

Sacramento Area Council of Governments (SACOG)

Next Generation Transit Strategy

Final Report | September 2021



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Executive Summary



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Executive Summary

In 2020 the Sacramento Area Council of Governments (SACOG) adopted a visionary 20-year plan, known as the Metropolitan Transportation Plan and Sustainable Communities Strategy (MTP/SCS), to chart future growth of the six-county region. Central to this vision is a high quality, resilient, and sustainable public transit system that connects travelers to key destinations across the region and enables continued housing and job growth. While the COVID-19 pandemic has upended our world in so many ways, this fundamental aspiration for a prosperous, thriving region of diverse urban, suburban and rural communities connected by an effective multimodal transportation network remains unchanged.

The Next Generation Transit Strategy refines this 2040 vision for public transit and includes an actionable set of four Focus Areas, each with a several strategies for implementation. The plan was developed collaboratively over the course of eight months with input from transit operators, county transportation authorities, advocates and business groups.

Goals for the Next Generation Transit Strategy		Key Performance Indicators
	FAST AND RELIABLE Getting around by transit is fast, reliable and competitive with driving	▲ Average speed of transit ▲ Frequency and span of service
	EQUITABLE Reduced disparities in travel time and cost; more travel options for disadvantaged communities	▼ Travel cost as a share of income ▲ Speed, frequency, and span of service in DACs ▲ Travel options in DACs
	MOVES THE ECONOMY Improved transit access to top employment centers and destinations	▲ Jobs within a 30 min transit ride ▲ Jobs within a 1/2 mile of transit
	USER FRIENDLY Transit feels easy, seamless, and safe for all users	▲ Customer satisfaction and on-time performance ▲ Vehicle and asset state of good repair ▲ % of stops and vehicles that are ADA-compliant
	INTERCONNECTED More coordination between agencies leads to better service for all	▼ Transfer penalties (wait time, cost) across operators ▲ Connect Card usage ▲ Consistency of plans, processes, and metrics
	COST-EFFECTIVE Makes the best use of public dollars by minimizing cost while maintaining or increasing ridership	▲ Passengers per mile ▼ Cost per revenue mile
	FINANCIALLY SUSTAINABLE Service is adequately and consistently funded	▲ Transit operating funding per capita ▲ Transit capital funding per capita
	CLIMATE SMART Meets or exceeds targets for renewable energy, emissions and VMT	▲ % of fleet that is zero emission vehicles ▲ Non-auto mode share ▼ Per capita VMT

A challenging time for transit

We began with a review of the state of transit in the region, including a detailed analysis of travel data from before the onset of the COVID-19 pandemic and midway through the pandemic. This review identified that transit faced major challenges before the pandemic, and that these challenges have accelerated and compounded over the last year, including:

- Trips on transit are 4-6 times slower than trips by car.
- Trips on transit declined by 70-90% during the pandemic; with express buses traveling from suburban areas to downtown Sacramento being the hardest hit.
- The region has been successful at piloting innovative, demand-responsive transit models such as SacRT's SmartRide and West Sacramento On-Demand, as well as with shared e-bike and scooter programs.
- These services were more resilient during the pandemic than fixed-route transit, seeing smaller drops in service and recovering more quickly to pre-pandemic levels.
- According to 2020 Census data, fewer than half of the residents in Placer, El Dorado, Yolo, Yuba and Sutter counties work in the same county where they live. However, the region's eight transit operators are largely oriented toward local trips, making it difficult to serve trips that cross operator boundaries. Express commuter buses to downtown Sacramento face an uncertain future as remote work increases.

A collaborative effort

Utilizing the data and trends gleaned from this review, the Next Generation Transit Strategy team engaged with key stakeholders to discuss these challenges and identify potential solutions. Two advisory committees were formed to advise and provide guidance to the project team throughout this process.

A Policy Advisory Committee (PAC) comprised of business interests, transit advocates, social justice and community leaders, and regional agency voices.

A Technical Advisory Committee (TAC) comprised of senior staff from each of the transit operators in the region.

Over the span of four meetings each, the PAC and TAC provided input on project goals and scope of work, reviewed and commented on the existing conditions analysis, and reviewed multiple iterations of strategy recommendations.

Overview of Recommended Strategies

			
Seamless User Experience Cohesive Simplify fares and trip planning Comfortable Make vehicles, stations and stops attractive, safe and easy to navigate Connected Improve access to stations	Planning and Funding Strategic Advocate for new funding by articulating consistent priorities across the region Responsive Invest in data and analyses to respond to changing conditions	Transit Design and Delivery Targeted Focus limited resources to deliver high-quality transit in key corridors Fast Prioritize transit on roads and in traffic operations Flexible Pilot new service models in low-density areas	Reduce Mobility Disparities Inclusive Elevate and prioritize the needs of disadvantaged travelers Equitable Speed up transit, make it more affordable, and add travel choices for low-income travelers

Implementation

While the project was envisioned before the pandemic, the crisis has brought forth a new level of complexity and challenge. As transit agencies across the world grapple with how to sustain themselves in the face of declines in ridership, the Next Generation Transit Strategy provides a roadmap to shape the recovery in the near term, while positioning for longer-term shifts that are necessary for transit to thrive.

Implementing the plan will require continued coordination across jurisdictional boundaries. Regional planning entities like SACOG, along with transit operators, municipalities, county transportation authorities, the private sector and community advocates all have a role to play in delivering a resilient, equitable and sustainable mobility network for the region.

1. Introduction

In 2020 the Sacramento Area Council of Governments (SACOG) adopted a 20-year vision for the future of the six-county region. This plan, known as the 2020 Metropolitan Transportation Plan/ Sustainable Communities Strategies (MTP/SCS), identified a land use, transportation, and economic development blueprint to shape the future growth of the region.

While the subsequent COVID-19 pandemic has upended many of the trends and forecasts that underlie the MTP/SCS, its fundamental aspiration remains unchanged for a prosperous, thriving region of diverse urban, suburban and rural communities connected by an effective multimodal transportation network.

Central to this vision is a high quality, resilient, and sustainable public transit system that connects travelers to key destinations across the region and enables continued housing and job growth. The Next Generation Transit Strategy refines the vision for public transit and includes an actionable set of four Focus Areas, each with several strategies for implementation. These strategies are broken into Long-term, aspirational strategies that define what a next generation system should be in 2040, and Short-term (1-5 year) actions that move toward the longer-term vision and support the region's recovery from the pandemic.

According to the 2020 MTP/SCS, the six-county SACOG region will experience tremendous growth over the next 20 years. By 2040, the region will add 620,000 more people and 270,000 new jobs. Demographics will also shift: by 2040, people of color will represent 51% of the population. People will also live and work closer to transit; by 2040, 500,000 homes and 650,000 jobs will be located close to high-frequency transit.

Today, 38% of the region's population live in disadvantaged communities ("Environmental Justice" areas as defined by the MTP/SCS). Households in these regions tend to use transit, walk, and bike at significantly higher rates than those in non-disadvantaged communities. According to the MTP/SCS, EJ community residents walk 50% more, bike 57% more, and are more than twice as likely to take transit than individuals in other areas of the six county Sacramento region.¹

While the project was envisioned before the pandemic, the crisis has brought a new level of complexity and challenge to this effort. As transit agencies across the world grapple with how to sustain themselves in the face of unprecedented declines in ridership, this project provides an opportunity to assess the impact of the pandemic and identify strategies to shape the recovery in the

¹ https://www.sacog.org/sites/main/files/file-attachments/appendix_h_-_environmental_justice_analysis_0.pdf?1573685797.

near term, while positioning for longer-term shifts that are necessary for transit to thrive.

Implementing the strategies in the Next Generation Transit Study will require regional planning entities like SACOG, transit operators, municipalities, county transportation authorities like Placer County Transportation Planning Agency (PCTPA) and El Dorado County Transportation Commission (EDCTC), and private entities, to all play a role in the implementation of the Next Generation Transit Study. The Focus Areas and Strategies outlined in Section 4 list the key roles and responsibilities to move forward.



2. Vision, Goals, and Key Performance Indicators (KPIs)



2.1 Vision Statement

The Next Generation Transit Network should focus on improving service for all current and future transit riders in the Sacramento region, while prioritizing the most vulnerable populations. Service should be reliable, affordable and interconnected. It should:

- Offer frequencies, speed, and service spans that make transit more competitive with driving.
- Address mobility disparities for disadvantaged, low-income and transit-dependent populations.
- Attract sufficient passengers to enable the sustainable and efficient land uses envisioned in the MTP/SCS.
- Leverage emerging technology to enable a seamless travel experience across urban, rural and suburban contexts and be tailored to customer needs.

2.2 Goals and KPIs

The MTP/SCS established broad goals related to people, places, and travel. This report builds on the MTP/SCS by identifying specific goals for the region's transit network that align with the goals of the MTP/SCS. The goals in this report are outcome-oriented, designed for progress to be measurable. Future changes and improvements should be consistently evaluated and measured against these goals. Note that these are in alignment with the more traditional reporting methods like the National Transit Database (NTD), which operators already track.

Key Performance Indicators (KPIs) are objective measures of performance against each of the goals. Their purpose is to permit objective evaluation of the performance of the transit system over time.

Figure 2: Goals and KPIs

Goals for the Next Generation Transit Strategy		Key Performance Indicators
	FAST AND RELIABLE Getting around by transit is fast, reliable and competitive with driving	▲ Average speed of transit ▲ Frequency and span of service
	EQUITABLE Reduced disparities in travel time and cost; more travel options for disadvantaged communities	▼ Travel cost as a share of income ▲ Speed, frequency, and span of service in DACs ▲ Travel options in DACs
	MOVES THE ECONOMY Improved transit access to top employment centers and destinations	▲ Jobs within a 30 min transit ride ▲ Jobs within a 1/2 mile of transit ▲ Increase long range transit commute service options
	USER FRIENDLY Transit feels easy, seamless, and safe for all users	▲ Customer satisfaction and on-time performance ▲ Vehicle and asset state of good repair ▲ % of stops and vehicles that are ADA-compliant
	INTERCONNECTED More coordination between agencies leads to better service for all	▼ Transfer penalties (wait time, cost) across operators ▲ Connect Card usage ▲ Consistency of plans, processes, and metrics
	COST-EFFECTIVE Makes the best use of public dollars by minimizing cost while maintaining or increasing ridership	▲ Passengers per mile ▼ Cost per revenue mile
	FINANCIALLY SUSTAINABLE Service is adequately and consistently funded	▲ Transit operating funding per capita ▲ Transit capital funding per capita
	CLIMATE SMART Meets or exceeds targets for renewable energy, emissions and VMT	▲ % of fleet that is zero emission vehicles ▲ Non-auto mode share ▼ Per capita VMT

3. Methodology

The recommended Focus Areas and Strategies are the result of a comprehensive six-month process, which included the following steps:

- 1. Existing Conditions Review:** The project team analyzed trends, challenges, and opportunities using available regionwide travel data, reviewed, and synthesized relevant plans and policies. (See Section 3.1 for a synthesis of key findings from the existing conditions review).
- 2. Engagement of Key Stakeholders:** Two advisory committees were formed to advise and provide guidance to the project team throughout this process.
 - A **Policy Advisory Committee (PAC)** comprised of business interests, transit advocates, social justice and community leaders, and regional agency voices.
 - A **Technical Advisory Committee (TAC)** comprised of senior staff from each of the transit operators in the region.

Over the span of four meetings each, the PAC and TAC provided input on overall project goals and scope of work, reviewed and commented on the existing conditions analysis, and reviewed multiple iterations of strategy recommendations (see Section 3.3 for more detail).

The project team also presented project updates to the SACOG Transportation Committee (TC), the SACOG Transit Coordinating Committee (TCC),

Regional Planning Partnership (RPP) and the SACOG Board throughout the planning process.

- 3. Vision, Goals and Key Performance Indicators:**

The project team solicited input from key stakeholders to identify the vision and goals for the region's transit network that align with and implement the goals of the MTP/SCS. We then developed KPIs that align with project goals. These KPIs were used to evaluate and prioritize the recommended strategies (see Section 4 for more detail).

- 4. Strategy Development:** The central task in this effort was the development of the long- and short-term strategies that come together to form the Next Generation Transit Strategy. We used a multi-step process to develop the final set of strategies presented in this report. That process is described in more detail below (see Section 4.2 for more details).
 - Strategy Identification: Identified a long list of potential strategies to meet the Vision, Goals, and KPIs.
 - Multicriteria Analysis: Engaged in a multicriteria analysis, a multi-step, quantitative and qualitative evaluation of each long list strategy.
 - PAC and TAC Evaluation and Ranking: Solicited feedback on all strategies at PAC and TAC meetings via online ranking and direct email feedback.
 - Results: Summarized results of the multicriteria analysis into final recommended long- and short-term strategies.

More details about each step in this methodology is provided in the following sections.

3.1 Existing Conditions Review and Key Findings

The Existing Conditions Review summarizes the current conditions of the transit network in the SACOG region, examining the key forces that are driving the performance of the network, and identifies opportunities and challenges within the six-county region. The review addresses the following questions:

- What trends are shaping the region's transit network, both internal and external?
- What challenges are constraining the network's ability to attract and retain riders?
- What opportunities exist to scale successful pilots, harness existing trends, and adopt best practices from elsewhere?

Key Findings include:

The pandemic has accelerated some trends and upended others. The pandemic and rising home prices have shifted travel behavior in the region. We must invest in surveys and data to understand what users need now, and as the region continues to evolve to the “new normal” over the next 2-3 years.

Figure 3 shows popular destinations within the region before the pandemic. The data is from Replica, which provided anonymous, individual trips made by all modes of transportation and each trips'

origins and destinations. The data is from Fall 2019. Note that downtown Sacramento was not included as a “destination” in this analysis. Downtown Sacramento was removed to identify other popular destinations outside the downtown core.

Pre-pandemic, the region carried more than 110,000 transit passengers every weekday. The region has some fixed rail transit through the light rail system operated by SacRT and heavy rail services along the Capitol Corridor and San Joaquin lines. Transit service in the region, though, is currently dominated by bus transit routes, many of which are operated on infrequent headways (30 minutes or more).

