



SamTrans BUSINESS PLAN

***Final
July 2018***

San Mateo County Transit District Business Plan

Executive Summary

Business Plan Background

The SamTrans Business Plan was created in response to SamTrans Board of Directors (Board) direction, the need for the San Mateo County Transit District (District) to adapt to a changing mobility network, and concerns about the financial stability of the District. The District has long played a critical role in mobility management in San Mateo County (County); the Business Plan builds upon that.

Today the District provides fixed-route, Paratransit, and shuttle services throughout the County. The District's riders tend to be transit-dependent¹, and while fixed-route ridership has been declining, Paratransit use has seen rapid growth. These trends sit against the backdrop of rapidly shrinking District reserves, and revenues that are growing more slowly than expenditures.

In part due to the financial situation, as well as the District's role as a mobility manager, SamTrans and the San Mateo County Board of Supervisors initiated a collaborative program in 2018 to increase community awareness of current transportation conditions, programs, services, and solutions; develop an understanding of community opinions about transportation priorities; and inform future transportation revenue opportunities and expenditures.

In light of declining public transit ridership across the country, many transit providers are exploring new mobility management strategies to maintain existing ridership and encourage new riders. New mobility management moves beyond the traditional fixed route/transit services; it can incorporate public-private and community partnerships, technologically-driven mobility services, and the seamless integration of transportation across providers.

¹ 78% of respondents to 2015 Triennial Survey said they use SamTrans because they don't have access to a car or don't drive.

Business Plan Development

To develop the Business Plan, a committee of staff from all District departments began to meet regularly. Using the District’s Mission and Vision statements as a starting point, as well as building on the Strategic Plan (2015-2019), staff developed the following guiding principles/priorities:

1. Sustain and enhance services for the transit-dependent,
2. Expand and innovate mobility services, and/or
3. Promote programs that relieve traffic congestion.

Based on the guiding principles/priorities, Board direction, and review of existing District planning documents, the following initiatives were identified for inclusion in the Business Plan:

Table 1: District Initiatives	
Principle 1: Sustain and Enhance Services for the Transit Dependent	
a)	Completion and Implementation of the Mobility Plan for Older Adults and People with Disabilities
b)	Implementation of Youth Mobility Plan
c)	Pilot Way2Go Pass for Colleges
d)	Bus Stop Improvements
Principle 2: Expand and Innovate Mobility Services	
e)	UC Davis ITS Partnership
f)	Mobile Ticketing and Trip Planning Smartphone Application
g)	Modernize SamTrans Website
h)	Matching Funds to Electrify Fleet and Upgrade Infrastructure
i)	Wi-Fi on Buses
j)	TNC Pilot
k)	Microtransit Pilot

Table 1: District Initiatives	
Principle 3: Promote Programs that Relieve Traffic Congestion	
l)	Express Bus Services Pilot
m)	Complete and Implement Coastside Study
n)	El Camino Real (ECR) Rapid Service Expansion
o)	Matching/Seed Money for Near-Term Improvements from Dumbarton Corridor Study
p)	Countywide Shuttle Study

Business Plan Implementation

While the identification of the initiatives was a critical first step in the development of the Business Plan, successful implementation requires that each initiative have the following additional elements:

1. A well-defined project with a well-defined schedule and costs.
2. Development of evaluation metrics prior to implementing the project, as well as baseline metrics by which change will be evaluated.
3. An agency sponsor or “champion” to advocate for the project. In addition, the District as a whole must commit to supporting the initiative with sufficient staffing and other resources.
4. In the majority of cases, additional revenue sources are required before an initiative can be fully implemented.

The Business Plan presents a prioritization framework to enhance existing programs and implement new ones in response to potential new funding sources.

Business Plan Background

Genesis of the Business Plan

At a District Board study session in October 2016, the Board directed the District to re-evaluate its approach as a mobility manager and the services it provides. This was done against the backdrop of the District's challenging financial situation and future. Subsequently, this request became the District's Business Plan.

The Business Plan is the logical next step and extension of the District's Strategic Plan (2015-2019), the policy blueprint for the District. While the Strategic Plan included specific initiatives, they are less detailed than those presented in the Business Plan. A goal of the Business Plan, in addition to re-evaluating the role of the District as a mobility manager, is to identify new initiatives that promote the core values and mission of the District, with cost estimates, implementation and evaluation approaches.

The Business Plan is rooted in prior planning efforts and documents, especially the 2015-2019 Strategic Plan. The Strategic Plan identified three main priorities: expand mobility options for its customers, strengthen its fiscal health and become a more effective organization. The Business Plan takes Priority 1 of the 2015-2019 Strategic Plan, Expand Mobility Options, and more clearly affirms the role of SamTrans as San Mateo County's mobility manager by identifying specific initiatives. Appendix A lists the planning and strategy documents developed by the District in the last five years.

San Mateo County Transit District History

The District was created by the voters in November 1974; the Board of Directors convened its first meeting in early 1975, and later that year, the District's first General Manager was hired. The District consolidated the existing 11 city bus systems into one operation called SamTrans, and service began on July 1, 1976. In 1988, with the passage of the Original Measure A transportation sales tax, the District took on the administrative responsibility for the San Mateo County Transit Authority (TA). In 1992 it became the administrative agency for the Peninsula Corridor Joint Powers Board (JPB),

which operates Caltrain. The District is a member agency of the Peninsula Corridor JPB as well as a member of the Board for the San Mateo County Transportation Authority (TA).

In addition to its administrative role for the TA and Caltrain, the District has played a long-standing and significant role as a mobility manager in San Mateo County. Beginning in the late 1980s, the District committed to being a major contributor in extending the Bay Area Rapid Transit (BART) system into San Mateo County, and continues to support transit connections to BART in the County. After the San Mateo County TA purchased the Dumbarton Rail Bridge Right of Way in the 1990s, the District took title and continues to manage and maintain the corridor.

San Mateo County Transit District Today

As detailed above, from the beginning, the District has had a scope that is broader than being the bus company for San Mateo County. Today, in addition to its administrative roles, the District partners with other transit systems including 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.

Transit Services

As SamTrans, the District operates fixed-route bus service, paratransit service, and community and employer shuttles. Additional information about these services, ridership, and other metrics can be found below; more details can be found in the Short Range Transit Plan, referenced in Appendix A.

Fixed Route Service

SamTrans runs most, but not all, of its 78 fixed route services. Since the mid-1970s, SamTrans has contracted out a portion of its service. Originally, it contracted with Greyhound to provide trunkline service from Palo Alto to San Francisco. The contract is currently held by MV Transportation, and was the result of a competitive procurement process. While the District retains the right to contract out service in its labor agreement

with operators, there is a cap. The District may not expand the scope of subcontracting to the point where it shall cause layoffs of District operators below the number existing as of July 1, 1990². A current fixed route system map can be found on the next page.

Paratransit Service

SamTrans has a robust Paratransit program which exceeds the requirements of the Americans with Disabilities Act (ADA). It began in 1977, more than a decade before the passage of the ADA, when SamTrans initiated service for persons with mobility impairments through its Redi-Wheels program. Today the service is provided by Redi-Wheels on the bayside and RediCoast on the coastside.

Shuttle Service

SamTrans, in financial partnership with local employers and the Bay Area Air Quality Management District (BAAQMD), sponsors seven free shuttles linking rail stations to employment centers in the county. Commuter shuttles provide important first/last-mile access for commuters to jobs from regional transit connections (BART and Caltrain stations). These free shuttles are open to the public, and typically pick up commuters at BART (partially subsidized by SamTrans) or Caltrain (partially subsidized by Caltrain) stations in the morning and drop them off at or in the vicinity of their employer (trips are reversed in the evening). Shuttles meet most peak-hour trains and operate during weekdays only. SamTrans also allows limited use of its shuttle provider contract to public entities as staff and contract resources permit. These contracted shuttles serve as a cost saving measure that allow other public entities to use the SamTrans shuttle contract rather than expending staff and financial resources to generate and perform their own shuttle service procurement.

