

San Mateo County
TRANSIT DISTRICT



**STRATEGIC
PLAN**

**Citizen Advisory Committee
District Strategic Plan**

January 31, 2024

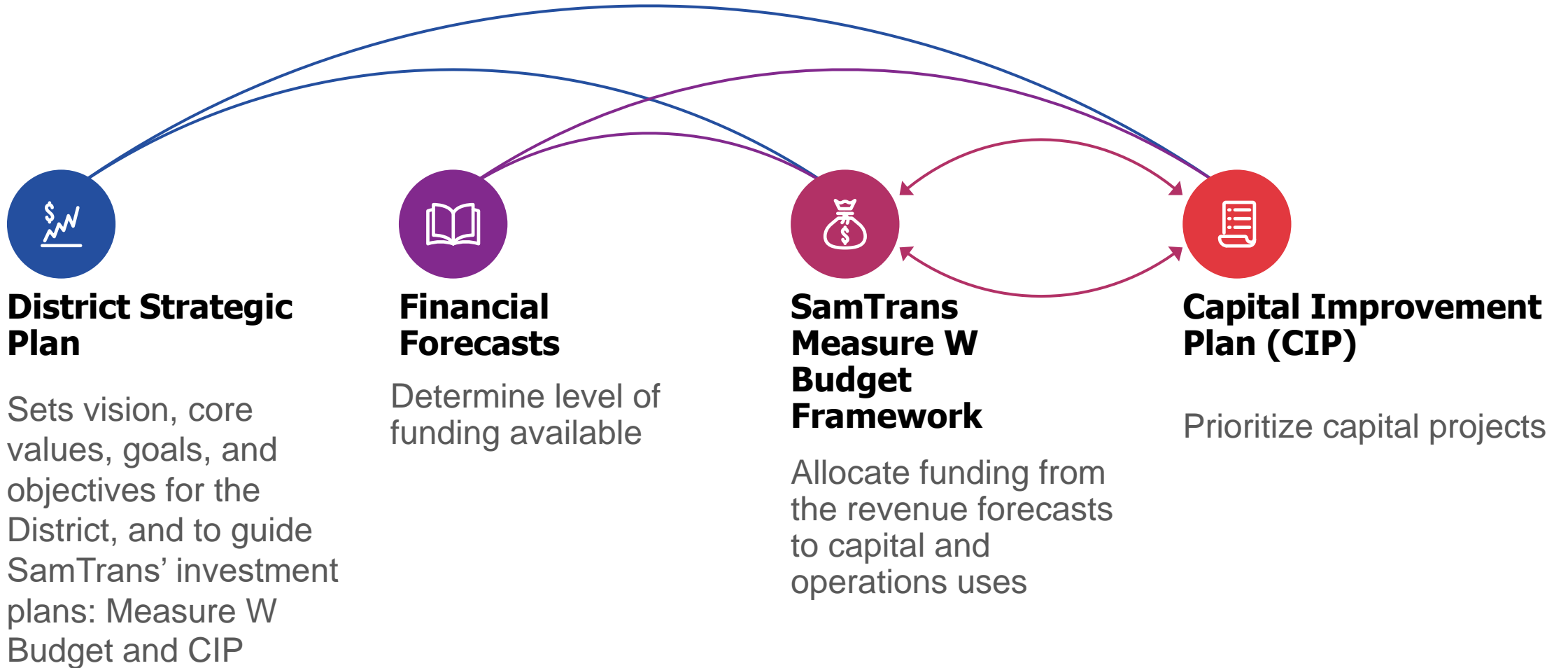


Strategic Plan Agenda

X	Strategic Plan Project Components and Process (5 minutes)
X	Context Setting & Reactions (15 minutes)
X	Activity: Strategic Assessment (25 minutes)



Project Components



Sustainability and Resilience woven into all project components

What is the District Strategic Plan?

