

**Strategic Plan – 2008 Work Program Quarterly Report (September 30, 2008)**

<b>Category</b>	<b>Tactic</b>	<b>Activity Type</b>	<b>Description</b>
<b>Advocacy</b>	<b>1</b>	<b>Description=&gt;</b>	<b>Annually develop and adopt a State and Federal legislative program based on the objectives listed above, that identifies mid- to long-term legislative or regulatory threats to and opportunities for public transit, including general policies to be supported or opposed and specific legislative or regulatory goals for sponsorship.</b>
Advocacy	1	Annual 2008 Projected=>	Adopt 2009 Legislative Program in November 2008.
Advocacy	1	Q1 Projected=>	None projected.
Advocacy	1	Q1 Actual=>	None.
Advocacy	1	Q2 Projected=>	None projected.
Advocacy	1	Q2 Actual =>	None.
Advocacy	1	Q3 Projected=>	Survey membership, solicit ideas for 2009 program. Generate staff list from existing policies and efforts. Begin reviewing with Legislative Committee.
Advocacy	1	Q3 Actual=>	Membership was surveyed, and ideas for 2009 program were submitted. Generated staff list from existing policies and efforts. Began reviewing draft proposals with Legislative Committee.
Advocacy	1	Q4 Projected=>	Will work with Legislative Committee to finalize proposed 2009 State Legislative Program, and will take that recommendation to Executive Committee for its review and action at its November meeting.
<b>Advocacy</b>	<b>2</b>	<b>Description=&gt;</b>	<b>Lobby in support of or against legislation, regulations and budget and policy developments identified in the State or Federal Legislative programs, as appropriate, and enlist the similar efforts of members of the Association where necessary.</b>
Advocacy	2	Annual 2008 Projected=>	Enact highest priority legislation and regulations; and, defeat highest priority legislation and regulations.
Advocacy	2	Q1 Projected=>	Identify bills of interest and regulatory actions to the Association that may benefit or adversely impact public transit.
Advocacy	2	Q1 Actual=>	Identified and referred bills to the Association Legislative Committee for action. Set up meetings with Legislators to discuss issues. Wrote letters and testified in committee on bills that the Association took a position on, including the Governor's proposed 2008-09 proposed budget. Worked with Caltrans on the Proposition 1B PTMISEA process guidelines and with the Office of Homeland Security on the Proposition 1B Transit Security guidelines.
Advocacy	2	Q2 Projected=>	Continue to lobby.
Advocacy	2	Q2 Actual =>	Presented several pieces of legislation to the Association's Legislative Committee to consider for action. Provided testimony, Support/Opposition letters, legislative bulletins and funding updates to help facilitate the objective directed by the Association.
Advocacy	2	Q3 Projected=>	Continue to utilize resources to monitor legislation and aid in its passage or defeat as we near the close of Session.
Advocacy	2	Q3 Actual=>	Lobbied the legislature and Governor's office to enact remaining highest-priority legislation, including AB 2009 (Hernandez), AB 387 (Duvall), and SB 1561 (Steinberg). Monitored and lobbied against deleterious cuts proposed in the 2008-09 State Budget.
Advocacy	2	Q4 Projected=>	Develop 2009 State Legislative Program and monitor Special Session for more potential cuts to public transportation. We will also track the California Air Resources Board as they adopt regulations to mitigate greenhouse gas emissions. We will identify the impacts to public transportation.
<b>Advocacy</b>	<b>3</b>	<b>Description=&gt;</b>	<b>Monitor, analyze and report to members on all bills, regulations, and budget or policy developments that do or could affect public transit.</b>
Advocacy	3	Annual 2008 Projected=>	Thoroughly perform activities identified in tactic description.
Advocacy	3	Q1 Projected=>	Hire new Legislative and Regulatory Assistant; and, update monitoring process. Transfer analysis activities to new L&R Assistant.
Advocacy	3	Q1 Actual=>	Activities completed as identified in Q1 Projected activity.
Advocacy	3	Q2 Projected=>	Perform activities as directed in tactic description.
Advocacy	3	Q2 Actual =>	Activities completed as directed in tactic description. Monitored bills and regulations,

