Foster City Ad Hoc Transportation Committee

Report and Recommendations

Phase I

ACKNOWLEDGEMENTS

City Council
John Kiramis, Mayor
Rick Wykoff, Vice Mayor
Pam Frisella
Art Kiesel
Linda Koelling, Council Liaison to Committee

Ad Hoc Transportation Committee
Ken Feldstein, Committee Chair
Larry Shaine, Committee Vice Chair
Bill Fullendorf
Vera Kina
Gina Kuo
Doug Lower
Ollie Pattum
Lee Port

City Staff
Jim Hardy, City Manager
Kristi Chappelle, Assistant City Manager
Leslie Carmichael, Planning Manager
‘Andra Lorenz, Management Analyst
Jennifer Tons, Recreation Superintendent
Teresa Whinery, Transportation Intern
Stan Workman, Assistant Engineer

Peninsula Traffic Congestion Relief Alliance
Christine Maley-Grubl, Executive Director
Michael Stevenson, Shuttle Program Manager
Karen Sumner, Transportation Programs Manager

SamTrans
Marisa Espinosa, Manager of Planning and Research
Ivy Tzur, Senior Planner / Consultant
Pamela Vasudeva, Senior Planner

Guests and Speakers
Jane Bierstedt, Principal, Fehr & Peers
Matt Plumb, Intern, Fehr & Peers
Don Weden, Retired Planner for Santa Clara County

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY 1
2. INTRODUCTION 3
2.1 Background 3
2.2 Mission & Goals 4
2.3 Existing Conditions and Community Needs 5
2.4 Methodology 9
2.5 Next Steps 10
3. COMMITTEE RECOMMENDATIONS 11
3.1 INTRODUCTION 11
Recommendation Categories 11
Summary of Recommendations 12
How to Read Recommendations 13
3.2 CONNECTIONS SHUTTLE RECOMMENDATIONS 15
Introduction 15
Recommendations 15
CS1: Use Low-Floor Buses 15
CS2: Utilize “NextBus” Technology 16
CS3: Expand Connections Shuttle Service Hours 18
CS4: Provide Weekend and Evening Service on Connections Shuttle 19
CS5: Provide Bike Racks on All Shuttles 20
CS6: Create Timed Transfers at Key Shuttle Points 20
3.3 OTHER TRANSIT RECOMMENDATIONS 22
Introduction 22
Recommendations 22
OT1: Enhance Senior Express Service 22
OT2: Create Special Events Service 23
OT3: Improve Bus Stop Facilities 24
OT4: Provide Deviated Route Service 25
3.4 ENGINEERING AND LAND USE RECOMMENDATIONS 27

Introduction 27
Recommendations 27
EL1: Install Bike Lockers 27
4. ADMINISTRATION AND OVERSIGHT 29
4.1 Introduction 29
4.2 Recommendations 29
ADMIN1: Begin Charging Fares for Shuttle Usage 29
ADMIN2: Foster Relationships with Local Transit Agencies 30
ADMIN3: Extend Term of Transportation Committee 30
ADMIN4: Advocate for Improved 251 Service 31
5. PUBLIC OUTREACH AND EDUCATION 32
5.1 Recommendation 32
5.2 Suggested Publicity Campaign Elements 32

Appendix A: Foster City Transportation Guide i
Appendix B: Mission & Goals iii
Appendix C: Evaluation Matrix of Proposed Recommendations v
Appendix D: Bus Purchasing / Emissions xiv
Appendix E: Non-Prioritized Recommendations xv
Appendix F: Committee's Vision of Foster City's Transportation Future xviii
Appendix G: Glossary of Terms and Acronyms xxi

1. EXECUTIVE SUMMARY

The Ad Hoc Transportation Committee was created as the Ad Hoc Shuttle Committee in March of 2008 to study scheduling issues. Its scope was broadened and it was renamed the Ad Hoc Transportation Committee in June 2008. The Ad Hoc Transportation Committee was tasked with evaluating and assessing general transportation issues, identifying funding for alternative transportation programs, and finding both long-term and short-term solutions to the issues identified. The Committee presents this report as a summary of its work, findings, and recommendations.

The Committee has created a list of prioritized recommendations for the City, based upon its evaluation of current needs and its vision for the City's transportation future. The recommendations contained in this report have a focus on serving youth, seniors and people with disabilities. For this reason, the Committee has designated this report as "Phase I" of its recommendations, with future phases focusing on business, commuter, and casual users.

In creating its vision for Foster City's future, the Committee identified the following four goals:

> **Accessibility**: Insuring that those with mobility issues and those without ready access to automobiles can remain connected to their communities.
>
> **Convenience**: Allowing for easy movement between Foster City and surrounding areas without an automobile, ensuring simplicity and ease in transferring between modes or service providers.
>
> **Sustainability**: Reducing greenhouse gas emissions and Foster City's carbon footprint by providing transportation alternatives that reduce auto usage.
>
> **Traffic Congestion Reduction**: Reducing congestion, making the streets friendlier for non-drivers and drivers alike, saving Foster City residents frustration and valuable time while also reducing emissions.

In its work to meet these goals, the Committee identified five different categories of action: Connections Shuttle Programs, Other Transit Programs, Engineering and Land Use Solutions, Administrative Actions and Oversight, and Public Outreach and Education Programs. The Committee has made recommendations in each of these areas, which are summarized in the corresponding sections of this report.

The Committee's Phase I recommendations are as follows, listed in priority order within each category:

Connections Shuttle Programs

- CS1 Use Low-Floor Buses

- CS2 Utilize “NextBus” Technology
- CS3 Expand Service Hours
- CS4 Provide Weekend and Evening Service
- CS5 Provide Bike Racks on All Shuttles
- CS6 Create Timed Transfers at Key Shuttle Points

Other Transit Programs

- OT1 Enhance Senior Express Service
- OT2 Initiate Special Events Service
- OT3 Install Bus Stop Improvements
- OT4 Implement Deviated Route Service

Engineering and Land Use Solutions

- EL1 Install Bike Lockers

Administrative Actions and Oversight

- ADMIN1 Begin Charging Fares for Shuttle Usage
- ADMIN2 Foster Relationships with Local Transit Agencies, the City of San Mateo and other Neighboring Municipalities
- ADMIN3 Extend Term of Transportation Committee
- ADMIN4 Advocate for Improved SamTrans 251 Service

Public Outreach and Education Programs

- PO1 Launch Publicity Campaign

2. INTRODUCTION

2.1 Background

In 2002, SamTrans reduced service on Route 251 (a route with primary service between Foster City and Hillsdale Caltrain Station) from half-hourly to hourly. In response to this service reduction, the City reworked its Sunshine Shuttle program, replacing it with the Connections Shuttle.

The Connections Shuttle Red Line was designed to supplement the now less frequent Route 251 service by combining two Sunshine Shuttle lines, while the Blue Line was intended to act as a community shuttle providing mid-day service for shopping and other errands. The Red Line follows the SamTrans 251 route from Hillsdale Mall to Bridgepointe Shopping Center, passing through residential neighborhoods, while the Blue Line runs from Bridgepointe Shopping Center to Metro Center and then in a loop around certain residential areas (See Appendix A: Community Transit Guide). Operational management of the shuttles was assumed by the Peninsula Traffic Congestion Relief Alliance (Alliance) in April of 2005 to best coordinate with regional transit. Both the Red Line and Blue Line are funded by the City of Foster City and a City/County Association of Governments (C/CAG) matching grant.

By 2008, the 21-passenger Red Line shuttle was consistently transporting about 200 daily riders across 10 one-way trips. Trips often exceeded the shuttle's capacity, leading some riders to be turned away. The bus was also running consistently behind schedule, partially due to the popularity of the shuttle (the bus picked up or dropped off passengers at most bus stops) and partially due to the nature of the shuttle's ridership, which includes people with mobility challenges and mothers with small children and strollers. Both of these groups require extra time to board the shuttle, increasing dwell time (the time spent at each stop) and causing the driver to fall behind schedule.

At its March 17, 2008 meeting, the Council passed Minute Order 1092, establishing a 10-member Ad Hoc Connections Shuttle Committee, consisting of one member from each citizen advisory committee and one member from the Planning Commission. This committee was charged with addressing the schedule issues facing the Connections Shuttle and advising the Council on possible solutions.

The Committee found in its proceedings that there were multiple transportation issues facing Foster City, most of which fell outside the scope of its mission. In response, the Council passed Minute Order 1102 on June 2, 2008, expanding the mission of the Committee to include evaluating and assessing general transportation issues, identifying funding for alternative transportation programs, and finding both long-term and short-term solutions to the issues identified. The Committee was renamed the Ad Hoc Transportation Committee at that time.

In its discussions, the Committee focused primarily on issues facing seniors, people with mobility challenges, and youth. The Committee views this work as a first phase in a

larger transportation plan, with future phases to address other transportation issues facing the City.

The Committee presents this report as a summary of its Phase I work, findings, and recommendations.

2.2 Mission & Goals

The Committee has adopted the following mission statement:

The mission of the Ad Hoc Transportation Advisory Committee ("Committee") is as follows in accordance with Minute Order 1102, adopted June 2, 2008:

1) Evaluate existing transportation opportunities
    a. Identify problems with scheduling
    b. Coordinate transportation services between transportation agencies
    c. Evaluate route schedules
2) Assess the needs of the community
    a. Conduct a public survey[*]
    b. Involve members from the business community
    c. Advertise the services, including clear vehicle identification
    d. Establish strategic benchmarks
3) Identify funding sources
    a. Explore government funding
    b. Explore private funding (employer funding, etc)
    c. Explore user funding (fares)
    d. Explore other grant funding
4) Identify and recommend short-term and long-term goals, strategies, and solutions to the City Council for a coordinated and comprehensive transportation system for youth, seniors, and others who live and/or work in Foster City, aiming to meet the goals of sustainability, accessibility, convenience and traffic congestion reduction.

Definition of Committee Goals

The Committee has identified sustainability, accessibility, convenience, and traffic congestion reduction as the key transportation concerns facing Foster City. The ideal transportation system would be environmentally sustainable; provide access to varying populations, including seniors and the people with mobility challenges; be convenient enough to encourage people to choose transit instead of private automobiles; and help reduce traffic congestion within Foster City and the surrounding area.

[*] Conducting a survey was a part of the Committee's original mission as adopted by City Council Minute Order; however, the Committee and City staff working with the Committee determined that a public survey was not appropriate as part of the Phase I plan. For that reason, the Committee decided to make the conducting of a survey a non-prioritized recommendation for Phase I with plans to further consider a survey as part of Phase II.

The goals of sustainability, accessibility, convenience and traffic congestion reduction are further defined as follows:

Sustainability: Reducing greenhouse gas emissions and Foster City's carbon footprint by providing transportation alternatives that encourage people to get out of their cars.

Accessibility: Insuring that those with mobility concerns and those without ready access to automobiles can remain connected to their communities.

Convenience: Allowing for easy movement between Foster City and surrounding areas, ensuring simplicity and ease in transferring between modes or service providers and, more generally, providing a means for people to remain connected to their work, school, and community without making driving a necessity.

Traffic Congestion Reduction: Reducing congestion, making the streets friendlier for non-drivers and drivers alike, saving Foster City residents valuable time.

The Ad Hoc Transportation Committee considered each of these goals in creating their vision for the City's Transportation Plan, and has recommended a number of actions that will help the City to achieve this vision.

To see the full text of the Committee's Mission and Goals, as adopted at their September 11, 2008 meeting, please see Appendix B.

2.3 Existing Conditions and Community Needs

Existing Transit Services

Foster City is currently directly served by SamTrans, AC Transit, and numerous commuter and community shuttles operated either privately or by the Peninsula Traffic Congestion Relief Alliance ("The Alliance"). Buses and shuttles connect Foster City with both Hillsdale Caltrain Station and Millbrae Intermodal Station. For a map of transit services, please see Appendix A, the Foster City Transit Guide.

- **SamTrans Route 251**
  SamTrans Route 251 runs between Hillsdale Shopping Center and Bridgepointe shopping center, serving Foster City, Edgewater Place Shopping Center, Charter Square, the William Walker Recreation Center, Government Center, Marlin Cove Shopping Center, and Bowditch Middle School. It runs approximately hourly, from 6:00 AM to 7:00 PM on weekdays and Saturdays. There is no service on Sundays.

