, and web/social media content (online) – Q1-Q4 FFY 2027

Schedule (Milestones by Quarter)

Q1 FFY 2027

- Complete Annual Public Outreach Report (metrics & lessons learned).
- Begin updating CMRPC Staff Language Assistance Guide.
- Newsletter articles, outreach materials, and web/social media content.

Q2 FFY 2027

- Update and compile Accessible Meeting Location List.

- Implement PPP recommendations.
- Newsletter articles, outreach materials, and web/social media content.

Q3 FFY 2027

- Finalize CMRPC staff Language Assistance Guide.
- Develop LRTP Public Engagement Plan.
- Newsletter articles, outreach materials, and web/social media content.

Q4 FFY 2027

- Implement LRTP Public Engagement Plan.
- Newsletter articles, outreach materials, and web/social media content.

Responsible Parties

- CMRPC / CMMPO staff – Lead implementation, analysis, outreach, and reporting
- CMMPO Board and Committees – Oversight and participation
- MassDOT Office of Diversity and Civil Rights (ODCR) – Coordination on Title VI and LEP best practices
- WRTA and partner transit agencies – Coordinated outreach and participation
- Community organizations and stakeholders – Engagement and feedback

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$40,000		
FTA/5303 (thru DOT)	\$40,000	\$97,500	\$2,500
State Match	\$20,000		
Total	\$100,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 1326
- **Consultant:** None

Relation to Performance Measures & Planning Factors

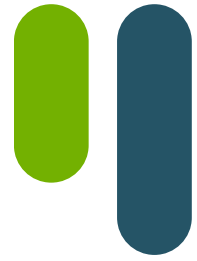
- Supports federal planning factors related to equity, accessibility, public involvement, and environmental justice by integrating Title VI and LEP considerations into LRTP, TIP, and UPWP decision-making.
- Measurable activities include tracking outreach metrics, evaluating benefits and burdens, updating participation plans, and reporting compliance outcomes to state and federal partners.

Equity / Title VI & Public Participation Considerations

- This task directly implements Title VI, LEP, and MassDOT guidance, ensuring no person is excluded from participation or benefits due to race, color, national origin, or language ability.
- Outreach will emphasize early, continuous, and accessible engagement, with targeted efforts toward underserved, rural, and transportation-disadvantaged communities.
- Multiple participation formats (virtual, hybrid, in-person) and translated materials will be used to lower barriers to involvement.

Element

2



Data Collection & Analysis Activities

Task 2.1: Data Collection & Analysis

Purpose / Need

This task provides the foundational transportation data needed to support the CMMPO's planning, programming, performance, and regulatory responsibilities. This task supports a comprehensive, performance-based regional assessment management program that monitors the condition of assets on the federal-aid eligible roadway network (excluding interstates and ramps). Together, this program provides the data, analysis, and prioritization needed to support the Long-Range Transportation Plan (*2050 Connections*), Transportation Improvement Program (TIP), Performance-Based Planning and Programming (PBPP), safety, congestion management, equity, resiliency, Americans with Disabilities Act (ADA) accessibility, and transit asset management across the CMMPO region, in coordination with MassDOT and regional transit service providers.

Objectives

Data Collection

- Maintain current, high-quality datasets for the federal-aid eligible roadway network and associated multimodal assets.
- Support performance-based decision-making for TIP project screening, prioritization, and evaluation.
- Provide communities, MassDOT, and regional partners with consistent, accessible transportation data.
- Identify system deficiencies, safety risks, congestion, accessibility gaps, and vulnerable infrastructure.
- Integrate multimodal, land use, and demographic data to support equitable and resilient transportation planning.

Asset Management

- Maintain up-to-date, multi-modal asset inventories and condition data for federal-aid eligible facilities.
- Support Bridge and Pavement Performance Measures (PM2) and local performance-based decision-making.
- Prioritize state and locally owned assets for preservation, repair, and replacement.

- Provide communities with actionable data to support project development and grant readiness.
- Integrate asset condition data across modes into a regional asset management system and dashboard.

Scope of Work

CMRPC staff will collect, manage, analyze, map, and share transportation data across the region, while supporting a performance-based asset management program through monitoring, assessment, and prioritization of transportation assets, including:

Data Collection & Analysis

Mobility & Accessibility

- Analyze accessibility to jobs and destinations using MassDOT Accessibility Observatory Dashboard, Conveyal, Replica, and local data.
- Support Congestion Management Process (CMP) analysis, corridor studies, and transit planning.

Infrastructure Inventories

- Conduct pavement condition surveys (~400 miles/year) on a rotating schedule based on the CMRPC data collection manual.
- Collect asset condition data on sidewalks, curb ramps, crosswalks, bicycle facilities, and pedestrian infrastructure using walking surveys and mobile GIS.
- Maintain and expand the traffic signal inventory.
- Assess culverts and road–stream crossings using NAACC protocols, provide town reports and custom dashboards, and support local training.
- Utilize the in-house UAS (drone) program for transportation asset documentation.

Traffic, Safety, & Congestion

- Operate a comprehensive regional traffic counting program (volumes, speeds, axle classification bicycle classification).
- Conduct Turning Movement Counts (TMCs) and travel time/delay studies for CMP corridors, bottlenecks, and before/after TIP projects.
- Maintain Top 100 crash location mapping and safety analysis tools.

Transit & Parking

- Collect and map WRTA ridership, routes, stops, asset condition, and safety data.
- Conduct monthly utilization surveys of Park-and-Ride and commuter rail parking facilities.
- Complete National Transit Database (NTD) and MassDOT reporting requirements.

Land Use, Demographics, & Economics Context

- Maintain and update datasets related to census, housing, employment, Priority Development Areas, Chapter 43D sites, and Transformative Development Initiative (TDI) districts.
- Support coordination with Comprehensive Economic Development Strategy (CEDS), housing studies, and municipal planning efforts.

Asset Management

Asset Data Collection Integration & Analysis

- Maintain integrated GIS-ready databases, dashboards, metadata, and data dictionaries.
- Produce maps, analytics, and summaries for TIP, LRTP, CMP, safety studies, and public use.
- Provide access to transportation data and respond to partner data requests.

Pavement Management

- Analyze pavement distress data using Cartegraph to generate condition ratings, repair recommendations, costs, and priorities.
- Update regional pavement preservation backlog and condition scenarios.
- Integrate traffic volumes, truck activity, and other performance factors into prioritization.
- Coordinate with MassDOT and other RPAs on the evolution of a statewide Pavement Management System.

Sidewalks, Curb Ramps, & Crosswalks (ADA Assets)

- Analyze sidewalk, curb ramp, and crosswalk condition data for TIP screening and prioritization.
- Refine prioritization methods for gaps, repairs, and accessibility improvements.
- Update backlogs, repair cost estimates, and dashboard visualizations.
- Coordinate with Task 3.5 (Livability) to align ADA and active transportation investments.

- Conduct pilot Active Transportation Counting Program (Bicycle and Pedestrian counting at key locations in addition to new Bicycle classification in Traffic Counting Program)

Bridges & Culverts

- Use MassDOT Bridge Inspection Management System (BIMS) data to evaluate bridge conditions and priorities.
- Analyze culvert inventories and staff-collected NAACC data to identify vulnerable structures.
- Maintain culvert datasets, dashboards, hub sites, and produce town-specific reports.
- Assist communities with culvert and small bridge grant readiness and prioritization.

Traffic Signals & Bike Facilities

- Maintain regional inventory and condition assessments for traffic signals and bicycle facilities.
- Integrate Level of Service, delay, and bikeability index data into prioritization.
- Coordinate with MassDOT to update statewide datasets.
- Support Complete Streets, safety, and corridor-level planning.

Transit Asset Management

- Support the WRTA with monitoring performance related to Transit Asset Management (TAM) and Public Transportation Agency Safety Plan (PTASP) targets.
- Integrate transit asset performance targets into the CMMPO project evaluation process.

Regional Asset Management System & Reporting

- Maintain and enhance the Regional Asset Management Dashboard and online maps.
- Conduct outreach to communities, MassDOT, and the public on asset conditions and priorities.

Products / Deliverables

Data Collection & Analysis

- Accessibility to jobs and destinations analyses (maps, tables) – Q1-Q2 FFY 2027
- Support CMP analysis, corridor studies, and transit planning – Q1-Q4 FFY 2027
- Completion of regional infrastructure inventories (PDF, Maps, GIS Layers, Web Dashboard) – Q1-Q4 FFY 2027

- Culvert assessments, town reports and custom dashboards, and support local training opportunities – Q3-Q4 FFY 2027
- Annual traffic count program and database updates (PDF reports, GIS layers, Maps, GIS Dashboard) – Q1-Q4 FFY 2027
- CMP travel time/delay studies, and TMC results (Maps, Tables)– Q3-Q4 FFY 2027
- Top 100 Crash locations (Maps, Tables)– Q3 FFY 2027
- Maintain and update census, housing, employment, Priority Development Areas, Chapter 43D sites, and TDI datasets – Q1-Q3 FFY 2027
- Completed pilot Active Transportation Counting Program (Data Layer) – Q4 FFY 2027

Asset Management

- Update Regional Asset Management Databases (GIS Layers, GIS Dashboards and Web Apps) – Q1-Q2 FFY 2027
- Maintain and Update Regional Asset Management Hub (GIS Hub) – Q1-Q4
- Completion of the 2026 Regional Asset Management Report (PDF, Maps) – Q1-Q2 FFY 2027
- Analyze condition data for TIP screening and prioritization (Tables, Maps) – Q1-Q2 FFY 2027
- CMMPO Region Culverts Dashboard Updates (GIS layers, GIS maps, GIS Dashboard) – Q1-Q4 FFY 2027
- CMMPO Region Culverts Hubsite Updates (GIS maps, GIS datasets, GIS applications, GIS Hub) – Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027

Data Collection & Analysis

- Maintain maps and tables to analyze accessibility to jobs and destinations.
- Provide support for CMP analysis, corridor study data collection, and transit planning.
- Maintain and expand regional infrastructure inventories.
- Complete traffic data uploads to MassDOT MS2 site for data collected in FFY 2026
- Update regional traffic count database with data collected during FFY 2026

- Update census, housing, employment, Priority Development Areas, Chapter 43D sites, and TDI datasets.

Asset Management

- Update and maintain Regional Asset Management Databases.
- Update and maintain Regional Asset Management Hub.
- Develop 2026 Regional Asset Management Report.
- Analyze and provide condition data for TIP screening and prioritization.
- Maintain NAACC culvert datasets, implement new datasets, and update branding/design for CMMPO Region Culverts Dashboard.
- Update CMMPO Culverts Hubsite resources and branding/design.

Q2 FFY 2027

Data Collection & Analysis

- Maintain maps and tables to analyze accessibility to jobs and destinations.
- Provide support for CMP analysis, corridor study data collection, and transit planning.
- Maintain regional infrastructure inventories.
- Publish regional and town traffic flow maps and release update to the CMRPC Traffic and Travel Data Viewer.
- Maintain census, housing, employment, Priority Development Areas, Chapter 43D sites, and TDI datasets.

Asset Management

- Update and maintain Regional Asset Management Database.
- Update and maintain Regional Asset Management Hub.
- Complete 2026 Regional Asset Management Report.
- Analyze and provide condition data for TIP screening and prioritization.
- Maintain datasets, explore additional datasets, and explore transition to ArcGIS Experience Builder application for CMMPO Region Culverts Dashboard.
- Maintain CMMPO Culverts Hubsite.

Q3 FFY 2027

Data Collection & Analysis

- Provide support for CMP analysis, corridor study data collection, and transit planning.
- Collect data to update the regional infrastructure inventory, including pavement conditions, pedestrian infrastructure, traffic signals, bicycle facilities, curb ramps, and crosswalks.
- Conduct culvert assessments, upload data the NAACC Data Center, and support local training opportunities.
- Contact communities scheduled for traffic counting activities based on the CMRPC data collection manual indicating locations scheduled for collection and providing the opportunity to request technical assistance.
- Test traffic counting equipment for compliance with MassDOT guidelines and report results to MassDOT.
- Collection of traffic data at locations identified in the CMRPC data collection manual and requested by CMRPC communities.
- Collection of TMC and travel time and delay data in support of development of CMP and Corridor Studies.
- Develop a Top 100 Crash Locations map and table.
- Maintain census, housing, employment, Priority Development Areas, Chapter 43D sites, and TDI datasets.

Asset Management

- Update and maintain Regional Asset Management Hub.
- Maintain existing CMMPO Region Culverts Dashboard and begin transition to ArcGIS Experience Builder application.
- Maintain CMMPO Culverts Hubsite, improve accessibility, and identify other areas of improvement.

Q4 FFY 2027

Data Collection

- Provide support for CMP analysis, corridor study data collection, and transit planning.
- Collect data to update the regional infrastructure inventory, including pavement conditions, pedestrian infrastructure, traffic signals, bicycle facilities, curb ramps, and crosswalks.
- Develop town reports and custom dashboards of completed culvert assessments.

- Support local culvert training opportunities, if available.
- Collection of traffic data at locations identified in the CMRPC data collection manual and requested by CMRPC communities.
- Collection of TMC and travel time and delay data in support of development of CMP and Corridor Studies.
- Maintain census, housing, employment, Priority Development Areas, Chapter 43D sites, and TDI datasets.
- Process and Manage Bicycle and Pedestrian Counts for completion of pilot Active Transportation Counting Program.

Asset Management

- Update and maintain Regional Asset Management Hub.
- Maintain current CMMPO Region Culverts Dashboard and continue development of ArcGIS Experience Builder application.
- Maintain CMMPO Culverts Hubsite and address areas of improvement.

Responsible Parties

- CMRPC MPO staff – Data collection, analysis, GIS, reporting
- CMMPO committees and Board – Oversight and application to planning decisions
- MassDOT OTP, Districts, Rail & Transit Division – Coordination, data standards
- WRTA – Transit data provision and coordination
- Member communities & regional partners – Data requests and collaboration

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$120,000		
FTA/5303 (thru DOT)	\$40,000	\$188,500	\$11,500
State Match	\$40,000		
Total	\$200,000		

- **Staff work:** 100% MPO Staff
- **Staff hours:** 2929

- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Directly supports PM1 (Safety), PM2 (Pavement & Bridge), PM3 (System Performance, Freight, CMAQ), and Transit Asset Management through measured data collection, analysis, mapping, and reporting.
- Advances federal planning factors related to Safety, Security, Mobility, Network Connectivity, System Management, Preservation, and Resiliency.
- Integrates performance results into TIP and LRTP decision-making, including project selection, monitoring, and before/after evaluation.

