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San Mateo County Transit District
Draft Short Range Transit Plan
Fiscal Years 2017 – 2026

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SamTrans Board of Directors | December 7, 2016

Acknowledgements

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Draft Short Range Transit Plan – FY 2017-2026

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

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

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EXECUTIVE SUMMARY

Introduction

The San Mateo County Transit District (the District) is the umbrella organization responsible for administering SamTrans fixed-route and paratransit services, Caltrain, and the San Mateo County Transportation Authority. The San Mateo County Transit District updates its 10-year Short Range Transit Plan (SRTP) on a regular basis as requested by the Metropolitan Transportation Commission (MTC). The MTC's guidelines for the region's SRTP program call for transit providers to submit full SRTPs every two years with interim SRTP updates in intervening years. While both types of SRTPs provide a 10-year operating and capital investment plan, a full plan includes an overview of the transit system, goals and performance measures, information on service and system evaluation and other ancillary items.

This document is a full SRTP covering SamTrans fixed-route and paratransit services for fiscal years (FY) 2017 through 2026. The Caltrain SRTP is a separate reporting document.

The Executive Summary provides a summary of the key highlights from SRTP regarding current performance and future trends. Following the Executive Summary, Chapter 1 provides an overview of the transit system. Chapter 2 outlines SamTrans' the vision, guiding principles and performance measures through FY 2026. Chapter 3 presents a retrospective look at system performance for fixed-route and paratransit services provided by SamTrans since the last SRTP update in 2015. Chapter 4 summarizes the operations plan and budget for the next ten years. Chapter 5 closes the SRTP with the ten-year capital improvement plan, including an inventory of the SamTrans vehicle fleet inventory today through FY 2026.

Current Trends and Smart Investments

Investing in smart, forward-thinking transit investments will help the District expand the mobility options offered

The mobility needs of San Mateo County are evolving. The regional economy continues to bounce back and thrive at a higher rate than other metropolitan regions across the U.S., bolstered by strong regional growth in the technology and finance. A number of employers operate headquarters or large-scale facilities in San Mateo County, including Box Inc., Facebook Inc., Franklin Templeton Investments, Genentech, Gilead Sciences, Oracle Corp., San Francisco International Airport, and Visa Inc. The economic growth has caused a surge in traffic; an issue that has exacerbated the jobs-housing imbalance at the local and regional level.

Generational trends are starting to shape the San Mateo County's demographics, mainly driven by Baby Boomers and Millennials. Baby Boomers are the generation born between the years 1946 and 1964. Millennials are a group of individuals born between 1983 and 2000. Baby Boomers are entering retirement age and are looking for ways to stay mobile and active in their communities. Millennials are

entering the workforce and starting to make decisions about mobility and car ownership in patterns that differ from preceding generations.

The District continues to identify ways to eliminate its structural deficit and strengthen its overall financial position, in order to continue to serve a diverse community of transit users. As the District celebrates 40 years of service, the Board and staff are seeking to make smart transit investments that will help the District expand the mobility options offered to the communities it serves.

Guiding Framework

As the District looks to grow its ridership and make strategic investments, it must continue to manage its fiscal challenges, while investing in the overarching management of the District's bus and paratransit service, Caltrain's rail system, and the Transportation Authority's funding program.

In 2013, SamTrans embarked on a process to rethink and reinvigorate transit services in San Mateo County. This process both recognized the District's role as a mobility manager for San Mateo County and built on the agency's work to improve performance in the context of its fiscal and organizational health. The cornerstones of this process were the 2013 comprehensive operational analysis, known as the SamTrans Service Plan (SSP) and an update to the Strategic Plan.

- SSP: Adopted in 2013, the SSP was a comprehensive operational analysis (COA). It represents the most significant restructuring of the SamTrans system in over a decade. The primary themes of the SSP included enhancing frequency along high-demand corridors, discontinuing unproductive routes, trying new service models, and time of day and day of week service modifications.
- SamTrans Strategic Plan (2015 – 2019): Adopted in 2014, The Strategic Plan builds a focused foundation from which policy, investments, and service decisions are made at SamTrans. The Plan helps to manage challenges by converting the District's vision to everyday actions. This includes three priorities for the agency: expand mobility options, strengthen its fiscal health, and become a more effective organization. The implementation of this plan is directed by a committee structure with representatives from departments across the agency. Updates on Strategic Plan implementation are provided in Chapter 2.

Current Trends

Since the last SRTP in 2015, several key developments have occurred, specifically in the areas of: financial stability, ridership, demographics, and land use.

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Financial Stability

Since the last SRTP, the District has implemented measures to reduce the structural deficit, including lowering its annual debt payments. However, staff and the District Board are aware that there is more to be done.

On the cost side, after years of reduced labor costs due to layoffs, hiring freezes, and mandatory furlough days, the District has begun to see its operating costs rise as it fully staffs up again. In addition, contract costs for motor bus and Paratransit services continue to rise.

Bus Ridership

The implementation of the SSP placed resulted in gains in ridership rates that exceeded the national average through calendar year 2015. However, between FY 2015 and FY 2016, ridership declined back to FY 2014 levels. Gasoline prices peaked in 2012 and have been declining since and remain considerably lower than four years ago, eroding some of the cost competitive edge of transit for choice passengers. This and other factors have contributed to the decline. District staff is actively engaged in efforts targeted at increasing ridership, including: evaluating new travel markets, targeted mobility improvements for youth and senior travel market, and expanded marketing strategies around social media and mobile technologies. In addition, as part of Strategic Plan efforts, SamTrans is developing a cross-departmental Customer Experience Taskforce that will focus on identifying and implementing service improvements aimed at attracting and retaining riders.

Paratransit Ridership

As the public transit provider for San Mateo County, SamTrans provides transportation services for eligible seniors and individuals with disabilities through its fixed-route bus service and its ADA paratransit services, which includes Redi-Wheels in the urban part of the Peninsula and RediCoast on the rural coastside. Paratransit demand has consistently been on the rise since FY 2014, growing about 9 percent between FY 2015 and FY 2016. This increase mirrors the County's growing aging population. Due to the specialized services provided to paratransit riders, the cost per passenger is higher than for traditional bus services. Over the past five year, paratransit costs have grown six percent.

Population and Demographic Projections

Currently, approximately 720,000 residents and 570,000 jobs are located in San Mateo County. Population and employment are projected to grow about 26 percent and 34 percent respectively by 2040 (ABAG growth projections, 2013). SamTrans is focused on serving the transportation needs of the growing population in San Mateo County.

The most dramatic demographic change continues to be Baby Boomers entering retirement age and many will likely choose to age in place within their communities. The number of older people in San Mateo County is expected to double in the next 20 years and the number of older residents who have difficulty driving or cannot drive also will increase. As a result, demand for transit services from the aging population is expected to grow, creating greater need for paratransit and community bus service. In early 2016 the District experienced double-digit rates of growth in paratransit ridership, trends that

are not sustainable, given the high cost to transport eligible customers. As the principal transit provider and mobility manager in San Mateo County, the District will work to continue to help seniors remain safely connected to their communities, a goal to be explored in the Senior Mobility Action Plan Update.

Land Use

Transit usage is more attractive when services are linked with a coordinated land use growth strategy that includes density, access to transportation and key destinations, and supportive bicycle and pedestrian facilities. The District continues to strengthen its partnership with cities and neighboring counties to encourage mixed-use development in close proximity to transit hubs to strengthen connections between land use and transportation through the Grand Boulevard Initiative. The Grand Boulevard Initiative is a regional effort to transform the El Camino Real Corridor into a walkable, people-friendly corridor from Daly City to San Jose.

Operating Plan and Budget

The SRTP's ten-year operating plan includes a number of assumptions that drive proposed initiatives in the Strategic Plan:

Fixed-route Bus and Community-based Shuttles

- Over the next 10 years, overall service levels for fixed-route bus service are expected to remain stable. This does not preclude incremental improvements that may be needed to achieve the goal of increasing ridership while providing a basic level of service for transit-dependent customers, including the possible expansion of express bus service in the County.
- Fixed-route ridership is estimated to grow at a rate of one percent annually through the life of the SRTP while SamTrans- and Caltrain-sponsored commuter shuttle ridership is forecast to grow an average of three percent annually. These assumptions are based on recent ridership patterns combined with historic trends. The ridership growth rate in this SRTP is conservative for the purposes of projecting the operational budget over the next ten years. In contrast, the Strategic Plan goal represents aspirational targets that focus the organization to "move the needle" on key metrics that drive the District's long-term success.
- This SRTP assumes fare revenue increases of 10 percent in 2019, 2022, and 2025. Based on the Strategic Plan's goal of increasing farebox revenue by 20 percent, the SRTP assumes that the District's fare policy will be updated at least once in the next ten years. A Comprehensive Fare Policy Study is on the horizon for FY 2017.
- Further study is needed to determine future service levels for community-based shuttles. The San Mateo County Transportation Authority (TA) in conjunction with City/County Association of Governments of San Mateo (C/CAG) and other local and regional partners provide funding for community-based shuttle services to meet local mobility needs and prioritize access to regional transit services.

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Paratransit

Operating costs are projected to increase six percent annually for the next ten years. Service level increases are expected to coincide with ridership increases, approximately one percent annually. These assumptions are based on recent ridership patterns combined with historic trends. Supplemental service will continue to be provided by taxi companies.

The ADA Paratransit service is a mandated federal program and growth rates cannot be controlled by the District. As the District's fare structure is updated, paratransit fares are generally assumed to remain twice the base adult fare for fixed-route bus service, which is the maximum allowed under ADA. Fare revenue increases of 10 percent are assumed every three years over the time span of this SRTP, including 2019, 2022, and 2025 in accordance with the ADA maximum allowed fare. A Comprehensive Fare Policy Study is underway in 2016.

Commuter Shuttles

SamTrans, in financial partnership with local employers and the Bay Area Air Quality Management District (BAAQMD), sponsor seven free shuttle routes linking BART stations to employment centers in the county. These routes are different from the community-based shuttles provided through a partnership with the TA and C/CAG. No additional service is anticipated for the BART shuttle program. The service is anticipated to remain at seven routes over the life of the plan. Although ridership is expected to grow by an average of three percent per year, there is enough current capacity to accommodate the added ridership. In lieu of fares, employers provide approximately 54 percent of the cost of the service. Nearly one-third of the cost of the program is provided by the Bay Area Air Quality Management District.

Caltrain

While Caltrain addresses its operating plans in its own SRTP, this document touches on some rail service issues because SamTrans is a member agency and managing partner of the Peninsula Corridor Joint Powers Board that operates Caltrain. Full details can be found in the Caltrain SRTP.

Financial Plan

The financial plan continues to show annual operating deficits through the next ten years. Accordingly, the Strategic Plan calls for increasing revenues and reducing debt service over the next ten years.

Capital Improvement Plan

The Capital improvement Plan (CIP) focuses on maintaining and upgrading existing services. The ten-year plan assumes a $235.6 million capital program dependent upon internal and external funding from federal, state, regional and local sources. Key components of the CIP beyond ongoing maintenance needs include:

- Vehicle replacement
- Vehicle expansion
- Facility & systems improvements

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- Operational improvements & enhancements
- Information technology
- Planning for transit-oriented development and other long-range planning efforts

Looking Ahead: New Initiatives

Youth Mobility Plan

The District is conducting a study of youth travel markets to identify service, technology, and marketing strategies with potential to increase youth transit ridership. The results of this study will be documented in the SamTrans Youth Mobility Plan. The Youth Mobility Plan was identified in the District's Strategic Plan (2015-2019) as a way of expanding mobility options for customers. The Strategic Plan identifies the middle school and high school age groups as having the most potential for immediate ridership growth and for retaining as future transit users as they start college, enter the workforce, and establish their own households. Recent research on youth mobility patterns has shown youths have distinct attitudes and travel needs that differ from the overall transit market and previous generations. These trends include a decrease in car ownership and an increase in transit use among youth from middle-income households.

The Plan focuses on travel patterns for school and non-school trips of youths in three age groups: 12 to 14 years of age (middle school), 15 to 18 years of age (high school), and 19 to 24 years of age (college). SamTrans has provided school-based service to public schools throughout the County for many years. This study will take a look at both better serving school-based trips and non-school trips (e.g., after school trips for sports and leisure activities or part-time jobs).

Dumbarton Transportation Corridor Study

The District is conducting a feasibility study of transportation alternatives in the Dumbarton Corridor to identify strategies that reduce traffic congestion and improve mobility between Alameda, San Mateo, and Santa Clara counties. The study will evaluate options that address congestion on the Dumbarton Bridge (Highway 84) and its approaches. The study will also examine how to rehabilitate and repurpose the Dumbarton rail bridge for transit purposes to improve mobility. The study area focuses on the Dumbarton Corridor connecting Alameda and San Mateo Counties, but also includes the cities of Redwood City, Menlo Park, East Palo Alto and Palo Alto on the west side, and Newark, Union City, and Fremont on the east side of the corridor.

The study will recommend operational and infrastructure improvements on both Highway 84 and the rail bridge that will be phased over time. As such, the study will identify short- and long-term transportation alternatives that contribute to the ultimate vision for a multi-modal corridor.

Senior Mobility Action Plan Update

The 2006 San Mateo County Senior Mobility Action Plan is the work of a broad coalition of concerned entities, with the leadership of the San Mateo County Transit District, to keep older people safe and connected to their communities as problems related to aging make it harder for them to get around.

Funded by a Caltrans Statewide Planning grant, this Plan built on earlier work to document needs and focused on working with organizations and local governments in the county to initiate effective action. SamTrans will update the 2006 San Mateo County Senior Mobility Action Plan in FY 2017. SamTrans will collaborate with stakeholders and community partners to evaluate current needs and design and evaluate a mix of traditional and innovative transportation services and programs that are sustainable, implementable, and replicable to expand mobility options for seniors and also people with disabilities and veterans. The Senior Mobility Action Plan Update is discussed in more detail in Chapter 3.

US 101 Express Bus Feasibility Study

SamTrans is undertaking a study of express bus services in an effort to better serve County residents and help improve ridership. The SamTrans US-101 Express Bus Feasibility Study will examine the financial and operational feasibility of a network of long-distance express buses operating on US-101 through San Mateo County, potentially integrated with a managed lane. Express bus service offers point-to-point service to key commuter destinations, sometimes operating at higher frequencies than traditional bus services. In general, express bus routes with few or no intermediate stops benefit from the reliable travel times offered by a managed lane. Implementation partners, stakeholders, and members of the public both within and outside of San Mateo County will be invited to engage in the planning process.

Mobile Ticketing

SamTrans is pursuing a mobile ticketing solution to improve customer experience and attract new riders. This smartphone application will be an alternative option to the current fare payment. Riders will be able to purchase and activate One-way and Day Pass for Adult, Youth and Eligible Discount categories, including use of multiple tickets at one time. Bus operators will visually inspect the validity of the ticket by looking at the customer smartphone screen and the ticket features could be a combination of expiration date, color change, animation on the background or other triggers that will discourage the ease of replicating counterfeit tickets. In addition to the mobile ticketing solution, SamTrans may consider other add-ons in the future which may provide added value to the customers, such as integration with real-time bus arrival and departure functionality to enhance on-the-go trip planning.

Electric Bus Pilot Program

As part of the Advanced Clean Transit Initiative, the California Air Resources Board (CARB) has set a state-wide goal of transforming all transit fleets to zero emissions bus technology by 2040. Current zero emissions technology includes buses that are battery electric and fuel cell electric, in contrast to conventional buses that are either fully or partially diesel-fueled.

The District has been collaborating with the CARB and other Bay Area transit agencies on efforts to further reduce emissions from the conventional bus fleet by phasing in zero emissions bus purchases leading up to this milestone. SamTrans is a partner in Zero Emission Bay Area (ZEBA), a Bay Area regional transit agency consortium that operates twelve zero-emission fuel cell buses.

Looking Ahead: **CARB has set a state-wide goal of transforming all transit fleets to zero emissions bus technology by 2040.**

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SamTrans also participates in the CARB Advanced Clean Transit Workgroups and Transit Subcommittees to inform the development of the Advanced Clean Transit rule.

In addition, the SamTrans Board-adopted FY 2017 Capital Budget includes investment in a pilot program to procure, operate, and maintain SamTrans' first fully-electric buses

Incorporating electric buses into SamTrans' fleet will help advance state air quality goals and support the District's Strategic Plan goal to Strengthen Fiscal Health by controlling operating costs. SamTrans has already secured some funding for this project through the California Low Carbon Transportation Operations Program (LCTOP) and is actively pursuing other local, state, and federal funding opportunities.

Innovative Public-Private Partnerships

SamTrans is exploring partnerships with the private sector that can help deliver mobility options to San Mateo County. These public-private partnerships include potential arrangements with transportation network companies to provide last-mile transit services or potential assistance with the delivery of paratransit services. Other options include cooperative agreements with private sector companies to provide transit and/or maintenance services and training.

Another example is SamTrans' innovative partnership with Facebook to explore and potentially deliver mobility improvements in the Dumbarton rail corridor. Any potential public-private partnership would define the role of both SamTrans and other partners in designing, environmentally clearing, constructing, and operating and maintaining any future transit services.

Clipper 2.0

Clipper is the universal transit fare payment system for the San Francisco Bay Area. Clipper Customers pay electronically for fares using a Clipper card, a reloadable contactless smart card that eliminates the need for paper tickets. Launched in 2006 (as TransLink), the system now has more than 1.4 million cards in circulation and is used for more than 700,000 trips a day. Currently Clipper is accepted on all fixed-route bus service provided by the District and is accepted on many Bay Area transit services. MTC operates Clipper in partnership with the region's transit operators. Currently, the MTC is developing the next generation of Clipper, known as Clipper 2.0, with input from regional transit agencies including the District.

Comprehensive Fare Policy Study

Beginning in FY 2017, SamTrans will conduct a Comprehensive Fare Policy Study. The purpose this Study is to inform future fare changes and increase revenue by making the system easier to use and administer. Using the codified tariff as a baseline, the Comprehensive Fare Policy Study will take a detailed look fare structure, elasticity, farebox recovery goals, indexing, equity, equipment, and administration. This process will include public input on potential opportunities and strategies around fares. Recommendations on fare policy will be brought to the Board for consideration.

1. TRANSIT SYSTEM OVERVIEW

This chapter provides an overview of SamTrans as an organization and the services provided county-wide. The SamTrans services presented in this SRTP fall into three main categories:

- Fixed-route bus service
- Paratransit services
- Employer and community shuttle programs

A separate SRTP addresses Caltrain roles and performance.

The District was a major contributor in extending Bay Area Rapid Transit (BART) into San Mateo County and continues to support t transit connections to BART in the County. In addition, SamTrans partners with other transit systems including BART, Santa Clara County Valley Transportation Authority (VTA), San Francisco Municipal Transportation Agency (SFMTA) and Alameda-Contra Costa Transit District (AC Transit) to promote regional transit and efficient interagency connections.

1.1. History and Milestones

The San Mateo County Transit District (District) was created by the voters in November 1974. The Board of Directors convened its first meeting in early 1975. Later that year, the District's first General Manager was hired. The highest priority at the time was to consolidate the 11 city bus systems that were in existence prior to the formation of SamTrans. SamTrans began service on July 1, 1976. The District celebrated its 40th anniversary in 2016.

Today, the District is the administrative body for the principal public transit and Transportation programs in San Mateo County: SamTrans fixed-route bus service, paratransit service, Caltrain commuter rail through its role as both a member agency of the Peninsula Corridor Joint Powers Board (JPB) and the administering entity for the service, and the San Mateo County Transportation Authority (TA). The JPB and the TA have contracted with the District to serve as their managing agency, under the direction of their appointed boards.

Figure 1 shows SamTrans' major milestones over the last 40 years.

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Figure 1: District Milestones

2016

- Signed an agreement with Facebook to launch the Dumbarton Corridor Study.
- Launched online sales for Summer Youth Pass.
- Offered all day free rides on the ECR and Route 294 buses for annual "Dump the Pump" Day.
- Updated its fare policies.

2015

- Implemented the 2015-2019 Strategic Plan.
- Hired new GM/CEO Jim Hartnett to lead the Transit District.
- Partnered with local veterans' organizations on public transit initiatives.
- Brought back the SamTrans Bus Roadeo after a seven year absence.

2014

- Implemented system-wide service changes as part of the SamTrans Service Plan. Improvements included increased frequency on a number of core routes.
- Adopted the 2015-2019 Strategic Plan.
- Redesigned all bus stop signs and added information for accessing real-time departures.
- Installed a new bus stop at the Devil's Slide trail head.
- Celebrated the 10th anniversary of "Art Takes a Bus Ride" contest for students.

2013

- Purchased its first fleet of hybrid buses (25), which were manufactured by Gillig in Hayward.
- Combined mainline Routes 390 and 391 into Route ECR, which travels from Palo Alto to Daly City. The route operates every 15 minutes on weekdays.
- Added SamTrans route locations and times to Google Maps.
- Graduated the largest class of bus operators in SamTrans history: 27.

2012

- Replaced paper Monthly passes with regional Clipper card.
- Introduced a Day Pass, which allows a customer unlimited rides all day for a single fare.
- Introduced weekend Route ECR, providing 20-minute service along El Camino Real between Palo Alto and Daly City.

2011

- Started accepting Clipper, a regional fare card.
- Began community outreach to get feedback on its SamTrans Service Plan about possible changes to bus service.
- Took first step into the social networking world with the creation of a SamTrans Youth Facebook page dedicated to helping teen riders.

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2010

- Routes KX, 292, 391 and 397 moved to the Transbay Temporary Terminal at Howard and Main streets to allow for construction of the new Transbay Transit Center.

- Route 17 service was extended to the Linda Mar Park and Ride lot in Pacifica on weekends and holidays.

2009

- Started the Mobility Ambassador Program, which introduces seniors and people with disabilities to the wide variety of transit options available in the county.

- Increased ridership on Route 17 almost 23 percent to 8,323 people during January compared to the previous January.

2008

- Partnered with Hillsdale Shopping Center in San Mateo to sponsor Holiday Bus.

- Replaced first of 204 passenger shelters with contemporary, solar-powered, lighted shelters with advertising.

2007

- Named Employer of the Year by Northern California Chapter of the conference of Minority Transportation Officials.

- Extended service on Coastside Routes 14 and 110 as part of a grant-funded pilot program.

2006

- Debuted the first Holiday Bus

- Passed an ordinance to prohibit smoking in its bus shelters and at bus stops.

2005

- Marked 50th anniversary of Rosa Park's act of civil disobedience by reserving the front seat on all SamTrans buses in her honor Dec. 1.

- Sponsored "Art Takes a Bus Ride" contest for all students.

2004

- Received First Place AdWheel Award from the American Public Transportation Association for a campaign to boost bus token sales.

- Adjusted 14 routes to bring service into better alignment with demand.

2003

- Aligned bus service to serve the new South San Francisco, San Bruno and Millbrae BART stations.

- Repowered 137 buses to lower their emissions and extend their service life.

2002

- Purchased 55 new 60-foot articulated buses.

- Established the District's' first full-time Transit Police staff through a contract with the San Mateo County Sheriff's Office.

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2001

- Introduced free community shuttles to employment and shopping centers.

- Offered overnight service for the first time (Route 397).

2000

- Started new Coastside service: Route 17.

1999

- Reorganized bus system to make it more efficient, adding service where there was highest demand.

- Renamed all routes.

1998

- Earned the Peninsula Emergency Services Association's V. Fitzgerald Award for outstanding emergency service project.

1997

- Partnered with BART on extension to San Francisco International Airport.

1996

- Opened Colma BART Station/SamTrans Transit Center.

1995

- Set a 49ers football service ridership record to a single game: 10,566.

- Began exterior bus advertising.

1994

- Implemented express route between Daly City BART Station and San Francisco International Airport.

1993

- Became fully wheelchair accessible with purchase of 133 new replacement buses.

- Continued expansion of Redi-Wheels program with the purchase of 19 new replacement buses and expanded service hours.

1992

- Provided approximately 25 percent of the capital costs for the construction of the Colma BART station.

- Became managing partner for Caltrain.

1991

- Purchased the Caltrain right of way, San Francisco to San Jose, with the Peninsula Corridor Joint Powers Board.

1989

- Opened the District's largest park and ride lot (814 spaces) in Daly City.

- Provided extra buses on its mainline and transbay routes after the Loma Prieta earthquake.

