METROPOLITAN
TRANSPORTATION
COMMISSION

Joseph P. Bort MetroCenter
101 Eighth Street
Oakland, California 94607

510.817.5700 PHONE
510.817.5769 TDD/TTY
510.817.5848 FAX
info@mtc.ca.gov E-MAIL
www.mtc.ca.gov WEB

Agenda

Transit Sustainability Project

PROJECT STEERING COMMITTEE
September 19, 2011
12:30-3:30pm
Lunch provided

Joseph P. Bort MetroCenter
Auditorium
101 Eighth Street
Oakland, California

1. **Introductions**

2. **Service Performance Metrics**
   a. **Discussion of performance metrics approach**

3. **Regional Corridors**
   a. **Methodology**
   b. **I-80/Hwy 24/I-880 Corridors**
   c. **Lessons learned**

4. **ADA-Paratransit**
   a. **Overview of approach**
   b. **Initial findings for discussion**
   c. **Next steps**

5. **Public Comment/ Information/ Next Meeting**

   The next meeting of the Transit Sustainability Project Steering Committee will be October 13, 2011.

METROPOLITAN
TRANSPORTATION
COMMISSION

Joseph P. Bort MetroCenter
101 Eighth Street
Oakland, CA 94607-4700
TEL 510.817.5700
TDD/TTY 510.817.5769
FAX 510.817.5848
E-MAIL info@mtc.ca.gov
WEB www.mtc.ca.gov

Memorandum

TO: Transit Sustainability Project Steering Committee

DATE: September 13, 2011

FR: Deputy Executive Director, Policy

RE: September 19th Project Steering Committee Meeting

We look forward to seeing you at the Transit Sustainability Project (TSP) Steering Committee meeting on September 19th. I am forwarding to you material for the meeting.

The meeting on the 19th will include:

- a draft service performance metrics approach for discussion;
- an overview of the initial regional corridors service analysis; and
- a summary of the ADA paratransit work completed to date.

At your June meeting, we reviewed the existing transit system performance through a set of consistent performance metrics (passengers per hour and farebox recovery ratio). The initial goal was to establish a consistent set of performance metrics for regular reporting that captures both service effectiveness (productivity) and service efficiency (cost effectiveness). Feedback following that meeting focused on: the difficulty of using standard metrics to evaluate service effectiveness in the diverse region in which Bay Area transit agencies operate; concern regarding how to balance service productivity with other local considerations, particularly in the more suburban and rural parts of the region; and the need to defer to local decision-making on purely local services. In response to the concerns raised, we are focusing on service performance metrics for the regional system. In addition, we are proposing a special focus on the performance of the urban trunk system, which carries over 50 percent of the region's transit passengers. We will be seeking your input on this approach at the meeting on the 19th.

The regional service analysis also includes the development of service concepts for major regional corridors. The regional corridors analysis is being conducted without regard for jurisdiction or agency boundaries, focusing the analysis on current and projected travel demand, current ridership and existing infrastructure. It then seeks to identify sketch-level service concepts to effectively meet that demand. These service concepts are meant to inform transit agency and MTC planning efforts for major regional corridors, and identify areas for improved multi-jurisdictional planning.

The final element of the service analysis that we will cover at your September meeting is the evaluation of ADA-paratransit. The paratransit work has focused on an assessment of best practices and innovative programs both locally and nationally to determine which strategies could be implemented in the Bay Area to improve the passenger experience on paratransit and/or to encourage cost-effective transit delivery. A technical advisory committee consisting of

paratransit staff from eleven transit agencies in the Bay Area has reviewed the work at each step of the process. An Ad Hoc committee of lift-van, sedan and taxi service providers also reviewed the work to date. In addition, staff has briefed the MTC Policy Advisory Council and its Equity and Access Subcommittee. We will present an overview of that work to you for your feedback. We will be seeking additional public input over the next month prior to developing final paratransit recommendations for consideration.

We look forward to the discussion on September 19th.

Ann Flemer

Ann Flemer

J:\PROJECT\Transit Sustainability Project\Project Steering Committee\Meetings\09-19-2011\Staff memo.doc

TSP Project Steering Committee

September 19, 2011

TRANSIT SUSTAINABILITY PROJECT

Service Performance Metrics

TRANSIT SUSTAINABILITY PROJECT

TSP Service Metrics

- Service metrics focus on ridership generation, service efficiency, and service quality
- Service Productivity
  - Attracting more passengers to the system, investing in strong markets and more cost efficient use of resources
- Service Quality
  - Providing a high quality service to the public that will attract more riders
- Current focus is on existing service
  - Capital expansion and replacement considerations still to be evaluated as part of Plan Bay Area

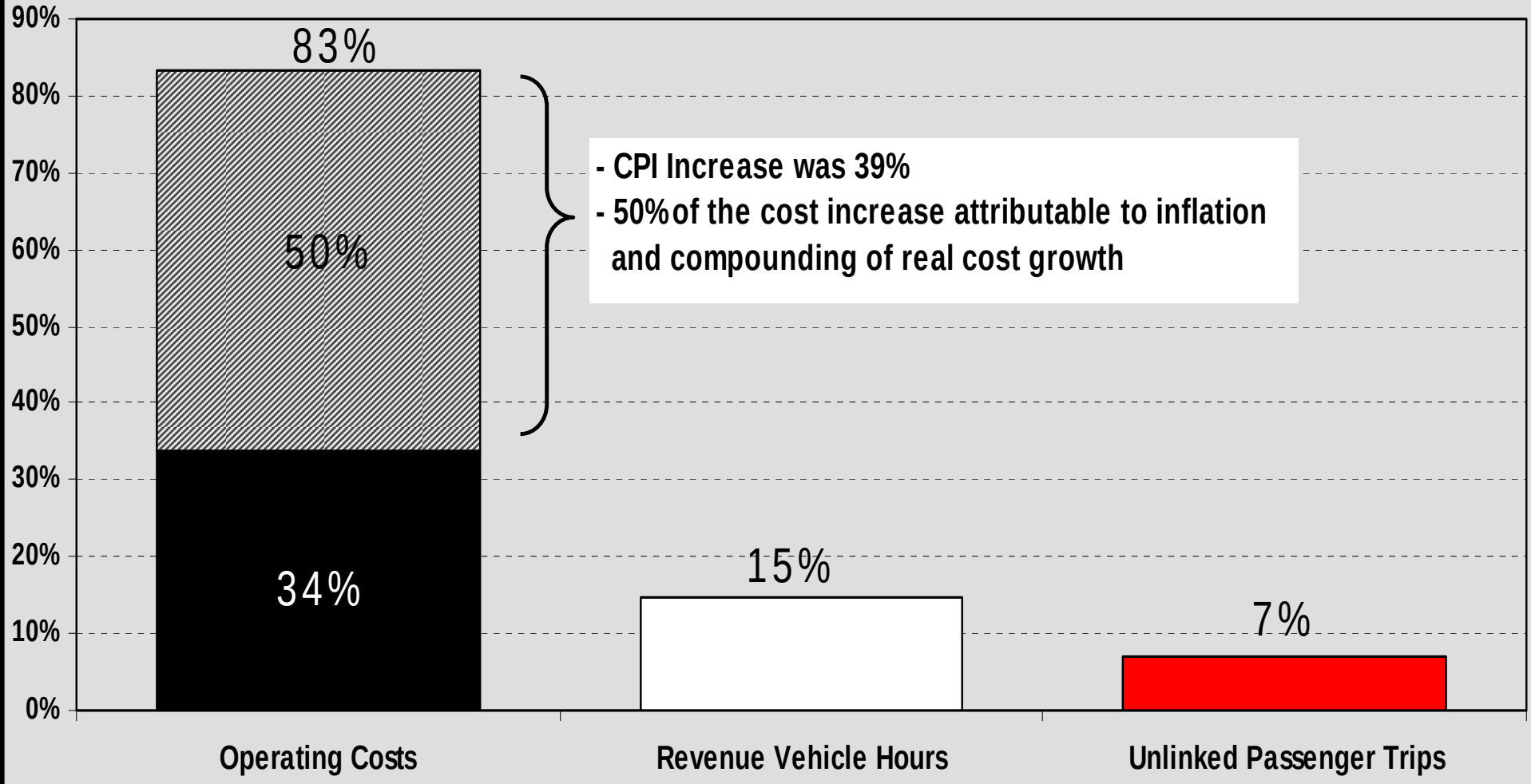
TRANSIT SUSTAINABILITY PROJECT

Why Service Performance Metrics?

- Overarching goal is to improve system productivity in the region and get more passengers on transit
- Past approach has been to include assessment of individual agency standards, goals and objectives in SRTPs
- Performance Audits and Productivity Improvement Program process identifies projects aimed at meeting standards, goals and objectives
- This approach has been ineffective in moving the needle in system productivity

The Results:
Bay Area Large Operators(1997 – 2008)

- **Costs have increased faster than increases in service**
- **Ridership has not kept pace with service increases**



Source: National Transit Database, "Big 7" only.
Excludes ferry, cable car and paratransit.

