The Coordinated Plan 2009-2013

One Region - One Network - One Plan

Final – December 2009

SANDAG

The Regional Short-Range Transit Plan & Coordinated Public Transit-Human Services Transportation Plan

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

EXECUTIVE SUMMARY

Executive Summary

The San Diego region has long been known for its beaches, natural environment, weather and the overall excellent quality of life afforded to residents and visitors alike. Connecting people to jobs, schools, military service, shopping, and entertainment areas helps to define this quality of life through the various mobility options available into the San Diego region. Public transit and human services transportation are an integral component of this mobility, particularly for those who wish to avoid traffic congestion or reduce emissions as well as those who cannot afford a personal vehicle, are too old to drive safely, or are developmentally or physically disabled. The Coordinated Plan provides a five-year blueprint for the implementation of public transit and human service transportation concepts described in the Regional Transportation Plan (RTP) to ensure maximum personal mobility while defining the need for a regional coordinated public transit and human services transportation system.

The goal of the Coordinated Plan is to focus on the improvement of coordination amongst public transit and human services transportation providers in the San Diego region. In order to meet that goal, the Coordinated Plan provides a short-range path (up to five years) to implement the vision, goals, objectives and projects of the long range, RTP.

Background Requirements

The Coordinated Plan is a short range implementation plan for the RTP and a requirement of the federal government. Through a provision in the federal Safe Accountable Flexible and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), the Coordinated Plan must be developed and updated not less than once every four years. At the same time, SANDAG policy requires that a Regional Short-Range Transit Plan (RSRTP) be updated at least every two years. SANDAG prepared the 2009-2013 plan update to include new information on the evaluation of transit service performance, funding for the transportation systems and the management of transit service implementation.

Detailed Plan Overview

The following includes a brief overview of the various chapters of the Coordinated Plan.

Chapter 1 – Introduction

The introductory chapter describes the passenger-centered approach to the development and implementation of the Plan. The chapter also identifies each of the formal regional, state, and federal requirements fulfilled by this Plan.

Chapter 2 - Community Outreach and Public Involvement

An extensive community outreach program was developed for the last two updates of the Coordinated Plan to satisfy federal requirements along with ensuring diverse public input to help provide insight into local transportation needs. This chapter outlines all of the outreach efforts associated with the last two plan updates.

Chapter 3 – Public and Human Service Transportation Vision

The intent of the Coordinated Plan is to accommodate the visions and missions of four transportation agencies while implementing the goals and policies of the RTP. The process undertaken to develop such a consolidated vision is included in this section.

Chapter 4 – Goals, Objectives, and Monitoring

The Coordinated Plan includes a comprehensive policy framework which establishes goals and objectives to implement and measure the public and human services transportation in San Diego County. This policy framework allows SANDAG to carefully evaluate transit performance as required by the Transportation Development Act (TDA), and human services transportation performance as required by the Federal Transit Administration (FTA).

Chapter 5 – Passenger Demand Analysis

The evaluation of passenger demand analysis was included in the 2007-2011 and 2008-2012 Coordinated Plans. Since the 2009-2013 Coordinated Plan was centered on performance and procedural adjustments to the plan in preparation for the comprehensive effort which will take place in FY 2010, a revised analysis of passenger demand was put on hold. It is anticipated that the 2010-2014 Coordinated Plan analysis of passenger demand will benefit from a countywide outreach effort along with concurrent efforts by NCTD to prepare a Mobility Plan along with efforts by MTS to adjust service in view of a significant loss of transit funding.

Chapter 6 - Transportation Inventory

This chapter provides a comprehensive inventory of the public transportation services available in the San Diego region based on research conducted for the 2007 and 2008 Coordinated Plans. The 2009 plan update includes additional information on jitneys and emergency transportation services concurrent with planning efforts by the county Office of Emergency Services (OES).

Chapter 7 - Needs Assessment

Similar to the passenger demand analysis (Chapter 5), the needs assessment was put on hold until the next Coordinated Plan update. In 2010, SANDAG will conduct a more comprehensive update of the plan (the 2010-2014 Coordinated Plan) where an in-depth analysis of transportation needs will be evaluated for both the urban and rural areas. It is anticipated that the 2010-2014 Coordinated Plan needs assessment will also benefit from a countywide outreach program along with concurrent efforts by NCTD regarding the development of their Comprehensive Operations Analysis (NCTD "Mobility Plan")..

Chapter 8 - Strategies and Project Prioritization

Chapter 8 identifies strategies to address the deficiencies and gaps in transportation services and to identify potentially redundant, unused, or duplicative services. The strategies included in this section were developed to respond to the needs identified as a result of various outreach efforts, demographic research, and spatial transit analysis. The prioritized list of strategies was updated for the 2009-2013 Plan and will be used as part of the evaluation of grant applications under the JARC, New Freedom, and Senior Mini-Grant programs. Creative and cost-effective solutions are emphasized in the strategies in order to expand the possibilities of developing an effective and efficient coordinated public transit and human services transportation system in the San Diego region.

Chapter 9 - Funding

The financial plan chapter describes the major sources of public transit and human services transportation funds available from federal, state, and local sources. Currently, funds for transportation services are derived from a variety of public and private sources. However, this Plan only addresses funds that are available, either in whole or in part, from public programs. The chapter also includes detailed tables noting the money distributed to date relating to the Coordinated Plan.

Chapter 10 - Implementation

The implementation chapter explains how SANDAG will serve as a conduit for federal, state, and local funding of existing and future services recommended in this Plan. Under current federal regulations, the Coordinated Plan enables the distribution of federal funding under the New Freedom (transportation for people with disabilities), Job Access and Reverse Commute (JARC) (commute transportation for individuals with limited means), and 5310 (seniors and persons with disabilities) programs. The Plan also allows the distribution of local funding for projects targeted at seniors (through the Senior Mini-Grant program) which was created through the regional transportation sales tax measure (*TransNet*).[1] The management of these programs has been enhanced in the 2009-2013 plan with an update of the Program Management Plan (PMP). The PMP describes the procedures to be followed under the various grant program competitive processes and provided an overview of the monitoring and reporting requirements that follow project funding.

Within the Implementation Chapter, a Regional Service Implementation Plan (RSIP) was developed in 2009 to help ensure that annual transit operational changes are consistent with longer range regional transportation goals included in the RTP. The RSIP also includes the identification of future services and needs to address regional priorities articulated in the RTP and enhanced in the Coordinated Plan.

[1] The JARC and New Freedom funding are tied to SAFETEA-LU which must be reauthorized by the federal government for funding beyond 2010, while the *TransNet* funds are available annually and are scheduled to continue through the year 2048.

CHAPTER 1

INTRODUCTION

1 Introduction

The 2009-2013 Coordinated Plan represents the third iteration of the plan designed to implement the goals and policies articulated in the Regional Transportation Plan (RTP) and to fulfill federal requirements under the The Safe, Accountable, Flexible, and Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU). The Coordinated Plan refines the RTP goals and in so doing, creates an implementation plan funded by local, state, and federal sources for transit and human service transportation. The Plan involves the identification of transit needs from a passenger perspective and includes strategies to meet those needs.

The major focus of the 2009-2013 plan is to update the regional performance evaluation program which now includes information from human and social service transportation programs funded through the plan. The update also includes a revised Program Management Plan which provides the mechanism to fund various strategies found in the plan and ensures that the maximum possible benefit is enjoyed by the community through a fair and equitable distribution process. Finally, the 2009-2013 update includes a Regional Service Implementation Plan (RSIP) which evaluates recent operational changes in the region's transit system and ensures that proposals for new service meet regional objectives.

1.1 One Region – One Network – One Plan

While this Plan rolls all publicly available transportation services into one unified plan as required by federal legislation. The difference between previous Regional Short Range Transit Plans and the Coordinated Plan is that the Coordinated Plan includes transportation provided by human and social service transportation providers in additional to those services offered by traditional public transit operators. Human and social service transportation providers can include private companies, non-profit organizations, regional transportation assistance programs and governmental or quasi-governmental social or human service agencies.

Given this broad approach, the Coordinated Plan represents a significant expansion of transportation planning activities conducted in the region and, as a result, establishes a "one region – one network – one plan" concept of service. The Plan seeks to improve transportation options by promoting coordination among agencies actively involved in transportation and by removing inefficiencies caused by redundant or duplicative services.

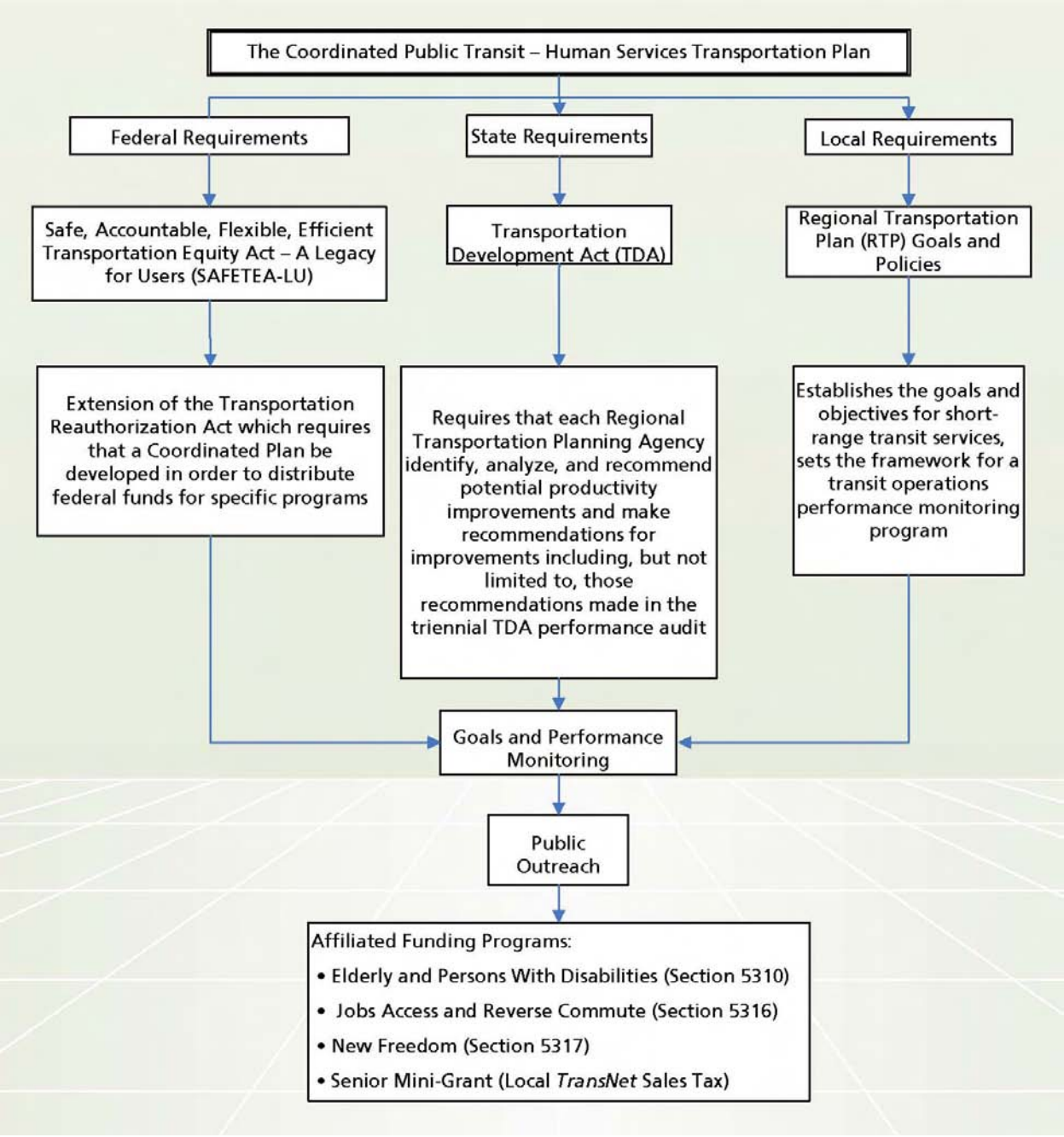
1.2 Plan Requirements

The Plan is a consolidation of mandates stemming from federal, state, and local guidelines which are described as follows and shown graphically in Figure 1.1.

Federal Requirements: SAFETEA-LU was signed into law by President Bush in 2005. This extension of the Transportation Reauthorization Act introduced a requirement that funding for three federal programs be derived from a locally developed, Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan). These federal programs are Job Access and Reverse Commute (JARC) (Section 5316), New Freedom (NF) (Section 5317), and Elderly and Persons with Disabilities (Section 5310), which have been designed to meet the transportation needs of individuals with limited means (JARC), people with disabilities (NF), and older adults (5310).

State Requirements: The Transportation Development Act (TDA) of California provides one-quarter percent of the state sales tax for operating and capital support of public transportation systems and non-motorized transportation projects.

Figure 1.1: Coordinated Plan Requirements and Components



SANDAG, as the Regional Transportation Planning Agency (RTPA) for San Diego, is responsible for the allocation of TDA funds to the region's cities, the County of San Diego, and transit operators. Pursuant to California Public Utilities Code (PUC) Section 99244, a transit operator can be allocated no more in the next Fiscal Year than it was in the current Fiscal Year unless SANDAG determines that the operator made a reasonable effort to implement the productivity improvement recommendations adopted by the SANDAG Board of Directors. The determination of reasonable efforts is included in this plan to assist in the distribution of TDA funds.

Local Requirements: SANDAG requires that a Regional Short-Range Transit Plan (RSRTP) be developed which provides a five-year blueprint of how the transit concepts described in the RTP are to be implemented. The Coordinated Plan fulfills this requirement. The combined RSRTP and Coordinated Plan include:

- Goals and objectives for short-range transit services;
- Definition of the existing transit system;
- Framework for a transit operations performance monitoring program as required by the TDA and a monitoring program for human services transportation as defined by the Federal Transit Administration (FTA);
- Identification of service gaps and deficiencies;
- Evaluation of existing services and programs;
- Parameters for short-range (0-5 years) new and revised service development, as well as regionally significant and all other service adjustments;
- Methodology for evaluating proposals for new and revised service;
- Identification and prioritization of regional and subarea transit planning studies; and
- Evaluation and prioritization of new and revised services for implementation, including the adoption of an annual Regional Service Implementation Plan.

The Plan also makes the distribution of local funding for senior programs possible (through the Senior Mini-Grant program) which was created through the regional transportation sales tax extension measure (*TransNet II*). In order to enhance and promote coordination, all projects funded by the Senior Mini-Grant program must also be derived from the Coordinated Plan.

1.3 A Passenger-Centered Approach

In addition to bringing public transit and human service transportation under one planning umbrella, the Coordinated Plan represents a "passenger-centered" approach to finding transportation solutions for the region's residents. Under this approach, the first step is to identify and define the mobility needs of the public and then determine the most appropriate solution, such as conventional fixed-route public transit, ADA Paratransit, human service transportation programs, or volunteer driver programs.

This Plan also looks at the type of passenger and includes those individuals who are considered to be discretionary riders (who have available a personal vehicle but ride transit based on a personal preference). Planning for these riders represents

significant transit expansion opportunities since these riders represent a potentially large but yet untapped ridership base.

1.4 Public Transit Evaluation

The incorporation of human service transportation into public transportation planning represents new opportunities, including a chance to define public transportation policies and objectives for the region. The Coordinated Plan includes a series of goals and objectives by which the complete public transportation system will be measured in future years. The Coordinated Plan incorporates elements contained in previous RSRTPs relating to the transit agencies, but more clearly evaluates those transit services by specific location type (urban, suburban and rural) along a five-year horizon. The methodology includes and expands upon the performance measures suggested in the California Transportation Development Act (TDA) evaluation processes.

1.5 Specific Populations and Plan Components

The Coordinated Plan focuses on the identification of specific population groups that are more likely to be dependent on public transit and human service transportation. These groups, which have been federally mandated for inclusion in the Coordinated Plan, are:

1. Persons with limited means: Refers to an individual whose family income is at or below the 150 percent poverty line threshold set in SAFETEA-LU.
2. Individuals with disabilities: Includes individuals who, because of illness, injury, age, congenital malfunction, or other incapacity or temporary or permanent disability (including an individual who is a wheelchair user or has semi-ambulatory capacity), cannot use effectively, without special facilities, planning, or design, public transportation service or a public transportation facility.
3. Older adults: Includes, at a minimum, all persons 65 years of age or older.

In addition to identifying needs, the Coordinated Plan has been developed to respond to a transportation system that has grown to include a greater number of demand responsive services, potential opportunities for innovative technological enhancements, human service agency assistance programs, and cooperative arrangements. The Coordinated Plan includes the following elements "at a level consistent with available resources and the complexity of the local institutional environment" as required by the federal government:

- An inventory and assessment of available services that identifies current transportation providers from the public, private, and non-profit sectors;
- An assessment of transportation needs for individuals with disabilities, older adults, and persons with limited means. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service;
- Strategies and/or activities to address identified gaps in service and achieve efficiencies in service delivery;
- Identification of coordination strategies to eliminate or reduce duplication in services and strategies for more efficient utilization of resources; and
- Priorities based on resources, time, and feasibility for implementing the specific strategies/activities identified.

1.6 Looking Forward

The operational design of transportation services developed to reduce or eliminate gaps and deficiencies identified in the Coordinated Plan are the responsibility of the transit agencies and the other members of the transportation community. In some cases, these organizations may apply for funding under the competitive grant programs administered by SANDAG to fulfill projects identified and prioritized in the Coordinated Plan.

The Plan has also been developed so that the two local transit agencies and transportation providers receiving local and federal funding can address any deficiencies identified through the performance monitoring program included in the Plan. This process involves the preparation of the annual Service Implementation Plans (SIP) which are prepared by the transit operators and incorporated into the Coordinated Plan to address annual service changes and improvements.

CHAPTER 2

COMMUNITY OUTREACH AND PUBLIC INVOLVEMENT

2 Community Outreach and Public Involvement

The Federal Transit Administration (FTA) requires that the Public Transit and Human Services Coordinated Transit Plan be prepared and updated at least every four years and include significant public outreach. Since the inception of the plan SANDAG has chosen to prepare annual updates to the plan with public outreach adjusted to reflect the extent of proposed revisions to the document. Appendix A includes the Public Outreach efforts conducted over the past three years in the preparation of the 2007-2011, 2008-2012, and now 2009-2013 Coordinated Plans. The 2007-2011 and 2008-2012 plans involved general public outreach and engagement to develop the initial transportation needs assessment and to develop strategies to meet those needs. Public outreach for the 2009-2013 Coordinated Plan was more specific and involved those groups involved with the implementation aspects of the plan regarding grant funding programs and performance monitoring. These groups include the Social Service Transportation Advisory Council (SSTAC) and Regional Short Range Transit Working Group which are discussed later in this section. A Public Hearing on the proposed plan was conducted by SSTAC in San Diego and Oceanside and a public comment and Public Hearing was held by the SANDAG Transportation Committee.

2.1 Public and Stakeholder Involvement

A public outreach component including a wide variety of organizations[1] is required for the development of the Coordinated Plan. It is required that the plan be updated at least every four years in air quality non attainment and maintenance areas and five years in air quality attainment areas. However, SANDAG consolidates its Coordinated Plan responsibilities with the regional requirement to develop a Regional Short Range Transit Plan not less than every two years. The federal guidance states that the Coordinated Plan must be developed through a process that includes the representatives of public, private, and non-profit transportation providers, as well as participation by members of the public. Furthermore, the guidelines stipulate that members of the public should include representatives of the targeted populations including individuals with disabilities, older adults, and people with low incomes. The guidance also recommends consultation with an expansive list of stakeholders throughout all phases of the Coordinated Plan development.

Social Services Transportation Advisory Council

The main group involved in the development of the 2009-2013 Coordinated Plan was the SSTAC. The mandate of SSTAC is to respond to federal and state requirements, as well as local concerns and involvement in accessibility issues. Responsibilities of the group also include review and advice on federal funding programs for the elderly and disabled and coordination of vehicles for elderly and disabled persons. As such, the group provided an excellent fit to guide and oversee the development of the Coordinated Plan.

[1] Organizations may include but are not limited to state, local officials and elected representatives/tribal governments, private/public/non-profit/ADA transportation providers, human service agencies involved in transportation, taxi service providers, intercity bus operators, vanpools, flex car operators, business community/employers, economic development agencies, transit riders and potential riders, protection and advocacy organizations, agencies that administer employment or other support programs for targeted populations, faith-based and community-based organizations and school districts/colleges.

In order to ensure consistent participation in the plan development by stakeholders and members of the public, the SSTAC provided input and feedback at both regular and special meetings. On January 18, 2008, SANDAG's Transportation Committee acted to revise the membership structure and charter for the SSTAC. The charter was amended to include the additional responsibility of overseeing the development of the Coordinated Plan and the membership of SSTAC was amended to include representatives from the two transit operators in San Diego County. The new composition of this group includes:

a. One representative of potential transit users who is 60 years of age or older
b. One representative of potential transit users who is a person with a disability
c. Two representatives of local social service providers for seniors, including one representative of a social service transportation provider
d. Two representatives of local social service providers for persons with disabilities, including one representative of a social service transportation provider
e. Two representatives of local social service providers for persons of limited means, including one representative of a social service transportation provider
f. Two representatives from the local Coordinated Transportation Services Agency (CTSA) with one CTSA member representing the North County Transit District (NCTD) service area and the other CTSA member representing the Metropolitan Transit System (MTS) service area
g. One representative from NCTD representing fixed-route service
h. One representative from NCTD representing Americans with Disabilities Act (ADA) service
i. One representative from MTS representing fixed-route service
j. One representative from MTS representing ADA service

Regional Short Range Transit Working Group

The Regional Transit Planning Working Group includes staff members from MTS and NCTD along with members from SANDAG and the CTSA. The group discussed the Coordinated Plan at its quarterly meetings and provided input into the development of the updated plan. Additionally, transit staff from both MTS and NCTD provided key performance measures utilized in Chapter 4 and Appendix L. Transit agency staff members also provided the Service Implementation Plans (SIPs) used to develop the Regional Service Implementation Plan (RSIP) include in Chapter 10.

2.3 Outreach Efforts

Social Services Transportation Advisory Committee (SSTAC) Public Hearing

The California Public Utilities Code (CPUC) requires that SSTAC hold at least one noticed meeting to receive comment from the public on transportation issues. In 2009, this meeting was held scheduled for October 26, 2009, to solicit the input of transit-dependent and transportation-disadvantaged persons, including seniors, persons with disabilities, and persons with limited means. Appendix A contains the public notice for this meeting. In 2009, the SSTAC public hearing was conducted in advance of the Coordinated Plan review period to ensure that comments heard at the meeting could be incorporated into the Draft Coordinated Plan.

Public Comment Period

SANDAG's Public Participation/Involvement Policy establishes a process for obtaining input from, and providing information to, the public. Public outreach is conducted concerning agency programs, projects, and program funding in order to ensure the public is informed, as well as has the opportunity to provide SANDAG with input so plans can reflect the public's desire. Comments received for the Coordinated Plan within the comment period and revisions may be included in the final document.

SANDAG Public Hearing

SANDAG Board Policy requires the approval of the Coordinated Plan by the SANDAG Transportation Committee be held after a Public Hearing. In 2009, the Public Hearing was scheduled for December 11, 2009.

CHAPTER 3

PUBLIC AND HUMAN SERVICE TRANSPORTATION VISION

3 Public and Human Service Transportation Vision

The Coordinated Plan is an attempt to synthesize the missions of the four local transportation agencies into a coordinated transportation approach for San Diego County. These agencies have not changed since the development of the first (2007-2011) Coordinated Plan and include:

- SANDAG;
- Metropolitan Transit System (MTS);
- North County Transit District (NCTD); and
- Consolidated Transportation Services Agency (CTSA).

NCTD and MTS are transit operators, while FACT was contracted to serve as the Consolidated Transportation Services Agency (CTSA) on behalf of SANDAG in 2006. FACT is a special purpose agency dedicated to improving, consolidating, and coordinating health and human service transportation in the region. SANDAG is the regional transportation planning agency with specific responsibilities for long-and short-range transit planning. The mission/vision statements of the four agencies are included in Appendix K.

3.1 Creating a Consolidated Vision

A recurring theme of the transit agency visions and that of the CTSA is the idea of providing a customer-focused system that provides high-quality services that are sustainable while, at the same time make the best use of available resources. These themes are consistent with the focus of the SANDAG Regional Transportation Plan (RTP).

The RTP is our region's blueprint for a transportation system that enhances our quality of life and identifies our mobility needs to 2030.[1] The Plan's vision for transportation supports the region's comprehensive strategy to promote smarter, more sustainable growth. The RTP focuses on the development of a flexible transportation system that focuses on moving people and goods – not just vehicles. The vision is to provide more convenient, fast, and safe travel choices for public transit, ridesharing, walking, biking, private vehicles, and freight. It commits the region to preserve its existing transportation resources and to manage the regional transportation system efficiently.

At the core of the 2030 RTP are seven goals:

- Livability – Provide livable communities,
- Mobility – Improve the mobility of people and freight,
- Efficiency – Maximize the efficiency of the existing and future transportation system,
- Accessibility – Improve accessibility to major employment and other regional activity centers,
- Reliability – Improve the reliability and safety of the transportation system,

[1] The current RTP, "2030 San Diego Regional Transportation Plan: Pathways for the Future," (available at www.sandag.org/2030rtp), contains an integrated set of public policies, strategies, and investments to maintain, manage, and improve the transportation system in the San Diego region through the year 2030.

- Sustainability – Minimize effects on the environment, and
- Equity – Ensure an equitable distribution of the benefits among various demographic and user groups.

The RTP envisions a regional transit system that is the first choice for trips made in the region. The long-range transit vision calls for a network of fast, flexible, reliable, safe, and convenient transit services that connect our homes to the region's major employment centers and major destinations. This vision was first developed in 2001 when SANDAG, the Metropolitan Transit System (MTS), and the North County Transit District (NCTD) adopted the Regional Transit Vision, setting in place the framework for transit improvements in the 2030 RTP.

The 2030 RTP identifies the transit improvements that have the highest priority for the region. The identified services will help to boost transit ridership and help achieve an increased transit mode share along key corridors during peak periods. The identified services fulfill a variety of network functions, but particularly offer competitive travel times to major job centers. The 2030 RTP also acknowledges the role played by social service transportation which was missing from previous RTPs.

3.2 Further Refining the RTP

The role of the Coordinated Plan is to identify a list of activities and projects from the RTP that can be implemented over the next five years within the context of available funding and other service changes desired by SANDAG, MTS, NCTD, and the CTSA. The Coordinated Plan also combines human services transportation with transit under a regional transportation planning umbrella as outlined in the RTP.

CHAPTER 4

GOALS, OBJECTIVES, AND MONITORING

4 Goals, Objectives, and Monitoring

4.1 Purpose

The performance monitoring program was developed to retain a regional perspective on the transportation system as a whole but was also conducted to assist the transportation agencies with their evaluation of current or future service expansions or contractions. The evaluation of human and social service transportation is also included to develop an understanding of these types of programs and how they contribute to the host of transportation solutions available.

This chapter begins with an overview of the goals and policies of the Regional Transportation Plan (RTP) and how they have been refined and enhanced in this plan to evaluate the transit and social service transportation system. This is followed by the overall goals and objectives to guide the development of the transit and human service transportation system over the next five years. Finally, since transit funding is also tied to state funding sources, a description of the state mandated evaluation process is also included in this chapter.

4.2 Goals

In order to present the basis for evaluating transit and human service transportation in the San Diego region, a series of nine goals for the coordinated transportation network in San Diego was developed. These goals were based on the visions of the four agencies (MTS, NCTD, CTSA, and SANDAG) involved in planning and operation of the transportation system along with the overarching goals of the RTP identified in Chapter 3.

The Coordinated Transportation goals are:

1. To provide an accessible transit network in the urban areas that offers frequency and span of service to support spontaneous use for a wide range of needs;
2. To provide an accessible transit network in the suburban areas that offers direct service along commute corridors with critical mass featuring rapid, frequent service during peaks with seamless coordinated transfers, and local service focused on smart growth areas and lifeline needs;
3. To provide accessible lifeline public and human service transportation in rural areas,
4. To maximize the farebox recovery rate and ensure that operation of the transit system is fiscally responsible;
5. To offer accessible public and human service transportation services that are productive, coordinated, convenient, and appropriate for the markets being served;
6. To offer accessible public and human service transportation services in San Diego that are reliable and offer competitive travel times to major destinations;
7. To offer accessible public and human service transportation services that support the smart growth policies as outlined in the Regional Comprehensive Plan (RCP);
8. To offer accessible public and human service transportation services in San Diego without discrimination on the basis of race, color, national origin, or disability; and
9. To enhance the mobility choices of the transportation disadvantaged by improving coordination and developing alternative models of transportation.