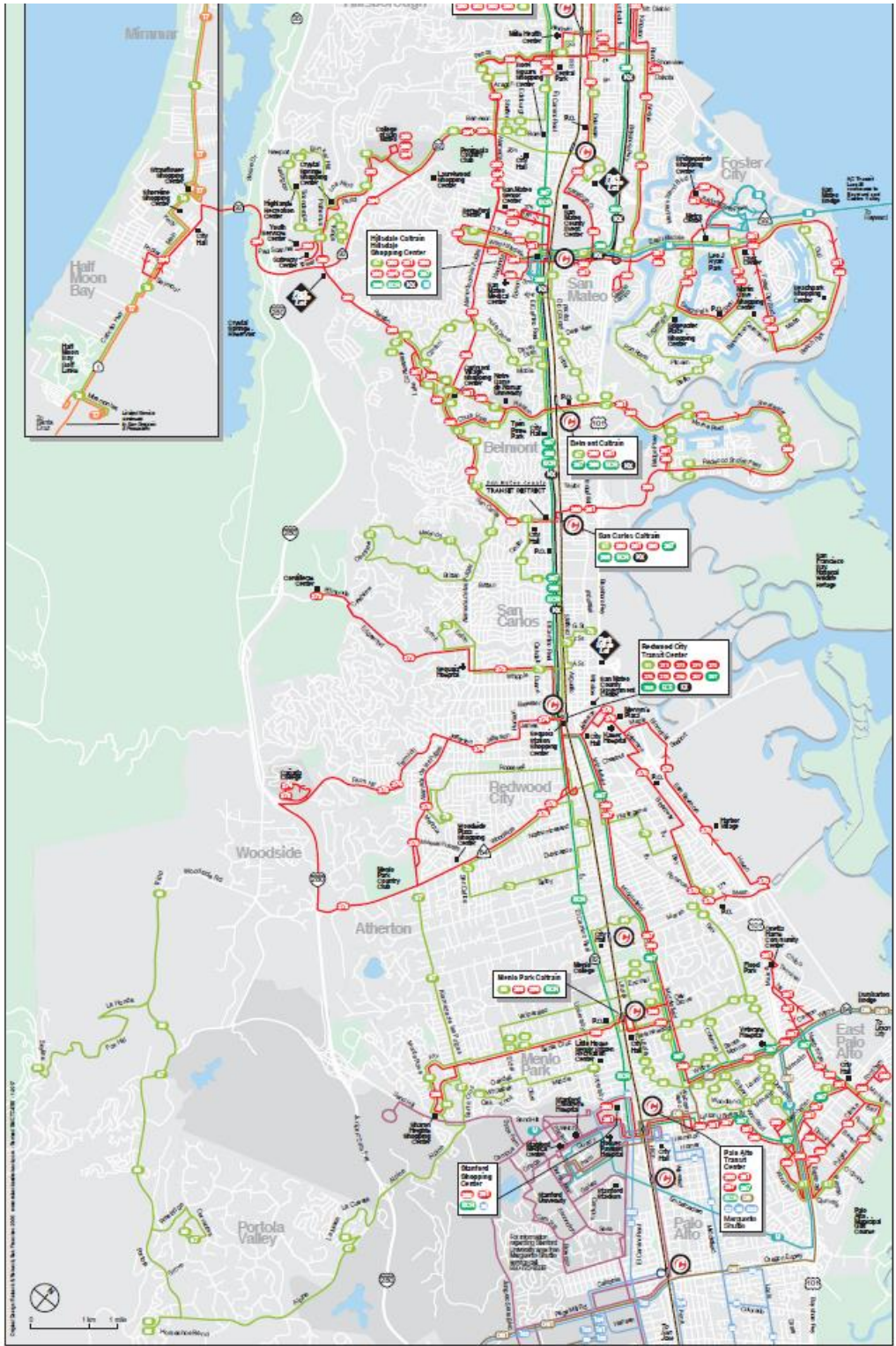
Although not operated by SamTrans, there are other community shuttles provided by the City/County Association of Governments of San Mateo County (C/CAG) and TA grant programs. They provide non-work-based transit options to residents, including Lifeline transportation mobility to low-income and senior populations. These shuttles typically provide midday and weekend service for shopping, medical appointments, dining and other purposes.

² Bus Operator and Maintenance Employee Labor Agreement, page 2.

Figure 1a: SamTrans Fixed Route Map, North Service Area



Figure 1b: SamTrans Fixed Route Map, South Service Area



SamTrans' Customers

Every three years, SamTrans conducts an extensive onboard survey which details who their customers are, why they ride, and areas that customers think should be improved. The survey is conducted as a part of the District's Triennial report to the Federal Transit Administration, and is statistically representative of SamTrans ridership. The last onboard survey was conducted in October 2015, and was supplemented with four focus groups held in May 2016. In addition, a customer experience survey was conducted in early 2017. This second survey was opt-in, and therefore not statically representative of SamTrans ridership.

The 2015 Triennial Survey provided the following snapshot of SamTrans users:

- Most riders say the primary reason they use SamTrans is because they don't have access to a car or don't drive (78%).
- Slightly less than half of the riders (44%) use it to travel to and from work, while over a quarter (28%) use it to travel to and from school.
- Finally, over half (54%) of SamTrans riders have an annual average income below \$50,000, and the average income of a SamTrans rider is \$40,000 annually.

Appendix A includes a link to both studies.

SamTrans' Ridership

- Fixed Route Services

SamTrans served approximately 35,000 daily boardings in April 2018, which represents a drop of 5.7% compared to April 2017. However, monthly ridership only dropped by 3.8%, suggesting ridership may be spread across the days of the week more evenly. SamTrans is not alone in experiencing declining ridership; per a November 2017 American Public Transportation Association study, there has been a nationwide decline in transit ridership.³

- Paratransit

³ American Public Transportation Association, Policy Development and Research, November 2017, "Understanding Recent Ridership Changes: Trends and Adaptations."

Paratransit service regularly provides more than 1,000 trips in a day. For several years, ridership had grown quickly, but recently, ridership has been stable and the number of registrants has leveled off. However, per the Plan Bay Area 2040, the San Mateo County population of people aged 65 or older is expected to grow by 137% between 2010 and 2040, which is likely to lead to increased use of Paratransit service.

The District has recently undertaken a partnership with the Institute of Transportation Studies at UC Davis (ITS –Davis) to conduct a study of its existing paratransit services to determine whether efficiencies can be realized and alternative service models introduced. Additionally, the District will be finalizing an update of the 2006 Senior Mobility Plan during summer 2018. The 2018 Mobility Plan for Older Adults and People with Disabilities identifies non-traditional transportation programs, partnerships, and activities that promote alternatives to traditional paratransit service.

SamTrans' Financial Situation

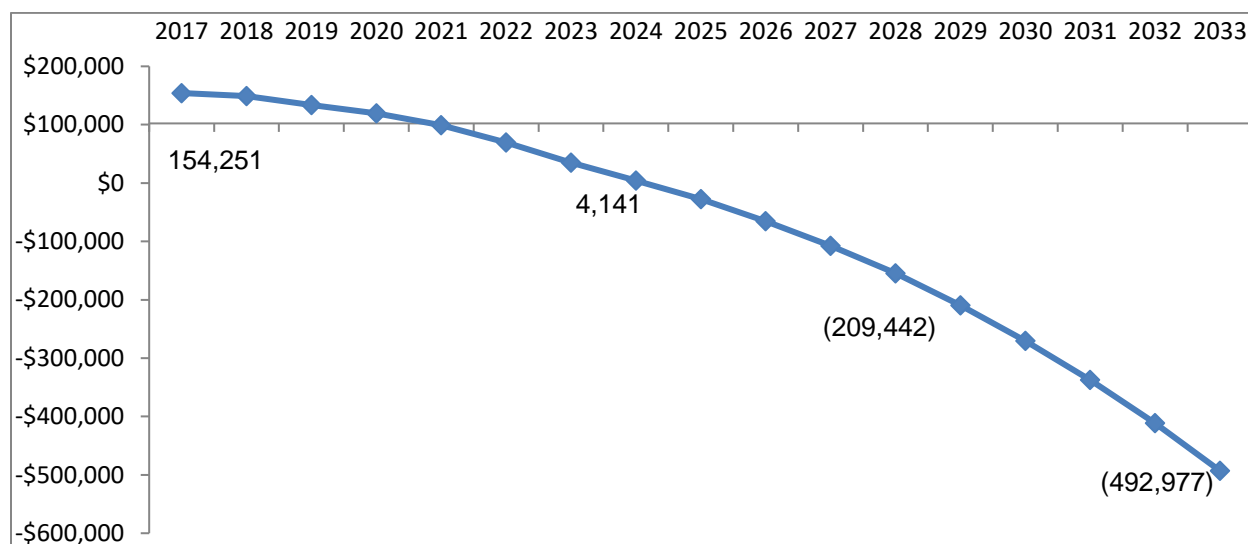
The District is unusual for a bus company because it carries a significant amount of debt. This is linked directly to the Agency's role as a mobility manager in the County. The District paid out almost \$406 million to support Bay Area Rapid Transit (BART) system extensions in San Mateo County. Further, historically the District has used its own funds to support Caltrain operations and capital programs.

As a part of the Strategic Plan, the District set the action to refinance its debt to lower the annual debt payments. The debt payment is set to be about \$2 million lower in FY2020, and to be retired in FY2034. However, the District's overall debt burden has given it less flexibility to adapt to changing economic and ridership trends.

Future of Reserve Balance

As can be seen in the following graphic, the Agency is reducing its reserves as it spends more annually than it brings in. While much of this is attributable to the debt burden the Agency carries, it is also a product of revenues growing at a slower pace than costs.

Figure 2: District Reserve Balance Projections⁴



At the end of FY2017, the agency had \$154 million in reserves. As of February 2018, it was projected to have \$149 million in reserves at the end of FY2018. Assuming revenues continue to grow at their recent pace and no changes are made in expenditures, the District will exhaust its reserves in FY2025. Again, assuming no other changes, as the District heads into FY2034, when its debt is paid off, it will have a negative balance of almost \$493 million.

It is unrealistic to think that the District would not adjust its spending or attempt to identify other revenue sources before exhausting its reserves, so the graph should be seen as illustrative, not predictive.

⁴ Figures from SamTrans Finance and Administration, February 2018.

