

# Welcome and Introduction

Susan Moreau  
Manager, Multimodal Planning & Operations  
Outreach Division  
Bureau of Planning  
MaineDOT

# Agenda

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- MaineDOT Commissioner David Bernhardt
  - A review of “MaineDOT Strategic Plan 2012”
- Core Values / Core Beliefs - quick refresher
- Dispatcher Decision-making Exercise
- Core Beliefs Exercise (take a break as needed)
- Core Values Exercise
- Survey Update
- Transit Strategic Plan Bibliography
- Adjourn

# Self Introductions

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1. Your name

2. Affiliation

3. Choose one:

The northern-most point on earth  
you have ever traveled.

or

Your favorite zoo animal.

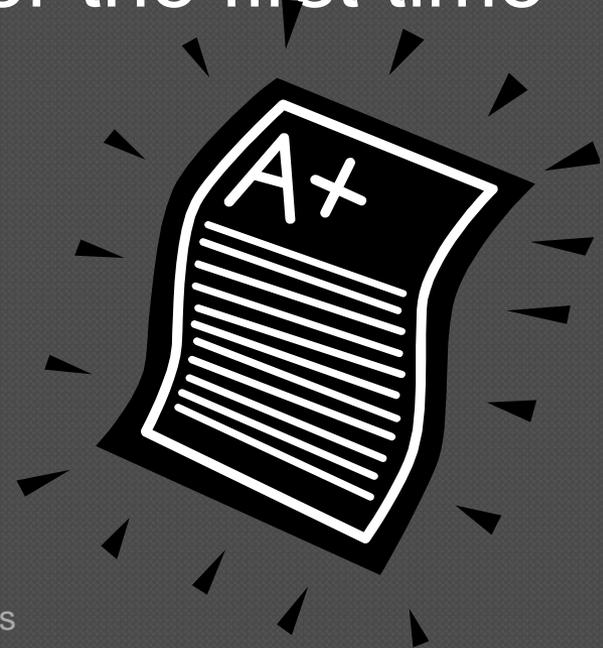
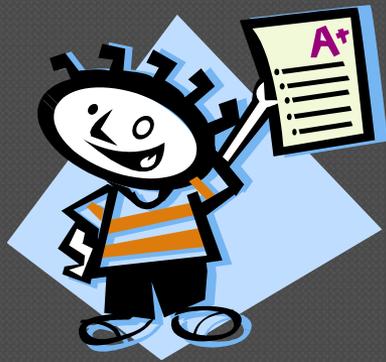
or

Most recent use of public transit.



# Quiz

- Refresher and focus.
- Share with those here for the first time



# Quiz

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1. What are the three strategic questions?
2. List all the modes that this plan will address.
3. What mode is not addressed in this plan but is essential and the beginning of all the modes you listed in #2?
4. What are the four types of outcomes expected from this plan?
5. When will the plan be completed?

# 1. Three Strategic Questions

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1. Where are we?
2. Where do we want to go?
3. How do we get from where we are to where we want to go?

## 2. Modes Addressed by Plan

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1. Major Focus-“Transit” buses (Fixed Route and Paratransit)
2. Connectivity-Ferries, Rail, Park and Ride

# 3. What Mode Not Addressed but critical to all other modes?

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## ◉ Walking-Pedestrian Issues

“All trips begin and end with some amount of walking. For a community to be transit friendly it must first be pedestrian friendly.”

## 4. What are the four outcomes?

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1. Current service levels
2. Ideal with no fiscal constraints
3. Ideal based on best Maine practices
4. Ideal based on best industry practices

What you get for each level of service and what it will cost.

## 5. When will the plan be completed?

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1. Final public hearing in January 2015.
2. MaineDOT Commissioner gives report to Maine Legislature in March 2015.
3. But remember that strategic planning is a process and in a critical sense will never be complete as those responsible adapt to changing conditions and needs

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# MaineDOT Strategic Plan

Commissioner David Bernhardt

# Our Direction



## *SP-12*

### *What is it?*

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- Our direction for the next several years.
- Defines what we do, our values and what kind of organization and employees we want to be.
- Basis for individual performance expectations.