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1988

- Named managing agency of the San Mateo County Transportation Authority, which administers the voter-approved half cent sales for transportation improvements.

1986

- Introduced seven monthly unlimited-ride passes.

1978

- Formed unique fare stabilization plan for Southern Pacific rail riders. This plan ultimately led to SamTrans joining Caltrain, Santa Clara Valley Transportation Authority and Muni in a long-term agreement with Southern Pacific for Caltrain rail service.

1977

- Began offering service for customers with mobility impairments through its Redi-Wheels paratransit program.

1976

- Consolidated 11 municipal bus systems into the San Mateo County Transit District, commonly known as SamTrans.

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1.1.1. San Mateo County Transit District (District)

The District was formed by an act of the California State legislature on August 14, 1974, and approved by county voters in a general election in November 1974. Voters also approved a countywide half-cent sales tax at that time.

The legislation, however, did not automatically provide for implementation of the sales tax. Rather, it required an action on the part of the District Governing Board. The original Board did not impose the sales tax until such time as it was actually needed to support District needs. The first few years involved work to consolidate transit operations provided by cities and predated any involvement in the rail service. As a result, the Board concluded there were adequate subsidies from other sources to pay operating expenses during the first few years. The District began collecting tax proceeds July 1, 1982.

SamTrans began service on July 1, 1976, consolidating 11 separate municipal systems to serve a 446 square-mile service area encompassing 20 cities and unincorporated areas of the county.

In 1977, SamTrans inaugurated trunk line bus service between Palo Alto and downtown San Francisco. This was followed by the introduction of Redi-Wheels in March 1977, a demand-responsive service for customers with mobility-impairments.

1.1.2. Special Purpose District

As a special purpose district, the agency is governed by a nine-member Board of Directors. The publicly-elected County Board of Supervisors appoints two of its own members and an individual with Transportation expertise to the District board. The Cities Selection Committee appoints three elected city officials, bringing the District board membership to six. These six members then select the remaining three Board members from the general public, one of whom must be a coastal resident, due to a geographical diversity policy in place for public members. The Board of Directors meets once a month to determine overall policy for the District. Directors serve on standing and ad hoc committees of the Board to review District matters and make recommendations to the full Board. These committees usually meet once a month and include:

- Audit
- Community Relations
- Finance
- Legislative
- Planning, Development, and Sustainability

Table 1 contains a list of current Board members and their terms.

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Table 1: SamTrans Board Members

Board Member	Term Expiration
Zoe Kersteen-Tucker (Chair)	December 2018
Rose Guilbault (Vice Chair)	December 2016
Jeff Gee	December 2016
Carole Groom	December 2016
Shirley Harris	December 2016
Karyl Matsumoto	December 2018
Peter Ratto	December 2018
Charles Stone	December 2018
Adrianne Tissier	December 2018

Source: SamTrans, 2016

1.1.3. Citizens Advisory Committee

Input to the Board comes from a 15-member Citizens Advisory Committee (CAC). CAC members represent San Mateo County's bus riders, multi-modal transit riders, and the community. CAC members are appointed by the Board, meet monthly and advise the Board on aspects of District policy with the principal objective of articulating the interests and needs of current and future customers. This year, SamTrans welcomed two youth members of high-school age to the CAC.

1.1.4. San Mateo County Paratransit Coordinating Council

SamTrans also receives advice from the 21-member San Mateo County Paratransit Coordinating Council (PCC), which represents county paratransit providers, paratransit users, customers with disabilities and seniors. The PCC monitors paratransit service quality and works with SamTrans to ensure that paratransit services comply with the requirements of the Americans with Disabilities Act. The PCC also reviews and makes recommendations on funding claims. SamTrans uses Transportation Development Article 4.5 funds to provide administrative support for the PCC. The District seeks input from the PCC when new paratransit vehicles are being procured.

1.2. Relationships to Other Key Agencies

1.2.1 San Mateo County Transportation Authority (TA)

In 1988, San Mateo County voters approved a half-cent sales tax to fund a 20-year Countywide Transportation Program Expenditure Plan. Ballot Measure A created the San Mateo County TA, a group of elected officials charged with allocating and overseeing the expenditure of sales tax revenue. The plan identified 80 Transportation improvement projects and specified annual allocations of sales tax revenues for local street and road improvements, transit-related improvements, Transportation systems management and bicycle programs. It also included a $25 million perpetual Paratransit Trust Fund to improve Transportation for the mobility-impaired. The measure was due to expire in 2008. In November 2004, voters extended the Measure A tax for an additional 25 years commencing January 1, 2009. The specifics of the new expenditure plan can be found on the TA website (www.smcta.com/).

To conserve public funds and limit additional bureaucracy, the TA contracts with the District to provide staffing and administrative services as needed to oversee day-to-day activities. Costs associated with these activities are capped at one percent of the total expenditure plan funding amount.

1.2.2. Caltrain and Caltrain Modernization

Caltrain is a 77-mile long commuter rail system that provides service between San Jose and San Francisco, with a peak period commute extension to Gilroy. In 1987, the City and County of San Francisco, the District, and VTA formed the Peninsula Corridor Joint Powers Board (JPB) to transfer administrative responsibility for Caltrain from the State of California to the local level. In July 1991, a Joint Powers Agreement, signed by the three parties, outlined the JPB membership and powers, specified financial commitments for each member, and identified the District as the managing agency. The District assumed the administration of Caltrain, and the JPB assumed full ownership of the right-of-way in 1992. Transit America Services Inc. (TASI) is the current contract operator for the Caltrain service and is also responsible for maintenance, repair, and cleaning of equipment and property.

Caltrain is in the process of modernizing to provide more service to more stations, carry more riders, substantially reduce greenhouse gas emissions on the corridor, and allow the system to be more cost-effective to operate through the implementation of the Caltrain Modernization Program (CalMod). CalMod includes the electrification of the existing Caltrain corridor between San Francisco and San Jose; the installation of an advanced signal system, called Communications Based Overlay Signal System Positive Train Control (CBOSS PTC), and the replacement of Caltrain's diesel trains with high-performance electric trains called Electric Multiple Units. More detail on CalMod implementation and progress can be found in the Caltrain SRTP.

1.2.3. Dumbarton Bridge Regional Operating Consortium

SamTrans is also a member of the Dumbarton Bridge Regional Operating Consortium (DBROC), which contracts for transit bus services across the Dumbarton Bridge between Palo Alto, Menlo Park, Newark, and the Union City BART Station. Concurrently, SamTrans is conducting the Dumbarton Transportation Corridor Study to explore short- and long-term improvements to improve transit service and operations on the highway bridge in the future. More detail on the Dumbarton Transportation Corridor Study can be found in the Executive Summary.

1.2.4. Coordination with Other Agencies

SamTrans works with other agencies, including Bay Area Rapid Transit (BART), San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), Santa Clara Valley Transportation Authority (VTA), Alameda-Contra Costa Transit District (AC Transit), Alameda County Transportation Commission (ACTC) and the Metropolitan Transportation Commission (MTC), to promote regional coordination. The District values the importance of ensuring timed transfers between transit systems, access to regional rail stations and transit centers, and fare coordination. The MTC sponsors the Clipper Card, which is a universal fare system using smart card technology. This regional

fare instrument allows for easy transfers between Bay Area transit operators and plays an important role in advancing regional coordination.

1.3. The Organization

1.3.1. Management and Staff Positions

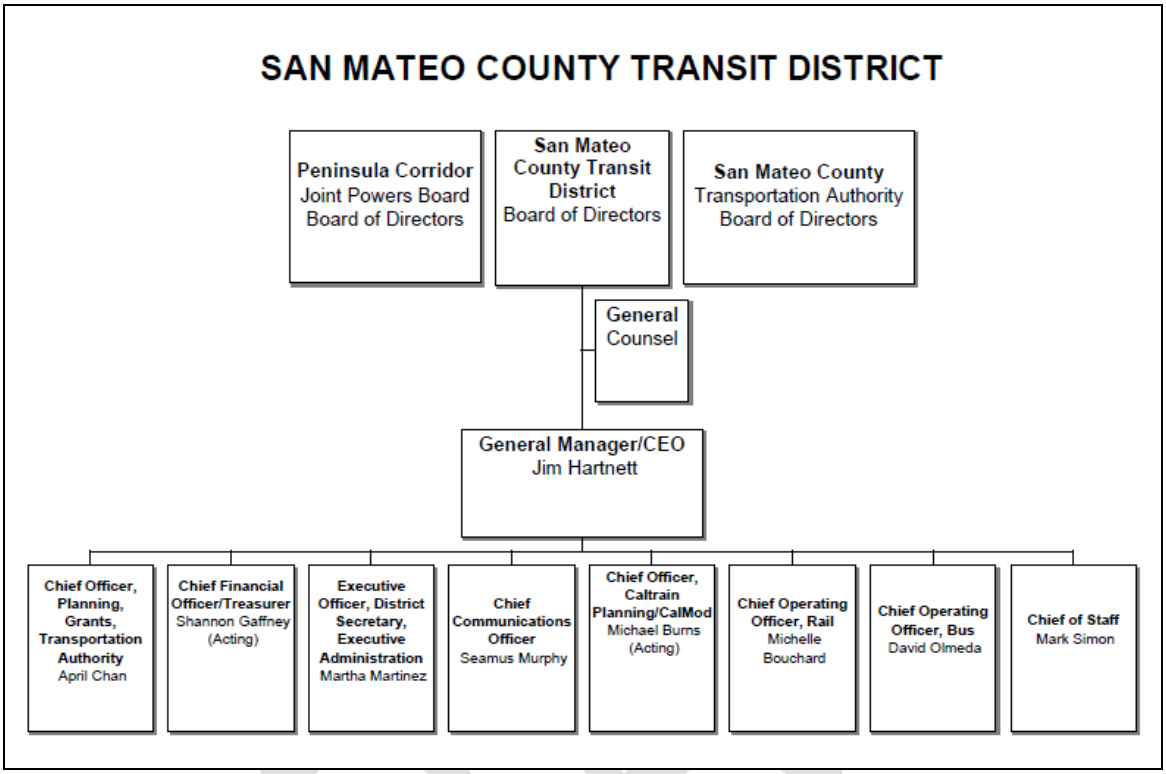
The District is organized into eight divisions with 674 employees as described below in Table 2 and shown in Figure 2. Like many organizations, the SamTrans workforce mirrors the baby boomer demographics with a wave of staff preparing to retire over the next decade. SamTrans is working to shift and preserve institutional stability during the upcoming period of change. See the SamTrans Strategic Plan (2015-2019) for more details on specific actions around the goal of managing workforce change.

Table 2: Staff Positions by Division

Division	Staff Positions	Primary Responsibilities
Administration	43	Human resources, labor relations, safety, real estate, and management of information services.
Finance	45	General accounting and payroll, treasury, capital projects, budgets, and contracts and procurement.
Communications	37	Advertising, marketing, market research, web and creative services, customer service, public information, social media, government affairs, and community relations.
Planning, Grants, and Transportation Authority	15	Planning, grant development, legislation, and the Transportation Authority.
Bus	484	Operation and maintenance of buses, paratransit, and shuttle service including, contract services. Operations/Maintenance includes approximately 314 operators (both full time and part time) and 55 mechanics.
Rail	39	Operation and maintenance of commuter rail and rail contract services. Engineering and construction.
Caltrain Modernization	7	Planning for and overseeing the implementation of the CalMod program, a project to deliver an advanced signal system and electrification of the Peninsula Corridor service.

Source: SamTrans, 2016

Figure 2: SamTrans Organization Chart



Source: SamTrans, 2016

1.3.2. Contracted Transportation Services

The District has contracted with MV Transportation (MV) since August 2000 to provide general public Transportation services to residents of San Mateo County. MV currently operates some scheduled fixed-route service (Contracted Urban Bus and Route 17), RediCoast ADA, the Pacifica FLX service and rural demand-response (RediCoast non-ADA and SamCoast) services for SamTrans. SamTrans entered into contract with First Transit in January 2015 to provide ADA demand-response (Redi-Wheels) service in San Mateo County. In connection with these services, MV and First Transit established local offices in San Francisco, Redwood City and Half Moon Bay. The CUB, Redi-Wheels ADA services, and Route 17 are operated primarily with a bus fleet provided by SamTrans. First Transit augments the ADA paratransit fleet with its own sedans and subcontracted private taxis. MV provides the vehicles used for the Pacifica FLX service, RediCoast ADA services, and rural demand-response (RediCoast and SamCoast non-ADA).

MV is responsible for maintaining and repairing SamTrans owned transit buses used in the fixed-route (CUB and Route 17) services. SamTrans has an independent contractor randomly inspect SamTrans buses operated and maintained by MV to ensure the equipment is maintained within SamTrans standards.

MV hires and administers personnel for these services, including managers, supervisors, trainers, bus operators, mechanics, and administrative staff. In FY 2017 with its fixed-route service, MV is projected to serve 2.7 million SamTrans passengers and travel 2 million vehicle revenue miles. With the demand-responsive service, First Transit is projected to serve 400,000 passengers and travel 2.6 million revenue miles. MV's operating budget in FY 2017 for fixed-route service is $17.2 million and $1.95 million for Coastside route 17 service.

As noted above, the Redi-Wheels Service contract was executed in January 2015 with First Transit. First Transit has an excellent safety record and achieves monthly performance benchmarks with regularity. These benchmarks include accident frequency rate, on-time performance, customer complaint rate, productivity, and customer call wait-time. First Transit's operation budget in FY 2017 for Redi-Wheels ADA paratransit service is $10.9 million.

The most recent CUB Service contract was executed in January 2013 with MV, consisting of a four-year base contract with the provision for up to six one-year extensions, possibly taking the contract until 2022.The combined Coastside Services contract was executed in November 2012, consisting of a five-year base contract with the provision for up to two multi-year terms (total of 5 year options) extensions, possibly taking the contract to 2022. The Redi-Wheels Service contract was executed in 2015 and includes a five-year base contract with up to five one-year extensions, possibly taking the contract to 2025.

1.3.3. Labor Unions

The Amalgamated Transit Union (ATU) local Division #1574 represents employees of the District in two units: Bus Operators and Maintenance Employees, and Customer Service Employees. SamTrans entered into a labor agreement with the ATU for the period from July 13, 2014 through June 30, 2017 for the purpose of fixing the wage schedule, hours, and general rules and regulations affecting employee members of the union.

The International Brotherhood of Teamsters, Local Division #856 represents employees of the District in three units: Bus Transportation Supervisors, Bus Contracts Inspectors, and Transit Instructors. SamTrans has entered into labor agreements with the Bus Transportation Super visors for the period October 9, 2014 through September 30, 2017 and Bus Contracts Inspectors for the period from January 5, 2015 through September 30, 2017 for the purpose of fixing the wage schedule, hours, and general rules and regulations affecting employee members of the Union. The current contract for Transit Instructors Transit was ratified on January 23, 2015.

1.4. Description of Transit Services and Service Area

1.4.1. SamTrans Fixed-route Bus Service

Figure 3 shows the current fixed-route system map. San Mateo County is made up of 20 municipalities divided into four general SamTrans service areas. The coastside service area consists of communities from Pacifica south to Half Moon Bay and south along the coast. North County consists of Daly City and

Brisbane and communities to the south to Burlingame. Mid-County consists of the City of San Mateo and Hillsborough and communities to the south to Redwood City. South County consists of Atherton and communities to the south to East Palo Alto and Portola Valley. San Mateo County contains a mix of land uses ranging from urban residential and suburban

As of August 2016, the fixed-route bus system consists of 95 routes, with one route providing express service, 40 routes providing community service, and 34 routes connecting to the BART and/or Caltrain systems. The Route ECR provides high-volume trunk line service on El Camino Real from Palo Alto to Daly City. The number of vehicles required for each type of service can be found in Table 20.

Route KX provides express service into downtown San Francisco primarily via US-101 with a stop at the San Francisco International Airport (SFO) approximately midway. Routes 292 and 397 provide local service between San Mateo County and downtown San Francisco, via SFO, where passengers can transfer to Muni, AC Transit, or Golden Gate Transit buses at the Transbay Terminal. In San Francisco, SamTrans Route 122 serves Stonestown Shopping Center and San Francisco State University. In Palo Alto (Santa Clara County), SamTrans Routes ECR, 280, 281, 296, 297, and 397 serve the Palo Alto Transit Center with Routes 280 and 281 also serving the Stanford Shopping Center, where passengers can make direct connections with VTA routes.

The majority of SamTrans school trip bus routes (known as school tripper routes) operate on weekdays between 5:00 a.m. and 10:00 p.m. Fewer than half of the routes provide weekend service.

Late evening “owl” service on Route 397 began in January 2002, providing service from the Palo Alto Transit Center to SFO and the Transbay Terminal via University Avenue. It is funded by MTC RM2 (Bridge Tolls). The Route 297 operates late evening and early hours through East Palo Alto serving mornings between Redwood City Transit Center and Palo Alto Transit Center.

All SamTrans buses are equipped with bicycle racks, which hold two bicycles, except for the 60 foot NABI articulated buses which hold three bicycles. Two additional bicycles are allowed inside the bus, depending on passenger loads. Only single rider, non-motorized two-wheel bicycles are permitted. Riders must be able to load and unload their bikes without help from the Bus Operator. All SamTrans coaches are being retrofitted with new racks that hold three bicycles.

For illustration purposes, there are five color coded categories of fixed-route services on the SamTrans Bus Route Map (Figure 3).

Community Services

“Light Green, Orange, Hatched Orange/Black” (40 routes) – A large majority of these routes serve local schools, shopping centers, residential areas and government centers. The circulating local routes run on weekdays with average headways of about 45 minutes.

There is one flexible (FLX) route that serves a local community (Pacifica) with a combination of fixed-route, route deviation, and/or demand-responsive service. Route FLX Pacifica operates along a fixed-route, with the option of deviating from the route by up to one-half mile.

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Express

"Black" (1 route) – Route KX provides weekday peak-hour, peak-direction service between Redwood City Transit Center and downtown San Francisco.

BART Connections

"Blue" (11 routes) - These routes connect to one of the six BART stations within San Mateo County. Nearly all of these routes provide service seven days a week, on weekdays from 5:00 a.m. until midnight, and on weekends from roughly 6:00 a.m. until 8:30 p.m.

Caltrain Connections

"Red" (20 routes) - These routes connect to Caltrain stations. They generally operate between 6 a.m. and 10 p.m. Monday through Friday, with several also providing night and weekend service.

BART and Caltrain Connections

"GREEN" (3 routes) – These lines connect BART and Caltrain stations, in addition to other destinations. These are the "workhorse" routes that provide extensive service seven days a week, including Route ECR which operates seven days a week approximately 20 hours a day, Route 397 which runs from 1:00 a.m. to 6:00 a.m. and Route 398 which runs from 5:00 a.m. to 11:00 p.m. The Route 398 provides service between Redwood City Transit Center and San Bruno BART via SFO.

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Figure 3: SamTrans Bus Route Map

Placeholder – see SamTrans website as reference:
http://www.samtrans.com/Assets/maps/SamTrans+Maps/SamTrans_Peninsula_Vertical_8-2016-web.pdf

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1.4.2. ADA Demand-Responsive Paratransit Services

All SamTrans buses are ADA accessible, which allows residents with disabilities access to regular fixed-route bus service. However, if people with disabilities are unable to use fixed-route transit for some or all of their trips, they may be eligible for Redi-Wheels or RediCoast, the demand-response paratransit services SamTrans provides.

As referenced in Section 1.4.2, SamTrans offers two ADA-compliant, demand-responsive paratransit services for persons with disabilities who cannot independently use regular SamTrans bus service some or all of the time: Redi-Wheels and RediCoast. These services are currently provided under contract with First Transit and MV Transportation.

Redi-Wheels serves San Mateo County east of I-280, plus the towns of Pacifica, Woodside, and Portola Valley. Redi-Wheels provides access to Palo Alto north of Embarcadero Road, Palo Alto Veterans Administration Medical Center, Vista Center, and the REACH program.

RediCoast serves the San Mateo County coast side from south of Devil's Slide to the border of Santa Cruz County and La Honda. Redi-Wheels Paratransit (and occasionally RediCoast) also serves the Stonestown area and Bayshore corridor of San Francisco.

Redi-Wheels and RediCoast operate at least during the same hours and serve the same areas as SamTrans fixed-route bus service for their respective locations (Note: Redi-Wheels service area and hours exceed the three-fourths of a mile requirement). RediCoast uses small buses, and Redi- Wheels uses small buses, mini-vans, sedans, and taxis to transport customers.

Customers with a valid paratransit identification card can ride SamTrans fixed-route transit for free at all times.

Customers must register and be certified as eligible before they can use ADA paratransit service. They are issued a paratransit identification card and can call to make a reservation for pick-up. Reservations can be made between 8:30 a.m. and 5:00 p.m. daily, and can be made from one to seven days in advance. The regular ADA paratransit fare is $4.25. Those who qualify for Lifeline fare assistance (based on income) pay $1.75 per ride. Customers with a valid paratransit identification card can ride SamTrans fixed-route transit for free at all times. In addition, SamTrans provides demand-responsive non-ADA paratransit service through RediCoast and SamCoast (in the Pescadero area) for the general public living on the Coastside. Advanced reservations are required and there are some service area restrictions.

1.4.3. Shuttles

SamTrans Commuter Shuttles

SamTrans, in financial partnership with local employers and the Bay Area Air Quality Management District (BAAQMD), sponsors seven free shuttles linking BART stations to employment centers in the county. These shuttles are administered by the employers or Transportation Management Associations

(TMA). The employers or TMAs hire a service provider; administer the schedule and customer service elements, while receiving a partial operating subsidy through SamTrans.

Commuter shuttles provide important first/last-mile access for commuters to jobs from regional transit connections (BART and Caltrain stations). These free shuttles are open to the public, and typically pick up commuters at BART (partially subsidized by SamTrans) or Caltrain (partially subsidized by Caltrain) stations in the morning and drop them off at or in the vicinity of their employer (trips are reversed in the evening). Shuttles meet most peak-hour trains and operate during weekdays only.

SamTrans also allows limited use of its shuttle provider contract to public entities as staff and contract resources permit. These contracted shuttles serve as a cost saving measure that allows other public entities to use the SamTrans shuttle contract rather than expending staff and financial resources to generate and perform their own shuttle service procurement. The public entities generally administer the shuttle schedule and customer service elements, while receiving operating subsidies though non-SamTrans sources.

Caltrain Commuter Shuttles

In addition, Caltrain administers an employer shuttle program, which is discussed in the Caltrain SRTP.

SamTrans Community Services and Shuttles

Other community shuttles are provided in San Mateo County by C/CAG and TA grant programs. They provide non-work-based transit options to local residents, including Lifeline transportation mobility to low-income and senior populations. These shuttles typically provide midday and weekend service for shopping, medical appointments, dining and other purposes. Community-based shuttles operate on routes not covered by SamTrans, Muni, or VTA and tend to have lower productivity than commuter shuttles due to lower ridership. They are, however, important community assets as they provide mobility to populations without access to automobiles and reduce the need for automobile use among populations with access to cars.

FLX Service

In 2014, SamTrans introduced two new pilot (FLX) services in the City of San Carlos and the Linda Mar area of Pacifica. The FLX services funded by SamTrans and operated under contract with MV, operated as a deviated fixed-route services to test other “flexible” operating methods in an attempt to attract additional ridership at a lower cost than standard fixed-route big bus service. The FLX Pacifica route has a set route but can deviate from this route by up to one-half mile by reserving the ride the day before. FLX services differ from the other commuter/community grant funded shuttles in that a fare is collected on the vehicle. In August 2016 the FLX San Carlos was eliminated due to low ridership. The discontinuation of this route is discussed in more detail in Chapter 3.

1.4.4. Caltrain

The District is one of the three members of the JPB and additionally is the managing agency for Caltrain. The other two member agencies are the City and County of San Francisco and the Santa Clara Valley

Transportation Authority. The three agencies together are responsible funding Caltrain operations. Details of Caltrain operations can be found in the Caltrain SRTP.

1.4.5. BART

There are six BART stations in San Mateo County: Daly City, Colma, South San Francisco, San Bruno, SFO, and Millbrae. Millbrae is a multi-modal station with a cross-platform transfer for northbound connections between BART and Caltrain. A combination of 14 SamTrans bus routes and seven shuttle routes serve the county's BART stations. In 2007, SamTrans and BART forged an agreement resulting in BART assuming responsibility for the costs of the BART extension to SFO and Millbrae. SamTrans provides feeder service, also referred to as first-mile / last-mile connections, linking employment centers and residential communities to BART via these buses and shuttles.

