

LIVERMORE AMADOR VALLEY TRANSIT AUTHORITY

S T A F F R E P O R T

SUBJECT: Adoption of LAVTA Strategic Plan: Wheels 2030

FROM: Christy Wegener, Executive Director

DATE: November 3, 2025

Action Requested

Staff requests the Board adopt the Livermore Amador Valley Transit Authority's Strategic Plan: Wheels 2030.

Background and Discussion

In early 2025, LAVTA initiated the update to its Strategic Plan, which was last formally updated in 2011. The 2025 Strategic Plan update is being led by consultant Moore Iacofano Goltsman (MIG) with an internal project management team (PMT) comprised of the LAVTA executive team.

After project kickoff, MIG worked to review LAVTA's prior strategic plans as well as recent planning documents, organizational assessments, and financial reports. Both a staff and Board workshop were held in the month of May 2025 to gain staff and Board input on refreshing LAVTA's Mission, Vision, Values and Goals. Further work has continued over the summer on establishing priority projects within each goal area as well as timelines for completion and key performance indicators. The project team developed the draft strategic plan framework and implementation plan.

The draft framework was presented to both LAVTA Committees at their August meetings, and feedback received was incorporated into a revised version of the framework. Principal MIG consultant Daniel Iacofano presented the updated framework as well as the draft implementation plan to the Board at the September meeting. Comments from the Board were incorporated into a revised version of the Plan which was shared with Tri-Valley stakeholders and city partners during the month of October. Comments from stakeholders have been incorporated into the final version, which is included as Attachment 1.

Next Steps

Once adopted, staff will operationalize Wheels 2030 by incorporating all near-term goals and year one projects into the FY27 budget process and future staff workplans. Staff will also begin to anchor board agenda items to goals and strategic priorities.

Recommendation

Staff recommend the Board adopt the Livermore Amador Valley Transit Authority's Strategic Plan: Wheels 2030.

Attachments:

1. LAVTA Strategic Plan: Wheels 2030

WHEELS 2030

Livermore Amador Valley Transit Authority
2025 STRATEGIC PLAN







A Message from the Board Chair

On behalf of the Livermore Amador Valley Transit Authority, it is my pleasure to share with you the Authority's Strategic Plan: Wheels 2030.

Wheels 2030 is the roadmap to achieve the agency objectives identified by the LAVTA Board of Directors. As the industry adapts to a “new normal” following the COVID-19 pandemic, it is critical that **Wheels 2030** chart a path that responds to changing customer expectations and travel patterns in order to increase ridership, advances cost-effective projects that improve operational efficiency, and enhance the customer experience for all riders. This plan also accounts for the evolving economic and regulatory environment, recognizing the financial pressures prevalent with many Bay Area transit systems. In addition to customer focused objectives, it also reinforces the agency's commitment to its workforce and partners as it endeavors to be a Tri-Valley employer of choice.

It is now more important than ever that we deliver projects that provide exceptional service to our most vulnerable riders. Embracing innovation through the deployment of new services and technology remains at the forefront of our Plan and supports the Authority's mission of enhancing mobility through access to safe, customer oriented, reliable, and affordable public transportation.

Wheels 2030 includes an implementation plan that importantly addresses how the Authority can effectuate the new goals and objectives, holding to its values and meeting community standards. As **Wheels 2030** is executed over the years ahead, the goals and strategies identified will inform our operating priorities and annual budget and will be anchored to employee work plans. With careful execution, Wheels will continue to be recognized as integral to the fabric and function of the Tri-Valley.

Julie Testa

Julie Testa

Board Chair

Livermore Amador Valley Transit Authority



WHEELS **2030**

Livermore Amador Valley Transit Authority
2025 STRATEGIC PLAN



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INTRODUCTION

The Livermore Amador Valley Transit Authority, LAVTA, is a public transit agency that serves the Tri-Valley region of Alameda County, including the cities of Dublin, Pleasanton and Livermore and adjacent unincorporated communities. LAVTA was formed in 1985 through a JEPA (Joint Exercise of Power Agreement) to provide “coordinated public transportation services within the Service Area.”¹

LAVTA’s Wheels transit services include fixed route bus services which provide a mix of local, express and Rapid service—many provide local connections to key transit and employment centers across the service area, and to BART and ACE stations. Wheels also operates supplemental morning and afternoon bus routes to schools in Dublin and Pleasanton during the school year.² Students in Livermore are able to utilize the local and rapid service to get to school.

Wheels provides paratransit services through its Dial-A-Ride and Para-Taxi programs and participates in a regional paratransit program with transit providers in Contra Costa County (County Connection, Tri-Delta Transit and WestCat) which takes paratransit riders to their destination without needing to transfer to another service if the location is in another transit agency service area.³

LAVTA's core staff members direct the agency's work, which is overseen by a Board of Directors with representation from elected officials from its city member jurisdictions—the cities of Dublin, Pleasanton and Livermore—and from Alameda County.

Purpose of the Strategic Plan

This Strategic Plan will serve as the guiding document for the work of LAVTA over the coming years. The plan provides a roadmap toward meeting the agency's goals. These include:

- ◆ Growing our ridership and services to meet the needs of residents in the region;
- ◆ Collaborating with regional partners to improve the quality of life in the service area by reducing congestion;
- ◆ Expanding mobility and addressing the impacts of climate change;
- ◆ Growing public awareness and support for public transit as an essential service;
- ◆ Expanding access to living wage work and growth opportunities in the transit industry; and
- ◆ Securing sustainable funding to support our work.

This plan is being developed during a time of great challenges and uncertainty. Transit agencies like LAVTA have mostly rebounded from ridership declines that occurred due to the COVID-19 pandemic shutdown. But global declines in transit use over the last decade, due in part to growing car ownership among transit users, competition from ride-hailing services and changes in how and where people work continue to affect how much ridership and revenues LAVTA collects to support services.^{4,5} Many large Bay Area Transit agencies are approaching or have reached a “fiscal cliff”—deficits in their operating budgets due to less revenues than expected from fares, and growing expenses due to inflation, a tight labor market for operators, and supply chain disruptions.⁶ State budget shortfalls and transportation policy priority shifts at the federal level may strain other sources of funding transit agencies rely upon.⁷

Many of the challenges affecting the region are also opportunities. Housing costs in the Bay Area, which are pushing families further east to find affordable homes, means growing numbers of multigenerational households in the service area, and a market of potential new riders. LAVTA will continue to seek dedicated funding to support our operations and to meet the growing mobility needs of the Tri-Valley. Regional collaborative work to develop new services like Valley Link will continue to help build the links and relationships that agencies will need to address potential future region-wide funding measures and support service coordination.⁸

Until new funding can be identified, LAVTA will have to carefully balance resources to meet current and future ridership demand. LAVTA importantly provides service for transit-dependent and populations with limited mobility options who rely on our service to travel to work, school, medical appointments and elsewhere. It is essential that the agency continue to balance service to the Tri-Valley's most vulnerable riders with other service priorities.



