



DRAFT STRATEGIC PLAN Ride-On Transportation

INTRODUCTION

Ride-On Transportation is a unique transportation service developed to improve transportation services for social service agencies, seniors, people with disabilities, and the general public. This private organization operates as part of the non-profit United Cerebral Palsy (UCP) of San Luis Obispo County. Ride-On is the designated Consolidated Transportation Services Agency (CTSA) and is also a Transportation Management Association (TMA). Last year, this transportation service provided over 287,000 rides while receiving \$465,707 in public transportation funding. Ride-On has developed a coop that provides lost-cost service which supplements public transit.

Ride-On receives Transportation Development Act (TDA) funding through the San Luis Obispo Council of Governments. Due to this funding source, the organization benefits from a series of audits and performance reviews. In 2006, Ride-On had two major audits to evaluate areas for improvement. In June of 2006, the James Transportation Group and McGuire Management Consultancy completed Ride-On's Short-Range Transit Plan. Majic Consulting Group published their Performance Audit for 2002-2005. This document is Ride-On's response to these two studies to map a course for improving our operations over the next three years.

We have broken this plan into sections to organize the areas of our operations. The narrative will explain how we will meet each goal. Each goal will have a date of completion to be monitored by the UCP Board of Directors and the Social Services Transportation Advisory Council (SSTAC). We have summarized the timeline for the 3-year plan. This plan is a working document that will be reviewed annually and modified to include any new areas to improve.

The seven areas that will make the sections of this plan are:

- (1) Administration;
- (2) Service Expansion;
- (3) Funding;
- (4) Dispatch Services;
- (5) Maintenance Services;
- (6) Marketing; and
- (7) Capital Plan.

Each section presents the goals in chronological order based on their target date or timeline. We would appreciate comments and suggestions to strengthen our plan to improve the operations of our services.

ADMINISTRATION

One of the past concerns for Ride-On has been the reliance on the knowledge of the Executive Director. Ride-On continues to develop written procedures for every aspect of their operations. Staff is cross-trained in different aspects of the operation to maintain the level of knowledge. Ride-On's turnover rate has been very low over the past 2 years, with the exception of the Administrative Assistant and the TMA Coordinator positions. The current Administrative Assistant is the third person to hold this position. The purpose of this position is to support the activities of the Executive Director, so he can increase his outreach efforts and seek funding sources. The Executive Director has assigned a staff member from Ride-On UCP and the TMA as the person of authority when the Executive Director is not available.

The office staff at Ride-On needs professional training to improve their skills. Ride-On began an office staff training program that requires all the office staff to receive at least 10 hours of training each year. This program began in January 2006. Ride-On keeps a notebook with a log for each office staff and the training they attend throughout the year. The records will be maintained on an annual basis for the performance audit.

A. Administration

- 1. Develop a New Financial Tracking Report** – (completed in January 2006)- Ride-On has revised the earlier version of the financial tracking form to distribute both fixed costs and variable costs. The form includes the activity of the TMA and Contract Services to monitor profitability by service.
- 2. Increase Office Staff Training-** (completed in January 2006) - All office and dispatch staff members are required to participate in at least ten (10) hours of additional training a year. The training participation is documented in the Training Notebook and is monitored by the Ride-On Administrative Assistant.
- 3. Hire Executive Assistant-**(completed in October 2005) Ride-On has hired two Executive Assistants that did not work out. In January of 2007, they hired an Administrative Assistant, who is doing a good job of supporting the administrative staff.
- 4. Complete Office Procedure Book-** (completed in November 2006): Ride-On has completed a yellow notebook for each staff member in the office that includes procedures and resource information.
- 5. Five Agency Contacts each Quarter-** ongoing- Ride-On Executive Director is outreaching to agencies and will report the contacts and plans for coordination with their quarterly reports sent to SLOCOG.
- 6. Develop Mobility Manager Position-** (goal for 2007-08) Ride-On will work with Regional Rideshare /SLOCOG to fund a full-time person to train Ride-On and other transit providers to refer social service clients to all available transportation resources.

7. **Increase the Use of Volunteers in the Office-** (goal for 2007-08): Ride-On will develop a volunteer recruitment program to seek volunteers to assist with mobility management and transportation services.

B. Service Expansion

1. **Provide SLO City Senior Shuttle-** (completed July 2006) Ride-On resumed providing senior shuttle services for seniors 65 years of age and older that live in SLO and are traveling to destinations in the City of SLO.
2. **Develop Mobility Training Program for People with Developmental Disabilities-** (completed July 2006) Ride-On has a contract with Tri-Counties Regional Center (TCRC) to train people with disabilities to use fixed-route buses.
3. **Mobility Training for Seniors-** (goal for 2007-08) Ride-On is planning on continuing the Senior Ambassador Program after the pilot project is completed.
4. **Write Social Service Agency Maintenance Manual –** (goal 2007-08)- Ride-On will develop and distribute a manual for social service agencies to improve their maintenance programs for the fleets that they are operating.
5. **Start Social Service Agency Maintenance Program-** (completed January 2006) Ride-On has started to provide maintenance services for other social service agencies.
6. **Expand Senior Shuttle Services-** (completed March 2007) Ride-On increased the senior shuttle to three days a week for all corridors of services.
7. **Develop Emergency Response Driver Program-** (completed January 2007) Ride-On is offering to train drivers from other agencies so they can utilize Ride-On vehicles in the event of an emergency.
8. **Add six new vanpools each year-** (ongoing, not met for 2006-07). The Ride-On TMA is promoting vanpools and attempting to start new ones.
9. **Establish the Veterans' Shuttle Service-** (ongoing) Ride-On is working with a volunteer group to lend vehicles to help shuttle veterans to medical appointments in San Luis Obispo and Santa Maria.
10. **Establish Agricultural Worker Transportation Vanpools-** (ongoing) Ride-On is planning on submitting a grant to begin vanpool service for field workers and hospitality industry employees.

