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Agenda

Board of Directors Meeting **MTS**

January 29, 2004

9:00 a.m.

James R. Mills Building
Board Meeting Room, 10th Floor
1255 Imperial Avenue, San Diego

This information will be made available in alternative formats upon request. To request an agenda in an alternative format, please call the Clerk of the Board at least five working days prior to the meeting to ensure availability. Assistive Listening Devices (ALDs) are available from the Clerk of the Board/Assistant Clerk of the Board prior to the meeting and are to be returned at the end of the meeting.

ACTION RECOMMENDED

1. Roll Call
2. Approval of Minutes – January 15, 2004 Approve
3. Public Comment – Limited to five speakers with three minutes per speaker. Others will be heard after Board Discussion Items. If you have a report to present, please furnish a copy to the Clerk of the Board.

CONSENT ITEMS – RECOMMENDED BY THE CHIEF EXECUTIVE OFFICER (indicated by *)

- * 4. Grossmont Trolley Station Joint Development Project




Action would receive a status report on the Grossmont Trolley Station Joint Development Project. Receive
- * 5. Controller's Report for October 2003

Action would receive the Controller's Report for October 2003; and approve keeping the Orange Line to Blue Line Connection Project at MTS. Approve

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

Metropolitan Transit Development Board is Coordinator of the Metropolitan Transit System and the  Taxicab Administration

Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

For personal trip planning or route information, call 1-800-COMMUTE or visit our web site at sdcommute.com!

* 6. Mission Valley East LRT Project: Design Contract Amendment

Action would: (1) authorize a budget transfer from the TransNet Reserve line item to the Line Segment Design line item; and (2) execute an amendment with Mission Valley Designers (MVD) for the continuation of construction phase services.

Approve

* 7. Mission Valley East (MVE) LRT Project: General Construction Consultant (GCC) Contract Amendments, Request for Subcontractor Substitution, California Highway Patrol (CHP) Construction Zone Enhanced Enforcement Program Agreement, Amendment, and Construction Contract Change Order (CCO)

Actions would: (1) execute a work order amendment with PGH Wong Engineering (PGH Wong) to provide construction management review, CCO review, and construction management support for the MVE LRT Project; (2) execute a work order amendment with PGH Wong to provide construction management systems submittal review, systems contract review, and systems construction support for MVE railroad systems work; (3) approve request from Modern Continental Construction Company, Inc. (MCC), to replace subcontractor, Sapper Construction Company, with another subcontractor acceptable to MTDB, or perform the work itself; (4) execute an agreement amendment with the CHP to continue to provide construction zone enhanced enforcement program (COZEPP) for the MVE Project; (5) execute a CCO with Clark Construction Group, Inc., for settlement of potential claims and disputes; and (6) execute a CCO with Balfour Beatty/Ortiz, Joint Venture (BBO), for extra work for increased bid items of work for structural excavation and Structural Backfill on the MVE La Mesa Segment.

Approve

* 8. Construction Management Amendments: General Construction Consultants

Actions would: (1) ratify the first one-year contract extensions with Berryman & Henigar, Boyle Engineering Corporation, Cruz Estrella's CADD and Drafting Services, Kleinfelder, J.L. Patterson & Assoc., Inc., and PGH Wong Engineering, Inc. (PGH); (2) authorize the CEO to execute the second one-year option to extend the GCC contracts with the above consultants; and (3) authorize the CEO to execute an amendment with PGH for providing GCC services.

Approve

NOTICED PUBLIC HEARINGS

25. None

NOTE: A FIVE-MINUTE RECESS WILL BE TAKEN AT APPROXIMATELY 10:30 A.M.

DISCUSSION ITEMS

30. Draft FY 2004-2008 Short-Range Transit Plan (S RTP)
Review and Comment

Action would review the Draft FY 2004-2008 SRTP and provide comment.

Possible Action

31. Transit Workshop: Policy Review

Action would receive this report approve the proposed changes to MTD Board Policy Nos. 1 through 10 and No. 42, as recommended by the Executive Committee.

Approve

32. Transit Workshop: Marketing and Community Relations

Action would receive the report describing ridership and promotional programs performed by the Marketing and Community Relations Department.

Receive

44. Chairman's Report

Possible Action

45. Chief Executive Officer's Report

Information

46. Board Member Communications

47. Additional Public Comments on Items Not on the Agenda

If you have a report to present, please furnish a copy to the Clerk of the Board. **Subjects of previous Hearings or agenda items may not again be addressed under Public Comments.**

Possible Action

48. Closed Session Items

Information

(Note to Board Members: Reports on closed session items are available for review in advance of the meeting in the General Counsel's office.)

49. Oral Report of Final Actions Taken in Closed Session

50. Next Meeting Date – February 12, 2004

60. Adjournment –

To San Diego Trolley, Inc., Board of Directors Meeting

SStroh
A-04JAN29.BD
1/23/04

**METROPOLITAN TRANSIT SYSTEM BOARD
ROLL CALL**

MEETING OF (DATE): January 29, 2004

CALL TO ORDER (TIME): 9:08 a.m.

RECESS: _____

RECONVENE: _____

CLOSED SESSION: _____

RECONVENE: _____

ORDINANCES ADOPTED: _____

ADJOURN: 10:21 a.m.

BOARD MEMBER	(Alternate)	PRESENT (TIME ARRIVED)	ABSENT (TIME LEFT)
ATKINS	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>	9:30 a.m. during discussion of AI #30	
CLABBY	<input checked="" type="checkbox"/> (Jones) <input type="checkbox"/>		
DALE	<input type="checkbox"/> (Ryan) <input type="checkbox"/>		✓
EMERY	<input checked="" type="checkbox"/> (Cafagna) <input type="checkbox"/>		
INZUNZA	<input checked="" type="checkbox"/> (Ungab) <input type="checkbox"/>		
KALTENBORN	<input checked="" type="checkbox"/> (N/A) <input type="checkbox"/>		10:17 a.m. after AI #32
LEWIS, Charles	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		
LEWIS, Mark	<input type="checkbox"/> (Santos) <input type="checkbox"/>		✓
MAIENSCHIEIN	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		
MATHIS	<input type="checkbox"/> (N/A) <input type="checkbox"/>		✓
MONROE	<input type="checkbox"/> (Tierney) <input type="checkbox"/>		✓
RINDONE	<input checked="" type="checkbox"/> (Davis) <input type="checkbox"/>		
ROBERTS	<input checked="" type="checkbox"/> (Cox) <input type="checkbox"/>	9:10 a.m. during public comment	10:15 a.m. during discussion of AI #32
ROSE	<input type="checkbox"/> (Janney) <input checked="" type="checkbox"/>		
STERLING	<input checked="" type="checkbox"/> (Ewin) <input type="checkbox"/>		
WILLIAMS	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		
ZUCCHET	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		

SIGNED BY THE OFFICE OF THE CLERK OF THE BOARD Patricia A. Smith

CONFIRMED BY Susan M. Champlin

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

BOARD OF DIRECTORS MEETING

JANUARY 15, 2004

BOARD OF DIRECTORS MEETING ROOM, 10TH FLOOR
1255 IMPERIAL AVENUE, SAN DIEGO

MINUTES

1. Roll Call

Chairman Williams called the meeting to order at 9:05 a.m. A roll call sheet is attached listing Board member attendance.

2. Approval of Minutes

Mr. Emery moved to approve the minutes of the December 11, 2003, Board of Directors meeting. Mr. Clabby seconded the motion, and the vote was 10-0 in favor.

PUBLIC SPEAKERS ON ITEMS NOT ON THE AGENDA

3. Public Comment

William Hoffman – Mr. Hoffman said that he sent a letter to the Board regarding the Carrizo Gorge Railroad. He has been going to the Anza Borrego State Park for 50 years. He wanted to be sure the issues in this area were addressed and adequately dealt with. He is concerned about a misunderstanding that the railroad would restrict people from crossing the tracks in about 30 locations. This is unacceptable to residents and visitors. His other concern is environmental. He had seen the devastation of Hurricane Cathleen when it washed out the tracks and other areas. It's fine to be investing in this area, but he is concerned about environmental impacts. He asked what happens if there is an accident or fire. The insurance policy doesn't seem to address this adequately.

Mr. Monroe said that he would not champion all the issues in Mr. Hoffman's letter right away, but he has raised a number of legitimate issues. He asked if this could be placed on a future agenda. Ms. Lorenzen stated that staff would report back to the Board. She has started addressing the issues in his letter, as well as another correspondence from the Center of Biological Diversity regarding the environmental impacts with regard to the Big Horn sheep. Mr. Monroe stated that there are issues with regard to access and crossings. Mr. Jablonski stated that this would be placed on an upcoming agenda, and Mr. Hoffman will be notified as to when the Board would hear it.

Ed Kravitz – Mr. Kravitz stated that he has been coming to the Board meetings since 1999 to speak on the Coronado Branch Railroad. He has been a major advocate on keeping the railroad. He recommended that the Board go to his Web site and look at the documents there. The Board needs to be sure it has all the information. This has been a dirty deal for a long time. He recommended that the Board leave it alone and not vote on it.

Chuck Lungerhausen – Mr. Lungerhausen welcomed Mr. Jablonski to our fine city. He had a fund-raising packet with him for the 2004 Multiple Sclerosis (MS) walk. He wanted to request sponsorship donations. He thanked the Board for its previous support. He has recently received information about advances made in 2003 for MS. He feels we are getting closer to solving the puzzle of MS, and hopefully we will not need to do the walk again in 2005. Mr. Lungerhausen stated he was also going to Sacramento to review the low-floor trolleys for Americans with Disabilities Act (ADA) compatibility. He hears that things are not looking good on this issue.

R. Mitchell Beauchamp – Mr. Beauchamp said he was here to speak as a biological consultant to the Carrizo Gorge Railway. His job is to monitor activities in the Gorge as a biological consultant and advise the Carrizo Gorge Railway on how to conduct its activities so as not to disrupt the Big Horn sheep. He noted that it is tempting to be nice to the animals in the wild; however, we need to leave the sheep to their own environment. He stated that the situation is under control and biologically positive. We have needed to repair two tunnels because others have accessed the tunnels and caused damage; one had a bonfire. We can't have people accessing the tunnels along the Desert Line. He noted that this area is a State Park; however, the railroad was there before the State Park was created. He suggested forming a subcommittee of interested persons for this system. He said the Desert Line is a stepchild of this organization. We would be sued by the Center for Biological Diversity, and it is our obligation to defend this lawsuit. It will be found to be without merit.

Bruce Coons – Mr. Coons is the Executive Director of the Save Our Heritage Corporation (SOHC). He noted that his corporation is a supporter of the bike path along the Coronado Branch Line. They are strong supporters, including the safety issues. He said that to proceed with the appeal on the historic designation of the bike path provides no upside for the project or the Environmental Impact Report (EIR). The SOHC has met the fair argument standard as a historic resource, and it needs to be treated as such. There is a huge downside to try and overturn the designation. SOHC will defend it in the most vigorous manner. The coalition that supports this railroad includes more than 20,000 members, and SOHC will report results of all voting. He believes the bike path and railroad can coexist. There is no reason this project cannot go forward.

4. Election of Vice Chair and Chair Pro Tem and Appointments to Committees for 2004
(LEG 410, PC 30100)

Public Comment

Margo Tanguay – Ms. Tanguay stated that she supported all the nominations. She said that Mr. Maienschein has done an extremely responsible job as Taxicab Committee Chairman.

Action Taken

Mr. Roberts moved that Mr. Rindone and Mr. Emery be elected as Vice Chairman and Chairman Pro Tem, respectively. Mr. Emery seconded the motion, and the vote was 13-0 in favor. Mr. Emery moved to appoint representatives to the various committees as outlined in the agenda item. Mr. Clabby seconded the motion, and the vote was 13-0 in favor.

Ms. Lorenzen stated that she had been attempting to contact Mr. Ron Rogers to serve as Chairman on the Accessible Services Advisory Committee (ASAC), but has been unsuccessful

to date. Mr. Monroe asked if the Chairman of this committee needed to be a Board member. Ms. Lorenzen stated it could be a Board appointee.

CONSENT ITEMS

5. Contract Amendment for Financial and Maintenance Management System (CIP 10887)

Action would: (1) approve amendments, as issued by the General Manager, for inclusion of California sales tax, an additional Maintenance Management Consultant, and additional Payroll and Human Resources consulting services; (2) authorize the CEO to execute an amendment with Mincom, Inc., for Software Support and Maintenance Services; and (3) authorize additional contingency and authorize the CEO to execute contract amendments not exceeding the approved contingency amount.

6. MTS Operator Budget Status Report for October 2003 (FIN 310, PC 30100)

Action would receive the MTS Operator Budget Status Report for October 2003.

7. Proposed Federal Legislative Goals for 2004 (LEG 410, PC 30100)

Action would approve the federal legislative goals for 2004, consistent with goals adopted by the American Public Transportation Association (APTA) and San Diego Association of Governments (SANDAG).

8. MTDB/SDTC/SDTI Liability Claims Analysis Report (LEG 491, PC 30100)

Action would receive the MTDB/San Diego Transit Corporation (SDTC)/San Diego Trolley, Inc. (SDTI), Liability Claims Analysis Report.

9. Amendment to Ordinance No. 4 – PETCO Park Pilot Program for Trolley Ticketing Programs: Second Reading (MKPC 620.8, PC 40050)

Action would adopt an amendment to Ordinance No. 4, "An Ordinance Amending Ordinance No. 4 to Allow for Issuance of Padres Game Day Tickets and Passes," and direct publication of an Ordinance summary.

11. FY 04/05 Daily-Dated Universal Transfer Slips: Exercise of Contract Option (FIN 330.3, PC 40060)

Action would authorize the CEO to exercise the first of four options with The Ticket Factory to produce and deliver a total of 24,959,200 daily-dated Universal Transfer Slips, based on a unit price per 1,000.

12. Refurbish and Standardize Traction Power Substations Project: Contract Change Order (CIP 10799)

Action would authorize the CEO to execute a contract change order (CCO) with Mass Electric Construction Company for refurbishing and standardizing the Front Street traction power substation No. 2.

13. Use of Mills Building Reserve Funds for Trolley Station Improvements (ADM 110.4, PC 30100)

Action would authorize the CEO to use James R. Mills Building reserve funds for 12th and Imperial Station improvements and lighting improvements on the Mills Building property.

14. Mission Valley East LRT Project: Construction Contract Change Order (CIP 10426.5)

Action would authorize the Chief Executive Officer to execute CCO No. 64 with Stacy & Witbeck, Inc., to install railroad signal cable along a portion of the existing Orange Line guideway for signal revisions required by the Mission Valley East Light Rail Transit (LRT) Project Trackwork & Systems Project.

15. Compressed Natural Gas (CNG) Pricing Commitment (OPS 920.5, PC 30103)

Action would authorize the CEO to execute, when appropriate, a letter agreement with Clean Energy to obtain approximately 3 million therms of natural gas in an average amount below \$4.50 per mm BTU over a 12-month period.

16. Contract Extension and Increased Authorization for General Right-of-Way Consultant Services (ADM 125.2, PC 30100)

Action would authorize the CEO to execute a contract amendment with Jane Wiggans of The Wiggans Group, LLC, for general right-of-way services to exercise the first of three, one-year extension options, ratify prior work orders entered into under the CEO's authority, and increase the contract amount.

Motion on Recommended Consent Items

Mr. Emery moved to approve Consent Agenda Item Nos. 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, and 16. Mr. Clabby seconded the motion, and the vote was 12-0 in favor.

Mr. Mathis wanted to bifurcate item No. 10 to withhold action on the personnel portion. He would like to have the CEO provide input on this issue. He felt this part of the item should be brought back as a discussion item. There appears to have been a drain of resources over to SANDAG. The Board needs a better understanding. Mr. Roberts agreed and had expressed his concerns. There has been a looting of human resources that needs to be looked at.

Mr. Jablonski stated that he appreciates the Board's concern, and he had considered the same. His understanding is that the transfer of the Human Resources person would be to a different payroll (SANDAG); however, the individual will continue on-site until he retires, probably next June. We can return to the Board with further information.

10. Two Years of Additional Service Credit with the Public Employees Retirement System (PERS)
(ADM 150.3, PC 30100)

Action would give notice of intention to adopt a resolution on January 29, 2004, designating a time frame for retirement and MTDB positions eligible for two years of additional service credit based on mandatory transfers to the new consolidated agency (SANDAG).

Action Taken

Mr. Emery moved to approve item No. 10 as bifurcated. Mr. Clabby seconded the motion, and the vote was 12-0 in favor.

NOTICED PUBLIC HEARINGS

There were no public hearings.

FINANCE WORKSHOP

Ms. Wasmund stated that this was the first in a series of Budget Workshops for the MTS Board. This is a transition year in which SANDAG will play a larger role. She introduced the MTS Finance Manager Lauren Warrem, who will participate in this process. It is proposed to continue with a series of workshops leading to budget adoption in June. Today we are asking the Board to approve some guiding objectives and budget assumptions.

The SANDAG Transportation Committee will consider revenue estimates, provided by SANDAG, the guiding objectives, and key assumptions. We will then go to MTS and the North County Transit District (NCTD) to develop their operating budgets within those estimates.

The MTS operators include San Diego Transit Corporation (SDTC), San Diego Trolley, Inc. (SDTI), MTS Contract Services, Chula Vista Transit (CVT), National City Transit (NCT), and the Coronado Ferry.

Some of the guiding objectives include a sustainable level of service, an annual fare structure review, productivity and service coverage standards, and the flexibility to adjust service due to changing conditions. Mr. Monroe asked for examples of recurring revenue besides the fare revenue. Ms. Wasmund stated this would be anything that is not a one-time revenue source, i.e., TransNet and Transportation Development Act (TDA).

Key budget assumptions include a zero-based approach for each operator; using a 5-year projection, with low and high ranges; assuming current service levels for FY 05; recurring expenses not exceeding recurring revenue; recurring revenue sources, including federal and TransNet funds for operations; and a consistent presentation of budget information.

MTS sources of revenue include fares, TDA, federal formula funds, State Transit Assistance (STA), and TransNet. Expense categories include personnel, purchased transportation, maintenance, energy, and other minor categories.

Future significant events to be aware of include the TransNet ballot decision to take place in November 2004; a continued transition to the consolidated agency; reauthorization of the Transportation Equity Act for the 21st Century; and the federal, state, and regional economy and budgets.

The next phases of the budget process would be to provide FY 04 experience to date in February, preliminary 5-year projections in March, the FY 05 operating budget with an update of five-year projections and a review of the draft operating budgets in May, and Board approval of the FY 05 MTS budgets on June 24.

Mr. Mark Lewis asked whether it would be SANDAG's or MTS's responsibility for training with regard to customer service. Ms. Lorenzen stated it would be an MTS responsibility. Mr. Mark Lewis asked where money for training would be found in the budget. Ms. Wasmund stated that each of the operating budgets have training and customer relations listed. The details should be available in May. Mr. Mark Lewis asked how the self-insured portion of our insurance would be funded. It appears we budget money that invites lawsuits. Ms. Wasmund said that we have a self-insured retention limit. To be fiscally prudent, we set aside this amount. Sometimes there is no draw on this reserve. If a draw is needed, the Board would approve it in closed session. Also, there is a Board policy that states if a draw is needed during the fiscal year, the amount would be replaced in the next budget cycle.

Ms. Kaltenborn asked what part of the budget workers' compensation falls under. Ms. Wasmund said it would be under Personnel. Ms. Kaltenborn asked if the Governor calling for a revision of the workers' compensation system would release some funds. Ms. Wasmund said that we are hoping for a positive effect.

Action Taken

Mr. Rindone moved to approve the use of the guiding objectives and budget assumptions for SDTC, SDTI, and MTS Contract Services and recommend that the SANDAG Board of Directors also approve the guiding objectives and budget assumptions for all the MTS operators and NCTD. Mr. Emery seconded the motion, and the vote was 11-0 in favor. (Mr. Maienschein was temporarily out of meeting.)

DISCUSSION ITEMS

30. MTS Appearance and Identity Vehicle Options (MKPC 620, PC 40057)

Mr. Lopez stated that staff has returned with updates and one variation of the paint scheme options presented to the Board. Also, at Board direction, we conducted public surveys, one at transit stations and one through our Web site. We would be presenting the two options recommended by the Board, and what could be done in the short or long term.

Ms. Andrews said that Option A offers a bold new solution. It represents a radical departure from the standard. When it is used on larger vehicles (i.e., articulated buses), the "MTS" could be shown in both white letters on red, and red letters on white. Based on Board direction to look at a variation of Option A to provide a large white "MTS" on a red background, Option A1 was created. The variation pushes the red color forward and reduces the white space. Examples were provided of both options in an environmental setting and on the various vehicles.

Staff was directed to obtain rider input. Two forms of surveys were conducted. The first survey was conducted at various stations, the other on the Web site. We surveyed a total of 174 passengers at different transfer stations on November 5 and 6, 2003. This gave staff the opportunity to have one-on-one contact with our riders. Most are supportive of the proposed

changes, regardless of the chosen final design. The survey indicated that Option B was the preferred option.

We received 807 responses to our web poll. Statistics from the Web site poll were similar to the one-on-one survey. Based on the input from the survey and poll, pictures of Option B were shown on buses. This option is a more traditional design.

MTS logo options were developed that would complement the paint scheme options. Logo Option A was the most supported among those surveyed. It is recommended that the logo selected complement the chosen paint scheme.

We currently have 47 new buses on order, 11 for SDTC, and 6 for MTS Contract Services. Final input on the paint scheme is due in February. There is a tentative delivery date of spring 2005. There is also an order for 11 light rail vehicles (LRVs). The original procurement called for the solid red paint scheme. Changes can still be made, but could include additional cost. The LRVs have a tentative delivery starting in May 2004. Any changes to the paint scheme should be decided in February 2004.

We currently have 889 buses and 122 LRVs. With the approval of a new paint scheme and based on the projected replacement schedule, approximately 50 percent of the bus fleet would be completed in five years. In ten years all buses should be replaced. None of the LRVs are scheduled for replacement in the near term. The existing fleet could be repainted as funds become available.

If an option were approved, the next steps would depend on the action plan. An early action plan, as funds become available, would add a new large "MTS" to the existing vehicles; replace the existing "MTS" circle logo with the new logo on vehicles, print materials, and signage; and highlight the new "MTS" in upcoming marketing campaigns. Future action would be to order all new vehicles and system hardware with the new paint scheme, large "MTS," and new logo.

There are currently 33 types of decals ranging from vehicle numbers and operator names to partnership and marketing messages. With implementation of a new paint scheme option, decals would be limited to the new "MTS" branding elements, vehicle and California regulation number with provider name, and compressed natural gas (CNG) and safety decals when appropriate.

Sample pictures of the early action application were included as well as paint scheme applications to the trolley. The paint scheme on the trolley could be difficult as the front of the LRV also serves as the back. Also, the trolley has international recognition. Therefore, it is recommended that the paint scheme option be approved for the buses, but defer trolley application to future discussion.

Mr. Emery stated that he would support either Option A or alternative Option A1. He likes the circles and swirl. He felt the idea was to integrate the entire system so there would be a familiarity. He would like to see the system integrated. Just having the white "MTS" on the trolley does not achieve that.

Mr. Mark Lewis stated that we want to consolidate the idea of a transit system. He likes the idea of Option A because it is new and refreshing. He also is looking forward to the day when you can transfer from the buses to the trolley only using a Smart Card. Option B gave him the vision of a wedgie. We need a clean break. This is a new system, a new organization. He would encourage a hard look at Option A.

Mr. Rindone said he originally liked Option B. However, he felt Option A1 was superior to Option A. He likes the white letters against the red background. He agreed that we are trying to show continuity. He could accept the larger red trolley with only the MTS. We are trying to show integration, and he thought this would be enough to do that. He supports Option A1 for the buses and to continue the red trolley with white letters.

Ms. Atkins said all the designs look good. She likes Option B and logo C; however, she will defer to her colleagues on the design. She stated that when the new design would be implemented, it was decided to discontinue outside advertising on the buses. She wanted to know the financial impact of not having the advertising. Ms. Lorenzen stated that we receive approximately \$800,000 to \$1 million per year on this advertising. Ms. Atkins noted that whatever decision is made, the citizens would get onboard and like it. She said that the Graphics Department has done a very good job.

Ms. Rose stated that she too likes Option A1. She likes the white letters on red; they stand out better. She would like to maintain the all red on the trolley. It is well known. She is also concerned that the design that might work well on the bus would be difficult on the trolley.

Public Comment

Chuck Lungerhausen – Mr. Lungerhausen is concerned about the maintenance and cost with a paint scheme where red is the primary color. We seem to be compounding the problem. He is also concerned about eliminating advertising on the buses. He questioned why we would throw away \$1 million a year. He thinks other designs would suit the design change. He's not sold and does not agree with eliminating advertising.

Clive Richard – Mr. Richard said that he doesn't like Option A or Option A1. He likes the wedge. It shows motion, even when the vehicle is standing still. However, he doesn't have a vote. He noted that red fades rapidly, and it's costing \$30,000 to keep the trolleys red. Now we are adding red to an entire fleet of buses. However, the buses are not as large, so the cost might be less. He still wonders where this money would be coming from. He noted that there are more pressing issues, such as bus rapid transit. The wedge or circle will not make the bus run faster. It's not as important as other issues.

Margo Tanguay – Ms. Tanguay has driven a cab for many years. She noted that we have lived through over 300 cab companies. We have lived through cabs that come in different colors, sizes, and shapes. The essence of creating a logo is to build the business and to get more people to use the services. The regular users and others liked Option B. It is a system, and all systems should be the same so that tourists, upcoming riders, and others know that it's part of the system. Whichever option is picked, it should all be the same.

Mr. Williams noted that others mentioned that the red paint degenerates faster than others; however, the trolleys have been running for 20 years. We shouldn't change the well-known red because of the thought it would deteriorate too quickly.

Mr. Clabby said it was obvious which designs we like and dislike the most. Design is in the eye of the beholder. He feels very strongly for the red trolley. It is well known. It is a branding that has been in San Diego for over 20 years. He feels strongly that the trolley should stay as it is. He has no strong feeling for the paint scheme on the bus, either Option A or A1. He feels strongly that we maintain the trolleys as they are, just add the "MTS." Also, it would be too costly to repaint them.

Mr. Mathis stated that the red paint on the trolleys was a European brand that some regarded as inferior. We are now using a different paint that should stand up much better. The problem of the red paint fading can be controlled if we use the proper specifications. The trolley is an icon. Every time he sees a clip on TV about San Diego, it includes the red trolley. He is fine with the addition the "MTS." He does not agree with changing something that has been a successful symbol for San Diego. He noted that the designs presented are symmetrical. The trolley goes in both directions. In a three-car train, there would be a weird combination. He wants to leave the red trolley as it is.

Ms. Sterling read comments from individuals with their preferences. It was noted that one person when seeing a wrapped bus for the first time was unaware that it was a city bus. One person would like to expend more effort on security on the vehicles. These comments were interesting because they echoed the survey results.

Mr. Emery stated that he concurs with the idea of keeping the trolley red. He thinks the "MTS" logo could be placed on the side of the trolleys on a larger scale.

Mr. Roberts said that he realizes that successful companies do place their names on their vehicles. However, he counted 11 signs on the back of one bus. He felt this was not a professional image. He felt there should be more than just talk about a logo and paint scheme. He noted that a speaker came to the Executive Committee to testify about not removing the advertising; however, the speaker was from the consulting firm that benefits from the advertising on our buses. We would not be removing the revenue from advertising right away. It would be phased. We have a policy not to place advertising on the new buses. He would like the Board to keep an open mind about repainting the trolleys to see more than just a red color that ties the system together. With regard to the red paint, we are using a better quality red paint. If a good quality red paint is used, there is a better result. The trolley is not separate from the buses. We don't advertise on trolleys, we should not advertise on buses.

Mr. Monroe asked if this was time sensitive. Mr. Jablonski noted that with current state budget status, it is not as time sensitive as it once was.

Action Taken

Mr. Emery moved to adopt Option A1 for the paint scheme on the buses, Option B for the logo, leave the trolley red with a white MTS logo, and defer all advertisements on the buses and trolleys. Mr. Zucchet seconded the motion, and the vote was 14-0 in favor.

Chairman Williams recessed the meeting at 10:50 a.m. The meeting reconvened at 10:55 a.m.

48. Closed Session Items (ADM 122)

Chairman Williams convened the meeting into a closed session at 10:55 a.m. to discuss the following:

a. CONFERENCE WITH LEGAL COUNSEL – Anticipated Litigation

Initiation of litigation pursuant to subdivision (c) of Section 54956.9: consideration of supporting Amicus Brief in Santa Clara Valley Transportation Authority v. Public Utilities Commission of the State of California, Case No. H026101.

b. Mission Valley East – Settlement of Potential Litigation

Action would receive this report on the potential settlement of all claims and disputes to date on the Mission Valley East LRT San Diego State University (SDSU) Project.

c. Coronado Branch Line – Potential Appeal of Administrative Decision

Action would consider possible appeal of decision of City of San Diego Historical Resources Board designation of the Coronado Branch Line as historic.

The meeting was reconvened into open session at 11:53 a.m.

49. Oral Report of Final Actions Taken in Closed Session (ADM 122)

Ms. Lorenzen reported on the following action(s) taken in closed session:

- 48a. The Board received a report and gave direction to authorize the Chief Executive Officer to sign an Amicus Currie Brief in Santa Clara Valley Transportation Authority vs. Public Utilities Commission of the State of California, case No. H026101.
- 48b. The Board received a report and gave direction to staff.
- 48c. The members of the City of San Diego City Council that sit on the MTS Board, Ms. Toni Atkins, Mr. Charles Lewis, Mr. Brian Maienschein, and Mr. Michael Zucchet, were not present during the closed session item. The Board received a report and gave direction to staff to pursue the appeal from the City of San Diego Historical Resources Board's determination. The vote on that item was 9-0 in favor.

31. Mission Valley East Light Rail Transit Project Public Relations (MKPC 620, PC 10426)

Mr. Lopez stated that MTS entered into a contract with Gable, Cook, and Schmidt (GCS) to comply with requirements for public relations work on the Mission Valley East (MVE) LRT Extension Project. The contract expired in October 2003. It was determined to conduct any remaining work with in-house staff and to pay the consultant for work conducted through January 8, 2004.

Ms. Sterling stated that it was her understanding from the last Board meeting that GCS was no longer under contract. She questioned how it was that we would owe them \$17,000 through January 8. Mr. Lopez explained that the contract had expired; however, continuous activity was required. The firm was helpful at a time when we could not do the work ourselves. We now anticipate that this work can be accomplished in house. Mr. Limber stated that when he said that we did not have a contract in effect with GCS, he was unaware the consultant was still providing services. He noted that legal counsel would most likely advise that MTS would be legally liable for that amount.

Public Comment

Tom Gable – Mr. Gable stated that he was representing GCS. He has worked for MTDB since the trolley was launched in 1981. We have been working on the Mission Valley extensions for

nine years. He noted that GCS's work on community outreach has resulted in awards, some on display in our lobby. GCS provides services in four major areas and is available 24 hours a day, 7 days a week. It helps communicate with the community about road closures and eases situations for the engineers. GCS also assists with media relations by putting out news releases to alert the public about major events, milestones achieved, and positive feature stories. He feels their work has generated a return of income at least five times the cost expended. GCS has provided very positive public relations for MTS, including a full color spread in *The San Diego Union-Tribune*. He asked for the Board to refrain from making a decision until GCS could provide further data on the services it has provided.

Keith Turnham – Mr. Turnham is a member of the Public Advisory Committee (PAC) for the MVE LRT Extension Project. He serves on the PAC to make sure the human relations angle has been met. GCS was committed to getting out every bit of information regarding road closures, etc., into the neighborhoods that were affected. Without them, the community would not have had this information. He noted that there has not been one complaint from the Alvarado Hospital area due to the job of GCS. People from the Grantville Business Management Association came down hard on the PAC. GCS was able to address their concerns, but explained that the changes they wanted could not be done.

Rick Cook – Mr. Cook wanted to acknowledge Mr. Roberts' concern regarding consultants addressing the Board. He noted that Mr. Turnham has given a good description of the work provided by GCS. GCS also worked with MTS to reduce its budget by 45 percent. The amount of this contract represents 1/100th of a percent of the project's total budget. They have received consistent positive feedback for their work. He noted that the work would now fall to an overtaxed, very thinly stretched in-house staff. This is a real disservice to thousands of residents and businesses along the route.

Mr. Roberts stated that GCS was not the consultant he referred to in his earlier comments. He hadn't considered this issue when he spoke about the advertising consultant. There are policy decisions to be made, and he had objections to someone under contract for many years suggesting that the Board should not make a policy decision.

Mr. Williams asked what the impact would be on staff if we didn't continue the GCS contract. Mr. Lopez stated that staff would rearrange its workload to accommodate the needs of the project. This project would have our highest attention.

Mr. Mathis asked if the contract was a fixed-fee amount, or if it was open-ended to a certain amount. Mr. Lopez stated that the contract was negotiated in 1998. The contract was extended on September 30, 2003, based on the same prices. A further amendment was negotiated through September 2004 for \$56,000, a reduction on the contract due to lower activity. After the construction phase is done, we would be better able to handle the workload. Mr. Mathis questioned whether we want a relationship with a firm where we have reached a point in which the services are no longer needed. Ms. Lorenzen stated that we have a Board policy that requires us to provide public information and community outreach throughout the duration of the project. Mr. Mathis questioned whether the work is at a level that we continue to need the assistance of a consultant.

Mr. Rindone stated that this issue was discussed at the Executive Committee, and there was a great deal of disappointment in the rewritten amendment. The feeling of the Executive Committee was that in-house staff was capable of handling this work.

Ms. Atkins stated that she felt we needed a closer look at the scope of work. The scope of work was never provided. She felt that press releases could be done in-house. Another City Council member whose area is affected has since approached her. She feels responsible to

address those concerns. This council member feels their constituents have received a high level of service and is very concerned about terminating a contract without discussing the services that would be ending. She supports the motion on the floor, but other things need to be discussed. She wondered if our staff has the ability to do the remaining work, or if we should continue with a firm that has been doing the job. Ms. Atkins stated that staff needs to return to the Board with a scope of work for the contract. It sounds like there are others that want to weigh in on this issue. She feels we need to continue the discussion.

Ms. Sterling would like to thank GCS for the work it has done. The firm was hired in 1998 before many of the current members were sitting on the Board. She noted that the MVE project is now 78-80 percent complete. We are currently negotiating with the unions, there is uncertainty of the state's budget, and Proposition 42 is going to be cut. There are a lot of unknowns. We know for sure we will be having a \$30 million deficit for the next five years. She appreciates staff with a "can do" attitude. She would like to stay with the motion on the floor rather than go deeper into debt if the work can be done in-house.

Mr. Clabby noted that we should move forward and pay the final payment.

Mr. Roberts said that his earlier comments did not apply to this consultant. When this issue came before the Executive Committee, we questioned whether we wanted to keep spending these sums of money. The feeling was why not perform the work in-house and save some money. It's not that GCS was doing a bad job, but funds have become increasingly precious. The Executive Committee voted for the recommendation before us. The majority of the remaining work is at the Alvarado and 70th Street Stations, which is the most troubled area of the contract. This would probably impact Ms. Sterling's constituents more than others on the Board. Her feeling is we should save these costs. He has a problem spending any more money than necessary. If we can use staff, he would like to use staff. He supports the motion.

Mr. Mathis asked if any of the staff that has transferred to SANDAG would be available to assist with this outreach. Mr. Lopez stated that we would use all resources available. Mr. Mathis stated that if any of the resources that have transferred to SANDAG are not available, the Board should be informed.

Action Taken

Mr. Rindone moved to authorize the CEO to execute a final payment to GCS Public Relations (GCS) for services rendered until January 8, 2004, and direct staff to do the work in-house with Construction Manager and Marketing and Community Relations Department staff. Ms. Sterling seconded the motion, and the vote was 9-0 in favor.

32. Draft FY 2004-2008 Short-Range Transit Plan Review and Comment (SRTP 810.04, PC 3004000)

This item was deferred.

33. Transit Workshop: Marketing and Community Relations (MKPC 600, PC 40050)

This item was deferred.

44. Chairman's Report (ADM 110.1)

The Chairman had nothing to report.

45. Chief Executive Officer's Report (ADM 121.7, PC 30100)

The CEO had nothing further to add to his written report.

46. Board Member Communications (ADM 110, PC 30100)

There were no Board member communications.

47. Additional Public Comments on Items Not on the Agenda

There were no additional public comments.

50. Next Meeting Date

The next meeting is scheduled for January 29, 2004, at 9:00 a.m. in the Board of Directors Meeting Room, 10th Floor, 1255 Imperial Avenue, San Diego, CA 92101-7490.

51. Adjournment


Chairman Williams adjourned the meeting at 12:36 a.m.




Chairman
San Diego Metropolitan Transit System

Filed by:

Approved as to form:



Office of the Clerk of the Board
San Diego Metropolitan Transit System



Office of the General Counsel
San Diego Metropolitan Transit System

PSmith
BD-04JAN15.PSMITH
1/22/04

Attachments: A. Roll Call Sheet
B. AI 45, January 15, 2004, Chief Executive Officer's Report

METROPOLITAN TRANSIT SYSTEM BOARD
ROLL CALL

MEETING OF (DATE): January 15, 2004

CALL TO ORDER (TIME): 9:05 a.m.

RECESS: 10:50 a.m.

RECONVENE: 10:55 a.m.

CLOSED SESSION: 10:55 a.m.

RECONVENE: 11:53 a.m.

ORDINANCES ADOPTED: No. 4

ADJOURN: 12:38 p.m.

BOARD MEMBER	(Alternate)	PRESENT (TIME ARRIVED)	ABSENT (TIME LEFT)
ATKINS	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		
CLABBY	<input checked="" type="checkbox"/> (Jones) <input type="checkbox"/>		
DALE	<input type="checkbox"/> (Ryan) <input type="checkbox"/>		<input checked="" type="checkbox"/>
EMERY	<input checked="" type="checkbox"/> (Cafagna) <input type="checkbox"/>		
INZUNZA	<input checked="" type="checkbox"/> (Ungab) <input type="checkbox"/>	9:11 a.m. during public comment	11:31 a.m. during closed session
KALTENBORN	<input checked="" type="checkbox"/> (N/A) <input type="checkbox"/>		
LEWIS, Charles	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		11:30 a.m. during closed session
LEWIS, Mark	<input checked="" type="checkbox"/> (Santos) <input type="checkbox"/>		
MAIENSCHIN	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		10:50 a.m. at recess
MATHIS	<input checked="" type="checkbox"/> (N/A) <input type="checkbox"/>		
MONROE	<input checked="" type="checkbox"/> (Tierney) <input type="checkbox"/>		
RINDONE	<input checked="" type="checkbox"/> (Davis) <input type="checkbox"/>		12:35 p.m. after AI #31
ROBERTS	<input checked="" type="checkbox"/> (Cox) <input type="checkbox"/>	9:19 a.m. during public comment	
ROSE	<input checked="" type="checkbox"/> (Janney) <input type="checkbox"/>	9:54 a.m. after Finance Workshop item	
STERLING	<input checked="" type="checkbox"/> (Ewin) <input type="checkbox"/>	9:12 a.m. during public comment	
WILLIAMS	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>		
ZUCCHET	<input checked="" type="checkbox"/> (Vacant) <input type="checkbox"/>	9:21 a.m. during public comment	10:50 a.m. at recess

SIGNED BY THE OFFICE OF THE CLERK OF THE BOARD Patricia A. Smith

CONFIRMED BY ASSISTANT CLERK Susan M. Champlin

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 45

Chief Executive Officer's Report

ADM 121.7 (PC 30100)

January 15, 2004




Minor Contract Actions

- State Water Regional Control Board (SWRCB) annual construction fees for the Mission Valley East (MVE) Light Rail Transit (LRT) Project
- KUSI-TV 51 television spots for target marketing campaigns
- San Diego Trolley, Inc. (SDTI), flagging services for MVE LRT Project
- Accessible San Diego for full-page ad for the resource guide
- Padre Dam Municipal Water District for reclaimed water use on the MVE LRT Project
- Webtrend Graphics for printing SDTI timetables
- Transit Maintenance Consultant for Metropolitan Transit System (MTS) Direct Access to Regional Transit (DART) bus maintenance inspection services
- Diego & Son Printing for FY 04 printing services for County Transit Services (CTS) Americans with Disabilities Act (ADA) Paratransit
- Gonzalez-White Consulting for MVE LRT Project Equal Employment Opportunity (EEO) and labor compliance services
- Miriello Grafico, Inc., for graphic services procurement on the MTS vehicle appearance options
- Kimley-Horn Associates (KHA) design services for San Ysidro Intermodal Transportation Center (SYITC)
- San Diego Gas and Electric for utility relocation work on the Orange-Blue Line Connection
- Stacy & Witbeck, Inc., for SYITC construction services
- West Coast General Corporation for 12th & Market Station Reconfiguration Project construction services
- Clark Construction Group, Inc. (Clark), for construction services on the MVE LRT Project, San Diego State University (SDSU) Tunnel and Underground Station
- Balfour Beatty/Ortiz Enterprises, Inc., for construction services on the MVE LRT Project, La Mesa Segment

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Contract Matters

Peterson Hydraulics, Inc., was granted final contract acceptance, effective October 10, 2003, for the Hydraulic Hoist Replacement Project, Contract BUS-11002.

