

**BOARD OF DIRECTORS 2024**

MARINA FRASER, CHAIR  
JEFF GEE, VICE CHAIR  
DAVID J. CANEPA  
MARIE CHUANG  
BROOKS ESSER  
RICO E. MEDINA  
RAY MUELLER  
JOSH POWELL  
PETER RATTO

APRIL CHAN  
GENERAL MANAGER/CEO



## Agenda

### Board of Directors Special Meeting / Strategic Plan Workshop

**June 18, 2024, 1:00 – 3:45 pm**

### **San Mateo County Transit District**

Bacciocco Auditorium, 2nd Floor  
1250 San Carlos Ave., San Carlos, CA

Members of the public may attend in-person or participate remotely via Zoom at: <https://us02web.zoom.us/j/88518175609?pwd=MUK4b3R0aXNyWHIUSVZ4dENmMW9WUT09> or by entering Webinar ID: **885 1817 5609**, Passcode: **874222** in the Zoom app for audio/visual capability or by calling 1-669-219-2599 (enter webinar ID and press # when prompted for participant ID) for audio only.

***Please Note the following COVID-19 Protocols for in-person attendance:***

1. Visitors experiencing the following symptoms of COVID-19 may not enter the building:
  - Cough
  - Shortness of Breath
  - Fever
  - Chills
  - Muscle Pain
  - Sore Throat
  - Loss of Taste or Smell
2. Wearing of masks is recommended but not required.

**Public Comments:** Public comments may be submitted to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.samtrans.com/meetings>.

Oral public comments will also be accepted during the meeting in person and through Zoom\* or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM. Participants using Zoom over the Internet should use the Raise Hand feature to request to speak. For participants calling in, dial \*67 if you do not want your telephone number to appear on the live broadcast. Callers may dial \*9 to use the Raise Hand feature for public comment. Each commenter will be recognized to speak and callers should dial \*6 to unmute themselves when recognized to speak.

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

Each public comment is limited to two minutes or less. The Board and Committee Chairs have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

The video live stream will be available after the meeting at <https://www.samtrans.com/about-samtrans/video-board-directors-cac-and-measure-w-coc>.

**Tuesday, June 18, 2024**

**1:00 – 3:45 pm**

---

1. Call to Order/Pledge of Allegiance

*Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.*

2. Roll Call

3. Discuss Purpose of Workshop Informational

4. District Strategic Plan Work Session and Financial Forecast Update Informational

5. Adjourn

## Information for the Public

If you have questions on the agenda, please contact the District Secretary at 650-508-6242. Agendas are available on the SamTrans website at: <https://www.samtrans.com/meetings>. Communications to the Board of Directors can be emailed to [board@samtrans.com](mailto:board@samtrans.com).

*Free translation is available; Para traducción llama al 1.800.660.4287; 如需翻译 请电1.800.660.4287*

### **Date and Time of Board and Citizens Advisory Committee Meetings**

San Mateo County Transit District Committees and Board: First Wednesday of the month, 2:00 pm;  
SamTrans Citizens Advisory Committee (CAC): Last Wednesday of the month, 6:30 pm. Date, time and location of meetings may be changed as necessary. Meeting schedules for the Board and CAC are available on the website.

### **Location of Meeting**

This meeting will be held in-person at: San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA. Members of the public may attend in-person or participate remotely via Zoom as per the information provided at the top of the agenda.

\*Should Zoom not be operational, please check online at: <https://www.samtrans.com/meetings> for any updates or further instruction.

### **Public Comment**

Members of the public may participate remotely or in person. Public comments may be submitted by comment card in person and given to the District Secretary. Prior to the meeting's call to order, public comments may be submitted to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.samtrans.com/meetings>.

Public comments will also be accepted during the meeting through Zoom or the teleconference number listed above. Public comments on individual agenda items are limited to two minutes and one per person PER AGENDA ITEM. Each online commenter will be automatically notified when they are unmuted to speak. The Board Chair shall have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

### **Accessible Public Meetings/Translation**

Upon request, SamTrans will provide for written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least 72 hours in advance of the meeting or hearing. Please direct requests for disability-related modification and/or interpreter services to the Title VI Administrator at San Mateo County Transit District, 1250 San Carlos Avenue, San Carlos, CA 94070; or email [titlevi@samtrans.com](mailto:titlevi@samtrans.com); or request by phone at 650-622-7864 or TTY 650-508-6448.

### **Availability of Public Records**

All public records relating to an open session item on this agenda that are not exempt from disclosure pursuant to the California Public Records Act and that are distributed to a majority of the legislative body will be available for public inspection at 1250 San Carlos Avenue, San Carlos, CA 94070 at the same time that the public records are distributed or made available to the legislative body.



**STRATEGIC  
PLAN**

---

**Special Board Meeting:  
District Strategic Plan**

June 18, 2024



# Welcome Remarks

# Introductions

# Today's Agenda

1:05 pm	Welcome Remarks & Introductions
1:10 pm	Strategic Plan Overview
1:20 pm	Recap of November 2023 Board Workshop
1:25 pm	Interactive Discussion on District Strategic Plan Framework
1:45 pm	Sticky Note Exercise
2:00 pm	Break
2:10 pm	Interactive Discussion on District Strategic Plan Framework (Continued)
2:25 pm	Presentation and Q&A on Implementation
2:55 pm	Next Steps
3:00 pm	Break
3:10 pm	Preview of District Financial Outlook
3:40pm	Concluding Remarks & Adjourn



# Strategic Plan Overview



# What is the District Strategic Plan?

---

## Purpose

- Provide strategic direction organizationally and programmatically
- Align all District's plans, programs, and services to achieve a common vision
- Account for changing travel patterns and workforce trends
- Help guide Measure W Budget Investments and CIP