Equity / Title VI & Public Participation Considerations

- Data collection and analysis include numerous access management datasets to evaluate benefits and burdens of transportation investments for all populations.
- Results support equitable project screening, improved access to essential services, and transparency through publicly accessible maps and datasets.
- Multimodal and rural roadway coverage ensures representation of all communities across the region.

Task 2.2: Regional Transportation Model

Purpose / Need

The Regional Transportation Model supports federally required metropolitan transportation planning by providing a data-driven basis for evaluating transportation investments, forecasting long-term travel demand, and assessing air quality, congestion, and equity impacts. The model directly supports the Metropolitan Transportation Plan (MTP/LRTP), TIP project evaluation, and federal performance-based planning requirements under MAP-21 and the Infrastructure Investment and Jobs Act (IIJA)

Objectives

- Maintain and update a calibrated regional travel demand model using the latest Census, roadway, and travel behavior data
- Support development and implementation of the LRTP through scenario testing and project evaluation
- Quantify regional and subregional vehicle miles traveled (VMT), congestion, and mode share changes
- Improve model sensitivity to equity impacts, intersection delay, and freight movement
- Ensure consistency with MassDOT statewide modeling inputs and federal performance measures
- Support development of regional land use projections and integrate finalized projections into regional travel demand model.

Scope of Work

MPO staff will maintain, update, and apply the regional travel demand forecasting model, including roadway and transit networks, socio-economic inputs, and model components (trip distribution, mode choice, and assignment). Recently, the Transportation Model has been updated to reflect use of 2020 Census geography and data. This update includes the creation of a 2025 base year model. This new model will act as the foundation for ongoing updates, which will be reflected in the following work items:

- Continue to work with MassDOT toward the development of new regional land use projections for 2030, 2040, and 2050.
- Develop Transportation Analysis Zone (TAZ) level land use forecasts for 2030, 2040, and 2050.

- Update traffic volumes used in model calibration. Data sources include MS2, locally collected counts, and Replica.
- Continue revisions to the WRTA route system.
- Develop future-year transportation networks for forecast years consistent with the needs of the Long-Range Transportation Plan.
- As data becomes available, review MassDOT’s recently completed household travel survey with the intent of updating the trip generation rates, trip distribution characteristics, and the mode choice model.
- MassDOT’s has provided access to the Replica data platform. From this source, travel speeds, traffic volumes, and origin/destination data will be extracted and used in the calibration and validation of the travel model.
- Continue to develop enhanced model reports.
- Document the travel model. Create both a user’s manual, and a technical process manual.
- Update equity related variables in the new transportation model.
- Continue to support LRTP scenario planning, major infrastructure analysis, WRTA transit service evaluation, and freight studies.
- Continue to produce performance-based outputs (VMT, VHT, congestion, V/C ratios, truck percentages) for planning decisions.
- MassDOT continues to provide updates to the Statewide Travel Model. This model continues to be a source of regional external-external travel patterns as well as commuter rail ridership projections.
- Continue to examine the benefits and costs associated with creating an activity-based model.

Products / Deliverables

- Updated regional travel demand model (TransCAD format) – Q4 FFY 2027
- Development of regional socio-economic/ land use projections – Q2-Q4 FFY 2027
- Model calibration and validation documentation (PDF/technical memo) – Q1-Q4 FFY 2027
- LRTP and project-specific model outputs (graphs, tables, GIS layers) – Q1-Q4 FFY 2027
- Equity impact analysis results derived from model outputs – Q1-Q4 FFY 2027

- Mode user's manual and documentation - Q1-Q4 FFY 2027

Schedule (Key Milestones)

Q1 FFY 2027

- Model Calibration and validation documentation.
- LRTP and project-specific model outputs.
- Equity impact analysis results derived from model outputs.
- Mode user's manual and documentation.
- Project modeling, transit service evaluation, freight and land-use analysis, documentation

Q2 FFY 2027

- Model calibration and validation documentation.
- LRTP and project-specific model outputs.
- Equity impact analysis results derived from model outputs.
- Mode user's manual and documentation.
- Integrate traffic counts, RITIS data, Replica data.

Q3 FFY 2027

- Model calibration and validation documentation.
- LRTP and project-specific model outputs.
- Equity impact analysis results derived from model outputs.
- Mode user's manual and documentation.

Q4 FFY 2027

- Implement TransCAD software feature upgrades and finalize model updates to inform the regional travel demand model.
- Model calibration and validation documentation.
- Revisions to trip generation, trip distribution, and mode choice updates based on available MassDOT household travel survey data.
- LRTP and project-specific model outputs.
- Equity impact analysis results derived from model outputs.

- Mode user’s manual and documentation.

Responsible Parties

- Lead: CMRPC MPO staff
- Partners: MassDOT, WRTA, FHWA, FTA
- Committees: CMMPO and LRTP advisory bodies
- Consultants: As needed for specialized modeling or data support

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$70,000		
FTA/5303 (thru DOT)	\$26,000	\$120,000	\$0
State Match	\$24,000		
Total	\$120,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 900
- **Consultant:** Limited consultant support as needed

Relation to Performance Measures & Planning Factors

- Supports PM3 (congestion mitigation, system reliability, freight movement), through quantified analysis of VMT, VHT, congestion, and bottlenecks.
- Advances federal planning factors related to economic vitality, mobility, environmental sustainability, network connectivity, system management.

Equity / Title VI & Public Participation Considerations

- Incorporates disadvantaged populations and Title VI demographic indicators directly into the model framework
- Used to evaluate differential transportation impacts for all populations in LRTP and project analyses
- Model outputs support transparent communication of impacts during public outreach, scenario planning, and plan development consistent with the CMMPO Public Participation Plan and Title VI principles.

Task 2.3: Community and Regional Technical Assistance

Purpose / Need

This task provides flexible, on-demand transportation planning technical assistance to CMMPO member communities, and regional partners that may lack in-house capacity to advance transportation initiatives. The task supports local and regional goals by integrating transportation with land use, health, equity, climate resilience, and economic development priorities, and by assisting communities in accessing state and federal funding programs.

Objectives

- Provide timely technical assistance to member communities to advance local transportation planning and project development.
- Support municipalities in developing grant-ready projects for programs such as TIP, Complete Streets, and Safe Routes to School.
- Support municipalities in the preparation of grant applications such as Community One Stop and MassDOT Grant Central.
- Improve coordination between transportation, land use, health, and environmental planning at the local and regional scales.
- Assist communities with limited capacity to participate in CMMPO and state programs.
- Ensure technical assistance efforts align with federal planning requirements and regional priorities.

Scope of Work

CMRPC staff will provide ongoing technical assistance that may overlap with other UPWP tasks, including:

General Transportation & Data Support

- Assist with local traffic counts, pavement surveys, sidewalk and curb ramp inventories, asset management reviews, safety screenings, traffic impact analyses, and growth rate projections.
- Support Roadway Inventory File (RIF) updates and asset management data use.
- Conduct specialized data analysis and mapping for community requests.

Federal and State Grant Preparation and Support

- Assist municipalities with preparation with grant applications such as MassDOT Grant Central and Community One Stop.
- Support grant awardees with construction administration and grant administration services.

Americans with Disabilities Act (ADA), Aging, and Public Health

- Assist municipalities with ADA Self-Evaluations and Transition Plans.
- Support healthy aging initiatives using state toolkits and best practices.
- Assist communities with AARP Age-Friendly Network participation and AARP Community Challenge grant applications.
- Maintain and promote the regional sidewalk and curb ramp database as a planning tool.
- Organize a walk audit train-the-trainer with the Town of Westborough and surrounding towns and develop and promote a regional walk auditing toolkit with supporting resources.

Local & Regional Planning Coordination

- Prepare or update transportation chapters of municipal master plans.
- Support implementation of the CMRPC IMAGINE 2050 regional plan.
- Assist with DLTA-funded transportation and planning projects.
- Coordinate with adjacent MPOs and state/federal agencies on shared issues such as freight, rail, travel and tourism, resilience, and performance-based planning.

Special Studies & Project Advancement

- Assist municipalities with project readiness, grant documentation, and TIP schedule adherence.
- Engage historically underrepresented or inactive municipalities in the TIP and statewide funding programs.
- Support culvert and small bridge grant program data needs.
- Develop and maintain new maps and applications to support transportation staff projects.
- Develop and maintain fully accessible public transportation GIS data (e.g., ArcGIS Online).

- Develop and maintain CMRPC’s community snapshots.
- Assist municipal Highway Departments and/or Department of Public Works in the preparation of long range infrastructure capital improvement planning.

Products / Deliverables

- Community-specific data collection, analysis, and mapping outputs (technical memoranda, GIS files) – Q1 – Q4 FFY 2027
- Transportation chapters for municipal master plans (PDF files, Data tables and charts)– Q1 – Q4 FFY 2027
- Grant application support and award documentation – Q1 – Q4 FFY 2027
- Maps and applications (Dashboards, Experience Builder, etc.) – As needed
- Publicly accessible transportation GIS data (e.g., ArcGIS Online) – Ongoing
- Regional walk auditing toolkit and resources - Q1 FFY2027
- Community Snapshots Data Dashboard (GIS files, Web maps and applications) – Q1, Q2, & Q3 FFY2027

Schedule

Q1 to Q4 FFY 2027

- Community-specific data collection, analysis, and mapping outputs (technical memoranda, GIS files)
- Transportation chapters for municipal master plans (PDF files, Data tables and charts)

Q1 FFY 2027

- Finalize and promote walk audit toolkit for CMRPC communities to utilize for local stakeholder engagement
- Design and develop community snapshot platform/dashboard.
- Assist with grant awardees with the construction and grant administration services.

Q2 FFY 2027

- Download and/or collect community snapshot data.
- Assist in the FY27, Round 2 MassDOT Grant Central grant applications such as the Complete Streets, Shared Streets & Spaces, Community Culverts, and Municipal Small Bridge Programs.

Q3 FFY 2027

- Integrate community snapshot data into platform/dashboard.
- Assist in the preparation of Community One Stop grant applications within the MassWorks Infrastructure Program, Rural Development Fund, and HousingWorks Infrastructure Program.
- Assist in the FY 28, Round 1 MassDOT Grant Central grant applications such as the Complete Streets. Shared Streets & Spaces, Community Culverts, and Municipal Small Bridge Programs.
- Assist with grant awardees with the construction and grant administration services.

Q4 FFY 2027

- Conclude field data collection for requested local traffic counts, pavement surveys, sidewalk and curb ramp inventories.
- Assist with grant awardees with the construction and grant administration services.

Responsible Parties

- CMRPC / CMMPO staff – Lead technical assistance and analysis
- CMMPO member municipalities – Project sponsors and partners
- WRTA and service-area communities – Transit coordination
- MassDOT and other MPOs – Interagency coordination
- Non-profit and community organizations – Planning and outreach partners

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$104,000		
FTA/5303 (thru DOT)	\$28,000	\$162,500	\$2,500
State Match	\$33,000		
Total	\$165,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 1767

- **Consultant:** None

Relation to Performance Measures and Planning Factors

- Supports PM1 (Safety), PM2 (Asset Condition), and PM3 (System Performance, CMAQ), by providing data, analysis, and project development assistance that feeds directly into TIP and LRTP decision-making.
- Advances federal planning factors related to economic vitality, accessibility, safety, environmental sustainability, system preservation, and resiliency through locally driven project support.

Equity / Title VI & Public Participation Considerations

- Technical assistance prioritizes communities with limited capacity, rural municipalities, and those with historically low participation in MPO programs.
- Supports equitable access to planning resources, funding opportunities, and participation in the regional transportation decision-making process.
- Assistance often includes community engagement activities consistent with the CMMPO Public Participation Plan and Title VI principles.

Task 2.4: Performance Management Analysis and Reporting

Purpose / Need

This task ensures the CMMPO complies with federal Performance-Based Planning and Programming (PBPP) requirements established under MAP-21, the FAST Act, and reaffirmed in the current Infrastructure Investment and Jobs Act (IIJA). Performance management analysis and reporting allow the CMMPO to track system conditions, set and monitor targets, evaluate transportation investment outcomes, and integrate performance results into the LRTP, TIP, CMP, and other planning and programming decisions.

Objectives

- Maintain compliance with FHWA and FTA federally required performance measures and reporting requirements.
- Coordinate with MassDOT and the WRTA to adopt, track, and report performance targets for highway and transit systems.
- Integrate performance metrics into TIP project screening, selection, and prioritization, as well as LRTP Major Infrastructure (MI) implementation.
- Produce a clear, accessible Annual System Performance Report documenting regional trends and progress toward established targets.
- Support data-driven decision-making through GIS analysis and Management System integration.

Scope of Work

CMRPC staff will carry out ongoing PBPP activities, including:

- Adopt state performance targets for federally mandated measures in accordance with 23 CFR Parts 490 and 515, including:
 - Safety Performance Measures (PM1)
 - Pavement and Bridge Condition Measures (PM2)
 - NHS System Performance, Freight, and CMAQ Measures (PM3)
 - Transit Asset Management (TAM) targets from the WRTA TAM Plan
 - Public Transportation Agency Safety Plan (PTASP) targets for WRTA
- Maintain and analyze data related to safety, traffic operations, pavement, congestion, freight, and air quality.

- Work with MassDOT OTP to implement thresholds and support statewide performance targets. As needed, participate in Performance Management Subcommittee meetings to discuss setting new performance targets.
- Integrate federally required and locally derived performance measures into CMMPO planning documents, including the LRTP, TIP, CMP, and Corridor Profile studies.
- Apply PBPP metrics in TIP project review, scoring, and prioritization, and in LRTP Major Infrastructure evaluation.
- Prepare and update the Annual System Performance Report, incorporating federally required and regionally customized measures.
- Monitor federal and state PBPP rulemaking and guidance and refine local measures as necessary.