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			especially AB 32, Hybrid and ZEB regulations. Informed members of legislative bill activity and budget developments.
Advocacy	3	Q3 Projected=>	Continue to perform activities as directed in tactic description.
Advocacy	3	Q3 Actual=>	Activities completed as directed in tactic description. Monitored AB 32 and participated in AB 32 Task Force, also worked with Hybrid and ZEB Task Forces. Informed members of legislative bill activity and budget developments through Legislative Bulletins and Funding Updates.
Advocacy	3	Q4 Projected=>	Continue to monitor process on ZEB purchase requirement and certification of hybrid diesel engine packages. Participate in Global Warming Task Force. Assist with 2009 Leg Program.
<b>Advocacy</b>	<b>4</b>	<b>Description=&gt;</b>	<b>Improve relationships with key legislators, staff and administration officials. For 2008 , focus on blunting negative reaction to litigation &amp; re-building core support.</b>
Advocacy	4	Annual 2008 Projected=>	Continue to build on relationship established in prior year and use data to convince legislators on the effectiveness of public transit and its role in reducing traffic congestion and green house gas emissions.
Advocacy	4	Q1 Projected=>	Prepare and distribute information to new legislative members, as appropriate based on member seniority, experience, and position.
Advocacy	4	Q1 Actual=>	Prepared material and set up meeting with Chairs of the Assembly Transportation Committee, Senate Transportation & Housing Committee, Assembly Budget subcommittee #5, Senate Budget subcommittee #4, as well as Administration.
Advocacy	4	Q2 Projected=>	Continue to educate and encourage legislators on maintaining transit funding during the course of the budget subcommittee process. Use spring legislative Conference and Ride the Bus day as an opportunity to engage legislators.
Advocacy	4	Q2 Actual =>	Made several appointments with key legislators on policy and fiscal committees to educate them on public transportation funding, especially in light of the volatile spike in gas prices. Successful in convincing budget subcommittees to restore some level of funding to the Public Transportation Account. Activated association membership to reach out to the individual representatives and discuss public transportation at the local level.
Advocacy	4	Q3 Projected=>	Continue to build on rapport established through continual meetings. Produce literature to help supplement our arguments and keep transit relevant.
Advocacy	4	Q3 Actual=>	Met with several legislators on both sides of the aisle in the Senate and Assembly to educate them on the severe impacts that the Governor's proposed budget would have on public transportation. Organized a Transit funding Summit which was attended by some legislators and California Transportation Commissioner to discuss the importance of providing stable funding for public transportation.
Advocacy	4	Q4 Projected=>	Continue to meet with existing legislators and reach out to newly-elected officials. Facilitate more conversations with the Administration as it prepares its 2009-10 state budget to help blunt the diversions that public transportation has experienced in recent years.
<b>Advocacy</b>	<b>5</b>	<b>Description=&gt;</b>	<b>Position transit as a bi-partisan policy issue. For 2008 WP, focus on blunting negative reaction to litigation.</b>
Advocacy	5	Annual 2008 Projected=>	Maintain and cultivate relationships established last year with Administration.
Advocacy	5	Q1 Projected=>	Set up meetings with Administration to discuss transit policy and budget issues.
Advocacy	5	Q1 Actual=>	Participated in several meetings with Caltrans Director Will Kempton, Business, Transportation and Housing Deputy Secretary Jim Bourgart and the Governor's Transportation Consultant, Curt Augustine to discuss opportunities to provide stable funding for transit through the budget and Proposition 1B.
Advocacy	5	Q2 Projected=>	Reach out to legislators in both houses as well as the administration to mitigate negative impacts to transit funding by providing compelling ridership data.
Advocacy	5	Q2 Actual =>	Set up several meetings with the Administration, including the Secretary of BT & H, Department of Finance and Caltrans to discuss the negative impacts proposed by the Governor's May Revision to the 2008-09 State Budget. Engaged Budget Conference Committee members in discussion of budget proposal and to discuss how to best address home-to-school transportation.

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Advocacy	5	Q3 Projected=>	Continue to work with Administration and Caucuses in both houses to communicate the increased need for transit funding due to spikes in ridership.
Advocacy	5	Q3 Actual=>	Met with several legislators in both houses of the legislature to discuss the vital services currently provided by public transportation providers and the cost associated with each given the increase in ridership statewide.
Advocacy	5	Q4 Projected=>	Meet with new class of legislators and continue media outreach to help build momentum for maintaining traditional sources of funding for public transportation.
<b>Advocacy</b>	<b>6</b>	<b>Description=&gt;</b>	<b>Continually educate legislators, staff and administration officials about public transit, with an emphasis on how funding works and transit's funding needs.</b>
Advocacy	6	Annual 2008 Projected=>	Continue to educate and encourage legislators on maintaining transit funding during the course of the budget subcommittee process by convening meetings on maintaining/improving transit funding in the budget.
Advocacy	6	Q1 Projected=>	Set up meetings with legislators and administrative officials in response to the Governor's proposed 2008-09 state budget.
Advocacy	6	Q1 Actual=>	Met with several members of the legislature including the leadership in both houses, budget and subcommittee committee chairs, as well as key staff in the administration from the Governor's office and Business, Transportation and Housing Agency to convey the impacts of the Governor's 2008-09 state budget.
Advocacy	6	Q2 Projected=>	Try to maintain the funding levels provided in the Governor's budget and combat additional cuts that may be proposed upon the release of the May Revision.
Advocacy	6	Q2 Actual =>	Fought to restore \$317 million of the revenue that the Governor proposed to divert in his May Revision to the 2008-09 state budget.
Advocacy	6	Q3 Projected=>	Keep the pressure on to maintain the \$317 million restoration provided by the Legislature and avoid a blue-pencil by the Governor.
Advocacy	6	Q3 Actual=>	Fought to maintain a \$406 million State Transit Assistance program, which the legislature approved but the Governor line-itemed to 4306 million.
Advocacy	6	Q4 Projected=>	Meet with the new class of legislators and the Administration and provide education on transit funding as it prepares its 2009--10 state budget.
<b>Advocacy</b>	<b>7</b>	<b>Description=&gt;</b>	<b>Proactively position the transit industry and improve the way legislators, the Administration and the California public looks at public transit through development of products and resources for use by legislative advocates, members and allies. Efforts and products shall be sorted by audience and supported by strong analysis &amp; research. They shall include a proactive media relations campaign; a reactive negative media response system; and a tool-kit to assist local agencies in branding public transportation to make it part of a positive public policy "big idea," and in promoting it to the influential groups that can impact funding, land-use and other related decisions. Included shall be two components: External (media relations; message collateral supporting advocacy &amp; initiative; etc.) and Internal (enhanced web &amp; member communications; local tool kits for members; etc.). Efforts shall have a strong "transit does work" message with two targets: research and message development that flows into general "pro-transit" products or collateral; and, research and message development that flows into specific products or collateral related to individual bills, regulations, and budget or policy developments".</b>
Advocacy	7	Annual 2008 Projected=>	Hire new Communications Director to development and implement Communications Plan that addresses activities identified in the tactic.
Advocacy	7	Q1 Projected=>	Hire new Communications Director and develop draft Communications Plan.
Advocacy	7	Q1 Actual=>	Completed activities identified in Q1 Projected. Specifically, Jeff Wagner hired as Communications Director. Draft plan completed and will be submitted to Executive Committee in Q2. Proceeding with activities identified in Plan.
Advocacy	7	Q2 Projected=>	Draft Communication Plan to go to Executive Committee for review. Implement elements of the Plan, including but not limited to editorial board tour for lawsuit appeal strategy.
Advocacy	7	Q2 Actual =>	Communications Plan presented to Executive Committee. Subsequently, a media outreach campaign targeting transit funding in the state budget was developed and launched. Campaign included production of a Media Outreach Kit, which contained

