

January 2021: Strategic Plan Handout

Notes:

- Though the recommendations for the proposed goal areas will not change, the proposed objectives, outcomes, strategies, and measures may change as Metro continues its engagement and work to streamline and develop the final Strategic Plan. Metro will work with the King County Executive to transmit an updated Strategy Plan by the end of July 2021.
- As part of Metro’s commitment to honoring the guiding principles of the Mobility Framework, new goal areas are listed in the order in which they were included in the Mobility Framework. Since the Equity Cabinet did not intend to prioritize one over the other, and to respond to input from stakeholders about confusion regarding the numbers, the new goals are not numbered.
- “Priority populations” refers to the five populations outlined in the summary of Metro’s Mobility Framework, adopted by the King County Council in 2020. They include black, indigenous, and people of color, low and no-income people, immigrants and refugees, limited English speaking communities, and people with disabilities.
- Metro intends for its updated Strategic Plan to align with other policy documents, including the King County Equity and Social Justice Strategic Plan, King County Strategic Climate Action Plan, Metro Connects, Metro’s Service Guidelines, and Metro’s fund management policies.
- The Strategic Plan covers a 10-year horizon (currently 2011-2021, updated plan will be 2021-2031). Given Metro’s current funding situation, many of these strategies will be harder to achieve immediately, but Metro will continue to work towards them.
- Generally, Metro aims to have approximately three measures per goal, focused on measuring progress towards the outcomes. Some goals have more measures than others. Metro is recommending the best measures per goal, which means some outcomes have more than one measure, while others have none.
- After the adoption of the updated Strategic Plan, Metro will work internally and with stakeholders to determine targets for measures as appropriate.
- Metro is still working to determine which measures can be broken down by priority populations and/or other demographics. Metro will do that when possible.
 - For Rider/Non-Rider survey data, Metro will aim to report data by the general population and four of the priority populations (black, indigenous, people of color, low and no-income, limited-English speaking communities, and people with disabilities). Data for immigrants and refugees/foreign-born individuals is not available. This is indicated by an * in the measures below.

Goal	Objective(s)	Outcome(s)	Strategies	Measures (focused on outcomes)
Investments are made upstream and where needs are greatest.	Invest in and measure the outcomes of services, programs, and improvements in geographic areas, at times of day, and within priority populations where there are unmet needs. Lead with racial justice.	Priority populations have greater access to mobility products and services and can use them to meet their needs.	Use a targeted universalism approach and lead with race, prioritizing services, programs, policies, and products that benefit priority populations to improve prosperity for King County as a whole. Regularly evaluate the unmet needs of priority populations and how populations are shifting across King County. Prioritize service in geographic areas that have highly dense, transit-supportive development; a high proportion of priority populations; and limited mid-day and evening service.	Proximity to transit (frequent and infrequent service), for priority populations and other populations (<i>likely including percentage of populations and map</i>) Commute times (from Rider/Non-rider survey, broken down by priority populations* and all riders county wide)
	Create and promote products, services, programs and partnerships that make services and programs accessible, easy to understand, and easy to use.	Metro reduces barriers to mobility.	Engage with communities to understand cost and non-cost barriers to transit ridership. Develop, evaluate, adjust, and market products, services, and programs that address barriers and increase mobility, especially among priority populations. Continue evaluating and building on Metro’s income-based approach to fares to ensure affordable, equitable access to mobility for those who need it most.	Number of reduced fare trips (youth, RRF, ORCA LIFT, annual subsidized pass, ADA paratransit)
Meaningful progress in addressing the climate crisis and environmental justice	Reduce demand for single-occupancy and high-emissions transportation modes and increase transit ridership.	Transportation-related emissions decrease, in part because fewer people drive alone, and more people ride transit.	Provide increased transit frequency, as funding allows. Prioritize investments in services and routes that will reduce greenhouse gas emissions, balancing ridership and climate priorities with other identified investment needs. Support equitable policies and programs for pricing vehicle usage to disincentivize driving alone.	Countywide transportation emissions, reported annually, as committed to in King County’s Strategic Climate Action Plan (Vehicle emissions* Vehicle Miles Traveled) Reduction in Vehicle Miles Traveled (from PSRC)