4.3 Regional Performance Evaluation Program

The objectives and performance indicators included in the regional performance evaluation program evaluate transit service on a five-year time horizon. This allows SANDAG to more carefully evaluate transit performance and to ensure that additional planning and funding resources are allocated appropriately. This section provides the evaluation of transit service and also includes indicators to monitor human service transportation as required by the federal government in SAFETEA-LU.

Regional Transit Service Monitoring and Links to the Regional Transportation Plan

The monitoring of transit performance provides a tool to annually assess the overall health of the regional public transit system. The objectives explored in this section are derived from the RTP, which includes several action items relevant to the evaluation of transit and social service transportation performance. These action items are:

- Facilitate efforts to promote coordination among fixed-route and paratransit operators and non-profit agencies in the region;
- Improve accessibility of transit stops and walkways to stops for persons with disabilities and identify potential funding programs for these improvements;
- Improve connections and transfers between paratransit and fixed-route transit operators
- Continue educational efforts on the use of transit and accessibility equipment among persons with disabilities;
- Continue to use the SANDAG Social Services Transportation Advisory Council (SSTAC) to recognize the changing transit needs of seniors and persons with disabilities, including those too frail to access traditional fixed-route and ADA paratransit services;
- Implement and expand the *TransNet* Senior Mini-Grant Program;
- Implement monitoring of regional transit service through the use of automated data collection and vehicle location systems;
- Work with the region's transit operators to ensure that transit services are available to minority, disabled, elderly, and low-income persons so that they have access to service, employment, and schools

Guidelines vs. Targets

Under these RTP action items, the general approach to evaluating transit and social service transportation includes the setting of guidelines where the requirement is a SANDAG policy and targets where state or federal regulations are involved. The guidelines presented in this chapter are based on a five-year service objective, which can be adjusted, as needed, to reflect changing conditions. These conditions may include, but are not limited to, funding, energy costs, and the health of the local economy. The guidelines may also be updated to reflect changes in funding levels or from a desire to adjust service levels. On the other hand, the identified targets are based on requirements established by state and federal legislation or regulations.

Interpreting the Results

The results of the performance indicators give the transit agencies, SANDAG, the public, and elected officials valuable information, including:

- Evaluation of regional transit system performance;
- Determination of whether sufficient funding is being provided to the regional transit system to meet the guidelines and targets;
- Indication of the need for transit priority measures and, once implemented over time, how well they are performing in terms of improving transit performance;
- Assessment of regional efforts to better link transit and land use planning through regional Smart Growth programs; and
- Identification of deficiencies or service gaps.

Methodology and Performance Indicator Development

Care has been taken to identify objectives that can easily be quantified and indicators that can be objectively measured with existing or proposed data sources. Should the development of new transportation funding sources arise, the evaluation of transit service performance may enable the justification for the programming of future funds for transit given the evaluation of actual quantitative performance data.

The goals and objectives influence the design and quality of the transit service and implement the transit vision of the RTP. The RTP policy goals and objectives are to be applied across the entire county, while the performance indicators and guidelines have been tailored to specific environments. The guidelines help provide clarity for decision makers and the public regarding the level of transit service proposed to be provided regionally and assist individuals in making decisions on where to locate their residence, place of employment, choose a school or location for their business.

Comprehensive Performance Evaluation Categories

The comprehensive objectives are based on regional issues as they relate to transit and human service transportation. These objectives include multiple variables or results which have regional impacts beyond transit or social service transportation. The passenger-centered comprehensive objectives address the following categories:

- Greenhouse Gas (GHG) Reduction Measures
- Regional Growth

Transit Performance Evaluation Categories

The transit objectives are based on sub-regional areas that group similar geographic or demographic areas. These objectives either relate to the goals of the RCP, the RTP, or have consistently been tracked through the annual Transportation Development Act (TDA) performance improvement program. The transit objectives address the following categories:

- Financial
- Productivity
- Access
- Convenience
- Reliability & Speed
- Environmental Justice
- Comfort

A brief description of the performance results relating to these categories is included in this chapter while the detailed statistical tables are included in Appendix L. This report also includes data sets reported in prior years in order to ensure statistical continuity between previous Regional Short-Range Transit Plans and future Coordinated Plans (Appendices B and C). It is anticipated that in future plans this data set will be improved and expanded as new data from automated sources becomes available to encompass human service transportation.

Service Zones

The Coordinated Plan must integrate the Transit Vision of the 2030 RTP, the Smart Growth objectives of the RCP, the short-term service objectives of the MTS Comprehensive Operations Analysis (COA) and North County Transit District's (NCTD's) forthcoming Mobility Plan. To do this, San Diego County was divided into three distinct types of service zones based on land use, demographics and travel behaviors in order to more carefully evaluate transit service in these zones. These three zones are Urban, Suburban, and Rural, which are shown in Figure 4.1. The objectives, indicators, and guidelines or targets provide policy direction to the two transit agencies as they implement service to ensure that it is provided efficiently, effectively, and equitably across the entire service area. The objectives and indicators usually apply across all zones, but the guidelines will generally vary by zone reflecting the different needs and markets in the Urban, Suburban, and Rural zones.

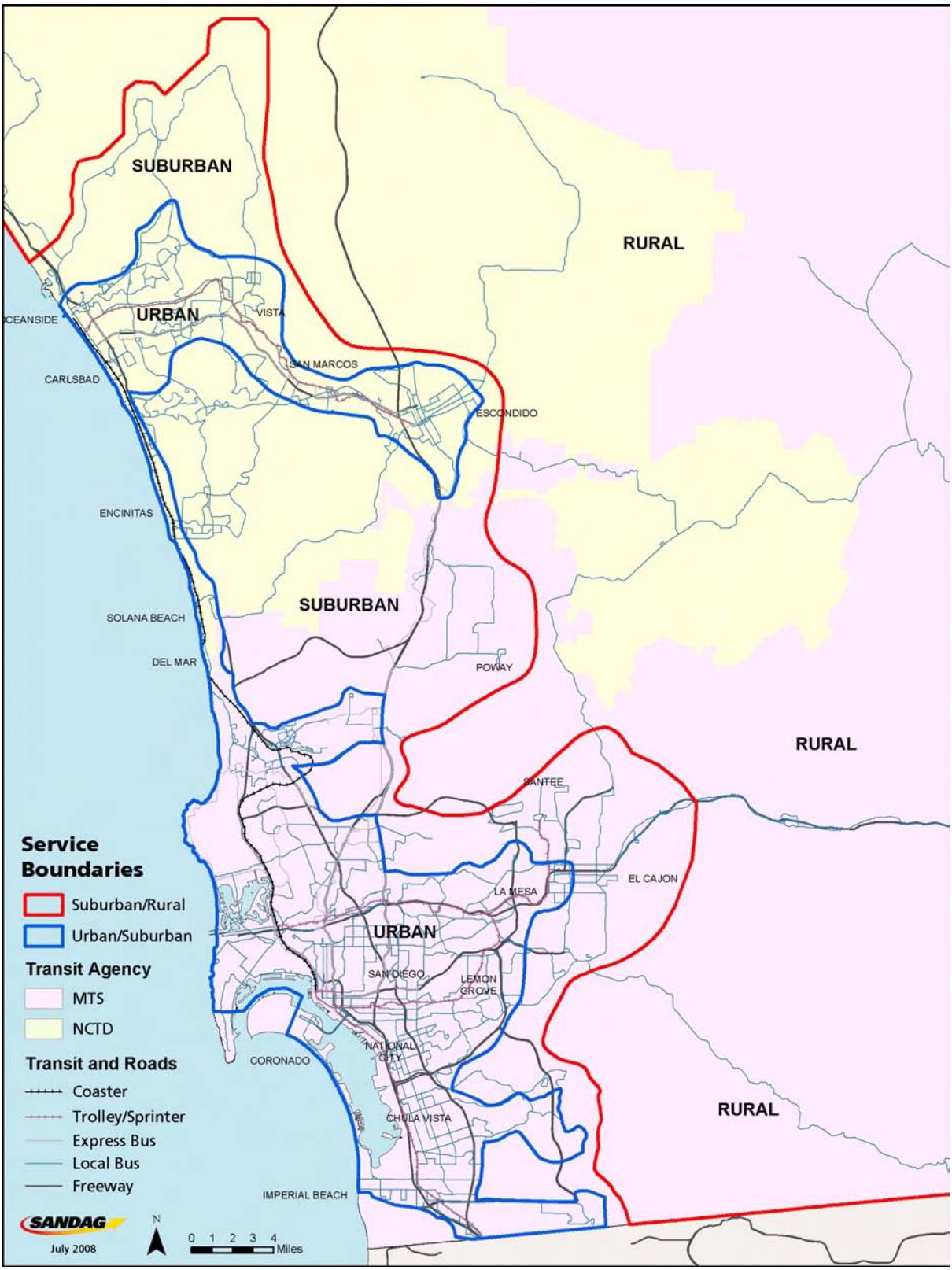
There are two Urban Zones in San Diego County, as shown in Figure 4.1. The larger Urban Zone extends from University City on the north to Imperial Beach in the south, and from the coast east to El Cajon. The second Urban Zone follows the SPRINTER Corridor and includes parts of Oceanside, Escondido, Carlsbad, Vista, and San Marcos. These two zones are connected via I-5 which generally covers the coastal lands between the Interstate and the Pacific Ocean. The Urban Zones are characterized by two key factors that support high levels of transit service: higher density, transit-oriented land uses (residential, commercial, industrial, institutional), and good access to transit via a network of arterial and collector roadways. A rich transit network in this zone should be provided and designed to allow for spontaneous use for a wide range of destinations and trip needs throughout the day including early evening.

The Suburban Zone surrounds each of the two Urban Zones. The Suburban Zone is characterized by low-density development and street patterns that make access to transit difficult. These areas may include some smart growth development, including pockets of transit-oriented residential, commercial, and institutional uses; however, the overall development pattern is not transit friendly. The result is that spontaneous transit use would be difficult to achieve even if a high-level of service is provided. Thus, transit services in the suburban zone are best oriented towards providing peak period commuter services, linkages to major destinations in key travel corridors, and community based services tailored to individual community needs. The provision of park-and-ride facilities is needed to maximize access to the peak-period commuter services.

The third zone (Rural) extends from the eastern edge of the Suburban Zone into the backcountry areas. The limited transit services are designed to maintain lifeline access to rural villages.

The zones were initially developed to support planning for public transportation; however, in the future they also may become a useful tool in planning for human service transportation. It may become necessary in the future to use the zones as means of prioritizing human service transportation needs and expenditures. For example, it seems unlikely that the region will be able to provide the same level of human service transportation services and mobility choices for people living in rural areas as for those people who are living in urban areas.

Figure 4.1: Service Zones



Comprehensive Objectives

The comprehensive objectives outlined below involve more than just transit or social service performance data. The climate change indicator includes an evaluation of the future benefit of transit toward regional GHG reduction targets, while the growth objectives looks at transit ridership compared to other growth measures in the region.

GHG Reduction Objective

Public transit can play an important role in the reduction of regional GHG Emissions to combat global climate change. In doing so, transit can contribute to the emissions reductions targets included in Senate Bill 375 (SB 375) for passenger cars and light duty trucks. Quantifying potential GHG emissions reductions from transit operations will help inform SANDAG recommendations to the state's Regional Targets Advisory Committee (RTAC) which is charged with recommending a methodology for the California Air Resources Board to use in the establishment of regional GHG reduction targets required by SB 375. This analysis also will support SANDAG's development of a Sustainable Community Strategy (SCS) as required by SB 375. Since passenger cars and light-duty trucks account for about 41 percent of the region's cumulative GHG emissions[1], transit's role is potentially substantial in order to curb GHG emissions down to desired levels. The anticipated benefits of transit ridership on GHG reductions will be quantified and incorporated into future Coordinated Plans.

The transit GHG reduction objective and guideline are as follows:

Objective: Reduce regional GHG emissions

Guideline: To Be Determined

[1] From the September 2008 "San Diego County GHG Inventory" report prepared by the Energy Policy Initiatives Center (EPIC), University of San Diego.

Growth Objective

In San Diego, ridership growth has traditionally been measured against growth in population. This has now been expanded to include measuring the growth in transit ridership against the change in employment and the growth in the number of vehicle registrations. The comparison against job growth is particularly important as more workers live in Riverside County and México. The need to increase transit ridership is a corollary to the service growth projected in the RTP. In addition, many existing services have additional capacity to handle more riders at no additional cost; however, much of the capacity is in the off-peak direction or during off-peak periods. To take advantage of this capacity may require land use change and significant Transit-Oriented Development (TOD), which is beyond the direct control of SANDAG and the transit operators.

Objective: The ridership for each transit agency shall grow faster than the rate of growth in population, jobs, and private vehicle registrations within their service area.

Guideline: Percentage rate of growth in transit ridership by operator.

Results: In FY 2008, transit ridership growth outpaced all other growth indicators (population, employment, and rate of vehicle registrations) in the region. Both MTS and NCTD also posted strong ridership increases from FY 2007 to FY 2008. The growth in ridership was attributable to service planning measures which took place in FY 2007 and FY 2008, in addition to the influence of increasing consumer gas prices which ultimately peaked in FY 2009.

Transit Objectives

The objectives outlined below are designed to provide the quantifiable outcomes for the transit related goals articulated earlier in this chapter. As with the evaluation of the TDA performance measures included later in this chapter, poor performance by any particular operator or service is not to be seen as a criticism of the service itself but rather a validation of the need for additional funding sources. Services also exhibiting negative trends may use the data to re-evaluate all or part of the service and seek ways to coordinate components to achieve greater efficiencies or to combine services to achieve greater productivity.

The performance of each agency is summarized while the detailed tables listing the quantitative performance data are included in Appendix L. However, the data specifically used to evaluate the Environmental Justice objective is included in Appendix H with the Smart Growth maps included in Appendix I.

Financial Objective

This objective addresses the farebox recovery goal to ensure fiscally responsible operations. The cost recovery goal and objective provides an evaluation of the financial health of the systems and their continued eligibility for state financial support. This year, the financial objective has been split into two parts: targets emanating from the Transportation Development Act (TDA) of California and guidelines set forth in SANDAG policy. The TDA objective has a target, rather than a guideline as SANDAG is required by the TDA to establish firm cost recovery targets for MTS and NCTD. The cost recovery indicator helps to determine the appropriateness of the fare structure and the ability of the system to generate ridership and revenue. The TDA of the State of California requires that MTS generate a cost recovery of at least 31.9 percent for all services except the Commuter Express Service which must achieve a 20 percent cost recovery. NCTD must achieve a minimum cost recovery of 18.8 percent for all services. Additionally, the SANDAG guideline stems from Board of Directors direction to obtain a farebox recovery ratio that is higher than the TDA targets to encourage revenue growth and ridership (SANDAG Policy 29). To do this, the SANDAG guideline was developed to track farebox recovery growth in terms of trends above the TDA thresholds.

Objective: For each transit agency to meet or exceed minimum farebox cost recovery targets or guidelines.

TDA Target: Percentage of operating costs recovered from fare revenue for fixed-route and demand responsive services (31.9 percent MTS, 20 percent MTS Commuter Express, 18.8 percent NCTD and 10 percent MTS ADA and NCTD ADA).

Results: Both transit agencies met the performance targets for this objective.

SANDAG Guideline: Farebox recovery should improve annually above the minimum TDA targets.

Results: MTS met the performance objective for this category but NCTD services did not. However, NCTD Mobility Plan will consider ways to increase farebox recovery up to the desired thresholds.

Productivity Objective

This objective addresses the goals to operate productive services that also are convenient and appropriate for the markets being served. In order to meet this goal, an objective was developed to measure productivity and to judge whether or not appropriate levels of service are being provided. Separate guidelines have been established for each service type to reflect differing expectations. A guideline was chosen instead of a target, as this is a SANDAG policy objective, rather than a state or federal requirement. The productivity evaluation includes an evaluation of passengers per revenue hour and average percentage of seats occupied. Both measures provide a passenger centric means of evaluating productivity and the attractiveness of a service.[2] Calculating a load factor for a transit service has some similarity to a capacity analysis for a roadway. Both roads and transit services are well utilized during peak periods, but when measured over an entire operating day, the capacity utilization is much less. Transit systems reduce capacity or headway during off-peak hours to keep their load factors from falling too low. Roads, as fixed facilities cannot usually reduce capacity in off-peak hours.[3]

Objective: To operate transit services that are productive and appropriate for the markets being served.

Guideline 1: Average annual revenue passengers per revenue service hour by operator.

Results: Both MTS and NCTD met both guidelines for this objective.

Guideline 2: Average percentage of seats occupied (load factor).

Results: In FY 2008 MTS met all of the guidelines for this category while NCTD met all but the Urban Regional and Urban Corridor guidelines. NCTD did not meet the Urban Corridor guidelines (peak and off peak) due to the SPRINTER service which is the only corridor service. However, FY 2008 represented only the first half year of SPRINTER service and it is expected that the service would not reach its full potential and market share within the first year. Additionally, NCTD did not meet its Urban Regional guidelines (peak and off peak) due to COASTER performance which has been impacted by the economic downturn and recent fare increases. NCTD will be addressing these deficiencies in the Mobility Plan currently being prepared.

[2] Transit productivity is impacted by non-productive time resulting from deadhead, layovers, and operator makeup time (time for which drivers are paid, but are not driving) which means that load factor may be a less valuable measurement for analyzing specific routes. MTS and NCTD will need to continue to look at other more detailed measurement techniques to determine potential service adjustments at the route or route segment level.

[3] In urban areas, transit services that manage an overall daily load factor average of at least 20 percent are doing well. A typical urban arterial, such as Balboa Avenue in San Diego, El Camino Real in North County, and H Street in Chula Vista also have a typical all-day capacity utilization rate by all vehicles of about 20 percent. Sample capacity calculations for these arterial roadways are provided in Appendix G.

Access Objectives

Transit access can involve issues such as walking distance to a bus stop, the provision of wheelchair lifts or ramps, and the provision of complementary Americans with Disabilities Act (ADA) dial-a-ride service. The access objectives identify guidelines on how far people must walk or drive to access transit, as well as linking transit accessibility to the SANDAG smart growth program. Accessibility targets have been established for bus stops as the requirements are federally mandated. In some cases, cities rather than transit operators may be responsible for bus stops. However, this objective is provided here to be consistent with the passenger-centered focus of this plan and to ensure that this indicator is tracked and the appropriate authorities are reminded of their responsibilities.

Walking Distance

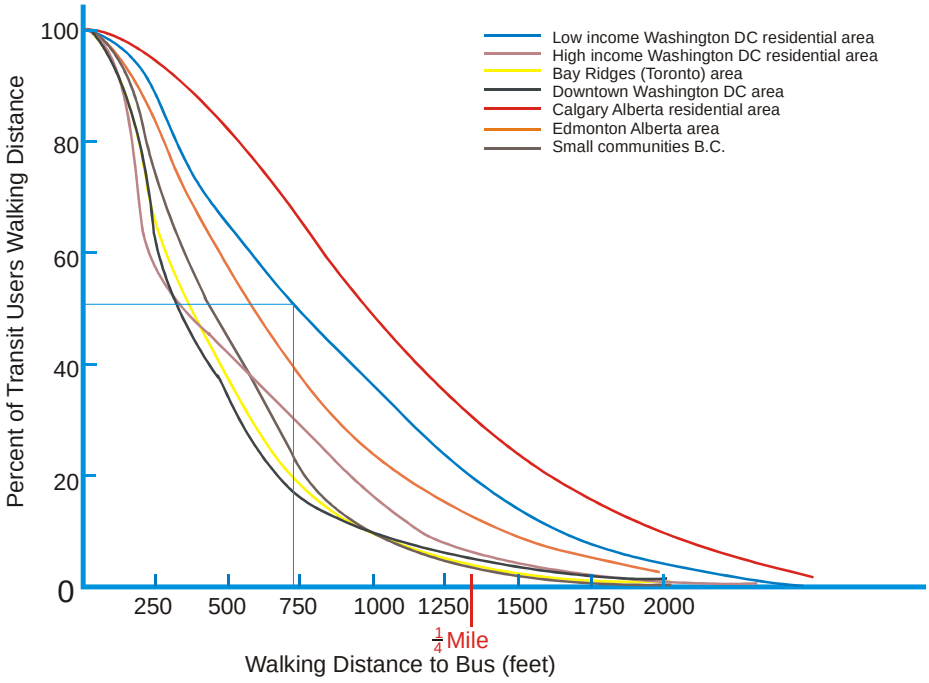
Walking distance to a bus stop is one of the major determinants of transit usage. The closer a bus stop is to a person's point of origin or destination; the more likely they are to choose transit. Several research studies in the U.S. and Canada have shown that about half of all transit passengers walk less than 750 feet to a bus stop. The graph in Figure 4.2 illustrates the results of this research.

The topography of hills and canyons in San Diego County means that the street network is discontinuous and pedestrian routes are often interrupted by geographic barriers. Therefore, it is very difficult to provide good transit coverage, even in many parts of the urban zones. This means the guidelines are relatively conservative. Smart growth will encourage future population growth to occur near transit stops, which should increase the percentage living within the specified distance. The land use change will be a slow process that will occur over many years.

In addition to non-work trips, the proposed guideline recognizes that employment is a major generator of transit trips. Focusing the guideline on employment reinforces the role of the transit system as supporting economic activity and access to jobs.

The results for this indicator in FY 2008 were derived through the use of actual walking (or driving) distance from origin to destination utilizing advanced GIS extensions. This differed from the results obtained in the preceding year which were developed through the use of less sophisticated "crow fly" distances.

Figure 4.2: Walking Distance Behavior



Source: Canadian Transit Handbook, Third Edition, Canadian Urban Transit Association

Objective 1: In urban areas, transit and land use development should ensure a comfortable walking distance to transit for residents and jobs.

Guideline 1: Distance of residents or jobs from a bus stop or rail station in urban areas.

Results: MTS met both guidelines for this objective. NCTD met the employee guidelines and nearly met the residential guideline. This issue will be evaluated in the upcoming NCTD Mobility Plan.

Objective 2: Transit and land use development should ensure that in suburban areas residents should be within a reasonable distance of a park-and-ride facility with access to the transit network and transit services should be provided to existing or planned smart growth areas.

Guideline 1: Percent of suburban residences within a specific distance of a park-and-ride facility with regional or corridor services.

Results: Park-and-ride facilities in the MTS area met the guideline, whereas the facilities in the NCTD service area did not. Since the operators are engaged in the development of park-and-ride facilities but are not responsible for their implementation, it is the responsibility of the region to explore additional options for park-and-ride locations in the region.

Guideline 2: Distance of residents or jobs from a bus stop or rail station in suburban areas.

Results: MTS and NCTD did not meet the guidelines for suburban residents. A major cause of the identified limited suburban access is the budget cuts which forced steeper service reductions in the suburban areas. NCTD met the suburban employee guideline whereas MTS did not. This is primarily due to sprawling employment sites which have outgrown the ability for MTS to serve all sites under current budget constraints.

Smart Growth

To provide consistency with the Smart Growth objectives of the SANDAG RCP, the following performance measure recognizes the critical link between land use and transportation services.

Objective 3: Transit service should be designed to support smart growth.

Guideline: Transit service should be designed to support the smart growth areas located on the SANDAG Smart Growth Concept Map.

Results: All of the "existing/planned" smart growth areas included in the SANDAG Smart Growth Concept Map are served by the requisite levels of transit specified in the RCP. The vast majority of "potential" smart growth areas are also served by transit. Several areas do not have the level of transit service called for in the RCP including 20 areas[4] without the desired levels of regional transit service. SANDAG will look into incorporating service improvements in these areas with the next revision of the Regional Transportation Plan since SANDAG is responsible for the planning, development and implementation of regional services.

Additionally, there were six areas which require high frequency local service under the operational purview of the transit agencies. Five areas[5] are located in the MTS service area and one is located in the NCTD service area.[6] Maps illustrating these areas (along with the regionally deficient areas are shown in Appendix I. There is a recognition that, while service to Smart Growth areas is desirable, implementing higher levels of service needs to be justified based on the overall transit demand potential of the area. As such, MTS and NCTD will continue to review the demand potential in these potential smart growth areas compared with the demand potential in other areas where service improvements are needed. Given the current budget shortfall faced by the transit agencies, the ability to implement service improvements will likely be constrained over the next several years.

---

[4] Chula Vista, Otay Ranch University (CV-10), Chula Vista, Southwestern College (CV-15), Coronado, Downtown Coronado Town Center (CO-1), Del Mar, New Coaster Station at Fairgrounds (DM-1), El Cajon, Grossmont Community College (EC-4), Poway, Poway Road and Community Road (PW-1), Poway, Pomerado Hospital Area (PW-2), San Diego, Black Mountain Ranch (Southwest of Intersection of Camino del Sur and Black Mountain) (SD-BMR-1), Carmel Mountain Ranch (Carmel Mountain Ranch Road and Highland Ranch Road) (SD-CMR-1), San Diego, Carmel Valley (Southeast of intersection of El Camino Real and Del Mar Heights) (SD-CV-1), San Diego, Clairemont Mesa (Morena Blvd. from Clairemont Drive to Tecolote Rd.) (SD-CM-8), San Diego, Mira Mesa, (Mira Mesa Blvd. from Greenford Dr. to Marbury) (SD-MM-4), San Diego, Otay Mesa, Airway Rd. between Heritage Rd. and Britannia Blvd. Interchange (SD-OM-2), San Diego, Otay Mesa, Southwestern College (SD-OM-3), San Diego, Pacific Highlands Ranch (East of Carmel Valley Rd. and Del Mar Heights Rd.) (SD-PHR-1), San Diego, Scripps Miramar Ranch (West side of Scripps Ranch Blvd. at Mira Mesa Blvd. and Hibert St.) (SD-SMR-1), San Diego, Torrey Highlands (North of intersection of SR 56 and Camino del Sur) (SD-THD-1), Santee, Intersection of Edgemoor Dr. and Mission Gorge Rd. (ST-2), Santee, Mission Gorge Rd. (ST-3) and County of San Diego, Lakeside-Bostonia (CN-7).

[5] La Mesa, Lake Murray Blvd. (LM-9), San Diego, City Heights (Euclid Ave. from El Cajon Blvd. to University Ave.) (SD-CH-2), San Diego, Encanto (Market St. and Imperial Ave. from 47th St. to 69th St.) (SD-EN-1), San Diego, Otay Mesa (South of I-905 and Oceanview Hills Parkway) (SD-OM-1) and San Diego, Uptown (SD-UP-3).

[6] Escondido, Citracado Pkwy. and Centre City Pkwy. (ES-6).

Lifeline Services

The evaluation of lifeline services helps to ensure that at least some level of service is provided to areas which have been identified as smart growth opportunity areas.

Objective 4: Transit to maintain existing lifeline services to currently identified rural village smart growth areas.

Guideline: Number of days per week with at least one return trip to destinations from rural villages identified on the Smart Growth Concept Map.

Results: Both MTS and NCTD met both guidelines for this objective.

Accessible Services

The evaluation of accessible services helps to ensure that accessible services are provided to disabled populations in the region.

Objective 5: To provide fully accessible bus stops and transit stations.

Guideline: Percentage of bus stops and transit stations that are fully accessible.

Results: Neither MTS nor NCTD currently meet the targets established for this category. However, MTS will finish developing a comprehensive inventory of all of its bus stops in the next year so that MTS may seek grant funding and develop a plan to prioritize and retrofit non-ADA compliant stops. In FY 2008 NCTD undertook a major effort to identify ADA compliant stops. With this new data, the NCTD ADA sub-committee will be looking to expand the number of accessible stops. Additionally, NCTD has developed a program to look beyond the accessibility of the stop to look comprehensively at the path of travel to the stop. However, identified deficiencies in accessible stops points to the need for additional funding in this category.

Convenience Objectives

Five of the regional transit goals relate to developing a transit system that is convenient for users and potential users. The goals in this section all relate to convenience but note that different levels of service are appropriate for different markets or zones.

The span of service guidelines define the times that transit service will be provided. For the Urban Zone, the objective is to ensure that service is convenient and can accommodate travel during most hours of the day. In the Suburban Zone, the emphasis on providing excellent commuter services in major corridors is backed by a guideline to provide a limited network of lifeline services. In the rural areas the policy objectives and guidelines only contemplate lifeline levels of service. The MTS and NCTD Boards of Directors also may decide to provide higher levels of service in specific areas where there is higher ridership or special market conditions.