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			media relations tips, overview of messaging themes developed for the Communications Plan, numerous fact sheets and collateral products, and customizable template for Op-Ed articles. Kit was distributed to all member agencies and support groups. Follow-up Budget Outreach Action Alert contained guides and examples of other outreach activities enlisting community leaders and transit riders in the budget fight. Regular updates have been distributed sharing successful outreach actions undertaken by members.
Advocacy	7	Q3 Projected=>	Continue outreach campaign through completion of the state budget process. Prepare similar campaign for launch following official appeal of lawsuit, expected mid-to-late July.
Advocacy	7	Q3 Actual=>	Provided assistance to statewide coalition of transportation-related organizations to combat rumored suspension of Proposition 42 funding as part of state budget agreement. Assistance consisted of arranging local transit spokespersons to participate in press conferences arranged as part of coalition's statewide media campaign. Promoted Executive Committee's action to support adoption of the Budget Conference Committee recommendation regarding transit funding, specifically via the distribution of an op-ed article that was subsequently published by several newspapers and websites. Similarly publicized Executive Committee's position that transit funding is a vital component of meeting the smart growth goals of SB 375, which was supported via staff editorials in numerous newspapers and eventually signed by the governor. Upon September 19 filing of opening appellate briefs regarding Association lawsuit to recover Public Transportation Account funds, distributed Phase One media kit (outlining background, messaging strategy and talking points) to members and allies. Coordinated marketing efforts for Transit Capital Summit (co-hosted with the California Transportation Commission) scheduled for October 16, which will bring together stakeholders and decision makers for information sessions and roundtable discussions about the future of transit funding.
Advocacy	7	Q4 Projected=>	Subsequent phases of media campaign related to lawsuit appeal to include op-eds and editorial board outreach, targeted to lead up to oral arguments before the appellate court, which are now expected to commence in January, 2009. Further market Transit Capital Summit, provide support at the event and assist in organization of follow-up activities.
Advocacy	8	Description=>	<b>Build stronger partnerships with influential groups that do or should care about preserving and growing public transit funding and enhancing public transit service (i.e. bus interests, rail interests, and partners such as labor, business or health care), and mobilize particular groups when appropriate (e.g. in support of a pro-transit bill, or against a proposed transit funding cut). Focus on partnering with existing regional &amp; local organizations and coalitions, when and where mutual interest already exists or arises (e.g. statewide funding initiative); continue and strengthen statewide pro-transit partnerships where they already exist, and explore new relationships within constrained resources.</b>
Advocacy	8	Annual 2008 Projected=>	Work with already-active partners at state level to mobilize them to fight state transit funding cuts. Begin to put together coalition of interest groups to support a statewide referendum initiative to protect and enhance transportation and transit funding; target existing regional & local organizations and coalitions, such as TALC and Mobility 21.
Advocacy	8	Q1 Projected=>	Identify and begin to educate existing partners for mobilization on budget fight. Begin to identify potential partners for longer-term initiative exploration effort. Identify Executive Committee task force to oversee staff work.
Advocacy	8	Q1 Actual=>	Identified several existing partners and provided them with information relative to the Governor's proposed budget cuts. Met with Transit Caucus and urged them to take actions to firm up legislative opposition to cuts. Conducted outreach to small group of potential partners on exploring an initiative; agreement reached to develop polling and focus group budget. Exec Comm task force identified.
Advocacy	8	Q2 Projected=>	Continue to mobilize partners against the Governor's proposed transit funding cuts. Meet with potential initiative partners again to agree to budget, work program and to engage a consultant. Activate Exec Comm task force to review work program, budget and messaging.
Advocacy	8	Q2 Actual =>	Worked with 21 partner organizations to facilitate joint sign-on letter to legislative leaders in opposition to transit budget cuts; focused efforts through TALC and

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			CALPIRG. Worked with EDF to and Coalition for Clean Air to brief them on transit funding, and engage them in opposing the cuts. Continued discussions with potential initiative partners, and firmed up some commitments. Executive Committee task force met once to advise on approach and potential consultants, as well as on possible expenditure for Prop. 42 protection campaign.
Advocacy	8	Q3 Projected=>	Continue to mobilize partners against the Governor's proposed transit funding cuts. Identify new potential initiative partners and begin recruitment, and meet with existing contacts again to obtain commitments to budget, work program and to engage a consultant. Activate Exec Comm task force as needed to review work program, budget and messaging. Obtain Prop. 42 protection campaign work program, contribute funds to effort, and participate in overseeing implementation.
Advocacy	8	Q3 Actual=>	Continued to mobilize partners against the Governor's proposed transit funding cuts; budget enacted late in Q3. Identified two new potential initiative partners. Existing contacts would not affirm commitments to a budget, work program or engaging a consultant (were otherwise active on protecting prop 42 in budget). Continued participation in Prop. 42 protection campaign, but never received request to provide funds. Planned a Transit Capital Summit for Q4 and invited new partners.
Advocacy	8	Q4 Projected=>	Attempt to activate ClimatePlan coalition members (now focused on AB 32 implementation) in support of transit funding. Execute Transit Capital Summit and determine if participants yield new partners.
<b>Advocacy</b>	<b>9</b>	<b>Description=&gt;</b>	<b>Develop a program for review by the Executive Committee in which private sector financial resources are provided to support a transit funding protection initiative.</b>
Advocacy	9	Annual 2008 Projected=>	Contingent on a statewide referendum initiative effort evolving to critical mass, identify potential private sector funding partners and conduct outreach and solicitation program.
Advocacy	9	Q1 Projected=>	None projected (effort contingent on exploratory steps being taken first).
Advocacy	9	Q1 Actual=>	None.
Advocacy	9	Q2 Projected=>	None projected (effort contingent on exploratory steps being taken first).
Advocacy	9	Q2 Actual =>	None.
Advocacy	9	Q3 Projected=>	None projected (effort contingent on exploratory steps being taken first).
Advocacy	9	Q3 Actual=>	None.
Advocacy	9	Q4 Projected=>	None projected (effort contingent on exploratory steps being taken first).
<b>Advocacy</b>	<b>10</b>	<b>Description=&gt;</b>	<b>Manage litigation efforts to protect transit funding.</b>
Advocacy	10	Annual 2008 Projected=>	Obtain direction from the Executive Committee relative to whether to appeal the Sacramento Superior Court decision in Shaw vs. Chiang, and, as appropriate, manage the Association legal team to maximize an appeal's chance of success.
Advocacy	10	Q1 Projected=>	Submit final decision of the Sacramento Superior Court to the Executive Committee for review and action.
Advocacy	10	Q1 Actual=>	Worked with legal team to evaluate costs of potential appeal. Briefed the Exec Comm on the Court's final decision. Obtained authorization to file an appeal. Worked with legal team to file the notice of appeal. Also was directed to work with a task force of Exec Comm members to manage the internal and external messaging on the appeal. Developed draft communications plan.
Advocacy	10	Q2 Projected=>	Convene Exec Comm task force to review the communications plan. Work with legal counsel to draft and file the actual appeal. Conduct media and member outreach to ensure favorable coverage of the appeal.
Advocacy	10	Q2 Actual =>	Exec Comm task force met and approved proposed communications plan. Worked with legal counsel regarding filing the actual appeal; efforts delayed by Superior Court's mediation process (therefore, no media outreach conducted). Obtained legal counsel input on amicus brief strategy.
Advocacy	10	Q3 Projected=>	Work with legal counsel to draft and file the actual appeal. Conduct media and member outreach to ensure favorable coverage of the appeal. Roll out amicus brief strategy.
Advocacy	10	Q3 Actual=>	Worked with legal counsel to draft and file the actual appeal (filed Sept. 19). Conducted media and member outreach to ensure favorable coverage of the appeal. Contacted three groups to coordinate amici -- enviros (Sierra Club), unions (ATU / Teamsters), and riders (TALC / CALPIRG).