Transit ridership declined steeply, beginning March 2020, due to the pandemic shelter-in-place mandates. Other modes, like microtransit, have also declined, but not as severely. Microtransit is an emerging, tech-enabled service with elements of both fixed-route transit and ride-hailing. Service is not typically scheduled and is based on rider demand. According to data available in October 2020, ridership of on-demand transit service has declined less during the pandemic than fixed-route transit service. For example, in Sacramento County the SmART Ride microtransit service dropped by 15% initially and has since rebounded. The biggest declines have been in regional express routes serving downtown Sacramento.

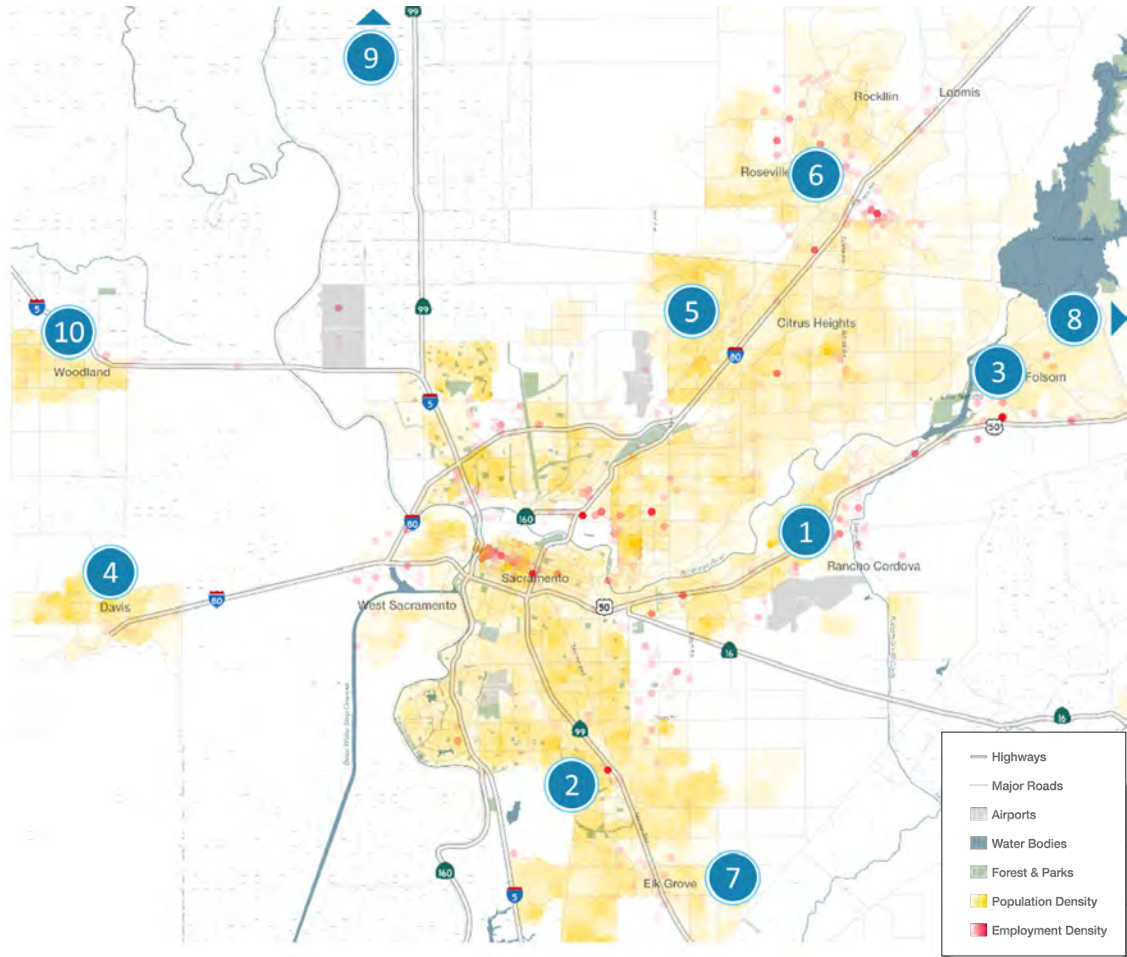
It is important to note that while other modes, like microtransit, appear to have been less affected, these new mobility technologies and their business models are still emerging and evolving.

While transit ridership is now slowly recovering, it was slowly declining even before the pandemic. Bus ridership was declining or flat. Light rail was an exception with modest increases. The new reality of remote work presents existential challenges to the transit system. We will likely see repercussions on travel behavior for years to come. Coupled with the increasing cost of living in the State of California, and especially in the SACOG region, it is critical to understand the short- and long-term effects on travel behavior and adapt accordingly in response to the data.

Employment is increasingly dispersed. Commute patterns are increasingly shifting in the region as job growth occurs outside the region's traditional employment center in downtown Sacramento. The commute patterns are shifting to growing employment and population centers of Sacramento, Roseville, Rancho Cordova, Folsom, West Sacramento, Elk Grove, and Yuba City/Marysville.

Figure 3: Top Ten Trip Origins and Destinations after Downtown Sacramento

	Destinations
1	Rancho Cordova West
2	Laguna
3	Folsom
4	Davis
5	Antelope-North Highlands
6	Roseville West
7	Elk Grove
8	Placerville
9	Yuba City
10	Woodland



The land uses and needs of the region are changing. The six-county region has nearly two dozen jurisdictions that were originally developed as cities and towns with walkable 19th century grids. However, most of the region grew in the mid to late 20th Century with a more suburban development pattern, and a large part of the region is currently more rural and lower-density agricultural land. That said, the six-county region has one of the more ambitious land use and growth visions adopted in 2004 as the regional blueprint. Many jurisdictions are looking to revitalize their older suburbs, areas around existing light rail stations, and older commercial and retail corridors.

Thirteen transit operators serve this region, all with varying successes, needs, and opportunities. The region has had success with joint procurement, but there are inherent challenges with coordinating a large and diverse region.

Funding is scarce, and change is necessary to attract new funding. Given the challenges that transit faces right now, we need to think boldly about the transit system we need now and, in the future, and that means being open to new ideas and thinking beyond existing resource constraints to attract new investment.

Transit operations funding has been a particular challenge for the SACOG region, with many transit

operators relying exclusively on federal formula (5307 and 5311) funds and state Transportation Development Act (TDA funds) allocated by local agencies. The value of formula revenues has declined in recent years relative to growth in operational costs and population. Competitive state and federal grants are available, however many of these are oriented toward one-time capital costs, with operations costs funded at best for a 2-5 year pilot period. In response to these trends, many transit operators in the SACOG region have expressed a healthy skepticism about planning beyond existing resource constraints.

Funding will continue to be competitive in the years to come, but regionwide collaboration can make the region more competitive for funding. For example, a coordinated Short Range Transit Plan (S RTP) can



provide an important tool for collaboration across agency boundaries. S RTPs that are updated more frequently and are more consistent in the types of information they provide will help make the region more competitive and facilitate greater coordination among operators.

SACOG has a strong track record of catalyzing innovative partnerships to close gaps in the region's mobility network – and attract new funding in the process. Through its role as a convener and funder, SACOG has spurred successful partnerships between agencies (such as the Davis-Sacramento Transit Alternatives Study) as well as partnerships between agencies, jurisdictions and private mobility providers (such as the Regional E-Bike Share Program). This successful track record positions SACOG to implement additional interagency collaborations, such as a coordinated S RTP.

The MTP/SCS identifies several potential new sources of funding, including high-occupancy toll lanes and mileage-based road user fees. In addition, several counties are expected to bring forward transportation sales tax measures in the next 2-4 years, and a federal infrastructure spending bill has been identified as a top priority for both the Biden Administration and bipartisan negotiations in Congress. Ideally, any new sources of funding should dedicate continuous funds to ongoing transit operations as well as one-time capital improvements.

There are opportunities for fare policy alignment and consistent traveler information. There are 13 major operators in the region, each with different systems, fares, and maps, which creates barriers for users, particularly for journeys across county lines. In some peer regions, there is a coordinated effort to develop integrated regional transit passes and other fare products that maximize regional ridership. Development of the Connect Card led to some alignment in fare policies across transit operators, but there are opportunities for further improvement. There may also be opportunities to develop integrated trip planning applications, with or without fare payment options, that help travelers make better use of available transit services. Efforts in other regions aim for greater consistency in how transit services are marketed and communicated so that the transit system is easier to use for the rider.

Riding transit is 4-6 times slower than driving.

Our analysis of travel data found that travel times by transit are four to six times longer than trips made by car, even in the walkable, transit-rich “Grid” area of central Sacramento. There is a recognized need to improve transit headways, frequency, and reliability.

Beyond downtown Sacramento, the major arterials, which carry most of the high-quality bus routes outside the “Grid” area, show higher ridership and a denser concentration of residential and employment

uses than in more suburban, sprawled areas. Small urban areas also generate transit ridership in places such as Yuba City and Woodland. Physical barriers (including freeways and industrial zones) often separate dense residential and employment areas from high-quality transit, emphasizing the importance of transit-oriented development (TOD) and more compact development.

There is a growing interest in Autonomous Vehicles (AVs), both locally and nationally. With new legislation enacted in California to support the testing of fully-autonomous AVs, there is growing interest in the region for how to incorporate autonomous vehicles into the transit fleet. Interests include implementation strategies for near-term opportunities to test and pilot transit AVs; and identification of the most effective opportunities in the longer term for autonomous buses and shuttles in the region.

Large disparities around travel time, cost and mode choices remain. Households in Environmental Justice communities (as defined by SACOG) use transit, walk, and bike at significantly higher rates than non-EJ households — more than twice the rate of transit use. EJ households are also less likely to own a car and more likely to be transit dependent. This means that an average person or family living in an EJ community is spending more time in transit (up to four to six times longer) than

those in non-EJ communities, taking away valuable time from meaningful activities such as work or spending time with friends and family.

Additionally, there are disparities between people of different income-levels. Pre-pandemic, the largest group of transit riders in the region fell into the \$10,000-\$40,000 household income range (in comparison, the 2020 median household income for Sacramento is \$62,335)². Those in the highest income range (\$125,000 and more) ride transit the least compared to other household income ranges. Because riding transit is, on average, slower than a comparable car trip, residents and households that are lower income are spending more time in transit than individuals and families with higher household incomes.

The pandemic has upended assumptions about attracting so-called “choice” riders, with routes serving office workers being the hardest hit by the pandemic and working from home. Moving forward, the focus should be on building a culture of transit use for the community overall, while continuing to provide safe, quality service in EJ communities and for transit-dependent populations.

² <https://www.census.gov/quickfacts/fact/table/sacramentocalifornia,US/PST045219>

3.2 Strategy Development and Analysis

The Next Generation Transit team and stakeholders developed and evaluated a wide range of strategies to help achieve the Next Generation Transit vision. The recommended strategies were refined with input from the transit operators, as well as the TAC and PAC.

The final list of recommended strategies presented to the TAC, PAC, and SACOG stakeholders were the result of this analysis, layering on the Next Generation Transit team's professional judgement and feedback from TAC and PAC meetings and additional feedback received. Further detail about the TAC and PAC engagement and feedback is in Section 3.3.1.

3.2.1 Strategy Development

Using the Goals, Vision, and key findings from the Existing Conditions Review, and input from stakeholder engagement, the Next Generation Transit team then developed a comprehensive list of strategies. The list ranged from far-reaching, technology-driven strategies to more traditional strategies. The Next Generation Transit team conducted internal workshops to review, refine, and eliminate strategies, largely based on the feasibility, opportunities and concerns voiced by transit operators. During this task, the Next Generation Transit team organized the strategies into Short- (1-5 years) and Long-term (by 2040) timeframes.

3.2.2 Multicriteria Analysis (MCA)

The Next Generation Transit team conducted a Multicriteria Analysis (MCA) to evaluate each strategy. The MCA is a structured multi-step process to determine overall preferences among strategies, where the strategies are used to accomplish multiple objectives. The preferences are based on a quantitative and qualitative analysis. The MCA resulted in the final set of recommended strategies for consideration.

There were two key inputs to the MCA:

- Next Generation Transit Evaluator rankings
- TAC and PAC feedback and rankings – see Section 5.3.1 for more detail

For the Next Generation Transit Evaluator rankings, evaluators ranked each strategy against the defined KPIs. Evaluators consisted of SACOG staff and members of the consulting team.

Each strategy received an average score based on the evaluators' rankings. The rankings identified the highest scoring strategies overall, as well as the highest-ranking strategy for each goal.

The Next Generation Transit team reviewed the list of highest scoring strategies against the rankings that the TAC and PAC gave each strategy. For example, if a strategy scored highly but was ranked low by the TAC and PAC, we reconsidered the strategy.

See the Appendix for the final MCA ranking spreadsheet.

3.3 Engagement of Key Stakeholders

The Next Generation Transit Strategy must be broad enough to capture the MTP/SCS vision, yet comprehensive enough to capture the nuances and opportunities pertinent to each of the six counties. To achieve this aim, the findings and recommended strategies in this report are the result of extensive community outreach that includes public sector representatives.

3.3.1 Policy Advisory Committee (PAC) and Technical Advisory Committee (TAC)

Two Advisory Committees were formed as key stakeholders throughout the Next Generation Transit planning process:

- Policy Advisory Committee (PAC): Business, economic, and community leaders, community-based organizations, advocates, and policy leaders
- Technical Advisory Committee (TAC): Transit service providers and technical experts

The list of PAC and TAC members are in the Acknowledgments.

The Next Generation Transit team presented project updates, task findings, and strategy recommendations at a total of eight PAC and TAC meetings (four meetings per committee between December 2020 through May 2021).

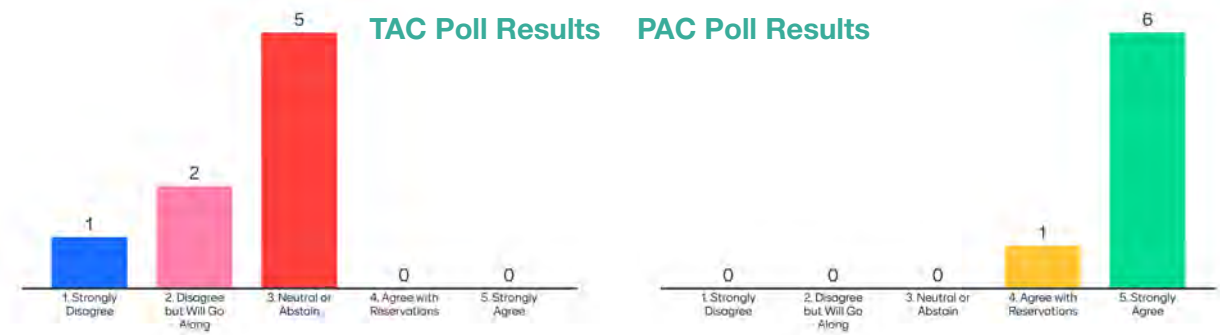
The full list of meetings and detailed milestones are listed below.

