

# SAN JOAQUIN REGIONAL TRANSIT DISTRICT FY 2025 STRATEGIC PLAN

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

### SAFETY

We prioritize safety at the forefront, ensuring a secure and responsible atmosphere for our employees, customers, and the community around us.

### CUSTOMER SERVICE

We treat each other, our customers, and our community with respect and a commitment to service excellence.

### COMMUNITY

We foster a connected and inclusive workplace where employees are valued and respected for their abilities and contributions through open communication, collaboration, and mutual appreciation.

### RESILIENCY

We are adaptable and flexible to changes to ensure a resilient business framework, and sustainable service to our community.

## GOALS & INITIATIVES

### CUSTOMERS

- Implement cutting-edge software applications and service improvements to enhance the customer experience.
- Implement forefront security technologies and safety protocols to significantly enhance customer safety.
- Ensure services not only meet but exceed customer expectations for a seamless transportation experience by addressing customer needs.
- Simplify fare transactions and improve the overall efficiency of the customer's journey.
- Implement service increase and improvements especially to the underserved communities, places of employment, and of leisure activities.

### EMPLOYEES

- Enhance safety with effective communication systems in the workplace and develop cohesive safety plan for frontline employees.
- Encourage and support employees to continually advance their career by aligning training to improve and develop professionally and personally.
- Deliver immediate and impactful feedback through inclusive decision-making.
- Provide support programs to provide greater career opportunities.
- Deliver a mental health and wellness program to achieve optimal work-life balance.
- Build a bridge that transforms frontline workers into leaders.
- Implement employee succession plan for business continuity.

### FINANCIAL HEALTH

- Leverage grants, revenue contracts, and strategic partnerships as key accelerators to fostering sustainable ridership growth.
- Revamp RTD's business strategy with thorough input from community, driving financial resiliency.
- Align business decisions with robust key performance indicators, transparency, and a steadfast commitment to fiduciary accountability.
- Increase farebox recovery and reduce fare evasion.

### OPERATIONS EXCELLENCE

- Revitalize service offerings while being agile to customer needs and funding availability.
- Continuously assess the efficacy of service design to deliver quality transit experience with RTD's resources.
- Create and establish departmental key performance indicators.
- Continue to assess and implement cutting-edge software solutions agency wide.
- Continue to replace aging vehicles with zero-emission vehicles to comply with Innovative Clean Transit (ICT) regulation, State of Good Repair, and Transit Asset Management practices.

### COMMUNITY RELATIONS

- Amplify RTD's values to the community by fostering meaningful public engagement that informs, involves, and empowers individuals to utilize and advocate for public transit.
- Showcase RTD as a leading example of safe, efficient, clean, and affordable transportation.
- Actively promote RTD services to regional governing boards, chamber of commerce, transit dependent resource groups and centers, educational institutions, and stakeholders.
- Continue to forge and enhance relationships with regional partners to broaden and refine existing and forthcoming public transportation initiatives and maximize benefits for the community.

### INNOVATION

- Increase ridership with the use of cutting-edge technology.
- Proactively monitor and maintain our fleet to ensure a safe, comfortable, and accessible ride for our operators and passengers.
- Deliver a robust hydrogen refueling infrastructure to ensure sustainable, seamless operations for the hydrogen fuel-cell buses.
- Assess and maintain the Business Continuity Plan to further improve resiliency.
- Implement technology improvements, upgrades, and replacements.