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Advocacy	10	Q4 Projected=>	Expect oral arguments to be delayed until 1Q 2009. Will work with partners to finalize amici in meantime.
<b>Advocacy</b>	<b>11</b>	<b>Description=&gt;</b>	<b>Manage development of options to further protect and grow transit funding, including statewide initiative campaign.</b>
Advocacy	11	Annual 2008 Projected=>	Frame up options for Executive Committee; obtain direction; follow out work program as appropriate.
Advocacy	11	Q1 Projected=>	Frame up options for Executive Committee at January Retreat. Obtain direction on how to proceed. Begin to identify potential partners for longer-term initiative exploration effort. Identify Executive Committee task force to oversee staff work.
Advocacy	11	Q1 Actual=>	Presented alternatives analysis to Exec Comm at January Retreat. Obtained direction and expenditure authorization to work with a small group of potential partners on conducting opinion research (polling and focus group work) on transportation funding options, including transit funding protection. Conducted outreach to small group of potential partners on exploring an initiative; agreement reached to develop polling and focus group budget. Exec Comm task force identified.
Advocacy	11	Q2 Projected=>	Obtain budget and work program proposals from at least two consultants. Meet with potential initiative partners again to agree to budget, work program and to engage a consultant. Activate Exec Comm task force to review work program, budget and messaging.
Advocacy	11	Q2 Actual =>	Obtained budget and work program proposals from two consultants (Moore, and Maslin). Continued discussions with potential initiative partners, and firmed up some commitments. Executive Committee task force met once to advise on approach and potential consultants.
Advocacy	11	Q3 Projected=>	Identify new potential initiative partners and begin recruitment, and meet with existing contacts again to obtain commitments to budget, work program and to engage a consultant. Activate Exec Comm task force as needed to review work program, budget and messaging.
Advocacy	11	Q3 Actual=>	Identified two new potential initiative partners, but no firm commitments yet. Existing contacts deferred commitments to a budget, work program and to engaging a consultant until after the Prop 42 effort.
Advocacy	11	Q4 Projected=>	Attempt to activate ClimatePlan coalition members (now focused on AB 32 implementation) in support of transit funding. Re-contact existing potential partners and revitalize commitments to conducting polling and other opinion research in Q1 2009.
<b>Member Services</b>	<b>1</b>	<b>Description=&gt;</b>	<b>Monitor policy and operational trends in transit, including communications from member organizations and legislative or regulatory developments, assign important new or evolving issues to standing committees (or appoint task forces as necessary) for analysis and development of recommendations, take positions as appropriate, and disseminate analysis and information to members as it becomes available and mobilize members as needed.</b>
Member Services	1	Annual 2008 Projected=>	Thoroughly perform activities identified in tactic description.
Member Services	1	Q1 Projected=>	Hire new Legislative and Regulatory Assistant; Transfer analysis activities to new L&R Assistant.
Member Services	1	Q1 Actual=>	Activities completed as identified in Q1 Projected activity. Updated membership for Hybrid and ZEB task forces; monitored AB 32 implementation. Disseminated information to members.
Member Services	1	Q2 Projected=>	Perform activities identified in tactic description. Work on member communication via updating website content as pertains to legislative and regulatory issues.
Member Services	1	Q2 Actual =>	Performed activities identified in tactic description. Worked with Hybrid, ZEB, and Reauthorization task forces, kept relevant sections of website up-to-date, disseminated information to members on a timely basis.
Member Services	1	Q3 Projected=>	Continue to perform activities identified in tactic description.
Member Services	1	Q3 Actual=>	Performed activities identified in tactic description. Continued work with Hybrid, ZEB, and federal reauthorization task forces, also helped to create home-to-school task force for operations committee as well as global warming task force. Disseminated information through Executive Director's Reports and Legislative and Funding Bulletins.