- Meeting 1: Reviewed project scope and discussed the Vision and Goals for the project.
- Meeting 2: Solicited input on draft Vision, Goals, and KPIs. Reviewed Existing Conditions key findings. Reviewed, discussed, and solicited feedback on initial strategies focused on user experience, emerging mobility, and interagency collaboration.
- Meeting 3: Reviewed, discussed, and solicited feedback on initial strategies focused on travelers, land use, and the transit network.
- Meeting 4: Reviewed, discussed, and solicited feedback on the draft final set of Focus Areas and Strategies.

The PAC and the TAC provided complementary, and often contrasting perspectives on the needs, priorities and challenges for transit in the region. The PAC included business and community voices who were vocal about the need for transit to change, while the TAC was primarily composed of transit operators whose top priorities were to grow funding and preserve local decision-making authority. The two groups agreed on some things and disagreed on others. The PAC was highly supportive of strategies to improve interagency coordination and expand new modes such as microtransit and micromobility. Many members of the TAC expressed concerns about these concepts. The figures on the right shows live polling results from TAC and PAC meetings that illustrate the disparate levels of support among TAC (left chart) and PAC (right chart) members for the Transit Design and Delivery focus area and strategies.

How strongly do you agree/disagree with the 'Transit Design & Delivery' strategies?

Mentimeter



The proposed strategies in this report aim to strike a balance between these two perspectives: securing new funding and respecting local decisionmaking authority, while moving toward performance-based planning, increased coordination, prioritizing user experience and use of emerging technology.

3.3.2 Stakeholder Interviews

Additionally, the Next Generation Transit team conducted individual interviews with TAC and PAC members at project initiation and prior to finalizing the Focus Areas and Strategies. These interviews were conducted to solicit in-depth feedback from transit operators and stakeholders.



Source: Kyle Smith

4. Recommended Strategies

The Recommended Strategies discussed below are the result of the extensive research and stakeholder outreach. Through these processes, we identified four Focus Areas and recommended strategies for each focus area.



Seamless User Experience

Cohesive

Simplify fares and trip planning

Comfortable

Make vehicles, stations and stops attractive, safe and easy to navigate

Connected

Improve access to stations

Planning and Funding

Strategic

Advocate for new funding by articulating consistent priorities across the region

Responsive

Invest in data and analyses to respond to changing conditions

Transit Design and Delivery

Targeted

Focus limited resources to deliver high-quality transit in key corridors

Fast

Prioritize transit on roads and in traffic operations

Flexible

Pilot new service models in low-density areas

Reduce Mobility Disparities

Inclusive

Elevate and prioritize the needs of disadvantaged travelers

Equitable

Speed up transit, make it more affordable, and add travel choices for low-income travelers

4.1 Seamless User Experience

Cohesive:

Simplify fares and trip planning to make transit seamless and ultimately remove barriers and friction points for transit users

Relevant Goals:   

Equitable, User Friendly, Interconnected

The motorist experience across the Sacramento region, and across the state, is consistent and seamless. Digital maps are not limited to specific geographies – even though motorists cross multiple jurisdictions on many trips, they hardly notice differences in the driving experience – markings and wayfinding are the same, traffic signal functions are usually coordinated regardless of who owns the road, and the “rules of the road” are enforced state-wide.

In contrast, the experience of the transit user in the Sacramento region is complicated and not seamless. With a multitude of agencies providing transit services, each with different websites, branding, system maps, route information, and fare structures, transit users experience hurdles that motorists would never accept. This is most evident for passengers making trips across county lines and service areas and is further compounded when physical transfers are required to complete a trip.

The jurisdictional and geographic boundaries that divide the agency service areas are invisible to the rider; to them it is a single trip.

Transfers from one operator to another are easier when riders have an integrated way to transfer, pay, and get information about their trip. Rather than putting the onus on riders to research and navigate details of using multiple operators, the rider is ideally presented with a single integrated system. Through coordination between operators, the region can move towards more seamless transfers for riders, reducing barriers for users.

Additional schedule coordination between operators will also reduce waiting times for users. This could have a significant impact on total trip time and makes transfers more feasible, expanding the destinations accessible to passengers. Regional-scale data collection and coordination will help operators target areas for better schedule coordination and prioritize stops that need additional infrastructure to ease transfers (e.g. real-time arrival information).

Creating a legible and understandable experience for users across the region does not need to come at the expense of operators retaining local control, nor does operators’ independence need to result in a fragmented journey for users. The region can work together to present a unified experience for users,

Case Study

Great Seattle Region ORCA Card

ORCA is the Puget Sound area’s cashless public transportation payment card. For the user, ORCA is a fare payment card that stores both e-cash and passes and is a tool that they can use across all transit services in the region. To deliver this product, there has been collaboration and negotiation between the region’s seven operators who provide a range of transit options including buses, ferries, light rail and commuter rail, microtransit and paratransit service, and regional vanpool. Operators, who serve a range of geographies from transit-oriented urban cores to rural communities, work together to negotiate revenue-sharing agreements, promote employee passes to businesses, and use shared data to improve service planning.



Source: camknows, Flickr

supported by cooperation between operators that maintains their autonomy but allows them to work together.

In the short-term, regional entities like SACOG should facilitate coordination efforts, such as regional traveler information and trip planning tools, fare integration strategies, and enhancing major transfer points between different operators. In the long-term, regional agencies should actively plan for the integration of fares, fare payment and traveler information. Major transit hubs could be developed. The region should also plan toward coordinating schedules for transfers at these key locations.



Long-term strategies:

UX.COH.1 Full integration of fares, fare payment, and traveler information systems across operators and third-party mobility providers.

Work collaboratively toward a fully integrated user interface, where travelers have a centralized source for planning trips, getting real-time traveler information, booking and paying for multiple types of services, including mobile payments, across all modes of transportation, including bus (across all operators), LRT and rail, e-bike and scooters, microtransit, and shared electric vehicles. This will require ongoing cooperation between regional operators, including SACOG's Connect Card 2.0 staff, private mobility providers, and facilitation/funding by regional, state and federal agencies, while retaining a primary focus on the passenger's perspective and experience. The short-term strategies will provide an important foundation for moving towards integration.

UX.COH.2 Coordinated network: minimized wait times, seamless transfers and coordinated schedules at key transfer points in the regional network.

A fully coordinated network will take time to implement. Work across operator boundaries to reduce waiting times for users between transfers, which have a significant impact on total trip time and discourage riders from taking longer trips by transit. Identify major transfer points to help operators target areas for coordination and prioritize stops that would benefit from infrastructure improvements (i.e. wayfinding and real-time information) (see Short-term strategy UX.COH.4). Assess the potential to minimize transfer times for the largest number of passenger trips through schedule adjustments. Incentivize coordination through prioritizing regional investment into stop infrastructure (i.e. mobility hubs and real-time information) at transfer points with coordinated schedules. Monitor performance with bus real-time arrival information and ridership data.

Case Study

Passenger Information System for Chicago Transit Authority (CTA)

Starting in 2010, CTA began piloting improvements to their passenger travel information in an effort to increase ridership and reduce vehicle congestion. The backbone of Chicago's improvements to traveler information were based on their real time passenger information (RTPI) system. In 2012 CTA found that routes with RTPI saw an average daily ridership increase of 2%.

CTA's travel information system introduced 'in-store bus stop' services, where digital displays with bus information were put in local stores. Shops pay nothing for the display, but agree to host it for one year and provide a power and internet connection, and allow people to view it without making a purchase.

CTA also launches a developers' tools program, to encourage commercial or public organizations to download data from their Bus Tracker to develop their own mobile applications..

Short term (1-5 year) strategies:

UX.COH.3 Regionwide traveler information tools.

Develop regional information tools that serve the needs of a range of different types of users. Utilizing information from traveler surveys (see strategy SU.COM.3), develop a list of potential info tools that meet the needs identified by users. In the very near term, develop an interactive online transit map of all regional services, including trip-planning capabilities, by creating a centralized data repository to pull General Transit Feed Specification (GTFS) and real-time information from individual operators across the region (see strategy UX.COH.4). This regional map should use consistent terminology and route classifications, and best practices in transit map graphic design, with hard copies produced at different scales for different applications (e.g. local vs. regional trips). Additional tools may include interactive passenger information touch screen kiosks and real-time information screens on-board transit.

UX.COH.4 Integrated real-time passenger information.

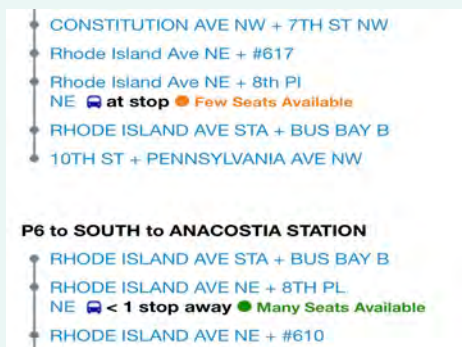
Transit operators in the region should work together to ensure traveler information across different operators is able to be integrated into unified user-facing information portals. This requires removal of a key barrier—different technology platforms are currently used to share real-time passenger information, but these systems do not provide universal information for all regional operators in one place. Regional agencies like SACOG can provide guidance and procurement support for operators related to traveler information systems. Similarly, regional agencies should develop standards on information sharing with third-party mobility companies that prioritize data harmonization, recommend data standards, advise on level of information integration, and encourage specified level of data sharing from third party mobility providers, ensuring data can feed into one regional integrated traveler information system that includes real-time data.

Case Study

Realtime Bus and Rail Crowding Information for Washington Metropolitan Area Transit Authority (WMATA or Metro) Riders

Metro (WMATA) provides customers with real-time crowding information to help them plan their trip and know how busy their bus or train will be. The Metrobus fleet is equipped with automatic passenger counters (APCs) that provide an estimate of the number of people getting on or off the bus. While Metrorail does not have the same technology, historical data is used to make predictions for estimated crowding of trains at a particular stop or specific time of day.

Metro has a website for customers to look up when their next bus is arriving and provides an open data feed for third-party transit/mapping applications to use this data as well.



UX.CO.H.5 Data to identify and prioritize major transfer points.

Lay the groundwork for improved service coordination and improved physical conditions at key hubs by conducting a regionwide analysis and prioritization of transfer points. Develop criteria to define major transfer points (e.g. location, more than one operator, frequency of service, route connectivity, number of boardings, alightings, transfers, safety of location, etc.). Criteria should also be defined to prioritize improvements at transfer locations, (e.g. number of riders transferring, geographic balance of prioritized stops, stops serving disabled or low-income users, stops serving disadvantaged and/or rural communities).

UX.CO.H.6 Regional fare strategy for Connect Card that aligns with statewide goals.

Study potential options for integrating fare structures in the region to make fare payment more seamless and present a more unified system externally without compromising revenues for individual agencies. A fare integration study should be conducted that clearly defines needs and challenges related to integration, and sets out a blueprint for implementation, including funding mechanisms. Include stakeholders and regional operators in the conversation. This should be completed in coordination with California Integrated Travel Project (Cal-ITP) to ensure statewide consistency and to position the region for implementation funds. However, fare integration must still be tailored to meet region-specific needs, aspirations, and constraints. For example, desired outcomes could include reducing financial penalties associated with crossing operator boundaries and providing access to more integrated data about regionwide movement while helping operators and the region better plan for existing movement patterns.

The fare integration study should review best practices from comparable regions. It should support the launch of Connect Card 2.0 and proactively plan for the future of Connect Card.

Case Study

Bay Area Fare Coordination and Integration Study

The Bay Area is served by 27 transit operators, with each operator acting as an independent service provider with their own business model and governance structure, moving more than 1.7 million people per day. There is currently a disparate fare structure in the Bay Area, with variance in pricing, fare structure, products, policies and customer experiences. Fares also create barriers to using transit, such as cost, complexity and inconsistency, which is likely suppressing demand for ridership and revenue growth for operators.

To address these challenges posed by the current fare structures, the region is conducting a Fare Coordination and Integration Study of with the following objectives:

- Develop goals for the regional fare system to support increased ridership and build on robust public outreach/operator feedback.
- Identify fare-related barriers that are impeding increased ridership.
- Identify opportunities to increase transit ridership by improving the regional fare system through regional fare coordination and integration strategies.
- Develop a detailed implementation plan, including funding plan, for recommended improvements.

Comfortable:

Make vehicles, stations and stops attractive, consistent, safe and easy to navigate.

Relevant Goals:



User Friendly, Equitable

Travelers should feel confident in their ability to navigate the system, without being concerned with their safety or preoccupied with thoughts of getting on the wrong bus. Particularly for first-time users, being able to easily navigate transit can determine whether these riders will choose to continue to using transit in the future. Station areas, stops and vehicles should be functional, attractive, friendly, and safe for people of all ages and abilities. Information and signage should be consistent, easy to understand and provide riders with up-to-date information on their trip.

Branding matters. However – and in keeping with our comparison to the street network – the design, operations and branding of the services must be consistent. An important first step is coordinated and consistently designed facilities, supported by uniform wayfinding and branding.

In the SACOG region, there are a handful of transit hubs, such as the Sac Valley Station, that have been designed to facilitate transfers between different operators, with integrated signage and real-time

transit info. On the other end of the spectrum, downtown Sacramento express bus routing, stop locations and signage provide a case study in how to make life difficult for first-time transit riders.

In the short-term, regional entities and operators should invest in research to better understand a range of user needs in the region. A survey of user needs should be used to better understand those needs and will inform all strategies documented in Next Generation Transit. For example, elements proposed to activate stations and make users feel comfortable should be tested with users themselves. This approach will help develop strategies to be more responsive to local context and to the needs of the people who will be using the service. A unified approach could be tested through the downtown service redesign project. In the long-term, the region should work towards making stations, stops and vehicles functional, attractive, and friendly for users by employing legible and consistent physical design and co-branding, and ensuring transit infrastructure is safe, comfortable and activated.

