

**SamTrans**  
**Implementation Plan**  
**FY 2012 - 2013**

March 1, 2011

# **Prioritized Initiatives**

# District Strategic Plan: Implementation Plan

## Prioritized Initiatives for FY 2012 and FY 2013

March 1, 2011

**Notes:**

\* 3 initiatives noted in grey were not prioritized but associated projects are proceeding because of the District's commitment to external stakeholders' respective priorities.

Focus Area	Goals	Initiatives Prioritized for FY 2012 and 2013*	New and Expanded Projects
<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>	Identify methods to minimize financial commitments outside the core business	- New Fund Source Initiative for JPB
		Work in partnership with the MTC to maximize regional funding for San Mateo County	- MTC Transit Sustainability Project Participation
		Maximize revenue with existing District assets	- Service fare change TBD
		Contain / Reduce operating expenses	<ul style="list-style-type: none"> <li>- Service change TBD</li> <li>- Energy efficiency / outsourcing study</li> <li>- Bus services contracting policy</li> <li>- Freeware feasibility assessment</li> </ul>
<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>	Develop a service plan that addresses the structural deficit and supports household and job growth projections	- COA and Implementation
		Form local and regional partnerships to integrate the District's family of services with complementary services by other providers*	- Shuttle program business plan
		Maximize connectivity between all modes*	<ul style="list-style-type: none"> <li>- Clipper</li> <li>- MTC Hub Signage Program Implementation</li> </ul>
		Ensure a service network that addresses growing mobility needs of senior citizens, customers with disabilities, and low income patrons	<ul style="list-style-type: none"> <li>- New Freedom pilot projects</li> <li>- Community-based transportation plans</li> </ul>

Focus Area	Goals	Initiatives Prioritized for FY 2012 and 2013*	New and Expanded Projects
<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>	Continue to build support for GBI vision and guiding principles (TOD, economic investment, housing)	<ul style="list-style-type: none"> <li>- Tiger Grant Plans</li> <li>- MTC Climate Initiatives TDM Program</li> </ul>
		Develop District policy linking transit service levels with land use densities	- TOD Policy
		Expand the District TOD Program*	- San Carlos TOD
<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>	Develop a comprehensive communications strategy	<ul style="list-style-type: none"> <li>- Strategic communications plan</li> <li>- Social media policy</li> </ul>
		Establish business partnerships to attract new riders	- Business partner expansion plan
		Enhance the customer communication process	<ul style="list-style-type: none"> <li>- SamTrans website update</li> <li>- Incorporate community outreach efforts into District projects and initiatives</li> </ul>
		Monitor customer satisfaction with regular surveys	- Consumer Reports Analysis
		Develop new products to meet rider needs to influence mode choice	<ul style="list-style-type: none"> <li>- Marketing blitz for MTC Climate Initiatives TDM program</li> <li>- Day pass program and implementation</li> </ul>
		Provide real-time information at key stops and stations	- Real-time signage at 4 transit centers and marketing

Focus Area	Goals	Initiatives Prioritized for FY 2012 and 2013*	New and Expanded Projects
<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>	Develop and implement a Sustainability Program	<ul style="list-style-type: none"> <li>- Sustainability policy</li> <li>- Incorporate sustainability materials/ standards in capital projects</li> <li>- Fleet analysis/APTA target</li> <li>- Facility fuel system upgrade</li> <li>- Fuel cell partnership</li> </ul>
		Develop short term priorities that contributes to a common goal and is coordinated with District staff.	- Conduct District-wide meetings
		Develop a technology master plan that embraces business best practices and maximizes employee performance	- IT service model
		Update existing business practices	<ul style="list-style-type: none"> <li>- Email retention policy update</li> <li>- Strategic Plan Performance monitoring program</li> <li>- HR policy update</li> <li>- Bus operations technology: hardware maintenance</li> </ul>
<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 employees with technology & resources to maximize productivity	<ul style="list-style-type: none"> <li>- Hastus expansion</li> <li>- Software / Hardware upgrades (People soft, telephone, Calpers)</li> </ul>
		Improve work space & common area conditions	<ul style="list-style-type: none"> <li>- Evaluate location alternatives to Central Office</li> <li>- Facility upgrade (Lighting, HVAC, Plumbing)</li> </ul>
		Provide leadership and team building training for managers	<ul style="list-style-type: none"> <li>- Leadership Program / Supervisor Academy</li> <li>- Develop capital project PM manual / training program</li> </ul>
<b>Safety &amp; Security</b>	Maintain and Enhance Safety Culture	Continue safety culture and update procedures to meet regulatory guidelines	<ul style="list-style-type: none"> <li>- Narrow banding</li> <li>- CM Manual Update</li> <li>- Samtrans safety program/hazard mitigation</li> </ul>
		Increase awareness of evolving safety hazards and be proactive in developing protocols to address new safety hazards.	- Hazard Assessment

## **Non-Prioritized Initiatives**

## Initiatives (by Focus Area) with no New or Expanded Projects in FY 2012 & 2013

**Note: This prioritization is for FY 2012 and 2013 only. All initiatives are important and the prioritization may change in future years.**

<b>Financial Integrity</b>
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
Maximize funding for transit, transportation infrastructure, transit-oriented development, and sustainability programs at the state and federal levels of government
Partner with local jurisdictions, businesses and non-profit agencies to leverage local funding
<b>Multimodal Services</b>
Enhance the capital improvement program to improve coordination between the state-of-good repair, safety, customer service and enhancement projects to support the District's services
<b>Transportation &amp; Land Use</b>
Leverage TOD Funding
<b>Customers</b>
Launch an external branding and awareness campaign
Evolve the Customer Service Center into a service information clearinghouse
Develop signage/information guidelines for transit stops and stations
<b>Business Practices</b>
Study the concept of reorganizing the District to provide mobility management services
Refine the District's organizational plan
Develop new cross-departmental coordination processes
Redesign the intranet to improve cross-departmental communication
<b>Employees</b>
Develop recruitment strategies linked to the District's purpose and goals
Continue to provide a competitive District compensation and benefits package
Enhance the District's flexible work policies
Develop a comprehensive employee wellness program
Enhance District reward programs to encourage innovative ideas
Structure evaluations to promote accountability and reward outstanding performance
Expand the District's professional development program
Define career ladders and succession plans