# *SP-12*

## *By The Numbers*

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- **OneDOT, One Mission**
- **One Vision**
- **3 Goals**
- **3 Core Values**

*SP-12*  
*By The Numbers*  

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*(Cont.)*

- **8 Objectives**
- **34 Strategies**
- **360 Action Items and related performance measures**
- **10 Capstone Performance Measures**

## *MaineDOT's Mission*

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To responsibly provide our customers  
the safest and most reliable  
transportation system possible,  
given available resources.

## *How is this Mission different?*

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- OneDOT, One Mission.
- Customer focus.
- More practical, grounded.
  - Safest and most reliable system possible . . .
  - Money matters (“given available resources”)

***Our Past***

***Separate Missions***

***Flying Solo***

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*SP-12*

*One Common Mission*

*Teamwork*



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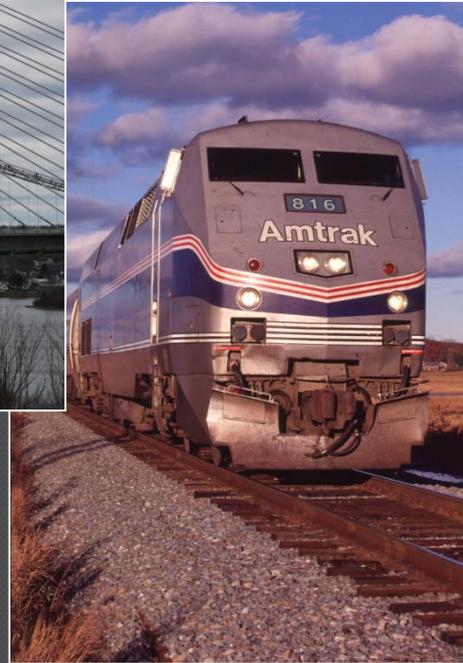
***So who are our customers?***

# Customers are People . . .



# ...Not Things!

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***So what goals  
best serve our customers?***

***SP-12***

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***Three Goals***

- 1. Manage the Existing System**
- 2. Support Economic Opportunity**
- 3. Build Trust**

# ***Goal 1***

## ***Manage Existing System***

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- Manage the system. That is different than “fix individual assets”.
- Do the best we can within reliable funding levels.
- Highway Corridor Priorities and Customer Service Levels define how we do this for the highway system.

## ***Goal 2***

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### ***Support Economic Opportunity***

- Create a long-range, multimodal plan.
- Seek other available resources.
- Maximize state and regional economic benefit.
- Partner with municipalities, businesses to leverage greater benefits.

# **Goal 3**

## **Build Trust**

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- Demonstrate our Core Values of Integrity, Competence and Service, both individually and organizationally.
- Trust is how we measure success.
- Trust is so important, it defines our Vision, i.e. what we want to be.

# *Building Trust*

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**INTEGRITY**

**COMPETENCE**

**SERVICE**

# Core Values

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- ◎ Integrity:

Always making decisions that are in the best interest of MaineDOT and its customers.

# Core Values

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- ◎ Competence:

Taking pride in performance and mastering the skills to be exceptional

# Core Values

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- Service

Holding myself accountable to the customer regardless of circumstances.

# Finally You Have to Measure

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- ◉ Set Performance Measures
- ◉ How are you doing
- ◉ Are you meeting your goals & objectives
- ◉ What's next
- ◉ Who's responsible
- ◉ How are people held accountable