The frequency of service also influences people's modal choice. The Urban Core is the area that requires and can support a high-level of frequency that will enable passengers to travel spontaneously. The COA has developed an extensive network of routes with headways of 15 minutes or better in the Urban Zone. Experience in San Diego and elsewhere shows that better headways almost always result in more riders.

The minimum regional service headway goals are set at 20 minutes for bus and 30 minutes for rail consistent with the vision of the RTP. With the additional investment described in the 2030 RTP, the headways will be enhanced in future plans with the goal of bringing bus services in key travel corridors up to the service goal of 15 minutes or better for all-day service. The current goals recognize the high cost of reducing rail headways below 30 minutes and take into account current funding or facility limitations.

Objective 1: To provide an appropriate span of service to bus stops based on the zone designation.

Guideline: Percentage of stops provided with service within specified timeframes for each zone designation.

Results: Both agencies did not meet weekday guidelines for this objective.

Objective 2: To provide frequency appropriate for spontaneous travel on major corridors and convenient travel to all parts of the urban core.

Guideline: Minimum headways expressed in minutes.

Results: The performance results for the frequency performance measure were mixed with both MTS and NCTD exceeding several frequency thresholds. The results show that, while the service guidelines are certainly reasonable expectations for our transit system, funding for public transportation in the region is not sufficient for MTS and NCTD to provide this desired level of service.

Reliability and Speed Objectives

Reliability and speed are very important to existing and prospective transit users. As such the transit service goals recognize the importance of reliability and maintaining or improving travel times. The reliability objective provides a link between the published timetables (promised service) and actual service operated on the road.[7]

The target guideline for local and community bus service was lowered to 80 percent in the 2008-2012 Coordinated Plan from 95 percent. This was done to reflect experience from other transit agencies that have shown that the previous manual schedule adherence checking often overstates reliability, and to distinguish local and community buses from regional and corridor cars where greater reliability is expected due to use of reserved rights of way and priority systems. In future years, the targets can be adjusted as more data is received and analyzed. The evaluation of completed trips also is included under the first objective since it is important to evaluate whether or not the overall transit routes are adequately serving the public. While on-time performance helps evaluate scheduling or congestion issues, this indicator quantifies maintenance or driver issues for vehicles that are taken out of service.

The guidelines for ADA Paratransit meet federal rules that establish guidelines for ADA Paratransit service. MTS considers an ACCESS trip to be on time if the passenger is picked up within a ten-minute window surrounding the promised pickup time. In FY 2008, MTS was able to achieve 95.0 percent on time performance based on this standard, which offers a very high-level of service compared to most large urban areas in the country. MTS has advised that due to growing traffic congestion, and longer trip lengths, it may be necessary to either lengthen the ten-minute window, or reduce the percentage guideline for on time performance. The federal law does not specify performance levels for missed trips or schedule performance but does require a high-level of service be provided. NCTD's corresponding service window is 20 minutes, with FY 2008 performance at 94.0 percent, also offering a high level of service.

The second objective is to ensure that transit services do not lose speed over the course of the evaluation period. Slower services cost more in operating expenses and are less attractive to passengers. It becomes increasingly difficult to maintain service speed in the face of growing traffic congestion; however, implementation of transit priority measures can mitigate this problem. Deficiencies in this area can point to the need for additional funding for signal priority systems which can be developed through partnerships between Caltrans, SANDAG, various cities, transit agencies, developers, or other organizations.

Objective 1: To operate transit services that are reliable, offer competitive travel times, and adhere to published timetables or service intervals.

Guideline 1: Percentage of trips on time at departure, arrivals, and enroute timing points.

[7] Service reliability is a critical factor that influences people's modal choice. The Automatic Vehicle Location (AVL) system now being installed on the transit fleet will provide useful data for evaluating the schedule reliability of the system. These guidelines are consistent with the capabilities of the electronic data reporting that will be feasible with AVL.

Results: MTS met the 80 percent on-time guideline for this objective.

NCTD generally met the 80 percent on-time guideline, with the exception of rural services due to the on-time performance of Route 386. However, this route was significantly revised at the beginning of FY 2009 with schedules adjusted to correct the issue.

Guideline 2: Percentage of completed trips.

Results: Both MTS and NCTD met both guidelines for this objective.

Guideline 3: Percentage of ADA trips with pickup within schedule window.

Results: Both MTS and NCTD met both guidelines for this objective.

Objective 2: To maintain or improve existing average speeds on existing transit services within the geographical zones.

Guideline: Average transit operating speed in each zone.

Results: Both MTS and NCTD met the speed guidelines in the urban and rural areas. However, NCTD suburban speeds were slightly below the threshold. This issue will be evaluated in the upcoming NCTD Mobility Plan.

Environmental Justice Objective

This objective supports the Federal Environmental Justice, Federal Title VI legislation, and RTP equity goals articulated in Chapter 3.

Objective: To ensure that transit service and amenities provided in minority and low-income census tracts is on average comparable to the level of service and amenity provided in majority census tracts in the same geographic zone.

Guideline: Percentage of minority and low-income census tracts with transit service that is on average comparable to the average level of service and amenities provided in majority census tracts of the same service zone.

Results: The FY 2009-2013 Coordinated Plan evaluation coincided with the triennial update of the Title VI compliance program update. As such, no specific Title VI update needed to be conducted specifically for the Coordinated Plan. The results of the triennial update revealed that the transit operators provided service in minority and low-income census tracts that was of equal or better quality than service typically provided in majority census tracts. The detailed sections of the triennial report, including this analysis, are included in Appendix H.

Comfort Objective

This objective addresses the goal to provide appropriate service for the markets being served. One of the least welcome aspects of public transit is the need to stand on-board crowded, moving buses or trains during peak periods. Standing can be uncomfortable and is perceived by some passengers as being unsafe, particularly for express/Bus Rapid Transit services operating at freeway speeds. In extreme conditions, standing may also be the result of crowding that exceeds the comfort level in terms of personal space. People are generally uncomfortable in an environment where they must stand shoulder to shoulder with complete strangers. As a result, most transit systems have policies that define the maximum capacity of bus and rail vehicles. This objective sets guidelines for transit occupancy based on standee density using available floor space.

This policy proposes to adopt guidelines for transit occupancy based on standee density using only the available floor space in the calculation. This requires the measurement of the floor area for each vehicle type in the fleet, but represents the only accurate means of measuring standee density. This indicator will require on-board observations. However, Automatic Passenger Counting (APC) data, when it becomes available, will be used to highlight any routes not meeting the guidelines.

Objective: Occupancy on-board vehicles should be appropriate for the distance, speed, fare, and type of service being operated.

Guideline 1: Density of standees per square foot of available standing area.

Results: Data is not yet available to measure this objective.

Guideline 2: No peak hour standees on regional and community services.

Results: MTS and NCTD met the guideline for this service objective, with the exception of MTS Route 851. Route 851 is a community service operating between the Spring Street Trolley and Spring Valley. However, budget constraints limit the ability to add additional revenue hours on this route.

Human Services

In the past SANDAG has had a very limited role in human service transportation. SANDAG has coordinated the local process for awarding FTA Section 5310 money for elderly and disabled transportation. SANDAG has also served as the Consolidated Transportation Services Agency (CTSA) for San Diego County and as the CTSA participated in some coordination strategies such as the STRIDE (Specialized Transportation Referral & Information for the Disabled and Elderly) Web site and coordinated training programs for human service operators. SANDAG was given the responsibility to develop a Coordinated Plan and to provide grant money to agencies providing human service transportation as a result of Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

Human Services Transportation Objectives

The objectives outlined below are designed to provide the quantifiable outcomes for each of the goals related to human service transportation from Section 4.2. The federal government has identified five measures for evaluating the performance of transportation services funded through the human service provisions of SAFETEA-LU. As with the transit performance objectives, the purpose of the human service transportation performance measures is to look at the performance of the overall program, not specific grants or services. Additionally, since the evaluation of future projects include a combination of funding between the three programs, SANDAG will evaluate the services at the project level rather than at the grant level.

New Freedom Objectives

The New Freedom program is a federal program intended to improve mobility choices for persons with disabilities. The FTA has mandated specific performance measures, but has not set guidelines or targets. Since this is the first year SANDAG has been involved in these types of programs there is no baseline information to develop guidelines and targets for expected levels of performance. The guidelines or targets will be added in future Coordinated Plans.

Objective 1: To improve geographic coverage, service quality, or service times for transportation services for persons with disabilities in the current year, to be measured by:

- Improved geographic area in square miles where services are being provided under New Freedom
- Improved service quality for disabled transportation
- Improved service times for disabled transportation

Objective 2: To add or improve environmental infrastructure, technology and vehicles that impact the availability of transportation services for the disabled in the current year, to be measured by:

- Improved infrastructure and technologies
- Improved vehicles

Objective 3: To attract riders to New Freedom services (as measures by one-way trips), to be measured by:

- Improved number of one-way trips on New Freedom service

JARC Program Objectives

Job Access and Reverse Commute (JARC) is a federal program intended to improve mobility choices for employment related travel for persons of limited means. The FTA has mandated specific performance measures, and similar to New Freedom, has not set guidelines or targets. Since this is the first year SANDAG has been involved in these types of programs, no baseline information exists. The guidelines or targets will be added in future Coordinated Plans.

Objective 1: To increase the estimated number of jobs that can be accessed as a result of geographic or temporal coverage of JARC projects implemented in current year, to be measured by:

- Number of jobs within a quarter mile of a stop on a JARC funded services

Objective 2: To attract riders to new JARC services (as measured by one-way trips):

- Number of one-way trips on JARC funded service

Senior Mini-Grant Program Objectives

The Senior Mini-Grant program is a local program funded through the *TransNet* sales tax initiative extension. SANDAG has included the requirement that all projects funded through the Senior Mini-Grant program be included in the Coordinated Plan, similar to the federal requirements under the JARC and New Freedom programs. The program and evaluation criteria were developed with stakeholder input and through this process three performance indicators were established to measure the performance of projects funded under this program. The three measures established for operational projects funded by the Senior Mini-Grant program are:

Objective 1: To evaluate the cost efficiency of a project, to be measured by:

- Operating cost in dollars per vehicle service hour

Objective 2: To evaluate the cost-effectiveness of a project, to be measured by:

- Operating cost in dollars per passenger

Objective 3: To evaluate the service effectiveness of a project, to be measured by:

- Passenger seat utilization

Human Social Services Transportation Evaluation

With the responsibility of coordinating the local process for awarding and providing grant money for the JARC, New Freedom, and Senior Mini-Grant programs, SANDAG has developed a consolidated approach to monitoring the effectiveness of these services. This monitoring system incorporates performance measures developed for evaluating Senior Mini-Grant projects, in addition to performance measures similar to the federal reporting requirements for JARC and New Freedom programs developed by the FTA.

Human Social Service Performance Monitoring

Appendix L includes data related for human social service projects under the JARC, New Freedom, and Senior Mini-Grant programs. In total, there were seven JARC and New Freedom projects operating in FY 2007 and FY 2008. These projects produced a total of 86,009 one-way passenger trips; extended coverage across the county through a mobility management grant and provided service to La Mesa and Escondido (New Freedom projects); and served dense employment areas with an estimated number of 756,416 jobs (JARC program projects). This data will serve as a baseline assessment for human social services supported by the grant programs. Performance indicators will be added in future Coordinated Plans as additional fiscal year data becomes available for reporting.

Coordination Objective

The major initiative of SANDAG to improve transportation coordination among health and human service transportation providers has been the creation and funding of the Consolidated Transportation Services Agency (CTSA). In 2006, SANDAG designated Full Access & Coordinated Transportation (FACT) of Oceanside to be the CTSA for San Diego County.

The role of the CTSA is to improve transportation service required by social service recipients by promoting consolidation of social service transportation incorporating such benefits as centralized dispatching, combined purchasing of necessary equipment and supplies, centralized maintenance, centralized administration to eliminate duplicative administrative tasks, and consolidation of existing sources of funding. This consolidation results in more efficient and effective use of vehicles throughout the region.

The core mission of the CTSA is to consolidate and coordinate transportation services to people with disabilities, senior citizens, social service agencies, health care providers, various organizations, and individuals within that particular service area.

Since this is only the second year SANDAG has actively been involved in promoting coordination of programs there is no baseline information to develop guidelines and targets for expected levels of performance. The guidelines or targets will be added in future Coordinated Plans. However, the following objective has been set by SANDAG to develop and encourage coordinated transportation.

Objective 1: To effectively advance coordinated access to the full spectrum of community transportation options for populations in need (seniors, persons with disabilities, and persons of limited means) through mechanisms such as mobility management, vehicle brokerage, coordinated service, etc., to be measured by:

- Increase in the number of human service programs including coordinated transportation as an integrated component

4.4 TDA Productivity Improvement Program and Performance Monitoring

In addition to matching the RTP Action Items to the elements of the performance monitoring program, one specific action item references the TDA and states that SANDAG is to:

- Implement the service productivity and other recommendations from the performance audit process of the TDA.

This Action Item is accomplished through the TDA productivity improvement program and performance audit which is included in the Coordinated Plan. This program is updated and evaluated annually so that SANDAG may distribute state TDA monies to the transit agencies.[8] The productivity improvement program ensures that state and local requirements are met and that these programs improve the effectiveness and efficiency of the regional transportation system.

A transit operator can be allocated no more in FY 2010 than it was allocated in FY 2009 unless SANDAG determines that the operator made a reasonable effort to implement the productivity improvement recommendations adopted by the SANDAG Board of Directors for the current FY. The FY 2008 productivity improvement program consisted of the following performance indicators as approved by the SANDAG Board of Directors in FY 2007:

1. Productivity (measured by passengers per revenue hour);
2. Service efficiency (measured by operating cost per passenger and farebox recovery ratio);
3. Quality of service (measured by on-time performance and percent of completed trips); and
4. Service effectiveness (measured by the transit ridership growth relative to population growth).

SANDAG determined that both MTS and NCTD made reasonable efforts towards achieving their FY 2009 productivity goals. This assessment is included in Appendix J.

Part of the FY 2009 evaluation includes the setting of FY 2010 performance indicators. In order to provide a closer link to the TDA legislation, the FY 2010 productivity improvement program includes all six of the specific suggested indicators included in Section 99246 of the TDA (the same used to evaluate the service on a triennial basis). These performance improvement indicators are:

1. Operating cost per passenger (adjusted for annual inflation)
2. Operating cost per revenue hour (adjusted for annual inflation)
3. Passengers per revenue hour
4. Passengers per revenue mile
5. Revenue hours per employee
6. Farebox recovery ratio

These performance indicators are measured separately for fixed-route (MTS Trolley, MTS Bus, NCTD SPRINTER, NCTD COASTER, and NCTD BREEZE Bus) and Americans with Disabilities Act (ADA) Paratransit services (MTS ADA and NCTD ADA). MTS DART demand responsive service was eliminated in FY 2008 and therefore has been removed from the update. However, the MTS COASTER Connection (previously combined with DART services) has been transferred to the MTS Bus category since a fare is now required on those services to bring them in line with the other fixed-route services already included in the reporting of MTS Bus data.

Since SANDAG is responsible for transit fares, these indicators help determine if the agency is obtaining the desired results from the system and if overall performance is improving based on updated regional strategies or service operation plans. Also, these indicators evaluate the

[8] The TDA provides funding for the region's public transit operators and for non-motorized transportation projects and, as the Regional Transportation Planning Agency, SANDAG administers the TDA funds.

management of the transit system to help the transit agencies determine where improvements can be made.

Specific targets were not established for FY 2009. However, performance trends were evaluated to determine whether the transit agencies improved their performance in light of external circumstances (e.g., fuel prices). To facilitate a greater understanding of each individual service (MTS Bus, MTS Paratransit, MTS Trolley, NCTD BREEZE, NCTD COASTER, and NCTD Paratransit), an unweighted composite index of the six TDA Performance Measures was developed and included in the Productivity Improvement Program to help determine overall trends. MTS DART and NCTD FAST services were eliminated from the evaluation since those services were cancelled in June 2008 and September 2008, respectively.

4.5 Composite FY 2005 – 2007 Transit Performance Results

A composite index[9] of the six TDA performance measures was developed to help determine the overall trends for each of the evaluated transit services. The index is a precursor of what will be used to evaluate performance under the FY 2010 TDA productivity improvement program. Declining performance of any particular operator is not to be seen as a criticism of the service itself but rather a validation of the need for additional funding sources which may be available. Services also exhibiting negative trends may use the data to re-evaluate all or part of the service and seek ways to coordinate components to achieve greater efficiencies. Services exhibiting improving performance enable the operators and SANDAG to understand that plans (such as the MTS COA and NCTD SRPINTER bus re-design) are targeting the specific types of improvements which were originally prioritized. Charts illustrating transit agency performance (composite and detailed individual measures) are included in Appendix J.

The results for the FY 2006 - 2008 TDA analysis reveal that:

- ***MTS Trolley*** performance continued to experience an overall improvement trend (+1%) based on the Quarter 2 of FY 2006 to the Quarter 2 of FY 2009 analysis. Improved Trolley performance generally has resulted from increased productivity (as measured by passengers per revenue hour and passengers per revenue mile), while overall passengers volumes have decreased slightly by 1 percent.[10] Farebox recovery also posted positive results at 58 percent, well above the 38 percent system average. While the number of full-time equivalent employees increased, this action resulted in reduced operating costs due to the ability to schedule more efficiently.
- ***MTS Bus*** performance improved (+6%) through the Quarter 2 of FY 2009. Factors contributing to the improved performance include a large increase in passengers (+13%)[11], which yielded substantial improvements in productivity. Overall improvements also were supported by stable operating costs, decreased revenue miles, and improved farebox recovery. The improvements in performance generally have followed Phases I and II implementation of the MTS Comprehensive Operations Analysis.

[9] The inverse of the operating cost performance measures were applied to the index to ensure that improvements equaled scaled increases. Without the inverse application, any decrease in operating costs would be shown as a negative result.

[10] An upward adjustment to the FY 2009 Trolley ridership estimates likely is due to the recent discovery of errors in the survey implementation.

[11] The inclusion of COASTER Connection passengers does not change the 13 percent increase in overall passenger volumes.

- ***NCTD COASTER*** overall performance improved by 3 percent during the last 13 quarters. This increase can be linked to increased service efficiency and farebox recovery. However, productivity declined (as measured by passengers per revenue hour and mile) since passenger volumes declined over the 3-year period. Passenger declines largely are attributed to the Quarter 2 of FY 2009 passenger volumes when fare increases were introduced and gas prices eased. Since this is largely a discretionary service (providing alternative transportation for those who have a choice of driving), patronage is sensitive to both transit fares and the parallel cost of gas for their cars. However, operating costs and fare increases (despite the drop in passengers) led to overall service improvement trends, particularly with regard to the cost effectiveness and efficiency measures (operating cost per mile and operating cost hour).
- ***NCTD BREEZE*** overall performance improved by 1 percent over the 13 quarter evaluation period. The productivity indicators (passengers per revenue hour and revenue mile) exhibited positive trends since declining revenue hours and miles outpaced declining passenger volumes. Operating costs were reduced over the analysis period but were roughly matched by similar decreases in revenue hours and miles. However, farebox recovery improved based on an increase in fares relative to operating costs.
- ***MTS ADA*** overall performance increased (+17%) over the past 13 quarters due to a reduction in operating costs and employees coupled with increases in passengers, revenue miles, and revenue hours. This yielded overall improvements in each of the six evaluation categories, including farebox recovery.
- ***NCTD ADA*** service increased by 2 percent over the 13 quarter period. FY 2007 saw the introduction of a new vendor (First Transit), which has yielded positive trends. Operating cost per passenger and per mile has shown declines while labor productivity has begun to improve. Improvements in labor productivity are due to increased revenue hours, which have started to match previous revenue hour per employee ratios.

4.6 TDA Performance Audit Recommendations

In addition to the three-year performance monitoring associated with the annual TDA claim, the triennial performance audit commissioned by SANDAG included the development of improvement recommendations for the transit agencies. Based on the most recent performance audit completed in April 2007, MTS and NCTD were advised of several recommendations to address opportunities to improve efficiency and effectiveness. These recommendations and the associated MTS and NCTD action plans to implement the recommendations (from Form B of the 2009 TDA Claim) were updated by MTS and NCTD and are included in Appendix J.

4.7 Technical Advancements and Automation

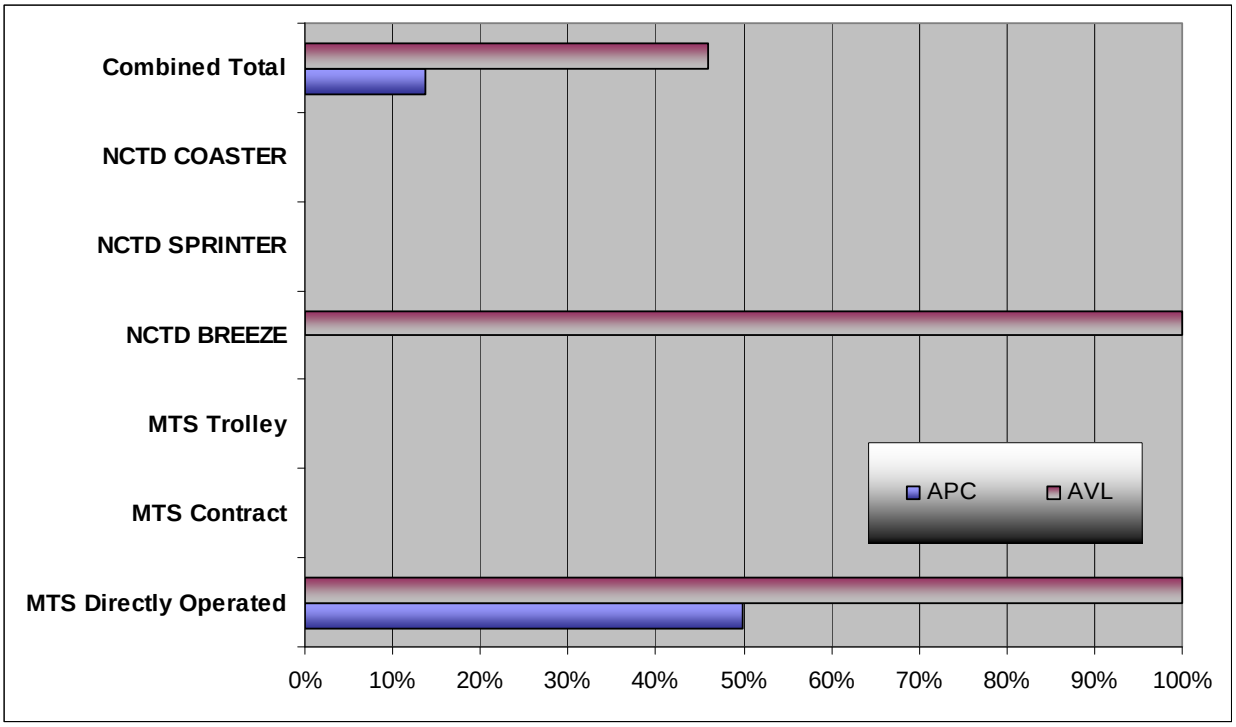
As outlined in this chapter, the Coordinated Plan provides a comprehensive performance analysis of transit service from the regional and passenger perspectives. However, as more detailed data becomes available from new technologies, this evaluation can be further expanded in future years. Automated and consistent data collection is critical to ensuring that performance is tracked over the five-year timeframe discussed in this chapter including, the three-years outlined in the TDA section. The following section discusses the status of technical advancements and improvements to the data collection process expected over the next several years.

Transit System: SANDAG, MTS, and NCTD rely on numerous tools for performance monitoring. The Regional Transit Management System (RTMS) is a sophisticated management tool for providing real-time performance monitoring and reporting. The RTMS relies on data from Automatic Vehicle Locator (AVL) technology for real time vehicle location. AVL data is used for on-time performance monitoring, as well as real-time dispatch control.

The Passenger Counting Program (PCP) provides stop by stop boarding and alighting information for every weekday trip as well as a sample of weekend trips. The PCP relies heavily on manually collected data, but has recently been using data from Automatic Passenger Counter (APC) units from a subset of the system. To increase the reliability of PCP data and reduce data collection costs, APC units will be purchased on most new vehicles, and retrofitted on older buses and rail cars. The long-term goal for the region is to have 100 percent of transit vehicles equipped with APC units.

The chart below shows the percentage of vehicles with AVL and APC technology within each fleet as well as region-wide.

Table 4.3: AVL and APC Fleet Deployment (FY 2008)



***T-PeMS*:** Planned improvements to the highway Performance Measurement System (PeMS) program (developed by UC Berkeley in cooperation with Caltrans) include the development and integration of transit (T-PeMS) and arterial (A-PeMS) modules. These features will allow PeMS to perform as a multi-modal performance measurement and evaluation tool for the San Diego region. These improvements will supplement the SANDAG transit performance monitoring program over the next several years by providing the ability to gather, track, and analyze real-time transit data.

CHAPTER 5

PASSENGER DEMAND ANALYSIS

5 Passenger Demand Analysis

The evaluation of passenger demand analysis was included in the 2007-2011 and 2008-2012 Coordinated Plans. Since the 2009-2013 Coordinated Plan was centered on minor adjustments to the plan in preparation for the comprehensive effort which will take place in FY 2010, a revised analysis of passenger demand was put on hold.[1] It is anticipated that the 2010-2014 Coordinated Plan analysis of passenger demand will benefit from a countywide outreach effort along with concurrent efforts by NCTD to develop a Comprehensive Operations Analysis (NCTD "Mobility Plan") along with efforts by MTS to continually evaluate the performance results of their 2006 Comprehensive Operations Analysis (MTS "COA").

Similar to previous efforts, the anticipated FY 2010-2014 Coordinated Plan will retain the "passenger-centered" approach and will include detailed information about the passenger transportation needs. Therefore, demographic information will also be revised to develop a better understanding of how these characteristics shape regional travel patterns. The information used to conduct the passenger demand analysis will include a revised assessment of a variety of demographic categories including regional population, regional housing, and regional employment. In addition, detailed information about persons with limited incomes, individuals with disabilities, and older adults will be revised to help assess the transportation needs of these groups since they have a greater likelihood of being dependent on either the public transportation system or social service transportation networks to meet their daily transportation needs.

[1] For consistency, maps illustrating population and employment densities, as published in the 2008-2012 Coordinated Plan are preserved in Appendix M.

CHAPTER 6

TRANSPORTATION INVENTORY

6 Transportation Inventory

The following chapter is primarily taken from the 2007-2011 and 2008-2012 Coordinated Plan and provides an inventory of the public transportation services available in the San Diego region. A comprehensive list of social service transportation providers primarily serving disabled, elderly, and/or low-income populations is included in this chapter. This inventory includes information about private transportation providers that was collected for the 2007-2011 Coordinated Plan. In addition, to recognize the vital connection served by San Diego County in promoting interregional transportation, services to and from the surrounding areas in Riverside County, Orange County, Imperial County, and Mexico are included in this inventory. Additionally, emergency transportation services have been added to the 2009-2014 plan to acknowledge the roles that transit and social service transportation play in the implementation of emergency transportation plans.

6.1 Public Transportation Providers

Public transit service in the San Diego region is provided by two agencies, the Metropolitan Transit System (MTS) and the North County Transit District (NCTD). These two agencies provide services through a variety of directly operated and contracted services, including three fixed-route bus operators, San Diego Trolley Incorporated, NCTD COASTER commuter train service, Coronado Ferry service, general demand responsive operators, and Americans with Disabilities Act (ADA) paratransit operators. These operators provide service in SANDAG'S area of jurisdiction covering 4,261 square miles and encompassing 18 incorporated cities and the County of San Diego. A more detailed description of the services provided by MTS and NCTD, along with route statistical information, is included in Appendices B and C. Additionally, MTS manages jitney services as described below.

Jitney Service

Jitneys are privately owned vehicles operating on a fixed or semi-fixed schedule for a fare. The City of San Diego gained national attention by legalizing jitney services and deregulated taxis in 1979. By 1984, jitney's flourished in San Diego with around 100 vehicles operated by 15 companies with ridership peaking around 15,000 weekly passengers. However, increased regulation along with the declining economy and a reduced military presence in the late eighties reduced the viability of jitney service to short-haul trips in the San Ysidro area. Jitney licenses are provided by MTS while the Sheriffs Department licenses jitney drivers. Each jitney route is approved by MTS along with the fare which currently ranges between $1.25 and $1.50 per passenger.

