



# Stronger, Better Metro Transit's Strategic Operations Plan 2021-2022





# Stronger and Better Strategic Operations Plan



**Stronger, Better**

Strategic Plan, 2021-22



 Metro Transit

- Addresses and operationalizes Council policies and goals
- Comprised of **five goals** and **four core elements**
- Advanced through Metro Transit's 2021-2022 Strategic Workplan





GOAL 1

**We will transition  
from the pandemic  
as a resilient transit  
system**

Adam Harrington

## Goal 1 Outcomes

1. Service and schedules meet the customer demand and market potential
2. Serve diverse travel market
3. Strong workforce availability - Operations, Maintenance, Security

# Goal 1 Actions

- Analysis and monitoring of ridership and travel market to determine growth potential
- Evaluation of previous service changes since 2020
  - Service performance
  - Equity evaluation
- Prioritize service improvement across the region
  - Maintain/improve core network service schedule, frequency, span
  - Enhance service on primary commuter corridors focused on large park and rides
- Hiring teams with Human Resources





GOAL 2

**We provide service  
that is safe,  
welcoming, and  
comfortable**

Lesley Kandaras

# Goal 2 Outcomes and Actions

- Outcomes
  1. Expand the official presence on vehicles and at stations
  2. Leverage technology to guide and support police response
  3. Support and respond to a review of the Metro Transit Police Department
  4. Continue to pursue administrative citation authority for fare nonpayment
  5. Center the employee experience in conversations about transit safety
- Goal 2 will be redrafted based on the action plan to advance the Metro Transit Police Work Group recommendations
- Work underway includes
  - July 2021 Transit Security Initiative
  - 2022 budget investments





### GOAL 3

**We provide service  
that is reliable and  
easy to use**

Adam Harrington



## Goal 3 Outcomes

1. Services are simple to navigate
2. Services are fast and reliable
3. Service are accessible for riders of all backgrounds and abilities

## Goal 3 Actions

- Implement bus lanes in high ridership corridors; Better Routes Stops
- Deliver funded METRO projects and expand program
- Design and locate bus stops and facilities to be consistent, predictable and accessible
- Create fare structures and payment tools that are simple and easy to use
- Develop customer information tools that are intuitive, available and accurate
- Expand/enhance accessible wayfinding and navigational support





GOAL 4

**We make our region  
more  
environmentally  
sustainable**

Marilyn Porter

## Goal 4 Outcomes

- Develop a Metro Transit Sustainability Plan
  - Includes the Zero Emission Bus (ZEB) Transition Plan
- Develop strategic partnerships that support our sustainability efforts



### Zero-Emission Bus Transition Plan





## FLEET

ZEB Transition Plan

Non-Revenue Fleet

Funding Sources, Financial Plan

## SUSTAINABILITY

Building Performance  
Optimization

Electrical Conservation

Renewable Energy and Storage

Customer & Employee Centric  
Related Sustainability Programs

Funding Resources &  
Sustainability Practices

Climate Change



GOAL 5

**We are a great place to work and build a career**

Robin Cauffman



# Goal 5 Outcomes and Actions

1. Our workplace is positive and inclusive – free from racism, harassment and retaliation
  - Workplace culture assessment and employee engagement survey
  - Expectations, training
  - Dashboards and data availability
2. We adapt to changing workplace standards and expectations
  - Policies, procedures, standards for telework
  - Facility changes and long-term plan to support changing workplace needs
3. We attract, hire, train and retain a talented and diverse workforce
  - Recruitment and selection scorecard
  - Job opportunities and career paths
  - Access to training for front line staff
  - Staffing plans for capital projects