Long-term strategies:**UX.COM.1 Employ consistent design at major stations.**

Invest in a uniform look and feel for major transit stations across the region so that riders visiting a new station for the first time will find design elements from other stations that they recognize, making it easier for them to navigate. This also reinforces the feeling of one regional transit system for users. Additionally, employ consistent design strategies for station refurbishments and new construction.

All major stations in the SACOG region (including all LRT stations, bus transfer points and bus stops above a designated threshold of daily boardings) should align to regionally-established design standards for signage, real-time info, wayfinding, station access, multi-lingual translation support, lighting, seating, ADA accessibility, etc. Implementation should be prioritized throughout major stations and transfer hubs identified in Strategy SU.COH.4 and delivered in coordination with improvements to stop infrastructure and real-time passenger information. All municipalities should provide consistent design guidance for private developers to integrate transit into new developments, including items such as bus stops and wayfinding transit-oriented development.

UX.COM.2 Activate stations and address safety concerns.

Improve perceptions of safety at all stops and stations through activating stations with regular cleaning and maintenance and good lighting design. Implement joint development and the presence of unarmed safety ambassadors for larger hubs and stations. Activate areas adjacent to stations and stops with transit-oriented development, storefronts, dining and public space. Add secure storage facilities for bicycles. Use findings from regional user needs survey (see SU.COM.3) to address safety concerns specific to different user groups (i.e. women, older adults, disabled community). Expand the transit safety ambassadors' program recommended in Strategy RDM.I.5 to cover major stops and stations. Solicit regular feedback from users to understand how perceptions of safety change as a result of strategy implementation. See "Seamless User Experience: Connected" for a discussion of creating safe first- and last-mile connections to stations.

1-5 year strategies:**UX.COM.3 Administer a regional transit rider survey to better understand user needs.**

Understand the barriers, pain-points, motivations and what is most important for users, particularly riders who are making longer trips and those that cross operator boundaries, by implementing a regionwide transit rider survey. Develop the survey with input from transit operators and a range of stakeholders including representatives of different user groups, community-based organizations, municipalities and policymakers. Recruit survey respondents across the region, track whether respondents represent SACOG region demographics, identify strategies to get responses from harder-to-reach groups, including limited English speakers. Design the survey sample and post-processing to create statistically significant results at regional and sub-regional scales. Map the resulting needs, challenges, and opportunities for different transit users from the survey responses. Translate responses into tangible actions to improve user experience for these groups. Cross-reference actions back to existing Next Generation Transit and other strategies laid out in regional planning documents.

Develop a specific survey component to understand what types of stations riders want, how they use information, what type of services they would value, how different users travel or what needs they have while traveling.

UX.COM.4 Implement the downtown Sacramento service redesign as an opportunity to test unified design and wayfinding.

As part of the Downtown Sacramento Transit Integration Study, develop a universal visual and branding concept, apply that design throughout the downtown, and support that branding strategy by identifying appropriate streets where regional services operate – similar to the street hierarchy of arterial, collector, etc. – and then focusing limited capital investments on those regional routes. The end result will be a unified wayfinding strategy and shared visual identity at major stops in the downtown Sacramento area, while referencing and retaining individual design elements associated with local operators. Provide both visual design elements and real-time passenger information technology to equip riders with the information they need to access a service or transfer.

Case Study

Network Redesign for Kansas City (KCATA)

Kansas City Area Transportation Authority (KCATA) conducted a comprehensive review and redesign of transit service in Kansas City through its RideKC Next project. RideKC Next prioritized access to jobs, education and healthcare, and equitable access for low-income residents. The design creates a frequent grid of service, and aims to create a simpler, easier and more efficient network.

The network redesign will mean 20% more Kansas City residents would live near frequent transit service (with a bus arriving every 15 minutes or sooner) and would also expand weekend service.

Service changes will begin in October 2021.



UX.COM.5 Develop Transit Passenger Facilities Design Guidelines.

A consistent set of design guidelines for stops and stations is essential to achieving longer term visions of consistent design at stations. Design guidelines can provide operators with access to international, national and local best practices, and provide a consistent framework for designing and implementing passenger facilities. They can help operators save money by making the planning and implementation of stops easier and more streamlined.

Case Study

Redesign of Atlanta's Bus Network (MARTA)

MARTA is in the process of conducting a study to redesign the bus network to better meet current and future travel demands. The redesign comes in response to expansions of MARTA's network combined with declining ridership and aims to better serve customers through delivering faster and more reliable service, reducing travel times, improving regional connectivity and promoting safety.

Each route will be evaluated to answer questions like where the bus should travel and how frequently; should some places see an increase in service; should services run on the weekends or at night; and how connections made among buses and between buses and trains.



Connected:

Make it easy and safe to access transit by foot, bike, and other modes.

Relevant Goals:    
Interconnected, Fast and Reliable,
Equitable, Climate Smart

Safety, and perceived safety are critical to accessing transit stations and stops. Being able to safely walk, bike, or scooter to and from a transit station results in a transportation system that is more accessible and attractive. The City of Sacramento has embraced Vision Zero policies, adopting a resolution to eliminate traffic fatalities and serious injuries by 2027. This is an important step in improving multi-modal first and last mile access to transit. Improving first/last mile connectivity in the region through closing gaps in sidewalk networks, providing safe pedestrian crossings, shading, and sufficient on-street lighting near transit should be a regional priority for improving the transit network.

In some areas, particularly suburban or rural contexts, or areas where physical barriers impede transit station access (e.g. freeways, or access to rural stations), station access planning should include strategies like shuttles and vanpools to account for longer trips between the transit station and final destinations. Transit operators can partner with third-party mobility providers,

private employers, and other private entities to run shuttles between hard-to-access stations and nearby activity centers. The region should also leverage recent successes with micromobility, or the small, lightweight devices like e-bikes and scooters, to evaluate approaches to better integrate micromobility and transit.

In the longer term, the region should work towards a regional mobility hub planning and implementation process. A successful mobility hub allows individuals to access a variety of modes in a single place to serve local and commute trips, first/last mile connections, and large shopping trips. Operators should identify major stations to prioritize for multimodal improvements ranging from adding bike and e-scooter sharing stations, designated carpool/vanpool parking and ridesharing drop-off zones, to supportive services like retail and package pick-up lockers.

Long-term strategies:

UX.CON.1 Implement effective first/last mile plans and strategies around all transit stations.

Leverage local and regional Active Transportation Programs to fund and implement protected bike lanes and other measures to reduce bicyclist stress and improve pedestrian access with measures such as continuous, ADA-accessible sidewalks and safe pedestrian crossings at major stations and stops, including all LRT/Amtrak stations, bus transfer points, and major bus stops. Micromobility parking should also be included at stations and major stops with consideration of access routes that minimize conflicts with pedestrians and vehicles, and wayfinding for micromobility should be prioritized within 5-10 minutes ride from the station. Track performance and evaluate impacts along the way. Translate into lessons learned to allow for continuous improvements in this area, and recommendations for continuation of pilots or future pilots.



UX.CON.2 Deliver a network multi-modal mobility hubs across the region. Develop a regionwide mobility hub network strategy.

As new mobility options continue to spread across the region, stations and transfer points should evolve from transit access points to integrated, attractive and accessible mobility hubs. Develop a mobility hub strategy focused on mobility hub location, design, and features for different types of stations in urban, rural and suburban contexts. Apply design solutions that prioritize people over private vehicles, such as generous and attractive pedestrian spaces and high quality connections on major pedestrian movement desire lines. Explore opportunities to leverage technology to support the transit customer experience. Apply lessons learned from pilot mobility hub concepts within and outside the region.

UX.CON.3 Regional Vision Zero integration.

Document the baseline of traffic fatalities and serious injuries in areas surrounding transit facilities. Identify key corridors with the highest number of fatal and serious crashes involving pedestrians, bicyclists, and motorists to be prioritized for improvements. Identify specific goals and efforts, including but not limited to school reduced-speed zones, and action plan, a task force, and safety and maintenance needs. Leverage lessons learned from the City of Sacramento's Vision Zero Plan to create pedestrian friendly and safer areas surrounding transit facilities to encourage access and ridership.

Short term (1-5 year) strategies:

UX.CON.3 Partner with operators and private entities to use shuttles or other strategies to connect hard-to-access stations to nearby activity centers.

Help to ease the first/last mile challenges, especially in suburban areas or places where access to transit is not easy or possible due to barriers; physical barriers, office parks, hospitals, and major retail destinations are close to transit but lack safe, pleasant last-mile connections due to long and/or indirect walking routes, physical barriers (e.g. freeways, rivers) and incompatible land uses (e.g. industrial areas). Identify which major transit stations have access issues or physical barriers that limit transit access to employment centers and other trip attractors, and where shuttle services and other strategies could play a role. Partner with employers, jurisdictions and other stakeholders to assess the business case for improving connections. Collaborate with Transportation Management Associations where applicable.

UX.CON.4 Conduct micromobility transit integration study.

Study options for improving access to transit through integration of micromobility, which can decrease first/last mile travel time and improve mobility overall, especially as the region recovers from the impact of the Covid-19 pandemic. Use lessons learned from SacRT micromobility strategy and San Joaquin Regional Transit District (RTD) study as a starting point. Consider right-of-way policy, cost structure, sustainability, and opportunities to collaborate with different companies in the future.

Case Study

Shared E-Bike System

SACOG and the Sacramento Metropolitan Air Quality Management District (SMAQMD) worked with Davis, Sacramento, West Sacramento and JUMP electric bikes to create a regional bike share pilot that ultimately became, before COVID, one of the most successful e-bike programs in the world.

The project was originally envisioned in 2015 as a publicly-owned, hub-based bike share system operated by a private entity. However, disruptions in the bike share industry led to a new vision. New, dockless bike share companies began operating privately owned systems in cities nationwide, without public agency involvement or investment. This created an opportunity for SACOG and each city to partner up and negotiate a completely new approach. JUMP launched the full bike share system of all electric assist bikes in 2018. The public partners supported implementation through investments in system and site design and planning, bike safety and parking infrastructure, outreach and education—activities deemed necessary to improve the environment for a bike share system and bicycling generally.

Currently, the system has 287 e-bikes. Dockless scooters were added in 2019, making up the majority of the fleet (660 vehicles).

At its pre-COVID peak, the Sacramento Regional Bike Share System had the second highest per-



bike utilization rate of any JUMP system in the world, after Paris. In 2019 the system averaged three to six trips per bike/scooter per day and average trip lengths of 1.3 miles.

JUMP shut down the system in April 2020, selling it to Lime, who restored service in September 2020.



4.2 Planning and Funding

Strategic:

Advocate for new funding by articulating consistent, clear priorities across the region.

Relevant goals:



Interconnected, Financially Sustainable, Moves The Economy

Funding for transit is a longstanding challenge in the SACOG region. In the next 10 years, SACOG is projecting an annual transportation funding shortfall of several hundred million dollars to pay for a backlog of repairs to roadways, sidewalks, bike lanes, and transit vehicles and infrastructure.

New funding sources are on the horizon at the federal and state levels, including a potential new federal infrastructure spending package and the Governor's Climate Action Plan for Transportation Infrastructure (CAPTI) proposal. Early drafts of the CAPTI proposal mark a departure from previous funds, with new priority given to strategies that advance mobility equity and reduce climate emissions. At the local level, several counties are also contemplating local transportation sales tax measures in the next several years. Planning is underway to create a network of express lanes on the region's freeways.

All of these provide important opportunities to position the region for significant investments in transit. To fully capitalize on these opportunities, the region needs to plan beyond existing resource constraints and articulate a cohesive vision for fast, frequent and connected transit that responds to the new, post-COVID reality and attracts new investment. A cohesive vision will help position the region for all competitive funding allocation and grant awards.

In the long-term, the region must work towards creating stable, dedicated sources of funding for transit that are outcomes-driven and performance-based, ensuring the region provides service that meets the needs of its residents.

Regional entities can play a significant role in articulating a shared vision and showcasing the region's past successes to position the region for new funding sources. The transit operators, who know their riders best, must be partners in articulating that vision. Refining the Short Range Transit Plan (SRTTP) process presents an opportunity to streamline and resource the production of these plans while providing a more comprehensive and coordinated set of priorities, constraints, and funding needs. This will facilitate greater coordination among operators and make the region more competitive for funding.



Long-term strategies:

PF.S.1. Streamline and resource the SRTTP process to consistently document priorities, constraints and funding needs.

Foster better coordination and planning across transit systems by refining Short Range Transit Planning in the region. The SRTTPs should be updated concurrently and frequently, ideally every four years. A minor mid-cycle update could be added if changes to the plan are warranted. They should share a robust common format and planning horizon, using standard assumptions (e.g. consistent estimates for Transportation Development Act funds), and reporting metrics. The three Regional Transportation Planning Agencies (RTPAs) should work together, with input from the region's transit operators. Technical assistance and funding should be provided to operators, as needed, to accomplish this shift.

PF.S.2. Secure local dedicated revenues for transit and capture additional federal and state competitive grants.

The region should work in partnership to secure competitive state and federal grants to support planning, pilots and capital improvements that implement the Next Generation Transit vision. Building relationships with key stakeholders is important to pursue new, long-term local sources of funds, such as countywide sales tax measures, toll revenues, or a regionwide transit funding measure. Ensuring a significant portion of any new local transportation funds is dedicated to transit operations for services that meet performance standards and are aligned with the Next Generation Transit vision should also be a priority. Voter-approved taxes, tolls, and fees dedicated solely to transportation also provide an opportunity to seek funding through the State's Local Partnership Program (LPP).

Short Term (1-5 year) strategies:

PF.S.3. Kickstart the Next Generation Transit strategy by allocating upcoming regional discretionary funds to support implementation, including funds for SRTP streamlining and preparation.

Identify existing and potential discretionary funds, including COVID-19 recovery funds, to align with Next Generation Transit strategies. A portion of these funds should be used to directly fund Next Generation Transit implementation approaches, such as the SRTP strategy, while other funds should be allocated to capital and operations expenditures that align with the goals of Next Generation Transit. For other sources of discretionary funding not directly tied to transit, identify opportunities to integrate Next Generation Transit goals. For example, active transportation funds could prioritize projects that improve access to transit.



PF.S.4. TCC working group to lead and support federal and state grant applications to capture funding for the implementation of near-term Next Generation Transit program strategies.