				Metro's estimated contribution to reducing emissions, calculated following APTA guidance, qualified based on mode shift (shifting how people travel) + congestion relief + land use change (travel patterns)
	Help King County achieve its greenhouse gas emissions reduction and other climate goals through Metro's operations.	King County and Metro achieve greenhouse gas emissions reduction targets for government operations.	<p>Reduce vehicle emissions in Metro's fleet through use of alternative fuels, efficient operations, and electrification.</p> <p>Reduce energy use in Metro facilities, make investments to reduce building fossil fuel use, and produce more renewable energy.</p> <p>Build, maintain and operate Metro facilities consistent with the highest practices for green building and equitable development.</p> <p>Minimize use of resources in operations, maximize reuse and recycling, and choose products and services with low environmental and carbon impacts.</p>	<p>Metro's operational emissions, including:</p> <ul style="list-style-type: none"> • Fleet and water taxi emissions • Facilities emissions • Percentage of capital projects achieving Green Building Ordinance required standards
	Partner with communities to prepare for the impacts of climate change and support resilience in communities disproportionately affected by climate change.	Metro's efforts help King County communities become more resilient to climate change impacts.	<p>Consider and reduce climate justice impacts of Metro's actions on communities disproportionately affected by climate change.</p> <p>Incorporate climate preparedness into policies, plans, processes, and practices that influence decision making and outcomes at Metro.</p>	
Innovation improves mobility, complements transit, and advances equity and sustainability.	Metro and partners adopt innovative services and emerging technologies that complement transit and make efficient, equitable use of public spaces.	Metro pilots innovative mobility services and programs that complement transit, improve regional mobility, and advance equity, sustainability, and safety.	<p>Develop criteria for pilot mobility projects that address community needs, help deliver key outcomes, and align with adopted policy goals.</p> <p>Use guidance in Metro's Service Guidelines to design, work with partners, and evaluate pilot programs.</p> <p>Enhance communications and engagement to raise awareness about innovations.</p> <p>Convene or support jurisdictions in developing innovation partnerships.</p>	<p>Innovation pilot ridership by service name/product</p> <p>Map (or other measure) of distribution of innovative services across King County, highlighting areas of unmet need (based on equity tracts and accessibility analysis)</p> <p>Percentage of on-demand service that starts or ends in an equity priority zone (areas of need defined based on concentrations of priority populations)</p> <p><i>TBD – Accessibility and sustainability analysis – as tracking evolves, will include how our innovations improve access to jobs, opportunities, and community assets (ie, grocery stores) and reduce emissions</i></p>
	Innovative mobility services follow fair labor practices, share data or other accountability measures, and serve priority populations.	Private mobility services follow guidelines that enhance equity and access to the transit system.	<p>Develop guidelines for private providers of innovative services so they align with Metro's values of equity, sustainability, and safety.</p> <p>Help partners develop mechanisms for customers to plan and pay for integrated transportation services, including mechanisms that can be used by people who do not have a bank account or smartphone.</p>	

