# Updating
# Metro's Strategic Plan

Regional Transit Committee

January 15, 2020

BECOMING A MOBILITY AGENCY

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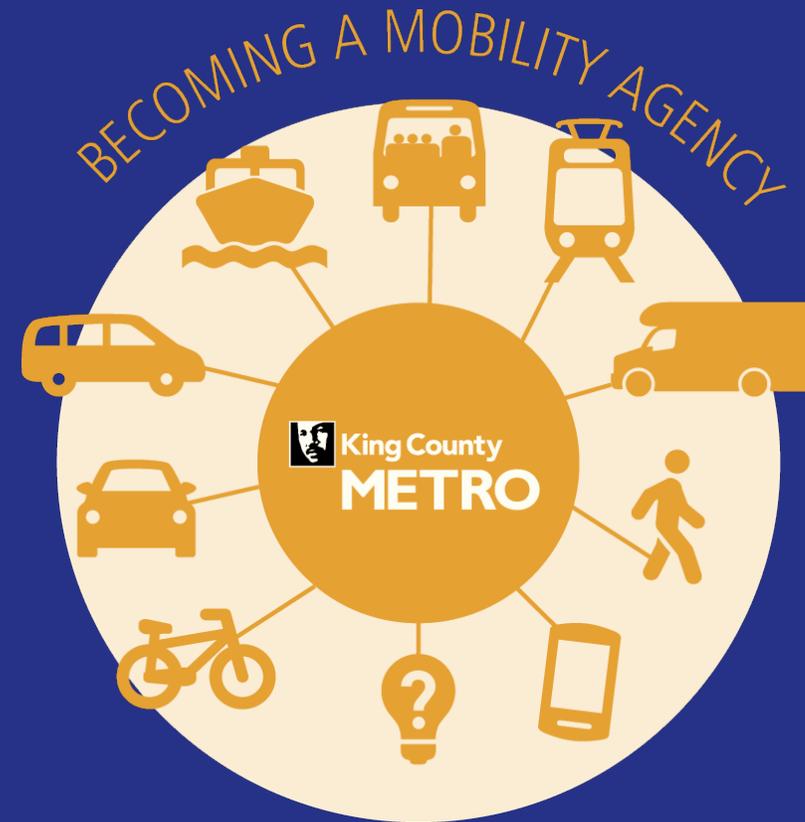
# Metro's policies guide our actions

- Metro's policy documents (Strategic Plan, Service Guidelines, Long-range Plan) help us carry out our mission

- They guide our actions and measure our progress

- Metro's policies cover day-to-day operations as well as planning for the future

- Our policies are developed through community engagement, then reviewed, revised and adopted by the Regional Transit Committee and King County Council

✓ HEALTHY COMMUNITIES
✓ THRIVING ECONOMY
✓ SUSTAINABLE ENVIRONMENT

# Three policy documents to update
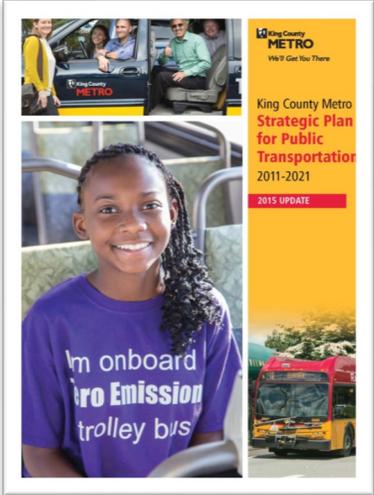
**STRATEGIC PLAN**
Goals, strategies, objectives
Performance measures
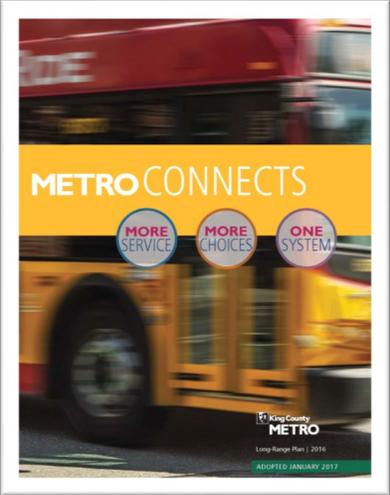
**METRO CONNECTS**
Long-range plan
Vision for service in 2040
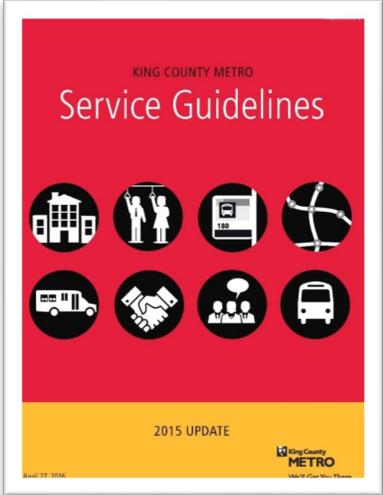
**SERVICE GUIDELINES**
How service is put on the road
Formulas to add, reduce service

