

TRANSPORTATION RESEARCH BOARD

TRB Webinar: Embracing the Unknown—Strategic Transportation Planning in the Pandemic Age

February 10, 2021

2:00- 3:30 PM Eastern

@NASEMTRB
#TRBwebinar

PDH Certification Information:

- 1.5 Professional Development Hours (PDH) – see follow-up email for instructions
- You must attend the entire webinar to be eligible to receive PDH credits
- Questions? Contact Beth Ewoldsen at Bewoldsen@nas.edu

#TRBwebinar

The Transportation Research Board has met the standards and requirements of the Registered Continuing Education Providers Program. Credit earned on completion of this program will be reported to RCEP. A certificate of completion will be issued to participants that have registered and attended the entire session. As such, it does not include content that may be deemed or construed to be an approval or endorsement by RCEP.



REGISTERED CONTINUING EDUCATION PROGRAM

AICP Credits

- Eligible for 1.5 AICP CM credits
- Log into the American Planning Association website to claim your credits
- Contact AICP, not TRB, with questions



Learning Objectives

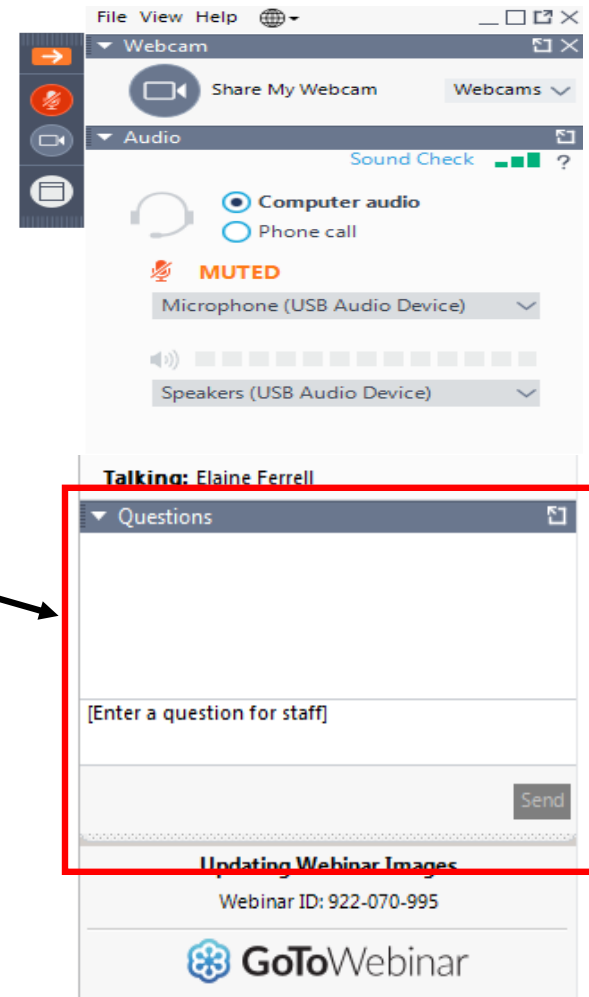
- Discuss how to develop agile transportation agency strategic plans
- Identify strategies for agency-wide ongoing engagement and skills development

#TRBwebinar



Questions and Answers

- Please type your questions into your webinar control panel
- We will read your questions out loud, and answer as many as time allows