TRANSIT SUSTAINABILITY PROJECT

Performance Metrics Process

- Reviewed existing agency standards and commonly used metrics
- Discussed potential options with the Service Technical Advisory Committee
- Focused on metrics related to service effectiveness
- Attempted to differentiate by types of service provided throughout the region in order to account for diversity of land use and passenger demand

Service Categories: Regional

Regional All-Day High Capacity

- All-day backbone service
- BART, Caltrain

Regional All-day

- Fills in/supplements all-day regional service

Regional Commute

- Peak-only, peak direction regional service

TRANSIT SUSTAINABILITY PROJECT

Service Categories: Subregional

Urban Trunk

- All-day backbone service on higher-density arterials

Subregional Commute

- Peak-only express-type services within county

Local Network

- Moderate-density arterials mainly served by local bus

Community Bus

- Local circulation often within lower-density areas

TRANSIT SUSTAINABILITY PROJECT

Service Category Comparisons

	Total Ridership	Total Cost	Total Revenue	Average Revenue Speed (mph)
REGIONAL	**28%**	**35%**	**59%**	**32**
Regional High Capacity	26%	30%	55%	35
Regional All Day	1%	3%	3%	18
Regional Commute	1%	2%	1%	18
SUBREGIONAL	**72%**	**65%**	**41%**	**10**
Urban Trunk	53%	37%	27%	9
Subregional Commute	2%	1%	1%	17
Local Network	13%	19%	9%	11
Community Bus	3%	7%	3%	12
School Services	1%	1%	1%	10

TRANSIT SUSTAINABILITY PROJECT

What is the appropriate focus and role of MTC?

	Total Ridership	Total Cost	Total Revenue	Average Revenue Speed (mph)
REGIONAL				
Regional High Capacity	26%	30%	55%	35
Regional All Day	1%	3%	3%	18
Regional Commute	1%	2%	1%	18
Urban Trunk	53%	37%	27%	9
TOTAL	**81%**	**72%**	**86%**	

- Focus on multi-jurisdictional regional services
  - MTC directly involved in funding bus/ferry operating and rail capital investments
  - MTC is often involved in negotiations between systems
  - Bridge services – MTC/BATA involved in setting toll policy and bridge operations
- Focus on urban trunk
  - Carries 53% of total ridership in the region
  - Coincides with where the region is forecasting significant growth and tied to objectives of Plan Bay Area

TRANSIT SUSTAINABILITY PROJECT

Performance Metrics Approach

- Focus on the Regional Services and Urban Trunk
- Transit agencies remain responsible for establishing subregional and local performance metrics
- Recommend both productivity and composite metrics
- Present options today for discussion

Service Productivity Metric: Regional Services

- Focus on capacity utilization
  - Can be used to help manage corridor supply and demand
  - Adjusts for long-distance trips focused on point-to-point travel
  - Accounts for different modes, vehicle sizes and capacity calculations (e.g. standing allowed on rail, but not on regional bus trips)

Capacity Utilization Metrics

- Rail – Passenger miles per seat mile by line
- Ferry – Passenger miles per seat mile by route
- Regional Bus – Passengers per trip by route

Farebox Recovery

- Measures both service productivity and service delivery efficiency
- RM2 farebox model: standard based on averages in the region and peer reasonableness test
- Today's regional averages:

Service Type	Ferry	Rail	Bus
Peak Service	TBD	NA	40%
All Day Service	TBD	58%	35%

TRANSIT SUSTAINABILITY PROJECT

Performance Measurement Approach for Discussion

Productivity Metric – Capacity Utilization

- Performance evaluated by continuous improvement against current performance
- 10% improvement within 3 years
- Measured by route level for bus and ferry and line level for rail

Farebox Metric

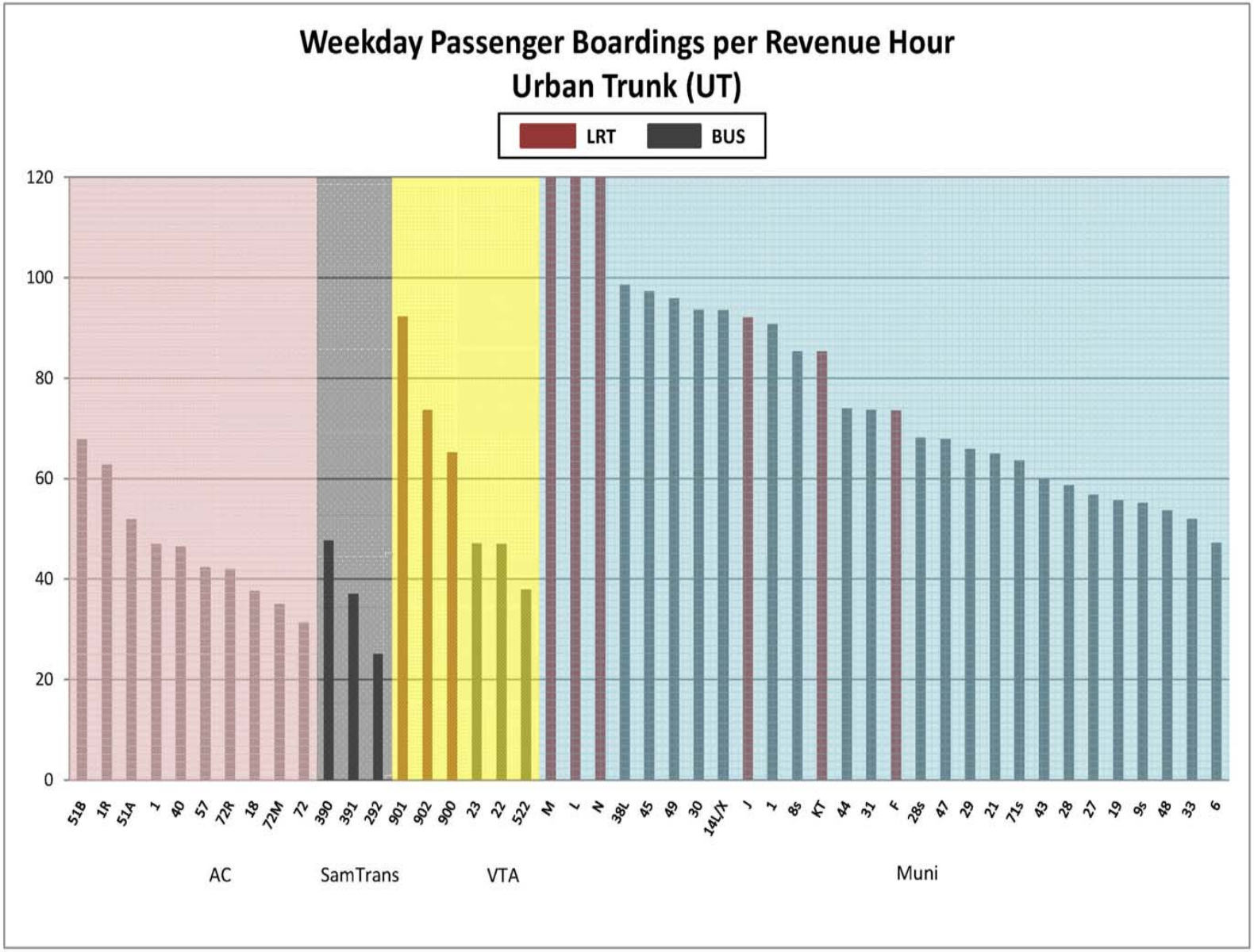
- Performance evaluated compared to a standard
- Standard set by RM2 model averages
- Tracked by route level for bus and ferry and line level for rail

Performance-Based Funding

- Consider allocating funds based on performance and reallocating funds to a more productive route if targets are not met; after consultation and corrective action process (RM2 model)

TRANSIT SUSTAINABILITY PROJECT

Urban Trunk Routes



*List of routes tentative based on initial agency input..

SUSTAINABILITY PROJECT

Urban Trunk

- All day backbone service on higher-density arterials
- Carries 53% of trips in the region
- Average operating speed of 9 mph

Agency	Average Speed: Urban Trunk Routes
AC Transit	10.0 mph
Muni	7.8 mph
SamTrans	12.3 mph
VTA	13.8 mph