---

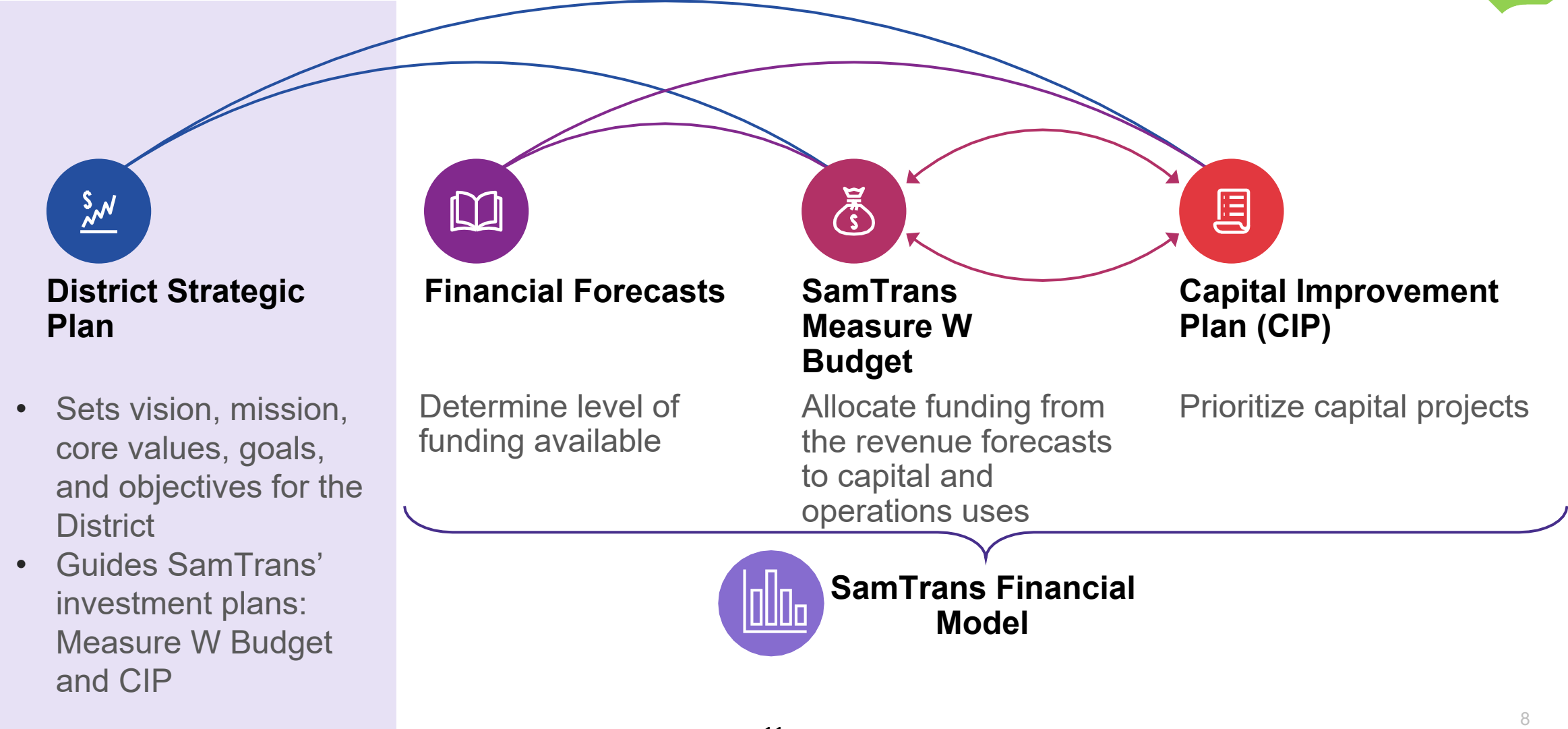
## Scope

- The District as a workplace and employer
- The District as a managing agency overseeing Shared Services
- The District as a leader of sustainability in the region
- SamTrans service delivery & investments





# Relation to Other Work



# Recap of November 2023 Special Board Meeting

- Reviewed key takeaways from travel trends analysis, survey results from customers and employees, and findings from peer, partner, and department interviews
- Conducted interactive strategic assessment of the District's strengths, weaknesses, opportunities, and threats and cross-analysis
- Previewed Capital Improvement Program



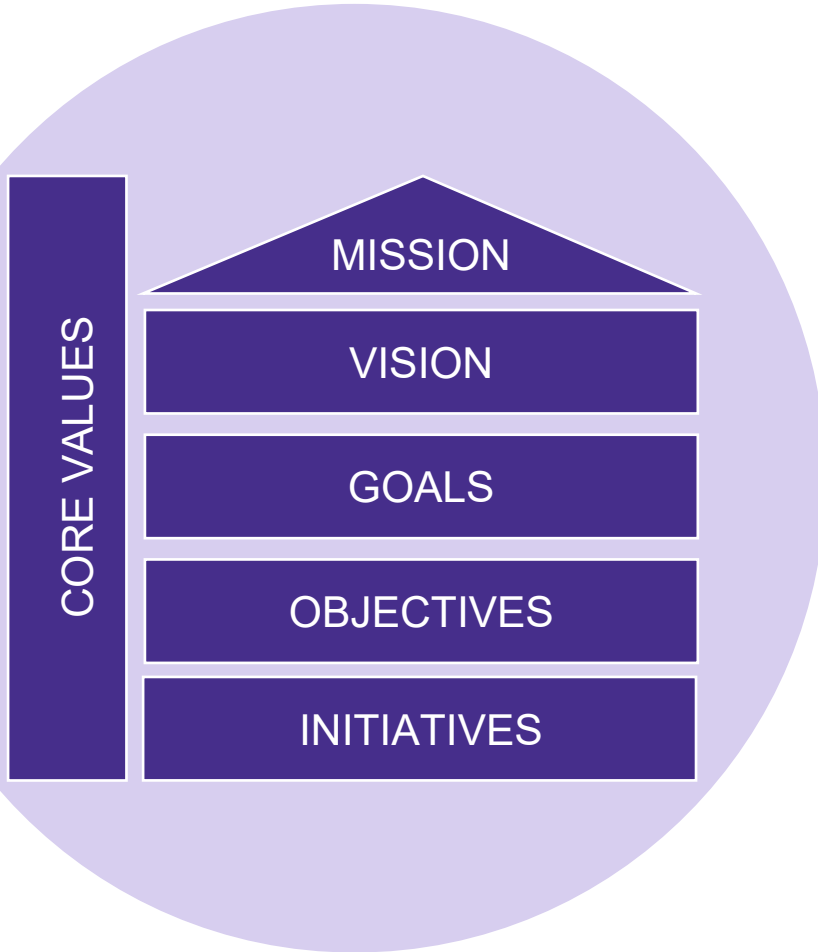
# Recap of November 2023 Special Board Meeting

- **Strengths:** Staff, finances, Measure W, safe and clean buses, effective plan to transition to ZEV, willingness to pilot new things
- **Opportunities:** New headquarters, strategic planning, climate leader, infrastructure improvements, fare program innovation, prioritize District riders, lead what we can control, support what we don't control
- **Weaknesses:** East/west connections, lack of workforce and affordable housing, employee retention, capital improvements may not be obvious to the customer
- **Threats:** Regional fiscal challenges and potential reductions of service by regional partners



# District Strategic Plan Framework

# Strategic Plan Components



**MISSION:** Encapsulates the fundamental purpose of the organization, what it does, and whom it serves.

**VISION:** The long-term aspiration of the organization and the future it envisions. Forward-looking and inspiring.

**CORE VALUES:** The beliefs and principles that guide the behavior and decisions of everyone within the organization.

**GOALS:** Broad, overarching statements that represent the ultimate outcomes the organization is striving for.

**OBJECTIVES:** More specific, measurable, achievable, relevant and time-bound targets that support the attainment of the applicable goal.