1.4.6. Dumbarton Express

SamTrans is part of the Dumbarton Bridge Regional Operating Consortium (DBROC) with AC Transit, VTA, BART, and Union City Transit. AC Transit administers and governs the operations of Dumbarton Express service, which is operated by MV under contract to AC Transit. Funding is provided wholly by MTC RM-2 funds, which have been committed to the bus service by the Dumbarton Rail Policy Advisory Committee until such time as a rail operation is implemented along the Dumbarton Bridge. SamTrans provides buses to the DBROC for MV use.

DBX operates as a hybrid local and express (Transbay) bus service weekdays only, providing 23 eastbound and westbound trips daily at 20 to 30 minute headways on two routes – DB and DB1. DB1 provides 22 westbound and 23 eastbound trips. In the East Bay, local service is offered along the entire route between the Union City BART station and the Ardenwood Park & Ride lot (Fremont). On the Peninsula, local service is provided west of the Dumbarton Bridge to such places as the Menlo Park VA Hospital, Downtown Palo Alto, Palo Alto Transit Center, Stanford University, Palo Alto VA Hospital, and adjacent to Facebook. The DB1 route also stops at employer campuses including: SAP, Tesla, DuPont, VM Wear, Xerox, Skype, and Hewlett Packard.

1.4.7. Other Connecting Services

SamTrans fixed-route services connect with VTA routes at the Palo Alto Transit Center, Muni routes at the Daly City BART station and at other locations in Daly City and San Francisco, and the Dumbarton Express at Palo Alto Transit Center and other locations in Menlo Park and Palo Alto.

1.5. Fare Structure

1.5.1. Fixed-route Bus Fares

Table 3 shows the current fares for SamTrans fixed-route bus service. In November 2015, the Board approved a series of fare changes to take place in two phases, first in 2016 and again in 2019. Overall, the changes include an across the board increase on adult fares, increasing the age for youth riders to 18 to align with the region's operators, modifying the youth fares to align with the eligible discount fare category.

The following fare changes took effect on January 10, 2016:

- Increased the Adult Local cash fare to $2.25 (previously $2.00)
- Established a 10 percent discount for Clipper customers
- Expanded the age of Youth passengers from 17 to 18 years old, allowing more riders to travel using the discounted Youth pass.
- Increased the Adult Monthly Pass from $64 to $65.60
- Increased Youth and Eligible Discount Monthly Pass increase from $25 to $27 in February 2016.
- Established 10 percent discount for Clipper customers and increases the age of Youth passengers from 17 to 18 years old, allowing more riders to travel using the discounted Youth pass.
- The Youth one-way cash fare decreased from $1.25 to $1.10 on January 10, 2016.
- The Eligible Discount one-way cash fare increased from $1 to $1.10.

The second phase of changes will take effect on January 20, 2019 and are as follows:

- Increase the Adult Local cash fare to $2.50
- Increase the Adult Monthly Pass to $72
- Increase Youth and Eligible Discount Monthly Pass to $31.05 in 2019.
- Increase the Youth and Eligible Discount one-way cash fare will increase to $1.25

The Clipper card is an electronic, reloadable contactless smart card for transit fare payment issued and administered

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Table 3: Fare Chart

	Local, KX, 292, 397 Into San Francisco				KX, 292, 397 Out of San Francisco		
	Cash	Clipper	Day Pass	Monthly Pass	Cash	Clipper	Monthly Pass
Adult (Age 19 through 64)	$2.25	$2.05	$5.50	$65.60	$4.00	$3.60	$96.00
Youth* (Age 18 & younger)	$1.10	$1.00	$2.75	$27.00	$1.10	$1.00	$27.00
Eligible Discount** (Senior / Disabled / Medicare cardholder)	$1.10	$1.00	$2.75	$27.00	$1.10	$1.00	$27.00

Source: SamTrans, 2016

Local fares are paid on all routes that are not mentioned in the above fare chart.

* Children: Two children (age 4 and younger) ride free with each adult, senior or adult-disabled fare-paying passenger. Additional children subject to youth fare.

** Seniors (65 years or older) and passengers with disabilities, who present a Regional Transit Connection Discount Card or a current Disabled Placard Identification card issued by the Department of Motor Vehicles or a valid transit discount card issued by another California transit agency which is equivalent to the RTCDC, or those who are Medicare cardholders may ride for a discounted fare.

Comprehensive Fare Policy Study

Beginning in FY 2017, SamTrans plans to kick-off a Comprehensive Fare Policy Study. The purpose this Study is to inform future fare changes and increase revenue by making the system easier to use and administer. Using the codified tariff as a baseline, the Comprehensive Fare Policy Study will take a detailed look fare structure, elasticity, farebox recovery goals, indexing, equity, equipment, and administration. This process will include public input on potential opportunities and strategies around fares. Recommendations on fare policy will be brought to the Board for consideration.

1.5.2 Paratransit Fares

In January 2016, the regular ADA paratransit fare increased by $0.50 to $4.25. The cost for those who qualify for lifeline fare assistance (based on income) remains unchanged at $1.75 per ride.

1.5.3 Shuttle Fares

As the shuttle services are subsidized by employers and agencies, the users do not pay a fare.

1.5.4 Interoperator Transfer Arrangements and Fares

The San Mateo County Transit District, under SB602 revenue sharing agreements, accepts the following Bay Area public transit agencies' valid fare documents on any SamTrans fixed-route service as indicated:

- Caltrain Monthly Pass, two or more zones = Local Fare Credit

- DB (Dumbarton Express) 31-day Ticket = Local Fare Credit within two hours of tagging Clipper on home system
- VTA Monthly Pass = Local Fare Credit within two hours of tagging Clipper on home system
- AC Transit 31-day Ticket = Local Fare Credit within two hours of tagging Clipper on home system

There are no transfer arrangements with BART, Golden Gate, or Muni for SamTrans fixed-route services. SamTrans paratransit services meet similar services from other counties but there are no transfer arrangements or fare agreements currently in place.

1.6. Revenue Fleet

Table 4 identifies the revenue vehicle type and their associated service as of the latest schedule (August 2016). SamTrans currently owns a total fleet of 384 vehicles, including vehicles provided to MV Transportation for contract service. There is a 13 standard bus contingency fleet, for marketing, disaster recovery, and contingency, which are not used for regular fixed-route service. In addition, SamTrans provides 16 vehicles to MV transit to operate the Dumbarton Express. For more information on the operating agreement for the Dumbarton Express see Section 1.4.6.

The Cutaway vehicles are used for Redi-Wheels, SamCoast, and Coastside services and the minivans are only used for Redi-Wheels services. Table 21 in Chapter 5 provides a detailed inventory of the revenue fleet.

Table 4: Vehicle Types and Services

Vehicle Type	Number of Vehicles	Service Type
Articulated Bus	55	Fixed-route
Standard Bus*	233	Fixed-route
Dumbarton Express	16	Fixed-route
Cut-away Bus	43	Demand-Response
Minivan	24	Demand-Response
Standard Bus	13	Marketing, Disaster Recovery, and Contingency
Total	**384**	

Source: SamTrans, 2016

* Standard bus is 29-feet to 40-feet

1.7. Description of Existing Facilities

1.7.1 Administrative Facility

The District's headquarters (referred to as Central) are located in San Carlos within one block of the fixed-route service on El Camino Real and the San Carlos Caltrain Station. Central is a 125,000 square-

foot building with a 100,000 square foot parking structure built in 1979 and acquired by the District in 1990, which houses the District's main administrative activities. The facility is ADA accessible. There are 74 non-revenue support vehicles allocated to Central. SamTrans' non-revenue vehicles consist of pool cars, road supervisor's cars, maintenance trucks, and specialty vehicles, such as money-collection and ticket vending machine (TVM) trucks.

1.7.2 Maintenance, Fueling, Vehicle Storage Facilities

Non-administrative functions operate from five locations:

- South San Francisco (North Base)
- San Carlos (South Base)
- Redwood City (Redi-Wheels and Contracted Urban Bus)
- San Francisco (contractor facility)
- Half Moon Bay (contractor facility)

The South San Francisco facility, known as North Base, opened in 1988 and is located on a 27-acre site adjacent to Highways 101 and 380. North Base is designed to house 200 buses and serve s as a primary heavy-maintenance and bus-wash facility. North Base has the same basic facilities as South Base, as well as an operator training facility, paint booth, body shop, service-support shop, chassis and brake dynomometer, and two bays for service support vehicles.

The San Carlos facility, also known as South Base, opened in 1984. It is a 13-acre site located east of Highway 101, off Redwood Shores Parkway. South Base is designed to house 150 standard buses and contains administration, fueling and service buildings, a tire shop, a bus wash facility, and 14 maintenance bays.

Finally, the SamTrans-owned 3,000 square foot Brewster Depot in Redwood City, built in 1940, is currently used by MV Transportation and First Transit for storage and dispatching. There are no SamTrans-owned service support vehicles stored at Brewster. MV Transportation vehicles also are stored at their Half Moon Bay and San Francisco bases.

1.7.3 Park and Ride Lots

Table 4 identifies cities, locations, owner, parking capacity, bicycle parking, and age of the seven park and ride facilities which SamTrans currently serves and / or operates.

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Table 4: Park and Ride Lots

City	Location / SamTrans Service (Yes/No)	Owner	Parking Capacity / Bicycle Parking Capacity	Notes
Brisbane	Old Bayshore Rd/Tunnel Rd / Yes	Union Pacific	50 spaces	Leased by Brisbane
Daly City	Colma BART Station/Yes	SamTrans	802 spaces	Potential redevelopment
Redwood City	Redwood City Caltrain Station / Yes	SamTrans	315 spaces / 18 bike racks and 50 lockers	Partially leased to City for employee parking
Pacifica	Route 1/Linda Mar Blvd/ Yes	Caltrans	178 spaces/no dedicated bike parking	Leased by SamTrans
Pacifica	Route 1/Crespi Drive/Yes	Caltrans	83 spaces/10 bicycles	Leased by Pacifica
San Mateo	Southwest corner of 101& 92/ None	Caltrans	145 spaces/10 bicycles	SamTrans maintains via encroachment permit

Source: SamTrans, 2016

1.7.4. Bus Stops

Shelters are primarily located at transfer points, shopping centers, hospitals, Caltrain stations, and park and ride lots. The criteria for stop facilities are approximately 250 daily boardings for a shelter and 100-125 daily boardings for a bench. There are 209 free standing benches system wide and nine Simme-seats attached to poles, mostly in South San Francisco, where sidewalk widths do not allow for standard benches because of ADA required clearances.

SamTrans maintains 1,950 bus stops. Anodized aluminum and glass passenger shelters are provided at 189 bus stops in the County (69 District shelters and 124 ad shelters provided by Outfront Media, former CBS Outdoors). During FY 2015 and FY 2016, 15 District shelters were replaced by ad shelters. Ad shelters consist of three walls, solar lighting, benches, trash cans, and a system route map in each shelter. They are maintained by Outfront Media. In FY 2015, the ad shelters generated approximately $367,000 in revenue.

The SamTrans-owned shelters are more than 20 years old and traditionally have a 15-year life span. These shelters have three walls plus front panels, benches, and trash cans, but no lighting. Funding is identified in FY 2019 for a replacement program. Shelters are cleaned, power washed, and trash emptied twice per week.

1.7.5. Right of way, Track, or Guideway

SamTrans owns the Dumbarton rail line and bridge. See the Caltrain SRTP for details of its rail facilities and the Executive Summary for more information on the Dumbarton Corridor Transportation Study.

1.7.6. Transit-Oriented Development

SamTrans is developing two transit-oriented development (TOD) projects, described below.

- San Carlos TOD: A total of 202 new residential rental units will be constructed on approximately 6.2 acres located just north and south of the existing San Carlos Historic Depot. The project will include 25,800 square feet of new commercial space. The project will also include the relocation of a Caltrain parking lot through the construction of a new multi-modal transit center on 4.2 acres located to the south of the development.
- Daly City TOD: SamTrans plans to redevelop the Colma Park and Ride lot, located next to the Colma BART Station in Daly City, as a transit-oriented residential development with 500 residential units, including 75 units of Very Low-Income and Low-Income affordable housing.

1.7.7. Bicycle Facilities and Bike Share

All SamTrans buses are equipped with bicycle racks, which hold two bicycles, accept for the NABI articulated buses which hold up to three bicycles. Bicycle lockers are provided at the Brisbane, Crespi, and Whipple park-and-ride lots.

SamTrans partnered with the Bay Area Air Quality Management District and MTC to help implement the Bay Area Bike Share pilot program in 2013, which included a seven-station bike sharing network in Redwood City, in addition to bike sharing networks in San Francisco, Palo Alto, Mountain View, and San Jose. In 2015 MTC accepted an unsolicited proposal from Motivate, the operator of Bay Area Bike Share, to purchase the bike share systems in San Francisco and San Jose and expand to the East Bay. Motivate did not propose to purchase the networks in Redwood City, Palo Alto and Mountain View, citing low ridership. However, these peninsula cities were given the option to buy into the Motivate system to continue existing bike share services. Although Redwood City elected to discontinue their bike share services in July 2016, they are currently working with Palo Alto and Mountain View to examine other types of bike share that may be more cost effective for less dense suburban areas. These cities are particularly interested in the performance of the City of San Mateo's smart bike (as opposed to smart kiosk) pilot program, which was introduced in spring 2016.

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2. VISION, GUIDING PRINCIPLES, AND PERFORMANCE MEASURES

2.1. Description and Process

For the past forty years, SamTrans has strived to meet the County's mobility needs. As these needs change over time, SamTrans strives to understand people's travel patterns and needs and respond with services to help improve mobility options. Simultaneously, fiscal well-being is paramount as SamTrans continues to meet its current business responsibilities and commitments, including federal requirements to provide paratransit services, debt service obligations, and commitments to regional partners and the Caltrain partnership. All current and potential future services and commitments are filtered through the lens of fiscal well-being and feasibility. Making smart investments requires a strong understanding of what can be accomplished within the resources available to SamTrans.

The Vision, Guiding Principles and Performance Measures for SamTrans are established in two documents:

- SamTrans Strategic Plan 2015-2019
- SamTrans Service Plan (comprehensive operational analysis) adopted in 2013

The Vision and Guiding Principles, and Performance Measures along with goals and objectives are reviewed and updated via the Strategic Plan process every five years. The most current version of the Strategic Plan is the 2015-2019 Plan, with an update planned for 2020.

Additional performance measures include those submitted to the National Transit Database (NTD) and those identified in the MTC Transit Sustainability Project.

2.2. Vision Statement

The Board of Directors adopted the SamTrans Strategic Plan (2015-2019) in 2014. SamTrans' vision statement is established in the Strategic Plan:

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

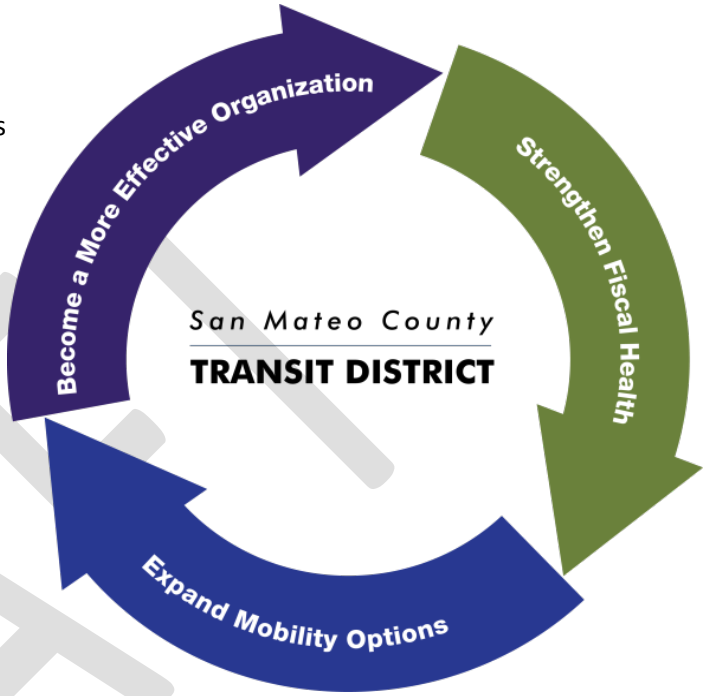
Grounded in this vision, the SSP seeks to affirm and expand on the role of the District as a mobility manager. The SSP establishes a foundation for immediate and long-term growth and financial stability for the bus system within current budget constraints. Over time, the plan is intended to increase ridership and revenues while minimizing operating costs. The overall goal is to increase ridership with more effective and efficient service while providing stronger, more coordinated mobility services to

directly address the needs of the diverse communities in San Mateo County. SSP service changes have been in place for approximately three years.

2.3. Guiding Principles, Goals, and Objectives

2.3.1. Strategic Plan

In order to achieve the vision, three priority areas were established in the Strategic Plan (2015-2019), to address both external (community) and internal (organizational) needs:



- Expand mobility options for customers
- Strengthen fiscal health
- Become a more effective organization

SamTrans also established five Goals for 2015 through 2019 to reach for these priorities :

- Increase weekday fixed-route ridership by 15 percent
- Increase fixed-route farebox revenue by 20 percent
- Reduce debt service by $1.5 million annually
- Improve organizational performance
- Manage workforce change

SamTrans continues to integrate the implementation goals into daily actions within specific departments, guided by input provided by inter-departmental working groups focused on the three Strategic Plan priority areas. Recent advancements related to the Strategic Plan are discussed in Section 2.5.1.

2.3.2. SamTrans Service Plan

In support of the Strategic Plan and recognizing the issues facing the District noted above in Section 2.1, the SamTrans Service Plan was adopted by the District Board in May 2013.

Specific goals to achieve the vision include:

- Assess the effectiveness of the District's family of services, programs and planning initiatives
- Continue to meet the needs of transit-dependent communities
- Improve the quality of life and transportation mobility for the community
- Begin to address east-west connectivity,
- Actively engage cities and local and regional stakeholders, including the Bus Operators.

The primary themes of the significant January 2014 service changes in support of the SSP include:

- Enhancing frequency along high-demand corridors
- Splitting existing routes which serve multiple markets
- Creating new routes
- Discontinuing inefficient routes and focusing service along weekday high-demand corridor segments
- Trying new service models
- Time of day and day of week service modification

Performance Measures and an Action Plan were developed to guide current and future decisions.

2.4. Performance Standards and Measures

This sections presents the SSP performance measures developed to track a variety of standards for service assessment.

2.4.1. Standards

SamTrans has historically used a number of quantitative effectiveness and efficiency performance standards in evaluating service. SamTrans contracts with private service providers for some fixed-route and paratransit services. These contracts are incentive-based with financial penalties and incentives for falling below or exceeding standards, shown in Table 5. SamTrans has met or exceeded these performance thresholds in FY 2014, FY 2015 and FY 2016, as shown in Table 10 in Chapter 3.

Table 5: Performance Standards for Fixed-route and Paratransit Services

Standard	Performance Threshold
Fixed-Route	
Complaints per 100,000 riders	20 complaints
Miles between preventable accidents	105,000 miles
On-time performance	85%
Miles between Service Calls	20,000 miles
Paratransit	
Complaints per 1,000 riders	2.5 – 2.9
Miles between Preventable Accidents	70,000 – 74,999 miles
On-time performance	90%
Incoming call wait time	1.0 – 1.5 minutes

Passengers Per Revenue Hour	1.70 to 1.74 passengers
Miles between Service Calls	20,000 miles

Source: SamTrans, 2016

2.4.2. MTC Transit Sustainability Project

SamTrans continues to participate in the MTC Transit Sustainability Project (TSP) (see Section 2.5) which established three categories of performance standards for both fixed-route and paratransit services and set standards (2011 dollars) to be achieved for at least one measure under both fixed-route and paratransit services by FY 2017. TSP Performance Standards are summarized in Table 6.

Table 6: TSP Performance Standards

Fixed-route	
Cost Per Service Hour	$219.97
Cost Per Passenger	$6.78
Cost Per Passenger Mile	$1.45
Paratransit	
Cost Per Service Hour	$69.22
Cost Per Passenger	$41.39
Cost Per Passenger Mile	$4.75

Source: SamTrans, 2016

2.4.3. SSP Action Plan for Performance Improvement

The actions for performance improvement provide a pathway for implementation. The creation of a performance monitoring and action plan guides the District as it reviews the performance of the service recommendations and will assist in future service decision making. The performance monitoring tracks a variety of metrics and is consistent with MTC's performance measures and targets in its TSP.

Elements of the performance monitoring and improvement program are summarized below.

- Maintaining a monitoring dashboard to review and report on an annual basis service performance that covers:
    - Average Weekday Rider per Vehicle Service Hours
    - Ridership
    - On-time performance

  - Cost per service hour (MTC TSP Performance Measure)
  - Cost per passenger (MTC TSP Performance Measure)
  - Subsidy per passenger boarding
  - Farebox recovery ratio
  - Cost per passenger hour
- Developing an Action Plan for performance improvement based on the above service performance measures
- Reviewing all transit services, including paratransit and shuttle services
- Reviewing potential land use changes, particularly along the Grand Boulevard initiative corridor, to match transit service with changing land use patterns
- Working with local, regional and federal agencies to identify sources of funding to support ongoing investment
- Implementing the findings from the upcoming El Camino Real Bus Rapid Transit Study
- Coordinating with MTC on sharing and implementing best practices and coordinating with other regional transit providers and seeking ongoing cost efficiencies associated with transit operations
- Coordinating with cities and countywide agencies on accessible service programs and initiatives
- Working with the TA, C/CAG and the Peninsula Traffic Congestion Relief
- Work with the Peninsula Congestion Relief Alliance on implementing the findings of the shuttle best practices initiative
- Working with cities to implement alternative service models

The primary metric for monitoring existing services is Average Weekday Ridership (AWR) per Vehicle Service Hour (VSH), for which the current standard (for fixed-route bus service) is 15 AWR/VSH. Routes with this level of performance or lower are analyzed to determine whether current service is appropriately scaled (frequency, routing, daily hours and days of the week) and modifications considered. This level of performance can be acceptable for routes which provide coverage for isolated areas and/or service to transit dependent customers.

2.5. Metropolitan Transportation Commission Transit Sustainability Project

MTC initiated the TSP in 2010 to assist the San Francisco Bay Area's largest transit operators, as it was revealed in its long-range Regional Transportation Plan (RTP) that the region's transit system is not sustainable based on projections of transit costs and reasonably anticipated revenues.

In 2012, FY 2013-2017 TSPs were submitted by the region's seven largest transit operators in lieu of a traditional Short Range Transit Plan. MTC required each of the agencies to achieve a five percent real reduction in at least one of the following performance measures by Fiscal Year 2017 and no growth beyond Consumer Price Index (CPI) thereafter: a) cost per service hour, b) cost per passenger, or c) cost

per passenger mile. The 5 percent real reduction is measured against the highest reported costs between FY 2008 and FY 2011 for one of the three performance measures listed above.

For fixed-route service, the performance measures and their targets for the five percent reductions are presented in Table 7, along with the measures for FY 2014 and 2015. The target for Cost per Service Hour has been recalculated since the initial TSP Strategic Plan was adopted by SamTrans in 2013 as a result of a downward correction in the annual Service Hours. This change has been reconciled with the National Transit Database.

For paratransit service, the performance measures and their targets for the five reductions are shown in Table 8.

Table 7: TSP Fixed-route Performance

Measure	Target	FY 2014 Cost	FY 2015 Cost
Cost per Service Hour	$219.97	$204.27	$201.31
Cost per Passenger	$6.78	$7.51	$7.33
Cost per Passenger Mile	$1.45	$1.51	$1.55

Source: SamTrans, 2016

Note: Costs expressed in FY 2011 dollars

Table 8: Paratransit TSP Performance

Measure	Target	FY 2014 Cost	FY 2015 Cost
Cost per Service Hour	$ 69.18	$80.56	**$65.23**
Cost per Passenger	$ 41.39	$44.94	**$39.97**
Cost per Passenger Mile	$4.75	$4.99	**$4.38**

Source: SamTrans, 2016

Note: Costs expressed in FY 2011 dollars

SamTrans developed this TSP Strategic Plan to provide a roadmap on how to achieve the required 5 percent real reductions. SamTrans submits data annually to MTC, via the SRTP process, on progress in meeting these targets for both fixed-route and paratransit services and specifically on the status of the strategies identified in Section 2.5.1.

