

# Strategic Business Plan – Update for FY2022 Q2

Comprehensive Accessible Transportation Committee Meeting – April 19, 2022



# AGENDA



Background



Success Outcomes



Tactics & Scorecard



Plans for Next Quarter



## STRATEGIC BUSINESS PLAN

Fiscal  
Years **2022 – 24**



# Background

- SBP development process from January – July 2021
- Deep engagement with Strategic Planning Committee
- Input from a wide range of community stakeholders
- Robust staff contributions
- Implementation phase launched in October 2021

# Background



**MISSION** CONNECTING OUR COMMUNITY.

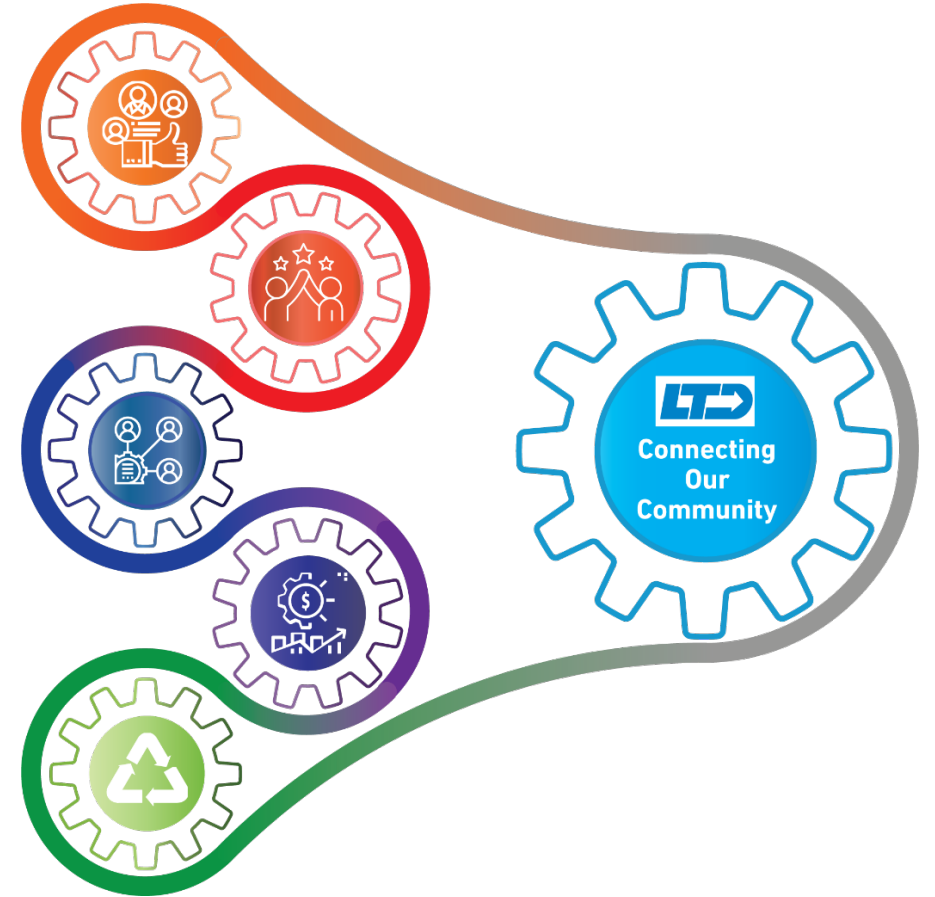
**VISION** IN ALL THAT WE DO, WE ARE COMMITTED TO CREATING A MORE CONNECTED, SUSTAINABLE, AND EQUITABLE COMMUNITY.

**VALUES** RESPECT, INTEGRITY, INNOVATION, EQUITY, SAFETY, AND COLLABORATION.



# Background

- Align day-to-day operations to agency mission, vision, and goals
- Performance management strategy
- GM performance evaluation aligned to SBP accomplishments
- Build culture of ownership throughout the organization
- Transparency and accountability



# Success Outcomes - Strategic Areas of Focus

## CUSTOMER SATISFACTION

Our goal is to deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.



A Net Promoter Score of 55%.

LTD's net promoter score averages 20% from 2014-2021.

## EMPLOYEE ENGAGEMENT

Our goal is to attract and retain a high quality workforce through high levels of employee engagement.



An Employee Engagement Score of 65%\*.

We are in the process of establishing a baseline.

## COMMUNITY VALUE

Our goal is to provide strong value to the community through the services we offer, whether or not they use our services directly.



Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.

We are in the process of establishing a baseline.

## FINANCIAL HEALTH

Our goal is to maintain LTD's strong financial position to sustain our operations for the future.



Achievement of 3-year rolling financial plan targets.

We are currently on track.

## SUSTAINABILITY

Our goal is to do our part to preserve and protect the environment through a reduction in greenhouse gas emissions.

