

**Salem-Keizer Transit  
Fiscal Year 2011/2012 Strategic Plan  
Work Plan**

| Strategy   | Description   | Success Measure   | Expected Completion |
|--|---|---|---------------------|
| <b>Be an Employer of Choice</b>  |   |   |                     |
| <b>Attract and retain the right mix of talent, skill, and ability</b>              |   |   |                     |
| Review employee compensation plan  | Conduct a market compensation study.  | Complete study, provide recommendations for FY13 budget process             | January 2012        |
| Provide cost-effective health insurance plan                                       | Research and implement a new healthcare plan.   | Plan implementation in FY12   | August 2011         |
| Update training records  | Develop a process to update training records for District employees.                                      | Revised process implemented   | December 2011       |
| Establish transit operator training team   | Establish a team of transit operators to peer counsel and assist in new operator and in-service training. | Team established  | June 2012           |
| <b>Develop a culture that promotes trust, engagement, productivity, and safety</b> |   |   |                     |
| Create an employee handbook  | Replace administrative policy manual with an employee handbook.   | Publish handbook  | June 2012           |
| Update performance evaluation process  | Revise performance evaluation process, including professional development.                                | Performance evaluation process updated                                      | June 2012           |
| Establish job performance expectations   | Create performance standards in support of District core values.  | Develop standards for safety, attendance, and customer service              | June 2012           |
| Conduct employee satisfaction survey   | Develop and implement a process to routinely gauge employee satisfaction and engagement.                  | Present analysis to executive leadership team and develop improvement plans | June 2012           |
| Develop new employee orientation program   | Develop a program for integrating new employees into their roles and into the organization.               | Implement program   | December 2011       |
| Develop employee recognition and reward programs                                   | Establish an employee team to develop recognition programs, events, and reward options.                   | Develop and present options to executive leadership team                    | September 2011      |
| Ensure District technology is current and effective                                | Develop technology inventory, ensure software and systems are secure, appropriate, and current.           | Implement and publish lifecycle program                                     | September 2011      |

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|---|--|--|---------------------|
| <b>Ensure Organizational Viability</b>                                    |  |  |                     |
| <b>Build public trust</b>   |  |  |                     |
| Establish communications plan   | Revise and implement communications plan.  | Plan revised, implemented, and published               | December 2011       |
| Update Strategic Plan   | Review and update the existing Strategic Plan and Work Plan. Include public, staff, management, and board input.   | Develop FY13 plan                                      | February 2012       |
| Ensure continuity of operations   | Update and test disaster recovery, emergency preparedness, and emergency communication plans. Ensure infrastructure supports business continuity.  | Plans updated and tested                               | December 2012       |
| <b>Improve data management and reporting</b>                              |  |  |                     |
| Develop Electronic Fare Collection (EFC) proposal and implementation plan | Research EFC technology. Develop plans for system implementation.  | Present recommendations and plan to Board of Directors | June 2012           |
| Implement Business Intelligence (BI) system                               | Research and implement BI technology and processes.  | System implemented                                     | June 2012           |
| Develop Intelligent Transportation System (ITS) upgrade/integration plans | Research fleet-wide a system for integrating ITS systems (APC, fare collection, stop announcement, etc.). Additionally, research solutions for tracking the physical location of vehicles, predicting next stop arrival, and providing web and mobile access to bus location data. | Present plan to Board of Directors                     | January 2012        |
| <b>Maintain fiscal integrity</b>  |  |  |                     |
| Simplify the budget   | Evaluate current budget materials. Develop new format making the budget easier to understand.  | Develop new budget format for FY13                     | February 2012       |
| Develop 10-year Capital Improvement Plan (CIP)                            | Develop a process to improve long-range capital planning.  | Incorporate into FY13 budget process                   | February 2012       |
| Review District retirement programs                                       | Ensure retirement programs are fair, effective, and sustainable.   | Prepare program recommendations                        | June 2012           |
| Establish fund policies   | Develop fund policies for capital and working capital to ensure adequate funding for operations and capital projects.  | Policies adopted by board                              | May 2012            |
| Improve departmental budget accountability                                | Develop budget processes, tools, and training which enhance budget development, ownership, accountability, and adherence.  | Quarterly departmental budget reviews                  | November 2011       |

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|---------------------------------|---|----------------------------------|---------------|
| Work towards CAFR certification | Begin process of earning Certificate of Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) | Develop CAFR Certification plan  | December 2011 |
| Improve purchasing procedures   | Revise purchasing procedures and provide employee training  | Enhanced procedures and training | December 2011 |