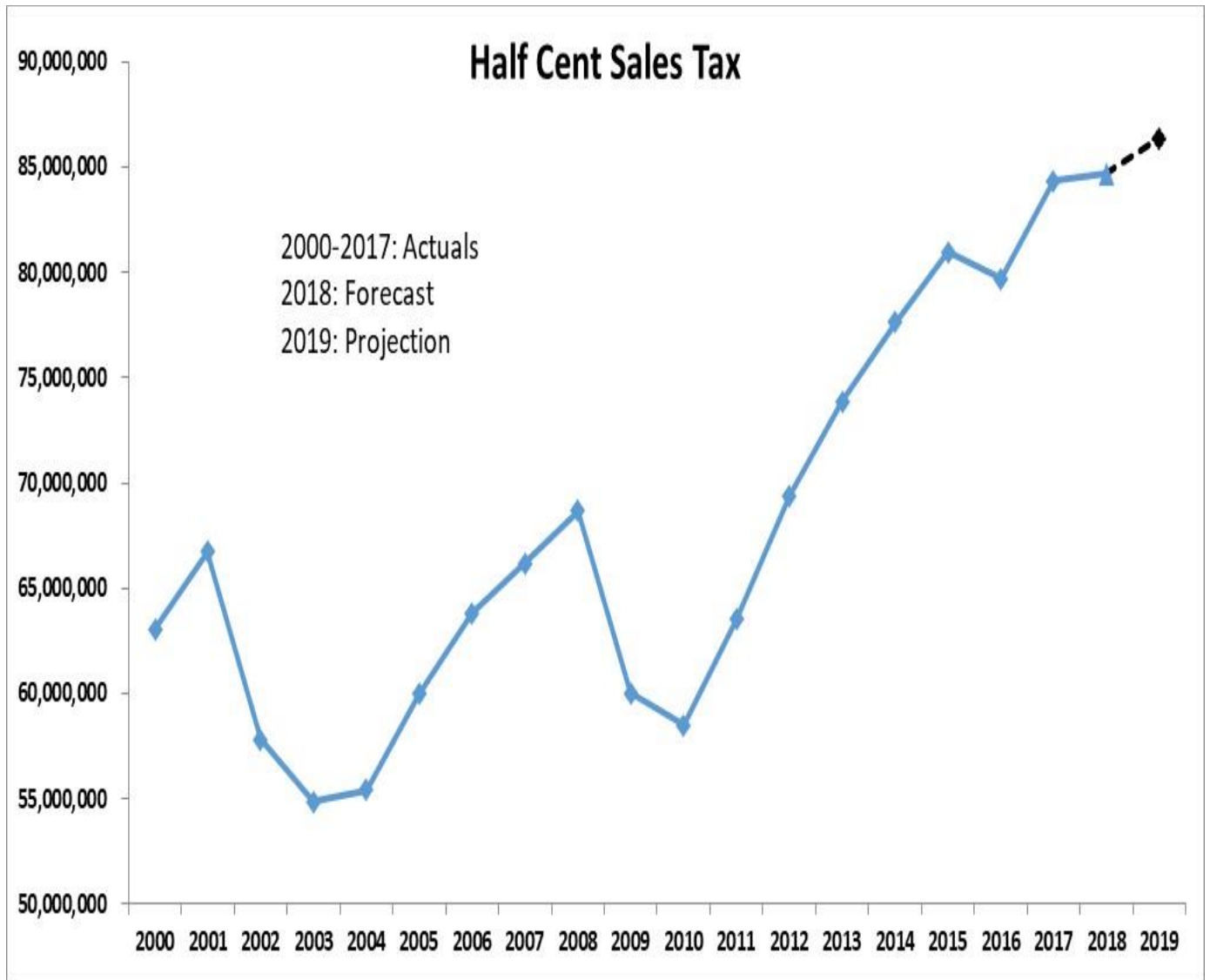
The District faces additional risks on the revenue side. As is shown in the table below, the most significant sources of revenue for the District are Transportation Development Act (TDA) funds and the District’s sales tax. TDA is a sales tax as well, meaning that it and the existing District sales tax rely on the same base, and therefore move in the same direction. When revenues are increasing, that is a boon to the District. However, when revenues are decreasing, it amplifies the downturn.

Table 2: FY2019 Preliminary Operating Revenues		
Revenue Sources	Amount (in millions)	% of Revenues
Passenger Fares	\$16.4	9.3%
Local TDA	41.8	23.6%
STA	5.7	3.2%
Operating Grants	3.3	1.9%
SMCTA measure A	11.1	6.3%
SM County Measure K	2.5	1.4%
District Sales Tax	86.4	48.8%
Investment Interest	2	1.1%
Other	7.9	4.5%
Total	\$177.1	

Sales Tax is Cyclical

The District is highly reliant on sales tax as it represents 72.4% of all operating revenues. As the graph below shows, sales tax revenues are cyclical. The data indicate that revenues are leveling off currently; sales tax revenues could be anticipated to decline in the near-term. The challenge remains that no one knows how near-term that decline may be.

Figure 3: District Sales Tax Over Time⁵



⁵ Figures from SamTrans Finance and Administration, June 2019.

Funding

There are a variety of different funding opportunities available to advance the Business Plan initiatives, including a mix of federal, state and local grant opportunities; new funds through Regional Measure 3 Bridge tolls; as well as funds through SB1. However, implementation of the full series of Business Plan initiatives will require a significant influx of new funds.

Business Plan Development

The Business Plan was developed in response to the Board Study Session and is a logical extension of the SamTrans Strategic Plan, which set a policy blueprint for the District to shape its direction for the following five years. The Business Plan should be seen as a link between the Strategic Plan and the future.

The goals in the formation of the Business Plan were to:

1. Identify and guide current and future mobility initiatives
2. Establish timeframes and performance metrics
3. Identify which initiatives required new revenue sources to be implemented

Prior to starting work towards these goals, staff felt it was important to agree upon guiding principles within which all potential initiatives were to be considered. Staff began with the District's vision and mission as their starting point:

Mission: To supply the public with a high-quality, safe and efficient transportation system that should enhance quality of life by increasing access and mobility, reducing congestion, improving the environment and promoting economic vitality.

Vision: The District is a mobility leader, providing transportation choices and a sustainable future that meets the needs of our diverse communities.

Using these statements as a guide, staff agreed that the following were the guiding principles for initiatives in the Business Plan. To be considered for inclusion in the Business Plan, an initiative must accomplish at least one of the following:

- Sustain and enhance services for the transit-dependent,
- Expand and innovate mobility services, and/or
- Promote programs that relieve traffic congestion.

Agency Initiatives

Using these principles, the staff committee began by reviewing planning documents, summarized in Appendix A, to identify programs and initiatives for potential inclusion in the Business Plan. The committee debated the merits of the initiatives, and developed high level cost estimates, implementation plans, and potential performance metrics. They are discussed in more detail below, organized by the principle with which they are most aligned, and are also summarized in Table 3, following.

Table 3: Summary of Initiatives

Name of Initiative	Benefits	Preliminary Estimated Cost 2019-2023 (capital and operating)	Implementation	Performance Metrics
Principle 1: Sustain and Enhance Services for the Transit Dependent				
a) Completion and Implementation of the Mobility Plan for Older Adults	<ul style="list-style-type: none"> Potential Paratransit cost savings Provide multiple modes for older adults, veterans and people with disabilities to use transit Expand awareness and mobility options for older adults in the County 	<ul style="list-style-type: none"> An initial \$335,000 to implement highest priority items Additional funding dependent on specific programs It is assumed that new programs require new funding 	<ul style="list-style-type: none"> Once plan is finalized, an implementation schedule with project leads can be developed FY 2020 	<ul style="list-style-type: none"> ↓ Paratransit ridership ↓ Cost per paratransit rider ↑ Older adult/ veteran/disabled ridership on traditional transit ↑ Travel training ↑ Customer awareness of all modes and programs
b) Implementation of the Youth Mobility Plan	<ul style="list-style-type: none"> Increase awareness in youth and parents about transit opportunities and develop next generation of riders Increased District awareness of programs that youth and parents are seeking 	<ul style="list-style-type: none"> \$1,250,000 over five years to implement and sustain programs It is assumed that new programs require new funding 	<ul style="list-style-type: none"> Many initiatives are underway and will be continued FY2019-FY2023 	<ul style="list-style-type: none"> ↑ Youth ridership ↑ Customer awareness amongst youth and parents ↑ Attendance at events sponsored by youth mobility coordinator ↑ Participation in Youth Ambassador Program ↑ Click-through readership of newsletter to schools
c) Pilot Way2Go for Colleges (identified in Youth Mobility Plan)	<ul style="list-style-type: none"> Test if access to annual pass increases ridership by college students; if yes, could indicate a way to solidify and expand customer base Expand access to education opportunities for County college-age youth 	<ul style="list-style-type: none"> \$300,000 to implement the pilot 	<ul style="list-style-type: none"> FY2019-FY2020 	<ul style="list-style-type: none"> ↑ Ridership of college students ↑ If implemented permanently, retention of riders after college
d) Bus Stop Improvements	<ul style="list-style-type: none"> Identification and prioritization of projects to improve access to bus stops 	<ul style="list-style-type: none"> An initial \$160,000 to develop the plan is assumed \$3,350,000 is assumed for the full cost of system-wide bus stop improvements 	<ul style="list-style-type: none"> FY2019-FY2023 	<p>Assuming program of improvements is implemented:</p> <ul style="list-style-type: none"> ↑ Increased awareness of bus stop locations ↓ Complaints regarding access to bus stops