- **SamTrans Route 54**
  SamTrans Route 54 is designed to serve Bowditch Middle School and students traveling to Hillsdale Caltrain Station. It operates on school days only, with several trips between 7:00-8:00 AM and 3:00-4:00 PM.

- **SamTrans Route FX**
  SamTrans Route FX is an express line traveling from Foster City to downtown San Francisco in the morning and from San Francisco to Foster City in the evening. It operates during commute hours (6AM-9:30AM; 4PM-7:30PM), stopping along Beach Park Blvd, Mariners Island Blvd. and Third Ave.

- **AC Transit M Line**
  AC Transit M Line primarily serves the Foster City employment centers north of Highway 92, as well as Metro Center and Civic Center. It connects Foster City with the East Bay by running across the San Mateo-Hayward Bridge, connecting with Hayward BART, Castro Valley BART, and Union City BART. It provides service on the half-hour in the mornings and evenings (from 6:00AM to 11:00AM and 3:30PM to 7:30PM), and every two hours on weekends and in the middle of weekdays.

- **Foster City Connections Shuttle – Red Line**
  The Red Line is intended to act as a supplement to SamTrans Route 251, increasing service from hourly to half-hourly. It is a free shuttle, with funding evenly split between the City and C/CAG. The Red Line has recently expanded from one 21-passenger bus to two 40-passenger buses, and routinely transports 200 passengers a day. The Red Line operates on weekdays (but not on holidays) from approximately 10AM to 4:30PM.

- **Foster City Connections Shuttle – Blue Line**
  The Blue Line is a community shuttle which serves neighborhoods 5, 6, 7, 8 and 9, Metro Center, Government Center, Charter Square, Edgewater Shopping Center, and Bridgepointe Shopping Center. This line provides a community connection to key locations such as grocery stores and drug stores, as well as a connection to the Red Line and SamTrans Route 251. It operates on non-holiday weekdays from approximately 10AM to 4:30 PM

- **Lincoln Centre Shuttle**
  The Lincoln Centre Shuttle is an employer shuttle that provides service between Hillsdale Caltrain Station and the commercial area north of Highway 92 during commute hours only (7AM to 9AM and 3PM to 7PM). It is funded 75% from transportation funds, 25% from the major employers served, and 0% from the City. Anyone can ride this shuttle free of cost.

- **Mariners' Island Shuttle**
  The Mariners' Island Shuttle is an employer shuttle that provides service between Hillsdale Caltrain Station and Foster City employers during commute

hours only (7AM to 10AM and 3PM to 7PM). It is the only employer-funded shuttle to also serve the area south of Highway 92, as it makes stops at Metro Center and the intersection at Shell and E. Hillsdale Blvd. It also serves 951 Mariners Island, 393 Vintage Park, Bridgepointe Circle, and employers at Triton Drive. It is funded 75% from transportation funds, 25% from the major employers served, and 0% from the City. Anyone can ride this shuttle free of cost.

- **North Foster City Shuttle**
  The North Foster City Shuttle is an employer that provides a connection between Foster City and Millbrae Intermodal Station during commute hours only (6:30AM to 9AM and 4PM to 8PM). It primarily serves as an employer shuttle from BART to employers on Chess Dr. and Third Ave. It has been experiencing overcrowding, and Gilead and the Alliance are currently working toward a solution. It is funded 75% from transportation funds, 25% from the major employers served, and 0% from the City. Anyone can ride this shuttle free of cost.

Despite the seemingly large number of transit providers in the area, Foster City's transit needs could be better filled. Some of the problems facing residents who want to use transit are:

- A lack of commute hour service: SamTrans 251 runs only hourly in the mornings and evenings, and Red Line supplemental service does not begin until after the morning rush hour has finished. The employer shuttles provided limited service, especially south of Highway 92, and are often completely full. SamTrans Route FX provides service only to downtown San Francisco. AC Transit Line M does provide half-hourly service to Hillsdale Caltrain Station, but does not pass through Foster City neighborhoods.
- A lack of night and weekend service: There is no service to or from Foster City after 8PM and very limited service on the weekends. This prevents casual users from taking transit to recreational activities, shopping, or errands.
- Generally infrequent service: The most frequent service through the city is on the combined 251/Red Line service and AC Transit Line M, both of which run on half-hour headways. This results in an average wait time of fifteen minutes, and means that if an individual misses one bus, they must wait up to thirty minutes for the next one.

Existing Services for Seniors and People with Mobility Challenges

For Phase I of its study and recommendations, the Committee was especially concerned with how the City can address the mobility concerns of its elderly and disabled populations. In San Mateo County, the percentage of the population over the age of 65 is increasing; it is expected to increase by more than 60,000 by 2020. In comparison, the number of San Mateo County residents under 65 is expected to

decrease by that time. As the population ages, it will become even more important to provide for the mobility concerns of the elderly.

Currently, the following services are available to seniors and those with mobility challenges:

- **Senior Express**
  The Senior Express is a City-run, City-subsidized, fee-based shuttle for those over the age of 55 to go to doctor appointments, run errands, or visit any location in the immediate area. It operates three days a week: Tuesdays from 9:00 AM to 3:30 PM, Wednesdays from 9:00 AM to 5:00 PM, and Thursdays from 10:00 AM to 3:30 PM. The Senior Express is an important part of insuring mobility and independence for those who can no longer drive or no longer wish to drive. The Senior Express averages between 6-7 trips per day of service, and serves about 30 users per week.

- **Redi-Wheels Paratransit**
  Redi-Wheels is a SamTrans-operated paratransit service for qualifying people with disabilities. Potential riders must be pre-qualified, meaning that Redi-Wheels must determine that they are incapable of using regular public transit. Qualifying individuals can travel within San Mateo County east of Highway 280 for $2.50 each way. Rides are reserved in advance, and individuals requiring an attendant may bring one at no additional cost.

- **ADA Specifications on Buses and Shuttles**
  In addition to paratransit for qualifying individuals, disabled people who are able to use regular fixed-route service have a number of options and accommodations available to them. SamTrans buses are equipped to handle wheel chairs, as are the buses serving the Connections Shuttle Red Line and Blue Line.

- **Public Transit Listed Above**
  For individuals who cannot drive due to age or disability, but have no other major mobility issues, fixed-route transit provides an alternative to the automobile, as detailed above.

Community Needs

In making its recommendations, the Committee has made an effort to understand and address the needs of the community at large; however, for Phase I it has chosen to prioritize recommendations serving those deemed most in need of alternative transit options: non-drivers, specifically seniors, people with disabilities, and youth. The Committee's goal is to ensure that city residents can stay connected to their communities without the use of a car by providing them with and educating them about their alternatives.

The Committee has not focused on the needs of commuters who work in Foster City, but recognizes that the group faces many challenges in using alternative transportation. While the employer shuttle programs administered by the Alliance serve most offices in Foster City, these programs could be expanded or their service could be enhanced. For those who live in Foster City and commute beyond its borders, a more secure connection is needed to Caltrain and other modes of transit. The Committee recommends that further phases of this project examine these concerns more fully.

In addition to considering the above needs and current conditions, the Committee also considered what changes to City policy would make its vision more easily attainable. In doing so, it discussed how land use policy and planning impact the community's transportation options, and the balance between auto-friendly and pedestrian-friendly design given Foster City's suburban context. The Committee also discussed administrative changes the City could make in funding and promoting alternative transportation.

2.4 Methodology

The Committee has selected and prioritized its recommendations using a six-month long process of study, discussion, and deliberation. Meeting monthly, members discussed each separate recommendation category, generally examining one category per meeting.

Staff aided this process by providing the Committee with expert speakers and early analysis of each proposed recommendation. Staff provided information about the impacts, costs, complexity and time frame for each proposed action; this information is summarized within the Recommendation Evaluation Matrix (Appendix C). Generally, the Committee considered the following items:

- Goals Met: To what extent does the measure work toward the Committee's goals of sustainability, accessibility, connectivity, and traffic congestion reduction?
- Population Served: How many people and which demographics would benefit from the measure? The Committee considered the needs of youth, seniors and those with mobility issues, commuters, and casual transit riders, and paid special attention to recommendations serving youth and seniors/people with mobility issues.
- Cost: How much would the measure cost the city, in both dollars and staff time? The costs provided in this report represent Staff's initial estimate, and will require further refining and study.
- Complexity: How many outside parties would need to be involved? How much political will does this recommendation require?
- Time Frame: How long will it take the City to implement this measure?
- Available Funding: Is there funding available and how easy is it to obtain?

Using the information provided by Staff, Committee meeting discussions and members' personal opinions, the Committee chose to prioritize 18 recommendations in Phase I.

These prioritized recommendations are explored in depth in Section 3: Recommendations.

2.5 Next Steps

Each of the Committee's recommendations will require both staff time and other City resources to implement. The Committee has prioritized recommendations as a way of providing the City Council with information regarding what the Committee finds most important. The prioritization order of these recommendations reflects the Committee's dedication to certain goals, with less emphasis given to cost considerations than to the potential effectiveness of each recommendation in meeting those goals. Consequently, many of these items will require further study to more accurately determine costs and benefits before the City can decide which to implement.

The Committee has provided this document as a set of guidelines, and asks the Council to determine which measures, if any, it would like staff to study further. Staff will conduct further analysis and provide the Council with the additional information it needs to adopt a comprehensive transportation plan.

This document is intended to be a "living document," which will be updated and evaluated on a regular basis. The first step in the review process would be to collect and analyze the implementation data from each of the recommendations. This data would be collected and analyzed to determine if:

1. the recommendation made a positive difference in the community, and
2. the goals of the plan were positively affected by the actions taken

Based on this information, the plan would be re-evaluated. If, for instance, the Committee's recommendations for the Connections Shuttle are successful, that section would not need to be updated. However, if the recommendations for Engineering and Land Use, for instance, are *not* helping the City meet its goals, additional measures would need to be considered and recommended to Council as necessary.

3. COMMITTEE RECOMMENDATIONS

3.1 INTRODUCTION

This section includes the Foster City Ad Hoc Transportation Advisory Committee's detailed recommendations. It has been divided into categories, and the recommendations in each category are ordered according to the Committee's priorities. A list of non-prioritized recommendations, intended for consideration in future phases, can be found in Appendix E.

Recommendation Categories

The Committee has divided its recommendations into three action categories: Connections Shuttle Recommendations, Other Transit Recommendations, and Engineering and Land Use Recommendations.

- Connections Shuttle Recommendations pertain directly to the Foster City Connections Shuttle Red Line or Blue Line. This category includes service improvements and expansions, Connections Shuttle facilities improvements and changes to the shuttle's operation.
- Other Transit Recommendations includes all recommendations that relate to public transit but not uniquely to the Red Line or Blue Line shuttles. This includes paratransit or paratransit-like programs, special events service, and facilities improvements that apply to both the shuttles and other service providers.
- Engineering and Land Use Recommendations include those recommendations that would alter the built environment and the way in which people travel through the built environment. This section recognizes the impact that planning has on individuals' transportation choices. These recommendations generally aim to encourage the use of alternative transportation or discourage the use of the private automobile. Because the Committee recognizes that the City is already pursuing many of the Engineering and Land Use recommendations and because the Committee's Phase I focus is on serving youth, seniors, and mobility-challenged individuals, most of these recommendations have not been prioritized. It is likely that Engineering and Land Use recommendations will receive greater emphasis in the Committee's Phase II work. A list of non-prioritized recommendations is available in Appendix E.

In addition to these action categories, the Committee has recommended the City launch a public outreach program and make several administrative changes. Because these programs do not directly impact the Committee's goals, but rather serve to supplement and support the recommendations in the above categories, they have been listed

separately in Section 4: Administration and Oversight and Section 5: Public Outreach and Education.

Summary of Recommendations

The following list constitutes the full body of recommendations made by the Committee for implementation during Phase I, including those recommendations falling in the Education and Administration and Oversight sections. Please note that within each section, recommendations are listed in order of priority.