Products / Deliverables

- CMMPO adoption of Safety Performance Measures (PM1) (meeting materials and vote) – Q2 FFY 2027
- CMMPO adoption of Pavement and Bridge Condition Performance Measures (PM2) (meeting materials and vote) – Q2 FFY 2027
- CMMPO adoption of NHS System Performance, Freight, and CMAQ Performance Measures (PM3) (meeting materials and vote) – Q2 FFY 2027
- CMMPO concurrence of WRTA TAM & PTASP targets (meeting materials and vote) – anticipated Q2 FFY 2027
- Annual System Performance Report (PDF report with maps, tables, and narrative) – Q4 FFY 2027
- Include current PBPP criteria and documentation in planning documents, including LRTP, TIP, CMP, and Corridor Profile studies (maps, tables, narrative) – Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027

- Review PBPP guidance and update locally derived measures as needed
- Attend PM Subcommittee meetings as needed
- Integrate PBPP into CMMPO planning documents

Q2 FFY 2027

- Adoption of PM1, PM2, and PM3 performance targets
- Concurrence of WRTA TAM and PTASP performance targets
- Attend PM Subcommittee meetings as needed
- Compile the Annual System Performance Report
- Integrate PBPP into CMMPO planning documents

Q3 FFY 2027

- Attend PM Subcommittee meetings as needed
- Compile the Annual System Performance Report
- Integrate PBPP into CMMPO planning documents

Q4 FFY 2027

- Complete the Annual System Performance Report and post online
- Attend PM Subcommittee meetings as needed
- Compile the Annual System Performance Report
- Integrate PBPP into CMMPO planning documents

Responsible Parties

- CMRPC / CMMPO staff – Data analysis, reporting, documentation, and coordination
- CMMPO Board and Advisory Committee – Review and adoption of performance targets
- MassDOT Office of Transportation Planning (OTP) – Statewide coordination and target setting, host PM Subcommittee meetings
- WRTA – Transit asset and safety performance measures and targets
- FHWA and FTA – Federal oversight

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$28,000	\$40,000	\$0
FTA/5303 (thru DOT)	\$4,000		

State Match	\$8,000		
Total	\$40,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 483
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Directly implements PM1, PM2, PM3, TAM, and PTASP requirements through target adoption, data analysis, reporting, and integration into CMMPO decision-making processes.
- Advances federal planning Factors related to safety, infrastructure condition, system reliability, security, economic vitality, environmental sustainability, and travel & tourism by measuring and evaluating transportation investment outcomes.

Equity / Title VI & Public Participation Considerations

- Performance reporting incorporates equity-related data across communities, including financial distribution and transit access.
- Data and results are summarized in public-facing reports developed through the CMMPO endorsed Public Participation Plan and integrated into a range of CMMPO documents, supporting transparency and informed public involvement.

Element

3



Transportation Program Activities

Task 3.1: Congestion Management Process (CMP) Project Development

Purpose / Need

The Congestion Management Process (CMP) is a federally required, performance-based approach to managing congestion on the multimodal transportation system. This task ensures the CMMPO maintains a systematic, data-driven CMP to identify congested locations, understand causes, evaluate strategies, and integrate congestion mitigation into the LRTP, TIP, and other transportation planning efforts, consistent with FHWA guidance and PBPP requirements.

Objectives

- Identify and monitor congested roadway segments, intersections, and multimodal bottlenecks.
- Collect data and monitor system performance to determine causes of congestion.
- Integrate CMP findings into TIP project development, performance management, LRTP implementation, and other planning efforts.
- Evaluate the effectiveness of implemented improvement strategies.
- Communicate congestion trends and strategy effectiveness through public-facing reports and maps.

Scope of Work

CMRPC staff will maintain and implement the region's customized CMP, including:

- Conduct Turning Movement Counts (TMCs) with signal timing and phasing observations at identified critical intersections.
- Perform travel time and delay studies on roadways both currently congested and forecasted to be congested.
- Monitor utilization of MassDOT Park and Ride facilities (Auburn, Berlin, Millbury, Sturbridge) and MBTA Commuter Rail station parking lots (Grafton, Southborough, Westborough).
- Verify and analyze traffic bottlenecks identified by the Regional Travel Demand Forecasting Model.
- Collect bicycle and pedestrian counts at CMP intersections.

- Analyze WRTA fixed-route bus on-time performance to identify congestion impacts on transit.
- Incorporate traffic volumes, safety, accessibility-to-jobs, and RITIS data into congestion screening for the next CMP Progress Report.
- Use the 2020 base-year regional Travel Demand Forecasting Model to identify existing and projected congestion through 2050.
- Conduct before-and-after congestion analyses at TIP project locations to evaluate strategy effectiveness.
- Complete town requested data collection at locations related to the CMP.
- Analyzed all collected CMP and update CMP GIS layers and online maps in preparation for the next CMP Progress Report in FFY 2028.

Products / Deliverables

- CMP data collection and analyses (software, tables and maps) – Q1-Q4 FFY 2027
- CMP GIS layers and online map updates (GIS and maps) – Q1-Q4 FFY 2027
- CMP strategy effectiveness analysis for TIP projects (tables)– Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027

- Finish remaining data collection efforts for CY 2026 schedule
- Analysis of completed CMP data collection, including TIP-related locations
- Updates to GIS data layers and online maps
- Monitor usage of MassDOT Park and Ride facilities and MBTA station parking lots

Q2 FFY 2027

- Compile a list of study locations of the CY 2027 data collection schedule
- Analysis of completed CMP data collection, including TIP-related locations
- Updates to GIS data layers and online maps
- Monitor usage of MassDOT Park and Ride facilities and MBTA station parking lots

Q3 FFY 2027

- Collect data at identified CMP locations

- Analysis of completed CMP data collection, including TIP-related locations
- Monitor usage of MassDOT Park and Ride facilities and MBTA station parking lots

Q4 FFY 2027

- Collect data at identified CMP locations
- Analysis of completed CMP data collection, including TIP-related locations
- Monitor usage of MassDOT Park and Ride facilities and MBTA station parking lots

Responsible Parties

- CMRPC / CMMPO staff – Lead CMP implementation, analysis, and reporting
- CMMPO Board and CMMPO Advisory Committee – Guidance and oversight
- MassDOT OTP & Districts 2 & 3 – Data and coordination
- WRTA – Transit on-time performance data

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$40,000		
FTA/5303 (thru DOT)	\$8,000	\$60,000	\$0
State Match	\$12,000		
Total	\$60,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 725
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports PM3 (NHS System Performance, Freight, CMAQ) and CMP-specific congestion measures through various data sets.
- Advances federal planning Factors related to congestion reduction, system reliability, freight movement, transit efficiency, safety, and accessibility to jobs by integrating CMP findings into project selection and investment decisions.

Equity / Title VI & Public Participation Considerations

- CMP analyses include numerous data sets such as transit performance, bicycle/pedestrian activity, and accessibility-to-jobs data to assess congestion impacts across all populations and communities.
- Potential CMP data collection locations provided through proactive staff outreach efforts conducted under the CMMPO Public Participation Plan. Findings are shared through public-facing online maps and reports, supporting transparent and inclusive decision-making.

Task 3.2: Safety Project Development

Purpose / Need

Transportation safety and security are top priorities for FHWA, FTA, MassDOT, and the CMMPO. This task advances the region's commitment to reducing fatalities and serious injuries on the transportation system to achieve vision zero by supporting data-driven safety project development, transit safety compliance, transportation security planning, and promoting the safe system approach. The task aligns with the Massachusetts Strategic Highway Safety Plan (SHSP), federal safety performance requirements (PM1), Vision Zero principles, and regional safety and security responsibilities.

Objectives

- Reduce fatalities, serious injuries, and recurring crash incidents across all modes.
- Support implementation of PM1 Safety Performance Measures adopted by the CMMPO.
- Advance Vision Zero and Safe System approaches through data analysis and project development.
- Assist communities and MassDOT in developing HSIP-eligible and safety-focused TIP projects.
- Coordinate with WRTA to maintain compliance with transit safety and transit asset management performance management.

Scope of Work

CMRPC staff will undertake safety and security planning and project development activities, including:

Regional Safety Analysis & Reporting

- Prepare the 2026 CMMPO Regional Safety Report using the most current MassDOT crash data, incorporating the most recent SHSP Vulnerable Road User Safety Assessment, and the Central Massachusetts Regional Vision Zero Action Plan.
- Maintain and update the CMMPO Safety Database, including Top 100 crash locations in the region, location listed in the state top 100 crash locations, priority corridors, fatal crash clusters, and vulnerable road user (VRU) crash locations.

Safety Project Development & Implementation

- Analyze past TIP projects to evaluate safety outcomes.

- Support development of new safety projects, with emphasis on high-priority crash locations and identify opportunities for quick-build or systemic improvements.
- Participate in and support Roadway Safety Audits (RSAs) in the region
- Conduct and participate in walk and bike audits, neighborhood safety walks, and Safe Routes to School initiatives.

Integration with Other Planning Activities

- Coordinate safety analysis with the Congestion Management Process (CMP) to assess relationships between congestion and crash rates.
- Support transit/pedestrian interface assessments using WRTA ridership and stop-location data.
- Coordinate with MassDOT on systemic, low-cost safety enhancement strategies and emerging safety technologies.

Transportation Security & Emergency Preparedness

- Act as fiduciary for the Central Region Homeland Security Advisory Council (CRHSAC).
- Implement the CMMPO security action plan and coordinate with regional security stakeholders.
- Support evacuation planning, mass shelter coordination, and disaster preparedness initiatives.

Products / Deliverables

- 2026 CMMPO Regional Safety Report (PDF, Maps, Tables, Charts, GIS applications) – Q3 FFY 2027
- Roadway Safety Audit participation and documentation – Q1-Q4 FFY2027
- Safe Streets for All grant planning and demonstration project management – Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2026:

- Safe Streets for All grant planning and demonstration project.
- Roadway Safety Audit participation and documentation management:
 - Conduct systemic safety analysis; finalize draft Regional Safety Report.

- Safe Streets for All grant planning and demonstration project management.
- Roadway Safety Audit participation and documentation.

Q3 FFY 2026:

- Publish Regional Safety Report.
- Safe Streets for All grant planning and demonstration project management.
- Roadway Safety Audit participation and documentation.

Q4 FFY 2026:

- Safe Streets for All grant planning and demonstration project management.
- Roadway Safety Audit participation and documentation.

Responsible Parties

- CMRPC / CMMPO staff – Lead analysis, reporting, coordination, and project support
- CMMPO Board and Committees – Oversight and policy direction
- MassDOT – Safety data, HSIP coordination, SHSP implementation
- WRTA – Transit safety, TAM, and PTASP coordination
- CRHSAC and public safety partners – Security planning and preparedness

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$40,000		
FTA/5303 (thru DOT)	\$8,000	\$60,000	\$0
State Match	\$12,000		
Total	\$60,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 725
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Directly supports PM1 (Safety) through crash data analysis, target tracking, and safety-focused project development integrated into the TIP and LRTP.
- Advances federal planning factors related to safety, security, system reliability using a data-driven Safe System and Vision Zero framework.

Equity / Title VI & Public Participation Considerations

- Safety analysis incorporates vulnerable road user data to prioritize safety improvements in disproportionately impacted communities.
- Walk/bike audits, Safe Routes to School activities, and public safety outreach support inclusive engagement and equitable safety outcomes.
- Safety projects and recommendations are developed consistently with Title VI requirements and the CMMPO Public Participation Plan.

Task 3.3: Active Transportation Planning

Purpose / Need

This task advances active transportation planning in Central Massachusetts by promoting safe, connected, and equitable bicycle and pedestrian infrastructure. As transportation costs and congestion increase, walking and bicycling provide cost-effective, sustainable, and increasingly important mobility options. This work supports mode-shift goals identified in the LRTP (*2050 Connections*), MassDOT and FHWA guidance, and helps communities develop implementable, performance-based active transportation projects.

Objectives

- Improve safety, comfort, and connectivity for bicyclists and pedestrians of all ages and abilities.
- Advance a complete, regionally connected bicycle, pedestrian, and trail network.
- Support municipalities in developing TIP-, TAP-, SRTS-, and MicroProjects-ready active transportation projects.
- Maintain and enhance regional active transportation datasets, analyses, and dashboards.
- Continue to support municipalities with active transportation grant opportunities.

Scope of Work

CMRPC staff will:

- Continue to advance and implement recommendations from the CMMPO Regional Bicycle Plan (2025 update).
- Coordinate with WalkBike Worcester, WalkMassachusetts, MassBike, and other stakeholders to identify implementable bicycle and pedestrian infrastructure projects and policies.
- Assist municipalities and partners with the development of stand-alone Transportation Alternatives Program (TAP) projects and TIP MicroProjects.
- Support smaller-scale active transportation projects eligible for Grant Central programs, including Complete Streets, Shared Streets and Spaces, and related programs.
- Continue to participate in the Massachusetts Bicycle and Pedestrian Advisory Board (MABPAB) and other related statewide groups.

- Coordinate with regional trail partners to advance priority corridors, including the Massachusetts Central Rail Trail (MCRT), Boston–Worcester Air Line Trail (BWALT), Blackstone Valley Greenway, Southern New England Trunkline Trail (SNETT), and related facilities.
- Prepare a regional trail network gap analysis to support pedestrian and bicycle connectivity planning.
- Assist communities with trail feasibility analysis, on-road connections, public engagement, and coordination with MassDOT and partner agencies.
- Coordinate with Central MA Safe Routes to School Outreach Coordinators to increase school participation across the region.
- Support planning and project development for SRTS priority schools, including identifying projects appropriate for grants or TIP programming.
- Maintain and update the Active Transportation Dashboard, serving as an inventory of existing and planned bicycle and pedestrian infrastructure.
- Support the Blackstone River Valley Greenway Resiliency Corridor MVP Action Grant activities, including public engagement, data collection, and site visits.
- Support use of active transportation data in LRTP, TIP, CMP, and corridor-level analyses.
- Oversee and manage the Charles Headwaters Greenway Feasibility Study.

