SHORT RANGE TRANSIT PLAN (DRAFT)

FISCAL YEARS 2023 - 2028

SAN MATEO COUNTY TRANSIT DISTRICT

NOVEMBER 2022

2023 SHORT RANGE TRANSIT PLAN

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

The preparation of this report has been funded in part by a grant from the U.S. Department of Transportation (DOT) through section 5303 of the Federal Transit Act. The contents of this SRTP reflect the views of the San Mateo County Transit District, and not necessarily those of the Federal Transit Administration (FTA) or MTC. San Mateo County Transit District is solely responsible for the accuracy of the information presented in this SRTP.

ACKNOWLEDGEMENTS

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INTRODUCTION

The following Short Range Transit Plan (SRTP) provides a near-term service outlook for the San Mateo County Transit District (SamTrans) during fiscal years (FY) 2023-2028.

This SRTP adheres to a set of guidelines prescribed by the Metropolitan Transportation Commission (MTC) in Resolution No. 4512, the Commission's most recently adopted (2022) resolution for SRTPs.

MTC'S "REIMAGINED" SRTP

The COVID-19 pandemic has significantly impacted transit operations. A decrease in ridership, changes in travel patterns, and uncertainties in farebox revenues have created enormous planning and operational challenges for Bay Area transit operators. While federal relief funds provided a significant stopgap during the pandemic, it is anticipated that these funds will be exhausted within the next two fiscal years for most transit operators. In light of this crisis, MTC has required transit operators to "reimagine" and restructure their SRTPs to help plan for and navigate through the continued uncertainties.

In contrast to previous SRTPs that documented each transit operator's 10-year operating and capital plans, MTC's revised approach narrows the scope to a five-year planning horizon with a focus on nearer-term service planning. The revised approach also includes a new element, scenario planning, which requires operators to consider how service plans might be adapted under different revenue constrained scenarios. Accordingly, this SRTP cycle asked operators to consider and make projections of service levels within operating budgets provided by MTC under three scenarios, described below.

This document presents service plans corresponding to the following four scenarios. Scenarios 1-3 listed below were prescribed with operating figures provided by MTC. Scenario 4 is an additional scenario developed by SamTrans.

1. **Robust Recovery**: There is adequate funding to return overall revenue to 100 percent of pre-pandemic levels, with escalation.
2. **Revenue Recovery, with Fewer Riders**: Federal relief funds are eventually exhausted, although other funds recover to pre-pandemic levels. However, farebox revenue remains stagnant (20 percent below pre-pandemic levels) for the next five years.
3. **Some Progress**: Federal relief funds are eventually exhausted and total revenue available to the agency is 15 percent below pre-pandemic levels for the next five years.
4. **SamTrans-Generated Scenario:** Using FY 2023 as the baseline year, this scenario considers all of SamTrans' revenues in light of both operating and major capital project

commitments and presents an operating plan consistent with internal financial planning exercises.

This SRTP does not show SamTrans' anticipated costs and revenues for each scenario's service as was done in previous SRTPs; instead, it only shows the operating budget prescribed by MTC for each scenario (modified to be inclusive of additional funding received through the Measure W sales tax measure, effective FY20) and describes the service SamTrans could afford to provide within that constrained budget each year. It is therefore critical that the information contained in this document be used and understood within the scenario context of this SRTP and not extrapolated beyond it.

Issues and Challenges

SamTrans' largest obstacle to providing more service is not the lack of funding or fare recovery, but the retention and recruitment of new operators. Attrition has continued to occur through retirements and resignations during the pandemic period, while the recruitment of new operators has continued to be a challenge. SamTrans is actively recruiting bus operators to close this gap.

SamTrans is collaborating with local organizations and exploring innovative ways to increase its bus operator workforce, which will allow the agency to restore pre-pandemic service levels in full and expand the system as designed.

Contents of the FY 2023 – 2028 SRTP

This SRTP presents an overview of the SamTrans transit system and services it provides in Chapter 1. Chapter 2 presents information about SamTrans' pre-pandemic service, followed by information about pandemic period service impacts and approaches in Chapter 3 (FY 2020 – 2022). Chapter 4 goes into detail about the current state of SamTrans system (FY 2023) and Chapter 5 outlines the strategies and service plans associated with each of the four scenarios.

1 SamTrans Transit System Overview

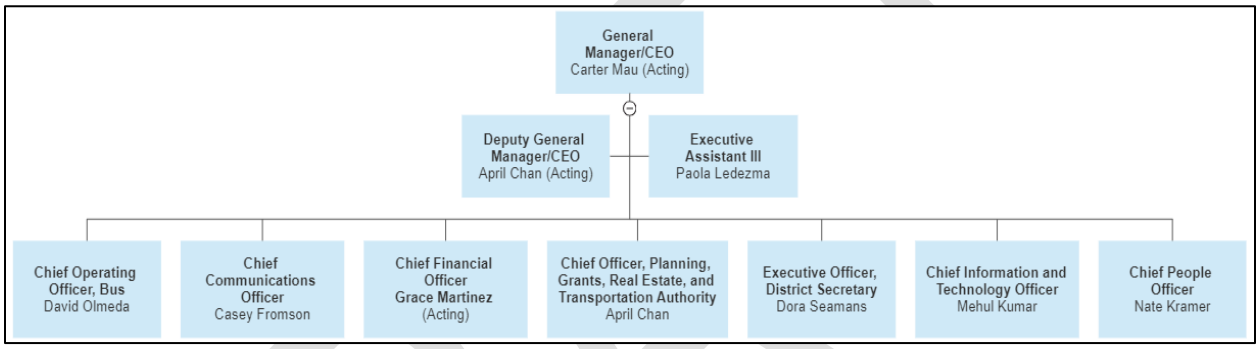
This chapter provides an overview of the San Mateo County Transit District (SamTrans) organizational structure, service area, and the service types it provides:

- SamTrans fixed-route bus services
- Paratransit services

1.1 Organizational Structure

SamTrans is organized into six divisions with over 700 employees. Top-level reporting relationships are shown in **Figure 1-1** below.

Figure 1: SamTrans Organizational Structure



1.2 Existing Transit Services and Service Area

The SamTrans service area is coterminous with the San Mateo County borders, though a few routes cross into San Francisco and Santa Clara counties. San Mateo County contains 20 incorporated cities and additional unincorporated areas. Land uses range from urban to rural, with small to moderately sized central business districts, and clusters of large employer campuses.

SamTrans bus service is directly operated by either SamTrans or is contracted out to MV Transportation (MV). Approximately 70 percent of fixed-route service is operated directly by SamTrans and the remaining 30 percent is operated by MV. SamTrans has two bus yards, one in South San Francisco and the other in San Carlos. MV has bus yards located in Half Moon Bay and Redwood City.

Population and employment density are concentrated along the border with San Francisco in northern San Mateo County and along the eastern side of the Peninsula. Between the western Coastside and eastern Peninsula lie the Santa Cruz Mountains, which create a substantial geographic barrier.

Several major transportation facilities are also present in the county, including San Francisco International Airport and two smaller municipal airports in San Carlos and Half Moon Bay, a

marine freight terminal in Redwood City, and US Highway 101 (US-101) and Interstate Highway 280 (I-280). Two bridges – the San Mateo-Hayward Bridge and the Dumbarton Bridge – provide vehicle and bus transit access between the Peninsula and the East Bay. The Water Emergency Transportation Authority (WETA, dba. San Francisco Bay Ferry) provides ferry service to South San Francisco. The San Francisco Bay Area Rapid Transit District (BART) provides heavy-rail service to Daly City, Colma, South San Francisco, San Bruno, and Millbrae. Caltrain provides commuter rail service along the peninsula, serving San Francisco, San Mateo, and Santa Clara counties.

According to the latest SamTrans Triennial Customer Survey conducted in 2021, about three-fourths (77 percent) of SamTrans riders are either employed or in school, and slightly over one-third (36 percent) of SamTrans riders are under the age of 25. The average household income of SamTrans riders is $46,507 per year, and significant shares of riders identified as Hispanic/Latino (41 percent), Filipino (21 percent) or White/Caucasian (19 percent). Most riders live in San Mateo County (84 percent), followed by San Francisco County (10 percent). The SamTrans riders' demographics and average household incomes significantly differ from San Mateo County. The San Mateo County average household income is $182,158, almost four times as much as the average SamTrans rider's household income. San Mateo County is made up of significant shares of residents who identified as White/Caucasian (38 percent), Asian (32 percent), and Hispanic/Latino (24 percent).

