



# EVALUATION OF REIMAGINE SAMTRANS PHASES 1 AND 2



**FEBRUARY 2024**

## Contents

EXECUTIVE SUMMARY .....	3
INTRODUCTION .....	5
METHODOLOGY .....	7
FINDINGS - GENERAL COMPARISONS .....	9
ROUTES.....	9
REVENUE HOURS.....	9
REVENUE MILES .....	10
REVENUE TRIPS .....	10
RIDERSHIP .....	11
EQUITY PRIORITY AREAS .....	11
BOARDINGS PER REVENUE HOUR .....	12
BOARDINGS PER REVENUE MILE .....	13
BOARDINGS PER TRIP .....	13
ON-TIME PERFORMANCE .....	13
FINDINGS - SERVICE CATEGORY BREAKDOWN.....	14
REVENUE HOURS.....	14
REVENUE MILES .....	15
REVENUE TRIPS .....	16
AVERAGE RIDERSHIP.....	17
EQUITY PRIORITY AREAS .....	18
BOARDINGS PER REVENUE HOUR .....	19
BOARDINGS PER REVENUE MILE .....	20
BOARDINGS PER TRIP .....	21
ON-TIME PERFORMANCE .....	22
NEXT STEPS .....	22
APPENDIX.....	24
GEOGRAPHIC BREAKDOWN .....	24
NORTH COUNTY .....	24
MID COUNTY.....	33
SOUTH COUNTY .....	40
COASTSIDE .....	47
MULTI-CITY .....	54

## EXECUTIVE SUMMARY

Reimagine SamTrans was a comprehensive operational analysis of the fixed route bus service, through planning and community input, yielded a system redesign that was adopted in March 2022. The system update was designed to be implemented in entirety in one service change. However, due to the challenges in hiring bus operators, has been implemented over phases to ensure the agency has the number of operators necessary to execute the service successfully. Staff carefully evaluated the service updates with the number of operators available to ensure the service implemented could be successfully implemented.

Two phases have been implemented with a third phase scheduled to be implemented on February 11, 2024. The remaining updates to the system are planned to be implemented by summer 2024. As noted below, as Reimagine SamTrans has been implemented, ridership has not experienced a dip that is traditional system redesigns. Reimagine SamTrans has helped contribute to SamTrans' ridership recovery post-pandemic, which is one of the highest in the Bay Area and across the country.

Although the Reimagine SamTrans full network is not yet fully implemented, staff have evaluated the impact of the first two phases of service changes. Staff collected ridership data sourced from GFI and Clipper and service statistics from three time periods:

- Pre-pandemic, pre-Reimagine: January 2020 (Runbook 131).
- Post-pandemic, pre-Reimagine: May 2022 (Runbook 137).
- Post-pandemic, post-Reimagine Phases 1 and 2: August 14-September 15, 2023 (Runbook 143).

Staff then averaged the service and ridership data by day type (weekday, Saturday, Sunday, and weekly total) and compared across various performance metrics. Routes ECX (ECR Rapid), 713, and Dumbarton bus services were not included in the analysis<sup>1</sup>.

With implementation of Reimagine SamTrans Phases 1 and 2, total fixed route ridership from an average week in August 2023 recovered 94.0 percent of ridership from an average week in January 2020. Weekend ridership saw the biggest gains with Saturday ridership up 7.1 percent, and Sunday ridership up 18.3 percent. Ridership on Frequent routes, which run approximately every 15-minutes, exceeded pre-pandemic levels on all service days.

The percentage of service on routes serving Equity Priority Areas increased with Reimagine SamTrans and ridership followed suit. The share of ridership in Equity Priority Areas was 2.3 percentage points higher in August 2023 than January 2020, which is proportional to the change in service levels.

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<sup>1</sup> Route 713 is a temporary service provided by SamTrans on behalf of BART to replace rail service between 4:00-5:00 am on weekdays. Dumbarton service is a shared service with five agencies administered by AC Transit. Route ECX was only in operation for part of January 2020.

The bus network was more productive in August 2023 than in January 2020. Boardings per revenue mile and trip exceed pre-pandemic levels for all service days, and boardings per revenue hour exceed pre-pandemic levels on weekends and match on weekdays.

SamTrans continues to experience on-time performance under its 85 percent goal. This was also an issue in January 2020. Owl routes, which run late at night, and Community routes, which have hourly frequency, struggled the most. Staff continue to seek ways to improve on-time performance.

Community routes and Express/Limited Stop routes saw ridership decreases after implementation of Reimagine SamTrans Phase 1 and 2. Between May 2022 and August 2023, Community routes saw a 7.8 percent decrease, and Express/Limited saw a 66.4 percent decrease. The latter was largely due to the reduction of Route 398 from daily half-hour service to four weekday-only trips.

Youth ridership and school-oriented route ridership recovery has been slow. As of August 2023, it was 77.2 percent recovered compared to January 2020.

Staff will conduct another evaluation once Reimagine SamTrans is fully implemented, and sufficient time has passed to allow the service to standardize to the service changes.

## INTRODUCTION

Reimagine SamTrans was a comprehensive operational analysis to evaluate and refresh the entire SamTrans fixed route transit network. The project began in summer 2019 and analyzed SamTrans' service at the time, identified future markets, adopted criteria and identified equity priority areas, and conducted three rounds of public outreach with the public, partner agency working groups, and internal stakeholders to inform and direct the project. The effort had four guiding principles:

1. Employ customer focused decision-making.
2. Be an effective mobility provider.
3. Provide transportation services that support principles of social equity.
4. Design service that can be reasonably delivered by our workforce.

The project was paused during spring/summer 2020 as the agency pivoted to conducting emergency response to the COVID-19 pandemic. This pause ultimately allowed the use of travel pattern data that reflected trips made by essential workers during the pandemic to inform how SamTrans should invest its future network in better serving this priority population. In winter 2020-21, three alternative SamTrans networks were developed aligned with three themes - Frequency, Connections, and Coverage - and made public for community input during spring 2021.

Staff carefully considered each piece of input received and adjusted the final network with a focus on providing high-quality, seven-day-a-week service to higher density areas and Equity Priority Areas throughout San Mateo County while maintaining key connections to regional destinations, like downtown San Francisco. Reducing route redundancy and requiring slightly longer walks to access service allowed SamTrans to provide service to new areas and increase service on weekends and during midday on weekdays.

The SamTrans Board of Directors approved the final network in March 2022, and implementation started in August 2022 with subsequent phases coinciding with SamTrans' regularly scheduled runbooks (**Table 1**).

*Table 1 Reimagine SamTrans Implementation Phases*

Phase	Routing Change	Rebranded <sup>2</sup>	Restoring Service	New Service	Improved Frequency	Span	Discontinued/ Reduced
<b>1 – Aug. 2022</b>	110, 112, 117, 121, 130, 141, 250, 251, 260, 270, 292, 294, 295, ECR	10, 12, 30, 40, 41, 42, 50, 51, 78, 117, 138, ECR Owl, 296 Owl	-	53P, 142, 278 (Sundays)	Weekday: 251 Weekend: 117, 130, 251	-	Discontinued: 16, 39, 55, 80, 84, 95, 140, 256, 274, 275, SFO, Pacifica Flex Reduced: 85, 87, 398
<b>2 – Jun. 2023</b>	276, 280, 281		Weekday: 276	Ride Plus	Weekend: 121, 281	278, 295	Reduced: 280
<b>3 – Feb. 2024</b>	-		-	EPX	Weekday: 110 Weekend: ECR	-	Discontinued: 398
<b>4 – Summer 2024</b>	121		118, 260 peaks, FCX Sat: 276	124, 249 Sat: 295 Sun: 251, 260, 276, 295	Weekday: 250, 260, 276, 278, 292, 296 Weekend 110, 250, 296		

<sup>2</sup> In addition to changes to Reimagine SamTrans, staff also changed Route 38 to Route 138 and Route 17 to Route 117. These changes brought the two routes into consistency with other non-school oriented routes that are three (3) numerals long. Moving forward, any new school-oriented route will be two (2) numerals long and non-school-oriented route will be three (3) numerals long. Late night routes are now labeled “Owl”.

As part of Reimagine SamTrans, the agency developed criteria to determine Equity Priority Areas where service should be prioritized. Equity Priority Areas were identified on the Census Block Group level using an index that factors population characteristics such as number of low-income households, racial and ethnic minorities, and zero-car households into a composite score. The identification of these Equity Priority Areas guided SamTrans planning staff to prioritize service in Equity Priority Areas during Reimagine SamTrans.

The Service Policy Framework (SPF) provides SamTrans staff, leaders, stakeholders, and the public with a clear and transparent vision and methodology for how SamTrans designs and evaluates its mobility services and incorporates the four guiding principles from Reimagine (listed above). The SPF outlines different service categories (**Table 2**) which allow staff to communicate, design, and evaluate similar routes when identifying changes to service. The main components of each category are frequency, service span, service days, stop spacing, and types of areas served. The Equity Priority Areas are also included in the SPF. The SamTrans Board approved the SPF in March 2022.

*Table 2 List of Routes by Service Category*

Service Category	Routes
<b>Frequent</b>	120, 130, 296, ECR
<b>Local</b>	110, 121, 122, <del>140</del> , 141, 250, <del>274, 275</del> , 276, 278, 281, 292
<b>Community</b>	112, 117, 142, 251, <del>256</del> , 260, 270, 280, 294, 295, <del>SFO</del>
<b>School-Oriented</b>	10, 12, 14, 15, <del>16</del> , 18, 19, 24, 25, 28, 29, 30, <del>35</del> , 37, <del>39</del> , 40, 41, 42, 46, 49, 50, 51, 53, 53P, 54, 55, 56, 57, 58, 59, 60, 61, 62, 67, 68, 72, 73, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 95
<b>Express/Limited Stop</b>	118, 124, 249, <del>398</del> , EPX, FCX
<b>Owl</b>	296 Owl, 397, ECR Owl
<b>Special</b>	138, <del>Flex Pacifica</del> , Ride Plus

Note: Routes with strikethrough were eliminated by Reimagine. Highlighted routes will be launched in a future phase of Reimagine.

## METHODOLOGY

Although the Reimagine SamTrans full network is not yet fully implemented, staff evaluated the impact of the first two phases of service changes. To evaluate the effects of Reimagine SamTrans so far, staff collected ridership data sourced from GFI and Clipper and service statistics from three time periods:

- Pre-pandemic, pre-Reimagine: January 2020 (Runbook 131),
- Post-pandemic, pre-Reimagine: May 2022 (Runbook 137), and
- Post-pandemic, post-Reimagine Phases 1 and 2: August 14-September 15, 2023 (Runbook 143).

Staff then averaged the data by day type (weekday, Saturday, Sunday, and weekly total) and compared across various performance metrics (see **Table 3** for key term definitions). Routes ECX, 713, and Dumbarton bus services were not included in the analysis.

*Table 3 Key Terms*

<b>Term</b>	<b>Definition</b>
<b>Boardings per Revenue Hour</b>	Productivity metric that normalizes ridership to the amount of service provided by dividing the number of boardings by the revenue hours operated.
<b>Boardings per Revenue Mile</b>	Productivity metric that normalizes ridership to the amount of service provided by dividing the number of boardings by the revenue miles operated.
<b>Boardings per Trip</b>	Productivity metric that normalizes ridership to the amount of service provided by dividing the number of boardings by the number of trips operated.
<b>Equity Priority Areas</b>	Neighborhoods where residents are more likely to lack access to a vehicle, work low-wage jobs, and/or identify as people of color.
<b>Equity Priority Routes</b>	Routes where more than one-third of a route's in-service miles are operated in an Equity Priority Area. Current Equity Priority Routes include 24, 25, 28, 29, 30, 35, 37, 41, 62, 68, 72, 79, 81, 120, 121, 122, 130, 138, 141, 142, 270, 276, 280, 281, 294, 296, 296 Owl, ECR, and ECR Owl.
<b>Frequency</b>	The number of trips operated in an hour by route and direction.
<b>On-Time Performance (OTP)</b>	Percentage of times a bus leaves a timepoint within 59 seconds before the scheduled time and 4:59 seconds after the scheduled time.
<b>Revenue Hours</b>	The hours a vehicle is in revenue service (i.e., able to pick up customers) plus the recovery/layover time between revenue trips.
<b>Revenue Miles</b>	The miles a vehicle is in revenue service (i.e., able to pick up customers).
<b>Service Span</b>	The hours in the day that service operates.
<b>Service Day</b>	The days of the week a route operates. Categories include Weekday, Saturday, and Sunday.
<b>Timepoint</b>	Certain stops with a scheduled time for the bus to leave.



## FINDINGS - GENERAL COMPARISONS

Staff analyzed Reimagine SamTrans at three levels: general comparisons, service category, and geographic location (see **Appendix**). In this section, staff looked at overall, high-level comparisons of service levels, ridership, and performance metrics.

### ROUTES

The number of fixed routes fluctuated between the three study periods to respond to the changing conditions (**Table 4**). There were 70 routes in January 2020. The number of routes was reduced to 67 in May 2022 as some routes were suspended<sup>3</sup> in response to the pandemic and subsequent lower ridership. By August 2023, the total number of routes increased to 72 routes following the implementation of the Reimagine SamTrans changes summarized in **Table 1**.

*Table 4 Number of Routes by Service Category*

	Jan-20	May-22	Aug/Sep-23
<b>Total Routes</b>	<b>70</b>	<b>67</b>	<b>72</b>
Frequent	4	4	4
Local	12	10	9
Community	10	10	9
School-Oriented	38	38	43
Express/Limited Stop	3	2	2
Owl	1	1	3
Special	2	2	2

### REVENUE HOURS

Adjusting the number of routes to reflect pandemic conditions also affected revenue hours and miles. Pre-pandemic, the average week had 12,073.3 revenue hours with 80.0 percent of service on weekdays, 10.5 percent on Saturdays, and 9.5 percent on Sundays (**Table 5**). With the suspension of three routes, revenue hours were reduced by 11.0 percent (to 10,744.9) with most cuts on weekdays. Reimagine Phase 1 added 646.9 revenue hours to the average week (a 6.0 percent increase) between May 2022 and Aug/Sep 2023. The biggest gains were on weekends, especially Sunday with a 12.1 percent increase.

Despite this, revenue hours remain 5.6 percent below pre-pandemic levels in an average week and 9.2 percent below on an average weekday. This is likely due to the reduction of 398 and the elimination of Routes SFO and Flex Pacifica. As of August 2023, the average week had 11,391.8 revenue hours, with 77.0 percent on weekdays, 11.8 percent on Saturdays, and 11.2 percent on Sundays. Revenue hours are anticipated to increase as future phases of Reimagine are implemented.

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<sup>3</sup> Local routes 274 and 276 and express/limited stop route 118 were suspended due to the pandemic.

**Table 5 Revenue Hours by Service Day**

	Jan-20	May-22	Aug/Sep-23
Weekday	1,931.6	1,666.1	1,753.9
Saturday	1,273.5	1,271.7	1,341.2
Sunday	1,142.0	1,142.5	1,281.2
Weekly	12,073.3	10,744.9	11,391.8

#### REVENUE MILES

Pre-pandemic, the average week had 131,657 revenue miles with 80.9 percent of revenue miles on weekdays, 10.0 percent on Saturdays, and 9.2 percent on Sundays (**Table 6**). Revenue miles decreased by 8.9 percent with the suspension of three routes, especially on weekdays (4.2 percent decrease). With Reimagine, many routes were streamlined to be more efficient. In addition, the reduction of 398, the continued pause of 118, and the elimination of Flex Pacifica and SFO on weekdays contributed to reduced revenue miles compared to pre-pandemic times. Taken together, there are still 4,014.4 fewer revenue miles (3.3 percent decrease) in an average week between May 2022 and Aug/Sep 2023. As of August 2023, the average week had 115,931.4 revenue miles, with 78.7 percent on weekdays, 10.9 percent on Saturdays, and 10.4 percent on Sundays. Revenue miles are anticipated to increase as future phases of Reimagine are implemented.

**Table 6 Revenue Miles by Service Day**

	Jan-20	May-22	Aug/Sep-23
Weekday	21,293.6	19,051.1	18,251.2
Saturday	13,112.2	12,860.1	12,601.4
Sunday	12,076.7	11,830.0	12,074.1
Weekly	131,657.0	119,945.7	115,931.4

#### REVENUE TRIPS

Pre-pandemic, the average week had 10,140 trips with 83.0 percent of service on weekdays, 9.1 percent on Saturdays, and 7.9 percent on Sundays (**Table 7**). With the suspension of three routes, trips were reduced by 12.3 percent (to 8,895 trips) with most cuts on weekdays. Reimagine added 300 trips to the average week (a 3.4 percent increase between May 2022 and Aug/Sep 2023). The biggest gains were on weekends (especially Sunday, which saw a 13.7 percent increase). As of Aug/Sep 2023, Saturdays and Sundays have more trips than pre-pandemic.

Despite this, trips remain 9.3 percent below pre-pandemic levels in an average week and 12.3 percent below on an average weekday. As of August 2023, the average week had 9,195 trips, with 80.3 percent on weekdays, 10.2 percent on Saturdays, and 9.5 percent on Sundays. Trips are anticipated to increase as future phases of Reimagine are implemented.

**Table 7 Total Trips by Service Day**

	Jan-20	May-22	Aug/Sep-23
Weekday	1,683	1,448	1,477
Saturday	925	890	942
Sunday	798	765	870
Weekly	10,140	8,895	9,195

#### *RIDERSHIP*

In an average week in January 2020, 217,492 passengers boarded SamTrans buses (**Table 8**). Ridership decreased during the pandemic as many sheltered in place. By May 2022, 71.3 percent of ridership recovered in an average week compared to January 2020. With Reimagine implementation and many returning to work and school, ridership recovered to 94.0 percent (204,371 boardings) in an average Aug/Sep 2023 week compared to January 2020.

Breaking the week down, on an average weekday in January 2020, 36,937 passengers boarded SamTrans buses. Ridership decreased during the pandemic as many office workers and students worked and studied from home. By May 2022, ridership recovered 69.5 percent on an average weekday compared to January 2020. With Reimagine implementation and people returning to work and school, ridership recovered to 90.7 percent (33,520 boardings) on an average weekday compared to January 2020.

Weekends, on the other hand, have been the quickest to recover ridership. Like weekdays, both Saturday and Sunday saw ridership declines with the pandemic. Saturday saw more of a loss (21.0 percent decline) than Sunday (16.4 percent decline). Since public places have reopened and SamTrans implemented Reimagine Phases 1 and 2, which included improving weekend service on five routes (**Table 1**), weekend ridership increased and surpassed January 2020 levels. Average Saturday ridership recovered 107.1 percent of January 2020 levels, and average Sunday ridership recovered 118.3 percent of January 2020 levels.

**Table 8 Average Boardings by Service Day**

	Jan-20	May-22	Aug/Sep-23
Weekday	36,937	25,680	33,520
Saturday	18,526	14,369	19,844
Sunday	14,280	11,941	16,897
Weekly	217,492	154,981	204,371

#### *EQUITY PRIORITY AREAS*

One of the Reimagine Samtrans' guiding principles includes directing resources into Equity Priority Areas to enhance bus service in those communities. In all service day categories, the share of service provided in Equity Priority Areas increased compared to pre-Reimagine time periods (**Table 9**).

**Table 9 Percent of Route Miles in Equity Priority Areas**

	Jan-20	May-22	Aug/Sep-23
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Weekday	35.5%	36.0%	37.5%
Saturday	36.0%	35.9%	38.4%
Sunday	36.3%	36.2%	38.5%
Weekly	35.6%	36.0%	37.7%

Similarly, the share of total ridership occurring in Equity Priority Areas also increased on all days of the week compared to pre-Reimagine SamTrans implementation (**Table 10**). The increase in ridership is proportional to the increase in service, suggesting the investment affected ridership.

**Table 10 Percent of Ridership in Equity Priority Areas**

	Jan-20	May-22	Aug/Sep-23
Weekday	51.8%	51.9%	54.1%
Saturday	52.4%	51.2%	54.4%
Sunday	51.7%	50.5%	54.2%
Weekly	51.9%	51.7%	54.2%

#### BOARDINGS PER REVENUE HOUR

To assess service productivity, SamTrans looks at boardings per revenue hour, revenue mile, and trips. For revenue hours, the SamTrans network in Aug/Sep 2023 is about as productive as it was in January 2020 despite having fewer revenue hours and boardings. Boardings per revenue hour are higher on weekends in Aug/Sep 2023 than January 2020, with a 24 percent increase in Sunday boardings per revenue hour (**Table 11**). This indicates that investment in weekends, and particularly Sunday service, is showing a return in ridership and productivity.

**Table 11 Boardings per Revenue Hour by Service Day**

	Jan-20	May-22	Aug/Sep-23
Weekday	19.2	15.4	19.1
Saturday	14.5	11.5	14.7
Sunday	10.5	12.5	13.1
Weekly	18.0	14.4	17.9

### BOARDINGS PER REVENUE MILE

For boardings per revenue mile, the SamTrans network in Aug/Sep 2023 is more productive than it was in January 2020 for all service days (**Table 12**). This is likely due to route streamlining and service reallocation to areas with high transit demand, such as Equity Priority Areas, during Reimagine implementation.

**Table 12 Boardings per Revenue Mile by Service Day**

	Jan-20	May-22	Aug/Sep-23
Weekday	1.7	1.4	1.8
Saturday	1.4	1.1	1.6
Sunday	1.0	1.2	1.4
Weekly	1.7	1.3	1.8

### BOARDINGS PER TRIP

For boardings per trip, the SamTrans network in Aug/Sep 2023 is more productive than it was in January 2020 for all service days, especially Sundays (**Table 13**). Increasing service on weekends during Reimagine implementation likely affected this.

**Table 13 Boardings per Trip by Service Day**

	Jan-20	May-22	Aug/Sep-23
Weekday	22.0	17.8	22.7
Saturday	20.0	16.4	21.0
Sunday	15.6	17.9	19.4
Weekly	21.5	17.4	22.2

### ON-TIME PERFORMANCE

SamTrans has a systemwide on-time performance goal of 85 percent. In both January 2020 and May 2022, weekly on-time performance was below goal at approximately 80 percent (**Table 14**). On-time performance was 77.8 percent in Aug/Sep 2023. Numerous variables affect on-time performance, such as traffic levels, congestion variability, scheduling accuracy, data collection accuracy, and operator schedule adherence, availability, and training. Staff continue to explore ways to improve on-time performance without sacrificing other Reimagine SamTrans network improvements or overall travel speed.

**Table 14 Systemwide On-Time Performance**

	Jan-20	May-22	Aug/Sep-23
Weekday	80.6%	79.5%	77.0%
Saturday	77.1%	79.2%	78.4%
Sunday	80.8%	83.4%	83.4%
Weekly	80.4%	80.0%	77.8%

## FINDINGS - SERVICE CATEGORY BREAKDOWN

In this section, staff analyzed service levels, ridership, and performance metrics at the service category level.

### REVENUE HOURS

For revenue hours overall, all service categories follow the pattern of reduced weekly revenue hours from January 2020 to May 2022 in response to the pandemic except Special routes due to the introduction of the Flex Pacifica in May 2020 (**Figure 1**). Most service categories had increased revenue hours by Aug/Sep 2023 due to Reimagine implementation except for Express/Limited Stop and Special service categories.

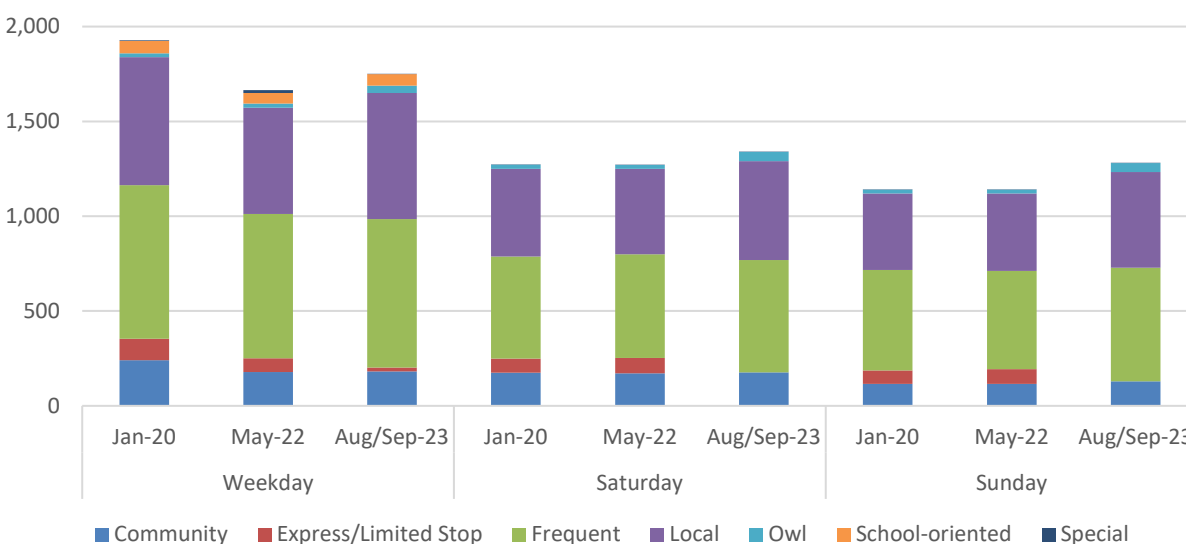
Reimagine removed the late-night trips on ECR and 296 and created two new routes, ECR Owl and 296 Owl. This moved the associated revenue hours from the Frequent service category into the Owl service category, resulting in the Owl service category experiencing the biggest percentage increase in revenue hours from May 2022 to Aug/Sep 2023.