#TRBwebinar

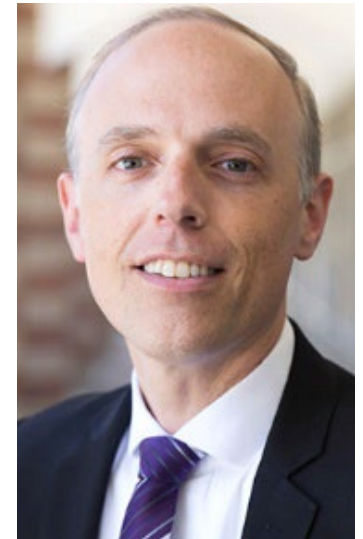


Ryan Judge
RJudge@septa.org
SEPTA



Sydia Reese
sydia.reese@lacity.org
City of Los Angeles

Julie Kolaszewski
Julie.Kolaszewski@dot.ca.gov
Caltrans



Clinton Bench
cbench@ts.ucla.edu
University of California, Los Angeles

Standing Committee on Strategic Mgmt

- **Identification of long-range external and internal disruptions, issues, and trends** and their implications for transportation organizations;
- **Processes and structures organizations use** to consider these implications and to plan, implement, manage, and measure disruptions strategic changes; and
- **Policies, decisions, and institutional structures and relationships** that result from this strategic change.

Key Topics For Webinar

- Development of resilient strategic plans in the context of uncertain future commuting patterns and extreme climate events
- Impacts of multiple concurrent pandemics on developing strategic vision and objectives for transportation agencies
- Strategies to engage the whole of agency staff in implementing strategic plans
- Approaches to integrating strategic plan objectives into daily decision-making and end-user engagement with a goal of continuous refinements to strategic plan content

Strategic Plans

- Intended purpose
- Current trends
- Varied Engagement from Decision-Makers and Front-Line employees
- Public Engagement

Embracing the Unknown

Strategic Transportation Planning
in the Pandemic Age

Ryan Judge

SEPTA | Director, Strategic Planning & Analysis
RJudge@septa.org

Planning Ahead for What's Next

Plan-Ahead Teams

- Service & Operations
- Maintenance & Station Facilities
- Finance & Capital Program
- Workforce & Workplace Management
- Customer Insights & Communications

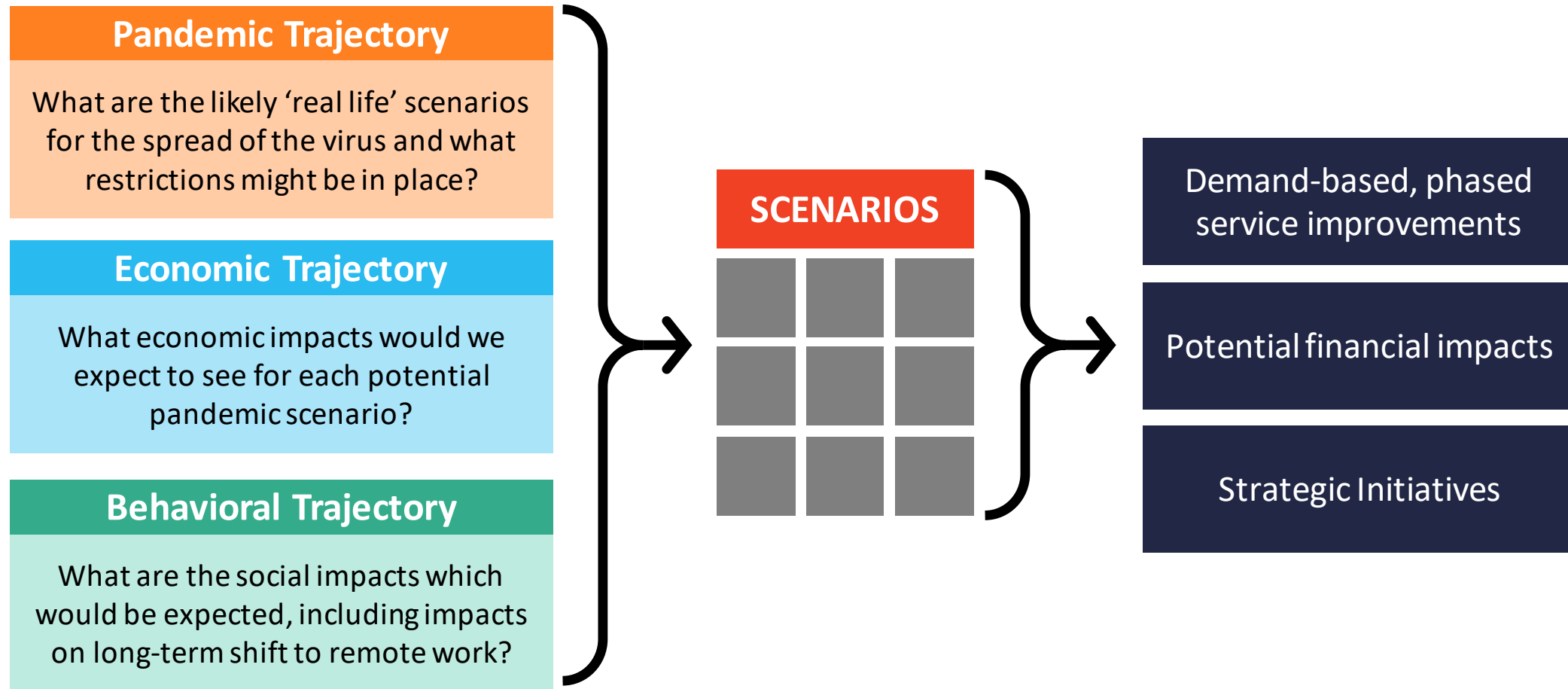
**Over 150 individuals
from across SEPTA.**