A Transit Funding Task Force should be created with the following aims: track and share funding sources including grant opportunities; provide support for efforts to obtain near-term funding, such as grant responses for regionally-significant projects and pilot programs, including input on strategy, coordination, application/grant writing support, and quality assurance. The Transit Funding Task Force should also explore long-term funding sources such as sales tax measures, express lane tolls, impact fees, and road user charging.

PF.S.5. TCC working group to partner with employers, schools, and other stakeholders to receive regularly updated information on employee/student/staff demand and travel behaviors for operators' planning purposes.

The region should work with the area's operators to identify a contact list of relevant institutions and organizations. A regular (e.g. quarterly, twice-yearly) information sharing effort should be completed. Some examples of this effort include, but are not limited to, focus-group meetings, stakeholder interviews, and/or data direct sharing. Topics could include ridership trends, potential service changes, demand-side information such as changes to employment numbers or type of work, difficult to serve sub-markets (such as off-peak shift workers), and funding opportunities. Pilot programs with external partners for new use cases and services could also be coordinated through this process.

Responsive:

Invest in data, tools and analyses to improve understanding of the current system and where it needs to go.



Relevant Goals:

Equitable, Interconnected, Financially Sustainable

The region should implement a continuous and consistent performance assessment and user feedback process to better understand how the system performs for the diverse population it serves, to evaluate improvement options and to be competitive for new funding opportunities. While all operators commit to standard reporting through the National Transit Database (NTD), there is no regionwide standardization for data collection or reporting. A regionwide investment in a regular consistent user survey, for example, would facilitate a broader understanding of all users within a network. For example, capturing data from riders that live and work in an operator's service area and service workers—riders that live in neighboring counties that ride transit to downtown job centers outside their home cities. In addition to providing a comprehensive set of data in a common format, a regional data collection program would also enable the different operators to leverage economies of scale for data collection and data processing.

In the short-term, it is critical that we understand our riders' (and potential new riders') needs especially as we emerge from the COVID-19 pandemic.

In the long-term, the region must set a regional baseline that results in continuous and consistent performance assessments. A common framework can guide the region in seeking new funding sources and determining funding allocation.

To collect and report data that is regionally consistent, the region must have a common understanding of the different types of services provided within each service area. In the short-term, a TCC working group would establish consistent route classifications that are applicable for every operator and their service areas. This classification would allow operators to look across county lines to highlight best practices and performance metrics that may be applicable for different service types. A regionally consistent classification system also helps users set expectations for the types of services available and the experiences they should expect from a regional route compared to a suburban route.

Long-term strategies:

PFR.1. Implement continuous, consistent performance assessments and solicit user feedback to guide funding allocation.

The region's agencies should identify and unify the region's diverse needs through standard performance assessments. The performance metrics should be applicable for all operators and provide a level of detail and information that is not already recorded through required data reporting (e.g. NTD or SRTPs). The region should revisit these performance assessments on a regular basis to ensure that the data collection, analysis, and metrics remain meaningful. Technical assistance and funding should be provided to operators to accomplish this shift.

Short Term (1-5 year) strategies:

P.F.R.2. Improve understanding of user needs and system performance through region-wide investments in surveys, data collection, analysis and tracking of key metrics.

To get to regular performance assessments in the long-term, the region must invest in the data collection necessary to guide performance assessment. The region should provide operators with a standard rider survey and guidelines for survey dissemination. The survey should be updated concurrently with the SRTPs. Technical assistance and funding should be provided to operators to accomplish this shift (see strategy UX.COM.3. and strategy TDD.T.2).

Operators and regional entities (such as SACOG, El Dorado County Transportation Commission (EDCTC), and Placer County Transportation Planning Agency (PCTPA)) should form a Data Task Force to identify and prioritize data gaps and areas for improvement. Key Performance Indicators (KPIs) could be measured in an automated or streamlined way. This group should work to address priority data gaps by evaluating and selecting data sources and leveraging economies of scale for data acquisition and processing. If additional data processing and reporting would be advantageous, tools such as performance dashboards or regular reports could be developed. The Data Task Force should work with the regional Boards to determine the numeric targets for KPIs.

P.F.R.3. TCC working group establishes consistent route classifications to streamline service planning, decision-making and funding needs.

A TCC working group should lead this effort. Route classifications for all service types should be documented. The working group should also define service characteristics (e.g. frequency, span-of-service, and speed) for each service type. The working group should work with operators to classify the routes and service characteristics. See the Appendix for an example of service classifications.

The Task Force should also conduct a gap analysis to identify regional route opportunities that cut across service boundaries. Consistent transit operator performance metrics should be developed, in coordination with other relevant Next Generation Transit actions, for example SRTP process improvement ('Planning and Funding-Strategy' focus area) and a framework for balancing frequency with coverage ('Transit Design and Delivery-Targeted' focus area).



PF.R.4. The region provides on-call technical assistance to operators (e.g. ZEV, Title VI compliance, procurements, data analysis).

Operators should identify their technical needs to implement these long- and short-term strategies. The region should catalog the needs and strengths across the region and identify dedicated staff person(s) to assist with technical assistance. For example, SACOG could provide GIS expertise on-call for operators. This reinforces that operators are financially and technically supported for this shift to increased data, tools, and analyses. This also encourages knowledge-sharing amongst operators and opportunities to leverage strengths from across the region.

The region should interview operators to identify priority topics for which technical assistance would be desirable and to identify the skills and level of effort required to implement a technical assistance program. Define and implement an initial technical assistance program, including identification of what the program will cover, who will provide assistance, and how it will be funded and administered.



4.3 Transit Design and Delivery

Targeted:

Focus limited resources to deliver more frequent transit service in the most transit-competitive corridors.

Relevant Goals:



Fast and Reliable, Equitable, Moves the Economy, Interconnected, Cost-Effective

Transit carries the most people at the lowest cost when service is targeted to transit-friendly areas: denser residential neighborhoods and concentrated job centers, as well as schools, hospitals and other land uses that generate many trips. The Sacramento region has many of these corridors and there will be more in the future as the region grows. When we improve transit service along these corridors, passenger wait times decrease, ridership increases, and the entire high-frequency network becomes easier to use while saving people's time.

Transit operators also face pressure to provide widespread service across a broad geographic area, especially in places where densities may be too low to justify traditional transit service. The result, all too often, is slow and infrequent service. Some agencies have explicit metrics to allocate service, while others do not. In the absence of such guidance, transit agency management staff must make difficult decisions regarding service

design, on a case-by-case basis, creating tension for its constituents. At a regional level, SACOG is hampered in advocating for additional transit capital funding due to inconsistent approaches and unclear priorities.

In the short-term, regional agencies and transit operators should work together to identify the priority corridors and use new funding to provide more frequent service on these corridors. Over time, the corridors could be refined and expanded. A key aim is to generate sufficient ridership to meet increased frequency goals (for example, every 30 minutes to every 15 minutes on key corridors within 5 years), which will help create a virtuous cycle of more competitive travel times, increased ridership, lower costs per passenger trip, improved financial performance and service.

Over the long term, these priority corridors should become the backbone of a truly regional network of fast, frequent service allowing riders to travel between major regional centers (e.g., Woodland to Rancho Cordova, or from Roseville to Elk Grove) at speeds competitive with driving during most times of the day. Within 15 years, as land uses densify and ridership grows, service frequencies on these priority corridors should further increase, ideally to every 10 minutes.

Increases in service frequency must go hand-in-hand with increases in transit speed – see the 'Faster' section for a discussion of infrastructure changes necessary to achieve this goal.

Long-term strategies:

TDD.T.1: Establish a regional network of priority transit corridors where buses come every 10 minutes and reliably connect to nodes of higher-density land uses, as well as key transfer points by 2040.

Regional entities and local transit operators should collaborate to establish a network of interconnected priority transit corridors based on existing, post-COVID ridership and travel patterns, as well as planned future employment and residential growth locations. Existing transfer points should be identified, as well as locations where new transfer facilities are needed to complete the regional network. Service on these corridors should be prioritized for investment over the next 15 years, with the goal of having buses run every 10 minutes by 2040. Funding allocations should be informed by specific planning and performance metrics related to transit service, surrounding land uses and transit-supportive infrastructure.

Short Term (1-5 year) strategies:

TDD.T.2: Post-COVID travel analysis and ongoing data collection efforts to understand and track return-to-work and in-person learning.

Conduct an initial post-COVID ridership analysis to better understand sectors, major employers and schools returning immediately to in-person activities and use this information to support transit operators in refining transit routes and first/last mile connections to best meet the demand that exists now. Continue to monitor reopening and provide continuously updated data for the next five years, particularly to support a regionwide, coordinate update of SRTPs (see Strategy P.F.S.1). Implementing this strategy should be coordinated with other strategies related to improving data collection and sharing regionwide.

TDD.T.3: Lay the planning foundation for increasing service frequency along priority corridors.

Engage in a comprehensive, collaborative planning effort to identify regionally significant transit corridors and future mobility hubs that should be prioritized for increased service frequency. Priority corridors should include areas of high demand and may also include areas where critical services are located, like non-emergency medical facilities. This planning effort should include identifying priority transit corridors for increased service frequency and setting performance targets and monitoring mechanisms. Decision-support tools, such as service guidelines, should be created for transit agency boards to utilize when allocating resources between demand-based service and geographic coverage. As described in the Planning and Funding Strategies section of this report, service frequency, speed, and ridership on priority corridors should be considerations when allocating funding.

Fast:

Make transit faster and more reliable by repurposing street space and traffic operations to prioritize transit

Relevant Goals:     

Fast and Reliable, Equitable, Moves the Economy, Interconnected, Cost-Effective

To ensure transit is a viable and competitive mode, transit must be fast. On average, transit trips in the SACOG region are 4-6 times slower than a comparable drive-alone trip. Very slow transit travel times are a huge barrier to increasing ridership and thus reducing the number of cars on the road and supporting sustainable growth in the region. Increased transit speed also enables increased transit frequency. When buses and trains travel more quickly, it is possible for transit agencies to run higher frequencies without increasing service costs, simply because each bus can provide more service if it makes its trips more quickly. Higher frequency service in turn attracts more riders, supporting the virtuous cycle of higher ridership and lower costs per passenger trip.

One of the biggest impediments to fast, reliable transit is that cars are prioritized over transit on roads and freeways. When buses and light rail vehicles share congested road space with cars, passengers' travel times increase as they sit in

traffic while the transit vehicle is traveling. Riders lose additional time when transit vehicles stop to let passengers on and off. There are relatively simple projects and protocols that can speed transit, such as transit signal priority, which can reduce bus travel time at highly congested intersections. These interventions should be identified and prioritized in the near term. Some speed improvement projects, such as dedicated transit lanes, require trade-offs between automobile capacity and transit speed. In these cases, it can be helpful to have decision support tools and frameworks for identifying specific intersections and corridors where transit speeds should take priority over automobile capacity. Bicycle and pedestrian improvements, which can be very helpful in creating safe routes to transit, must also be carefully designed to ensure they are not inadvertently impacting bus speeds.

Regional entities like SACOG have an important role to play in supporting transit speed improvements—it is the longest transit trips that are most impacted by slow travel speeds, and these longer trips often cross multiple jurisdictions.

In the short-term, regional entities' roles should include leading discussions among transit operators, road and highway managers, including cities, counties and Caltrans, to identify the region's short-term wins and plans for implementing transit speed improvements. A key goal of these discussions

should be increasing average transit speed in urban areas from 11 mph to 12 mph within 5 years. All parties should work together to implement spot improvements and temporary pilot improvements, such as pop-up bus lanes. In the long-term, the region should work toward completing a regional express bus and priority transit network on freeways and major arterials. The region should set a goal of increasing average transit speed within urban areas to 15 mph by 2040.

Long-term strategies:

TDD.F.1: Complete a regional transit priority network on key corridors, increasing average transit speeds within urban areas to 15 mph by 2040.

For priority transit corridors identified with Strategy TDD.T.1, work with local jurisdictions, right-of-way owners, and transit operators, to fund and implement an integrated set of bus speed improvements including bus-only lanes, queue-jump lanes, in-line stations and transit signal priority. Priority for these comprehensive improvements should be given to corridors that either carry large numbers of low-income and transit-dependent riders, or are utilized by multiple transit operators to access major regional destinations (e.g. J and L Streets in downtown Sacramento). Incentivize right-of-way owners with additional funding as transit speed and ridership increase.

TDD.F.2: Ensure future street and highway capital projects, including express lanes, prioritize transit. Consider opportunities to incorporate transit priority measures in existing networks.

As future express lanes are planned and implemented, collaborate to ensure those new lanes are transit serving. In-line stations should be integrated wherever possible to avoid delays associated with buses needing to use congested on- and off-ramps while picking up passengers. For existing freeways without carpool lanes, work with Caltrans to accommodate bus-on-shoulder operations where space allows. Establish a TCC working group to develop policy guidance on how to plan for transit service in future street and highway capital projects and encourage capital project managers to utilize this guidance.

Short term (1-5 year) strategies:

TDD.F.3 Identify and fund ‘quick win’ bus speed improvements through a regional needs assessment. Assemble funding and work with jurisdictions to implement these spot improvements.

Establish a TCC working group that collaborates with key jurisdictions to identify quick-win opportunities to increase bus speeds on major bus travel corridors. Identify potential funding sources, both discretionary and competitive grant opportunities, to implement these quick wins over a three- to five-year timeframe. Once the priority corridors are identified, speed performance should be analyzed to identify relatively slow segments and major bottlenecks. Use site investigations and interviews with operators to determine the causes for slower speeds and congestion, and explore quick-win improvements. Work with the controlling local jurisdictions to communicate the value of proposed changes, and to collaborate on funding and implementation.

TDD.F.4 Implement temporary bus-priority pilots.

The TCC working group identifies key corridors to pilot temporary bus-only or transit-priority infrastructure. Examples may include piloting bus-on-shoulder freeway lanes or dedicated demonstration lanes on local streets. Identify potential funding sources to implement these temporary pilot programs. Ensure testing and results of pilots are documented to create a database of best practices and use cases.

TDD.F.5 Lay the planning foundation for a regional transit priority network.

