

Proposed Updates: Metro's Strategic Plan

Regional Transit Committee

January 20, 2021



Strategic Plan

- Strategic Plan outlines Metro's goals, the strategies and objectives to achieve them, measures 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 communities' policy
- **Simplify** performance measures, align them with policy drivers, and make them more transparent (online dashboard)



Intent: Guiding Principles Strategic Plan Goals

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

Engagement: Guiding Principles → Goals

- **RTC:**
 - Support for using Mobility Framework guiding principles
 - Desire to incorporate the concepts from previous goals (ie, economic development)
- **Others**
 - Support for using Mobility Framework guiding principles
 - Some confusion about goals as actions vs goals (led to reframed language)
 - Confusion about numbers, and if they indicate priority of one goal over the other

Proposal: Adapted Guiding Principles Strategic Plan Goals

Mobility Framework Guiding Principles...	REFRAMED as new Goal Statements (not numbered)
Invest where needs are greatest	Investments are made upstream and where needs are greatest
Address the climate crisis & environmental justice	Meaningful progress in addressing the climate crisis and environmental justice
Innovate equitably and sustainably	Innovation improves mobility, complements transit, and advances equity and sustainability
Ensure safety	Passengers, employees, and communities are safe
Encourage dense, affordable housing near transit	Thriving, equitable, transit-oriented communities
Improve access to mobility	Improved access to mobility
Provide fast, reliable, integrated mobility services	Fast, reliable, integrated mobility services
Support our workforce	A skilled, diverse, well-supported workforce with opportunities to grow
Align our investments with equity, sustainability, and financial responsibility	Be responsible stewards of financial resources and invest in line with values and goals
Engage deliberately and transparently	Deliberate and transparent engagement with communities

New, Streamlined Measures

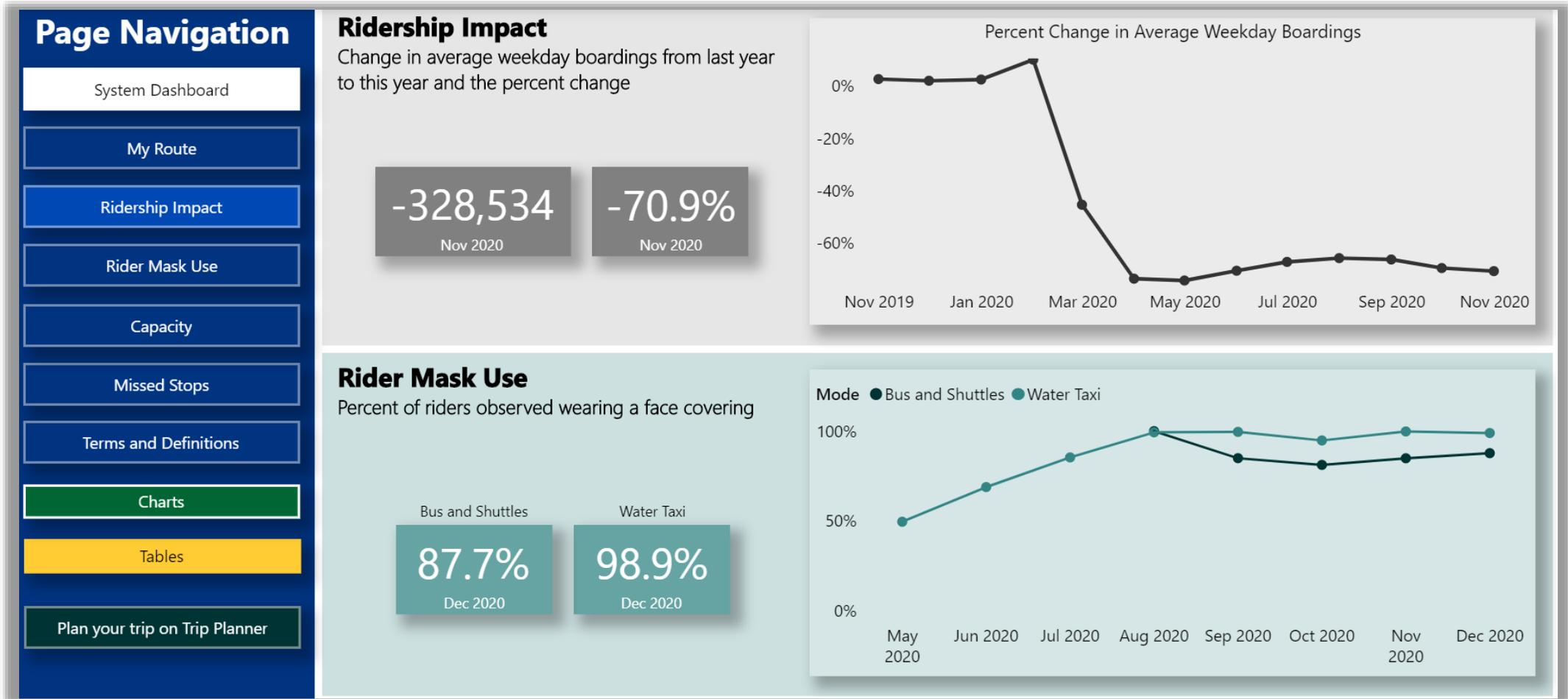
- Existing Strategic Plan has 68 performance measures
- Tracking this many measures is difficult and limited (one report every other year)