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- ¹ Amended and Restated Joint Exercise of Powers 2 Agreement Establishing the Livermore Amador Valley Transit Authority, effective January 12, 2009
 - ² Wheels.org, "Routes & Schedules," Accessed March 2025
 - ³ Wheels.org, "One-Seat Regional Ride," Accessed March 2025
 - ⁴ Brian Taylor, "Why Is Transit Ridership Falling in California? Implications for Policy," California Transit Association Fall Conference, 2019
 - ⁵ Dan Zukowski, "Transit ridership is growing but still down from a decade ago: FTA report," January 17, 2025
 - ⁶ APTA, "Public Transit Agencies Face Severe Fiscal Cliff," APTA Policy Brief, June 2023; Transit Center, "Transit's Looming Fiscal Cliff: How Bad is it and What Can We Do?" April 7, 2023
 - ⁷ Arianna Smith, "A Critical Time for Federal Advocacy," California Transit Association, May 29, 2025
 - ⁸ Dan Brekke, "First Look at 2026 Tax Proposal to Keep Bay Area Transit Running," KQED, March 24, 2025

Strategic Planning Process

From February through September 2025, the project team (led by LAVTA Executive Director and staff with consultant MIG) engaged LAVTA staff and Board members in a series of meetings, one-on-one interviews and working sessions to build this Strategic Plan. Our planning process included three phases:



Phase 1: Assess the Current Landscape and Future Priorities

Defined shared outcomes for the process and identified the key issues and priorities that LAVTA should focus on in the future. Developed an organizational assessment to provide guidance on future staffing and leadership responsibilities. Gathered input through a comprehensive document and data review, a staff survey, staff and Board workshops, and Board member interviews.



Phase 2: Create the Plan Framework

Developed and refined the organization's vision, mission and core values statements, and developed goals for the next five years. Reviewed and refined these elements with staff and Board members during workshops with each.

Developed strategies to meet Strategic Plan goals, and the accompanying performance measures that will serve as milestones along the way. Assessed and clarified the strategies and performance measures with staff members.



Phase 3: Prepare and Finalize the Strategic Plan

Completed the draft and final plan. Reviewed and revised the draft Strategic Plan with staff and Board members.

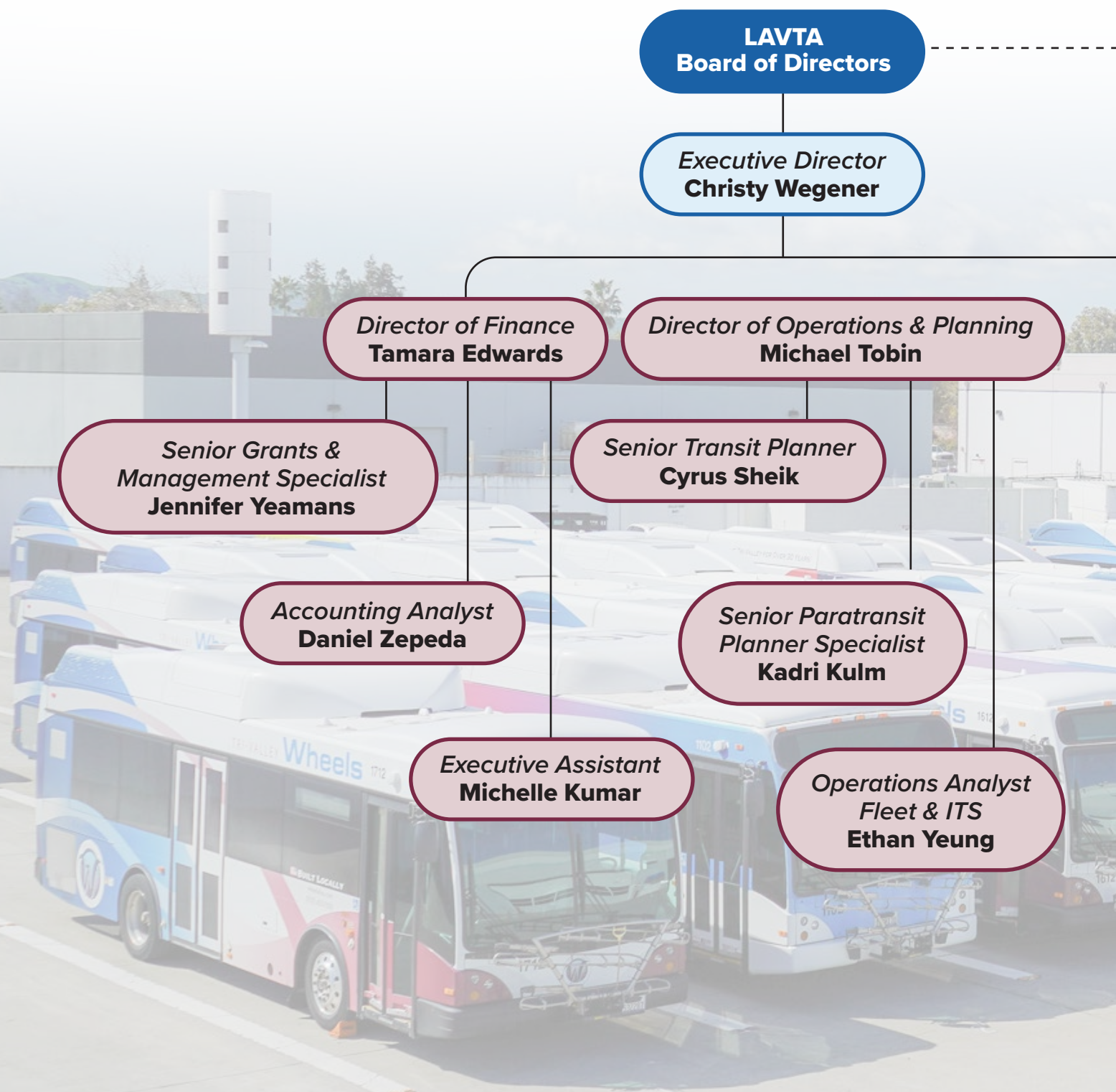


Next Steps in the Strategic Plan Process

Once the Strategic Plan is adopted by LAVTA's Board of Directors, the project team will draft an implementation plan which will direct how staff and leadership will implement the Strategic Plan, including how performance measures will be used to track progress toward the plan's goals. Every two years, the Board will revisit the Strategic Plan to review progress, make changes and encourage alignment.