Principle 2: Expand and Innovate Mobility Services

e) ITS-Davis Partnership	<ul style="list-style-type: none"> Potential for savings and efficiencies related to Paratransit services Better understanding of feasibility of microtransit within San Mateo County 	<ul style="list-style-type: none"> \$100,000 one-time cost, included in FY2018 budget. 	<ul style="list-style-type: none"> Currently underway. 	<ul style="list-style-type: none"> ↓ Paratransit costs, once recommendations are implemented ↓ Per ride costs of microtransit compared to fixed-route service
f) Mobile Ticketing and Trip Planning Smartphone Application	<ul style="list-style-type: none"> Increase ease of customer access to tickets and SamTrans information 	<ul style="list-style-type: none"> \$700,000 one-time cost for development of the application \$200,000 annually in ongoing maintenance 	<ul style="list-style-type: none"> Contract for application development has been awarded Application to be implemented September 2018 	<ul style="list-style-type: none"> ↑ Tickets purchased on mobile application ↑ Customer feedback ↓ Call center volume with questions about trip planning and real-time bus information
g) Modernize SamTrans Website	<ul style="list-style-type: none"> Improve ease of customer access to website 	<ul style="list-style-type: none"> \$1,300,000 	<ul style="list-style-type: none"> Beginning in FY2019 with procurement for first phase FY2019-FY2023 	<ul style="list-style-type: none"> ↑ Website visits ↓ Call center volume
h) Matching Funds to Electrify Fleet and Upgrade Infrastructure	<ul style="list-style-type: none"> Readiness for zero-emissions regulations, once implemented Pollution reduction 	<ul style="list-style-type: none"> \$20,000,000 	<ul style="list-style-type: none"> Piloted in FY2019 FY2019-FY2023 	<ul style="list-style-type: none"> ↓ Fuel costs ↓ Greenhouse gas emissions
i) Wi-Fi on Buses	<ul style="list-style-type: none"> Improved customer experience due to Wi-Fi 	<ul style="list-style-type: none"> \$830,000 for initial set up and ongoing data access costs 	<ul style="list-style-type: none"> FY2019 testing which cellular provider has best coverage in the SamTrans service area FY2019-FY2023 	<ul style="list-style-type: none"> ↑ Percentage of vehicles with Wi-Fi ↑ Customers with access to Wi-Fi ↑ Percentage of customers with access using Wi-Fi
j) TNC Pilot	<ul style="list-style-type: none"> Lower-cost/higher-efficiency solution to first/last mile Potential approach for Paratransit services 	<ul style="list-style-type: none"> \$100,000 to pilot 	<ul style="list-style-type: none"> Pilot concept in FY2019 	<ul style="list-style-type: none"> ↑ First mile/last mile trips ↓ Cost per rider compared to fixed-route service in same area
k) Microtransit Pilot	<ul style="list-style-type: none"> If ITS – Davis determines feasible, more flexible and lower cost service within specific geographic area 	<ul style="list-style-type: none"> \$100,000 to pilot 	<ul style="list-style-type: none"> Pilot concept in 2019 	<ul style="list-style-type: none"> ↑ Overall ridership ↑ New to SamTrans ridership ↓ Cost per rider compared to fixed-route service in same area

Principle 3: Promote Programs that Relieve Traffic Congestion

l) Express Bus Service Pilot	<ul style="list-style-type: none"> Reliable and timely service for longer trips through the County Reduced greenhouse gas emissions 	<ul style="list-style-type: none"> 37,000,000 one time for vehicles \$13,500,000 for annual operating costs 	<ul style="list-style-type: none"> Study completed in 2018 FY2020-FY2023 	<ul style="list-style-type: none"> ↑ Ridership ↓ Solo ride vehicles on roads that parallel express routes
m) Complete and Implement Coastside Study	<ul style="list-style-type: none"> Improved service on the Coastside 	<ul style="list-style-type: none"> \$655,000 one time for park-and-ride improvements \$2,500,000 for annual operating costs 	<ul style="list-style-type: none"> FY2020-2023 	<ul style="list-style-type: none"> ↑ Route 118 ridership ↑ Use of Park-and-Ride when improved
n) El Camino Real (ECR) Service Improvements	<ul style="list-style-type: none"> Improved service along El Camino Real through faster, more reliable travel times 	<ul style="list-style-type: none"> \$15,000,000 one time for vehicles and infrastructure \$15,000,000 in annual operating costs 	<ul style="list-style-type: none"> FY2019-FY2023 	<ul style="list-style-type: none"> ↑ Ridership on ECR ↑ Reliability and on-time performance ↓ Run-time
o) Matching/Seed Money for Near-Term Improvements from Dumbarton Corridor Study	<ul style="list-style-type: none"> Multi-modal improvements in the Dumbarton corridor and surrounding areas 	<ul style="list-style-type: none"> \$10,000,000 	<ul style="list-style-type: none"> FY2019-FY2020 	<ul style="list-style-type: none"> ↑ Discussions regarding partnering and project approach
p) Countywide Shuttle Study	<ul style="list-style-type: none"> Shuttle services and routes that serve the community at an efficient cost 	<ul style="list-style-type: none"> \$300,000 one-time cost for shuttle study 	<ul style="list-style-type: none"> FY2020 	<ul style="list-style-type: none"> ↑ Shuttle use ↓ Shuttles that overlap existing service ↓ Vehicle miles traveled/greenhouse gas emissions

Sustain and Enhance Services for the Transit-Dependent

These initiatives focus on the District's core ridership.

a) **Completion and Implementation of Mobility Plan for Older Adults**

Overview

In 2006, the District developed a Senior Mobility Action Plan to guide transportation programs and services for older people in San Mateo County. The District is currently updating this, and the Mobility Plan for Older Adults should be finalized in the summer of 2018. The goal of the update is to identify ways to improve the mobility of older adults, people with disabilities, and veterans with disabilities. It also aims to develop innovative transportation services that can be implemented and operated by SamTrans or other partners, to identify viable alternatives to paratransit, to form new partnerships with nonprofit and for-profit organizations, and to leverage existing funding and new funding sources.

As this is an existing initiative, its plans and programs are more fully realized than some other initiatives. Some are already underway.

Plans and Programs

Provide Countywide Mobility Management

- Mobility Management Center – Phone and Website – Develop a mobility management function in the form of a call center and website to better connect seniors and persons with disabilities to community-based transportation programs and alternative transportation services. This is currently underway and should be implemented in 2019.

Expand Mobility Options

- Taxi Fare Subsidy Pilot and Strategies for Increasing Supply of Wheelchair-Accessible Taxis – SamTrans was awarded a grant to develop

a pilot voucher-less taxi program to operate in Redwood City, San Carlos, and the North Fair Oaks community that will serve older adults and people with disabilities. The goal is to provide alternative services and to meet the growing need for same-day accessible vehicles and trips. This pilot is currently being developed and is anticipated to launch in spring 2019.

- Subsidized Ridesourcing Program with Telephone Booking – The District has initiated discussions on potential partnerships with Transportation Network Companies (TNCs), or rideshare companies, as an option for providing subsidized same-day rides to older adults and people with disabilities. This TNC partnership may be incorporated into the Taxi Fare Subsidy Pilot.
- Flexible-route Community Transit Service – Explore alternative service delivery models to traditional fixed-route service that would leverage new technologies to provide community transit trips within communities, as well as provide connections to regional transit. Possible alternative service delivery models could include deviated-fixed route service similar to FLX Pacifica, or application/technology-based dynamically routed transportation service such as microtransit.
- Expand community-based transportation-services – Expand existing community-based transportation services and support nonprofits in starting new services. Community-based transportation is operated by community organizations rather than public agencies and typically uses volunteers to provide on-demand services usually booked a day in advance.

Outreach and Marketing Efforts

- Improve Coordination and Information Sharing – Increase the level of information sharing and improve coordination between SamTrans and organizations serving older adults, people with disabilities, and veterans throughout the County.
- Improve and Increase Awareness of Mobility Ambassador and Veteran's Mobility Corps Programs – Develop a marketing campaign and enhancements to increase awareness of the Mobility Ambassador and Veteran's Mobility Corp travel training programs.

- Continue and Improve Coordination with Local Driver Safety Instruction and Safe Driver Information -- Continue coordination with AARP Driver Safety Program and CHP Older Driver Traffic Safety Seminar to promote driving alternatives and expand information shared through Senior Mobility Guide and mobility management center website. Explore potential projects and partnerships to raise community awareness and increase senior driver training opportunities.
- Walking Groups – Encourage older adults to stay active and healthy through walking by supporting the creation of walking groups.
- Safe Routes to Transit for Older Adults & People with Disabilities -- Develop a draft guide for how to work with a city and other partners to identify and prioritize improvements to pedestrian pathways, enabling older adults and people with disabilities to more easily access transit stops.

