FINAL DRAFT

San Mateo County Transit District:

Short Range Transit Plan – Fiscal Years 2014 - 2023

December 29, 2014
Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region which receives federal funding through the TIP, prepare, adopt, and submit to MTC a Short Range Transit Plan (SRTP).
Acknowledgements

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# TABLE OF CONTENTS

1 Overview of Transit System
   1.1 Brief History and Milestones ............................................................... 1
   1.2 Governance ................................................................................................. 3
   1.3 Relationships to Other Key Agencies ......................................................... 5
   1.4 The Organization ....................................................................................... 6
   1.5 Description of Transit Services and Service Area ...................................... 8
   1.6 Fare Structure ............................................................................................. 14
   1.7 Revenue Fleet ........................................................................................... 16
   1.8 Description of Existing Facilities ............................................................... 16

2 Vision, Guiding Principles and Performance Measures ............................... 20
   2.1 Description and Process .............................................................................. 20
   2.2 Vision Statements ...................................................................................... 20
   2.3 Guiding Principles, Goals, and Objectives ................................................ 21
   2.4 Performance Standards and Measures ....................................................... 22
   2.5 Metropolitan Transportation Commission Transit Sustainability Project ........ 24

3 Service and System Evaluation ........................................................................ 29
   3.1 Performance Evaluation by Mode ............................................................... 29
   3.2 Route Analysis ............................................................................................ 36
   3.3 Status of Equipment and Facilities ............................................................. 37
   3.4 Air Quality .................................................................................................. 38
   3.5 Planning Efforts for Special Needs/Disadvantaged Communities ............... 38
   3.6 Transit Connectivity Implementation Plan .................................................. 43
   3.7 Title VI Report Summary .......................................................................... 44
   3.8 FTA Triennial Review Summary .................................................................. 44

4 Operations Plan and Budget ........................................................................... 46
   4.1 Summary of Major Service Assumptions .................................................. 46
   4.2 Operating Plan ............................................................................................ 48
   4.3 Operations Budget ...................................................................................... 60

5 Capital Improvement Program ....................................................................... 65
   5.1 Capital Plan Development ......................................................................... 65
   5.2 Funding Sources ......................................................................................... 67
   5.3 Ten-Year Capital Improvements Requirements .......................................... 71
   5.4 Facilities, Tools, and Equipment ............................................................... 81
   5.5 Other Capital Projects ............................................................................... 83
Tables and Figures

Table 1: SamTrans Board Members ........................................................................................................... 4
Table 2: Fixed-Route Fare Structure (Effective January 2014) ................................................................. 15
Table 3: Vehicle Type and Service ............................................................................................................. 16
Table 4: Park and Ride Lots .......................................................................................................................... 18
Table 5: Performance Trends: Fixed-Route Operations FY 2011-13......................................................... 29
Table 6: Additional Performance Indicators: Fixed-route ........................................................................ 31
Table 7: Performance Trends: Paratransit Operations .............................................................................. 32
Table 8: Performance Trends: Shuttle Operations ....................................................................................... 34
Table 9 Route Analysis ................................................................................................................................. 37
Table 10: 2013 Triennial Review Summary ............................................................................................... 45
Table 11: Fixed-route Service Levels and Ridership ................................................................................ 52
Table 12: Paratransit Service Levels and Ridership .................................................................................. 57
Table 13: BART Shuttles Service Levels and Ridership ............................................................................ 59
Table 14: Ten-Year Financial Plan (in Thousands) ................................................................................ 63
Table 15: FY 2014 - FY 2023 Capital Improvements Program ................................................................. 73
Table 16: Revenue Vehicle Inventory ....................................................................................................... 78
Table 17: Revenue Vehicle Replacement ................................................................................................ 80
Table 18: Summary of Vehicle Fleet Inventory ......................................................................................... 81

Figure 1: SamTrans Organization Chart .................................................................................................. 7
Figure 2: SamTrans Fixed-Route Network ............................................................................................... 10
1 OVERVIEW OF TRANSIT SYSTEM

1.1 BRIEF HISTORY AND MILESTONES

The San Mateo County Transit District (District) was created by the voters in November 1974. The Board of Directors convened its first meeting in early 1975. Later that year, the District’s first General Manager was hired. The highest priority at the time was to consolidate the 11 city bus systems that were in existence prior to the formation of SamTrans. SamTrans began service on July 1, 1976.

Today, the San Mateo County Transit District is the administrative body for the principal public transit and transportation programs in San Mateo County: SamTrans bus service, including Redi-Wheels paratransit service, Caltrain commuter rail through its role as both a member agency of the Peninsula Corridor Joint Powers Board (Caltrain) and the administering entity for the service, and San Mateo County Transportation Authority (TA). Caltrain and the TA have contracted with the District to serve as their managing agency, under the direction of their appointed boards.

This Short Range Transit Plan (SRTP) addresses the roles of SamTrans, which includes:

- Fixed-route bus service
- Americans with Disabilities Act (ADA) paratransit services
- Employer and community shuttle programs

A separate SRTP will address Caltrain issues.

The District was a major contributor in extending Bay Area Rapid Transit (BART) into San Mateo County and continues to support transit connections to BART. In addition, SamTrans partners with other transit systems including BART, Santa Clara County Valley Transportation Authority (VTA), San Francisco Municipal Transportation Agency (SFMTA) and Alameda-Contra Costa Transit District (AC Transit) to promote regional transit and efficient interagency connections.

Some of SamTrans’ major milestones over the last three decades (calendar year) include:
1974  San Mateo County voters approved the formation of the District with a half-cent sales tax dedicated to transit in perpetuity

1975  The Board of Directors convened its first meeting.

1976  Consolidated 11 city systems and formed the first countywide fixed-route bus service

1977  Initiated Redi-Wheels service, the first paratransit service for the county, and assumed the Greyhound regional bus service between Palo Alto and San Francisco

1984  Opened new South Base Maintenance and Operations Facility

1986  Introduced monthly passes

1987  Peninsula Corridor Study Joint Policy Board formed with Santa Clara and San Francisco counties

1988  Formed the San Mateo County Transportation Authority with an additional half-cent sales tax for transportation improvements (Measure A) for 20 years

1990  Established agreement with BART to extend the system initially from Daly City to Colma and then to a vicinity near the San Francisco airport

1991  Peninsula Corridor JPB purchased the Caltrain right-of-way from the Southern Pacific Railroad

1992  District became managing agency for Caltrain service

1993  Fixed-route fleet became 100 percent ADA compliant

1995  Opened two new transit centers (Redwood City and Serramonte)

1996  BART service extended to Colma

1999  Implemented the Bus Improvement Plan, a major overhaul of the SamTrans fixed-route service
2000  Began the engine replacement project, repowering 137 buses with clean diesel engines by 2003

2001  Initiated SamTrans’ first all-night bus service

2002  Installed Advanced Communication Systems on nearly all SamTrans buses

2003  BART service extended to South San Francisco, San Bruno, San Francisco International Airport, and Millbrae

2004  TA’s Measure A, a half-cent sales tax for transportation improvements reauthorized for another 25 years until 2033

2007  Assumed responsibility for paratransit and on-demand non-paratransit services on the San Mateo County coastside

Reached an agreement with BART where BART assumed full operating and capital responsibility of the BART SFO Extension service

2008  Strategic Plan for SamTrans adopted (first since 1985)

2009  Reduced fixed-route-service by 7.5 percent

2012  SamTrans Service Plan (SSP) adopted (comprehensive operational analysis);

Introduced weekend ECR service with 20-minute headways

2013  Introduced weekday Route ECR service, running every 15 minutes

Implemented SSP service changes affecting majority of system routes

2014  Introduced 25 hybrid diesel Gillig buses as part of 62-bus replacement procurement

Developed Strategic Plan five-year update

1.2 Governance

San Mateo County Transit District (District) – The District was formed by an act of the California State Legislature on August 14, 1974, and approved by county voters in a general election in November 1974. Voters also approved a countywide half-cent sales tax at that time.

The legislation, however, did not automatically provide for implementation of the sales tax. Rather, it required an action on the part of the District Governing Board. The original Board did not impose the sales tax until such time as it was actually needed to support District needs. The first few years involved work to consolidate transit operations provided by cities and predated any involvement in the rail service. As a
result, the Board concluded there were adequate subsidies from other sources to pay operating expenses during the first few years. The District began collecting tax proceeds July 1, 1982.

The SamTrans bus operation became functional on January 1, 1975 and by July 1976 had consolidated 11 separate municipal systems to serve a 446 square-mile service area encompassing 20 cities and unincorporated areas of the county.

In 1977, SamTrans inaugurated trunkline bus service between Palo Alto and downtown San Francisco. This was followed by the introduction of Redi-Wheels in March 1977, a demand-responsive service for customers with mobility-impairments.

Special Purpose District - As a special purpose district, the agency is governed by a nine-member Board of Directors. The publicly-elected County Board of Supervisors appoints two of its own members and an individual with transportation expertise to the District board. The Cities Selection Committee appoints three elected city officials, bringing the District board membership to six. These six members then select the remaining three board members from the general public, one of which must be a coastal resident, due to a geographical diversity policy in place for public members. The Board of Directors meets once a month to determine overall policy for the District. In addition, the Board has created a 15-member Citizens Advisory Committee (CAC) with the principal objective of articulating the interests and needs of current and future customers. The Board meets once a month to determine overall policy for the District. Directors serve on standing and ad hoc committees of the Board to review District matters and make recommendations to the full Board. These committees usually meet once a month and include:

- Community Relations
- Finance
- Legislative
- Planning, Development, and Sustainability

Table 1 contains a list of current Board members and their terms.

Table 1: SamTrans Board Members

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Term Expiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adrienne Tissier</td>
<td>12/2014</td>
</tr>
<tr>
<td>Rose Guilbault</td>
<td>12/2015</td>
</tr>
<tr>
<td>Shirley Harris</td>
<td>12/2015</td>
</tr>
<tr>
<td>Jerry Deal</td>
<td>12/2014</td>
</tr>
<tr>
<td>Carole Groom</td>
<td>12/2015</td>
</tr>
<tr>
<td>Karyl Matsumoto</td>
<td>12/2014</td>
</tr>
<tr>
<td>Zoe Kersteen-Tucker</td>
<td>12/2014</td>
</tr>
<tr>
<td>Arthur Lloyd</td>
<td>12/2014</td>
</tr>
<tr>
<td>Jeff Gee</td>
<td>12/2015</td>
</tr>
</tbody>
</table>
Citizens Advisory Committee – Input to the Board comes from a 15-member Citizens Advisory Committee (CAC). CAC members represent San Mateo County’s bus riders, multi-modal transit riders, and the community. CAC members are appointed by the Board, meet monthly and advise the Board on aspects of District policy.

San Mateo County Paratransit Coordinating Council – SamTrans also receives advice from the 21-member San Mateo County Paratransit Coordinating Council (PCC), which represents county paratransit providers, paratransit users, customers with disabilities and seniors. The PCC monitors paratransit service quality and works with SamTrans to ensure that paratransit services comply with the requirements of the Americans with Disabilities Act. The PCC also reviews and makes recommendations on funding claims. SamTrans uses Transportation Development Act Article 4.5 funds to provide administrative support for the PCC. The district seeks input from the PCC when new paratransit vehicles are being procured.

1.3 RELATIONSHIPS TO OTHER KEY AGENCIES

San Mateo County Transportation Authority (TA) – In 1988, San Mateo County voters approved a half-cent sales tax to fund a 20-year Countywide Transportation Program Expenditure Plan. Ballot Measure A created the San Mateo County TA, a group of elected officials charged with allocating and overseeing the expenditure of sales tax revenue. The plan identified 80 transportation improvement projects and specified annual allocations of sales tax revenues for local street and road improvements, transit-related improvements, transportation systems management and bicycle programs. It also included a $25 million perpetual Paratransit Trust Fund to improve transportation for the mobility-impaired. The measure was due to expire in 2008. In November 2004, voters extended the Measure A tax for an additional 25 years commencing January 1, 2009. The specifics of the new expenditure plan can be found on the TA website, www.smcta.com.

To conserve public funds and limit additional bureaucracy, the TA contracts with the District to provide staffing and administrative services as needed to oversee day-to-day activities. Costs associated with these activities are capped at 1 percent of the total expenditure plan funding amount.

Caltrain – Caltrain is a 77-mile long commuter rail system that provides service between San Jose and San Francisco, with a peak period commute extension to Gilroy. In 1987, the City and County of San Francisco, the District, and VTA formed the Peninsula Corridor Joint Powers Board to transfer administrative responsibility for Caltrain from the State of California to the local level. In July 1991, a Joint Powers Agreement, signed by the three parties, outlined the JPB membership and powers, specified financial commitments for each member, and identified the District as the managing agency. The District assumed the administration of Caltrain, and the JPB assumed full ownership of the approximately 50-mileright-of-way in 1992. Transit America Services Inc. (TASI) is the current contract operator for the Caltrain service and is also responsible for maintenance, repair, and cleaning of equipment and property.
**Dumbarton Bridge Regional Operating Consortium** - SamTrans also is a member of the DBROC, which contracts for transit bus services across the Dumbarton Bridge between Palo Alto, Menlo Park, Newark, and the Union City BART Station.

**Other Agencies** – SamTrans works with other agencies, including BART, SFMTA, VTA, AC Transit, and the MTC, to promote regional coordination. The District values the importance of ensuring timed transfers between transit systems, access to regional rail stations and transit centers, and fare coordination. The MTC sponsors the Clipper Card, which is a universal fare system using smart card technology. This regional fare instrument allows for easy transfers between Bay Area transit operators and plays an important role in advancing regional coordination.

### 1.4 The Organization

#### 1.4.1 Management and Staff Positions

The District is organized into seven divisions with 680 employees as described below and shown in Figure 1:

<table>
<thead>
<tr>
<th>Division</th>
<th>Staff Positions</th>
<th>Primary Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>5</td>
<td>Responsible for overall management and Board support</td>
</tr>
<tr>
<td>Finance and Administration</td>
<td>84</td>
<td>General accounting and payroll, capital projects, finance and budgets. Human resources, labor relations, safety, procurement and management of information services</td>
</tr>
<tr>
<td>Customer Service and Marketing</td>
<td>34</td>
<td>Advertising, marketing, market research, web and creative services, and customer service</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>11</td>
<td>Public information, social media, government affairs, and community relations</td>
</tr>
<tr>
<td>Planning and Development</td>
<td>15</td>
<td>Planning, grant development, legislation, real estate and joint development</td>
</tr>
<tr>
<td>Operations, Engineering, and Construction</td>
<td>525</td>
<td>Operation and maintenance of buses, paratransit, rail and shuttle service including, contract services. Engineering and construction. Operations/Maintenance includes approximately 300 operators and 60 mechanics.</td>
</tr>
<tr>
<td>Caltrain Modernization</td>
<td>6</td>
<td>Planning for and overseeing the implementation of the Cal Mod program, a project to deliver an advanced signal system and electrification of the Peninsula Corridor service.</td>
</tr>
</tbody>
</table>
1.4.2 CONTRACTED TRANSPORTATION SERVICES

SamTrans has contracted with MV Transportation (MV) since August 2000 to provide general public transportation services to residents of San Mateo County. MV currently operates scheduled fixed-route (Contracted Urban Bus (CUB) and Route 17), ADA demand-response (Redi-Wheels ADA, RediCoast ADA), the Pacifica and San Carlos pilot project FLX services and rural demand-response (RediCoast and SamCoast Non-ADA) services for SamTrans. In connection with these services, MV established local offices in San Francisco, Redwood City and Half Moon Bay. The CUB, Redi-Wheels ADA services, and Route 17 are operated primarily with a bus fleet provided by SamTrans. MV augments the ADA paratransit fleet with its own sedans and subcontracted private taxis. MV provides the vehicles used for the Pacifica and San Carlos pilot project FLX services, RediCoast ADA services and for rural demand-response (RediCoast and SamCoast Non-ADA). MV is responsible for maintaining and repairing SamTrans owned transit buses used in the fixed-route (CUB and Route 17) services. SamTrans has an independent contractor randomly inspect SamTrans buses operated and maintained by MV to ensure the equipment is maintained within SamTrans standards.

MV hires and administers personnel for these services, including managers, supervisors, trainers, bus operators, mechanics, and administrative staff. In FY2014 with its fixed-route service, MV is projected to serve 2.6 million SamTrans passengers and travel 2.1 million revenue miles. With its demand-responsive service, MV is projected to serve 313,000 passengers and travel 2.6 million revenue miles. MV’s operating budget in FY2014 for fixed-route service is $15.9 million and $10.5 million for demand-responsive service.
MV has an excellent safety record and achieves monthly performance benchmarks with regularity. These benchmarks include accident frequency rate, on-time performance, customer complaint rate, productivity, and customer call wait-time.

The most recent CUB Service contract was executed in January 2012, consisting of a 5-year base contract with the provision for up to five one-year extensions, possibly taking the contract until 2022. The combined Coastside Services contract was executed in November 2012, consisting of a five-year base contract with the provision for up to five one-year extensions, possibly taking the contract to 2022. The Redi-Wheels Service contract will expire in December 2014.

1.4.3 LABOR UNIONS

The Amalgamated Transit Union (ATU), Local Division #1574, represents employees of the District in two units: Bus Operators and Maintenance Employees, and Customer Service Employees. SamTrans entered into a labor agreement with the ATU for the period from July 13, 2014 through June 30, 2017 for the purpose of fixing the wage schedule, hours, and general rules and regulations affecting employee members of the Union.

The Teamsters, Local Division #856 represents employees of the District in three units: Bus Transportation Supervisors, Transit Instructors, and Bus Contracts Inspectors. SamTrans has entered into a labor agreement with the Teamsters for the period from November 1, 2011 through September 30, 2014 for the purpose of fixing the wage schedule, hours, and general rules and regulations affecting employee members of the Union. As of September 1, 2014, negotiations are underway for the next contract for these services.

1.5 DESCRIPTION OF TRANSIT SERVICES AND SERVICE AREA

1.5.1 SAMTRANS FIXED-ROUTE BUS SERVICE

Figure 2 shows the current fixed-route system map. As of January 2014, the fixed-route bus system consists of 73 routes, with one route providing express service, 39 routes providing community service, and 33 routes connecting to the BART and/or Caltrain systems. The Route ECR provides high-volume trunk line service on El Camino Real from Palo Alto to Daly City.

Route KX provides freeway express service into downtown San Francisco via San Francisco International Airport (SFO) and Routes 292 and 397 provide local service between San Mateo County and downtown San Francisco, via SFO, where passengers can transfer to Muni, AC Transit or Golden Gate Transit buses at the Transbay Terminal. In San Francisco, SamTrans Route 122 serves Stonestown Shopping Center and San Francisco State University. In Palo Alto (Santa Clara County), SamTrans Routes ECR, 280, 281, 297, and 397 serve the Palo Alto Transit Center with Routes 280 and 281 also serving the Stanford Shopping Center, where passengers can make direct connections with VTA routes.

The majority of SamTrans non-school bus routes operate on weekdays between 5a.m. and 10p.m. Fewer than half of the routes provide weekend service.
Late evening “owl” service on Route 397 began in January 2002, providing service from the Palo Alto Transit Center to SFO and the Transbay Terminal via University Avenue, is funded by MTC RM2 (Bridge Tolls – Owl Service). The Route 297 operates late evening and early through east Palo Alto serving both mornings between Redwood City Transit Center and Palo Alto Transit Center.

All SamTrans buses are equipped with bicycle racks, which hold two bicycles. Two additional bicycles are allowed inside the bus, depending on passenger loads. Only single rider, non-motorized two-wheel bicycles are permitted. Riders must be able to load and unload their bikes without help from the operator.

For illustration purposes, there are five color coded categories of fixed-route services on the SamTrans Bus Route Map (Figure 2):

Community Services – “Light Green, Orange, Hatched Orange/Black” (39 routes) – A large majority of these routes serve local schools, shopping centers, residential areas and government centers. The circulating local routes run on weekdays with average headways of about 45 minutes. Only Route 17 has weekend service.