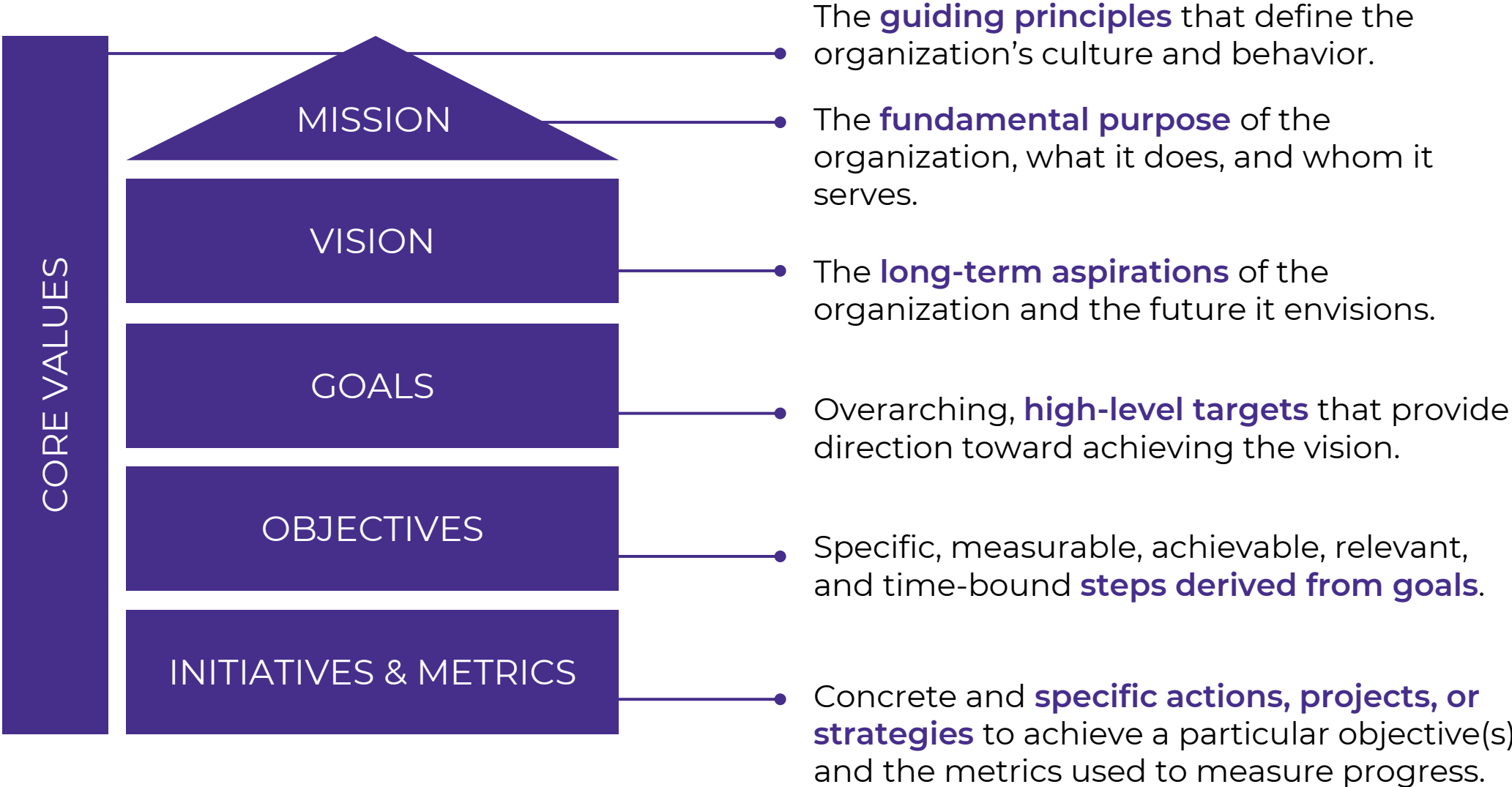
Purpose

- 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**

Strategic Plan Framework



District Strategic Plan Project Milestones



Two rounds of engagement:
 (1) Scoping and (2) Draft Plan Feedback

- Employee engagement activities
- Partner and peer agency interviews
- Stakeholder Group Meetings:
 - Citizen Advisory Committee
 - Accessibility Committees
 - Stakeholder Groups
 - Technical Advisory Groups

One virtual community meeting in Spring 2024

Context Setting:

- **Travel Trends**
- **Customer Expectations**
- **Key Interviews**
- **Employee Survey**



Travel Trends

- A greater share of post-pandemic travel occurs at **off-peak periods**
- **Telecommuting remains prevalent** post-pandemic for a certain population
- Rents are rising faster than incomes, **impacting current and future ridership**
- Regionally, bus ridership is recovering more quickly than other transit modes, in **alignment with national trends**
- SamTrans ridership has **steadily recovered since April 2020** but remains below pre-pandemic levels



