

ALAMEDA-CONTRA COSTA TRANSIT DISTRICT



STAFF REPORT

MEETING DATE: 3/8/2023

Staff Report No. 23-171

TO: AC Transit Board of Directors
FROM: Michael A. Hursh, General Manager/Chief Executive Officer
SUBJECT: Strategic Plan Update

BRIEFING ITEM

AGENDA PLANNING REQUEST:

RECOMMENDED ACTION(S):

Consider receiving the Semi-annual Strategic Plan update.

Staff Contact:
Ramakrishna Pochiraju, Executive Director of Planning & Engineering

STRATEGIC IMPORTANCE:

The Strategic Plan is important to all strategic goals, initiatives, objectives, and metrics.

BUDGETARY/FISCAL IMPACT:

There is no specific fiscal impact associated with this briefing item.

BACKGROUND/RATIONALE:

The Strategic Plan is a policy document approved in April 2019 and amended in May 2022. The amended plan describes the District's "Revive & Thrive" future scenario that focuses on a business environment with a customer experience lens that allows the District to navigate with the changing conditions. The "Revive & Thrive" scenario brings to the forefront the finance, service quality/customer experience, shared mobility/innovation, public and political support, and health and safety characteristics to guide the district towards reaching success with its goals.

This staff report provides an update to the Board on the plan's performance that guides actions toward the current mission of the District: "We deliver safe, reliable, sustainable and accessible transit service that responds to the needs of our customers and communities." Staff continues to collaborate and partner with the District's labor unions, industry associations, and other agencies to prioritize core business functions within the region that are aligned with the following strategic goals:

- Safe and Secure Operations
- Convenient, Fast and Reliable Service
- Financial Stability and Resiliency

- High-Performance Workforce
- Strong Public and Policymaker Support
- Environmentally Friendly Improvements
- Diversity, Equity, Inclusion and Accessibility

The Strategic Plan Dashboard (Attachment 1) illustrates a summary of progress made on each strategic goal. The dashboard is a rollup based on the Strategic Metric Progress Report (Attachment 2) that provides activity information on each of the metrics and the status code labeled as “complete”, “in process”, or “upcoming”. The progress summarizes the 72 metrics where 75% are in process and 11% have been completed. Provided below highlight current activities in process categorized by goal followed with a list of completed items.

In Process Highlights

Goal: Safe and Secure Operations

A Physical Security Committee was established and an After-Action Report was completed outlining the design strategies for physical hardening and access control at all District locations. Installation of temporary guard booth at D6 is in the implementation phase.

Staff recently implemented online active shooter training for all employees.

Goal: Convenient and Reliable Service

Staff kicked off the Network Realignment and internal and external engagement is planned to start in spring of 2023.

Service restoration remains at 88% and requires more available operators to meet key performance indicator targets before additional service can be restored. Grant funding has been secured for transit performance initiatives on Foothill and Macdonald corridors.

Goal: Financial Stability & Resiliency

Capital projects funding for FY23 are being covered by more than 75% grant funds. Staff is conducting surveys of business units paper processes and evaluating for transitioning to enterprise systems. The staff is currently working with Human Resources Department on a pilot project to convert paper records to electronic records.

Goal: High Performing Workforce

Staff continues to work with the consultant to identify hiring process bottlenecks and explore solutions. The Sign-on bonus has increased as well as employee referral bonus to continue to attract talent and reduce vacancies. Staff is exploring options for providing additional resources and social services during pre-orientation to enhance on boarding.

The Training & Education Center Modernization project is underway, and staff is seeking funding to establish ZEBU.

Goal: Strong Public and Policy Maker Support

Staff is conducting outreach planning efforts for the Network Realignment Plan, Foothill corridor, MacDonald Corridor, D4 Redevelopment Grant Application, Areas of Persistent Poverty Grant application and Quick Build

projects in Oakland and Berkeley. Staff is preparing Annual Accomplishments Reports for External Audiences as well as Annual Legislative Reports to Congress and California expected this Spring 2023. In addition, staff is coordinating the Federal and State delegation meeting for February & March of 2023.

Goal: Environmental Improvement

Staff developed general sustainability language for RFP/RFQs supporting AC Transit projects and is working with Facilities to identify standard products to meet sustainability standards to continue development of green project specifications.

Capital Improvement Projects replacing underground storage tanks at CMF and D2 are under way. Moreover, staff is seeking grant funding to perform a Climate Vulnerability Assessment of AC Transit Assets.

Goal: Prioritize Diversity, Equity, Inclusion and Accessibility

Staff briefed Board of Directors on DEIA efforts in November 2022 (SR-22-601). Climate assessment activities began, and staff completed Diversity, Equity, and Inclusion and Accessibility survey in January 2023. Focus groups and interviews are scheduled to occur in February and March 2023. Staff expects a completed assessment report in the summer.

Completed Highlights

- Formed Physical Security Committee and developed design strategies for physical hardening and access control.
- Launched online active shooter training for all employees
- Completed all employee Diversity, Equity, Inclusion and Accessibility survey.
- Kicked off Network Realignment effort
- Secured 75% grant funding for capital projects in FY2023
- District to receive three additional Agency awards in February of 2023
- District co-sponsored AB 463 presented to Bay Area Caucus in Sacramento and introduced by Assemblymember Hart in February of 2023.

ADVANTAGES/DISADVANTAGES:

There are no advantages or disadvantages associated with this report. It is intended to provide an update on strategic activities.

ALTERNATIVES ANALYSIS:

This report does not recommend an action; therefore, no alternatives analysis is presented.

PRIOR RELEVANT BOARD ACTION/POLICIES:

Staff Report 21-372b Strategic Plan Addendum

ATTACHMENTS:

1. Strategic Plan Dashboard
2. Strategic Metric Progress Report

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