

*San Mateo County*  
**TRANSIT DISTRICT**



**STRATEGIC  
PLAN**

---

## **Stakeholder Advisory Group & Technical Advisory Group**

May 14, 2024

Chelsea Schultz, Manager, SamTrans Strategic Planning



# Agenda

1. **Introduction:** What is the District Strategic Plan?
2. **Development Process:** Key inputs into the District Strategic Plan
3. **Draft Framework:** Draft Strategic Plan Framework and Action Plan
4. **Tell Us What You Think:** Feedback requested on Draft Action Plan
5. **Next Steps:** Next steps toward completing the project







# Introduction

# What is a Strategic Plan?

## Creating a **roadmap** for the future

- A tool to define where an organization wants to go and what actions you need to take to achieve those goals
- Policy guidance to inform priorities and investment decisions
- Flexible to adapt to new opportunities and challenges



# What is the District Strategic Plan?

## Purpose

- **Provide strategic direction** for the District and its programs
- Align District's plans, programs, and services to achieve a **common vision**
- Guide **Measure W** Budget Investments and Capital Improvement Plan (**CIP**)

## Scope

- The District as a **workplace and employer**
- The District as a managing agency **overseeing Shared Services**
- **SamTrans** transit service delivery and investments

**Not Included**  
**Service vision or investments for Caltrain, Transportation Authority, Express Lanes Joint Powers Authority**



# How will the District use the Strategic Plan?

---

- Plan for future **projects** across all departments in alignment with the mission, vision and core values
- Work towards our shared goals and measure success for the next **10 years**

Build trust and boost rider loyalty

Improve employee experience

Foster more internal collaboration

Improve shared services

Collaborate with other transportation agencies

Invest in innovative mobility







# District Strategic Plan Development Process & Stakeholder Inputs

# Strategic Plan Development Process





# SamTrans Customer Expectations

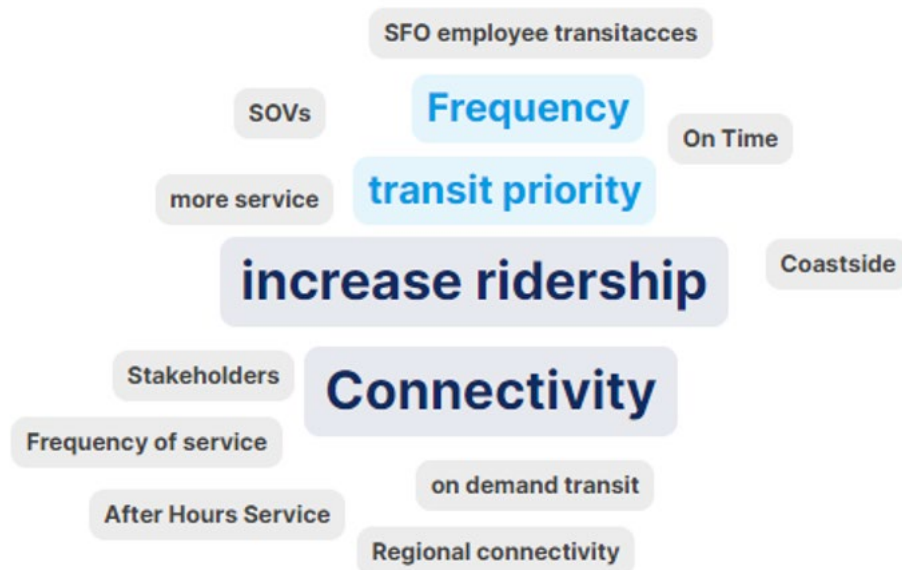


## Customers Expect SamTrans to Improve Rider Experience

- Build upon **Reimagine SamTrans** and the **Bus Stop Improvement Plan (BSIP)** to guide new projects
  - Improved connections
  - Real-time information
  - Faster service with fewer stops
  - Bus priority infrastructure
  - Improved stop amenities (seating, real-time info, lighting)

# Nov 2023 SAG & TAG Poll Results

Stakeholders find that the District's biggest **challenges** are as follows:



Stakeholders identified the top **opportunities** for the District:



# SamTrans Citizens Advisory Committee (CAC)

---

The CAC participated in a **strategic assessment** of SamTrans and the District

## Strengths

- Ridership recovery rate is strong
- Buses are safe, clean, on time

## Weaknesses

- HQ building is old
- Insufficient marketing of SamTrans services

## Opportunities

- Focus on El Camino Real (regional spine)
- New technology (Clipper 2.0)

## Threats

- New technology (rideshare as competitor to transit)
- Rider perception of safety