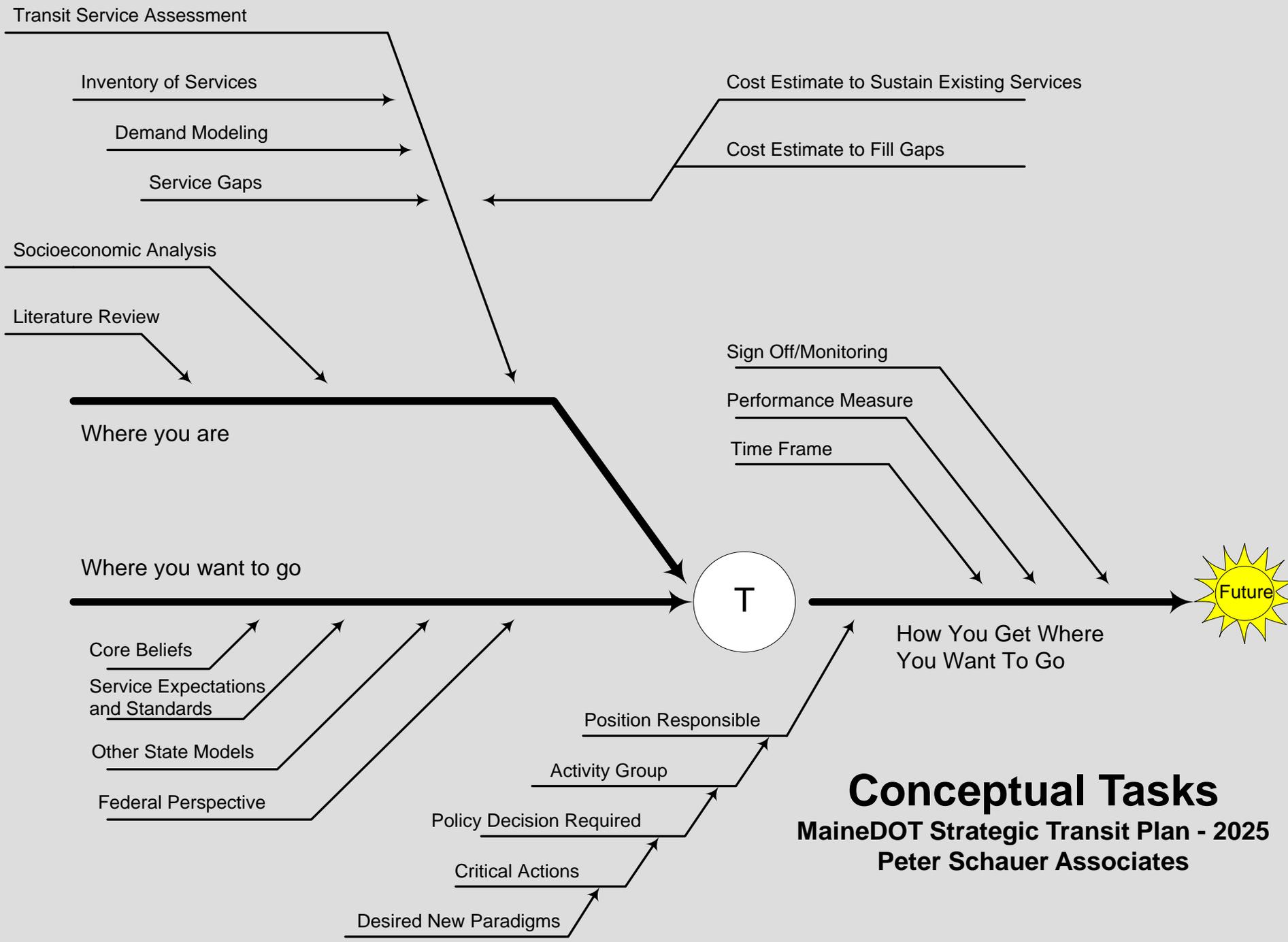
# Core Values/Core Beliefs Quick Refresher

Tom Meyers

# The Strategic Plan Model - Three Questions:

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1. Where are we?
2. Where do we want to go?
3. How do we get from where we are to where we want to go?



**Conceptual Tasks**  
**MaineDOT Strategic Transit Plan - 2025**  
**Peter Schauer Associates**

# Steering Committee

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Help identify:

- Core Values
- Core Beliefs
- Goals
- Objectives
- Critical Actions
- Priorities
- Performance Measures

# Core Values

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Traits or attributes we deem important.  
Values stem from beliefs.

Foundation that forms our attitudes that  
guides our actions and behavior.

# Core Values

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Important for MaineDOT to identify for transit core values because:

- People put values in action in their **decision-making and interactions**.
- Core values help establish **priorities**.
- Organizational **goals** are grounded in core values.

Source: Indiana Governor's Planning Council for People with Disabilities. *Developing Public Transit in Your Community; Curriculum and Resource Guide*. 2002. Print.

# Core Values

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Integrity

Competence

Service

Source: Maine Department of Transportation. *STRATEGIC PLAN: Your On-the-job Roadmap*. 2012. Print.

Peter Schauer Associates  
peter@peterschauer.com

# Core beliefs

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- Core beliefs: things we hold true, often without proof or evidence.
- Assumptions we hold true at the time.
- Can be correct – or incorrect – based on the evidence.
- May change – or remain the same – based on new evidence.