2.5.1. FY 2017 TSP Fixed-route Service Strategies

Fixed-route service strategies implemented since the last SRTP update in 2015 are discussed below.

Continued Implementation of SamTrans Service Plan –The SSP was a comprehensive operational analysis adopted in summer 2013 and called for a variety of improvements. This included more frequent service on El Camino Real, San Mateo County's main arterial route. In addition, SamTrans enhanced its core market bus network, discontinued duplicative and low-ridership routes, and modified existing services. In January 2014, SamTrans implemented these changes; increased service from 49 to 73 fixed-routes; eliminated underperforming routes by extending, shortening, and modifying alignments; changing frequencies, hours of operation, and days of service on others. In February 2014, SamTrans began a comprehensive marketing campaign to target choice riders that desire the cost savings and environmental benefits of fixed-route services.

SSP recommendations continue to be implemented and monitored, with discontinuation of duplicative and low-ridership routes and modifications to existing services considered throughout the year during regular service adjustments. These adjustments help SamTrans improve on-time performance standards, make the bus system run more smoothly, and maintain SSP performance standards.

In August 2016, SamTrans added Routes 18, 56, 61 and 81 to improve reliability and efficiency for students travelling to local schools. These routes serve Half Moon Bay High School, Aragon High School, Carlmont High School and Menlo-Atherton High School, respectively. They also serve middle schools in those communities.

Some of the scheduling adjustments include changes to Route 280, which now serves West Bayshore Road and Woodland Avenue in Palo Alto, and the elimination of the FLX San Carlos shuttle, as discussed in Section 4.1.1.

Grand Boulevard Initiative: Since 2006, the District has supported this work in coordinating the regional effort to develop walkable communities and to encourage land-use planning and economic development that promote sustainable communities and an improved business climate. The Grand Boulevard Initiative may have a positive impact for both fixed-routes and paratransit, as the Initiative facilitates partnerships to coordinate land use policies and practices that support transit investment. Corridors that are more attractive because of strong business development and housing opportunities may also attract greater transit ridership as people seek out these employment, shopping, and entertainment opportunities along the 43-mile El Camino Real Corridor.

Grand Boulevard Initiative – Creating walkable communities, complete streets, and coordinated land use planning

Key Grand Boulevard Initiative achievements include:

- Adoption of the Grand Boulevard Initiative Vision and 10 Guiding Principles by all 21 Corridor jurisdictions
- Securing of $9.1 million in discretionary grants and $3.1 million in matching funds to support projects and plans in the El Camino Real Corridor

- Completion of a Transportation Investment Generating Economic Recovery (TIGER)-funded program to develop concrete strategies for removing barriers to implementation of the Grand Boulevard Vision:
    - The Complete Streets Project (2013) facilitated re-design of the Corridor in four case study segments and provides guidance on transforming a State urban highway into a street that is safe and accessible for all users
    - The Infrastructure Needs Assessment and Financing Strategy (2013) set the stage for multi-jurisdictional infrastructure financing and provides guidance on managing the planned intensification of the Corridor
    - The Economic Opportunities Assessment Phase II (2014) addressed the challenges in attracting new infill development and presents concrete tools and actions for cities to plan for activity nodes and coordination of public and private investment
    - Final design and construction programming of the South San Francisco Complete Streets Project case study
- Informing notable revisions to the California Highway Design Manual to improve the design approval process for urban highway complete street projects, including the development of a new place type to distinguish urban corridors like El Camino Real
- Implementation of a Message Platform and Social Media Plan (2015) to enhance civic discourse and community engagement
- Publication of the State Route 82 Relinquishment Exploration Study (2015) to evaluate the costs and benefits of relinquishing El Camino Real from State ownership to local jurisdictions
- Publication of the Activity Along the Corridor Story Map (2016) to highlight member agency development and planning achievements along the Corridor

Leveraging part-time operators - The District leverages part-time operators to supplement the District's full-time operators that deliver fixed-route services.

Contracted Urban Bus (CUB) – In 2013 SamTrans executed a new contract with MV Transportation to provide CUB service. The contractor continues to operate a fleet of vehicles and a maintenance and operations facility to provide cost-effective fixed-route service in the county.

Using more fuel efficient vehicles, including hybrids - SamTrans continued to replace all diesel cutaways with gasoline powered cutaways as they go through their replacement cycles. In FY 2015, SamTrans explored investments in electric bus technology to advance the State's climate change and energy policy goals. The capital improvement program presented in Chapter 5 includes a pilot program to purchase ten electric buses for integration into the fleet.

Revising fare policy to attract more riders – This strategy aims at increasing ridership by directly reducing costs to current and potential riders and encouraging more frequent use of the system. FY 2014-2015, SamTrans continued to offer its Day Pass at a reduced rate of $5 (down from $6) for an 18-month period, funded by the MTC's Transit Performance Incentive (TPI) Program. In response SamTrans saw that Day-Pass sales and use by adults, youth, and the eligible discount category (senior, disabled,

Medicare) continued to rise. SamTrans has not received any new TPI funding since FY 2014-2015. In FY 2017 / FY 2018 SamTrans is planning on conducting a Comprehensive Fare Study to inform long-term fare policy.

Promoting Clipper Card use – Increasing Clipper Card use reduces operating costs since it aides in facilitating fare collection and reduces time and labor costs associated with cash collection and accounting. Although use of Clipper Cards by SamTrans riders can reduce the cost of fare processing, it has been cost-prohibitive to add customization to Clipper if the fare product is not already available in the system, e.g. incorporation of the Day Pass on Clipper.

Overall, Clipper card use has continued to increase among SamTrans customers since 2015.However, there are two primary barriers to increased use of Clipper Cards on SamTrans; 1) upfront costs for low-income, youth, and seniors, and 2) limited availability of sales outlets for those without internet access. The only commercial sales outlets in San Mateo County are Walgreens stores and the SamTrans headquarters in San Carlos. This is particularly a difficulty for Coast side residents, where there are no Walgreens. The internet is not an option if a customer needs a discount Clipper Card which requires in-person age verification.

San Mateo County Transit District Strategic Plan - SamTrans updated its five-year Strategic Plan, identifying several performance targets for the 2015-2019 period, discussed in Section 2.3.1.

These targets promote increased cost-effectiveness of transit operations and support the TSP's targets by increasing ridership, boosting fare revenue, and reducing operating costs. Specific actions have been identified to support accomplishing these goals including:

- Explore enhancing service in strategic markets such as northbound service to San Francisco International Airport and other emerging growth centers
- Consider implementation of El Camino BRT enhancements as funding become available
- Continue to implement and evaluate pilot service projects in smaller markets to ensure mobility in lower density communities
- Conduct research on youth markets in order to develop a youth ridership strategy
- Update the 2006 Senior Mobility Action Plan to refresh the strategy to enhance senior programs
- Institute fare changes for fixed-routes as planned and conduct comprehensive fare study
- Develop an action plan to reduce debt service that optimizes both cash flow and retirement of debt service

San Mateo County Transit District Youth Mobility Plan – SamTrans initiated its work on a Plan to attract more youth from middle schools, high schools, as well as colleges to fixed-route bus services. The intent is to grow ridership for school, after school, and weekend and summer travel needs. The study will identify service delivery, partnership, marketing, and branding opportunities to enhance youth ridership.

El Camino Real Bus Rapid Transit Phasing Study – SamTrans completed its work on a corridor study evaluating the potential for express bus service from Daly City to Palo Alto. Potential skip-stop service could reduce bus travel times by as much as 25 percent. Potential options could include supplementing

ECR local service on El Camino Real with Rapid Buses that serve every three stops in the system, as well as a hybrid option that would redefine ECR service by providing more frequent service that makes less frequent stops. Annual operating costs would start at $2 million for hybrid services and $5 million for supplemental service. SamTrans will evaluate ridership trends before investing in any Rapid Bus programs.

US 101 Express Bus Feasibility Study: SamTrans is undertaking a study of express bus services in an effort to better serve County residents and help improve ridership. The SamTrans US-101 Express Bus Feasibility Study will examine the financial and operational feasibility of a network of long-distance express buses operating on US-101 through San Mateo County, potentially integrated with a managed lane. Express bus service offers point-to-point service to key commuter destinations, sometimes operating at higher frequencies than traditional bus services. In general, express bus routes with few or no intermediate stops benefit from the reliable travel times offered by a managed lane. Implementation partners, stakeholders, and members of the public both within and outside of San Mateo County will be invited to engage in the planning process.

2.5.2. FY 2017 TSP Paratransit Service Strategies

The District, like many other agencies, experiences difficulty in providing paratransit services due to the high operating costs. Unlike fixed- routes, increasing paratransit ridership would lead to greater costs. The San Mateo County senior population continues to grow.

Promotion of fixed-route service through travel training – SamTrans has provided travel training for more than 15 years, currently through three separate contracts with training service providers. Travel training is one-on- one provided at no cost to the customer to teach people with disabilities how to navigate the District's fixed-route services. People sign up for travel training at their ADA Certification interview, at senior centers, or outreach events. Approximately one-fourth of those that state their willingness to receive this training actually participate. Additionally, the District offers a Mobility Ambassador program that provides group training and one-on-one training for seniors and people with disabilities who are not applying for paratransit. This mobility program has been expanded in 2015 with the Veterans MobilityCorps, a volunteer Vet-to-Vet program that provides group and one-on-one training to veterans.

Enhance ADA paratransit certification process – Since 2004 SamTrans has utilized a paratransit eligibility contractor to conduct in-person eligibility evaluations. The contract with this provider expires in 2020.

Expand conditional eligibility – Conditional eligibility refers to paratransit eligibility for some trips, but not all, based on the condition that the customer has the ability to make some trips on regular buses. For 15 years the District has held customers accountable to their conditional eligibility status. The District is currently gathering additional information at the time of initial eligibility screening on customer origins and destinations and conditions in an attempt to increase the number of conditionally eligible customers. During FY 2016, 21 percent of applicants were given some type of conditional eligibility.

Free Ride Policy – SamTrans implemented a ride free policy to incentivize paratransit riders to ride SamTrans fixed-route services whenever possible. Redi-Wheels/RediCoast customers can ride free on SamTrans buses at all times by showing their valid paratransit identification cards. The loss of fare revenue is more than offset by savings in paratransit operating costs. Later in 2016, paratransit ID cards will include a magnetic strip which, when swiped boarding a SamTrans bus, will provide SamTrans with valuable data about the extent of use of this program.

Increased control of no-shows and late cancelations – SamTrans has an established program to notify customers whenever they no-show or late cancel (within two hours before ride) a scheduled trip and to work with them to change their behavior. This program has significantly reduced no-shows and late cancelations. In 2006, no-shows comprised 3.1 percent of requested trips. In FY 2015, no-shows dropped to only 1.2 percent of requested trips, and late cancellations were only 1.3 percent. The no-show and late cancel policy was modified in 2016 due to updated requirements in the Federal Transit Administration (FTA's) ADA Circular.

Explore alternative service delivery model – SamTrans will continue to consider the potential for reducing costs by exploring alternatives. For example service delivery could be contracted to a number of independent operators. Currently, taxis are used to supplement the paratransit vehicle fleet, which improves cost-effectiveness by using taxis during low-demand and peak-of-the-peak periods. Taxis provided 29 percent of paratransit trips in FY 2016.

Volunteer Drivers – Pending funding availability, SamTrans is looking to support implementation of a volunteer driver program to complement ADA paratransit, run by non-profits, using the driver's own or pool vehicles. SamTrans has partnered with the Peninsula Jewish Community Center to expand the PJCC volunteer driver program. SamTrans will support the program through marketing via the Senior Mobility Guide, and the virtual Mobility Management Center under development.

Reduce ADA paratransit service area to what is legally required – SamTrans currently provides ADA service beyond the required three-quarter mile distance from fixed-route service and at times when the fixed-route service does not operate, increasing operating costs beyond what is required. Recent analysis suggests that the operational savings from this strategy would be minimal at this time but SamTrans will continue to monitor this opportunity.

Premium charges for paratransit service beyond the ADA minimum – SamTrans may consider charging a higher fare for paratransit service that goes beyond the minimum required distance (three-fourth of a mile from fixed-route service) required by ADA to discourage these trips. SamTrans currently charges higher fares for specialized service to adult day-care agencies which requires a high level of individual service to patrons by operators. SamTrans also currently provides ADA paratransit service beyond the fixed-route service hours.

Explore public-private partnerships – SamTrans is evaluating the potential for partnerships with private transportation network companies (TNCs) to provide paratransit service. This effort will explore the legal, logistical, and policy issues associated with such a partnership.

Monitoring Program – As part of its TSP requirement, SamTrans will report annually to MTC, through the SRTP, the operating data submitted annually to the national Transit Database.

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3. SERVICE AND SYSTEM EVALUATION

3.1. Performance Evaluation by Mode

A retrospective portrayal of performance since the last SRTP update in 2015 for fixed-route, paratransit, and shuttle services is presented in this chapter. This includes changes in ridership, operating costs, operating revenue, and other performance indicators.

3.1.1. Fixed-route Operations

Table 9 shows performance trends for SamTrans fixed-route bus service. The data reflect all regularly operated, standard bus routes from FY 2014 through 2016.

Table 9: Fixed-Route Operations Performance Trends (FY 2014 - FY 2016)

Measure	FY 2014	FY 2015	FY 2016[1]	2-Year Net Change
Operating Cost	$87,002,708	$99,477,369	$111,474,091	$24,471,383
Annual Change		14.3%	12.1%	28.1%
Fare Revenue	$17,718,321	$18,025,765	$18,130,000	$411,679
Annual Change		1.7%	0.6%	2.3%
Vehicle Revenue Hours	486,180	476,970	517,038	30,858
Annual Change		-1.9%	8.4%	6.3%
Vehicle Revenue Miles	6,292,910	6,334,730	6,377,049	84,139
Annual Change		0.7%	0.7%	1.3%
Passengers	12,784,390	13,158,700	12,793,750	9,360
Annual Change		2.9%	-2.8%	0.1%
Operating Cost per Hour	$178.95	$208.56	$215.60	$36.65
Annual Change		16.5%	3.4%	20.5%
Subsidy per Passenger	$5.42	$6.19	$7.30	$1.88
Annual Change		14.2%	17.9%	34.6%
Passengers per Hour	26.3	27.6	24.7	-1.6
Annual Change		4.9%	-10.3%	-5.9%
Passengers per Mile	2.0	2.1	2.0	No change
Annual Change		2.2%	-3.4%	-1.2%
Farebox Recovery	20.4%	18.1%	16.3%	-4.1%
Annual Change		-11.0%	-10.2%	-20.1%

Source: SamTrans, 2016

Notes: 1. Financial figures come from adopted Budget financial statements for FY2014 and FY2015 (audited actuals). Revised budget presented for FY 2016, as audited actuals not yet approved by the Board at the time of Draft SRTP submission.

Increase in Operating Costs – Operating costs for fixed-route services have increased. Some of this comes from the increase in revenue miles from modest service expansions. Between FY 2014 and 2016, SamTrans experienced an increase in costs for filling frozen and vacant staff positions, as well as increases in the costs of contracted bus services due to a new contract.

Increase in Revenue Hours – Based on its 2013 comprehensive operational analysis known as the SamTrans Service Plan (SSP), the agency refined and reconfigured some routes, including additional weekend runs on specific routes to accommodate special events and seasonal trips. This resulted in an increase in revenue hours. In addition, FY 2016 was a leap year, resulting in an additional day of service.

Decrease in Ridership – The implementation of the SSP placed resulted in gains in ridership rates that exceeded the national average through calendar year 2015. However, between FY 2015 and FY 2016, ridership declined back to FY 2014 levels. Gasoline prices peaked in 2012 and have been declining since and remain considerably lower than four years ago, eroding some of the cost competitive edge of transit for choice passengers (i.e. non-transit dependent populations). This and other factors have contributed to the decline. District staff is actively engaged in efforts targeted at increasing ridership, including:

- Evaluating new travel markets and conducting corridor-level feasibility studies;
- Working with local communities to improve services for youth and seniors;
- Identifying low performing routes for potential reallocation of resources to more promising markets; and
- Expanded marketing strategies around community outreach, printed materials, online resources, and social media to promote new and reconfigured routes.

Many of these initiatives and efforts are discussed in more detail in the Executive Summary.

Increase in Subsidy per Passenger – Subsidy per passenger increased over this period primarily due to the increase in operating costs, which is only partially offset by fare revenues.

Decrease in Passengers per Hour – As service hours increased and ridership declined, passengers per hour decreased in response.

Stable Passengers per Mile – This indicator remained mostly flat.

Table 10 shows additional performance indicators related to fixed-route transit. Many of these indicators are part of the SSP standards presented in Chapter 2, Table 5. SamTrans has met or exceeded these performance thresholds in FY 2014, FY 2015 and FY 2016. Some key trends include:

- SamTrans has consistently exceeded its performance standard for complaints, with a low number of complaints below the threshold of 20 complaints per 100,000 passengers.
- Since 2014, miles between preventable accidents has increase slightly, mainly due to operating in constrained urban street environments. The average miles calculation is very sensitive because there are only about five or six accidents per month. SamTrans is actively engaged in a two-year safety initiative designed to transform its safety culture. This includes one-on-one

"Close Call Clinics," in-house safety videos, posted materials, a safety topic of the month and Rule of the Week, and safety recognition awards.

- SamTrans on-time performance has improved. During the second half of FY 2016, on-time performance system-wide was 85 percent.
- SamTrans' District miles between service calls continue to remain high, which is indicative of the excellent maintenance program and staff.

Table 10: Fixed-Route Operations Additional Performance Indicators (FY 2014 – FY 2016)

Measure	SSP Performance Threshold	FY 2014	FY 2015	FY 2016	2-year Net Change
Complaints per 100,000 riders	20	17	14	15	-2
Annual Change			-17.6%	+7.1%	-11.8%
Average Miles between preventable accidents	105,000	101,513	80,535	73,995	-27,518
Annual Change			-20.7%	-8.1%	-27.1%
On-time Performance (system-wide)[1]	85%	81.30%	84.40%	84.40%	+3%
Annual Change			+3.8%	No Change	+3.8%
Miles between Service Calls	20,000	30,450	25,280	27,620	-2,830
Annual Change			-17.0%	+9.3%	-9.3%

Source: SamTrans, 2016
Notes: 1. On-time performance data is for all fixed-route bus service, both directly operated (DO) and contracted. Miles between service routes is for fixed-route DO only.

3.1.2. Paratransit Operations

As described in Chapter 1, Redi-Wheels and RediCoast are ADA-compliant, demand-responsive paratransit services for persons with disabilities who cannot independently and regularly use SamTrans bus service. ADA regulations require that Redi-Wheels and RediCoast operate during the same hours and serve the same areas as SamTrans fixed-route bus service for their respective parts of the county. SamTrans meets and exceeds both of these requirements, operating 24-hours in some areas and serving customers that are beyond the minimum three-quarter mile radius of fixed-route bus service as mandated by the ADA.

Table 11 summarizes the following recent trends in SamTrans Paratransit operations performance.

Table 11: Paratransit Operations Performance Trends (FY 2014 – FY 2016)

Measure	FY 2014	FY 2015	FY 2016[1]	2-Year Net Change
Operating Cost	$13,756,643	$14,060,620	$16,725,800	$2,969,157
Annual Change	-	+2.2%	+19.0%	+21.6%
Fare Revenue	$838,608	$790,660	$815,000	-$23,608
Annual Change		-5.7%	+3.1%	-2.8%
Revenue Hours	205,000	215,000	225,000	+20,000
Annual Change		+4.9%	+4.7%	+9.8%
Revenue Miles	3,160,000	3,315,000	3,450,000	+290,000
Annual Change		+4.9%	+4.1%	+9.2%
Passengers	314,010	329,040	360,010	+46,000
Annual Change		+4.8%	+9.4%	+14.6%
Operating Cost per Hour	$67.11	$65.40	$74.34	+$7.23
Annual Change	-	-2.5%	+13.7%	+10.8%
Subsidy per Passenger**	$41.14	$40.33	$44.20	+$3.06
Annual Change		-2.0%	+9.6%	+7.4%
Passengers per Hour	1.5	1.5	1.6	+0.1
Annual Change	-	No change	+0.1%	+0.1%
Passengers per Mile	0.1	0.1	0.1	No change
Annual Change		No change	No change	No change
Complaints per 1,000 trips	0.7	0.7	0.6	-0.1
Annual Change	-	-8.3%	-3.0%	-11.1%
Call wait time	1.5	1.2	1.3	-0.2
Annual Change	-	-20.0%	+8.3%	-13.3%
Average miles between preventable accidents	98,790	94,131	90,359	-8,431
Annual Change	-	-4.7%	-4.0%	-8.5%
On-time performance	90.5%	89.3%	91.4%	+1.0%
Annual Change	-	-1.3%	+2.4%	+1.0%
Miles between service-calls	34,938	47,794	55,012	+20,074
Annual Change	-	+36.8%	+15.1%	+57.5%

Source: SamTrans, 2016

Notes: 1. Financial figures come from adopted Budget financial statements for FY2014 and FY2015 (audited actuals). Revised budget presented for FY 2016, as audited actuals not yet approved by the Board at the time of Draft SRTP submission.

Key performance trends include:

Increase in Operating Costs – Paratransit operating increased substantially in FY 2016 due to growing demand for services. Recent increases are also due to an escalation in costs for contracted service and insurance.

Decrease in Fare Revenue – The decrease in fare revenue over the two-year reporting period is relatively minor.

Increase in Service Hours, Miles, and Passengers – Service hours and miles have all increased due to the direct relationship with ridership growth.

Increase in Cost per Hour and Subsidy per Passenger – These increases are driven by the increased cost of operating services.

Complaints – Redi-Wheels and RediCoast are responsive to the needs of their customers and exceed the standard of less than 2.5 complaints per thousand trips.

Incoming Call Wait Time – Call wait times have decrease slightly between FY 2014 and 2016, demonstrating the responsiveness and good customer service.

On-time performance – For paratransit, pick-up within 20 minutes of scheduled time is considered an on-time service. Redi-Wheels and RediCoast on-time performance slipped slightly to 89.3 percent before recovering back to 91.4 percent.

Increase in miles between service calls – Improvement in the performance, which is well above the standard of 20,000 miles, can be attributed to improved fleet reliability as older vehicles that have reached the end of their lifecycle have been replaced.

3.1.3. Shuttle Operations

SamTrans operates employer-based shuttle services that serve BART stations. The BART shuttles are primarily funded by employers and the Bay Area Air Quality Management District. All of the shuttles provide a connection between BART and major employment centers and some also extend to Caltrain. All of the shuttles are open to the public with timetables posted on the SamTrans website.

Table 12 summarizes several trends in SamTrans' Shuttle operations performance over the past few years. Overall, the changes between FY 2015 and FY 2016 were primarily due two main factors:

- The addition of two city services to the SamTrans contract (transferred from Caltrain)
- The elimination of a shuttle participant operating a route with vehicles that were not ADA-compliant.

Table 12: Commuter Shuttle Operations Performance Trends (FY 2014 – FY 2016)

Measure	FY 2014	FY 2015	FY 2016[1]	2-Year Net Change
Operating Cost	$2,752,545	$1,350,095	$1,799,574	-$952,971
Annual Change		-51.0%	+33.3%	-34.6%
Grant Subsidy[2]	$566,000	$438,280	$166,690	-$399,310
Annual Change		-22.6%	-62.0%	-70.5%
SamTrans Contribution	$349,405	$256,420.00	$452,610	+$103,205
Annual Change		-26.6%	+76.5%	+29.5%
Employer Contribution	$1,837,140	$655,395	$1,180,274	-$656,866
Annual Change		-64.3%	+80.1%	-35.8%
Revenue Hours	28,791	19,643	23,326	-5,465.00
Annual Change		-31.8%	+18.7%	-19.0%
Revenue Miles	460,356	329,475	370,441	-89,915.00
Annual Change		-28.4%	+12.4%	-19.5%
Passengers	625,242	343,632	412,281	-212,961
Annual Change		-45.0%	+20.0%	-34.1%
Operating Cost per Hour	$95.67	$68.73	$77.15	-$18.52
Annual Change		-28.2%	+12.2%	-19.4%
Subsidy per Passenger[3]	$1.46	$2.02	$1.50	+$0.04
Annual Change		+38.1%	-25.7%	+2.6%
Passengers per Hour	22	17	18	-4
Annual Change		-19.4%	+1.0%	-18.6%
Passengers per Mile	1	1	1	No change
Annual Change		No change	No change	No change

Source: SamTrans, 2016

Notes: 1. Financial figures come from adopted budget financial statements for FY 2014 and FY2015 (audited actuals). FY 2016 operating costs based on most available data at the time of Draft SRTP publication, as audited actuals not yet approved by the Board at the time of Draft SRTP submission.