SamTrans Customer Profile & Expectations

- Post-pandemic riders are more likely to be youth or Riders of Color, are increasingly low income (making less than \$50,000) and less likely to speak English very well
- Fewer SamTrans riders have access to a vehicle compared to 2019
- 2019 Market Research found that SamTrans riders wanted to see:
 - Improved connections
 - Real-time information
 - Faster service with fewer stops
 - Bus priority infrastructure
 - Improved stop amenities
- MTC's Transit Transformation Action Plan found customer expectations in 2021 were consistent with those expressed in 2019

Sources: SamTrans Triennial Survey (2021), MTC On Board Survey (2022), Reimagine SamTrans Market Research (2019), Bay Area Transit Transformation Action Plan, MTC (2021)

Key Takeaways

Interviews with Partner Agencies, Peer Agencies, & Thought Leaders

- Transit agencies need to clearly articulate their purpose and goals beyond a Covid-19 recovery
- Auto-centricity and other land use patterns (zoning, economic development) are at odds with transit
- Travel patterns in San Mateo County are perceived as not in line with current transit network
- Customer preferences for frequency & reliability, safety/security, and cleanliness remain consistent
- There is inherent tension between regionalism and localism across Bay Area operators, with varying views on how to address funding and governance issues
- The role of transportation in climate change is recognized with an increasing sense of urgency to get more people on transit
- A focus on El Camino Real and Dumbarton corridors was recommended by partners

Key Takeaways

Employee Survey

- **326** survey responses (40% response rate)
- **Positive responses** are related to job satisfaction and peers:
 - 82% of respondents strongly agree or agree that their job is **interesting and challenging**
 - 81% of respondents strongly agree or agree that the people they work with **treat each other with respect**
- **Poorly rated statements** are related to respondents' interactions with the District including:
 - There is open and honest communication throughout the District (25% disagree or strongly disagree)
 - They have received the training they need to do their job well (18% disagree or strongly disagree)
 - The Executive Team values them as their most important resource (18% disagree or strongly disagree)

Key Takeaways

Department Interviews

- Workforce hiring and retention is the most critical issue
- Facilities are inadequate for current and future needs
- Better clarity on Shared Services is needed
- Processes, including procurement, updating legacy technology systems, need to be streamlined
- Improved collaboration across departments is overwhelmingly desired
- Need for greater safety focus
- Team camaraderie and the people have been described as the most successful and rewarding part of working at the District

The background image shows the interior of a bus with several passengers. A man in a grey sweater is looking out the window on the left. In the center, a man with glasses and a beard is walking. In the foreground, a woman in a light-colored jacket and a man in a dark jacket and cap are sitting on seats. The entire image is overlaid with a semi-transparent purple filter.

Activity: Strategic Assessment

Sticky Note Exercise

- Thinking about what we just learned about the state of the transit industry and our organization...
- **Take 10 minutes** to use sticky notes to write down any strengths, weaknesses, opportunities, and threats for the District
- Place the notes on each respective category board
- We will regroup, discuss, clarify or expand if needed

Sticky Note Exercise

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• What do you think are our strengths at the District?	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• What weaknesses may hinder success at the District?
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• What opportunities do you think are available to the District in the next 10 years?	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• What factors may pose a challenge to success in the next 10 years?

Sticky Note Exercise

- **Regroup (10 minutes)**
- Report out, discussion, clarify/expand

Dot Voting Exercise

What should the District focus on over the next 10 years?

- **Review** the list of initiatives displayed on the screen
- **Think** about which initiatives the District should focus on in the next 10 years
- **Vote** for up to **three** priorities using the dots that are provided to you

- Improve transit speed and reliability
- Improve rider experience
- Increase transit ridership
- Innovative transit technology
- Seamless regional transit
- Services for youth
- Services for seniors and people with disabilities
- Services for equity priority communities
- Sustainable transit fleet and facilities



Dot Exercise Initiatives



Next Steps

- Project team will incorporate feedback from internal and external stakeholders, to help inform Strategic Plan objectives and initiatives
- Develop draft Strategic Plan Framework
- Next round of stakeholder outreach will be in Spring/Summer 2024



**STRATEGIC
PLAN**

**Thank you!
Questions?**

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