



**Agenda**  
**Capital Metropolitan**  
**Transportation Authority**  
**Board of Directors**

2910 East 5th Street  
Austin, TX 78702

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**Monday, February 28, 2022**

**10:00 AM**

**Rosa Parks Boardroom**

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**Work Session on Capital Metro Strategic Plan**

This work session will be livestreamed at: [www.capmetrotx.legistar.com](http://www.capmetrotx.legistar.com)

**I. Call to Order**

**II. Discussion Items:**

1. Capital Metro Strategic Plan

**III. Adjournment**

**ADA Compliance**

*Reasonable modifications and equal access to communications are provided upon request. Please call (512) 369-6040 or email [ed.easton@capmetro.org](mailto:ed.easton@capmetro.org) if you need more information.*

*BOARD OF DIRECTORS: Jeffrey Travillion, Chair; Ann Kitchen, Vice Chair; Leslie Pool, Secretary; Terry Mitchell; Becki Ross; Eric Stratton, Wade Cooper and Pio Renteria.*

*The Board of Directors may go into closed session under the Texas Open Meetings Act. In accordance with Texas Government Code, Section 551.071, consultation with attorney for any legal issues, under Section 551.072 for real property issues; under Section 551.074 for personnel matters, or under Section 551.076, for deliberation regarding the deployment or implementation of security personnel or devices; arising regarding any item listed on this agenda.*



# Capital Metropolitan Transportation Authority

2910 East 5th Street  
Austin, TX 78702

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Board of Directors

**Item #:** AI-2022-375

**Agenda Date:** 2/28/2022

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Capital Metro Strategic Plan

# Strategic Plan Update

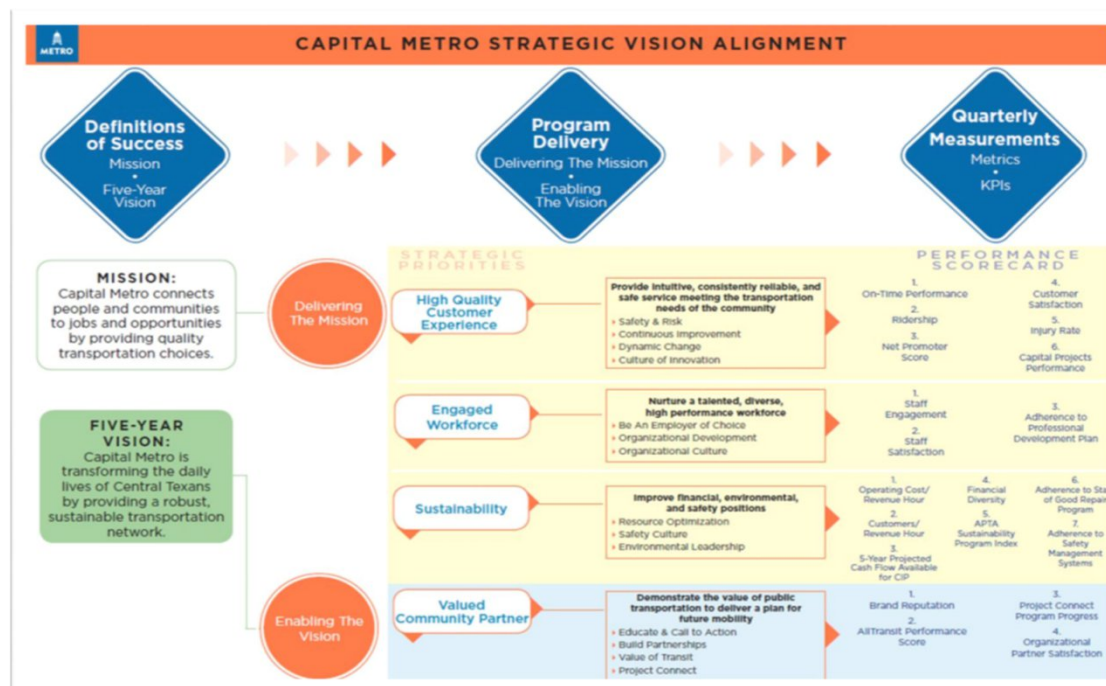
February 28, 2022

# Agenda

- Existing Plans and Initiatives
- Strategic Plan Approach, Purpose, and Schedule
- Strategic Framework
- Initiatives and Actions
- Progress Tracking
- Next Steps