Connections Shuttle

- CS1 Use Low-Floor Buses
- CS2 Utilize "NextBus" Technology
- CS3 Expand Service Hours
- CS4 Provide Weekend and Evening Service
- CS5 Provide Bike Racks on All Shuttles
- CS6 Create Timed Transfers at Key Shuttle Points

Other Transit

- OT1 Enhance Senior Express Service
- OT2 Initiate Special Events Service
- OT3 Install Bus Stop Improvements
- OT4 Implement Deviated Route Service

Engineering and Land Use

- EL5 Install Bike Lockers

Public Outreach and Education

- PO1 Launch Publicity Campaign

Administration and Oversight

- ADMIN1 Begin Charging Fares for Shuttle Usage
- ADMIN2 Foster Relationships with Local Transit Agencies, the City of San Mateo and other Neighboring Municipalities
- ADMIN3 Extend Term of Transportation Committee
- ADMIN4 Advocate for Improved SamTrans 251 Service

The Committee's 16 non-Education recommendations are distributed as follows across the various categories:

- 6 (37.5%) are Connections Shuttle recommendations
- 4 (25.0%) are Other Transit recommendations
- 1 (6.3%) is an Engineering and Land Use recommendation

- 5 (31.3%) are Administration and Oversight recommendations.

Of these recommendations, 11 are action items. All action items were evaluated by the Committee using the Goals Evaluation Matrix. The matrix and detailed summary statistics can be found in Appendix C.

How to Read Recommendations

All recommendations are formatted with the following information, with the exception of the Public Outreach and Education Plan:

Recommendation: Provides complete text of the Committee's recommendation

Reason for Recommendation: Summarizes the Committee's rationale in adopting the recommendation, including anticipated goals met.

Action Required: Briefly states what action the City would need to take to execute the recommendation.

Resources Required: Provides staff's initial estimate of the resources required to execute the recommendation. This includes rough estimates of monetary cost, staff time, and any other resources needed. More detailed cost information for initiatives the City chooses to pursue will require further study.

Additionally, each recommendation contains the following table, summarizing the information available in the Evaluation Matrix (Appendix C):

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
Cost	**Funding**	**Complexity**	**Time Frame**

Goals Met: Each of the Committee's goals is evaluated with an N/A, 'Low,' 'Medium,' or 'High.' This is a staff's initial estimate of the recommendation's impact. Generally, a "low" score means that while the goal is not being targeted by the recommendation, there may be residual effects on the goal. For instance, recommendations which greatly increase the "convenience" score may be assumed to increase ridership, which has sustainability and congestion relief effects.

Population Served: An “X” has been placed below each demographic served.

Cost: This is staff’s initial estimate of the cost to implement the recommendation, in one of the following ranges: $0-3000, $3,000-30,000, and $30,000+. Note that these figures are only rough estimates for the time being.

Funding: Generally, determining if funding is available will require further study from staff, but if staff knows that funding exists or does not exist, a “YES” or “NO” has been placed in this box.

Complexity: This is staff’s initial estimate of the complexity of implementing the recommendation, ranked “High” “Moderate” or “Low.” Generally, the more parties involved, the more time required, and the more political will needed, the more likely the recommendation will be marked with “high” complexity.

Time Frame: This is staff’s initial estimate of the time needed to implement the recommendation. It assumes that Council agrees with the Transportation Committee to make the recommendation in question a priority; if the Council has not made the recommendation a priority, a Mid-Term item may become a Long Term item. Recommendations have been marked 0-1 years (short term), 1-5 years (mid-term) or 5+ years (long term).

3.2 CONNECTIONS SHUTTLE RECOMMENDATIONS

Introduction

The Connections Shuttle program is at the heart of Foster City's current transit network. As discussed in the Background section of this report, the Red Line enhances services run by regional transit agencies, such as SamTrans, BART, Caltrain, and AC Transit. Specifically, the Red Line supplements SamTrans Route 251, and provides residents with service to Hillsdale Caltrain Station, Hillsdale Shopping Center, and Bridgepointe Shopping Center on half-hourly instead of hourly headways.

The Blue Line serves as a community shuttle, traveling between Foster City neighborhoods and popular shopping centers, as well as connecting to the Red Line. These shuttles serve as a convenience for those traveling to popular locations, but they also serve as a lifeline for Foster City residents who cannot or choose not to drive.

One third of the Committee's recommendations pertain to the Connections Shuttle. As it is the one aspect of public transportation directly under the City's control, changes to it require less inter-agency coordination than changes to services operated by regional transit systems. Much of the Committee's vision for Foster City transportation relies on expanding or enhancing the shuttle program.

This section's recommendations focus on making the Connections Shuttle more convenient for riders and accessible to a broader population, including commuters and mobility-challenged individuals. Changes to the program's administration are addressed in Section 5: Implementation and Oversight.

Recommendations

CS1: Use Low-Floor Buses

Recommendation
All Connections Shuttle buses should be "low-floor" buses to aid persons with mobility issues, strollers, or large packages in boarding and exiting the bus.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
High	Low	N/A	N/A
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
	X		X
Cost	**Funding**	**Complexity**	**Time Frame**
$30,000+	Further Study	Moderate	1-5 Years

Reason for Recommendation
Low-Floor buses ease transit use for all individuals, but especially for those with mobility concerns, large strollers, or numerous packages. These low-floor buses eliminate the typical high steps at the entrance to buses, and often allow individuals to board at typical curb heights. A less preferable alternative would be to purchase "kneeling" buses, which still have some steps, but can lower the initial step to curb height.

These buses decrease dwell times, allowing them to remain on schedule, in addition to providing help to mobility-challenged individuals.

Action Required
The City would need to contract with PCA or another vendor to provide low-floor buses in a quantity sufficient to serve some or all Connections Shuttle routes.

Resources Required
Low-floor buses are costly (~$300,000), and the City can expect hourly operator rates to increase pursuant to PCA's cost of acquiring new buses. In addition, these buses generally must be special-ordered, resulting in a time delay for implementation. Further study is necessary to determine if funding is available and what the exact cost of the project would be.

It should be noted that most bus manufacturers currently produce only low-floor buses, so if new buses are purchased in the future they will likely be low-floor models. In addition, future California Air Resources Board emissions standards may require the City to operate a different type of bus, meaning that the City will need to operate new buses regardless of whether it acts on procuring low-floor buses. If the Council so chooses, it can wait until these emissions standards changes to actively seek out low-floor buses for the Connections Shuttle. See Appendix D for more details on future emissions requirements and their impacts on transit fleets.

CS2: Utilize "NextBus" Technology

Recommendation
Install digital signs at bus stops that allow riders to track the bus's real time progress, and to know when the next bus will arrive.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
N/A	High	Low	Low
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X	X		X
Cost	**Funding**	**Complexity**	**Time Frame**
$30,000+	Further Study	High	5+ Years

Reason for Recommendation
Many people opt not to ride transit due to the degree of uncertainty involved. This is especially true for buses, which are more likely to run off schedule than trains or light rail due to the influence of traffic. Installing these improvements would greatly increase the convenience of riding public transit by allowing people to see their exact waiting time, eliminating the fear that the bus will "never come." It also encourages ridership by people who may not have their schedules with them. Increased convenience is likely to increase ridership and, correspondingly, transit's share of total trips. This could potentially help the City with its sustainability and traffic congestion reduction goals.

Once in place, these systems are both powerful and adaptable, with the ability to send updates to mobile phones and internet sites as well as to bus stop signage. The efficient use of technology is instrumental to increasing ridership.

Action Required
Implementation would require installing a transmitter in every shuttle bus, and installing electronic signage at most, if not all, Connections Shuttle stops. This would be most effective if we could also install the technology on SamTrans 251, which would require coordination with SamTrans as well as a potential subsidy to encourage installation. Due to the nature of the electronic signs, this recommendation could also require the erection of bus shelters (see Recommendation OT3). Further study is required to determine SamTrans' willingness to cooperate.

Resources Required
These systems are very high cost, as they include transmitters, receivers, electronic displays, and subscription to a service that allows the transmissions. No known funding source is available. Estimates for installing a NextBus system include $3,000-$5,000 in setup fees per route, $80/month per vehicle (including spares, totaling around $400/month), and $4,000-$13,000 per bus stop sign. Signs also incur a $50-$90 monthly charge. Furthermore, if the City wants to include information on SamTrans Route 251, staff will need to coordinate with SamTrans. The logistical difficulties and cost of this recommendation are why the Committee recommends it as a long-term project: the pay-offs to convenience and ridership are high, and taking the time to compile the necessary resources would be a worthwhile project.

CS3: Expand Connections Shuttle Service Hours

Recommendation
Expand Connections Shuttle service to include morning and evening commute hours, effectively serving as a shuttle to and from Caltrain for Foster City residents. Work closely with SamTrans to maintain half-hour headways during these hours.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
N/A	High	Low	Medium
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X	X	X	X
Cost	**Funding**	**Complexity**	**Time Frame**
$30,000+	Further Study	Moderate	1-5 years

Reason for Recommendation
Currently, Foster City residents have limited options for using public transit to commute to work. In the morning, AC Transit Line M operates on half-hour headways, while the Mariner's Island Shuttle and SamTrans 251 operate on hour headways. Residents going directly to downtown San Francisco have the option of riding SamTrans Route FX. Furthermore, of the above services, only SamTrans 251 and FX serve residential areas. Increased morning and evening commute frequency, especially to Caltrain, would greatly increase the convenience of taking transit, which should increase transit's share of morning and evening ridership, helping the City meet its sustainability and traffic congestion relief goals.

Action Required
The City would need to contract with the Alliance and PCA or another vendor for an expanded shuttle program. Cooperation and Coordination with SamTrans will also be necessary for creating a comprehensive set of transportation options during these expanded hours.

Resources Required
The City would require funds to pay for and advertise the additional shuttle service, including a reprinting of schedules. The increased usage of PCA shuttles will also increase the City's payments. Further study is required to determine if funding is available for the project, especially the effect this would have on current C/CAG funding.

CS4: Provide Weekend and Evening Service on Connections Shuttle

Recommendation
In addition to expanding service to commute hours, the Connections Shuttle should work closely with SamTrans to provide improved weekend and evening service to better serve casual transit riders and those who rely on transit for their personal mobility.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
Low	High	Low	Low
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X	X		X
Cost	**Funding**	**Complexity**	**Time Frame**
$30,000	Further Study	Moderate	1-5 Years

Reason for Recommendation
Current weekend and evening service is limited to SamTrans 251, which runs on its usual hour headways on Saturdays only, and until approximately 7:00 PM on weekdays. Such limited service prohibits many riders from choosing transit, with early weekday hours acting as a "curfew" of sorts, and a lack of Sunday service limiting individuals' options for weekend travel. By expanding service, taking public transit will be more convenient, leading to increased ridership and the potential slight gains for sustainability and congestion relief. Furthermore, those who rely on transit due to an inability to drive will have greater mobility during hours that currently have no fixed-route service.

Action Required
City action would be very similar to recommendation CS3: Expand Service Hours. The City would need to contract with the Alliance and PCA or another vendor for an expanded shuttle program. Cooperation and Coordination with SamTrans will also be necessary for creating a comprehensive set of transportation options during the expanded service hours.

Resources Required
The City would pay for additional operating costs and new schedules. The current hourly rate for the Red Line is $67.39; for the Blue Line it is $53.44. Extending service five hours a day (2.5 hours each in the morning and evening) would result in an extra cost of $336 per service day. Further study is required to determine if funding is available.

CS5: Provide Bike Racks on All Shuttles

Recommendation
Install bike racks on all shuttles to provide a link between transportation modes.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
N/A	Medium	Medium	Medium
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X			X
Cost	**Funding**	**Complexity**	**Time Frame**
< $3,000	Yes	Low	0-1 Years

Reason for Recommendation
Bicycles help transit users to make valuable “last-mile” connections between bus or rail stops and their final destinations. By making bike racks available on the community shuttles, Foster City can encourage people to take transit who live too far from a bus stop to make walking worthwhile, but close enough to make biking convenient. This also encourages people to use transit to travel to destinations more than a few blocks from a bus stop. Additionally, this encourages recreational users to take transit, as cyclists could take their bikes on the shuttle to their final destination (e.g. a point on the Bay Trail). Not only does this make transit more convenient for cyclists, it encourages cycling itself, aiding with the City’s sustainability and congestion relief goals. As part of a bicycle plan, this would rely on better bike trail signage and bike maps.

Action Required
The Alliance is in the process of installing bike racks. No City action is required.

Resources Required
No resources are required of the City unless additional buses are procured that require bike rack installation.