Local routes saw double digit percentage gains in all three service day types (18.5 percent on weekdays, 15.6 percent on Saturdays, and 23.7 percent on Sundays), and Frequent and Community routes saw double digit gains on Sundays.

Express/Limited Stop and Special service categories saw revenue hours drop after Reimagine implementation due to the elimination of the Flex Pacifica and reduction of Route 398.

All service categories, except Owl, are still below pre-pandemic levels for revenue hours on weekdays. All service categories, except Special, are above pre-pandemic levels for revenue hours on weekends. The gap will close as Reimagine continues to be implemented.

**Figure 1 Revenue Hours by Service Category and Service Day**



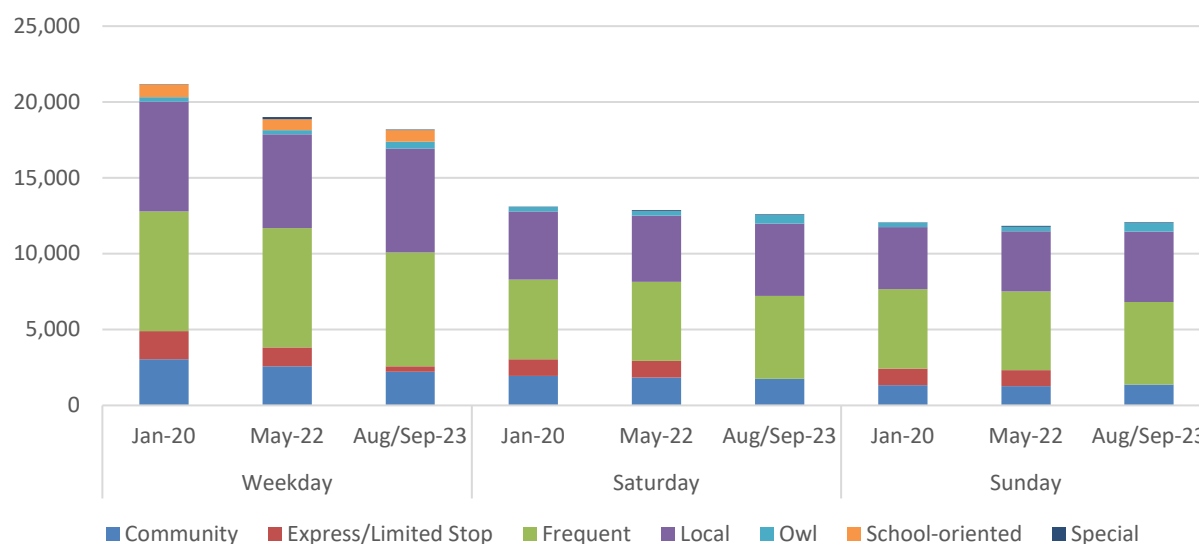
## REVENUE MILES

Revenue miles overall, most service categories follow the pattern of reduced weekly revenue hours from January 2020 to May 2022 in response to the pandemic (**Figure 2**). Some service categories, such as Local, Owl, and School-Oriented had increased revenue miles by Aug/Sep 2023 due to Reimagine implementation. Community, Express/Limited Stop, Frequent, and Special routes saw revenue mile decreases. The Frequent service category revenue miles decrease was due to route streamlining and the move of late-night trips to Owl routes. Revenue miles were reduced in the Community, Express/Limited Stop, and Special service categories due to routing efficiencies or service eliminations/reductions during Reimagine implementation.

Again, the service category that saw the biggest revenue mile percentage increase from May 2022 to Aug/Sep 2023 was Owl for the aforementioned reasons. Local routes saw gains in all three service day types (10.5 percent on weekdays, 9.2 percent on Saturdays, and 17.2 percent on Sundays), and Frequent and Community routes saw gains on Sundays.

All service categories, except Owl and Special, are still below pre-pandemic levels for revenue miles on weekdays. All service categories, except Community and Express/Limited Stop, are above pre-pandemic levels for revenue miles on weekends. The gap will close as Reimagine continues to be implemented.

**Figure 2 Revenue Miles by Service Category and Service Day**



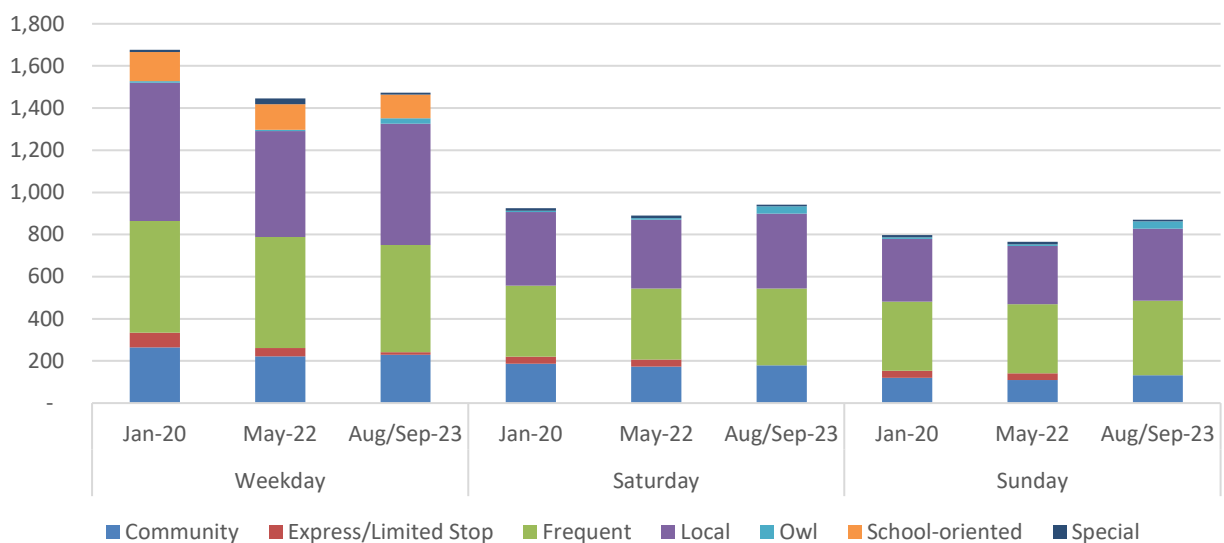
### REVENUE TRIPS

For trips overall, most service categories follow the pattern of reduced weekly trips from January 2020 to May 2022 in response to the pandemic (**Figure 3**). Most service categories had an increased number of trips by Aug/Sep 2023 due to Reimagine implementation. Express/Limited Stop, School-Oriented, and Special routes experienced a decrease in trips due to service eliminations or reductions during Reimagine implementation.

Again, the Owl service category saw the biggest percentage increase in the number of trips from May 2022 to Aug/Sep 2023 for the aforementioned reasons. Local routes saw gains in all three service day types (14.6 percent on weekdays, 8.5 percent on Saturdays, and 23.1 percent on Sundays), and Frequent and Community routes saw gains on weekends.

All service categories, except Owl, are still below pre-pandemic levels for trips on weekdays. All service categories, except Community, Express/Limited Stop, and Special, are above pre-pandemic levels for trips on Saturdays. All service categories, except Express/Limited Stop and Special, are above pre-pandemic levels for trips on Sundays. The gap will close as Reimagine continues to be implemented.

**Figure 3 Trips by Service Category and Service Day**





## AVERAGE RIDERSHIP

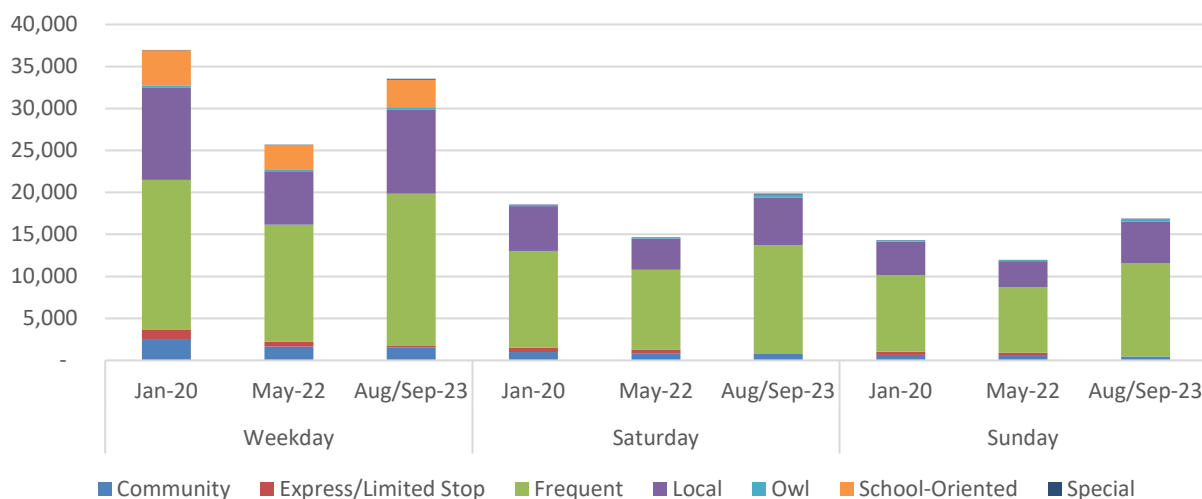
Most service categories follow the pattern of reduced ridership from January 2020 to May 2022 in response to the pandemic (**Figure 4**). Most service categories had increased ridership by Aug/Sep 2023.

Community and Express/Limited Stop routes saw ridership decreases. Many Community routes saw large segments of their routing eliminated for various reasons (e.g., low ridership, overlap with other routes, etc.). Most of these routes also struggle with on-time performance (two out of nine met goal in Aug/Sep 2023). As for the Express/Limited Stop service category, Route 398 went from being a daily route with 30-minute frequency to four trips on weekdays only. This had a large effect on ridership.

Again, the Owl service category saw the biggest ridership percentage increase from May 2022 to Aug/Sep 2023 for the aforementioned reasons. Frequent and Local routes saw gains in all three service day types (30.3 and 57.1 percent on weekdays, 35.9 and 52.6 percent on Saturdays, and 41.9 and 61.9 percent on Sundays, respectively).

Compared to pre-pandemic ridership, many service categories saw higher average ridership in Aug/Sep 2023. On weekdays, Frequent, Owl, and Special all surpassed average weekday ridership from January 2020. Owl likely increased from the recategorization of the late-night trips on ECR and 296 to ECR Owl and 296 Owl. Special grew from the introduction of Ride Plus and the on-demand service in East Palo Alto/Belle Haven and Half Moon Bay/El Granada that started in June 2023. On weekends, all service categories except Community saw ridership levels higher than an average week in January 2020.

**Figure 4 Average Ridership by Service Category and Service Day**



## EQUITY PRIORITY AREAS

The share of service in Equity Priority Areas has increased or is unchanged after Reimagine except for Express/Limited Stop service (**Table 15**). Owl routes increased by 5 percentage points compared to January 2020 through the recategorization of late night ECR and 296 trips to ECR Owl and 296 Owl. Community routes decreased slightly on the weekends with all other service categories in operation remaining constant or increasing.

**Table 15 Percent of Revenue Miles in Equity Priority Areas**

	Jan-20			May-22			Sep-23		
	Weekday	Sat	Sun	Weekday	Sat	Sun	Weekday	Sat	Sun
Community	25%	30%	29%	25%	30%	30%	27%	28%	27%
Express/Limited Stop	25%	26%	26%	26%	26%	26%	24%	-	-
Frequent	48%	47%	47%	48%	47%	47%	49%	50%	50%
Local	29%	29%	28%	28%	28%	28%	29%	29%	29%
Owl	26%	26%	26%	26%	26%	26%	31%	32%	32%
School-oriented	19%	-	-	19%	-	-	21%	-	-
Special	82%	82%	82%	26%	74%	74%	80%	80%	80%

Ridership in Equity Priority Areas has increased in Community, Frequent, Owl, and School-Oriented routes on weekdays (**Table 16**). Express/Limited Stop service has decreased, but this is most likely due to the pause of Route 118 between Colma BART and Linda Mar Park and Ride in Pacifica. Local routes had a slight decrease on weekdays. Saturday and Sunday saw similar trends to weekdays apart from Community routes having a slight decrease on Sundays.

**Table 16 Percent of Ridership in Equity Priority Areas**

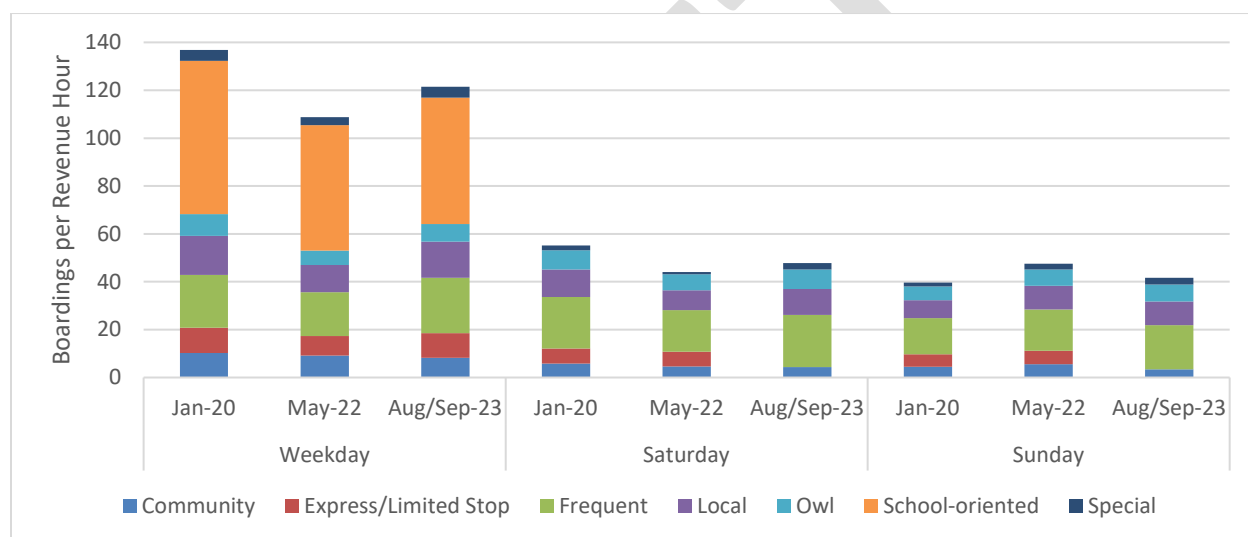
	Jan-20			May-22			Sep-23		
	Weekday	Sat	Sun	Weekday	Sat	Sun	Weekday	Sat	Sun
Community	37%	40%	35%	38%	37%	33%	40%	41%	34%
Express/Limited Stop	27%	43%	38%	34%	34%	34%	19%	-	-
Frequent	61%	59%	59%	59%	56%	57%	62%	62%	62%
Local	44%	43%	41%	43%	44%	41%	43%	41%	40%
Owl	19%	21%	19%	22%	25%	22%	32%	39%	35%
School-oriented	26%	-	-	29%	-	-	29%	-	-
Special	100%	18%	100%	100%	100%	100%	100%	100%	100%

### BOARDINGS PER REVENUE HOUR

All service categories had reduced boardings per revenue hours from January 2020 to May 2022 in response to the pandemic (**Figure 5**). Most service categories had increased boardings per revenue hour by Aug/Sep 2023 compared to May 2022 except the Community category. Frequent routes had more boardings per revenue hour in Aug/Sep 2023 than in January 2020 for all service day types.

The Local service category saw the biggest percentage increase in boardings per revenue hour from May 2022 to Aug/Sep 2023 (32.5 percent on weekdays, 31.7 percent on Saturdays, and no change on Sundays). A lot of service has been restored to these routes between May 2022 and Aug/Sep 2023 and ridership has quickly returned.

**Figure 5 Boardings per Revenue Hour by Service Category**

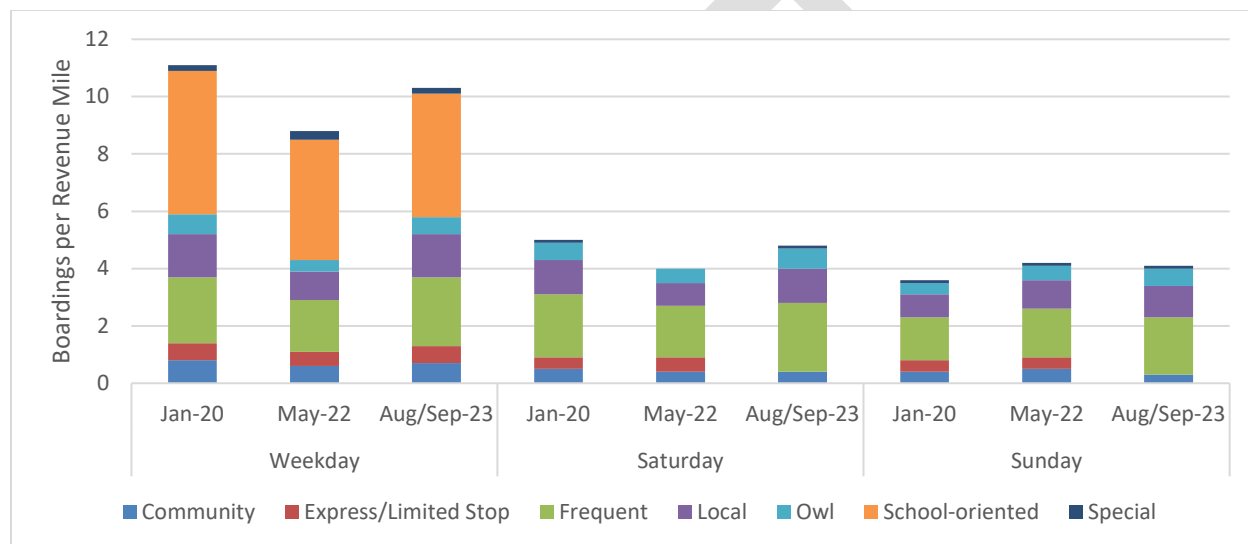


### BOARDINGS PER REVENUE MILE

All service categories had reduced boardings per revenue miles from January 2020 to May 2022 in response to the pandemic (**Figure 6**). All service categories had increased boardings per revenue mile by Aug/Sep 2023 when compared to May 2022. Frequent routes had more boardings per revenue mile in Aug/Sep 2023 than in January 2020 for all service day types.

The service categories that saw the biggest percentage increase in boardings per revenue mile from May 2022 to Aug/Sep 2023 were Local (50.0 percent on weekdays, 50.0 percent on Saturdays, and 10.0 percent on Sundays) and Owl (50.0 percent on weekdays, 40.0 percent on Saturdays, and 20.0 percent on Sundays).

**Figure 6 Boardings per Revenue Mile by Service Category**

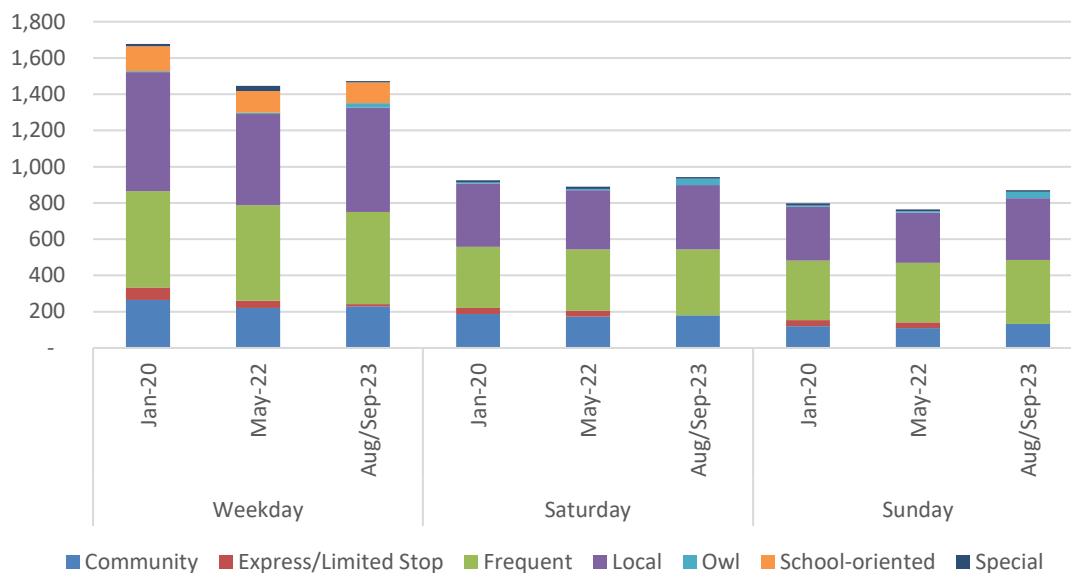


### BOARDINGS PER TRIP

Many service categories followed the pattern of reduced boardings per trip from January 2020 to May 2022 in response to the pandemic (**Figure 7**). Saturday Express/Limited Stop and Sunday Community, Frequent, Local, and Owl service categories saw an increase by May 2022. All service categories had increased boardings per trip by Aug/Sep 2023 except the Community and Owl categories. Frequent routes had more boardings per trip in Aug/Sep 2023 than in January 2020 for all service day types.

The service categories that saw the biggest percentage increase in boardings per revenue mile from May 2022 to Aug/Sep 2023 were Local (37.0 percent on weekdays, 40.7 percent on Saturdays, and 14.6 percent on Sundays) and Frequent (35.2 percent on weekdays, 26.2 percent on Saturdays, and 31.3 percent on Sundays).

**Figure 7 Boardings per Trip by Service Category**



## ON-TIME PERFORMANCE

The systemwide SamTrans on-time performance goal is 85 percent. Each service category also has its own goal. Frequent, Local, Community, and Owl routes all have an on-time performance goal of 85 percent. Express/Limited Stop and School-Oriented routes have an on-time performance goal of 90 percent.

Overall, most service categories were not at their goal in January 2020. During the pandemic, many worked or studied from home, resulting in less traffic. On-time performance improved for most routes during this period, as seen in May 2022 (**Table 17**). On-time performance went back down with the return of workers and students to offices and schools, respectively, as seen in September 2023.

In September 2023, no route categories were at their respective goal. Community and Frequent routes were performing about the same as they did in January 2020. Special routes were struggling with on-time performance, while Express/Limited Stop, Owl, and School-Oriented routes were doing better than they were in January 2020. Local routes did better on weekends but struggled on weekdays. Staff continue to explore ways to improve on-time performance.

**Table 17 On-Time Performance by Service Category**

	Goal	Jan-20			May-22			Sep-23		
		Weekday	Sat	Sun	Weekday	Sat	Sun	Weekday	Sat	Sun
Community	85%	81%	79%	85%	81%	80%	85%	79%	81%	79%
Express/ Limited Stop	90%	75%	74%	75%	80%	78%	74%	78%	0%	0%
Frequent	85%	82%	76%	82%	78%	76%	81%	81%	75%	82%
Local	85%	81%	79%	81%	81%	83%	85%	75%	81%	83%
Owl	85%	55%	46%	58%	59%	38%	56%	61%	61%	64%
School- oriented	90%	72%	-	-	75%	-	-	79%	-	-
Special	85%	87%	83%	78%	75%	77%	87%	65%	55%	67%

## NEXT STEPS

This evaluation is the first step towards defining key performance indicator ranges for the six service categories. When the Service Policy Framework was approved by the SamTrans Board of Directors in March 2022, five route-level key performance indicators were left as “To Be Determined” to allow time for Reimagine implementation and pandemic ridership recovery. This analysis provides staff the information needed to provide range recommendations for the following route-level key performance indicators:

- Minimum boardings per revenue hour
- Minimum boardings per revenue mile
- Minimum boardings per trip
- Cost per passenger
- Subsidy per passenger

SamTrans plans to fully implement Reimagine SamTrans by summer 2024, pending sufficient resources are available. Staff will evaluate fully implemented Reimagine using the newly defined key performance indicators after sufficient time has passed to allow ridership to adjust to the updated and new services.

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Principal Planner, Operations Planning

DRAFT

## APPENDIX

### GEOGRAPHIC BREAKDOWN

The following section breaks down the changes by area (North County, South County, Mid County, Coastside, and Multi-City) for SamTrans service. The description only focuses on fixed-route changes and excludes school-oriented service.