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Member Services	1	Q4 Projected=>	Continue to track operational trends in transit through member outreach and daily news headlines, continue to monitor and work with various task forces, and continue to use new website to disseminate information.
<b>Member Services</b>	<b>2</b>	<b>Description=&gt;</b>	<b>Develop pertinent and customized information and improve tailored dissemination to members (i.e. differentiating between bus-policy analysis and members vs. rail-policy analysis and members, urban vs. rural, small vs. large, etc.). For 2008, "right-size" efforts to member expectations &amp; available resources; and, recognize that limited resources will require drawing from outcomes under Advocacy Goal 7.</b>
Member Services	2	Annual 2008 Projected=>	Hire new Communications Director to development and implement Communications Plan that in part addresses activities identified in the tactic.
Member Services	2	Q1 Projected=>	Hire new Communications Director and develop draft Communications Plan
Member Services	2	Q1 Actual=>	Jeff Wagner hired as Communications Director; draft Communications Plan completed, including -- for purposes of this tactic -- proposed redesign of Transit California magazine, exploration of new means for distribution of internal newsletters, enhancement of "Members Only" aspects of Association website; collaborated with Meetings and Membership Director to supplement marketing efforts regarding conferences and other Association activities.
Member Services	2	Q2 Projected=>	Continued development of magazine redesign (with projected Q4 launch); launch new website design/content; implement redesign/new distribution methods for internal newsletters.
Member Services	2	Q2 Actual =>	Enhanced content of "Members Only" section of website to provide resources related to outreach campaigns detailed in description of Goal 1 (Advocacy), Tactic 7. Following RFP process, Digital Deployment selected as designer/developer of new website (expected launch in late August). Supplemented marketing efforts of Meetings and Membership Director regarding Spring Legislative Conference.
Member Services	2	Q3 Projected=>	Continue assistance in marketing efforts for Fall Conference, including media outreach. Launch of new website anticipated in late August. New website expected to include new distribution methods for internal newsletters. Investigate possibility of enlisting new independent contractors in production of Transit California magazine, particularly with regard to advertising.
Member Services	2	Q3 Actual=>	New website successfully launched September 5. Continued fine-tuning of content (as well as content update protocol), and preliminary design of website-based distribution of electronic publications. Continued to assist in marketing efforts for Fall Conference, designing template for electronic distribution of marketing materials and assisting in procurement of content of November/December issue of Transit California magazine, which specifically promotes the conference and the host agency. Met with Managing Editor of Transit California magazine to frame the process/timeline for magazine redesign, which, due to advertising-related scheduling demands, is now projected for July, 2009.
Member Services	2	Q4 Projected=>	Continue refinement of website content to provide more resources to members. Adopt new design and distribution procedure for electronic publications. Continue planning process for magazine redesign, including review of graphic design proposals, investigation of possible new sources of advertising revenue and possible launch of new electronic publication to accommodate magazine's current editorial content focus while converting magazine to a more advocacy-oriented publication.
<b>Member Services</b>	<b>3</b>	<b>Description=&gt;</b>	<b>Offer peer-to-peer exchange, networking and substantive education opportunities, including high quality conferences, focused on mid-level and upper-level managers and technical staff, and transit agency governing board members, where common problems can be shared and solutions developed and disseminated.</b>
Member Services	3	Annual 2008 Projected=>	Carry out scheduled annual events with focus on year over year improvement, based on tactic description. Annual events include 43rd Annual Spring Legislative Conference and joint fall conference and EXPO with CalACT.
Member Services	3	Q1 Projected=>	Planning for events, with emphasis on Lobby Day, and advance conference planning for Spring and Fall conferences.
Member Services	3	Q1 Actual=>	Lobby Day canceled. Developed Spring Conference program agenda and began promotion and attendee registration. CalACT and CTA began the process of planning a

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			joint fall conference.
Member Services	3	Q2 Projected=>	Planning for all events, with emphasis on Spring Leg Conference. Execute Spring Leg Conference. Joint CalACT and CTA program & conference committee to continue meeting to plan concurrent and plenary sessions for the fall conference.
Member Services	3	Q2 Actual =>	Spring Leg Conference executed. CalACT and CTA program & conference committee continued to plan joint fall conference, and exhibitor/sponsorship sales began.
Member Services	3	Q3 Projected=>	Heavy emphasis on Fall Conference planning.
Member Services	3	Q3 Actual=>	Fall Conference planning completed. Extensive planning with CalACT coordinated.
Member Services	3	Q4 Projected=>	Carry out Fall Conference.
<b>Member Services</b>	<b>4</b>	<b>Description=&gt;</b>	<b>Plan existing conferences to provide opportunities for small organizations to learn from the large organizations, and the large organizations to learn from the small organizations.</b>
Member Services	4	Annual 2008 Projected=>	Provide workshops and education at planned conferences for small and large organizations to exchange information and learn from one another.
Member Services	4	Q1 Projected=>	Begin planning Small Operator workshops and educational sessions offered at Spring and Fall Conferences.
Member Services	4	Q1 Actual=>	Small Operators Committee met via conference call to plan the Spring Leg Conference - Small Operators Workshop; and began discussion regarding the fall conference Small Operators Workshop and Luncheon.
Member Services	4	Q2 Projected=>	Continue to plan and execute the Spring Leg Conference - Small Operators Workshop; and continue to plan the fall conference Small Operators Workshop and Luncheon.
Member Services	4	Q2 Actual =>	Executed Spring Leg Conference, including a Small Operators Workshop; and continued to plan joint fall conference with CalACT. Schedule includes a Small Operator Awards Luncheon and a "route" specifically designed for Rural and Community Transportation issues.
Member Services	4	Q3 Projected=>	Continue to plan and execute the joint CalACT/CTA fall conference.
Member Services	4	Q3 Actual=>	Continued to plan and execute the joint CalACT/CTA fall conference.
Member Services	4	Q4 Projected=>	Execute Fall Conference and complete follow-up activities.
<b>Organizational Management and Development</b>	<b>1</b>	<b>Description=&gt;</b>	<b>Develop and submit to the Executive Committee annually a staff &amp; committee work program designed to achieve the objectives of the Strategic Plan as much as possible given current resources and effort, based on the tactics listed in the plan, concurrent with a budget and forecast based on available resources and current effort, and identifying additional resources and / or effort required to achieve more of the Strategic Plan's objectives.</b>
Organizational Management and Development	1	Annual 2008 Projected=>	Develop draft proposed 2009 Work Program within timeline for meetings of Finance and Management Committee and the November 2008 Executive Committee meeting, within guidelines established in the Tactic Description.
Organizational Management and Development	1	Q1 Projected=>	No specific activity in Q1, but will monitor 2008 Work Program performance to help frame up 2009 Work Program.
Organizational Management and Development	1	Q1 Actual=>	Monitored 2008 Work Program performance.
Organizational Management and Development	1	Q2 Projected=>	Prepare preliminary 2009 Work Program frame up.
Organizational Management and Development	1	Q2 Actual =>	Monitored 2008 Work Program performance. Deferred 2009 Work Program frame up. to Q3.
Organizational Management and Development	1	Q3 Projected=>	Prepare preliminary 2009 Work Program frame up. Set F&M Committee meeting for review.
Organizational Management and Development	1	Q3 Actual=>	Completed as projected.