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# Strategic Plan

- Strategic Plan outlines Metro's <u>goals</u>, the <u>strategies</u> and <u>objectives</u> to achieve them, <u>measures</u> to determine if we are succeeding

- Current goals are:

  1. Safety
  2. Human potential
  3. Economic growth & built environment
  4. Environmental sustainability
  5. Service excellence
  6. Financial stewardship
  7. Public engagement & transparency
  8. Quality workforce

# UPDATES: Strategic Plan

Updates will:

- **Align** goals, strategies and objectives with the Mobility Framework's Guiding Principles and recommendations

- **Include** updated information on:
  - Marine Division
  - Climate goals
  - Innovation
  - Equitable transit oriented development policy

- **Simplify** performance measures, align them with policy drivers, and make them more transparent (online dashboard)



Attachment A

**King County METRO**
*We'll Get You There*

King County Metro
**Strategic Plan for Public Transportation**
2011-2021

**2015 UPDATE**

# Focus for Review: Strategic Plan

Key areas for feedback today are:

- **Proposed goals, strategies, objectives**
  Will they provide comprehensive policy guidance for Metro and align with the Mobility Framework?

- **Proposed performance measures**
  Will they provide constituents with an easy-to-understand overview of Metro's performance?



Attachment A

King County METRO
We'll Get You There

King County Metro
**Strategic Plan for Public Transportation**
2011-2021
**2015 UPDATE**

# Guiding Principles ➡ Strategic Plan Goals

| Mobility Framework Guiding Principles... | REPLACE existing Strategic Plan Goals |
| --- | --- |
| 1. Invest where needs are greatest | Goal 2. Human Potential |
| 2. Address the climate crisis & environmental justice | Goal 4. Environmental Sustainability |
| 3. Innovate equitably and sustainably | --- |
| 4. Ensure safety | Goal 1. Safety |
| 5. Encourage dense, affordable housing near transit | Goal 3. Economic Growth & Built Environment |
| 6. Improve access to mobility | -- |
| 7. Provide fast, reliable, integrated mobility services | Goal 5. Service Excellence |
| 8. Support our workforce | Goal 8. Quality Workforce |
| 9. Align our investments with equity, sustainability, and financial responsibility | Goal 6. Financial Stewardship |
| 10. Engage deliberately and transparently | Goal 7. Public Engagement & Transparency |

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# New, Streamlined Measures

- Existing Strategic Plan has 68 performance measures

- Tracking this many measures is difficult and limited (one report every other year)

PROPOSAL:

- **Simplify** Strategic Plan performance measures *(Metro will still track many measures, but only a small group would be featured in Strategic Plan)*

- **Align** with Mobility Framework and key policy drivers

- **Track** through an online dashboard that is accessible to the community 24/7

| MEASURES | TREND |
|----------|-------|
| **GOAL 1: SAFETY** | |
| 1 Preventable accidents per million miles | ⊖ |
| 2 Operator and passenger incidents and assaults | ⓘ |
| 3 Customer satisfaction regarding safety and security | ⊖ |
| 4 Effectiveness of emergency responses | ⬤ |
| **GOAL 2: HUMAN POTENTIAL** | |
| 1 Population living within a quarter-mile walk to a transit stop | ⊖ |
| 2 Percentage of households in low-income census tracts within a quarter-mile walk to a transit stop | ⊖ |
| 3 Percentage of households in minority census tracts within a quarter-mile walk to a transit stop | ⊖ |
| 4 Number of jobs within a quarter-mile walk to a transit stop | ⊕ |
| 5 Percentage of households within a half-mile walk to a transit stop with frequent service | ⊕ |
| 6 Number of jobs within a half-mile walk to a transit stop with frequent service | ⊕ |
| 7 Number of students at universities and community colleges within a quarter-mile walk to a transit stop | ⓘ |
| 8 Average number of jobs accessible within 30 minutes countywide | ⊖ |
| 9 Average number of households accessible within 30 minutes countywide | ⊖ |
| 10 Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/industrial centers, and transit activity centers | ⊖ |
| 11 Vanpool boardings | ⊕ |
| 12 Transit mode share by market | ⊕ |
| 13 Student and reduced-fare permits and usage | ⓘ |
| 14 Accessible bus stops | ⊖ |
| 15 Access registrants | ⊖ |
| 16 Access boardings/number of trips provided by the Community Access Transportation (CAT) program | ⊖ |
| 17 Requested Access trips compared with those provided | ⓘ |
| 18 Access applicants who take fixed-route travel training | ⓘ |
| **GOAL 3: ECONOMIC GROWTH AND BUILT ENVIRONMENT** | |
| 1 All public transportation ridership in King County | ⊕ |
| 2 Transit rides per capita | ⊖ |
| 3 Ridership in population/business centers | ⓘ |
| 4 Employees at CTR sites sharing non-drive-alone transportation modes during peak commute hours | ⊕ |
| 5 Employer-sponsored passes and usage | ⊕ |
| 6 Park-and-ride capacity and utilization | ⊖ |
| 7 Passenger miles traveled in HOV lanes | ⊖ |