Contract change order (CCO) No. 49 to Contract No. LRT-426.5 with Stacy and Witbeck, Inc., was approved in the amount of \$143,229 to upgrade the Variable Message Signs (VMS) display for MVE, San Ysidro, and spares on the LRT-10960 contract.

CCO No. 10 to Contract No. LRT-960 with Neal Electric Corporation was approved in the amount of \$16,900 to replace damaged lighting fixtures and ballasts in Building B of the Trolley Yard due to the yard substation failure.

Personnel Matters

James Dreisbach-Towle, Administrator of Systems Integration, celebrated his third anniversary on December 26, 2003.

JGarde
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1/7/04

SAN DIEGO METROPOLITAN TRANSIT SYSTEM BOARD OF DIRECTORS

REQUEST TO SPEAK FORM

AGENDA ITEM NO.

3

public Comm.

ORDER REQUEST RECEIVED

1

****PLEASE SUBMIT THIS COMPLETED FORM (AND YOUR WRITTEN STATEMENT) TO THE CLERK OF THE BOARD PRIOR TO DISCUSSION OF YOUR ITEM****

1. INSTRUCTIONS

This Request to Speak form must be filled out and submitted in advance of the discussion of your item to the Clerk of the Board (please attach your written statement to this form). Communications on hearings and agenda items are generally limited to three (3) minutes per person unless the Board authorizes additional time. However, the Chairperson may limit comment to one or two minutes each if there are multiple requests to speak on a particular item. General public comments on items not on the agenda are limited to three (3) minutes. Please be brief and to the point. No yielding of time is allowed. Subjects of previous Hearings or agenda items may not again be addressed under General Public Comments.

Date 1/29/04

Name (PLEASE PRINT) Chuck Lingerhausen

Address 4902 Marlborough Dr

Telephone _____

Organization Represented (if any) _____

Subject of your remarks: Bus Revenue

Agenda Item Number on which you request to speak _____

Your comments are presenting a position of: SUPPORT

☐

OPPOSITION

☐

2. TESTIMONY AT NOTICED PUBLIC HEARINGS

At Public Hearings of the Board, persons wishing to speak shall be permitted to address the Board on any issue relevant to the subject of the Hearing.

3. DISCUSSION OF AGENDA ITEMS

The Chairman may permit any member of the public to address the Board on any issue relevant to a particular agenda item.

4. GENERAL PUBLIC COMMENTS ON MATTERS NOT ON THE AGENDA

Public comment on matters not on the agenda will be limited to five (5) speakers with three (3) minutes each, under the Public Comment Agenda Item. Additional speakers will be heard at the end of the Board's Agenda.

****REMEMBER: Subjects of previous Hearings or agenda items may not again be addressed under General Public Comments.****

1.

Jan. 29, 2004

MTSB mtg.

AGENDA ITEM #3 (Public Comment)

Good morning Chair Williams, Board members, Staff, and other fellow citizens. Chuck Lungerhausen of 4902 Marlborough Dr. which is in the Kensington neighborhood of San Diego 92116 Ph [619] 282-2473

Am a very troubled transit rider when this board makes a decision for a new paint design contrary to our wishes in a survey conducted by you and then eliminates revenue bearing advertising in these tough economic times. Do you have a plan to replace this lost revenue like any good businessman would have? \$10 million over the last 10 years is a good sum to replace in the future. How do you expect riders to view any future fare increases with this type of financially irresponsible behavior. Bus riders use the bus to travel to places no matter what the color. It appears to me there is a disconnect between this board and the riders who use the transit system. Do not recall hearing any rider complaints about the color of the buses, but whether they are on time or reliable that's another story. It appears to me that elected officials are more concerned with color than function or economic good sense.

Supervisor Roberts you have been the leader to rid the buses of advertising ever since I have been an observer of these board meetings what plans do you have to replace this lost income.

Thank you for listening and the opportunity to speak.

SAN DIEGO METROPOLITAN TRANSIT SYSTEM BOARD OF DIRECTORS

REQUEST TO SPEAK FORM

AGENDA ITEM NO.

3

Public Comment

ORDER REQUEST RECEIVED

2

****PLEASE SUBMIT THIS COMPLETED FORM (AND YOUR WRITTEN STATEMENT) TO THE CLERK OF THE BOARD PRIOR TO DISCUSSION OF YOUR ITEM****

1. INSTRUCTIONS

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Date 1/29/04
Name (PLEASE PRINT) THERESA QUIROZ
Address 4719 BAILY PLACE
SAN DIEGO CA 92105
Telephone (619) 263-3457
Organization Represented (if any) /

Subject of your remarks: DISABLED BUS PASS POLICY

Agenda Item Number on which you request to speak PUBLIC COMMENT
Your comments are presenting a position of: SUPPORT ☐ OPPOSITION ☐

2. TESTIMONY AT NOTICED PUBLIC HEARINGS

At Public Hearings of the Board, persons wishing to speak shall be permitted to address the Board on any issue relevant to the subject of the Hearing.

3. DISCUSSION OF AGENDA ITEMS

The Chairman may permit any member of the public to address the Board on any issue relevant to a particular agenda item.

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Public comment on matters not on the agenda will be limited to five (5) speakers with three (3) minutes each, under the Public Comment Agenda Item. Additional speakers will be heard at the end of the Board's Agenda.

****REMEMBER: Subjects of previous Hearings or agenda items may not again be addressed under General Public Comments.****

SAN DIEGO METROPOLITAN TRANSIT SYSTEM BOARD OF DIRECTORS

REQUEST TO SPEAK FORM

AGENDA ITEM NO.

3

ORDER REQUEST RECEIVED

3

****PLEASE SUBMIT THIS COMPLETED FORM (AND YOUR WRITTEN STATEMENT) TO THE CLERK OF THE BOARD PRIOR TO DISCUSSION OF YOUR ITEM****

9:10

1. INSTRUCTIONS

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Date 2004-01-29
Name (PLEASE PRINT) Elaine Richard
Address 5153 La Donna St
San Diego
Telephone 619.582.4036
Organization Represented (if any) _____

Subject of your remarks: CEP

Agenda Item Number on which you request to speak _____

Your comments are presenting a position of: SUPPORT

☐

OPPOSITION

☐

2. TESTIMONY AT NOTICED PUBLIC HEARINGS

At Public Hearings of the Board, persons wishing to speak shall be permitted to address the Board on any issue relevant to the subject of the Hearing.

3. DISCUSSION OF AGENDA ITEMS

The Chairman may permit any member of the public to address the Board on any issue relevant to a particular agenda item.

4. GENERAL PUBLIC COMMENTS ON MATTERS NOT ON THE AGENDA

Public comment on matters not on the agenda will be limited to five (5) speakers with three (3) minutes each, under the Public Comment Agenda Item. Additional speakers will be heard at the end of the Board's Agenda.

****REMEMBER: Subjects of previous Hearings or agenda items may not again be addressed under General Public Comments.****

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Agenda

Item No. 4

Board of Directors Meeting

LEG 460 (PC 30100)

January 29, 2004

Subject:**GROSSMONT TROLLEY STATION JOINT DEVELOPMENT PROJECT****RECOMMENDATION:**

That the Board of Directors receive this status report on the Grossmont Trolley Station Joint Development Project.

Budget Impact

None at this time.

DISCUSSION:


The Grossmont Trolley Station is a 7.5-acre, MTDB-owned parcel located within the Fletcher Parkway Redevelopment Area of the City of La Mesa. The site contains the Grossmont Trolley Station and a 600-car surface parking lot, which is shared by the station and the adjacent Pacific Theaters under an agreement between MTDB and CCRT Properties that will expire in 2021. The station will be an important transfer site between the Orange Line and the Mission Valley East extension of the Blue Line, which is currently under construction. More than 11,000 daily on/off riders are forecast for this station by the year 2015. Seven bus routes currently serve the site.




In 1999 the La Mesa Community Redevelopment Agency and MTDB agreed to jointly plan for development of the site in order to maximize transit ridership and to facilitate construction of a transit-oriented project. The agency contracted with Keyser Marston Associates and Gruen Associates in 1999 to prepare a planning and feasibility study to create a vision for the site and to provide guidance on future development proposals. The study analyzed a range of joint-use alternatives and narrowed the analysis to two key site concepts that were most compatible with a transit-oriented design vision and demonstrated the highest financial feasibility.

In July 2003 the City of La Mesa and MTDB entered into an Exclusive Negotiating Agreement (ENA) with Fairfield Realty LLC (Fairfield) to develop plans to design, construct, and manage a transit-oriented project on the site. The ENA has since been transferred to San Diego Association of Governments (SANDAG), although the real property ownership remains with the Metropolitan Transit System (MTS). Fairfield has been

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working to prepare a development plan. The preliminary design resembles one of the development scenarios of the 1999 Feasibility Planning Study.

Fairfield has submitted the financial deposits prescribed to MTS and the City of La Mesa in the ENA, and these deposits have been used to analyze the preliminary pro forma for the project. The preliminary pro forma shows the potential for a modest cash flow to MTS; however, refinements to the pro forma continue to be made.

The preliminary plan includes 450 to 550 apartments and related parking on both sides of the Grossmont Center Drive bridge. Approximately 90 of these units will be affordable to low-and moderate-income families. The proposed affordable housing component will assist the La Mesa Redevelopment Agency in meeting its affordable housing goals. The apartments would be built over two levels of structured parking, including trolley parking on the ground floor and residential parking on the second floor. There will be three levels of apartments over the two-story deck parking. The project will provide 600 replacement transit parking spaces and ground-floor commercial space. The bus stop and trolley station will be retained on site, along with pedestrian enhancements to facilitate access to Grossmont Center.

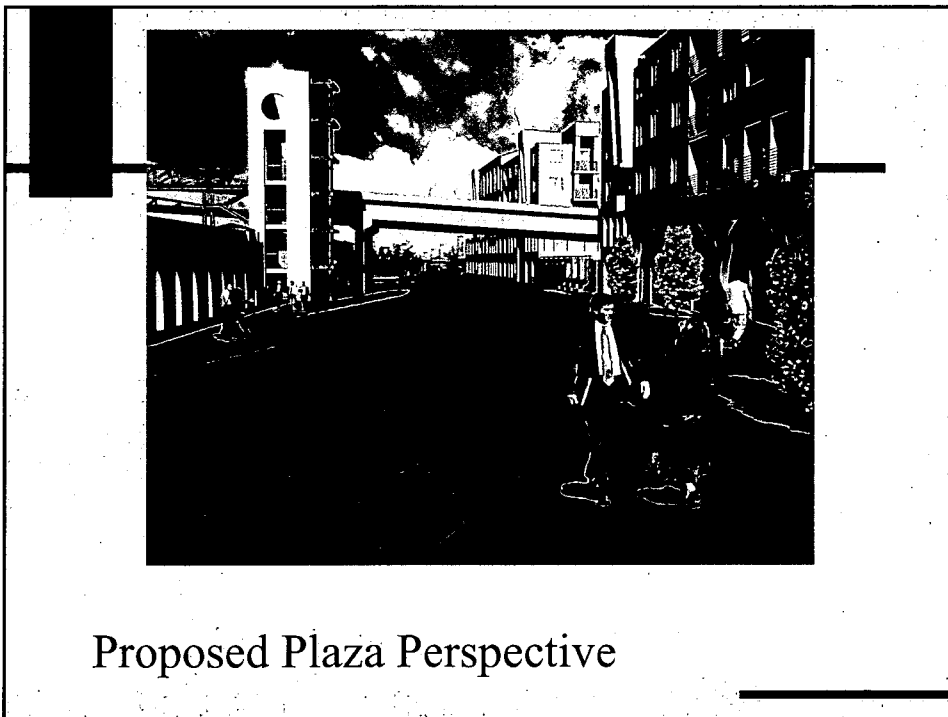
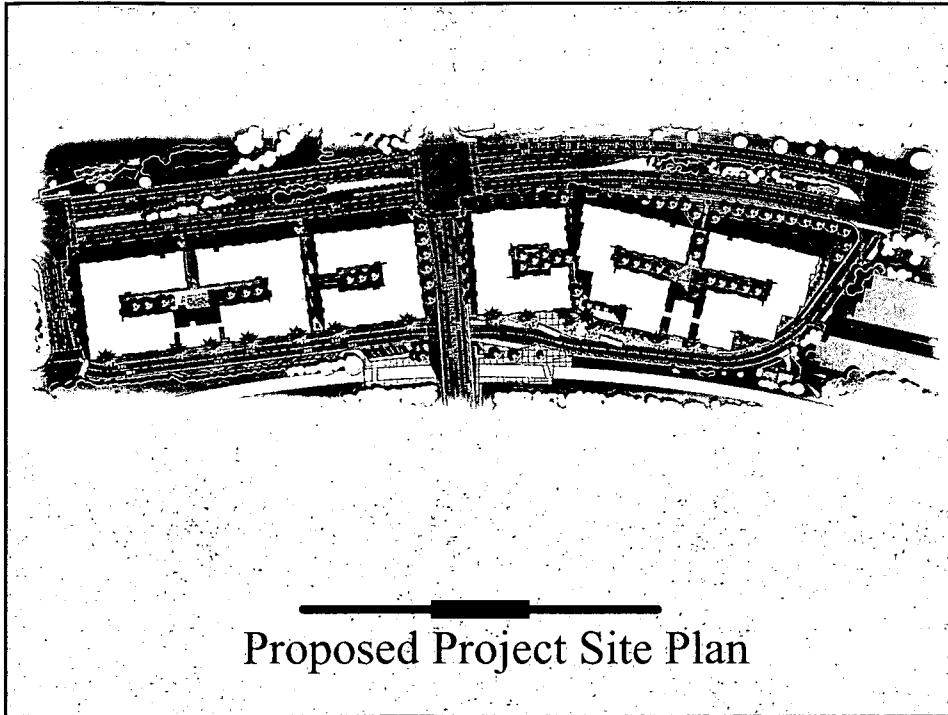
It is anticipated that approximately 12 months will be needed to complete design work and negotiations on the project. Entitlement processing may require an additional six to nine months. Construction could be phased to provide the replacement parking structure prior to construction of the apartments. It is estimated that construction would take three to five years.

We will make future status reports as plans for the project progress.


Paul C. Jablonski
Chief Executive Officer

Key Staff Contact: Miriam Kirshner, 619.557.4585, miriam.kirshner@sdmts.com

SChamp/Als
4-04JAN29.MKIRSH
1/15/04





Proposed Trolley Platform
Perspective



Proposed Apartment Courtyard
Perspective

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 5

Board of Directors Meeting

FIN 305 (PC 30100)

January 29, 2004

Subject:**CONTROLLER'S REPORT FOR OCTOBER 2003****RECOMMENDATION:**

1. That the Board of Directors receive the following reports:
 - FY 2004 Budget Summary – Appropriations/Expenditures/Encumbrances (Attachment A);
 - FY 2004 Budget Summary – Status of Cash Receipts (Attachment B);
 - Detail of Portfolio Balances (Attachment C);
 - Investment Transaction Detail (Attachment D); and
 - Estimated Balance of Contingency Reserve (Attachment E).
2. In addition, that the Board of Directors approve keeping the Orange Line to Blue Line Connection Project at the Metropolitan Transit System (MTS).

Budget Impact


This is the first report reflecting the budget adjustment for the second transition to the San Diego Association of Governments (SANDAG), which occurred on October 13, 2003.




DISCUSSION:

The following is a brief summary of the financial/budget activities for the month of October 2003.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Cash

MTDB maintained an average cash balance of \$4,639,017 during October 2003. The amount of cash on deposit at the end of the month was \$778,519. The balance of MTDB's funds has been invested as described in the Detail of Portfolio Balances (Attachment C).

Revenue

A total of \$23,152,363 in revenue was received during October 2003, primarily comprised of TransNet (Proposition A) funds and Transportation Development Act (TDA) funds.

Expenditures

During October 2003, MTDB had total expenditures of \$20,576,328, which are itemized as follows:

Transit Support Activities	\$24,092
Short-Range Transportation Planning	44,381
General Administration	397,708
Transportation Services	9,933,826
Capital Projects	<u>10,176,321</u>
Total	\$20,576,328

Based on four months of activity, we should be at an expenditure level of approximately 33 percent of the annual budget amount for most General Administration Budget line items. The following is an explanation of those items that exceed the budget significantly:

- Personnel – 42 percent of the budget is expended due to personnel expenditures for the employees transferred during the second phase of the consolidation on October 13, 2003. However, the budgeted amount has been adjusted and decreased to reflect personnel expenditures for the nontransferring MTS employees for the remaining portion of FY 04. The percentage expended will become more comparable as the fiscal year progresses. The line item is expected to be within budget for the fiscal year.
- Bus Bench Administration – This budget line item is over expended due to a significant amount of personnel costs for this line item necessary in the first portion of the fiscal year. Personnel costs for bus bench administration are expected to decrease in the second half of the fiscal year. The line item is expected to be within budget for the fiscal year.
- Rent – 85 percent of the budget is expended as the FY 04 debt payment for the MTS Tower was made in July 2003.

- Vehicle Maintenance – 44 percent of the budget is expended which includes vehicle expenditures for the vehicles transferred during the second phase of the consolidation on October 13, 2003. However, the budgeted amount has been adjusted and decreased to reflect vehicle expenditures for the nontransferring MTS vehicles for the remaining portion of FY 04. The percentage expended will become more comparable as the fiscal year progresses. The line item is expected to be within budget for the fiscal year.
- Equipment Rental/Maintenance – 49 percent of the budget is expended due to the payment of maintenance agreements for copiers and rental of the postage meter in July 2003, which will benefit the remainder of FY 04.
- Postage – 116 percent of the budget is expended due to a large postage deposit paid in July 2003 and October 2003. These postage deposits will benefit future months in FY 04 as well as some SANDAG postage costs, which will be reimbursed from SANDAG. With the reimbursements from SANDAG, the Postage line item is expected to be within budget for the fiscal year.
- Dues and Subscriptions – 56 percent of the budget is expended due to the payment of the American Public Transit Association (APTA) dues in July 2003, which will benefit the remainder of FY 04.
- Public Notices – 52 percent of the budget is expended due to the payment of the public notices related to Disadvantaged Business Enterprise (DBE) goals in July, August, and September 2003, which will benefit the remainder of FY 04.

A detail of capital project expenditures is presented as part of the quarterly Capital Projects Status Report.

Investments

MTDB had a total of \$211,804,360 principal amount invested as of October 31, 2003. Of this total, \$57,547,929 is working capital, and \$154,256,431 is debt-related. All investments are consistent with adopted Board Policies and Procedures No. 31.

Contingency Reserve

Attachment E shows the unaudited balance of the Contingency Reserve as of October 31, 2003, and FY 04 Board-approved uses. The estimated uncommitted balance as of October 31, 2003, is approximately \$12.4 million. This balance reflects the consolidation of the San Diego Transit Corporation (SDTC) and the San Diego Trolley, Inc. (SDTI), Capital Replacement Reserves into the Contingency Reserve, which was contemplated with the FY 04 budget action.

Orange Line to Blue Line Connection Project

The Orange Line to Blue Line Connection Project with an FY 04 budgeted amount of \$141,000 was originally to be transitioned to SANDAG on October 13, 2003. Since this project will be done under the same contract with another East Village project, we are proposing to keep this project at MTS with the other East Village projects. This project will be funded with Federal Transit Administration (FTA) funds, Traffic Congestion Relief Program (TCRP) funds, and State Transportation Improvement Program (STIP) funds.

Lauren D Warren for

Paul Jablonski
Chief Executive Officer

Key Staff Contact: Lauren Warrem, 619.557.4532, lauren.warrem@sdmts.com

Alsla
5-04JAN29.LWARRE
1/13/04

- Attachments:
- A. FY 2004 Budget Summary - Appropriations/Expenditures/Encumbrances
 - B. FY 2004 Budget Summary - Status of Cash Receipts
 - C. Detail of Portfolio Balances
 - D. Investment Transaction Detail
 - E. Estimated Balance of Contingency Reserve

} Board
Only

**METROPOLITAN TRANSIT DEVELOPMENT BOARD
FY 2004 BUDGET SUMMARY
APPROPRIATIONS/EXPENDITURES/ENCUMBRANCES
JULY 1, 2003 - OCTOBER 31, 2003**

BUDGET CATEGORY/Line Item	APPROVED FY 04	THIS MONTH	EXPENDITURES YEAR-TO-DATE	% EXPEND	ENCUM- BERED	REMAINING BALANCE
GENERAL FUND						
TRANSIT SUPPORT ACTIVITIES						
Fare Media	\$90,000	1,349	70,536	78.4%	-	19,464
Regional Transit Store Operations	72,000	5,387	24,547	34.1%	45,102	2,351
Regional Transit Marketing	370,000	17,356	88,985	24.1%	33,152	247,863
TRANSIT SUPPORT SUBTOTAL:	532,000	24,092	184,068	34.6%	78,254	269,678
SHORT-RANGE TRANS. PLANNING						
Operations Planning	393,000	44,381	90,238	23.0%	5,000	297,762
TRANSP. PLANNING SUBTOTAL:	393,000	44,381	90,238	23.0%	5,000	297,762
GENERAL AND ADMINISTRATIVE						
Personnel	4,575,000	363,989	1,938,089	42.4%	6,294	2,630,617
Consultants	125,000	8,109	44,926	35.9%	13,505	66,569
Legal Services	75,000	1,995	11,268	15.0%	17,969	45,763
Board of Directors	141,000	15,261	41,913	29.7%	1,563	97,524
Travel/Conferences	28,400	1,804	5,130	18.1%	2,838	20,432
Training	7,000	1,095	2,193	31.3%	-	4,807
Insurance/Risk Management	848,000	-	216,954	25.6%	-	631,046
Audit Services	95,000	-	26,000	27.4%	67,500	1,500
Land Mgmt./Joint Development	207,000	905	7,280	3.5%	11,983	187,737
Bus Shelter Administration	150,000	8,695	36,183	24.1%	36,467	77,350
Bus Bench Administration	60,000	9,059	28,041	46.7%	6,426	25,533
OFFICE EXPENSES						
Rent	1,170,000	22,872	988,832	84.5%	135,422	45,746
Vehicle Maintenance	5,000	250	2,176	43.5%	-	2,824
Equipment Rental/Maintenance	22,000	(913)	10,762	48.9%	280	10,958
Management Information Systems	63,000	6,189	17,911	28.4%	6,952	38,137
Furniture/Equipment	12,000	1,629	1,629	13.6%	-	10,371
General Expenses	70,000	5,189	18,753	26.8%	1,813	49,434
Telecommunications	52,000	3,708	12,146	23.4%	-	39,854
Postage	9,000	6,179	10,462	116.2%	-	(1,462)
Local Meetings	3,000	224	893	29.8%	-	2,107
Dues/Subscriptions	32,000	636	18,006	56.3%	-	13,994
Public Notices	5,000	84	2,576	51.5%	-	2,424
G&A SUBTOTAL:	7,754,400	456,959	3,442,123	44.4%	309,012	4,003,265
LABOR/OVERHEAD REIMBURSEMENT	(2,350,000)	(259,482)	(1,345,373)	57.2%	-	(1,004,627)
TOTAL GENERAL FUND:	6,329,400	265,950	2,371,056	37.5%	392,266	3,566,078
INSURANCE RESERVE CONTRIBUTION	1,950,000	162,500	650,000	33.3%	-	1,300,000
CONTINGENCY RESERVE CONTRIBUTION	214,771	17,898	71,590	33.3%	-	143,181
LAND MGMT. RESERVE CONTRIBUTION	238,000	19,833	79,333	33.3%	-	158,667
TOTAL GEN FUND & CTGCV RSV CONTR.	8,732,171	466,181	3,171,980	36.3%	392,266	5,167,926

**METROPOLITAN TRANSIT DEVELOPMENT BOARD
FY 2004 BUDGET SUMMARY
APPROPRIATIONS/EXPENDITURES/ENCUMBRANCES
JULY 1, 2003 - OCTOBER 31, 2003**

BUDGET		APPROVED	EXPENDITURES		%	ENCUM-	REMAINING
CATEGORY/Line Item		FY 04	THIS MONTH	YEAR-TO-DATE	EXPEND	BERED	BALANCE
DEBT SERVICE							
Buses (1990)	2,894,681	-	-	0.0%	-	2,894,681	
Regional Transit Management System (2002)	3,808,000	-	-	0.0%	-	3,808,000	
LRV Sale/Leaseback (1995)	6,264,070	-	-	0.0%	-	6,264,070	
TOTAL GENERAL FUND:	12,966,751	-	-	0.0%	-	12,966,751	
TRANSPORTATION SERVICES							
TRANSIT OPERATING CONTRACTS:							
San Diego Transit	47,482,833	3,721,614	19,326,762	40.7%	28,156,071	-	
San Diego Trolley	18,395,571	1,509,375	8,131,875	44.2%	10,263,696	-	
MTS 900 Series	20,572,000	2,931,424	6,378,070	31.0%	14,193,930	-	
MTS 800 Series	13,279,380	1,148,666	4,437,611	33.4%	8,841,769	-	
Chula Vista Transit	4,305,636	358,803	1,435,212	33.3%	2,870,424	-	
National City Transit	1,437,213	119,768	479,072	33.3%	958,141	-	
Coronado Ferry	127,308	10,609	42,436	33.3%	84,872	-	
Administrative Pass-Through	344,180	-	344,180	100.0%	-	-	
County Transit System - Rural	1,400,438	72,251	252,932	18.1%	1,147,506	-	
OPERATING CONTRACTS SUBTOTAL:	107,344,559	9,872,510	40,828,150	38.0%	66,516,409	-	
OTHER SERVICES:							
Taxicab Administration	735,536	54,493	186,426	25.3%	22,438	526,672	
San Diego and Arizona Eastern (SD&AE)	180,000	6,823	60,991	33.9%	78,761	40,248	
OTHER SERVICES SUBTOTAL:	915,536	61,316	247,417	27.0%	101,199	566,920	
TOTAL TRANSPORTATION SERVICES:	108,260,095	9,933,826	41,075,567	37.9%	66,617,608	566,920	
TOTAL GEN. FUND/TRANSPORTATION:	129,959,017	10,400,007	44,247,547	34.0%	67,009,874	5,734,846	
CAPITAL PROJECTS							
LRT EXTENSIONS	162,025,000	9,294,442	41,559,252	25.6%	44,253,096	76,212,652	
MAJOR LRT/BUS							
CAPITAL IMPROVEMENTS	18,338,000	881,879	3,491,587	19.0%	9,748,861	5,097,552	
TOTAL CAPITAL:	180,363,000	10,176,321	45,050,839	25.0%	54,001,957	81,310,204	
GRAND TOTAL:	310,322,017	20,576,328	89,298,386	28.8%	121,011,831	87,045,050	

METROPOLITAN TRANSIT DEVELOPMENT BOARD
FY 2004 BUDGET SUMMARY
STATUS OF CASH RECEIPTS
JULY 1, 2003 - OCTOBER 31, 2003

FUND SOURCES	APPROVED FY 04	BUDGET CATEGORIES			% RECEIVED
		GENERAL	TRANSPORTATION	CAPITAL	
		FUND	SERVICES	PROJECTS	
RECEIPTS TO-DATE					
STATE					
STIP	2,171,000	-	-	-	0%
Traffic Congest Relief Program	6,972,000	-	-	-	0%
Caltrans	68,000	-	-	68,000	100%
MediCal	400,000	-	-	-	0%
SUBTOTAL:	9,611,000	-	-	68,000	1%
FEDERAL					
Transportation Enhancement Activities	402,000	-	-	-	0%
FTA 5309 - Planning/Capital	68,936,000	-	-	-	0%
FTA 5307 - Planning/Capital	4,966,400	-	-	-	0%
FTA 5307 - Debt Service	5,362,145	-	-	-	0%
FTA 5307/5309 - Maintenance/Operations	23,784,262	-	-	-	0%
SUBTOTAL:	103,450,807	-	-	-	0%
LOCAL - TRANSPORTATION DEVELOPMENT ACT					
TDA - Article 4.0 MTDB Area	55,290,277	-	31,382,040	1,533,617	60%
TDA - Article 4.0 Non-MTDB Area	1,531,247	-	900,044	-	59%
TDA - Article 4.5 (ADA)	3,259,000	-	1,629,500	-	50%
TDA - Article 8.0	1,613,728	-	806,864	-	50%
TDA - 10% and Administration	5,525,771	2,141,271	-	-	39%
SUBTOTAL:	67,220,023	2,141,271	34,718,448	1,533,617	57%
OTHER LOCAL					
TransNet	104,998,000	-	11,528,000	46,219,000	55%
SANDAG - Inland Breeze	823,245	-	460,000	-	56%
City of San Diego	832,918	-	-	-	0%
County of San Diego	87,324	-	-	-	0%
City of Chula Vista	25,000	-	-	-	0%
APCD	495,000	-	-	-	0%
Other Income	-	777	154,730	-	N/A
SUBTOTAL:	107,261,487	777	12,142,730	46,219,000	54%

**METROPOLITAN TRANSIT DEVELOPMENT BOARD
FY 2004 BUDGET SUMMARY
STATUS OF CASH RECEIPTS
JULY 1, 2003 - OCTOBER 31, 2003**

FUND SOURCES	APPROVED FY 04	BUDGET CATEGORIES			% RECEIVED
		GENERAL FUND	TRANSPORTATION SERVICES	CAPITAL PROJECTS	
		RECEIPTS TO-DATE			
STATE TRANSIT ASSISTANCE					
STA - Discretionary	3,138,216	-	-	-	0%
STA - Formula	1,638,196	-	-	-	0%
SUBTOTAL:	4,776,412	-	-	-	0%
OTHER FUNDS					
Property Lease/Rental Income	312,000	263,379	-	-	84%
Land Management Rentals	295,000	150,194	-	-	51%
Developer Fees	100,000	-	-	-	0%
Taxicab Administration	692,314	-	82,786	-	12%
Bus Shelter Administration	150,000	36,183	-	-	24%
Bus Bench Administration	60,000	20,056	-	-	33%
SD&AE Revenue	100,000	-	12,785	-	13%
SUBTOTAL:	1,709,314	469,812	95,571	-	33%
RESERVE REVENUE USED IN CURRENT BUDGET					
MTDB Contingency Reserve	1,950,000	-	-	-	0%
SDTI Capital Replacement	5,573,683	-	-	-	0%
SDTC Capital Replacement	1,500,000	-	-	-	0%
Lease/Leaseback Lease Payment Fund	6,264,070	-	-	-	0%
CCDC Reserve	625,000	-	-	-	0%
Land Management	257,000	-	-	-	0%
SD&AE Reserve	80,000	-	-	-	0%
SUBTOTAL:	16,249,753	-	-	-	0%
TOTAL: \$	310,278,796	2,611,860	46,956,749	47,820,617	31%

**METROPOLITAN TRANSIT DEVELOPMENT BOARD
FY 2004 BUDGET SUMMARY
STATUS OF CASH RECEIPTS
JULY 1, 2003 - OCTOBER 31, 2003**

FUND SOURCES	APPROVED FY 04	BUDGET CATEGORIES			% RECEIVED
		GENERAL	TRANSPORTATION	CAPITAL	
		FUND	SERVICES	PROJECTS	
		RECEIPTS TO-DATE			

OTHER INCOME

Insurance Reserve Contribution	\$ 1,950,000	650,000	-	-	33%
Land Management Reserve Contribution	238,000	79,333	-	-	33%
Contingency Reserve Contribution	593,200	-	-	-	0%
Private Sector - Billboards	75,000	-	25,000	-	33%
Grade Crossing Maint. - PUC	50,000	-	16,667	-	33%
TOTAL:	\$ 2,906,200	729,333	41,667	-	27%

REVENUE SUMMARY

GENRL FUND/SPECIAL REV.	\$ 21,698,922	2,611,860	-	-	12%
TRANSPORTATION SERVICES	108,216,874	-	46,956,749	-	43%
CAPITAL PROJECTS TOTAL	180,363,000	-	-	47,820,617	27%
CARRYOVER	43,222	-	-	-	0%
SUBTOTAL:	310,322,018	2,611,860	46,956,749	47,820,617	31%
OTHER INCOME	2,906,200	729,333	41,667	-	27%
GRAND TOTAL:	\$ 313,228,218	3,341,193	46,998,416	47,820,617	31%

MTDB
DETAIL OF PORTFOLIO BALANCES
As of October 31, 2003

INVESTMENT	PURCHASE DATE	MATURITY DATE	PURCHASE PRICE	BOOK VALUE	MARKET VALUE	PAR VALUE	YIELD ON COST
WORKING CAPITAL:							
State of CA Local Agency Invest. Fund (LAIF)	N/A	N/A	24,190,046		24,190,046	24,190,046	1.60%
Corporate Securities:							
Citigroup	6/4/2003	2/1/2008	1,345,084	1,343,928	1,298,757	1,300,000	3.50% (1)
Merrill Lynch & Co	3/5/2002	3/8/2005	2,000,000	2,000,000	2,073,560	2,000,000	4.54% (1)
CIT Group Inc	7/24/2003	7/29/2005	1,300,000	1,300,000	1,305,278	1,300,000	1.54% (1)
Bear Stearns Co	7/30/2003	3/30/2006	1,117,127	1,116,515	1,114,091	1,100,000	3.00% (1)
American Int'l Group Inc	6/4/2003	5/15/2008	1,313,312	1,312,987	1,256,723	1,300,000	2.88% (1)
Sara Lee Corporation	6/2/2003	6/15/2008	1,295,515	1,295,622	1,262,300	1,300,000	2.75% (1)
Intl Business Machines	8/5/2003	11/1/2006	1,283,815	1,284,252	1,294,540	1,300,000	2.38% (1)
Money Market - Highmark Group	N/A	N/A	575,151		575,151	575,151	0.58% (1)
US Treasury Securities:							
US Treasury Note	5/30/2003	2/29/2004	3,041,719	3,031,289	3,019,695	3,000,000	3.00% (1)
US Treasury Note	7/30/2003	5/15/2006	2,195,359	2,195,514	2,195,531	2,200,000	2.00% (1)
US Treasury Note	5/30/2003	11/15/2006	2,538,187	2,534,349	2,477,256	2,400,000	3.50% (1)
US Government Agency Securities:							
Federal Home Loan Mortgage	6/3/2003	11/15/2004	2,471,558	2,466,447	2,445,840	2,400,000	3.25% (1)
Federal Home Loan Bank TAP Note	5/30/2003	12/15/2004	2,430,563	2,428,016	2,418,941	2,400,000	2.13% (1)
Federal National Mortgage Association Note	5/30/2003	4/15/2006	2,429,531	2,428,513	2,387,062	2,400,000	2.13% (1)
Federal National Mortgage Association Note	6/3/2003	4/15/2006	2,435,344	2,434,125	2,387,062	2,400,000	2.13% (1)
Federal National Mortgage Association Note	6/12/2003	6/16/2006	2,394,912	2,395,071	2,347,308	2,400,000	1.75% (1)
Federal National Mortgage Association Note	6/9/2003	6/15/2008	2,412,187	2,411,904	2,304,744	2,400,000	2.50% (1)
Cash in Bank:							
Bank of America	N/A	N/A	778,519		778,519	778,519	N/A

NOTES:

- (1) Investments managed by LM Capital Management Inc.
(2) Maturity dates correspond to lease payment schedules
(3) Represents yield on market

MTDB
DETAIL OF PORTFOLIO BALANCES
As of October 31, 2003

INVESTMENT	PURCHASE DATE	MATURITY DATE	PURCHASE PRICE	BOOK VALUE	MARKET VALUE	PAR VALUE	YIELD ON COST
DEBT RELATED INVESTMENTS:							
CTFC San Diego MTDB Reserve Fund:							
Federal National Mortgage Association Note	2/25/2002	11/15/2003	1,271,984	1,271,488	1,270,794	1,270,000	3.13% (1)
Cash-COPS, SRS A	N/A	N/A	7,045		7,045	7,045	0.58% (1)
San Diego MTDB 1990 LRV Sale/Leaseback:							
REFCO Zero Coupon Bonds	8/20/1990	(2)	3,680,449	12,265,778	14,488,270	15,886,000	6.94%-7.07% (3)
San Diego MTDB 1995 LRV Lease/Leaseback:							
Treasury Strips	12/29/1995	(2)	11,971,073	19,749,766	22,299,742	39,474,000	11.51%-12.04% (3)
CTFC San Diego COP 2002 A RTMS Proceeds:							
US Treasury Note	12/18/2002	2/29/2004	814,875	813,813	805,252	800,000	3.00% (1)
Federal National Mortgage Association Note	12/18/2002	6/15/2004	2,138,883	2,136,723	2,122,969	2,100,000	3.00% (1)
Federal Home Loan Bank	12/16/2002	12/15/2004	2,001,016	2,000,975	2,015,784	2,000,000	2.13% (1)
Cash	N/A	N/A	11,304,756		11,304,756	11,304,756	0.58% (1)
San Diego MTDB COP 2003 Reserve Fund:							
Federal National Mortgage Association	9/3/2003	12/16/2005	3,247,969	3,248,012	3,254,063	3,250,000	2.75% (1)
Cash	N/A	N/A	17,678		17,678	17,678	0.58% (1)
CTFC San Diego COP 02 A Reserve Fund:							
Federal National Mortgage Association	9/3/2003	8/11/2006	1,686,719	1,687,109	1,693,129	1,700,000	2.75% (1)
Cash	N/A	N/A	94,275		94,275	94,275	0.58% (1)

NOTES:

- (1) Investments managed by LM Capital Management Inc.
(2) Maturity dates correspond to lease payment schedules
(3) Represents yield on market

MTDB
DETAIL OF PORTFOLIO BALANCES
As of October 31, 2003

INVESTMENT	PURCHASE DATE	MATURITY DATE	PURCHASE PRICE	BOOK VALUE	MARKET VALUE	PAR VALUE	YIELD ON COST
San Diego MTDB COP 2003 B Project Fund:							
US Treasury Note	8/21/2003	1/31/2004	4,034,062	4,022,708	4,018,750	4,000,000	3.00% (1)
US Treasury Note	8/25/2003	9/30/2004	1,709,496	1,709,044	1,710,625	1,700,000	1.88% (1)
US Treasury Note	8/26/2003	7/31/2005	495,977	496,068	498,440	500,000	1.50% (1)
US Treasury Note	9/5/2003	12/31/2004	1,005,039	1,004,829	1,004,688	1,000,000	1.75% (1)
US Treasury Note	9/17/2003	5/31/2005	997,500	997,559	994,687	1,000,000	1.25% (1)
Federal Home Loan Bank	8/26/2003	5/14/2004	3,077,700	3,073,129	3,058,125	3,000,000	4.88% (1)
Federal National Mortgage Association Note	8/26/2003	6/15/2004	3,040,920	3,038,647	3,032,813	3,000,000	3.00% (1)
Federal National Mortgage Association Note	8/21/2003	12/15/2004	2,810,281	2,809,870	2,812,250	2,800,000	1.88% (1)
Federal Home Loan Bank	8/21/2003	4/15/2005	498,262	498,304	499,844	500,000	1.63% (1)
Federal Home Loan Mortgage	9/17/2003	1/15/2005	1,509,785	1,509,534	1,505,156	1,500,000	1.88% (1)
Federal National Mortgage Association Note	9/5/2003	12/16/2005	1,001,530	1,001,499	1,001,250	1,000,000	2.75% (1)
Federal Home Loan Bank	9/5/2003	4/15/2005	1,000,234	1,000,228	999,687	1,000,000	1.63% (1)
Cash	N/A	N/A	6,287,530		6,287,530	6,287,530	0.58% (1)
Bank Investment Contract 1995 LRV Lease/Leaseback:							
Rabobank	N/A	N/A	88,551,393	89,712,192	89,712,192	88,551,393	7.69%

NOTES:

- (1) Investments managed by LM Capital Management Inc.
- (2) Maturity dates correspond to lease payment schedules
- (3) Represents yield on market

November 17, 2003

LM CAPITAL GROUP, LLC
 401 B Street, Suite 920
 San Diego, CA 92101
 (619) 814-1400 Fax: (619) 814-1404

Transaction Ledger Report

From 09/30/2003 to 10/31/2003

SAN DIEGO MTDB Acct #: COMBINED
 1255 IMPERIAL AVE STE. 1000
 SAN DIEGO, CA 92101

Trade Date	Activity	Description	Quantity	Principal Amount	Accrued Pd/Rec	Net Amount	Broke
09/30/2003	Interest	BEAR STEARNS CO. 03/30/2006 3.00%		20,258.33		20,258.33	
09/30/2003	Interest	US TREASURY NOTE 09/30/2004 1.875%		15,937.50		15,937.50	
09/30/2003	Sell	US TREASURY NOTE 09/30/2003 2.75%	(3,000,000)	3,000,000.00	41,250.00	3,041,250.00	Mature
10/01/2003	Dividend	HIGHMARK US GOVT MONEY M		228.68		228.68	
10/02/2003	Withdrawal	CASH		1,305.69		(1,305.69)	
10/02/2003	Withdrawal	WELLS FARGO TRSRY PLUS M. M		5.61		(5.61)	
10/02/2003	Dividend	CASH		2,001.65		2,001.65	
10/02/2003	Dividend	CASH		3.44		3.44	
10/02/2003	Dividend	CASH		113.85		113.85	
10/02/2003	Dividend	CASH		1,361.46		1,361.46	
10/02/2003	Dividend	WELLS FARGO TRSRY PLUS M. M		154.07		154.07	
10/02/2003	Other Expense	CASH		1,928.25		(1,928.25)	
10/02/2003	Other Expense	CASH		2.10		(2.10)	
10/02/2003	Other Expense	CASH		104.55		(104.55)	
10/02/2003	Other Expense	WELLS FARGO TRSRY PLUS M. M		148.46		(148.46)	
10/15/2003	Interest	FEDERAL HOME LOAN BANK 04/15/2005 1.625%		14,963.54		14,963.54	
10/15/2003	Interest	FEDERAL NATL MTGE ASSOC. 04/15/2006 2.125%		51,000.00		51,000.00	
10/20/2003	Management Fee	HIGHMARK US GOVT MONEY M		6,911.06		(6,911.06)	
10/24/2003	Other Expense	HIGHMARK US GOVT MONEY M		875.00		(875.00)	
10/28/2003	Sell	FEDERAL NATL MTGE ASSOC 01/28/2005 2.35%	(2,000,000)	2,000,000.00	23,500.00	2,023,500.00	Called
10/29/2003	Interest	CIT GROUP INC 07/29/2005 1.54%		5,116.22		5,116.22	
10/31/2003	Sell	US TREASURY NOTE 10/31/2003 2.75%	(4,000,000)	4,000,000.00	55,000.00	4,055,000.00	
						9,219,608.02	

MTDB
INVESTMENT TRANSACTION DETAIL
Month of October 2003

<u>INVESTMENT</u>	<u>TRANSACTION DATE</u>	<u>DEPOSIT</u>	<u>WITHDRAWAL</u>
State of CA Local Agency Invest. Fund (LAIF)	10/8/2003		(1,200,000)
	10/14/2003		(3,700,000)
	10/17/2003	11,500,000	
	10/24/2003	5,500,000	
	10/31/2003		(1,000,000)
		<hr/>	<hr/>
	TOTAL	<u><u>17,000,000</u></u>	<u><u>(5,900,000)</u></u>

**ESTIMATED BALANCE OF CONTINGENCY RESERVE
OCTOBER 31, 2003**

June 30, 2003 audited balance	\$26,711,957 *
Less Board approved appropriations:	
FY 04 operations	(7,073,683)
FY 05 operations	(4,926,317)
Capital projects	(2,544,245)
Plus:	
Estimated FY 04 savings in MTDB General Fund	214,771
Estimated interest earnings (through 9/30/03)	30,000
Estimated balance at October 31, 2003	<u>\$12,412,483</u>

*SDTC and SDTI Capital Replacement Reserves combined into Contingency Reserve. FY 04 Budget process combined all reserves and programmed \$12 million for use in FY 04 and FY 05, leaving a balance of approximately \$8-10 million for contingency purposes. The balance shown above is higher because of FY 03 interest earnings (\$2.8 million) on the capital replacement reserves, and FY 03 budget savings of approximately \$1.1 million. Of the balance above, approximately \$6.3 million is being used on a temporary basis for the fare technology project, pending state reimbursement.

