



Strategic Plan Updates

CapMetro Board of Directors Meeting

March 27, 2023

CapMetro Strategic Plan Agenda

1. Highlights of progress on FY23 strategic plan
2. Proposed changes for FY24 strategic plan and Board feedback

FY23 Strategic Plan

Core Values

Safety, Innovation, Equity, Transparency, and Sustainability

Mission

To empower, enhance, and serve the region and its communities through the responsible delivery of high-quality public transportation.

Vision

CapMetro is integral to the region and its communities, providing connectivity, fostering economic activity, and ensuring safe, environmentally sustainable, and equitable access to opportunity.

Customer

Provide a convenient, desirable, and accessible option for mobility in the region and its communities.

Community

CapMetro is the leader in supporting a growing region, collaborating with partners and communities.

Workforce

CapMetro has a productive, invested, and valued workforce.

Organizational Effectiveness

CapMetro responsibly and sustainably delivers on its mission.

A

Provide reliable and safe transit service.

B

Maintain a high-quality customer experience.

C

Ensure CapMetro has a system that is accessible for everyone in the region.

D

Be a regional leader in supporting sustainable growth through expansion of access to jobs, services, and opportunities.

E

Continue to improve the environment by transforming into a fully carbon-neutral transit agency.

F

Collaborate with the community, riders, and stakeholders to be responsive to their needs.

G

Serve as the regional leader in collaborating with communities to develop regional transit plans and opportunities.

H

Recruit and develop a full complement of diverse staff to meet CapMetro's growing needs.

I

Be an employer of choice that proactively retains a diverse and engaged workforce aligned with the agency's mission and guiding principles.

J

Expand a highly skilled workforce to meet the changing needs of the agency and community.

K

Be a fiscally responsible and transparent steward of public funds.

L

Instill a culture of safety in all staff throughout the organization.

M

Balance investments while prioritizing a state of good repair.

FY23 Strategic Plan Initiatives

FY23 Plan includes 13 Initiatives as a way to group action items.

- Action items were tied to the various objectives
- Initiatives did *not* correspond directly to one goal or objective.

1. Invest in systems for data analysis that inform agency decision-making.

2. Develop and pilot innovative service models.

3. Refine operational SOPs for Service Standards.

4. Incorporate environmental sustainability into all aspects of agency operations.

5. Transition to battery electric bus fleet.

6. Implement employee retention initiatives.

7. Expand organizational workforce development efforts.

8. Enhance public safety programs.

9. Invest in customer experience and loyalty.

10. Bus service improvements.

11. Enhance DEI program and practices.

12. Strengthen business and financial processes.

13. Continue implementation of Project Connect.

FY23 Strategic Plan Initiatives

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5. Transition to battery electric bus fleet.

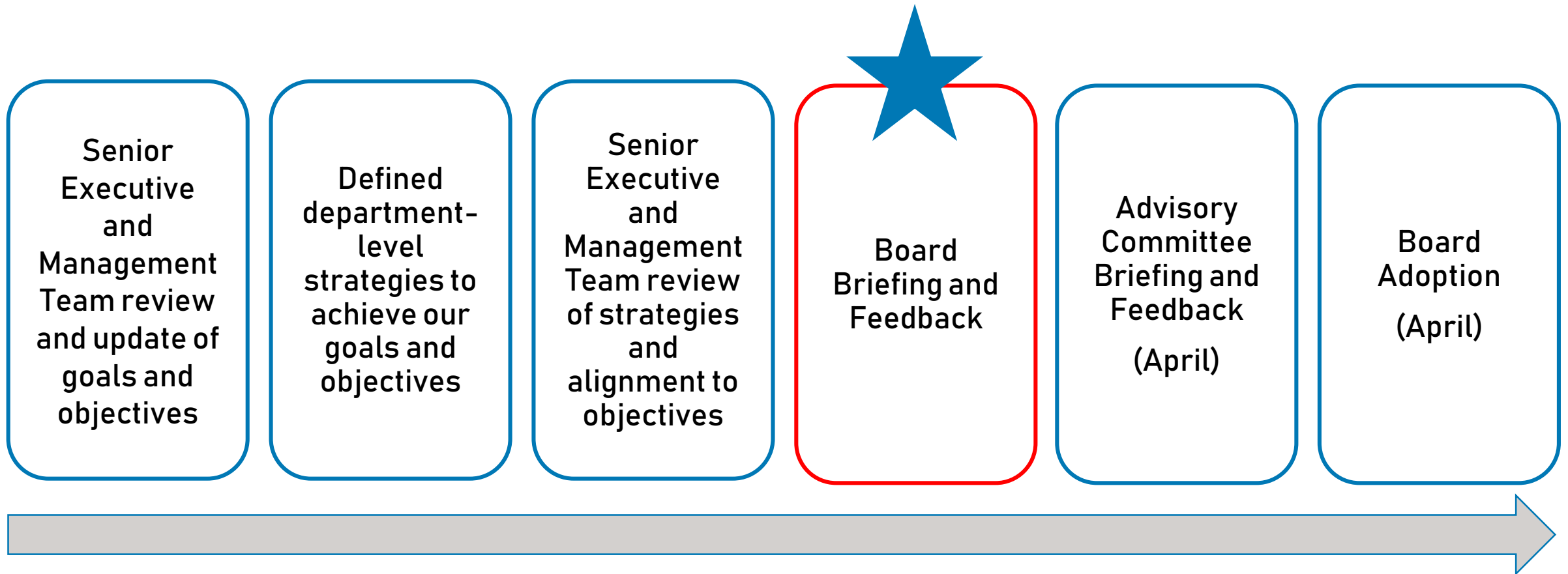
Action	Timing	Lead	Supports Objective(s)
5.1 Develop zero emissions (ZEV) fleet plan	Now	Operations	A, B, D, E, F, K, M

