

**BOARD OF DIRECTORS 2024**

MARINA FRASER, CHAIR  
JEFF GEE, VICE CHAIR  
DAVID J. CANEPA  
MARIE CHUANG  
BROOKS ESSER  
RICO E. MEDINA  
RAY MUELLER  
JOSH POWELL  
PETER RATTO

APRIL CHAN  
GENERAL MANAGER/CEO



## Agenda

### Board of Directors Meeting

**October 9, 2024, 2:00 pm**

### San Mateo County Transit District

Bacciocco Auditorium, 2nd Floor

1250 San Carlos Avenue, San Carlos, CA 94070

Members of the public may attend in-person or participate remotely via Zoom at: <https://us06web.zoom.us/j/87609824114?pwd=UGhLRjNXb2xWeFM3alBrNUxVbGNmQT09> or by entering Webinar ID: **876 0982 4114**, Passcode: **519746** in the Zoom app for audio/visual capability or by calling 1-669-900-9128 (enter webinar ID and press # when prompted for participant ID) for audio only.

***Please Note the following COVID-19 Protocols for in-person attendance:***

1. Visitors experiencing the following symptoms of COVID-19 may not enter the building:
  - Cough
  - Shortness of Breath
  - Fever
  - Chills
  - Muscle Pain
  - Sore Throat
  - Loss of Taste or Smell
2. Wearing of masks is recommended but not required.

**Public Comments:** Public comments may be submitted to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.samtrans.com/meetings>.

Oral public comments will also be accepted during the meeting in person and through Zoom\* or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM. Participants using Zoom over the Internet should use the Raise Hand feature to request to speak. For participants calling in, dial \*67 if you do not want your telephone number to appear on the live broadcast. Callers may dial \*9 to use the Raise Hand feature for public comment. Each commenter will be recognized to speak and callers should dial \*6 to unmute themselves when recognized to speak.

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

Each public comment is limited to two minutes or less. The Board and Committee Chairs have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

The video live stream will be available after the meeting at <https://www.samtrans.com/about-samtrans/video-board-directors-cac-and-measure-w-coc>.

**Wednesday, October 9, 2024**

**2:00 pm**

1. Call to Order/Pledge of Allegiance

*Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.*

2. Roll Call

3. Report from Closed Session at September 4 Board Meeting

- 3.a. Closed Session: Conference with Real Property Negotiators Pursuant to Government Code Section 54956.8  
Property: 166 N. Rollins Road, Millbrae  
Agency Negotiator: April Chan, District General Manager/CEO  
Negotiating Party: Peninsula Corridor Joint Powers Board  
Under Negotiation: Price and Terms of Lease

4. Consent Calendar

- 4.a. Approval of Minutes of the Board of Directors Meeting of September 4, 2024 Motion
- 4.b. Acceptance of Statement of Revenues and Expenses for the Fiscal Year Ended June 30, 2024 Motion
- 4.c. Acceptance of Statement of Revenues and Expenses for the Period Ending August 31, 2024 Motion
- 4.d. Approval of the 2025 Board of Directors Meeting Calendar Motion
- 4.e. Authorizing the Filing of an Application with the Metropolitan Transportation Commission for Transportation Development Act, State Transit Assistance and Regional Measure 2 Funds for Fiscal Year 2024-25 Motion
- 4.f. Authorizing an Increase in the Contract Contingency Amount for Contract Number 23-S-C-022 for the South Base Switchgear Replacement Project Motion

5. Public Comment for Items Not on the Agenda

*Comments by each individual speaker shall be limited to two (2) minutes. Items raised that require a response will be deferred for staff reply.*

6. Report of the Chair

6.a. Proclamation Honoring Filipino American History Month Motion

6.b. Proclamation Declaring October as Cybersecurity Awareness Month Motion

6.c. Announcement of Opening of Board Public Member Recruitment Informational

7. Report of the General Manager/CEO

7.a. General Manager/CEO Report – October 2, 2024 Informational

7.b. Authorize an Amendment to a Caltrain Safety Personnel Agreement with the Peninsula Corridor Joint Powers Board to Allow Additional Rail Safety Positions to Report Up to the Caltrain Executive Director Motion

8. Board Member Requests/Comments

9. Recess to Committee Meetings

9.a. Community Relations Committee / Committee of the Whole  
*B. Esser (Chair), R. Mueller, P. Ratto*

9.a.1. Call to Order

9.a.2. Approval of Minutes of the Community Relations Committee Meeting of September 4, 2024 Motion

9.a.3. Accessible Services Update Informational

9.a.4. Citizens Advisory Committee Update Informational

9.a.5. Paratransit Advisory Council Update Informational

9.a.6. Quarterly State of the Service Report | Quarter 4 Fiscal Year 2024 Informational

9.a.7. Monthly State of the Service Report | August 2024 Informational

- 9.a.8. Adjourn
- 9.b. Finance Committee / Committee of the Whole  
*M. Chuang (Chair), D. Canepa, J. Powell*
  - 9.b.1. Call to Order
  - 9.b.2. Approval of Minutes of the Finance Committee Meeting of September 4, 2024 Motion
  - 9.b.3. Awarding Contracts to CBRE, Inc. and Century Urban, LLC for On-call General Commercial Real Estate Brokerage Services for an Aggregate Not-to-exceed Amount of \$1,237,500 for a Five-year Base Term, with One Additional Five-year Option Term Motion
  - 9.b.4. Authorizing Purchase of Mobile Refueler for Hydrogen Fuel Cell Electric Buses from Plug Project Holding Co., LLC Motion
  - 9.b.5. Adjourn
- 9.c. Strategic Planning, Development, and Sustainability Committee / Committee of the Whole  
*D. Canepa (Chair), R. Medina, J. Powell*
  - 9.c.1. Call to Order
  - 9.c.2. Approval of Minutes of the Strategic Planning, Development, and Sustainability Committee Meeting of August 7, 2024 Motion
  - 9.c.3. Draft Strategic Plan and Update on Capital Improvement Plan and Measure W Ten-year Plan Informational
  - 9.c.4. Adjourn
- 9.d. Legislative Committee / Committee of the Whole  
*P. Ratto (Chair), J. Gee, R. Medina*
  - 9.d.1. Call to Order
  - 9.d.2. Approval of Minutes of the Legislative Committee Meeting of September 4, 2024 Motion

- 9.d.3. Legislative Update Informational
- 9.d.4. Adjourn
- 10. Reconvene Board of Directors Meeting
- 11. Matters for Board Consideration: Community Relations Committee
  - 11.a. Accessible Services Update Informational
  - 11.b. Citizens Advisory Committee Update Informational
  - 11.c. Paratransit Advisory Council Update Informational
  - 11.d. Quarterly State of the Service Report | Quarter 4 Fiscal Year 2024 Informational
  - 11.e. Monthly State of the Service Report | August 2024 Informational
- 12. Matters for Board Consideration: Finance Committee
  - 12.a. Awarding Contracts to CBRE, Inc. and Century Urban, LLC for On-call General Commercial Real Estate Brokerage Services for an Aggregate Not-to-exceed Amount of \$1,237,500 for a Five-year Base Term, with One Additional Five-year Option Term Resolution
  - 12.b. Authorizing Purchase of Mobile Refueler for Hydrogen Fuel Cell Electric Buses from Plug Project Holding Co., LLC Resolution
- 13. Matters for Board Consideration: Strategic Planning, Development, and Sustainability Committee
  - 13.a. Draft Strategic Plan and Update on Capital Improvement Plan and Measure W Ten-year Plan Informational
- 14. Matters for Board Consideration: Legislative Committee
  - 14.a. Legislative Update Informational
- 15. Communications to the Board of Directors Informational
- 16. Date/Time of Next Regular Meeting - Wednesday, November 6, 2024, at 2:00 pm  
*The meeting will be accessible via Zoom teleconference and/or in person at the San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA. Please see the meeting agenda for more information.*

17. General Counsel Report

- 17.a. Closed Session: Conference with Legal Counsel – Existing Litigation Pursuant to Government Code Section 54956.9(d)(1): Claim of Lilian Padua
  
- 17.b. Closed Session: Conference with Labor Negotiators Pursuant to Government Code Section 54957.6  
Agency-designated Representatives: Pat Glenn and David Olmeda  
Employee Organizations: Amalgamated Transit Union Local 1574 (Bus Operators and Maintenance, and Customer Service Employees) and International Brotherhood of Teamsters Local 856 (All Units)
  
- 17.c. Closed Session: Conference with Real Property Negotiators Pursuant to Government Code Section 54956.8  
Property: 166 N. Rollins Road, Millbrae  
Agency Negotiator: April Chan, District General Manager/CEO  
Negotiating Party: Peninsula Corridor Joint Powers Board  
Under Negotiation: Price and Terms of Lease

18. Adjourn

## Information for the Public

If you have questions on the agenda, please contact the District Secretary at 650-551-6108. Agendas are available on the SamTrans website at: <https://www.samtrans.com/meetings>. Communications to the Board of Directors can be emailed to [board@samtrans.com](mailto:board@samtrans.com).

*Free translation is available; Para traducción llama al 1.800.660.4287; 如需翻译 请电1.800.660.4287*

### **Date and Time of Board and Citizens Advisory Committee Meetings**

San Mateo County Transit District Committees and Board: First Wednesday of the month, 2:00 pm;  
SamTrans Citizens Advisory Committee (CAC): Last Wednesday of the month, 6:30 pm. Date, time and location of meetings may be changed as necessary. Meeting schedules for the Board and CAC are available on the website.

### **Location of Meeting**

This meeting will be held in-person at: San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA. Members of the public may attend in-person or participate remotely via Zoom as per the information provided at the top of the agenda.

\*Should Zoom not be operational, please check online at: <https://www.samtrans.com/meetings> for any updates or further instruction.

### **Public Comment**

Members of the public may participate remotely or in person. Public comments may be submitted by comment card in person and given to the District Secretary. Prior to the meeting's call to order, public comments may be submitted to [publiccomment@samtrans.com](mailto:publiccomment@samtrans.com) prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.samtrans.com/meetings>.

Public comments will also be accepted during the meeting through Zoom or the teleconference number listed above. Public comments on individual agenda items are limited to two minutes and one per person PER AGENDA ITEM. Each online commenter will be automatically notified when they are unmuted to speak. The Board Chair shall have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

### **Accessible Public Meetings/Translation**

Upon request, SamTrans will provide for written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least 72 hours in advance of the meeting or hearing. Please direct requests for disability-related modification and/or interpreter services to the Title VI Administrator at San Mateo County Transit District, 1250 San Carlos Avenue, San Carlos, CA 94070; or email [titlevi@samtrans.com](mailto:titlevi@samtrans.com); or request by phone at 650-622-7864 or TTY 650-508-6448.

### **Availability of Public Records**

All public records relating to an open session item on this agenda that are not exempt from disclosure pursuant to the California Public Records Act and that are distributed to a majority of the legislative body will be available for public inspection at 1250 San Carlos Avenue, San Carlos, CA 94070 at the same time that the public records are distributed or made available to the legislative body.

**San Mateo County Transit District (District)  
1250 San Carlos Avenue, San Carlos, California**

**Minutes of Board of Directors Meeting  
September 4, 2024**

**Members Present:** D. Canepa, M. Chuang, B. Esser, M. Fraser (Chair), J. Gee (Vice Chair),  
**(In Person)** R. Mueller (left 3:36-3:41 pm), J. Powell, P. Ratto

**Members Present:** R. Medina  
**(Via Teleconference)**

**Members Absent:** None

**Staff Present:** A. Chan, K. Jordan Steiner, D. Olmeda, S. van Hoften, D. Santoro,  
J. Brook, M. Tseng

**1. Call to Order/Pledge of Allegiance**

Chair Marina Fraser called the meeting to order at 2:01 pm and led the Pledge of Allegiance.

**2. Roll Call**

Acting District Secretary Margaret Tseng confirmed that a Board quorum was present.

**3. Report from Closed Sessions at August 7 Board Meeting**

**3.a. Closed Session: Conference with Legal Counsel – Existing Litigation Pursuant to Government Code Section 54956.9(d)(1): Paul Ghenis v. San Mateo County Transit District, et al., Superior Court of California, County of San Mateo, Case No. 20-CIV-04138**

**3.b. Closed Session: Conference with Legal Counsel – Existing Litigation Pursuant to Government Code Section 54956.9(d)(1): Christine Ferrera v. San Mateo County Transit District, et al., Superior Court of California, County of San Mateo, Case No. 20-CIV-01688**

**3.c. Closed Session: Conference with Legal Counsel – Existing Litigation Pursuant to Government Code Section 54956.9(d)(1): Estate of Nemesio Isorena, et al. v. San Mateo County Transit District, et al., Superior Court of California, County of San Mateo, Case No. 23-CIV-05309**

**3.d. Closed Session: Conference with Labor Negotiators Pursuant to Government Code Section 54957.6**

**Agency-designated Representatives: Pat Glenn and David Olmeda**

**Employee Organizations: Amalgamated Transit Union Local 1574 (Bus Operators and Maintenance, and Customer Service Employees)**



- 3.e. Closed Session: Conference with Real Property Negotiators pursuant to Government Code Section 54956.8**  
**Property: 166 N. Rollins Road, Millbrae**  
**Agency Negotiator: April Chan, District General Manager/CEO**  
**Negotiating Party: Peninsula Corridor Joint Powers Board**  
**Under Negotiation: Price and Terms of Lease**

Joan Cassman, Legal Counsel, said the Board took no reportable action for any of the closed sessions. Regarding Item 3.b, she noted the jury verdict came in at \$120,000, which is less than the amount the Board had authorized for settlement.

#### **4. General Counsel Report**

- 4.a Closed Session: Conference with Labor Negotiators Pursuant to Government Code Section 54957.6**  
**Agency-designated Representatives: Pat Glenn and David Olmeda**  
**Employee Organizations: Amalgamated Transit Union Local 1574 (Bus Operators and Maintenance, and Customer Service Employees)**

*The Board adjourned to closed session at 2:04 pm and reconvened to open session at 3:15 pm.*

#### **5. Report from Closed Session**

Ms. Cassman said there was no reportable action.

#### **6. Consent Calendar**

- 6.a. Approval of Minutes of the Board of Directors Meeting of August 7, 2024**
- 6.b. Acceptance of Statement of Revenues and Expenses for the Period Ending July 31, 2024**
- 6.c. Acceptance of Quarterly Fuel Hedge Update**
- 6.d. Authorizing Execution of Contracts and Amendments for Information Technology Hardware, Software, Licenses, Maintenance Services and Professional Services, and Technology-related Products and Services Through Piggyback Contracts and Cooperative Purchasing Programs for an Aggregate Not-to-exceed Amount of \$8 Million for Fiscal Year 2025 – *Approved by Resolution No. 2024-26***
- 6.e. Approving a Request for Allocation of BusAID Round 1 Funding for the El Camino Real Bus Boarding Islands and Bus Stop Balancing Project in Redwood City – *Approved by Resolution No. 2024-27***

Motion/Second: Powell/Gee

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

#### **7. Public Comment for Items Not on the Agenda**

There were no comments.

## **8. Report of the Chair**

### **8.a. Report from Audit Committee Meeting of September 4**

Director Josh Powell provided a report on the meeting where the findings of the Triennial Performance Audit Report for Fiscal Years 2021 through 2023 were discussed:

- The District is in compliance with statutory and regulatory requirements and had a clean audit in the previous period. There were no recommendations.
- Data reporting is consistent with TDA (Transportation Development Act) definitions.
- Performance indicators were reviewed for bus and paratransit services:
  - Operating cost per vehicle service hour
  - Passengers per vehicle service hour
  - Passengers per vehicle service mile
  - Operating cost per passenger
  - Vehicle service hours per full-time equivalent employee
- The audit was completed during time the agency was recovering from pandemic, during which SamTrans provided essential services.

### **8.b. Proclamation Honoring Hispanic Heritage Month**

Tasha Bartholomew, Manager, Media Relations, summarized the proclamation.

Motion/Second: Gee/Esser

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

### **8.c. Proclamation Honoring Transit Month**

Ms. Bartholomew summarized the proclamation, noting the Outstanding Public Transportation System Achievement Award received from APTA (American Public Transportation Association) and free fares on Rider Appreciation Day on September 16.

Motion/Second: Esser/Chuang

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

Chair Fraser noted that she and April Chan, General Manager/CEO, had attended the launch of Alliance for Renewable Clean Hydrogen Energy Systems (ARCHES), one of the country's seven hydrogen hubs on August 30, which was attended by state and federal leaders including Governor Newsom.

## **9. Report of the General Manager/CEO**

Ms. Chan said that her report was in the packet.

She provided the following highlights:

- Shout-out to the entire SamTrans team who helped to implement the last phase of Reimagine SamTrans in early August, and she thanked voters for approving Measure W in 2018 that made Reimagine SamTrans happen, and for the staff who did the planning, public outreach, contracting and recruitment, and now operations for the delivery of the service.
- Caltrain electrification events on August 10 to celebrate the soft launch of electrified service
- Grants from and partnership with ARCHES to fund hydrogen buses and infrastructure at North Maintenance Base
- Caltrain legal counsel will report on the amendment to the Joint Powers Agreement as well as the drafting of the shared services agreement at their Board meeting on September 5.

#### **10. Board Member Requests/Comments**

There were none.

#### Public Comment:

Roland discussed the benefits of using natural hydrogen resources and incentivizing the oil and gas industry to start drilling for hydrogen instead of oil and gas.

#### **11. Recess to Committee Meetings**

The Board meeting recessed to Committee meetings at 3:36 pm.

*Director Ray Mueller left the meeting from 3:36 to 3:41 pm.*

#### **12. Reconvene Board of Directors Meeting**

Chair Fraser reconvened the Board meeting at 4:48 pm.

#### **13. Matters for Board Consideration: Community Relations Committee**

Chair Fraser reported on the following items:

- 13.a. Accessible Services Update**
- 13.b. Paratransit Advisory Council Update**
- 13.c. Monthly Performance Report | July 2024**

#### **14. Matters for Board Consideration: Finance Committee**

Chair Fraser led the Board in voting on the following item:

- 14.a. Authorizing an Amendment to a Contract with Wipro, LLC to Extend the Term for Four Years and Increase the Contract Capacity by \$9,245,383, from \$14,839,885 to \$24,085,268, for PeopleSoft Hosting and Application Support Services – Approved by Resolution No. 2024-28**
- 14.b. Authorizing a 4 Percent Global Wage Increase for Unrepresented Administrative Employees – Approved by Resolution No. 2024-29**

**14.c. Awarding a Contract to MV Transportation, Inc. to Provide Coastside Transportation Services for a Five-year Term for a Total Not-to-exceed Amount of \$35,975,515, and Authorizing up to Four Additional Option Years for an Additional Not-to-exceed Amount of \$35,089,442 – Approved by Resolution No. 2024-30**

Motion/Second: Chuang/Esser

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

**15. Matters for Board Consideration: Legislative Committee**

Chair Fraser reported on the following item:

**15.a. State and Federal Legislative Update**

**16. Communications to the Board of Directors**

Chair Fraser noted that the correspondence was in the agenda packet (available online).

**17. Date/Time of Next Regular Meeting**

Chair Fraser announced the time and location of the next meeting as Wednesday, October 9, 2024 at 2:00 pm, in person at the SamTrans Auditorium and via Zoom teleconference.

**18. General Counsel Report**

**18.a. Closed Session: Conference with Real Property Negotiators pursuant to Government Code Section 54956.8**

**Property: 166 N. Rollins Road, Millbrae**

**Agency Negotiator: April Chan, District General Manager/CEO**

**Negotiating Party: Peninsula Corridor Joint Powers Board**

**Under Negotiation: Price and Terms of Lease**

Ms. Cassman announced the closed session and said she would provide a report-out at the next regular Board meeting on October 9 as no action was anticipated following the closed session.

*The Board adjourned to closed session at 4:50 pm.*

**19. Adjourn**

The meeting adjourned at 5:34 pm.

An audio/video recording of this meeting is available online at <https://www.samtrans.com/about-samtrans/video-board-directors-cac-and-measure-w-coc>. Questions may be referred to the District Secretary's office by phone at 650-508-6242 or by email to [board@samtrans.com](mailto:board@samtrans.com).

**San Mateo County Transit District  
Staff Report**

To: Board of Directors  
Through: April Chan, General Manager/CEO  
From: Kate Steiner, Chief Financial Officer  
Subject: **Acceptance of Statement of Revenues and Expenses for the Fiscal Year Ended June 30, 2024**

**Action**

Staff proposes that the Board accepts and enters into the record the Statement of Revenues and Expenses for the Fiscal Year 2024 (FY24) twelfth period ending June 30, 2024, and supplemental information.

This staff report provides a brief discussion of significant items and trends in the attached Statement of Revenues and Expenses through June 30, 2024. The columns have been designed to provide an easy comparison of current year-to-date actuals to information for the year-to-date budget, including dollar and percentage variances.

**Sources:**

As of June 30, 2024, sources were \$357.1 million (M) compared to \$337.3M of the adopted budget, resulting in a favorable variance of \$19.8M (5.9 percent), driven by Other Interest, Rent & Other Income, which were \$34.0M compared to the adopted budget of \$10.2M, resulting in a favorable variance of \$23.8M (232.9 percent), Investment Income, which was \$20.4M compared to the adopted budget of \$8.1M, resulting in a favorable variance of \$12.3M (151.4 percent), and Passenger Fares, which was \$12.7M compared to the adopted budget of \$11.5M, resulting in a favorable variance of \$1.2M (10.5 percent).

**Uses:**

As of June 30, 2024, uses were \$314.1M as compared to \$331.7M of the adopted budget, resulting in a favorable variance of \$17.7M (5.3 percent), driven by Other Multi-Modal Programs, which was \$5.3M as compared to \$6.5M of the adopted budget, resulting in a favorable variance of \$1.1M (17.6 percent).

**Reserves for Future Capital Allocation – Headquarters:**

The District's new headquarters building will require building improvements. In the FY25 revised budget, staff will be presenting the Board a request to amend the capital budget to allow funds for oversight of the design and construction of the tenant improvements (TI) and non-TI items. These monies set aside in FY24 will help to fund this work in FY25.

**Reserves for Future Measure W Capital Allocation:**

These funds are the balance of the FY24 Measure W sales tax receipts that are set aside for future Measure W-eligible capital project allocations.

**Other Information:**

The Agency accounts for revenues and expenses on a modified cash basis (only material revenues and expenses are accrued) on the monthly financial statement. As such, the variance between the current year's actual and the budget may show noticeable variances due to the timing of expenses.

**Budget Impact**

Acceptance of the June 2024 Statement of Revenues and Expenses has no budget impact.

Prepared By: Kyle Huie                      Accountant III    650-551-6180

   Annie To                      Director, Accounting    650-622-7890

	YEAR-TO-DATE				ANNUAL
	JUNE				
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	BUDGET
<b>OPERATING REVENUES</b>					
<b>Operating Revenues</b>					
Passenger Fares	\$ 11,506	\$ 12,719	\$ 1,213	10.5%	\$ 11,506
Local TDA and STA Funds	68,868	68,868	-	0.0%	68,868
Operating Grants	4,301	3,423	(878)	(20.4%)	4,301
SMCTA Measure A	4,651	4,651	-	0.0%	4,651
<b>Subtotal - Operating Revenues</b>	<b>89,325</b>	<b>89,661</b>	<b>336</b>	<b>0.4%</b>	<b>89,325</b>
<b>Other Revenue Sources</b>					
District Sales Tax	116,264	115,574	(690)	(0.6%)	116,264
Measure W Sales Tax	58,132	57,684	(448)	(0.8%)	58,132
Investment Income	8,099	20,361	12,263	151.4%	8,099
Other Interest, Rent & Other Income	10,207	33,977	23,770	232.9%	10,207
Due from PCJPB, SMCTA & SAMTR Capital W&B	55,308	39,829	(15,479)	(28.0%)	55,308
<b>Subtotal - Other Revenues</b>	<b>248,010</b>	<b>267,425</b>	<b>19,416</b>	<b>7.8%</b>	<b>248,010</b>
<b>TOTAL REVENUES</b>	<b>\$ 337,335</b>	<b>\$ 357,086</b>	<b>\$ 19,751</b>	<b>5.9%</b>	<b>\$ 337,335</b>
<b>OPERATING EXPENSES</b>					
PCJPB, SMCTA & SAMTR Capital W&B	55,308	39,829	15,479	28.0%	55,308
Motor Bus	186,352	185,792	560	0.3%	186,352
American Disabilities Act Programs	22,037	21,566	471	2.1%	22,037
Other Multi-Modal Programs	6,489	5,349	1,140	17.6%	6,489
<b>Total Operating Expenses</b>	<b>270,187</b>	<b>252,536</b>	<b>17,651</b>	<b>6.5%</b>	<b>270,187</b>
<b>Sales Tax Allocation - Capital Program</b>					
District Sales Tax Capital	13,697	13,697	-	0.0%	13,697
Measure W Sales Tax Capital	28,723	28,723	-	0.0%	28,723
<b>Total Sales Tax Allocation - Capital Program</b>	<b>42,420</b>	<b>42,420</b>	<b>-</b>	<b>0.0%</b>	<b>42,420</b>
<b>Total Debt Service</b>	<b>19,143</b>	<b>19,143</b>	<b>-</b>	<b>0.0%</b>	<b>19,143</b>
<b>TOTAL EXPENSES</b>	<b>\$ 331,749</b>	<b>\$ 314,099</b>	<b>\$ 17,651</b>	<b>5.3%</b>	<b>\$ 331,749</b>
Operating Reserve		5,200			
Reserves for Future Capital Allocation - Headquarters		22,594			
Reserves for Future Measure W Capital Allocation	12,683	15,193	2,510	19.8%	12,683
<b>TOTAL RESERVES</b>	<b>\$ 12,683</b>	<b>\$ 42,987</b>	<b>\$ 30,305</b>	<b>238.9%</b>	<b>\$ 12,683</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(7,097)</b>	<b>-</b>	<b>7,097</b>	<b>100.0%</b>	<b>(7,097)</b>
<b>Draw from Prior Years' Surplus</b>	<b>7,097</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,097</b>
<b>ADJUSTED SURPLUS/(DEFICIT)</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 7,097</b>	<b>100.0%</b>	<b>-</b>

REVENUES	YEAR-TO-DATE				ANNUAL
	JUNE				
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	
<b>OPERATING REVENUES - MOTOR BUS</b>					
Passenger Fares	\$ 11,000	\$ 12,125	\$ 1,125	10.2%	\$ 11,000
Local Transportation Development Act (TDA) Transit Fund	53,594	53,594	-	0.0%	53,594
State Transit Assistance (STA)	11,387	11,387	-	0.0%	11,387
Operating Grants	1,588	777	(810)	(51.1%)	1,588
Sales Tax Revenue	84,584	51,149	(33,435)	(39.5%)	84,584
Measure W Sales Tax	13,202	9,871	(3,331)	(25.2%)	13,202
Investment Interest Income	7,432	19,568	12,136	163.3%	7,432
<b>TOTAL OPERATING REVENUES</b>	<b>182,786</b>	<b>158,471</b>	<b>(24,315)</b>	<b>(13.3%)</b>	<b>182,786</b>
<b>OTHER REVENUE SOURCES:</b>					
Rental Income	2,196	2,461	265	12.1%	2,196
Advertising Income	1,009	1,042	32	3.2%	1,009
Other Income	362	23,818	23,457	6486.3%	362
<b>TOTAL OTHER REVENUES</b>	<b>3,567</b>	<b>27,321</b>	<b>23,755</b>	<b>666.0%</b>	<b>3,567</b>
<b>TOTAL REVENUES - MOTOR BUS</b>	<b>\$ 186,352</b>	<b>\$ 185,792</b>	<b>\$ (560)</b>	<b>(0.3%)</b>	<b>\$ 186,352</b>
<b>AMERICAN DISABILITIES ACT:</b>					
Passenger Fares Redi-Wheels	506	594	88	17.5%	506
Local Transportation Development Act (TDA) 4.5 Redi-Wheels	2,821	2,821	-	0.0%	2,821
Local State Transit Assistance (STA) - Paratransit	1,067	1,067	-	0.0%	1,067
Operating Grants	2,713	2,646	(67)	(2.5%)	2,713
Sales Tax Revenue - American Disabilities Act	4,206	3,897	(309)	(7.4%)	4,206
Measure W Sales Tax - American Disabilities Act	4,206	3,897	(309)	(7.4%)	4,206
Interest Income - Paratransit Fund	667	793	126	18.9%	667
SMCTA Measure A Redi-Wheels	4,651	4,651	-	0.0%	4,651
Measure M Paratransit	1,200	1,200	-	0.0%	1,200
<b>TOTAL ADA PROGRAMS</b>	<b>\$ 22,037</b>	<b>\$ 21,566</b>	<b>\$ (471)</b>	<b>(2.1%)</b>	<b>\$ 22,037</b>
<b>MULTI-MODAL TRANSIT PROGRAMS:</b>					
Employer SamTrans Shuttle Funds	5,257	4,481	(776)	(14.8%)	5,257
Dumbarton Rental Income	182	118	(64)	(35.2%)	182
Sales Tax Revenue - General Operating Assistance	1,050	750	(300)	(28.6%)	1,050
<b>TOTAL MULTI-MODAL PROGRAMS</b>	<b>\$ 6,489</b>	<b>\$ 5,349</b>	<b>\$ (1,140)</b>	<b>(17.6%)</b>	<b>\$ 6,489</b>
Unapplied Dumbarton Rental Income for Future Dumbarton Maintenance of Way	-	856	856	100.0%	-
Unapplied District Sales Tax	26,424	59,778	33,354	126.2%	26,424
Unapplied Measure W Sales Tax	40,724	43,915	3,192	7.8%	40,724
Due from PCJPB, SMCTA & SAMTR Capital W&B	55,308	39,829	(15,479)	(28.0%)	55,308
<b>TOTAL REVENUES</b>	<b>\$ 337,335</b>	<b>\$ 357,086</b>	<b>\$ 19,751</b>	<b>5.9%</b>	<b>\$ 337,335</b>



EXPENSES	YEAR-TO-DATE				ANNUAL
	JUNE				
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	BUDGET
<b>(In thousands)</b>					
<b>DISTRICT OPERATED BUSES</b>					
Services:					
Motor Bus Wages & Benefits	\$ 95,895	\$ 95,319	\$ 576	0.6%	\$ 95,895
Board of Directors	142	155	(13)	(9.0%)	142
Contracted Vehicle Maintenance	1,147	699	448	39.1%	1,147
Property Maintenance	2,733	2,373	359	13.2%	2,733
Professional Services	6,308	6,255	53	0.8%	6,308
Technical Services	13,177	11,022	2,155	16.4%	13,177
Other Services	6,455	5,584	871	13.5%	6,455
Materials & Supplies:					
Fuel and Electricity*	5,491	5,220	271	4.9%	5,491
Bus Parts and Materials	3,589	3,673	(83)	(2.3%)	3,589
Uniforms and Driver Expense	916	532	384	41.9%	916
Timetables and Tickets	176	54	121	69.1%	176
Office Supplies / Printing	839	770	68	8.2%	839
Other Materials and Supplies	184	192	(8)	(4.2%)	184
Utilities:					
Telephone	745	924	(178)	(23.9%)	745
Other Utilities	1,843	2,344	(501)	(27.2%)	1,843
Insurance	3,309	3,383	(73)	(2.2%)	3,309
Claims Reserves and Payments	800	1,529	(729)	(91.1%)	800
Workers Compensation	3,835	4,353	(517)	(13.5%)	3,835
Taxes and License Fees	732	783	(51)	(7.0%)	732
Leases and Rentals	242	146	96	39.7%	242
Promotional and Legal Advertising	1,356	917	439	32.4%	1,356
Training and Business Travel	977	479	499	51.0%	977
Dues and Membership	263	197	66	25.0%	263
Postage and Other	218	159	59	27.0%	218
<b>TOTAL DISTRICT OPERATED BUSES</b>	<b>\$ 151,373</b>	<b>\$ 147,062</b>	<b>\$ 4,311</b>	<b>2.8%</b>	<b>\$ 151,373</b>
<b>CONTRACTED BUS SERVICES</b>					
Contracted Urban Bus Service	25,898	25,068	830	3.2%	25,898
Coastside Services	2,071	2,026	44	2.1%	2,071
Redi Coast Non-American Disabilities Act	246	315	(68)	(27.7%)	246
La Honda - Pescadero	53	49	4	7.7%	53
SamCoast - Pescadero	270	264	6	2.3%	270
Microtransit	3,320	3,095	225	6.8%	3,320
Contracted Urban Bus (CUB) Related Wages & Benefits	703	837	(134)	(19.1%)	703
Contracted Urban Bus (CUB) Related Other Support	160	420	(259)	(161.8%)	160
Contracted Urban Bus (CUB) Insurance	1,658	1,574	84	5.0%	1,658
Contracted Urban Bus (CUB) Claims Reserves & Payments	600	5,082	(4,482)	(747.0%)	600
<b>TOTAL CONTRACTED BUS SERVICE</b>	<b>\$ 34,979</b>	<b>\$ 38,730</b>	<b>\$ (3,751)</b>	<b>(10.7%)</b>	<b>\$ 34,979</b>
<b>TOTAL EXPENSES - MOTOR BUS</b>	<b>\$ 186,352</b>	<b>\$ 185,792</b>	<b>\$ 560</b>	<b>0.3%</b>	<b>\$ 186,352</b>

\* Fuel and Electricity costs were reduced by a realized gain of \$0.3M from the fuel hedge program.

EXPENSES	YEAR-TO-DATE				ANNUAL
	JUNE				
			\$	%	
	BUDGET	ACTUAL	VARIANCE	VARIANCE	BUDGET
<b>AMERICAN DISABILITY ACT PROGRAMS</b>					
Elderly & Disabled/Redi-Wheels	\$ 9,047	\$ 8,802	\$ 244	2.7%	\$ 9,047
American Disabilities Act Sedans / Taxi Service	3,173	3,238	(66)	(2.1%)	3,173
American Disabilities Act Coastside	2,282	2,677	(395)	(17.3%)	2,282
American Disabilities Act Related Wages & Benefits	3,329	3,029	300	9.0%	3,329
American Disabilities Act Related Other Support	2,702	2,496	206	7.6%	2,702
American Disabilities Act Insurance	1,305	1,324	(19)	(1.4%)	1,305
American Disabilities Act Claims Reserves & Payments	200	-	200	100.0%	200
<b>TOTAL AMERICAN DISABILITIES ACT PROGRAMS</b>	<b>\$ 22,037</b>	<b>\$ 21,566</b>	<b>\$ 471</b>	<b>2.1%</b>	<b>\$ 22,037</b>
<b>MULTI-MODAL TRANSIT PROGRAMS</b>					
SamTrans Shuttle Service	5,783	4,535	1,248	21.6%	5,783
Shuttle Related Wages & Benefits	285	245	41	14.3%	285
Dumbarton Maintenance of Way	182	118	64	35.2%	182
Maintenance Multimodal Facilities	239	451	(213)	(89.1%)	239
<b>TOTAL MULTI-MODAL PROGRAMS</b>	<b>\$ 6,489</b>	<b>\$ 5,349</b>	<b>\$ 1,140</b>	<b>17.6%</b>	<b>\$ 6,489</b>
PCJPB, SMCTA & SAMTR Capital W&B	55,308	39,829	15,479	28.0%	55,308
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 270,187</b>	<b>\$ 252,536</b>	<b>\$ 17,651</b>	<b>6.5%</b>	<b>\$ 270,187</b>
<b>Sales Tax Allocation - Capital Program</b>					
District Sales Tax Capital	13,697	13,697	-	0.0%	13,697
Measure W Sales Tax Capital	28,723	28,723	-	0.0%	28,723
<b>Total Sales Tax Allocation - Capital Program</b>	<b>42,420</b>	<b>42,420</b>	<b>-</b>	<b>0.0%</b>	<b>42,420</b>
<b>Total Debt Service</b>	<b>19,143</b>	<b>19,143</b>	<b>-</b>	<b>0.0%</b>	<b>19,143</b>
<b>TOTAL EXPENSES</b>	<b>\$ 331,749</b>	<b>\$ 314,099</b>	<b>\$ 17,651</b>	<b>5.3%</b>	<b>\$ 331,749</b>

**San Mateo County Transit District  
Staff Report**

To: Board of Directors  
Through: April Chan, General Manager/CEO  
From: Kate Steiner, Chief Financial Officer  
Subject: **Acceptance of Statement of Revenues and Expenses for the Period  
Ending August 31, 2024**

**Action**

Staff proposes that the Board accepts and enters into the record the Statement of Revenues and Expenses for the Fiscal Year 2025 (FY25) second period ending August 31, 2024, and supplemental information.

This staff report provides a brief discussion of significant items and trends in the attached Statement of Revenues and Expenses through August 31, 2024. The columns have been designed to provide an easy comparison of current year-to-date actuals to information for the year-to-date budget, including dollar and percentage variances.

**Sources:**

As of August 31, 2024, sources were \$57.6 million (M) compared to \$57.0M of the adopted budget, resulting in a favorable variance of \$0.6M (1.0 percent), driven by Investment Income, which was \$3.8M compared to the adopted budget of \$1.4M, resulting in a favorable variance of \$2.4M (175.0 percent). This variance is driven by short term rates remaining higher than longer due to the battle with inflation. We have taken advantage of these short-term rates and are in the process of moving funds out to lock in rates. It is uncertain but rates going forward are likely to moderate down to where budgeted at 3.30 percent.

**Uses:**

As of August 31, 2024, uses were \$57.1M as compared to \$57.6M of the adopted budget, resulting in a favorable variance of \$0.6M (1.0 percent), driven by Motor Bus, which was \$34.9M as compared to \$37.0M of the adopted budget, resulting in a favorable variance of \$2.1M (5.7 percent). These savings are mainly due to timing and are expected to resolve by Fiscal Year End. The drivers of these interim savings are legal services, technical services including security and software; and Contracted Urban Bus (CUB).

**Other Information:**

The Agency accounts for revenues and expenses on a modified cash basis (only material revenues and expenses are accrued) on the monthly financial statement. As such, the variance between the current year's actual and the budget may show noticeable variances due to the timing of expenses.

**Budget Impact**

Acceptance of the August 2024 Statement of Revenues and Expenses has no budget impact.

Prepared By: Kyle Huie                      Accountant III    650-551-6180

Annie To    Director, Accounting    650-622-7890



**SAN MATEO COUNTY TRANSIT DISTRICT  
SUMMARY OF REVENUES AND EXPENSES  
FISCAL YEAR 2025  
AS OF AUGUST 31, 2024**

(In thousands)

	YEAR-TO-DATE				ANNUAL
	AUGUST				
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	BUDGET
<b>OPERATING REVENUES</b>					
<b>Operating Revenues</b>					
Passenger Fares	\$ 2,339	\$ 2,289	\$ (50)	(2.1%)	\$ 12,311
Local TDA and STA Funds	11,593	11,593	-	0.0%	69,556
Operating Grants	627	484	(142)	(22.7%)	3,759
SMCTA Measure A	732	732	-	0.0%	4,703
<b>Subtotal - Operating Revenues</b>	<b>15,291</b>	<b>15,099</b>	<b>(192)</b>	<b>(1.3%)</b>	<b>90,330</b>
<b>Other Revenue Sources</b>					
District Sales Tax	19,386	19,386	-	0.0%	117,568
Measure W Sales Tax	9,674	9,674	-	0.0%	58,784
Investment Income	1,372	3,773	2,401	175.0%	8,232
Other Interest, Rent & Other Income	774	1,642	869	112.3%	9,757
Due from PCJPB, SMCTA & SAMTR Capital W&B	10,504	7,998	(2,506)	(23.9%)	63,024
<b>Subtotal - Other Revenues</b>	<b>41,709</b>	<b>42,473</b>	<b>764</b>	<b>1.8%</b>	<b>257,364</b>
<b>TOTAL REVENUES</b>	<b>\$ 57,000</b>	<b>\$ 57,572</b>	<b>\$ 572</b>	<b>1.0%</b>	<b>\$ 347,694</b>
<b>OPERATING EXPENSES</b>					
PCJPB, SMCTA & SAMTR Capital W&B	10,504	7,998	2,506	23.9%	63,024
Motor Bus	36,978	34,881	2,097	5.7%	190,393
American Disabilities Act Programs	3,584	3,591	(7)	(0.2%)	21,782
Other Multi-Modal Programs	1,103	967	136	12.3%	6,666
<b>Total Operating Expenses</b>	<b>52,169</b>	<b>47,437</b>	<b>4,731</b>	<b>9.1%</b>	<b>281,865</b>
<b>Sales Tax Allocation - Capital Program</b>					
District Sales Tax Capital	1,233	1,233	-	0.0%	14,796
Measure W Sales Tax Capital	1,168	1,168	-	0.0%	14,016
Reserves for Future Measure W Capital Allocation	2,495	7,215	(4,719)	(189.1%)	29,944
<b>Total Sales Tax Allocation - Capital Program</b>	<b>4,896</b>	<b>9,616</b>	<b>(4,719)</b>	<b>(96.4%)</b>	<b>58,756</b>
<b>Total Debt Service</b>	<b>562</b>	<b>-</b>	<b>562</b>	<b>100.0%</b>	<b>19,138</b>
<b>TOTAL EXPENSES</b>	<b>\$ 57,627</b>	<b>\$ 57,053</b>	<b>\$ 574</b>	<b>1.0%</b>	<b>\$ 359,759</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(627)</b>	<b>519</b>	<b>1,146</b>	<b>182.7%</b>	<b>(12,066)</b>
<b>Draw from Prior Years' Surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,066</b>
<b>ADJUSTED SURPLUS/(DEFICIT)</b>	<b>\$ (627)</b>	<b>\$ 519</b>	<b>\$ 1,146</b>	<b>182.7%</b>	<b>-</b>



SAN MATEO COUNTY TRANSIT DISTRICT  
STATEMENT OF REVENUES  
FISCAL YEAR 2025  
AS OF AUGUST 31, 2024

(In thousands)

REVENUES	YEAR-TO-DATE AUGUST				ANNUAL
	BUDGET	ACTUAL	\$	%	BUDGET
			VARIANCE	VARIANCE	
<b>OPERATING REVENUES - MOTOR BUS</b>					
Passenger Fares	\$ 2,200	\$ 2,173	\$ (26)	(1.2%)	\$ 11,770
Local Transportation Development Act (TDA) Transit Fund	9,022	9,022	-	0.0%	54,130
State Transit Assistance (STA)	1,917	1,917	-	0.0%	11,500
Operating Grants	177	46	(130)	(73.9%)	1,059
Sales Tax Revenue	20,071	16,999	(3,071)	(15.3%)	90,615
Measure W Sales Tax	1,811	681	(1,130)	(62.4%)	10,868
Investment Interest Income	1,239	3,343	2,104	169.9%	7,432
<b>TOTAL OPERATING REVENUES</b>	<b>36,435</b>	<b>34,181</b>	<b>(2,254)</b>	<b>17.1%</b>	<b>187,374</b>
<b>OTHER REVENUE SOURCES:</b>					
Rental Income	315	460	146	46.3%	1,888
Advertising Income	168	128	(41)	(24.2%)	770
Other Income	60	112	52	86.6%	362
<b>TOTAL OTHER REVENUES</b>	<b>543</b>	<b>700</b>	<b>157</b>	<b>28.9%</b>	<b>3,019</b>
<b>TOTAL REVENUES - MOTOR BUS</b>	<b>\$ 36,978</b>	<b>\$ 34,881</b>	<b>\$ (2,097)</b>	<b>46.1%</b>	<b>\$ 190,393</b>
<b>AMERICAN DISABILITIES ACT:</b>					
Passenger Fares Redi-Wheels	140	116	(24)	(16.9%)	541
Local Transportation Development Act (TDA) 4.5 Redi-Wheels	475	475	-	0.0%	2,849
Local State Transit Assistance (STA) - Paratransit	180	180	-	0.0%	1,077
Operating Grants	450	438	(12)	(2.6%)	2,700
Sales Tax Revenue - American Disabilities Act	637	610	(27)	(4.3%)	3,956
Measure W Sales Tax - American Disabilities Act	637	610	(27)	(4.3%)	3,956
Interest Income - Paratransit Fund	133	431	297	222.9%	800
SMCTA Measure A Redi-Wheels	732	732	-	0.0%	4,703
Measure M Paratransit	200	-	(200)	(100.0%)	1,200
<b>TOTAL ADA PROGRAMS</b>	<b>\$ 3,584</b>	<b>\$ 3,591</b>	<b>\$ 7</b>	<b>0.2%</b>	<b>\$ 21,782</b>
<b>MULTI-MODAL TRANSIT PROGRAMS:</b>					
Employer SamTrans Shuttle Funds	-	775	775	100.0%	5,355
Dumbarton Rental Income	30	116	86	281.7%	182
Sales Tax Revenue - General Operating Assistance	1,072	76	(996)	(92.9%)	1,129
<b>TOTAL MULTI-MODAL PROGRAMS</b>	<b>\$ 1,103</b>	<b>\$ 967</b>	<b>\$ (136)</b>	<b>(12.3%)</b>	<b>\$ 6,666</b>
Unapplied Dumbarton Rental Income for Future Dumbarton Maintenance of Way	-	51	51	100.0%	-
Unapplied District Sales Tax	(2,394)	1,701	4,095	(171.0%)	21,868
Unapplied Measure W Sales Tax	7,226	8,383	1,157	16.0%	43,961
Due from PCJPB, SMCTA & SAMTR Capital W&B	10,504	7,998	(2,506)	(23.9%)	63,024
<b>TOTAL REVENUES</b>	<b>\$ 57,000</b>	<b>\$ 57,572</b>	<b>\$ 572</b>	<b>1.0%</b>	<b>\$ 347,694</b>

EXPENSES	YEAR-TO-DATE				ANNUAL
	AUGUST				
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	BUDGET
(In thousands)					
<b>DISTRICT OPERATED BUSES</b>					
Services:					
Motor Bus Wages & Benefits	\$ 22,245	\$ 21,837	\$ 408	(1.8%)	\$ 99,607
Board of Directors	23	26	(3)	(12.5%)	142
Contracted Vehicle Maintenance	159	56	102	64.5%	952
Property Maintenance	481	245	236	49.1%	2,887
Professional Services	859	353	506	58.9%	5,287
Technical Services	1,848	1,604	244	13.2%	12,879
Other Services	803	565	238	29.6%	4,966
Materials & Supplies:					
Fuel and Electricity*	789	788	1	0.1%	4,735
Bus Parts and Materials	584	657	(73)	(12.5%)	3,601
Uniforms and Driver Expense	113	12	100	89.0%	851
Timetables and Tickets	29	1	28	96.4%	176
Office Supplies / Printing	138	88	50	36.5%	745
Other Materials and Supplies	31	39	(8)	(26.1%)	188
Utilities:					
Telephone	128	89	39	30.6%	767
Other Utilities	319	158	161	50.4%	1,915
Insurance	603	728	(125)	(20.8%)	3,616
Claims Reserves and Payments	133	1,009	(876)	(657.0%)	800
Workers Compensation	639	505	134	21.0%	3,835
Taxes and License Fees	71	108	(37)	(51.8%)	426
Leases and Rentals	40	14	26	64.6%	242
Promotional and Legal Advertising	166	5	161	97.2%	948
Training and Business Travel	160	41	119	74.3%	958
Dues and Membership	45	39	6	14.0%	263
Postage and Other	39	5	34	86.2%	219
<b>TOTAL DISTRICT OPERATED BUSES</b>	<b>\$ 30,445</b>	<b>\$ 28,973</b>	<b>\$ 1,473</b>	<b>4.8%</b>	<b>\$ 151,005</b>
<b>CONTRACTED BUS SERVICES</b>					
Contracted Urban Bus Service	5,017	4,563	455	9.1%	30,104
Coastside Services	341	326	15	4.3%	2,045
Redi Coast Non-American Disabilities Act	35	59	(24)	(70.5%)	207
La Honda - Pescadero	9	-	9	100.0%	53
SamCoast - Pescadero	38	75	(37)	(98.7%)	225
Microtransit	553	521	32	5.8%	3,436
Contracted Urban Bus (CUB) Related Wages & Benefits	112	101	11	9.6%	726
Contracted Urban Bus (CUB) Related Other Support	27	34	(7)	(25.3%)	182
Contracted Urban Bus (CUB) Insurance	302	305	(3)	(1.0%)	1,810
Contracted Urban Bus (CUB) Claims Reserves & Payments	100	(75)	175	174.7%	600
<b>TOTAL CONTRACTED BUS SERVICE</b>	<b>\$ 6,533</b>	<b>\$ 5,908</b>	<b>\$ 624</b>	<b>9.6%</b>	<b>\$ 39,388</b>
<b>TOTAL EXPENSES - MOTOR BUS</b>	<b>\$ 36,978</b>	<b>\$ 34,881</b>	<b>\$ 2,097</b>	<b>5.7%</b>	<b>\$ 190,393</b>

\*Fuel and Electricity costs were increased by a realized loss of \$3k from the fuel hedge program.

