I am excited to present to you the Conference of Minority Transportation Officials (COMTO) 2016-2020 Strategic Plan. The objectives undertaken in this Strategic Plan reinforce COMTO’s commitment to identifying the needs of its members, reach potential members and increase membership in the organization. The opportunities stem from COMTO’s mission and vision to engage minority individuals, businesses, and communities of color through advocacy, knowledge sharing, learning, education and professional development. Each prospect has a goal and specific strategies that will be used to reach those goals. The data collected pinpoints areas where potential COMTO members can be impacted to gain occasions for support, training and improvement, growth and retention, and diversity and inclusion. By recognizing the opportunities and working toward these goals, together we can continue to strengthen COMTO.
STRATEGIC GOALS

- Transportation Advocacy
- Growth & Retention
- Training & Development
- Diversity & Inclusion
Board of Directors
Warren Montague, National Chair
Freddie Fuller II, 1st Vice Chair
Loretta Kirk, Secretary/Treasurer
Tanya Adams
Clinton B. Forbes
Mark Gale
GwenDolen Gray
Meshelle Howard
Frank Mesa
Emille Williams

President and CEO
A. Bradley Mims

Strategic Planning Committee
Adelee Le Grand (Chair)
Freddie Fuller II
Dianne Mendoza
Meshelle Howard
Sandra Dobson
Loraine Cargill
WHO WE ARE
The Conference of Minority Transportation Officials, founded in 1971, has grown to become the premier professional development and networking organization for minorities in leadership positions throughout the transportation industry.

MISSION
To provide opportunities in the transportation industry for minority participation and advancement, through advocacy training and professional development.

VISION
To serve as an advocate for minority inclusion in all aspects of the transportation industry.
TRANSPORTATION ADVOCACY

COMTO will grow by utilizing the resources available to enhance our brand, promote legislative action, and engage political officials through local chapters.

HOW WE DO IT:
1. Better use of traditional and social media outlets to enhance the use of our brand.
2. Promote legislative action that impacts COMTO’s key constituencies.
3. Provide resources to encourage local COMTO chapters to engage with local political leaders to promote the COMTO mission.

TRANSPORTATION ADVOCACY BY THE NUMBERS

24% COMTO partners with headquarters in major US cities

91 COMTO has the potential to increase membership through outreach efforts within the transportation advocacy groups.

385 POTENTIAL PARTNERS
COMTO has the potential to advertise with its partners by engaging local chapters to some 385 offices.
COMTO has the potential to increase membership by engaging the almost 3 million minorities in the U.S. that work in the transportation industry.
GROWTH AND RETENTION

COMTO will grow and diversify by providing scholarship and mentoring initiatives to minority youth interested in pursuing careers in transportation; tracking programs for former COMTO interns and scholarship recipients; encouraging and supporting current COMTO members; and promoting relationships between COMTO and MBE/DBEs.

How We Do It:
1. Create opportunities to offer annual scholarships and mentoring initiatives for middle, high school, and minority college students.
2. Create tracking programs to facilitate continued engagement of former COMTO interns and scholarship recipients.
3. Encourage and support the professional development of COMTO members by educating their employers about the COMTO mission.
4. Promote MBE/DBE advancement through COMTO’s corporate partners and stakeholders.

GROWTH & RETENTION BY THE NUMBERS

COMTO has the potential to increase membership by reaching out to and partnering with MWBE/DBEs

UNIVERSITY TRANSPORTATION CENTERS
located in cities near COMTO chapter locations throughout the US.

University transportation centers sponsored by USDOT

Transportation programs for middle and high school students including USDOT’s Pathways Program

University transportation centers at HBCUs
COMTO creates opportunities to offer annual scholarships and mentoring initiatives for middle, high school, and college students.
TRAINING & DEVELOPMENT

COMTO will provide members with training for career development through the COMTO Leadership Institute, various conferences and available workshops.

How We Do It:

1. Form strategic alliances with American Public Transportation Administration (APTA), the Transportation Research Board (TRB), WTS and other industry partners that serve as a resource for job opportunities and career development.
2. Promote conferences and workshops that help to grow COMTO’s footprint.
3. Encourage leadership training to promote professional growth and advancement.

COMTO has the potential to provide mentoring and training to the approximately 100,000 minority new hires entering the transportation industry. COMTO can also groom members to be prepared to apply for the nearly 6,000 available positions due to retirements.

TRAINING & DEVELOPMENT

BY THE NUMBERS

Transportation Workforce
Percentage of Employees by age group, 2015

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level (20-24)</td>
<td>6%</td>
</tr>
<tr>
<td>Mid Level (25-54)</td>
<td>67%</td>
</tr>
<tr>
<td>Senior Level (55-64)</td>
<td>26%</td>
</tr>
<tr>
<td>(65+)</td>
<td>5%</td>
</tr>
</tbody>
</table>

COMTO has the potential to provide mentoring and training to the approximately 100,000 minority new hires entering the transportation industry. COMTO can also groom members to be prepared to apply for the nearly 6,000 available positions due to retirements.

Total Number of Job Openings, Hires and Separations in the Transportation Sector, December 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPENINGS</td>
<td>161K</td>
</tr>
<tr>
<td>HIRINGS</td>
<td>226K</td>
</tr>
<tr>
<td>SEPARATIONS (INCLUDING RETIREES)</td>
<td>14K</td>
</tr>
<tr>
<td>WORKFORCE</td>
<td>6.5M</td>
</tr>
</tbody>
</table>

employees in transportation industry
COMTO will advocate for a diverse and inclusive workforce by educating stakeholders on diversity and inclusion; supporting legislation and initiatives; growing intern and leadership programs; and fostering business development.

**HOW WE DO IT:**

1. Educate corporate, state and federal stakeholders on the benefits of diversity and inclusion being incorporated in the workplace.
2. Support legislation and initiatives that protect and advance diversity and inclusion.
3. Continue to grow intern and leadership programs that ensure the sustainability and viability of diversity and inclusion programs.
4. Serve as a resource to foster business development opportunities for HUBS and MBE/DBEs.

**DIVERSITY & INCLUSION BY THE NUMBERS**

- **1.6M** small business employees in the transportation industry
- **1.2M** small firms in the transportation industry
- **4.8B** contracts awarded/committed to DBEs in 2014 and 2015 for small businesses and MWBE/DBEs.