There are currently 11 licensed jitney companies with 12 vehicles serving the greater San Ysidro/ Otay Mesa area. Space for the 12 jitneys has been assigned to the curb (240 feet) near the San Ysidro Intermodal Transit Center on San Ysidro Boulevard across from the Trolley line. The main purpose of the jitneys in the San Ysidro community is to provide transportation for the swap meets as well as area businesses. The Coronado Swap Meet operates Wednesday, Saturdays and Sundays from 6 a.m. to 3 p.m. at the Drive-In Theater Facility at 2170 Coronado Avenue, San Diego. The jitneys are the only transportation to and from this swap meet. Operations are based on a fixed or semi-fixed route depending on passenger requests. Additionally, jitneys may stop at any existing bus route along the approved jitney route to pick up or drop off passengers. When the swap meet is closed, the jitneys offer service between the transit center and Palm Avenue.

There are no designated jitneys serving the San Ysidro Swap Meet which operates Wednesdays through Sundays from 8:30 a.m. to 8:00 p.m. (6 p.m. on Saturdays and Sundays). Instead, free shuttle transportation is provided by this swap meet from the intersection of East Beyer Boulevard at East San Ysidro Boulevard intersection. However, other jitney routes operate in the vicinity of the San Ysidro Swap Meet and jitney vehicles often stop at the free shuttle stop to solicit fare paying rides for individuals unwilling to wait for the next free shuttle.

School Buses

The provision of school transportation, with dedicated yellow school buses, is a discretionary service of local school districts. Of the 42 school districts in San Diego County, 30 offer yellow bus transportation while six offer transportation to their special needs students only. On a daily basis, approximately 54,000 students and 11,700 special needs students are transported to and from school by yellow school buses. In school districts where yellow school busing is not provided, the public transit system is often the only alternative for middle and high school students. In some areas of the County, students are a major source of ridership and revenue for transit operators, but they are also a challenge to serve due to the sharp peak periods created by strict school schedules and federal rules that limit the ability of transit to serve the market. In addition, new schools in some parts of the region are being built in areas beyond existing transit services. Due to the limitations of transit funding and federal rules, creating service extensions to meet the needs of the new schools are not always feasible.

The largest single school district in San Diego County is the San Diego Unified School District, which operates about 507 buses. In comparison, the combined transit fleets of San Diego Transit, MTS Contract Services, Chula Vista Transit, and North County Transit District operate approximately 578 peak buses. The transit systems have substantially higher ridership because transit buses are in use for many more hours each day than school buses and are able to carry standees. Comparing the fleet size provides an excellent indication of the substantial demand for school transportation during peak periods. Altogether, the remaining 41 school districts in both the urban and suburban portions of the County operate about 574 buses for a countywide total of more than 1,000 school buses.

The San Diego Unified School District, or San Diego City Schools (SDCS), transports about 23,000 students out of a total enrollment of 135,000. The majority of those students (about 71 percent) are either in the voluntary integration or magnet schools programs. The majority of the remaining students are special education students who are offered transportation as part of their Individual Education Plan (IEP). SDCS is legally obligated to provide transportation to special education students to match student needs with the program that best meets their needs.

Transportation is provided for eligible students who attend an integration program outside of their neighborhood school boundaries. No student living less than a mile from school is eligible to ride. For Magnet schools, only elementary students who live two miles or more from the school, and atypical, middle, and secondary school students who live 2.5 miles or more from the school, are eligible for transportation. Secondary and atypical school students may be expected to travel up to one-mile from their homes or service addresses to the designated bus stop. Elementary students

(including kindergartners) may be expected to travel up to four-tenths (0.4) of a mile to the bus stop.

Figure 6.1 summarizes the SDCS system ridership by program while Figure 6.2 shows the percentage of the transportation budget allocated to each program. Special education provides a larger share of the transportation budget than the number of students carried by the program would suggest. This is because special education students are offered more door-to-door transportation, and often take a considerably longer amount of time to load and unload in the bus. The transportation budget is allocated by the time required rather than by child, to account for the differences in the two types of service offered.

Figure 6.1: San Diego City Schools System Ridership by Program

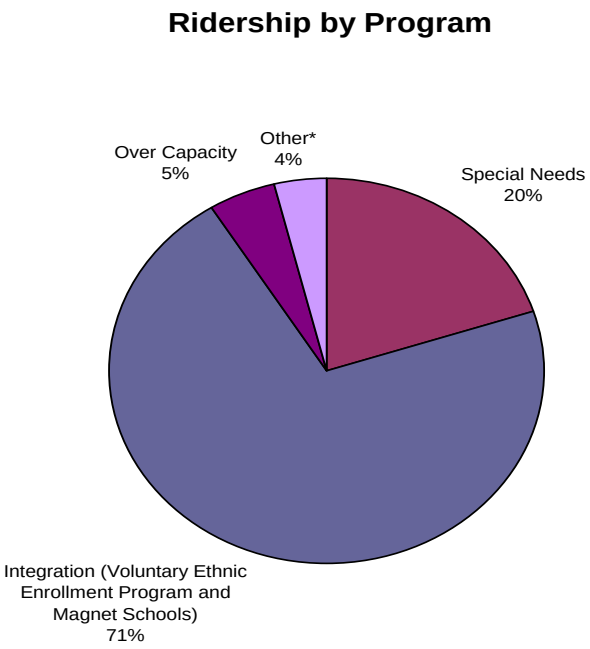
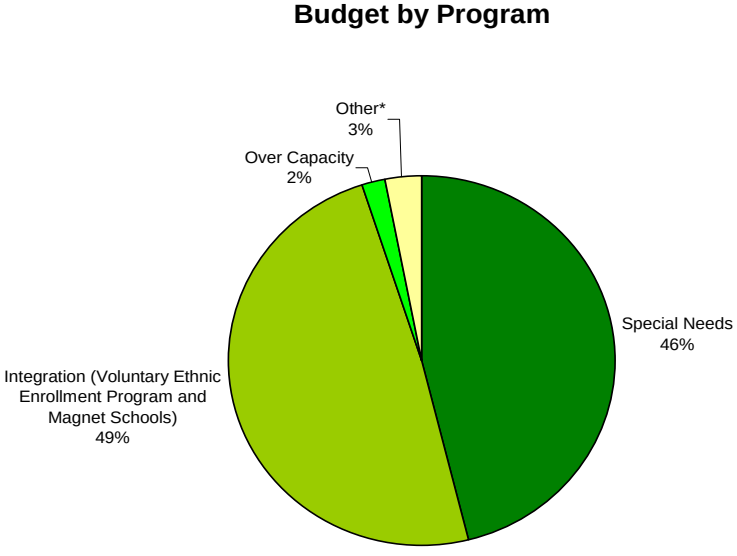


Figure 6.2: Percentage of the Transportation Budget Allocated to Each Program



* "Other" includes No Child Left Behind, homeless student transportation, and others.

UCSD Shuttles

University of California San Diego (UCSD) operates an extensive network of eleven shuttle routes around the UCSD campus and to major offsite landmarks such as the Old Town Transit Center, the Sorrento Valley COASTER Station, University Towne Center, Hillcrest and the airport on major holidays. Access to the shuttles is limited to USCD students, faculty, and staff. The services operate various schedules, but some service is available seven days per week, and as late as 12:15 a.m. The service is free of charge for currently registered UCSD students, faculty, and staff.

The routes are:

- Academic-year shuttles:
    - Campus Loop Shuttle
    - City shuttle
    - East Campus/Regents Express Shuttles
    - Holiday Airport Shuttle

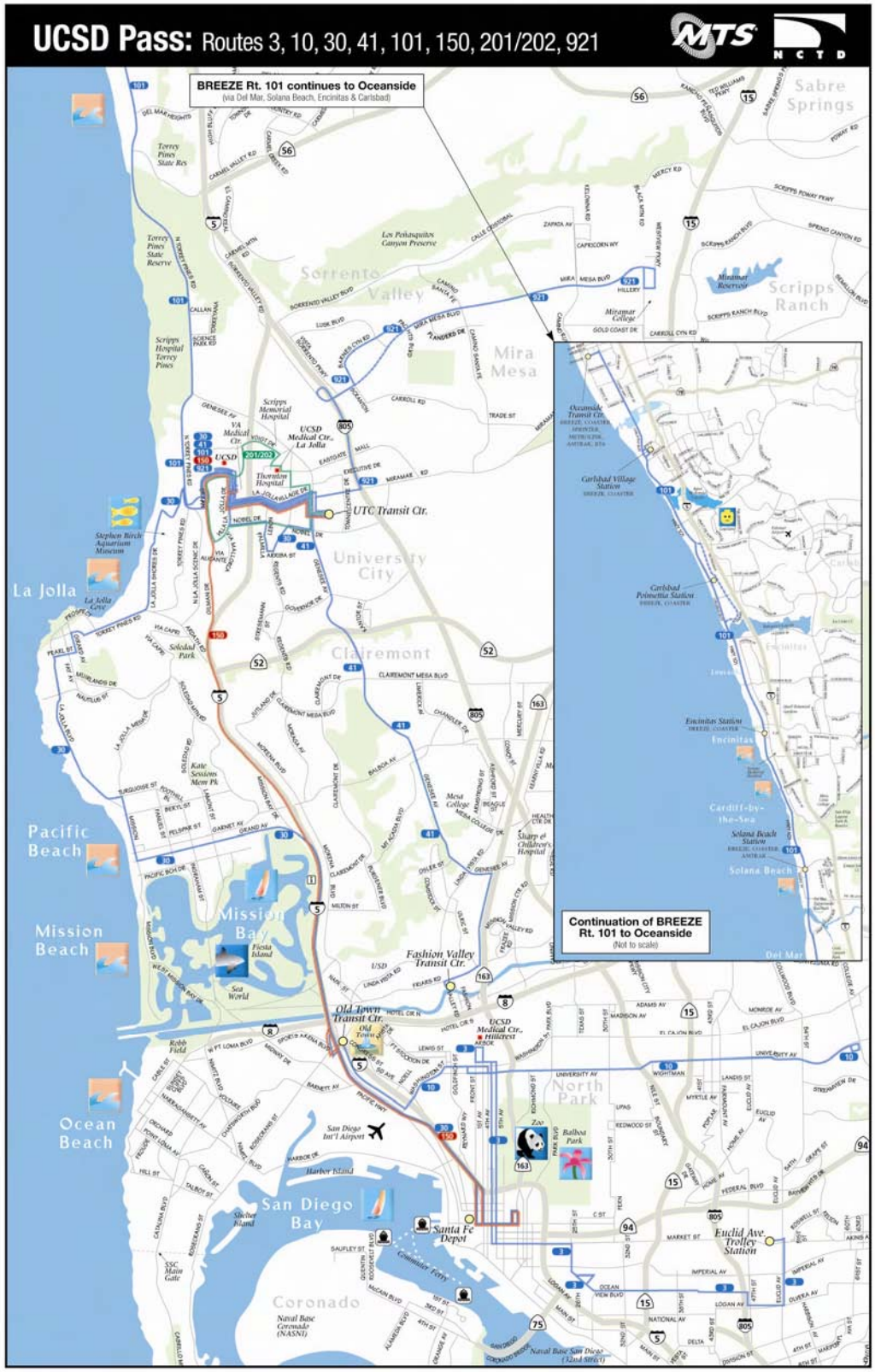
- Year-round shuttles:
    - COASTER Shuttle
    - Hillcrest/Campus Shuttle
    - Hillcrest/Old Town Transit Center Shuttle
    - Medical Center Connector Shuttle
    - Mesa Housing Shuttle
    - Scripps Institution of Oceanography Shuttle
    - Torrey Pines Center Shuttle

In addition, UCSD has established a special arrangement with both MTS and NCTD allowing students, faculty, and staff to ride free on regular routes that directly serve the UCSD east and west campuses (Routes 30, 41, 101, 150, 921, and the SuperLoop) and the two routes that serve the UCSD medical center in Hillcrest (Routes 3 and 10). UCSD passengers may board NCTD Route 101 free anywhere along the route between Oceanside and UTC. The Map in Figure 6.3 shows these routes.

Cal State San Marcos Shuttle

Cal State San Marcos Parking and Transportation Services provide a free shuttle between the Cal State San Marcos SPRINTER Station and the campus. Shuttle services operate from 6:45 a.m. to 9:00 p.m. Monday through Friday. The shuttle runs on a continuous 15 to 20-minute loop through campus stopping at University Village Apartments, Craven Circle, Chavez Circle, and back to the SPRINTER station in conjunction with the University semester schedule for fall, spring, and summer sessions. A lunch time service from Craven Circle to the Ralph's shopping center is also available from 11:30 a.m. to 1:30 p.m.

Figure 6.3: Free-Fare Routes for UCSD Students, Faculty, and Staff



6.2 Private Transportation Providers

The San Diego region also has a number of privately funded transportation services that cater to the public or large groups of select users. These services do not necessarily receive public funds but in some cases have emerged due to the inability of publicly financed systems to meet demands because of funding, cross boundary issues, or the limited size of the market.

Old Town Trolley

The Old Town Trolley is a tourist-oriented service that operates themed buses year-round. A two-hour round trip adult ticket costs $30. On and off privileges are allowed on each tour, providing visitors the opportunity to explore major landmarks. Major points served are Old Town, Balboa Park, Horton Plaza, Coronado Island, Seaport Village, and the San Diego Zoo. There are currently no joint fares or reciprocity arrangements between the Old Town Trolley and the public transit system.

Greyhound

Greyhound is a nationwide inter-city bus operator. Within San Diego County, Greyhound offers services from Oceanside, Escondido, El Cajon, and San Ysidro to Downtown San Diego. Greyhound services operate express via the Freeway system. In the suburbs, Greyhound operates from public transit centers in Oceanside, Escondido, El Cajon, and San Ysidro. However, in Downtown San Diego, Greyhound uses its own terminal. Greyhound operates seven days per week. Service on board the Oceanside and San Ysidro bus lines is typically offered every hour, throughout the day, with some early morning and/or late night trips.

Oceanside to San Diego service is offered 12 times daily, with an adult cash fare of $8 and a typical scheduled travel time of 50 minutes. Escondido to San Diego is offered four times daily, with an adult cash fare of $12.50 and a travel time of 40 minutes. El Cajon to San Diego is offered three times daily, with an adult cash fare of $10 and a travel time of 30 minutes. San Ysidro to San Diego is offered 17 times daily, with an adult cash fare of $10 and a travel time of 25 minutes. In the past NCTD and Greyhound had a joint ticketing scheme that allowed Greyhound passengers to ride on NCTD between Escondido and Oceanside.

Casino Shuttles

Indian casinos in the rural areas of San Diego County have become major attractions for residents and visitors, creating a significant demand for bus services. Some casinos, such as Pala, Harrahs, and Viejas, are located on existing rural bus routes, while others are not. The casino industry has responded with special bus services for casino visitors and employees. Barona Valley Ranch Resort and Casino, Sycuan Resort and Casino, Valley View Casino, and Viejas Casino now operate shuttle service to selected areas throughout the County to help fill in the missing links in MTS and NCTD service networks.

Barona Valley Ranch Resort and Casino currently operates approximately 60 express shuttles to and from the East County, South Bay, Mira Mesa, and Kearny Mesa. These shuttles run from 5:15 a.m. until 2:15 a.m. the following morning and operate on Saturday and Sunday only. Passengers must be eighteen years or older to ride the shuttle and the fare to board the shuttle is $10. If the passenger has a Club Barona Card, the fare is free. In addition, Barona operates three express shuttles on Wednesdays only that services the Los Angeles and Laguna Woods areas. The fare to board those shuttles is also $10.

Sycuan Resort and Casino currently operates approximately 28 daily shuttles to and from the Plaza Bonita Shopping Center and the El Cajon Trolley Station. In addition, 14 daily shuttles also run to and from Tecate and Horario Diario in Mexico. Sycuan also operates 11 supplementary evening and bingo routes that service the South Bay, Chula Vista, National City, Spring Valley, Mira Mesa, Kearny Mesa, North Park, and North County, and these routes also run daily. All passengers must be 18 years or older to ride, and the fare to board is $10. If the passenger has a Club Sycuan Card, the fare is free.

Valley View Casino currently operates 12 shuttles that run daily to and from the North County Coast, Escondido, Rancho Bernardo, Poway, Rancho Peñasquitos, and Mira Mesa. Valley View also provides service on select days of the week to other areas in the County. On Tuesdays, Fridays, and Saturdays, 5 shuttles are offered from Chula Vista and National City, as well as from the Euclid and Market Trolley Station. Two shuttles service Downtown San Diego on Thursdays and Sundays only, and two shuttles service the Hillcrest area on Mondays and Wednesdays. Also, Valley View offers shuttle service to Laguna Woods Village on Mondays by reservation only. It is free to ride any of these shuttles.

Viejas Casino currently operates 44 daily shuttles that service El Cajon, Mira Mesa, Kearny Mesa, and Santee. These shuttles operate from 5:15 a.m. until 1:30 a.m. the following day. The fare to board is $10 and passengers must be 18 years or older to ride. If passengers have a V Club card, the fare is free.

While these casino shuttles do offer supplemental transit service to the existing MTS and NCTD routes, it should be noted that during the Unmet Transit Needs Hearings in 2005, the management of Harrah's Casino in North County made a presentation on the unmet transit needs of their employees. The Casino noted that the current service provided by NCTD was inadequate and they asked for improved service to bring employees to their worksite at the casino.

Employer Shuttles

It is understood that employers in the region do offer shuttle services for their employees; however, there is no inventory of the services. The shuttles may be operated by company employees or contracted to a transportation provider. The shuttles typically operate from transit centers, such as the Sorrento Valley COASTER Station, or between remote employee parking and the jobsite. Currently, Qualcomm is providing shuttle service to its employees from the Sorrento Valley COASTER Station. A similar shuttle is being operated by Cloud 9 Shuttles. In future years, additional research will be undertaken to identify the locations of employer shuttles, as their presence is indicative of gaps in transit coverage as well as a confirmation of potential demand.

Airport Shuttles

Frequent shuttle service between Downtown San Diego, the Santa Fe Train Station, and Lindbergh Field is provided by MTS Route 992. In addition, private shuttle operators provide shared ride shuttle service from all points in San Diego County to the International Airport.

Cloud 9 Shuttle is a privately owned and operated shared ride taxi service that serves the airport market. Cloud 9 Shuttle is also authorized to provide "shared-ride" transportation throughout San Diego County to San Diego Amtrak, the San Diego Convention Center, and the San Diego Cruise Terminal. All Cloud 9 Shuttle fares are structured by zip code.

Mexicoach

Mexicoach operates shuttle services from San Ysidro to their downtown terminal in Tijuana, with connections to Rosarito and the industrial parks. The service operates from the San Ysidro transit center and offers convenient connections with the trolley. The cash fare on Mexicoach is $5 one-way or $8 round trip. All buses are wheelchair lift equipped.

There are currently no joint fares or reciprocity arrangements between Mexicoach and the public transit system.

Private Paratransit Service Providers

California Paratransit Services
California Paratransit Services provides transportation service for seniors and persons with disabilities. Transportation is contracted out through various taxi companies, who typically charge a fee of $2.30 per mile with no loading fee. Wheelchair accessible vehicles are available, but scheduling is suggested one-week in advance.

Golden State Paratransit
This agency provides direct transportation services to all San Diego County residents, 24 hours per day. The service charges a fee of $3.50 per mile and travels up to 250 miles. Vehicles are ADA accessible.

Hospital Shuttles

A number of agencies provide transportation to hospitals in the San Diego region. The hospitals may fulfill the demand themselves, providing shuttle services to their campuses and to their immediate neighbors. These include shuttles between remote parking areas and hospital sites for employees (e.g., Palomar Hospital District) and shuttles for staff and patients (e.g., UCSD Hillcrest and Veteran's Hospital).

The private/public market has also facilitated this demand. The following is a limited list of medical-related transportation providers in the San Diego Region:

- American Medical Response
- Angel Flight
- Balboa Ambulance
- Care-A-Van
- Care Medical
- Critical Air Medicine
- East County Fire Department
- Laidlaw
- No Vacancy
- Pacific Ambulance
- Rainbow Medical Transport Services
- San Diego Medical Services
- Schaeffer Ambulance
- SoCal Medical

Hospital shuttles are not necessarily limited to private agencies, but in many cases fall into this category.

6.3 Social Service Transportation Providers

Several social service agencies provide transportation in San Diego County, effectively expanding the MTS and NCTD paratransit services. In December 2007, SANDAG conducted a phone survey to update the inventory of available services. Two hundred and eight agencies were surveyed, taken from SANDAG's 2006 inventory and the Consolidated Transportation Services Agency's (CTSA) STRIDE Web site. Of the 208 agencies that were contacted, 97 responded, 56 of which are transportation providers. Through the survey, participants were asked about the service area of their operations, enrollment or program requirements, hours and days of operation, fare requirements, and vehicle types. The results of the survey are included in Appendix D.

SANDAG used the results of the survey to determine where social service agency transportation was available in San Diego County. To do this, SANDAG asked each agency surveyed to describe their service area. The most common responses were based on city boundaries, zip codes, or within a certain radius of an area. SANDAG then used this information to map where service is available for each population group. This information is included in a series of maps in Appendix N.

Social Service Transportation Options - Seniors

Of the 56 agencies that responded, 40 provide transportation services for seniors. There is significant coverage throughout most of the urbanized areas of the County with the highest levels of service available along the Interstate 78 corridor in North County and the Interstate 8 corridor in Central and East County. Significantly, less transportation services are available for seniors on weeknights; however, a moderate amount of service is available on the weekends.

SANDAG also asked survey respondents whether their transportation services were available only to agency clients, and if so, were there any requirements to becoming a client. For those agencies reporting that their transportation services were not only available to agency clients, or those with no barriers or requirements to becoming a client, their coverage area was included in a set of additional maps titled "Non-Agency Clients." These maps represent the services that are available to the general public. For the senior population, the services available to non-agency clients was approximately the same for weeknights, however, a rather dramatic decrease was apparent for the weekdays and weekends, particularly in North County.

Volunteer Driver Program and Coalition

There are a number of volunteer driver programs in the San Diego area. Full Access to Coordinated Transportation (FACT) has been working with many of them to create a volunteer driver coalition, with a goal of the coalition applying for senior mini-grant funding. Members include Jewish Family Services – Rides & Smiles, City of Vista – Out and About, Peninsula Sheppard Senior Center, City of Oceanside, City of La Mesa, ElderHelp, and ITN San Diego.

The coalition has been meeting since January 2007, and is in the process of developing the guidelines for members of the coalition and standardizing rider application and data collection among the agencies. By coming together and gathering the same data the coalition will be able to demonstrate the true impact these agencies have on the seniors in San Diego.

Social Service Transportation Options - Persons with Disabilities

Of the 56 agencies that responded, 26 provided transportation services for persons with disabilities. The maps representing transportation services available to persons with disabilities reveal less services available than those for seniors. The highest level of service available is along the Interstate 78 corridor in North County. There is significantly less service available on weekends and no service available in North County on weeknights.

When examining the transportation services available to non-agency clients, there is no service available on weekdays, weeknights, or weekends in North County. There is, however, a limited amount of service available to the general public in some areas of the central, southern, and eastern areas of the County.

Social Service Transportation Options - Persons with Low-Incomes

Of the 56 agencies that responded, 31 provided transportation services for persons with low incomes. This population had the highest level of service available during the weekdays, with the most significant concentrations in the central and southern areas of the County. There was less service available during the weekends, with none in North County. There were no agencies that reported providing transportation for low-income individuals during weeknights; therefore, no map was included. Finally, for non-agency clients, there was still service available on the weekdays and weekends, mostly in the central, southern, and eastern areas of the County.

6.4 Vanpool Alternatives

Alternative public transportation opportunities are available in the San Diego region through existing vanpooling programs. Vanpooling programs involve coordination services such as ride matching, but also can involve operation of regional van or car service. Vanpooling services located in the San Diego region are described in greater detail below.

iCommute

iCommute is the commuter services program for the San Diego region. The program is managed by SANDAG and offers free services to help commuters find alternatives to driving alone. Services include: carpool matching services (for work and school), regional vanpool program, "Guaranteed Ride Home" program, Bike to Work information, bike locker rentals throughout the County, transit information, teleworking information for employers, and customized commuting programs for employers.

iCommute's vanpool program utilizes the Congestion Mitigation and Air Quality (CMAQ) Improvement Program and the San Diego County Air Pollution Control District (APCD) funds to subsidize up to $400 per month of the van lease cost for approved vanpools. Vanpool costs range from approximately $600 to $1,400 per month for a variety of van sizes provided by one of three vendors. Commuters initiate and negotiate their own lease agreements. Maintenance and insurance is typically included in the lease cost, while vanpool users pay for gas and the remainder of the van lease not covered by the subsidy.

iCommute's regional bike locker network includes 559 locker spaces serving 467 current users. The lockers are currently free to use with a $25 or $35 security deposit for the key. Funding for management of the program and locker maintenance comes from CMAQ. iCommute is currently exploring a retrofit of existing lockers and purchase of new electronic on-demand units to make the network compatible with the Compass Card, the region's new smart card standard.

6.5 Neighboring Systems

Transit services in adjacent jurisdictions connect to services to and from San Diego County and are therefore recognized in the regional transportation inventory.

Orange County Transportation Authority

The Orange County Transportation Authority (OCTA) is a multi-modal transportation agency serving Orange County. The Orange County Transportation Authority operates countywide bus and paratransit service; the 91 Express Lanes toll facility, freeway, street and road improvement projects, motorist aid services, regulation of taxi operations, and administers all of Orange County's Metrolink rail corridor service.

OCTA recently prepared a draft Long-Range Transportation Plan (LRTP) that provides the planning foundation for future transportation improvements. The proposed LRTP includes improvements to the transportation network, such as new and widened freeways, tollways, roadways, new and enhanced transit facilities, regional bikeway improvements, and new environmental programs.

Orange County's current transit system includes a network of local bus routes that provide service to most residential and employment areas of the County, several express bus routes, and service for longer distance travel. The current (2004) level of ridership is 67.5 million riders. The number of Orange County riders on Metrolink has increased from less than 145,000 passengers in 1994 to over 3,000,000 passengers in 2004.

Orange County's express buses use the freeway system to provide commuters with faster service over longer distances. There are currently nine express bus routes in place using Interstate 5 (I-5), Interstate 405 (I-405), State Route 91 (SR-91), and State Route 57 (SR-57) to connect major employment centers and park-and-ride lots.

OCTA's goals for transit improvements include improving bus connections to Metrolink, developing Rapid Bus service on major arterials, and improving Metrolink frequency. None of OCTA's routes serve San Diego County. However, OCTA Routes 1 and 191 serve San Clemente Plaza, where passengers can transfer to San Diego NCTD BREEZE Route 395 to Camp Pendleton and Oceanside. Inter-agency transfers from OCTA to BREEZE buses are available upon request.

Riverside Transit Agency

The Riverside Transit Agency (RTA) is the Consolidated Transportation Service Agency for western Riverside County and is responsible for coordinating transit services throughout the approximate 2,500 square mile service area. RTA provides both local and regional services throughout the region with 38 fixed-routes, five CommuterLink routes, and Dial-A-Ride services using 231 vehicles. RTA Route 202 provides peak hour commuter express service from Temecula to Oceanside Transit Center for connections to NCTD's COASTER service. An interagency transfer agreement between NCTD and RTA is currently being negotiated.

Imperial Valley Transit

Imperial Valley Transit (IVT) was created in 1989 as "Imperial County Transit." It began as a five-route system with approximately 3,000 passengers a month. Today IVT has 18 routes with an average ridership of 23,000 passengers per month. The service is operated by LAIDLAW Transit Services, Inc., which is administered by the County Department of Public Works and funded by the Imperial Valley Association of Governments (IVAG).

Two Imperial Valley routes (Routes 400 and 450) serve the eastern edge of San Diego County at Ocotillo one-day per week. However, there are no connecting routes from Ocotillo into the rest of San Diego County. The nearest MTS route serves Borrego Springs.

Tijuana

The border crossings between the United States and Mexico are the busiest in the world. Annually, more than 31 million cars carrying nearly 73 million passengers, 23 million pedestrians, and 1.3 million people arriving by bus have entered California from Mexico. In addition, nearly 1.3 million trucks enter the United States at the commercial crossings. Similar numbers of passengers, pedestrians, and vehicles head south from California to Mexico. To accommodate the border transportation system, a comprehensive effort is underway to improve access to border crossings, expand freight rail service, and coordinate commercial vehicle crossings.

A proposed third border crossing at East Otay Mesa would provide an alternate entry for vehicles and commercial trucks. In the United States, the proposed State Route 11 will connect the new border crossing to State Routes 905 and 125. In Mexico, the Tijuana-Rosarito 2000 Corridor will connect to the East Otay future Port of Entry (POE).