Going forward, the Strategic Plan will inform the work plans of LAVTA staff, as well as the organization's budget.



LIVERMORE AMADOR VALLEY TRANSIT AUTHORITY**Organizational Chart**

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David Mark

Manager of Capital Projects
David Massa

Customer Service Supervisor
Vanessa Alvarez

Senior Marketing & Communication Specialist
Joy Liu

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Liseth Castro
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KEY ISSUES AND OPPORTUNITIES

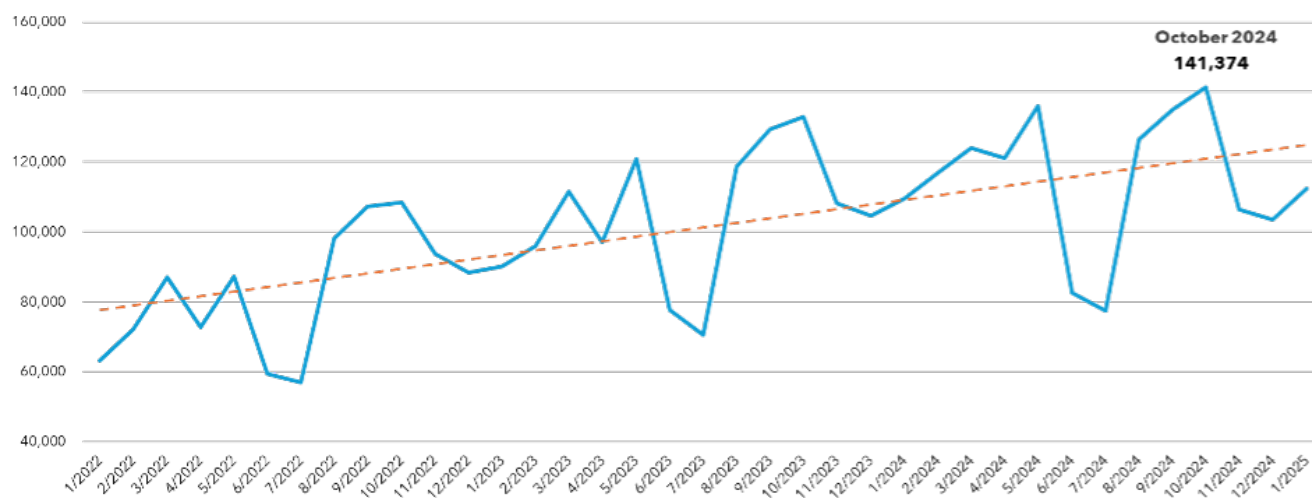
In the first phase of the strategic planning process, the project team assessed the current and future conditions of the service area, including economic and demographic trends in the Tri-Valley region and future priorities of LAVTA stakeholders and partners. Through a series of interviews, workshops and a staff survey, stakeholders identified several key issues which may affect LAVTA in the coming years and the scope and services of the organization. Below is a brief look at these issues, and related opportunities for the organization.

Wheels ridership is growing, and its user profile is evolving.

Wheels ridership has grown steadily over the last several years, following the COVID-19 pandemic when transit ridership worldwide experienced significant declines. The figure here shows monthly rider counts from January 2022 through January 2025—ridership on Wheels Bus routes has been trending in a cyclical upward pattern over the last three years, with year-over-year growth in most months in 2023 and 2024. This is a trend that matches that of many bus service providers, where local service is back to or beyond ridership levels organizations experienced in 2019.

However, *who* is riding the bus is changing. While students made up a significant portion of riders before the COVID-19 pandemic (25%), they now represent an even greater share of Wheels ridership.⁹ Residents who work locally and weekend riders have also boosted their use of Wheels bus service. But fewer regional commuters are using Wheels than in 2019—some may have transitioned to remote work, but many others may be driving to work, instead of taking the bus to connect to BART or other regional services to jobs farther away.

Monthly Wheels Bus Route Ridership, January 2022 to January 2025



Source: APTA Raw Monthly Ridership, January 2025

⁹ LAVTA, FY24 - FY28 Short Range Transit Plan, November 2022

Regional Wayfinding

Over the next 2 years, LAVTA will begin implementation of signage standards set by the MTC Regional Mapping and Wayfinding Project. The goal is to make it easier to ride transit in the Bay Area by making wayfinding materials (maps, signs, screens, etc.) more consistent and easier to identify. Whether you are traveling by bus, rail, ferry, or a combination, the signs and communication systems will be the same across all nine Bay Area counties. The complex process of designing new regional wayfinding standards is being led by MTC, with the partnership of transit riders, Bay Area cities and counties, and all two dozen Bay Area transit agencies. The mapping and wayfinding project team will create a set of design standards for Bay Area transit agencies to use at their facilities, stations and stops, including: directional signs, maps, diagrams and information about how to pay fares and ride. These standards will include a unified and consistent design language that makes it easier for riders to identify information and use transit.



Clipper 2

Starting in 2026, Clipper, the Bay Area transit agencies shared electronic revenue system will introduce new and improved features, products, and services that will make transit payments faster and more convenient. Wheels will upgrade all hardware and customer account administration to accommodate instant availability of added value or passes on plastic and mobile cards. Clipper 2 will also include contactless credit or debit card payments in addition to plastic Clipper cards and mobile Clipper cards in Apple or Google Wallet. In addition, transfer rules will be uniform with only full fare charged from the first operator, after which a transfer discount will apply on any additional operator they use within a two-hour window. Feature enhancements will also be made on senior and paratransit access programs.