There are two flexible (FLX) routes that serve local communities (San Carlos and Pacifica) with a combination of fixed-route, route deviation, and/or demand-responsive service. The San Carlos Route FLX operates on a fixed-route during the morning and afternoon commute periods and provides demand-responsive service throughout San Carlos the remainder of the day. The Pacifica Route FLX operates along a fixed-route, with the option of deviating from the route by up to 1/2 mile.

Express “Black” (1 route) – The KX Route provides weekday peak-hour, peak-direction service between Redwood City Transit Center and downtown San Francisco.

BART Connections – “Blue” (11 routes) - These routes connect to one of the six BART stations within San Mateo County. Nearly all of these routes provide service seven days a week, on weekdays from 5:00 a.m. until midnight, and on weekends from roughly 6:00 a.m. until 8:30 p.m.

Caltrain Connections – “Red” (19 routes) - These routes connect to Caltrain stations. They generally operate between 6 a.m. and 10 p.m. Monday through Friday, with several also providing night and weekend service.

BART and Caltrain Connections – “GREEN” (3 routes) – These lines connect BART and Caltrain stops, in addition to other destinations. These are the “workhorse” routes that provide extensive service seven days a week, including Route ECR which operates seven days a week approximately 20 hours a day, with Route 397 running from 1:00 a.m. to 6:00 a.m. and Route 398 running from 5:00 a.m. to 11:00 p.m. The Route 398 provides service between Redwood City Transit Center and San Bruno BART via SFO.
Figure 2: SamTrans Fixed-Route Network
1.5.2 ADA DEMAND-RESPONSIVE PARATRANSIT

All SamTrans buses are ADA accessible, which allows residents with disabilities access to regular fixed-route bus service. People with Redi-Wheels/RediCoast paratransit ID cards can ride fixed-route services free at all times. Seniors and people with disabilities who are not ADA-eligible pay the eligible discount fare. However, if people with disabilities are unable to use fixed-route transit for some or all of their trips, they may be eligible for Redi-Wheels, the demand-response paratransit service SamTrans provides.

As referenced in Section 1.4.2, SamTrans has two ADA-compliant, demand-responsive paratransit services currently provided under contract with MV Transportation for persons with disabilities who cannot independently use regular SamTrans bus service some or all of the time: Redi-Wheels and RediCoast.

Redi-Wheels serves San Mateo County east of Highway 280, plus the towns of Pacifica, Woodside, and Portola Valley. Redi-Wheels provides access to Palo Alto north of Embarcadero Road, Palo Alto Veterans Administration Medical Center, Vista Center and the REACH program.

RediCoast serves the San Mateo County Coastside from south of Devil’s Slide to the border of Santa Cruz County and La Honda. Redi-Wheels Paratransit (and occasionally RediCoast) also serves the Stonestown area and Bayshore corridor of San Francisco.

Redi-Wheels and RediCoast operate during the same hours and serve the same areas as SamTrans fixed-route bus service for their respective locations (NOTE: Redi-Wheels service area and hours exceed the ¾ mile requirement). RediCoast uses small buses, and Redi-Wheels uses small buses, mini-vans, sedans, and taxis to transport customers.

Customers must register and be certified as eligible before they can use ADA paratransit service. They are issued a paratransit identification card and can call to make a reservation for pick-up. Reservations can be made between 8:30 a.m. and 5:00 p.m. daily, and can be made from one to seven days in advance. The regular ADA paratransit fare is $3.75. Those who qualify for Lifeline fare assistance (based on income) pay $1.75 per ride. Customers with a valid paratransit identification card can ride SamTrans fixed-route transit for free at all times.

In addition, SamTrans provides demand-responsive non-ADA paratransit service through RediCoast and SamCoast (in the Pescadero area) for the general public living on the Coastside. Advanced reservations are required and service area restrictions, as published by the District, apply.

1.5.3 SHUTTLES

SamTrans Commuter Shuttles
SamTrans, in financial partnership with local employers and the Bay Area Air Quality Management District (BAAQMD), sponsor nine free shuttles linking BART stations to employment centers in the county. These
shuttles are administered by the employers or Transportation Management Associations (TMA). The employers or TMAs hire the service provider (Parking Company of America is under contract to SamTrans through 2014); administer the schedule and customer service elements, while receiving a partial operating subsidy through SamTrans.

Commuter shuttles provide important first/last-mile access for commuters to jobs from regional transit connections (BART and Caltrain stations). These shuttles typically pick up commuters at BART (funded by SamTrans) or Caltrain (funded by Caltrain) stations in the morning and drop them off at or in the vicinity of their employer. The trip is reversed in the evening. Shuttles meet peak-hour most trains and operate during weekdays only.

Caltrain Commuter Shuttles
In addition, Caltrain administers an employer shuttle program, which is discussed in the Caltrain SRTP.

SamTrans Community Services and Shuttles
In January 2014, SamTrans introduced two new pilot (FLX) services in the City of San Carlos and the Linda Mar area of Pacifica. These “fixed-route shuttles”, funded and operated by SamTrans, operate as deviated fixed-route services to test other “flexible” operating methods in an attempt to attract additional ridership at a lower cost than standard fixed-route big bus service. The FLX San Carlos operates on a fixed-route during the morning and evening peak periods and is available for dial-a-ride type service in the mid-day. The FLX Pacifica route has a set route but can deviate from this route by up to one-half mile by reserving the ride the day before. FLX services differ from the other commuter/community grant funded shuttles in that a fare is collected on the vehicle.

Other community shuttles are provided in San Mateo County by City/County Association of Governments (C/CAG) and TA grant programs. They provide non-work-based transit options to local residents, including lifeline transportation mobility to low-income and senior populations. These shuttles typically provide midday and weekend service for shopping, medical appointments, dining and other purposes. Community-based shuttles operate on routes not covered by SamTrans, Muni, or VTA and tend to have lower productivity than commuter shuttles due to lower ridership. They are, however, important community assets as they provide mobility to populations without access to automobiles and reduce the need for automobile use among populations with access to cars.

1.5.4 CALTRAIN

SamTrans is one of the three members of the JPB and additionally is the managing agency for Caltrain. The other two member agencies are the City and County of San Francisco and the Santa Clara Valley Transportation Authority. SamTrans is also responsible for the operation of Caltrain and the three agencies together are responsible funding its operations. Details of Caltrain operations can be found in the Caltrain SRTP.
1.5.5 BART

There are six BART stations in San Mateo County: Daly City, Colma, South San Francisco, San Bruno, SFO and Millbrae. The Millbrae station includes a cross-platform transfer for northbound connections between BART and Caltrain. A combination of 14 SamTrans bus routes and 9 shuttle routes serve the county’s BART stations.

In 2007, SamTrans and BART forged an agreement resulting in BART assuming responsibility for the operational costs of the BART extension to SFO and Millbrae. SamTrans will continue to provide feeder service linking employment centers and residential communities through the use of buses and shuttles.

1.5.6 DUMBARTON EXPRESS

SamTrans is part of the Dumbarton Bridge Regional Operating Consortium (DBROC) with AC Transit, VTA, BART, and Union City Transit. AC Transit administers and governs the operations of Dumbarton Express service, which is operated by MV under contract to AC Transit. Funding is provided wholly by MTC RM-2 funds, which have been committed to the bus service by the Dumbarton Rail Policy Advisory Committee until such time as a rail operation is implemented along the Dumbarton Bridge. SamTrans provides to buses to the DBROC for MV use.

DBX operates as a hybrid local and express (Transbay) bus service weekdays only, providing 23 eastbound and westbound trips daily at 20/30 minute headways on two routes; DB and DB1. DB1 provides 22 west- and 23 eastbound trips. In the East Bay, local service is offered along the entire route between the Union City BART station and the Ardenwood Park & Ride Lot (Fremont). On the Peninsula, local service is provided west of the Dumbarton Bridge to such places as Menlo Park VA Hospital, Downtown Palo Alto, Palo Alto Transit Center, Stanford University, Palo Alto VA Hospital, and adjacent to Facebook. The service also stops at SAP, Tesla, DuPont, VM Wear, Xerox Skype, and HP on the DB1.

1.5.7 OTHER CONNECTING SERVICES

SamTrans fixed-route services connect with VTA routes at the Palo Alto Transit Center, Muni routes at the Daly City BART station and at other locations in Daly City and San Francisco, and the Dumbarton Express at Palo Alto Transit Center and other locations in Menlo Park and Palo Alto.

1.6 FARE STRUCTURE

1.6.1 FIXED-ROUTE BUS FARES

Table 2 shows the current fares for SamTrans fixed-route bus service. The Day Pass was introduced in January 2012 priced at $6 for adults, three times the adult one-way fare. The price was lowered to $5 (two-and-a-half times the adult one-way fare) in January 2014 and will be funded by the MTC Transit Performance Incentive (TPI) Program for 18 months at this price. Other than the Day Pass, SamTrans has
not introduced any new fares categories or increased the costs for any fare category since an across-the-board increase on all fares in 2010.

Table 2: Fixed-Route Fare Structure (Effective January 2014)

<table>
<thead>
<tr>
<th></th>
<th>Local KX, 292, 397</th>
<th>292, 397</th>
<th>KX Express / Expreso</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Into / En San Francisco</td>
<td>Out of / Fuera de San Francisco</td>
<td></td>
</tr>
<tr>
<td>Adult (Age 18 through 64)</td>
<td>$2.00</td>
<td>$4.00</td>
<td>$5.00</td>
</tr>
<tr>
<td>Youth (Age 17 and younger)</td>
<td>$1.25</td>
<td>$2.50</td>
<td>$2.50</td>
</tr>
<tr>
<td>Eligible Discount ** (Senior / Disabled / Medicare cardholder)</td>
<td>$1.00</td>
<td>$2.00</td>
<td>$2.50</td>
</tr>
</tbody>
</table>

A child (age 4 and younger) rides free with each adult, senior or adult-disabled fare paying passenger. Additional children are subject to youth fare.

1.6.2 PARATRANSIT FARES

The regular ADA paratransit fare is $3.75. Those who qualify for Lifeline fare assistance (based on income) pay $1.75 per ride. The last fare increase in 2010 raised these fares 50 and 25 cents, respectively.

1.6.3 SHUTTLE FARES

As the shuttle services are subsidized by employers and agencies, the users do not pay a fare.

1.6.4 INTEROPERATOR TRANSFER ARRANGEMENTS AND FARES

The San Mateo County Transit District, under SB602 revenue sharing agreements, accepts the following Bay Area public transit agencies’ valid fare documents on any SamTrans fixed-route service as indicated:

- Caltrain Monthly Pass, two or more zones = Local Fare Credit
- DB (Dumbarton Express) 31-day Ticket = Local Fare Credit within two hours of tagging Clipper on home system
- VTA Monthly Pass = Local Fare Credit within two hours of tagging Clipper on home system
- AC Transit 31-day Ticket = Local Fare Credit within two hours of tagging Clipper on home system
There are no transfer arrangements with BART, Golden Gate, or Muni for SamTrans fixed-route services. SamTrans paratransit services meet similar services from other counties but there are no transfer arrangements or fare agreements currently in place.

Clipper – Use of Clipper requires customers to “tag” the card at the Card Interface Device onboard buses. The Clipper card is a transit fare payment card issued and administered by MTC that is valid for use on all major public transit services throughout the San Francisco Bay Area.

1.7 REVENUE FLEET

Table 3 identifies the revenue vehicle type and their associated service. SamTrans currently owns a total fleet of 387 vehicles, including vehicles provided to MV Transportation for contract service. There is a 14 bus contingency fleet, for marketing, emergency response and contingency including, three standard buses in active use for marketing and three more standard buses as replacements for the marketing fleet, which are not used for regular fixed-route service. In addition, SamTrans provides 16 vehicles to AC Transit to operate the Dumbarton Express, which are not included in the SamTrans vehicle count.

The Cutaway vehicles are used for Redi-Wheels, SamCoast, and Coastside services and the minivans are only used for Redi-Wheels services. MV Transportation also provides three additional 22-foot cutaway buses, which are not included in the SamTrans vehicle count. Table 16 in Chapter 5 provides a detailed inventory of the revenue fleet.

<table>
<thead>
<tr>
<th>Number</th>
<th>Vehicle Type</th>
<th>Service Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>55</td>
<td>Articulated Bus</td>
<td>Fixed-route</td>
</tr>
<tr>
<td>253</td>
<td>Standard Bus (29' to 40')</td>
<td>Fixed-route</td>
</tr>
<tr>
<td>41</td>
<td>Cut-away Bus</td>
<td>Demand-Response</td>
</tr>
<tr>
<td>24</td>
<td>Minivan</td>
<td>Demand-Response</td>
</tr>
<tr>
<td>14</td>
<td>Standard Bus</td>
<td>Marketing, Emergency Response and Contingency</td>
</tr>
<tr>
<td>387</td>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

In addition to the SamTrans owned vehicles, MV provides 13 sedans and 10 taxis to supplement their paratransit service.

1.8 DESCRIPTION OF EXISTING FACILITIES

1.8.1 ADMINISTRATIVE FACILITY

The District headquarters office (referred as Central) is a 125,000 square-foot building with a 100,000 square foot parking structure built in 1979 and acquired by the District in 1990., which houses the agency’s main administrative activities, is located in San Carlos and is within one block of the fixed-route service on El Camino Real and the San Carlos Caltrain Station. Additionally, this facility is ADA accessible. There are 50 support vehicles allocated to Central.
1.8.2 MAINTENANCE, FUELING, VEHICLE STORAGE FACILITIES

Non-administrative functions operate from three locations:
- South San Francisco (North Base)
- San Carlos (South Base)
- Redwood City (Redi-Wheels and Contracted Urban Bus)
- San Francisco (contractor facility)
- Half Moon Bay (contractor facility)

The South San Francisco facility, known as North Base, opened in 1988 and is located on a 27-acre site adjacent to Highways 101 and 380. North Base is designed to house 200 buses and serves as a primary heavy-maintenance and bus-wash facility. There are currently 160 revenue vehicles stored and 12 service support vehicles stored at the facility. North Base has the same basic facilities as South Base, as well as an operator training facility, paint booth, body shop, unit repair shop, front-end alignment pit, chassis and brake dynamos, frame puller and two bays for service support vehicles.

The San Carlos facility, also known as South Base, opened in 1984. It is a 13-acre site located east of Highway 101, off Redwood Shores Parkway. South Base is designed to house 150 standard buses and contains administration, fueling and service buildings, a tire shop, a bus wash facility, and 14 maintenance bays. South Base is currently storing 131 revenue vehicles and 14 service support vehicles.

Finally, the SamTrans-owned 3,000 square foot Brewster Depot in Redwood City, built in 1940, is currently used by MV Transportation for storage and dispatching. It is currently storing 20 revenue vehicles. There are no SamTrans-owned service support vehicles stored at Brewster.

MV Transportation vehicles also are stored at their Half Moon Bay and San Francisco bases.

1.8.3 PARK AND RIDE LOTS

Table 4 identifies cities, locations, owner, parking capacity, bicycle parking, and age of the six park and ride facilities which SamTrans currently serves and/or operates. SamTrans is pursuing a mixed use housing project on the Colma facility site, with a target of approximately 500 residential units, and transit supportive retail. The development will require approval from the funding partners for the site, Caltrans and FHWA.
### Table 4: Park and Ride Lots

<table>
<thead>
<tr>
<th>City</th>
<th>Location/SamTrans Service</th>
<th>Owner</th>
<th>Capacity/Age/ Bikes</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brisbane</td>
<td>Old Bayshore Rd/Tunnel Rd/Yes</td>
<td>Union Pacific</td>
<td>50 spaces</td>
<td>Leased by Brisbane</td>
</tr>
<tr>
<td>Daly City</td>
<td>Colma BART Station/Yes</td>
<td>SamTrans</td>
<td>802 spaces/1986</td>
<td>Potential redevelopment</td>
</tr>
<tr>
<td>Redwood City</td>
<td>Redwood City Caltrain/Yes</td>
<td>SamTrans</td>
<td>315 spaces/1992</td>
<td>Partially leased to City for employee parking</td>
</tr>
<tr>
<td>Pacifica</td>
<td>Route 1/Linda Mar Blvd/Yes</td>
<td>Caltrans</td>
<td>178 spaces/No Bikes</td>
<td>Leased by SamTrans</td>
</tr>
<tr>
<td>Pacifica</td>
<td>Route 1/Crespi Drive/Yes</td>
<td>Caltrans</td>
<td>83 spaces/10 Bikes</td>
<td>Leased by Pacifica</td>
</tr>
<tr>
<td>San Mateo</td>
<td>Southwest corner of 101&amp; 92/ None</td>
<td>Caltrans</td>
<td>145 spaces/10 Bikes</td>
<td>SamTrans maintains via encroachment permit</td>
</tr>
<tr>
<td>Redwood City</td>
<td>Veterans Blvd @ Whipple Ave/None</td>
<td>Caltrans</td>
<td>50 spaces/4 Bikes</td>
<td>SamTrans maintains via encroachment permit</td>
</tr>
</tbody>
</table>

#### 1.8.4 BUS STOPS

SamTrans maintains 1,950 bus stops. Anodized aluminum and glass passenger shelters are provided at 189 bus stops in the County (80 District shelters and 109 ad shelters provided by CBS Outdoors). During FY2015, 15 District shelters will be replaced by ad shelters. Ad shelters consist of three walls, solar lighting, benches, trash cans, and a system route map in each shelter. District shelters have three walls plus front panels, benches, and trash cans, but no lighting.

The SamTrans-owned shelters are more than 20 years old and traditionally have a 15-year life span. Funding is identified in FY2016 and 2019 for a replacement program.

Shelters are primarily located at transfer points, shopping centers, hospitals, Caltrain stations, and park and ride lots. The criteria for stop facilities are approximately 250 daily boardings for a shelter and 100-125 daily boardings for a bench. There are 209 free standing benches system wide and nine Simme-seats attached to poles, mostly in South San Francisco, where sidewalk widths don’t allow for standard benches because of ADA required clearances. Shelters are cleaned, power washed, and trash emptied twice per week.

The ad shelters not only reduce SamTrans operations and maintenance costs (maintained by CBS Outdoors) but in FY2013 generated approximately $280,000 in revenue.

#### 1.8.5 RIGHT OF WAY, TRACK, OR GUIDEWAY

SamTrans owns the Dumbarton Rail line and bridge. See the Caltrain SRTP for details of its rail facilities.
1.8.6 BICYCLE FACILITIES

All SamTrans buses are equipped with bicycle racks, which hold two bicycles.

Bicycle lockers are provided at the Brisbane, Crespi, and Whipple park-and-ride lots.

SamTrans has also partnered with the Bay Area Air Quality Management District to help implement Bay Area Bike Share. The Bay Area Bike Share pilot program included the development of a seven-station bike sharing network in Redwood City, in addition to bike sharing networks in San Francisco, Palo Alto, Mountain View, and San Jose. The Bay Area Bike Share network is slated for expansion prior to 2015 with three additional bike share stations allocated to Redwood City.
2 VISION, GUIDING PRINCIPLES AND PERFORMANCE MEASURES

2.1 DESCRIPTION AND PROCESS

SamTrans faces an uncertain future. The District’s debt obligations significantly impact its financial well-being now and in the long term. New business responsibilities, including federal requirements to provide paratransit services, investments in BART extension, and commitments to the Caltrain partnership contributed to a structural deficit that threatens the District’s ability to provide transit services at current levels.

In the face of these issues, SamTrans has embarked on a long-range plan to rethink, reinvigorate, and reinvent transit services in San Mateo County - a vision that addresses the District’s role as a mobility manager and builds on the agency’s work to improve performance while acknowledging its fiscal issues in order to set a course toward greater service efficiency and use of resources.

The Vision and Guiding Principles, and Performance Measures for SamTrans are established in two documents:

- 2015-19 Strategic Plan
- SamTrans Service Plan (comprehensive operational analysis) adopted in 2013.

The Vision and Guiding Principles, and Performance Measures along with goals and objectives are reviewed and updated via the Strategic Plan process every five years, including the current 2015-19 update.