The Otay Mesa-Mesa de Otay Binational Corridor Strategic Plan, adopted by the SANDAG Board in 2007, proposes to improve cross-border travel, giving high priority to public transportation. The City of Tijuana has identified several transit issues, including saturated streets due to growth in vehicular travel, inadequate boarding facilities, an older bus fleet, lack of schedules for transit routes, and inadequate control of transit operations. A restructuring plan is proposed to better meet travel demand patterns in Tijuana.

Rail is another key component to the binational transportation system. Re-opening the (San Diego and Arizona Eastern Railway (SD&AE) Railway is proposed to improve the movement of goods through the Southern California/Baja California region. Existing freight service between San Diego and Tecate can be extended to the Imperial Valley by rehabilitating the Desert Line section of the SD&AE. Another rail improvement under consideration is a new rail line between Ensenada and Tecate that will connect to the SD&AE.

An additional method that facilitates border crossing is offered by the newest airline of Mexico, Volaris. This airline offers shuttle service from the Santa Fe Depot in San Diego to the Tijuana Airport in Mexico. A one-way ticket to Tijuana costs $15, and return services also are available from the Tijuana airport to both the San Ysidro border and Downtown San Diego. It should be noted that cross-border transit services require patrons to alight at the border, walk through the inspection area, and re-board their bus once they have cleared Mexican Customs.

6.6 Interregional Systems

Amtrak

Amtrak's 351-mile Pacific Surfliner Corridor serves more than 2.5 million intercity passengers each year. Together with more than 6 million commuter passengers using either Metrolink or COASTER, it is the second busiest passenger rail corridor in the nation. The coastal corridor runs from San Diego to San Luis Obispo through six counties. Stations in San Diego County include Oceanside, Solana Beach, Old Town, and Downtown San Diego. Connections to the transit system occurs at each of these stations, including COASTER, Metrolink, Greyhound, local bus routes, the San Diego Trolley, and the SPRINTER light rail route.

The Surfliner operates seven days per week, eleven times per day. Most service is between San Diego and Los Angeles; two round trips each day operate between San Luis Obispo and San Diego (including stops at Santa Barbara), while the other round trips operate between Los Angeles and San Diego.

Since 1989, SANDAG has been a member of the LOSSAN Rail Corridor Agency, which seeks to increase ridership, revenue, capacity, reliability, and safety on the corridor. Other members of LOSSAN are rail owners and operators and regional transportation planning agencies.

LOSSAN has secured funding for intercity rail programs. The State of California has invested more than $1 billion in the corridor, along with $200 million from Amtrak, and $300 million by local member agencies. Federal funding since 1996 has resulted in $24 million in improvements, including grade separations in the Cities of Solana Beach, Commerce, and Fullerton. LOSSAN also has obtained federal funds for the Del Mar Bluffs Stabilization Project.

LOSSAN aims to enhance funding for intercity rail, enhance service frequency and quality, improve safety, and promote transit-oriented development.

The Rail2Rail program previously allowed COASTER's monthly passholders to ride *Surfliner* trains within the limits of their monthly pass. This service provided additional options for people traveling between Santa Fe, Solana Beach, and Oceanside. Similarly Amtrak passengers could ride the COASTER if they had a valid Amtrak ticket for service between Oceanside, Solana Beach, and Santa Fe Station. The program was eliminated on July 1, 2008, due to budget constraints.

Metrolink

Metrolink is a regional rail system, including commuter and other passenger services, linking communities to employment and activity centers in Riverside, San Bernardino, the Inland Empire, Orange, and Ventura Counties. The services on board the Orange County line are offered on both weekdays and weekends.

Although the Orange County line provides connections to the Oceanside Transit Center and links San Diego County with Los Angeles and Orange County, there is currently not a transfer agreement in place between the COASTER and the Metrolink. Passengers wishing to continue their rail trip further south must purchase an additional ticket on the COASTER in order to get to their final destination. There is a transfer agreement allowing Metrolink passengers to transfer to the NCTD BREEZE bus and SPRINTER rail system however that transfer agreement is only valid one-way. Metrolink tickets may now be purchased at the Santa Fe Station in San Diego, although the service is only available at Oceanside.

Emergency Transportation Services

Transit and social service transportation can provide critical transportation services in the event of a regional emergency. Therefore, emergency transportation services have been included in the short range transit planning process to acknowledge the roles that transit and social service transportation can play in meeting the needs of area residents during a catastrophic event. The following sections explain these roles in detail.

Transit

Since all transit services are ADA accessible, potentially all transit vehicles could be utilized in the event they are needed to provide relief for a major emergency. The County of San Diego's Office of Emergency Services (OES) coordinates the overall county response to disasters. For evacuations and emergencies, OES coordinates with the transit agencies to utilize fleet vehicles in the event that they are needed. There are currently 901 MTS and NCTD transit vehicles available to provide mass transportation assistance. During large-scale events, OES can coordinate with transit agencies outside of the county in the event that additional vehicles are needed for disaster relief.

Social Service Transportation

Until recently, social service transportation was not included in the pool of potential emergency relief services coordinated or available to OES. To this end, OES is currently preparing a database and negotiating transportation agreements with social service transportation providers for emergency transportation assistance. Upon its completion, this project will assist the Emergency Operations Center staff in the event that additional transportation services are needed during an emergency. The Center functions as a central facility to provide regional coordinated emergency response including the coordination of vehicles available for disaster relief and evacuation. The social service transportation database will include information on the type of service which can be offered by each provider along with the number of passengers that can be transported.

CHAPTER 7

NEEDS ASSESSMENT

7 Needs Assessment

The needs assessment component of the Coordinated Plan typically includes the identification of existing transit service gaps and unmet public and social service transportation needs. Existing gaps and transportation needs were updated in the 2007-2011 and 2008-2012 Coordinated Plans. However, since the 2009-2013 Coordinated Plan effort focused primarily on transit/social service program performance and grant administration, revisions to the needs assessment was delayed until the next Coordinated Plan update. In 2010, SANDAG will conduct a more comprehensive update of the plan (the 2010-2014 Coordinated Plan) where an in-depth analysis of transportation needs will be evaluated for both the urban and rural areas. It is anticipated that the 2010-2014 Coordinated Plan needs assessment will also benefit from a countywide outreach program along with concurrent efforts by NCTD regarding the development of their Comprehensive Operations Analysis (NCTD "Mobility Plan")..

7.1 Summary of Transportation Needs

A number of transportation needs were identified through the outreach programs conducted for the 2007 and 2008 Coordinated Plans. Detailed maps illustrating transit service gaps from those efforts have been preserved in Appendix O for each of the following population groups included in this plan:

1. General Population
2. Individuals with Limited Means
3. People with Disabilities
4. Older Adults

Additionally, Appendix O includes the areas, communities, or neighborhoods where service gaps were found. The service gaps in social service transportation[1] were based on the expanded social service transportation assessment and survey conducted for the 2008-2012 plan. These gaps pertain to each of the above population groups with the exception of the "General Population" group. This category was not included in the inventory since it was only conducted for groups eligible to receive money under the federal programs associated with the Coordinated Plan (those serving low-income, disabled and seniors populations). The social service coverage maps are included in Appendix N.

[1] Gaps in social service transportation were based on areas with significant populations having limited or no social service transportation provided without significant barriers to receive service (such as requirements to be a member or "agency client" of that organization, etc.).

CHAPTER 8

STRATEGIES AND PROJECT PRIORITIZATION

8 Strategies and Project Prioritization

This chapter of the Coordinated Plan identifies strategies to address the transportation deficiencies noted in the plan. This chapter also provides strategy prioritization so that SANDAG may continue to fund projects through the Jobs Access & Reverse Commute (JARC), New Freedom, and Senior Mini-Grant programs. The strategies included in this section were developed to meet the regional transit and social service transportation needs as identified through the various outreach efforts, demographic research, and existing transportation analysis from the 2007-2011 and 2008-2012 Coordinated Plans.[1] The strategies included for prioritization were further refined in this update based on the experiences gained from the most recent the JARC, New Freedom and Senior Mini-Grant funding cycles.

8.1 Coordination of Transportation Resources - Benefits

The coordination of public transit and human services transportation has been a central theme of this plan since its inception and provides one of the key prioritized strategies. Generally speaking, coordination can help improve transportation service delivery, improve cost effectiveness for service providers, eliminate gaps in service, and can remove real or perceived transportation barriers. Other benefits of coordinated transit and human services transportation services include:

Economic Benefits:

- Enhanced Mobility: Expanding the service area and hours increases employment opportunities for potential and underemployed workers;
- Increased Efficiency: Reducing the cost per vehicle hours or miles traveled, potentially saving money for providers and users;
- Economies of scale: Allows bulk purchasing of vehicles, insurance, maintenance, and training;
- Additional Funding: More total funding and greater number of funding sources; and
- Increased Productivity: More trips per month or passengers per vehicle hour.

[1] The complete list of issues and strategies as published in the 2008-2012 Coordinated Plan (and organized by the affected population group) are included in the Appendix P.

Social Benefits:

- Allows Independence: Improves quality of life by providing access to work, medical needs, shopping, social events, and religious services for those who cannot drive; and
- Easy to Use System: Coordinated services are better publicized, reliable, and accessible for users with the potential of serving more destinations.

8.2 Coordination of Transportation Resources - Challenges

While there are numerous benefits of coordinating transportation services, there are also many existing barriers facing coordination. The following areas were identified which could be improved or coordinated to enhance efficiency and service delivery:

- Training and Maintenance: School districts, transit, paratransit, and other transportation providers operate their own training programs for drivers and own maintenance program for vehicles;
- Eligibility: Each transportation system has different eligibility requirements for riders precluding efficient coordination;
- Capital Cost and Purchasing: Each transportation system typically purchases own equipment and vehicles;
- Reporting and Usage: Federal, State, and local funds used for transportation have different restrictions and reporting requirements; and
- Funding Source Restrictions: Various sources of funding restrict different transportation service to specific populations for specific purposes.

8.3 Project Prioritization

Beginning with the 2008-2012 update of the Coordinated Plan, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEALU) required that the prioritization of projects and strategies be included in the Coordinated Plan in order for SANDAG to distribute federal funding through the Jobs Access & Reverse Commute (JARC) and New Freedom (NF) programs. A list of priorities was developed through an expansive public outreach program which including members of the public, the transit agencies, stakeholders, and social service agencies. These priorities were then included with the comprehensive empirical data analysis gathered via surveys and developed through the use of sophisticated geographic mapping techniques. The results are included in the following tables and have been organized and updated according to strategies that meet the needs of each population group identified in the plan. There are four priority levels ranging from "Very High Priorities" to "Low Priorities." These priorities will assist SANDAG in its effort to continue the distribution of funding related to the Coordinated Plan in the most equitable manner possible. The priority tables are included in Tables 8.1 through 8.3 as follows:

Table 8.1: Prioritized Strategies - Low-Income Individuals and Reverse Commuters

Priority	Strategy
Very High	Develop or expand transit and non-agency client transportation services in areas with little or no other transportation options (or replace services that have been cut in those areas) based on identified gaps in transportation services included in Chapters 6 and 7
Very High	Develop or expand transportation solutions in areas with sufficient densities to support transit or coordinated services based on identified gaps in transportation services included in Chapters 6 and 7
High	Development of centralized ride scheduling, dispatching, and mobility center
High	Improve transportation services to the rural areas
High	Increase coordination efforts by combining resources such as vehicles, riders, funds for rides, vehicle maintenance, drivers, driver training, insurance coverage, general ride subsidies, dispatching equipment, software, and gas cards for volunteers
High	Increase work-based weekday and weekend service based on identified gaps in service included in Chapters 6 and 7
High	Increase work-based weeknight service based on identified gaps in service included in Chapters 6 and 7
High	Provide travel training to encourage more individuals to ride regular transit
High	Develop or enhance volunteer driver programs
High	Upgrade bus stops to include weather protection
Mid	Expand public information regarding alternative transportation programs
Mid	Extend hours of operation and increase early morning and late night service
Mid	Provide demand responsive transportation for areas not served by fixed-route transit
Mid	Support coalitions of similar coordination based programs such as the volunteer driver program coalition
Low	Community outreach and marketing of services
Low	Create feeder to fixed-route service
Low	Develop non-motorized transportation programs (i.e., bicycle, etc.)
Low	Develop or expand car sharing programs
Low	Encourage coordination among school districts
Low	Enhance driver training program to improve passenger information
Low	Enhance existing guaranteed ride home programs
Low	Improve 511 Web site and other transit information sites
Low	Improve bus public address (PA) systems
Low	Improve dissemination of transit service change information
Low	Improve information on routes and schedules for buses and trolley system
Low	Improve real-time travel information on buses and trolleys
Low	Increase COASTER service, including regular weekend service
Low	Increase level of express transit service
Low	Increase officer patrol in transit stations with known criminal activity
Low	Increase SPRINTER service, including weekend and late evening service
Low	Increase weekend hours for fixed-route services
Low	Install and maintain transit station amenities (shelters, seating, trash cans, and lighting)

Table 8.1: Prioritized Strategies - Low-Income Individuals and Reverse Commuters (Cont'd)

Priority	Strategy
Low	Install closed circuit television devices and monitoring personnel at stations (including signage)
Low	Install in-vehicle closed circuit television devices and operator monitoring equipment
Low	Install pedestrian grade separations at COASTER stations
Low	Provide additional feeder services to the Trolley and SPRINTER
Low	Provide commuter services from Southern Riverside County
Low	Provide taxi vouchers
Low	Provide trips during off-peak hours and ensure midday coverage
Low	Purchase and implement technology to promote cohesive use between public and private transportation providers

Table 8.2: Prioritized Strategies - Individuals With Disabilities

Priority	Strategy
Very High	Develop or expand transit and non-agency client transportation services in areas with little or no other transportation options (or replace services that have been cut in those areas) based on identified gaps in transportation services included in Chapters 6 and 7
Very High	Develop or expand transportation solutions in areas with sufficient densities to support transit or coordinated services based on identified gaps in transportation services included in Chapters 6 and 7
High	Develop or expand transportation solutions for developmentally disabled individuals based on identified gaps in service included in Chapters 6 and 7
High	Development of centralized ride scheduling, dispatching, and mobility center
High	Improve transportation services to the rural areas
High	Increase coordination efforts by combining resources such as vehicles, riders, funds for rides, vehicle maintenance, drivers, driver training, insurance coverage, general ride subsidies, dispatching equipment, software, and gas cards for volunteers
High	Increase weekday service based on identified gaps included in Chapters 6 and 7
High	Increase weeknight and weekend service based on identified gaps in service included in Chapters 6 and 7
High	Provide door-to-door service (and door-through-door when necessary) for trips such as low-cost non-emergency medical transportation and grocery shopping in circumstances where paratransit is insufficient, inappropriate, or unavailable.
High	Improve accessibility for individuals with disabilities through: - The provision of travel training for paratransit users to encourage more individuals to ride regular fixed-route transit - Improved accessible travel paths to transit stops and stations - Retrofitting of existing bus stops to ensure accessibility and ADA compliance
High	Develop or enhance volunteer driver programs
High	Upgrade bus stops to include weather protection
Mid	Enhance sensitivity training for drivers particularly for those assisting passengers with developmental disabilities
Mid	Improve accessible travel paths to transit stops and stations

Table 8.2: Prioritized Strategies - Individuals With Disabilities (Cont'd)

Priority	Strategy
Mid	Increase timeliness, flexibility, and reliability of pickup for ADA paratransit services
Mid	Retrofit existing bus stops to ensure accessibility and ADA compliance
Mid	Shorten ADA trip request windows for pickup times
Mid	Support coalitions of coordination based programs such as the volunteer driver program coalition
Low	Community outreach and marketing of services
Low	Create feeder to fixed-route service
Low	Enhance driver training program to improve passenger information
Low	Expand paratransit eligibility beyond the 3/4 mile boundary
Low	Improve 511 Web site and other transit information sites
Low	Improve accessible travel information and services for visitors and residents
Low	Improve and maintain the STRIDE Web site
Low	Improve bus public address (PA) systems
Low	Improve dispatch equipment communication system to ensure that passengers will be transported in the most appropriate vehicle
Low	Improve dissemination of transit service change information
Low	Improve information on routes and schedules for buses and trolley system
Low	Improve real time travel information on buses and trolleys
Low	Include vehicles that can accommodate larger chairs in fleet
Low	Increase COASTER service, including regular weekend service
Low	Increase level of express transit service
Low	Increase officer patrol in transit stations with known criminal activity
Low	Increase operating hours of accessible health and human service transportation vehicles
Low	Increase paratransit service hours
Low	Increase SPRINTER service, including weekend and late evening service
Low	Increase the physical in-vehicle space for wheelchair passengers
Low	Increase weekend hours for fixed-route services
Low	Install and maintain transit station amenities (shelters, seating, trash cans, and lighting)
Low	Install closed circuit television devices and monitoring personnel at stations (including signage)
Low	Install in-vehicle closed circuit television devices and operator monitoring equipment
Low	Install pedestrian grade separations at COASTER stations
Low	Provide additional feeder services to the Trolley and SPRINTER
Low	Provide an assistance program for individuals trying to become ADA certified
Low	Provide commuter services from southern Riverside County
Low	Provide taxi vouchers
Low	Provide transportation system guides
Low	Provide trips during off-peak hours and ensure midday coverage
Low	Purchase and implement technology to promote cohesive use between public and private transportation providers
Low	Replace or upgrade older high-floor buses with newer low-floor models
Low	Study impact of further reducing fares for ADA certified on regular transit

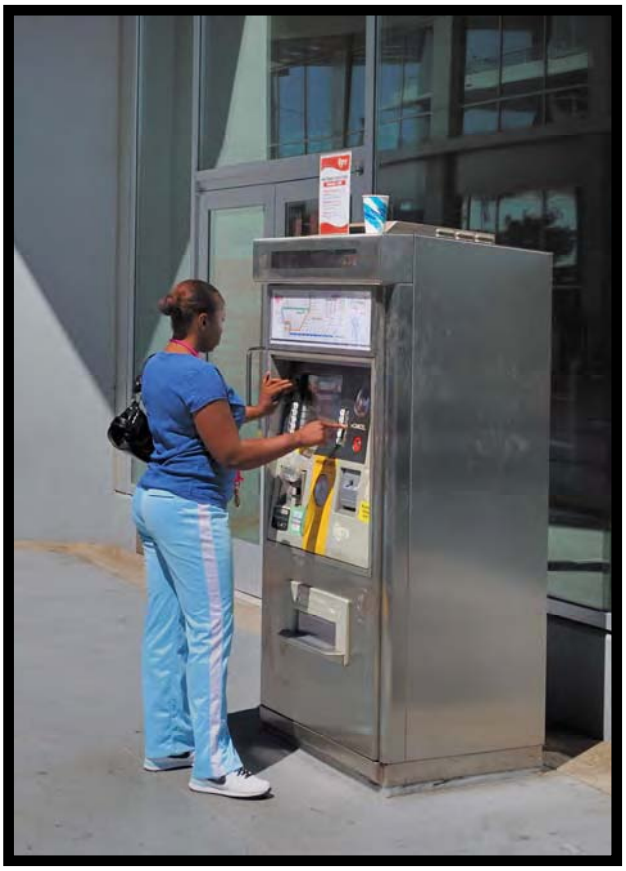
Table 8.3: Prioritized Strategies - Seniors

Priority	Strategy
Very High	Develop or expand transit and non-agency client transportation services in areas with little or no other transportation options (or replace services that have been cut in those areas) based on identified gaps in transportation services included in Chapters 6 and 7
Very High	Develop or expand transportation solutions in areas with sufficient densities to support transit or coordinated services based on identified gaps in transportation services included in Chapters 6 and 7
High	Development of centralized ride scheduling, dispatching, and mobility center
High	Improve transportation services to the rural areas
High	Increase coordination efforts by combining resources such as vehicles, riders, funds for rides, vehicle maintenance, drivers, driver training, insurance coverage, general ride subsidies, dispatching equipment, software, and gas cards for volunteers
High	Increase weekday and weekend service based on identified gaps in service included in Chapters 6 and 7
High	Provide door-to-door service (and door-through-door when necessary) for trips such as low-cost non-emergency medical transportation and grocery shopping in circumstances where paratransit is insufficient, inappropriate, or unavailable.
High	Provide travel training to encourage more individuals to ride regular transit
High	Develop or enhance volunteer driver programs
High	Upgrade bus stops to include weather protection
Mid	Expand public information regarding alternative transportation programs
Mid	Provide demand responsive transportation for areas not served by fixed-route transit
Mid	Support coalitions of coordination based programs such as the volunteer driver program coalition
Low	Community outreach and marketing of services
Low	Create feeder to fixed-route service
Low	Enhance driver training program to improve passenger information
Low	Improve 511 Web site and other transit information sites
Low	Improve bus public address (PA) systems
Low	Improve dissemination of transit service change information
Low	Improve information on routes and schedules for buses and trolley system
Low	Improve real-time travel information on buses and trolleys
Low	Increase COASTER service, including regular weekend service
Low	Increase level of express transit service
Low	Increase officer patrol in transit stations with known criminal activity
Low	Increase operating hours of accessible health and human service transportation vehicles
Low	Increase SPRINTER service, including weekend and late evening service
Low	Install and maintain transit station amenities (shelters, seating, trash cans, and lighting)
Low	Install closed circuit television devices and monitoring personnel at stations (including signage)
Low	Install in-vehicle closed circuit television devices and operator monitoring equipment
Low	Install pedestrian grade separations at COASTER stations
Low	Provide additional feeder services to the Trolley and SPRINTER
Low	Provide taxi vouchers

Table 8.3: Prioritized Strategies - Seniors (Cont'd)

Priority	Strategy
Low	Provide transportation system guides
Low	Provide trips during off-peak hours and ensure midday coverage
Low	Purchase and implement technology to promote cohesive use between public and private transportation providers
Low	Replace or upgrade older high-floor buses with newer low-floor models

CHAPTER 9



FUNDING

9 Funding

Public transit and human service transportation in San Diego is funded from a variety of public and private sources. This chapter only addresses services that are in whole or partly funded with money from public transportation funding programs which include federal, state, and local sources.

9.1 Federal

Congress is expected to pass an extension of the federal Safe, Accountable, Flexible and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) legislation in late 2009. SAFETEA-LU continues many of the programs created under the two previous transportation bills (ISTEA and TEA-21). For transit, the Federal Transit Administration (FTA) administers these programs with some programs allocated under formula provisions while others are apportioned on a discretionary basis. The different federal transit funding programs are described below.

FTA Section 5307 (Urbanized Area Formula Program)

The Urbanized Area Formula Program makes federal resources available to urbanized areas for transit capital and operating assistance in small urbanized areas and for transportation-related planning. An urbanized area is an incorporated area with a population of 50,000 or more that is designated as such by the Bureau of the Census. The urbanized area of San Diego County is shown in Figure 9.1.

For medium and large urbanized areas such as San Diego County, the Section 5307 program does not provide assistance for operating costs such as operator salaries and overhead, but based on the need to maintain federally funded assets, this program enables transit agencies to use their Section 5307 apportionments to pay the cost of maintaining those assets. The provision, called Preventive Maintenance, allows the transit operators to recover up to 80 percent of their total maintenance costs from this source. This provision is applicable to all modes; however, use of these funds for this purpose is likely to be at the expense of funding ongoing capital needs, such as bus and other equipment replacements.

Two other special provisions under Section 5307 may be employed to direct these capital funds toward operations: the Capital Cost of Contracting and ADA Services provisions. Capital Costs of Contracting allows the transit agencies to use the Section 5307 funds to pay a portion of costs of operating contracts based on the amount of capital being provided by the contractor. The proportions vary based on the type of contract and whether the contractor provides vehicles. The transit agencies may pay up to 80 percent of the ADA operating contracts with Section 5307 funds instead of using those funds for ongoing capital needs.

Congress authorizes a multi-year federal surface transportation measure approximately every six years along with the other surface transportation programs under the Department of Transportation. The most recent authorization entitled, *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users* (SAFETEA-LU) authorized federal programs for FY 2005 through FY 2009. Based on annual levels established in the authorizing legislation, Congress then appropriates funds for FTA programs.

Urbanized Area Formula Program funds appropriated by Congress then are apportioned annually by FTA. Funds apportioned by FTA under the Urbanized Area Formula Program remain available to the recipient for four fiscal years—the year of the apportionment plus three additional years.

SANDAG is the designated recipient of the 5307 funds and apportions these funds to the transit agencies after a small portion, currently about $2.5 million, is set aside for SANDAG planning purposes. SANDAG policy has been to allocate 70 percent of the remaining funds to MTS and 30 percent to the NCTD. 5307 funding for prior years and projected years are included in Appendix B, Table B.9.

FTA Section 5309 (Fixed Guideway/Discretionary)

This federal formula program is available to fixed guideway agencies with systems in operation for at least seven years. The term "fixed guideway" refers to any transit service that uses exclusive or controlled rights-of-way or rails, entirely or in part. The term includes heavy rail, commuter rail, light rail, trolleybus, aerial tramway, inclined plane, cable car, automated guideway transit, ferryboats, that portion of motor bus service operated on exclusive or controlled rights-of-way, and high-occupancy-vehicle (HOV) lanes. Called 5309 Rail Mod, these program funds must be used only for fixed guideway projects including Preventive Maintenance. These funds require a non-federal match of 20 percent to the federal 80 percent contribution.

Like Section 5307 funds, Fixed Guideway Modernization funds are authorized under SAFETEA-LU and are appropriated annually by Congress. FTA apportions these funds to the regions based on a complicated tiered formula using factors of revenue miles and route miles, and SANDAG apportions these funds directly to MTS (70%) and NCTD (30%). Section 5309 funding for prior and projected years are included in Appendix B, Table B.9.

Federal Transit Administration Section 5310 Formula Funds for Service to Elderly Individuals and Individuals with Disabilities

The goal of the Section 5310 program is to improve mobility for elderly individuals and individuals with disabilities throughout the country. These funds can be used for capital purposes only such as vehicle replacement. The states are the direct recipients with the funding allocated on a formula basis. The State of California, through the actions of Caltrans and the California Transportation Commission (CTC), distributes the funds on a competitive basis.

The primary recipients of these funds are non-profit agencies that provide transportation for seniors and persons with disabilities; however, public transit agencies may apply if they can show that no nonprofits are readily available to provide service for which the capital funds are requested.

Federal Transit Administration Section 5311 Non-Urbanized Area Formula Funds

FTA apportions these funds for non-urbanized areas to the states according to a statutory formula based on each state's population in rural and small urban areas (under 50,000 population). In California, Caltrans apportions the Section 5311 funds to counties on a rural population basis. SANDAG in turn also apportions the regional funds to MTS and NCTD based on their relative rural populations according to the most recent decennial census. NCTD receives 59 percent of the funding

and MTS receives 41 percent. These funds may be used for operations requiring a dollar-for-dollar match. They may be used for capital at an 80/20 federal to non-federal ratio.