Plan-Ahead Process Goals

- 1** Recognize and adapt to a new normal.
- 2** Anticipate changes in customer needs and behaviors.
- 3** Support the region in its recovery.
- 4** Identify opportunities for improvement and innovation.
- 5** Be agile and flexible in decision-making.
- 6** Provide clear, consistent, and intuitive communication.

Scenario Planning

Preparing for a number of outcomes quickly.



Primary benefit of Scenario Planning:
**Identified strategies that were
consistent across all scenarios**

**In the face of an uncertain future,
the consistent strategies should be our focus.**

**They provide the strong foundation
to proactively plan for and respond to challenges
and opportunities of the future.**

○ Purpose

SEPTA Forward establishes a framework that will propel SEPTA, our communities, and our region forward.

- **Identifies the challenges** that are disrupting our industry;
- **Sets the vision** for where we need to be headed; and
- Identifies the goals and **strategies that will get us there.**
- It **builds on the feedback** we have received from our riders through customer surveys, at public meetings, and in our day-to-day interactions
- Was developed by teams comprised of **staff from across the organization.**
- SEPTA Forward marks an important step to establish a clear direction and priorities—**but it is only the beginning.**



Plan Framework

Mission + Spirit

- Represent who we are and why we exist as an organization
- Establishes a clear “organizational mindset”

Vision + Goals

- Represent where we are going and what are going to do to get there
- Sets a clear direction and framework for actions and initiatives

Build on existing strengths

Our in-reach efforts highlighted the amount of pride that employees take in providing an essential service for millions across the region.

We worked to capture this pride and a frame a new set of core values on it:

We call this our SEPTA Spirit

PUT SAFETY FIRST

In every decision we make, safety is paramount. We are an industry leader in safety initiatives for both our employees and our riders because we are disciplined in our thoughts and our actions.



AIM HIGHER

We strive to make things better today than they were yesterday in search of greatness. We reflect on our missteps, learn and adjust, and move forward because we are proud of the work that we do.

BE INCLUSIVE

We grow, encourage, respect, and rely on diverse perspectives so we can better meet the needs of our community.



FOCUS ON RESULTS

We work purposefully in pursuit of our vision and continually track our performance to make the most effective, efficient, and sustainable use of the resources we have available.

LISTEN FREELY

We listen to understand, not just to respond. We engage in open and honest conversations with each other, our riders, our communities, and our partners, and work together to deliver equitable, rider-focused solutions.



FIND SOLUTIONS

We meet challenges head-on and empower each other to create innovative and sustainable solutions. We are accountable for the outcome, even when something is beyond our control. We learn from each other and embrace new ways of doing things.

Vision

SEPTA is more than transit; it is the way that we connect to each other.