**Table 18** lists the routes by geographic region.

*Table 18 Routes by Geographic Region*

North County	Mid County	South County	Coastside	Multi-City
120	250	280	110	292
121	251	281	112	294
122	256	296	117	397
130	260	296O (new)	Ride Plus (new)	398
138	270	Ride Plus (new)		ECR
140	274			ECRO
141	275			FCX
142 (new)	276			
SFO	278			
	295			

#### NORTH COUNTY

North County routes primarily serve the San Mateo County municipalities north of Millbrae and east of the Santa Cruz Mountains.

#### Summary of Changes

North County had two route eliminations (Routes 140 and SFO), one new route (Route 142), three modifications (Routes 121, 130, 141), and two increases in frequency (Routes 121 and 130 on weekends).

- Route 140 was eliminated; however, school trips that operated on the route have been retained as school-oriented service (Route 40).
- Route SFO was eliminated, but Route 292 was modified in the area to provide similar service and frequency between Millbrae and SFO.
- Route 121 was realigned and no longer serves Colma BART and areas east of Serramonte Center. The frequency was increased to every 30-minutes on weekends.
- Route 141 was modified to travel to Skyline College instead of areas in San Bruno off Jenevein Avenue and replaces service lost to Skyline College that was operated by the former Route 140.
- Route 142 is a new route that provides similar service to the former Route 140 and the former alignment of Route 141 in San Bruno with service between the San Bruno Senior Center and SFO Rental Car AirTrain Station.



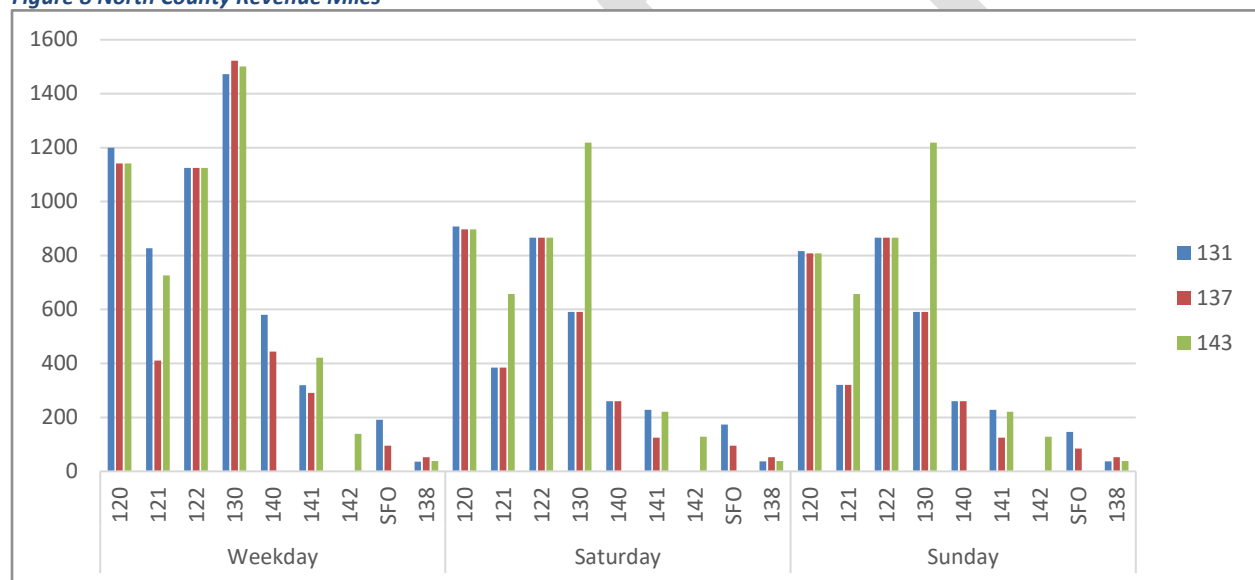
- Route 130 was modified to have every other trip start or end at Oyster Point Marina and no longer serves areas north of John Daly Boulevard. Weekend frequency was increased to every 15 minutes.

### Service Stats

Overall, North County had 13.9 percent more revenue miles in Aug/Sep 2023 than May 2022 and 4.8 percent more revenue miles than January 2020. Routes 120 and 122 have remained relatively constant for all service day types over all three analysis periods (**Figure 8**). This makes sense as both routes were not affected by Reimagine SamTrans.

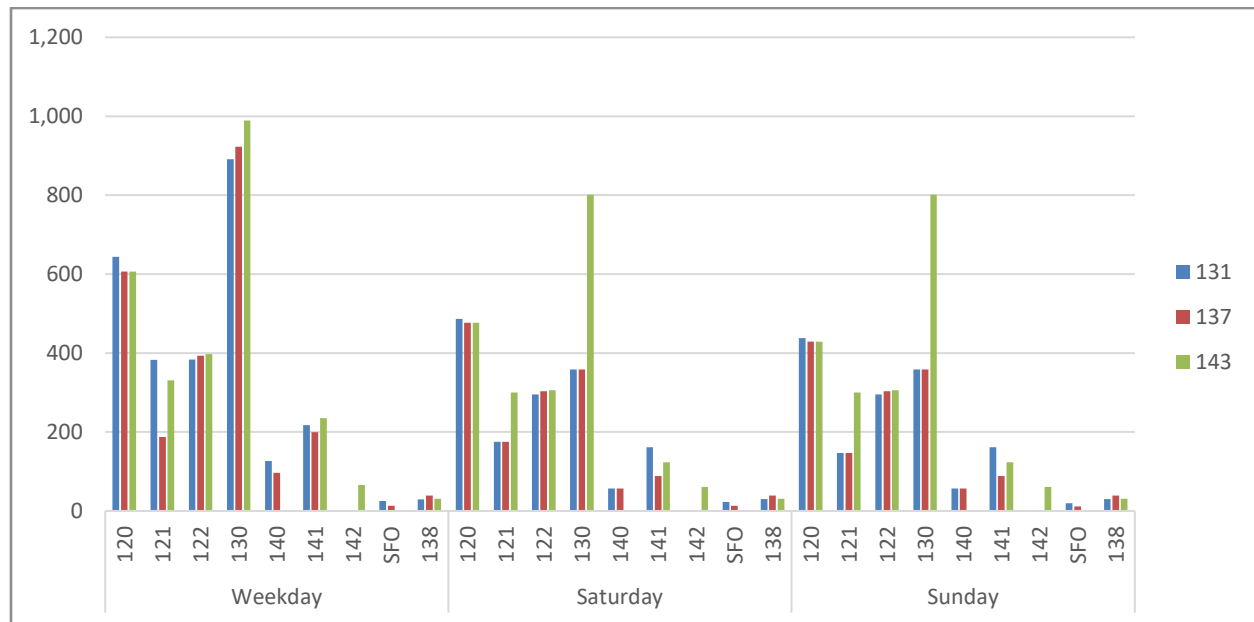
Although Route 121 weekday miles decreased in Aug/Sep 2023 compared to January 2020, it is returning to similar service levels. Revenue miles doubled with the increase in weekend service, which was added in Phase 2. Route 130 weekdays remained constant; however, with the increase in weekend service, weekend revenue miles nearly doubled.

**Figure 8 North County Revenue Miles**



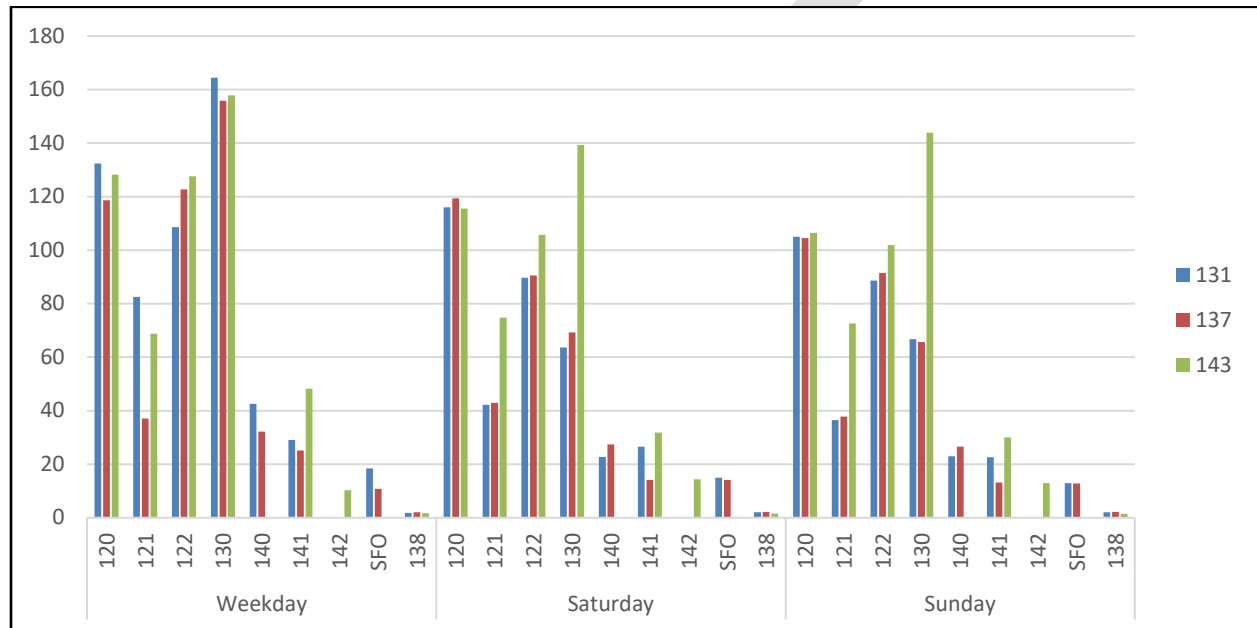
In Equity Priority Areas, revenue miles for Routes 120 and 122 have remained relatively constant over all three analysis periods. Route 121 increased in service compared to January 2020, and it is returning to similar service levels seen on weekdays in January 2020. Equity Priority Areas miles have doubled on weekends with the increase in frequency (**Figure 9**). Route 130 weekdays remained constant; however, the increase in weekend revenue miles has nearly doubled revenue miles in Equity Priority Areas.

**Figure 9 North County Equity Priority Areas Miles**



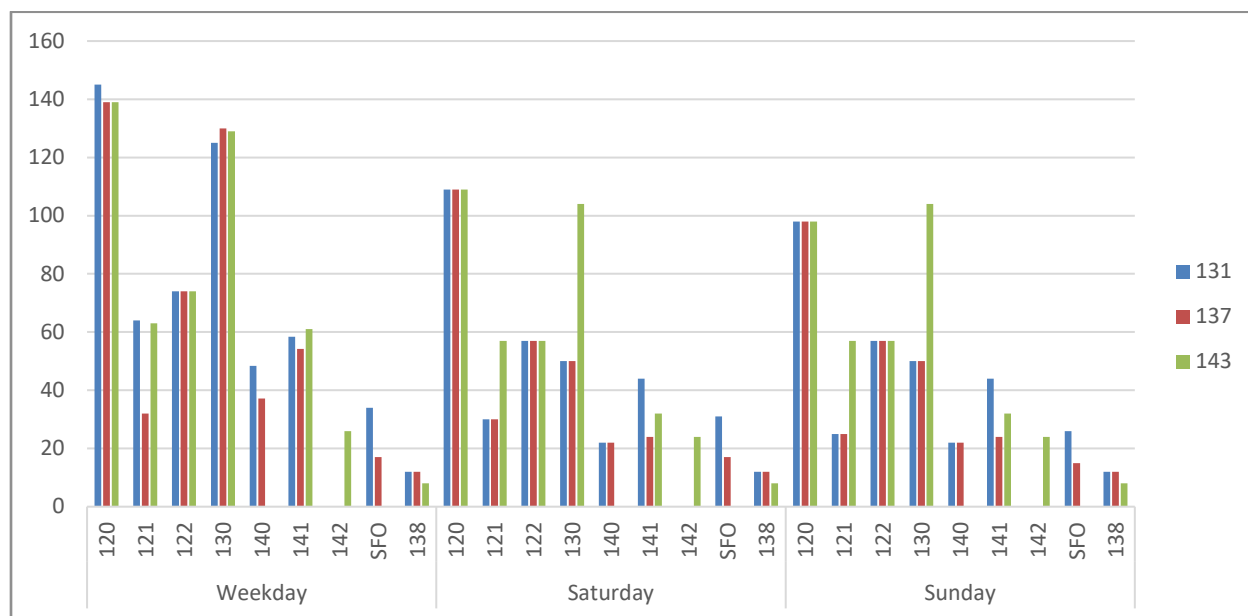
Overall, North County had 20.7 percent more revenue hours in Aug/Sep 2023 than May 2022 and 13.7 percent more revenue hours than January 2020. Routes 120 and 122 have remained constant with revenue hours over all three analysis periods (**Figure 10**). Route 121 has increased in service compared to pandemic service levels and is returning to similar service levels seen in January 2020 on weekdays. Revenue hours have doubled with the increase in weekend frequency. Route 130 weekdays remained constant; however, with the increase in weekend service revenue hours nearly doubled.

**Figure 10 North County Revenue Hours**



Despite the service changes, the number of trips in North County has remained relatively constant over the three comparison periods (**Figure 11**). There were 13.5 percent more trips in Aug/Sep 2023 than May 2022 and 1.7 percent more trips than January 2020. The two routes with sizeable increases over time were Routes 121 and 130, which saw additional trips on weekends. Routes 140 and SFO were eliminated, reducing the overall number of trips, and explaining how North County had about the same number of trips before and after Reimagine implementation.

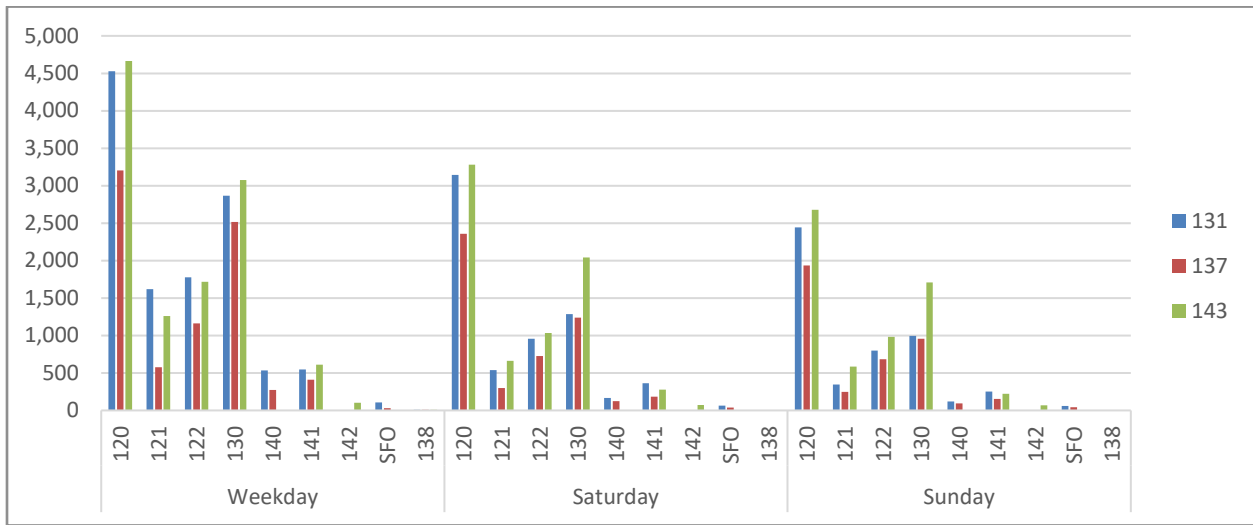
**Figure 11 North County Trips**



### Ridership

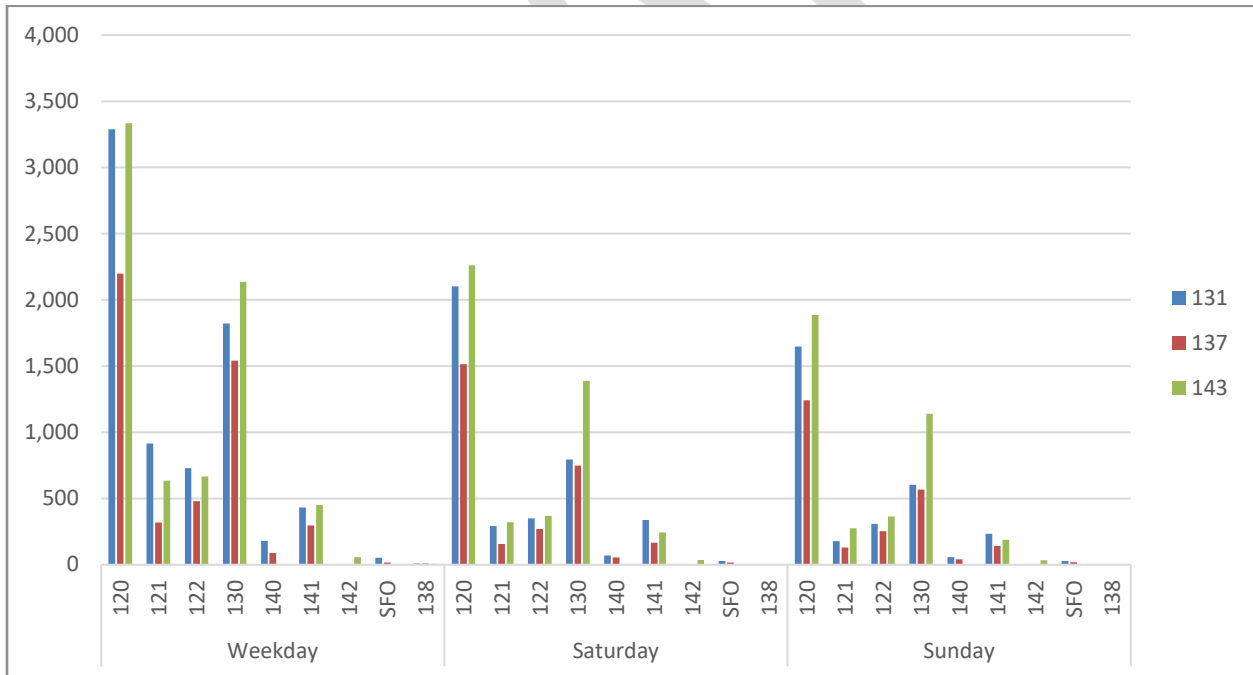
North County ridership was up 45.2 percent in Aug/Sep 2023 compared to May 2022 and 6.5 percent compared to January 2020. In Aug/Sep 2023, Routes 120 and 130 had the highest ridership on all service days (**Figure 12**). Routes 121 and 141 had the lowest (besides Route 138, which has very minimal service). Ridership on North County routes is all trending in an upward direction, with Routes 120 and 130 exceeding January 2020 boardings on all day types. Route 130 benefits from increased service on weekends and additional destinations with the new service to Oyster Point. Route 121 is below January 2020 levels as customers may still be adjusting to realigned service. Moreover, until June 2023, the route was operating with hourly weekday service.

**Figure 12 North County Ridership**



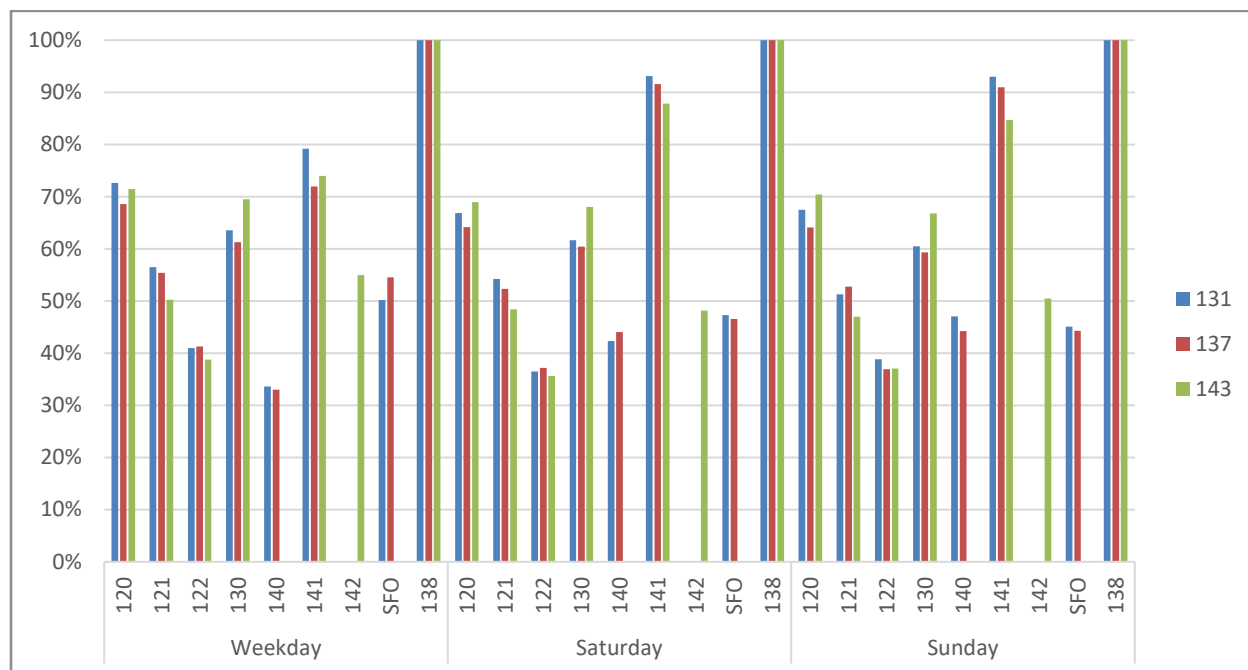
Ridership in Equity Priority Areas follows similar trends to overall ridership with the largest growth occurring on Routes 120 and 130. Equity Priority Areas ridership is greater than January 2020 levels for all service day types (**Figure 13**).

**Figure 13 North County Ridership in Equity Priority Areas**



Most ridership for Routes 120, 121, 130, 141, 142, and 138 is at stops in Equity Priority Areas. Route 122 still has over 40 percent of ridership at stops in Equity Priority Areas, and the route also serves a portion of San Francisco, which is outside the San Mateo County Equity Priority Areas (**Figure 14**). The percentage of Route 121 ridership in Equity Priority Areas decreased slightly, which is most likely due to rerouting.

**Figure 14 North County Percent of Ridership at Equity Priority Area Stops**

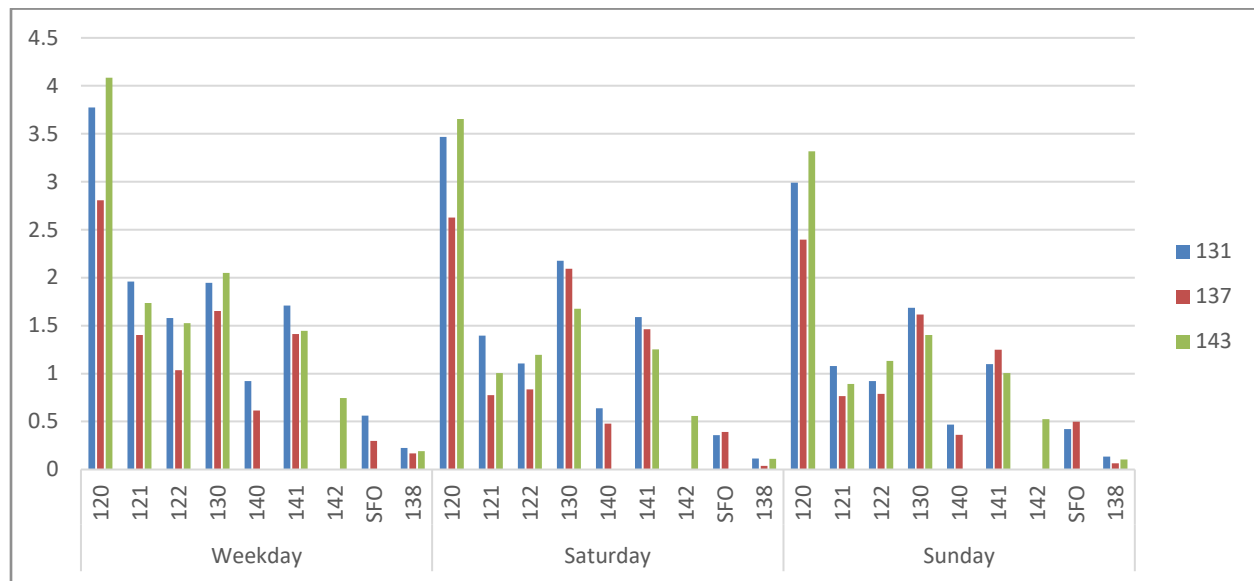


### *Performance and Productivity*

In Aug/Sep 2023, Route 120 had the highest number of boardings per revenue mile of North County routes, nearly double boardings per revenue mile on all day types and exceeded January 2020 levels. Comparatively, the rest of the North County routes had low boardings per revenue mile (**Figure 15**). Since they are all operating at similar performance levels, this is an indication of service being deployed correctly because this metric aims at normalizing routes for comparison across service categories.