2. Grant Subsidy includes funding from AB434, administered by C/CAG. It does not include employer subsidy, which has its own line item above; BAAQMD TFCA funds distributed in San Mateo County by C/CAG;

3. Subsidy per passenger includes all public funds directed to the shuttle program.

Key performance trends include:

Decrease in Revenue Hours and Miles – Revenue Hours, miles, and ridership dropped in FY2015 due to the two service change factors discussed above.

Decrease in Passengers per Hour and Passengers per Mile - The ridership drop in FY 2015 was due to the elimination of a route operated by a participant with non-ADA compliant vehicles. After a dip in FY 2015, growth in the ridership resumed in FY 2016 potentially due to improved economic health and job growth in the county.

Decrease in Operating Cost per Hour - This decrease was primarily the result of the elimination of a shuttle route operating with vehicles that were not ADA-compliant.

Decrease in Subsidy per Passenger – The subsidy per passenger has decreased slightly due to growth in ridership, stable operating costs, and an increase in the availability of external funding resources to help underwrite the program including employer contributions and grant subsidies.

The SamTrans shuttle program serving the BART stations has been highly successful and productivity has continued to increase with routing and scheduling adjustments. It is important to note that the grant subsidy from the Transportation Fund for Clean Air (TFCA) funds fluctuates and is linked with motor vehicle registration fees. Subsidy per passenger calculation for the shuttle program does not include employer subsidies as part of revenue, as they are not public funding. Grant funding and employer contribution have historically accounted for approximately 65 percent of operating revenues. As the shuttle service is free to passengers, fare revenue data is not shown.

3.1.4. Caltrain

Details of Caltrain's service evaluation can be found in the Caltrain SRTP.

3.2. Route Analysis

SamTrans monitors route performance monthly and annually. SamTrans gathers data from the new Advanced Communication System (ACS) to monitor on-time performance (OTP) on a daily basis and even hourly on some routes.

Table 13 details the performance of the system for FY 2015 and FY 2016 in terms of Average Weekday Riders (AWR) and Vehicle Service Hours (VSH).

Staff analyzed ridership at the route level to identify how the individual changes have performed so far. The table below features AWR, the change in service levels (i.e., Vehicle Service Hours), and impacts on each route's productivity (AWR/VSH).

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Table 13: Route Analysis (FY 2015 – FY 2016)

Route	Average Weekday Ridership	FY 2016	Difference	Percent Change	Vehicle Service Hours (VSH)				Ratio of AWR:VSH			
	FY 2015				FY 2015	FY 2016	Difference	Percent Change	FY 2015	FY 2016	Difference	Percent Change
14 / FlxP	121	118	-3	-2.5%	11.0	11.3	0.3	2.8%	11.0	10.5	-0.6	-5.2%
16 / 19	149	157	8	5.4%	2.8	2.9	0.1	5.0%	53.4	53.6	0.2	0.3%
17 / 294	708	739	31	4.4%	52.3	52.2	-0.1	-0.3%	13.5	14.2	0.6	4.7%
24 / 25	84	102	18	21.4%	1.6	1.7	0.1	5.6%	52.2	60.0	7.8	15.0%
35	103	118	15	14.6%	1.6	2.0	0.4	23.4%	65.2	60.5	-4.7	-7.2%
37	53	46	-7	-13.2%	0.7	4.3	3.6	526.1%	76.8	10.6	-66.2	-86.1%
38	15	15	0	0.0%	1.8	1.8	0.0	-0.6%	8.3	8.4	0.0	0.6%
43	7	8	1	14.3%	0.6	0.5	-0.2	-25.4%	11.1	17.0	5.9	53.2%
46	157	147	-10	-6.4%	1.8	1.9	0.1	6.1%	86.7	76.6	-10.2	-11.7%
53	137	129	-8	-5.8%	1.6	1.7	0.1	4.3%	84.0	75.9	-8.2	-9.7%
54 / 57	156	170	14	9.0%	2.2	2.4	0.2	9.1%	70.9	70.8	-0.1	-0.1%
55	20	38	18	90.0%	0.6	0.6	0.0	3.6%	35.7	65.5	29.8	83.4%
58	54	79	25	46.3%	1.2	1.3	0.1	5.0%	44.6	62.2	17.6	39.4%
62/68	284	250	-34	-12.0%	4.2	4.2	0.0	0.0%	68.3	60.1	-8.2	-12.0%
72	97	103	6	6.2%	0.6	0.6	0.0	3.4%	167.2	171.7	4.4	2.6%
73	59	50	-9	-15.3%	0.7	0.8	0.1	6.8%	80.8	64.1	-16.7	-20.7%
79	146	100	-46	-31.5%	2.3	3.9	1.6	70.3%	63.8	25.6	-38.1	-59.8%
80 / 82 / 83 / 84 / 88 / 89	312	301	-11	-3.5%	4.9	5.6	0.6	12.3%	63.2	54.2	-8.9	-14.1%
85 / 86 / 87	112	104	-8	-7.1%	4.5	4.2	-0.3	-6.9%	24.9	24.8	-0.1	-0.3%
95 / 273 / 275 / 286 / 295 / FLXS	599	679	80	13.4%	45.8	45.3	-0.4	-1.0%	13.1	15.0	1.9	14.5%
110/11	1,077	1,066	-11	-1.0%	33.5	34.0	0.4	1.2%	32.1	31.4	-0.7	-2.2%
112	521	488	-33	-6.3%	20.4	20.5	0.1	0.4%	25.6	23.9	-1.7	-6.7%
118	110	104	-6	-5.5%	3.3	3.3	0.0	0.0%	33.1	31.3	-1.8	-5.5%

120	5,123	5,139	16	0.3%	108.3	109.8	1.5	1.4%	47.3	46.8	-0.5	-1.0%
121 / 29	2,219	2,147	-72	-3.2%	68.2	70.0	1.8	2.6%	32.5	30.7	-1.8	-5.7%
122 / 28	2,845	2,856	11	0.4%	88.1	87.9	-0.2	-0.2%	32.3	32.5	0.2	0.6%
130 / 131	2,450	2,545	95	3.9%	111.1	104.3	-6.9	-6.2%	22.1	24.4	2.4	10.7%
133 / 39	488	416	-72	-14.8%	12.0	11.7	-0.2	-2.0%	40.8	35.5	-5.3	-13.0%
140 / 49	805	724	-81	-10.1%	45.1	43.4	-1.7	-3.8%	17.9	16.7	-1.2	-6.6%
141	158	182	24	15.2%	12.1	10.4	-1.6	-13.4%	13.1	17.4	4.3	33.1%
250 / 252 / 59	1,599	1,669	70	4.4%	61.7	61.5	-0.2	-0.4%	25.9	27.1	1.2	4.8%
251 / 256	336	299	-37	-11.0%	13.1	13.2	0.2	1.2%	25.7	22.6	-3.1	-12.1%
260 / 60 / 67	1,093	1,135	42	3.8%	42.2	43.5	1.4	3.2%	25.9	26.1	0.1	0.6%
270 / 276	298	321	23	7.7%	20.6	20.6	-0.1	-0.4%	14.4	15.6	1.2	8.1%
274	455	428	-27	-5.9%	14.6	14.7	0.1	0.3%	31.1	29.2	-1.9	-6.3%
280	267	236	-31	-11.6%	22.7	23.9	1.2	5.1%	11.7	9.9	-1.9	-15.9%
281	948	923	-25	-2.6%	66.2	69.6	3.3	5.0%	14.3	13.3	-1.0	-7.3%
292	3,321	3,167	-154	-4.6%	162.3	157.3	-5.0	-3.1%	20.5	20.1	-0.3	-1.6%
296	2,196	2,299	103	4.7%	102.7	104.9	2.2	2.2%	21.4	21.9	0.5	2.5%
297	67	67	0	0.0%	5.5	5.4	-0.2	-2.9%	12.2	12.5	0.4	3.0%
397	212	227	15	7.1%	15.1	16.1	1.0	6.6%	14.0	14.1	0.1	0.4%
ECR	12,395	11,580	-815	-6.6%	356.0	358.2	2.1	0.6%	34.8	32.3	-2.5	-7.1%
KX / 398	570	574	4	0.7%	38.3	38.8	0.5	1.3%	14.9	14.8	-0.1	-0.6%
System	42,842	41,985	-857	-2.0%	1567.6	1575.7	8.1	0.5%	27.3	26.6	-0.7	-2.5%

Source: SamTrans, 2016

Note: Data current as of August 2016 (Run Book 121)

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3.3. Status of Equipment and Facilities

Currently, there are no significant equipment or facilities deficiencies which are not addressed in this plan. A description of existing facilities can be found in Section 1.6. A detailed listing of scheduled replacement and rehabilitation needs for equipment and facilities is detailed in Chapter 5.

3.4. Air Quality

SamTrans is committed to meeting clean air requirements that are both technologically and financially feasible. SamTrans has under taken many efforts to reduce vehicle emissions, including the repowering of diesel engines and the installation of particulate matter traps in a major portion of its revenue fleet, and the timely replacement of vehicles with the newest technology to meet air quality requirements. In FY 2014, SamTrans put into service 62 new Gillig standard length, low-floor buses including 25 hybrid diesel/electric vehicles and 37 modern diesel technology vehicles.

The diesel electric hybrid buses are more fuel efficient and produce 90 percent less nitrogen oxide emissions than the 1998 buses they replaced. The modern diesel technology buses have engine certification levels that are the same as those found in buses powered by compressed natural gas.

SamTrans also has been collaborating with the California Air Resources Board (CARB) and other Bay Area transit agencies to further the effort of reducing emissions, including participation in a partnership for a Zero Emission Bus (ZEB) demonstration project. AC Transit, through a funding MOU between SamTrans, AC Transit, VTA, and Golden Gate Transit, operates and maintains 12 second-generation hydrogen powered vehicles, for which SamTrans contributes approximately $150,000 per year. SamTrans previously participated in a similar arrangement led by VTA with first-generations vehicles.

In addition, the Board-adopted FY 2017 Capital Budget includes investment in a pilot program to procure, operate, and maintain SamTrans' first fully-electric buses. Incorporating electric buses into SamTrans' fleet will help advance state air quality goals and support the District's Strategic Plan goal to Strengthen Fiscal Health by controlling operating costs. SamTrans has already secured some funding for this project through the California Low Carbon Transportation Operations Program (LCTOP) and is actively pursuing other local, state, and federal funding opportunities. More detail on the SamTrans electric bus pilot program can be found in Section 5.3.2.

3.5. Planning Efforts for Special Needs/Disadvantaged Communities

3.5.1. Community-Based Transportation Plans

With its Community-based Transportation Planning Program (CBTP), MTC has created a collaborative planning process that involves residents in low- income Bay Area communities, community- and faith-based organizations that serve them, transit operators, county congestion management agencies (CMAs), C/CAG, and MTC.

The Community-Based Transportation Planning Program began with pilot projects in 2004 in five communities, including East Palo Alto. Following the successful completion of the pilot program in 2004, in 2005 MTC authorized planning to proceed in the remaining communities identified in the Community-based Transportation Planning Program guidelines. A total of 25 low-income communities were identified in Phase One of the program, including the Bayshore area of Daly City.

Also in 2005, MTC expanded its financial commitment to improving mobility for the region's low-income residents by launching the Lifeline Transportation Program, which significantly increased the amount of regional funding for which projects identified in Community based Transportation plans are eligible to compete. In 2008, MTC approved Phase Two funding to complete an additional 18 plans for the remainder of the region's 43 identified low-income communities of concern, including North Central San Mateo and San Bruno/South San Francisco.

The following four CBTPs were produced for C/CAG by SamTrans planning staff. A number of strategies from the CBTPs called for increased SamTrans service; either in terms of extended routes, hours or increased frequencies. The status of the CBTPs is presented below.

East Palo Alto Community-based Transportation Plan

The East Palo Alto Community-Based Transportation Plan was prepared by SamTrans for the City/County Association of Governments and approved by the City of East Palo Alto City Council on October 4, 2005. Among the thirteen short, medium, and long-term strategies identified for East Palo Alto, SamTrans was identified as the lead agency on five. The status of each strategy is as follows:

- Improve transit scheduling and connectivity - implemented
- Provide more pass sales outlets - implemented
- Enhanced transit information in Spanish - implemented
- Increase frequency of fixed-route transit – Route #296 frequency improved
- Extend Route 297/397 into neighborhoods and extend hours of Route 296 - implemented

On May 1 2007, a contract was executed between San Mateo County El Concilio (a private non-profit community-based organization) and SamTrans to handle the Bus Pass Subsidy Program. The City of East Palo Alto facilitated the transaction in order to kick-start the program. El Concilio sold adult subsidized bus passes on behalf of the City of East Palo Alto. This agency was paid a three percent commission at the end of the selling cycle each month. This program no longer exists.

Bayshore Community-Based Transportation Plan

A Community-based Transportation Plan for the Bayshore community in Daly City was prepared by SamTrans for the C/CAG in the fall of 2008. Among the fourteen short, medium, and long-term strategies identified for the Bayshore neighborhood, SamTrans was identified as the lead or co-lead agency on seven. The status of each strategy is as follows:

- Provide Circulator Service – implemented
- Extend Route 121 to Bayshore neighborhood – not implemented
- Improve transit stops – Implemented, funded by MTC LTP program

- Create a map of Transportation options for Bayshore neighborhood – not implemented
- Translate transit information into Chinese – not implemented
- Discount transfers between SamTrans and SFMTA – not implemented
- Subsidize Monthly passes – implemented through Welfare to Work Plan (Transit Fare Assistance)

North Center San Mateo Community-Base Transportation Plan

In February 2011, SamTrans prepared a Community-based Transportation Plan for North Central San Mateo for C/CAG. Among the ten short, medium, and long-term strategies identified for the North Central San Mateo neighborhood, SamTrans was identified as the lead or co-lead agency on four. The status of each strategy is as follows:

- Add stops to Route 250 and extend it to El Camino real – implemented
- increase frequency of routes in area – not implemented
- Improve transit affordability – implemented through Welfare to Work Plan (Transit Fare Assistance). Day Pass introduced in 2012 and price reduced in 2014
- Increase public access to transit information - implemented

San Bruno/South San Francisco Community-Base Transportation Plan

A Community-Based Transportation Plan for San Bruno/South San Francisco was prepared by SamTrans C/CAG in February 2012. Among the nine short, medium, and long-term strategies identified for San Bruno/South San Francisco, SamTrans was identified as the lead or co-lead agency on five. The status of each strategy is as follows:

- Improve bus stop amenities – not implemented
- Improve bicycle amenities – not implemented
- Increase public access to transit information – not implemented
- Increase transit service - Route 131 was created
- Improve connectivity of existing bus service – Routes 130 and 133 were realigned to provide more efficient and direct service in the area

San Mateo Countywide Low Income Plan 2012

During the development of past CBTPs it was discovered that the four “communities of concern” in San Mateo County identified by MTC do not include approximately 80 percent of the population living below the poverty line in the County. The objective of the Countywide Transportation Plan for low-income Populations is to identify, assess, and develop strategies to bridge gaps in the transportation needs of these disadvantaged communities.

The San Mateo County Transportation Plan for low-income Populations was prepared by SamTrans for the C/CAG in February 2012. Among the nine short, medium, and long-term strategies identified for San Bruno/South San Francisco, SamTrans was identified as the lead or co-lead agency on two. The status of each strategy is as follows:

- Increase community transit services – implemented. Community shuttles are operating in a number of cities, including East Palo Alto.
- Implement 24-hour bus service - Implemented. Route 297, which provides an overnight service between Palo Alto Transit Center and Redwood City Transit Center via East Palo Alto.

3.5.2. MTC Lifeline Program

MTC's Lifeline Transportation Program (LTP), which began in 2005, supports projects that address mobility and accessibility needs in low-income communities throughout the region. It is funded by a combination of federal and state operating and capital funding sources, including the Federal Transit Administration's Jobs Access and Reverse Commute Program, and State Proposition 1B Transit Capital and State Transit Assistance programs. Funding has been provided in three year cycles since FY2006. The most recent call for projects occurred in October 2014. In this cycle, SamTrans was awarded Lifeline funds for SamCoast, Route 17 and demand response service on the Coastside, operating support for Route 122 and funds for the replacement of the articulated bus fleet.

To build upon local collaboration and coordination efforts in identifying community transportation needs and advancing solutions, the LTP is generally administered at the county-level by County Congestion Management Agencies (CMAs), which also oversee MTC's Community Based Transportation Planning Program. The CMA for San Mateo County is the C/CAG.

3.5.3. Senior Mobility Action Plan and Initiative

The 2006 San Mateo County Senior Mobility Action Plan is the work of a broad coalition of concerned entities, with the leadership of the San Mateo County Transit District, to keep older people safe and connected to their communities as problems related to aging make it harder for them to get around. Funded by a Caltrans Statewide Planning grant, this Plan built on earlier work to document needs and focuses on working with organizations and local governments in the county to initiate effective action. A Steering Committee was formed consisting of 35 representatives of interested organizations and governments, including advisory and advocacy groups.

The Senior Mobility Initiative was formed by SamTrans and the Steering Committee to implement the priority mobility strategies that emerged from the Plan:

- Community Transit Services
- Community-based Transportation Services
- Encouraging use of Transit
- Safe Driving
- Taxicabs
- Information & Assistance
- Walking

The number of older people in San Mateo County is expected to double in the next 20 years

SamTrans kicked off the San Mateo County Senior Mobility Action Plan Update in FY 2017. SamTrans will collaborate with stakeholders and community partners to evaluate current needs and design and

evaluate a mix of traditional and innovative transportation services and programs that are sustainable, implementable, and replicable to expand mobility options for seniors and also people with disabilities and veterans.

Maintaining and expanding senior mobility is a priority because

- . The number of older county residents who have difficulty driving or can't drive also will increase.
- Compared to the recent past, a higher number of older adults will live in places that are difficult to serve by Public Transportation and who will not be accustomed to using public transportation.
- Existing alternatives to driving and conventional public transportation, especially paratransit such as Redi-Wheels, will not be able to meet all the needs of seniors who must limit or cease driving.
- Because of recent waves of immigration, increasing numbers of older people may have difficulty accessing available Transportation due to language and cultural barriers.

If action is not taken, these trends may result in:

- Rising numbers of traffic injuries and deaths due to rapidly increasing numbers of older drivers.
- Strain on families of older people as they deal with the practical and emotional issues of limited mobility.
- Isolation of older people who cannot access essential services and activities.
- Strain on public, non-profit, and volunteer services as they attempt to assist older people and their families dealing with these issues.

As the public transit provider for San Mateo County, SamTrans provides Transportation services for individuals with disabilities through its fixed-route bus service and its ADA paratransit services, which includes Redi-Wheels in the urban part of the Peninsula and RediCoast on the rural coastside. SamTrans will consider how to provide alternative services and increased mobility for people with disabilities as part of the Senior Mobility Action Plan update.

New Freedom Grant Funding

SamTrans has been awarded four New Freedom grants from MTC to develop and implement various mobility management services for seniors and people with disabilities in San Mateo County. The programs developed and implemented under these grants include:

- Mobility Ambassador Program
- Vehicle Sharing Demonstration Program
- Senior Mobility Guide
- Countywide inventory
- Volunteer Drivers
- Telephone information & Assistance

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- Veterans Mobility Corps

Implementation

The Mobility Ambassador Program and the Senior Mobility Guide have become important resources to program participants, public services, local government agencies, and health care and home care service providers. As the programs have been implemented, plans are being advanced with partner agencies to develop and implement the Volunteer Drivers and Virtual Mobility Management programs in the near future.

3.6. Transit Connectivity Implementation Plan

MTC adopted a Transit Connectivity Plan in April 2006, which details a comprehensive strategy for easing passenger transfers from one transit system to another. The plan highlights connectivity improvements at 24 regional transit hubs around the Bay Area. The Millbrae Transit Center is the only regional transit hub in San Mateo County. Findings and recommendations were incorporated into an implementation Plan, which was conducted in two phases.

Phase 1 focused on wayfinding signage and transit information. Phase 2 focused on real-time information. In order to facilitate Phase 1 and Phase 2 improvements, a Regional Transit Hub Performance Review Project was conducted. The hub performance reviews were conducted in fall 2006 at 24 regional hubs.

The MTC Hub Signage program in Millbrae and Daly City were led by BART and were implemented in 2013; Millbrae was funded by MTC and Daly City by BART. The program improved way-finding signage at the stations, added Transit information Displays and Real-time displays. BART also added kiosks to the Daly City station. The TIDs display a station map, fare and schedules, transit stops (five-minute walk radius) and transit routes in general.

3.7. Title VI Report Summary

Under federal guidelines updated in October 2012, FTA requires the governing board of federal funding recipients to adopt a Title VI Program every three years.

The SamTrans Title VI Program includes the following documentation of SamTrans policies, procedures and activities:

- Contents and placement of public notices regarding the public's rights under Title VI of the Civil Rights Act of 1964
- Title VI complaint form and procedures
- List of transit-related Title VI investigations, complaints, and lawsuits pending within the last three years
- Public Participation Plan (PPP) and summary of public engagement processes undertaken in past three years

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- Board-adopted Major Service Change, Disparate Impact and Disproportionate Burden policies, with a summary of related outreach, evidence of Board adoption, and results of equity analyses for fare and service changes applying these policies over the past three years
- Language Assistance Plan (LAP)
- Demographic information on membership of non-elected committees, such as the Citizens Advisory Committee, and discussion of encouragement of minority involvement
- Sub-recipient monitoring plan
- Results of equity analyses for any facilities constructed over the last three years
- Service area description and demographic profile, including ridership survey results
- Board-adopted service standards and policies, as well as results of service monitoring under these standards and policies
- Record of Board consideration and adoption of Title VI Program

The development of elements of this program included significant outreach to the public, including 15 meetings, a third of which targeted specific language groups in a focus-group format. Some elements of the program, including the PPP and LAP, include recommendations for improving outreach efforts associated with new initiatives or planning efforts.

The first SamTrans Title VI Program completed under the current federal guidance was adopted in 2013. An updated Program was adopted three years later, on October 5, 2016, and submitted to the FTA on October 7, 2016. Analysis conducted as part of Program development concluded that SamTrans complies with all applicable Title VI requirements. At the time of submitting this Draft SRTP, SamTrans is currently awaiting FTA comments and/or approval of recertification on the updated Program.

3.8. FTA Triennial Review Summary

The FTA Triennial Review of SamTrans was conducted in May 2016. The results of the review are summarized in Table 14. Based on the review, SamTrans was found to be deficient in seven of the 17 Triennial Review areas, specifically Financial Management & Capacity, Technical Capacity, Americans with Disabilities Act (ADA), Title VI, Procurement, Disadvantaged Business Enterprise (DBE), Drug-Free Workplace/Drug and Alcohol Program, and Equal Employment Opportunities (EEO). The deficiencies and the responses and/or proposed corrective actions by SamTrans are shown below in Table 14.

SamTrans had no repeat deficiencies from the 2013 Triennial Review. Documentation regarding the corrective actions has been submitted to FTA by the requisite response date listed in Table 14. At the time of submitting this Draft SRTP, the District is currently waiting for any comments from FTA on this documentation.