**INITIATIVES:** Concrete and specific actions undertaken to accomplish the objective in shorter time periods, and the metrics used to measure progress.

# Vision and Mission



**Vision**

The District provides an exceptional mobility experience for the people and communities in San Mateo County.



**Mission**

Working together to revolutionize mobility and create a more equitable and sustainable region.





# Core Values

---

**Equity:** Delivering equitable access to opportunities for our communities and our employees to live and thrive

**Excellence:** Delivering high-quality service for our customers, investing in our employees, and securing our financial future

**Innovation:** Demonstrating eagerness and support to try new things, take calculated risks, and adapt to changing conditions

**Partnership:** Building trust, exercising empathy, working as a team, and collaborating with external partners

**Safety:** Cultivating a culture of safety and well-being of our people and customers

**Sustainability:** Creating a sustainable and resilient environmental future for the agency and people in the region



# Goals

---



## Better Mobility

Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.



## Outstanding Customer Experience

Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.



## Employer of Choice

Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.



## Leading Responsibly

Build a fiscally responsible, accountable, and highly effective organization.



## Strong Management

Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the district umbrella.



## Collective Efforts

Collaborate across the region to improve transit and land use in service of greater mobility.



# Sticky Note Exercise

---

What resonates the most with you about the strategic framework?

Does this framework address the employee input and industry trends we discussed at the last workshop?

What would it take to overcome any obstacles you foresee that could hinder implementation?

15  
MIN.



# Strategic Plan Framework

Vision & Mission	Core Values	Goals
<p>Vision: The District provides an exceptional mobility experience for the people and communities in San Mateo County.</p> <p>Mission: Working together to revolutionize mobility and create a more equitable and sustainable region.</p>	<p>Equity</p> <p>Excellence</p> <p>Innovation</p> <p>Partnership</p> <p>Safety</p> <p>Sustainability</p>	<ol style="list-style-type: none"> <li>1. Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.</li> <li>2. Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.</li> <li>3. Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.</li> <li>4. Build a fiscally responsible, accountable, and highly effective organization.</li> <li>5. Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the district umbrella.</li> <li>6. Collaborate across the region to improve transit and land use in service of greater mobility.</li> </ol>



# Break

# Emerging Themes from Sticky Note Exercise

---

What resonates the most with you about the strategic framework?

Does this framework address the employee input and industry trends we discussed at the last workshop?

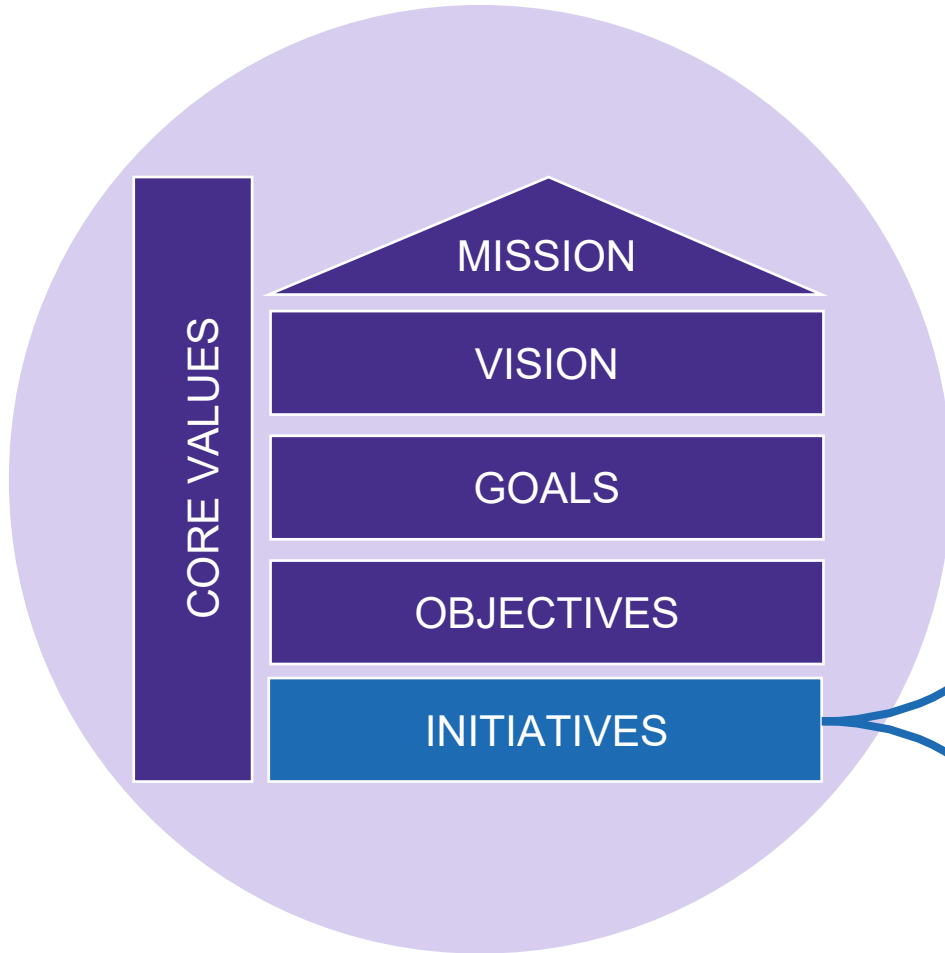
What would it take to overcome any obstacles you foresee that could hinder implementation?



STRATEGIC  
PLAN

# Strategic Plan Implementation

# Action Plan Components



**METRICS:** The metrics that specifically drive understanding of progress and/or completion of the specific initiative

**LEAD:** Takes primary responsibility for driving and overseeing implementation. Responsible for coordinating across supporting departments.

**TIMEFRAME:** Estimated timeframe for start and completion of initiative, over the course of years 1 through 10



# Action Plan

- Developed with District staff over two rounds of department interviews and two executive workshops
- Initiatives represent what it will take to achieve the objectives, goals, and vision
- Each initiative assigned a department lead, metrics, and an estimated timeframe for completion
- Action Matrix serves as basis for tracking, measuring, and reporting out progress each year



# Sampling of Action Plan

*\*Refer to print out for full Action Matrix*



## Better Mobility

Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.

### Objective 1A. Improve and expand existing SamTrans services

**Example: Initiative 1A.1.** Invest in new or existing service in core corridors by increasing service frequency and implementing transit priority infrastructure





## Outstanding Customer Experience

Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.

**Objective 2A. Improve the transit and paratransit rider experience**

**Example: Initiative 2A.5.** Pilot the use of paid ambassadors to improve the customer experience





## Employer of Choice

Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.

**Objective 3D. Provide a safe and modern workplace for all District employees**

**Example: Initiative 3D.1.** Provide operator restroom access at all SamTrans end-of-line and/or layover locations





## Leading Responsibly

Build a fiscally responsible, accountable, and highly effective organization.