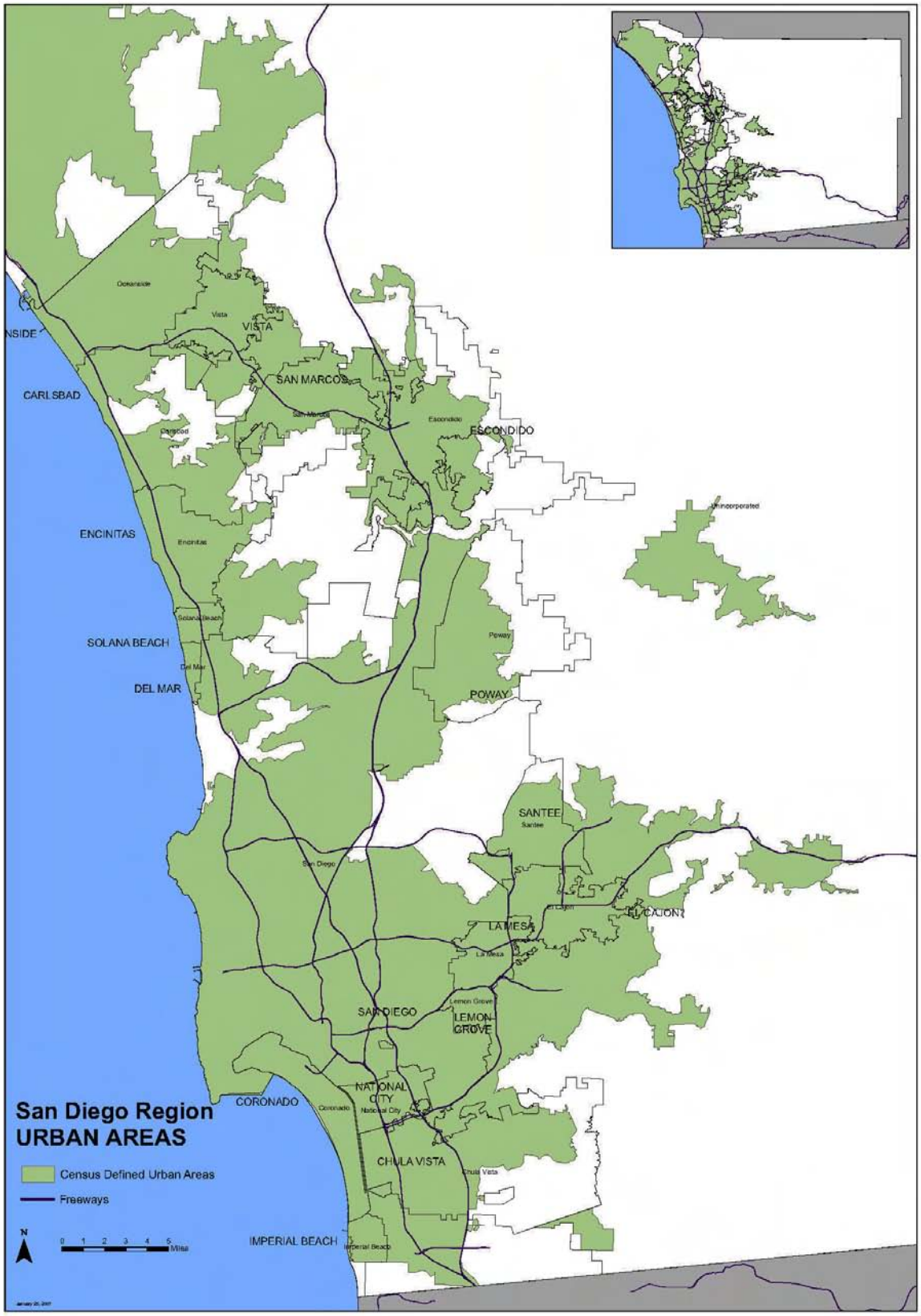
Federal Transit Administration Section 5311(f) Intercity Bus Program

A subsidiary program under the Section 5311 program, the Section 5311(f) program was created to help provide an intercity bus transportation system designed to address the intercity bus transportation needs of the entire state by providing financial assistance for operating, capital, and/or planning grants that support three national objectives:

- To support the connection between non-urbanized areas and the larger regional or national system of intercity bus service;
- To support services to meet the intercity travel needs of residents in non-urbanized areas; and
- To support the infrastructure of the intercity bus network through planning and marketing assistance and capital investment in facilities.

This program, while discretionary, is included in this list of recurring sources because the region's two transit agencies have been somewhat successful in obtaining these funds to support rural operations and capital needs.

Figure 9.1: Urbanized Area of San Diego County



FTA Section 5316 (Job Access and Reverse Commute [JARC] Program)

The goal of the Job Access and Reverse Commute program (JARC) is to improve access to transportation services to employment and employment-related activities for welfare recipients and eligible low-income individuals and to transport residents of urbanized areas and non-urbanized areas to suburban employment opportunities.

This program provides financial assistance for transportation services planned, designed, and carried out to meet the transportation needs of eligible low-income individuals and of reverse commuters regardless of income. The program requires coordination of federally-assisted programs and services in order to make the most efficient use of federal resources. The formula for JARC funds is based on the number of eligible low-income and welfare recipients in urbanized and rural areas. The region may use up to 10 percent of the JARC funds for planning, administration, and technical assistance.

JARC funding is allocated by formula to states for areas with populations below 200,000 persons, and to designated recipients for areas with populations of 200,000 persons and above. SANDAG serves as the designated recipient for the San Diego region. SANDAG apportions these funds through a competitive basis. Any projects must be included in the Coordinated Plan, which serves as the federally mandated locally-developed transit and human service transportation plan.

To broaden the applicability of this program, the sources for matching funds are expanded. While most FTA programs must be matched with non-federal funds, the JARC funds may be matched with other federal funds as long as that match does not come from other Department of Transportation sources. This encourages coordination with other programs such as those funded by the Department of Health and Human Services.

The JARC funds may be used for operating at a 50 percent share or for capital at an 80 percent JARC share. In the first year of SAFETEA-LU, grants were awarded by SANDAG for three bus services operated by MTS and a bus stop improvement program at NCTD. A local match of 20 percent is required for capital and mobility management projects, with a match of 50 percent required for operations. The funds must be awarded following a competitive process. The allocation of JARC funds through the Coordinated Plan competitive process are shown in Table 9.1 while the specific projects funded are shown in Tables 9.2, 9.3, and 9.4 for the New Freedom, JARC, and Senior Mini Grant programs respectively.

Table 9.1: Historic and Estimated Funding Allocations Through the JARC, New Freedom, and Senior Mini-Grant Programs in the San Diego Region

	Details	JARC	New Freedom	Senior Mini-Grant
FY 2006	Available	$1,260,947	$599,342	--
	Awarded	$1,260,947	$259,370	--
	Carry-over	$0	$339,972	--
FY 2007*	Available	$1,329,172	$991,858	--
	Awarded	$1,327,266	$807,613	--
	Carry-over	$1,906	$184,245	--
FY 2008*	Available	$1,441,843	$888,443	--
	Awarded	$1,439,937	$355,380	--
	Remaining	$2,027	$533,063	--
FY 2009**	Available	$1,690,109	$744,438	$1,278,000
	Awarded	$1,663,650	$744,438	$ 1,210,956
	Remaining***	$28,486	$0	$ 67,044
FY 2010**	Available	Unknown	Unknown	$1,318,000
	Awarded	--	--	--
	Carry-over	--	--	--
FY 2011**	Available	Unknown	Unknown	$1,366,000
	Awarded	--	--	--
	Carry-over	--	--	--
FY 2012**	Available	Unknown	Unknown	$1,415,000
	Awarded	--	--	--
	Carry-over	--	--	--

* Available amounts for FYs 2007 and 2008 include the apportioned amount and the roll-over from the previous year's unspent allocation.

** Amounts available for FYs 2009 through 2012 are estimates

*** Includes a modifed contingency allocation based on MTS receiving state funds for Route 905, additional JARC funding becoming available, and roll-over from previous year's unspent allocation.

Table 9.2: New Freedom Programs Funded Through the Coordinated Plan

New Freedom

		Grant Amount Awarded				
Project	**Agency**	**FY06**	**FY07**	**FY08**	**FY09**	**Total**
Volunteer Driver Program	La Mesa	$50,000	$76,500	$76,500	$76,500	$279,500
Mobility/Travel Training Progran	NCTD	$34,412	$44,242	$161,897	$172,433	$412,985
Mobility Management	FACT	$107,007	$557,760	$491,195	$287,521	$1,443,483
Volunteer Driver Program	Oceanside	$16,500				$16,500
Senior Shuttle Program	Oceanside		$23,300			$23,300
Senior Activity Van	Senior Community Centers	$51,451				$51,451
Volunteer Driver Program	Jewish Family Services		$41,811	$47,097		$88,908
Purchase lift equipped vehicle	All Congregations Together		$64,000			$64,000
Bus Stop Accessibility	NCTD			$70,400	$76,378	
Purchase lift equipped vehicle	SWCCD			$40,000		
Accessible Tourism Transportat	Accessible San Diego				$132,960	
Total		**$259,370**	**$807,613**	**$887,089**	**$745,792**	**$2,699,864**
Apportionment		$665,936	$724,318	$782,442	$827,153	$2,999,849
less 10% Admin		$599,342	$651,886	$704,198	$744,438	$2,699,864
Remaining		**$339,972**	**$184,246**	**$1,354**	**$0**	**$0**

Table 9.3: JARC Programs Funded Through the Coordinated Plan

JARC

		Grant Amount Awarded				
Project	**Agency**	**FY06**	**FY07**	**FY08**	**FY09**	**Total**
Route 905*	MTS	$433,350	$453,258	$98,396	$450,793	$1,435,797
Route 960	MTS	$83,068	$101,023	$101,401	$101,863	$387,355
Route 30	MTS	$262,037	$370,008	$379,316	$388,633	$1,399,994
HASTOP	MTS				$62,832	$62,832
Bus Stop Improvements	NCTD	$482,492	$246,602	$536,328		$1,265,422
SPRINTER Weekend Service	NCTD		$156,375	$156,375	$156,375	$469,125
Ridelink Bike Lockers	SANDAG			$168,000		$168,000
ComLink Transportation**	All Congregations Together				$60,000	$60,000
Employment Transportation for Refugees**	International Rescue Committee				$60,101	$60,101
Transportation/Mobility Mgmt. Training**	St. Madeline Sophie's Center				$125,562	$125,562
Casa Raphael**	Alpha Project				$103,649	$103,649
Total		**$1,260,947**	**$1,327,266**	**$1,439,816**	**$1,663,650**	**$5,537,836**
Apportionment		$1,401,052	$1,476,858	$1,599,930	$1,877,899	$6,355,739
less 10% Admin		$1,260,947	$1,329,172	$1,439,937	$1,690,109	$5,720,165
Remaining* **		**$0**	**$1,906**	**$121**	**$28,486**	**$30,513**

* Modified contingency allocation based on MTS receiving statewide JARC funding for Route 905

** Contingent upon executed contract anticipated by November 2009.

*** Remaining FY09 amount includes the MTS Route 905 contingency allocation and FY08 and FY07 remaining funds

Table 9.4: Senior Mini-Grant Programs Funded Through the Coordinated Plan

Senior Mini-Grant

Project	Agency	FY09	Total
ComLink Transportation	All Congregations Together	$158,877	$158,877
Senior Transportation Program	Alpha Project	$195,805	$195,805
Rides4Neighbors	City of La Mesa	$80,000	$80,000
Solutions for Seniors on the Go	City of Oceanside	$105,456	$105,456
Out & About Vista	City of Vista	$76,464	$76,464
Volunteer Driver Program	ElderHelp	$117,421	$117,421
Mobility Management	FACT	$24,000	$24,000
ITNRides	ITN San Diego	$75,000	$75,000
Rides & Smiles	Jewish Family Services	$72,942	$72,942
Mobility/Travel Training	NCTD	$116,483	$116,483
Volunteer Driver Program	Peninsula Shepard Senior Center	$42,144	$42,144
Out & About Escondido	Redwood Elderlink	$52,003	$52,003
SeniorRide	Travelers Aid Society	$94,361	$94,361
Total		**$1,210,956**	**$1,210,956**
Apportionment		$1,278,000	$1,278,000
Less Admin		$1,236,000	$1,236,000
Remaining		**$25,044**	

* FY 09 amounts are for the inaugural year of the Senior Mini-Grant program.

FTA Section 5317 (New Freedom Program)

The New Freedom Program is authorized in SAFETEA-LU to support new public transportation services and public transportation alternatives beyond those required by the Americans with Disabilities Act (ADA) of 1990. Examples of eligible projects include:

- Enhanced paratransit services beyond the minimum requirements of the ADA, for example, expanded service parameters beyond the three-fourths mile radius requirement, or expanded hours of operation beyond those provided on the fixed-route services;
- Accessibility improvements to transit and intermodal stations not designated as key stations;
- Volunteer driver and aide programs; and
- The development and operation of one-stop transportation traveler call centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.

SANDAG, as the designated recipient of these funds, distributes them on a competitive basis. MTS and NCTD may receive these grants, but nonprofit agencies also may compete and receive their funding as subrecipients of SANDAG. New Freedom Program service is defined as any service or activity that was not operational on August 10, 2005, and did not have an identified funding source

as of August 10, 2005, as evidenced by inclusion in the Transportation Improvement Plan (TIP) or the STIP. In other words, if not for the New Freedom Program, these projects would not have consideration for funding, and proposed service enhancements would not be available for individuals with disabilities.

The FTA further clarified the guidelines to include new and expanded fixed route and demand responsive service (provided those services are planned for and designed to meet the needs of individuals with disabilities) as eligible projects under the New Freedom program. The allocation of New Freedom funds through the Coordinated Plan competitive process are shown in Table 9.2.

Congestion Mitigation and Air Quality (CMAQ) Improvement Program

Administered by the Federal Highway Administration (FHWA), these funds are known as 'flexible' funds, which can be used for transit capital projects and for certain operating expenses. The CMAQ program provides funding for projects or services that contribute to the attainment or maintenance of federal air quality standards. Transit operators are not the only agencies that qualify for these grants and there can be stiff competition for these funds. Previous federal legislation allowed transit agencies to use CMAQ for operating purposes for the first three years of startup service. However, SAFETEA-LU implementation guidelines no longer allows New Start funded projects this eligibility. Through 2008, MTS received a total of $37 million for the Green Line Trolley ($20.2 million for construction and $16.8 million for operations) while NCTD has been allocated $20.9 million ($4.9 million for construction and $16 million for operations) for the SPRINTER light rail project. CMAQ funding was allocated to the SPRINTER in the following increments per Fiscal Year: FY 05/06, $4.9 million; FY 07/08, $6 million; FY 08/09, $4 million; and FY 09/10, $6 million. For the Trolley Green Line, CMAQ funding was allocated per year at the following levels: pre-1993, $2.6 million; FY 92/93, $1.8 million; FY 96/97, $5.9 million; FY 04/05, $11.2 million; FY 05/06, $5.4 million; FY 06/07 $5.6 million; and FY 07/08 $4.2 million.

Surface Transportation Program (STP)

The Surface Transportation Program is primarily designed to support road and highway projects. However, under the flexible funding rules this program can be applied to transit but there may be strong competition for these funds. In Los Angeles County, the Surface Transportation Program funds are traded for FTA Section 5310 operating funds, which are then used to meet some of the costs of providing ADA service.

9.2 State

State funding sources generally include motor fuel taxes, special fuel taxes, vehicle registration fees, and drivers license fees. State funding for transit projects are available through the State Transportation Improvement Program (STIP). In addition to the STIP, the State Transit Assistance (STA) is funded with 50 percent of the Public Transit Account (PTA) revenues, which is principally derived from sales tax on gasoline and diesel. Vehicle registration fee money also is available as a potential funding source according to Assembly Bill 2766. However, the Air Pollution Control District (APCD) has not increased the fee from $2 to $6 which is allowable by law. A future increase could be implemented to provide additional support for public transit.

State Transportation Improvement Program (STIP-RIP/IIP)

The State Transportation Improvement Program (STIP) includes both the Regional Improvement Program (RIP) and the Interregional Improvement Program (IIP). The RIP is allocated by County based on a formula while the IIP is allocated based on a competitive process administered by the California Transportation Commission (CTC). SANDAG proposes all projects under the RIP while Caltrans is responsible for the IIP and proposes those projects in consultation with SANDAG. STIP funds may only be used for capital and not operating expenses. Although major highway projects have been recipients of STIP funds, regional transit projects such as Mid-Coast and Fare Technology have received funding as well under the RIP component of the STIP. The projects and funding levels which have received RIP and IIP funds are available at www.catc.ca.gov/programs/stip.htm.

State Transit Assistance Program (STA)

In February 2009, the State Transit Assistance (STA) program (Senate Bill [SB] 620, as amended) was suspended through FY 2013 by the state. Previously, this program was the only ongoing source of state funding for day-to-day transit operations. For MTS and NCTD, this means the elimination of more than $20 million in funding for transit operations in the most recent budget year. In the past, the STA program was derived from the Public Transportation Account (PTA) and provided a source of operating and capital funding for transit operators. The PTA was funded primarily from sales tax on gasoline and diesel.

Beginning with FY 2008–2009, SB 717 (Chapter 733, Statutes of 2007) continuously authorized the transfers of sales tax revenue derived from the sale of motor vehicle fuels to the Transportation Investment Fund (TIF) to be distributed as follows: 20 percent to the Public Transportation Account, 40 percent to the State Transportation Improvement Program (STIP) and 40 percent to cities and counties for road maintenance and construction. This codified the Proposition 42[1] funding formula into law.

Within STA, 25 percent is allocated for transit capital (also part of the STIP) projects, 37.5 percent is allocated to regional transit entities according to a population formula, and the remaining 37.5 percent is allocated to regional entities to be allocated in turn to individual operators proportionately based on a revenue formula. STA funds may be used for operations provided that the transit agency's costs do not increase at a greater rate than the Consumer Price Index (with exceptions for extraordinary costs such as fuel and liability insurance).

The State Controller is required to issue estimates of STA funds to be allocated to each regional entity by January 10 of each year. As the successor agency to the Metropolitan Transit Development Board, MTS retained its predecessor's status within the TDA as a transportation planning agency and therefore receives its allocation directly from the State without SANDAG approval. However, holding no such legislative designation, NCTD receives its population and revenue formula-based share through SANDAG.

[1] Proposition 42 required, effective July 1, 2008, that existing revenue resulting from state sales and use taxes be used for public transit and mass transportation; city and county street and road repairs and improvements; and state highway improvements.

Traffic Congestion Relief Program (TCRP)

In 2000, the Traffic Congestion Relief Program (TCRP) was proposed by the then governor and enacted by the legislature. Out of the nearly $500 million awarded to the San Diego region, $168 million were allocated for various transit capital projects. The funding levels for each of these projects are included in Table 9.5.

Table 9.5: Traffic Congestion Relief Fund as of 9/30/2009

PROJECT ID	PROJECT TITLE	SOURCE	$ ALLOCATED
NCTD05	Bus/ADA/Revenue Vehicle Purchases & Related Equipment	TCRP	$7,700,000
NCTD16	Oceanside-Escondido Rail Project	TCRP	$80,000,000
SAN26	I-15 BRT Transit Stations Project	TCRP	$5,716,000
CAL18	I-15 Managed Lanes (Middle)	TCRP	$64,300,000
NCTD20	Rail Vehicles & Related Equipment	TCRP	$129,000
SAN23	Mid-Coast Corridor Project	TCRP	$10,000,000
SAN41	Santa Margarita River Bridge and 2nd Track	TCRP	$23,007,000
TOTAL			**$190,852,000**

9.3 Local

Local funds include monies from the regional sales tax for transportation (*TransNet*), the Transportation Development Act (TDA), transit fares, and other miscellaneous local funds such as advertising revenue and some related commercial activities such as concessions and real estate development. In addition, SANDAG conducted a comprehensive analysis of other potential regional and local revenue sources for transit operations and included those findings in the "Transit Impediments Study" in 2009. These sources include the creation of assessment districts, levying fees, or taxes, which have been pursued by other regions or in other jurisdictions at the local level. Consideration of these possible solutions and alternatives generates a number of policy questions; the answers to some of which may require changes in state and/or federal law. These solutions offer ancillary funding streams or could potentially replace the need for a sales tax initiative. Additionally, Table 9.7 provides further details on these alternatives relative to potential funds generated, implementation authority, approval requirements, geographic applicability, and ease of administration.

The process to implement the local revenue mechanisms would be dictated to a large extent by the purpose and administration of the funds. As required by Proposition 218, any tax that is collected for a special purpose (e.g., for transportation infrastructure or transit services), as the proposals in this report would be, is defined as a "special tax" subject to the two-thirds voter supermajority approval. Funding mechanisms based on real property that are structured as "fees" to pay for specific improvements or services could be implemented as a simple local city or county regulation. If a portion of these fees exceeds the reasonable cost of these improvements or services, however, then the "fee" would actually be a "tax" subject to a two-thirds voter supermajority approval.

TransNet and the Senior Mini-Grant Program

Since 1988, *TransNet*, the half-cent sales tax for local transportation projects, has been instrumental in expanding the transportation system, reducing traffic congestion, and advancing critical transit projects. In November 2004, 67 percent of the county's voters approved a 40-year extension of *TransNet*, which is expected to generate an additional $14 billion for public transit, highway, and local street and road improvements.

After off-the-top deduction of commitments for certain oversight, administration, and bicycle/pedestrian programs, 16.5 percent of the annual *TransNet* revenues are to be used for transit purposes, either capital or operating, with 94.25 percent of the 16.5 percent *TransNet* revenues allocated by population to the transit operators. 2.5 percent of the 16.5 percent goes to the transit agencies to aid in complying with the Americans with Disabilities Act (ADA), and 3.25 percent of the 16.5 percent is reserved for a competitive program to provide transportation services for seniors.

In addition, 8.1 percent of annual *TransNet* revenues (after off-the-top deductions) are set aside for operating costs of specific new services developed with capital investment from the *TransNet* Major Corridors program.

Increases in the annual apportionments to the transit agencies are subject to limitations on cost increases in cost per revenue vehicle hour and revenue vehicle mile as compared to the Consumer Price Index for San Diego County. The 8.1 percent is limited to the new services specifically identified in the *TransNet* Expenditure Plan.

The TransNet Extension Ordinance includes the provision for a competitive grant program for senior transportation programs, referred to as the *TransNet* Senior Mini-Grant program. The *TransNet* ordinance states that the funds shall be used for innovative and cost-effective specialized transportation services for older adults including, but not limited to, shared group services, special shuttle services using volunteers, and brokerage of multi-jurisdictional transportation services. The allocation of Senior Mini-Grant funds through the Coordinated Plan competitive process are shown in Table 9.4

Transportation Development Act (TDA)

The Mills-Alquist-Deddeh Act (SB 325) was enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination. Known as the Transportation Development Act of 1971, this law provides funding to be allocated to transit and non-transit related purposes that comply with regional transportation plans. The TDA provides two funding sources including the STA described previously and the Local Transportation Fund (LTF), which is derived from a quarter cent of the general sales tax collected statewide. The State Board of Equalization, based on sales tax collected in each county, returns the general sales tax revenues to each county's LTF.

TDA comprises the largest source of subsidy for the San Diego region's transit operators. TDA funds may be used for a wide variety of transportation programs, including planning and program activities, pedestrian and bicycle facilities, community transit services, public transportation, and bus and rail projects. Providing certain conditions are met, counties with a population under 500,000 also may use the LTF for local streets and roads, construction, and maintenance. A summary of the FY 2009 TDA claims is shown in Table 9.6.

Table 9.6: Transportation Development Act (TDA) FY 2008 Claims Summary (Revised Apportionment)

TRANSPORTATION DEVELOPMENT ACT
FY 2010 CLAIMS SUMMARY

	Metropolitan Transit System	North County Transit District	SANDAG	Consolidated Transportation Services Agency	Bicycle and Pedestrian*	County Auditor	Total
FY 2010 Apportionment	$75,342,521	$31,081,543	$3,914,267	$106,574	$2,174,095	$43,000	$112,662,000
Prior Year Carryover		4,618,466	3,240,008	13,588			7,872,062
Total Available to Claim	**75,342,521**	**35,700,009**	**7,154,275**	**120,162**	**2,174,095**	**43,000**	**120,534,062**
FY 2010 Claims							
Article 3 - Non-Motorized (Bicycle and Pedestrian)							
Article 4 - General Public Transit							
Operations	(50,835,683)	(32,484,850)					(83,320,533)
Capital	(17,585,883)	(1,194,953)					(18,780,836)
Capital Transfer to SANDAG	(762,703)						(762,703)
Administrative/Planning Transfer to SANDAG	(2,094,522)	(495,070)					(2,589,592)
Subtotal Article 4	***(71,278,791)***	***(34,174,873)***					***(105,453,664)***
Article 4.5 - Community Transit Service (accessible service for the disabled)	(3,696,972)	(1,525,136)		(106,574)			(5,328,682)
Article 8 - Special Provisions							
Express Bus	(214,747)						(214,747)
Ferry Service	(152,011)						(152,011)
Subtotal Article 8	***(366,758)***						***(366,758)***
Planning/Administration							
Administration			(552,266)			(43,000)	(595,266)
SANDAG Regional Planning			(3,133,492)				(3,133,492)
Subtotal Planning/Administration			***(3,685,758)***			***(43,000)***	***(3,728,758)***
Balance	**$0**	**$0**	**$3,468,517**	**$13,588**	**$2,174,095**	**$0**	**$5,656,200**

Fares

Since 2007, SANDAG periodically has increased fares upon request by the transit agencies. In addition, SANDAG has developed a Regional Comprehensive Fare Study with the original goal of achieving a single, simplified, equitable structure for both operators. With the current financial constraints facing MTS and NCTD, this goal has been amended also to include how best to maximize transit revenues.

At the same time, it is recognized that there are clear limitations on raising fares, and there are market forces that need to be carefully considered. It should be emphasized that fare increases are not easily accomplished, and that modification to fare policy will not by itself change the dynamics of the situation facing public transit in this region. The Comprehensive Fare Study will be brought to the SANDAG Board of Directors in fall 2009.

Tolls

The existing and future managed lane programs on regional freeways including Interstate 15 (I-15), I-805 and I-5 are designed to pass any surplus revenues from the roadway to the transit agencies. At the present time, MTS receives any surpluses generated from the existing I-15 toll segment. The amount of money generated by the managed lanes does vary and has currently fallen from a high of about $1 million to less than $300,000. As more managed lanes are built or extended, it is anticipated that this revenue source will grow.

Air Quality Control District (APCD) Quality Improvement Fund

The County of San Diego's APCD funding for the Sorrento Valley COASTER Connection services ended effective June of 2008. However, the APCD continues to provide funding for Juror transit passes.

Caltrans Mitigation Funds

In special cases where highway construction creates additional congestion, some special funding has been available to transit operators to pay for additional transit services. Caltrans recently provided mitigation funding for MTS Route 89 due to the reconstruction of the I-5/I-805 merge. Temporary mitigation funding may be available for future highway projects.

Other Potential Regional and Local Revenue Sources Explored in the SANDAG "Transit Impediments Study"

Vehicle License Fees

Another funding source is increased revenues through the increase in annual Vehicle Registration Fees. Assembly Bill (AB) 2766 (Richmond, 1990) allows air districts to set a fee of up to $4 for the registration of vehicles within their jurisdictions. The San Diego Air Pollution Control District (APCD) recently increased this fee from $2 to the maximum $4 as allowed under AB 2766 (effective October 1, 2009). These funds typically are used for projects and programs that reduce emissions, including transit services (the Sorrento Valley COASTER Connection services were funded, in part, by

the APCD through FY 2008). With the increase to the full $4, transit projects may be eligible to compete for these funds. However, the APCD has noted that, at this point in time, the focus of the $2 increase is to provide matching funds that enable the District to continue with beneficial mobile source emission reduction programs as well as acquiring additional grant dollars for mobile source emission reduction projects that would not otherwise be funded. Were transit to receive all of the $2 increase, this funding would only amount to $5 million annually.

Other existing legislation, AB 923 (Firebaugh, 2004), allows the APCD to charge an additional $2 for a total of up to $6. The additional $2 (from $4 to $6) cannot be spent on transit projects and is limited to Carl Moyer projects, agricultural sources, lower emission school buses, accelerated vehicle retirement, and repair programs.

Transit Center User Fees

Parking structures and other facilities located at premium, rapid bus, and rail stations often are at or near capacity. A potential revenue source would be to establish user fees at these facilities. While user fees can help manage the use where parking supply is constrained relative to demand, care must be exercised to develop a fee structure that does not discourage use of the bus or rail service to the point that it significantly reduces ridership. Based on a daily flat parking fee of $3 levied on weekday non-transit passholders (assuming current parking occupancy), this type of fee could generate in the range of $1 million per year (existing number of park-and-ride spaces) to $2 million per year (future parking spaces included in the 2030 Regional Transportation Plan). SANDAG and the transit agencies currently have the authority to implement user fees. However, this would require a new program structure to administer since no fees are currently collected.

Parcel Taxes

Property taxes on land and building values are generally the principal source of revenue for local governments. Portions of local property taxes are authorized widely for use by special districts and authorities, including transit agencies and school districts. Unlike Real Estate Transfer Taxes (discussed below), property taxes can provide an annual versus one-time funding source for public transit. Traditionally, support for public transportation has been derived from sources other than property tax to avoid competition with other basic public services such as health, education, police, and fire protection. However, with existing sources of transit funding being reduced or eliminated, parcel tax assessments for transit could provide a valuable tool to reduce the gap between operating costs and revenues. Based on a range of $50 to $100 assessed on each parcel, this type of tax could generate between $35 and $70 million for transit operations. Local jurisdictions have the authority to implement a parcel tax, but it would require 2/3 voter approval. The existing programmatic structure in place could be used to collect such a tax should it be levied in the County.