Engage in a comprehensive, collaborative planning effort to identify components of a future regional transit priority network. Key components of this planning effort should include:

- Identification of priority transit corridors for comprehensive bus speed improvements (in conjunction with Strategy TDD.F.3 above).
- Standardization of transit signal prioritization technology across all counties (potentially in conjunction with transit signal emergency response planning).
- Explore opportunities to co-locate transit operations control with traffic control centers.
- Develop decision-support tools for jurisdictions that serve as right-of-way owners to assess trade-offs between automobile capacity and transit speed on priority corridors.
- Set performance targets and monitoring mechanisms for speed improvements.
- Create financial incentives for transit operators and right-of-way owners to deliver speed improvements.
- Identify sources to augment funding gaps.

Flexible:

Expand non-traditional transit service models and opportunities to improve service outside of the core transit network.

Relevant Goals:     
Fast and Reliable, Equitable, Interconnected,
Cost-Effective, Climate Smart

New technologies and strategies adopted in the region have allowed for mobility service models that are more flexible and adaptive to the needs of transit riders. The Via microtransit pilots by SacRT and in West Sacramento are prime examples of using existing technology like smart phones to allow riders to book on-demand trips more seamlessly. New vehicle types, like the neighborhood-friendly Via microtransit shuttles along with new routing and scheduling software, allow for more nimble and responsive transportation options. Transportation Demand Management (TDM) strategies can change user habits and maximize the usefulness of existing capacity.

This strategy seeks to continue leveraging emerging mobility technologies and approaches to complement the existing transportation network, improve first/last mile access to fixed-route transit, and provide more and better mobility options. By building off successful pilots and engaging non-transit operator jurisdictions, flexible services can be successfully expanded into targeted communities.

Transportation Demand Management (TDM) is a program of services, incentives, and information often provided by local and regional organizations, employers, and/or educational institutions to inform people about their transportation options and to reduce single-occupancy car trips. There are existing TDM efforts in the region: in April 2018 SACOG published the Next Generation TDM Plan. There are Transportation Management Associations (TMAs) in the region, like North Natomas Jibe, that offer TDM services like community shuttles within their jurisdictions. The expected growth in both residential and employment in the next 20 years is a prime opportunity to leverage partnerships with local organizations and employers, including hospital and healthcare facilities, to expand TDM options regionwide.

Microtransit is demand-responsive transit that provides flexible routing and/or flexible scheduling of vans or minibus vehicles. Microtransit services can complement high-quality fixed route service through providing flexible on-demand access to transit by allowing users to request rides in real time.

Shared micromobility services are a range of small, human and/or electric-powered transportation devices (such as bikes and scooters) that are managed as shared resources available to multiple users. These services have the potential to increase

access to transit as a first/last mile solution but may also be used to replace short transit trips.

It should be noted that microtransit and other demand-responsive transit typically have relatively high costs compared to most fixed-route service. This is a result of the fact that smaller, on-demand vehicles can make fewer trips and thus attract fewer riders per hour of operation. Still, service and business models for these types of services continue to evolve and should continue to be considered as part of a holistic transportation system. Where we can make fixed-route, scheduled transit work, we should strive to because that results in the lowest cost per passenger. Where the cost per passenger is high for fixed-route and results in low-quality service, microtransit can be a good substitute that frees residents from the burden of owning a car as well as the social benefits of reduced parking. For example, first/last mile to hubs and stations could be more efficient than ‘anywhere to anywhere’ service and could add riders to relatively productive van or minibus routes, ideally reducing average costs per passenger trip. In the future, we may see more opportunities to enable a mobility broker model, where an agency partners with a private entity to manage a suite of services in addition to traditional fixed route transit such as microtransit shuttles or on-demand ridehailing services.

Long-term Strategies:**TDD.F.1. Expand alternative service models, including microtransit and micromobility, to complement high-quality transit service.**

Successful alternative service models should be expanded around existing traditional services to fill gaps and expand transit's reach. These service models can be used to increase first/last mile options and access to high quality transit service. A framework of flexible service models can integrate public outreach and project assessment with lessons learned from existing programs and pilots. Example service models may include a hybrid approach to microtransit and paratransit services in lower-density areas and volunteer driver programs using microtransit or ridesharing technology.

TDD.F.2. Scale new programs based on successful pilots and best practices identified in the short-term.

The most successful flexible service pilot programs should be scaled across new geographies and at new times. Feedback collected from local partners and mobility providers can be used to improve future iterations of the pilots.

Short Term (1-5 year) Strategies:**TDD.F.3. Develop and expand existing Transportation Demand Management (TDM) programs to maximize existing transit capacity.**

TDM programs can make better use of existing transit services and encourage mode shift away from single-occupancy vehicles, as well as provide relatively stable revenue sources for transit agencies. Existing TDM efforts and best-practices in the region should be expanded and shared with partners. Revisit the goals in the Next Generation TDM Plan (April 2018) and evaluate the successes and challenges for the region. There are co-benefits for major employers or property developers by providing more travel options to their users, limiting access traffic, and streamlining entitlements. Business organizations and major employers could partner with transit service providers (convened by regional entities like SACOG) to explore how TDM measures could be standardized and best targeted to benefit all stakeholders. SACOG should continue the TDM mini-grant program applications to incentivize local governments and agencies to deploy pilot TDM programs (like more flexible remote working, especially post-pandemic).

TDD.F.4. Initiate partnerships to pilot new use cases and partnerships.

Foster partnerships between operators and other organizations (a mix of private mobility, health care providers like Kaiser Permanente, and nonprofit organizations like ACC Rides) to create opportunities for better service, new pilots and other innovations. Partners could submit unsolicited proposals to regional agencies like SACOG for new use cases or partnerships. SACOG could develop guidelines for pilots (e.g. evaluation of impact) and tie them to funding sources or funding expansions.

TDD.F.5. Track, communicate and integrate learning and best practices from within the region and beyond.

A knowledgebase should be created for regional and local partners and transit agencies to learn best practices for micromobility, microtransit, and TDM programs as well as integrating lessons learned in future transportation planning projects. Knowledge sharing events could be held to share best practices and hear from operators and other stakeholders. Key to this is compiling case studies with sufficient detail to assess performance, nuances, and applicability for this region. Partnerships with academics and/or philanthropic organizations could be an effective and cost-efficient way to maintain this knowledge base.

TDD.F.6. Expand demand-responsive service pilots for difficult-to-serve locations.

Existing flexible pilots and services, like the Volunteer Driver Program, in rural and suburban communities should be expanded to similar locations with a framework and action plans for each targeted area. The expanded pilots should be monitored and evaluated, with lessons learned shared with partners. Social equity could be a significant selection criteria and funding justification for these programs, for example, those serving rural lower-income communities.

Case Study

SmaRTRide

SmaRTRide is the SacRT's on-demand microtransit service that was initially introduced as an alternative to Dial-a-Ride and flex route buses in some lower-density areas of the SacRT service area. The SmaRTRide service was designed to complement SacRT's fixed route service with more complete network connections. The new service also generates information and data on ridership patterns and the need for future regular transit service, including fixed route expansion opportunities.

SmaRTRide's 2018 Citrus Heights pilot began with two goals in mind: testing the viability of microtransit to deliver coverage to underserved, disadvantaged, less-dense communities, and leveraging capital funding sources available to SacRT to provide neighborhood-friendly buses.

The pilot allowed for bookings via phone, mobile app, and online with real time information on eight dedicated vehicles. Data from the 2018 pilot in Citrus Heights found that the service was extremely popular. Two-thirds of all riders took more than one trip, 48% used the service every week and 6% used it every day. The program now provides service throughout nine separate areas in the region: Arden; Carmichael; Citrus Heights; Downtown-



Midtown-East Sacramento; Folsom; Franklin-South Sacramento; Gerber-Calvine; North Sacramento; and Rancho Cordova. SacRT is now one of the largest microtransit providers in the country, operating with 45 27-foot wheelchair-accessible cutaway minibuses, nine of which are zero emission electric vehicles (ZEV).

Despite the pandemic, SacRT's SmarTRide experienced steady growth during the summer of 2020, with July showing the highest ridership month, providing approximately 12,200 rides.



Case Study

West Sacramento On-Demand Rideshare Service

The City of West Sacramento operates the West Sacramento On-Demand rideshare service, which grew out of a SACOG-funded study of ridesharing options. The program began as a one-year pilot in May 2018 as part of the City's Mobility Action Plan (MAP). The initial pilot program cost \$749,000, with most of the funds coming from state and local transportation funding, including a \$149,000 allocation from SACOG.

The pilot was such a success the City of West Sacramento renewed the program in 2019 and again in 2020.

The program provides a shared, on-demand, service with flexible stops, schedules, and fleet supply. Via Mobility provides drivers and the routing software. Currently, there are 11 Metris Vans, including two Wheelchair Accessible Vehicles (WAV). The fleet size is regularly adjusted to meet demand. The program provides free transfers to all Yolobus stops in West Sacramento.

Young people under the age of 21 appear to be the most frequent users, followed by adults age 50 and up. Riders typically come from households with between \$15,000 and \$35,000 household income and are most are women.

Survey results indicated that microtransit has mostly replaced Uber/Lyft trips (49%), driving alone (34%), or getting a ride from a family member (34%). Fourteen percent of survey respondents said before microtransit, they would not take the given trip at all. According to City staff, the program is extremely popular, particularly for those who were previously dependent on fixed-route transit.

The pandemic resulted in initially decreased ridership by 70%. Ridership is increasing with reopening efforts, with trips primarily to and from commercial centers. Currently, vehicles are limited to three passengers per trip ensuring sufficient physical distance between riders.



4.4 Reduce Mobility Disparities

Inclusive:

Prioritize the needs of disadvantaged travelers and remove barriers to their participation in the planning process.

Relevant goals:     

Fast and Reliable, Equitable, User Friendly, Interconnected, Cost-Effective

Historically, individuals and communities reliant on adequate public transit, primarily people of color, limited-English speakers, people with disabilities, rural, low-income, and transit-dependent residents, are under-represented in transportation planning and decision-making processes. Structural and cultural barriers play a role in the ability of these populations to access and shape transit planning and decision-making goals in their communities. In general, evidence also shows that transit investment and operating subsidy disproportionately benefits white, wealthy commuters, most of whom own cars. Advancing transportation equity and addressing historical imbalances in transit planning and decision-making requires transit to meet the needs of riders who rely on transit the most, and for transportation planning and decision-making processes to be responsive to the mobility realities of these riders, both essential elements to achieving this goal.

The SACOG region is no exception to these historical trends. For example, the disparity in travel times between transit and driving disproportionately burdens Environmental Justice (EJ) communities in the Sacramento region. In SACOG-defined areas, recent data shows EJ areas are relatively well-served by transit in the region: 59% of households and 67% of employees in EJ areas are within a quarter of a mile of high-quality transit. However, EJ households are also less likely to own a car and more likely to be transit dependent. The 2018 SACOG Regional Household Traveler Survey also shows that households with incomes below \$25,000 make up the largest proportion of walk, bike, and transit trips.

Regional agencies, cities, counties, and transit operators in the region have recognized the importance of elevating the voices of California's SB 535 Disadvantaged Communities (disadvantaged communities) and have worked to further their participation in planning processes. One such example is SACOG's Race, Equity, and Inclusion working group (REI) that is developing a Racial Equity Plan and dedicated to ensuring more voices are at the table.

The quality and outcomes of engagement are wide-ranging and can be limited in impact when there are few public comment opportunities, or communities are included after project concepts or goals have

been developed, even with well-intentioned, timely outreach due to lack of familiarity and trust between constituents and stakeholders. " with "Community engagement outcomes range in quality and impact. In many cases, there are few public comment opportunities and communities are included after project concepts and goals have been developed. Even with well-intentioned and timely outreach, lack of familiarity and trust between agencies and community members impedes meaningful partnership.

Additionally, lack of data and feedback from underrepresented groups can result in strategies and policies that do not benefit those most in need of robust transit service. The region should develop equity metrics to measure the performance of transit in disadvantaged communities. These metrics, much like traditional transit performance metrics, must be quantifiable and monitored regularly.

These strategies aim to remove barriers to participation by implementing emerging best practices in community engagement. It recognizes that people in disadvantaged communities are clients, and aims to include their voices in the planning process, from conception to implementation. This strategy will ultimately lead to improving the user experience for disadvantaged travelers through standard performance

measurements and by thoroughly seeking to understand user needs and preferences.

Long-term strategies:

RDM.I.1 Increase participation from underrepresented groups by implementing best practices in community engagement.

Transit operators should increase participation from historically marginalized groups, with a particular emphasis on communities of color, limited English speakers, those earning low incomes, and those that are transit dependent. Transit operators should review and update their public participation plans and practices to reflect best practices in engaging underrepresented groups. Regional agencies can provide expert and financial assistance to support transit operators in setting goals and measuring progress to ensure disadvantaged communities are proportionately represented in the transit planning and funding allocation processes. Transit operators and regional agencies should proactively engage with these communities, including leveraging existing community leaders, participating and hosting events with community-based organizations (CBOs), and facilitating targeted focus groups.

Engaging with existing leaders and groups can help build trust between the agencies and its constituents over time. The transit operators and regional agencies should gather feedback directly from CBOs, and engage participants to refine and

improve engagement methods based on the needs, demographics and challenges of the communities they serve.

Because individuals in EJ areas tend to take longer trips to access jobs, especially if they are riding transit, engagement methods should include

opportunities to reach populations who may live outside an operator's service area but rely on their service.



RDM.I.2 Adopt consistent equity performance metrics and community definitions to evaluate policies, programs and investments across the region and position for state funding.

Transit operators should work together, with support from regional agencies and input from stakeholders, to identify and adopt a common set of equity metrics that are tracked and reported regularly. These metrics can provide a benchmark to evaluate projects, investment or programs, and to ensure that investment and service improvements are reaching communities that need them the most. Equity metrics should be revisited every few years to reflect changing conditions and available data. This effort should leverage the work already underway by the Race, Equity and Inclusion working group at SACOG. As part of this effort, SACOG should conduct a review of equity metrics being used by peer regions or agencies. SACOG should also overlay its existing regional EJ designation with state definitions for SB535 Disadvantaged Communities and AB 1330 Low-Income Communities to identify areas that are prioritized for state funding.

Short Term (1-5 Year) Strategies:

RDM.I.3 Provide on-call expertise to help operators update community engagement practices and develop community-driven plans.