# Existing Plan

# Strategic Plan



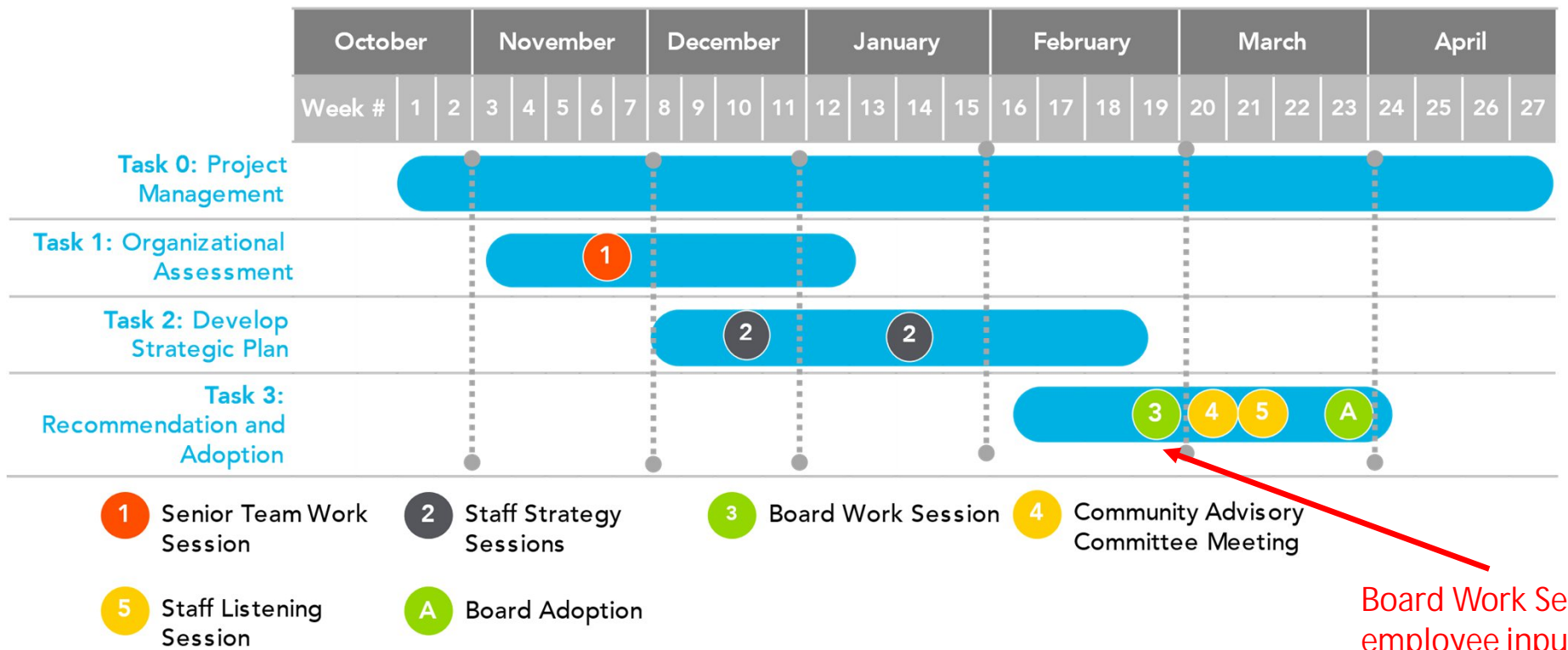
# Strategic Plan Overview, Milestones, and Priorities

# Strategic Plan Update Overview

- Annual Strategic Planning effort: affirm mission and goals to guide agency planning and annual budgeting process
- Builds off previous strategic plans, and annual organizational risk assessment
- Feeds into FY 2023 budget process
- Implementation-focused with department level action plans



