

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <b>GOAL 1: WORKFORCE INVESTMENT</b> – Facilitate a healthy workforce and ensure that they are adequately supported and equipped with the knowledge, expertise and experience to meet the Agency’s operational requirements as they evolve and grow over time. |  |
|---|--|
| <b>STRATEGIC OBJECTIVES</b>   | <b>PRIORITIES</b>  |
| A   | Establish a formal training program for fleet maintenance staff  |
| B   | Establish a zero emission training program for both technical and leadership staff                         |
| C   | Build the leadership capacity of the Executive Team  |
| D   | Conduct organizational assessment(s) to identify areas for improvement and prioritize training investments |
| E   | Create career ladders/pathways for staff to grow and improve competitiveness for promotions                |

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <p><b>GOAL 1: WORKFORCE INVESTMENT</b> – Facilitate a healthy workforce and ensure that they are adequately supported and equipped with the knowledge, expertise and experience to meet the Agency’s operational requirements as they evolve and grow over time.</p> |  |   |
|--|--|---|
| STRATEGIC OBJECTIVES   |  | PRIORITIES  |
| F  | Secure and expand technical capacity and expertise within the agency                       | <ul style="list-style-type: none"> <li>i. Continue to recruit and hire individuals with the necessary talent and expertise.</li> <li>ii. Identify and explore programs, incentives and policies (e.g., flexible work schedules) for retaining needed talent and expertise.</li> <li>iii. Establish and implement a comprehensive salary administration policy based on the findings from the 2024 Compensation Study.</li> <li>iv. Consider establishing and implementing a procedure to better evaluate and reward performance.</li> </ul>   |
| <p><b>GOAL 2: HIGHLY TRUSTED MOBILITY SOLUTIONS</b> – Strive to deliver highly accessible, convenient and trusted mobility solutions that effectively meet the diverse needs of Coachella Valley citizens and improve their connectivity to daily life needs.</p>    |  |   |
| STRATEGIC OBJECTIVES   |  | PRIORITIES  |
| A  | Maximize system safety to include physical and operational security and overall resilience | <ul style="list-style-type: none"> <li>i. Establish a strategic plan for better defining actions and priorities that maximize system and workplace safety.</li> <li>ii. Ensure that executive management proactively engages employees and works to keep communication lines open.</li> <li>iii. Provide fuel type and bus familiarization training to local fire departments to improve response time for potential thermal events.</li> <li>iv. Partner with the Department of Homeland Security (DHS) to conduct an Infrastructure Vulnerability Assessment, which will assist in identifying, deterring, detecting, disrupting, and preparing for threats and hazards.</li> <li>v. Develop training programs for staff that focus on de-escalation techniques and customer service skills.</li> </ul> |

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <b>GOAL 2: HIGHLY TRUSTED MOBILITY SOLUTIONS</b> – Strive to deliver highly accessible, convenient and trusted mobility solutions that effectively meet the diverse needs of Coachella Valley citizens and improve their connectivity to daily life needs. |   |
|--|---|
| <b>STRATEGIC OBJECTIVES</b>  | <b>PRIORITIES</b>   |
|  | <ul style="list-style-type: none"> <li>vi. Invest in new technology to protect patrons, transit agency personnel, and critical assets directly or indirectly at all times.</li> <li>vii. Reinforce mitigating actions taken to reduce the likelihood and severity of consequences to individuals and transit agency assets.</li> <li>viii. Implement and/or update fleet and facilities maintenance plans as necessary, and ensure that hydrogen fueling infrastructure and equipment are addressed.</li> </ul>   |
| <p><b>B</b>    Deliver reliable service</p>  | <ul style="list-style-type: none"> <li>i. Create an effective, strategic fleet plan to ensure sufficient vehicles are available for daily pull-out.</li> <li>ii. Upgrade Scheduling Software (Trapeze) to increase staff planning and scheduling efficiencies.</li> <li>iii. Implement performance monitoring processes to improve service planning efforts.</li> <li>iv. Implement and/or better publicize customer information tools that communicate service availability/status to minimize wait and travel times.</li> </ul>   |
| <p><b>C</b>    Implement services with a focus on equity to increase access to opportunity for all Coachella Valley citizens</p>   | <ul style="list-style-type: none"> <li>i. Better align SunLine’s various services and programs, including fixed route, paratransit, SunRide, and the taxi voucher program to minimize or eliminate mobility gaps and transit deserts in the Valley.</li> <li>ii. Complete the Request for Proposals (RFP) process for microtransit (SunRide) services, and establish a service design that will increasingly meet community mobility needs, grow ridership, serve to reduce traffic congestion/harmful air emissions, increase cost and operational efficiencies, and improve competitiveness for grant funds.</li> <li>iii. Identify and explore transit models that complement SunLine’s fixed route system and improve mobility in low density communities.</li> </ul> |

