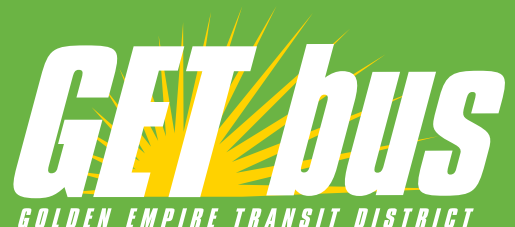




Strategic Plan

2024-2028





Golden Empire Transit District Strategic 5 Year Plan 2024-2028

Adopted December 5, 2023



INTRODUCTION

This Golden Empire Transit District (the District) Five-Year Strategic Plan aims to redefine our shared vision, purpose, and commitments to our employees, customers, and community. This plan will serve as a guide to help us meet our goals over the next five years: to become the premier transportation partner for the community; to attract and retain and the best talent; to identify and provide infrastructure to meet current and expanding needs; and, to sustain financial viability.

PURPOSE OF THE STRATEGIC PLAN

We are living in challenging times that require bold, innovative, and flexible leadership. Our Strategic Plan helps us meet this moment by redefining our shared vision, purpose and commitments to our employees, customers, and community. As the guiding document for our work over the next few years, the Strategic Plan serves as a road map to help us meet our goals.

The District Board of Directors and Executive Team have established this Strategic Plan as a path forward. The plan identifies goals, the intent of the goals, and incremental milestones to focus and execute during calendar years 2024 – 2028. These goals are intended to set direction and serve as a guide for the Golden Empire Transit District Board, CEO and staff for growth and operation in the Bakersfield Urbanized Area.

The District is a multimodal transportation provider working to support regional growth and mobility choices. Through the integration of fixed route, micro-transit, paratransit, non-emergency medical transport and coordinated transportation service agency services the District's network provides critical community services enhancing the quality of life. The Golden Empire Transit District must persevere to achieve its goals as outlined in the Strategic Plan and continue to build and expand the existing transit system as the community grows.

This Strategic Plan serves as a call to action. It underscores the District's overriding theme of continued commitment to advancing diversity and inclusion; recruiting, retaining, and empowering the next generation of transit workers and leaders; providing access to transit for all residents of Bakersfield, and demonstrating that public transportation works for everyone.



PLANNING PROCESS

Each year the District engages its Board of Directors and Executive Staff in working sessions to craft an annual Management Work Plan. As we look to the future, however, it has become increasingly apparent that while a one-year look ahead sufficiently guides our budget preparation and tactics for achieving outcomes annually, there is a growing need to develop a cohesive Five-Year Strategic Plan.

At the direction of the Board, the District engaged Brian Beamish from the Centre for Organization Effectiveness to lead two half-day workshops with the Board and Executive Staff for the purpose of developing a Five-Year Strategic Plan. Mr. Beamish has been engaged in prior years to facilitate the development of annual plans.

A four-step process was used in the development of the Plan:



One-on-One Interviews

Mr. Beamish interviewed each member of the Board and Executive Staff leading up to the workshops to gather ideas and material to be used for forming the Strategic Plan.



Developing the Framework

We then refined and updated the organization's vision, mission, and values, and developed goals for the next five years.



Strategy Development

Strategies to meet these goals and performance measures to serve as milestones along the way were then developed.



Strategic Plan

Completed the draft and final plan.

VISION, MISSION AND VALUES

Considerable work has been done annually by the Board to define, refine and update its vision, mission and values. A review of these and other statements of the District was conducted the first day of the workshops. This review resulted in an updating of the District vision statement. There remained strong support for the previously adopted mission statement and values statements. It was determined that the separate formally stated Sustainability and Quality statements are embedded in the values statements and therefore, could be eliminated. The guiding principles for Golden Empire Transit District as adopted by way of this Plan are:

VISION

Golden Empire Transit District...doing our part to improve access and mobility to our growing community.

MISSION

We make life better by connecting people to places one ride at a time.

VALUES

Safety

We commit to creating a safety culture that ensures a safe and healthy environment for our employees, our customers, and our community.

Quality

We commit to a consistent level of quality, customer satisfaction and continual improvement. We evaluate our success through objective measurement.

Customer Service

We commit to diversity, equity and inclusion; and, to treat each other, our customers and our community with respect, integrity and loyalty.

Work Environment

We commit to a positive work environment by supporting each other through effective communication, teamwork, and by recognizing our diverse abilities, contributions and successes.

Sustainability

We commit to a sustainable business model that includes environmental and fiscal responsibility and business continuity.