A comparison of customer surveys conducted in 2018 and 2021 shows an increase in riders traveling for work-related reasons, the overall share of youth riders, and share of people paying through either the Clipper system or SamTrans mobile app.

SamTrans riders speak a multitude of languages in addition to English. English was the top language spoken at home by SamTrans riders, though Spanish, Tagalog, Cantonese and Mandarin were commonly cited as well. This share is consistent with previous customer surveys.

The 2021 SamTrans Triennial Survey included responses from 2,369 SamTrans bus riders. Complete results from the 2021 Triennial Survey can be found on the SamTrans website.

1.3 SamTrans Fixed- Route Bus Services

The SamTrans fixed-route bus system is broken down into six distinct service categories, based on frequency, span of service, and days of service: Frequent, Local, Community, Express & Limited, School-Oriented, and Owl. Special services are also provided on occasion, which do not fit into one of the six categories shown in **Table 1**.

These route categories were developed and adopted as part of the Service Policy Framework in March 2022. SamTrans is working towards conforming routes to the new service categories.

Table 1: SamTrans Fixed-Route Service Categories

Category	Frequency*	Span of Service**	Days of Service	Stop Spacing
Frequent	15 all-day	Early morning, morning, midday, afternoon, evening, late evening	All days	Up to ½ mile
Local	30 or better	Morning, midday, afternoon, evening	All days	¼ - ½ mile
Community	60	Morning, midday, afternoon	All days	¼ - ½ mile
Express & Limited	Limited trips	Morning, afternoon	Weekdays	½ mile or more on streets between high-speed corridors
School-Oriented	Limited trips	Morning, afternoon	Weekdays (when school in session)	¼ - ½ mile
Owl	Varied	Owl	Varied	¼ - ½ mile

1.3.1 Frequent Routes

Frequent transit service connects people to places that can support higher levels of service – often areas of higher population or employment density with demand seven days a week from early morning to late in the evening. Routes in this category may warrant infrastructure improvements that prioritize transit, such as transit signal priority and bus lanes, and may have specifically branded amenities and vehicles. Ideally, 15-minute service should be provided seven days a week for much of the span of service, especially morning peak, midday, and evening peak periods.

1.3.2 Local Routes

Local service connects neighborhoods, downtowns, and major destinations. Local routes also are likely to provide important connections to other transit routes within the service area. These routes should operate throughout the day every day of the week, when possible.

1.3.3 Community Routes

Community routes provide service to less densely populated areas and are considered a lifeline to the greater transit network and the community. Community routes may be more circuitous due to street network design and land uses. Community services should operate at least hourly on weekdays. The span of service can be less than Local or Frequent service based on demand, though later and/or earlier service hours may be a higher priority to a less densely populated community than high frequency.

1.3.4 Express/Limited-stop Routes

Express/Limited-stop routes provide limited-stop service to or from major destinations and are typically longer in length. Express routes often travel on higher-speed corridors making few or no intermediate stops, cover more distance, and may operate only during peak times on weekdays. These routes may also overlay existing service where demand is high enough between specific origin-destination pairs to provide an enhanced service and faster travel time.

1.3.5 School-oriented Routes

School-oriented routes operate very few trips a day (typically two) and are scheduled to align with school schedules. The school-oriented routes are open to the public, with the primary users being students traveling to and from school. School-oriented routes are meant to address a community mobility need, not to replace yellow school bus service where it does exist.

1.3.6 Owl Routes

Owl services operate overnight, after regular transit service has ended. Owl routes provide coverage to key employment locations with non-traditional business hours, areas with limited mobility options, and neighboring transit agencies.

1.3.7 Special Routes

Special routes serve a unique purpose that do not fit into other categories but should still be monitored for their performance to ensure they are effectively serving the purpose of the service. Examples may include on-demand pilot programs, prolonged bus bridges for rail construction, and service to special events such as fairs or sporting events.

1.4 SamTrans ADA Paratransit And Coastside Services

All SamTrans buses are accessible as defined by the Americans with Disabilities Act (ADA). However, if people with disabilities are unable to use fixed-route transit, they may be eligible for Redi-Wheels or RediCoast paratransit services. Redi-Wheels serves San Mateo County east of I-280, as well as Pacifica, Woodside, and Portola Valley. RediCoast serves the San Mateo County coastal area from south of Devil's Slide to the border of Santa Cruz County and La Honda. Redi-Wheels Paratransit (and occasionally RediCoast) serves the Stonestown area and Bayshore corridor of San Francisco to align with the SamTrans fixed route service area.

ADA regulations require that Redi-Wheels and RediCoast operate during the same hours and serve the same areas as SamTrans fixed-route bus service for their respective parts of the county. SamTrans meets and exceeds both requirements, operating 24 hours a day in some areas and extending the service area to cover most of the county beyond the Federal Transit Administration (FTA) requirement of a three-quarter mile buffer around existing fixed-route service. Redi-Wheels uses cutaways, minivans, and sedans to transport customers, while RediCoast only uses cutaways. SamTrans contracts with taxi services for ADA trips that cannot be serviced by Redi-Wheels or RediCoast.

An additional coastside service is available through SamCoast, which provides curb-to-curb service throughout most of the southern and most rural parts of the San Mateo County coast. All trips must start or end in the service area, however, SamCoast prioritizes trips where the pick-up and drop-off locations are both within the SamCoast service area.

2 2017-2019: Pre-pandemic State of Service

This chapter provides an overview of the level of service provided and ridership trends for SamTrans in fiscal year (FY) 2019 (July 2018 through June 2019) before the beginning of the COVID-19 pandemic.

2.1 Pre-Pandemic SamTrans Fixed-Route Operations

In FY 2019, SamTrans operated three *Frequent* routes, 11 *Local* routes, 14 *Community* routes, three *Express/Limited* routes, 38 *School-Oriented* routes, one *Owl* route, and one *Special* route for a total of 71 unique fixed routes. These routes were deployed strategically to serve traditional commute patterns, school-oriented service needs, and other community transportation patterns. Route frequencies increased during the morning (6:00am – 9:00am) and afternoon (3:00pm – 6:00pm) peak demand times. Route frequencies during the early morning, midday, and evening periods were less frequent compared to the morning and afternoon peak periods.

Most of the routes described in this section still operate within the SamTrans system today, with slight modifications. Two of the three *Frequent* routes travel solely in the northern part of San Mateo County, traversing through the jurisdictions of Daly City, Colma, and South San Francisco. One *Frequent* route travels the entire length of San Mateo County via El Camino Real and serves areas around or slightly within the southern part of the City/County San Francisco and the northern part of Santa Clara County.

The *Local* routes generally travel through denser, more populated areas of San Mateo County and near key transit transfer locations. These jurisdictions include, but are not limited to, Colma, Daly City, East Palo Alto, Pacifica, San Mateo, San Bruno, and South San Francisco.

Community routes operate less often than other route categories and are generally in less dense areas of San Mateo County, such as the coastside and other harder to serve geographies.

The remaining types of fixed-route classifications can be found traveling throughout all of San Mateo County, excluding *Special* routes.

Table 2 shows performance trends for SamTrans fixed-route bus service in the three fiscal years prior to the COVID-19 pandemic. The data reflects all fixed-route bus service from FY 2017 through FY 2019. Since the last SRTP, SamTrans continued to experience a ridership decline trend with an approximately 10 percent decrease between 2017 and 2019. However, although not displayed within these fiscal years, SamTrans began to see a ridership increase in FY 2020 just

prior to the COVID-19 pandemic through the introduction of a new express bus route and other service improvement measures.