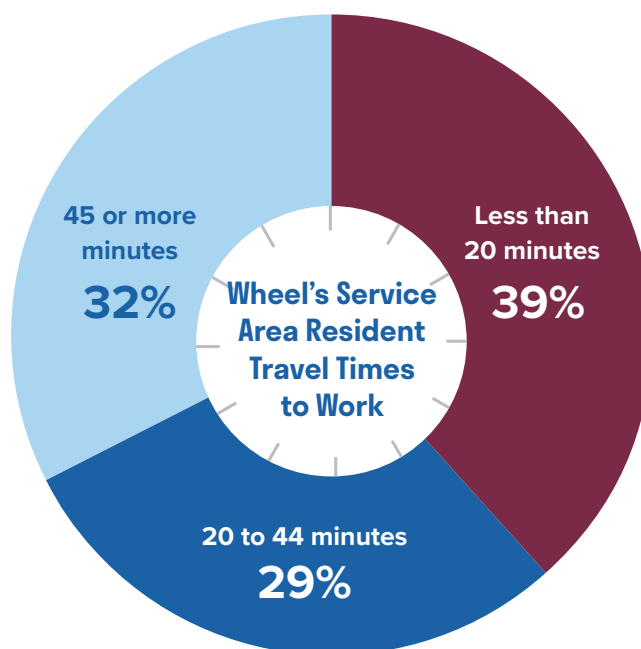


Growing diversity in the service area provides new opportunities for ridership growth.

Wheels's service area is part of a diverse and growing region. More multi-generational, immigrant families are moving into the Tri-Valley area, and like much of California, its residents are growing older.¹⁰ More than half of service area residents identify as nonwhite (55%), and seniors and households without cars are growing at a faster rate than the entire service area population.¹¹ Newer residents to the service area provide potential new pools of riders for LAVTA, and expanding numbers of transit dependent populations, such as older residents and those without cars means that there may be a growing need for bus services among those without other means to get around.

A growing share of residents are commuting locally to work.

Nearly half of workers in the service area (45%) say they work in the city where they live, and one in four (26%) say they work from home, at least part of the week.¹² Two of every five service area residents who commute to work (39%) say they travel twenty minutes or less to get to their jobs. Approximately 32 percent of commuters say they travel 45 minutes or more to work. While only five percent of workers in the service area use public transportation to get to work, the growing share of the region's workforce who say they work closer to home may provide inroads for LAVTA to encourage more ridership among local workers.



There are a mix of commute lengths in the Tri-Valley, which highlights LAVTA's role as a local mobility provider and also as an important connector to the regional transit network.

Source: U.S. Census Bureau. "COMMUTING CHARACTERISTICS BY SEX." American Community Survey, ACS 5-Year Estimates Subject Tables, Table S0801, 2023

Bus service plays a key role in connecting communities.

Wheels' bus service provides key connections for Tri-Valley workers and residents, especially those who live in communities that do not have access to a rail station like BART. Maintaining routes which provide service to Tri-Valley job clusters, as well as first and last mile service for rail users will be important to help residents connect and thrive. LAVTA's Long Range Transit Plan (LRTP) mentions that express bus service can expand commuting choices for residents, where bringing in new BART and rail infrastructure may be too expensive.¹³

¹⁰ LAVTA, 2025 Marketing Plan, January 2025; LAVTA, Long Range Transit Plan, March 2024

¹¹ LAVTA, Long Range Transit Plan, March 2024

¹² U.S. Census Bureau. "COMMUTING CHARACTERISTICS BY SEX." American Community Survey, ACS 5-Year Estimates Subject Tables, Table S0801, 2020 and 2023

¹³ LAVTA, Long Range Transit Plan, March 2024

Upcoming regional projects will enhance connectivity for transit users in the service area.

The Tri-Valley is a central convergence point for public transit and commuters across the East Bay region – expanding bus service as well as other travel modes will be needed to support residents as the region grows. LAVTA jurisdictions and local transit agencies have been collaborating on the development of Valley Link, a new passenger rail line connecting Tri-Valley area cities along the 580 expressway. The new rail service will provide an alternative commute option to residents and workers who live in the service area and ultimately help to alleviate growing traffic congestion. Valley Link rail stations will connect to bus routes along the Wheels network, offering new connections for both rail and bus users.

Prioritizing Regional Partnerships

For decades LAVTA has advanced partnerships with neighboring transit agencies and local jurisdictions on projects to improve connectivity, reduce costs, advance new projects and to improve the customer experience. In the coming years LAVTA will look for ways to build upon and expand existing innovative partnerships and services, including the joint paratransit contract with County Connection, and the One Seat Ride Regional Paratransit Program with County Connection, Tri-Delta Transit and WestCat. LAVTA is well prepared for additional partnership opportunities, building upon its strong foundation of years of successful existing partnerships.

The timing of Wheels' zero-emission future is under review.

California's Innovative Clean Transit Regulation requires transit agencies to buy only zero-emission buses (ZEBs) starting in 2029 and fully transition their fleets to ZEBs by 2040.¹⁴ LAVTA's Zero-Emission Bus Rollout plan calls for a GHG-free future, with a full fleet of hydrogen-powered fuel cell electric buses (FCEBs).¹⁵ However given the current cost of ZEBs and infrastructure, the instability of federal infrastructure funding and the extremely high cost of hydrogen, LAVTA will be revisiting the timing of its transition to a fully zero-emission fleet during the early part of the Strategic Plan.

LAVTA is part of ARCHES, a network of industry and infrastructure partners in California working to expand the state's hydrogen infrastructure.¹⁶ LAVTA has received approximately \$10 million in funding to construct a permanent hydrogen fueling station (2022 TIRCP and 2023 Federal Earmark).¹⁷ As LAVTA updates its Innovative Clean Transit Plan in 2026, the size of the fueling station and the number of FCEB buses that it can support will be identified and programmed into future capital improvement plans. Additional funding will also be needed to cover the costs of training for maintenance workers and bus operators using and servicing these new buses and to maintain the infrastructure to support this new fleet.

¹⁴ California Air Resources Board, "Innovative Clean Transit (ICT) Regulation Fact Sheet," May 16, 2019

¹⁵ LAVTA, Zero-Emission Bus Rollout Plan, 2022

¹⁶ Building California's Clean Hydrogen Future. Arches H2. Accessed from archesh2.org/building-californias-clean-hydrogen-future/

¹⁷ LAVTA Award Will Expand Hydrogen Fueling Station. Passenger Transport, APTA News Center. November 2024. Accessed from aptapassengertransport.com/lavta-award-will-expand-hydrogen-fueling-station/

Hiring and retaining bus operators and mechanics remains an issue for the transit industry.