Highlights of FY23 Strategic Plan Progress

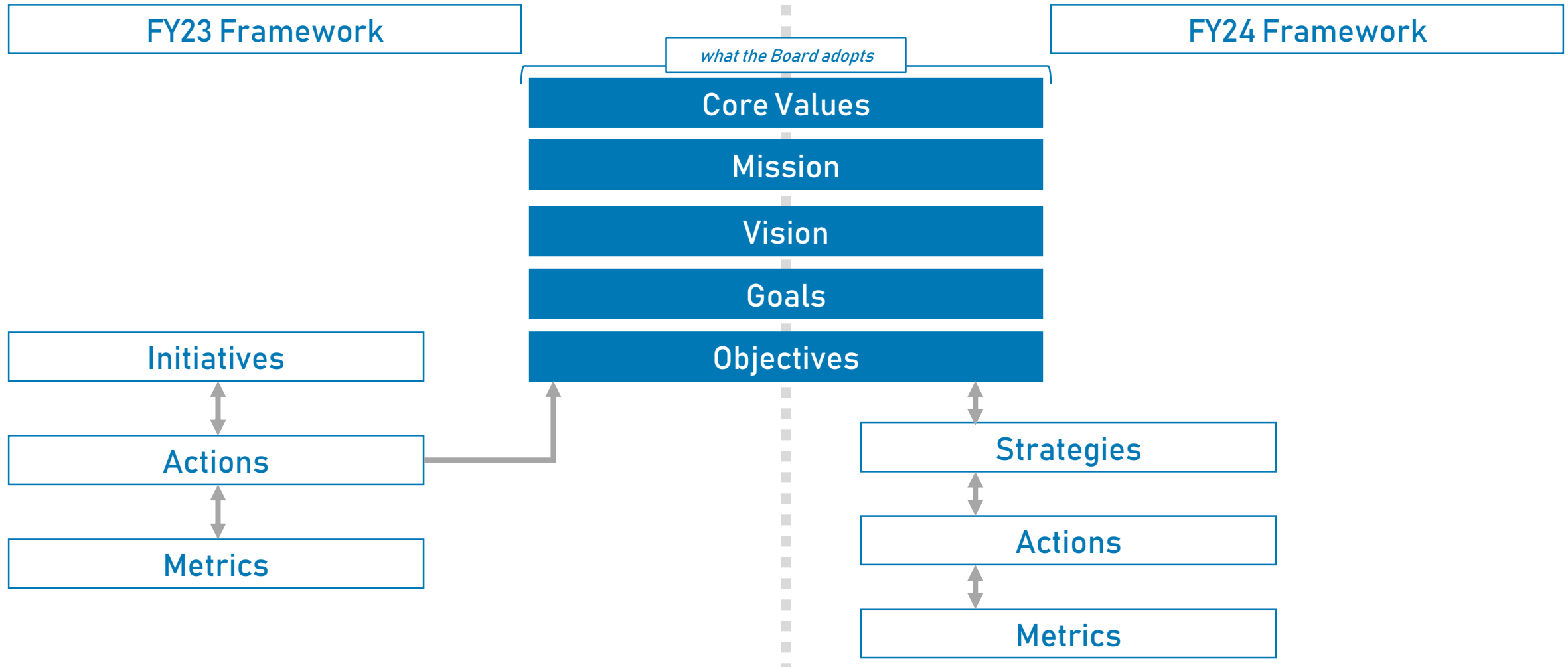
- Initiative 3: Standard Operating Procedures for Service Standards
- Initiative 5: Transition to Battery Electric Bus Fleet
- Initiative 7: Expand Workforce Development Efforts



FY24 Strategic Plan Process



Framework Update





Discussion: Proposed Changes to Goals & Objectives

Draft Proposed Fiscal Year 2024 Strategic Plan

CORE VALUES	Safety, Equity, Innovation, Transparency & Sustainability
MISSION	To empower, enhance, and serve the region and its communities through the responsible delivery of high-quality public transportation.
VISION	CapMetro is integral to the region and its communities, providing connectivity, fostering economic activity, and ensuring safe, environmentally sustainable, and equitable access to opportunity.