Passengers, employees, and communities are safe.	Provide a safe and secure experience for passengers, communities, and Metro employees.	Customers feel that Metro’s services and facilities are safe, welcoming, and comfortable. Employees contribute to and experience a safe working environment.	Promote safety and security equitably in mobility operations and facilities. Provide safety-enhancing features on buses and at transit stops. Continue exploring technologies that provide safe and convenient ways for passengers to communicate safety information or concerns.	Personal safety satisfaction score from Rider/Non-Rider survey (broken down by demographics, including priority populations*) Operator assaults and passenger physical disturbances (per million boardings) Preventable accidents – per million miles
	Be prepared to respond to emergencies and support community resilience in coordination with partners and the public.	Metro is prepared to respond to hazards and emergencies in an effective, adaptive, and coordinated way.	Review transit emergency plans to ensure Metro is prepared to provide safe and ongoing transportation during all hazards or crises.	
	Coordinate safety and enforcement programs in ways that are equitable, culturally appropriate, and focused on the customer experience. <i>(May change as a result of Metro’s work with stakeholders to reimagine enforcement and safety)</i>	Community members perceive and experience transit police and fare enforcement as fair and equitable. Metro’s systems of safety and enforcement do not perpetuate racist or inequitable outcomes.	Partner to reimagine Metro’s approach to transit police and fare enforcement to center equity, the customer experience, and safety.	<i>Measure TBD – if we have one, will depend on 2021 work with stakeholders</i>
Thriving, equitable, transit-oriented communities.	Support vibrant and livable communities, a strong economy, and a sustainable environment.	Investments that support equitable economic development and vibrant, sustainable, mixed-use and mixed-income transit-oriented communities.	Support Metro’s equitable transit-oriented communities’ policy. Use Metro’s authority and influence as a transit provider and property owner to realize equitable transit-oriented development. Metro’s network should support jurisdictions in growing consistent with Vision 2050, the Regional Transportation Plan, and King County Countywide Planning Policies. Metro’s network should also support equitable economic development and improved regional mobility by using transportation infrastructure efficiently, effectively, and equitably and by partnering to encourage increased transit use. Encourage transit-supportive land use.	Specifically, for Metro-owned properties used for transit-oriented development – number of units and number of commercial square feet over time, broken down by: <ul style="list-style-type: none"> • Completed • in development • in planning • number of affordable housing units
	Partner with local jurisdictions and other organizations to minimize displacement and increase affordable housing in urban areas near transit.	Increased amount and types of affordable housing near frequent transit.	Develop affordable housing on suitable Metro-owned property. Advocate for and support jurisdictions in adopting policies and land uses to minimize displacement and increase affordable housing near transit.	Number of completed affordable housing units within ½ mile of frequent transit service (regional measure)
Improved access to mobility	Support access to mobility services in public spaces.	Riders, especially priority populations, have sustained and easy access to mobility services through multiple modes and throughout the day.	Develop station area guidelines that prioritize passenger access and discourage single-occupant vehicle access at transit stops and stations. Partner with local jurisdictions to develop plans for transit corridors that provide safe opportunities to walk, roll, and bike safely to transit connections.	Accessibility analysis, meaning a measure of travel times using transit to connect to jobs, opportunities, and community assets (schools, grocery stores, places of worship, food banks, etc) <ul style="list-style-type: none"> • highlight areas of priority populations