# Best Practices and Case Study Research

## Key Findings

- Use a narrow set of performance measures to determine if department goals are being met

- Engage with constituents and partner organizations

- Commit to transparency

- Be accountable

- Organize data resources

Greenlining Institute's Mobility Equity Framework uses 12 mobility indicators to assess project performance through the process at right

Step 3

Step 2

Step 1

Voting

Project Proposals

Prioritization of Projects

Equity Analysis of Projects

Community Brainstorms Project Ideas

Educate Community on Mobility Equity

Determine Community-Identified Mobility Needs
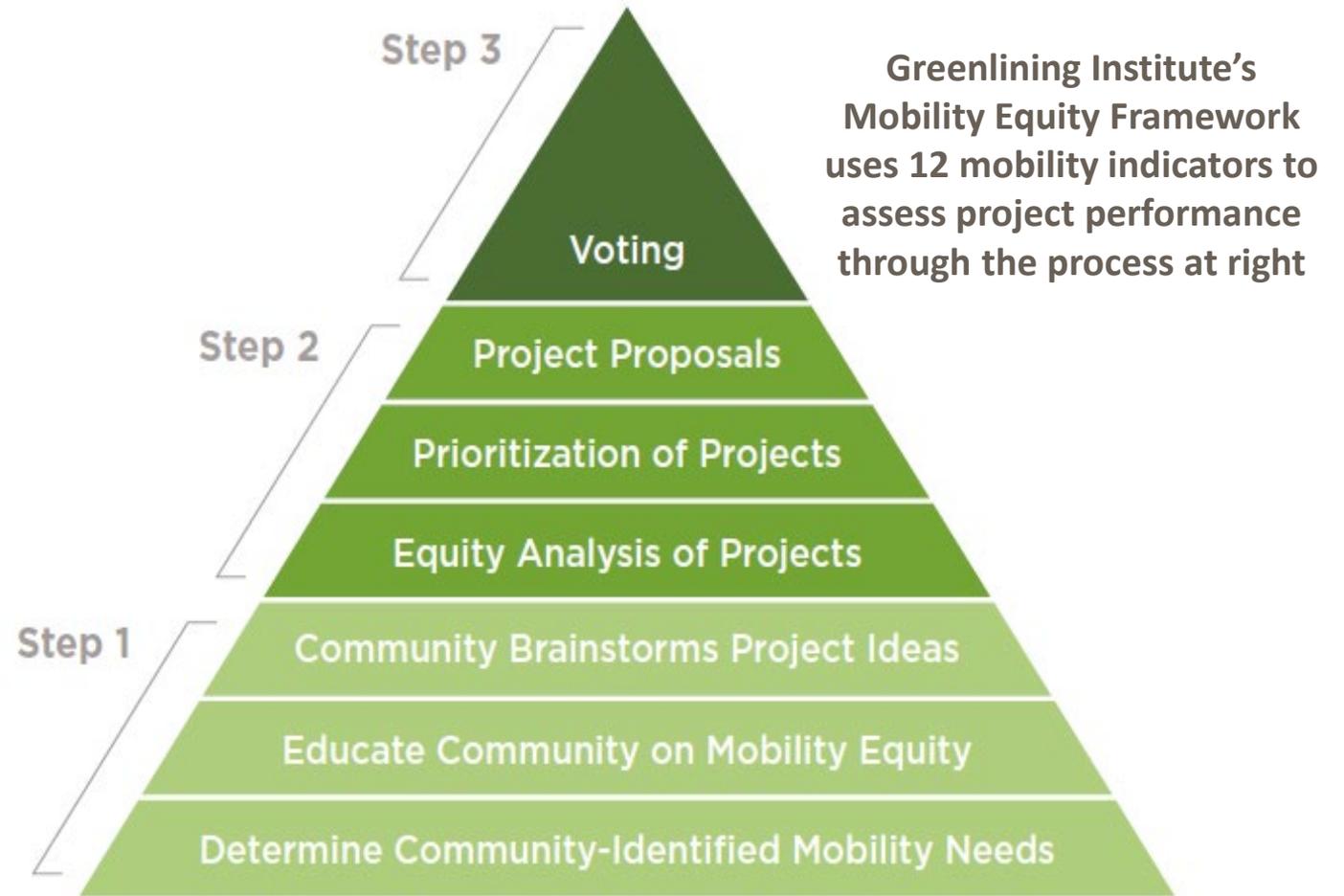
# Best Practices and Case Study Research