Additional performance measures include those submitted to the National Transit Database (NTD) and those identified in the MTC Transit Sustainability Project.

2.2 VISION STATEMENTS

The 2015-2019 SamTrans Strategic Plan, which was adopted by the Board of Directors in 2014, defines the District as “[a] mobility leader, envisioning transportation choices and a sustainable future that meets the needs of the County’s diverse communities.”

Grounded in Strategic Plan vision, the SamTrans Service Plan (SSP) is the first step toward achieving this vision and seeks to affirm and expand on the role of the District as a mobility manager. The SSP is guided by a simple premise: “Do more of what works, less of what doesn’t, and try new things.”

The goal of the SSP is a foundation for immediate and long-term growth and financial stability for the bus system within current budget constraints. The plan strives to increase ridership and revenues at no additional operating cost. It included a series of route recommendations to better serve customers. The objective is to increase ridership with more efficient and effective service while providing stronger and more coordinated mobility services that directly address the needs of the diverse communities the District serves.
2.3 GUIDING PRINCIPLES, GOALS, AND OBJECTIVES

2.3.1 2015-2019 STRATEGIC PLAN

In order to achieve the vision the District has adopted the following three Priorities:

- expand mobility options for our customers
- Strengthen our fiscal health
- Become a more effective organization

For each of the three Priorities above, the District has established specific Actions to achieve the goals below.

To achieve these Priorities the District has also established five Goals for the next five years:

- Increase weekday fixed-route ridership by 15%
- Increase fixed-route farebox revenue by 20%
- Reduce debt service by $1.5 million annually
- Improve organizational performance
- Manage workforce change

2.3.2 SAMTRANS SERVICE PLAN

In support of the Strategic Plan and acknowledging the issues facing the District noted above in Section 2.1, the SamTrans Service Plan was adopted by the District Board in May 2013.

Specific goals set to achieve the vision include:

- Assess the effectiveness of the District’s family of services, programs and planning initiatives
- Continue to meet the needs of transit-dependent communities
- Improve the quality of life and transportation mobility for the community
- Begin to address east-west connectivity,
- Actively engage cities and local and regional stakeholders, including the bus operators.

The primary themes of the significant January 2014 service changes in support of the SSP were: enhancing frequency along high-demand corridors, splitting existing routes which serve multiple markets, creating new routes, discontinuing routes and focusing service along weekday high-demand corridor segments, trying new service models, and time of day and day of week service modifications.

Performance Measures and an Action Plan have been developed to guide current and future decisions. See Section 2.4 below for SSP performance measures which will track a variety of standards that seek to provide objective data for service assessment.
2.4 PERFORMANCE STANDARDS AND MEASURES

Standards
SamTrans has historically used a number of quantitative effectiveness and efficiency performance standards in evaluating service. SamTrans contracts with private service providers for some fixed-route and paratransit services. These contracts are incentive-based with financial penalties and incentives for falling below or exceeding standards.

Fixed-route
- Complaints per 100,000 riders: 20
- Miles between preventable accidents (District): 105,000
- Miles between preventable accidents (CUB): 104,000 – 109,999
- On-time performance (District & CUB): 85%
- Miles between Service Calls: 20,000

Paratransit
- Complaints per 1,000 riders: 2.5 – 2.9
- Miles between Preventable Accidents: 70,000 – 74,999
- On-time performance: 89.0 – 90.9%
- Incoming Call Wait Time: 1.0 – 1.5 minutes
- Passengers Per Revenue Hour: 1.7 – 1.74
- Miles between Service Calls*: 20,000

(*This standard is not in the Redi-Wheels contract because the District maintains the District-provided vehicles.)

MTC Transit Sustainability Project
Since the last SRTP in 2009, SamTrans also has taken on the MTC Transit Sustainability Project (see Section 2.5) which established three categories of performance standards for both fixed-route and paratransit services and set standards (2011 Dollars) to be achieved for at least one measure under both fixed-route and paratransit services by FY2017.

Fixed-route
- Cost Per Service Hour: $219.97
- Cost Per Passenger: $6.78
- Cost Per Passenger Mile: $1.44

Paratransit
- Cost Per Service Hour: $69.18
- Cost Per Passenger: $41.39
- Cost Per Passenger Mile: $4.75
SSP Action Plan for Performance Improvement

The actions for performance improvement provide a pathway for implementation. The creation of a performance monitoring and action plan will help guide the District as it reviews the performance of the service recommendations and will assist in future service decision making. The performance monitoring will track a variety of metrics and will be consistent with MTC’s performance measures and targets in its Transit Sustainability Project.

Elements of the performance monitoring and improvement program will include:

- Implementing a monitoring dashboard to review and report on an annual basis service performance by route that covers:
  - Average Weekday Rider per Vehicle Service Hours (Standard = 15, See Table 9)
  - Ridership
  - On-time performance
  - Cost per service hour (MTC TSP Performance Measure)
  - Cost per passenger (MTC TSP Performance Measure)
  - Subsidy per passenger boarding
  - Farebox recovery ratio
  - Cost per passenger hour
- Developing an Action Plan for performance improvement based on the above
- Reviewing all transit services, including paratransit and shuttle services (Note: Does the SSP review paratransit and shuttles? I thought they were considered separately.)
- Reviewing potential land use changes, particularly along the Grand Boulevard Initiative corridor, to match transit service with changing land use patterns
- Working with local, regional and federal agencies to identify sources of funding to support ongoing investment
- Implementing the findings from the upcoming El Camino Real Bus Rapid Transit Study
- Coordinating with MTC on sharing and implementing best practices, coordinating with other regional transit providers and seeking ongoing cost efficiencies associated with transit operations
- Coordinating with cities and countywide agencies on accessible service programs and initiatives
- Working with the San Mateo County Transportation Authority, City/County Association of Governments of San Mateo (C/CAG) and the Peninsula Traffic Congestion Relief
- Work with the Peninsula Congestion Relief Alliance on implementing the findings of the shuttle best practices initiative
- Working with cities to implement alternative service models

The primary metric for monitoring existing services is Average Weekday Ridership (AWR) per Vehicle Service Hour (VSH), for which the current standard (for fixed-route bus service) is 15 AWR/VSH. Routes with this level of performance or worse are analyzed to determine whether current service is appropriately scaled (frequency, routing, daily hours and days of the week) and modifications considered. This level of performance can be acceptable for routes which provide coverage for isolated areas and/or transit dependent customers.

SamTrans generally maintains a “bench” of potential new services pending funding and resource availability. This “bench” includes recently eliminated services, potential frequency improvements, and
other areas based on demographic analysis which suggests potential significant demand. Service proposals that are considered theoretical routes are analyzed to determine resource (operators, vehicles) requirements. The decision on implementation is then based on funding availability, which can include the elimination of underperforming existing service.

2.5 **METROPOLITAN TRANSPORTATION COMMISSION TRANSIT SUSTAINABILITY PROJECT**

MTC initiated the TSP in 2010 to assist the San Francisco Bay’s largest transit operators, as it was revealed in its long-range Regional Transportation Plan (RTP) that the region’s transit system is not sustainable based on projections of transit costs and reasonably anticipated revenues.

In 2012, FY2013-2017 TSPs were submitted by the region’s seven largest transit operators in lieu of a traditional Short Range Transit Plan. MTC required each of the agencies to achieve a 5 percent real reduction in at least one of the following performance measures by Fiscal Year 2017 and no growth beyond Consumer Price Index (CPI) thereafter: a) cost per service hour, b) cost per passenger; or c) cost per passenger mile. The 5 percent real reduction is measured against the highest reported costs between FY2008 and FY2011 for one of the three performance measures listed above.

For fixed-route service, the performance measures and their targets for the 5% reductions are as follows, along with the measures for Fiscal Years 2012 and 2013:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target*</th>
<th>FY2012 Cost*</th>
<th>FY2013 Cost*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Service Hour</td>
<td>$219.97</td>
<td>$204.27</td>
<td>$196.25</td>
</tr>
<tr>
<td>Cost per Passenger</td>
<td>$ 6.78</td>
<td>$ 7.51</td>
<td>$ 7.51</td>
</tr>
<tr>
<td>Cost per Passenger Mile</td>
<td>$ 1.45</td>
<td>$ 1.51</td>
<td>$ 1.55</td>
</tr>
</tbody>
</table>

The target for Cost per Service Hour has been recalculated since the initial TSP Strategic Plan was adopted by SamTrans in 2013 as a result of a downward correction in the annual Service Hours. This change has been reconciled with the National Transit Database.

For paratransit service, the performance measures and their targets for the 5 percent reductions are as follows:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target*</th>
<th>FY2012 Cost*</th>
<th>FY2013 Cost*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Service Hour</td>
<td>$ 69.18</td>
<td>$ 80.56</td>
<td>$ 76.16</td>
</tr>
<tr>
<td>Cost per Passenger</td>
<td>$ 41.39</td>
<td>$ 44.94</td>
<td>$ 45.54</td>
</tr>
<tr>
<td>Cost per Passenger Mile</td>
<td>$  4.75</td>
<td>$  4.99</td>
<td>$  5.01</td>
</tr>
</tbody>
</table>

(* In 2011 dollars)

SamTrans developed this TSP Strategic Plan to provide a roadmap on how to achieve the required 5 percent real reductions. SamTrans will submit data annually to MTC, via the SRTP process, on progress in meeting these targets for both fixed-route and paratransit services and specifically on the status of the strategies identified below.
FY 2013 TSP Fixed-Route Service Strategies

Initial activities in the last year are noted where applicable.

**Implementation of SamTrans Service Plan** – Recommendations included improvements to service on El Camino Real, San Mateo County’s main arterial route, enhancement of a core market bus network, discontinuation of duplicative and low-ridership routes, and modifications to existing services.

Routes 390 and 391, which operated primarily along El Camino real, were consolidated into a single route, known as Route ECR, with weekend service beginning in August 2012 and weekday service starting in August 2013.

In January 2014, SamTrans instituted changes to all of its routes and increased its fixed-routes from 48 to 73 (many routes were segmented and renumbered); creating new routes and eliminating poor-performing routes, extending, shortening, and modifying alignments, and changing frequencies, hours of operation, and days of service on other routes.

As part of SSP implementation, in February 2014 SamTrans began a comprehensive marketing campaign to target non-riders that desire the cost savings, frequency, coverage, and environmental benefits of fixed-route services.

**Grand Boulevard Initiative (GBI): Walkable communities, complete streets, and land use planning** – Since 2006 the District has supported this work in coordinating the regional effort to develop walkable communities and to encourage land-use planning that promotes a healthy environment and improved business climate. The GBI may have positive impact for both fixed-routes and paratransit. Corridors that are more attractive because of strong business development also may attract greater transit ridership as people seek out these employment, shopping, and entertainment opportunities along the 43-mile El Camino Real corridor.

Achievements on the GBI project include:
- Adoption of the GBI Vision and 10 Guiding Principles
- Securing of $8.7 million in discretionary grants and $2.4 million in matching funds to support projects and plans in the corridor
- Implementation of a three-year public outreach program
- Publication of Existing Conditions reports in 2006 and 2011
- Publication of Progress Reports in 2007 and 2013
- Creation and maintenance of the GBI website
- Development of new higher density development, including 29 award-winning plans, public improvements, and buildings

**Leverage part-time operators** - The District considers leveraging part-time operators to achieve fixed-route cost savings to the extent allowable under existing collective bargaining agreements. SamTrans has recently maximized its use of part-time operators to the extent allowed.
Include Contracted Urban Bus (CUB) contracts in upcoming budgets – In 2012, SamTrans executed a new contract with MV Transportation to provide CUB service. The contractor operates a fleet of vehicles and a maintenance and operations facility to provide fixed-route service in the county.

Use more fuel efficient vehicles, including hybrids - In 2012, SamTrans replaced 10 El Dorado cutaway diesel vehicles with gasoline powered cutaways. SamTrans will eventually replace all diesel cutaways with gasoline powered cutaways as they go through their replacement cycles. SamTrans has replaced 62 1998 Gillig coaches with 37 new buses that utilize the latest clean-diesel technology and 25 hybrid electric buses, which will produce 90 percent fewer Nitrogen Oxide emissions than the 1998 buses they are replacing.

Revise fare policy to attract more riders – This strategy aims at increasing ridership through making transit more appealing by directly reducing costs to the riders. In January 2014, SamTrans reduced the cost of its Day Pass from $6 to $5 (three times the one-way fare to two-and-a-half times) for up to 18-months, funded by the MTC Transit Performance Incentive Program.

Improve Clipper Card usage – Increasing Clipper usage will reduce operating costs since it facilitates fare collection and reduces time and labor costs associated with cash collection and accounting. When the Clipper card was introduced in March 2012, 32.9 percent of fares were paid using it. As of March 2014, 36.4 percent of fares are paid with a Clipper card. There are two primary barriers to increased use of Clipper on SamTrans; 1) upfront costs for low-income, youth, and seniors, and 2) limited availability of retail sales outlets. This is particularly difficult for Coastside residents, where there are no Walgreens, and only a single retail outlet in Pacifica. The internet is not an option if one needs a discount Clipper Card which requires in-person age verification.

Although use of Clipper by SamTrans customers can reduce the cost of fare processing, it is cost prohibitive to have the vendor add additional custom programing features such as having a third trip in a day revert the fare to the Day Pass costs.

FY2013 TSP Paratransit Service Strategies

The District, like many other agencies, experiences difficulty in providing paratransit services due to the much higher operating costs. Unlike fixed-routes, increasing paratransit ridership would likely lead to greater costs. The San Mateo County senior population continues to grow.

Promotion of fixed-route service through travel training – SamTrans has provided travel training for more than 15 years, currently through three separate contracts with training service providers. Travel training is one-on-one training provided at no cost to teach people with disabilities how to navigate the District’s fixed-route services. People sign up for travel training at their ADA Certification interview, or with Transit Ambassadors at senior centers and other places. Approximately one-fourth of those that state their willingness to receive this training actually participate. Additionally, the District offers a Transit Ambassador program that provides group training and one-on-one training for seniors who are not applying for paratransit.
Enhance ADA paratransit certification process – Since 2004 SamTrans has utilized a paratransit eligibility contractor to conduct in-person eligibility evaluations. The contract with this provider expires in 2015.

Expand conditional eligibility – Conditional eligibility refers to paratransit eligibility for some trips, but not all, based on the condition that the customer has the ability to make some trips on regular buses. The District has been certifying conditional eligibility status for patrons for 15 years. The District is currently gathering additional information at the time of initial eligibility screening on customer origins and destinations and conditions in an attempt to increase the number of conditionally eligible customers. During 2013, 16 percent of applicants were given conditional eligibility.

Free Ride Policy – SamTrans implemented a ride free policy to incentivize paratransit riders to ride SamTrans fixed-route services whenever possible. Redi-Wheels/RediCoast customers can ride free on SamTrans buses at all times by showing their valid paratransit identification cards. The loss of fare revenue is more than offset by savings in paratransit operating costs. Beginning in 2015, paratransit ID cards will include a magnetic strip which, when swiped boarding a SamTrans bus, will provide SamTrans with valuable data about the extent of use of this program.

Increased control of no-shows and late cancellations – SamTrans has an established program to notify customers whenever they no-show or late cancel (within 2 hours before ride) a scheduled trip and to work with them to change their behavior. This program has significantly reduced no-shows and late cancellations. In 2006, no-shows were 3.1 percent of requested trips. In 2013, no-shows were only 1.4 percent of requested trips, and late cancellations were only 1 percent.

Explore alternative service delivery model – SamTrans will continue to consider the potential for reducing costs by transferring reservations, scheduling, and dispatching to a centralized call center. In addition, service delivery could be contracted to a number of independent operators.

Taxis are used to supplement the paratransit vehicle fleet, which improves cost-effectiveness by using taxis during low-demand and peak-of-the-peak periods. Taxis made 18.6 percent of paratransit trips in 2013.

Volunteer Drivers – SamTrans is, pending funding availability, continuously looking to support implementation of a volunteer driver program to complement ADA paratransit, run by non-profits, using the driver’s own or pool vehicles. SamTrans has partnered with the Peninsula Jewish Community Center to expand the PJCC volunteer driver program. SamTrans will support the program through marketing via the Senior Mobility Guide, and the virtual Mobility Management Center under development.

Reduce ADA paratransit service area to what is legally required – SamTrans currently provides ADA service beyond the required three-quarter mile distance from fixed-route service, increasing operating costs beyond what is required. Recent analysis suggests that the operational savings from this strategy would be minimal at this time but SamTrans will continue to monitor this opportunity.

Premium charges for paratransit service beyond the ADA minimum – SamTrans may consider charging a higher fare for paratransit service that goes beyond the minimum required distance (3/4 mile from fixed-route service) required by ADA to discourage these trips. SamTrans currently charges higher fares for specialized service to adult day-care agencies which requires a high level of individual service to
patrons by operators. SamTrans also currently provides ADA paratransit service beyond the fixed-route service hours.

Monitoring Program  
As part of its TSP requirement, SamTrans will report annually to MTC, through the SRTP, the operating data submitted annually to the National Transit Database.
3 SERVICE AND SYSTEM EVALUATION

The purpose of this section is to present an evaluation of how SamTrans services are performing relative to current standards identified in Section 2.4.

3.1 PERFORMANCE EVALUATION BY MODE

System wide performance has been evaluated against select service performance measures set forth in the previous chapter. Fixed-route bus operations are differentiated from the paratransit and shuttle services offered by SamTrans. Where data is available, a retrospective portrayal of performance (since 2011) is presented in order to exhibit trends. Performance is displayed in both numerical terms displayed in tables, and notable trends are described in the narrative. Changes in patronage, operating costs, and operating revenue are also discussed in this section.

3.1.1 FIXED-ROUTE OPERATIONS

Table 5 shows performance trends for SamTrans fixed-route bus service. The data reflect all regularly operated, standard bus routes, and exclude shuttles and paratransit information.

Table 5: Performance Trends: Fixed-Route Operations FY 2011-13

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>2-Year Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cost Annual Change</td>
<td>$97,779,404</td>
<td>$101,387,955</td>
<td>$100,937,586</td>
<td>3.2%</td>
</tr>
<tr>
<td>Fare Revenue Annual Change</td>
<td>$16,615,996</td>
<td>$16,670,062</td>
<td>$16,985,825</td>
<td>2.2%</td>
</tr>
<tr>
<td>Revenue Hours Annual Change</td>
<td>461,205</td>
<td>482,939</td>
<td>487,756</td>
<td>5.8%</td>
</tr>
<tr>
<td>Revenue Miles Annual Change</td>
<td>6,472,836</td>
<td>6,570,704</td>
<td>6,633,233</td>
<td>2.5%</td>
</tr>
<tr>
<td>Passengers Annual Change</td>
<td>13,710,963</td>
<td>13,138,309</td>
<td>12,742,830</td>
<td>-7.1%</td>
</tr>
<tr>
<td>Operating Cost per Hour Annual Change</td>
<td>$212.01</td>
<td>$209.94</td>
<td>$206.94</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Subsidy per Passenger Annual Change</td>
<td>$5.92</td>
<td>$6.44</td>
<td>$6.59</td>
<td>11.3%</td>
</tr>
<tr>
<td>Passengers per Hour Annual Change</td>
<td>29.73</td>
<td>27.20</td>
<td>26.13</td>
<td>-12.1%</td>
</tr>
<tr>
<td>Passengers per Mile Annual Change</td>
<td>2.1</td>
<td>2.0</td>
<td>1.92</td>
<td>-8.6%</td>
</tr>
<tr>
<td>Farebox Recovery Annual Change</td>
<td>17.0%</td>
<td>16.4%</td>
<td>16.8%</td>
<td>-1.2%</td>
</tr>
</tbody>
</table>
Table 5 indicates the following trends in SamTrans' fixed-route operations performance between FY2011-2013. In FY2010 SamTrans implemented a 7.5 percent system wide service reduction and a 25-cent increase in the adult cash fare along with associated increases in other fare media.