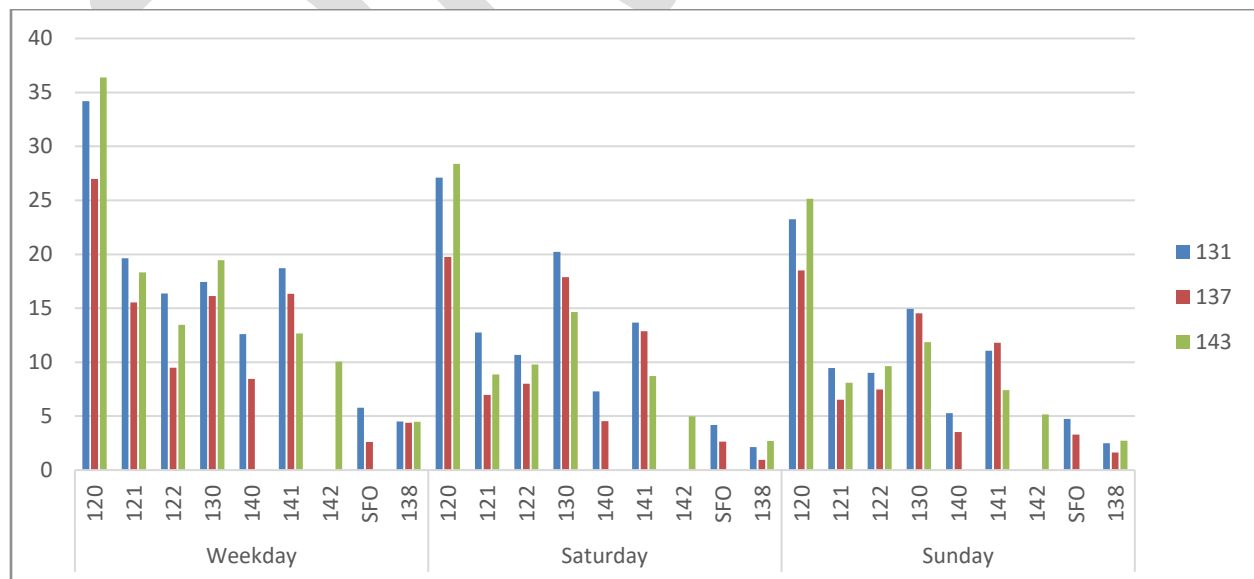
Although Route 130 weekend service is operating below January 2020 levels, this is also an indication that there may have been more demand than service supplied before Reimagine and increasing weekend service helped right-size service for Route 130 customers and attract people that were foregoing trips because the past frequency did not work for them. Revenue miles were nearly doubled in terms of service supplied on weekends but boardings per revenue mile decreased by less than a quarter on Saturdays and minimally on Sundays.

**Figure 15 North County Boardings per Revenue Mile**



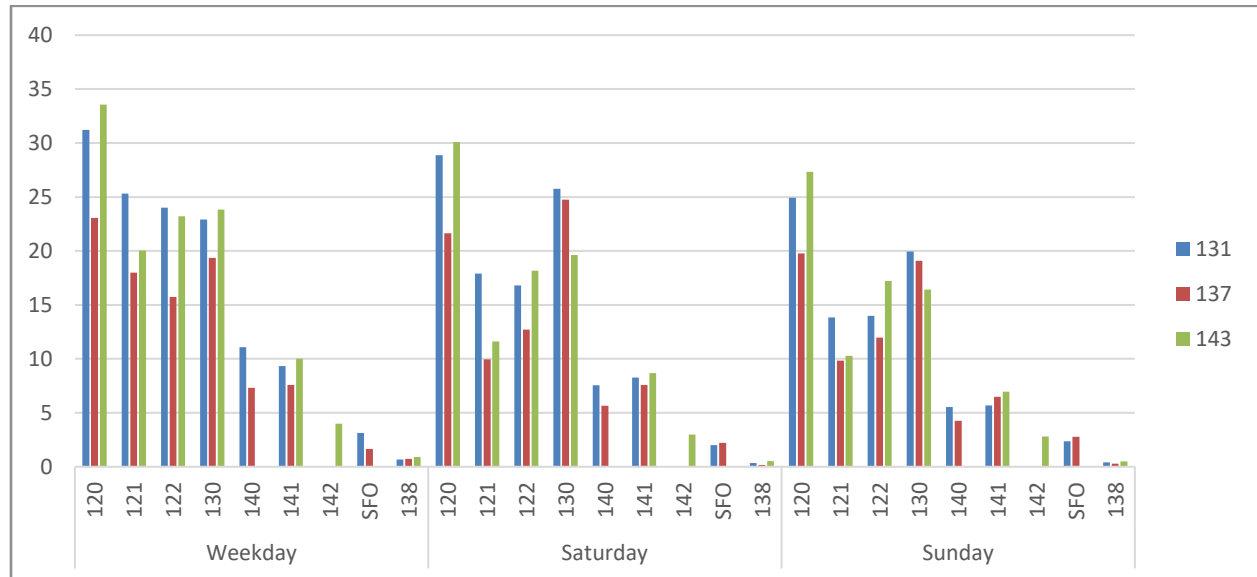
Route 120 had the highest number of boardings per revenue hour in North County. Compared to Route 120, the remaining North County routes had low boardings per revenue hour; however, they were all operating at similar levels which is an indication of service being deployed correctly because this metrics attempts to normalize ridership across service delivered. The service was also performing as well or better than the service that was discontinued. Although Route 130 weekend service is operating below January 2020 levels, this is also an indication that there may have been more demand than service supplied before Reimagine and increasing weekend service helped right-size service to Route 130 customers. Customers may have been foregoing trips on Route 130 because the service frequency did not work for their needs and with the service nearly doubling the passengers per hour on weekends decreased only minimally.

**Figure 16 North County Boardings per Revenue Hour**



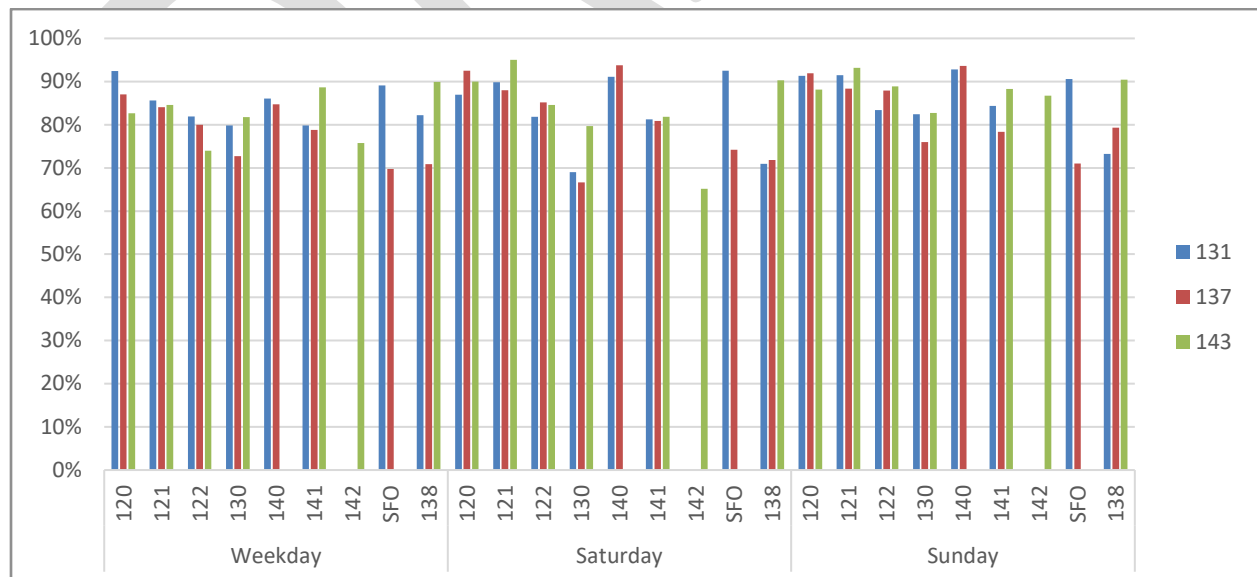
Similarly, to boardings per revenue hours and miles, Route 120 is the top performer for boardings per trip; however, the service is much more comparable. In Aug/Sept 2023, Route 121 weekend boardings per trip was almost the same as May 2022 even though the weekend trips were doubled, indicating that ridership nearly doubled as well.

**Figure 17 North County Boardings per Trip**



In Aug/Sep 2023, North County routes' on-time performance was much higher on weekends compared to weekdays, with most of the routes meeting the 85 percent goal. Weekday service still needs to improve with only Route 141 reaching the 85 percent goal. A positive note is that outside of Route 142, all routes are above 80 percent.

**Figure 18 North County On-Time Performance**





## *MID COUNTY*

Mid County routes primarily serve the areas between Burlingame and Redwood City.

### *Summary of Changes*

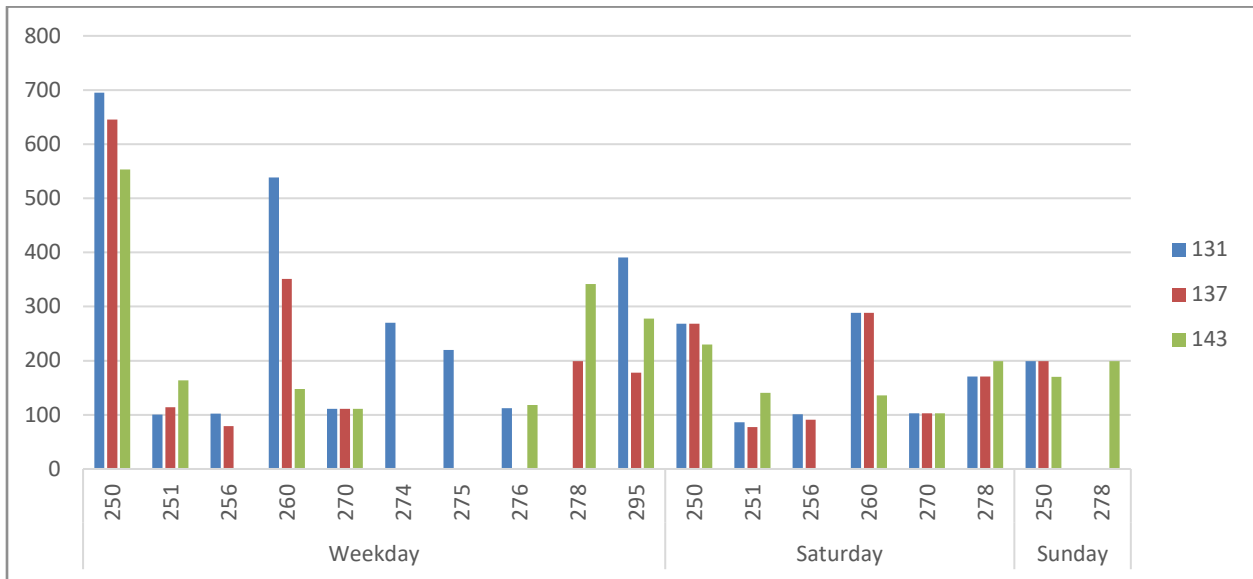
Mid County had three route eliminations (Routes 256, 274, and 275), four modifications (Routes 250, 251, 260, and 295), one increase in frequency (Route 278 on weekdays) and one introduction of service (Route 278 service on Sundays).

- Route 250 was modified with streamlined service on Hillsdale Blvd to College of San Mateo.
- Route 251 was modified to serve portions of route 256 in Foster City which was eliminated.
- Route 256 was eliminated with Route 251 replacing service in the area.
- Route 260 was cut in half with service ending near Carlmont High School and no longer continuing to College of San Mateo.
- Routes 274 and 275 were eliminated and replaced by route 278 which formerly only operated on Saturdays (weekday service was introduced in the pandemic to replace routes 274 and 275).
- Route 278 increased peak frequency and Sunday service was introduced.
- Route 295 was changed to terminate at Hillsdale Mall.

### *Service Stats*

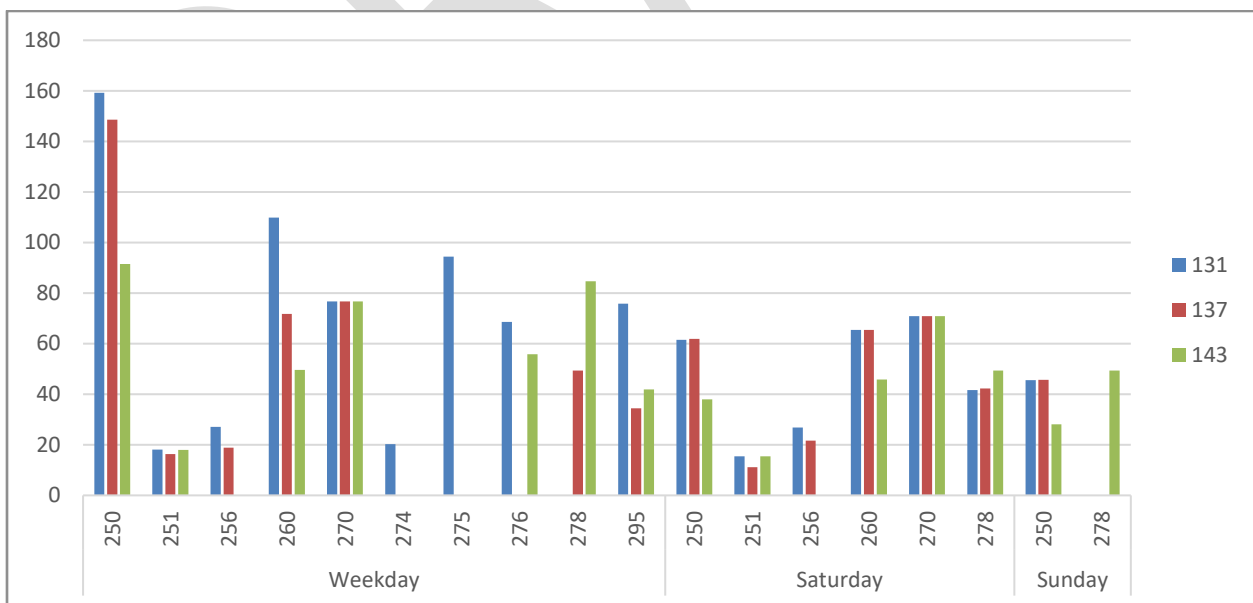
Overall, Mid County had 0.5 percent more revenue miles in Aug/Sep 2023 than May 2022 and 23.0 percent fewer revenue miles than January 2020 (**Figure 19**). This can be explained by the elimination of Routes 274 and 275 and the route reductions on Routes 260 and 295. Route 260 had the largest decrease in service with revenue miles nearly a quarter of January 2020 levels. Route 260 revenue miles will increase when peak service is increased in subsequent Reimagine phases to pre-pandemic levels, but with the shortening of the route, the revenue miles will not return to January 2020 levels. Route 250 changed slightly due to the streamlining of service to College of San Mateo and will have increased peak frequency in future phases.

**Figure 19 Mid County Revenue Miles**



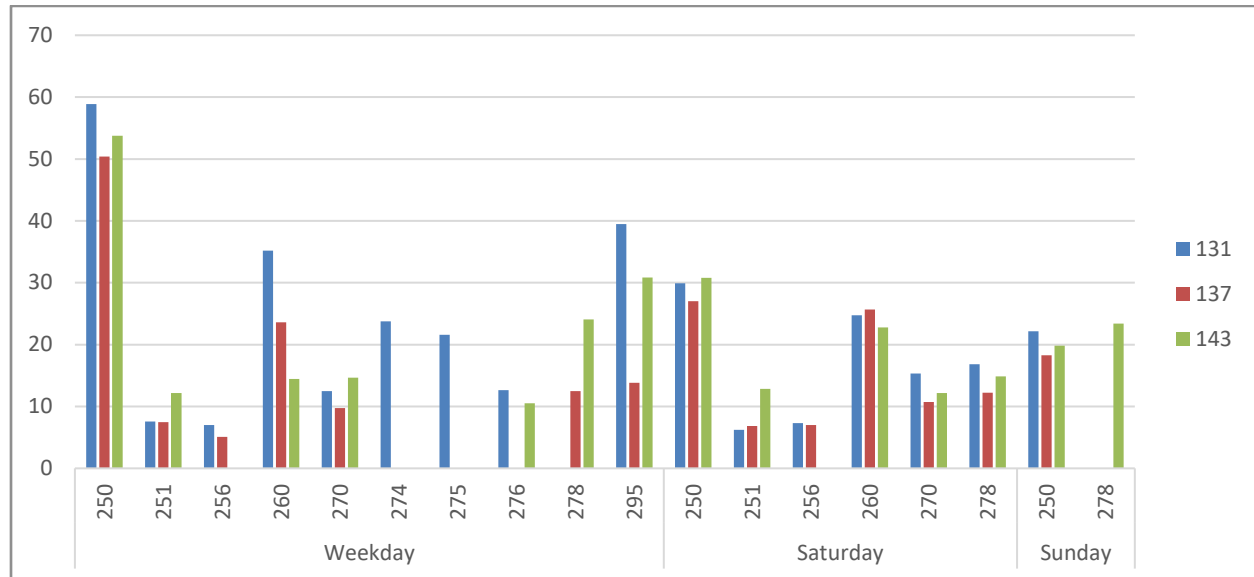
For revenue miles in Equity Priority Areas, service has remained relatively constant except for Routes 250 and 260 and the addition of Route 278 service (**Figure 20**). The alignment changes for Routes 250 and 260 appear to have reduced the Equity Priority Areas served. Sunday service to Equity Priority Areas increased with additional Route 278 service. The rerouting of Route 251 increased the Equity Priority Areas served.

**Figure 20 Mid County Equity Priority Areas Miles**



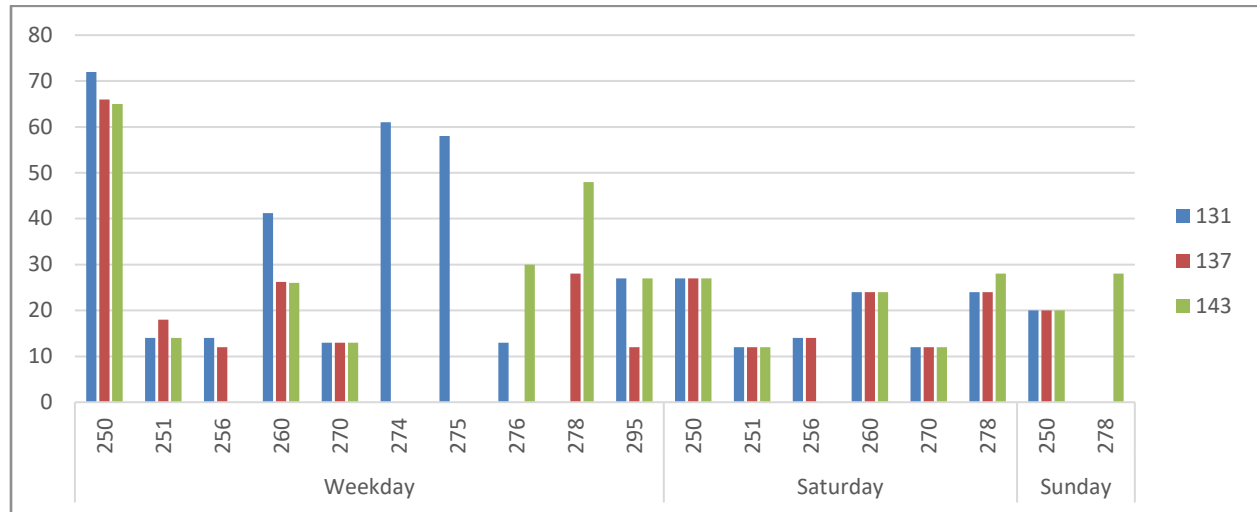
Overall, Mid County had 29.0 percent more revenue hours in Aug/Sep 2023 than May 2022 and 12.9 percent fewer revenue hours than January 2020 (**Figure 21**). Weekday revenue hours were higher in Aug/Sep 2023 compared to May 2022 but below January 2020 levels. Saturday revenue hours remained constant, but Sunday revenue hours nearly doubled with the addition of Sunday service on Route 278. Route 260 had the largest decrease in revenue hours, but in subsequent phases of Reimagine SamTrans, revenue hours will slightly increase with increased peak service.

**Figure 21 Mid County Revenue Hours**



Overall, Mid County had 21.3 percent more trips in Aug/Sep 2023 than May 2022 and 16.2 percent fewer trips than January 2020 (**Figure 22**). Trips remained relatively constant except for Routes 274 and 275 that were eliminated, introduction of Route 278 Sunday service, and increased weekday and Saturday span.

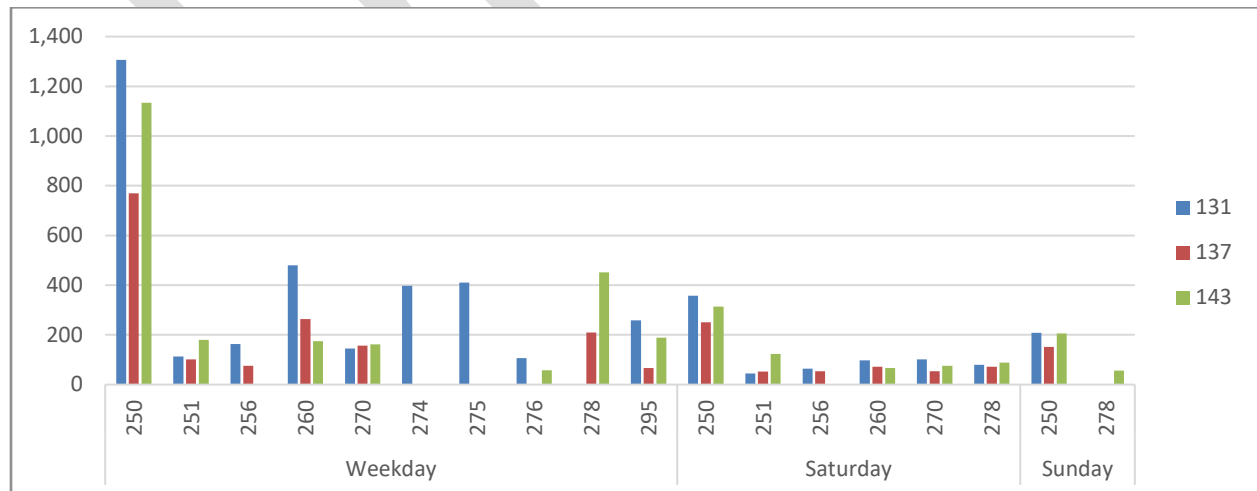
**Figure 22 Mid County Revenue Trips**



### Ridership

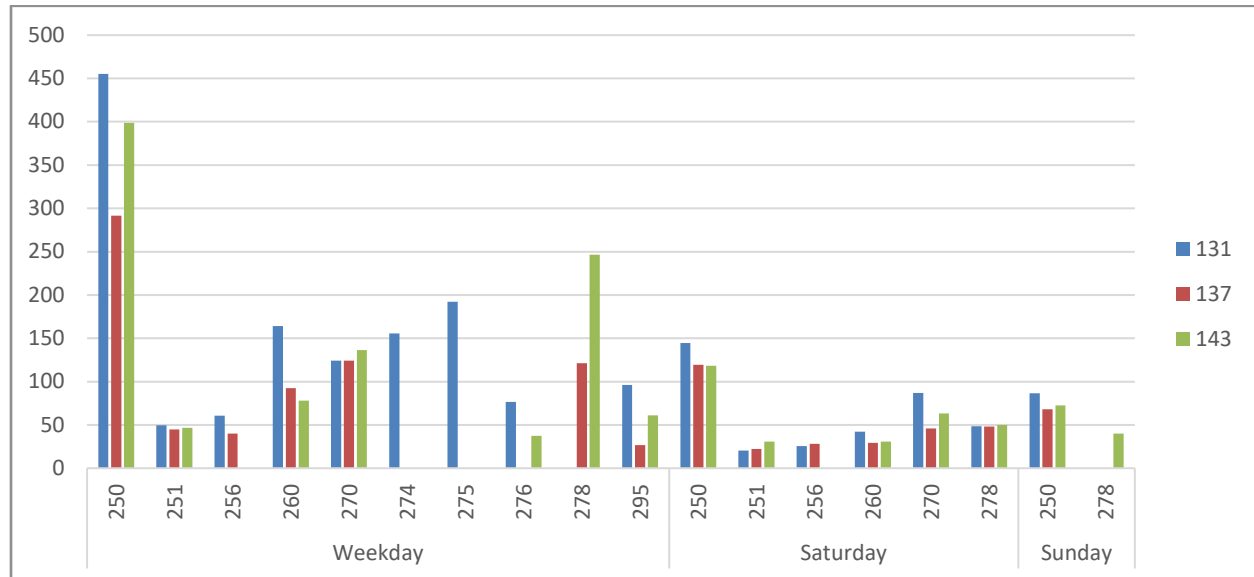
Overall Mid-County routes had lower ridership in Aug/Sep 2023 than January 2020 with Route 250 Sundays the only service operating with the same ridership levels (**Figure 23**). Routes 278 and 251 are operating with similar ridership levels to January 2020, but when the ridership of discontinued Routes 256 and 274 and 275 is factored into their ridership, their ridership was much below January 2020. Some of the ridership loss on both Routes 278 and 251 may be explained by the moving of school trips to school-oriented Routes 78 and 51.

