

San Mateo County
TRANSIT DISTRICT



**STRATEGIC
PLAN**

Virtual Community Meeting

05/15/2024



Agenda

1. **Introduction:** Background and purpose of the District Strategic Plan
2. **Development Process:** Key inputs into the District Strategic Plan
3. **Draft Framework:** Draft Strategic Plan Framework and Action Plan
4. **Tell Us What You Think:** Feedback requested on how to prioritize Draft Action Plan
5. **Next Steps:** Next steps toward completing the project





Introduction

About the San Mateo County Transit District

- The San Mateo County Transit District (District) is the administrative body for public transit and transportation programs in San Mateo County:
 - SamTrans bus service, including Redi-Wheels paratransit service
 - Caltrain commuter rail
 - San Mateo County Transportation Authority
 - 101 Express Lanes
- Caltrain and the TA have contracted with the District to serve as their managing agency

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What is a Strategic Plan?

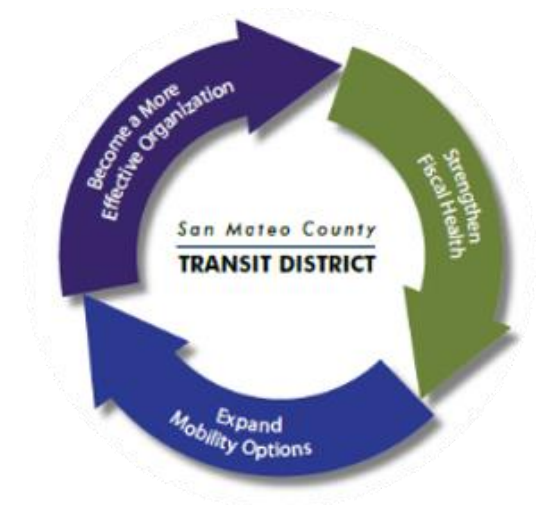
Creating a **roadmap** for the future

- A tool to define where an organization wants to go and what actions you need to take to achieve those goals
- Policy guidance to inform organizational priorities and investment decisions
- Flexible enough to adapt to new opportunities and challenges in a changing world



A New Strategic Plan for the San Mateo County Transit District

- Previous District Strategic Plan was adopted in 2014 and covered 5-year period (2015-2019)
- Initiatives in SamTrans 2018 Business Plan complete or in progress
- Need long-term strategic guidance for investment plans (Capital Improvement Plan and Measure W)
- Need to adapt to changing travel patterns and workforce trends



What is the District Strategic Plan?

Purpose

- Provide strategic direction for the District and its programs
- Align District's plans, programs, and services to achieve a common vision
- Guide Measure W Budget Investments and Capital Improvement Plan (CIP)

Scope

- The District as a workplace and employer
- The District as a managing agency overseeing Shared Services

Not Included

- Service vision or investments for Caltrain, Transportation Authority, Express Lanes Joint Powers Authority



How will the District use the Strategic Plan?

- All departments will work together toward a common vision and values established by Strategic Plan
- Invest in projects and initiatives to **improve transit services** in San Mateo County, and become a **better workplace** for our employees
- District will track and measure progress toward achieving Strategic Plan goals