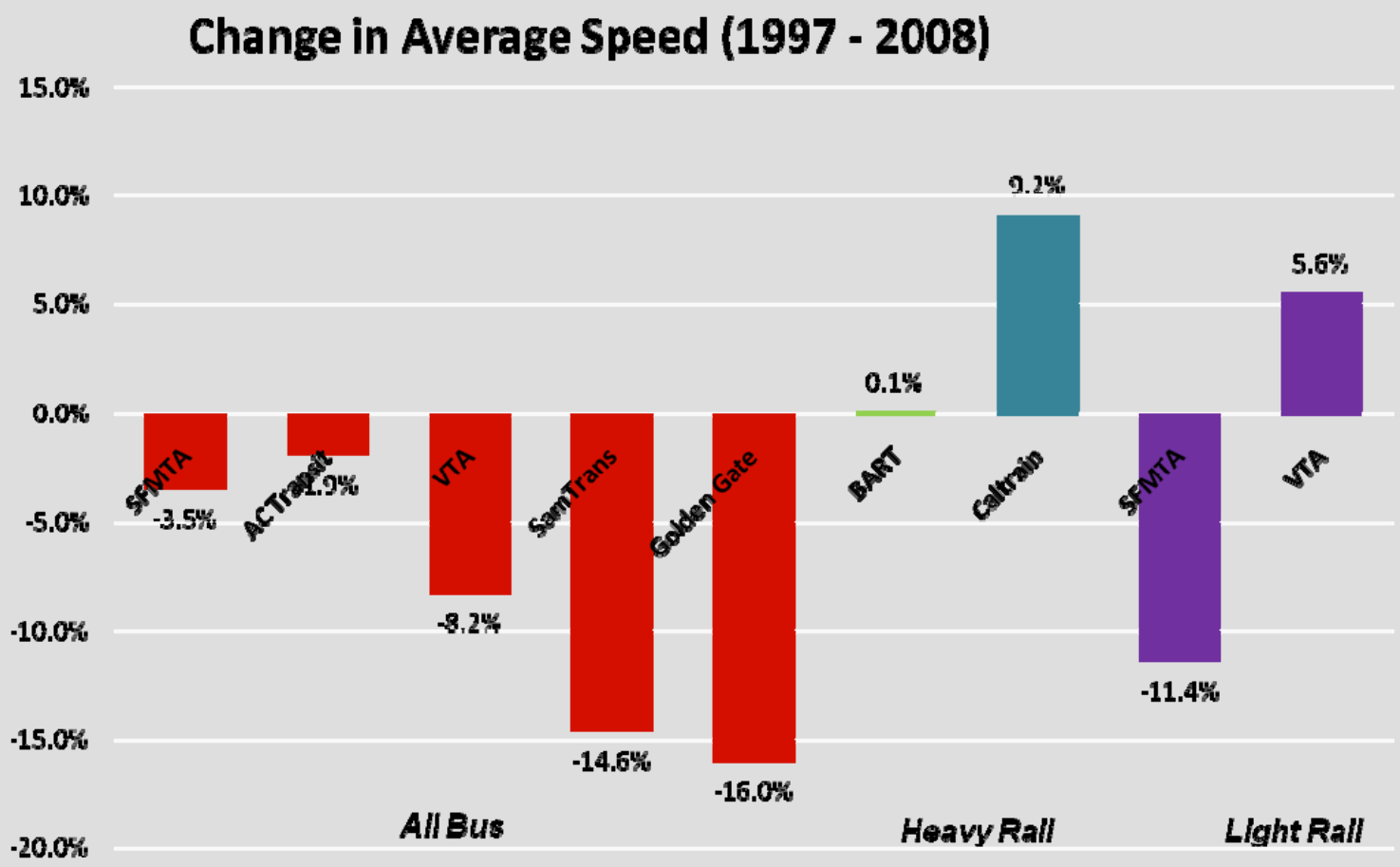
TRANSIT SUSTAINABILITY PROJECT

Service Quality: Urban Trunk

- Improve the customer's experience
  - Frequency: spontaneous use – less than 10 minute headways – in appropriate market conditions
  - Service Predictability: Predictable service is necessary for customers to depend on transit as a reliable travel choice and is particularly important for areas without spontaneous use frequency
  - Speed: benefits affecting both customer convenience and agency cost-effectiveness
    - Particularly an issue for congested Urban Trunk corridors with high ridership and resource investment
    - Requires greater investment in transit priority treatments and better coordination with cities/public works departments

TRANSIT SUSTAINABILITY PROJECT

Recent Changes in Speed



TRANSIT SUSTAINABILITY PROJECT

Speed Improvement Approach

- Focus on actively improving Urban Trunk corridors
  - Top priority corridors operate at 15 minute headways or better, and have speeds of 10 mph or less
  - Requires development of improvement program based on cost/benefit analysis and ongoing monitoring
- Consider regional funding for projects for speed improvement
- Consider incorporating local support for transit speed improvements into One Bay Area grant criteria

TRANSIT SUSTAINABILITY PROJECT

Transit Performance Initiative

- *Transportation 2035* included a strong commitment to the Freeway Performance Initiative (FPI), which identified low-cost investments that improve operating efficiency of the freeway network
- Similar initiative for transit could focus on low-cost capital investments that could improve operations and customer experience
  - Transit signal prioritization
  - Passenger circulation improvements at major hubs
  - Boarding improvements – e.g. level boarding, fare collection, new curbside infrastructure, etc.
  - Stop improvements – e.g. real-time information, shelters, lighting, etc.

Next Steps

- Take feedback from today to refine proposal
- Develop monitoring approach
- Develop Transit Priority Initiative and identify potential funding

TRANSIT SUSTAINABILITY PROJECT

Regional Corridors Analysis

TRANSIT SUSTAINABILITY PROJECT

Introduction

Objective:

- Develop planning process for major regional corridors involving multiple agencies and/or modes
- Conduct sketch level planning to inform future analysis

Proposed approach:

- Evaluate demand without regard for jurisdictional boundaries
- Align transportation network with current and future land use
- Identify transit opportunities for agency and regional consideration
- Develop performance metrics to evaluate performance and financial sustainability

Methodology

- Service planning horizon – ***2025***
- Identified ***regional corridors*** as basis for study and identified corridor catchment areas
- Evaluated ***current services***
- ***Current Regional Plans*** (Jan 2011) basis for land use, population and employment projections
- Identified projected changes in the top ***origins and destinations***
- Supplemented understanding of total market with the ***Transit Competitiveness Index (TCI)***
- Considered existing & proposed ***infrastructure and service proposals***
- Developed service concepts without regard to ***transit agency jurisdiction boundaries***

Regional Corridors

Corridors Evaluated to Date

- Peninsula
- **I-80**
- **Highway 24**
- **I-880**

Studied together due to convergence at the MacArthur Maze and Bay Bridge

- I-680
- Dumbarton
- Golden Gate
- Marin - Solano

TRANSIT SUSTAINABILITY PROJECT

System Goals

- Grow transit ridership faster than population
- Support projected population and employment growth
- Deliver the service in a cost-effective manner
- Create a high frequency, well used, seamless system for the customer

Regional System Objectives

- ***Customer Focused Service*** – High quality, competitive to auto and convenient with frequent arrivals during the peak, as well as all-day service
- ***Efficient Infrastructure*** – Time-competitive with the auto and prioritizes travel speeds either through transit priority and/or semi/fully segregated rights-of-way
- ***Market Coverage*** – Links key regional population and job centers, as well as higher-density land uses
- ***Cost Effective/ Productive*** – Minimizes operating costs while maximizing ridership relative to the amount of service provided
- ***Regionally Linked*** – Provides seamless and convenient connections to regional transit services, creating a regional transit system, as well as to subregional and local services to provide localized mobility

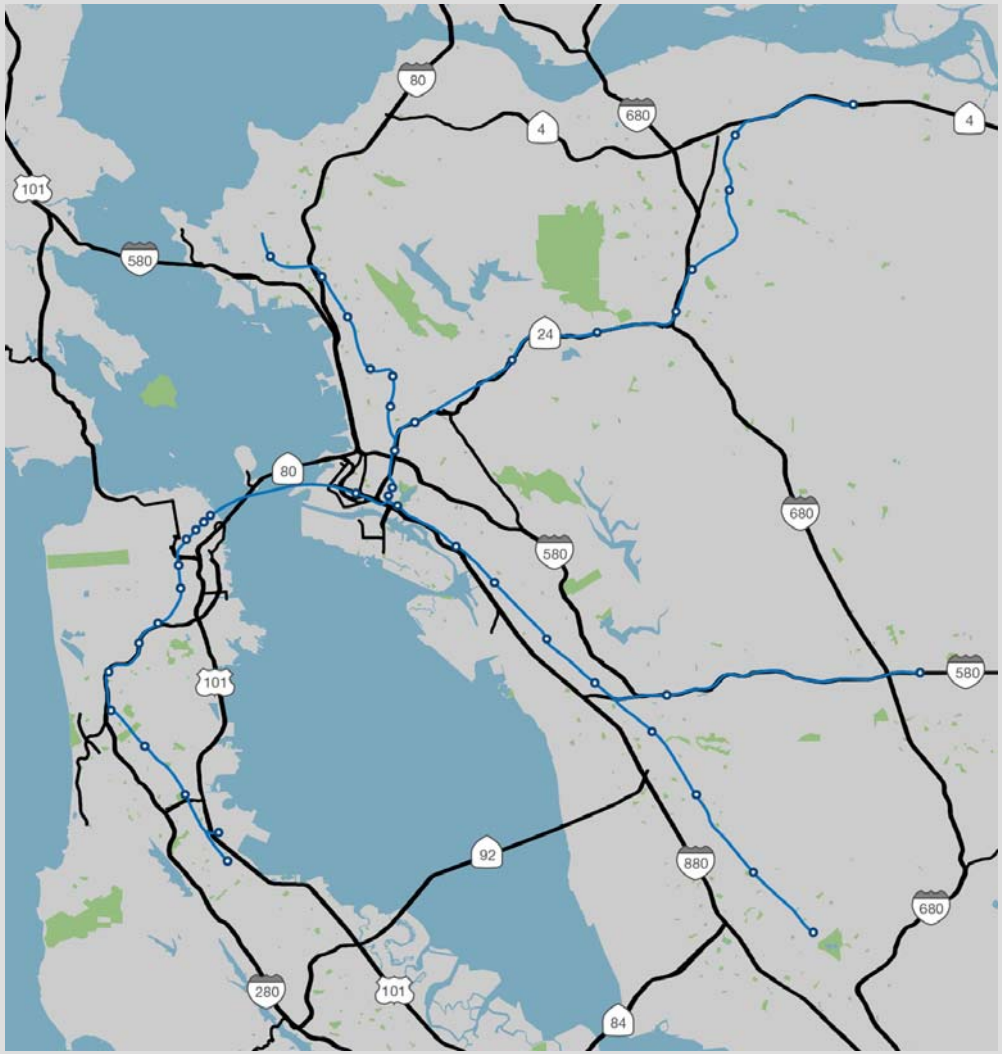
Service - How to Achieve Objectives

- **Identify "tools" needed to meet transit service objectives**
  - Define level of transit service by type of transit service (bus, rail, ferry, etc.)
  - Identify operational improvements (fare collection, express service, vehicles, real time information, etc.)
  - Identify roadway and right-of-way improvements (bus lanes, queue jumps, express tracks, HOV lanes, signal priority, etc.)

