

REGIONAL TRANSIT ISSUE PAPER

Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
11	08/11/14	Open	Information	07/30/14

Subject: Strategic Plan Update-Review of Goals

ISSUE

Review the Sacramento Regional Transit District's 2004 Strategic Plan goals and related community input for possible modification to reflect current conditions.

RECOMMENDED ACTION

No action is recommended at this time. The Board is asked to review and make modifications to the goals presented in the 2004 Strategic Plan. The modified goals will be presented to the Board for adoption after public review of the Draft 2014 Strategic Plan.

FISCAL IMPACT

None at this time.

DISCUSSION

The Sacramento Regional Transit District's (RT) Board of Directors adopted its most recent Strategic Plan in 2004. Five fundamental goals were identified in the 2004 Strategic Plan. The following discussion relays public outreach efforts undertaken to-date and provides a draft update to the previously identified goals. The draft goals were developed with consideration of community and staff input. The presentation that accompanies this paper is provided in Attachment 1.

2004 Strategic Plan Goals

The following goals were established as shown and described below in the 2004 plan:

Goal 1: Secure the financial means to deliver our services and programs.

Goal 2: Provide total quality customer service.

Goal 3: Create a "world class" regional transit system.

Goal 4: Be a great workplace, attract and retain a qualified, talented and committed workforce.

Goal 5: Conduct our business in a sound and ethical manner.

These goals were developed in direct response to the challenges identified in the 2004 Strategic Plan. In order to gauge the currently desired relative priority of the themes presented in the 2004 Strategic Plan goals and to allow for selection of other issues related to current draft challenges, modified and expanded potential goals were created and used to seek community input.

Approved:

Final 08/05/14

General Manager/CEO

Presented:

RoseMary Covington, AGM of Planning & Transit System Development

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Public & Staff Input

Staff distributed surveys concerning Strategic Plan goals at 13 light rail stations and transit centers. Staff also presented information and sought input regarding RT's Strategic Plan Update at 18 community and stakeholder meetings. Staff made an online survey available to the public for input for over two months. Surveys were available in six languages. The plan update and survey opportunities were promoted through printed and online sources.

Additionally, employees were encouraged to complete an online survey and provide input through on-site voting boards. RT's Executive Management Team participated in four meetings related entirely to this effort.

Goals for 2014 and Beyond

With consideration of the priorities expressed to-date by members of the public and staff understanding of the resources necessary to meet community expectations, the draft goals (shown) below were created:

Fundamental Goals

- Ensure Financial Stability
 - Secure Funding to Maintain Existing Service Levels, Facilities, Equipment and Infrastructure Quality
 - Seek Funding to Meet Additional Demands and Desires for Enhanced Service, Service Quality, Facilities, Equipment and Infrastructure Quality
- Meet or Exceed Expectations for Safe and Quality Service
 - Focus on Safety
 - Criminal Activity
 - System Operations
 - Improve Reliability
 - On-time Performance
 - Missed Trips
 - Enhance Passenger Environments
 - Cleanliness
 - Stop & Station Maintenance & Amenities
 - Vehicle Maintenance & Amenities
 - Provide Convenient and Easy Ways to Access Services
 - Fare, Route & Schedule Information
 - Fare System
 - Route & Schedule Structure
 - Improve Support Facilities & Services
 - Facilities & Services Maintenance & Improvements

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Fundamental Goals (continued)

- Invest in the Attraction, Development & Retention of a Quality Workforce
 - Minimize Employee Attrition & Turnover
 - Improve Employee Satisfaction
 - Improve Employee Development Opportunities
 - Recruit & Attract Qualified and Fitting Staff Members

Growth Goals

- Improve Access Within and Between Communities (*in the Sacramento Region*)
 - Expand Service Coverage: *Expand service coverage to areas that can be served effectively and efficiently.*
 - Improve Existing Service Levels: *Improve service levels with priority on well-utilized services and consideration of competing needs*
- Increase Transit Market Share (*in the Sacramento Region*)
- Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives
 - Accommodate & Leverage Legislative & Regulatory Changes
 - Engage with Appropriate Partner & Stakeholder Initiatives
 - Cooperate and be consistent with related plans and efforts such as the Sacramento Area Council of Governments Metropolitan Transportation Plan / Sustainable Community Strategy

Next Steps

Draft changes to RT's mission and vision statements and goals will continue to be developed with further input from RT staff and revised with input from RT's Board of Directors and members of the community. Performance indicators will be established to measure progress towards the achievement of each goal.