Source: Rachel. "Difference Between Values and Beliefs." *DifferenceBetween.net*. N.p., May 23, 2011. Web. 15 August 2013

# Dispatcher Decision-making Exercise

Peter Schauer

# Dispatchers and Schedulers

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They are making critical decisions everyday based on their values and beliefs and the vision of the agencies and companies that employ them.

Some would say they are playing God.

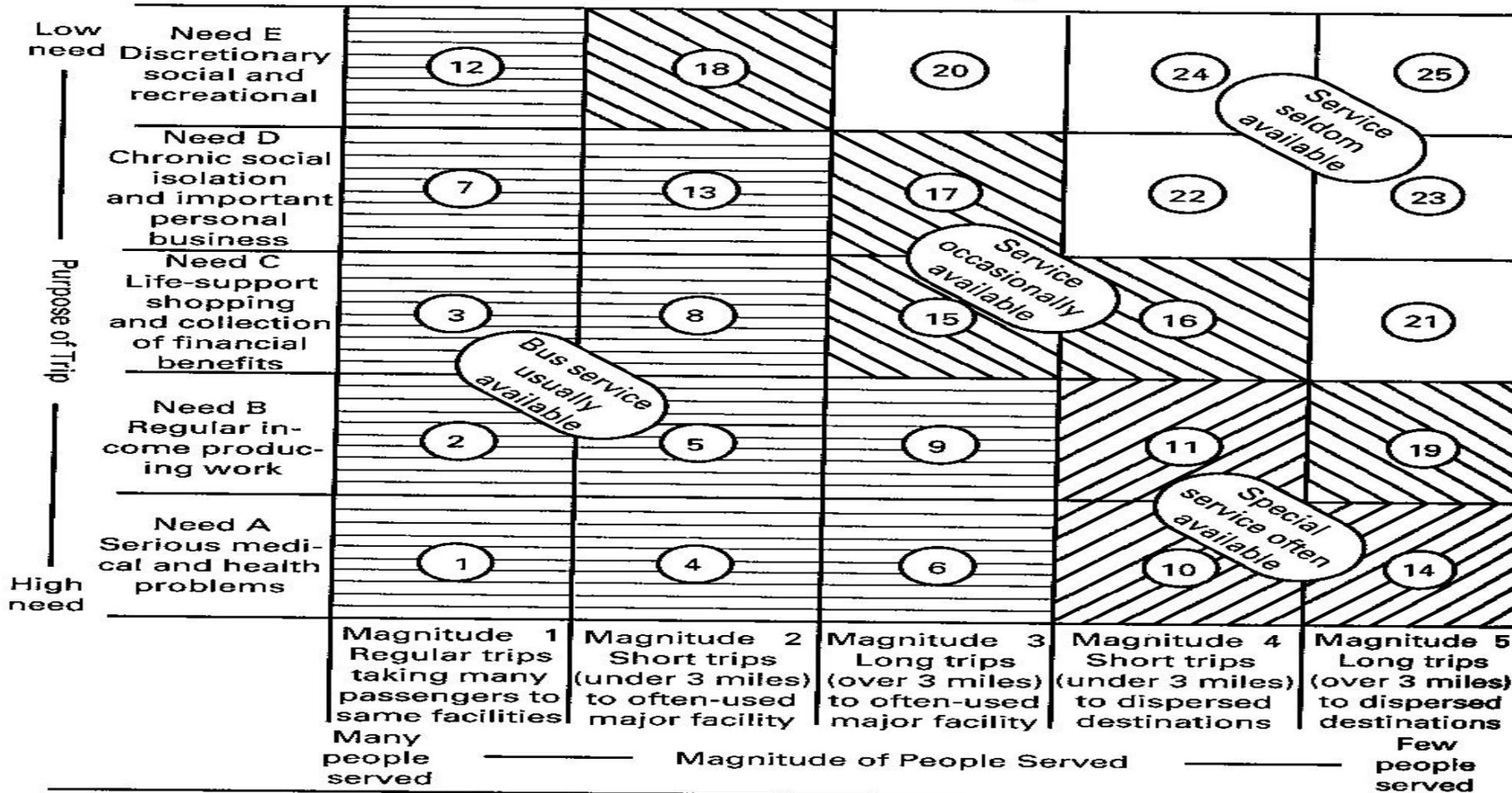
Aggravate a driver and you may get a chilly ride.  
Aggravate a dispatcher and you get no trip.

