C

EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

AGENDA

Strategic Planning Study Session August 17, 2023 @ 9:45 AM 1333 Park Avenue, Garden Room Emeryville, CA 94608

- 1. Call to Order
- 2. Public Comment
- Vice Chair Andrew Allen At-Large Business Member

Bobby Lee, At-Large Residential Member

Chair

- **Secretary** Besty Cooley, At-Large Residential Member
- **Treasurer** Geoffrey Sears Wareham Development

Directors Peter Schreiber Pixar

Colin Osborne At-Large Business Member

Kassandra Kappelos Public Market

Izamar Hook CenterCal/Bay Street

- 3. Strategic Planning Study Session
- 4. Adjournment

ETMA Five-Year Strategic Planning Process (2024-2028)

ALTRANS staff will lead the ETMA board in the first of a series of strategic planning study sessions. These sessions will guide the board through a process of long-term planning, resulting in goals and priorities for the TMA are agreed upon and set through the year 2028.

Process Overview

Objective

To set a long-term strategy for the ETMA, aligning expectations of board members and management on priority goals and actions.

Method

ALTRANS staff have developed a list of multi-year goals for the ETMA which the board will review for consideration. Concurrently, each board member will rate whether a respective goal is favorable, or not, under a handful of scenarios which the ETMA may face in the coming years. ALTRANS will compile the scores to produce a list of those same goals rated as most-to-least favorable.

Board members are free to contribute additional goals, scenarios and considerations to the table to be included in the analysis.

Frequency

First Meeting

- Introduction of planning process and resources.
- Goal and scenario review, revision (if needed), and scoring.
- Any requests for management to produce additional data or research for any given items to be scored.

Second Meeting

- Review and discuss results of the first meeting.
- Adopt goals that are considered favorable per the initial scoring process.
- Once goals are established, agree on the timeline of the strategic plan (5, 7, 10 years).
- If desired by the board, an additional step can be included in the process. Each board member will rate the goals in a prioritization matrix to determine the order in which funds or resources will be spent/focused, or which goals of many will be worked on first.

Third Meeting

- Presentation of draft strategic plan and goals.
- Acceptance of draft plan as final by the board, or acceptance per requested revisions.

Multi Year Outlook

- Shuttle Operations
 - On-going operations/No routing or headway changes
 - o MV Contract Renewal: Exp. December 31, 2023
 - AC Transit Fueling Agreement Renewal: Exp. December 31, 2023
 - o 30-year Bus Yard Lease: Exp. June 30, 2050
 - Third Party Agreements
 - WBS Contract Renewal: Exp. December 31, 2023, YTY-Ongoing
 - Emery Express Contract Renewal: Exp. December 31, 2023, Pilot end 2026
 - 8 to Go Contract Renewal: Exp. June 31, 2024, YTY-Ongoing
- Marketing
 - No current marketing plan
- Financial
 - PBID Levy Increase 2024: 3%
 - PBID Levy Increase Future Years: 0%, 3%, 5%
 - Investment Opportunities
- Board and Directorship
 - ALTRANS Contract Renewal: Exp. Spring 2024
 - o Increasing the size of the board

Favorability Scoring

			Ex	treme Scen	arios	0	Considerations				
Multi Year Goals (MYGs) State strategic and financial aspirations for the business.		Ridership plummets	Ridership surges	Funding Plummets	Funding surges	Operator quits w/o notice	Political/Public Perception	Will boost ridership			Favorability Score
Shuttle Operations	Fleet Procurement										
	ETMA Own		1		1	1					3
	ETMA Lease	1	1	1	1	1					5
	Operator Provides	1	1	1	1						4
	Fleet Fuel Type										
	Electric				1		1				2
	Gas/Diesel			1							1
	Service Planning										
	Increase Headways		1		1		1	1			4
	Decrease Headways	1		1							2
	Commute Service		1		1		1	1			4
	New Routes		1		1		1	1			4
Marketing	Refreshed Bus Design				1		1	1			3
	Digital Signage in Office Lobbies	1	1		1		1	1			5
	Social Media Presence	1	1	1	1		1	1			6
Financial	Pursuing new developments who are interested in a third-party shuttle				1						1
	Grant Funding Shuttles				1						1
	Partnerships with other agencies/entities Continue investment as savings strategy				1						1
	investment strategy				1						1
Expanding ETMA's Offerings	Expanding Transit Pass Opportunities				1		1	1			3
	Bike Love Program				1		1				2
	Marketing Clipper Start Discount Fares				1		1	1			3
Other											
0											

Favorability Scoring

	Extreme Scenarios Considerations										
Multi Year Goals (MYGs)											
State strategic and financial aspirations for the		Ridership	Ridership	Funding Plummets	Funding	Operator quits w/o notice	Political/Public	Will boost			Favorability Score
business.		plummets	surges	Plummets	surges	w/o notice	Perception	ridership			Score
suc	Fleet Procurement										
	ETMA Own										
	ETMA Lease										
	Operator Provides										
eratio	Fleet Fuel Type	1	1	1						1	1
Ope	Electric										
Shuttle Operations	Gas/Diesel										
Shu	Service Planning						<u>.</u>		•	1	<u> </u>
	Increase Headways										
	Decrease Headways										
	Commute Service	1									
	New Routes										
Marketing	Refreshed Bus Design										
	Digital Signage in Office Lobbies										
	Social Media Presence										
	Pursuing new developments who are										
	interested in a third-party shuttle										
lcial	Grant Funding Shuttles										
Financial	Partnerships with other agencies/entities										
	Continue investment as savings strategy										
	investment strategy										
A's	Expanding Transit Pass Opportunities										
ETM. gs											
Expanding ETMA's Offerings	Bike Love Program										
	Marketing Clipper Start Discount Fares										
L.											
Other											
0											