Strategic Plan Update 2013-2014

Sacramento Regional Transit District

Board of Directors Meeting

August 11, 2014



Public & Employee Outreach

- Public Outreach
 - Public
 - 1st Round: Rider Focus
 - 13 Light Rail Stations & Transit Centers
 - 2nd Round: Community & Stakeholders Meetings
 - 18 (and growing) agency and stakeholder meetings
 - Online survey
 - Employees
 - Online survey
 - Worksite input

RT's Current Mission and Vision Statement

The purpose of the Sacramento Regional Transit District is to promote and enhance regional mobility and serve the public by providing quality transit services and solutions that improve the overall quality of life in the Sacramento region.

A coordinated regional public transportation system that delivers quality and environmentally sensitive transit services that are an indispensable part of the fabric of communities throughout the Sacramento region.

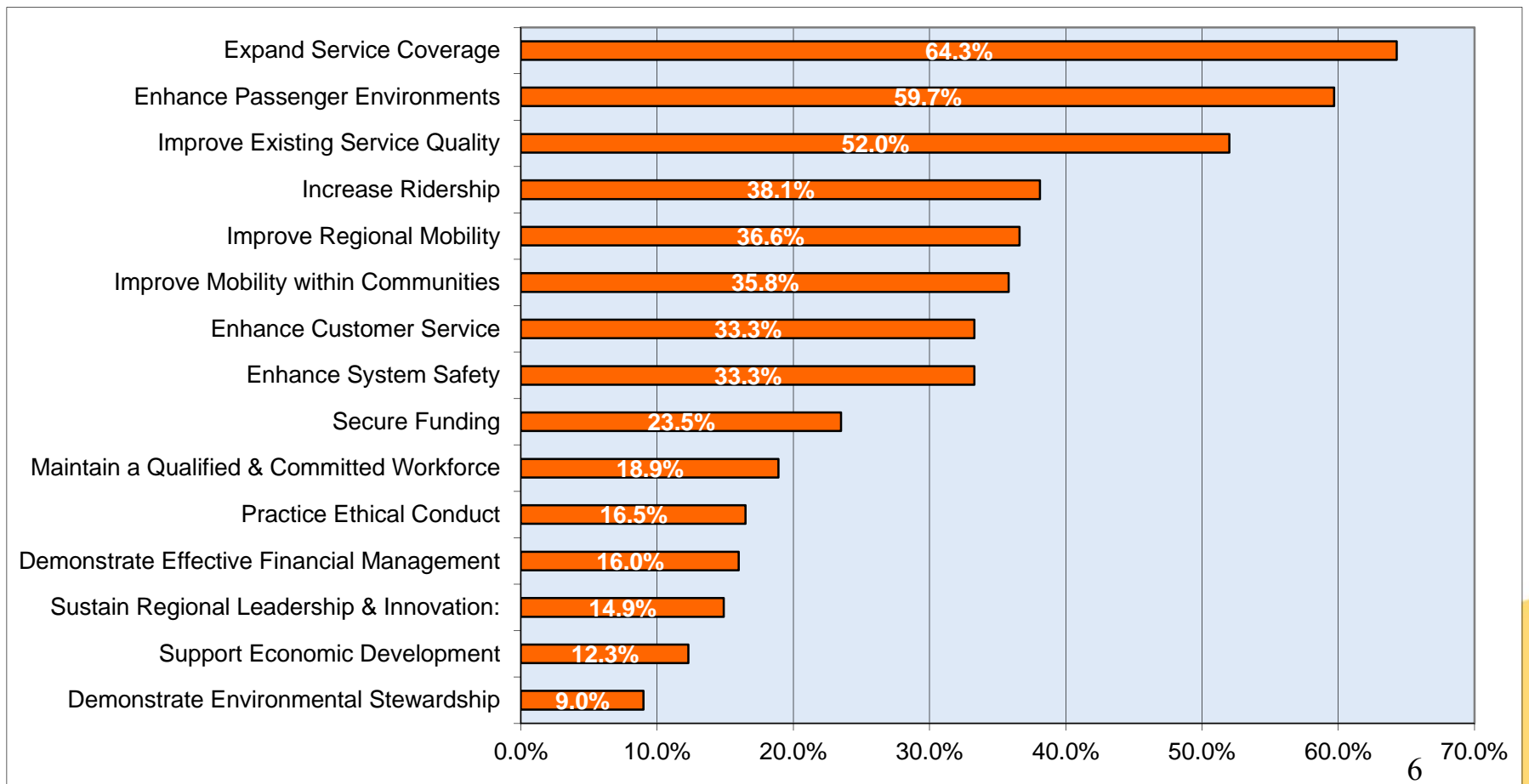
Current Draft Challenges

- **Service Demand:** Meeting the demand for cost-effective transit services that support livable communities and accommodate varying travel needs between and within communities.
- **System Preservation:** Maintaining, replacing and improving existing infrastructure and equipment.
- **Funding:** Addressing the need for additional funding to provide quality services which meet community expectations.
- **Quality Workforce:** Filling staffing gaps due to record levels of attrition.
- **Legislative & Regulatory Changes:** Developing strategies to address legislative changes.

RT's Current Goals

- **Goal 1:** Secure the financial means to deliver our services and programs.
- **Goal 2:** Provide total quality customer service.
- **Goal 3:** Create a “world class” regional transit system.
- **Goal 4:** Be a great workplace, attract and retain a qualified, talented and committed workforce.
- **Goal 5:** Conduct our business in a sound and ethical manner

Public Input* Regarding RT's Draft Goals



*Input received at light rail stations, transit centers and public meetings. Passengers were asked to identify the five goals that they believe to be the most important to RT's fulfillment of its responsibilities. Based on 544 valid responses received. This chart does not include online survey entries.