Table 2: Fixed Route Key Performance Metrics – FY 2017 - FY 2019

Metrics[1][2][3]	FY 2017	FY 2018	FY 2019	FY 2017 – FY 2019 Change
Operating Cost	$113,517,541	$120,476,488	$136,313,712	+$22,796,171
Annual Change Compared to Previous Year		+6%	+13%	+20%
Vehicle Revenue Hours	649,595	653,107	669,457	+19,862
Annual Change Compared to Previous Year		+1%	+3%	+3%
Vehicle Revenue Miles	6,715,306	6,787,803	7,009,966	+294,660
Annual Change Compared to Previous Year		+1%	+3%	+4%
Passengers	12,180,964	11,457,737	10,997,736	-1,183,228
Annual Change Compared to Previous Year		-6%	-4%	-10%
Passengers Per Hour	18.75	17.54	16.42	-2.33
Annual Change Compared to Previous Year		-6%	-6%	-12%
Operating Cost Per Hour	$174.75	$184.47	$203.62	+$28.87
Annual Change Compared to Previous Year		+6%	+10%	+17%

2.1.1 Pre-pandemic Fixed-route Operating Costs

Fixed-route operating costs have increased every fiscal year but raised substantially in FY 2019 due to increased wages and benefits for bus operators and administrative staff. SamTrans added approximately 33 new full-time employees (FTEs) in FY 2019 for 611 total FTEs. SamTrans also has part-time employees, which are not reflected in the total FTE amount.

The increase in traffic congestion also contributed to the increase in the motor bus operating budget year-over-year. Slower moving buses increase the route cycle times and require more resources, including operators and vehicles, to provide the same level of service and maintain on-time performance and schedule reliability within the system.

2.1.2 Pre-pandemic Fixed-route Vehicle Service Statistics

SamTrans fixed-route vehicle revenue hours and miles increased approximately one percent between FY 2017 and FY 2018 and increased three percent between FY 2018 and FY 2019. The added service hours and miles to maintain on-time performance contributed to the increase in

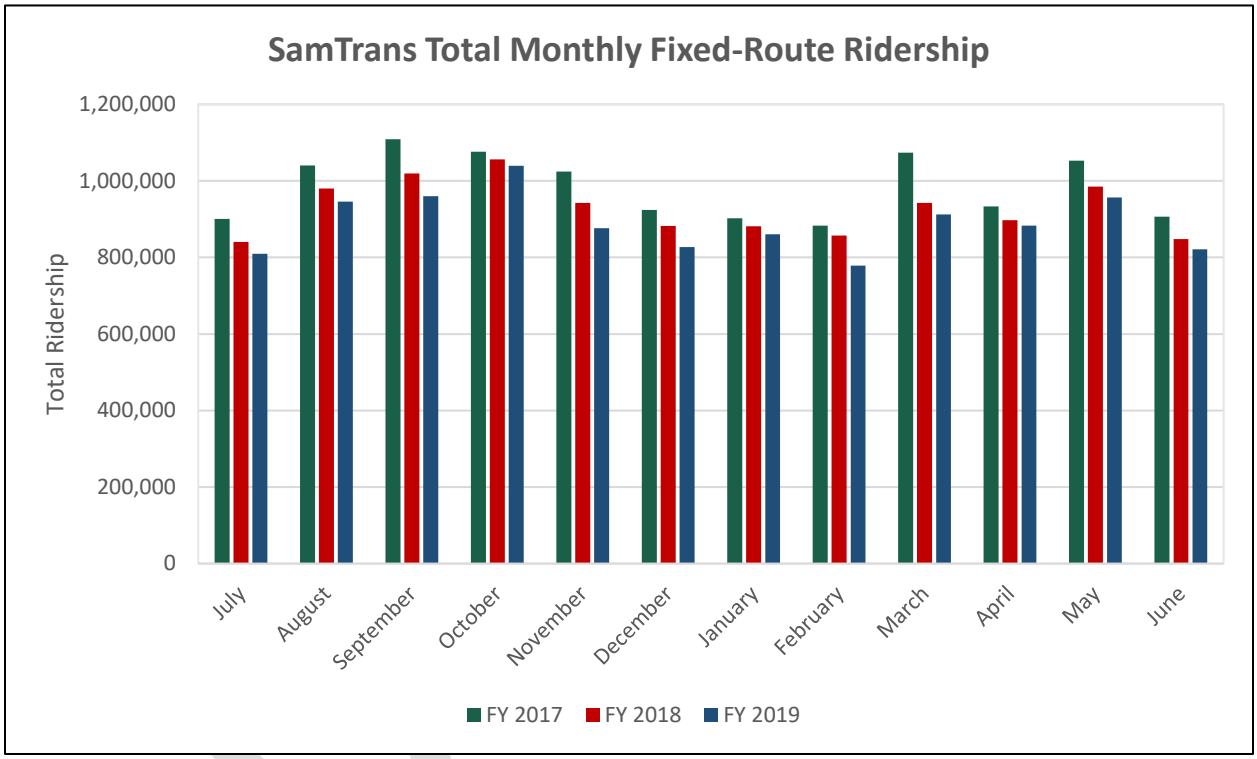
[1] All non-percent change metrics pulled from the National Transit Database (NTD) Annual Agency Profiles.
[2] All percent change metrics are calculated using the raw figures in each metric.
[3] Fixed route operations include directly operated and contracted services.

vehicle hours and miles between FY 2018 and FY 2019. On average, vehicle revenue hours and revenue vehicle miles increased approximately two to three percent each year.

2.1.3 Pre-pandemic Fixed-route Ridership Trends

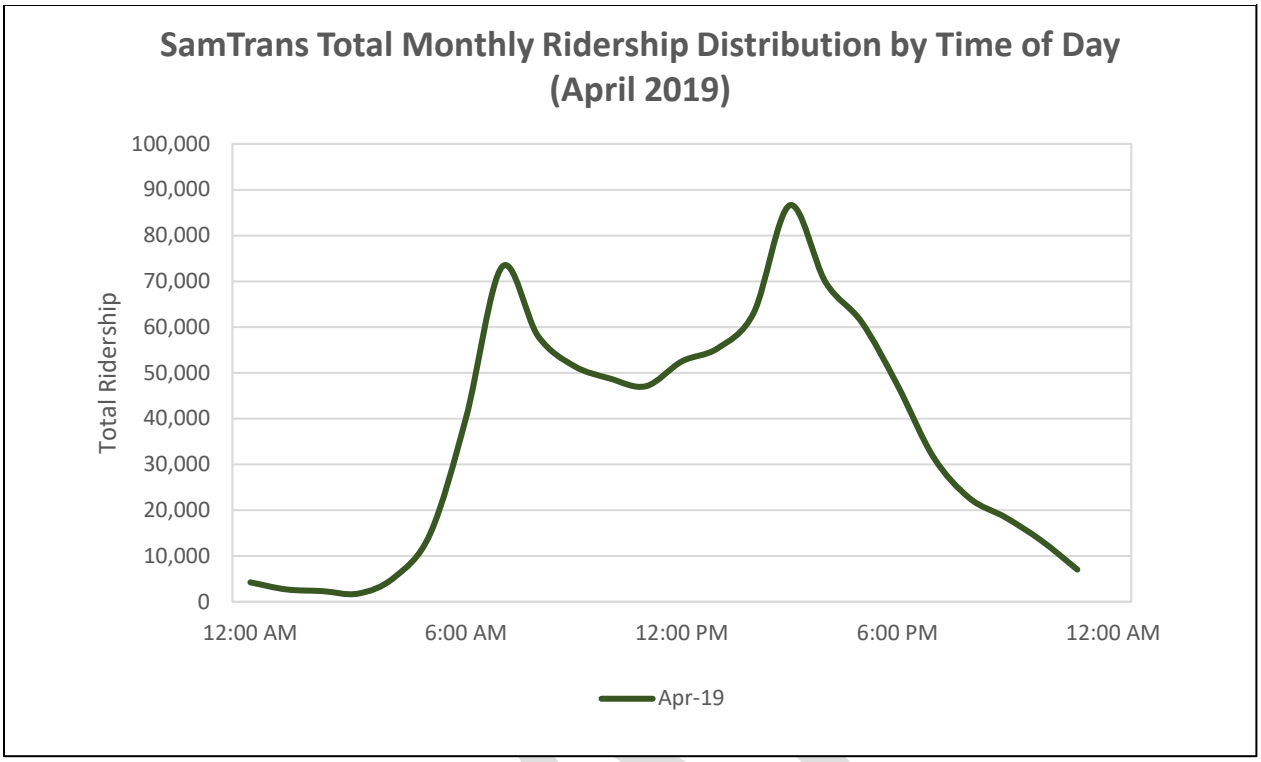
SamTrans annual fixed-route ridership decreased by approximately eight percent between FY 2017 and FY 2019. This downward trend in ridership is not unique to San Mateo County and plagues many transit agencies across the United States. There are many theories behind the causes for the ridership decline. Transit agencies and researchers continue to attempt to identify root causes and solutions for the decline in ridership. **Figure 2** shows the monthly fixed-route ridership during FY 2017 – 2019.

