

# SAN JOAQUIN REGIONAL TRANSIT DISTRICT FY 2026 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.



## ACCESSIBILITY

We ensure equal access and opportunities for all while fostering accessibility and inclusivity in our programs, services, and workplace.

## 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 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 customer's travel journey with tap-to-pay option and real-time trip planning features.
- Implement service increase and improvements especially to the underserved communities, places of employment, and of leisure activities.

### EMPLOYEES

- Enhance safety with effective communication and maintain cohesive safety plan for employees.
- Offer support programs that create career opportunities, help frontline employees grow into leadership roles, and encourage employees to advance their careers through aligned training for professional and personal development.
- Deliver immediate and impactful feedback through inclusive decision-making.
- Deliver a mental health and wellness program to achieve optimal work-life balance.

### 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.
- Continue to monitor farebox recovery and reduce fare evasion.
- Continue to explore cost savings opportunities.

### OPERATIONS EXCELLENCE

- Revitalize service offerings while being agile to customers needs and funding availability.
- Continuously evaluate service design to maximize resource efficiency and provide a high-quality transit experience.
- Maintain and monitor departmental key performance indicators.
- Continue to assess and implement effective and efficient software solutions agency wide.
- Maintain and update low or 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 strengthen partnerships with regional allies to expand and improve public transportation initiatives, delivering greater community benefits.

### INNOVATION

- Transform the customer experience to boost ridership.
- Proactively monitor and maintain our fleet to ensure every ride is safe, comfortable, and accessible ride for all.
- Monitor and evaluate hydrogen refueling infrastructure to ensure sustainable, seamless operations for hydrogen fuel-cell buses.
- Assess and maintain the Business Continuity Plan to further improve resiliency.
- Continue to evaluate opportunities to enhance, upgrade, and replace technology to drive greater efficiency.