## Goal 5 Actions

- Affirmative Action and Workforce dashboards live; 2021 workforce data report completed and posted on MetNet
- Transit equity training module delivered by Equity and Inclusion staff for new bus operators and MTPD staff; will expanded to other departments
- Telework: policy, procedure, and plans; training developed and implemented; space modifications made
- Recruitment and selection scorecard developed, tested, and ready to launch in April
- Workplace culture assessment in progress; engagement survey complete and data analysis underway
- 2022 Racial Equity training plan in development for Q2 roll out to non-managerial staff



CORE ELEMENT 1

**We meaningfully  
advance equity  
inside our  
organization and in  
the region**

Celina Martina



# Core Element 1 Outcomes

1. Contribute to regional equity through our service
  - Service Equity Evaluation and Title VI Analysis
  - Capital Projects – new BRT and LRT expansion
2. Design programs to improve access, utilization, and quality, with integrated equity goals
  - Better Bus Stops, TAP, HAT, and others
3. Build and invest in organizational practices critical to equitable processes and outcomes
  - Equity Metrics Program
  - Staff training and capacity
  - Outreach practices and in-reach engagement

## Core Element 1 Actions

- Second year of conducting a Service Equity Evaluation
- Representative Equity and Inclusion staff team
- Established Better Bus Stops program
- Adopted a shared statement defining 'transit equity'
- Equity considerations for budget development
- Staff training and capacity building
- Equity Metrics Program
- Staff engagement



CORE ELEMENT 2

**We effectively communicate and engage with customers, stakeholders, and employees**

Bruce Howard



# Core Element 2 Outcomes

1. Be more intentional about seeking and using feedback
  - Use ethnic and multicultural media more regularly to engage with diverse communities
2. Provide better access to responsive, accurate and timely information
  - Launch [metrotransit.org/performance](https://metrotransit.org/performance)
3. Foster strategic partnerships that support Metro Transit's mission and priorities
  - Identify existing partnerships by department/division and evaluate alignment
4. Demonstrate our value to the region and enhance our reputation
  - Survey residents; develop marketing and communications plans that support key attributes