### Objective 4A. Improve internal processes

**Example: Initiative 4A.3.** Ensure annual/bi-annual Operations and Capital budgets reflect funding and staffing needs required to achieve the initiatives outlined in this Strategic Plan





## Strong Management

Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the district umbrella.

### Objective 5A. Improve outcomes for Shared Services

**Example: Initiative 5A.1.** Develop mutually agreed-upon Shared Services Agreements to improve service delivery and clarify expectations, roles, and responsibilities





## Collective Efforts

Collaborate across the region to improve transit and land use in service of greater mobility.

**Objective 6B. Support implementation and policies for transit-supportive land use in SamTrans' service area**

**Example: Initiative 6B.1.** Develop and implement SamTrans Transit-Oriented Development (TOD) Policy





# Questions?

## Next Steps

- Incorporate comments and finalize text of strategic plan
- Present draft plan to the Board for info and then adoption (tentatively Sept/Oct 2024)
- Report out progress annually
- Anticipate an update in Year 5
- Measure W and CIP: Project scoring completed. Next, begin constraining process and develop draft plans



# Break

# Financial Modeling Process & District Financial Outlook

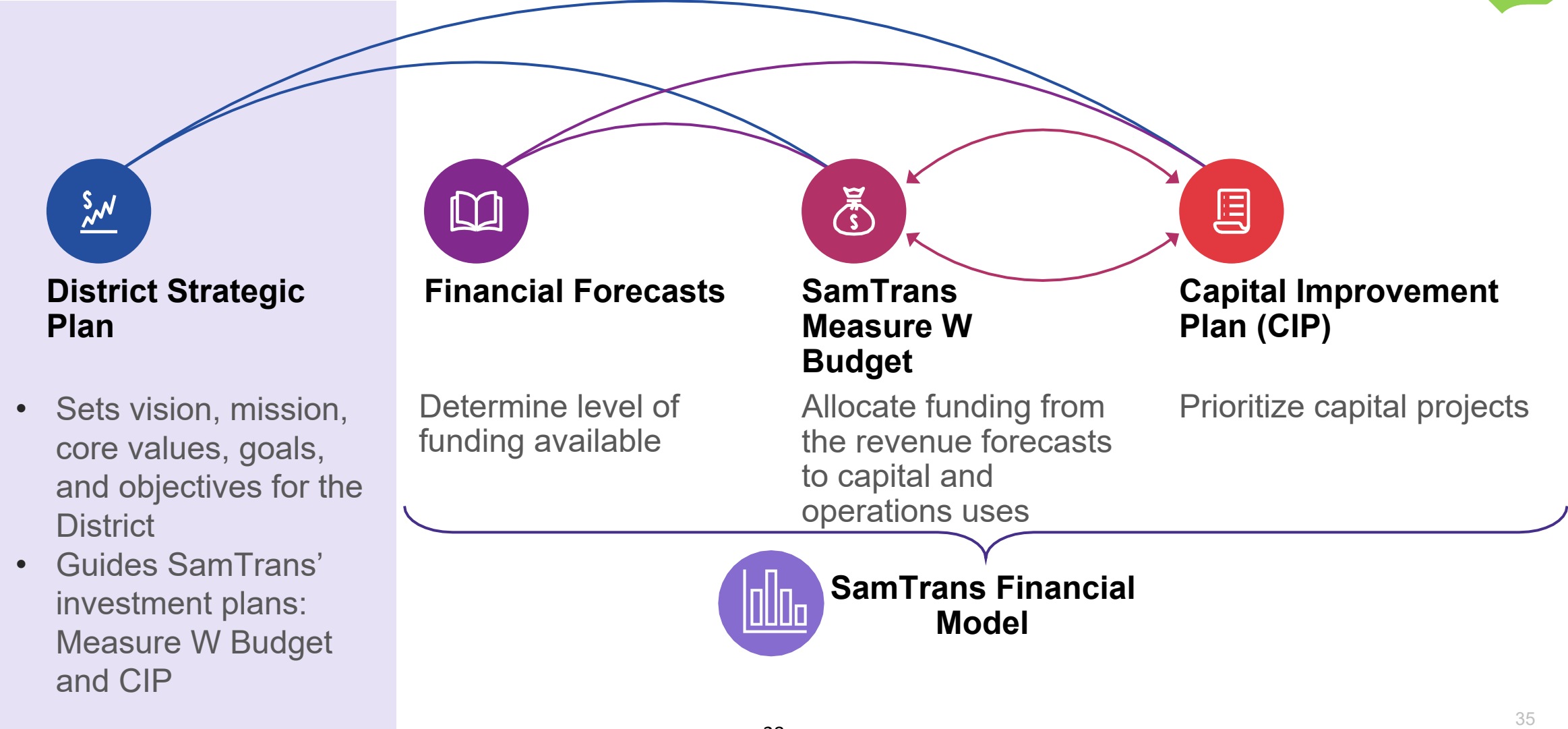
# Topics

1. Overview of Financial Modeling Process
2. Baseline District Financial Outlook





# Relation to Other Work



# FAST Financial Modeling Process

---

**F** – Flexible

**A** – Appropriate

**S** – Structured

**T** – Transparent

- International standard
- Applies consistent set of rules and structure to spreadsheet design
- Easier development and review across teams