Figure 2: SamTrans Total Monthly Fixed-Route Ridership for FY 2017 - 2019



SamTrans daily fixed-route ridership trends mirrored the traditional commute travel patterns, including trips to access work and school during traditional start and end times. Ridership was highest during the morning and afternoon peak periods, moderate during the midday period, and lower before 6 a.m. and after 8 p.m. **Figure 3** shows the total monthly ridership trends throughout the day during the month of April 2019, excluding trips taken on school-oriented routes.

Figure 3: SamTrans Total Monthly Ridership Distribution by Time of Day – April 2019



The trend of ridership decline shown in Figure 2 prompted SamTrans to launch a comprehensive operational analysis called *Reimagine SamTrans*, which began in June 2019 (FY 2019) and was completed in March 2022. SamTrans began implementing the resulting recommended service and schedule changes in August 2022. Additional efforts to increase ridership have included:

- Evaluating methods to increase operator recruitment and retention to reduce the number of missed trips and improve on-time performance
- Identifying low performing routes for potential reallocation of resources to areas with more demand.
- Offering new service delivery options, such as microtransit
- Conducting market research to identify new markets and barriers to using SamTrans
- Launching and restructuring new and existing fare products, such as the Way2Go Bulk Transit Pass Program
- Working with local communities to improve mobility for youth and seniors

2.2 Pre-Pandemic Paratransit Operations

As described in Chapter 1, Redi-Wheels and RediCoast are ADA-compliant, demand-responsive paratransit services that are comparable and complimentary to SamTrans fixed-route service for persons with disabilities that cannot access regular SamTrans fixed- route bus service. **Table 3** summarizes recent trends in SamTrans paratransit operations performance, including trips taken on taxi.

Table 3: Paratransit Key Performance Metrics FY 2017 - FY 2019

Metric[4][5]	FY 2017	FY 2018	FY 2019	FY 2017 – FY 2019 Change
Operating Cost	$18,905,159	$16,835,809	$18,410,711	-$494,448
Annual Change Compared to Previous Year		-11%	+9%	-3%
Vehicle Revenue Hours	194,447	187,936	176,864	-$17,583
Annual Change Compared to Previous Year		-3%	-6%	-9%
Vehicle Revenue Miles	3,057,391	2,959,214	2,780,055	-277,336
Annual Change Compared to Previous Year		-3%	-6%	-9%
Passengers	369,998	362,251	344,596	-25,402
Annual Change Compared to Previous Year		-2%	-5%	-7%
Passengers Per Hour	1.95	2.02	2.05	+0.10
Annual Change Compared to Previous Year		+4%	+1%	+5%
Operating Cost Per Hour	$104.28	$105.25	$106.20	+$2
Annual Change Compared to Previous Year		+1%	+1%	+2%

2.2.1 Pre-pandemic Paratransit Operating Costs

Paratransit operating costs decreased substantially in FY 2018 but increased back to FY 2017 levels in FY 2019. The decrease in operating costs in FY 2018 was due to more efficient operations and being less reliant on supplemental taxi services to provide required ADA trips. However, in FY 2019, SamTrans provided approximately 10 percent more taxi ADA trips compared to the previous two fiscal years, which resulted in a higher operating cost. Taxi operating cost per hour is approximately 45 percent higher than the Redi-Wheels/RediCoast operating cost per hour. Increasing congestion and fuel prices also affected total paratransit operating cost each year.

2.2.2 Pre-pandemic Paratransit Vehicle Service Statistics

Paratransit vehicle hours and miles both decreased by three percent between FY 2017 and FY 2018 and decreased an additional six percent between FY 2018 and FY 2019. This decrease is due to the direct relationship with the decline in ridership.

2.2.3 Pre-pandemic Paratransit Ridership Trends

As mentioned in the previous subsection, ridership on paratransit has declined year over year. Between FY 2017 and FY 2018, annual ridership decreased by approximately two percent.

[4] All non-percent change metrics pulled from the National Transit Database (NTD) Annual Agency Profiles.

[5] All percent change metrics are calculated using the raw figures in each metric.

Paratransit ridership further declined by five percent between FY 2018 and FY 2019, for an average decline of four percent during this two-year period.

3 2020-2022: Pandemic Period Service Impacts and Approaches

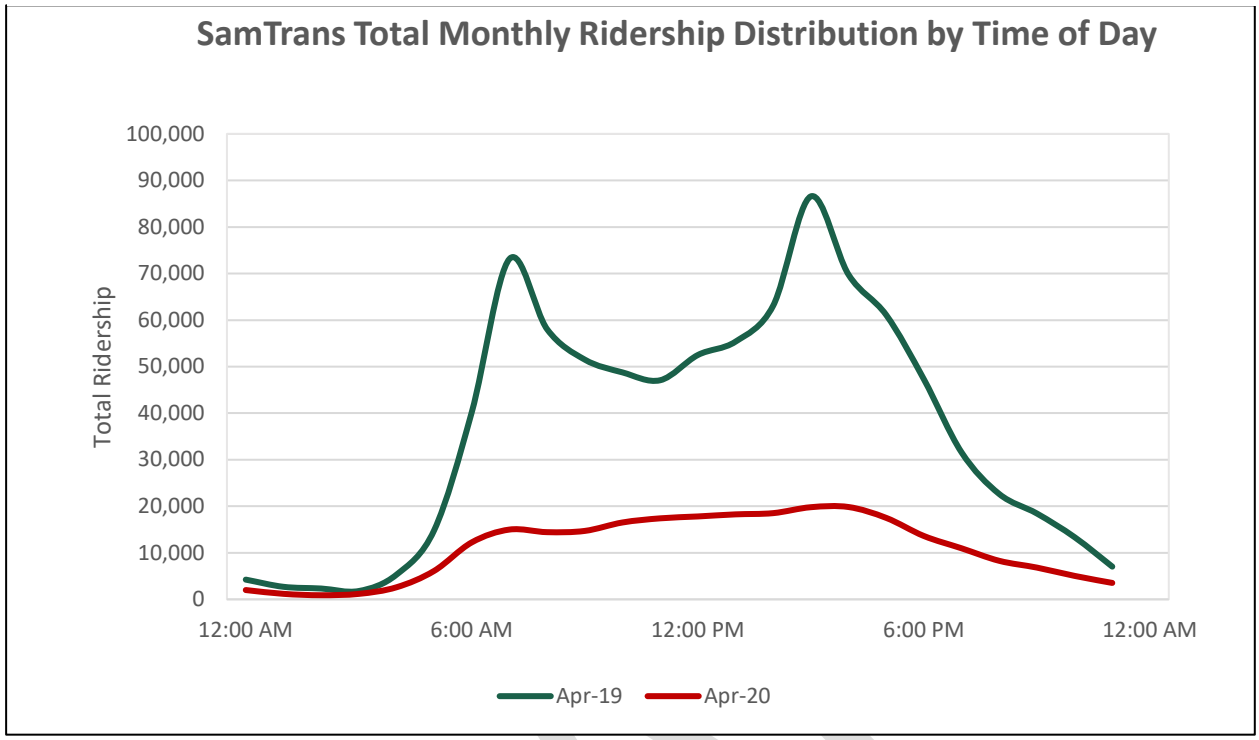
This chapter provides an overview of the ways SamTrans adjusted its service during the peak of the COVID-19 pandemic in 2020, the impacts on ridership and other key performance metrics, ongoing challenges SamTrans faces, and the level of service and ridership trends in FY 2022.

3.1 COVID-19 Impacts

Transit agencies across the United States faced a sudden decline in ridership at the start of the COVID-19 pandemic. SamTrans experienced a ridership decline of approximately 80 percent in the first full month of the shelter-in-place order in April 2020. Ridership slowly increased month to month as workers in some industries continued or returned to work in person, and riders began making trips to other destinations more confidently. Midday and weekend ridership showed more resilience than ridership during the traditional peak travel periods, as peak period work-oriented trips decreased due to some riders' ability to work from home. Peak period trips to schools, including K-12 schools and colleges, also declined significantly.

