



**Board of Directors | Executive Committee**

Wednesday, April 14, 2021 at 3:30 p.m.

Zoom Attendee Link:

<https://us02web.zoom.us/j/89905019291?pwd=RldydFc5L1ZYSktUd0pLM1pWZjlhUT09>

By phone: +1-646-558-8656 Webinar ID: 899 0501 9291 Passcode: 415996

**MEETING AGENDA**

AGENDA ITEM	PRESENTER	ACTION or INFORMATION
<p><b>1. Call Meeting to Order (3:30)</b></p>	<p>Hope Cahan, Board President &amp; Committee Chair</p>	<p>N/A</p>
<p><b>2. Public Comment (3:30-3:35)</b> The Executive Committee welcomes public comment. For items NOT listed on this agenda, the chair will recognize speakers at this point on the agenda. For items on the agenda, the chair will recognize public comment following the staff presentation. There is a three-minute time limit per citizen.</p>	<p>Hope Cahan, Board President &amp; Committee Chair</p>	<p>Information</p>
<p><b>3. Meeting Minutes (3:35-3:40)</b> The committee will be asked to approve meeting minutes from the February 10, 2021 Executive Committee meetings</p>	<p>Hope Cahan, Board President &amp; Committee Chair</p>	<p><b>ACTION</b></p>
<p><b>4. PACTS Initiatives and Reforms (3:40-4:10)</b> Staff will provide an update on the various PACTS initiatives including the now approved federal funding prioritization framework, committee restructuring, CARES Act funding and American Rescue Plan Act allocations, and Transit Together.</p>	<p>Greg Jordan METRO Executive Director</p>	<p>Information</p>
<p><b>5. Engagement with Transit Boards Chairs/Staff (4:10-4:35)</b> Board President Hope Cahan and staff will update the committee on a planned effort to open a dialogue between the board chairs and staff leadership of the various regional transit agencies.</p>	<p>Hope Cahan, Board President &amp; Committee Chair</p>	<p>Information</p>
<p><b>6. Agency Strategic Planning (4:35-4:55)</b> Staff will provide a proposed framework for completing a comprehensive agency strategic plan in alignment with the PACTS Transit Tomorrow long-range transit plan and in connection with the concurrent Transit Together project.</p>	<p>Greg Jordan METRO Executive Director</p>	<p>Information</p>
<p><b>7. Future Agenda Items (4:55-5:00)</b> Committee members may request future agenda items.</p> <ul style="list-style-type: none"> <li>• PACTS Initiatives and Reforms (Ongoing)</li> <li>• Agency Strategic Planning (Ongoing)</li> <li>• FTA Transit Agency Safety Plan (May)</li> <li>• Engaging New Stakeholders (TBD)</li> </ul>	<p>Hope Cahan, Board President &amp; Committee Chair</p>	<p>Information</p>

<p><b>8. Upcoming Meetings (5:00)</b></p> <ul style="list-style-type: none"> <li>• Ridership Committee – April 15, 2021 at 4:00 p.m.</li> <li>• Board of Directors – April 22, 2021 at 4:00 p.m.</li> <li>• Finance Committee – May 5, 2021 at 4:00 p.m.</li> <li>• Executive Committee – May 12, 2021 at 3:30 p.m.</li> </ul>	<p>Belinda Ray, Hope Cahan, Board President &amp; Committee Chair</p>	<p>Information</p>
<p><b>9. Adjournment (5:00)</b></p>	<p>Hope Cahan, Board President &amp; Committee Chair</p>	<p>N/A</p>

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## EXECUTIVE COMMITTEE

## AGENDA ITEM 6

### DATE

April 15, 2021

### SUBJECT

Agency Strategic Planning

### PURPOSE

Review proposed process and timeline for completing an updated strategic plan

### BACKGROUND/ANALYSIS

Under present leadership, Metro completed a strategic planning process in 2013 and 2016. Attachment A includes the primary output of the 2016 process which yielded a set of values, priorities and objectives. A 2019 process was commenced, but eclipsed by other priorities and ultimately delayed due to the onset of the pandemic.

With the completion of the region’s long-range transit plan, *Transit Tomorrow* and the May 2021 commencement of the *Transit Together* study, staff and the Executive Committee agreed to embark on a rebooted process to create an agency strategic plan. However, in light of the 12-18-month timeframe of the Transit Together study, and ongoing uncertainty caused by the pandemic, staff and the committee determined that an extended timeframe would be most appropriate while also allowing for substantial employee and stakeholder involvement.

Based on this general feedback and drawing from the Transit Cooperative Research Program’s publication on *Strategic Planning and Management in Transit Agencies (2005)* along with other resources, staff recommend the following preliminary framework and timeline for completing Metro’s next strategic plan. Staff may seek to have this process, or portions of it, planned and managed by a consultant.