- **Stabilization of Operating Costs** – Operating cost growth was managed through judicious use of part-time and extra board operators, favorable contract conditions, and attention to cost control.

- **Increase in Revenue Hours** – Increased as SamTrans re-built service following a major service reduction in FY2010.

- **Ridership Decrease** – In addition to a decrease in ridership in FY2012 related to the stagnant local economy, for FY2013 SamTrans instituted a new passenger counting method, replacing a formula applied to farebox revenue with an actual individual counting by the new farebox system.

- **Increase in Subsidy per Passenger**. – This was caused by the combination of a significant increase in operating cost in FY2012 and the FY2013 passenger count, possibly influenced by the new counting methodology.

- **Decrease in Passengers per Hour** – This was caused by the combination of the service hour growth and the passenger decreases, the cause of which is discussed in Ridership bullet above.

- Decrease in Passengers per Mile – This was caused by the combination of the significant FY2012 ridership decrease and the minor re-growth of service miles.

Table 6 shows additional performance indicators.
Table 6: Additional Performance Indicators: Fixed-route

<table>
<thead>
<tr>
<th>Additional Performance Indicators</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>2-Year Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints/1,000,000 riders</td>
<td>17.6</td>
<td>19.6</td>
<td>18.4</td>
<td>4.5%</td>
</tr>
<tr>
<td>Annual Change</td>
<td></td>
<td>11.4%</td>
<td>-6.1%</td>
<td></td>
</tr>
<tr>
<td>Miles between Prev. Accidents – District</td>
<td>92,439</td>
<td>84,055</td>
<td>81,790</td>
<td>-11.5%</td>
</tr>
<tr>
<td>Annual Change</td>
<td></td>
<td>-9.1%</td>
<td>-2.7%</td>
<td></td>
</tr>
<tr>
<td>Miles between Prev. Accidents - CUB</td>
<td>138,918</td>
<td>89,907</td>
<td>84,895</td>
<td>-38.8%</td>
</tr>
<tr>
<td>Annual Change</td>
<td></td>
<td>-35.3%</td>
<td>-5.6%</td>
<td></td>
</tr>
<tr>
<td>On-time Performance - District</td>
<td>84.8%</td>
<td>84.3%</td>
<td>88.3%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-0.6%</td>
<td></td>
<td>4.7%</td>
<td></td>
</tr>
<tr>
<td>On-time Performance - CUB</td>
<td>87.4</td>
<td>85.9</td>
<td>87.8</td>
<td>0.5%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-1.7%</td>
<td></td>
<td>2.2%</td>
<td></td>
</tr>
<tr>
<td>Miles between Service Calls - District</td>
<td>24,932</td>
<td>26,313</td>
<td>26,774</td>
<td>7.4%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>5.5%</td>
<td></td>
<td>1.8%</td>
<td></td>
</tr>
<tr>
<td>Miles between Service Calls - CUB</td>
<td>46,306</td>
<td>42,144</td>
<td>43,774</td>
<td>-5.5%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-8.9%</td>
<td></td>
<td>3.9%</td>
<td></td>
</tr>
</tbody>
</table>

Relative to its standards, Table 6 indicates that SamTrans:

- Has consistently exceeded its performance standard for complaints.
- Miles between accidents have decreased due to the increase in preventable accidents in part resulting from operating in constrained urban street environments. Indicators are that this trend is reversing in the final months of FY2014. SamTrans is engaged in a two-year safety initiative designed to transform its safety culture. This includes one-on-one “Close Call Clinics,” in-house safety videos, posted materials, a safety topic of the month and Rule of the Week.
- SamTrans on-time performance has improved and now surpasses the 85 percent industry standard.
- SamTrans' District miles between service calls continue to improve as a result of newer fleet and continued improvement of maintenance programs. The smaller increase for CUB is due to warranty issues on new buses and an older sub-fleet of articulated buses still on property.

3.1.2 PARATRANSIT OPERATIONS

Table 7 shows performance trends for SamTrans’ paratransit service.
Table 7: Performance Trends: Paratransit Operations

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>2-Year Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cost</td>
<td>$13,189,914</td>
<td>$14,364,150</td>
<td>$14,294,073</td>
<td>8.4%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>8.9%</td>
<td>-0.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fare Revenue</td>
<td>$757,068</td>
<td>$781,811</td>
<td>$822,542</td>
<td>8.6%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>3.4%</td>
<td>5.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Hours</td>
<td>181,033</td>
<td>169,930</td>
<td>177,994</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-6.1%</td>
<td>4.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Miles</td>
<td>2,669,285</td>
<td>2,536,440</td>
<td>2,609,175</td>
<td>-2.3%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-5.0%</td>
<td>2.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passengers</td>
<td>315,896</td>
<td>304,585</td>
<td>297,655</td>
<td>-5.8%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-3.6%</td>
<td>-2.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Cost per Hour*</td>
<td>$72.86</td>
<td>$84.52</td>
<td>$80.31</td>
<td>10.2%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>16%</td>
<td>-5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsidy per Passenger**</td>
<td>$39.36</td>
<td>$44.59</td>
<td>$45.26</td>
<td>15%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>13.3%</td>
<td>1.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passengers per Hour</td>
<td>1.75</td>
<td>1.79</td>
<td>1.67</td>
<td>-4.6%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>2.3%</td>
<td>-6.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passengers per Mile</td>
<td>0.11</td>
<td>0.11</td>
<td>0.11</td>
<td>0%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>0%</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farebox Recovery</td>
<td>5.7%</td>
<td>5.4%</td>
<td>5.8%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-5.3%</td>
<td>7.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complaints/1,000 riders</td>
<td>0.52</td>
<td>0.69</td>
<td>0.68</td>
<td>30.8%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>32.7%</td>
<td>-1.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-time Performance</td>
<td>87.4%</td>
<td>85.9%</td>
<td>87.8%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-1.7%</td>
<td>2.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miles between Service calls</td>
<td>23,367</td>
<td>25,473</td>
<td>31,423</td>
<td>34.5%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>9.0%</td>
<td>23.3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Gross Operating Cost (fare revenue not considered)
** Net Operating Costs (fare revenue subtracted from gross operating cost)

As described in Chapter 1, Redi-Wheels and RediCoast are the SamTrans ADA-compliant, demand-responsive paratransit services for persons with disabilities who cannot independently use regular SamTrans bus service. ADA requires that Redi-Wheels and RediCoast operate during the same hours and serve the same areas as SamTrans fixed-route bus service for their respective parts of the county. SamTrans has chosen to exceed both.
Table 7 summarizes the following recent trends in SamTrans Paratransit operations performance:

- **Increase in Operating Costs** – Although paratransit services are expanded based upon demand and operating costs generally increase with ridership growth, the recent increases are primarily due to an escalation in costs for contracted service and insurance.
- **Increase in Fare Revenue** – The growth in fare revenue can primarily be attributed to the 7 percent fare increase effective July 1, 2011.
- **Decrease in Service Hours, Miles, and Passengers** - Service hours and miles are directly related to ridership which decreased in part due to the economy and the fare increase, along with improved management of eligibility.
- **Increase in Cost per Hour and Subsidy per Passenger** – These are a result of increased operating costs and the ridership decrease.
- **Increase in Complaints** – Redi-Wheels and RediCoast are responsive to the needs of their customers and exceed the standard by a significant margin. (Note: The percentage change appears large because of the relatively small number of comments. There were 184 valid service complaints in FY 2012-2013.)
- **On-time performance** – Although there has been recent improvement in Redi-Wheels and RediCoast on-time performance, it is still slightly below standard.
- **Increase in Miles between Service Calls** - Improvement in this performance, which is well above standard, can be attributed to replacement of some older vehicles.
3.1.3 SHUTTLE OPERATIONS

Table 8 shows performance trends for SamTrans’ BART shuttle service. The data represent the employer shuttles operated by the District in the county. The BART shuttles are primarily funded by employers and the Bay Area Air Quality Management District. All of the shuttles provide a connection between BART and major employment centers and some also extend to Caltrain.

Table 8: Performance Trends: Shuttle Operations

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>2-Year Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cost</td>
<td>$2,584,311</td>
<td>$2,357,226</td>
<td>$2,520,296</td>
<td>-2.5%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-8.8%</td>
<td>6.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant Subsidy*</td>
<td>$536,000</td>
<td>$527,000</td>
<td>$554,000</td>
<td>3.4%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-1.7%</td>
<td>5.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer Contribution</td>
<td>$1,741,556</td>
<td>$1,497,482</td>
<td>$1,619,779</td>
<td>-7.0%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-14.0%</td>
<td>8.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Hours</td>
<td>23,956</td>
<td>26,150</td>
<td>34,310</td>
<td>43.2%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>9.2%</td>
<td>31.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Miles</td>
<td>347,734</td>
<td>416,441</td>
<td>448,647</td>
<td>29.0%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>19.8%</td>
<td>7.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passengers</td>
<td>500,639</td>
<td>470,330</td>
<td>551,113</td>
<td>10.1%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-6.1%</td>
<td>17.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Cost per Hour</td>
<td>$107.88</td>
<td>$90.14</td>
<td>$73.46</td>
<td>-31.9%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-16.4%</td>
<td>-18.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsidy per Passenger**</td>
<td>$1.07</td>
<td>$1.12</td>
<td>$1.01</td>
<td>-5.6%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>4.7%</td>
<td>-9.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passengers per Hour</td>
<td>20.9</td>
<td>18.0</td>
<td>16.1</td>
<td>23.0%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-13.9%</td>
<td>-10.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passengers per Mile</td>
<td>1.4</td>
<td>1.1</td>
<td>1.2</td>
<td>-14.3%</td>
</tr>
<tr>
<td>Annual Change</td>
<td>-21.4%</td>
<td>9.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* BAAQMD TFCA funds distributed in San Mateo County by C/CAG
* Does not include employer subsidy.

The data in the Table 8 indicates the following trends in SamTrans’ Shuttle operations performance over the past few years:

- Stable Operating Costs - The budget for the SamTrans BART shuttles has remained relatively fixed since contracted costs have remained stable. Contracted service is less expensive than SamTrans-operated service because of benefit costs.
• Changes in Revenue Hours, Miles, and Ridership – Ridership dropped in FY2012 primarily due to service and staffing reductions at bio-tech facilities. Beginning in FY2013, reporting changes in terms of service metrics being attributed to SamTrans rather than Caltrain caused these three metrics to increase significantly. The Caltrain SRTP reflects these changes as well. There will be a better ability to monitor trends in these categories with FY 2014 and 2015 data.

• Decrease in Passengers per Hour and Passengers per Mile - significant ridership drop in FY2012, primarily due to service and staffing reductions at bio-tech facilities, caused these two metrics to decrease.

• Decrease in Operating Cost per Hour - Beginning in FY2013 reporting changes in terms of service metrics being attributed to SamTrans rather than Caltrain caused this metric to decrease significantly.

• Decrease in Subsidy per Passenger – The subsidy per passenger has decreased slightly due to growth in ridership, stable operating costs, and an increase in the availability of external funding resources to help underwrite the program including employer contributions and grant subsidies.

The SamTrans BART shuttle program has been highly successful and productivity has continued to increase with routing and scheduling adjustments. It is important to note that the grant subsidy from Transportation Fund for Clean Air (TFCA) funds fluctuates and is linked with motor vehicle registration fees. In FY2011-2013, SamTrans was able to utilize surplus subsidy resulting in a cost savings to the District. The trend of increasing grant subsidy is anticipated to continue at a slowing rate and the percentage of SamTrans contribution looking forward is expected to remain relatively stable. Subsidy per passenger calculation for the shuttle program does not include employer subsidies as part of revenue, as they are not public funding. Grant funding and employer contribution have historically accounted for approximately 90 percent of operating revenues. As the shuttle service is free to passengers, fare revenue data is not shown.

3.1.4 CALTRAIN

Details of Caltrain’s service evaluation can be found in the Caltrain SRTP.
3.2 Route Analysis

SamTrans monitors route performance monthly as well as annually. SamTrans gathers data from the new Advanced Communication System (ACS) to monitor OTP on a daily basis and even hourly on some routes. Table 9 details the performance of the system for March 2014 as compared to March 2013 in terms of Average Weekday Riders (AWR) and Vehicle Service Hours (VSH). March 2014 was the second full month after implementation of the SSP.

Staff analyzed ridership at the route level to identify how the individual changes have performed so far. The table below features AWR, the change in service levels (i.e., Vehicle Service Hours), and impacts on each route’s productivity (AWR/VSH).
## 3.3 Status of Equipment and Facilities

A listing of existing facilities is contained in Section 1.8. There are currently no significant equipment or facilities deficiencies which are not addressed in this plan. A detailed listing of scheduled replacement and rehabilitation needs for equipment and facilities is detailed in Chapter 5 – Capital Improvement Program.
3.4 Air Quality

SamTrans is committed to meeting clean air requirements that are both technologically and financially feasible. SamTrans has undertaken many efforts to reduce vehicle emissions, including the repowering of diesel engines and the installation of particulate matter traps in a major portion of its revenue fleet, and the timely replacement of vehicles with the newest technology to meet air quality requirements. SamTrans has received 62 new Gillig standard length, low-floor buses; including 25 hybrid diesel/electric and 37 modern diesel technology vehicles. The diesel electric hybrid buses will produce 90 percent less Nitrogen Oxide emissions than the 1998 buses they are replacing and the modern diesel technology buses have engine certification levels that are the same as those found in buses powered by compressed natural gas.

SamTrans also has been collaborating with the California Air Resources Board (CARB) and other Bay Area transit agencies to further the effort of reducing emissions, including participation in a partnership for a Zero Emission Bus (ZEB) demonstration project. AC Transit, through a funding MOU between SamTrans, AC Transit, VTA, and Golden Gate Transit, operates and maintains 12 second-generation hydrogen powered vehicles, for which SamTrans contributes approximately $150,000 per year. SamTrans previously participated in a similar arrangement led by VTA with first-generations vehicles.

3.5 Planning Efforts for Special Needs/Disadvantaged Communities

3.5.1 Community-Based Transportation Plans

With its Community-based Transportation Planning Program, MTC has created a collaborative planning process that involves residents in low-income Bay Area communities, community- and faith-based organizations that serve them, transit operators, county congestion management agencies (CMAs), C/CAG, and MTC.

The Community-Based Transportation Planning Program began with pilot projects in 2004 in five communities, including East Palo Alto.

Following the successful completion of the pilot program in 2004, in 2005 MTC authorized planning to proceed in the remaining communities identified in the Community-based Transportation Planning Program guidelines. A total of 25 low-income communities were identified in Phase One of the program, including the Bayshore area of Daly City.

Also in 2005, MTC expanded its financial commitment to improving mobility for the region’s low-income residents by launching the Lifeline Transportation Program, which significantly increased the amount of regional funding for which projects identified in Community based Transportation plans are eligible to compete.

In 2008, MTC approved Phase Two funding to complete an additional 18 plans for the remainder of the region’s 43 identified low-income communities of concern, including North Central San Mateo and San Bruno/South San Francisco.

The following four CBTPs were produced for C/CAG by SamTrans planning staff. A number of strategies from the CBTPs called for increased SamTrans service; either in terms of extended routes, hours or
increased frequencies. During the period since the CBTPs were produced, the SamTrans financial situation has been such that there has not been any significant service expansion and there was actually a significant 7.5 percent service reduction in 2009.

East Palo Alto Community-based Transportation Plan

The East Palo Alto Community-Based Transportation Plan was prepared by SamTrans for the City/County Association of Governments and approved by the City of East Palo Alto City Council on October 4, 2005. Among the thirteen short, medium, and long-term strategies identified for East Palo Alto, SamTrans was identified as the lead agency on five. These strategies and their status follow:

- Improve transit scheduling and connectivity - Implemented
- Provide more pass sales outlets - Implemented
- Enhanced transit information in Spanish - Implemented
- Increase frequency of fixed-route transit – Route #296 frequency improved
- Extend Route 297/397 into neighborhoods and extend hours of Route 296 - Implemented

The City of East Palo Alto also received a congressionally directed Job Access Reverse Commute (JARC) earmarked grant for $700,000. These funds provided an opportunity to jump-start the implementation of this Community Based Transportation Plan. Implementation measures that have been initiated include the following:

1. In November 2007 an expansion of East Palo Alto’s Community Shuttle Program consisting of a longer route, late-night service, and an increase in the number of morning shuttles from one to two (the shuttles will operate on a staggered schedule) were implemented. The East Palo Alto Shuttle Program Publicity strategy was expected to increase ridership substantially. The funding sources for these projects are Low-Income Flexible Transportation (LIFT) funds, Community Development Block Grants, and the City of East Palo Alto. However, the City eliminated these services in early 2014 and currently only supports one community shuttle west of US 101.

2. Execution of a contract between San Mateo County El Concilio, a private non-profit community-based organization and SamTrans on May 1, 2007 to handle the Bus Pass Subsidy Program. The City of East Palo Alto facilitated the transaction in order to get the program up and running. El Concilio sold adult subsidized bus passes on behalf of the City of East Palo Alto. This agency was paid a 3 percent commission at the end of the selling cycle each month. This program no longer exists.

Bayshore Community-based Transportation Plan

A Community-based Transportation Plan for the Bayshore community in Daly City was prepared by SamTrans for the City/County Association of Governments (C/CAG) in the fall of 2008. Among the fourteen short, medium, and long-term strategies identified for the Bayshore neighborhood, SamTrans was identified as the lead or co-lead agency on seven. These strategies and their status follow:
• Provide Circulator Service – Implemented
• Extend Route 121 to Bayshore neighborhood – Not implemented
• Improve transit stops – Implemented, funded by MTC LTP program
• Create a map of transportation options for Bayshore neighborhood – Not implemented
• Translate transit information into Chinese – Not implemented
• Discount transfers between SamTrans and SFMTA – Not implemented
• Subsidize Monthly passes – Implemented through Welfare to Work Plan (Transit Fare Assistance)

North Central San Mateo Community-based Transportation Plan

A Community-based Transportation Plan for North Central San Mateo was prepared by SamTrans for the City/County Association of Governments in February 2011. Among the ten short, medium, and long-term strategies identified for the North Central San Mateo neighborhood, SamTrans was identified as the lead or co-lead agency on four. These strategies and their status follow:

- Add stops to Route 250 and extend it to El Camino real – Implemented
- Increase frequency of routes in area – Not implemented
- Improve transit affordability – Implemented through Welfare to Work Plan (Transit Fare Assistance). Day Pass introduced in 2012 and price reduced in 2014
- Increase public access to transit information - Implemented

San Bruno/South San Francisco Community-Based Transportation Plan, 2012

A Community-Based Transportation Plan for San Bruno/South San Francisco was prepared by SamTrans for the City/County Association of Governments (C/CAG) in February 2012. Among the nine short, medium, and long-term strategies identified for San Bruno/South San Francisco, SamTrans was identified as the lead or co-lead agency on five. These strategies follow:

- Improve bus stop amenities – Not implemented
- Improve bicycle amenities – Not implemented
- Increase public access to transit information – Not implemented
- Increase transit service - Route 131 was created
- Improve connectivity of existing bus service – Routes 130 and 133 were realigned to provide more efficient and direct service in the area

San Mateo Countywide Low Income Plan 2012

During the development of past CBTPs it was discovered that the four “communities of concern” in San Mateo County identified by MTC do not include approximately 80 percent of the population living below the poverty line in the County. The objective of the Countywide Transportation Plan for Low-Income Populations is to identify, assess, and develop strategies to bridge gaps in the transportation needs of these disadvantaged communities.
The San Mateo County Transportation Plan for Low-Income Populations was prepared by SamTrans for the City/County Association of Governments in February 2012. Among the nine short, medium, and long-term strategies identified for San Bruno/South San Francisco, SamTrans was identified as the lead or co-lead agency on two. These strategies and their status follow:

- Increase community transit services – Implemented. Community shuttles are operating in a number of cities, including East Palo Alto
- Implement 24-hour bus service - Implemented. Route 297, which provides an overnight service between Palo Alto Transit Center and Redwood City Transit Center via East Palo Alto.