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 6

Board of Directors Meeting

CIP 10426.9

January 29, 2004

Subject:**MISSION VALLEY EAST LRT PROJECT: DESIGN CONTRACT AMENDMENT****RECOMMENDATION:**

That the Board of Directors authorize the Chief Executive Officer to:

1. transfer \$1,500,000 from the Mission Valley East (MVE) Light Rail Transit (LRT) Project TransNet Reserve line item (WBS #10426-3900) to the MVE LRT Project Line Segment Design line item (WBS #10426-0618) and the Project Contingency line item (WBS #10426-3800) in amounts of \$800,000 and \$700,000, respectively, as shown in Attachment A; and
2. execute Contract Amendment No. 21 (MTDB Doc. No. L6229.20-99) with Mission Valley Designers (MVD) in substantially the same form as shown in Attachment C, in an amount not to exceed \$948,000, for the continuation of construction phase services.

Budget Impact


\$800,000 of the \$1,500,000 from the MVE LRT Project TransNet Reserve line item (WBS #10426-3900) would be transferred to the Line Segment Design line item (WBS #10426-0618) and \$700,000 would be transferred to the Project Contingency line item (WBS #10426-3800). The revised line item totals are shown in Attachment A and the Project Budget Transfer History is included as Attachment B. The remaining balance in the Project Reserve is \$3,452,250. The remaining balance in the Project Contingency is \$1,210,650. \$948,000 would be encumbered from the Line Segment Design line item, leaving a balance of \$43,014.




DISCUSSION:

MVD, a joint venture of Parsons Brinckerhoff Quade & Douglas, Inc., and Parsons Transportation Group, Inc., is the designer for the Grantville, La Mesa, and Trackwork and Systems contracts. On June 26, 2003, the Board approved a contract amendment to MVD that included continued construction-phase support services for the six-month period between August 2003 and January 2004. Another six-month extension is needed at this time. The expenditure rate for submittal reviews, responses to requests for information, and other routine design support tasks has decreased from \$200,000 per

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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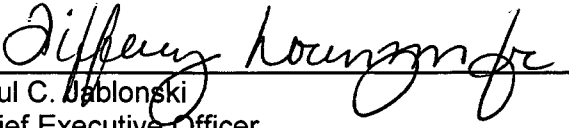
month to \$150,000 per month. We expect this rate to continue through the completion of the Grantville contract in February 2004. Then we anticipate the rate to drop to \$120,000 through the completion of the La Mesa contract in May 2004. In June and July 2004, we are assuming an expenditure rate of \$70,000 for the Trackwork and Systems contract. Based on these projected expenditure rates, \$650,000 would be needed for the next six-month period between February 1 and July 31, 2004.

In addition, there are several necessary design tasks beyond the scope of construction phase design support. The architectural treatment for the channel and LRT guideway under 70th Street was revised to achieve consistency and cost savings for \$12,000. The landscaping plans were modified to reduce the spacing and size of plants. This \$28,000 redesign effort is estimated to save \$500,000 in construction costs. The La Mesa Segment contractor made an agreement with Alvarado Hospital to construct an extension to the Alvarado Creek box culvert with a landscaped planter box in exchange for a temporary construction easement. The design cost of \$23,000 will be deducted from the construction contract by change order. Similarly, the contractor will receive a deductive change order for \$11,000 for the designer to come up with solutions where the incorrect catenary pole foundation bolts were used. The 70th Street Interchange construction staging and traffic handling plans were revised to address constructability concerns for \$18,000. An additional \$17,000 is needed to complete the revisions to the Grantville Station elevator started in Amendment 19. The construction manager would typically provide profiles for the freeway barriers. In this case the designer was asked to perform this task for \$10,000. A contractor-requested realignment of the box culvert near D.Z. Akins Restaurant early in the contract resulted in having to design a new retaining wall to restrain the ballast for \$10,000. We will recover this cost in the change order.

Numerous utilities with often poor as-built records have required several redesigns to resolve conflicts at a cost of \$16,000. An incomplete topographic survey resulted in the need to add an additional retaining wall for sewer maintenance access south of Waring Road at a design cost of \$6,000. During design, the State Department of Water Resources completed a hydraulic study to establish a floodway for Alvarado Creek in the City of La Mesa. Because the MVE Project has modified this floodway, we are now required to prepare and submit a "Letter of Map Revision" to the Federal Emergency Management Agency (FEMA) at a cost of \$95,000 for detailed hydraulic studies, map changes, and agency coordination. The traction power substations procured for this project are slightly larger than the size shown on our standard plans, requiring a \$16,000 design modification for the six substation sites. The California Public Utilities Commission (CPUC) issued a rule that requires the catenary wires to be doubly supported, requiring \$7,000 in design revisions. The 70th Street Station public art concept, approved by the Board on March 9, 2000, requires artist oversight and provision of various items for \$11,000. A sign procurement package for the stations is being prepared by MVD for \$18,000. These items beyond typical construction support total \$298,000.

We continue to closely monitor MVD's expenditure rate, which is decreasing as expected. At least one more contract amendment will be needed with MVD for continued construction support services to complete the Trackwork and Systems contract.

MVD's contract amendment history is provided for your information (Attachment D), as well as Workforce Reports for Parsons Brinckerhoff Quade & Douglas, Inc., and Parsons Transportation Group, Inc. (Attachment E).


Paul C. Jablonski
Chief Executive Officer

LTorio
6-04JAN29.JHECHT
1/15/04

Attachments:	A. Budget Change Summary	}	Board Only
	B. Budget Transfer History		
	C. Contract Amendment No. 21 (without attachments)		
	D. Contract Amendment History		
	E. Workforce Reports		

**Mission Valley East LRT Project
Budget Change Summary
January 29, 2004**

WBS	Line Item	Current	Revised	Change
10426-0618	Line Segment Design	\$25,950,000	\$26,750,000	\$800,000
10426-3800	Project Contingency	\$510,650	\$1,210,650	\$700,000
	Unchanged Items	\$461,047,202	\$461,047,202	\$0
	Total Project Budget	\$487,507,852	\$489,007,852	\$1,500,000
10426-3900	TransNet Reserve	\$4,952,250	\$3,452,250	(\$1,500,000)

MISSION VALLEY EAST BUDGET TRANSFER HISTORY

Budget Transfers

Board Approval Date> Board Item Number>			27 N/A N/A note 1	28 10/16/2003 #4	29 10/30/2003 #9	30 12/11/2003 # 5	31 1/29/2004	Cumulative Changes	Current Approved Budget
WBS	Budget Line Item	@ FFGA							
0100	Admin	14,900,000						-	14,900,000
0599SDSU	SDSU Utility Betterments							1,500,000	1,500,000
0610	Design Tunnel	6,800,000						8,800,350	15,600,350
0618	Design Line Segment	14,500,000						12,250,000	26,750,000
0700	Construction Management	21,300,000						21,900,000	43,200,000
0800	Prof. Services	2,400,000						1,000,000	3,400,000
0900	Right of Way	31,200,000	1,700,000					1,700,000	32,900,000
1010	SDSU Construction*	86,500,000		1,000,000	1,000,000			21,573,875	108,073,875
1099	SDSU Mitigation	-						13,489,000	13,489,000
1018	Const. Line Segment	179,400,000						(179,400,000)	-
109918GR	Const. Grantville							72,023,875	72,023,875
109918LM	Const. La Mesa							64,550,000	64,550,000
109918TS	Const. Track & Sys.							47,000,000	47,000,000
109910SR	SDSU Steam Line Repair		(539,898)					1,960,102	1,960,102
1300	Vehicles	30,000,000						7,850,000	37,850,000
1400	Fare Collection	1,100,000						(400,000)	700,000
1500	Communications	1,100,000						(600,000)	500,000
1900	Start up	2,400,000						-	2,400,000
3800	Contingency	31,400,000	1,300,000	(1,000,000)	(1,500,000)	700,000	(29,689,350)	1,210,650	
4000	Contaminated soils	1,000,000						-	1,000,000
Totals**		424,000,000						65,507,852	489,007,852
								485,547,760	Approved Budget
								3,460,102	MTDB Funded Budget
									SDSU & Insurance Claim
3900	Project Reserve	0	(3,000,000)			(1,500,000)	(22,547,750)	3,452,250	Available Reserves

* - Includes \$4,000,000 in SDSU Utility Relocations

** - excludes 7,000,000 in planning budget

Att. B, A16, 1/29/04,
CIP 10426.9

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

January 29, 2004

Att. C, AI 6, 1/29/04, CIP 10426.9

MTDB Doc. No. L6229.21-99
CIP 10426.9

Mr. Bob Sergeant
Mission Valley Designers
110 West A Street, Suite 1050
San Diego, CA 92101

DRAFT

Dear Mr. Sergeant:

Subject: AMENDMENT NO. 21 TO THE MISSION VALLEY EAST LRT PROJECT GRANTVILLE
AND LA MESA LINE SEGMENTS FINAL DESIGN CONTRACT

This letter will serve as Amendment No. 21 to our original agreement (MTDB Doc. No. L6229.0-99) for final design of the Grantville and La Mesa Line Segments of the Mission Valley East Light Rail Transit (LRT) Project for the continuation of construction phase services.

SCOPE OF WORK

Work shall be completed in accordance with the attached Scope of Work.

SCHEDULE

The amendment continues construction phase services from February 1, 2004, to July 31, 2004.

PAYMENT

Payment shall be in an amount not to exceed \$948,000 without prior written approval of MTDB. This amendment brings the total contract to a not-to-exceed cost of \$26,493,493. All other conditions of MTDB Doc. No. L6229.0-99 shall remain unchanged.

All other conditions of the original contract shall remain the same. If you agree with the above, please sign below and return the document marked "original" to Jeanne Yamamoto at MTDB. The second copy is for your records.

Sincerely,

Accepted:

Paul Jablonski
Chief Executive Officer

Bob Sergeant
Mission Valley Designers

LTorio
CL-MVDL6229-21.JHECHT




Date: _____

Attachment: Scope of Work

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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**MISSION VALLEY DESIGNERS
CONTRACT AMENDMENT HISTORY**

Att. D, AI 6, 1/29/04,
CIP 10426.9

Amendment Number	Purpose	Amendment Amount	Contract Total	Approval Date
Original Contract	Final design services for the Mission Valley East LRT Project, Grantville and La Mesa Line Segments.		\$9,700,000	11/19/98
1	Incorporate public art into the station designs.	\$100,000	\$9,800,000	12/10/98
2	Investigate the feasibility of adding a wye track and storage track at the Orange Line Junction.	\$50,000	\$9,850,000	2/25/99
3	Evaluate Value Engineering proposals.	\$25,000	\$9,875,000	7/30/99*
4	Reestablish Final LRT alignment.	\$114,000	\$9,989,000	9/23/99
5	Utility potholing.	\$119,200	\$10,108,200	10/7/99
6	Incorporate changes to the project since the beginning of final design.	\$2,946,300	\$13,054,500	11/18/99
7	Additional utility potholing and relocation design.	\$280,500	\$13,335,000	3/23/00
8	Added geotechnical, hydraulic, utility, retaining wall, traffic, and traction power design.	\$1,229,300	\$14,564,300	5/11/00
9	Additional 70th Street bridge design and redesign of drainage culvert to avoid Alvarado Hospital impacts.	\$186,468	\$14,750,768	7/13/00
10	Begin investigation of existing retaining wall footings and production of Structure Foundation Reports for non-standard structures.	\$25,000	\$14,775,768	11/15/00*
11	Outside agency requirements, internally generated design changes, and recently discovered design issues.	\$546,000	\$15,321,768	12/14/00
12	Minor extra design services, as authorized by Extra Design Work Orders.	\$90,000	\$15,411,768	3/19/01*
13	Added utility, drainage, station, structural, civil, and systems design.	\$714,725	\$16,126,493	4/19/01
14	Added track, street, station, traffic handling, retaining wall, traction power, landscaping, and storm drain plans, and added project management and Extra Design Work Orders.	\$2,520,000	\$18,646,493	6/28/01
15	Construction and bid phase services, and additional costs to complete the plans and specifications.	\$1,429,300	\$20,075,793	11/15/01
16	Additional geotechnical design services.	\$117,700	\$20,193,493	1/24/02
17	Continuation of construction phase services, completion of Caltrans and City requirements, and added costs to complete the track and systems plans and specifications.	\$1,153,000	\$21,346,493	5/9/02
18	Continuation of construction phase services, modifications to the 70 th Street Station design, and completion of safety certification forms	\$1,227,000	\$22,573,493	9/12/02
19	Continuation of construction phase services.	\$1,105,000	\$23,678,493	2/13/03
20	Continuation of construction phase services.	\$1,867,000	\$25,545,493	6/26/03
21	Continuation of construction phase services.	\$948,000	\$26,493,493	1/29/03

* Indicates Approval Under General Manager's Authority



**EQUAL EMPLOYMENT OPPORTUNITY PROGRAM
WORKFORCE REPORT**

Att. E, AI 6, 1/29/04,
CIP 10426.9

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

PARSONS BRINCKERHOFF, INC.

B. AKA/DBA:

PARSONS BRINCKERHOFF QUADE & Douglas, Inc.

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY:

707 Broadway,

Suite 1600

San Diego, CA 92101

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract

City _____ County _____ State _____ Zip _____

E. Employment Data

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial									2	1	3
Engineers/Architects/Surveyors				1	2		1		6	3	13
Professionals (N.E.C.)										1	1
Technicians					2						2
Sales											
Administrative Support		1				1				2	4
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)											
Machine Operators, Assemblers & Inspectors											
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column		1		1	4	1	1		8	7	23
Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities											
Disabled											

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

Gordon K. Lutes
AUTHORIZED SIGNATURE

Gordon K. Lutes
NAME OF SIGNEE

Vice President
TITLE

10/6/99
DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT

Gordon Lutes

619-338-9376

707 Broadway, Suite, 1600, San Diego, CA 92101



EQUAL EMPLOYMENT OPPORTUNITY PROGRAM WORKFORCE REPORT

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

PARSONS TRANSPORTATION GROUP

B. AKA/DBA:

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY:

9404 GENESEE AVENUE, SUITE 140

SAN DIEGO, CA 92037

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract

120 HOWARD STREET, SUITE 850

City SAN FRANCISCO County _____ State CA Zip 94105

E. Employment Data

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial				1					12	5	18
Engineers/Architects/Surveyors	3	2	6	1	27	4			78	12	132
Professionals (N.E.C.)	2	2			1	1			20	8	34
Technicians	1	1	5	1	8	4			14	3	37
Sales											
Administrative Support		9		6		1			3	10	29
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)											
Machine Operators, Assemblers & Inspectors											
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column	6	14	11	9	36	10			126	38	250
Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities											
Disabled											

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.


 AUTHORIZED SIGNATURE

Robert M. Sergent
 NAME OF SIGNEE

Vice President
 TITLE

10/06/99
 DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT

Francy Alders, Parsons Transportation Group

120 Howard Street, Suite 850

San Francisco, CA 94105

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 7

Board of Directors Meeting

CIP 10426.7

January 29, 2004

Subject:

MISSION VALLEY EAST LRT PROJECT: GCC CONTRACT AMENDMENTS, REQUEST FOR SUBCONTRACTOR SUBSTITUTION, CHP CONSTRUCTION ZONE ENHANCED ENFORCEMENT PROGRAM AGREEMENT AMENDMENT, AND CONSTRUCTION CONTRACT CHANGE ORDER

RECOMMENDATION:




That the Board of Directors authorize the Chief Executive Officer to:

1. execute Contract Amendment No. 3 to Work Order No. 03.08 (MTDB Doc. No. L0492.3-01), with PGH Wong Engineering (PGH Wong), subject to Caltrans audit review, in substantially the form attached (Attachment A), to provide construction management review, contract change order review, and construction management support for the Mission Valley East (MVE) LRT project in an amount not to exceed \$250,000.
2. execute Contract Amendment No. 3 to Work Order No. 03.11 (MTDB Doc. No. L0492.3-01), with PGH Wong, subject to Caltrans audit review, in substantially the form attached (Attachment B), to provide construction management systems submittal review, systems contract review, and systems construction support for the MVE railroad systems work in an amount not to exceed \$250,000.
3. approve Modern Continental Construction Company, Inc.'s request to replace the subcontractor, Sapper Construction, with a subcontractor acceptable to MTDB, or perform the work itself (Attachment C);
4. execute Amendment No. 2 to MTDB Doc. No. L6441.0-03 with the California Highway Patrol (CHP), in substantially the form attached (Attachment D), to continue to provide Construction Zone Enhanced Enforcement Program (COZEED) for the MVE construction project in an amount not to exceed \$100,000;
5. execute Contract Change Order (CCO) No. 266, with The Clark Construction Group, Inc. (CCG), in substantially the form attached (Attachment E), for settlement of potential claims and disputes in an amount not to exceed \$330,000; and

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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6. execute CCO No.191, with Balfour Beatty/Ortiz, Joint Venture (BBO), in substantially the form attached (Attachment F), for extra work for increased bid items of work for structural excavation (Bid Item No. 199) and Structural Backfill (Bid Item No. 200) on the MVE La Mesa Segment, in an amount not to exceed \$105,454.

Budget Impact

1. A total of \$500,000 for Amendment No. 3 to Work Order No. 03.08 and Amendment No. 3 to Work Order No. 03.11 would be encumbered from available funds in the MVE LRT Extension Construction Management line item (WBS No. 10426-0700), leaving a balance of \$159,923 unencumbered in WBS No. 10426-0700;
2. There will be no budget impact for the authorization in Recommendation No. 3, above;
3. A total of \$100,000 for CHP Amendment No. 2 to compensate the CHP for providing COZEPP during construction for the Mission Valley East LRT Project would be encumbered from available funds in the MVE Grantville Segment Construction Contingency. This \$100,000 plus the \$250,000 previously encumbered would bring the total amount in the Agreement to \$350,000. The \$100,000 would come from the Grantville construction line item WBS No. 10426-109918GR, leaving a balance of \$1,177,633 in the Grantville Segment line item;
4. A total of \$330,000 for CCO No. 266 with CCG would be encumbered from available funds in the San Diego State University (SDSU) Tunnel and Underground Station Construction Contingency, leaving a balance of \$199,932 in the Construction Contingency, WBS No. 10426-1010; and
5. A total of \$105,454 for CCO No. 191 with BBO would be encumbered from available funds in the MVE La Mesa Segment Construction Contingency, leaving a balance of \$135,087 in the Construction Contingency, WBS No. 10426-109918LM.

DISCUSSION:

General Construction Consultant (GCC) Contract Amendments

Staff recommends that PGH Wong, our GCC, provide a specially qualified individual to assist staff and the Construction Manager on the MVE LRT Project as an extension of our construction management team. Approval of Amendment No. 3 to Work Order No. 03.08, in the amount of \$250,000, would provide funding for that individual to assist construction staff until December 31, 2004.

Additionally, we recommend that PGH Wong provide a specially qualified individual to assist staff and the Construction Manager in the railroad systems work on the MVE LRT Project as an extension of our construction management team. Approval of an Amendment No. 3 to Work Order No. 03.11, in the amount of \$250,000, would provide funding for that individual to assist construction staff until December 31, 2004.

PGH Wong's Workforce Report is attached for your information (Attachment G).

Subcontractor Substitution Request

In a letter dated January 5, 2004, Modern Continental Construction Company, Inc. (MCC) requested that it be allowed to substitute another subcontractor in place of Sapper Construction Company (SCC) for work on the MVE LRT Grantville Segment due to its inability to perform work within its existing subcontract. Pursuant to Public Contract Code Section 4107(a), MTDB notified SCC of MCC's request on January 8, 2004. SCC failed to submit written objection to the substitution, thereby consenting to the request for substitution.

A Disadvantaged Business Enterprise (DBE) goal of 2 percent was established for this project with MCC submitting a DBE utilization of 8 percent. SCC accounted for 0.6 percent of the DBE total utilized by MCC. MCC was unable to replace SCC with another qualified DBE and was, therefore, required to submit good faith effort documentation for evaluation. SANDAG's DBE consultant, Gonzalez-White Consulting Services, has evaluated and determined that MCC did demonstrate good faith efforts in attempting to meet the DBE goal. The Good Faith Effort Report is included as Attachment H. Staff therefore recommends that MCC be authorized to substitute SCC with a firm acceptable to MTDB, or perform the concrete work itself with MCC personnel.

CHP Amendment

Of the 5.9-mile length of the MVE LRT Project, approximately 3.1 miles are either partially or entirely within the Interstate 8 (I-8) freeway right-of-way. In order to accomplish the proposed MVE LRT improvements, various multiple-lane and full-freeway closures on I-8 have been, and will be, required. Traffic volumes on I-8 limit these types of closures to late evening/early morning hours. During these closure periods, there is added worker and traveling public exposure to conditions or situations that may compromise their safety. As an added safety measure, supplemental CHP officers have been provided under this agreement to assist MTDB and the MVE LRT contractor in management of public traffic during construction of the LRT Project. The enhanced enforcement would consist of, but not be limited to, the following:

1. Circulating patrol vehicle(s)
2. Stationary patrol vehicle(s)
3. Traffic control measures

The total number of closures that will be implemented, the complicated nature of traffic control measures implemented as part of the various closures, and requests for additional enhanced enforcement not previously anticipated for enhanced safety throughout the project have all contributed to the need to supplement the amount included in the original Agreement plus Amendment No. 1.

Therefore, we recommend executing this Amendment No. 2 for enhanced enforcement along I-8.

CCO No. 266, SDSU Tunnel and Underground Station

The SDSU Tunnel and Underground Station is for the construction of a tunnel and underground station on the SDSU campus. The contractor for this project, CCG, began working on the site on June 4, 2001. MTDB has since directed CCG to make various changes and additions to the project, including modifications to the Tunnels on the SDSU campus. These changes and additions were not included in the original contract plans and special provisions for the tunnel and underground station. As a result of these changes and additions, CCG encountered costs above and beyond the original plans and specifications upon which it bid. This CCO will resolve all disputes to date arising out of these changes.

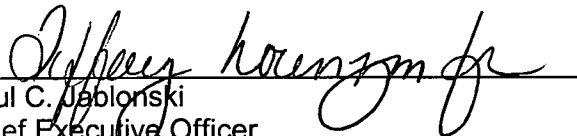
CCG's Workforce Report is attached for your information (Attachment I).

CCO No. 191, La Mesa Segment

The La Mesa Segment provides for construction of LRT guideway from the SDSU campus easterly to La Mesa to the junction with the existing Orange Line. The contractor for this project, BBO, began working on the site in February 2002. MTDB has since directed BBO to make various changes and additions to the project, including this CCO No. 191.

The CCO provides for payment to BBO for the work involved in excavating unsuitable colluvium material under the footings of cast-in-place walls along the guideway and replacing with select backfill. Staff is asking the Board to approve CCO No. 191 for \$105,454 to accomplish this work, which was not originally anticipated when the contractor submitted its bid for this project. Staff has evaluated the contractor's cost and pricing proposal for this extra work and finds it fair and reasonable.

BBO's Workforce Report is attached for your information (Attachment J).


Paul C. Jablonski
Chief Executive Officer

Key Staff Contact: Jim Linthicum, 619.231.1466, Jim.Linthicum@sdmts.com

DDarro/7-04JAN29.DWAHL/1/16/04

- Attachments:
- A. PGH Wong Contract Amendment No. 3, Work Order No. 03.08
 - B. PGH Wong Contract Amendment No. 3, Work Order No. 03.11
 - C. Modern Continental substitution request
 - D. CHP COZEEP Agreement/Amendment No. 2
 - E. Clark Construction Group CCO No. 266
 - F. Balfour Beatty/Ortiz CCO No. 191
 - G. PGH Wong Workforce Report
 - H. Good Faith Effort Report
 - I. Clark Construction Group Workforce Report
 - J. Balfour Beatty/Ortiz Workforce Report

} **Board Only**

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

January 29, 2004

Att. A, AI 7, 1/29/04

DRAFT

MTDB Doc. No. L0492.4-01
Work Order No. 03.08.3
CIP 10426.9
WE Job No. 86114-6500

Mr. Peter Wong
President
PGH Wong Engineering, Inc.
256 Laguna Honda Boulevard
San Francisco, CA 94116

Dear Mr. Wong:

Subject: MTDB CONTRACT NO. L0492.4-01, AMENDMENT NO. 3 FOR WORK ORDER NO. 03.08:
GENERAL CONSULTING AND CONSTRUCTION MANAGEMENT CONTRACT REVIEW
FOR THE MISSION VALLEY EAST LRT PROJECT, LRT-10426

This letter shall serve as our agreement for professional services as further described below.

SCOPE OF SERVICES

Provide general consulting, construction management review, contract change order review, design amendment review, MTDB administration forecast review, recommend contract changes to reduce construction and construction management costs, review potential claims from the contractors of the Mission Valley East LRT Project and other projects as requested by MTDB. Services shall be provided under the direction of MTDB's Construction Engineer and in accordance with the *MTDB Construction Manual*.

SCHEDULE

This work shall be completed by December 22, 2004.

PAYMENT

Payment shall be based on actual costs, not to exceed \$250,000 without prior written approval (\$250,000 from the Construction Management line item WBS #10426-0700). The total amount of this work order including this amendment is \$575,000.

All previous conditions remain in effect. If you agree with the above, please sign and return the executed document marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer

Peter Wong, President
PGH Wong Engineering, Inc.

DDarro/CL-WO-03.03.3-426.DWAHL

Date: _____

cc: William A. Prey, Dennis Wahl - MTDB

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

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1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

Att. B, AI 7, 1/29/04

January 29, 2004

DRAFT

MTDB Doc. No. L0492.3-01
Work Order No. 03.11.3
CIP 10426.9
WE Job No. 86114-2100

Mr. Peter Wong
President
PGH Wong Engineering, Inc.
256 Laguna Honda Boulevard
San Francisco, CA 94116

Dear Mr. Wong:

Subject: MTDB CONTRACT NO. L0492.3-01, AMENDMENT NO. 3 FOR WORK ORDER NO. 03.11:
GENERAL CONSULTING AND CONSTRUCTABILITY REVIEW FOR THE
MISSION VALLEY EAST LRT PROJECT, TRACKWORK AND SYSTEMS SEGMENT,
LRT-10426.5

This letter shall serve as our agreement for professional services as further described below.

SCOPE OF SERVICES

Provide Glen Smith, Systems Manager, for general consulting purposes and constructability review as requested by MTDB. Services shall be provided under the direction of MTDB's Construction Engineer and in accordance with the *MTDB Construction Manual*.

SCHEDULE

This work shall be completed by December 22, 2004.

PAYMENT

Payment shall be based on actual costs, not to exceed \$250,000 without prior written approval (\$250,000 from the Construction Management line item WBS #10426-0700). The total amount of this work order including this amendment is \$348,000.

All previous conditions remain in effect. If you agree with the above, please sign and return the executed document marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer

Peter Wong, President
PGH Wong Engineering, Inc.

DDarro/CL-WO-03.03.3-426.DWAHL




Date: _____

cc: William A. Prey, Dennis Wahl - MTDB

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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4464 Alvarado Canyon Road, San Diego, CA 92120

Phone (619) 282-2251 Fax (619) 282-2052

January 5 2004

Tom Rath, Resident Engineer
MTDB
10981 San Diego Mission Road
San Diego CA 92108-2448
619-521-2118
619-281-8937 Fax

MCC Letter #: 014201-01730

Re: Default of Sapper Construction Co., a listed DBE Subcontractor.
Mission Valley E. LRT Extension-Grantville Segment Project
Contract LRT-426.3

Mr. Rath:

In accordance with Special Provisions section 7-4.02, Replacement/Substitution of DBE, Modern Continental herewith requests permission to accomplish, by other means, work originally designated in Modern Continental's bid to MTDB as being done by a listed DBE.

Specifically Modern Continental named Sapper Construction as doing the work of contract items

- 92 Minor Concrete (Misc. Construction)
- 93 Minor Concrete Color
- 94 Stamped Concrete

Due to apparent cash flow problems, not involved with this contract, Sapper is having difficulties and is unable to secure the insurance required for them to perform the work. At present the subject work is ready and will shortly become critical on the project schedule.

On December 30 Modern Continental sent Sapper a letter requesting that Sapper furnish the required insurance by January 2, 2004 or MCC would find them in default and proceed with the work by other means. A copy of this letter is enclosed. Modern Continental has received no response to this correspondence and wishes to proceed with the work by other means.

Modern Continental has made a Good Faith Effort to secure another DBE subcontractor to perform the subject work. Included in this Good Faith Effort is the following,

1. Advertisement in the Dodge Greensheet January 5, 2004
2. Advertisement in Minority Builders Bulletin January 1 & 5, 2004
3. Direct mail outs to DBE Subcontractors
 - a. Blackipo Construction
 - b. Damon Construction
 - c. Frank and Sons Paving
 - d. Guterrez Construction
 - e. JF Tejeda Company
 - f. Lori Lovett General Contracting
 - g. Marpo Construction
 - h. Monica Construction
 - i. Rubio's Concrete Construction
 - j. Star Paving

Copies of the above listed advertisements and letters are submitted for review. The above efforts have not resulted in a DBE providing Modern Continental a price to do the work.

Cc: M. King
File

Modern Continental is at present negotiating with the sole subcontractor to show interest in the subject work, H&D Construction Company. H&D is not a DBE.

Modern Continental herewith requests permission to accomplish the subject work, at Modern Continental's option, with either its own forces or H&D Construction, a non-DBE subcontractor.

Your earliest attention to the approval of this request is needed. If there are questions please call myself.

Sincerely,



Michael H. King
Modern Continental
mk/cw

cc: Dennis Wahl, MTDB

Cc: M. King
File

DRAFT

CHP Agreement 1R645001, Amendment No. 2
MTDB Doc. No. L6441.2-02
CIP 10426.7.3
SMV

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
TRAFFIC ENFORCEMENT AGREEMENT

In accordance with the terms described in Article 9 of the agreement between Department of California Highway Patrol (CHP) and Metropolitan Transit Development Board, the parties hereby amend the agreement as follows:

Extend the ending date of the Agreement from June 30, 2004, to December 31, 2004.

Add One Hundred Thousand Dollars and Zero Cents (\$100,000) to the value of the Agreement. The Agreement increases in value from Two Hundred Fifty Thousand Dollars and Zero Cents (\$250,000) to Three Hundred Fifty Thousand Dollars and Zero Cents (\$350,000).

AMEND Item No. 2

The CHP agrees to provide services January 1, 2004, through December 31, 2004.

AMEND Item No. 10

The total amount of the Agreement shall not exceed Three Hundred Fifty Thousand Dollars and Zero Cents (\$350,000).

Except as herein amended, all other parts and sections of the Agreement remain unchanged and in full force and effect.

STATE OF CALIFORNIA
Department of California Highway Patrol

METROPOLITAN TRANSIT
DEVELOPMENT BOARD

Administrative Services Officer

Printed Name

Signature

Signature

Date: _____

Title

Date: _____

Department of California Highway Patrol
Business Services Section
Attention: Contract Services Unit
P.O. Box 942898
Sacramento, CA 94298-0001

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490

Approved as to form:

AIsIa/DDarro / CL-CHP.DWAHL / 1/16/04

Office of the General Counsel

Contract No. 426.1

SDSU Tunnel and Underground Station

File: 426

CCO NO. 266
SUPPLEMENT NO. 0
REVISION NO. 0
TO: Clark Construction Group, Inc.

You are hereby directed to make the herein described changes from the plans and specifications or do the following described work not included in the plans and specifications on this contract.

NOTE: This change order is not effective until approved by The General Manager

Description of work to be done, estimate of quantities, and prices to be paid. Segregate between additional work at contract price, agreed price and force account. Unless otherwise stated, rates for rental of equipment cover only such time as equipment is actually used and no allowance will be made for idle time.

Change requested by Engineer

Extra Work at Agreed Price

The Contractor, in agreement with MTS, has accepted a Negotiated Settlement for numerous claims as iterated and delineated below:

Contractor acknowledges that it relinquishes any and all claims resulting from the cumulative effect of any costs for delays, field office and home office overhead, and was fairly compensated for the field office personnel required to manage all change orders and supplements issued before the date of acceptance of the Milestone E, November 20, 2003.

Contractor will be compensated for negotiated settlement on the following items: 1) unit price adjustments for Bid Item(s) #276 (Excavation Sequence 1); #279 (Supplemental Shotcrete); 3) and #280 (Probe Drilling); 2) deletion of Bid Item(s) #278 (Excavation Sequence 3); #281 (Canopy Tubes); & #282 (Spiling); 3) Bid Item #294 (Secondary Lining) CREDIT for partial elimination of invert lattice girders and elimination of waterproof membrane; 4) full compensation for NATM superintendent T & M for Canopy Tube installation; 5) full compensation for NATM secondary liner impacts; and 6) differing site conditions--fast ravelling ground.

A lump sum payment of \$330,000.00 will be made for the above work. This sum constitutes full compensation, including all markups for this change.

Contract time is unaffected by this change.

Agreed Price \$330,000.00

Total Change This Supplement: \$330,000.00 (Increase)

By reason of this order the time of completion will be adjusted as follows: No Adjustment

Submitted by: Mark Benson Date 1/21/04
Resident Engineer Mark Benson

Recommended by: _____ Date _____
Construction Project Manager Stephen Paré

Recommended by: _____ Date _____
Construction Engineer William A. Prey

Recommended by: _____ Date _____
Director of Engineering & Construction Jim D. Linthicum

Approved by: Paul Jablonski, CEO Date _____
~~General Manager~~

We, the undersigned contractor, have given careful consideration to the change proposed and hereby agree, if this proposal is approved, that we will provide all equipment, furnish all materials, except as may otherwise be noted above, and perform all services necessary for the work above specified, and will accept as full payment therefor the prices shown above.

Accepted, Date _____ Contractor: Clark Construction Group, Inc.

By _____ Title _____

If the contractor does not sign acceptance of this order, his attention is directed to the requirements of the specifications as to proceeding with the ordered work and filling a written protest within the time therein specified.

Contract No. LRT 426.4

MVE La Mesa Segment

Report Date: 01/08/04

Page 1 of 2 pages

CCO NO. 191
SUPPLEMENT NO. 0
REVISION NO. 0
TO: Balfour Beatty/Ortiz (JV)

You are hereby directed to make the herein described changes from the plans and specifications or do the following described work not included in the plans and specifications on this contract.

NOTE: This change order is not effective until approved by The General Manager

Description of work to be done, estimate of quantities, and prices to be paid. Segregate between additional work at contract price, agreed price and force account. Unless otherwise stated, rates for rental of equipment cover only such time as equipment is actually used and no allowance will be made for idle time.
Change requested by Engineer

The last percentage shown after each bid item is the net accumulated increase or decrease from the original quantity in the engineer's estimate.

Description of Changes in Contract Item Work at Contract Prices

In addition to the areas shown on the conformed plans, and per the limits directed by the Engineer, have added colluvial material removed. The over-excavation and backfill will be paid for as an increase in item work.

The quantity decrease shown herein for Item No. 199(F), "Structural Excavation (Cast-in-Place Walls)" and Item 200(F), "Structural Backfill (Cast-in-Place Walls)" when combined with the quantity shown on the engineer's estimate and as modified by any previous change orders or revisions to dimensions made by the engineer, shall be the final quantity for which payment will be made for.

Estimate of Increase in Contract Item Work at Contract Prices

Item 199	Str. Exc. (Cast in-place Walls)	
	659.4 M3 (6.81%) @ \$110.00 =	\$72,534.00 (8.71%)
Item 200	Str. Bkfl. (Cast in-place Walls)	
	658.4 M3 (10.12%) @ \$50.00 =	\$32,920.00 (9.59%)

(continued next page) Total Change This Supplement: \$105,454.00
(Increase)

By reason of this order the time of completion will be adjusted as follows: No Adjustment

Submitted by: _____ Date _____
Resident Engineer Gary Groff

Recommended by: _____ Date _____
Construction Project Manager Steve Pare'

Recommended by: _____ Date _____
Construction Engineer William A. Prey

Approved by: _____ Date _____
Director of Engineering & Construction Jim Linthicum

Approved by: _____ Date _____
General Manager Jack Limber "Interim"

We, the undersigned contractor, have given careful consideration to the change proposed and hereby agree, if this proposal is approved, that we will provide all equipment, furnish all materials, except as may otherwise be noted above, and perform all services necessary for the work above specified, and will accept as full payment therefor the prices shown above.