EXPENSES	YEAR-TO-DATE AUGUST				ANNUAL
	BUDGET	ACTUAL	\$	%	BUDGET
			VARIANCE	VARIANCE	
<b>AMERICAN DISABILITY ACT PROGRAMS</b>					
Elderly & Disabled/Redi-Wheels	\$ 1,509	\$ 1,787	\$ (278)	(18.4%)	\$ 9,053
American Disabilities Act Sedans / Taxi Service	431	482	(51)	(11.9%)	2,585
American Disabilities Act Coastside	393	400	(7)	(1.8%)	2,358
American Disabilities Act Related Wages & Benefits	520	418	101	19.5%	3,378
American Disabilities Act Related Other Support	459	248	212	46.1%	2,776
American Disabilities Act Insurance	239	256	(17)	(7.2%)	1,433
American Disabilities Act Claims Reserves & Payments	33	-	33	100.0%	200
<b>TOTAL AMERICAN DISABILITIES ACT PROGRAMS</b>	<b>\$ 3,584</b>	<b>\$ 3,591</b>	<b>\$ (7)</b>	<b>(0.2%)</b>	<b>\$ 21,782</b>
<b>MULTI-MODAL TRANSIT PROGRAMS</b>					
SamTrans Shuttle Service	988	779	209	21.1%	5,955
Shuttle Related Wages & Benefits	45	26	18	41.1%	290
Dumbarton Maintenance of Way	30	116	(86)	(281.7%)	182
Maintenance Multimodal Facilities	40	46	(6)	(14.5%)	239
<b>TOTAL MULTI-MODAL PROGRAMS</b>	<b>\$ 1,103</b>	<b>\$ 967</b>	<b>\$ 136</b>	<b>12.3%</b>	<b>\$ 6,666</b>
PCJPB, SMCTA & SAMTR Capital W&B	10,504	7,998	2,506	23.9%	63,024
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 52,169</b>	<b>\$ 47,437</b>	<b>\$ 4,731</b>	<b>9.1%</b>	<b>\$ 281,865</b>
<b>Sales Tax Allocation - Capital Program</b>					
District Sales Tax Capital	1,233	1,233	-	0.0%	14,796
Measure W Sales Tax Capital	1,168	1,168	-	0.0%	14,016
Reserves for Future Measure W Capital Allocation	2,495	7,215	(4,719)	(189.1%)	29,944
<b>Total Sales Tax Allocation - Capital Program</b>	<b>\$ 4,896</b>	<b>\$ 9,616</b>	<b>\$ (4,719)</b>	<b>(96.4%)</b>	<b>\$ 58,756</b>
<b>Total Debt Service</b>	<b>562</b>	<b>-</b>	<b>562</b>	<b>100.0%</b>	<b>19,138</b>
<b>TOTAL EXPENSES</b>	<b>\$ 57,627</b>	<b>\$ 57,053</b>	<b>\$ 574</b>	<b>1.0%</b>	<b>\$ 359,759</b>



**San Mateo County Transit District  
Staff Report**

To: Board of Directors  
Through: April Chan, General Manager/CEO  
From: Margaret Tseng, Acting Executive Officer/District Secretary  
Subject: **Approval of the 2025 Board of Directors Meeting Calendar**

**Action**

Staff recommends the Board approve the attached meeting calendar for 2025.

**Significance**

The Board of Directors' committee and regular meetings are scheduled for the first Wednesday of each month at 2:00 pm, with the exception of January and October where the meetings are on the second Wednesday due to the New Year's and Yom Kippur holidays, respectively.

**Budget Impact**

There is no impact on the budget.

Prepared By: Margaret Tseng    Acting Executive Officer/District Secretary    650-551-6108



## Board/Committee Meeting Calendar 2025

Wednesday – 2:00 PM
January 8*
February 5
March 5
April 2
May 7
June 4
July 2
August 6
September 3
October 8*
November 5
December 3

\*The Board/Committee meets the first Wednesday of the month unless otherwise noted.

Board meetings will be conducted in a hybrid format (virtually via Zoom and in-person at 1250 San Carlos Avenue, Bacciocco Auditorium, 2nd Floor, San Carlos, CA, unless otherwise stated). Individual members of the public may participate in person if they comply with the District's current workplace safety policies, unless otherwise stated at <https://www.samtrans.com/meetings>.

**San Mateo County Transit District  
Staff Report**

To: Board of Directors  
 Through: April Chan, General Manager/CEO  
 From: Kate Jordan Steiner, Chief Financial Officer  
 Subject: **Authorizing the Filing of an Application with the Metropolitan Transportation Commission for Transportation Development Act, State Transit Assistance and Regional Measure 2 Funds for Fiscal Year 2024-25**

**Action**

Staff recommends the Board of Directors (Board) authorize filing a claim to receive Transportation Development Act (TDA) Article 4.0 and 4.5 funds, State Transit Assistance (STA) funds, including funds from the State of Good Repair Program for capital projects, and Regional Measure 2 (RM2) funds for Fiscal Year 2025 (FY25). The total amount to be claimed and received by the San Mateo County Transit District (District) is \$76,287,191. The District is also claiming \$13,242,152 in STA operating and State of Good Repair capital funds on behalf of, and to be passed-through to, the Peninsula Corridor Joint Powers Board (JPB).

Based on the Metropolitan Transportation Commission’s (MTC) latest estimates, the District is allowed to claim the following amounts for FY25:

<u>Funding Source</u>	<u>FY2025 Adopted Budget</u>	<u>FY2025 MTC Claim</u>	<u>Increase/ (Decrease)</u>
<b><u>TRANSPORTATION DEVELOPMENT ACT (TDA)</u></b>			
TDA Article 4.0 (SamTrans bus)	\$ 54,129,685	\$ 57,722,018	\$ 3,592,333
TDA Article 4.5 (Paratransit)	2,848,930	3,064,143	215,213
<b>TDA Total</b>	<b>\$ 56,978,615</b>	<b>\$ 60,786,161</b>	<b>\$ 3,807,546</b>
<b><u>STATE TRANSIT ASSISTANCE</u></b>			
Revenue Based	11,500,450	14,159,721	2,659,271
Population Based:	1,077,402	1,341,309	263,907
<b>STA Total</b>	<b>\$ 12,577,852</b>	<b>\$ 15,501,030</b>	<b>\$ 2,923,178</b>
<b>Total SamTrans Operating TDA &amp; STA</b>	<b>\$ 69,556,467</b>	<b>\$ 76,287,191</b>	<b>\$ 6,730,724</b>
<b>RM2 (SamTrans Owl Service)</b>	<b>\$ 200,000</b>	<b>\$ 255,758</b>	<b>\$ 55,758</b>
<b>SamTrans State of Good Repair Capital Funding</b>	<b>\$ -</b>	<b>\$ 1,647,953</b>	<b>\$ 1,647,953</b>
<b><u>Peninsula Corridor Joint Powers Board (JPB)</u></b>			
STA Revenue Based	\$ 10,687,973	\$ 11,942,152	\$ 1,254,179
State of Good Repair Capital Funding	1,300,000	1,300,000	-

**Significance**

TDA and STA funding allocated by the MTC supports the District’s fixed-route bus and paratransit services for San Mateo County residents. In addition, the District claims STA capital funds from the State of Good Repair Program established through Senate Bill 1 in April 2017. Furthermore, the District claims STA funds on behalf of the JPB, which funds will be used to support the JPB’s operating and capital budgets.

In addition to TDA and STA funds, the MTC allocates RM2 bridge toll revenues. The District’s RM2 claim will offset operating costs for Route 397, a late-night Owl service which services Palo Alto Caltrain Station, San Francisco International Airport and the Transbay Terminal in San Francisco. The District expects MTC RM3 allocations to begin in Fiscal Year 2026 (FY26).

The District must submit an application to the MTC each year to receive the allocations outlined above.

**Budget Impact**

The FY25 claim reflects current projections from MTC, which are higher than what was reflected in the FY25 adopted budgets. This is primarily due to increases in prior year true-ups for actual revenues, which came in higher than the estimates provided by MTC. These prior year true ups are eligible to be included in the FY25 claim.

Later this year, staff will present to the Board a request to amend the FY25 operating and capital budgets to reflect these updated projections.

**Background**

TDA funding provides a significant share of the District’s operating revenues. TDA and STA dollar amounts cited are estimates from the MTC and are subject to adjustment if actual receipts differ from projections over the course of the fiscal year.

Prepared By:	Jeannie Chen	Manager, Budgets	650-508-6259
	Daniel Srour	Senior Budget Analyst	650-508-6302

**Resolution No. 2024-**

**Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Authorizing the Filing of an Application with the Metropolitan Transportation  
Commission for Transportation Development Act, State Transit Assistance  
and Regional Measure 2 Funds for Fiscal Year 2024-25**

**Whereas**, the Metropolitan Transportation Commission (MTC) is the transportation planning agency for the nine-county San Francisco Bay Area and, as such, distributes assorted federal and state transit and transportation planning funds to cities, counties, and other entities to spend, including funds authorized by the Transportation Development Act of 1971 (TDA) and Regional Measure 2 (RM2), as set forth below; and

**Whereas**, the TDA (Public Utilities Code §§ 99200 et seq.) provides for the disbursement of TDA Article 4.0 and 4.5 Funds, and State Transit Assistance (STA) Funds (Public Utilities Code §§ 99310 et seq.); and

**Whereas**, RM2 (Streets and Highway Code §§ 30921, 30914 and 30914.5) was adopted by the voters of seven Bay Area counties in 2004 to provide funding for new transit options in the Bay Area's toll bridge corridors, to relieve traffic congestion and bottlenecks, and to build secondary transit connections, with funds available to specific recipients subject to application to the MTC; and

**Whereas**, the San Mateo County Transit District (District) acts as managing agency for the Peninsula Corridor Joint Powers Board (JPB); and

**Whereas**, for technical reasons, the JPB is not eligible to apply for funds under these three sources, but the District can apply for funds on behalf of the JPB; and

**Whereas**, the District is an eligible claimant for funds under the sources described above to support transit operations and planning, and to pass through funds to other entities including the JPB, San Mateo County, the City/County Association of Governments of San Mateo County, cities in San Mateo County, and the entity responsible for administering the Paratransit Advisory Council (PAC) (Public Utilities Code §§ 99260(a), 99260.2, 99260.6 and 99275; Resolution Nos. 2012-26 and 2012-28, dated June 13, 2012, and District's Opinion of Counsel dated May 9, 2013); and

**Whereas**, the MTC has provided the District with estimates of its share of TDA and STA funds and the JPB's share of STA funds for Fiscal Year 2024-25 (FY2025), subject to adjustment if actual receipts differ from projections over the course of the fiscal year; and

**Whereas**, the General Manager/CEO recommends, and the Finance Committee concurs, that the Board of Directors (Board) authorize the General Manager/CEO, or designee, to apply to the MTC for funds for FY2025 from the specified sources and for the purposes set forth below:

1. TDA Article 4.0 (SamTrans Bus): \$57,722,018
2. TDA Article 4.5 (Paratransit): \$3,064,143 (includes \$69,000 for PAC)
3. STA Revenue Based (SamTrans Bus General Operating Expense): \$14,159,721
4. STA Population Based (American Rescue Plan): \$1,341,309
5. RM2 (SamTrans Owl Service): \$255,758
6. STA State of Good Repair (SamTrans Capital): \$1,647,953
7. JPB: STA Revenue Based (JPB Operating): \$11,942,152
8. JPB: STA State of Good Repair (JPB Capital): \$1,300,000.

**Now, Therefore, Be It Resolved** by the Board of Directors of the San Mateo County Transit District that the General Manager/CEO, or designee, hereby is authorized and directed to file appropriate claims for Transportation Development Act Article 4.0 and 4.5 Funds, State Transit Assistance Funds, and Regional Measure 2 Funds, together with all necessary supporting

documents, with the Metropolitan Transportation Commission for Fiscal Year 2025 as listed above; and

**Be It Further Resolved**, that the General Manager/CEO, or designee, is authorized and directed to file appropriate amendments to these claims, together with all necessary supporting documents, with the MTC to carry out the policies of the Board and attendant funding requirements during FY2025, as may be adopted from time to time by the Board; and

**Be It Further Resolved**, that the District indemnifies and holds harmless the MTC, its Commissioners, representatives, agents, and employees from and against all claims, injury, suits, demands, liability, losses, damages, and expenses, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any act or failure to act of the District, its officers, employees or agents, or subcontractors or any of them in connection with its performance of services under the allocation of RM2 funds. In addition to any other remedy authorized by law, the MTC may retain as much of the funding due under the allocation of RM2 funds as shall reasonably be considered necessary by the MTC until disposition has been made of any claim for damages; and

**Be It Further Resolved**, that the General Manager/CEO, or designee, is authorized and directed to transmit an executed copy of this Resolution to the MTC in conjunction with the filing of the claims authorized pursuant to this Resolution, and to request that the MTC concur in these fundings and grant the allocation of funds as specified.

Regularly passed and adopted this 9th day of October, 2024 by the following vote:

Ayes:

Noes:

Absent:

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Chair, San Mateo County Transit District

Attest:

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Acting District Secretary



**San Mateo County Transit District  
Staff Report**

To: Board of Directors  
Through: April Chan, General Manager/CEO  
From: David Olmeda, Chief Operating Officer, Bus  
Subject: **Authorizing an Increase in the Contract Contingency Amount for Contract Number 23-S-C-022 for the South Base Switchgear Replacement Project**

**Action**

Staff proposes, and the Innovative Clean Transit/Sustainability Ad Hoc Advisory Committee concurs, that the Finance Committee recommend the Board of Directors (Board) of the San Mateo County Transit District (District) authorize an increase in the contract contingency amount for Contract Number 23-S-C-022, South Base Switchgear Replacement Project (Contract) by \$200,000 for a new contingency amount of \$450,000.

**Significance**

On January 4, 2023, pursuant to Resolution 2023-7, the Board awarded the Contract to Anvil Builders, Inc. (Anvil) for construction of new power distribution infrastructure and installation of 10 universal chargers and dispensers (Project) in anticipation of the delivery of 20 battery electric buses (BEBs) to the SamTrans South Base Bus Maintenance Facility (South Base) in the fourth quarter of calendar year 2024. The Project includes installation of new switchgear, power distribution infrastructure, power cable networks, BEB chargers and dispensers, and related improvements. The Board awarded the Contract for \$2,492,675 with a contract contingency amount of up to 10 percent of the contract price, or \$250,000, to be used at the District's discretion for unforeseen work.

Work under the Contract started in May 2023 and was anticipated to be complete by December 2024. However, anticipated delays with delivery of electrical equipment are anticipated to delay Project completion to May 2025, which would prevent the District from using the 10 chargers and dispensers until about five months after delivery of the 20 BEBs to South Base. To reduce delays by approximately three months, staff recommends issuing a change order to Anvil to accelerate delivery of long-lead items and revise the completion date from May 2025 to February 2025. The District has already issued Contract change orders to address unsuitable soil conditions and differing subsurface utility and site conditions, which has depleted contingency available to issue the change order required to accelerate Project delivery.

Staff recommends that the Board increase the contract contingency amount by \$200,000 to cover the change order(s) required to accelerate the Contract completion date from May 2025 to February 2025.

The Board's Innovative Clean Transit/Sustainability Ad Hoc Advisory Committee considered and recommended the proposed action following discussions at its meeting on September 24, 2024.

**Budget Impact**

Funds for the requested increase in the Contract contingency amount are included in the District's Fiscal Year 2022 Capital Budget.

**Background**

Diesel buses are major contributors to greenhouse gas (GHG) emissions and are the source of 89 percent of SamTrans' GHG emissions. The District has procured BEBs to replace end-of-life diesel buses and reduce energy consumption, direct carbon emissions, and other harmful emissions. Replacement of the diesel buses is a component of the District's Zero Emission Transition Plan that guides the District's transition from diesel- and gasoline-powered vehicles to a zero-emission fleet, without early retirement of diesel vehicles.

Planned use of the new BEBs, powered via the Project infrastructure, will benefit not only those who rely on public transportation, but also help improve air quality while reducing GHG emissions, including in disadvantaged and low-income communities. The transition to zero-emission technology represents the District's commitment to providing sustainable public transit services for the communities it serves and supporting the State of California and California Air Resources Board in leading the reduction of transportation impacts on air quality and the climate.

Prepared By: Liria Larano Deputy Chief, Fleet and Facilities Infrastructure 650-288-9151

**Resolution No. 2024-**

**Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Authorizing an Increase in the Contract Contingency Amount for Contract Number  
23-S-C-022 for the South Base Switchgear Replacement Project**

**Whereas**, pursuant to Resolution No. 2023-7, the Board of Directors (Board) for the San Mateo County Transit District (District) awarded the Contract to Anvil Builders, Inc. for construction of new power distribution infrastructure and installation of 10 universal chargers and dispensers (Project) in anticipation of the delivery of 20 battery electric buses (BEBs) to the SamTrans South Base Bus Maintenance Facility (South Base) in the fourth quarter of calendar year 2024; and

**Whereas**, the Project includes installation of new switchgear, power distribution infrastructure, power cable networks, BEB chargers and dispensers, and related improvements; and

**Whereas**, the Board awarded the Contract for \$2,492,675 with a contingency amount of up to 10% of the Contract price, or \$250,000, to be used at the District's discretion for unforeseen work; and

**Whereas**, work under the Contract started in May 2023 and was anticipated to be complete by December 2024; and

**Whereas**, delays with delivery of electrical equipment are anticipated to delay Project completion to May 2025, which would prevent the District from using the 10 chargers and dispensers until about five months after delivery of the 20 BEBs to South Base; and

**Whereas**, to reduce Project delays by approximately three months, staff desires to issue a change order to Anvil to accelerate delivery of long-lead items and revise the completion date from May 2025 to February 2025; and

**Whereas**, the District has already issued other change orders for the Contract to address unsuitable soil conditions and differing subsurface utility and site conditions, which has depleted Contract contingency available to issue the change order required to accelerate Project delivery; and

**Whereas**, staff recommends, and the Finance Committee and Innovative Clean Transit/Sustainability Ad Hoc Advisory Committee concur, that the Board increase the Contract contingency authority by \$200,000, for a new total amount of \$450,000, for change order(s) required to accelerate delivery of long-lead items and revise the completion date from May 2025 to February 2025.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District authorizes an increase of \$200,000 in the contract contingency amount, for a new contingency amount of \$450,000, for Contract Number 23-S-C-022, South Base Switchgear Replacement Project.

**Be It Further Resolved** that the General Manager/CEO or designee is authorized to take further actions as may be necessary to give effect to this Resolution.

Regularly passed and adopted this 9th day of October, 2024 by the following vote:

Ayes:

Noes:

Absent:

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Chair, San Mateo County Transit District

Attest:

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Acting District Secretary

# Proclamation

## Honoring Filipino American History Month

**Whereas**, the San Mateo County Transit District (District) pays tribute to the many contributions of Filipino Americans who make up one of the largest Asian American ethnic groups in the United States today; and

**Whereas**, the month of October is an appropriate time to reflect on Philippine history and culture to provide all Americans with the opportunity to hear about and appreciate the many contributions of Filipino Americans; and

**Whereas**, during World War II, more than 260,000 Filipino and Filipino American soldiers answered the call to action and bravely served under the American flag; and

**Whereas**, the Filipino Veterans of World War II Congressional Gold Medal Act unanimously passed through Congress and was signed into law in December 2016; and

**Whereas**, a 2021 rider survey showed that Filipinos help make up 21 percent of SamTrans' ridership; and

**Whereas**, the Board of Directors believes every person has the freedom to feel valued and respected, and condemns racism in rhetoric or action.

**Now, Therefore, Be It Resolved** that the San Mateo County Transit District Board of Directors does hereby recognize October as Filipino American History Month and celebrate the countless contributions that Filipino Americans have made in the United States.

Regularly passed and adopted this 9th day of October, 2024.



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Chair, San Mateo County Transit District

# Proclamation

## Declaring October as Cybersecurity Awareness Month

**Whereas**, Cybersecurity Awareness Month was launched by the National Cyber Security Alliance and the U.S. Department of Homeland Security in October 2004, and is now recognized by thousands of organizations including the federal government, the Multi-State Information Sharing and Analysis Center, the National Association of State Chief Information Officers, and numerous local governments nationwide; and

**Whereas**, individuals, businesses, nonprofits, government organizations, and academic institutions have become increasingly reliant on information systems and technology to conduct business, engage in commerce, access information, communicate, and provide essential services; and

**Whereas**, more than ever before, technology plays a part in almost all of the San Mateo County Transit District's (District) operations and connected devices are an integral part of how employees provide and customers access the District's essential services; and

**Whereas**, cyber threats continue to increase and the impact of cyberattacks has been debilitating to individuals and organizations, including numerous local government agencies; and

**Whereas**, cybersecurity education, which is crucial to protect employees, customers and the District, helps ensure employees are aware of cyber threats and best practices for preventing and responding to data security incidents; and

**Whereas**, the District is committed to implementing the best practices and technologies to defend against cyber-crime, and the observation of Cybersecurity Awareness Month will kick-off the District's annual efforts to further educate and prepare employees regarding cyber threats; and

**Whereas**, to further support this effort, staff recommends that the Board of Directors recognize October 2024 as "Cybersecurity Awareness Month" and officially support National Cybersecurity Awareness Month.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District, recognizes and supports October 2024 as "Cybersecurity Awareness Month"; and

**Be It Further Resolved** that the Board calls upon all employees and customers of the District to become educated about cybersecurity and put that knowledge into practice to keep our connected community safe from cyber threats.

Regularly passed and adopted this 9th day of October, 2024.



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Chair, San Mateo County Transit District

**BOARD OF DIRECTORS 2024**

MARINA FRASER, CHAIR  
JEFF GEE, VICE CHAIR  
DAVID J. CANEPA  
MARIE CHUANG  
BROOKS ESSER  
RICO E. MEDINA  
RAY MUELLER  
JOSH POWELL  
PETER RATTO

APRIL CHAN  
GENERAL MANAGER/CEO



## Memorandum

**Date:** October 2, 2024  
**To:** SamTrans Board of Directors  
**From:** April Chan, General Manager/CEO  
**Subject:** General Manager/CEO Report

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### Rider Appreciation Day

On Monday, September 16, SamTrans offered riders free fares in recognition of Rider Appreciation Day. SamTrans wanted to thank its riders, spread the word about its transformative Reimagine SamTrans campaign, and celebrate earning the coveted American Public Transit Association’s (APTA’s) 2024 Outstanding Transit System Award.

Public Information Officer Randol White, who was the project manager for Rider Appreciation Day, will give an update on the event at the October 9, 2024 Board meeting, in addition to sharing a video that was created as part of SamTrans’ acceptance speech during APTA’s TRANSform Conference in Anaheim, which was held September 29 through October 2.

**SamTrans fixed-route bus** ridership achieved a 97.0 percent recovery rate in July 2024 compared to July 2019. This is well above the national average bus recovery rate of 77.2 percent and that of New York MTA which at 88.9 percent has the second highest recovery rate. The local rail ridership recovery continues to be slow, prompting financial concerns since rail services used ridership ticket sales and associated revenues to offset operating expenses prior to the COVID pandemic.

	Month of July 2019	Month of July 2024	Ridership Recovery Rate
<b>SamTrans</b>	815,120	790,275	<b>97.0%</b>
<b>AC Transit</b>	4,309,923	3,050,495	70.8%
<b>SFMTA</b>	17,607,549	13,480,958	76.6%
<b>VTA</b>	2,161,815	1,903,750	88.1%
<b>Dallas</b>	3,070,551	2,441,166	79.5%
<b>Seattle - King</b>	10,366,176	7,158,645	69.1%



	Month of July 2019	Month of July 2024	Ridership Recovery Rate
<b>Chicago</b>	19,903,916	15,306,885	76.9%
<b>Atlanta</b>	4,367,498	2,909,606	66.6%
<b>New York MTA</b>	59,561,916	52,939,651	88.9%
<b>National Bus</b>	367,931,816	284,113,819	77.2%
<b>Caltrain</b>	1,672,670	743,580	44.5%
<b>BART Extension</b>	1,182,731	514,588	43.5%
<b>BART System</b>	10,889,666	NA	NA
<b>National Rail</b>	410,875,323	270,472,773	65.8%
<b>Total NTD Trips</b>	823,884,331	585,215,750	71.0%

**Bus Operator Staffing**

	Approved FTEs	Trainees	No. Bus Operators*
Bus Operators	348	6	356

\* This number excludes the 6 Bus Operator Trainees.

**Miles Between Preventable Accidents**

Below is a table illustrating the miles between accidents performance by mode and location.

	Total Miles	Preventable Accidents	Miles Between Preventable Accidents
North Base	360,246	6	60,041
South Base	255,868	6	42,645
CUB	235,032	7	33,576
Fixed Route Tot.	851,146	26	32,736
ADA	201,797	3	67,266
Micro Transit	13,946	0	N/M

**Safety Campaign**

The CUB contractor has been informing their Bus Operators of the 3 zones of an intersection. Beginning at 3:30 am on September 16, the contractor provided their bus operators with a “Know Your Zone” experience. As operators entered the base, the contractor delivered interactive presentations and had 1-on-1 discussions with Operators and Trainees about the specific zones.

# 3 Zones of the Intersection

## 30 Seconds

- Eliminate all distractions.
- Plan ahead.
- Scan in all directions.

## 15 Seconds

- Reduce your speed.
- Make sure you have the room you need in your lane.
- Look for pedestrians and bicyclists.



## 5 Seconds

- Cover your brake.
- Rock and Roll to look for pedestrians and bicycles.
- Look left, right, left.
- Scan for potential hazards.
- Turn your head and eyes to expand your vision.
- Rock and Roll to see around your blind spots.
- Prepare for the unexpected.

### Regional/MTC Matters

The MTC Transportation Revenue Measure Select Committee met on September 23 to consider updated scenarios for a revenue measure. The parallel Executive Group composed of Bay Area transit agency General Managers and Executives met prior to the Select Committee on September 17. In response to feedback from previous meetings, MTC put forward two revised options. The most significant changes to Scenario 1 (four-county measure + opt-in) are a guaranteed minimum allocation to transit operating funding after year 8 of the measure and an expectation for Santa Clara County to contribute to Caltrain's shortfall in years 1-15. The revised Scenario 2/Hybrid Scenario measure now proposes two funding sources: a ½-cent sales tax complemented by a payroll tax and includes an Employer Commuter Benefits Program. Neither proposal achieved consensus as a path forward. MTC will continue to refine these options and has invited transit agencies to present additional alternatives at the final Select Committee meeting on October 21. At that meeting, the Committee aims to decide on a preferred framework.

### Clipper START Outreach and Quarterly Ridership Update (April – June 2024)

Clipper START, which was launched in July 2020, is a fare-discount pilot program for eligible low-income residents in the Bay Area, offering discounts on single-ride fares and transfers. As of June 2024, MTC has contracted with 14 Community Based Organizations (CBOs) throughout the region, with three additional CBO contracts pending, to engage communities in promoting the Clipper START program. Through these partnerships, MTC is able to provide information brochures and marketing materials to CBOs, as well as training CBOs on how to navigate and complete applications for Clipper START. In San Mateo County, MTC contracted with Daly City Partnership and Nuestra Casa in East Palo Alto; these two non-profit organizations serve the needs of children and families within the Daly City and East Palo Alto communities, and the larger County.

SamTrans joined this program in January 2021, and we provide a 50 percent fare discount for Clipper START customers. In the final quarter of the previous fiscal year (April through June

2024), Clipper START ridership on SamTrans increased by 19.6 percent compared to the previous quarter, with a total of 33,347 trips. May 2024 saw the highest total ridership with 11,733 trips. April and June 2024 recorded ridership levels of 10,653 and 10,961 trips, respectively. Data indicates that Clipper START continues to contribute to positive ridership gains at SamTrans. Staff will continue monitoring the program and providing quarterly updates to the Board of Directors.

**Employee of the Month (EOM) Recognitions – August 2024**

Bus Operator EOM for North Base, **Pedro Solorzano**. This is Pedro's fourth EOM Award during his nearly 22 years of service with the District.

Bus Operator EOM for South Base, **Jason Dong**. This is Jason's first EOM Award during his one and a half years of service with the District.

Bus Maintenance EOM for North Base, **Mark Miller**, Storekeeper. This is Mark's second EOM Award during his six years of service with the District.

Bus Maintenance EOM for South Base, **John Christophel**, Storekeeper. This is John's seventh EOM Award during his 27 years of service with the District.

# Rider Appreciation Day, Sept. 16, 2024



Free Fares For All!

# Outreach Teams at transit hubs in Daly City, Millbrae, Redwood City

## Message to customers

- Thanking them for patronage
- Transformative Reimagine SamTrans campaign





加入我们的乘客答谢日

9月16日 SamTrans 一天免费乘坐

快来乘坐我们的新路线，享受更多工作日和周末服务，并利用我们新的按需服务。

samtrans.com/免费乘车




¡Día de Agradecimiento al PASAJERO!

**VIAJES GRATIS 9/16**

samtrans.com/viajesgratis



Join us for RIDER Appreciation Day!

**FREE RIDES 9/16**

samtrans.com/freerides

## Video For APTA Transform



**San Mateo County Transit District  
Staff Report**

To: Board of Directors  
From: April Chan, General Manager/CEO  
Subject: **Authorize an Amendment to a Caltrain Safety Personnel Agreement with the Peninsula Corridor Joint Powers Board to Allow Additional Rail Safety Positions to Report Up to the Caltrain Executive Director**

**Action**

Staff recommends that the Board of Directors (Board) authorize the General Manager/CEO, or her designee, to amend a 2023 agreement with the Peninsula Corridor Joint Powers Board (JPB) concerning the reporting relationship of certain Caltrain safety personnel (the “Caltrain Safety Personnel Agreement”).

The proposed amendment would add three full-time equivalent (FTE) rail-dedicated shared services positions to the Caltrain Safety Personnel Agreement, so that they would report to the Caltrain Chief Safety Officer, who reports directly to the Caltrain Executive Director.

The JPB Board of Directors will consider a corresponding action at its November 7, 2024 meeting.

**Significance**

The February 2023 Caltrain Safety Personnel Agreement, which was established in accordance with Section 2.F of the Memorandum of Understanding executed by the JPB and its Member Agencies on August 5, 2022 (the “Governance MOU”), authorized adding a Caltrain Chief Safety Officer position to report directly to the JPB/Caltrain Executive Director, rather than to the District’s General Manager/CEO as is the case for nearly all employees dedicated to fully or partially shared services to support the rail division.

Currently, all other rail safety staff, including a Senior Rail Safety Officer, a Rail Safety Officer and a Systems Safety Officer, report up to the District’s Director of Safety and Security as shared services staff; however, these positions provide dedicated support to Caltrain. Given the Caltrain focus of their work, these individuals are managed through coordination between the District’s Director of Safety and Security and the Caltrain Chief Safety Officer. This coordinated management system, involving SamTrans and Caltrain leadership, is similar to the model used for other areas of shared services provided by the District to the JPB.

Over the past year and a half, JPB leadership has determined that it would be most appropriate for Caltrain to have its own rail-dedicated safety staff reporting directly to the Caltrain Chief Safety Officer, based on the JPB’s contention that the railroad needs to have a dedicated safety team. The JPB leadership submits that having a dedicated safety team with these rail staff positions reporting directly to the Caltrain Chief Safety Officer accomplishes the following: (1) it maximizes the speed and coordination of responses to urgent and/or emergency safety

matters; (2) it ensures the railroad maintains an appropriate and enhanced safety program to assist and ensure Caltrain's compliance with federal regulations and guidance; and (3) it follows industry best practices, especially in an electrified operating environment. Ultimately, JPB leadership has concluded that Caltrain would benefit from not just having a dedicated Chief Safety Officer, but from having an entire team of rail safety staff reporting up to and through a direct line to the JPB Executive Director.

District staff leaders also have concluded that it would be appropriate to enable the railroad to have additional safety staffing with a direct line of reporting to the Caltrain leadership team. Furthermore, this proposed revised staffing arrangement would allow the District's own safety team to focus primarily on safety for bus operations, without also having to assume responsibility for Caltrain safety and security.

In addition, staff has concluded that the proposed amendment to the Caltrain Safety Personnel Agreement and associated staffing arrangement does not contravene the Governance MOU as the safety function was not expressly addressed in the Governance MOU.

Finally, it is important for the Board to note that, should it approve the staffing changes in this exceptional circumstance, such decision is not precedent-setting for transfer of other positions or functions, especially those that were called out in the Governance MOU, to the Rail Division or to the direct supervision of the JPB Executive Director.

### **Budget Impact**

There is no impact to the District budget. Costs for the subject rail safety positions are covered under JPB budgets.

### **Background**

The District, the JPB and JPB's other two Member Agencies executed the Governance MOU in August 2022. The Governance MOU authorizes the JPB to hire its own Executive Director, who reports to the JPB Board of Directors. The Governance MOU also established five new positions reporting directly to the JPB Executive Director. As Managing Agency, the District is responsible for providing shared services to the JPB in the areas of Human Resources; Contracts and Procurement; Information Technology; Civil Rights; Marketing and Customer Service; and Accounting and Treasury. In addition, the District provides partially shared services with policy level direction provided by Caltrain direct reports in the following areas: Communications and External Affairs; Grants; Finance and Budgets; and Real Estate. The Governance MOU did not specifically address safety and security.

Prepared By: April Chan, General Manager/CEO

650-508-6228





## Agenda

### Community Relations Committee Committee of the Whole (Accessibility, Senior Services, and Community Issues)

### San Mateo County Transit District

Wednesday, October 9, 2024 – 2:30 pm

- |        |   |               |
|--------|---|---------------|
| 9.a.1. | Call to Order   |               |
| 9.a.2. | Approval of Minutes of the Community Relations Committee Meeting of September 4, 2024 | Motion        |
| 9.a.3. | Accessible Services Update  | Informational |
| 9.a.4. | Citizens Advisory Committee Update  | Informational |
| 9.a.5. | Paratransit Advisory Council Update   | Informational |
| 9.a.6. | Quarterly State of the Service Report   Quarter 4 Fiscal Year 2024                    | Informational |
| 9.a.7. | Monthly State of the Service Report   August 2024                                     | Informational |
| 9.a.8. | Adjourn   |               |

Committee Members: Brooks Esser (Chair), Ray Mueller, Peter Ratto

Note:

- This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

**San Mateo County Transit District (District)  
1250 San Carlos Avenue, San Carlos, California**

**Minutes of Community Relations Committee Meeting /  
Committee of the Whole**

**September 4, 2024**

Committee Members Present: B. Esser (Chair), P. Ratto

Committee Members Absent: R. Mueller

Other Board Members Present Constituting Committee of the Whole: D. Canepa, M. Chuang, M. Fraser, J. Gee, R. Medina, J. Powell

Other Board Members Absent: None

Staff Present: A. Chan, K. Jordan Steiner, D. Olmeda, S. van Hoften, D. Santoro, J. Brook, M. Tseng

**11.a.1. Call to Order**

Committee Chair Brooks Esser called the meeting to order at 3:36 pm.

**11.a.2. Approval of Minutes of the Community Relations Committee Meeting of August 7, 2024**

Motion/Second: Ratto/Powell

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Powell, Ratto

Noes: None

Absent: Mueller

**11.a.3. Accessible Services Update**

Tina Dubost, Manager, Accessible Services, said they planned to participate in upcoming Senior Showcase at the Burlingame Senior Center on September 17, where they will be promoting SamTrans services to seniors and veterans.

**11.a.4. Paratransit Advisory Council Update**

Ben McMullan, PAC Chair, said they were working to update all their materials with their new name and would have them available along with membership applications at the Senior Showcase on September 17.

#### **11.a.5. Monthly State of the Service Report | July 2024**

Ana Rivas, Director, Bus Transportation, provided the latest performance statistics for the month of July: average weekday ridership across all four modes increased by 9.7 percent over the past year; total monthly ridership increased by 12.3 percent post pandemic sanctions; total fixed route bus ridership recovery for the month reached 97.4 percent of pre-pandemic levels; Ride Plus average weekday ridership total was 2,707 trips, an 15.1 percent increase from the previous year; Youth Unlimited pass usage increased 40.3 percent; and they had no DNOs (Did Not Operate) for the month. She also mentioned that the new safety campaign focuses on critical thinking and recognized the employees of the month.

#### **11.a.6. Adjourn**

The meeting adjourned at 3:41 pm.

An audio/video recording of this meeting is available online at <https://www.samtrans.com/about-samtrans/video-board-directors-cac-and-measure-w-coc>. Questions may be referred to the District Secretary's office by phone at 650-508-6242 or by email to [board@samtrans.com](mailto:board@samtrans.com).

DRAFT

**San Mateo County Transit District  
Staff Report**

To: Community Relations Committee  
Through: April Chan, General Manager/CEO  
From: David Olmeda, Chief Operating Officer, Tina Dubost, Manager, Accessible  
Bus Transit Services  
Subject: **Accessible Services Update**

**Action**

This item is for information only. No action is required.

**Significance**

Several groups advise SamTrans on accessible service issues. The Paratransit Advisory Council (PAC) provides a forum for consumer input on paratransit issues. The Policy Advocacy and Legislative Committee (PAL-Committee) is the advocacy arm of the PAC.

The PAC and the PAL meet monthly (except for August).

The PAC did not meet in August 2024. No minutes are attached.

**Budget Impact**

There is no impact to the budget.

**Background**

No additional information.

Prepared By: Lynn Spicer      Accessibility Coordinator      650-508-6475

**San Mateo County Transit District  
Staff Report**

To: Community Relations Committee  
Through: April Chan, General Manager/CEO  
From: Josh Mello, Executive Officer, Planning and Development      David Olmeda, Chief Operating Officer, Bus  
Subject: **Quarterly State of Service Report | Quarter 4 Fiscal Year 2024**

**Action**

This report is for information only. No action is required.

**Significance**

The quarterly report provides an overview of key performance indicators, including ridership, on-time performance, fares, workforce composition, safety, fleet, and customer experience for the period of April through June 2024 (Quarter 4, Fiscal Year 2024).

This quarter included service changes implemented on February 11, 2024 (Runbook 145), which included the discontinuation of Route 398, launch of Route EPX, and enhancements to midday frequency on Route 110 and weekend frequency on Route ECR and the pause of school-oriented routes with the June 16, 2024 service change (Runbook 146).

**Fiscal Year 2024 (FY24) Quarter 4 Summary (compared to FY23 Q4):**

- 11.6 percent increase in total ridership
- 11.9 percent increase in ridership on equity priority routes
- 4.6 percent increase in on-time performance
  - All service categories saw an increase in on-time performance.
- 12.5 percent increase in subsidy per passenger on fixed route services
- 47.7 percent increase in Clipper START users

**Ridership**

Average weekday ridership (AWR) on SamTrans fixed route buses was 32,725 in Fiscal Year 2024 (FY24) Quarter 4, which is an increase of 12.2 percent compared to FY23 Quarter 4. Total bus ridership was 2,584,578, which is an increase of 11.6 percent compared to FY23 Quarter 4. The SamTrans fixed-route bus network had recovered 93.1 percent of total ridership compared to pre-pandemic ridership (FY19 Q4). Ridership details are included in Table 1.

**TABLE 1. AVERAGE WEEKDAY RIDERSHIP & TOTAL RIDERSHIP**

Ridership Type	FY24 Q4	FY23 Q4	%Δ
Average Weekday Ridership	32,725	29,175	12.2%
Total Ridership	2,584,578	2,316,888	11.6%

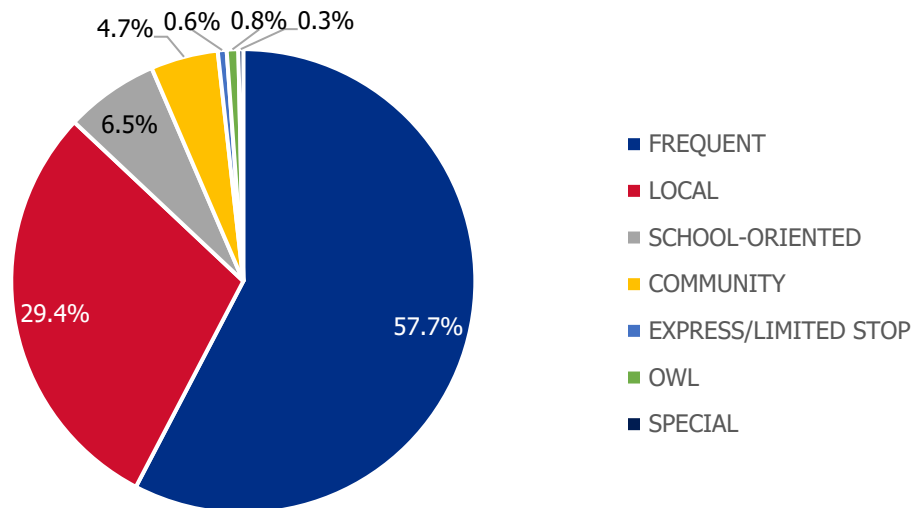
*Notes:*

*Does not include Route 713 or Dumbarton Express.*

*Ridership values in this report include Special routes. FY23 Q4 ridership values in this report do not match ridership values in the FY23 Q4 report because the FY23 Q4 report did not include Special routes.*

By service category, 57.7 percent of total ridership was on Frequent routes<sup>1</sup>, 29.4 percent was on Local routes<sup>2</sup>, 4.7 percent was on Community routes<sup>3</sup>, 6.5 percent was on School-Oriented routes<sup>4</sup>, 0.6 percent was on Express/Limited Stop routes<sup>5</sup>, 0.8 percent was on Owl<sup>6</sup> routes, and 0.3 percent was on Special<sup>7</sup> routes (see Figure 1).

**FIGURE 1. RIDERSHIP SHARE BY SERVICE CATEGORY**



*Note: Does not include Route 713 or Dumbarton Express.*

<sup>1</sup> Routes with 15 minutes or better frequency, seven days a week. Routes include 120, 130, 296, and ECR.

<sup>2</sup> Routes with 30 minutes or better frequency, seven days a week. Routes include 110, 121, 122, 141, 250, 276, 278, 281, and 292.

<sup>3</sup> Routes with 60 minutes or better frequency, five days a week. Routes include 112, 117, 142, 251, 260, 270, 280, 294, and 295.

<sup>4</sup> Routes operating with very few trips a day and are scheduled to align with school schedules and bell times. All two-digit routes are School-Oriented routes.

<sup>5</sup> Routes providing limited-stop service to or from major destinations and are typically longer in length. Routes include EPX and FCX.

<sup>6</sup> Routes operating overnight after regular transit service has ended. Routes include 296 Owl, 397, and ECR Owl.

<sup>7</sup> Routes serving a unique purpose that do not fit into other categories but should still be monitored for their performance to ensure that they are effectively serving the purpose of the service. Routes include 138 and Ride Plus.

In Quarter 4, all service categories except Owl routes saw ridership increases compared to the same quarter last year. Ridership details by service category are included in Table 2.

**TABLE 2. TOTAL RIDERSHIP BY SERVICE CATEGORY**

Service Category	FY24 Q4	FY23 Q4	%Δ
Frequent	1,490,272	1,378,339	8.1%
Local	758,717	636,401	19.2%
School-Oriented	168,552	148,241	13.7%
Community	121,443	116,539	4.2%
Express & Limited Stop	15,972	10,184	56.8%
Owl	20,841	26,228	-20.5%
Special	8,781	956	818.5%

*Note: Does not include Route 713 or Dumbarton Express.*

Standard productivity measures include boardings by vehicle revenue hour<sup>8</sup>, boardings by vehicle revenue mile<sup>9</sup>, and boardings by trip<sup>10</sup>.

The fixed route bus network generated 16.1 boardings per vehicle revenue hour in Quarter 4, a 2.8 percent decrease over the previous year. School-oriented routes had the highest boardings per vehicle revenue hour with 47.3, and Owl routes had the lowest with 3.5.

SamTrans had 1.7 boardings per revenue mile in Quarter 4, a 3.5 percent increase over the previous year. Again, School-Oriented routes had the highest boardings per vehicle revenue mile with 4.0. Express/Limited Stop routes had the lowest with 0.2.

Finally, SamTrans generated 21.4 boardings per revenue trip in Quarter 4, a 2.6 percent increase over the previous year. Frequent routes had the highest with 34.8 boardings per trip. Express/Limited Stop routes had the lowest with 6.1. Ridership productivity measures are included in Table 3.

Express/Limited Stop service saw the largest decrease in productivity, likely due to the discontinuation of Route 398. Riders that used Route 398 could shift to alternate routes such as routes ECR, EPX, FCX, and 292, or may have shifted to other modes serving similar destinations like Caltrain and BART.

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<sup>8</sup> Boardings by vehicle revenue hour normalizes ridership to the amount of service being provided by calculating the number of customers that board the service per the revenue hours operated.

<sup>9</sup> Boardings per vehicle revenue mile normalizes ridership to the amount of service being provided by calculating the number of customers that board the service per the revenue miles operated.

<sup>10</sup> Boardings per trip normalizes ridership to the amount of service being provided by calculating the number of customers that board the service per trip operated by the service.

**TABLE 3. SYSTEMWIDE RIDERSHIP PRODUCTIVITY MEASURES & SERVICE CATEGORY BREAKDOWN**

Productivity Measure	FY24 Q4	FY23 Q4	%Δ
<b>Boardings per Vehicle Revenue Hour</b>	<b>16.1</b>	<b>16.6</b>	<b>-2.8%</b>
Frequent	21.0	19.0	10.1%
Local	12.5	11.4	9.8%
School-Oriented	47.3	43.1	9.8%
Community	7.4	6.3	18.3%
Express/Limited Stop	3.5	7.3	-51.8%
Owl	5.2	6.5	-20.1%
<b>Boardings per Vehicle Revenue Mile</b>	<b>1.7</b>	<b>1.6</b>	<b>3.5%</b>
Frequent	2.3	1.9	21.6%
Local	1.3	1.1	21.4%
School-Oriented	4.0	3.5	13.3%
Community	0.7	0.5	32.0%
Express/Limited Stop	0.2	0.4	-48.4%
Owl	0.5	0.5	-3.7%
<b>Boardings per Trip</b>	<b>21.4</b>	<b>20.8</b>	<b>2.6%</b>
Frequent	34.8	28.3	23.0%
Local	16.2	14.1	15.4%
School-Oriented	26.1	23.1	12.9%
Community	6.4	5.3	20.4%
Express/Limited Stop	6.1	12.4	-51.0%
Owl	8.2	8.5	-3.8%

Note: Does not include Route 713 or Dumbarton Express.

In Quarter 4, Ride Plus had 1.5 boardings per revenue hours, 0.3 boardings per revenue mile, 12.9 percent pooled trips, and a load factor of 1.2 (Table 4).<sup>11</sup> A year-over-year comparison will be provided starting in September 2024, the first full quarter one year after the launch of Ride Plus.

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<sup>11</sup> For Ride Plus on-demand service, similar productivity measures are provided; however, the definitions used are different from fixed-route bus service. For boardings per revenue hour, revenue hour is defined as any time passengers have an opportunity to use the service (total hours minus time to/from the depot). For boardings per revenue mile, revenue miles are defined as distance traveled in the service area (total miles minus miles to/from the depot). Percent pooled trips and load factor show how many passengers are using the service per trip. Percent pooled trips is the share of total trips where multiple trips were taken simultaneously in the same vehicle. Load factor represents the average number of passengers in a vehicle. It is calculated by dividing the total number of passengers by the number of trips in service.



**TABLE 4. RIDE PLUS PRODUCTIVITY MEASURES**

Productivity Measure	FY24 Q4
<b>Boardings per Vehicle Revenue Hour</b>	<b>1.5</b>
East Palo Alto	1.5
Half Moon Bay	1.6
<b>Boardings per Vehicle Revenue Mile</b>	<b>0.3</b>
East Palo Alto	0.4
Half Moon Bay	0.2
<b>Percent Pooled Trips</b>	<b>12.9%</b>
East Palo Alto	8.7%
Half Moon Bay	17.0%
<b>Load Factor</b>	<b>1.2</b>
East Palo Alto	1.2
Half Moon Bay	1.1

Total ridership on Equity Priority Routes<sup>12</sup> was 1,947,924 in FY24 Quarter 4, accounting for 75.4 percent of total ridership (see Table 5). Equity Priority Routes are defined as routes where more than one-third of a route’s alignment is operated in an Equity Priority Area. Equity Priority Areas are neighborhoods where residents are more likely to lack access to a car, work low-wage jobs, and/or identify as people of color.

**TABLE 5. RIDERSHIP IN EQUITY PRIORITY AREAS**

Service Category	FY24 Q4	FY23 Q4	%Δ
Boardings on Equity Priority Routes	1,947,924	1,740,817	11.9%
% of Total Boardings	75.4%	73.7%	2.3%

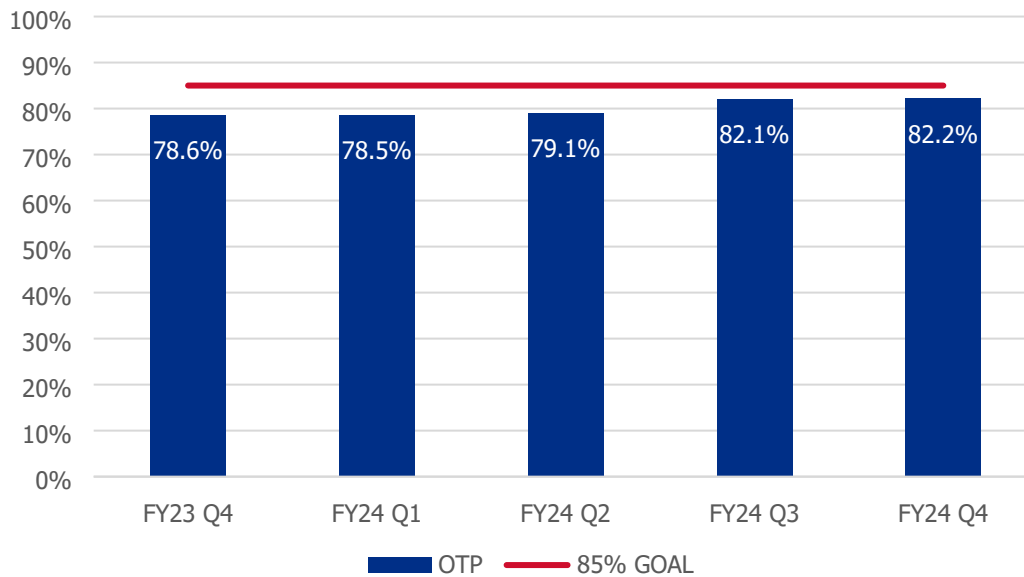
**On-Time-Performance**

Average systemwide on-time performance (OTP) for FY24 Quarter 4 was below SamTrans’ OTP goal of 85.0 percent at 82.2 percent (Figure 2); however, this represents a 4.6 percent increase from the same quarter in the previous year. Average weekday OTP and average Saturday OTP were below goal at 81.9 percent and 81.2 percent, respectively. Average Sunday OTP was above goal at 85.5 percent. Average scheduled speed was 12.9 miles per hour, which is a 1.6 percent decrease compared to the previous year.

