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Executive Summary

SamTrans faces an uncertain future. The District’s debt obligations significantly impact its financial well-being now and in the long term, and the yearly contribution to the Caltrain operating budget places an annual strain on the District’s budget. Combined, these two factors create a structural deficit that threatens the District’s ability to provide transit services at current levels.

In the face of these issues, SamTrans is embarking on a long-range plan to create a vision for transit services in San Mateo County—a vision that addresses SamTrans’ 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 planning process begins with a comprehensive review of the District’s fixed bus route services, which will lead to a long-range plan that demonstrates that the District is committed to resolving its financial issues and setting a path for a more sustainable future. This effort is embodied in the SamTrans Service Plan (SSP).

The SamTrans Service Plan has three parts:

- The Vision
- The Service Plan
- Actions for Performance Improvement

THE VISION

The SamTrans Strategic Plan 2009-2013, adopted by the Board of Directors in 2008 and scheduled for revision in the coming year, envisions the District as a mobility leader, providing transportation choices and a sustainable future that meets the needs of the County’s diverse communities. Grounded in this vision, the SSP seeks to affirm and expand on the role of the District as a mobility manager.

The Service Plan is the first step toward achieving this vision. It comprises a series of route recommendations including modification of some routes to better serve riders. The Plan will increase ridership and revenues at no additional operating cost. 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.
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; and
- Actively engage cities and local and regional stakeholders.

The desired outcomes are service recommendations and a framework for future service improvement decision making. A performance monitoring and action plan will be developed to guide current and future decisions. Performance monitoring will track a variety of metrics that seek to provide objective data for service assessment. This effort will be consistent with the Metropolitan Transportation Commission’s proposed performance measures and targets contained in its recently completed regional Transit Sustainability Project.

**THE SERVICE PLAN**

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

**Recommendations**

The Service Plan recommendations are the first phase in the SSP process. Over the next few months, these recommendations will be the object of an extensive public outreach process that will include meetings with community members, riders, bus operators and other key stakeholders, as well as presentations to the elected bodies of San Mateo County. At the completion of the outreach process, a final recommendation will be made to the SamTrans Board of Directors for their consideration.

The Service Plan recommendations are grouped into themes:

**Improve El Camino Real Service**

Based on an analysis of the performance of the north-south spine of the San Mateo County transit network, it is recommended to improve service and frequency along the El Camino Corridor by consolidating routes 390 and 391, providing a simpler, more reliable service. This will result in 15-minute frequency between Palo Alto and Daly City. The San Francisco portion of route 391 will be discontinued except for the weekday peak.

*Routes improved include: 390, 391*
Create an Enhanced Core Market Bus Network
Based on research demonstrating strong levels of bus ridership activity and opportunities for ridership growth, it is recommended to improve weekday service in the core market areas of Daly City, South San Francisco, Redwood City and East Palo Alto to at least a 15-minute service and to improve east-west connectivity to El Camino Real.

Routes enhanced include: 120, 130, 281, 296

Modify Services
Based on analysis of current service and areas for possible efficiencies, it is recommended to improve service performance by modifying routes where possible. A route recommended for modification falls into one of three categories:

1) Consolidate Services
Duplicates and overlapping routes reduce route efficiency. Duplicative services are consolidated into a single route to reduce overlapping routes and 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
A route's alignment is modified to address issues such as:

- Creating a more direct route
- Shortening a route to capture higher ridership areas
- Remove duplication with other routes

A route's frequency is modified to reflect:

- Higher ridership time periods
- Lower ridership time periods
- New ridership market opportunities

3) Modify San Francisco Service
Currently three SamTrans routes (Routes KX, 292, and 391) serve downtown San Francisco. Other transit options, including Caltrain, BART, and Muni, compete effectively with the SamTrans bus routes. A major reduction of SamTrans service into downtown San Francisco is proposed to allow for the reallocation of resources towards stronger performing services within San Mateo County.

Routes modified include: 14, 17, 58, 72, 121, 122, 133, 140, 141, 250, 251, 260, 262, 270, 271, 281, 292, 294, 295, KX
Discontinue Services
Based on an analysis of current ridership patterns and route structures, it is recommended to discontinue a number of routes that duplicate other SamTrans routes or that have low ridership and low productivity. The majority of riders on discontinued routes have other transit options available.

Routes discontinued include: 118, 123, 132, 280, 359

Introduce Alternative Service Pilot Program
Based on market and customer usage research, it is recommended to introduce two pilot projects to test an alternative model with a flexible, demand response service. The proposed pilot areas 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.

Actions 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 the Metropolitan Transportation Commission’s proposed performance measures and targets.

Elements of the performance monitoring and improvement program will include:

- Implementing a monitoring dashboard to review and report on service performance by route that covers:
  - Ridership
  - Weekday passengers per revenue hour
  - Subsidy per passenger boarding
  - Farebox recovery ratios
- Developing an Action Plan for performance improvement based on the above
- Reviewing all transit services, including paratransit and shuttle services
- 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 Transportation Authority, CCAG and the Alliance on implementing the findings of the shuttle best practices initiative

Working with cities to implement alternative service models

It is anticipated that the implementation of the Service Plan recommendations will result in an overall net increase in ridership with a significant increase expected on El Camino Real routes, in the core market areas, and on the routes that are being modified.

Public outreach will be conducted following release of the draft Service Plan. At the same time, a Title VI analysis will be undertaken to ensure that the recommendations do not disproportionately affect disadvantaged and transit-dependent communities. After the outreach period, the Service Plan will be revised as appropriate to reflect public input and the Title VI analysis. A final Service Plan will be prepared for adoption by the SamTrans Board of Directors.

A phased implementation of the route recommendations is anticipated to take effect mid-year 2013.
Introduction

Within the last ten years, the San Mateo County transit network has significantly expanded with the extension of BART from Daly City to Millbrae and the San Francisco International Airport and the introduction of faster Peninsula rail service with Caltrain’s Baby Bullet trains. In addition, the County has experienced changes in its demographics, reflecting an aging population and changes to land use, particularly in the more urbanized areas. Over this period, there has also been renewed interest in the transit and land use potential of El Camino Real. The Grand Boulevard Initiative has successfully engaged community leaders along the corridor in a vision of increasing density and the creation of livable, walkable communities. El Camino Real continues to be one of the most traveled roadways in the County and the spine of the San Mateo County transit network.

Other changes have been less positive. In the midst of a challenging economy, the San Mateo County Transit District (District) is facing a structural deficit: transportation funding from local, state, and federal sources has continued to decrease. And while Caltrain transit ridership is growing at a record pace, SamTrans bus ridership is trending downward. The rising costs of providing SamTrans bus, paratransit, and shuttle services, coupled with the District’s commitment to meeting its debt obligations and providing contributions to support Caltrain, are significantly impacting the long-term financial condition of the District. The uncertainty surrounding the structural deficit threatens the District’s ability to provide transit services at current levels.

Given this compelling combination of factors, it is critical that the District engage in long-term planning that will include an assessment of current services and identification of areas for comprehensive efficiencies, and establish a platform for future change and a more sustainable future.