Regional agencies can provide on-call community engagement experts to work directly with transit operators to review current approaches in each agency's Public Participation Plan, identifying opportunities and new approaches. Experts can devise locally responsive outreach approaches, helping agencies use regionally-developed engagement tools, and supporting them as they pilot new approaches. Rather than a one-size-fits-all engagement approach, regional agencies can develop a suite of engagement tools that can be used for different type of projects, and explore different practices in co-creation and community decision-making. Transit operators and regional agencies can invest in partnerships with CBOs that have existing relationships with disadvantaged communities. On-call experts and community partners can work with transit operators to flag barriers to participation for underrepresented groups and identify specific strategies to address these barriers (e.g. translation for people with limited-English proficiency, providing childcare at meetings, compensating community members for their time and participation).

RDM.I.5 Study alternatives to transit policing.

Policing strategies in transit have recently come under scrutiny due to a series of high-profile shootings by police in California and throughout the United States. Many cities and transit agencies are now evaluating whether alternative safety approaches can provide better outcomes for incidents where there is no immediate threat to safety.

Regional entities and transit operators should conduct a review of emerging best practices on alternative transit policing strategies from peer cities. Such a review could focus on partnerships with homeless outreach services, crisis support services and first responders to provide care for the unhoused in transit stations and stops; providing training and resources for vehicle operators about when to call the police and when other first responders may be more appropriate; and launching or enhancing an unarmed transit ambassador program.

Case Study

Equity Designations and Metrics:

Metro Transit in Minneapolis–Saint Paul initiated “Everyday Equity”, focused on developing a comprehensive organizational assessment of equity, employee surveys, cultural inclusiveness assessments, focus groups and performance indicators to understand strengths, weaknesses and opportunities.



Case Study

Transit Policing

Los Angeles Metro has collaborated with the nonprofit People Assisting the Homelessness (PATH) to direct unhoused individuals living in transit stations to housing and services. Other cities have suggested increasing the presence of unarmed transit ambassadors and elevator attendants.



Case Study

Los Angeles Metro – How Women Travel Study & Gender Action

In Los Angeles, municipal and regional transportation authorities have recently moved towards studying women's needs in order to make sure transport services are good for women. This approach came out of the realization that in Los Angeles, like other areas throughout the United States, agencies have not historically collected gender-specific data, and therefore do not have adequate information on whether their systems are meeting the needs of female travelers.

Los Angeles Metro, a regional planning authority and transit service operator, began to address this problem through commissioning the How Women Travel Study, an important step towards understanding the experience of women, as part of a process to help Metro better serve its women users. Key findings from that study include:

Women's mobility needs. Of Metro riders, women make more trips per day, often shorter trips linked to household needs, and at off-peak periods of the day. Women also have fewer transportation options and are more likely to live in car-free households.

Safety is a key issue. Women prioritize good lighting design, having other people around, and visibility. Additionally, the three most common complaints about service were pass-ups, no shows, late buses, and unreliable or absence of real-time information. Bus improvements like real-time arrival information can allow women to reduce wait times at transit stops, plan their journeys more easily, and ideally more safely.

Vehicle, Stop and Station Design. The physical needs of women and girls carrying bags, strollers and children can be met with improvements to vehicle, stop and station design.

Fare Policy presents a significant barrier to many women, particularly caregivers. A significant portion of female transit riders, primarily caregivers, prefer to use cash for fare payment. Cash payments are flexible and not attached to a single rider. However, paying in cash disproportionately impacts these riders financially, women caregivers make more linked trips throughout the day.



Equitable:

Increase travel choices and reduce travel time and cost burden for residents of disadvantaged and low-income communities.

Relevant goals:     

Fast and Reliable, Equitable, User Friendly, Interconnected, Cost-Effective

As noted in “Inclusive,” individuals living in EJ areas within the SACOG region are less likely to own a car and more likely to be transit dependent, resulting in a disparity in travel times between transit and driving that disproportionately burdens people living in EJ communities. This strategy aims to reduce the relative burden of public transportation, both through fare structure and travel time savings. It will also prioritize disadvantaged and low-income communities for investments in new mobility options and infrastructure to speed up transit.

Over the long term, the region should work toward creating a regional, means-based fare discount to make transit more affordable for those who need it the most, eliminating a key barrier to economic mobility, increasing transit ridership and retaining existing low-income riders. Additionally, the region should work to improve access to alternative modes, such as carshare, micromobility and microtransit, for transit-dependent populations.

Long-term strategies:**RDM.E.1 Introduce ongoing, regional, means-based fare discount or similar program.**

Work toward the creation of a region-wide fare discount on all transit services in the SACOG region. As a first step, inventory existing means-based fare discounts in the region and identify gaps and barriers – such as differing eligibility thresholds and enrollment processes across different operators, language barriers, and lack of internet access. Study regional means-based fare discounts in comparable regions and identify relevant best practices and lessons learned that are applicable to the SACOG region.

RDM.E.2 Prioritize disadvantaged communities for improvements that reduce transit travel time, such as bus-only lanes.

As the region moves forward with planning and implementing infrastructure improvements to speed transit service and increase frequencies (see ‘Transit Design and Delivery’ section), corridors and routes serving large numbers of low-income and transit-dependent riders should be prioritized. Initial steps should include identifying the most heavily-traveled routes and corridors, in consultation with communities; conducting analysis on average travel and waiting times; and ensuring metrics that are identified for evaluating bus speed and frequency improvements also account for measures of transportation equity.

Short Term (1-5 Year) Strategies:**RDM.E.3 Confirm a regionally accepted definition of disadvantaged communities.**

Per the 2020 Metropolitan Transportation Plan/ Sustainable Communities Strategy (MTP/SCS), Environmental Justice (EJ) areas are defined as “areas that have concentrated populations of one or more of the following criteria: low-income, communities of color, high pollution burden, or other vulnerable communities such as single-parent households, low educational attainment, linguistic isolation, disabled, burdened by excessive housing costs, or senior populations greater than 75 years old”. The MTP/SCS acknowledges this is not inclusive of all burdened or vulnerable households in the region. Additionally, the EJ definition does not capture the specific nuances of individuals that have limited mobility or access to transit, or vehicle ownership. A TCC working group should align with SACOG’s Race, Equity, and Inclusion working group to identify a regionally accepted definition of disadvantaged communities. The definition should also aim to best position the region for funding opportunities for disadvantaged communities.

RDM.E.4 Expand affordable mobility options, such as carshare and micromobility, in disadvantaged communities.

Connect residents of disadvantaged communities to key work and non-work destinations by providing additional mobility options that connect to, or complement, transit service. In consultation with residents and community-based organizations, identify new mobility options that could best meet community needs.

Examples include electric vehicle carshare, micromobility, or microtransit, with vehicle locations, service areas and pricing designed to maximize access and utility for low-income residents. Conduct a review of successful programs in disadvantaged communities elsewhere in California and nationally. Initiate dialogue and identify incentives for private/ third-party mobility providers to locate services in disadvantaged communities in the SACOG region. Identify funding opportunities, particularly California Climate Investments (CCI) funds, to pilot and/ or incentivize private operators to provide these services.



Source: Kyle Smith

Case Study

More MARTA Atlanta

MARTA in Atlanta has initiated More MARTA Atlanta, which will expand arterial rapid transit, light rail transit, and additional fixed-route bus service in disadvantaged neighborhoods. It will provide service to 126 Atlanta neighborhoods and provide 61% greater access to transit for communities with large minority or low-income populations.





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5. Implementation Recommendations

5.1 Establish task forces to drive implementation

We recommend the creation of task forces, supported by SACOG staff, to drive forward implementation of key near-term priorities. These task forces could operate as working groups or subcommittees of the Transit Coordinating Committee (TCC), with inclusion of other stakeholders as discussed in Section 5.2.

1. Funding and Fare Policy Task Force

- Near-term tracking/monitoring of funding and grant opportunities, coordinated response, grant writing support.
- Long-term development of new revenue sources, including taxes, tolls and impact fees.
- Establish guidelines and standards for coordinated SRTP planning.

2. Network Design Task Force

- Identify regionwide priority corridors, nodes and conduct regionwide passenger survey.
- Provide consistent passenger information (trip planning, regional map, real-time info).
- Improve fare and transfer integration.
- Develop station design and co-branding strategies.
- Create decision-support tools for ridership/coverage and roadway allocation decisions.

3. Data & Planning Task Force

- Identify data gaps and new data sources, including post-COVID travel, remote work and school trends and forecasts.
- Apply economies of scale to make data uniformly available.
- Automate data collection and processing, establish performance dashboards.
- Provide support for analyses by operating agencies.

4. User Experience Task Force

- Conduct Regionwide passenger survey
- Provide Consistent passenger information (trip planning, regional map, real-time info)
- Improve fare and transfer integration
- Develop station design and co-branding strategies

5. Inclusion and Equity Task Force

- Initiate means-based fare study.
- Prioritize inclusive community engagement.
- Expand mobility options in disadvantaged communities.

5.2 Roles and Responsibilities

While the Next Generation Transit Strategy was commissioned by SACOG, it was developed in collaboration with diverse stakeholders, and it will require continued partnership and effort to move to fruition. This section outlines the major roles and responsibilities for each the major stakeholders.

SACOG

As the Metropolitan Planning Association (MPO) for the six-county region, SACOG has a central role to play in coordinating efforts to envision, plan and fund the Next Generation Transit Strategy. SACOG should take the lead on tracking and monitoring implementation and convening multi-stakeholder task forces – as detailed above – to drive progress.

Counties

Counties play a central role in funding transit improvements through the passage and management of countywide sales tax measures for transportation. These sales tax measures, both current and future, should support the vision of fast, frequent transit by providing more funding for both capital projects and operations, and establishing performance metrics to ensure funds are spent on the most effective projects.

As the owner/operators of some arterials and highways (along with Caltrans), counties can play a

crucial role in speeding up transit by re-allocating road space and adapting traffic operations to prioritize transit.

Placer County Transportation Planning Authority (PCTPA) and El Dorado County Transportation Commission (EDCTC) wear multiple hats as both countywide transportation authorities and Regional Transportation Planning Authorities. As such, they will play a key role in coordinating planning efforts – particularly SRTP standardization – in partnership with SACOG.

Transit Operators

The transit operators in the Sacramento region have been active in the creation of the Next Generation Transit Strategy and will ultimately be responsible for implementing the specific actions. As the agencies tasked with operating transit, they are accountable to stakeholders and funders ranging from local city councils all the way up to the Federal Transit Administration. Tens of thousands of the most vulnerable residents in the SACOG region rely on them each day to keep the buses and trains running. At the same time, they are dealing with chronic funding needs combined with pandemic recovery.

This plan calls on them to fundamentally refine major aspects of their work, including service models, physical and digital infrastructure, planning

processes, and fare structure. This will require leadership, commitment, and sustainable sources of funding. Engaging with the task forces described above, collaborating and partnering across agency boundaries, and expanding partnerships with third-party mobility providers will all be necessary roles for the region's transit operators.

Cities

As the owner/operators of some arterials and many smaller streets and roads, cities play a key role in ensuring safe routes to transit (e.g. sidewalks, bike lanes, crosswalks) and making transit move faster on major arterials.

Additionally, cities may own real estate that may be prime for developing or improving transit infrastructure such as mobility hubs.

Cities should also use their zoning and entitlement authority to locate new housing and job growth near transit and ensure new development invests in traffic/transportation demand mitigation strategies that enhance and complement transit.

Caltrans

As the owner and operator of many arterials and highways, Caltrans can play a crucial role in speeding up transit by re-allocating road space and adapting traffic operations to prioritize transit.

Additionally, Caltrans may own real estate that may be prime for developing or improving transit infrastructure such as mobility hubs.

Private Sector

Business groups, employers and developers should engage with transit agencies to improve transit access to employment centers and walkable, mixed-use neighborhoods. This includes being involved in planning efforts; advocating for additional funding for transit that is tied to performance outcomes; and designing new development to encourage multi-modal lifestyles.

Third-Party Mobility Providers

Mobility providers such as Via, Lime, Zipcar, Lyft and Uber should continue to expand partnerships with transit operators and planning agencies to improve access to transit and provide mobility options for disadvantaged, low-income and transit-dependent communities.

Community-Based Organizations and Non-Profits

Organizations that advocate and mobilize for justice, equity, health, safety and sustainability are important drivers of change and accountability in the region. They should be engaged and, when appropriate, compensated for their participation in the task forces described above.

5.3 Performance Monitoring

SACOG should take the lead on monitoring and driving implementation of the Next Generation Transit Strategy. It should be incorporated into SACOG's annual Overall Workplan (OWP) with resources allocated for staff time to support task forces and other work to implement near-term (1-5 year) actions.

Five-year goals and annual milestones for tracking progress toward implementation should be established by SACOG with input from key partners.

An annual progress report on Next Generation Transit Strategy should be presented to the SACOG Board of Directors and shared with the board of other partner agencies as appropriate. This annual report should:

- Track progress toward meeting goals and milestones
- Document activities conducted in the prior year
- Identify priorities for the coming year
- Share lessons learned and best practices

Partner agencies and stakeholders involved in implementation should provide input to both the workplan and the annual progress reports.

At the end of five years, SACOG should lead a comprehensive update of the Next Generation Transit Strategy to refine the long-term vision, identify a new suite of 1-5 year actions to continue progress toward the 2040 goals, and document best practices and lessons learned.





1. Header

3.3Title

This report uses data and trends generated prior to the coronavirus pandemic. It is unknown at this time whether previous trends will resume after the state’s economic cessations are lifted.