# Dispatcher Decision-making Exercise

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1. Please tell me what you prefer- a full bus or a bus with one person?
2. Please tell me what you believe to be the most important travel or trip purpose that a person can make.
3. Plot both concepts on graph

### Priority Ranking for Passengers



**Notes:**

1. The numbers in the circles indicate the priority that will be assigned to that trip.
2. The lower the priority number, the greater the chance that the system will be able to provide service.
3. Passengers with high numbers may be able to get service later when the demand is less or may not be able to get service at all.
4. This figure is intended for management use. It is not designed to be understood by laypersons or passengers.

Source: Dave Systems, Inc., Anaheim, Calif., no date.

# Core Beliefs Exercise

Tom Meyers

# Core beliefs

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“We want the facts to fit the preconceptions. When they don't it is easier to ignore the facts than to change the **Beliefs**”

Jessamyn West  
(1902 –

1984; author)

Source: “Jessamyn West.” n.d. BrainyQuote.com. Xplore Inc, 2013. 18 September 2013.

Peter Schauer Associates  
peter@peterschauer.com

# Core beliefs exercise

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Process: **Think**  **Pair**   
**Share**

- A. Think by yourself and answer the questions.
- B. Pair up (“square up”) with three people around you and compare and discuss. Please record the key points on the worksheets!
- C. Share results with the rest of us.

**Important note: Need all worksheets, and one legible copy of completed summary worksheet.**

# Core Values Exercise

Tom Meyers

# Core values exercise

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Process: Think → Pair → Share

- A. Think by yourself and answer the questions.
- B. Pair up (“square up”) with three people around you and compare and discuss. Please record the key points on the worksheets!
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# Core Values in *action*.

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Abstractions or Actionable Concept?

For Example: We value competence.

Action: We provide training.

Belief: Our training is thorough.

# Surveys for Review

Peter Schauer

# Skeleton Surveys for Review

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1. Telephone Survey One question you want answered.
2. Focus Group Procedures
3. Stakeholder Surveys (two types)
4. Customer Service Survey
5. Intercept Survey
6. “Mass Distribution” Survey
7. Peter’s On-Site Interview

# Telephone Survey

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- Purpose: Discover need for transit
- Purpose: Discover knowledge and use of transit
- Possible Purpose: Discover attitudes about funding transit

# Focus Group Procedures

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- ◎ Piggyback on Regional Summit meetings which are the foundation for the mandated Locally Coordinated Plan.

Purpose: Open ended questions to help understand attitudes about transit, performance measures and MaineDOT

# Stakeholder Survey

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- ◎ Two types (Repeated twice: FY 13, FY 14)
  - Providers of service
  - Agency Purchasers of service
- ◎ Stakeholder Survey Provider Attitude Questionnaire
  - Purpose: Assess attitudes about transit now and future
  - Purpose: Assess attitudes about coordination
  - Purpose: Assess attitudes about performance measures
- ◎ Non-Provider Survey (Also Stakeholders)
  - Purpose: Assess passenger transit activities
  - Purpose: Collect uniform data on agency consumers of transit

# Customer Service Survey

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## ◉ MaineDOT Customer Service Surveys

- Purpose: Assess level of contact with MaineDOT
- Purpose: Assess attitudes about MaineDOT

# Intercept Survey

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- ◎ Intercept Surveys (Will be re-worked telephone survey)
  - Purpose: Discover need for transit
  - Purpose: Discover knowledge and use of transit
  - Possible Purpose: Discover attitudes about funding transit
- ◎ Emphasis on youth and college campuses

# Mass Distribution Survey

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- ◎ “Survey Monkey” type distribution and hard copy “Mass Distribution” Survey
  - Purpose: Discover need for transit
  - Purpose: Discover knowledge and use of transit
  - Possible Purpose: Discover attitudes about funding transit
- ◎ Re-worked telephone survey questions

# Peter's On Site Interview

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1. Purpose: Open ended questions to help understand attitudes about transit, performance measures and MaineDOT
  2. Purpose: In person exchange of ideas about Strategic Plan
- ◎ Plan is to visit every current Regional Provider

# Strategic Plan Bibliography

# Please- Supply References

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# Next steps

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- Next Meeting October 15, 2013
  - Draft deliverables
  - Final surveys for review
- Interim Priority Tasks
  - Final drafts of surveys -October 4
  - Bibliography -Open
- Interim Optional Tasks
  - Next Committee Survey

# Until Next Time

Thank you!