

The Coordinated 2016-2020 Plan



One Region | One Network | One Plan

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





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EXECUTIVE SUMMARY

The Coordinated Plan provides a five-year blueprint for the implementation of public transit and social service transportation concepts described in the long-range San Diego Association of Governments (SANDAG) San Diego Forward: The Regional Plan. The Coordinated Plan is unique in that it combines the regional requirement for a Short-Range Transit Plan with the federal requirement for a Coordinated Plan into one concise planning document. Additionally, the combination of transit and social service transportation provides an opportunity to evaluate all available transportation services in the region.

Along with the evaluation of transportation services, the Coordinated Plan establishes a unified regional strategy to provide transportation to the most sensitive population groups in the county, including seniors, individuals with disabilities, and persons with limited means, among other recognized transportation-disadvantaged population groups. While there is currently a range of transportation services available to these population groups, gaps in service remain due to geography, limitations in transit service, funding constraints, eligibility, knowledge, and training. However, the availability of funding programs specifically tied to the Coordinated Plan enables SANDAG to help put strategies into action to help meet the identified unmet transportation needs of these population groups.

Background Requirements

Coordinated Plans have been a requirement of the two previous federal surface transportation laws, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), and Moving Ahead for Progress in the 21st Century Act (MAP-21). On December 4, 2015, the Fixing America's Surface Transportation (FAST) Act was signed into law. The FAST Act continues the federal requirement that a Coordinated Plan must be developed and updated not less than once every four years. The FAST Act requires that the Coordinated Plan include the following components:

- ▶ An assessment of current transportation services
- ▶ An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes
- ▶ Strategies to address the identified gaps between current services and needs
- ▶ Priorities for implementation based on resources, time, and feasibility

Detailed Plan Overview

A prominent theme of this year's plan is to further define the administration and implementation of the FAST Act in regards to specialized transportation grant programs, such as Section 5310, Enhanced Mobility for Seniors and Individuals with Disabilities. The Coordinated Plan not only helps to identify transportation-disadvantaged population groups, but also works to address the specific travel needs of each group. While

past plans have focused on a passenger-first perspective toward planning, this plan addresses a more holistic view of what services will meet the population's needs as a whole over the next five years. The following sections include a brief overview of the Coordinated Plan chapters.

► Chapter 1 - Introduction

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

► Chapter 2 - Community Outreach and Public Involvement

This chapter describes the extensive community outreach and public involvement that helped shape the 2016-2020 Coordinated Plan. The community outreach program included three outreach meetings within the region and two focus groups, and satisfied the federal requirements to ensure diverse public input in determining local transportation needs.

► Chapter 3 - Measuring Our Success

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

► Chapter 4 - Transportation Assessment of the San Diego Region

This chapter provides an index of the existing public transit, inter-city systems, for-hire transportation and transportation network companies, shared mobility services, transportation demand management, specialized transportation services, access to key destinations, and regional emergency preparedness efforts.

► Chapter 5 - An Assessment of Transportation Needs

This chapter identifies transportation-disadvantaged sub-populations, including seniors, individuals with disabilities, low-income individuals, and other transportation-disadvantaged groups, including Limited English Proficient (LEP) persons, veterans, refugees and asylum seekers, and youths (including foster and homeless youths), and provides an assessment of these populations' transportation needs. These assessments are important for planning and operating effective transit and specialized transportation services. Maps are included in this chapter to display the distribution of transportation-disadvantaged populations.

► Chapter 6 - Strategies and Projects to Address Transportation Gaps

This chapter identifies gaps in transportation services and strategies to address those gaps. The analysis and identification of service gaps within San Diego is based on a compilation of sources ranging from a review of the Chapter 5 demographic data, to the availability of transit services and outreach efforts targeting both transportation providers and passengers. The identification of service gaps, as well as strategies to meet those gaps found in this chapter, sets the stage for the prioritization of strategies developed for Chapter 7.

► Chapter 7 - Priorities for Project Funding

This chapter provides strategic direction to assist SANDAG in selecting projects funded through the Section 5310 program under MAP-21 and the FAST Act, and *TransNet* Senior Mini-Grant programs. The strategies in this section were developed to meet the regional transit and specialized transportation needs as identified through the various outreach efforts, demographic research, previous survey efforts, and transportation inventory analysis completed over the last five years.

► Chapter 8 - Funding

This chapter describes the major sources of public transit and specialized transportation funds available from federal, state, and local sources. The chapter includes detailed tables noting funds distributed to date through the SANDAG specialized transportation programs and reviews other potential regional and local revenue sources.

► Chapter 9 - Implementation

This chapter explains how SANDAG will serve as a conduit for federal, state, and local funding of existing and future services recommended in this Coordinated Plan. Under current federal regulations, the Coordinated Plan enables the distribution of federal funding under the Section 5310 program. The Coordinated Plan also allows the distribution of local funding for projects targeted at seniors (through the Senior Mini-Grant program), which was created through the regional transportation sales tax measure (*TransNet*).

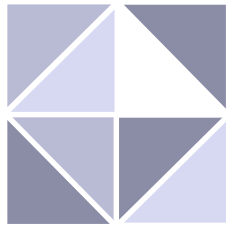
A Regional Service Implementation Plan (RSIP) also is included in this chapter to help ensure that annual transit operational changes are consistent with longer-range regional transportation goals included in the Regional Plan. The RSIP also includes the identification of future services and needs to address regional priorities articulated in the Regional Plan and enhanced in the Coordinated Plan.

The Coordinated Plan

Chapter 1

Introduction





CHAPTER 1: INTRODUCTION

The 2016-2020 Coordinated Plan represents the seventh edition of this plan, which is designed to implement the goals and policies articulated in San Diego Forward: The Regional Plan (the San Diego Association of Government's [SANDAG] combined vision for our region's future, including the Regional Comprehensive Plan and Regional Transportation Plan/Sustainable Communities Strategy) and to fulfill federal requirements under the Moving Ahead for Progress in the 21st Century (MAP-21) and Fixing America's Surface Transportation (FAST) Act legislation for Federal Fiscal Year 2016 and beyond. The Coordinated Plan refines the Regional Plan goals and, in so doing, creates an implementation plan funded by local, state, and federal sources for fixed-route transit and specialized transportation services. The Coordinated Plan has served as the regional short-range transit plan since 2007. It provides the framework for transit system development over the next five years that reflect the goals and direction for service development as described in the Regional Plan. The planning processes were combined in 2007 to coordinate resources for regional transit planning and specialized transportation. The Coordinated Plan involves the identification of transit needs from a passenger perspective and includes strategies to meet those needs. The Coordinated Plan also serves as a specialized transportation plan for transportation disadvantaged populations, such as persons with limited means, individuals with disabilities, and seniors. The Coordinated Plan is used by eligible public (i.e., MTS and NCTD) and private transportation operators and social service providers to identify a list of prioritized projects eligible for funding through local, state, and federal specialized transportation grant programs.

The 2016-2020 Coordinated Plan is the first edition under the new federal surface transportation bill, the FAST Act, signed into law on December 4, 2015. For this reason, a key highlight of this plan is the in-depth discussion of how the FAST Act may shape the future of specialized transportation grant programs. The plan will serve as a resource to both existing and future specialized transportation providers in the urban and rural areas of San Diego. As the regional short-range transit plan, the Coordinated Plan also should assist the region's transit operators in identifying and potentially addressing any identified gaps or needs as designated through this plan where fixed-route transit is appropriate.

This Chapter 1 includes the following sections:

- 1.1 Envisioning a New Regional Short-Range Transportation Plan
- 1.2 Plan Requirements
- 1.3 A Passenger-Centered Approach
- 1.4 Performance Monitoring
- 1.5 Specific Populations and Plan Components
- 1.6 Looking Forward

1.1 Envisioning a New Regional Short-Range Transportation Plan

This Coordinated Plan includes all publicly available transportation services in one unified plan, as required by federal legislation. The difference between previous versions of the Regional Short-Range Transportation Plan (RSRTP) and the Coordinated Plan is that the RSRTP only included traditional public transit operators; the Coordinated Plan expands the dialogue to also include transportation offered by social service transportation providers. Social service transportation providers can include private companies, nonprofit organizations, regional transportation assistance programs, and governmental or quasi-governmental social service agencies. These services are generally referenced as “specialized transportation” in this plan.

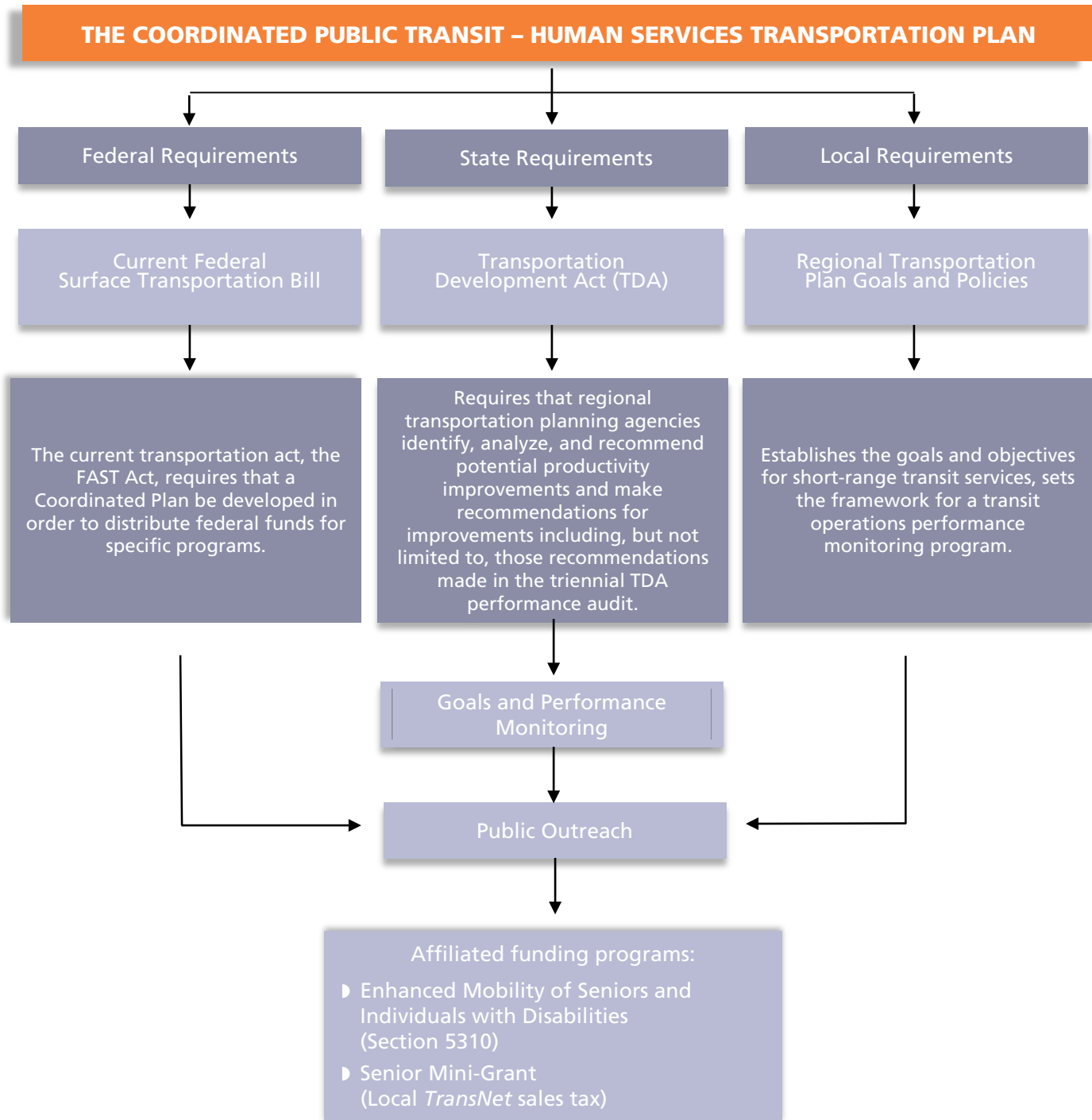
Given this broad approach, the Coordinated Plan envisions a new regional short-range plan that identifies needs and opportunities to expand or improve upon the existing transportation service framework, collaborates with all transportation providers to remove inefficiencies caused by redundant or duplicative services, and addresses social equity, environmental justice, and Title VI issues pertaining to transportation. While it is important to develop new transit services to support the region’s growing population, it is equally important to maintain and optimize the existing system to address current travel demands, improve the quality of service for current riders, and enhance its appeal to new rider markets. The Coordinated Plan seeks to improve transportation options for all populations by fostering coordination among agencies actively involved in transportation and encouraging innovative and cost effective solutions for a more seamless network of services in the San Diego region.



1.2 Plan Requirements

The Coordinated Plan responds to mandates that stem from federal, state, and local guidelines which are described below:

Figure 1.1: Coordinated Plan Requirements and Components



► Federal Requirements

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU was the federal transportation bill that preceded both the FAST Act and MAP-21). SAFETEA-LU included the first requirement for a “locally developed, Coordinated Public Transit-Human Services Transportation Plan” (Coordinated Plan). Both the FAST Act and MAP-21 maintained the Coordinated Plan requirement; however, there were significant changes to the associated specialized transportation grant programs under MAP-21 and maintained with the FAST Act.

Under SAFETEA-LU, there were three specialized grant programs that required projects to be derived from the Coordinated Plan:

- *Job Access and Reverse Commute* (JARC) grants fund projects transporting low-income individuals to and from jobs and activities related to employment and reverse commute projects. Funding is apportioned to Metropolitan Planning Organizations (MPOs) for large urbanized areas and to states for small urban and rural areas.
- *New Freedom* grants fund projects for new public transportation services and new public transportation alternatives beyond those required by the American with Disabilities Act of 1990, which are designed to assist individuals with disabilities. Funding is apportioned to MPOs for large urbanized areas and to states for small urban and rural areas.
- *Enhanced Mobility of Seniors and Individuals with Disabilities* (Section 5310) grants provide formula funding to states to fund capital expenses to assist private non-profit transportation providers in meeting the special needs of older adults and persons with disabilities.

Significant changes to MAP-21 included the end of both JARC and New Freedom as distinct programs. New Freedom-type projects remain eligible for federal funding under MAP-21 and the FAST Act through the significantly altered Section 5310 program.



► State Requirements

The Transportation Development Act (TDA) of California provides one-quarter percent of the state sales tax for operating and capital support of public transportation systems and non-motorized transportation projects. Pursuant to California Public Utilities Code Section 99244, an operator can be allocated no more than it was allocated in the prior year unless the region's transportation planning agency determines that the operator made a reasonable effort to implement the productivity improvement recommendations adopted subsequent to the last triennial TDA audit and also to show desirable productivity. This reasonable effort is determined through the evaluation of three-year trend data and an annual review of actions taken by each operator to address recommendations received during the triennial audit.

► Local Requirements

The Coordinated Plan fulfills the SANDAG requirement for a Regional Short-Range Transit Plan (RSRTP). This Plan provides a five-year blueprint of how the transit concepts described in San Diego Forward: The Regional Plan are to be implemented. The Coordinated Plan includes:

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

The Coordinated Plan also facilitates the distribution of local funding for senior programs through the Senior Mini-Grant program, which was created through the extension of *TransNet*, the local half-cent cent regional transactions and use tax. In order to enhance and promote coordination, all projects funded by the Senior Mini-Grant program also must be consistent with the Coordinated Plan.

1.3 A Passenger-Centered Approach

In addition to bringing public transit and specialized transportation under one planning umbrella, the Coordinated Plan represents a “passenger-centered” approach to finding transportation solutions for the people in the San Diego region. Under this approach, the first step is to identify and define the mobility needs of the public and the service constraints, and then determine the most appropriate solution, such as conventional fixed-route public transit, Americans with Disabilities Act (ADA) paratransit, or specialized transportation programs.

1.4 Performance Monitoring

The incorporation of social service transportation into public transportation planning represents new opportunities, including a chance to define public transportation policies and objectives for the region. The Coordinated Plan includes a series of goals and objectives by which the complete public transportation system will be measured in future years. The Coordinated Plan incorporates elements contained in previous RSRTs relating to the transit agencies, and more clearly evaluates those transit services by specific mode (bus, rail, paratransit, etc.) along a five-year horizon. The methodology includes and expands upon the performance measures suggested in the California TDA evaluation processes (see Chapter 3 for more information).

1.5 Specific Populations and Plan Components

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

1. **Older adults:** Includes, at a minimum, all persons 60 years of age or older.
2. **Individuals with disabilities:** Includes individuals who, because of illness, injury, age, congenital malfunction, or other incapacity or temporary or permanent disability (including an individual who is a wheelchair user or has semi-ambulatory capacity) cannot effectively use public transportation services or a public transportation facility, without special facilities, planning, or design.
3. **Persons with limited means:** Refers to an individual whose family income is at or below the 200 percent poverty line threshold.¹

In addition to identifying needs, the Coordinated Plan has been developed to respond to a transportation system that has grown to include a greater number of demand responsive services, potential opportunities for innovative technological enhancements, social service agency assistance programs, and cooperative arrangements.

¹ SANDAG calculates poverty at the 200 percent poverty line threshold in order to understand the highest levels of poverty. Maps and analysis found in this plan will show the 200 percent poverty line which is based on the Regional Plan's threshold.

The Coordinated Plan includes the following elements at a level consistent with available resources and the complexity of the local institutional environment as required by the federal government:

- ▶ A discussion of available regional and interregional transportation services that identifies current transportation providers from the public, private, and nonprofit sectors and associated facilities. (Chapter 4)
- ▶ An assessment of transportation needs for older adults, individuals with disabilities, and persons with limited means – this assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts and gaps in service. (Chapter 5)
- ▶ Strategies and/or activities to address identified gaps in service and achieve efficiencies in service delivery. (Chapter 6)
- ▶ Identification of coordination strategies to eliminate or reduce duplication in services and strategies for more efficient use of resources. (Chapter 6)
- ▶ Priorities based on resources, time, and feasibility for implementing the specific strategies/activities identified. (Chapter 7)

In addition to identifying the types of populations most dependent on specialized transportation services, the 2016-2020 Coordinated Plan also will serve as a resource for specialized transportation programs and other affiliated organizations to better serve their clients' distinct needs. While the plan recognizes available services within the region, it also will call out innovative and resourceful programs that are, perhaps, not available presently within the San Diego region, but may serve as a potential option to respond to the identified individual passenger's needs. Specifically, the plan provides:

- ▶ An inventory of existing specialized transportation services.
- ▶ A regional assessment of transportation needs for seniors, individuals with disabilities, and persons with limited means based on best practices research conducted across the country.

1.6 Looking Forward

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

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

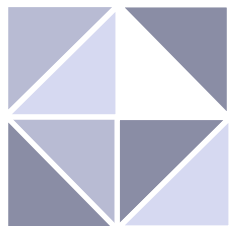
The continued attention to include rural transportation needs enables transportation projects to be eligible for additional federal funding (specifically Sections 5310 and 5311) apportioned for the rural areas and administered by Caltrans DMT. Both the rural and urban transportation needs are articulated in Chapter 5 and organized as prioritized strategies in Chapter 7. The priorities are designed to provide a guide for responding to transportation funding opportunities. Chapter 4 provides a detailed guide to special transportation needs for different population groups, and the most appropriate transportation service parameters based on those population groups' individual needs.

The Coordinated Plan

Chapter 2

Community Outreach and Public Involvement





CHAPTER 2: COMMUNITY OUTREACH AND PUBLIC INVOLVEMENT

The Federal Transit Administration requires that the Coordinated Plan be prepared and updated at least every four years and include significant public outreach. Since the inception of the Coordinated Plan, the San Diego Association of Governments (SANDAG) has chosen to prepare updates to the Coordinated Plan at least every other year, with public outreach adjusted to reflect the extent of proposed revisions to the document. Appendix A includes the public outreach documentation for the outreach effort conducted in late 2015 and early 2016, which includes an outreach schedule, presentation summaries, advertisements, etc. The 2016-2020 Coordinated Plan involved three outreach meetings, a presentation and discussion at the quarterly Tribal Transportation Working Group, and meetings with two focus groups (outlined in section 2.2 below). Public meetings were held throughout the region to encourage broad community participation, while the two focus group meetings were held at the SANDAG offices. A public hearing to solicit input on transportation needs of seniors, individuals with disabilities, and low-income persons was conducted by the Social Services Transportation Advisory Council¹ (SSTAC) on May 16, 2016. Additionally, a public hearing on the proposed plan was held by the SANDAG Transportation Committee on July 15, 2016. Feedback from these public hearings informed the update to the Coordinated Plan.

This Chapter 2 includes the following sections:

- 2.1 Public and Stakeholder Involvement
- 2.2 Outreach Efforts

2.1 Public and Stakeholder Involvement

Public outreach to a wide variety of organizations² is required for the development of the Coordinated Plan. SANDAG consolidates its Coordinated Plan responsibilities with the regional requirement to develop a Regional Short-Range Transit Plan. The federal guidance states that the Coordinated Plan should be developed through a process that includes the representatives of public, private, and nonprofit transportation providers, as well as participation by members of the public. Furthermore, the guidelines stipulate that members of the public should include representatives of the targeted populations, including seniors,

¹ The California Public Utilities Code (CPUC) requires SSTAC to hold at least one public meeting each fiscal year for the purpose of soliciting input from transit-dependent disadvantaged persons, including seniors, persons with disabilities, and persons of limited means.

² Organizations may include, but are not limited to, state and local officials and elected representatives/tribal governments, private/public/nonprofit/Americans with Disabilities Act (ADA) transportation providers, social service agencies involved in transportation, taxi service providers, intercity bus operators, vanpools, flex car operators, business community/employers, economic development agencies, transit riders and potential riders, protection and advocacy organizations, agencies that administer employment or other support programs for targeted populations, faith-based and community-based organizations, and school districts/colleges.



individuals with disabilities, and low-income persons. The guidance also recommends consultation with an expansive list of stakeholders throughout all phases of the Coordinated Plan development.

► Social Services Transportation Advisory Council

Public Utilities Code (PUC) 99238 requires each transportation planning

agency to form a Social Services Transportation Advisory Council. SSTAC assists SANDAG with responses to federal and state requirements, as well as local concerns, and provides input on the legal and practical requirements regarding accessibility at transit facilities. Responsibilities of the group also include review and advice on federal funding programs for the elderly and disabled and coordination of vehicles for elderly and disabled persons. As such, the group provided an excellent fit to guide the development of the Coordinated Plan.

In order to ensure consistent participation in the Coordinated Plan development by stakeholders and members of the public, the SSTAC provided input and feedback at both regular and special meetings. The composition of this group includes the following representatives:

- One citizen representative of potential transit users who is a senior, 60 years or older
- One citizen representative of potential transit users who is disabled
- Three at-large citizen representatives of the interests of seniors, persons with limited means, or disabled transit users who are well versed in the Americans with Disability Act (ADA) and Title 24 regulations
- Two representatives of the local social service providers for seniors, including one representative of a social service transportation provider, if one exists
- Two representatives of local social service providers for individuals with disabilities, including one representative of a social service transportation provider, if one exists
- One representative of a local social service provider for persons of limited means
- Two representatives from the local consolidated transportation service agency, designated pursuant to Subdivision a of Section 15975 of the Government Code, if one exists, including one representative from a transportation service provider, if one exists
- One representative from North County Transit District (NCTD) representing fixed-route service

- ▶ One representative from NCTD representing ADA Paratransit service
- ▶ One representative from Metropolitan Transit System (MTS) representing fixed-route service
- ▶ One representative from MTS representing ADA Paratransit service

Additionally, a Coordinated Transit and Human Services Transportation Plan Working Group was formed to guide the development of the Coordinated Plan. The group was temporarily established and made up less than a quorum of SSTAC members. The primary responsibility of the group was to guide the conversation of the plan and to provide qualified expertise toward enhancing the region's passenger-centered transportation network. The group was comprised of community members and social service representatives.

▶ Regional Transit Planning Task Force

The Regional Transit Planning Task Force also contributed to the update of the plan. It includes staff members from the two transit operators in the County, MTS and NCTD, along with members from SANDAG and the Consolidated Transportation Service Agency (CTSA). The Task Force is responsible for providing insight and guidance on the planning efforts identified in San Diego Forward: The Regional Plan to be implemented in the next five years. Since the Coordinated Plan encompasses the Short-Range Transit Plan, the Coordinated Plan provides the framework for transit system development over this five-year period and equally reflects the goals and direction for service development as described in the Regional Plan. Using the plan as a conduit for addressing future planning objectives, the group discussed the Coordinated Plan at its quarterly meetings and provided input into the development of the update to the Coordinated Plan. Additionally, transit staff from both MTS and NCTD provided key performance measures used in Chapter 3. Transit agency staff members also provided the Service Implementation Plans (Appendix E) used to develop the Regional Service Implementation Plan included in Chapter 9.

2.2 Outreach Efforts

▶ Public Outreach Meetings

For the update process, staff held three outreach meetings throughout the region, in addition to one presentation at the quarterly Tribal Transportation Working Group to solicit input on the region's transit and specialized transportation needs. Each outreach meeting consisted of a brief introduction to the Coordinated Plan and gave the public the opportunity to discuss relative topics such as accessibility, availability of services, affordability, safety and security, and service friendliness. A full list of the questions (English and Spanish) posed to the community members can be found in Appendix A. Participants could either share their input on each topic verbally or write their thoughts on a distributed handout that included each prompting question. Based on the feedback received, staff was able to incorporate the input with existing strategies or develop new strategies. A summary of the outreach presentations and findings also can be found in Appendix A.

The public outreach meetings were held at various times, including mornings, afternoons, and evenings, at familiar community spaces that were accessible by public transit. Additionally, bilingual translators were used to encourage non-English speaker participation in the outreach process.

► Focus Group

In a separate effort to participate in a more refined conversation on the transportation needs of seniors, persons with disabilities, and people of limited means, staff conducted two focus groups. The first group was comprised of seven specialized transportation providers. The second group was comprised of nine transportation riders. The riders use multiple modes of transportation including



fixed-route public transit, ADA paratransit, and specialized transportation services. Each focus group was prompted to discuss the region's transportation needs, opportunities to improve service and coordination, and strategies to overcome existing barriers to overall service and service coverage.

► SSTAC Public Hearing

The California PUC requires SSTAC to annually hold at least one public hearing to solicit the input of transit-dependent and transportation-disadvantaged persons, including seniors, persons with disabilities, and low-income persons on transportation issues. In FY 2015, this public hearing was held on November 17, 2014. In FY 2016, this public meeting was held on May 16, 2016. Appendix A contains the public notices and feedback from these meetings.

► Public Comment Period

The SANDAG Public Participation Plan establishes a process for obtaining input from and providing information to the public. Public outreach is conducted for agency programs, projects, and funding in order to ensure the public is informed and has the opportunity to provide SANDAG with input. In addition to the feedback received at SSTAC public hearings, SANDAG also has incorporated input gathered from the various public outreach meetings held throughout the region. Comments about the Coordinated Plan that were received within the comment period and any appropriate revisions were included in the final document. Additionally, a telephone hotline was created and additional information about how to contact SANDAG was

included on the Coordinated Plan web page, sandag.org/coordinatedplan. Comments received through these outlets were recorded and factored into the plan's development as appropriate.

► SANDAG Public Hearing

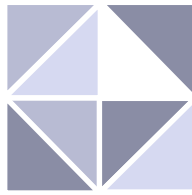
SANDAG Board Policy requires the SANDAG Transportation Committee to approve the Coordinated Plan after a public hearing is held. The public hearing will be held on July 15, 2016, after which, the Transportation Committee may approve the Coordinated Plan.

The Coordinated Plan

Chapter 3

Measuring Our Success





CHAPTER 3: MEASURING OUR SUCCESS

A performance monitoring program was created to develop a regional perspective on the public transit system as a whole. The program helps SANDAG and the region's transit operators evaluate current service and determine the need for future service expansions or reductions. Performance of specialized transportation services provided by nonprofits, local governments, and social service agencies also is monitored. Monitoring of these programs helps to develop an understanding of their contribution to the host of transportation solutions available in the region.

This Chapter 3 includes the following sections:

- 3.1 Vision and Goals – An overview of the goals of San Diego Forward: The Regional Plan and how they have been refined and enhanced in this Coordinated Plan to evaluate public transit and specialized transportation services
- 3.2 Public Transit Performance Indicators – An overview of the goals and objectives derived from local policy and state and federal regulations that are used to monitor transit system performance
- 3.3 Regional Public Transit Performance Evaluation – An evaluation of MTS and NCTD transit services in meeting performance goals and objectives
- 3.4 Specialized Transportation – An overview of the objectives, monitoring, and reporting of the SANDAG Specialized Transportation Grant Program and the Consolidated Transportation Services Agency (CTSA)

3.1 Vision and Goals

San Diego Forward: The Regional Plan (Regional Plan) serves as a blueprint for how the region will grow, and how SANDAG will invest in transportation infrastructure that will provide more choices, strengthen the economy, promote a healthy environment, and support thriving communities. The Coordinated Plan implements the Regional Plan's transit and specialized transportation vision by evaluating the transportation system. The Regional Plan vision describes a transportation system that:

- ▶ Provides innovative mobility choices
- ▶ Provides planning to support a sustainable and healthy region
- ▶ Provides a vibrant economy and an outstanding quality of life for all

The development of transit and specialized transportation services can enhance these elements in developing a more sustainable future transportation system. The Regional Plan expands this vision into six general categories of policy objectives, each with its own set of specific objectives:

Habitat and Open Space Preservation

- Focus growth in areas that are already urbanized, allowing the region to set aside and restore more open space in our less developed areas
- Protect and restore our region's urban canyons, coastlines, beaches, and water resources

Regional Economic Prosperity

- Invest in transportation projects that provide access for all communities to a variety of jobs with competitive wages
- Build infrastructure that makes movement of freight in our community more efficient and environmentally friendly

Environmental Stewardship

- Make transportation investments that result in cleaner air, environmental protection, conservation, efficiency, and sustainable living
- Support energy programs that promote sustainability

Mobility Choices

- Provide safe, secure, healthy, affordable, and convenient travel choices between the places where people live, work, and play
- Take advantage of new technologies to make the transportation system more efficient and accessible

Partnerships/Collaboration

- Collaborate with Native American tribes, Mexico, military bases, neighboring counties, infrastructure providers, the private sector, and local communities to design a transportation system that connects to the megaregion and national network, works for everyone, and fosters a high quality of life for all
- As we plan for our region, recognize the vital economic, environmental, cultural, and community linkages between the San Diego region and Baja California

Healthy and Complete Communities

- Create great places for everyone to live, work, and play
- Connect communities through a variety of transportation choices that promote healthy lifestyles, including walking and biking
- Increase the supply and variety of housing types – affordable for people of all ages and income levels in areas with frequent transit service and with access to a variety of services

In order to specifically evaluate transit and specialized transportation in the San Diego region, a set of seven goals for the coordinated transportation network has been developed. These goals are based on the visions of the four agencies involved in planning and operating the transportation system, which include Metropolitan Transit System (MTS); North County Transit District (NCTD); Full Access and Coordinated Transportation (FACT), the CTSA for San Diego County; and SANDAG. Additionally, these goals are informed by the overarching goals of the Regional Plan identified above.

The coordinated transportation network goals are:

1. Reinforce and upgrade existing transit services in key urban corridors, and pursue new transit projects in the most urbanized areas of the region using a broad combination of transit modes.
2. Maximize the farebox recovery rate and ensure that operation of the transit system is fiscally responsible.
3. Offer a network of affordable and accessible public and specialized transportation services that are productive, coordinated, convenient, and appropriate for the markets being served.
4. Offer accessible public and specialized transportation services in San Diego that are reliable; offer competitive travel times to major destinations; and provide consistent travel times for the same trip and mode of transportation.
5. Provide an accessible transit network in the urban areas that offers frequency and span of service to support spontaneous use for a wide range of needs to support a diverse economy.
6. Enhance the mobility choices of the transportation disadvantaged by improving coordinated services (such as maintenance) to provide alternative modes of transportation at a reduced cost through coordinated efforts.
7. Offer accessible public, lifeline, and specialized transportation services in San Diego to all populations, without discrimination on the basis of race, color, language, national origin, or disability.

3.2 Public Transit Performance Indicators

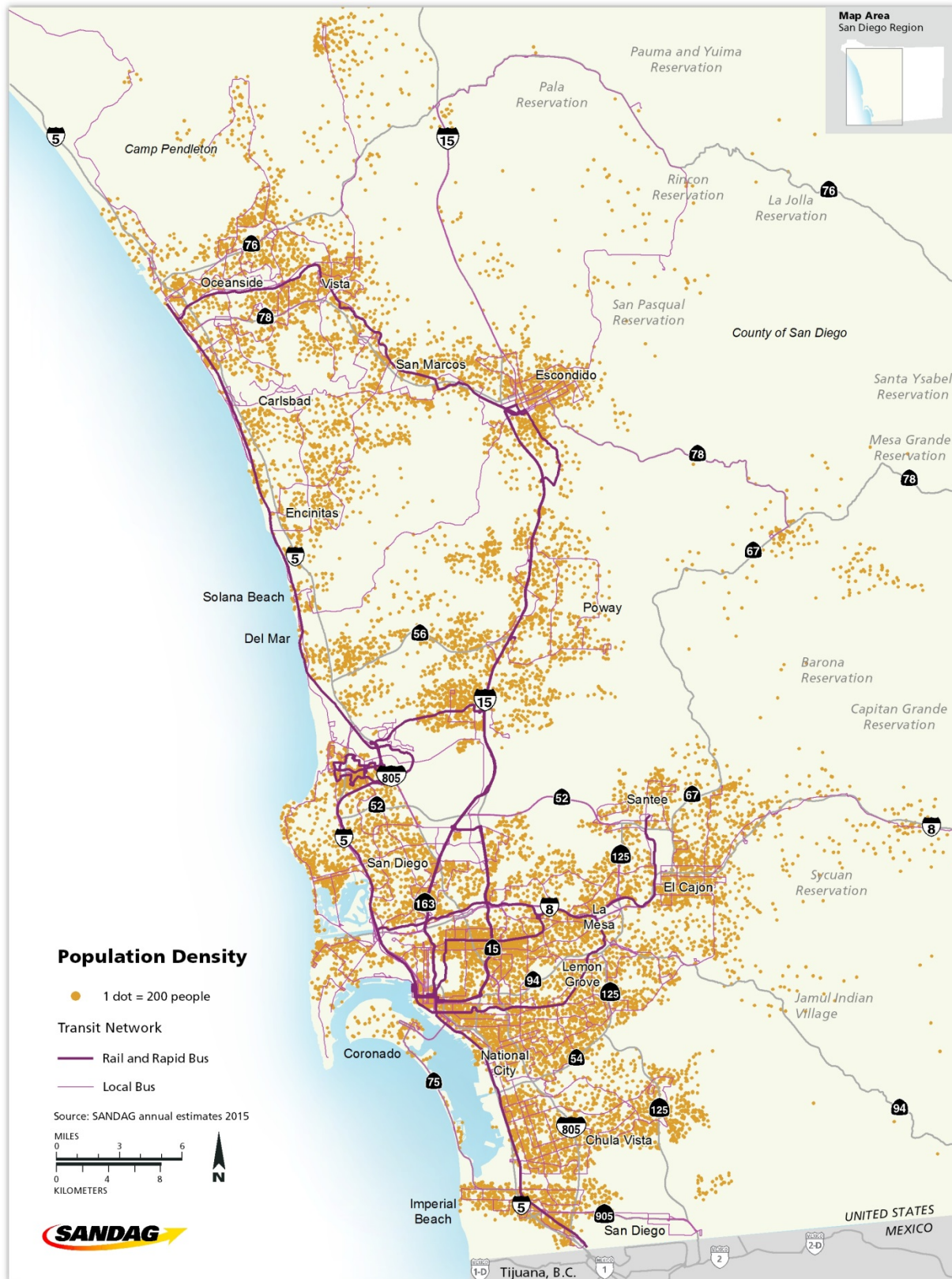
The regional public transit performance evaluation program evaluates MTS and NCTD transit services over a five-year time period. Performance indicators are derived from SANDAG policy, Regional Plan goals, and state and federal regulations, and may be adjusted as needed to reflect changing conditions such as funding, energy costs, and the health of the local economy among others.