3.5.2 MTC LIFELINE PROGRAM

MTC’s Lifeline Transportation Program (LTP), which began in 2005, supports projects that address mobility and accessibility needs in low-income communities throughout the region. It is funded by a combination of federal and state operating and capital funding sources, including the Federal Transit Administration’s Jobs Access and Reverse Commute Program, and state Proposition 1B Transit Capital and State Transit Assistance programs. Funding has been provided in three year cycles in FY2006, FY2009, and FY2012. The next call for projects is expected for FY2015-2017.

To build upon local collaboration and coordination efforts in identifying community transportation needs and advancing solutions, the LTP is generally administered at the county level by county congestion management agencies (CMAs), which also oversee MTC’s Community Based Transportation Planning Program. The CMA for San Mateo County is the City/County Association of Governments (C/CAG).

Route 17, which serves low-income, elderly, and residents with disabilities of the Coastside area, has received MTC LTP operating funds in each of the three funding cycles (FY2006-2008, FY2009-2011, and FY2011-2013), and received capital funding for a vehicle for Route 17. As part of the service restructuring proposed in the SamTrans Service Plan Route 17 service miles were increased by 73 percent in January 2014 and an additional four buses were allocated to the route.

In addition to Route 17, SamTrans received LTP funds in the second cycle (FY2009-2011) for Route 280 in East Palo Alto and for the improvement of bus stops in select locations throughout the communities of concern identified in the CBTPs. In the third cycle (FY2011-2013), SamTrans received funding for bus replacements, operation of SamCoast, a general; public demand-responsiveness system on the Coastside of San Mateo County centered in Pescadero, and for five local shuttle operations (Menlo Park Midday, North Fair Oaks, and three in East Palo Alto).

It is assumed that SamTrans will pursue LTP funding in the next call for projects in 2015.
3.5.3 SENIOR MOBILITY ACTION PLAN AND INITIATIVE

The 2006 San Mateo County Senior Mobility Action Plan is the work of a broad coalition of concerned entities, with the leadership of the San Mateo County Transit District, to keep older people safe and connected to their communities as problems related to aging make it harder for them to get around. Funded by a Caltrans Statewide Planning grant, this Plan built on earlier work to document needs and focuses on working with organizations and local governments in the county to initiate effective action. A Steering Committee was formed consisting of 35 representatives of interested organizations and governments, including advisory and advocacy groups. The Senior Mobility Initiative was formed by SamTrans and the Steering Committee to implement the priority mobility strategies that emerged from the Plan:

- Community Transit Services
- Community-based Transportation Services
- Encouraging Use of Transit
- Safe Driving
- Taxicabs
- Information & Assistance
- Walking

Maintaining senior mobility is a concern because:

- The number of older people in San Mateo County is expected to double in the next 20 years. The number of older county residents who have difficulty driving or can’t drive also will increase.
- Compared to the recent past, a higher number of older adults will live in places that are difficult to serve by public transportation and will not be accustomed to using public transportation.
- Existing alternatives to driving and conventional public transportation, especially paratransit such as Redi-Wheels, will not be able to meet all the needs of seniors who must limit or cease driving.
- Because of recent waves of immigration, increasing numbers of older people will have difficulty accessing available transportation due to language and cultural barriers.

If action is not taken, these trends may result in:

- Rising numbers of traffic injuries and deaths due to rapidly increasing numbers of older drivers.
- Strain on families of older people as they deal with the practical and emotional issues of limited mobility.
- Isolation of older people who cannot reach services and activities.
- Strain on public, non-profit, and volunteer services as they attempt to assist older people and their families dealing with these issues.

The SamTrans Vision, as stated in its 2009 Strategic Plan, is to be the leader in providing mobility alternatives that are relevant and desirable. Implementation of this project will help turn a portion of this vision into a reality. The SamTrans Board adopted a series of Guiding Principles. The following are a few of the principles that are especially relevant to the proposed project:

- Sustain basic mobility services for transit dependent and low income persons.
• Improve transit connectivity by coordinating with other transit operators and with local transportation services
• Continue SamTrans’ reputation of service quality and provide relevant transit choices to customers

SamTrans has successfully managed the development and implementation of mobility management activities over the past six years. As the public transit provider for San Mateo County, SamTrans provides transportation service for individuals with disabilities through its fixed-route bus service and its ADA paratransit services, which includes Redi-Wheels in the urban part of the Peninsula and RediCoast on the rural Coastside. SamTrans was the lead agency in developing the Senior Mobility Action Plan.

New Freedom Grant Funding
SamTrans has been awarded four New Freedom grants from MTC to develop and implement various mobility management services for seniors and people with disabilities in San Mateo County. The programs developed and implemented under these grants include:

• Mobility Ambassador Program
• Vehicle Sharing Demonstration Program
• Senior Mobility Guide
• Countywide Inventory
• Volunteer Drivers
• Telephone Information & Assistance
• Veterans Mobility Corps

Implementation
The Mobility Ambassador Program and the Senior Mobility Guide have become important resources to the people, public services, local government agencies, and health care and home care service providers. As the programs have been implemented, plans are being advanced with partner agencies to develop and implement the Volunteer Drivers and Virtual Mobility Management programs in the near future.

3.6 TRANSIT CONNECTIVITY IMPLEMENTATION PLAN

MTC adopted a Transit Connectivity Plan in April 2006, which details a comprehensive strategy for easing passengers’ movement from one transit system to another. The plan highlights connectivity improvements at 24 regional transit hubs around the Bay Area. The Millbrae Transit Center is the only regional transit hub in San Mateo County. Findings and recommendations were incorporated into an Implementation Plan, which was conducted into two phases.

Phase 1 focused on wayfinding signage and transit information. Phase 2 focused on real-time information. To facilitate Phase 1 and Phase 2 improvements, a Regional Transit Hub Performance Review Project was conducted. The hub performance reviews were conducted in fall 2006 at 24 regional hubs. The Millbrae station’s hub review was in October 2006.

The MTC Hub Signage program in Millbrae and Daly City were led by BART and were implemented in 2013; Millbrae funded by MTC and Daly City by BART. The program improved way-finding signage at the
stations, added Transit Information Displays (TID) and Real-time displays. BART also added kiosks to the Daly City station. The TIDs display a station map, fare and schedules, transit stops (5-minute walk radius) and transit routes in general.

3.7 **TITLE VI REPORT SUMMARY**

Under federal guidelines issued in October 2012, the Federal Transit Administration (FTA) requires the governing board of federal funding recipients to adopt a Title VI Program every three years. SamTrans’ first program under the new guidelines was submitted to the FTA ahead of the October 1, 2013 deadline.

The SamTrans Title VI Program includes the following documentation of SamTrans policies, procedures and activities:

- Contents and placement of public notices regarding the public’s rights under Title VI of the Civil Rights Act of 1964
- Title VI complaint form and procedures
- List of transit-related Title VI investigations, complaints, and lawsuits pending within the last three years
- Public Participation Plan (PPP) and summary of public engagement processes undertaken in past three years, including for adoption of the Major Service Change, Disparate Impact and Disproportionate Burden policies
- Language Assistance Plan (LAP)
- Demographic information on membership of non-elected committees, such as the Citizens Advisory Committee, and discussion of encouragement of minority involvement
- Sub-recipient monitoring plan
- Results of equity analyses for any facilities constructed over the last three years
- Service area description and demographic profile, including ridership survey results
- Adopted service standards and policies, as well as results of service monitoring under these standards and policies
- Results of equity analyses for fare and service changes made in past three years
- Record of Board consideration and adoption of Title VI Program

The development of elements of this program included significant outreach to the public, including 15 meetings, a third of which targeted specific language groups in a focus-group format. Some elements of the program, including the PPP and LAP, include recommendations for improving outreach efforts associated with new initiatives or planning efforts.

Analysis conducted as part of program development concluded that SamTrans complies with all applicable Title VI requirements. There were no comments by the FTA and the District received a recertification.

3.8 **FTA TRIENNIAL REVIEW SUMMARY**

The FTA Triennial Review of SamTrans was conducted in November 2012. Based on the review, SamTrans was found to be deficient in three of the 18 Triennial Review areas, specifically: Technical,
Satisfactory Continuing Control, and Title VI (public notice deficiencies). All deficiencies have been addressed to the satisfaction of the FTA.

The deficiencies and the responses and/or proposed corrective actions by SamTrans are shown below in Table 10.

**Table 10: 2013 Triennial Review Summary**

<table>
<thead>
<tr>
<th>Triennial Review Area</th>
<th>Deficiency</th>
<th>Corrective Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory Continuing Control</td>
<td>D-99: Inadequate inventory process,</td>
<td>By May 31, 2014, SamTrans is to develop and submit procedures to the FTA Region IX Office that describe how it will ensure compliance with the bi-annual asset inventory requirement per FTA Circular 5010.1D. Said procedures are to identify the source document used (e.g. master asset list), how the inventory will be conducted, results of inventory documented, and evidence that inventory results are reconciled to the master asset list. Further, SamTrans is to show evidence to the FTA regional office that:</td>
<td>5/31/14</td>
</tr>
<tr>
<td></td>
<td>,</td>
<td>A complete bi-annual inventory and inventory reconciliation have been conducted</td>
<td></td>
</tr>
<tr>
<td></td>
<td>D-05: Inventory not reconciled to equipment records</td>
<td>The inventory records have been reconciled to equipment records</td>
<td></td>
</tr>
<tr>
<td></td>
<td>D-03: Inadequate equipment records</td>
<td>Equipment records include all required elements.</td>
<td></td>
</tr>
<tr>
<td>Technical</td>
<td>D-99: Reclass of grant funds</td>
<td>Prior to the next Echo drawdown, or by 12/31/13, SamTrans is to develop and submit to FTA Region IX the process it will use to ensure expenditures are drawn down against the older grants first, thus discontinuing reclassification of grant funds.</td>
<td>12/31/13</td>
</tr>
<tr>
<td>Title VI</td>
<td>D-10: Title VI public notice deficiencies</td>
<td>SamTrans is to revise and submit to the FTA Region IX Civil Rights Officer a revised Title VI public notice that addresses the requirements of C 4702.IB.</td>
<td>12/31/13</td>
</tr>
</tbody>
</table>
4 OPERATIONS PLAN AND BUDGET

4.1 SUMMARY OF MAJOR SERVICE ASSUMPTIONS

The following is a summary of major existing service assumptions, by mode, for the next 10 years.

The major service assumptions for the next 10 years are expressed through the SamTrans Service Plan (SSP), which was adopted in May 2013, after a two-year comprehensive operational analysis. As noted in Section 2.3.2, the SSP is guided by a simple premise: Do more of what works, less of what doesn’t, and try new things. The goal is a foundation for immediate and long-term growth and financial stability for the bus system within current budget constraints.

The SSP recommendations are the result of in-depth research, including the identification and assessment of market segments within San Mateo County; service evaluation of all fixed-route service, substantial public outreach that included numerous public meetings and opportunities for stakeholder input; and service scenario development.

It is anticipated that the implementation of the SSP recommendations will result in an overall net increase in ridership with healthy increases expected on the El Camino Real routes, in the core market areas, and on the routes that are being modified. Ridership increases will help SamTrans better serve its customers and provide a more stable financial foundation for future improvements.

The final recommendations reflect revisions based on that public input. A Title VI analysis has been completed to ensure that the recommendations do not disproportionately affect low-income and minority communities.

The majority of the SSP route recommendations were introduced in January 2014, except for El Camino Real service changes that were introduced in August 2012 (weekends) and 2013 (weekday).

At this time it is not assumed that any significant changes will be made to the recently improved fixed-route system over the 10-year life of this SRTP, with the agency’s emphasis being on the increasing ridership and reducing operating costs for existing services. The only modifications foreseen at this time are the possible introduction of “Rapid” service in the El Camino Real corridor in conjunction with Route ECR and, if the two “pilot” FLX projects in Pacifica and San Carlos are deemed successful, continued creation of additional FLX routes to meet potential demand for local community mobility. SamTrans does take the approach of “continuous improvement” and will be constantly monitoring its service and making adjustments as appropriate.

The paratransit fleet is expanding by two vehicles annually in 2014 and 2016 to meet demand for these services.

SamTrans will continue its on-going review of the range of transit services (agency, employer, and community provided fixed-route, paratransit, shuttles) to identify opportunities for restructuring the delivery of transportation to improve service and increase cost-efficiency.
4.1.1 FIXED-ROUTE SERVICES

The recently implemented SSP changes, referenced in Section 2.3.2, are grouped into themes:

- Enhance frequency along high-demand corridors

This included significant enhancements to SamTrans’ core Route ECR service, as well as Routes 120, 130/131, 281, and 296. These routes were identified as having the potential to carry many more riders if they operated more frequently.

- Split existing routes which serve multiple markets

Many SamTrans routes were originally designed to meet the needs of the community decades ago. Given the demographic, land use, and other changes that have taken place in San Mateo County over that time, many of these routes serve multiple markets along different portions of the route or at different times of day. The SSP clarified the roles of these routes by splitting them or creating new routes which are better suited to the markets being targeted.

- Create new routes to serve new markets

A number of new routes were created as part of the SSP in response to changing demand patterns throughout the county.

- Eliminate or curtail unproductive service

A number of routes overlapped with other routes or were significantly less productive with the rest of the SamTrans system. As such, these routes were either curtailed so they only served those areas that were most cost-effective or were eliminated entirely.

- Try new service models.

With the SSP, SamTrans launched two new service models: FLX Pacifica and FLX San Carlos. These two services represent community-based mobility options designed with input from the community and key stakeholders. Each is tailored to meet the specific needs of the community in which it operates through a combination of demand-response or route deviation-type service.

Other possible improvements during the 10-year horizon of the SRTP include faster service in the form of Bus Rapid Transit (BRT) on El Camino Real and the development of flexible community services. In addition, SamTrans will continue to pursue minor adjustments to routes and schedules.

Recent improvements to the fixed-route system that will enhance usage by persons with disabilities and older adults include:

- FLX community services which provide a combination of fixed-route and demand-responsive services. The San Carlos FLX, in addition to providing fixed-route service during the morning and afternoon commute periods, provides demand-responsive service throughout San Carlos during
other times. The Pacifica FLX has a fixed-route but can deviate up to three-quarter of mile of the route to pick-up and drop-off patrons.

- Increase frequency on many routes
- Introduction of a 15-minute frequency all stop local service throughout the El Camino Corridor.

Adjusted service parameters will be made each year on an as-needed basis to respond to any budget shortfalls and changes in demand for or usage of service.

4.1.2 PARATRANSIT

SamTrans has two ADA-compliant, demand-responsive paratransit services for persons with disabilities who cannot independently use regular SamTrans bus service some or all of the time: Redi-Wheels and RediCoast.

Over the past few years, paratransit demand remained consistent. There is a direct relationship to ridership growth and service level growth, i.e. a one percent ridership increase will require a one percent increase in service levels.

- Redi-Wheels and RediCoast ridership is expected to grow by 2 percent annually during the 10-year period for this SRTP.
- Service levels are expected to grow at the same rate as ridership.
- An increase in shared rides is a productivity opportunity.

4.1.3 SHUTTLES

It is assumed that the various shuttle services will generally maintain their current level of operations over the life of this plan, with details of operating plans and budgets described in Sections 4.2.3 and 4.3.3.

4.1.4 CALTRAIN

Details of Caltrain major service assumptions can be found in the Caltrain SRTP.

4.2 OPERATING PLAN

SamTrans is a multi-modal system of coordinated transit services including bus, paratransit and shuttles, each playing an integral role in meeting the transportation needs of the community. However, the funding resources do not match the growth of transit demand and services.

As illustrated in Table 15, on page 59, SamTrans has a structural deficit that needs to be addressed. This operating plan does not resolve that issue. The SamTrans Strategic Plan will focus on strategies to address
the funding shortfall. The operating plan does, however, provide direction on ridership opportunities and performance challenges.

SamTrans will be monitoring all of its services to ensure the most productive system possible. The District will continue to form partnerships such as those with employers who help fund shuttle services. There are major opportunities to work with the many public and private agencies that have an interest in transit.

4.2.1 FIXED-ROUTE

Following the January 2014 service changes, the fixed-route bus system consists of 73 routes. This includes one express route, 33 routes providing community service, 37 routes connecting to the BART system and/or Caltrain, and two flexible community circulator services.

This SRTP does not assume specific fare increases over the life of the plan, though it continues to be SamTrans’ practice to provide incremental fare increases every few years.

In making the SSP adjustments to routes, SamTrans employed an internal technical team called the Service Planning Committee consisting of staff from several departments throughout the agency. The Committee is responsible for reviewing all proposed service modifications and provides recommendations for service changes.

Service recommendations were based on several factors such as market conditions, financial health, and consumer input. In the case of the SSP changes, an extensive route analysis was used to measure the performance of all routes. Four performance indicators were used including:

- Subsidy per passenger
- Farebox recovery
- Passengers per mile
- Passengers per hour

Table 11, on page 50, summarizes projected key performance measurements for the fixed-route bus system.

The SSP proposed a specific set of service changes which started with the introduction of improved El Camino Real weekend service in August 2012 and weekday service in August 2013. Significant service changes system-wide were introduced in January 2014. Themes of these service changes include:

Improve El Camino Real Service
Based on an analysis of the performance of the north-south spine of the San Mateo County transit network, improving service and frequency along the El Camino Corridor is a priority. By consolidating Routes 390 and 391 into a single route with 15-minute weekday/20-minute weekend headways between Palo Alto and Daly City, a simpler, more reliable service has been provided.

Routes improved include: 390 and 391 deleted and replaced by Route ECR
SamTrans recently completed a feasibility study of the potential for the provision of Rapid or full BRT service along the El Camino Real corridor at some point in the future. An overview is provided in Section 4.2.1.1 below.

Create an Enhanced Core Market Bus Network
Based on research demonstrating strong levels of bus ridership and opportunities for ridership growth, improved weekday service has been implemented in the core market areas of Daly City, South San Francisco, Redwood City and East Palo Alto, at improved (15-minute) frequencies. These changes improve east-west connectivity to El Camino Real.

*Routes enhanced include:* 120, 130, 281, 296

Modify Services
Based on the analysis of current service and areas for possible efficiencies, routes have been modified to improve service performance. These modifications fall into one of three categories:

1) Consolidate Services
Duplicative services have been consolidated into single routes to simplify the system for customers. Additional streamlining recommendations include making some routes straighter to improve travel time.

2) Modify Route Alignments and/or Frequency
Route alignments have been modified to:
- Create a more direct route
- Shorten a route to capture higher ridership areas
- Avoid duplication with other routes

Route frequencies have been modified to reflect:
- Higher ridership time periods
- Lower ridership time periods
- New ridership market opportunities

3) Modify San Francisco Service
Other transit options, including Caltrain, BART, and Muni compete effectively with many of the SamTrans bus routes. A major reduction of SamTrans service into downtown San Francisco has been implemented to allow for the reallocation of resources towards stronger performing services within San Mateo County.

*Routes eliminated or modified include:* 391 eliminated and replaced by Route ECR, KX (reduced to peak only service)

Discontinue Services
Based on an analysis of current ridership patterns and route structures, a number of routes that duplicate other SamTrans routes or that have low ridership and low productivity have been eliminated. The majority of riders on discontinued routes have other transit options available.

*Routes discontinued include:* 123, 359
Introduce Alternative Service Pilot Program
Based on market and customer usage research, two pilot projects to test an alternative model with a flexible, demand-response service have been implemented. The location of the pilot projects are San Carlos and Pacifica. The alternative service options offer SamTrans a new opportunity to investigate how to better match service to markets where traditional fixed-route service is not as effective. The new service types can be more flexible and responsive to community needs.

The FLX Pacifica will provide a flexible fixed-route service in the Linda Mar area between 6:15a.m. and 6:50p.m. on weekdays. While it has a fixed schedule residents will be able to call to schedule a bus pick up within a half-mile of the existing route.

The FLX San Carlos pilot is a demand-based service operating between 6:50a.m. and 7:15p.m. on weekdays. During peak hours the service will operate on a fixed-route but during mid-day the general public will be able to schedule “dial-a-ride” service.

