

# ALAMEDA-CONTRA COSTA TRANSIT DISTRICT



## STAFF REPORT

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**MEETING DATE:** 4/10/2024

**Staff Report No.** 24-170a

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**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 and draft timeline for developing Strategic Plan 2025.

**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 by the Board of Directors in April 2019 and amended in May 2022. The amended plan describes the District's "Revive & Thrive" future scenario, focusing on a business environment with a customer experience lens that allows the District to navigate changing conditions. The "Revive & Thrive" scenario brings to the forefront finance, service quality/customer experience, shared mobility/innovation, public and political support, and health and safety as a focus to guide the District toward reaching success in achieving its goals.

This staff report provides an update 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 and Reliable Service

- Financial Stability and Resiliency
- High-Performance Workforce
- Strong Public and Policymaker Support
- Environmental Improvements
- Prioritize Diversity, Equity, Inclusion and Accessibility

### Progress Updates by Strategic Goal

The Strategic Plan Dashboard (Attachment 1) summarizes progress made on each strategic goal and includes a metrics timeline and ongoing activities during the reporting period from October 2023 through March 2024. The dashboard is a rollup based on the Strategic Metric Progress Report (Attachment 2) that provides activity information on each metric and the status code labeled as Complete, In Process, or Upcoming. Provided below are progress updates for each goal. Please refer to the attachment for information specific to each metric.

#### Goal: Safe and Secure Operations

The District completed its annual update to the Public Transportation Agency Safety Plan (PTASP) in December of 2023. The PTASP includes the processes and procedures necessary for implementing Safety Management Systems (SMS) and methods for safety risk management, safety assurance, policy, and safety promotion. The American Public Transportation Association (APTA) conducted a Peer Review of the District's safety and security systems during the week of February 5<sup>th</sup> to 9<sup>th</sup>, 2024.

The Planning and Engineering Department completed the capital projects for physical hardening at Division 2 (D2), Division 3 (D3), and the Training and Education Center (TEC).

The agency received gold-level recognition from the American Heart Association (AMA) for commitments to employee Health and Well-being as measured in the AMA's 2023 Workforce Well-being Scorecard.

#### Goal: Convenient and Reliable Service

The Board elected to pause the AC Transit Realign project in January 2024 and requested revisions be completed by March 2025. Staff submitted its Title VI Program update to the Federal Transit Authority and presented it to the Board in October 2023. The General Manager's Task Force has completed a report on "Reliability" and the draft report is currently undergoing internal review.

The Board approved staff to execute a contract with Oakland-based Hayden AI for a 100 bus pilot project that will utilize the latest advancements in technology for bus lane/bus stop enforcement. Staff is currently working on installing the hardware, and once completed will initiate performing the required 60-days of public outreach prior to a go-live date.

AC Transit held public meetings for the Durant Avenue, MacDonald Avenue and International Blvd Quick Build project, providing updates on project progress and clarifying project activities impacting service quality improvements. The project is in the process of awarding the construction contract.

The Transit Asset Management (TAM) Advisory Committee completed review and approval of the TAM Performance report in October 2023.

**Goal: Financial Stability & Resiliency**

Various improvements have been made to the vendor payment process to speed up payments to small businesses with a goal of 15 days for qualifying vendors. These improvements have also increased our D&B purchasing creditworthiness score overall. The District has also maintained its municipal borrower credit rating of AA with S&P due to our positive financial results and continued compliance efforts.

Staff made significant efforts to control cost growth for the adopted budget, holding it nearly flat from the prior fiscal year, well below the 5% target. Despite mid-year increases, the District is still below the 5% target.

Staff has completed the first annual systems review that will be performed each year by Innovation and Technology in collaboration with the Budget Department as part of the annual budget development process. Staff continues working department by department to convert paper records to electronic format.

**Goal: High Performing Workforce**

Staff plans to host the Spring Hiring Event for Maintenance Bus Operators in May/June 2024. Staff continues to track and monitor NBO classes, participate in the pre-orientation week for success and retention, and solicit feedback for continuous improvement.