# Project Milestones



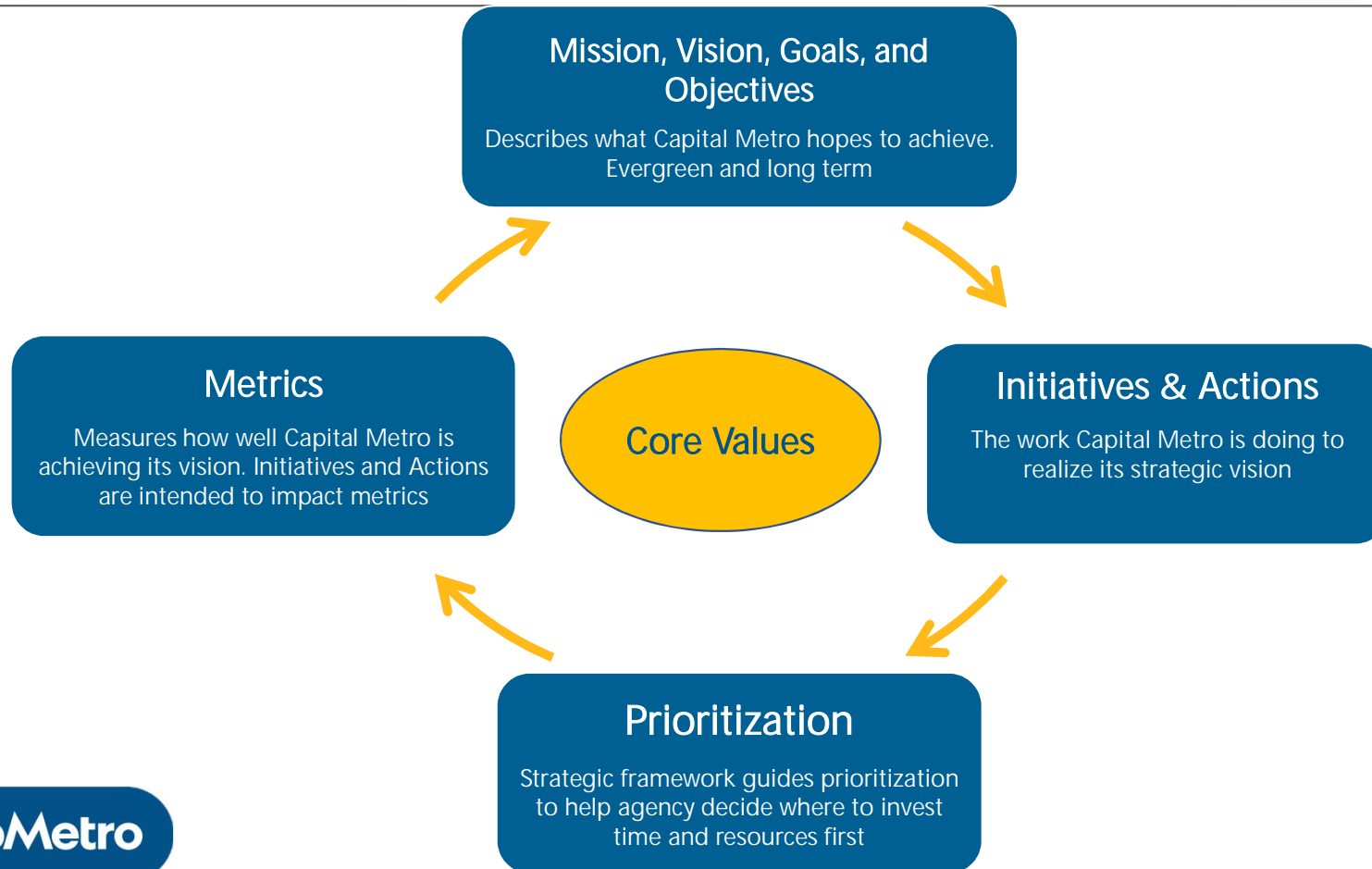
Board Work Session, employee input, and stakeholder input