The SamTrans Service Plan (SSP) is intended to accomplish these objectives and help the District achieve the vision laid out in the SamTrans Strategic Plan 2009-2013, which was adopted by the Board of Directors in 2008 and is scheduled for renewal in the coming months. The Strategic Plan envisions the District as a mobility leader, providing transportation choices and a sustainable future that meets the needs of the County’s diverse communities.
To achieve this vision, the District must increase ridership through more effective, efficient service. This service must provide stronger and more coordinated mobility services; directly address the specific needs of the County’s diverse communities, including those that rely on transit for access to jobs and services; respond to the County’s different travel markets by including new service types and delivery; and be responsive to land use changes and the needs of the District’s various stakeholders. The goal is to broaden the District’s focus beyond simply operating transit to addressing mobility more broadly, enhancing people’s quality of life, and promoting sustainability.

The SSP has three parts:

- The Vision
- The Service Plan
- Actions for Performance Improvement

The vision is the long-term goal for the District; it addresses the SamTrans family of services, programs and planning initiatives and recognizes SamTrans’ key role as the mobility manager for the County. Realizing the vision entails meeting the needs of transit dependent communities; improving quality of life and transportation mobility; beginning to address east-west connectivity; and actively engaging cities and local and regional stakeholders.

The creation, evaluation, and implementation of a Service Plan is the first step toward achieving the vision. The Service Plan comprises a series of route recommendations including improvements to some routes and modification of routes to better serve the riders. The implementation of the Plan is intended to increase ridership and revenues, within the current cost structure of the SamTrans budget.

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 the Metropolitan Transportation Commission’s proposed performance measures and targets.

The Service Plan is critical in establishing the basis for achieving the District’s long-term goals of effective service and financial stability. The Service Plan must be undertaken and implemented within the current budgetary constraints reflecting the District’s fiscal circumstances. The proposed improvements to service described in the Plan are achieved by addressing the inefficiencies in lower performing routes—modifying some and discontinuing others—and by seeking growth in those market segments that have been identified as having potential for increased ridership and revenue.
Plan Background

The SSP is grounded in the District’s Strategic Plan, which was adopted in 2008. This document outlined a policy framework of goals and initiatives over a five-year time period (2009 to 2013) to guide future District investments as well as address the structural deficit. The goals and initiatives are organized around a set of focus areas that help the District achieve its vision. The development of the SSP was one of the key initiatives to emerge from the Strategic Plan.

STRATEGIC PLAN FOCUS AREAS

The Strategic Plan outlines a comprehensive approach for managing and delivering its services. The policy framework defined by the Strategic Plan identifies six focus areas:

- Financial Integrity
- Multimodal Services
- Transportation and Land Use
- Customers
- Business Practices
- Employees

Each focus area has a set of goals, initiatives, and example performance indicators. The goals give overall policy direction, while the initiatives define how the goals can be achieved. The SSP guiding principles, described in the next section, directly relate to these focus areas and to the initiatives identified in the Strategic Plan. The most relevant Strategic Plan focus areas, goals, and initiatives for the SSP follow.
Financial Integrity
- Address the District’s structural deficit.
- Financially support the District’s reinvention of its family of services.
  - Increase cost efficiency.

Multimodal Services
- Reinvent the District’s services.
  - Along El Camino Corridor, develop a service plan in conjunction with the Grand Boulevard Initiative.
  - Form local and regional partnerships to integrate the District’s family of services with complementary services by other providers.
  - Ensure a service network that addresses the growing mobility needs of senior citizens, customers with disabilities and low income patrons.

Transportation and Land Use
- Create livable corridors and community centers that enhance transportation choices.
- Continue to build support for the Grand Boulevard Initiative vision and guiding principles which include transit-oriented development, economic investment, and housing opportunities to create a livable and walkable El Camino Real corridor.

Customers
- Attract and retain new riders.
- Incorporate community outreach efforts into District projects and initiatives.
Plan Framework

MISSION
The Service Plan provides the framework to begin addressing a number of policy issues that guide SamTrans’ role as a mobility manager. These include understanding the different transit markets in the County and how to match the markets with appropriate service. All of these issues will be considered in the context of SamTrans’ current financial realities.

GUIDING PRINCIPLES
The guiding principles for the SSP were adopted by the SamTrans Board of Directors and build upon the focus areas, goals, and initiatives from the Strategic Plan.

Service
- Increase service frequency where demand warrants it.
- Design routes to respond to market demand.
- Maintain service quality, particularly safety, along with any service modifications.

Customer Focus
- Deliver quality service that maximizes the customer experience.
- Retain current riders and attract new riders.

Markets
- Maintain core service to markets that serve transit dependent populations, seniors and persons with disabilities.
- Provide service to meet the needs of discretionary riders.
- Explore alternative mobility options.

Financial Stability
- Maximize available resources to ensure service delivery over the long term.
- Maximize efficiency while maintaining high quality service.
- Identify potential future funding.

Coordinated Planning
- Link transit service planning with land use planning.
- Support regional sustainability strategies that strengthen integrated planning to achieve climate protection goals.
Capture environmental benefits by supporting the development of livable and sustainable communities.

ASSESSMENT CRITERIA
Assessment criteria were developed to support the Guiding Principles. The criteria are a series of evaluation tools used to measure the Plan’s effectiveness in meeting its objectives. They consist of both quantitative, or measurable, and qualitative, or subjective, elements.

Quantitative:
- **Service Productivity:** Service Productivity assesses how well a route is performing. Typical criteria used to measure the productivity include the frequency of the service, the service’s route design, whether it makes any intermodal connections, competes with other transit services, and the overall quality of the route.
- **Market Matching:** Matching a service to the appropriate transit market is key to a successful route. The criteria includes whether the route maintains existing riders and/or captures new riders, whether it serves the key destinations in the area, and whether it is the appropriate service type for the community.
- **Financial Stability:** Maintaining financial stability is a key factor given SamTrans’ current financial constraints. This criterion helps to understand the financial costs associated with providing transit service. The criterion measures a route’s capital investment, operation and maintenance costs and overall funding requirements.

Qualitative
- **Rider Experience:** The rider experience is important to understand for each route because it can affect the success of a route. Measuring a positive rider experience includes considering whether a route is easy to understand, whether the route is direct and uncomplicated, and if it takes people where they want to go.

Other Planning Efforts
- Ongoing or future projects or developments may be a factor in assessing a route’s success. Planning efforts along the Grand Boulevard Corridor will hopefully help attract new riders along the El Camino Corridor as land uses intensify.

FAMILY OF SERVICES
The District provides a broad range of transit services in the County and is also a leader in many transportation-related programs and planning initiatives. Under the District’s “family of services” umbrella, SamTrans operates multiple transit service options and conducts a number of transportation service programs aimed at providing mobility to those most in need. In addition to operating services and managing programs, the District is continually engaged with local and regional stakeholders to provide transportation access and mobility throughout San Mateo County. A brief description of the District’s family of services follows.
Transit Operations

- **Fixed Route Bus Service**: SamTrans operates 48 bus routes throughout San Mateo County and into parts of San Francisco and Palo Alto.
- **Paratransit**: SamTrans provides service for persons with mobility impairments through its Redi-Wheels and RediCoast program. The service regularly provides more than 1,000 trips in a day.
- **Rail**: Caltrain serves 32 stations along 77 miles with a mix of local, limited, and express (Baby Bullet) trains. Since 1992, Caltrain has also provided shuttle services between stations and employment sites in San Mateo, Santa Clara, and San Francisco counties.
- **Shuttles**: Transit station shuttle services operated or funded by the District connect employment centers in San Mateo County to BART or Caltrain stations. Community shuttles connect residential areas to retail and recreational destinations. In addition to providing SamTrans-funded shuttles, SamTrans is coordinating with a number of other agencies to better organize other shuttle services in the County through the Shuttle Best Practices Program.