A snapshot route analysis from March 2014 is included in Table 9 on page 35.

As mentioned in Section 3.7, the recent Title VI analysis required for the proposed set of SSP service changes found that SamTrans has no does not discriminate in the delivery of public transit services to minority and non-minority populations and no disparities exist. The District received a recertification.
### Table 11: Fixed-route Service Levels and Ridership

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</thead>
<tbody>
<tr>
<td>Operating Cost (FY2011 $)</td>
<td>$97,779,404</td>
<td>$96,649,305</td>
<td>$95,721,279</td>
<td>$104,147,144</td>
<td>$109,220,033</td>
<td>$110,220,033</td>
<td>$112,497,561</td>
<td>$115,872,488</td>
<td>$119,348,663</td>
<td>$122,929,123</td>
<td>$126,616,996</td>
<td>$130,415,506</td>
<td>$134,327,971</td>
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<tr>
<td>Fare Revenue</td>
<td>$16,615,996</td>
<td>$16,670,062</td>
<td>$16,985,825</td>
<td>$17,502,000</td>
<td>$17,536,000</td>
<td>$18,244,454</td>
<td>$18,699,343</td>
<td>$18,981,530</td>
<td>$19,361,161</td>
<td>$19,748,384</td>
<td>$20,143,352</td>
<td>$20,546,219</td>
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<tr>
<td>Revenue Hours</td>
<td>461,205</td>
<td>482,936</td>
<td>487,756</td>
<td>525,055</td>
<td>525,786</td>
<td>525,786</td>
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<tr>
<td>Revenue Miles</td>
<td>6,562,836</td>
<td>6,570,704</td>
<td>6,633,233</td>
<td>6,740,198</td>
<td>6,672,807</td>
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</tr>
<tr>
<td>Annual Ridership</td>
<td>13,691,515</td>
<td>13,138,309</td>
<td>12,742,830</td>
<td>13,314,624</td>
<td>13,362,190</td>
<td>13,629,434</td>
<td>13,902,022</td>
<td>14,180,063</td>
<td>14,463,894</td>
<td>14,752,937</td>
<td>15,047,996</td>
<td>15,348,956</td>
<td>15,655,935</td>
</tr>
</tbody>
</table>

**Assumptions:**

- No Fare increases currently assumed.
- Ridership growth for fixed-route service is projected to increase at a rate of 2% per year.
- Operating costs are projected to increase at a rate of 3% per year.

FY2013 – Revenue Hours: 487,756 (2,193 Express 0.5%). Revenue Miles: 6,633,233 (432,417 Express 6.5%)
4.2.1.1 EL CAMINO REAL BUS RAPID TRANSIT PHASING PLAN

The 27-mile El Camino Real corridor, between Daly City and Palo Alto, is the backbone and highest ridership corridor in the SamTrans bus system. The main bus route serving this corridor is Route ECR with over 13,000 boardings daily which accounts for one-third of the system-wide boarding.

SamTrans has prepared the El Camino Real BRT Study for three reasons;

1. Its potential to provide a better service for existing customers,
2. Its potential to increase transit ridership by attracting new customers, and
3. Its potential to support planned regional development programs such as the Grand Boulevard Initiative.

Over the last year SamTrans has developed BRT service concepts and analyzed their operating and capital costs, ridership potential, and identified opportunities to implement transit priority features along the corridor. Transit priority features can include:

- Transit signal priority which can allow buses a slightly extended green phase or an early green phase
- Transit priority thorough the provision of exclusive lanes for buses

For the sake of this study there are two levels of service identified;

- Rapid – This service is primarily a faster bus service, achieved by reducing the number of stops along the route, and
- Full BRT – This service combines the reduced stop concept of Rapid along with implementing transit priority features to reduce travel time and vehicle/station amenities to provide an enhanced passenger experience.

Service Concepts

Our research, consistent with research conducted industry-wide, shows that the transit service features most desired by patrons are frequency and speed.

Currently the Route ECR provides local service with over 100 stops in each direction with an end-to-end trip taking in excess of two hours.

The BRT Study has identified two service concepts which have potential in the El Camino Real corridor to reduce travel time;
1. An “Overlay” service which would operate along the same route, in addition to the existing local Route ECR. This service concept proposes limited stop service, approximately 35-40 stops in each direction, providing faster service between prime locations along the corridor. Variations of this service concept were developed which included peak only service and service which served only a portion of the corridor between Daly City to Palo Alto, based on heaviest demand.

2. A service which would modify the existing local service to a route which made less stops and therefore a faster end-to-end travel time. This service concept, referred to a “Hybrid”, assumes reducing the number of Route ECR stops from approximately 100 to somewhere between 50-75 stops. This scenario would eliminate low usage stops while maintaining the walk distance to stops at a reasonable length.

Ridership Forecast

The Bay Area maintains a regional travel forecast out to the year 2040 using population, employment, transportation network development, and traffic pattern and congestion data. This information was used to forecast potential ridership for these service concepts in the near (2020) and long term (2040).

The existing local Route ECR, which operates every 15 minutes, currently has over 13,000 daily weekday boardings and is forecast to have approximately 16,500 by the year 2020, (+25%) and 26,600 by the year 2040 (100% increase over today).

For the Overlay service concept, ridership forecasts suggest that the combination of the local Route ECR and the Overlay Rapid service could result in over 22,000 daily weekday boardings (+34%) in the year 2020 and that a 76-stop “Hybrid” Route ECR service with could create almost 20,000 daily weekday boardings, an 18% increase over the projected Route ECR boardings for the year 2020. The overlay service could attract 33,800 daily boardings in 2040.

Operating Costs

Each service concept has its own requirements for hours and miles of bus service.

The overlay service concept, operating over the entire corridor from Daly City to Palo Alto at 15 minute frequency, would require an approximately 59% increase in operating costs over the existing Route ECR operating cost, while the 76-stop Hybrid Route ECR, operating at 12 minute frequency, could increase operating costs by approximately 17%.

Capital Costs

In addition to reducing the number of stops along the corridor, providing transit priority over general traffic is the other way to reduce travel time and provide faster trips to patron’s destinations. There are two methods of decreasing travel time for the bus; traffic signal priority and bus lanes.

Buses and traffic signals can be equipped to provide buses with early and/or extended green time on signals along El Camino Real to reduce the amount of time buses spend at red lights. The approximately 120 signals along the corridor and the bus fleet could be modified for approximately $2.4 million to create...
these opportunities. Field testing has shown the opportunity would reduce end-to-end travel time by 15 minutes or more.

El Camino Real was analyzed to identify locations where there could be potential for transit priority lanes, including locations with more than two lanes in each direction, on-street parking, and wide lanes and medians. This analysis would be reviewed with cities before any long-term proposals for such features could be considered.

Next Steps/Implementation

The analysis has shown that there is good potential for a Rapid and/or BRT service to attract significant ridership growth in the El Camino Real corridor.

As the current Route ECR is performing well with steady ridership growth, and SamTrans financial capacity is currently limited, SamTrans will continue to refine BRT planning and monitor Route ECR ridership patterns. Pending availability of operating funds, the lead time to introduce a service could be approximately 2 years, driven by detailed service planning and vehicle and bus operator requirements.

4.2.2 PARATRANST

The District may raise the paratransit fare occasionally during the 10-year plan period, from its current fare of $3.75. The current Adult Fare is $2.00; therefore Paratransit fares could be increased to $4.00 as allowed by Federal ADA regulations. SamTrans will continue the reduced lifeline fare (currently $1.75) to qualified low-income riders in order to cushion the impact of these increases on the most vulnerable members of the disabled community. Approximately 35 percent of current paratransit riders pay the lifeline fare.

SamTrans provides premium paratransit service to six social service agencies for which these agencies pay a premium fare. All "agency" customers are “automatic subscription” customers, have a standing regular reservation and get a specific drop-off and pick-up window at their origin and at the agency. SamTrans also invoices the agencies for the trips (customers do not pay a fare when riding). The cost structure is defined in the codified tariff; $4.50 (standard) and $2.25 (fare assistance). The drivers receive additional training to provide this premium service.

SamTrans plans to continue several initiatives to ensure its ability to serve all of the demand for ADA paratransit. These include:

- Using supplemental service provided under contract by one or more taxicab companies to serve trips that would otherwise result in low productivity runs.

- Continuing evaluation of the efficiency of installing automated “call-ahead” software to work in conjunction with existing Trapeze software and Advanced Communications Systems (ACS) to alert customers to a ride pick-up shortly before it arrives.
• Providing travel training to individuals who can use SamTrans fixed-route services instead of paratransit.

• Allowing Redi-Wheels and RediCoast passengers to ride fixed-route service for free.

• Continuing the eligibility screening process with 100 percent in-person assessments conducted by a contractor.

• Working with local jurisdictions and advocates to explore opportunities for partnerships that would help create local services of interest to people with disabilities and older people.

• Continuing Trip-by-trip eligibility - With in-person eligibility, SamTrans can get detailed information about the individual capabilities of Redi-Wheels riders. Applicants can be eligible for paratransit for some trips and SamTrans fixed-route for others. In the last 12 months, approximately 16 percent of applicants were given conditional or trip-by-trip eligibility. SamTrans will continue to enforce trip-by-trip eligibility.

• Pursuing implementation of Community Transit Services - The District plans to continue working with local jurisdictions and advocates to plan community transit services of interest to people with disabilities, older people, and the general public. Such services may be provided through partnerships between the District and local jurisdictions.

Table 12 summarizes the projected service levels, ridership projections, cost, and farebox revenue for the paratransit system.
Table 12: Paratransit Service Levels and Ridership

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Operating Cost (FY2011$)</td>
<td>$13,189,914</td>
<td>$13,689,311</td>
<td>$13,555,376</td>
<td>$13,675,166</td>
<td>$14,305,025</td>
<td>$14,734,176</td>
<td>$15,176,201</td>
<td>$15,631,487</td>
<td>$16,100,432</td>
<td>$16,583,445</td>
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<tr>
<td>Fare Revenue</td>
<td>$757,068</td>
<td>$781,811</td>
<td>$822,542</td>
<td>$816,000</td>
<td>$832,300</td>
<td>$848,946</td>
<td>$883,243</td>
<td>$900,908</td>
<td>$918,926</td>
<td>$937,305</td>
<td>$966,051</td>
<td>$975,172</td>
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<tr>
<td>Revenue Hours</td>
<td>181,033</td>
<td>169,930</td>
<td>177,994</td>
<td>180,308</td>
<td>182,652</td>
<td>185,026</td>
<td>187,432</td>
<td>189,866</td>
<td>192,337</td>
<td>194,837</td>
<td>197,370</td>
<td>199,936</td>
<td>202,535</td>
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<tr>
<td>Revenue Miles</td>
<td>2,669,285</td>
<td>2,536,440</td>
<td>2,601,175</td>
<td>2,643,094</td>
<td>2,677,455</td>
<td>2,712,261</td>
<td>2,747,521</td>
<td>2,783,238</td>
<td>2,819,421</td>
<td>2,856,073</td>
<td>2,893,202</td>
<td>2,930,814</td>
<td>2,968,914</td>
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<tr>
<td>Annual Ridership</td>
<td>315,896</td>
<td>304,585</td>
<td>297,655</td>
<td>314,000</td>
<td>320,300</td>
<td>326,706</td>
<td>333,240</td>
<td>339,905</td>
<td>346,703</td>
<td>353,637</td>
<td>360,710</td>
<td>367,924</td>
<td>375,282</td>
</tr>
</tbody>
</table>

Assumptions:

- No Fare increases currently assumed.
- Ridership growth projected to increase at 2% per year.
- Contracted Paratransit Service cost is projected to increase at a rate of 3% per year.
- Revenue hours and miles projected to increase at the same rate as ridership growth.

FY2013 – Revenue Hours ADA 175,286, non-ADA 2,708. Miles ADA 2,564,819, non-ADA 44,356.
4.2.3 SHUTTLES

Employer Shuttles (BART) - No additional service is anticipated for the BART shuttle program. The service is anticipated to remain at nine routes over the life of the plan. Although ridership is expected to grow by 1 percent per year, there is enough current capacity to accommodate the added ridership. In lieu of fares, employers provide approximately 54 percent of the cost of the service. Nearly one-third of the cost of the program is provided by the Bay Area Air Quality Management District.

Table 13 summarizes the service level, ridership projections, total operating cost, and SamTrans operating cost for the BART Shuttles service. Passengers do not pay a fare for these shuttle services.

Employer Shuttles (Caltrain) – Caltrain employer shuttles are part of the Caltrain program and details of the Caltrain Shuttle program can be found in the Caltrain SRTP.

Community Shuttles – The C/CAG and TA sponsored shuttle program is grant based for specific time durations and there are regular calls for projects.
### Table 13: BART Shuttles Service Levels and Ridership

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>No. of Routes</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
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<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Annual Ridership</td>
<td>500,639</td>
<td>470,330</td>
<td>551,113</td>
<td>556,624</td>
<td>562,190</td>
<td>567,812</td>
<td>573,490</td>
<td>579,225</td>
<td>585,018</td>
<td>590,868</td>
<td>596,776</td>
<td>602,744</td>
<td>608,772</td>
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<tr>
<td>Total Operating Cost</td>
<td>$2,584,311</td>
<td>$2,357,226</td>
<td>$2,595,905</td>
<td>$2,673,782</td>
<td>$2,753,995</td>
<td>$2,836,615</td>
<td>$2,921,714</td>
<td>$3,009,365</td>
<td>$3,099,646</td>
<td>$3,192,636</td>
<td>$3,288,415</td>
<td>$3,387,067</td>
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</tr>
<tr>
<td>SamTrans Cost</td>
<td>$306,755</td>
<td>$332,744</td>
<td>$346,517</td>
<td>$353,447</td>
<td>$360,516</td>
<td>$367,727</td>
<td>$375,081</td>
<td>$382,583</td>
<td>$390,234</td>
<td>$398,039</td>
<td>$406,000</td>
<td>$414,120</td>
<td>$422,402</td>
</tr>
</tbody>
</table>

Ridership % Change:
-6.05% 17.18% 1.00% 1.00% 1.00% 1.00% 1.00% 1.00% 1.00% 1.00% 1.00% 1.00%

Total Op Cost % Change:
-8.79% 6.92% 3.00% 3.00% 3.00% 3.00% 3.00% 3.00% 3.00% 3.00% 3.00% 3.00%

SamTrans Cost % Change:
8.47% 4.14% 2.00% 2.00% 2.00% 2.00% 2.00% 2.00% 2.00% 2.00% 2.00% 2.00%

TFCA Grant excluded from table.
4.2.4  CALTRAIN

Details of Caltrain operations can be found in the Caltrain SRTP.

4.2.5  DUMBARTON EXPRESS

The Dumbarton Bridge Regional Operating Consortium will make minor adjustments to routes, schedules and service parameters on an as-needed basis to respond to any budget shortfalls and service needs.

4.3  OPERATIONS BUDGET

As discussed in Chapter 2, Section 2.1, a critical issue facing SamTrans is a structural deficit.

Although revenue is forecast to exceed the direct cost of providing bus, paratransit, Caltrain, and shuttle services, As shown on Table 14, SamTrans’ ongoing capital needs and debt service costs create net annual budget deficits. Through most of the duration of the FY2014-FY2023 SRTP the District’s reserve fund will cover these annual deficits; however, the District must identify additional revenue streams and/or reduce costs in order to address the projected operating deficit.

Section 2.3 identifies the priorities and goals for the Strategic Plan five-year horizon, which are intended to address the structural deficit. Through the Strategic Plan SamTrans will be investigating strategies aimed at eliminating the annual deficits.

As shown in Table 14, the ongoing annual deficits are created by annual growth in total District operating costs which exceeds revenue assumptions.

On the cost side, after years of relatively stable labor costs SamTrans has entered into new labor agreements for both fixed-route and paratransit services. These cost increases are in addition to ever increasing benefit costs. Other significant costs include the ongoing funding of the San Mateo County share of Caltrain costs.

Strategic Plan actions which are being pursued to reduce costs include:

- Implement the TSP Strategic Plan as required by MTC.

- Evaluate enhancements that reduce bus operating costs (e.g., car relief for operators, alternative service models for low density suburban areas).

- Incorporate safety, security, and sustainability considerations into financial decision making.

- Invest in improvements to our facilities and fleets that conserve natural resources, reduce waste, and control costs.
• Develop an action plan to reduce debt service that optimizes both cash flow and retirement of debt service

• Improve projections of lifecycle costs into project decision making.
• Maximize long-term financial savings by incorporating a full evaluation of economic, environmental, and social costs in the decision-making process.
• Develop a reserves policy

Another critical issue is the pursuit of a dedicated funding source for Caltrain operations.

On the revenue side, SamTrans is currently developing a fare policy which is intended to establish a regular pattern of fare increases over time, in part related to the needs of the District to maintaining farebox recovery levels and supporting elimination of annual deficits.

The District is also, through the Strategic Plan, pursuing actions to increase revenue including:

• Implement strategies to increase ridership on fixed-route bus services.
• Institute fare increase for fixed routes by 2016.
• Develop a fare structure that makes the system easier to use, encourages people to ride and is easier to administer.
• Include a metric of "return on investment" when evaluating financial and procurement strategies.

• Maximize potential for cap-and-trade revenue opportunities.
• Charge market rate for all services and property provided to third parties.
• Enhance pursuit of grant opportunities.
• Explore creative revenue sources, like expanded sponsorship of SamTrans assets.
• Consider partnerships with other stakeholders to fund alternatives to traditional SamTrans fixed-route transit service.
• Assess all real estate holdings/leases and evaluate long-term options for increasing revenue, including use of Central, North Base, South Base, Pico Boulevard (access road to South Base) and Brewster Avenue (contractor base in Redwood City).

In subsequent SRTPs SamTrans will monitor progress in deficit reduction and if these are not successful in eliminating annual deficits, will identify measures necessary to reduce annual costs to sustainable levels. This could include reductions in fixed-route services, which would in turn reduce the need for major capital
investments, both major contributor to the annual deficits. The primary example of this is the expected major capital investment in bus replacement in the year 2021, the eighth year in the horizon of this SRTP. This is the timeframe at which, without significant changes in the costs/revenue equation, SamTrans faces an unsustainable future.

For budgeting assumptions, following implementation of the recent SSP service modifications, it is not assumed that there will be any significant service changes over the 10-year period of this SRTP.

4.3.1 CHANGES IN FARE REVENUE (BASED ON FARE POLICY AND SERVICE LEVELS)

With the exception of possible implementation of “Rapid or BRT” service along El Camino Real, there are no significant service changes currently planned over the next 10 years, although resources may be reallocated at any time to provide for minor adjustments to routes and schedules.

Although not currently assumed in Table 14, the Strategic Plan process is considering fare increases for fixed-route and paratransit services during the next 10 years. Fixed-route and paratransit ridership are both expected to grow at a rate of 2 percent annually through the duration of this 10-year plan.

4.3.2 CHANGES IN EXPENSES (BASED ON SERVICE LEVELS AND LABOR)

As discussed in Section 4.3, direct operating costs have risen significantly in recent years, not as a result of service level changes, but rather due to increased labor costs, particularly worker’s compensation and medical insurance and rising fuel costs. Although revenues are projected to cover direct service operating costs ongoing capital needs and debt service create a structural deficit which will need to be addressed to ensure the financial sustainability of the District in the long term. Initiatives such as creation of a dedicated revenue stream for Caltrain or refinancing of debt are among strategies under consideration.

It is expected that changes in direct operating expenses will continue to be based largely on changes in labor and fuel costs. Table 14 shows the projected expenses through FY2023.

4.3.3 FUNDING SOURCES

Table 14 shows revenue assumptions for fares, grants (local, state, federal), and sales tax sources.

In recent years, the District has experienced a rebound in sales tax revenues due to an improvement in the local economy and is currently projecting growth of 1 percent from year to year. Also, as previously mentioned, although not currently assumed in financial projections, fare policy changes will be considered over the next 10 years which could, in conjunction with ridership growth, have a material effect on fare revenues.

