

# Executive Committee

February 8, 2023 | 3:30 p.m. – 5:30 p.m.



## Onsite:

Greater Portland Transit District  
114 Valley Street, Conference Room A | Portland, ME 04102

## Remote:

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/85686361578?pwd=OTluMjRjY0Y5dTFUang0TzEzb1NtUT09>

Passcode: 822577 | Webinar ID: 856 8636 1578

Phone: (646) 558-8656 | Telephone participants: \*9 to raise hand, \*6 to unmute

## MEETING AGENDA

AGENDA ITEM	PRESENTER	ACTION or INFORMATION
<b>1. Call Meeting to Order (3:30)</b>	Mike Foley, Board President	N/A
<b>2. Public Comment (3:30-3:35)</b> The Executive Committee welcomes public comments at this time for items <u>not listed</u> on this agenda at this time. For items listed on the agenda, the chair will allow members of the public to comment following the staff presentation. There is a <i>three-minute time limit</i> per speaker. (Comments will be paraphrased in meeting minutes)	Mike Foley, Board President	Information
<b>3. Approval of Meeting Minutes (3:35-3:40)</b> Review and approve the minutes from the December 14, 2022 meeting of the Executive Committee.	Mike Foley, Board President	<b>ACTION</b>
<b>4. Review 2023-2024 Committee Assignments (3:40-3:50)</b> Committee assignments were distributed in January 2023. This item is an opportunity to briefly review and refresh members on the assignments for the 2023-2024 term.	Greg Jordan, Executive Director	Information
<b>5. Staffing Review (3:50-4:10)</b> The committee may vote to enter executive session to discuss a personnel matter, pursuant to 1 MRSA Section 405 (6) (A). Any action must be taken in public session. In public session, staff will present an update on agency staffing trends as well as changes to positions and organizational structure.	Greg Jordan, Executive Director	<b>ACTION</b>
<b>6. Agency Strategic Planning (4:10-4:40)</b> Staff will request input from the committee on the planning, agenda, and implementation of the Strategic Plan kick-off workshop, and subsequent workshops identified in the process.	Greg Jordan, Executive Director	Information

<p><b>7. Executive Director Performance Review Process (4:40-4:50)</b> Staff will brief the committee on the elements of the regular process to conduct the Executive Director’s annual performance evaluation.</p>	Greg Jordan, METRO Executive Director	Information
<p><b>8. Update on PACTS Items (4:50-5:00)</b> Staff will provide an update on current issues and projects under consideration at PACTS including Transit Together, ARPA funded projects, Rapid Transit Study, Connect2045, and upcoming processes to allocate annual formula funding and new formula “set-aside” funding.</p>	Greg Jordan, Executive Director	Information
<p><b>9. Maine Transit Association and Legislative Activities (5:00-5:15)</b> Staff will provide an update on the MTA’s work to develop a new strategic plan as well as other legislative initiatives being considered among various interest groups.</p>	Greg Jordan, Executive Director	Information
<p><b>10. Future Agenda Items (5:15-5:30)</b></p> <ul style="list-style-type: none"> <li>• Agency Strategic Planning (Ongoing)</li> <li>• PACTS Initiatives and Reforms (Ongoing)</li> <li>• Engaging New Stakeholders (Ongoing)</li> </ul>	Mike Foley, Board President	Information
<p><b>11. Upcoming Meetings (5:00-5:30)</b></p> <ul style="list-style-type: none"> <li>• Finance Committee – February 15, 2023 at 4:00 p.m.</li> <li>• Ridership Committee – February 14, 2023 at 4:00 p.m.</li> <li>• Board of Directors – February 23, 2023 at 4:00 p.m.</li> <li>• Finance Committee – March 1, 2023 at 4:00 p.m.</li> <li>• Executive Committee – March 8, 2023 at 3:30 p.m.</li> </ul>	Mike Foley, Board President	Information
<p><b>12. Adjournment (5:30)</b></p>	Mike Foley, Board President	N/A

*As of November 9, 2022 Greater Portland METRO is holding meetings of the Board of Directors (and its committees) in hybrid format, both in person at METRO’s offices and via webinar. The remote portions of all meetings are conducted in accordance with the requirements of [METRO’s Remote Participation Policy](#) (adopted August 25, 2022) as well as LD 1772, PL 2022 Ch. 666, and 1 MRSA Chapter 13, Subchapter 1.*