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<sup>12</sup> Equity Priority Routes include 24, 25, 29, 30, 35, 37, 41, 46, 49, 62, 68, 79, 81, 120, 121, 122, 130, 138, 141, 142, 260, 270, 276, 280, 281, 294, 296, 296 Owl, ECR, and ECR Owl.

**FIGURE 2. ON-TIME PERFORMANCE BY QUARTER**



Broken down by service category<sup>13</sup>, Frequent and Local routes had the highest average OTP at 82.5 percent. Express/Limited Stop routes had the lowest average OTP of 79.3 percent. Ride Plus, SamTrans’ microtransit service, had an OTP<sup>14</sup> of 92.1 percent. All service categories saw on-time performance improve in Quarter 4 compared to the previous year. Details are included in Table 6 and Figure 3.

**TABLE 6. ON-TIME PERFORMANCE BY SERVICE CATEGORY**

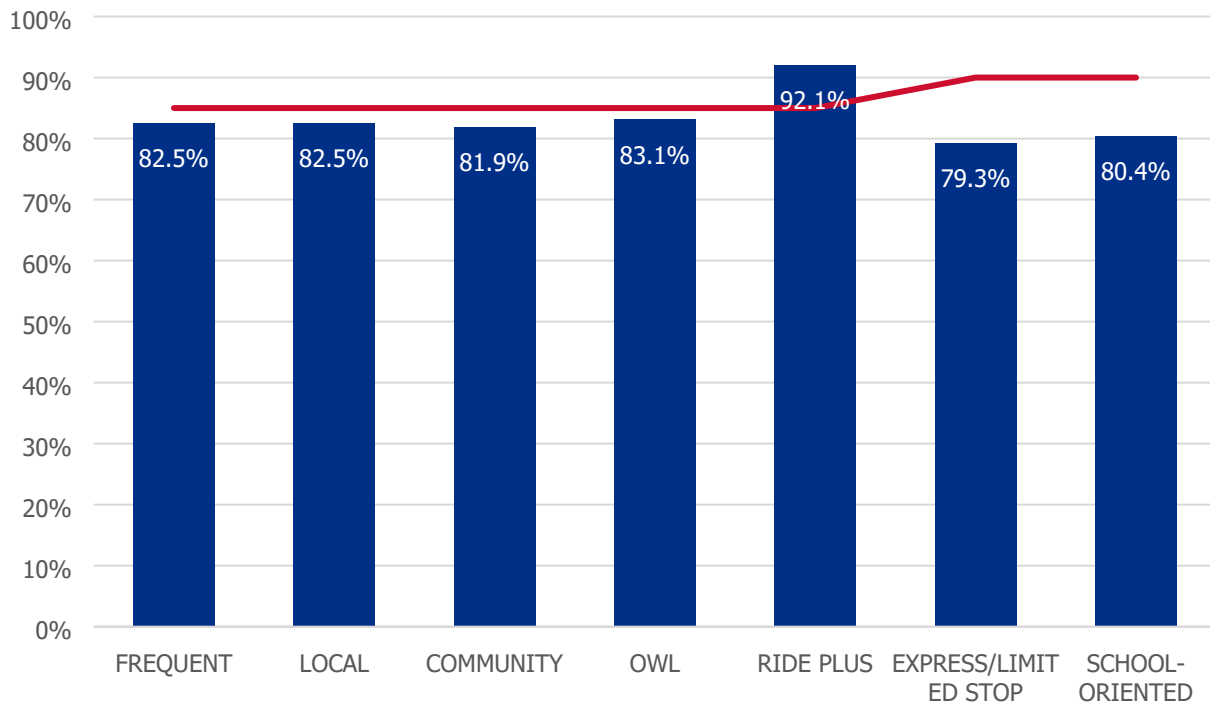
Service Category	FY24 Q4	FY23 Q4	%Δ
Frequent	82.5%	79.8%	3.3%
Local	82.5%	78.0%	5.8%
Community	81.9%	79.3%	3.3%
Owl	83.1%	55.8%	48.8%
Ride Plus	92.1%	-	-
Express/Limited Stop	79.3%	77.2%	2.7%
School-Oriented	80.4%	79.3%	1.5%

*Note: Ride Plus was launched on June 18, 2023.*

<sup>13</sup> Note: Based on revenue hours, Frequent routes were 44.4 percent of service, Local routes were 37.8 percent, Community routes were 10.2 percent, Express & Limited Stop routes were 2.8 percent, School-Oriented routes were 2.52percent, Owl routes were 2.5 percent, and Special routes were 0.1 percent. Special routes only include route 138 for this report. Future reports will include Ride Plus in this category.

<sup>14</sup> Ride Plus is on time if a vehicle arrives up to five minutes from estimated pick-up time.

**FIGURE 3. ON-TIME PERFORMANCE BY SERVICE CATEGORY**



*Note: Express/Limited Stop and School-Oriented routes have a 90 percent OTP goal. The goal for all other categories is 85 percent.*

**Fares**

In FY24 Quarter 4, total fixed route fare revenue was \$2,980,311, a 9.6 percent increase from the previous year. Of the fares collected, 62.3 percent were Adult fares, 21.6 percent were Eligible Discount fares, and 16.1 percent were Youth fares. As for how passengers paid, 11.4 percent used one-way tickets (e.g., cash, free rides), 46.7 percent used Clipper, and 41.9 percent used a pass (e.g., day, month, Youth Unlimited). There is a decline in one-way fares and an increase in Clipper compared to last year due to SamTrans’ active promotion of Clipper. Details are included in Table 7 and Table 8.

**TABLE 7. TOTAL FARES COLLECTED BY TYPE**

Fare Type	FY24 Q4	FY23 Q4	%Δ
Adult	1,605,934	1,427,342	12.5%
Eligible Discount	558,647	522,458	6.9%
Youth	414,647	367,486	12.8%

**TABLE 8. FARES BY PAYMENT METHOD**

Payment Method	FY24 Q4	FY23 Q4	%Δ
One-Way Ticket	295,026	325,740	-9.4%
Clipper	1,204,787	1,060,794	13.6%
Clipper START	32,589	22,061	47.7%
Pass	1,079,415	933,144	15.7%

Notes:

Free fares on Ride Plus were not integrated into the reporting system and therefore not included in this data. Preliminary data as of September 16, 2024.

Total operational cost in FY24 Quarter 4 was \$58,300,302, a 9.6 percent increase from the previous year. The cost per passenger was \$21.40 and the subsidy per passenger was \$20.25. Farebox recovery was 5.1 percent of operating costs, a 14.8 percent decrease compared to 6 percent the previous year. Details are included in Table 9.

**TABLE 9. OPERATING COSTS AND FAREBOX RECOVERY METRICS**

Metric	FY24	FY23	%Δ
Farebox Revenue	\$2,980,311	\$2,718,330	9.6%
Operational Costs	\$58,300,302	\$47,391,726	23.0%
Cost per Passenger	\$21.40	\$19.23	11.3%
Subsidy per Passenger	\$20.25	\$18.00	12.5%
Farebox Recovery Rate	5.1%	6.0%	-14.8%

Notes:

Cost figures use both accrual and cash-based accounting methods depending on expenditure. Financial data is preliminary as of September 11, 2024.

### Operator Count

During FY24 Quarter 4, the District and Contracted Services (Contracted Urban Bus Service [CUBS] and Coastside) employed a combined total of 454 total full-time fixed route operators, a 0.8 percent decrease compared to the previous year. The number of District operators increased by 16 percent. Of the total full-time fixed route operators, 76.0 percent were District operators, 18.5 percent were CUBS operators, and 5.5 percent were Coastside operators. The District’s goal, as part of delivery of Reimagine SamTrans, is to increase District operator head count to 348. In Quarter 4, the District was at 99.1 percent of its goal. For details, see Table 10.

**TABLE 10. AVERAGE TOTAL OPERATORS**

Operators	FY24 Q4	FY23 Q4	%Δ
<b>Total</b>	<b>454</b>	<b>458</b>	<b>-0.8%</b>
District	345	297	16.0%
CUBS	84	141	N/A <sup>1</sup>
Coastside	25	19	29.3%

*Note: Quarterly employment statistics were provided by the District's People & Culture team and MV Transportation for CUBS and Coastside services from the last week of the quarter.*

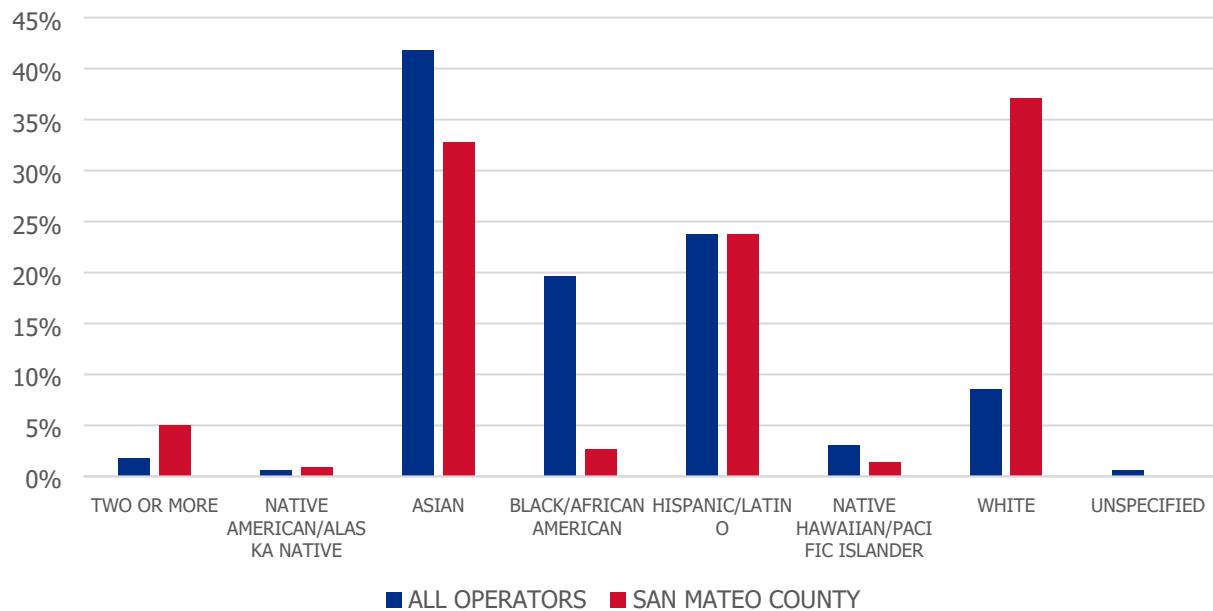
<sup>1</sup> *The CUBS operator count decreased because the FY23 Q4 included full-time and part-time operators and the CUBS operator count of FY24 Q4 only included full-time operators.*

Of the District and Contracted Services, 14.1 percent identified as women and 85.9 percent identified as men. That is a 15 percent decrease in the number of women working as full-time operators year over year, and a 2 percent increase in the number of men.

For race and ethnicity, 90.7 percent of operators identify as persons of color and/or Hispanic/Latino. Broken down, 41.9 percent identify as Asian, 23.8 percent identify as Hispanic/Latino, 19.6 percent identify as Black/African American, 1.8 percent identify as Two or More Races, 3.1 percent identify as Native Hawaiian/Pacific Islander, 0.7 percent identify as American Indian/Alaska Native. There were 8.6 percent of operators that identified as White, and 0.7 percent preferred not to specify. See Figure 4 for details on operator race and ethnicity.

The District monitors this data to see how closely the SamTrans operators' demographics reflect the demographics of San Mateo County. Compared to San Mateo County Census demographics, operators identifying as Asian, Black/African American, or Native Hawaiian/Pacific Islander are overrepresented, while those identifying as White or Two or More Races are underrepresented. Operators identify as Native American/Alaskan Native or Hispanic/Latino are at similar proportions of San Mateo County demographics.

**FIGURE 4. OPERATORS BY RACE & ETHNICITY**



Note: Demographic statistics may add up to more than 100 percent because people may identify as one race and one ethnicity (e.g., Black/ African American and Hispanic).

**Preventable Accidents**

In FY24 Quarter 4, there were 46 preventable accidents, similar to FY23 Quarter 4. The goal is to have one or fewer preventable accidents per 100,000 miles; this quarter, SamTrans did not meet its goal with 2.0 accidents per 100,000 miles. Preventable accidents per 100,000 miles decreased 8.6 percent when compared to the previous year. Details are included Table 11.

**TABLE 11. PREVENTABLE ACCIDENTS**

	FY24 Q4	FY23 Q4	%Δ
<b>Preventable Accidents</b>	<b>46</b>	<b>46</b>	<b>0.0%</b>
District	22	25	-12.0%
Contracted Services	24	21	14.3%
<b>Accident Frequency Ratio (per 100,000 miles)</b>	<b>2.0</b>	<b>2.2</b>	<b>-8.6%</b>
District	1.4	1.7	-18.4%
Contracted Services	3.3	3.3	1.2%

Note: Of total revenue miles, the District operates approximately 70 percent and MV Transportation provides 30 percent.

### Service Calls

SamTrans had 93 service calls in FY24 Quarter 4, a 31.0 percent increase from the previous year. The goal is to have one or fewer service calls per every 25,000 miles. SamTrans met its goal with 1.0 service call per 25,000 miles. For details, see Table 12.

**TABLE 12. SERVICE CALLS**

	FY24 Q4	FY23 Q4	%Δ
<b>Service Calls</b>	<b>93</b>	<b>71</b>	<b>31.0%</b>
District	57	49	16.3%
Contracted Services	36	22	63.6%
<b>Service Call Frequency Ratio (per 25,000 miles)</b>	<b>1.0</b>	<b>0.8</b>	<b>19.7%</b>
District	0.9	0.8	7.9%
Contracted Services	1.3	0.9	44.3%

### Fleet in Operation

In FY24 Quarter 4, 312 buses were in operation out of North and South Base. Approximately 86.6 percent were diesel buses, 8.0 percent were diesel-hybrid, and 5.4 percent were battery electric. In terms of mileage, 86.3 percent were operated by diesel buses, 8.0 percent were operated by diesel-hybrid, and 5.7 percent were operated by battery electric. For details, see Table 13.

**TABLE 13. FLEET IN OPERATION**

	FY24 Q4	FY23 Q4	%Δ
<b>Total</b>	<b>312</b>	<b>297</b>	<b>5.1%</b>
Diesel	270	272	-0.7%
Diesel-Hybrid	25	25	0.0%
Battery Electric	17	0	100.0%
Hydrogen Fuel Cell	0	0	0.0%

### Trips That Did Not Operate

In FY24 Quarter 4, there were 12 trips that did not operate (DNO). The goal is to have 20 or fewer DNOs per every 100,000 trips. This quarter, SamTrans met its goal with 9.9 DNOs per 100,000 trips, which is a 54.0 percent decrease compared to FY23 Quarter 4. For details, see Table 14.

**TABLE 14. TRIPS THAT DID NOT OPERATE**

	FY24 Q4	FY23 Q4	%Δ
<b>DNOs</b>	<b>12</b>	<b>24</b>	<b>-50.0%</b>
District	10	19	-47.4%
Contracted Services	2	5	-60.0%
<b>DNOs Frequency Ratio (per 100,000 trips)</b>	<b>9.9</b>	<b>21.6</b>	<b>-54.0%</b>
District	10.7	21.5	-50.3%
Contracted Services	7.3	21.9	-66.6%

## Customer Experience

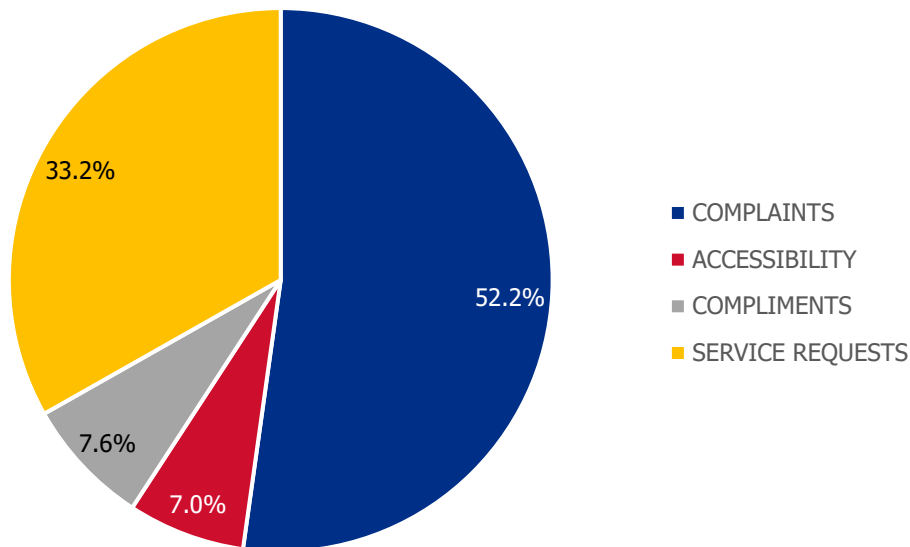
In FY24 Quarter 4, SamTrans Customer Service received 473 public comments, which breaks down to 1.8 comments per 10,000 boardings. This is a 25.2 percent decrease from the same period in the previous year. Details can be seen in Table 15.

**TABLE 15. CUSTOMER FEEDBACK DETAILS**

	FY24 Q4	FY23 Q4	%Δ
<b>Total</b>	<b>473</b>	<b>470</b>	<b>0.6%</b>
Complaints	247	245	0.8%
Accessibility	33	26	26.9%
Compliments	36	55	-34.5%
Service Requests	157	144	9.0%
Others	0	0	0.0%
<b>Comments per 10,000 boardings</b>	<b>1.8</b>	<b>2.4</b>	<b>-25.2%</b>

Of the public comments in FY24 Quarter 4, 52.2 percent were complaints, 7.0 percent were about accessibility, 7.6 percent were compliments, and 33.2 percent were service requests (see Figure 5).

**FIGURE 5. CUSTOMER FEEDBACK BY TYPE**



Overall, the most common themes of public comments were operator feedback (26.2 percent), pass-up (11.0 percent), and bus stop/shelter service requests (11.0 percent). See Table 16 for a comparison to the previous year.



**TABLE 16. MOST COMMON PUBLIC COMMENT THEMES**

FY24 Q4			FY23 Q4		
Category	Comment Type	% of Total Comments	Category	Comment Type	% of Total Comments
Operator	Complaint	26.2%	Operator	Complaint	23.2%
Pass-Up	Complaint	11.0%	Bus Stop/ Shelter	Service Request	13.6%
Bus Stop/ Shelter	Service Request	11.0%	Late	Complaint	10.9%
Schedule Request	Service Request	10.4%	Pass-Up	Complaint	10.6%
Late	Complaint	6.3%	Schedule Request	Service Request	7.2%

Most people continue to use phone and email to leave comments. 48.6 percent of comments were received by phone, 49.7 percent by email, 0.6 percent by comment card, 0.2 percent by social media, 0.4 percent by letter, and 0.4 by walk-in. Details are included in Table 17.

**TABLE 17. REPORTING METHOD**

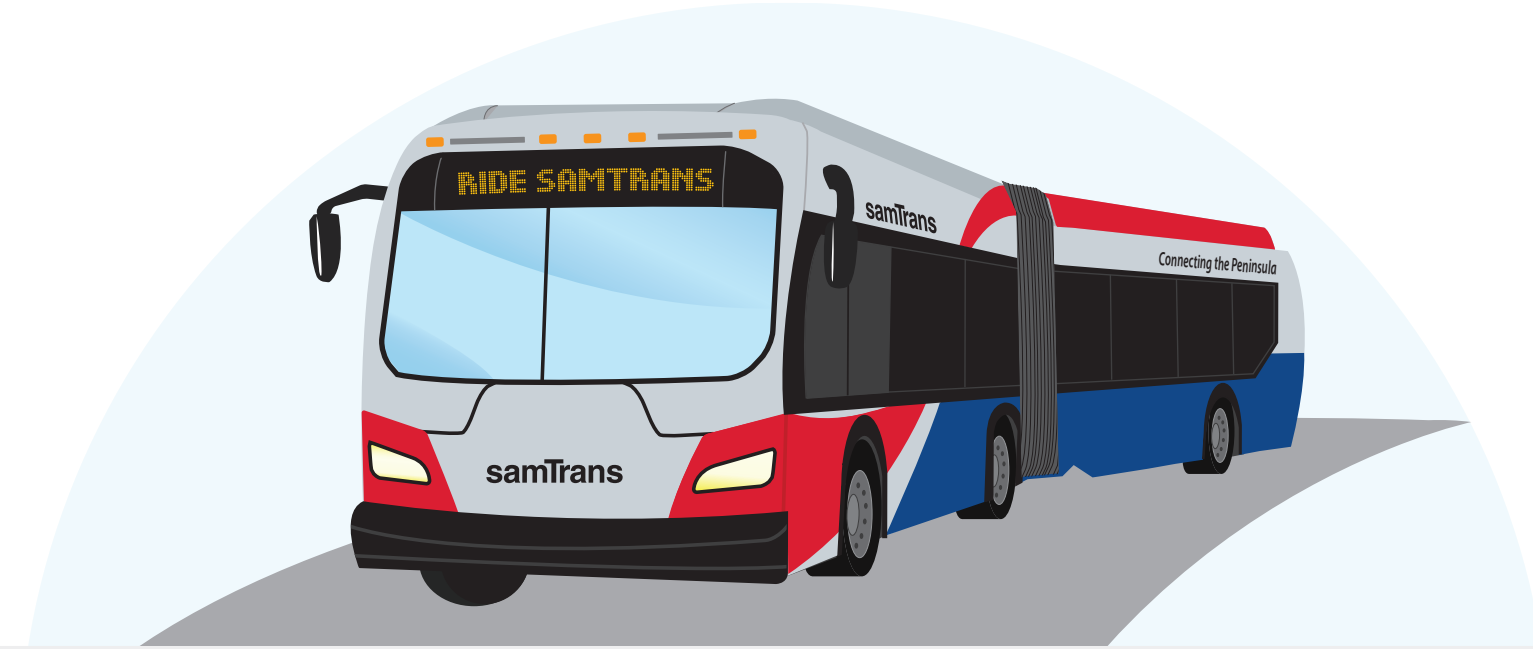
Method	FY24 Q4	FY23 Q4	%Δ
Phone	230	223	3.1%
Email	235	244	-3.7%
Comment Card	3	2	50.0%
Social Media	1	1	0.0%
Letter	2	0	100.0%
Walk-In	2	0	100.0%

*Data shown in this report is current as of September 11, 2024.*

Prepared By: Emily Chen      Senior Planner, Operations Planning      650-551-6127

# QUARTERLY DASHBOARD

April - June 2024 (FY24 Q4)



## RIDERSHIP, SERVICE & ON-TIME PERFORMANCE

### Systemwide Overview



# 2,584,578

Boardings (+11.6%<sup>1</sup>)

**71**  
Routes

**1.6M**  
Revenue Miles

### Service Categories

What types of service are available?

15 min	<b>Frequent</b> 15-minute or better frequency, 7 days/week
30 min	<b>Local</b> 30-minute or better frequency, 7 days/week
60 min	<b>Community</b> 60-minute or better frequency, 5-7 days/week
→	<b>School-Oriented</b> Routes aligned with school bell times, 5 days/week
→	<b>Express &amp; Limited Stop</b> Peak-only routes with few stops, 5 days/week
Night	<b>Owl</b> Overnight routes, 7 days/week
Special	<b>Special Routes</b> Unique purpose routes, 7 days/week

### Revenue Hours

How much service is available?

<b>44%</b>
<b>38%</b>
<b>10%</b>
<b>2%</b>
<b>2%</b>
<b>3%</b>
<b>&lt;1%</b>

### Avg Weekday Ridership

How many people ride?

<b>56%</b>
<b>29%</b>
<b>5%</b>
<b>8%</b>
<b>1%</b>
<b>1%</b>
<b>&lt;1%</b>

### On-Time Performance<sup>2</sup>

How often is the bus on time?

<b>83%</b>	<b>85% Target</b>
<b>83%</b>	
<b>82%</b>	
<b>80%</b>	
<b>79%</b>	
<b>83%</b>	
<b>92%</b>	

**160.3K** Total Revenue Hours

**32.7K** Systemwide Average

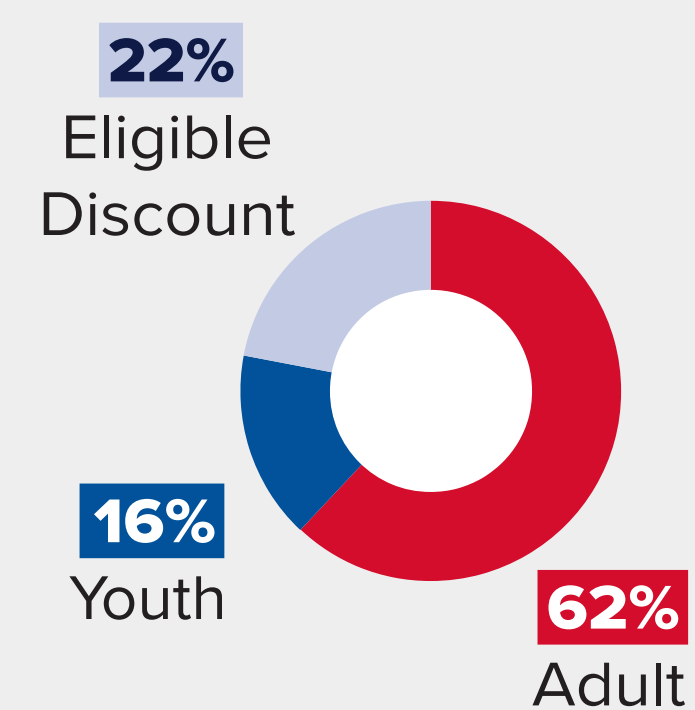
**82.2%** Systemwide Average

## FARES

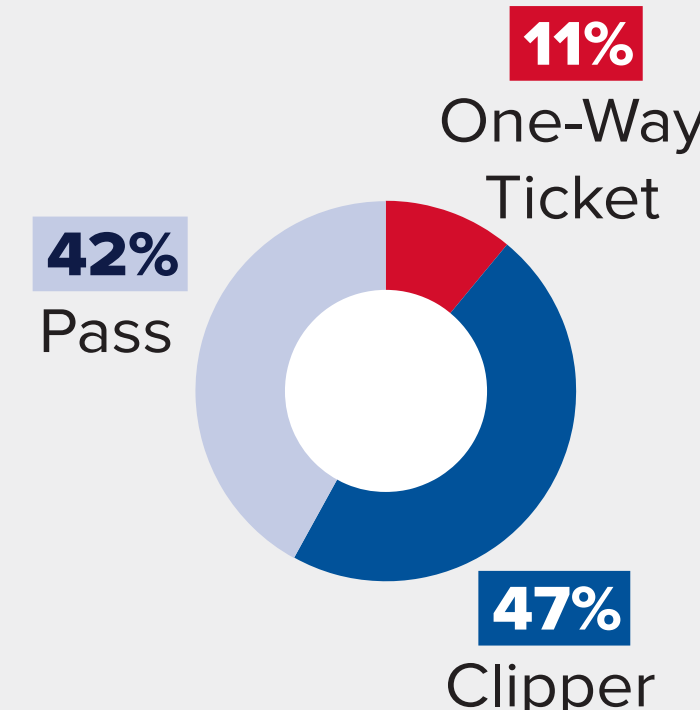
**\$3.0M** Fare Revenue

**\$20.25** Subsidy Per Passenger

### Fare Type



### Payment Method

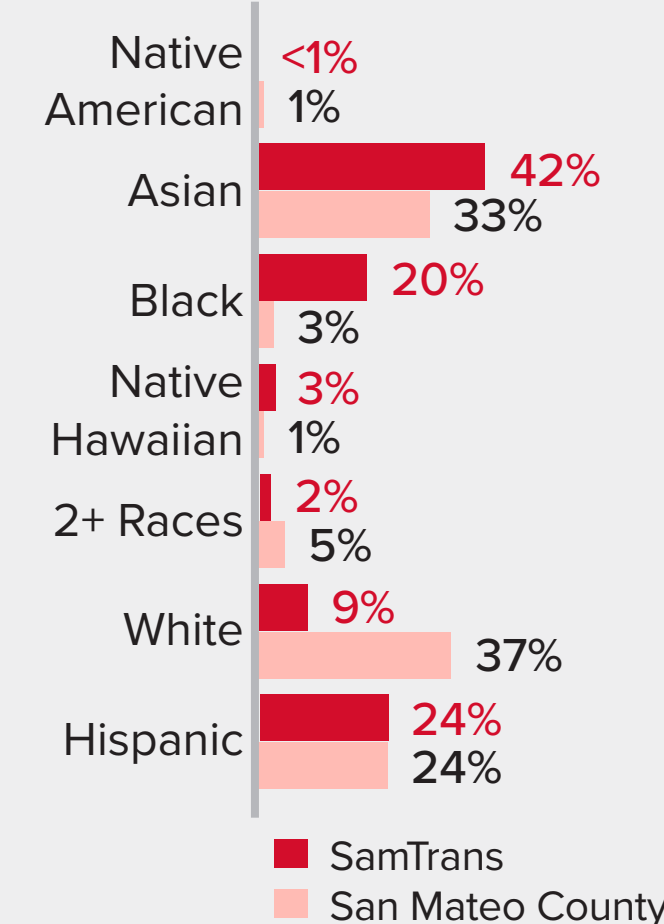


## OPERATORS

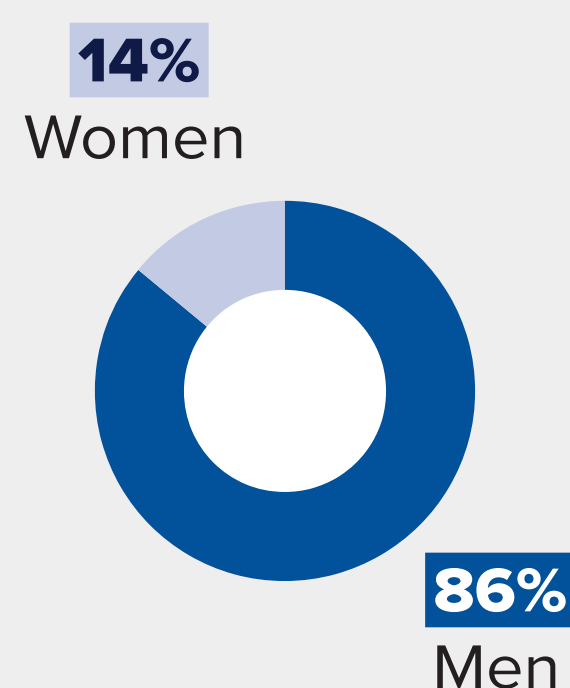
**454** Average Number of Operators



### Race & Ethnicity

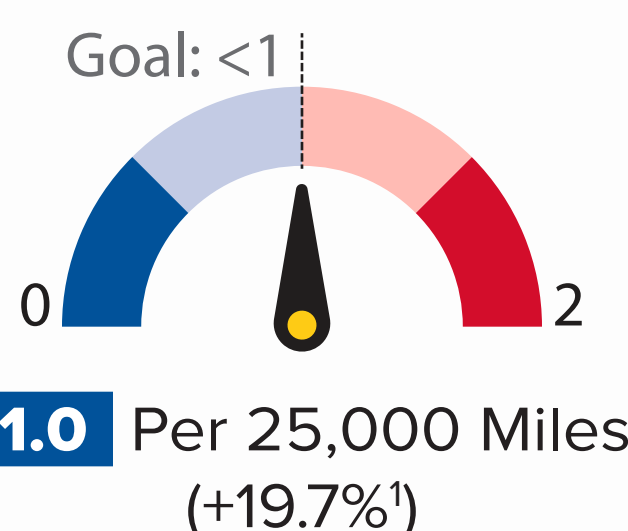


### Gender

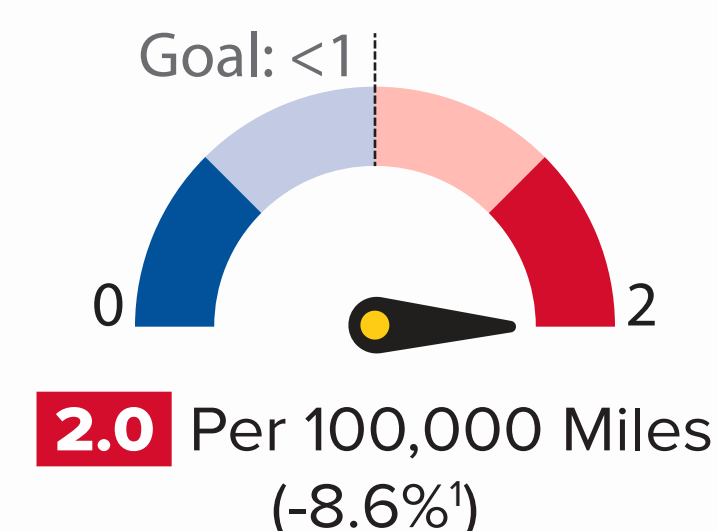


## ENVIRONMENT & SAFETY

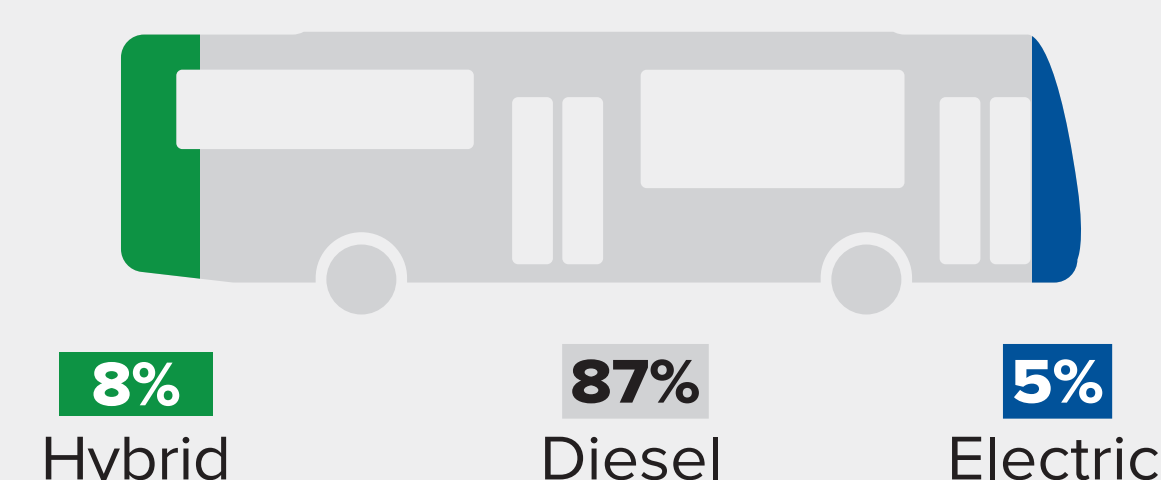
### Service Calls



### Preventable Accidents



### Fleet in Operation



## RIDER EXPERIENCE

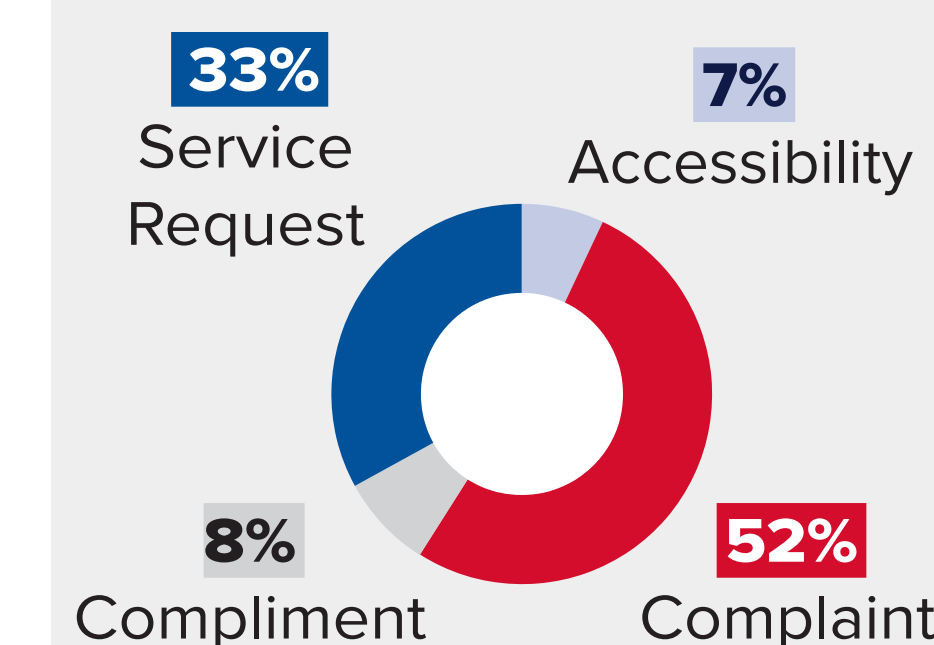
**9.9**

Trips Not Operated Per 100,000 Trips (-54.0%<sup>1</sup>)

**1.8**

Comments Per 10,000 Boardings (-25.2%<sup>1</sup>)

### Comment Type



### Trending Themes

**26%** Operators  
**11%** Pass-Up  
**11%** Bus Stop/Shelter

Top 3 in FY24 Q3 Operators, Pass Up & Bus Stop/Shelter

<sup>1</sup> Percent change from the previous year (FY23 Q4)

<sup>2</sup> Buses are on-time if they depart a timepoint within 59 seconds before schedule or 4 minutes and 59 seconds after schedule



# FY24 Quarter 4 (April-June 2024) Report

Item #9.a.6.  
10/9/2024



Board of Directors | October 9, 2024

# QUARTERLY DASHBOARD



April - June 2024 (FY24 Q4)

**RIDERSHIP, SERVICE & ON-TIME PERFORMANCE**

**Systemwide Overview**



**2,584,578**

Boardings (+11.6%<sup>1</sup>)

**71**  
Routes

**1.6M**  
Revenue Miles

**Service Categories**

What types of service are available?

15 min	<b>Frequent</b> 15-minute or better frequency, 7 days/week	44%
30 min	<b>Local</b> 30-minute or better frequency, 7 days/week	38%
60 min	<b>Community</b> 60-minute or better frequency, 5-7 days/week	10%
	<b>School-Oriented</b> Routes aligned with school bell times, 5 days/week	2%
	<b>Express &amp; Limited Stop</b> Peak-only routes with few stops, 5 days/week	2%
Night	<b>Owl</b> Overnight routes, 7 days/week	3%
Special	<b>Special Routes</b> Unique purpose routes, 7 days/week	<1%

**Revenue Hours**

How much service is available?

44%
38%
10%
2%
2%
3%
<1%

**Avg Weekday Ridership**

How many people ride?

56%
29%
5%
8%
1%
1%
<1%

**On-Time Performance<sup>2</sup>**

How often is the bus on time?

83%	85% Target
83%	
82%	
80%	
79%	
83%	
92%	

**160.3K** Total Revenue Hours

**32.7K** Systemwide Average

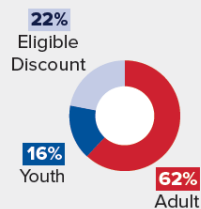
**82.2%** Systemwide Average

**FARES**

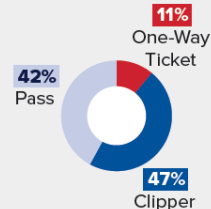
**\$3.0M** Fare Revenue

**\$20.25** Subsidy Per Passenger

**Fare Type**



**Payment Method**

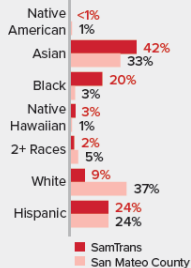


**OPERATORS**

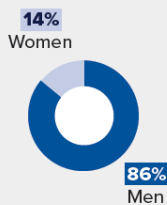
**454** Average Number of Operators

<b>345</b> SamTrans	<b>84</b> CUB	<b>25</b> Coastside
---------------------	---------------	---------------------

**Race & Ethnicity**

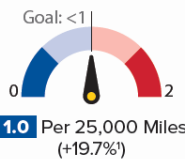


**Gender**

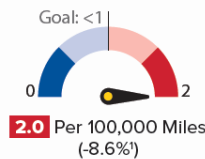


**ENVIRONMENT & SAFETY**

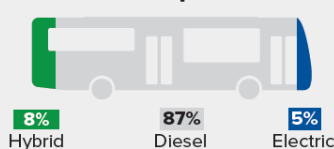
**Service Calls**



**Preventable Accidents**



**Fleet in Operation**



**RIDER EXPERIENCE**

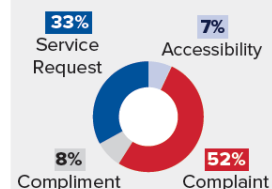
**9.9**

Trips Not Operated Per 100,000 Trips (-54.0%)

**1.8**

Comments Per 10,000 Boardings (-25.2%)

**Comment Type**



**Trending Themes**

**26%** Operators  
**11%** Pass-Up  
**11%** Bus Stop/Shelter

Top 3 in FY24 Q3  
Operators, Pass Up & Bus Stop/Shelter

<sup>1</sup> Percent change from the previous year (FY23 Q4)

<sup>2</sup> Buses are on-time if they depart a timepoint within 59 seconds before schedule or 4 minutes and 59 seconds after schedule

# Quarter 4 Dashboard (Apr-Jun) Highlights

## RIDERSHIP, SERVICE & ON-TIME PERFORMANCE

### Systemwide Overview



**2,584,578**

Boardings (+11.6%<sup>1</sup>)

**71**  
Routes

**1.6M**  
Revenue Miles

### Service Categories

What types of service are available?

15 min	<b>Frequent</b> 15-minute or better frequency, 7 days/week
30 min	<b>Local</b> 30-minute or better frequency, 7 days/week
60 min	<b>Community</b> 60-minute or better frequency, 5-7 days/week
School	<b>School-Oriented</b> Routes aligned with school bell times, 5 days/week
Express	<b>Express &amp; Limited Stop</b> Peak-only routes with few stops, 5 days/week
Night	<b>Owl</b> Overnight routes, 7 days/week
Special	<b>Special Routes</b> Unique purpose routes, 7 days/week

### Revenue Hours

How much service is available?

Frequent	44%
Local	38%
Community	10%
School-Oriented	2%
Express & Limited Stop	2%
Owl	3%
Special	<1%

**160.3K** Total Revenue Hours

### Avg Weekday Ridership

How many people ride?

Frequent	56%
Local	29%
Community	5%
School-Oriented	8%
Express & Limited Stop	1%
Owl	1%
Special	<1%

**32.7K** Systemwide Average

### On-Time Performance<sup>2</sup>

How often is the bus on time?

Frequent	83%
Local	83%
Community	82%
School-Oriented	80%
Express & Limited Stop	79%
Owl	83%
Special	92%

**82.2%** Systemwide Average

85% Target

Ridership increased 11.6% YoY  
Ridership on Equity Priority Routes increased 11.9% YoY

On-time performance increased 4.6% YoY

<sup>1</sup> Percent change from the previous year (FY23 Q4)

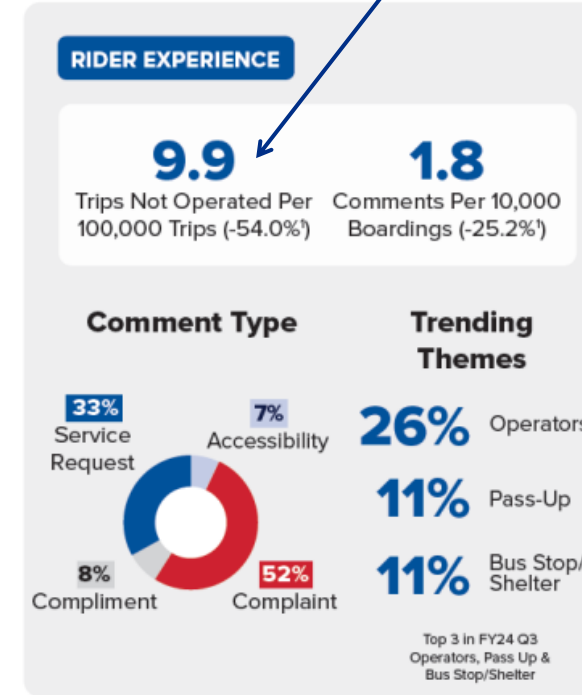
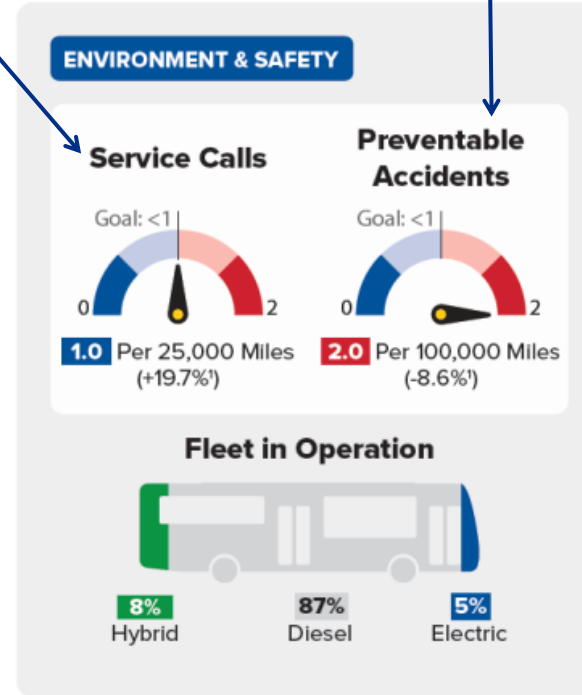
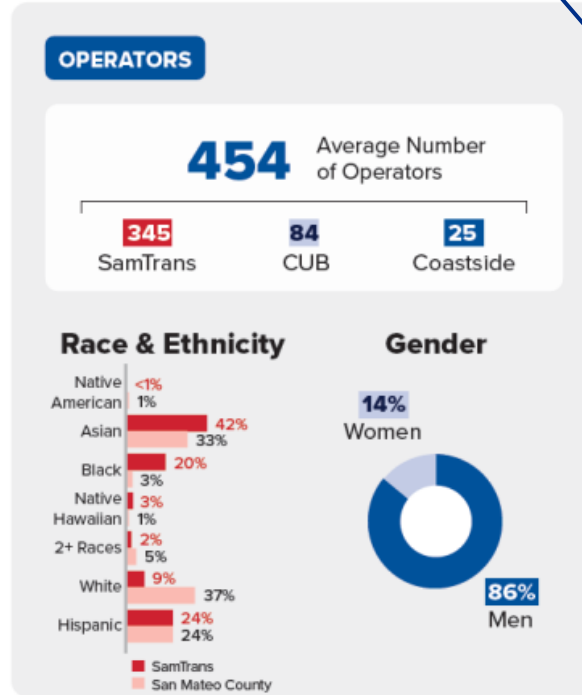
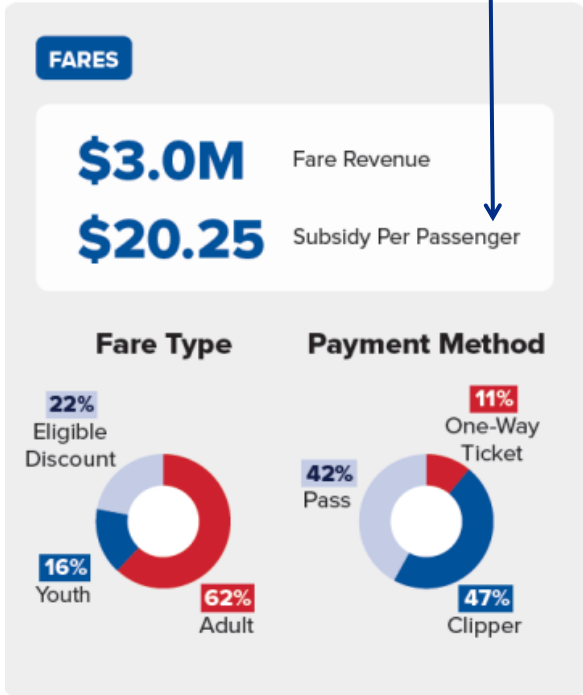
<sup>2</sup> Buses are on-time if they depart a timepoints within 59 seconds before schedule or 4 minutes and 59 seconds after schedule

12.5% increase in subsidy per passenger YoY

Service calls frequency increased 19.7% YoY

Preventable accidents frequency decreased 8.6% YoY

DNOs reduced by 54.0% YoY



<sup>1</sup>Percent change from the previous year (FY23 Q4)

# August State of Service Highlights

## Ridership Trends | 97.7% recovered

- Total ridership: +9.5% YoY
- Average weekday ridership: +10.5% YoY
- Ride Plus total ridership: +2.2% YoY

## Youth Unlimited Pass Usage | +44.2% YoY

## Preventable Accidents | 2.11 accidents per 100,000 miles (goal not met)

## Service Calls | 0.99 service call per 25,000 miles (goal met)

## On-Time-Performance | 80.0% (goal not met)

## Did-Not-Operate | 10 DNOs

- Minimal increase compared to 4 DNOs in August 2023



# Thank You!



**San Mateo County Transit District  
Staff Report**

To: Community Relations Committee

Through: April Chan, General Manager/CEO

From: Josh Mello, Executive Officer, Planning and Development      David Olmeda, Chief Operating Officer, Bus

Subject: **Monthly State of Service Report | August 2024**

**Action**

This report is for information only. No action is required.

