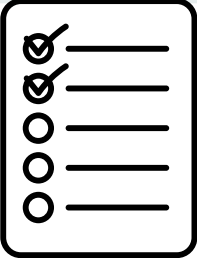
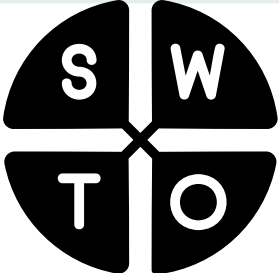
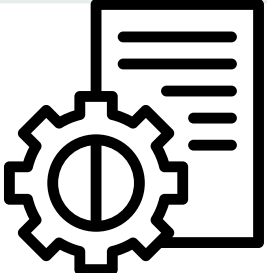


RTA Board of Commissioners 2023 EOY Retreat Executive Summary



Our Agenda

CEO's Report, Lona Hankins	SWOT Analysis	2024 Action Planning
		

The RTA Board of Commissioners met on Friday, December 15, 2023, for their annual end-of-year retreat, which K. Allen Consulting facilitated. This all-day retreat included a report from the CEO, Lona Hankins, a SWOT analysis, an overview of organizational and governance best practices, and a 2024 action planning work session. The following is a synopsis of the SWOT Analysis and the action plan drafted during the retreat.

Assets (Busses)

S.W.O.T Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Funding of vehicles 5-7-year replacement strategy 	<ul style="list-style-type: none"> Fares have not increased since the '90s
Opportunities	Threats
<ul style="list-style-type: none"> New schedule 	<ul style="list-style-type: none"> Challenges during the replacement of the current fleet 3rd party vendor partnership Costs Time and time uncertainty Buy-in from stakeholders outside of New Orleans

Priorities & Goals

Priority I: Reliability	<ul style="list-style-type: none"> 100% planned services 82% OTP for fixed route and street car 87% for paratransit
<ul style="list-style-type: none"> Q1: Recommendation for pricing increase in the first quarter. White paper to the board at the end of Q1. Q2: Executive session and board meeting. Q3: Develop a roadmap for public input and move forward with adoption. Q4: Prepare for the adoption of the roadmap by 2025 	Priority II: Pricing
Priority III: Progress Communicating	<ul style="list-style-type: none"> Q2: Develop a strategic communications plan for internal stakeholders and the external community about progress and potential setbacks. Ensure this plan includes diverse means of communication.
<ul style="list-style-type: none"> Q1: CEA between Jefferson and Orleans for paratransit services 	Priority IV: Paratransit and Regionalism
Additional Priorities	<ul style="list-style-type: none"> Q1: Award Universal Accessibility RFP by the end of Q1 Q3: Present results of highest and best use study for Napoleon Ave. Facility

Human Capital

S.W.O.T Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">The executive team being built is strong	<ul style="list-style-type: none">Communications department: Current capacity of the departmentTraining and development of staffDo not have the chief team all in placeSoft skillsLacking an Intergovernmental affairs and politics - we need a governmental affairs person.
Opportunities	Threats
<ul style="list-style-type: none">Communication department - internal human capital team and an outside agencyHR audit and the outside firmDepartmentalized strategic planningDismantling and rebuildings	<ul style="list-style-type: none">Change management around expectations and management of people

Priorities & Goals

Priority I: HR Audit & Strategic Plan

- Q1: Develop an interim strategy for addressing performance management given the current capacity of the department
- Q3: In partnership with an outside consultant, develop a comprehensive talent and human resource strategic plan

Funding

S.W.O.T Analysis

Strengths	Weaknesses
	<ul style="list-style-type: none"> • Fares not raised since 1990s • Perception of public services in the city • Public trust • Politics and intergovernmental affairs
Opportunities	Threats
<ul style="list-style-type: none"> • As fares increase, increase quality • Community building 	<ul style="list-style-type: none"> • Public trust

Priorities & Goals

Priority I: Sustainable Ferry Funding	<ul style="list-style-type: none"> • Q1: Finalize strategy for sustainable ferry funding • Q2: Message strategy in Q2 and implement strategy in Q3 • Q2: All key stakeholders were contacted regarding issues on funding ferry
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Additional Goals

Communications	<ul style="list-style-type: none"> • Q1: RFP for public relations for strategic communications plan, crisis management, public relations, marketing, branding, etc.
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<ul style="list-style-type: none"> • Q1: Add a fifth board member to each committee to drive quorum • Q3: Hold annual board retreat in September before budget adoption 	Board Governance
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