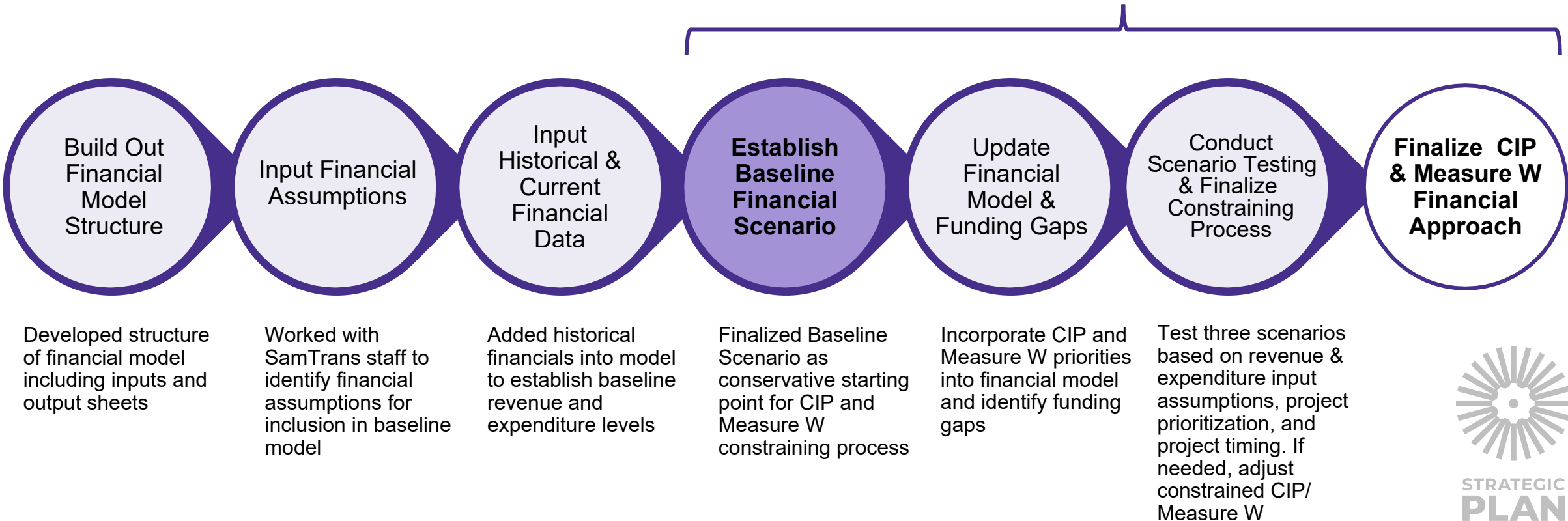
## Goal of FAST Financial Modeling

- Clear, concise modeling style structured to limit errors
- Run scenarios
- Test assumptions
- Establish discretionary revenue targets
- Support financial planning decisions



# Financial Modeling Process to Support CIP & Measure W Budget Framework

Financial modeling work running concurrently with and integrated into CIP and Measure W constraining process





# District Financial Outlook

## Baseline Financial Model:

Financial model integrates operating and capital costs and revenues

- Sales tax revenues
- Formula grant revenues
- Discretionary grant revenues

Model aligns with Strategic Planning horizon and is based on:

- FY24 actuals and FY25 adopted budget
- Measure W revenue forecasts developed by tax consultants
- Other revenues (TDA, STA, District Sales Tax)
- Draft CIP list of capital projects



# 10-Year Baseline Operating Revenue Projections (in millions)

Source	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Fares	\$ 12	\$ 12	\$ 13	\$ 13	\$ 14	\$ 14	\$ 14	\$ 15	\$ 15	\$ 16
TDA & STA Revenue	\$ 69	\$ 70	\$ 61	\$ 62	\$ 63	\$ 65	\$ 66	\$ 67	\$ 68	\$ 70
District Sales Tax	\$ 117	\$ 118	\$ 120	\$ 123	\$ 126	\$ 129	\$ 133	\$ 136	\$ 139	\$ 143
Measure W	\$ 58	\$ 59	\$ 60	\$ 62	\$ 63	\$ 65	\$ 66	\$ 68	\$ 70	\$ 71
Other Income	\$ 114	\$ 96	\$ 95	\$ 93	\$ 93	\$ 92	\$ 94	\$ 93	\$ 93	\$ 93
<b>Total</b>	<b>\$ 370</b>	<b>\$ 354</b>	<b>\$ 349</b>	<b>\$ 353</b>	<b>\$ 359</b>	<b>\$ 365</b>	<b>\$ 373</b>	<b>\$ 379</b>	<b>\$ 386</b>	<b>\$ 392</b>

### Operating Revenue Assumptions:

- Sales tax revenues: 2.5% annual growth
- Fare revenues: 3.0% annual growth
- TDA/STA Revenue: 2.0% (TDA) & 1.0% (STA) annual growth

### Other Income includes:

- TA Measure A, and Measure M revenues
- Operating Grants
- Interest Income
- Rental income from new HQ building
- Advertising revenue
- Payments associated with District's managing agency role (offset in Operating Expenses)



# 10-Year Baseline Operating Expenditure Projections (in millions)

Source	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Motorbus	\$ 161	\$ 168	\$ 176	\$ 187	\$ 197	\$ 207	\$ 218	\$ 229	\$ 242	\$ 252
Paratransit	\$ 22	\$ 23	\$ 24	\$ 25	\$ 26	\$ 27	\$ 28	\$ 29	\$ 30	\$ 31
Other Expenses	\$ 83	\$ 92	\$ 93	\$ 94	\$ 95	\$ 96	\$ 97	\$ 98	\$ 99	\$ 100
<b>Total Operating Costs</b>	<b>\$ 266</b>	<b>\$ 283</b>	<b>\$ 293</b>	<b>\$ 306</b>	<b>\$ 318</b>	<b>\$ 330</b>	<b>\$ 342</b>	<b>\$ 356</b>	<b>\$ 371</b>	<b>\$ 384</b>
Debt Service	\$ 19	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
<b>Total (Operating Only)</b>	<b>\$ 285</b>	<b>\$ 310</b>	<b>\$ 319</b>	<b>\$ 332</b>	<b>\$ 344</b>	<b>\$ 356</b>	<b>\$ 369</b>	<b>\$ 383</b>	<b>\$ 398</b>	<b>\$ 410</b>