Accepted, Date _____ Contractor: Balfour Beatty/Ortiz (JV)

By _____ Title _____

If the contractor does not sign acceptance of this order, his attention is directed to the requirements of the specifications as to proceeding with the ordered work and filling a written protest within the time therein specified.

Contract No. LRT 426.4**MVE La Mesa Segment****Report Date: 01/08/04**

Page 1 of 1 pages

CONTRACTOR: Balfour Beatty/Ortiz (JV) CCO NO. 191
TO: William A. Prey SUPPLEMENT NO. 0
FROM: Gary Groff REVISION NO. 0
Amount of Change: \$105,454.00 (INCREASE)

Description: Increase Structure Exc. and Bkfl.

THIS CHANGE ORDER PROVIDES FOR

Compensating the contractor for additional structure excavation and backfill.

The conformed drawings provide a detail for the limits of structure excavation and backfill in the existing fill and colluvial material. The contract provides locations for this work. The contractor has encountered areas of colluvial removal not shown on the contract plans. Kevin Crennan, (Kleinfelder) and Dick Roberts, Ninyo and Moore (Project Geotechnical Consultants) provide direction to Washington Group International (WGI) as to the limits of the removal in order to ensure soil stability for new construction. Direction as to a method of payment was the subject of Request for Information No. 307. As a result of this, direction was provided to the contractor for over-excavation and backfill outside of plan area for Walls 618LT, R198LT and R642 RT.

This contract change order increases quantities of Contract Item 199, "Structural Excavation (Cast-in-Place Walls)" and Item 200, "Structural Backfill (Cast-in-Place Walls)".

This change order was reviewed by and has received concurrence from Jim Hecht, MTDB Project Manager and Ramon Ruelas, MTDB Field Construction Engineer.

Contract time is not affected by this change order.

Approval History

S/O General Manager \$105,454.00 TTD \$105,454.00 (not approved)

WBS TOTALS:

WBS	Change	WBS Balance
10426109918LM	\$105,454.00	\$135,087.75

REASONS FOR CHANGE ORDER:

Design Omission: 100.00%

MTD BOARD

1) AI#	0	/	/	\$0.00
2) AI#	0	/	/	\$0.00
3) AI#	0	/	/	\$0.00
TOTAL				\$0.00

Approved by:

Name _____ Date _____

Name _____ Date _____
Project ManagerName _____ Date _____
Construction EngineerName _____ Date _____
Dir. of Eng. and Const.**ESTIMATE OF COST:**

	THIS SUPPLEMENT	TOTAL TO DATE THIS CCO
Items	\$105,454.00	\$105,454.00
Force Account	\$0.00	\$0.00
Agreed Price	\$0.00	\$0.00
Adjustment Comp.	\$0.00	\$0.00
Total	\$105,454.00	\$105,454.00

PENDING CONTRACT CONTINGENCY BALANCE
(including this change)
\$135,087.75

Gary Groff _____ Date _____
Resident EngineerSteve Pare' _____ Date _____
CM Project Manager

Contract No. LRT 426.4**MVE La Mesa Segment****Report Date: 01/08/04**

Page 2 of 2 pages

CCO NO. 191
SUPPLEMENT NO. 0
REVISION NO. 0
TO: Balfour Beatty/Ortiz (JV)

Increase \$105,454.00

Total Change This Supplement: \$105,454.00
(Increase)



EQUAL OPPORTUNITY PROGRAM WORKFORCE REPORT

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

PGH Wong Engineering, Inc., 256 Laguna Honda Blvd., San Francisco, CA 94116

B. AKA/DBA:

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY (if different from above):

5129 Linda Vista Road

San Diego, CA 92110

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract.

MTDB General Construction

1601 Newton Avenue

City San Diego County San Diego State CA Zip 92133

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial					3				1		4
Engineers/Architects/Surveyors			2		7	3			25	1	38
Professionals (N.E.C.)											
Technicians						3					3
Sales											
Administrative Support						3					3
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)											
Machine Operators, Assemblers and Inspectors											
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column			2		10	9			26	1	48

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled											
----------	--	--	--	--	--	--	--	--	--	--	--

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE

Peter G.H. Wong
NAME OF SIGNEE

President & CEO
TITLE

11/14/03
DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

Peter G.H. Wong, 256 Laguna Honda Blvd., S.F., CA 94116 (415) 566-0800

LTorion/WORKFORCE/5-02

BACKGROUND

Modern Continental is the prime contractor for the Mission Valley E. LRT Extension-Grantville Segment Project Contract LRT-426.3 with a DBE participation of 8%. Sapper Construction Co. is a DBE subcontractor listed under Modern Continental for concrete work. Sapper is unable to complete the remaining work for this project and Modern Continental has requested to replace Sapper with Daley, a Non-DBE. This would lower their DBE participation to 7.7%. The DBE Goal for this project is 2%. The following provides background information taken from Modern Continental's good faith effort documentation. Modern Continental states that they:

- **Advertised in the following publications:**
 - Dodge Greensheet
 - Minority Bidders Bulletin
 - Construction Update
- **Faxed written solicitation letters to DBE firms for the work item "Minor Concrete".**
- **Selected the following item to be replaced for DBE participation:**
 - "Minor Concrete"
- **Conducted telephone follow-up solicitations.**

CRITERIA AND EVALUATION

(1) Whether the contractor attended any pre-solicitation or pre-bid meetings that were scheduled by the recipient to inform DBEs of contracting and subcontracting opportunities;

Modern Continental did attend the pre-bid for this project; however, Modern Continental is seeking a replacement of their DBE subcontractor, Sapper Construction. A meeting was not scheduled to inform DBEs of this replacement.

(2) Whether the contractor advertised in general circulation, trade association, and minority-focus media concerning the subcontracting opportunities;

Modern Continental advertised in the following trade/minority-focused publications:

Dodge Greensheet advertised on January 5, 2004.

Minority Bidders Bulletin on January 5, 2004.

Construction Update on January 1, 2004.

The Good Faith Effort Documentation contains proof of publication for the above referenced advertisements. The advertisements included contact, project owner information and the specific bid items for "minor concrete".

(3) Whether the contractor provided written notice to a reasonable number of specific DBEs that their interest in the contract was being solicited, in sufficient time to allow the DBEs to participate effectively;

The "List of Certified DBE Firms From Selected Work Categories" booklet (provided at pre-bid meetings) contains DBE firms under various categories. The category "C5105 Minor Concrete" has a total of 20 DBE firms. Modern Continental used their own database and targeted 11 firms listed as DBEs in their letter dated January 5, 2004.

We verified the status of these firms and found that 8 firms are certified as DBEs. One firm is certified as an MBE and one firm is a Community Organization. In addition, we found one more DBE firm in Modern's Good Faith Effort documentation that was contacted but not listed in their letter of January 5, 2004.

Determination of an adequate number of DBEs to be contacted depends on the number of certified subcontractors in the general local contracting area for each work category. The Good Faith Effort Guidelines provided at pre-bids states that if a category has 11 to 50 DBE firms, at least 50 percent of those firms should be contacted. Modern Continental faxed written

solicitations to a total of 11 firms or 55% on January 5, 2004 that they considered were DBE firms. Based on our review, only 9 or 45% of these firms were certified as DBEs.

(4) Whether the contractor followed up initial solicitations of interest by contacting DBEs to determine with certainty whether the DBEs were interested;

Follow-up calls were conducted on January 14, 2004 to all DBE firms initially contacted. Of the 9 DBE firms they contacted, four said they were not interested, four did not return messages, and one expressed interest but did not submit a quote.

(5) Whether the contractor selected portions of the work to be performed by DBEs in order to increase the likelihood of meeting the DBE goals (including, where appropriate, breaking down contracts into economically feasible units to facilitate DBE participation);

Modern Continental was looking for a job specific work category "minor concrete" and identified this portion of work for subcontracting.

(6) Whether the contractor provided interested DBEs with adequate information about plans, specifications, and requirements of the contract;

The DBE firms we contacted were aware of this information. Information on plans and specifications were also noted on the written solicitations and advertisements.

(7) Whether the contractor negotiated in good faith with interested DBEs, not rejecting DBEs as unqualified without sound reasons based on a thorough investigation of their capabilities;

Modern Continental did not receive any quotes from any of the DBE firms they contacted.

(8) Whether the contractor made efforts to assist interested DBEs in obtaining bonds, lines of credit, or insurance required by the recipient or contractor;

Modern Continental's written solicitation letters and advertisements did mention that assistance was available.

(9) Whether the contractor effectively used the services of available minority community organizations; minority contractors' groups; local, state, and federal minority business assistance offices; and other organizations that provide assistance in the recruitment and placement of DBEs.

Modern Continental faxed a written solicitation to the Black Contractor's Organization on January 5, 2004 and placed a follow-up call on January 14, 2004.

EVALUATION AND SUMMARY

The Code of Regulations defines good faith efforts as *“those which, given all relevant circumstances, a competitor actively and aggressively seeking to meet the goals would make. Efforts that are merely pro forma are not good faith efforts to meet the goals, even if they are sincerely motivated, if, given all relevant circumstances, they could not reasonably be expected to produce a level of participation to meet the goals.”* The good faith effort criteria are listed in Section 7-4 E1-10 of the MTDB Special Provisions for this project.

Sapper is unable to complete the remaining work for this project and Modern Continental has requested to replace Sapper with Daley, a Non-DBE subcontractor. Modern Continental, the prime contractor on the Mission Valley E. LRT Extension – Grantville Segment Project LRT-426.3 provided their good faith effort documentation for our review. The DBE goal for this project is 2%. Replacing Sapper with Daley, would lower Modern’s DBE participation to 7.7%.

The “Good Faith Effort” outreach mainly consists of advertisement, solicitation letters and follow-up of these letters to an adequate number of DBE firms. Modern Continental advertised in trade and minority focused-publications and identified the job specific item for DBE participation, they solicited a total of 9 DBE firms on 1/5/04 and conducted follow-up calls on 1/14/04. They also provided information regarding bond assistance and plans and contacted the Black Contractors Community Organization.

It is important to note that this work is partially completed and specialized. The remaining work to be performed is scheduled to begin in the last week of January. Modern did not receive a single quote from any of the DBE firms solicited. Based on this, time constraint of the project, and our analysis of Modern Continental’s documentation, it is our assessment that they met their good faith efforts required under the Code of Regulations.

**EQUAL OPPORTUNITY PROGRAM
WORKFORCE REPORT**

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

Clark Construction Group, Inc.

B. AKA/DBA:

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY (if different from above):

5157 College Ave
San Diego, CA 92115
(619) 286 5014

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract.

3100 Bristol Str, Ste 100
(714) 429 9779

City Costa Mesa County Orange State CA Zip 92626

Metropolitan Transit Development Board
1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial			1				1		12	2	16
Engineers/Architects/Surveyors											
Professionals (N.E.C.)											
Technicians											
Sales											
Administrative Support											
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)									2		2
Machine Operators, Assemblers and Inspectors									1		1
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column			1				1		15	2	19

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled	-	-	-	-	-	-	-	-	-	-	-
----------	---	---	---	---	---	---	---	---	---	---	---

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE

Marlton T. McQuinn

Marlton T. McQuinn

NAME OF SIGNEE

Sr. Proj. Mgr.

TITLE

8/14/03

DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

See Above Section C.

LTaria/WORKFORCE/5-02

Metropolitan Transit Development Board
1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490

Att. J, AI 7, 1/29/04, CIP 10426.7

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial			1		1				2	2	
Engineers/Architects/Surveyors									4		
Professionals (N.E.C.)											
Technicians											
Sales											
Administrative Support										1	
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)			28		2				7		
Machine Operators, Assemblers and Inspectors			4						15		
Transportation and Material Moving											
Laborers (Unskilled)	3	1	29						2	1	
Totals For Each Column	3	1	62		3				30	4	

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled											
----------	--	--	--	--	--	--	--	--	--	--	--

THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE

Heather Degen

NAME OF SIGNEE

payroll clerk - SWI

DATE

1-12-04

NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

Heather Degen 7241 Alvarado Road La Mesa, CA 91941 (619) 463-8400 x102

LTorio/WORKFORCE6-01

Post-It® Fax Note	7671	Date	# of pages
To	DENNIS WAHL	From	Richard Kirby
Co./Dept.		Co.	

BACKGROUND

Modern Continental is the prime contractor for the Mission Valley E. LRT Extension-Grantville Segment Project Contract LRT-426.3 with a DBE participation of 8%. Sapper Construction Co. is a DBE subcontractor listed under Modern Continental for concrete work. Sapper is unable to complete the remaining work for this project and Modern Continental has requested to replace Sapper with Daley, a Non-DBE. This would lower their DBE participation to 7.7%. The DBE Goal for this project is 2%. The following provides background information taken from Modern Continental's good faith effort documentation. Modern Continental states that they:

- **Advertised in the following publications:**
 - Dodge Greensheet
 - Minority Bidders Bulletin
 - Construction Update
- **Faxed written solicitation letters to DBE firms for the work item "Minor Concrete".**
- **Selected the following item to be replaced for DBE participation:**
 - "Minor Concrete"
- **Conducted telephone follow-up solicitations.**

CRITERIA AND EVALUATION

(1) Whether the contractor attended any pre-solicitation or pre-bid meetings that were scheduled by the recipient to inform DBEs of contracting and subcontracting opportunities;

Modern Continental did attend the pre-bid for this project; however, Modern Continental is seeking a replacement of their DBE subcontractor, Sapper Construction. A meeting was not scheduled to inform DBEs of this replacement.

(2) Whether the contractor advertised in general circulation, trade association, and minority-focus media concerning the subcontracting opportunities;

Modern Continental advertised in the following trade/minority-focused publications:

Dodge Greensheet advertised on January 5, 2004.

Minority Bidders Bulletin on January 5, 2004.

Construction Update on January 1, 2004.

The Good Faith Effort Documentation contains proof of publication for the above referenced advertisements. The advertisements included contact, project owner information and the specific bid items for "minor concrete".

(3) Whether the contractor provided written notice to a reasonable number of specific DBEs that their interest in the contract was being solicited, in sufficient time to allow the DBEs to participate effectively;

The "List of Certified DBE Firms From Selected Work Categories" booklet (provided at pre-bid meetings) contains DBE firms under various categories. The category "C5105 Minor Concrete" has a total of 20 DBE firms. Modern Continental used their own database and targeted 11 firms listed as DBEs in their letter dated January 5, 2004.

We verified the status of these firms and found that 8 firms are certified as DBEs. One firm is certified as an MBE and one firm is a Community Organization. In addition, we found one more DBE firm in Modern's Good Faith Effort documentation that was contacted but not listed in their letter of January 5, 2004.

Determination of an adequate number of DBEs to be contacted depends on the number of certified subcontractors in the general local contracting area for each work category. The Good Faith Effort Guidelines provided at pre-bids states that if a category has 11 to 50 DBE firms, least 50 percent of those firms should be contacted. Modern Continental faxed written

solicitations to a total of 11 firms or 55% on January 5, 2004 that they considered were DBE firms. Based on our review, only 9 or 45% of these firms were certified as DBEs.

(4) Whether the contractor followed up initial solicitations of interest by contacting DBEs to determine with certainty whether the DBEs were interested;

Follow-up calls were conducted on January 14, 2004 to all DBE firms initially contacted. Of the 9 DBE firms they contacted, four said they were not interested, four did not return messages, and one expressed interest but did not submit a quote.

(5) Whether the contractor selected portions of the work to be performed by DBEs in order to increase the likelihood of meeting the DBE goals (including, where appropriate, breaking down contracts into economically feasible units to facilitate DBE participation);

Modern Continental was looking for a job specific work category "minor concrete" and identified this portion of work for subcontracting.

(6) Whether the contractor provided interested DBEs with adequate information about plans, specifications, and requirements of the contract;

The DBE firms we contacted were aware of this information. Information on plans and specifications were also noted on the written solicitations and advertisements.

(7) Whether the contractor negotiated in good faith with interested DBEs, not rejecting DBEs as unqualified without sound reasons based on a thorough investigation of their capabilities;

Modern Continental did not receive any quotes from any of the DBE firms they contacted.

(8) Whether the contractor made efforts to assist interested DBEs in obtaining bonds, lines of credit, or insurance required by the recipient or contractor;

Modern Continental's written solicitation letters and advertisements did mention that assistance was available.

(9) Whether the contractor effectively used the services of available minority community organizations; minority contractors' groups; local, state, and federal minority business assistance offices; and other organizations that provide assistance in the recruitment and placement of DBEs.

Modern Continental faxed a written solicitation to the Black Contractor's Organization on January 5, 2004 and placed a follow-up call on January 14, 2004.

EVALUATION AND SUMMARY

The Code of Regulations defines good faith efforts as *“those which, given all relevant circumstances, a competitor actively and aggressively seeking to meet the goals would make. Efforts that are merely pro forma are not good faith efforts to meet the goals, even if they are sincerely motivated, if, given all relevant circumstances, they could not reasonably be expected to produce a level of participation to meet the goals.”* The good faith effort criteria are listed in Section 7-4 E1-10 of the MTDB Special Provisions for this project.

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It is important to note that this work is partially completed and specialized. The remaining work to be performed is scheduled to begin in the last week of January. Modern did not receive a single quote from any of the DBE firms solicited. Based on this, time constraint of the project, and our analysis of Modern Continental’s documentation, it is our assessment that they met their good faith efforts required under the Code of Regulations.

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 8

Board of Directors Meeting

CIP 10900

January 29, 2004

Subject:

CONSTRUCTION MANAGEMENT AMENDMENTS: GENERAL CONSTRUCTION CONSULTANTS

RECOMMENDATION:




That the Board of Directors:

1. ratify the first one-year contract extensions with Berryman & Henigar, Boyle Engineering Corporation, Cruz Estrella's CADD and Drafting Services, Kleinfelder, J.L. Patterson & Associates, Inc., and PGH Wong Engineering, Inc., in the amounts of \$1,000,000, \$100,000, \$90,000, \$100,000, \$500,000, and \$500,000, respectively;
2. authorize the Chief Executive Officer (CEO) to execute the second one-year option to extend the General Construction Consultant (GCC) Contracts with the following consultants, in substantially the same form as shown in Attachments A, B, C, D, E, and F, in the amounts indicated:
 - Berryman & Henigar (MTDB Doc. No. L0487.4-01), \$249,000;
 - Boyle Engineering Corporation (MTDB Doc. No. L0488.4-01), \$249,000;
 - Cruz Estrella's CADD and Drafting Services (Disadvantaged Business Enterprise [DBE]) (MTDB Doc. No. L0485.2-01), \$249,000;
 - Kleinfelder (MTDB Doc. No. L0493.4-01), \$249,000;
 - J.L. Patterson & Associates, Inc. (MTDB Doc. No. L0486.5-01), \$249,000;
 - PGH Wong Engineering, Inc. (MTDB Doc. No. L0492.4-01), \$249,000;
and
3. authorize the CEO to execute Amendment No. 5 with PGH Wong Engineering, Inc., for providing GCC services, in substantially the same form as shown in Attachment G, with a value not to exceed \$4,000,000.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

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Budget Impact

There is no budget impact at this time. For work orders exceeding \$100,000 for local firms, the Board will approve the budget, schedule, and scope of services. For work orders exceeding \$25,000 for non-local firms, the Board will approve the budget, schedule, and Scope of Services.

DISCUSSION:

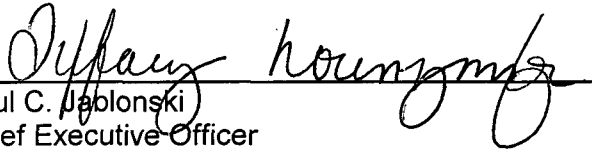
Berryman & Henigar, Boyle Engineering Corporation, Cruz Estrella's CADD and Drafting Services (DBE), Kleinfelder, J.L. Patterson & Associates, Inc., and PGH Wong Engineering, Inc., have provided general construction inspection, surveying services, an as-built draftsman, materials testing, trackwork inspection, and systems resident engineer and inspection, respectively, for numerous capital improvement projects. Each firm has performed its specific service well and has been a valuable supplement to MTS staff. In addition, all of the firms are working on projects that will continue into 2004; therefore, it is cost-effective for these firms to continue working on those projects. The recommended Board action would extend the current base contracts by one-year to December 2004.

The Board approved the first one-year extension to the GCC base contracts on October 3, 2003, without limiting the dollar value of the contract, knowing that any work order in excess of \$100,000 would be presented for approval. Following the award of the first contract extension, new state requirements were established requiring all Architectural and Engineering contracts in excess of \$250,000, including amendments, to be evaluated and audited by Caltrans, the administering agency. The review is utilized to ensure all Federal and State Requirements are included within the contract, the proposed costs are reasonable in relation to historic costs, and to determine if the consultant's cost accounting system is capable of accumulating reasonable and allowable costs, prior to award. Subsequently, the first one-year extension was evaluated by Caltrans and a "not-to-exceed" contract value was included with the contract amendment, in accordance with the Caltrans audit requirements.

As indicated, we are presenting the second one-year extensions for approval. Included with the extension, the dollar value has been increased for those contracts that were at or near the first contract extension dollar limit. In addition, we are requesting the Board ratify the previously executed contract amendments that were revised following Board approval to adhere to the audit's requirements.

On September 17, 2002, Berryman & Henigar was selected to replace Earth Tech as the new GEC. Under our current policies, Berryman & Henigar is restricted from providing Construction Management Services for a project they designed. Currently, all projects we intend to construct have been designed by Berryman & Henigar; therefore, we have requested the Resident Engineering task be added to Boyle Engineering Corporation's contract. Boyle Engineering Corporation was ranked third to provide Resident Engineering Services, behind PGH Wong Engineering, Inc., and Berryman & Henigar, by the GCC evaluation panel. This will allow staff to provide adequate coverage for all anticipated construction contracts.

The consultants listed above are involved in the Mission Valley East Light Rail Transit, Park-to-Bay Link, and Orange Line to Blue Line Connection Projects. Attached for your information are copies of Berryman & Henigar, Boyle Engineering Corporation, Kleinfelder, J.L. Patterson & Associates, Inc., and PGH Wong Engineering, Inc., Workforce Reports (see Attachment H). Cruz Estrella's CADD and Drafting Services (DBE) is a sole proprietor and, therefore, has no Workforce Report attached.


Paul C. Jablonski
Chief Executive Officer

Key Staff Contact: Ryan Boley, 619.235.2633, ryan.boleymts.com

AIsa
8-04JAN29.RBOLEY
1/16/04

- Attachments:
- A. MTDB Doc. No. L0487.4-01, Berryman and Henigar
 - B. MTDB Doc. No. L0488.4-01, Boyle Engineering Corporation
 - C. MTDB Doc. No. L0493.4-01, Kleinfelder
 - D. MTDB Doc. No. L0486.5-01, J.L. Patterson & Associates, Inc.
 - E. MTDB Doc. No. L0492.4-01, PGH Wong Engineering, Inc.
 - F. MTDB Doc. No. L0485.2-01, Cruz Estrella CADD and Drafting Services
 - G. MTDB Doc. No. L0492.5-01, PGH Wong Engineering, Inc.
 - H. General Construction Consultants' Workforce Reports

} Board
Only

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

January 29, 2004

Att. A, AI 8, 1/29/04, CIP 10900

MTDB Doc. No. L0487.4-01
CIP 10900

DRAFT

Mr. Roger Frauenfelder, P.E.
Senior Vice President
Berryman & Henigar
11590 West Bernardo Court, Suite 100
San Diego, CA 92127

Dear Mr. Frauenfelder:

Subject: AMENDMENT NO. 4 TO MTDB DOC. NO. L0487.0-01, GENERAL CONSTRUCTION
CONSULTANT RESIDENT ENGINEER AND CIVIL WORKS INSPECTING SERVICES

This letter serves as Amendment No. 4 to MTDB Doc. No. L0487.0-01 for professional services as further described below.

SCOPE OF SERVICES

Continue to provide Construction Management Resident Engineer and Civil Works Inspection Services, as-needed, based on negotiated work orders for each individual project in accordance with the Standard Conditions Professional Services and Special Provisions defined under the original contract, including all previous contract amendments.

SCHEDULE

Schedules for completion of individual work order efforts will be within the approved work order document.

This contract will remain in effect one year from the date of this amendment, with an option to extend the contract an additional one-year period.

PAYMENT

Payment of each negotiated work order will be stated within the work order document. MTDB shall reimburse the contractor for actual costs (including labor costs, employee benefits, overhead, and other direct costs) incurred by the contractor in performance of the work, in an amount not to exceed \$249,000.

If you agree with the above, please sign and return the executed amendment marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer





Roger Frauenfelder
Berryman and Henigar

Aisla/CL-L0487.4-01.RBOLEY

Date: _____

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

DRAFT**Att. B, AI 8, 1/29/04, CIP 10900**

January 29, 2004

MTDB Doc. No. L0488.4-01
CIP 10900

Mr. Donald L. MacFarlane, Jr., P.E.
Managing Engineer
Boyle Engineering Corporation
7807 Convoy Court, Suite 200
San Diego, CA 92111

Dear Mr. MacFarlane:

Subject: AMENDMENT NO. 4 TO MTDB DOC. NO. L0488.0-01, GENERAL CONSTRUCTION
CONSULTANT CHECK SURVEYING AND CIVIL INSPECTION SERVICES

This letter serves as Amendment No. 4 to MTDB Doc. No. L0488.0-01 for professional services as further described below.

SCOPE OF SERVICES

Continue to provide Construction Management Civil Works Inspection and Check Surveying Services, as-needed, based on negotiated work orders for each individual project in accordance with the Standard Conditions Professional Services and Special Provisions defined under the original contract, including all previous contract amendments. Provide as-needed Resident Engineering Services, Task 2, in accordance with the attached Scope of Services.

SCHEDULE

Schedules for completion of individual work order efforts will be within the approved work order document.




This contract will remain in effect one year from the date of this amendment, with an option to extend the contract an additional one-year period.

PAYMENT

Payment of each negotiated work order will be stated within the work order document. MTDB shall reimburse the contractor for actual costs (including labor costs, employee benefits, overhead, and other direct costs) incurred by the contractor in performance of the work, in an amount not to exceed \$249,000.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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DRAFT

Mr. Donald L. MacFarlane, Jr., P.E.
January 29, 2004
Page 2

If you agree with the above, please sign and return the executed amendment marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer

Donald L. MacFarlane, Jr.
Boyle Engineering Corporation

AIsa
CL-L0488.4-01.RBOLEY

Date: _____

Attachment: Scope of Services – Task 2 Resident Engineer

Task 2 – Resident Engineer

The Resident Engineer (RE) positions require a minimum of five years' experience in public works projects. REs will report directly to MTDB's Construction Engineer. REs shall be experienced professionals that have successfully managed similar construction work. MTDB will require assignment of REs or Assistant REs that have successfully demonstrated construction management of projects with major bridges, structures, and retaining walls, as appropriate. REs shall be effective in obtaining from contractors (and approving) meaningful and timely progress schedules, a list of contract materials to be tested so that a comprehensive program for testing the materials can be independently produced and carried out by the RE, and a comprehensive safety program. In addition, REs shall be required to check contract pay item quantities at the start of construction work so that contract funds can be properly balanced at an early date, and shall calculate, check, and reach agreement with the construction contractors on final pay quantities as the individual pay item work actually progresses.

REs shall provide the reports as described in the MTDB Construction Manual. At a minimum, REs shall submit to MTDB's Project Manager a daily RE's report and a monthly report that lists all significant construction activities, including the construction contractors' progress and the financial situation of the contract.

When the construction contractors complete their work, it shall be the responsibility of the REs to verify that all work under the construction contracts is complete. At this time, REs shall, in writing, verify that the work complies with the plans and specifications, and shall recommend acceptance of the work, in writing, to the Director of Engineering and Construction.

REs shall immediately notify the MTDB Project Manager of any new, significant construction problem that may impact costs, schedules, relations with other entities, or cause accidents. This notification shall, as soon as practicable, include recommendations on options to resolve the problem.

Alsla
CL-L0488.4-01.RBOLEY
1/29/04

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

January 29, 2004

Att. C, AI 8, 1/29/04, CIP 10900

MTDB Doc. No. L0493.4-01
CIP 10900

DRAFT

Mr. Ronald C. Thomson
Operations Manager
Kleinfelder
5015 Shoreham Place
San Diego, CA 92122-5926

Dear Mr. Thomson:

Subject: AMENDMENT NO. 4 TO MTDB DOC. NO. L0493.0-01, GENERAL CONSTRUCTION
CONSULTANT MATERIALS TESTING SERVICES

This letter serves as Amendment No. 4 to MTDB Doc. No. L0493.0-01 for professional services as further described below.

SCOPE OF SERVICES

Continue to provide Construction Management Material Testing Services, as-needed, based on negotiated work orders for each individual project in accordance with the Standard Conditions Professional Services and Special Provisions defined under the original contract, including all previous contract amendments.

SCHEDULE

Schedules for completion of individual work order efforts will be within the approved work order document.

This contract will remain in effect one year from the date of this amendment, with an option to extend the contract an additional one-year period.

PAYMENT

Payment of each negotiated work order will be stated within the work order document.

MTDB shall reimburse the contractor for actual costs (including labor costs, employee benefits, overhead, and other direct costs) incurred by the contractor in performance of the work, in an amount not to exceed \$249,000.

If you agree with the above, please sign and return the executed amendment marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer





Ronald C. Thomson
Kleinfelder

Aisla/CL-L0493.4-01.RBOLEY

Date: _____

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

January 29, 2004

Att. D, AI 8, 1/29/04, CIP 10900

MTDB Doc. No. L0486.5-01
CIP 10900

DRAFT

Ms. Jacqueline L. Patterson, P.E.
President
J.L. Patterson & Associates, Inc.
725 Town & Country Road, Suite 100
Orange, CA 92868

Dear Ms. Patterson:

Subject: AMENDMENT NO. 5 TO MTDB DOC. NO. L0486.0-01, GENERAL CONSTRUCTION
CONSULTANT TRACKWORK INSPECTION SERVICES

This letter serves as Amendment No. 5 to MTDB Doc. No. L0486.0-01 for professional services as further described below.

SCOPE OF SERVICES

Continue to provide Trackwork Inspecting Services, as-needed, based on negotiated work orders for each individual project in accordance with the Standard Conditions Professional Services and Special Provisions defined under the original contract, including all previous contract amendments.

SCHEDULE

Schedules for completion of individual work order efforts will be within the approved work order document.

This contract will remain in effect one year from the date of this amendment, with an option to extend the contract an additional one-year period.

PAYMENT

Payment of each negotiated work order will be stated within the work order document.

MTDB shall reimburse the contractor for actual costs (including labor costs, employee benefits, overhead, and other direct costs) incurred by the contractor in performance of the work, in an amount not to exceed \$249,000.

If you agree with the above, please sign and return the executed amendment marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer

Jacqueline L. Patterson
J.L. Patterson & Associates, Inc.





Aisla

Date: _____

CL-L0486.5-01.RBOLEY

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

Metropolitan Transit Development Board is Coordinator of the Metropolitan Transit System and the  Taxicab Administration
Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

For personal trip planning or route information, call 1-800-COMMUTE or visit our web site at sdcommute.com

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

January 29, 2004

Att. E, AI 8, 1/29/04, CIP 10900

MTDB Doc. No. L0492.4-01
CIP 10900

DRAFT

Mr. Peter G.H. Wong
President and CEO
PGH Wong Engineering, Inc.
256 Laguna Honda Boulevard
San Francisco, CA 94116

Dear Mr. Wong:

Subject: AMENDMENT NO. 4 TO MTDB DOC. NO. L0492.0-01, GENERAL CONSTRUCTION
CONSULTANT RESIDENT ENGINEER AND SYSTEMS INSPECTING SERVICES

This letter serves as Amendment No. 4 to MTDB Doc. No. L0492.0-01 for professional services as further described below.

SCOPE OF SERVICES

Continue to provide Construction Management Resident Engineer, Traction Power Inspection, Train Signal Engineer, and Trackwork Inspection Services, as-needed, based on negotiated work orders for each individual project in accordance with the Standard Conditions Professional Services and Special Provisions defined under the original contract, including all previous contract amendments.

SCHEDULE

Schedules for completion of individual work order efforts will be within the approved work order document.

This contract will remain in effect one year from the date of this amendment, with an option to extend the contract an additional one-year period.

PAYMENT

Payment of each negotiated work order will be stated within the work order document.

MTDB shall reimburse the contractor for actual costs (including labor costs, employee benefits, overhead, and other direct costs) incurred by the contractor in performance of the work, in an amount not to exceed \$249,000.

If you agree with the above, please sign and return the executed amendment marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer





Peter G. H. Wong
PGH Wong Engineering, Inc.

Aisia/CL-L0492.4-01.RBOLEY

Date: _____

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407
January 29, 2004

Att. F, AI 8, 1/29/04, CIP 10900

MTDB Doc. No. L0485.2-01
CIP 10900

DRAFT

Mr. Cruz Estrella
Principal
Cruz Estrella's CADD & Drafting Services
2003-65 Bay View Heights Drive
San Diego, CA 92105

Dear Mr. Estrella:

Subject: AMENDMENT NO. 2 TO MTDB DOC. NO. L0485.0-01, GENERAL CONSTRUCTION
CONSULTANT AS-BUILT DRAFTING/TECHNICIAN SERVICES

This letter serves as Amendment No. 2 to MTDB Doc. No. L0485.0-01 for professional services as further described below.

SCOPE OF SERVICES

Continue to provide As-Built Drafting/Technician Services, as-needed, based on negotiated work orders for each individual project in accordance with the Standard Conditions Professional Services and Special Provisions defined under the original contract, including all previous contract amendments.

SCHEDULE

Schedules for completion of individual work order efforts will be within the approved work order document.

This contract will remain in effect one year from the date of this amendment, with an option to extend the contract an additional one-year period.

PAYMENT

Payment of each negotiated work order will be stated within the work order document. MTDB shall reimburse the contractor for actual costs (including labor costs, employee benefits, overhead, and other direct costs) incurred by the contractor in performance of the work, in an amount not to exceed \$249,000.

If you agree with the above, please sign and return the executed amendment marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer





Cruz Estrella
Cruz Estrella's CADD & Drafting Services

AIsa
CL-L0485.2-01.RBOLEY

Date: _____

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

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1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407
January 29, 2004

Att. G, AI 8, 1/29/04, CIP 10900

MTDB Doc. No. L0492.5-01
CIP 10900

DRAFT

Mr. Peter G.H. Wong
President and CEO
PGH Wong Engineering, Inc.
256 Laguna Honda Boulevard
San Francisco, CA 94116

Dear Mr. Wong:

Subject: AMENDMENT NO. 5 TO MTDB DOC. NO. L0492.0-01, GENERAL CONSTRUCTION
CONSULTANT RESIDENT ENGINEER AND SYSTEMS INSPECTING SERVICES

This letter serves as Amendment No. 5 to MTDB Doc. No. L0492.0-01 for professional services as further described below.

SCOPE OF SERVICES

Continue to provide Construction Management Resident Engineer, Traction Power Inspection, Train Signal Engineer, and Trackwork Inspection Services, as-needed, based on negotiated work orders for each individual project in accordance with the Standard Conditions Professional Services and Special Provisions defined under the original contract, including all previous contract amendments.

SCHEDULE

Schedules for completion of individual work order efforts will be within the approved work order document.

No extension of time is provided under this contract amendment.

PAYMENT

Payment of each negotiated work order will be stated within the work order document. MTDB shall reimburse the contractor for actual costs (including labor costs, employee benefits, overhead, and other direct costs) incurred by the contractor in performance of the work, in an amount not to exceed \$4,000,000.

If you agree with the above, please sign and return the executed amendment marked "original" to Jeanne Yamamoto at MTDB. Please keep the other copy for your records.

Sincerely,

Accepted:

Paul C. Jablonski
Chief Executive Officer

Peter G. H. Wong
PGH Wong Engineering, Inc.




AIsa
CL-L0492.5-01.RBOLEY

Date: _____

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

Metropolitan Transit Development Board is Coordinator of the Metropolitan Transit System and the  Taxicab Administration

Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

For personal trip planning or route information, call 1-800-COMMUTE or visit our web site at sdcommute.com!



EQUAL OPPORTUNITY PROGRAM WORKFORCE REPORT

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY: Berryman & Henigar Inc.

B. AKA/DBA: Berryman & Henigar Inc.

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY (if different from above):

11590 W. Bernardo Ct Suite 100 San Diego, CA 92127-1622

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract.

City _____ County _____ State _____ Zip _____

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

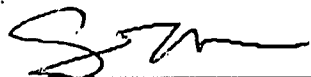
Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial	0	0	2	1	0	1	0	1	7	4	16
Engineers/Architects/Surveyors	0	0	0	0	0	0	0	0	0	0	0
Professionals (N.E.C.)	0	0	3	0	3	2	0	0	28	4	40
Technicians	1	0	1	1	1	1	0	0	11	2	18
Sales	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	1	3	1	2	0	2	0	0	1	14	24
Protective Services	0	0	0	0	0	0	0	0	0	0	0
Services (N.E.C.)	0	0	0	0	0	0	0	0	0	0	0
Craft Workers (Skilled)	0	0	0	0	0	0	0	0	0	0	0
Machine Operators, Assemblers and Inspectors	0	0	0	0	0	0	0	0	0	0	0
Transportation and Material Moving	0	0	0	0	0	0	0	0	0	0	0
Laborers (Unskilled)	0	0	0	0	0	0	0	0	0	0	0
Totals For Each Column	2	3	7	4	4	6	0	1	47	24	98

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled											
----------	--	--	--	--	--	--	--	--	--	--	--

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE



Sherry Hennes
NAME OF SIGNEE

Director of Human Resources
TITLE

November 17, 2003
DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

Tammy Johnson 11590 W. Bernardo Ct. Suite 100 San Diego, CA 92127-1622

LTorio/WORKFORCE/5-02

MTDB EQUAL OPPORTUNITY PROGRAM WORKFORCE REPORT

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

J.L. PATTERSON & ASSOCIATES, INC.

B. AKA/DBA:

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY (if different from above):

N/A

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract.

725 TOWN & COUNTRY ROAD, SUITE 300

City ORANGE County ORANGE State CA Zip 92868

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial				1					2		3
Engineers/Architects/Surveyors	1		5	1	2				9		18
Professionals (N.E.C.)										1	1
Technicians	1		8	2	5	1			10	2	29
Sales											
Administrative Support				2							2
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)											
Machine Operators, Assemblers and Inspectors											
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column	2		13	6	7	1			21	3	53

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled											
----------	--	--	--	--	--	--	--	--	--	--	--

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE Jaqueline L. Patterson

JACQUELINE L. PATTERSON PRESIDENT 11-17-03
 NAME OF SIGNEE TITLE DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

714-835-6355

LTorio/WORKFORCE/5-02

Metropolitan Transit Development Board
 1255 Imperial Avenue, Suite 1000
 San Diego, CA 92101-7490

H-4



EQUAL OPPORTUNITY PROGRAM WORKFORCE REPORT

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

PGH Wong Engineering, Inc., 256 Laguna Honda Blvd., San Francisco, CA 94116

B. AKA/DBA:

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY (if different from above):

5129 Linda Vista Road

San Diego, CA 92110

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract.

MTDB General Construction

1601 Newton Avenue

City San Diego County San Diego State CA Zip 92133

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial					3				1		4
Engineers/Architects/Surveyors			2		7	3			25	1	38
Professionals (N.E.C.)											
Technicians						3					3
Sales											
Administrative Support						3					3
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)											
Machine Operators, Assemblers and Inspectors											
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column			2		10	9			26	1	48

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled											
----------	--	--	--	--	--	--	--	--	--	--	--

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE

Peter G.H. Wong
NAME OF SIGNEE

President & CEO
TITLE

11/14/03
DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

Peter G.H. Wong, 256 Laguna Honda Blvd., S.F., CA 94116 (415) 566-0800

LTorio/WORKFORCE/5-02



EQUAL OPPORTUNITY PROGRAM WORKFORCE REPORT

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

KLEINFELDER, INC.

