

STAFF REPORT

SUBJECT: Strategic Plan Update  
FROM: Christy Wegener, Executive Director  
DATE: October 7, 2024

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**Action Requested**

This is an informational update; no action is requested at this time.

**Background**

LAVTA's last Strategic Plan was completed in 2006 and updated again in 2011. Given that so much has changed, it is important that a new Strategic Plan (Plan) be developed that updates the Agency's mission and vision, and prioritizes recommendations to address the agency's goals and objectives, services, operations, technology, capital improvements, funding strategies, organizational structure, and related policy issues. The strategic plan development process allows an opportunity to work closely with agency leadership and the Board of Directors, while also engaging the staff and stakeholders to gain input and commitment to the agency's future and build excitement about next steps. It will serve as the north star to clarify projects and priorities, as well as ensure the Authority remains in a healthy place both fiscally and organizationally.

This informational update will include more information about strategic plan process, as well as the project scope of work and timeline.

**Discussion**

In August, after issuing a mini-RFP in June, staff executed a contract with CHS Consulting Group for the LAVTA Strategic Plan update. CHS Consulting group partnered with three former transit/transportation executives on the proposal (Kathleen Kelly, Carmen Clark, and William Lieberman). This same group recently completed an update to the AC Transit Strategic Plan.

The Plan will incorporate a process that includes an equity, diversity, and inclusion lens; thoughtfully engages stakeholders so that the resulting Plan has the buy-in of staff, the Board, and our partners; carefully considers the Tri-Valley community needs; recognizes the ever-changing mobility landscape; addresses funding, organizational and capacity constraints, risks and needs that are important to address in order to accomplish goals.

The Strategic Plan will address internal and external factors influencing the use, effectiveness and cost of public transit, including impacts from the Covid-19 pandemic, return to office/commuting patterns, land-uses and development patterns, transition to zero-emissions

technology, workforce recruitment and retention, worsening travel speeds, funding uncertainties, and connected/autonomous technology. The Plan shall be informed by relevant adopted plans including the 2024 Long Range Transit Plan, 2022 Short Range Transit Plan, 2021 Innovative Clean Transit/Zero Emission Bus Conversion Plan, and the 2021 Tri-Valley Hub Network Integration Study.

The Plan will focus on development of short-range strategies and actions (within a 3-year window) with consideration for longer-term objectives (5-10 years).

The Scope of Work specifics a number of tasks including:

- **Development and Execution of a Stakeholder Engagement Plan.** This task encompasses interviews and workshops with key stakeholders including the LAVTA Board and executive team. Additional external stakeholders interviews and a workshop may also be included. **Timing:** interviews to occur in October followed by a workshop in November. Additional external stakeholder interviews, if moving forward, will occur in January followed by a workshop in February.
- **Organizational Assessment:** This task includes a comprehensive assessment of LAVTA’s organizational structure, policies and operational frameworks. In light of the updated goals and priorities, is the org chart structured appropriately. A SWOT (strengths, weaknesses, opportunities, threats) analysis will be conducted to identify issues. **Timing:** Review of policies, procedures will begin in October. The draft Organizational Assessment will be developed in January.
- **Development of the Strategic Plan:** Leveraging information from the two previous tasks, the CHS team will develop a strategic plan document that updates the agency’s mission, vision, goal, objectives and priority statements. **Timing:** This work will begin in February; the final strategic plan will be delivered to LAVTA by the end of April.
- **Development of an Implementation Plan:** The implementation plan will guide the execution of the Strategic Plan and will include timelines and priorities for implementation, as well as define KPIs for success. This will also identify the responsible executive/party for the priorities/projects, as well as outline any next steps or area of further study. **Timing:** The implementation plan will begin in early April and will be completed mid-May.

### **Fiscal Impact**

The contract with CHS Group for the Strategic Plan was executed in August for a not-to-exceed amount of \$91,097. Funding for the Strategic Plan was included in the FY25 approved budget.

### **Recommendation**

None- Information only