

**Board Report**

File #: 2018-0148, **File Type:** Informational Report

Agenda Number: 40.

**EXECUTIVE MANAGEMENT COMMITTEE
APRIL 12, 2018**

SUBJECT: METRO STRATEGIC PLAN UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the draft Metro Strategic Plan for release and public review.

ISSUE

Metro staff presents to the Board of Directors a bold and ambitious draft of the Metro Strategic Plan (Plan) that intends to marshal the creativity, resources, and political will to shape our mobility future and unleash Los Angeles County's unparalleled economic and social promise over the next ten years. This report summarizes the mission, vision, goals, and initiatives as well as the process undertaken to create this draft Plan and identifies the range and variety of roles that Metro will play in the next ten years to encourage, persuade, and influence leadership to transform the quality of life and well-being of the people in LA County. A successful implementation of the Plan will dramatically improve mobility, giving people more time to focus on the things that matter most. This draft Plan puts the customer at the heart of the journey to build a better transportation future for Los Angeles County.

The draft Plan (Attachment A) frames the key trends driving the County's transportation challenges and sets the foundation for other business strategies to align all of Metro's services, programs, and projects toward a unified vision. The draft Plan will be released for public review on April 27, 2018. A link to the draft Plan is provided here:

http://libraryarchives.metro.net/DB_Attachments/Report_Metro%20Strategic%20Plan_DRAFT%20v5_2018-4-2.pdf.

BACKGROUND AND DISCUSSION

Transportation inefficiencies limit the region's and individuals' prosperity, and the lack of high quality mobility perpetuates inequities across Los Angeles County. Realizing Los Angeles County's unparalleled economic and social promise depends on the region's collective ability to marshal the creativity, the resources, and the political will to implement transportation solutions that successfully meet LA County's mobility needs. Metro has developed an ambitious draft strategic plan that outlines the agency's strategic goals for 2018-2028 and the actions Metro will undertake to meet those goals. It explains what the public can expect from Metro over the next ten years and how Metro intends to deliver on those expectations. This draft Plan acknowledges that providing convenient, efficient, and

appealing alternatives to solo driving is integral to reaching the LA region's and State of California's climate goals.

Mission

Metro's mission is to provide a world-class transportation system that enhances quality of life for those who live, work, and play within Los Angeles County.

Vision

Metro's vision is comprised of three parts:

- Increase prosperity for all by removing mobility barriers.
- Swift and easy mobility throughout Los Angeles County, anytime.
- Provide more trips through a variety of high-quality mobility options.

Visionary Outcomes

Metro aims to double the total usage of transportation modes other than solo driving, including transit, walk, bike, shared-ride and carpool modes by working to achieve the following:

- Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk from home.
- Reducing maximum wait times for any trip to 15 minutes during any time of day.
- Improving average travel speeds on the County's bus network by 30 percent.
- Providing convenient and dependable options for bypassing congestion on streets and highways.

Strategic Plan Process

Staff conducted a comprehensive information-gathering exercise to identify key trends, issues, opportunities, and challenges for the region and to learn how Metro can meet those challenges.

Stakeholder engagement included:

- Conducting over 130 meetings with external and internal stakeholders comprising Metro Board members and deputies, partner agencies, advocacy organizations, community groups, businesses, Metro departments, academia, and key influencers to seek input on the major trends affecting transportation in LA County.
- Surveying over 18,000 LA County residents and workers to better understand their transportation needs and concerns.
- Surveying Metro employees to assess their readiness to implement the strategic initiatives of the Plan. More than 4,700 employees responded to the survey.

Key Trends

Based on outreach to stakeholders, transportation system users, and staff, we identified the following key trends that describe the challenges and complexities of delivering efficient mobility to the people of LA County:

1. Continued growth in demand is straining an already oversubscribed transportation system.
2. Increasing challenges in meeting the mobility needs and expectations of a diverse County.
3. Technological innovations are changing the mobility landscape.
4. A shortage of affordable housing across the region exacerbates transportation challenges.
5. Failure to reform policies that favor solo driving will continue to add congestion and reduce

mobility.

Goals

The draft Plan is organized around five goals that together advance our vision for a world-class transportation system that will efficiently and equitably serve the mobility needs of people and businesses in LA County:

1. Provide high-quality mobility options that enable people to spend less time traveling;
2. Deliver outstanding trip experiences for all users of the transportation system;
3. Enhance communities and lives through mobility and access to opportunity;
4. Transform Los Angeles County through regional collaboration and national leadership; and
5. Provide responsive, accountable, and trustworthy governance within the Metro organization.

The draft Plan describes the specific initiatives and actions we have identified for achieving each of these goals, including, where applicable, benchmarks and targets that will help Metro measure progress. The goals themselves and the action items identified to achieve those goals reflect input gathered through the outreach process described previously.

There are many important current and short-term initiatives underway at Metro that are not referenced in this draft Plan because they are already on a path towards implementation. This draft Plan describes the initiatives that go beyond the status quo and the aggressive, strategic actions required to meet the region's ambitious mobility goals.

NEXT STEPS

Staff will release the draft Metro Strategic Plan for public review on April 27 for a four-week period. A stakeholder summit is planned for May, and staff will seek Board adoption of the Plan in June.

Attachment A - Draft Metro Strategic Plan

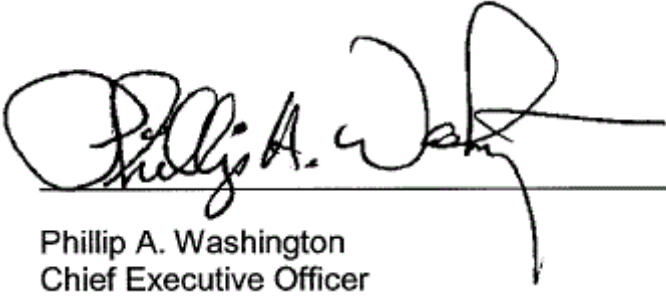
http://libraryarchives.metro.net/DB_Attachments/Report_Metro%20Strategic%20Plan_DRAFT%20v5_2018-4-2.pdf

Attachment B - Appendices

http://libraryarchives.metro.net/DB_Attachments/Attachment%20B%20-%20Strategic%20Plan%20Appendices.pdf

Prepared by: Tham Nguyen, Senior Manager, Transportation Planning, (213) 922-2606
Nadine Lee, Deputy Executive Officer, (213) 418-3347

Reviewed by: Joshua Schank, Chief Innovation Officer, (213) 418-3345



Phillip A. Washington
Chief Executive Officer