Evaluation of transit operator performance allows transit operators, SANDAG, elected officials, and the public to:

- ▶ Assess the overall health of the regional transit system
- ▶ Determine whether sufficient funding is being provided to the regional transit system to meet performance targets and ensure that any additional planning and funding resources are allocated appropriately
- ▶ Determine the need for transit priority measures and, once implemented over time, assess how well these measures are performing in terms of improving transit performance
- ▶ Assess regional efforts to better link transit and land use planning through regional smart growth programs
- ▶ Identify deficiencies or service gaps



Figure 3.1 Transit Network and Population Density



► Overview of Transit Performance Indicators

The transit performance indicators are informed by the goals of the Regional Plan, Transportation Development Act (TDA) performance monitoring program, Title VI Program Update, and other service monitoring programs. The following are the transit performance indicators by category:

- Productivity
 - Ridership
 - Average Weekday Load Factor and Peak Load Factor
 - Passengers Per Revenue Mile†
 - Passengers Per Revenue Hour†
 - Revenue Hours Per Employee†
- Financial
 - Farebox Recovery*†
 - Operating Cost Per Passengert
 - Operating Cost Per Revenue Hour†
- Reliability and Speed
 - Average Speed
 - Completed Trips
 - On Time Performance*
- Convenience
 - Span of Service
 - Frequency of Service (Headways)*
 - Vehicle Assignment*
- Access
 - Service Availability*
 - Distribution of Transit Amenities*
 - Accessibility
- Comfort
 - Trips Exceeding Vehicle Load Factor

* Denotes objectives that are also monitored for Title VI

† Denotes objectives that are also monitored for TDA

A brief description of the performance results relating to these categories is included in Section 3.4. Appendices B and C include data sets reported in prior years in order to ensure statistical continuity between previous and future Coordinated Plans.

► TDA Objectives

SANDAG Board Policy No. 18: Regional Transit Service Planning and Implementation establishes a requirement for annual and quarterly monitoring of transit performance for both MTS and NCTD operations. The six performance indicators evaluated per SANDAG Board Policy No. 18 are consistent with the annual performance measures required by California’s TDA program, which SANDAG administers at the regional level.

The TDA performance indicators help SANDAG determine if the overall performance of the transit system is improving based on updated regional strategies or service operation plans. These indicators also help the transit operators determine where improvements can be made. Service improvements are incorporated into the Service Implementation Plans (SIPs) of each transit operator, which are included in Appendix E.

The following are the six TDA indicators monitored by SANDAG.

- Operating Cost Per Passenger (adjusted for annual inflation) – measures cost effectiveness
- Operating Cost Per Revenue Hour (adjusted for annual inflation) – measures cost efficiency
- Passengers Per Revenue Hour – measures service productivity
- Passengers Per Revenue Mile – measures service productivity
- Revenue Hours Per Employee – measures labor productivity
- Farebox Recovery Ratio – measures service cost efficiency

These performance indicators are measured separately for fixed-route services (MTS Bus, MTS Trolley, NCTD BREEZE [Bus], NCTD COASTER, and NCTD SPRINTER) and Americans with Disabilities Act (ADA) paratransit services (MTS Access and NCTD LIFT). It should be noted that MTS Bus refers to all MTS bus services, including MTS *Rapid* (routes 215, 235, and 237) and MTS *Rapid Express* (routes 280 and 290), with the exception of the farebox recovery ratio evaluation. There is a unique guideline for the farebox recovery ratio for MTS *Rapid Express*. Therefore, “MTS *Rapid Express*” is separated from “MTS Bus” (all other bus services) for the farebox recovery ratio evaluation.

► Environmental Justice Objectives

Environmental Justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. To ensure that all federally funded transportation programs are in compliance with these regulations, the FTA requires transit operators to conduct Title VI program updates every three years.

MTS and NCTD's program updates for fiscal year (FY) 2015 were both accepted by the FTA. Copies of the program updates can be found online at the following links.

MTS FY2015 Title VI Program Update – sandag.org/FY15MTSTitleVIUpdate

NCTD FY2015 Title VI Program Update – sandag.org/FY15NCTDTitleVIUpdate

3.3 Regional Public Transit Performance Evaluation

The following sections provide the specific objectives, guidelines, and performance results for each of the following performance categories: productivity, financial, reliability and speed, convenience, access, and comfort. Performance was evaluated for each service type for FY 2013, FY 2014, and FY 2015.

► Productivity Objectives

The productivity of a transit service is evaluated based on ridership, load factor, passengers per revenue mile, passengers per revenue hour, and revenue hours per employee.

Ridership

Monitoring the ridership of the available transit services is necessary to ensure that overall productivity and performance goals are being met.

Objective: The ridership grows year-over-year for each transit service.

Guideline: Increase ridership year-over-year for each transit service.

Result: As indicated in Figure 3.2, ridership increased over the three-year monitoring period for all transit services except NCTD BREEZE.

Figure 3.2 MTS and NCTD Ridership

Transit Service	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	55,075,327	54,739,583	56,276,585	Y
MTS Trolley	27,841,958	39,665,092	40,083,445	Y
NCTD BREEZE	8,337,427	8,124,839	8,018,531	N
NCTD COASTER	1,629,196	1,730,090	1,641,525	Y
NCTD SPRINTER	2,100,888	2,550,985	2,769,686	Y
MTS Access	379,415	417,717	475,322	Y
NCTD LIFT	144,951	154,162	184,845	Y

Average and Peak Weekday Load Factor

Both MTS and NCTD have established load factor guidelines to monitor productivity on transit services and allocate resources appropriately. Load factor measures seat utilization. The load factor for each route is determined by calculating the average percentage of seats occupied for a typical weekday. As ridership is much lower on the weekends, Saturday and Sunday load factors are not included. Load factor is expressed as a decimal point to two decimal places. A load factor of 1.00 means that all of the seats on a vehicle are occupied. A load factor of 1.25 means that all seats are occupied and the number of standees on the vehicle are equal to 25 percent of the number of seats on the vehicle. Peak load factor differs from average weekday load factor (a performance indicator under the productivity objective) in that it pertains to seat utilization during a.m. and p.m. peak travel times only. MTS and NCTD have different standards for peak load factors for each transit service.



Federal Transit Administration (FTA) Circular 4702.1B requires that all transit operators conduct a thorough analysis of both peak and off-peak vehicle loads to ensure that service is operated equitably on Minority and Non-Minority transit routes. MTS and NCTD's most recent Title VI Program Updates include this analysis as well. The link to these two documents can be found in Appendix F.

Objective: To monitor productivity on transit services, and to allocate resources appropriately during both off-peak and peak travel times.

Guideline: Maintain vehicle loads that do not exceed the standards, which are as follows:

- For MTS Bus, the maximum average weekday load factor is 1.00, and the maximum average peak load factor is 1.50
- For MTS Trolley, the maximum average weekday and average peak load factor is 3.00
- For NCTD BREEZE, the maximum average weekday load factor is 1.10, and the maximum average peak load factor is 1.25
- For NCTD COASTER the maximum average weekday load factor is 1.00, and the maximum average peak load factor is 1.70
- For NCTD SPRINTER the maximum average weekday load factor is 1.00, and the maximum average peak load factor is 1.40

Result: As indicated in Figures 3.3 and 3.4 all transit services are operating within the guideline.

Figure 3.3 MTS and NCTD Average Weekday Load Factor

Transit Service	Guideline	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	1.00	.27	.28	.27	Y
MTS Trolley	3.00	.41	.42	.44	Y
NCTD BREEZE	1.10	.18	.22	.20	Y
NCTD COASTER	1.00	.20	.21	.20	Y
NCTD SPRINTER	1.00	.25	.24	.25	Y

Figure 3.4 MTS and NCTD Peak Load Factor

Transit Service	Guideline	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	1.50	.29	.30	.27	Y
MTS Trolley	3.00	.46	.48	.50	Y
NCTD BREEZE	1.25	.19	N/A	.21	Y
NCTD COASTER	1.70	.27	.29	.28	Y
NCTD SPRINTER	1.40	.31	.26	.27	Y

Passengers per Revenue Mile

The number of passengers per revenue mile is determined by taking the total number of passengers and dividing it by the number of revenue miles. An increase in passengers per revenue mile is seen as positive as it indicates that more passengers are using the service and for longer trip distances.

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

Guideline: Improve average passengers per revenue mile year-over-year for each transit service.

Result: As indicated in Figure 3.5, MTS Trolley, NCTD COASTER, and NCTD SPRINTER, experienced an increase in the number of passengers per revenue mile year-over-year. MTS Access maintained the average passengers per revenue mile. MTS Bus, NCTD BREEZE, and NCTD LIFT experienced a decrease in the number of passengers per revenue mile.

Figure 3.5 MTS and NCTD Passengers per Revenue Mile

Transit Service	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	3.02	3.00	2.82	Y
MTS Trolley	3.59	4.66	4.66	Y
NCTD BREEZE	1.47	1.47	1.43	N
NCTD COASTER	1.17	1.24	1.18	Y
NCTD SPRINTER	3.95	3.77	4.03	Y
MTS Access	0.12	0.12	0.12	N
NCTD LIFT	0.12	0.11	0.09	N

Passengers per Revenue Hour

The number of passengers per revenue hour is determined by taking the total number of passengers and dividing it by the number of revenue hours. Much like the measurement of passengers per revenue mile, an increase in passengers per revenue hour is seen as positive as it indicates that more passengers are using the service and for longer periods of time.

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



Guideline: Achieve the following standards:

- For MTS Bus and MTS Trolley, average at least 35 passenger boardings per revenue service hour
- For NCTD BREEZE, COASTER, and SPRINTER average at least 20 passenger boardings per revenue service hour
- For MTS Access and NCTD LIFT average 2.0 passenger boardings per revenue service hour

Result: As indicated in Figure 3.6, MTS Trolley, NCTD COASTER, NCTD SPRINTER, and MTS Access met their respective guidelines. MTS Bus, NCTD BREEZE, and NCTD LIFT services missed the guideline.

Figure 3.6 MTS and NCTD Passengers per Revenue Hour

Transit Service	Guideline	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	35.00	33.20	32.39	31.42	N
MTS Trolley	35.00	150.53	228.29	233.15	Y
NCTD BREEZE	20.00	18.71	18.58	17.23	N
NCTD COASTER	20.00	233.78	246.73	234.67	Y
NCTD SPRINTER	20.00	110.63	108.43	117.73	Y
MTS Access	2.00	2.07	2.08	2.05	Y
NCTD LIFT	2.00	2.24	2.05	1.59	N

Revenue Hours per Employee

Monitoring the revenue hours per employee provides insight into the labor productivity of the operators, and can provide an indication of the level of efficiency with which a transit system can deliver its services. A significant increase of revenue hours per employee may indicate that there is a shortage of employees able to operate services.

Objective: To measure labor productivity.

Guideline: To assess the average revenue hours per employee year-over-year for each transit service to measure labor productivity.

Result: As indicated in Figure 3.7, NCTD BREEZE, NCTD SPRINTER, MTS Access, and NCTD LIFT experienced increased labor productivity over the three-year period. MTS Bus, MTS Trolley, and NCTD COASTER experienced decreased labor productivity over the three-year period.

Figure 3.7 MTS and NCTD Average Revenue Hours per Employee

Transit Service	FY13	FY14	FY15
MTS Bus	281.41	277.06	269.38
MTS Trolley	97.09	90.30	89.68
NCTD BREEZE	243.16	243.46	257.28
NCTD COASTER	16.02	15.62	15.57
NCTD SPRINTER	74.47	88.12	78.71
MTS Access	212.98	225.13	224.61
NCTD LIFT	276.85	334.60	285.42

► Financial Objectives

Public transit is funded through local, state, and federal funds. To ensure that operation of the transit system is fiscally responsible, transit services are evaluated based on farebox recovery, operating cost per passenger, and operating cost per revenue hour. The implementation of new services can also present a challenge to operators, including MTS, as these projects can often create unavoidable cost increases, such as those incurred with the start of *Rapid* services in 2014.

Farebox Recovery

The farebox recovery ratio is the fraction of operating expenses which are met by fares paid by passengers. It is calculated by dividing a system's total fare revenue by its total operating expenses.

The TDA requires transit operators to monitor the farebox recovery of all routes to ensure that public funds are spent in a fiscally responsible manner. SANDAG is required by the TDA to establish firm cost-recovery targets for MTS and NCTD. The cost-recovery indicator helps to determine the appropriateness of the fare structure and the ability of the system to generate ridership and revenue.

Additionally, SANDAG Board Policy No. 29 stipulates that farebox recovery should exceed the minimum TDA targets and demonstrate a reasonable effort to prevent regression over a three-year period. This guideline stems from direction from the Board of Directors to encourage ridership and revenue growth.

Objective: To meet or exceed the farebox recovery ratio required by the TDA and SANDAG.

Guideline: Achieve farebox recovery ratios that meet or exceed the following:

- For MTS Bus and Trolley, 31.9 percent
- For MTS *Rapid Express* (routes 280 and 290), 20 percent
- For NCTD BREEZE, COASTER, and SPRINTER, and BREEZE, 18.8 percent
- For MTS Access and NCTD LIFT, 10 percent

Result: As indicated in Figure 3.8, all MTS and NCTD services exceeded the minimum standards required by SANDAG and the TDA with the exception of NCTD Lift.

Figure 3.8 MTS and NCTD Farebox Recovery Rate

Transit Service	Guideline	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	31.9%	36.3%	36.5%	35.5%	Y
MTS <i>Rapid Express</i>	20.0%	46.58%	43.39%	52.28%	Y
MTS Trolley	31.9%	53.6%	56.1%	56.3%	Y
NCTD BREEZE	18.8%	21.4%	19.6%	19.4%	Y
NCTD COASTER	18.8%	37.3%	38.9%	35.9%	Y
NCTD SPRINTER	18.8%	15.4%	18.3%	18.6%	Y
MTS Access	10.0%	13.4%	13.1%	13.7%	Y
NCTD LIFT	10.0%	14.1%	11.9%	9.2%	N

Operating Cost per Passenger

Operating cost per passenger is determined by dividing the total operating cost of a service and by the total number of boarding passengers. A decrease in operating cost per passenger is seen as positive as it indicates greater cost effectiveness.

Objective: Measure the cost effectiveness of the transit services.

Guideline: Improve the average operating cost per passenger year-over-year for each transit service.

Result: As indicated in Figure 3.9, MTS Trolley, NCTD SPRINTER, and MTS Access improved by reducing the operating cost per passenger for the past three years. MTS Bus, NCTD COASTER, NCTD BREEZE, and NCTD Paratransit services saw cost increases.

Figure 3.9 MTS and NCTD Operating Cost per Passenger

Transit Service	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	\$2.78	\$2.71	\$2.79	N
MTS Trolley	\$2.38	\$1.80	\$1.82	Y
NCTD BREEZE	\$4.91	\$5.18	\$5.32	N
NCTD COASTER	\$11.90	\$11.33	\$12.51	N
NCTD SPRINTER	\$7.04	\$5.91	\$5.83	Y
MTS Access	\$36.93	\$35.81	\$35.70	Y
NCTD LIFT	\$27.13	\$31.07	\$40.26	N

Operating Cost per Revenue Hour

Operating cost per revenue hour is determined by taking the total operating cost of the service and dividing it by the total number of hours that each vehicle is in revenue service (i.e., available for passengers to board and ride, including layover time). A decrease in operating cost per revenue hour is seen as a positive.

Objective: To measure the cost efficiency of the transit services.

Guideline: Improve the average operating cost per revenue hour year-over-year for each transit service.

Result: As indicated in Figure 3.10, MTS Bus, MTS Access, NCTD BREEZE, and NCTD SPRINTER all experienced reductions in their operating costs per revenue hour within the three-year monitoring period. MTS Trolley, NCTD COASTER, and NCTD LIFT all showed operating cost increases.

Figure 3.10 MTS and NCTD Operating Cost per Revenue Hour

Transit Service	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	\$92.25	\$87.82	\$87.65	Y
MTS Trolley	\$358.73	\$412.05	\$425.20	N
NCTD BREEZE	\$91.89	\$96.22	\$91.66	Y
NCTD COASTER	\$2,781.59	\$2,796.18	\$2,935.63	N
NCTD SPRINTER	\$779.31	\$640.27	\$686.38	Y
MTS Access	\$76.47	\$74.65	\$73.26	Y
NCTD LIFT	\$60.70	\$63.61	\$64.06	N

► Reliability Objectives

Service reliability is a critical factor influencing people's mode choice. Therefore, transit operators recognize the importance of reliability and maintaining or improving travel times in order to maintain and gain ridership. Reliability is measured by average speed, completed trips, and on-time performance. External factors, such as traffic congestion, public works projects, and construction can often impact reliability. However, consolidating stops, transit signal priority, and other improvements may improve reliability.

Average Speed

Objective: To maintain or improve existing average speeds on existing transit services.

Guideline: Maintain or improve the average fleet speed year-over-year for each transit service.

Result: As indicated by Figure 3.11, average fleet speed increased over the three-year period for MTS Bus, MTS Trolley, NCTD SPRINTER, and MTS Access. NCTD BREEZE, NCTD COASTER, and NCTD LIFT experienced small decreases in speed throughout the three-year period.



Figure 3.11 MTS and NCTD Average Speed

Transit Service	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	11.00	10.81	11.13	Y
MTS Trolley	41.89	48.95	50.00	Y
NCTD BREEZE	12.73	12.63	12.09	N
NCTD COASTER	39.96	39.79	39.78	N
NCTD SPRINTER	28.00	28.73	29.20	Y
MTS Access	17.61	17.81	17.63	Y
NCTD LIFT	17.92	18.60	17.47	N

Note: MTS Policy 42 requires average speed to be calculated by only using weekday hours and miles.

Completed Trips

The evaluation of completed trips is necessary to determine whether the transit routes are adequately serving the public. While on-time performance helps evaluate scheduling or congestion issues, this performance indicator quantifies maintenance or driver issues that result in vehicles being taken out of service.

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

Guideline: Operate transit services that are reliable as indicated by the completion of 97.5 percent of trips.

Result: As indicated in Figure 3.12, NCTD BREEZE, NCTD COASTER, NCTD SPRINTER, and MTS Access, and NCTD LIFT met the objective.

Figure 3.12 MTS and NCTD Completed Trips

Transit Service	Guideline	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	97.5%	99.97%	99.95%	99.95%	Y
MTS Trolley	97.5%	99.8%	98.9%	98.9%	Y
NCTD BREEZE	97.5%	99.9%	100.0%	100.0%	Y
NCTD COASTER	97.5%	99.8%	99.8%	99.8%	Y
NCTD SPRINTER	97.5%	99.8%	99.9%	99.9%	Y
MTS Access	97.5%	99.6%	99.4%	99.3%	N
NCTD LIFT	97.5%	100.0%	100.0%	100.0%	Y

Note: MTS Bus data includes contracted routes only. It does not include routes operated in-house.

On-time Performance

On-time performance refers to the ability of a transit service to be on time. It is calculated as a percentage and evaluates actual service operated on the road against the published schedules.

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

Guideline: Meet or exceed the following on-time performance standards:

- For MTS Bus, meet or exceed 85 percent on-time performance
- For Trolley and NCTD BREEZE, meet or exceed 90 percent on-time performance
- For NCTD COASTER, meet or exceed 95 percent on-time performance
- For NCTD SPRINTER, meet or exceed 98 percent on-time performance
- For MTS Access and NCTD LIFT, meet or exceed 94 percent on-time performance

Result: As indicated in Figure 3.13, NCTD COASTER and NCTD SPRINTER met and exceeded on-time performance standards. MTS Bus, MTS Trolley, NCTD BREEZE, MTS Access, and NCTD LIFT did not meet the on-time performance standards.

Figure 3.13 MTS and NCTD On-time Performance

Transit Service	Guideline	FY13	FY14	FY15	Met Guideline? (Y or N)
MTS Bus	85.0%	83.6%	82.7%	81.3%	N
MTS Trolley	90.0%	95.9%	89.9%	89.5%	N
NCTD BREEZE	90.0%	85.0%	88.3%	89.2%	N
NCTD COASTER	95.0%	97.9%	96.8%	97.6%	Y
NCTD SPRINTER	98.0%	98.5%	99.3%	99.2%	Y
MTS Access	94.0%				
NCTD LIFT	94.0%	92.2%	93.8%	91.5%	N

► Convenience Objectives

Two of the regional transit goals relate to developing a transit system that is convenient for users and potential users. Convenience is measured by evaluating span and frequency of service and vehicle assignment. It is important to note that different levels of service are appropriate for different markets or zones.

Span of Service

Span of service refers to the times that transit service is provided. The objective of evaluating span of service is to ensure that a transit service is convenient and can accommodate travel during most hours of the day. In

particular, the transit operators focus on providing excellent commuter services in major corridors and a limited network of lifeline services. The MTS and NCTD Boards of Directors also may decide to provide higher levels of service in specific areas where there is higher ridership or special market conditions. MTS and NCTD evaluate span of service on an on-going basis and make adjustments as needed. Span of service for all transit service can be found in Appendix C.

Frequency of Service (Headways)

The frequency of service influences people's modal choice. The urban core is the area that requires and can support a high-level of frequency that will enable passengers to travel spontaneously. Experience in San Diego County and elsewhere shows that better headways almost always results in more riders.

The minimum peak service headway goals are 15 minutes for MTS Bus and NCTD BREEZE, 15 to 30 minutes for MTS Trolley and NCTD SPRINTER, and 40 minutes for NCTD COASTER. With the additional investment described in the Regional Plan, headways will be enhanced in future plans with the goal of bringing bus services in key travel corridors up to the service goal of 10 minutes or better for all-day service. The current goals recognize the high cost of reducing headways and take into account current funding or facility limitations. Headways for all transit and rail routes can be found in Appendix C.

Vehicle Assignment

Vehicle assignment refers to the process of placing transit vehicles into service in depots and on routes throughout the transit system. Transit operators set and implement policies on vehicle assignment to ensure vehicles continue to be in working condition and provide appropriate capacity given rider demand. Certain services, such as MTS *Rapid* and *Rapid Express*, have dedicated fleets. Below are descriptions of each transit operator's vehicle fleet and assigned divisions. Additional information regarding vehicle assignment can be found in Appendix B.

MTS

MTS assigns vehicles based on capacity, service needs, and whether or not the service has a dedicated fleet. Several vehicles for MTS Bus are interlined with one another for efficiency and cost-savings. For example, one vehicle may be assigned to several routes in a service day.

The MTS Bus and MTS Access fleet combined contains 791 vehicles, which consists of standard buses, articulated buses, minibuses, and over-the-road coaches. Standard buses are 30 to 40 feet, medium or heavy-duty transit buses. These buses operate using compressed natural gas (CNG), diesel fuel, and gasoline hybrid engines. The articulated buses, which are 60 feet long, operate on urban routes with heavy ridership and *Rapid* routes. The minibus fleet consists of buses 29 to 32 feet in length and operate paratransit and fixed route services with lower ridership. Over-the-road coaches are 45-foot buses that are assigned to the *Rapid Express* commuter service which operates along the Interstate 15 corridor.

These bus fleets are assigned to five different divisions:

- Imperial Avenue Division – operates standard and articulated buses
- Kearny Mesa Division – operates standard and articulated buses
- South Bay Maintenance Facility – operates standard buses. In early January 2015, the Chula Vista Transit Division was incorporated into this facility
- East County Maintenance Facility – operates standard buses, minibuses, and over-the-road coaches
- Copley Park Maintenance Facility – operates minibuses, as well as the MTS Access fleet, which consists of gasoline powered Type II buses

MTS' Rail fleet consists of high-floor Trolley vehicles, low-floor Trolley vehicles, and Vintage Trolley streetcars. In January 2015, a portion of the high-floor fleet was retired, and the completion of the [Trolley Renewal Project](#) now allows for low-floor Trolleys to operate along all three rail lines. The Vintage Trolley operates on the Silver Line as a supplementary service in a loop around Downtown San Diego. MTS Rail operates out of one location in Downtown San Diego.

NCTD

NCTD assigns vehicle based on the following: vehicle age and type, fuel capacity and/or route mileage, length of route, frequency of service, capacity, operating conditions (including turns, dips, speeds, and other road conditions), and system-wide service needs. The NCTD BREEZE, FLEX, and LIFT fleets combined contain 167 vehicles, which consist of standard buses and minibuses. Standard buses are 30 to 40 feet medium or heavy-duty transit buses. These buses operate using compressed natural gas (CNG). The minibus fleet consists of buses 29 to 32 feet in length and operates demand-response service (NCTD FLEX and LIFT) and fixed-route services with lower ridership.



These bus fleets are assigned to two divisions:

- Oceanside, referred to as the West Division – operates standard and minibuses
- Escondido, referred to as the East Division – operates standard and minibuses

NCTD's Rail fleet consists of COASTER commuter rail vehicles and SPRINTER Low-Floor light rail trolley cars. The COASTER consists of one rail line, which can accommodate up to 140 passengers in each rail car with a maximum six-car train accommodating 840 seated passengers. The SPRINTER consists of one light rail line, which has a maximum capacity of 1,741 riders. NCTD COASTER operates in one location north of Oceanside, and SPRINTER operates in one location in Escondido.

► Access Objectives

Service Availability

Service availability refers to the distribution of routes within a transit operator's service area. MTS and NCTD service availability standards are based on population and job density. Routes are distributed such that a certain percentage of residents or jobs are within a specified distance to a transit stop given their location within either an urban, suburban, or rural area; or a high, medium, or low density area. Though MTS and NCTD share the same objective, they have different guidelines to account for their distinct service area and populations served. Figure 3.14 illustrates the population density of persons within a half-mile of transit services, and those that are more than half a mile from transit services.

MTS operates within the central and southern portion of San Diego County. This service area encompasses approximately 3 million people residing in a 570 square mile area of San Diego County, including the cities of Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, Santee, San Diego, and unincorporated areas within the County of San Diego.

Objective: To offer accessible public, lifeline, and specialized transportation services in San Diego to all populations, without discrimination on the basis of race, color, language, national origin, or disability.

MTS Guideline: Provide transit services such that:

- 80 percent of residents or jobs in urban areas are within a half-mile of a transit stop
- 100 percent of residents in suburban areas are within five miles of a transit stop
- Residents of rural villages are served with lifeline services, which is defined as one return trip at least two days per week

MTS Results: As indicated in Figure 3.15, MTS met all of their service availability standards.

Figure 3.14 MTS and NCTD Service Availability

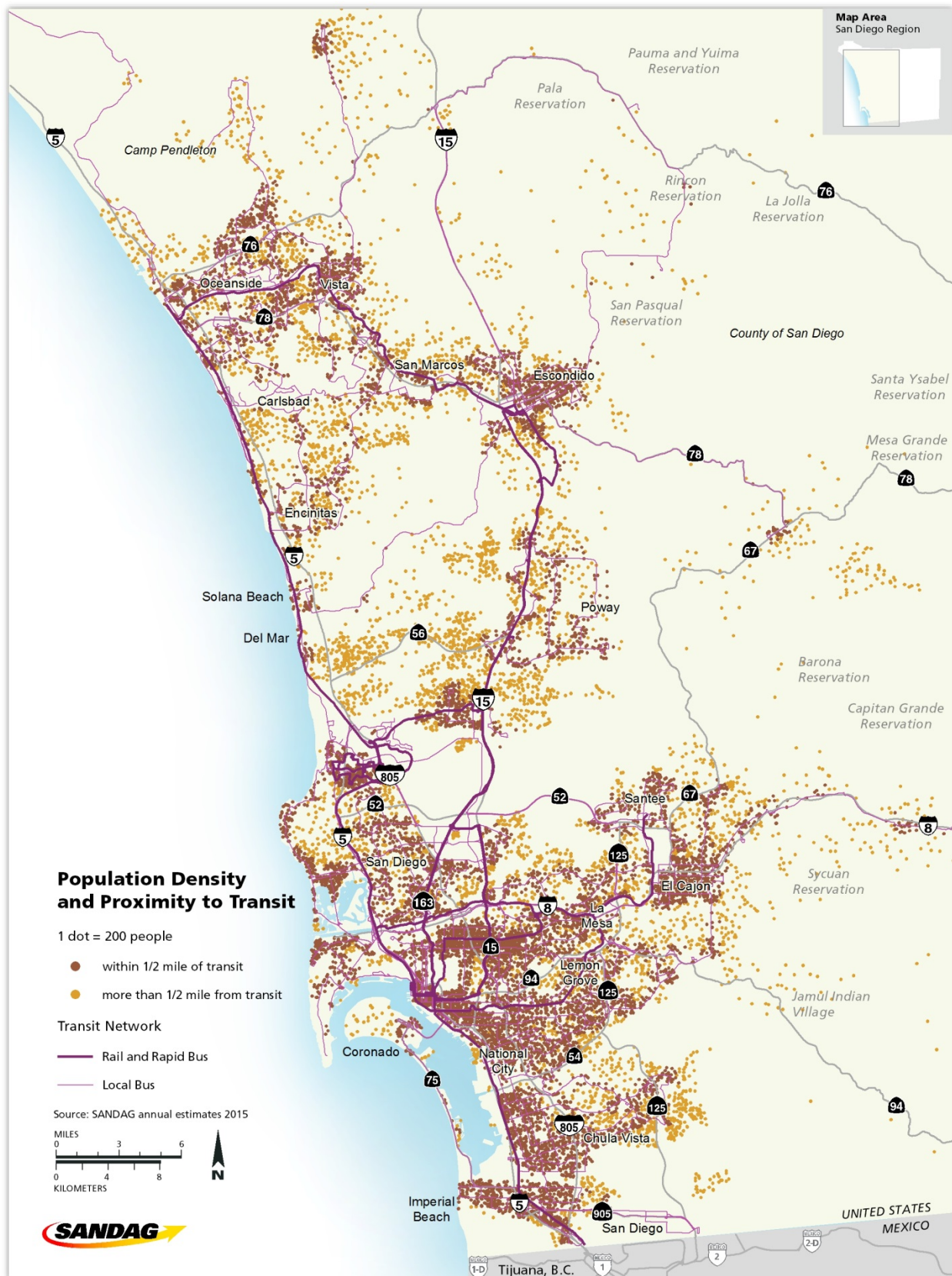


Figure 3.15 MTS Service Availability

Service Area	Guideline	Results	Met Guideline? (Y or N)
Urban	80% of residents within 1/2 mile of a transit stop	94%	Y
Urban	80% of jobs within 1/2 mile of a transit stop	90%	Y
Suburban	100% of residents within five miles of a transit stop	100%	Y
Rural	One return trip at least two days/week to destinations from rural villages (Lakeside and Alpine).	Route 848 serves Lakeside seven days a week and Route 864 serves Alpine seven days a week.	Y

NCTD operates a suburban-rural system, with some pockets of higher density in certain corridors. Compared with the area served by MTS, North San Diego County has much fewer areas of high density. Higher density areas in North County are along State Route (SR) 76 and Mission Avenue from Oceanside to Vista and along SR 78 from Oceanside to Escondido passing through Vista and San Marcos. Any pockets of medium and high density along the coastal cities of Carlsbad and Encinitas are mainly along Carlsbad Boulevard/Highway 101 and El Camino Real/Rancho Santa Fe Road. The remainder of the area is considered low density or rural based on persons per acre.

NCTD Guideline: Provide transit service such that:

- 90 percent of housing units in high-density areas (16 or more persons per acre) are within a quarter mile from a transit stop
- 75 percent of housing units in medium density areas (11 to 15 persons per acre) are within a quarter mile from a transit stop
- 50 percent of housing units in low density areas (6 to 10 persons per acre) are within a quarter mile from a transit stop
- 10 percent of housing units in rural areas (five or less persons per acre) are within a quarter mile from a transit stop

NCTD Results: As shown in Figure 3.16, NCTD is meeting the target of service availability for low density and rural areas in North County and is below the target for high and medium density areas.

Figure 3.16 NCTD Service Availability

Population Density (Persons per Acre)	Percent of Housing Units Within 1/4-Mile of a transit stop		Met Guideline? (Y or N)
	Guideline	Result	
High (16 or more)	90%	77%	N
Medium (11 to 15)	75%	65%	N
Low (6 to 10)	50%	50%	Y
Rural (5 or less)	10%	13%	Y

Distribution of Transit Amenities

Transit amenities refer to items of comfort, convenience, and safety that are available to transit users. Examples of transit amenities include shelters, seating, wayfinding, trash cans, parking lots, and elevators. MTS and NCTD base distribution of amenities on passenger boardings among other considerations. Additional information on transit amenities can be found in Appendix B.



Accessibility

Accessibility specifically refers to the design of transit stops, amenities, and services for access by individuals with disabilities. Evaluating accessibility helps ensure individuals with disabilities have equal access to transit.

Objective: To provide fully accessible transit stops.

Guideline: Ensure 100 percent of transit stops are fully accessible.

Results: Neither MTS nor NCTD currently meet the guidelines established for this category.

All MTS and NCTD transit centers are fully accessible. However, many individual bus stops within the county were installed prior to the implementation of the Americans with Disabilities Act (ADA) in 1990. Both agencies are working towards 100 percent accessibility, and work with developers, cities, and other agencies to improve the bus stop infrastructure within their jurisdictions. Bus stops have also been removed for being inaccessible.

► Comfort Objective

This objective addresses the goal to provide appropriate service for the markets being served. One of the least welcomed aspects of public transit is the need to stand on crowded, moving buses or trains. People are often uncomfortable in an environment where they must stand shoulder to shoulder with complete strangers. MTS and NCTD have policies that define the maximum capacity of bus and rail vehicles. Comfort is evaluated based on peak load factor.

Objective: To offer appropriate transit services to ensure that no routes are overcrowded during the a.m. or p.m. peak service.

Guideline: Operate transit services that are comfortable by not exceeding the maximum peak load factor, which are as follows:

- For MTS Bus, no more than 20 percent of vehicle trips exceed the maximum peak load factor of 1.50
- For MTS Minibuses and Over-the-Road Coaches, the maximum peak load factor is 1.00
- For MTS Trolley, the maximum peak load factor is 3.00
- For NCTD BREEZE, the maximum peak load factor is 1.40
- For NCTD COASTER, the maximum peak load factor is 1.25
- For NCTD SPRINTER, the maximum peak load factor is 1.70

Both MTS and NCTD monitor the ridership for their respective services to minimize overcrowding. The agencies investigate complaints of overcrowding, monitor services, and conduct analysis to determine if the provided services need to be adjusted. Further analysis of this service standard will be included in future Coordinated Plans.

3.4 Specialized Transportation

SANDAG has administered specialized transportation grant programs since 2006. The Governor of the State of California appointed SANDAG as the designated recipient of Job Access and Reverse Commute (JARC) and New Freedom funds, under the Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU), and Enhanced Mobility of Seniors and Individuals with Disabilities Section 5310 funds, under Moving Ahead for Progress in the 21st Century (MAP-21), for the urbanized portion of San Diego County in letters dated August 21, 2006 and April 23, 2014, respectively. SANDAG continues to be the designated recipient of Section 5310 funds under the most recent federal transportation law, the Fixing America's Surface Transportation (FAST) Act.

As designated recipient, SANDAG is responsible for the development of the Coordinated Plan and the administration of Section 5310 program for the Census-defined urbanized areas of San Diego County. The specific tasks required by the FTA for this designation are:

- Conducting an area-wide competitive selection process
- Certifying fair and equitable distribution of funds resulting from the competitive process
- Certifying that each project selected for funding was derived from the Coordinated Plan
- Certifying that the Coordinated Plan was developed through a process that included representatives of public, private, and nonprofit transportation and human service providers, as well as participation by the public



SANDAG also administers the Senior Mini-Grant program, which was established in 2008 under the *TransNet* Extension Ordinance. The agency develops program requirements and selection criteria, determines applicant eligibility, notifies eligible applicants of the availability of funds, and selects projects for funding.

► Specialized Transportation Objectives

Under the Government Performance Results Act, the FTA is required by law to “establish performance goals to define the level of performance” and “establish performance indicators to be used in measuring relevant outputs, service levels, and outcomes” for each of its programs, including Section 5310. The performance measures established in the FTA Circular 9070.1G for the Section 5310 program are provided below.