**Significance**

**SamTrans:** Average weekday ridership across all four modes (Bus, Paratransit, Shuttles, and Ride Plus) increased by 10.5 percent in August 2024 compared to August 2023. The total monthly ridership increased by 9.5 percent in August 2024 compared to August 2023.

Post-pandemic SamTrans total fixed-route bus ridership recovery in August 2024 reached 97.7 percent of pre-pandemic total bus ridership in August 2019.

**Ride Plus:** Average weekday ridership was 109 trips and total ridership was 3,014 trips. The average weekday ridership increased 2.0 percent compared to August 2023, and the total ridership decreased 2.2 percent compared to August 2023. Of the total ridership, 71.1 percent of trips were taken in East Palo Alto/Belle Haven and 28.9 percent were taken in Half Moon Bay/El Granada.

**Youth Unlimited Pass:** Monthly usage for SamTrans Youth Unlimited Pass continues to increase year over year. For August 2024, Youth Unlimited Pass usage increased 44.2 percent compared to August 2023.

**Other SamTrans Key Performance Indicators (includes Contracted Urban Bus Service [CUBS]):**

- **Preventable Accidents** – There were 18 preventable accidents in August 2024 (12 from SamTrans and 6 from contracted services). The goal is to have one or fewer preventable accidents per 100,000 miles; SamTrans did not meet its goal with 2.11 accidents per 100,000 miles.
- **Miles Between Service Calls (MBSC)** – There were 34 service calls in August 2024 (20 from SamTrans and 14 from contracted services). The goal is to have one or fewer service calls per every 25,000 miles. Fixed-route service met its goal with 0.99 service call per 25,000 miles.

- **On-Time-Performance (OTP)** – August 2024 systemwide OTP was 80.0 percent and is below the goal of 85.0 percent. This is an improvement compared to 77.9 percent in August 2023.
- **Did Not Operate (DNOs)** – In August 2024, there were 10 DNOs. This is a minimal increase compared to 4 DNOs in August 2023.

**RIDERSHIP (ALL MODES)**

SAMTRANS   Average Weekday Ridership								
Mode	Aug-22	Aug-23	Aug-24	%Δ <sup>1</sup>	YTD FY23	YTD FY24	YTD FY25	%Δ <sup>2</sup>
Bus	25,588	30,491	33,956	11.4%	18,569	23,557	31,191	32.4%
Paratransit	637	716	770	7.5%	515	622	755	21.3%
Shuttles	1,919	1,874	1,833	-2.2%	1,173	1,815	1,714	-5.6%
Ride Plus	--	107	109	2.0%	--	--	102	--
<b>Total</b>	<b>28,144</b>	<b>33,188</b>	<b>36,668</b>	<b>10.5%</b>	<b>20,257</b>	<b>25,994</b>	<b>33,761</b>	<b>29.9%</b>

SAMTRANS   Total Ridership								
Mode	Aug-22	Aug-23	Aug-24	%Δ <sup>1</sup>	YTD FY23	YTD FY24	YTD FY25	%Δ <sup>2</sup>
Bus	698,344	837,715	925,059	10.4%	1,282,602	1,539,599	1,716,068	11.5%
Paratransit	17,279	19,160	20,373	6.3%	32,508	36,696	39,822	8.5%
Shuttles	43,718	42,276	39,238	-7.2%	77,309	76,024	74,371	-2.2%
Ride Plus	--	3,081	3,014	-2.2%	--	--	5,721	--
<b>Total</b>	<b>759,341</b>	<b>902,232</b>	<b>987,684</b>	<b>9.5%</b>	<b>1,392,419</b>	<b>1,652,319</b>	<b>1,835,982</b>	<b>11.1%</b>

CALTRAIN   Average Weekday Ridership								
Mode	Aug-22	Aug-23	Aug-24	%Δ <sup>1</sup>	YTD FY23	YTD FY24	YTD FY25	%Δ <sup>2</sup>
Caltrain	18,609	20,284	24,741	22.0%	17,771	20,309	24,014	18.2%

CALTRAIN   Total Ridership								
Mode	Aug-22	Aug-23	Aug-24	%Δ <sup>1</sup>	YTD FY23	YTD FY24	YTD FY25	%Δ <sup>2</sup>
Caltrain	494,783	509,081	642,624	26.2%	937,738	1,001,462	1,246,613	24.5%

OTHER MODES in San Mateo County   Average Weekday Ridership								
Mode	Aug-22	Aug-23	Aug-24	%Δ <sup>1</sup>	YTD FY23	YTD FY24	YTD FY25	%Δ <sup>2</sup>
Dumbarton	80	104	98	-5.9%	82	102	102	0.4%
BART (San Mateo County)	17,541	19,322	19,348	0.1%	17,265	19,013	19,030	0.1%

OTHER MODES in San Mateo County   Total Ridership								
Mode	Aug-22	Aug-23	Aug-24	%Δ <sup>1</sup>	YTD FY23	YTD FY24	YTD FY25	%Δ <sup>2</sup>
Dumbarton	1,834	2,395	2,161	-9.8%	3,542	4,377	4,484	2.4%
BART (San Mateo County)	492,760	545,541	538,994	-1.2%	945,514	1,044,656	1,053,582	0.9%

**Important Notes:**

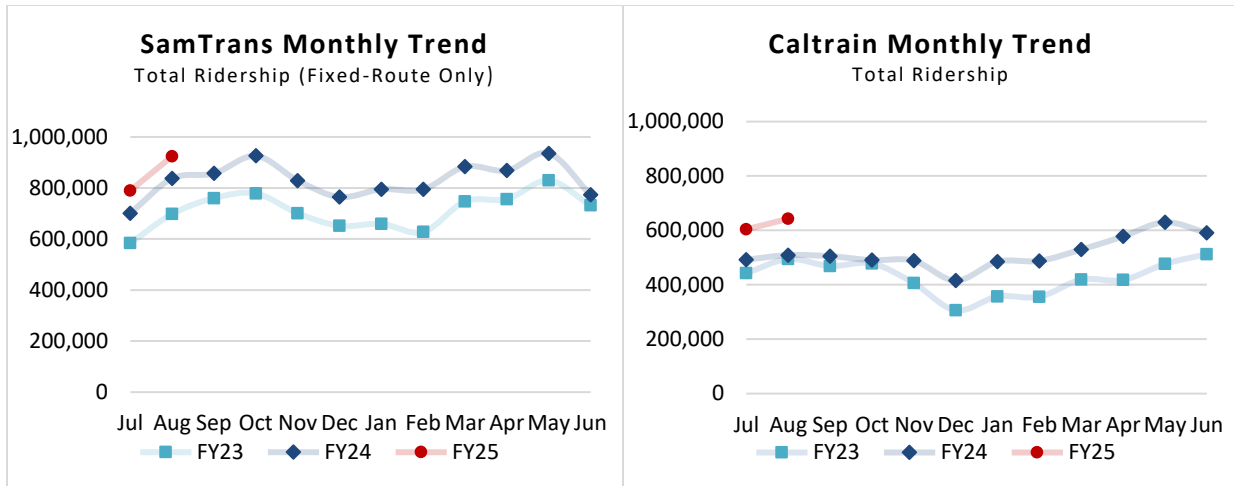
SamTrans (Bus) ridership includes Fixed-Route service, Coastside 5311, and SamCoast.

Shuttle ridership includes SamTrans shuttles, JPB Caltrain shuttles, and other Transportation Authority funded shuttles.

BART ridership in San Mateo County does not include Daly City BART Station.

%Δ<sup>1</sup> indicates the percentage change for the month, current year to previous year.

%Δ<sup>2</sup> indicates the percentage change current year to previous, Year to Date.



**FARES**

SAMTRANS (BUS)   Fare Usage			
Fare Type	Aug-22	Aug-23	Aug-24
Adult	568,725	527,029	581,834
Eligible Discount	97,110	185,923	199,243
Youth	49,301	124,382	143,548
--- Youth Unlimited Pass	6,781	53,244	76,763
<b>Total</b>	<b>715,136</b>	<b>837,334</b>	<b>924,625</b>

This table illustrates the number of riders by fare category (Dumbarton Express and rural demand-response service excluded). The **Youth Unlimited Pass** number is a subset of the Youth Fare Type. The program started in January 2022.

**\*\*\* Important: The August 2022 numbers in the initial report were inaccurately recorded.**

**KEY PERFORMANCE INDICATORS**

SAMTRANS (BUS)   Operations Key Performance Indicators			
KPI	Aug-22	Aug-23	Aug-24
On-Time Performance	72.6%	77.9%	80.0%
Preventable Accidents	12	12	18
--- District	8	7	12
--- Contracted Services	4	5	6
Service Calls	25	25	34
--- District	18	17	20
--- Contracted Services	7	8	14
Trips Scheduled	38,294	40,837	48,926
Did Not Operate DNOs	123	4	10

**SamTrans' OTP goal is 85.0 percent.** On-Time Performance (OTP) is calculated by evaluating time points within the route's schedules across the system for late, early, and on-time arrival and departure. A route is considered late if it exceeds 5 minutes. A route is considered early if it departs 59 seconds ahead of schedule.

**SamTrans' Miles between Preventable Accidents goal is 100,000 miles.** There were 47,312 miles between Preventable Accidents this month.

**SamTrans' Miles between Service Calls goal is 25,000 miles.** There were 25,047 miles between Service Calls this month.

SAMTRANS (BUS)   Ride Plus Key Performance Indicators			
KPI	Aug-22	Aug-23	Aug-24
Total Ridership	--	3081	3,014
--- East Palo Alto Trips	--	2259	2,143
--- Half Moon Bay Trips	--	822	871
Active Users	--	327	368
New Registrations	--	523	160
Total Downloads	--	608	453
--- iOS Downloads	--	483	408
--- Android Downloads	--	125	45
Load Factor	--	1.4	1.3

**Ride Plus** started in June 2023.

**Note:** All KPIs include all SamTrans service operated directly and by contract.

The **load factor** represents the average number of passengers in a vehicle. It is calculated by dividing the total number of passengers by the number of trips in service.

SAMTRANS (BUS)   Fleet Key Performance Indicators			
KPI	Aug-22	Aug-23	Aug-24
Revenue Hours (Sched.)	46,324	51,223	60,918
Revenue Miles (Sched.)	505,856	515,462	597,715
Total Fleet Miles (Actual)	719,098	762,678	851,607

Sched. = Scheduled, which includes in-service and layover.

PARATRANSIT   Operations Key Performance Indicators			
KPI	Aug-22	Aug-23	Aug-24
On-Time Performance (RW)	92.4%	90.2%	88.4%
On-Time Performance (RC)	94.0%	93.0%	90.1%
Preventable Accidents (RW)	0	1	3
Preventable Accidents (RC)	0	0	0
Service Calls (RW)	2	8	5
Service Calls (RC)	0	0	0

RW = Redi-Wheels  
RC = RediCoast

PARATRANSIT   Fleet Key Performance Indicators			
KPI	Aug-22	Aug-23	Aug-24
Revenue Miles (RW)	144,563	165,543	171,378
Revenue Miles (RC)	15,886	19,813	23,314
Fleet Miles (RW)	160,125	184,682	190,345
Fleet Miles (RC)	19,323	26,432	30,176

**PRE-PANDEMIC RIDERSHIP COMPARISON**

SAMTRANS   Average Weekday Ridership					
Mode	Aug-19	Aug-22	Aug-23	Aug-24	% <sup>3</sup>
Bus	37,394	25,588	30,491	33,956	90.8%
Paratransit	1,134	637	716	770	67.9%
Shuttles	11,840	1,919	1,874	1,833	15.5%
Ride Plus	-	-	107	109	-
<b>Total</b>	<b>50,368</b>	<b>28,144</b>	<b>33,188</b>	<b>36,668</b>	<b>72.8%</b>

The following tables show the change in ridership over the last four years to encompass changes due to the COVID-19 pandemic.

SAMTRANS   Total Ridership					
Mode	Aug-19	Aug-22	Aug-23	Aug-24	% <sup>3</sup>
Bus	946,995	698,344	837,715	925,059	97.7%
Paratransit	28,918	17,279	19,160	20,373	70.5%
Shuttles	258,469	43,718	42,276	39,238	15.2%
Ride Plus	-	-	3,081	3,014	-
<b>Total</b>	<b>1,234,382</b>	<b>759,341</b>	<b>902,232</b>	<b>987,684</b>	<b>80.0%</b>

%<sup>3</sup> indicates the rate of ridership recovery, current year (FY2025) to pre-pandemic year (FY2019). For example, SamTrans Bus Average Weekday Ridership hit 90.8 percent of pre-pandemic levels (2019) for this month of August 2024.

CALTRAIN   Average Weekday Ridership					
Mode	Aug-19	Aug-22	Aug-23	Aug-24	% <sup>3</sup>
Caltrain	71,557	18,609	20,284	24,741	34.6%
CALTRAIN   Total Ridership					
Mode	Aug-19	Aug-22	Aug-23	Aug-24	% <sup>3</sup>
Caltrain	1,703,334	494,783	509,081	642,624	37.7%

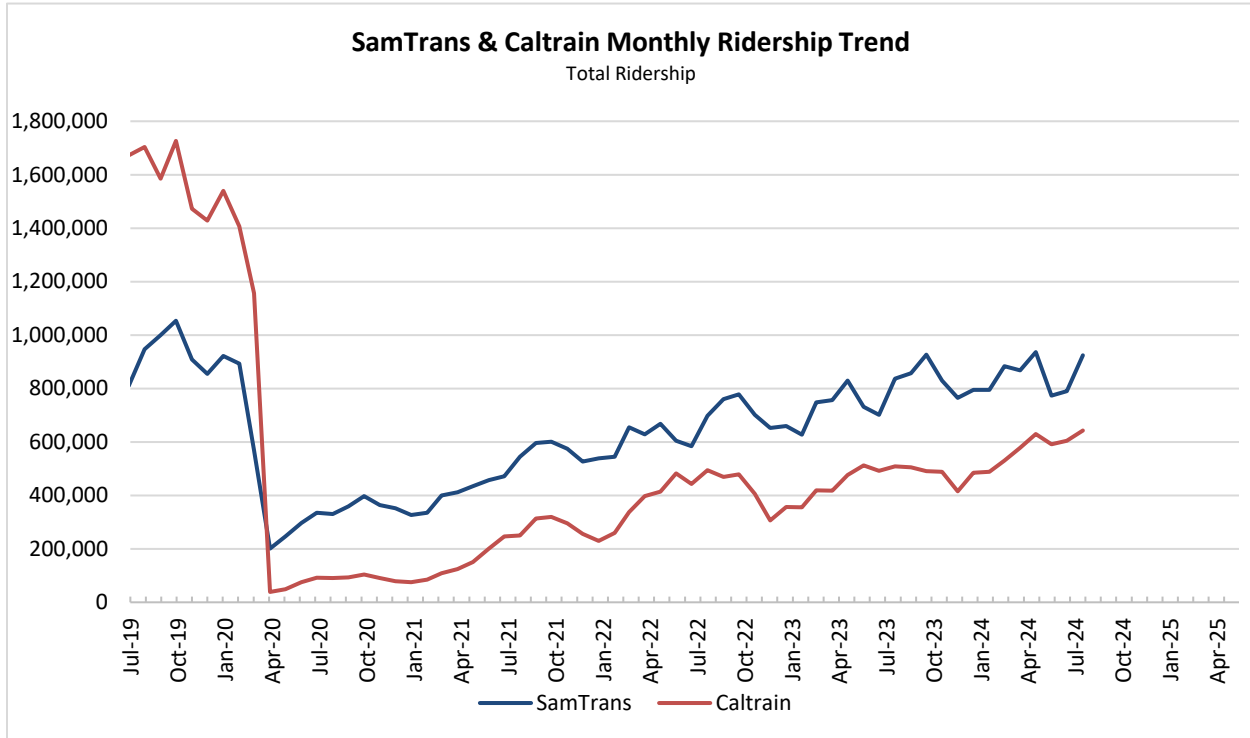
OTHER MODES in San Mateo County   Average Weekday Ridership					
Mode	Aug-19	Aug-22	Aug-23	Aug-24	% <sup>3</sup>
Dumbarton	143	80	104	98	68.5%
BART (San Mateo County)	47,573	17,541	19,322	19,348	40.7%
OTHER MODES in San Mateo County   Total Ridership					
Mode	Aug-19	Aug-22	Aug-23	Aug-24	% <sup>3</sup>
Dumbarton	3,149	1,834	2,395	2,161	68.6%
BART (San Mateo County)	1,218,908	492,760	545,541	538,994	44.2%

**PRE-PANDEMIC FARES COMPARISON**

SAMTRANS (BUS)   Fare Usage					
Fare Type	Aug-19	Aug-22	Aug-23	Aug-24	% <sup>3</sup>
Adult	521,657	568,725	527,029	581,834	111.5%
Youth	166,485	97,110	185,923	143,548	86.2%
Eligible Discount	258,407	49,301	124,382	199,243	77.1%
<b>Total</b>	<b>946,549</b>	<b>715,136</b>	<b>837,334</b>	<b>924,625</b>	<b>97.7%</b>

%<sup>3</sup> indicates the rate of ridership recovery, current year (FY2025) to pre-pandemic year (FY2019).

Dumbarton and demand-response service are excluded.



**CUSTOMER EXPERIENCE**

SAMTRANS (BUS)   Customer Experience			
KPI	Aug-22	Aug-23	Aug-24
Complaints	109	131	122
Accessibility	15	12	13
Compliments	12	13	8
Service Requests	232	84	49
<b>Reports Total</b>	<b>368</b>	<b>240</b>	<b>192</b>

The table is a detailed summary of SamTrans Consumer Reports received by the Customer Experience Department.

The total number of reports for SamTrans decreased 20.0% from 240 reports in August 2023 to 192 reports in August 2024.

**COMMUNICATIONS & MARKETING**

The following is a list of the Communications Division’s marketing and promotional efforts in August.

**Press Releases and Blogs:**

- Reimagine SamTrans marks significant milestone as agency continues efforts to enhance bus service
- SamTrans expands same-day paratransit pilot program in San Mateo County
- Hop on board the brand new SamTrans online store
- Potential sick-out release with updates
- SamTrans to operate Sunday schedule for Labor Day



The public can now purchase SamTrans swag, including this new holiday sweater and beanie, at <https://samtransstore.com/>.

#### Article Mentions:

- Potential Sick-out:
  - ABC7 - Possible disruptions to SamTrans bus service starting on Monday, officials say: Here's what to know
  - Half Moon Bay Review - SamTrans delays expected Monday and Tuesday
  - KPIX - SamTrans service running normally amid rumblings of possible work stoppage
  - KTVU - SamTrans no longer facing employee sickout
  - San Mateo Daily Journal - SamTrans workers don't strike, but negotiations continue
  - Redwood City Pulse - SamTrans braces for work stoppage after union rejects contract
  - NBC Bay Area - SamTrans service unaffected as worker sick-out doesn't materialize
  - Local News Matters - 'Deeply disappointed': SamTrans braces for work stoppage after union rejects contract
  - AOL - SamTrans no longer facing employee sickout
  - Yahoo - SamTrans no longer facing employee sickout
  - KTVU - SamTrans riders weigh in on contract fight and service interruption
  - San Mateo Daily Journal - SamTrans service could see disruptions in San Mateo County
  - NBC Bay Area - Sick-out may affect SamTrans service on Peninsula
  - KTVU - SamTrans buses to see disruptions in service

- Streetsblog - Headlines, August 27
- The Almanac - SamTrans buses in service despite stoppage concerns
- Same-day Paratransit:
  - The Almanac - SamTrans paratransit pilot program to expand
  - Mass Transit Magazine - SamTrans expands same-day paratransit pilot program in San Mateo County
  - San Mateo Daily Journal - New same-day options for riders of paratransit in San Mateo County
- APTA Award:
  - Mercury News - Two Bay Area transit agencies win national transportation awards
- Hydrogen Event in Oakland:
  - MSN - California Gov. Gavin Newsom celebrates launch of Nation's first hydrogen hub

#### **Digital Marketing Report:**

- Continuing from July, SamTrans was recognized and awarded the Outstanding Public Transportation System Achievement Award from the American Public Transportation Association (APTA).
- Reimagine SamTrans wrapped up in August, providing new schedule changes and service to San Mateo County.
- Marketing was pushed for Routes CSM, SKY, PCX, and the new Salesforce Transit Center respectively
- The SamTrans online store launched this month with a focus on the new BEB holiday sweaters.
- SamTrans attended the unveiling of CA's first-in-the-nation hydrogen hub - hosted by ARCHES H2. Our hydrogen fuel-cell buses were in attendance, with notable attendees from our partner agencies AC Transit and SF Bay Ferry and CA Governor Gavin Newsom.
- During the first half of the month, our ongoing campaigns continued (Drive with Us Bus Operator Recruitment, Ride Plus Microtransit, and Gear Up Mechanic/Utility Worker Recruitment).





*SamTrans recently took part in the ARCHES H2 event.*

**Digital Marketing Highlights:**

- Reimagine SamTrans
- Schedule Changes (Reimagine)
- Route PCX / CSM / SKY Promotion
- SamTrans at Salesforce Transit Center
- APTA 2024 Award
- SamTrans Store
- Class 191 Graduation
- SamTrans Service Disruption (Union Negotiations)
- Bus Friday
- Throwback Thursday
- Ride Plus Microtransit
- Gear Up Mechanic/Utility Worker Recruitment
- Drive with Us Operator Recruitment

**Social Metrics: (Year to Year):**

An impression is anytime our content (post, webpage, Instagram photo) is seen in a user’s feed or browser. Engagement is any action taken, such as a click, like, retweet or comment.

	<b>August 2024</b>	<b>August 2023</b>
Impressions	389,585	211,191
Engagements	5,491	4,862
Post Link Clicks	1,691	981

*\*Please note this does not include any web metrics.*

Prepared By:	Emily Chen	Senior Planner, Operations Planning	650-551-6127
	Tasha Bartholomew	Manager, Media Relations	650-508-7927
	Robert Casumbal	Director, Marketing	650-508-6280
	Jamie Vizmanos	Digital Communications Specialist	650-508-7704



MARINA FRASER, CHAIR  
JEFF GEE, VICE CHAIR  
DAVID J. CANEPA  
MARIE CHUANG  
BROOKS ESSER  
RICO E. MEDINA  
RAY MUELLER  
JOSH POWELL  
PETER RATTO

APRIL CHAN  
GENERAL MANAGER/CEO

Agenda  
Finance Committee  
Committee of the Whole  
**San Mateo County Transit District**

**Wednesday, October 9, 2024 – 2:45 pm**

or immediately following the Community Relations Committee meeting

- |        |   |        |
|--------|---|--------|
| 9.b.1. | Call to Order   |        |
| 9.b.2. | Approval of Minutes of the Finance Committee Meeting of September 4, 2024   | Motion |
| 9.b.3. | Awarding Contracts to CBRE, Inc. and Century Urban, LLC for On-call General Commercial Real Estate Brokerage Services for an Aggregate Not-to-exceed Amount of \$1,237,500 for a Five-year Base Term, with One Additional Five-year Option Term | Motion |
| 9.b.4. | Authorizing Purchase of Mobile Refueler for Hydrogen Fuel Cell Electric Buses from Plug Project Holding Co., LLC  | Motion |
| 9.b.5. | Adjourn   |        |

Committee Members: Marie Chuang (Chair), David J. Canepa, Josh Powell

Note:

- This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

**San Mateo County Transit District (District)  
1250 San Carlos Avenue, San Carlos, California**

**Minutes of Finance Committee Meeting /  
Committee of the Whole**

**September 4, 2024**

Committee Members Present: M. Chuang (Chair), D. Canepa, J. Powell

Committee Members Absent: None

Other Board Members Present Constituting Committee of the Whole: B. Esser, M. Fraser, J. Gee, R. Medina, R. Mueller, P. Ratto

Other Board Members Absent: None

Staff Present: A. Chan, K. Jordan Steiner, D. Olmeda, S. van Hoften, D. Santoro, J. Brook, M. Tseng

**11.b.1. Call to Order**

Committee Chair Marie Chuang called the meeting to order at 3:41 pm.

**11.b.2. Approval of Minutes of the Finance Committee Meeting of August 7, 2024**

Motion/Second: Medina/Canepa

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

**11.b.3. Authorizing an Amendment to a Contract with Wipro, LLC to Extend the Term for Four Years and Increase the Contract Capacity by \$9,245,383, from \$14,839,885 to \$24,085,268, for PeopleSoft Hosting and Application Support Services**

Mehul Kumar, Chief Information and Technology Officer, provided the presentation outlining the scope of the contract extension, the key benefits, and a roadmap for the next system upgrade.

Vice Chair Jeff Gee said he hoped the next upgrade would be a smooth transition.

Committee Chair Chuang commented on the length of having PeopleSoft as the District ERP (enterprise resource planning) system.

Director Rico Medina said he also had concerns about the transition and looking towards the future and keeping an eye on the transition.

Motion/Second: Gee/Esser

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

**11.b.4. Authorizing a 4 Percent Global Wage Increase for Unrepresented Administrative Employees**

Nate Kramer, Chief People Officer, People and Culture Group, presented the staff report. He noted that the District typically tries to reach a successor agreement with ATU (Amalgamated Transit Union) before the contract expires on June 30, ATU has rejected this offer twice. He said in the interim they are proposing a 4 percent wage increase for unrepresented employees to continue to attract and retain the best talent available.

Director Ray Mueller said he felt this was troubling timing given the current push for self-driving vehicles on the Peninsula.

Motion/Second: Gee/Esser

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

**11.b.5. Awarding a Contract to MV Transportation, Inc. to Provide Coastside Transportation Services for a Five-year Term for a Total Not-to-exceed Amount of \$35,975,515, and Authorizing up to Four Additional Option Years for an Additional Not-to-exceed Amount of \$35,089,442**

Kevin Yin, Director, Contracts and Procurement, presented the staff report, noting that the District had received a single responsive proposal from the incumbent of the current contract, MV Transportation.

Chair Marina Fraser noted that Coastside services were vital to the needs of the community and commended MV Transportation for their service delivery.

Motion/Second: Fraser/Powell

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

**11.b.6. Adjourn**

The meeting adjourned at 4:01 pm.

An audio/video recording of this meeting is available online at <https://www.samtrans.com/about-samtrans/video-board-directors-cac-and-measure-w-coc>. Questions may be referred to the District Secretary's office by phone at 650-508-6242 or by email to [board@samtrans.com](mailto:board@samtrans.com).

**San Mateo County Transit District  
Staff Report**

To: Finance Committee

Through: April Chan, General Manager/CEO

From: David Covarrubias, Deputy Chief Financial Officer      Josh Mello, Executive Officer, Planning and Development

Subject: **Awarding Contracts to CBRE, Inc. and Century Urban, LLC for On-call General Commercial Real Estate Brokerage Services for an Aggregate Not-to-exceed Amount of \$1,237,500 for a Five-year Base Term, with One Additional Five-year Option Term**

**Action**

Staff proposes that the Finance Committee recommend that the Board of Directors (Board) of the San Mateo County Transit District (District):

1. Award contracts to both CBRE, Inc. of San Diego, California (CBRE) and Century Urban, LLC of San Francisco, California (Century Urban) to provide On-Call General Commercial Real Estate Brokerage Services (Services) on an as-needed basis for a five-year term, with one additional five-year option term, for an aggregate, not-to-exceed amount of \$1,237,500.
2. Authorize the General Manager/CEO or designee to execute professional services contracts with CBRE and Century Urban consistent with the requirements of the solicitation documents, and negotiated agreements, and in a form approved by legal counsel.
3. Authorize the General Manager/CEO or designee to exercise one additional five-year option term, if in the best interest of the District.

**Significance**

The award of the proposed contracts will provide the District with a bench of qualified and experienced firms to provide the Services on an as-needed basis. The Services consist of, but are not limited to, assisting with buying and leasing new property, leasing District-owned property, general property management, and other related services.

**Budget Impact**

These contracts will be funded by the current and future operating and/or capital budgets.

**Background**

On June 11, 2024, the District, jointly with the Peninsula Corridor Joint Powers Board (JPB) and the San Mateo County Transportation Authority (TA), issued Request for Proposals (RFP) 24-S-J-T-P-105 for the Services. In response to the RFP, the District received two proposals, both of which were found to be responsive to the requirements of the solicitation documents. A

Selection Committee (Committee) comprised of District and JPB staff reviewed, evaluated, and scored the two proposals in accordance with the evaluation criteria set forth in the RFP.

<b>Evaluation Criteria</b>	<b>Maximum Points</b>
Qualifications and Experience of Firm and Key Personnel	35 Points
Understanding of and Response to Proposal Requirements	35 Points
Cost Proposal	30 Points
Small Business Enterprise (SBE) Preference	5 Points
<b>Total</b>	<b>105 Points</b>

The Committee determined that both firms possess the requisite experience and qualifications required for successful performance of the Services as defined in the solicitation documents. Neither firm claimed the points for SBE Preference.

Staff successfully negotiated contract terms, including prices, with both firms. Staff performed a price analysis and determined the proposed prices to be fair, reasonable, and consistent with those charged by similar brokerage firms in San Mateo County for similar services.

There are three main tasks that may occur under this contract:

1. The District may use a broker to help it find property needed to support agency operations. For example, the District may look for a warehouse. In such cases, the commission would be paid by the owner of the property.
2. The District may use a broker to help it find tenants for its building in Millbrae HQ. In this case, the District would pay the commission to the broker.
3. The District might need market valuation or other consulting tasks. The District would pay for these services based on their hourly rate.

Staff will issue Work Directives for specific projects during the contract term on an as-needed basis and pursuant to a competitive selection process as further described in the RFP. There is no guarantee of any amount of work or level of effort that will be ordered from or allocated to, or total compensation to be paid to, either firm under the awarded contracts.

Staff aimed to establish a bench of three or more on-call Services providers but only received two proposals. Thus, staff will resolicit the Services to secure proposals from at least one additional broker. Having this depth is especially important for when the JPB, District and TA periodically are required to negotiate real property agreements with each other.

Prepared By:	Javier R. Peraza	Procurement Administrator III	650-508-7758
	Josh Mello	Executive Officer, Planning and Development	650-508-6278

**Resolution No. 2024-**

**Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Awarding Contracts to CBRE, Inc. and Century Urban, LLC for On-call General Commercial Real Estate Brokerage Services for an Aggregate, Not-to-exceed Amount of \$1,237,500 for a Five-year Base Term, with One Additional Five-year Option Term**

**Whereas**, on June 11, 2024, the San Mateo County Transit District (District), jointly with the Peninsula Corridor Joint Powers Board and the San Mateo County Transportation Authority, issued Request for Proposals (RFP) 24-S-J-T-P-105 for On-Call General Commercial Real Estate Brokerage Services (Services) to establish a bench of firms to provide the Services on an as-needed basis; and

**Whereas**, in response to the joint RFP, the District received proposals from CBRE, Inc. of San Diego, California (CBRE) and Century Urban, LLC of San Francisco, California (Century Urban), both of which were deemed responsive following review by staff and legal counsel; and

**Whereas**, a Selection Committee comprised of qualified staff reviewed, evaluated, and scored the two responsive proposals, and determined both proposals comply with the requirements of the RFP and that both firms possess the requisite qualifications and experience to successfully provide the Services; and

**Whereas**, staff recommends that the Board of Directors (Board) award contracts to both CBRE and Century Urban to provide the Services for a five-year base term, with one additional five-year option term, for an aggregate, not-to-exceed amount of \$1,237,500.



**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County Transit District hereby awards contracts to CBRE, Inc. and Century Urban, LLC to provide On-Call General Commercial Real Estate Brokerage Services for a five-year base term, with one additional five-year option term, for an aggregate, not-to-exceed amount of \$1,237,500; and

**Be It Further Resolved** that the Board authorizes the General Manager/CEO or designee to execute contracts with CBRE and Century Urban in full conformity with the terms and conditions of the RFP and negotiated agreements, and in a form approved by legal counsel; and

**Be It Further Resolved** that the Board authorizes the General Manager/CEO or designee to exercise one additional five-year option term, if in the best interest of the District.

Regularly passed and adopted this 9<sup>th</sup> day of October, 2024 by the following vote:

Ayes:

Noes:

Absent:

---

Chair, San Mateo County Transit District

Attest:

---

Acting District Secretary

**San Mateo County Transit District  
Staff Report**

To: Finance Committee

Through: April Chan, General Manager/CEO

From: Kate Jordan Steiner, Chief Financial Officer      David Olmeda, Chief Operating Officer,  
Bus

Subject: **Authorizing Purchase of Mobile Refueler for Hydrogen Fuel Cell Electric Buses from Plug Project Holding Co., LLC**

**Action**

Staff proposes, and the Innovative Clean Transit/Sustainability Ad Hoc Advisory Committee concurs, that the Committee recommend the Board of Directors (Board) of the San Mateo County Transit District (District) authorize the purchase of a mobile hydrogen refueler (refueler) from Plug Project Holding Co., LLC of Latham, New York (commonly known as “Plug Power”) for a not-to-exceed amount of \$3,844,788 after the refueler achieves on-site acceptance and acceptable performance testing results.

**Significance**

On May 3, 2023, pursuant to Resolution No. 2023-28, the Board awarded Contract 23-S-C-M-019 (Contract) to Plug Power to provide interim hydrogen fueling services for 10 hydrogen fuel cell electric buses (FCEBs), including delivery, installation and a two-year lease of a hydrogen refueler, for a not-to-exceed amount of \$1,783,560. The Contract also included a two-year supply of hydrogen fuel for a not-to-exceed amount of \$2,588,560 for the two-year base term. Under Resolution No. 2023-28, the Board also authorized the General Manager/CEO or designee to exercise options to (1) purchase hydrogen fuel for up to two additional years for a not-to-exceed amount of \$805,000, and (2) either (a) extend the lease of the refueler for two additional years for a not-to-exceed amount of \$1,318,560, or (b) purchase the refueler after the two-year lease term for a not-to-exceed amount of \$2,246,826. On March 1, 2024, the District entered into a First Amendment to the Contract to transfer the refueler lease agreement from Plug Power to MGFH2, LLC, a Texas limited liability company (MGFH2), and a related lease agreement with MGFH2.

Over the summer, due to commercial challenges being experienced by Plug Power, MGFH2 transferred title to the refueler back to Plug Power. Subsequently, Plug Power informed the District that the refueler was being prepared for final delivery from Plug Power’s facility in Texas. Plug Power also represented that delivery would be expedited if the District could would agree to purchase it now instead of leasing it for two years first. Staff considered Plug Power's offer and determined that purchasing the refueler rather than leasing it for two years first would be less expensive, overall, for the District, and also more advantageous in terms of delivery timing and longer-term flexibility for the agency.

Accordingly, the District entered into negotiations with Plug Power and, on September 5, 2024, the District entered into a Second Amendment to the Contract to terminate the lease agreement between the District and MGFH2, LLC, and to provide an option for the District to purchase the refueler from Plug Power before leasing it for two years as long as the refueler achieves the on-site acceptance and performance testing results described in the Contract. During such negotiations, and to minimize delays to interoperability testing of the 10 FCEBs with the refueler, Plug Power delivered the refueler to the SamTrans North Base facility in South San Francisco (North Base) on August 28, 2024, under a conditional purchase agreement. Installation, testing, and commissioning of the refueler commenced on August 29, 2024 and is anticipated to be complete in October 2024.

Staff recommends the Board authorize the District to purchase the refueler for a total not-to-exceed amount of \$3,844,788 after the refueler achieves on-site acceptance and acceptable performance testing results. No additional budget authority is required for this purchase because the Board, by Resolution No. 2023-28, has authorized sufficient funds for the General Manager/CEO or designee to purchase the refueler.

The Board's Innovative Clean Transit/Sustainability Ad Hoc Advisory Committee considered and recommended the proposed action following discussions at its meeting on September 24, 2024.

#### **Budget Impact**

Sufficient funds for this Contract, including costs associated with the proposed change to the purchasing approach, are included in the District's Fiscal Year 2024 Capital Budget.

#### **Background**

Acquisition of the refueler was first conceptualized in 2022 as part of a 10 Hydrogen Fuel Cell Electric Bus demonstration program included in the District's approved Innovative Clean Transit (ICT) rollout plan, which guides the District's transition from diesel and gasoline-powered vehicles to a zero-emission fleet, without early retirement of diesel vehicles. In June 2022, to replace 10 end-of-life diesel buses, the Board approved the purchase of 10 FCEBs, all of which have been delivered to North Base.

Diesel buses are major contributors to greenhouse gas (GHG) emissions and are the source of 89 percent of SamTrans' GHG emissions. Operating FCEBs instead of diesel-powered buses will help reduce energy consumption, direct carbon emissions, and other harmful emissions. The FCEBs will benefit not only those who rely on public transportation, but also help improve air quality due to reduced GHG emissions. The transition to zero-emission technology reflects the District's commitment to providing sustainable public transit services for the communities it serves, and aligns with the State of California and California Air Resources Board's leadership in reducing transportation impacts on air quality and the climate.

Prepared By: Liria Larano Deputy Chief, Fleet & Facilities Infrastructure 650-288-9151

**Resolution No. 2024-**

**Board of Directors, San Mateo County Transit District  
State of California**

\* \* \*

**Authorizing Purchase of Mobile Refueler for Hydrogen Fuel Cell Electric Buses from Plug  
Project Holding Co., LLC**

**Whereas**, pursuant to Resolution No. 2023-28, the Board of Directors (Board) awarded Contract 23-S-C-M-019 (Contract) to Plug Project Holding Co., LLC of Latham, New York (commonly known as “Plug Power”) to provide interim hydrogen fueling services for 10 hydrogen fuel cell electric buses (FCEBs), including delivery, installation and a two-year lease of a mobile hydrogen refueler (refueler), for a not-to-exceed amount of \$1,783,560; and

**Whereas**, the Contract also included the supply of hydrogen fuel for a not-to-exceed amount of \$2,588,560 for the two-year base term; and

**Whereas**, pursuant to Resolution No. 2023-28, the Board also authorized the General Manager/CEO or designee to exercise options to (1) purchase hydrogen fuel for up to two additional years for a not-to-exceed amount of \$805,000, and (2) either (a) extend the lease of the refueler for two additional years for a not-to-exceed amount of \$1,318,560, or (b) purchase the refueler after the two-year lease term for a not-to-exceed amount of \$2,246,826; and

**Whereas**, on March 1, 2024, the District entered into a First Amendment to the Contract to transfer the refueler lease agreement from Plug Power to MGFH2, LLC, a Texas limited liability company (MGFH2), and a related lease agreement with MGFH2; and

**Whereas**, due to commercial challenges being experienced by Plug Power, MGFH2 transferred the refueler back to Plug Power; and

**Whereas**, Plug Power informed the District that it could obtain the refueler more quickly if it would agree to purchase it now instead of leasing it for two years first; and

**Whereas**, staff considered Plug Power's offer and determined that purchasing the refueler rather than leasing it for two years would be less expensive, overall, for the District, and also more advantageous in terms of delivery timing and longer-term flexibility for the agency; and

**Whereas**, on September 5, 2024, the District entered into a Second Amendment to the Contract to terminate the lease agreement between the District and MGFH2, LLC, and to provide an option for the District to purchase the refueler from Plug Power before leasing it for two years as long as the refueler achieves the on-site acceptance and performance testing results described in the Contract; and

**Whereas**, to minimize delays to interoperability testing of the 10 FCEBs with the refueler, Plug Power delivered the refueler to the SamTrans North Base facility in South San Francisco on August 28, 2024, under a conditional purchase agreement; and

**Whereas**, installation and testing of the refueler commenced on August 29, 2024 and was completed on September 25, 2024; and

**Whereas**, commissioning of the refueler is anticipated to be complete in October 2024; and

**Whereas**, staff recommends, and the Finance Committee and Innovative Clean Transit/  
Sustainability Ad Hoc Advisory Committee concur, that the Board authorize the District to  
purchase the refueler for a total not-to-exceed amount of \$3,844,788 after the refueler  
achieves on-site acceptance and acceptable performance testing results.

**Now, Therefore, Be It Resolved** that the Board of Directors of the San Mateo County  
Transit District authorizes the purchase of the mobile hydrogen refueler from Plug Power for a  
total not-to-exceed amount of \$3,844,788 after the refueler achieves on-site acceptance and  
acceptable performance testing results.

**Be It Further Resolved** that the General Manager/CEO, or designee, is authorized to  
take further actions as may be necessary to give effect to this Resolution.

Regularly passed and adopted this 9th day of October, 2024 by the following vote:

Ayes:

Noes:

Absent:

---

Chair, San Mateo County Transit District

Attest:

---

Acting District Secretary

# Authorize Purchase of Mobile Refueler for FCEBs



# Background

- ◆ Board approved purchase of 10 Hydrogen Fuel Cell Electric Buses (FCEBS) in June 2022
- ◆ 10 FCEBs were delivered to North Base from September 2023 to June 2024
- ◆ FCEBs need to be tested and commissioned before placing them in revenue service



# Background

- ◆ Board approved an agreement with Plug Project Holding Co., LLC (Plug Power) to lease a mobile hydrogen refueler (refueler) for 2 years in May 2023
- ◆ Board also approved the following options:
  - ◆ Option 1 – Extend lease up to 2 additional years
  - ◆ Option 2 – Purchase refueler after 2-year lease

# Background

- ◆ To mitigate delays to delivery of the refueler, District agreed to a conditional purchase of the refueler
- ◆ Staff recommends purchase of the refueler after the refueler achieves the on-Site acceptance and performance testing results
- ◆ No additional budget authority is required

# Board Approved Options vs. Amendment

Options for Acquiring Interim Refueler	Board Approved Options		Amendment
	Base Term + Option 1	Base Term + Option 2	
<u>Board Approved Items</u>			
Base Term: 2-Year Lease of Refueler	\$ 1,783,560	\$ 1,783,560	
Option 1: Extend 2-year lease up to 2 additional years	\$ 1,318,560		
Total: Base Term + Option 1	\$ 3,102,120		
Option 2: Purchase the Refueler after 2 years		\$ 2,246,826	
Total: Base Term + Option 2		\$ 4,030,386	
Amendment to Purchase Refueler after On-Site Acceptance			\$ 3,844,788

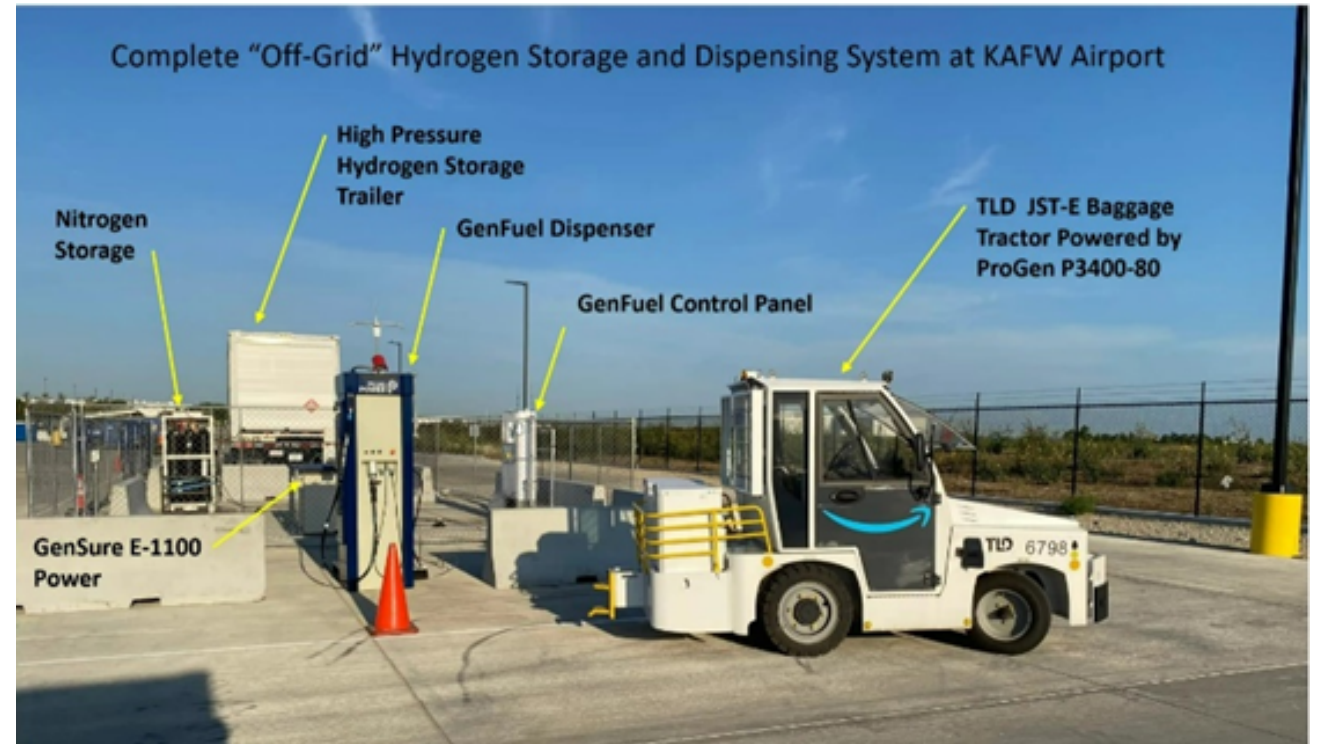
# Mobile Hydrogen Refueler

- ◆ Delivered in August 2024
- ◆ On-Site Testing is complete
- ◆ Commissioning is ongoing



# Back-up Hydrogen Refueler

- ◆ Pending permit from SSF Fire Marshal
- ◆ Trailers deliver gaseous hydrogen
- ◆ Widely used



# Hydrogen Safety Training

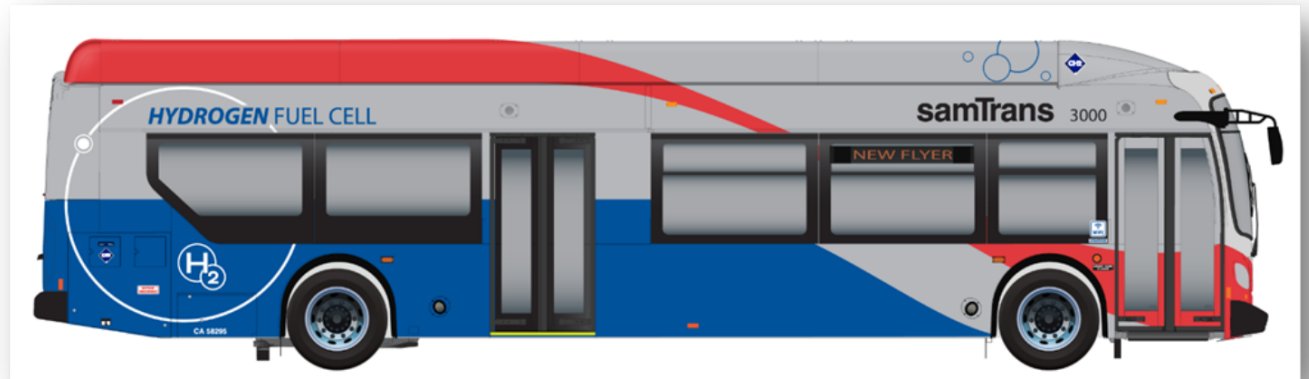
Safety Training	Trained
<b>SamTrans Employees</b>	
<b>Hydrogen Safety</b>	
Tier 1	35
Tier 2	45
Tier 3	539
<b>First Responders</b>	
BEBs	6
FCEBs	20
Refueler	46



# Workforce Training



Workforce	FCEBs		Workforce	Refueler	
	Trained	To be Trained		Trained	To be Trained
Bus Operators	3	320	Utility Workers	15	0
Mechanics	0	50	Facility Technicians	5	0



# Questions?





## Agenda

### Strategic Planning, Development, and Sustainability Committee Committee of the Whole

#### San Mateo County Transit District

**Wednesday, October 9, 2024 – 3:00 pm**

or immediately following the Finance Committee meeting

- |        |  |               |
|--------|--|---------------|
| 9.c.1. | Call to Order  |               |
| 9.c.2. | Approval of Minutes of the Strategic Planning, Development, and Sustainability Committee Meeting of August 7, 2024 | Motion        |
| 9.c.3. | Draft Strategic Plan and Update on Capital Improvement Plan and Measure W Ten-year Plan                            | Informational |
| 9.c.4. | Adjourn  |               |

Committee Members: David J. Canepa (Chair), Rico E. Medina, Josh Powell

Note:

- This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

**San Mateo County Transit District (District)  
1250 San Carlos Avenue, San Carlos, California**

**Minutes of Strategic Planning, Development,  
and Sustainability Committee Meeting / Committee of the Whole**

**August 7, 2024**

Committee Members Present: R. Medina, J. Powell

Committee Members Absent: D. Canepa (Chair)

Other Board Members Present Constituting Committee of the Whole: B. Esser, M. Fraser, J. Gee, P. Ratto

Other Board Members Absent: M. Chuang, R. Mueller

Staff Present: A. Chan, K. Jordan Steiner, D. Olmeda, S. van Hoften, J. Brook, D. Seamans

**9.c.1. Call to Order**

Committee Member Rico Medina called the meeting to order at 2:53 pm.