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| <b>Improve and Promote Environmental Sustainability</b>           |   |  |                     |
| <b>Adopt environmentally sustainable business practices</b>       |   |  |                     |
| Improve electronic workflow                                       | Review workflow processes and identify opportunities to increase automation and reduce paper used.                                    | Implement at least 3 major workflow/paper reduction projects | March 2012          |
| Create an environmental sustainability committee                  | Establish an employee committee to investigate resources, methods, and opportunities to improve environmental sustainability.         | Committee established  | January 2012        |
| <b>Provide environmentally sustainable transportation options</b> |   |  |                     |
| Implement a public awareness campaign                             | Identify opportunities for environmental sustainability public awareness campaigns.   | Hold at least one campaign                                   | April 2012          |
| Increase recycling opportunities                                  | Institute recycling options for all district work locations.<br>Develop plans for recycling options at transit centers and bus stops. | Increase recycling   | March 2012          |

| <b>Strategy</b>                           | <b>Description</b>  | <b>Success Measure</b>  | <b>Expected Completion</b> |
|---|---|---|----------------------------|
| <b>Improve Connectivity</b>               |   |   |                            |
| <b>Collaborate with regional partners</b> |   |   |                            |
| Host a Mid-Valley transit summit          | Plan and host a regional transportation summit                                  | Host at least one meeting   | April 2012                 |
| <b>Improve existing service</b>           |   |   |                            |
| Review existing service performance       | Conduct a Comprehensive Operations Analysis (COA)                               | Complete analysis and provide recommendations to Board or Directors | June 2012                  |
| Update the Transit Operations Plan        | Revise FY04 operations plan.  | Plan updated and adopted by board                                   | March 2012                 |
| Develop Keizer Station transit center     | Develop plans for Keizer Station transit center and begin initial construction. | Plans developed and construction started                            | June 2013                  |
| Redesign West Salem service               | Review West Salem service and develop new route structure and schedule.         | Introduce new service December 2011                                 | December 2011              |
| <b>Increase regional access</b>           |   |   |                            |
| Identify gaps in regional connectivity    | Complete Transportation Growth Management (TGM) study                           | Develop and present recommendations to Board of Directors           | June 2012                  |

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| <b>Partner with the Community</b>  |   |   |                     |
| <b>Develop community partnerships</b>  |   |   |                     |
| Maintain active relationships with elected officials                                 | Schedule regular one-on-one meetings with elected officials and staff to share information and seek advice and assistance.                | Federal: Annual visit to Washington DC offices, provide regular updates to district staff. State: Regular visits during legislative session. Local: Annual report to local governments. | Ongoing             |
| Create partnerships with business organizations                                      | Identify a list of potential business partners and create a plan for developing partnerships.   | Develop and begin plan implementation   | November 2011       |
| Create partnerships with local government  | Identify a list of potential local government partners and create a plan for developing partnerships.                                     | Develop and begin plan implementation   | November 2011       |
| Establish cyclical information sharing with elected officials and government leaders | Develop regular, annual communication products for elected officials and government leadership.   | Regularly distribute information  | Ongoing             |
| Encourage community involvement  | Establish a community advisory committee.   | Establish group, host quarterly meetings  | April 2012          |
| <b>Increase involvement in the community</b>   |   |   |                     |
| Establish community involvement team   | Establish an employee committee to investigate resources, methods, and opportunities to encourage volunteerism and community involvement. | Committee established   | August 2011         |
| Ambassador program   | Encourage employee involvement in civic groups and organizations as official representatives of Salem-Keizer Transit.                     | Establish at least six regularly scheduled connections.   | January 2012        |
| Sponsor community events   | Identify special community events for sponsorship.  | Sponsor at least four community events  | June 2012           |

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| <b>Provide an exceptional transportation experience</b> |   |  |                     |
| <b>Enhance customer satisfaction</b>                    |   |  |                     |
| Identify community and customer satisfaction            | Develop a program for bi-annual community and customer opinion research.                                | Conduct research and present results to the Board of Directors                       | March 2012          |
| Develop Customer Service Improvement Plan (CSIP)        | Develop CSIP based on research results, peer assessments, and industry best practice.                   | Present plan to Board of Directors   | June 2012           |
| Improve online presence                                 | Create an updated look for online and electronic customer information. Expand social media involvement. | Develop new website and actively promote social media                                | June 2012           |
| <b>Increase use of transportation options</b>           |   |  |                     |
| Expand employer outreach                                | Promote transportation options through employer events.   | Expand Employer Transportation Coordinator (ETC) network by at least 6 organizations | June 2012           |
| Increase public outreach                                | Provide community briefings, open houses, workshops, and information on CCTV and K-23.                  | Provide at least 4 public outreach events  | June 2012           |
| Implement Location based campaigns                      | Implement a marketing campaign targeting residents living and working along a high frequency corridor.  | Increase ridership along targeted zone   | June 2012           |
| Implement "Ridership Challenge" campaign                | Coordinate with business partners to promote and use alternate modes of transportation.                 | Increase business participation by at least 6 competitors                            | December 2011       |