4.4.4Title

This report identifies

Appendix: Draft Service Categories

						Existing Conditions (Pre-pandemic)		Best Practices	
Type of Service	Primary Role	Current Examples:	Mode	Peak Period Service Only?	7-Day Service	Indicative Headway (mins)*	Features	Indicative Headway (mins)*	Features
Regional Services >15 miles									
Regional All-Day (RAD)	Extends Radial Service from Regional Centers to Regional Centers and to Secondary Centers	Yuba-Sutter Commuter Service Causeway Connection Capitol Corridor Yolobus Routes 42A/42B & 45	Regional Express Bus, Regional Rail	NO	OFTEN	P: 10-20 MD: 60 – 120	Some stations, shelters, Mostly freeway operation, Real-time info	P: 5-15 MD: 15-30	Many stations, Portions of Freeway BRT; 45 mph minimum Speeds (avg)
Regional Commute (RC)	Targets commute market from suburb to employers with peak period, peak direction service	Roseville Rte 1-10 Placer Commuter Express EDT Sac Commuter Yolobus Davis & Woodland Express	Express Bus	YES	NO	P: 15-30 MD: N/A	Mostly freeway operation, Real-time info	P: 10-20 MD: N/A	Some stations, 45 mph minimum Speeds (avg)
Regional All-Day High Capacity (RAD-HC)	Provides regional all-day backbone service	SacRT LRT	Urban Rail	NO	YES	P: 15 MD: 15	Full stations, portions of exclusive ROW, transit priority, Real-time info	P: 5-10 MD: 10-15	

						Existing Conditions (Pre-pandemic)		Best Practices	
Type of Service	Primary Role	Current Examples:	Mode	Peak Period Service Only?	7-Day Service	Indicative Headway (mins)*	Features	Indicative Headway (mins)*	Features
Sub-Regional Services <15 miles									
Urban Trunk (UT)	Provides backbone service on major arterials and higher-density corridors; operates in segregated right-of-way to the extent possible to improve speeds	SacRT Routes 1, 30/38; 51 Unitrans G Yolobus Route 240	BRT, Limited Stop, Bus	NO	YES	P: 15 MD: 15	Shelters, Real-time info	P: 5-10 MD: 10-15	Some stations, transit priority, transit lanes, BRT, 15 mph minimum speed
Small Urban Trunk (ST)	Provides backbone service on major arterials in non-urbanized and rural areas, often between distinct towns.	YST Route 1 & 3 Roseville Rte A	Bus	NO	OFTEN	P: 30 MD: 30	Shelters, Real-time info	P: 15 MD: 15	15 mph minimum speed. Transit priority
Subregional Commute (SC)	Provides a high speed and high frequency transit service between residential areas and employment areas, targeting commuters. Routes less than 15 miles.	Elk Grove Expresses	Bus	MAYBE	MAYBE	P: 10-15	Real-time info, some shelters	P: 10-15	15 mph minimum speed

						Existing Conditions (Pre-pandemic)		Best Practices	
Type of Service	Primary Role	Current Examples:	Mode	Peak Period Service Only?	7-Day Service	Indicative Headway (mins)*	Features	Indicative Headway (mins)*	Features
Local Network (LN)	Fills gaps left uncovered by UT/ET service within the urban area; links moderate-density residential areas to one another (or schools, malls)	SacRT Route 84 EDT Route 20/30	Bus	NO	OFTEN	P: 30-60 MD: 30-60	Real-time info, some shelters	P: 15-30 MD: 15-30	
Community Bus (CB)	Provides local circulation from transit station to nearby moderate-to high-density business, retail, or residential district and within confined low-density area, possibly targeting specific groups.	S Roseville Rte L Placer Rte 70 (Lincoln) Sac State Hornet Express Shuttle	Bus, Shuttle	MAYBE	MAYBE	P: 15-60 MD: 30-120	Real-time info (phone-based)	P: 15-30 MD: 30-60	
On-Demand Services									
Community Shuttle (CS)	Provides local circulation within prescribed radius and sometimes to/from transit station & residential districts	West Sacramento On-Demand	Shuttle	MAYBE	MAYBE	N/A	Real-time info (phone-based)		
Coordinated Transportation Services (TS)	Providing focused personal transportation for	SmaRT Ride Paratransit, Inc	Shuttle	MAYBE	MAYBE	N/A	Real-time info		

						Existing Conditions (Pre-pandemic)		Best Practices	
Type of Service	Primary Role	Current Examples:	Mode	Peak Period Service Only?	7-Day Service	Indicative Headway (mins)*	Features	Indicative Headway (mins)*	Features
	individuals with mobility impairments						(phone-based)		

Appendix: Potential Funding Sources/Opportunities

Longer Term Davis-Sacramento Corridor Transit Funding Options

Revenue Source		Notes	
LOCAL REVENUE SOURCES		Capital	Operating
Advertising Revenue	Opportunities include advertisements on the vehicles and at transit stops/stations.	X	X
Community Facilities District	A downtown Sacramento CFD was previously formed for the riverfront streetcar project. It has been dissolved since that time, but a CFF remains a funding option for transit projects. A CFF designation would generate revenues for capital improvements or ongoing service operation costs.	X	X
Developer Fees	Developer fees assessed by local jurisdictions could be directed towards eligible transportation services. Developer fees are generated in all the communities along the corridor.	X	X
Development Agreement Funds	Joint public-private developments at the transit-oriented development station sites could include negotiated transportation improvements to support the new services (e.g., station improvements, etc.)	X	X
Farebox Revenue	Fares generated from any bus transit or rail service will offer flexible funds.	X	X
Measure A	The current Measure A offers transit operations funding for SacRT and Paratransit, Inc. It includes a capital improvement program that may get updated for a new measure campaign in 2022. Additionally, there is a program to provide funding annually for community shuttle services, such as SmaRT Ride	X	X
Measure U	The City of Sacramento renewed this general tax for public services in 2018, increasing it from a one-quarter to a one-half cent. Transportation is an eligible expense.	X	X
New County-Level Transportation Sales Tax	Preliminary plans are underway to pursue future new ballot measures in Sacramento and Yolo counties. The Sacramento County measure will be an expanded Measure A, while the Yolo County sales would be new. The new Sacramento ballot measure may be in 2022, but a Yolo County measure would be in a later year.	X	X
Parcel Tax	The City of Davis approved a parcel tax in June 2018 that is dedicated for transportation improvements. Other jurisdictions in the region could pass a similar fee and become eligible for a share of the state's SB1 Local Partnership Program (LPP) revenues.	X	X
Parking Revenues	A portion of parking revenue generated in downtown Sacramento and in other communities with priced parking could go towards transit capital or operating needs.	X	X
Transportation Development Act (TDA)/Local Transportation Funds (LTF)	The local jurisdictions across the SACOG region receive this dedicated funding for transportation purposes, however, many of the smaller jurisdictions do not fully spend these funds on transit services. Instead, they direct a portion of the funding to support road maintenance by local public works agencies. SACOG administers the funding.	X	X
Zero Emission Vehicle (ZEV) Grants	If the transportation service is provided by ZEV buses then various grant programs are potential funding sources. Private sources include Electrify America and Frontier Energy. Public sources include grants from CARB and the Sacramento Metropolitan Air Quality Management District.	X	

Longer Term Davis-Sacramento Corridor Transit Funding Options

Revenue Source		Notes	
STATE REVENUE SOURCES		Capital	Operating
Low Carbon Transit Operations Program (LCTOP)	This relatively new revenue source is derived from Cap & Trade auction revenue. Transit operators across the region receive funding to support transit services. Caltrans administers the funding.		X
SB 1 – Congested Corridors Program	A competitive grant program that invests in multi-modal transportation solutions on highly congested corridors. Administered by the CTC.	X	
SB 1 – Local Partnership Program	A new SB 1 program comprised of a formula component that goes directly to eligible local agencies.. Also includes a competitive grant program for eligible agencies. Administered by the CTC.	X	
SB 1 – State of Good Repair Funds	This new SB 1 program provides funding for rehabilitation and maintenance of transit capital equipment. The funding is administered by SACOG, EDCTC, and PCTPA for the transit agencies in their RTPA areas.	X	
State Rail Assistance	An inter-city rail service may become eligible for either the Inter-city Rail and/or the Commuter Rail program accounts. Administered by Caltrans.		X
State Transit Assistance	An established program that supports transit capital improvements for transit agencies across the region. SACOG, EDCTC, and PCTPA administer the funding in this region.	X	X
Transit & Intercity Rail Program (TIRCP)	A competitive grant program derived from Cap & Trade and SB1 revenues. It provides capital funding for a broad range of bus and rail improvements. Administered by the CTC. Administered by CalSTA and Caltrans.	X	
FEDERAL REVENUE SOURCES			
Federal Transit Administration (FTA) 5307	The largest FTA formula funding source for urbanized areas. Sacramento Urbanized Area funds are administered by SACOG & Regional Transit. Urbanized Area funds for Davis, Woodland, and Yuba City are administered by Caltrans.	X	X
Federal Transit Administration (FTA) 5309 Capital Investment Grants	This competitive grant program includes New and Small Starts investments in fixed guideway transit improvements that include light rail, streetcars, and bus rapid transit (BRT) projects. It is a highly competitive program administered by Caltrans	X	
Federal Transit Administration (FTA) 5339	An FTA program for bus & bus capital needs. There are two components: 1) a formula share that is administered by SACOG for the Sacramento Urbanized Area and Caltrans for the Davis, Woodland, and Yuba City Urbanized Areas, and 2) a competitive grant program administered by USDOT	X	
ATCMTD & Mobility On-Demand Sandbox	These new federal competitive grant programs fund projects that have new transportation technologies and involve creative partnerships and/or service delivery concepts. Administered by USDOT.	X	X
RAISE	A competitive grant program for innovative transportation projects, typically multi-modal ones. The funding source was previously named BUILD and TIGER. Administered by USDOT.	X	

Appendix: Example Multicriteria Analysis (MCA)

		AVERAGE SCORES								AVERAGE
		Fast and Reliable	Equitable	Moves the Economy	User Friendly	Interconnected	Cost-effective	Financially sustainable	Climate smart	
Category	Strategy									
All Travelers	More workers have access to free or discounted transit	0.0	1.0	0.8	0.5	0.2	0.8	0.5	1.3	0.6
All Travelers	Implement regionwide promotional/reward strategies on Connect Card	0.0	0.0	0.0	0.5	1.2	0.5	0.0	0.7	0.4
All Travelers	Post COVID service reorganization focused on commuters who are returning to in person work	0.5	0.5	0.8	0.6	0.0	0.8	0.0	0.8	0.5
All Travelers	Improve access to healthcare and overall mobility for seniors and disabled populations	0.0	0.8	0.0	0.4	0.5	0.3	0.0	0.7	0.3
All Travelers	Improve services to schools and community college	0.5	0.7	0.0	0.4	0.3	0.5	0.0	0.7	0.4
Disadv. Travelers	Make transit more affordable for disadvantaged travelers	0.0	1.3	0.0	0.4	0.5	0.8	0.0	0.7	0.5
Disadv. Travelers	Expand affordable mobility options (beyond transit) in disadvantaged communities	0.0	1.7	0.8	0.5	0.2	0.5	0.0	0.7	0.5
Disadv. Travelers	Elevate voices of disadvantaged travelers by implementing best practices in community	0.5	0.7	0.3	0.5	0.5	0.3	0.0	0.7	0.4
Disadv. Travelers	Develop consistent equity performance metrics to evaluate policies, programs, and inv	1.5	0.7	0.0	0.6	0.7	0.8	0.0	0.7	0.6
Disadv. Travelers	Study and pilot rapid bus improvements in disadvantaged communities	2.0	1.3	0.8	1.1	0.0	1.3	0.0	0.8	0.9
Land Use	Prioritize transit-competitive nodes and corridors for high-quality transit service	2.0	1.0	1.0	1.0	0.5	1.5	0.0	0.7	1.0
Land Use	Replace low-performing service with alternatives that improve user experience	1.3	0.7	0.5	0.8	0.3	1.0	0.0	0.3	0.6
Land Use	Incubate new mobility strategies that serve rural communities	0.8	0.3	0.0	0.4	0.5	0.3	0.0	0.3	0.3
Transit Network	Agree on a framework for identifying and balancing the competing priorities of coverage	1.3	0.0	0.0	0.4	1.0	1.0	0.0	0.0	0.5
Transit Network	Establish consistent route classifications and performance metrics to inform service pla	1.3	0.5	0.8	0.4	1.0	1.0	0.0	0.7	0.7
Transit Network	Prioritize bus-only corridors and infrastructure.	1.5	0.7	1.3	1.1	0.2	2.0	0.0	1.0	1.0
Transit Network	Rethink highway space to prioritize transit.	1.5	0.8	1.3	1.0	0.3	1.8	0.0	0.7	0.9
Transit Network	Use shuttles to connect hard-to-access rail stations with nearby activity centers.	0.8	0.2	2.0	0.5	0.2	1.0	0.0	1.0	0.7
UX	Improve understanding of user needs	1.3	0.8	0.8	0.8	0.5	0.5	0.0	0.7	0.7
UX	Integration of fare, payment, information	0.8	0.3	0.0	0.6	2.0	0.5	0.0	1.0	0.7
UX	Integration of design across operators	0.5	0.0	0.0	0.5	0.8	0.3	0.0	0.2	0.3
UX	Coordinated strategy to address safety concerns	0.0	0.0	0.0	0.8	0.7	0.3	0.0	0.7	0.3
UX	Improve connectivity to stations	1.0	0.2	0.5	0.5	1.2	0.5	0.0	0.7	0.6
Interagency Collab	Collaborate to secure new funds	0.0	0.5	0.5	1.4	1.0	0.5	2.0	1.0	0.9
Interagency Collab	Good performance rewarded with financial incentives	0.5	0.3	0.5	0.9	0.7	1.3	1.0	0.3	0.7
Interagency Collab	Integrated planning across operators	1.3	0.2	0.8	0.5	1.2	0.8	0.0	0.3	0.6
Interagency Collab	Expanded interagency coordination	1.3	0.0	0.8	0.6	1.7	0.8	0.0	0.7	0.7
Interagency Collab	Study and pilot collaborative approaches	0.8	0.3	0.5	0.5	0.8	0.5	0.0	0.3	0.5
Interagency Collab	Shared procurement and other back-office functions	0.0	0.0	0.0	0.5	0.7	0.5	0.0	0.5	0.3
Interagency Collab	On-call technical assistance	0.0	0.0	0.0	0.3	0.3	0.0	0.0	0.3	0.1
Emerging Mobility	Turn major transit stations into mobility hubs	1.0	1.2	0.8	0.6	1.7	0.5	0.0	0.8	0.8
Emerging Mobility	Centralized coordination with private mobility operators	0.3	0.8	0.3	0.3	0.8	0.3	0.0	0.3	0.4
Emerging Mobility	Regional coordination, studies and pilots for micromobility	1.0	1.2	1.0	0.3	0.7	0.3	0.0	1.2	0.7
Emerging Mobility	Expand microtransit and other ride sharing options to more places	1.0	1.2	1.3	0.4	0.7	0.5	0.0	1.0	0.7
Emerging Mobility	Plan for a Mobility-as-a-service (MaaS) integration	1.3	0.5	0.3	0.5	1.7	0.5	0.0	0.7	0.7