Revised Draft Goals

Fundamental Goals:

- **Ensure Financial Stability**
- **Meet or Exceed Expectations for Safe and Quality Service**
- **Invest in the Attraction, Development & Retention of a Quality Workforce**

Growth Goals:

- **Improve Access Within and Between Communities** (*in the Sacramento Region*)
- **Increase Transit Market Share** (*in the Sacramento Region*)
- **Rapidly Adjust to External Environmental Changes**

Revised Draft Goals & Strategies

Fundamental Goals:

- **Ensure Financial Stability**
 - Secure Funding to Maintain Existing Service Levels, Facilities, Equipment and Infrastructure Quality
 - Seek Funding (and obtain Qualities likely to Attract Funding) to Meet Additional Demands and Desires for Enhanced Service, Facilities, Equipment and Infrastructure Quality
- **Meet or Exceed Expectations for Safe and Quality Service**
 - Focus on Safety
 - Criminal Activity
 - System Operations
 - Improve Reliability
 - On-time Performance
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 - Enhance Passenger Environments
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 - Stop & Station Maintenance & Amenities
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Revised Draft Goals & Strategies

Fundamental Goals continued:

- **Invest in the Attraction, Development & Retention of a Quality Workforce**
 - Minimize Undesired Employee Attrition & Turnover
 - Improve Employee Satisfaction
 - Improve Employee Development Opportunities
 - Recruit & Attract Qualified and Fitting Staff Members

Growth Goals:

- **Improve Access Within and Between Communities** (*in the Sacramento Region*)
 - Expand Service Coverage
 - Improve Existing Service Levels
- **Increase Transit Market Share** (*in the Sacramento Region*)
- **Rapidly Adjust to External Environmental Changes**
 - Accommodate & Leverage Legislative & Regulatory Changes
 - Engage with Appropriate Partner & Stakeholder Initiatives
 - Cooperate and be consistent with related plans and efforts such as the Sacramento Area Council of Governments Metropolitan Transportation Plan / Sustainable Community Strategy