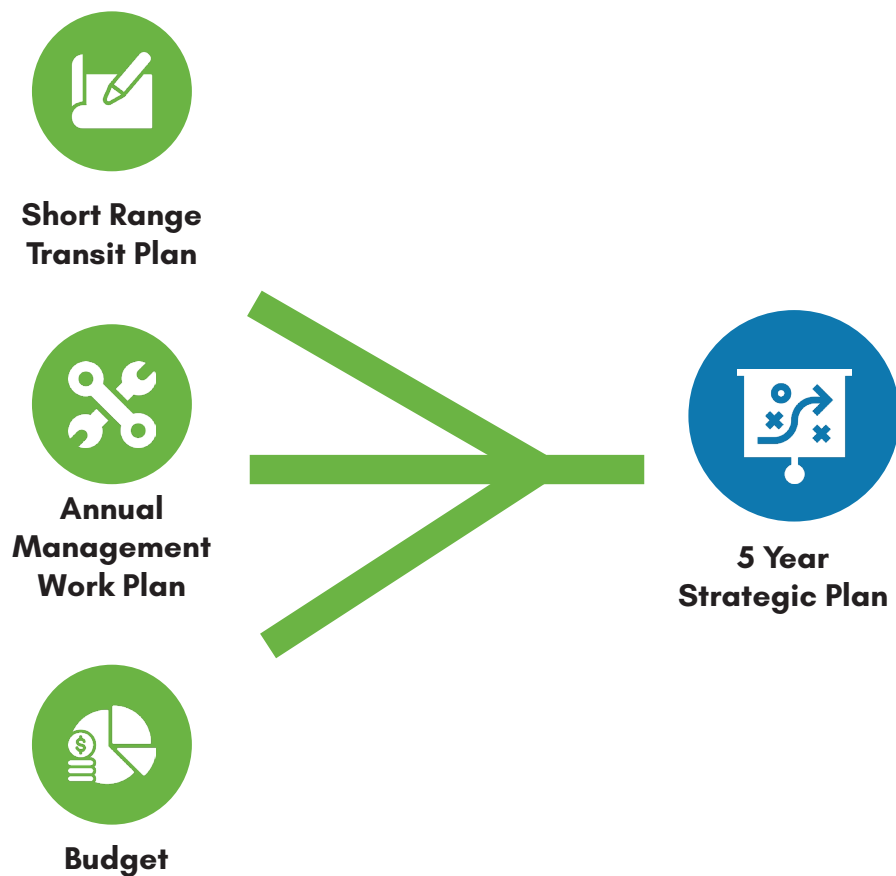


FIVE-YEAR STRATEGIC PLAN

STRATEGIC PLAN CONTEXT AND LINKAGES

The Strategic Plan sets our vision, goals and priorities and serves as the overall business plan for the District. It is a living document and guide for other plans we develop, including:

- *The Short-Range Transit Plan*, which lays out our plans for service delivery and standards for the coming years, and how we will fund our operations, and
- Annual implementation plans, including the *Annual Management Work Plan* and *Budget*, which link the goals in this Strategic Plan to our daily work and the operations of the District.



The actions we take to meet the goals laid out here will change as we move through this five-year period and address the evolving requirements and landscape of our work. We will need to be pragmatic in our work to balance how and where we stretch and act boldly to meet our goals. Additionally, we will need to challenge ourselves to share ideas, resources, and successes as we work across the organization and with our partners.



STRATEGIC PLAN FRAMEWORK

In support of the District's vision, mission and values the Strategic Plan identifies four overarching goals for the District to focus on in the coming five years. These goals are further clarified with statements of intent, a summary of elements, and annual milestones to guide the annual development of management work plans and budgets over successive years.

The Strategic Plan goals provide a path toward our primary desired achievements. The goals also serve as the organizing structure for elements that will direct our implementation efforts. Each of these goal statements is built upon a purpose, or intent, to achieve specific outcomes. The intent incorporates identified elements that inform desired outcomes.

Accountability is essential to bolster success of achieving the desired outcomes. To this end, each goal has been assigned three "sponsors" or accountability partners; one Board member, one subject matter expert and one supporting executive staff member.

Recognizing that this is a living document that will need to be updated annually, annual milestones for work outcomes have been proposed for each of the Plan's five years.

FIVE-YEAR GOALS, INTENT, ELEMENTS, SPONSORS AND MILESTONES



Framework

Each Goal includes five fundamentals:



Goal

What we hope to achieve in our work.



Intent

Agency-wide objectives setting our collective path forward.