Traditional Section 5310 Projects:

1. Gaps in Service Filled. Provision of transportation options that would not otherwise be available for seniors and individuals with disabilities measured in numbers of seniors and people with disabilities afforded mobility they would not have without program support as a result of traditional Section 5310 projects implemented in the current reporting year.
2. Ridership. Actual or estimated number of rides (as measured by one-way trips) provided annually for individuals with disabilities and seniors on Section 5310–supported vehicles and services as a result of traditional Section 5310 projects implemented in the current reporting year.

Other Section 5310 Projects:

1. Increases or enhancements related to geographic coverage, service quality, and/or service times that impact availability of transportation services for seniors and individuals with disabilities as a result of other Section 5310 projects implemented in the current reporting year
2. Additions or changes to physical infrastructure (e.g., transportation facilities, sidewalks, etc.), technology, and vehicles that impact availability of transportation services for seniors and individuals with disabilities as a result of other Section 5310 projects implemented in the current reporting year
3. Actual or estimated number of rides (as measured by one-way trips) provided for seniors and individuals with disabilities as a result of other Section 5310 projects implemented in the current reporting year.

FTA may ask SANDAG to report on these measures on behalf of each subrecipient active during that federal fiscal year.

Senior Mini-Grant Projects:

SANDAG has developed three performance indicators to monitor and report on the progress of Senior Mini-Grant projects:

1. Cost Effectiveness - measured by total cost in dollars per unit of service delivered (unlinked one-way passenger trips for operating)
2. Cost Efficiency - measured in operating cost in dollars per vehicle service hour (applicable only to operating projects)
3. Service Effectiveness - measured in passenger seat utilization measured as a percentage of available seats (applicable only to operating projects)

Due to varying project types and service parameters, not all performance indicators are applicable to all projects. Only operating projects are evaluated based on all three of the performance indicators listed above. All projects, however, are evaluated based on the cost effectiveness performance indicator. SANDAG will provide continuing oversight for the grant programs by monitoring the performance of individual projects in addition to the performance of the overall programs.

Results

During the last grant application cycle, more than 80 projects were submitted to SANDAG for Enhanced Mobility of Seniors and Individuals with Disabilities Section 5310 funding. Of the submitted projects, 49 were awarded fully funding and 3 were awarded partial funding. These projects are in the process of being implemented, therefore an evaluation of the grant program is not yet available for inclusion in this Coordinated Plan and will be incorporated into future versions.

Through the Senior Mini-Grant program, specialized transportation projects collectively provided 131,427 one-way passenger trips (OWPT) in FY 2014 at a cost per trip of \$12.03 and 189,480 one-way passenger trips in FY 2015 at a cost per trip of \$10.39. The 5310, Job Access and Reverse Commute (JARC), and New Freedom (NF) specialized transportation programs collectively provided 142,429 one-way passenger trips in FY 2014 at a cost per trip of \$10.58 and 237,791 one-way passenger trips in FY 2015 at a cost per trip of \$4.97. Figure 3.17 provides an evaluation of the social service transportation programs funded by Senior Mini Grants, 5310, Job Access and Reverse Commute (JARC)/New Freedom (NF).

Figure 3.17 Social Service Transportation Evaluations

Senior Mini Grant Program Cycle 5						
Grantee	Full Cost	FY 14 OWPT	FY14 Cost/Trip	Full Cost	FY 15 OWPT	FY 15 Cost/Trip
JFS SMG 5001697	\$81,581.51	8,245	\$9.89	-	-	-
City of La Mesa 5001690	\$132,633.53	8,651	\$15.33	-	-	-
City of Oceanside SMG 5004297	\$171,596.58	12,655	\$13.56	\$76,278.43	5,005	\$ 15.24
Traveler's Aid Society SMG 5001700	\$128,251.04	27,768	\$4.62	-	-	-
FACT MM SMG 5004298	\$52,050.85	26,927	\$1.93	-	-	-
RideFACT SMG 5001695	\$91,519.89	5,342	\$17.13	-	-	-
Elderhelp SMG 5001693	\$ 113,717.19	4,692	\$24.24	-	-	-
City of Vista SMG 5001692	\$ 107,009.43	9,659	\$11.08	-	-	-
FADC SMG 5001694	\$201,525.51	3,101	\$64.99	-	-	-
NCTD SMG 5004165	\$18,086.78	32	\$565.21	-	-	-
SMG Total	\$1,097,972.31	107,072	\$10.25	\$76,278.43	5,005	\$15.24

Senior Mini-Grant Program Cycle 7						
Grantee	Full Cost	FY 14 OWPT	FY14 Cost/Trip	Full Cost	FY 15 OWPT	FY 15 Cost/Trip
City of Oceanside 5004489	-	-	-	\$59,618.75	4,968	\$12.00
STN 5004341	-	-	-	\$133,337.15	5,767	\$23.12
FADHC 5004342	-	-	-	\$194,634.28	3,868	\$50.32
City of Vista 5004336	-	-	-	\$126,319.28	9,713	\$13.01
City of La Mesa 5004334	\$68,063.38	3,194	\$21.31	\$186,278.78	11,858	\$15.71
RideFACT SMG 5004338	-	-	-	\$117,689.31	12,642	\$9.31
FACT MM SMG 5004326	-	-	-	\$103,642.61	40,719	\$2.55
Travelers Aid SMG 5004339	-	-	-	\$154,745.00	39,107	\$3.96
Alpha 5004377	\$99,544.34	3,316	\$30.02	\$144,205.66	16,327	\$8.83
Peninsula Shepherd 5004332	\$28,992.26	2,827	\$10.26	\$49,661.44	3,951	\$12.57
JFS NCI 5004331	\$112,952.60	7,258	\$15.56	\$241,214.05	17,060	\$14.14
Bayside 5004333	\$4,922.06	8	\$615.26	\$7,133.05	241	\$29.60
NSD JFS 5004335	\$132,689.04	6,136	\$21.62	\$206,087.24	9,477	\$21.75
MHCS SMG 5004340	\$21,210.11	613	\$34.60	\$61,692.39	2,831	\$21.79
Elderhelp SMG 004343	\$14,460.64	1,003	\$14.42	\$105,564.16	5,947	\$17.75
SMG Total	\$482,834.43	24,355	\$19.82	\$1,891,823.31	184,475	\$10.26
Cycle 5 & 7 Total	\$1,580,806.74	131,427	\$12.03	\$1,968,101.74	189,480	\$10.39

5310 (Job Access and Reverse Commute/New Freedom) Cycle 5						
Grantee	Full Cost	FY 14 OWPT	FY14 Cost/Trip	Full Cost	FY 15 OWPT	FY 15 Cost/Trip
FACT MM 5004299	\$432,607.21	37,128	\$11.65	-	-	-
FACT 5001755	\$122,497.32	16,871	\$7.26	\$36,607.98	2,316	\$15.81
SYHC 5001222	\$62,688.32	1,180	\$53.13	-	-	-
City of La Mesa	\$22,478.84	8,651	\$2.60	-	-	-
Renewing Life 5001714	\$25,022.58	799	\$31.32	-	-	-
STN 5001754	\$159,310.44	3,955	\$40.28	-	-	-
Cycle 5 Total	\$824,604.71	68,584	\$12.02	\$36,607.98	2,316	\$15.81

5310 (Job Access and Reverse Commute/New Freedom) Cycle 6						
Grantee	Full Cost	FY 14 OWPT	FY14 Cost/Trip	Full Cost	FY 15 OWPT	FY 15 Cost/Trip
STN 5001754	\$159,310.44	3,955				
PenShep 5001757	\$38,582.18	2,401	\$16.07	-	-	-
Renewing Life 5001940	\$80,499.28	2,738	\$29.40	\$39,499.62	1,075	\$36.74
Cycle 6 Total	\$278,391.90	9,480	\$29.37	\$39,499.62	1,075	\$36.74

5310 (Job Access and Reverse Commute/New Freedom) Cycle 7						
Grantee	Full Cost	FY 14 OWPT	FY14 Cost/Trip	Full Cost	FY 15 OWPT	FY 15 Cost/Trip
JFS 5004324	\$53,075.32	6,136	\$8.65	\$22,334.26	2,959	\$7.55
SYHC 5004325	\$69,694.22	1,363	\$51.13	\$21,305.78	568	\$37.51
SMSC 5004321	\$106,169.66	56,807	\$1.87	\$277,690.34	175,730	\$1.58
FACT 5004327				\$458,810.33	40,768	\$11.25
RideFACT 5004328				\$188,302.90	10,715	\$17.57
City of La Mesa 5004323				\$27,225.38	3,261	\$8.35
IRC 5004319	\$41,456.48	6	\$6,909.41	\$24,337.52	35	\$695.36
IRC 5004320	\$35,191.79	53	\$664.00	\$85,668.50	364	\$235.35
Cycle 7 Total	\$305,587.47	64,365	\$4.75	\$1,105,675.01	234,400	\$4.72

Cumulative Cycle 5, 6, & 7	\$2,233,188.79	142,429	\$10.58	\$1,181,782.61	237,791	\$4.97
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► Specialized Transportation Project Monitoring and Reporting

With the responsibility of administering the local and federal specialized transportation programs, SANDAG has developed a consolidated approach to monitoring the projects funded through these programs. This monitoring program is specifically laid out in the Program Management Plan, which is available on the SANDAG website at sandag.org/PMP. SANDAG developed a Monitoring Checklist that assesses the project's compliance with the terms of the grant agreement, including federal requirements. As part of the Monitoring Checklist, SANDAG measures that grantee's progress towards project delivery by measuring the cost per one-way passenger trip (or other measurable unit of service) and comparing it with the cost per unit of service originally proposed by the grantee in their application. The Monitoring Checklist is completed during site visits, which are performed at regular intervals. SANDAG also monitors projects on an ongoing basis through progress reports that are submitted with each invoice packet.

SANDAG reports on the performance of grant projects, and grant programs as a whole, to the Transportation Committee and Independent Taxpayers Oversight Committee quarterly and to the Social Services Transportation Advisory Council biannually.

► CTSA Objectives

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

The role of the CTSA is to promote the consolidation of specialized transportation through functions identified in the Social Service Transportation Improvement Act, such as centralized dispatching, combined purchasing of necessary equipment and supplies, centralized maintenance, centralized administration to eliminate duplicative administrative tasks, and consolidation of existing sources of funding. This consolidation can result in more efficient and effective use of resources throughout the region.

The core mission of FACT is to assist San Diego County residents with barriers to mobility to achieve independence through coordination of transportation services.

The following objectives were set by SANDAG to develop and encourage coordinated transportation.

Objective 1:	To effectively advance coordinated access to the full spectrum of community transportation options for populations in need (seniors, persons with disabilities, and persons of limited means) through mechanisms such as mobility management, data tracking for unmet needs, vehicle brokerage, coordinated service, etc., to be measured by: ► Increase in the number of social service programs including, coordinated transportation as an integrated component.
Objective 2:	To fulfill the scheduled tasks and activities as identified in the CTSA contract between SANDAG and FACT (Contract No. 5000644) as follows: ► Maintain an information and referral website ► Provide information and referral assistance on transportation for seniors, persons with disabilities, and other transportation disadvantaged populations ► Organize trainings for the community ► Maintain an active (minimum four times per year) Council on Access and Mobility (CAM) that can serve as a forum for local health and social service transportation agencies to coordinate and disseminate information on specialized transportation ► Develop an annually updated strategic business plan ► Maintain an inventory of existing resources ► Coordinate surveys ► Maintain a CTSA mailing list ► Provide newsletters, brochures, and other information materials ► Report on actions and activities of the CTSA

**Objective 2
(continued):**

- ▶ Ensure that at least 50 percent of the FACT Board of Directors is comprised of officials elected to municipal or county positions in San Diego County, including one member who is a sitting member of the SANDAG Transportation Committee
- ▶ Work with SANDAG on the development and updating of the Coordinated Plan
- ▶ Conduct quarterly workshops and safety roundtables
- ▶ Assist with the federal capital grant process
- ▶ Maintain a supplemental transportation programs best practice library
- ▶ Give community presentations and technical assistance
- ▶ Identify partnerships between public and private services
- ▶ Facilitate combined purchasing to achieve cost savings among providers of social service transportation
- ▶ Provide consolidated driver training for social service transportation providers
- ▶ Coordinate centralized maintenance of vehicles
- ▶ Provide transit travel training
- ▶ Conduct ADA paratransit/alternative transportation training
- ▶ Provide centralized dispatch of vehicles for social service transportation providers
- ▶ Develop an administrative model that would eliminate numerous duplicative and costly administrative burdens
- ▶ Identify and consolidate existing sources of funding for social service transportation service to provide a more effective and cost efficient use of scarce resources
- ▶ Ensure that local elected officials are involved in developing local actions necessary for the success of the CTSA
- ▶ Participate in regional disaster preparedness planning for coordinated emergency evacuation
- ▶ Identify target area for deployment outside the pilot project area

The Coordinated Plan

Chapter 4

Transportation Assessment of the San Diego Region





CHAPTER 4: TRANSPORTATION ASSESSMENT OF THE SAN DIEGO REGION

The San Diego region is home to an array of transportation choices that has emerged and continues to evolve in response to the growing needs of the region. In this chapter we explore these different transportation options, including services and facilities providing connections to key destinations within the region and surrounding areas.

Below is an outline of the transportation discussed in this Chapter 4:

- 4.1 Public Transportation
- 4.2 Inter-city Systems
- 4.3 For-hire Transportation and Transportation Network Companies
- 4.4 Shared Mobility Services
- 4.5 Transportation Demand Management
- 4.6 Specialized Transportation
- 4.7 Access to Key Destinations
- 4.8 Regional Emergency Preparedness Efforts

4.1 Public Transportation

There are two transit operators in the San Diego region: Metropolitan Transit System (MTS) and North County Transit District (NCTD). These two agencies offer a variety of transit services that they either directly operate or contract with other companies to provide. As public transit operators, MTS and NCTD receive state and federal funding (among other funding), and are therefore subject to state and federal regulations. One of these funding and regulatory sources is the Transportation Development Act (TDA), which was discussed in Chapter 3. For consistency, discussion of MTS and NCTD operations will focus on each of the fixed-route services identified in Chapter 3 for which TDA performance indicators are measured.

Providing transit service to San Diego's diverse topography, development pattern, and population is a challenge. Therefore, a family of services that are tailored to fit the different travel markets and operating environments has been developed by the transit operators. Fixed-route services are categorized into the following service types:

► Regional Services

Regional services provide the fastest type of service and are designed to serve longer-distance trip-making. They connect the urban and suburban areas of the county and provide point-to-point service for major employment centers.

► Corridor Services

Corridor services provide high-frequency rapid transit services along major travel corridors, usually in urban areas. Urban corridor routes generally serve medium-to-high land use densities with good transit and pedestrian orientation. Mixed-use development can be generally found along the route, and boardings are typically consistent along the route and throughout the day. Due to the number of people and destinations served, along with streamlined routing, urban corridor routes are generally the most productive and cost-effective within the system. Corridor service also can serve in suburban areas with greater spacing between stops.

► Local Bus Services

Local bus services can serve urban, suburban, and some rural areas. It serves shorter-distance trips whereby routes make frequent stops. In urban areas, local bus services serve medium-to-high land use densities and often provide the core routes of the transit system, with feeder services to suburban and outlying areas. Service is typically productive with higher frequencies and longer service spans than suburban and rural routes.

In suburban areas, local bus services serve low-to-medium land use densities and often provide intercommunity service and feeder service to major regional routes. Stop spacing may be less consistent than urban routes due to the changing land uses and densities along the route. Suburban routes are not expected to perform as well as urban routes due to the lower travel demand and lower land-use density surrounding the route.

In rural areas, local bus services provide a lifeline level of service. These services have low frequencies and a constrained span of service. Therefore, productivity and cost-effectiveness are low due to low-density, limited ridership, and the distance these routes must travel to and from the urban core.

► Community Bus Services

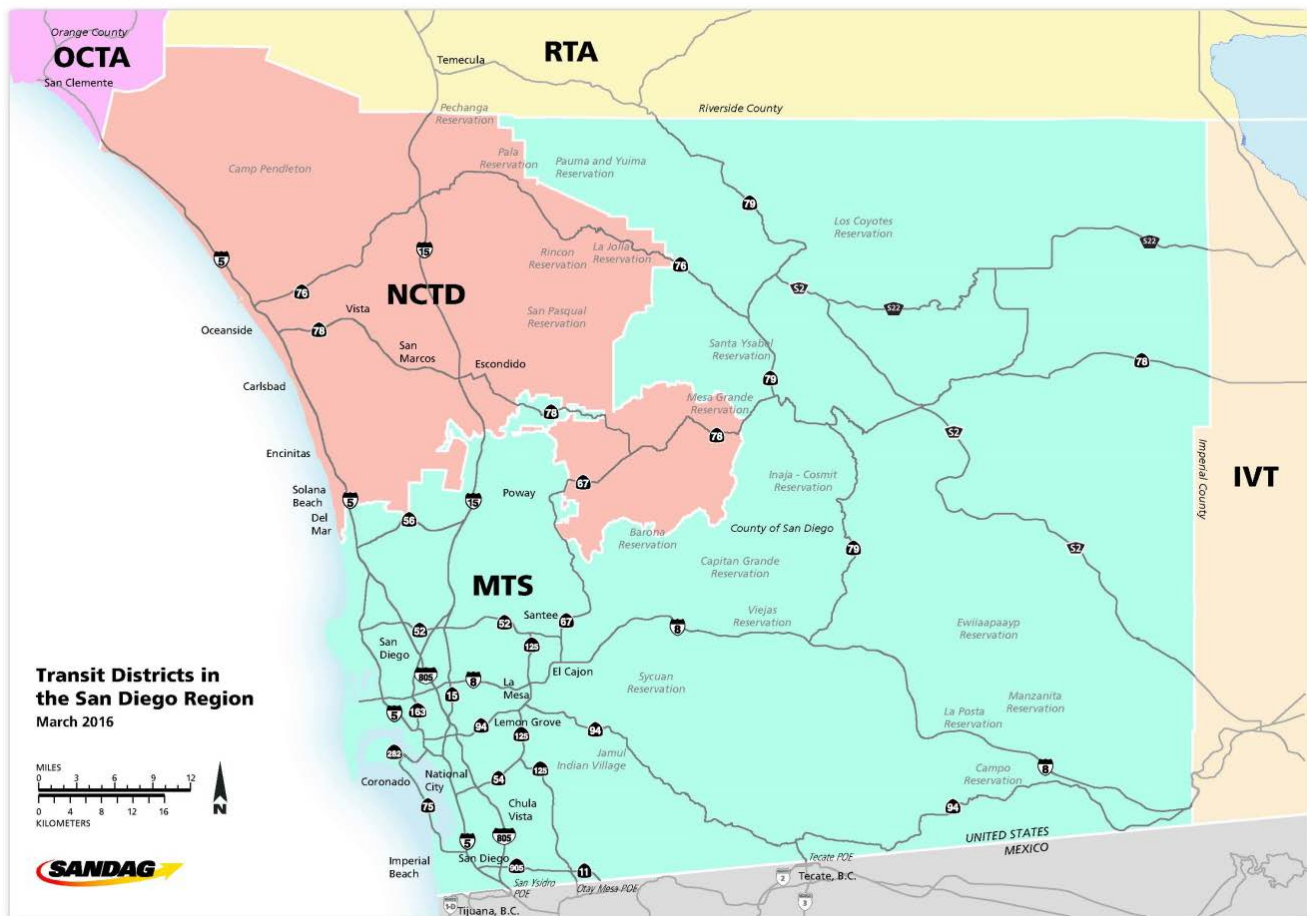
Community bus services are local shuttles that provide circulation within and between neighborhoods. These services generally have short routings. Community bus services may serve specialized routes tailored for specific niche travel markets, such as school trips. Since limited service is provided only at the optimal time to capture the majority of the travel market, specialized services tend to achieve high levels of productivity, but low cost effectiveness due to low passenger turnover and high nonrevenue to revenue service ratios, particularly during peak-hour periods.

Additionally, this section will discuss Americans with Disabilities Act (ADA) paratransit services. The ADA of 1990 prohibits discrimination and establishes equal opportunity and access for persons with disabilities. To this end, the ADA establishes several principles by which the transit operators must abide. The ADA mandates that transit operators provide paratransit services for trips beginning and ending within a three-quarters mile radius of regular fixed-route. Paratransit is unique in that it provides origin-to-destination service for those unable to reach a fixed-route transit stop or station. The ADA allows transit providers to offer pick-up times

for paratransit services up to one hour before or one hour after the requested travel time in order to ensure efficient service. Paratransit fares cannot exceed twice the full fare for regular fixed-route services. Additionally, the ADA allows for a Personal Care Attendant (PCA) to accompany a paying passenger on paratransit at no charge. MTS and NCTD comply with ADA regulations by making fixed-route transit safe and accessible for all individuals and by providing complementary paratransit services in accordance with the ADA.

A more detailed description of the services provided by MTS and NCTD, along with route statistical information, is included in Appendices B and C. Public transit services in Orange, Riverside, and Imperial counties connect to services in San Diego County and are therefore discussed in this section as well. The map in Figure 4.1 shows the service area of MTS, NCTD, and transit operators in the surrounding area.

Figure 4.1 Regional and Neighboring Transit Operators



► Metropolitan Transit System

MTS provides bus, light rail, and paratransit services for approximately 570 square miles of the urbanized areas of San Diego County as well as the rural parts of East County. In total, MTS serves an area of 3,240 square miles and approximately three million people.

MTS Bus

MTS operates one hundred fixed bus routes. These services include regional routes (MTS Rapid, MTS Express, and MTS Rapid Express), as well as local, urban, and rural routes. Additionally, four MTS routes provide connections from the Sorrento Valley COASTER Station to nearby employment centers. Table 4.1 summarizes the different routes by service type and lists the one-way adult fares and Senior/Disabled/Medicare (SDM) fares.

Table 4.1 MTS Routes and One-Way Fares

Service Type	Route Numbers	One-Way Fare	
		Adult	SDM
MTS Bus	1-18, 25-44, 83-105, 115, 120, 701-864, 871-875, 901-945A, 955-968, 992	\$2.25	\$1.10
MTS <i>Rapid</i>	SuperLoop (201, 202, 204), 215	\$2.25	\$1.10
MTS <i>Rapid</i>	235, 237	\$2.50	\$1.25
MTS Express	20, 50, 60, 110, 150, 870, 950	\$2.50	\$1.25
MTS <i>Rapid Express</i>	280, 290	\$5	\$3
MTS Rural	888, 891, 892, 894	1 zone: \$5 2 zones: \$10	1 zone: \$2.50 2 zones: \$5
MTS Sorrento Valley COASTER Connection	972, 973, 978, 979	Free with valid COASTER pass	Free with valid COASTER pass

SANDAG and MTS introduced Rapid services in June 2014 with the start of MTS Rapid Route 235. Rapid 235 provides high frequency service on the Interstate-15 (I-15) corridor from Escondido Transit Center to Downtown San Diego. Mid-City Rapid Route 215 began in October 2014 and provides a one-seat ride (no transfers) between San Diego State University and Downtown San Diego, via College Avenue, El Cajon Boulevard, and Park Boulevard. Rapid Route 237 also began in October 2014. Rapid Route 237 has half of its trips originating from the Rancho Bernardo Transit Station and half starting at Miramar College Transit Center. All trips travel along Mira Mesa Blvd. to Gilman Transit Center at UC San Diego.

SuperLoop Rapid routes 201, 202, and 204 provide high-frequency service in the north University City/Golden Triangle area. SuperLoop Rapid serves destinations such as UC San Diego, Westfield UTC, La Jolla Village Square, Costa Verde Shopping Center, and Scripps Memorial Hospital.

Rapid Express is a weekday, peak-hour service with multiple trips south in the morning and north in the evening. Rapid Express 280 operates between Escondido Transit Center and Downtown San Diego, with one stop at the Del Lago Transit Station. Rapid Express 290 operates between Rancho Bernardo and Downtown, with one stop at the Sabre Springs Transit Station.

South Bay Rapid service is expected to begin in 2018. The 26-mile route will run between the Otay Mesa Port of Entry and Downtown San Diego via eastern Chula Vista.

MTS Trolley

San Diego Trolley, Inc., a subsidiary of MTS, operates four light rail trolley lines: the Blue, Orange, Green and Silver lines. Combined, the MTS Trolley runs over 54.3 miles of rail and serves a total of 53 stations. The Trolley provides high frequency, corridor service seven days a week. Regular one-way fare for all trolley lines is \$2.50. Route descriptions for each trolley line are included below.

The UC San Diego Blue line runs from the San Ysidro Port of Entry to America Plaza in Downtown San Diego and serves 18 stations.

The Orange line runs from El Cajon in East County to Santa Fe Depot in Downtown San Diego and stops at 19 stations.

The Green line runs from Santee to the 12th & Imperial Transit Center in Downtown San Diego and serves 27 stations. Key destinations along the Green line include San Diego State University, Mission Valley, Old Town, and the Gaslamp Quarter.

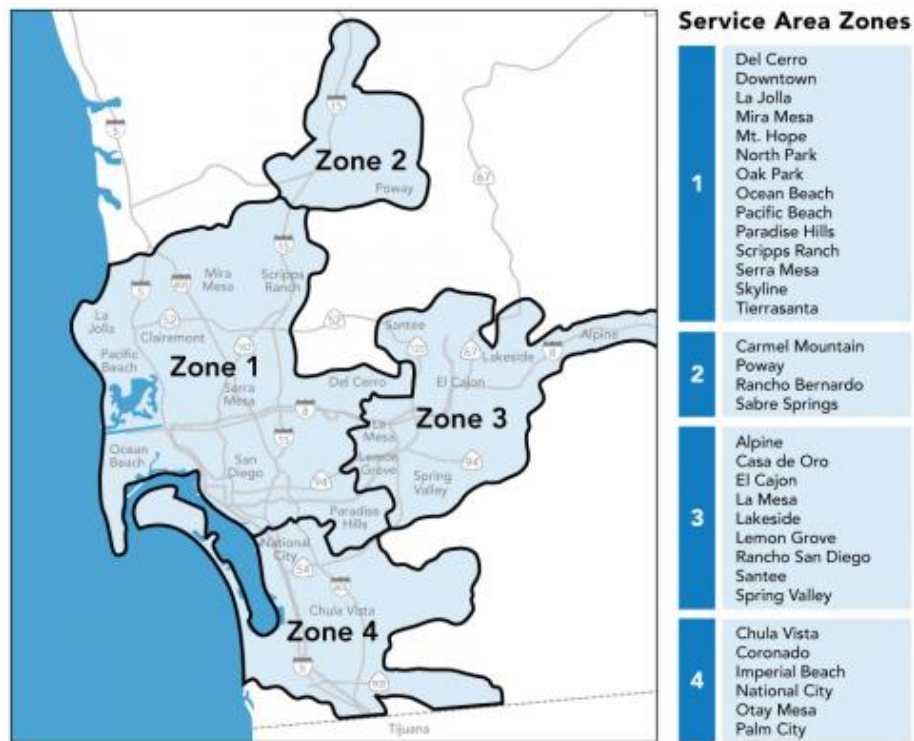
The Silver line is a vintage trolley line that was restored to operations in 2011. The Silver line runs clockwise around Downtown San Diego departing every 30 minutes from the 12th & Imperial Transit Center on Tuesdays and Thursdays from 9:52 a.m. to 1:52 p.m. and Saturdays and Sundays from 10:52 a.m. to 3:22 p.m.

Beginning in 2010, the San Diego Trolley underwent a sweeping overhaul of the Blue, Green, and Orange lines. The San Diego Trolley Renewal Project replaced old segments of track, upgraded the train signaling system, installed new shelters, and re-designed station platforms. Additionally, new low-floor cars replaced older trolley vehicles. Low-floor cars enable all passengers, including people with strollers or bicycles or wheelchair users, to get on and off more easily. Platforms at 35 stations were raised to accommodate these new low-floor cars. Low-floor cars were added to the Green Line in fall 2011, the Orange Line in January 2013, and the UC San Diego Blue Line in early 2015. The entire project, including construction, was completed in the summer of 2015.

MTS Access

MTS contracts with a private contractor to operate its paratransit service, MTS Access. MTS Access provides origin-to-destination service within a three-quarters mile radius of an active MTS fixed-route bus or Trolley station. Passengers must be certified to use MTS Access. One-way fare is \$4.50 and can be paid with cash or a prepaid MTS Access ticket, which are sold in books of 10 tickets at The Transit Store. Trips may be scheduled two days in advance up until 5 p.m. the day before travel. The service area for MTS Access is divided into four zones. Passengers must transfer to another vehicle for transportation between zones. Only transfers to NCTD require an additional fare payment and must also be scheduled with NCTD. Figure 4.2 shows a map of the MTS Access service area zones.

Figure 4.2 MTS Access Service Area Zones



► North County Transit District

NCTD provides bus, light rail, commuter rail, demand response, and paratransit services for North San Diego County. NCTD's service area spans approximately 1,020 square miles with an approximate population of 897,000 people.

NCTD BREEZE

NCTD operates 39 BREEZE bus routes. These routes comprise all fixed-route service types: regional, local, corridor, and community bus services. NCTD operates six sets of route pairs – a total of twelve routes – that offer circulator services within North County communities or specific business districts. The bus pairs run the same short route with one bus typically travelling clockwise and the other counterclockwise.

NCTD also operates a Rapid route: BREEZE Rapid Route 350. BREEZE Rapid runs a six-mile route from the Escondido Transit Center to the Westfield North County Shopping Center and Del Lago Transit Station. BREEZE Rapid provides high-frequency service with limited stops along the Escondido Boulevard business corridor and provides a key connection to the MTS service area.

Three NCTD BREEZE routes provide connections from the Carlsbad Poinsettia COASTER station to major employment centers. As previously discussed, MTS operates four routes (Routes 972, 973, 978, 979) from the Sorrento Valley COASTER station to major employment centers. NCTD and MTS have established an agreement to allow free transfers from the COASTER to these MTS routes, and NCTD provides MTS funding to offset the cost of operations.

One-way fare for all NCTD BREEZE routes is \$1.75 with an adult pass and \$0.75 with an SDM pass.

NCTD SPRINTER

The SPRINTER is a light rail train that runs east to west from Escondido to Oceanside. It runs on 22 miles of rail and serves 15 stations along the Highway 78 corridor, connecting the cities of Escondido, San Marcos, Vista, and Oceanside. The European-style SPRINTER trains and raised station platforms offer level boarding. One-way fare for the SPRINTER is \$2 with an adult pass and \$1 with an SDM pass. The SPRINTER offers connections to: the COASTER, Metrolink, and Amtrak at Oceanside; BREEZE at any of the 15 stations; MTS Rapid Route 235 at Escondido; and bus services operated by the Riverside Transit Agency at Escondido and Oceanside.

NCTD COASTER

The COASTER is a commuter train that runs north and south through San Diego County, serving eight stations between Oceanside and Downtown San Diego. It takes about an hour to travel the entire COASTER route from end to end. NCTD runs 22 COASTER trains on weekdays, with additional service on the weekends for a total of 126 trains each week. NCTD offers expanded service in the spring and summer and for special events, such as the San Diego County Fair and San Diego Padres baseball games. One-way fares vary

depending on the number of zones traveled. One-way fares begin at \$4 for an adult and \$2 with an SDM reduced fare card.

The COASTER runs along 41 miles of the Los Angeles-San Diego-San Luis Obispo (LOSSAN) rail corridor, which it shares with Amtrak and Metrolink. During the next 20 years, SANDAG plans to construct nearly \$1 billion in improvements in the San Diego segment, including a primary effort to double track the corridor from Orange County to Downtown San Diego. To date, two thirds of the San Diego segment has been double tracked. Other infrastructure improvements include bridge and track replacements, new platforms, pedestrian undercrossings, and other safety and operational enhancements.

NCTD FLEX

FLEX is an on-demand bus service that operates in parts of southwest Carlsbad, Encinitas, Solana Beach, and Ramona, where BREEZE service is not available. NCTD operates four FLEX routes. FLEX take passengers anywhere within the FLEX zone or to the nearest transfer point on the BREEZE, COASTER, or SPRINTER. FLEX requires users to schedule a reservation at least 30 minutes in advance of travel. FLEX Routes 371, 373, and 374 have a one-way adult fare of \$5 and one-way SDM fare of \$2.50. FLEX Route 372 serving Ramona has a one-way adult fare of \$10 and one-way SDM fare of \$5.

NCTD LIFT

NCTD contracts with First Transit to operate its paratransit service, LIFT. LIFT provides origin-to-destination service for ADA-certified individuals. One-way fare is \$3.50 and can be paid with cash or a prepaid ticket book, which are available for purchase by phone, mail, or in person at the Oceanside Transit Store. Trips may be scheduled one to two days in advance.

► Orange County Transportation Authority

The Orange County Transportation Authority (OCTA) is a multimodal transportation agency serving Orange County. OCTA operates countywide bus and paratransit services; manages the 91 Express Lanes toll facility; implements freeway, street, rail, and active transportation projects; provides motorist-aid services; regulates

taxi operations; administers all of Orange County's Metrolink rail corridor service and provides day-to-day administration and oversight of the LOSSAN Rail Corridor Agency.



The OCTA fixed route bus service network is comprised of local, community, express, rail feeder, and limited-stop routes. OCTA administers and funds Orange County's portion of the Metrolink commuter rail system, which covers 68 route miles and

averages approximately 16,000 weekday boardings (2015 Orange County Congestion Management Program). None of the OCTA routes serve San Diego County. However, OCTA Routes 1, 191, and 193 and the Orange County and Inland Empire/Orange County Metrolink lines serve the San Clemente Metrolink Station where passengers can transfer to San Diego NCTD BREEZE Route 395 to Camp Pendleton and Oceanside. A valid OCTA day pass is good for one boarding on NCTD Route 395 without further payment.

► Riverside Transit Agency

The Riverside Transit Agency (RTA) is the Consolidated Transportation Services Agency (CTSA) for western Riverside County and is responsible for coordinating transit services throughout the approximate 2,500-square-mile service area. RTA provides both local and regional services throughout the region with 34 fixed routes, eight CommuterLink routes, and Dial-A-Ride paratransit services.

RTA Route 202 provides peak-hour commuter express service from Temecula to Oceanside Transit Center for connections to NCTD services. Similarly, RTA Route 217 provides peak-hour commuter express service from San Jacinto to Escondido.

► Imperial Valley Transit

Imperial Valley Transit (IVT) is a fixed-route public bus service that operates 23 local bus routes and complementary paratransit, IVT Access, in Imperial Valley. The service is operated by private contractors and administered and funded by the Imperial County Transportation Commission.

Routes 4 East and 4 West serve the eastern edge of San Diego County at Ocotillo one day per week via route deviation upon request. However, there are no connecting routes from Ocotillo into the rest of San Diego County. The nearest MTS route serves Borrego Springs.

► Metrolink

Metrolink is a regional commuter rail system with seven routes linking communities to employment and activity centers in Riverside, San Bernardino, Orange, Los Angeles, Ventura, and San Diego counties.

The Orange County Line and the Inland Empire-Orange County Line both provide service to the Oceanside Transit Center linking San Diego County with Los Angeles, Orange, Riverside, and San Bernardino counties. There is currently no transfer agreement in place between COASTER and Metrolink. Passengers wishing to transfer between COASTER and Metrolink trains must have a valid ticket for both services.

4.2 Inter-city Systems

In addition to public transportation, private rail and bus services facilitate travel within the region and offer inter-city connections to surrounding areas.

► Amtrak

Amtrak's Pacific Surfliner carries more than 2.8 million passengers annually. With five million commuter passengers carried collectively by Metrolink and COASTER, the Pacific Surfliner corridor is the second busiest passenger rail corridor in the nation. The San Diego portion makes up 60 miles of the 351-mile coastal corridor that runs from San Diego to San Luis Obispo through six counties. Pacific Surfliner Stations in San Diego County include Oceanside, Solana Beach, Old Town, and Downtown San Diego. Select Pacific Surfliner trains also serve Carlsbad Village, Carlsbad Poinsettia, Encinitas, and Sorrento Valley. Connections to the transit system occur at each of these stations, including COASTER, Metrolink, Greyhound, local bus routes,



the San Diego Trolley, and SPRINT. The Pacific Surfliner provides 11 roundtrips between San Diego and Los Angeles; 5 of those round trips continue north to Santa Barbara, and 2 round trips continue to San Luis Obispo each day.