Table 14: 2016 Triennial Review Summary

Review Area	Finding	Deficiency	Corrective Action	Response Date[1]
Financial Management and Capacity	D.216	Unresolved internal, state, or local audit findings	The grantee must submit evidence to the FTA regional office of the resolution of the outstanding FMO review finding: Weaknesses in Risk Assessment Controls over the Financial Management System. This would include the submission of the risk assessment for FY 2016 in the format agreed upon. The assessment should include whether the weaknesses have been addressed, and if not, submit to FTA the corrective actions and schedule to ensure compliance.	6/27/16
Technical Capacity	D.208	Inadequate oversight of sub recipient/ third-party contractor/ lessees	The grantee must submit procedures and a staffing plan to the FTA regional office to monitor other entities with responsibility for meeting FTA requirements along with evidence of implementation.	7/26/16
ADA	D.73	ADA complementary paratransit service deficiencies	The grantee must submit documentation to the FTA RCRO that it has taken immediate steps to modify any operating policies that do not meet the regulatory requirements, including the visitor policy, and references to "common wheelchair". The grantee must update and submit to the FTA RCRO public information public information and other documentation relating to these areas.	6/27/16
	D.316	Insufficient no-show policy	The grantee must make information available to riders regarding the no-show policy, including the pickup window. The grantee must revise its no-show policy to only suspend riders who have established a pattern or practice of missing scheduled trips. The grantee must submit evidence of the implemented corrective actions to the RCRO.	7/26/16

	D.109	Limits or capacity constraints on ADA complementary paratransit service	The grantee must submit to the FTA RCRO procedures for monitoring its ADA complementary paratransit service for patterns or practices of capacity constraints.	8/25/16
Title VI	D. 289	Lacking a language assistance plan	The grantee must provide the FTA RCRO with evidence of SamTrans and contractor staff training as outlined in the LAP as well as evidence that LAP training will be conducted in accordance with SamTrans' Title VI program in the future.	8/25/16
Procurement	D.64	No contract administration system	The grantee must provide the FTA regional office with documentation of an adequate contract administration system. The grantee must submit revised contract administration procedures and evidence of staff training on the new procedure	7/26/16
	D.183	No verification that excluded parties are not participating	The grantee must submit to the FTA regional office evidence of training on the requirement to check the SAM.gov website prior to awarding contracts. For the next procurement, the grantee must also submit documentation that the required process was implemented to the FTA regional office.	7/26/16
	D.271	Lacking required cost/price analysis	The grantee must provide the FTA regional office documentation that it has updated its procurement process to include performing a detailed cost and price analysis for every procurement action including contract modifications and evidence of training on this requirement. For the next procurement, the grantee must also submit documentation that the required process was implemented.	7/26/16
DBE	D.345	DBE certifications not adequate	The grantee must submit to the RCRO evidence that it has implemented standards and procedures to determine initial and continued DBE eligibility in accordance with 49 CFR Part 26.61-26.91 and that it has updated the DBE program in TrAMS to reflect the new procedures.	7/26/16

	D.561	DBE directory is not updated timely	The grantee must submit to the RCRO implemented procedures to ensure that DBE directory is updated timely and contains all required information.	7/26/16
	D.308	DBE goal achievement analysis not completed or not submitted	The grantee must submit to the FTA RCRO the required shortfall analysis for the missing year and a corrective action plan, along with a written process to ensure future analyses are completed timely.	7/26/16
	D.264	DBE policy not updated	The grantee must submit an updated DBE program in TrAMS and notify the FTA RCRO.	8/25/16
	D.329	DBE uniform reports do not include required information	The grantee must submit to the FTA RCRO procedures for including all applicable FTA funded contracting activity, including the activity of sub recipients, in future reports and inform the RCRO of the implementation of these procedures with the submission of the next semi-annual report. The grantee must also submit documentation demonstrating how procurement records reconcile with DBE reports	8/25/16
Drug-Free Workplace/ Drug and Alcohol Program	D.173	Drug and/or alcohol program vendors not properly monitored	The grantee must submit to the FTA regional office procedures for monitoring drug and alcohol program vendors along with evidence of implementation	7/26/16
EEO	D.225	EEO monitoring/reporting system deficiencies	The grantee must develop and submit to the FTA RCRO a detailed monitoring and reporting system.	6/27/16

Source: SamTrans, 2016

Notes: 1. Documentation for all corrective actions submitted by SamTrans by the deadline set by FTA.

4. OPERATIONS PLAN AND BUDGET

This chapter presents the operations plan and budget for the next ten years, including the key assumptions that form the foundation of the ten-year operating budget for SamTrans.

4.1. Summary of Major Service Assumptions

No significant service changes are assumed over the 10-year life of this SRTP, given the current emphasis on increasing ridership and reducing operating costs for existing services and operations. SamTrans takes the approach of continuous improvement and constantly monitors service, making adjustments as appropriate within available fiscal resources. The last major service update was the SSP, adopted in 2013. SSP recommendations continue to be implemented and monitored, as discussed in Section 2.2.2.

Paratransit demand has consistently been on the rise since FY 2014, growing about 9 percent between FY 2015 and FY 2016. In response, operating costs for paratransit are projected to increase to accommodate increased demand. In addition, the paratransit fleet is expanding slightly in the next few years to meet demand for these services, discussed in more detail in Chapter 5.

4.1.1. Fixed-Route Services

The following table illustrates some key performance indicators for the SSP. The SSP initially saw ridership increases but ridership dropped in FY 2016, as summarized in Table 15. Currently the system is performing at the same levels as pre-SSP. Staff is identifying potential measures for increasing ridership, exploring options such as express bus routes, targeting specific audiences including youths and seniors, and creating a real-time mobile ticketing application.

Table 15: Average Weekday Ridership for Fixed-Route Services (FY 2014 – FY 2016)

Year	Total Ridership	Percent Change per Year	Average Weekday Ridership	Percent Change per Year
FY 2014	12,784,390	-	41,840	-
FY 2015	13,158,700	2.9%	42,980	2.7%
FY 2016	12,793,750	-2.8%	41,660	-3.1%

Source: SamTrans, 2016

Route FLX San Carlos was implemented under the theme of “try new things” and provided a new service model in which the route alternated between fixed-route and demand-response. Unfortunately, the FLX San Carlos performed poorly, averaging approximately two passengers per hour and resulting in high operational costs. In June 2016, a Title VI analysis was conducted and the route was eliminated. Funds

from this service were reallocated to partially fund a new school tripper service to Carlmont High School in San Carlos.

SamTrans learned some key takeaways from FLX San Carlos experience, including:

- Demand-response reservations could only be made 24 hours in advance, at the earliest; for some riders this limitation likely eliminated the intended convenience of the service, especially when compared to other rideshare services such as those provided by transportation network companies (TNCs) like Lyft and Uber.
- There were no methods with which to check real-time route information, only scheduled times. Real-time bus information is a functionality SamTrans is working to include in the mobile ticketing application currently being development.
- The service area of the route did not cover a large portion of residential areas in San Carlos, operating only on the perimeters. This meant some riders would have had to walk more than one-half mile from some locations to access the route.
- Lastly, FLX San Carlos took approximately 45 minutes to serve 8.6 miles, which was also potentially too slow for some customers.

4.1.2. Paratransit

Between FY 2015 and FY 2016, Redi-Wheels ridership increased by 9 percent. This increase is reflective of the aging population and increased number of registered Paratransit customers. In addition, this trend is also reflective of national trends. According to METRO Magazine's 2016 Paratransit Survey, 70 percent of transit agency respondents experiences an increase in ADA ridership between 2014 and 2015. About 58 percent of agencies reported that travel training, like SamTrans' Mobility Ambassador Program, have helped cut costs by moving more riders to fixed-route services.

There is a direct relationship to ridership growth and service level growth, i.e. a one percent ridership increase will require a one percent increase in service levels. Redi-Wheels and RediCoast ridership is expected to grow by one percent annually during the 10-year period for this SRTP. Service levels are expected to grow at the same rate as ridership.

With increased demand, also comes increases in operating costs. The cost of providing ADA programs is expected to increase six percent annually over the next ten years. This assumption is based on a five year average of annual growth in costs.

4.1.3. Shuttles

It is assumed that the various shuttle services will generally maintain their current level of operations over the life of this plan, with details of operating plans and budgets described in Sections 4.2.3 and 4.3.4.

4.1.4. Caltrain

Details of Caltrain major service assumptions can be found in the Caltrain SRTP.

4.2. Operating Plan

SamTrans is a multimodal system of coordinated transit services including bus, paratransit and shuttles, each playing an integral role in meeting the transportation needs of the community. However, the SamTrans' funding resources do not match the growth of transit demand and services county-wide, especially as the regional economy and housing market continues to thrive.

As illustrated in Table 19, on page 75, SamTrans has a structural deficit that needs to be addressed. The operating plan presented in this SRTP does not set forth a long-range, detailed plan for tackling the deficit, but it does include adjustments made since the last SRTP to address this problem. Staff and the Board, working within the guidance of the Strategic Plan, continue to focus on strategies to address the deficit and overall funding shortfalls in the long-term. A number of efforts have already been initiated, and an ongoing dialogue continues.

SamTrans will be monitoring all of its services to ensure the most productive system possible. The District will continue to form partnerships such as those with employers who help fund shuttle services as well as explore and foster relationships to form innovative public-private partnerships to fund transit.

4.2.1. Fixed-route

As of August 2016, the fixed-route bus system consists of 95 routes, with one route providing express service, 40 routes providing community service, and 34 routes connecting to the BART and/or Caltrain systems. These services are summarized in Section 1.5. No new major service changes are assumed over the SRTP plan period SamTrans will continue its ongoing review of transit services to identify opportunities for restructuring the delivery of Transportation to improve service, increase cost-efficiency, and be innovative.

As discussed in Section 1.6.1, SamTrans has implemented the first in a two-series plan of fare increases. Overall, the changes including an across the board increase on adult passes, increasing the age for youth riders to 18 to align with the region's operators, and modifying the youth fares to align with the eligible discount fare category. The operating plan reflects these fare increases, the first of which was implemented in January 2016 and the next planned for January 2019. Fare revenue increases of 10 percent are assumed every three years (2019, 2022, and 2025).

Service Planning Committee

The District continues to maintain an internal technical team, the Service Planning Committee, consisting of staff from several departments throughout the agency to monitor SSP adjustments and consider route adjustments and recommendations. The Committee is responsible for reviewing all proposed service modifications and provides recommendations for service changes.

Service recommendations were based on several factors such as market conditions, financial health, route productivity, and consumer input. In the case of the SSP changes, an extensive route analysis was used to measure the performance of all routes. Four performance indicators were used including:

- Subsidy per passenger

- Farebox recovery
- Passengers per mile
- Passengers per hour

Projected key performance measurements and projections for fixed-route service through FY 2026 are presented in Table 16.

Table 16: Fixed-route Service Levels and Ridership Assumptions (FY 2017 – FY 2026)

Year	Annual Ridership	Revenue Miles	Revenue Hours	Fare Revenue[1]	Operating Costs
FY2017	12,406,094	6,380,000	530,000	$18,638,000	$117,968,986
FY2018	12,530,155	6,440,000	535,000	$17,707,371	$122,251,794
FY2019	12,655,456	6,500,000	540,000	$18,641,934	$126,372,363
FY2020	12,782,011	6,560,000	545,000	$19,610,781	$130,638,183
FY2021	12,909,831	6,620,000	550,000	$19,806,889	$135,054,515
FY2022	13,038,929	6,700,000	561,000	$21,005,205	$139,626,817
FY2023	13,169,319	6,900,000	568,000	$22,276,020	$144,360,750
FY2024	13,301,012	7,000,000	575,000	$22,498,781	$149,262,186
FY2025	13,434,022	7,000,000	582,000	$23,859,957	$154,337,215
FY2026	13,568,362	7,000,000	582,000	$25,303,484	$159,592,155

Source: SamTrans, 2016

Note: 1. FY 2017 fares and operating costs are reflective of the FY 2017 adopted budget.

El Camino Real Bus Rapid Transit Phasing Program

The 27-mile El Camino Real corridor, between Daly City and Palo Alto, is the backbone and highest ridership corridor in the SamTrans bus system. The main bus route serving this corridor is Route ECR with approximately 12,000 boardings daily which accounts for almost one-third of system-wide boardings (see Table 13 for recent ridership trends). In December 2014, SamTrans completed the El Camino Bus Rapid Transit Phasing Study.

In this study, two levels of service were identified:

- Rapid – This service is primarily a faster bus service, achieved by reducing the number of stops along the route.
- Full BRT – This service combines the reduced stop concept of Rapid along with implementing transit priority features to reduce travel time and vehicle/station amenities to provide an enhanced passenger experience.

The BRT Study has identified two service concepts which have potential in the El Camino Real corridor to reduce travel time:

1) An "Overlay" service which would operate along the same route as the ECR, in addition to the existing local Route ECR. This service concept proposes limited stop service, approximately 35-40 stops in each direction, providing faster service between prime locations along the corridor. This concept is forecasted to attract 16,500 daily passengers by 2020 and 26,600 daily passengers by 2040.
2) A "Hybrid", concept that reduces the number of Route ECR stops from approximately 100 to somewhere between 50-75 stops. This scenario would eliminate low usage stops while maintaining the walk distance to stops at a reasonable length. This concept is forecasted to attract 20,000 daily passengers by 2020 and 33,800 daily passengers by 2040.

   Each service concept has its own requirements for hours and miles of bus service. The overlay service concept, operating over the entire corridor from Daly City to Palo Alto at 15-minute frequencies, would require an approximately 59 percent increase in operating costs over the existing Route ECR operating cost, while the 76-stop Hybrid Route ECR, operating at 12-minute frequencies, could increase operating costs by approximately 17 percent.

Next Steps/Implementation

The analysis has shown that there is good potential for a Rapid and / or BRT service to attract significant ridership growth in the El Camino Real corridor. As the current Route ECR is performing well with steady ridership growth, and SamTrans financial capacity is currently limited, SamTrans will continue to refine BRT planning and monitor Route ECR ridership patterns. Pending availability of operating funds, the lead time to introduce a service could be approximately two years, driven by detailed service planning and vehicle and bus operator requirements.

4.2.2. Paratransit

Projected key performance measurements for paratransit through FY 2026 are detailed in Table 16. The District can potentially raise the paratransit fare during the 10-year plan period, from its current fare of $4.25. The current Adult Fare on Fixed-Transit services is $2.25; therefore Paratransit fares could be increased to $4.50 as allowed by Federal ADA regulations. SamTrans will continue the reduced lifeline fare (currently $1.75) to qualified low-income riders in order to cushion the impact of these increases on the most vulnerable members of the disabled community.

Approximately 39 percent of current paratransit riders pay the lifeline fare. SamTrans provides premium paratransit service to six social service agencies for which these agencies pay a premium fare. All "agency" customers are "automatic subscription" customers, have a standing regular reservation and get a specific drop-off and pick-up window at their origin and at the agency. SamTrans also invoices the agencies for the trips (customers do not pay a fare when riding). The cost structure is defined in the codified tariff; $5.00 (standard) and $2.25 (fare assistance). Paratransit drivers receive additional training to provide this premium service.

SamTrans plans to continue several initiatives to ensure its ability to serve all of the demand for ADA paratransit. These include:

- Using supplemental services provided under contract by one or more taxicab companies to serve trips that would otherwise result in low productivity runs.
- Continuing evaluation of the efficiency of installing automated call-ahead notification software to work in conjunction with existing Trapeze software and Advanced Communications Systems (ACS) to alert customers to a ride pick-up short before it arrives.
- Providing travel training to individuals who can use SamTrans fixed-route services instead of paratransit.
- Allowing Redi-Wheels and RediCoast passengers to ride fixed-route service for free.
- Continuing the eligibility screening process with 100 percent in-person assessments conducted by a contractor.
- Working with local jurisdictions and advocates to explore opportunities for partnerships that would help create local services of interest to people with disabilities and older people.
- Continuing Trip-by-trip eligibility - With in-person eligibility, SamTrans can get detailed information about the individual capabilities of Redi- Wheels riders. Applicants can be eligible for paratransit for some trips and SamTrans fixed-route for others. In the last 12 months, approximately 18 percent of applicants were given conditional or trip-by-trip eligibility. SamTrans will continue to enforce trip-by-trip eligibility.
- Pursuing implementation of Community Transit Services - The District plans to continue working with local jurisdictions and advocates to plan community transit services of interest to people with disabilities, older people, and the general public. Such services may be provided through partnerships between the District and local jurisdictions.

Table 17 summarizes the projected service levels, ridership projections, cost, and farebox revenue for the paratransit system through FY 2026.

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Table 17: Paratransit Service Levels and Ridership (FY 2017 - FY 2026)

Year	Annual Ridership	Revenue Miles	Revenue Hours	Fare Revenue[1]	Operating Costs[2]
FY2017	393,619	205,000	3,160,000	$879,000	$18,157,910
FY2018	397,555	215,000	3,315,000	$911,769	$19,247,385
FY2019	401,531	225,000	3,450,000	$945,826	$20,402,228
FY2020	405,546	235,000	3,550,000	$992,694	$21,626,362
FY2021	409,602	245,000	3,650,000	$1,002,621	$22,923,943
FY2022	413,698	255,000	3,750,000	$1,063,280	$24,299,380
FY2023	417,835	265,000	3,850,000	$1,127,608	$25,757,343
FY 2024	422,013	275,000	3,950,000	$1,138,884	$27,302,783
FY 2025	426,233	285,000	4,050,000	$1,207,787	$28,940,950
FY 2026	430,495	295,000	4,150,000	$1,280,858	$30,677,407

Source: SamTrans, 2016

Notes: 1. FY 2017 fares and operating costs are reflective of the FY 2017 adopted budget. Fare revenue increases of ten percent assumed every three years (2019, 2022, 2025). Ridership growth projected to increase at one percent per year.

2. Contracted Paratransit Service cost is projected to increase at a rate of six percent per year. Revenue hours and miles projected to increase at the same rate as ridership growth.

4.2.3. Shuttles

SamTrans Commuter Shuttles – Some additional service is anticipated for the commuter shuttle program over the next ten years, described in more detail in Section 1.4.3 and 3.1.3. Although ridership is expected to grow by one percent per year, there is current enough capacity to accommodate the added ridership. In lieu of fares, employers provide approximately 54 percent of the cost of the service. Nearly one-third of the cost of the program is provided by the Bay Area Air Quality Management District. Table 18 summarizes the service level, ridership projections, total operating cost, and SamTrans operating cost for the Commuter Shuttles service. Passengers do not pay a fare for these shuttle services.

Employer Shuttles (Caltrain) – Caltrain employer shuttles are part of the Caltrain program and details of the Caltrain Shuttle program can be found in the Caltrain SRTP.

Community Shuttles – The C/CAG and TA sponsored shuttle program is grant-based for specific time durations and there are regular calls for projects.

Table 18 summarizes the projected service levels, ridership projections, and costs for the shuttle program = through FY 2026.

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Table 18: Commuter Shuttles Service Levels and Ridership (FY 2017 - FY 2026)

Year	No. of Routes	Annual Ridership	Total Operating Cost[1]	SamTrans Cost
FY2017	8	415,000	1,991,708	$189,608
FY2018	8	425,000	2,051,459	$195,296
FY2019	9	450,000	2,113,003	$201,155
FY2020	9	465,000	2,176,393	$207,190
FY2021	9	475,000	2,241,685	$213,405
FY2022	10	500,000	2,308,935	$219,808
FY2023	10	515,000	2,378,203	$226,402
FY2024	11	550,000	2,449,549	$233,194
FY2025	11	550,000	2,523,036	$240,190
FY2026	11	565,000	2,598,727	$247,395

Source: SamTrans, 2016

Note: 1. FY 2017 fares and operating costs are reflective of the FY 2017 adopted budget

4.2.4. Caltrain

Details of Caltrain operations can be found in the Caltrain SRTP.

4.2.5. Dumbarton Express

The Dumbarton Bridge Regional Operating Consortium (DBROC) will make minor adjustments to Dumbarton Express (DB) routes, schedules and service parameters on an as-needed basis to respond to any budget shortfalls and service needs.

For instance, in response to the DB1 service failing to meet performance requirements by the end of FY 2014/2015 as mandated by Regional Measure 2 policies, the DBROC will be testing the conversion of the DB1 to all-day rather than peak-only service. The DB1 carries more passengers than the all-day DB service and there may be a latent demand for midday service on the DB1. MTC has recommended the continued and augmented funding of the DB1 to allow for the pilot of all-day service for one year. As a condition of funding, AC Transit is required to evaluate the performance of the additional service after the one-year pilot and demonstrate that the cost per passenger has not worsened since the service change. While changing the service to all-day may not necessarily improve the farebox recovery, it lowers the farebox recovery requirement to 20 percent instead of 30 percent. If the pilot is successful, MTC could consider the continued funding of all-day service with Regional Measure 2 operating funds.

Additionally, as part of the Dumbarton Transportation Corridor Study, short- and long-term transportation improvements are being investigated in the Dumbarton Corridor, including potential enhancements to DB services.

4.3. Operations Budget

As discussed in Chapter 2, Section 2.1, an important issue which SamTrans has been confronting is its structural deficit.

As previously mentioned, no significant service changes are assumed over the 10-year period of this SRTP. Although revenue is forecast to exceed the direct cost of providing bus, paratransit, Caltrain, and shuttle services, as shown on Table 19**,** SamTrans' ongoing capital needs and debt service costs create net annual budget deficits. Through most of the duration of this SRTP (FY 2017 – 2026) the District's reserve funds will cover these annual deficits. Since the last SRTP, the District has implemented measures to reduce the structural deficit, including lowering its annual debt payments. However, staff and the District Board are aware that there is more to be done.

On the cost side, after years of reduced labor costs due to layoffs, hiring freezes, and mandatory furlough days, the District has begun to see its operating costs rise as it fully staffs up again. In addition, contract costs for motor bus and paratransit services continue to rise.

Strategic Plan actions aimed at reducing operating costs include:

- Ongoing implementation of the TSP Strategic Plan as required by MTC.
- Evaluating service enhancements that reduce bus operating costs (e.g., car relief for operators, alternative service models for low density suburban areas).
- Incorporating safety, security, and sustainability considerations into financial decision making.
- Investing in fleet and facility improvements that conserve natural resources, reduce waste, and control costs.
- Improving projections of lifecycle costs into project decision making.
- Maximizing long-term financial savings by incorporating a full evaluation of economic, environmental, and social costs in the decision-making process.
- Developing a reserves policy

Another critical issue is the pursuit of a dedicated funding source for Caltrain operations.

On the revenue side, SamTrans will soon undertake a Comprehensive Fare Study. This study will conduct a deeper dive into fare trends and projections and ultimately to establish a regular pattern of fare increases over time.

As part of the Strategic Plan, the District is also pursuing actions to increase revenue including:

- Implementing strategies to increase ridership on fixed-route bus services.
- Developing a fare structure that makes the system easier to use, encourages people to ride and is easier to administer, via the Comprehensive Fare Study.
- Including a metric of "return on investment" when evaluating financial and procurement strategies.
- Maximizing potential for cap-and-trade revenue opportunities.
- Charging market rate for all services and property provided to third parties.
- Enhancing pursuit of grant opportunities.
- Exploring creative revenue sources, like expanded sponsorship of SamTrans assets.

- Considering partnerships with other stakeholders to fund alternatives to traditional SamTrans fixed-route transit service.
- Assessing all real estate holdings/leases and evaluate long-term options for increasing revenue, including use of Central, North Base, South Base, Pico Boulevard (access road to South Base) and Brewster Avenue (contractor base in Redwood City).