C. Funding

1. **Increase TMA fares-** (completed July 2006)- Ride-On TMA increased their fares for regular rides and vanpools in response to higher fuel costs. They will look at further increases in July 2007.
2. **Develop TDA Annual Budget-** (goal for 2007-2008) Ride-On will submit a budget to SLOCOG for the fiscal year and provide progress reports each quarter.
3. **Seek full 5% TDA Funding-** (goal 2008-09) Ride-On will receive an increase to 4.75% in July of 2007 and will seek the full 5% the following year.
4. **Seek additional senior shuttle funding-** (met March 2007) Ride-On was approved for additional \$30,000 of State Transportation Assistance (STA) funding. Ride-On will seek donations to supplement STA funding for senior shuttle services in the future.

5. **Develop Contract Funding Analysis** – (goal 2008-09) Hire a consultant to develop a plan for Ride-On to submit bids for demand response service contracts that are available in San Luis Obispo County.
6. **Establish a \$200,000 reserve account**- (completed March 2007)- Ride-On established an interest bearing reserve account that acts like a line of credit to meet cash flow challenges. This account was opened in November 2006 and reached the \$200,000 level in March 2007.

D. Dispatch Services

1. **Update Dispatch Procedures Manual**- (completed December 2006) - Ride-On has updated their dispatching manual and the dispatch staff makes changes as the procedures are modified with the approval of the management team.
2. **Increase Dispatch Training**- (completed January 2006)- All Ride-On office staff and dispatchers are required to receive ten (10) hours of additional training each year. All dispatch staff have worked for a year and a half without any turnover.
3. **Transition to Trapeze Software**- (goal 2007-2008)- Ride-On will transition to the same version of Trapeze software as currently used by the RTA contractor when they move into the Joint Facility in January 2008.
4. **Install Mobile Data Terminals (MDTs)** - (goal 2007-2008) - Ride-On is seeking funding to install the same MDT model that RTA will use on the Runabout vehicles.
5. **Study of Dispatch Procedures**- (goal 2007-2008)- Ride-On will hire a consultant to review the current procedures and seek recommendations to improve the dispatch procedures.

E. Maintenance

1. **Establish Social Service Agency Maintenance Service**- completed July 2006)-Ride-On began preventative maintenance and repair services for interested social service agencies.
2. **Add Ten Agency Vehicles to Service**- completed in January 2007. Ride-On is currently providing service for 15 vehicles for Work Training Program, Senior Nutrition, and Cambria Community Bus.
3. **Establish Joint Maintenance Facility with RTA**- (goal 2007-2008)- Ride-On and RTA are planning on moving into a Joint Facility in January 2008.
4. **Utilize City of SLO Bus Washing Facility**- (goal 2006-2007) Ride-On is waiting for a contract from the City of SLO to begin washing Ride-On vehicles at their facility.
5. **Add a Second Lift to Maintenance Facility**- (completed June 2006)- Ride-On has added a second mechanized lift to their maintenance facility.
6. **Hire an additional mechanic** – (completed January 2006)- Ride-On moved part-time evening mechanic to full time day mechanic and added part-time mechanic.

F. Marketing

1. **Create new vanpool brochure-** (completed August 2006) - Ride-On published the new vanpool brochure as part of the Transportation Choices Program (TCP) series.
2. **Send out Visitor Shuttle Packets-** (completed November 2006) - Ride-On TMA mailed out customized flyers and fare charts to all hotels. They will e-mail information to hotels on a quarterly basis and mail hard copies once a year.
3. **Television Commercial for Ride-On-** (goal 2006-2007)- Commercial footage has been completed and commercial is in production.
4. **Ride-On is for everyone campaign-** (completed June 2006)- Ride-On has adopted the tagline "anyone...anytime" in all their marketing efforts. They continue to partner with SLO Regional Rideshare to promote services for the general public.
5. **Presentation to SLOCOG Board-** (goal 2006-2007)- Ride-On is planning to present the Ride-On plan to the SLOCOG Board and all the city councils.
6. **Update Ride-On Webpage with CTSA information-** (completed December 2006) Ride-On webpage has information listed under Social Services Transportation on www.ride-on.org.
7. **Ride-On Annual Luncheon-** (goal 2007-2008) - Ride-On will host an annual luncheon to recognize accomplishments and promote services.

G. Capital Plan

1. **Three New Cutaway Buses-** (goal 2007-2008) Three (3) buses are on order and should arrive late summer.
2. **Two Large Buses-** (goal 2007-2008) Two (2) large buses will be ordered in July 2007.
3. **New Phone System-** (goal 2007-2008) Phone system is funded through Section 5310 and will be installed at the new facility.
4. **On board Cameras-** (goal 2007-2008) Funding approved for 30 cameras by Section 5310. Ride-On will apply for more funds in next cycle of Section 5310.
5. **Six Vanpool Vans-** (goal 2007-2008)- Ride-On has purchased two (2) vanpool vans and is waiting for new vanpool customers to purchase additional vans.
6. **Emergency Generator-** (completed February 2007) Ride-On has purchased a generator that is available in the event of a loss of power at their facility.
7. **Emergency Satellite Phone-** (goal 2007-2008)- Ride-On is seeking a donated phone to use in the event of an emergency with the loss of phone services.