CORE ELEMENT 3

**We evaluate our  
performance and  
foster innovation for  
continuous  
improvement**

John Levin

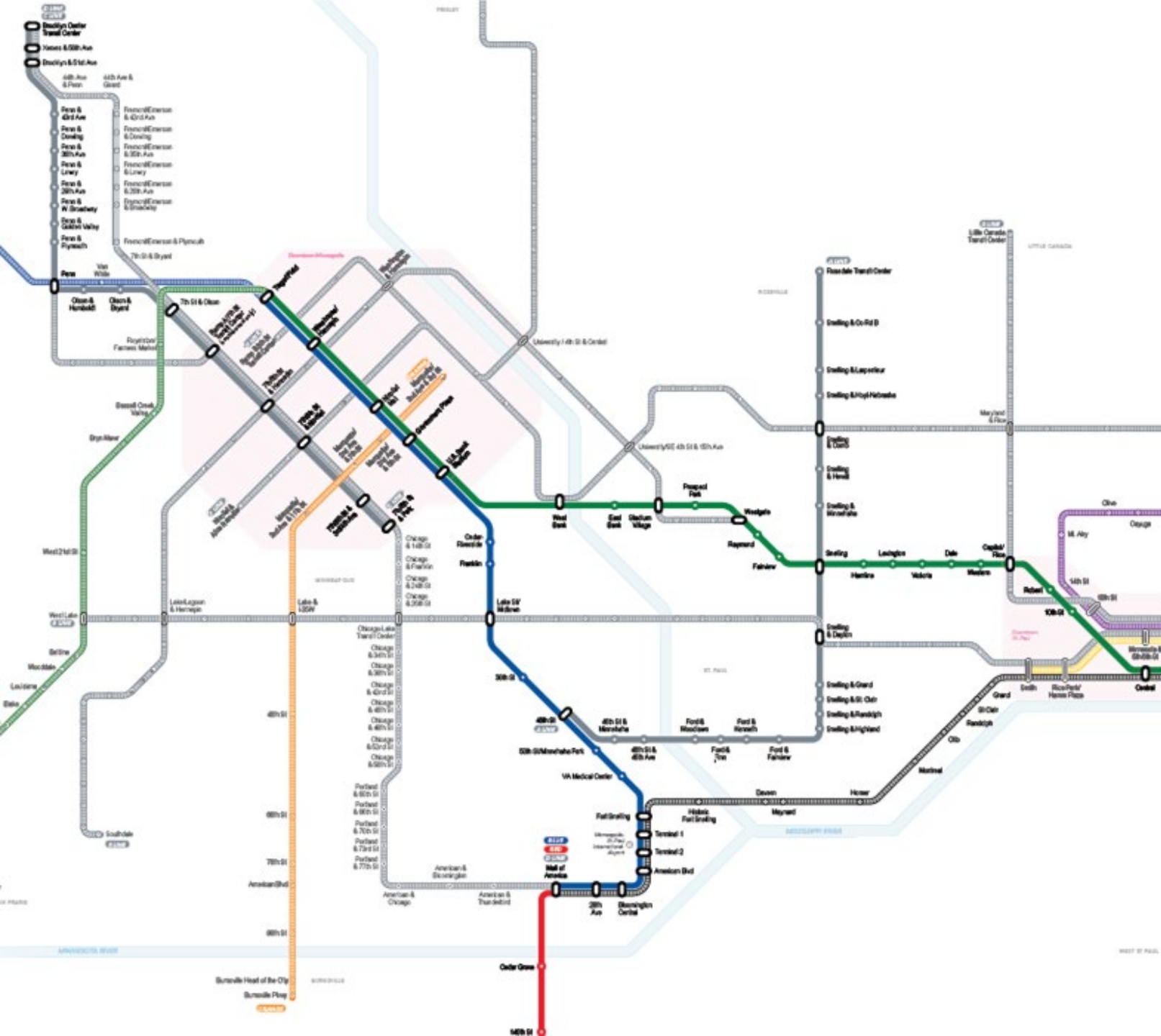
## Core Element 3 Outcomes

1. Establish Performance Teams that use data and performance evaluation to inform our actions and investments and to evaluate our progress towards our goals
2. Communicate our goals and our performance
3. Foster a culture of innovation, facilitate experimentation, and share new ideas within the agency



## Core Element 3 Actions

- Establish **performance teams**
  - Bus Safety, Speed, and Reliability
  - Rail Safety, Speed, and Reliability
  - Customer Satisfaction & Experience
  - Customer & Employee Security
  - Ridership & Service Design
  - Environmental Sustainability
  - Employee Diversity & Satisfaction
- Foster **technology innovation** and collaboration
  - Create Technology Innovation Program
  - Create Technology Community of Practice
- Foster **shared mobility integration**
  - Update Shared Mobility Strategy
  - Implement North Minneapolis microtransit pilot
  - Plan and implement mobility hubs



CORE ELEMENT 4

We are responsible  
stewards of a  
transformative and  
financially  
sustainable transit  
system

Ed Petrie

# Core Element 4 Outcomes and Actions

1. We keep staff informed of our financial outlook and engaged in the impacts of today's financial decisions
  - Prior Year Results/Future Budget with Financial Efficiency Measures
  - Quarterly Reporting: Budget Impacts, FTE Impacts, Service Impacts
  - Update of the Multi – Year Forecast “Toolbox”
  - Provide Financial Training to Budget Directors/Mangers
2. Our operating and capital decisions reflect region's transit priorities
  - Publish Operating/Capital Budgets and list of Operating Initiatives and Capital Investments
  - Summarize Operating/Capital Strategies by Fixed and Variable
3. We identify lifecycle costs when making investment decisions and planning for the future
  - Forecast ongoing operating and capital tails
  - Lifecycle Cost Worksheets for proposed capital projects



# We'll be back to share progress



**Thank You!**