**Executive Committees Meeting  
December 14, 2022 at 3:30 p.m.  
DRAFT Meeting Minutes**

Municipality	Representative	Title	Attendance
Falmouth	Hope Cahan	President-Committee Chair	Present
Westbrook	Mike Foley	Vice President – Committee Vice Chair	Present
Portland	Paul Bradbury	Treasurer	Present
Yarmouth	Nat Tupper	Secretary	Present
<i>Vacant</i>	<i>Vacant</i>	Past President	n/a
Other Board Members Present			
Freeport	Bill Rixon	Community Member	Present
Portland	Ed Suslovic	Community Member	Present

Staff Present	Members of the Public
Greg Jordan, Executive Director Glenn Fenton, Chief Transportation Officer Mike Tremblay, Director of Transit Dev.	None

**Attendance roll call taken by Greg Jordan, Executive Director.**

- 1. With a quorum in place, the meeting was called to order at 3:31 p.m. by Hope Cahan, Board President.**
- 2. Public comment:** No members of the public were present.
- 3. Approval of November 9, 2022 Meeting Minutes**  
Nat Tupper made a motion to approve the November 9, 2022 meeting minutes. Paul Bradbury seconded the motion. After a roll call vote of the members present, the minutes were unanimously approved.
- 4. Metro Officer Selection**  
Greg Jordan presented information on the by-laws and past practice pertaining to officer selection and committee assignments, and updated the members on board member interest in serving in officer roles. The committee reached consensus on recommending to the full board a slate of proposed officers. During the discussion, Ed Suslovic inquired as to whether the board should consider term limits for officer roles. Greg Jordan responded that this is something we can assess and incorporate into the by-laws if needed.  
  
Mike Foley made a motion to recommend the following slate of officers to the full board: President, Mike Foley; Vice President, Nat Tupper; Treasurer, Paul Bradbury; Secretary, John Thompson. Paul Bradbury seconded the motion. After a roll call vote of the members present, the minutes were unanimously approved.

## **5. Strategic Planning Process**

Greg Jordan presented updated information on the proposed strategic planning process, including principally a schedule change. Members expressed support for the plan and changes. Nat Tupper expressed support for inviting regional transit partners to participate in some manner.

## **6. Partnership with the Town of Gorham**

Greg Jordan presented information on the milestones and timeline for reviewing Gorham's pilot transit service and the potential for joining the district as full members. Mr. Jordan also presented information on options for structuring the board's membership and voting weights in the event the town elects to join the district. Committee members inquired about impacts to cost allocation in the event Gorham joined the district. Mr. Jordan indicated that staff and the board will be revisiting cost allocation policies in 2023 and the method of attributing costs and revenues to Gorham would be assessed through that process.

## **7. Update on PACTS Items**

Greg Jordan presented information on various PACTS projects and issues, including the good news that the ARPA funding split letter has been signed by all the region's transit agencies.

## **8. Maine Transit Association and Legislative Activities**

Greg Jordan presented information on the MTA's work to develop a strategic plan and improve the capacity of the association to influence state policy, funding and legislation.

## **9. Future Agenda Items**

Ed Suslovic asked if the Board should consider broadening the geographic equity on Executive Committee. Greg Jordan responded that with officers being selected in December, and new committee assignments in January, there could be an opportunity to consider this.

Other future agenda items include:

- Metro Strategic Planning Effort
- PACTS Studies and Project Updates
- Engaging New Stakeholders

## **10. Upcoming meetings**

These are upcoming meetings as presently scheduled:

- Board of Directors – December 21 at 4:00 p.m.
- Finance Committee – January 4, 2022 at 4:00 p.m.
- Executive Committee – January 11, 2022 at 3:30 p.m.
- Ridership Committee – January 18, 2022 at 4:00 p.m.

## **11. Adjournment**

Mike Foley made a motion to adjourn the meeting. Paul Bradbury seconded the motion. After a roll call vote of the members present with all members voting in the affirmative, the meeting was adjourned at 4:48 p.m.

## EXECUTIVE COMMITTEE

## AGENDA ITEM 4

### DATE

February 8, 2023

### SUBJECT

Board Committee Assignments

### PURPOSE

Review final committee 2023-2024 committee assignments, chair roles, and options for creating committee level work plans and committee board reports.

### BACKGROUND/ANALYSIS

Table 1 below outlines the committee assignments for 2023-2024. Current meeting schedules are noted for each committee. The chair positions for Ridership and Finance committees have been established. At their first meetings of the year, each committee will be asked to select a member to serve as vice-chair.