Planning Initiatives

- **Grand Boulevard Initiative**: The Grand Boulevard Initiative is a regional collaboration focused on linking transit service to areas with increased land use densities. Partners in the initiative include the District, VTA, Joint Venture: Silicon Valley Network, San Mateo City/County Association of Governments (C/CAG), and SAMCEDA (San Mateo Economic Development Association).
- **Community-Based Transportation Plans**: Launched in 2002 by the Metropolitan Transportation Commission (MTC), the outcomes of each Community-Based Transportation Plan are locally identified transportation needs, as well as solutions to address them. In San Mateo County, four “communities of concern” were identified: Bayshore, East Palo Alto, North Central San Mateo and San Bruno/South San Francisco.
- **Countywide Transportation Plan for Low Income Populations**: Supplementing the work completed by the Community-Based Transportation Plans, the Countywide Transportation Plan for Low-Income Populations is intended to identify, assess, and develop strategies to bridge gaps in the transportation needs of these disadvantaged communities at a countywide level.
- **Senior Programs**: SamTrans is engaged in projects aimed at reducing barriers to transportation services and expand transportation mobility options available to seniors and people with disabilities. Current projects include:
  - Mobility Ambassadors;
  - Senior Mobility Guide;
  - Vehicle Sharing Demonstration Program;
• Volunteer Driver; and
• Telephone Information and Assistance Individual Mobility Assessments.

Regional Stakeholder Coordination
The District works closely with a number of agencies to increase transit access and work toward creating a truly intermodal network. Partners include:

- Local cities
- Peninsula Congestion Relief Alliance: Funded by a consortium of San Mateo County stakeholders, the Alliance is San Mateo County’s Transportation Demand Management Agency. The Alliance manages a number of programs to reduce single occupancy vehicles and vehicle emissions resulting in improved air quality.
- MTC Transit Sustainability Project (TSP): Led by MTC, the TSP looks to establish a framework and implementation plan for a more robust, financially viable transit system that is both cost-effective and customer-focused. The SSP is SamTrans’ local process to inform this regional effort.
- County of San Mateo: The County, through its Area Plan 2012-2016, supports increased mobility as an important transportation issue for older adults and adults with disabilities. The Area Plan identifies several objectives to help promote transportation options as well as explore partnerships and collaborations to improve mobility and access.
- National Park Service: The National Park Service administers the Golden Gate National Recreational Area (GGNRA), with 6,500 acres of park within San Mateo County. GGNRA is currently developing its Long Range Transportation Plan, and the SSP will continue to work together to assess opportunities for future partnerships to improve access and mobility.
- Partner Transit Agencies:
  • Bay Area Rapid Transit District (BART)
  • San Francisco Municipal Transportation Authority (MUNI)
  • Santa Clara Valley Transportation Authority (VTA)
Service Plan Development

The Service Plan was developed through a comprehensive data analysis, testing of alternatives, and a significant public outreach effort. The SSP development process included:

- **Market Assessment**: The market assessment examined the County’s demographics, travel patterns, market types, and ridership profile.
- **Service Evaluation**: The service evaluation reviewed the performance of the SamTrans fixed route bus network.
- **Service Scenarios**: Developed from the data analysis and the public outreach input, three service scenarios were developed to test public responses on potential Service Plan outcomes.
- **Public Outreach**: Public input received during multiple public outreach efforts supported the data analysis. Public outreach events gathered community responses for input into the service plan development.

**MARKET ASSESSMENT**

Developing a comprehensive understanding of the market allows SamTrans to match its service with the needs of current and future riders. Rider demographics, including population, employment, age, and income levels, provide a well-rounded picture of a typical SamTrans rider. These indicators give insight into why riders are using the bus, where they are taking the bus, and how they are using the system. These indicators include:

- **Population and Employment**: Where people live and where they work is closely tied to how likely they are to use bus service and other forms of transit.
- **Age**: Different age groups use the bus for different reasons and at different times of the day.
- **Income**: Income is often used as a predictor of bus usage, with low-income households (defined as households below 200 percent of the federal poverty rate) more likely to use transit than households of other income levels.

**Market Types**

San Mateo County is defined by its unique geography and characterized by a wide variety of community types. The County’s coastside communities along the Pacific Ocean are a
mix of rural areas, open space, and small towns where agriculture and local business form the heart of the economy. Cities along the San Francisco Bay are home to a mix of job centers and residential areas in suburban downtowns and town centers, with suburban single-family residential developments dotting the hillsides. San Francisco International Airport and major employment centers in South San Francisco and Redwood City also attract people from neighboring San Francisco, Santa Clara, and Alameda counties.

Five key market types were identified in the County:

I. **El Camino Real/Caltrain Corridor**: A major corridor that runs the length of the County, the El Camino Real/Caltrain Corridor has a mix of low to medium density residential and commercial development.

II. **Community Centers**: Often located near the El Camino Real/Caltrain Corridor, community centers are compact, walkable areas that support local businesses and commercial centers.

III. **Auto-Oriented Centers**: Auto-oriented centers contain job centers and campus-style office developments or residential developments. While these centers may be fairly dense, they are designed around automobile travel and may be difficult to serve with transit.

IV. **Suburban Areas**: Suburban areas are characterized by lower density single-family residential developments.

V. **Coastside/Rural Areas**: Coastside and rural areas have low population densities, with employment centers located near rural and open spaces.

Understanding the different market types in San Mateo County allows SamTrans to match appropriate service types with the markets so that transit services are tailored to how people live and travel.
Core Markets
Core Markets are transit-supportive areas that are characterized by high concentrations of residents and jobs. Core Markets can be made up of different Market Types, as described above. The County has a number of distinct core markets, with the most significant being the El Camino Real corridor, which runs through multiple cities. Other core markets include Daly City; South San Francisco; San Bruno; and parts of San Mateo, Redwood City, and East Palo Alto.1

Market Key Findings
- Approximately one third of SamTrans riders are youth, which is reflected in the large number of Community Routes and specific route deviations provided to directly serve schools.
- The average household income level of a SamTrans rider is significantly lower than the County's median household income level, indicating that SamTrans provides an important transportation service to many low-income County residents. 1
- The County can be categorized into five different market types, which describe what makes up the diverse neighborhoods, communities, and cities. Categorizing the County into Market Types allows SamTrans to begin to match its transit services to the different needs of the market types.
- The County is made up of a number of Core Markets, areas that are highly transit-supportive. Transit performs well in the Core Markets, indicating where transit improvements and enhancements would be greatly beneficial.

Service to Schools
SamTrans operates a number of routes in the community that provide service to nearby schools. As funding for school transportation has dwindled, school-aged riders have increasingly turned to SamTrans as a means to get to and from school. Federal regulations explicitly prohibit public transit from providing dedicated bus service to schools, but SamTrans has accommodated school requests for services as much as possible within allowable levels. SamTrans currently provides two types of school-serving routes: community routes and “trippers” (supplemental school services). While buses on these routes may be filled during school arrival and dismissal times, they are often empty outside of these periods, and the cost to provide this service may be too high for SamTrans to continue to accommodate in the future. Administrative and operational costs to plan and provide service to schools are higher than costs for a typical SamTrans route.