CS6: Create Timed Transfers at Key Shuttle Points

Recommendation
Implement timed transfers for the shuttle at key transfer points, most importantly when connecting with Caltrain or other heavy traffic lines at Hillsdale Shopping Center.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
N/A	High	Low	Low
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X	X		X
Cost	**Funding**	**Complexity**	**Time Frame**
< $3000	Further Study	High	1-5 Years

Reason for Recommendation
A timed transfer is a way of ensuring that individuals who rely on a bus transfer do not miss their connection. Transfers may be timed to coincide with other buses, trains, or light rail. Timed transfers are generally achieved by having one or both of the converging routes (trains, buses, etc) wait for the other to arrive, and then allow time for passengers to move from one to the other. By guaranteeing that people make their transfer (barring extraordinary circumstances), the City can increase the reliability of transit, thereby improving its desirability relative to the private automobile. This increase in convenience could potentially drive more people to choose transit as their mode of transportation, potentially helping the City with its sustainability and congestion relief goals. The employer shuttles serving Foster City already have schedules which coordinate with Caltrain and BART service in the typical commute direction (there is no such coordination for “counter-commuters” who use the service).

Action Required
This measure will require significant staff effort, as the re-timing of schedules must both allow for connections with other modes and maintain the current role of the Red Line as a supplement to SamTrans 251, running approximately halfway between SamTrans buses. Staff will continue to work with and foster relationships with the Alliance and SamTrans. Creating timed transfers between the Blue and Red Lines would be an easier first step.

Resources Required
Implementing this measure will require staff time and funds to reprint schedules.

3.3 OTHER TRANSIT RECOMMENDATIONS

Introduction

This section encompasses all those public transit-related recommendations which do not directly relate to the Connections Shuttle. This includes special services for the elderly or disabled, improvements to public transit facilities, and special events service.

The Committee recognizes that the City's role in public transit is capable of expanding beyond community shuttles, and these recommendations are designed to explore other ways to address concerns of accessibility, convenience, sustainability, and congestion.

Recommendations

OT1: Enhance Senior Express Service

Recommendation
Expand the Senior Express's service hours to include more days during the week and to provide more opportunities for out-of-town trips.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
High	Low	N/A	N/A
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
	X		
Cost	**Funding**	**Complexity**	**Time Frame**
$30,000 +	Further Study	Moderate	1-5 Years

Reason for Recommendation
The Senior Express currently operates three days a week as a fee-based service that drives seniors to errands, doctor appointments, and other locations within the County. The Committee has, as part of its mission statement, stated a commitment to creating a transportation plan that helps seniors and people with mobility issues. If the Senior Express expanded its operating times, Foster City seniors without access to a car would have more flexibility in scheduling doctor appointments, going to the grocery store, or attending events at the Senior Center. This is a key example of how Foster City transportation policy can help to make the region more accessible to non-driving seniors. The service could also be expanded to include non-seniors.

Action Required
The City would need to expand the hours of the shuttle, including contracting for additional driver hours and additional fuel and maintenance costs. Because the City owns the Senior Express van, little else would need to be done, and no outside agencies would need to be involved.

Resources Required
The City would need to pay for additional driver wages and operating and maintenance costs.

OT2: Create Special Events Service

Recommendation
Committee recommends that the City create special events service serving Foster City neighborhoods and Hillsdale Caltrain Station during special events, most notably the Arts and Wine Festival and the Fourth of July. Such a service would not only provide attendees a stress-free and parking-free way to enjoy the festivities, but would also serve as an advertisement for public transit in general, and reduce traffic congestion during these busy events.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
Low	Medium	Low	Low
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X	X		X
Cost	**Funding**	**Complexity**	**Time Frame**
$3,000 - $30,000	Further Study	Low	0-1 Years

Reason for Recommendation
A special event shuttle represents a relatively low-cost and simple way for the City to present a commitment to public transit, as well as to open City special events to individuals who either cannot or do not want to drive. The Committee recommends that the shuttle be made available for smaller events, such as shows at the Hillbarn Theatre or the NPJC Cultural Arts Center or the summer concert series, in addition to the larger events that take place in Foster City.

In the past, the City has contracted with SamTrans for shuttle service within Foster City on the Fourth of July. The program has been popular, and in 2008 SamTrans provided the service free of charge. However, they may not be able to offer the service in the

future due to legal concerns[†]. Committee recommends that if SamTrans service is discontinued then the City should charter or otherwise provide another service to replace this loss, and possibly expand the program to serve the Arts & Wine Festival or to shuttle visitors between Hillsdale Caltrain Station and Foster City.

Action Required
The City would need to both arrange for the shuttle and advertise it as an alternative to driving. The City could use either the Senior Express Van, for smaller expected turnout, or an off-duty Connections Shuttle vehicle.

Resources Required
Funding is required for shuttle operations on the day of the event and for advertising the shuttle's availability.

OT3: Improve Bus Stop Facilities

Recommendation
Currently, most bus stops within the City (many of which are shared with SamTrans and AC Transit) lack benches and shelters, with some lacking signage as well. The Committee recommends that the City provide improvements to bus stops at major intersections, and provide adequate signage at all bus stops to make waiting for the bus a more comfortable and pleasant experience.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
Low	Medium	Low	Low
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X	X	X	X
Cost	**Funding**	**Complexity**	**Time Frame**
$3,000 - $30,000	Further Study	High	1-5 Years

Reason for Recommendation
Inclement weather and discomfort are two reasons people don't ride the bus. By providing benches and shelters, the City could make the bus a more attractive option. Shelters and benches are more visible than the simple pole signs currently marking most Foster City bus stops; they serve in as an advertising tool for public transit, increasing visibility and therefore ridership. In addition, benches provide more options

[†] The service is technically defined as a "charter service." The Federal Transit Administration has a number of restrictions on public agencies wishing to offer charter service, as it is seen as unfair competition with private bus companies. How this will affect SamTrans' special events service is still not fully known, but there is a possibility that the shuttle may not be offered in coming years.

for mobility-challenged individuals who may become tired while standing to wait for a bus.

Action Required
The City would need to purchase new shelters and provide for their upkeep, contract with an agency for said services, or identify some other funding source. The City would also need to check for and replace missing signage. Shelter designs and locations would need to obtain planning approval. There is the potential that SamTrans' shelter contractor would install more shelters in Foster City at no cost to the City; however, the City would likely need to provide a pad for some locations.

Resources Required
The City would need funds for the shelters and maintenance, and staff time for the necessary preparations. Further study is needed to determine if other agencies would be willing to share the costs of installation and maintenance.

OT4: Provide Deviated Route Service

Recommendation
Provide deviated route service throughout Foster City, as an expansion of the current shuttle programs. Deviated route service is a type of public transit service in which buses follow a given route, but can deviate from it to pick up seniors or individuals with mobility issues who have scheduled a trip.

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
High	N/A	N/A	N/A
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
	X		
Cost	**Funding**	**Complexity**	**Time Frame**
$30,000 +	Further Study	High	5+ Years

Reason for Recommendation
Some Foster City residents may have limited mobility but not qualify for ADA Paratransit via the San Mateo Redi-Wheels program. Deviated route service provides a way to serve such individuals while also serving the community at large, at a lower cost than traditional paratransit service.

Action Required
Implementing deviated route service would necessitate creating an entirely new program, even if it were treated as an extension of the Connections Shuttle, due to the logistics involved in scheduling route deviations. Dispatching would be done by either a

City employee or a third-party vendor. Furthermore, if those requesting deviation were required to pay for the service, a system for distributing tickets or installing fare boxes would need to be created. While this would be very difficult to implement on the Red Line, the Blue Line is not required to supplement any given service, and would likely serve as a better option for adding deviated service.

Alternately, the City could opt to open the Senior Express to a wider population, which would afford people the same (if not greater) mobility options.

Resources Required

This program would require significant staff time in both the planning and operations stages. If operated as a part of the shuttle program, additional costs would also be incurred due to increased complexity.

3.4 ENGINEERING AND LAND USE RECOMMENDATIONS

Introduction

Land use is pertinent to transportation because of the impact that the built environment has on individuals traveling within said environment. Wide roads provide easier access for automobiles, but also create challenges for pedestrians crossing the busy street; wayfinding tools can help cyclists and pedestrians locate trails and sidewalks that can connect them to their destinations; and facilities improvements encourage the use of alternative transportation.

The Engineering and Land Use category covers a broad range of potential recommendations, including those concerned with how to alter Foster City's physical environment to address transportation concerns. Recommendations that were proposed but not prioritized by the Committee included creating bike and bus lanes, traffic calming measures, and changing City design and planning guidelines to promote certain land use goals. The Committee has prioritized only one Engineering and Land Use measure: the installation of bike lockers near key transit points. Non-prioritized recommendations can be found in Appendix E.

Recommendations

EL1: Install Bike Lockers

Recommendation
Purchase and install bike lockers for use near key transit points or other popular destinations, or contract for their installation and maintenance. Bicycle lockers are a form of secure bike parking which can be either reserved by a single cyclist for a period of time or locked digitally using a "smart card" (an electronic keycard or transit pass which can be programmed for a variety of transportation uses).

Goals Met			
Accessibility	*Convenience*	*Sustainability*	*Congestion Relief*
N/A	Medium	Medium	Low
Population Served			
Youth	*Mobility Challenged*	*Commuter*	*Casual & Recreational*
X		X	X
Cost	**Funding**	**Complexity**	**Time Frame**
$3,000 - $30,000	50% up to $500 from Alliance	Moderate	1-5 years

Reason for Recommendation
Cycling as a form of transportation could be made more popular if cyclists were guaranteed safe and secure parking for extended periods of time. Bike racks are generally deemed not adequately secure for use for more than a few hours, while some cyclists may wish to lock their bike for a full work day or longer. The Committee has an interest in encouraging cycling because of previously mentioned “last mile” connections, and the desire to encourage people to opt out of driving, which helps the City meet its sustainability and congestion goals.

Action Required
The City would need to acquire and install bike lockers, provide a contact point for interested cyclists, and obtain planning approval for the locker designs and locations. Alternately, the City could require the installation of bike lockers by the developers of new projects.

Resources Required
Funds would be needed for the initial program set-up (purchasing and installing lockers), and staff time would be needed for renting the lockers/fielding inquiries from interested cyclists. The Peninsula Traffic Congestion Relief Alliance provides reimbursement for half the cost of bike racks and bike lockers, up to $500 per unit, with no limit on the number of units. The Alliance will also pay up to $200 total for installation costs.

4. ADMINISTRATION AND OVERSIGHT

4.1 Introduction

The Committee recognizes that in providing its action recommendations (those listed in Section 3) it has created the need for corresponding administrative action. This section aims to identify areas in which City staff should take administrative action in order to support the recommendations put forth in Section 3. While these items will likely produce no physical results, they are an important piece of the City's overall transportation plan as they ease the process of implementing new programs by fostering relationships with potential resources and insuring the financial health of the City's programs.

The staff actions recommended by the Committee are listed below.

4.2 Recommendations

ADMIN1: Begin Charging Fares for Shuttle Usage

Recommendation
Institute a system for passengers to pay a fare for rides on the Connections Shuttle.

Reason for Recommendation
Currently, the shuttle is provided as a free service to all users; however, the Committee feels that such a program is untenable in the long term. Charging fares would allow the City the ability to recoup some expenses and partially or fully fund some of the service improvements recommended in this report.

Action Required
Charging a fare for shuttle use would require the installation of fare boxes or creation of another fare collection system. The City's vendor's (PCA's) equipment is currently not equipped to handle fares, but the Committee believes that this is an idea worth pursuing, and recommends that staff further study the best way to implement future fare payments. Options may include paying for fare box installation, or sourcing shuttle operations to SamTrans.

Resources Required
Staff time to study best implementation procedures. Funds needed would vary depending on Staff findings.

ADMIN2: Foster Relationships with Local Transit Agencies

Coordinate with City of San Mateo and other Neighboring Municipalities

Recommendation
Continue to foster relationships with neighboring municipalities and local transit agencies serving Foster City.

Reason for Recommendation
Many of the City's recommendations either rely on or could be helped by the cooperation of other agencies. The Committee therefore feels that maintaining excellent working relationships is not only advisable but necessary.

Action Required
Staff should meet with representatives from other agencies as necessary to discuss transportation measures, and should keep those representatives "in the loop" regarding the City's plans.

Resources Required
Staff time is the only resource required for this measure.

ADMIN3: Extend Term of Transportation Committee

Recommendation
Extend and reform the Ad Hoc Transportation Committee for an additional year, with quarterly meetings. Membership should be open to previous members as well as to new parties, including representatives for local businesses. Committee recommends that the Council reopen applications, and allow current members to either extend their term or step down from the Committee.

The Committee also recommends that the Report and Recommendations be treated as a living document, and that it be reviewed and updated on a regular basis.