Products / Deliverables

- Updated Active Transportation Dashboard (Dashboard) – Q1 FFY 2027
- Regional Trail Network Gap Analysis (Data Layer, Maps) – Q2 & Q3 FFY 2027
- Regional Trail Plan Document (PDF) – Q3 & Q4 FFY 2027
- Charles Headwaters Greenway Feasibility Study (PDF) – Q4 FFY 2027
- Participate in Statewide Active Transportation Groups, such as MABPAB (Meetings) – Q1-Q4 FFY 2027
- Active transportation project development and grant application assistance (Project assistance and grant applications) – Q1-Q4 FFY 2027

Schedule (FFY 2027)

Q1 FFY 2027

- Create Public Participation Plan for the Regional Trails Plan document

- Update relevant active transportation data layers
- Redesign and refine dashboard to be more user-friendly
- Oversee and manage Charles Headwaters Greenway Feasibility Study
- Participate in Statewide Active Transportation Groups such as MABPAB
- Support active transportation project development and grant application assistance

Q2 FFY 2027

- Conduct outreach outlined in the Public Participation Plan for the Regional Trails Plan
- Obtain and manage trail data; conduct gap analysis
- Oversee and manage Charles Headwaters Greenway Feasibility Study
- Participate in Statewide Active Transportation Groups such as MABPAB
- Support active transportation project development and grant application assistance

Q3 FFY 2027

- Obtain and manage trail data; conduct gap analysis
- Prepare Regional Trails Plan Document
- Oversee and manage Charles Headwaters Greenway Feasibility Study
- Participate in Statewide Active Transportation Groups such as MABPAB
- Support active transportation project development and grant application assistance

Q4 FFY 2027:

- Complete Regional Trails Plan Document
- Complete Charles Headwaters Greenway Feasibility Study
- Blackstone Valley Greenway MVP Action Grant discovery walks and site visits
- Participate in Statewide Active Transportation Groups such as MABPAB
- Support active transportation project development and grant application assistance

Responsible Parties

- CMRPC / CMMPO staff – Planning, analysis, project development support, grant application assistance
- CMMPO Board & Committees – Policy guidance and oversight

- Municipalities – Project sponsors and partners
- MassDOT – Program coordination (TAP, Complete Streets, SRTS)
- Advocacy and trail organizations – Collaboration and outreach

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$50,000		
FTA/5303 (thru DOT)	\$22,000	\$89,000	\$1,000
State Match	\$18,000		
Total	\$90,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 1210
- **Consultant:** Consultant work on MassTrails grant awards

Relation to Performance Measures & Planning Factors

- Supports PM1 (Safety) and PM3 (Congestion/Reliability/Emissions) by advancing bicycle and pedestrian safety, connectivity, and non-motorized mode share.
- Advances federal planning factors related to active transportation, safety, accessibility, environmental sustainability, and multimodal system integration.

Equity / Title VI & Public Participation Considerations

- Prioritizes safe and accessible bicycle and pedestrian infrastructure for all urban, suburban, and rural communities.
- Planning and engagement activities follow the CMMPO Public Participation Plan and Title VI requirements, ensuring inclusive access to decision-making.

Task 3.4: Complete Streets

Purpose / Need

This task advances Complete Streets planning and implementation across the Central Massachusetts region by supporting roadway designs and projects that safely accommodate all users and travel modes. Complete Streets principles are integral to achieving multimodal safety, mode shift, and system efficiency goals identified in the LRTP (*2050 Connections*) and reflected in MassDOT and FHWA guidance. This task strengthens local project readiness, improves coordination with MassDOT, and supports performance-based investment decisions.

Objectives

- Support municipalities in adopting and implementing Complete Streets policies and projects.
- Improve multimodal safety, accessibility, and operational performance on local and state roadways.
- Increase the number of Complete Streets–ready projects eligible for state, federal, and TIP funding.
- Integrate Complete Streets principles into corridor studies, safety analyses, and TIP project development.

Scope of Work

CMRPC staff will:

- Assist municipalities with MassDOT Complete Streets Policy development and application.
- Support preparation, refinement, and implementation of Complete Streets Prioritization Plans.
- Participate in local stakeholder meetings and municipal committee meetings related to Complete Streets planning and prioritization.
- Provide technical guidance on applying Complete Streets principles to locally sponsored roadway projects.
- Provide technical support and assistance to municipalities with MassDOT Grant Central grant applications.
- Assist municipalities and partners with development of Complete Streets projects eligible for:

- Transportation Alternatives Program (TAP)
- Safe Streets for All
- TIP MicroProjects
- Identify stand-alone Complete Streets projects suitable for future TIP programming.
- Promote incorporation of Complete Streets design elements in roadway reconstruction, safety, and resurfacing projects.
- Coordinate with MassDOT on design review and project development to ensure multimodal accommodation.
- Assist communities in evaluating roadway cross-sections, curb use, and intersection treatments.
- Align Complete Streets efforts with LRTP Programmatic Areas, PBPP criteria, and TIP investment strategies.
- Coordinate with corridor studies, safety planning, congestion management, and asset management tasks to ensure consistency.
- Support integration of Complete Streets concepts into municipal transportation plans and local regulations, as requested.

Products / Deliverables

- Complete Streets policy and prioritization plan development (Policy or Prioritization Plans) – Q1-Q4 FFY 2027
- MassDOT Grant Central application support (Grant Central Applications) – Q2 & Q4 FFY 2027
- Identification of Complete Streets, TAP, MicroProject, and TIP candidate projects (Potential Projects, Grant Applications)– Q1-Q4 FFY 2027
- Meeting materials, maps, and technical memoranda supporting Complete Streets concept integration (Meetings) – Q1-Q4 FFY 2027

Schedule (FFY 2027)

Q1 FFY 2027

- Prepare materials for MassDOT Grant Central Applications
- Support municipalities in Complete Street Policy and Prioritization Plan development

- Support municipalities in the identification of Complete Streets, TAP, MicroProject, and TIP candidate projects
- Attend and participate in meetings to support integration of Complete Streets policy into local plans and projects

Q2 FFY 2027

- Assist municipalities in the submittal of MassDOT Grant Central Applications
- Support municipalities in Complete Street Policy and Prioritization Plan development
- Support municipalities in the identification of Complete Streets, TAP, MicroProject, and TIP candidate projects
- Attend and participate in meetings to support integration of Complete Streets policy into local plans and projects

Q3 FFY 2027

- Prepare materials for MassDOT Grant Central Applications
- Support municipalities in Complete Street Policy and Prioritization Plan development
- Support municipalities in the identification of Complete Streets, TAP, MicroProject, and TIP candidate projects
- Attend and participate in meetings to support integration of Complete Streets policy into local plans and projects

Q4 FFY 2027

- Assist municipalities in the submittal of MassDOT Grant Central Applications
- Support municipalities in Complete Street Policy and Prioritization Plan development
- Support municipalities in the identification of Complete Streets, TAP, MicroProject, and TIP candidate projects
- Attend and participate in meetings to support integration of Complete Streets policy into local plans and projects

(Many activities occur on an as-requested, rolling basis.)

Responsible Parties

- CMRPC / CMMPO staff – Technical assistance, coordination, and project support
- CMMPO Board & Committees – Policy guidance and oversight

- Municipalities – Project sponsors and implementers
- MassDOT – Program coordination and design guidance

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$22,979		
FTA/5303 (thru DOT)	\$0	\$28,224	\$500
State Match	\$5,745		
Total	\$28,724		

- **Staff work:** 100% MPO staff
- **Staff hours:** 439
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports PM1 (Safety) and PM3 (System Performance) by improving multimodal safety, accessibility, and roadway efficiency.
- Advances federal planning factors related to safety, system reliability, multimodal connectivity, and environmental sustainability through design-focused roadway improvements.

Equity / Title VI & Public Participation Considerations

- Complete Streets projects support equitable access to transportation infrastructure by addressing the needs of all roadway users.
- Municipal engagement and project development activities follow the CMMPO Public Participation Plan and Title VI requirements, ensuring inclusive decision-making.

Task 3.5: Freight and Intermodal Planning

Purpose / Need

Freight and Intermodal Planning activities improve the connectivity, performance and safety of the regional freight and interregional passenger transportation system. Efficient freight mobility reduces costs, improves economic competitiveness, and minimizes environmental and community impacts. This task supports the development of the periodic LRTP and annual TIP by ensuring freight considerations are integrated into CMMPO policy development, project screening, and performance-based planning, consistent with USDOT Freight Planning requirements.

Objectives

- Improve performance and reliability of freight and interregional passenger corridors and terminals. These include intermodal freight transload facilities and passenger rail facilities utilized by the MBTA, including Worcester’s Union Station.
- Integrate freight, distribution and loading into LRTP policy and TIP project screening and programming decisions.
- Maintain ongoing coordination with freight movement providers, stakeholders as well as the communities in the region that host freight activities.
- Monitor freight system conditions using traffic volumes, vehicle classification, and corridor analysis. CMMPO staff recently completed the Highway Freight Accommodation Assessment study series and the subsequent compilation of the findings/recommendations from each.
- Continue to identify potential multimodal freight corridors that may benefit from Critical Urban Freight Corridor (CUFC) or Critical Rural Freight Corridor (CRFC) designation. Identify and prioritize freight-related improvement projects eligible for federal funding, both highway and railroad.

Scope of Work

CMMPO staff will carry out regionwide freight and intermodal planning activities consistent with federal freight planning provisions, including stakeholder coordination, data collection, analysis, reporting, and policy support. Primary activities include:

- Supporting freight-related activities of the CMMPO Advisory Committee.
- Compiling biennial Freight Planning Progress Reports and maintaining public access to freight planning materials.

- Monitoring established CUFC and CRFC through traffic volume and vehicle classification counts.
- Working with MassDOT OTP freight staff to assess and expand safe truck parking opportunities. (MassDOT seeks the modernization of 18 of the state’s highway rest area plazas-most of substandard design and lacking current trucking related parking amenities and features.)
- Assisting railroad freight providers with potential grant funding applications (IRAP, FRA CRISI, EPA emissions grants).
- Coordinating with freight rail, trucking, and intermodal transload service providers through periodic outreach and meetings.
- Supporting state and regional highway and railroad freight planning initiatives and addressing unanticipated requests from MassDOT and FHWA.

Products / Deliverables

- Traffic volume and vehicle classification data summaries on both CUFC & CRFC. (Narrative, summary tables, PDF) – Q1 FFY 2027
- Building on previous efforts, analyze available US DOT Freight Analysis Framework (FAF) data on goods movement through and within the planning region. (Narrative, tables, PDF) – Q2 FFY 2027
- Derive Travel Demand Forecast Model procedure for assessing the Greenhouse Gas (GHG) impacts on identified vulnerable populations in the planning region. (Narrative text, PDF) – Q3 FFY 2027
- Further utilizing the results of the Highway Freight Accommodation Assessment study series, measure heavy vehicle usage on the planning region’s previously established CUFC and CRFC and identify/prioritize potential future year TIP projects and other suggested improvement options on these highways for both MassDOT and host community consideration. (Narrative text, tables, graphics, maps, PDF) – Q4 FFY 2027
- Freight stakeholder coordination and meeting documentation. (Meeting summaries) – Q1-Q4 FFY 2027
- Grant application technical support materials for freight providers. (Grant applications) – Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027

- CUFC & CRFC volume & vehicle classification
- Freight stakeholder coordination
- Grant application technical support

Q2 FFY 2027

- Freight Analysis Framework summary
- Freight stakeholder coordination
- Grant application technical support

Q3 FFY 2027

- Travel Demand Forecast Model procedure for assessing GHG impacts
- Freight stakeholder coordination
- Grant application technical support

Q4 FFY 2027

- CUFC & CRFC attractiveness/utilization, project identification & prioritization
- Freight stakeholder coordination
- Grant application technical support

Responsible Parties

- CMRPC staff – Lead development, analysis, coordination, and documentation
- CMMPO & CMMPO Advisory Committee – Review and approval
- MassDOT Office of Transportation Planning (OTP), FHWA, freight railroads, trucking industry representatives, intermodal facility operators – Consultation and coordination

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$40,000	\$50,000	\$0
FTA/5303 (thru DOT)	\$0		

State Match	\$10,000		
Total	\$50,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 544
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports PM1 (safety) and PM3 (freight movement, economic vitality, system reliability, environmental sustainability) performance areas through corridor monitoring, bottleneck identification, and project prioritization.
- This work task addresses numerous FHWA Planning Factors. They include economic vitality, safety, freight mobility, network connectivity, preservation, and resiliency.

Equity / Title VI & Public Participation Considerations

- Involves host communities and stakeholders affected by freight movement including established highway corridors and intermodal facilities.
- Evaluates freight-related impacts on nearby populations, including congestion, safety, and GHG emissions.
- Ensures transparency and public access to freight planning documents and participation opportunities consistent with Title VI and other related requirements.

Task 3.6: Transit Planning

Purpose / Need

This task supports coordinated planning, technical assistance, and analysis for transit, paratransit, rail, and emerging mobility services in the CMMPO region. The work ensures that public transportation services, particularly those serving older adults, people with disabilities, individuals with low incomes, and transit-dependent populations, are accessible, efficient, and well-integrated with regional transportation planning and innovation.

Objectives

- Support effective coordination and planning of regional transit authorities (WRTA, MWRTA, MART, PVTA, RIPTA), MBTA, private, and non-profit transit and paratransit services.
- Improve access and service quality for older adults, people with disabilities, and transit-dependent populations.
- Provide technical assistance to non-RTA communities and service providers.
- Monitor and evaluate emerging mobility services (microtransit, TNCs, automated and electric vehicles).
- Integrate transit data and analysis into regional planning, CMP, LRTP, and TIP processes.

Scope of Work

CMRPC staff will conduct ongoing transit and technical activities, including:

Transit & Paratransit Technical Assistance

- Assist **communities and service providers** with transit service planning, operations, and grant applications.
- Support coordination between regional transit authorities, MBTA, private operators, and human services transportation providers.
- Assist communities with evaluating needs for local shuttles and first/last-mile connections to regional transit services.

Human Services & Coordinated Transportation

- Support implementation and periodic updates of the Coordinated Public Transportation–Human Services Transportation (CPT-HST) Plan.

- Provide assistance to organizations applying for FTA Section 5310 and related community transit grants.
- Help individuals and agencies serving older adults, people with disabilities, and low-income populations identify appropriate transportation options.

Data, Analysis & Innovation Monitoring

- Analyze Transportation Network Company (TNC) activity data provided by the Department of Public Utilities.
- Analyze MBTA commuter rail parking utilization within the CMMPO region.
- Provide transit datasets (on-time performance, ridership, etc.) to support the Congestion Management Process (CMP), TIP development, air quality analysis, and regional modeling.
- Identify best practices and develop performance metrics for rural transit and microtransit.
- Review ITS coordination and integration opportunities with WRTA and partner agencies.

Rail & Regional Coordination

- Participate in West–East “Compass” passenger rail planning efforts.
- Support transit integration into regional and municipal plans, including mobility hubs and urban design standards.
- Coordinate with major employers, educational institutions, and advocacy organizations on transit access and commuting solutions.