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, Metro Connects, and key policy drivers
- **Track** through an online dashboard that is accessible to the community 24/7 and allows for quick comparison over time

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	⊖

Dashboard will be like "The Dash"



For more information, visit: kingcounty.gov/thedash or kingcounty.gov/thedash/es

For Review

- The **following slides** show examples of what Metro heard from its engagement and objectives, outcomes, strategies, and/or measures that respond to the comments' intent.
- **Handout** is complete outline of current proposal for Strategic Plan.
- Though the proposed goal areas will not change much, **the objectives, outcomes, strategies, and measures may evolve** until transmittal based on final stakeholder feedback.
- Metro will share measures broken down by all riders and priority population when possible (*black, indigenous, and people of color, low- and no-income people, immigrants and refugees, limited-English speaking communities, and people with disabilities*).

Engagement: Investments

- **Be clearer** on meaning of “where needs are greatest,” “financial responsibility,” and how Metro balances competing priorities
- **Use data to make decisions** (ex: to understand accessibility, impacts of income-based fares, travel patterns)
- **Comments about specific issues to address:**
 - Access to high-capacity transit
 - Improved bus stop conditions
 - Mid-day availability of mobility services
 - Connections to job centers
 - Need for more stable, progressive revenue source

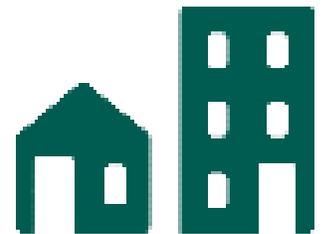


Theme Area: Investments

New GOAL	Investments are made upstream and where needs are greatest	Passengers, employees, and communities are safe	Be responsible stewards of financial resources and invest in line with goals and values
Sample Objectives, Outcomes, and/or Strategies	<ul style="list-style-type: none"> Invest in and measure the outcomes of transportation services, programs, and improvements in geographic areas, at times of day, and within specific priority populations where there are unmet needs. Lead with racial justice. Develop, evaluate, adjust, and market products, services, and programs that address cost and non-cost barriers, with a goal of increasing transit use and mobility, especially among priority populations. 	<ul style="list-style-type: none"> Provide a safe and secure experience for passengers, communities, and Metro employees Provide safety-enhancing features on buses and at bus stops. Metro is prepared to respond to hazards and emergencies in an effective, adaptive, and coordinated way. 	<ul style="list-style-type: none"> Budget and invest in ways that deliver Metro Connects equitably, sustainably, and safely Exercise sound financial management and ensure Metro’s long-term financial sustainability Adhere to Metro’s adopted fund management policies Several strategies re-following adopted policies (Service Guidelines, capital guidance in Metro Connects, RapidRide)
Potential Performance Measures	<ul style="list-style-type: none"> Proximity to transit for priority populations and all riders Number of reduced fare trips 	<ul style="list-style-type: none"> Personal safety satisfaction score from Rider/Non-Rider survey 	<ul style="list-style-type: none"> Metro Connects funding gap