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<b>Category</b>	<b>Tactic</b>	<b>Activity Type</b>	<b>Description</b>
Organizational Management and Development	1	Q4 Projected=>	Submit recommended 2009 Work Program to Executive Committee for review and adoption.
<b>Organizational Management and Development</b>	<b>2</b>	<b>Description=&gt;</b>	<b>Continually review and adjust as necessary the Association’s organizational and governance structure and resource allocation to ensure accomplishment of the advocacy and member services strategic goals.</b>
Organizational Management and Development	2	Annual 2008 Projected=>	For 2008 do not expect changes in the governance structure. For 2008, will facilitate transfer to and expansion of activities to new staff.
Organizational Management and Development	2	Q1 Projected=>	Complete transfer of activities to new Communications Director including EDR, Website, and Transit California. Frame up new responsibilities for Member Services element of the organization.
Organizational Management and Development	2	Q1 Actual=>	Completed transfer of activities, as planned. Developed draft performance expectations for Members Services element of organization.
Organizational Management and Development	2	Q2 Projected=>	Finalize performance expectations for Member Services element.
Organizational Management and Development	2	Q2 Actual =>	Worked with Meetings and Member Services Director on performance expectations for Member Services element. Set objectives for new membership recruitment and retention. Need to continue to work on expectations for Member Services element.
Organizational Management and Development	2	Q3 Projected=>	Finalize performance expectations for Member Services element.
Organizational Management and Development	2	Q3 Actual=>	Not completed in current quarter. Other priorities to precedence.
Organizational Management and Development	2	Q4 Projected=>	Finalize performance expectations for Member Services element.
<b>Organizational Management and Development</b>	<b>3</b>	<b>Description=&gt;</b>	<b>Approach the business of the Association methodically and deliberately, using internal quality control measures and effective management techniques.</b>
Organizational Management and Development	3	Annual 2008 Projected=>	Develop and implement financial work flow policies and procedures.
Organizational Management and Development	3	Q1 Projected=>	Perform limited research on potential work flow model document.
Organizational Management and Development	3	Q1 Actual=>	Completed as planned.
Organizational Management and Development	3	Q2 Projected=>	Develop draft work flow document.
Organizational Management and Development	3	Q2 Actual =>	Directed bookkeeper to seek sample documents for financial work flow.
Organizational Management and Development	3	Q3 Projected=>	Continue to secure or develop draft work flow document.
Organizational Management and Development	3	Q3 Actual=>	Draft document completed and consultant selected. Held meetings, provided documents, and reviewed preliminary Accounting Policies.
Organizational Management and Development	3	Q4 Projected=>	Complete the accept and review the final draft Accounting Policies.

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<b>Category</b>	<b>Tactic</b>	<b>Activity Type</b>	<b>Description</b>
Development			
<b>Organizational Management and Development</b>	<b>4</b>	<b>Description=&gt;</b>	<b>Implement ways to ensure continued member agency/organization participation, from level(s) preferred by the respective agency/organization executives.</b>
Organizational Management and Development	4	Annual 2008 Projected=>	Encourage participation by all members in Association events and governance. Focus on enhanced marketing of conferences and by providing tailored information to members in a timely and cost-effective manner.
Organizational Management and Development	4	Q1 Projected=>	Obtain feedback from new Chair as to his goals for this tactic. Plan first-ever webinar policy briefing for members. Enhance marketing to members of key Association events.
Organizational Management and Development	4	Q1 Actual=>	Met with Chair Michael Burns to discuss ways to ensure continued and enhanced participation. Planned first-ever webinar policy briefing for members. Stepped up marketing of webinar and Spring Legislative Conference and Fall meeting.
Organizational Management and Development	4	Q2 Projected=>	Conduct webinar. Continue enhanced marketing of Spring Legislative Conference and Fall meeting.
Organizational Management and Development	4	Q2 Actual =>	Conducted webinar on transit funding. Obtained slightly higher attendance level at Spring Legislative Conference.
Organizational Management and Development	4	Q3 Projected=>	Continue enhanced marketing of Fall meeting.
Organizational Management and Development	4	Q3 Actual=>	Continued enhanced marketing of Fall meeting. Planned for Transit Capital Summit and invited all members to participate.
Organizational Management and Development	4	Q4 Projected=>	Conduct staff planning to identify opportunities in Q1 2009.
<b>Organizational Management and Development</b>	<b>5</b>	<b>Description=&gt;</b>	<b>Conduct annual member satisfaction surveys.</b>
Organizational Management and Development	5	Annual 2008 Projected=>	Carry out as specified in tactic description. Present 2007 survey results to Executive Committee.
Organizational Management and Development	5	Q1 Projected=>	Distribute 2007 Member Satisfaction Survey to members.
Organizational Management and Development	5	Q1 Actual=>	2007 Member Satisfaction Survey distributed.
Organizational Management and Development	5	Q2 Projected=>	Satisfaction survey to be summarized and presented in the Executive Committee Agenda Packet for the May 20, 2008 meeting.
Organizational Management and Development	5	Q2 Actual =>	Satisfaction survey analyzed, summarized and presented in the May 2008 Executive Committee packet.
Organizational Management and Development	5	Q3 Projected=>	No activity planned in Q3.
Organizational Management and Development	5	Q3 Actual=>	No activity planned or required in Q3.
Organizational Management and Development	5	Q4 Projected=>	No activity planned or required in Q4. 2008 planned activity completed.
<b>Organizational</b>	<b>6</b>	<b>Description=&gt;</b>	<b>Conduct annual management firm performance evaluations.</b>