SANDAG is a member of the LOSSAN Rail Corridor Agency, which was formed in 1989 as a joint powers authority. The agency seeks to increase ridership, revenue, capacity, reliability, and safety on the corridor. It is governed by an 11-member Board of Directors composed of elected officials representing rail owners, operators, and regional planning agencies along the rail corridor. The agency is staffed by OCTA. As of July 1, 2015, the agency assumed administrative responsibility for the Pacific Surfliner service, following the execution of an interagency transfer agreement with the State of California. Locally-focused management helps to enhance customer service, ensure efficient use of resources, and allow more effective decisions about train schedules, on-board amenities, and service expansion.

The Rail 2 Rail® program allows the COASTER passengers to ride six selected Pacific Surfliner trains that make all COASTER stops within the limits of their monthly pass or valid fare. This service provides additional options for people traveling in the off-peak periods. Similarly, Amtrak passengers may ride the COASTER with a valid Amtrak ticket for service between Oceanside, Solana Beach, and Santa Fe Depot. Amtrak also offers the Rail 2 Rail® program with Metrolink. The program allows Metrolink Monthly Pass holders along the Orange and Ventura County corridors to travel on Amtrak Pacific Surfliner trains within the station pairs of their pass at no additional charge, including Saturday and Sunday.

Amtrak allows bikes on board. Passengers are required to make bike reservations online prior to their trip. Bikes are allowed without a reservation on all Metrolink and COASTER trains.

► Greyhound

Greyhound is a nationwide intercity bus operator. Within San Diego County, Greyhound has bus stations in Oceanside, Escondido, El Cajon, San Ysidro, and Downtown San Diego. Greyhound services operate via the freeway system. In the suburbs, Greyhound operates from public transit centers in Oceanside, Escondido, El Cajon, and San Ysidro. However, in Downtown San Diego, Greyhound uses its own terminal. Greyhound operates seven days per week.

Oceanside to San Diego service is offered five times daily, with an adult cash fare as low as \$7 and a typical scheduled travel time of 50 minutes. Escondido to San Diego is offered two times daily, with an adult cash fare as low as \$10 and a travel time of 40 minutes. El Cajon to San Diego is offered three times daily, with an adult cash fare as low as \$8 and a travel time of 30 minutes. San Ysidro to San Diego is offered every hour throughout the day, with some early morning and/or late night trips for a total of 17 trips daily. An adult cash fare is as low as \$8 and travel time is 25 minutes.

4.3 For-hire Transportation and Transportation Network Companies

There are several private companies in the San Diego region that provide transportation using personal vehicles. Jitneys, taxis, charter services, and non-emergency medical services are considered “for-hire” transportation and are regulated by MTS on behalf of the City of San Diego (for operation in San Diego). MTS also regulates and issues various “for-hire” permits for operation in six other cities and the unincorporated areas of the County of San Diego that falls within MTS’s jurisdiction (suburban permits). Companies that offer a mobile application for hailing a ride have been codified by California law as transportation network companies (TNCs) and are sometimes referred to as providing ridesourcing or ridehailing services. This legal distinction means that TNCs are currently unregulated. However, drivers that act as private contractors for TNCs are available for hire and use personal vehicles for transporting people around the region.

► For-hire Transportation

Jitneys are privately owned vehicles operating on a fixed route for a fare. MTS issues jitney permits and approves each jitney route along with the fare. There are six jitney routes in the County of San Diego – all of which are concentrated in south San Diego near the Mexico border. The main purpose of the jitneys is to provide transportation to area businesses. As previously stated, MTS issues taxi permits for the cities of El Cajon, Imperial Beach, La Mesa, Lemon Grove, Poway, and Santee. These taxi permits are considered suburban permits. MTS also issues taxi permits for the City of San Diego. There are approximately 40-50 suburban permits currently issued whereas there are over 1,175 City of San Diego permits. The number of taxi permits in the City of San Diego is continually increasing. In November 2014, the limit to the number of taxi permits in the City of San Diego was lifted. Additionally, the City and MTS implemented requirements

related to ADA compliance. Specifically, newly-purchased taxi vehicles are required to be wheelchair accessible. Currently, there are only four wheelchair accessible taxis in the City of San Diego.

MTS also issues permits for non-emergency medical transport vehicles and charter vehicles.

► Transportation Network Companies

Lyft and Uber are both Transportation Network Companies (TNCs) that operate in the San Diego region. Riders can use a smart phone application to request a vehicle style and size of their choice in real time. Both TNCs provide riders with an estimated pick-up time and fare. A rider can travel to any location, and all payments, including tip, are facilitated directly through the ridesourcing mobile application.

4.4 Shared Mobility Services

Shared mobility services have emerged to meet the needs of travelers who may not have access to a private vehicle or require additional options to meet their alternative travel needs. These services can fill gaps in the region's transit network while also providing convenient, on-demand travel options for a variety of trip types. The San Diego region has a variety of shared mobility services that are available 24 hours a day, seven days a week:

► Carsharing

Carsharing refers to services that provide members of the service with access to a car for short-term use. Shared cars may be located at specific pick-up and drop-off locations or throughout a designated service area. Members typically gain access to shared vehicles with smart cards, key fobs, or mobile applications and may need to reserve the car ahead of time. Members are charged for the service by the time they use the shared car or by miles driven. There are two companies that currently offer carsharing services in the San Diego region: car2go and Zipcar.

- **car2go** offers a fleet of 400 shared electric Smart Fortwo vehicles that can be picked up and dropped off at many on-street locations within the City of San Diego service area, which includes Downtown, Uptown, North Park, Golden Hill, Mission Valley, College Area, and select beach communities. Members pay a one-time registration fee and are charged by the minute, by the hour, or a daily rate for the time they use a vehicle. Members can reserve a car2go up to 30 minutes in advance



and gain entry into the vehicle using a smart card or the car2go smartphone application.

- ▶ **Zipcar** allows members to reserve a variety of four-door vehicle makes and models by the hour or by the day. Each vehicle must be returned within its reservation time to a Zipcar parking spot. Zipcar has carsharing locations throughout the City of San Diego and at California State University San Marcos in the City of San Marcos.

▶ Bikesharing

Bikesharing refers to services that provide members of the service with access to a bike for short-term use. Members can rent a bike by different increments of time or for day-use. Bikesharing companies may place docking stations throughout their service area or operate from one location, such as a bike rental shops.

DecoBike is a station-based bikeshare program available within the City of San Diego. Members can walk up to any DecoBike docking station to start a bike rental then return the bike to any station with available space.



In 2015, DecoBike featured approximately 80 bikeshare stations in urban and coastal communities. DecoBike's goal is to provide 180 stations and 1,800 bikes within the City of San Diego.

4.5 Transportation Demand Management Services

Transportation Demand Management (TDM) refers to programs and strategies that manage and reduce traffic congestion by encouraging the use of transportation alternatives to get around rather than driving alone. TDM also aims to reduce greenhouse gas emissions and other environmental pollutants that result from driving alone each day, as well as ensure the efficient use of new and existing transportation services and facilities. SANDAG offers TDM services, such as carpooling and ridematching, through iCommute.

iCommute is the Transportation Demand Management program for the San Diego region. The program, managed by SANDAG and in cooperation with the 511 transportation information service, offers free services to help commuters find alternatives to driving alone in an effort to reduce traffic congestion and greenhouse gas emissions. iCommute assists commuters by providing carpool and ridematching services, a subsidized vanpool program, transit solutions, regional support for biking, a Guaranteed Ride Home program, and educational classes on bike and pedestrian safety for schools. iCommute also assists local businesses through the Employer Services program by helping them develop and implement customized employee commuter benefit programs that lower costs, increase productivity, and help the environment.

► Vanpool Program

The SANDAG Vanpool program is funded through the Congestion Mitigation and Air Quality (CMAQ) Improvement Program. A vanpool brings five or more people together to share the costs of getting to and from work in a van or SUV leased through a SANDAG contracted vendor. SANDAG provides a subsidy of up to \$400 per month to offset the cost of the lease which covers maintenance and insurance. Some employees may be eligible for additional incentives from their employer. For example, members of the military and federal employees can receive up to \$255 per month through the Transportation Incentive Program. Most participants in the SANDAG vanpool program pay less than \$100 out of pocket per month for all commuting costs including gas and parking. As of December 2015, the program accounts for 695 vanpools and more than 5,300 vanpool participants.



► Guaranteed Ride Home Program

The Guaranteed Ride Home (GRH) program provides a safety net for commuters who carpool, vanpool, take transit, walk, or bike to work three or more times per week. GRH provides a free taxi ride or 24-hour car rental up to three times per year in the event of a family emergency or illness, unscheduled overtime, or being stranded at work due to carpool or vanpool driver leaving for an emergency.

► Regional Bike Parking Program

The iCommute Regional Bike Parking Program facilitates commuting by bike by providing secure bike parking at transit stations throughout the region. The bike parking network includes upwards of 800 lockers at more than 60 transit stations and Park & Ride lots throughout San Diego County. The lockers are currently free to use, with a \$25 security deposit for the key. Management of the program is funded through CMAQ.

iCommute also manages the group bike parking facility at the Sabre Springs/Peñasquitos Transit Station, which features 20 lockable bike racks and a self-service repair workstation and can be accessed with the Compass Card. To further encourage biking as a viable transportation choice, iCommute coordinates the regional Bike to Work Day event, the San Diego Regional Bike Map, and the GO by Bike Mini Grant program.



► Walk, Ride, and Roll to School

Walk, Ride, and Roll to School is an education and outreach program that increases the number of children who walk, bike, skate, or ride a scooter to school. Walk, Ride and Roll to School raises awareness of the benefits of more active forms of transportation and promotes pedestrian and bike safety through the Walk, Ride and Roll to School Mini Grant program and free education courses offered to schools and districts throughout the region.

4.6 Specialized Transportation

A breadth of specialized transportation providers serve the needs of older adults, individuals with disabilities, and low-income individuals who either are not able to access transit or have needs that cannot be met by transit. In the next chapter, Chapter 5, we identify and discuss the unique transportation needs of seniors, individuals with disabilities, and individuals with limited means. Here we discuss different specialized transportation services that seek to meet these needs. The services discussed below are not mutually

exclusive, and an agency may operate several of these services as a part of their overall specialized transportation program.

► Volunteer Driver Programs

There are a number of transportation programs in the region that use volunteers to provide transportation to seniors and individuals with disabilities. Because these programs use volunteers, they tend to be more cost-effective than traditional paratransit. Additionally, volunteers can provide personalized care and form unique bonds with the individuals they transport.



► Shuttle Programs

Shuttle programs provide group transportation to frequent/common destinations. Most shuttle programs use wheelchair accessible buses and are offered on a weekly basis. Shuttle programs may provide transportation for shopping, going to the pharmacy, or attending social events. Shuttle programs offer opportunities for increased socialization of seniors and individuals with disabilities using the program and can provide the transportation at a reduced cost.



► Taxi Voucher Programs

Taxi voucher programs subsidize taxi trips for seniors and individuals with disabilities. The providing agency purchases taxi vouchers and provides them at either a discounted or no cost to their clients. The vouchers have a certain value that can be applied to the cost of a taxi trip. Taxi voucher programs have low overhead costs associated with operations. However, because taxi trips can be more expensive than trips provided through other means (such as by volunteer drivers), agencies may use taxi vouchers as back-up to other transportation services.

► Non-emergency Medical Transportation

A large portion of transportation provided to seniors and individuals with disabilities are trips to routine, non-emergency medical appointments. These trips may be fulfilled using volunteer drivers, paid drivers, or taxi vouchers. Because the date/time and location of medical appointments tend to be unique to the individual client, non-emergency medical transportation is often provided as single-rider trips rather than group trips. These trips, therefore, can be more expensive than trips provided through shuttle programs.

► Mobility Management

Mobility management involves planning and management activities that improve coordination among public transportation and other specialized transportation providers. Mobility management is performed by the Consolidated Transportation Service Agency (CTSA). The CTSA works to expand the availability and use of specialized transportation services. Full Access & Coordinated Transportation, Inc. (FACT) has been designated by SANDAG to serve as the CTSA for San Diego County.



FACT maintains a comprehensive database of transportation services provided by public transit operators, social service agencies, faith-based organizations, and specialized transportation services in San Diego County. FACT operates a mobility management center which includes telephone and website-based referrals that assist individuals seeking transportation. Individuals seeking information on transportation services in San Diego

County can call FACT's toll-free number and receive assistance in finding the most appropriate transportation to meet their needs or the needs of the individual for which they are calling.

► Transportation Brokerage Model

A transportation brokerage model uses a network of transportation providers to broker rides at a low-cost. FACT operates a transportation brokerage called RideFACT. Through its mobility management center, FACT refers callers to existing transportation options. When those options do not meet their needs, FACT provides transportation through a contracted brokerage provider. FACT is in partnership with several regional transportation providers who together form a brokerage. FACT issues trip requests to providers within the brokerage. These providers respond with their availability and cost quotes for the particular trip request. FACT procures trips based on transportation provider availability, trip cost, and the individual rider's needs. By using this brokerage model, FACT is able to offer trips at competitive rates, promote cost-effective local transportation services, and stimulate the local transportation economy. RideFACT serves all 18 cities in San Diego County as well as the Ramona and Spring Valley communities. The service provides general purpose trips for seniors (60 plus), seven days a week from 7 a.m. to 8 p.m. Reservations may be requested by calling FACT and trips may be requested up to seven days ahead.

4.7 Access to Key Destinations

The provision of school transportation, with dedicated yellow school buses, is a discretionary service of local school districts. Of the 42 school districts in San Diego County, 35 offer yellow bus transportation. Together, the school districts operate over 745 buses. Transportation is provided for eligible students who live outside of a certain radius of the school they attend. Eligibility requirements vary by school district, school, and educational programs.

► University of California, San Diego

University of California, San Diego (UC San Diego) operates an extensive network of nine shuttle routes that serve the campus, medical centers, and major offsite landmarks. Shuttle services are accessible to

UC San Diego students, faculty, and staff by showing campus ID and are free of charge. The services operate various schedules, but some service is available seven days per week and as late as 12:15 a.m.

▮ Weekdays Year-Round (excluding university holidays)

- COASTER Shuttle – runs between the Sorrento Valley COASTER station and the La Jolla campus
- Hillcrest/Campus Shuttle – travels between UC San Diego Medical Center in Hillcrest, Old Town Transit Center, and UC San Diego Medical Center in La Jolla
- Sanford Consortium – runs between Torrey Pines Center South and UC San Diego Medical Center in La Jolla

▮ Academic Quarters (with reduced or suspended service during academic breaks and summer sessions)

- Campus Loop Shuttle – travels clockwise and counterclockwise around campus
- City Shuttle – runs between campus and the Regents and Nobel areas
- East/Regents Shuttle – runs between Lot P704 and Price Center
- Mesa Housing Shuttle – runs in a clockwise loop between campus and the Mesa Housing complex off Regents Road
- Scripps Institution of Oceanography (SIO) Shuttle – runs in a counterclockwise loop between Mandeville Lane and SIO

▮ For Students Only

- Holiday Airport Shuttle – provides limited service between campus and San Diego International Airport during academic breaks

In addition, UC San Diego graduate and undergraduate students are eligible for unlimited access to regular bus, Trolley, and SPRINTER routes spanning both the MTS and NCTD service areas with their U-Pass. On May 23, 2014, students passed a transportation referendum that increased student fees and provided every student with access to a regional transit pass. To receive a U-Pass, students must pay the quarterly transportation fee, which is incorporated into their registration fees. UC San Diego Transportation Services verifies student eligibility and provides students with a U-Pass sticker that affixes to their student ID. Students must show their U-Pass to the MTS or NCTD bus driver when boarding.

MTS Routes 30, 41, 150, and 921A and the SuperLoop (Routes 201 and 202) all serve the UC San Diego campus directly. In October 2014, MTS and SANDAG implemented a new *Rapid* transit service, *Rapid* Route 237 that connects the UC San Diego campus to Rancho Bernardo, as well as to Miramar College via Mira Mesa Boulevard. Additionally, MTS Routes 50, 60, and 105 serve nearby University Towne Center (UTC). NCTD BREEZE Route 101 serves the UC San Diego campus and UTC.

► California State University San Marcos

California State University San Marcos (CSUSM) is served by the SPRINTER, NCTD's light rail service, and NCTD BREEZE Route 347. CSUSM Parking and Commuter Services sponsors Commuter Programs, including carpooling, biking amenities, discounted transit passes, and other programs provided through iCommute. Students, faculty, and staff can enroll in the CSUSM Carpool Program and purchase carpool permits, which authorizes participants to use designated carpool spaces in various parking lots on campus. The CSUSM Bicycle Program offers free bike licensing, bike racks, bike lockers, bike tire air pump stations, and bike locks on loan. Bike lockers are available on a first come, first served basis and cost \$15.00 a semester with a \$30.00 key deposit that is refunded when the key is returned at the end of the contract period. Starting in spring 2016, Zipcar will provide 2 vehicles to serve the CSUSM campus. CSUSM Parking and Commuter Services subsidizes the cost of the NCTD SPRINTER/BREEZE Econo pass by offering the \$59.00 pass to students, faculty, and staff at a price of \$40.00. To be eligible for the monthly pass, students, faculty, and staff must have a valid CSUSM ID. CSUSM Parking and Commuter Services also encourages students, faculty, and staff to participate in iCommute programs, such as ridematching, vanpooling, and the Guaranteed Ride Home program.

► San Diego State University

San Diego State University (SDSU) is served by the Green Line MTS Trolley; MTS Routes 11, 14, 115, 856, 936, and 955; and MTS *Rapid* Route 215. *Rapid* Route 215 began in October 2014 and connects SDSU to Balboa Park and Downtown San Diego via El Cajon and Park Boulevards. Discounted monthly transit passes are available for purchase by SDSU students for \$57.60 with a valid student picture ID at the Viejas Arena Ticket Office on campus. SDSU operates the Red & Black Shuttle Monday through Thursday from 5 to 10 p.m. during the fall and spring semesters. The shuttle runs approximately every 10-15 minutes and drives a loop around the SDSU campus stopping at 13 shuttle stops. SDSU also operates the Library Shuttle Sunday through Thursday from 10:45 p.m. to 2:30 a.m. during the fall and spring semesters. The shuttle provides on-demand transportation from the library to parking lots/structures, residential halls, and other select housing. Both the Red & Black Shuttle and Library Shuttle are offered as a part of SDSU's Safety Services.

► University of San Diego

University of San Diego (USD) operates the Tram Service, an on-campus shuttle service that runs trams in circular loops throughout the entire campus and is free to all students, employees, and visitors to USD. The Tram Service runs the Blue, Red, and Yellow routes approximately every 15 minutes from 7 a.m. to 11 p.m. during regular semesters. The Tram Service also provides morning and evening service to the Old Town Transit Station (Green Route). The Green Route tram operates approximately every 30 minutes from 6:45 a.m. to 10:15 a.m. and 3 p.m. to 7:30 p.m. The Tram Service operates different service hours during the summer session. Recently, the USD Tram Service installed bike racks on all of its trams to better serve students, faculty, and staff that commute by bike.

USD is located along MTS Route 44. The bus stop is located at the campus's entrance and is served every 15 minutes. The COASTER, Green Line Trolley, and various MTS routes (Routes 8, 9, 10, 28, 30, 35, 44, 84, 88, 105, and 150) stop at the Old Town Transit Station. Students, employees, and visitors can access the USD campus via these transportation services by taking the USD tram that serves the Old Town Transit Station during peak hours. Discounted monthly transit passes are available for purchase by USD students for \$57.60 with a valid student picture ID at the Hahn University Center Ticket Office on campus.

USD has two Zip Cars on campus, which are available to be rented by the hour.

► Other Higher Education

San Diego is home to many other universities and colleges as well as community colleges, technical schools, and other academic institutions. Many of these institutions are served by public transit. Both MTS and NCTD offer discounted passes for students at various select institutions.

MTS offers discounted passes – either monthly or semester passes depending on the school – to students with a valid student I.D. from the following schools:

- Alliant University
- Art Institute of San Diego
- California University of Management & Sciences
- Coleman University
- Concorde College
- Cuyamaca College
- Educational Cultural Complex – San Diego Continuing Education
- Grossmont College
- ITT Technical Institute
- Mesa College
- Miramar College
- Montgomery Adult School
- National City Adult School
- National University
- San Diego Mesa College
- San Diego City College
- San Diego Job Corps
- San Diego Miramar College
- Southwestern College
- Thomas Jefferson School of Law
- United Education Institute
- Urban Corp

NCTD also offers discounted passes to students at MiraCosta College, and Palomar College.

► Access to Employment

Many employers in the region offer shuttle services for their employees. The shuttles may be operated by company employees or contracted to a transportation provider. The shuttles typically operate from transit centers or between remote employee parking and the jobsite. For example, Qualcomm provides shuttle service to its employees from the Sorrento Valley COASTER station.



► Access to Casinos

American Indian casinos in the rural areas of San Diego County are major attractions for residents and visitors, creating a significant demand for bus services. Some casinos, such as Pala, Harrah's, and Viejas are located on existing rural bus routes, while others are not. The casino industry has responded with special bus services for casino visitors. Barona Valley Ranch Resort and Casino, Sycuan Resort and Casino, Valley View Casino, Viejas Casino, Harrah's Resort, and Casino Pauma each operate their own shuttle services to and from selected areas throughout the county to their casinos.

► Airport Access

Frequent shuttle service between Downtown San Diego, the Santa Fe Depot train station, and the San Diego International Airport is provided by MTS Route 992. Improvements to pedestrian access to the Middletown Trolley Station allows for access between the Green Line Trolley and a new airport parking shuttle stop located at Palm Street and Pacific Coast Highway. Airport access from Middletown Trolley Station requires travelers to walk one-third of a mile to the airport parking shuttle stop.

In addition, private shuttle operators, such as SuperShuttle, provide shared-ride shuttle service from all points in San Diego County to the airport. In July 2015, transportation network companies Uber and Lyft received

authorization to drop off and pick-up passengers at the San Diego International Airport. Airport users can access Uber or Lyft services from a designated pick-up area at each of the airport's terminals. Select Uber services (i.e. UberBLACK and SUV) have a transportation charter permit and may pick up passengers at any location within the airport similar to traditional taxis. Uber charges a \$2.76 airport fee for pickup at the San Diego International Airport. Airport fees vary for rides through Lyft.

► San Diego Region – Mexico Border

Three land ports of entry facilitate the movement of people and goods between the San Diego region and Mexico. Various public and private transportation options serve the border region and more services and facilities are planned for the future to further improve traffic flow.

The three international land ports of entry (POEs) in the San Diego Region are San Ysidro-Puerta Mexico, Otay Mesa-Mesa de Otay, and Tecate-Tecate. A fourth POE is planned at Otay Mesa East. Additionally, the Cross Border Express (CBX) facility, a hybrid air/land border crossing connecting the San Diego region to the Tijuana International Airport began operations in December 2015.

The border crossings between the San Diego region and Mexico are among the busiest in the world. In 2014, more than 47.5 million individuals and 19 million vehicles crossed the border from Mexico into our region through the three land POEs; that breaks down to approximately 122,500 individuals and 52,700 vehicles crossing northbound every day. The physical infrastructure and administrative resources at existing border POEs are already strained. Anticipated increases in population and international trade are likely to place even greater pressures on the existing infrastructure. To accommodate the border transportation system, a comprehensive effort is underway to improve access to border crossings, improve freight rail service, and coordinate commercial vehicle crossings.

► San Ysidro Port of Entry

The San Ysidro POE is known as one of the busiest land POE in the world and is currently undergoing a major expansion project led by the U.S. General Services Administration (GSA). The project calls for both north and southbound capacity improvements for vehicles and pedestrians, including primary booths, a secondary vehicle inspection area, administration space, and pedestrian processing facilities on the existing eastern side of the port, and the addition of a western facility at Virginia Avenue (Ped West). The project is divided in three phases and will expand the POE's capacity by increasing the number of northbound automobile and pedestrian inspection booths and operating bi-directional pedestrian facilities at both east and west ends of the POE, as well as a multimodal transit facility at Virginia Avenue.

The concept for the Virginia Avenue Transit Center envisions a facility that will accommodate taxis, buses, jitneys, pedicabs, and private vehicles dropping off and picking up passengers. The future Virginia Avenue Transit Center will be located on the west side of the pedestrian bridge and will connect travelers to the San Ysidro POE. This project is jointly funded by GSA and Caltrans using Coordinated Border Infrastructure program funds administered by the Federal Highway Administration. The facility is a collaborative effort that involves the federal government, Caltrans, the City of San Diego, MTS, and SANDAG. The total expansion project is estimated to cost \$741 million and is expected to be completed in 2019.

MTS operates the UC San Diego Blue Line Trolley, which serves the San Ysidro Trolley Station and connects the San Ysidro community to Downtown San Diego. It continues to be the service with the highest ridership in the San Diego region, with over 15 million passenger trips in 2014.

► Otay Mesa Port of Entry

Similar to the pressures on the busy San Ysidro POE, the number of commercial crossings at the Otay Mesa POE continues to grow. In 2014, more than 810,000 trucks crossed northbound through the port. Two-way trade exceeded \$39 billion.

Local governments and authorities responsible for transportation infrastructure have begun to plan or construct new projects to link the ports of entry infrastructure with local transportation systems and trade corridors in order to facilitate binational trade. These corridors include I-5, I-805, I-15 and SR 125 as the primary north-south corridors, and SR 94, I-8, SR 905, and the future SR 11 as the region's east-west corridors.

Construction of a Bus Rapid Transit (BRT) service called the South Bay *Rapid* began in early 2016. The South Bay *Rapid* service will offer passengers high-quality transit that is fast, frequent, and comfortable. When completed, South Bay *Rapid* will span a 26-mile route, connecting residents to employment and activity centers in Downtown San Diego and the South Bay. Additionally, the route will provide access to other regional transportation options. Service is expected to begin in 2018, and will be operated by MTS.

► Tecate Port of Entry

The Tecate land POE is a rural border crossing. It is a multimodal inspection facility that provides service for pedestrians, passenger vehicles, buses, and commercial vehicles. MTS Rural Bus Route 894 provides four trips every weekday from the POE to the Westfield Parkway Plaza Shopping Mall in El Cajon. Additionally, there are plans for commercial rail service to restart in the future at the Tecate POE.

► Cross Border Xpress

The CBX project began operation in December 2015. CBX is a project led by a public-private partnership, which enables ticketed airline passengers to purchase a CBX ticket to travel between Tijuana International Airport (TIJ) and San Diego, California. The passengers cross the border via an enclosed, elevated pedestrian bridge with two divided corridors to separate northbound and southbound pedestrians. The CBX facilities consist of a main building in Otay Mesa on the U.S. side of the border, housing U.S. Customs and Border Protection inspection facilities along with shops and services to accommodate travelers; an approximately 390-foot pedestrian bridge from the main building on the U.S. side connecting into TIJ's passenger terminal on the Mexican side; and parking facilities and areas for car rentals on the U.S. side. A shuttle service provides ground transportation from the CBX to San Ysidro for \$3.00, and from the CBX to Downtown San Diego (Santa Fe Depot) for \$8.00. TIJ facilities were renovated to accommodate the pedestrian bridge and customs processing facilities. CBX anticipates that it will serve approximately 2 million passengers annually who would

normally need to cross the border through the San Ysidro or Otay Mesa POEs. Additionally, usage of this facility is forecasted to increase to nearly 5 million by 2030.

► Future Otay Mesa East Port of Entry

The development of the new Otay Mesa East-Mesa de Otay II POE is underway. This POE will provide an alternate entry for vehicles and commercial traffic approximately two miles east of the existing Otay Mesa crossing. Otay Mesa East will be linked to SR 905 and SR 125 through the construction of the SR 11 toll road. This port also will connect to the Tijuana–Tecate toll road, and the Tijuana-Rosarito corridor, a highway in Baja California that connects the coastal area of Playas de Rosarito to the east of the Otay Mesa-Mesa de Otay POE.

► Tijuana Bus Rapid Transit System

The City of Tijuana has identified several transit issues within its jurisdiction, including saturated streets due to growth in vehicular travel, inadequate boarding facilities, an older bus fleet, lack of schedules for transit routes, and inadequate control of transit operations. A restructuring plan is underway to better meet travel demand patterns in Tijuana. The Tijuana BRT concept is a priority project for the City of Tijuana. Once completed, the new BRT system will consist of two trunk routes and other feeder routes. Phase one will consist of the trunk routes, while phases two and three will implement the feeder routes. Phase one construction is currently underway. The BRT will connect Tijuana to both the eastern and western sides of the San Ysidro-Puerta México POE in Tijuana and is expected to begin operation in late 2016. Passengers would be able to cross on foot to connect to transit services at the San Ysidro and Virginia Avenue transit centers.

4.8 Regional Emergency Preparedness Efforts

Transit and social service transportation can provide critical transportation services in the event of a regional emergency. The County of San Diego's Office of Emergency Services (OES) coordinates the overall County response to disasters. Transportation for residents in evacuation zones is among the emergency preparedness efforts that the OES oversees. The OES coordinates with public transit operators and specialized transportation providers to meet the transportation needs of residents of disaster areas during catastrophic events, such as wildfires. The following sections explain the roles of these transportation providers in participating in regional emergency preparedness efforts and disaster relief.

► Public Transit

Since all transit services are ADA-accessible, potentially all transit vehicles can be used to provide relief for a major emergency. The OES has contracts with both MTS and NCTD for disaster relief service provision. There are currently 1,169 MTS and NCTD transit vehicles available to provide mass transportation assistance. During large-scale events, the OES can coordinate with transit agencies outside of the County in the event that additional vehicles are needed for disaster relief.

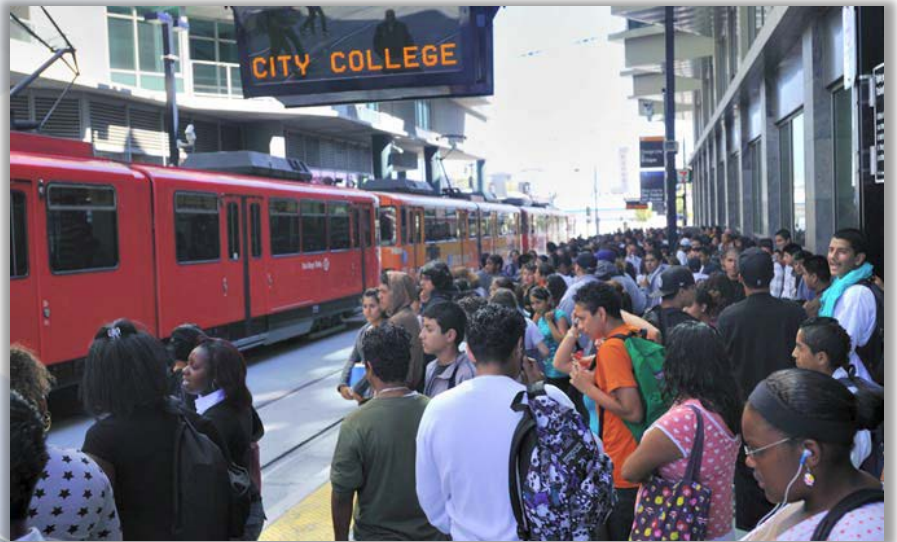
► Specialized Transportation Providers

The OES is currently issuing a request for proposals from specialized transportation providers for emergency transportation assistance. Upon its completion, this project will assist the Emergency Operations Center staff in the event that additional transportation services are needed during an emergency. The center functions as a central facility to provide regional coordinated emergency response, including the coordination of vehicles available for disaster relief and evacuation. The social service transportation database will include information on the type of service that can be offered by each provider, along with the number of passengers that can be transported.

The Coordinated Plan

Chapter 5

An Assessment of Transportation Needs





CHAPTER 5: AN ASSESSMENT OF TRANSPORTATION NEEDS

The San Diego region's transit system serves nearly 350,000 passengers daily and continues to provide mobility options for both the discretionary and transit-dependent rider. Today, the region includes 1,863 miles of transit service including light rail, heavy rail, and local/regional bus, all of which include Americans with Disability Act (ADA) accessible vehicles. The region is also served by ADA paratransit. Federal ADA requirements mandate demand-based, origin-to-destination transportation within three-quarters of a mile from fixed-route transit. Paratransit services provide transportation to individuals who, due to functional inability, are not able to access or utilize public transit.

While fixed-route and ADA paratransit services remain a cost-effective and reliable means of travel, public transit is not always an available, appropriate, or accessible option for everyone in the San Diego region. For many individuals, their transportation needs call for a level of service that exceeds the basic level of service as required under the ADA. For example, an individual may require door-through-door assistance (more personalized hands-on trip assistance) or flexibility to make a reservation within the timeframe needed. Additionally, different transportation patterns and travel needs exist for different populations, which may make it difficult to utilize transit. The Federal Transit Administration (FTA) understands that in areas where local public transportation is "unavailable, insufficient, or inappropriate" specialized transportation programs can complement the public transit system by providing the needed service¹. Specialized transportation programs help bridge gaps in service or meet specific transportation needs that public transit and paratransit are not able to fulfill. This chapter outlines the types of populations most likely to utilize transit and/or specialized transportation when transit is not appropriate or accessible.

The Coordinated Plan identifies seniors (age 65 and older), individuals with disabilities, and low-income persons as transportation disadvantaged populations and further defines sub-populations within these groups. For example, there are distinct differences in the transportation needs of seniors based on age. The transportation needs of a 65-year-old are generally different from the needs of an 85-year-old. Other transportation disadvantaged population groups were identified through public outreach and feedback from the Social Service Transportation Advisory Council (SSTAC), Coordinated Transit and Human Services Transportation Plan Working Group, and Consolidated Transportation Service Agency (CTSA).

This chapter defines these population groups for the purpose of planning and operating effective transit and specialized transportation services. Maps are included in this chapter that show the distribution of transportation disadvantaged populations. A map of the general population is also included to help frame the discussion and to illustrate spatial differences between the overall population and the identified groups. (See Figure 5.1.)

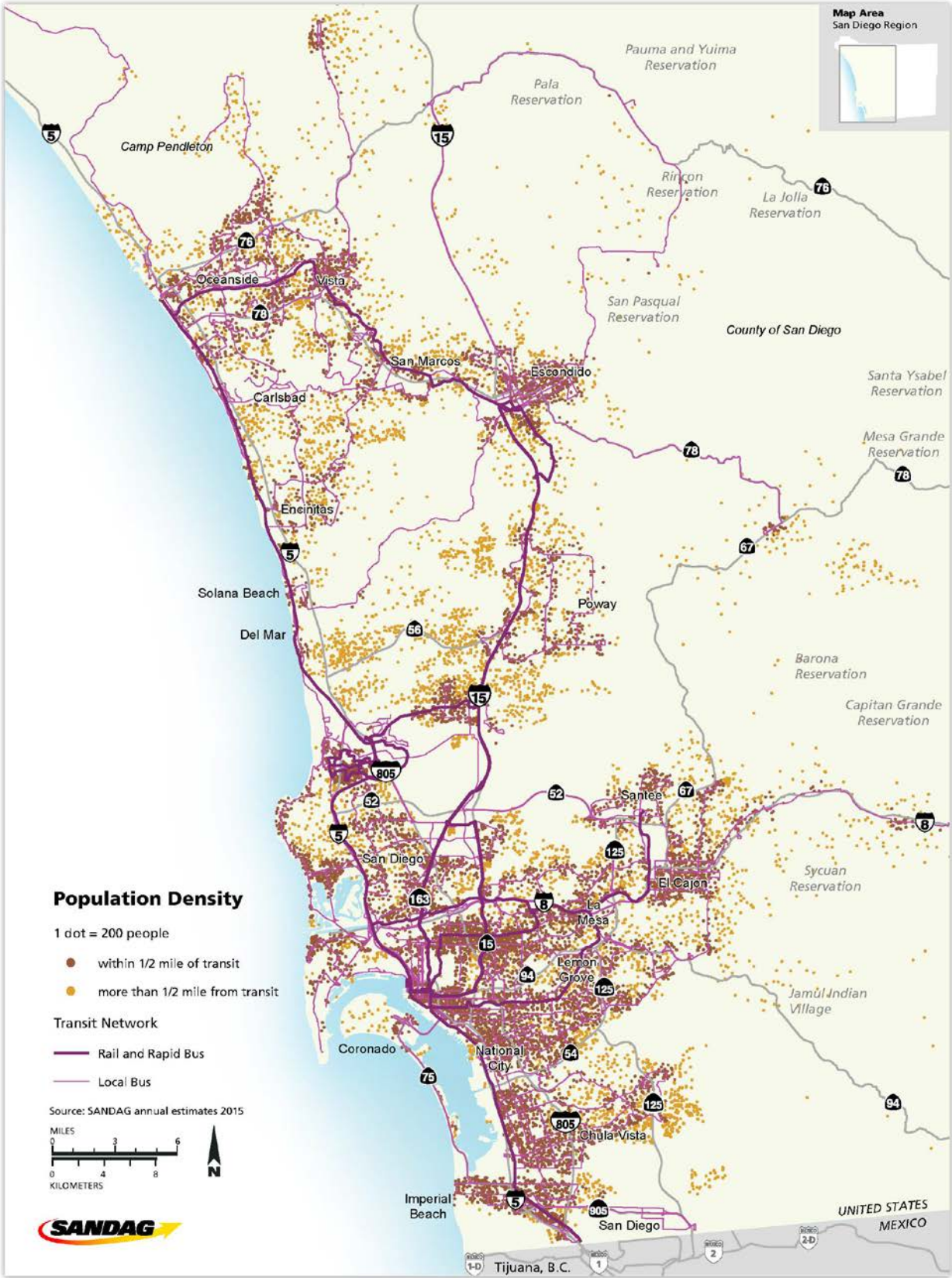
¹ United States Department of Transportation. "Enhanced Mobility of Seniors and Individuals with Disabilities Program Guidance and Application Instructions." FTA. Circular FTA C 9070.1G. 6 June 2014.