B. AKA/DBA:

SAME AS ABOVE

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY (if different from above):

5015 SHOREHAM PLACE, SAN DIEGO, Ca 92122

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract.

City _____ County _____ State _____ Zip _____

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial											
Engineers/Architects/Surveyors											
Professionals (N.E.C.)											
Technicians											
Sales											
Administrative Support											
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)											
Machine Operators, Assemblers and Inspectors											
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column											

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled											
----------	--	--	--	--	--	--	--	--	--	--	--

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE

MICHELLE CASEY
NAME OF SIGNEE

REGIONAL BUS. MGR.
TITLE

11/19/03
DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

SHANNON JLDTHOWER, KLEINFELDER, INC., 5015 SHOREHAM PLACE, SAN DIEGO, CA 92122
(619) 380-2207
LToRio/WORKFORCE/5-02

EMPLOYMENT DATA - SAN DIEGO COUNTY

OVERALL	MALE					FEMALE				
	White	Black	Hispanic	Asian or Pacific Islander	American Indian	White	Black	Hispanic	Asian or Pacific Islander	American Indian
Officials & Managers	11	0	1	1	0	8	0	1	0	0
Professionals	9	2	0	1	0	9	0	0	2	0
Technicians	21	1	3	2	1	4	0	0	0	0
Office & Clerical	0	1	1	2	0	9	1	4	5	0
TOTAL	41	4	5	6	1	30	1	5	7	0

**EQUAL OPPORTUNITY PROGRAM
WORKFORCE REPORT**

The Metropolitan Transit Development Board (MTDB) enforces an Equal Employment Opportunity (EEO) program established under policies and procedures No. 26. This program prohibits discrimination in employment and requires MTDB contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM.

A. NAME OF COMPANY:

Boyle Engineering Corporation

B. AKA/DBA:

C. ADDRESS OF ESTABLISHMENT LOCATED IN SAN DIEGO COUNTY (if different from above):

7807 Conway Ct. Suite 200
San Diego, CA 92111-1213

D. If there is no office in San Diego County, or if there are less than 15 employees in that office, include an address for your regional office that will oversee the work under MTDB's contract.

City _____ County _____ State _____ Zip _____

E. EMPLOYMENT DATA

Include the employees located in San Diego County only, unless your firm employs fewer than 15 people locally. In that event, you should list the workforce of the regional office that will oversee the work under MTDB's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

Occupational Category	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Overall Total
	M	F	M	F	M	F	M	F	M	F	
Executive/Managerial									2		2
Engineers/Architects/Surveyors			1		1				11	4	17
Professionals (N.E.C.)										2	2
Technicians			1	1	2				6	1	11
Sales											
Administrative Support						1			5		6
Protective Services											
Services (N.E.C.)											
Craft Workers (Skilled)											
Machine Operators, Assemblers and Inspectors											
Transportation and Material Moving											
Laborers (Unskilled)											
Totals For Each Column			2	1	3	1			24	7	38

Indicate by gender and ethnic code the number of the above workforce which are persons with disabilities.

Disabled											
----------	--	--	--	--	--	--	--	--	--	--	--

F. THE UNDERSIGNED HEREBY CERTIFIES THAT THE FOREGOING DATA CONTAINED HEREIN IS TRUE AND CORRECT.

AUTHORIZED SIGNATURE

Susan E. Buell
NAME OF SIGNEE

Manager, Marketing Resources
TITLE

11/24/03
DATE

G. NAME, ADDRESS AND PHONE NUMBER OF PERSON TO CONTACT REGARDING THIS REPORT.

Susan Buell / Boyle Engineering / 1007 Convey Ct / San Diego 92111

LYono/WORKFORCE/5-02

BEB-NO-COED

Metropolitan Transit Development Board
1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490

H-11

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 30

Board of Directors Meeting

SRTP 810.04 (PC 3004000)

January 29, 2004

Subject:

DRAFT FY 2004-2008 SHORT-RANGE TRANSIT PLAN (SRTP) REVIEW AND COMMENT

RECOMMENDATION:

That the Board of Directors review the Draft FY 2004-2008 SRTP and provide comment.

Budget Impact

None at this time.

DISCUSSION:




The Short-Range Transit Plan (SRTP) supports the vision of MOBILITY 2030 by providing a short-term (five-year) plan for transit system adjustments and enhancements. Previously, North San Diego County Transit Development Board (NCTD) and the Metropolitan Transit Development Board (MTDB) prepared separate SRTPs for their respective jurisdictions. As a result of Senate Bill 1703 (Peace), the San Diego Association of Governments (SANDAG) has assumed the transit planning, programming, and construction responsibilities for the region, including the preparation of a consolidated SRTP. As the first regional SRTP for San Diego County, the FY 2004-2008 SRTP provides an opportunity for consolidated transit planning throughout the region, reflecting the goals and direction for service development as described in MOBILITY 2030.

As a revenue-constrained plan, the SRTP recommends specific service, operational and capital improvements that balance the goals of maintaining a productive and cost-effective transit system with implementing enhancements envisioned in MOBILITY 2030. The short-term nature of the SRTP allows SANDAG the opportunity to annually adjust investment priorities between maintenance and enhancements based on system monitoring, available funding, and operational constraints.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

Metropolitan Transit Development Board is Coordinator of the Metropolitan Transit System and the  Taxicab Administration

Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

For personal trip planning or route information, call 1-800-COMMUTE or visit our web site at sdcommute.com!

MOBILITY 2030, San Diego's blueprint for a transportation system that will support our future mobility needs, envisions a truly multimodal transportation network. With a heavy emphasis on developing a world-class transit system to support "smart growth" principles of higher density and mixed-use development, nearly one half of the region's transportation investments over the next 30 years will help fund projects that improve the regional transit system.

While it is important to develop new transit services to support the region's growth, it is equally important to maintain and optimize the existing system to improve the quality of service for our existing riders. In this era of fiscal deficit and increasing operating costs, we are faced with hard decisions on how best to balance the vision of transit in the future with the fiscal and operational reality of today.

The SRTP proposes how the region should balance the short-term needs of maintaining and optimizing existing services, while beginning to implement the long-term transit vision identified in MOBILITY 2030. As such, the SRTP provides a framework for transit system development over the next five years. Specifically, the SRTP serves five primary purposes:

1. It outlines the goals and objectives for transit service planning and development, based on the SANDAG Board-adopted Regional Transit Vision (RTV).
2. It provides an evaluation of current and future travel demand, the existing transit system, and identifies deficiencies and gaps in service.
3. It identifies transit service, programs, and policy changes to address identified travel demand, deficiencies, and gaps in service.
4. It supports SANDAG's Capital Improvement Program (CIP), as well as state and federal grant applications.
5. It coordinates with and guides the Transportation Development Act (TDA) claims approval process and the Metropolitan Transit System (MTS) and NCTD budget development processes.

The contents of the Draft FY 2004-2008 SRTP are as follows:

Chapter 1 provides an introduction to the SRTP and describes the role of the SRTP in the regional planning process.

Chapter 2 presents SANDAG's strategic vision for the future of transit in San Diego and describes processes and guidelines governing transit service planning and development in the region.

Chapter 3 describes the existing and potential travel demand for transit in San Diego including population and employment growth, major activity centers, travel patterns, and changing demographics.

Chapter 4 provides a description of the existing transit services in the region and identifies challenges and opportunities facing transit provision in the region.

Chapter 5 presents the goals and objectives guiding transit planning and development for the next five years and evaluates the region's transit system in meeting them.

Chapter 6 identifies the unmet transit needs in the region and the FY 2005 service adjustments identified to address these gaps and deficiencies, and establishes guidelines for short-range service development.

In addition to this document, a complementary Technical Appendix presents the following information. Due to the coordination with transit agencies on route level data collection efforts and the annual budget process, some of the information is not available in this draft of the SRTP.

- History of SANDAG, MTDB, and NCTD
- Inventory of the existing transit system including services, rolling stock, and capital facilities
- TDA Performance Improvement Recommendations
- FY 2003 operating statistics by route
- Historical operating statistics by transit operator
- FY 2005 draft capital and operating budgets
- Short-range transit planning policies and agreements
- Title VI environmental justice analysis



Paul C. Jablonski
Chief Executive Officer

Key Staff Contact: Conan Cheung; 619.557.4582; conan.cheung@sdmts.com

SGreen
30-04JAN29.CCHEUN
1/22/04

Attachment: Draft FY 2004-2008 SRTP **(Board Only)**

**DRAFT
FY 2004 – 2008
REGIONAL SHORT-RANGE
TRANSIT PLAN**

DECEMBER 2003



401 B Street, Suite 800 • San Diego, CA 92101-4231 • (619) 595-5300

BOARD OF DIRECTORS



San Diego's Regional Planning Agency

The 18 cities and county government are SANDAG serving as the forum for regional decision-making. The Association builds consensus, makes strategic plans, obtains and allocates resources, and provides information on a broad range of topics pertinent to the region's quality of life.

CHAIR: Hon. Ron Morrison

VICE CHAIR: Hon. Mickey Cafagna

EXECUTIVE DIRECTOR: Gary L. Gallegos

CITY OF CARLSBAD

Hon. Ramona Finnila, Mayor Pro Tem
(A) Hon. Bud Lewis, Mayor
(A) Hon. Matt Hall, Councilmember

CITY OF CHULA VISTA

Hon. Steve Padilla, Mayor
(A) Hon. Patty Davis, Councilmember
(A) Hon. Jerry Rindone, Deputy Mayor

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Hon. Phil Monroe, Mayor Pro Tem
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(A) Hon. Richard Earnest, Deputy Mayor
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Hon. Greg Cox, Chairman
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Jeff Morales, Director
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METROPOLITAN TRANSIT DEVELOPMENT BOARD

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Consul General of Mexico

CHAPTER 1: INTRODUCTION

With its warm weather and superb quality of life, San Diego County has become one of the most attractive and fastest growing regions in the country. Over one million new people and half a million new jobs are anticipated over the next 30 years. With this growth come the byproducts of a healthy economy. Streets and freeways will become more congested, commute times will increase, and people will be traveling longer distances.

MOBILITY 2030, San Diego's blueprint for a transportation system, envisions a truly multimodal transportation network that will support our future mobility needs. With a heavy emphasis on developing a world class transit system to support "smart growth" communities with higher density and mixed use development, nearly one half of the region's transportation investments over the next 30 years will help fund projects that improve the regional transit system.

While it is important to develop new transit services to support the region's growth, it is equally important to maintain and optimize the existing system to improve the quality of service for our existing riders. In this era of fiscal deficit and increasing operating costs, we are faced with hard decisions on how best to balance the vision of transit in the future, with the fiscal and operational reality of today.

WHAT IS THE SHORT RANGE TRANSIT PLAN?

The Short-Range Transit Plan (S RTP) proposes how the region should balance the short term needs of maintaining and optimizing existing services, while beginning to implement the long term transit vision identified in MOBILITY 2030. As such, the S RTP provides a framework for transit system development over the next five years. Previously, North San Diego County Transit Development Board (NCTD) and the Metropolitan Transit Development Board (MTDB) prepared separate S RTPs for their respective jurisdictions. As a result of Senate Bill 1703 (Peace), the San Diego Association of Governments (SANDAG) has assumed the transit planning, programming, and construction responsibilities for the region including the preparation of a consolidated S RTP. As the first regional S RTP for San Diego County, the FY 2004-2008 Regional S RTP provides an opportunity for consolidated transit planning throughout the region, reflecting the goals and direction for service development as described in MOBILITY 2030.

The S RTP serves five primary purposes:

1. It outlines the goals and objectives for transit service planning and development, based on the SANDAG Board adopted Regional Transit Vision (RTV);
2. It provides an evaluation of current and future travel demand, the existing transit system, and identifies deficiencies and gaps in service;
3. It prioritizes operating expenditures to maintain and improve the regional transit system;
4. It establishes regional guidelines for short range improvements and adjustments in coordination with the Regional Transit Vision.
5. It supports SANDAG's Capital Improvement Program (CIP), as well as state and federal grant applications; and

6. It coordinates with and guides the Transportation Development Act (TDA) claims approval process and the MTS and NCTD budget development processes.

WHERE DOES THE SRTP FIT IN THE REGIONAL PLANNING PROCESS?

As the metropolitan planning organization (MPO) and regional transportation planning agency (RTPA), SANDAG is responsible for developing long range strategic plans, including the Regional Comprehensive Plan (RCP) and the Regional Transportation Plan (RTP). As the region's vision for growth, the RCP focuses on addressing and balancing the interconnected issues of achieving more walkable and mixed use communities, greater housing supply and affordable housing, a healthy ecosystem, a prosperous economy, better coordination on borders issues, and greater transportation choices to reduce the dependence on automobiles.

To support this vision, SANDAG's RTP, MOBILITY 2030, provides a blueprint for the development and management of a multimodal transportation system over the next 30 years. As the transportation component of the RCP, MOBILITY 2030 provides the foundation for better land use coordination, system management, demand management, and multimodal system development. The plan includes a five-year, \$25 million Smart Growth incentive program to foster the integration of smart growth land uses and transportation facilities, acknowledging the need for better land use and transportation coordination to more efficiently and effectively serve the region's communities and businesses. System management through the use of High Occupancy Toll (HOT) lanes, advanced technology, and programs such as the Freeway Service Patrol (roving tow trucks aimed at easing congestion by removing disabled vehicles from freeways during rush hours) will maximize the efficiency of the transportation infrastructure. Ridelink, the region's transportation demand management program, and the Congestion Management Program will be used to manage travel demand during peak hours.

Finally, MOBILITY 2030 outlines an investment strategy that balances the development of automobile and transit infrastructure for a truly multimodal transportation system. Nearly one half of the transportation investments identified in the plan are focused on improving the region's transit system, including the development of a network of High Occupant Vehicles (HOV) lanes, managed lanes (lanes for carpools, buses, and paying single occupant automobiles), several high speed and reliable transit services to connect San Diegans to major employment and activity centers, and advanced technology that enhances the travel experience for riders. MOBILITY 2030 is based on a reasonably-expected revenue scenario, which assumes that the region's half-cent sales tax for transportation projects is extended beyond 2008, and other public funding is increased based on historical trends. The RTP also includes a revenue-constrained and unconstrained scenario.

The Regional SRTP supports the vision of MOBILITY 2030 by providing a short term (five year) plan for transit system adjustments and enhancements. As a revenue constrained plan, the SRTP identifies specific service, operational, and capital improvements that balance the goals of maintaining a productive and cost effective transit system with implementing enhancements envisioned in MOBILITY 2030. These improvements are then forwarded to the annual budget process for prioritization and adoption. The short term nature of the SRTP allows SANDAG the opportunity to annually adjust these investment priorities between maintenance and enhancements based on system monitoring, available funding, and operational constraints.

ABOUT THIS REGIONAL SRTP

The contents of this SRTP are organized into the following six chapters:

Chapter 1 provides an introduction to the SRTP, and describes the role of the SRTP in the regional planning process.

Chapter 2 presents SANDAG's strategic vision for the future of transit in San Diego, and describes the processes and guidelines governing transit service planning and development in the region.

Chapter 3 describes the existing and potential travel demand for transit in San Diego, including population and employment growth, major activity centers, travel patterns, and changing demographics.

Chapter 4 provides a description of the existing transit services in the region, and identifies challenges and opportunities facing transit provision in the region.

Chapter 5 presents the goals and objectives guiding transit planning and development for the next five years, and evaluates the region's transit system in meeting them.

Chapter 6 identifies the unmet transit needs in the region and the FY 2005 service adjustments identified to address these gaps and deficiencies, and establishes guidelines for short range service development.

In addition to this document, a complementary Technical Appendix presents the following:

- History of SANDAG, MTDB, and NCTD;
- Inventory of the existing transit system, including services, rolling stock, and capital facilities;
- Service Implementation Plan for each transit agency;
- Transportation Development Act (TDA) Performance Improvement Recommendations;
- FY 2003 operating statistics by route;
- Historical operating statistics by transit operator;
- FY 2005 draft capital and operating budgets;
- Short range transit planning policies and agreements;
- Title VI environmental justice analysis.

PUBLIC INFORMATION AND OUTREACH

Information on the SRTP, MOBILITY 2030, RCP, and other SANDAG programs are available via www.sandag.org.

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CHAPTER 2: GUIDING PRINCIPLES

REGIONAL TRANSIT VISION

Although more than ____ daily trips are made on the region's bus, trolley and rail services, transit trips only accounts for ____ percent of all trips made in the region every day. With a relatively short duration of peak period congestion, ample parking, limited or no transit service to developing parts of the region, and an automobile oriented land use pattern, there is little doubt as to why the majority of trips are made by single occupant vehicles. In fact, the most recent survey of transit riders indicates that the majority of regular riders use transit because they have no other travel alternative.

With the significant population growth projected over the next 30 years, public transportation will need to play an increased role in serving San Diego's mobility needs. As the region grows, so will the demand on its land use and transportation infrastructure. In some instances, people will be living further and further away from their jobs. As the length and duration of their commute increases, so will the geographic extent and duration of congestion. In other cases, urban villages will be developed that will promote walking, biking, and transit for commute as well as non-commute trips. To effectively address the increased congestion and travel demand from this growth, the region must focus appropriate levels of investment towards enhancing and expanding the transit system consistent with travel demand.

The SANDAG Board adopted the Regional Transit Vision (RTV) in late 2001 to help guide the future development of transit in the San Diego region. The RTV was developed as a collaborative effort between SANDAG, MTDB, NCTD, Caltrans, local jurisdictions, and a 50 member Citizens Advisory Committee for Transportation. In addition, extensive market research was conducted throughout the region to learn more about the attitudes and preferences that influence San Diegans' daily travel choices. This research identified three primary service qualities important to residents: (1) speed and flexibility, (2) travel experience, and (3) personal safety.

Service Concept

Based on input from partner agencies and the public, SANDAG developed the RTV as a network of fast, flexible, reliable, safe, and convenient transit services that link residential areas with major employment and activity centers. This network is comprised of four service concepts: neighborhood, local, corridor, and regional. A description of each concept follows (see [Figure 2.1](#)).

Neighborhood Services

This service type is designed to facilitate community-level trip making, and would provide neighborhood circulation, feeder access to medium and long distance services, and/or specialized service (e.g., for senior citizens unable to drive). Neighborhood services would likely use shuttle vehicles that are smaller than traditional buses, and have an average stop spacing of 1/4 mile.

Local Services

This service type aims at serving local trip needs, resulting in lower travel speeds (10 to 15 mph) and more frequent stops (1/4 to 3/8 mile average spacing). These services are designed as the basic mobility network for the region. Most of the existing bus system operates as this type of service.

Corridor Services

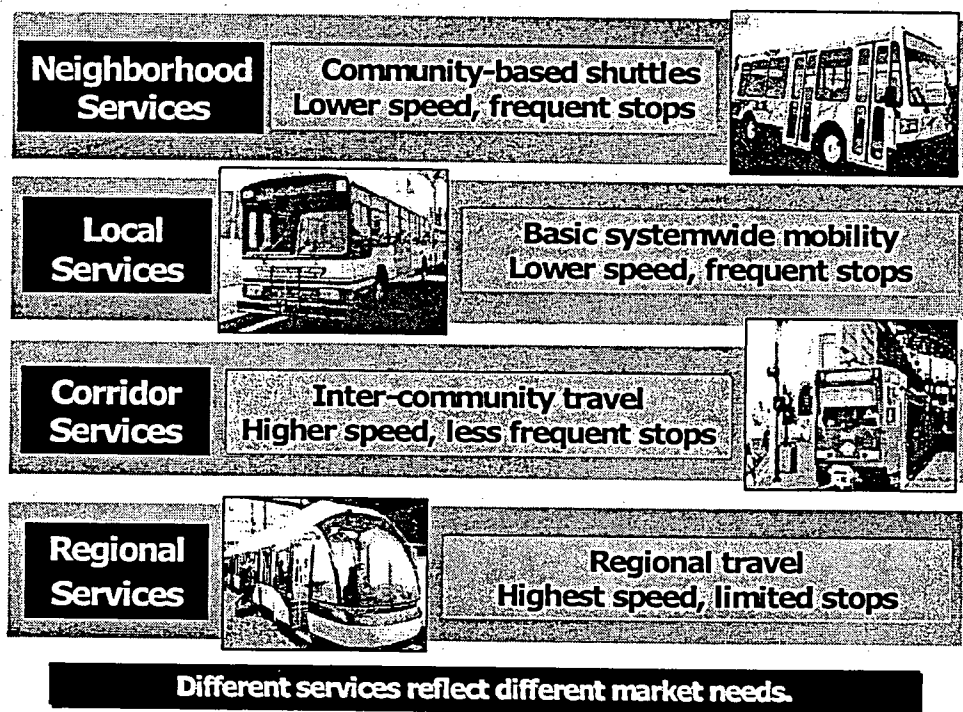
This service type is aimed at facilitating medium-distance trip making. This service maintains relatively high average speeds (20 to 25 mph) and operates with limited stops (3/4 to 1 mile average spacing) primarily on major arterials. Corridor services will serve as the spine of the regional transit system.

Regional Services

Given that many trips in the region are longer distance, this service type maintains high average speeds (35 to 40 miles per hour [mph]) and operates with very limited stops (more than three miles between stops, on average) on freeways and major arterials. Regional services will operate as the primary transit in corridors where longer station spacing is justified based on longer distance travel patterns (e.g., I-15 corridor), or as an overlay for corridor services, where a faster, more limited-stop service is justified to handle high volume, long-distance trip needs. These routes would focus on serving key employment sites and major trip attractions.

Together, these four service concepts provide a system of public transportation that meets the distinct travel needs of various travel markets.

Figure 2.1 – Regional Transit Vision Service Concepts



Factors Influencing the Future of Transit

The success of the RTV in relieving congestion and preserving our quality of life hinges on the region's ability to achieve the following four complementary efforts.

Capital and Operations Funding

Both capital and sustainable operating funds will be required to realize the rich network of transit services envisioned under the RTV. Transit infrastructure, including vehicles, right-of-way, guideways,

maintenance yards, and storage facilities, require capital investment. The level of capital funding secured will be a prime determinant of how much transit can grow. The second part of the funding picture involves funding for transit service operations. Virtually all transit services in the U.S. require funding subsidies to provide day-to-day services. Significant increases in on-going local funding for operations will be required to support any major increase in the level and quality of transit service provided in the region.

Land Use Coordination

The success of any transit service is dependent on regional and local land use patterns. Low-density development, big box retail, and auto-oriented urban design (e.g. narrow sidewalks, wide intersections, and lack of pedestrian facilities) decrease the attractiveness and effectiveness of transit. In order for the RTV to be successful, SANDAG and the region's local jurisdictions must be committed to focusing higher intensity development along major travel corridors, in established urban areas, and near major transit centers. In addition, the region will need to focus on improving the pedestrian orientation of our communities in order to facilitate access to and from transit facilities.

Transit Priority Measures

As traffic congestion increases throughout the region, transit priority measures (e.g. high-occupancy vehicle [HOV] or managed lanes on freeways, transit only lanes, and signal priority measures on arterial streets) will become increasingly important for providing fast, reliable, and cost effective transit service. Priority measures will allow transit services to travel faster than automobiles through congested corridors, while the faster and more reliable travel times will allow transit operators to provide dependable and efficient services.

Advanced Technology

Advances in technology should be employed to enhance the passenger's travel experience, and to promote the efficient operation of service. Advanced design vehicles and "smart fare card" technology will allow for easier and speedier boarding and alighting. Real time information and upgraded stations and amenities will promote a more relaxed and safe waiting environment for passengers.

Together, these transit supportive efforts will result in increased ridership through better quality of service, as well as improved operational efficiency.

SERVICE DEVELOPMENT GUIDELINES

SANDAG is currently developing regionwide service planning and adjustment policies to ensure that transit service is consistent and coordinated among the various transit services in the region. These policies will define regional guidelines for developing service and operational adjustments, evaluating new service proposals, setting fares, and bus stop location planning. These policies promote "best practices" in service development that SANDAG and individual operators will follow to achieve the ultimate goal of providing a convenient, easily understood, efficient, fast, flexible, and seamless family of services that meet the travel needs and desires of the region's public.

Compliance with these policies will be monitored for both new and existing services. SANDAG will ensure that all proposed service and operational changes comply with the policies. Any non-compliance will be resolved prior to the implementation of the change. In addition, an annual compliance review of existing services will be conducted.

SHORT RANGE PLANNING PROCESS

SANDAG's short range planning process provides a framework for systematically adjusting services to meet changes in travel demand and operating constraints, while promoting service enhancements to attract new market segments. This process is based on grass roots and collaborative planning principles that promote customer and stakeholder involvement from inception through implementation. In addition, quantitative methods are employed to ensure consistency and objectivity in service development and evaluation. SANDAG's short range planning process consists of four primary functions: Monitoring, Planning, Budgeting, and Implementation as described in detail below.

Monitoring

SANDAG and the region's transit agencies and operators continuously monitor the transit system to ensure that services meet the travel needs of the public, quality of service is maintained and improved, and service is provided cost effectively. Individual operators focus on the day to day operations of their specific routes, and monitor the impacts of the current operating environment on the performance of their services. Impacts may include delays due to traffic congestion, detours resulting from construction, as well as heavy passenger loads due to school bell times, summer tourist travel, and military presence. In addition, operators evaluate the cost impact and cost effectiveness of their operation through monthly and quarterly budget monitoring reports which compares budgeted expenses to actual costs. Data sources for operator monitoring include customer, driver, and supervisor comments, trips and route level passenger counts, and a series of reports detailing operating statistics such as revenue miles and hours, schedule reliability, roadcalls and missed trips, overtime hours employed, fuel and maintenance costs, and fare revenue.

While operators focus on their specific operations, SANDAG monitors transit service and operations on a systemwide level. Three performance monitoring programs have been established to systematically evaluate services: the Annual Route Monitoring Report, the Quarterly Operations Report, and the Performance Improvement Program (PIP). The Annual Route Monitoring Report provides SANDAG and the transit agencies and operators with an in-depth understanding of the performance of each route, and includes recommendations for improving under performing routes and enhancing higher performing routes. The quarterly operations report provides an evaluation of the changes in operator level performance and efficiency, including reasons for upward or downward trends. Through the PIP, we evaluate each transit operator's efforts towards meeting performance targets and implementing annual operational improvements agreed upon by SANDAG and the operator to improve the efficiency and effectiveness of the transit system in line with the objectives of the RTV. A detailed description of each performance monitoring program is presented in Chapter 5.

In addition to these formal monitoring programs, SANDAG receives and responds to comments from the public on transit services and service changes. Each comment is investigated, and if appropriate and feasible, service changes are made to address the comment or kept for future consideration.

Planning

Service changes and new services are planned and developed to address changes in travel demand, operating environment, and to attract new riders. Planning studies and analyses are initiated as a result of the following: system monitoring, public comments, regional goals and funding priorities, fiscal constraints, and forecasted growth throughout the region. Planning studies range from minor route analysis to subregional service restructuring and major corridor studies. Regardless of the magnitude of analysis, all studies include a definition of goals, identification of the issue or deficiency to be addressed, and a prioritized list of recommended service improvements and adjustments. Stakeholder

advisory committees and community groups provide input throughout the planning process to ensure that all issues are addressed, and to assist in the development of recommendations. In addition, final study recommendations are presented at a public hearing prior to SANDAG Board adoption.

Service changes and new services can be developed as either cost neutral proposals or proposals that impact operating budgets. Cost neutral proposals are developed through the reallocation of transit resources (i.e. revenue miles, revenue hours, vehicles and drivers) from unproductive services to a more productive or beneficial service (e.g. enhancements to a productive service or new services). Since the implementation of cost neutral proposals is not contingent on budget action, they can be implemented without going through the budget development process described below.

Every year, service proposals resulting in a budget impact are consolidated into a regional Service Implementation Plan and forwarded through the annual budget development process for evaluation and prioritization. These proposals must be approved through the budget process prior to implementation, as described below.

Budgeting

Once the regional Service Implementation Plan is developed by SANDAG in conjunction with the region's transit operators, it is considered for implementation during the annual budget development process. This process begins in January each year, and concludes six months later when the SANDAG Board adopts the budget for the upcoming fiscal year. During this budget process, service enhancements identified in the regional service improvement plan are considered for implementation based on SANDAG priorities and funding availability. The final package of service enhancements is presented to the public for comment prior to SANDAG Board adoption as part of the budget public hearing.

In recent years, operating costs have exceeded projected revenues, resulting in an operating budget deficit. To balance the budget, the SANDAG Board must make difficult decisions affecting service and operations, including the use of non-recurring revenues (e.g. one time capital funds and reserves), fare increases, and service reductions. Often, a plan is developed that incorporates many or all of these strategies. During these times of fiscal constraint, service improvements are replaced with service reductions, which are developed with the goals of minimizing impact to existing riders, maintaining service throughout the region, and maintaining network connectivity. A public hearing is held prior to the adoption of any major service reduction plan to provide a forum for the public to comment on the proposed service changes.

Implementation

Service changes, whether improvements or reductions, are implemented during one of three regularly scheduled service changes, held in the Fall, Winter and Spring. Transit operators are responsible for implementation, which may include installing or removing stops, ensuring vehicles are available, scheduling, driver bidding, developing maps and timetables, and marketing. Transit operators are also responsible for notifying the public of service changes, usually in the form of written notification provided aboard vehicles or within ride guides.

New services are implemented for a trial two-year period, at which time the route is evaluated to ensure that it is meeting its performance expectations. At the end of the evaluation period, the SANDAG Transportation Committee must take action to retain the route as a regular service. Otherwise, the route may be discontinued with no further action.

RELATIONSHIP WITH PARTNER AGENCIES

Interagency coordination is essential for SANDAG to successfully fulfill its roles and responsibilities for planning, adjusting, and improving transit services and facilities. Coordination with partner agencies ensures that SANDAG's programs, services, and facilities complement and are consistent with other local, regional, and state efforts. This collaboration also helps SANDAG to better understand and address concerns expressed by partner agencies and key stakeholders, resulting in greater cooperation and support for SANDAG efforts. Most interagency relationships are maintained at the local and state levels, as described below. In addition, SANDAG coordinates with federal agencies for conformance and funding.

Local Level Coordination

Transit Operators

SANDAG coordinates the various efforts of the region's transit operators to ensure that seamless and unified service is provided to the public. This coordination is achieved through cooperative agreements, advisory committees comprised of SANDAG and operator staff, and joint ventures. In addition, operators are involved in various aspects of SANDAG planning, engineering, and finance activities.

Local Jurisdictions

To ensure consistency with local jurisdiction plans and programs, SANDAG coordinates its transit service planning activities with the 18 cities and the County of San Diego. In addition, the City of San Diego provides two staff members to serve as planning and engineering liaisons between SANDAG and the City of San Diego. SANDAG policies and programs promote pedestrian and transit-oriented development through long-range plans, memorandums of understanding (MOUs), development project review, zoning and street design manual updates, right-of-way protection and acquisition, fund programming, education, and outreach.

State Level Coordination

Caltrans

Caltrans is responsible for transportation planning, engineering, and construction on state facilities. To enhance coordination, Caltrans provides SANDAG with an engineering liaison located at SANDAG. Caltrans also maintains oversight responsibilities for various state and federal funding programs. SANDAG enjoys a cooperative partnership with Caltrans District 11, particularly on large construction projects, including the I-15 Managed Lanes/BRT Project and the Mission Valley East LRT extension.

Coordinating Committees

Interagency coordination is established and maintained through ad hoc and standing committees at both the staff and Board levels. **Table 2.2** provides a list of committees through which SANDAG coordinates its activities.

Table 2.2 - Summary of SANDAG Service Planning Coordinating Committees

Accessible Services Advisory Committee (ASAC) - monitors accessibility in operations and service procedures and makes recommendations on implementation of Complementary Paratransit Plan; comprised of operators, social service agencies, and consumers; meets monthly.

Bicycle-Pedestrian Advisory Working Group - administered by SANDAG, this group advises on facility improvements related to bike and pedestrian uses.

Board of Directors (BOD) - The Board of Directors is the governing body responsible for establishing all of the agency's policies and programs. The Directors are elected officials, either a mayor, council member or supervisor, from each of the region's 18 incorporated cities and the county government. Voting is based upon membership and the population of each jurisdiction, providing for a more accountable and equitable representation of the region's residents. Representatives from Imperial County, Caltrans, the U.S. Department of Defense, the San Diego Unified Port District, the San Diego County Water Authority, MTS, NCTD, and a representative from the Republic of Mexico serve on the Board as non-voting, advisory members.

Transportation Committee (TC) - The nine-member Transportation Committee advises the SANDAG Board of Directors on major policy-level matters related to transportation. Committee members provide oversight for the consolidated transportation responsibilities. Members provide oversight for transportation plans, establish criteria for prioritizing transportation projects, and approve Transportation Development Act claims and amendments to regional and state transportation improvement programs, and approve transit operator budgets. The committee consists of Board members or alternates representing North County Coastal, North County Inland, East County, South County, the mayor or council member from the City of San Diego, a supervisor from the County of San Diego, one member each from the Boards of MTS and NCTD, and a member of the San Diego County Regional Airport Authority.

Joint Committee on Regional Transit (JCRT) - consists of three board members each from MTS, NCTD, and SANDAG who meet periodically to discuss ways of better integrating our two transit systems, and act as the advisory committee on regional consolidation.

Joint Finance Workshop Committee (JFWC) - educates the Board members on the components of the budget, culminating in the adoption of the multiyear financial operating plan at the April meeting. Workshops are attended by members of the three Boards. There are usually four workshops a year, one each in January, February, March, and April.

Planning, Operations, and Marketing Coordinating Committee (POMCC) - coordinates planning, operations, and marketing activities for NCTD, and MTS services; composed of planning, operations, and marketing staffs of SANDAG, NCTD, and MTS; meets approximately once a quarter.

Planning Study Technical Committees - committees comprised of operators, jurisdictions, and other stakeholders developed for specific planning studies to review deliverables and provide input and directions for work.

Policy 43 Working Group - reviews all new and enhanced service submittals proposed by transit operators for implementation.

Regional Transit Management Committee (RTMC) - reviews all major transit developments and recommends coordination and development policies for the San Diego region; deals with broad issues related to financing, legislation, planning, and Americans with Disabilities Act (ADA) service issues; composed of General Managers of all fixed-route operators and SANDAG staff; meets every two to four weeks.

Subcommittee on Accessible Transportation (SCAT) - administered by SANDAG; makes recommendations on regional accessible transit operational issues; meets quarterly; membership consists of representatives from the region's transit operators, elderly and disabled persons, and the public and nonprofit agencies serving them.

Transit Services and Facilities Advisory Committee (TSFAC) - a committee comprised of operators and jurisdictions that review services and capital proposals that will be included in the operator's annual budgets.

RELATIONSHIP WITH THE PUBLIC

To better serve the travel demands of the San Diego region, SANDAG encourages public participation at all levels of the transit planning, development, and implementation. SANDAG's Public Involvement Program informs and involves citizens in various agency programs, projects, and work activities. Since this program also assists in identifying and resolving environmental justice and social equity issues, special outreach is provided to lower income households, minorities, persons with disabilities, representatives from community and service organizations, tribal councils, and other public agencies. Citizen participation objectives include involvement of interested citizens, stakeholders, and representatives of community organizations in agency work through timely workshops on topical issues, fully noticed public hearings, and ongoing broad citizen/organization involvement in the planning and decision processes.

Board members and staff regularly make presentations to various leadership, civic, and community groups about transportation issues and solutions. Board members and staff proactively provide information to the general public through websites (www.sandag.org, www.sdcommute.com), public notices and display advertisements in general circulation and minority/community newspapers, newsletters, report synopses, Take Ones, Rideguides, and news releases. In addition, SANDAG sponsors public outreach events to promote transportation programs and gauge public opinion on transportation and other regional needs. Special workshops and other forums are offered as needed to focus attention on individual projects and encourage the public's involvement. The Public Involvement Program meets federal transportation planning process regulations.

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CHAPTER 3: THE NEED FOR TRANSIT

We don't need to wait for the future to feel the effects of regional growth. As streets and roads become more congested during longer periods of the day, and affordable housing continues to be pushed further away from our city centers, people must spend more time traveling, thus eroding their quality of life and the quality of the region. As we prepare for the future, we must strive to reverse this negative impact of growth by improving the region's mobility.

During the last 20 years, the growth in travel demand has consistently outpaced the growth in population and employment, and this trend is expected to continue through 2030. Like most metropolitan areas experiencing rapid growth, the San Diego region has not been able to keep up with the demand for travel. Many of the region's major transportation facilities are operating at or beyond their capacity, and we cannot expect that building new roads and freeways will solve our transportation problems. Instead, we must maximize the efficiency of the region's transportation system by focusing on moving people (person throughput) rather than vehicles (vehicle throughput). The best way to increase person throughput is with a robust transit system.

As with any service, designing a successful transit system begins with a comprehensive understanding of people's travel demand. Where are they coming from? Where do they want to go? When do they want to travel? What travel factors are important to them – speed, safety, comfort, cost, reliability, etc.? Answering these questions will allow us to make the most of our transit resources by providing the appropriate services to the areas and during the times that match the public's transportation demands.

UNDERSTANDING OUR CURRENT AND POTENTIAL CUSTOMERS

Since market research forms the backbone of any private sector development and investment strategy, SANDAG conducts periodic surveys to support the planning and development of transit services in the region. A telephone survey of residents and an on-board survey of transit riders are both conducted every three to five years, with the most recent ones completed within the last few years. These surveys help us better understand who our current riders are, why people use or don't use transit, and what changes we should make to improve service for our existing riders and to attract new riders.

Based on the most recent resident survey completed in 2003, 85 percent of respondents have ridden transit in the region, and 51 percent used transit sometime within the past 12 months. However, only 9 percent indicated that they use transit regularly – at least once per week. These statistics indicate that the majority of people who used transit within the past year are occasional riders, who use transit to get to Qualcomm Stadium, special events in downtown San Diego, or due to special circumstances.

While many types of people use the region's transit services and for different purposes, the typical transit rider fits a much narrower profile. When we look closer at the survey results of our regular transit riders, we notice two defining characteristics – in general, they are from low income households and do not have regular access to a car¹. According to the 2001 on-board survey, over half of all respondents were from households that earn less than \$20,000 per year, with close to 70 percent earning under \$30,000 per year. Meanwhile, San Diego's median household income is around \$47,268. The survey also indicated that almost three quarters of all respondents did not have access to a car for the trip they were making, and 65 percent of them came from households with one or less automobile.

¹ One exception is the average Coaster commuter train rider who generally comes from a higher income household and has regular access to a car.

Based on our most recent resident and on-board survey, we can see that our current ridership is mostly transit dependent, with the exception of the Coaster commuter rail passengers. This research indicates that, in general, people use our service because they have no other alternative. This point is emphasized by the fact that our household survey found that nearly 60 percent of our past riders stopped using transit as soon as they bought or repaired a car. In fact, 39 percent of them stopped using transit because it took too long, while 33 percent said that the service was inconvenient. Others did not like their travel experience on board transit.

If a car is available, most San Diegans choose to drive instead of taking transit. There are three reasons for this mode choice:

- 1) Speed and Reliability – compared to the automobile, transit service is slow and unreliable, particularly for longer distance trips,
- 2) Accessibility - transit is not accessible, whether geographic (does not operate in areas needed) or temporal (does not operate during the times of day or days of week needed), AND
- 3) Travel Experience - transit does not fulfill people's travel preferences, such as safety, comfort, and cleanliness

Our market research shows that improving the speed and schedule reliability of service, as well as avoiding traffic congestion, are the most important transit improvements for both existing and potential riders. For existing riders, improving the access of our services, both geographic and temporal (days and hours of service) is also an important factor, since they are largely transit dependent. For our potential market of "choice" riders (people with various travel options), we must also focus on providing a travel experience that is competitive with the automobile. Addressing all of these criteria will allow us to improve service for our existing riders as well as attract new riders.

WHERE ARE THEY COMING FROM AND GOING TO?

The first step in improving the accessibility of our services is to understand the travel patterns of the region, and how they are changing.

Population

Since most trips begin or end at home, it is important to understand where people live in the region. In 2000, the San Diego region housed over 2.8 million people (see Table 3.1). Nearly one half of the population resided in the Central and North City areas of the region, including downtown San Diego, Mid-City, National City, Pacific Beach and the Golden Triangle. Other areas of high population concentrations include the South Suburban communities of Imperial Beach and Chula Vista, the East Suburban cities of El Cajon and Santee, and the North County areas of Oceanside, Vista and Escondido. Figure 3.1 shows the distribution of population throughout the region.

