

# Fiscal Year 2004 – 2008 Strategic Plan

for

Addison County Transit Resources (ACTR)

and

Addison County Regional Planning Commission (ACRPC)  
Middlebury, Vermont

Plan development facilitated by



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## FY 2004-2008 Strategic Plan

### ***Mission and vision***

ACTR's mission is to enhance the economic, social and environmental health of the region by providing public transportation services that are safe, reliable, accessible and affordable for everyone.

ACTR's vision for 2008 is to be the leading transportation alternative for all county residents. We will continue to:

- Provide high quality, consistent and reliable services that maximize customer satisfaction.
- Have staff, volunteers and Board, as well as internal systems and a facility, that promote outstanding performance.
- Provide services to and beyond the entire county.
- Have diverse and stable funding sources and partners.

### ***Goals and strategies<sup>1</sup>***

#### **Programs and services**

##### **1. Expand services in the county and beyond.<sup>2</sup>**

- 1.1. By the end of FY 2005, identify needs for and create pilot program for new services.
  - 1.1.1. Review 2003 *Report of Organizational Structure & Funding for Rural Transit Providers*, 2003 *Community Partner Environmental Scan* and other research and identify top two priorities for new services.
  - 1.1.2. Complete a feasibility study, including determining needed funding, surveying prospective clientele for new services.
  - 1.1.3. Apply for funding for pilot service.

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<sup>1</sup> Goals are outcome statements for the five year planning period. Strategies are measurable means for achieving goals and typically take 1-3 years to achieve. The steps (1.1.1, 1.1.2, etc) listed under each strategy state or imply a more specific product for a 1 year to 15 month period. ACTR's 04-05 work plan, a spreadsheet used for short term operational planning, lists all steps that will be accomplished by December 31, 2004, with deadlines, the manager responsible and the product. The staff will create a FY work plan in May of each year; the board will review the whole strategic plan in April and vote upon adjustments in May of each year.

<sup>2</sup> Goal numbers do not suggest priority order.

- 1.1.4. Create pilot (including developing marketing for new service).
- 1.2. By the end of FY 2005, expand specialty services to partners, including employers.
  - 1.2.1. Review 2003 *Report of Organizational Structure & Funding for Rural Transit Providers*, 2003 *Community Partner Environmental Scan* and other research and identify top two priorities for expanded services.
  - 1.2.2. Complete a feasibility study, including determining needed funding, surveying prospective clientele for expanded services.
  - 1.2.3. Apply for funding for at least one expanded service.
  - 1.2.4. Create pilot (including developing marketing).

### **Funding/Outreach**

#### **2. Increase diversity and stability in funding sources and partners in order to support our other goals.**

- 2.1. Pursue funding as identified by strategy 1.1: new services.
- 2.2. Pursue funding as identified by strategy 1.2: expanded services.
- 2.3. By the middle of FY 2005, maximize ACTR's unrestricted income and capital match.
  - 2.3.1. Create a plan to bring unrestricted income and capital match. (Prioritize ways to bring such funding based upon ACTR resources; assess ways to bring in funds; create annual calendar.)
  - 2.3.2. Pursue unrestricted income and capital match. (Track budget needed and yield.)

#### **3. Develop public relations and marketing systems that encourage investment in and use of ACTR.**

- 3.1. By the middle of FY 2005, choose and implement key activities from the year 2000 report *Low Cost Marketing Plan for Addison County Transit Resources*. See action steps given in this strategic plan Appendix A.
- 3.2. By the middle of FY 2005, create mechanisms for monitoring the effects of public relations and marketing initiatives.

## Infrastructure

4. **In order to provide friendly, customer-oriented staff and volunteers, develop their capabilities and teamwork through continuous learning, evaluation and challenge.**
  - 4.1. By the end of FY 2005, implement a competitive employee compensation package.
    - 4.1.1. Research compensation packages of comparable organizations.
  - 4.2. By the middle of fiscal year 2005, determine and provide the baseline training for staff and volunteers and plan training cycles.
    - 4.2.1. Assess training needs of staff and volunteers, including new staff and volunteers.
    - 4.2.2. Search for programs that other agencies may have available.
    - 4.2.3. Plan time needed for training, coverage, funding.
    - 4.2.4. Provide baseline training for current employees by December 31, 2004 and baseline training for new employees within six months of their start date.
  - 4.3. By the end of FY 2005, create annual individual employee development plans.
  