I- 80 / Hwy 24 / I-880 Projections

Market

- Within a 2.5 mile band centered on I-80/BART and I-80 from San Francisco to Solano, I-880 to San Jose, and Hwy 24
- By 2025:
  - Population increases by 300,000 to ***2.1 million***
  - Jobs increase by about 225,000 to ***1.4 million***
  - Corridor travel increases by 15-30 percent (varies by corridor and market)



TRANSIT SUSTAINABILITY PROJECT

I- 80 / Hwy 24 / I-880 TCI

Market – Transit Competitiveness

- **TCI > 100 means competitive**

Destination	Origin	TCI
Downtown San Francisco	Downtown Berkeley	16,025
	El Cerrito del Norte	1,174
	Hayward	943
	MacArthur	2,205
	North Berkeley	5,963
	Richmond	912
	Rockridge	5,206
	Vallejo	889
	Walnut Creek	885
Emeryville	I-80 Central Ave	475
	I-80 Richmond Parkway Drive	104
	I-80 Willow Avenue Hercules	103
	Macdonald Ave and I80	240
Downtown Oakland	16th Street Mission BART	4,257
	El Cerrito Plaza BART	2,878
	Fremont BART	284
	Orinda BART	87
	Richmond BART	1,307

TRANSIT SUSTAINABILITY PROJECT

I- 80 / Hwy 24 / I-880 Origins and Destinations – 2010 to 2025 AM Peak Period Travel

- Solid growth in East Bay – San Francisco travel markets
- Very high volumes during peak periods
- Reduction in trips coming from Solano County to the East Bay; small increase in trips from Solano County to San Francisco

Origin and Destination	2010 Trips	2025 Trips	Trip Growth
I-80 to downtown SF			
Vacaville to Downtown SF	1,292	1,364	6%
Benicia/Vallejo to Downtown SF	2,436	2,477	2%
Richmond/Pinole to Downtown SF	9,684	12,268	27%
Berkeley/Albany to Downtown SF	8,696	11,603	33%
Oakland to Downtown SF	15,612	21,529	38%
TOTALS	**37,720**	**49,241**	**31%**
I-80 to Oakland			
Benicia/Vallejo to Downtown Oakland	504	574	14%
Richmond/Pinole to downtown Oakland	3,080	3,530	**15%**
Richmond/Pinole to Pill Hill Hospitals, Oakland	612	749	22%
Richmond/Pinole to Oakland Industrial	528	430	-19%
TOTALS	**4,724**	**5,283**	**12%**
I-80 to west Berkeley/Emeryville			
Vacaville to west Berkeley/Emeryville	336	216	-36%
Benicia/Vallejo to west Berkeley/Emeryville	632	569	-10%
Richmond/Pinole to west Berkeley/Emeryville	4,796	5,231	9%
TOTALS	**5,764**	**6,016**	**4%**
I-80 to downtown Berkeley			
Vacaville to UC Berkeley	344	169	-51%
Benicia/Vallejo to UC Berkeley	504	474	-6%
Richmond/Pinole to downtown Berkeley	3,176	2,785	-12%
TOTALS	**4,024**	**3,428**	**-15%**

TRANSIT SUSTAINABILITY PROJECT

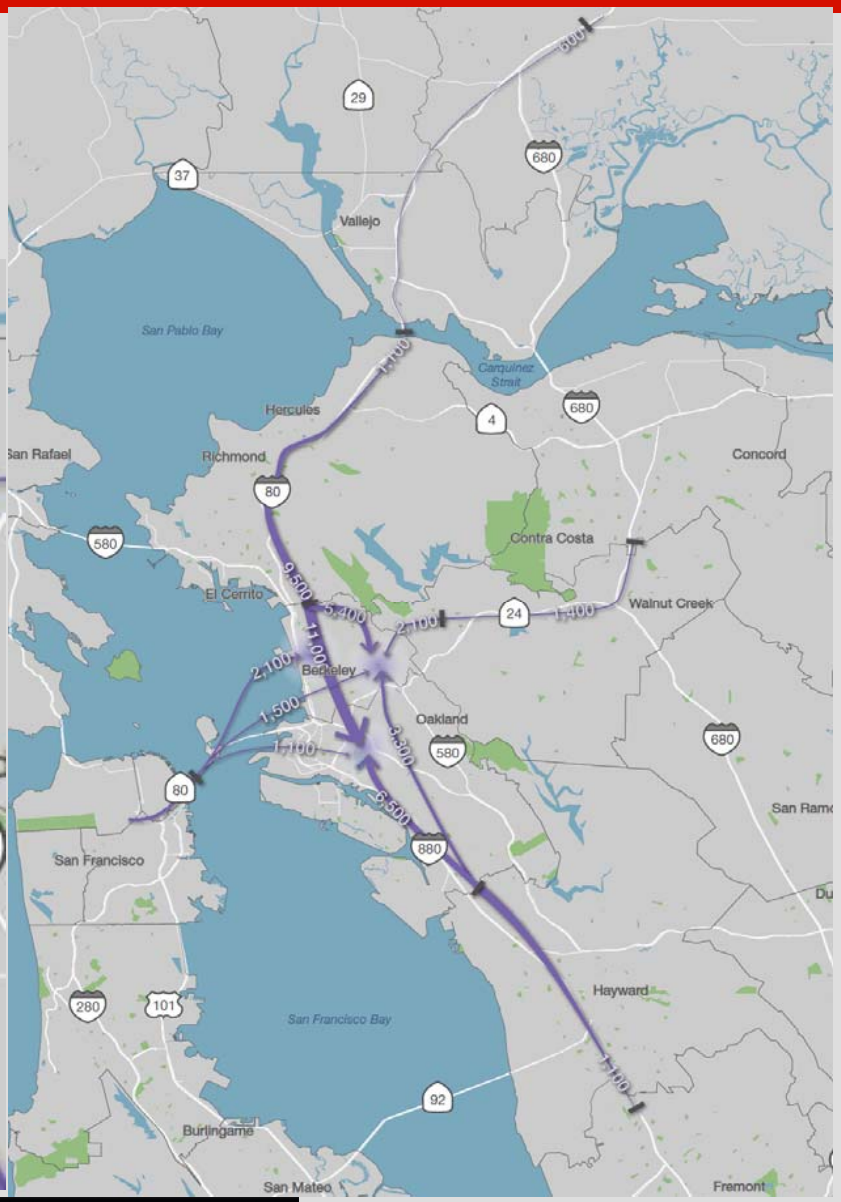
I- 80 / Hwy 24 / I-880 – Corridor Volumes

- Trips to Downtown SF from East Bay Corridors
- AM Peak Period – 2025
- Total volumes

TRANSIT SUSTAINABILITY PROJECT

I- 80 / Hwy 24 / I-880 – Corridor Volumes

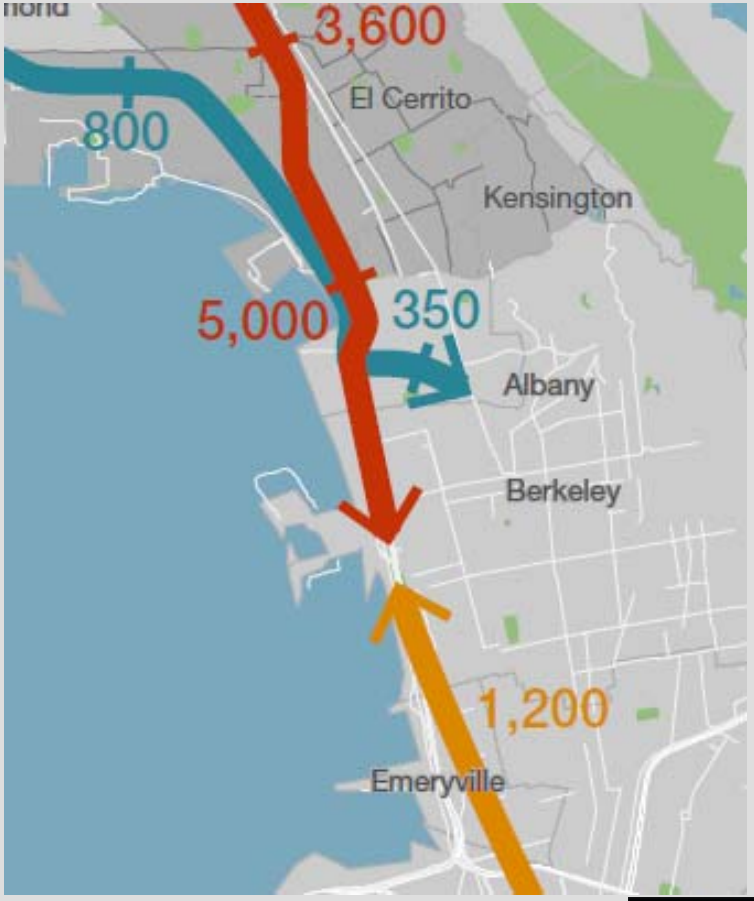
- Trips to Berkeley and Oakland
- AM Peak Period – 2025
- Total volumes