In August 2020, midday ridership surpassed the morning peak ridership in volume and continued steadily until the traditional afternoon peak hours. Ridership was sustained throughout the day, in stark contrast to the ridership patterns seen in April 2019 when morning and afternoon peak periods dominated. **Figure 4** compares the total monthly ridership throughout the day in April 2019 and April 2020, excluding trips taken on school-oriented routes.

Figure 4: April 2019 vs April 2020 Total Monthly Fixed-Route Ridership Distribution by Hour



3.2 Approach to Service Modifications during COVID-19 Pandemic

To respond to ridership declines, changing travel patterns, and operational constraints during the COVID-19 pandemic, SamTrans modified its service portfolio to best serve essential workers and totally transit dependent riders. Overall, SamTrans reduced its fixed-route service by approximately 47 percent in April 2020 before increasing to 80 percent of pre-pandemic service levels in August 2020[6].

The service changes during this period included a decrease in frequency and suspension of some routes, particularly those that duplicated local routes and that operated outside of SamTrans equity priority areas (described further below). The priority was to provide needed service while protecting our operators from unnecessary exposure.

The following service planning approaches were taken during this period:

1) Eliminate / reduce school-oriented service to align with school closures and reduce workforce burden.
2) Discontinue fare collection from March 2020 through August 2020 while SamTrans installed protective barriers on-board buses between passengers and bus operators.
3) Focus service where service was needed the most and ensure that proper social distance was able to be maintained on high ridership routes.

[6] Weekday revenue hours for SamTrans fixed-route service were used to determine the approximate change in service levels.

4) Focus service provision on local and school-oriented routes serving SamTrans equity priority areas. Some school-oriented routes not serving equity priority areas were discontinued for a longer period but have since resumed service.

3.2.1 SamTrans Equity Priority Areas

As a result of changing travel behavior observed at the start of the pandemic, and in conjunction with the planning efforts of *Reimagine SamTrans*, SamTrans shifted focus to providing service that begins, ends, or traverses through the newly identified SamTrans equity priority areas.

SamTrans used a Neighborhood Equity Index[7] that geographically identifies neighborhoods with concentrations of households that meet the following three criteria:

- Low-income households: Households earning less than $75,000 annually[8]
- Racial and ethnic minorities: Populations that identify as a race or ethnicity other than white
- Zero-car households: Households with no access to a personal vehicle

The Equity Index produces a composite score of the above factors. The composite scores for each block group are mapped, allowing staff to spatially identify the areas of highest need, called equity priority areas. These are neighborhoods where residents are less likely to have access to a car and are more likely to work low-wage jobs or identify as people of color. Mapping these areas helps staff understand and prioritize service in areas of highest transportation need. The original analysis reflected in this framework was conducted using data from 2018. SamTrans equity priority areas (shown in **Figure 5**) are located throughout San Mateo County and, as of 2021, include portions of the following communities:

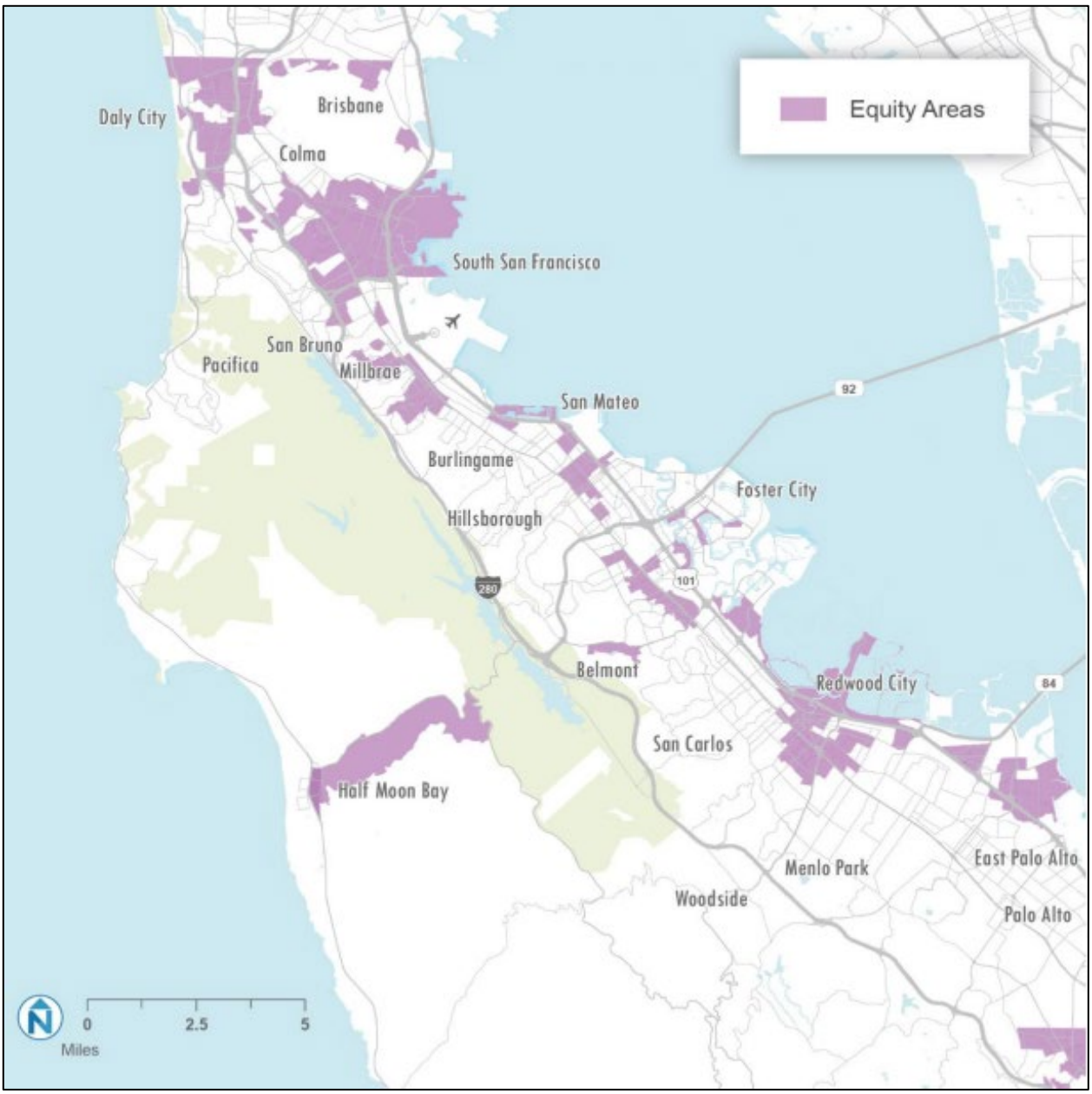
- Belmont (south of Ralston Ave and west of Alameda de las Pulgas)
- Brisbane
- Daly City (Serramonte, Crocker/Southern Hills, Bayshore, Westlake, and Hillside neighborhoods)
- East Palo Alto
- Half Moon Bay
- Millbrae
- Redwood City (Downtown, Fair Oaks, Palm Park neighborhoods, and western border of Redwood Shores)
- San Bruno
- San Mateo (Downtown, Shoreview, and Central)
- South San Francisco

[7] The metrics are weighted using countywide averages at the Census block group level. A municipality is classified as having lower-income, non-white, or zero-vehicle zones if the entire municipality falls into the fifth quintile of a category. There are some areas where only specific neighborhoods or block groups meet the criteria.

[8] Threshold selected in attempt to match "Very Low" income thresholds for family of three to qualify for affordable housing in San Mateo County, while using federally-available income thresholds used in the US Census and available in that data set. https://housing.smcgov.org/sites/housing.smcgov.org/files/2020%20Income%20Limits%20revised%2004282020.pdf

More detailed information on the development of the SamTrans equity priority areas is provided in the SamTrans Service Policy Framework.

Figure 5: SamTrans Equity Priority Areas (Systemwide)



3.2.2 Reimagine SamTrans

SamTrans undertook a comprehensive operational analysis, called *Reimagine SamTrans*, to evaluate and refresh the entire fixed route bus system during the years 2019-2022. *Reimagine SamTrans* began prior to the COVID-19 pandemic but did incorporate travel pattern changes and public input derived during the early pandemic period into the project and the final recommended new bus network.