**Figure 23 Mid County Ridership**

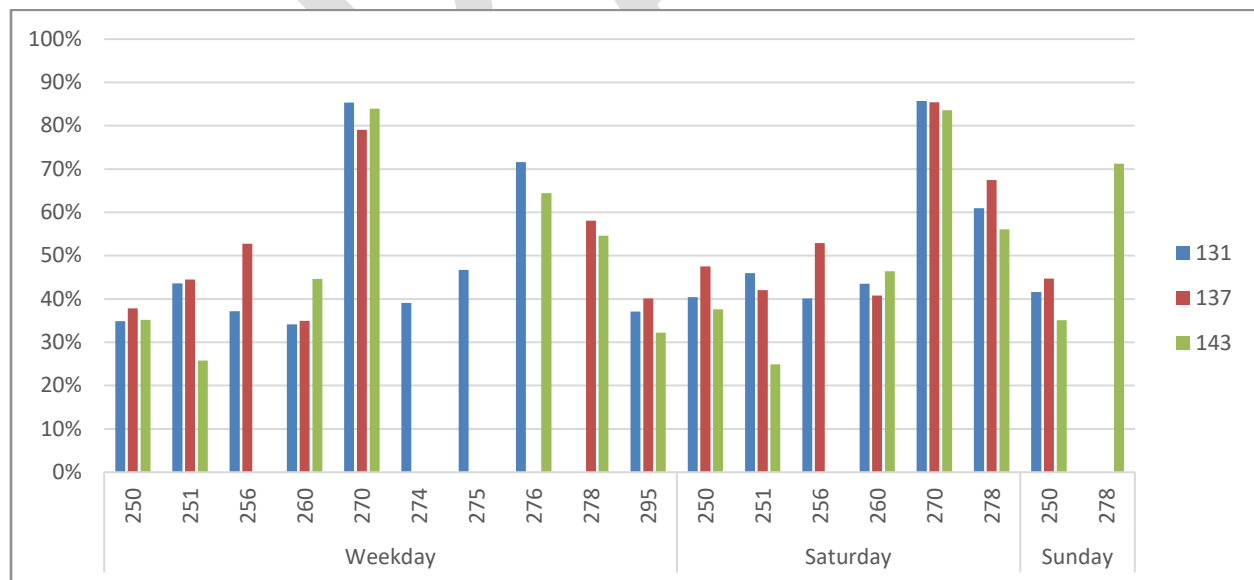


Ridership in Equity Priority Areas was consistent with May 2022 levels but was still below January 2020 levels (**Figure 24**). Routes 270, 276, and 278 are the only routes with more than 50 percent of their ridership coming from stops in Equity Priority Areas (**Figure 25**). Some of the ridership in Equity Priority Areas may have moved to dedicated school-oriented service.

**Figure 24 Mid County Ridership in Equity Priority Areas**



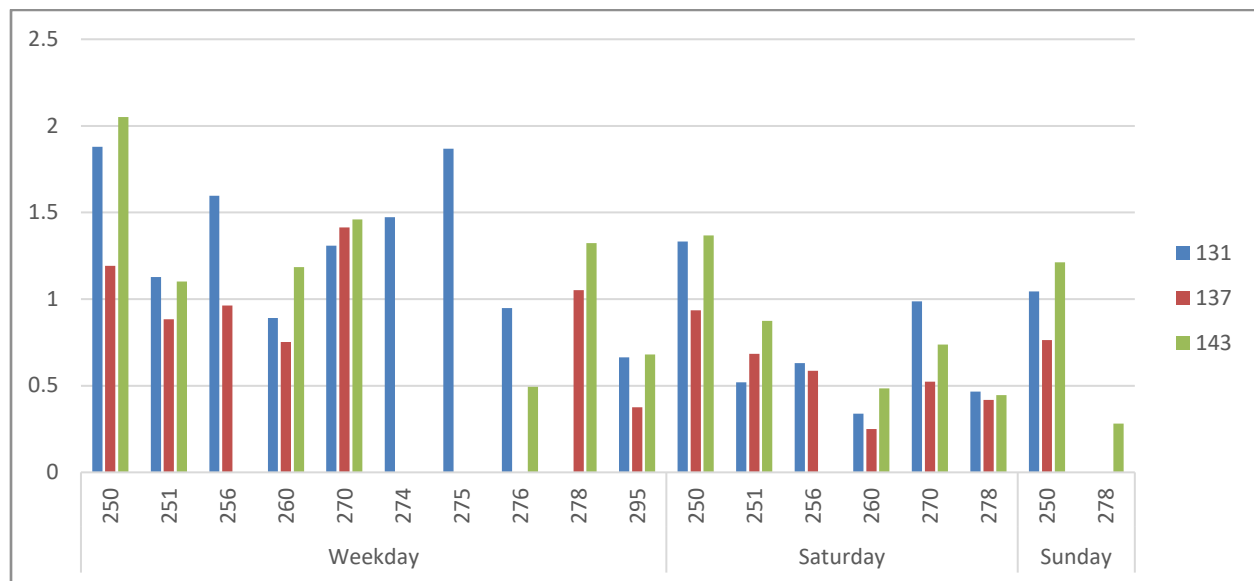
**Figure 25 Mid County Percent of Ridership at Equity Priority Area Stops**



### Performance and Productivity

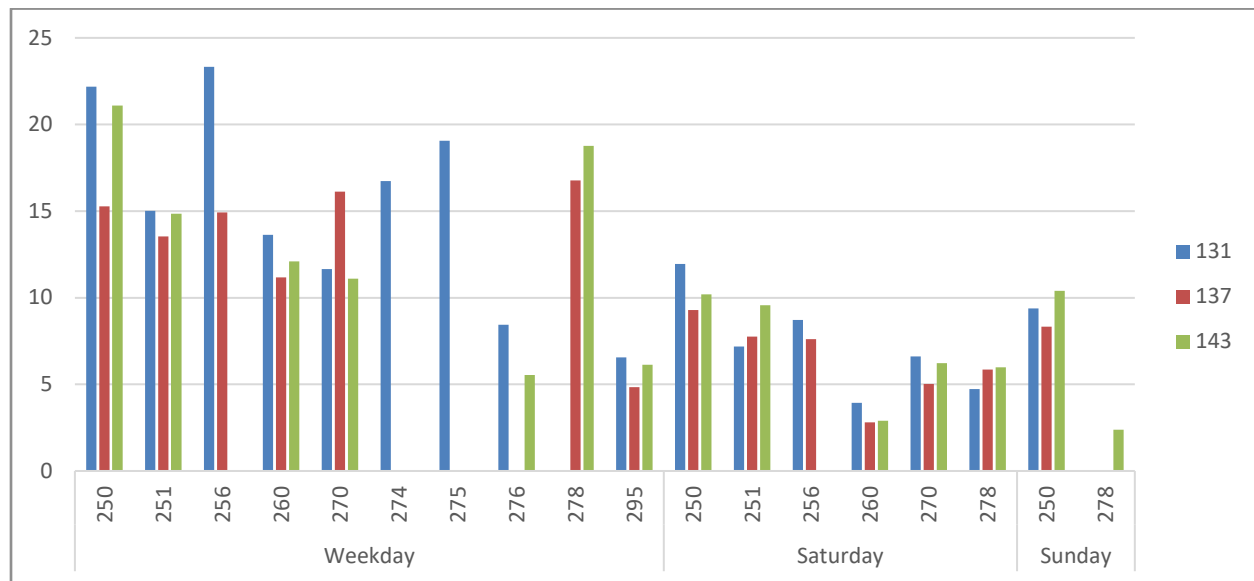
Weekday boardings per revenue mile ranged from around 0.5 (Route 276) to two (Route 250) on weekdays in Aug/Sep 2023 (**Figure 26**). Routes 276 and 295 were the only routes below one passenger per revenue mile. Weekend performance decreased compared to weekday but was still within the same range as weekday numbers with the exception of the new Sunday service on Route 278.

**Figure 26 Mid County Boardings per Revenue Mile**



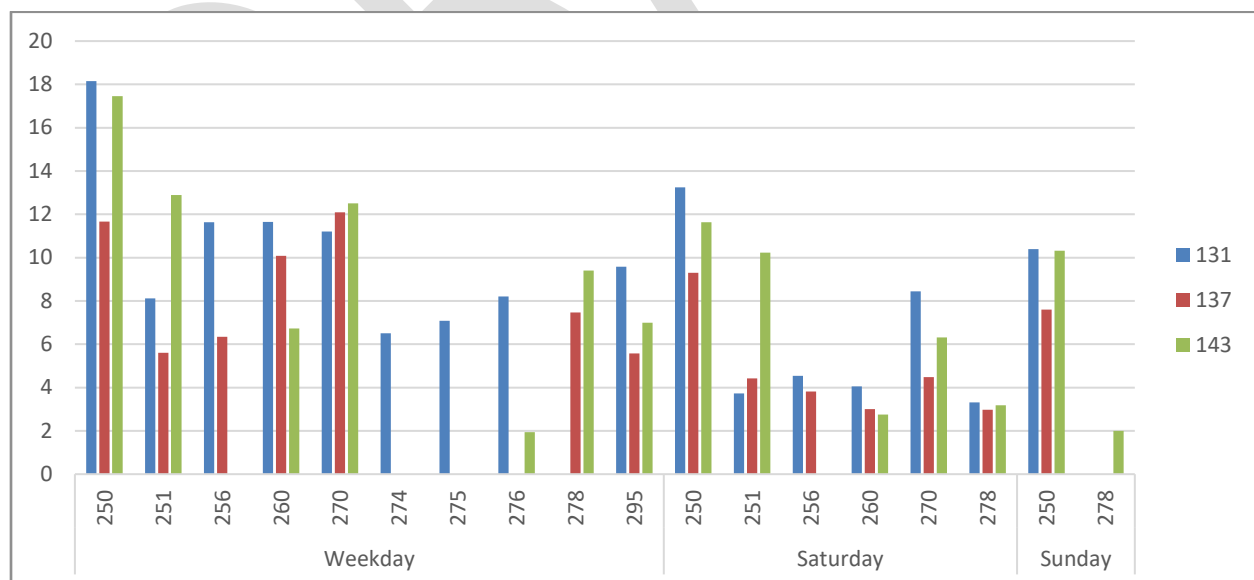
For boardings per revenue hour (**Figure 27**), Route 270 decreased in productivity on weekdays compared to May 2022, but this is most likely due to the reintroduction of Route 276, which may have pulled some ridership away from it. Route performance was fairly like pre-pandemic levels. Route 260 on weekends operates with very low boardings per revenue hour.

**Figure 27 Mid County Boardings per Revenue Hours**



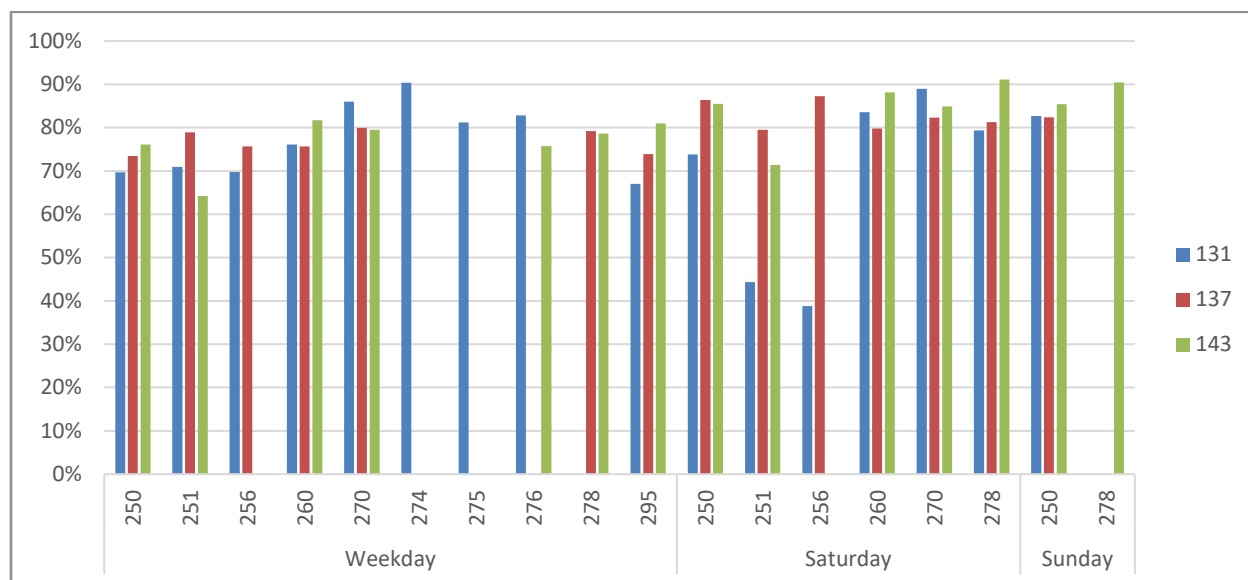
For boardings per trip (Figure 28) Routes 251, 270, and 278 increased their productivity on weekdays compared to May 2022. Routes 251 and 270 were more productive than January 2020. Route 250 nearly matched January 2020 levels in Aug/Sep 2023 on all service day types. Routes 260 and 276 were much less productive in Aug/Sep 2023 than May 2022 and January 2020. Route 276 was reintroduced in June 2023, so it is likely travelers in Mid County have yet to learn about the route.

**Figure 28 Mid County Boardings per Revenue Trip**



Mid County routes have struggled with OTP for all studied time periods (**Figure 29**). Sunday service was performing at the goal of 85 percent, but no other day type was operating at that level in Aug/Sep 2023.

**Figure 29 Mid County On-Time Performance**



## SOUTH COUNTY

South County routes serve the area south of Redwood City, Palo Alto, and East Palo Alto.

### Summary of Changes

South County had one route introduction (Route 296O), one service increase (Route 281), two service alignments (Routes 280 and 281), and one route's trips were reallocated (Route 296). The following summarizes the changes by routes:

- Route 280 was streamlined to only provide service between East Palo Alto and Palo Alto Caltrain.
- Route 281 service was increased to every 20-minutes every day and extended to the Stanford Oval.
- Route 296 late night trips were reclassified as 296 Owl (296O).
- Route 296 Owl was created and replaced late night Route 296 trips.

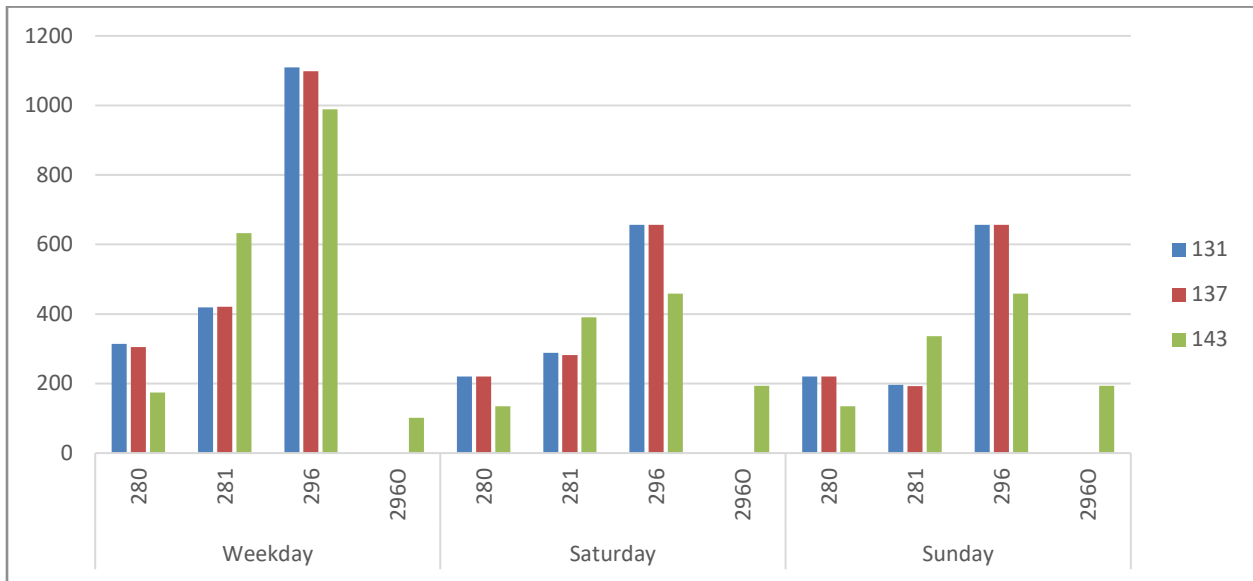
Additionally, the Ride Plus on-demand service was introduced in East Palo Alto and parts of Menlo Park.

### Service Stats

Overall, South County had 3.6 percent more revenue miles in Aug/Sep 2023 than May 2022 and 2.9 percent more revenue miles than January 2020 (**Figure 30**). Changes in revenue miles follows the summary of changes with the reduction in service and streamlined routing on Route 280 and increased service on Route 281.

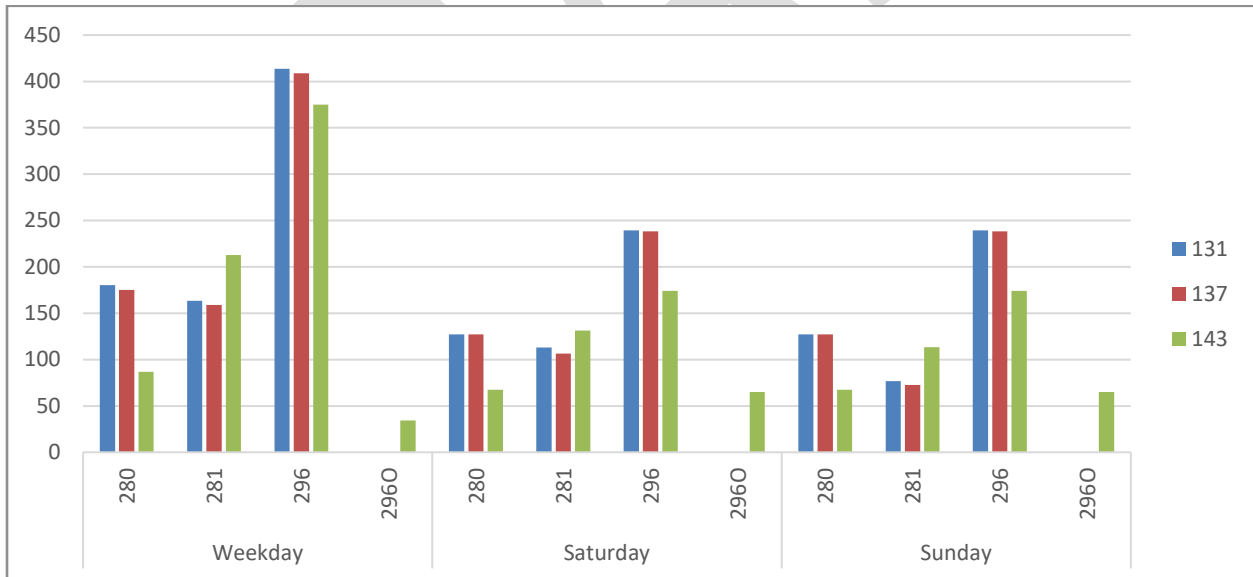


**Figure 30 South County Revenue Miles**



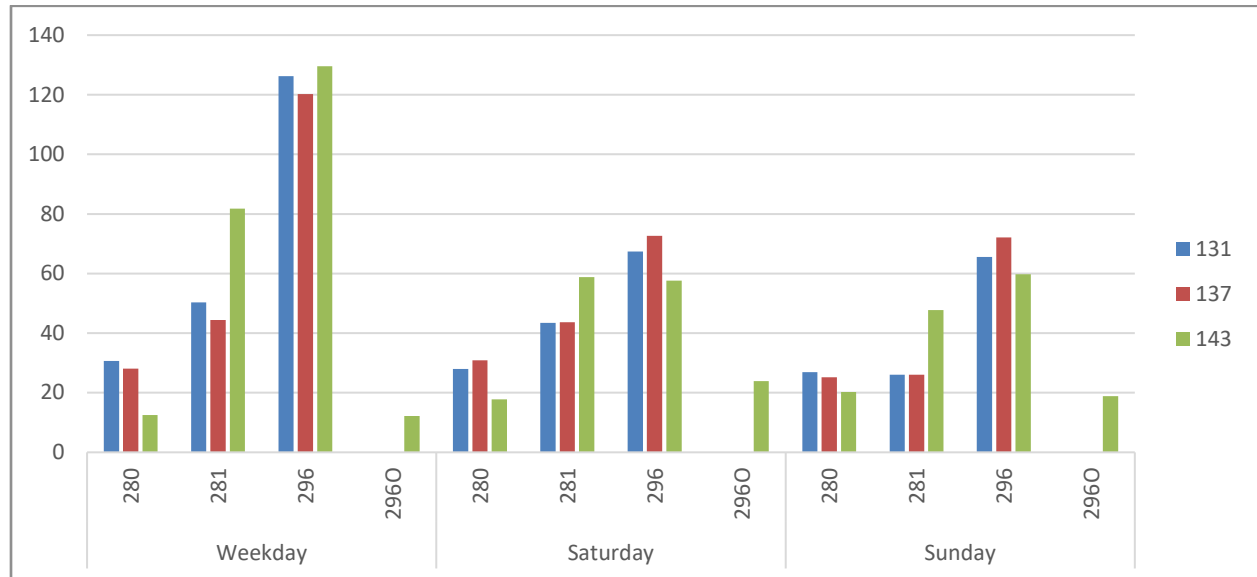
Equity Priority Area miles remained relatively constant except for the decrease in Route 280 due to changes in the alignment, which reduced the service in Equity Priority Areas (**Figure 31**). The slight decrease for Route 296 can be attributed to the introduced miles for Route 2960.

**Figure 31 South County Equity Priority Area Miles**



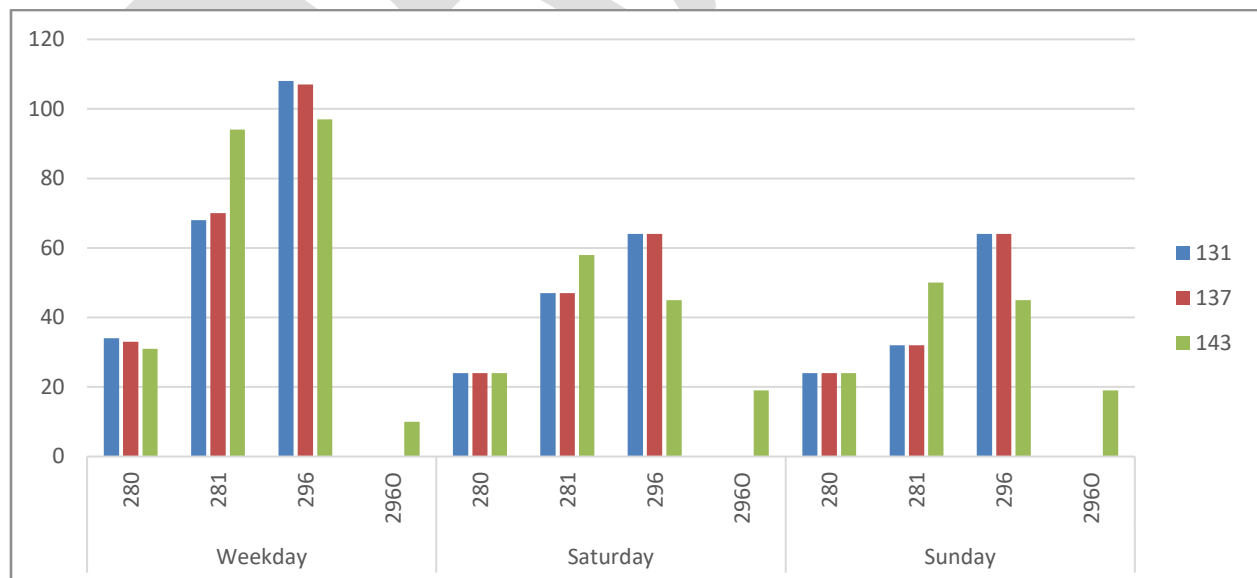
Overall, South County had 16.8 percent more revenue hours in Aug/Sep 2023 than May 2022 and 16.4 percent more revenue hours than January 2020 (**Figure 32**). Changes in revenue hours followed the summary of changes with the reduction in trips and streamlined routing on Route 280, increased service on Route 281, and transfer of Route 296 trips to Route 296O.

