

**RICHMOND METROPOLITAN TRANSPORTATION AUTHORITY
WORK SESSION MINUTES
HELD APRIL 5, 2017**

A special Work Session/Strategic Plan meeting of the Board of Directors of the Richmond Metropolitan Transportation Authority was held on the 5th day of April, 2017, in the Kennedy Conference Room of the Authority's offices at the Powhite Toll Plaza, Richmond, Virginia, pursuant to due notice.

The following Directors were present and acting throughout the meeting, except as noted below: Directors Gurley, Hazelett, Johnson, Ramsey, Tart, West, White and Whirley. Directors Hinson and Woodfin arrived during the course of the meeting. Directors Brown, Dabney, Holland, Nelson and Waller were absent. Others present were Ms. Gray, Ms. Dean, Ms. Johnson, Ms. Simmons, Mr. Madison and Ms. Plutro of the Authority, Ms. Tamar Henkin (the Strategic Plan consultant), and Mr. Ballou.

Mr. Johnson served as Chairman of the meeting, and Mr. Ballou as Secretary.

Mr. Johnson commenced the meeting at 12:10 p.m. and noted that it was in the nature of a work session to discuss the Authority's Strategic Plan and that no formal action was anticipated. He introduced new Henrico County Board member, Mr. James "J.B." Gurley, who gave brief introductory remarks and concluded with the statement that he was looking forward to working with the other Board members in this important regional mission. Mr. Hinson and Mr. Woodfin joined the meeting at this time.

The Chairman then turned to Ms. Henkin to continue with discussion and development of the Authority's Strategic Plan, picking up from when the Board had last discussed same at its March meeting.

Ms. Henkin briefly outlined the planned agenda for the meeting, including a recap of discussions to date, revisions to the Plan's focal areas, development of further focal areas and

discussion items for next meetings. She referred to the Strategic Plan outline and template that had been previously distributed, along with the previous meeting summary and Strategic Plan documents for reference. The intended focal areas for discussion during this meeting were numbers 1 and 4, with working titles Organizational Excellence (previously Operational Efficiency and Excellence) and Innovation and Technology, respectively. She anticipated that numbers 2 and 3, Stewardship for Regional Transportation and Other Assets (previously called Strategic Scope Expansion) and Financial Capacity (previously Revenue Diversification), would be discussed at the next Strategic Plan meeting.

The Board and Ms. Henkin, joined by Staff and Mr. Ballou from time to time, further discussed the focal areas of Organizational Excellence (with its strategic priorities related to customer service, safety, improvements in operational efficiency and performance, staffing, and fiscal integrity) and Innovation and Technology (with its strategic priority of taking advantage of new technologies). These strategic priorities had various objectives, strategies, performance indicators and time frame/targets that were further developed and refined during the discussion. At the end of these discussions, Ms. Henkin noted that the next Plan meeting would concern focal areas 2 and 3.

The work session was adjourned at 1:55 p.m.



Secretary

APPROVED:



Chairman