The Strategic Plan is organized around **three goals that work together** to achieve our vision:

GOAL 1

DEVELOP A PROACTIVE ORGANIZATION

We are an agile and responsive organization that makes the most effective use of our resources. We invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving the people of Southeastern Pennsylvania.

GOAL 2

PROVIDE AN INTUITIVE EXPERIENCE

Our system is easy-to-use for all, regardless of familiarity, language, or ability, welcoming riders from across the world. We provide convenient services and the right information, at the right time, for a smooth and enjoyable journey.

GOAL 3

DELIVER A SEAMLESS TRANSIT NETWORK

Our services work together, creating one unified, equitable network serving all types of trips, no matter where you are or what mode you choose. We anticipate changing needs and adapt services responsively to keep our region moving throughout the 21st century.

○ Taking Action

SEPTA Forward marks an important step to establish broad strategies that set a clear direction and priorities—but it is only the beginning.

Three overarching programs will help us build towards our vision:

Rail Transit Unification

Unifying the rail transit network with standard wayfinding, communications, services, and experiences. Advance Trolley Modernization and King of Prussia Rail to support a growing region.

Bus Network Redesign

Creating an interconnected network that provides frequent services with easy-to-understand routes that meet the changing needs of our region.

Regional Rail Master Plan

Identifying a long-term vision for the future of Regional Rail based on extensive engagement with riders and stakeholders from across the region to seamlessly integrate with the Rail Transit and Bus systems.

**ONE
LIFESTYLE
TRANSIT
NETWORK**

Cascading Organizational Goals

Through budget priorities and individual employee goals.

“Bottom-up” planning led to development of organizational goals.

Cascading priorities back down helps to align the entire organization and emphasize that the work that everyone does is important and building to something bigger.



LADOT Framework

WHAT WE STAND FOR AND WHY

VISION

LADOT's aspiration for mobility in Los Angeles

In Los Angeles, all people have access to safe and affordable transportation choices that treat everyone with dignity and support an equitable, thriving city.

MISSION

LADOT's approach to fulfilling its vision

LADOT leads transportation planning, project delivery, and operations in the City of Los Angeles. We are accountable for delivering a safe, equitable, and well-run transportation system that supports the growth and vitality of the city and region.



Values

LADOT'S PRIORITIES FOR ITS ORGANIZATIONAL CULTURE

CREATIVITY

A commitment to curiosity, innovation, and critical thinking.

WE: Evolve our methods
Solve problems
Embrace new technology
Let Data guide decisions



FULFILLMENT

A Commitment to adaptability, growth and fun.

WE: Seek Self-awareness
Are always learning
Embrace change
Create fellowship



ACCOUNTABILITY

A commitment to responsiveness, follow through, and follow-up.

WE: Do quality and timely work
Celebrate our successes
Discuss & resolve underperformance
Are reliable



INTEGRITY

A commitment to transparency, ethics, and building trust.

WE: Serve the Public
Say what we mean
Do what we say
Treat others with resp



Process and Stakeholders

Kicked-Off Beginning of pandemic with Consultant
Racial Equity Team
Staff Survey to Solicit Feedback

LADOT Executive Team
Mayor's Office

LADOT Working Group



The Plan's Pillars

Our People



Equity



Health and Safety



Sustainability



Economic Growth



PILLAR

The way that LADOT serves the community

GOAL

Key programs or initiatives that are tied to specific measurable targets

ACTION

Discrete projects or tasks that LADOT intends to accomplish in the three-year timeline

METRIC

Outcomes-oriented measurements to track LADOT's progress toward its goals

Health and Safety

1

Transform streets into public space to connect communities.

A Increase the frequency of open streets events to monthly by 2022 and to weekly by 2023.