<b>Executive Committee</b>			
<b>Member</b>	<b>Municipality</b>	<b>Role</b>	<b>Voting Weight</b>
<i>Mike Foley</i>	<i>Westbrook</i>	<i>President &amp; Chair</i>	<i>1.0</i>
Nat Tupper	Yarmouth	Vice President & Vice Chair	1.0
Paul Bradbury	Portland	Treasurer	1.6
John Thompson	Westbrook	Secretary	1.0
Hope Cahan	Falmouth	Past President	1.0
<i>Current Meeting Schedule: 2nd Wednesday at 3:30pm</i>			
<b>Finance Committee</b>			
<b>Member</b>	<b>Municipality</b>	<b>Role</b>	<b>Voting Weight</b>
<i>Paul Bradbury</i>	<i>Portland</i>	<i>Chair</i>	<i>1.6</i>
Ryan Leighton	Brunswick	Member	1.0
Jeff Levine	Portland	Member	1.6
John Thompson	Westbrook	Member	1.0
Nat Tupper	Yarmouth	Member	1.0
<i>Current Meeting Schedule: 1st Wednesday at 4:00pm</i>			
<b>Ridership Committee</b>			
<b>Member</b>	<b>Municipality</b>	<b>Role</b>	<b>Voting Weight</b>
Pious Ali	Portland	Member	1.6
Merrill Barter	Falmouth	Member	1.0
<i>Hope Cahan</i>	<i>Falmouth</i>	<i>Chair</i>	<i>1.0</i>
Prosper Lohomboli	Westbrook	Member	1.0
Bill Rixon	Freeport	Member	1.0
Ed Suslovic	Portland	Member	1.6
Andrew Zarro	Portland	Member	1.6
<i>Current Meeting Schedule: TBD</i>			

Completion of the strategic plan may establish the need for different or new committees, these will not be identified until late 2023.

In the meantime, staff recommends that each committee work with its membership and staff support to develop baseline workplan for 2023. Additionally, staff recommend reinstating a past practice of having committee chairs (supported by staff) provide a committee report to the board at each board meeting. These suggestions are meant to create greater intentionality and focus for the committees and staff as well as offer opportunities for greater engagement by board members.

**FISCAL IMPACT**

None.

**PRIOR COMMITTEE REVIEW**

Executive Committee: December 14, 2022 – For information.

**RECOMMENDATION**

This item is for information.

**CONTACT**

Greg Jordan  
Executive Director  
207-517-3025  
[gjordan@gpmetro.org](mailto:gjordan@gpmetro.org)

**ATTACHMENTS**

None.

## EXECUTIVE COMMITTEE

## AGENDA ITEM 5

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### DATE

February 8, 2023

### SUBJECT

Strategic Planning Process

### PURPOSE

Staff seeking the committee's input on a revised project schedule for the completing the strategic planning process.

### BACKGROUND/ANALYSIS

The project management plan for the strategic planning process is attached.

The kick-off meeting, originally planned to be held as part of the February 23, 2023 board meeting, is proposed to be moved to the March 23, 2023 board meeting.

The reason for the change is to help ensure all board members can attend. The week of the February board meeting is school vacation week and staff understand that not all board members may be available to attend this meeting. Additionally, staff are seeking to secure a large enough meeting space with strong transit access. The Portland Public Library is the best location and that space is not available on February 23<sup>1</sup>.

As part of this item, staff are seeking committee member input on the agenda for the kick-off meeting. The kick-off meeting will be primarily a listening session for board members. Future meetings will be in a workshop format with professional facilitation provided.

Proposed agenda items for the kick-off meeting will include:

- 1. Review purpose, process, and milestones for completing the strategic plan (15 min.)**
- 2. Report on state of public transit (45 min.):**
  - a. Presentation on public transit at the national level – trends, opportunities, threats, and emerging consensus on best practices and new approaches to providing mobility in urban/suburban areas.

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<sup>1</sup> The February 23 board meeting will still be held for the purpose approving the final 2023 operating budget.

- b. Summary of principal goals and recommendations stemming from PACTS/GPCOG’s recent planning studies including Connect 2045, Transit Tomorrow, Transit Together, and other relevant studies that helping align funding and action.
- c. Review existing conditions on Metro’s services, ridership, infrastructure, costs and funding, and organization.

**3. Staff/consultant presentation on results of rider/non-rider survey (45 min.).**

**4. Public comment period (60 min.):** riders, key stakeholders, and interested parties will be invited to speak to the board on the priorities we should consider when adopting a strategic plan, and provide input on the process we should undertake to complete it.

*The March 23 meeting will be noticed and promoted to the public at least 15-30 days in advance so that written comments may be submitted. These will be read at the board meeting and will be followed by in-person comments for people attending remotely and on site. Metro will directly invite key stakeholders and other interested parties to attend or submit written comments.*

**5. Board discussion (15 min.)** – proposed to be limited to major reactions or questions for staff follow-up, key take-aways, and suggestions on any process modifications.