The service scenarios presented in Chapter 5 reflect elements of the final, adopted new SamTrans bus network to be implemented in a phased approach as SamTrans recruits and trains the additional bus operator workforce needed to deliver the new system in full. The full *Reimagine SamTrans* bus network represents an expansion of bus service that will require about a 10 percent increase in bus operator workforce compared to FY 2019.

4 2022-2023: Current State of SamTrans

For the purpose of this report, the current or baseline period being discussed is FY 2023 (July 2022 - June 2023).

4.1 Current State of SamTrans Fixed-Route Operations

At the current state, SamTrans is still operating less service compared to pre-pandemic service levels. With the completion of *Reimagine SamTrans*, SamTrans is strategically phasing service (a combination of restoring pre-pandemic service and implementing new services). As the region recovers and ridership begins to grow, many uncertainties remain which will likely impact SamTrans' future services and ridership, including the state of the economy and a local and nationwide shortage of bus operators.

As of August 2022, SamTrans operates four *Frequent* routes, seven *Local* routes, 10 *Community* routes, three *Express/Limited* routes, 39 *School-Oriented* routes, one *Owl* route, and three *Special* routes for a total of 67 unique fixed-routes. SamTrans plans to launch two new on-demand microtransit services in the second half of FY 2023 (included in *Special* routes). Service is still reduced or suspended on some peak-only, commute-focused routes. Additionally, several pre-pandemic routes were consolidated or straightened (deviations removed) to improve efficiency and travel times. These sets of route changes reflect the first phase of the recommended changes from *Reimagine SamTrans*.

In calendar year 2023, microtransit service will be launched in East Palo Alto and Half Moon Bay to offset the changes SamTrans will make to fixed-route service in the areas.

The service plan that took effect in August 2022 is still constrained by the shortage of bus operators. The current service plan balances on-time performance and schedule reliability with efforts to provide as much service as possible using frequent, local, and community routes throughout the service area. The level of school-oriented service is commensurate with the ridership by students on various routes. Service on routes serving equity priority areas continues to be prioritized.

Table 4 shows the performance trends and metrics for SamTrans fixed-route bus service in FY 2019 and FY 2021, and the projected trends for the baseline service year of this SRTP, FY 2023.

Table 4: Motor Bus Key Performance Metrics FY 2019, FY 2021, & FY 2023

Metric[9][10][11]	FY 2019 (Actuals)	FY 2021 (Actuals)	FY 2023 (Budgeted)	FY 2019 – FY 2023 Change
Operating Cost	$136,313,712	$134,744,944	$159,500,000	+$23,186,288
Annual Change Compared to Previous Year		-1%	+18%	+17%
Vehicle Revenue Hours	669,457	623,436	547,291	-122,166
Annual Change Compared to Previous Year		-7%	-12%	-18%
Vehicle Revenue Miles	7,009,966	5,866,691	5,199,262	-1,810,704
Annual Change Compared to Previous Year		-16%	-11%	-26%
Passengers	10,997,736	4,508,903	7,174,743	-3,822,993
Annual Change Compared to Previous Year		-59%	+59%	-35%
Passengers Per Hour	16.42	7.23	13.11	-3.31
Annual Change Compared to Previous Year		-56%	+81%	-20%
Operating Cost Per Hour	$203.62	$216.13	$291.44	+$88
Annual Change Compared to Previous Year		+6%	+35%	+43%

4.1.1 Operating Costs

SamTrans' FY 2023 adopted fixed-route budget is $159.5 million, which is approximately 18 percent higher than FY 2019 and FY 2021. The significant increase in FY 2023 operating cost is due to rising fuel costs, new contract negotiations, the inclusion of more than 20 additional bus operator positions in the agency budget, and introduction of new microtransit services. However, the actual hiring and retaining of bus operators remains a challenge. Operating cost per hour in FY 2023 is projected to be significantly higher than FY 2019 and FY 2021, primarily due to the decrease in vehicle hours in the service plan in addition to the increase in operating costs.

4.1.2 Vehicle Service Statistics

In FY 2023 SamTrans is projected to run fewer vehicle revenue hours and miles than FY 2019 and FY 2021. The FY 2023 service plan is less than FY 2019 due to strategically implementing the *Reimagine SamTrans* changes with the constrained number of available operators. FY 2019 was

[9] All non-percent change metrics pulled from the National Transit Database (NTD) Annual Agency Profiles, except for FY 2023. The FY 2023 metrics are projected based on the adopted FY 2023 SamTrans budget and the August 2022 fixed-route service plan.

[10] All percent change metrics are calculated using the raw figures in each metric.

[11] Fixed route operations include directly operated and contracted services.

SamTrans' highest level of service, with the introduction of a new route. However, the route was suspended a year and a half later, due to a shortage of operators.

In FY 2021, due to six feet social distancing requirements, a standard 40-foot transit vehicle's capacity was reduced from a seated capacity of approximately 40 to six. Due to capacity limits, SamTrans provided additional service to prevent passengers being refused due to a vehicle reaching social distancing capacity constraints. Increased layover and revenue hours are associated with deploying overflow vehicles. These two factors inflated FY 2021 figures, making it higher than the projected FY 2023 vehicle service statistics. This is confirmed by the annual ridership figures discussed in the next subsection.

4.1.3 Ridership Trends

Ridership on SamTrans fixed routes in FY 2023 is projected to be down approximately 34 percent from FY 2019. As of FY 2022, SamTrans recovered approximately 70 percent of its pre-pandemic ridership. With the phase one implementation of *Reimagine SamTrans*, SamTrans hopes to continue to recover some of the ridership lost during the pandemic while implementing some route efficiency efforts to reduce resources required and make the system more efficient.

4.2 Current State of Paratransit Operations

SamTrans continues to offer paratransit services with the same service parameters as during the pre-pandemic period. SamTrans will be expanding to offer same-day paratransit services in the latter half of FY 2023 as a pilot program. During most of FY 2021 public health orders required public transit passengers to be six feet apart. Given that the size of paratransit vehicles is significantly smaller than fixed-route buses, only one passenger could be on the vehicle at a time. This restriction affected paratransit service in FY 2021, but the FY 2023 projections assume there are no distancing requirements. However, paratransit customers may still be taking only essential trips.

Table 5 shows the performance trends and metrics for SamTrans paratransit service in FY 2019 and FY 2021, and the projected trends for the baseline service year of this SRTP, FY 2023.

Table 5: Paratransit Bus Key Performance Metrics FY 2019, FY 2021, & FY 2023

Metric[12,13]	FY 2019 (Actuals)	FY 2021 (Actuals)	FY 2023 (Budgeted)	FY 2019 – FY 2023 Change
Operating Cost	$18,410,711	$15,691,178	$18,712,200	+$301,489
Annual Change Compared to Previous Year		-15%	+19%	+2%
Vehicle Revenue Hours	176,864	91,477	134,171	-42,693

[12] All non-percent change metrics pulled from the National Transit Database (NTD) Annual Agency Profiles, except for FY 2023. The FY 2023 metrics are projected based on the adopted FY 2023 SamTrans budget and the August 2022 fixed-route service plan.

[13] All percent change metrics are calculated using the raw figures in each metric.

Metric[12,13]	FY 2019 (Actuals)	FY 2021 (Actuals)	FY 2023 (Budgeted)	FY 2019 – FY 2023 Change
Annual Change Compared to Previous Year		-48%	+47%	-24%
Vehicle Revenue Miles	2,780,055	1,229,443	2,004,750	-775,305
Annual Change Compared to Previous Year		-56%	+63%	-28%
Passengers	344,596	123,297	233,483	-110,649
Annual Change Compared to Previous Year		-64%	+90%	-32%
Passengers Per Hour	2.05	1.35	1.74	-0.31
Annual Change Compared to Previous Year		-34%	+29%	-15%
Operating Cost Per Hour	$106.20	$171.53	$139.47	+$33.27
Annual Change Compared to Previous Year		+62%	-19%	+31%

4.2.1 Operating Costs

SamTrans' FY 2023 adopted paratransit budget is $18.7 million, which is approximately 19 percent higher than FY 2021 and similar to the FY 2019 operating cost. Since paratransit is a demand-based service, the operating cost while usage was reduced during FY 2021 was approximately 15 percent less than FY 2019 but is projected to increase in FY 2023. The increase in FY 2023 operating cost is due to a projected return in paratransit ridership demand, the introduction of same-day paratransit services, increasing fuel costs, and increasing contract costs.