Metrics and Timeframe

SamTrans collects data regarding paratransit ridership and usage. These data will serve as the baseline against which the success of the implemented initiatives will be evaluated. Metrics which will demonstrate the effectiveness of the programs include:

- Paratransit ridership down/rate of growth slowed: The diversion of existing riders to ability-appropriate, less expensive services will be a sign of success. Slowing the rate of ridership growth, as again potential riders are diverted to other modes, will also be a sign of success. Such modes could be flexible-route community transit service, taxi vouchers, and the expansion of community-based transportation services. This should be evaluated on an annual basis.
- Cost per passenger on paratransit down: Through the mobility manager, one goal is to have more ride sharing in the provision of paratransit services. This will help bring down the cost per passenger. This should be evaluated one year after the service begins.
- Senior ridership up: To increase the use of non-paratransit services, as appropriate, by seniors, especially those who are not currently riders. This should be evaluated on an annual basis.
- Travel training utilization up: Through increased outreach with community groups and SamTrans-sponsored publicity, increase the number of

residents who use the travel training, which is free one-on-one travel training to teach San Mateo County residents with disabilities who are 18 years or older how to ride the bus. This should be evaluated on an annual basis.

- Customer awareness up: Using the Triennial Customer Survey, SamTrans will monitor awareness of its senior services in the County. This may be supplemented by additional Customer Service Experience and Paratransit surveys. This should be evaluated at least every three years.

b) Implementation of Youth Mobility Plan

Overview

The Youth Mobility Plan was adopted by the District Board of Directors in August 2017. It includes strategies designed to foster and enhance youth awareness of and ease of access to SamTrans bus services, and to be a strategic blueprint for how the District can address the mobility needs of youth and cultivate the next generation of bus customers in San Mateo County. (A link to the full plan can be found in Appendix A).

As this is an existing initiative, its plans and programs are more fully realized than some other initiatives. Some are already underway.

Plans and Programs:

Create a Youth Mobility Coordinator Position

The Youth Mobility Plan called for the creation of a new full-time position at SamTrans to engage with and implement youth-focused programs, and to provide one point of contact for parent groups and school representatives. This position, which has been filled, is the point person for the other initiatives identified in the Plan.

Integrate Youth Sensitivity Training into Existing Bus Driver Training

As of spring 2017, the District had implemented the new U.S. Department of Transportation training curriculum Program administrators may consider supplementing U.S. DOT training programs with presentations by local youth passengers and/or Youth Transit Ambassadors with coordination by the Youth Mobility Coordinator.

Establish a Transit Youth Ambassador Program

Establishing a Youth Ambassador Program will allow SamTrans to develop a cohort of youth throughout the County to act as ambassadors for SamTrans among their peers. The Youth Mobility Coordinator will manage the program and be the main point of contact for ambassadors and program-related inquiries. SamTrans will lead the development of materials (e.g., maps, promotional videos) for the ambassadors, but give the ambassadors opportunities to propose and develop grassroots activities and campaigns in order to carry out the program and help develop the participants' leadership skills. SamTrans anticipates partnering with the Youth Leadership Institute to conduct ambassador recruitment and program promotion, easing the burden on the Youth Coordinator and forging an important relationship with this community organization. SamTrans will begin recruitment in Summer 2018 and soft-launch the program during the 2018-19 school year.

Increase Social Media Engagement with Parents and Youth

This internal initiative acknowledges that the two target groups use different social media platforms. As such, this initiative includes efforts on youth-focused social media and parent-focused social media.

Enable Purchase of Youth Fares on Mobile Ticketing App

This initiative builds on a larger initiative by SamTrans to develop a mobile ticketing app for the agency. The mobile ticketing app will provide the ability for youth and parents to purchase multiple fare products on-the-go, including the daily youth pass and a one-way youth fare. Purchase of a monthly youth pass and the Summer Youth Pass on the app is not anticipated in the first iteration of the app but may be pursued in future iterations, if possible.

Metrics and Timeframe

SamTrans collects data on ridership, engagement on social media, and purchase of special fare products like the Youth Summer Pass. These data will serve as the baseline against which the success of the initiatives will be evaluated. Metrics which will demonstrate the effectiveness of the programs include:

- Youth ridership up: Using the Triennial Customer Survey, SamTrans will track over time whether the percentage of youth who ride on all routes

goes up. This will be evaluated every three years. The District will also track the sales of the youth summer pass over time.

- Customer awareness up: Using the Triennial Customer Survey, SamTrans will monitor awareness amongst youth and their parents of services in the County. This may be supplemented by additional Customer Service Experience surveys. This will be evaluated every three years.
- Attendance at events up: One of the responsibilities of the youth mobility coordinator is to conduct outreach at schools and in the community. Youth attendance at such events will be tracked over time to determine if participation is growing. This should be evaluated annually.
- Ambassador program participation up: The Youth Ambassador Program will evaluate both the number of participants, and the organization and schools which choose to participate. This should be evaluated annually, once the program is established.
- Newsletter click-through above industry standards: The Youth Mobility Coordinator distributes an electronic newsletter to school staff, parents, and other student bus service stakeholders on a monthly basis during the school year. This metric will monitor the rate at which the newsletter is opened and clicked through with a goal of staying above the SamTrans rate of 35%. The current rate for the youth newsletter is 38%; industry-average is 23%.

c) Pilot Way2Go for Colleges

Overview

This initiative was identified in the Youth Mobility Plan. SamTrans offers a Way2Go Annual Pass Program, which permits companies and residential complexes to purchase annual unlimited-ride passes for all eligible employees or residents. The pass costs \$125 per resident or employee per year, or \$12,500 per year, whichever is greater. The Youth Mobility Plan identified a desire for such a program among college students in San Mateo County.

Plans and Programs

This effort would create a pilot program to implement a Way2Go program at one of the area colleges. As a pilot program, it would not require a change to the Codified Tariff

and would allow staff to test agreements, pricing structures, and implementation processes before launching into a full permanent program with multiple organizations. The goal would be to secure a long-term funding source that can be supported by the students through, for example, a special fee or through parking revenues.

Metrics and Timeframe

Metrics which will demonstrate the effectiveness of the programs include:

- Way2Go pass participation up: The number of colleges implementing the pass and their ongoing commitment to the program should be evaluated. College student use of the pass should also be evaluated.
- Funding secured: Securing a long-term funding source is a metric of success.

d) Bus Stop Improvements

Overview

This initiative recommends undertaking a study to evaluate and create a framework for how the District will strategically spend limited capital funds on bus stop improvements to maximum benefit and improve the passenger experience. The study would begin with a comprehensive inventory and evaluation of amenities, wayfinding and access at all SamTrans bus stops. The study would develop a methodology for evaluating and ranking bus stop improvement projects across the service area.

A similar assessment of bus stops in Pacifica is included in the Mobility Plan for Older Adults, and this study would build off the methodology used for that Plan as appropriate. The goal of the research is to evaluate countywide access to transit, including SamTrans, and identify areas in need of access improvements. To the extent possible SamTrans would collaborate with the County to share the research costs and findings.

Plans and Programs

A bus stop and access improvement study would include the following components.

- Procure and analyze existing and new data on bus stop facilities throughout the County.
- Develop a framework to identify and prioritize stop improvements, amenity upgrades and/or repairs.
- Consider possible design features including but not limited to curb cuts, ADA clearances, pedestrian crossings, and stop amenities.

Metrics and Timeframe

If the framework is adopted, the District can use data that it already collects through its surveys and customer service records to evaluate the effectiveness of its improvements, once implemented.

- Customer awareness up: Measure whether there is an increased awareness of bus stop locations among both riders and non-riders. This should be evaluated one year after the improvements are implemented.
- Complaints down: Customer complaints should decrease due to greater ease of identifying and accessing bus stops. This should be evaluated one year after the improvements are implemented.
- Bus stops improved: Ideally leveraging existing and new funding, the agency will increase the number of bus stops that it is able to improve. This should be evaluated annually.

Expand and Innovate Mobility Services

These initiatives are designed to let the District test new and innovative approaches to mobility services. They are designed to leverage recent industry research or to be nimble pilots.

e) UC Davis ITS Partnership

Overview

The Institute of Transportation Studies at UC Davis (ITS-Davis) focuses its research on sustainable transportation. In April 2018, SamTrans signed an agreement with ITS-Davis for SamTrans-focused research on paratransit efficiency and microtransit feasibility.

Plans and Programs

ITS-Davis will undertake two specific studies:

- A paratransit efficiency assessment: This project will begin with an analysis of emerging paratransit best practices. The project will also focus on examining SamTrans' current business models, including booking and dispatch policies, to see what opportunities exist to create efficiencies. ITS-Davis will help the District prioritize improvements and identify potential funding opportunities
- A microtransit feasibility study: ITS-Davis will evaluate the feasibility of a microtransit pilot project in the region, as well as provide microtransit best practices and identify additional mobility strategies. ITS-Davis will investigate the potential application of microtransit to provide reliable, high quality transit service in the SamTrans service area at a reduced cost.

Metrics and Timeframe

The two studies, if they result in changes to service, will have different metrics to demonstrate success.