**FISCAL IMPACT**

None.

**PRIOR COMMITTEE REVIEW**

Executive Committee – December 12, 2022 – For Information

**RECOMMENDATION**

This item is for information and discussion.

**CONTACT**

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**ATTACHMENTS**

Attachment A – Strategic Planning Process.





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## METRO 2030 Strategic Planning Process Draft Scope of Work

### Project Purpose

With the completion of Metro's previous 2016-2020 Strategic Plan as well as the completion of region's long-range transit plan, *Transit Tomorrow*, and the commencement of Transit Together study, this agency will embark on a process to create an agency strategic plan. The purposes of the effort are 1) clarify and document what Metro should set out to achieve by 2030, and 2) position and structure the agency to achieve approved goals.

### Scope of Work

#### Task 1. Research Phase, Survey Work, Public Engagement (Nov 2022-Mar 2023)

General Scope: This element asks the senior management team, with consultant assistance if needed, to conduct research on the state of the industry 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.

The major elements of this task will include:

- A. A literature review and state of the industry assessment based on planning and studies completed by GPCOG/PACTS, including Transit Tomorrow and Transit Together, as well as research and information compiled by the Transit Cooperative Research Program (TCRP), National Center for Transit Research, APTA, Transit Center, FTA and various other research institutions and peer agencies.
- B. Local survey research to assess the changing travel habits and mobility needs and preferences among current riders and non-riders, as well as local businesses, social service agencies, tourism entities, and stakeholder groups.
- C. Metro's stakeholders and riders to be invited to submit written comments and/or present their comments to a workshop of the Board of Directors. Board workshop to be scheduled for the March 2023.

**A Final Report will summarize information gathered during Tasks 1A, 1B and 1C and will be provided to the Board for reference during future phases of the process.**

**Task 2. Establish Agency Mission/Vision/Guiding Principles (Mar-Apr 2023)**

General Scope: Following the work completed in step 1, staff will engage the Board to reach consensus on Metro's core mission, long-range vision and guiding principles (or values). In contrast to core values which are generally overbroad, guiding principles more clearly help guide actions.

- This element of the process will be facilitated by a consultant with skills in developing consensus out of complex information, multiple stakeholders, and diverse views.
- Staff will design a process that involves Metro staff and stakeholders and will rely on survey work to provide input from riders/non-riders.

**Task 3. Service & Capital Development Plan (Apr-May 2023)**

General Scope: Based on results of Tasks 1 and 2 and in connection with recommendations stemming from PACTS' Transit Together study and Rapid Transit Study, staff will develop non-fiscally constrained service/mobility development and capital improvement plans for the 2023-2030 timeframe.

**Task 4. Comprehensive Agency Assessment (May-Jun 2023)**

General Scope: This element requires Metro staff to critically evaluate the agency's capacity (as well as deficits) to achieve the goals of the Service & Capital Development Plan. This task will be completed with a combination of internal staff work supported by either APTA Peer Reviews or consultant assistance.

- As part of this work, staff will develop a plan for structuring and resourcing the organization so it is able to achieve the agency's long-range goals. As part of this task, staff will estimate cost impacts and devise a funding strategy to achieve recommended organizational changes.

**Task 5. Financial and Resources Planning (May-Jun 2023)**

General Scope: This element evaluates the costs and revenue needs associated with the Service & Capital Development Plan and recommended organizational changes. This task is positioned at this point in the process so that cost containment, revenue generation and funding strategies can be elevated as part of the subsequent Strategic Priorities and Goals-Objectives phase (Task 6).

**Task 6. Establish Major Strategic Priorities & Goals-Objectives (Jun-Aug 2023)**

General Scope: Based on the realities of the environment, the scope of the Service & Capital Development Plan, the agency's current capacity and funding needs, this element will develop 3-5 strategic priorities for the agency.

- These priorities should establish and crystalize the agency’s strategic posture through 2030 and should be the foundation for goals and objectives. Examples of strategic priorities could include positioning the agency for future service expansion, adopting a decentralized mobility management approach, pursuing dedicated transit funding.
- Based on the Service & Capital Development Plan and strategic priorities, develop a limited set of challenging, but achievable goals, along with supporting objectives. Goals and objectives will adhere to the SMART model by being **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound.

**Task 7. Measure Progress/Performance & Test Assumptions (Aug-Sep 2023)**

General Scope: 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.

**Task 8. Implementation Planning (Sep-Oct 2023)**

General Scope: Develop Integrated Agency & Unit Level Action Plans. 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 assess **ORGANIZATIONAL DEVELOPMENT** needs and ensure coordinated action across units to ensure **ALIGNMENT, COLLABORATION** and **ACCOUNTABILITY** in support of broader goals.