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Table 19: Ten-Year Operating Budget

	Actuals				Projections								
	FY2014	FY2015	FY2016	FY2017 Adopted Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
SOURCES OF FUNDS													
Motor Bus Fares	$17,718,321	$18,025,765	Audited Actuals for FY 2016 not yet available	$18,638,000	$17,707,371	$18,641,934	$19,610,781	$19,806,889	$21,005,205	$22,276,020	$22,498,781	$23,859,957	$25,303,484
Paratransit/Redi--Wheels Fares	$838,608	$790,660		$879,000	$911,769	$945,826	$992,694	$1,002,621	$1,063,280	$1,127,608	$1,138,884	$1,207,787	$1,280,858
TDA Funds: General Operating Assistance	$34,505,186	$34,458,615		$37,540,609	$36,429,124	$37,339,852	$38,273,349	$39,230,182	$40,210,937	$41,216,210	$42,246,616	$43,302,781	$44,385,351
TDA Funds: Redi-Wheels	$1,770,741	$1,653,834		$1,844,243	$1,890,349	$1,937,608	$1,986,048	$2,035,699	$2,086,592	$2,138,756	$2,192,225	$2,247,031	$2,303,207
STA Funds: Base	$4,793,708	$2,650,181		$2,609,106	$2,408,776	$2,432,864	$2,457,193	$2,481,765	$2,506,582	$2,531,648	$2,556,965	$2,582,534	$2,608,360
STA Funds: Paratransit	$563,725	$437,266		$367,480	$314,450	$317,595	$320,771	$323,979	$327,218	$330,490	$333,795	$337,133	$340,505
Pass through to Other Agencies	$373,168	$383,948		$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000	$69,000
State Federal Operating Grants	$8,437,385	$7,581,303		$4,010,671	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000
San Mateo County TA Measure A	$8,545,031	$9,140,000		$9,960,000	$10,010,318	$10,260,576	$10,517,090	$10,780,018	$11,049,518	$11,325,756	$11,608,900	$11,899,122	$12,196,601
San Mateo County Measure A	$5,000,000	$5,000,000		$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$3,750,000	$0	$0	$0
AB434 Funds	$566,000	$438,280		$109,000	$109,000	$109,000	$109,000	$109,000	$109,000	$109,000	$109,000	$109,000	$109,000
District 1/2 Cent Sales Tax	$77,606,796	$80,974,725		$83,000,000	$83,419,317	$85,504,800	$87,642,420	$89,833,481	$92,079,318	$94,381,301	$96,740,833	$99,159,354	$101,638,338
Investment Interest	$1,555,494	$915,996		$1,090,519	$1,090,519	$1,090,519	$1,090,519	$1,090,519	$1,090,519	$1,090,519	$1,090,519	$1,090,519	$1,090,519
Ad Income	$1,117,900	$1,067,522		$1,149,000	$1,183,470	$1,218,974	$1,255,543	$1,293,210	$1,332,006	$1,371,966	$1,413,125	$1,455,519	$1,499,184
Rental/Other Income	$2,675,676	$3,239,018		$3,066,888	$3,485,295	$3,576,353	$3,970,144	$4,066,748	$4,166,251	$4,485,724	$4,620,296	$4,758,905	$4,901,672
Measure M, Paratransit Funds	$1,400,000	$1,400,000		$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000	$1,400,000
Shuttle Funds	$1,837,140	$655,395		$1,693,100	$1,743,893	$1,796,210	$1,850,096	$1,905,599	$1,962,767	$2,021,650	$2,082,299	$2,144,768	$2,209,111
TOTAL SOURCE OF FUNDS	$169,304,879	$168,812,508		$172,426,616	**$167,477,652**	**$171,946,111**	**$176,849,648**	**$180,733,709**	**$185,763,193**	**$189,930,650**	**$190,406,239**	**$195,928,411**	**$201,640,189**
Annual Change					0%	3%	3%	2%	3%	2%	0%	3%	3%
USES OF FUNDS													
Motor Bus	$87,002,708	$99,477,369		$117,968,986	$122,251,794	$126,372,363	$130,638,183	$135,054,515	$139,626,817	$144,360,750	$149,262,186	$154,337,215	$159,592,155
A.D.A. Programs	$13,756,643	$14,060,620		$18,157,910	$19,247,385	$20,402,228	$21,626,362	$22,923,943	$24,299,380	$25,757,343	$27,302,783	$28,940,950	$30,677,407
Caltrain	$5,440,000	$6,260,000		$6,640,000	$10,000,000	$11,224,600	$10,917,200	$10,917,200	$10,917,200	$10,917,200	$10,917,200	$10,917,200	$10,917,200
Other Multi-Modal Programs	$2,819,352	$1,490,767		$2,161,708	$2,226,559	$2,293,356	$2,362,156	$2,433,021	$2,506,012	$2,581,192	$2,658,628	$2,738,387	$2,820,538
Pass through to Other Agencies	$373,168	$383,948		$79,780	$79,780	$79,780	$79,780	$79,780	$79,780	$79,780	$79,780	$79,780	$79,780
Land Transfer Interest Expense	$45,895	$41,315		$45,716	$45,716	$45,716	$45,716	$45,716	$45,716	$45,716	$45,716	$45,716	$45,716
TOTAL USES OF FUNDS	$109,437,766	$121,714,019		$145,054,100	**$153,851,234**	**$160,418,043**	**$165,669,397**	**$171,454,176**	**$177,474,905**	**$183,741,981**	**$190,266,293**	**$197,059,248**	**$204,132,796**
Annual Change					6%	4%	3%	3%	4%	4%	4%	4%	4%
TOTAL OPERATING SURPLUS/(DEFICIT)	$59,867,113	$47,098,489		**$27,372,516**	**$13,626,418**	**$11,528,068**	**$11,180,251**	**$9,279,533**	**$8,288,288**	**$6,188,669**	**$139,945**	**($1,130,837)**	**($2,492,607)**
Sales Tax Allocation - Capital Programs	$1,514,321	$5,857,267		$6,071,968	$10,557,226	$7,020,680	$7,434,160	$12,761,389	$14,551,884	$15,706,872	$12,034,500	$8,484,827	$10,949,540
Total Debt Service	$24,478,796	$23,296,076		$21,676,445	$21,631,424	$21,612,357	$19,358,210	$19,148,940	$19,149,881	$19,144,577	$19,142,898	$19,137,806	$19,135,723
Net Annual Surplus/(Deficit)	$33,873,996	$17,945,146		**($375,897)**	**($18,562,231)**	**($17,104,970)**	**($15,612,119)**	**($22,630,795)**	**($25,413,477)**	**($28,662,780)**	**($31,037,452)**	**($28,753,470)**	**($32,577,870)**

Source: SamTrans, 2016
Note: Audited actuals for FY 16 not yet available at the time of publishing the Draft SRTP.

4.3.1. Key Operational Cost Drivers and Trends

Changes in Fare Revenue

As noted earlier, fare revenue increases of ten percent are assumed every three years, including 2019, 2022, and 2025. In FY 2017 / FY 2018 SamTrans is planning on conducting a Comprehensive Fare Study to inform long-term fare policy.

Changes in Expenses

As discussed in Section 4.3, direct operating costs have risen significantly in recent years, due in part to increased labor costs. Although revenues are projected to cover direct service operating costs ongoing capital needs and debt service create a structural deficit which will need to be addressed to ensure the financial sustainability of the District in the long term. Table 19 shows the projected expenses through FY2026.

Funding Sources

Table 19 shows revenue assumptions for fares, grants (local, state, federal), and sales tax sources. In recent years, the District has experienced a rebound in sales tax revenues due to an improvement in the local economy and is currently projecting growth of two and a half percent from year to year. A full discussion of capital funding sources is presented in Chapter 5.

4.3.2. Major Budget Assumptions

Major operating budget assumptions for fixed-route services through FY 2026 are described below.

Fixed-Route Budget Assumptions

- Fixed-route and paratransit ridership are both expected to grow at a rate of one percent annually through the duration of this 10-year plan. The ridership growth rate in this SRTP is conservative for the purposes of projecting the operational budget over the next ten years. In contrast, the Strategic Plan goal represents aspirational targets that focus the organization to "move the needle" on key metrics that drive the district's long-term success.
- Revenues are assumed to grow one percent annually in the years where no fare increases are planned.
- Generally, operating costs are projected to increase 3 percent annually through the life of this SRTP, except for:
    - Fringe benefits at four percent
    - Fuel at five percent
    - Contracted bus service at four and one-half (4.5) percent
- Together, bus exterior and bus shelter advertising generated approximately $1,000,000 in FY2015 and is assumed to continue to generate this level of funding

Major operating budget assumptions for paratransit services through FY 2026 are described below.

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Paratransit Budget Assumptions

- Operating costs are projected to increase 6 percent annually through the life of this SRTP
- Service level increases are expected to coincide with ridership increases, approximately one percent annually.
- Revenues are assumed to grow one percent annually in the years where no fare increases are planned.

Employer Shuttles (BART)

- Approximately 90 percent of the program is financed with Bay Area Air Quality Management District and Employer funds. The balance is funded by SamTrans. The funding split is expected to remain relatively unchanged over the next 10 years.

Caltrain Contributions

Per the Peninsula Corridor Joint Powers Board agreement, Santa Clara, San Francisco, and San Mateo Counties all contribute towards the costs associated with operating Caltrain. A portion of the contribution from SamTrans to Caltrain is actually funded by Measure A funds administered by the San Mateo County Transportation Authority. In addition to that funding, the SRTP assumes that SamTrans supports Caltrain at the level indicated in JPB's application for federal Core Capacity funds.

Employer Shuttles (Caltrain)

- Caltrain employer shuttles are part of the Caltrain program. Details of the Caltrain Shuttle program can be found in the Caltrain SRTP.

Plan Bay Area

SamTrans submitted input to MTC for the Plan Bay Area update in FY 2015. There are a few key differences between the assumptions included in the Plan Bay Area update and this SRTP's operating budget, summarized below:

- The base year in the two documents is different, with Plan Bay Area being FY 2015 and SRTP FY 2017. The amounts for the SRTP in FY 2017 are lower than in the base:
    - Fares are $3.9 million lower
    - Transit Development Act (TDA) revenues are $3.7 million lower
    - State Transit Assistance (STA) revenues are $2.1 million lower
    - Sales tax revenues are $1.7 million lower
- Other changes include:
    - ADA costs are $2.4 million higher
    - The Plan Bay Area did not include a sales tax contribution to the capital program
    - The Caltrain contribution in the SRTP is larger

In a few cases, there are different assumptions for growth rates. While revenue and fare growth is the same between Plan Bay Area and this SRTP there are differences in the growth of expenditures. The Plan Bay Area assumed 3.75 percent growth universally; as noted above, this SamTrans presents a more granular approach to expenditure growth in this SRTP.

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5. CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) describes and discusses the capital programs (vehicles, facilities and equipment) required to provide the operations and services established in the operations plan and budget described in Chapter 4. The CIP provides the basis for requests for federal, state and regional funding for capital replacements, rehabilitation, enhancement, and expansion projects. The CIP is financially constrained in that it reflects SamTrans' reasonable expectation of funding availability during the same time period to support the delivery of the projects.

SamTrans' planning for and implementation of capital projects involves the integration of internal planning, budgeting, and project approval processes, with the MTC regional programming processes and practices. The Capital Plan Development section describes how these two processes are linked, and the Funding Sources section includes a summary of the funding that is reasonably expected to be available to the District. The next section, Ten-Year Capital Improvement Requirements, describes the various components of the CIP. The projected costs of the various capital projects over the next ten years are summarized in Table 20.

5.1. Capital Plan Development

5.1.1. Plan Development

Several primary planning documents are used to identify SamTrans' capital and operating needs. Current federal and state legislation requires that programs and projects for which SamTrans is seeking funding must first be identified in the SRTP, whether as a specific project or as a general program. Historically, annual ("mini") updates of the SRTP occur every year with a full update every two years, including this year. Each year, SamTrans determines which programs and projects should be submitted to MTC for possible federal, state or local grant funding.

Another planning document that outlines the annual element of the CIP is the SamTrans operating budget. SamTrans adopts an annual capital budget, driven by the needs in the CIP, updated to reflect the following factors: new funding opportunities, differences in the actual versus anticipated funding allocations, changes in SamTrans capital needs that are identified during the annual budgeting process and improvements required as a result of regulatory or legal requirements.

Programs or projects identified in the SRTP are included in MTC's federal multi-year Transportation Improvement Program (TIP). A scoring process was adopted by the various transit operators in the region to establish priorities for capital funding. MTC, along with the nine county CMAs, develops a Regional Transportation Improvement Program (RTIP). District programs/projects must be in the TIP and RTIP to receive consideration for federal and state-administered Transportation funding respectively.

5.1.2. Federal Elements

In December 2015, the Fixing America's Surface Transportation (FAST) Act was signed into law—the first federal law in over a decade to provide long-term funding certainty for surface transportation infrastructure planning and investment. The FAST Act authorizes $305 billion over fiscal years 2016 through 2020 for highway, highway and motor vehicle safety, public transportation, motor carrier safety, hazardous materials safety, rail, research, technology, and statistical analytics. Of this, approximately $61B is dedicated to transit through the FTA.

Because SamTrans operates routes in three counties – San Francisco, San Mateo, and Santa Clara – District planning activities must be coordinated with the MTC and Congestion Management Agencies and/or Transportation Authorities for each county.

Other federal legislative acts, such as the Clean Air Act (CAA) and the ADA, also have a major influence on the District's Transportation and capital plan.

5.1.3. Regional Elements

Regional and local mandates and interagency processes within the region play a major role in the District's capital planning processes. Unlike many urbanized areas (UZA) of the country, the nine-county Bay Area has approximately 20 public transit operators that compete with street and highway projects for limited capital and operating funds. In repose, MTC uses a Regional Priority Model for projects that are eligible in multiple UZAs, to minimize the impact on those operators who are only eligible in one UZA.

The regional planning cycle for grant-funded projects begins with the development of the regional TIP, which includes the transportation-related capital projects for which federal funding is requested. The TIP is updated every two years but may be amended between updates. Various public entities, such as municipalities, county agencies, and regional agencies oversee other regional processes that impact SamTrans' capital planning, including:

- Land use and Development Planning
- Congestion Management
- Air Quality Management

SamTrans uses regional planning documents in its capital planning process, such as:

- Regional Transportation Plan (RTP) for the San Francisco Bay Area (MTC)
- California Transportation Plan (Caltrans)
- California Clean Air Act (State of California)
- Bay Area Clean Air Plan (Bay Area Air Quality Management District)
- San Mateo County documents

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5.1.4. SamTrans elements

The development of SamTrans' CIP is based on SamTrans' Strategic Plan Vision Statement, Goals, and Objectives, and the proposed Operating Program. In addition, active participation in regional Transportation planning forums, compliance with federal, state and local mandates, existing regional Transportation plans, input from internal departments and the District's fiscal policies are all integral to the development of the Plan.

5.2. Funding Sources

5.2.1. Federal Grants

Federal Transit Administration (FTA)

Funding programs available from the FTA that have been used by the District to address capital needs include:

Urbanized Area Formula Funds (5307)

This section provides funding for the acquisition, construction, improvement, and maintenance of transit facilities and equipment. Resources are allocated to urban areas according to a formula and are usually matched on an 80 percent federal, 20 percent local basis. Up to ten percent of the total annual formula funds can be set aside for paratransit services under the ADA – an amount calculated by the MTC.

State of Good Repair Grants (5337)

This program replaces the fixed guideway modernization program (Section 5309). Funding is limited to fixed guideway systems (including rail, bus rapid transit, and passenger ferries) and high-intensity bus (i.e. buses operating in high occupancy vehicle (HOV) lanes.) Projects are limited to replacement and rehabilitation, or capital projects required to maintain public transportation systems in a state of good repair.

Bus and Bus Facilities Program (5339)

This competitive capital program provides funding to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities. The San Carlos Transit Center and hybrid bus purchase projects previously received these funds.

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Rural Area Formula Grants (5311)

This program provides capital, planning, and operating assistance to support public transportation in rural areas, defined as areas with fewer than 50,000 residents. Funding is based on a formula that uses land area, population, and transit service. SamTrans typically uses these funds to help subsidize bus service on the Coastside of San Mateo County, though the funds could be used for capital replacement if needed.

Enhance Mobility of Seniors and Individuals with Disabilities (5310)

This program provides discretionary funding to increase the mobility of seniors and persons with disabilities. Funds are apportioned based on each State's share of the targeted populations and are now apportioned to both States (for all areas under 200,000) and large urbanized areas (over 200,000).The former new Freedom program (5317) has been folded into this program. The new Freedom program provided grants for services for individuals with disabilities that went above and beyond the requirements of the Americans with Disabilities Act (ADA). The District has used these funds to purchase additional cutaway buses to respond to paratransit service increases and travel training programs. The funds are currently being used for the development of a mobility management plan and to expand the Veteran's Mobility Corp.

Federal Highway Administration (FHWA)

Congestion Mitigation and Air Quality Program (CMAQ)

The Congestion Mitigation and Air Quality improvement Program (CMAQ) provides funding for Clean Air Act projects, State Implementation Plan Projects, and other projects that the Department of Transportation and the federal Environmental Protection Agency determine will help attain mandated air quality standards. Demonstration service projects are eligible for this funding source. MTC has used CMAQ funds to fund bus retrofit projects to install clean air emission devices on urban coaches. Funds are apportioned to every state based on the population in "non-attainment" areas, adjusted to the severity of the pollution. The Bay Area has been designated as one of these non-attainment areas. These funds can be transferred from the Federal Highway Administration (FHWA) to the FTA.

Surface Transportation Program (STP)

The Surface Transportation Program provides funding for highways, bridges, transit capital, bicycle and car pool programs, and other multimodal uses. It provides flexible funding that may be used for transit capital projects, and intracity and intercity bus terminals and facilities.

5.2.2. State and Regional Grants

Regional Bridge Tolls

Bridge toll revenues provide funding for transit projects on or near bridge corridors that help to relieve bridge traffic and/or provide alternative public transit services. Types of projects that can receive such funding include bicycle facilities, ferry planning, capital and operations, and rail extensions that serve bridge corridors. Bridge toll revenues normally serve as state and local match for SamTrans and other operators to leverage federal capital funds. In general, funding available from this source has not been

sufficient to provide the match for all funded capital projects. The first priority for matching funds is given to projects funded under the federal Section 5307 and 5339 program.

Bridge Toll Funding Regional Measure 2

Regional Measure 2 (RM2), established in 2004, increased bridge tolls by $1.00 on the seven state-owned toll bridges in the Bay Area to fund projects that help ease congestion in the transbay bridge corridors and to enhance the convenience and reliability of the Bay Area's public transit system. Transit projects receiving Regional Measure 2 funds include a BART link to Oakland Airport and the first leg in the planned BART extension to Silicon Valley; redevelopment of San Francisco's Transbay Terminal, seismic retrofit of the transbay BART tube, expanded Caltrain service along the Peninsula and planning for the introduction of commuter rail service over a rehabilitated Dumbarton rail bridge. RM2 funds will also support express and local bus service, and new ferries for expanded transbay service. In addition to capital investments, the Regional Traffic Relief Plan dedicates up to 38 percent of total annual receipts to providing operating funds for commuter rail, express and enhanced bus and ferry service. These funds have been used to provide real time transit information for both Caltrain and SamTrans. It has also been used to develop an inventory of regional rail right-of-ways.

State Transportation Improvement Program (STIP)

The State Transportation Improvement Program (STIP) is the major program for state transportation funds. Eligible projects include improvements on state highways, local roads, public transit, pedestrian and bicycle facilities, rail grade separations, transportation system management, transportation demand management, soundwall projects, intermodal facilities, and safety projects. STIP funding cannot be used for transit operations. STIP consists of two main categories:

1) Regional Transportation Improvement Program (RTIP) – These are the funds included in the Regional Transportation improvement Program, and are directly programmed in the Bay Area by MTC on a biennial basis. While the California Transportation Commission allocates funds, decisions on what should be included in the program, and the responsibility for amending, delivering and managing the program, fall to MTC. Seventy-five percent of all state funds available for capital programming flow through this mechanism.
2) The State interregional Transportation improvement (ITIP) Funds – Caltrans is responsible for programming the ITIP.

Transportation Fund for Clean Air (TFCA)

The Bay Area Air Quality Management District administers the Transportation Fund for Clean Air (TFCA), program which draws its revenue from vehicle registration fees in the Bay Area. Forty percent of the funds raised in each county, known as program manager TFCA funds, are returned to that county and administered by a designated county agency. In the case of San Mateo County, this is C/CAG's responsibility. The remaining 60 percent go first to certain pre-established programs, with the remainder distributed on a competitive basis as part of regional TFCA funds. Project criteria are very specific and only transportation projects that result in a demonstrable reduction of vehicular emissions

in the Bay Area are eligible for funding. SamTrans receives program manager TFCA funding on an annual basis to help underwrite the SamTrans BART shuttle program.

Low Carbon Transportation Operations Program (LCTOP)

The LCTOP program provides State cap and trade funds on a formula basis to transit agencies and Metropolitan Planning Organizations, MTC in the Bay Area, to help fund transit projects and transit operations that reduce greenhouse gas (GHG) emissions. Specifically, approved LCTOP projects will support new or expanded bus service, expand intermodal transit facilities, and may include equipment acquisition, fueling, maintenance and other costs to operate these services or facilities. The amount of funds available is dependent on state-wide auctions of emissions credits. The program is administered by Caltrans in coordination with Air Resource Board (ARB) and the State Controller's Office (SCO).

5.2.3. Local Funds

San Mateo County Transit District Half-Cent Sales Tax

Since 1982, county merchants have collected a permanent half-cent sales tax for transit purposes. Proceeds are used to help underwrite the SamTrans operating budget, as well as a portion of the capital budget, including as local match to leverage federal, state and regional funding sources.

San Mateo County Transportation Authority Measure Half-Cent Sales Tax

The Measure A sales tax, initially approved by County voters in 1988, along with its reauthorization, passed by voters in 2004 to extend the sales tax from 2009 through 2033, provides funding for transportation improvements in San Mateo County. SamTrans receives Measure A funds for San Mateo County's share of capital and operating support to Caltrain, support for the SFO BART extension, SamTrans shuttle services and a Paratransit Trust Fund that provides interest income in perpetuity to support accessible paratransit service.

San Mateo County Vehicle Registration Fee

The C/CAG sponsored Measure M, approved by the voters of San Mateo County in 2010, imposes an annual fee of ten dollars ($10) on motor vehicles registered in San Mateo County for transportation-related traffic congestion and water pollution mitigation programs. The revenue is estimated at $6.7 million annually over a 25 year period. Per the expenditure plan, 50 percent of the net proceeds will be allocated to cities/County for local streets and roads and 50 percent will be used for countywide transportation programs such as transit operations, regional traffic congestion management, water pollution prevention, and safe routes to school. SamTrans receives approximately $1.4 million annually to support paratransit operations.

