

Strategic Plan Update

AC Transit Board of Directors Retreat
September 29, 2021

Strategic Plan Update Process



8/2021 – Staff Review of Existing Strategic Plan and Development of Updating Process



9/29/2021 - Seek Board Feedback on Current Strategic Plan and Suggested Updates



1/2022 – Complete Draft Strategic Plan Addendum with Updated Work Plan



3/2022 – Board Review and Adoption of Strategic Plan Addendum along with Updated Work Plan



9/2024 - Complete full revision of Strategic Plan with reassessment every 5 years

Update Content

Develop an Addendum to the Strategic Plan rather than a complete re-write of the document

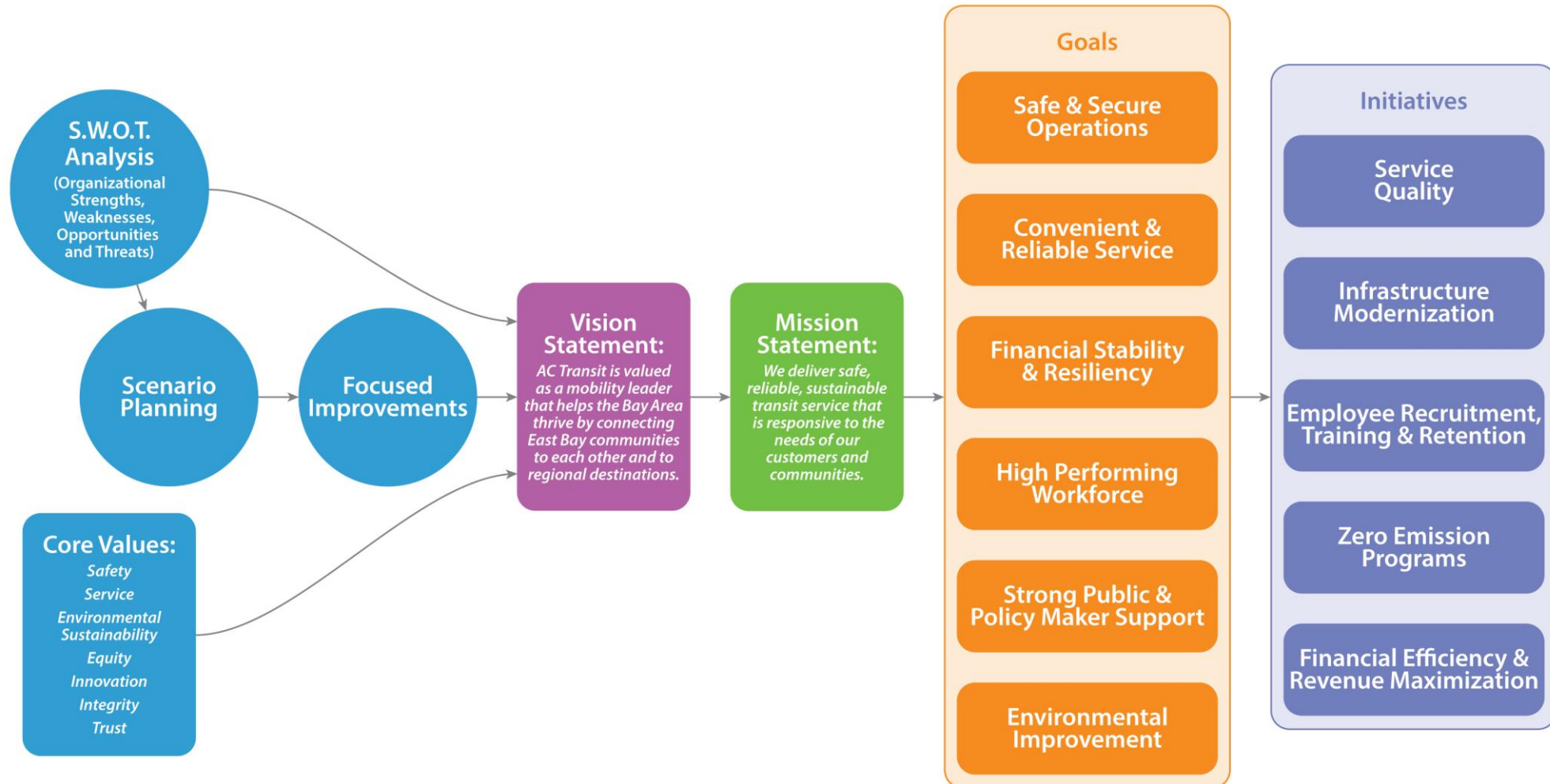


Pending Board feedback, the Addendum will include:

- Background/Purpose
- Review of Future Scenarios
- Update of Goals
- Update of Initiatives
- Updated Objectives and Metrics

Current Strategic Plan

Components of the AC Transit Strategic Planning Process



Why Update the Strategic Plan?