Payroll Taxes

A transit payroll tax involves a tax imposed directly on an employee or employer based on gross wages regardless of whether the employee uses transit or not. The Portland, Oregon payroll tax is levied by the Tri-County Metropolitan Transportation District (TriMet) and the Lane County Mass Transit District (LTD) while a similar payroll tax is levied by the New York MTA. Unlike a commuter benefits ordinance which has the advantage of encouraging public transit ridership, a payroll tax has the potential to cover unsubsidized gaps in operating costs and revenues. Existing legislation may allow cities in San Diego County to institute a type of tax known as an "occupation" tax, which is a tax on employees rather than employers (as is the case under the Portland TriMet and New York MTA payroll taxes). Where similar payroll tax percentages were applied county-wide under the "occupation" tax using the 0.34 percent TriMet and 0.66 percent New York MTA examples, this type of funding source could generate in the range of $175 to $340 million for transit operations. Such a tax would require 2/3 voter approval to implement.

Rental Car Fees

Rental car fees, more commonly found in rental agreements that originate at airports, are levied in jurisdictions across the United States. While these fees are sometimes used to pay for facilities directly associated with the airport (parking structures or new terminals, for example) some jurisdictions levy these fees to pay for facilities that are not associated with airport improvements, such as stadium expansions or renovations. An option would be to establish rental car fees that provide funding for transit system operations as mitigation for their contribution to congestion on the local street and highway network. These rental car fees could be extended to rental car agreements originating at locations other than airports. SANDAG does not have the authority to impose rental car fees, and so new legislation would be required to allow SANDAG or any local jurisdiction to impose such a fee for transit operations. However, if legislative changes were implemented and rental car fees were imposed at a rate of 1 percent to 5 percent (based on a recent New York MTA rental car fee of 5 percent), between $2 and $10 million could be generated for transit operations.

Benefit Assessment Districts

Benefit Assessment Districts allow a public agency to construct and maintain improvements, such as traffic signals, parks, and others. Project costs are assessed within the boundaries of the designated benefit area of the county or city. Benefit Assessment Districts have several advantages: they tie financing of specific projects to beneficiaries; they allow different levels of infrastructure and services to vary with different demands for these public goods; and they allow an area that wants better infrastructure the ability to fund desired improvements itself. However, there are certain disadvantages. These include potential fragmentation of infrastructure and services, varying between those areas that want to pay for the improvements, and those that do not. Local jurisdictions have the authority to create Benefit Assessment Districts. A nexus study and local agency approval would be required, and would require a new program structure to administer.

Parking Assessment Districts

Parking Assessment Districts would allow the region to assess fees on certain parking spaces within defined areas. A surcharge or fee on parking spaces through Parking Assessment Districts in congested areas, such as downtown San Diego or other major employment centers, would help raise additional revenue and reduce traffic congestion. Local jurisdictions have the authority to create Parking Assessment Districts, but a nexus study and local agency approval is required. Additionally, any new assessment district would require a new program structure to administer.

Development Impact Fees and Exactions

Development Impact Fees (DIF) are fees collected by local agencies to grant development permits that are tied to certain infrastructure improvements. The DIF also could be a vehicle to fund regional transportation mitigation projects. An analysis of these options must include recognition that DIFs may be opposed by the development community, as additional fees would increase their cost of doing business. Public agencies also may find it hard to bond against projected DIF revenue, since the revenues materialize only once the development is implemented. Development Impact Fees currently can only be applied to transit capital expenses and not operating expenses. Local jurisdictions have the authority under the Mitigation Fee Act to impose a fee for transit capital, but new legislation would be required to allow the funding to be used for transit operations.

Community Facilities Districts

Community Facilities Districts (CFDs) are allowed under the provisions of California Government Code Section 53311 (known as the "Mello-Roos Community Facilities Act of 1982). Districts formed under this act are more commonly referred to as "Mello-Roos" districts, "Community Facilities Districts or "CFDs." The Act allows public agencies and cities to form a CFD to fund capital infrastructure and services. However, it appears that statues do not currently allow the use of CFDs to fund transit operations.

Tax Increment Financing

Tax Increment Financing (TIF), in contrast to DIFs, is made up of two components. The first is base revenues, which are the property taxes collected based on existing assessed property values. The second component is the tax increment, which represents the new revenues in excess of the base revenues that are generated based on the higher assessed value of the new development. TIFs can only be imposed by cities and the County, but may be opposed by local agencies as they limit the amount of revenues that are collected in an area positively impacted by the construction of infrastructure, in this case transportation improvements. A mitigating action in the creation of TIFs is that the local agencies could keep the tax increment upon completion of payment of the financing of the transportation infrastructure.

Tax Increment Financing can only be used to fund capital purchases. Current law allows redevelopment agencies formed by cities and counties to use this type of funding for transit capital

projects in highly populated areas. New state legislation would be required to amend the Community Redevelopment Law to authorize funding for transit operations. New state legislation would also be required to amend the Community Redevelopment Law to authorize funding for transit capital in areas with a population under the current thresholds (4 million in the County or 500,000 in a city).

Real Estate Transfer Taxes

Real Estate Transfer Taxes (RETT), also referred as deed recordation taxes, are imposed on the sale or transfer of real property. The fees usually are based on or measured by the consideration paid for or the fair market value of the real estate. Thirty-five states already use RETTs to generate revenue. Some of the uses in other jurisdictions in California and Oregon for revenues derived from RETTs include: affordable housing programs, open space, parkland acquisition and maintenance, and transportation infrastructure. In California, RETTs may be imposed only at the local level by cities and counties. The level of revenues generated depends on the rate, though in the San Diego region the high level of real estate valuations also would influence the amount of revenues. California law allows up to a maximum of $0.55 per $500 of the value of the property being conveyed. There may be some opposition to the imposition of these RETTs precisely because property owner tax bills may be considered high due to these higher property values.

Currently, the maximum tax is being assessed at $0.55 per $500, which is split evenly with $0.55 per $1,000 for each city and $0.55 per $1,000 for the County. Any additional tax increase for non-charter cities would require new state legislation. Additionally, a charter city can forgo its right to half of this tax (known as a "conforming tax"), and subsequently can levy a "nonconforming tax" in its place. There does not appear to be a limit on the amount a charter city can charge for a so-called nonconforming tax. Current examples of this practice vary from $1.10 per $1,000 in Riverside and to as high as $15 per $1,000 in Berkeley and Oakland.

Advertising

Advertising can provide a source of income with minimal associated overhead costs. Revenues from advertising typically flow directly or indirectly to the operating agencies from single or multiyear advertising contracts. Advertising revenue opportunities can include both electronic and print formats, with print ads opportunities on both buses and at transit stations. Revenue from advertising is typically modest, from 0.1 percent to about 3.0 percent of operating revenue. A targeted advertising strategy focused on station naming rights for new transit services, such as the planned BRT/Rapid Bus stations for example, could present the opportunity to help subsidize operations or maintenance costs at these stations. Any new transit advertising strategy would need to be consistent the SANDAG Board Policy No. 034 on Advertising.

Table 9.7: Summary of Potential Regional and Local Revenue Sources for Transit Operations

Potential Measure	Assumptions	Potential Annual Funds Generated ($M)	Who Has the Authority at the Local Level?	What are the Requirements to Get It Implemented?	Where Can It Be Applied?	Existing Structure in Place or Requires New Structure to Administer
Additional Transportation Sales Tax [1]	1/4 to 1/2 Cent Sales Tax	$117 - $234	SANDAG	2/3 Voter-Approval	Regional	Existing Structure
Vehicle Registration Fees	$2 Per Vehicle	$5	County (acting as APCD)	Currently Implemented, Funds Distributed Via a Competitive Selection Process	Regional	
Transit Center User Fees	$3 Per Parking Space Fee (range based on existing and planned spaces at park and ride lots)	$1 - $2	SANDAG/ Transit Agencies	SANDAG/ Transit Agency Policy	Regional	Requires New Structure
Parcel Taxes [2]	$50 to $100 Per Parcel	$35 - $70	Local Jurisdictions	2/3 Voter-Approval	Local/ Regional	Existing Structure
Payroll Taxes [3]	0.34% to 0.66% of all County Wages and Salaries	$175 - $340	Local Jurisdictions	2/3 Voter-Approval	Local/ Regional	Requires New Structure [4]
Rental Car Fees [5]	1% to 5% Fee on Gross Rental Car Revenue	$2 - $10	None Currently	New State Legislation	Local/ Regional	Requires New Structure
Benefit Assessment Districts	TBD [6]		Local Jurisdictions	Nexus Study and Local Agency Approval	Local/ Regional	Requires New Structure
Parking Assessment Districts			Local Jurisdictions	Nexus Study and Local Agency Approval	Local/ Regional	Requires New Structure
Development Impact Fees and Exactions [7]			None Currently	New State Legislation	Local/ Regional	Requires New Structure
Community Facilities Districts [8]			None Currently	New State Legislation	Local	Requires New Structure
Tax Increment Finance [9]			None Currently	New State Legislation	Local	Requires New Structure
Real Estate Transfer Taxes [10]			Local Jurisdictions (other than charter cities)	New State Legislation	Local/ Regional	Existing Structure
			Charter Cities [11]	2/3 Voter-Approval	Local	Requires New Structure

(1) Pursuant to Rev. & Tax Code § 72511.1 the cities and the County are capped at 2% aggregate for all local sales taxes. With the current 8.25% state tax rate, there is a maximum available tax rate for the cities and the County of 10.25%. All of the cities and the County have the capacity to add at least another 1/2% before reaching the maximum. The only area of the state that has exceeded this 2% cap is Los Angeles. This was accomplished via SB 314 (2003), which gave LA County the ability to exclude its transportation sales tax from the 2% limit imposed by § 72511.1.

(2) Based on the Alameda-Contra Costa Transit parcel tax rate of $96 per parcel (recent 2008 measure doubled existing $48 parcel tax for transit services).

(3) Wage and salary information from the California Employment Development Department (EDD). Tax range based on the New York MTA rate of 0.34% and Portland's Tri-Met rate of 0.66%. However, Portland does not have a transit sales tax measure.

(4) Existing legislation may allow cities to institute a type of tax known as an "occupation" tax, which is a tax on employees rather than employers.

(5) Rental car fees are currently being charged on gross rental car revenues under the California Tourism Marketing Act. These dollars are spent at the state level by the Office of Tourism. Sample rate taken from the New York MTA recent rental car fee at 5% of gross revenues.

(6) These measures would require more research given the wide range of implementation strategies within each jurisdiction; previous estimates prepared for the 2030 RTP are out-of-date given the significant economic changes that have occurred since then.

(7) Development Impact Fees could only be applied to transit capital expenses and not operating expenses. Local jurisdictions have the authority under the Mitigation Fee Act to impose a fee for transit capital, but new legislation would be required to allow the funding to be used for transit operations.

(8) Any city can establish a Community Facilities District (CFD) under the Mello-Roos Law. However, it appears that statutes do not currently allow use of CFDs to fund transit operations.

(9) Tax Increment Financing can only be used to fund capital purchases. Current law allows redevelopment agencies formed by cities and counties to use this type of funding for transit capital projects in highly populated areas with the finding of blight. New state legislation would be required to amend the Community Redevelopment Law to authorize funding for transit operations. New state legislation would also be required to amend the Community Redevelopment Law to authorize funding for transit capital in areas with a population under the current threshholds (4 million in the County or 500,000 in a city).

(10) Currently the maximum tax is being assessed ($0.55 per $500, which is split evenly with $0.55 per $1,000 for each city and $.55 per $1,000 for the County). Any additional tax increase for non-charter cities would require new state legislation.

(11) A charter city can forgo its right to half of this tax (known as a "conforming tax"), and subsequently can levy a "nonconforming tax" in its place. There does not appear to be a limit on the amount a charter city can charge for a so-called nonconforming tax. Current examples of this practice vary and are as high as $15 per $1,000 in Berkeley and Oakland to $1.10 per $1,000 in Riverside.

CHAPTER 10

IMPLEMENTATION

10 Implementation

Implementation of services based on this plan will largely be the responsibility of the transit operators, health and human service agencies, the Consolidated Transportation Services Agency (CTSA), and other public agencies (e.g., cities, tribes). SANDAG will service as a conduit for federal, state, and local funding of existing and future services recommended in this plan. SANDAG also develops the long-range transit plan through the RTP, develops operating plans for regional services identified in the *TransNet* ordinance, funds services, and implements projects identified in the *TransNet* ordinance. SANDAG also will be involved in developing and promoting some alternative transportation modes (e.g., icommute.com, vanpools) and enhancing transportation information (e.g., 511).

SANDAG will monitor new and existing services and report back to the Transportation Committee on progress toward achieving the goals, objectives, guidelines, and targets established in this document.

10.1 Program Management Plan and Competitive Process

In its role as the conduit for federal, state, and local funding of existing and future services recommended in the plan, SANDAG prepares and updates the Program Management Plan (PMP) to manage the Jobs Access and Reverse Commute (JARC), New Freedom (NF), and the *TransNet* senior mini-grant programs. The PMP was originally developed to ensure that all SANDAG policies and federal and local statutes and regulations applicable to these programs are fulfilled. Additionally, the PMP was crafted to ensure that the maximum possible benefit is enjoyed by the community through a fair and equitable distribution of the available funds. This includes comprehensive community outreach, public involvement, and stakeholder input through coordination with advisory committees (e.g., Social Services Transportation Advisory Council and the Independent Taxpayers Oversight Committee). The complete updated Program Management Plan is shown in Appendix E. The Program Management Plan includes the following two key components:

- Description of the competitive process procedures to select JARC, NF, and senior mini-grant projects.
- Overview of the monitoring and reporting requirements of the projects selected and funded through the competitive process.

The Program Management Plan was updated in FY 2009 to enhance both of the above components. Amendments to the competitive process included enhancing the connection between the prioritized strategies from the Coordinated Plan and projects funded through the grant programs. Additionally, the PMP includes a general update of the project selection criteria and scoring processes for the JARC, New Freedom and senior mini-grant programs. The monitoring and reporting requirements were enhanced in FY 2009 to include a requirement for recipients to provide quarterly project reports to enable SANDAG to determine if the grantees are: performing to expectations; are on schedule; on budget and within funding limitations; able to meet local match requirements from eligible funds; encountering any non-funding challenges or difficulties; meeting performance goals; and taking corrective action as necessary.
In addition, SANDAG does not participate in the competitive process for rural JARC and NF applications. The rural competitive process is run by Caltrans on a statewide basis. However, all rural

projects selected by Caltrans in the rural areas of the county must be derived from the Coordinated Plan prepared by SANDAG.

SANDAG also participates in the annual competitive process to award funds under Federal Transit Administration Section 5310 for capital projects for transportation for seniors and persons with disabilities. The actual process is managed by Caltrans on a statewide basis and is not included in the PMP; however, SANDAG provides input in the evaluation of local applications.

10.2 FY 2010 Regional Service Implementation Plan (RSIP)

The current economic crisis has forced the transit agencies to make tough decisions on service cuts. The Regional Service Implementation (RSIP) is developed to ensure that transit service changes are consistent with regional objectives. Each year the Metropolitan Transit System (MTS) and the North County Transit District (NCTD) are required to submit a Service Implementation Plan (SIP) to SANDAG in advance of the budget approval process. The SIPs list the operational changes each transit operator implemented or plans to implement in order to balance proposed fiscal year budgets. Minus budget shortfalls, a discussion is included in these plans regarding the service changes and their impacts on existing service gaps and deficiencies based on the goals and objectives from the Coordinated Plan.

RSIP Development

After receiving the SIPs[1], SANDAG is responsible for developing the RSIP to evaluate operational changes. Additional services can include those designed by the operators (MTS or NCTD) and/or by SANDAG. Accordingly, the plan includes the following sections:

- Service reductions or restructuring;
- Service enhancements or additions; and
- Identification of future services and needs to address regional priorities.

Service Reductions or Restructuring

As has been the case for a majority of this past decade, no additional funds are expected to be available for transit operations in FY 2010. In fact, funding has decreased due to the indefinite loss of State Transit Assistance (STA) funding and reduced sales tax dollars as mentioned in the previous chapter. This has forced the transit operators to do more with less necessitating several service cuts and reduced revenue hours to balance budgets.

While the RSIP ideally focuses on the evaluation of new services and programs for regional consistency and need, the converse also is true. The RSIP must ensure that service reductions and restructuring are consistent with regional goals and objectives. Table 10-1 includes the service reductions undertaken in Fiscal Year 2009 along with any public hearings and civil rights (Title VI) assessments associated with the adjustments. Additionally, the table includes a determination of regional significance.

[1] The MTS and NCTD Service Implementation Plans (SIPs) are included in Appendix F.

Table 10-1: Service Reductions or Restructuring FY 2009

Route	Service Proposal Descriptions	Date of Service Change	Public Hearing Date [2]	Title VI Analysis Date [2]	Pass/ Rev. Hour (FY 2008)[3]	Regionally Significant (Yes/ No)
MTS						
1	On Sundays only, service after 7 p.m. is reduced to 60-minute frequency. Also, schedule adjustments on all days.	8/31/2008	None	Not Required	36.3	No
2	Move downtown terminal to America Plaza on weekends, and reduce Sunday frequency to 20 minutes.	6/14/2009	5/28/2009	Not Required	53.9	No
3	Weekday schedule adjustments.	8/31/2008	None	Not Required	55.2	No
	Minor weekday schedule adjustments.	1/25/2009	None	Not Required	55.2	No
7	Minor weekday schedule adjustments.	1/25/2009	None	Not Required	53.3	No
	Reduce Sunday frequency to 15 minutes.	6/14/2009	5/28/2009	Not Required	53.3	No
8/9	Reductions in night service on all days, and seasonal schedule changes.	8/31/2008	None	Not Required	36.2/ 34.7	No
	Sunday frequency is reduced to every 15 minutes. Also, late night trip adjustments on all days.	6/14/2009	5/28/2009	Not Required	36.2/ 34.7	No
10	Minor schedule adjustments on all days and later eastbound service on weekends.	8/31/2008	None	Not Required	50.1	No
	The limited stop zone will be extended west from Park Blvd. to 5th Ave. to improve on-time performance and provide a quicker trip for passengers traveling to and from eastern communities. Westbound, stops at Normal St. and 7th Ave. will be discontinued on Rt. 10 only. Eastbound, stops at 6th Ave., 8th Ave., and Herbert St. will be discontinued on Rt. 10 only. Access to these stops will still be available on Rts. 1 and 11.	1/25/2009	None	Not Required	50.1	No
	Reduce Sunday frequency to 20 minutes.	6/14/2009	None	Not Required	50.1	No

11	Starting in Fall 2008, the City of San Diego will be reconstructing the First Avenue bridge in Bankers Hill for seismic safety, requiring a closure of First Avenue and a detour of Route 11. During the closure, Route 11 will use 4th and 5th Avenues between Laurel Street and University Avenue, serving all local Route 3 stops. (Bus stops on First Avenue between Laurel Street and University Avenue will not be served during the detour period.) Watch for notices on Route 11 buses this Fall for exact detour implementation dates and more details.	8/31/2008	None	Not Required	40.6	No
	Reduce Sunday frequency to 30 minutes.	6/14/2009	5/28/2009	Not Required	40.6	No
14	Weekday frequency is reduced to hourly all day. Also, service is discontinued after 7 p.m. on all days. Service on Hotel Circle South and eastbound Montezuma Road only, continues hourly until 10 p.m.	8/31/2008	5/22/2008	5/22/2008	20.3	No
	Minor weekday schedule adjustments to improve on-time performance.	1/25/2009	None	Not Required	20.3	No
	Route is shortened to operate hourly on weekdays only between Lake Murray Blvd. (La Mesa) and Grantville Trolley Station. Grantville routing is adjusted to maintain service to Rancho Mission Rd. Weekend service is discontinued. For alternate service in Mission Valley, Route 14 passengers may be able to use Routes 6 or 928 or the Green Line. Separately, a new Route 88 will operate seven days/week on Hotel Circle between Fashion Valley and Old Town.	6/14/2009	5/28/2009	3/12/2006	20.3	No
15	Reduce Sunday frequency to 20 minutes.	6/14/2009	5/28/2009	Not Required	53.8	No
20	Minor weekday schedule adjustments to improve transfers at Kearny Mesa and North County Fair.	8/31/2008	None	Not Required	29.5	Yes[1]
	Major schedule changes in anticipation of the March 2009 opening of the Rancho Bernardo and Del Lago Transit Stations. Most Rt. 20/20B trips will terminate on the northern end in Rancho Bernardo at Duenda Rd., where a free	1/25/2009	None	Not Required	29.5	No

	temporary bus shuttle will be timed to connect passengers to North County Fair. When the Rancho Bernardo and Del Lago Transit Stations open in March, the shuttle will be discontinued, and Rt. 20/20B will be extended north to Del Lago Transit Station, where it will connect with NCTD Rt. 350. Service on West Bernardo Dr. north of Rancho Bernardo Rd. is discontinued on Rt. 20. Service between Rancho Bernardo Rd. and Duenda Rd. will still be provided on Rt. 845. Rt. 20 will continue to serve West Bernardo Dr. south of Rancho Bernardo Rd. Several northbound morning and southbound evening 'express' trips have been added between City College Trolley Station and North County Fair. These trips operate nonstop between those two points, providing a very fast connection between Downtown San Diego and Escondido. The availability and scheduling of these trips is subject to change periodically. Please consult a timetable for details.					
	The temporary shuttle between Rancho Bernardo and North County Fair will be discontinued. The Route 20/20B northern terminal is changed to Del Lago Transit Station instead of North County Fair mall. Transfers to NCTD Route 350 can be made at Del Lago Transit Station for service to North County Fair and Escondido Transit Center.	3/24/2009	None	Not Required	29.5	No
	Saturday service is reduced to hourly frequency north of Mira Mesa, and Sunday service is reduced to hourly north of Kearny Mesa.	6/14/2009	5/28/2009	Not Required	29.5	No
25	All weekend service is discontinued. Weekend service between Fashion Valley, Linda Vista, and Health Center Drive will remain available on Routes 41 and 120.	8/31/2008	5/22/2008	5/22/2008	16.8	No
	Southbound morning schedule adjustment for earlier arrival at Serra High School.	1/25/2009	None	Not Required	16.8	No
27	Minor schedule adjustments to improve on-time performance.	8/31/2008	None	Not Required	34.2	No
	Schedule adjustments on all days to preserve connections with revised Rt. 20 schedule.	1/25/2009	None	Not Required	34.2	No

	Minor schedule changes to improve connections in Pacific Beach and Kearny Mesa.	6/14/2009	5/28/2009	Not Required	34.2	No
28	Minor schedule shifts to earlier on all days for better Blue Line connections in Old Town.	1/25/2009	None	Not Required	41.6	No
30	All trips are re-routed between UTC Transit Center and the VA Hospital to serve La Jolla Colony, including Nobel Dr., Regents Road, Arriba Street, and Palmilla Drive. Also, seasonal and other schedule adjustments.	8/31/2008	5/22/2008	5/22/2008	30.3	No
	Schedule changes for summer, and one earlier northbound trip added on weekend mornings.	6/14/2009	5/28/2009	Not Required	30.3	No
31	Morning schedule adjustments to preserve connections with revised Rt. 20 schedule.	1/25/2009	None	Not Required	25.1	No
	Minor evening schedule adjustments.	6/14/2009	5/28/2009	Not Required	25.1	No
44	Minor weekend evening schedule adjustments.	8/31/2008	None	Not Required	44.8	No
48/49	All service is discontinued and replaced as follows: Service to La Jolla Colony is operated by a revised Route 30, providing service every 15 minutes in both directions on weekdays and every 30 minutes on weekends. Service on La Jolla Village Drive will remain available on Routes 41, 101, 150, and 921.	8/31/2008	5/22/2008	5/22/2008	36.6/ 31.8	No
83	Saturday service is discontinued due to low ridership.	8/31/2008	5/22/2008	5/22/2008	21.2	No
84	Minor schedule adjustments on all days to preserve connections with revised Rt. 28 schedule.	1/25/2009	None	Not Required	19.4	No
86	Minor weekend schedule adjustments.	1/25/2009	None	Not Required	15.4	No
	Route is discontinued and replaced by new "Super Loop" service (Routes 201/202). Note that the last day of Route 86 service will be Saturday 6/13/09, and the first day of Super Loop service will be Monday 6/15/09.	6/14/2009	5/28/2009	3/12/2006	15.4	No
88	New Route 88 serves Hotel Circle North and South between Old Town and Fashion Valley, seven days a week.	6/14/2009	5/28/2009	Not Required	NA	No
105	All trips will terminate on the north end at Clairemont Square after 7 p.m., on all days. For service to University City, please	8/31/2008	None	Not Required	36.6	No

	use Route 41. Also, Sunday frequency on Route 105 is reduced to every 60 minutes. Also, other minor schedule adjustments on all days.					
	Night service is reduced to hourly after 7pm. Also, early morning adjustments on all days.	6/14/2009	5/28/2009	Not Required	36.6	No
115	On weekdays, service after 6 p.m. is reduced to 60-minute frequency. Also, other evening schedule adjustments on all days.	8/31/2008	None	Not Required	39.9	No
	Operate with minibus on weekends.	6/14/2009	5/28/2009	Not Required	39.9	No
120	On Sundays only, frequency is reduced to hourly before 9 a.m. and after 6 p.m. Sunday midday service will remain at a 30-minute frequency. Also, other schedule adjustments on all days.	8/31/2008	None	Not Required	39.5	No
	Minor schedule adjustments on all days to improve Fashion Valley connections.	1/25/2009	None	Not Required	39.5	No
210	Afternoon schedule adjustments.	6/14/2009	5/28/2009	Not Required	28.9	No
510 (Blue)	Saturday-only late overnight 'Owl' service is discontinued.	6/14/2009	5/28/2009	Not Required	353.2	No
701	Saturday frequency is reduced to hourly.	6/14/2009	5/28/2009	Not Required	34.5	No
704	New Route 704B trips serve Bay Blvd. from Palomar Trolley during weekday rush hours.	6/14/2009	5/28/2009	Not Required	39.1	No
707	Minor schedule adjustments.	6/14/2009	5/28/2009	Not Required	31.0	No
709	Service between Southwestern College and Otay Ranch Town Center is reduced to every 30 minutes on weekdays. Also, other schedule adjustments.	6/14/2009	5/28/2009	Not Required	51.3	No
712	Frequency is reduced to hourly after 7pm on weekdays & all day on Saturdays.	6/14/2009	5/28/2009	Not Required	50.2	No

810	Minor schedule adjustments and selected trips to serve the new Sabre Springs/Peñasquitos Transit Center upon its opening in mid-September. Please watch for notices on Route 810 buses for more details and exact implementation dates.	8/31/2008	None	Not Required	20.6	Yes[1]
	All Route 810 trips will serve the Escondido Transit Center and the RBTS. Connections to new Route 880 to Sorrento Valley can be made at the RBTS. Route 810A trips will no longer serve the Sabre Springs/Peñasquitos Transit Station in the morning (use Routes 820 and 860 instead). Selected Route 810A trips in the afternoon will continue to serve the Sabre Springs/Peñasquitos Transit Station. Also, other schedule adjustments on Route 810.	3/24/2009	None	Not Required	20.6	Yes[1]
	Cut one a.m. and one p.m. trip.	6/14/2009	5/28/2009	Not Required	20.6	Yes[1]
815	Weekday frequency is reduced to hourly after 7pm.	6/14/2009	5/28/2009	Not Required	51.4	No
820	Route will change to serve the new Sabre Springs/Peñasquitos Transit Center upon its opening in mid-September. Also, minor schedule adjustments. Please watch for notices on Route 820 buses for more details and exact implementation dates.	8/31/2008	None	Not Required	28.5	Yes[1]
	Schedule adjustments.	3/24/2009	None	Not Required	28.5	Yes[1]
	Minor schedule adjustments.	6/14/2009	5/28/2009	3/12/2006	28.5	Yes[1]
832	Weekend frequency is reduced to hourly.	8/31/2008	None	Not Required	26.0	No
	Weekday frequency is reduced to hourly.	6/14/2009	5/28/2009	3/12/2006	26.0	No
833	Schedule adjustments on all days and earlier service to El Cajon Transit Center on weekdays.	1/25/2009	None	Not Required	25.7	No