SERVICE EVALUATION

An in-depth analysis of SamTrans fixed route bus service was undertaken to provide a systemwide performance overview. Analysis of the efficiency of individual bus routes was based on two primary factors: ridership and service effectiveness. The Service Evaluation included an assessment of each individual route, examining each stop, the volume of passengers boarding or alighting, major destinations served, and the route’s proximity to other transit connections.²

**Ridership**

SamTrans riders make an average of 51,320 bus boardings each weekday, with 24,501 boardings on Saturdays and 17,573 boardings on Sundays.³ The highest weekday ridership is along the El Camino Real corridor (55 percent), with riders using SamTrans bus service to reach BART stations in North County and Caltrain stations in Central and South County.

Nearly half of all SamTrans bus trips are made on just four routes, which have ridership levels that are significantly higher than those of any other routes in the system. Notably, the route with the fourth highest ridership (Route 292) provides over 1,200 more daily trips than the route with the fifth highest ridership (Route 122).

**Chart 1: Average Weekday Ridership by Route**

³Not all routes run on weekends.
The four highest ridership routes are Routes 390, 391, 292, and 120. Routes 390 and 391 travel north and south along El Camino Real throughout the County; Route 292 is a multi-city route from San Mateo to downtown San Francisco; and Route 120 serves Daly City. Together, these routes can be considered the core network of SamTrans bus service. Combined, they represent 45 percent of all weekday bus boardings in the system, and over 60 percent of weekend boardings. Passengers use the routes all day every day. The core network is a key opportunity area for increased investment, as improvements to these routes would benefit nearly half of all existing SamTrans riders and have the potential to attract new riders.

Service Effectiveness
Evaluating service effectiveness provides information on the financial health of a bus system by looking at both the cost to operate and deliver service. SamTrans uses metrics to measure service effectiveness that is common in the transit industry including passengers per revenue hour, subsidy per passenger boarding, and farebox recovery.

Weekday Passengers per Revenue Hour
A revenue hour is defined as an hour in which a vehicle is available to the general public and there is an expectation of carrying passengers. All SamTrans routes were examined to tally

Chart 2: Average Weekday Passengers per Revenue Hour of Service

4National Transit Database
the systemwide average of passengers per revenue hour. On average, the SamTrans system carries 31.3 passengers per revenue hour each weekday. However, averages vary by individual route and by type of route. In addition, some community routes perform well but only operate for a limited number of hours per day.

**Subsidy per Passenger Boarding**

It is rare that a transit agency can pay for the cost to operate its services with passenger fares alone; most transit operations are subsidized by some level of government financial assistance. SamTrans’ goal is to minimize the amount of subsidy needed as much as possible to ensure that the SamTrans system is financially sustainable. However, some routes may, by nature, require more subsidy than others.

Subsidy per passenger boarding measures the amount of subsidy required every time a passenger boards a bus. For SamTrans, the average subsidy per passenger boarding is $5.23. As with the passengers per revenue hour measure, the average subsidy per passenger varies depending on the ridership levels for each route. Typically, the higher the ridership on a route, the lower the subsidy required per passenger boarding.

The graphic below shows the average subsidy per passenger boarding by individual route. Using an industry threshold of $10 per boarding, the graphic highlights which routes are the
most financially effective. Routes that require a subsidy greater than $10 are among the most expensive to provide.

**Farebox Recovery Ratio**

Farebox recovery is the proportion of operating expenses that are covered by passenger fares. The farebox recovery ratio is typically represented as a percentage. The SamTrans system average farebox recovery ratio is 18.6 percent, which means that for every passenger fare collected, 18.6 percent of that fare is received as revenue for SamTrans. This ratio is low compared to those of other Bay Area transit operators, and is an area highlighted for improvement through the Service Plan.

Chart 4: Average Weekday Farebox Recovery Ratio

Service Key Findings

- The weekday passengers per revenue hour graph on page 13 shows that three of the top four routes in ridership perform towards the top of this metric. Route 120, 390, and 391 lead the other El Camino and Local routes in this category.

- While a number of the Community Routes score high against this metric, a number of factors should be taken into consideration. Community Routes do not operate as long as other local and El Camino Routes during the day. Also, for the limited time that Community Routes are in service, those trips may be full, giving a higher boardings
average. Overall, while the passenger per revenue hour gives good information on individual routes, it does not allow for accurate comparison between service types.

- A number of SamTrans routes currently require subsidies greater than $10.00, and are not financially effective. These routes are candidates for modification to reduce costs and match appropriately to market types.

**SERVICE SCENARIOS**

Three service scenarios highlighting potential policy choices were developed to test the following different service policy options.

*Maintain current service levels.*

This scenario highlighted the policy option of continuing SamTrans services at current schedules and frequencies without improvements to either productive routes or efficiencies on low performing routes.

*Improve service along El Camino Real.*

This scenario highlighted the policy option of focusing resources gained from efficiencies within the network and implementing improvements on routes along the El Camino Real corridor. Improvements would be made within SamTrans current resources, but would not focus on other parts of the network.

*Improve service along El Camino Real and core markets.*

This scenario highlighted the policy option of focusing improvements on both the El Camino Real corridor and core market areas within the network. Improvements would utilize not only resources gained from efficiencies from elsewhere in the network but also require additional funding not yet identified.

**Public Outreach**

An extensive public outreach effort was held to support the development of the service plan. Public outreach meetings and events were held with both peer agency stakeholders and the public:

- **Peer Agency Stakeholders:** SamTrans staff met with staff from the San Francisco Municipal Transportation Agency, Silicon Valley Transportation Authority, Water Emergency Transit Authority, San Mateo County planning department, and the San Francisco International Airport. The interviews solicited best practices from stakeholders.

- **Public Open Houses:** In July 2011, SamTrans hosted a series of public open houses to introduce the SSP project process and get initial feedback on SamTrans service. During the open houses, the public was asked to identify areas for improvement as well as to
rank transit service related priorities. Both of these outreach effort gathered input that helped shape the development of the service scenarios.

- **Presenting Service Scenarios:** In Fall 2011, SamTrans hosted a series of public workshops to present three service scenarios looking at the choices and tradeoffs between increasing services on some routes and modifying and reducing service on other routes. In all, SamTrans hosted seven public workshops at a variety of locations around the County.

Overall, no service scenario emerged as a favorite; instead, the public responded to individual aspects of each of the three plans. Community members responded positively to the idea of implementing some service improvements and changes while ensuring that the core network is retained. The public also expressed caution towards some of the more aggressive service changes proposed due to SamTrans’ current fiscal constraints. These types of responses were gathered from each workshop and helped provide important background for the Service Plan development.

**Plan Development Key Findings**

Key findings from the data analysis, public outreach and service scenarios include:

- **It is important to understand SamTrans’ transit market.** Just as in any business, transit services must match the needs of its customer, the rider. And understanding the rider’s needs is to know who the rider is, how they travel, where core markets are and how they are organized. SamTrans can use this understanding to best match transit services with markets to be as successful as possible.

- **It is important to understand the role of each route in the community.** Transit routes exist to move people around, yet they can serve very different markets. Some routes move large numbers of people, such as those on El Camino Real, while others serve local communities. Understanding each route’s role gives SamTrans the opportunity to make adjustments whenever necessary to benefit the network, whether it is improving or modifying a route.

- **Public input provides key project direction.** Public input provides critical guidance during the project development phase. The service plan should be responsive to its riders and transit dependent communities; the public outreach process is an important step towards ensuring that the needs and concerns from the public are reflected in the plan.
Service Plan

The vision aims to establish SamTrans as a mobility manager in the County, beginning with fixed route services. It anticipates growth in ridership and the opportunity to secure investments in new and improved services. The vision includes more robust and productive fixed route service, anticipates growth in ridership and the opportunity to secure investments in new and improved services, and services more tailored to the unique communities in the County.