Products / Deliverables

- Community Transit Grant Program application assistance – Q1 FFY 2027
- Analysis of TNC activity in the region – Q4 FFY 2027
- MBTA commuter rail parking utilization analyses – Q1 & Q4 FFY 2027
- Transit datasets supporting CMP, TIP, air quality, and modeling – Q2–Q3 FFY 2027
- Best practices and performance metrics memo for rural transit/microtransit – Q1 FFY 2027
- Ongoing technical assistance products (needs assessments, grant materials, service coordination) – Q1 – Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027:

- Community Transit Grant assistance; microtransit performance research, especially in the Blackstone Valley area

Q2–Q3 FFY 2027:

- Provide transit data for CMP, TIP, modeling, and air quality analyses

Q4 FFY 2027:

- Update TNC and commuter rail parking analyses

Q1–Q4 FFY 2027:

- Ongoing technical assistance, coordination, and planning support

Responsible Parties

- CMRPC / CMMPO staff – Lead planning, analysis, and technical assistance
- WRTA – Transit coordination, data sharing, and service planning
- MBTA – Commuter rail coordination
- Municipalities and service providers – Planning and implementation partners
- Community and advocacy organizations – Human services transportation coordination

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$0		
FTA/5303 (thru DOT)	\$60,000	\$75,000	\$0
State Match	\$15,000		
Total	\$75,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 906
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports PM3 (System Performance, Transit Reliability, CMAQ) and Transit Asset Management and Safety (TAM/PTASP) objectives by analyzing transit performance data, service coordination, and system monitoring.
- Advances federal planning factors related to accessibility, mobility options, system efficiency, environmental sustainability, and economic vitality through integrated transit planning.

Equity / Title VI & Public Participation Considerations

- Focuses on improving transportation access for older adults, people with disabilities, individuals with low incomes, and transit-dependent populations.
- Supports coordinated human services transportation and compliance with Title VI through data monitoring, service coordination, and inclusive planning.
- Engagement with advisory groups and community organizations aligns with the CMMPO Public Participation Plan.

Task 3.7: Transportation Network Resiliency

Purpose / Need

This task advances transportation network resiliency and sustainability by helping communities identify and address vulnerable infrastructure, reduce greenhouse gas emissions, and adapt to increasingly frequent and severe weather events. The work supports federal and state priorities under the Bipartisan Infrastructure Law (BIL), Massachusetts climate policy, and Performance-Based Planning and Programming (PBPP), with a focus on culverts, small bridges, multimodal connectivity, electric vehicle (EV) charging, and reduced single-occupancy vehicle (SOV) travel.

Objectives

- Identify and prioritize critical and vulnerable transportation infrastructure affecting regional resilience.
- Support municipalities in proactive mitigation and adaptation strategies, particularly for culverts and small bridges.
- Expand access to and understanding of EV charging infrastructure planning and funding opportunities.
- Integrate resiliency considerations into regional planning, project prioritization, and grant readiness.
- Strengthen coordination between transportation, climate, sustainability, and hazard mitigation efforts.

Scope of Work

CMRPC staff will implement transportation resiliency planning activities, including:

Culverts & Vulnerable Infrastructure

- Maintain a regional inventory and mapping of culverts to support the prioritization of vulnerable crossings along federal-aid eligible roadways and track community-identified problem locations.
- Provide technical assistance to communities pursuing culvert repair and replacement funding (e.g., DER CRMA grants).

Electric Vehicle (EV) Infrastructure & Emissions Reduction

- Identify potential EV charging stations locations using DOE AFDC data, vehicle registration data, and other regional datasets.

- Maintain and enhance the CMMPO EV Charging Stations Dashboard, incorporating new datasets, resources, design improvements, and user-requested features.
- Provide technical assistance to communities pursuing EV charging infrastructure expansion and grant opportunities.
- Share information on FHWA Alternative Fuel Corridors and other federal and state funding programs.

Interagency & Cross-Program Coordination

- Coordinate with CMRPC RCCP staff on Municipal Vulnerability Preparedness (MVP) and Hazard Mitigation Plan (HMP) activities and other grant opportunities.
- Participate in statewide working groups, webinars, and coordination efforts related to resiliency, EVs, culverts, and sustainability.
- Support WRTA efforts to transition fleets and facilities to low- or no-emission technologies and renewable energy solutions.

Products / Deliverables

- Regional list and prioritization of vulnerable culverts and road-stream crossings (NAACC inventory & GIS mapping) – Q1-Q4 FFY 2027
- Regional inventory of EV charging locations and identification of potential installations (GIS data and mapping) – Q1-Q4 FFY 2027
- CMMPO EV Charging Stations Dashboard Updates (ArcGIS Experience Builder application) – Q1-Q4 FFY 2027
- Community technical assistance on EV charging, culverts, and other resiliency funding grant opportunities (e.g., DER Culvert Replacement Municipal Assistance grant program) – Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027

- Maintain regional list of vulnerable culverts and road stream crossings.
- Maintain regional EV charging stations inventory.
- Version 2.5 minor updates to EV Dashboard, including accessibility and user interface (UI) enhancements, new data and widgets, and additional resources.
- Community technical assistance on grant funding opportunities.

- Project management tasks for the Blackstone River Valley Greenway Resiliency Corridor MVP Action Grant.

Q2 FFY 2027

- Maintain regional list of vulnerable culverts and road stream crossings.
- Maintain regional EV charging stations inventory.
- Version 2.6 minor updates to EV Dashboard, including accessibility and UI improvements, widget enhancements, updates to datasets, and additional resources.
- Community technical assistance on grant funding opportunities.
- Project management tasks for the Blackstone River Valley Greenway Resiliency Corridor MVP Action Grant.

Q3 FFY 2027

- Maintain regional list of vulnerable culverts and road stream crossings.
- Maintain regional EV charging stations inventory.
- Identify potential EV charging station locations in the region.
- Version 2.7 minor updates to EV dashboard, including accessibility and UI improvements.
- Community technical assistance on grant funding opportunities.
- Project management tasks for the Blackstone River Valley Greenway Resiliency Corridor MVP Action Grant.

Q4 FFY 2027

- Maintain regional list of vulnerable culverts and road stream crossings.
- Maintain regional EV charging stations inventory.
- Identify potential EV charging station locations in the region.
- Version 3.0 major updates to EV Dashboard, including exploration of AI, additional datasets, and improvements to overall site design and UI.
- Community technical assistance on grant funding opportunities.
- Project management tasks for the Blackstone River Valley Greenway Resiliency Corridor MVP Action Grant.

Responsible Parties

- CMRPC / CMMPO staff – Lead analysis, coordination, and technical assistance
- CMMPO member municipalities – Project identification and implementation partners
- WRTA – Transit fleet and facilities coordination
- MassDOT, DER, and other state agencies – Funding and program coordination
- RCCP staff & regional partners – Cross-sector collaboration

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$60,000		
FTA/5303 (thru DOT)	\$0	\$75,000	\$0
State Match	\$15,000		
Total	\$75,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 906
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports PM2 (Pavement & Bridge Condition) and regionally derived resiliency and stormwater performance measures through culvert assessments and prioritization.
- Advances federal planning factors related to environmental sustainability, infrastructure resilience, system preservation, reduced emissions, and freight and transit reliability by integrating resiliency into TIP and planning decisions.

Equity / Title VI & Public Participation Considerations

- Resiliency efforts prioritize protection of communities vulnerable to flooding, isolation, and service disruption, including rural areas.
- EV planning and infrastructure mapping improves equitable access to alternative fuel options across the region.

Element

4



Long Range Planning Activities

Task 4.1: Long-Term Regional Transportation Plan (LRTP) Development

Purpose / Need

This task advances implementation of the existing CMMPO-endorsed Long-Range Transportation Plan, *2050 Connections*. The LRTP document serves to transform established long-range planning policy, analytically identified multimodal needs, and highlighted performance-based priorities into a range of established coordinated programs, studies, infrastructure improvement project advancement, as well as financially constrained funding strategies. The LRTP implementation task ensures consistency with both the CMMPO's annually prepared TIP and UPWP. As reaffirmed under the Infrastructure Investment and Jobs Act (IIJA), the federally required Performance-Based Planning and Programming (PBPP) are reflected throughout the planning region's LRTP. Further, this task also lays early groundwork for the next LRTP update anticipated in 2028.

Objectives

- Implement CMMPO policies, identified multimodal needs, and programmatic priorities previously identified and documented in *2050 Connections* in a performance-based manner.
- Advance identified potential future year transportation investments across the CMMPO's five (5) Programmatic Areas: Major Infrastructure (MI) Projects, System Maintenance & Operations, Active Transportation, Climate Change & Resiliency and Transit Support. A range of technical analysis is utilized for this effort including the results of the regional Travel Demand Forecasting Model.
- Continue to ensure the defined relationship and funding alignment between the LRTP and the annually prepared TIP.
- Continue to evolve and refine established PBPP objectives, measures, and targets (PM1–PM3, TAM, PTASP and regionally customized measures).
- Initiate early multi-faceted proactive public outreach and various technical activities for the development of the next update to the LRTP anticipated in 2028.

Scope of Work

CMRPC staff will conduct LRTP implementation activities including but not limited to the following:

Implementation of 2050 Connections

- Advance previously identified needs and implementation strategies through the CMMPO's five established Programmatic Areas:
 1. Major Infrastructure (MI) Projects
 2. System Maintenance & Operations
 3. Active Transportation
 4. Climate Change & Resiliency
 5. Transit Support
- Coordinate with federal, state, regional, and local officials and a range of stakeholders and advisory committees to support studies, initiatives, and advancement of CMMPO-supported improvement projects, including MI.
- As deemed necessary, adjust or amend the current LRTP *2050 Connections* as directed by the CMMPO.

Programmatic Integration & PBPP

- Ensure federally required financial constraint through the refined allocation of reasonably anticipated regional target funding across the CMMPO's five Programmatic Areas to ensure consistency with the annually prepared TIP and UPWP.
- Continue refinement of established PBPP procedures in coordination with MassDOT OTP through the Transportation Managers Group.
- Continue the CMMPO's Management Systems integration effort and other data collection & analysis to support tiered prioritization of future investment options.

MicroProjects Program (CMAQ)

- Continue the annual solicitation, screening, prioritization, and support of MicroProjects funded through CMAQ, focusing on active transportation, network resiliency, and transit/paratransit services.
- Conduct periodic outreach to communities and eligible organizations to identify MicroProjects opportunities and provide measured technical assistance.

Coordination, Studies & Project Advancement

- Identify and follow applicable federal and state funding opportunities to advance the identified priorities of the CMMPO's five Programmatic Areas.

- Continue to support early planning, scoping, and coordination activities for LRTP identified needs, initiatives and improvement projects.
- Participate in MassDOT-led and partner agency studies related to LRTP priorities, including planned MI investments.

Preparation for the Next LRTP Update

- Building on early outreach activities conducted over the previous months, continue proactive public outreach for the next LRTP update anticipated for CMMPO endorsement in July 2028. This will include targeted outreach to member communities and eligible organizations to identify both needs and project opportunities.
- Continue the development of socio-economic projections, working with the Model Users Group (MUG), MassDOT OTP and other involved state agencies/consultants, to establish future benchmark year inputs for the regional Travel Demand Forecasting Model.

Products / Deliverables

- Annual MicroProjects outreach, screening, and support materials (TIP Project Programming) – Q1 & Q2 FFY 2027
- Programmatic Area implementation following established strategies and financial constraint (study, maps, narrative)– Q1-Q4 FFY 2027
- Assessment and potential pursuit of applicable grant opportunities and Major Infrastructure project advancement efforts (grant applications, study, maps, narrative)– Q1-Q4 FFY 2027
- Early proactive public outreach materials and socio-economic projection groundwork for next LRTP (numerous outreach events, meetings and tabling) – Q1-Q4 FFY 2027
- Adjustments/amendments to current LRTP *2050 Connections* (narrative summary, CMMPO endorsement) – Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027

- Annual MicroProjects Effort
- Programmatic Area implementation
- Grant opportunities and MI project advancement
- Early public outreach, socio-economic projections for next LRTP
- Adjustments/amendments to current LRTP

Q2 FFY 2027

- Annual MicroProjects Effort
- Programmatic Area implementation
- Grant opportunities and MI project advancement
- Early public outreach, socio-economic projections for next LRTP
- Adjustments/amendments to current LRTP

Q3 FFY 2027

- Programmatic Area implementation
- Grant opportunities and MI project advancement
- Early public outreach, socio-economic projections for next LRTP
- Adjustments/amendments to current LRTP

Q4 FFY 2027

- Programmatic Area implementation
- Grant opportunities and MI project advancement
- Early public outreach, socio-economic projections for next LRTP
- Adjustments/amendments to current LRTP

Responsible Parties

- CMRPC/CMMPO staff – Lead LRTP implementation and early development outreach, analysis, and coordination
- CMMPO Board and CMMPO Advisory Committee – Policy direction, project selection, financially constrained funding plan and amendments/adjustments
- MassDOT Office of Transportation Planning (OTP) – PBPP, Management Systems, financial guidance and program coordination
- Federal, state, regional, local partners and stakeholders – Development guidance, financial allocations, project advancement priorities

Funding

Source	Amount	Indirect	Direct
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FHWA/PL (thru DOT)	\$100,000		
FTA/5303 (thru DOT)	\$36,000	\$165,000	\$5,000
State Match	\$34,000		
Total	\$170,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 1631
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- LRTP implementation process reviews/refines PM1 (Safety), PM2 (Pavement & Bridge), PM3 (System Performance/Freight/CMAQ), TAM and PTASP objectives reflected in *2050 Connections*. PBPP subsequently applied to project screening, selection and prioritization process for annual TIP development.
- Advances all federal transportation planning Factors by combining long-range policy, performance management, project development, and financially constrained investment decision-making across all major modes.

Equity / Title VI & Public Participation Considerations

- LRTP implementation builds on the equity-focused public outreach used to compile the current LRTP *2050 Connections* and continues to prioritize equitable access, mobility, and distribution of benefits & burdens.
- All early public outreach activities for the LRTP update will follow the CMMPO's Public Participation Plan and applicable Title VI requirements to ensure inclusive and transparent engagement.