## Operating Expenditure Assumptions:

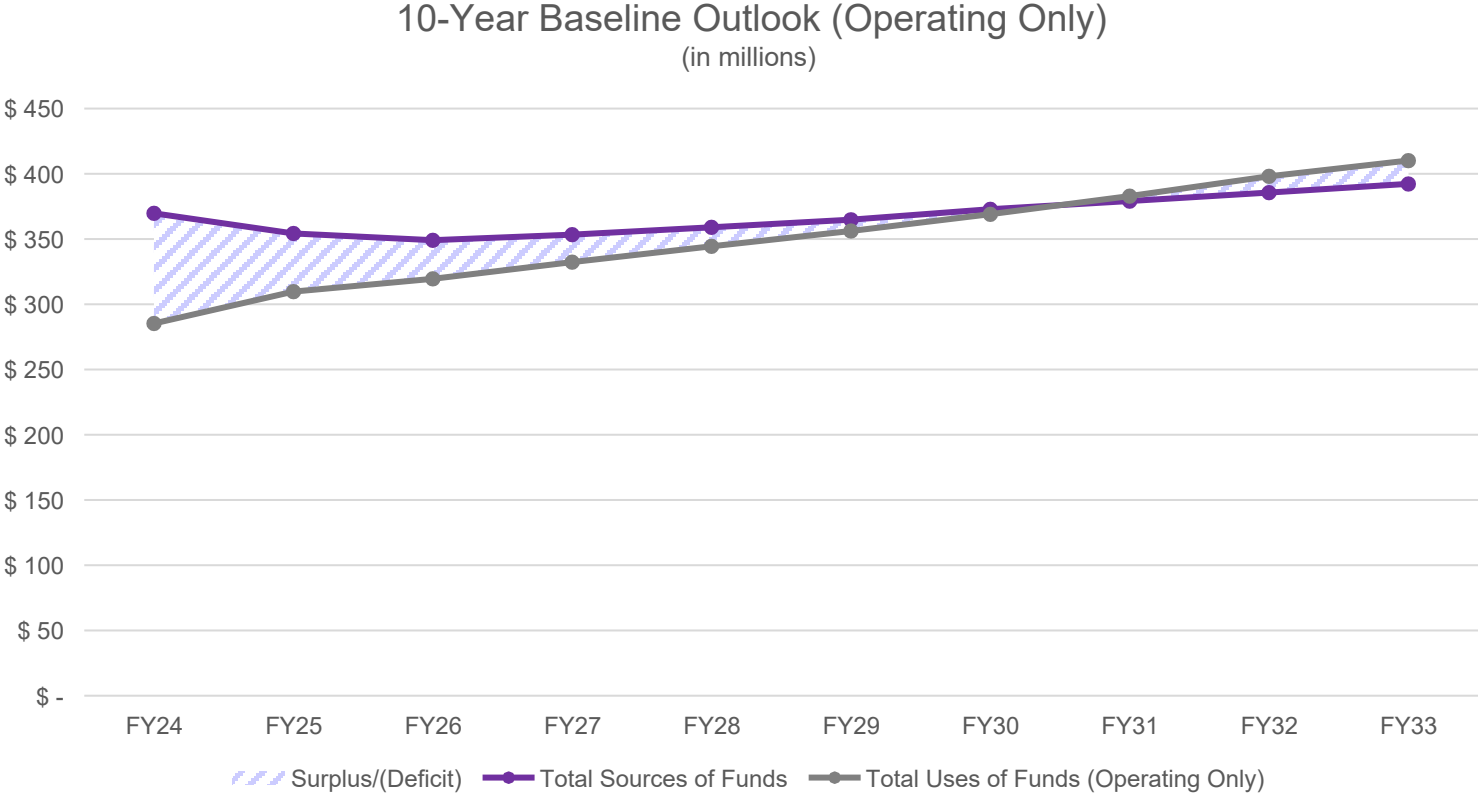
- Motorbus: ~5.49% annual growth
  - Includes Bus, CUB contract renewal, and Microtransit services
  - 3.5% annual wage growth
- Paratransit: ~4.23% annual growth
- Other Expenses: Includes payments associated with District's managing agency role (offset in Operating Revenues), ADA and Multimodal Programs
- Operating Expenditures do not factor in new labor agreement under negotiation



# 10-Year Baseline Operating Outlook

### Baseline Takeaways:

- **Projected** expenditure growth significantly outpaces **assumed** revenue growth
- **Conservative** baseline
- Opportunity to **reevaluate** and **update** assumptions during **scenario modeling**
- Does not include capital program investments



SamTrans has several capital investment programs captured in current 10-year baseline, for example:

**ZEB Program:** Fleet replacement, charging infrastructure

**Major Capital Projects:**

- Facilities/Construction
- Infrastructure
- Information Technology
- District Operated Bus Services
- ADA Programs

**“All other capital projects” (This is a placeholder.)**

- Capital projects have been scored and ranked but have not been through a constraining process yet.
- For now, assuming 80% of the capital projects will be funded
- Project types include customer experience, service enhancement, transit priority, recruitment & retention
- Projects will be programmed based on mandates/SOGR, Board and GM priorities, alignment with strategic plan, and available funding