## Key Opportunities

- Alignment with agency goals

- Right-sizing metrics

- Data transparency

- Data management

*MBTA and SFMTA performance dashboards focus on core metrics and increase data transparency*

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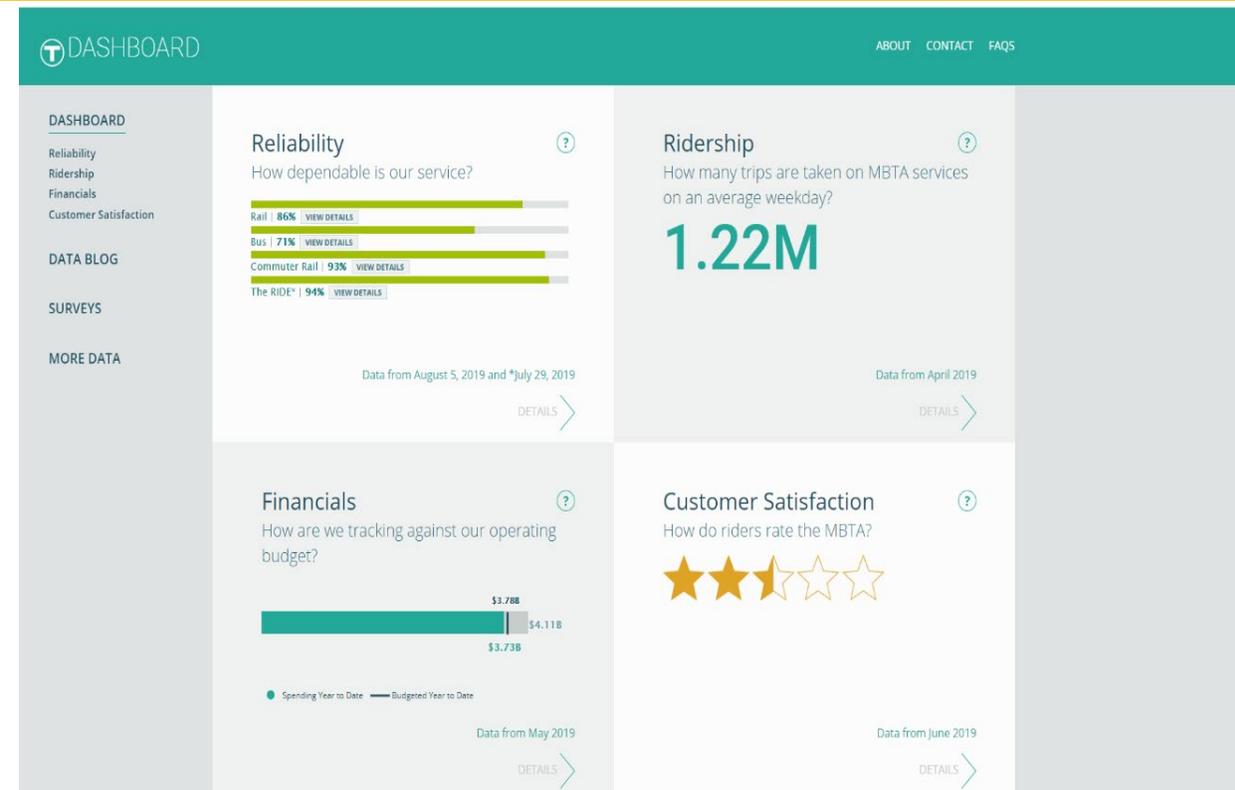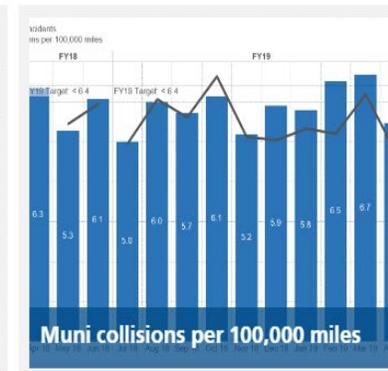
# Questions to Consider

- Should anything else be added in the transition from the existing Strategic Plan to the new one?