Reason for Recommendation
The Committee wants to help the City achieve its transportation vision, and feels that a greater variety of interests should be represented in these meetings. It would continue in its role as an Ad Hoc Committee, and meetings would also serve as a venue for the public to learn about and contribute their thoughts and ideas to City transportation policy.

Action Required
The City should re-open Ad Hoc Committee applications and renew the term of the committee to at least one additional year, with quarterly meetings.

Resources Required
Staff time will be required for arranging meetings and creating agendas.

ADMIN4: Advocate for Improved 251 Service

Recommendation
Advocate for more frequent service and expanded hours along SamTrans Route 251.

Reason for Recommendation
Even with the supplementary service provided by the Connections Shuttle Red Line, service along SamTrans Route 251 is still less frequent than many would prefer, and provides limited options for commuters.

Action Required
Similar to ADMIN2: Staff should meet with representatives from other agencies as necessary to discuss transportation measures, specifically regarding SamTrans and Route 251.

Resources Required
This recommendation requires staff time on an as-necessary basis.

5. PUBLIC OUTREACH AND EDUCATION

5.1 Recommendation

Public outreach is a critical component in creating success for alternative transportation. Outreach and education campaigns alert people to their options, help people find the best transportation solutions to their needs, and promote alternative transportation as a way of meeting congestion relief and sustainability goals. This can be achieved through promotional campaigns, advertising, literature distribution, and the provision of resources for new or casual transit riders.

The Committee recommends that the City launch a publicity campaign for the coming transportation improvements, as well as continuing education regarding current transit options and the benefits of using transit. This provides elements suggested by the Committee, as well as the City's traditional outreach methods.

5.2 Suggested Publicity Campaign Elements

- **Improve signage for transit and bike paths**
  Committee recommends that bike paths/routes/lanes and transit stops be clearly marked. A key element in promoting the use of alternative transportation is insuring that people know it exists. If transit and bike paths are given higher visibility, it is likely that more people will notice them. Furthermore, by advertising contact information on signage, people will have a number to contact if they have questions or are unfamiliar with planning trips without their cars. This item ties in heavily with recommendation OT2.

  Resources Required: Funds for new signs, possibly in partnership with other agencies.

- **Distribute Information at Special Events**
  Transportation literature should be distributed at special events, such as the Arts & Wine Festival, the Fourth of July, and any other City events. Distribution can occur via a special Transportation Booth or by sharing a booth with the City (literature only) or the Peninsula Traffic Congestion Relief Alliance. Committee recommends that collaboration occur with the Environmental Sustainability Task Force (ESTF) to distribute transportation information at events attended or arranged by ESTF.

  Resources Required: Funds to print literature and booths/people for distribution.

- **Advertise at Pharmacies / Drug Counters**
  Committee recommends that special attention be paid to advertising at pharmacies and drug counters, as well as other venues frequented by seniors (such as a special rack in the Senior Wing of the Recreation Center) as a targeted outreach to seniors and mobility-challenged individuals.

  Resources Required: Partnership with participating retailers and printed literature.

- **Business Partnerships**
  Committee recommends that the City reach out to Foster City businesses to create special promotions benefitting transit riders. For instance, someone presenting a coupon available only on the Connections Shuttle could be entitled to a discounted meal at a restaurant accessible to transit. Such promotions encourage ridership, even among people who would usually be deterred by the additional time required for a transit trip.

  Resources Required: Staff time to establish good relationships.

- **Gifts/Prizes for Riders**
  Committee recommends that the City consider ridership promotions that reward select riders with gifts or prizes. Such promotions can give riders a more positive experience on the bus, and also serve as an incentive for others to choose transit.

  Resources Required: Funds to purchase gifts/prizes, staff hours to implement program, cooperation with vendor.

- **Bus Wrap Design Contest**
  Committee recommends launching a contest to design a bus wrap for the Connections Shuttle, similar to the SamTrans “Green Bus” competition. This would not only make local buses more visible, it would also provide an opportunity for local Foster City residents and students to participate and put their mark on public transit.

  Resources Required: $10,000 or more for bus wrap, and a publicity/education campaign.

- **Provide Bike Law Information**
  Committee recommends that information and literature on bicycle laws and safety be made available at Foster City schools, in transit racks, and at any event where other literature is presented. This encourages safe cycling, and reminds residents that cycling is an option.

  Resources Required: Bike law literature, staff for distribution.

Appendix A: Foster City Transportation Guide

FOSTER CITY CONNECTIONS - BLUE LINE		A.M.					P.M.				
Recreation Center/Senior Center	(Dp)	9:35	10:05	10:35	11:05	11:35	12:05	12:35	1:05	2:05	2:35
Shell Blvd./Bounty Dr.	(Dp)	9:37	10:07	10:37	11:07	11:37	12:07	12:37	1:07	2:07	2:37
Shell Blvd./Catamaran St.	(Dp)	9:38	10:08	10:38	11:08	11:38	12:08	12:38	1:08	2:08	2:38
Beach Park Blvd. at Charter Square	(Dp)	9:39	10:09	10:39	11:09	11:39	12:09	12:39	1:09	2:09	2:39
Beach Park Blvd./Farragut St.	(Dp)	9:41	10:11	10:41	11:11	11:41	12:11	12:41	1:11	2:11	2:41
Edgewater Blvd./Port Royal Ave.	(Dp)	9:42	10:12	10:42	11:12	11:42	12:12	12:42	1:12	2:12	2:42
Edgewater Blvd./Hawksbury Ln.	(Dp)	9:43	10:13	10:43	11:13	11:43	12:13	12:43	1:13	2:13	2:43
Baffin St. (front of Schooner Bay)	(Dp)	9:44	10:14	10:44	11:14	11:44	12:14	12:44	1:14	2:14	2:44
Pitcairn Dr./Baffin St.	(Dp)	9:45	10:15	10:45	11:15	11:45	12:15	12:45	1:15	2:15	2:45
Pitcairn Dr./Edgewater Blvd.	(Dp)	9:46	10:16	10:46	11:16	11:46	12:16	12:46	1:16	2:16	2:46
Edgewater Blvd./Monterey Ave.	(Dp)	9:47	10:17	10:47	11:17	11:47	12:17	12:47	1:17	2:17	2:47
Edgewater Blvd./Port Royal Ave.	(Dp)	9:48	10:18	10:48	11:18	11:48	12:18	12:48	1:18	2:18	2:48
Edgewater Place Shopping Center - Lucky's	(Dp)	9:49	10:19	10:49	11:19	11:49	12:19	12:49	1:19	2:19	2:49
Edgewater Blvd./Beach Park Blvd.	(Dp)	9:50	10:20	10:50	11:20	11:50	12:20	12:50	1:20	2:20	2:50
Edgewater Blvd./Dorado Ln.	(Dp)	9:51	10:21	10:51	11:21	11:51	12:21	12:51	1:21	2:21	2:51
Edgewater Blvd./Regulus St.	(Dp)	9:52	10:22	10:52	11:22	11:52	12:22	12:52	1:22	2:22	2:52
Edgewater (front of Harbor Cove)	(Dp)	9:53	10:23	10:53	11:23	11:53	12:23	12:53	1:23	2:23	2:53
Edgewater Blvd./E. Hillsdale Blvd.	(Dp)	9:54	10:24	10:54	11:24	11:54	12:24	12:54	1:24	2:24	2:54
Edgewater Blvd./S.R. 92 Ramps	(Dp)	9:55	10:25	10:55	11:25	11:55	12:25	12:55	1:25	2:25	2:55
Bridgepointe (Target & Toys R Us)	(Dp)	10:00	10:30	11:00	11:30	12:00	12:30	1:00	1:30	2:30	3:00
E. Hillsdale B. (near front of Long's)	(Dp)	10:03	10:33	11:03	11:33	12:03	12:33	1:03	1:33	2:33	3:03
Beach Park Blvd./Swordfish St.*	(Ar)	—	—	—	—	—	—	—	—	—	3:15*
Library/E. Hillsdale Blvd./Shell Blvd.*	(Ar)	—	—	—	—	—	—	—	—	—	3:20*

Revised: October 20, 2008

(Ar) - Bus Arrives (Dp) - Bus Departs *Regular School Days only

The Foster City Connections Blue & Red Line shuttles operate Monday through Friday, except designated service holidays. Visit www.commute.org for more information.

For SamTrans/Caltrain information, phone (800) 660-4287, (650) 508-6448 (TTY) or visit www.samtrans.com or www.caltrain.com. Foster City is served by:

- FX (express to San Francisco)
- 251 (to Hillsdale & Caltrain)
- 54 (limited community service)

For detailed AC Transit information, phone (510) 891-4700 or visit www.actransit.org. Foster City is served by:

- M Line (to/from East Bay, Hillsdale, Redwood City)

511 - Bay Area-wide transportation information. Dial 511 or visit www.511.org. Door to door transit trip planning available.

RED LINE Schedule to Hillsdale	FOSTER CITY CONNECTIONS - RED LINE (WESTBOUND)													
	Bus 251	Red Line WB 1	Bus 251	Red Line WB 2	Bus 251	Red Line WB 3	Bus 251	Red Line WB 4	Bus 251	Bus 251	Red Line WB 5	Bus 251	Red Line WB 6	Bus 251
Bridgepointe Shop. Ctr (Dp)	9:20 A	9:50 A	10:20 A	10:50 A	11:20 A	11:50 A	12:20 P	12:50 P	1:20 P	—	2:30 P	3:00 P	3:30 P	3:54 P
Beach Park / Tarpon (Dp)	9:30 A	10:01 A	10:28 A	11:01 A	11:28 A	12:01 P	12:28 P	1:01 P	1:28 P	#1:50 P	2:41 P	3:09 P	3:41 P	4:04 P
Beach Park / Foster City (Dp)	9:32 A	10:03 A	10:30 A	11:03 A	11:30 A	12:03 P	12:30 P	1:03 P	1:31 P	#1:52 P	2:43 P	3:11 P	3:43 P	4:06 P
E. Hillsdale / Foster City (Dp)	9:36 A	10:08 A	10:33 A	11:08 A	11:33 A	12:08 P	12:34 P	1:08 P	1:34 P	#1:55 P	2:48 P	3:14 P	3:48 P	4:10 P
Beach Park / Shell (Dp)	9:39 A	10:12 A	10:37 A	11:12 A	11:37 A	12:12 P	12:38 P	1:12 P	1:38 P	#1:59 P	2:52 P	3:18 P	3:52 P	4:13 P
E. Hillsdale / Edgewater (Dp)	9:42 A	10:18 A	10:40 A	11:18 A	11:40 A	12:18 P	12:42 P	1:18 P	1:41 P	#2:02 P	2:58 P	3:21 P	3:58 P	4:17 P
E. Hillsdale / Norfolk (Dp)	9:45 A	10:20 A	10:43 A	11:20 A	11:43 A	12:20 P	12:45 P	1:21 P	1:43 P	#2:04 P	3:00 P	3:23 P	4:01 P	4:19 P
Hillsdale Shopping Center (Dp)	9:49 A	10:24 A	10:47 A	11:24 A	11:47 A	12:25 P	12:50 P	1:28 P	1:49 P	#2:10 P	3:05 P	3:29 P	4:08 P	4:25 P
Express to Bridgepointe (Ar)	—	10:49 A	—	11:49 A	—	12:49 P	—	1:49 P	—	—	3:29 P	—	4:29 P	—