LAVTA's SRTP mentions that ridership recovery after the pandemic was hampered by a lack of bus operators.¹⁸ Recruiting and retaining operators and maintenance staff is an ongoing issue for LAVTA and the entire transit industry, due to an aging workforce and competition from other industries, which can often provide higher wages and more regular hours. The median age of bus drivers and other urban transit workers is 52, which is nearly a decade older than the median age of all Transportation and Utilities sector workers, at 43 years old.¹⁹ The Bureau of Labor Statistics projects that there will be an average of 25,000 annual job openings for bus operators and 26,000 for mechanic positions nationwide over the next decade,²⁰ thanks to looming retirements and because many employees choose lateral moves to similar work, such as driving school buses.²¹ However there are operator shortages at these agencies as well—school districts across the country are reporting they do not have enough drivers and are cutting back on services.²² LAVTA and partner agencies in need of operators and other frontline staff will need to continue to address operator concerns such as work schedules and safety, and remain competitive as similar industries raise wages to address worker shortages.²³

Intentional succession planning is also vital to the future health of the organization.

As a contract agency, LAVTA has a small group of full-time staff who oversee and direct most of the work of the agency. Of LAVTA's 16 administrative staff, one-fourth (4 staff) will be eligible to retire within the Strategic Plan horizon. Intentional succession planning to ensure the stability of the organization will need to include an ongoing review of the work of the core team, identification of potential staff development opportunities, and regular analysis of competitive compensation.

¹⁸ LAVTA, FY24 - FY28 Short Range Transit Plan, November 2022

¹⁹ U.S. Bureau of Labor Statistics, Labor Force Statistics from Current Population Survey, Table 18b, Employed persons by detailed industry

and age, 2024 dataset. Employed persons by detailed industry and age : U.S. Bureau of Labor Statistics

²⁰ U.S. Bureau of Labor Statistics, Employment Projections, Table 1.2 Occupational Projections, 2023-2033, and worker characteristics, 2023. Occupational projections and worker characteristics : U.S. Bureau of Labor Statistics

²¹ Transit Workforce Center, "Research Roundup: Transit Workforce Shortage," Research Roundup: Transit Workforce Shortage - Transit Workforce Center, Accessed May 2025

²² Lexi Lonas, School bus driver shortage plagues first week back to class, The Hill, August 16, 2023

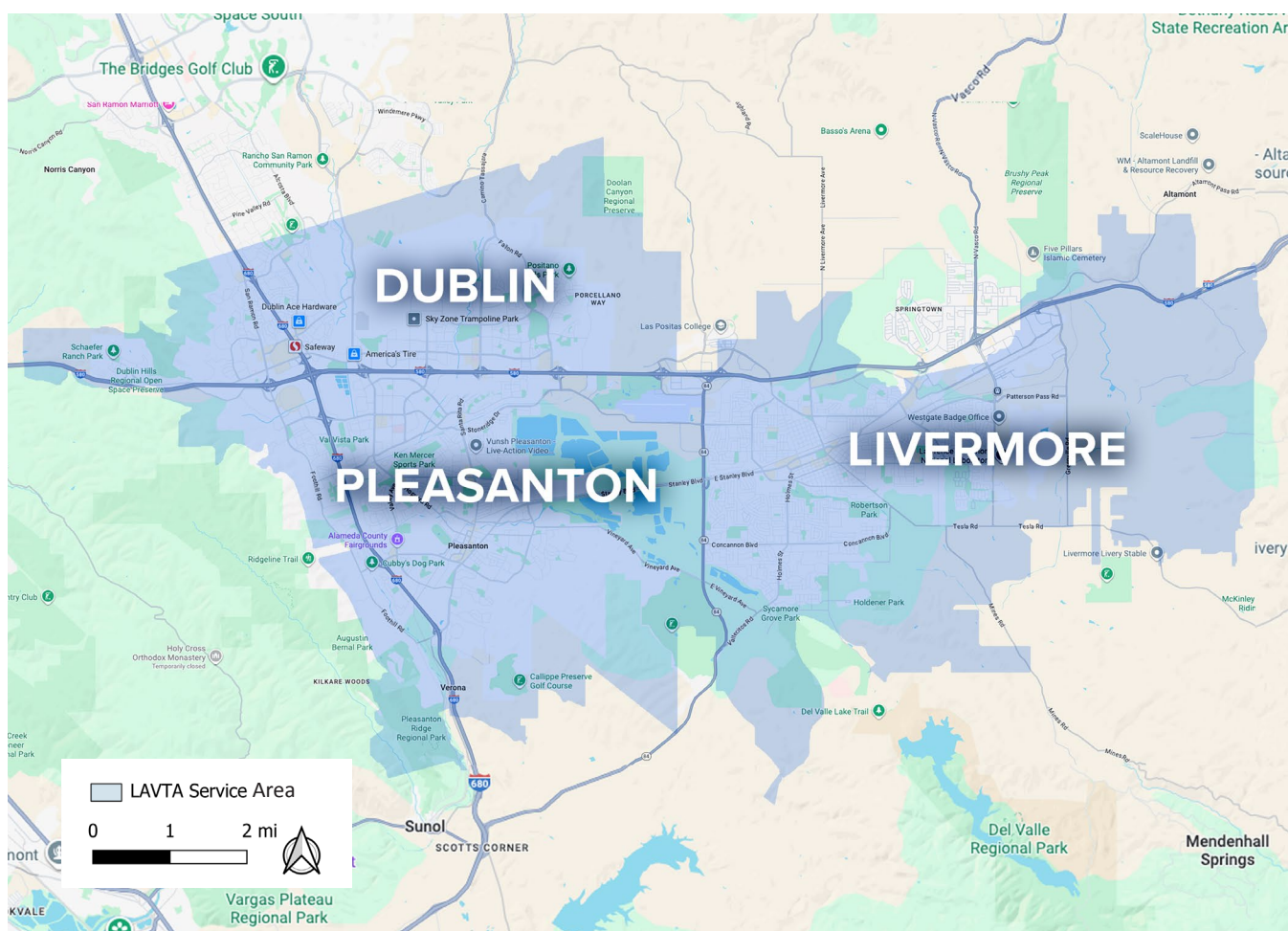
²³ APTA, Transit Workforce Shortage Synthesis Report, March 2023

Sustainable funding will require a broad pool of funds and advocates who support transit services in the Tri-Valley region.