Task 4.2: Corridor Study

Purpose / Need

This task supports development of a Corridor Profile Study to evaluate conditions, performance, and improvement needs along key federal-aid eligible roadway corridors in the CMMPO region. Corridor Profiles integrate data from multiple transportation Management Systems to identify operational, safety, multimodal, and infrastructure improvement opportunities, supporting Performance-Based Planning and Programming (PBPP) and informing future TIP project development.

Objectives

- Evaluate corridor performance using PBPP data and multimodal Management Systems.
- Identify short, medium, and long-term improvement recommendations and strategies.
- Guide community-supported project identification for potential future year TIP programming.
- Integrate safety, congestion, pavement, transit, bike/ped, and freight considerations at the corridor level.

Scope of Work

CMRPC staff will prepare a Corridor Profile Study using a streamlined, standardized approach that incorporates data and analysis from the transportation Management Systems. Work will include:

- Completion of a Corridor Profile Study (highway segment to be determined) during FFY 2027.
- Collect data and conduct integrated analysis using data from:
 - Congestion Management Process (CMP)
 - Transportation Safety Planning Program
 - Pavement Management System (PMS)
 - Bridge Management System (BMS – MassDOT)
 - Freight Planning
 - Transit Planning (in coordination with WRTA, as applicable)
 - Traffic Counting Program
- Prepare standardized corridor summaries including:

- Adjacent land use review
- Environmental profile mapping
- Multimodal performance analysis
- Identify short, medium, and long-term operational and physical improvements for the study corridor.
- Produce a report document with GIS-based graphics and accompanying appendices.
- Conduct corridor-specific informational meetings with host communities as needed.

Products / Deliverables

- Corridor Profile Report (highway segment to be determined) (PDF, maps, tables, and appendices) – Q4 FFY 2027
- Meet with host communities to provide Corridor Profile findings (meeting and presentation materials) – Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027:

- Formatting of document/GIS maps and start work on narrative
- Determine data collection locations needed for the study

Q2 FFY 2027:

- Work on document narrative and analyze available data

Q3 FFY 2027:

- Collect Management Systems data for the study corridor and analyze the data
- Work on document narrative as well as suggested improvement options for the corridor

Q4 FFY 2027:

- Complete Corridor Profile document and appendices
- Meet with host communities to review findings

Responsible Parties

- CMRPC / CMMPO staff – Corridor analysis, document preparation, coordination
- Host municipalities – Review and coordination

- MassDOT – Provide data as needed
- WRTA – Provide transit-related data and information

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$30,000		
FTA/5303 (thru DOT)	\$10,000	\$49,000	\$1,000
State Match	\$10,000		
Total	\$50,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 533
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports PM1 (Safety), PM2 (Pavement & Bridge Condition), and PM3 (System Performance) by evaluating corridor-level safety, condition, congestion, and reliability.
- Advances federal planning factors related to congestion reduction, safety, system reliability, multimodal connectivity, freight movement, and efficient system management.

Equity / Title VI & Public Participation Considerations

- Study corridor suggested improvements support equitable transportation investments for all populations.
- Coordination with host communities and presentation of findings align with the CMMPO Public Participation Plan, ensuring transparency and inclusive decision-making.

Task 4.3: Transportation Linkages

Purpose / Need

This task advances transportation linkages between housing, public health, aging, and economic opportunity by integrating mobility planning with land use, services, and regional development efforts. The work supports equitable access to jobs, education, healthcare, food, and community destinations while reducing combined housing and transportation cost burdens and increasing transportation choices.

Objectives

- Strengthen connections between transportation, housing, health, and economic opportunity.
- Improve access to essential services and employment across urban, suburban, and rural communities.
- Support healthy aging and mobility for people of all abilities.
- Align transportation planning with regional health, housing, and economic initiatives.

Scope of Work

Housing & Transportation Integration

- Support implementation of findings from the Regional Housing & Transportation Study.
- Continue to analyze housing location, housing and transportation affordability, and accessibility at the regional scale, and conduct more granular analyses at the subregional and municipal level.
- Assist communities in aligning zoning, land use, and transportation investments to support housing production and improve accessibility.

Public Health & Access to Services

- Coordinate with Worcester DPH, boards of health, and health coalitions, and shared service partnerships to support mobility-related health outcomes.
- Support implementation of Community Health Improvement Plans (CHIP) and Community Health Assessments (CHA) as they relate to transportation access.
- Support local efforts to establish or improve transportation connections to healthcare, food access, schools, and social services.

- Support digital equity training and plan development to improve access to transportation services.

Healthy Aging & Accessibility

- Advance Age-Friendly and Dementia Friendly transportation strategies in coordination with state agencies, Councils on Aging, and local partners.
- Support mobility planning for older adults, including access to transit, walkable centers, and community facilities.
- Monitor and advance transportation action items in regional and local aging plans.
- Develop Homesharing Pilot Program in the city of Worcester for older adults in collaboration with community partners, matching older adult homeowners with potential renters.
- Conduct walk audit in Vernon Hill neighborhood aligned with AARP walk auditing framework to support Vernon Connected project
- Advance expansion of van services for older adults to Senior Centers and other essential destinations.

Economic Access, Workforce & Tourism

- Support transportation planning that improves access to employment centers, workforce destinations, and education.
- Assist communities with wayfinding, walking tours, placemaking, and access to local destinations that support tourism and local business activity.
- Coordinate transportation considerations into economic development and downtown revitalization efforts where appropriate.

Products / Deliverables

- Subregional Route 9 Corridor Study (Formal report/Plan) – Q2-Q4 FFY 2027
- Housing and Transportation Study Data Updates (Online data dashboard) – Q1-Q4 FFY 2027
- Implementation of Regional Housing & Transportation Study recommendations and data in community master plans (Master Plan Transportation Chapters) – Q1-Q4 FFY 2027
- Assisting in data requests and reviewing/commenting on priority locations for the statewide MILUS plan (summary memo) – Q1-Q4 FFY 2027

- HomeShare Program Stakeholder Engagement (Engagement Summary report) - Q1 FFY2027
- HomeShare Program vendor procurement (Request for Proposals and Contract) - Q2 FFY2027
- Regional Age-Friendly Action Plan Status Update (Annual Status Report) - Q1 FFY2027
- Community Health Improvement Plans (CHIP) and Community Health Assessments (CHA) implementation – Q1-Q4 FFY 2027
- Mobility strategies supporting economic access and workforce connectivity – Q1-Q4 FFY 2027
- Community-specific technical assistance and planning materials – Q1-Q4 FFY 2027
- Travel & tourism planning products (wayfinding concepts, scoping/design support) – Q1-Q4 FFY 2027

Schedule (Quarter-by-Quarter)

Q1 FFY 2027

- Meet with MILUS team to discuss ongoing project needs.
- Provide data and insight into our region as needed for MILUS.
- Master Plan data collection and H&T synthesis for the respective community.
- Check data releases for H&T Study dashboard and update as available.
- Regional Age-Friendly Action Plan Status Report
- Host stakeholder listening sessions to inform HomeShare program

Q2 FFY 2027

- Route 9 Corridor study project planning.
- Master Plan chapter writing.
- Check data releases for H&T Study dashboard and update as available.
- Develop RFP to procure HomeShare program vendor

Q3 FFY 2027

- Collect data and perform analysis for the route 9 corridor study.
- Meet with stakeholders, including towns, businesses, and WRTA for the route 9 study.

- Master Plan chapter review.
- Check data releases for H&T Study dashboard and update as available.
- Begin HomeShare pilot operations

Q4 FFY 2027

- Draft and finalize the corridor study/plan document.
- Master Plan chapter review and finalization.
- Check data releases for H&T Study dashboard and update as available.
- Continue HomeShare pilot operations

Responsible Parties

- CMRPC staff – Project management, coordination, oversight, stakeholder engagement, quantitative analysis.
- MassDOT and WRTA – Coordination on transportation data and policy context.
- State agencies involved in MILUS – Coordination on MILUS, data needs, and regional perspectives.
- Public health, healthy aging, and community-based organizations – Collaboration and engagement

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	\$67,568		
FTA/5303 (thru DOT)	\$4,432	\$89,000	\$1,000
State Match	\$18,000		
Total	\$90,000		

- **Staff work:** 100% MPO staff
- **Staff hours:** 968
- **Consultant:** None

Relation to Performance Measures & Planning Factors

- Supports accessibility, equity, economic vitality, and environmental sustainability planning factors.
- Provides analytic and policy inputs to the LRTP, TIP, and future PBPP decision-making, particularly related to access to essential services and jobs.

Equity / Title VI & Public Participation

- Prioritizes improvement of transportation access for low-income households, older adults, people with disabilities, and underserved communities.
- Engagement aligns with the CMMPO Public Participation Plan and Title VI principles.

Task 4.4: Vernon Connected Economic Impact Study

Purpose / Need

The Vernon Connected Economic Impact Study (Phase 2) builds directly on the conceptual alternatives developed in Phase 1 by evaluating the economic, fiscal, and community-wide impacts. The work includes economic modeling, historical analysis of corridor disruption, and forward-looking scenario testing that incorporates anti-displacement strategies and community wealth-building tools. This phase moves beyond measuring growth to ensuring that growth is shared, stabilized, and aligned with the community that has carried the burden of past decisions.

Objectives

- Evaluate economic impacts across alternatives by quantifying jobs, tax revenue, development potential, and fiscal impacts for each scenario.
- Measure and contextualize historic economic disruption by documenting and estimating the loss of property value, businesses, and wealth resulting from highway construction.
- Assess displacement risk and model mitigation strategies aligned with current policies, “no intervention” scenario, and alternate policy tools.
- Analyze each alternative by integrating accessibility and economic opportunity (i.e., access to jobs, services, small business viability, etc.)
- Ensure community participation is embedded into decision-making processes and evaluation of impacts and trade-offs resulting from the scenarios.

Scope of Work

CMRPC staff will procure the services of a consulting firm(s) to:

- Conduct market and economic impact analysis for each alternative.
- Develop a historical baseline of economic conditions prior to highway construction.
- Model development feasibility and evaluate community-focused interventions.
- Analyze displacement risk under different policy scenarios.
- Facilitate public engagement activities to evaluate findings and trade-offs.
- Produce a comparative framework to guide decision-making and implementation.

Products / Deliverables

- Procurement and study set-up (Procurement materials and contract) – Q1 FFY 2027
- Study's baseline scenario and historical disruption analysis (PDF) – Q2 FFY 2027
- Draft economic impact and market analysis (PDF) – Q3 & Q4 FFY 2027
- Scenario testing and community-focused strategies (PDF) – Q4 FFY 2027
- Final recommendations and implementation roadmap (PDF) – Q4 FFY 2027

Schedule

Q1 FFY 2027

- Initiate procurement process
- Interview and select consulting firm(s)
- Finalize scope of services and contract
- Develop a Public Involvement Plan

Q2 FFY 2027

- Refine alternatives for analysis
- Existing conditions and market baseline memo
- Initial findings of the historical disruption analysis

Q3 FFY 2027

- Develop scenario assumptions
- Draft economic impact analysis
- Finalize the feasibility and market analysis

Q4 FFY 2027

- Community-wealth building analysis
- Comparative analysis across alternatives
- Implementation roadmap
- Final economic and impact report

Responsible Parties

- CMMPO staff – Lead development, analysis, coordination, and documentation
- CMMPO Board & Advisory Committee – Guidance and review
- Study’s Steering Committee comprised of MassDOT Office of Transportation Planning & Highway District 3 and City of Worcester
- Study’s Advisory Committee members

Funding

Source	Amount	Indirect	Direct
FHWA/PL (thru DOT)	TBD		
FTA/5303 (thru DOT)	\$0	\$0	\$0
State Match	TBD		
Total	TBD		

- **Staff work:** TBD% MPO staff
- **Staff hours:** TBD
- **Consultant:** TBD

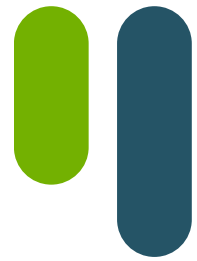
Relation to Performance Measures & Planning Factors

- Supports PM2 performance area by informing corridor strategies that may reduce long-term maintenance burdens and improve the efficiency of infrastructure investments.
- Advances federal planning factors related to safety, security, accessibility & mobility, system preservation, resiliency, economic vitality, environmental sustainability, and travel & tourism by analyzing the conceptual alternatives against different policy scenarios.

Equity / Title VI & Public Participation Considerations

- The study will follow the CMMPO Endorsed Public Participation Plan (PPP), including early outreach, weigh-in tradeoffs, public review, and documentation of comments and responses.

- The economic vitality analysis will look at development potential, local business activity, including small businesses, and fiscal impacts to strengthen the local and regional economy.
- The study will evaluate displacement risk and distribution of benefits to ensure fair outcomes for the communities historically impacted by the I-290.