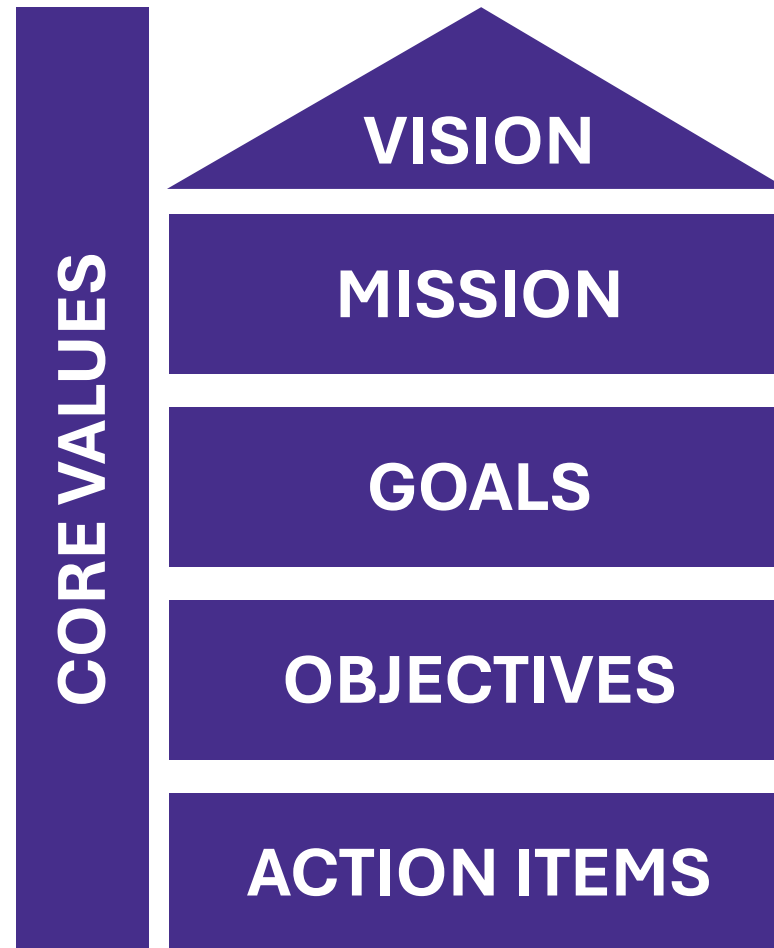


# Overview: Draft District Strategic Plan Framework



# Strategic Plan Framework

---



# Vision and Mission Statements

---

## Vision

The District provides an exceptional mobility experience for the people and communities in San Mateo County.

## Mission

Working together to revolutionize mobility and create a more equitable and sustainable region.



# Core Values

## Equity

Delivering equitable access to opportunities for our communities and our employees to live and thrive

## Excellence

Committing to deliver high-quality service for our customers, invest in our employees, and secure our financial future

## Innovation

Demonstrating eagerness and support to try new things, take calculated risks, and adapt to changing conditions

## Partnership

Building trust, exercising empathy, working as a team, and collaborating with external partners

## Safety

Cultivating a culture of safety and well-being of our people and customers

## Sustainability

Creating a sustainable and resilient environmental future for the agency and people in the region



# Goals

---

- 1 Better Mobility**
- 2 Outstanding Customer Experience**
- 3 Employer of Choice**
- 4 Leading Responsibly**
- 5 Strong Management**
- 6 Collective Efforts**



# Goal: Better Mobility

---

**Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions and improve equity.**



# Better Mobility Action Items

---

## Improve and expand existing SamTrans services

- ☐ Invest in new or improved transit service along Dumbarton and El Camino Real
- ☐ Adapt SamTrans service to new travel patterns and increase service for riders living in equity priority areas
- ☐ Evaluate on-demand services and refine if needed
- ☐ Ensure high quality delivery of SamTrans services by investing and maintaining infrastructure

# Better Mobility Action Items

---

## Experiment with new service approaches and respond to changing transportation landscape

- ☐ Conduct a fare policy study to improve equity and customer experience, evaluate potential for free youth fares
- ☐ Undertake the next systemwide service analysis
- ☐ Improve SamTrans paratransit services through pilot programs
- ☐ Pilot a mobility wallet concept that provides Universal Basic Mobility



# What do you think about the Better Mobility Actions?

---



<https://app.sli.do/event/qvJCp42qXY6MTNwbpuRXGz>



# Goal: Collective Efforts

**Collaborate across the region to improve transit and land use in service of greater mobility.**



Image retrieved from Wikipedia titled "San Francisco Bay Area"

# Collective Effort Action Items

---

## **Collaborate to improve local and regional transit**

- ☐ Increase participation in regional transit coordination and work towards improved regional outcomes
- ☐ Improve partnerships with local transportation agencies and stakeholders to improve service for customers and environment for bus operators
- ☐ Partner with school districts to improve transportation for youth
- ☐ Increase participation in regional climate adaptation efforts

# Collective Effort Action Items

---

## **Support implementation and policies for transit-supportive land use in service area**

- ☐ Develop and Implement SamTrans Transit Oriented Development (TOD) Policy
- ☐ Advance TOD opportunities at Colma, San Carlos, Sequoia Station and other locations
- ☐ Work with municipal partners, Caltrans and C/CAG to improve pedestrian and bicycle access to bus stops

# What do you think about Collective Effort Actions?

---



<https://app.sli.do/event/qvJCp42qXY6MTNwbpuRXGz>



# Next Steps

# Next Steps

---



*San Mateo County*  
**TRANSIT DISTRICT**



**STRATEGIC  
PLAN**

---

**Thank you!**

[schultzc@samtrans.com](mailto:schultzc@samtrans.com)