Within the next ten years, we can expect to see much of the residential development occur outside of the traditional urban centers (see Figure 3.2). Although downtown and southeast San Diego will continue to experience high growth rates, most of the population increase is expected in the newer communities of East Chula Vista, Spring Valley, Rancho San Diego, and the North County Coastal inland areas east of Del Mar, Encinitas, Carlsbad, and Oceanside.

Highlight: Although most of the population still resides in the established urban areas of the region, we can expect to see a shift towards the newer suburban communities, particularly in South Bay and North County. Due to the lower densities and discontinuous street patterns, these areas are typically harder to serve with transit.

Employment and Major Activity Centers

Now that we understand where people are coming from, we need to know where they are going. Since the purpose of most trips is to get to work, it is important to understand where major employment centers are located throughout the region, as well as where we expect them to be in the future. Over the past decade, San Diego has experienced a shift in the regional economy from predominantly local services to an export-driven economy, including industries such as biomedical production, computer, and electronic manufacturing. This change in economic focus has resulted in the development of new business centers and industrial parks located primarily in suburban areas of the region.

In 2000, 1.4 million jobs were located throughout the region (see Table 3.1). Most of the employment was located in downtown San Diego, Midway/Sports Arena area, Mission Valley, Kearny Mesa, Golden Triangle, Mira Mesa, Rancho Bernardo, Carlsbad, and San Marcos. Figure 3.3 presents the distribution of employment throughout the region. As evident in Figure 3.4 employment growth by 2010 will continue to be located primarily in the suburban areas of the region. Although downtown San Diego will continue to experience high employment growth, most of the new jobs will be located in the established business centers listed above, as well as newer facilities in Poway and Otay Mesa.

Although work trips are a large portion of the daily trips in the region, people travel for many other reasons, including school, shopping, medical appointments, recreation, entertainment, and visiting friends and family. Many of these trips are made locally within a person's community. As shown on Figure 3.5, hospitals, schools, and shopping centers are evenly distributed throughout the region to provide local access to residents. However, major attractors, such as universities, tourist attractions, and regional shopping centers, draw visitors from throughout the region. These major attractors are concentrated in the established urban areas of the region, including downtown San Diego, Mission Valley, North Bay, Mission Bay, and the Golden Triangle.

Highlight: Although downtown San Diego continues to be a center of business, most employment is, and will continue to be in suburban business parks located in Golden Triangle, north along the Interstate 15 corridor, and in Otay Mesa. While it is assumed that people travel regionally to get to work and major regional attractors, most of their other trips are made locally.

WHEN DO THEY WANT TO TRAVEL?

Knowing where people want to go leads to only part of the solution for improving transit accessibility. We also need to understand when people need to travel.

For many businesses, a typical work schedule is 9:00 am to 5:00 pm from Monday through Friday. Morning and afternoon peak hour congestion indicates that this is still the predominant work schedule in the region. However, recent surveys and studies² indicate that weekday work schedules vary a few hours from the typical schedule. Many employees are not on a strict schedule, and have the flexibility to arrive at work early or late. In addition, some businesses allow their employees to maintain flexible schedules such as 9/80 work weeks where employees work 9 hours per day, and receive one day off every two weeks.

² Route 844A on-board survey and employer surveys conducted for Poway Business Park and Rancho Bernardo.

Work schedules also vary by industry. For example, retail stores, restaurants, movie theaters, and other services are open well into the night and/or on weekends. Other businesses, including manufacturing, hotels, and hospitals are open 24 hours per day, 7 days per week. Many employees of these businesses work late night and/or weekend shifts. Since a higher percentage of these service workers are transit dependents, the need for commuter services during these off-peak periods is critical for them to maintain employment.

Since most people are at work during the weekdays, many of their other trips are made at night and on weekends. Most of these trips, such as going to the store, medical appointments, or visiting friends and family, are made on a regular basis. Travel to major regional attractors, however, generally follows a seasonal pattern. For example, traffic to major universities is greater during weekdays in the Fall, Winter, and Spring, when school is in session. In contrast, attractions such as the beaches, the Zoo, Sea World, and Seaport Village are frequented much more during summer weekends than during any other days of the year.

Highlight: Commuter services should still focus on the traditional work week. However, these services may also be warranted at specific times during the night and on weekends when popular work shifts begin and end. Transit service to major regional attractors may need to be provided or enhanced during specific times of the year when the demand is greatest. Finally, local services should provide convenient access to community destinations throughout the day and on every day of the week.

Table 3.1 - Population and Employment (2000 and 2010)

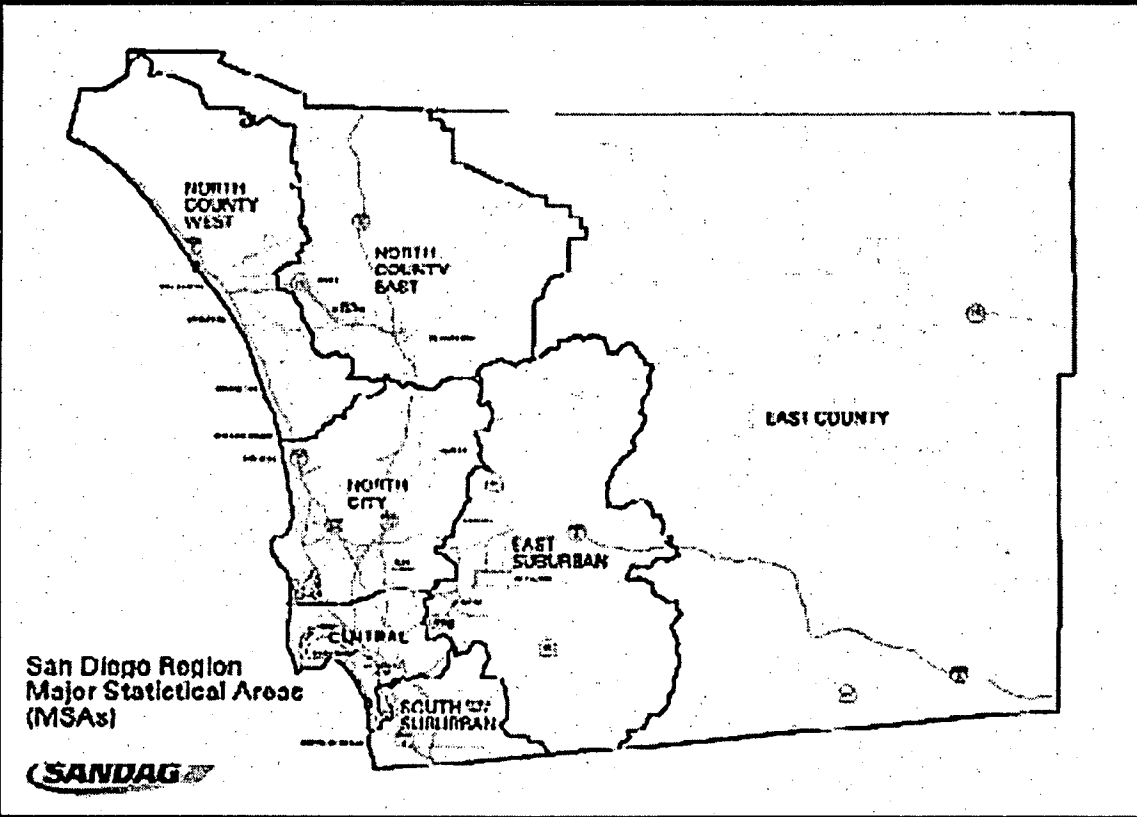
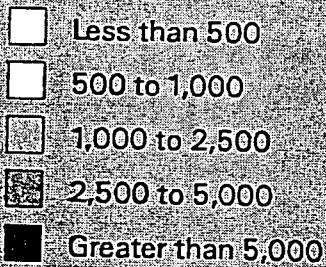
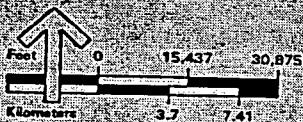
								
	Central	North City	South Suburban	East Suburban	North County West	North County East	East County	Total
2000 Population	619,289	658,877	307,313	462,663	364,157	380,430	21,104	2,813,833
2010 Population	688,225	758,599	393,371	510,366	426,724	433,664	24,726	3,235,675
Population Change 2000-2010	11%	15%	28%	10%	17%	14%	17%	15%
2000 Employment	311,600	527,366	85,859	145,328	168,764	138,919	6,837	1,384,673
2010 Employment	360,374	603,158	103,720	163,791	187,839	163,111	8,213	1,590,206
Employment Change 2000-2010	16%	14%	21%	13%	11%	17%	20%	15%

Figure 3.1
2000
Population

Population

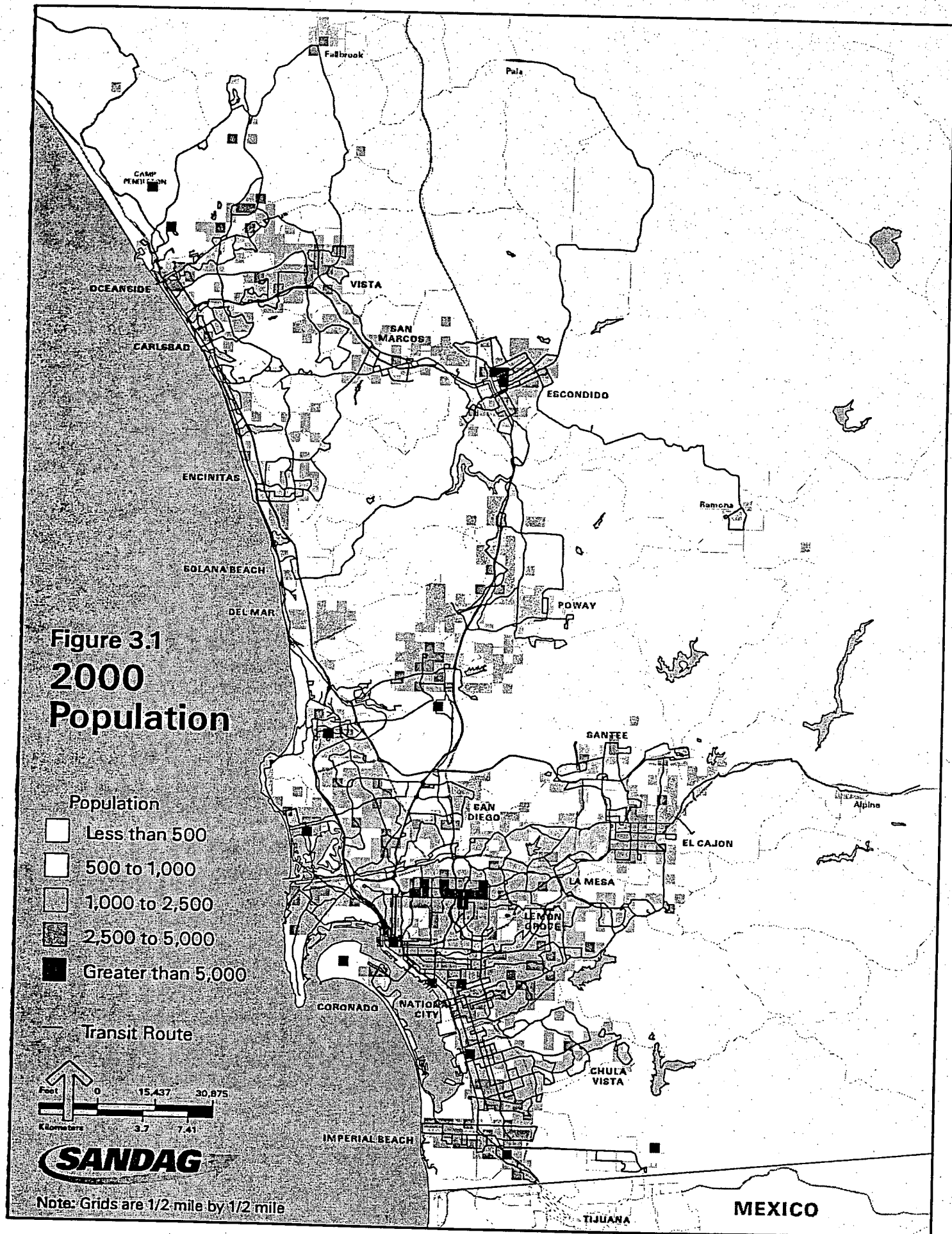


Transit Route








SANDAG

Note: Grids are 1/2 mile by 1/2 mile

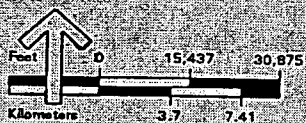


**Figure 3.2
Population
Growth
2000 - 2010**

Population Growth

-  Less than 100
-  100 to 250
-  250 to 500
-  500 to 1,000
-  Greater than 1,000

Transit Route



SANDAG

Note: Grids are 1/2 mile by 1/2 mile

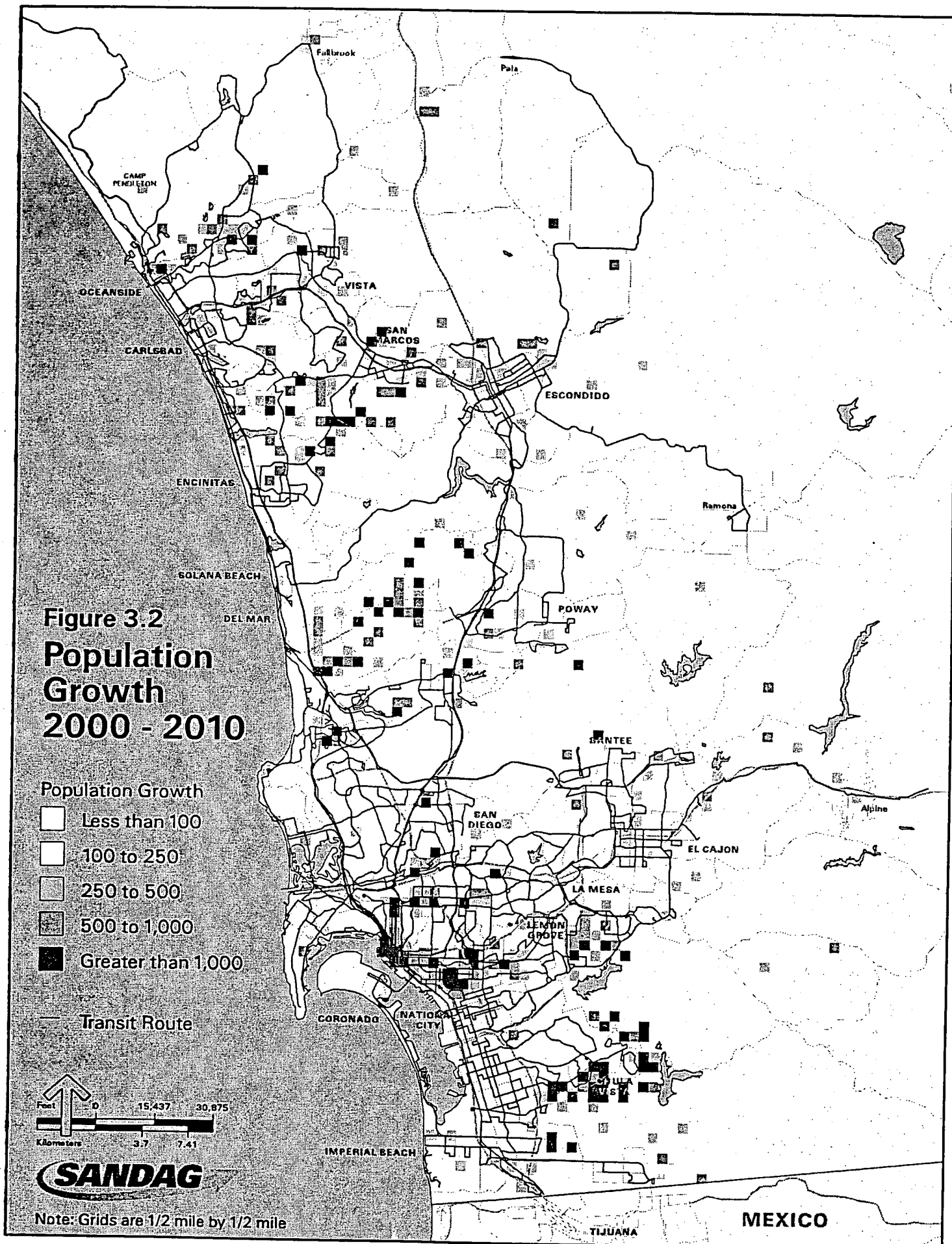
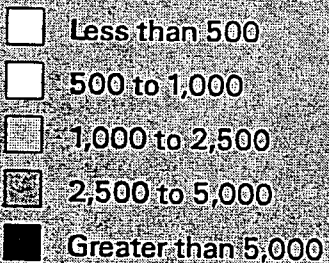


Figure 3.3
2000
Employment

Employment



Transit Route



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Note: Grids are 1/2 mile by 1/2 mile

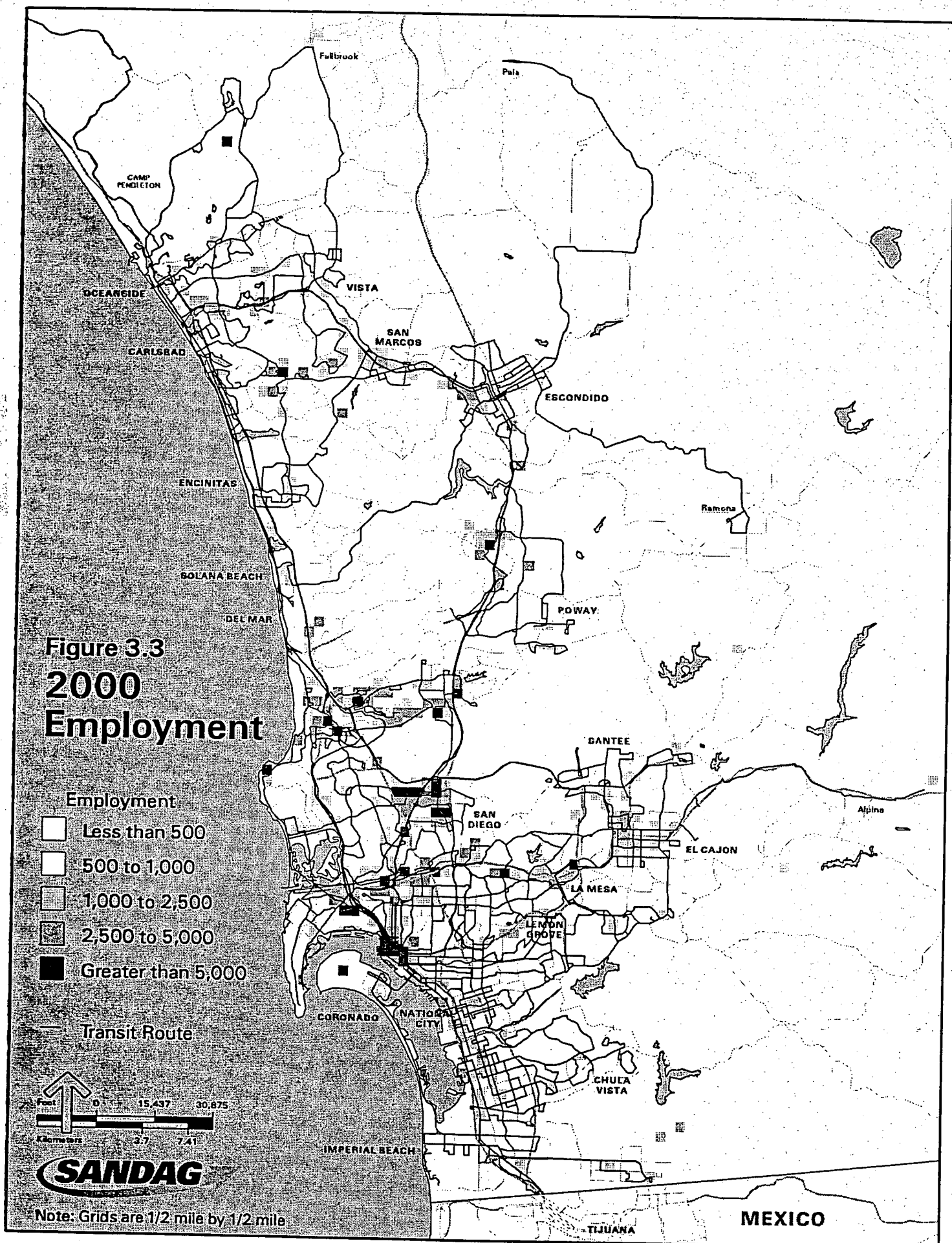
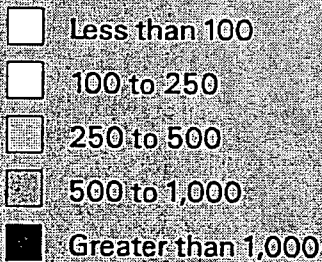
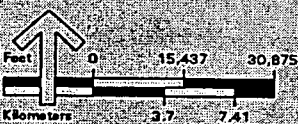


Figure 3.4
Employment
Growth
2000 - 2010

Employment Growth



— Transit Route



Note: Grids are 1/2 mile by 1/2 mile

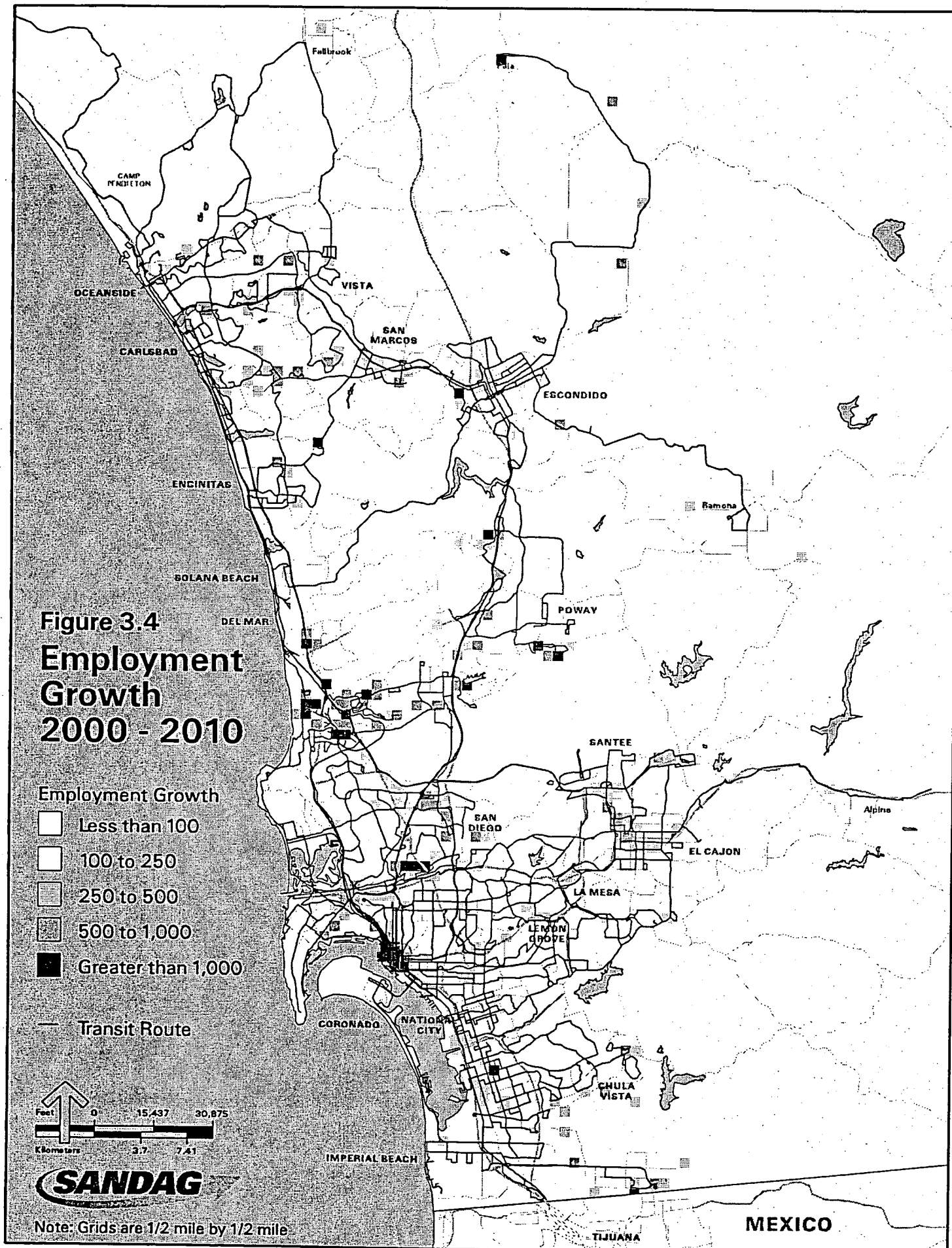
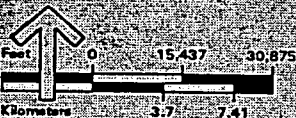


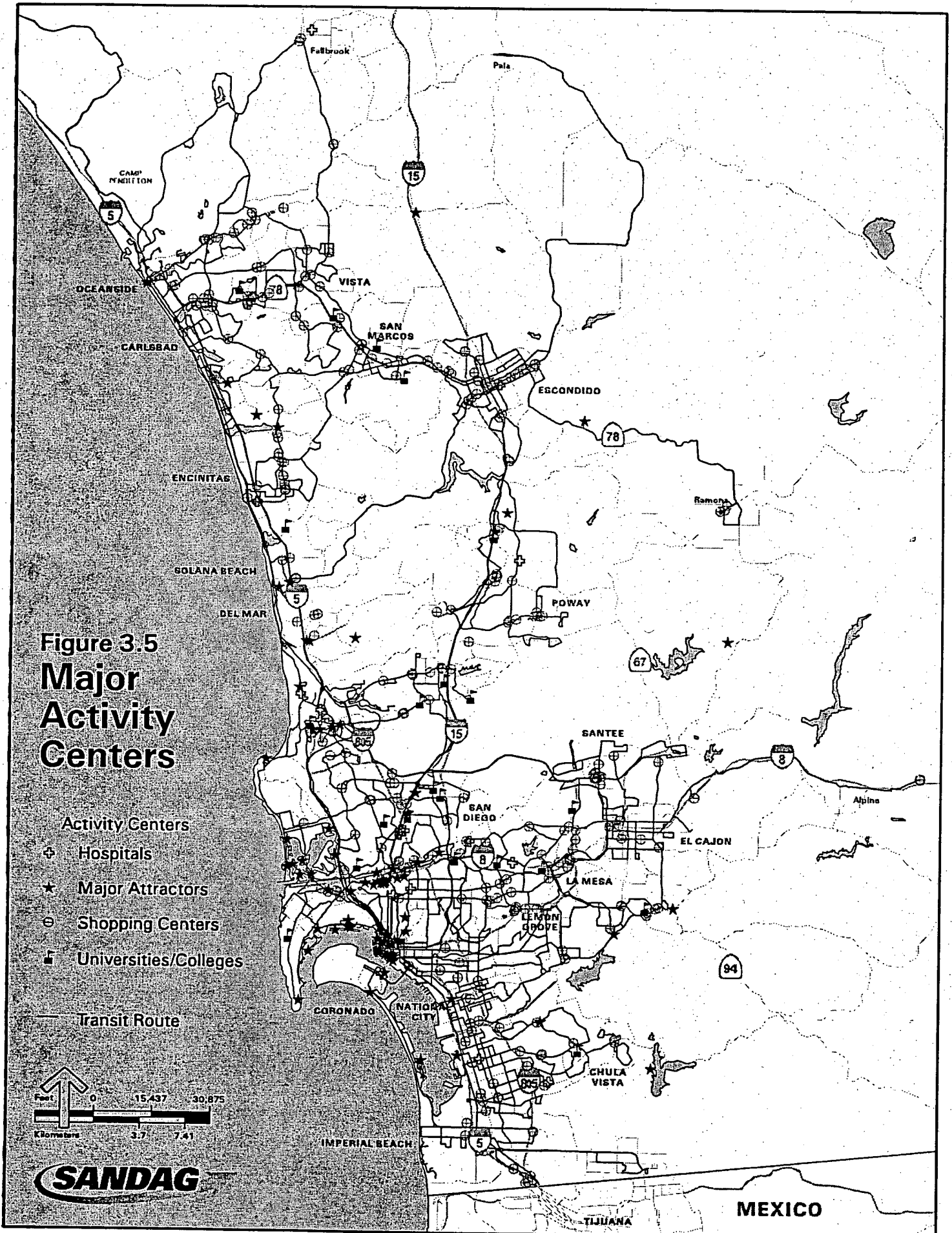
Figure 3.5
Major
Activity
Centers

- Activity Centers
- ⊕ Hospitals
- ★ Major Attractors
- ⊖ Shopping Centers
- Universities/Colleges

— Transit Route



SANDAG
SOUTHERN CALIFORNIA
AGENCY FOR
TRANSPORTATION
AND DEVELOPMENT

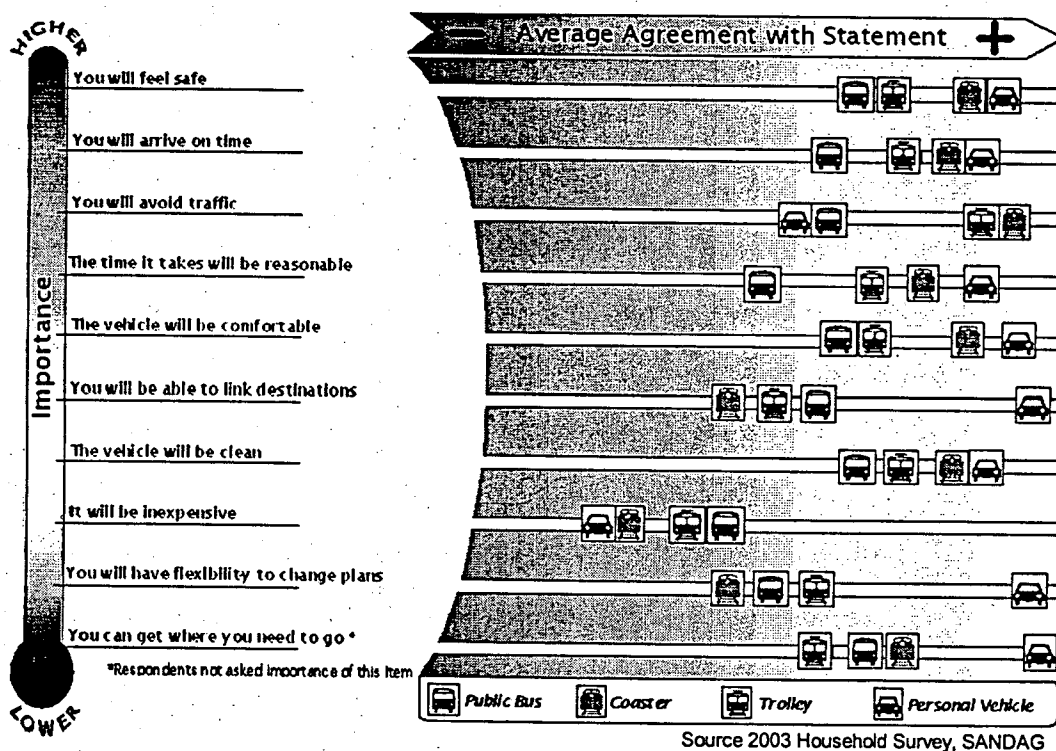


WHAT ARE THEIR TRAVEL PREFERENCES?

In 2001, the region's transit agencies conducted a resident survey³ to better understand the factors that choice riders prefer in their travel experience, such as speed, reliability, flexibility, and travel experience. Eight key factors were identified as being important considerations for choosing a mode of travel – the need for flexibility and speed, sensitivity to personal travel experience, sensitivity to personal safety, concern for the natural environment, sensitivity to use of time, sensitivity to transportation costs, sensitivity to crowds, and sensitivity to stress. However, only two of these factors, sensitivity to personal travel experience and the need for flexibility and speed proved to be common in the majority of responses.

As a follow up to this research, the 2003 resident survey asked several questions about the perception of flexibility, speed, and travel experience for transit compared to the private automobile. Figure 3.6 shows the average responses to these questions.

Figure 3.6 – Agreement with Travel Statements by various Modes – Overall



In general, travel experience, including safety, comfort, and cleanliness, rated higher in importance compared to flexibility and cost. The Coaster proved to be the most similar to the private automobile for travel experience, while the bus and trolley service were perceived to be less clean, comfortable, and safe. The perception of speed of transit compared to a private automobile varied by transit mode. Modes with dedicated right of way outside of mixed flow traffic, such as the Coaster commuter rail and San Diego Trolley light rail services, were competitive to driving, and even surpassed the private

³ "Market Research Approach for TransitWorks Long-Range strategy, prepared by Cambridge Systematics for MTDB in 2002.

automobile in avoiding traffic. Existing bus service, however, was not perceived as being a fast transportation alternative. In terms of flexibility, none of the transit modes were competitive with driving.

Highlight: *To compete with the automobile, we must make our services faster, more flexible, and more enjoyable.*

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CHAPTER 4: THE EXISTING TRANSIT SYSTEM

This chapter provides a broad overview of the region's transit system, as well as the challenges and opportunities we face in providing efficient and effective service throughout the region. A more detailed description of the transit system can be found in the technical appendix.

OPERATING ENVIRONMENT

SANDAG oversees transit service throughout the County of San Diego. Its jurisdiction consists of 4,261 square miles. However, most of the development is centered on the western half of the county. The physical environment within the region consists of hills, canyons, lagoons, and bays, which limit the travel corridors connecting our region, and result in circuitous and non-contiguous street patterns. Combined, these factors present a challenge to providing access and a high level of service to all areas of the region.

San Diego County is bordered by Orange and Riverside Counties to the north, and Mexico to the south. With more affordable housing opportunities in Western Riverside, San Diego County is experiencing drastic increase in travel demand from Riverside County into the region. Likewise, with the busiest international border in the country, many of the trips made within the region originate from Mexico.

Although the Regional Comprehensive Plan (RCP) envisions intensification of development in our urban centers, the existing built environment consists of medium density urban centers and lower density suburban development, with the exception of downtown San Diego. In addition, ample parking and low gas prices provide added incentive for people to drive.

TYPES OF SERVICE

Providing service to San Diego's diverse topography, development pattern, and population is a challenge. Therefore, we must provide family of service that is tailored to fit the different travel markets and operating environments we serve. The trolley, Coaster and express bus routes provide fast interregional service along major travel corridors, while local bus service provides convenient access to homes, businesses and other local or near by destinations. Demand responsive services operate in lower density areas that lack distinct travel patterns, while ADA paratransit service provides basic mobility for senior and disabled citizens.

Since various services are designed to meet different needs, they must be developed and evaluated according to their primary function. For example, commuter express services are designed to provide fast service from a few points of origin to a common destination. In contrast, local bus service should provide access to origins and destinations along the entire length of the route. Therefore, we should expect to see a greater number of passengers served on local bus service, due to higher passenger turnover along the route, while express services should achieve faster operating speeds. Understanding these differences is crucial towards developing the appropriate type of service for each travel need. SANDAG and region's transit agencies are currently developing service categories to help identify the differences between services, and to allow for a more equitable comparison of service performance.

SERVICE PROVISION

Although transit service in the region is provided by six different transit operators – Chula Vista Transit (CVT), Metropolitan Transit System Contract Services (MTSCS), National City Transit (NCT), North County Transit District (NCTD), San Diego Transit corporation (SDTC), and San Diego Trolley Incorporated (SDTI) – we strive to provide a seamless system of services to the public. Since 1981, a uniform fare structure has been maintained for all Metropolitan Transit System (MTS) services (all services excluding NCTD). This agreement helps coordinate the region's transit system, and simplifies the customer's travel experience by guaranteeing that all transit operators follow the same fare and pass structure. MTS operators also adhere to a master transfer agreement, ensuring that free passage is given to riders transferring to a route with an equal or lower fare. With the regional agency consolidation comes the opportunity to develop a uniform fare structure for the entire region (including NCTD). One step towards this regional coordination is the Regional Ready Pass, which is honored on all services, including NCTD, and allows for unlimited monthly travel on all fixed route services.

Just like drivers who must merge onto different roads and freeways to reach their destination, transit riders often transfer from one route to another within the course of their trip. Timed transfers are provided at major transfer locations to improve the connection between services. This coordination helps to make a trip faster and more seamless by reducing the wait time for customers changing routes.






Having coordinated information is also essential to providing a seamless family of transit service. Traveler information for all transit services is provided on the regional transportation Internet site (www.sdcommute.com), and over the regional telephone information system. The Transit Store located in downtown San Diego is a one-stop shop for tickets, passes, tokens and information for the region's transit services. Finally, maps and timetables on MTS services are currently being converted to the same design and layout, while information on fare increases, service changes, and public hearings are posted using the same format for all MTS services. With the agency consolidation, additional opportunities exist to further coordinate the information, image and services provided by the region's transit operators.

SERVICE COVERAGE

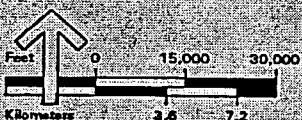
As shown in [Figure 4.1](#), good geographic coverage is provided throughout the region. However, this coverage is reduced at night when overall travel demand is less. In fact, only major travel corridors connecting established urban areas are served late at night. [Figure 4.2](#) shows a similar disparity in geographic coverage on weekends when service is limited in the outlying areas of the region. Frequency, or level of service, also differs throughout the region. As presented in [Figure 4.3](#), frequency of service is more enhanced in urbanized areas where development patterns and travel demand warrant a higher level of service.