4.2.2 Vehicle Service Statistics

FY 2023 projected vehicle revenue hours and miles increased approximately 47 percent and 63 percent from FY 2021, respectively. However, the FY 2023 projected revenue vehicle hours and miles are still below pre-pandemic levels.

4.2.3 Ridership

Although ridership is returning on paratransit, the projected paratransit ridership for FY 2023 is still well below pre-pandemic ridership. SamTrans will continue to offer ADA paratransit trips and begin to explore same-day paratransit services on a "space available" basis.

5 2024 AND BEYOND: SCENARIO PLANNING CONCEPTS

Four scenarios are described in this chapter. Scenarios 1-3 are framed around the three projected operating expenses provided by the Metropolitan Transportation Commission (MTC). However,

SamTrans modified these projections to incorporate SamTrans' Measure W revenue estimates, which MTC did not account for. Scenario 4 is an additional scenario developed by SamTrans to illustrate a more complete picture of the balance of operating expenses with major capital project commitments. All scenarios assume transit agencies are operating in a financially constrained environment.

The financial parameters presented in scenarios 1-3 are used for a high-level planning exercise and do not align with SamTrans' budget or future financial estimates. Scenarios 1-3 will *not* show all of SamTrans' anticipated deficits and future financial challenges in FY 2024 – 2028 because the exercise from MTC asked the agency to propose how much service could be provided within the operating budgets it prescribed SamTrans for each scenario.

SamTrans' most pressing current obstacle to providing more bus service is not the lack of funding or farebox recovery, but the retention and recruitment of bus operator workforce. Attrition has continued to occur through retirements and resignations during the pandemic period, while recruitment of new operators has been challenging.

The FY 2024 – 2028 information presented in this document should therefore only be understood and used within the context of this SRTP exercise and *not* extrapolated to reflect SamTrans' specific operating plans for the future and its financial situation.

Scenario Planning Overview

The future of transit throughout the United States still has many uncertainties surrounding riders' ability/inability to work from home, the health of the economy, and a nationwide shortage of bus operators.

SamTrans is actively recruiting bus operators to close this gap and allow the agency to restore pre-pandemic service levels in full and expand the system as designed and adopted by the SamTrans Board of Directors through the *Reimagine SamTrans* final plan. The scenarios described below present the service plans that would be provided to the public based on available workforce to deliver service. **Table 6** provides an overview of the routes and the frequencies during their peak service, projected for each scenario, excluding school-oriented and special routes. A route marked as "Delete" indicates a route that is slated to be deleted as part of the full Reimagine SamTrans implementation. A route marked as "Not Implemented" is a new route identified in Reimagine SamTrans but not yet implemented in that particular scenario. Additional detailed information for each scenario is presented in the subsequent sections.

Table 6: SamTrans Fixed Routes & Peak Weekday Frequencies for all Scenarios

Route #	Frequency (Minutes)			
	Scenario 1 (Robust service)	**Scenario 2 (Moderate service)**	**Scenario 3 (Reduced service)**	**Scenario 4 (SamTrans-Generated)**
110	20-30	30	30	20-30
112	60	60	60	60
117	60	60	60	60
118	30 (Peak only)	30 (Peak only)	Not Implemented	30 (Peak only)
120	10 - 15	10 - 15	20	10 - 15
121	30	30	60	30
122	30	30	30	30
124	30	Not Implemented	Not Implemented	30
130	15	15	15	15
141	30	30	30	30
142	60	60	60	60
249	30	Not Implemented	Not Implemented	30
250	15	15	30	15
251	60	60	60	60
260	30	30	60	30
270	60	60	60	60
276	30	30	60	30
278	20 - 30	30	30	20 - 30
280	75	60	60	75
281	20	30	30	20
292	20	20	20	20
294	60	60	60	60
295	60	60	60	60
296	15	15	20	15
397	60 (Evening Only)	60 (Evening Only)	60 (Evening Only)	60 (Evening Only)
398	Delete	Delete	120 (Peak Only)	Delete
ECR	15	15	15	15
EPX	60 (Peak Only)	60 (Peak Only)	Not Implemented	60 (Peak Only)
FCX	30 (Peak Only)	30 (Peak only)	60 (Peak only)	30 (Peak Only)
East Palo Alto On-demand	Implemented	Implemented	Implemented	Implemented
Half Moon Bay On-demand	Implemented	Implemented	Implemented	Implemented

5.1 Scenario 1: Robust Recovery – 100% of Pre-Pandemic Revenue Levels, With Escalation

Scenario 1 is the robust recovery scenario, forecasting SamTrans' total operating budget to be $227.2 million[14] in FY 2024. A portion of the available operating budget shown in this SRTP scenario may be allocated to deliver major capital projects as required or prioritized by the agency, such as the transition to a zero-emission fleet and operations.

Scenario 1 represents an environment in which both revenues and ridership are strong and either exceed or rebound to pre-pandemic levels. Under Scenario 1, SamTrans would deliver the full adopted *Reimagine SamTrans* new fixed route bus network (**Figure 6**), which includes an expanded service plan and portfolio compared to pre-pandemic service. SamTrans' ability to deliver this scenario is highly dependent on the agency's ability to recruit the necessary number of additional bus operators to deploy the service plan.

5.1.1 Scenario 1 Fixed-Route Operations

In this scenario, the service plan will include more frequent service on many routes, additional midday and weekend service, and new limited stop routes serving college campuses, equity priority areas, and major employment destinations, as well as the service and frequency restorations included in Scenario 2. Two new limited stop routes serving Skyline College and College of San Mateo are launched. More routes would be classified as *Frequent* or *Local* due to the increase in frequencies on many of the routes. A total of 73 unique fixed-routes would be in operation, including the two on-demand microtransit zones in Half Moon Bay and East Palo Alto.

This service plan is an approximately 58 percent increase in vehicle revenue hours from the FY 2023 service plan and an approximately 19 percent increase in vehicle revenue hours from the FY 2019 pre-pandemic service plan. There will be more frequent service on productive, high ridership routes. To match service with ridership trends observed during the pandemic and comments received from the public, more frequent service will be added during the midday period on weekdays and all day on weekends on multiple routes throughout the fixed-route system. Service is also expanded in equity priority areas throughout the entire SamTrans service area. This increased amount of service will allow SamTrans to use a majority of its fleet, while still maintaining a spare vehicle ratio compliant with FTA requirements.

SamTrans' primary constraint in delivering this scenario is the ability to retain and recruit the necessary bus operator workforce numbers to operate the new and expanded services in the scenario's service plan. This scenario requires SamTrans to increase its bus operator workforce to 348 full-time District-employed bus operators, which represents approximately a 10 percent increase in budgeted SamTrans bus operator employee workforce compared to FY 2019.

[14] The information presented in this document should only be understood within the context of this SRTP scenario planning exercise and *not* extrapolated to reflect SamTrans' operating plans for the future and its financial situation.

Figure 6: Reimagine SamTrans New Fixed-Route Bus Network (Excludes School-Oriented Routes)

5.1.2 Scenario 1 Paratransit Operations

In this scenario, paratransit service levels would remain similar to FY 2023 and the share of the total SamTrans operating budget dedicated to paratransit operations would stay commensurate with FY 2023. SamTrans would not alter the paratransit service areas or service hours. Same-day paratransit services may still be offered on a "space available" basis only, contingent on the results of the pilot program.

5.2 Scenario 2: Revenue Recovery, with Fewer Riders – 20-50% Below Pre-Pandemic Fare Box Revenue Levels

Scenario 2 is the moderate recovery scenario, forecasting SamTrans' total operating budget to be $223.7 million[15] in FY 2024. A portion of the available operating budget shown in this SRTP scenario may be allocated to deliver major capital projects as required or prioritized by the agency, such as the transition to a zero emission fleet and operations.

In this scenario, ridership and fare revenues compared to pre-pandemic levels are reduced and only generating about 20-50 percent of pre-pandemic fare box revenue. It assumes that although sales tax and other revenues are strong, system ridership does not return to full pre-pandemic levels.