# Capital Overview



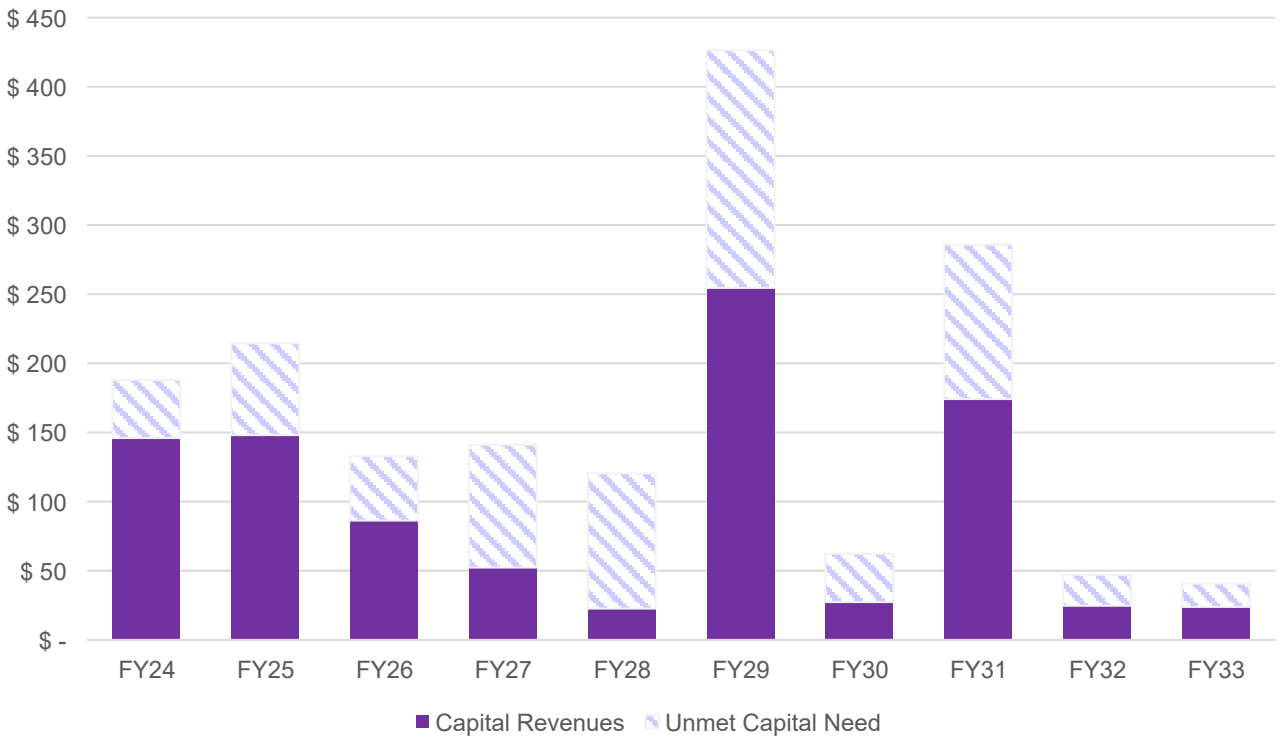
STRATEGIC  
PLAN

Major Capital Projects FY24-FY33						
Project	Functional Category	Cost \$M	External Funding \$M	Unfunded \$M	% Externally Funded	
ZEB - Vehicle	Zero Emission Infrastructure	704.1	525.5	178.5	74.6%	
ZEB - Infrastructure	Zero Emission Infrastructure	185.5	35.3	150.2	19.0%	
Total ZEB		889.6	560.9	328.7	63.0%	
Dumbarton Transitway	District Operated Bus Services	157.1	97.5	59.6	62.1%	
Bus Stop Improvement Plan Implementation - Near Term Phase	Facilities/Construction	60.0	1.5	58.5	2.5%	
North Base Sea Level Rise Mitigation	Facilities/Construction	56.2	-	56.2	0.0%	
Building 200 (NB)	Facilities/Construction	42.3	23.2	19.1	54.8%	
Technology Modernization	Information Technology	33.1	-	33.1	0.0%	
HQ Modernization	Information Technology	26.4	-	26.4	0.0%	
Cybersecurity Program	Information Technology	14.9	-	14.9	0.0%	
Multi Platform Upgrades	Information Technology	13.7	-	13.7	0.0%	
Safety Management System	Information Technology	13.7	-	13.7	0.0%	
Operator Restrooms - Construction	Facilities/Construction	11.6	-	11.6	0.0%	
Maintenance Equipment Replacement - Non-Rev Support Vehicles	Non-Revenue Vehicle Support	6.3	0.4	6.0	5.6%	
Major Bus Components	Revenue Vehicle Support	6.0	4.6	1.4	76.5%	
Paratransit Bus Stop ADA Retrofits	ADA Programs	5.5	-	5.5	0.0%	
Total ZEB and Major CIP		1,336.3	688.0	648.3	51.5%	



# Preliminary 10-Year Unconstrained Capital Outlook

Preliminary 10-Year Unconstrained Capital Outlook  
(in Millions)



\*Note: Current modeled capital revenues do not include Measure W revenue. Baseline capital scenario still being refined as part of the project constraining process.



# Preliminary Unconstrained Capital Outlook

- **Conservative baseline with limited inclusion of discretionary funding; still being refined**
- **Critical interplay between operating and capital**
- **Baseline will support constraining process for CIP and Measure W budget framework**
- **Opportunity to use Measure W funds on some capital needs in manner consistent with Measure W budget framework approach**
- **Scenario modeling will provide opportunity to evaluate discretionary funding options**



## Next Steps

- Finalize baseline capital scenario with constrained capital project list (now)
- Begin building the 10-year CIP and Measure W Budget Framework (summer 2024)
- Share draft results of constraining process with Board in upcoming meeting or retreat; discuss potential project tradeoffs based on financial outlook (fall 2024)
- Finalize CIP and Measure W Framework and bring back to Board for adoption (late 2024/early 2025)



# Concluding Remarks



**STRATEGIC  
PLAN**

Project Management Team

Millie Tolleson  
Chelsea Schultz  
Asiya Patel

Consultant Team

Joshua Schank, InfraStrategies  
Jon Ravenelle, InfraStrategies  
Nate Conable, Fehr & Peers



**Thank you!**



						<b>Preliminary Timeframe for Completion (to be aligned with CIP)</b>	<b>Lead Dept/Team</b>
<b>GOAL 2 OUTSTANDING CUSTOMER EXPERIENCE: Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.</b>							
<b>Objective 2A Improve the transit and paratransit rider experience</b>							
		Initiative 2A.1 Improve real-time communication to and from riders		Survey results, response times		Year 1 - 2	Communications (Customer Experience)
		Initiative 2A.2 Provide high-quality real-time bus and vehicle arrival information to customers		# of bus stops with displays, accuracy of information, times accessed by users		Year 1 - 5	Bus Operations (ITS)
		Initiative 2A.3 Enhance customer communication		Customer communications satisfaction surveys		Year 1 - 4	Communications (Digital Communications and Customer Experience)
		Initiative 2A.4 Partner with stakeholders to implement transit-supportive infrastructure projects that will improve the customer experience		# of bus shelters/shade structures installed, # of transit priority treatments installed along ECR and other major corridors, bus speed, on tie performance		Year 3 - 6	Planning
		Initiative 2A.5 Pilot the use of paid ambassadors to improve the customer experience		Survey and focus group data on customer experience and safety. Data parsed by gender, income, and race		Year 1 - 3	Customer Experience
<b>Objective 2B Build trust and boost rider loyalty</b>							
		Initiative 2B.1 Create a rider rewards program		Program launch, additional trips by existing riders		Year 2	Customer Experience
		Initiative 2B.2 Conduct regular rider surveys, and use focus groups and other methods to collect critical data		Survey completion, changes made and communicated		Year 1 - 10	Communications (Marketing)
		Initiative 2B.3 Institute a more robust safety culture that is consistent Districtwide and enhances customer experience		Study recommending safety improvements		Year 1	Safety and Security
		Initiative 2B.4 Protect riders from changing climate impacts by providing mutual aid and free fares on extreme weather days		Program launch, # of public notices		Year 2 - 4	Bus Operations

			<b>Titles</b>	<b>Preliminary Metric(s)</b>	<b>Preliminary Timeframe for Completion (to be aligned with CIP)</b>	<b>Lead Dept/Team</b>
<b>GOAL 3 EMPLOYER OF CHOICE: Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.</b>						
<b>Objective 3A Improve the experience of being a District employee</b>						
		Initiative 3A.1	Analyze and implement recommendations from 2024 Classification and Compensation Study to attract talent and improve retention	Implementation of recommendations from the study within two years	Year 1	HR
		Initiative 3A.2	Respond to changing trends and employee needs in terms of benefit packages to attract talent and improve retention	Study completion, recommendations implemented within two years	Year 2 - 3	HR
<b>Objective 3B Build and maintain a culture of trust and recognize employee achievements</b>						
		Initiative 3B.1	Standardize and widely communicate employee performance metrics and career pathways	Official metrics and pathways	Year 3 and then ongoing	HR
		Initiative 3B.2	Conduct an employee survey at regular intervals with meaningful and actionable follow-up to employees	Survey creation, participation levels, and report back to employees	Semi-Annually (Every Other Year) beginning in Year 1	HR
		Initiative 3B.3	Improve transparency between executive leadership and staff through more consistent communication and regularly scheduled touchpoints	To be determined	Annually, beginning in Year 1	CEO
		Initiative 3B.4	Provide enhanced management training for District employees who manage or supervise others	To be determined	Year 5 and then ongoing	HR
		Initiative 3B.5	Foster in-person relationship-building with events and team cross-pollination opportunities	Number of events, training, and attendance	Year 1 and then ongoing	HR
		Initiative 3B.6	Create a recurring innovation challenge for employees that is paired with appropriate rewards for actionable ideas	To be determined	Year 2	HR
<b>Objective 3C Integrate diversity, equity, inclusion, and belonging efforts Districtwide</b>						
		Initiative 3C.1	Develop and adopt annual workforce goals for diversity, equity, inclusion, and belonging (DEIB) to measure accountability and track progress	Goals identified by departments and leadership involving DEIB	Year 1 and then annually	OCR
		Initiative 3C.2	Increase employee knowledge and understanding of DEIB by providing training and learning events	# of attendees to training, evaluation forms, # of trainings	Year 2 and then ongoing	OCR
		Initiative 3C.3	Provide tools and collaborate with employees to foster a more inclusionary workplace	# of Employee Resource Groups (ERGs) and events, partnerships with Community Based Organizations (CBOs), employee participation in planning and events [annual survey?]	Year 3 and then ongoing	OCR
<b>Objective 3D Provide a safe and modern workplace for all District employees</b>						
		Initiative 3D.1	Provide operator restroom access at all SamTrans end-of-line and/or layover locations	Restroom available during all service hours at each layover or end-of-line location	Year 1	Bus Operations
		Initiative 3D.2	Replace existing transportation building at North Base (Building 200)	To be determined		
		Initiative 3D.3	Relocate District Headquarters to 166 Rollins Road in Millbrae	To be determined		
		Initiative 3D.4	Develop and implement an operating facilities masterplan for District and SamTrans facilities	Study completion and implementation started	Year 1 - 3	Bus Operations (Facilities, Bus Transportation, Maintenance)

