

*San Mateo County*  
**TRANSIT DISTRICT**

Implementation Plan

FY 2013 – 2015

January 18, 2012

**District Strategic Plan 2013-2015 Implementation Plan  
January 2012**

Initiatives	Lead	Project
<b>Financial Integrity</b>		
<ul style="list-style-type: none"> <li>- Address the District's Structural Deficit</li> <li>- Financially support the District's reinvention of its family of services</li> <li>- Promote funding for transportation at the federal, state, regional and local levels of government</li> <li>- Increase cost efficiency (previously an initiative)</li> </ul>		
Contain/reduce operating expenses	OEC	Service change TBD
	OEC	Energy efficiency / outsourcing study
	OEC	Bus services contracting policy
	F&A	Freeware feasibility assessment
Identify methods to minimize financial commitments outside the core business	PA	Polling and Focus Groups/Voter Attitudes
	PA	Ballot measure
	F&A	New Fund Source Initiative for JPB
Work in partnership with MTC to maximize regional funding for San Mateo County	P&D, F&A, OEC	MTC Transit Sustainability Project Participation
Maximize revenue with existing District assets	OEC	Service fare change TBD

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<b>Multimodal Services</b>		
<ul style="list-style-type: none"> <li>- Create a regional network of multimodal transportation options</li> <li>- Reinvent the District's services</li> <li>- Ensure compatibility between the District and Caltrain strategic visions</li> </ul>		
Maximize connectivity between all modes	CSM	MTC Hub Signage Program Implementation
Form local and regional partnerships to integrate District's family of services with complementary services by other providers	P&D	Establish District Policies relative to Regional Climate Change Initiatives (i.e. Clean Air Plan, sea level rise)
	P&D	Establish District Policies relative to Regional Planning Initiatives (One Bay Area, RTP, TSP, RHNA etc)
	P&D	Shuttle program business plan
Ensure a service network that addresses growing mobility needs of senior citizens, customers with disabilities, and low income patrons	P&D	New Freedom pilot projects
	P&D	Community-based transportation plans
Develop a service plan that addresses the structural deficit and supports household and job growth projections	P&D	SSP Development and Implementation (formerly COA)

Initiatives	Lead	Project
<b>Transportation and Land Use</b>		
<ul style="list-style-type: none"> <li>- Create livable corridors and community centers that enhance transportation choices</li> <li>- Form partnerships to implement joint land use and transportation investments</li> <li>- Set a local and national example for linking transportation and land-use planning</li> </ul>		
Expand the District TOD Program	P&D	San Carlos TOD
	P&D	Hayward Park TOD
	P&D	Daly City TOD
Develop District policy linking transit service levels with land use densities	P&D	MTC Climate Initiatives TDM: Last Mile
	P&D	MTC Climate Initiatives TDM: Bikeshare
	P&D	TOD Policy
Continue to build support for Grand Blvd. vision and guiding principles (TOD, economic investment, housing)	P&D	Grand Boulevard Initiatives
	P&D	Grand Blvd: ECHO, Infrastructure, Complete Streets
	P&D	El Camino Real BRT

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<b>Customer</b>		
<ul style="list-style-type: none"> <li>- Be transparent, educate and inform communities and partners</li> <li>- Maximize customer satisfaction</li> <li>- Attract and retain new riders</li> </ul>		
Provide real-time information at key stops and stations	CSM	511 Stop ID
	CSM/ OEC	Real-time signage at 4 transit centers and marketing
Monitor customer satisfaction with regular surveys	CSM	Consumer Reports Analysis
Establish business partnerships to attract new riders	CSM	Business partner expansion plan
Enhance the customer communication process	PA	Incorporate community outreach efforts into District projects and initiatives
Develop signage/information guidelines for <i>SamTrans</i> transit stops and stations	CSM	Develop signage/information guidelines for <i>SamTrans</i> transit stops and stations
Develop new products to meet riders' needs to influence mode choice	CSM/ OEC	Day pass program and implementation
	P&D	Develop a bike ridership model
	CSM	Marketing blitz for MTC Climate Initiatives TDM program
Develop a comprehensive communications strategy	PA	Strategic communications plan
	PA	Social media policy
Launch an external branding and awareness campaign	CSM	Launch external branding and awareness campaign

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<b>Business Practices</b>		
<ul style="list-style-type: none"> <li>- Create a culture of environmental stewardship &amp; sustainability</li> <li>- Build teamwork and a sense of common mission</li> <li>- Evolve business practices to support mobility management</li> </ul>		
Update existing business practices	Exec	Email retention policy update
	F&A	HR policy update
	OEC	Bus operations technology: hardware maintenance
	P&D	Strategic Plan: develop performance monitoring program
	P&D	Update of the District Strategic Plan (for FY14 - FY18)
Develop and implement a Sustainability Policy	OEC	Incorporate sustainability materials/ standards in capital projects
	OEC	Fleet analysis/APTA target
	OEC	Facility fuel system upgrade
	OEC	Fuel cell partnership
Develop a technology master plan that embraces business best practices and maximizes employee performance	F&A (IT)	IT service model
	F&A	Business Optimization Program (BOP)
Develop short term priorities that contribute to a common goal and is coordinated with District staff	PA	Conduct District-wide meetings
Develop the new cross-departmental coordination processes	P&D, F&A, OEC	Establishing protocols for funding allocations/transfers between the three business units

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<b>Employees</b>		
<ul style="list-style-type: none"> <li>- Attract and retain quality employees</li> <li>- Encourage excellence and innovative thinking</li> <li>- Invest in employees' professional development</li> </ul>		
Provide leadership and team building for managers	OEC	Leadership Program / Supervisor Academy
	OEC	Develop capital project PM manual / training program
Provide employees with technology & resources to maximize productivity	OEC	Hastus expansion
	F&A (IT)	Software / Hardware upgrades (People soft, telephone, Calpers)
Improve work space & common area conditions	OEC	Facility upgrade (Lighting, HVAC, Plumbing)
<b>Safety &amp; Security</b>		
- Maintain and Enhance Safety Culture		
Increase awareness of evolving safety hazards and be proactive in developing protocols to address new safety hazards	F&A (Risk)	Hazard Assessment
Continue safety culture and update procedures to meet regulatory guidelines	OEC	Narrow banding
	OEC	CM Manual Update
	F&A	Samtrans safety program/ hazard mitigation

<b>Initiatives</b>
<b>Financial Integrity</b>
Partner with local jurisdictions, businesses and non-profit agencies to leverage local funding
Maximize funding for transit, transportation infrastructure, TOD development and sustainability
Develop partnerships with employers and other private entities to subsidize complementary services
Develop a funding plan which integrates capital and operating sources to support the reinvention Districts' family of services
<b>Multimodal Services</b>
Enhance a capital improvement program that includes state-of-good-repair, safety, customer service and enhancement projects to support the District's services.
<b>Transportation and Land Use</b>
Leverage TOD funding
<b>Customer</b>
Evolve the Customer Service Center into a service information clearinghouse
<b>Business Practices</b>
Study the concept of reorganizing the District to provide mobility management services
Refine the District's organization plan
<i>Redesign the intranet to improve cross-departmental communication</i>