**9.c.2. Approval of Minutes of the Strategic Planning, Development, and Sustainability Committee Meeting of July 10, 2024**

Motion/Second: Ratto/Powell

Ayes: Esser, Fraser, Gee, Medina, Powell, Ratto

Noes: None

Absent: Canepa, Chuang, Mueller

**9.c.3. Expansion of Same-day Paratransit Service Pilot Program**

Ana Rivas, Director, Bus Transportation, provided the presentation on the proposed expansion of the same-day service pilot program.

Chair Fraser thanked staff for their work on the program.

Committee Member Josh Powell asked what the alternative would be if riders didn't use the same-day transit service and asked about service impact if we combine the two zones (north and south of Highway 92). David Olmeda, Chief Operating Officer, Bus, said the participation is manageable at this time, so the opening of the adjacent zones is not projected to cause SamTrans to run out of capacity. He said we would continue to assess and evaluate and bring any changes back to the Board. Director Powell asked what type of ridership is the District attempting to achieve over the next year. Ms. Rivas said the current goal is to provide at least 50 percent of the requested trips, and we have provided 97 percent to date. She said we did not want to discourage riders from using the regular service. Mr. Olmeda said this service is considered a service enhancement when using regular Redi-Wheels service is not feasible.

Director Peter Ratto commended the program for improving quality of life.

Vice Chair Jeff Gee said we are providing a service for those that want to take advantage of things such as a last-minute medical appointment cancellation, where the same-day service bridges the gap left by Redi-Wheels, which requires advance notice. He asked if there is a heatmap showing the time usage. Ms. Rivas said we are extending service from 3:00 to 6:00 pm to accommodate return trips from afternoon appointments. She noted the inquiries and comments from Board and will return in the future with the information during the next update to the Board.

Motion/Second: Gee/Powell

Ayes: Esser, Fraser, Gee, Medina, Powell, Ratto

Noes: None

Absent: Canepa, Chuang, Mueller

#### **9.c.4. Adjourn**

The meeting adjourned at 3:16 pm.

An audio/video recording of this meeting is available online at <https://www.samtrans.com/about-samtrans/video-board-directors-cac>. Questions may be referred to the District Secretary's office by phone at 650-508-6242 or by email to [board@samtrans.com](mailto:board@samtrans.com).

**San Mateo County Transit District  
Staff Report**

To: Planning, Development and Sustainability Committee  
Through: April Chan, General Manager/CEO  
From: Josh Mello, Executive Officer, Planning and Development  
Subject: **Draft Strategic Plan and Update on Capital Improvement Plan and Measure W Ten-year Plan**

**Action**

This report is for information only. No Board of Directors (Board) action is required.

**Significance**

The purpose of this presentation is to provide an informational overview of the draft San Mateo County Transit District's Strategic Plan, titled *Moving San Mateo County: SMCTD's 10-Year Strategic Plan* ("Strategic Plan"). Staff will provide a brief overview of the Strategic Plan purpose, scope and development process; the strategic plan framework; and the implementation, evaluation and reporting process. Staff will also provide a progress update on the 10-year Capital Improvement Program (CIP) and 10-year Measure W Budget Framework. Staff will ask the Board to adopt the Strategic Plan as an action item at a subsequent meeting.

**Strategic Plan Overview and Development Process**

The Strategic Plan is a foundational document that guides all policy, investment, and service decisions over the next ten years (fiscal years 2026-2035). It provides strategic direction both organizationally and programmatically to address the District's multi-faceted and unique role as the provider of bus transportation for the county (SamTrans) and as managing agency and provider of shared services for Caltrain and the Transportation Authority (TA), and staff support for the San Mateo County Express Lanes Joint Powers Authority (ELJPA). The scope of the plan covers the District as a workplace and an employer, and as a managing agency and provider of shared services. The plan also focuses on creating a vision for SamTrans service delivery and investments; it does not address Caltrain's service vision, delivery, and investments, nor the strategic vision for the TA or ELJPA. The Strategic Plan is also driving the development of the SamTrans 10-year CIP and Measure W Budget Framework, which are still underway.

The Strategic Plan is the result of an extensive process launched in May 2023. The District sought to understand national and local industry trends through a travel trend analysis, as well as interviews with peer agencies, thought leaders, and partner agencies. An extensive in-reach process with District staff followed, including two rounds of department interviews, an employee survey, frontline worker listening sessions, and two rounds of executive and board workshops, all of which included individuals across all agencies under the District umbrella. The project team also utilized extensive rider and public feedback gathered from recent efforts, including *Reimagine SamTrans*, *SamTrans' Bus Stop Improvement Program*, and SamTrans and MTC rider surveys, and met with multiple technical and stakeholder groups. This process resulted in development of the vision, mission, core values, and goals, which together serve as the foundation of the Strategic Plan (see Table 1).

**Table 1: Strategic Plan Framework**

<b>Component</b>	<b>Description</b>
<i>Vision</i>	The District provides an exceptional mobility experience for the people and communities in San Mateo County.
<i>Mission</i>	Working together to revolutionize mobility and create a more equitable and sustainable region.
<i>Goals*</i>	<p><u>Goal 1: Deliver Better Mobility Services.</u> Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.</p> <p><u>Goal 2: Provide Outstanding Customer Experience.</u> Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.</p> <p><u>Goal 3: Become an Employer of Choice.</u> Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.</p> <p><u>Goal 4: Lead Responsibly.</u> Build a fiscally responsible, accountable, and highly effective organization.</p> <p><u>Goal 5: Ensure Effective Management.</u> Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the district umbrella.</p> <p><u>Goal 6: Exercise Collective Efforts.</u> Collaborate across the region to improve transit and land use in service of greater mobility.</p>
<i>Core Values</i>	<p><u>Equity:</u> Delivering equitable access to opportunities for our communities and our employees to live and thrive</p> <p><u>Excellence:</u> Delivering high-quality service for our customers, investing in our employees, and securing our financial future</p> <p><u>Innovation:</u> Demonstrating eagerness and support to try new things, take calculated risks, and adapt to changing conditions</p> <p><u>Partnership:</u> Building trust, exercising empathy, working as a team, and collaborating with external partners</p> <p><u>Safety:</u> Cultivating a culture of safety and well-being of our people and customers</p> <p><u>Sustainability:</u> Creating a sustainable and resilient environmental future for the agency and people in the region</p>

\* Please see Appendix A in the Strategic Plan for specific objectives and initiatives under each goal

Strategic Plan Implementation, Evaluation and Reporting Process

It is important to measure, monitor and evaluate progress towards achieving strategic goals. Following adoption of the Strategic Plan, and for the remainder of fiscal year 2025, the project team will work with responsible departments to define the appropriate metrics and baselines to measure progress toward achieving specific initiatives. Each year, the District will report on the progress made toward achieving the strategic plan goals and initiatives, and identify challenges and opportunities to refine initiatives if needed. A more comprehensive update will be made at the five-year mark.

**Budget Impact**

There is no budget impact associated with this informational item; however, adoption of the Strategic Plan would have indirect budget impacts associated with implementation of the various initiatives recommended in the plan.

**Background**

The last District strategic plan addressed the five years from 2015 to 2019 and established three major priorities: become an effective organization, strengthen fiscal health, and expand mobility options. Major strategic accomplishments since then have included: the passage of Measure W sales tax, an additional long-term funding source to support operations, maintenance, and capital projects; adoption and full implementation of *Reimagine SamTrans*, and the Caltrain Governance MOU. Additionally, the District and other transit agencies in the Bay Area are continuing to adjust to post-pandemic travel patterns. For these reasons, the District has embarked on a new strategic planning process to develop a strategic vision and goals to guide the agency's priorities and investments through 2035.

Prepared By:	Chelsea Schultz	Manager, Strategic Planning	650-508-6483
	Asiya Patel	Planner	650-508-7913
	Millie Tolleson	Director, Planning	650-622-7815

*MOVING SAN MATEO COUNTY:*  
**San Mateo County  
Transit District's  
10-Year Strategic Plan**  
2026 - 2035



**September 2024**

A LETTER FROM THE BOARD CHAIR MARINA FRASER



On behalf of the entire Board, it is my privilege to present to you the San Mateo County Transit District's 10-year strategic plan, *Moving San Mateo County*.

The last few years have been unlike anything our agency, and the entire transit industry, has ever seen. The challenges we have experienced have been unprecedented. But through our employees' resilience, ingenuity, and creativity we have begun to work together to address the changing transportation patterns and needs of our riders and employees in a post-COVID-19 world.

Today, more people are traveling at off-peak times and looking for more flexible ways to get around for all types of trips, and we've adeptly responded with the implementation of the full *Reimagine SamTrans* bus network, a same-day paratransit pilot program, and our new Ride Plus microtransit service.

There is still much more to be done. *Moving San Mateo County* recognizes the collective efforts that will be needed to foster collaboration within and beyond the District, underscoring just how critical our staff is to achieving the goals, objectives, and initiatives described herein. I am confident that through the realization of this plan, the District will be even better positioned to revolutionize mobility and create a more equitable and sustainable region.

Marina Fraser  
Board Chair  
San Mateo County Transit District

A LETTER FROM THE GENERAL MANAGER AND CEO APRIL CHAN



San Mateo County and the larger region depend on the San Mateo County Transit District ("District") to get people where they need to go—safely, conveniently, and reliably. Caltrain and the Transportation Authority also depend on the District to perform integral administrative functions that, in turn, help them keep trains running and deliver critical transportation funding and projects to our region. Our dedicated employees work tirelessly to make this happen, and I am proud of what we have accomplished since our founding in 1976.

The last District strategic plan addressed the five years from 2015 to 2019. Much has changed since then, both locally and globally. With the passage of the Measure W sales tax in 2018, the District secured an additional long-term funding source to support operations, maintenance, and capital projects. The COVID-19 pandemic caused profound societal and service disruptions and changed travel patterns dramatically. The need for a fresh perspective and a new strategic plan is clear.

That is why I am delighted to present *Moving San Mateo County*, which will chart our path as we look forward to the next 10 years at the District. In *Moving San Mateo County*, we answer big questions about how best to evolve to meet and exceed the needs of our riders while also ensuring the District is a wonderful place to work. I have never been more excited about our future and the futures of the agencies we support.

I have had the privilege of serving the District for over 20 years—in roles across capital programs, budgets and grants, planning and development—and now as General Manager and CEO. My lived experience has shown me that this organization is capable of incredible growth and innovation. During the development of this strategic plan, we engaged in discussions with District staff and asked them what they found most positive about working here. Time and time again, they answered "our people." I am confident that it is our dedicated people who will lead us to success.

*Moving San Mateo County* establishes our aspirations for the future of the District. Building this future will be exciting and transformative, though it likely will involve difficult conversations about necessary tradeoffs. The plan serves as a guide, helping the District navigate a path by linking our vision to specific, actionable steps that will drive change.

By working collaboratively, leaders at every level of our organization will tackle challenges head-on to provide an exceptional mobility experience for the people and communities in San Mateo County.

Sincerely,

April Chan  
General Manager and CEO



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# Acknowledgments

## SamTrans Board of Directors

Marina Fraser, Chair  
 Jeff Gee, Vice Chair  
 David J. Canepa, Director  
 Marie Chuang, Director  
 Brooks Esser, Director  
 Rico E. Medina, Director  
 Ray Mueller, Director  
 Josh Powell, Director  
 Peter Ratto, Director

## SMCTD Joint Executive Team (Continued)

Peter Skinner, Executive Officer, Transportation Authority  
 Michelle Bouchard, Executive Director, Caltrain  
 Casey Fromson, Chief of Staff, Caltrain  
 Sam Sargent, Director of Strategy and Policy, Caltrain  
 Li Zhang, Chief of Commercial & Business Development, Caltrain  
 James Harrison, General Counsel, Caltrain

## SMCTD Joint Executive Team

April Chan, General Manager/CEO  
 David Santoro, Deputy General Manager/CEO  
 Taylor Huckaby, Deputy Chief of Communications  
 Kate Jordan Steiner, Chief Financial Officer  
 Nate Kramer, Chief People Officer  
 Mehul Kumar, Chief Information & Technology Officer  
 Joshua Mello, Executive Officer, Planning & Development  
 David Olmeda, Chief Operating Officer  
 Dora Seamans, Executive Officer, District Secretary  
 Joan Cassman, General Counsel, SMCTD

## Project Management Team

Chelsea Schultz, Project Manager  
 Asiya Patel, Deputy Project Manager  
 Bo Baney, Principal Planner  
 Millie Tolleson, Director, SamTrans Planning  
 Michaela Wright Petrik, Government and Community Affairs Officer

## Consultant Team

Joshua Schank, InfraStrategies  
 Emma Huang, InfraStrategies  
 Nate Conable, Fehr & Peers  
 Molly Sun, Fehr & Peers  
 Andrina Dominguez, WSP

# Executive Summary

## Purpose and Scope

Moving San Mateo County, the San Mateo County Transit District's (District) strategic plan, will guide all policy, investment, and service decisions over the next ten years. It provides strategic direction to address the District's multi-faceted and unique role as the provider of bus transportation for the county (SamTrans) and as managing agency and provider of shared services for Caltrain and the San Mateo County Transportation Authority (TA), and staff support for the San Mateo County Express Lanes (ELJPA). The scope of the plan covers the District as a workplace and an employer, and as a managing agency and provider of shared services. The plan also focuses on creating a vision for SamTrans service delivery and investments.

## Why now?

Any complex organization needs to regularly update its strategic plan to maximize effectiveness and clarity in its pursuits. The last District strategic plan addressed the five years from 2015 to 2019 and much has changed since then. With the passage of the Measure W sales tax in 2018, the District secured an additional long-term funding source to support operations, maintenance, and capital projects. The COVID-19 pandemic caused profound societal and service disruptions and changed travel patterns dramatically. Additionally, changes to the District's organizational structure created

a new working environment that is very different from 2019. For all these reasons and more, the District had an acute need to revisit its strategic goals and their alignment with day-to-day service delivery.

## Plan Development Process

This plan is the result of an extensive strategic planning process launched in May 2023. The District sought to understand existing trends locally and in the transit industry through a travel trend analysis, as well as through interviews with peer agencies, thought leaders, and partner agencies. An extensive in-reach process with District staff followed, including two rounds of department interviews, an employee survey, frontline worker listening sessions, and two rounds of executive and board workshops. This process resulted in development of the following vision, mission, core values, and goals, which together serve as the foundation of the strategic plan.

## Vision

The future we envision:

**The District provides an exceptional mobility experience for the people and communities in San Mateo County.**

## Mission

How we will achieve it:

**Working together to revolutionize mobility and create a more equitable and sustainable region.**

## Core Values

The guiding principles that define our culture and behavior:



### Equity

Delivering equitable access to opportunities for our communities and our employees to live and thrive.



### Partnership

Building trust, exercising empathy, working as a team, and collaborating with external partners.



### Excellence

Delivering high-quality service for our customers, investing in our employees, and securing our financial future.



### Safety

Cultivating a culture of safety and well-being of our people and customers.



### Innovation

Demonstrating eagerness and support to try new things, take calculated risks, and adapt to changing conditions.



### Sustainability

Creating a sustainable and resilient environmental future for the agency and people in the region.

## Goals and Actions

This section outlines the *Moving San Mateo County* goals and highlights a few of the major themes of the initiatives that will be undertaken to meet each goal.

### **Goal 1: Deliver Better Mobility Services**

**Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.**

SamTrans is dedicated to improving mobility in San Mateo County through a multifaceted approach that centers equity, sustainability, and customer experience. This includes targeted investments in core service corridors to enhance service and transit priority infrastructure. SamTrans will continue to invest in zero-emission bus fleet and infrastructure, as well as the resilience and state of good repair of existing infrastructure. We will undertake a systemwide service analysis, pilot improvements to paratransit services and test a mobility wallet concept.

### **Goal 2: Provide Outstanding Customer Experience**

**Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.**

SamTrans will improve the transit and paratransit rider experience through better real-time communication and arrival information. We will pilot the use of paid ambassadors to improve customer experience, build trust, and boost rider loyalty by creating a rider rewards program. We will institute a robust safety culture that is consistent Districtwide and enhances customer experience. We will respond to changing climate impacts to riders by providing mutual aid and explore options for free fares on extreme weather days.

### **Goal 3: Become an Employer of Choice**

**Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.**

The District will prioritize recruitment and retention, and offer a total compensation package with competitive salaries and benefits. We will build and maintain a culture of trust and recognize employee achievements. The District will standardize employee performance metrics and career pathways, conduct regular employee surveys, and provide enhanced management training. We will integrate diversity, equity, inclusion, and belonging (DEIB) efforts by adopting DEIB workforce goals and providing tools for a more inclusionary workplace. We will provide a safe and modern workplace for all District employees, including access to restrooms for bus operators, replacing Building 200 at North Base, and relocating District Headquarters.

### **Goal 4: Lead Responsibly**

**Build a fiscally responsible, accountable, and highly effective organization.**

The District will improve internal processes beginning with a focus on procurement and employee recruitment process. We will implement recommendations from the IT Strategic Plan and ensure that the budget process reflects funding and staffing needs required to achieve the initiatives outlined in this strategic plan. We will design and implement an Environmental Management System (EMS) to meet environmental and financial goals and improve operational effectiveness, and we will measure and communicate the environmental impacts of agency activities.



**Goal 5: Ensure Effective Management**

Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the District umbrella.

Shared Services like the Board Secretary, Finance, Innovation & Technology, Marketing & Communications, People & Culture, and Sustainability are used by all agencies under the District. The District also has partially shared service areas with SamTrans and Caltrain counterparts that work together. As such, it is important we develop a mutually agreed-upon Shared Services Agreement to improve service delivery and clarify expectations, roles, and responsibilities. We will also develop metrics and a work plan for tracking Shared Services performance so that we can evaluate and make any adjustments in the future.

**Goal 6: Exercise Collective Efforts**

Collaborate across the region to improve transit and land use in service of greater mobility.

The District will participate in regional transit coordination initiatives and regional climate adaptation efforts, and dedicate resources to protecting critical lifeline assets. We will build stronger partnerships to improve transit service for our riders, working conditions for operators, and transportation options for youth. We will create a transit-oriented development (TOD) policy that encourages development near transit hubs in key areas. We will also collaborate with agency partners and local stakeholders to improve safe routes to transit for bicyclists and pedestrians.

**Implementation, Monitoring, and Evaluation**

The District will establish a system for implementing the initiatives described in this plan, monitoring and evaluating progress towards achieving the six strategic goals, and reporting to the organization and its stakeholders. The District will make periodic updates to the plan, as well as a more substantial refresh after five years. Together, these efforts will ensure that the plan will be translated into action and be consistently relevant for the next decade.

The plan is meant to be dynamic and continuously evolve, and the initiatives were designed to be ambitious, yet achievable. Some initiatives in this plan have already begun, and some new initiatives will become part of the District's ongoing course of business. The strategic plan will be reviewed every year to assess progress, reflect on outcomes, adjust where necessary, and outline next steps.



# Introduction

Public transit is an essential service. It is a lifeline for those who cannot or do not drive, a sustainable and community-oriented form of transportation, and often a great way to avoid the frustrations of traffic congestion and parking. The San Mateo County Transit District (District) – through the public transit services provided by SamTrans and Caltrain, and the transportation programs funded and delivered by the Transportation Authority (TA) – is well positioned to positively impact quality of life and economic vitality in the county. However, like many other agencies, the District can find itself pulled in multiple directions at once, which makes it harder to effectively deliver on agency goals.

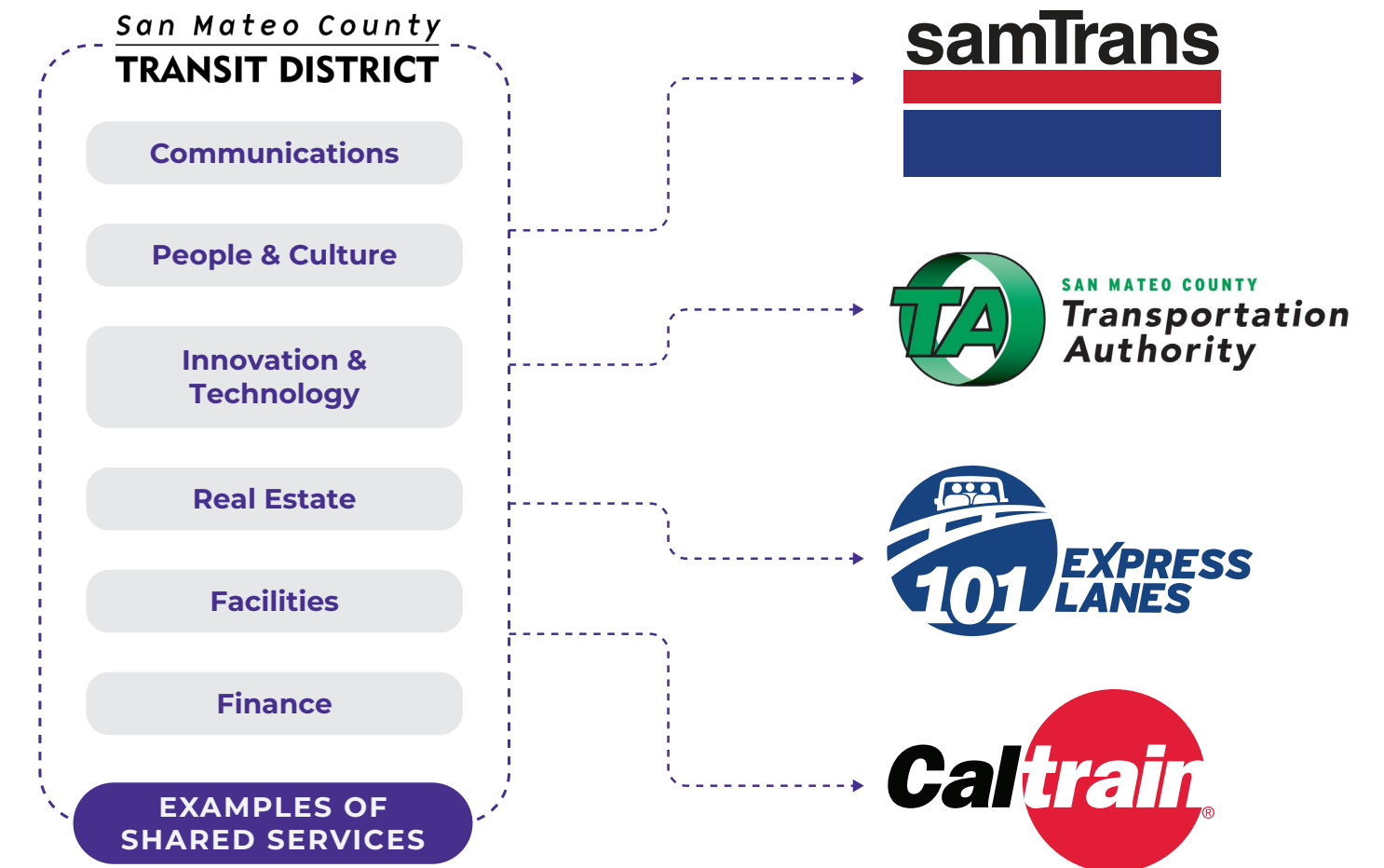
This plan is intended to bring clarity to those goals, building on the strong foundation the District already has, and lay out what it will accomplish over the next decade. It begins with a very broad vision for what needs to be done, and then becomes more specific with a set of initiatives needed to realize that vision. Upon full implementation, *Moving San Mateo County* will propel the District and the region forward with a transit system known for its reliability and excellence.



## About the San Mateo County Transit District

The District is the local government organization responsible for administering the principal public transit and transportation programs in San Mateo County: SamTrans fixed route service and associated paratransit and microtransit services, Caltrain commuter rail service owned by the JPB, and the TA. The District also performs certain administrative functions for the San Mateo

County Express Lanes Joint Powers Authority (ELJPA). The JPB, the TA, and ELJPA rely on the District to provide administrative and staff services (i.e., shared services) under the direction and oversight of their respective boards, each maintaining a separate corporate identity and governance. Following is a brief description of each agency.



**SamTrans**

SamTrans is a branded bus service, with associated Redi-Wheels and RediCoast paratransit and Ride Plus microtransit services that, together, operate primarily in San Mateo County, which encompasses 20 incorporated cities and unincorporated areas. SamTrans maintains over 300 fixed-route revenue vehicles and operates over 70 routes spanning from San Francisco to Santa Clara. Many bus routes make connections to Caltrain, Bay Area Rapid Transit (BART), and the San Francisco International Airport.

**Caltrain**

Owned and operated by the JPB, Caltrain is the commuter rail service between San Francisco and Gilroy, which runs along the Peninsula and through the South Bay and San Jose. In 2022, the JPB established a separate, permanent Caltrain executive director that reports exclusively to the Joint Powers Board, to supplement the “Shared Services” model through which some District departments support the JPB as well as the District. The JPB consists of three members appointed by each member agency, including the District, the City and County of San Francisco and the Santa Clara Valley Transportation Authority (VTA).

**Transportation Authority (TA)**

The TA plans, funds, and delivers transportation programs and projects throughout San Mateo County. It was formed in 1988 with the passage of the voter-approved half-cent sales tax for countywide transportation projects and programs, known as Measure A, which was re-authorized in 2004. In 2018, county voters passed the District’s Measure W Sales Tax, which provided an additional revenue stream to improve transit and relieve traffic congestion. The District tasked the TA with administering 50% of the Measure W revenues as directed by the Measure W Congestion Relief Plan. The TA is governed by its own appointed board of directors. The District’s General Manager/CEO serves as the TA’s Executive Director.

**San Mateo County Express Lanes Joint Powers Authority (ELJPA)**

The ELJPA owns and operates 22 miles of express lanes in both directions on US 101 between the San Mateo-Santa Clara County Line and I-380 in South San Francisco. The ELJPA is governed by a six-member board consisting of three TA board members and three members of the City/County Association of Governments of San Mateo (C/CAG). The goals of the express lanes are to reduce congestion, reduce travel times, and make travel times more reliable. Staff functions are provided by both the TA and C/CAG.

**Strategic Plan Purpose and Scope**

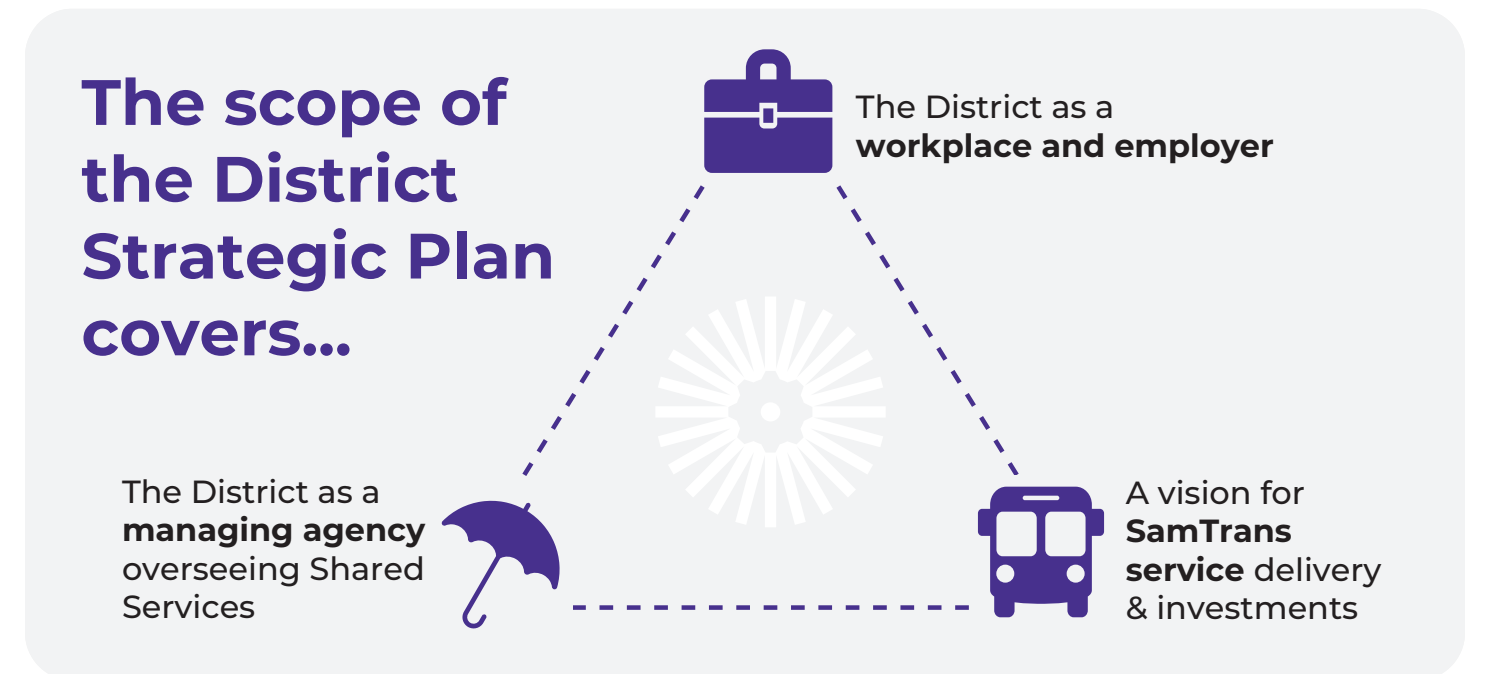
The strategic plan is a foundational document that guides all policy, investment, and service decisions over the next ten years. It provides strategic direction both organizationally and programmatically to address the District's multi-faceted and unique role as the provider of bus transportation for the county (SamTrans) and as managing agency and provider of shared services for Caltrain and the TA, and staff support for the ELJPA.

The scope of the plan covers the District as a workplace and an employer, and as a managing agency and provider of shared services. The plan also focuses on creating

a vision for SamTrans service delivery and investments; it does not address Caltrain's service vision, delivery, and investments, nor the strategic vision for the TA or ELJPA.<sup>1</sup>

With a ten-year horizon through fiscal year 2035, *Moving San Mateo County* will help align and focus the District’s functions, prioritize resources, and outline a process to report and measure progress over the next decade. This plan serves as the bedrock that informs all of the District’s other plans, including the Measure W 10-Year Budget Framework and SamTrans Capital Improvement Plan (CIP), and other programs and services to achieve a collective vision.

<sup>1</sup> To read Caltrain’s strategic plan, please see <https://www.caltrain.com/media/2198/download?inline>; to read the Transportation Authority’s strategic plan, please see: <https://www.smcta.com/about-us/funding-overview/strategic-plan-2020-2024>



### Why Now?

The last District strategic plan addressed the five years from 2015 to 2019. Much has changed since then, both locally and globally. With the passage of Measure W sales tax in 2018, the District secured an additional long-term funding source to support operations, maintenance, and capital projects. The District made significant progress on its 2018 Strategic Business Plan by delivering key projects such as installing wi-fi on buses, piloting and refining the Way2Go pass program, completing a countywide shuttle study, conducting a microtransit pilot program in Pacifica, and completing the *Bus Stop Improvement Plan*. Way2Go has since been instituted as a permanent pass program that allows educational institutions, residential complexes, and employers to purchase unlimited-ride annual passes for all eligible students, residents, or employees.

Additionally, as of summer 2024, SamTrans has fully implemented *Reimagine SamTrans*, a comprehensive refresh of the fixed-route bus network, and it is already seeing increased ridership on core routes. Building on lessons learned from the microtransit pilot program, SamTrans has also launched Ride Plus on-demand service in East Palo Alto and Half Moon Bay as part of the rollout of the new *Reimagine SamTrans* network. Also as of 2024, the District is receiving steady deliveries of new zero-emission vehicles to aid in the full transition of its SamTrans fleet away from diesel buses.

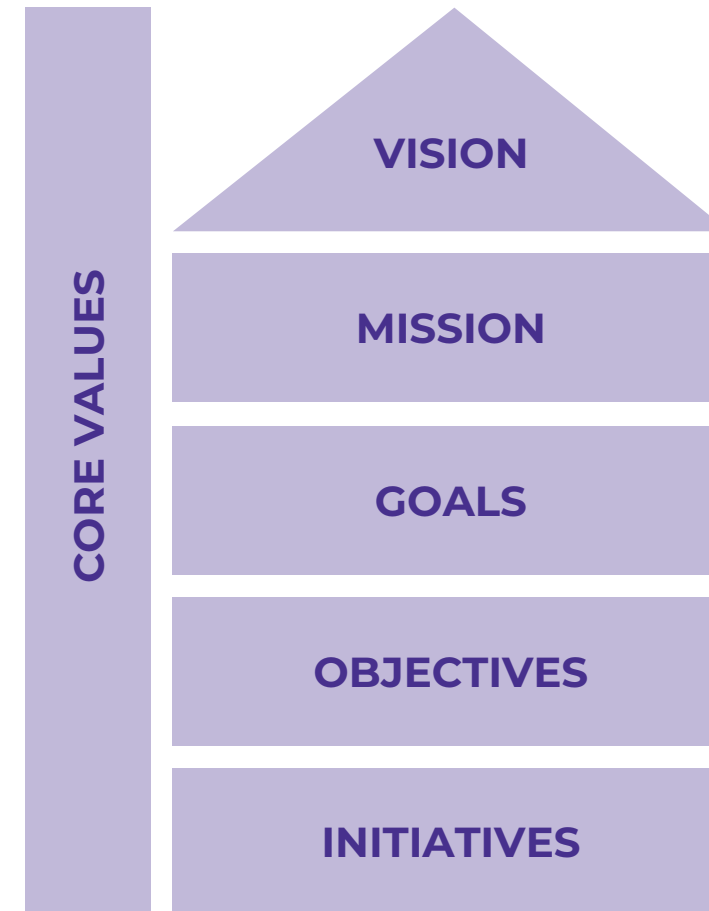
On the organizational side, the governance and relationship of Caltrain to SamTrans has been codified by the 2022 Memorandum of Understanding (MOU) between JPB, VTA, the District, and the City and County of San Francisco, including a continuing mandate for Shared Services provided by the District. The District has also made great strides to integrate sustainability and equity into its policies and business practices.

Much of this has happened against the backdrop of the COVID-19 pandemic when, in 2020, SamTrans ridership plummeted over 70 percent, service was slashed by nearly half, and the District lost over a million dollars in fare revenue each month. In the face of a historic public health disaster, District staff worked tirelessly to plan and deliver responsive, safe, and high-quality public transportation, demonstrating resilience, hard work, and ingenuity. The District and JPB were active partners in the MTC's Blue Ribbon Transit Recovery Task Force, convened during the height of the pandemic in 2020, to guide the future of the Bay Area's public transportation network as the region adjusted to conditions created by the pandemic.

The once-familiar landscape of transportation has undergone a seismic upheaval, prompting a necessary re-evaluation of strategies and priorities. Enter the new strategic plan, *Moving San Mateo County*, crafted to guide the District through the next decade.

### Organization of Strategic Plan

The plan is underpinned by a vision, mission, and six core values.



#### Vision

The vision is the District's long-term aspiration and describes the future it strives to realize for the agency.

#### Mission

The mission encapsulates the fundamental purpose of the District, what it does, and whom it serves.

#### Six Strategic Goals

Six strategic goals have been identified to offer more specificity in how the District will achieve the vision. Each goal is supported by key objectives and a series of initiatives.

#### Objectives & Initiatives

The Initiative Action Matrix at the end of this document (Appendix A) summarizes the goals, objectives, and initiatives contained in this plan for quick reference. The District will rely on this Initiative Action Matrix to plan and deliver specific projects, as well as issue periodic reports to the public on the progress towards these goals and initiatives. Lastly, staff will comprehensively update the plan after five years to ensure the District is advancing towards its vision.

#### Six Core Values

The core values are the beliefs and principles that guide the behavior and decisions of everyone within the District when taking actions to realize the vision and mission.



## Strategic Plan Development Process

An extensive strategic planning process began in May 2023. As a first step to understand existing trends locally and in the transit industry, the District conducted a travel trend analysis, as well as interviews with peer agencies, thought leaders, and partner agencies. A full list of those interviewed can be found in Appendix B. The planning process included an extensive in-reach process with District staff, including two rounds of department interviews, an employee survey, pop-up tabling events at North and South Bases and central HQ, frontline worker listening sessions, and two rounds of executive and board workshops. All of these touch points included individuals

from Caltrain, the TA, and SamTrans. The team also utilized findings from a recent Diversity, Equity, Inclusion, and Belonging (DEIB) study of over 100 employees across ten different focus groups.

Key themes identified through the employee in-reach process included the desire for: streamlined internal processes and data standards; competitive salaries and attractive benefit packages; additional resources for employee recruitment and retention; increased recognition of achievements; increased collaboration across departments and work locations; and, enhanced transparency and communication across all levels of staff. Input received from District employees directly informed the goals, objectives, and initiatives outlined in this plan.



Relevant information from major plans, including rider feedback from the recent *Bus Stop Improvement Plan* and *Reimagine SamTrans*, was considered, as well as ridership survey results from SamTrans' triennial onboard survey and MTC's 2022 *Origin-Destination Study*.

Additionally, input from the SamTrans Citizens Advisory Committee, the Accessibility Advisory Committee, and the San Mateo County Paratransit Coordinating Council helped shape the plan. The District also engaged with staff from local jurisdictions and representatives from business, non-profits, advocacy groups, and other stakeholders. The general public weighed in on elements of the draft strategic plan at a multilingual virtual community meeting. This engagement was enormously valuable in identifying key trends and developing the core elements and priorities identified in the plan.

## Strategic Plan Engagement Process



# Key Trends

Understanding the overarching trends and forecasts that will shape transportation needs over the next decade in San Mateo County is critical to the District’s success in meeting those needs. The plan’s six strategic goals have been informed by the following key trends.

## Transit must respond to changing travel patterns

SamTrans ridership is steadily recovering at a rate that is outpacing many peers both regionally and nationally.<sup>1</sup> Total ridership for calendar year 2023 reached 83 percent of pre-pandemic levels (2019), with core routes achieving even higher ridership recovery. In May 2024, total ridership reached 98 percent of pre-pandemic ridership, and SamTrans adult fare usage recovery is 114 percent (as compared to May 2019).<sup>2</sup>

Travel patterns have changed post-pandemic. A greater share of post-pandemic travel occurs at off-peak periods, as measured along the San Mateo and Dumbarton bridges.<sup>3</sup> Many office workers are settling into a hybrid work schedule and traditional commuting patterns have changed.<sup>4</sup> However, most SamTrans riders (82 percent) rely on the system as their primary mode of transportation and use it at least four days per week.<sup>5</sup>

Further, the share of SamTrans riders of color has increased since 2015, driven by an increase in the share of Latino riders. For 37 percent of riders, Spanish is the most common language spoken at home, followed by Tagalog (16 percent) and Cantonese (4 percent).<sup>6</sup> Ridership demographics are also shifting in terms of age. The share of youth and senior riders has increased since 2015. In 2021, 25 percent of riders were between 13 to 18 years of age and 13 percent over 65 years of age, compared to just 18 and 11 percent, respectively, in 2015.<sup>7</sup>

**98%** ridership recovery to pre-pandemic levels as of May 2024

**82%** of riders rely on SamTrans as their primary mode and use it 4+ times a week

**37%** of riders reported Spanish as the most common language spoken at home

1 FY23 Annual Survey, September 6, 2023 SamTrans Board of Directors Meeting.  
 2 SamTrans Monthly Performance Report, May 2024.

3 MTC 2023  
 4 Bay Area Council Employer Survey  
 5 2021 SamTrans Triennial Customer Survey  
 6 SamTrans 2021, 2018, 2015 Triennial Surveys  
 7 SamTrans 2021, 2018, 2015 Triennial Surveys

## Local affordability issues impact transit use

San Mateo County has a very high cost of living; a four-person household earning under \$149,100 annually is considered low-income.<sup>8</sup> Increases in rent payments since 1970 have outpaced growth in household incomes.<sup>9</sup> The share of SamTrans riders that have access to a vehicle has decreased since 2019, and SamTrans riders making less than \$50,000 continue to represent the highest share of overall ridership.<sup>10</sup> In fact, nearly 39% of riders earn less than \$25,000 annually.

## San Mateo County is growing

San Mateo County is expected to add 129,000 households and 114,000 jobs between 2015 and 2050—a nine percent projected regional housing growth and eight percent projected regional job growth.<sup>11</sup> Future development in San Mateo County is expected especially along El Camino Real and within Bayside communities.<sup>12</sup>

**39%** of riders earn less than \$25,000 annually

**9%** projected regional housing growth between 2015 - 2050

8 California Department of Housing and Community Development 2023 State Income Limits  
 9 MTC Vital Signs  
 10 SamTrans 2021, 2018, 2015 Triennial Surveys  
 11 Plan Bay Area 2050  
 12 Plan Bay Area 2050

## Climate change mitigation programs are needed, but costly

Approximately 40 percent of California’s greenhouse gas (GHG) emissions stem from surface transportation (all modes). Whether Californians choose to drive or take public transit is one of the most significant climate choices they make every day. The California Innovative Clean Transit (ICT) Regulation requires public transit agencies like SamTrans to transition to a 100 percent zero-emission bus fleet by 2040, which SamTrans aims to accomplish by 2034. Sea level rise adaptation is expected to cost San Mateo County more than \$10 billion through 2050.<sup>13</sup> Climate hazards such as sea level rise, storm surge, and fluvial flooding present major issues for the District’s infrastructure and facilities.<sup>14</sup> Increasing temperatures put SamTrans’ customers at risk of heat-related health impacts.<sup>15</sup>

**40%** of GHG emissions stem from surface transportation

**\$10 Billion** cost of sea level rise adaption in San Mateo County through 2050

13 MTC / Association of Bay Area Governments and the San Francisco Bay Conservation and Development Commission, Sea Level Rise Adaptation Funding and Investment Framework Final Report, July 2023.  
 14 SamTrans Adaptation and Resilience Plan, 2021  
 15 SamTrans Adaptation and Resilience Plan, 2021

 **Labor shortages constrain the District**

Labor shortages constrain the District's ability to adequately staff and increase SamTrans service. An aging workforce, high retirement rates, competition for workers across the Bay area, complex regulatory and licensing requirements, and concerns about work schedules, compensation, and benefits are all challenges.<sup>16</sup> The very high cost of living in San Mateo County exacerbates these challenges.

 **Operating expenses are likely to outpace revenue growth**

Within the next decade, the District's operating expenses are expected to outpace revenue growth. Current funding sources (Measure W, local sales tax, formula funds, and others) will need to be supplemented by external funding such as competitive federal and state grants, in order to implement the District's capital program, in particular, the transition to zero-emission vehicles.

<sup>16</sup> APTA Transit Workforce Shortage Synthesis Report, March 2023

 **Regional coordination and governance is complex**

The Bay Area has 27 independent transit agencies with full local authority, and coordinating high-quality regional transit is challenging. Additionally, the governance structure dictated by the 2022 Memorandum of Understanding (MOU) provides a unique staff reporting structure and Shared Services model, and is organizationally complex.



# Vision

The future we see by executing this plan:

**The District provides an exceptional mobility experience for the people and communities in San Mateo County.**

The District envisions a future where it provides exceptional mobility options for San Mateo County that meet standards of the highest quality. These services are plentiful, enjoyable to use, efficient, safe, and reliable. These services will enhance connectivity and accessibility throughout the county and provide a world-class customer experience that will substantially benefit our local communities. Through continuous innovation and an unwavering commitment to safety, the District earns a reputation of excellence.



# Mission

How the District employees will accomplish the vision:

**Working together to revolutionize mobility and create a more equitable and sustainable region.**

This mission is built around the idea of collaboration, which is both a worthy goal and a critical ingredient in the achievement of the vision. Only by working hand-in-hand with its stakeholders, partners, and dedicated employees can the District cohesively integrate high-quality mobility options to provide equitable access to opportunity. By embracing new technologies and forward-thinking policies, the District will work to reduce reliance on single-occupancy vehicles, improve air quality, and enhance the quality of life for a more sustainable and vibrant San Mateo County.

# Core Values

While its vision and mission provide direction and focus for the District, the core values influence its organizational identity and culture. Core values apply to everything the District does, for customers and employees, and are intended to guide its overall behavior and actions. These six core values— equity, excellence, innovation, partnership, safety, and sustainability— serve as a foundation for effective and consistent District interactions, activities, and decision-making at every level, and play a crucial role in shaping the District’s inclusive, resilient, and team-oriented internal culture. By clearly defining these values, the District is committing to its stakeholders that it will uphold them in the execution of this plan.


-  **Equity**
-  **Excellence**
-  **Innovation**
-  **Partnership**
-  **Safety**
-  **Sustainability**

 **Equity**  
 Delivering equitable access to opportunities for our communities and our employees to live and thrive.


Communities thrive when they have affordable, accessible, and timely transportation to the places where they live, work, and play. The District prioritizes equitable access in all of its services and operations, ensuring that customers and employees alike can thrive regardless of background or circumstance. By providing high-quality mobility options that meet its customers’ diverse needs, the District will enhance connectivity for a stronger, more resilient, and economically prosperous San Mateo County.

 **Excellence**  
 Delivering high-quality service for our customers, investing in our employees, and securing our financial future.

The District strives to go above and beyond to ensure an exceptional mobility experience. Providing an excellent experience for our customers depends on building and maintaining a workforce that feels supported and empowered to bring their best to work every day. The District maintains this level of excellence by being an employer of choice, investing in its employees, and providing a safe and modern workplace. This internal and external excellence fosters operational efficiency and innovation, ultimately enhancing long-term financial stability and customer satisfaction.

 **Innovation**  
 Demonstrating eagerness and support to try new things, take calculated risks, and adapt to changing conditions.


The District embraces a culture of innovation by creating space for employees to explore new ideas, technologies, and approaches to meet the evolving mobility needs of San Mateo County. By fostering an environment where calculated risks are welcomed and learning from failure is embraced, the District is positioning itself to effectively address emerging challenges and proactively refine its mobility offerings.

 **Partnership**  
 Building trust, exercising empathy, working as a team, and collaborating with external partners.

The District does not operate in isolation and recognizes the critical roles that trust, empathy, and teamwork play in delivering its services. Activating and leveraging the collective strengths of its workforce, the District celebrates collaboration to work together as one team. The District proactively turns this collaborative spirit outward, fostering partnerships with other agencies, businesses, and community organizations to optimize sustainable transportation service delivery.

 **Safety**  
 Cultivating a culture of safety and well-being of our people and customers.

The District is committed to ensuring the welfare of employees and customers in every aspect of operations. Through rigorous training programs, proactive risk assessments, and continuous improvement initiatives, the District strives to mitigate hazards and prevent accidents. The District equally emphasizes the mental, physical, and emotional health of its workforce by providing resources to promote well-being, and upholding and enforcing the highest standards for workplace conduct.

 **Sustainability**  
 Creating a sustainable and resilient environmental future for the agency and people in the region.

The District is committed to creating more opportunities for people to use public transit and, by doing so, reduce environmental harm. The District commits to advancing regional sustainability by reducing resource use, minimizing its impact on the environment, improving operational effectiveness, and measuring the environmental impacts of its activities to identify opportunities for improvement. By encouraging the use of public transit in our local communities, the District is creating a resilient and sustainable environmental present and future for all of San Mateo County.

# Strategic Goals, Objectives & Initiatives

Moving San Mateo County includes six strategic goals that we believe will lead us towards our Vision, guide us on our Mission, and are consistent with our Core Values. These goals act as a strategic roadmap and are bolstered by clear, specific, and measurable objectives, which are operationalized via discrete initiatives. By executing on these initiatives, the District commits to creating lasting and positive change for customers, employees, and the region over the next ten years.



## **Goal 1: Deliver Better Mobility Services**

Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.

Investing in expanded sustainable transportation options can help make modes other than driving more efficient, accessible, and compelling. SamTrans will continue to work to adopt service patterns and offerings that are responsive to the travel patterns and needs of customers. For SamTrans, this means thinking creatively, committing to and building on innovative initiatives, and testing concepts that improve the overall customer experience. SamTrans believes that by making transit and other sustainable options laser-focused on responding to rider needs, we can improve efficiency, contribute to regional emissions reductions, and increase equitable access to services.

## **Objective 1A Improve and expand existing SamTrans services**

Improving and expanding transit services requires a strong understanding of the travel patterns—and unmet needs—of riders. Improvement to services is most effective when the services are analyzed based on their intent, whether it is to improve travel times, accessibility, or frequency of service. The SamTrans services most critical to Objective 1A are those along core corridors that serve key markets or will be experiencing projected growth over the next ten years, and on-demand services that can help to fill service gaps.



**Initiative 1A.1 Invest in new or existing service in key transit corridors**

SamTrans is dedicated to investing in key corridors where demand and ridership are high, such as El Camino Real/SR 82, and the Dumbarton Rail Corridor, to better serve existing riders and increase transit service where it is most needed. El Camino Real is one of the highest density corridors connecting the northern and southern ends of the county, accounting for one-quarter of daily SamTrans riders. SamTrans will also explore ways to enhance or optimize its service patterns by leveraging Caltrain’s electrified service (as it runs parallel to the El Camino Real corridor). Near-term transit service operating within the Dumbarton Rail Corridor, particularly the Peninsula portion from Redwood City to East Palo Alto, provides an opportunity to implement high-quality transit service in key equity priority communities, while SamTrans continues to explore future funding opportunities and alternatives for a high quality, high-capacity public rail system.

SamTrans will increase and enhance transit service through quick-build transit priority treatments (e.g., bus lanes and high occupancy vehicle (HOV) lanes, transit signal priority, transit and pedestrian bulb-outs, turn restrictions, and other tools) and longer-term, major capital improvement projects on key transit corridors. SamTrans will also lean into its multifaceted role as leader, collaborator, and convenor to bring together the expertise of the cities, county, and regional agencies it interfaces with to build

a strong San Mateo County transportation network through the Grand Boulevard Initiative and other efforts. Finally, SamTrans will pursue local, state, and federal funding options to deliver these improvements. SamTrans will also seek to influence state and local policy to increase opportunities for funding and set proactive policies to allow a rapid rollout of transit priority treatments.