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<b>Category</b>	<b>Tactic</b>	<b>Activity Type</b>	<b>Description</b>
<b>Management and Development</b>			
Organizational Management and Development	6	Annual 2008 Projected=>	Conduct annual management firm performance evaluations, perform analysis, and review with Executive Committee.
Organizational Management and Development	6	Q1 Projected=>	No activity planned in Q1.
Organizational Management and Development	6	Q1 Actual=>	No activity during Q1.
Organizational Management and Development	6	Q2 Projected=>	Prepare draft performance review document and distribute to Executive Committee members.
Organizational Management and Development	6	Q2 Actual =>	Sample documents prepared and sent to Chair for comment and direction.
Organizational Management and Development	6	Q3 Projected=>	Distribute survey to Executive Committee members.
Organizational Management and Development	6	Q3 Actual=>	Completed survey and results forwarded to Executive Committee Chair.
Organizational Management and Development	6	Q4 Projected=>	No activity planned in Q4.
<b>Organizational Management and Development</b>	<b>7</b>	<b>Description=&gt;</b>	<b>Ensure committees or task forces of members serve as advisors on development of conference programs and other member services, to ensure offerings are timely and provide usable information and services, and that they would retain existing and attract new members.</b>
Organizational Management and Development	7	Annual 2008 Projected=>	Continue to use member-based Program and Conference Committee to plan conference activities. Reactivate membership committee to focus on membership recruitment and retention.
Organizational Management and Development	7	Q1 Projected=>	Program and Conference committee to begin conference planning. Membership committee assembled to carry out 2008 recruitment and retention goals.
Organizational Management and Development	7	Q1 Actual=>	CalACT and CTA Program & Conference committee, including professionals from diverse industry expertise, began planning a joint fall conference. Membership committee finalized and approved by Association Chair, and first meeting was scheduled for April 24.
Organizational Management and Development	7	Q2 Projected=>	CalACT and CTA Program & Conference committee will continue to meet via conference call.
Organizational Management and Development	7	Q2 Actual =>	CalACT and CTA Program & Conference committees met regularly to develop the joint fall conference program; and the membership committee met to develop the 2008 Membership Marketing plan, which includes 2008 objectives, goals and tactics to increase new membership enrollment.
Organizational Management and Development	7	Q3 Projected=>	Program & Conference committees will continue to meet via conference call to finalize the joint fall conference program; and the membership committee will implement the 2008 Membership Marketing plan.
Organizational Management and Development	7	Q3 Actual=>	Program and Conference committees completed their activities in run up to Fall Conference. Membership Committee activities deferred to Q4.
Organizational Management and Development	7	Q4 Projected=>	The membership committee will implement the 2008 Membership Marketing plan.

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<b>Category</b>	<b>Tactic</b>	<b>Activity Type</b>	<b>Description</b>
<b>Organizational Management and Development</b>	<b>8</b>	<b>Description=&gt;</b>	<b>Increase number of new members through the development of targeted campaigns to identify and recruit viable prospect candidates.</b>
Organizational Management and Development	8	Annual 2008 Projected=>	Membership Committee to develop 2008 membership recruitment campaign to increase membership.
Organizational Management and Development	8	Q1 Projected=>	Membership Committee reactivated to develop campaign to recruit new members.
Organizational Management and Development	8	Q1 Actual=>	Membership Committee roster finalized and approved by Association Chair. First meeting scheduled for April 24 to determine 2008 committee objectives.
Organizational Management and Development	8	Q2 Projected=>	Membership Committee convened will meet on April and May to determine committee's objectives to include strategy to increase new membership enrollment.
Organizational Management and Development	8	Q2 Actual =>	Membership Committee met on April and May to develop the 2008 Membership Marketing plan which includes the strategy to increase new membership enrollment.
Organizational Management and Development	8	Q3 Projected=>	Membership Committee and staff to implement strategies to increase new membership enrollment.
Organizational Management and Development	8	Q3 Actual=>	Membership Committee met in September and considered various items including setting a new member reception for the Fall Conference.
Organizational Management and Development	8	Q4 Projected=>	Membership Committee and staff to continue implementation of strategies to increase new membership enrollment.
<b>Organizational Management and Development</b>	<b>9</b>	<b>Description=&gt;</b>	<b>Provide affordable and relevant conferences, by emphasizing investment in quality speakers and presentations, and de-emphasizing obtaining a net profit.</b>
Organizational Management and Development	9	Annual 2008 Projected=>	Continue process to acquire top speaker and presenter talent for joint Fall Conference with CalACT.
Organizational Management and Development	9	Q1 Projected=>	Program & Conference committee to discuss potential keynote speaker and high profile speakers for education sessions.
Organizational Management and Development	9	Q1 Actual=>	Joint CalACT and CTA Program and Conference Committee confirmed keynote speaker choice, Robert F. Kennedy, Jr; and continued to meet regularly to determine conference curriculum speakers, emphasizing relevancy and qualifications.
Organizational Management and Development	9	Q2 Projected=>	Continue to work with joint committee to seek out and confirm dynamic, relevant, qualified speakers for fall conference.
Organizational Management and Development	9	Q2 Actual =>	Joint CalACT and CTA Program & Conference committees developed educational program for fall conference including 33 break out sessions and 4 general sessions, and began the process of inviting speakers.
Organizational Management and Development	9	Q3 Projected=>	Joint CalACT and CTA Program & Conference committees to continue to invite and finalize list of fall conference speakers - with an emphasis on timely, relevant, and dynamic speakers.
Organizational Management and Development	9	Q3 Actual=>	Extensive speaker list implemented for Fall Conference.
Organizational Management and Development	9	Q4 Projected=>	Execute the Fall Conference.
<b>Organizational Management and</b>	<b>10</b>	<b>Description=&gt;</b>	<b>Promote conferences, committee activities, products, services, and leadership opportunities, to increase participation of the Association's diverse membership.</b>