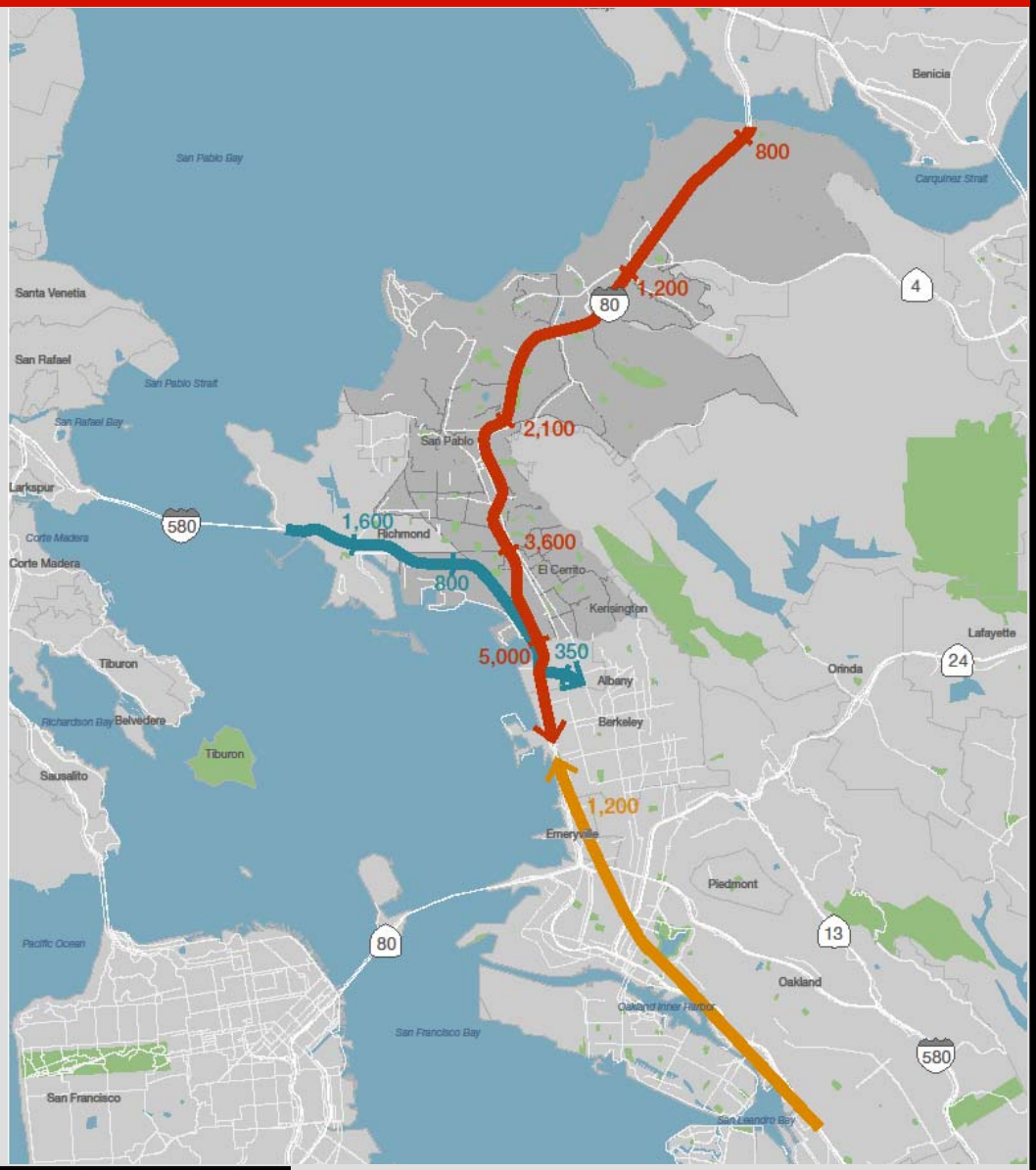


TRANSIT SUSTAINABILITY PROJECT

I- 80 / Hwy 24 / I-880

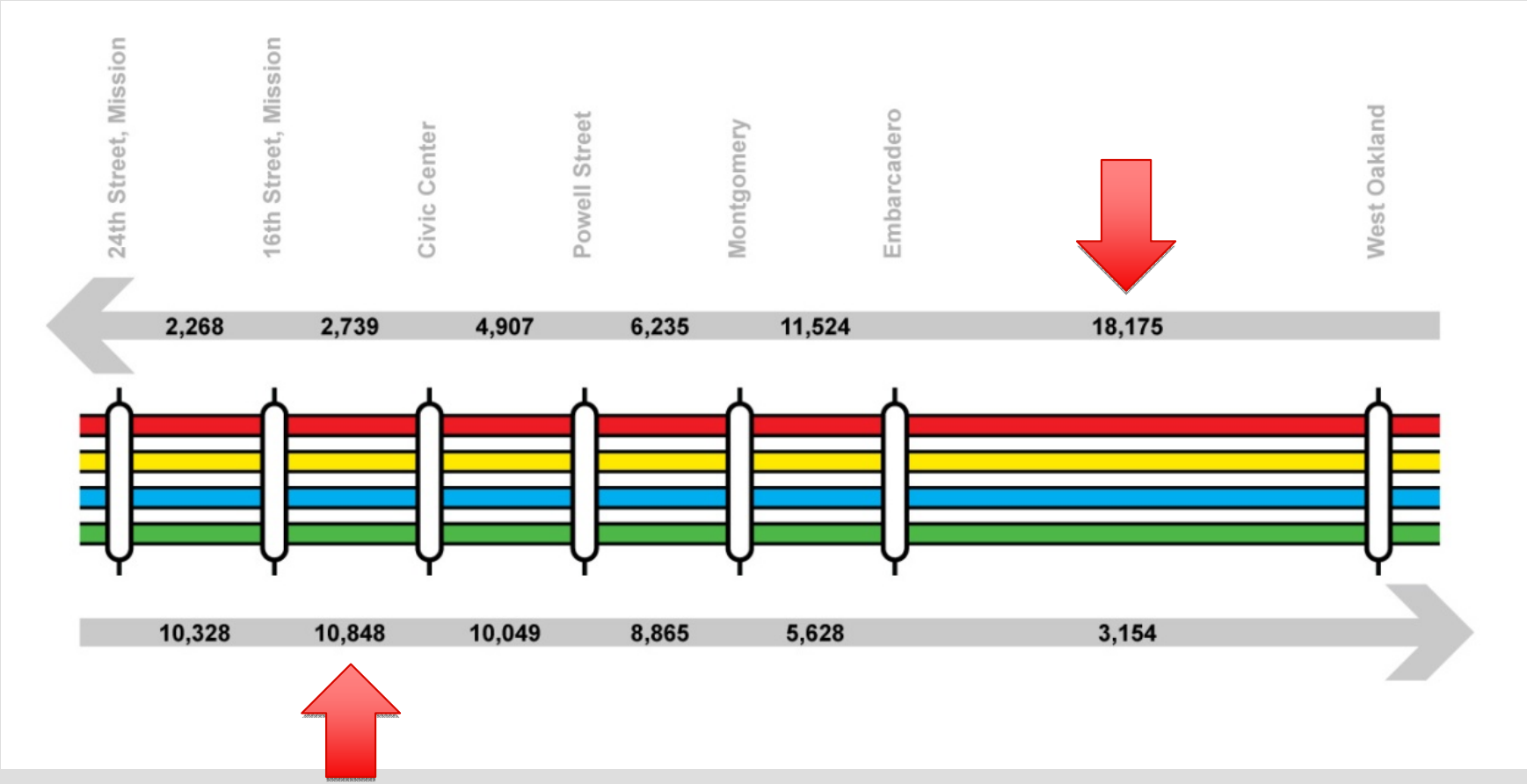
- Trips to Emeryville and West Berkeley
- AM Peak Period – 2025
- Total volumes





TRANSIT SUSTAINABILITY PROJECT

BART Loads – AM Peak Hour



- Imbalance projected to worsen by 2025; BART reaches line capacity by ~ 2025 without new signals and cars
- Embarcadero and Montgomery Stations have capacity issues that are both related and distinct from line capacity concerns