**Initiative 1A.2 Adapt service to new travel patterns and increase service for key markets**

Transit agencies across the country and the world have experienced changes in ridership patterns since the COVID-19 pandemic. While SamTrans recently completed implementation of the full *Reimagine SamTrans* bus network, which is responsive to post-pandemic travel patterns, it must continually review changing travel demand to meet the needs of its riders.

SamTrans will embrace creativity and innovation in service planning to adapt to evolving travel patterns in the county. This may include expanding service frequency and/or coverage during off-peak times on the weekends and during the early morning and late evening hours, particularly in equity priority areas.<sup>17</sup> Ahead of the next comprehensive operational analysis (see Initiative 1B.2), SamTrans will also explore opportunities to enhance transit service for key ridership markets such as non-traditional time commuters, students/youth, seniors, veterans, and those in transitional housing.

<sup>17</sup> SamTrans has established Equity Priority Areas (EPAs) to inform where its limited resources should be invested in the county. EPAs were identified using a composite index that accounts for household income, non-white households, and zero-vehicle households. These three metrics are combined into a final rank representing need for transit service.

**Initiative 1A.3 Evaluate and refine on-demand services**

SamTrans launched its Ride Plus on-demand transit service in June 2023 serving riders in Half Moon Bay, El Granada, East Palo Alto, and Belle Haven. The service has been popular with riders, and ridership has seen steady growth. After establishing evaluation metrics and criteria for expansion, SamTrans may build on Ride Plus’ success by developing and expanding on-demand transit services where they offer positive net benefits, such as in areas that are difficult to serve by traditional fixed-route transit. Any new services will incorporate lessons learned from these first Ride Plus service areas, and SamTrans will further consider opportunities for operational and customer efficiency by exploring commingled rides that share paratransit and demand-response vehicles.

**Initiative 1A.4 Invest in resilience, improvement, and state of good repair for existing infrastructure**

Providing excellent service to riders requires SamTrans to maintain and improve its existing infrastructure over time. Investing in an effective State of Good Repair program is essential for delivering safe and reliable transit free from service disruptions and is even more critical now given the impacts from climate change. This applies to the visible infrastructure that passengers see, such as buses, fare validators, and bus stops, but also everything behind the scenes like administrative facilities, vehicle maintenance yards, fueling stations, and enterprise software systems. Leveraging tools such as life cycle costing in capital planning, Transit Asset Maintenance compliance, and Enterprise Asset Management software utilization, will help SamTrans anticipate, prepare for, respond to, and recover from adverse impacts related to or exacerbated by climate change.



**Objective 1B Experiment and respond to the changing transportation landscape**

Providing better transportation options requires incorporating the most useful transportation technologies and innovations. SamTrans will embrace the District’s core value of innovation by being willing to consider new ideas; pilot new processes and projects; and leverage investments by other transit operators, local municipalities, and Caltrans to better serve riders. By piloting, iterating, and evaluating, SamTrans will build upon past successes—and more importantly, lessons learned—to tailor service to evolving customer needs.

**Initiative 1B.1 Conduct a fare policy study and continually refine fare programs to meet customer needs**

While SamTrans regularly updates aspects of its fare structure, it has not conducted a comprehensive study since 2018. SamTrans will conduct an updated fare policy study centered around the vision, core values, and goals outlined in this strategic plan. The study will consider the need to balance revenue considerations along with policy priorities such as sustainability, equity, and customer experience. SamTrans’ study will consider promotional programs, fare policies for key markets, opportunities to integrate and participate in regional transfer or coordinated fare programs, and better fare integration with operators that SamTrans’ customers frequently transfer to (Alameda Contra Costa Transit District (AC Transit), BART, Caltrain, San Francisco Municipal Transportation Agency (SFMTA), and VTA).

**Initiative 1B.2 Undertake a systemwide service analysis/comprehensive operational analysis (COA)**

SamTrans fully implemented its current COA, *Reimagine SamTrans*, in the summer of 2024. Looking ahead to the next decade, systemwide service planning updates will be necessary to analyze and evaluate where improvements can be made to make service design and delivery more efficient, effective, and customer focused. SamTrans will begin this updated process by undertaking a market study (see Initiative 1A.2) to identify opportunities to better serve key ridership markets and prepare for a future COA. Outcomes of this analysis will include a stronger organizational understanding of travel and ridership patterns that can be used to better align future system development and new mobility options with customer needs.

**Initiative 1B.3 Continue to pilot improvements to SamTrans paratransit services**

SamTrans is committed to delivering excellent paratransit services and will continue to explore enhancements that provide more efficiency, greater adaptability, and improved experiences for paratransit passengers. Following the successful launch of the same-day paratransit pilot, SamTrans will continue to find methods to improve services that are customer friendly—straightforward, easy-to-use, and efficient—and will look for additional ways to simplify travel for paratransit passengers. SamTrans will further consider opportunities for operational and customer efficiency by exploring commingled rides that share paratransit and demand-response vehicles.

**Initiative 1B.4 Pilot a mobility wallet concept that provides Universal Basic Mobility<sup>18</sup>**

The District is committed to delivering more equitable access to opportunities for our communities to live and thrive, in alignment with our core value of equity. One way to improve equity is by reducing the cost of transportation for low-income individuals. SamTrans will explore the potential for piloting a mobility wallet pilot program that provides universal basic mobility via a monthly subsidy to low-income individuals. The mobility subsidy could be used on transportation modes beyond transit, such as micro-mobility, rideshare, vanpool, taxi, bike share, etc. This is the basis for the region’s existing means-based pilot program known as Clipper START, which allows eligible adult riders who are lower-income to receive fare discounts of 50 percent off the adult single ride. SamTrans will build on the lessons from this regional pilot program. This pilot program will require close coordination and partnership with MTC, C/CAG, and other San Mateo County stakeholders, as well as external funding.

<sup>18</sup> Universal Basic Mobility (UBM) is the concept of providing a foundational level of mobility to all members of society, regardless of factors such as geographic location or income level, through partnerships and policies.





★ **Goal 2: Provide Outstanding Customer Experience**

Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.

SamTrans, as a transit provider, competes with other modes of transportation. To effectively compete, SamTrans must provide a superior transit experience. By reliably providing excellent service, SamTrans will build rider trust and loyalty. SamTrans will work to increase reliability, enhance customer communication, boost safety and security, and reward regular riders with perks, all in service of improving customer experience.

**Objective 2A Improve the transit and paratransit rider experience**

Improving the transit and paratransit rider experience includes addressing modern real-time communication expectations, maintaining high quality and easy-to-access online information, and providing clear and attractive wayfinding and customer service experiences.

**Initiative 2A.1 Improve real-time communication to and from riders**

Riders have come to expect real-time information availability and communication capabilities. To provide an outstanding customer experience that meets modern customer expectations, SamTrans will invest in customer relationship management strategies and technologies that enable communications to and from SamTrans riders. For outgoing time sensitive communications, SamTrans will explore

implementation of best practices and software for push notifications for updates associated with inclement weather, service changes, or similar infrequent updates. SamTrans will explore the potential for investing in platforms for real-time live chat features to enable easy customer exchanges to ask for help or report issues, as well as best practices and software that is accessible for riders who have hearing or visual impairments.

**Initiative 2A.2 Provide high-quality real-time vehicle arrival information**

Research shows that customers perceive their wait time at a bus stop to be shorter when they know when the bus is coming. By providing accurate, high-quality, and easily accessible real-time bus and vehicle arrival information to customers, SamTrans can improve customer experience and satisfaction. The first step in providing this information is collecting it, by continuing to ensure all vehicles in the SamTrans fleet can report general transit feed specification (GTFS) real-time location information that can be used by Google Maps, Transit App, and other online platforms. Through the *Bus Stop Improvement Plan*, SamTrans will deliver improved real-time arrival information for customers via digital signage and QR codes at bus stops. Other options to explore include real-time information onboard vehicles and free access to online real-time arrival platforms. SamTrans will also explore implementation of best practices for providing high-quality real-time bus and vehicle arrival information to customers who have hearing or visual impairments.

**Initiative 2A.3 Enhance digital and physical customer communication**

SamTrans will enhance communication with customers through an upgraded website and improved field signage. The initiative aims to improve the readability and accessibility of the website, system map, and timetables, focusing on user-friendly design for trip planning and bus stop location. Feedback from riders with visual or hearing impairments will be actively solicited and incorporated to ensure inclusivity. Recognizing that customers do not differentiate between transit service providers and prefer a cohesive experience, SamTrans will partner with cities and regional initiatives like MTC's Regional Mapping and Wayfinding project to upgrade street-level wayfinding, bus stop flags, and signage to support a comprehensive wayfinding and visual communication strategy that is regionally cohesive and consistent. The goal is to create an intuitive, cohesive rider experience that meets passenger needs and encourages continued use of SamTrans services.

**Initiative 2A.4 Implement transit-supportive infrastructure projects**

Implementing transit priority treatments in targeted locations throughout the SamTrans service area, such as dedicated bus lanes, in-lane stops, queue jumps, and transit signal priority infrastructure, is an industry best practice for increasing the speed and reliability of transit options, and essential for better customer experience. Improving bus stops with better amenities to shield those waiting from the elements and provide a well-lit place to sit is also critical to improving the customer experience.

To help achieve this initiative, SamTrans will initiate a countywide transit priority study and build a prioritized transit priority program. Additionally, SamTrans will deliver an ambitious and comprehensive bus stop improvement program in a manner consistent with the newly adopted *Bus Stop Design Guidelines*. However, to be successful, these programs will require significant collaboration across multiple jurisdictions that own and maintain the sidewalks, roadways, and signal infrastructure. SamTrans will collaborate with cities, the County, C/CAG, and Caltrans, and will coordinate with developers who have a vested interest in improving access to transit near their projects. SamTrans will actively pursue funding and implementation partnerships and opportunities to advance these initiatives.

**Initiative 2A.5 Pilot the use of paid ambassadors**

SamTrans will pilot an ambassador program to explore the customer and employee benefits that can be provided by staffing paid personnel at transit stops and on vehicles. Providing ambassadors is a useful method for improving the customer experience and can also address personal safety and security concerns without relying on increased armed law enforcement. Ambassadors carry a wealth of information to support passengers with wayfinding, payment, or other questions that may arise, and also serve as additional eyes and ears related to safety and security concerns; this helps take the burden off SamTrans operators so they can focus on their primary responsibilities.

**Objective 2B Build trust and boost rider loyalty**

Rider trust is built on a foundation of safety, which is a core value and a key component of service provision for SamTrans. SamTrans is also dedicated to rider satisfaction and will grow and retain rider trust by listening to passenger needs and addressing them promptly. SamTrans also intends to create rider rewards programs that provide perks to frequent riders and incentivize new riders to consider transit. Finally, maintaining rider trust in this unpredictable era of climate change also requires providing mutual aid and free fares on key extreme weather days.

**Initiative 2B.1 Create a rider rewards program**

SamTrans will demonstrate its commitment to rider satisfaction by exploring ways to reward riders for their loyalty. Offering rewards to frequent riders can incentivize current riders to use transit more and encourage new riders to choose transit over other modes of travel. SamTrans will explore potential perks such as discounts, free rides, and exclusive offers to build stronger relationships with riders and boost customer retention, in addition to the Day and Month fare accumulator products that will be offered with the launch of Next Generation Clipper. SamTrans will also explore ways to provide these perks to cash-paying customers.

**Initiative 2B.2 Regularly collect and utilize rider input**

Customer preferences change over time and SamTrans will continue to administer surveys to stay up to date on these preferences to ensure services meet rider expectations. By understanding what passengers value most in their transit experience, SamTrans can tailor its services to meet these expectations, address gaps, and, when responsive to these preference changes, build community trust by showing SamTrans' commitment to its riders. SamTrans will work to ensure its existing triennial onboard survey results are parsed by race, gender, and income to ensure equity populations are represented. To combat survey fatigue and to supplement gaps in survey data, SamTrans will leverage other data collection methods, including small group interviews and discussions. SamTrans will also work to effectively communicate survey results as well as the changes that have occurred as a result of hearing from customers.


**Initiative 2B.3 Institute a robust safety culture Districtwide**

In order to continue to deliver a passenger experience that is safe and reliable, the District must uphold and maintain a culture that prioritizes and allocates resources for safety and risk-management during all phases, from transit planning and design all the way through to delivery. The District will enact a multi-pronged approach to foster a culture of safety, beginning by reviewing and updating its protocols and procedures to ensure consistency across all organizations. The District will also institute communication and training strategies to drive staff awareness and education of safety practices, including those related to zero-emission technologies and infrastructure.

**Initiative 2B.4 Support riders in navigating climate change impacts**

A changing climate is increasing the number of high heat days, flooding events, and the extent of sea level rise in San Mateo County. Intensifying weather events can make travel difficult, unpleasant, and unsafe. SamTrans wants to ensure that people can safely get where they need to go, even in the worst conditions. To ensure consistent access to rides throughout the year, SamTrans will explore options to make fares free on extreme weather days and continue to provide mutual aid to other agencies like Caltrain and BART when their services are disrupted due to climate events. The District also commits to proactively seeking new ways to respond to and support the communities it serves as climate change impacts manifest in new and unknown ways over the course of this plan.



 **Goal 3: Become an Employer of Choice**

Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.

Becoming an employer of choice goes hand-in-hand with being able to deliver an outstanding customer experience and improve and expand on existing services. In short, the District will be best positioned to achieve its other goals by creating an employee experience that is meaningful and inclusive, thereby attracting and retaining talent. The District will provide compensation, benefits, and on-the-job resources and facilities that attract and retain talent at every level. This also requires actively building trust and grounding everything we do in the core values of the agency.

**Objective 3A Improve the experience of being a District employee**

Regardless of whether an employee works on a bus, in a garage, or at a desk, the District is committed to ensuring employees have an outstanding work experience. Results of the 2023 employee survey showed that employees overwhelmingly want the District to prioritize improving employee recruitment and retention. The District will address this by offering a total compensation package that includes competitive salaries and benefit options.

**Initiative 3A.1 Implement recommendations from the 2024 Classification and Compensation Study**

Being an employer of choice will require the District to provide competitive salaries. The District will implement recommendations from its 2024 Classification and Compensation Study, which provides an updated job classification and total compensation structure based on market benchmarking with comparative agencies. This study will also serve as a launching point for a full organizational assessment of the District in which workforce composition and staffing, reporting structure, and distribution of responsibilities are evaluated against what is needed to support the implementation of this plan.

**Initiative 3A.2 Adapt employee benefit programs to respond to changing trends and employee needs**

The District strives to provide benefits that are current, competitive, and meet the needs of a diverse workforce. To better recruit and retain staff, the District will explore benefits that are aimed specifically at addressing what employees need, including conducting a study of the different benefit needs between administrative and field employees. These may include expanded or refined parental leave and support benefits, commuter benefit programs and incentives (e.g., travel stipends for base employees, parking cash-out programs, flexible work locations, partial telecommuting policy, allowing transit commutes to count toward work hours), and continuing to evaluate the feasibility of housing-related benefit options.

Improved commuter benefits and incentives will also reduce parking demand at District facilities and reduce environmental impacts.

**Objective 3B Build and maintain a culture of trust and recognize employee achievements**

Strong relationships are a foundation for trust and the District will create a safe environment for relationship-building across departments and working groups to begin to build this trust. The District will undertake initiatives that solicit input, provide timely follow-through, and foster employee creativity and innovation. These kinds of initiatives require leadership to be open to new ideas, but by providing formal spaces for employee input and following up with staff on their ideas, a mutually reinforcing learning process built on trust will be fostered.

**Initiative 3B.1 Standardize and widely communicate employee performance metrics and career pathways**

Employees have higher job satisfaction and perform at a higher level when performance expectations are understood and the pathway to career advancement is clear. The District will develop specific metrics and career pathways to help employees grow their careers. Managers and supervisors will also use this guidance to structure meaningful opportunities for employees and help prepare them for career advancement. Career pathways can include specific training courses and competencies/skills that employees should strive to advance in their career. Performance metrics should specify basic outputs that are expected and can be tracked along a career pathway.

The District will also analyze the possibility of tying these metrics to compensation, and the tradeoffs associated with such a structure, as a method of improving performance and building trust that employees will be recognized and rewarded for their high performance.

**Initiative 3B.2 Conduct an employee survey at regular intervals with meaningful and actionable follow-up to employees**

An employee survey, when conducted consistently and accompanied by persistent follow-up, can be a highly effective tool for building trust among the workforce. A successful employee survey process requires three key elements. First, it must be conducted at regular intervals with most questions remaining unchanged to benchmark progress. Second, there must be a strong effort, with substantial resources, dedicated to increasing response rates among employees, especially those on the front line. This includes specific strategies to collect survey responses from employees who do not work at the District HQ building and/or do not primarily perform their work on a computer.

Finally, management must be ready to widely share the results of the survey and the actions taken in response to the survey findings, with updates on progress. This may include challenging and difficult subjects or requests, but it is essential for employees to know that they are heard and their responses are valued. The District is firmly committed to this initiative and, with these three key elements in place, an employee survey will build trust over time and lead to a happier and more effective workforce.

**Initiative 3B.3 Improve transparency between executive leadership and staff**

Employees are far more likely to be inspired and capable of achieving the goals of this plan when they have a clear picture of the issues confronting executives. Communicating regularly with the workforce about these issues, and what is being done to address them, increases transparency and trust among employees. This communication should include being clear about the goals that each board has set for the CEOs, as well as the goals the CEOs have set for their executives. In addition to the regularly scheduled townhall meetings, where employees can hear updates on progress and ask questions of the CEO and other executives, new communication strategies will also be considered.

**Initiative 3B.4 Provide enhanced management training for District employees who supervise others**

More effective management is a critical ingredient to building trust among teams, incentivizing better performance, and retaining employees. It is also a skill that can often be overlooked as people advance in their career. Providing enhanced management training resources to District employees will give them the skills they need to be better supervisors, while also giving them the credentials they need to advance in their careers. Both outcomes will lead to improved employee recruitment and retention. The District should also provide guidance and tools for managing others in

a hybrid work environment, including how to better conduct meetings and make the most of in-person interactions.

**Initiative 3B.5 Foster in-person relationship-building with events and team cross-pollination opportunities**

In a hybrid work environment, the organic socialization and bonding that was once routine is disrupted. In-person events are important for engaging employees and building rapport within and across teams, including employees assigned to different locations. The District will continue its practice of developing an annual program of events and explore new opportunities for in-person relationship building and team collaborations between different business units. Events may be social, work-oriented, or specifically designed to recognize employee achievements. Opportunities for shared learning and socialization across departments should also be explored.

**Initiative 3B.6 Create an innovation challenge for employees paired with rewards**

The District benefits from the breadth and depth of experience that each employee brings to the workplace. An innovation challenge is a way for the District to encourage employee ideas that are aligned with the District’s core values, help solve a problem, or further the goals of this plan. By first analyzing models at other organizations and then working collaboratively with all departments, the District will set up a program to accept employee ideas within a challenge or contest-like framework. This should include specific parameters for how these ideas can be submitted, and a promised response time for all ideas (including ideas not selected). If an idea from an employee or group of employees generates or saves money for the agency, the program should enable them to share in that reward. This will provide extra incentive for employees to think about and suggest innovations with an emphasis on cost/

benefit. This recurring challenge will help to strengthen team morale and relationship-building by encouraging creativity and will build trust and mutual respect by showing employees that management values and is open to their ideas. Ultimately, employees that feel valued are more likely to contribute ideas in the future and are more likely to be productive and happy in their jobs.

**Objective 3C Integrate diversity, equity, inclusion, and belonging (DEIB) efforts districtwide**

The District will work to integrate diversity, equity, inclusion, and belonging so that staff in every corner of the organization feel welcomed and accepted. The District will adopt specific and measurable goals to track progress in this area and invest in employee programs that foster inclusive and collaborative behaviors.

**Initiative 3C.1 Develop and adopt annual DEIB workforce goals**

Setting internal DEIB goals helps the District ensure that all employees, regardless of race, ethnicity, gender, sexual orientation, disability, age, or other characteristics, have equal access to opportunities. Developing, adopting, and tracking progress on goals for DEIB allows the District to maintain accountability to employees, passengers, and the broader community, in turn fostering trust and credibility. Annually, the District will reaffirm this commitment to a culture of social responsibility by evaluating progress and, when needed, re-evaluating initiatives to ensure it remains an inclusive and equitable place to work for all.



**Initiative 3C.2 Increase employee knowledge and understanding of DEIB by providing training and learning events**

The District can only maintain a culture of inclusion if all employees understand and practice inclusive behavior every day. By raising employee awareness of the types of practices that promote and improve DEIB, the District can foster a culture where all employees feel valued, respected, and included. The District will increase employee knowledge and understanding of DEIB topics by hosting DEIB curriculum through regular trainings and small-learning events facilitated by subject matter experts. This will ensure that these events are comfortable spaces for all to learn, listen, and be heard in an environment that fosters understanding and strengthens mutual respect.

**Initiative 3C.3 Provide tools and collaborate with employees to foster a more inclusionary workplace**

All employees have an influence on the culture of an organization, but managers often have an outsized impact on the way staff feel seen and heard. The District will evaluate where existing tools can be improved, with a focus on inclusionary management practices, and look to other peer organizations for inspiration on other best practices to provide collaboration tools for employees at every level. The District will also explore how to leverage various tools and trainings, building on the training and learning described in Initiative 3C.2, to foster an inclusionary workplace, such as providing trainings on soft skills, supporting Employee Resource Groups, and developing an academy for managers to prepare them to step into inclusive leadership roles.

**Objective 3D Provide a safe and modern workplace for all District employees**

Employee satisfaction is partially driven by feeling safe and comfortable in the workplace and when performing duties. The District will work to provide a safe and modern workplace, beginning with providing SamTrans operators with restroom access at all end-of-line and layover locations, replacing aging buildings, and developing a facilities masterplan with an eye for current and future workforce needs.

**Initiative 3D.1 Provide operator restroom access at all SamTrans end-of-line and/or layover locations**

Bus operators in the field do not always have regular access to restrooms—a critical human necessity. SamTrans' Operator Restroom Task Force will continue work to secure safe and reliable restroom access for bus operators at every bus layover and beginning and end of routes. This will include a combination of solutions based on location, including contracts for operator access to businesses, buildings, and organizations; strategically placed portable units; partnerships with other transit agencies; as well as stand-alone restrooms constructed and maintained by SamTrans. Securing these solutions will require close collaboration and partnerships with public and private property owners. The District is committed to providing all staff with the facilities, tools, and work environment they need to do their job, including access to necessary facilities.

**Initiative 3D.2 Replace existing transportation building at North Base (Building 200)**

The existing transportation building at North Base (also known as Building 200) is settling and has been for over a decade. A 2018 study recommended that the most cost-effective way to address this environmental condition is to replace the entire building. Doing so will help the District prepare for future growth of staff and operational activities, provide a safe and modern workplace for employees and improved employee amenities, enhance security features, and increase climate resilience and State of Good Repair.

**Initiative 3D.3 Relocate District Headquarters (HQ) to 166 Rollins Road in Millbrae**

The current District HQ building, an old facility built to 1970s seismic standards, is in an advanced state of disrepair and not designed for the modern workplace. The cost to bring the building up to modern standards greatly exceeds the value of the building. The District will relocate its HQ to the Gateway at Millbrae Station (166 Rollins Road), which is a modern, efficient, and transit-oriented building. The property is adjacent to the Millbrae BART and Caltrain Station, which is also served by SamTrans routes ECR and 292. The new HQ will also help to ensure the agency can recruit and retain employees. After relocation, it's important that the District maintain a State of Good Repair by budgeting and planning appropriately for ongoing operation and maintenance costs.

The District plans to retain ownership of its existing HQ site located at 1250 San Carlos Avenue in San Carlos and will work with the City of San Carlos to identify goals and objectives for the redevelopment of the site.

**Initiative 3D.4 Develop and implement an operating facilities masterplan for District and SamTrans facilities**

Creating a positive work environment requires attention to the physical comfort and safety of employees. The quality of the physical work environment directly affects employee satisfaction and morale, impacting employee retention and recruitment. Additionally, maintaining the District's facilities in a good state of repair is essential for delivering safe and reliable transit services. The District will conduct a set of studies of its operating facilities to assess and inventory existing physical facilities; identify necessary maintenance updates and improvements; and consider future needs based on growth, changes in technology, industry trends, and regulatory requirements. Recommendations for improvements or expansion to address needs will be incorporated into the Capital Improvement Program. By providing employees with a positive work environment, the District will enable employees to do their best work.

**Goal 4: Lead Responsibly**

Build a fiscally responsible, accountable, and highly effective organization.

"Leading Responsibly" means the District will ensure financial sustainability, commit to operational effectiveness and efficiency, and embrace a culture of continuous improvement. The District will do this by fostering a collaborative workplace where everyone from operations to administration understands the agency mission and works together to achieve it, striving towards operational effectiveness and excellence. The District will transparently communicate the progress of its initiatives outwardly to the board and the public to foster understanding, trust, and accountability. Underpinning these efforts is a commitment to environmental sustainability; by exploring processes and technologies that minimize environmental impacts and improve operational effectiveness, the District will balance financial, environmental, and operational needs.

**Objective 4A Improve internal processes**

To improve overall efficiency, function, and efficacy, the District will undertake initiatives to streamline and simplify processes, beginning with procurement and employee recruitment. These initiatives will require collaboration across all departments and cost centers to review Districtwide organizational structures to understand where there is room for improvement.

**Initiative 4A.1 Improve work efficiency of departments critical to the achievement of the goals of this plan**

As the local government organization supporting SamTrans, Caltrain, the TA, and the ELJPA, the District is focused on improving the overall efficiency of its administrative services for the benefit of all four agencies. The District will first prioritize process improvements in procurement, including consideration of separate work streams that can expedite procurement and signatory processes for projects that are not subject to federal requirements.

The organizational assessment led by the District's Human Resources (HR) department may also identify opportunities to improve work efficiencies as it relates to workforce composition and staffing, reporting structure, and distribution of responsibilities.

HR will share these findings with departments to target efforts to reduce friction in achieving organizational goals.

**Initiative 4A.2 Streamline the employee recruitment process and improve access to qualified labor pool**

Like many public agencies, the District often struggles to hire talent due to extended recruitment timelines. The District's HR department will explore technology, training, standardization, and process improvement initiatives that can reduce these timelines and improve the District's ability to hire top candidates. Streamlining the recruitment

process will improve access to a qualified labor pool along with the District's associated initiatives to provide competitive pay, benefits, and facilities to grow its position as an employer of choice. Targeted recruitment strategies that highlight these benefits will also be critical.

**Initiative 4A.3 Ensure operations and capital budgets reflect funding and staffing needed to achieve the initiatives in this plan**

To effectively realize the initiatives outlined in this plan, the District must allocate funding, staff, and resources to relevant departments that will see them through. District leadership will take the necessary steps to ensure that operational and capital budgets include sufficient funding to make steady progress on the goals of this plan. The District will also explore the potential for assigning financial analysts to each District cost center to help staff navigate the budget process and, when necessary, facilitate conversations with leadership to discuss areas where the budget and required staffing levels do not align. By providing a financial expert as a point of connection between the District and cost centers, departments and leadership will more effectively collaborate on a path forward.



**Objective 4B Ensure internal and external accountability**

The District is taking on big and exciting initiatives through this strategic plan, and will demonstrate accountability to the process by providing regular updates on progress in achieving goals. The District will further demonstrate this commitment internally and externally by maintaining standardized data for a uniform source of unbiased information, publicly communicating its budget, spending, and financial processes, and living its mission by using the transit systems it supports.

**Initiative 4B.1 Establish and integrate data standards and data sharing expectations across all District services and entities**

The District will enforce standardized data formats and sharing expectations to promote system interoperability, transparency, and efficiency in the administration of the District's services and entities. Data standardization requires consistency and accuracy in the collection, storage, and analysis of data, but also provides large benefits by creating a platform for reliable data comparison, aggregation, and reporting to decision-makers. Establishing and integrating data standards and sharing expectations will require coordination with the Business Intelligence team for integration into their external and board data reporting functions.

**Initiative 4B.2 Establish a public-facing mechanism to share how the District establishes budgets and spends funds**

As a public agency, the District is obligated to publicly report its financial standing. While the District already publishes an Annual Comprehensive Financial Report, budget, and Popular Annual Financial Report that highlights the year's budget in an easy-to-understand way, the District will work to make its budgeting and spending processes more transparent and easier to understand, particularly across its operations and those of SamTrans, Caltrain, and the TA. By fostering better understanding of funding sources and uses across all agencies in the District's purview, the District will be better able to communicate with staff and the public, fostering greater trust and accountability. One way to accomplish this is through each agency's capital improvement program and SamTrans' Measure W Budget Framework.

**Initiative 4B.3 Report on progress of achieving strategic plan goals**

To demonstrate its commitment to achieving the goals of this strategic plan, departments responsible for each initiative will establish and track metrics, implementation timelines, and regularly report on their progress. The District will use this data to provide regular updates to staff and the Board of Directors. All updates will leverage the recommendations included in this strategic plan to measure the impacts of each initiative but will also identify challenges and opportunities to refine each initiative.

**Initiative 4B.4 Incentivize employees and board members to ride the system and provide suggestions for improvement with an emphasis on customer experience**

When SamTrans employees and board members "ride the line," they are better able to understand the customer experience and

identify service gaps and issues. Riding the system regularly can help build employee pride in and responsibility for the quality of service. Additionally, passengers may have more confidence in the system knowing that employees use it too, which helps build trust with the community. The District already enables employees to ride the SamTrans system for free, but will further explore opportunities to encourage transit usage through incentives such as a parking cash-out program for employees who elect not to park at the District HQ building, a ride-along program, contests for highest department ridership, and participation in a future regional transit pass program (e.g., BayPass), if available. These behavior changes can lead to positive downstream effects, such as reducing the overall demand for parking at facilities and reduced GHG emissions.



**Objective 4C Improve internal collaboration and tools to increase effectiveness**

In this day and age, collaboration and technology go hand-in-hand. Organizations are leveraging virtual meetings, instant messaging, and collaborative project management tools to coordinate across disparate locations and teams. The District understands this integral connectivity, and is looking to operationalize the recommendations of its *IT Strategic Plan* to facilitate seamless communication. Organizational effectiveness is highly dependent on timely and accurate collaboration, meaning the District will need to refine and review its communication patterns and technologies. As the District prepares to relocate its HQ (Initiative 3D.3) and replace its transportation building at North Base (Initiative 3D.2), it will incorporate systems that allow for modern and efficient collaboration and communication.

**Initiative 4C.1 Implement recommendations from the IT Strategic Plan**

The District's *IT Strategic Plan* adopts objectives and strategies to realize priorities in the areas of IT operational excellence, accelerating technology modernization, strengthening the cybersecurity program, advancing innovation and digital transformation, and enabling data-driven decision making. The District commits to implementing the findings of the *IT Strategic Plan* to refine processes, fortify IT infrastructure, implement comprehensive security measures, establish a culture of curiosity, and establish a data governance strategy. The District will put forward staff and financial resources to the IT department to help realize these recommendations, which will have far-reaching impacts on efficiency for staff and riders alike.

**Initiative 4C.2 Develop strategy for better internal coordination of operations between North and South Bases and HQ**

It is common for transit agencies to have separate facilities for operations and administration, and SamTrans is no different. However, facilities that are blocks or miles apart often make collaboration across working groups challenging and can lead to a sense of isolation and organizational silos. Additionally, in the DEIB study, staff shared feelings of division between administration and operation staff. SamTrans will narrow the divide between its staff at its bases and headquarters by adopting strategies for improved internal coordination, team dynamics, and knowledge-sharing. The District will continue existing practices to foster a better sense of team cohesion, such as hosting townhall meetings, social events, and employee resource groups; providing office hours at North and South Bases; and exploring new ideas such as coffee

with executives and job shadowing days. Strategies to improve collaboration through technology and innovative work schedules and station set-ups will be investigated.

**Initiative 4C.3 Improve internal communications to increase organizational effectiveness**

With staff based in offices, on buses and trains, and in maintenance facilities, preferred lines of communication are understandably varied across different teams and working groups. Further, complexity from the Shared Services model in reporting lines and competition of staff resources necessitates strong and clear lines of communication.

To improve internal communications, the District will establish expectations and guidelines around adopting and using new communication channels to make real-time communication easier and more streamlined.





**Objective 4D Minimize agency pollution and resource use**

Minimizing our environmental footprint in San Mateo County through measures that lower emissions, conserve energy, and optimize resources not only enhances public health and safety outcomes but also increases the District's financial efficiency in line with its core value of sustainability. While some areas, such as environmental compliance, are legal obligations, the District will boost its reputation and lead by proactively meeting regulatory climate and air pollution goals ahead of required deadlines, such as converting SamTrans to a zero-emission bus fleet before the statewide mandate. The initiatives outlined here demonstrate the District's commitment to ensuring environmental protection, human health, and resource efficiency.

**Initiative 4D.1 Deliver the zero-emission bus transition program**

SamTrans is investing in battery electric and hydrogen fuel cell electric buses to reduce GHG emissions, fight climate change, and keep our air clean and communities healthy. With a goal to have a 100 percent zero-emission fleet by 2034, six years before California requires bus operators to make this transition, SamTrans will continue to investigate how to build, fund, and integrate electric charging and hydrogen fueling stations to support its entire bus network. SamTrans will develop a plan for the deployment of this infrastructure, as well as a funding roadmap to achieve this goal. SamTrans will lead in transparency by reporting the environmental impacts of hydrogen fuel cell electric buses and will seek opportunities to reduce hydrogen-related emissions going forward.

**Initiative 4D.2 Design and implement an Environmental Management System (EMS)**

An EMS, visualized below, will help SamTrans review its environmental goals, analyze its environmental impacts and compliance obligations, and set objectives that meet environmental and financial goals to improve operational effectiveness. As part of the design and implementation of the EMS, SamTrans will establish the level of environmental performance it wishes to achieve, including key performance indicators (KPIs), to measure progress over time. The EMS will develop, formalize, document, and train staff on SamTrans' environmental standard operating procedures, as well as create a single resource and reference for environmental operations at SamTrans.

**Initiative 4D.3 Measure, reduce and communicate the environmental impacts of agency activities**

The District commits to measuring the environmental impacts of activities on an ongoing basis, setting and meeting targets to reduce impacts. The District will refine its measurement processes to comprehensively and consistently collect data on key environmental performance indicators, foster board and public understanding of these objectives and their importance, and set definitive targets and goals to reduce overall impact and communicate progress.

**Initiative 4D.4 Monitor and exceed environmental compliance on all programs and projects**

SamTrans and Caltrain have legal obligations to comply with environmental regulations and standards and uphold sustainability policies to evaluate and improve the long-term resource efficiency of facilities and equipment, including the life cycle return on investment. Environmental compliance and resource efficiency are closely intertwined, as proactively maintained facilities and equipment can conserve energy, minimize waste, and optimize resource use, in turn supporting goals of environmental protection, compliance, and cost-savings. Both agencies will closely monitor environmental compliance and work to exceed regulatory requirements, ensuring long-term smooth operations and long-term financial sustainability.



 **Goal 5: Ensure Effective Management**

Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the District umbrella.

Strong management requires the ability to continuously learn, reflect, and grow. The District strives to provide Shared Services for its partners that are founded on collaboratively built processes that evolve and grow as circumstances change. By fostering clarity through the creation and monitoring of KPIs, metrics, and shared work plans, the District plans to measure progress on shared services so that future growth and change can be data-driven.

**Objective 5A Improve outcomes for Shared Services**

Sharing services across multiple agencies requires strong commitments on each side to collaboration and mutually agreed-upon goals but can reap major benefits for operational efficiency and effectiveness. To ensure all parties are on the same page, KPIs, metrics, and work plans should be co-created to chart a path forward that managers and leaders understand. The District embraces this process, and will provide the administrative and technical resources to analyze this data for continuous operational improvement.

**Initiative 5A.1 Develop mutually agreed-upon Shared Services Agreements to improve service delivery and clarify expectations, roles, and responsibilities**

A Shared Service Agreement (SSA) is an agreement between parties to share or use services provided by one of the parties. For the District, SSAs will define how the District supports Caltrain, SamTrans, and the TA with fully shared and partially-shared services. Shared Services included in a SSA will be defined by the District's General Manager/CEO. The SSAs will establish where critical separations must occur, such as in the case of District real estate priorities and Caltrain, and similarly in the role of the TA in the SSA. The District is committed to working through these challenges with each agency to develop an effective SSA, and will undertake continuous evaluation to ensure performance meets intended outcomes. The District will host collaborative discussions with each agency, as well as leaders from Shared Services departments, to establish agreed upon KPIs to measure the performance of SSAs.

**Initiative 5A.2 Develop metrics and work plans for tracking improvements to Shared Services outcomes**

The District will work collaboratively with the principal public transit and transportation programs to develop metrics for tracking Shared Services improvements and achieving KPI targets. Metrics will measure how well SSAs are meeting the established KPIs, and work plans will be co-created with each agency for tracking this progress. By building these metrics and work plans together, the District will foster greater clarity on how success is measured, enabling

mutually agreeable improvements to be made. Additionally, each Shared Service will establish and communicate a work plan that prioritizes the work to be completed for each agency over an agreed upon time period.

**Initiative 5A.3 Analyze and adjust staffing and resource needs for Shared Services based on work plans**

A core purpose of the District's administrative support to Caltrain, SamTrans, and the TA is efficiency optimization. Analyzing staffing and resource needs allows the District and each agency to optimize operations by ensuring efficient resource allocation. Getting this right has a direct impact on the quality of work and life balance for District employees and the quality of work that can be delivered across the District by Shared Services departments. The District will do this by reviewing co-created metrics and work plans established by Initiative 5A.2 for gaps or areas of overlap. Any proposed adjustments will be phased, first addressing SSA activities, followed by analysis and recommendations for the entire organization. As conditions change over time, the continuous monitoring of performance metrics and work plans will enable adjustments to staffing and resource allocations informed by quantified metrics and work plan progress. Adjustments to internal billing processes for Shared Services may also be needed.

**Objective 5B Continue to evaluate and improve Shared Services structure**

Excellence in our modern, rapidly changing world is built upon the ability to continuously learn, reflect, and grow. The District commits to its core values of excellence

and partnership by working collaboratively with its partners to address issues that arise with the Shared Services structure. The District will seek learning opportunities to re-evaluate Shared Services for the better provision of transit and transportation across San Mateo County and, as managing agency, the Caltrain service area.

**Initiative 5B.1 Establish process and escalation path to resolve Shared Services issues**

Even with excellent interorganizational collaboration and communication, sharing services across agencies is bound to create incongruent understandings. The key to success in these inevitable instances is a clear process for resolving disputes or challenges in a way that respects all parties and their interests. In collaboration with Caltrain, SamTrans, and the TA, the District will formulate a process and escalation path to resolve Shared Service issues so that challenges can be addressed quickly and do not balloon to impact services or broader collaborative efforts.

**Initiative 5B.2 Re-evaluate Shared Services Agreement implementation and analyze potential long-term changes to Shared Services**

After approximately five years of SSA implementation, the District will formally re-evaluate the SSA frameworks to understand what has worked well and what could be improved. The District will then develop recommendations for potential long-term changes to the SSA and supporting structures to ensure continuous improvement of the partnerships.

**Goal 6: Exercise Collective Efforts**

Collaborate across the region to improve transit and land use in service of greater mobility.

With more than two dozen different public transit operators in the Bay Area, as well as complex land use regulations and right-of-way controls, coordinating high-quality regional transit requires good faith collaboration. The District will do its part to make transportation more sustainable, accessible, and well-coordinated. It will leverage partnerships with regional taskforces, school districts, and municipalities to create a Bay Area that is easy and safe to traverse via transit. Creative implementations of TOD climate adaptation and interagency partnerships will further improve the public realm, customer experience, and the work experience of bus operators. Through these civically minded collective efforts, the District will advance mobility and land use innovation while also improving staff working conditions.

**Objective 6A Collaborate to improve local and regional transit**

SamTrans services connect to other local and regional transportation options that serve the broader Bay Area. To improve transit services for customers coming into and traveling out of its service area, the District will increase regional collaboration with other agencies through initiatives to streamline the travel experience and work with local municipalities to develop a process for right-of-first-refusal for local shuttle routes. In addition to operational partnerships, the District is looking ahead to collaborative opportunities that will better support bus operators and youth riders and will adapt to a rapidly changing climate.

**Initiative 6A.1 Participate in and dedicate resources toward regional transit coordination initiatives**

The District will prioritize participation and resource commitment to regional transit coordination efforts, particularly through the MTC's Regional Network Management

Council, in which SamTrans and Caltrain are agency partners. The District's participation in critical initiatives like Next Generation Clipper to increase payment speed and functionality, BayPass to improve regional fare integration, the Bay Area Urban Areas Security Initiative to improve public security, the Bay Area Wide Mutual Aid Agreement to enhance public health, and Paratransit Eligibility Standards to improve consistency in the paratransit eligibility process, is critical in making the region more vibrant and connected. By providing support in areas it knows best, such as service planning, fare integration, improved mapping and wayfinding, transit priority and network coordination, and accessibility, the District will maintain and grow its role as a change-agent for improved Bay Area prosperity.

**Initiative 6A.2 Improve partnerships and connectivity with local and neighboring transportation agencies and stakeholders**

SamTrans services do not exist in isolation, and many riders and operators connect to other roads and transit systems as they reach our borders—for example, Caltrain and BART are frequently used together with SamTrans for regional trips. The District will improve partnerships with local and neighboring transportation agencies and stakeholders to make transfers and connections easier, safer, and more convenient for riders. The District will also work with local municipalities to identify a process where SamTrans has right-of-first-refusal to operate new local routes and is consulted on decision-making on shuttle routes. This process can be integrated into the TA's Call-For-Projects, local/regional grant opportunities, or other programs.

SamTrans will revive its leadership of efforts like the Grand Boulevard Initiative to make communities more safe, healthy, and friendly to multimodal options. This also requires an increased level of coordination among transit security teams to share information and best practices. SamTrans will further leverage relationships with other agencies to improve the employee experience, with a particular focus on critical bus operator access to bathrooms.

**Initiative 6A.3 Partner with school districts and other stakeholders on ways to improve provision of transportation for youth**

Introducing young people to multimodal transportation options familiarizes them with transit and gives them tools to navigate their communities with more freedom and independence. Consistent ridership among youth riders will depend at least in part on safety, including access to bus stops via safe roads, crosswalks, and bikeways, which remains a critical issue for young people. SamTrans will partner with school districts and other stakeholders on safety improvements, explore free ride or discount programs for youth, and investigate options to more efficiently integrate school-oriented routes with existing routes. SamTrans will also enhance engagement and marketing efforts geared toward youth riders and school districts, such as a Back-to-School plan.



**Initiative 6A.4 Increase participation in and dedicate resources towards regional climate adaptation efforts to protect lifeline assets**

In the Bay Area, climate change has amplified storm events, accelerated sea level rise, generated hurricane-force winds, and triggered heat waves and wildfires. All these impacts are expected to increase in severity in the coming decades. The District is investing in climate adaptation planning and design efforts for its key facilities and coordinating with regional partners on their related climate adaptation efforts. As many agencies move from planning to implementation, the District will increase its engagement in regional climate adaptation efforts to ensure passengers and community lifeline assets, like transportation infrastructure, are protected from climate change impacts to the extent possible. Through regional coordination efforts, the District will take steps to budget; seek external funding and partnership opportunities; and to implement proactive, cohesive climate adaptations for its services, operations, and facilities.

**Objective 6B Support implementation and policies for transit-supportive land use in SamTrans' service area**

The transit experience does not end when riders disembark; the built environment they must navigate after (and before) stepping into a bus or rail car has a profound impact on their perceptions of transit and, in turn, impacts their likelihood to ride again. Higher-density and mixed-use developments

near transit hubs are crucial for fostering sustainable urban development. Reduced parking requirements, improved pedestrian and bicycle infrastructure, and vibrant public spaces all contribute to an enhanced transit experience and make delivering high-quality transit possible. While SamTrans does not lead land use planning and zoning, it will work to advocate and promote transit-supportive policies in its local jurisdictions' planning documents and will uphold compliance with its *Bus Stop Design Guidelines*. SamTrans will also collaborate with jurisdictions and developers that shape the built environment to enhance these public spaces for transit riders and all users.

**Initiative 6B.1 Develop and implement SamTrans Transit-Oriented Development (TOD) Policy**

While SamTrans is responsible for planning, designing, building, and operating transit service in San Mateo County, it will need to partner with local jurisdictions, community groups, and the private sector to encourage and incentivize TOD. Therefore, SamTrans will develop and implement a policy that better promotes TOD in San Mateo County. SamTrans will also seek to leverage its own infrastructure investments and assets for community development and transformation, as described in Initiative 6B.2.

**Initiative 6B.2 Advance TOD opportunities at Colma, San Carlos, Sequoia Station, and other locations**

With a TOD policy in place, SamTrans will be able to advance TOD opportunities at Colma

Park & Ride Lot, District HQ at 1250 San Carlos, and Sequoia Station in Redwood City. With the District HQ relocation to Millbrae, SamTrans will explore the redevelopment of the existing San Carlos site. The current Park & Ride lot serving Colma BART is owned by SamTrans and has been recommended for a TOD project to maximize transit ridership and support land use goals. The Sequoia Station shopping center is being considered for redevelopment by a private developer and SamTrans owns the underground parking garage. The TOD policy will also help guide how SamTrans identifies and responds to additional TOD opportunities.

**Initiative 6B.3 Work with municipal partners, Caltrans, and C/CAG to improve pedestrian and bicycle access to bus stops and along major corridors**

SamTrans operates across jurisdictional boundaries and has stops in municipalities and unincorporated areas across the county. By partnering with right-of-way owners (cities, the County, and Caltrans) through working groups such as the Grand Boulevard Initiative, and through use of the *SamTrans Bus Stop Design Guidelines*, SamTrans can support improved bicycle and pedestrian connections to and from bus stops and along major corridors. Funding and grant applications are often strengthened through interagency collaboration, and SamTrans will support applications that provide safe routes to transit for bicyclists and pedestrians. The TA will also be a leading stakeholder, especially for connections not directly served by SamTrans' bus service.



# Implementation, Monitoring & Evaluation

The District will take steps to establish a system for implementing the initiatives described in this plan; measuring, monitoring, and evaluating progress towards achieving the six strategic goals; and reporting to the organization and its stakeholders. The strategic plan will be reviewed and reported on every year to assess progress, reflect on outcomes, adjust where necessary, and outline next steps.

Each initiative will have a department or team lead assigned to develop a work plan and take steps to implement the initiative. The departments responsible for each initiative will establish an appropriate baseline, define the metrics that specifically drive understanding of progress of each initiative, and set an estimated timeframe for completion in a manner that aligns with agency resources.

The plan is meant to be dynamic and continuously evolve, and the initiatives were designed to be ambitious, yet achievable. However, the Initiative Action Matrix (refer to Appendix A) establishes, where possible,

more precise actions and projects to be implemented in support of each objective and initiative and will form the basis of the implementation program. Some initiatives in this plan are already in progress, while other new initiatives will soon become part of the District's ongoing course of business. The District will produce an annual report to track progress, identify challenges and opportunities, and refine each initiative. A comprehensive evaluation will be conducted at the five-year mark.

Adequate resourcing and budgeting are critical for successful delivery of the strategic plan's initiatives. The necessary funding and staffing should be reflected in each bi-annual budget cycle and incorporated into the District's capital improvement program and Measure W budget framework as appropriate. As part of the implementation process, department leads will also be responsible for identifying and requesting the resources (budget and staff) needed to advance the strategic plan. Should funding trade-offs be required, decisions about which initiatives to fund should be considered in the context of the District's vision, mission and key objectives.

Successful advancement of the strategic plan vision and goals will require awareness and buy-in from employees at all levels. To help achieve this, the strategic plan will be socialized Districtwide through a variety of methods such as in-person events and presentations at employee townhalls. The strategic plan framework – vision, mission, goals and core values – should be featured at all District facilities to remind employees at all levels of the big picture we are working toward, together.

Additionally, District staff should use this strategic plan to guide decision making, develop annual performance goals for teams and individuals, and inform budget and resource requests. District staff and managers should ask themselves:

- Does **this project** support the goals of the strategic plan?
- Which of **my team's projects** support the District's objectives and initiatives?
- Do my **performance goals** or that of my team members help to advance Strategic Plan goals or initiatives? Do they align with the Strategic Plan's core values?
- What **funding or resources** do I need to request, to deliver on the actions in the Strategic Plan for which I or my team are responsible?

By working together to advance the strategic plan's goals and initiatives, regularly reporting on progress, reflecting on outcomes and retaining the flexibility to adjust as needed, the District will be well positioned to advance our strategic vision.

# Conclusion

In closing, this 10-year strategic plan sets forth a bold vision for the future of the District, one rooted in equity, innovation, sustainability, and a deep commitment to serving its community. As the District navigates the complexities of an ever-changing landscape, it remains steadfast in its mission to work together to revolutionize mobility and create a more equitable and sustainable region.

The District's dedicated employees, partners, and stakeholders are the backbone of its success, and together, it will continue to build a transit system that not only meets the needs of today but anticipates the demands of tomorrow. By embracing new technologies, fostering equitable access, and championing sustainable practices, the District is poised to provide an exceptional mobility experience for the people and communities in San Mateo County. Thank you for your continued support and collaboration as the District embarks on this transformative journey.

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# Appendix A: Initiative Action Matrix

This Initiative Action Matrix is the first step toward building the implementation framework for the strategic plan. Each year, the District will report on the progress made toward achieving the strategic plan goals and initiatives, and identify challenges and opportunities to refine each initiative. A more comprehensive update will be made at the five-year mark.