- Paratransit trip cost down: It is expected that cost per paratransit trip would go down due to efficiencies. This should be evaluated one year after implementation.
- Microtransit ridership up at same or lower cost: Success would be increased or new ridership at a cost equal to or lower than fixed route service. This should be evaluated after six months and 12 months.

f) **Mobile Ticketing and Trip Planning Smartphone Application**

Overview

Development and implementation of a SamTrans mobile ticketing application (app) is underway. The mobile ticketing app will permit riders to purchase SamTrans fare media and conduct trip planning on their smart phones. It is also envisioned to include real-time arrival information available through “511.com”.

Plans and Programs

The development of a mobile ticketing application is underway. In April 2018, SamTrans awarded a contract to a firm to develop a mobile ticketing application. The application is expected to go live in September 2018.

Metrics and Timeframe

Success can be measured by:

- Tickets purchased on phones versus other methods up: Customers should shift from other methods to purchase ticket to using their smartphone, measured by total numbers of tickets purchased on the mobile application, as well as a percentage of tickets purchased. This should be evaluated after six months and 12 months.
- Positive customer feedback up: Via the customer service function and surveys, receive positive customer feedback. This should be evaluated annually.
- Call center volume down: As users migrate to the application and away from calling in for trip planning and real-time bus information, call volume should decrease. This should be evaluated after six months and 12 months.

g) Modernize SamTrans Website

Overview

The current SamTrans website has not been updated in years. The platform upon which it sits is no longer supported, and cannot be optimized for mobile access.

Plans and Programs

A website update process will optimize the site for mobile users, particularly for accessing transit schedules and real-time transit information. SamTrans hired a website developer in late 2017 who has been tasked with managing the upgrade of the website.

Metrics and Timeframe

Success in terms of an upgrade to the website should result in:

- Website visits up: An increase in website visits, compared to current traffic. This should be evaluated six and 12 months after implementation.
- Call center volume down: A decrease in call center call volume, as people shift from calling to looking up the information online. This should be evaluated six and 12 months after implementation.

h) Matching Funds to Electrify Fleet and Upgrade Necessary Infrastructure

Overview

The California Air Resources Board is considering regulations that will require transit agencies to have zero emission vehicles by 2040. Because the District contracts out a portion of its service, SamTrans only directly operates about 70 percent of its total fleet.

Plans and Programs

SamTrans has already purchased 10 battery-operated electric buses, and is exploring additional electric buses during its replacement cycle in 2021 and with new express bus routes currently being studied. Vehicle purchases are generally funded out of federal

funds, with the local agency providing matching funds. Currently, electric vehicles cost more on a per vehicle basis than conventional buses, so the match amount will be more. It is also possible that the federal funds will not increase to cover additional costs of electric vehicles. Finally, it is less certain how to fund the necessary infrastructure improvements, such as charging stations and other associated infrastructure. SamTrans is pursuing all funding opportunities to offset the additional cost of electric buses.

Additionally, the District would be required to upgrade its infrastructure to include charging facilities at the bases and potentially at strategic locations in the service area, and provide training for operations and maintenance staff.

Metrics and Timeframe

Success can be measured by:

- Electric fleet miles up: The share of miles traveled by the electric fleet compared to other fleet vehicles should increase. This should be evaluated annually, compared to the base costs of an all diesel fleet.
- Fuel costs down: Overall fuel costs should decrease. This should be evaluated annually, compared to the base costs of an all diesel fleet.

i) Wi-Fi on Buses

Overview

Wi-Fi on buses was identified in the Strategic Plan as a customer amenity that could increase ridership. SamTrans is currently testing the proof of concept to determine which cellular carrier has the most coverage in the SamTrans service area.

Plans and Programs

The new buses purchased by the District moving forward will have Wi-Fi technology installed on board. SamTrans will explore opportunities to retrofit existing buses to include wi-fi capabilities.

Metrics and Timeframe

The overall success of the Wi-Fi program can be measured by:

- Percentage of vehicles and customers with Wi-Fi up: This should be evaluated 12 months after the buses with Wi-Fi going into service.
- Utilization of Wi-Fi up

j) Transportation Network Company (TNC) Pilot

Overview

Transportation Network Companies (TNCs) such as Lyft and Uber are partnering with transit agencies throughout the country to address specific transit challenges such as first/last mile connections to transit or targeted geographic areas that can be challenging to serve with fixed route service. SamTrans has already looked at the feasibility of such a program at the District.

Plans and Programs

SamTrans is in discussions with TNC companies to develop a pilot program that would allow the District to test TNC usage in the county. Approaches include incorporating a TNC service provider into the taxicab voucher program and/or the Mobile Ticketing Application in order to incentivize first/last mile connections to mass transit.

Metrics

Success for a TNC pilot could vary depending on the structure of the program, but success could include:

- A large share of TNC trips connecting to a longer transit trip. This should be evaluated at the end of the pilot.
- A savings in terms of cost per passenger on a TNC compared to the cost for fixed-route service in the same area. This should be evaluated at the end of the pilot.

- A savings in cost per ride for a senior or person with a disability on a TNC compared to the cost for Paratransit trip in the same area. This should be evaluated at the end of the pilot.

k) Microtransit Pilot

Overview

Assuming the ITS – Davis study establishes the feasibility of microtransit for San Mateo County, a pilot can be undertaken. The microtransit service model sits on a spectrum of services. It can include a privately-operated transit service which uses smaller vehicles and mimics public transit lines in a defined area, or an agency operating smaller vehicles using app-based technology for fully on-demand routing and dispatching. Overall, microtransit operators can be highly flexible, tailoring their operations to match short-term or long-term changes in travel behavior. Some public agencies are using microtransit as a means to provide coverage in low-density areas where larger buses are unproductive. Some common characteristics of microtransit include selective service offerings, on-demand reservation systems, application-based technology, more amenities and services, and integration of “Big Data” to tailor service to major routes and origin/destination pairs.

Plans and Programs

This initiative depends on the findings of the ITS-Davis microtransit feasibility study.

Metrics and Timeframe

A successful microtransit program can be measured by:

- Microtransit ridership up: Ridership on the microtransit service should increase compared to the service the microtransit replaced. This should be evaluated after the pilot is complete.
- Cost per passenger down: A savings in cost per passenger should be realized with the microtransit service compared to a fixed-route service. This should be evaluated after the pilot is complete.

Promote Programs that Relieve Traffic Congestion

These initiatives are designed to ease congestion by shifting people from being drivers to riders, and making existing bus service faster and more reliable.

I) Express Bus Services Pilot

Overview

SamTrans is undertaking a study of long-distance express buses with a focus on commute trips and peak period service. The results of the study are expected in Fall 2018. The study is exploring options for Express Bus routes to operate between Santa Clara, San Mateo and San Francisco counties in the future US-101 managed lanes, as well as along the I-280 corridor.

The study looks at the role express buses can play in providing mobility options on US-101 that strengthen connections to jobs and housing hubs throughout the region. Together with other improvements and transportation demand management initiatives, the implementation of reliable and timely public transit options on US-101 has the potential to help meet the region's future transportation demands. The District was recently awarded a \$15 million grant to help pay for the purchase of electric buses to be used on the express routes, as well as other capital improvements such as bus stops improvements and park-and-ride expansion.

Plans and Programs

Preliminary analysis points to six potential routes for implementation. Of these six routes, four routes are envisioned as bi-directional routes, while two may only operate in one direction per commuter period based on demand. Implementation of the six new routes may occur in phases to strategically coincide with the launch of complementary projects such as the 101 Managed Lanes Project in San Mateo County.

These routes have been designed at the planning level thus far and may change during development of a detailed operating plan. All new express routes will complement SamTrans' existing express-type services through coordinated branding, marketing, and scheduling.

Metrics and Timeframe

Successful implementation of the express bus service will be evaluated using the following metrics:

- Ridership up: Ridership on the new express services should be above or comparable to existing levels. This should be measured annually and can use metrics such as cost per passenger or boardings per service hour.
- Single Occupancy Vehicle (SOV) use down: SamTrans hopes that commuters use the express routes instead of driving alone to work. This should be measured annually through an existing passenger survey.
- Greenhouse gas emissions down: This metric should be compared to existing GHG levels as data is available. This should be measured annually.

m) Matching/Seed Money for Near-Term Improvements From Dumbarton Corridor Study

Overview

SamTrans studied the Dumbarton Corridor and potential improvements that could be implemented in a study that was finalized and approved by the Board in December 2017. In June 2018, the SamTrans Board authorized the General Manager to negotiate and enter into an Exclusive Negotiating Agreement with private partners regarding the Dumbarton Transportation Corridor Program.

Plans and Programs

Currently, SamTrans is working on the Agreement. An environmental study is also planned. Ultimately, if it is feasible, there is a desire for a multimodal transportation program, including:

- Enhanced bus service,
- A rebuilt rail corridor between Redwood City and Newark-Fremont-Union City,
- Complementary bicycle and pedestrian facilities,

- and potential transit-oriented development at or near the planned rail stations.