GOALS	Customer			Community			Workforce			Organizational Effectiveness			
	Provide a convenient, desirable, and accessible option for mobility in the region and its communities.			Demonstrate our value to a growing region by collaborating with partners and communities.			Invest in a productive and valued workforce.			Deliver responsibly and sustainably on the mission.			
OBJECTIVES	A	B	C	D	E	F	G	H	I	J	K	L	M
	Provide a reliable and safe transit service.	Continue to improve the customer experience.	Ensure the system is accessible for everyone in the region.	Support sustainable growth through improved access to jobs, services, and opportunities.	Continue to improve the environment by transforming into a fully carbon-neutral transit agency by 2040.	Engage the community, customers, and stakeholders in a constant process to reflect their input in the transit system and respond to immediate needs.	Foster community conversations to improve regional mobility.	Recruit, hire, and develop an engaged workforce from a diverse talent community.	Foster an inclusive collaborative culture that develops a diverse and engaged workforce.	Expand and develop a highly skilled workforce to meet the changing needs of the agency and community.	Be a fiscally responsible and transparent steward of public funds.	Advance the culture of safety throughout the organization.	Balance investments while prioritizing a state of good repair.

Discussion: Proposed Goal Changes

Customer	Community	Workforce	Organizational Effectiveness
FY23 - Provide a convenient, desirable, and accessible option for mobility in the region and its communities.	FY23 - CapMetro is the leader in supporting a growing region, collaborating with partners and communities.	FY23 - CapMetro has a productive, invested, and valued workplace.	FY23- CapMetro responsibly and sustainably delivers on its mission.
FY24 - <i>No Change.</i>	FY24 - <i>Demonstrate our value to a growing region by collaborating with partners and communities.</i>	FY24 - <i>Invest in a productive and valued workforce.</i>	FY24 - <i>Deliver responsibly and sustainably on the mission.</i>

Proposed Customer Objective Changes

Customer Objective A

FY23- Provide a reliable and safe transit service.

FY24- No change.

Customer Objective B

FY23 - Maintain a high-quality customer experience.

FY24- Continue to improve the customer experience.

Customer Objective C

FY23- Ensure CapMetro has a system that is accessible for everyone in the region.

FY24- Ensure the system is accessible for everyone in the region.

Proposed Community Objective Changes

Community Objective D

FY23- Be a regional leader in supporting sustainable growth through expansion of access to jobs, services, and opportunities.

FY24- Support sustainable growth through improved access to jobs, services, and opportunities.

Community Objective E

FY23 - Continue to improve the environment by transforming into a fully carbon-neutral transit agency.

FY24- Continue to improve the environment by transforming into a fully carbon-neutral transit agency by 2040.

Community Objective F

Engage the community, riders, and stakeholders to be responsive to their needs.

FY24- Engage the community, customers, and stakeholders in a constant process to reflect their input in the transit system and respond to immediate needs.

Community Objective G

Be a regional leader in collaborating with communities to develop regional transit plans and opportunities.

FY24- Foster community conversations to improve regional mobility.

Proposed Workforce Objective Changes

Workforce Objective H

FY23- Recruit and develop a full complement of diverse staff to meet CapMetro's growing needs

FY24- Recruit, hire, and develop an engaged workforce from a diverse talent community.

Workforce Objective I

FY23 - Be an employer of choice that proactively retains a diverse and engaged workforce aligned with the agency's mission and guiding principles.

FY24- Foster an inclusive collaborative culture that develops a diverse and engaged workforce.

Workforce Objective J

FY23- Expand a highly skilled workforce to meet the changing needs of the agency and community

FY24 - Expand and develop a highly skilled workforce to meet the changing needs of the agency and community.

Proposed Organizational Effectiveness Objective Changes

Organizational Effectiveness Objective K

FY23- Be a fiscally responsible and transparent steward of public funds.

FY24- No change.

Organizational Effectiveness Objective L

FY23- Instill a culture of safety in all staff throughout the organization.

FY24- Advance the culture of safety throughout the organization.

Organizational Effectiveness Objective M

FY23- Balance investments while prioritizing a state of good repair.

FY24- No change.

Draft Proposed Fiscal Year 2024 Strategic Plan

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Workforce

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Organizational Effectiveness

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OBJECTIVES

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Next Steps

- Advisory Committee Briefing and Feedback – April
- Board Adoption – April
- Create system to track progress and provide updates to the Board
- Integrate Strategic Plan into budget process & employee performance review

CapMetro

THANK YOU!