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<b>Category</b>	<b>Tactic</b>	<b>Activity Type</b>	<b>Description</b>
<b>Development</b>			
Organizational Management and Development	10	Annual 2008 Projected=>	Staff to establish committees and facilitate activities; develop and implement marketing and communication plan and tools for conferences, products and services; and continue staff support to recruit and engage new leadership and committees.
Organizational Management and Development	10	Q1 Projected=>	Finalize committees to move forward with 2008 work program. Develop and carryout conference marketing and communication plan.
Organizational Management and Development	10	Q1 Actual=>	Conference marketing plan developed by Staff, with input from CalACT and CTA Program & Conference committee's Co-Chairs. Communication Plan developed.
Organizational Management and Development	10	Q2 Projected=>	CalACT and CTA Program & Conference committee will continue to work with Staff to support conference marketing plan. Membership Committee to determine committee role in Fall Conference activities.
Organizational Management and Development	10	Q2 Actual =>	CalACT and CTA Program & Conference committee developed an exciting and substantive fall conference program to increase participation at the fall conference; and began marketing this event as the agenda developed.
Organizational Management and Development	10	Q3 Projected=>	CalACT and CTA Program & Conference committee Membership Committee to determine committee role in Fall Conference activities. Staff to prepare annual Membership Directory & Resource Guide and Fare Summary.
Organizational Management and Development	10	Q3 Actual=>	Annual Membership Directory & Resource Guide and Fare Summary completed and distributed.
Organizational Management and Development	10	Q4 Projected=>	No new activity planned in Q4, except successfully executing the Fall Conference and provide follow-up.
<b>Organizational Management and Development</b>	<b>11</b>	<b>Description=&gt;</b>	<b>Strengthen leadership in information technology functions. Improve the membership database to better track members needs and activities; and, attain higher levels of website functionality to better serve member needs. For 2008, especially focus on website improvements.</b>
Organizational Management and Development	11	Annual 2008 Projected=>	Hire new Communications Director to development and implement Communications Plan, in part overseeing adoption of "new media" (both enhancement of existing tools and institution of new ones) that addresses activities identified in the tactic.
Organizational Management and Development	11	Q1 Projected=>	Hire new Communications Director; solicit and review proposals for outside vendors to develop new website; priorities for new design to include streamlined presentation (and more frequent updates) of news content, as well as technological ability for online conduct of member-related services such as dues-paying, conference registration, etc.. Development of a web-based seminar to enhance member outreach. Provide guidance with regard to updating and streamlining member database and other distribution lists for dissemination of informational and marketing materials
Organizational Management and Development	11	Q1 Actual=>	Jeff Wagner hired as Communications Director. First-ever webinar presented April 2 with nearly 50 participants. Temporary graphic redesign of website implemented while review of vendor proposals for full redesign continue.
Organizational Management and Development	11	Q2 Projected=>	Selection of website developer/designer; launch of new website; development of upcoming webinar topics.
Organizational Management and Development	11	Q2 Actual =>	Following RFP process with five developer/designers, entered into contract with Digital Deployment to produce new Association website. Frequent updates to current website have featured both generally newsworthy items and enhanced resources to supplement internal communications efforts detailed in Goal 1 (Advocacy), Tactic 7.
Organizational Management and Development	11	Q3 Projected=>	Launch of new website anticipated in late August. Second webinar presentation scheduled for early September, with the evolving details of AB 32 (California Global Warming Initiative) tentatively chosen as the topic.
Organizational Management and Development	11	Q3 Actual=>	New website successfully launched September 5. Continued fine-tuning of content (as well as content update protocol), and preliminary design of website-based distribution of electronic publications. Association's second webinar was held September 3, focusing on the development of the AB 32 Scoping Plan to reduce greenhouse gas emissions and the related interest and concerns of public transit providers. Webinar featured

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Category	Tactic	Activity Type	Description
			simultaneous remote presentations from four different locations, and drew more than 40 “attendees.” Developed new electronic marketing procedures and templates, which were utilized for numerous Association activities, including the webinar, the Fall Conference and the Transit Capital Summit.
Organizational Management and Development	11	Q4 Projected=>	Adopt new design and distribution procedures for electronic publications. Continue refinement of website content, in part with consideration of transforming type of content that is currently found in Transit California into enhanced website content and/or a new electronic publication.
<b>Organizational Management and Development</b>	<b>12</b>	<b>Description=&gt;</b>	<b>Look for opportunities to generate additional revenue consistent with adopted policy.</b>
Organizational Management and Development	12	Annual 2008 Projected=>	Not active for 2008.
Organizational Management and Development	12	Q1 Projected=>	Not active for 2008 but will monitor for potential revenue sources.
Organizational Management and Development	12	Q1 Actual=>	No new revenue sources noted.
Organizational Management and Development	12	Q2 Projected=>	Not active for 2008 but will monitor for potential revenue sources.
Organizational Management and Development	12	Q2 Actual =>	No new revenue sources noted.
Organizational Management and Development	12	Q3 Projected=>	Not active for 2008 but will monitor for potential revenue sources.
Organizational Management and Development	12	Q3 Actual=>	No new revenue sources noted.
Organizational Management and Development	12	Q4 Projected=>	Not active for 2008 but will monitor for potential revenue sources.