

## WHEELS STRATEGIC PLAN FRAMEWORK (FY14)

### MISSION

The mission of the Livermore Amador Valley Transit Authority (Wheels) is to provide equal access to a variety of safe, customer oriented, reliable, and affordable public transportation choices, increasing the mobility and improving the quality of life of those who live or work in and visit the Tri-Valley area.

### VISION

An essential link in the regional transportation system, Wheels strives to be a well-recognized highly respected, integrated public agency utilizing appropriate tools and technologies to provide cost-effective, exceptional transit service in response to the needs and priorities of those who live or work in or visit the Tri-Valley area.

### VALUES

We Value...

- **Integrity** *We act ethically and with integrity in all we do.*
- **Accountability** *We are accountable and responsible for our actions.*
- **Service Quality** *We do high quality work and maintain high standards in order to exceed customer expectations by providing friendly, personable and equal opportunity service.*
- **Community** *We are a viable part of the community we serve and seek community involvement in developing and fostering transit service as an essential aspect of community quality of life.*
- **Cooperation** *We partner with other regional and local agencies to ensure full access to a comprehensive range of community mobility options.*
- **Environment** *We view public transit as a means of improving air quality and conserving our natural resources.*
- **Respect** *We treat all persons with dignity, respecting life, property, and the environment; capitalizing on the wealth of viewpoints that reside in our multi-faceted community; all contributions are valued.*
- **Stewardship** *We are prudent and resourceful stewards of the public dollars with which we have been entrusted.*

## OVERVIEW OF STRATEGIC PLAN GOALS AND STRATEGIES

### A. Service Development

Provide effective transit services that increase accessibility to community, services, and jobs.

### B. Marketing and Public Awareness

Improve visibility, image and awareness of Wheels.

### C. Community and Economic Development

Utilize transit as an essential community and economic development tool for local communities

### D. Regional Leadership

Strengthen Wheels' leadership position within the region to enhance opportunities for development and maintenance of quality transit service.

### E. Organizational Effectiveness

Strengthen organization wide capabilities and resources to improve overall performance and customer satisfaction.

### F. Financial Management

Maintain fiscal responsibility to ensure the financial sustainability of existing and new transit services.

GOALS	STRATEGIES	
A. Service Development	A1	Provide routes and services to meet current and future demand for timely and reliable transit service subject to fiscal restraints
	A2	Increase accessibility to community, services, senior centers, medical facilities, and jobs
	A3	Optimize existing routes and services to increase productivity and respond to MTC's Transit Sustainability Project and MTC's TriCity/Tri Valley Transit Study
	A4	Improve connectivity with regional transit systems

		<b>and participate in the activities of projects like BART to Livermore and Altamont Commuter Express to ensure future connectivity</b>
	A5	Explore innovative fare policies and pricing options
	A6	Provide routes and services to promote mode shift from personal car to public transit
<b>B. Marketing and Public Awareness</b>	<b>B1</b>	<b>Continue to build the Wheels brand image, identity and value for customers</b>
	B2	Improve the public image and awareness of Wheels
	B3	Increase two-way communication between Wheels and its customers
	<b>B4</b>	<b>Increase ridership, particularly on the Rapid, to fully attain community benefits achieved through optimum utilization of our transit system</b>
	B5	Promote Wheels to new businesses and residents
<b>C. Community and Economic Development</b>	C1	Integrate transit into local economic development plans
	C2	Advocate for increased transit friendly and transit oriented developments in the Cities' planning departments and in the site development processes, MTC's Regional Transportation Plan and Sustainable Communities Strategy, and ACTC's Countywide Transportation Plan, all of which respond to the climate change issue of SB375
	<b>C3</b>	<b>Partner with employers in the use of transit to meet transportation demand management goals or requirements</b>
<b>D. Regional Leadership</b>	<b>D1</b>	<b>Advocate for local, regional, state, and federal policies that support Wheels' goals</b>
	D2	Support Staff involvement in leadership roles representing the agency at regional, state, and federal forums
	D3	Promote transit priority and improvements initiatives with city and county governments
	D4	Develop regional initiatives, for example the Clipper Card, that support riders mobility through more seamless passenger use, in coordination with MTC and nearby CATS operators, in response to what has emerged as regional policy in the Transit Sustainability Project
<b>E. Organizational Effectiveness</b>	E1	Promote system wide continuous quality improvement initiatives
	E2	Continue to expand the partnership with contract staff to strengthen teamwork and morale and enhance the quality of service
	<b>E3</b>	<b>Establish performance based metrics with action</b>

		<b>plans for improvement; monitor, improve, and periodically report on on-time performance and productivity</b>
	E4	Strengthen human resources through staff development and a focus on employee quality of life and strengthen technical resources throughout the organization
	E5	Enhance and improve organizational structures, processes and procedures to increase system effectiveness
	E6	Develop policies that hold Board and Staff accountable, providing clear direction through sound policy making decisions
<b>F. Financial Management</b>	<b>F1</b>	<b>Develop budget in accordance with the Strategic Plan, integrating fiscal review processes into all decisions</b>
	F2	Explore and develop revenue generating opportunities
	F3	Maintain fiscally responsible long range capital and operating plans

**NOTE:** Strategies highlighted in **bold** indicate the LAVTA Board of Directors' highest priorities, as determined at the December 3, 2012 Board meeting.