

SUMMARY

BOARD OF DIRECTORS Salem Area Mass Transit District

*** * * Strategic Planning & Goal Setting Session * * ***

Saturday, May 8, 2010

**Roth's Hospitality Center - Santiam Room
1130 Wallace Road NW, Salem Oregon 97304**

CALL TO ORDER & NOTE OF ATTENDANCE

President Hanson called the meeting to order. Introductions were made around the table and a quorum was present.

Present: President Shelley Hanson; Directors Marcia Kelley, Jerry Thompson, Kate Tarter, Bob Krebs, Joe Green **Excused:** Director Ron Christopher

Staff: Allan Pollock, General Manager; Pat Mercier, Director of Finance; Steve Dickey, Director of Transportation Development; Mike Hanson, Director of Operations; Jared Choc, Manager, Strategic Planning/Technology Services; Linda Galeazzi, Administrative Secretary

Facilitators: Mike McLaran, McLaran Enterprises; Greg Astley, Astley Consulting Group

MEETING DISCUSSIONS

Mike McLaran facilitated the discussion and began with a recap of the January 22nd strategic planning session on vision and values, and the process to date that included meetings with employees, and consolidation of the values that were shared by both the Board of Directors and staff. Allan Pollock reviewed the implementation of short term strategies internally to improve communication, employee recognition and a feeling of "unity" in the organization.

Values for Salem-Keizer Transit

- 1) Inclusiveness
- 2) Culture of Creativity
- 3) Safety
- 4) Quality Customer Service
- 5) Honesty
- 6) Open Communication
- 7) Accountability
- 8) Respect

These values have been determined by the meetings with staff and the Board of Directors as the defining values that drive the organization.

There was a "*Parking Lot*" list of goals that will need to be prioritized

with measurable benchmarks and timelines for desired outcomes.

Criteria for Each Outcome/Metric

- 1) Increased number of riders/More diverse riders
 - a. Efficiency of each bus/route
 - b. Population growth or forecast
 - c. Economic indicators (COLA, Fuel costs, unemployment, etc.)
 - d. Need vs. Choice Riders
 - e. Demographics (Baby Boomers in particular but other groups as well)
 - f. Student Riders
- 2) Increased Revenue
 - a. Fare Box Recovery Rate (need to find another term when talking with public)
- 3) Saturday/Sunday/Expanded Service
 - a. Impact on Monday-Friday service
- 4) Connectivity
 - a. Efficiency of transfers between systems and modes of transportation (rail, air, etc.)
 - b. Joint Fares/Universal payment

One of the goals discussed was expanding service and the outcomes that need to be determined. The Board took into consideration that there are the need-based riders and choice riders, baby boomers, students, demographic, the economic condition of the area, gas prices, etc., that need to be considered when deciding which markets to target and when.

A second goal discussed was the need for a community connection. A relationship with the community will be vital when asking for the support of the community to support expanded service; how will that be communicated. Strategic planning is necessary if the Board intends to go out for a levy. The Board can decide on expanded service within a time frame but they need to be unified and have a talking points playbook so that they do not go out into the community with different messages. The Board should also discuss the role of the Community Transit Task Force (CTTF) and identify other groups to provide feedback so that they have a broad base of feedback.

Connecting people to places in a way that is enticing to them to use transit service was a goal. How will Board members know if they are achieving the goal of connectivity? How will it be measured; through the efficiency of transfers between routes? Is the service going where people want to go? The goal for regional services can be done incrementally. Financial measures can include the reserves and working capital reserves.

There was discussion about the goal of organizational development

and elevating the stature of the District with the community. Gaining credibility and the trust of the community should be done through formal reports and informal relationships. There should be a clear understanding about staff's responsibilities and Board responsibilities. It was determined that the Board and staff would begin to outline at least one of the Strategic Plan pieces at the meeting so that they would have an idea of what would be needed during their subcommittee meetings. The strategy most associated with the Board was 4) Stature With Community/Community Leaders.

Strategic Plan	
1) Customer Service	
2) Communication to various "publics"	
a. Communication Plan	
b. Training for staff/Board	
3) Organizational Development	
a. Effective and Efficient Operations	
b. Training and Development	
c. Sustainability	
d. Performance Management	
4) Stature with community/community leaders	
This is the "how" we get to the Outcomes/Metrics. These are the roadmaps for where we want to go.	

Speaking to the media was used as an example of strategically planning formal reports. The Board and staff began by making a partial list of who they would need to begin to develop relationships with and define those relationships as either formal or informal. Formal relationships would include presentations, testimony, service on Boards or Task Forces, etc. Information relationships could involve lunches, coffees or other informal meetings between individuals rather than groups.

Strategic planning included a playbook for all to follow. It involves managing the message, being consistent, working as a team and being courteous to teammates. It is important that Board members spread the wealth amongst their members, so that everybody can participate and is speaking from the same playbook.

Formal	Informal
City Councils	City Managers
County Commissioners	County Administrators
Chambers of Commerce	Publishers of newspapers
School Boards	Business Leaders
Media/Editorial Board	Downtown Organizations

Speaker's Circuit – Service Clubs	Service Clubs where Allan and/or Board are members
<ul style="list-style-type: none"> • Having “Talking Points” to do a formal presentation 	<ul style="list-style-type: none"> • “Dropping in” to just listen or speak informally with members of the group

President Hanson suggested that they have a visual facilitation of the District's history to see what work has already been accomplished so that they did not '*reinvent the wheel.*'

For each of the Strategic Plan areas, a Board subcommittee will go back and add “meat to the bones” establishing more details including who is primarily responsible for each activity, a timeline for that activity and what criteria and outcomes will be measured as a result of the activity. Subcommittees were broken out as follows per Board's direction:

- Customer Service - Planning & Operations Subcommittee and Staff
- Communication to various “publics” - Directors Bob Krebs, Marcia Kelley and Ron Christopher; and General Manager
- Organizational development - General Manager and Senior Staff
- Stature with Community/Community Leaders - President Shelley Hanson, Directors Kate Tarter, Marcia Kelley and Jerry Thompson

Next Steps:

- 1) Sub-Committee put “meat on the bones” for any outcomes/metrics not developed.
- 2) Staff and sub-committees to do “reality test” on metrics
- 3) Create schedule for implementation, areas of responsibility, resources necessary and key leaders

All subcommittees will report back to the Board in mid-July with a draft plan for review by the entire Board and Management Team. Mr. Pollock and President Hanson will arrange to meet with Director Christopher who was not able to attend the strategic planning session to give him the information that was discussed. Mr. Astley will provide Mr. Pollock with a report on Monday.

ADJOURNMENT The meeting was adjourned at 1:35 p.m.

Respectfully Submitted,

Shelley Hanson
President, Board of Directors