**Figure 32 South County Revenue Hours**



Overall, South County had 11.0 percent more revenue hours in Aug/Sep 2023 than May 2022 and January 2020 (**Figure 33**). Changes in revenue trips followed the summary of changes with the creation of Route 296O trips from Route 296 and increased service on Route 281.

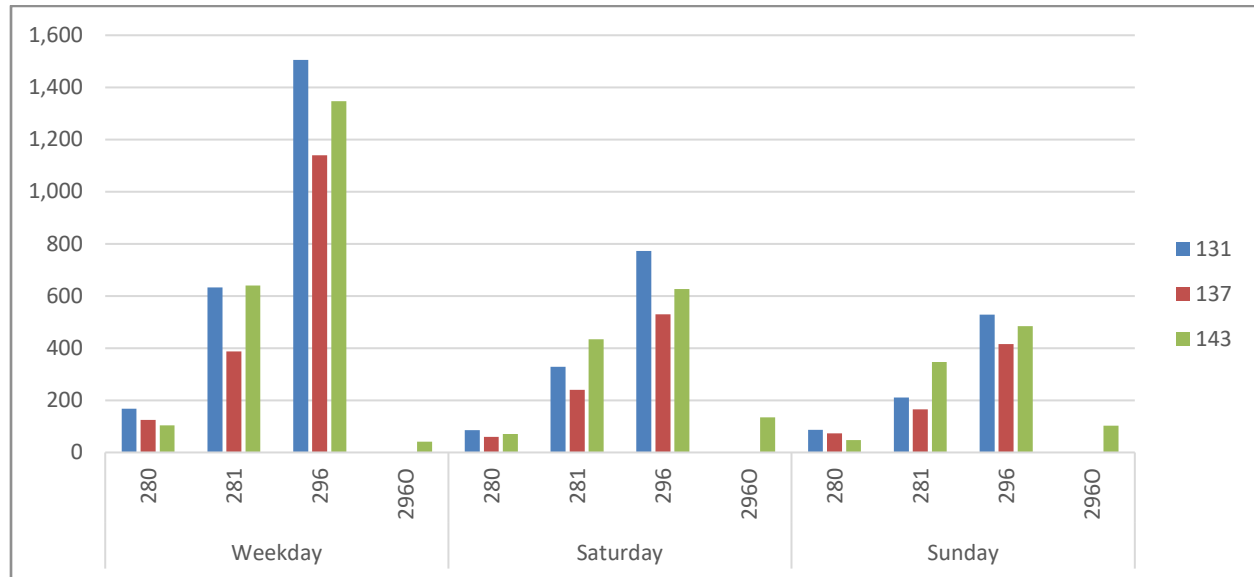
**Figure 33 South County Revenue Trips**



## Ridership

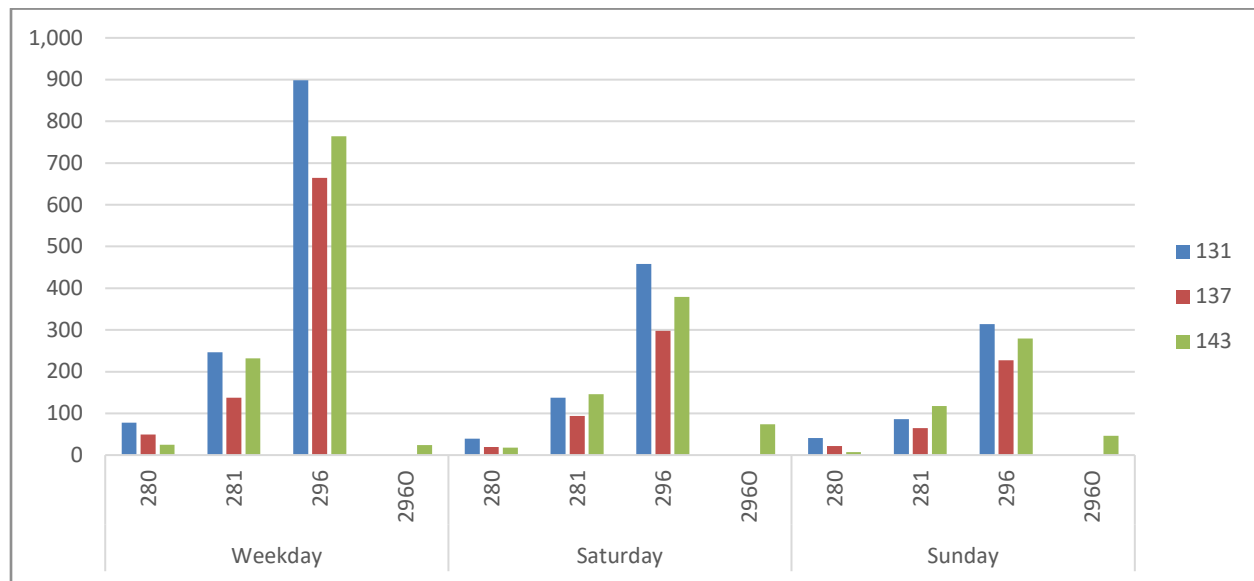
Ridership in South County increased 39.8 percent from Aug/Sep 2023 from May 2022 and 1.5 percent from January 2020<sup>4</sup> (**Figure 34**). Although Route 280 was greatly reduced, ridership is relatively the same compared to May 2022 and January 2020, indicating the productive parts of the route were retained. Routes 281 and 296 had ridership above the May 2022 numbers but still below January 2020 ridership levels. Equity Priority Area ridership follows similar patterns as total ridership across South County routes (**Figure 35**).

**Figure 34 South County Ridership**



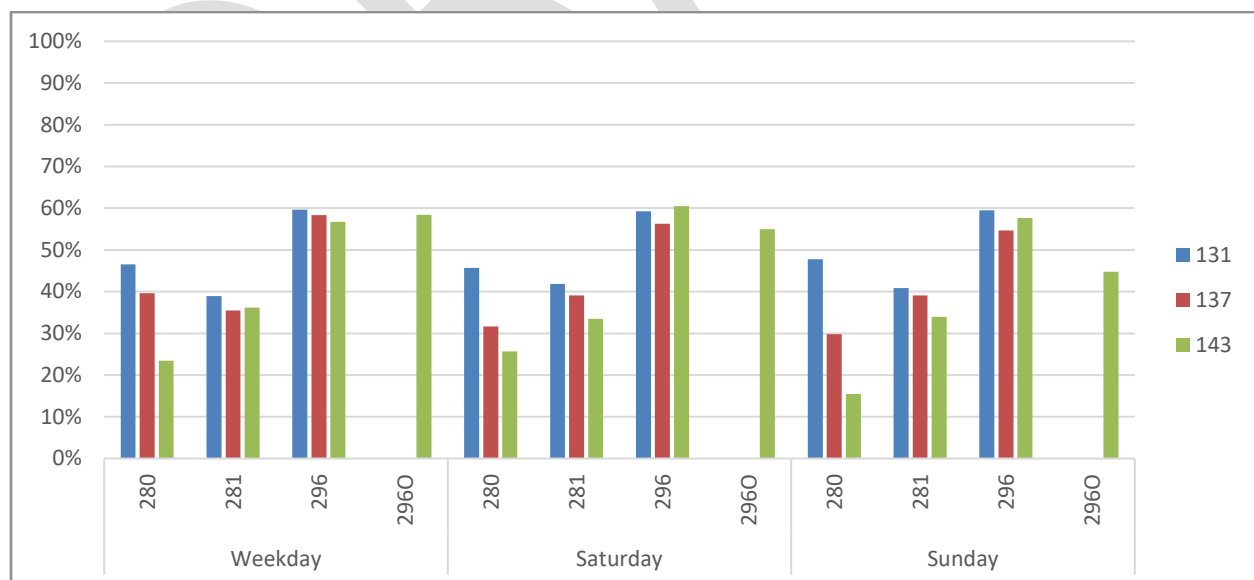
<sup>4</sup> Not including Ride Plus

**Figure 35 South County Ridership in Equity Priority Areas**



The percentage of ridership at Equity Priority Area stops decreased on Route 281, which may have been a result of increased ridership at non-Equity Priority Area stops due to the service extension to Stanford, which includes areas outside of San Mateo County (**Figure 36**). Route 280 had a large decrease in ridership at Equity Priority Area stops, possibly due to the streamlined routing, which took service out of East Palo Alto south of Highway 101. It is also possible both Routes 280 and 281 had a lower percentage of ridership at Equity Priority Area stops due to the introduction of Ride Plus over the same area.

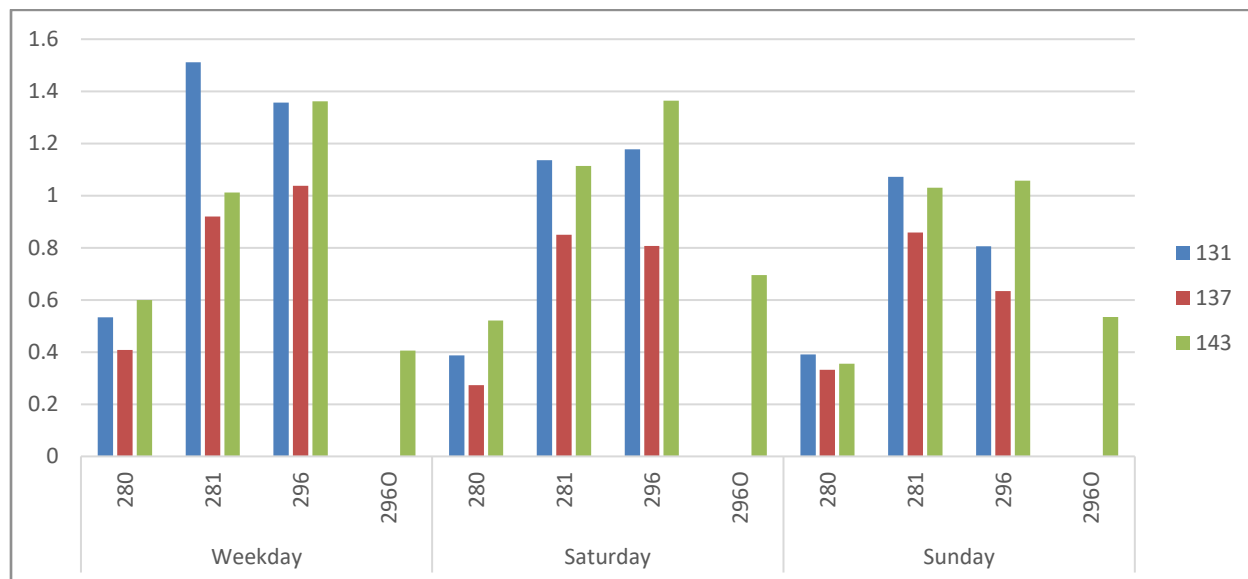
**Figure 36 South County Percent of Ridership at Equity Priority Area Stops**



### Performance and Productivity

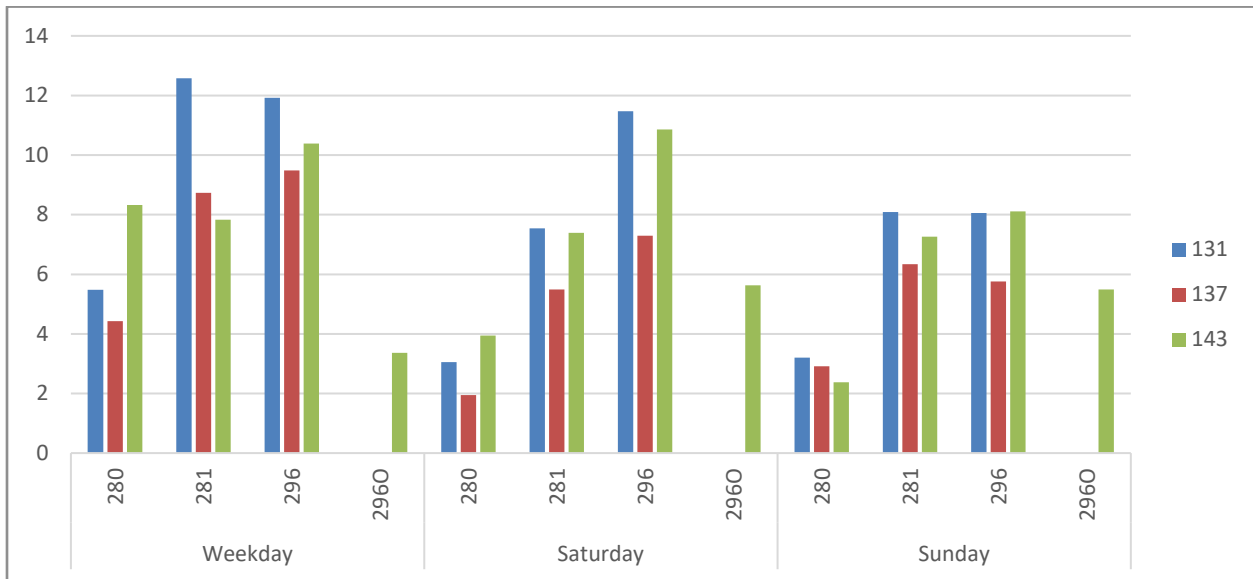
In Aug/Sep 2023, Routes 280 and 296 were meeting or exceeding their January 2020 boardings per revenue mile level (**Figure 37**). Route 281 exceeded May 2022 levels; however, it was well below the weekday boardings per revenue mile level of January 2020. Some of the decrease could be a result of competition from Ride Plus.

**Figure 37 South County Boardings per Revenue Mile**



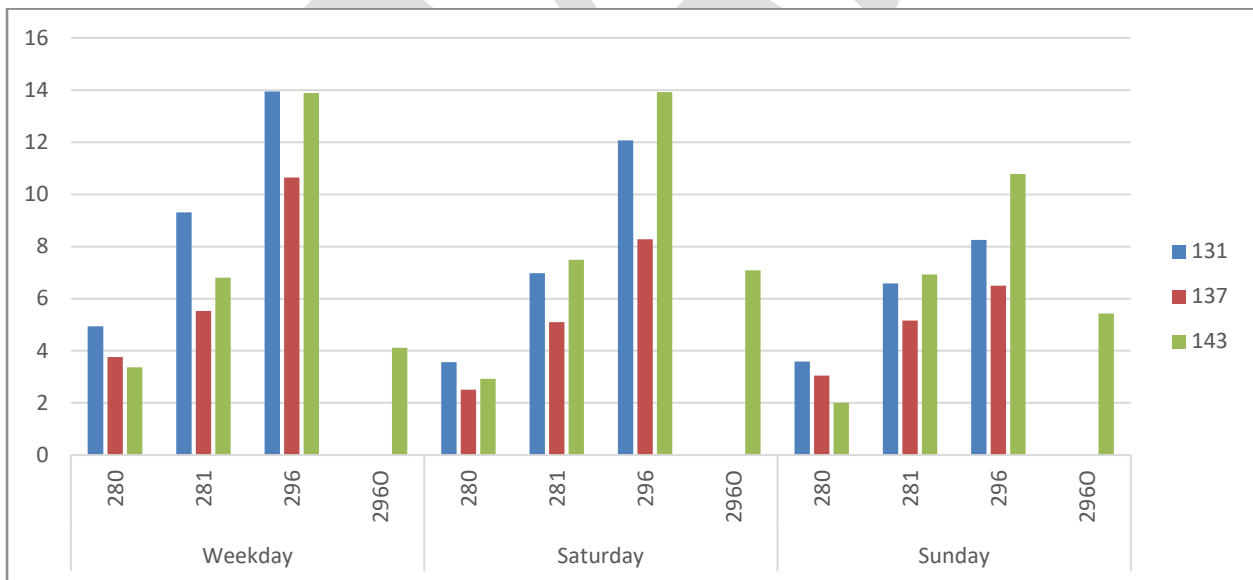
For boardings per revenue hour, both Routes 281 and 296 weekday service were operating below January 2020 (**Figure 38**). All routes on weekends were operating comparable to the three different analysis periods. Route 281 should be analyzed to identify any potential improvements to reduce revenue hours on weekdays.

**Figure 38 South County Boardings per Revenue Hour**



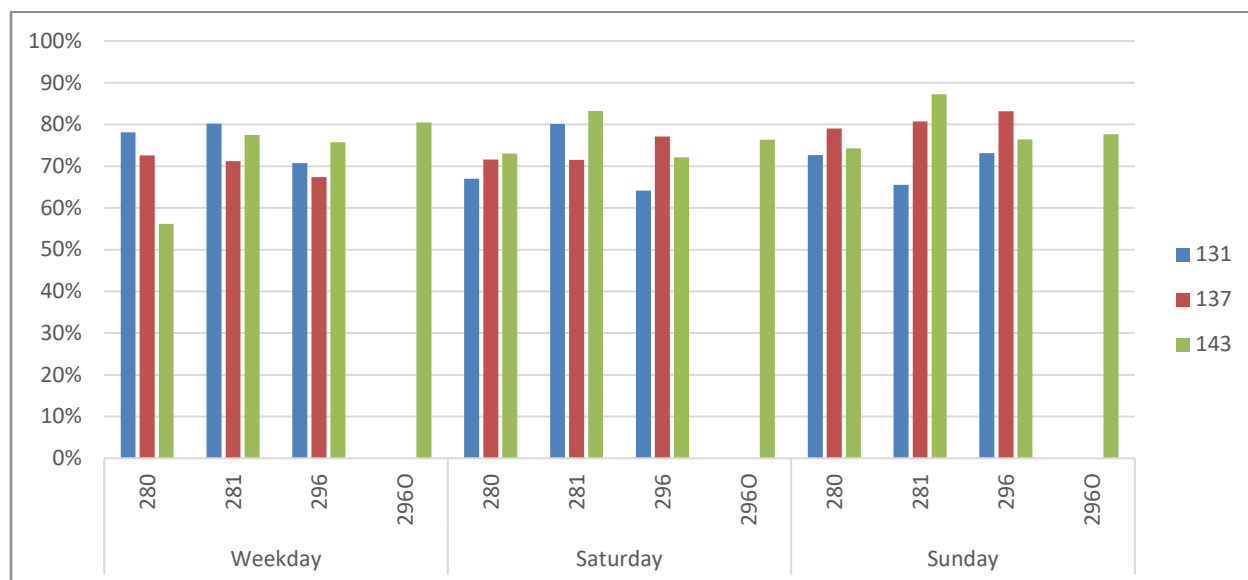
For boardings per trip, Routes 280 and 281 weekday service were operating below January 2020 (**Figure 39**). Route 296 matched January 2020 productivity. On weekends, Routes 281 and 296 were more productive than January 2020. Route 280 was the only route less productive.

**Figure 39 South County Boardings per Trip**



In all studied time periods, all South County routes struggled to meet the OTP goal of 85 percent except for route 281 on Sundays (**Figure 40**). Route 280 had the worst OTP operating with around 50 percent on weekdays in Aug/Sep 2023.

**Figure 40 South County On-Time Performance**



#### COASTSIDE

Coastside service includes the service along the Pacific coast in Daly City, Pacifica, and Half Moon Bay.

#### Summary of Changes

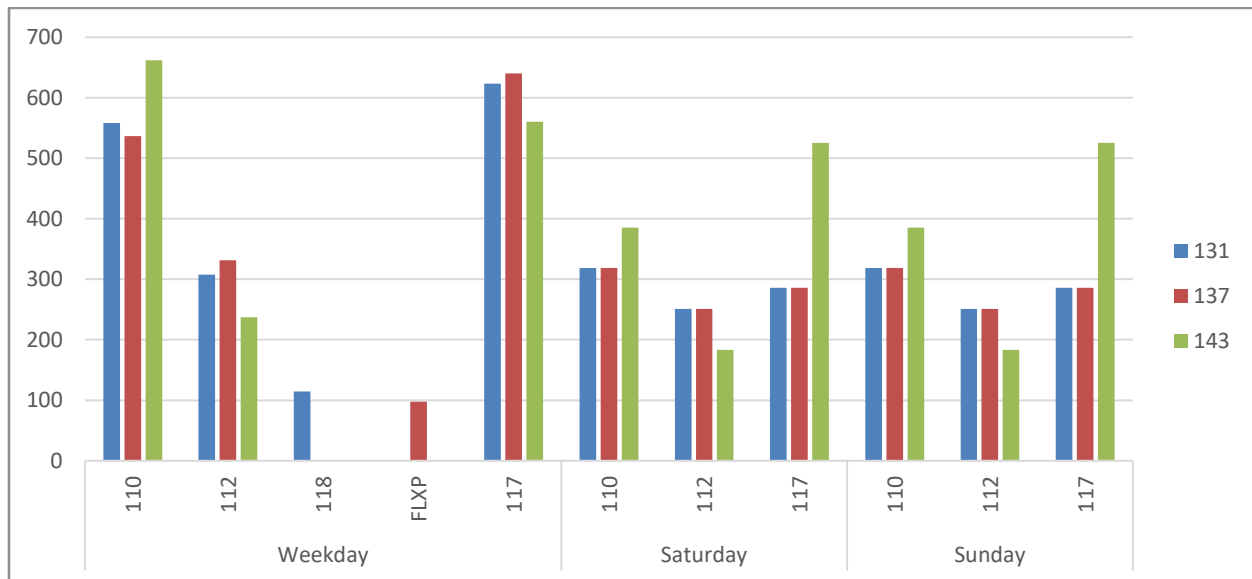
Coastside service had three route modifications (Routes 110, 112, and 117), one elimination (Flex Pacifica), and one increase in service (Route 117 weekends). The following summarizes the changes that occurred on the Coastside routes:

- Route 110 was streamlined with reduced deviations and extended to provide service in Linda Mar formerly provided by Flex Pacifica.
- Route 112 was reduced in alignment to end in Sharp Park to reduce duplication of service with route 110.
- Route 117 was streamlined with a reduction in multiple variations.
- Route Flex Pacifica was eliminated.
- Route 118 is still suspended and will be reintroduced in future phases of Reimagine implementation.

## Service Stats

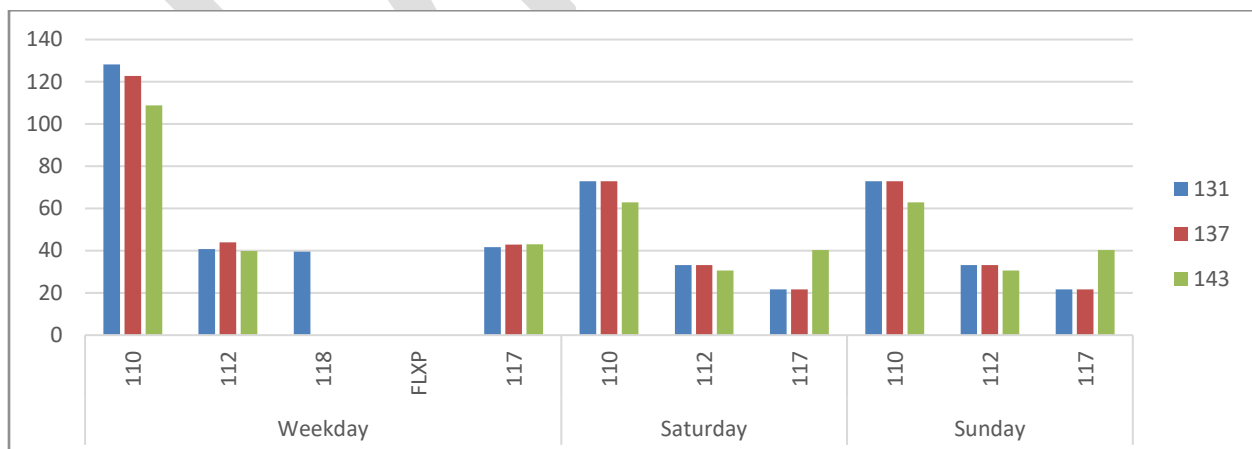
Revenue miles in the Coastsides increased 10.0 percent in Aug/Sep 2023 from May 2022 and 10 percent from January 2020. Revenue miles remained relatively constant on weekdays with the slight increase in Route 110 service and reduction of Routes 112 and 117 (**Figure 41**). Route 117's weekend increase was a result of increased service.

**Figure 41 Coastsides Revenue Miles**



Although Route 110 had a slight decrease in revenue miles in Equity Priority Areas due to the removal of some deviations, all other routes remained relatively constant except for the increase in weekend Route 117 Equity Priority Area revenue miles due to the increase in frequency (**Figure 42**). Route 112 was greatly reduced in alignment, but the changes made preserved service in Equity Priority Areas.