Staff have identified a competency model to be used as the framework to create a culture of competence and a high-performing workforce. In addition, an outside vendor platform will be used to administer the Rewards and Recognition program.

Safety-sensitive new hires in 2023 have completed training for the adverse effects of substance abuse. All new supervisors in 2023 have completed Reasonable Suspicion training. All Supervisors have completed two hours of Harassment and Bullying Training.

**Goal: Strong Public and Policy Maker Support**

The District hosted FTA Administrator Nuria Fernandez for tours of our Bus Rapid Transit Tempo line and Zero Emission Bus Program facilities. We also hosted Congressman John Garamendi for a Division 3 (D3) facility tour. Staff continues ongoing participation in the Regional Transportation Measure Working Group to advance authorizing legislation in 2024 for a regional ballot measure in 2026. Partnerships were developed with Oakland Restaurant Week and Black Joy for engagement in 2024 events.

Staff developed and conducted its inaugural customer satisfaction survey and presented results to the Board in March 2024. Social media posting channels have expanded to include NextDoor, and the following has grown 11% since January of 2023.

The agency received the Conference of Minority Transportation Officials (COMTO) Northern California Chapter's Agency of the Year in December 2023. The agency also won its fifth consecutive APTA Ad Wheel award in February 2024. Staff has completed award submissions for additional APTA AdWheel for MarCom projects and the East Bay EDA Innovation Award.

**Goal: Environmental Improvement**

Efficiency benchmarks for energy, materials, and utilities operations have been completed and included in the Draft Climate Action Plan. The Draft Climate Action and Sustainability Plan (CASP) is being prepared for

presentation to the Board upon verification of greenhouse gases inventory by The Climate Registry. Staff has established the "Green Team," a group of district employees focused on implementing sustainability actions, and organized a sustainability booth for the AC Transit Bus Rodeo in March 2024.

Notable sustainability items include the launch of the monthly sustainability news flash "GO Green" Blast, promotion of National Recycling Day while establishing Trash-Compost-Recycle waste stations throughout the District, promotion of Clean Air Day with a plant giveaway to all facility break rooms, Custodial staff at all divisions completed county waste management training. Staff has completed an energy audit for the General Office that will lead to implementing a no/low-cost operational action to reduce energy consumption. The next energy audit will examine the Training Center and identify opportunities for AC Transit's Zero Emissions Bus University (ZEBU).

Staff has developed and recommended a list of sustainability strategies to be integrated into ZEBU, forming the basis of what to include in the standard Division 01 project specifications. A contract has been awarded to purchase 50 new California Air Resources Board compliant diesel buses.

A non-revenue vehicle transition plan to zero emission is in development for review by the TAM Advisory Committee and is expected to be complete in six months.

#### Goal: Prioritize Diversity, Equity, Inclusion and Accessibility (DEIA)

A Virtual Town Hall Event was held in February 2024 to discuss the results of DEIA surveys and focus group participation and to hear consultant recommendations and a question-and-answer session. Staff continues to work with the DEIA consultant to review suggested changes for approval and implementation.

Policy 207 for Equal Employment Opportunity (EEO) has been updated and approved by the Board in December of 2023. Information bulletin boards throughout the District have been updated with new EEO posters with a QR code and the EEO Administrator's contact information. Additionally, the Harassment and Bullying employee brochure has been revised and updated. This brochure is contained in all new hire packets and throughout district properties.

Staff is updating the Construction Career Policy for review by the Board of Directors and continues negotiations for the Project Labor Agreement.

#### **Strategic Plan 2025**

Staff is planning to revise the Strategic Plan for Board approval in 2025. The process will include utilizing a consultant to evaluate the applicability and effectiveness of the current plan and engaging staff, labor unions, and the Board on scope elements. The 2025 Strategic Plan is targeted for approval by the Board in the summer of 2025 based on the following tasks and draft timeline:

Timeline	Tasking
Spring 2024	Initiate work development
Summer 2024	Execute consultant contract work
Fall 2024	Board Visioning and Scoping Workshop
Early 2025	Board, Staff, and Labor Union Feedback

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Summer 2025	Board Approval and implementation
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**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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