Figure 4.1
Weekday
Span of
Service

Service Ends:

-  After Midnight
-  10:00 - Midnight
-  8:00 - 10:00
-  Before 8:00
-  Peak Only

— Transit Route



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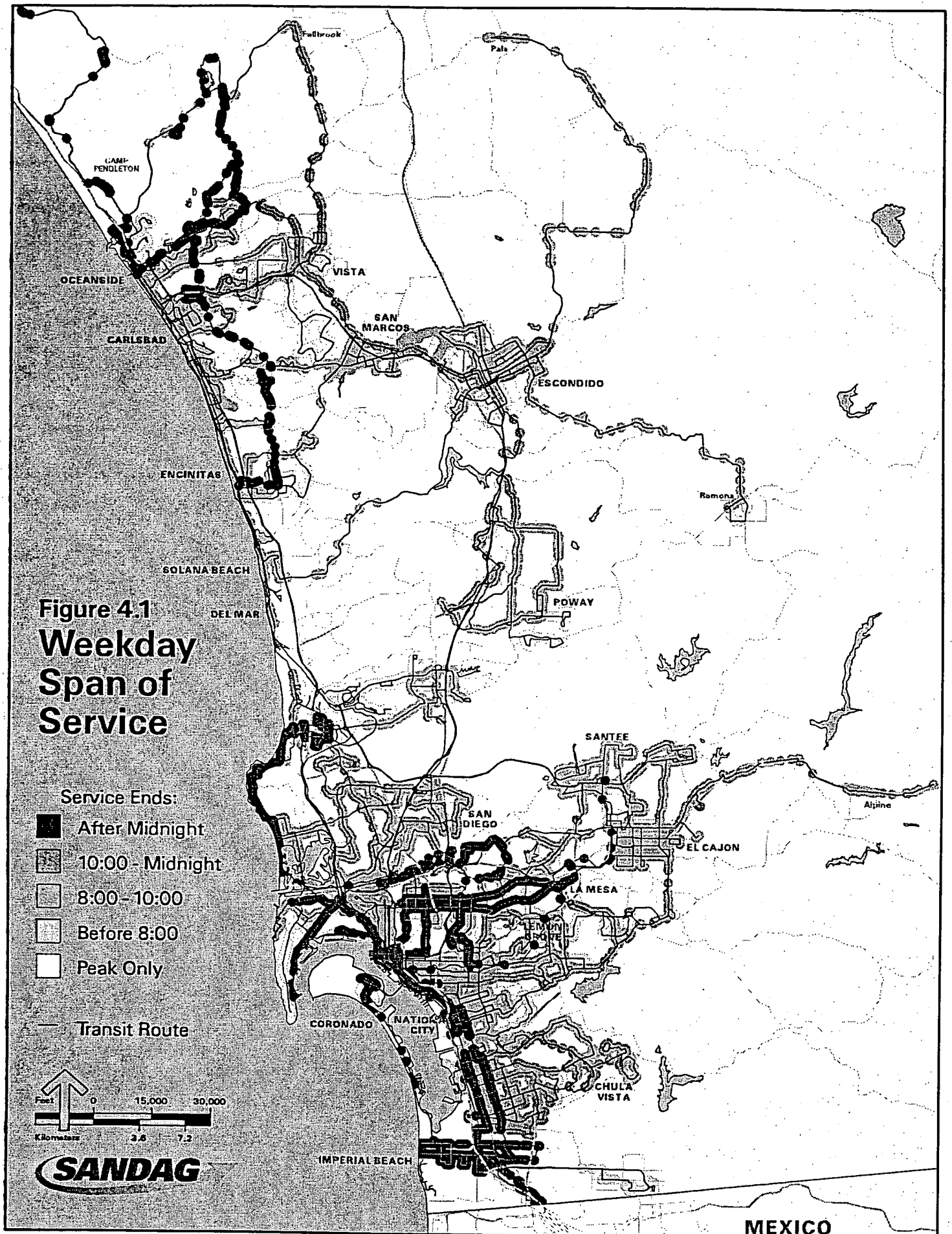
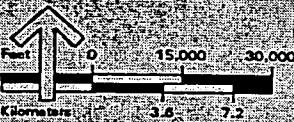


Figure 4.2
Weekend
Span of
Service

- Weekend Service:
-  Saturday and Sunday
 -  Saturday Only
 -  No Service

— Transit Route



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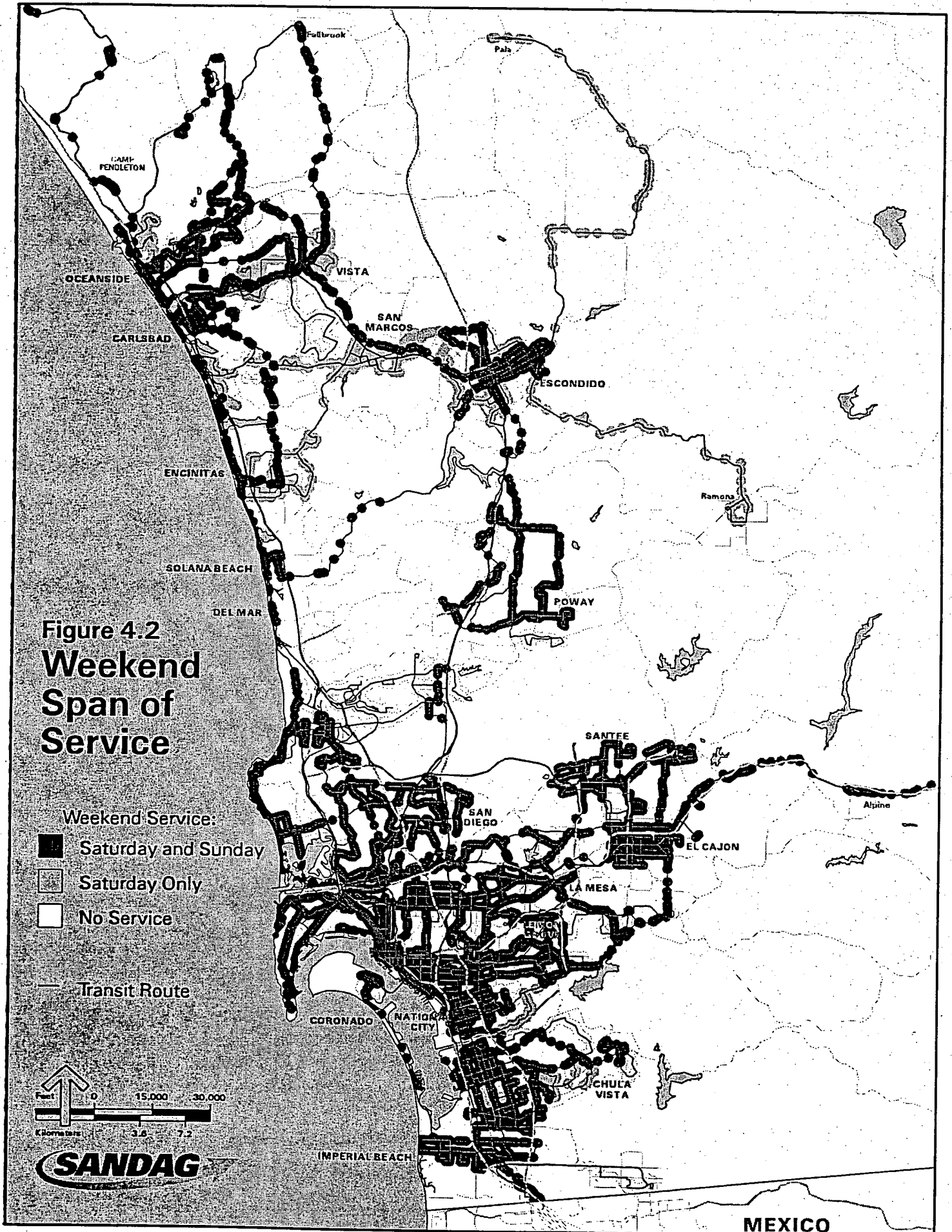





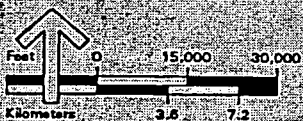


Figure 4.3
Peak Period
Frequency of
Service

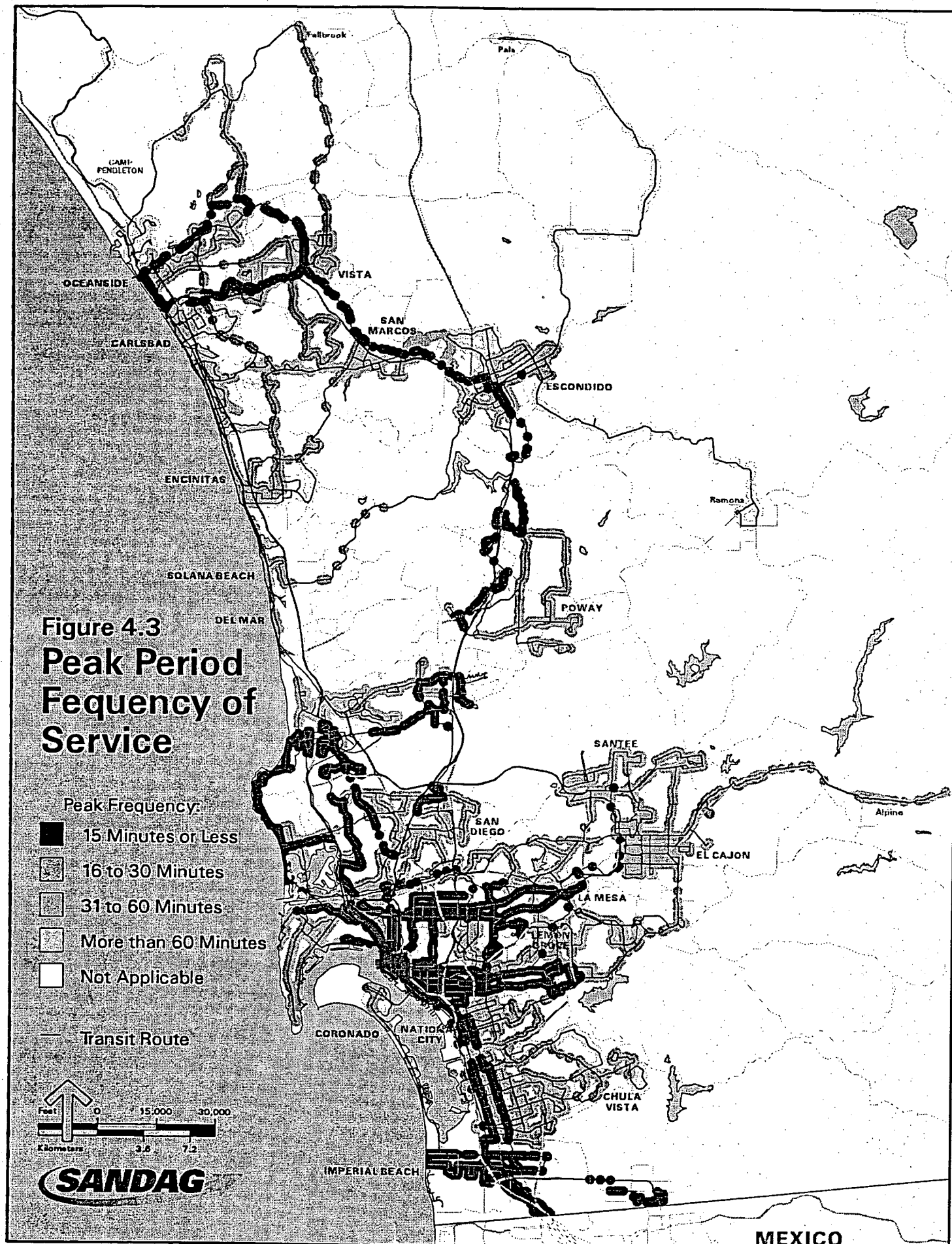
Peak Frequency:

-  15 Minutes or Less
-  16 to 30 Minutes
-  31 to 60 Minutes
-  More than 60 Minutes
-  Not Applicable

— Transit Route



SANDAG



MEXICO

FACILITIES

Operating a public transportation system requires a fleet of buses, paratransit vehicles, light rail cars and commuter rail coaches. The fleet of vehicles includes over 800 buses, about 200 minibuses and vans, 123 light rail cars, and seven commuter rail locomotives pulling 28 coaches. While the majority of buses is diesel fueled, MTS operators continue to replace their retired buses with Compressed Natural Gas (CNG) engines that emit less air pollution compared to diesel. About one half of the MTS bus fleet is currently operating on CNG. Commuter rail locomotives also operate on diesel fuel, while San Diego Trolley Incorporated's light rail vehicles are electric. Other vehicle design innovations that are currently being incorporated into new vehicles include low floor technology on buses and light rail vehicles, automated passenger information, automatic fare collection, and an advanced scheduling and dispatching system. These innovations are designed to improve the accessibility of vehicles to senior and disabled customers, provide better customer information, and improve the efficiency and effectiveness of the transit system.

Maintenance and fueling facilities are needed to ensure that these vehicles are able to operate safely and reliably. There are several transit maintenance facilities within SANDAG's jurisdiction that provide fleet fueling, maintenance, and storage. These facilities are located across the region to provide quick and convenient access to the various subareas of the region.

The existing transportation system includes a variety of facilities that support and enhance the operation of transit service, including High Occupant Vehicles (HOV) lanes and freeway ramps, exclusive bus lanes, signal prioritization, queue jumpers, park and ride lots, bus pads and turnouts, and preferential traffic restrictions. These facilities are discussed in more detail in the "Opportunities and Challenges" section below. Under the Regional Transit Vision, SANDAG envisions that transit priority treatments will be implemented throughout the region to promote faster, more reliable, and competitive transit services.

Finally accessible, safe, and clean bus stops, shelters and transit centers are also important to a well operated transit system by providing comfort and convenience to passengers. Bus stops are installed at all access points to the transit system. Proper bus stop location must strike a balance between access and efficiency. Bus stops should provide convenient and easy access to major destinations, at junctions with other routes for transfer opportunities, and in areas with high ridership. Although placing more stops along a route may improve access, too many stops negatively impacts quality of service, travel time, operating costs, productivity, and efficiency. Therefore, bus stops should be strategically placed to maximize access, while the number of stops along a route should be minimized to achieve greater operating speeds, efficiency and quality of service.

Bus stop amenities are generally installed based on demand. Benches and shelters are provided at stops that demonstrate moderate demand, while transit centers are established at major transfer locations where significant ridership is demonstrated, usually along rail corridors. The RTV envisions that these transit centers will be greatly enhanced with advanced designs and customer conveniences, and will be the catalyst for higher density land use development.

SUPPORTING PROGRAMS

Educating people about public transportation and the services available to them will always be a challenge. SANDAG and the region's transit agencies must continuously look for fresh, original marketing opportunities to effectively promote transit as a viable alternative to driving. Our

marketing departments participate in community events, launch route and service-specific marketing programs, and participate in regional and national campaigns to promote transit usage, including the federally funded Public Transportation Partnership for Tomorrow (PT2) campaign. Essentially, we try to reach the general public with our various efforts, in hopes of capturing new riders with a message that will relate them uniquely.

Our marketing departments are also responsible for designing and producing public information materials to inform the public of our services, fare changes, new programs, and other changes to our services. Materials include the Regional Transit Map (RTM), timetables, Ride guides, brochures, Take One and Rider Alert notices, and much more. Their efforts are what are seen and heard on board vehicles, at bus stops and transit centers, on billboards in the community, in radio advertisements and press releases. Other information sources include our Internet site (www.sdcommute.com), the Transit Store (located at First and Broadway in downtown San Diego), and the customer information telephone line (1-800-COMMUTE). Information is presented in multiple languages and in various formats to reach the broadest audience.

Our security programs also help to improve the image of the transit system while promoting safety on board vehicles and at major transit centers. In addition to uniformed officers, we incorporate technology such as Closed Caption Television (CCTV) to continuously monitor vehicle and station activity. These programs have resulted in a safer transit system and one that is generally perceived as such.

CHALLENGES AND OPPORTUNITIES

Since transit service is provided in a dynamic and constantly changing operating environment, it is important for us to understand the external factors that influence our ability to provide efficient and effective transportation services. It is important to understand the challenges we face, but it is even more important to take advantage of the opportunities that are presented towards meeting these challenges. The following section presents the greatest challenges and opportunities we face today in developing and implementing a robust transit system that will meet the mobility needs of the region.

Traffic Congestion

Challenge

Traffic congestion consistently tops the list of concerns on public opinion surveys, and for good reason; our region currently suffers from a high level of peak-period congestion. Many of San Diego's major freeways and arterials experience severe congestion during peak travel periods, making the daily commute to work and school increasingly time-consuming. Existing transit services, which primarily operate in mixed-use traffic, must also compete in the same congested environment as solo drivers, resulting in continued declines in speed and reliability.

Transit's operating costs are also impacted by traffic congestion. Faced with longer running times and slower speeds, more buses and drivers must be assigned to each route to maintain existing service frequencies. Over the past year, more than \$1 million has been spent on additional resources to mitigate the impacts of traffic congestion, which could otherwise be spent on new and enhanced services.

Opportunity

Although congestion is expected to increase as a result of regional growth, SANDAG's commitment to the Regional Transit Vision ensures that measures will be taken to protect transit services from congestion, and improve its competitive with the automobile.

By implementing transit priority measures at major congestion hot spots, transit service will bypass congestion, enabling it to maintain reliable and possibly faster service compared to driving alone. The following are examples of transit priorities for intersections and along major travel corridors that SANDAG will be developing over the next five years to begin implementing the Regional Transit Vision.

- **Signal Prioritization** - Signal prioritization for transit shortens or lengthens a traffic-signal cycle to allow the uninterrupted flow of an approaching bus or LRV. Signal prioritization is presently employed on C Street, Twelfth Avenue, and Commercial Street in San Diego to facilitate trolley movements.
- **Queue Jumpers** - Queue jumpers provide bus priority through congested intersections by allowing buses to depart from the bus stop and cross traffic lanes prior to the flow of traffic. Queue jumpers exist at westbound Friars Road at Frazee Road, south bound Fourth Avenue at E Street, and eastbound on Broadway at Third Avenue.
- **High Occupant Vehicle (HOV) and Managed Lanes** - As freeway congestion increases, HOV and managed lanes will become more important for helping buses to avoid congestion, maintain schedule reliability, and reduce travel times. These lanes restrict uses to buses, carpools, and paying single occupant automobiles, and currently exist on Interstates 5 and 15. HOV lanes also exist at many freeway on-ramps in the region.
- **Freeway Shoulder Lanes** - In addition to HOV and managed lanes, SANDAG and Caltrans are exploring the use of freeway shoulder lanes. These shoulder lanes can provide an immediate transit priority along a freeway where HOV or managed lanes do not exist. A pilot project on State Route 52 between Interstates 15 and 805 is currently being contemplated.
- **Exclusive Bus Lanes** - This concept extends beyond HOV and managed lanes by creating lanes exclusively for bus use. Bus only lanes allow bus service to bypass congestion along a major travel corridor. An example of an exclusive bus lane is located at the north end of downtown San Diego where 11th Avenue merges onto northbound SR 163. Bus only lanes can also be beneficial at freeway access points and at major bus stops, such as at the onramps from University Avenue and El Cajon Boulevard to Interstate 15.

Highlight: SANDAG will develop transit priorities over the next five years as part of the Regional Transit Vision to address the impacts of traffic congestion on the speed, schedule reliability, cost, and competitiveness of transit service.

Lower Density Development

Challenge

Traffic congestion and dependence on the automobile is largely the result of lower density development. The region's growing suburban employment and residential development will increase our dependence on the automobile by reducing the access, convenience, and

effectiveness of transit. In addition, the low density development results in longer travel times, more trips made, and increasing amounts and duration of congestion.

Opportunity

Since SANDAG has recognized for many years that we cannot build our way out of congestion, the Regional Comprehensive Plan (RCP) represents a bold new approach to regional planning specifically focused on coordinating and integrating land use and transportation planning and development. RCP helps to minimize the impacts of growth on our infrastructure and natural resources, and maintains our quality of life. Central to the smart growth strategy is good coordination between land use and transportation development that focuses compact, efficient, and higher density development in key urbanized areas where an integrated transit system is planned to provide efficient and effective mobility between and throughout these areas. In addition, the strategy encourages the development of mixed use and pedestrian-friendly communities in order to encourage walking and bicycling for neighborhood trips and to access transit stations.

To implement the RCP, SANDAG will use smart growth criterion when evaluating and prioritizing transportation projects for funding. This approach to programming scarce transportation dollars is used to incentivize local jurisdictions into developing coordinated smart growth land use plans. We will also promote smart growth by providing incentive funds to plan and develop mixed use, walkable, and transit oriented land uses through a \$25 million Smart Growth Incentive Pilot Program.

In addition, SANDAG and the region's transit agencies actively pursue opportunities to enter into joint use development projects around major transit stations. Larger projects include mixed use development consisting of office, residential, and/or retail uses, while smaller projects often include convenience services such as dry cleaners and bank. These types of developments help make transit convenient to where people live, work, and shop. Completed joint development projects include the James R. Mills Building and the Sweetwater Union High School Adult Education Center. In addition, efforts are currently underway to develop property at the Morena/Linda Vista and Grossmont Center (La Mesa) Trolley Stations. A number of transit facilities currently under construction will offer new opportunities for joint development. The Mission Valley East trolley extension and Sprinter Coaster Rail line between Escondido and Encinitas provide a number of joint development opportunities around the new rail stations.

SANDAG and the transit agencies are proactive in reviewing development plans to ensure that transit is addressed or integrated into the design. Formal agreements (MOU) have been established between many of the region's local jurisdictions and SANDAG that outlines a formal review process. In addition, SANDAG works with local jurisdictions to incorporate smart growth principles in community and general plan updates.

Highlight: SANDAG has committed to addressing problems related to lower density development through the development and implementation of the Regional Comprehensive Plan that focuses on the principles of smart growth, including better land use and transportation coordination.

Financial Constraints

Challenge

As a result of local, state, and federal budget deficits, funding to build new transportation projects is extremely limited. More importantly, maintaining our existing transit system is becoming an increasing challenge. Higher operating costs and lower levels of public subsidies have resulted in an annual operating budget deficit of between \$30 and \$45 million annually. This trend is expected to continue for the next five years. Historically, this operating deficit was addressed through the use of nonrecurring revenues (e.g. capital or reserve funding). However, as these one-time revenue streams become depleted, it is essential to find new opportunities for funding, and/or adjust our services to a sustainable level. For the past two years, MTS services have been reduced to help address the budget deficit. These service reductions are anticipated to continue over the next few years.

Opportunity

Service reductions present an opportunity for streamlining the transit system by eliminating services that have become unproductive due to the changing economy, development patterns, and travel demand. In addition, the budget deficit promotes innovation in the way we fund and provide service. As a result of the existing operating deficit, SANDAG has been proactive in seeking non-traditional funding sources to maintain existing services and implementing new ones. We have been successful in securing several million dollars in federal Jobs Access Reverse Commute (JARC) and local Air Pollution Control District (APCD) funding to continue Sorrento Valley Coaster Connection service and Routes 905 and 960, as well as the implementation of a new reverse commute route from downtown San Diego to the Poway Business Park via Interstate 15, and a Coaster connection service in Carlsbad. In addition, we are evaluating opportunities to partner with residential developers to incorporate transit privileges into rents or homeowner association fees that will guarantee additional sustainable fare revenues to support service enhancements to those communities.

SANDAG and the region also have an opportunity to address our budget deficit through the extension of the TransNet sales tax measure. The existing TransNet half percent sales tax, which has been used to build and operate many transportation improvements in the region, including the trolley extension and several freeway and arterial facilities, will be expiring in 2008. An extension of the sales tax measure will provide much needed capital and operating dollars to maintain existing services while developing new services as envisioned in the Regional Transit Vision. SANDAG is expected to present an extension of this sales tax measure to the region's voters in 2004.

Image of Transit

Challenge

Our most recent household survey, conducted in 2003, determined that San Diegan's consider transit the last resort in transportation options. This response is not surprising considering that the perceptions of transit in meeting people's travel preferences are poor. Based on the survey, the four most important factors in people's choice of transportation mode are: personal safety, on time arrivals, ability to avoid congestion, and reasonable travel time. The perception of bus service was significantly lower for all four mode choice factors when compared to trolley, Coaster, and the private automobile. However, transit service with dedicated right of way and more enhanced amenities, stations, and vehicles were perceived to be fairly competitive with the automobile. In fact, trolley and Coaster service were perceived to be significantly better in

avoiding congestion compared to driving alone because these services operate outside of congested freeways and roads.

Opportunity

The survey results teach us that a majority of San Diegan's will use transit if it is accessible, and competitive with the private automobile in terms of convenience, reliability, and speed. In fact, 54 percent of respondents stated that they would use transit under the right circumstances. The Regional Transit Vision (RTV) attempts to develop these "circumstances" with a network of accessible, enhanced, high speed, and reliable transit services spanning the region. These services would operate at high frequencies throughout the day, evening and weekends, and bypass congestion using dedicated transit lanes or transit priorities.

SANDAG is currently developing a project to showcase the technologies and service concepts that are part of the RTV. The Showcase Project will operate at high frequencies between San Diego State University and downtown San Diego via El Cajon and Park Boulevards. Transit priorities will be used to help the service maintain speed and schedule reliability through congested areas of the route. Innovative station designs will provide better access and customer amenities. Other projects, such as the automated fare collection system and regional transit management system will provide "smart card" fare payment technology, real time traveler information, and will enable transit operators the ability to more efficiently manage the effectiveness of the service. Once implemented, the Showcase Project will meet and exceed the perceptions of safety, reliability, speed, and avoiding congestion compared to rail transit, as well as driving alone.

Highlight: Implementation of SANDAG's Regional Transit Vision will change the way we perceive transit from a slow, unreliable, and unattractive transportation system to one that is competitive with the private automobile in all of these factors.

Aging Population

Challenge

As the number of residents in the region continues to grow, so does its aging population. We anticipate the senior population to significantly increase as Baby Boomers prepare for retirement, and with it, the demand for senior transportation services will also increase. Today, approximately 14 percent of the region's population consists of people that are age 60 or older. We expect this number to grow by about 3 percent by 2010. By 2030, we anticipate that 25 percent of the residents of San Diego County will be age 60 or greater. With the increasing number of aging citizens that are unable to drive, there will be a steady growth in the demand for senior transportation services. However, along with this new opportunity to capture a greater percentage of the travel market, comes the increasing importance in meeting this unmet need of providing senior and disabled services that are adequate and cost effective.

Opportunity

As mandated by federal law, SANDAG provides Americans with Disabilities Act (ADA) paratransit services to complement all general fixed route services in the region. ADA paratransit is a demand responsive, point to point services that operates similar to taxi service. As such, it is a very expensive service to provide because of the low number of passengers served compared to the number of mile and hours it operates. Due to this high cost, eligibility to use this service is limited to those who demonstrate the greatest need, as defined in the strict federal guidelines governing the safety, equality and cost-effective of the service.

In addition, transit vehicle design can help improve the accessibility and ease of boarding for people who are able to use fixed route services. Kneeling buses and low floor vehicles allow easier boarding and deboarding by providing a lower clearance to the street or trolley platform. Vehicles are also equipped with wheelchair lifts that deploy to pick up or drop off passengers who are not able to step onboard the vehicles. Finally, priority seating is provided at the front of vehicles to increase the convenience for senior and disabled riders.

Since transit can only meet the needs of the most senior and disabled populations or those who can use fixed route services, we as a region, must provide other options for the majority of seniors and disabled persons within our communities. Some lower cost transportation alternatives include ridesharing (e.g. carpool or vanpools), nonprofit transportation services (e.g. All Congregations Together, College Avenue Senior Center, and FISH), and community based volunteer driver programs (e.g. City of Vista's Out and About program). The Coordinated Transit Services Agency (CTSA) provides technical information and assistance on specialized transportation services for transportation-disadvantaged communities, and can help with any of these as well as other transportation options. As part of the effort to coordinate transportation services, the CTSA provides information on alternative transportation, referral services, workshops and travel training, grant assistance, and coordination with existing Health and Human Services Agency (HHSA) transportation services.

Highlight: As the senior population continues to increase, we, as a region, must work together to develop innovative approaches to providing adequate and cost effective mobility options for this growing community.

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CHAPTER 5: HOW ARE WE DOING?

GOALS AND OBJECTIVES

In 2002, SB 1703 (Peace) formally consolidated MTDB, NCTD, and SANDAG into one regional transportation agency to ensure that coordinated and well-balanced transportation solutions are planned and implemented to meet current and future travel needs. This consolidation provides an opportunity to establish region wide goals and objectives for transit service planning and development. These goals and objectives help to translate SANDAG's Regional Transit Vision into working guidelines. The goals are generalized statements that describe the outcomes SANDAG intends to achieve. Although these goals are generally difficult to measure, they represent principles that guide the transit development process. The goals are supported by statements of objectives that will be evaluated at the end of each year to determine progress made in the previous year toward their achievement. **Table 5.1** presents the goals and objectives for the next five years.

Table 5.1 – Transit Service Goals and Objectives

Goal	Statements of Objectives
<p>Customer Satisfaction – The key to success for any product or service is customer satisfaction. Since we know WHO our customers are – San Diego County residents and visitors - understanding WHAT transit services they want, WHERE they want to go, WHEN they want to travel, and WHY they need these conditions met, will help us evaluate how well we are responding to these needs, and what we have to do to improve customer satisfaction. By improving customer satisfaction, we are able to keep our existing riders and build support for more service. Satisfied customers are likely to use our services more, and encourage their family and friends to use it too.</p>	<ul style="list-style-type: none"> • Achieve high levels of positive public feedback from surveys and individual customer comments. • Investigate and respond to all public comments and requests received. • Promote public participation and involve passengers and the community in seeking ways to enhance the transit system. • Adjust and enhance transit services to reflect ongoing changes in population, employment, development patterns, travel demand, and travel markets. • Implement service adjustments to promote faster and more reliable service. • Improve quality of service, including greater schedule reliability and less overcrowding.
<p>Effectiveness – How well we are doing our jobs can be measured by how effective our services are in meeting the region's travel needs. Increasing our effectiveness means that more people are using our services, which helps to reduce air pollution and traffic congestion.</p>	<ul style="list-style-type: none"> • Provide service and services levels in areas consistent with ridership demand. • Maintain a high level of productivity. • Balance access to transit with faster travel times when planning transit routes and stops. • Continue to promote transit supportive land use and development through continued coordination with local jurisdictions, in accordance with existing practices, adopted Memoranda of Understanding (MOUs), and the Regional Comprehensive Plan. • Facilitate and promote road improvement strategies, such as enhanced transit stops, signal priority, and transit only lanes, to increase transit ridership.
<p>Efficiency and Fiscal Responsibility – As a public agency, we strive to maximize the value of the region's investment in public transit by using tax dollars wisely to optimize the amount of service we can provide within our budget.</p>	<ul style="list-style-type: none"> • Maintain a high level of cost effectiveness. • Improve operational efficiencies through the Transportation Development Act (TDA) Performance Improvement Program (PIP). • Consolidate or coordinate duplicative services. • Support state, regional, and local policies that would provide the region's transit operators with sufficient funding to provide transit services that are convenient, reliable, clean and comfortable. • Adhere to the MTS Lifeline Service Plan and the NCTD area service coverage standards when developing service adjustments. • If needed, develop service reductions with the goals of minimizing impacts to current passengers, maintaining service throughout the region, and maintaining network connectivity. • Seek alternative funding sources for transit operations and capital improvements.

(continued)

Goal	Statements of Objectives
Access and Mobility – With the warm weather and a superb quality of life, San Diegans lead active lifestyles. Our customers travel to school, work, shop, see the doctor, visit friends and family, and to play. As the region's transit system, we must support these activities by providing appropriate levels of service throughout the county for all San Diegans, regardless of age, income, or abilities. Services between key origins and destinations should be provided as efficiently as possible, minimizing travel times, out of direction travel, and the number of transfers required.	<ul style="list-style-type: none">• In accordance with the Initial Transition Plan for the Consolidated Agency and adopted regional policies, use FY 2003 budgeted revenue hours/miles as minimum levels of service for each transit agency, and assume net service levels to be added upon completion of the Sprinter and Mission Valley East projects.• Maintain and improve timed transfers at key transit centers and transfer locations.• Consider innovative ways to restructure existing services to provide new transit options for existing and new customers.
Image and Awareness – As part of the community, we have an obligation to put our best foot forward. We should strive to achieve an image of public transit as an attractive, safe, and viable alternative to driving alone. In addition, we should ensure that residents and visitors throughout the region know who we are, what we provide, and how to use our services.	<ul style="list-style-type: none">• Increase the awareness of public transportation in San Diego.• Coordinate branding, logos, and designs to promote a regional transit system.• Improve information dissemination using various media.• Improve information and safety onboard vehicles and at major transit stations.• Where possible, procure vehicles and develop stations that support the Regional Transit Vision.• Improve maintenance of stations, stops, and vehicles.
Innovation – Staying one step ahead of the game is vital towards achieving the goals listed above. Technological improvements help us improve service to our customer, increase cost effectiveness, and promote an awareness of San Diego as a forward thinking and progressive region. In addition, we should incorporate innovative thinking and problem solving in the way we develop and provide services, and conduct business.	<ul style="list-style-type: none">• Work with Caltrans and local jurisdictions to implement transit priority measures to help transit bypass congestion.• Develop and implement advance technology to improve transit service and operations, including automated fare collection and real time traveler information.• If applicable, implement innovative techniques in service planning and provision.

SYSTEM EVALUATION

SANDAG monitors the region's transit system on an ongoing basis to help guide service adjustments to the region's transit network and services in response to ever-changing mobility needs and operational environment. Formal monitoring processes have been established to regularly evaluate the efficiency and effectiveness of the transit system. These processes provide an evaluation of our transit system from the provider's (i.e. SANDAG and transit operators) perspective. The following is a description of our processes.

- Annual Route Monitoring Report: This report evaluates each route's performance in relation to other similar routes. Under performing routes are further evaluated through a route segmentation analysis to determine the cause of low performance by time of day, day of week, and geographic segment. High performing routes are also further analyzed to better understand the reasons for the high productivity, and whether this productivity can be achieved on less productive segments of the route, or on other routes.
- Quarterly Operations Report: This report evaluates the productivity and cost effectiveness of the transit system by individual transit operator and mode of service (e.g. fixed route, trolley, ADA paratransit, etc.). Performance during the current quarter is compared to the same quarter of the previous year to account for seasonal fluctuations in data. The comparison identifies changes to key performance indicators, including operating cost, fare revenue, ridership, passengers per revenue mile or hour, subsidy per passenger, farebox recovery ratio, and average fare. Large fluctuations in these indicators are investigated to determine the root cause of the change.
- Performance Improvement Program (PIP): As part of the Transportation Development Act (TDA) administration, SANDAG is responsible for monitoring the cost effectiveness of each transit operator receiving TDA funds. The PIP evaluates the performance of each operator against several performance targets set by SANDAG and the transit operators on an annual basis. In addition, operators commit to productivity improvement strategies to be implemented during the ensuing year, the statuses of which are evaluated through the PIP process. Finally, the operator's status in achieving the recommendations from the previous Triennial Performance Audit is evaluated.

We complement these quantitative evaluation processes with a more qualitative understanding of the deficiencies of the transit system. Through public comments, customer correspondence, surveys, and input from stakeholders and local agencies, we gather valuable information on the successes and shortfalls of the system, as well as recommendations for improving transit service throughout the region. This information provides us with our customer's perspective of the region's transit system.

It is important for us to consider both the provider's and customer's perspectives to gain a comprehensive understanding of the factors that influence transit usage and service provision, and the deficiencies in the transit system. To ensure that we stay on the right track and respond to changes in our operating and financial environment, we must annually evaluate our efforts towards achieving our transit development goals. An evaluation of our achievements is presented below.

Customer Satisfaction – What do San Diegans think about our services, and what are their recommendations for improvement?

- Our most recent household survey indicates that 85 percent of San Diegans have ridden transit in the region, 51 percent have ridden it during the past year, but only 9 percent are regular riders who use it at least once a week. The primary reason for people's choice to stop using transit was that

they were able to purchase or fix a vehicle for their own use. The biggest concerns about transit service from past riders are that trips take too long, and access to origins and destinations are inconvenient.

- Our most recent survey of transit riders indicates that our customers are generally happy with the region's transit service, but they want more of it. When asked to rate transit service in the region, 52 percent rated it as "good", 38 percent rated it as "average", and only nine percent rated it as "poor". San Diego Trolley service achieved the highest ratings with 62 percent "good". Respondents were given the opportunity to make comments about their transit service and experience. In general, twenty percent of the comments received were positive, and most of the negative comments related to needing more service (service span and frequency). Quality of service issues were primarily related to poor schedule adherence.
- In addition to our surveys, public comments are received directly from community groups, business associations, public agencies, and the general public. Each subarea of the region is assigned to a specific transit planner who serves as a liaison between SANDAG and the communities, and provides a point of contact for service and operational comments. Each comment received is investigated, responded to in a timely manner, and logged into a database for future reference. Valid suggestions for service and operational changes that can be made within our financial and operational constraints are forwarded to the transit agencies for consideration and implementation.
- Service changes are implemented three times per year (Summer, Fall, Winter). These regularly scheduled service changes provide us with the opportunity to improve the service, operation and schedules of the transit system based on our evaluation and customer comments, and to implement recommendations and actions from the Short Range Transit Plan (SRTP) and annual budget process. Often, service changes are an opportunity to improve service quality and customer satisfaction by addressing on time performance and overcrowding issues.

We inform the public about service changes through informational notices (MTS Take Ones, NCTD Rideguides) posted onboard transit vehicles. For major service changes, we hold public hearings that are advertised in local newspapers and on board vehicles. In addition, we maintain ad hoc committees of stakeholders for specific planning studies, and present recommendations to community groups for input and review.

Effectiveness - How well we are we meeting San Diego's travel needs?

- Due to funding constraints, the region's transit services are focused on providing the majority of service where and when it is needed the most, while maintaining a minimum level of access to urbanized areas of the region. Therefore, the transit system as a whole generally achieves a high level of ridership, relative to the amount of service provided. However, we will need to be responsive to changes in travel demand to maintain our effectiveness, particularly as travel demand continues to move from established urban centers to newer suburban areas (both residential and employment), and employment schedules shift from the traditional work week.
- One way for us to gauge our responsiveness in adjusting to changing travel demand is to track productivity measures that indicate how many passengers we carry per unit of service provided, such as passengers per hour. Overall, our productivity has declined from the previous two years, primarily due to poor economic conditions. Systemwide passengers per revenue hour declined by over 11 percent since FY 2001, from approximately 37 to 33 passengers per revenue hour. In addition to the current operating budget deficit that resulted in service reductions, a decline in the

regional economy, including a rise in unemployment, tighter restrictions on border crossings, declines in tourism and various economic indicators, help explain the trend. However, these trends appear to be leveling off, as the rate of decline has decreased through FY 2003, and visitor demand began to increase.

Rail services are typically our most effective services, often carrying over 215 passengers per hour due to their large carrying-capacity, faster travel time, reliability and appeal to the commuter market. In contrast, fixed-route buses carry an average of 20 to 30 passengers per hour. Routes that serve urban areas are typically the most productive, carrying around 30 passengers per hour, while suburban routes tend to carry about 20 passengers per hour. In contrast, Americans with Disabilities Act (ADA) paratransit service is the least productive, carrying around two passengers per hour. However, as ridership on ADA service continues to grow, the productivity of these services should increase.

- Aside from changes in ridership, productivity is influenced by operational constraints such as traffic congestion. As congestion increases, speeds decrease; increasing the time it takes for a bus to complete its scheduled trip. With enough congestion, travel time increases to the point that more buses are required to maintain a route's frequency and schedule. In contrast, speeding up a route can ultimately result in fewer buses being required to maintain the route's schedule. In addition, rail services and buses on dedicated right of way can achieve higher productivity due to their ability to avoid congestion.

SANDAG's Transit First Now! project focuses on speeding up transit service through congested areas by implementing transit priority measures, as described in Chapter 4, that allow transit vehicles priority movement through a congested roadway or intersection. Several priority measures have been implemented in the region, including two transit "T" lights in downtown San Diego, trolley priority through downtown San Diego, a queue jumper on Friars Road in Mission Valley and on H Street in Chula Vista, and the High Occupancy Toll (HOT) lanes on Interstate 15. In addition, Transit First Now! includes a program to identify and consolidate redundant bus stops along major regional routes to increase speeds with minimal impact on access. Since bus stop consolidation is the cheapest and quickest way to improve service, we are currently developing bus stop location guidelines, as part of Transit First Now!, that will balance the need for access while improving service efficiency and effectiveness. Ultimately, we can expect to see an increase in ridership by improving transit service through transit priorities and effective bus stop placement.

- As with bus stops, a successful bus routing requires a delicate balance between providing convenient access and direct service. Denser urban environments allow for high frequency, streamlined bus service to be focused along major travel corridors, increasing the effectiveness of transit. In contrast, low density suburban areas with discontinuous street patterns require bus service to be spread throughout the community, traversing along neighborhood streets, which results in infrequent and indirect bus service. Therefore, we try to increase the effectiveness of transit not only by adjusting service to meet changing land use and travel patterns, but also by working with developers and local jurisdictions to influence urban development towards more compact and efficient development patterns, which promote the use and effectiveness of transit services.

At the highest level, SANDAG promotes efficient land uses and development through the Regional Comprehensive Plan, which sets policies and guidelines that positively influence the future growth of the region towards a denser and more efficient physical environment. To implement these policies, SANDAG planners work with local jurisdictions to develop community plans and projects that support "smart growth" principles. General plan updates for the City of Chula Vista, the County

of San Diego, and San Diego have or are in the process of incorporating these principles in their visions and plans for the future. Large development projects such as Otay Ranch in Chula Vista have been developed with a focus on compact local neighborhoods and an emphasis on transit. In addition, SANDAG planners systematically review development plans submitted to local jurisdictions, and recommend improvements that promote the effectiveness of transit in serving the development. Finally, SANDAG recently awarded \$1 million in TransNet funding to plan and construct walkable community demonstration programs throughout the region.

Efficiency and Fiscal Responsibility – Are we getting the biggest bang for our buck?

- As a public agency, we should continue to strive to maximize the value of San Diego's investment in public transit by maximizing the amount of service we can provide within our budget. Achieving this goal is particularly important in our current environment of fiscal constraints. SANDAG's Performance Improvement Program (PIP) is designed to monitor the efficiency of the region's transit operators, and to develop strategies for improving inefficiencies within each transit operation. For FY 2003, transit operators focused on increasing ridership and on-time performance of the service by developing better ways to track and manage ridership and operating data to make more informed and timely decisions on service provision.
- One way for us to gauge our service optimization is to track efficiency measures that evaluate cost per unit of service provided, such as subsidy per passenger. Overall, our productivity has declined from the previous two years, due to service reliability issues and extraneous economic circumstances. Systemwide subsidy per passenger has increased by over 50 percent since 2001, primarily due to continuing increases in operating costs. Higher contract costs, fuel, security, insurance, repair and maintenance and personnel costs have all contributed to this increase. Although MTS implemented a fare change in April 2001 (and July 2003), increases in fare revenue did not match the increases in operating cost. Combined with declines in ridership, subsidy per passenger increased.
- As a result of increased operating costs and reductions in public subsidies, the Metropolitan Transit System (MTS) is facing an annual operating deficit between \$30 and \$45 million. This budget deficit requires that the region make hard decisions to balance the budget. Some of the tools available for balancing the budget are: use of non-recurring revenues, fare increases, and service reductions. Each has a negative impact on ridership, so our challenge is to minimize the impact while maximizing the cost savings.