Plan Element	Time Frame
<p>1. <b>Internal Agency Assessment</b> – this element calls for directors and managers to critically evaluate their divisions to determine strengths and weaknesses, business processes, inter-department functioning, communications, resource needs and recommended objectives.</p>	<p>Aug-Oct 2021</p>
<p>2. <b>Environmental Assessment</b> – this element asks the senior management team to conduct a future-oriented environmental assessment aimed at developing understanding of where public transit is going, what riders and top stakeholders want/need, funding opportunities/pressures, along with major risks and opportunities.</p>	<p>Oct-Dec 2021</p>

<p>3. <b>Establish Agency Mission/Vision</b> – following the work completed in steps 1 and 2, staff will engage the Board to reach consensus on Metro’s core mission and long-range vision.</p>	<p>Jan-Feb 2022</p>
<p>4. <b>Establish Guiding Principles</b> – following the work completed in step 3, staff will engage the Board to reach consensus on Metro’s guiding principles. <i>In contrast to core values which are generally overbroad, guiding principles more clearly help guide actions.</i></p>	<p>Feb-Mar 2022</p>
<p>5. <b>Establish Major Strategic Priorities</b> – based on the realities of the environment, no more than 2-3 strategic priorities that establish and crystalize the agency’s strategic posture for the next several years and which are the foundation for goals and objectives. <i>Examples of strategic priorities could include positioning the agency for future service expansion, adopting a decentralized mobility management approach, or pursuing dedicated transit funding.</i></p>	<p>Mar-Apr 2022</p>
<p>6. <b>Establish Major Goals/Objectives</b> – based on the development of strategic priorities, develop a limited set of challenging, but achievable goals, along with supporting objectives.</p>	<p>Apr-May 2022</p>
<p>7. <b>Develop Integrated Agency &amp; Unit Level Action Plans</b> – allow department heads and managers to engage their staff and develop action plans aimed at achieving mission, vision, strategic priorities, goals and objectives. Executive Director and Department Heads to ensure coordinated action across units to ensure <b>ALIGNMENT</b> and <b>ACCOUNTABILITY</b> in support of broader goals, and helps produce a ground-up agency implementation plan.</p>	<p>May-Jun 2022</p>
<p>8. <b>Financial and Resources Planning</b> – this element evaluates the agency’s strategic priorities, goals and objectives and prepares financial estimates and forecasts to be used for the FY 2023 budget year, the 2023-2027 CIP, and long-range financial plans. It is anticipated that aspects of this step would be included during the development of steps 5, 6 and 7.</p>	<p>Jun-Sep 2022</p>
<p>9. <b>Measure Progress/Performance &amp; Test Assumptions</b> – this element will develop how to measure progress on goals, establish key performance indicators and create a process and publication standards for communicating progress to the Board and public. Additionally, this element will be infused with a method for ongoing “strategic thinking” designed to routinely obtain environmental feedback in order to confirm/challenge the underlying assumptions driving priorities and goals.</p>	<p>Oct-Dec 2022</p>

As the above general approach and scope of work gets refined, staff will further operationalize the processes and activities needed for each element.

**FISCAL IMPACT**

Not known at this time. Consultant assistance if needed will be sourced within existing operating budget parameters, planning grant capacity or with additional funding.

**RECOMMENDATION**

This item is for information and input.

**CONTACT**

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**ATTACHMENTS**

Attachment A – Metro Strategic Plan 2016-2020

## STRATEGIC PLAN

(Rev. March 2016)

### MISSION

Provide safe, frequent, efficient, reliable, and affordable transportation throughout the Greater Portland Region.

### CORE VALUES

- We are committed to **SAFETY** – the safety of our customers, employees and the general public is priority number one.
- We are connected to our **CUSTOMERS** – Our customers are our top stakeholders in designing and providing a transit system that meets their transportation needs.
- We act with **INTEGRITY** – We work to uphold the highest standards of fairness, transparency, accountability, dependability and respect.
- We pursue **SUSTAINABILITY** – We strive to be responsible stewards of the environment and advocates of transit-oriented regional economic growth and a strong community.

### STRATEGIC PRIORITIES

#### Priority 1 – Maintain what we have

Protect today's service through a well-equipped and developed staff and properly maintained and managed physical assets.

#### Priority 2 – Increase service levels in Metro's core service area

Improve frequency and hours of operation where ridership demand reasonably warrants within the current service area.

#### Priority 3 – Improve the Customer Experience

Introduce enhancements that improve the customer experience including (for example) an electronic fare collection system, smart cards, mobile payment, automatic on-board voice announcements, on-board Wi-Fi, and upgraded bus shelters/transit centers.

#### Priority 4 – Expand the Metro Service Area

Based on demonstrated ridership demand, add service to areas within the Metro service area that lack transit service or introduce service to jurisdictions outside the current Metro service area.

## **MAJOR GOALS AND OBJECTIVES**

### **Provide High Quality Operations**

1. Develop and implement performance and asset management systems.

### **Achieve Long-term Financial Sustainability**

1. Complete fare policy review and implement Board approved fare adjustments and policies.
2. Continue to seek new funding sources and diversify sources of revenue
3. Implement concrete methods and benchmarks as part of an ongoing effort to contain costs.

### **Strengthen Metro's Organizational Capacity**

1. Continue to develop and support staff professional development, provide the resources to be successful and ensure sustainable work-loads.
2. Develop and implement plans to extend Metro's capacity through effective partnerships with member communities, partner agencies, and private/non-profit sector organizations.
3. Develop capacity to assist communities in prioritizing transit supportive policies through the community planning and property development processes.

### **Improve Transit Network Performance**

1. Develop and submit a transit agency consolidation plan to the City of South Portland.
2. Continue to advance and support regional strategies to make the transportation network more seamless for passengers.

### **Build Ridership**

1. Optimize bus routes and service levels based on smart transit planning principles balanced with local needs.
2. Seek funding and local commitments for improvements to route frequencies, span of service and expansions where it makes sense.
3. Procure and install an electronic fare payment/collection system.
4. Advance transit pass program initiative with University of Southern Maine.
5. Develop plans and secure funding to improve bus stops and overall transit accessibility.
6. Invest in creative branding and marketing approaches to raise awareness and excitement around expansion service, real-time bus arrival technology deployment and transit service generally.