Revised: October 20, 2008

RED LINE Schedule to Bridgepointe	FOSTER CITY CONNECTIONS - RED LINE (EASTBOUND)													
	Bus 251	Red Line EB 1	Bus 251	Red Line EB 2	Bus 251	Red Line EB 3	Bus 251	Bus 251	Red Line EB 4	Bus 251	Red Line EB 5	Bus 251	Red Line EB 6	Bus 251
Hillsdale Shopping Center (Dp)	9:25 A	9:55 A	10:25 A	10:55 A	11:25 A	11:55 A	12:25 P	1:25 P	1:55 P	2:25 P	2:55 P	—	3:55 P	4:47 P
El Camino / 31st (Dp)	9:27 A	9:57 A	10:27 A	10:57 A	11:27 A	11:57 A	12:28 P	1:27 P	1:57 P	2:27 P	2:57 P	*3:30 P	3:57 P	4:50 P
E. Hillsdale / Norfolk (Dp)	9:32 A	10:02 A	10:32 A	11:02 A	11:32 A	12:02 P	12:33 P	1:32 P	2:02 P	2:34 P	3:02 P	*3:41 P	4:03 P	4:55 P
Edgewater / E. Hillsdale (Dp)	9:34 A	10:04 A	10:34 A	11:04 A	11:34 A	12:04 P	12:35 P	1:34 P	2:04 P	2:36 P	3:04 P	*3:43 P	4:05 P	4:57 P
Shell / Beach Park (Dp)	9:37 A	10:08 A	10:37 A	11:08 A	11:37 A	12:08 P	12:38 P	1:38 P	2:08 P	2:40 P	3:09 P	*3:47 P	4:10 P	5:01 P
E. Hillsdale / Foster City (Dp)	9:41 A	10:13 A	10:41 A	11:13 A	11:41 A	12:13 P	12:42 P	1:42 P	2:14 P	2:44 P	3:15 P	*3:51 P	4:16 P	5:05 P
Beach Park / Tarpon (Dp)	9:45 A	10:18 A	10:45 A	11:18 A	11:45 A	12:18 P	12:46 P	1:46 P	2:19 P	2:48 P	3:20 P	*3:56 P	4:21 P	5:10 P
Beach Park / Foster City (Dp)	9:47 A	10:20 A	10:47 A	11:20 A	11:47 A	12:20 P	12:48 P	1:48 P	2:21 P	2:50 P	3:22 P	*3:58 P	4:23 P	5:12 P
Bridgepointe Shop. Ctr. (Dp)	9:56 A	10:31 A	10:56 A	11:31 A	11:56 A	12:31 P	12:56 P	1:56 P	2:32 P	2:58 P	3:34 P	*4:06 P	4:35 P	5:20 P
Express to Hillsdale (Ar)	—	10:54 A	—	11:54 A	—	12:54 P	—	—	2:54 P	—	3:54 P	—	4:55 P	—

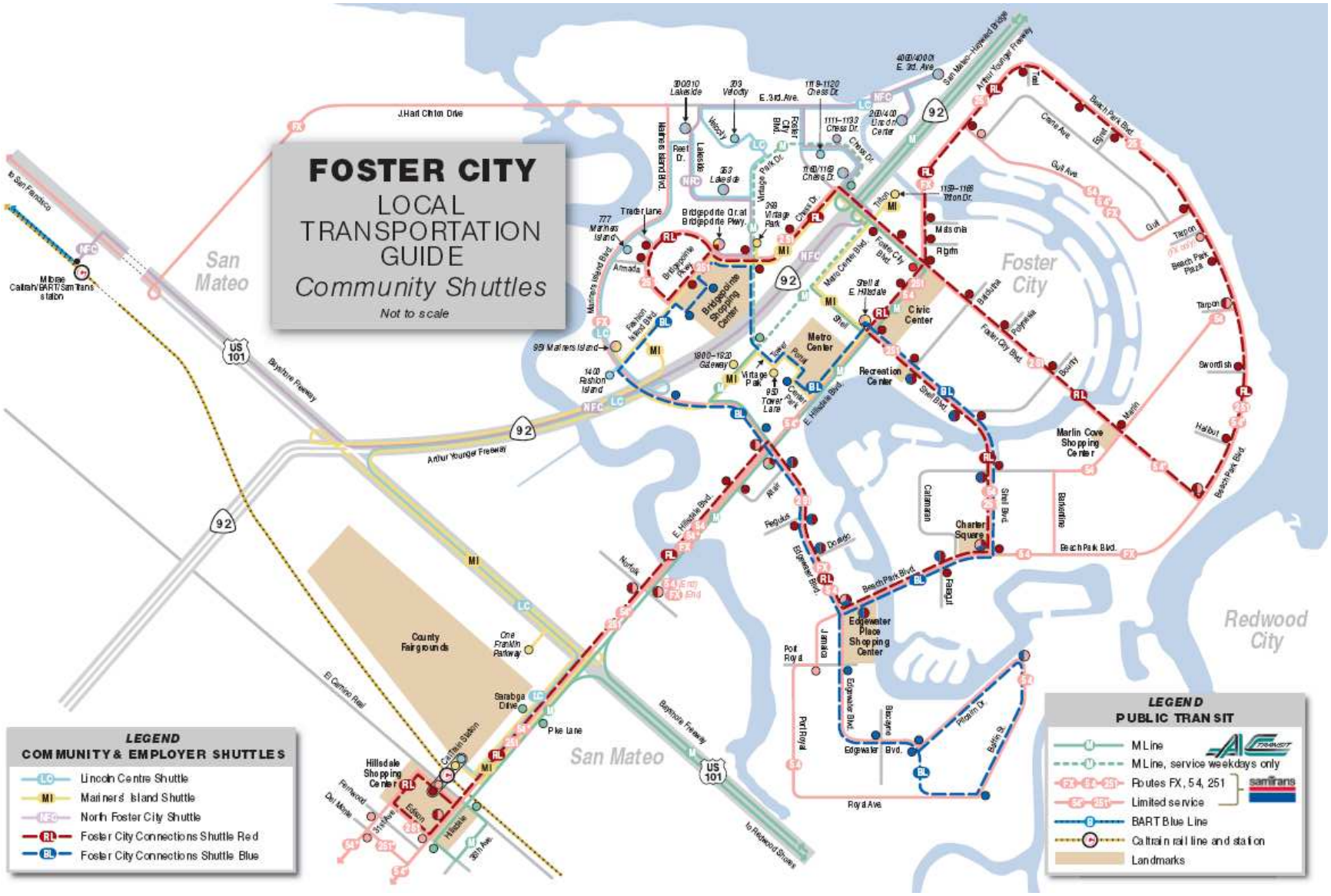
Revised: October 20, 2008

*School Days ONLY #Wednesdays - School Days Only (Ar) - Bus Arrives (Dp) - Bus Departs
Both the SamTrans Route 251 and Foster City Red Line use the SamTrans Route 251 bus stops. Not all stops are shown.

Foster City Transportation Guide
Connections Shuttles

Effective Date: ???

Foster City Connections Shuttles are sponsored by:
City of Foster City
City/County Association of Governments of San Mateo County


FOSTER CITY
LOCAL TRANSPORTATION GUIDE
Community Shuttles
Not to scale
San Mateo
Foster City
Redwood City
LEGEND
COMMUNITY & EMPLOYER SHUTTLES
Lincoln Centre Shuttle
Mariners Island Shuttle
North Foster City Shuttle
Foster City Connections Shuttle Red
Foster City Connections Shuttle Blue
LEGEND
PUBLIC TRANSIT
ML Line
ML Line, service weekdays only
Routes FX, 54, 251
Limited service
BART Blue Line
Caltrain rail line and station
Landmarks
Bridgepointe Shopping Center
Metro Center
Civic Center
Recreation Center
Marlin Cove Shopping Center
Charter Square
Edgewater Place Shopping Center
County Fairgrounds
Hillsdale Shopping Center
Bayshore Freeway
Arthur Younger Freeway
J Hart Clinton Drive
El Camino Real
Caltrain Station
Millbrae Caltrain/BART/SamTrans station
To San Francisco
To Redwood Shores

Appendix B: Mission & Goals

MISSION STATEMENT AND OTHER ORGANIZATIONAL POLICIES FOR AD HOC TRANSPORTATION ADVISORY COMMITTEE

Adopted 9/11/08

Mission Statement

The mission of the Ad Hoc Transportation Advisory Committee ("Committee") shall be as follows in accordance with Minute Order 1102, adopted June 2, 2008:

1) Evaluate existing transportation opportunities
    a. Identify problems with scheduling
    b. Coordinate transportation services between transportation agencies
    c. Evaluate route schedules
2) Assess the needs of the community
    a. Conduct a public survey[‡]
    b. Involve members from the business community
    c. Advertise the services, including clear vehicle identification
    d. Establish strategic benchmarks
3) Identify funding sources
    a. Explore government funding
    b. Explore private funding (employer funding, etc)
    c. Explore user funding (fares)
    d. Explore other grant funding
4) Identify and recommend short-term and long-term goals, strategies, and solutions to the City Council for a coordinated and comprehensive transportation system for youth, seniors, and others who live and/or work in Foster City, aiming to meet the goals of sustainability, accessibility, connectivity and traffic congestion reduction.

Duration

The Committee shall exist through the preparation of the short term and long term recommendations noted in the Mission Statement and their introduction to and/or adoption by the City Council. The Committee shall complete its assignment within six (6) months.

Membership

Committee membership shall consist of up to one member from each of the City's citizen advisory committees and the Planning Commission. Each advisory committee and the Planning Commission shall determine who from their committee/Commission

[‡] Conducting a survey was a part of the Committee's original mission as adopted by City Council Minute Order; however, the Committee and City staff working with the Committee determined that a public survey was not appropriate as part of the Phase I plan. For that reason, the Committee decided to make the conducting of a survey a non-prioritized recommendation for Phase I with plans to further consider a survey as part of Phase II.

shall serve on the Transportation Committee. Other members may be appointed by the City Council.

City Council and Staff Liaisons

The City Council shall appoint a City Council liaison to the Committee. The City Manager shall appoint a staff liaison to the Committee.

Committee Organization and Procedures

The Committee shall select a chair and vice-chair. Duties of the chair and vice-chair shall be as stated in the City Municipal Code for Advisory Committees. Committee procedures shall be conducted in accordance with Robert's Rules of Order and the City Municipal Code for Advisory Committees.

Meetings

The Committee shall establish a regular meeting schedule that will enable it to complete its mission within six (6) months of Minute Order 1102. It should meet at least monthly, but can meet more frequently if necessary.

Appendix C: Evaluation Matrix of Proposed Recommendations

(See next page)

PROPOSED TRANSIT RECOMMENDATIONS

Cutoff: 15

Area of Concern	Reference	Proposed Recommendation	Votes	Rank	Include in Report:		Matrix Score
					Yes	*No*	
Connections Shuttle	CS1	Procure low-floor buses to aid in boarding for mobility-challenged individuals and those with strollers	6	2	x		6
	CS2**	Implement NextBus Technology so that riders will know precisely how long to wait for the next bus, reducing frustration at long wait times	5	4	x		8
	CS3	Expand service hours to include morning and evening peak times.	4	8	x		10
	CS4	Expand service hours to include night and weekend trips.	4	8	x		10
	CS5	Install bike racks on all shuttles	4	8	x		8
	CS6	Implement "timed transfers" between key routes	3	12	x		8
	CS7	Use CNG or other alternatively fueled buses	1	20		x	3
	CS8	Install wi-fi on board to increase productivity while on shuttle.	0	27		x	6
Other Transit	OT1	Enhance and expand Senior Express service to serve a greater area, with more flexibility and at more times during the week	8	1	x		5
	OT2	Institute special events service as a community shuttle or CalTrain shuttle, depending on event.	4	8	x		8
	OT3**	Improve City bus stops to include shelters or benches, making them more inviting and visible	3	12	x		9
	OT4	Create deviated route service as either a new shuttle or extension of existing shuttle routes	3	12	x		6
	OT5	Brand Shell/Hillsdale intersection as a "community transit hub," with increased signage and improved facilities	2	17		x	9
	OT6	Explore options for a nonprofit paratransit service to supplement SamTrans Paratransit	1	20		x	6
	OT7	Create or participate in a county-wide van-sharing program to best utilize city resources	0	27		x	5
	OT8	Implement Neighborhood Electric Vehicle program, providing "NEV's" to all neighborhoods for use on short trips.	0	27		x	7

Area of Concern	Reference	Proposed Recommendation	Votes	Rank	Include in Report:		Matrix Score
					Yes	*No*	
Engineering and Land Use	EL1	Install bike lockers at key points (primarily at Community Center "transit hub")	3	12	x		8
	EL2	Create opportunities for mixed-use and transit-oriented development	2	17		x	11
	EL3	Create bike lanes on Hillsdale Blvd	1	20		x	10
	EL4	Provide buses with traffic signal priority within Foster City	1	20		x	10
	EL5	Install traffic calming devices in residential neighborhoods	1	20		x	7
	EL6	Create a bus lane on Hillsdale Blvd.	0	27		x	9
	EL7	Make walkability a design priority for future development.	0	27		x	9
	EL8	Eliminate parking minimums for future City construction	0	27		x	5
Administration & Implementation	ADMIN1	Begin charging fares for shuttle usage	6	2	x		N/A
	ADMIN2***	Foster relationships with transit agencies	5	4	x		N/A
	ADMIN2***	Coordinate with City of San Mateo and other interested municipalities to implement programs serving a wider area.	5	4	x		N/A
	ADMIN3	Extend term of Transportation Committee	5	4	x		N/A
	ADMIN4**	Advocate for improved service to Foster City on SamTrans route 251	3	12	x		N/A
	ADMIN5	Perform resident survey to assess needs and desires of Foster City	2	17		x	N/A
	ADMIN6**	Coordinate with the Alliance to expand employer shuttle programs	1	20		x	N/A
	ADMIN7	Support implementation of TransLink program	1	20		x	N/A