The vision for SamTrans includes:

- Significant improvement to El Camino Real service, including the potential for new service types along the corridor
- Frequency and service improvements within the core SamTrans network
- Opportunity to secure investments in new and improved services
- Alternative service programs offering new service types to better match service with market demand

These services would be complementary to the District’s:

- Paratransit services
- SamTrans and countywide shuttle services
- Senior mobility programs
- Grand Boulevard Initiative
- Other ongoing planning initiatives

Combined, the family of services, ongoing programs and planning initiatives provide a comprehensive approach to mobility in the County. SamTrans will continue to be actively engaged in regional and local planning efforts, coordinate with local and regional partners for future investment opportunities, and monitor transit integration with emerging land use plans.

SERVICE PLAN RECOMMENDATIONS

The first increment is the “Service Plan.” The Service Plan comprises route recommendations to be implemented in the short term, as well as a series of action items to provide a pathway to achieve the long term vision. The Service Plan is intentionally “cost neutral”: the Service
Plan holds costs at current levels, recognizing the District’s financial constraints. The Service Plan also includes a pilot program to test new service types and new ways of delivering service.

The Service Plan service recommendations look to gain service efficiencies and improved ridership and revenue in the near term. They are organized around the following themes:

- Improve El Camino Real Service
- Create An Enhanced Core Market Bus Network
- Modify Services
  - Consolidate Services
  - Modify Route Alignments and/or Frequency
  - Modify San Francisco Service
- Discontinue Services
- New Routes
- Alternative Service Pilot Program

Each service strategy is outlined in more detail below. The complete list of service plan recommendations can be found in Appendix A with accompanying maps in Appendix B.

**Improve El Camino Real Service**

El Camino Real is the most dominant corridor in the county, contains major activity centers, core markets, and high population and employment densities. El Camino Real functions as the “spine” of the SamTrans network. High levels of ridership along El Camino Real corridor generate significant revenue for SamTrans, helping to support transit services elsewhere in the system. Fifty-five percent of SamTrans boardings take place along El Camino Real.

Current bus service is not convenient enough to truly meet rider needs. Routes 390 and 391 each operate at 30-minute intervals, and together provide bus service every 15 minutes. However, operating two separate routes does not allow for consistent headways\(^5\), and when buses fall behind schedule, the 15-minute frequency cannot be consistently achieved. Furthermore, service at current levels is not frequent enough for customers to feel comfortable riding the bus without planning ahead for a trip. A bus arriving consistently every fifteen minutes or better is a goal for El Camino Real service because service at this level has the potential to attract more riders to the system.

The Service Plan recommendation for El Camino Real is to:

- **Consolidate Routes 390 and 391 into a single Local bus route.** Consolidating the two routes into one will make the service easier to understand, and will also improve

\(^5\)A headway is defined as the interval between bus departures at the start of a given route.
frequency between Redwood City and Palo Alto. The consolidated bus service will operate every 15 minutes between Daly City and Palo Alto seven days a week.

- Discontinue 391 service into San Francisco. Under this recommendation the new consolidated route will no longer operate into San Francisco. This is to maintain the critical 15-minute headways along El Camino Real. Other SamTrans routes (292, KX) will continue to provide service into San Francisco as well as transfer options to MUNI, BART and Caltrain.

The El Camino Real recommendation is a first step towards introducing enhanced service along the corridor. Potential improvements for the corridor beyond consolidated service include higher frequencies, limited-stop service, and an option for Bus Rapid Transit. The Service Plan recommendations for consolidated, more convenient service provides a strong baseline with which to develop the corridor in the future with improved frequencies, travel speeds, and quality of service.

**Create an Enhanced Core Market Bus Network**

An enhanced core market bus network benefits the service improvements along El Camino Real, forming and providing a backbone for the rest of the SamTrans network. The core market bus network acts as both important local services and as feeders to the El Camino Real corridor. An enhanced bus network would provide more frequent and direct service, attract new riders, and allow for investment in other parts of the SamTrans system.

Frequency improvements are proposed in the Daly City and South San Francisco areas (Route 130), as well as in Redwood City and East Palo Alto (Routes 296 and 281). In these areas, routes that previously operated at 30-minute headways are proposed to operate at 15-minute headways, providing additional capacity and improving convenience for passengers. All of these services currently have high ridership and productivity. Table 1 below highlights the enhanced bus network route improvements. Improving service to frequencies of fifteen-minute intervals or better in these areas in addition to the El Camino Real corridor allows customers to use SamTrans conveniently.

**Table 1: Enhanced Core Market Bus**

<table>
<thead>
<tr>
<th>Route</th>
<th>Route Description</th>
<th>Route Change</th>
<th>Route Change Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>Local route serving Daly City every 10 minutes on weekdays, every 15 minutes on Saturdays, and every 20 minutes on Sundays.</td>
<td>Increase Sunday service frequency to 15 minutes; extend weekend evening service.</td>
<td>Increased frequency and extended hours of operation are proposed for weekends to serve the all-week transit demand in Daly City. Route 120 is currently the most productive route in the SamTrans system.</td>
</tr>
<tr>
<td>Route</td>
<td>Route Description</td>
<td>Route Change</td>
<td>Route Change Description</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------</td>
<td>--------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>130</td>
<td>Local route serving South San Francisco, Colma, and Daly City operating every 20 minutes on weekdays, 30 minutes on Saturdays and 60 minutes on Sundays.</td>
<td>Split route into Route 130 Route 131.</td>
<td>The proposed Route 130 alignment splits this route, creating two separate routes to serve the South San Francisco and Daly City corridors more effectively.</td>
</tr>
<tr>
<td>130</td>
<td>Route 130 will travel between Colma BART Station and Daly City BART Station along Hillsdale Boulevard. Several time-consuming deviations in Colma are proposed to be streamlined to ensure a more direct and convenient ride for SamTrans customers while still providing coverage to these neighborhoods.</td>
<td>15-minute all-day frequency with 30-minute frequency in the evenings. Every 30 minutes on the weekends.</td>
<td>New local route.</td>
</tr>
<tr>
<td>131</td>
<td>Route 131 will follow its existing alignment until it reaches the South San Francisco BART Station, where it will now travel directly to Serramonte Shopping Center, a major regional destination and SamTrans transfer location.</td>
<td>15-minute all day frequency on weekdays with 30-minute frequency in the evenings; every 30 minutes on weekends.</td>
<td>New local route.</td>
</tr>
<tr>
<td>281</td>
<td>Local route serving East Palo Alto connecting to El Camino Real and the Palo Alto Caltrain Station/Stanford Shopping Center every 30 minutes on weekdays and weekends.</td>
<td>Every 15 minutes on weekdays</td>
<td>To complement the increase in frequency, minor alignment modifications are proposed for Route 281, including terminating the route at Palo Alto Caltrain and straightening the alignment along Newbridge Street in East Palo Alto.</td>
</tr>
<tr>
<td>296</td>
<td>Local route serving Redwood City and East Palo Alto along Middlefield Road every 30 minutes on weekdays and 60 minutes on weekends.</td>
<td>Every 15 minutes on weekdays and 30 minutes during Saturday daytime service</td>
<td>One of the most productive Local routes in the SamTrans system, connecting core markets on this route is key to maintaining strong demand along this corridor.</td>
</tr>
</tbody>
</table>
**Modify Services**

Modifying low performing services is key to improving overall ridership and efficiency. It helps to increase the efficiency and productivity of SamTrans bus service while moving service to areas of higher need. An analysis was undertaken for both whole routes and route segments.