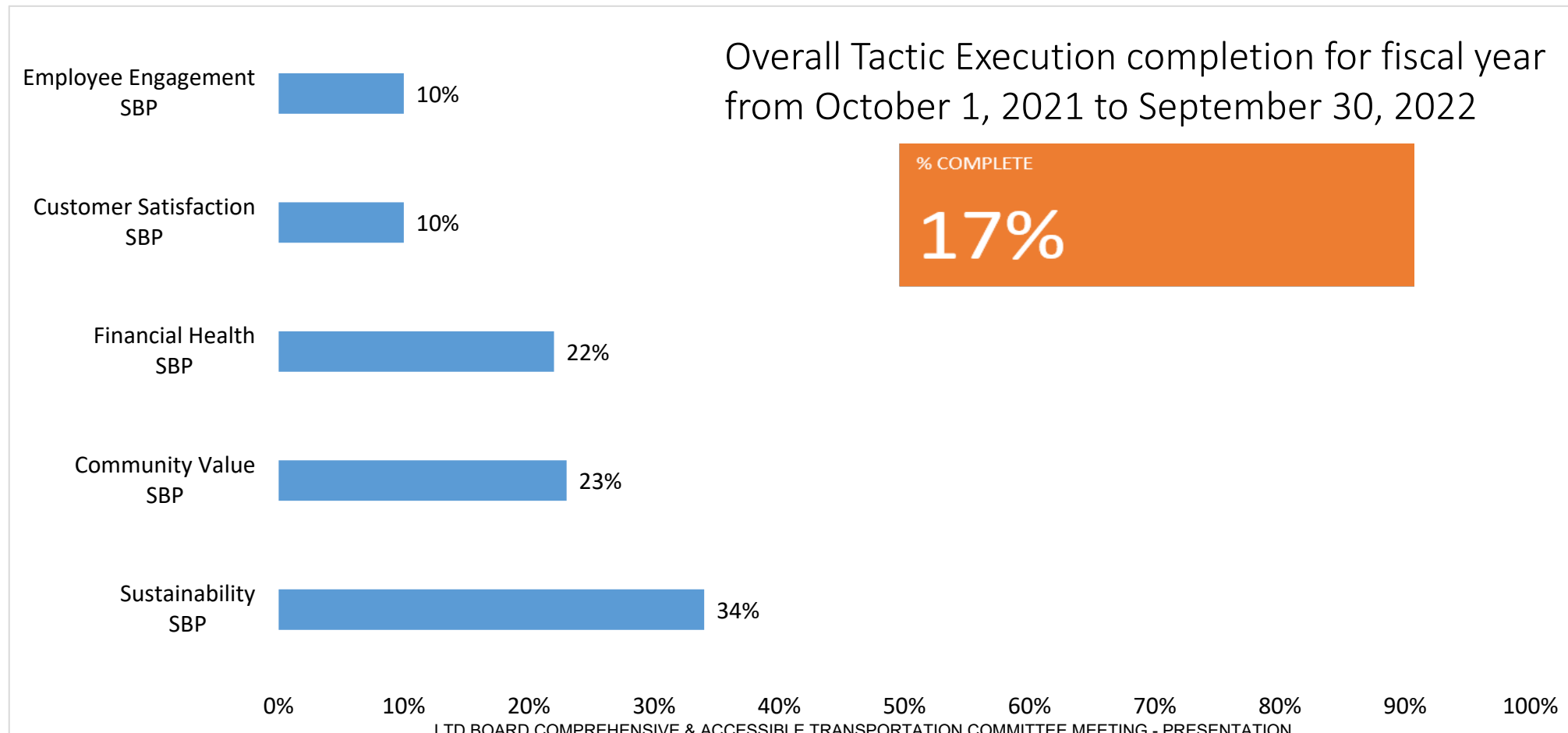


A reduction in Greenhouse Gas Emissions of 70%.

Our current fleet GHG emissions reduction is 77%.


# Tactics Progress from October – December 2021

31 major projects or work activities (tactics) that we will undertake to achieve our success outcomes.



# Organizational Scorecard (Metrics) Progress

Prioritizing what to measure enables us to produce results that matter towards achieving our success outcomes.

LTD Scorecard 		
<b>Customer Satisfaction</b>	Performance metrics that measure LTD's success at delivering customer satisfaction.	<b>30 points</b>
<b>Employee Engagement</b>	Performance metrics that measure the level of employee engagement.	<b>25 points</b>
<b>Community Value</b>	Performance metrics that gauge LTD's success at achieving perceived community value.	<b>20 points</b>
<b>Financial Health</b>	Metrics that measure how well LTD is performing financially.	<b>15 points</b>
<b>Sustainability</b>	Performance metrics that measure LTD's achievement of environmental goals.	<b>10 points</b>
<b>TOTAL</b>		<b>100 points</b>



# Organizational Scorecard Summary Results

Strategic Focus Area	Points Target	Points Earned
Customer Satisfaction	30	19.6
Employee Engagement	25	0
Community Value	20	0
Financial Health	15	18.2
Sustainability	10	8
<b>Total</b>	<b>100</b>	<b>45.8</b>



# Plans for Next Quarter

- Target tactics and metrics that missed their mark this quarter
- Conduct surveys
- Continue to build out information systems and ongoing data validation
- Publish publicly available dashboard
- Start integrating the SBP into LTD's budget development process



# Thank you!

