

STRATEGIC PLAN



FY 2020

San Joaquin Regional Transit District

Our primary mission is to provide a safe, reliable, and efficient transportation system for the region
Our vision is to be the transportation service of choice for the residents we serve

CORE VALUES

CUSTOMER SERVICE

We serve our customers well because we are empowered by the strength, contributions, and dedication of our employees. We treat each other, our customers, and our community with respect, integrity, and loyalty

SAFETY

We commit to creating a safe and responsible environment for our employees, our customers, and our community

POSITIVE WORK ENVIRONMENT

We promote a positive work environment by supporting each other through effective communication, teamwork, and appreciation for our diverse abilities and contributions

SUSTAINABILITY

We commit to a sustainable business model that includes environmental and fiscal responsibility, business continuity, and succession planning

GOALS & INITIATIVES

Employees

- Intensify employee training by focusing on skills needed and professional development
- Encourage and support professional and leadership development as part of a continuing succession plan and in promoting high level performance
- Continue to enhance and support Joint Workforce Investment (JWI) program
- Use new safety and risk structure to provide and ensure safety and wellness
- Promote employee engagement to capture ideas and recommendations

Customers

- Engage and communicate with our customers to continuously improve their experience
- Leverage mobile, online, and social technologies to enhance public engagement
- Lead the community in coordinating services for seniors and persons with disabilities through mobility management programs for the region
- Continue to promote a culture of extraordinary customer service
- Continue to address customer comments promptly and thoroughly, and implement the appropriate strategy to enhance customer experience

Financial Health

- Implement creative initiatives that focus on increasing ridership and fare recovery
- Maximize current and potential funding and cost savings, and explore revenue-generating ideas and partnerships
- Enforce use of validated data and performance indicators in making business decisions
- Continuously improve contractor performance through effective oversight and accountability
- Support and manage Transit Asset Management Plan
- Amend the existing defined benefit plan to a more sustainable pension plan
- Complete and implement solar project master plan

Operations Excellence

- Increase ridership through coordinated departmental efforts
- Continue to strategically review service design to provide the highest level of transit service to the greatest number of people within our available resources
- Use a performance and data-based method in designing and delivering transit services
- Continue to enhance mobility options throughout the community through mobility programs
- Update Agency Safety Plan
- Improve service reliability by improving employee availability
- Redefine route performance standards and protocols
- Establish and implement a Business Continuity Plan

Community Relations

- Educate the community about the importance of public transit by implementing and continuously evaluating marketing, outreach, and education strategies
- Expand and implement partnerships to promote student transit programs
- Enhance and implement public-private partnerships for RTD initiatives and events
- Provide leadership through innovative projects that reduce environmental impacts and foster sustainable practices
- Promote RTD service to regional governing boards and chambers of commerce

Innovation

- Align critical resources with visionary initiatives
- Measure, review, and benchmark performance to strategic goals and the American Bus Benchmarking Group
- Implement new business processes and technology that increase accuracy and timeliness for informed business decisions
- Fully develop plan for RTD electrification goal of an all-electric SMA Fleet by 2025
- Continue to participate in Statewide leadership efforts to establish an integrated travel program
- Plan and secure funding for RTD Auto Go!
- Identify viable energy and fuel alternatives
- Conduct feasibility study for Ferry service to Bay Area