Below is an outline of the population groups discussed in this Chapter 5:

- 5.1 Seniors
- 5.2 Individuals with Disabilities
- 5.3 Low-income Individuals
- 5.4 Other Identified Individuals



Figure 5.1: Population Density of San Diego County



5.1 Seniors

Definitions of “senior” vary based on funding sources and, by extension, the eligibility requirements for specialized transportation grant programs, including those administered by SANDAG. *TransNet*, the local half-cent sales tax in San Diego, recognizes seniors as individuals age 60 and older. Therefore, the Senior Mini-Grant program, which is funded through *TransNet*, supports programs that provide specialized transportation to seniors age 60 and older. The FTA, by contrast, recognizes seniors as age 65 or older. To be eligible for funding under FTA Section 5310, transportation programs or projects must serve seniors age 65 and older. In this chapter, we provide analysis for seniors age 65 and older, which is the common threshold for eligibility under both the Senior Mini-Grant and Section 5310 programs. Further, we divide “seniors” into two groups – seniors aged 65 to 84 and seniors aged 85 and older – in order to highlight the unique transportation needs of each.

According to SANDAG Current Estimates, seniors aged 65 years or older comprise 13.1 percent of the total population in San Diego, while those aged 85 and older make up 2.1 percent of the entire population and represent 15.9 percent of the senior population (age 65 and older). Figures 5.2 and 5.3 demonstrate the density of seniors aged 65 and older and seniors aged 85 and older respectively. Based on SANDAG Forecast data, the number of seniors aged 65 and older is expected to nearly double by 2050. Seniors aged 85 and older will increase by 60 percent in 2050. Table 5.1 shows SANDAG Current Estimates (2015) and Forecast data (2050) for these two population sub-groups.

Table 5.1: Seniors in the San Diego Region

Age	2015		2050	
	Total	Percent	Total	Percent
Total Population	3,227,496	100.0%	4,068,759	100.0%
65 and older	421,787	13.1%	801,339	19.7%
85 and older	67,182	2.1%	169,588	4.2%

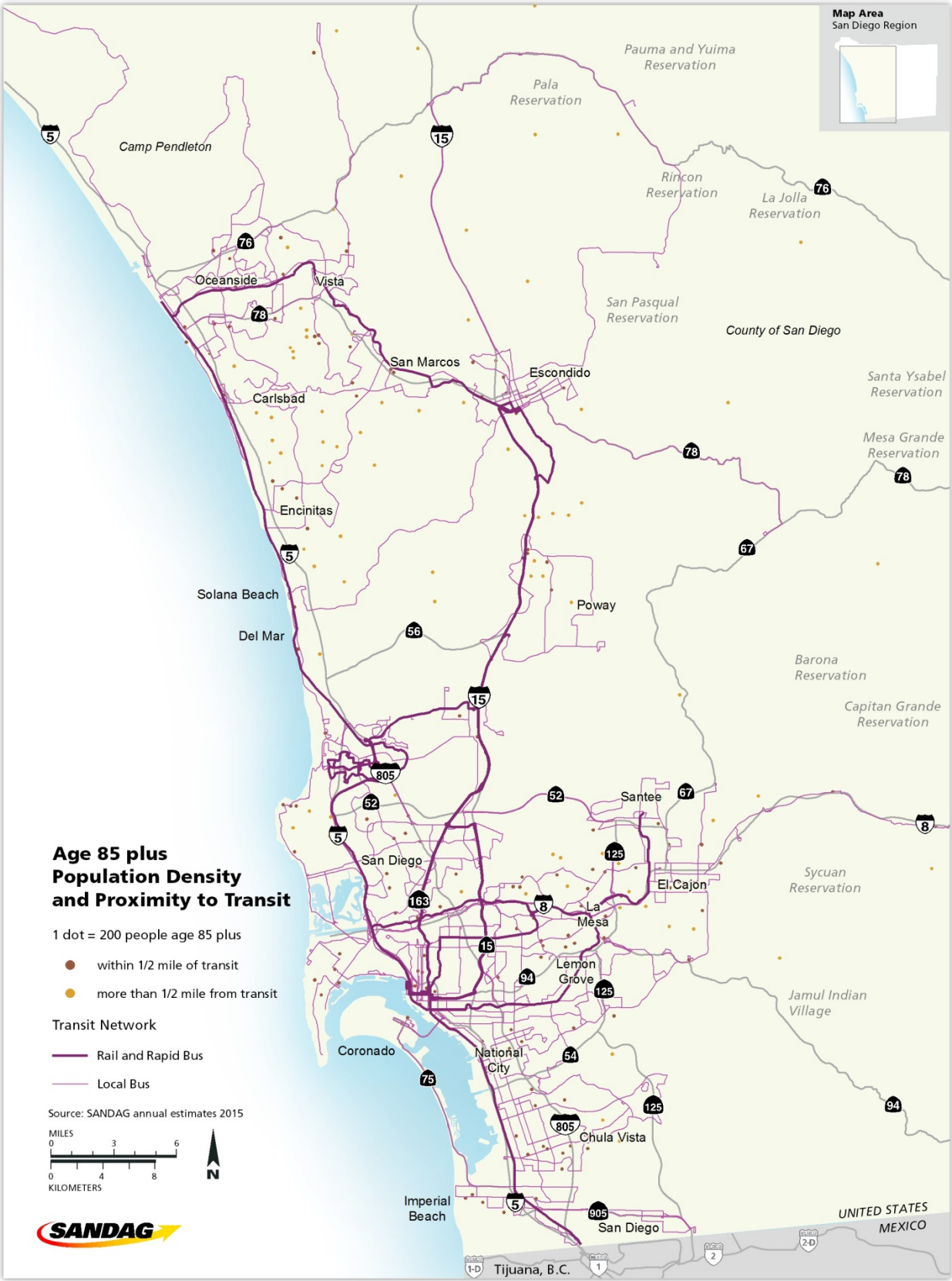
Source: SANDAG Current Estimates; SANDAG Forecast Series 13 (data extracted on 03/2016)

Though the Coordinated Plan only covers a five-year time frame, incorporating consideration for future demographic changes accounts for good planning practices and helps prepare for a comprehensive future transportation network. Further, while the senior population is continuing to grow at a rapid rate, seniors are also living longer, healthier, and more mobile lives compared to generations prior. It is expected that transit use among seniors will grow with the increase of the senior population and increased life expectancy. Transit remains the most cost-efficient transportation choice for seniors and can be a key component of an independent and active lifestyle. Given these projections, the San Diego region will need to plan for and provide transportation choices that accommodate the special needs of seniors.

Figure 5.2: Population Density of Seniors Age 65 and Older



Figure 5.3: Population Density of Seniors Age 85 and Older



► Transportation Needs Assessment of Seniors

Types of trips needed by seniors include both emergency and non-emergency medical, nutrition-based, and social (visiting family, seeing a play, etc.) trips. Specific transportation needs for seniors, such as type and level of service, vary by ability. This section identifies characteristics of the senior population that will help shape an appropriate set of services to meet the changing mobility needs of seniors.

Seniors Age 65 to 84

As many seniors in this age group are recent retirees, the need to maintain a strong social network is critical. Trips for volunteering or civic engagement are common as seniors continue to assume roles within the community. While a growing proportion of seniors continue to exhibit a healthy and active lifestyle, the remaining seniors typically begin to experience a decline in cognitive, sensory, and physical functioning. These changes have direct impact on their mobility. Declining health eventually prevents seniors from continuing to drive and forces them to look for alternative mobility options. These options may include public transit and community-based transportation programs. As individuals age, they are more likely to experience a loss in vision and/or hearing; exposure to temporary/chronic illnesses; an onset or continuation of cognitive impairments (e.g., dementia or Alzheimer's disease) and neurological disorders (e.g., Parkinson's disease, multiple sclerosis, etc.); an increased likelihood of using physical assistive devices; and any other special health conditions (e.g., depression, cancer, etc.). Additionally, compounding the issues, older adults are likely to have limited opportunities to earn income as many seniors are retired and/or are living on a fixed income.

Seniors Age 85 and Up

Individuals aged 85 and older typically experience an increase in the severity of cognitive, sensory, and physical issues, and are more likely to require supplemental caretaking and aid from family, friends, and service providers. All health issues mentioned above are typically heightened in this age range. As the years advance, people are more likely to become incrementally more physically frail and may possess an increasing inability to complete daily tasks without assistance. Seniors aged 85 and older are also more likely to have a mental/cognitive disease that affects their communication, will, health, and overall sense of well-being. Therefore, this population group is less likely to drive, which means public transit and specialized transportation become critical to meeting their mobility needs.

Transit Travel Training

As mentioned above, seniors age 65 and older who exhibit limited physical, cognitive, or sensory impediments may be able to use transit to meet daily travel needs. However, seniors may be unfamiliar with transit or experience challenges learning and navigating transit, which can act as a deterrent. Travel training can encourage seniors to take more trips using transit. Travel training teaches seniors how to purchase fare, read transit maps and schedules, plan a trip, and board/de-board transit among other transit-related activities. Many travel training programs organize group outings (such as going to the movies) via transit, which reduces the fear of learning a new skill and provides seniors with an opportunity to be social.



Specialized Transportation

Specialized transportation is an option for seniors with significant mobility challenges or when transit is not a viable option. Seniors age 85 and older are more likely to need specialized transportation. Paratransit offers curb-to-curb, accessible services within three-quarters mile of fixed-route transit. However, paratransit can be cost-prohibitive for low-income seniors or may not fully meet an individual's unique transportation needs. Specialized transportation programs provided by nonprofit organizations or local government agencies often offer more affordable services. Additionally, these programs may provide door-to-door or door-through-door services, which may be more appropriate for seniors who require additional assistance. These programs tend to provide seniors with more personalized care as well as opportunities for social interaction through group outings or through bonds formed between volunteer drivers and senior passengers.

Some specialized transportation providers may offer additional social services, such as nutrition programs or financial assistance. These services can fulfill other, non-transportation needs that seniors may not have met through other means. Holistic social service programs offer wrap-around services that ensure the overall well-being of seniors. Given the high instance of reduced cognitive function or dementia among seniors, especially seniors aged 85 and older, these riders may exhibit forgetfulness and need to receive extra reminders of trip reservations. Specialized transportation programs have the ability to offer personalized phone calls to ensure trip completion. Further, specialized transportation programs that offer additional social

services may be better equipped to offer seniors with extra assistance or fulfill needs that extend beyond transportation.

New technologies in ride scheduling, dispatching, or fare payment systems may be difficult for seniors to learn, which in turn can present unique challenges for specialized transportation providers. For example, though online or mobile application-based trip reservation capabilities can introduce efficiencies in ride scheduling for specialized transportation providers, senior riders may continue to request trips by calling the provider on the phone. New technologies, however, can help specialized transportation providers achieve greater efficiencies in operations and make the process smoother for riders as well. For example, electronic fare payment can facilitate ease of boarding and reduce dwell times. Currently, both MTS Access and NCTD LIFT require riders to provide exact cash or a prepaid ticket upon boarding, which can be cumbersome for riders and cause delays. Specialized transportation providers need to consider both the technology literacy of clients and potential benefits to both their agency and clients when integrating technology into the operation of their programs.

Generally speaking, senior mobility planning involves consideration for travel training, door-to-door service, volunteer driver programs, flex/demand-based transit, and reduced transit fare among other services. Where transit is available and appropriate, fixed-route service is a reliable and cost-efficient means to meet seniors' daily needs. As some seniors begin to experience forms of decline, become frail, and/or are affected by a disability or impairment, they may require more specialized transportation services that fully accommodate their needs. Recognizing that there are some seniors that remain able to drive, the need for road safety education is important.

5.2 Individuals with Disabilities

Individuals with disabilities are identified as any persons with physical, developmental, behavioral, mental, visual, and/or hearing impairments. According to the 2014 American Community Survey (ACS) 1 year Estimates, 9.7 percent of the San Diego region residents have a disability. (See Figure 5.4 for a density map of individuals with disabilities within San Diego.)

► Transportation Needs Assessment of Individuals with Disabilities

The transportation needs of disabled individuals vary based on each individual's impairment. In all cases, however, access to transportation is a basic necessity for disabled individuals to fulfill basic daily needs; access healthcare, education, and work; and maintain their mental and physical well-being. Individuals with disabilities are often at a disadvantage in that their impairment may impede their placement in the workforce as well as access to further education. This leads to an incidence of higher rates of unemployment, undereducation, and poverty among disabled individuals. Providing appropriate transportation options, including paratransit, for disabled individuals to access medical, social, and work/education-related destinations is critical in addressing the needs of a population that is most likely either transit-dependent or reliant on other specialized transportation programs.

Public Transit

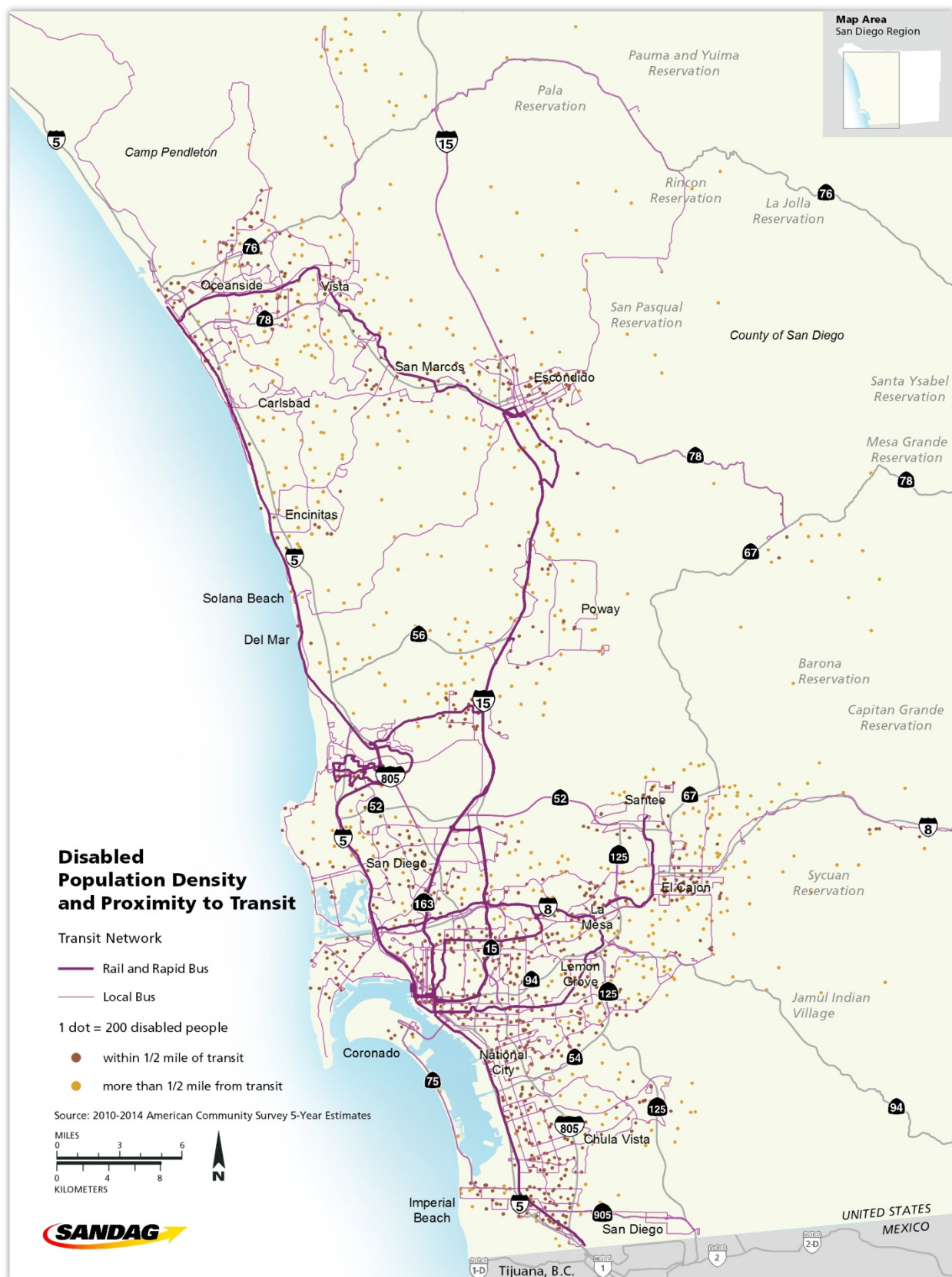
Because there is a high correlation between individuals with disabilities and low income, transit is viewed as an attractive, cost-effective transportation option. A majority of individuals with disabilities live within a half-mile of a transit stop. (See Figure 6.4 in the next chapter.) Furthermore, complementary ADA paratransit service is available within a three-quarters mile from any transit stop, which extends transit coverage beyond its regular fixed-route service.

There are several considerations to be made when providing transit services for individuals with disabilities. Individuals with mobility impairments may require ramp or lift access to board transit vehicles. They may also require priority seating and accommodations for service animals. Operators of transit vehicles, such as bus drivers, should receive sensitivity training to ensure proper and courteous interaction with individuals with disabilities, including those that have cognitive or behavioral disabilities. Training may include refresher courses to reinforce standard protocols such as pulling up alongside curbs, bus kneeling, and securing mobility devices.

The blind and individuals with visual impairments require audio announcements at transit stops and on transit vehicles. Effective and consistent audio is critical to ensure ease of travel for these individuals. Automated audio announcements (as opposed to verbal announcements provided by operators of transit vehicles) can ensure information is provided clearly and consistently. This information may be geo-referenced (using GPS technology) and provided in multiple languages. Tactile navigational features, such as truncated domes, curbs, or grooves in pavement, should be incorporated in transit station designs to aid the blind and individuals with visually impairments in accessing station features, such as ticket vending machines, and boarding transit vehicles safely.



Figure 5.4: Population Density of Individuals with Disabilities



Specialized Transportation

Transit is not always an appropriate or applicable service for individuals with disabilities. Specialized transportation programs, beyond paratransit, may offer door-to-door or door-through-door services and offer individuals with disabilities with the level of assistance they require. Considerations for providing specialized transportation to individuals with disabilities include (but are not limited to) accommodations for mobility devices (e.g. wheelchairs, canes, scooters), service animals, and Personal Care Attendants; assistance with ride scheduling; sensitivity to long waits/long travel schedules and adverse weather conditions (as it may relate to medication reactions); and protective infrastructure.

5.3 Low-income Individuals

Persons living at or below 200 percent of the poverty line are recognized as “low-income.” According to the 2014 ACS 1-year Estimates, 32 percent of San Diego County residents are low-income. (See Figure 5.5 for a map showing the density of low-income individuals within the region.) Transportation Needs Assessment of Low-income Individuals

One of the biggest challenges for low-income individuals is limited access to transportation. Low-income individuals often do not have access to a vehicle and/or rely on public transportation to meet their trip-making needs. Without adequate public transit, low-income individuals often spend disproportionate amounts of time and money to access education, jobs, and recreation. Inadequate access to transportation can prevent individuals from climbing out of poverty.



Many low-income individuals work non-traditional schedules—working odd hours in the night and early morning, as well as on weekends – at times when public transit may be less frequent. Compounding this, many households require that both heads of household (or singularly) contribute to the family’s income. Many transit trips typically include the transport of multiple children as daycare is an added expense to budgets that are already stretched to and beyond their limit. The majority of low-income households live within a half-mile of a transit stop. (See Figure 6.5 in the next chapter.) Fixed-route transit, therefore, could be a convenient option to meet their transportation needs. Low-income individuals need frequent, cost-effective, and reliable transit service to ensure access to employment, education, and other essential needs. Access to trip-planning resources, such as the internet or phone, remains an impediment for some low-income individuals who may not be able to afford or access such services.

Since low-income individuals typically depend on public transit to get to work, it is important to compare the population density of low-income individuals with that of places of employment. Figure 5.5 shows the population density of low-income individuals. Figure 5.6 shows densities of jobs within the San Diego region. Major employment centers are located in the denser urban areas of South Bay, Downtown San Diego, Mission Valley, Kearney Mesa, Sorrento Valley, Poway, and the northern cities of Carlsbad, Escondido, and San Marcos. Comparing Figures 5.5 and 5.6, clusters of low-income populations are located in close proximity to some of the major employment centers with the exception of University City, Miramar, Kearny Mesa, Sorrento Valley, Poway, and Eastern Carlsbad. Fixed-route transit service currently serves these areas. However, given the remote location of these job centers as compared to where low-income individuals reside, transit trips are long and may require multiple transfers. Low-income individuals require greater regional connectivity to ensure access to employment throughout the County.

Figure 5.5: Population Density of Low-Income Individuals

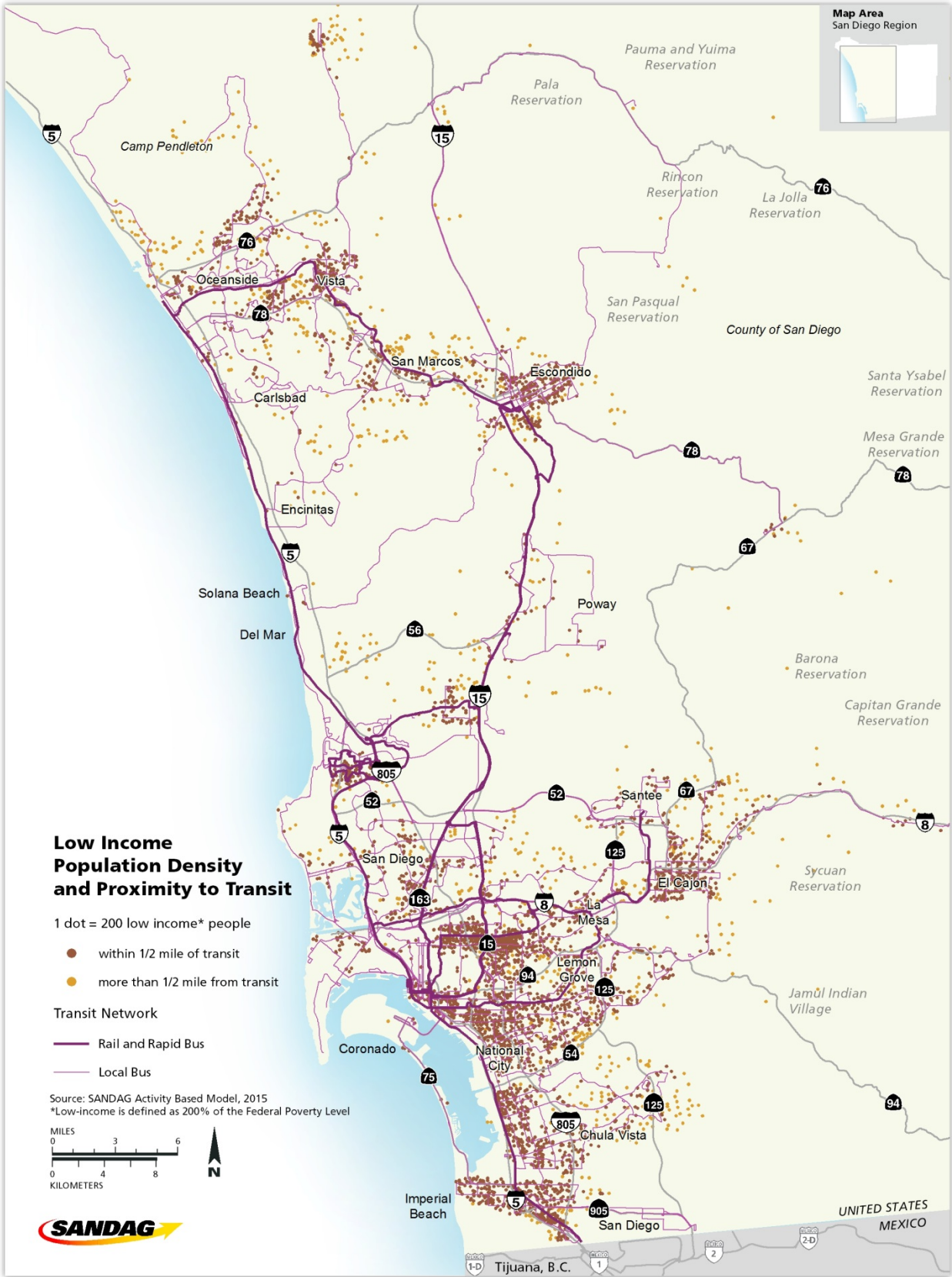


Figure 5.6: Job Density (Place of Work)



5.4 Other Identified Individuals

The groups discussed above represent the bulk of individuals most likely to utilize public transit or participate in some form of specialized transportation due to age, disability, or limited means. However, there are other groups that are also transit-dependent and have comparable transportation needs. These groups are identified and discussed in the following sub-sections.

► Limited English Proficient Persons

Limited English Proficient (LEP) persons are persons for whom English is not their primary language and who have a limited ability to read, write, speak, or understand English. According to the 2014 ACS 1 year Estimates, approximately 15 percent of the population in San Diego County are LEP persons. The top four languages other than English spoken in San Diego County are Spanish, Tagalog, Vietnamese, and Chinese. Spanish speakers comprise 63 percent of all LEP persons in San Diego County. Table 5.2 shows the LEP population in San Diego County by language spoken for the 17 language groups that have at least 1,000 LEP speakers.

Table 5.2: LEP Persons in San Diego County

Languages*	LEP Population	Percent of All LEP Persons	Percent of Total Population (5 years and older)
Spanish	282,374	63.46%	9.26%
Tagalog	37,939	8.53%	1.24%
Vietnamese	24,423	5.49%	0.80%
Chinese	22,657	5.09%	0.74%
Arabic	12,376	2.78%	0.41%
Korean	10,309	2.32%	0.34%
Persian	7,662	1.72%	0.25%
Russian	5,228	1.17%	0.17%
Japanese	4,704	1.06%	0.15%
Laotian	3,151	0.71%	0.10%
French	2,070	0.47%	0.07%
Italian	2,006	0.45%	0.07%
Portuguese	1,614	0.36%	0.05%
Thai	1,560	0.35%	0.05%
Hindi	1,329	0.30%	0.04%
Mon-Khmer, Cambodian	1,121	0.25%	0.04%
German	1,008	0.23%	0.03%

Source: 2014 ACS 1 year Estimates * Restricted to languages spoken by at least 1,000 LEP persons.

Transportation Needs Assessment of LEP Persons

Language can act as a barrier for LEP persons in accessing transportation, including public transit, and participating in transportation planning. LEP persons require transit information, such as transit maps, schedules, and announcements, in languages other than English. Additionally, LEP persons require other language assistance measures, such as translation and interpretation services, to ensure meaningful participation in transportation planning.

The U.S. Department of Transportation (U.S. DOT) requires that agencies receiving U.S. DOT funding provide language assistance to LEP persons. As a component of compliance, agencies must outline language assistance measures in a Language Assistance Plan (LAP). SANDAG, MTS, and NCTD each have their own LAP. (The SANDAG LAP is available at sandag.org/lap).

► Veterans

San Diego County is home to over 231,000 veterans. While a significant number of older veterans already reside in San Diego, an influx of newly discharged service members are projected to further add to the population. The need for services that will aid in their reintegration process into society is imperative. Integrating post-military service individuals into the workforce, family life, and/or society in general remains a federal and local objective and a host of organizations currently exist to provide support for younger and older veterans. Yet, with the expected increase in post-war service persons, an inevitable rise in assistive services (especially medical-related) will need to be accounted for in future program developments. However, while services such as vocational counseling, work readiness assistance, post-secondary educational training, and other independent living services may exist, the willingness for veterans to participate in such programs, for one reason or another, is a continued obstacle for state departments and agencies. In so much as reluctance and stigma may be a deterrent for veterans seeking health care or other life-sustaining and life-enhancing activities, the availability of efficient and appropriate veteran transportation services stands as a pragmatic barrier.

Transportation Needs Assessment of Veterans

Individuals with service-connected disabilities may require access to healthcare, rehabilitative services, as well as other independent living services and job-related trainings. Service requirements for veterans should provide specialized care and related medical and social support. Veteran transportation programs should consider flexible and resource-efficient programs that strive to reach the multitude of needs experienced by this population. At a minimum, a program should assess the feasibility of vanpools, taxi vouchers, public-private partnerships (between the Veteran's Affairs Medical Centers and a local transportation provider), a mobility management component, and a provision of flexible routes and feeder services to transit. Service requirements may include lift-operated vehicles and flexible-route paratransit shuttles for immobilized and remote (rural) Veterans Affairs patients. Additionally, an appropriate service should integrate veterans with non-veterans to facilitate integration of veterans into civilian life.

As part of the Veterans Transportation and Community Living Initiative Grant, SANDAG, 211 San Diego, and Full Access and Coordinated Transportation (FACT) have been compiling a thorough inventory of transportation services available for veterans, active duty service personnel, and their families. While this project is still under development, veterans can currently access resources regarding transportation by contacting FACT (factsd.org or 888.924.3228) and 211 (211sandiego.org or by calling 211).

► Refugees/Asylum Seekers

Refugees and asylum seekers are individuals who had to flee their home due to war, persecution, or natural disaster. San Diego County is home to the largest refugee and asylum seeker population in California. The County of San Diego Health and Human Service Agency (HHSA) collects data on refugee arrivals into the County. According to the HHSA, over 2,500 refugees from 28 countries resettled within the San Diego region in 2015. (See Table 5.3.) While the HHSA will see variance in the country of origin of refugees from year to year, in recent years a large proportion of refugees resettling in San Diego County have arrived from the Middle East. In 2015, refugees from Iraq made up almost 40 percent of all refugees resettling in San Diego County.

Table 5.3: 2015 Refugee Arrivals in San Diego County

Country of Origin	Number of Refugees	Percent of Arriving Refugees
Iraq	986	39.39%
Afghanistan	446	17.82%
Republic of the Congo	269	10.75%
Somalia	243	9.71%
Burma	157	6.27%
Cuba	112	4.47%
Syria	67	2.68%
Iran	55	2.20%
Burundi	49	1.96%
Sudan	30	1.20%
Ethiopia	27	1.08%
Eritrea	9	0.36%
Haiti	9	0.36%
Ukraine	9	0.36%
Democratic Republic of the Congo	7	0.28%
Columbia	6	0.24%
Mexico	4	0.16%
Sri Lanka	4	0.16%
Moldova	3	0.12%
Uzbekistan	3	0.12%
Azerbaijan	1	0.04%
Bhutan	1	0.04%
China	1	0.04%
Honduras	1	0.04%
Jordan	1	0.04%
Kazakhstan	1	0.04%
Russia	1	0.04%
Zambia	1	0.04%

Source: County of San Diego Health and Human Services Agency, San Diego County Refugee Arrivals by Country of Origin for 2015

Transportation Needs Assessment of Refugees

Transportation access and mobility are recognized as vital components of an effective and successful resettlement process. The need for services and improved access is crucial in enabling refugees and asylum seekers to smoothly integrate into their new home. During this adaptive stage, they are more likely to experience a cultural shift as they are dealing with different cultural traditions, language barriers, and other issues that may impede access to healthcare, gainful employment, or access to other basic needs.

Refugees and asylum seekers living within close proximity to transit are encouraged to utilize fixed-route transit. Travel training and mobility assistance programs, in addition to language assistance, are key factors in providing efficient access to transit to aid in the adaptation process. Car-buying assistance, auto-loans, shuttles, and vanpooling are also viable options.



► Youth, Including Foster and Homeless Youth

Youth refers to the population under the age of 18. According to SANDAG Current Estimates, there are over 743,000 people under the age of 18 in the San Diego region, which accounts for 23 percent of the total regional population.

Homeless youth are youth who lack parental, foster, or institutional care. This population is likely to face increased threats to both physical and mental health while living on the streets/shelters. Since the majority of homeless youth are under the driving age, transportation access to local shelters, refuge/assistance programs, medical facilities, as well as employment destinations is a significant concern for this demographic.

Transportation Needs Assessment of Youth

Safe access to school is a basic need of young people. The SANDAG Safe Routes to School project seeks to create streets that safely accommodate people biking and walking. The project couples infrastructure improvements with education, encouragement, and other programs to make biking and walking more desirable. Reliable transit is also critical in ensuring youth get to and from school safely.

Low-income and/or homeless youth are significantly disadvantaged as they may lack the ability to pay for transit or other means of transportation. As transit is the most cost-effective option available to this group, the service parameters for this group involve connecting this population with the existing fixed-route services and finding resources to subsidize the travel. Specific travel needs vary from accessing shelter, assistance programs, medical facilities, and where applicable, education/employment facilities. Transportation to these previously mentioned destinations is a critical component for homeless youth in the transitional process to more stable living conditions.

Foster youth have unique transportation needs due to their often evolving living conditions. In order to maintain school stability for foster youth, the San Diego County Office of Education (SDCOE) allows foster youth to continue attending their school of origin or “home” school after they have been placed in foster homes outside of their “home” school’s neighborhood. Full Access and Coordinated Transportation has a contract with the SDCOE to provide transportation to foster youth to and from their “home” school.

► Tribal Nations

In the San Diego region, there are 18 independent sovereign tribal nations with jurisdiction over 19 reservations – the most in any county in the United States. Table 5.4 provides a list of the American Indian reservations and federally recognized tribal governments in the region.

Table 5.4: American Indian Reservations and Federally Recognized Tribal Governments in the San Diego Region

Reservation Name	Tribal Government
Barona	Barona Band of Mission Indians
Campo	Campo Band of Mission Indians
Capitan Grande	Joint Power Authority between Barona and Viejas
Ewiiapaayp	Ewiiapaayp Band of Kumeyaay Indians
Inaja and Cosmit	Inaja Cosmit Band of Diegueño Mission Indians
Jamul Indian Village	Jamul Indian Village of Kumeyaay Nation
La Jolla	La Jolla Band of Luiseño Indians
La Posta	La Posta Band of the Kumeyaay Nation
Los Coyotes	Los Coyotes Band of Cahuilla/Cupeño Indians
Manzanita	Manzanita Band of Diegueño Mission Indians

Reservation Name	Tribal Government
Grande Mesa	Mesa Grande Band of Diegueño Mission Indians
Pala	Pala Band of Mission Indians
Pauma and Yuima	Pauma Band of Luiseño Indians
Pechanga	Pechanga Band of Luiseño Indians
Rincon	Rincon Band of Luiseño Indians
San Pasqual	San Pasqual Band of Diegueno Mission Indians
Santa Ysabel	Ipai Nation of Santa Ysabel
Sycuan	Sycuan Band of the Kumeyaay Nation
Viejas	Viejas Band of the Kumeyaay Indians

Source: SANGIS, Bureau of Indian Affairs.