Given the range of services that LAVTA provides to its communities, the agency needs a stable and reliable pool of operating funds. LAVTA, like most California transit agencies, relies on a mix of funding from federal, state and local sources to supplement what it collects from ridership revenues. The changing landscape of federal transportation policy and

potential limitations in state support due to budget deficits mean that the agency may need to look locally and think creatively to fund its services into the future. As a lifeline service provider, LAVTA must balance its revenue generating services with those that benefit the community. Securing sustainable funding also requires gaining and maintaining public support for transit as an essential service, even among those who may not ride the bus themselves. LAVTA will need to expand the pool of advocates and voters who support transit in their communities and potential future requests to fund services and infrastructure.

Service Area





3

STRATEGIC PLAN FRAMEWORK

The Strategic Planning process includes a set of elements designed to help an organization conceptualize, define and organize its purpose, charge, and activities. At the core of the process is the Strategic Plan Framework, which is a structured and iterative approach to determine the vision, goals and future work priorities of an organization. Each element in the framework builds on those determined in previous steps.

This section provides definitions for the key elements of LAVTA's Strategic Plan Framework and lays out the mission, vision and core values determined by LAVTA staff and board members through this process. These elements serve as the foundation for the rest of the Strategic Plan.

Strategic Plan Elements

Strategic Plan Framework Elements

The Strategic Plan Framework's foundational elements are mission, vision and values statements, which serve to clarify LAVTA's purpose, desired future and goals.

This framework includes additional elements for each of five goal areas, determined in an iterative process by the LAVTA project team with input from staff, board members and partners. Each goal area includes a **goal statement** which describes the direction of LAVTA's work. A list of **priority objectives** defines the type of actions the team will take to meet this goal.

Performance measures for each goal area will help to determine progress.

The LAVTA team has proposed a set of implementing goals laid out in the final section of the plan which explain the specific actions that LAVTA staff and partners will take to meet its goals. An action plan developed by the LAVTA team will lay out the timeline, resources needed and lead and support staff and partners needed to meet each of these implementing goals..

Strategic Plan Framework Definitions

Mission is the purpose and associated responsibilities LAVTA's staff, board members and partners hold as an organization.

Vision is LAVTA's preferred future—where the organization strives to be.

Values reflect what LAVTA staff, board members and partners consider to be significant and important.

Goal Areas represent statements of direction toward the organization's desired future in its five key work areas.

Priority Objectives are specific and measurable statements of action that reflect what LAVTA hopes to achieve.

Performance Measures are specific measurements of progress toward LAVTA's goals and objectives.

Implementing Goals are the prioritized steps the LAVTA team will take to accomplish its goals and priority objectives.

The Action Plan identifies the timeline needed to complete the actions associated with the Implementing Goals. It includes the responsible parties and required resources needed to complete each action.



Mission

The mission of the Livermore Amador Valley Transit Authority (Wheels) is to enhance mobility through access to safe, customer oriented, reliable, and affordable public transportation.

Vision

LAVTA is an essential link in the Bay Area transportation network, providing an attractive, high quality, and reliable alternative to the private automobile for all those who depend upon it and all those who choose to use it.



Values



Community

We are an integral 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.



Integrity

We act ethically and with integrity in all we do.



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.



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.



Stewardship

We are prudent and resourceful stewards of the public dollars with which we have been entrusted.



Transparency

We are accountable and responsible for our actions in the eyes of the public.

Goal Areas



Service Development

Improve the quality of transit service, reliability, on-time performance, and rider experience to meet community needs and grow ridership.



Marketing and Communications

Provide excellent service to all external and internal customers including accurate and up-to-date information to riders on all aspects of LAVTA services and capabilities.



Advocacy and Partnerships

Maintain and expand partnerships with local and regional transit providers, local businesses, funding agencies, and all City partners.



Operational Effectiveness

Streamline LAVTA's operational effectiveness through the application of innovative technology and proven best practices in public transit operations.



Organizational and Financial Management

Maintain LAVTA's organizational health by ensuring a balanced budget, sound fiscal practices and a positive culture and work environment.



4

GOALS, RESPONSIBILITIES, AND OBJECTIVES



Service Development

Goal Statement

Improve the quality of transit service, reliability, on-time performance, and rider experience to meet community needs and grow ridership.

1. Assess LAVTA's service area network, monitor ridership trends, evaluate routes, and make recommendations for meeting current demand and community priorities. (on-going)

EXAMPLE PROJECTS:

- ◆ Complete the 2027 Short-Range Transit Plan (SRTP) including an enhanced analysis of ridership and operational data, and public input
- ◆ Continue to balance available resources with service demand and utilization

2. Ensure connectivity to the regional transit system. (on-going)

EXAMPLE PROJECTS:

- ◆ Use of MTC's Transit Transfer Analysis Tool (TTAT) tool on a regular basis in scheduling
- ◆ Use of Swiftly public transportation software to track on-time performance and run time modules regularly to inform scheduling
- ◆ Examination of real time on-time performance data for BART to inform potential adjustment of transfer window

3. Improve accessibility for all riders with disabilities. (on-going)

EXAMPLE PROJECTS:

- ◆ Initiate next joint paratransit contract with County Connection to begin in 2027
- ◆ Implement accessibility improvements at bus stops
- ◆ Address accessibility complaints in a timely manner
- ◆ Implement Wheels Access Mobility Management program

4. Adjust fare structure to align with the costs of service delivery. (0-2 yrs).

EXAMPLE PROJECTS:

- ◆ Implement a fare increase in FY26 and potentially FY27
- ◆ Monitor results

5. Develop recommendations to potentially modify the Go Tri-Valley rideshare voucher service. (0-2 yrs)

EXAMPLE PROJECTS:

- ◆ Conduct study of Go Tri-Valley users
- ◆ Seek funds for a micro-transit service to replace Go Tri-Valley

6. Update LAVTA's transit service standards. (2-5 yrs)

EXAMPLE PROJECTS:

- ◆ Complete the 2027 SRTP which includes an update to the service standards

7. Develop and implement new services to support high priority transit markets. (2-5 yrs)

EXAMPLE PROJECTS:

- ◆ As funding allows, implement new express services along the I-680 Corridor and microtransit in the Tri-Valley

8. Determine how to distribute LAVTA fixed route transit resources to meet demand and coverage expectations; consider whether changes in levels of service may be required throughout the LAVTA service area. (2-5 yrs)

EXAMPLE PROJECTS:

- ◆ Continue to evaluate how hours of service align with the JEPA; make recommendations for adjustments to service to bring network into alignment with JEPA
- ◆ Modify or implement new routes to support new Tri-Valley developments

Performance Measures

- Total ridership
- On-time performance
- Rider satisfaction
- Adherence to the BART transfer window
- Reduction of valid ADA-related complaints
- Service area coverage

**GOAL
2**

Marketing and Communications

Goal Statement

Provide excellent service to all external and internal customers including accurate and up-to-date information to riders on all aspects of LAVTA services and capabilities.