5. **Move into new offices and a secure maintenance and storage facility.**
  - 5.1. By the middle of FY 2005, determine needs and requirements (i.e., space, equipment, security) and do research to locate site options.
    - 5.1.1. Complete a draft of needs and requirements.
    - 5.1.2. Follow up on emerging opportunities for partnering for space sharing.
  - 5.2. Locate funding.
  
6. **Enhance efficiency of business processes, including operating systems, in order to improve customer service.**
  - 6.1. By the end of FY 2005, complete operations manuals.
    - 6.1.1. Complete financial manual by September 30, 2004.
    - 6.1.2. Complete rider manual by March 31, 2004.
    - 6.1.3. Complete paid driver manual December 31, 2004.

- 6.1.4. Complete office dispatcher manual by June 30, 2004.
- 6.1.5. Complete operations manual by June 30, 2005.
- 6.1.6. Complete hiring manual by June 30, 2004.
- 6.2. By the end of FY 2004, upgrade information technology.
  - 6.2.1. Buy and Integrate network server.
  - 6.2.2. Buy and integrate new accounting software.
  - 6.2.3. Buy and integrate client tracking software.

**7. Continue to develop ACTR's internal leadership system and a proactive, well-informed board.**

- 7.1. By the middle of FY 2005, build and maintain a board that includes four additional members, including representatives from regional municipalities and potential funding partners, with expertise for achieving the goals of this strategic plan.<sup>3</sup>
  - 7.1.1. Identify categories of potential board members and then particular candidates.
  - 7.1.2. Secure two new board members by the beginning of FY 2005.
  - 7.1.3. Secure two new board members by the middle of FY 2005.
- 7.2. By the beginning of FY 2005, create and implement a plan for the board to assist in implementing priority activities in the 2000 *Low Cost Marketing Plan for Addison County Transit Resources*.
  - 7.2.1. Create a plan for specific board marketing activities.

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<sup>3</sup> At the September 17, 2003 meeting when the board ratified the plan, the board agreed that an optimum board would be ten to twelve members.

## **Appendix A: *Marketing Plan Activity Action Items for Low Cost Marketing Plan for Addison County Transit Resources, January 2000 Report***

### **Activity 1: Staff Training in Customer Satisfaction**

Activity 1 will be completed as part of Strategic Plan goal 4.

### **Activity 2: Staff Training in ACTR Programs**

Create mechanisms for disseminating program information to all employees and insuring baseline understanding of how to communicate such program information.

### **Activity 3: Monitoring Street Level Performance**

Create a tracking mechanism for on-time performance and use key statistics about on-time performance for publicity.

### **Activity 4: “How Are We Doing?” Customer Feedback Campaign**

Including both riders and non-riders as target audiences, create a “How Are We Doing” campaign.

### **Activity 5: Ambassador Program**

Create the message and materials. Recruit, train and schedule appearances of community ambassadors.

### **Activity 6 and 8: Electronic Media**

Increase electronic marketing capabilities.

(These activities are considered as a unit because they are closely related.)

### **Activity 7: Annual Awards**

Create a plan.

### **Activity 9: Community Events**

Create, implement and evaluate the marketing effectiveness of a pilot program.

### **Activity 10: Logo Development**

Implement in FY 2005.

### **Activity 11: Service Brochures**

Activity 11 will be completed by September 30, 2003.

**Activity 12: County Wide Poster Program**

Develop an effective poster to promote awareness of all of ACTR services.

**Activity 13: Informational Outlets**

Activity 13 is ongoing.

**Activity 14: Direct Mail Campaign**

Expand direct mail capabilities.

**Activity 15: Paid Media Advertising**

Radio spots are on the air as of September 2003.