Transportation Needs Assessment of Tribal Nations

There are a number of transportation issues that surround reservations as they are all located in remote areas. The degree of remoteness ranges from those that are outside the urban transportation system, but near major highways such as Viejas, to those that are not even fully connected to county roads, such as Los Coyotes. The physical isolation of reservations from the regional transportation system – both in terms of infrastructure and transit services – limits tribal nations from accessing economic opportunities as well as health, social, and cultural services.

Over the past ten years SANDAG and the Southern California Tribal Chairmen’s Association (SCTCA) have developed a government-to-government framework to engage in planning dialogue and action at the regional level. The SCTCA has served as advisory members on the SANDAG Board of Directors and Policy Advisory Committees since 2007 and participate in the regional decision-making process.

The Reservation Transportation Authority (RTA), a consortium of Southern California Indian tribal governments, provides transportation education, planning, and program administration for tribal governments. SANDAG and the RTA have collaborated on a number of tribal transportation planning projects in recent years.

► Ex-Offenders

Ex-offenders are persons who have been convicted of crimes, and have since reentered society after incarceration. Throughout 2015, a total of 20,353 unique individuals were on probation supervision at one time or another in San Diego County, a number which does not include those under parole supervision by the State.

Transportation Needs Assessment of Ex-Offenders

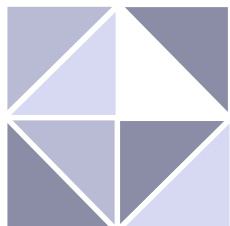
Many ex-offenders face challenges in securing stable housing and employment after incarceration. Providing affordable access to transportation can assist ex-offenders in reentering society. While transportation options may be available to ex-offenders who are enrolled in residential, employment, or training programs, there are not currently any stand-alone services. There are several organizations that assist individuals who have no personal means of transportation and are unable to use public transportation without financial assistance to pay the fare. Ex-offenders may qualify for assistance through these organizations. Interested parties can call 211 or visit 211sandiego.org for more information.

The Coordinated Plan

Chapter 6

Strategies and Projects to
Address Transportation Gaps





CHAPTER 6: STRATEGIES AND PROJECTS TO ADDRESS TRANSPORTATION GAPS

This chapter identifies gaps between current transportation services and user needs and offers strategies to address those gaps. The analysis and identification of service gaps within San Diego is based on a compilation of sources including the 2015 SANDAG Annual Demographic Estimates, the 2015 SANDAG Activity-Based Model; the 2010-2014 American Community Survey 5-Year Estimates included in Chapter 5; the availability of transit services as outlined in Chapter 4; and feedback received through outreach efforts targeting both transportation providers and riders. As was noted in Chapter 5, public transit is often the most cost-effective and productive means of travel for seniors, low-income individuals, and individuals with disabilities. In the case that transit is not available, sufficient, or appropriate, specialized transportation services help to round out a more balanced mobility network for the region. This chapter begins with a discussion of service gaps and then provides strategies and projects that can allow for a seamless transportation network of both public transit and specialized transportation services. Some projects discussed in this chapter have already been implemented within the San Diego region, while others are nationwide best practices that can be applied locally. This chapter's discussion of service gaps (Section 6.1) and strategies to fulfill those gaps (Section 6.2) sets the stage for the prioritization of strategies in Chapter 7.

This Chapter 6 includes the following sections:

6.1 Gaps in Transportation Services

6.2 Strategies

6.1 Gaps in Transportation Services

Gaps in transportation services were identified by comparing the 2015 SANDAG Annual Demographic Estimates, the 2015 SANDAG Activity Based Model, and the 2010-2014 American Community Survey 5-Year Estimates data to the transportation inventory in Chapter 4. This information was supplemented with testimony given at focus groups and other outreach meetings. Target population groups were analyzed alongside fixed-route public transit to show where transit service can meet the daily needs of those population groups within the region. This determination was based on the Federal Transit Administration's (FTA) guidelines of half-mile walking distances to transit stations¹.

SANDAG has included the Urban Area Transit Strategy and Safe Routes to Transit methodology in San Diego Forward: The Regional Plan. One of the goals of the Urban Area Transit Strategy is to maximize transit

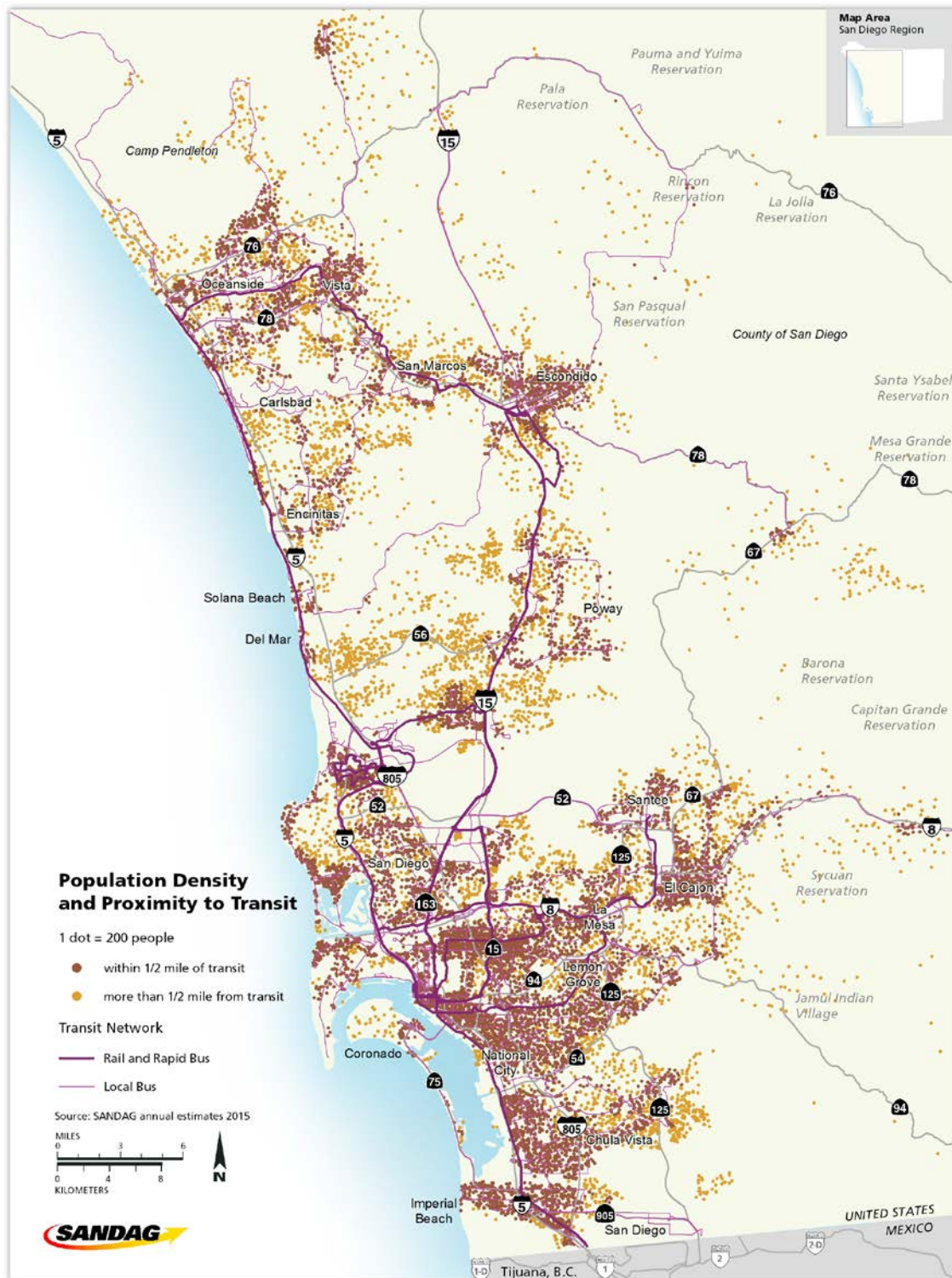
¹ Federal Register/Vol. 74, No. 218/Friday, November 13, 2009, "All pedestrian improvements located within one-half mile and all bicycle improvements located within three miles of a public transportation stop or station shall have a de facto relationship to public transportation."

ridership in the greater urbanized area of the region. The Safe Routes to Transit methodology captures the land use and transportation network context surrounding transit stations and identifies project areas where bicycle and pedestrian access improvements are needed. This includes improved access to transit to connect people to nearby schools and commercial and residential areas. These two strategies recognize that the success of fixed-route service relies on a certain level of investment in transit-supportive land uses (e.g., good pedestrian access/connectivity and sufficient residential and employment densities).

While this chapter and the following chapter focus on seniors, low-income individuals, and individuals with disabilities, the general population is also mapped to frame the discussion. Figure 6.1 shows population density in relation to proximity to transit. Each dot represents 200 people, with different colored dots used to identify the population that lives within a half-mile walking distance to a transit station.



Figure 6.1: Population Density Beyond 1/2 Mile Transit Service Area



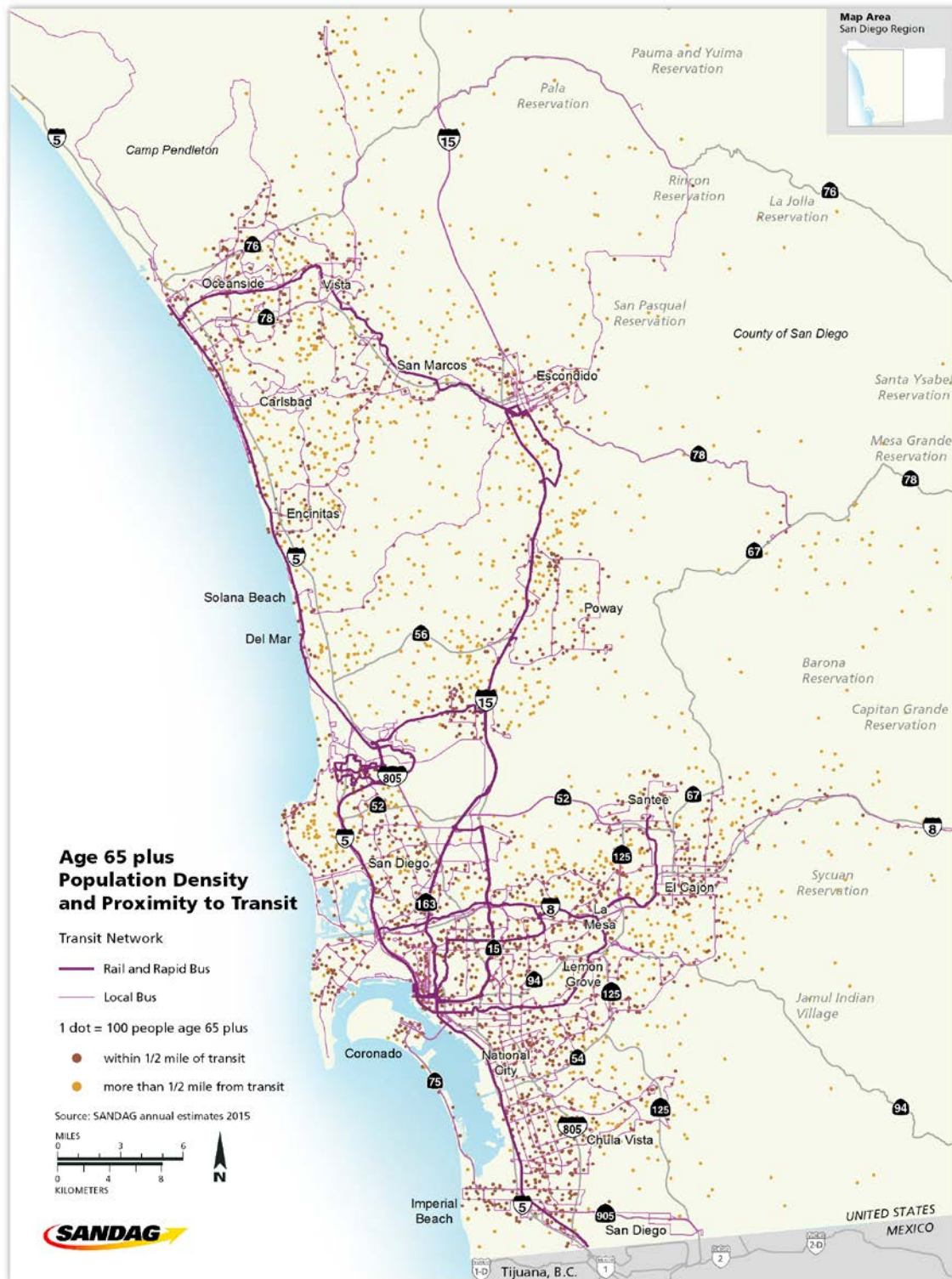
As seen in Figure 6.1, many communities contain areas with significant population densities that are more than a half-mile from the nearest transit stop. These areas include:

- Del Mar
- University City
- Mira Mesa
- Clairemont Mesa
- Linda Vista
- Chula Vista
- Bonita
- Oceanside
- Tri City
- Carlsbad
- Encinitas
- San Marcos
- Carmel Valley
- Poway
- Sabre Springs
- Scripps Ranch
- La Jolla
- Lakeside
- Tierrasanta
- San Carlos

► Transit and Specialized Transportation Gaps — Seniors

Unlike the general population map in Figure 6.1, Figure 6.2 uses dots representing 100 people to depict population densities of seniors in proximity to transit. A different scale was used for visual purposes – since seniors are a subset of the population, having each dot represent 100 people makes it easier to identify transit service gaps.

Figure 6.2: Population Density of Persons, Ages 65-Plus
Beyond 1/2 Mile Transit Service Area



As Figure 6.2 demonstrates, significant transit coverage is available to seniors (age 65 and older) throughout most of the urbanized areas of the county. NCTD provides fixed-route BREEZE service near all of the major freeways and rail (COASTER and SPRINTER) corridors where seniors are concentrated. While MTS provides transit coverage for the majority of seniors in its service area, there are some identified gaps. Areas with significant senior population density not serviced by transit are identified on the map in Figure 6.2. These transit gaps for seniors exist in:

- Oceanside
- Tri City
- Carlsbad
- Encinitas
- Del Mar
- Poway
- Carmel Mountain
- Rancho Bernardo
- South El Cajon
- Bonita
- La Jolla
- Lakeside
- Tierrasanta
- San Carlos
- University City

As discussed in Chapter 5, the needs of a 65-year-old often vary from the needs of an 85-year-old. Figure 6.3 displays the 85 and older population's proximity to a transit station, again using one dot to represent 100 seniors, 85 and older.

Figure 6.3: Population Density of Persons, Ages 85-Plus
Beyond 1/2 Mile Transit Service Area



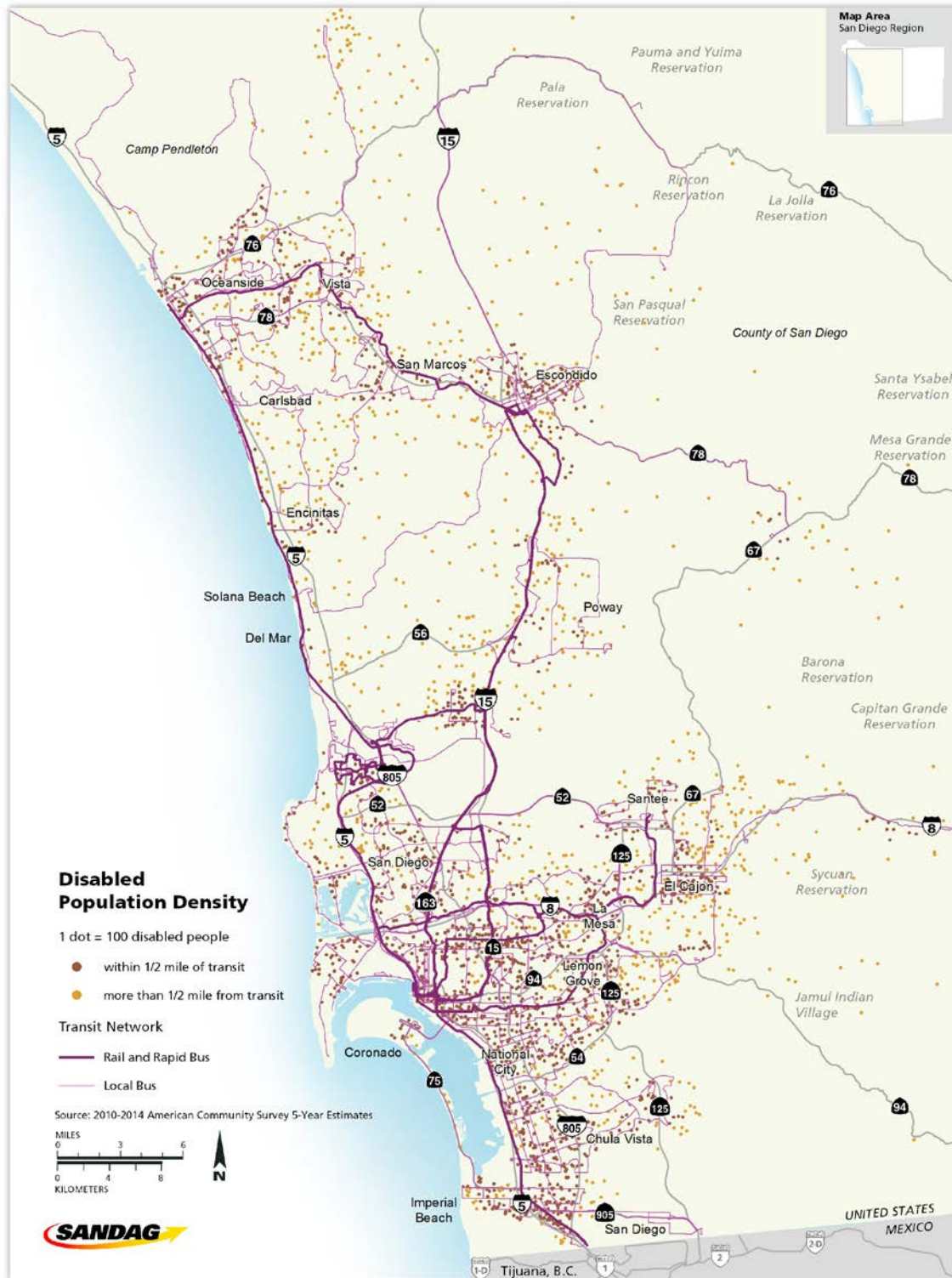
As shown in Figure 6.3, most communities with significant densities of seniors 85 and older are served by public transit. However, it is challenging for many of these individuals to walk a half-mile to a transit station. Increasing rates of physical, cognitive, and sensory impairments may impede their ability to use fixed-route services all together. As the health of seniors deteriorates, their needs may be better met utilizing specialized transportation services. There are still areas with significant densities of seniors age 85 and older that are not within a half-mile of a transit station. Those areas are considered transit gaps for this age group and include:

- Poway
- Sabre Springs
- Scripps Ranch
- La Mesa
- El Cajon
- Oceanside
- Tri City
- Carlsbad

► Transit and Specialized Transportation Gaps — Individuals with Disabilities

The population density of individuals with disabilities in San Diego County closely mirrors that of the general population. Additionally, areas with high concentration of disabled persons also include higher concentrations of poverty. Figure 6.4 displays the proximity to a transit station for individuals with disabilities, again using one dot to represent 100 individuals with disabilities.

Figure 6.4: Population Density of Individuals with Disabilities
Beyond 1/2 Mile Transit Service Area



Drawing from Figure 6.4, the majority of individuals with disabilities live within a half-mile distance from a transit stop or station. Concentrations of disabled persons that lack sufficient transit coverage are located in:

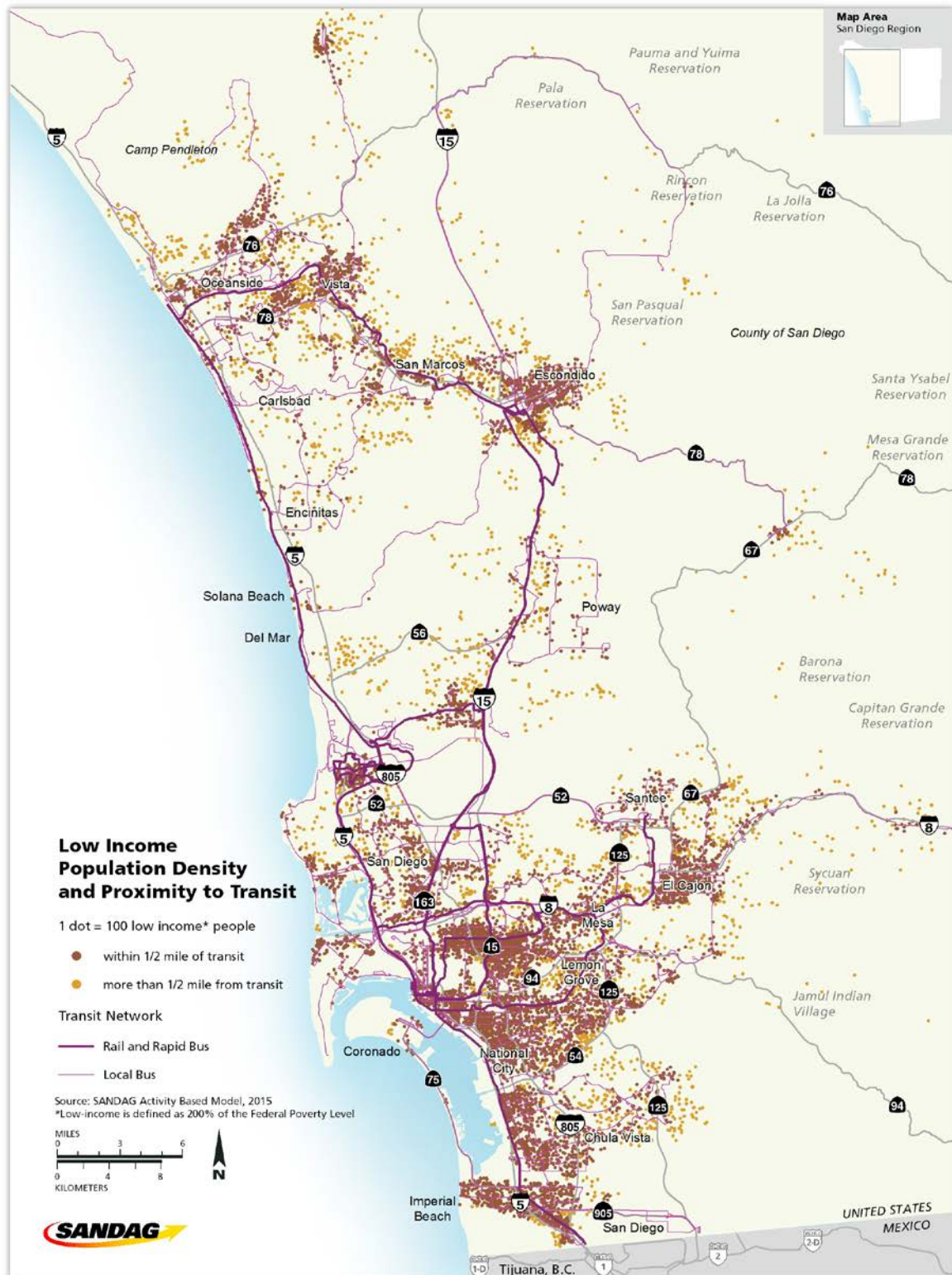
- Oceanside
- Tri City
- Vista
- Poway
- Sabre Springs
- Carmel Mountain
- El Cajon
- Spring Valley
- Santee
- Lakeside

Americans with Disabilities Act (ADA) paratransit serves certified individuals up to three-quarters of a mile distance from a transit stop or station. Therefore, paratransit expands transit coverage to include nearly all communities with significant concentrations of disabled populations. However, not all individuals who are disabled qualify for ADA paratransit services. For these disabled persons and those who qualify but live outside the three-quarters of a mile paratransit service boundary and have no access to paratransit service, their needs may be met utilizing alternate specialized transportation services, such as those listed in section 4.6.

► Transit and Specialized Transportation Gaps — Individuals of Low-Income

For the purposes of this assessment, low-income individuals are persons living at or below 200 percent of the poverty line. Gaps in transit service for this population are again displayed as one dot representing 100 low-income individuals.

Figure 6.5: Population Below 200 Percent of Poverty Line
Beyond 1/2 Mile Transit Service Area



These areas identified in Figure 6.5 as gaps for individuals of low-income include:

- San Marcos
- Oceanside
- Tri City
- Spring Valley
- Chula Vista
- Bonita
- Mira Mesa
- Tierrasanta
- San Carlos
- Lakeside
- Ramona

6.2 Strategies

The strategies in this chapter were developed by analyzing the identified transit gaps, assessing successful projects in the San Diego region and best practices nationwide, and using stakeholder feedback received through outreach meetings, the Coordinated Transit and Human Services Transportation Plan Working Group, and the Social Services Transportation Advisory Council. Strategies are identified as Very High, High, Mid, and Low priorities in Chapter 7.

► Evaluate and Maintain Existing Transportation Services

While the majority of strategies in this chapter address transportation needs that are not currently being met, existing transportation services are a lifeline for San Diego County residents. It is important that these critical services are maintained. Consistency in available transportation services allows transit-dependent individuals to make appropriate housing choices in areas that are well served. When a transportation service is discontinued due to a lack of funding, many individuals reliant on that service suffer and a new gap in service is created. Transportation services that are dependent on competitive grant funding are encouraged to seek other sources of funding or methods of achieving financial sustainability.

It is important to monitor and evaluate existing services to make sure they are efficient and productive; - this applies to both public transit and specialized transportation services. In 2006, MTS completed a Comprehensive Operational Analysis plan to restructure MTS bus and Trolley services. The goal of this plan was to implement recommendations on how MTS can provide more efficient transit services that effectively serve the region's needs, while ensuring the best use of public dollars. In 2009, NCTD completed a Mobility Plan – a comprehensive study of its transit service operations and business models – which helped NCTD maximize ridership from available resources and funding. While public transit providers complete an in-depth assessment of their services periodically, specialized transportation providers need to analyze their service

productivity on an ongoing basis. Evaluating transportation services allows for service modifications and implementation of other solutions that can be cost-effective and within existing budgets.

Examples of projects that address this strategy include:

- ▶ Continue funding operations of existing transit and specialized transportation services
- ▶ Replace vehicles in marginal or poor condition to maintain a state of good repair

▶ New or Expanded Services to Meet Identified Gaps

To address the gaps identified earlier in this chapter, new projects must be implemented or existing projects expanded. A variety of different services can be implemented to address each area where there is a gap. Chapter 5 identified types of services that best suit the needs of the different population groups.

Examples of projects that can be implemented to address this strategy include:

- ▶ Develop new volunteer driver programs to serve areas with identified gaps
- ▶ Develop new shuttle programs to serve areas with identified gaps
- ▶ Implement taxi voucher programs to serve areas with identified gaps
- ▶ Develop first-mile/last-mile services to tie into existing transportation options
- ▶ Improve accessibility of existing transportation services
- ▶ Increase frequency of service
- ▶ Expand service area
- ▶ Expand hours of operation



► Coordination of Transportation Resources

One key strategy is the coordination of transportation services. Effective coordination can improve transportation service delivery and cost-effectiveness, eliminate gaps in service, and remove real or perceived transportation barriers.

In 1979, the Social Service Transportation Improvement Act, Assembly Bill 120 (AB 120), provided for the establishment of Consolidated Transportation Services Agencies (CTSAs) in each California county. The purpose of AB 120 is to promote the coordination of specialized transportation so that the following benefits can be realized:

- Combined purchasing of necessary equipment to achieve cost savings through bulk purchases.
- Adequate training of drivers to ensure the safe operation of vehicles. Proper driver training promotes lower insurance costs and encourages use of the service.
- Centralized dispatching of vehicles to allow for efficient use of vehicles.
- Centralized maintenance of vehicles to allow for adequate and routine vehicle maintenance scheduling.
- Centralized administration of various social service transportation programs to eliminate duplicative and costly administrative organizations. This allows social service agencies to specialize and respond to specific social needs.
- Identification and consolidation of all existing funding sources for social service transportation services to provide more effective and cost-efficient use of scarce dollars. Consolidation of categorical program funds can foster eventual elimination of unnecessary and unwarranted program constraints.

The roles and responsibilities of a CTSAs are at the discretion of the designating agency with restrictions imposed by the funding source. It is the role of the CTSAs to implement projects that foster coordination among specialized transportation providers. The success of the CTSAs in implementing coordination is fully reliant on the participation and commitment of multiple specialized transportation providers.

Examples of projects that address this strategy include:

- Develop coordinated multi-agency training programs for drivers and transportation staff
- Develop a coordinated multi-agency vehicle maintenance program
- Create a back-up vehicle sharing program to reduce back-up fleet needs of each individual provider
- Coordinate client trips between providers to deliver service more efficiently

While there are numerous benefits of coordinating transportation services, there are also many existing barriers, such as different rider eligibility requirements across different programs, insurance issues, and cost-sharing concerns. Ongoing efforts to overcome these barriers are necessary in order to realize the benefits of coordination.

► Mobility Management

Mobility management is a strategic approach to service coordination and customer service that seeks to improve an individual's access to existing transportation services. This can be done by either providing information and matching riders with the most appropriate travel option given their need or by providing training to assist the individual in acquiring the skills to use existing transportation services independently.

While the previous strategy improves the use of resources by working with the transportation providers, mobility management improves the use of resources by working directly with the user. Furthermore, mobility management aims to improve the user experience by ensuring the most appropriate service is provided for each individual user. Whereas most independent transit agencies provide information only about their own service, agencies performing mobility management are able to provide information on multiple service providers in order to match individuals to the most appropriate, efficient, and cost-effective service given their transportation needs.

Examples of projects addressing this strategy include:

- Implement travel training programs designed to teach seniors, disabled persons, and low-income individuals to use fixed-route public transit
- Provide information and referral services, matching individuals with existing transportation providers that are appropriate given their unique transportation needs
- Maintain a database of transportation providers to facilitate matching individuals with transportation providers

The Coordinated Plan

Chapter 7

Priorities for Project Funding





CHAPTER 7: PRIORITIES FOR PROJECT FUNDING

This chapter provides strategic direction to assist SANDAG in selecting projects funded through the Section 5310 program and the *TransNet* Senior Mini-Grant programs. The strategies in this section were developed to meet the regional transit and specialized transportation needs as identified through the various outreach efforts, demographic research, previous survey efforts, and transportation inventory analysis completed over the last five years.

7.1 Requirement for Prioritization

Both MAP-21 and the FAST Act require that the prioritization of projects and strategies be included in the Coordinated Plan for SANDAG to distribute federal funding through the Section 5310 grant program. The need for project prioritization has become particularly valid over the past several years as SANDAG has received more requests for funding than there are funds available for distribution.

The list of priorities was developed through the public outreach program described in Chapter 2 and with the analysis of data gathered via surveys and mapping techniques included in Chapter 6. Chapter 6 assessed the transportation needs based on geography and highlighted the main strategies that address these needs. These strategies are:

1. Evaluate and Maintain Existing Transportation Services
2. New or Expanded Services to Meet Identified Gaps
3. Coordination of Transportation Resources
4. Mobility Management

For each identified strategy, this chapter includes a table of priorities for funding and implementation. There are four priority levels for these strategies ranging from “Very High Priorities” to “Low Priorities.” Each table includes examples, and notes the applicable demographic population (Senior, Disabled, or Low Income). Areas that refer to “identified gaps in transportation service” refer to the geographic gaps identified in Chapter 6. The prioritization of these strategies can help assist the State selection of projects for nonurban areas. This plan serves as a reference for decision making when new grant opportunities become available. For example, when the Federal Transit Administration recently announced availability of the Rides to Wellness Demonstration grant program, SANDAG supported those projects that were consistent with the Coordinated Plan priorities.

The priorities included in this chapter will assist SANDAG in its effort to continue the distribution of specialized transportation funding in the most equitable manner possible. The priority tables are included in Tables 7.1 through 7.4.

Table 7.1: Evaluate and Maintain Existing Transportation Services

Priorities		Applicable Population(s)
Very High	Maintain existing effective and efficient transportation services	
	Examples include:	
	• Existing volunteer driver programs	Senior
	• Existing car loan services	Disabled
	• Existing shuttle programs	Low Income
	• Existing taxi vouchers	
Very High	Maintain assets in a state of good repair	
	Examples include:	Senior
	• Replace vehicles that have exceeded their minimum useful life	Disabled
	• Develop a Transit Asset Management plan	Low Income
Very High	Evaluate effectiveness of existing services	
	Examples include:	
	• Examine consumer markets, travel demand, transportation service effectiveness and operational efficiency to adjust service parameters	Senior
	• Survey program participants for customer satisfaction to evaluate transit service quality	Disabled
High		Low Income
	Continue providing existing door-to-door (and door-through-door, when necessary) services for trips such as nonemergency medical transportation and grocery shopping in circumstances where paratransit is insufficient, inappropriate, or unavailable	Senior
High		Disabled
	Study the feasibility of nonemergency medical transportation using Medicaid/Medical funding	Senior
		Disabled

Table 7.2: New or Expanded Services to Meet Identified Gaps

Priorities	Applicable Population(s)
Develop or expand transit in areas with little or no other transportation options (or replace services that have been cut in those areas, such as transit or school bus transportation) based on identified gaps (see Chapter 6). Very High Examples include: - Increased frequencies - Extended hours of service - Expand paratransit eligibility beyond the ¾-mile boundary	Senior Disabled Low Income
Develop or expand transportation solutions in areas with sufficient densities to support transit or coordinated services based on identified gaps (see Chapter 6). Very High Examples include: - New volunteer driver programs - New car loan services - New shuttle programs - New taxi vouchers programs	Senior Disabled Low Income
Increase work-based transit service hours of operation to assist nontraditional work schedules High	Disabled Low Income
Provide new door-to-door (and door-through-door, when necessary) services for trips such as nonemergency medical transportation and grocery shopping in circumstances where paratransit is insufficient, inappropriate, or unavailable High	Senior Disabled
Improve first-mile, last-mile strategies to better connect to transit High Examples include: - Develop and/or coordinate carsharing/bikesharing options and other feeder services (shuttles or TNCs) that better connect to fixed route transit - Retrofit existing bus stops to ensure accessibility and ADA compliance	Senior Disabled Low Income
Increase level of service on off-peak fixed route services Low Examples include: - Increase COASTER and SPRINTER service, including regular weekend service - Increase level of express transit service - Increase paratransit service hours - Increase weekend hours for fixed-route services	Senior Disabled Low Income

Table 7.3: Coordination of Transportation Resources

Priorities	Applicable Population(s)
Increase interagency coordination efforts to maximize existing capacity and reduce program costs Examples include: • Develop centralized ride scheduling, voucher programs, and dispatching • Increase coordination of resources, such as vehicles, vehicle maintenance, drivers, driver training programs, insurance coverage, ride subsidies, dispatching equipment, software, gas cards for volunteers, etc. • Support collaborations between nonprofit and private organizations to assist with transit pass subsidies • Improve paratransit between transit district service areas by eliminating transfers	Senior Disabled Low Income
Implement innovative projects showcasing new methods of coordination Examples include: • Create vehicle maintenance facility exclusively for specialized transportation providers • Maintain a fleet of backup vehicles to be shared by specialized transportation providers • Implement process for submitting coordinated grant applications for vehicles • Develop a regional travel training program	Senior Disabled Low Income

Table 7.4: Mobility Management

Priorities	Applicable Population(s)
High Improve accessibility to encourage more individuals to ride public transit Examples include: • Travel training programs • Improve marketing of the CTSA's One-Call-One-Click Mobility Center, 511, 211, and other similar services to better advertise transit and other specialized transportation programs • Improve accessible travel information and services for visitors and residents, including increased language requirements and automated auditory destination cues at transit stop • Expand public information regarding alternative transportation programs • Decrease ADA paratransit waiting time period for pick-ups and drop-offs • Improve accessible travel paths to transit stops and stations	Senior Disabled Low Income
Mid Upgrade transit stops and amenities where appropriate Examples include: • Upgrade bus stops to include weather protection, shelters, benches, and lighting where appropriate • Retrofit existing bus stops to ensure accessibility and ADA compliance • Install closed-circuit television devices and signage • Improve real time travel information on buses and trolleys	Senior Disabled Low Income
Low Increase availability and accessibility of programs that better connect riders to transit or specialized transportation services Examples include: • Enhance sensitivity training for drivers and other key staff assisting passengers	Senior Disabled

The Coordinated Plan

Chapter 8

Funding





CHAPTER 8: FUNDING

Public transit and specialized transportation services in San Diego County are funded from a variety of public and private sources. This chapter outlines federal, state, and local funding sources that are available.