An immediate next step is to assign a department or team lead for each initiative. With assistance from the strategic planning team, the responsible departments will establish an appropriate baseline, define the metrics that will drive understanding of progress of the specific initiative, and set an estimated timeframe for completion in a manner that aligns with agency resources. Included in the following tables are example actions/indicators that could signal progress on each initiative, and potential metrics that can be used to measure performance.



## Goal 1: Deliver Better Mobility Services

Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.

### Objective 1A: Improve and expand existing SamTrans services

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
1A.1	Invest in new or existing service in key transit corridors	<ul style="list-style-type: none"> <li>Recommendations from the El Camino Real (ECR) Bus Speed &amp; Reliability Study are implemented</li> <li>Additional studies (e.g., Countywide Transit Priority Study, Dumbarton Busway Feasibility Study, ECR Mid County Transit and Multimodal Corridor Plan) are completed</li> <li>Dumbarton Busway Project is completed and operational</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of transit priority improvements delivered and external funding secured</li> <li>Ridership growth, on-time performance and travel time improvements</li> <li>Customer satisfaction</li> </ul> </li> </ul>
1A.2	Adapt service to new travel patterns and increase service for key markets	<ul style="list-style-type: none"> <li>Market study is completed</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Ridership growth, on-time performance and travel time improvements</li> <li>Increase in service offered in key markets / equity priority areas</li> <li>Customer satisfaction</li> </ul> </li> </ul>
1A.3	Evaluate and refine on-demand services	<ul style="list-style-type: none"> <li>Evaluation report with Key Performance Indicators (KPIs) developed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Ridership growth, customer satisfaction, wait time, etc.</li> </ul> </li> </ul>
1A.4	Invest in resilience, improvement, and state of good repair for existing infrastructure	<ul style="list-style-type: none"> <li>Enterprise Asset Management (EAM) system is implemented and utilized</li> <li>North and South Base Condition Needs Assessment Study is completed and projects are defined</li> <li>SOGR and resilience projects are programmed into Capital Improvement Program (CIP) and operating budgets</li> <li>Deferred maintenance is reduced</li> </ul>

Objective 1B: Experiment and respond to the changing transportation landscape

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
1B.1	Conduct a fare policy study and continually refine fare programs to meet customer needs	<ul style="list-style-type: none"> <li>Fare study is completed and recommendations are implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Way2Go and Clipper START program participation</li> <li>Ridership growth</li> <li>Percent of riders paying by cash</li> <li>Customer satisfaction</li> </ul> </li> </ul>
1B.2	Undertake a systemwide service analysis/ comprehensive operational analysis (COA)	<ul style="list-style-type: none"> <li>COA is completed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>KPIs via monthly performance reports</li> </ul> </li> </ul>
1B.3	Continue to pilot improvements to SamTrans paratransit services	<ul style="list-style-type: none"> <li>Same-day paratransit pilot is completed and evaluated</li> <li>New pilot programs are developed, implemented and evaluated</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Ridership growth</li> <li>Cost/benefit</li> <li>Customer satisfaction</li> </ul> </li> </ul>
1B.4	Pilot a mobility wallet concept that provides Universal Basic Mobility	<ul style="list-style-type: none"> <li>Mobility wallet pilot is developed and implemented</li> <li>External funding and/or partnerships secured</li> <li>Performance metrics to be established based on program design</li> </ul>



**Goal 2: Provide Outstanding Customer Experience**  
Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.

Objective 2A: Improve the transit and paratransit rider experience

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
2A.1	Improve real-time communication to and from riders	<ul style="list-style-type: none"> <li>Real-time communication methods or tools implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Response times</li> <li>Customer satisfaction / complaints</li> </ul> </li> </ul>
2A.2	Provide high-quality real-time vehicle arrival information	<ul style="list-style-type: none"> <li>Real-time arrival signage installed at bus stops per Bus Stop Improvement Plan (BSIP)</li> <li>Real-time arrival tools identified and implemented (e.g., partnership with 3rd party app)</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of bus stops with real-time info</li> <li>Accuracy of information and usage rate</li> </ul> </li> </ul>
2A.3	Enhance digital and physical customer communication	<ul style="list-style-type: none"> <li>Public website (e.g., accessibility, readability), system maps, and field signage improved</li> <li>Continued participation in regional initiatives (e.g., mapping and wayfinding)</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Ridership growth, transfers, travel time</li> <li>Customer satisfaction</li> </ul> </li> </ul>
2A.4	Implement transit-supportive infrastructure projects	<ul style="list-style-type: none"> <li>Countywide transit priority study completed and recommendations starting to be implemented</li> <li>External funding/partnerships secured</li> <li>BSIP recommendations implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of improvements made</li> <li>Ridership growth, travel time improvements, on-time performance</li> <li>Amount of external funding secured</li> </ul> </li> </ul>
2A.5	Pilot the use of paid ambassadors	<ul style="list-style-type: none"> <li>Paid ambassador pilot program is designed and implemented</li> <li>Performance metrics to be established based on program design</li> </ul>



**Objective 2B: Build trust and boost rider loyalty**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
2B.1	Create a rider rewards program	<ul style="list-style-type: none"> <li>Pilot program designed, implemented, evaluated</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Ridership growth (total, frequency, new riders)</li> <li>Customer satisfaction</li> </ul> </li> </ul>
2B.2	Regularly collect and utilize rider input	<ul style="list-style-type: none"> <li>Surveys and small group interviews conducted</li> <li>Data tracked over time and findings utilized</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Adherence to survey/small group interview schedule</li> <li>Survey participation rate and equitable representation</li> </ul> </li> </ul>
2B.3	Institute a robust safety culture Districtwide	<ul style="list-style-type: none"> <li>Safety study completed and recommendations implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of recommendations implemented</li> <li>Number of safety trainings</li> <li>Number of safety incidents</li> <li>Survey responses (safety questions)</li> </ul> </li> </ul>
2B.4	Support riders in navigating climate change impacts	<ul style="list-style-type: none"> <li>Program designed and launched</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of instances when mutual aid was offered</li> <li>Ridership/participation in free fare days</li> </ul> </li> </ul>



**Goal 3: Become an Employer of Choice**

Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.

**Objective 3A: Improve the experience of being a District employee**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
3A.1	Implement recommendations from the 2024 Classification and Compensation Study	<ul style="list-style-type: none"> <li>Study completed and recommendations implemented</li> <li>Next steps / further action identified</li> </ul>
3A.2	Adapt employee benefit programs to respond to changing trends and employee needs	<ul style="list-style-type: none"> <li>Study completed and recommendations implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Employee satisfaction</li> <li>Employee retention rates</li> <li>Successful recruitments</li> </ul> </li> </ul>

**Objective 3B: Build and maintain a culture of trust and recognize employee achievements**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
3B.1	Standardize and widely communicate employee performance metrics and career pathways	<ul style="list-style-type: none"> <li>Performance management system implemented</li> <li>Career pathways and metrics developed</li> <li>Materials and training rolled out</li> </ul>
3B.2	Conduct an employee survey at regular intervals with meaningful and actionable follow-up to employees	<ul style="list-style-type: none"> <li>Employee surveys conducted regularly</li> <li>Changes based on surveys widely communicated</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Survey response rate</li> </ul> </li> </ul>
3B.3	Improve transparency between executive leadership and staff	<ul style="list-style-type: none"> <li>Additional tools / methods developed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Frequency / regularity of communications</li> <li>Number of events / touch points</li> <li>Employee survey responses</li> </ul> </li> </ul>
3B.4	Provide enhanced management training for District employees who supervise others	<ul style="list-style-type: none"> <li>Management training program developed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of trainings offered</li> <li>Attendance rates</li> </ul> </li> </ul>
3B.5	Foster in-person relationship-building with events and team cross-pollination opportunities	<ul style="list-style-type: none"> <li>Program of in-person events designed and implemented</li> <li>Metrics could include:                             <ul style="list-style-type: none"> <li>Number of events and attendance</li> <li>Employee feedback</li> </ul> </li> </ul>
3B.6	Create an innovation challenge for employees paired with rewards	<ul style="list-style-type: none"> <li>Challenge designed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of participants</li> <li>Number of ideas that are implemented</li> </ul> </li> </ul>

**Objective 3C: Integrate diversity, equity, inclusion, and belonging (DEIB) efforts districtwide**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
3C.1	Develop and adopt annual DEIB workforce goals	<ul style="list-style-type: none"> <li>Goals adopted, metrics established and tracked regularly</li> <li>Performance metrics would reflect the DEIB goals established with this initiative</li> </ul>
3C.2	Increase employee knowledge and understanding of DEIB by providing training and learning events	<ul style="list-style-type: none"> <li>Training program and learning events developed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of trainings offered</li> <li>Attendance rate at DEIB learning events</li> <li>Survey responses (employee knowledge and understanding of DEIB)</li> </ul> </li> </ul>
3C.3	Provide tools and collaborate with employees to foster a more inclusionary workplace	<ul style="list-style-type: none"> <li>Tools/collaboration opportunities implemented and widely shared</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Participation in Employee Resource Groups (ERGs)</li> <li>Number of partnerships with Community Based Organizations (CBOs)</li> </ul> </li> </ul>

**Objective 3D: Provide a safe and modern workplace for all District Employees**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
3D.1	Provide operator restroom access at all SamTrans end-of-line and/or layover locations	<ul style="list-style-type: none"> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Percent of end-of-line/layover locations with restroom access for full span of service</li> <li>Number of restrooms upgraded</li> <li>Number of new contracts secured</li> <li>Number of new restrooms constructed</li> <li>Number of new portables/trailers installed</li> <li>Performance and use of mobile app</li> </ul> </li> </ul>
3D.2	Replace existing transportation building at North Base (Building 200)	<ul style="list-style-type: none"> <li>Building replacement proceeds according to project schedule</li> <li>Temporary workspace is secured</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Project schedule and budget</li> </ul> </li> </ul>
3D.3	Relocate District Headquarters (HQ) to 166 Rollins Road in Millbrae	<ul style="list-style-type: none"> <li>HQ tenant improvements completed</li> <li>HQ move (assets and employees) completed</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Project schedule and budget</li> </ul> </li> </ul>
3D.4	Develop and implement an operating facilities masterplan for District and SamTrans facilities	<ul style="list-style-type: none"> <li>Initial studies completed (NB/SB Conditions Needs Assessment; SamTrans Operating Facilities Assessment)</li> <li>Masterplan developed and projects/ recommendations defined</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Programming / funding of project recommendations through CIP and budget process</li> <li>Reduction in deferred maintenance needs</li> </ul> </li> </ul>



**Goal 4: Lead Responsibly**  
**Build a fiscally responsible, accountable, and highly effective organization.**

**Objective 4A: Improve internal processes**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
4A.1	Improve work efficiency of departments critical to the achievement of the goals of this plan	<ul style="list-style-type: none"> <li>Improvements identified, solutions designed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Time / cost savings</li> <li>Improved outcomes</li> </ul> </li> </ul>
4A.2	Streamline the employee recruitment process and improve access to qualified labor pool	<ul style="list-style-type: none"> <li>Improvements identified, solutions designed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Recruitment timeline</li> <li>Number of qualified applicants per position</li> <li>Successful recruitment rates</li> </ul> </li> </ul>
4A.3	Ensure operations and capital budgets reflect funding and staffing needed to achieve the initiatives in this plan	<ul style="list-style-type: none"> <li>Funding and staffing reflected in agency budgets at correct timepoints for plan initiatives</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of initiatives funded</li> </ul> </li> </ul>

**Objective 4B: Ensure internal and external accountability**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
4B.1	Establish and integrate data standards and data sharing expectations across all District services and entities	<ul style="list-style-type: none"> <li>Standards are developed and implemented</li> <li>Information / training on new standards widely distributed</li> </ul>
4B.2	Establish a public-facing mechanism to share how the District establishes budgets and spends funds	<ul style="list-style-type: none"> <li>Public-facing mechanism (e.g., dashboard or webpage) developed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Feedback from riders and the public</li> </ul> </li> </ul>
4B.3	Report out on progress of achieving strategic plan goals	<ul style="list-style-type: none"> <li>Baselines, KPIs and targets established</li> <li>Annual progress reports created and shared with Board and public</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Frequency of progress reports</li> </ul> </li> </ul>
4B.4	Incentivize employees and board members to ride the system and provide suggestions for improvement with an emphasis on customer experience	<ul style="list-style-type: none"> <li>Program and process for submitting recommendations developed</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Participation rate (board members, employees)</li> <li>Number of routes / percent of routes traveled</li> <li>Number of improvements implemented</li> </ul> </li> </ul>

**Objective 4C: Improve internal collaboration and tools to increase effectiveness**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
4C.1	Implement recommendations from the <i>IT Strategic Plan</i>	<ul style="list-style-type: none"> <li>Recommendations programmed in CIP and bi-annual capital/operating budgets</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of recommendations funded/implemented</li> </ul> </li> </ul>
4C.2	Develop strategy for better internal coordination of operations between North and South Bases and HQ	<ul style="list-style-type: none"> <li>Strategy with KPIs developed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Progress on KPIs</li> <li>Employee survey responses (communication, trust, satisfaction)</li> </ul> </li> </ul>
4C.3	Improve internal communications to increase organizational effectiveness	<ul style="list-style-type: none"> <li>Tools and techniques developed and implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Frequency / consistency of communication</li> <li>Employee survey responses (communication, trust, satisfaction)</li> </ul> </li> </ul>

**Objective 4D: Minimize agency pollution and resource use**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
4D.1	Deliver the zero-emission bus transition program	<ul style="list-style-type: none"> <li>External funding is secured</li> <li>Zero-emission infrastructure projects completed in time for full fleet transition</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Percent completion of infrastructure projects</li> <li>Amount of external funding secured</li> </ul> </li> </ul>
4D.2	Design and implement an Environmental Management System (EMS)	<ul style="list-style-type: none"> <li>EMS designed and implemented</li> <li>KPIs developed for environmental and financial goals</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Reduction in agency costs and environmental impacts</li> </ul> </li> </ul>
4D.3	Measure, reduce and communicate the environmental impacts of agency activities	<ul style="list-style-type: none"> <li>Environmental scorecard KPIs and metrics are developed and tracked</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Progress on KPIs</li> <li>Reduction in agency costs and environmental impacts</li> </ul> </li> </ul>
4D.4	Monitor and exceed environmental compliance on all programs and projects	<ul style="list-style-type: none"> <li>Environmental audits conducted and corrective action reports developed</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of environmental audits conducted</li> <li>Reduction in agency costs and environmental impacts</li> </ul> </li> </ul>



**Goal 5: Ensure Effective Management**

Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the District umbrella.

**Objective 5A: Improve outcomes for shared services**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
5A.1	Develop mutually agreed-upon Shared Services Agreements to improve service delivery and clarify expectations, roles, and responsibilities	<ul style="list-style-type: none"> <li>Shared Services Agreements executed</li> </ul>
5A.2	Develop metrics and work plans for tracking improvements to Shared Services outcomes	<ul style="list-style-type: none"> <li>Metrics and work plan established</li> <li>Metrics are tracked and reported on to Shared Services stakeholders</li> </ul>
5A.3	Analyze and adjust staffing and resource needs for Shared Services based on work plans	<ul style="list-style-type: none"> <li>Report developed and recommendations implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of recommendations implemented</li> </ul> </li> </ul>

**Objective 5B: Continue to evaluate and improve Shared Services structure**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
5B.1	Establish process and escalation path to resolve Shared Services issues	<ul style="list-style-type: none"> <li>Process / escalation path established and followed</li> </ul>
5B.2	Re-evaluate Shared Services Agreement implementation and analyze potential long-term changes to Shared Services	<ul style="list-style-type: none"> <li>Progress / status report developed, based on metrics and workplan (see Initiative 5A.2)</li> <li>Recommendations implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of recommendations implemented</li> </ul> </li> </ul>



**Goal 6: Exercise Collective Efforts**  
 Collaborate across the region to improve transit and land use in service of greater mobility.

**Objective 6A: Collaborate to improve local and regional transit**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
6A.1	Participate in and dedicate resources toward regional transit coordination initiatives	<ul style="list-style-type: none"> <li>Staff participation in regional efforts such as:                             <ul style="list-style-type: none"> <li>Regional Network Management</li> <li>Regional Mapping and Wayfinding</li> <li>Regional Transit Priority</li> <li>Regional Fare Integration</li> <li>Other Transit Transformation Action Plan staff working groups</li> </ul> </li> </ul>
6A.2	Improve partnerships and connectivity with local and neighboring transportation agencies and stakeholders	<ul style="list-style-type: none"> <li>Continued participation in regional connectivity initiatives such as:                             <ul style="list-style-type: none"> <li>Interagency transfer pilot program</li> <li>Bay Area TRANSFER plan</li> <li>Transit 2050+</li> <li>Regional Mapping and Wayfinding</li> </ul> </li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Improved customer satisfaction</li> <li>Increased ridership</li> <li>Increased interagency transfers</li> <li>Reduced travel time and/or cost for riders</li> </ul> </li> </ul>
6A.3	Partner with school districts and other stakeholders on ways to improve provision of transportation for youth	<ul style="list-style-type: none"> <li>Study conducted and recommendations implemented</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Increased youth ridership</li> <li>Increased distribution of Youth Unlimited passes</li> </ul> </li> </ul>
6A.4	Increase participation in and dedicate resources towards regional climate adaptation efforts to protect lifeline assets	<ul style="list-style-type: none"> <li>Continued participation in Regional Climate Collaborative</li> <li>Participation in new regional climate adaptation partnerships</li> <li>Progress on high-priority resilience projects (e.g., sea level rise adaptation), with an emphasis on partnership opportunities</li> </ul>

**Objective 6B: Support implementation and policies for transit-supportive land use in SamTrans' service area**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
6B.1	Develop and implement SamTrans Transit-Oriented Development (TOD) Policy	<ul style="list-style-type: none"> <li>TOD policy approved by Board</li> <li>Future projects consistent with TOD policy</li> </ul>
6B.2	Advance TOD opportunities at Colma, San Carlos, Sequoia Station and other locations	<ul style="list-style-type: none"> <li>TOD projects advanced through the project development and delivery stage, in a manner consistent with TOD policy</li> </ul>
6B.3	Work with municipal partners, Caltrans, and C/CAG to improve pedestrian and bicycle access to bus stops and along major corridors	<ul style="list-style-type: none"> <li>Increased participation in transportation planning and development process led by others</li> <li>Partnerships on grants / external funding</li> <li>Performance metrics could include:                             <ul style="list-style-type: none"> <li>Number of new ped/bike improvements</li> <li>Number of successful grant applications</li> </ul> </li> </ul>

# Appendix B: Interviewees

## Partner Organizations

Ramakrishna Pochiraju & Michael Eshleman, Alameda-Contra Costa Transit District (AC Transit)

Bob Powers, Bay Area Rapid Transit (BART)

Michelle Bouchard, Caltrain

John Ford, Commute.org

Andy Fremier, Metropolitan Transportation Commission (MTC)

Jeff Tumlin, San Francisco Municipal Transportation Agency (SFMTA)

Carolyn Gonot, Santa Clara Valley Transportation Authority (VTA)

## Peer Organizations

Joanna Pinkerton, Central Ohio Transit Authority

Deborah Leous, Pinellas Suncoast Transit Authority

Henri Li, Shelly Valenton, & Chris Flores, Sacramento Regional Transit District

## Thought Leader

David King, School of Geographical Sciences and Urban Planning, Arizona State University



**samTrans**



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**Draft Strategic Plan and Update on  
Capital Improvement Plan and Measure  
W Ten-year Plan**

Informational Item  
October 9, 2024, Board Meeting

*MOVING SAN MATEO COUNTY.*  
**San Mateo County  
Transit District's  
10-Year Strategic Plan**

**FY 2026 - 2035**



**DRAFT  
August 2024**

# Agenda

1. Strategic Plan Overview
  - Purpose and Scope
  - Development Process and Employee Engagement
2. Strategic Plan Framework
3. Implementation, Evaluation and Reporting
4. Update on CIP and Measure W 10-Year Plans
5. Next Steps



# Strategic Plan Overview



# What is a Strategic Plan?

A strategic plan is a **roadmap** for the future

- Defines where an organization wants to go and how to get there
- Establishes priorities and guides investment decisions

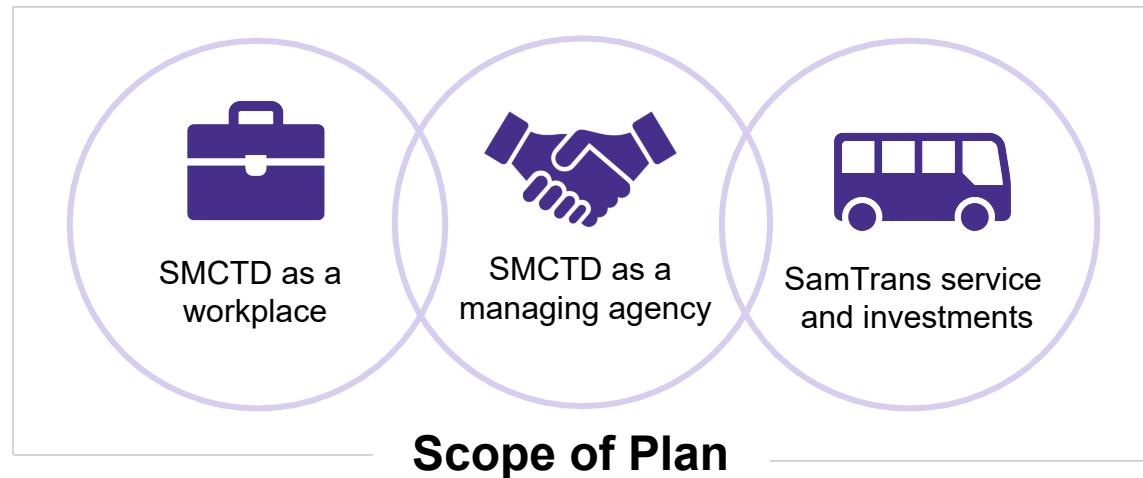
Why do we need a **new** strategic plan?

- Previous District Strategic Plan covered 2015-2019. Major achievements since then include:
  - SamTrans Business Plan (2018)
  - SMCTA Strategic Plan (2019)
  - Caltrain 2040 Service Vision / Business Plan (2020)
  - Measure W (2018) and Measure RR (2020) passage
  - JPB Governance MOU (2022)
  - Reimagine SamTrans (2019-2024)



# Purpose and Scope

- Provide strategic direction organizationally and programmatically for fiscal years 2026-2035
- Align all District's plans, programs, and services to achieve a common vision
- Account for changing travel patterns and workforce trends
- Guide development of Measure W and Capital Improvement Plans



**Not Included**  
Service vision or investments for Caltrain, Transportation Authority, Express Lanes Joint Powers Authority



# Development Process



# Employee Engagement



## Employee survey

Conducted an in-depth employee survey to measure employee satisfaction. Garnered a 40% response rate.



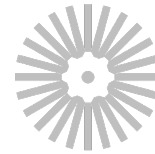
## Frontline worker listening sessions

Held listening sessions at both north and south bases to note what is important to frontline workers.



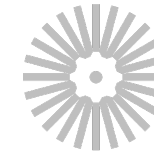
STRATEGIC  
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# Employee Engagement



## Employee events

Conducted two rounds of in-reach at District-wide employee events like Party on the Roof, Wellness Week and E-Bike Day.

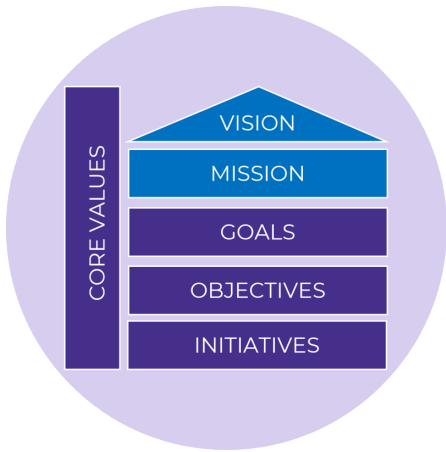


## Voting exercises

Used dot voting exercises to engage employees, seek input and help prioritize draft objectives and initiatives



# Strategic Plan Framework



# Vision and Mission



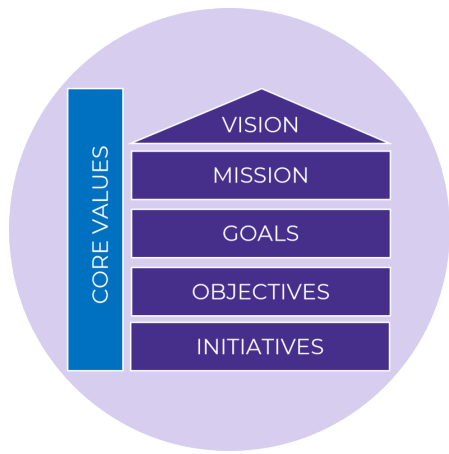
## Vision

The District provides an exceptional mobility experience for the people and communities in San Mateo County.



## Mission

Working together to revolutionize mobility and create a more equitable and sustainable region.



# Core Values

## Equity

Delivering equitable access to opportunities for our communities and our employees to live and thrive

## Excellence

Delivering high-quality service for our customers, investing in our employees, and securing our financial future

## Innovation

Demonstrating eagerness and support to try new things, take calculated risks, and adapt to changing conditions

## Partnership

Building trust, exercising empathy, working as a team, and collaborating with external partners

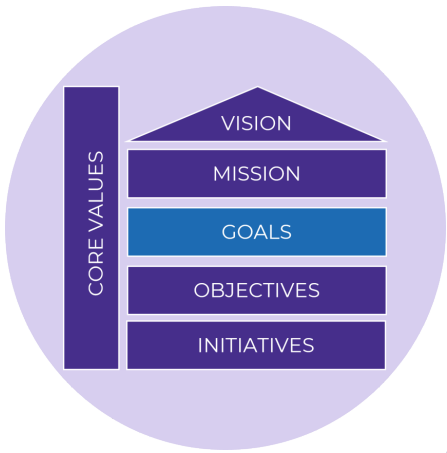
## Safety

Cultivating a culture of safety and well-being of our people and customers

## Sustainability

Creating a sustainable & resilient environmental future for the agency and people in the region





# Goals



## Deliver Better Mobility Services

Expand and invest in sustainable transportation options to better meet mobility needs, reduce emissions, and improve equity.



## Provide Outstanding Customer Experience

Deliver a superior transit experience that captivates riders, fosters loyalty, and nurtures trust.



## Become an Employer of Choice

Create an employee experience that is meaningful, inclusive, attracts talent, and is built on trust.



## Lead Responsibly

Build a fiscally responsible, accountable, and highly effective organization.



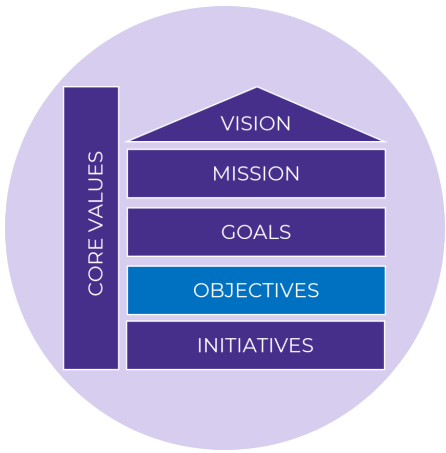
## Ensure Effective Management

Provide sufficient flexibility, resources, and staffing to support the effective delivery of all transportation services for agencies under the district umbrella.

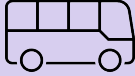


## Exercise Collective Efforts


Collaborate across the region to improve transit and land use in service of greater mobility.




# Objectives (Sample)

  
Deliver Better Mobility

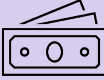
Experiment and respond to changing transportation landscape

  
Provide Outstanding Customer Experience


Improve the transit and paratransit rider experience

  
Become an Employer of Choice


Provide a safe and modern workplace for all District employees

  
Lead Responsibly

Improve internal collaboration and tools to increase effectiveness

  
Ensure Effective Management

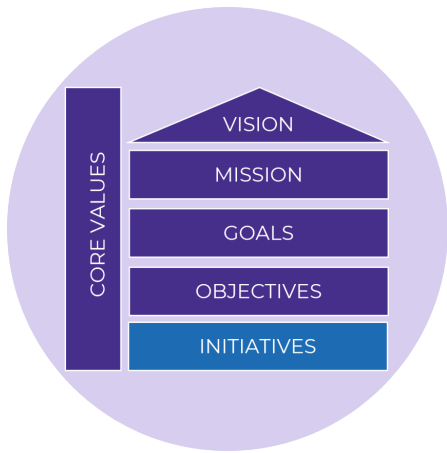
Improve outcomes for Shared Services

  
Exercise Collective Efforts

Collaborate to improve local and regional transit

See Strategic Plan for additional objectives

# Implementation, Evaluation and Reporting



# Initiatives

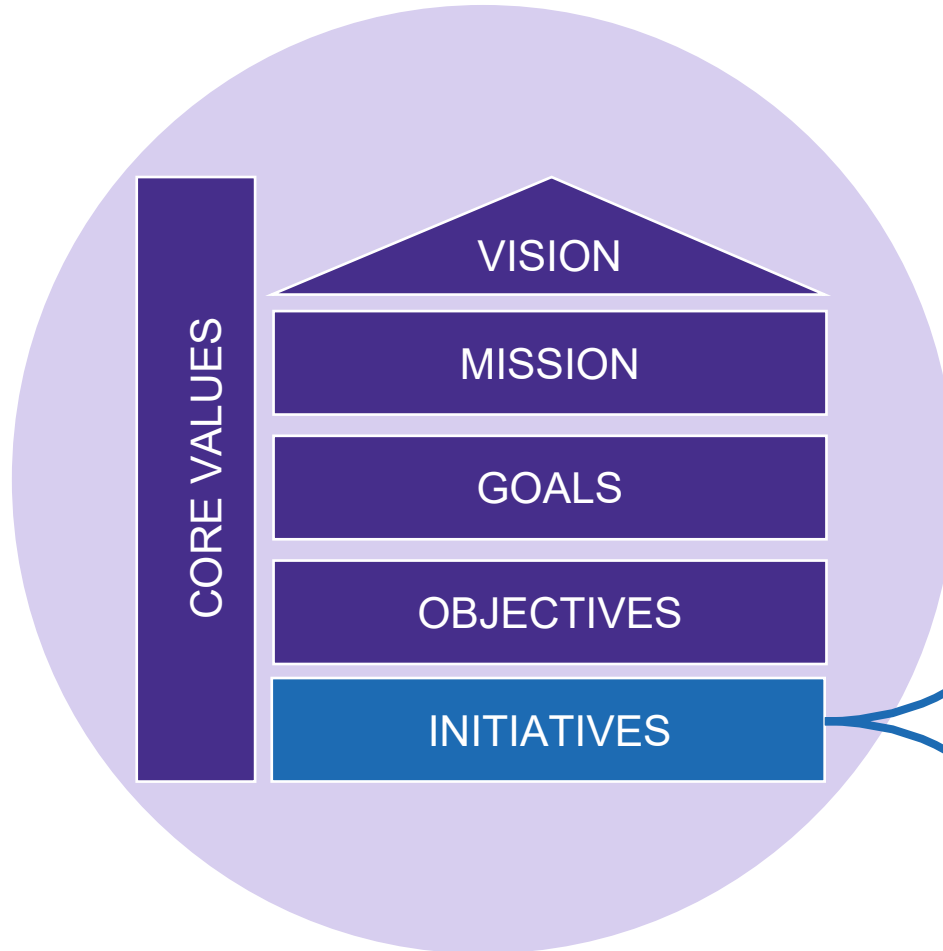
- Strategic plan includes 50+ initiatives
- Initiatives are concrete and specific **actions** we will take to **implement** the strategic plan and achieve the objectives, goals, and vision
- Developed through extensive input from District staff, including departmental interviews and executive workshops.

**Objective 1A: Improve and expand existing SamTrans services**

Initiative	Purpose/Description	Example Progress Indicators & Performance Metrics
1A.1	Invest in new or existing service in core corridors	<ul style="list-style-type: none"> <li>• Recommendations from the El Camino Real (ECR) Bus Speed &amp; Reliability Study are implemented</li> <li>• Additional studies (e.g., Countywide Transit Priority Study, Dumbarton Busway Feasibility Study, ECR Mid County Transit and Multimodal Corridor Plan) are completed</li> <li>• Dumbarton Busway Project is completed and operational</li> <li>• Performance metrics could include:               <ul style="list-style-type: none"> <li>• Number of transit priority improvements delivered and external funding secured</li> <li>• Ridership, on-time performance and travel time</li> <li>• Customer satisfaction</li> </ul> </li> </ul>
1A.2	Adapt service to new travel patterns and increase service for key markets	<ul style="list-style-type: none"> <li>• Market study is completed</li> <li>• Performance metrics could include:               <ul style="list-style-type: none"> <li>• Ridership, on-time performance and travel time</li> <li>• Increase in service offered in key markets / equity priority areas</li> <li>• Customer satisfaction</li> </ul> </li> </ul>
1A.3	Evaluate and consider refinement or expansion of on-demand services	<ul style="list-style-type: none"> <li>• Evaluation report with Key Performance Indicators (KPIs) developed and implemented</li> <li>• Performance metrics could include:               <ul style="list-style-type: none"> <li>• Ridership, customer satisfaction, wait time, etc</li> </ul> </li> </ul>
1A.4	Invest in resilience, improvement, and state of good repair for existing infrastructure	<ul style="list-style-type: none"> <li>• Enterprise Asset Management (EAM) system is implemented and utilized</li> <li>• North and South Base Condition Needs Assessment Study is completed and projects are defined</li> <li>• SOGR and resilience projects are programmed into Capital Improvement Program (CIP) and operating budgets</li> <li>• Deferred maintenance is reduced</li> </ul>

*See Appendix A for example progress indicators and performance metrics for each initiative*

# Acting on the Initiatives: Next Steps



**ASSIGN DEPT LEAD:** Takes primary responsibility for driving and overseeing implementation. Responsible for coordinating across supporting departments.

**ESTABLISH TIMEFRAMES:** Estimated timeframe for start and completion of initiative, over the course of years 1 through 10 (FY26-35), aligned with final CIP and Measure W 10-Year Plans

**IDENTIFY METRICS OF SUCCESS:** The metrics (and baselines) that specifically drive understanding of progress and/or completion of the specific initiative. *Initial thinking is documented in Appendix A.*

# Building Momentum and Evaluating and Reporting on Progress

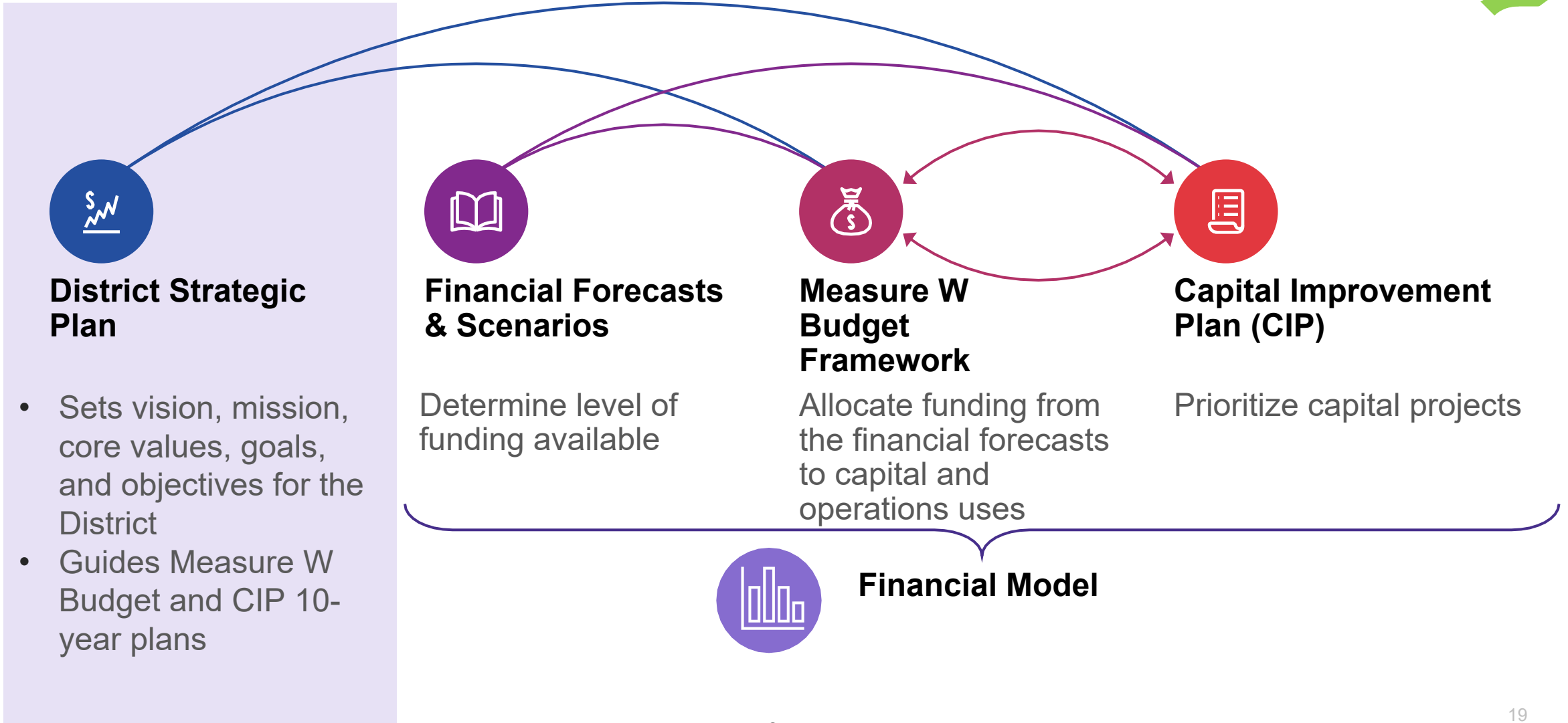
- Socialize strategic plan across the District to all levels of employees
- Integrate strategic plan into District processes
  - Integrate with employee performance management system, new hire orientation, etc
  - Align capital and operational spending with strategic plan priorities during budget process
- Evaluate and Report on Progress
  - Annual progress report to evaluate progress, reflect on outcomes, adjust where necessary, define next steps
  - Comprehensive review and update at the five-year mark



# Update on CIP and Measure W 10-Year Plans



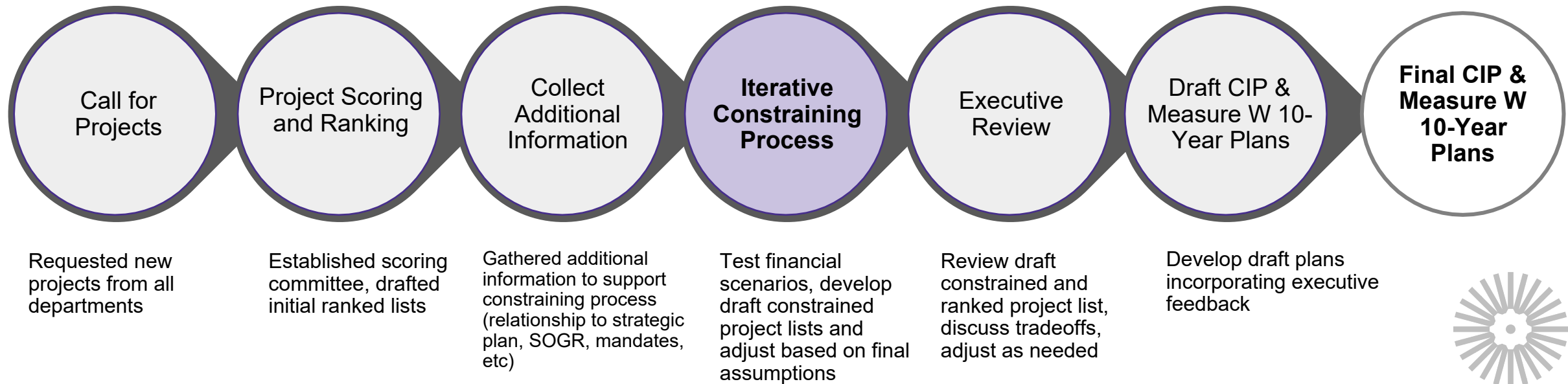
# Relation to Other Work





# CIP and Measure W 10-Year Plans Development Process

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# Next Steps

# Next Steps



**Nov 2024**

**Board adoption of District Strategic Plan**



**Remainder of 2024**

**Finalize 10-Year CIP and Measure W Plans**

- ✓ Financial modeling and scenario testing
- ✓ Iterative constraining process
  - ✓ Executive review
- ✓ Develop draft plans and integrate into FY26-27 budget cycle



**Early 2025**

**Board adoption of 10-Year CIP and Measure W Plans**



**Nov 2024 – July 2025**

**Launch Strategic Plan implementation process**

- ✓ Work with lead departments to develop metrics, timelines, etc.
- ✓ Socialize Strategic Plan Districtwide
- ✓ Align District policies, programs, processes with Strategic Plan (ongoing)



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**Thank you!  
Questions?**

*MOVING SAN MATEO COUNTY.*

# San Mateo County Transit District's 10-Year Strategic Plan

FY 2026 - 2035



**DRAFT  
August 2024**



MARINA FRASER, CHAIR  
JEFF GEE, VICE CHAIR  
DAVID J. CANEPA  
MARIE CHUANG  
BROOKS ESSER  
RICO E. MEDINA  
RAY MUELLER  
JOSH POWELL  
PETER RATTO

APRIL CHAN  
GENERAL MANAGER/CEO

## Agenda

### Legislative Committee Committee of the Whole

### San Mateo County Transit District

**Wednesday, September 4, 2024 – 3:15 pm**

or immediately following the Strategic Planning, Development, and Sustainability  
Committee meeting

- |        |   |               |
|--------|---|---------------|
| 9.d.1. | Call to Order   |               |
| 9.d.2. | Approval of Minutes of the Legislative Committee Meeting of September 4, 2024 | Motion        |
| 9.d.3. | Legislative Update  | Informational |
| 9.d.4. | Adjourn   |               |

**Committee Members: Peter Ratto (Chair), Jeff Gee, Rico E. Medina**

Note:

- This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.
- All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

**San Mateo County Transit District (District)  
1250 San Carlos Avenue, San Carlos, California**

**Minutes of Legislative Committee /  
Committee of the Whole**

**September 4, 2024**

Committee Members Present: P. Ratto (Chair), J. Gee, R. Medina

Committee Members Absent: None

Other Board Members Present Constituting Committee of the Whole: D. Canepa, M. Chaung, B. Esser, M. Fraser, R. Mueller, J. Powell

Other Board Members Absent: None

Staff Present: A. Chan, D. Olmeda, J. Epstein, S. van Hoften, J. Brook, M. Tseng

**11.c.1. Call to Order**

Committee Chair Peter Ratto called the meeting to order at 4:01 pm.

**11.c.2. Approval of Minutes of the Legislative Committee Meeting of August 7, 2024**

Motion/Second: Canepa/Chuang

Ayes: Canepa, Chuang, Esser, Fraser, Gee, Medina, Mueller, Powell, Ratto

Noes: None

Absent: None

**11.c.3. State and Federal Legislative Update**

Jessica Epstein, Director, Government and Community Affairs, provided a summary of federal and state legislation, which included the following:

- On the federal side, the Senate and House are on recess and they are expecting a continuing resolution will be needed to keep the government open. The outcome of the election will have a significant impact on the budget.
- At the state level, the Governor is calling senators to a special session on gas prices.
- At the regional level, MTC (Metropolitan Transportation Commission) had presented different scenarios for a possible regional transportation funding legislation. The directors expressed their concerns for scenarios that would favor one agency over others and leaned towards exploring a local funding source, specifically the reauthorization of Measure A sales tax.

Director David Canepa said he had issues with Scenario 1, “Core Transit Framework,” which appears to favor BART (Bay Area Rapid Transit). He said Scenario 2, “Go Big Framework,” would direct staff to explore a local funding source, specifically the reauthorization of Measure A sales tax.

Director Ray Mueller asked if Scenario 2 would require a two-thirds Countywide vote, which Ms. Epstein confirmed. He said one problem with having a regional measure is the ability to weigh in as a taxpayer is not there. April Chan, General Manager/CEO, explained the advantage of having a collective vote from the whole County.

Director Canepa asked when they would go for an authorization of Measure A. Ms. Epstein said it would likely be 2027. He said he was not interested in supporting a BART-funded measure.

Director Marie Chuang said that Caltrain and BART need to resolve their farebox recovery issues. She said if we only get back a certain percentage on the dollar, we are essentially supplementing San Francisco without receiving accountability about what they are doing.

Director Josh Powell said he is not seeing what benefits these regional measure discussions are offering San Mateo County that we cannot do ourselves.

Joan Cassman, Legal Counsel, noted that SamTrans does not need to get State authorization for Measure A; we already have authorization.

Committee Member Jeff Gee said that all three partners negotiating and coming to an agreement is the easiest path forward for the local measure.

Public Comment:

Adina Levin noted she was sitting on the Select Committee representing the MTC Policy Advisory Council as well as Seamless Bay Area and said she expected significant changes in the two options presented and supported local funding sources.

Roland commented on the equity of a parcel tax and said that sales tax is a choice. He noted that Measure RR did not pass in Santa Clara County, which withdrew its annual contributions to Caltrain.

**11.c.4. Adjourn**

The meeting adjourned at 4:48 pm.

An audio/video recording of this meeting is available online at <https://www.samtrans.com/about-samtrans/video-board-directors-cac-and-measure-w-coc>. Questions may be referred to the District Secretary's office by phone at 650-508-6242 or by email to [board@samtrans.com](mailto:board@samtrans.com).

**San Mateo County Transit District  
Staff Report**

To: Legislative Committee  
Through: April Chan, General Manager/CEO  
From: Emily Beach, Chief Communications Officer      Jessica Epstein, Director, Government and Community Affairs  
Subject: **Legislative Update**

**Action**

Staff proposes the Committee recommend the Board receive the attached federal, state, and regional legislative updates.

**Significance**

The 2024 Legislative Program establishes the principles that will guide the legislative and regulatory advocacy efforts. Based on those principles, staff coordinates closely with our federal and state advocates on a wide variety of issues that are considered in Congress and the state legislature. The attached reports highlight the recent issues and actions that are relevant to the Board and specify those bills on which staff proposes that the District take a formal position.

Prepared By: Michaela Wright Petrik      Government and Community Affairs Officer      650-730-4951



## SamTrans Federal Report October 2024

### *Congressional Update*

#### House GOP Announces Plan to Avert Looming Shutdown

- Last week, the House voted down Speaker Mike Johnson’s Continuing Resolution (CR), which included the SAVE Act, that would require proof of citizenship to vote in federal elections. Nearly all Democrats joined Republicans in opposing the measure.
- However, on September 22, House Republicans reached a bipartisan deal to avoid a government shutdown, which would fund the government until December 20, 2024. The proposed CR maintains current funding levels with some exceptions, including \$231 million in extra funding for the Secret Service to protect presidential candidates.
- The House Rules Committee met to consider the bill on September 23, teeing up the bill for floor consideration by Wednesday, September 25. Both chambers must pass the bill by September 30 to avoid a government shutdown.

### *Administration Update*

#### FHWA Administrator Departs Agency

- On September 5, Federal Highway Administration (FHWA) Administrator Shailen Bhatt announced that he would be leaving the Federal Highways Administration (FHWA) on September 9.
- Bhatt indicated in a [statement](#) that he will continue to “work hard for our shared goal of zero deaths on our roadways.” FHWA Deputy Administrator Kristin White will lead the agency in an acting capacity after his departure.

#### Commerce Department Announces New Proposed Restrictions on Russian and Chinese Transportation Technology

- On September 23, the Department of Commerce [announced](#) a proposed rule that would ban the import and sale of Chinese and Russian vehicles and specific hardware and software components that enable connectivity. The proposed rule targets vehicles’ hardware and software that allows integration of Wi-Fi, Bluetooth, cellular, or satellite systems.

800 17th Street, NW, Suite 1100 | Washington, DC 20006 | T 202-955-3000 | F 202-955-5564  
Holland & Knight LLP | www.hklaw.com

- The proposed rule would prohibit the import or sale of certain connected vehicle systems designed, developed, manufactured, or supplied by entities with a sufficient nexus to China or Russia. Software prohibitions would take effect for Model Year 2027, and the prohibitions on hardware would take effect for Model Year 2030.
- The proposed rule would apply to all wheeled on-road vehicles such as cars, trucks, and buses. Commerce Department officials and the White House cited national security concerns in their decision behind the proposed rule, fearing that certain vehicle technology can allow outside actors to track users.

## FTA Issues General Directive on Transit Worker Safety

- The Federal Transit Administration (FTA) issued a general directive requiring transit agencies subject to FTA's Public Transportation Agency Safety Plans (PTASP) Final Rule to take new steps to inform FTA of the current state of transit worker safety.
- Under the general directive, agencies will be required to conduct a safety risk assessment, identify safety risk mitigations or strategies, and provide information to FTA on how they are assessing, mitigating, and monitoring the safety risk associated with assaults on transit workers. If an agency's risk assessment reveals an "unacceptable" level of risk of assaults on transit workers, they must identify strategies to protect their workers further.
- Agencies must provide FTA with the required information within 90 days on how they are protecting transit workers. In the general directive, FTA reminds agencies that they may use Urbanized Area Formula Grants (Section 5307), State of Good Repair (Section 5337), and Bus and Bus Facilities (Section 5339) funds for the implementation of a Safety Management System used for the risk assessment.