Metrics and Timeframe

Successful progress in terms of ongoing study of the Dumbarton Corridor include:

- Advancing discussions related to partnerships
- Ability to implement some recommendations
- In the longer term, initiating service on the corridor

The partnership is intended for an 18-36 month period. The timeframe for the other initiatives can be identified once the detail behind the initiatives is developed.

n) Complete and Implement Initiatives from the Coastside Study

Overview

SamTrans is nearing completion of a study to evaluate transit service on the Coastside and engage in conversation with coastal residents regarding SamTrans service. The goal was to identify near-term and longer-term improvements for transit service on the Coast. It is scheduled for Board adoption at the August 2018 Board meeting, although some improvements have already been implemented.

Plans and Programs

The study identified a set of near-term and longer-term improvements. A number of near-term initiatives were implemented in early to mid-2018, including extension of Route 118 to Daly City BART, an additional evening trip on the 118, and an education campaign on the FLX Pacifica service. The longer-term initiatives are discussed in more detail below.

- Extend the existing Route 118 to new destinations such as Half Moon Bay, providing an express connection to Daly City BART. This service is

envisioned to run on weekdays at 20 or 30-minute frequency in the peak commute periods and hourly in the midday periods. This would provide a frequency increase for the Pacifica community to connect to BART trains.

- Invest in physical improvements at Linda Mar park-and-ride and explore a potential new park-and-rides in the mid-coast area. Improvements could include secure bike parking, better waiting areas, restrooms, and other amenities. This would require significant coordination with Caltrans, the owner of the Linda Mar park-and-ride, and the cities of Pacifica and Half Moon Bay. The park-and-rides could be used on weekdays for commuters on Route 118 and other routes, and on weekends for coastal visitors to park before then using a shuttle or bicycle to get around the coast.
- Continue to assess the potential for non-traditional transportation options to solve mobility challenges on the coast, such as microtransit and bike share systems.

Metrics and Timeframe

Success implementation of the recommendations from the Coastside Study include:

- Ridership on Route 118 up: Ridership on the 118 should increase compared to current ridership. However, additional metrics such as cost per passenger and boardings per service hour should be used to evaluate efficiency. This should be evaluated a year after the expanded service is launched.
- Use of the Linda Mar park-and-ride and potential new park-and-ride in mid-coast to connect to transit up: Use of Linda Mar to connect to SamTrans should increase compared to current use. This should be evaluated a year after the improvements are implemented.

o) El Camino Real (ECR) Service Improvements

Overview

Transit service on El Camino Real carries about 9,000 daily riders, which is more than any other SamTrans route and constitutes about 25% of daily SamTrans ridership. The ECR route operates as the spine of the SamTrans bus system; however, the route

faces major operating challenges due to its length and the traffic congestion along El Camino Real. On-time performance of the ECR has continued to lag behind at 78%.

A project is underway to implement Transit Signal Priority (TSP) on El Camino Real, which will allow for extended green lights and shortened red lights to optimize traffic flow for the bus as it travels along the corridor. Over an entire day's schedule, this can add up to significant travel time savings. TSP should be operational along the El Camino Real corridor in 2020. The following initiatives seek to offer a faster trip for users of the most popular ECR stops along the 24-mile route and improve operational reliability.

Plans and Programs

ECR Rapid Service

In June 2018, SamTrans began piloting a rapid, limited stop service on the ECR line. The new service (ECR Rapid) is layered on top of the existing ECR service during the peak times Monday through Friday, as well as on weekends. The ECR Rapid service will shave over up to 20 minutes off the current travel time of the ECR by only having 12 stops, a significant reduction from the more than 100 stops served by the main ECR. In order to remain cost neutral for the pilot, SamTrans adjusted the ECR headways from 15 to 20 minutes on weekdays, and from 20 to 60 minutes on weekends. On weekends, the ECR Rapid will operate every 60 minutes to effectively provide 30-minute frequency at the highest ridership stops. It will also be important to assess whether the stop selection for the ECR Rapid service needs adjustment, as well as whether bus bunching becomes an issue.

Metrics and Timeframe

Success of the Rapid Service can be shown by:

- Ridership on the El Camino Real corridor up: Ridership on the El Camino Real corridor as a whole should increase compared to existing usage. This should be evaluated six months and 12 months after implementation.
- On-time performance reliability up: Once TSP is implemented, run-time savings and schedule reliability should result. This should be evaluated six months and 12 months after implementation.

p) Countywide Shuttle Study

Overview

There are many shuttles running in San Mateo County, operated by a wide variety of sponsors including SamTrans, employers, local communities, and community groups. The shuttles are contracted out to private operators, and the contracts are managed by various entities such as SamTrans and Commute.org. This Countywide Shuttle Study will perform a comprehensive assessment of the shuttle services operated in San Mateo County by all sponsors.

Plans and Programs

SamTrans has produced several studies in recent years that have evaluated the shuttle program and proposed evaluation criteria - the most recent of which was the SamTrans Mobility Management Plan Community Services Strategy Report, published in 2015. This new Countywide Shuttle Study will result in a series of high-level shuttle service concepts and operation plans designed to rationalize and optimize shuttle performance, as well as the ability to complement (but not compete with) existing SamTrans service. The study will also explore different service models and on-demand technology to potentially improve ridership and operational efficiency, and to reach new consumer markets.

Metrics and Timeframe

A successful study will result in:

- Use of shuttles up: Ridership on the countywide shuttles should increase compared to existing levels. This should be evaluated 12 months after implementation of the Countywide Shuttle Study's recommendations.
- Cost per passenger down: The cost to operate the shuttles on a per passenger basis should decline compared to existing data points. This should be evaluated 12 months after implementation of the Countywide Shuttle Study's recommendations.
- Single Occupancy Vehicle (SOV) use down: Shuttle sponsors should survey riders to determine the extent to which they otherwise would have

driven alone to make that particular trip had there not been a shuttle. The result should be a reduced number of SOV trips compared to baseline conditions. This should be measured annually.

- Greenhouse gas (GHG) emissions down: Similar to SOV trips, shuttle sponsors should survey riders to determine how their previous mode and whether greenhouse gas emissions have been saved. This results should show a reduced amount of GHG emissions compared to baseline conditions. This should be measured annually.
- A service map that complements, but is not redundant with, SamTrans fixed route services.

Implementation, Timeframe, and Metrics

The package of Business Plan initiatives are the product of earlier studies, significant staff work, direction from the Board, and response to the changing role of being a mobility manager for the District. Some initiatives have been identified in order to leverage new technology or to innovate transportation service delivery. While the identification of initiatives is a critical first step, it is not sufficient to ensure implementation.

Project Definition: Implementation requires a clearly defined project, which includes a well-defined schedule and set of project costs. Some initiatives, such as pilot programs, can be implemented and evaluated quickly. Other programs, such construction of infrastructure or introduction of new transit service, have longer windows for implementation and testing before evaluation of success. Agreement across the agency and policy makers as to the schedule for each initiative is critical.

Evaluation Metrics and Reporting Plan: Evaluation metrics, frequency of evaluation, and reporting schedule should be finalized prior to the implementation of each initiative. Importantly, a staff role or department should also be designated as the responsible party for ongoing evaluation. In addition, a baseline for each metric should be established prior to launch of a new service or initiative so as to then compare results following implementation. For example, baseline ridership on school-related services

should be established prior to launching the Youth Mobility Plan initiatives to determine the impact of such initiatives on ridership. There needs to be agreement on performance metrics that are appropriate to the initiative. The District has shown a willingness to try new things. This needs to be paired with the metrics so that decisions can be made as to whether a program or plan is truly successful, or should be ended.

Project Champion: Each initiative needs a sponsor or champion to advocate for the project and oversee its implementation. Further, the commitment of the organization at the leadership level is also critical, as that ensures that adequate staff and financial resources are available to support the initiative.

Funding: Finally, some of the initiatives identified in the Business Plan require additional funding before they can be fully implemented. Table 4 shows the availability or need for funding for each initiative. Each project that has funding identified in the table needs additional money to be implemented. Table 5 indicates the 5-year costs for the Business Plan initiatives, and Table 6 lists the implementation schedule for the initiatives over the next five years.

Table 4: Initiatives by Readiness

Initiatives	Underway	Partially Funded	Planned
Completion and Implementation of the Mobility Plan for Older Adults and People with Disabilities	✓	✓	
Implementation of Youth Mobility Plan	✓	✓	
Pilot Way2Go for Colleges			✓
Bus Stop Improvements			✓
UC Davis ITS Partnership	✓		
Mobile Ticketing and Trip Planning Smartphone Application	✓		
Modernize SamTrans Website	✓	✓	
Matching Funds to Electrify Fleet and Upgrade Infrastructure			✓
Wi-Fi on Buses	✓		
TNC Pilot		✓	✓
Microtransit Pilot		✓	✓
Express Bus Services Pilot		✓	✓
Implement Coastside Study Long-term Recommendations	✓	✓	

Table 4: Initiatives by Readiness			
Initiatives	Underway	Partially Funded	Planned
El Camino Real (ECR) Rapid Service Expansion			✓
Matching/Seed Money for Near-Term Improvements from Dumbarton Corridor Study			✓
Countywide Shuttle Study			✓

Next Steps

The SamTrans Business Plan represents a link between prior SamTrans planning efforts, and preparations for an evolving future, in which both mobility needs and the best way to serve them may change. After Board review and subsequent adoption of the Business Plan, staff is ready to continue implementing those initiatives already underway and to implement others once additional funding becomes available.

