

Emerging Trends and Best Practice Summary

Antelope Valley Demographic Trends

- ❑ Continued increase in population over the next twenty years.
- ❑ Spike in elderly due to aging “baby boomers”.
- ❑ Continued job/housing imbalance.
- ❑ Increased density within urban areas due to infill development.
- ❑ Increasing variety of cultures and languages and variability of density, language/ethnicity, skills and education place pressure on service delivery.
- ❑ Continued expansion of urbanized areas.

AVTA Institutional Issues

- ❑ AVTA/TAC/Board relationships impeding progress.
- ❑ Increasing need for coordination between departments to integrate cross-departmental programming.
- ❑ Increasing need for partnerships with other governmental agencies and local service providers.
- ❑ Need to clarify policy direction, clarify mission and refocus on service provision.

Economic Trends

- ❑ State budget issues may create significant funding reductions that will put additional pressure on services.
- ❑ Continued pressure on local agencies to provide a wide range of services will continue to influence funding.
- ❑ Land use decisions and economic development policies must be coordinated to make the best use of limited resources.

AVTA Budgetary Trends

- ❑ The three largest areas of budgeted operating expenses for FY 04 are Operator Contract (69.2%), Fuel (13.8%), and Personnel (6.5%).
- ❑ Of the operators contract the expenditures are broken down as follows: Fixed Route \$5,133,230 (66.4%), Commuter \$1,148,020 (14.8%), Dial-a-ride \$949,710 (12.3%), and ASI \$503,230 (6.5%).
- ❑ Over the past 5 years the AVTA jurisdictional shares and expenses are as follows:

	Jurisdictional Shares		Operating Expenses		Capital Expenses	
FY99	\$ 2,622,108		\$ 5,537,913		\$ 1,226,661	
FY00	\$ 2,674,157	1.99%	\$ 6,258,476	13.01%	\$ 2,435,944	98.58%
FY01	\$ 2,781,465	4.01%	\$ 7,343,518	17.34%	\$ 5,788,302	137.62%
FY02	\$ 2,621,673	-5.74%	\$ 8,470,348	15.34%	\$ 4,304,854	-25.63%
FY03	\$ 2,578,605	-1.64%	\$ 9,447,586	11.54%	\$ 6,860,457	59.37%

- ❑ According to existing formula allocations budgeted for FY 04; Los Angeles County pays 7.4%, the City of Palmdale pays 5.1%, and the City of Lancaster pays 5.8% of total operational costs.
- ❑ According to existing formula allocations budgeted for FY 04 Los Angeles County pays 2.4%, the City of Palmdale pays 3.8%, and the City of Lancaster pays 4.2% of total capital costs.
- ❑ AVTA staff costs make up 3.6% of the total FY 04 budget, 6.5% of the FY 04 operating budget and 21.0% of the FY 04 non-contract operating budget.

Best Practice Trends

Budget

- ❑ Move towards a multi-year perspective on budget planning.
 - Identifying multi-year operating trends.
 - Ensuring a multi-year linkage between operating and capital budgeting.
 - Creating a multi-year linkage between strategic planning and capital budgeting.
- ❑ Use of countercyclical and contingency planning devices.

Capital Management

- ❑ Preparation of long term, formal capital plans that coordinate and prioritize capital activities.

Human Resources

- ❑ Preparation of strategic analysis of present and future human resource needs.
- ❑ Planning to meet future workforce needs.

Information Technology Management

- ❑ Creation of information technology systems which provide information to support adequate reporting and system consistency.
- ❑ Preparation of multi-year information technology planning.
- ❑ Creation of technology systems that support AVTA's ability to communicate with and provide services to its citizens.
- ❑ Evaluation of the extent to which information technology system benefits justify investment.

Management and Leadership

- ❑ Engaging in results oriented, strategic planning.
- ❑ Definition of specific, measurable objectives.
- ❑ Coordination between AVTA strategic plans and the jurisdiction's plans.
- ❑ Development of indicators and evaluative data that can meaningfully measure progress towards results.
- ❑ Board and AVTA management using information for policymaking and management decisions, respectively.
- ❑ Tie decision making processes together – Strategic plan review, financial plan review, implementation plan, budget development, implementation review.