*These categories lack a matrix analysis due to their administrative nature
**These proposals have also been suggested by the Environmental Sustainability Task Force
***These proposals have been merged for inclusion in the final set of recommendations

ALL RECOMMENDATIONS (BY TOTAL VOTES ACROSS CATEGORIES)

Cutoff: 15

Reference	Proposed Recommendation	Votes	Rank	Include in Report:		Matrix Score
				Yes	*No*	
OT1	Enhance and expand Senior Express service to serve a greater area, with more flexibility and at more times during the week	8	1	x		5
ADMIN1	Begin charging fares for shuttle usage	6	2	x		N/A
CS1	Procure low-floor buses to aid in boarding for mobility-challenged individuals and those with strollers	6	2	x		6
ADMIN2***	Foster relationships with transit agencies	5	4	x		N/A
ADMIN2***	Coordinate with City of San Mateo and other interested municipalities to implement programs serving a wider area.	5	4	x		N/A
ADMIN3	Extend term of Transportation Committee	5	4	x		N/A
CS2**	Implement NextBus Technology so that riders will know precisely how long to wait for the next bus, reducing frustration at long wait times	5	4	x		8
CS3	Expand service hours to include morning and evening peak times.	4	8	x		10
CS4	Expand service hours to include night and weekend trips.	4	8	x		10
CS5	Install bike racks on all shuttles	4	8	x		8
OT2	Institute special events service as a community shuttle or CalTrain shuttle, depending on event.	4	8	x		8
ADMIN4**	Advocate for improved service to Foster City on SamTrans route 251	3	12	x		N/A
CS6	Implement "timed transfers" between key routes	3	12	x		8
EL1	Install bike lockers at key points (primarily at Community Center "transit hub")	3	12	x		8
OT3**	Improve City bus stops to include shelters or benches, making them more inviting and visible	3	12	x		9
OT4	Create deviated route service as either a new shuttle or extension of existing shuttle routes	3	12	x		6

Reference	Proposed Recommendation	Votes	Rank	Include in Report:		Matrix Score
				Yes	*No*	
ADMIN5	Perform resident survey to assess needs and desires of Foster City residents regarding transit and transportation systems	2	17		x	N/A
EL2	Create opportunities for mixed-use and transit-oriented development	2	17		x	11
OT5	Brand Shell/Hillsdale intersection as a "community transit hub," with increased signage and improved facilities	2	17		x	9
ADMIN6**	Coordinate with the Alliance to expand employer shuttle programs	1	20		x	N/A
ADMIN7	Support implementation of TransLink program	1	20		x	N/A
CS7	Use CNG or other alternatively fueled buses	1	20		x	3
EL3	Create bike lanes on Hillsdale Blvd	1	20		x	10
EL4	Provide buses with traffic signal priority within Foster City	1	20		x	10
EL5	Install traffic calming devices in residential neighborhoods	1	20		x	7
OT6	Explore options for a nonprofit paratransit service to supplement SamTrans Paratransit	1	20		x	6
CS8	Install wi-fi on board to increase productivity while on shuttle.	0	27		x	6
EL6	Create a bus lane on Hillsdale Blvd.	0	27		x	9
EL7	Make walkability a design priority for future development.	0	27		x	9
EL8	Eliminate parking minimums for future City construction	0	27		x	5
OT7	Create or participate in a county-wide van-sharing program to best utilize city resources	0	27		x	5
OT8	Implement Neighborhood Electric Vehicle program, providing "NEV's" to all neighborhoods for use on short trips.	0	27		x	7

*These categories lack a matrix analysis due to their administrative nature
**These proposals have also been suggested by the Environmental Sustainability Task Force
***These proposals have been merged for inclusion in the final set of recommendations

SUMMARY OF PRIORITIZED RECOMMENDATIONS

ALL ITEMS

	Number	Percentage	BASELINE
Total Items Prioritized	16	100%	100%
Connections Shuttle	6	37.5%	21.1%
Other Transit	4	25.0%	21.1%
Engineering & Land Use	1	6.3%	21.1%
Action Items	11	68.8%	63.2%
Administration and Implementation	5	31.3%	13.2%
Administrative Items	5	31.3%	36.8%

ACTION ITEMS ONLY*

Population Served				
	Youth	Mobility Challenged	Commuter	Casual User
Number	8	9	3	9
Percentage	72.7%	81.8%	27.3%	81.8%
BASELINE	70.8%	75.0%	37.5%	70.8%

Goals Met**				
	Accessibility	Convenience	Sustainability	Congestion Relief
Total "points"	13	24	10	10
% possible points	39.4%	72.7%	30.3%	30.3%
BASELINE	30.6%	61.1%	44.4%	33.3%

Time Frame			
	Short Term	Medium Term	Long Term
Number	3	6	2
Percentage	27.3%	54.5%	18.2%
BASELINE	12.5%	45.8%	41.7%

*"Action Items" includes only those recommendations falling under the Connections Shuttle, Other Transit, and Engineering and Land Use categories. The others are classified as "Administrative Items"

**The "total points" refers to how many points a recommendation scores if 3 points are assigned for a "high" in any given category, 2 points for "med" and 1 point for "low."

CONNECTIONS SHUTTLE

Recommendation		Population Served				Service Score	Accessibility	Convenience	Sustainability	Traffic / Congestion Relief	Goals Score	Goals + Service	Cost to City	Funding Available	Time Frame	Difficulty of Implementation	Include?
		Youth	Mobility Challenged	Commuter	Casual & Recreational												
CS1	Low-Floor Buses		x		x	2	H	L	N	N	4	6	H	C/CAG?	M	L	x
CS2	NextBus Technology	x	x		x	3	N	H	L	L	5	8	H	N	L	H	x
CS3	Expand Service Hours	x	x	x	x	4	N	H	L	M	6	10	H	C/CAG?	M	M	x
CS4	Weekend & Evening Service	x	x		x	3	M	H	L	L	7	10	H	C/CAG?	M	M	x
CS5	Bike Racks on All Shuttles	x			x	2	N	M	M	M	6	8	M	C/CAG?	S	L	x
CS6	Timed Transfers at Key Shuttle Points	x	x		x	3	N	H	L	L	5	8	L		M	H	x
CS7	CNG / Alt. Fuel Buses					0	N	N	H	N	3	3	H		L	M	
CS8	Wi-Fi On Board	x				1	N	H	L	L	5	6	H	Tech grants?	L	M	
																TOTAL	6

#Youth	5
#Mobility Challenged	5
#Commuter	1
#Casual & Recreational	6

%Youth	83%
%Mobility Challenged	83%
%Commuter	17%
%Casual & Recreational	100%

ACC SCORE	5
CON SCORE	15
SUST SCORE	6
TRAF SCORE	7

%ACCESS	28%
%CON	83%
%SUST	33%
%TRAF	39%

#Short Term	1
#Medium Term	4
#Long Term	1

%Short Term	17%
%Medium Term	67%
%Long Term	17%

OTHER TRANSIT

Recommendation		Population Served				Service Score	Accessibility	Convenience	Sustainability	Traffic / Congestion Relief	Goals Score	Goals + Service	Cost to City	Funding Available	Time Frame	Difficulty of Implementation	Include?
		Youth	Mobility Challenged	Commuter	Casual & Recreational												
OT1	Enhance Senior Express Service		x			1	H	L	N	N	4	5	H	C/CAG?	M	M	x
OT2	Special Events Service	x	x		x	3	L	M	L	L	5	8	M	Chamber?	S	L	x
OT3	Bus stop improvements	x	x	x	x	4	L	M	L	L	5	9	M	C/CAG?	S	M	x
OT4	Deviated Route		x			1	H	M	N	N	5	6	H	N	L	H	x
OT5	Community Center Transit Hub	x	x	x	x	4	L	M	L	L	5	9	M	N	M	M	
OT6	Explore nonprofit paratransit options		x			1	H	M	N	N	5	6	L	N	L	H	
OT7	City Van Sharing	x	x			2	M	N	L	N	3	5	L	N	M	M	
OT8	Neighborhood "NEV" program		x		x	2	M	M	L	N	5	7	H	N	L	H	
																TOTAL	4

#Youth	2
#Mobility Challenged	4
#Commuter	1
#Casual & Recreational	2

%Youth	50%
%Mobility Challenged	100%
%Commuter	25%
%Casual & Recreational	50%

ACC SCORE	8
CON SCORE	7
SUST SCORE	2
TRAF SCORE	2

%ACCESS	67%
%CON	58%
%SUST	17%
%TRAF	17%

# Short Term	2
# Medium Term	1
# Long Term	1

%Short Term	50%
%Medium Term	25%
%Long Term	25%

ENGINEERING & LAND USE

Recommendation		Population Served				Service Score	Accessibility	Convenience	Sustainability	Traffic / Congestion Relief	Goals Score	Goals + Service	Cost to City	Funding Available	Time Frame	Difficulty of Implementation	Include?
		Youth	Mobility Challenged	Commuter	Casual & Recreational												
EL1	Bike Lockers	x		x	x	3	N	M	M	L	5	8	L		M	M	x
EL2	Mixed-Use Development	x	x	x	x	4	L	M	M	M	7	11	L		L	M	
EL3	Bike Lanes on Hillsdale and FCB	x		x	x	3	N	M	H	M	7	10	H	Gas Tax? Prop 42? C/CA?	L	H	
EL4	Traffic Signal Priority for Buses	x	x	x	x	4	N	M	M	M	6	10	H	Gas Tax? Prop 42? C/CA?	L	H	
EL5	Traffic Calming Measures	x	x	x	x	4	N	N	M	L	3	7	H	Gas Tax? Prop 42? C/CA?	M	H	
EL6	Bus Lanes on Hillsdale	x	x	x	x	4	N	H	L	L	5	9	H	Gas Tax? Prop 42? C/CA?	L	H	
EL7	Make Walkability a Design Priority	x	x		x	3	N	M	M	M	6	9	L		M	L	
EL8	Eliminate Parking Minimums					0	N	N	H	M	5	5	M		M	M	
																TOTAL	1

#Youth	1
#Mobility Challenged	0
#Commuter	1
#Casual & Recreational	1

%Youth	100%
%Mobility Challenged	0%
%Commuter	100%
%Casual & Recreational	100%

ACC SCORE	0
CON SCORE	2
SUST SCORE	2
TRAF SCORE	1

%ACCESS	0%
%CON	67%
%SUST	67%
%TRAF	33%

# Short Term	0
# Medium Term	1
# Long Term	0

%Short Term	0%
%Medium Term	100%
%Long Term	0%

Appendix D: Bus Purchasing / Emissions

The California Air Resources Board (ARB) has created a set of standards for transit operators. Foster City's shuttles must meet new standards starting at the end of 2010.

The Blue Line vehicle is currently an unleaded gasoline Transit Fleet Vehicle (TFV) and is exempt due to the fuel type. The "new" Red Line buses are considered diesel Urban Buses (UB) which are not exempt.

Excerpt from ARB correspondence on 2/26/2008 related to baseline fleet levels:

> "In 2005 Foster City reported that they had (2) 1995 Ford 7.3 without retrofits therefore the PM baseline is 0.2 for 2005.
>
> The fleet rule requires an emission reduction of 80% particulate matter and a NOx level of 2.4 grams/brake horsepower hour by December 31, 2010.
>
> 2005 Foster City Fleet PM = .2
> 2010 based on Foster City Fleet 12/08 = .2 * 20% = .04 PM
> 2010 NOx = 2.4 grams"

The PM emissions from the "new" Red Line buses should be a total 0.015, assuming that the Blue Line remains an exempt TFV. For NOx, the current fleet equals .03, assuming the Blue Line remains an exempt TFV. The City will receive confirmation of this after the 2008 Foster City fleet is reviewed by ARB later in the calendar year.

Based on the ARB-supplied calculation sheets, Staff believes that the Foster City fleet will have no difficulty meeting the 2010 standards.