			<p>Ensure bus stops and transfer locations are responsive to community input and safe and accessible to all.</p> <p>Use traditional, innovative, and emerging mobility modes to connect people to services.</p>	
	Increase awareness and use of mobility options, emphasizing priority populations.	Community members, especially priority populations, know what mobility services are available and use them.	<p>Increase communications about Metro’s services, products, and programs so people, especially priority populations, know about these services and how to use them.</p> <p>Ensure that marketing campaigns, signs, wayfinding, in-person events, and other communications are culturally appropriate, provided in multiple languages, accessible to community members, provided in coordination with community-based organizations, and evaluated and upgraded regularly.</p> <p>Ensure that customer-facing information systems and services are easy to use, accurate, and integrated.</p>	<p>TBD –</p> <ul style="list-style-type: none"> Qualitative: Breakdown of riders by populations and, if possible, satisfaction with communication/information-sharing from Rider/Non-Rider survey, broken down by demographics/priority populations*. Quantitative: measure of usage on website, social media, and/or multilingual materials
	Provide and manage accessibility assets.	Access to transit assets are provided and managed equitably.	<p>Actively manage parking to maximize capacity for transit riders and ensure equitable access for priority populations and travelers parking at off-peak times.</p> <p>Deliver parking nimbly, cost-effectively, and in accordance with Metro Connects.</p> <p>Integrate the provision of parking and other access infrastructure and options with Transportation Demand Management technologies, tools and incentives.</p>	Number of park and ride spaces by geographic location (<i>form TBD, likely highlight areas of priority population on map</i>)
Fast, reliable, integrated mobility services	Grow an integrated, innovative, equitable, and sustainable regional network of traditional and new mobility services.	<p>Customers can rely on mobility services to get them where they want to go, when they want to go, in a reasonable amount of time for the trip distance.</p> <p>Customers can easily connect between mobility services, including those offered by Metro and other transportation providers.</p>	<p>Provide a range of transit and mobility services that allow for seamless connections between modes and destinations.</p> <p>Invest in flexible services that address community-identified needs and connect people to high-capacity transit.</p> <p>Deliver transit service that connects people to jobs, opportunities, and activities of daily living. Improve service during non-peak periods.</p> <p>Be flexible and responsive to changes in demand for service and community engagement.</p>	<p>Ridership/total number of boardings (rail, bus, water taxi, paratransit, ride share)</p> <p>Customer satisfaction with Metro generally or specific service elements (TBD) – from Rider/Non-Rider survey, broken down by demographics/priority population*</p> <p>ORCA transfers (broken down by ORCA category, which includes low-income and disabled populations)</p>
	Make improvements to enhance transit speed and reliability, and support jurisdictions in doing so.	Transit speed and reliability is improved.	<p>Improve transit speed and reliability, consistent with Metro Connects.</p> <p>Advocate for, incentivize, and support jurisdictions in making improvements in and near the right-of way that increase transit speed and reliability.</p> <p>Continue advocating for policies that support fast, reliable, and integrated transit.</p> <p>Develop right-of-way guidelines that prioritize transit and enable people to walk, bike, or roll to transit.</p>	Service quality index (one score informed by on-time performance, pass ups, and missed trips)
A skilled, diverse, well-supported workforce with	Partner with employees, unions, contractors, and communities to offer high-skill, high-wage careers that support a high quality of life.	Public and private mobility services offer high-skill, living-wage jobs.	<p>Advance equitable employment practices in mobility through independent actions and partnerships.</p> <p>Help employees benefit from the opportunities offered by new mobility technologies.</p>	