MEASURING SUCCESS:



Increase investment in public space programs

Measuring Success

CONTINUOUS IMPROVEMENT PROCESS

DASHBOARD



Master LADOT 2021-2023 Strat Plan Internal Dashboard

File Edit View Insert Format Data Tools Extensions Help Last edit was seconds ago

75% 70 123 Default (Arial) 10

Sydia Reese

Pillar	Goal	Exec Owner of the Goal	#	Action	E-Team Owner	Staff Owner	Partner Staff (for collaboration)	Update Date	% Completion	Project Status	Notes		
Our People	Make LADOT a safe and fulfilling place to work	Sydia Reese	1A	Celebrate success and foster connections through staff events and celebrations, like lunch and learns, cultural events, and service pin ceremonies.	Sydia Reese	Sydia Reese		1/28/2021	50%	Ongoing	Lunch and Le... carried out w... Service Pin C... follow.		
			1B	Require new staff orientation, regular division staff meetings and town halls, to increase transparency and communicate department priorities.	Sydia Reese/Connie Llanco	Sydia Reese/TBD		1/28/2021	25%	Ongoing	Have deliv... but need to m... meetings and... new staff to p... orientation.		
			1C	Create a work culture that celebrates feedback across all staff levels and integrates staff input into LADOT priorities, such as plus delta conversations between staff and supervisors.	Sydia Reese	Sydia Reese		1/28/2021	0%	Not started	-		
			1D	Invest in proven tools and equipment that keep all staff safe from harm.	Mark Granado	Monica Dove							
			1E	Track staff engagement, satisfaction, retention, and promotions disaggregated by race, ethnicity, and gender, to identify disparities and inform focused professional development campaigns.	Sydia Reese	Sydia Reese				1/28/2021	0%	Not started	Revised the s... survey to coll... gender data... Feb 2021