A full discussion of capital funding sources is presented in Chapter 5: Capital Improvement Program.
Table 14: Ten-Year Financial Plan (in Thousands)

<table>
<thead>
<tr>
<th></th>
<th>2015 (F)</th>
<th>2016 (F)</th>
<th>2017 (F)</th>
<th>2018 (F)</th>
<th>2019 (F)</th>
<th>2020 (F)</th>
<th>2021 (F)</th>
<th>2022 (F)</th>
<th>2023 (F)</th>
</tr>
</thead>
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<td>Passenger Fares</td>
<td>18,365,893</td>
<td>18,549,552</td>
<td>18,735,047</td>
<td>18,922,398</td>
<td>19,111,622</td>
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<td>19,495,766</td>
<td>19,690,723</td>
<td>19,887,630</td>
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<tr>
<td>Local TDA and STA Funds</td>
<td>40,323,462</td>
<td>41,129,931</td>
<td>41,952,530</td>
<td>42,791,580</td>
<td>43,647,412</td>
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<td>45,410,767</td>
<td>46,318,983</td>
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<td>State/Federal Operating Grants</td>
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<td>6,959,922</td>
<td>7,029,522</td>
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<td>7,170,815</td>
<td>7,242,523</td>
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<td>7,388,098</td>
<td>7,461,979</td>
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<td>Measure A and AB434 Funds</td>
<td>9,706,000</td>
<td>9,298,060</td>
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<td>9,579,801</td>
<td>9,675,599</td>
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<td>District 1/2 Cent Sales Tax</td>
<td>12,422,217</td>
<td>12,216,439</td>
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<td>12,356,967</td>
<td>12,428,286</td>
<td>12,573,072</td>
<td>12,646,553</td>
<td>12,720,769</td>
<td>12,805,983</td>
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<td>Total Sources of Funds</td>
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<td>164,188,357</td>
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<td>168,227,535</td>
<td>172,543,243</td>
<td>172,382,307</td>
<td>174,504,196</td>
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<td>A.D.A. Programs</td>
<td>15,348,906</td>
<td>15,809,373</td>
<td>16,283,655</td>
<td>16,772,164</td>
<td>17,275,329</td>
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<td>18,327,397</td>
<td>18,777,219</td>
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<td>Caltrain</td>
<td>6,260,000</td>
<td>9,817,600</td>
<td>9,875,776</td>
<td>9,934,534</td>
<td>9,993,879</td>
<td>6,053,818</td>
<td>6,114,356</td>
<td>6,175,500</td>
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<td>Other Multimodal Programs</td>
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<td>Total Uses of Funds</td>
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<td>167,401,152</td>
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<td>Total Operating Surplus/Deficit</td>
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<td>22,099,081</td>
<td>19,365,455</td>
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<td>13,405,395</td>
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<td>10,731,141</td>
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<td>Sales Tax Allocation - Capital Programs</td>
<td>5,857,268</td>
<td>6,231,068</td>
<td>6,905,105</td>
<td>5,993,845</td>
<td>6,190,945</td>
<td>4,932,625</td>
<td>22,991,236</td>
<td>5,972,310</td>
<td>7,357,435</td>
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<td>Total Debt Service</td>
<td>24,448,832</td>
<td>24,451,795</td>
<td>24,452,332</td>
<td>24,449,807</td>
<td>24,452,094</td>
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<td>22,193,619</td>
<td>22,193,719</td>
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<td>Net Annual Surplus/(Deficit)</td>
<td>(1,352,090)</td>
<td>(8,583,782)</td>
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<td>(13,973,347)</td>
<td>(17,237,644)</td>
<td>(21,062,884)</td>
<td>(26,283,524)</td>
<td>(26,283,524)</td>
<td>(26,283,524)</td>
</tr>
</tbody>
</table>
4.3.4 **MAJOR BUDGET ASSUMPTIONS**

**Fixed-route**

- Ridership is expected to grow at 2 percent per year beginning in FY2014.
- Fare increase schedule has not been determined at this time.
- Operating cost is projected to increase 3 percent annually through the life of this SRTP.
- Together, bus exterior and bus shelter advertising generated approximately $940,000 in FY2013 and is assumed to continue to generate this level of funding.

**Paratransit**

- Operating costs are projected to increase 3 percent annually through the life of this SRTP.
- Service level increases are expected to coincide with ridership increases, approximately 2 percent annually.
- Fare increase schedule has not been determined at this time, but is limited to two times the adult fare for fixed-route bus service.

**Employer Shuttles (BART)**

- Approximately 90 percent of the program is financed with Bay Area Air Quality Management District and Employer funds. The balance is funded by SamTrans. The funding split is expected to remain relatively unchanged over the next 10 years.

**Employer Shuttles (Caltrain)**

- Caltrain employer shuttles are part of the Caltrain program and details of the Caltrain Shuttle program can be found in the Caltrain SRTP.
5 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) describes and discusses the capital programs (vehicles, facilities and equipment) required to carry out the operations and services set forth in the operating plan and budget described in Section 4. The CIP provides the basis for requests for federal, state and regional funding for capital replacements, rehabilitation, enhancement, and expansion projects. The CIP is financially constrained in that it reflects SamTrans’ reasonable expectation of funding availability during the same time period to support the delivery of the projects.

SamTrans’ planning for and implementation of capital projects involves the integration of SamTrans’ internal planning, budgeting, and project approval processes, with the MTC regional programming processes and practices. The Capital Plan Development section describes how these two processes are linked, and the Funding Sources section includes a summary of the funding that is reasonably expected to be available to the District. The next section, Ten-Year Capital Improvement Requirements, describes the various components of SamTrans’ CIP. The projected costs of the various capital projects over the next ten years are summarized in Table 15, the FY2014-2023 Capital Improvement Program.

5.1 CAPITAL PLAN DEVELOPMENT

5.1.1 PLAN DEVELOPMENT

There are several primary planning documents that are used to identify SamTrans’ capital and operating needs. The SRTP lays out the business plan for SamTrans Operations. It incorporates the CIP, which describes the program of capital projects necessary to support service assumptions described in Section 4, Operations Plan and Budget.

Current federal and state legislation requires that programs and projects for which SamTrans is seeking funding must first be identified in the SRTP, whether as a specific project or as a general program. Historically, annual (“mini”) updates of the SRTP occur every year with a full update every four years, including this year. Each year, SamTrans determines which programs and projects should be submitted to MTC for possible federal, state or local grant funding.

Another planning document that outlines the annual element of the CIP is the SamTrans’ budget. SamTrans annually adopts a capital budget, driven by the needs in the CIP, updated to reflect any changes that have taken place due to new funding opportunities, changes in the actual versus anticipated funding allocations, changes in SamTrans capital needs that are identified during the annual budgeting process, and/or improvements required as a result of regulatory or legal requirements.

Programs or projects identified in the SRTP are included in MTC’s federal multi-year Transportation Improvement Program (TIP). MTC is the Metropolitan Planning Organization for the nine-county Bay Area. A scoring process was adopted by the various transit operators in the region to establish priorities for capital funding. MTC, along with the nine county Congestion Management Agencies, develops a Regional
Transportation Improvement Program (RTIP). District programs/projects must be in the TIP and RTIP to receive consideration for federal and state-administered transportation funding respectively.

5.1.2 FEDERAL ELEMENTS

In July 2012, the Moving Ahead for Progress in the 21st Century Act (MAP-21) was signed into law. MAP-21 was the first multi-year transportation authorization enacted since 2005, and consolidates some of the programs under the former legislation, SAFETEA-LU, with a particular focus on State of Good Repair funding.

Because SamTrans operates in three counties – San Francisco, San Mateo, and Santa Clara – District planning activities must be coordinated with the Congestion Management Agencies and/or Transportation Authorities for each county.

Other federal legislative acts, such as the Clean Air Act (CAA) and the Americans with Disabilities Act (ADA), also have a major influence on the District’s transportation and capital plan.

5.1.3 REGIONAL ELEMENTS

Regional and local mandates and interagency processes within the region play a major role in the District’s capital planning processes. Unlike many urbanized areas of the country, the nine-county Bay Area has approximately 20 public transit operators that compete with street and highway projects for limited capital and operating funds. To address this MTC uses a Regional Priority Model to apportion projects that are eligible in multiple UAs, to minimize the impact on those operators who are only eligible in one UA.

The regional planning cycle for grant-funded projects begins with the development of the regional TIP, which includes the transportation-related capital projects for which federal funding is requested. The TIP is updated every two years but may be amended between updates. Various public entities, such as municipalities, county agencies, and regional agencies oversee other regional processes that impact SamTrans’ capital planning, including:

- Land Use and Development Planning
- Congestion Management
- Air Quality Management

SamTrans uses regional planning documents in its capital planning process, such as:

- Regional Transportation Plan (RTP) for the San Francisco Bay Area (MTC)
- California Transportation Plan (Caltrans)
5.1.4 SAMTRANS ELEMENTS

The development of SamTrans’ CIP is based on SamTrans’ Strategic Plan Vision Statement, Goals, and Objectives, and the proposed Operating Program. In addition, active participation in regional transportation planning forums, compliance with federal, state and local mandates, existing regional transportation plans, input from internal departments and the District’s fiscal policies are all integral to the development of the Plan.

5.2 FUNDING SOURCES

5.2.1 FEDERAL GRANTS

FEDERAL TRANSIT ADMINISTRATION (FTA)

Funding programs available from the FTA that have been used by the District to address its capital needs include:

URBANIZED AREA FORMULA FUNDS (5307)

This section provides funding for the acquisition, construction, improvement, and maintenance of transit facilities and equipment. Resources are allocated to urban areas according to a formula and are usually matched on an 80 percent federal, 20 percent local basis. Up to ten percent of the total annual formula funds can be set aside for paratransit services, under the ADA, an amount calculated by the MTC. Also, the 5307 Program now includes Job Access and reverse commute activities under Map-21.

FIXED GUIDEWAY CAPITAL INVESTMENT GRANTS (5309)

Also known as “New Starts / Small Starts,” this program awards grants on a competitive basis for major investments in new and expanded rail, bus rapid transit (BRT), and ferry systems.

STATE OF GOOD REPAIR GRANTS (5337)

This program replaces the fixed guideway modernization program (Section 5309). Funding is limited to fixed guideway systems (including rail, bus rapid transit, and passenger ferries) and high intensity bus (high intensity bus refers to buses operating in high occupancy vehicle (HOV) lanes.) Projects are limited to replacement and rehabilitation, or capital projects required to maintain public transportation systems in a state of good repair.
BUS AND BUS FACILITIES PROGRAM (5339)

This capital program provides funding to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities.

RURAL AREA FORMULA GRANTS (5311)

This program provides capital, planning, and operating assistance to support public transportation in rural areas, defined as areas with fewer than 50,000 residents. Funding is based on a formula that uses land area, population, and transit service. SamTrans has typically used these funds to help subsidize bus service on the Coastside of San Mateo County, though the funds could be used for capital replacement if needed.

ENHANCED MOBILITY OF SENIORS AND INDIVIDUALS WITH DISABILITIES (5310)

This program provides formula funding to increase the mobility of seniors and persons with disabilities. Funds are apportioned based on each State's share of the targeted populations and are now apportioned to both States (for all areas under 200,000) and large urbanized areas (over 200,000). The former New Freedom program (5317) is folded into this program. The New Freedom program provided grants for services for individuals with disabilities that went above and beyond the requirements of the Americans with Disabilities Act (ADA). Activities eligible under New Freedom are now eligible under the Enhanced Mobility of Seniors and Individuals with Disabilities program. The District has used these funds to purchase additional cutaway buses to respond to service increases. New Freedom funds have been used for travel training programs.

Federal Highway Administration (FHWA)

CONGESTION MITIGATION AND AIR QUALITY PROGRAM (CMAQ)

The Congestion Mitigation and Air Quality Improvement Program (CMAQ) provides funding for Clean Air Act projects, State Implementation Plan Projects, and other projects that the Department of Transportation and the federal Environmental Protection Agency determine will help attain mandated air quality standards. Demonstration service projects are eligible for this funding source. MTC has used CMAQ funds to fund bus retrofit projects to install clean air emission devices on urban coaches. Funds are apportioned to every state based on the population in "non-attainment" areas, adjusted in line with the severity of the pollution. The Bay Area has been designated as one of these non-attainment areas.

SURFACE TRANSPORTATION PROGRAM (STP)

The Surface Transportation Program provides funding for highways, bridges, transit capital, bicycle and car pool programs, and other multimodal uses. It provides flexible funding that may be used for transit capital projects, and intracity and intercity bus terminals and facilities (MAP-21).
5.2.2 STATE AND REGIONAL GRANTS

REGIONAL BRIDGE TOLLS

Bridge toll revenues provide funding for transit projects on or near bridge corridors that help to relieve bridge traffic and/or provide alternative public transit services. Types of projects that can receive such funding include bicycle facilities, ferry planning, capital and operations, and rail extensions that serve bridge corridors. Bridge toll revenues normally serve as state and local match for SamTrans and other operators to leverage federal capital funds. In general, funding available from this source has not been sufficient to provide the match for all funded capital projects. The first priority for matching funds is given to projects funded under the federal Section 5307 and 5339 program.

BRIDGE TOLL FUNDING REGIONAL MEASURE 2

Legislation SB 916 substantially increased Bridge Toll funding for transit. This new source of funding establishes a strategy for addressing congestion in the transbay bridge corridors and enhancing the convenience and reliability of the Bay Area’s public transit system. Funds for this program are generated by a $1 increase, effective July 1, 2004, in tolls on the region’s seven state-owned toll bridges. Transit projects receiving Regional Measure 2 funds include a BART link to Oakland Airport and the first leg in the planned BART extension to Silicon Valley; redevelopment of San Francisco’s Transbay Terminal, seismic retrofit of the transbay BART tube, expanded Caltrain service along the Peninsula and planning for the introduction of commuter rail service over a rehabilitated Dumbarton rail bridge. Measure 2 funds will also support express and local bus service, and new ferries for expanded transbay service. In addition to capital investments, the Regional Traffic Relief Plan dedicates up to 38 percent of total annual receipts to providing operating funds for commuter rail, express and enhanced bus and ferry service.

In addition to the Dumbarton express project, which is ongoing, SamTrans has received funding for the recently completed Predictive Arrival/Departure (PADS) project.

STATE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)

The State Transportation Improvement Program (STIP) is the major program for state transportation dollars. Eligible projects include improvements on state highways, local roads, public transit, pedestrian and bicycle facilities, rail grade separations, transportation system management, transportation demand management, soundwall projects, intermodal facilities, and safety projects. STIP funding cannot be used for transit operations. STIP consists of two main categories:

1. Regional Transportation Improvement Program (RTIP) – These are the funds included in the Regional Transportation Improvement Program, and are directly programmed in the Bay Area by MTC on a biennial basis. While the California Transportation Commission allocates funds, decisions on what should be included in the program, and the responsibility for amending, delivering and managing the program, fall to MTC. Seventy-five percent of all state funds available for capital programming flow through this mechanism.
2. The State Interregional Transportation Improvement (ITIP) Funds – Caltrans is responsible for programming the ITIP.

**TRANSPORTATION FUND FOR CLEAN AIR (TFCA)**

The Bay Area Air Quality Management District administers the Transportation Fund for Clean Air (TFCA), program which draws its revenue from vehicle registration fees in the Bay Area. Forty percent of the funds raised in each county, known as program manager TFCA funds, are returned to that county and administered by a designated county agency, in the case of San Mateo County, C/CAG. The remaining 60 percent go first to certain pre-established programs, with the remainder distributed on a competitive basis as part of regional TFCA funds. Project criteria are very specific and only transportation projects that result in a demonstrable reduction of vehicular emissions in the Bay Area are eligible for funding. SamTrans receives program manager TFCA funding on an annual basis to help underwrite the SamTrans BART shuttle program.

5.2.3 **LOCAL FUNDS**

**SAN MATEO COUNTY TRANSIT DISTRICT HALF CENT SALES TAX**

Since 1982, county merchants have collected a permanent half-cent sales tax for transit purposes. Proceeds are used to help underwrite the SamTrans operating budget, as well as a portion of the capital budget, including as local match to leverage federal, state and regional funding sources.

**SAN MATEO COUNTY TRANSPORTATION AUTHORITY MEASURE HALF CENT SALES TAX**

The Measure A sales tax, initially approved by County voters in 1988, along with its reauthorization, passed by voters in 2004 to extend the sales tax from 2009 through 2033, provides funding for transportation improvements in San Mateo County. SamTrans receives Measure A funds for San Mateo County’s share of capital and operating support to Caltrain, support for the SFO BART extension, SamTrans shuttle services and a Paratransit Trust Fund that provides interest income in perpetuity to support accessible paratransit service.

**SAN MATEO COUNTY VEHICLE REGISTRATION FEE**

The C/CAG sponsored Measure M, approved by the voters of San Mateo County in 2010, imposes an annual fee of ten dollars ($10) on motor vehicles registered in San Mateo County for transportation-related traffic congestion and water pollution mitigation programs. The revenue is estimated at $6.7 million annually over a 25 year period. Per the Expenditure Plan, 50% of the net proceeds will be allocated to cities/County for local streets and roads and 50% will be used for countywide transportation programs such as transit operations, regional traffic congestion management, water pollution prevention, and safe routes to school. SamTrans receives $1.4 million annually to support paratransit operations.
5.3 Ten-Year Capital Improvements Requirements

The ten-year Capital Improvement Plan (CIP) is focused on maintaining and/or upgrading existing services and facilities. There is limited vehicle expansion for Redi-Wheels and none for fixed-route bus and shuttle services. These assumptions may change as a result of the SamTrans Strategic Plan.

The 10-year plan in Table 15 assumes an approximate $245 million capital program dependent upon internal and external funding from federal, state and regional sources. Key components of the CIP beyond on-going maintenance needs include:

- Vehicle Replacement (250 fixed-route buses and 63 paratransit vehicles);
- Vehicle Expansion (9 Redi-Wheels vehicles);
- Fare Collection Equipment refresh;
- Facility & Systems Improvements;
- Operational Improvements & Enhancements;
- Information Technology; and
- Planning for TOD.
Table 15: FY 2014 - FY 2023 Capital Improvements Program

Note: Estimated project costs are shown in FY14 dollars.