Budget

Unified Planning Work Program (UPWP)
FFY 2027

FFY 2027 Program Year Unified Planning Work Program

Task #	Description	FHWA/PL (thru DOT)	FTA/5303 (thru DOT)	State Match	Totals	Indirect	Direct
Element 1: Management & Support and Certification Activities							
1.1	Management & Support of "3C" Process	109,316	100,000	52,329	261,645	251,645	10,000
1.2	Transportation Improvement Program	48,000	8,000	14,000	70,000	70,000	0
1.3	Title VI and Public Participation	40,000	40,000	20,000	100,000	97,500	2,500
Subtotals:		197,316	148,000	86,329	431,645	419,145	12,500
Element 2: Data Collection and Analysis Activities							
2.1	Data Collection and Analysis	120,000	40,000	40,000	200,000	188,500	11,500
2.2	Regional Transportation Model	70,000	26,000	24,000	120,000	120,000	0
2.3	Community and Regional Technical Assistance	104,000	28,000	33,000	165,000	162,500	2,500
2.4	Performance Management Analysis and Reporting	28,000	4,000	8,000	40,000	40,000	0
Subtotals:		322,000	98,000	105,000	525,000	511,000	14,000
Element 3: Transportation Program Activities							
3.1	Congestion Mgt Process Project Development	40,000	8,000	12,000	60,000	60,000	0
3.2	Safety Project Development	40,000	8,000	12,000	60,000	60,000	0
3.3	Active Transportation Planning	50,000	22,000	18,000	90,000	89,000	1,000
3.4	Complete Streets	22,979		5,745	28,724	28,224	500
3.5	Freight and Intermodal Planning	40,000		10,000	50,000	50,000	0
3.6	Transit Planning		60,000	15,000	75,000	75,000	0
3.7	Transportation Resiliency	60,000		15,000	75,000	75,000	0
Subtotals:		252,979	98,000	87,745	438,724	437,224	1,500
Element 4: Long Range Planning Activities							
4.1	Long-term RTP Development	100,000	36,000	34,000	170,000	165,000	5,000
4.2	Corridor Study	30,000	10,000	10,000	50,000	49,000	1,000
4.3	Transportation Linkages	67,568	4,432	18,000	90,000	89,000	1,000
4.4	Vernon Connected Economic Impact Study	TBD		TBD	0	TBD	TBD
Subtotals:		197,568	50,432	62,000	310,000	303,000	7,000
Totals:		969,863	394,432	341,074	1,705,369	1,670,369	35,000

Expenditure Category by Transportation Funding Source

<u>Expenditure Category</u>	<u>Contract / Funding Source¹</u>		<u>TOTAL</u>
	FHWA MassDOT PL	FTA 5303	
Direct Salary	\$693,897	\$214,505	\$908,402
Overhead Costs	\$582,040	\$179,927	\$761,967
Consultant Services	TBD	\$0	\$0
Direct Costs	<u>\$35,000</u>	<u>\$0</u>	<u>\$35,000</u>
Total	\$1,310,937	\$394,432	\$1,705,369

¹As reflected in '27 UPWP

FFY 2027 Unified Planning Work Program - Staff Hours

Task #	Description	Staff Hours
Element 1: Management & Support and Certification Activities		
1.1	Management & Support of "3C" Process	2488
1.2	Transportation Improvement Program	846
1.3	Title VI and Public Participation	1326
Total Staff Hours for Element 1:		4660
Element 2: Data Collection and Analysis Activities		
2.1	Data Collection and Analysis	2929
2.2	Regional Transportation Model	900
2.3	Community and Regional Technical Assistance	1767
2.4	Performance Management Analysis and Reporti	483
Total Staff Hours for Element 2:		6080
Element 3: Transportation Program Activities		
3.1	Congestion Mgt Process Project Development	725
3.2	Safety Project Development	725
3.3	Active Transportation Planning	1210
3.4	Complete Streets	439
3.5	Freight and Intermodal Planning	544
3.6	Transit Planning	906
3.7	Transportation Resiliency	906
Total Staff Hours for Element 3:		5455
Element 4: Long Range Planning Activities		
4.1	Long-term RTP Development	1631
4.2	Corridor Study	533
4.3	Transportation Linkages	968
4.4	Vernon Connected Economic Impact Study	0
Total Staff Hours for Element 4:		3132
Total Staff Hours for FFY 2027:		19327

Allocation of Direct Staff Time to UPWP Identified Contracts

Staff Member	Position	Category	% of Time to UPWP Identified Contracts
Rydant	Director, MPO Activities	Full Time	100
Krishnan	Deputy Executive Director	Full Time	85
Howland	Senior Transportation and Planning Engineer	Full Time	60
Krasnecky	Manager, TIP	Full Time	100
New Hire	Transit Planning	Full Time	100
Hollinger	Planning and Transportation Researcher	Full Time	100
Amoakohene	Principal Planner, Multimodal	Full Time	100
Blais	Principal Planner, Environmental Planning	Full Time	100
Graxirena	Director, Access and Mobility	Full Time	100
Lewis	Assistant Planner, Public Outreach Coordinator	Full Time	100
Raymond	Director, Transportation Data Services	Full Time	90
Wriggins	Associate Planner, Transportation Data	Full Time	100
Hurley	Assistant Planner	Full Time	100
Franz¹	Director of GIS	Full Time	10
Bromage¹	Travel Demand Modeler	Part Time	40
2 Trans Technicians¹	Internships	Part Time	82
Land Use Staff¹	Land Use Planners	Full Time	5

*Maximum of three Land Use Staff will work a max of 5% - topics that cross-over transportation and land use

¹Based on one full time equivalent

CMRPC Funding Summary FFY 2027 Program Year

Transportation Funding

Source	Value (\$)	% of Total
FHWA/FTA/MassDOT-PL ^{1 2}	\$1,705,369	78.4
Local Contracts ³	\$245,000	11.3
De-Obligated PL funds ⁴	TBD	0.0
Safe Streets for All (SS4A) ⁵	\$225,000	10.3
<i>Transportation Funding Total:</i>	2,175,369	89.7

Other Funding ⁶

Source	Value (\$)	% of Total
Federal Grants	\$27,000	0.6
State Grants	\$1,472,396	31.5
Community Contract Work	\$2,902,231	62.2
Interest Income	\$45,000	1.0
Local Assessments	\$200,557	4.3
Retiree Health Ins Trust Fund	\$22,000	0.5
<i>Total:</i>	\$4,669,184	100.0

Overall Funding

Source	Value (\$)	% of Total
FHWA/FTA/MassDOT-PL ¹	\$1,705,369	24.9
FTA/WRTA ²	\$245,000	3.6
De-Obligated PL funds ⁴	TBD	0.0
Safe Streets for All ⁵	\$225,000	3.3
Local Assessments	\$200,557	2.9
Federal Grants	\$27,000	0.4
Community Contract Work	\$2,902,231	42.4
State Grants	\$1,472,396	21.5
Interest Income	\$45,000	0.7
Retiree Health Ins Trust Fund	\$22,000	0.3
<i>Total:</i>	\$6,844,553	100.0

¹ As reflected in '27 UPWP

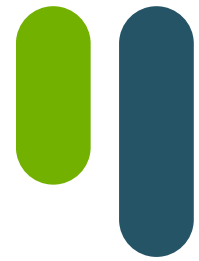
² Includes 20% local/state match

³ Local grants and contracts

⁴ De-obligated funds including MassDOT state match

⁵ Safe Streets for All (SS4A) Federal Grant

⁶ As reflected in FY '27 CMRPC Proposed Annual Budget



Amendment/Adjustment Procedures

Unified Planning Work Program (UPWP)
FFY 2027

UPWP Amendment, Adjustment, and Modification Policy

A UPWP, no matter how well planned, may need to be modified from their original MPO endorsed form. There are different actions that may be taken to modify the endorsed UPWP. These actions vary, depending on the extent of the modification, and have different impacts on the UPWP. All proposed administrative adjustments and amendments are presented to the MPO for consultation prior to endorsement. The procedures for modifying the UPWP are:

UPWP Amendment

A UPWP Amendment is the most extensive change procedure that a UPWP may undergo. A UPWP Amendment requires the proposed change to undergo a twenty-one (21) day public review period and requires MPO endorsement. However, the CMMPO, at their discretion, may vote to abbreviate the public comment period under what they consider extraordinary circumstances beyond the MPO's control. Examples of actions that require an Amendment include:

- Addition or deletion of a UPWP task or sub-task.
- Major changes to UPWP task descriptions, activities, and other information.
- Funding increase above the originally approved UPWP overall budget.
- Funding transfers between tasks equal to or greater than 25% of the UPWP task budget.
- Funding increase or decrease equal to or greater than 25% of the UPWP task budget.

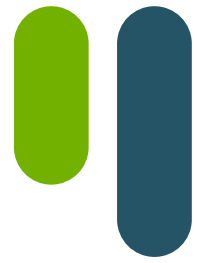
UPWP Adjustment

A UPWP Adjustment is a minor change. The Adjustment procedure requires an approval vote from the MPO and MassDOT-OTP approval through the utilization of a Budget Reallocation Request Form. Examples of actions that require an Adjustment include:

- Minor changes to UPWP task descriptions, activities, and other information.
- Funding transfers between UPWP tasks less than 25% of the UPWP task budget.
- Funding increase or decrease less than 25% of the UPWP task budget.

UPWP Administration Modification

Administrative Modifications may be entertained for minor task descriptions, changes to project phasing, anticipated deliverables, etc. Such changes must be presented to the CMMPO but do not require a vote of approval, nor do they require the standard 21-day comment period.



Appendices

Development of the CMMPO FFY 2027 UPWP

The UPWP is a project-by-project description of all transportation planning and transportation-related air quality planning activities anticipated within the region during the upcoming program year. It indicates who will perform the work, as well as anticipated available funding, the schedule for completion, and the products that will be produced.

January 2026: MassDOT Office of Transportation (OTP) forwards federal Highway Planning (PL) funding levels for each MPO/RPA to be used in the development of the *2027 UPWP* document. FFY *2027 UPWP* work tasks will continue to include emphasis areas of FAST Act and MAP-21 Implementation.

February 18, 2026: CMMPO meeting. Staff provides program funding and MassDOT and FHWA program guidance for the Draft FFY 2027 UPWP document.

February 25, 2026: CMMPO Advisory Committee meeting. Staff provides program funding and MassDOT and FHWA program guidance for the Draft FFY 2027 UPWP document.

March 18, 2026: CMMPO meeting. MassDOT Office of Transportation (OTP) forwards FTA 5303 federal Transit Planning (PL) funding levels for each MPO/RPA to be used in the development of the *2027 UPWP* document. Staff provides budget and initial work task summary materials and Planning Emphasis Areas for the Draft FFY 2027 UPWP document.

March 25, 2026: CMMPO Advisory Committee meeting. Review of work tasks and funding with recommendation to CMMPO.

May 20, 2026: CMMPO meeting. MPO approves release of *Draft FFY 2027 UPWP* document for 21-day public review and comment period. Draft document subsequently posted on the CMRPC agency website. Legal advertisement appears in the *Telegram and Gazette*. Conduct region wide mailing to invite interested parties to attend public meeting.

May 27, 2026: CMMPO Advisory Committee meeting. Review of *Draft FFY 2027 UPWP* document. Recommendation concerning MPO endorsement sought.

June 9, 2026: Scheduled FFY *2027 UPWP* Virtual Public Meeting at 5:00 PM. Proceedings summarized for full consideration by the MPO.

June 10, 2026: 21-day public review and comment period on *Draft FFY 2027 UPWP* document closed. Endorsement process is now underway.

June 17, 2026: Scheduled meeting of the CMMPO. *Final FFY 2027 UPWP* work task summary reviewed; results of public meeting and MPO Advisory Committee discussed. MPO moves to endorse *Final FFY 2027 UPWP* document.

July-September 2026: *CMMPO Endorsed FFY 2027 UPWP* document finalized and submitted for MassDOT and subsequent FHWA and FTA review and approval.

October 1, 2026: FFY 2027 begins. *CMMPO Endorsed FFY 2027 UPWP* is now in effect.

UPWP Geographic Distribution

CMRPC conducted a geographic distribution assessment on MPO-funded UPWP work products from FFY 2022 through FFY 2027.

UPWP's for program years 2022-2027 were reviewed to identify the transportation planning tasks that were completed for each of the 40 communities in the CMRPC region. The aggregate of CMMPO staff's completed tasks during this timeframe has resulted in a robust program of studies that shed light on the needs and opportunities for the Central Massachusetts transportation system. In addition, the CMMPO staff was able to provide specific assistance to all CMMPO communities during this timeframe; both in terms of data provided, advice on specific projects, and historical knowledge of transportation problems. CMMPO staff also provided community technical assistance that resulted in customized transportation studies and work products. Examples of this assistance include and are not limited to:

- Corridor Profile studies
- RSAs
- Freight studies
- TIP Development Program Orientation Meetings
- Complete Street analyses
- Assistance with Community Shuttle programs
- Parking studies
- Grant applications
- Traffic and Turning Movement Counts (TMCs)
- Pavement data collection

The total number of completed tasks identified during the 2022-2027 program years is 441, which include community specific and region-wide tasks. At least one task was completed for each community during this timeframe. This information is summarized in Table 2 below. Also, Figure 1 on the following pages shows the geographic distribution of tasks for each community in the CMMPO region. The color for each community from yellow to red shows the number of projects/studies over the last six years, with light yellow being the least number of projects to red being the most projects.

Table 2: FFY 2022-2027 UPWP Geographic Distribution of Tasks

Community	2022	2023	2024	2025	2026	2027	2022-2027 Total	2020 Population
Auburn	3	2	1	2	2	0	10	16,889
Barre	4	2	1	1	2	1	11	5,530
Berlin	2	2	4	2	1	2	13	3,158
Blackstone	1	1	1	3	3	3	12	9,208
Boylston	1	0	4	3	0	1	9	4,849
Brookfield	2	2	1	1	1	1	8	3,439
Charlton	2	3	0	2	3	1	11	13,315
Douglas	2	3	1	1	1	1	9	8,983
Dudley	2	3	0	1	1	1	8	11,921
East Brookfield	1	2	1	1	1	1	7	2,224
Grafton	3	2	3	2	3	3	16	19,664
Hardwick	3	1	1	2	4	1	12	2,667
Holden	5	2	2	1	2	3	15	19,905
Hopedale	1	1	1	2	1	1	7	6,017
Leicester	2	1	1	1	1	2	8	11,087
Mendon	0	1	1	2	3	2	9	6,228
Millbury	0	1	2	1	3	1	8	13,831
Millville	0	1	1	2	1	2	7	3,174
New Braintree	1	2	1	1	3	1	9	996
Northborough	3	2	4	1	0	2	12	15,741
Northbridge	3	2	1	2	2	3	13	16,335
North Brookfield	1	2	1	1	5	0	10	4,735
Oakham	1	2	1	1	4	1	10	1,851
Oxford	1	1	0	2	1	1	6	13,347
Paxton	2	2	1	1	1	1	8	5,004
Princeton	2	2	1	1	1	2	9	3,495
Rutland	3	3	1	3	1	1	12	9,049
Shrewsbury	5	4	5	2	1	1	18	38,325
Southbridge	2	3	1	2	2	3	13	17,740
Spencer	3	2	1	2	1	3	12	11,992
Sturbridge	3	3	0	1	1	1	9	9,867
Sutton	2	2	1	2	2	3	12	9,357
Upton	1	1	1	2	1	1	7	8,000
Uxbridge	1	1	1	2	2	4	11	14,162
Warren	1	2	1	2	3	0	9	4,975
Webster	3	3	0	1	1	2	10	17,776

Westborough	3	2	5	3	2	4	19	21,567
West Boylston	3	0	3	2	1	3	12	7,877
West Brookfield	3	3	1	2	1	2	12	3,833
Worcester	6	4	5	5	3	5	28	206,518
Totals:							441	604,631