Improve customer experience and boost rider loyalty

Improve transit service and reliability

Foster more internal collaboration

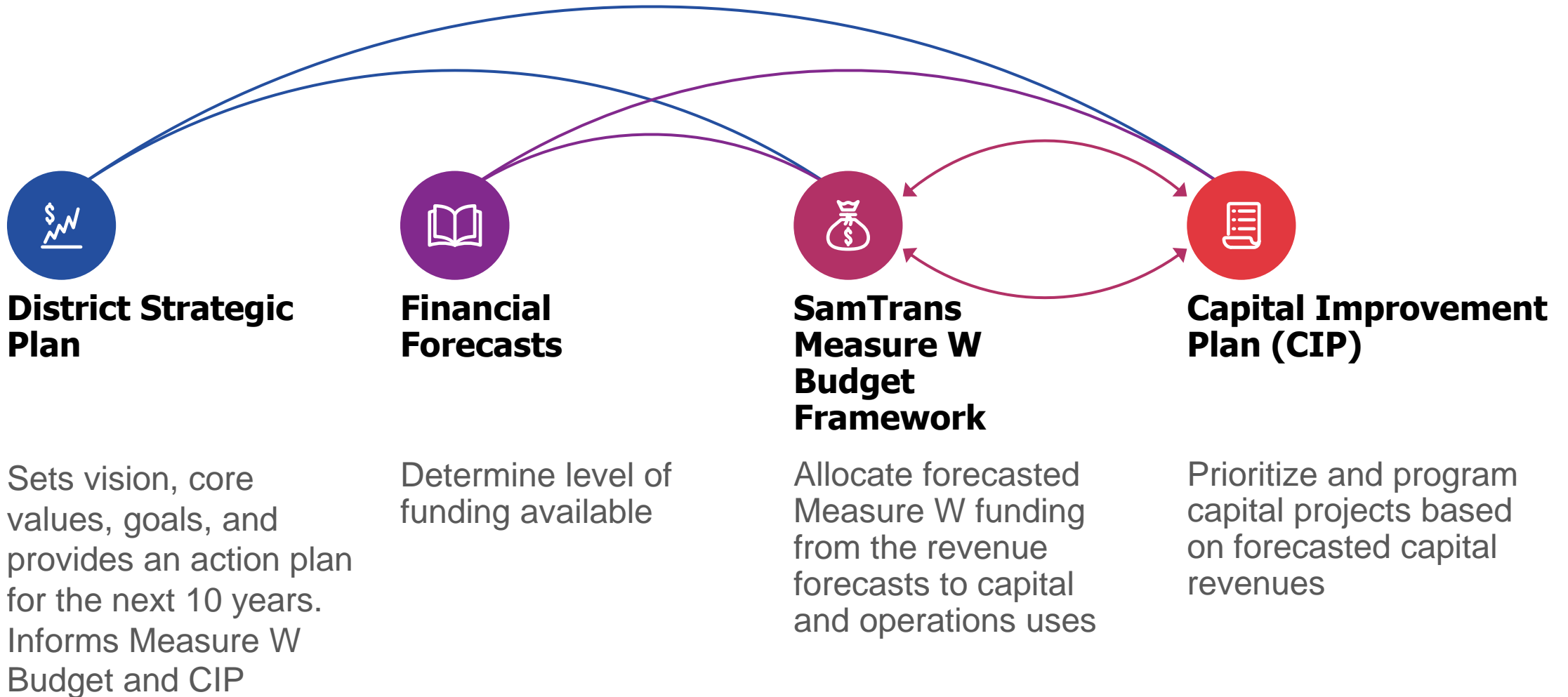
Improve employee experience

Collaborate with other transportation agencies

Invest in innovative mobility



Project Components



Sustainability and Resilience woven into all project components



District Strategic Plan Development Process & Key Inputs

Strategic Plan Development Process



Transportation Trends Analysis

Trends Impacting Travel



- Telecommuting and transit hesitancy are contributing to lower ridership levels
- Greater volume of off-peak travel compared to pre-pandemic

National, Regional Bus Ridership Trends

- SamTrans' ridership recovery outpaces others regionally and nationally
- In the Bay Area, bus ridership was in decline prior to COVID
- Bus ridership recovery outpaces other transit modes



Development Trends



- Future development is expected along El Camino Real and within Bay-side communities

How did we engage District Employees?

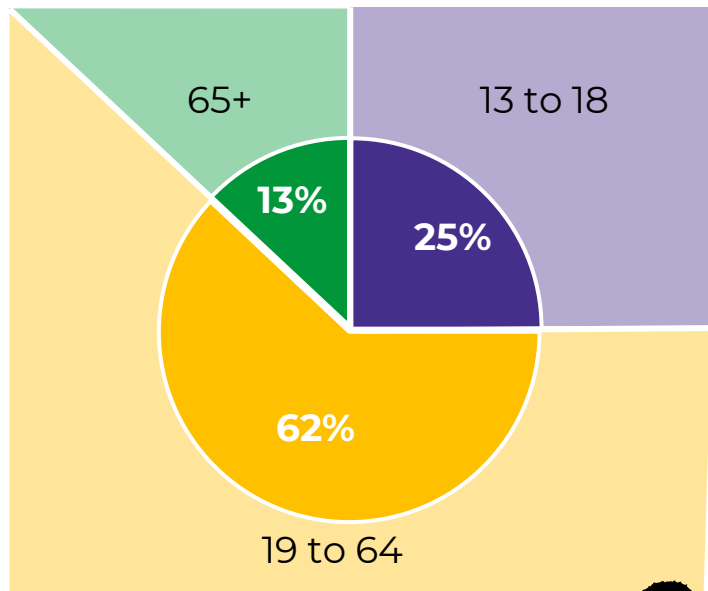
Employees shared their thoughts via:

- In-depth survey (40% response);
- Two rounds of department interviews
- In-person events at north and south bases and central office
- Presentations at monthly meetings and townhall
- Listening sessions with bus operators and mechanics

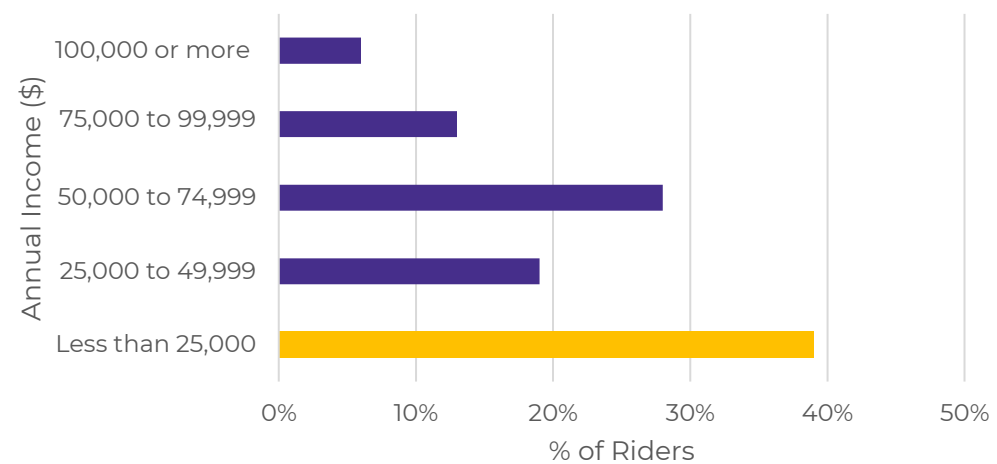


SamTrans Rider Demographics

SamTrans Riders by Age



SamTrans Riders by Income



Most common languages spoken at home:

- Spanish (37%)
- Tagalog (16%)
- Cantonese (4%)
- Mandarin (3%)

Most SamTrans riders ride the bus at least 4 times a week

Source: SamTrans 2021 Triennial Survey



SamTrans Customer Expectations



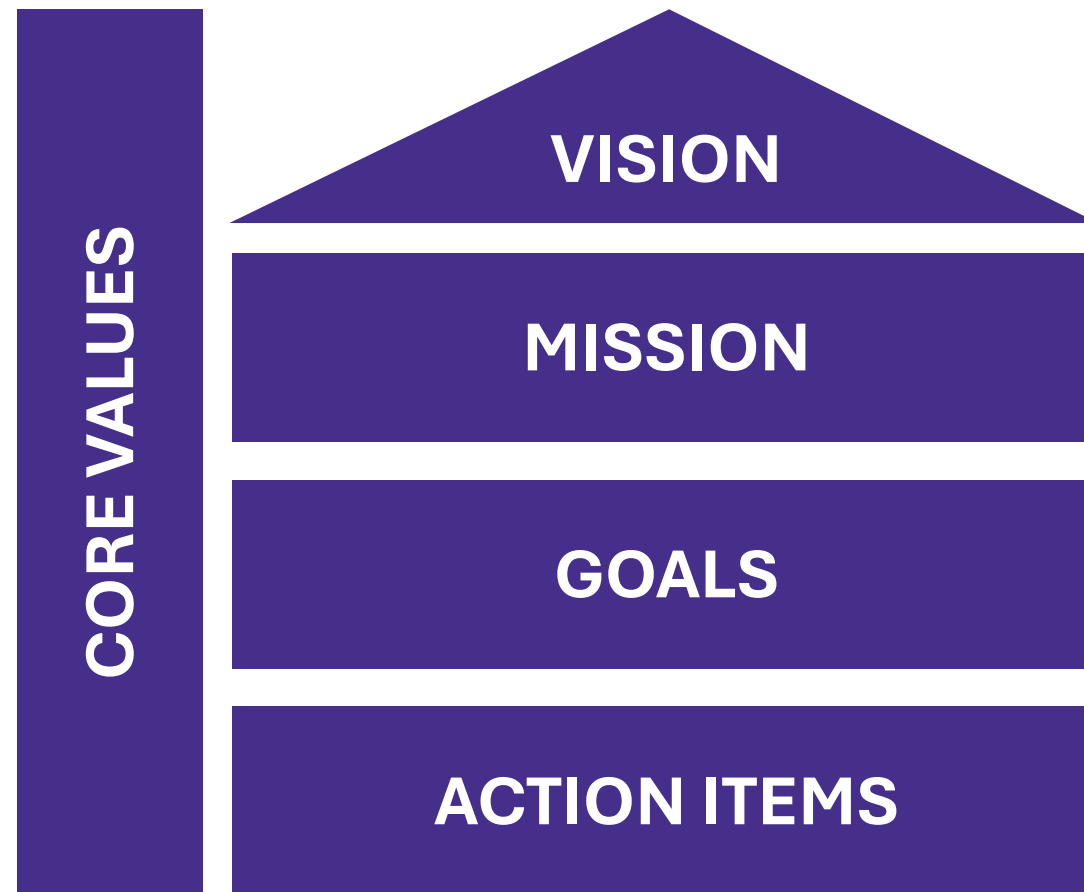
Customers Expect SamTrans to Improve Rider Experience

