



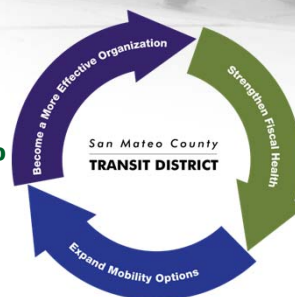
2015-2019 Strategic Plan Progress Report

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

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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

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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)

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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

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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**

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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**

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Next Steps

- Incorporate Board input and priorities into FY18 budget