			<b>Titles</b>	<b>Preliminary Metric(s)</b>	<b>Preliminary Timeframe for Completion (to be aligned with CIP)</b>	<b>Lead Dept/Team</b>
<b>GOAL 4 LEADING RESPONSIBLY: Build a fiscally responsible, accountable, and highly effective organization.</b>						
<b>Objective 4A Improve internal processes</b>						
		Initiative 4A.1	Improve work efficiency of departments critical to the achievement of the goals of this Plan	Time to procure is reduced	Year 1 - 5	CEO Office/AGM
		Initiative 4A.2	Streamline the employee recruitment process and improve access to qualified labor pool	Time from job posting to hiring	Year 1 - 3	HR
		Initiative 4A.3	Ensure annual/bi-annual Operations and Capital Budgets reflect funding and staffing needs required to achieve the initiatives outlined in this Strategic Plan	Funding and staffing is reflected in agency budget's at correct timepoints for plan initiatives	Year 1 and Ongoing	Finance
<b>Objective 4B Ensure internal and external accountability</b>						
		Initiative 4B.1	Establish and integrate data standards and data sharing expectations across all District services and entities	Data sharing standards	Year 1 - 3	IT
		Initiative 4B.2	Establish a public-facing mechanism for understanding how the District's budget process and spending works	Data on transparency and accountability	Year 3 - 5	Communications
		Initiative 4B.3	Report out on progress of achieving strategic plan goals	Progress Report	Y1 and ongoing	Planning
		Initiative 4B.4	Incentivize employees and board members to ride the system and provide suggestions for improvement with an emphasis on customer experience	Program launch, improvement in ridership by employees and board members	Year 1 and ongoing	HR
<b>Objective 4C Improve internal collaboration and tools to increase effectiveness</b>						
		Initiative 4C.1	Implement recommendations from the IT Strategic Plan	Recommendations implemented	Year 1	IT
		Initiative 4C.2	Develop strategy for better internal coordination of operations between North and South Bases and Headquarters	Strategy report	Year 3	CEO
		Initiative 4C.3	Improve internal communications to increase organizational effectiveness	Employee survey data on quality of internal communications, implement new tools and techniques based on findings from survey within one year	Year 2	Communications
<b>Objective 4D Minimize agency pollution and resource use in the region</b>						
		Initiative 4D.1	Continue to explore options for financing and completing zero emission bus infrastructure, including life cycle costs	Report with recommendations	Year 1 - 3	Infrastructure
		Initiative 4D.2	Design and implement an Environmental Management System to meet environmental and financial goals and improve operational effectiveness	Program implementation, policy adoption	Year 3 - 6	Planning/ Sustainability
		Initiative 4D.3	Measure and communicate the environmental impacts of agency activities on an ongoing basis, setting objectives, and meeting targets to reduce impacts	Environmental scorecard KPIs and metrics, percent reduction of environmental impact	Year 1 and ongoing	Planning/ Sustainability
		Initiative 4D.4	Better monitor environmental compliance and seek opportunities to exceed compliance that can create savings and improve environmental outcomes	Environmental audits, corrective action reports	Year 1 and ongoing	Bus Transportation (Ops, Maintenance)

						<b>Preliminary Timeframe for Completion (to be aligned with CIP)</b>	<b>Lead Dept/Team</b>
			<b>Titles</b>	<b>Preliminary Metric(s)</b>			
<b>GOAL 5 STRONG MANAGEMENT: Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the District umbrella.</b>							
<b>Objective 5A Improve outcomes for Shared Services</b>							
		Initiative 5A.1	Develop mutually agreed-upon Shared Services Agreements to improve service delivery and clarify expectations, roles, and responsibilities	Executed shared services agreements with full consensus and transparency		Year 1	CEO
		Initiative 5A.2	Foster greater clarity by developing metrics and a work plan for tracking Shared Services improvements	Metrics dashboard, workplan, KPIs		Year 2 and on	CEO
		Initiative 5A.3	Analyze staffing and resource needs and make adjustments for shared services based on performance metrics and work plans	Report		Year 3 and on	CEO
<b>Objective 5B Continue to evaluate and improve shared services structure</b>							
		Initiative 5B.1	Establish process and escalation path to resolve shared services issues	Improved shared services metrics		Year 1	CEO
		Initiative 5B.2	Re-evaluate Shared Services Agreement implementation and analyze potential long-term changes to shared services	Report on proposed changes		Year 5	CEO
<b>GOAL 6 COLLECTIVE EFFORTS: Collaborate across the region to improve transit and land use in service of greater mobility.</b>							
<b>Objective 6A Collaborate to improve local and regional transit</b>							
		Initiative 6A.1	Increase participation in and dedicated resources towards regional transit coordination	Participation in Regional Network Management, TAP working groups, upcoming 2026 Regional Measure		Year 1 - 10	CEO
		Initiative 6A.2	Improve partnerships and connectivity with local and neighboring transportation agencies and stakeholders	New partnerships and # of transfers to other agencies		Year 1 - 10	Planning
		Initiative 6A.3	Partner with school districts and other stakeholders on ways to improve provision of transportation for youth	Report on recommendations, increased youth ridership		Year 3 - 5	Planning
		Initiative 6A.4	Increase participation in and dedicated resources towards regional climate adaptation efforts to protect lifeline assets	Participation in Regional Climate Collaborative		Year 1 - 10	Planning / Sustainability
<b>Objective 6B Support implementation and policies for transit-supportive land use in SamTrans' service area</b>							
		Initiative 6B.1	Develop and Implement SamTrans Transit Oriented Development (TOD) Policy	Board approval of policy, consistent implementation of policy		Year 1	Real Estate
		Initiative 6B.2	Advance TOD opportunities at Colma, San Carlos, Sequoia Station and other locations.	TOD partnerships		As available	Real Estate
		Initiative 6B.3	Work with municipal partners, Caltrans and C/CAG to improve pedestrian and bicycle access to bus stops and along major corridors	New pedestrian and bicycle improvements near SamTrans stops		Year 1 - 10	Planning