September 20, 2024

TO: Board of Directors  
San Mateo County Transit District

FM: Matt Robinson, Michael Pimentel & Alchemy Graham  
Shaw Yoder Antwih Schmelzer & Lange

RE: **STATE LEGISLATIVE UPDATE – October 2024**

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### ***General Update***

August 31 marked the final day of the 2023-24 Legislative Session. After two long weeks of Floor session, the Legislature passed approximately 991 bills and most remain on the Governor's desk awaiting action. As a reminder, Governor Newsom has until September 30 to act on these measures.

The Assembly, at Governor Newsom's request, convened a special session to further explore proposals for reducing the cost of fuel in California, including the Governor's proposal to require that California refineries hold fuel in reserve to mitigate for cost increases due to refinery maintenance shutdowns. The Assembly has held two information committee hearings so far and could potentially vote on a package of special session bills later this month. The Senate has not convened a special session and will likely wait to see if the Assembly has the votes to pass legislation before doing so.

The Legislature will reconvene for the 2025-26 Legislative Session on December 2 for the Organizational Session and the swearing-in of newly elected legislators. We expect 34 new legislators in the Senate and Assembly when the Legislature reconvenes. Following the Organizational Session, the Legislature will adjourn for the remainder of the year and reconvene to begin the real work of the first year of the session in January 2025.

For more information about key legislative and budget deadlines, see the adopted 2024 Legislative Calendar available [here](#).

### ***CalSTA's Transit Transformation Task Force Convenes for Fifth Meeting***

The California State Transportation Agency convened its fifth Transit Transformation Task Force meeting on August 29 in Los Angeles. This meeting, the second of several geared toward informing a report of recommendations required to be submitted to the Legislature by October 2025, focused discussion on reforms to the Transportation Development Act and workforce recruitment, retention, and development issues.

As previously highlighted, the California Transit Association is leading engagement in the Task Force discussions on behalf of California transit agencies. To inform the positions it takes at Task Force meetings, the Association has engaged its membership and CALACT members on the challenges / barriers they face in delivering improvements to transit service and has convened an internal Transit

Transformation Advisory Committee to develop policy recommendations (for breaking past these challenges) for submittal to the Task Force.

Relative to the August 29 meeting, the Association, with the support of its Advisory Committee, delivered recommendations to the Task Force on TDA reform and workforce recruitment, retention, and development. You can read the Association's recommendations [here](#). The Task Force is subject to the state's open meeting requirements for state bodies, known as Bagley-Keene, and as such, all agenda materials and recordings are available on [CalSTA's website](#).

#### ***Draft RSAP Now Available for Public Comment***

SB 272 (Laird) was signed into law last year. It requires local governments to submit subregional sea level rise plans to the San Francisco Bay Conservation and Development Commission (BCDC) for approval in order to be prioritized for state funding. BCDC is also required to establish guidelines for the preparation of said sea level rise plans.

On September 16, BCDC released the draft Regional Shoreline Adaptation Plan (RSAP), which includes the required guidelines and is now available for public comment. The public comment period closes on October 18. SamTrans has been following the guideline development process and is considering submitting additional comments.

#### ***November 5 Election***

As we noted in your last report, California voters will act on 10 propositions, including the climate and education bonds passed by the Legislature on November 5. As a reminder, the ballot for statewide propositions is as follows:

- **Prop. 2:** \$10 billion education bond.
- **Prop. 3:** Reaffirm the right of same-sex couples to marry.
- **Prop. 4:** \$10 billion climate bond.
- **Prop. 5:** 55% voter approval for local bonds (ACA 1 / ACA 10).
- **Prop. 6:** End indentured servitude in state prisons.
- **Prop. 32:** Raise the state minimum wage to \$18 an hour.
- **Prop. 33:** Allow local governments to impose rent controls.
- **Prop. 34:** Require certain health care providers to use nearly all revenue from Medi-Cal Rx on patient care.
- **Prop. 35:** Make existing tax on managed health care insurance plans permanent.
- **Prop. 36:** Increase penalties for theft and drug trafficking.

Recently, the Public Policy Institute of California conducted [polling](#) on the November ballot measures. We note some of the key findings below:

**Proposition 4: Climate Bond** – *After reading the ballot title and label, 65 percent of likely voters would vote yes (33% no). Partisans are deeply divided, with 83 percent of Democrats and 64 percent of independents in support compared to 35 percent of Republicans.*

**Proposition 5: 55% voter approval for local bonds** – *Likely voters are divided on this legislative constitutional amendment, with 49 percent saying they would vote yes and 50 percent saying they would vote no.*

**Proposition 36: Increase penalties for theft and drug trafficking** – *After reading the Proposition 36 ballot title and label, 71 percent of likely voters say they would vote yes, while 26 percent would vote no. There is broad—and bipartisan—support for Proposition 36.*

***Bills of Interest***

**SB 960 (Wiener) Complete Streets/Transit Priority Projects on State Highway System – WATCH**

This bill would require the California Transportation Commission (CTC) to include, in its adopted targets and performance measures, state transportation goals and objectives for complete streets, including information on the existence of transit priority facilities on the state highway system.

**This bill is on the Governor’s Desk.**

**SB 961 (Wiener) Vehicle Safety Equipment – WATCH**

This bill would require, beginning with model year 2030, that all new passenger vehicles, motortrucks, and buses manufactured or sold in California be equipped with a passive intelligent speed assistance system.

**This bill is on the Governor’s Desk.**

**AB 2553 (Friedman) Vehicular Impact Fees – WATCH**

This bill would change the geographic scope of a housing development eligible for reduced vehicular traffic impact fees. Specifically, this bill would redefine “major transit stop” to include the intersection of two or more major bus routes with a frequent of service interval of 20 minutes or less.

**This bill was signed by the Governor on September 19.**

**AB 2561 (McKinnor) Local Employee Vacant Positions – WATCH**

This bill would require a public agency to present information on the status of vacancies and recruitment efforts at a public hearing at least once per fiscal year.

**This bill is on the Governor’s Desk.**

**AB 2892 (Low) Self-Insurance – WATCH**

This bill would establish, for self-insurance applicants with more than 25 motor vehicles registered to their name, requirements in the Vehicle Code to be considered a qualified self-insurer.

**This bill is on the Governor’s Desk.**

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<a href="#">AB 107</a> <a href="#">Gabriel</a> D  Budget Act of 2024.	This bill was signed by the Governor on June 26, 2024.	This bill would make appropriations for the support of state government for the 2024–25 fiscal year. This bill contains other related provisions.	Watch

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 173</a> Committee on Budget  Transportation budget trailer bill.</p>	<p>This bill was signed by the Governor on July 2, 2024.</p>	<p>Among other related provisions, this bill would require the Secretary of Transportation to coordinate with the Department of Transportation and the California Transportation Commission to identify available funding in state transportation programs that may be used to support grade separation projects that were previously awarded funding under specified transportation programs but had that funding reverted pursuant to the Budget Act of 2024. The bill would require the Transportation Agency to prioritize, and would authorize the agency to directly allocate, the funding identified by that process, as available and appropriate, for those grade separation projects that are at risk of losing or failing to secure federal and local funding commitments, or that are at risk of approved project schedule delays, or both. The bill would require the secretary to report to the Legislature, on or before April 30, 2025, on any funding that the Secretary identified for impacted grade separation projects.</p> <p>This bill would expand the requirements of the accountability program to the distribution of funds appropriated to the Transportation Agency in the Budget Act from the Greenhouse Gas Reduction Fund for purposes of the formula-based component of the Transit and Intercity Rail Capital Program. The bill would also require a regional transportation planning agency to submit an updated regional short-term financial plan and updated transit operator data to the Transportation Agency in order to receive moneys governed by the accountability program in the 2025–26 fiscal year, and to submit updated transit operator data to the Transportation Agency in order to receive moneys governed by the accountability program in the 2026–27 and 2027–28 fiscal years. The bill would authorize the Transportation Agency to modify the guidelines for the distribution of those funds for each of these 3 fiscal years by specified dates.</p> <p>This bill would appropriate \$100,000,000 from the General Fund to the Department of Transportation to support the Active Transportation Program with</p>	<p>Watch</p>

### San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
		the funds to be allocated by the commission, as specified. Upon signature from the Governor, this bill would take effect immediately as a bill providing for appropriations related to the Budget Bill.	



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Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 761</a> <a href="#">Friedman</a> D</p> <p>Local finance: enhanced infrastructure financing districts.</p>	<p>This bill is on the Governor's desk.</p>	<p>Existing law establishes enhanced infrastructure financing districts to finance public capital facilities or other specified projects of communitywide significance. Existing law provides for the membership of the governing body of the district, referred to as the public financing authority. Existing law authorizes the legislative body of a city or a county to designate a proposed enhanced infrastructure financing district by adopting a resolution of intention to establish the proposed district which, among other things, is required to state that an enhanced infrastructure financing district is proposed and describe the boundaries of the proposed district. Existing law requires the public financing authority to direct the preparation of and adopt an infrastructure financing plan consistent with the general plan and any relevant specific plan, and consisting of, among other things, a financing section. Existing law requires that the financing section include a plan for financing the public facilities, a limit on the total number of dollars of taxes that may be allocated to the district pursuant to the plan, and a date, either not more than 45 years from the date on which the issuance of the bonds is approved for the plan on which the district will cease to exist, by which time all tax allocation to the district will end, or, where the district is divided into project areas, a date on which the infrastructure financing plan will cease to be in effect and all tax allocations to the district will end and a date on which the district's authority to repay indebtedness with incremental tax revenues will end, as specified. This bill, for plans proposed on or after January 1, 2025, would specify that for the purpose of development and construction of passenger rail projects in the County of Los Angeles where at least 75% of the revenue from the district is used for debt service on a federal Transportation Infrastructure Finance and Innovation Act (TIFIA) loan, the date on which the district will cease to exist shall not be more than 75 years from the date of the approval of a TIFIA loan, as specified. This bill contains other related provisions.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 1870</a> <a href="#">Ortega</a> D</p> <p>Notice to employees: legal services.</p>	<p>This bill was signed by the Governor on July 15, 2024.</p>	<p>Existing law establishes a workers' compensation system, administered by the Administrative Director of the Division of Workers' Compensation, to compensate an employee for injuries sustained in the course of employment. Employers who are subject to the workers' compensation system are generally required to keep posted in a conspicuous location frequented by employees and easily read by employees during the hours of the workday a notice that includes, among other information, to whom injuries should be reported, the rights of an employee to select and change a treating physician, and certain employee protections against discrimination. Existing law requires the administrative director to make the form and content of this notice available to self-insured employers and insurers. This bill would require the notice to include information concerning an injured employee's ability to consult a licensed attorney to advise them of their rights under workers' compensations laws, as specified. The bill would also make technical, nonsubstantive changes to these provisions.</p>	<p>Watch</p>
<p><a href="#">AB 1879</a> <a href="#">Gipson</a> D</p> <p>Property taxation: filing.</p>	<p>This bill was signed by the Governor on September 12, 2024.</p>	<p>The California Constitution provides for the taxation of property and establishes the State Board of Equalization to administer those taxes. Existing property tax law, pursuant to constitutional authorization, sets forth procedures for imposing and collecting taxes on property in the state. Existing law requires a person owning taxable personal property, as specified, to file annually a signed property statement declared to be true under the penalty of perjury with the assessor. Existing law authorizes a property statement to be filed with the assessor through the United States mail, properly addressed with postage prepaid. This bill would instead authorize the statement to be filed through the United States mail provided it is mailed in a manner that includes a postmark and is properly addressed with postage prepaid, as specified. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 1890</a> <a href="#">Patterson, Joe</a> R</p> <p>Public works: prevailing wage.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law defines the term "public works" for the purposes of requirements regarding the payment of prevailing wages, the regulation of working hours, and the securing of workers' compensation for public works projects. Existing law requires an entity awarding a public works contract, as specified, to provide notice to the Department of Industrial Relations. Existing law requires civil penalties to be imposed on an entity that fails to provide that required notice and authorizes the Labor Commissioner to issue a citation for civil penalties to an entity that fails to provide the required notice. This bill would additionally require the awarding body to provide notice to the department, within 30 days, if there is a change in the identity of a contractor or subcontractor performing the project or, if the total amount of the contract change exceeds specified thresholds. The bill would exempt projects of awarding bodies operating labor compliance programs that are approved and monitored by the department and covered by a valid project labor agreement. By creating new notification requirements for public agencies, this bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 1904</a> <a href="#">Ward D</a></p> <p>Transit buses: yield right-of-way sign.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law authorizes a transit bus in the Santa Cruz Metropolitan Transit District and the Santa Clara Valley Transportation Authority to be equipped with a yield right-of-way sign on the left rear of the bus if the applicable entity approves a resolution requesting that this section be made applicable to it. Existing law requires the sign to be designed to warn a person operating a motor vehicle approaching the rear of the bus that the bus is entering traffic and be illuminated by a red flashing light when the bus is signaling in preparation for entering a traffic lane after having stopped to receive or discharge passengers. This bill would expand the authorization to equip transit buses, as described above, to apply to any transit agency if the transit agency approves a resolution that this authorization be made applicable to it. The bill would also authorize the yield right-of-way sign to be a static decal, and would only impose the above-described design and illumination requirements on a sign that is a flashing light-emitting diode (LED) sign.</p>	<p>Watch</p>
<p><a href="#">AB 1953</a> <a href="#">Villapudua D</a></p> <p>Vehicles: weight limits.</p>	<p>This bill was signed by the Governor on September 12, 2024.</p>	<p>Existing state and federal laws set specified limits on the total gross weight imposed on the highway by a vehicle with any group of 2 or more consecutive axles. Existing federal law prohibits the maximum gross vehicle weight of a vehicle operated by an engine fueled primarily by natural gas or powered primarily by means of electric battery power from exceeding 82,000 pounds. Existing state law, to the extent expressly authorized by federal law, authorizes a near-zero-emission vehicle or a zero-emission vehicle, as defined, to exceed the weight limits on the power unit by up to 2,000 pounds. This bill would clarify that the power unit of a near-zero emission or zero-emission vehicle, as defined, is authorized to exceed the allowable gross weight limits by up to a maximum of 2,000 pounds, as specified. This bill would also clarify that the maximum gross vehicle weight for a near-zero-emission vehicle or a zero-emission vehicle is 82,000 pounds.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2192</a> <a href="#">Carrillo, Juan</a> D</p> <p>Public agencies: cost accounting standards.</p>	<p>This bill is on the Governor’s Desk.</p>	<p>Existing law, the Uniform Public Construction Cost Accounting Act, authorizes a public agency, whose governing board has by resolution elected, to become subject to uniform construction cost accounting procedures. Existing law provides for the development of cost accounting standards and an alternative method for the bidding of public works projects by public entities. The act defines “public project” to include, among other things, construction, reconstruction, erection, alteration, renovation, improvement, demolition, and repair work involving any publicly owned, leased, or operated facility. This bill would define “public project” to additionally include installations involving any publicly owned, leased, or operated facility. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>
<p><a href="#">AB 2286</a> <a href="#">Aguiar-Curry</a> D</p> <p>Vehicles: autonomous vehicles.</p>	<p>This bill is on the Governor’s Desk.</p>	<p>Existing law authorizes the operation of an autonomous vehicle on public roads for testing purposes by a driver who possesses the proper class of license for the type of vehicle operated if specified requirements are satisfied. Existing law prohibits the operation of an autonomous vehicle on public roads until the manufacturer submits an application to the Department of Motor Vehicles, as specified, and that application is approved. This bill would require a manufacturer of an autonomous vehicle to report to the department a collision on a public road that involved one of its autonomous vehicles with a gross vehicle weight of 10,001 pounds or more that is operating under a testing or deployment permit that resulted in damage of property, bodily injury, or death within 10 days of the collision. The bill would require a manufacturer of an autonomous vehicle to annually submit to the department specified information regarding the deactivation of the autonomous mode for its autonomous vehicles with a gross vehicle weight of 10,001 pounds or more that were operating under a testing or deployment permit that authorized the vehicle to operate on public roads. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2302</a> <a href="#">Addis D</a></p> <p>Open meetings: local agencies: teleconferences.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law, the Ralph M. Brown Act, requires, with specified exceptions, that all meetings of a legislative body, as defined, of a local agency be open and public and that all persons be permitted to attend and participate. The act generally requires for teleconferencing that the legislative body of a local agency that elects to use teleconferencing post agendas at all teleconference locations, identify each teleconference location in the notice and agenda of the meeting or proceeding, and have each teleconference location be accessible to the public. Existing law also requires that, during the teleconference, at least a quorum of the members of the legislative body participate from locations within the boundaries of the territory over which the local agency exercises jurisdiction. The act provides an exemption to the jurisdictional requirement for health authorities, as defined. Existing law, until January 1, 2026, authorizes the legislative body of a local agency to use alternative teleconferencing in specified circumstances if, during the teleconference meeting, at least a quorum of the members of the legislative body participates in person from a singular physical location clearly identified on the agenda that is open to the public and situated within the boundaries of the territory over which the local agency exercises jurisdiction, and the legislative body complies with prescribed requirements. Existing law imposes prescribed restrictions on remote participation by a member under these alternative teleconferencing provisions, including establishing limits on the number of meetings a member may participate in solely by teleconference from a remote location, prohibiting such participation for a period of more than 3 consecutive months or 20% of the regular meetings for the local agency within a calendar year, or more than 2 meetings if the legislative body regularly meets fewer than 10 times per calendar year. This bill would revise those limits, instead prohibiting such participation for more than a specified number of meetings per year, based on how frequently the legislative body regularly meets. The bill, for the purpose of counting meetings attended by teleconference, would define a "meeting" as any number of meetings of the legislative body of a local agency that begin on the</p>	<p>Watch</p>

### San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
		same calendar day. This bill contains other related provisions and other existing laws.	

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2455</a> <a href="#">Gabriel D</a></p> <p>Whistleblower protection: state and local government procedures.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law authorizes a city, county, or city and county auditor or controller to maintain a whistleblower hotline to receive calls from persons who have information regarding fraud, waste, or abuse by local government employees, as specified. Existing law authorizes the auditor or controller to refer calls received on the whistleblower hotline to the appropriate government authority for review and possible investigation. During the initial review of a call, existing law requires the auditor, controller, or other appropriate governmental agency to hold in confidence information disclosed through the whistleblower hotline, as specified. Upon receiving specific information that an employee or local government has engaged in an improper government activity, existing law authorizes a city or county auditor or controller to conduct an investigative audit of the matter, as specified. Existing law requires the identity of the individual or individuals reporting the improper government activity and the subject employee or employees to be kept confidential, except as specified. Existing law defines "fraud, waste, or abuse" to mean any activity by a local agency or employee that is undertaken in the performance of the employee's official duties, as described, that is in violation of any local, state, or federal law or regulation relating to, among other things, corruption. This bill would also authorize a city, county, or city and county auditor or controller to maintain a whistleblower hotline to receive calls from persons who have information regarding improper governmental activity, and would recast information regarding fraud, waste, or abuse by local government employees as improper governmental activity. The bill would instead authorize a city or county auditor or controller, or auditor's or controller's designee, to conduct an investigative audit of the matter upon receiving specific information that an employee or local government has engaged in a fraud, waste, or abuse or improper governmental activity, as specified. The bill would also require the identity of the individual or individuals reporting the fraud, waste or abuse and the subject employee or employees to be kept confidential, except as specified. The bill would expand the above-described</p>	<p>Watch</p>



## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
		<p>duties and authorizations to the auditor’s or controller’s designee, as specified. The bill would revise the definition of “fraud, waste, or abuse” to also define “improper governmental activity,” and expand the scope of those terms to include activity by a local agency, employee, or contractor or subcontractor. This bill contains other related provisions and other existing laws.</p>	
<p><a href="#">AB 2553</a> <a href="#">Friedman D</a></p> <p>Housing development: major transit stops: vehicular traffic impact fees.</p>	<p>This bill was signed by the Governor on September 19, 2024.</p>	<p>Existing law, the California Environmental Quality Act (CEQA) requires a lead agency, as defined, to prepare, or cause to be prepared, and certify the completion of an environmental impact report on a project that it proposes to carry out or approve that may have a significant effect on the environment or to adopt a negative declaration if it finds that the project will not have that effect. CEQA also requires a lead agency to prepare a mitigated negative declaration for a project that may have a significant effect on the environment if revisions in the project would avoid or mitigate that effect and there is no substantial evidence that the project, as revised, would have a significant effect on the environment. CEQA exempts from its requirements residential projects on infill sites and transit priority projects that meet certain requirements, including a requirement that the projects are located within 1/2 mile of a major transit stop. CEQA defines “major transit stop” to include, among other locations, the intersection of 2 or more major bus routes with a frequency of service interval of 15 minutes or less during the morning and afternoon peak commute periods. This bill would revise the definition of “major transit stop” to increase the frequency of service interval to 20 minutes. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2561</a> <a href="#">McKinnor D</a></p> <p>Local public employees: vacant positions.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law, the Meyers-Milias-Brown Act (act), authorizes local public employees, as defined, to form, join, and participate in the activities of employee organizations of their own choosing for the purpose of representation on matters of labor relations. The act requires the governing body of a public agency to meet and confer in good faith regarding wages, hours, and other terms and conditions of employment with representatives of recognized employee organizations and to consider fully presentations that are made by the employee organization on behalf of its members before arriving at a determination of policy or course of action. This bill would, as specified, require a public agency to present the status of vacancies and recruitment and retention efforts at a public hearing at least once per fiscal year, and would entitle the recognized employee organization to present at the hearing. If the number of job vacancies within a single bargaining unit meets or exceeds 20% of the total number of authorized full-time positions, the bill would require the public agency, upon request of the recognized employee organization, to include specified information during the public hearing. By imposing new duties on local public agencies, the bill would impose a state-mandated local program. The bill would also include related legislative findings. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2661</a> <a href="#">Soria D</a></p> <p>Electricity: Westlands Water District.</p>	<p>This bill is on the Governor's Desk.</p>	<p>The California Water District Law provides for the establishment of water districts and authorizes a district to construct, maintain, and operate plants for the generation of hydroelectric energy and transmission lines for the conveyance of the hydroelectric energy. Existing law merged the former West Plains Water Storage District into the Westlands Water District, and provides for the operation of the Westlands Water District. This bill would authorize the Westlands Water District to provide, generate, and deliver solar photovoltaic or hydroelectric electricity and to construct, operate, and maintain works, facilities, improvements, and property necessary or convenient for generating and delivering that electricity. The bill would require the district to use the electricity for the district's own purposes, and the bill would authorize the district to sell surplus electricity to a public or private entity engaged in the distribution or sale of electricity. The bill would also authorize the district to construct, operate, and maintain energy storage systems and electric transmission lines, and to construct, operate, and maintain works, facilities, improvements, and property necessary or convenient for the operation of the energy storage system and electric transmission lines, within the boundaries of the district, as specified. The bill would require the district to report the amount of income, and the purposes for expenditure of that income, from these electricity facilities in a specified report. The bill would require the district to establish a community benefits agreement plan for a specified electrical infrastructure development plan and related transmission and other electrical projects, as provided. This bill would make legislative findings and declarations as to the necessity of a special statute for the Westlands Water District.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<a href="#">AB 2669</a> <a href="#">Ting D</a>  Toll bridges: tolls.	This bill is on the Governor's Desk.	Existing law provides for the construction and operation of various toll bridges by the state, the Golden Gate Bridge, Highway and Transportation District, and private entities that have entered into a franchise agreement with the state. This bill would prohibit a toll from being imposed on the passage of a pedestrian, bicycle, or personal micromobility device over these various toll bridges, unless the bridge was under construction on or after January 1, 2025, and the tolls are used to fund the cost of constructing the bridge.	Watch

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2712</a> <a href="#">Friedman D</a></p> <p>Preferential parking privileges: transit-oriented development.</p>	<p>This bill is on the Governor’s Desk.</p>	<p>Existing law authorizes a local authority, by ordinance or resolution, to prohibit or restrict the stopping, parking, or standing of vehicles on certain streets or highways during all or certain hours of the day. Existing law authorizes the ordinance or resolution to include a designation of certain streets upon which preferential parking privileges are given to residents and merchants adjacent to the streets for their use and the use of their guests, under which the residents and merchants may be issued permits that exempt them from the prohibition or restriction of the ordinance or resolution. Existing law prohibits a public agency from imposing any minimum automobile parking requirement on any residential, commercial, or other development project that is located within 1/2 mile of public transit, as defined, unless the public agency makes written findings that not imposing or enforcing minimum automobile parking requirements on the development would have a substantially negative impact on, among other things, the city’s, county’s, or city and county’s ability to meet its share of the regional housing need for low- and very low income households. This bill would, for purposes of its provisions, define “development project” to mean a residential, commercial, or other development project exempt from minimum automobile parking requirements, or subject to parking minimum reductions based on any other applicable law, located within the boundaries of the City of Los Angeles. This bill, for a development project that is located within a preferential parking area, would require the development project to be excluded from the boundaries of the preferential parking area and would prohibit the local authority, as defined, from issuing any permit to the residents or visitors of the development project that grants preferential parking privileges. The bill would also provide that none of the above-described provisions prohibit local authorities from issuing permits to residents of developments projects that occupy deed-restricted units intended for specified households. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2715</a> <a href="#">Boerner</a> D</p> <p>Ralph M. Brown Act: closed sessions.</p>	<p>This bill was signed by the Governor on September 14, 2024.</p>	<p>Existing law, the Ralph M. Brown Act, generally requires that all meetings of a legislative body of a local agency be open and public and that all persons be permitted to attend and participate. Existing law authorizes a legislative body to hold a closed session with specified individuals on, among other things, matters posing a threat to the security of essential public services, as specified. This bill would additionally authorize a legislative body to hold a closed session with other law enforcement or security personnel and to hold a closed session on a threat to critical infrastructure controls or critical infrastructure information, as defined, relating to cybersecurity. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

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Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2813</a> <a href="#">Aguiar-Curry D</a></p> <p>Government Investment Act.</p>	<p>This bill was signed by the Governor on July 18, 2024.</p>	<p>(1)Existing law, known as the Proposition 218 Omnibus Implementation Act, defines various terms and prescribes procedures and parameters for local jurisdictions to comply with specified provisions of the California Constitution. This bill, for purposes of ACA 1, would define “affordable housing” to include rental housing, ownership housing, interim housing, and affordable housing programs such as downpayment assistance, first-time homebuyer programs, and owner-occupied affordable housing rehabilitation programs, that are affordable to households earning up to 150% of countywide median income. The bill would require a local government to ensure that any project that is funded with ACA 1 bonded indebtedness to have an estimated useful life of at least 15 years or 5 years if the funds are for specified public safety facilities, infrastructure, and equipment. The bill would define “public infrastructure” to exclude the construction, reconstruction, rehabilitation, or replacement of a sports stadium or arena where the majority of the use of the facility is for private ticketed activities. The bill would prohibit ACA 1 bonded indebtedness from being used for the acquisition or lease of any real property that has, at the time of acquisition or lease, been improved with one to 4 dwelling units, except as specified. The bill would also prohibit any ACA 1 bonded indebtedness, when added to existing bonded indebtedness of a local government, from exceeding the applicable statutory limit on the maximum amount of bonded indebtedness that a local government is authorized to incur. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2854</a> <a href="#">Irwin D</a></p> <p>Bradley-Burns Uniform Local Sales and Use Tax Law.</p>	<p>This bill is on the Governor's Desk.</p>	<p>The Bradley-Burns Uniform Local Sales and Use Tax Law (Bradley-Burns) authorizes counties and cities to impose local sales and use taxes in conformity with the Sales and Use Tax Law. Existing law, on or after January 1, 2016, prohibits a local agency from entering into any form of agreement that would result, directly or indirectly, in the payment, transfer, diversion, or rebate of Bradley-Burns local tax revenues to any person, as defined, for any purpose, if the agreement results in a reduction in the amount of Bradley-Burns local tax revenues that, in the absence of the agreement, would be received by another local agency and the retailer continues to maintain a physical presence within the territorial jurisdiction of that other local agency, with specified exceptions. This bill would require a local agency, as defined, to annually provide specified information relating to each agreement resulting in the direct or indirect payment, transfer, diversion, or rebate of Bradley-Burns local tax revenues to the California Department of Tax and Fee Administration. The bill would additionally require the local agency to publish that information on its internet website, as prescribed. The bill would impose monetary penalties on any local agency that fails to provide information to the department or fails to publish information to its internet website, as prescribed. By expanding the duties of local agencies, this bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>



## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 2892</a> <a href="#">Low D</a></p> <p>Vehicles: financial responsibility: self-insurance.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law requires all drivers and all owners of a motor vehicle to be able to establish financial responsibility, including, among other methods, as a self-insurer, as specified. Existing law authorizes the Department of Motor Vehicles, upon application, to issue a certificate of self-insurance to an applicant who has, among other requirements, more than 25 motor vehicles registered in their name. Existing law authorizes the director of the department to adopt and enforce rules and regulations as may be necessary to carry out the provisions of the Vehicle Code relating to the department. Existing regulations provide for the requirements to qualify as a self-insurer, including that the applicant provide an audited financial statement of the applicant's net worth, as specified, that the audited financial statements cover a 3-year period immediately preceding the date of application, and that the audited financial statements include an opinion of the applicant's net worth and reflect a net worth of not less than \$2,200,000 on the date of application. This bill would place in the Vehicle Code specified requirements to qualify as a self-insurer, including an option for an applicant to provide a cash deposit or surety bond in specified amounts. The bill would require the applicant to maintain an insurance policy with certain entities, including a company licensed to provide insurance in California and nonadmitted insurers, as specified.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 3177</a> <a href="#">Carrillo, Wendy D</a></p> <p>Mitigation Fee Act: land dedications: mitigating vehicular traffic impacts.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law, the Mitigation Fee Act, imposes various requirements with respect to the establishment, increase, or imposition of a fee by a local agency as a condition of approval of a development project. Existing law requires a local agency that imposes a fee on a housing development for the purpose of mitigating vehicular traffic impacts to set the rate for the fee to reflect a lower rate of automobile trip generation if the housing development satisfies specified characteristics, including that the housing development is located within 1/2 mile of a transit station, as specified. Existing law defines transit station for these purposes to mean a rail or light-rail station, ferry terminal, bus hub, or bus transfer station. This bill would instead require the housing development to be located within a transit priority area, as specified, for purposes of a local agency setting the rate for a mitigating vehicular traffic impacts fee to reflect a lower rate of automobile trip generation. The bill would define "transit priority area" as an area within 1/2 mile of a major transit stop that is existing or planned, if the planned stop is scheduled to be completed within the planning horizon included in a Transportation Improvement Program or applicable regional transportation plan. This bill would prohibit a local agency from imposing a land dedication requirement, as defined, on a housing development to widen a roadway if the land dedication requirement is for the purpose of mitigating vehicular traffic impacts, achieving an adopted traffic level of service related to vehicular traffic, or achieving a desired roadway width. The bill, notwithstanding that prohibition, would authorize a local agency to, among other things, impose a land dedication requirement on a housing development if the housing development is not located in a transit priority area and the housing development has a linear street frontage of 500 feet or more. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">ACA 10</a> <a href="#">Aguiar-Curry</a> D</p> <p>Local government financing: affordable housing and public infrastructure: voter approval.</p>	<p>This measure was signed by the Governor on June 27, 2024.</p>	<p>Assembly Constitutional Amendment No. 1 of the 2023–24 Regular Session (ACA 1) would, if adopted by the people, amend Section 4 of Article XIII A, Section 2 of Article XIII C, and Section 3 of Article XIII D of, and would add Section 2.5 of Article XIII C to, the California Constitution, relative to local finance. Under these provisions, ACA 1 would condition the imposition, extension, or increase of a sales and use tax or transactions and use tax imposed in accordance with specified law or a parcel tax by a local government for the purposes of funding the construction, reconstruction, rehabilitation, or replacement of public infrastructure, affordable housing, including downpayment assistance, or permanent supportive housing, or the acquisition or lease of real property for those purposes, on the proposition proposing that tax being approved by a majority vote of the membership of the governing board of the local government and by 55% of its voters voting on the proposition and the proposition includes specified accountability requirements. ACA 1 would also make conforming changes. This measure would remove the above-described provisions of ACA 1 relating to special taxes and make conforming changes in other provisions of ACA 1. The measure would direct the Secretary of State to make those amendments in ACA 1. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>
<p><a href="#">SB 108</a> <a href="#">Wiener</a> D</p> <p>Budget Act of 2024.</p>	<p>This bill was signed by the Governor on June 27, 2024.</p>	<p>The Budget Act of 2024 made appropriations for the support of state government for the 2024–25 fiscal year. This bill would amend the Budget Act of 2024 by amending, adding, and repealing items of appropriation and making other changes. This bill contains other related provisions.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 532</a> <a href="#">Wiener D</a></p> <p>Parking payment zones.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law allows a local authority to establish parking meter zones and fix the rate of fees for those zones by ordinance. Existing law prohibits a local authority from requiring payment of parking meter fees by a mobile device, as specified. This bill would instead authorize, until January 1, 2033, in the City and County of San Francisco, City of Long Beach, and City of Santa Monica, a local authority to require payment of parking fees by a mobile device, if it meets certain requirements, such as adopting an accessible and equitable parking cash payment plan that does not utilize parking meters or payment centers in parking payment zones to provide reasonably accessible alternative means for payment of parking fees using cash. The bill would also authorize the local authority in the City and County of San Francisco, City of Long Beach, and City of Santa Monica to operate the above-described parking zones for 5 years following the date of creation, in each of the respective entities, of the first mobile device parking payment zone, or until January 1, 2033, whichever is sooner. The bill would specify that a civil fine for parking in a zone that requires payment by mobile device and lacks a parking meter is 1/2 of the civil fine for failing to pay for metered parking. The bill would require a local authority to consult with specified stakeholders in the development of the plan and would require a local authority that adopts a plan and implements a mobile device parking payment zone to provide to its governing body and the Legislature a specified evaluation of the impact of all mobile device parking payment zones implemented by the local authority on equity, accessibility, and costs.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 904</a> <a href="#">Dodd D</a></p> <p>Sonoma-Marín Area Rail Transit District.</p>	<p>This bill is on the Governor’s Desk.</p>	<p>Existing law creates, within the Counties of Sonoma and Marin, the Sonoma-Marín Area Rail Transit District with specified duties and powers relative to the provision of a passenger and freight rail system within the territory of the district. Under existing law, the district is governed by a 12-member board of directors appointed by various local governmental entities. Existing law authorizes the board to submit to the voters of the district a measure proposing a retail transactions and use tax ordinance. This bill would also authorize those special taxes to be imposed by a qualified voter initiative if that initiative complies with certain requirements. The bill would require the board of supervisors of the Counties of Sonoma and Marin to call a special election on a tax measure proposed by the district’s board of directors or a qualified voter initiative in their respective counties and would require the district to reimburse the counties upon request for the incremental cost of submitting the measure to the voters, as specified. To the extent that the bill would impose additional duties on a county elections official, the bill would impose a state-mandated local program. The bill would delete a provision that limits the district, in the County of Sonoma north of the City of Healdsburg, to locating commuter stations only within incorporated areas. The bill would require the district to obtain coverage for the district and its employees under the appropriate federal and state workers’ compensation, unemployment compensation, and disability and unemployment insurance laws, instead of only under laws of this state. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 960</a> <a href="#">Wiener D</a></p> <p>Transportation: planning: complete streets facilities: transit priority facilities.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law requires the Department of Transportation to improve and maintain the state's highways, and establishes various programs to fund the development, construction, and repair of local roads, bridges, and other critical transportation infrastructure in the state, including the state highway operation and protection program (SHOPP). Existing law requires the department, in consultation with the California Transportation Commission, to prepare a robust asset management plan to guide selection of projects for the SHOPP. Existing law requires the commission, in connection with the plan, to adopt targets and performance measures reflecting state transportation goals and objectives. Existing law requires the department to develop, in consultation with the commission, a plain language performance report to increase transparency and accountability of the SHOPP. This bill would require the targets and performance measures adopted by the commission to include targets and performance measures reflecting state transportation goals and objectives for complete streets assets that reflect the existence and conditions of bicycle, pedestrian, and transit priority facilities on the state highway system. The bill would require the department's plain language performance report to include a description of complete streets facilities, including pedestrian, bicycle, and transit priority facilities on each project, as specified. The bill would require the department to commit to specific 4-year targets to incorporate complete streets facilities, including pedestrian and bicycle facilities, into projects funded by the SHOPP, as specified. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 961</a> <a href="#">Wiener D</a></p> <p>Vehicles: safety equipment.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law prohibits a person from driving a vehicle upon a highway at a speed greater than the speed limit. Existing law also prohibits a person from driving a vehicle upon a highway at a speed greater than is reasonable or prudent having due regard for weather, visibility, the traffic on, and the surface and width of, the highway, and in no event at a speed that endangers the safety of persons or property. This bill would require, commencing with the 2030 model year, every passenger vehicle, motortruck, and bus manufactured, sold as new, or leased as new in the state to be equipped with a passive intelligent speed assistance system, as specified, that would utilize a brief, one-time, visual and audio signal to alert the driver each time the speed of the vehicle is more than 10 miles per hour over the speed limit. The bill would exempt emergency vehicles, certain motortrucks, motorcycles, motorized bicycles, mopeds, and certain passenger vehicles from this requirement. The bill would require the system to be capable of being fully disabled, by the manufacturer or a franchisee, for emergency vehicles. The bill would require the system, if the system receives conflicting speed limits for the same area, to apply the higher speed limit. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 1321</a> <a href="#">Wahab D</a></p> <p>Employment Training Panel: employment training program: projects and proposals.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law establishes the Employment Training Panel within the Employment Development Department and sets forth its powers and duties with respect to certain employment training programs. Existing law declares the intent of the Legislature that the purpose of provisions relating to the panel is to establish an employment training program to promote a healthy labor market in a growing, competitive economy and to fund only projects that meet specified criteria, including fostering retention of high-wage, high-skilled jobs in manufacturing. Existing law requires the panel, in funding projects that meet the above-described criteria, to give funding priority to projects that meet specified goals, including promoting the retention and expansion of the state's manufacturing workforce. This bill would also include in the above-described goals, among other things, promoting the hiring, training, and advancement of disadvantaged, marginalized, and underrepresented workers. The bill would authorize projects funded under the above-described provisions to include programs to provide training through apprenticeship programs that are registered with the Division of Apprenticeship Standards. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>



## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 1420</a> <a href="#">Caballero D</a></p> <p>Hydrogen production facilities: certification and environmental review.</p>	<p>This bill is on the Governor's Desk.</p>	<p>The California Environmental Quality Act (CEQA) requires preparation of specified documentation before a public agency approves or carries out certain projects. Existing law authorizes the Governor to certify energy infrastructure projects meeting specified requirements for streamlining benefits related to CEQA. Existing law defines "energy infrastructure project" for these purposes to include eligible renewable energy resources under the California Renewables Portfolio Standard Program, excluding resources that use biomass fuels. Existing law expressly excludes from that definition of "energy infrastructure project" any project using hydrogen as a fuel. This bill would instead exclude from the definition of "energy infrastructure project" for purposes of the CEQA streamlining benefits eligible renewable energy resources under the California Renewables Portfolio Standard Program that combust, rather than use, biomass fuels. The bill would include hydrogen production facilities and associated onsite storage and processing facilities that do not derive hydrogen from a fossil fuel feedstock and that receive funding from specified state and federal programs within the definition of "energy infrastructure project." Because the bill would authorize the Governor to certify additional projects, thereby increasing the duties on lead agencies in conducting the environmental review of energy infrastructure projects certified by the Governor, this bill would impose a state-mandated local program. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 1509 Stern D</a>  Negligent Operator Treatment (NOT) in California Act.</p>	<p>This bill is on the Governor's Desk.</p>	<p>Existing law prohibits driving a vehicle upon a highway at a speed greater than is reasonable or prudent. Existing law also prohibits driving a vehicle in excess of an established speed limit. Existing law requires that specified convictions, violations, and traffic-related incidents count as points against a driver's record for purposes of suspension or revocation of the privilege to drive. This bill, the Negligent Operator Treatment (NOT) in California Act, would, commencing on January 1, 2027, prohibit excessively speeding, defined as driving a vehicle at a speed that exceeds the posted speed limit by 26 miles per hour or more on a highway with a posted speed limit for passenger vehicles of 55 miles per hour or less. The bill would provide that a conviction for excessively speeding is punishable as an infraction and one point shall be assessed against a driver's record for a first violation and 2 points for any subsequent violation that occurs within 3 years after a previous violation for which the driver was convicted. This bill contains other existing laws.</p>	<p>Watch</p>
<p><a href="#">AB 7 Friedman D</a>  Transportation: planning: project selection processes.</p>	<p><b>This bill is no longer moving forward this session due to its failure to pass off the floor prior to the Constitutional deadline.</b></p>	<p>Existing law establishes within state government the Transportation Agency, which consists of the Department of the California Highway Patrol, the California Transportation Commission, the Department of Motor Vehicles, the Department of Transportation, the High-Speed Rail Authority, and the Board of Pilot Commissioners for the Bays of San Francisco, San Pablo, and Suisun. The agency is under the supervision of the Secretary of Transportation, who has the power of general supervision over each department within the agency. The secretary, among other duties, is charged with developing and reporting to the Governor on legislative, budgetary, and administrative programs to accomplish coordinated planning and policy formulation in matters of public interest, including transportation projects. On and after January 1, 2025, and to the extent applicable, feasible, and cost effective, this bill would require the agency, the Department of Transportation, and the California Transportation Commission to incorporate specified goals into program funding guidelines and processes. This bill contains other existing laws.</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 817 Pacheco</a> D</p> <p>Open meetings: teleconferencing: subsidiary body.</p>	<p><b>This bill failed passage in the Senate Local Government Committee.</b></p>	<p>Existing law, the Ralph M. Brown Act, requires, with specified exceptions, each legislative body of a local agency to provide notice of the time and place for its regular meetings and an agenda containing a brief general description of each item of business to be transacted. The act also requires that all meetings of a legislative body be open and public, and that all persons be permitted to attend unless a closed session is authorized. The act generally requires for teleconferencing that the legislative body of a local agency that elects to use teleconferencing post agendas at all teleconference locations, identify each teleconference location in the notice and agenda of the meeting or proceeding, and have each teleconference location be accessible to the public. Existing law also requires that, during the teleconference, at least a quorum of the members of the legislative body participate from locations within the boundaries of the territory over which the local agency exercises jurisdiction. Existing law authorizes the legislative body of a local agency to use alternate teleconferencing provisions during a proclaimed state of emergency (emergency provisions) and, until January 1, 2026, in certain circumstances related to the particular member if at least a quorum of its members participate from a singular physical location that is open to the public and situated within the agency’s jurisdiction and other requirements are met (nonemergency provisions). Existing law imposes different requirements for notice, agenda, and public participation, as prescribed, when a legislative body is using alternate teleconferencing provisions. The nonemergency provisions impose restrictions on remote participation by a member of the legislative body and require the legislative body to provide specific means by which the public may remotely hear and visually observe the meeting. This bill, until January 1, 2026, would authorize a subsidiary body, as defined, to use similar alternative teleconferencing provisions and would impose requirements for notice, agenda, and public participation, as prescribed. The bill would require at least one staff member of the local agency to be present at a designated primary physical meeting location during the meeting. The bill would require the local agency to</p>	<p>Support April 2023</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
		<p>post the agenda at the primary physical meeting location. The bill would require the members of the subsidiary body to visibly appear on camera during the open portion of a meeting that is publicly accessible via the internet or other online platform, as specified. The bill would also require the subsidiary body to list a member of the subsidiary body who participates in a teleconference meeting from a remote location in the minutes of the meeting. In order to use teleconferencing pursuant to this act, the bill would require the legislative body that established the subsidiary body by charter, ordinance, resolution, or other formal action to make specified findings by majority vote, before the subsidiary body uses teleconferencing for the first time and every 12 months thereafter. This bill contains other related provisions and other existing laws.</p>	
<p><a href="#">AB 1837</a> <a href="#">Papan D</a></p> <p>San Francisco Bay area: public transit: Regional Network Management Council.</p>	<p><b>This bill is no longer moving forward this session, because it failed to pass out of policy committee in the Senate.</b></p>	<p>Existing law creates the Metropolitan Transportation Commission as a local area planning agency for the 9-county San Francisco Bay area with comprehensive regional transportation planning and other related responsibilities. Existing law creates various transit districts located in the San Francisco Bay area, with specified powers and duties relating to providing public transit services. Existing law requires the commission to adopt rules and regulations to promote the coordination of fares and schedules for all public transit systems within its jurisdiction, as specified. This bill would create the Regional Network Management Council as an 11-member council to represent the interests of its stakeholders, to provide leadership and critical input on regional transit policies, and to provide executive guidance on regional transit policies and actionable implementation plans in pursuit of transformative improvements in the customer experience San Francisco Bay area transit. The bill would require the commission to facilitate the creation of the council. By requiring the commission to facilitate the creation of the council, and requiring certain employees of specified local agencies to serve on the council, the bill would impose a state-mandated local program.</p>	<p>Support June 2024</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">AB 3186</a> <a href="#">Petrie-Norris</a> D</p> <p>Public works: prevailing wages: access to records.</p>	<p><b>This bill is no longer moving forward this session, due to it's failure to pass off of the floor prior to the Constitutional deadline.</b></p>	<p>Existing law requires that, except as specified, not less than the general prevailing rate of per diem wages be paid to workers employed on public works and imposes misdemeanor penalties for a willful violation of this requirement. Existing law defines "public works," for the purposes of regulating public works contracts, as, among other things, construction, alteration, demolition, installation, or repair work done under contract and paid for, in whole or in part, out of public funds. Existing law requires the Labor Commissioner to investigate allegations that a contractor or subcontractor violated the law regulating public works projects, including the payment of prevailing wages. Existing law requires each contractor and subcontractor on a public works project to keep accurate payroll records, showing the name, address, social security number, work classification, straight time and overtime hours worked each day and week, and the actual per diem wages paid to each journeyman, apprentice, worker, or other employee employed by the contractor or subcontractor in connection with the public work. Existing law requires any copy of records made available for inspection as copies and furnished upon request to the public or any public agency to be marked or obliterated to prevent disclosure of an individual's name, address, and social security number but specifies that any copy of records made available to a Taft-Hartley trust fund for the purposes of allocating contributions to participants be marked or obliterated only to prevent disclosure of an individual's full social security number, as specified. This bill would require an owner or developer, as defined, undertaking any public works project to make specified records available upon request to the Division of Labor Standards Enforcement, to multiemployer Taft-Hartley trust funds, and to joint labor-management committees, as specified. The bill would also apply this requirement to an owner or developer that undertakes a development project that includes work subject to the requirements of public works. The bill would subject an owner or developer, for failing to comply with the provisions of this act, to a penalty by the commissioner, as specified, and would deposit the penalties into a specified fund. This bill would</p>	<p>Watch</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
		require the Director of Industrial Relations to adopt rules to govern the release of those records, as specified. This bill contains other existing laws.	
<p><a href="#">SB 1031</a> <a href="#">Wiener D</a></p> <p>San Francisco Bay area: local revenue measure: transportation improvements.</p>	<p><b>This bill is no longer moving forward this session.</b></p>	<p>Existing law creates the Metropolitan Transportation Commission as a local area planning agency for the 9-county San Francisco Bay area with comprehensive regional transportation planning and other related responsibilities. Existing law creates various transit districts located in the San Francisco Bay area, with specified powers and duties relating to providing public transit services. This bill would authorize the commission to raise and allocate new revenue and incur and issue bonds and other indebtedness, as specified. In this regard, the bill would authorize the commission, until January 1, 2041, to impose a retail transactions and use tax, a regional payroll tax, a parcel tax, and a regional vehicle registration surcharge in all or a subset of the 9 counties of the San Francisco Bay area, except as specified, in accordance with applicable constitutional requirements. The bill would prohibit a tax or surcharge described above from being imposed for a period of time of more than 30 years. The bill would require the parcel tax to be collected by counties and the other 3 taxes to be collected by specified state agencies, and would require the net revenues from those taxes to be remitted to the commission, as prescribed. The bill would require the commission, in consultation with county transportation authorities, to develop an expenditure plan for the expenditure of the revenues expected to be generated by the tax or surcharge, together with other federal, state, and local funds expected to be available for transportation improvements, as specified. The bill would require, before the election on the tax or surcharge, the expenditure plan to be approved by county transportation authorities representing counties meeting certain criteria, as provided. The bill would require the revenue generated pursuant to these provisions to be used for transportation improvements in the San Francisco Bay area, including for various transit purposes, and would require the commission to allocate those revenues in accordance with specified requirements. This bill contains other related provisions and other existing laws.</p>	<p>Oppose Unless Amended May 2024</p>

## San Mateo County Transit District State Legislative Matrix 9/20/2024

Bill ID/Topic	Location	Summary	Position
<p><a href="#">SB 1134</a> <a href="#">Caballero</a> D  Surplus land.</p>	<p><b>This bill is no longer moving forward this session, due to it's failure to pass off of the floor prior to the Constitutional deadline.</b></p>	<p>Existing law provides for the disposal of land owned by a local agency that is surplus and is not necessary for the agency's use. The local agency is required to declare the land either "surplus land" or "exempt surplus land," as prescribed. Existing law sets forth procedures for the disposal of surplus land. Existing law, for prescribed surplus land parcels developed with residential units, requires minimum percentages of residential units developed on the parcel to be sold or rented at affordable housing cost or affordable rent. This bill, with regard to surplus land, would require each parcel of land to be considered a distinct unit of surplus land, with the exception of contiguous parcels that are disposed of simultaneously to the same receiving entity or any entity working in concert with another receiving entity, which parcels the bill would require to be treated as a single unit of land. This bill contains other related provisions and other existing laws.</p>	<p>Watch</p>