Engagement: Surrounding Land Use

- **Emphasize connecting people to jobs (and education, housing, and services like food banks),** serving high density employment centers, and closing first/last mile gap
- **Recognize need for partnership** in addressing land use and affordable housing issues
- **Align with PSRC's Vision 2050** Regional Growth Strategy
- **Suggestions about potential measures** (examples below)
 - Vehicle miles traveled compared to targets
 - Number of jobs priority populations can access
 - Percentage of Metro-owned land for housing, etc



Theme Area: Surrounding Land Use

New GOAL	Meaningful progress in addressing the climate crisis and environmental justice	Thriving, equitable, transit-oriented communities	Improved access to mobility options
Sample Objectives, Outcomes, and/or Strategies	<ul style="list-style-type: none"> • Reduce demand for single-occupancy and high-emissions transportation modes and increase transit ridership • Prioritize investments in services and routes that will reduce greenhouse gas emissions, balancing ridership and climate priorities with other identified investment needs. 	<ul style="list-style-type: none"> • Support vibrant, livable communities, a strong economy, and a sustainable environment. • Metro’s network should support jurisdictions in growing in a manner consistent with Vision 2050, the Regional Transportation plan, and King County Countywide Planning Policies. • Develop affordable housing on suitable Metro-owned property. 	<ul style="list-style-type: none"> • Riders, especially priority populations, have sustained and easy access to mobility services through multiple modes and throughout the day • Use traditional, innovative, and emerging mobility modes to connect people to services • Increase awareness and use of mobility options, emphasizing priority populations.
Potential Performance Measures	<ul style="list-style-type: none"> • Reduction in vehicle miles traveled (from PSRC) • Metro’s estimated contribution to reducing emissions 	<ul style="list-style-type: none"> • Number of completed affordable housing units within ½ mile of frequent service (regional measure) 	<ul style="list-style-type: none"> • Measure of time on transit for connections to jobs, opportunities, and community assets (ex: schools, grocery stores, food banks)

Engagement: Innovation

- **Work with cities and communities** to determine how flexible and innovative services can meet their needs
- **Address how innovative mobility pilot programs transition** to permanent services
- **Suggestions about measures**
 - Track who and what areas are served by new services and emerging technology
 - Connections to transit through innovative services
 - Vehicle miles traveled or greenhouse gas implications of new services



Theme Area: Innovation

New GOAL	Innovation complements transit and advances equity and sustainability	Fast, reliable, integrated mobility services
Sample Objectives, Outcomes, and/or Strategies	<ul style="list-style-type: none"> • Metro and partners adopt innovative services and emerging technologies that complement transit and make efficient, equitable use of public spaces. • Use guidance in Metro’s Service Guidelines to design, work with partners, and evaluate pilot programs 	<ul style="list-style-type: none"> • Grow an integrated, innovative, equitable, and sustainable regional network of traditional and new mobility services. • Invest in flexible services that address community-identified needs and connect people to high-capacity transit. • Make improvements to enhance transit speed and reliability, and support jurisdictions in doing so.
Potential Performance Measures	<ul style="list-style-type: none"> • Innovation pilot ridership/usage by type of service • Map showing percentage of King County covered by innovative services and/or services that start or end in equity priority zone • Accessibility analysis (connections to jobs, opportunities, community assets like grocery stores) 	<ul style="list-style-type: none"> • Service quality index (based on on-time performance, pass ups, missed trips) • Customer satisfaction with service and/or specific service elements (from Rider/Non-Rider survey)

