



## EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

### AGENDA

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

#### **Chair**

*Bobby Lee, At-Large  
Residential Member*

1. Call to Order
2. Public Comment

#### **Vice Chair**

*Andrew Allen  
At-Large Business  
Member*

3. Strategic Planning Study Session
4. Adjournment

#### **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*

# 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
  - MV Contract Renewal: Exp. December 31, 2023
  - AC Transit Fueling Agreement Renewal: Exp. December 31, 2023
  - 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
  - Increasing the size of the board



