



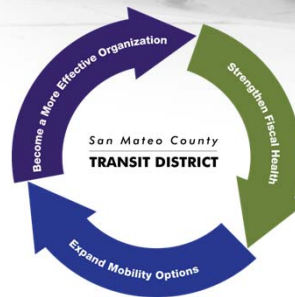
2015-2019 Strategic Plan Progress Report

Board of Directors
September 7, 2016



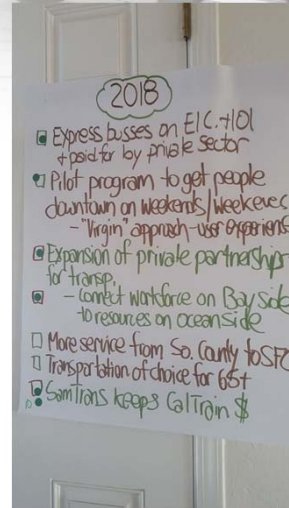
Overview

- 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.

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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

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Becoming a More Effective Organization

- **Employee survey**
 - District-wide participation
 - Priority setting process
- **Internal communications plan**
 - Launching process

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Next Steps

- **Board retreat October 2016**
- **Annual update Winter 2016**

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