TRANSIT SUSTAINABILITY PROJECT

I- 80/Hwy 24/I-880 – Summary Findings

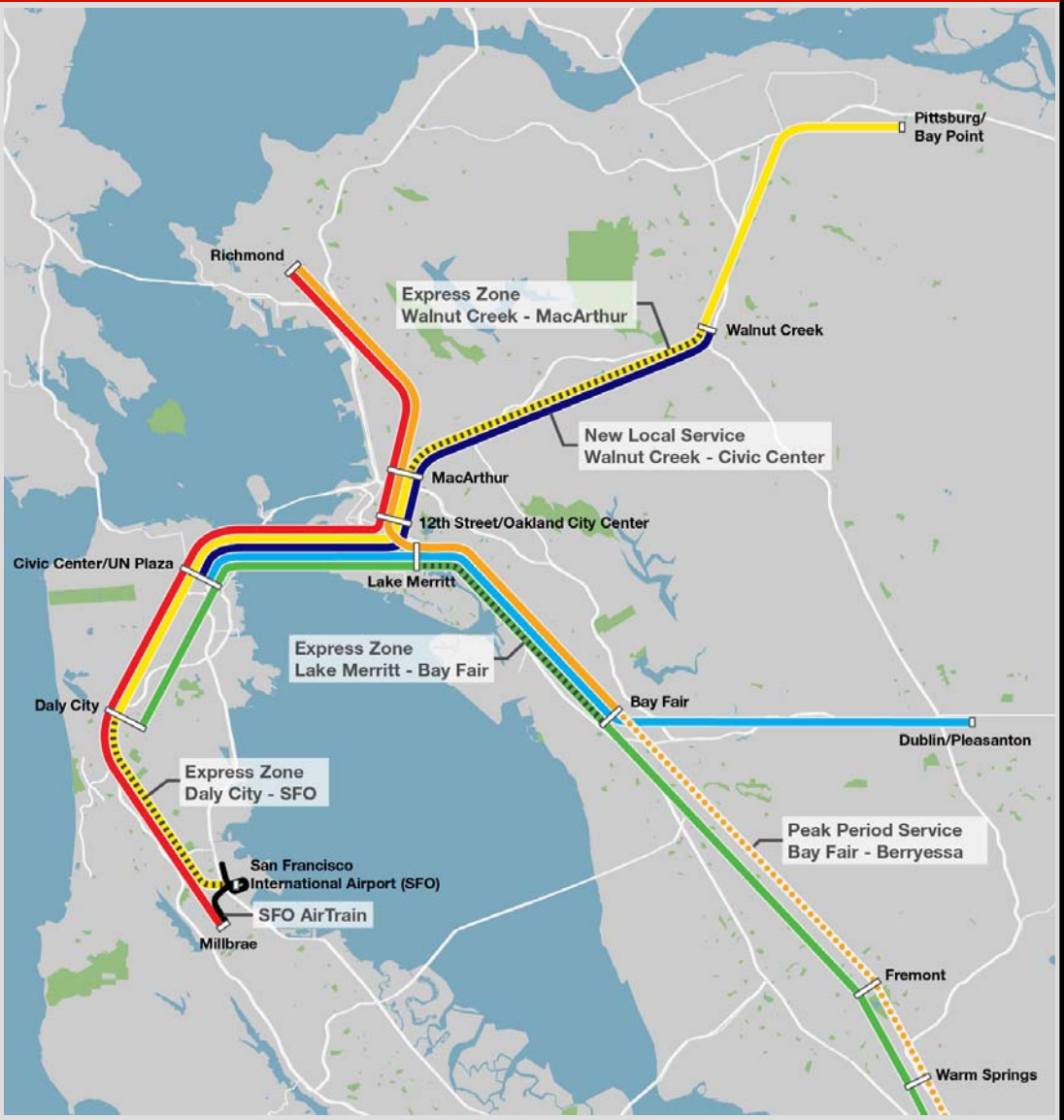
- **2025 Transportation Landscape….with no improvements**
  - BART Transbay service operates at capacity in the AM westbound peak hour; big WB/EB ridership imbalance
  - I-80 bus service operates in overlapping routes
  - Market demand for regional links to Emeryville and west Berkeley are not being met

TRANSIT SUSTAINABILITY PROJECT

BART Service Concepts

Weekday BART Changes –

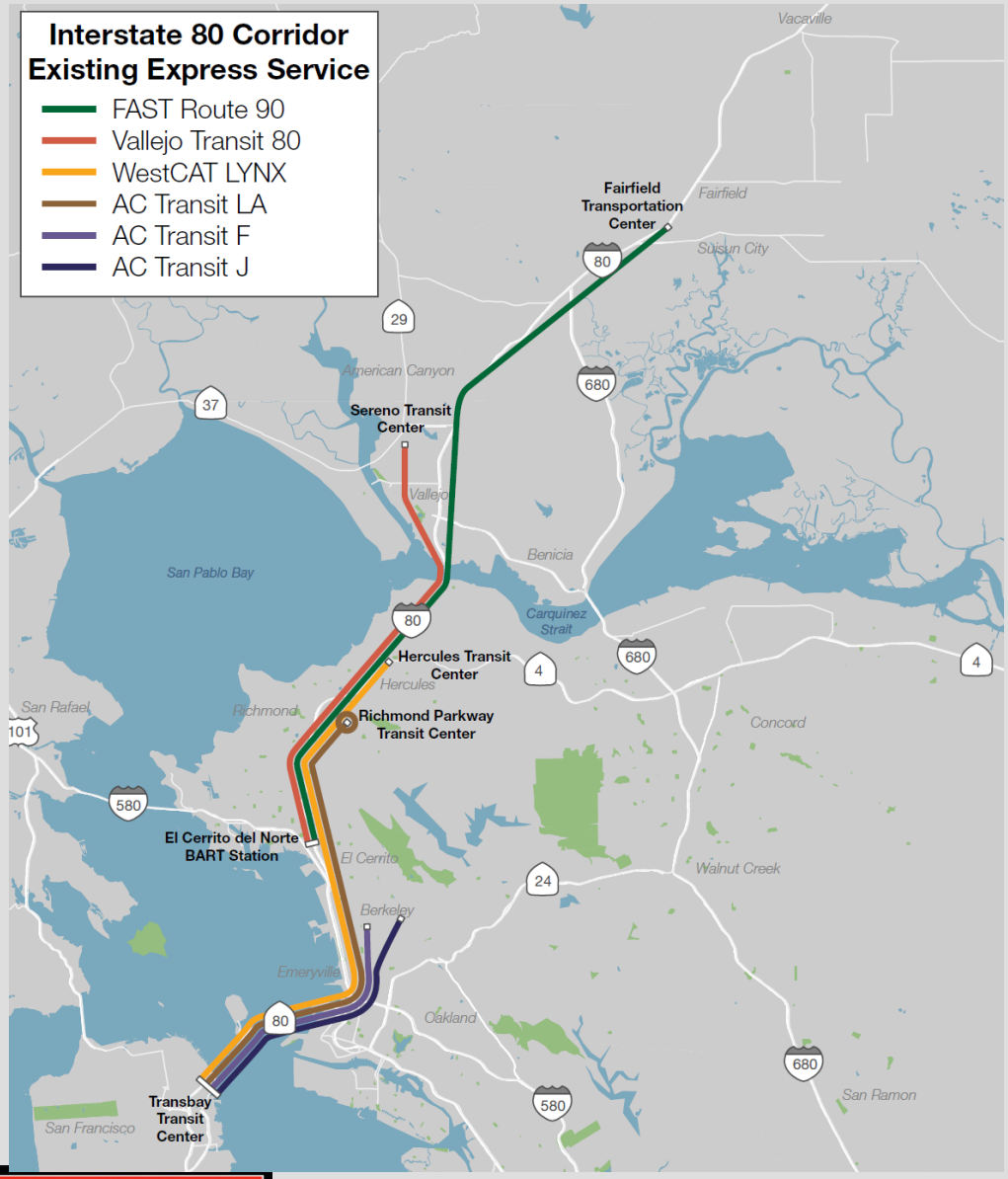
- More TransBay Service through a new signal system and rail cars
- Civic Center and Bay Fair turnbacks reduce operating costs
- Express trains and the addition of local trains reduce BART operating costs, increases speeds, and increases seating available to riders in the core
- In-fill BART stations improve access in the core and provides for streamlined bus service



TRANSIT SUSTAINABILITY PROJECT

I-80 Bus Service Concepts

- **How it works now:** I-80 service a mix of BART feeders and express buses into San Francisco provided by four operators with four separate all day services
- **What's missing:** Little ability to travel within the I-80 corridor (i.e., Pinole to Vallejo), west Berkeley & Emeryville rely on shuttles to BART for regional trips.
- **Into the future:** Large growth projected for travel in the corridor; BART crowding, particularly at peak periods; bus service supplements rail and provides service where rail access limited.