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5.3. Ten-Year Capital Improvements Requirements

The ten-year CIP is focused on maintaining and upgrading existing services and facilities. Presented in Table 20, the CIP assumes an approximate $235 million capital program dependent upon internal and external funding from federal, state and regional sources. Key components of the CIP beyond ongoing maintenance needs include:

- Vehicle Replacement
  - Life-cycle upgrades
  - Electric Bus Pilot Program
- Vehicle Expansion
  - New Cutaway Vehicles for Redi-Wheels
- Intelligent Transportation Systems (ITS)
  - Fare collection system replacement
  - Clipper 2.0 implementation support, scheduled for 2022-2024
- Safety and Security
  - Dumbarton Corridor right-of-way fencing
  - Closed Circuit Television (CCTV)
  - Facility Security Systems

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SRTP TABLE 20: FY 2017 - 2026 CAPITAL IMPROVEMENTS PROGRAM

QTY	YEAR	Description	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-year Total
REVENUE VEHICLES: REPLACEMENT & REHABILITATION			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
21	2015	El Dorado (22' cutaway)	$ -	$ -	$ -	$ -	$ -	$ 2,793,000	$ -	$ -	$ -	$ -	$ 2,793,000
9	2016	EL DORADO (22' Cutaway, Redi-Wheels)	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,215,000	$ -	$ -	$ -	$ 1,215,000
14	2015	El Dorado (Minivans)	$ -	$ -	$ 756,000	$ -	$ -	$ -	$ 812,000	$ -	$ -	$ -	$ 1,568,000
10	2011	El Dorado (Minivans)	$ -	$ -	$ -	$ -	$ 560,000	$ -	$ -	$ -	$ 600,000	$ -	$ 1,160,000
3	2013	El Dorado (22' Cutaway)	$ -	$ -	$ -	$ 387,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 387,000
40	2009	Gillig (35')	$ -	$ -	$ -	$ -	$ 20,680,000	$ -	$ -	$ -	$ -	$ -	$ 20,680,000
91	2009	Gillig (40')	$ -	$ -	$ -	$ -	$ 51,415,000	$ -	$ -	$ -	$ -	$ -	$ 51,415,000
4	2009	Gillig (29')	$ -	$ -	$ -	$ -	$ 1,896,000	$ -	$ -	$ -	$ -	$ -	$ 1,896,000
4	2013	Gillig (29')	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,992,000	$ -	$ 1,992,000
25	2013	Gillig Hybrid (40')	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 21,500,000	$ -	$ 21,500,000
21	2014	Gillig (40')	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,270,000	$ 18,270,000
12	2014	Gillig (29')	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,048,000	$ 6,048,000
10	2018	Electric Buses	$ 7,250,000	$ 2,920,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,170,000
1	2017	Bike Rack - Unit Replacement	$ 198,300	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 198,300
			$ 7,448,300	$ 2,920,000	$ 756,000	$ 387,000	$ 74,551,000	$ 2,793,000	$ 2,027,000	$ -	$ 24,092,000	$ 24,318,000	$ 139,292,300
REVENUE VEHICLES: EXPANSION			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
3	2018	EL DORADO (22' Cutaway, Redi-Wheels) Expansion[17]	$ 475,000	$ 375,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 417,000	$ -	$ 1,267,000
4	2019	EL DORADO (22' Cutaway, Redi-Wheels) Expansion[18]	$ -	$ -	$ 508,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 564,000	$ 1,072,000
			475,000	375,000	508,000	-	-	-	-	-	417,000	564,000	2,339,000
SAFETY / SECURITY			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
		CCTV and Facility Security Systems (incl. fire alarms and central security office upgrade)	$ -	$ 150,000	$ 200,000	$ -	$ -	$ 100,000	$ 150,000	$ 150,000	$ 50,000	$ 150,000	$ 950,000
		Access Control System Imprvmts	$ -	$ -	$ 250,000	$ 500,000	$ 50,000	$ 150,000	$ 275,000	$ 225,000	$ -	$ 150,000	$ 1,600,000
		Threat and Vulnerability Studies	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ 50,000	$ -	$ 100,000
		Dumbarton Cooridor ROW Fencing	$ 1,451,000	$ 939,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,390,000
			$ 1,451,000	$ 1,089,000	$ 450,000	$ 500,000	$ 100,000	$ 250,000	$ 425,000	$ 375,000	$ 100,000	$ 300,000	$ 5,040,000
FACILITY & SYSTEMS & HEAVY / MAINTENANCE EQUIPMENT			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
		Facility & Equipment Upgrade & System Rehab & Repl	$ 1,589,500	$ 2,350,000	$ 2,007,000	$ 1,952,000	$ 915,000	$ 2,215,000	$ 1,815,000	$ 615,000	$ 615,000	$ 615,000	$ 14,688,500
			$ 1,589,500	$ 2,350,000	$ 2,007,000	$ 1,952,000	$ 915,000	$ 2,215,000	$ 1,815,000	$ 615,000	$ 615,000	$ 615,000	$ 14,688,500
TOOLS & EQUIPMENT			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
		Maintenance Equipment & Tools	$ 70,000	$ 159,000	$ 102,500	$ 220,000	$ 90,000	$ 85,000	$ 150,000	$ 103,000	$ 595,000	$ 75,000	$ 1,649,500
		Revenue Vehicle Component Replacement & Maintenance	$ 1,183,074	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 11,983,074
			$ 1,253,074	$ 1,359,000	$ 1,302,500	$ 1,420,000	$ 1,290,000	$ 1,285,000	$ 1,350,000	$ 1,303,000	$ 1,795,000	$ 1,275,000	$ 13,632,574
SERVICE VEHICLES			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
		Shop Vehicles	$ -	$ -	$ 65,000	$ 25,000	$ -	$ 202,000	$ 140,000	$ -	$ -	$ -	$ 432,000
		Support Vehicles	$ -	$ 811,834	$ 110,000	$ -	$ -	$ 330,000	$ -	$ -	$ 811,834	$ 110,000	$ 2,173,668
			$ -	$ 811,834	$ 175,000	$ 25,000	$ -	$ 532,000	$ 140,000	$ -	$ 811,834	$ 110,000	$ 2,605,668
BUS STOPS & STATIONS			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	30-Year Total
		Park & Ride Lots	$ -	$ 250,000	$ -	$ -	$ -	$ -	$ 250,000	$ -	$ -	$ -	$ 500,000
		Bus Stops & Improvements	$ -	$ 130,000	$ 80,000	$ 130,000	$ 80,000	$ 130,000	$ 80,000	$ 130,000	$ 80,000	$ 130,000	$ 970,000
			-	380,000	80,000	130,000	80,000	130,000	330,000	130,000	80,000	130,000	1,470,000
INFORMATION TECHNOLOGY, APPLICATIONS, AND NETWORKS			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
		Infrastructure and Systems	$ 1,799,000	$ 1,012,000	$ 815,000	$ 790,000	$ 460,000	$ 2,400,000	$ 980,000	$ 800,000	$ 845,000	$ 175,000	$ 10,076,000
		Network and Security	$ 828,000	$ 455,000	$ 295,000	$ 755,000	$ 480,000	$ 698,000	$ 205,000	$ 295,000	$ 755,000	$ 480,000	$ 5,246,000
		VOIP	$ -	$ 820,500	$ 62,500	$ 12,500	$ 12,500	$ 12,500	$ 760,500	$ 62,500	$ 12,500	$ 12,500	$ 1,768,500
		Remote Offices	$ -	$ 90,300	$ -	$ -	$ -	$ -	$ 90,300	$ -	$ -	$ -	$ 180,600
			$ 2,627,000	$ 2,377,800	$ 1,172,500	$ 1,557,500	$ 952,500	$ 3,110,500	$ 2,035,800	$ 1,157,500	$ 1,612,500	$ 667,500	$ 17,271,100
INTELLIGENT TRANSPORTATION SYSTEMS			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
		ACS, Farebox, Predictive Arrival, Radios		$ 1,238,500	$ 236,000	$ 300,000	$ 1,269,165	$ 1,942,000	$ 7,734,000	$ 6,404,000	$ -	$ 2,000,000	$ 21,123,665
		Clipper 2.0	$ -	$ -	$ -	$ -	$ -	$ 20,000	$ 550,000	$ 550,000	$ -	$ -	$ 1,120,000
		Mobileview	$ -	$ 400,000	$ -	$ -	$ 800,000	$ -	$ -	$ -	$ -	$ 850,000	$ 2,050,000
			$ -	$ 1,638,500	$ 236,000	$ 300,000	$ 2,069,165	$ 1,962,000	$ 8,284,000	$ 6,954,000	$ -	$ 2,850,000	$ 24,293,665

PLANNING	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
Planning/Ops Analysis/TOD/Sustainability	$ 734,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 7,484,000
	$ 734,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 7,484,000

CAPITAL PROGRAM/PROJECT DEVELOPMENT & MANAGEMENT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
Program Development, Management	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 5,000,000
Capital Program Contingency	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 2,500,000
	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 7,500,000

PROPOSED FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
FEDERAL (5307)	$ 5,040,920	$ 3,343,867	$ 1,166,320	$ 337,340	$ 38,971,520	$ 22,715,860	$ 3,934,440		$ 20,738,507	$ 20,479,960	$ 116,728,734
REGIONAL, INCL. AB 664 FUNDS	$ 311,900										$ 311,900
STATE (LCTOP, Prop 1B, including PTMISEA, TSSSDRA, and SLPP funds)	$ 2,235,929	$ 900,000			$ 2,700,000	$ 900,000	$ 900,000		$ 1,800,000	$ 900,000	$ 10,335,929
OTHER	$ 2,667,157										$ 2,667,157
JPB / TA SHARE											$ -
LOCAL DISTRICT SALESTAX	$ 6,071,968	$ 10,557,266	$ 7,020,680	$ 7,434,160	$ 12,761,389	$ 14,551,884	$ 15,706,872	$ 12,034,500	$ 8,484,827	$ 10,949,540	$ 105,573,086
TOTAL FUNDING	$ 16,327,874	$ 14,801,133	$ 8,187,000	$ 7,771,500	$ 54,432,909	$ 38,167,744	$ 20,541,312	$ 12,034,500	$ 31,023,334	$ 32,329,500	$ 235,616,806
TOTAL CIP COST	$ 16,327,874	$ 14,801,134	$ 8,187,000	$ 7,771,500	$ 81,457,665	$ 13,777,500	$ 17,906,800	$ 12,034,500	$ 31,023,334	$ 32,329,500	$ 235,616,807

Source: SamTrans, 2016

NOTES / COST ASSUMPTIONS:

Estimated project costs are shown in FY 2017 dollars.

All bus & van price information derives from the MTC staff proposed updated regional standard Bus and Van Price List (2012-2013)

5.3.1. Revenue Vehicle Fleet Inventory

Table 21 presents an inventory of existing vehicles in the SamTrans revenue fleet; both fixed-route and paratransit.

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Table 21: Revenue Vehicle Inventory

	QTY	BUS #	FUEL	YEAR	MAKE	LENGTH	MODEL	ENGINE ARB CERTIFICATION YEAR	VEHICLE TYPE	FUND*	SEATS	WHEELCHAIR CAPACITY	IN SERVICE DATE
NORTH BASE	FIXED ROUTE												
	22	119-140	D	2002	NABI	60'	436.1	CUMMINS ISL 330/2002	URBAN BUS	F	58	2	Sep '02-Jan '03
	25	309-330,332-334	D	2003	GILLIG (LF)	40'	G20D102N4	DETROIT S-50 EGR/2003	URBAN BUS	F	37	2	Dec '03 - May '04
	35	400-434	D	2009	GILLIG (LF)	40'	G27D102N4	CUMMINS ISL 280/2009	URBAN BUS	F	39	2	Dec '09-Mar '10
	9	520-528	D	2009	GILLIG (LF)	35'	G27B102N4	CUMMINS ISL 280/2009	URBAN BUS	F	32	2	Feb-10
	13	700-712	D	2013	GILLIG HYBRID	40'	HYBRID BRT	CUMMINS ISB/2013	URBAN BUS	F	39	2	Nov'13 - Dec'13
	11	900-910	D	2014	GILLIG (LF)	40'	G27D102N4	CUMMINS ISL9 280/'14	URBAN BUS	F	39	2	Sep '14 - Oct'14
	5	2950-2954	D	2014	GILLIG (LF)	29'	G27E102N2	CUMMINS ISL9 280/'14	URBAN BUS	F	26	2	Nov '14
	120	Revenue Total											
	REDI-WHEELS												
	14	200-213	G	2015	EL DORADO	17'	AMERIVAN	DODGE 3.6 PINSTAR	MINIVAN	F	3	2	Nov '14
	1	239	G	2015	EL DORADO	22'	AEROTECH	6.8L Triton V10/2015	CUT-AWAY	F	9	3	Nov-14
	10	240-249	G	2013	EL DORADO	22'	FORD	6.8L Triton V10/2013	CUT-AWAY	F	9	3	Nov '12
	10	250-259	G	2011	EL DORADO	17'	DODGE	DODGE 3.6L/2011	MINIVAN	F	3	2	Mar '12
	9	260, 262-269 **	D	2009	EL DORADO	22'	AEROTECH	IH 6.0L/2009	CUT-AWAY	F	9	3	Jan '09 - Mar '09
	3	270-272	G	2013	EL DORADO	22'	FORD	6.8L Triton V10/2013	CUT-AWAY	F	9	3	Apr '12
	47	TOTAL											
			**										
SOUTH BASE	FIXED ROUTE												
	19	100-118	D	2002	NABI	60'	436.1	CUMMINS ISL/2002	URBAN BUS	F	58	2	Sep '02-Jan '03
	25	335-359	D	2003	GILLIG (LF)	40'	G20D102N4	DETROIT SRS 50 EGR/2003	URBAN BUS	F	37	2	Dec '03 - May '04
	15	435-449	D	2009	GILLIG (LF)	40'	G27D102N4	CUMMINS ISL 280/2009	URBAN BUS	F	39	2	Mar '10 - May '10
	20	500-519	D	2009	GILLIG (LF)	35'	G27B102N4	CUMMINS ISL 280/2009	URBAN BUS	F	32	2	Feb-10
	12	713-724	D	2013	GILLIG HYBRID	40'	HYBRID BRT	CUMMINS ISB/2013	URBAN BUS	F	39	2	Nov'13 - Dec'13
	10	911-920	D	2014	GILLIG (LF)	40'	G27D102N4	CUMMINS ISL9 280/'14	URBAN BUS	F	39	2	Sep '14 - Oct'14
	7	2955-2961	D	2014	GILLIG (LF)	29'	G27E102N2	CUMMINS ISL9 280/'14	URBAN BUS	F	26	2	Nov 2014
	108	Revenue Total											
	REDI-WHEELS												
	20	219-238	G	2015	EL DORADO	22'	AEROTECH	6.8L Triton V10/2015	CUT-AWAY	F	9	3	Nov-14
CONTRACTED	CONTRACTED												
	FLX - MV												
	3	***1522-1524	D	2013	STARCRAFT	22'	FORD E 450	6.8L Triton V10/2013	CUT-AWAY		18		
		***CONTRACTOR PROVIDED											
	ROUTE 17 - HALF MOON BAY												
	4	2900-2903	D	2009	GILLIG	29'	G27E102N2	CUMMINS ISL 280/2009	URBAN BUS	F	26	2	Feb. '10
	4	2910-2913	D	2013	GILLIG	29'	G27E102N2	CUMMINS ISL 280/2013	URBAN BUS	F	26	2	Dec. '13
	8												
	MV TRANSPORTATION - S.F.												
	14	141-154	D	2002	NABI	60'	436.1	CUMMINS ISL/2002	URBAN BUS	F	58	2	Sep '02-Jan '03
	41	450-490	D	2009	GILLIG (LF)	40'	G27D102N4	CUMMINS ISL 280/2009	URBAN BUS	F	39	2	Dec '09-Mar '10
	11	529-539	D	2009	GILLIG (LF)	35'	G27B102N4	CUMMINS ISL 280/2009	URBAN BUS	F	32	2	Feb-10
	66	Total											
	DUMBARTON EXPRESS												
	16	201-216	D	2015	GILLIG	40'	G27D102N4					2	
	16												

TOTALS	NB & SB FIXED ROUTE FLEET		PARATRANSIT:		CONTRACTED			
	BUSES:		REDI-WHEELS		MV BUSES:			
	NORTH BASE	120	CUT-AWAY	43	ROUTE 17 (bus)	8	FLX - MV (CUTAWAYS)	3
	SOUTH BASE	108	MINIVANS	24	MV TRANS.	66	DUMBARTON	16
	FIXED ROUTE	228	REDI-WHEELS	67				

Contingency Fleet													
	1	MARKETING / OUTREACH	D	1998	GILLIG	40'	C21D102N4	CUMMINS M-11/1998	URBAN BUS	F	41	2	Sep '98-Jan '99
	1	DR2 (637)	D	1998	GILLIG	40'	C21D102N4	CUMMINS M-11/1998	URBAN BUS	F	41	2	Sep '98-Jan '99
	1	DR1 (651)	D	1998	GILLIG	40'	C21D102N4	CUMMINS M-11/1998	URBAN BUS	F	41	2	Sep '98-Jan '99
	10	300-308, 331	D	2003	GILLIG (LF)	40'	G20D102N4	DETROIT S-50 EGR/2003	URBAN BUS	F	37	2	Dec '03 - May '04

Source: SamTrans, August 2016

Revenue Vehicles: Replacement, Rehabilitation, & Expansion

Revenue Vehicle Replacement Program

Table 22 displays a detailed list of the number and type of vehicles to be replaced over the next ten years (referenced in Table 20). It is assumed that current equipment will be replaced with like equipment. This replacement schedule, which conforms to FTA requirements, is updated on a regular basis to address service needs and regulatory changes.

SamTrans follows the FTA Guidelines for vehicle replacement, which are as follows:

- Fixed-route buses (Gillig, NABI) - 12 year
- Paratransit cutaways (El Dorado) - 7 years
- Paratransit minivans or high-tops (El Dorado) - 4 years

Future vehicle procurements will maintain the same standard of two wheelchair slots on standard, articulated, and paratransit cutaway vehicles; and one wheelchair slot on paratransit mini-vans. Also, two front-end bike racks are part of all standard and articulated vehicle procurements. However, if there were a need driven by service demand, the District would consider changing the standard and adapting the capacity in future purchases.

Electric Bus Pilot Program

As part of the Advanced Clean Transit Initiative, the California Air Resources Board (CARB) has set a state-wide goal of transforming all transit fleets to zero emissions bus technology by 2040. The District has been collaborating with the CARB and other Bay Area transit agencies on efforts to further reduce emissions from the conventional bus fleet by phasing in zero emissions bus purchases leading up to this milestone. SamTrans is a partner in Zero Emission Bay Area (ZEBA), a Bay Area regional transit agency consortium that operates twelve zero-emission fuel cell buses. SamTrans also participates in the CARB Advanced Clean Transit Workgroups and Transit Subcommittees to inform the development of the Advanced Clean Transit rule.

Electric Bus Pilot Program
The FY17 Capital Budget includes funding for SamTrans' first fully-electric buses

The SamTrans Board-adopted FY17 Capital Budget includes investment in a pilot program to procure, operate, and maintain SamTrans' first fully-electric buses. This budget includes the installation of the necessary charging infrastructure for these vehicles at North Base. SamTrans will conduct a competitive procurement process to identify the vendor for the 10 proposed battery-electric buses (40-foot, slow/depot charge). At least five bus operators in California already successfully operate battery-electric buses in revenue service, as well as several other transit agencies throughout the country.

Incorporating electric buses into SamTrans' fleet will help advance state air quality goals and support the District's Strategic Plan goal to Strengthen Fiscal Health by controlling operating costs. SamTrans has already secured some funding for this project through the California Low Carbon Transportation

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Operations Program (LCTOP) and is actively pursuing other local, state, and federal funding opportunities.

Table 22: Revenue Vehicle Replacement

No. of Vehicles to be replaced	Est. Year of Manufacture	Est. Year Vehicle will be placed in service[1]	Vehicle Length	Vehicle Type	Service Type	Estimated Cost of Replacement[2]
21	2015	2022	22'	Cutaway	On-Demand	$2,793,000
9	2016	2022	22'	Cutaway	On-Demand	$1,215,000
14	2015	2019 and 2025 (2 procurements)	17'	Mini-van	On-Demand	1,534,680
10	2011	2021 and 2025 (2 procurements)	17'	Mini-van	On-Demand	$1,136,800
3	2013	2020	22'	Cutaways	On-Demand	$387,000
55	2018[3]	Beyond 2026	60'	Standard Bus	Fixed-Route	TBD
60	2017[4]	Beyond 2026	40'	Standard Bus	Fixed-Route	TBD
40	2009	2021	35'	Standard Bus	Fixed-Route	$20,680,000
91	2009	2021	40'	Standard Bus	Fixed-Route	$51,415,000
4	2009	2021	29'	Standard Bus	Fixed-Route	$1,896,000
4	2013	2025	29'	Standard Bus	Fixed-Route	$1,992,000
25	2013	2025	40'	Hybrid	Fixed-Route	$21,500,000
21	2014	2026	40'	Standard Bus	Fixed-Route	$18,270,000
12	2014	2026	29'	Standard Bus	Fixed-Route	$6,048,000
10	2018[5]	2018	40'	Electric	Fixed-Route	$10,170,000

Source: SamTrans, 2016 (Data current as of August 2015, Run Book 121)

Notes: 1. Assumptions for replacements – fixed-route buses have a 12 year cycle, cutaways have a seven- year cycle, and minivans have a four-year cycle.

2. Vehicle replacement and expansion costs are indexed to FY 2017 and escalated at 3%.

3. NABIs to be purchased in FY 2018.

4. Gillig vehicles to be purchased in FY 2017. The district is in the process of replacing 60 Gillig (40') vehicles (original manufacture year 2003) in FY 2017 with 50 Gillig (40') buses.10 vehicles in this replacement will be electric vehicles, per the Electric Vehicle Pilot Program. The 10 Gillig 2003 vehicles will be placed in the contingency fleet.

5. The district is in the process of replacing 60 Gillig (40') vehicles (manufacture year 2003) in FY 2017 with 50 Gillig (40') buses. Ten vehicles in this replacement will be electric vehicles, per the Electric Vehicle Pilot Program.

Revenue Vehicle Rehabilitation Program

The District anticipates replacing all vehicles when their life cycle ends. There is no rehabilitation planned for revenue vehicles.

Revenue Vehicle Expansion

As Redi-Wheels ridership is expected to increase, three cutaways will be added in FY 2017 and four in FY 2018. The electric bus pilot program includes 10 vehicles that would replace vehicles currently being put into retirement. The buses to be replaced were purchased in 2003, which means they have been in service for 13 years, one year past the 12 year useful life mandated by the FTA. They have traveled an average of 300,000 miles per bus. Replacement of revenue vehicles after 12 years is consistent with the SamTrans' fleet management plan.

5.3.2. Summary of Revenue Vehicle Fleet Inventory

Table 23 shows a summary of the vehicle fleet characteristics. SamTrans does not maintain a reserve fleet for either Fixed-Route or Demand-responsive vehicles.

SamTrans' recommended policy is a maximum spare ratio of 15 percent on sub-fleets with more than 20 buses, and 15 percent plus 1 bus for sub-fleets smaller than 20 buses. Buses are fueled, serviced, cleaned, and inspected daily before being put in revenue service again the next day.

Table 23: Summary of Vehicle Fleet Inventory

Total Fixed-route Vehicles & Dumbarton Express in Active Fleet	Articulate Buses Standard Buses Hybrid Buses	55 vehicles 238 vehicles 25 vehicles
Total Fixed-route Vehicles in Reserve Fleet	Not applicable	
Spare Ratio of Fixed-route Vehicles	19.8%	
Total Demand-responsive Vehicles in Active Fleet	Cut-Away Vans Minivans	43 vehicles 24 vehicles
Total Demand-responsive Vehicles in Reserve Fleet	Not applicable	
Spare Ratio of Demand-Responsive Vehicles	17.5%	
Useful Life of Revenue Vehicles	Bus Cut-Away Minivan	12 vehicles 7 vehicles 4 vehicles
Next Replacement of Vehicles	Bus Cut-Away Minivan	2017 2020 2019

Source: SamTrans, 2016
Note: Data current as of August 2016 (Run Book 121)

5.3.3. Facilities, Tools, and Equipment

This section reviews safety/security, maintenance, operating equipment and facilities.

Fare Collection Equipment

The SamTrans electronic fare collection system was implemented in 2009. It is used to record passenger data, validate collected fares, and prints tickets. The CIP includes funding for equipment that should be replaced every 5 - 15 years and a mid-life rebuild. The ten-year total cost of ITS related infrastructure and updates is $23,293,665.

Safety/Security

Basic safety and security program costs include security card system upgrades and other safety and security projects. The program includes enhancements to the Closed Circuit Television (CCTV) system at Central, North, South and Brewster bases in the form software and camera upgrades. In addition, the Dumbarton Corridor ROW will be fenced during 2017 through 2018. This project will install vandal-resistant fencing at key locations along the Dumbarton Rail Corridor to deter trespassing and illegal dumping. Most locations along the corridor are adjacent to public streets, neighborhoods and businesses with easy access to the SamTrans right-of-way. The total ten-year cost of safety-related programs is $5,040,000.

Facility and Systems and Heavy Maintenance/Equipment

This category includes systematic rehabilitation and replacement of fixed and heavy equipment, and upgrades to electrical, mechanical, Heating Ventilation and Air Conditioning, and other sub-systems. Fixed equipment replacement and rehabilitation include but not limited to bus washers, vacuum equipment, lifts, and hydraulics. Included in this category is also regular maintenance and improvements to buildings and facilities such as space re-configuration, pavement rehabilitation and roofing, and rehabilitation of water treatment facility. The total ten-year cost is $14,688,500.

Tools and Equipment

Tools and equipment include systematic replacement of non-fixed maintenance equipment for revenue and non-revenue vehicles. The total ten-year cost is $13,632,574.

Service Vehicles

SamTrans' non-revenue vehicles consist of pool cars, road supervisor's cars, maintenance trucks, and specialty vehicles, such as money-collection and TVM trucks. There are a total of 74 non-revenue vehicles in the SamTrans fleet.

The ten-year total cost for the service vehicles is $2,605,668. Non-revenue vehicles are replaced approximately ever y six to seven years. However, the exact replacement schedule depends on the condition of the vehicle, as mileage can vary.

Bus Stops and Stations

Bus stops and stations include rehabilitation of pavement of the Park and Ride lots and the bus stops. The total ten-year cost is $1,470,000.

Information Technology, Applications, and Networks

Information technology/applications support the operations, maintenance, development, administration, and communications functions. This includes items such as computers, servers, printers, copiers, other miscellaneous hardware and necessary software upgrades / enhancements. SamTrans has programmed $17,271,100 over the next ten years to support the above efforts.

5.3.4. Other Capital Projects

Planning Initiatives

Other capital projects include Transit Oriented Development, capital enhancements efforts, and planning-level studies of multi-modal corridors and transportation systems. Over the ten-year planning horizon, SamTans has programmed $7,484,000 to support Planning Initiatives.

Capital Program/Project Development and Management

Capital program, project development and management costs, and a capital program contingency are projected to be $7,500,000 over the next ten years.

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