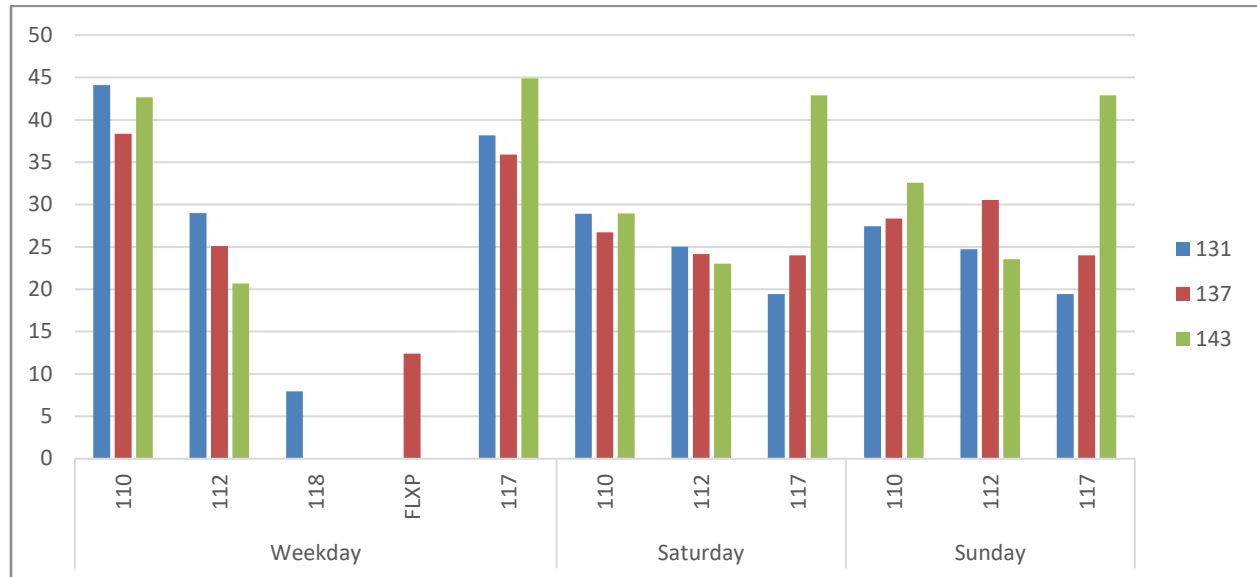
**Figure 42 Coastsides Equity Priority Area Miles**





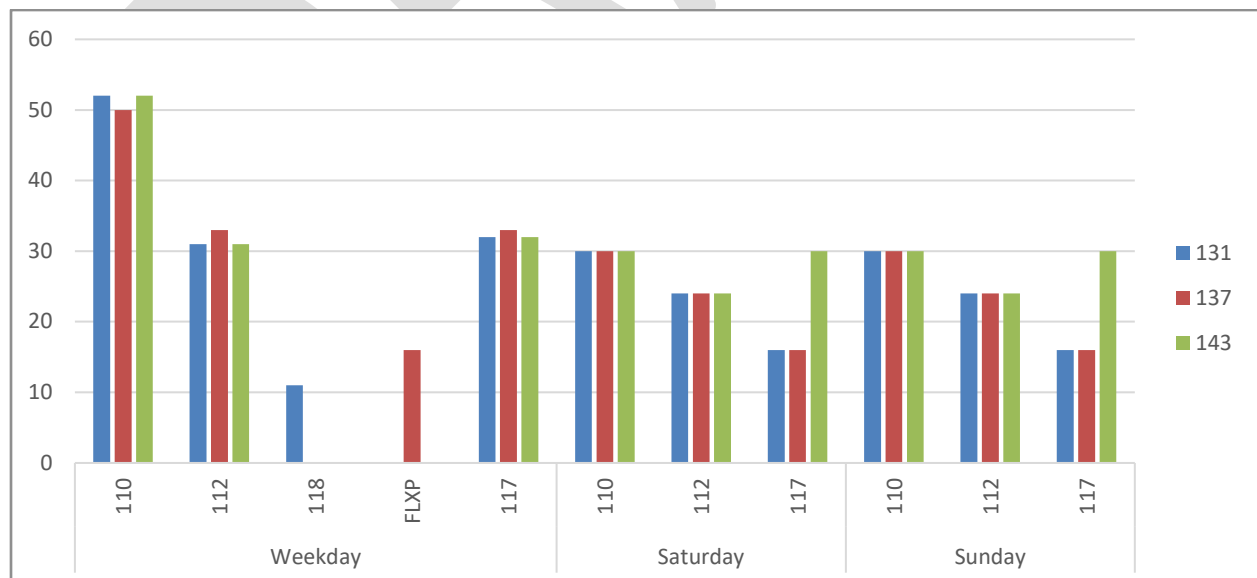
Revenue hours in the Coastside increased 12.1 percent in Aug/Sep 2023 from May 2022 and 14.3 percent from January 2020. Route 117 saw increases in revenue hours on all day types, and Route 112 saw a decrease in revenue hours consistent with the service reduction. Route 110 remained constant on all day types (**Figure 43**).

*Figure 43 Coastside Revenue Hours*



Trips in the Coastside increased 4.0 percent in Aug/Sep 2023 from May 2022 and 6.4 percent from January 2020. Route 117 saw the largest increase due to increased weekend service (**Figure 44**).

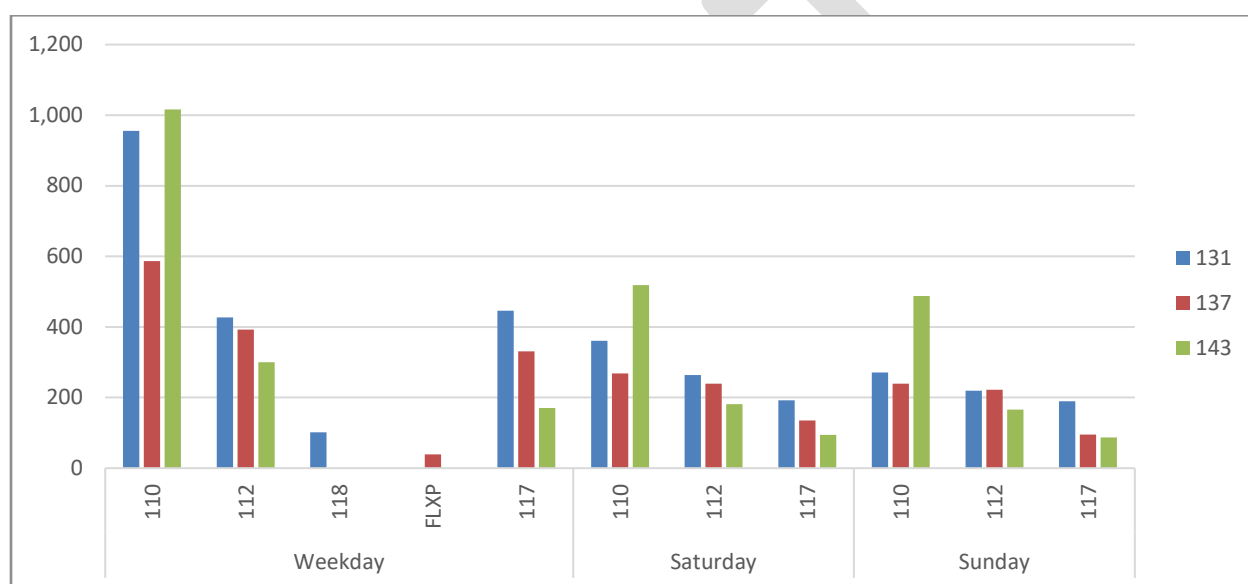
*Figure 44 Coastside Revenue Trips*



## Ridership

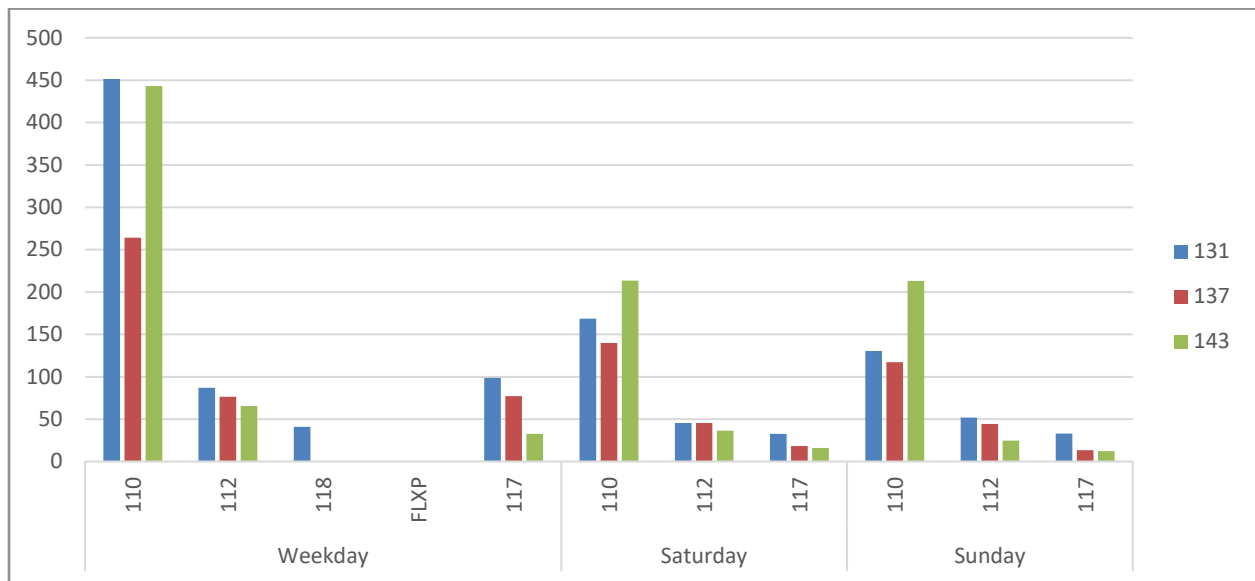
Ridership in the Coastsides increased 18.6 percent in Aug/Sep 2023 from May 2022 and decreased 11.8 percent from January 2020. Routes 112 and 117 saw ridership decreases while route 110 saw a slight increase compared to January 2020 (**Figure 45**). The increase in Route 110 can be attributed to additional riders formerly using Flex Pacifica on weekdays and new riders in Linda Mar on the weekends. Route 112 saw a decrease in ridership which is consistent with the decrease in service. Route 117 has greatly decreased in ridership levels, potentially attributed to the introduction of Ride Plus. Route 117 may be impacted by changes made to routes 112 and 294 that require added transfers to reach destinations that customers used to be able to access with just one transfer. Customers on Route 112 need to transfer to Route 110 now to access Linda Mar Park & Ride, and students going to College of San Mateo need to transfer from Route 117 to Route 294, and then Route 250 to reach the college.

**Figure 45 Coastsides Ridership**



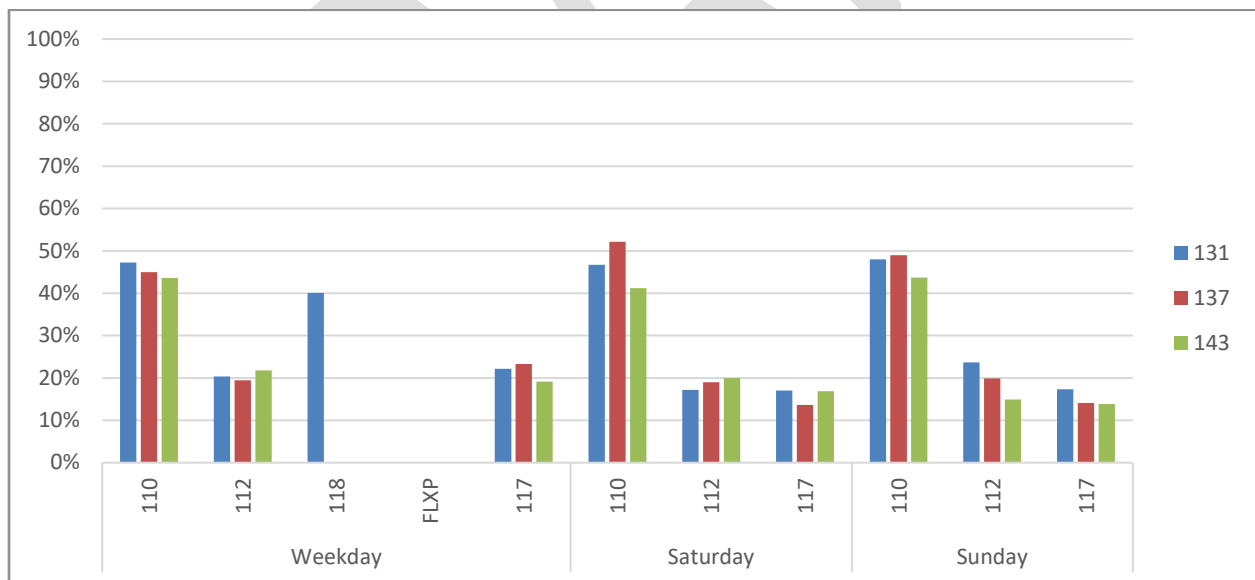
In Aug/Sep 2023, Routes 110 and 112 had comparable ridership at Equity Priority Area stops to January 2020 (**Figure 46**). Route 117 was attracting much less ridership in Equity Priority Areas in Aug/Sep 2023 compared to January 2020. This is concerning, especially with the increase in weekend service on Route 117.

**Figure 46 Coastside Ridership in Equity Priority Areas**



Ridership on Coastside service is low in Equity Priority Areas with no route having more than 50 percent of ridership at Equity Priority Area stops, but that is consistent over all three analysis periods (**Figure 47**).

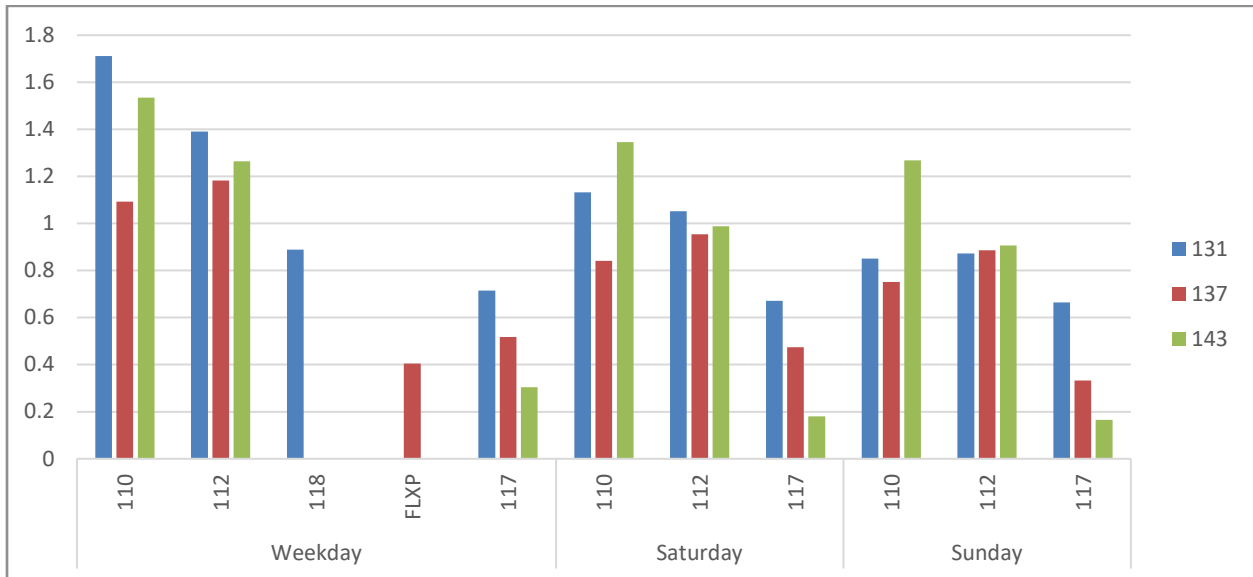
**Figure 47 Coastside Percent of Ridership at EPA Stops**



### Performance and Productivity

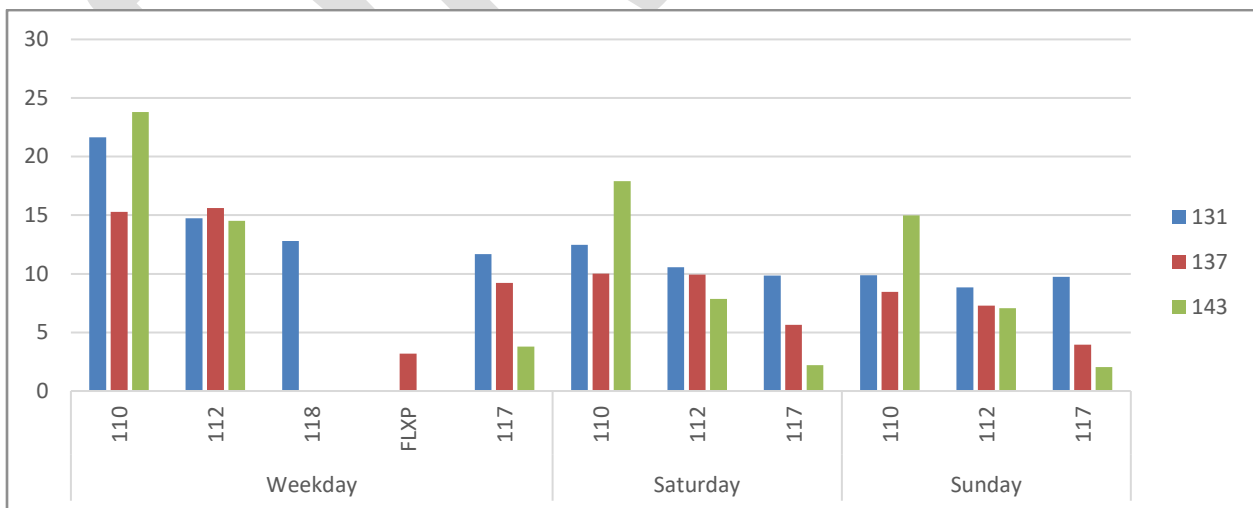
For boardings per revenue mile, Route 117 was operating well below January 2020 and May 2022 performance levels in Aug/Sep 2023 (**Figure 48**). Routes 110 and 112 on weekdays were below January 2020 levels but greater than May 2022 performance levels. Both routes have seen increased performance on weekends, exceeding January 2020 levels.

**Figure 48 Coastside Boardings per Revenue Mile**



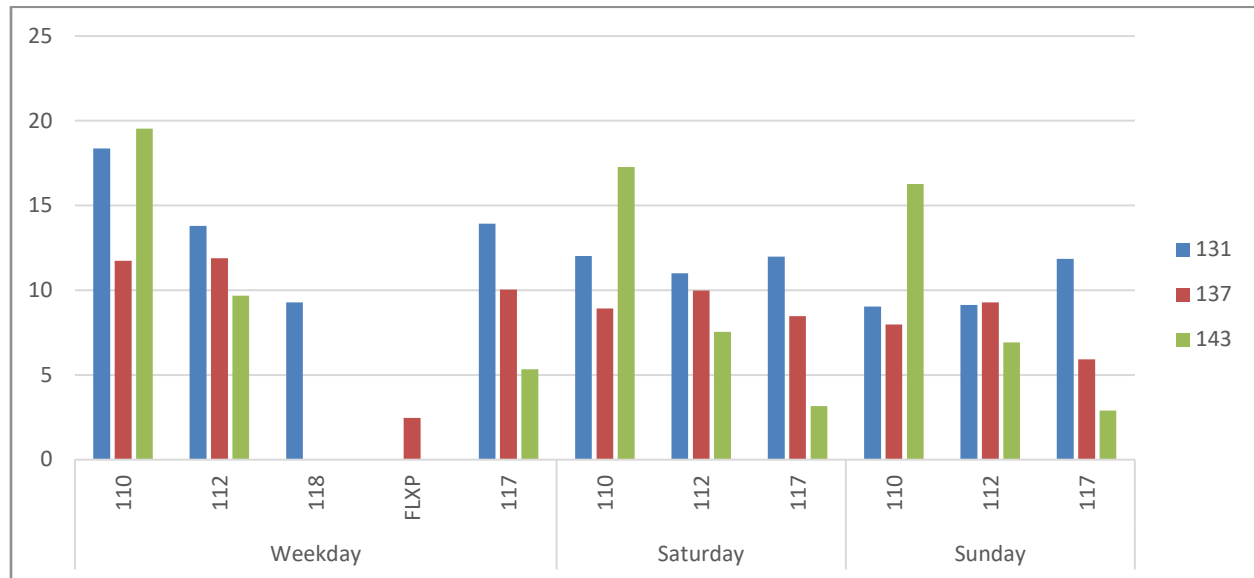
Route 117 was operating well below January 2020 and May 2022 performance levels for boardings per revenue hour (**Figure 49**). Route 110 exceeded January 2020 levels. Route 112 was matching January 2020 levels on weekdays but lower on weekends.

**Figure 49 Coastside Boardings per Revenue Hours**



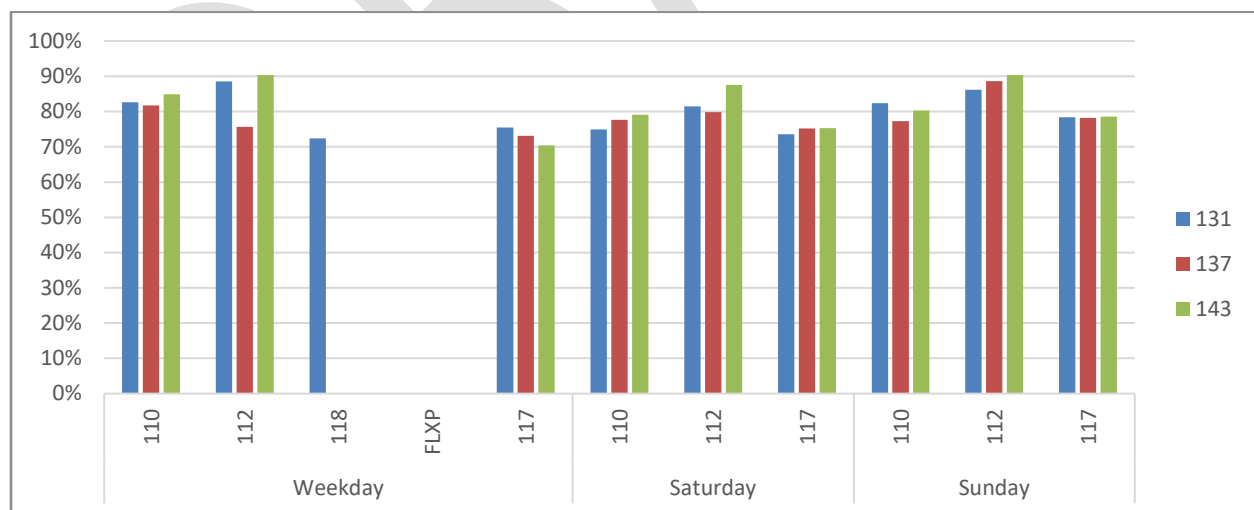
For boardings per trip, Route 117 was operating well below January 2020 and May 2022 performance levels (**Figure 50**). Route 110 exceeded January 2020 levels for all service day types. Route 112 was slightly below May 2022 and January 2020 levels.

**Figure 50 Coastside Boardings per Revenue Trips**



For on-time performance, Route 112 was reaching the goal of 85 percent in January 2020 and Aug/Sep 2023 (**Figure 51**). Route 110 was close to reaching the goal on all day types. Route 117 was operating below 80 percent; however, changes were made in November 2023 that have improved OTP.

**Figure 51 Coastside On-Time Performance**



## MULTI-CITY

Multi-City routes cover large distances and travel in more than one of the geographic areas.

### Summary of Changes

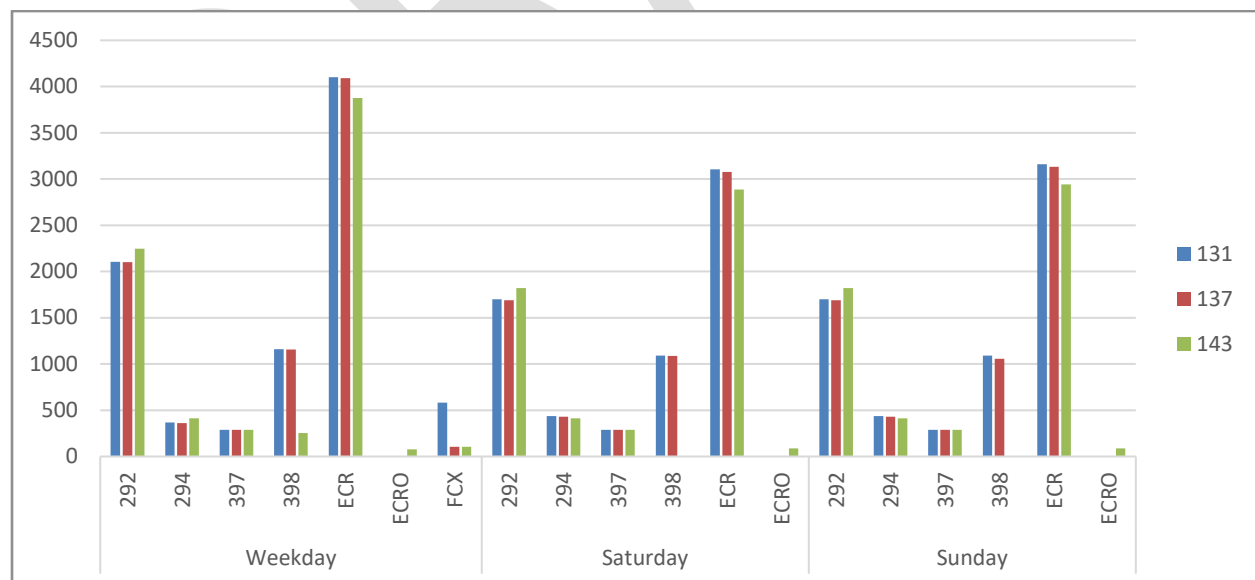
Multi-City service had three route modifications (Routes 292, 294, ECR), one introduction (Route ECRO), and two decreases in service (Routes FCX and 398). The following summarizes the changes that occurred on Multi-City routes:

- Route ECR was streamlined in North County and no longer goes north of John Daly Blvd. Late night trips were transferred to the new Route ECRO.
- Route 292 was extended to Millbrae BART and replaces Route SFO.
- Route 294 was streamlined to no longer serve College of San Mateo or San Mateo Medical Center.
- Route 398 was reduced to four round trips per day.
- Route FCX was reduced to only operate peak period direction trips and continues to operate a reduced service introduced during the pandemic.
- Route ECRO was created and operates the former late night ECR trips to SFO.