Engagement: Workforce

- **Build a diverse, well-supported workforce**
 - Hire people from diverse populations and geographies
 - Cultivate a pipeline that helps employees gain skills with which to advance in transit careers
 - Ensure a living wage for all employees, including contractors
 - Use consistent and equitable hiring policies
- **Recognize and plan for potential impact of new technologies** on Metro's workforce (ex: training opportunities)



Theme Area: Workforce

New GOAL	A highly-skilled, diverse, well-supported workforce with opportunities to grow
Sample Objectives, Outcomes, and/or Strategies	<ul style="list-style-type: none">• Recruit and hire from communities with the greatest barriers to transit employment, including priority populations.• Partner with employees, unions, contractors, and communities to offer high-skill, high-wage careers that support a high quality of life.• Leverage and partner with other King County departments and programs to hire employees from diverse backgrounds, especially priority populations.• Help employees benefit from the opportunities offered by new mobility technologies.
Potential Performance Measures	<ul style="list-style-type: none">• Workforce demographics vs King County population demographics (race, gender, age)• Employee job satisfaction (from King County survey, broken down by race, gender, and age)

Engagement: Engagement

- **Engage proactively** and strive for a constant voice at Metro, rather than a project-by-project approach
- **Compensate community members** and provide food and childcare at events
- **Ensure multilingual engagement**
- **Hire community members** to conduct community engagement (ex: community liaison program)
- **Set expectations** about how input will be used, and follow up about how input influenced decisions
- **Engage people in different ways** and at different locations



Theme Area: Engagement

New GOAL	Deliberate and transparent engagement with communities
Sample Objectives, Outcomes, and/or Strategies	<ul style="list-style-type: none"> • Take a long-term approach to engagement, rather than a project-by-project approach. • Develop a Community Liaison program to hire community members to act as a conduit to local communities. • Use best practices for making engagement inclusive, accessible, and community driven. • Metro demonstrates how community input has influenced decisions.
Potential Performance Measures	<ul style="list-style-type: none"> • Engagement satisfaction survey results (questions TBD) • Percentage of engagement processes incorporating co-creation • Percentage of total engagement contracts/funds focused on direct engagement with priority populations and community-based organizations

Proposal: Integrating Metro Connects

- To increase transparency and accountability, Metro will report on a streamlined version Metro Connects metrics through Strategic Plan dashboard
- Metrics will show progress toward Metro Connects while aligning with Strategic Plan
- Metrics will also align with vision in Mobility Framework for **innovative, integrated, equitable, sustainable mobility**



Potential Metro Connects Metrics

Vision Theme	Potential Measure	Alignment with Metro Connects and Strategic Plan
Innovative	Innovation pilot ridership/usage by type of service	Aligns with measure in “Innovation improves mobility...” goal
Integrated	Accessibility analysis, broken down by priority population (to understand connections to jobs, opportunities, community assets)	Like those in original Metro Connects, would align with “Fast, reliable, integrated mobility services” goal
Equitable	Proximity to transit for priority populations and others (and/or accessibility analysis)	Like metrics now in Metro Connects, would align with “Investments are made upstream and where needs are greatest” goal
Sustainable	Countywide transportation emissions and/or Metro’s contribution to reducing emissions	Like metrics in original Metro Connects, aligns with Strategic Climate Action Plan metrics, and would align with “Meaningful progress in addressing the climate crisis and environmental justice” goal

For Discussion

- Will the proposed goals, strategies, objectives, and measures provide comprehensive policy guidance for Metro and align with the Mobility Framework?
- **Is there anything big we are missing?**



Next Steps

- Use final input from stakeholders to finalize updated Strategic Plan and performance measurement dashboard
- Transmit proposed Strategic Plan in July 2021



Closing and Questions