1. Continue to improve customer information for enhanced access and accuracy. (on-going)

EXAMPLE PROJECTS:

- ◆ Regularly update website with accurate content in a timely manner
- ◆ Implement ride guides at high ridership bus stops and transit hubs
- ◆ Manage and improve GTFS feed
- ◆ Install new or updated real time signs at bus stops along Rapid corridors

2. Resolve all customer complaints and incident investigations in a timely manner. (on-going)

EXAMPLE PROJECTS:

- ◆ Ongoing customer service efforts
- ◆ Analyze complaint trends

3. Implement a comprehensive public information campaign to ensure awareness of LAVTA's services and capabilities. (0-2 yrs)

EXAMPLE PROJECTS:

- ◆ Develop and implement public information campaign in preparation for the 2026 Regional Measure

4. Facilitate the integration of electronic fare systems and transition to digital fare media. (0-2 yrs)

EXAMPLE PROJECTS:

- ◆ Complete Agency transition to Clipper 2 and open payments, ensuring customer service and operations staff are trained
 - ◆ Support MTC's transition of new and existing customers to Clipper 2
 - ◆ Develop marketing and outreach campaigns to encourage use of Clipper
 - ◆ Target routes and bus stops near hotels and the Outlets to promote open payments
 - ◆ Complete transition to ACE CST and digital fare media
-

5. Identify high priority trip markets. (2-5 yrs)

EXAMPLE PROJECTS:

- ◆ Conduct Market Segmentation Survey
 - ◆ Incorporate findings from Market Segmentation Survey into next short or long range plan
-

Performance Measures

-
- Reduction of complaints and increased satisfaction with the complaint resolution process
 - Increased rider satisfaction
 - Timely distribution of public information
 - Accuracy of public information
 - Successful transition to Clipper 2
-

**GOAL
3**

Advocacy and Partnerships

Goal Statement

Maintain and expand partnerships with local and regional transit providers, local businesses, funding agencies, and all City partners.

1. Participate and advocate for LAVTA's interests in regional business development, MTC-led initiatives and committees. (on-going)

EXAMPLE PROJECTS:

- ◆ Expand strategic business partnerships which support the mobility needs of local employers and workers
- ◆ Participate in Clipper Executive Board and Regional Network Management Activities
- ◆ Engage staff in MTC-led initiatives, including Regional Mapping and Wayfinding, Transit Priority, Accessibility, and Fare Integration

2. Continue to build and grow relationships with adjacent cities and counties, and State and Federal delegations. (on-going)

EXAMPLE PROJECTS:

- ◆ Complete LAVTA's annual legislative platform
- ◆ Secure long-term lobbyist contracts
- ◆ Attend CTA and APTA Legislative Conferences
- ◆ Continue to work with Tri-Valley City partners to advance programs and projects
- ◆ Make regular visits to Sacramento to engage with elected delegation on LAVTA's legislative platform
- ◆ Engage with and/or join CTA and APTA Legislative and Operations Committees

3. Collaborate with regional transit providers to pursue transit-friendly regional policies, joint purchasing programs, etc. (on-going)

EXAMPLE PROJECTS:

- ◆ Continue to work with the small east bay operators on joint projects and service opportunities
- ◆ Secure new joint paratransit contract with County Connection in 2027

4. Advocate for the upcoming regional transit funding measure. (0-2 yrs)

EXAMPLE PROJECTS:

- ◆ Participate in all MTC and Alameda CTC-led activities related to the future regional measure
 - ◆ Share information on Wheels website
 - ◆ Conduct a public awareness campaign
-

5. Build support for an expanded transit priority traffic control system throughout the Tri-Valley. (2-5 yrs)

EXAMPLE PROJECTS:

- ◆ Implement cloud-based transit-signal priority system
 - ◆ Facilitate regular meetings with City staff to share operational data from the system
-

6. Implement all MTC-led initiatives and regional projects, etc. (5+ yrs)

EXAMPLE PROJECTS:

- ◆ Participate in the Regional Mapping and Wayfinding pilot at Dublin/Pleasanton BART
-

7. Implement capital improvements at bus stops and transfer centers to improve passenger safety and convenience in concert with city partners. (5+ yrs)

EXAMPLE PROJECTS:

- ◆ Complete the Mobility Hubs Improvement Project
 - ◆ Complete the Rapid Stops Improvement Project
 - ◆ Complete the Livermore Transit Center Projects including Railroad Ave lighting and new monument signage
-

Performance Measures

-
- Increased number of plans that reflect LAVTA's priority objectives
 - Replacement of BART feeder bus funding
 - Number of funding earmarks (State and Federal)
 - Passage of the regional transit measure
 - Expanded signal priority system throughout the LAVTA service area
 - Number of capital projects completed on-time and within budget
-



Operational Effectiveness

Goal Statement

Streamline LAVTA's operational effectiveness through the application of innovative technology and proven best practices in public transit operations.

1. Ensure fixed route and paratransit contractor compliance. (on-going)

EXAMPLE PROJECTS:

- ◆ Monitor contractor reports monthly; assess liquidated damages monthly and quality standards index (SQSI) points quarterly.
- ◆ Coordinate regular contractor-client meetings for fixed route and paratransit

2. Design schedules to reflect accurate running times. (on-going)

EXAMPLE PROJECTS:

- ◆ Deploy Swiftly On-time performance and run-time modules
- ◆ Utilize information from Swiftly modules to inform schedule adjustments on a regular basis

3. Update assumptions made in the Zero Emission Bus transition plan and make recommendations for modifications.

EXAMPLE PROJECTS:

- ◆ Issue task order to on-call zero-emissions bus consultants
- ◆ Complete ICT update

4. Develop and implement a capital improvement plan identifying major projects and their timeframe for implementation.

EXAMPLE PROJECTS:

- ◆ Complete enhanced capital improvement plan as a part of the 2027 SRTP

-
- 5. Determine a realistic timeframe for completing the Zero Emission Bus transition and Atlantis Facility. (2-5 yrs)**