# Strategic Priorities

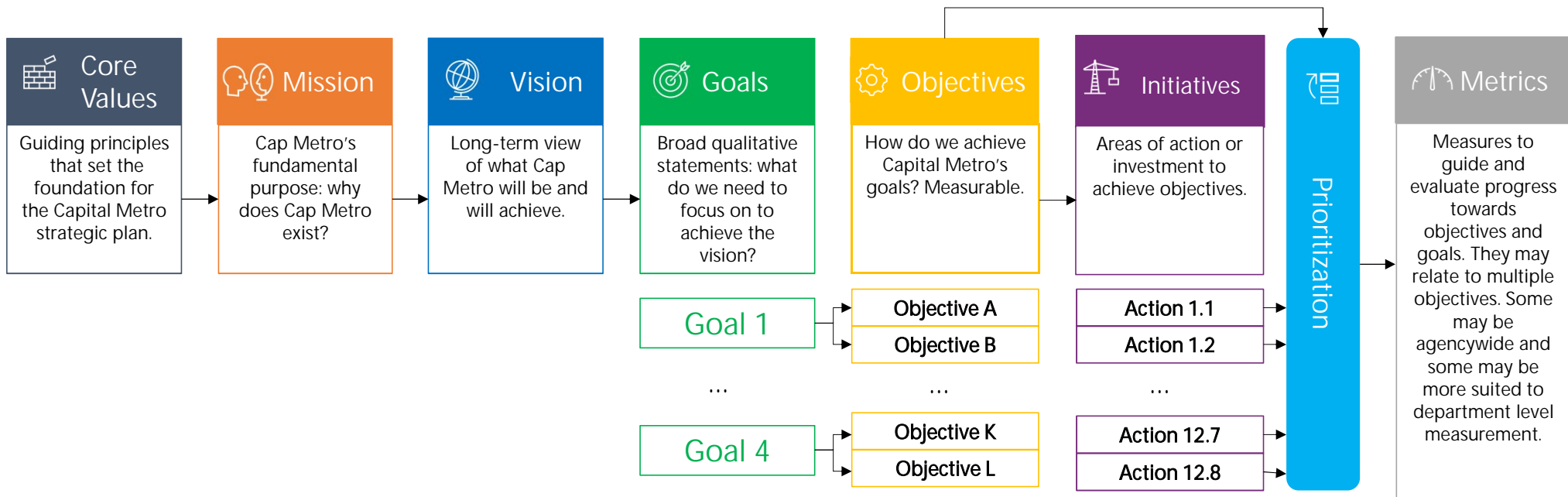
- Supporting the partnership between CapMetro, the City and ATP to deliver the Project Connect system expansion program
- Improving the quality of our bus service
- Creating an equitable, sustainable, and progressive fare structure and policy
- Enhancing our public safety program to be more responsive to our needs and the needs of the community

# Strategic Framework

# Strategic Plan Process Overview



# Strategic Plan Architecture



# Strategic Framework Discussion

- Does the mission align to meet Capital Metro goals?
- Does the vision resonate with how you see the agency headed in the context of its role in the community?
- Do the goals cover – at a high level – the primary focus areas for achieving the vision?

<https://miro.com/app/board/uXjVOOwEqRc=/>

# Strategic Framework

Strategic framework describes fundamentally what Capital Metro is all about. This framework is long-term and intended to be a foundation for decisions for years to come.

## Core Values

**Core Values**  
**Safety, Innovation, Equity, and Sustainability**

## Mission

**Mission**  
 To empower and enhance the community through the delivery of high-quality public transportation.

## Vision

**Vision**  
 Capital Metro is integral to the community, providing connectivity, fostering economic activity, and ensuring safe, environmentally sustainable, and equitable access to opportunity.

## Goals

Customer	Community	Workforce	Organizational Effectiveness
Provide a convenient and desirable option for mobility in the region.	Capital Metro is instrumental in supporting a growing region, working with regional partners and the community.	Capital Metro has a productive, invested, and valued workforce.	Capital Metro responsibly and sustainably delivers on its mission.

## Objectives

<b>B</b> Maintain an industry-leading customer experience	<b>E</b> Continue to transform into a fully carbon-neutral transit agency.	<b>G</b> Recruit and develop a full complement of diverse staff to meet Capital Metro's growing needs	<b>K</b> Instill a culture of safety in all staff
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## Actions

9.4: Develop customer loyalty and retention program based on customer account system	4.8: Implement Sustainability Vision Plan	7.2: Expand partnership plan with local institutions to build talent-acquisition pipeline	3.9: Develop SOPs and training for police working with community safety officers and ambassadors
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## Metrics

Rider satisfaction score	Carbon emissions per revenue hour	Percent of hires recruited through partnerships	Safety incident rate
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# Initiatives and Actions