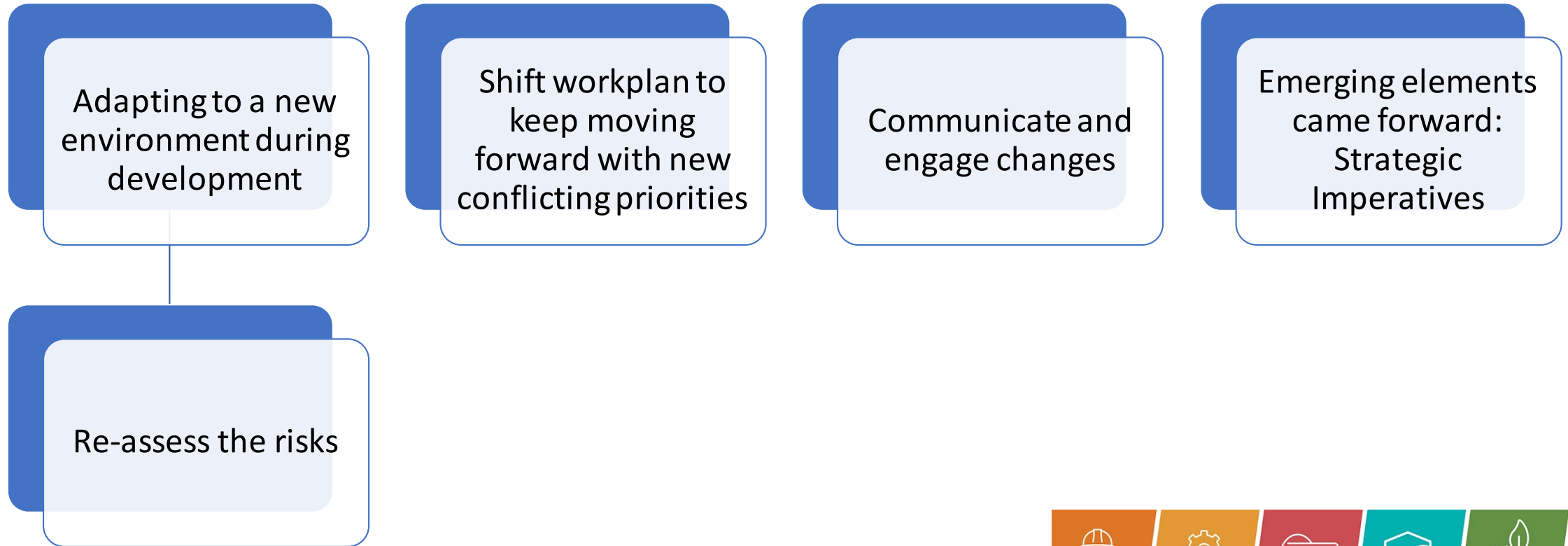
Strategic Planning during a Pandemic

Presented by: Julie Kolaszewski

California Department of Transportation



Approach to Planning during a Pandemic



Challenges to the Planning Process & How we Overcame

Shift to virtual meetings and scheduling challenges

- From whiteboarding and sticky notes to virtual whiteboarding and sticky notes
- breakout rooms
- more meetings with shorter timeframes

Extended development timeline

- Conflicting priorities for leadership
- Set expectations around milestones
- Work begins during the planning process