- Build upon **Reimagine SamTrans** and the **Bus Stop Improvement Plan (BSIP)** to guide new projects
- Foster a comfortable, informative, dignified experience for riders:
 - Real-time arrival data
 - Seating options
 - Lighting



Overview: Draft District Strategic Plan Framework

Strategic Plan Framework



Draft Vision and Mission Statements

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.



Draft Core Values

Equity

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

Excellence

Committing to deliver high-quality service for our customers, invest in our employees, and secure 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

- 1 Better Mobility**
- 2 Outstanding Customer Experience**
- 3 Employer of Choice**
- 4 Leading Responsibly**
- 5 Strong Management**
- 6 Collective Efforts**





**Tell Us What you
Think!**

As we review the next few slides, think about...

- Which action items are most important to you?
- Which are the least important to you?
- Is anything missing?

Goal: Better Mobility

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



Better Mobility Action Items

Improve and expand existing SamTrans services

- Invest in new or improved transit service along Dumbarton and El Camino Real
- Adapt SamTrans service to new travel patterns and increase service for riders living in equity priority areas
- Evaluate on-demand services and refine if needed
- Ensure high quality delivery of SamTrans services by investing and maintaining infrastructure

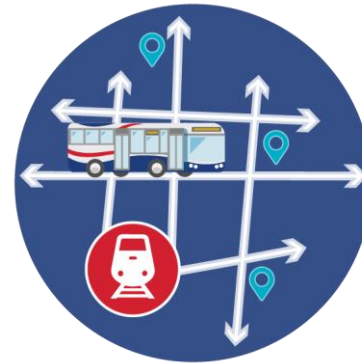
Better Mobility Action Items

Experiment with new service approaches and respond to changing transportation landscape

- Conduct a fare policy study to improve equity and customer experience
- Undertake the next systemwide service analysis
- Improve SamTrans paratransit services through pilot programs
- Pilot a mobility wallet concept that provides Universal Basic Mobility

Goal: Outstanding Customer Experience

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



Customer Experience Action Items

Improve the transit and paratransit rider experience

- Improve real-time communication with riders (notifications of transit delays or problems)
- Provide high-quality real-time bus arrival information to customers (when the bus will arrive)
- Improve website, mobile app, and signage
- Work with stakeholders to implement transit priority and bus stop improvement projects
- Pilot the use of paid ambassadors to improve the customer experience

Customer Experience Action Items

Build trust and boost rider loyalty

- Create a rider rewards program
- Conduct regular rider surveys to collect data and communicate changes
- Implement a robust safety culture
- Respond to changing climate impacts to riders by providing mutual aid and free fares on key climate impact days

What do you think of the Action Items?

- Which are most important to you?
- Which are the least important to you?
- Is anything missing?



Next Steps

Next Steps



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Thank you!

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