2015-2019 Strategic Plan Progress Report

SP/D & S Committee
January 4, 2017
Agenda Item #3

5 Goals in 5 Years

1. Increase fixed-route bus ridership 15%
2. Increase fixed-route passenger fare revenue 20%
3. Reduce annual debt service $1.5 million
4. Improve organizational performance
5. Manage workforce change
Goal 1: Increase Ridership 15%

- Target +2.9% annual growth
- FY2014: +3.0% SSP implemented
- FY2015: +2.9%
- FY2016: -2.8%
- FY2017: -6.8% YTD (Jul – Nov 2016); Nov 2016 -3.9%

Initiatives
- Youth plan
- Senior mobility strategy
- Innovative partnerships

Goal 2: Increase Revenue 20%

- Target based on increasing ridership and fare updates 2016 and 2019
- FY2014: +4.3% SSP implemented
- FY2015: +1.7%
- FY2016: -4.0%
- FY2017: -1.5% YTD (Jul – Nov 2016)
- Fare study in 2017
Goal 3: Reduce Annual Debt Service by $1.5 million

- Board approved debt refinancing structure and closed financial transaction in March 2015
- Reduces annual debt service average $3m (2016-2019) and $5m (2020-2033)

Goal 4: Improve Organizational Performance

- 2016 employee survey yielded new initiatives:
  - Compensation and benefits study
  - Rewards and recognition program
  - Inter-departmental collaboration
  - Career and professional development
  - Employee communication plan
- Other:
  - Communication training for management
Goal 5: Manage Workforce Change

- New HR positions to increase recruitment capacity, develop business continuity plan for agency and departments
  - Retained recruitment firm
  - Talent Manager
  - HR reports to Chief of Staff
- Conduct an employee survey regarding workforce housing

Response to Board Direction

- Engage private sector to improve transportation
  - Partnerships with private sector
- Improve system ease of use for patrons
  - Mobile app
- Financial flexibility, no “scarcity mentality”
  - Evaluating new initiatives
- Fill workforce vacancies
  - Tiered recruitment process
- Workforce housing
Next Steps

- Incorporate Board input and priorities into FY18 budget