2015-2019 Strategic Plan Progress Report

Board of Directors
September 7, 2016

Overview

• Bi-annual progress report to Board
• FY17 Budget in place
• Agency efforts on three priorities
• Sets stage for Board retreat
Input from Board

• 2015 Board Retreat
  - Engage private sector to improve transportation
  - Improve system ease of use for patrons, including technology
  - Financial flexibility
  - Fill workforce vacancies
  - Workforce housing

• Board Subcommittee
  - 28 initiatives

Expanding Mobility Options

• Engage private sector
  - Public-Private Partnerships on Dumbarton Study
  - Innovative partnerships

• Improve system ease of use
  - Mobile ticketing

• Youth Mobility Plan

• Senior Mobility Action Plan
Strengthening Fiscal Health

- Financial Capacity model and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, in progress.
- Comprehensive Fare Study planned for 2017.
- Strategic Financial Plans, short term and long term, will be developed by December 2016.
- Financial Policies (Reserve, Working Capital, Debt and CIP) need to be developed to support the Strategic Financial Plan.
- Execute the plan; develop Key Performance Indicators (KPIs); and monitor performance.
- Develop an effective Enterprise Resource Planning (ERP) strategy that will support the Strategic Financial Plan.

Becoming a More Effective Organization

- Filling workforce vacancies (business continuity)
  - Tiered strategy
- Workforce housing
  - Mismatch with cost of living
  - Different challenges for ages
  - Comprehensive strategy
Becoming a More Effective Organization

• Employee survey
  - District-wide participation
  - Priority setting process

• Internal communications plan
  - Launching process

Next Steps

• Board retreat October 2016
• Annual update Winter 2016