**Consolidate Services**

Some communities and neighborhoods are served by multiple overlapping transit routes. When ridership is split between routes, neither route maximizes its full ridership potential. In many cases, riders can be served more efficiently by one route (while potentially increasing service frequency). With consolidation, duplicative services are merged into a single route wherever feasible to reduce overlapping routes and to simplify the system for customers. Additional consolidation recommendations suggest making some routes more direct to improve travel time for passengers.

### Table 2: Consolidated Service

<table>
<thead>
<tr>
<th>Route Grouping</th>
<th>Current Service Coverage</th>
<th>Streamlined Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>17, 294</td>
<td>Route 17 runs between Pacifica and areas south of Half Moon Bay. Route 294 runs between San Mateo and Half Moon Bay via Highway 92, then north to Pacifica.</td>
<td>Where the two routes overlap between Half Moon Bay and Pacifica, the service plan recommends shortening Route 294 to operate only between San Mateo and Half Moon Bay. Route 17 continues to operate between Pacifica and Half Moon Bay. Riders can transfer between the two routes in Half Moon Bay.</td>
</tr>
<tr>
<td>110, 112, 118</td>
<td>Route 110 runs between Linda Mar Shopping Center in Pacifica and Daly City BART. Route 112 runs between Linda Mar Shopping Center and Colma BART. Route 118 runs between Linda Mar Shopping Center and Colma BART.</td>
<td>Route 118 is a candidate for discontinuation due to low ridership, and duplicates service on Routes 110 and 112. Route 110 service to Linda Mar Park and Ride to begin earlier to compensate for no 118 trips.</td>
</tr>
<tr>
<td>280, 281, 296</td>
<td>Route 280 runs between East Palo Alto and Stanford Shopping Center. Route 281 runs between Menlo Park through East Palo Alto to Stanford Shopping Center. Route 296 runs between Redwood City and East Palo Alto.</td>
<td>Where the three routes overlap in East Palo Alto, the SSP recommends Route 280 as a discontinuation candidate due to low ridership and overlap with Routes 281, 296 and the East Palo Alto shuttle. Proposed service improvements to Route 296 and Route 281 alignment modifications are intended to better serve the East Palo Alto service area.</td>
</tr>
</tbody>
</table>
The recommendations for streamlined service affect three groups of routes: Routes 17 and 294 serving the coastside from Half Moon Bay to Pacifica; Routes 110, 112, and 118 in the Pacifica area; and Routes 280, 281, and 296 serving Redwood City to East Palo Alto.

**Modified Route Alignments and/or Frequency**

A modified route alignment can bring both positive and negative changes. A modified route alignment may take less time to make a trip because its path makes fewer turns, or it may run more frequently because the route is shorter. However, a modified route alignment may also reduce access to bus service if route segments are eliminated. These changes are intended to leverage the high ridership segments of each route to make service as successful as possible. Increasing or decreasing service frequency to match the market will also help SamTrans make routes more efficient in providing service to customers.

After modification, these routes will continue to be monitored on a watch list, as more aggressive modifications may be recommended if ridership and service productivity do not improve.

<table>
<thead>
<tr>
<th>Route</th>
<th>Route Modification</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Run peak weekday school trips only and discontinue all-day service. Discontinue Sunday service.</td>
</tr>
<tr>
<td>17</td>
<td>Extend route from its current northern terminal in Montara to the Linda Mar Park and Ride on weekdays, matching the current weekend alignment.</td>
</tr>
<tr>
<td>58</td>
<td>No Change recommended.</td>
</tr>
<tr>
<td>72</td>
<td>No Change recommended.</td>
</tr>
<tr>
<td>121</td>
<td>Realign route in the Crocker/Southern Hills area, improving the directness of service while focusing on current key ridership generators.</td>
</tr>
<tr>
<td>122</td>
<td>Realign route in the Westborough area to provide a more direct route for customers and to consolidate the route with former Route 123 service.</td>
</tr>
<tr>
<td>133</td>
<td>Increase service frequency to 30 minutes on weekday and Saturdays and 60 minutes on Sundays (new service) between Airport Boulevard/Linden Avenue and San Bruno BART, and discontinue route segment between Serramonte Shopping Center and intersection of Spruce Avenue/Huntington Avenue.</td>
</tr>
<tr>
<td>140</td>
<td>Straighten route along Sneath Avenue between Cherry Avenue and the San Bruno BART Station and along Longview Drive.</td>
</tr>
<tr>
<td>141</td>
<td>Realign route via San Bruno Avenue rather than Jenevein Avenue to serve Shelter Creek riders more directly from the San Bruno BART Station. Run only school trippers on segments along San Mateo Avenue and 3rd Avenue.</td>
</tr>
<tr>
<td>250</td>
<td>Split into two new routes. Route 250 will continue to serve downtown San Mateo directly from Norfolk Street via 3rd Avenue.</td>
</tr>
</tbody>
</table>
Table 3 (continued): Modified Route Candidates

<table>
<thead>
<tr>
<th>Route</th>
<th>Route Modification</th>
</tr>
</thead>
<tbody>
<tr>
<td>251</td>
<td>Discontinue the Beach Park Boulevard/East Hillsdale Boulevard loop in Foster City. The new alignment would travel from Bridgepoint Shopping Center to Hillsdale Mall via Foster City Boulevard, Beach Park Boulevard, Edgewater Boulevard, and Hillsdale Boulevard.</td>
</tr>
<tr>
<td>260</td>
<td>Remove the Bridge Parkway loop in Redwood Shores. Discontinue Saturday service.</td>
</tr>
<tr>
<td>262</td>
<td>Operate for school trips only and discontinue all-day schedule.</td>
</tr>
<tr>
<td>270</td>
<td>Realign route between Redwood City Caltrain and Florence/17th along Marshall Street, Broadway, and Bay Road, increasing frequency to 30 minutes. Discontinue the route segment between Bayshore Road on the bayside of Highway 101.</td>
</tr>
<tr>
<td>271</td>
<td>Operate for school trips only and discontinue all-day schedule.</td>
</tr>
<tr>
<td>281</td>
<td>Terminate the route at Palo Alto Caltrain Station and straighten the alignment along Newbridge Street in East Palo Alto. Improve weekday frequency to 15 minutes.</td>
</tr>
<tr>
<td>292</td>
<td>Peak only, limited stop service into San Francisco on weekdays only. The route will continue provide all-day service between Hillsdale and Brisbane.</td>
</tr>
<tr>
<td>294</td>
<td>Terminate route in Half Moon Bay to eliminate duplication with Route 17. Add 90 minute frequency for weekend service. Service realigned from Alameda de las Pulgas to El Camino Real.</td>
</tr>
<tr>
<td>295</td>
<td>Discontinue the southern segment and terminate at San Mateo Caltrain Station in the north and San Carlos Caltrain Station in the south.</td>
</tr>
</tbody>
</table>

Modify San Francisco Service

Currently three SamTrans routes (Routes KX, 292, and 391) serve downtown San Francisco. While these routes provide a connection into San Francisco and do not require connections to other transit systems, they generally do not have strong ridership due to the availability of other transit options into San Francisco, including Caltrain, BART, and MUNI. In addition, the slow travel speed on US 101 results in a longer bus trip and increases the cost required to operate these services. A major reduction of SamTrans service into downtown San Francisco is proposed to allow for the reallocation of resources towards stronger performing services within San Mateo County. Recommended changes to San Francisco service include:

- **Route KX**: A shorter route operating all day service between Sequoia Station in Redwood City and San Francisco International Airport with peak only service into San Francisco. The service currently has high ridership during weekday peak
periods, but during the rest of the day, ridership is very low, with fewer than 18 boardings per revenue hour on weekdays, and a subsidy per passenger boarding of over $10.00.