Everyone has a role to play

Keep it simple

- Clean, easy to read, approach
- Clear direction
- Concise

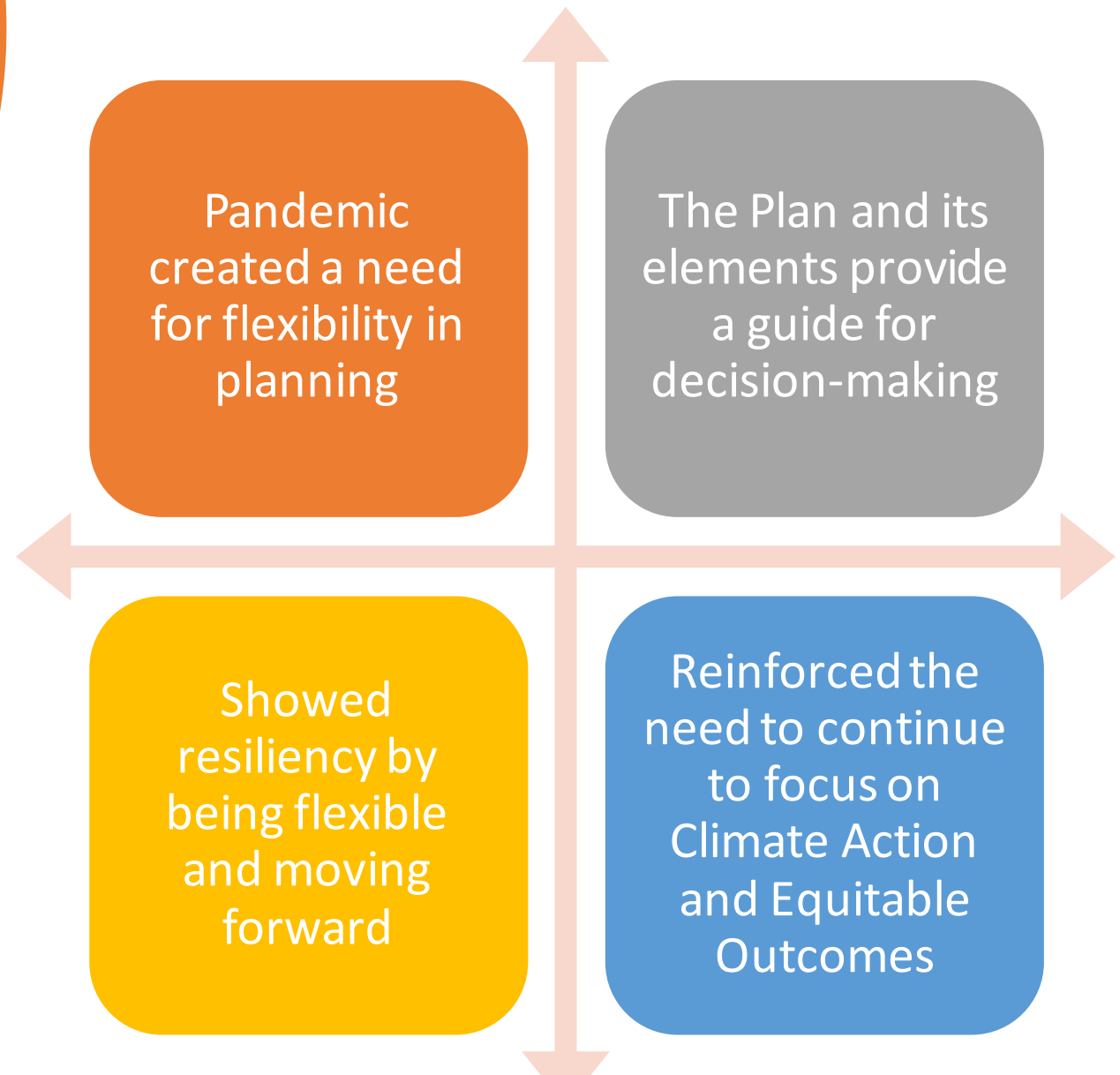
Shift to people-centric Organization

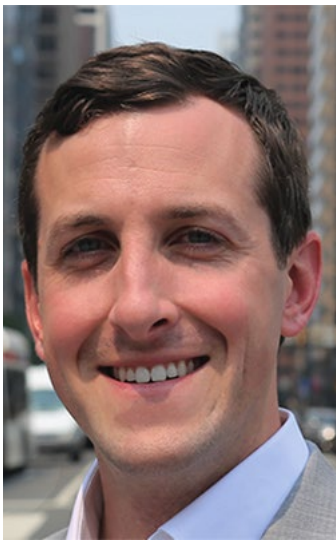
- Language highlights focus

Communication is Key

- Create buy-in for the process and the direction
- How do employees contribute—help them see their role

The End Result





Ryan Judge
RJudge@septa.org



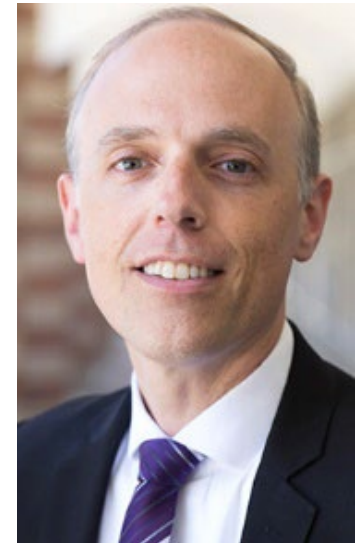
Sydia Reese
sydia.reese@lacity.org



Julie Kolaszewski
Julie.Kolaszewski@dot.ca.gov



Clinton Bench
cbench@ts.ucla.edu



Other Events for You:

- June 13-15, 2022

[18th Biennial National Harbor Safety Committee Conference](#)

- Find upcoming conferences:

<https://www.nationalacademies.org/trb/events>

TRB Weekly

- Subscribe to the newsletter for the most recent TRB news & research

<https://bit.ly/ResubscribeTRBWeekly>

TRB's Podcast!

- Have you heard TRB's Transportation Explorers?
- Listen on [our website](#) or subscribe wherever you listen to podcasts!

#TRBExplorers



Get involved with TRB

- Receive emails about upcoming webinars:
<https://mailchi.mp/nas.edu/trbwebinars>
- Find upcoming conferences:
<https://www.nationalacademies.org/trb/events>

#TRBWebinar



Get Involved with TRB

Getting involved is free!

Be a Friend of a Committee bit.ly/TRBcommittees

- Networking opportunities
- May provide a path to Standing Committee membership

Join a Standing Committee bit.ly/TRBstandingcommittee

Work with CRP <https://bit.ly/TRB-crp>

Update your information www.mytrb.org

Key Takeaways

Communication Plan

- How can you connect in a virtual setting?
- Use technology to your advantage
 - Virtual whiteboards for planning
 - Software for tracking
 - Survey to measure awareness and connection
- Reinforce connection of success to the Plan

Plan to revisit the Strategic Plan

- Assess the environment annually and make changes
- Keep it alive