opportunities to grow	Use innovation and new pathways to jobs to attract, recruit, and retain quality employees.	As an employer of choice, Metro attracts and retains highly skilled employees, especially from priority populations. Metro employees, especially priority populations, have equitable, consistent access to opportunities for professional development and career advancement.	Cultivate a diverse and highly skilled applicant pool and hire and onboard employees in ways that bring in the best talent and promote equity, social justice, and transparency. Develop a consistent, equitable approach for supporting professional development through people leadership and technical expertise. Support employees in maximizing their potential through equitable performance management. Support employees' health and well-being.	Employee job satisfaction (from King County employee survey, broken down by race, gender, age) Workforce demographics (race, gender, age) <ul style="list-style-type: none"> • new hires • re-hires • promotions
	Recruit and hire from communities with the greatest barriers to transit employment, including priority populations.	Metro employees represent the diversity of King County's population.	Use targeted approaches and partnerships to recruit priority populations for Metro jobs. Leverage and partner with other King County departments and programs to hire employees from diverse backgrounds, especially priority populations. Partner with state agencies, colleges, and community-based organizations to support pre-employment career training or innovative programs to connect people with mobility jobs.	Workforce demographics vs King County population demographics <ul style="list-style-type: none"> • Race • Gender • Age
Be responsible stewards of financial resources and invest in line with values and goals	Budget and invest in ways that deliver Metro Connects equitably, sustainably, and safely.	Metro can implement Metro Connects, meeting regional transportation needs and advancing equity and sustainability.	Seek additional funding sources that are equitable and financially sustainable. Use Metro's Service Guidelines and performance measures to ensure service investments align with needs and build towards Metro Connects. Develop and deliver capital projects consistent with the guidance in Metro Connects. Expand RapidRide in accordance with Metro Connects. Plan for Metro's mid-range future by updating Metro's business and other plans.	Metro Connects funding gap <ul style="list-style-type: none"> • Interim Metro Connects vs baseline scenario • 2050 Metro Connects vs baseline scenario
	Exercise sound financial management and ensure Metro's long-term financial sustainability.	Metro is a responsible steward of public resources and protects its financial future.	Develop and deliver services, capital projects, and programs on time, within budget, and in alignment with Metro's values. Adhere to Metro's adopted fund management policies. Continually explore and implement operational and administrative cost efficiencies. Provide and maintain capital assets to support efficient and effective service delivery. Align fares with other service providers, meet revenue targets, and advance equity through Metro's income-based approach to fares.	Costs per passenger mile, per hour
	Invest, measure, and communicate progress toward equity, sustainability, and safety outcomes.	Metro makes data-informed decisions and demonstrates how its investments can advance equity, sustainability, and safety.	Continue evidence-informed and data-driven decision-making. Track, measure, and communicate progress publicly toward this Strategic Plan for Public Transportation. Track, measure, and communicate progress within Metro to support data-informed decision-making and continuous improvement.	Asset management summary, including percent of vehicles, facilities, and equipment that are currently maintained in a State of Good Repair as part of Metro's plan for when assets should be repaired or replaced to demonstrate fiscal responsibility.

Deliberate and transparent engagement with communities	Be open to shared decision-making and co-creation with the King County community.	Metro shares power with communities, especially priority populations, and co-creates policies, services, programs, and products when possible.	<p>Seek opportunities for co-creation.</p> <p>Engage with the communities that have the greatest needs to inform service changes, capital projects, and other efforts.</p> <p>Continue working with stakeholder groups to empower community members and center equity and sustainability in Metro’s work.</p> <p>Value qualitative information, such as community feedback, in addition to quantitative data.</p>	<p>Co-creation engagement processes – percentage of engagement projects incorporating co-creation (normalized for the size of the project)</p> <p>Percent of total engagement contracts/funds focused on direct engagement with priority populations and community-based organizations (<i>also in King County’s Equity and Social Justice Strategic Plan</i>)</p>
	Use community-driven approaches to develop, program, and evaluate mobility services and infrastructure that serve priority populations.	<p>Community members, especially priority populations, perceive that Metro’s engagement practices are meaningful, inclusive, transparent, and geared toward long-term trust and relationship building.</p> <p>Metro demonstrates how community input has influenced decisions.</p>	<p>Take a long-term approach to engagement, rather than a project-by-project approach.</p> <p>Use best practices for making engagement inclusive, accessible, and community driven.</p> <p>Develop a Community Liaison program to hire community members to act as a conduit to local communities.</p>	Engagement satisfaction survey (3 questions TBD)
<i>Metro Connects</i>			<p><i>As part of Metro’s streamlined approach to performance measurement, we will report on one measure per vision “theme” to show progress towards Metro Connects. These will align with other measures in the original version of Metro Connects and in the updated Strategic Plan.</i></p>	<p>Integrated: Accessibility analysis, broken down by priority population (to understand connection to jobs, etc)</p> <p>Innovative: Innovation pilot ridership/usage by type of service</p> <p>Equitable: Proximity to transit for priority populations and others (as the accessibility analysis develops, could replace this)</p> <p>Sustainable: Countywide transportation emissions, reported annually, as committed to in King County’s Strategic Climate Action Plan (Vehicle emissions* Vehicle Miles Traveled), and/or Metro’s contribution to reducing emissions</p>