The Scenario 2 service plan includes an increase in fixed route service provided, compared to FY 2023, but does not include all the new routes and services identified in the *Reimagine SamTrans* plan. This scenario would represent an ability to restore service levels close to those offered prior to the pandemic. This scenario would be deployed as SamTrans is able to recruit additional new bus operators, but prior to reaching the required number of operators to deliver the full *Reimagine SamTrans* network (about 10 percent more than budgeted in FY 2019). This scenario is a step toward realizing the complete service enhancements and expansion in the *Reimagine SamTrans* network.

5.2.1 Scenario 2 Fixed-Route Operations

In this scenario, service on all local routes is restored to pre-pandemic levels or above, as identified in *Reimagine SamTrans*. SamTrans would restore and expand service levels to key educational institutions, namely Skyline College, College of San Mateo, and Cañada College. Service is restored on certain peak-only or all-day routes primarily serving traditional commute purposes that were discontinued during the pandemic. Additionally, a new express route is introduced, connecting residents from East Palo Alto to San Bruno BART station, with some trips extending to downtown San Francisco. Lastly, frequency is increased on many routes in the system as identified in *Reimagine SamTrans*, primarily on higher ridership routes or routes serving equity priority areas. However, new routes providing special limited stop service to community college campuses are not included in this scenario. More routes would be classified as *Frequent* or *Local* due to the increase in frequencies on many of the routes. A total of 71 unique fixed-routes would be in operation, including the two on-demand zones in Half Moon Bay and East Palo Alto.

This service plan represents an approximately 53 percent increase in vehicle revenue hours compared to the FY 2023 service plan and an approximately 15 percent increase in vehicle revenue hours from the FY 2019 pre-pandemic service plan. In this scenario, routes serving large shares of SamTrans' equity priority areas are prioritized for frequency increases as part of

[15] The information presented in this document should only be understood within the context of this SRTP scenario planning exercise and *not* extrapolated to reflect SamTrans' operating plans for the future and its financial situation.

Reimagine SamTrans. This increased amount of service will allow SamTrans to use a majority of its fleet, while still maintaining a spare vehicle ratio compliant with FTA requirements.

SamTrans' largest constraint is staffing and available bus operators. This scenario reflects an environment in which SamTrans can recruit and retain the necessary number of operators to operate this amount of service; however, the full *Reimagine SamTrans* network, reflected in Scenario 1, cannot yet be realized.

5.2.2 Scenario 2 Paratransit Operations

In this scenario, paratransit service levels would remain similar to FY 2023 and the share of the total SamTrans operating budget dedicated to paratransit operations would stay commensurate with FY 2023. SamTrans would not alter the paratransit service areas or service hours. Same-day paratransit services may still be offered on a "space available" basis only, contingent on the results of the pilot program.

5.3 Scenario 3: Some Progress – 15% Below Pre-Pandemic Revenue

Scenario 3 is the most financially-constrained scenario, limiting SamTrans to $193.1 million[16] in total operating budget for FY 2024. A portion of the available operating budget shown in this SRTP scenario may be allocated to deliver major capital projects as required or prioritized by the agency, such as the transition to a zero emission fleet and operations.

In this scenario, ridership and total revenues compared to pre-pandemic levels are reduced and only generating about 85 percent of pre-pandemic total revenue. We assume the economy has entered a recession, therefore reducing Measure W sales tax revenue SamTrans receives. Sales tax and sales tax related revenues are the largest components of our funding sources. As the most constrained scenario, it reflects an environment in which SamTrans revenues are far lower than during the pre-pandemic period. In addition, the agency is unable to recruit new bus operators and continues to experience high attrition amongst its existing bus operator workforce.

5.3.1 Scenario 3 Fixed-Route Operations

In this scenario, fixed-route service levels mimic service levels that are being provided in FY 2023. This service plan is still reduced compared to pre-pandemic service levels. The guidelines set forth in the SamTrans Service Policy Framework are applied to Scenario 3's service plan. Service on SamTrans' most productive routes and service to equity priority areas are the top priorities within this system. Other routes, particularly typical commute-focused routes, like express or limited stop routes, may have reduced service compared to pre-pandemic levels. School-oriented routes will continue to operate and reflect the changes from *Reimagine SamTrans*. A total of 67 unique fixed routes would be in operation.

[16] The information presented in this document should only be understood within the context of this SRTP scenario planning exercise and *not* extrapolated to reflect SamTrans' operating plans for the future and its financial situation.

Scenario 3's service plan represents approximately 20 percent fewer revenue vehicle miles than Scenario 1's service plan. The two on-demand zones in Half Moon Bay and East Palo Alto, offered in the FY 2023 service plan, would still continue to be offered in Scenario 3. SamTrans will be able maintain a spare vehicle ratio compliant with FTA requirements. SamTrans' largest constraint is staffing and available bus operator counts. This service scenario reflects an environment in which SamTrans' workforce remains stagnant, where recruitment figures and attrition figures are similar.

5.3.2 Scenario 3 Paratransit Operations

In this scenario, paratransit service levels would remain similar to FY 2023 and the share of the total SamTrans operating budget dedicated to paratransit operations would stay commensurate with FY 2023. SamTrans would not alter the paratransit service areas or service hours. Same-day paratransit services may still be offered on a "space available" basis only, contingent on the results of the pilot program occurring in FY 2023.

5.4 Scenario 4: SamTrans-Generated Scenario

Scenario 4 presents a service plan aligned with operating expense projections that incorporate both annual operating expenses for all four transportation modes and projected costs for delivering major capital investments, including the transition to zero emission operations. Scenario 4 uses the adopted FY 2023 as the baseline year and projects revenue growth factors based on historical performance and projected changes. Sales tax and TDA funding is projected to grow at 2 percent, and fare revenue is projected to grow at 11 percent in FY24, 7 percent in FY25, and 1 percent for each year thereafter. SamTrans' total expenses are projected to be $274.5 million[17] in FY 2024.

Scenario 4 represents an environment in which both revenues and ridership are strong, recovering to pre-pandemic levels. However, incorporating planned and projected operating and capital expenses shows SamTrans experiencing a financial deficit in the next five fiscal years. See Table 7 for projected expenses and deficit compared to projected revenues for the next five fiscal years.

Table 7: SamTrans Total Projected Expenses & Deficit Compared to Revenue Projections

	FY24	FY25	FY26	FY27	FY28
Projected Revenues	$264.8m	$270.3m	$275.2m	$280.3m	$285.4m
Projected Expenses	$274.5m	$284.8m	$299.6m	$307.4m	$302.1m
Deficit	($9.7m)	($14.5m)	($24.3m)	($27.1m)	($16.7m)

[17] The information presented in this document should only be understood within the context of this SRTP scenario planning exercise and *not* extrapolated to reflect SamTrans' operating plans for the future and its financial situation.

5.4.1 Scenario 4 Fixed-Route Operations

Similarly to Scenario 1, Scenario 4 includes operations of the full adopted *Reimagine SamTrans* new fixed route bus network, which includes an expanded service plan and portfolio compared to pre-pandemic service. However, SamTrans' ability to deliver this scenario is highly dependent on the agency's ability to recruit the necessary number of additional bus operators to deploy the service plan.

The service plan will include more frequent service on many routes, additional midday and weekend service, and new limited stop routes serving college campuses, equity priority areas, and major employment destinations, as well as the service and frequency restorations made to some routes during the pandemic. More routes would be classified as *Frequent* or *Local* due to the increase in frequencies on many of the routes. A total of 73 unique fixed-routes would be in operation, including the two on-demand microtransit zones in Half Moon Bay and East Palo Alto.

There will be more frequent service on productive, high ridership routes. Additionally, more frequent service will be added during the midday period on weekdays and all day on weekends on multiple routes. Service is also expanded in equity priority areas throughout the entire SamTrans service area. This increased amount of service will allow SamTrans to use a majority of its fleet, while still maintaining a spare vehicle ratio compliant with FTA requirements.

5.4.2 Scenario 4 Paratransit Operations

In this scenario, paratransit service levels would remain similar to FY 2023 and the share of the total SamTrans operating budget dedicated to paratransit operations would stay commensurate with FY 2023. SamTrans would not alter the paratransit service areas or service hours. Same-day paratransit services may still be offered on a "space available" basis only, contingent on the results of the pilot program.