Key external factors have and will continue to impact the District's Strategy to deliver service:

- The COVID-19 Pandemic has changed the future trajectory of public transit, likely permanently
- The recent heightened refocus of government institutions on diversity, equity, inclusion and accessibility, both internally and externally
- The impacts of Climate Change are directly upon us, creating a global crisis

Other, more acute factors are current impacting service delivery:

- Bay Area housing crisis and lack of affordable housing, especially in the urban core
- Lack of labor force nationwide for working-class jobs such as operators and mechanics

New Baseline and Customer Needs

- As of September 2021:

AC Transit Service Category	% of Pre-pandemic Service	% of Pre-pandemic Ridership
District-wide	83%	52%
Transbay	55%	9%

- August 2021 Bay Area Council Employer Network Poll Results from 197 employers:
 - 15% of employees expected to come to the workplace 5 or more days/week post-pandemic
 - 67% plan to come 3 or less days/week post-pandemic
 - 80% of employers are somewhat or very concerned about COVID safety on transit
 - 95% of employers will support public transit to commute to work

Review of Future Scenarios

Tactical Retreat

AC Transit has reduced service levels that are sustainable given available finances and labor

Hold Our Ground

AC Transit has maximized its efficiency and effectiveness under its current policies and business practices

Focused Improvements

AC Transit has embraced a collaborative model by deploying its buses in major corridors and offering Flex service in low-performing areas

Whatever It Takes

AC Transit has committed to mobility for everyone in the District through operation of all buses and shuttles and coordination with the private sector

A New Future Scenario?

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Revive & Thrive? Restore & More?

Suggested Vision: *The pandemic has given AC Transit an opportunity to recover service and ridership through improvements to the customer experience and a focus on all riders*

What are the potential characteristics of a new Future Scenario?

Finance

- + New revenue sources
- Farebox and other operating revenues trend below pre-pandemic levels
- Increased costs to deliver service
- Labor shortage

Customer Experience

- + Invest in historically underserved communities
- + Improve the entire customer experience for all riders
- + Regionally coordinated service
- + New understanding of customer and public's transportation needs
- Ridership does not reach pre-pandemic levels
- Less ridership demand results in less service

What are the potential characteristics of a new Future Scenario?

Health and Safety

- + Health and safety of riders and operators
- + Environmentally friendly fleet
- + Decrease in Vehicle Miles Traveled
- + Sustainable business practices to reduce carbon footprint
- Accelerated Climate Change exacerbates inequity
- Lingering pandemic
- Aging population

Public & Political Support

- + Renewed focus on public transit and TOD
- + Mandated regional transit coordination
- + Improved customer experience
- Challenging coordination with local jurisdictions' priorities and budgets

What are the potential characteristics of a new Future Scenario?

Innovation

- + Advanced customer interfaces
- + Multi-modal collaboration
- + Transit priority
- + Electronic and contactless fare payment
- + Focus of regional agencies on mobility rather than mode
 - Vehicle automation (trucking, rideshare, private cars)
 - Rideshare growth
 - Increased auto ownership

Revisiting the District's Goals



Proposed Additional Strategic Goal:

Prioritize Diversity, Equity, Inclusion and Accessibility (DEIA)

- Become a better engaged organization in EDIA issues
- Continue to address systemic and institutional racism, racist actions, discrimination, prejudices, microaggressions and unconscious biases in the workplace
- Acknowledge, celebrate and provide opportunity for persons of protected populations
- Create a safe and welcoming work environment for everyone
- Provide equitable transportation solutions and service to all, especially marginalized and negatively impacted populations
- Prioritize our diverse and low-income riders

Updating our Strategic Initiatives



Proposed Additional Strategic Initiative:

Internal and External Diversity, Equity, Inclusion and Accessibility Programs and Priorities

- Comprehensive internal program to celebrate diversity, address biases, prejudices and microaggressions, instill cultural competence, and be inclusive
- Program could include: events, trainings and new policies
- Adhere to federal Title VI and Environmental Justice policies
- Provide access to all with emphasis on service and public-facing activities for transit-dependent communities
- Seek partnership opportunities with businesses owned by persons of color and women

Department and Staff Activities



Regularly update outdated
Department Objectives and Metrics to
carry out Goals and Initiatives

Participation of all departments

Led by Department Directors

Update both Transformative and Functional objectives and metrics

Update ridership and service metrics given our new baseline

Update dates and timelines

Iterative process



Develop Annual Work Plan

Participation of all departments

Led by Executive Team and Department Directors

Timeline and Next Steps



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