**Task 9. Final Report**

General Scope: Generate final report to be approved by Board of Directors (October 2023).



**EXECUTIVE COMMITTEE**

**AGENDA ITEM 7**

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**DATE**

February 8, 2023

**SUBJECT**

Executive Director Annual Performance Evaluation

**PURPOSE**

Review process for Executive Director's annual performance review.

**BACKGROUND/ANALYSIS**

Materials related to the process for conducting the Executive Director's annual performance evaluation are included in the attachments. The major elements and milestones of the process are outlined in the Executive Director's contract with the board. The process outlined in Attachment A is drawn directly from the contract, but includes additional detail and the major areas of focus as determined by past Executive Committees and Boards.

**FISCAL IMPACT**

None.

**RECOMMENDATION**

This item is for information and discussion.

**CONTACT**

Greg Jordan  
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**ATTACHMENTS**

Attachment A – Executive Director's 2023 Performance Evaluation Process  
Attachment B – Board Member Evaluation Form

# **Executive Director Performance Evaluation 2023 Process**

## **Part 1: ED Self-Evaluation**

By February 15 of each year the Executive Director will submit to the Board a self-evaluation covering the period of the prior calendar year as well as an evaluation form to be completed by individual board members. As part of this evaluation, the ED will report results of key performance indicators where applicable and provide a status report on major projects and initiatives.

## **Part 2: Board Assessment**

Following receipt of the ED's Self-Evaluation, Board members shall be asked to provide their satisfaction level and comments in the following four (4) areas and submit these to the Board President no later than March 1:

- a) In reference to the ED's Self-Evaluation, how satisfied are you that Metro is making progress on its goals?
- b) How satisfied are you that the ED works effectively with Board chairs, committees and the Board as a whole?
- c) How satisfied are you that the ED and staff submit committee and Board materials that are professional, accurate and provide sound information and analysis to make informed policy decisions?
- d) How satisfied are you that the ED maintains a positive professional reputation in the local community and cultivates effective relationships with public officials, stakeholders, residents, customers and other relevant community organizations?

## **Part 3: Metro Senior Staff Assessment**

During the month of March of each year, the Board President (or his/her designee) will interview the department heads who report to the ED for the purpose of gathering information on the following questions – staff will be asked for a general satisfaction level and any substantiating comments:

- a) How satisfied are you that the ED listens to and works effectively with Metro employees?
- b) How satisfied are you that the ED has taken steps to build and support a healthy and productive work environment?
- c) How satisfied are you that the ED has taken appropriate steps to engage all levels of staff on the achievement of Metro's goals and objectives?
- d) How satisfied are you that the ED has taken steps to develop policies and systems that hire and promote the best qualified staff?
- e) How satisfied are you that the ED has taken steps to provide effective employee professional development?

- f) How satisfied are you that the ED has taken steps to implement policies and systems that emphasize organizational and individual accountability for actions and results?

**Part 4: Executive Committee Final Assessment**

Before April 1 of each year, the Board President will assemble results from Parts 1-3 of the evaluation and confer with the Executive Committee on a final composite assessment at its April meeting. The final assessment will be organized around the following elements:

- a) Narrative summary of overall performance including:
  - *Performance advancing goals and objectives.*
  - *Full Board assessment on board management and external relations.*
  - *Staff assessment on organizational leadership.*
- b) Affirmation of strengths and achievements.
- c) Discussion of areas for improvement.
- d) Suggestions for professional development.

**Part 5: Final Board Review**

Before May 1 of each year, the Executive Committee will present the Final Assessment to the Board of Directors for review and acceptance.

# BOARD MEMBER EVALUATION FORM

## Part 2: Board Assessment

Following receipt of the ED's Self-Evaluation, Board members shall be asked to provide their satisfaction level and comments in the following four (4) areas and submit these to the Board President no later than March 1:

- a) In reference to the ED's Self-Evaluation, how satisfied are you that Metro is making progress on its goals?**

Please check one:

Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied

Comments:

- b) How satisfied are you that the ED works effectively with Board chairs, committees and the Board as a whole?**

Please check one:

Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied

Comments:



# BOARD MEMBER EVALUATION FORM

c) **How satisfied are you that the ED and staff submit committee and Board materials that are professional, accurate and provide sound information and analysis to make informed policy decisions?**

Please check one:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied

Comments:

d) **How satisfied are you that the ED maintains a positive professional reputation in the local community and cultivates effective relationships with public officials, stakeholders, peer agencies, residents, customers and other relevant community organizations?**

Please check one:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied

Comments:

**Board Member Name:**