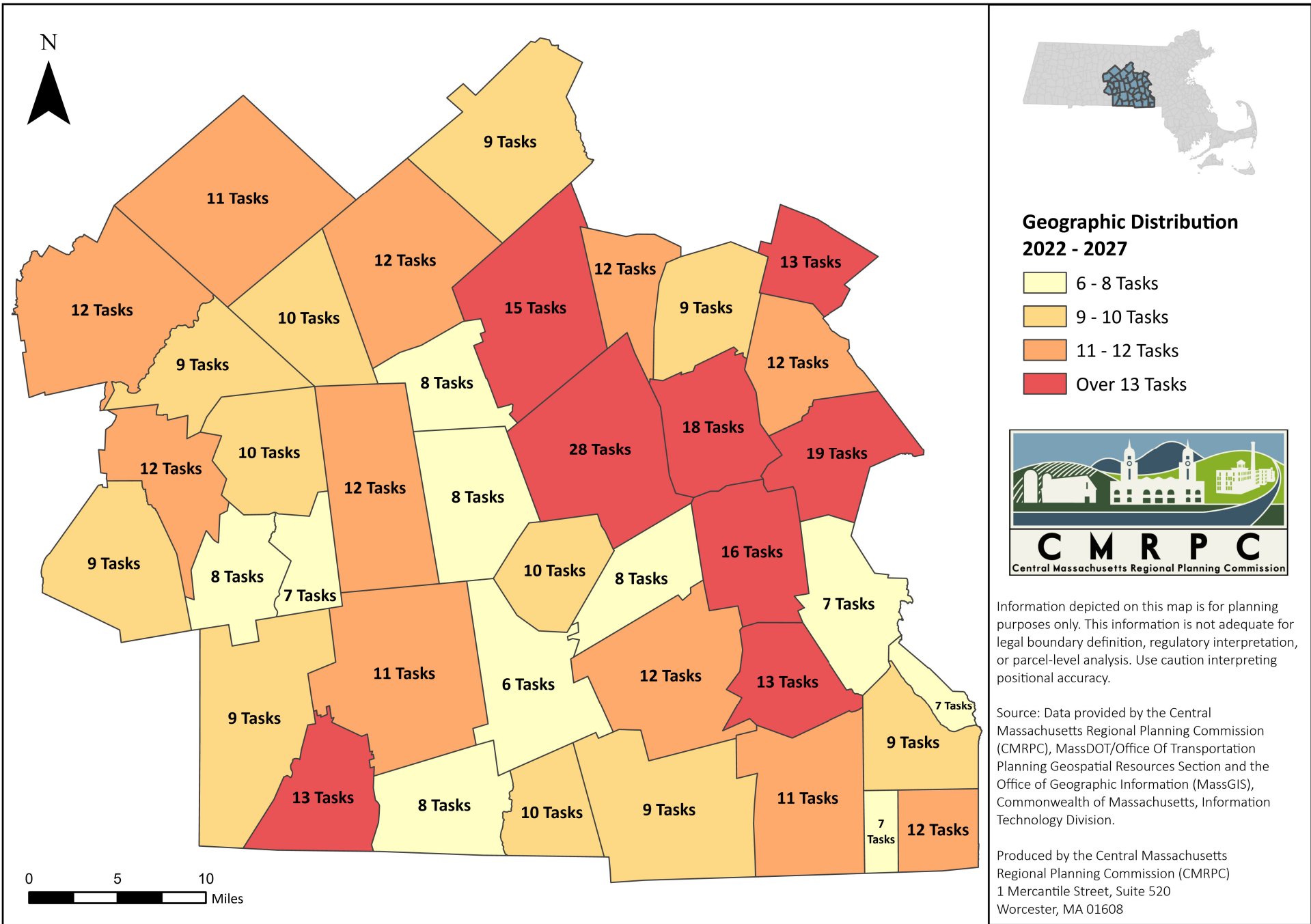


Figure 1: FFY 2022-2027 UPWP Geographic Distribution of Tasks

Other Regional Stakeholders Engaged in Cooperative Transportation Planning Efforts

To ensure that duplicative transportation planning efforts are not occurring within the CMRPC region, this section of the UPWP lists known regional transportation stakeholders as well as some example studies and projects being conducted by their respective agencies. The CMMPO staff is aware of the below efforts, and others, those agencies are currently working on.

- **Andrew B. Davis, Airport Director, Massachusetts Port Authority:** Worcester Regional Airport, MassPort Airports Strategic Plan
- **Barry Lorion, District Highway Director (DHD) MassDOT-Highway District #3:** Vernon Connected, I-495/Route 9, I-495/I-90 (MassPike) Interchange, Route 20 Shrewsbury, Pleasant Street Worcester, Route 146 Sutton
- **Craig Blais, President, Worcester Business Development Corporation (WBDC):** Vernon Connected, redevelopment of St. Gobain site
- **Tim Murray, President & CEO, Worcester Regional Chamber of Commerce:** Vernon Connected, SWCEDO
- **Anya Wilczynski, Executive Director of the JHCBRVNHCC:** Blackstone River Bikeway Connectivity
- **David Mohler, Executive Director, MassDOT Office of Transportation Planning:** MPO Liaison
- **Galen Mook and Alex Salcedo, MassBike:** Worcester eBike project phase 2
- **Joshua Rickman, WRTA:** Performance Management, Bus Stop projects (VRU)
- **Jim Nee, MWRTA:** Hopedale, Mendon, Uxbridge Transit needs
- **Keith Beecher, Army Corps of Engineers (ACOE):** Federal Flood Control Property Stewards
- **Jason Palitsch, Executive Director, The 495/MetroWest Partnership:** TIP, UPWP, Worcester Framingham Commuter Rail
- **MassDOT Aeronautics Division:** Southbridge Municipal Airport, Hopedale, Spencer, Tanner-Hiller Airports
- **Nipmuck Nation:** Tribal Interaction Leadership
- **Steve Rolle, Commissioner of Transportation and Mobility, Worcester:** Vernon Connected, Mobility Action Plan, Chandler Street TIP Projects

- **Stefanie Covino, Program Manager, Blackstone Watershed Collaborative:** Culvert assessment and training, Regional culvert data coordinator
- **Melissa Fales, Executive Director, Quaboag Valley Community Development Corporation:** Quaboag Connector, Rural Transit Dialogue, Microtransit Learning Collaborative
- **Chelsey Patriss, Executive Director, Health Equity Partnership of North Central Mass (CHNA9):** Quabbin Region Transit viability study, Transit grant applications.

Listing of Transportation-Related Acronyms

AASHTO:	American Assoc. of State Highway and Transportation Officials
ABP:	Accelerated Bridge Program
AC	Advanced Construction
ADA:	Americans with Disabilities Act of 1990
ADT:	Average Daily Traffic
AFC:	Automated Fare Collection
AICP:	American Institute of Certified Planners
APC:	Automatic Passenger Counter
APTA:	American Public Transit Association
ARRA:	American Recovery and Reinvestment Act
ATJ:	Access to Jobs
ATR:	Automatic Traffic Recorder
BIL:	Bipartisan Infrastructure Law
BMS:	Bridge Management System
BRT:	Bus Rapid Transit
BVCC:	Blackstone Valley Chamber of Commerce
CAAA:	Clean Air Act Amendments
CBD:	Central Business District
CDAG:	Community Development Action Grant
CDBG:	Community Development Block Grant
CFR:	Code of Federal Regulations
CIP:	Capital Investment Plan
CMAA:	Central Massachusetts Agency on Aging
CMAQ:	Congestion Mitigation Air Quality
CMMPO:	Central Massachusetts Metropolitan Planning Organization
CMP:	Congestion Management Process
CMRPC:	Central Massachusetts Regional Planning Commission
CMRPD:	Central Massachusetts Regional Planning District
CO:	Carbon Monoxide
COA:	Council On Aging
COG:	Council of Governments
CP:	Corridor Profile
CTPS:	Central Transportation Planning Staff
CY:	Calendar Year
DCR:	Department of Conservation and Recreation
DEP:	Department of Environmental Protection

DET:	Department of Education and Training
DHCD:	Department of Housing and Community Development
DLTA:	District Local Technical Assistance
DOT:	Department of Transportation
DPH:	Department of Public Health
DTA:	Division of Transitional Assistance
EDA:	Economic Development Administration
EIR:	Environmental Impact Report
EIS:	Environmental Impact Statement
ENF:	Environmental Notification Form
EOEEA:	Executive Office of Energy and Environmental Affairs
EOT:	Executive Office of Transportation
EPA:	Environmental Protection Agency
EPDO:	Equivalent Property Damage Only
eSTIP:	Electronic STIP
EV:	Electric Vehicle
FAA:	Federal Aviation Administration
FAPRO:	Federal Aid Programming Reimbursement Office
FAST ACT	Fixing America's Surface Transportation Act
FFY	Federal Fiscal Year
FHWA:	Federal Highway Administration
FRA:	Federal Railroad Administration
FTA:	Federal Transit Administration
FY:	Fiscal Year
GANs:	Grant Anticipation Notes
GHG	Greenhouse Gas
GIS:	Geographic Information System
GPS:	Global Positioning System
GWSA:	Global Warming Solutions Act
HCM:	Highway Capacity Manual
HIP:	Highway Infrastructure Program
HOV:	High Occupancy Vehicle
HPMS:	Highway Performance Monitoring System
HPP:	High Priority Project
HSIP:	Highway Safety Improvement Program
landM:	Inspection and Maintenance
IJA:	Infrastructure Investment and Jobs Act
IM:	Interstate Maintenance

IRI:	International Roughness Index
ITE:	Institute of Transportation Engineers
ITS:	Intelligent Transportation Systems
ISTEA:	Intermodal Surface Transportation Efficiency Act of 1991
JARC:	Job Access Reverse Commute
JHCBRVNHCC:	John H. Chafee Blackstone River Valley National Heritage Corridor Commission
LEP:	Limited English Proficiency
LOS:	Level of Service
LOTTR:	Level of Travel Time Reliability
LPA:	Local Planning Assistance
LPMS:	Local Pavement Management System
MAC:	Massachusetts Aeronautics Commission
MAP:	Mobility Assistance Program
MAP-21:	Moving Ahead for Progress in the 21 st Century Act
MARPA:	Massachusetts Association of Regional Planning Agencies
MARTA:	Massachusetts Association of Regional Transit Authorities
MassDOT:	Massachusetts Department of Transportation
MassGIS:	Massachusetts Geographic Information System
MassPort:	Massachusetts Port Authority
MBTA:	Massachusetts Bay Transportation Authority
MCAD:	Massachusetts Commission Against Discrimination
MEMA:	Massachusetts Emergency Management Agency
MEPA:	Massachusetts Environmental Policy Act
MHC:	Massachusetts Historical Commission
MISER:	Massachusetts Institute for Social and Environmental Research
MOU:	Memorandum of Understanding
MPO:	Metropolitan Planning Organization
MTA:	Massachusetts Turnpike Authority
MUTCD:	Manual on Uniform Traffic Control Devices
MWRA:	Massachusetts Water Resources Authority
NAACC:	North Atlantic Aquatic Connectivity Collaborative
NAAQS:	National Ambient Air Quality Standards
NBIS:	National Bridge Inventory Standards
NEPA:	National Environmental Policy Act
NFA:	Non Federal-Aid
NHFP	National Highway Freight Program
NHFN:	National Highway Freight Network

NHPP:	National Highway Performance Program
NHS:	National Highway System
NOx:	Any of the Oxides of Nitrogen
NPMRDS:	National Performance Management Research Dataset
NSP:	National Public Transportation Safety Plan
NTD:	National Transit Database
NTS:	National Transportation System
NTSB:	National Transportation Safety Board
OA:	Obligation Authority
OCI:	Overall Condition Index (used with pavement)
ODCR:	Office of Diversity and Civil Rights
O3:	Ozone
OTP	Office of Transportation Planning
PCI:	Pavement Condition Index
PHED:	Peak Hour Excessive Delay
PL:	Metropolitan Planning funds (federal)
PM:	Performance Measures
PMS:	Pavement Management System
PMUG:	Pavement Management User's Group
PPP:	Public Participation Program
PRC:	Project Review Committee
PRWORA:	Personal Responsibility and Work Opportunity Reconciliation Act
PSAC:	Project Selection Advisory Council
PTASP:	Public Transportation Agency Safety Plan
RIF:	Roadway Inventory Files
RFP:	Request for Proposal
RFQ:	Request for Qualifications
ROW:	Right of Way
RPA:	Regional Planning Agency
RSA:	Roadway Safety Audit
RTA:	Regional Transit Authority
RTACAP	Regional Transit Authority Capitol Assistance
RTP:	Regional Transportation Plan
SAFETEA-LU:	Safe, Accountable, Flexible and Efficient Transportation Equity Act
SCA:	State Contract Assistance
SD:	Structurally Deficient
SGR:	State of Good Repair
SHSP	Strategic Highway Safety Plan

SIP:	State Implementation Plan (for Air Quality)
SMS:	Safety Management System
SOV:	Single Occupancy Vehicle
SPR:	Statewide Planning and Research
SRTS	Safe Routes to School
STIP:	State Transportation Improvement Program
STBG:	Surface Transportation Block Grant Program
TAM:	Transit Asset Management Plan
TAMP:	Transportation Asset Management Plan (Highway)
TAP:	Transportation Alternative Program
TAZ:	Transportation Analysis Zone
TDC:	Transportation Development Credits
TDM:	Travel Demand Management
TEA-21:	Transportation Equity Act for the 21st Century
TEC:	Transportation Evaluation Criteria
TERM:	Transit Economic Requirements Model
TFPCC	Total Federal Participating Construction Cost
TI:	Transportation Improvement (in SAFETEA-LU)
TIP:	Transportation Improvement Program
Title VI	Title VI of the Civil Rights Act of 1964
TMA:	Transportation Management Association
TMC:	Turning Movement Count
TRB:	Transportation Research Board
TSM:	Transportation Systems Management
TTTR:	Truck Travel Time Reliability
ULB:	Useful Life Benchmark
UPWP:	Unified Planning Work Program
USDOT:	US Department of Transportation
UZA:	Urbanized Area
VMT:	Vehicle Miles of Travel
VOC:	Volatile Organic Compounds
WBDC:	Worcester Business Development Corporation
WEOEA:	Worcester Executive Office of Elder Affairs
WRA:	Worcester Redevelopment Authority
WRCC:	Worcester Regional Chamber of Commerce
WRTA:	Worcester Regional Transit Authority
YOE:	Year of Expenditure
3C:	Continuing, Comprehensive and Cooperative (planning process)

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