- **Route 292**: Limited stop service into San Francisco at high-ridership times of the day only. During the rest of the day, the route will continue to provide service between Hillsdale and Brisbane, but will not provide service into San Francisco. Consolidating the number of trips into San Francisco around peak demand periods significantly lowers the cost of operating Route 292.

- **Route 391**: Discontinuation of service into Downtown San Francisco. The consolidated El Camino Real Local routes will terminate at Daly City BART Station, where there will be several alternative options for riders to access San Francisco, including BART and MUNI.

**Discontinued Service**

A number of routes are proposed for discontinuation either as a result of low ridership and high subsidy cost or, in some cases, because they duplicate other routes. The candidate routes are shown in Table 4. Implications of eliminating these routes were considered extensively as part of the SSP process. Discontinuing routes allows resources that are not adequately benefitting SamTrans riders to be reinvested in the SamTrans system in accordance with the SSP Guiding Principles.

**Table 4: Discontinued Route Candidates**

<table>
<thead>
<tr>
<th>Route</th>
<th>Reason for Recommended Discontinuation</th>
</tr>
</thead>
<tbody>
<tr>
<td>118</td>
<td>Low service performance and duplicative of Routes 110/112</td>
</tr>
<tr>
<td>123</td>
<td>Duplicative of the more productive Route 121</td>
</tr>
<tr>
<td>132</td>
<td>Low ridership and duplicative of Routes 130, 390, and 391</td>
</tr>
<tr>
<td>274</td>
<td>Discontinue Saturday service due to low performance</td>
</tr>
<tr>
<td>280</td>
<td>Low service performance and duplicative of Route 281, Route 296, and the East Palo Alto Shuttle</td>
</tr>
<tr>
<td>359</td>
<td>Very low ridership and service performance</td>
</tr>
</tbody>
</table>

**New Routes**

Two new routes are proposed in the SamTrans network. New route 252 will better serve the San Mateo Monte Diablo neighborhood and new route 275 will provide direct service along Woodside Road to El Camino Real in Redwood City. Both new routes allow for more direct east-west connections to El Camino Real and better match service with markets.

New route 252 is proposed for 60 minute service connecting El Camino Real, San Mateo Caltrain and downtown San Mateo. New route 275 is a 30 minute proposed service.
Alternative Service Pilot Program

Alternative service options offer SamTrans a new opportunity to investigate how to better match service to markets. In markets where traditional fixed route service doesn’t match the market, alternative services can introduce new service types that can be more flexible and responsive to the communities’ needs.

An alternative service pilot program is recommended to complement the fixed route network. A number of communities in the county emerged as potential candidates for a pilot program. The service plan recommends Pacifica and San Carlos as the first pilot program candidates. A brief description of the proposed alternative service includes:

- **Pacifica:** A pilot demand service would provide service coverage to the area containing Crespi, Linda Mar, and Park Plaza shopping centers on a call and ride basis. The proposed alternative service zone map can be found in Appendix A.
- **San Carlos:** A pilot demand service would provide service coverage to the area between San Carlos Caltrain and Redwood City Caltrain stations, extending west to Alameda Del Las Pulgas and a bit beyond. Service would be provided on a call and ride basis. The proposed alternative service zone map can be found in Appendix A.

The program’s governing operational and management structure will be developed over the next six to nine months in conjunction with the service plan implementation effort. SamTrans will monitor the pilot program’s performance and over time propose to expand the program to other communities based upon lessons learned.

**ACTIONS FOR PERFORMANCE IMPROVEMENT**

The pathway from the Service Plan to the vision will be established through a series of action items that will be formally monitored over time and reported to the SamTrans Board. The detailed monitoring and reporting program will be developed over the next six to nine months in conjunction with the Service Plan implementation. It is anticipated that over time, beginning with the Service Plan, an improving SamTrans network will be a catalyst to begin moving towards achieving elements of the vision. The monitoring system will provide critical checkpoints to measure when appropriate actions for additional improvements can be made.

Elements of the monitoring and improvement program will include:

- Implementing a monitoring dashboard to review and report on service performance by route that covers:
  - Ridership
• Weekday passengers per revenue hour
• Subsidy per passenger boarding
• Farebox recovery ratios

- An Action Plan for performance improvement based on the above
- In time, this review to cover the family of transit services including paratransit and shuttle services
- Review of potential land use changes particularly along the GBI 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
- Coordination with MTC on sharing and implementing best practices, coordinating with other regional transit providers and seeking ongoing cost efficiencies associated with transit operations
- Coordination with cities and county-wide agencies on accessible service programs and initiatives
- Working with the Transportation Authority, CCAG and the Alliance on implementing the findings of the shuttle best practices initiative
- Working with cities to implement alternative service models
Next Steps

Following release of the draft service plan, SamTrans will invite community members to provide feedback during a public outreach period. Simultaneously, SamTrans will conduct a Title VI analysis\(^6\) of the service plan to ensure that the recommendations do not disproportionately affect disadvantaged and transit-dependent communities. Following the public outreach and comment period, the draft will be revised to reflect public input and the Title IV analysis. A final plan will be issued for adoption by the SamTrans Board of Directors. Following adoption, the service plan enters the implementation phase, which will consist of:

- Financial analysis of the route recommendations.
- New route schedule development.
- Alternative service program development.
- Monitoring program development.

The implementation phase is expected to take four to six months to complete, with a phased implementation of the route recommendations beginning mid-year 2013.

\(^6\)Title VI of the Civil Rights Act is an analysis assessing the impacts of proposed service changes to transit dependent communities
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Appendix A: SamTrans Service Plan Route Recommendations

Route-by-route recommendations are organized geographically. Each route with a recommended change is accompanied by a route map highlighting the proposed change.

El Camino Real Service
The Draft Plan includes the recommendations for El Camino Real service.

North San Mateo County
For the purposes of the SSP, North San Mateo County spans from the San Mateo County-San Francisco County border south to Hillsborough, and includes the cities of Daly City, Colma, Brisbane, San Bruno, South San Francisco, Millbrae, Burlingame and Hillsborough. The SSP recommendations for North County appear in the table below.