This Chapter 8 includes the following sections:

- 8.1 Federal
- 8.2 State
- 8.3 Local

8.1 Federal

Funding for the federal highway, mass transit, and surface transportation safety programs is periodically authorized in a multi-year surface transportation reauthorization bill. Funds for the Department of Transportation and its related agencies, including the Federal Transit Administration (FTA), are apportioned each year through legislation passed by Congress and signed into law by the President. The FTA provides funds for the construction, operation, and maintenance of public transportation systems through a number of discretionary and formula grant programs. Funding apportionments for formula grants are based on certain pre-existing criteria. The designated recipients for each geographic area receive a fixed apportionment based on a formula and are responsible for distributing those funds locally. Discretionary grant programs, conversely, require applicants to compete at a national level for funding, and the type of projects awarded funds and the amount of funding awarded is at the discretion of the FTA.

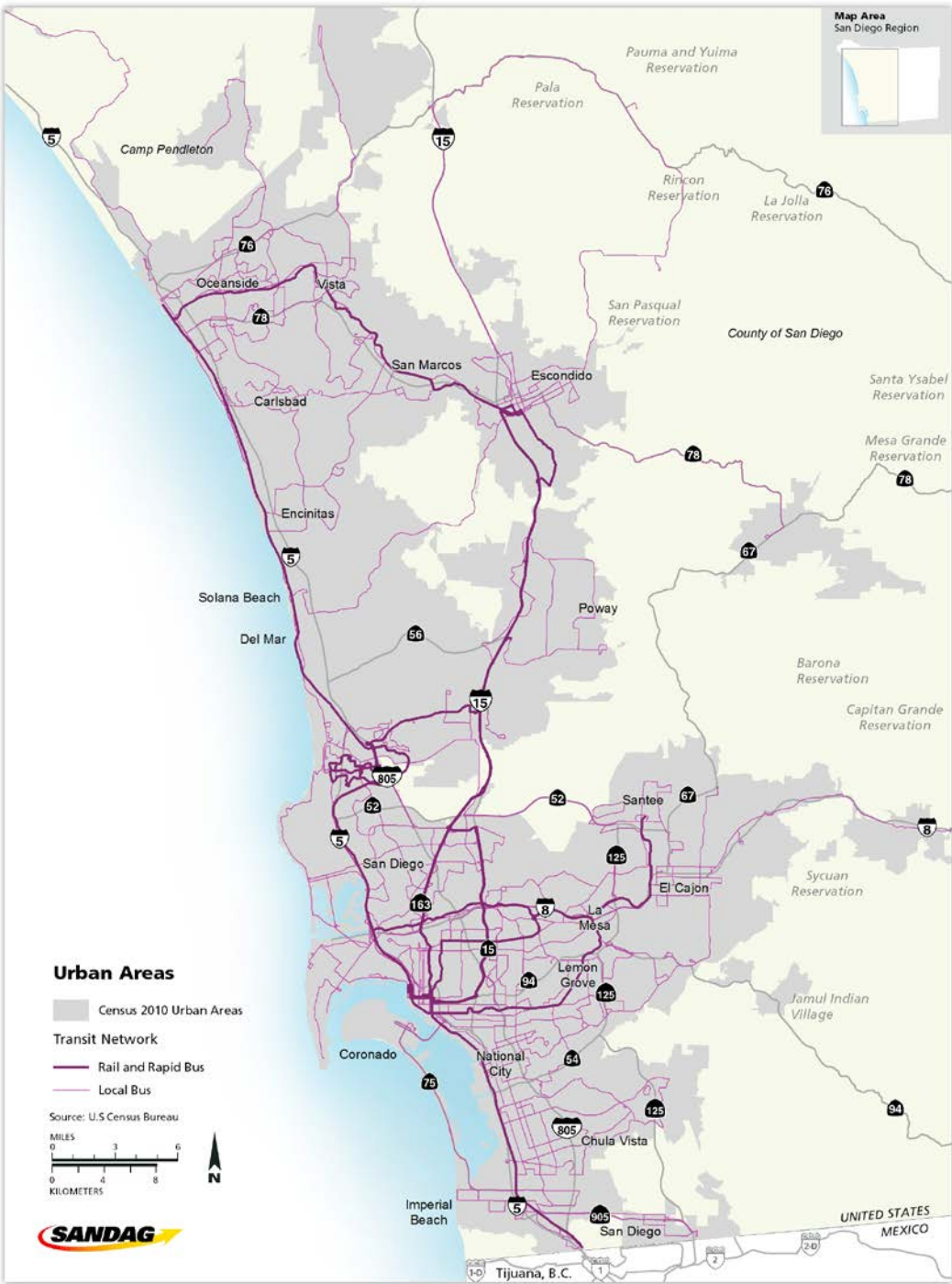
The Coordinated Plan first became a requirement under the Safe Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in 2005 to facilitate the distribution of Job Access and Reverse Commute (JARC) and New Freedom (formula) funds. Funds were apportioned to SANDAG for the census-designated urbanized area in San Diego County, shown in Figure 8.1. The Census Bureau designates an urbanized area as an incorporated area with a population of 50,000 or more. Upon apportionment, SANDAG distributed JARC and New Freedom funds to eligible subrecipients through a competitive process. SAFETEA-LU was extended through 2012. In seven years, SANDAG distributed JARC funding to 23 projects sponsored by 7 different grantees totaling almost \$10.8 million and distributed New Freedom funding to 23 projects sponsored by 16 different grantees totaling over \$5.4 million.

In 2012, President Obama signed into law Moving Ahead for Progress in the 21st Century (MAP-21) authorizing \$105 billion over two years. This bill eliminated the JARC and New Freedom programs as stand-alone programs. Under MAP-21, SANDAG was designated to administer the Enhanced Mobility of Seniors and Individuals with Disabilities Section 5310 program, aimed at improving mobility for seniors and individuals with disabilities. Similar to JARC and New Freedom, SANDAG was required to distribute the funds competitively.

In 2015, the President signed into law Fixing America's Surface Transportation (FAST) Act, which authorizes \$305 billion over five years for federal surface transportation programs. Under this program, SANDAG remains the designated recipient for Section 5310 funds. For both MAP-21 and the FAST Act, the Coordinated Plan continues to be a requirement to facilitate the distribution of Section 5310 funds.



Figure 8.1: Census Defined Urbanized Area (Census 2010) of San Diego County



The following sections discuss different federal funding programs, both formula and discretionary, that are currently available.

► Formula Funding Programs

FTA Section 5307 Urbanized Area Formula Program

The Urbanized Area Formula Program makes federal resources available to urbanized areas for transit capital and operating assistance and for transportation-related planning. These grants are the largest program for federal investment in public transportation. Eligible activities include planning, engineering, design, and evaluation of transit projects and other technical transportation-related studies; capital investments in bus and bus-related activities; preventative maintenance; and capital investments in new and existing fixed guideway systems. For urbanized areas with populations less than 200,000, operating assistance is an eligible expense.

Beginning with MAP-21, activities once eligible under JARC are now eligible under Section 5307. Even for urbanized areas with populations greater than 200,000, this includes operating assistance with a 50 percent local match required for JARC-related activities. The urbanized area formula used for distributing funds now includes the number of low-income individuals as a factor. There is no minimum or maximum on the amount of funds that can be spent on JARC activities. Starting in federal fiscal year (FFY) 2012, the FTA included fuel costs (including utility costs for the population of electric vehicles) as an eligible capital maintenance item under the program.

Two other special provisions under Section 5307 may be employed to direct these capital funds toward operations: the Capital Cost of Contracting and Americans with Disabilities Act (ADA) Services provisions. Capital Costs of Contracting allows the transit agencies to use the Section 5307 funds to pay a portion of costs of operating contracts based on the amount of capital being provided by the contractor. The proportions vary based on the type of contract and whether the contractor provides vehicles. The transit agencies may pay up to 80 percent of the ADA operating contracts with Section 5307 funds instead of using those funds for ongoing capital needs. Funds apportioned by the FTA under Section 5307 remain available to the recipient for four fiscal years—the year of the apportionment, plus three additional years.

SANDAG is the designated recipient of Section 5307 funds and allocates these funds to the transit agencies after a portion is set aside for SANDAG planning purposes. SANDAG policy has been to allocate 70 percent of the remaining funds to Metropolitan Transit System (MTS) and 30 percent to the North County Transit District (NCTD). The FAST Act allocates \$4.5 billion in FFY 2016, increasing to \$5 billion in FFY 2020 nationwide. The San Diego region is expected to receive \$61 million in FFY 2016.

FTA Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities Formula Funds

Section 5310 funds are intended to increase the mobility of seniors and individuals with disabilities. Under MAP-21 the program was modified such that projects once eligible under New Freedom are now eligible for

funding under Section 5310. Projects must be included in the Coordinated Plan to be eligible for funding. Funds are apportioned to either states (for all areas with a population under 200,000) or large urbanized areas (over 200,000 in population) and are based on each geographical area's share of the target populations.

At least 55 percent of the program funds must be spent on capital projects that would have been eligible under the former Section 5310 program, which is defined as "public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable." The remaining 45 percent may be allocated



for "public transportation projects that exceed the requirements of the ADA; public transportation projects that improve access to fixed-route service and decrease reliance by individuals with disabilities on complementary paratransit; or alternatives to public transportation that assist seniors and individuals with disabilities." A local match is required for each project: 50 percent local match for operating expenses and 20 percent local match for capital expenses.

Section 5310 remains largely unchanged under the FAST Act, authorizing modest growth for the program (10.6 percent over 5 years), totaling \$1.37 billion. Of this amount, the San Diego region is expected to receive approximately \$11 million total over five years.

The FAST Act changes two provisions in the Section 5310 Program. First, the bill amends the program to include a \$15.3 million pilot program for Innovative Coordinated Access and Mobility. This pilot program will assist in financing innovative projects for the transportation disadvantaged that improve the coordination of transportation services and non-emergency medical transportation services. In the San Diego region, projects that increase access to community One-Call/One-Click Centers, such as the mobility management center operated by Full Access and Coordinated Transportation (FACT), could apply for the discretionary funding. The second change requires the Interagency Transportation Coordinating Council on Access and Mobility to publish a new strategic plan that would identify a strategy to strengthen interagency coordination and examine the proposed changes to federal regulations that will eliminate federal barriers to local transportation coordination.

FTA Section 5311 Non-Urbanized Area Formula Funds

Whereas Section 5307 funds urbanized areas over 50,000 people, Section 5311 provides capital, planning, and operating assistance for public transportation in non-urbanized (or rural) areas. Funds are allocated according to a statutory formula based on each state's population in rural and urbanized areas. These funds

may be used for operations requiring a dollar-for-dollar match. They may be used for capital at an 80/20 federal to nonfederal ratio.

Section 5311 is funded through the FAST Act at \$620 million in FY 2016, growing by more than 10 percent over current levels by the fifth year of the bill to \$673.3 million. The apportionment to California is expected to be \$27.6 million in the first year and grow to \$30 million in the fifth year. In California, Caltrans allocates the Section 5311 funds to counties on a rural population basis. Of San Diego County's portion, NCTD receives 59 percent of the funding and MTS receives 41 percent.



As a set-aside within the non-urbanized formula funding program, Section 5311(c) – Tribal Transit Formula Grants – provides funding to federally recognized Indian tribes to provide public transportation services on and around Indian reservations or tribal land in rural areas. Funding is allocated both by statutory formula and through a competitive discretionary program.

Congestion Mitigation and Air Quality Program

Administered by the Federal Highway Administration, the Congestion Mitigation and Air Quality (CMAQ) program provides funding for projects or services that contribute to the attainment or maintenance of federal air quality standards. These funds can be used for a range of activities, including transportation systems management, transportation demand management (TDM), transit capital projects, and certain transit operating expenses. Transit operators are not the only agencies that qualify for these grants, and there can be stiff competition for these funds.

Previous federal legislation allowed transit agencies to use CMAQ for operating purposes for the first three years of start-up service (New Starts). Beginning with SAFETEA-LU implementation guidelines, however, the eligibility for New Starts-funded projects is no longer allowed.

CMAQ remains largely unchanged under the FAST Act. Under the new guidelines, CMAQ funds can be used not only for attainment of ambient air quality standards, but also to maintain standards in attainment areas.

In FY 2015 California received \$463.6 million in CMAQ apportionments of which the San Diego region received \$31.3 million. Under the FAST Act, California is set to receive an annual average of \$481.4 million and the San Diego region is expected to receive approximately \$34.5 million per year. Historically, the region has used this funding for TDM programs and projects that support alternative modes of transportation, including Express Lanes and intercity rail double tracking.

Surface Transportation Program

The Surface Transportation Program (STP) provides funding that may be used by states and localities for a wide range of projects to preserve and improve the conditions and performance of surface transportation including highway, transit, intercity bus, bike, and pedestrian projects. SANDAG transfers both STP and CMAQ dollars to FTA in order to fund coastal rail projects. The FAST act expands the existing STP into a Surface Transportation Block Grant Program (STBGP).

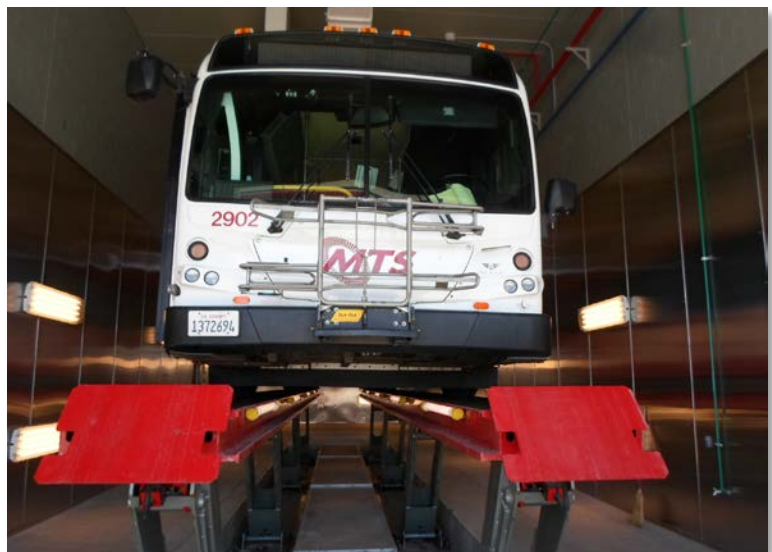
Under MAP-21, the Transportation Alternatives Program (TAP) was a standalone program for funding bike, pedestrian, and other alternative transportation projects. The FAST Act eliminates the existing federal authorization for TAP and moves it into the STBGP as two set aside programs called the TAP STBG Set-Aside and the TAP STBG Recreational Trail Set-Aside. Additionally, the FAST Act expands eligible recipients for funds to include nonprofits responsible for administration of local educational and awareness programs, and requires annual reports from state and local planning organizations on the number of project applications and awards.

In FY 2015, California received \$887.9 million in STP funds of which the San Diego region received \$37 million in apportionments. Under the FAST Act, the state is expected to receive about \$936.1 million in STBGP funding of which the region would receive approximately \$47.5 million.

California is expected to receive \$377.3 million in TAP STBG Set-Aside funding over five years under the FAST Act, which represents an annual average of \$75.5 million. It is anticipated that the San Diego region will receive approximately \$8.2 million each year over the FAST Act's five-year period.

FTA Section 5337 State of Good Repair Grants

This program provides capital assistance for maintenance, replacement, and rehabilitation projects of existing high-intensity fixed guideway and high-intensity motorbus systems to maintain a state of good repair. Additionally, State of Good Repair (SGR) grants are eligible for developing and implementing Transit Asset Management plans.



Under the FAST Act, the SGR program gains significant increases in authorization levels. In FY 2015, the program was funded at \$2.17 billion of which the region received approximately \$31 million. Under the FAST Act beginning in FY 2016, the program is funded at \$2.5 billion, growing to \$2.7 billion by FY 2020. Over the five-year period, the region expects to receive approximately \$37 million on an annual basis. In the San Diego region, these funds are used to contribute to the rail capital needs of the region and preventative maintenance.

FTA Section 5339(a) Grants for Buses and Bus Facilities Formula Program

This program provides funding to states and transit agencies through a statutory formula to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities. In addition to the formula allocation, this program includes two discretionary components new under the FAST Act: the Bus and Bus Facilities Discretionary Program and the Low or No Emissions Bus Discretionary Program.

Due to the creation of the new discretionary program, the Bus and Bus Facilities Program increases from \$428 million in FY 2015 to \$696 million in FY 2016 and \$809 million in FY 2020. From the formula portion of the program, the San Diego region is expected to receive a similar apportionment as provided in FY 2015, which was \$5.3 million annually.

The Bus and Bus Facilities Competitive Grant Program is funded at \$268 million in FY 2016 and increases to \$344 million by FY 2020; it includes a \$55 million per year set-aside for low- and no-emission buses. These programs provide the resources to replace aging buses that are beyond their useful life.



► Discretionary Funding Programs

FTA Section 5309 Capital Investment Grants

As the FTA's primary grant program for funding major transit capital investments including heavy rail, commuter rail, light rail, street cars, and bus rapid transit, this discretionary grant program is unlike most others in government. Instead of an annual call for applications and selection of awardees, the law requires that projects seeking Capital Investment Grant (CIG) funding complete a series of steps over several years to be eligible for funding.

Under the FAST Act, the CIG Program is authorized at approximately \$2.3 billion in FY 2016 and each following year through FY 2020. This is a 20.7 percent increase over the MAP-21 authorized level, but the funding level remains flat over the five years of the bill. The FAST Act reduces the maximum federal share from 80 percent to 60 percent of project costs; however, other federal funds, including STBGP or CMAQ, may be used to supplement the full funding grant agreements (FFGA) up to 80 percent.

SANDAG is currently working with the FTA to secure a FFGA for the Mid-Coast Corridor Transit Project in mid-2016. The Fixed Guideway CIP Program would provide approximately 50 percent of the total project's cost, or \$1 billion.

The FAST Act creates a pilot program that streamlines regulatory steps for up to eight grants for new fixed guideway capital projects, core capacity improvement projects, or Small Starts projects seeking a federal funding level of 25 percent or less. Additionally, the threshold for a Small Starts project increased so projects with a total cost of \$300 million and a federal share of \$100 million would qualify. Joint public transportation and intercity passenger rail projects also gain eligibility for funding from CIG funds. CIG funding could go to future additions of the *Rapid* system and the San Ysidro to Kearny Mesa Light Rail Extension via the Interstate 805 Corridor.

Veterans Transportation and Community Living Initiative

The Veterans Transportation and Community Living Initiative (VTCLI) is an innovative, federally coordinated partnership that will make it easier for United States veterans, active duty service members, military families, and others to learn about and arrange for locally available transportation services that connect them to work, education, health care, and other vital services in their communities. VTCLI is a discretionary grant program under SAFETEA-LU developed by the federal Coordinating Council on Access and Mobility – a federal inter-agency council including participants from the Department of Transportation, Veterans Affairs, Labor, and Health and Human Services.

The FTA released a second announcement of available funding in July 2012. SANDAG, in partnership with 2-1-1 San Diego and FACT, submitted an application and was subsequently awarded \$2,050,000. San Diego County's One-Call/One-Click Partnership Project includes technological upgrades to existing infrastructure, including hardware and software purchases, and seeks to improve the accessibility of information for San Diego County's transportation services through an enhanced directory of transportation referral and information resources, one-click transportation website, 24/7 live telephone service, free mobile

transportation application for smart phones, and the installation of at least 20 interactive, auditable transportation kiosks at military facilities, VA facilities, workforce one-stops, hospitals, medical clinics, social service sites, and other locations throughout the county. The project also will track trends, needs, requests, and gaps in service, which will be documented and serve as input for future updates to the Coordinated Plan.

8.2 State

State funding sources generally include motor fuel taxes, special fuel taxes, vehicle registration fees, and driver's license fees. State funding for transit projects are available through the State Transportation Improvement Program and more recently through the state's Proposition 1B (Transportation Bond) approved by the voters in 2006. In addition to the STIP, State Transit Assistance is funded with 50 percent of the Public Transit Account revenues. Vehicle registration fee money is available as a potential funding source through Assembly Bill (AB) 2766 (Sher, 1990). AB 2766 allows an Air Pollution Control District (APCD) to collect a \$6 motor vehicle registration fee surcharge, of which 40 percent of \$4 is diverted to implement projects that reduce mobile source emissions. The San Diego APCD recently increased this fee from \$2 to \$4 as allowed under AB 2766 (effective October 1, 2009).

► Cap and Trade

The 2015 state budget included a new revenue source that would provide continuous appropriation of Cap and Trade Auction Revenues to transit and rail investments. The intercity rail is a competitive program while the transit program is on a formula basis. The Affordable Housing and Sustainable Communities program supports projects that implement land use, housing, transportation, and agricultural land preservation practices. The 2015 budget allocated \$25 million under each program with future years' shares being 10 percent and 5 percent of the total for intercity rail and low carbon transit programs, respectively. Additionally, \$120 million in FY 2015 is available under the Affordable Housing and Sustainable Communities program with an ongoing share of 20 percent. The total statewide revenues from the auction are expected to be over \$1 billion per year.

In 2014, The Transit and Intercity Rail Capital Program (TIRCP) was created by Senate Bill 862 to provide grants from the Greenhouse Gas Reduction Fund to fund capital improvements and operational investments that will modernize California's transit systems and intercity, commuter, and urban rail systems to reduce emissions of greenhouse gases by reducing vehicle miles traveled throughout California. The goals of the TIRCP are revenue to fund capital improvements and operational investments that will reduce greenhouse gas emissions, modernize California's intercity rail, and improve bus and rail transit systems. SANDAG was able to secure \$7 million in TIRCP funding for the South Bay *Rapid* project. Construction of the project is currently underway, with service anticipated to begin in 2018. Further information regarding the project is included in section 9.2.

► State Transportation Improvement Program

The State Transportation Improvement Program (STIP) is a five-year program of eligible transportation projects for the State of California per STIP guidelines and under the purview of the California Transportation Commission. The STIP is updated every two years by each of the Regional Transportation Planning Agencies (RTPAs) in the state. RTPAs are responsible for submitting the programming request for their county share on a biennial basis to fund eligible projects with available revenue over the next five fiscal years. STIP funds are divided into two broad programs and are allocated by county based on a formula. The regional component comprises 75 percent of all STIP funds and the interregional component comprises the remaining 25 percent.

The Interregional Transportation Improvement Program (ITIP) is a five-year program managed by Caltrans. Developed in cooperation with RTPAs to ensure an integrated transportation program, the ITIP promotes the goal of improving interregional mobility and connectivity across California.

The Regional Transportation Improvement Program (RTIP) is a five-year program of proposed transportation projects within a region. Each RTPA develops and adopts an RTIP for their region. SANDAG is responsible for developing the RTIP for the San Diego region, which incrementally implements the long-range transportation plan outlined in San Diego Forward: The Regional Plan (Regional Plan). All projects funded through the STIP also are included in the SANDAG RTIP.

The 2016 STIP covers the period of FY 2017 to FY 2021. The 2016 Fund Estimate adds about \$46 million of new capacity statewide (after adjustments) over the five-year period with all of the capacity coming in the latter two years. Compared to the 2014 Fund Estimate of \$1.3 billion in new capacity, the 2016 STIP reflects a significant reduction.

► State Transit Assistance

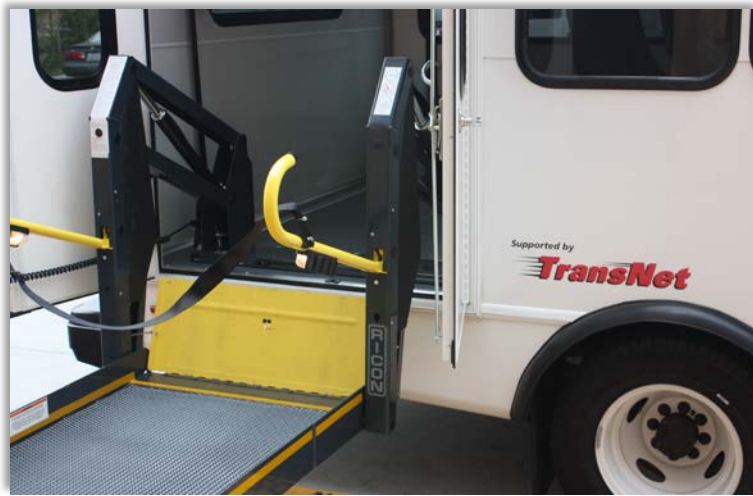
The State Transit Assistance (STA) program provides funding for allocation to local transit agencies to fund a portion of the capital and operating costs associated with local mass transportation programs. STA funding is derived from the statewide sales tax on diesel fuel. The State Controller's Office allocates the tax revenue by formula to planning agencies and other selected agencies. The formula allocates 50 percent of STA funds according to population and the remaining 50 percent according to transit operator revenues from the prior fiscal year. The State Controller's Office provides estimates of funding allocation for the upcoming fiscal year in February of each year. Based on the FY 2016 preliminary estimate, \$24,658,000 is available to the San Diego region.

8.3 Local

Local funds include revenue from the half-cent regional sales tax for transportation (*TransNet*), Transportation Development Act (TDA) funds, transit fare revenues, and other miscellaneous local funds such as advertising revenue, concessions, and real estate development.

► *TransNet*

Since 1988, *TransNet*, the half-cent sales tax dedicated for local transportation projects, has been instrumental in expanding the transportation system, reducing traffic congestion, and advancing critical transit projects. In November 2004, 67 percent of the county's voters approved a 40-year extension of the *TransNet* Ordinance (to 2048), which is expected to generate an additional \$14 billion (in 2008 dollars) for public transit, highway, and local street and road improvements.



The *TransNet* Ordinance prescribes funding for specific programs through the 40 years including 16.5 percent of the annual *TransNet* revenues dedicated for transit system improvements – the majority of which is allocated by population to the two transit operators. Of the 16.5 percent of revenues dedicated to transit, 94.25 percent can be used for either capital or operating needs; 2.5 percent is designated toward ADA paratransit services; and the remaining 3.25 percent is reserved for distribution through the Senior Mini-Grant Program.

The Senior Mini-Grant (SMG) program is a competitive grant program administered by SANDAG. The SMG program seeks to improve mobility for seniors throughout the county by funding innovative and cost-effective specialized transportation services for older adults. Eligible projects may include senior shuttles, volunteer driver programs, travel training, and the brokerage of transportation services. The allocation of SMG funds through the Coordinated Plan competitive process are shown in Table 8.4.

In addition to the 16.5 percent of *TransNet* reserved for transit capital and operating, 38 percent of the annual *TransNet* revenues are reserved for major transportation corridor improvements, including freeway, highway, and transit projects. Of this amount, approximately 28 percent is for *Rapid* and rail capital improvements. Some of these projects are already complete, including the NCTD *SPRINTER*, MTS *SuperLoop Rapid*, *Rapid* Routes 215, 235, and 237, and the Trolley Renewal project. Major corridor capital projects that are currently being implemented are the South Bay *Rapid* and Mid-Coast Trolley extension projects.

Finally, an additional 8.1 percent of all *TransNet* revenues are set aside for operating the services built through the transit portion of the *TransNet* major corridor improvement program.

Table 8.1: Senior Mini-Grant Projects Funded Through the Coordinated Plan

Grantee	Project Title	Prior Approved Budget	Proposed Budget		Total Grant Amount
		FY09 - FY15	FY16	FY17	
North County Transit District	Mobility/Travel Training	\$217,941	-	-	\$217,941
All Congregations Together	ComLink Transportation	\$378,843	-	-	\$378,843
Alpha Project	Senior Transportation Program	\$782,416	-	-	\$782,416
City of La Mesa	Rides4Neighbors	\$883,765	\$200,000	\$200,000	\$1,283,765
City of Oceanside	Solutions for Seniors on the Go	\$883,153	\$195,952	\$195,952	\$1,275,057
City of Vista	Out & About Vista	\$468,167	\$0	\$106,171	\$574,338
ElderHelp	Volunteer Driver Program	\$661,653	\$87,865	\$93,318	\$842,836
FACT	Senior Ride Reimbursement	\$584,771	\$200,000	\$200,000	\$984,771
Senior Transportation Network	Volunteer Driver Program	\$325,000	-	-	\$325,000
Jewish Family Services	On the Go (North County Inland)	\$1,009,524	\$139,063	\$143,235	\$1,291,822
Peninsula Shepherd Senior Center	Volunteer Driver and Weekly Shuttle Services	\$216,406	\$48,000	\$52,000	\$316,406
Redwood Senior Homes & Services	Out & About Program	\$252,857	-	-	\$252,857
Travelers Aid Society	SenioRide	\$662,033	-	\$198,535	\$860,568
Friends of Adult Day Health Care	Medical Transportation Program	\$453,280	-	-	\$453,280
FACT	MedAccessRide	\$65,000	\$30,000	\$30,000	\$125,000
Redwood Senior Homes & Services	Senior Nutrition Program	\$28,951	-	-	\$28,951
Bayside Community Center	Transportation, Translation and Advocacy	\$9,644	-	-	\$9,644
Jewish Family Services	On the Go (Eastern San Diego)	-	\$142,919	\$147,205	\$290,124
FACT	Mobility Management	\$93,505	\$200,000	\$85,151	\$378,656

Grantee	Project Title	Prior Approved Budget	Proposed Budget		Total Grant Amount
		FY09 - FY15	FY16	FY17	
Jewish Family Services	On the Go (Northern San Diego)	\$306,072	\$146,886	\$151,293	\$604,251
Mountain Health & Community Services	Volunteer Driver Program	\$66,322	\$52,815	\$53,522	\$172,659
City of Coronado	Coronado Seniors Out and About Volunteer Driver Program	-	\$47,978	\$40,022	\$88,000
City of San Marcos	On the Move Transportation Program	-	\$35,000	-	\$35,000
ITN Greater San Diego	Expanding into South County	-	\$85,392	-	\$85,392
TOTALS		\$8,349,302	\$1,611,870	\$1,696,404	\$11,657,576

► Transportation Development Act

The TDA of 1971 provides funding to be allocated to public transit and non-transit related purposes that comply with regional transportation plans. The TDA provides two funding sources including STA, described previously, and the Local Transportation Fund (LTF). LTF is derived from a quarter cent of the general sales tax collected statewide. The State Board of Equalization returns the general sales tax revenues to each county's LTF based on sales tax collected in each county.

TDA comprises the largest source of subsidy for the San Diego region's transit operators and for non-motorized transportation projects. TDA funds may be used for a wide variety of transportation programs, including operations, planning and program activities, pedestrian and bicycle facilities, community transit services, public transportation, and bus and rail projects. If certain conditions are met, counties with a population under 500,000 may also use the LTF for local streets and roads, construction, and maintenance.

As RTPA, SANDAG is responsible to release the apportionment of TDA funds each year in conformance with state statute. The transit operators and other member agencies submit their annual TDA claims based on the annual apportionment and in compliance with SANDAG Board Policy No. 027: TDA Administration Policy.

Legislative priorities established by state law earmark a portion of TDA funds for administrative-related expenses rendered by SANDAG; County Auditor expenses; planning (less than 3%); bicycle and pedestrian facilities (less than 2%); and community transit services (less than 5%). The remaining apportionment, along with prior year carryover funds, is available to be claimed by the two transit operators based on the population estimates published by the California Department of Finance (DOF) estimates. Based on January 2015 estimates, approximately 71 percent of remaining TDA funding is allocated to MTS and 29 percent is allocated to NCTD.

As mentioned above, 5 percent of the annual TDA apportionment (TDA Section 4.5) funds Community Transit Services. This includes services for those persons, such as persons with disabilities, who cannot otherwise use conventional transit services. Eligible applicants for this funding are cities, counties, public transit operators, and the Consolidated Transportation Services Agency (CTSA). According to SANDAG Board Policy No. 027, 2 percent of the total available under TDA Section 4.5 is set aside to support the CTSA for the San Diego region, which is FACT. The remaining funds in this section are divided between MTS and NCTD service areas based on the aforementioned formula to support their respective ADA paratransit services. A summary of the FY 2017 TDA claims is shown in Table 8.2.

Table 8.2: Transportation Development Act FY 2017 Claims Summary

FY 2017 Apportionment and FY 2018 to FY 2021 Estimates

	FY 2017	FY 2018 Estimate (\$000s)		FY 2019 Estimate (\$000s)		FY 2020 Estimate (\$000s)		FY 2021 Estimate (\$000s)	
		Mid-Range	Low	Mid-Range	Low	Mid-Range	Low	Mid-Range	Low
Total Apportionment ^{1,2}	\$144,789,169	\$150,769	\$143,519	\$157,011	\$149,761	\$163,574	\$156,324	\$170,444	\$163,194
Less County Auditor Expenses (PUC 99233.1)	(51,000)	(52)	(52)	(53)	(53)	(54)	(54)	(55)	(55)
Less SANDAG Administration (PUC 99233.1) ³	(497,093)	(493)	(474)	(697)	(677)	(544)	(520)	(571)	(546)
Less 3% Planning Funds (PUC 99233.2)	(4,327,232)	(4,507)	(4,290)	(4,688)	(4,471)	(4,889)	(4,673)	(5,095)	(4,878)
Less 2% Bicycle/Pedestrian Funds (PUC 99233.3)	(2,798,277)	(2,914)	(2,774)	(3,032)	(2,891)	(3,162)	(3,022)	(3,295)	(3,154)
Less 5% Community Transit Service (PUC 99233.7)	(6,858,328)	(7,143)	(6,799)	(7,430)	(7,086)	(7,749)	(7,406)	(8,074)	(7,731)
Subtotal	\$130,257,239	\$135,660	\$129,130	\$141,111	\$134,583	\$147,176	\$140,649	\$153,354	\$146,830
Total Available for MTS	92,690,681	96,535	91,889	100,415	95,768	104,730	100,086	109,127	104,484
Less Regional Planning/Capital Projects ⁴	(755,443)	(1,794)	(1,794)	(190)	(190)	(190)	(190)	(190)	(190)
Less Transferred Functions ⁵	(1,866,616)	(1,944)	(1,850)	(2,022)	(1,929)	(2,109)	(2,016)	(2,198)	(2,104)
Total Community Transit Service	4,782,760	4,981	4,741	5,181	4,942	5,404	5,164	5,631	5,391
Total Available to Claim	\$94,851,382	\$97,778	\$92,986	\$103,384	\$98,591	\$107,835	\$103,044	\$112,370	\$107,581
Total Available for NCTD	37,566,558	39,125	37,242	40,697	38,814	42,446	40,564	44,228	42,346
Less Regional Planning/Capital Projects ⁴	(1,074,700)	(125)	(125)	0	0	(996)	(996)	(1,629)	(1,629)
Less Transferred Functions ⁵	(629,240)	(655)	(624)	(682)	(650)	(711)	(679)	(741)	(709)
Total Community Transit Service	1,938,402	2,019	1,922	2,100	2,003	2,190	2,093	2,282	2,185
Total Available to Claim	\$37,801,020	\$40,364	\$38,415	\$42,115	\$40,167	\$42,929	\$40,982	\$44,140	\$42,193
Total Available for SANDAG:									
Regional Planning/Capital Projects	1,830,143	1,919	1,919	190	190	1,186	1,186	1,819	1,819
Transferred Functions	2,495,856	2,599	2,474	2,704	2,579	2,820	2,695	2,939	2,813
SANDAG Administrative Expenses ³	497,093	493	474	697	677	544	520	571	546
3% Planning Funds	4,327,232	4,507	4,290	4,688	4,471	4,889	4,673	5,095	4,878
Prior Year Carryover	3,468,517								
Total Available to Claim	\$12,618,841	\$9,518	\$9,157	\$8,279	\$7,917	\$9,439	\$9,074	\$10,424	\$10,056
Total Community Transit Service (CTSA)	\$137,167	\$143	\$136	\$149	\$142	\$155	\$148	\$161	\$155
Prior Year Carryover	\$0								
Total Available to Claim	\$137,167	\$143	\$136	\$149	\$142	\$155	\$148	\$161	\$155

*Totals may not add up due to rounding

¹ The County Auditor provided the apportionment for FY 2017. The projected estimates for FY 2018 to FY 2021 are based on the growth rate in retail sales as forecasted by SANDAG and excludes interest and prior year excess funds. The low range is based on the 95% confidence interval of -\$7.3M per year.