### Service Stats

Revenue miles decreased 14.0 percent in Aug/Sep 2023 from May 2022 and 16.5 percent from January 2020. This was due to the reduction of Route 398 FCX (**Figure 52**). Route FCX revenue miles will increase as service is added back in future phases but will not reach pre-pandemic levels due to the removal of bi-directional service.

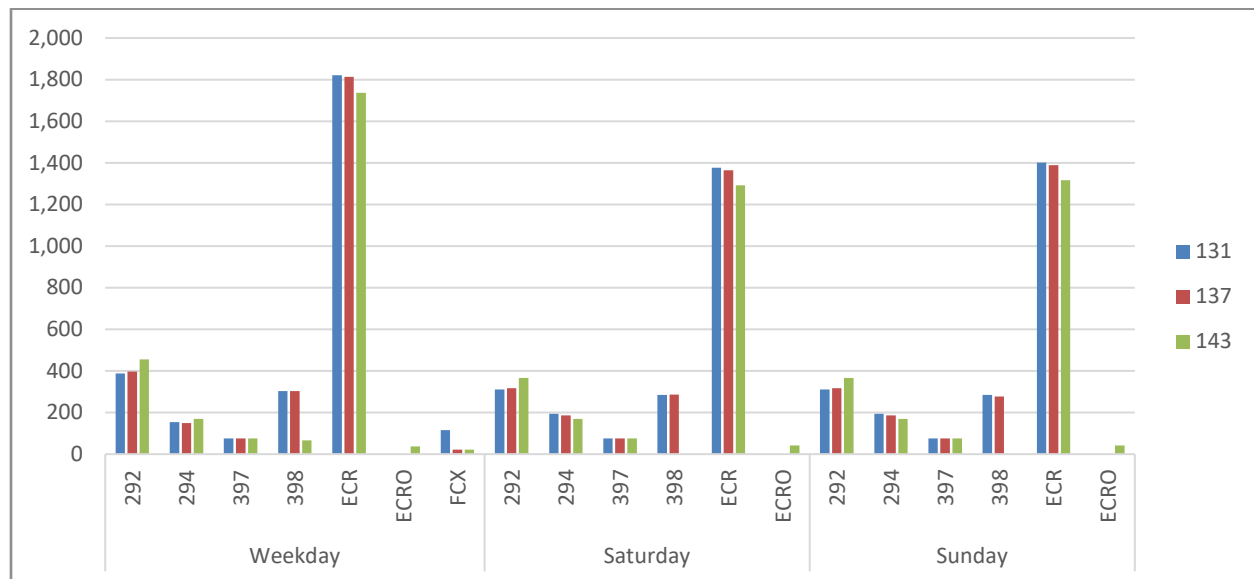
**Figure 52 Multi City Revenue Miles**



Revenue miles in Equity Priority Areas remained relatively constant on all services except for Route 398 and FCX across the study periods (**Figure 53**). Route FCX revenue miles will increase as

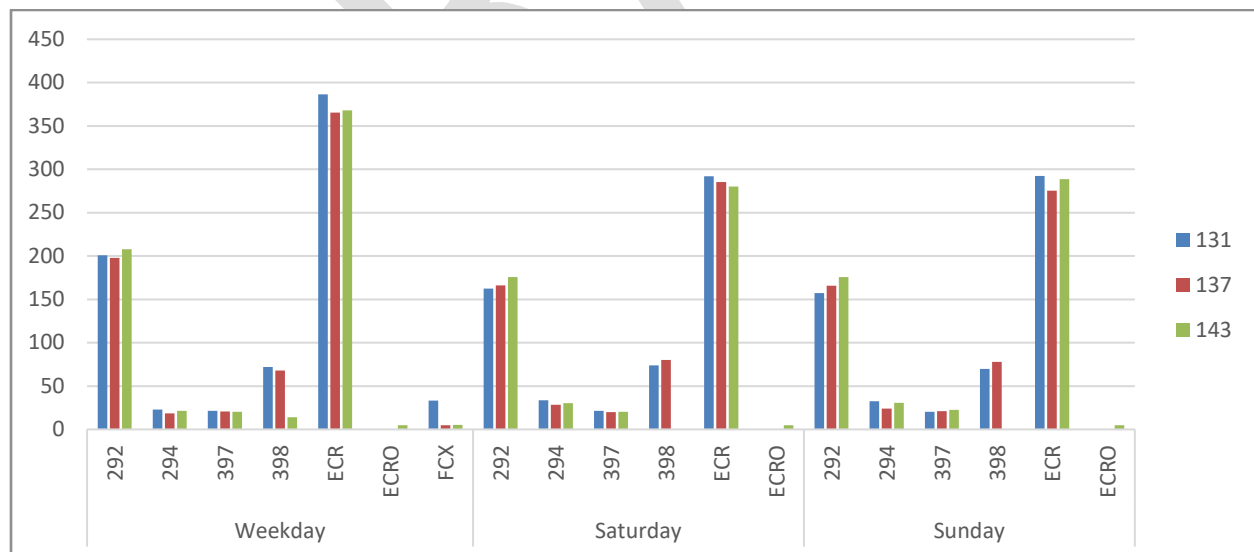
service is added back in future phases. Route 292 saw a slight increase with the addition of Millbrae BART, and Route ECR saw a slight decrease with the removal of portions in Daly City.

**Figure 53 Multi-City Equity Priority Area Miles**



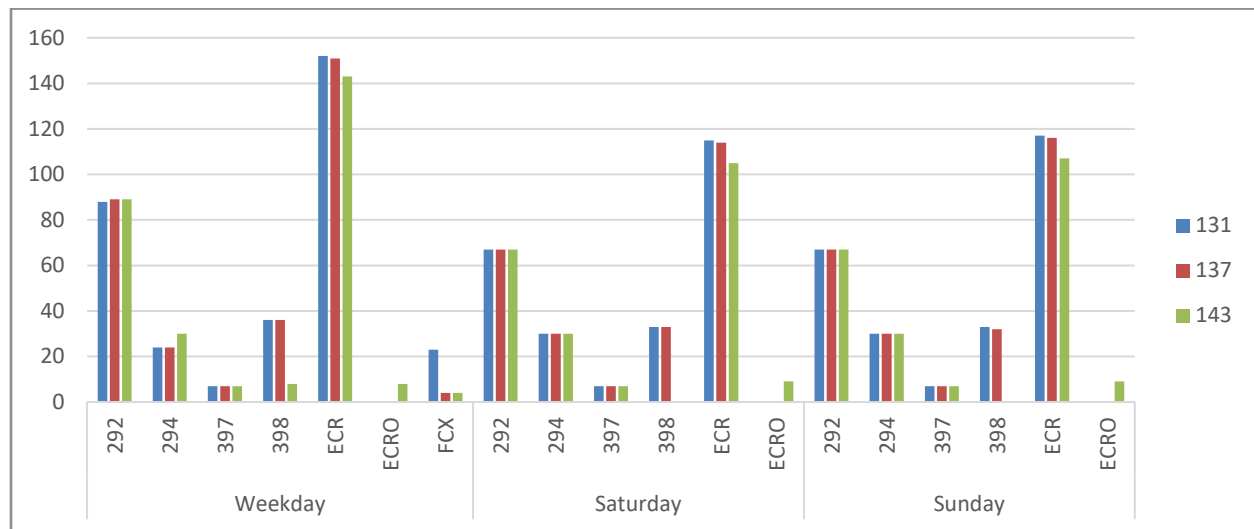
Revenue hours decreased 7.9 percent in Aug/Sep 2023 from May 2022 and 11.4 percent from January 2020. Again, this was due to the reduction of Routes 398 and FCX. Route FCX revenue hours will increase as service is added back in future phases. All other routes remained stable across the three study periods (**Figure 54**).

**Figure 54 Multi-City Revenue Hours**



Trips decreased 10.7 percent in Aug/Sep 2023 from May 2022 and 13.0 percent from January 2020. Trips remained relatively constant on all services except for routes 398 and FCX (**Figure 55**). Route FCX revenue trips will increase as service is added back in future phases.

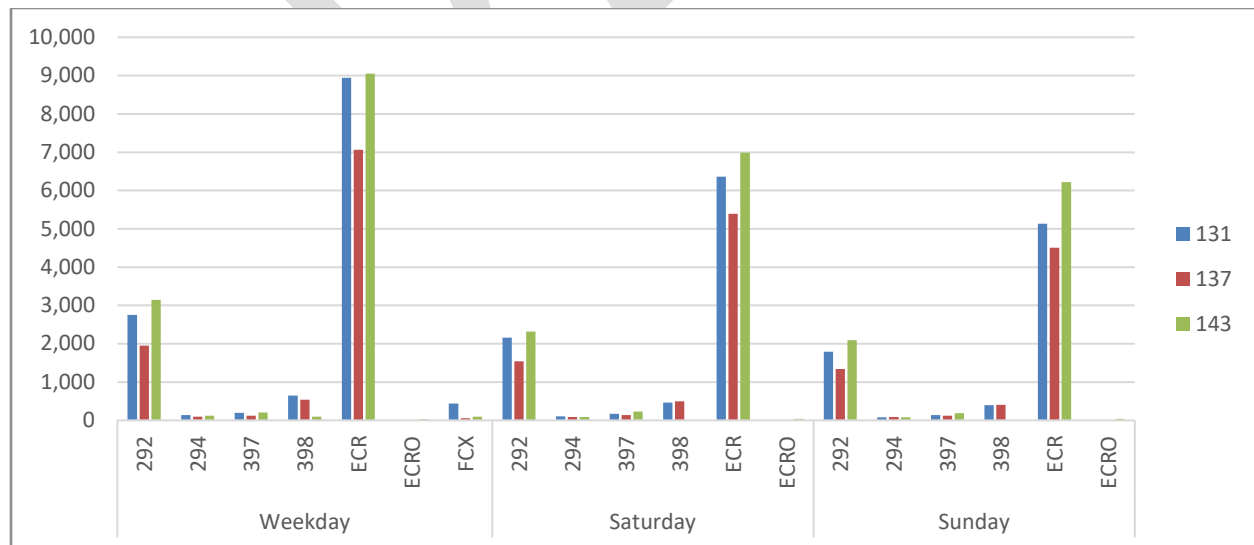
**Figure 55 Multi-City Revenue Trips**



### Ridership

Ridership increased 29.6 percent in Aug/Sep 2023 from May 2022 and 3.7 percent from January 2020. Routes 292, 397, and ECR were exceeding their pre-pandemic ridership levels in Aug/Sep 2023 (**Figure 56**). Route 294 ridership was below January 2020 levels; however, this may be a result in the decrease in areas served along the route. Route FCX was operating below January 2020 ridership levels with nearly 350 fewer people per day.

**Figure 56 Multi-City Route Ridership**

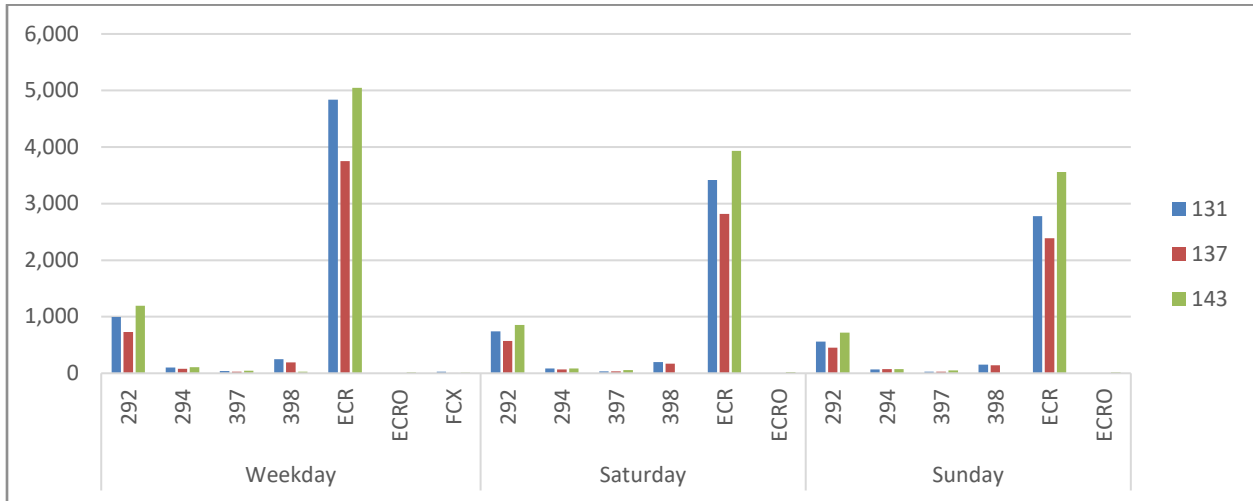


Routes 292, 397, and ECR increased in ridership and percentage of boardings at Equity Priority Area stops between Aug/Sep 2023 and January 2020, showing a positive improvement in service delivered to Equity Priority Areas (**Figure 57** and **Figure 58**). Route 294 also saw more ridership at Equity Priority Area stops than previously provided in January 2020 and May 2022.

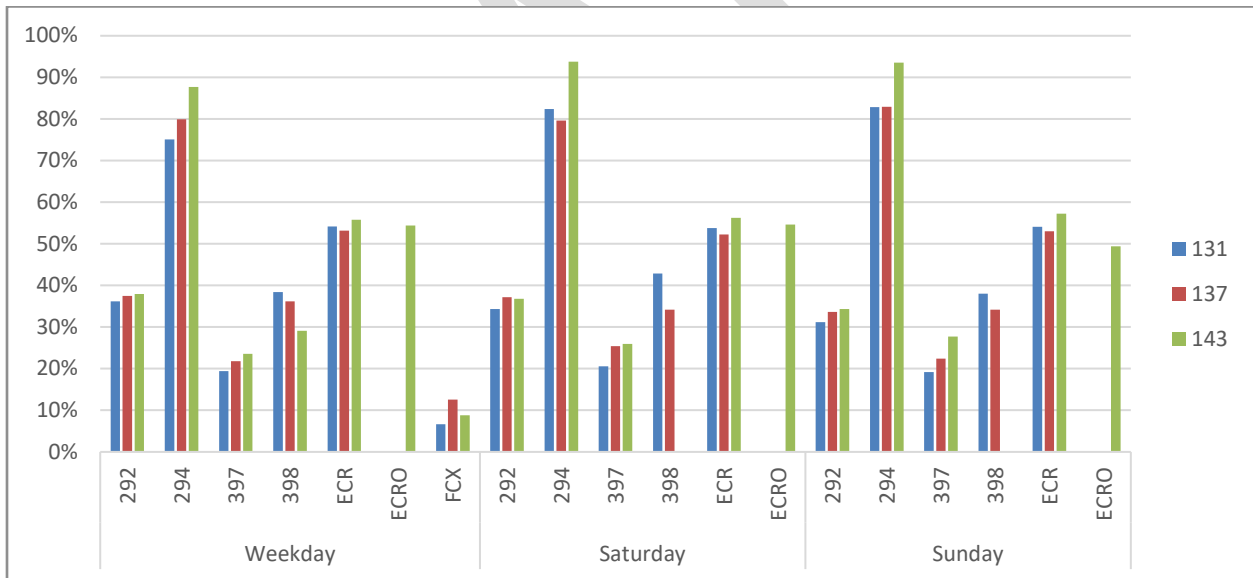


Only Routes 398 and FCX did not grow in the percentage of ridership at Equity Priority Area stops.

**Figure 57 Multi City Ridership in Equity Priority Areas**



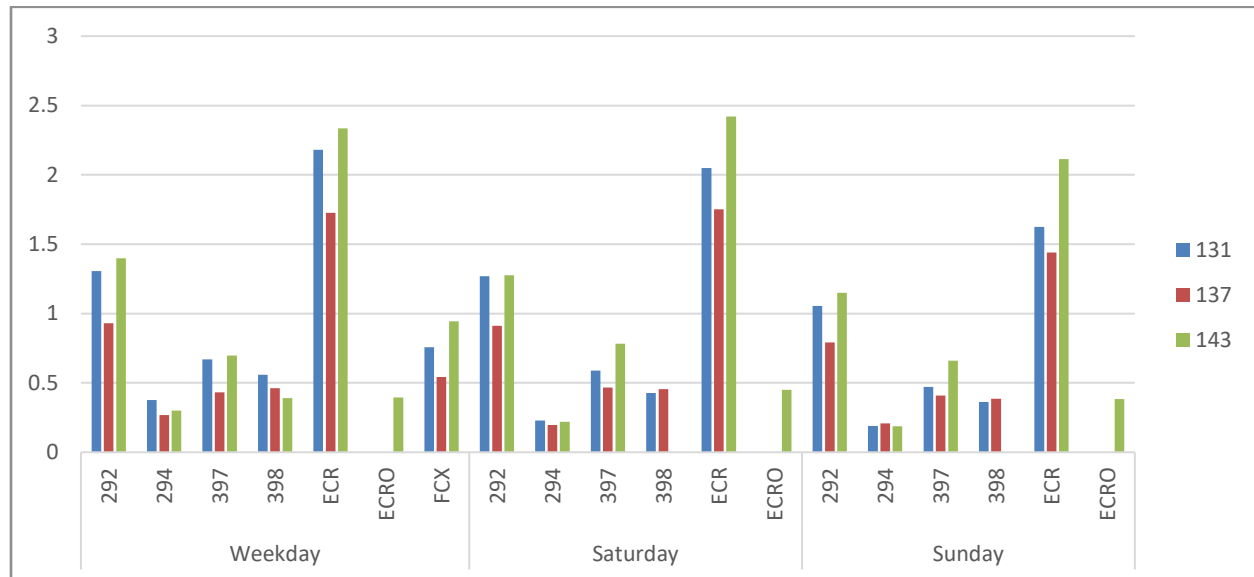
**Figure 58 Multi City Percent of Ridership at Equity Priority Area Stops**



## Performance and Productivity

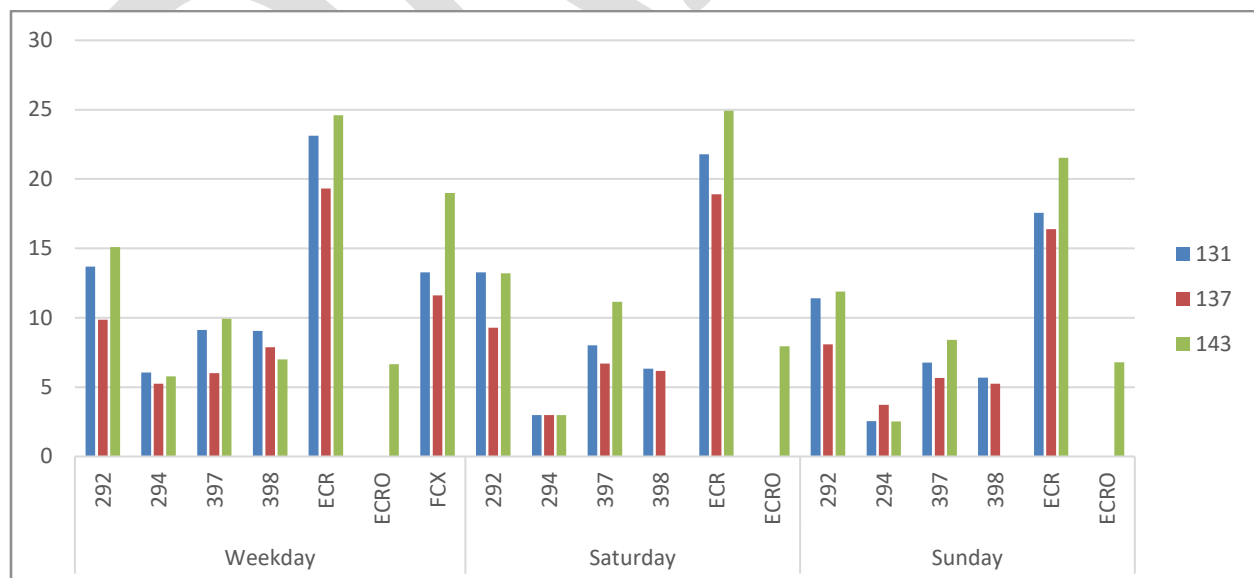
Routes 292, 397, FCX, and ECR were performing above pre-pandemic levels for boardings per revenue mile (**Figure 59**). Route 294 was operating below January 2020 boardings per revenue mile levels.

**Figure 59 Multi-City Boardings per Revenue Mile**



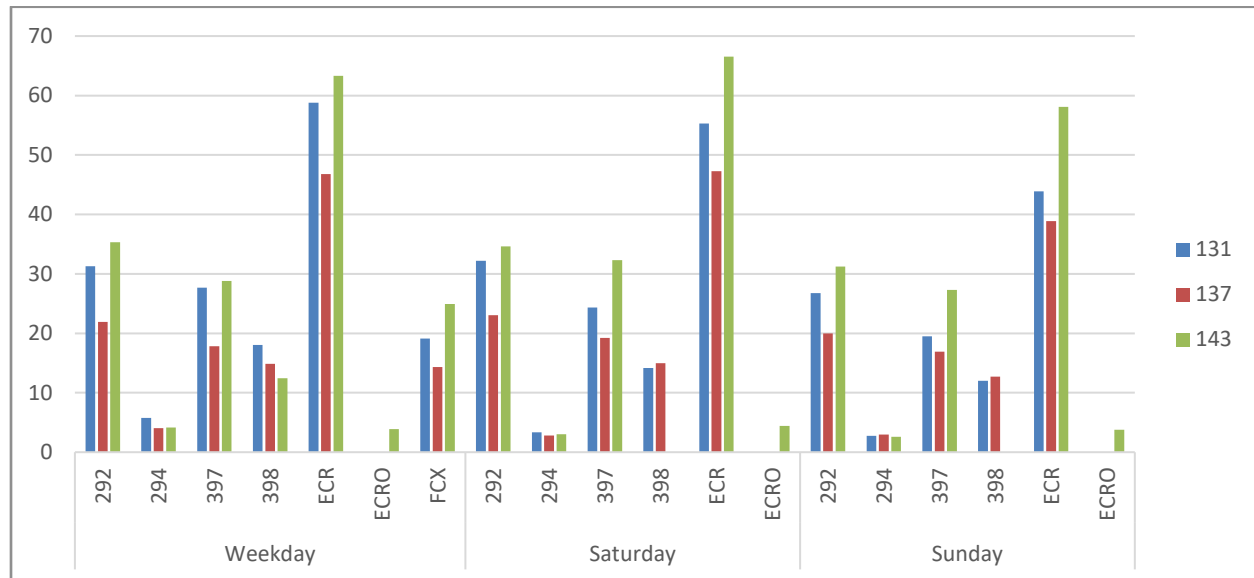
Boardings per revenue hour followed boardings per revenue mile trends with Routes 292, 397, FCX, and ECR performing above pre-pandemic levels (**Figure 60**). Route 294 was operating below January 2020 levels in Aug/Sep 2023.

**Figure 60 Multi-City Boardings per Revenue Hours**



Boardings per trip followed boardings per revenue mile and hour trends with Routes 292, 397, FCX, and ECR performing above pre-pandemic levels (**Figure 61**). Route 294 was operating below January 2020 boardings per revenue mile levels.

**Figure 61 Multi-City Boardings per Trips**



For on-time performance, Multi-City routes were operating well below the 85 percent service standards, except for Route 294 on weekdays and Route 292 on Sundays. Route 292 weekdays had a very low OTP across all study periods and was barely over 50 percent in Aug/Sep 2023.

**Figure 62 Multi-City On-Time Performance**