Additional vehicles brought into the city's fleet and additional future emission requirements as determined by ARB will likely require Foster City to run "cleaner" equipment to compensate for the new emission levels created. This could be in the form of retrofits or in the form of new buses, which could be low-floor or otherwise specialized.

Appendix E: Non-Prioritized Recommendations

The following lists contain the recommendations that the Committee chose not to prioritize for inclusion in its final Report and Recommendations. Although these items are important to the Committee, the Committee recognizes that competing priorities, combined with limitations on resources and time would make it prohibitive to implement all recommended changes, and, therefore, selected from among all of the discussed items to provide the recommendations included in the report. These non-prioritized recommendations remain important to the Committee and may still provide inspiration and guidance for Foster City when considering future phases of the Committee's work.

The Committee provides this list to Council so that they may have the full list of discussed items when considering which recommendations to study further.

Connections Shuttle:

CS 7: **Use CNG or other alternatively fueled buses**

To reduce emissions from the Connections Shuttle fleet, all diesel buses should be replaced with alternative fuel buses, such as those using CNG, hydrogen, electricity, fuel cells, or other advanced technologies.

CS 8: **Install Wi-Fi on board to increase productivity while on shuttle**

Allow riders to get the most from their transit trips by installing Wi-Fi, which allows people to work or to entertain themselves while on the bus.

Other Transit:

OT5: **Brand Shell/Hillsdale intersection as a "community transit hub," with increased signage and improved facilities**

To improve the convenience of riding transit in Foster City, the Shell/Hillsdale intersection should be branded as a transit hub, with improved facilities and advertisements about all the services available there.

OT6: **Explore options for a nonprofit paratransit service to supplement SamTrans Paratransit**

Redi-Wheels provides paratransit service to Foster City, but that service could be supplemented at lower cost by a valid nonprofit group. Furthermore, the service could be expanded to include non-paratransit eligible seniors, through the provision of subsidies for taxi rides. The City should explore such opportunities and determine their feasibility.

OT7: **Implement Neighborhood Electric Vehicle program, providing "NEVs" to all neighborhoods for use on short trips.**

NEVs provide Foster City neighborhoods with environmentally friendly ways to make short trips around their neighborhoods. It provides a comfortable way to travel for trips that are too long to walk, but too short to

justify getting into a car. It will also provide a way for mobility challenged individuals to travel short distances more easily.

OT8: **Create or participate in a county-wide van-sharing program to best utilize city resources**
Currently, the City owns the van used by the Senior Express. The Committee recommends that the City investigate the possibility of sharing or renting that van to other municipalities.

Engineering & Land Use:

EL2: **Create opportunities for mixed-use and transit-oriented development**
Mixed-use development allows for higher densities, and for an environment that allows people to live, work, shop and play in the same area. It promotes a culture of walking or of "parking once," and the increased density makes transit service more feasible.

EL3: **Create bike lanes on Hillsdale Blvd**
Bike lanes provide cyclists with a clearly marked path, and often help them feel safer when biking on crowded thoroughfares such as Hillsdale Blvd.

EL4: **Provide buses with traffic signal priority within Foster City**
By providing buses with traffic signal priority, Foster City can decrease trip times, making bus travel more competitive with the private automobile.

EL5: **Install traffic calming devices in residential neighborhoods**
Traffic calming devices help keep traffic noise and speed violations at a minimum through residential areas; Committee recommends that the City continue to install them as needed.

EL6: **Create a bus lane on Hillsdale Blvd**
Bus lanes allow buses to move easily through congested traffic, shortening trip times. This makes bus travel more competitive with the private automobile.

EL7: **Make walkability a design priority for future development**
Walking is the greenest form of transportation, and walkability is an important design element that can be incorporated into Foster City development. It promotes choosing walking between destinations instead of driving from store to store.

EL8: **Eliminate parking minimums for future City construction**
Currently, new developers must meet minimum parking requirements. In order to disincentivize driving, the City can remove these parking minimums as part of an overall plan to increase density and walkability.

Administration and Oversight:

ADMIN5: Perform resident survey to assess needs and desires of Foster City residents regarding transit and transportation systems[§]

As part of determining how best to meet Foster City's transportation needs, the Committee recommends that the City conduct a survey of residents and employees.

ADMIN6: Coordinate with the Alliance to expand employer shuttle programs

The Alliance's employer shuttles are very popular, but run on long headways. Improving current service and expanding the shuttles to new employers will help to foster transit use among people working in Foster City.

ADMIN7: Support implementation of TransLink program

TransLink is a "smart card" fare payment system that will eventually be integrated into all Bay Area transit agencies. The City should work with SamTrans to insure that it is launched on SamTrans buses as soon as possible.

[§] Conducting a survey was a part of the Committee's original mission as adopted by City Council Minute Order; however, the Committee and City staff working with the Committee determined that a public survey was not appropriate as part of the Phase I plan. For that reason, the Committee decided to make the conducting of a survey a non-prioritized recommendation for Phase I with plans to further consider a survey as part of Phase II.

Appendix F: Committee's Vision of Foster City's Transportation Future

The Committee Chair and Council Liaison offer the following "vision" for Foster City's transportation future:

The Ad Hoc Committee went "all out" in projecting ideas for the perfect Transit system. Many of the items listed in this section would necessitate coordinated effort and cooperation with other jurisdictions and transit agencies such as SamTrans and the Peninsula Traffic Congestion Relief Alliance. Someday we hope the transportation systems in our community and throughout the county will accommodate the most immediate needs of all sectors of our population.

1) Establish a transit hub near the Foster City Library. Using the curb on the north side of the Library and the east-west access road on the south side of the library, a transit interchange should be created. This will necessitate the widening of the east-west access road south of the Police Station, strengthening the road, and a few minor reconfigurations to the Library parking lot.

2) Use the transit hub for timed transfers between all Foster City Connections Shuttles, all SamTrans routes, and AC Transit.

3) Operate Connections Shuttle seven days a week.

4) All residents are within ¼ mile of either a Connections Shuttle or a SamTrans local bus stop.

5) All businesses and offices within 1/3 mile of a Connections Shuttle or a SamTrans local bus stop.

6) Some transit service available 24 hours a day, seven days a week, 365 days a year.

7) All Connections Shuttles, in combination and coordination with SamTrans, operate on 15 minute headways during the middle of the day and during the early evening until approximately 10 P. M., Saturdays, Sundays, and holidays, 10 to 12 minute headways during peak periods, and 30 minute headways from 10 P. M. to approximately 1 A. M. Fixed line routes commence service everyday at 5 A. M.

8) Create at least one exclusive and dedicated deviated route that can bring passengers within a few yards of a home, business, and office.

9) Begin a Dial-A-Ride service operating 24 hours a day, seven days a week, 365 days a year for trips within Foster City. For trips originating and ending within Foster City, Dial-A-Ride service would be available to and from any bayside San Mateo County location, Stanford Shopping Center, Stanford Hospital, Downtown Palo Alto, Stonestown Shopping Center in San Francisco, and San Francisco State College.

10) Outside Foster City, fixed-route Connections Shuttles serve:
    a) Bridgepointe Shopping Center and surrounding businesses and offices,
    b) Los Prados Shopping Center,
    c) Norfolk and Highway 92 Shopping Center,
    d) Whole Foods Market in San Mateo
    e) Concar Drive and Delaware Street Shopping Center
    f) Hillsdale Shopping Center and Transit Hub and County Hospital,
    g) Mills Hospital, Downtown San Mateo theaters, restaurants, the Downtown San Mateo Caltrain Station, and medical offices along San Mateo Drive north to Peninsula Avenue,
    h) Peninsula Hospital, the Millbrae Intermodal Station, with express service between Foster City and Millbrae Intermodal Station during peak hours.
    i) Kaiser Hospital, Redwood City; Downtown Redwood City and the Redwood City Caltrain Station.
    j) Stanford Hospital, Downtown Palo Alto, and the Stanford Shopping Center.
    k) If needed, possible transit service to Sequoia Hospital in Redwood City, Redwood City medical offices.
    l) If needed, possible transit service to San Francisco Airport.

11) Special Event Services provided to Hillbarn Theater, San Mateo Performing Arts Center, and to other venues in or near San Mateo County.

12) Implement dedicated transit vehicles and services for seniors and disabled:
    a) Senior and disabled special event buses, and
    b) Senior and disabled transit services for medical appointments and needs.

13) Fixed route fares are coordinated with SamTrans. However, Foster City residents and employees of participating Foster City business ride the Connections Shuttle at discounted fares. Dial-A-Ride services have a higher fare structure. The necessary fare boxes, with the TransLink add-on, are on all Connections Shuttle vehicles.

14) All Connections Shuttle buses need to be low-floor buses with two passenger doors.

15) School transit services to all High Schools, which Foster City students attend. In order to encourage Foster City students to participates in early and after school activities, there needs to be early and late transit from Foster City to these High Schools. Additionally, mid-day school service should be available.

16) ADA services are primarily the responsibility of SamTrans. However, Foster City should supplement and augment these services if needed.

17) Private vans, vans operated by non-profits, and vans and buses operated privately by Foster City businesses all need to be coordinated with the City in order to provide maximum use and efficiencies.

18) Install bus shelters at as many transit stops as possible.

19) Transit uses special bus diamond lanes and with pre-empted traffic lights for transit vehicles, especially along Hillsdale Blvd. from Gull to El Camino Real.

Appendix G: Glossary of Terms and Acronyms

ACTransit: Transit provider (bus) for Alameda County. Operates the Line M, which connects Foster City to Hayward BART.

ADA: Americans with Disabilities Act. Establishes requirements regarding certain aspects of transit service, including eligibility for paratransit.

Alliance: The Peninsula Traffic Congestion Relief Alliance, manages the Foster City Connections Shuttle and employer shuttle programs.

Blue Line: Connections Shuttle line serving primarily residential areas, with connections to Bridgepointe Shopping Center, Metro Center, and the Red Line.

C/CAG: City/County Association of Governments of San Mateo County. San Mateo County organization which provides a matching grant for the operation of the Connections Shuttle.

Caltrain: Heavy rail service operating between San Jose and San Francisco. The nearest Caltrain stop to Foster City is Hillsdale Station in San Mateo.

CNG: Compressed Natural Gas, a form of alternative fuel used in buses.

Deviated Route Service: Type of bus service in which the bus generally travels a fixed route, but is allowed to deviate from that route a given distance to pick up passengers, usually qualifying people with disabilities or seniors.

Dial-a-Ride Service: Type of transit service in which individuals can schedule trips ahead of time; similar to a taxi, but often involves the operator combining the trips of several individuals. Often used to provide paratransit.

Dwell Times: The time a bus or train spends at a designated stop while waiting for passengers to board and exit the vehicle.

Fixed Route Service: Traditional bus service, in which the bus follows a given route without deviating. Compare to Deviated Route Service.

Kneeling Bus: Model of bus which is capable of lowering to curb level to ease boarding for passengers.

Low-Floor Bus: Model of bus which has a low (at curb level) floor, eliminating the need for passengers to traverse stairs while boarding and exiting the bus.

NextBus: Provider of vehicle tracking systems, which allows transit providers to track buses by GPS and provide riders with up-to-the-minute information on signage or direct to digital devices on when the next bus will arrive.

Paratransit: “Door-to-door” style transportation system, often designed to serve people with disabilities or mobility challenges. Under the Americans with Disabilities Act, complementary paratransit service is required for passengers who 1) are unable to navigate the public bus system, 2) are unable to get to a point from which they could access the public bus system, or 3) have a temporary need for these services because of injury or some type of limited duration cause of disability.

PCA: Parking Company of America. Contractor who provides Connections Shuttle bus service (vehicles and drivers).

PTCRA: Peninsula Traffic Congestion Relief Alliance. See “Alliance” above.

Red Line: Connections Shuttle line connecting Hillsdale Caltrain station and Hillsdale Shopping Center to Foster City and Bridgepointe Shopping Center. The more popular of the two Connections Shuttle lines; currently served by two 40-foot buses.

Redi-Wheels: San Mateo County’s paratransit service, run by SamTrans.

SamTrans: Provider of transit services in San Mateo County, primarily fixed-route buses and paratransit (Redi-Wheels). Routes serving Foster City include Routes FX, 251, and 54.

TransLink: System which utilizes a single card for all participating transit agencies. Eventually it should be useable on all Bay Area transit providers. Currently, it can be used for AC Transit buses and Golden Gate Transit, and Muni has begun a pilot program.