- In the following slides, are there performance measures that feel more or less important to you?

- If the performance measures in the following slides were available 24/7 in an online dashboard, would they give you and your constituents an appropriate level of information about Metro?

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# Theme Area: Investments

| New GOAL | GOAL 1:<br>Invest where<br>needs are greatest | GOAL 4:<br>Ensure safety | GOAL 9:<br>Align investments with<br>equity, sustainability,<br>financial responsibility |
|---|---|---|---|
| **Potential Objectives & Strategies** | • Prioritize areas where needs are greatest so people can easily get to jobs and opportunities<br>• Develop an income-based fare and other means to ensure affordability | • Provide a safe and secure experience for passengers, communities, and Metro employees | • Budget and invest to advance equity, sustainability, and responsibility<br>• Exercise sound financial management and ensure Metro's long-term financial sustainability<br>• Track delivery of capital assets and adherence to budget targets |
| **Potential Performance Measures** | • Average number of jobs and households accessible within 30 minutes<br>• % ORCA LIFT (or income-based fare) enrollees vs eligible<br>• Number of ORCA LIFT trips | • Preventable accidents per million miles<br>• Customer perception of safety (from Rider/Non-Rider survey) | • Cost per: Boarding, Vehicle Hour, Revenue Mile, Vehicle Mile<br>• Farebox Recovery<br>• Capital budget and schedule variance |

# Theme Area: Surrounding Land Use

| New GOAL | GOAL 2: Adress the climate crisis & environmental justice | GOAL 5: Encourage dense, affordable housing in urban areas near transit | GOAL 6: Improve access to mobility |
|---|---|---|---|
| **Potential Objectives & Strategies** | • Reduce demand for single-occupancy and high-emissions transportation modes<br>• Help King County achieve its greenhouse gas (GHG) emissions reduction goals | • Work to minimize displacement and increase affordable housing options in urban areas near transit by partnering with local jurisdictions and other organizations | • Ensure equitable and efficient use of public space to prioritize access to mobility services<br>• Partner to increase access to and awareness of transportation choices to increase ridership |
| **Potential Performance Measures** | • Vehicle miles traveled (VMT) per capita<br>• Overall carbon dioxide (CO2) emissions vs target | • Total number of housing units within ¼ mile of transit areas<br>Affordability of units within ½ mile of existing and planned frequent transit service | • Accessible bus stops as % of total<br>• Percent of households within ¼ miles walk to transit stop OR ½ mile of frequent service (total and priority populations) |

# Theme Area: Innovation

| New GOAL | GOAL 3:<br>Innovate equitably and sustainably | GOAL 7:<br>Provide fast, reliable, integrated mobility services |
|---|---|---|
| Potential Objectives & Strategies | • Implement and partner on innovative new services and emerging technologies in ways that complement transit and use public space equitably and efficiently | • Partner to grow and deliver an integrated regional network of traditional and innovative transportation services that moves people quickly and reliability and increases ridership |
| Potential Performance Measures | • Cost per ride and number of rides: Community Connections, Community Ride, Community Shuttle | • Ridership<br>• On-time performance<br>• Crowding<br>• Trip delivery (trips completed) |

# Theme Area: Workforce

| New GOAL | GOAL 8:<br>Support our workforce |
|---|---|
| Potential Objectives & Strategies | • Attract, recruit, and retain quality employees |
| Potential Performance Measures | • Employee engagement (by type of job) |

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# Theme Area: Engagement

| New GOAL | GOAL 10:<br>Engage deliberately and transparently |
|---|---|
| Potential Objectives & Strategies | • Use meaningful, inclusive, and community-driven approaches to develop, provide, and evaluate mobility choices and supporting infrastructure |
| Potential Performance Measures | • Customer satisfaction (from Rider/Non-Rider survey) |

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# Next Steps

- Seek feedback on the proposed goals, strategies, objectives, and performance measures

- Prepare an updated draft of the Strategic Plan

- Develop a dashboard to track the high-level measures from the Strategic Plan

- Transmit proposed Strategic Plan

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# Closing and Questions

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