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <p><b>GOAL 2: HIGHLY TRUSTED MOBILITY SOLUTIONS</b> – Strive to deliver highly accessible, convenient and trusted mobility solutions that effectively meet the diverse needs of Coachella Valley citizens and improve their connectivity to daily life needs.</p> |  |  |
|---|--|--|
| STRATEGIC OBJECTIVES  |  | PRIORITIES   |
| D   | Design, plan and implement capital investments that support operating needs  | <ul style="list-style-type: none"> <li>i. Implement an inclusive Capital Investment Planning (CIP) process that understands and supports current needs with an additional focus on long range agency goals.</li> <li>ii. Continue progress towards completion of SunLine’s \$100 million+ capital program that includes fleet replacements, new hydrogen stations in Thousand Palms and Indio, a workforce training center (former West Coast Center of Excellence), utility improvements, a microgrid, replacement of the radio system, upgrade to scheduling software (Trapeze), etc.</li> </ul> |
| E   | Coordinate with regional transportation planning/funding agencies and service providers to maximize seamlessness of travel for local citizens and visitors | <ul style="list-style-type: none"> <li>i. Participate in planning efforts with cities, county representatives, and/or regional planners on multi-modal transportation hubs and other mobility programs that serve to reduce single occupancy vehicle trips and traffic congestion.</li> <li>ii. Participate in Coachella Valley Rail (CV Rail) station area planning efforts as appropriate for maximizing potential, future synergies between rail and bus transit.</li> </ul>  |

| <p><b>GOAL 3: ORGANIZATIONAL HEALTH &amp; RESILIENCY</b> – Optimize SunLine’s fiscal and overall organizational strength to allow for growth and to better withstand unexpected challenges (e.g., COVID-19 financial impact).</p> |   |  |
|---|---|--|
| STRATEGIC OBJECTIVES  |   | PRIORITIES   |
| A   | Conduct regular long-range financial planning exercises | <ul style="list-style-type: none"> <li>i. Develop and annually update a 10-year Budget Outlook that incorporates reserve allocations, capital investments necessary for system safety and reliability, and operating expenses for meeting growing community needs.</li> <li>ii. Develop an annual budget that aligns with long-term budget projections and known funding resources.</li> </ul> |

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <b>GOAL 3: ORGANIZATIONAL HEALTH &amp; RESILIENCY</b> – Optimize SunLine’s fiscal and overall organizational strength to allow for growth and to better withstand unexpected challenges (e.g., COVID-19 financial impact). |   |
|--|---|
| <b>STRATEGIC OBJECTIVES</b>  | <b>PRIORITIES</b>   |
|  | <ul style="list-style-type: none"> <li>iii. Regularly analyze SunLine’s compliance with mandates around farebox recovery ratios and caps in annual cost increases in order to maintain eligibility for TDA and STA funds. (Note: SunLine’s compliance with these mandates are also important for the continued, annual allocation of 10% of STA funds to CV Rail.)</li> <li>iv. Improve SunLine’s Key Performance Indicator (KPI) program to provide a suite of KPIs that aid in long range planning rooted in data.</li> </ul>   |
| B  | <p>Regularly review the reserve policy and grow reserves responsibly</p> <ul style="list-style-type: none"> <li>i. Continue to allocate a sufficient amount to the SunLine reserve to meet critical needs in the future.</li> </ul>   |
| C  | <p>Establish a fare structure that allows SunLine to improve and expand service</p> <ul style="list-style-type: none"> <li>i. Conduct a fare payment study and cost recovery analysis.</li> <li>ii. Take measured steps to amend the fare structure as necessary for the Agency’s long term sustainability.</li> </ul>  |
| D  | <p>Monitor and plan for funding/regulatory decisions by regional planning/funding/regulatory agencies</p> <ul style="list-style-type: none"> <li>i. Monitor county, state and federal allocations/projections from the Riverside County Transportation Commission (RCTC) and include these in the annual budget and 10-year Budget Outlook.</li> <li>ii. Monitor decision/actions by the Federal Transit Administration (FTA), California Air Resources Board (CARB), Southern California Association of Governments (SCAG) and other agencies that impact SunLine’s long-term sustainability and ability to serve Coachella Valley Communities’ evolving mobility needs.</li> <li>iii. Research and pursue competitive grant opportunities and/or earmarks for meeting capital investment, workforce development, safety/security, and service enhancement initiatives.</li> </ul> |