# Initiatives (and number of actions)

<p><b>Initiative 1:</b> Invest in systems for data analysis that inform agency decision-making (6)</p>	<p><b>Initiative 2:</b> Develop and pilot innovative service models (6)</p>	<p><b>Initiative 3:</b> Refine operational SOPs for Service Standards (11)</p>	<p><b>Initiative 4:</b> Incorporate environmental sustainability into all aspects of agency operations (8)</p>
<p><b>Initiative 5:</b> Transition to battery electric bus fleet (3)</p>	<p><b>Initiative 6:</b> Implement employee retention initiatives (11)</p>	<p><b>Initiative 7:</b> Expand organizational workforce development efforts (4)</p>	<p><b>Initiative 8:</b> Enhance public safety programs (2)</p>
<p><b>Initiative 9:</b> Invest in customer experience and loyalty (6)</p>	<p><b>Initiative 10:</b> Bus service improvements (3)</p>	<p><b>Initiative 11:</b> Enhance DEI program and practices (4)</p>	<p><b>Initiative 12:</b> Strengthen business and financial processes (9)</p>
<p><b>Initiative 13:</b> Continue implementation of Project Connect (9)</p>			

# Progress Tracking

# Progress Tracking and Reporting

- Monitor milestones for each action
- Monthly Senior Staff/CEO performance updates
- Quarterly Board Committee reporting and oversight- metrics and actions
- Bi-Annual Strategic Plan updates to the full Board

**CapMetro**

**THANK YOU!**

# STRATEGIC PLAN GOALS, OBJECTIVES, INITIATIVES, AND ACTIONS

## Goals and Objectives



Goals

*What do we need to focus on to achieve the vision?*



Objectives

*How do we achieve Capital Metro's goals?*

<p><b>Customer</b></p>	<p>Provide a convenient and desirable option for mobility in the region.</p>	<ul style="list-style-type: none"> <li><b>A</b> Provide reliable and safe transit service.</li> <li><b>B</b> Maintain a high-quality customer experience.</li> <li><b>C</b> Ensure Capital Metro has a system that is accessible for everyone in the region.</li> </ul>
<p><b>Community</b></p>	<p>Capital Metro is instrumental in supporting a growing region, working with regional partners and the community.</p>	<ul style="list-style-type: none"> <li><b>D</b> Support sustainable growth through expansion of access to jobs, services, and opportunities</li> <li><b>E</b> Continue to transform into a fully carbon-neutral transit agency.</li> <li><b>F</b> Collaborate with the community, riders, and stakeholders to be responsive to their needs</li> </ul>
<p><b>Workforce</b></p>	<p>Capital Metro has a productive, invested, and valued workforce.</p>	<ul style="list-style-type: none"> <li><b>G</b> Recruit and develop a full complement of diverse staff to meet Capital Metro's growing needs.</li> <li><b>H</b> Be an employer of choice that proactively retains a diverse and engaged workforce aligned with the agency's mission and guiding principles.</li> <li><b>I</b> Expand a highly skilled workforce to meet the changing needs of the agency and community.</li> </ul>
<p><b>Organizational Effectiveness</b></p>	<p>Capital Metro responsibly and sustainably delivers on its mission.</p>	<ul style="list-style-type: none"> <li><b>J</b> Be a fiscally responsible and transparent steward of public funds.</li> <li><b>K</b> Instill a culture of safety in all staff throughout the organization.</li> <li><b>L</b> Balance investments while prioritizing a state of good repair.</li> </ul>

## Initiatives & Actions

### 1. Invest in Systems for Data Analysis that Inform Agency Decision-Making

- 1.1 Launch Enterprise Resource Management (ERM/ERP) software
- 1.2 Data warehouse/data mart
- 1.3 Agency-wide performance dashboard
- 1.4 Create DEI dashboard
- 1.5 ERP integration and refinement
- 1.6 Acquire and implement CRM software
- 1.7 Implement Governance Risk & Compliance (GRC) and Contract Performance Management (CPM) systems

### 2. Develop and Pilot Innovative Service Models

- 2.1 Develop plan and process for engaging local tech community
- 2.2 Collaborate with Austin Community Mobility Hub
- 2.3 Dedicate resources to pilot and test new ideas
- 2.4 Automation planning (AVs and autonomous back-end operations)
- 2.5 Develop growth and partnership plan for Pickup
- 2.6 Automation implementation (AVs and autonomous back-end operations)