Elements

Practical area of focus.



Goal Sponsors

Senior Leadership Team members responsible for executing and coordinating implementation and reporting across functions of the Strategic Initiative.



Annual Milestones

Indicators used to articulate yearly progress and achievements.

Goal 1 | Facilities and Infrastructure

Identify and provide the facilities and infrastructure required to meet current and expanding needs in an environmentally responsible and sustainable manner.

Intent: Provide the foundational systems, programs, technical expertise and structures necessary to meet the community's short and long-term transportation needs. This goal is a holistic approach to meeting the needs as an organization by recognizing the interdependence and dependence of all systems and structures on one another. By taking the "yes and" approach each system compliments the other. A system where collaboration and cooperation are the norm.

Elements: Facilities, technology, business systems, vehicles, sustainability.

Sponsors: Board Member Charlie Van De Voorde, Maintenance Director Chris James, Safety, Security and Training Director Deidre Brown.

Milestones	
Year 1	Design and plan for new facilities and infrastructure. Evaluate the utilization of existing facilities and infrastructure providing for the current needs of our riders and employees. Implement plans for downtown property.
Year 2	Refine the plan for the new facilities. Maintain and upgrade current facilities to meet the needs of our riders and employees.
Year 3	Finalize the plan for the new facilities. Maintain and upgrade current facilities to meet the needs of our riders and employees.
Year 4	Begin implementation of the plans for the new facilities. Maintain and upgrade current facilities to meet the needs of our riders and employees.
Year 5	Continued implementation of the plan for the new facilities. Maintain and upgrade current facilities to meet the needs of our riders and employees.

Goal 2 | Workforce

Attract, hire, train, retain, and develop the best talent to meet Golden Empire Transit District's needs.

Intent: To be the employer of choice by creating an inclusive environment where each employee feels valued and part of the team's success. Building a can-do environment where employees thrive in their positions through training, development, and mentoring.

Elements: Succession planning, workforce development, training, employee experience.

Sponsors: Board Member Leasa Engel, Human Resources Director Michele Warren, Maintenance Director Chris James, Operations Director Toddash Kim.

Milestones

Milestones	
Year 1	Identify and understand workforce experience as it relates to employee engagement, development, and retention.
Year 2	Develop a workforce plan to address workforce needs.
Year 3	Implement a workforce plan, review (evaluate) outcomes for future revisions and action.
Year 4	Adopt workforce plan.
Year 5	Review and renew workforce plan.



Goal 3 | The GET Experience

Become the premiere transportation partner for the community.

Intent: To meet the needs of the community by providing exceptional service and responsive transportation options that encourage ridership satisfaction and growth.

Elements: Customer service, expanding service options, growing ridership, marketing and branding.

Sponsors: Board member Cindy Parra, CFO Steve Barnes, Director of Safety, Security and Training Deidre Brown.

Milestones	
Year 1	Complete ongoing planning efforts for service development.
Year 2	Develop a comprehensive service plan.
Year 3	Implement a comprehensive service plan review (evaluate) outcomes for future revisions and action.
Year 4	Adopt the service plan.
Year 5	Review and refine service plan.

Goal 4 | Fiscally Sound Operations

Sustain financial viability through fiscal responsibility.

Intent: Manage District resources to maintain a strong financial position while satisfying operating and capital requirements.

Elements: Balanced budget, manage political expectations and requirements to obtain current funds and future funds, secure funding for a new facility as well as upgrades to current facility and fleet.

Sponsors: Board Member Carlos Bello, CFO Steve Barnes, Human Resources Director Michele Warren.

Milestones	
Annually	Identify the needs as established by existing goals and operational and capital requirements. Evaluate feasibility within available resources.



IMPLEMENTATION

The most important part of any plan is the implementation of that plan. Implementing this Strategic Plan will involve all of us at Golden Empire Transit District. The District Executive Staff will direct this process—Directors will coordinate the overall work of each goal area and will be responsible for implementing the work of each goal for which they are a sponsor. During each year of this plan the Board of Directors and Executive Staff will review and adjust goal milestones as necessary, and add a new fifth year to the Strategic Plan. Additionally, an Annual Management Work Plan will link to these goals and strategies. The Executive Staff, in concert with department staff, will craft a set of actions to reach the strategic plan initiatives during the year forming the annual Management Work Plan.

This Management Work Plan will be presented to the Board of Directors for adoption in January each year and quarterly updates will be presented to the Board as work toward meeting our goals progresses.



Powered by Clean Natural Gas

1025

Bakersfield