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <p><b>GOAL 3: ORGANIZATIONAL HEALTH &amp; RESILIENCY</b> – Optimize SunLine’s fiscal and overall organizational strength to allow for growth and to better withstand unexpected challenges (e.g., COVID-19 financial impact).</p> |   |   |
|---|---|---|
| STRATEGIC OBJECTIVES  |   | PRIORITIES  |
|   |   | <ul style="list-style-type: none"> <li>iv. Establish and actively manage a state and federal legislative program with engagement from the Board of Directors to advocate for SunLine’s needs, as well as to increase awareness of potential financial impacts from new mandates.</li> </ul>   |
| E   | <p>Strengthen SunLine’s technology backbone and cybersecurity systems for maximizing organizational performance, access to information, and agency health</p> | <ul style="list-style-type: none"> <li>i. Implement new hardware, software and associated O&amp;M processes/procedures for ensuring that SunLine’s information technology (IT) and information systems (IS) foundation remains stable, reliable, secure, and capable of meeting evolving operating and reporting needs.</li> <li>ii. Secure necessary expertise for maintaining SunLine’s IT and IS foundation.</li> <li>iii. Accumulate a global perspective of SunLine’s IT systems and develop a plan to replace equipment and begin the migration of systems to the cloud.</li> <li>iv. Complete implementation of new maintenance/inventory warehouse software, Hexagon Enterprise Asset Management (EAM), and implement new processes to improve inventory efficiency and management of capital assets.</li> <li>v. Complete outsource of payroll processing to ADP.</li> </ul> |

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <b>GOAL 4: VALUABLE COMMUNITY ASSET</b> – Be seen as a highly valued and integral contributor to shaping socially engaged, economically vibrant, and healthy communities throughout the Coachella Valley. |   |  |
|---|---|--|
| <b>STRATEGIC OBJECTIVES</b>   |   | <b>PRIORITIES</b>  |
| A   | Maintain awareness of local needs                                 | <ul style="list-style-type: none"> <li>i. Continue public outreach efforts to gather public feedback on mobility needs.</li> <li>ii. Conduct outreach to local city officials for feedback on local needs.</li> <li>iii. Conduct ridership surveys.</li> <li>iv. Complete On Board Ridership Survey Study. (Previous survey completed in 2019.)</li> <li>v. Establish Rider Advocacy/Advisory Committee(s) as appropriate for better understanding ridership needs.</li> </ul> |
| B   | Communicate on SunLine’s organizational health and sustainability | <ul style="list-style-type: none"> <li>i. Provide regular “state of the agency” presentations and/or reports to key community stakeholders to communicate SunLine’s ability to continue to meet local mobility needs.</li> </ul>   |
| C   | Reevaluate SunLine’s brand strategies                             | <ul style="list-style-type: none"> <li>i. Engage local cities on bus stop investments, public signage and customer amenities to improve public perception and system appeal.</li> <li>ii. Freshen fleet appearance.</li> </ul>   |
| D   | Strengthen SunLine’s community presence.                          | <ul style="list-style-type: none"> <li>i. Complete website update.</li> <li>ii. Improve social media presence and response time to public feedback.</li> <li>iii. Continue to build partnerships with local community and advocacy groups with shared interests and missions (e.g., American Heart Association).</li> </ul>  |

## FY 2024-25 SunLine Goals, Strategic Objectives & Priorities

| <b>GOAL 5: ENVIRONMENTAL STEWARDSHIP</b> – Pursue and implement service and capital investments that lead to cleaner air, a healthier environment and improved quality of life for Coachella Valley residents and SunLine employees. |   |
|--|---|
| <b>STRATEGIC OBJECTIVES</b>  | <b>PRIORITIES</b>   |
| A  | <p>Grow the alternative fuels program responsibly</p> <ul style="list-style-type: none"> <li>i. Complete a cost-benefit analysis of SunLine’s hydrogen fueling stations to inform staff on the operational efficiency, long-term sustainability/reliability, impacts on service expansion and reliability, etc. of each solution.</li> <li>ii. Update the Zero Emission Bus (ZEB) Transition Plan.</li> <li>iii. Address spare ratio compliance with the Federal Transit Administration while expanding the hydrogen-powered bus fleet. The FTA mandated spare ratio is 20%, and SunLine has 2 years to comply.</li> </ul>  |
| B  | <p>Implement service and capital improvements to minimize SunLine’s carbon footprint</p> <ul style="list-style-type: none"> <li>i. Continue to explore capital improvements and programs to increase access to green hydrogen.</li> <li>ii. Consider pursuing a sustainability study of SunLine’s facilities and implementing a Sustainable Facilities Management Program, as resources allow.</li> </ul>   |
| C  | <p>Obtain staff buy-in and understanding of SunLine’s commitment to sustainability</p> <ul style="list-style-type: none"> <li>i. Increase internal communication on SunLine’s commitment to shaping healthy communities, improving air quality in the Coachella Valley and regionally, as well as helping the transportation industry transition to zero emission through our leadership in clean air technology and alternative fuels.</li> <li>ii. Increase internal communication on staff efforts to balance investments in leading edge technology with efforts to ensure service reliability.</li> <li>iii. Leverage the Wellness Committee to promote a healthy workforce and efforts to reduce our carbon footprint.</li> </ul> |