### 3. Refine Operational SOPs

- 3.1 Establish SOPs for project management for non-construction (i.e., operations) projects
- 3.2 Improve policies, procedures, and chain of command for bus operations
- 3.3 Update agency SOPs (operational)
- 3.4 Develop process to communicate and cascade Strategic Plan to all staff, including education and messaging related to how support staff contribute to Capital Metro's mission, vision, goals, and objectives.
- 3.5 Clearly communicate that safety is everyone's job
- 3.6 Develop design criteria and standards for projects
- 3.7 Build operations resiliency plan
- 3.8 Ongoing refresh of cybersecurity SOPs
- 3.9 Develop SOPs and training for police working with community safety officers and ambassadors
- 3.10 Establish policies, procedures, and chain of command for LRT
- 3.11 Develop and implement standards and SOPs for amenities at bus stops and stations

### 4. Incorporate Environmental Sustainability into all Aspects of Agency Operations

- 4.1 Agency sustainability plan and sustainability capital plan
- 4.2 Develop plan for decommissioning old facilities
- 4.3 Develop plan for construction materials and equipment purchases for carbon neutrality
- 4.4 Incorporate green tech in North Operations Bus Facility (e.g., solar, smart grid)
- 4.5 Set % renewable energy required with Austin Energy
- 4.6 Establish carbon credit fund
- 4.7 Develop long-term materials management plan
- 4.8 Implement Sustainability Vision Plan

### 5. Transition to Battery Electric Bus Fleet

- 5.1 Develop ZEV Fleet Plan
- 5.2 Battery electric bus infrastructure at North Operations Bus Facility
- 5.3 Develop plan for MetroRapid charging stations

## 6. Implement Employee Retention Initiatives

- 6.1 Invest in physical employee environment
- 6.2 Build out operations training center and training programs
- 6.3 Establish program to recognize and reward top performers
- 6.4 Create leadership development plan
- 6.5 Build plan for full employee lifecycle
- 6.6 Develop 360 performance reviews
- 6.7 Develop comprehensive training policies and procedures
- 6.8 Fully utilize learning management system
- 6.9 Prepare for ATP to Capital Metro worker pipeline
- 6.10 Develop workforce structure and guidelines that address topics including remote work
- 6.11 Develop and implement a plan to communicate employee value proposition

## 7. Expand Organizational Workforce Development Efforts

- 7.1 Develop talent acquisition strategy
- 7.2 Expand partnership plan with local institutions
- 7.3 Implement recruitment process
- 7.4 Develop and implement human capital management plan

## 8. Enhance Public Safety Programs

- 8.1 Hiring and organizational development for public safety
- 8.2 Conduct public outreach and education on new public safety department

## 9. Invest in Customer Experience and Loyalty

- 9.1 Brand refresh/rebranding campaign
- 9.2 Define brand differentiation between modes
- 9.3 Implement a new fare program
- 9.4 Develop loyalty and retention program built on new customer account system
- 9.5 Customer Experience Technology Plan
- 9.6 Next generation customer care center

## 10. Bus Service Improvements

- 10.1 Ongoing service planning to improve reliability and service quality
- 10.2 Bus service integration with Project Connect investments
- 10.3 Prepare next transit development plan (TDP)

## 11. Enhance DEI Program and Practices

- 11.1 Develop DEI policy statements and programs with ATP, CoA
- 11.2 Complete Equitable TOD Framework
- 11.3 Implement actions identified in Equitable TOD Framework, including TOD Toolkit
- 11.4 DEI program development and implementation (internal and external)

## 12. Strengthen Business and Financial Processes

- 12.1 Optimize real estate acquisition strategies (joint) done by FY22
- 12.2 Develop integrated facilities plan
- 12.3 Gain consensus on strategic direction of MetroBike
- 12.4 Develop and maintain long-range financial model in coordination with ATP
- 12.5 Develop federal funding strategy
- 12.6 Continue refining contract oversight and strategies
- 12.7 Embark on MetroBike organizational transition
- 12.8 Establish risk registry and process to track and manage risks

### 13. Continue Implementation of Project Connect

- 13.1 Jointly optimize real estate acquisition strategies
- 13.2 Develop integrated facilities plan
- 13.3 Support public communication and engagement related to Project Connect
- 13.4 Jointly develop plan for operator and public restrooms
- 13.5 Develop policies, procedures, roles, responsibilities, principles, guidelines, PM tools, etc.
- 13.6 Develop placemaking strategy with public spaces
- 13.7 Collaborate and provide input on design, engineering, and contracting
- 13.8 Jointly maintain the long-range financial model and support risk registry and process
- 13.9 Establish light rail safety group to educate the public