EXAMPLE PROJECTS:

- ◆ Complete an update of the ICT Plan
- ◆ Onboard an Atlantis Project Manager
- ◆ Complete value engineering on Atlantis

-
- 6. Identify and implement improvements to bus operations by implementing transit signal priority and other improvements. (2-5 yrs)**

EXAMPLE PROJECTS:

- ◆ Implement cloud-based transit signal priority
 - ◆ Using data from MTC and Swiftly, pursue funding for additional transit priority projects
-

Performance Measures

-
- Reduction in the number of accidents
 - Improvements to fleet reliability (fewer breakdowns and service calls)
 - Contractor compliance with stated terms and conditions
 - Reduction in the number of missed trips and service interruptions
 - Number of capital projects completed on time and within budget
 - Completion of the updated zero-emission plan
 - Total amount of funding obtained for the Atlantis facility
-

**GOAL
5**

Organizational and Financial Management

Goal Statement

Maintain LAVTA's organizational health by ensuring a balanced budget, sound fiscal practices and a positive culture and work environment.

1. Pursue and apply grant funding for high priority LAVTA initiatives. (on-going)

EXAMPLE PROJECTS:

- ◆ Apply for and win Federal, State, regional and local competitive grants to support LAVTAs projects and priorities

2. Produce a balanced budget every year. (on-going)

EXAMPLE PROJECTS:

- ◆ Annual budgeting process

3. Deliver a “satisfactory” audit report every year. (on-going)

EXAMPLE PROJECTS:

- ◆ Annual AFCR, Triennial FTA and Triennial TDA Audit

4. Align the Agency's budget with the goals and objectives of the 2025 Strategic Plan. (0-2 yrs)

EXAMPLE PROJECTS:

- ◆ Anchor budget inputs to strategic plan goals and objectives
- ◆ Format annual budget book to include strategic plan goals

5. Tie staff work products to strategic plan objectives. (0-2 yrs)

EXAMPLE PROJECTS:

- ◆ Modify staff workplan templates to include strategic plan goals
- ◆ For FY27 and beyond, anchor staff workplans to strategic plan goals

6. Create and implement policies that establish a positive culture and working environment, making LAVTA an employer of choice. (2-5 yrs)

EXAMPLE PROJECTS:

- ◆ Continue to follow industry best practices for workplace policies
- ◆ Conduct regular salary studies approximately every three years to ensure staff compensation is in-line with the industry and the region

7. Create and implement an Agency-wide succession plan. (2-5 yrs)

EXAMPLE PROJECTS:

- ◆ Identify which positions are at most risk for employee retirement
- ◆ Develop succession plan to mitigate that risk
- ◆ Incorporate succession plan into budget as appropriate

Performance Measures

- Balanced budget
- “Satisfactory” audit results
- Alignment of the Strategic Plan and Agency budget
- Implementation of new staff workplans tied to the Strategic Plan
- Level of competitive grant funding obtained
- Increased employee satisfaction



5

IMPLEMENTING THE STRATEGIC PLAN

The LAVTA Executive Management team identified a series of actions that will be undertaken to support implementation of the Goals and Objectives identified in the Strategic Plan.

Implementation action steps will be undertaken upon adoption of the Strategic Plan by the LAVTA Board of Directors.

Objectives Timeline

0 - 2 YEARS

Develop recommendations to potentially modify the Go-Tri-Valley service

Align the Agency's budget with the goals and objectives of the 2025 Strategic Plan

Tie staff work products to strategic plan objectives.

Implement a comprehensive public information campaign to ensure awareness of LAVTA's services and capabilities

Update assumptions made in the Zero Emission Bus transition plan and make recommendations for modifications

Advocate for the upcoming regional transit funding measure

Facilitate the integration of electronic fare systems and transition to digital fare media

Adjust fare structure to align with the costs of service delivery

Develop and implement new services to support high priority transit markets

Identify high priority trip markets

Determine how to distribute LAVTA fixed route transit resources to meet demand and coverage expectations; consider whether changes in levels of service may be required throughout the LAVTA service area

Complete Agency transition to Clipper 2 and open payments, ensuring customer service and operations staff are trained

Update LAVTA's transit service standards

ONGOING

Assess LAVTA's service area network, monitor ridership trends, evaluate routes, and make recommendations for meeting current demand and community priorities

Ensure connectivity to the regional transit system

Improve accessibility for all riders with disabilities

Continue to improve customer information for enhanced access and accuracy

Continue to improve customer information for enhanced access and accuracy





Implementing Goal 1: Service Development

1. Purchase and install new service planning technology.
2. Train staff on the new technology and ensure utilization of both new and existing technology.
3. Engage LAVTA Management Team to work with staff on setting new service standards and identifying strategies for service enhancements that will enable LAVTA to achieve the new standards.
4. Integrate service enhancement strategies into staff member workplans.



Implementing Goal 2: Marketing and Communications

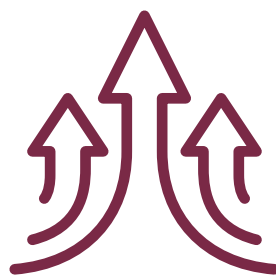
1. Enhance staff computer skills in the use of communications and graphics software to improve organizational efficiency.
2. Allocate budget for and initiate two transit marketing campaigns over the next two years for the purpose of building LAVTA ridership and building awareness of LAVTA services.
3. Implement public information distribution process for all new and existing LAVTA services.





Implementing Goal 3: Advocacy and Partnerships

1. Determine how best to allocate additional funding stemming from local funding initiatives.
2. Hire a manager of administrative services and reposition existing staff to improve organizational efficiency and cross-departmental effectiveness.
3. Reconfigure LAVTA office space to accommodate potential additional staff hires.



Implementing Goal 4: Operational Effectiveness

1. Update individual staff workplans to ensure that all Strategic Plan objectives have an identified staff lead and support staff assigned.
2. Include funding for a Capital Improvement Plan in future year's budget.





Implementing Goal 5: Financial and Organizational Management

1. Align staff workplan goals and objectives with the goals and objectives of the Strategic Plan.
2. Update all staff position descriptions to encompass the work identified in the Strategic Plan.
3. Identify and hire additional staff or contractors to support LAVTA program and project managers as needed.





Moving Forward...

LAVTA Executive Staff
will provide Strategic Plan
progress reports to the
Board of Directors on a
regular basis.