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<td>30,203,000</td>
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<td>GILLIG (35')</td>
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<td>1,888,125</td>
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<td>3,776,250</td>
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<td>EL DORADO (22' Cutaway, Redi-Wheels)</td>
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<td>1,089,000</td>
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<td>1,210,000</td>
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**Note:** Estimated project costs are shown in FY14 dollars.
### MANAGEMENT

**CAPITAL PROGRAM/PROJECT DEVELOPMENT & PLANNING**

**INFORMATION TECHNOLOGY / APPLICATIONS**

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<td>1,000,000</td>
<td>905,000</td>
<td>1,435,000</td>
<td>1,525,000</td>
<td>975,000</td>
<td>11,687,000</td>
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<td>PeopleSoft Upgrade</td>
<td>2,000,000</td>
<td>800,000</td>
<td>550,000</td>
<td>550,000</td>
<td>550,000</td>
<td>550,000</td>
<td>550,000</td>
<td>7,000,000</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>1,938,000</strong></td>
<td><strong>1,745,000</strong></td>
<td><strong>2,150,000</strong></td>
<td><strong>1,505,000</strong></td>
<td><strong>1,550,000</strong></td>
<td><strong>1,455,000</strong></td>
<td><strong>8,435,000</strong></td>
<td><strong>2,075,000</strong></td>
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<td><strong>25,337,000</strong></td>
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<tr>
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<td></td>
<td><strong>INTELLIGENT TRANSPORTATION SYSTEMS AND NETWORKS</strong></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>ACS, Farebox, Predictive Arrival, Radios</td>
<td>2,700,000</td>
<td>1,448,165</td>
<td>2,170,000</td>
<td>2,500,000</td>
<td>1,394,000</td>
<td>-</td>
<td>242,000</td>
<td>69,165</td>
<td>-</td>
<td>11,123,330</td>
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<td></td>
<td></td>
<td>New Investments and Future IT/ITS Projects</td>
<td>-</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
<td>500,000</td>
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<td>500,000</td>
<td>-</td>
<td>2,000,000</td>
<td>-</td>
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</tr>
<tr>
<td></td>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>2,700,000</strong></td>
<td><strong>1,448,165</strong></td>
<td><strong>2,670,000</strong></td>
<td><strong>2,500,000</strong></td>
<td><strong>2,494,000</strong></td>
<td><strong>-</strong></td>
<td><strong>742,000</strong></td>
<td><strong>69,165</strong></td>
<td><strong>500,000</strong></td>
<td><strong>13,123,330</strong></td>
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<td></td>
<td><strong>PLANNING</strong></td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>Planning/Ops Analysis/TOD/Sustainability</td>
<td>286,401</td>
<td>394,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>6,680,401</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>286,401</strong></td>
<td><strong>394,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
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<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>6,680,401</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>CAPITAL PROGRAM/PROJECT DEVELOPMENT &amp; MANAGEMENT</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Program Development, Management</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
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<td>500,000</td>
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<td>5,000,000</td>
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<td>Capital Program Contingency</td>
<td>250,000</td>
<td>250,000</td>
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<td>250,000</td>
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<td>250,000</td>
<td>250,000</td>
<td>2,500,000</td>
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<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
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<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>750,000</strong></td>
<td><strong>7,500,000</strong></td>
<td></td>
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<tr>
<td>----------</td>
<td>-----------------------------------------------------------------------------</td>
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<tr>
<td></td>
<td>PROPOSED FUNDING SOURCES</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>FEDERAL (5307)</td>
<td>3,785,589</td>
<td>64,697,660</td>
<td>2,231,722</td>
<td>2,353,520</td>
<td>3,631,780</td>
<td>1,849,180</td>
<td>-</td>
<td>61,276,514</td>
<td>627,480</td>
<td>1,073,190</td>
<td>141,526,635</td>
<td></td>
</tr>
<tr>
<td></td>
<td>REGIONAL, INCL. AB 664 FUNDS</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>STATE (Prop 1B, including PTMISEA, TSSSDRA, and SLPP funds)</td>
<td>1,716,911</td>
<td>14,163,192</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16,880,103</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OTHER</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JPB / TA SHARE</td>
<td>856,151</td>
<td>423,680</td>
<td>231,000</td>
<td>231,000</td>
<td>231,000</td>
<td>231,000</td>
<td>231,000</td>
<td>2,940,000</td>
<td>231,000</td>
<td>231,000</td>
<td>5,836,831</td>
<td></td>
</tr>
<tr>
<td></td>
<td>LOCAL DISTRICT SALES TAX</td>
<td>5,419,625</td>
<td>5,857,268</td>
<td>6,231,068</td>
<td>6,905,105</td>
<td>5,993,845</td>
<td>6,190,945</td>
<td>4,932,625</td>
<td>22,991,236</td>
<td>5,972,310</td>
<td>7,357,435</td>
<td>77,851,462</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>11,778,276</td>
<td>85,141,800</td>
<td>9,693,790</td>
<td>9,489,625</td>
<td>9,856,625</td>
<td>8,271,125</td>
<td>5,163,625</td>
<td>87,207,750</td>
<td>6,830,790</td>
<td>8,661,625</td>
<td>242,095,031</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>11,778,276</td>
<td>85,141,800</td>
<td>9,693,790</td>
<td>9,489,625</td>
<td>9,856,625</td>
<td>8,271,125</td>
<td>5,163,625</td>
<td>87,207,750</td>
<td>6,830,790</td>
<td>8,661,625</td>
<td>242,095,031</td>
<td></td>
</tr>
</tbody>
</table>
Notes/Cost Assumptions:
All bus and van price information derives from the MTC staff proposed updated regional standard Bus and Van Price List (2012-2013)
1) 1993 buses were replaced with 2009 Gilligs
2) 1998 buses were replaced with 2013 Gilligs
3) 2007 cutaways were replaced with 2014 cutaways
4) 2005 cutaways were replaced with 2011 cutaways
5) 2007 minivans were replaced with 2013 minivans
5.3.1 REVENUE VEHICLE FLEET INVENTORY

Table 16 presents an inventory of existing vehicles in the SamTrans revenue fleet; both fixed-route and paratransit.
### Table 16: Revenue Vehicle Inventory

<table>
<thead>
<tr>
<th>QTY</th>
<th>BUS #</th>
<th>FUEL</th>
<th>YEAR</th>
<th>MAKE</th>
<th>MODEL</th>
<th>ENGINE ARB CERTIFICATION YEAR</th>
<th>VEHICLE TYPE</th>
<th>IN SERVICE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NORTH BASE</strong></td>
<td><strong>REDI-WHEELS</strong></td>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>D</td>
<td>2002</td>
<td>60</td>
<td>NABI</td>
<td>4036.1</td>
<td>CUMMINS ISL 330/2002</td>
<td>URBAN BUS</td>
<td>Sep 02-Jan 03</td>
</tr>
<tr>
<td>30</td>
<td>G</td>
<td>2003</td>
<td>40</td>
<td>GILLIG</td>
<td>2002</td>
<td>G202D102N4</td>
<td>URBAN BUS</td>
<td>Dec 03-May 04</td>
</tr>
<tr>
<td>32</td>
<td>G</td>
<td>2009</td>
<td>40</td>
<td>GILLIG</td>
<td>2002</td>
<td>G202D102N4</td>
<td>URBAN BUS</td>
<td>Mar 10-May 10</td>
</tr>
<tr>
<td>8</td>
<td>G</td>
<td>2013</td>
<td>40</td>
<td>GILLIG</td>
<td>2002</td>
<td>G202D102N4</td>
<td>URBAN BUS</td>
<td>Feb 10</td>
</tr>
<tr>
<td>6</td>
<td>G</td>
<td>2014</td>
<td>40</td>
<td>GILLIG</td>
<td>2002</td>
<td>G202D102N4</td>
<td>URBAN BUS</td>
<td>Feb 26</td>
</tr>
<tr>
<td>118</td>
<td><strong>Revenue Total</strong></td>
<td><strong>NOTE:</strong> #131 &amp; #400 J304, #900, &amp; #2350 are &quot;AD FREE&quot; BUSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>G</td>
<td>2006</td>
<td>22</td>
<td>AMERICAN</td>
<td>6.8L</td>
<td>CUMMINS 6.8L 2013</td>
<td>HYBRID BRT</td>
<td>Dec 08-Jan 09</td>
</tr>
<tr>
<td>10</td>
<td>G</td>
<td>2013</td>
<td>22</td>
<td>EL DORADO</td>
<td>6.8L Trdn V10/2013</td>
<td>URBAN BUS</td>
<td>Nov12</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>G</td>
<td>2011</td>
<td>22</td>
<td>EL DORADO</td>
<td>6.8L Trdn V10/2013</td>
<td>URBAN BUS</td>
<td>Mar12</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>G</td>
<td>2010</td>
<td>22</td>
<td>DODGE</td>
<td>6.8L</td>
<td>CUMMINS 6.8L 2011</td>
<td>URBAN BUS</td>
<td>Jan09-Mar09</td>
</tr>
<tr>
<td>3</td>
<td>G</td>
<td>2013</td>
<td>22</td>
<td>EL DORADO</td>
<td>6.8L Trdn V10/2013</td>
<td>URBAN BUS</td>
<td>Apr12</td>
<td></td>
</tr>
<tr>
<td>46</td>
<td><strong>TOTAL</strong></td>
<td><strong>Note:</strong> Bus 261 is out of service due to an accident</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SOUTH BASE**

| 24  | G     | 2002 | 60   | NABI     | 4036.1   | CUMMINS ISL 330/2002          | URBAN BUS    | Sep 02-Jan 03   |
| 30  | G     | 2003 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Dec 03-May 04   |
| 15  | G     | 2009 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Mar10-May10     |
| 8   | G     | 2013 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Feb10           |
| 12  | G     | 2013 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Nov13-Dec13     |
| 10  | G     | 2014 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Sep 14-Oct14    |
| 3   | G     | 2014 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Feb 26          |
| 117 | **Revenue Total** | **Note:** #500 is an "AD FREE" BUS at SB |       |           |           |                               |              |                 |
| 19  | G     | 2007 | 22   | AEROTECH | 6.0L     | CUMMINS 6.0L 2009             | CUT-AWAY     | Oct07-Nov07     |

**CONTRACTED**

**FLX-MV**

| 3   | G     | 2013 | 22   | STARCRAFT | 6.0L        | CUMMINS 6.0L 2009             | CUT-AWAY     | 18              |

**ROUTE 17 - SOUTH BASE**

| 24  | G     | 2002 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Dec 02-Feb 03   |
| 29  | G     | 2013 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Feb10           |
| 8   | G     | 2013 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Feb10           |

**Vehical Transport**

| 14  | G     | 2002 | 60   | NABI     | 436.1   | CUMMINS ISL 330/2002          | URBAN BUS    | Sep 02-Jan 03   |
| 24  | G     | 2009 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Oct09-Feb03     |
| 11  | G     | 2009 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Dec 09-Feb10    |
| 16  | G     | 1998 | 40   | GILLIG   | 2002     | G212D102N4                    | URBAN BUS    | Sep 98-Jan 99   |

**DUMBARTON EXPRESS**

| 4   | G     | 2003 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Sep 03          |
| 6   | G     | 2003 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Sep 03          |
| 6   | G     | 2003 | 40   | GILLIG   | 2002     | G202D102N4                    | URBAN BUS    | Sep 03          |
| 16  |       |      |      |          |           |                               |              |                 |

**NB & SB FIXED ROUTE FLEET**

| 118 | **Revenue Total** | **NOTE:** #131 & #400 J304, #900, & #2350 are "AD FREE" BUSES |       |           |           |                               |              |                 |
| 117 | **Revenue Total** | **NOTE:** #500 is an "AD FREE" BUS at SB |       |           |           |                               |              |                 |
| 19  | G     | 2007 | 22   | AEROTECH | 6.0L     | CUMMINS 6.0L 2009             | CUT-AWAY     | Oct07-Nov07     |

**T O T A L S**

<table>
<thead>
<tr>
<th>NB &amp; SB FIXED ROUTE FLEET</th>
<th>PARATRANSPORT</th>
<th>CONTRACTED</th>
<th>REDI-WHEELS</th>
<th>SOUTH BASE</th>
<th>DUMBARTON EXPRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>118</td>
<td><strong>Revenue Total</strong></td>
<td><strong>NOTE:</strong> #131 &amp; #400 J304, #900, &amp; #2350 are &quot;AD FREE&quot; BUSES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>117</td>
<td><strong>Revenue Total</strong></td>
<td><strong>NOTE:</strong> #500 is an &quot;AD FREE&quot; BUS at SB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>G</td>
<td>2007</td>
<td>22</td>
<td>AEROTECH</td>
<td>6.0L</td>
</tr>
</tbody>
</table>

**Fixed Route: 235+65+8 = 308 + 65 paratransit + 14 contingency = 387 (FLX-MV and Dumbarton not included)**
5.3.2 REVENUE VEHICLES: REPLACEMENT, REHABILITATION, & EXPANSION

Revenue Vehicle Replacement Program

Table 17 displays a detailed list of the number and type of vehicles to be replaced over the next ten years (referenced in Table 14). It is assumed that current equipment will be replaced with like equipment, and does not reflect future changes in bus size and/or bus type. This replacement schedule, which conforms to FTA requirements, is updated on a regular basis to address service needs and regulatory changes. Also, as engine technology develops, the District may consider purchasing a combination of diesel and diesel-electric hybrid engines. This will depend on funding availability and California Air Resources Board’s (CARB) acceptance of diesel-electric hybrid technology for transit agencies in Northern California.

SamTrans follows the FTA Guidelines for vehicle replacement, which are as follows:

- Fixed-route buses (Gillig, NABI) 12 years
- Paratransit cutaways (El Dorado) 7 years
- Paratransit minivans or high-tops (El Dorado) 4 years

SamTrans recently completed the procurement of 62 new Gillig Standard length buses including 37 modern diesel technology and 25 diesel electric hybrid vehicles as replacements for 1998 Gillig buses.

Considerations for passenger amenities will include reliability, lighting, comfort, suspension, and safety of the vehicles. Ease of boarding is also an important issue, and when feasible it is recommended that all standard-floor buses be replaced by low-floor buses.

Future vehicle procurements will maintain the same standard of two wheelchair slots on standard, articulated, and paratransit cutaway vehicles; and one wheelchair slot on paratransit mini-vans. However, if there were a need driven by service demand, the District would consider changing the standard and adapting the capacity in future purchases.

Two front-end bike racks are part of all standard and articulated vehicle procurements.
### Table 17: Revenue Vehicle Replacement

<table>
<thead>
<tr>
<th>Number of vehicles to be replaced</th>
<th>Year of Manufacture</th>
<th>Year vehicles will be place in service</th>
<th>Length of vehicles</th>
<th>Vehicle Type</th>
<th>Type of Service</th>
<th>Estimated Cost of Replacement (FY 14 $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>55</td>
<td>2002</td>
<td>2015</td>
<td>60'</td>
<td>Standard Bus</td>
<td>Fixed-route</td>
<td>$47,800,000</td>
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<tr>
<td>60</td>
<td>2003</td>
<td>2015</td>
<td>40'</td>
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<td></td>
<td>$30,203,000</td>
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<tr>
<td>40</td>
<td>2009</td>
<td>2021</td>
<td>35'</td>
<td>Hybrid</td>
<td></td>
<td>$20,680,000</td>
</tr>
<tr>
<td>91</td>
<td>2009</td>
<td>2021</td>
<td>40'</td>
<td></td>
<td></td>
<td>$48,503,000</td>
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<tr>
<td>4</td>
<td>2009</td>
<td>2021</td>
<td>29'</td>
<td></td>
<td></td>
<td>$2,012,000</td>
</tr>
<tr>
<td>25</td>
<td>2013</td>
<td>Beyond 2023</td>
<td>40'</td>
<td>Hybrid</td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>21</td>
<td>2013</td>
<td>Beyond 2023</td>
<td>40'</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>16</td>
<td>2013</td>
<td>Beyond 2023</td>
<td>29'</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td>19</td>
<td>2014</td>
<td>2021</td>
<td>22'</td>
<td>Cutaways</td>
<td>Paratransit</td>
<td>$4,187,125 (2 procurements*)</td>
</tr>
<tr>
<td>10</td>
<td>2009</td>
<td>2016</td>
<td>22'</td>
<td></td>
<td></td>
<td>$2,178,000 (2 procurements)</td>
</tr>
<tr>
<td>10</td>
<td>2011</td>
<td>2018</td>
<td>22'</td>
<td></td>
<td></td>
<td>$1,210,000</td>
</tr>
<tr>
<td>14</td>
<td>2009</td>
<td>2018</td>
<td>17'</td>
<td>Mini-vans</td>
<td></td>
<td>$1,512,000 (2 procurements)</td>
</tr>
<tr>
<td>10</td>
<td>2013</td>
<td>2017</td>
<td>17'</td>
<td></td>
<td></td>
<td>$1,080,000 (2 procurements)</td>
</tr>
</tbody>
</table>

Note: Funding programmed for the replacement of the revenue vehicles is also referenced in Table 14. These funds are derived from a combination of federal, state and local sources.

* – Includes 2014 procurement

### Revenue Vehicle Rehabilitation Program

The District anticipates replacing all vehicles when their life cycle ends. There is no rehabilitation planned for revenue vehicles.

### Revenue Vehicles: Expansion

As Redi-Wheels ridership is expected to increase, two cutaways will be added in both 2014 and 2016.
5.3.3 SUMMARY OF REVENUE VEHICLE FLEET INVENTORY

Table 18 shows a summary of the vehicle fleet characteristics.

Table 18: Summary of Vehicle Fleet Inventory

<table>
<thead>
<tr>
<th>Category</th>
<th>Articulated Bus</th>
<th>Standard Bus</th>
<th>Cut-Away Van</th>
<th>Minivan</th>
<th>Bus</th>
<th>Cut-Away</th>
<th>Minivan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fixed-route Vehicles in Active Fleet</td>
<td></td>
<td>55</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Fixed-route Vehicles in Reserve Fleet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spare Ratio of Fixed-route Vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Demand-responsive Vehicles in Active Fleet</td>
<td></td>
<td></td>
<td></td>
<td>39</td>
<td></td>
<td>7</td>
<td>24</td>
</tr>
<tr>
<td>Total Demand-responsive Vehicles in Reserve Fleet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spare Ratio of Demand-responsive Vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>18.2%</td>
<td></td>
</tr>
<tr>
<td>Usefull Life of Revenue Vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Next Replacement of Vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SamTrans does not maintain a reserve fleet for either Fixed-Route or Demand-responsive vehicles.

SamTrans’ recommended policy is a maximum spare ratio of 15 percent on sub-fleets with more than 20 buses, and 15 percent plus 1 bus for sub-fleets smaller than 20 buses. Buses are fueled, serviced, cleaned, and inspected daily before being put in revenue service again the next day.

5.4 FACILITIES, TOOLS, AND EQUIPMENT

This section reviews safety/security, maintenance, operating equipment and facilities.

5.4.1 FARE COLLECTION EQUIPMENT

SamTrans revenue collection equipment was replaced in 2009 by an electronic fare collection system that, records passenger data, validates collected fares, and prints tickets. Included in the CIP is funding for a seven-year “midlife” rebuild.

5.4.2 SAFETY/SECURITY

Basic safety and security program costs include security card system upgrades and other safety and security projects. The program includes an upgrade of the Closed Circuit Television (CCTV) system at
Central, North, South and Brewster bases. The upgrade will include an increase in storage capacity of digital video recorders and servers. The total ten-year cost is $5,933,000.

5.4.3 FACILITY & SYSTEMS & HEAVY MAINTENANCE/EQUIPMENT

This category includes systematic rehabilitation and replacement of fixed and heavy equipment, and upgrades to electrical, mechanical, Heating Ventilation and Air Conditioning, and other sub-systems. Fixed equipment replacement and rehabilitation include but not limited to bus washers, vacuum equipment, lifts, and hydraulics. Included in this category are also regular maintenance and improvements to buildings and facilities such as space re-configuration, pavement rehabilitation and roofing, and rehabilitation of water treatment facility. The total ten-year cost is $9,870,000.

5.4.4 TOOLS AND EQUIPMENT

Tools and equipment include systematic replacement of non-fixed maintenance equipment for revenue and non-revenue vehicles. The total ten-year cost is $9,484,550.

5.4.5 SERVICE VEHICLES

SamTrans’ non-revenue vehicles consist of pool cars, road supervisor’s cars, maintenance trucks, and specialty vehicles, such as money-collection and TVM trucks. There are a total of 76 non-revenue vehicles in the SamTrans fleet. The ten-year total cost for the service vehicles is $2,786,500. Non-revenue vehicles are replaced approximately every 6 – 7 years. However, the exact replacement schedule depends on the condition of the vehicle, as mileage can vary.

5.4.6 BUS STOPS AND STATIONS

Bus stops and stations include rehabilitation of pavement of the Park and Ride lots and the bus stops. The total ten-year cost is $1,100,000.

5.4.7 INFORMATION TECHNOLOGY/APPLICATIONS

Information technology/applications support the operations, maintenance, development, administration, and communications functions. This includes items such as computers, servers, printers, copiers, other miscellaneous hardware and necessary software upgrades/enhancements. In addition, this category includes upgrades and patches necessary to support the District’s Enterprise Resource Planning (ERP) systems for managing both human and financial resources. SamTrans has programmed $25,337,000 over the next ten years to support the above efforts.
5.5 Other Capital Projects

5.5.1 Planning Initiatives

Other capital projects include Transit Oriented Development and capital enhancements efforts. Over the ten-year planning horizon, this program is programmed $6,680,401.

5.5.2 Capital Program/Project Development & Management

Capital program, project development and management costs, and a capital program contingency are projected to be $7,500,000 over the next ten years.