² Apportionment distribution is based on population estimates published by the California Department of Finance (DOF) estimates as of January 2015 - approximately 71% for MTS and 29% for NCTD.

³ The SANDAG Administration cost rises in FY 2019 disproportionately due to costs associated with the triennial performance audit. All other annual increases in SANDAG administrative share are consistent with the estimated growth in the TDA.

⁴ Represents the local match for federally funded regional planning and transit capital development projects identified in the FY 2017 transit CIP as provided by MTS and NCTD. The projects funded are scheduled to be included as part of the FY 2017 Capital Improvement Program scheduled for Transportation Committee/Board action at their March meetings. As a result, this amount is subject to change.

⁵ Based on Addendums No. 3 and No. 4 to the Master Memorandum of Understanding between MTS, NCTD, and SANDAG. For NCTD, 26.09% of this share is transferred back to NCTD to be used for TDA-eligible purposes.

► Fares

SANDAG is responsible for the setting of transit fares in the San Diego region through the Regional Comprehensive Fare Ordinance. Since 2007, SANDAG has periodically increased fares upon request by the transit agencies. In addition, SANDAG conducted a Regional Comprehensive Fare Study, with the goal of achieving a single, simplified, equitable structure for both operators. SANDAG has worked to implement this simplified structure with the most recent Fare Ordinance amendment passed and adopted in December 2014.

It also is recognized that there are clear limitations on raising fares, and there are market forces that need to be carefully considered. It should be emphasized that fare increases are not easily accomplished, and that modification to fare policy will not by itself change the dynamics of the situation facing public transit in this region.

► Tolls

Existing and future Express Lane programs on regional freeways allow revenues from the roadway to be used to support transit services. Currently, excess capacity on the Interstate 15 (I-15) Express Lanes is made available to single occupancy vehicles for a fee administered by the *FasTrak*® program. After paying for administration of the *FasTrak* program, remaining funds are made available to fund transit services in the corridor. To date, MTS has received over \$10 million in revenue through the I-15 *FasTrak* program. The annual amount made available for transit varies based on the tolls generated by the Express Lanes and administrative costs. The SANDAG Board has committed to providing \$500,000 per year for I-15 transit services and evaluates revenue performance to determine if there is sufficient net revenue to pass through an additional \$500,000.



SANDAG owns and operates the South Bay Expressway (SBX), which is a ten-mile stretch of State Route 125 that runs from Otay Mesa Road near State Route 905 to State Route 54. In 2012, SANDAG lowered SBX tolls by up to 40 percent in an effort to improve mobility within the region. The tolls

were lowered enough to achieve this goal, while still generating enough revenue for operations, maintenance, debt (from purchasing the toll road from its previous owner), and future improvements.

► Air Pollution Control District Quality Improvement Fund

The County of San Diego's Air Pollution Control District (APCD) funding for the Sorrento Valley COASTER Connection services ended effective June of 2008; however, the APCD continues to provide funding for juror transit passes.

► Caltrans Mitigation Funds

In special cases where highway construction creates additional congestion, some special funding has been available to transit operators to pay for additional transit services. Temporary mitigation funding may be available for future highway projects.

► Other Potential Revenue Sources

San Diego Forward: The Regional Plan explores new funding sources and evaluates them based on their potential application to regional projects. New funding sources include the creation of levying fees, or taxes, which have been pursued by other regions or in other jurisdictions at the local level. Consideration of these alternatives generates a number of policy questions; the answers to some of which may require changes in state and/or federal law.

Keep San Diego Moving Funding Initiative

The creation of a supplemental half-cent sales tax funding measure (in addition to the *TransNet* sales tax) is a potential option to increase available dollars for transit operations. Contrary to the last funding initiative pursued by SANDAG in which *TransNet* was extended, this measure would be a new tax. Before the region embarks on asking the voters for a new tax, careful assessment of priority issues for the voters must be made. Among the priorities being evaluated is funding for dedicated transit operations, additional transportation capital improvements, and other areas. A new tax, however, would provide the region with the greatest amount of flexibility and stability as the revenues would be controlled regionally. A new sales tax would also create a new source of revenue to supplement existing sources.

Road User Charges

As the popularity of hybrid and electric vehicles increases, and as gasoline vehicles have greater fuel economy, the state gas taxes are not generating as much funding as in prior years. To make up for these funding shortfalls, the state is developing a California Road Charge Pilot Program. This program would look at having drivers pay to maintain roads based on the distance or period of time spent travelling, rather than the gallons of gasoline purchased. More information regarding this program can be found online at dot.ca.gov/road_charge/.

Transit Center User Fees

Parking structures and other facilities located at transit centers are often at or near capacity. Establishing user fees at these facilities can be a potential revenue source. While user fees can help manage the use where parking supply is constrained relative to demand, care must be exercised to develop a fee structure that does not discourage use of transit services to the point that it significantly reduces ridership. SANDAG and the transit agencies have the authority to



implement user fees at transit facilities. Currently, there are no transit centers that require a user fee. However, electric charging stations at the Sabre Springs are available for public use for a fee. Revenues generated from the electric charging stations help to offset maintenance costs.

Transit-Oriented Development/Joint Development

Transit-Oriented Development and joint development around transit stations can benefit transit systems by increasing the number of residents and/or employees within walking distance of transit services and generating revenues through the sale/lease of transit station rights-of-way/air rights. This strategy has been used successfully at several rail stations in the San Diego region, and is being factored into the development of future transit service outlined in the San Diego Forward: The Regional Plan. As the land values continue to rise, the sale or lease of air rights is an attractive income opportunity for transit operators and agencies. The cost of construction may be considerably higher; however, the high land value secures reasonable economic feasibility.

Development Impact Fees and Exactions

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

Advertising

Advertising can provide a source of income with minimal associated overhead costs. Revenues from advertising typically flow directly or indirectly to the operating agencies from single or multiyear advertising contracts. Advertising revenue opportunities can include both electronic and print formats, with print ad opportunities on both buses and Trolleys, and at transit stations. A targeted advertising strategy focused on naming rights for new transit services could present the opportunity to help subsidize operations or maintenance costs. A recent example of this strategy is MTS' agreement with UC San Diego Health to rename one of its light rail routes the "UC San Diego Blue Line."

The Coordinated Plan

Chapter 9 Implementation





CHAPTER 9: IMPLEMENTATION

Implementation of transportation services based on this plan will largely be the responsibility of the transit operators, health and human social service agencies, the Consolidated Transportation Services Agency (CTSA), and other public agencies (e.g., cities, tribes).

SANDAG's Mission Statement reads:

The 18 cities and county government are SANDAG, the San Diego Association of Governments. This public agency serves as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transportation, and provides information on a broad range of topics pertinent to the region's quality of life.

SANDAG serves as a conduit for federal, state, and local funding of existing and future services recommended in this plan. SANDAG also develops the long-range transit plan through San Diego Forward: The Regional Plan (the SANDAG' Regional Comprehensive Plan and the Regional Transportation Plan/Sustainable Communities Strategy); develops operating plans for regional services identified in the *TransNet* Extension Ordinance; and implements projects identified in the *TransNet* Extension Ordinance. SANDAG also plays a role in developing and promoting various alternative transportation modes (e.g., iCommute programs) and enhancing transportation information (e.g., 511).

This Chapter 9 includes the following sections:

- 9.1 Program Management Plan and Competitive Process
- 9.2 FY 2016 Regional Service Implementation Plan (RSIP)
- 9.3 Looking Ahead
- 9.4 Post Implementation Monitoring
- 9.5 Unforeseen Events

9.1 Program Management Plan and Competitive Process

The last surface transportation authorization, Moving Ahead for Progress in the 21st Century (MAP-21), improved the efficiency of administering federally funded transportation grant programs by consolidating several programs. Among these consolidated programs are specialized transportation programs historically administered by SANDAG: the Federal Transit Administration (FTA) Section 5316 Job Access and Reverse Commute (JARC) and Section 5317 New Freedom. Projects formerly eligible under JARC are now eligible under Section 5307 Urbanized Area Formula Grants. New Freedom is no longer a stand-alone program. MAP-21 repealed New Freedom and folded it into the Enhanced Mobility of Seniors and Individuals with Disabilities Section 5310 program. MAP-21, signed into law on July 6, 2012, replaced the previous

authorization entitled Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFTEA-LU). The Fixing America's Surface Transportation (FAST) Act was signed into law on December 4, 2015, and replaced MAP-21. For the most part, it did not change the 5307 and 5310 programs.

Under SAFETEA-LU, Section 5310 funds were apportioned to the state, and Caltrans was responsible for administering the program. Under MAP-21 and continuing with the FAST Act, funds are now apportioned to the large urbanized areas and federal guidance allows for more flexibility in the appointment of a designated recipient. On April 23, 2014, Governor Jerry Brown designated SANDAG as the designated recipient of Section 5310 funds for the San Diego urbanized area.

SANDAG continues to monitor projects awarded funding under the former JARC and New Freedom programs, and administers the FTA Section 5310 and *TransNet* Senior Mini-Grant programs.

► Purpose of the Program Management Plan

Federal guidance for Section 5310 (FTA Circular [C] 9070.1G) requires that SANDAG develop a Program Management Plan (PMP) to facilitate grant management and FTA oversight over the program. The PMP can be downloaded at sandag.org/pmp. This PMP is designed to ensure that all applicable SANDAG policies and federal, state, and local statutes and regulations are fulfilled. Specifically, the purpose of this PMP is to fulfill several functions:

1. Provide program guidance to local project applicants and subrecipients of funds
2. Provide public information on SANDAG administration of the program
3. Serve as the basis for FTA to perform management reviews of SANDAG administration of the program

The intent of this plan is to ensure that the maximum possible benefit is enjoyed by the community through a fair and equitable distribution of available funds and the effective administration and monitoring of the specialized transportation grant programs.

The rural competitive process for Section 5310 is run by Caltrans on a statewide basis; however, all rural projects selected by Caltrans in the rural areas of San Diego County must be derived from the Coordinated Plan prepared by SANDAG.

► Competitive Process

SANDAG, as the designated recipient, assumes the responsibility for the administration of the JARC, New Freedom, and Section 5310 programs for the Census-defined San Diego urbanized areas. The specific tasks required by the FTA for this designation are:

- Conducting an area-wide competitive selection process
- Certifying fair and equitable distribution of funds resulting from the competitive process

- Certifying that each project selected for funding was derived from the Coordinated Plan
- Certifying that the Coordinated Plan was developed through a process that included representatives of public, private, and nonprofit transportation and human service providers, as well as participation by the public

SANDAG is responsible for reporting information on subrecipient awards to the Federal Funding Accountability and Transparency Act Subaward Reporting System. SANDAG must report the information of each subaward by the end of the month following the month SANDAG executes a grant agreement with the subrecipient.

As the transportation authority collecting *TransNet* revenues, SANDAG is responsible for administering all elements of the *TransNet* program, including the Senior Mini-Grant program. This includes developing program requirements and selection criteria, determining applicant eligibility, notifying eligible applicants of the availability of funds, and selecting projects for funding.

9.2 FY 2016 Regional Service Implementation Plan

SANDAG includes the RSIP as part of this Coordinated Plan to ensure that any transit service changes are consistent with regional objectives. Each year, Metropolitan Transit System (MTS) and North County Transit District (NCTD) are required to submit a Service Implementation Plan (SIP) to SANDAG in advance of the budget approval process. The SIPs list the operational changes each transit operator implemented or plans to implement in order to balance proposed fiscal year budgets. A discussion is included in these plans regarding the service changes and their impacts on existing service gaps and deficiencies based on the goals and objectives from the Coordinated Plan. This year, both MTS and NCTD provided updated SIPs, which can be found in Appendix E.

Additionally, it is recognized that the CTSA for San Diego also plays a role in regional service implementation since the CTSA's mission is to provide access and mobility in the region by coordinating existing resources and developing alternative transportation models. The inclusion of the CTSA in implementation discussions is appropriate given that transit service reductions have created gaps in service coverage that have, in turn, created challenges for the provision of specialized transportation in those areas.

► RSIP Development

After receiving the transit operator SIPs, SANDAG is responsible for developing the RSIP to evaluate operational changes. Additional services can include those designed by the operators (MTS or NCTD) and/or by SANDAG. The RSIP includes two sections:

Service changes (reductions, restructuring, enhancements, or additions)

Identification of future services and needs to address regional priorities

► Service Changes

MTS service planning for FY 2015 and 2016 was constrained by flat operating revenue from normal sources, but was enhanced with three newly implemented *Rapid* services funded through *TransNet* revenues. A significant restructuring of the Interstate 15 (I-15) corridor and northern suburban services was implemented to complement the new *Rapid* 235 and 237 routes. This modest increase in operating revenue was intended to be used to offset rising costs elsewhere. Any service increases were expected to be modest in scope and the costs “self-funded” with offsetting service reductions elsewhere.



The NCTD Board adopted the Mobility Plan in February 2011 following completion of a 22-month planning process. The Mobility Plan provided the road map for restructuring NCTD services to best accommodate current and short-range future demand for local and regional transit travel. NCTD implemented the final phase of the Mobility Plan in February 2014. The level of

service provided, as measured in revenue miles, will remain relatively constant through FY 2016 with NCTD using the BREEZE performance monitoring report measures to monitor and make adjustments. In August 2015, NCTD eliminated Demonstration Route 331 due to low route productivity. In February 2016, NCTD eliminated Demonstration Routes 341 and 342 due to low productivity and implemented several route adjustments to improve connections to the SPRINTER, between routes, and to improve on-time performance. Due to budgetary and operational constraints, there are no plans to add or extend BREEZE services through FY 2016. NCTD will maintain the COASTER and SPRINTER level of service set forth in FY 2015. FLEX service will continue as a weekday coverage-based service. NCTD will hold service levels steady in FY 2016.

While the RSIP ideally focuses on the evaluation of new services and programs for regional consistency and need, the converse also is true. The RSIP must ensure that service reductions and restructuring are consistent with regional goals and objectives. Table 9.1A and 9.1B include the service changes undertaken by MTS and NCTD in FY 2016.



Table 9.1A: MTS Service Changes (FY 2016)

Route	Service Changes	Date of Service Change
MTS		
7	• Weekday afternoon extra service is added for the school year	9/2015
	• Sunday service extended in Downtown San Diego along Broadway between City College Transit Center and First Ave., matching the Monday-Saturday routing	9/2015
	• Weekday afternoon extra tripper service is suspended during summer	6/2016
8	• Seasonal reduction in frequency to 20 minutes Monday-Saturday and 30 minutes on Sunday	9/2015
	• Frequency increased to 15 minutes all days for summer	6/2016
9	• Seasonal reduction in frequency to 20 minutes Monday-Saturday and 30 minutes on Sunday	9/2015
	• Frequency increased to 15 minutes all days for summer	6/2016
13	• Major schedule adjustments on all days to improve on-time performance	6/2016
20	• Selected weekday morning and night trips will be discontinued or shortened due to low ridership	6/2016
30	• Seasonal adjustments to weekend schedule	9/2015
41	• Schedule changes to improve on-time performance	1/2016
41, 44	• Extra weekday service added for school year	9/2015
	• Weekday school trippers suspended during summer	6/2016
50, 105	• Schedule adjustments	9/2015
150	• Weekday midday frequency increased to every 30 minutes • Weekday service extended later in the evening • Downtown terminal moved to 1st Avenue/Broadway instead of 9th Avenue • Saturday schedule adjustments	9/2015
170	• Trial route, discontinued due to low ridership (route was implemented in October 2014, but did not meet its performance targets to operate beyond one year of service)	9/2015

Route	Service Changes	Date of Service Change
MTS		
201/202	Schedule adjustments and bus assignment changes for improved capacity between La Jolla Colony and UC San Diego. Frequency increased from 15 minutes to 10 minutes throughout midday on Route 202 and for most of the day on Route 201	9/2015
204	- Frequency during the peak hours reduced from every 10 minutes to 15 minutes - Weekday interline between Routes 204 and 201 discontinued	9/2015
237	- Frequency of service reduced from 15 minutes to 30 minutes, north of Miramar College only. Also, service to Rancho Bernardo and Sabre Springs begins later and ends earlier in both morning and afternoon. Frequency between UC San Diego and Miramar College remains 15 minutes for most peak hours - Afternoon peak service expanded between UC San Diego and Miramar College, with an earlier afternoon trip and added early evening trips	9/2015
270	Trial route, discontinued due to low ridership (route was implemented in September 2014, but did not meet its performance targets to operate beyond one year of service)	9/2015
280, 290	Minor schedule adjustments to improve on-time performance	1/2016
709	- Weekday extra service added for the school year, including more Route 709X trips between H Street Transit Center and Southwestern College - Later westbound trips added on weekday evenings to accommodate Southwestern College schedules	9/2015
	Route 709X trips between H Street Transit Center and Southwestern College were re-designated as Route 709L, with added stops along H Street at Broadway, 3rd Ave., and Hilltop Drive	1/2016
712	Later trips added on weekday nights to accommodate Southwestern College schedules. Also, added Route 712L trips and more evening frequency	9/2015
	Route 712L (limited stops) was changed to operate on Southwestern College school days only, instead of all weekday.	1/2016
709, 712	Weekday 709L and 712L service is suspended for summer	6/2016
815	Schedule adjustments	6/2016
848	Major schedule changes on all days to improve on-time performance	9/2016

Route	Service Changes	Date of Service Change
MTS		
854	Added Route 854X trips for school year service starting mid-August).	9/2015
	Route 854x trips are discontinued during the summer, and will now only operate on days when Grossmont College is in session. Service to Grossmont College remains available on other days on regular Route 854 trips and on Route 115.	6/2016
864	Routing in Alpine will be adjusted to serve Albertsons at stops along Old Highway 80 instead of traveling through the Albertsons parking lot.	6/2016
901	Route changed in Otay to use 30th St. instead of 27th St. between Iris Avenue Transit Center & Coronado Ave.	9/2015
904	Regular fares and hourly schedule resumed on September 14.	9/2015
	For summer, fares will be free and the frequency will increase to every 15 minutes seven days/week, with later evening service on Fridays and Saturdays. (Added service and free fares are subsidized by the City of Coronado.)	6/2016
905	Minor afternoon/evening schedule adjustments.	9/2015
	Added service on Route 950 also resulted in important changes to Route 905: - Weekdays: Frequency reduced during the peak hours from every 15-18 minutes to every 20-30 minutes (depending on direction). - Saturdays: Frequency was reduced from every 30 minutes to every 60 minutes. Also, all Saturday trips in both directions are now Route 905A. Service to stops along Otay Mesa Rd. east of Britannia Blvd. and La Media Rd. were discontinued. - Sundays: Service frequency remains every 60 minutes, but there were schedule adjustments. Also, all Sunday trips in both directions are now Route 905A only. Service to stops along Otay Mesa Rd. east of Britannia Blvd. and La Media Rd. were discontinued.	1/2016
	Three trips will be added to accommodate heavy passenger loads: one eastbound a.m. Route 905A trip and two westbound p.m. trips (one 905A and one 905B)	6/2016
950	- Additional afternoon eastbound express trips from Iris Avenue Transit Center to Otay Mesa - Minor afternoon/evening schedule adjustments	9/2015

Route	Service Changes	Date of Service Change
MTS		
	The following added service was implemented on a trial basis for up to 12 months: - Weekdays: Morning westbound frequency to Iris increased to approximately every 15 minutes. New midday service operates westbound from Otay to Iris every 30 minutes. Afternoon eastbound service to Otay operates every 20 minutes up to 7:20 p.m. - New Saturday & Sunday service: Hourly westbound to Iris in the morning starting at 5 a.m., and eastbound to Otay in the afternoon through 5:35 p.m.	1/2016
	Schedule adjustments	6/2016
955	Major schedule adjustments on all days to improve on-time performance	6/2016
961	- One later trip added in each direction on weekdays, for service through 10 p.m. - Sunday service extended to Encanto/62nd Street Trolley Station	9/2015
	Major schedule changes to improve on-time performance	6/2016
992	Schedule adjustments	9/2015

Table 9.1B: NCTD Service Changes (FY 2016)

Route	Service Changes	Date of Service Change
NCTD		
101	Schedule adjustment to reduce dwell times at the Veteran Affairs Hospital.	2/2016
302	- Remove 6:35 a.m. eastbound school tripper and adjust 6:05 a.m. trip to 6:01 a.m. - Schedule adjustment to improve SPRINTER connections.	8/2015 2/2016
303	Adjustments to school trippers.	8/2015
305	- Remove 8:15 am eastbound school tripper (Tuesdays only). - Schedule adjustment to improve connections with Route 388 on weekdays and 303 on weekends.	8/2015 2/2016
306	Adjust first weekday southbound trip to improve schedule reliability.	8/2015
308	Schedule adjustment to improve on-time performance.	2/2016
309	Adjust first northbound Saturday/Sunday/Holiday trip to depart Encinitas at 5:42 am to allow for connection with southbound Route 101.	8/2015
315	Relocation of a scheduled time point from the stop at the former Base Hospital on Camp Pendleton to the stop at the Wounded Warrior Battalion immediately south. The stop at the former Base Hospital will continue to be served until further notice.	2/2016
318	Adjust eastbound weekday trips from 4:45 p.m. and 5:55 p.m. to 4:54 p.m. and 6:03 p.m., respectively to allow for a COASTER connection.	8/2015
323	Schedule adjustment to improve SPRINTER connections.	8/2015
325	Schedule adjustments to improve on time performance.	8/2015
331	Demonstration route eliminated due to low route productivity.	8/2015
332	Schedule adjustment to improve connections to SPRINTER.	2/2016
341/342	Demonstration route eliminated due to low route productivity.	2/2016
445	Will serve all stops between COASTER's Carlsbad Poinsettia Station and The Crossings Drive.	2/2016
347	Saturday morning trips adjusted to improve SPRINTER connections	8/2015
350	Remove all southbound and two northbound school trips; southbound frequency increased to every 10 minutes from 6 a.m. to 8 a.m.	8/2015
356	Schedule adjustment to improve on-time performance.	8/2015

► Regional Service Changes

Beyond necessary service cuts or restructuring activities, the RSIP also includes a list of service enhancements or additions planned for the five-year Coordinated Plan implementation period (FY 2016 to 2020).

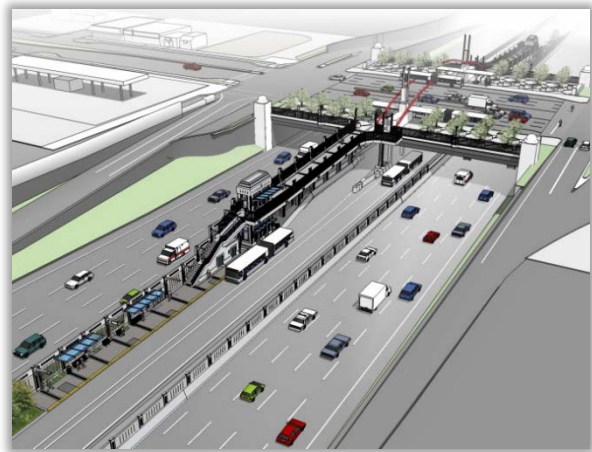
SANDAG is currently developing several key transit projects which will be implemented over the next five years. The budget worksheets for these projects (as included in the SANDAG FY 2016 Program Budget) are included in Appendix B unless indicated otherwise.

A description of the transit projects planned for implementation is provided below.

Mid-City Centerline *Rapid* Stations

Construction is underway on the State Route 15 (SR 15) Mid-City Centerline *Rapid* Transit Stations project, which will build San Diego's first freeway-level transit stations along SR 15 at University Avenue and El Cajon Boulevard. The project also will construct transit-only lanes within the existing median from just north of Interstate 805 (I-805) to just south of Interstate 8. This will help improve on-time performance between the existing *Rapid* and local transit routes.

The new stations will be open in 2017.



South Bay *Rapid* Project

The South Bay *Rapid* project will provide high-speed transit connections between Downtown San Diego and the Otay Mesa Border Crossing along the I-805 Express Lanes and a dedicated transit guideway through eastern Chula Vista and Otay Ranch. Use of the Express Lanes and guideway will provide travel priority for the service allowing it to bypass traffic congestion.

South Bay *Rapid* will provide access to regional employment centers in Downtown San Diego, the Otay Mesa Business Park, and the Millenia development in Otay Ranch, as well as serving residential communities in Chula Vista and National City.

In the long term, South Bay *Rapid* will operate on Express Lanes on State Route 94 and along the I-805 Express Lanes, with inline stations and park-and-ride lots at 47th Street Trolley station, Plaza Boulevard, and H Street.

The project is scheduled for completion in 2018.



Mid-Coast Corridor Light Rail Project

The Mid-Coast Corridor Light Rail Project will extend light rail transit (LRT) service from the Old Town Transit Center (OTTC) to the University City community of San Diego. The extension will link major destinations, including Westfield University Towne Center (UTC) shopping mall and UC San Diego with OTTC and Downtown San Diego.

The locally preferred alternative for the project, adopted by the SANDAG Board of Directors in November 2013, is an 11-mile extension to the existing San Diego Trolley Line. It begins just north of the OTTC and travels in existing railroad right-of-way and alongside I-5 to serve UC San Diego and UTC. Between OTTC and SR 52, stations are proposed at Tecolote Road, Clairemont Drive, and Balboa Avenue. Within the University City area, stations are proposed at Nobel Drive, the Veterans Administration Medical Center, UC San Diego west campus, UC San Diego east campus, Executive Drive, and the new UTC Transit Center. Service is expected to be implemented in 2021.

Opening of the UTC Transit Center

This new \$10 million transit center in University City, expected to open in fall 2016, will replace an outdated facility that was located along curbsides in the mall parking lot. It will represent a significant improvement for riders of the 11 routes that service the UTC Transit Center, with enhanced amenities, easier transfers, less travel time, and more reliable service. The new transit center is a joint effort of MTS, SANDAG, and mall owner Westfield.



San Ysidro Border Changes

The opening of the Virginia Avenue Transit Center, and the shift of most northbound pedestrian traffic from the east side of I-5 to the west side, will significantly impact MTS riders and the travel behavior of people in the San Ysidro area starting in summer 2016. MTS will monitor passenger trends and service demand on Route 906/907 and make appropriate adjustments to bridge the gap between northbound pedestrians on the west side and the Trolley station on the east side.

The Virginia Avenue Transit Center project is headed by the United States General Services Administration in collaboration with the City of San Diego, Caltrans, MTS, and SANDAG. The capital budget is not included in the SANDAG FY 2016 Program Budget and therefore is not included in Appendix B.

Bus Stop Upgrades and Reconfiguration of the Old Town Transit Center

MTS is using capital funds to upgrade bus stops for ADA compliance and a better customer and community experience. Stops are selected based on ridership data, stop condition and need, and customer requests.

MTS will reconfigure Old Town Transit Center, with completion anticipated in 2017/2018. The capital budget for the Old Town Transit Center reconfiguration is not included in the SANDAG FY 2016 Program Budget and therefore is not included in Appendix B.

► Identification of Future Services and Needs

The RSIP also includes a discussion of the plan to develop new services in the future should additional funding become available. At such a time, proposals for new services will be prioritized and recommended for funding consideration based on the performance measures included in Chapter 3. The need for those services is generally identified by the individual transit operators in their service implementation plans, as well as by SANDAG through the Coordinated Plan development process and identification of gaps in transit service (Chapter 6). Table 9.2 summarizes the needs identified by NCTD and MTS. Table 9.3 highlights some of the transit facilities identified as Phased Revenue Constrained Projects in the Regional Plan.

Table 9.2: Operator-Identified Service Area Needs

	Route	Day	Description	Urban Zone
	MTS Identified Service Area Needs			
FY 2017	11	Weekday	Adjust schedule to improve on-time performance	Yes
	25	Weekday	Adjust schedule to improve on-time performance	Yes
	815	Weekday	Adjust schedule to improve on-time performance	Yes
	874/875	Weekday	Adjust schedule to improve on-time performance	Yes
	901	Weekday	Adjust schedule to improve on-time performance	Yes
	962	Weekday	Adjust schedule to improve on-time performance	Yes
	NCTD Identified Service Area Needs			
FY 2017	New Route	Weekday	New BREEZE route connecting Carlsbad Poinsettia COASTER Station and San Marcos Civic Center via Alga Road and San Elijo Hills	Yes
	New Route	Weekday	New peak period SVCC shuttle connecting Sorrento Valley COASTER Station to Del Mar Heights via El Camino Real	Yes
FY 2018	Route 101 Limited Stop	Weekday	Implement weekday peak period limited stop service on BREEZE Route 101	Yes
	Route 303 Limited Stop	Weekday	Implement weekday peak period limited stop service on BREEZE Route 303	Yes

Table 9.3: Identified Regional Needs

Year Built By	Service	Description	Capital Cost (\$2014); millions	Capital Cost (\$YOE); millions
2020	COASTER	Double tracking (20-minute peak frequencies and 120-minute off-peak frequencies)	\$445	\$445
2020	Trolley	Mid-Coast Trolley Extension	\$1,753	\$1,753
2020	Rapid	South Bay <i>Rapid</i> (Otay Mesa to Downtown) and Otay Mesa ITC (formerly Route 628)	\$206	\$206
2020	Rapid	Extension of Iris Avenue Transit Center to Otay Mesa Port of Entry (POE) route with new service to Otay Mesa East POE and Imperial Beach	\$2	\$2
2020	Shuttle	San Marcos Shuttle	\$0	\$0
2020	Airport Express	Airport Express Routes	\$52	\$62
2020	Transit Lanes	Addition of two Transit Lanes for Routes 235, 280/290, 653, and Airport Express Route to the cross border facility in Otay Mesa	\$56	\$56
2020	Other	Other Improvements (Vehicles, transit system rehabilitation, maintenance facilities, ITS, regulatory compliance, Park and Ride, transit center expansions)	\$632	\$680
2020	Other	Local Bus Routes - 15 minutes in key corridors	–	–

► CTSA Service Implementation

In 2006, SANDAG designated Full Access and Coordinated Transportation (FACT) to be the CTSA for San Diego County through a competitive bid process. CTSAs were established by the state legislature in 1979 to foster coordinated transportation services. The CTSA designation confers a quasi-governmental entity status on FACT. The primary purpose of FACT is to coordinate the development of a specialized transportation system that will improve access and mobility for the county, especially for trip needs not met by fixed-route transit. FACT's mission is to "assist San Diego County residents with barriers to mobility to achieve independence through coordination of transportation services." In December 2009, FACT developed

a Business Plan to provide a comprehensive review of FACT's mission of meeting unmet needs for specialized transportation. The Business Plan envisioned FACT as a one-stop transportation call center, technical advisor for regional coordination, and potentially a brokerage for transportation services that would identify and meet gaps in existing transportation services.

The Business Plan is updated annually. The most recent update was adopted in June 2015 (2016 to 2021 Business Plan Update). The plan prioritized FACT's proposed services into current, short term, or long term services, some of which are listed below:

Current:

- Transportation Provider Database and Website Referrals
- Telephone Referrals
- FACT and 2-1-1 Resource Database Integration
- FACT Transportation Brokerage
- Countywide Implementation of RideFACT Pilot
- Safety Program
- Compliance Program and Title VI Plan
- Poway Adult Day Health Care Center Transportation
- Oceanside Senior Transportation Van Service
- Foster Youth Student Transportation
- LIFT Paratransit Service (NCTD/First Transit)
- ElderHelp (Seniors-A-Go-Go)
- Coordinated Outreach
- Donating Paratransit Vehicles to Local Non-Profits
- Leasing FACT-owned Vehicles to Service Providers
- New Vehicles

Proposed Short-Term Services (1 to 2 years):

- FACT Brokerage
- Trip Management Software Procurement

- Expansion of FACT Services to Nonurban Areas
- Integrate MedRIDE and MedAccessRIDE into RideFACT
- WorkRIDE
- Enhanced Customer Assistance and Outreach
- Technical Assistance Workshops
- Contracted Services
- Veterans Transportation and Community Living Initiative (VTCLI) Coordination with SANDAG and 2-1-1

Proposed Long-Term Services (3-5 years):

- Medical/Dialysis Transportation Coordination
- MediCal/Medicaid Transportation Provider
- Coordinated Maintenance Program

In 2012 FACT implemented a brokered transportation system called RideFACT. Eligible clients call FACT for referrals to transportation providers in the county, and if a suitable option is not available, they are offered a trip by FACT. In 2014, RideFACT provided 20,206 one-way trips, at an average cost of \$19.49.

FACT, in partnership with SANDAG and 2-1-1, was recently awarded a VTCLI grant from the FTA to provide mobility services to military personnel, veterans, and their families. The Veterans Mobility project commenced in 2014, and will improve access to transportation information for San Diego County through an enhanced directory of transportation resources, a one-click transportation website, 24/7 live telephone service, a free mobile transportation application for smart phones, at least 20 interactive information kiosks, and enhanced local planning via trend identification and gap analysis.

9.3 Looking Ahead

SANDAG and the transit operators have continued to evaluate the need for enhanced services based on the knowledge of changing development, demographics, fuel prices, or gaps in service from current service cuts. Additionally, the CTSA is developing ways to serve other passengers in the region in areas outside of the transit coverage area.

MTS developed a Comprehensive Operations Analysis (COA) in 2005, with the full implementation period occurring through FY 2007. MTS will continue to monitor operations consistent with MTS Policy No. 42, which was amended in 2007 to incorporate the vision for MTS services developed in the COA; services that are productive, customer-focused, competitive with other travel options, integrated, and sustainable. In 2014, three new *Rapid* routes were introduced in the Mid-City area and the I-15 corridor. A significant restructuring of the I-15 corridor and northern suburban services was implemented to complement the new *Rapid* 235 and

237 routes. Additionally, MTS has identified route improvements to be phased in over the next year as shown previously in Table 9.2. A Transit Optimization Plan will be conducted in 2017 to update the COA.

NCTD has fully implemented its Mobility Plan which restructures existing services to develop a financially sustainable route network in North County. Much of the focus of the Mobility Plan is on reshaping the fixed-route bus network around the foundation of the two rail lines, the COASTER and the SPRINTER. The service changes included in the plan reflect prevailing and projected future conditions with respect to the land use and development in the NCTD service area. Additionally, NCTD is looking toward the development of COASTER platforms at Camp Pendleton and at the Convention Center in Downtown San Diego, as well as improving SPRINTER headways from 30 minutes to 20 minutes. These service development needs are included in Table 9.2.

SANDAG most recently completed the Regional Plan, which provides a comprehensive roadmap to guide the region through 2050. Projects that are included in the near term of the transportation component include the planning, construction, and operation of regional transit services through the extension of the *TransNet* half-cent sales tax measure. This measure will fund future projects, including the South Bay *Rapid*, the Mid-Coast Trolley extension, new transit stations, and the double-tracking of the coastal rail corridor.



9.4 Post Implementation Monitoring

The Coordinated Plan includes the evaluation of transportation system performance using the performance measures and indicators developed in the original plan. In the future, the document will add more quantitative analysis on a regional basis as more data becomes available on public transit and supplementary transportation providers. New technologies have been recently implemented in transit, including automatic vehicle location devices, the Compass Card, and automatic passenger counting devices. These new technologies will increase the amount of data available when future plans are being produced. The timeliness of the data and the accuracy should also be improved. Future plans will address the data priorities and recommend where efforts should be made to improve the flow of information.

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

9.5 Unforeseen Events

This plan has been prepared based on the best information available and the current guidance and priorities from senior levels of government. Unforeseen events, such as escalations in fuel prices, changes to funding formulas, or annual appropriations could impact local transportation operations. In addition, the success of the future projects or plans, such as the South Bay *Rapid* in this plan period, have the potential to significantly change the baseline levels of transit ridership and performance in San Diego. The combined impact of these changes may cause significant changes to this plan over the next five years as these projects are implemented.



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