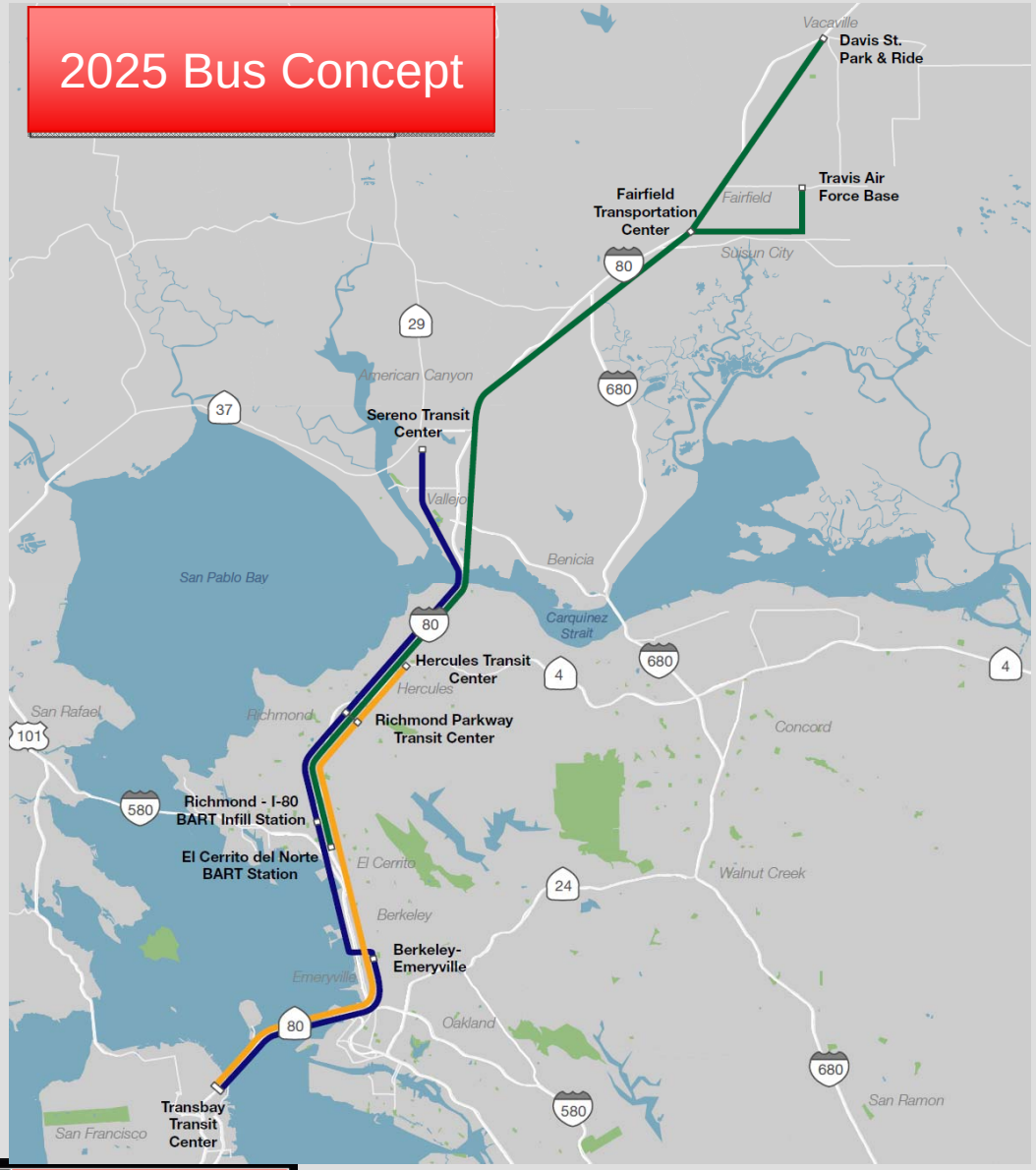


TRANSIT SUSTAINABILITY PROJECT

I-80 Bus Service Concepts

2025 Bus Concepts

- **How it can work:**
  - Streamlining bus routes allows continuous service into San Francisco, and discontinues duplicate bus service
  - Grand-MacArthur BRT supplements BART; serves West Oakland
  - I-80 buses converted to freeway BRT with on-line stations and fast service
  - New BART Station at Richmond I-80 allows fast transfers from bus to BART and allows buses to continue into Emeryville with minimal delay.



TRANSIT SUSTAINABILITY PROJECT

I-80 Service Concepts – Recap

- Merge I-80 bus services, extend basic corridor service to Vallejo
  - Adds additional corridor capacity, allows incremental expansion
  - Allows for fewer routes, but routes with better service frequencies
  - Creates new, all-day direct service to west Berkeley and Emeryville
- I-80 Corridor Bus Stations
  - Provides faster access to local areas from travel origins.
  - Allows station to station/suburb to suburb travel at little increase in operating cost.
- AC Transit Route NL Converts to BRT
  - Provides supplemental Transbay service for BART relief and also encourages development in West Oakland and downtown Oakland through high speed, frequent transit service.

Regional Corridors – Observations

- Work has been conceptual in nature but points to the need for joint planning in regional corridors
- Lack of comprehensive planning leads to conflicting priorities for capital investments

Recommended Next Steps:

- Formalize planning process for corridors with multiple operators
- Initiate multi-operator working groups to further detail the concepts identified in the regional corridor sketch analysis
- Establish timelines for corridor action plans

ADA Paratransit

TRANSIT SUSTAINABILITY PROJECT

Paratransit Studied Separately from Fixed Route Service

- Unique mode dependent on fixed route structure
- Vulnerable population served: frail elderly and disabled
- Costs are driven by different factors than fixed route
- Affected by cutbacks in social services transportation

Process

- Technical Advisory Committee of 8 transit operators
- Ad Hoc Committee of contract providers
- Briefings of MTC Policy Advisory Council, Equity and Access Subcommittee
- Outreach to ADA paratransit riders – in process for September and October

Analysis Steps

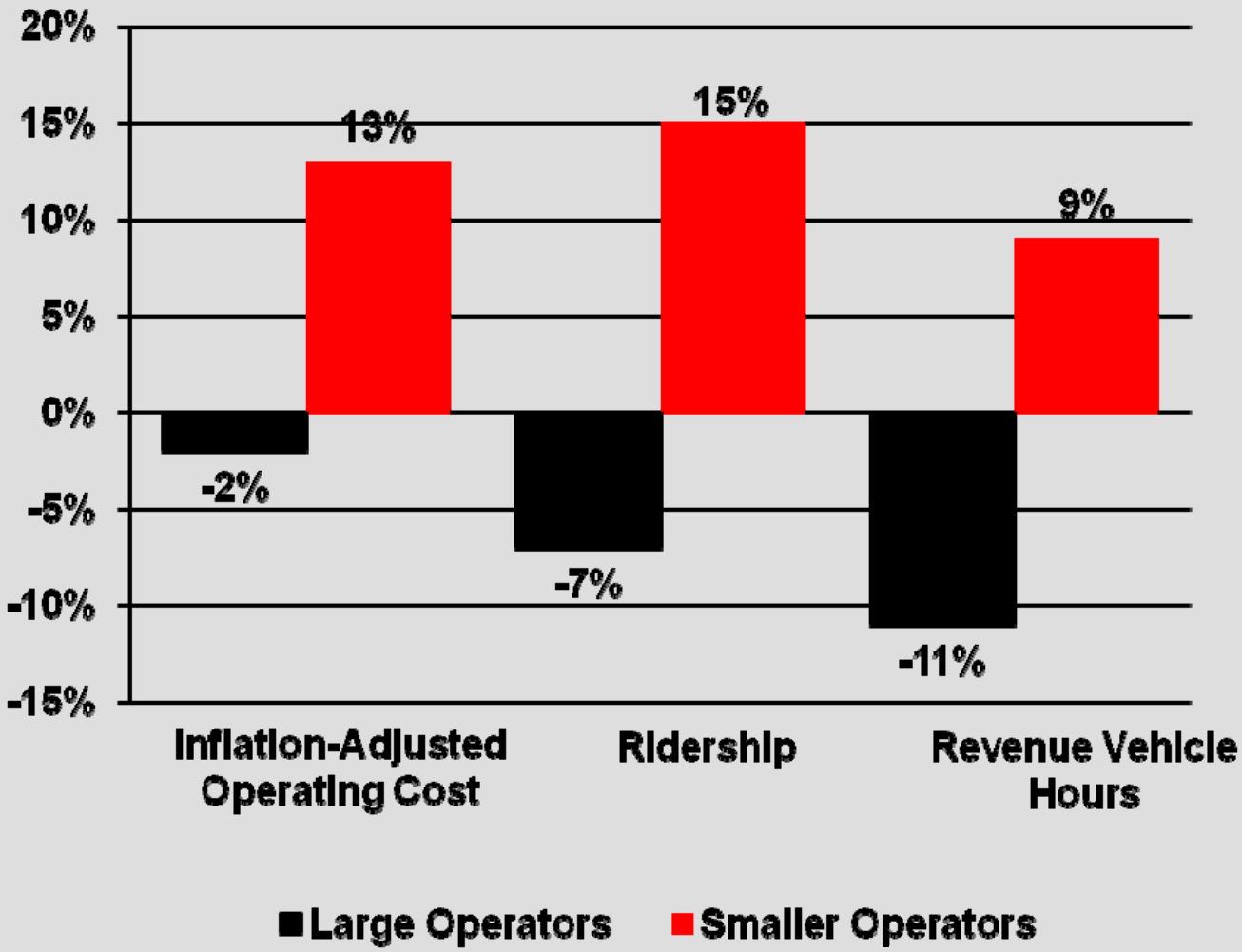
- Review of existing services and trends
- Indentify strategies to manage cost and increase mobility
  - Review of national experience and literature
  - Survey of Bay Area operators
  - Review prior MTC and local plans
- Evaluate potential financial and service impacts of strategies
- **Identify Regional Priority Strategies**

ADA Paratransit Overview

- ADA Paratransit is required as a civil right – no funding is provided
- Must be "comparable" to fixed-route services:
  - No capacity constraints
  - Same hours and area as fixed-route
  - No trip purpose rules
  - Fare no more than twice basic adult fare
  - Reservations up to the day before service
- Accounts for over 5% of total public transit operating cost in the Bay Area and about 1% of public transit trips in the Bay Area*
- All service is operated by contract providers – roughly 90% of all paratransit costs are for purchased transportation