	Weekend frequency between El Cajon Transit Center and Parkway Plaza is reduced to every 60 minutes. The northern portion of the route remains at a 60-minute frequency on weekends.	6/14/2009	5/28/2009	Not Required	25.7	No
844/845	Schedule adjustments on all days to preserve connections with revised Rt. 20 schedule. Also, major changes to the routing of Rt. 845 in Rancho Bernardo and in east Poway.	1/25/2009	None	Not Required	25.4/ 21.2	No
	The Rancho Bernardo terminal will move to the RBTS. Also, other schedule adjustments.	3/24/2009	None	Not Required	25.4/ 21.2	No
	Minor schedule adjustments for improved connections with Route 20.	6/14/2009	5/28/2009	Not Required	25.4/ 21.2	No
848	Weekday frequency is reduced to hourly after 7pm. Also, schedule adjustments on weekdays to better connect with the Trolley.	6/14/2009	5/28/2009	Not Required	39.8	No
850	The two early afternoon combination Route 850/860 trips (departing the downtown terminal at 2:03 p.m. and 3:03 p.m.) are discontinued. Also, minor schedule adjustments effective in mid-September. Watch for notices on buses with more details.	8/31/2008	None	Not Required	35.3	Yes[1]
	Schedule adjustments.	3/24/2009	None	Not Required	35.3	Yes[1]
	Minor afternoon schedule adjustments.	6/14/2009	5/28/2009	Not Required	35.3	Yes[1]
854	Operate with minibus on weekends.	6/14/2009	None	Not Required	27.4	No
855	Weekday frequency is reduced to hourly after 7pm.	6/14/2009	5/28/2009	Not Required	37.9	No
856	Minor schedule adjustments on all days.	8/31/2008	None	Not Required	35.0	No
	Weekday frequency is reduced to hourly after 7pm, and service to Rancho San Diego Village is discontinued on weekends.	6/14/2009	5/28/2009	Not Required	35.0	No

860	The two early afternoon combination Route 850/860 trips (departing the downtown terminal at 2:03 p.m. and 3:03 p.m.) are discontinued. Also, route and schedule will change to serve the new Sabre Springs/Peñasquitos Transit Center upon its opening in mid-September. Please watch for notices on Route 860 buses for more details and exact implementation dates.	8/31/2008	None	Not Required	26.9	Yes[1]
	Northern terminal of Route 860 will move south to Rancho Carmel Dr. and Innovation Dr. Service on Pomerado Rd., Rancho Bernardo Rd., and West Bernardo Dr. will be discontinued. Premium Express service to/from Rancho Bernardo will be available on Route 810 at the Rancho Bernardo Transit Station. Also, other schedule adjustments on Route 860.	3/24/2009	None	Not Required	26.9	Yes[1]
	One morning and one afternoon trip are discontinued, and other trips have schedule adjustments.	6/14/2009	5/28/2009	Not Required	26.9	Yes[1]
864	Service east of East County Square is reduced to hourly on weekdays.	6/14/2009	5/28/2009	Not Required	23.9	No
870	Route 870 will change from a Premium Express route to a regular Express route. The route will operate with a minibus, and the cash fare will be $2.50 instead of $5.00. For passengers using a monthly pass, a regular monthly pass ($72 Adult) will be required instead of a premium monthly pass. Additionally, there are major schedule changes.	6/14/2009	5/28/2009	Not Required	13.8	No
871/872	Weekend service is reduced to operate 7a.m.-7p.m. only, and with a 60-minute frequency in each direction.	8/31/2008	5/22/2008	5/22/2008	30.2/ 34.5	No
	Weekday frequency is reduced to hourly and most weekend service is discontinued. On Saturdays and Sundays, a shortened Route 872A shuttle will operate hourly on the southern half of the route between the El Cajon Transit Center, Chase Ave., and Magnolia Ave. (south of Douglas Ave.).	6/14/2009	5/28/2009	3/12/2006	30.2/ 34.5	No

901	Frequency is reduced to hourly after 7pm on all days & before 7am on weekends.	6/14/2009	5/28/2009	Not Required	31.5	No
905	Route is changed in eastern Otay Mesa for a long-term construction detour. Service on Heinrich Hertz Drive is discontinued. Also, other schedule adjustments.	8/31/2008	None	Not Required	51.8	No
	Weekday frequency is reduced to hourly during the midday. Weekend service is reduced to hourly all day.	6/14/2009	5/28/2009	Not Required	51.8	No
921	Schedule adjustments on all days to preserve connections with revised Rt. 20 schedule.	1/25/2009	None	Not Required	33.8	No
	On weekends, Route 921A will be extended to operate between the UCSD Campus and Mira Mesa. Service into UTC Transit Center is discontinued. Also, other weekend schedule adjustments.	6/14/2009	5/28/2009	Not Required	33.8	No
923	On weekends only, Route 923 will operate a shortened route between Ocean Beach and San Diego Int'l Airport, where a timed connection with Route 992 allows transfers to/from downtown. (No changes to weekday service.)	6/14/2009	5/28/2009	Not Required	24.5	No
928	Minor evening schedule adjustments.	8/31/2008	None	Not Required	28.4	No
	Major schedule changes on weekdays for improved connections in Kearny Mesa. Also, frequency is reduced to hourly on weekends.	6/14/2008	5/28/2009	Not Required	28.4	No
932	Frequency is reduced to hourly after 8pm on all days. On weekends only, every other trip will terminate at E St. Trolley (only every other trip serves 8th St. Trolley). Also, other minor schedule adjustments.	6/14/2009	5/28/2009	Not Required	47.9	No
933/934	Route is changed in Nestor and Imperial Beach as follows: route will use Satellite Boulevard/Iris Avenue between Thermal Avenue and 13th Street (instead of Imperial Beach Boulevard); and, route will use Imperial Beach Boulevard between 9th Street and 13th Street (instead of Holly Avenue and Iris Avenue). Service is maintained on Coronado Avenue on Route 901. Route 933/934 service on 9th Street, Holly Avenue, 11th Street, and Thermal Avenue is discontinued. Also, the route change will result in minor schedule adjustments.	8/31/2008	None	Not Required	55.3/ 48.2	No

	Saturday frequency is reduced to 20 minutes and Sunday frequency is reduced to 30 minutes. Night frequency is reduced to hourly after 8:30pm on all days.	6/14/2009	5/28/2009	Not Required	55.3/ 48.2	No
936	Minor schedule adjustments on all days.	8/31/2008	None	Not Required	37.0	No
960	One added northbound a.m. trip and other schedule adjustments.	8/31/2008	None	Not Required	40.5	No
965	Service on the 965B loop is discontinued and the 965A routing is modified near the City Heights Transit Plaza (I-15).	6/14/2009	5/28/2009	3/12/2006	23.6	No
967	Frequency is reduced to 120 minutes on Sundays (combined Sunday frequency of Routes 967 and 968 is 60 minutes).	6/14/2009	5/28/2009	Not Required	24.5	No
968	Frequency is reduced to 120 minutes on Sundays (combined Sunday frequency of Routes 967 and 968 is 60 minutes).	6/14/2009	5/28/2009	Not Required	25.0	No
992	Weekday service is reduced to a 15-minute frequency. Also, other schedule adjustments on all days.	8/31/2008	None	Not Required	30.8	No
	Frequency is reduced to every 30 minutes after 6:30pm on all days. Also, major evening schedule changes for better Trolley connections at America Plaza.	6/14/2009	5/28/2009	Not Required	30.8	No
SVCC	Restructure Services (Routes 975, 976 and 977 cancelled/ Routes 972, 973, 974, 978 and 979 restructured)	3/30/2009	1/15/2009	12/11/2008	11.5 to 33.9	Yes
NCTD						
101	Reduce Saturday service to match Sunday levels	8/10/2008	5/12/2008	6/20/2008	24.0	Yes[1]
	Modified weekday and weekend running times/ departure times	1/25/2009	5/12/2008	6/20/2008	24.0	Yes[1]
302	Modified weekday and weekend running times/ departure times	1/25/2009	5/12/2008	Not Required	22.0	No
303	Modified weekday and weekend running times/ departure times	1/25/2009	5/12/2008	Not Required	35.5	No
304/404	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	16.2	No
305	Modified weekday running times/ departure times	1/25/2009	5/12/2008	Not Required	26.6	No
306	Route realignment	1/25/2009	5/12/2008	Not Required	20.5	No

308	Reduce Saturday service to match Sunday levels	8/10/2008	5/12/2008	6/20/2008	13.7	No
309	Reduce Saturday service to match Sunday levels	8/10/2008	5/12/2008	6/20/2008	19.4	No
311/312	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	10.2	No
	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	10.2	No
313	Discontinue weekend service and realign route	8/10/2008	5/12/2008	6/20/2008	16.6	No
	Modified weekday running times/ departure times	1/25/2009	5/12/2008	6/20/2008	16.6	No
321	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	12.4	No
324	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	13.4	No
	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	13.4	No
325	Discontinue weekend service	8/10/2008	5/12/2008	6/20/2008	15.7	No
334/335	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	25.3	No
338/339	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	11.9	No
	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	11.9	No
341/442	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	9.9	No
	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	9.9	No
347	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	11.0	No
	Route realignment	1/25/2009	5/12/2008	6/20/2008	11.0	No
348	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	18.4	No
	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	18.4	No
349A/B	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	6.0	No
	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	6.0	No
350	Reduce Saturday service to match Sunday levels	8/10/2008	5/12/2008	6/20/2008	32.3	No
	Modified weekday running times/ departure times	1/25/2009	5/12/2008	6/20/2008	32.3	Yes[1]
351/352	Reduce weekend service	8/10/2008	5/12/2008	6/20/2008	28.9	No
354	Reduce Saturday service to match Sunday levels	8/10/2008	5/12/2008	6/20/2008	23.7	No
	Modified weekday running times/ departure times	1/25/2009	5/12/2008	6/20/2008	23.7	No
356	Reduce Saturday service to match Sunday levels	8/10/2008	5/12/2008	6/20/2008	27.5	No
358/359	Discontinue weekend service	8/10/2008	5/12/2008	6/20/2008	16.7	No
365	Discontinue Saturday Service	8/10/2009	5/12/2008	6/20/2008	9.0	No
	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	9.0	No
386	Discontinue Saturday Service and change weekday service to commute only	8/10/2009	5/12/2008	6/20/2008	8.4	No

393	Discontinue Service	8/10/2008	5/12/2008	6/20/2008	NA	No
395	Expand Sunday schedule to match Saturday schedule	8/10/2008	5/12/2008	Not Required	NA	No
	Modified weekday running times/ departure times	1/25/2009	5/12/2008	Not Required	15.5	No
397	Discontinue Service	1/25/2009	5/12/2008	6/20/2008	8.0	No
403	Discontinue Service	8/10/2008	5/12/2008	6/20/2008	29.5	No
415	Discontinue Service	8/10/2008	5/12/2008	6/20/2008	69.1	No
444	Modified weekday running times/ departure times	1/25/2009	5/12/2008	Not Required	20.1	No
445	Modified weekday running times/ departure times	1/25/2009	5/12/2008	Not Required	14.7	No
447	Discontinue Service	8/10/2008	5/12/2008	6/20/2008	27.9	No
FAST	Discontinue all services	8/10/2008	5/12/2008	6/20/2008	4.2	No
SPRINTER	Improved weekend frequency	8/10/2008	No Hearing	Not Required	115.6	Yes[1]

1. All revised services and service adjustments of regional significance were found to be consistent with the goals and objectives of the Coordinated Plan.
2. Public hearings or Title VI analysis is not conducted for minor service changes (a change to less than 25% of the service).
3. Passengers per Revenue Hour is based on performance along the entire route. This statistic may not reflect the route segment or time of day actually impacted by the adjustments.

Service Enhancements or Additions

Beyond necessary service cuts or restructuring activities, the RSIP also includes a list of service enhancements or additions planned for the five-year Coordinated Plan implementation period (FY 2009-2013). Both MTS and NCTD implemented the expansion of one regional route each in FY 2009.

Additionally, SANDAG is currently developing several key transit projects which will be implemented over the next five years, with one of those projects implemented in FY 2009. A detailed description of these projects included below. The SANDAG transit projects and services are included in the Program of Projects Expenditure Plan in the *TransNet* sales tax extension approved by the San Diego County voters in November 2004.. The budget worksheets for these projects (as included in the SANDAG FY 2009 Program Budget) are included in Appendix B.

- **MTS Route 880** – On March 30, 2009, MTS began its latest Premium Express service which runs between 4 S Ranch (east of I-15 and Camino Del Norte in the NCTD service area) and University Town Center (UTC), with selected stops at the Rancho Bernardo Transit Center, Miramar College, Mira Mesa MarketCenter, Sorrento Valley and UTC. Passengers from 4 S Ranch going to downtown San Diego can transfer to Route 810 at the Rancho Bernardo Transit Center. The new Route 880 is funded entirely by the developers of 4 S Ranch.

- **NCTD Route 388/389** – In late 2008, the Reservation Transportation Authority (RTA) obtained grant funding for enhanced service to tribal lands in North County. The RTA contracted with NCTD to provide additional service including a new service identified as Route 388. Route 388 travels between Escondido Transit Center and the Pala Indian Reservation and Casino. In conjunction with the Route 389 these services each operate every two hours in each direction providing a combined hourly service on SR 76 and Pala Road. This area previously was provided with service every two to three hours. NCTD implemented this change on January 25, 2009, more than doubling the existing service, with approximately 80 percent of the cost increase covered by the grant and the remaining cost covered by projected fare revenues.

SuperLoop – The SuperLoop is a new, two-way circular transit system that serves the North University City area of San Diego. The initial service began in June 2009 connecting UTC to University of California, San Diego (UCSD) and the surrounding residential communities. Features of the Super Loop include 10-minute peak headways between vehicles and uniquely branded vehicles with low-emission technology. The second phase of the project will include priority traffic treatments such as signal prioritization, queue jumper lanes, and enhanced stations with "next bus" electronic messaging and station platforms custom built for easy boarding. The final phase will also extend the route to the area east of UTC.

- **Mid-City Rapid Bus** – The Mid-City Rapid Bus Project includes the design and implementation of a 10-mile rapid bus line from San Diego State University (SDSU) to downtown San Diego along El Cajon and Park Boulevards. The line will provide North Park, City Heights and College area residents, students, and visitors with a high-quality service. Major activity centers that will be served include the downtown Trolley stations, Balboa Park, San Diego Zoo, the Mid-City communities, and SDSU.

The project will provide faster travel times and increased reliability by using bus-only pockets at key intersections, priority lanes, traffic signal improvements, and enhanced stations. Stations will include ticket vending machines, upgraded shelters, passenger information signs, level platforms to ease boarding, landscaping, and upgraded paving.

- **I-15 Express Lanes/Bus Rapid Transit (BRT) Project** – The I-15 Express Lanes and BRT project is scheduled for completion in 2012, the I-15 Express Lanes will ultimately feature four lanes with a moveable barrier for maximum flexibility (similar to the moveable barriers on the San Diego-Coronado Bridge), multiple access points to the general purpose highway lanes, and Direct Access Ramps (DARs) from five BRT stations for high-frequency BRT service, carpoolers, and Fastrak users. BRT stations and DARs have opened at Del Lago (southern Escondido), Rancho Bernardo, and Sabre Springs with an additional DAR to open at Hale Avenue to provide access to the existing Escondido Transit Center in 2011and a BRT station and DAR in Mira Mesa in 2014.

  The first phase of Express Lanes between Centre City Parkway in Escondido and SR 56/ Ted Williams Parkway opened in two segments in late 2008 and early 2009. A second phase will extend the Express Lanes north from Centre City Parkway to SR 78 with completion slated for 2011. The third and final phase of the project involves the retrofit and redesign of the existing eight-mile segment of Express Lanes between SR 56/Ted Williams Parkway and Kearny Mesa. This piece will be operational in 2012.

- **South Bay BRT Project** – The South Bay BRT project will provide high-speed transit connections between downtown San Diego and the Otay Mesa Border Crossing along the future I-805 Managed Lanes and a dedicated transitway through eastern Chula Vista. Use of the managed lanes and transitway will provide travel priority for the service allowing it to bypass traffic congestion.

  This new BRT will provide access to regional employment centers in downtown San Diego, the Otay Mesa Business Park, and the future Eastern Urban Center, as well as serving residential communities in Chula Vista and National City.

  In the long-term, the BRT will operate on HOV lanes on SR 94 and along the I-805 Managed Lanes with DARs connecting freeway stations/park-and ride-lots. As the route exits I-805 at Palomar Street in Chula Vista, it will travel on a dedicated right-of-way with stations in the Otay Ranch transit-oriented villages of Heritage, Lomas Verdes, and Santa Venetia. From there, the BRT will continue southbound with stations at the new Otay Ranch Town Center, the Eastern Urban Center, and a future university station.

  The BRT will use SR 125 to directly serve the Otay Mesa Border crossing. Prior to construction of the Managed Lanes on I-805, the service is planned to operate in converted freeway shoulder lanes dedicated to transit on both SR 94 and I-805.

The next phase of work will include environmental analyses and preliminary engineering. This project will receive funding from the *TransNet* 1/2–cent sales tax extension that was approved by voters in November 2004. Additional federal funding may be sought for the project. The first phase of the project, between downtown San Diego and the Eastern Urban Center is scheduled to be completed by 2010. Phase Two to the Otay Mesa Border crossing is scheduled to be completed by 2015.

- **Escondido Rapid Bus Project** – SANDAG, NCTD, and the City of Escondido, are jointly developing the Escondido Rapid Bus project, which makes improvements to Route 350, a six-mile local bus route serving major activity centers in the City of Escondido. Fifteen-minute service runs from the Escondido Transit Center, along the Escondido Boulevard business corridor to Bear Valley Parkway and Westfield's North County Fair, terminating at the future Interstate 15 Del Lago BRT Station. San Pasqual High School and Bear Valley Middle School are located along the corridor. The route carries nearly 2,500 passengers each weekday and suffers from congestion in key locations along the route.

  Improvements include *BreezeRapid* branded buses and stops with digital message signs, shelters, and seating, transit signal priority along the entire corridor, and a block-long queue jump lane heading into the Escondido Transit Center for buses along Valley Parkway. Improvements are expected to be completed in mid-2009.

- **Mid-Coast Corridor Transit Project** – The Mid-Coast Corridor Transit Project proposes to extend light rail transit (LRT) service from the Old Town Transit Center to the University City community serving major activity centers such as the UCSD, UTC, Old Town, and downtown San Diego.

  The 11-mile extension to the existing San Diego Trolley system, as defined under the Locally Preferred Alternative adopted by the SANDAG Board of Directors, begins just north of the Old Town Transit Center and travels in existing railroad right-of-way owned by MTS, north to Gilman Drive. Three stations are proposed in this section at Tecolote Road, Clairemont Drive, and Balboa Avenue.

  From Gilman Drive, the extension will run north along I-5 to UCSD. From UCSD West Campus, the extension would follow Voigt Drive and Genesee Avenue to a terminus at UTC in the University City area. Two alignment options have been identified from Voigt Drive to UTC, one along Regents Road and Executive Drive, and another along Genesee Avenue. There are five stations proposed in this segment at University Center Lane, UCSD West, UCSD East, Executive Drive, and the UTC Transit Center.

  In conjunction with the opening of the Mid Coast Transit Project a study will be conducted to restructure the existing local and express services in the UTC and neighboring areas.

Identification of Future Services and Needs

The RSIP also includes a discussion of the plan to develop new services in the future when funding returns. At such a time, proposals for new services will be prioritized and recommended for funding consideration based on the performance measures included in Chapter 4. The need for those services is generally identified by the individual transit operators in their Service Implementation Plans as well as by SANDAG through the Coordinated Plan development process. Table 10-2A summarizes the needs identified by NCTD. As a result of the budgetary realities, MTS has elected to focus only on the needs met by special *TransNet* Early Action projects such as the SuperLoop. The regional needs assessment included in Chapter 7 and Appendix O summarizes the regional needs identified by SANDAG. Table 10-2B highlights some of the major transit service needs in the region. The needs of the urban area (based on Figure 4.1 from Chapter 1) are specifically highlighted in Tables 10-2A and 10-2B based on the understanding that transit performs better in areas where land use is supportive of transit services. Additionally, urban service needs can maximize the use of limited investment dollars during lean financial times to produce the largest number of transit trips.

Table 10-2A: Operator Identified Service Area Needs

City	Site	Service Need	Urban Zone
NCTD			
Carlsbad	South Carlsbad area bounded by Palomar Airport Road to the north and College Blvd. to the east.	Routes 309 and Routes 321 do not provide adequate coverage for this area.	No
	Plaza Camino Real	As troops start returning from overseas, capacity problems are anticipated on weekends between OTC and Plaza Camino Real, where service is less frequent now with the elimination of Route 320 and reduction of Route 302.	Yes
County of San Diego	Palomar Community College District North Education Center District Master Plan; University Park Residential Development	Currently Routes 388/389 connect Escondido Transit Center to the tribal casinos. This service has only recently been improved to hourly service by means of a Tribal Transportation Grant.	Yes
	Meadowbrook Development in Fallbrook – Large	With addition of Route 388 on I-15 between Escondido and SR-76, a park and ride	No

	planned development with a possible branch campus of Palomar College	lot at the I-15 and SR 76 junction could provide enhanced transit access to this area.	
	Camp Pendleton	When troops start returning from overseas, the limited services on these routes may not be adequate (Routes 315 and 397). Possible augmentation on weekends may be needed.	No
Del Mar, Carmel Valley and Sorrento Mesa	Residential, commercial and employment areas	No planned service. Contingent upon MTS connections to COASTER, Route 308 and Route 101.	No
Encinitas	Scripps Memorial Expansion	With elimination of Encinitas FAST service and Route 365, this hospital has weekday peak-hours-only service on Route 404.	Yes
Escondido	Palomar Pomerado Hospital – new replacement hospital at 2195 Citracado Pkwy under construction, opens December 2011	No service at this time. Would require modification of Route 347 and additional resources.	Yes
	North County Fair	Capacity issues identified during school peak periods.	Yes
Oceanside	New "El Corazon" Senior Center off Rancho Del Oro (under construction), opens Summer 2009	Approximately 0. 5 miles from Routes 317 and 318. Would require re-route to directly serve.	Yes
	Ocean Ranch Business Park between Rancho Del Oro and College	Portions currently served by Route 317.	Yes
San Marcos	San Marcos Creek and University Business Park Specific Plans	With the recent elimination of Routes 341 and 442, there is minimal fixed-route service close to these potential developments – Peak service on route 321 and Route 347 (weekdays only).	Yes

	San Elijo Hills community of 3,000 homes.	No planned service	No
Vista	Rancho Minerva Middle School (East Vista, 0.9 miles from Route 334/335)	No planned service.	Yes
	Magnet High Schools (Jeffries Ranch Area adjacent to SR 76)	No planned service	No
University City	UCSD	Capacity issues identified on Route 101.	Yes
MTS			
MTS elected to focus only on the needs met by special *TransNet* Early Action projects in the MTS SIP (such as the SuperLoop service) based on the anticipation that economic trends point towardfurther reductions in tax revenue for FY 2011.			

Table 10-2B: Identified Regional Needs

City	Site	Service Need	Urban Zone
County of San Diego	Fallbrook	Need for park and ride facility identified at SR 76 and I-15 junction with new I-15 SR 76 service (NCTD Route 388).	No
County of San Diego	Rural Areas	Service needs to be explored in the 2010-2014 Coordinated Plan	No
Del Mar, Carmel Valley and Sorrento Mesa	Residential, commercial and employment areas	Limited service between MTS and NCTD service boundary with no service in Carmel Valley.	No
North Coast (Sorrento Valley to Carlsbad)	COASTER Stations	Limited COASTER Connection services serving the stations from adjacent communities and neighborhoods.	Yes
Oceanside to UTC	El Camino Real and I-5 Corridor	Service between Oceanside and UTC via Rapid Bus identified in 2030 RTP	Yes
Riverside County	I-15	Service to Downtown San Diego, Sorrento Valley, Mission Valley, Kearny Mesa and University City (via Mira Mesa) identified as major employment hubs	No
San Diego (32nd Street/Harbor)	San Diego (San Ysidro/Otay)	Heavy concentrations of trip origins along I-5 and I-805 corridors to the border.	Yes
San Diego (32nd Street/Harbor)	San Diego (Murphy Canyon/Tierrasanta)	Heavy concentrations of naval staff trip origins along I-15 from Tierrasanta to 32nd St.	Yes
San Diego (Downtown)	Downtown San Diego	Lack of Downtown circulator	Yes
San Diego (Mission Valley)	San Diego (San Ysidro, Otay Mesa)	Heavy concentrations of trip origins along the boarder to Mission Valley via I-805	Yes
San Diego (Sorrento Mesa)	Otay Mesa	Service to Sorrento Mesa via BRT identified in 2030 RTP	Yes
San Diego (Sorrento Valley)	San Diego (Rancho Bernardo, Rancho Penasquitos, Carmel Valley) and Poway	Heavy concentrations of trip origins along the SR 56 corridor and Poway/Rancho Bernardo with trip destinations in Sorrento Valley	No
San Diego (Sorrento Valley)	El Cajon and Santee	Concentrations of trip origins with SR 52 as possible connection to Sorrento Valley via Kearny Mesa and UTC	No
San Diego (University City)	San Diego (Carmel Valley, Rancho Penasquitos, Mira Mesa) and Santee	Heavy concentrations of trip origins in the identified San Diego and Santee communities with trip destinations in University City	No

Looking Ahead

SANDAG and the transit agencies have continued to evaluate the need for enhanced services based on the knowledge of changing development, demographics, fuel prices or gaps in service from current service cuts. All three agencies are working on plans to ensure that transit is viable in the San Diego region in the coming decades despite current funding shortages.

MTS developed a Comprehensive Operations Analysis (COA) in 2005 with the full implementation period occurring through FY 2007. MTS will continue to monitor operations consistent with MTS Policy 42 which was amended in 2007 to incorporate the vision for MTS services developed in the COA: services that are productive; customer-focused; competitive with other travel options; integrated; and sustainable. Additionally, MTS conducted a Weekend Service Analysis in 2009 and will be utilizing the results to determine the scope of service adjustments to be recommended for implementation in 2010.

NCTD is currently in the process of preparing a Mobility Plan that will recommend a restructuring of existing services to develop a financially sustainable route network in North County. . The recommendations adopted as a result of completing the Mobility Plan will provide significant information that will be required to develop the FY2011 SIP.

SANDAG recently completed a Transit Impediments Study which explores alternative funding sources for transit in the San Diego region. The results of this study are summarized in the Chapter 9 (Funding) with the various options currently being explored by SANDAG executive leadership. Additionally, SANDAG has significantly enhanced its technical transit database with the purchase of an advanced software program (RideCheck Plus). This program allows for the rapid delivery to planners and schedulers transit statistics on a region, agency, route-by-route, or even stop-by-stop level, including GIS capabilities. Furthermore, SANDAG has the ability to significantly fund the planning, construction and operations of regional transit services through the extension of the *TransNet* ½ sales tax measure. This measure will fund the Super Loop, Mid-City Rapid Bus, I-15 Managed Lanes BRT, and South Bay BRT projects discussed in the "Service Enhancements or Additions" section. Additionally, rural transit and social service transportation needs will be expanded and explored in the 2010-2014 Coordinated Plan to facilitate the further expansion and coordination of these programs.

10.3 Post Implementation Monitoring

The 2007-2011 Coordinated Plan focused on developing quantitative objectives and indicators for transportation services. This updated Coordinated Plan has begun the process of evaluating the performance of the transportation system using the performance measures and indicators developed in the original plan. In the future, the document will add more quantitative analysis on a regional basis as more data becomes available on public transit and supplementary transportation providers. New technologies also are being implemented in transit, including Automatic Vehicle Location devices, the Compass Card, and Automatic Passenger Counting devices. These new technologies will increase the amount of data available when future plans are being produced. The timeliness of the data and the accuracy also should be improved. Future plans will address the data priorities and recommend where efforts should be made to improve the flow of information.

Currently, very little data is available on transportation coordination or the human service transportation system. As SANDAG becomes more involved in funding these services, it is expected that more information will become available on the performance of these systems. The performance data will be fed back into the planning process and priorities may be adjusted.

10.4 Unforeseen Events

This plan has been prepared based on the best information available and the current guidance and priorities from senior levels of government. Unforeseen events such as escalations in fuel prices, changes to funding formulae or annual appropriations could impact local transportation operations. All publicly funded transportation operations in San Diego are operating in a financially constrained environment and have very little room to maneuver. The transit agency budget cycles were more constrained over the past FY with Transportation Development Act and *TransNet* funding estimates significantly revised downward due to less than anticipated sales tax revenue. It was hoped that public transit would receive additional state "spillover" funds that result when higher gasoline prices and related sales taxes increase at a faster rate than other taxable items. Unfortunately, the state legislature diverted these public transportation funds to the state's general fund leaving transit agencies with major funding deficits in their operating budgets.

In addition, the success of the future projects or plans such as the NCTD Mobility Plan, the I-15 and South Bay BRT, and Mid-City Rapid Bus projects later in this plan period, have the potential to significantly change the baseline levels of transit ridership and performance in San Diego. The combined impact of these changes may cause significant changes to this plan over next five years.