Table 5: North San Mateo County Route Recommendations

<table>
<thead>
<tr>
<th>Route</th>
<th>Service Plan Route Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>No change expected.</td>
</tr>
<tr>
<td>35</td>
<td>No change expected.</td>
</tr>
<tr>
<td>36</td>
<td>No change expected.</td>
</tr>
<tr>
<td>38</td>
<td>No change expected.</td>
</tr>
<tr>
<td>43</td>
<td>No change expected.</td>
</tr>
<tr>
<td>46</td>
<td>No change expected.</td>
</tr>
<tr>
<td>120</td>
<td>Extend and increase frequency for weekend service hours.</td>
</tr>
<tr>
<td>121</td>
<td>Realign route in the Crocker/Southern Hills area and discontinue school trippers.</td>
</tr>
<tr>
<td>122</td>
<td>Realign route in the Westborough area to provide a more direct route and to consolidate route with former Route 123 service.</td>
</tr>
<tr>
<td>123</td>
<td>Candidate for discontinuation.</td>
</tr>
<tr>
<td>130</td>
<td>A new route split from current Route 130, this route will travel between Colma BART Station and Daly City BART Station along Hillsdale Boulevard.</td>
</tr>
<tr>
<td>131</td>
<td>Route 131 will follow its existing alignment until it reaches the South San Francisco BART Station, where it will now travel directly to Serramonte Shopping Center.</td>
</tr>
<tr>
<td>132</td>
<td>Candidate for discontinuation.</td>
</tr>
</tbody>
</table>
Table 5 (continued): North San Mateo County Route Recommendations

<table>
<thead>
<tr>
<th>Route</th>
<th>Service Plan Route Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>133</td>
<td>Increase service frequency to 30 minutes on weekday and Saturdays and 60 minutes on Sundays between Airport Boulevard/Linden Avenue and San Bruno BART and discontinue route segment between Serramonte Shopping Center and intersection of Spruce Avenue/Huntington Avenue.</td>
</tr>
<tr>
<td>140</td>
<td>Straighten route along Sneath Avenue between Cherry Avenue and the San Bruno BART Station and along Longview Drive.</td>
</tr>
<tr>
<td>141</td>
<td>Realign route via San Bruno Avenue rather than Jenevein Avenue to serve Shelter Creek riders more directly from the San Bruno BART Station. Run only school trip-ters on segments along San Mateo Avenue and 3rd Avenue.</td>
</tr>
</tbody>
</table>

Central San Mateo County

Central San Mateo County extends from the City of San Mateo south to San Carlos, covering the cities of San Mateo, Foster City, Belmont, and San Carlos. The SSP recommendations for Central County are shown in the table below.

Table 6: Central San Mateo County Route Recommendations

<table>
<thead>
<tr>
<th>Route</th>
<th>Service Plan Route Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td>No change expected.</td>
</tr>
<tr>
<td>54</td>
<td>No change expected.</td>
</tr>
<tr>
<td>55</td>
<td>No change expected.</td>
</tr>
<tr>
<td>58</td>
<td>No change expected.</td>
</tr>
<tr>
<td>250</td>
<td>Split into two new routes. Route 250 will continue to serve downtown San Mateo directly from Norfolk Street via 3rd Avenue.</td>
</tr>
<tr>
<td>251</td>
<td>Discontinue the Beach Park Boulevard/East Hillsdale Boulevard loop in Foster City. The new alignment will travel from Bridgepoint Shopping Center to Hillsdale Mall via Foster City Boulevard, Beach Park Boulevard, Edgewater Boulevard, and Hillsdale Boulevard.</td>
</tr>
<tr>
<td>252</td>
<td>A new route split from Route 250, Route 252 will link the Humboldt Avenue/Monte Diablo area to downtown San Mateo, the San Mateo Caltrain Station, and El Camino Real.</td>
</tr>
<tr>
<td>260</td>
<td>Remove the Bridge Parkway loop in Redwood Shores. Discontinue Saturday service.</td>
</tr>
<tr>
<td>262</td>
<td>Operate for school trips only and discontinue all-day schedule.</td>
</tr>
<tr>
<td>359</td>
<td>Candidate for discontinuation.</td>
</tr>
</tbody>
</table>

South San Mateo County

South San Mateo County extends from San Carlos south to the San Mateo County-Santa Clara County border, including the cities of Redwood City, Atherton, Woodside, Menlo...
Park, East Palo Alto, and Portola Valley. The SSP recommendations for South County are shown in the table below.

Table 7: South San Mateo County Route Recommendations

<table>
<thead>
<tr>
<th>Route</th>
<th>Service Plan Route Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>72</td>
<td>No change expected.</td>
</tr>
<tr>
<td>73</td>
<td>No change expected.</td>
</tr>
<tr>
<td>83</td>
<td>No change expected.</td>
</tr>
<tr>
<td>85</td>
<td>No change expected.</td>
</tr>
<tr>
<td>270</td>
<td>Realign route between Redwood City Caltrain and Florence/17th along Marshall Street, Broadway, and Bay Road, increasing frequency to 30 minutes. Discontinue the route segment between Bayshore Road. Discontinue Saturday service.</td>
</tr>
<tr>
<td>271</td>
<td>Operate for school trips only and discontinue all-day schedule.</td>
</tr>
<tr>
<td>274</td>
<td>Discontinue Saturday service.</td>
</tr>
<tr>
<td>275</td>
<td>A new route will replace the most productive portion of the existing Route 295 along Woodside Road and operate at 30-minute daytime frequency on weekdays.</td>
</tr>
<tr>
<td>280</td>
<td>Candidate for discontinuation.</td>
</tr>
<tr>
<td>281</td>
<td>Minor route adjustments including terminating the route at Palo Alto Caltrain Station and straightening the alignment along Newbridge Street in East Palo Alto. Improve weekday frequency to 15 minutes.</td>
</tr>
</tbody>
</table>

Coastside Service

The Coastside spans from communities south of Half Moon Bay north to Pacifica along Highway 1. The SSP recommendations for the Coastside are shown in the table below.

Table 8: Coastside Route Recommendations

<table>
<thead>
<tr>
<th>Route</th>
<th>Service Plan Route Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Run peak-only weekday school trips and discontinue all-day service. Discontinue Sunday service.</td>
</tr>
<tr>
<td>16</td>
<td>No change expected.</td>
</tr>
<tr>
<td>17</td>
<td>Extend route from its current northern terminal in Montara to the Linda Mar Park and Ride on weekdays, matching the current weekend alignment.</td>
</tr>
<tr>
<td>110</td>
<td>No change expected.</td>
</tr>
<tr>
<td>112</td>
<td>No change expected.</td>
</tr>
<tr>
<td>118</td>
<td>Candidate for discontinuation.</td>
</tr>
</tbody>
</table>
Multi-City Service
A number of SamTrans bus routes serve multiple cities in one route. The recommendations for these routes are shown in the table below.

Table 9: Multi-City Route Recommendations

<table>
<thead>
<tr>
<th>Route</th>
<th>Service Plan Route Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>KX</td>
<td>Modify route to operate between Redwood City Sequoia Station and San Francisco International Airport all day with peak-only service into San Francisco on weekdays only. Hourly service between Redwood City and SFO on weekends.</td>
</tr>
<tr>
<td>292</td>
<td>Peak only, limited stop service into San Francisco on weekdays only. The route will continue provide all-day service between Hillsdale and Brisbane.</td>
</tr>
<tr>
<td>294</td>
<td>Terminate route in Half Moon Bay to eliminate duplication with Route 17. Add 90-minute frequency for weekend service. Service realigned from Alameda de las Pulgas to El Camino Real.</td>
</tr>
<tr>
<td>295</td>
<td>Discontinue the southern segment and terminate at San Mateo Caltrain Station in the north and San Carlos Caltrain Station in the south.</td>
</tr>
<tr>
<td>296</td>
<td>Improve service to every 15 minutes on weekdays and every 30 minutes on Saturdays.</td>
</tr>
<tr>
<td>297</td>
<td>No change expected.</td>
</tr>
<tr>
<td>390 &amp; 391</td>
<td>Consolidate Routes 390 and 391 into a single Local bus route. The consolidated bus service will operate every 15 minutes between Daly City and Palo Alto. Build upon the current weekend consolidation pilot and extend the consolidated route to both weekdays and weekends.</td>
</tr>
<tr>
<td>397</td>
<td>No change expected.</td>
</tr>
</tbody>
</table>