2022-25 | STRATEGIC PLAN SUMMARY

During the Fall of 2021 and Spring of 2022, the **rabbittransit** leadership team and Board of Directors came together to strategize and plan for their organization's future. Sessions with the full board and staff members were facilitated in addition to the **rabbitcares** Board of Directors. This document is intended as both a snapshot in time to be referred to in the future as well as an initial attempt to guide the organization as it prepares for that future. It reflects the cumulative input of staff and board members whose total time commitment exceeds several hundred hours.

Thank you to all staff, stakeholders and Board members that participated in this process. Your time, commitment and vision in service of **rabbittransit's** mission enables the organization's success.

MESSAGE FROM THE DIRECTOR

Vision: rabbittransit is a champion for mobility, changing our world one ride at a time.

Mission: Mobility is an essential need in order to experience a high quality of life. **rabbittransit** dedicates itself to providing its constituents safe, reliable and customer-centered mobility services consistent with the stewardship of its resources.
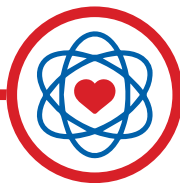
Core Values: Safety, Service, Stewardship

Serving Adams, Columbia, Cumberland, Dauphin, Franklin, Harrisburg City, Montour, Northumberland, Perry, Snyder, Union and York

PEOPLE FIRST

rabbittransit remains committed to its stakeholders and is dedicated toward fostering an equitable, diverse and inclusive environment for staff and volunteers that prioritize their development, training, upskilling and enhancement.

CUSTOMER EXPERIENCE

Continuously improving our customers' experience involves a better understanding of them, mapping their desired experience(s) and creating meaningful ways to measure our performance against both internal and external standards while ensuring equity of service.

EXCELLENCE IN OPERATIONS

Our commitment to excellence in operations ensures that we will continually seek to be an organization looked to and modeled by agencies nationwide.
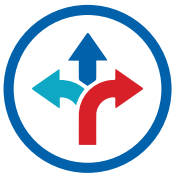
AGILITY & THE FUTURE OF TRANSPORTATION

rabbittransit understands that the world is changing rapidly and we are committed to evolving into a more agile organization that's adept at peering around corners to position itself for what's next instead of what's now.

STRATEGIC PRIORITES

PEOPLE FIRST

rabbittransit remains committed to its stakeholders and is dedicated toward fostering an equitable, diverse and inclusive environment for staff and volunteers that prioritize their development, training, upskilling and enhancement.

STRATEGIES

- Creation of a Diversity Council to reflect the varied lenses and viewpoints from each departmental staff segment.

- Strategic Talent Evaluation to anticipate and prepare for the workforce needs of tomorrow.

- Enhancement of employee engagement through diverse tactics and continuous investment.

- Continued Board Development through a framework of education and professional development including emphasis on diversity, equity and inclusion.

CUSTOMER EXPERIENCE

Continuously improving our customers' experience involves a better understanding of them, mapping their desired experience(s) and creating meaningful ways to measure our performance against both internal and external standards while ensuring equity of service.

STRATEGIES

- Development of Rider Profiles based on data related to specific rider populations to better understand and serve their needs.

- Adaptation to changing Rider Demographics by adjusting offerings or past practices.

- Reduction of cognitive or emotional barriers to provide a superior experience.

- Investment in Future-Ready Infrastructure to meet riders' current and future needs.

- Exploration of High Intensity Transit Lines balancing frequency compared to geographic reach.

EXCELLENCE IN OPERATIONS

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STRATEGIES

- Optimize Operations by enhancing evaluation criteria and methodology to inform decisions on service adjustment.

- Explore Modernization of Fare Collection system evaluating financial and operational efficiencies.

- Identify opportunities to increase Data Automation.

- Emphasize Data Health and Analysis including collection and utilization of data to assist the organization with its operations and benchmarking.

- Cybersecurity Awareness and Action to identify and proactively address cybersecurity threats.
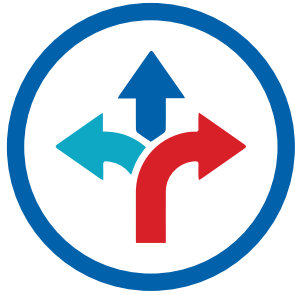
AGILITY & THE FUTURE OF TRANSPORTATION

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STRATEGIES

- Develop Shared Ride Fare increase plan and sustainable funding program.

- Explore opportunities for "reverse access" of products and services offering a non-traditional means of access.

- Evaluate status and potential impact of autonomous rolling stock for the future.

- Advocate for sustainable funding models.

rabbitcares is a 501 c (3) entity and the charitable organization of *rabbittransit* that was developed and operates today based on the premise that we need to be responsive to the individual rider, not just the masses. That is, we need to address not what we assume is the need, but what we hear are the needs—from the riders themselves.

rabbitcares:

- Offers a link for riders to easily reach and inform decision-makers of existing barriers.

- Builds inclusion and collaboration into our work so that we can address needs identified by the partnership.

- Works with the partnership to identify solutions to the needs/barriers and seeks funding sources to support those efforts.

- Provides a mechanism to serve populations that fall outside of traditional transportation funding streams.

rabbitcares

VISION

Creating a community where everyone has mobility opportunities.

MISSION

rabbitcares is a nonprofit organization advancing affordable and convenient mobility solutions that allows all Central Pennsylvania's residents to connect to their most basic needs.
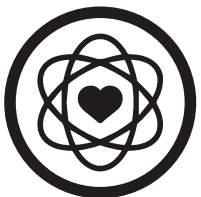
CORE VALUES

Innovation, Inclusion, Integrity

rabbitcares

rabbitcares

STRATEGIES

- **Fare Abatement Initiative** – Explore funding opportunities to eliminate fare barriers on fixed routes.

- **Understanding the Rider** – Seek opportunities to better assist **rabbittransit** with understanding its rider populations.

- **Communication Enhancement and Elevation** – Engage in active communication to stakeholders regarding **rabbitcares**' efforts and initiatives.

- **Strategic recruitment of Board Members** – Seek new **rabbitcares** board members that represent the entity's expanded geographic footprint.

- **Enhanced Funding Streams** – Utilize stakeholder relationships to explore, identify and secure new funding streams.

rabbittransit

Raymond Rosen, **Chairman**
Eric Bugaile, **Vice Chairman**
Richard Kotz, **Secretary**
Keith Martin, **Treasurer**
LaToya Bellamy, **Member**
Richard Carson, **Member**
Carrie Gray, **Member**
Neil Grover, **Member**
Kirk Stoner, **Member**
Thomas Wilson, **Member**
Scott Wyland, **Member**

rabbitcares SM
The Charitable Organization of rabbittransit

Glenn Miller, **Chairman**
Carrie Gray, **Vice Chairwoman**
Thomas Wilson, **Secretary**
Keith Martin, **Treasurer**
Darlene Brown, **Member**
Raymond Rosen, **Member**

BOARD OF DIRECTORS