*MTC 2009-10 Statistical Summary

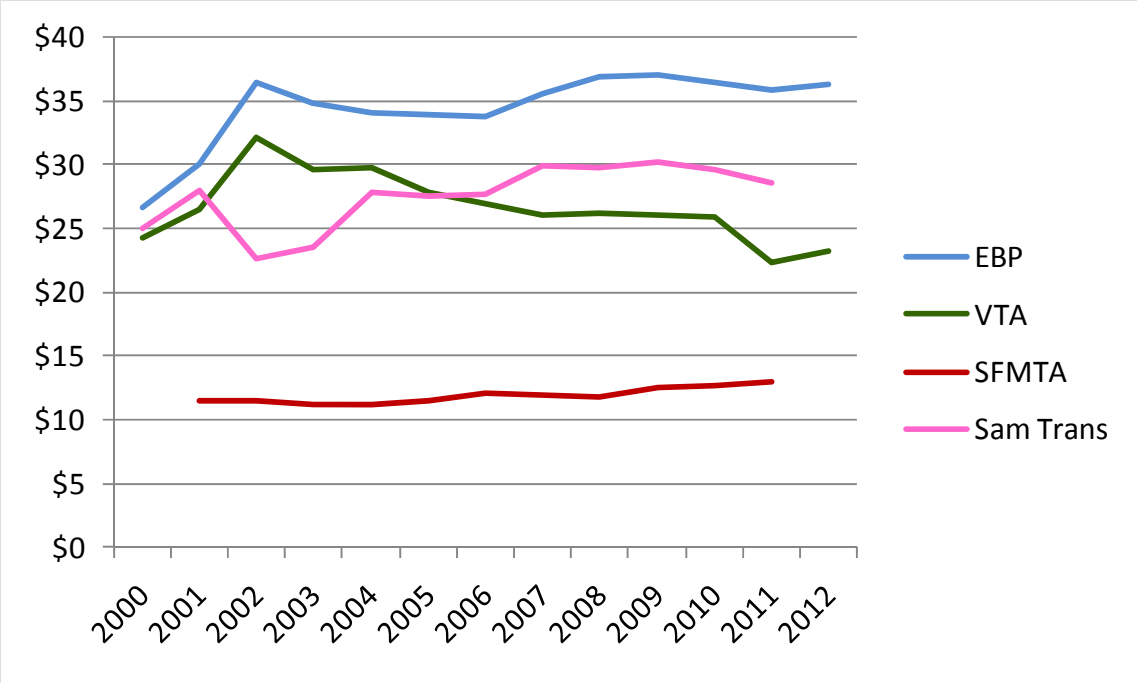
Bay Area Operators: Percent Change in Paratransit Cost and Performance Indicators (2005 – 2010)



Source: Survey of Eight Bay Area Transit Operators.

TRANSIT SUSTAINABILITY PROJECT

Inflation-adjusted Cost per Passenger-Trip

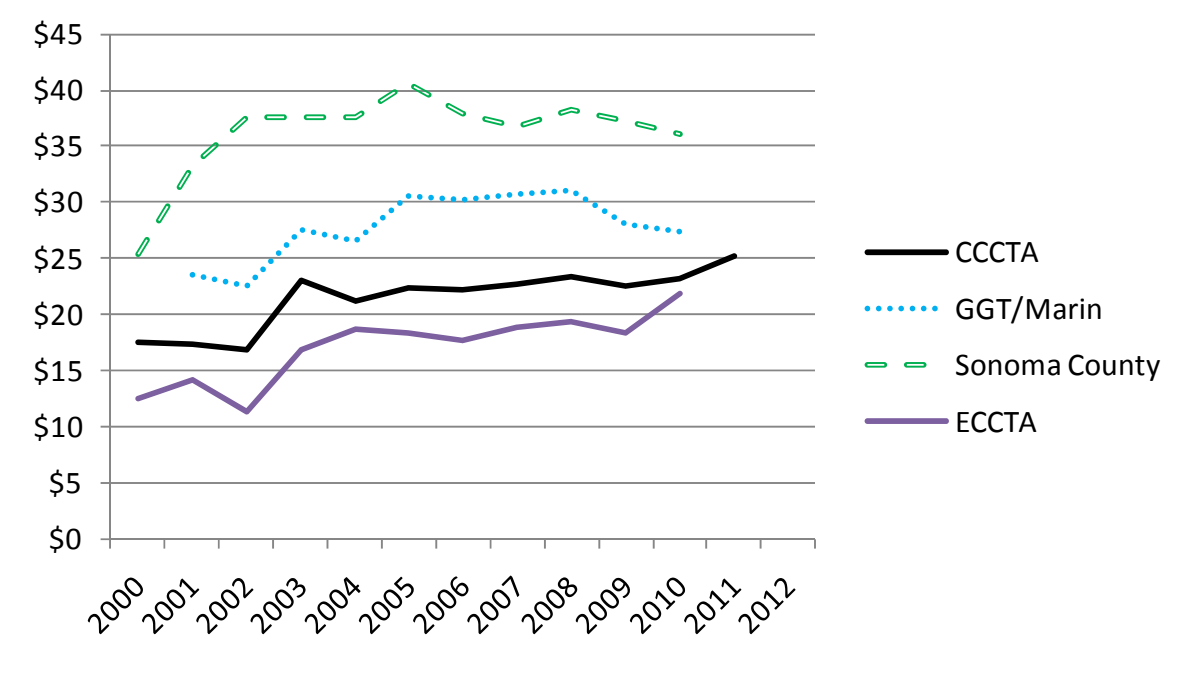


Eligible riders only, except for SamTrans

- Large operators have contained cost growth, especially since about 2003.
- Large operators have implemented eligibility certification methods more closely reflecting ADA requirements.
- Other cost containment methods: taxi service (SFMTA), human services coordination (VTA), service policy changes, staff reductions.

TRANSIT SUSTAINABILITY PROJECT

Inflation-adjusted Cost per Passenger-Trip



Eligible riders only except for ECCTA

- Improved ADA compliance in the early part of the decade increased costs for most small operators
- CCCTA and ECCTA seeing large increases in dialysis patient trips in recent years
- Sonoma County using volunteer drivers in recent years instead of increasing contract operations

TRANSIT SUSTAINABILITY PROJECT

Cost Pressures

- Aging population
- Mainstreaming of activities by people with disabilities
- Growth in trips from human service agencies
- Increased demand for dialysis treatment transportation
- Improvements in paratransit service quality
- Increased contract rates driven by fuel, health care, insurance
- Longer trips due to regionalization of medical services
- Larger mobility aids (e.g., wheel chairs, walkers, etc.)

Customer Service Issues

Based on outreach to date, further customer outreach scheduled for September and October of 2011

- Late vehicles
- No-show vehicles
- Lack of communication about late vehicles
- Long rides, due to trip grouping
- Transfers between agencies
  - connecting with second operator sometimes difficult
  - safety at transfer points
  - scheduling

Strategies to Manage Costs and Improve Mobility

Strategies were analyzed in five areas:

- Demand Management Strategies
- Productivity Measures
- Cost Containment Strategies
- Restructuring Service
- Alternatives to ADA Paratransit

Priority Regional Strategies

Proposed Top-Tier Strategies:

1. Shift more trips from paratransit
   - Improvements to fixed-route transit
   - Travel training and promotion of transit
   - Walkable communities, complete streets, and land use planning
2. Manage demand more effectively
   - Improve ADA paratransit certification process
   - Implementing conditional (trip by trip) eligibility
   - Premium charges for service beyond ADA requirements
3. Create mobility managers in one or more subregional areas to better coordinate resources and serve customers

Improvements to Fixed-Route Service

- Make fixed-route service as welcoming as possible
- Involves bus operators and station agents, route planning, stop placement, facility design, information, vehicle design
- Potential to reduce the need for paratransit
- Supports other strategies: conditional eligibility, travel training, paratransit feeder to fixed-route service, and fixed-route fare incentives

Travel Training and Promotion of Transit

- Teaching people with disabilities how to use fixed-route transit
- Empowers individuals and increases mobility
- Reduces dependence on ADA paratransit
- Includes group training and intensive one-on-one training
- Target groups: seniors, recently disabled
- Goes hand-in-hand with fixed-route service enhancements
- Many Bay Area operators have programs, but all could be expanded

Walkable Communities, Complete Streets, and Land Use Planning

- Goals:
  - Easier access to transit
  - Ability to access neighborhood stores and services on foot or by wheelchair
- Elements:
  - Sidewalks, crosswalks, street and intersection design ("complete streets")
  - Locate facilities and services close to transit
  - Accessible path of travel to transit stops
- Benefits all users of the street and transit network
- Most efforts need leadership from local jurisdictions with transit agencies playing a secondary role
- Plan Bay Area focus on integrating transportation and land-use

Improve ADA Eligibility Certification Processes

- More use of expert assessments by trained staff, including functional assessments
- Can empower people with disabilities by directing them to the best mode of travel
- Three operators exhibit best practices indicating potential cost reduction of 5% to 10%
- Requires public education to explain why it's needed; sensitive communication about travel options
- Smaller operators may need to work together due to resource constraints

Implementing Conditional (Trip by Trip) Eligibility

- Conditional eligibility determines that a rider can use fixed-route transit for <u>some</u> trips, <u>some</u> of the time
- Limited use by Bay Area operators
- Implementation:
  - Examine specific trips by a conditionally eligible rider
  - Determine if they could be made using fixed-route transit
  - Apply these results when future trips are reserved
  - Provide travel training as needed
- Savings of at least 1% and possibly as much as 17% based on peer experiences (Seattle, Salt Lake City, Pittsburg and Santa Clara County)

Premium Charges for Service Beyond ADA Requirements

- Trips to human service agencies are a major segment of ADA paratransit demand and are expected to grow, particularly as a result of service agency budget cuts
- Specifically permitted by ADA, but rarely implemented – any fare that can be negotiated is permitted
- Charge a higher fare for service tailored to the needs of human service agencies, for example:
  - Guaranteed maximum ride time
  - Client grouping maintained
- Could improve service experience for consumers who utilize human service agencies
- Could raise revenue and encourage coordination by human service agencies and maintenance of existing human service transportation

Create Subregional Mobility Managers

- Subregional or county level management of service delivery
  - Coordinate travel options for consumers of ADA Paratransit, Human Service Agency and other services
  - Opportunity to improve experience for consumer and save costs for all participants
  - Isolated examples of coordination now: vehicle sharing by a non-profit broker
  - Consolidated Transportation Services Agency (CTSA) is one model

Next Steps

- September 2011 - Conduct 3 customer focus groups on top strategies - invitees from all 9 counties
- Late 2011 - TSP Project Steering Committee – consider priority recommendations
- Final draft to Commission: early 2012
- Develop implementation plan for selected strategies