Table 5: SamTrans Business Plan Principles/Priorities & Strategic Initiatives
2019-2023

INITIATIVE	5-Year Cost	SCHEDULE
Priority 1: Sustain and Enhance Services for the Transit Dependent	\$ 5,395,000	(Fiscal Year)
Completion and Implementation of Mobility Plan for Older Adults and People with Disabilities*	335,000	2020
Implementation of Youth Mobility Plan	1,250,000	2019-2023
Bus Stop Improvements*	3,510,000	2019-2022
Pilot Way2Go for Colleges -Pilot**	300,000	2019-2020
Priority 2: Expand and Innovate Mobility Services	\$ 23,930,000	
UC Davis ITS Partnership	100,000	2019
Mobile Ticketing and Trip Planning Smartphone Application	1,500,000	2020-2023
Modernize SamTrans Website		
-One-time	1,000,000	2019-2020
-Ongoing	300,000	2020-2023
Matching Funds to Electrify Fleet and Upgrade Infrastructure	20,000,000	2019-2023
Wi-Fi on Buses	830,000	2020-2023
TNC Pilot	100,000	2019-2020**
Microtransit Pilot	100,000	2019-2020**
Priority 3: Promote Programs that Relieve Traffic Congestion	\$ 123,227,400	
Express Bus Service Pilot*		
-One-time for vehicles	37,000,000	2020-2021
-Ongoing operating and maintenance costs	22,600,000	2022-2023
Complete and Implement the Coastside Study*		
-One-time for Park-and-Ride improvements	655,000	2020
-Ongoing operating and maintenance costs new bus service	7,500,000	2021-2023
El Camino Real (ECR) Rapid Expansion*		2019-2023
-One-time for vehicles	15,184,400	
-Ongoing operating and maintenance costs	29,988,000	
Matching/Seed Money for Near-Term Improvements from Dumbarton Corridor Study*	10,000,000	2019-2020
Countywide Shuttle Study*	300,000	2020-2021
TOTAL EXPENDITURES	\$ 152,552,400	

*Cost estimates are conceptual

**Specific program to be determined after conclusion of pilot

Table 6: SamTrans Business Plan Initiatives Implementation Timeline
2019-2023

INITIATIVE					
Priority 1: Sustain and Enhance Services for the Transit Dependent	FY19	FY20	FY21	FY22	FY23
Completion and Implementation of Mobility Plan for Older Adults and People with Disabilities*					
Implementation of Youth Mobility Plan					
Bus Stop Improvements*					
Pilot Way2Go for Colleges					
Priority 2: Expand and Innovate Mobility Services	FY19	FY20	FY21	FY22	FY23
UC Davis ITS Partnership					
Mobile Ticketing and Trip Planning Smartphone Application					
Modernize SamTrans Website					
Matching Funds to Electrify Fleet and Upgrade Infrastructure					
Wi-Fi on Buses					
TNC Pilot					
Microtransit Pilot					
Priority 3: Promote Programs that Relieve Traffic Congestion	FY19	FY20	FY21	FY22	FY23
Express Bus Service Pilot*					
Complete and Implement the Coastside Study*					
El Camino Real (ECR) Rapid Pilot and Expansion*					
Matching/Seed Money for Near-Term Improvements from Dumbarton Corridor Study*					
Countywide Shuttle Study*					

APPENDIX A

Planning Documents	Details
San Mateo County Transit District Service Plan (SSP) (2013) ⁶	<p>This plan was adopted by the Board on May 1, 2013. Its stated goal was to affirm and expand upon the District’s role as a mobility manager, in part by doing more of what worked less of what didn’t, and trying new things.</p> <p>It led to January 2014 service changes, including:</p> <ul style="list-style-type: none"> • Enhancing frequency along high-demand corridors • Splitting existing routes which serve multiple markets • Creating new routes • Discontinuing inefficient routes and focusing service along weekday high-demand corridor segments • Trying new service models <p>Modifying time of day and day of week service modifications</p>
San Mateo County Transit District Strategic Plan (2015-2019) ⁷	<p>This was adopted by the Board on December 3, 2014. The goal of the plan was to connect the District’s vision to everyday actions. It built upon the previous Strategic Plan (2009-2013) and the Service Plan. It provided policy guidance and specific goals, within three large categories:</p> <ul style="list-style-type: none"> • Become a more effective organization

⁶ http://www.samtrans.com/Assets/_SSP/SSP+Doc_+May+2013v6.pdf

⁷ http://www.samtrans.com/Assets/_Public+Affairs/Government+Affairs/pdf/Final+SamTrans+Strategic+Plan+2015-2019.pdf

Planning Documents	Details
	<ul style="list-style-type: none"> • Strengthen fiscal health • Expand mobility options
Short Range Transit Plan (2017-2026) ⁸	The SRTP was adopted by the Board on May 3, 2017. The SRTP is required by the Metropolitan Transportation Commission in its role as the metropolitan planning agency. It provides a 10-year capital and operating investment plan, taking the visions articulated in the San Mateo County Transit District Service Plan and Strategic Plan and extending them out by 10 years. The SRTP update is due in 2019 for the 2019-2028 time frame.
Youth Mobility Plan (2017) ⁹	The Plan was adopted by the Board on August 2, 2017. It is a more focused look specifically at youth ridership to develop a strategic blueprint as to how San Mateo County Transit District can address the mobility needs of youth, and to grow them into the next generation of bus customers.
Express Bus Study (Draft 2018)	US 101 Express Bus Feasibility Study is currently examining the financial and operational feasibility of a network of long-distance express buses operating on US-101 through San Mateo County. The express buses are being studied to potentially integrate with the future managed lanes project on US-101 in San Mateo County. The results of the Study will help SamTrans determine if there is a viable market for long-haul express bus services through San Mateo County serving adjacent cities. The express bus routes

⁸ [http://www.samtrans.com/Assets/ Planning/2017-2026+SamTrans+Short+Range+Transit+Plan.pdf](http://www.samtrans.com/Assets/Planning/2017-2026+SamTrans+Short+Range+Transit+Plan.pdf)

⁹ <http://www.samtrans.com/Assets/Youth+Mobility+Plan+2017.pdf>

Planning Documents	Details
	<p>considered as part of the Study will primarily serve San Mateo County, but will likely include stops at job and housing hubs located in San Francisco and Santa Clara counties due to the regional nature of commuter traffic in the Bay Area.</p>
<p>Fare Study (Draft 2018)</p>	<p>A Fare Study is underway, to help SamTrans develop a policy to assist in making decisions on when to make fare changes to help achieve and maintain financial sustainability, while still evaluating equity concerns for low-income users.</p>
<p>Coastside Study (Draft 2018)</p>	<p>The Coastside Transit Study, currently underway, is a study of bus service on the Coastside and assesses transit needs for the area. It will evaluate current SamTrans service in Pacifica, Half Moon Bay, and other Coastside communities and the potential demand for additional or modified bus service, as well as potential service models. SamTrans is considering recommendations for bus service concepts that seek to maximize efficiency and provide the best service possible to meet the community's needs.</p>
<p>Mobility Plan for Older Adults and People with Disabilities (update to Senior Mobility Study) (Draft 2018)</p>	<p>A senior mobility study is expected to be initiated in the next 6 months. It will serve as an update to the Senior Mobility Action Plan, finalized in September 2006. It will likely inform an update to the Senior Mobility Guide, dated October 2016.</p>
<p>Dumbarton Corridor¹⁰</p>	<p>This was adopted by the San Mateo County Transit District Board in December 2017. The</p>

¹⁰ <http://www.samtrans.com/Assets/Dumbarton+Rail+Corridor/PDFs/171120+DTCS+-+Full+Report.pdf>

Planning Documents	Details
	<p>next step will be to undertake additional planning and conceptual work, in the form of a Technical Refinement. The Board authorized an Exclusive Negotiating Agreement at its June 2018 meeting.</p>
<p>Triennial Customer Survey¹¹</p>	<p>Every three years, SamTrans conducts an extensive onboard questionnaire to understand who their customers are and why they ride. It also provides valuable information regarding areas that customers think should be improved. The next Triennial update will occur in 2018.</p> <p>The survey includes:</p> <ul style="list-style-type: none"> • Demographics • Trip Purpose • Frequency of use • Origin and Destination • Measure whether we are meeting their needs • Customer satisfaction • Information access
<p>SamTrans Customer Service Survey¹²</p>	<p>This was a survey conducted in February and March 2017. As an opt-in survey, it is not statistically representative of the ridership. However, it is a snapshot of customer feedback.</p>

¹¹ <http://www.samtrans.com/Assets/MarketDevelopment/pdf/SamTrans+Triennial+Customer+Survey+2015.pdf>

¹² <http://www.samtrans.com/Assets/MarketDevelopment/pdf/SamTrans+Customer+Experience+Survey+Report.pdf>

Planning Documents	Details
Paratransit Customer Service Survey ¹³	This survey was conducted in October 2017, and was conducted as a random phone survey of those who had used paratransit services in the previous year.

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<http://www.samtrans.com/Assets/MarketDevelopment/pdf/SamTrans+Paratransit+Customer+Survey+Report+2017.pdf?v=2>