Since FY 2003, around \$2 million¹ in service reductions have been made to the MTS, including: the discontinuation of general public demand responsive services in El Cajon, East County, La Mesa, Mid City, and Spring Valley; discontinuation of public subsidies for specialized services such as Padres Express, Poway Airporter, and the Chula Vista Nature Center Shuttle; and the elimination of unproductive trips throughout the MTS.

Access and Mobility – Can people get where they want when they want?

- While productivity and efficiency are important, we must also provide the appropriate levels of service to all parts of the region for all San Diegans, regardless of age, income, or abilities. A Lifeline Service Plan (LSP) was developed for the MTS in 2002 that established guidelines for reducing service during times of fiscal constraints. These guidelines state that services should be reduced based on productivity, however, a minimum level of service should be preserved

¹ Annualized subsidy savings.

throughout areas currently served to provide lifeline service to and from those areas. In addition, NCTD has categorized certain routes as "Access" routes, which signify that the primary focus of these services is to provide minimum access throughout the area, not productivity. The LSP and "Access" categorization will be expanded to cover the entire region.

- Although access is important, so is the ease of moving throughout the region. This mobility can be improved by ensuring that schedules and frequencies between connecting services are coordinated to provide timed transfers at major transfer locations and similar spans of service so passengers are not stranded half way through their trip. As part of the Fast Forward Service Plan, NCTD implemented a timed transfer system that allows passengers to easily and efficiently transfer from one route to another at transit centers and other specified locations. However, as a result of budget deficits, service spans have been reduced on many of the MTS routes, including the trolley. In addition, schedules have been shifted to improve operational efficiency. As a result, several key transfers, particularly morning southbound connections at Old Town Transit Center, have been lost. SANDAG continues to work with MTS transit operators to reestablish these transfer opportunities, if possible.
- Fixed route transit is designed to serve the general public. However, due to physical abilities, it is not a viable transportation option for many seniors and persons with disabilities. While complementary Americans with Disabilities Act (ADA) paratransit service is provided to meet the needs of the most disabled, it is often cumbersome to use, requiring prior certification, advanced scheduling of trips, and flexible time spans for pick ups and drop offs. Innovative approaches to providing community transportation services have been established, such as the City of Vista's Out and About service which relies on volunteer drivers to transport seniors and other citizens to medical appointments or the grocery store. As the senior population in the region increases, we must focus more and more efforts on researching and implementing these and other solutions to the issue of mobility for seniors and persons with disabilities.

Image and Awareness – What do San Diegans think about the region's transit services?

- In our most recent household survey, 42 percent of occasional, past and non-riders view transit service as the last alternative. In contrast, 54 percent of respondents stated that they would use transit regularly under the right circumstances. To help maximize service usage from this potential market, we must change the image of transit from a basic transportation option of last resort to the first choice of transportation in the region.

Educating people about public transportation and the services available to them is always a challenge. The region's transit agencies have embarked on several new marketing campaigns such as NCTD's Coaster/Sprinter/Breeze branding, MTS' "Easy Going" campaign, and the American Public Transit Association's (APTA) Public Transportation Partnership for Tomorrow (PT2) campaign. In addition to these global marketing campaigns, SANDAG and the transit agencies also promote specific services in the hopes of increasing ridership from key markets.

- Several different media are used to market transit and disseminate information, including SANDAG and transit agency internet sites (www.sandag.org and www.sdcommute.com), billboards, radio and television spots, telephone information, and printed materials. Specific information on service changes is provided to customers on board vehicles and at key locations through Rider Alerts, Rideguides, and Take Ones. Information is usually presented in English and Spanish, however, recent studies indicate that several more languages should be targeted, particularly in low income communities.

- Seventy five percent of the household survey respondents were able to name at least one transit service in the region, namely the trolley, followed by MTS, the Coaster and NCTD. When asked what media they would turn to for information on transit services, 43 percent indicated the Internet, followed by the telephone (34 percent), and on board brochures (12 percent). In the future, we should target our audience using the most effective and cost efficient media available to market and provide information about our services.

Innovation – Are we leading the pack or following the herd?

- Technological innovation can drastically enhance the way we provide information and services. The region's transit agencies are currently developing a regional Automated Fare Collection (AFC) system and Regional Transit Management System (RTMS) that will help us plan and operate our scarce transit resources smarter and more effectively. The AFC will consolidate the region's fare payment process under a single, united payment program to promote a seamless transit system to our customers, improve revenue distribution to the operators, and enhance our information gathering capabilities. Based on "smart card" technology, the AFC will improve the ease and convenience of fare payment for the customer, allow SANDAG to develop more comprehensive fare payment schedules, decrease bus dwell times at stops, improve travel demand data collection, and opens the door to opportunities to partner with public and private entities on "e-purse" applications that allow several separate debit accounts, such as a transit pass, parking credits, telephone card, etc., to be stored on one card. The initial phases of the AFC system is currently being implemented, however, the project team is planning a series of pilot programs to test the functionality and customer response for the system prior to full implementation.

The RTMS is a multi-operator system that will provide consolidated fleet management and tracking for the region's transit operators. This technology allows for automatic vehicle location, computer aided dispatch, real time traveler information, on board passenger information, and enhanced data collection opportunities. SANDAG awarded a contract in 2001 to demonstrate the technology on a limited number of vehicles, including the Coaster, Poway's transit services, and Route 992 (the Airport Flyer).

- The Regional Transit Vision is SANDAG's strategic plan to develop a world class transit system for the San Diego region. The RTV centers around an innovative system of bus rapid transit (BRT), signal priorities, and improved customer amenities. SANDAG and Caltrans are currently working on several efforts to implement this vision, including the Interstate 15 managed lanes and transit centers, the AFC and RTMS as described above, Transit First Now! congestion hot spot treatments, as well as a possible demonstration project on the use of freeway shoulder lanes to bypass congestion on freeways. In addition, studies are underway to develop and implement BRT services from San Diego State University to downtown San Diego, South Bay to downtown San Diego, and in the Golden Triangle.
- SANDAG is proactive in seeking nontraditional funding to enhance our services, particularly during this era of financial constraint. During the past year, we have been successful in receiving several million dollars in federal Jobs Access Reverse Commute (JARC) and local Air Pollution Control District (APCD) funding to continue Sorrento Valley Coaster Connection service and Routes 905 and 960. In addition, this funding will support the implementation of a new reverse commute route from downtown San Diego to the Poway Business Park via Interstate 15, and a Coaster connection service in Carlsbad.

CHAPTER 6: SHORT RANGE TRANSIT WORK PROGRAM

The growing population and expansion of suburban development is resulting in increased trip-making and higher levels of traffic congestion. To address these growing pains, and preserve our quality of life, SANDAG has developed a Regional Comprehensive Plan (RCP) and Regional Transit Vision (RTV) that represent a bold new approach to improving the region's mobility through better coordination between transportation and land use planning. The RCP focuses our future growth in urbanized areas characterized by compact, efficient, and higher density land uses to reduce our infrastructure needs and preserve our natural resources. To provide mobility within and between these "smart growth" areas, SANDAG adopted the complementary RTV as the framework for transit development in the region, and the Regional Transportation Plan (Mobility 2030) to serve as the long range (5-30 years) infrastructure and service improvement strategy for implementing the RTV.

Establishing a short range (0-5 years) transit work program to support the RTV is the purpose of the regional SRTP. With unlimited financial resources, we would be able to provide fast, frequent, and flexible service 24 hours per day, seven days per week, to all areas of the region. However, in reality, the region is faced with severe financial constraints that limit how, and to what extent we can implement the RTV in the short term. In addition, this funding deficit hinders our ability to provide basic mobility to our existing riders. Therefore, we must adopt an approach to developing the transit system that balances the basic mobility needs of our current riders with developing the world class transit system envisioned in the RTV.

As stated in Chapter 3, improving the speed and schedule reliability of service, as well as avoiding traffic congestion, are the most important transit improvements for both existing and potential riders. For existing riders, improving the access of our services, both geographic and temporal (days and hours of service) is also an important factor, since they are largely transit dependent. For our potential market of choice riders, we must focus on providing a travel experience that is competitive with the automobile. Therefore, our investment strategy should focus on improving the speed and reliability of transit service, while balancing the need to improve transit access with the need to provide a competitive travel experience.

This chapter outlines a short range transit work program aimed at achieving a balanced transit improvement strategy. The first part of the work program identifies specific recommendations for improving basic mobility for our existing riders, including the FY 2005 Regional Service Implementation Plan that presents the new services proposed for FY 2005 funding consideration. The second part of the work program describes the specific efforts we are undertaking to move toward the RTV.

IMPROVE BASIC MOBILITY

As Chapter 4 states, the availability of transit service varies depending on time of day and day of week. Although a high level of service is provided most of the time in the established urban areas of the region, other communities experience a significant reduction in service late at night and on weekends. In addition, the quality of service varies by route. Many routes experience overcrowding during peak work and school hours, while other routes demonstrate low schedule reliability due to congestion or high levels of wheelchair boardings. The first step toward achieving the Regional Transit Vision is to improve the basic mobility for our current ridership as identified below.

Gaps in Service

As presented in Chapter 3, the propensity of people to use our existing transit system is generally greater in communities with low income and auto ownership. **Figure 6.1** shows the areas of high transit propensity within the region. Chapter 3 also identified areas within the region that have a high level of trip attraction, including employment parks, retail centers, major regional attractions, and other destinations. **Figure 6.2** shows the concentration of trip attractions throughout the region. As shown on **Figure 6.3**, areas of high transit propensity¹ are generally located in urbanized areas south of Interstate 8, as well as Oceanside and Escondido. In contrast, major travel destinations² are dispersed throughout the region.

Table 6.1 evaluates the service effectiveness between areas of high transit propensity (origin) and areas with greater trip attraction (destination). Twenty percent of the origin/destination pairs have "Good" service effectiveness based on fast travel times, easy connections, high service levels when needed, while 42 percent have "Average" effectiveness, and 38 percent have "Poor" effectiveness. Although service effectiveness between many of the travel pairs is considered "Poor", due to indirect routing, slow travel times, and limited service when needed, not all of these travel pairs warrant service improvements.

Table 6.2 shows the travel demand between each origin/destination pair. As presented, only eight percent of the travel pairs demonstrate high travel demand, while the travel demand between a majority of origins and destinations is low. With our limited financial resources, we should ensure that transit service between areas of high travel demand is "Good" before improving service between areas with low demand.

Table 6.3 compares service effectiveness with travel demand. Although service effectiveness is generally consistent with travel demand³, the following travel pairs are identified as having lower service effectiveness compared to their demand, and should be prioritized for service enhancement.

- **Mid-City to Mission Valley** – While a significant amount of service is provided in Mid-City and Mission Valley, there is little direct service connecting these two areas. Although Routes 6 and 13 provide a connection between Mid-City and Mission Valley, their routing requires passengers to travel out of direction before reaching their destination. For example, Route 13 riders must travel via San Diego State University to reach Mission Valley. With the implementation of the Mission Valley East trolley extension, bus service in the area will be restructured, providing an opportunity to improve the connection between Mid-City and Mission Valley.

***Recommendation:** Given the short distance, and high travel demand, particularly with a relatively high senior population in Mid City, and destinations in Mission Valley, including a senior center in the Robinson May store at Mission Valley Center, direct service should be provided between Mid-City and Mission Valley.*

- **Euclid/Southeast San Diego to National City Area** – Although direct service is provided from the Euclid area to National City via Route 603, service is only provided every 30 minutes from 6:00 a.m. to 8:00 p.m. on weekdays. On Saturdays, service is only provide from 6:30 a.m. to 7:00 p.m., and Sunday service deteriorates to every 60 minutes from 9:30 a.m. to 6:30 p.m. Since Route 603 provides feeder service to and from the Euclid Avenue Trolley Station and Plaza Bonita's transfer center, the limited service span and frequency severely restricts Euclid and Southeast San Diego

¹ Areas with both low income and low auto ownership.

² Areas with 100 or more daily trips per acre.

³ Travel pairs demonstrating high travel demand generally have good service effectiveness, while areas with low travel demand have poor service effectiveness.

residents from accessing adjacent communities and using regional services at night and on weekends.

***Recommendation:** Considering the high transit propensity within the area, Route 603 service should be enhanced, particularly on weekends.*

- **Internal Travel within National City Area** – National City is an established urban community that houses higher density residential, several retail and commercial corridors, a regional shopping center, and industrial/manufacturing areas. Travel demand is high all day, even on weekends, when residents take trips to community centers, churches, and the weekly swap meet held at National City Boulevard and State Route 54. However, service is limited on the three National City Transit services (Routes 601, 602, and 603), which consistently prove to be some of the most productive services within the region's transit system. In addition, there is currently no service to the industrial area on the west side of National City (west of Interstate 5).

***Recommendation:** Given the high transit propensity, travel demand, and compact development patterns, the level of service should be enhanced on Routes 601 and 602 on weekdays and possibly weekends. In addition, National City Transit should propose expanded service to cover the industrial area west of Interstate 5.*

- **San Ysidro Service** – Routes 929, 932, and the trolley Blue Line provide direct service from San Ysidro to Western Chula Vista/National City and destinations further north. However, only one route (Route 905) provides feeder service to these regional routes, as well as local circulation to retail, employment, and commercial centers within the community. In addition, Route 905 only operates from 5:00 a.m. to 7:00 p.m. on weekdays, and often experiences severe overcrowding.

***Recommendation:** Route 905 service should be enhanced, particularly on weekends and at night, to better serve the travel demand within, into, and out of San Ysidro.*

In addition, the following service gaps have been identified through subarea studies and customer input:

- **Weekend Service on Coaster** – Although systemwide ridership has declined over the last two years, Coaster ridership continues to increase. It is easy to understand the increase considering the deteriorating traffic conditions on Interstate 5 combined with the convenient and pleasant travel experience on the Coaster. In FY 2003, Coaster ridership reached a record high carrying over 1.3 million annual riders, representing a 5 percent increase over FY 2002. Despite the high demand, Coaster service operates limited hours on the weekdays, and even less service on Saturdays. No Sunday service is currently provided.

***Recommendation:** Since Sunday service on the Coaster ranked fourth highest in NCTD's service priorities table⁴ and it provides relief along a major regional corridor, it should be prioritized for funding consideration.*

- **Late Night and Weekend Service on Express Routes** – Enhanced service on existing express routes was identified as a primary unmet need in our recently completed Welfare to Work Transit Study. This need stems from the fact that most CalWORKs⁵ participants and low income populations live south of Interstate 8 and travel long distances to employment opportunities further

⁴ Included in NCTD's FY 2005 Service Implementation Plan (SIP).

⁵ State of California's program to transition welfare recipients to work.

north. In addition, many work night and weekend shift schedules. Focus groups of CalWORKs clients indicated that the same trip made on an express service during the weekdays would take nearly four times as long on the weekends.

***Recommendation:** Based on the transit demand from late night and weekend shift workers, SDTC should propose expanded night and weekend express services when and where it is appropriate, particularly on Routes 30, 50, and 150.*

- **Enhanced Summer Service on Routes 9 and 34** – Travel to Sea World, Belmont Park, and the beaches of San Diego is greatly increased during the summer months. In response, weekend frequencies were traditionally increased on Routes 9 and 34 to provide additional service to these regional attractions. As a result of budget deficits, summer service has been discontinued, resulting in severely overcrowded trips and poor schedule reliability.

***Recommendation:** Summer service should be reinstated on Routes 9 and 34 to account for the increased travel demand during the summer months.*

- **Internal Travel within Downtown San Diego** – As the traditional transit hub for the MTS, downtown San Diego is served by over 25 bus routes, the Coaster, and the trolley Blue and Orange Lines. However, most of the service is focused on the Broadway corridor as the traditional transit hub of the MTS. As development continues throughout downtown, the need will increase for convenient and accessible transit service from the residential neighborhoods of Little Italy, the Marina District, East Village, and Cortez Hill to downtown destinations such as Little Italy, the Gaslamp District, East Village, Petco Park, and Balboa Park.

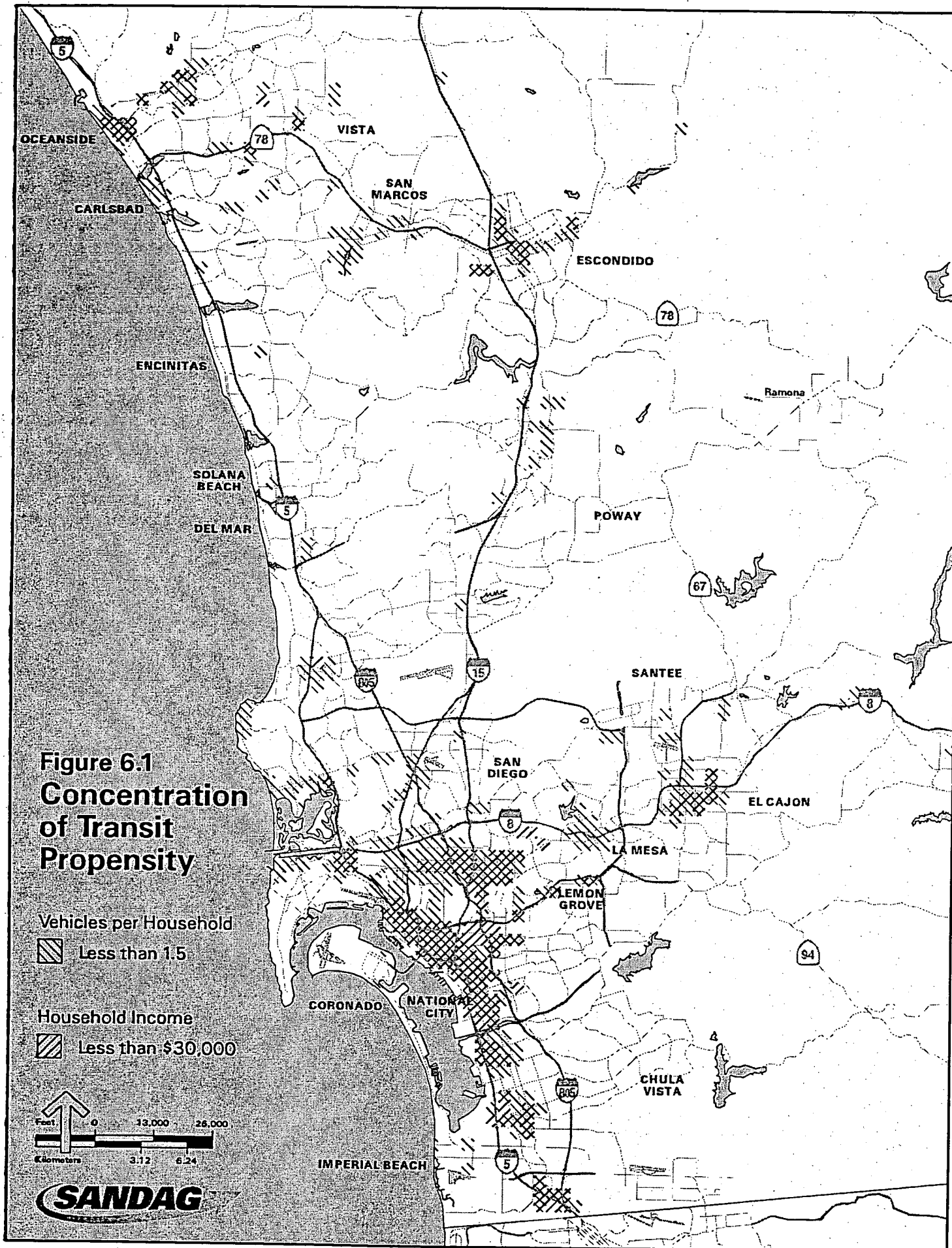
***Recommendation:** As a result of new residential development, and changing travel patterns, SANDAG should consider restructuring transit services within, into, and out of downtown San Diego to provide better internal circulation and more efficient interregional connections. A more detailed discussion of possible alternatives is presented in the "Developing New Services" section below.*

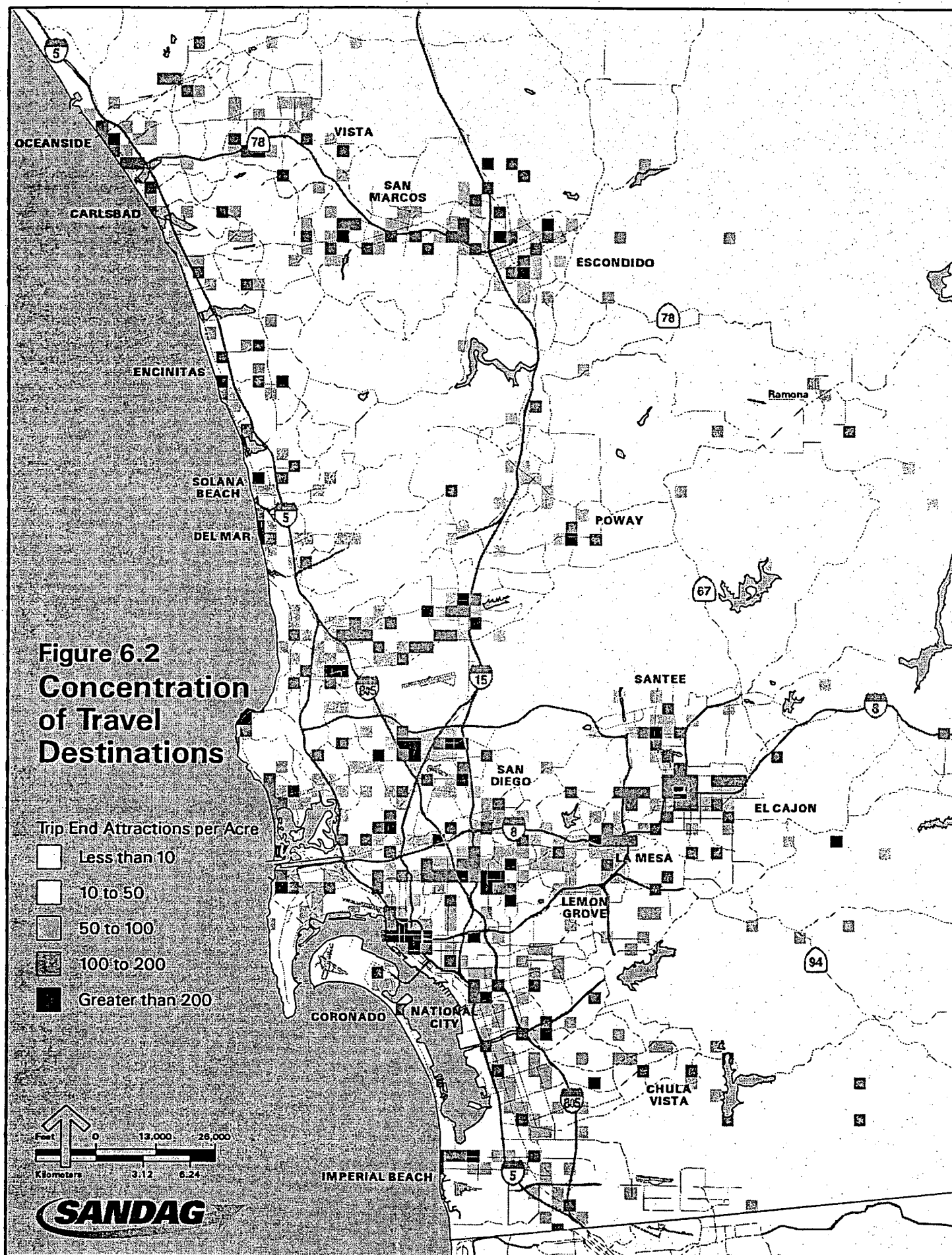
- **South Bay to Old Town or Fashion Valley Transit Center Express** – Many existing Blue Line trolley riders currently travel north to downtown San Diego purely to transfer to connecting services headed further north. In addition, residential development throughout South Bay has increased peak hour travel demand and congestion along Interstates 5 and 805.

***Recommendation:** SANDAG should consider developing an express service from South Bay to Old Town or Fashion Valley Transit Center allowing existing passengers to bypass downtown congestion along Broadway. This service would also provide congestion relief along the north/south corridors in South Bay, and would address some of the capacity issues currently experienced on the trolley Blue Line.*

- **Carmel Valley to University Town Centre** – As a result of the residential development in the Carmel Valley area, including new affordable housing complexes, transit demand from this area is increasing. However, it is difficult to provide efficient and effective transit service in this area due to the low density development and discontinuous street patterns. Therefore, at minimum, lifeline service should be provided into and out of the area.

***Recommendation:** Provide a lifeline link between Carmel Valley and the regional transit network.*





**Figure 6.3
Combined
Concentrations
of Transit
Propensity
and Travel
Destinations**

-  Transit Propensity
-  Travel Destinations



SANDAG

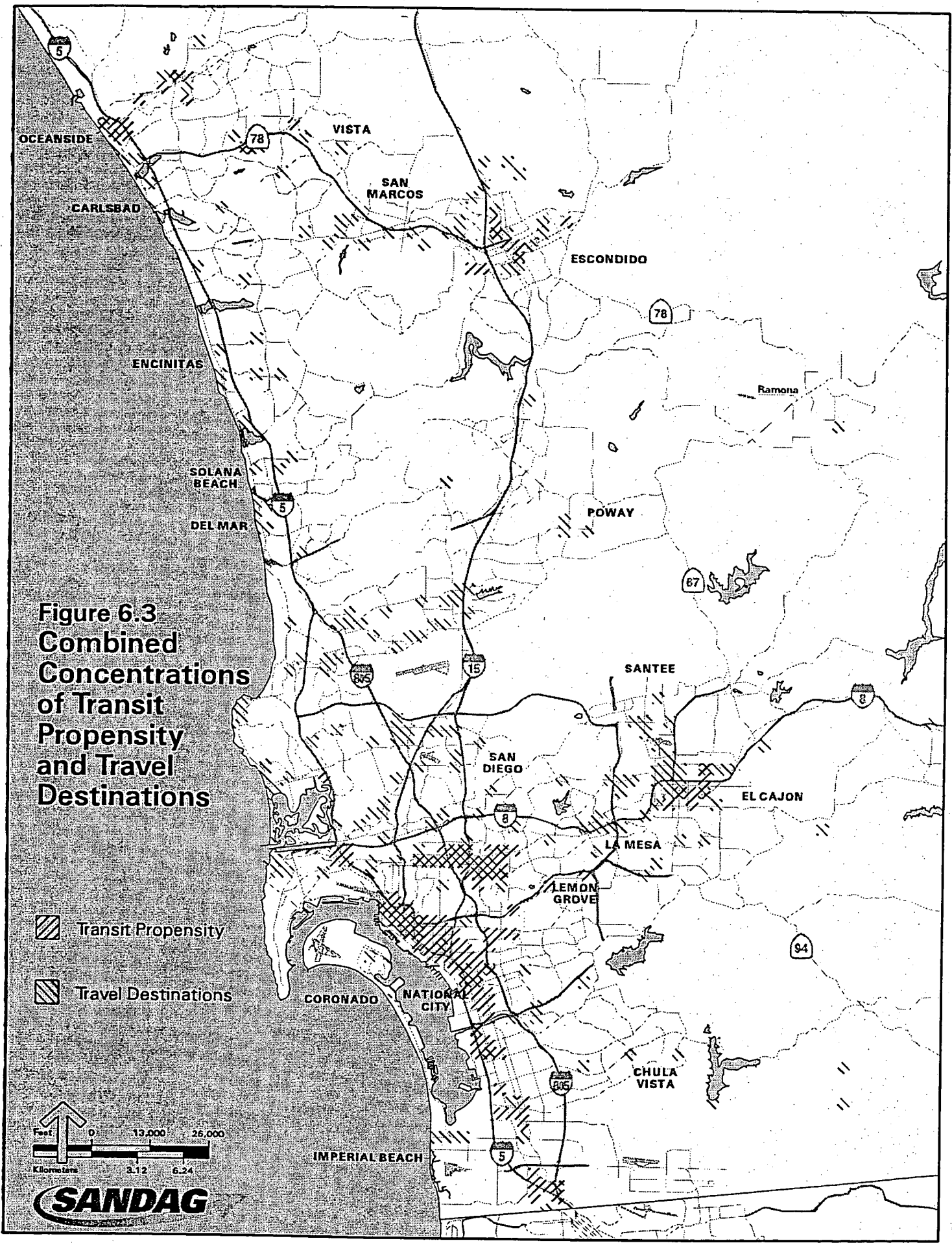


Table 6.1 - Service Effectiveness Between Origin/Destination Pairs

		Concentrations of Travel Destinations																		
		Oceanside	Vista/San Marcos	Escondido	N. County Coastal	Poway Business Park	Sorrento Valley Golden Triangle	Mira Mesa	Kearny Mesa	Pacific Beach/ La Jolla	Ocean Beach	Linda Vista	Mission Valley	El Cajon/Santee	La Mesa	Mid City	Downtown SD	National City/ W. Chula Vista	Bonita/ E. Chula Vista	Imperial Beach
Concentrations of Transit Propensity	Oceanside																			
	Escondido																			
	Downtown SD																			
	Mid City																			
	Midway/ Sports Arena																			
	Euclid/ Southeast SD																			
	Lemon Grove																			
	El Cajon																			
	National City/ W. Chula																			
	San Ysidro																			




-  - **GOOD** (Fast travel times, easy connections, service throughout the day, nights and weekends, high frequencies on major travel corridors during peak hour (15 minutes or less))
-  - **AVERAGE** (Medium travel times, up to two transfers required, limited night and weekend service, moderate frequencies on major travel corridors during peak hour (30-60 minutes))
-  - **POOR** (Slow travel times, indirect routing, more than two transfers required, none to very limited night and weekend service)

Table 6.2 - Travel Demand Between Origin and Destination Travel Pairs

		Concentrations of Travel Destinations																
		Oceanside	Vista/San Marcos	Escondido	N. County Coastal	Poway Business Park	Sorrento Valley Golden Triangle	Mira Mesa	Kearny Mesa	Pacific Beach/ La Jolla	Ocean Beach	Linda Vista	Mission Valley	El Cajon/Santee	La Mesa	Mid City	Downtown SD	National City/ W. Chula Vista
Concentrations of Transit Propensity	Oceanside																	
	Escondido																	
	Downtown SD																	
	Mid City																	
	Midway/ Sports Arena																	
	Euclid/ Southeast SD																	
	Lemon Grove																	
	El Cajon																	
	National City/ W. Chula																	
	San Ysidro																	



- HIGH (Greater than 20,000 trips per day)



- MEDIUM (Between 10,000 and 20,000 trips per day)



- LOW (Less than 10,000 trips per day)

Table 6.3 - Comparison of Service Effectiveness and Travel Demand

		Concentrations of Travel Destinations																		
		Oceanside	Vista/San Marcos	Escondido	N. County Coastal	Poway Business Park	Sorrento Valley Golden Triangle	Mira Mesa	Kearny Mesa	Pacific Beach/ La Jolla	Ocean Beach	Linda Vista	Mission Valley	El Cajon/Santee	La Mesa	Mid City	Downtown SD	National City/ W. Chula Vista	Bonita/ E. Chula Vista	Imperial Beach
Concentrations of Transit Propensity	Oceanside																			
	Escondido																			
	Downtown SD																			
	Mid City																			
	Midway/ Sports Arena																			
	Euclid/ Southeast SD																			
	Lemon Grove																			
	El Cajon																			
	National City/ W. Chula																			
	San Ysidro																			



- POOR (Service effectiveness is not appropriate for travel demand)



- MODERATE (Service effectiveness is marginally appropriate for travel demand)



- GOOD (Service effectiveness is appropriate for travel demand)

Service Deficiencies

To enhance service for our existing riders and increase ridership on our transit system, we must also address the following deficiencies in the quality of service:

- **Overcrowding** – Overcrowded buses generally occur during peak work and school hours of the day, and have a direct and indirect effect on ridership. Not only do they deter potential passengers from using the service, the capacity constraint limits ridership despite higher demand. Overcrowding can be addressed by increasing service levels where and when it is needed, or by restructuring adjacent routes to accommodate the additional demand. SANDAG and the transit operators should work together to address overcrowding issues as efficiently and effectively as possible.
- **Maintain and Improve Transfer Opportunities** – Timed connections at convenient location allow riders to efficiently transfer between services and complete their trip in a timely manner. This concept is particularly important when service frequencies are low (greater than 15 minutes). As part of NCTD's Fast Forward Plan, timed transfers were implemented at all key transfer locations to improve connections between services. MTS service schedules are also developed around a "pulse" concept in which all routes arrive and depart a transfer center at the same time, allowing for transfers between services to be coordinated and timed.

As a result of poor schedule reliability, as well as service and schedule adjustments, important timed transfers have been lost, requiring passengers to wait up to 60 minutes for the next bus. Since the Regional Transit Vision is developed around a concept of interconnected services, it is important that timed transfer opportunities are maintained and improved at major regional transfer locations, including transit centers in El Cajon, Escondido, Euclid, Fashion Valley, Grossmont Center, H Street, Oceanside, Old Town, and University Towne Centre.

FY 2005 Regional Service Implementation Plan

With limited financial resources, we are faced with difficult choices when deciding future transit investments. Each year, SANDAG develops its Regional Service Implementation Plan to guide system improvements to address gaps in service and implement the concepts of the Regional Transit Vision. However, due to our current funding constraints, we must adjust and reduce existing services at the same time we are working to improve basic mobility and implement the concepts of the Regional Transit Vision.

Each year, the region's transit operators submit their individual Service Implementation Plans (SIP) to SANDAG for consideration⁶. The SIPs list the proposed new services each transit operator recommends for implementation to meet existing service gaps and deficiencies within their operations. SANDAG combines these individual SIPs into a Regional SIP that includes improvements proposed by transit operators as well as SANDAG staff. Proposals for new services are then prioritized and recommended for funding consideration based on a regional evaluation process (currently being developed by SANDAG and the region's transit agencies), and availability of new funding. The RSIP is forwarded through SANDAG's annual budget development process for funding consideration and adoption. New services are then implemented during one of the regularly scheduled service changes (Summer, fall, and Winter) held throughout the year.

⁶ A copy of NCTD's FY 2005 Service Implementation Plan that outlines short and mid term improvement proposals for the North County area is included in the technical appendix.

Table 6.5 presents the proposed new services for FY 2005 funding consideration. Since a new process for evaluating and prioritizing these services is currently being developed, as a result of agency consolidation, the service proposals in Table 6.5 have not been prioritized. Funding priorities for FY 2005 will be developed during the budget development process beginning in January 2004.

Outlook for FY 2005 – A Focus on Efficiency

Due to our current budget deficit, we do not anticipate additional FY 2005 operating funds being available to implement the new services identified in this year's RSIP. In fact, service reductions and adjustments to MTS services may be required to help balance the FY 2005 operating budgets. Therefore, to balance our operating budget and to implement any of the services identified in the FY 2005 RSIP, we must focus on increasing the efficiency of the existing services. The following are strategies for increasing our cost efficiency and reducing our overall subsidy requirement.

- **Service Reductions and Operational Efficiencies** – Since FY 2003, MTS transit operators have had to reduce services and implement operational efficiencies to help address the current operating budget deficit. This trend is expected to continue for the next few years. In addition, further reduction of ineffective services can free resources to be used to implement more productive services identified in the FY 2005 RSIP. The following general guidelines should be followed when developing future service reductions:
 - Identify the most unproductive services within the transit system⁷.
 - Reduce unproductive trips and/or reduce overall frequencies on these services while preserving a lifeline level of service (minimum of 60 minute frequencies operating on weekdays).
 - If additional service reductions are required, begin eliminating unproductive trips on more productive services.
- **Eliminate Duplication of Services** - At times, transit routes are developed that duplicate other services. This duplication results in lower efficiency and effectiveness since we are competing with ourselves for the same travel market. Therefore, duplicative services should be eliminated, and the resources from these services should be reinvested in new enhancement opportunities. Current examples of duplicative service include:
 - Routes 980/990 and 860;
 - Routes currently serving the Mission Valley East alignment (existing services will be restructured in conjunction with the opening of this trolley extension in FY 2005 to eliminate duplication of service⁸); and
 - Routes currently serving the Sprinter alignment (existing services should be restructured in conjunction with the opening of this service).
- **Specific Operator Performance Improvement Recommendations (PIR)** - As part of SANDAG's Transportation Development Act (TDA) Performance Improvement Program, each transit operator is required to develop annual recommendations for improving their performance and cost efficiency. A list of the PIRs for FY 2004 implementation is presented in the technical appendix.

MOVING TOWARDS THE REGIONAL TRANSIT VISION

Due to financial constraints, the RTV Mobility 2030 transit network must be implemented in phases. The transit work program outlines SANDAG's short term efforts to migrate existing services towards the RTV, and mid term efforts to develop new services.

⁷ Rank all transit routes together by passengers per hour, and identify lowest performers based on a threshold to be determined by SANDAG during the annual operating budget development process.

⁸ The former Metropolitan Transit Development Board has previously approved no net cost recommendations for service restructuring in conjunction with Mission Valley East.

Migrating Existing Services Toward the RTV Concepts

Not only does improving the speed and schedule reliability of existing transit services begin to implement the concepts of the RTV, it has the greatest promise of enhancing service for existing riders as well as attracting new customers. Although many existing services provide a high level of transit access to major recreation and employment centers, they are often slow and unreliable due to traffic congestion and frequency of bus stops. Using transit priority measures and appropriate bus stop planning, slow and unreliable transit services can be enhanced to provide a base level service consistent with the RTV.

- **Transit First Now!** – The Transit First Now! program is designed to identify and develop strategies that will allow existing transit services to bypass congested areas, speed up service, and to make it more reliable. Implementation of these strategies will help to initiate the Regional Transit Vision using existing services to test and evaluate various concepts for broader applications. Transit First Now! strategies include transit priorities and bus stop consolidation.

As mentioned in Chapter 4, priority measures such as signal prioritization, queue jumpers, HOV/managed lanes, freeway shoulder lanes, and exclusive bus lanes allow bus service to maintain high speeds and reliable schedules through heavily congested areas. As part of the Transit First Now! project, we have identified key congestion hot spots that are currently impacting our services, and are evaluating priority strategies to address these congested areas.

In addition to costly priority treatments, SANDAG is evaluating innovative no-cost approaches to improving speed and schedule reliability, including the regional bus stop consolidation program. Since bus stop placement has a significant impact on the speed and reliability of service, proper bus stop location must strike a balance between access and efficiency. Bus stops should provide convenient and easy access to major destinations, at junctions with other routes for transfer opportunities, and in areas with high ridership. Although placing more stops along a route may improve access, too many stops negatively impacts quality of service, travel time, operating costs, productivity, and efficiency. Therefore, bus stops should be strategically placed to maximize access, while the number of stops along a route should be minimized to achieve greater operating speeds, efficiency and quality of service. SANDAG is currently conducting a bus stop consolidation pilot project on Route 11 that will help in developing regional guidelines for bus stop planning.

Develop New Services to Support the RTV

A primary concept of the RTV is an enhanced system of corridor and regional services that act as express overlays to supplement the basic mobility provided by the existing transit service. The RTV also envisions a set of complementary neighborhood circulators that provide feeder services to corridor and regional services as well as internal community circulation. Together, these new services will provide the improvements necessary for transit to provide the level of mobility necessary to support the Regional Comprehensive Plan

Regional and Corridor Services

To support the Regional Comprehensive Plan (RCP), we must develop transit services that link efficient and "smart" land uses together to provide a competitive alternative to the personal automobile. Based on our market research, competing with the automobile requires an emphasis on speed, flexibility, and the customer's travel experience. Mobility 2030 outlines a system of enhanced corridor and regional services that complement our existing transit network by providing fast, flexible, and pleasant transportation between urban centers and along major employment, retail, and commercial corridors.

These services are designed to attract new rider markets by making transit a "first choice" for many trips.

Currently, two types of express services are provided as part of the region's transit system. The first type is the Commuter Express services. The purpose of these services is to provide fast and direct service from residential areas to major employment centers. As such, they operate only during weekday peak hours. To increase speeds and provide point-to-point service, few stops, if any, are provided between the origin and destination of the route. Commuter Express services are an important component of the transit system, particularly as people move further away from their jobs, or when distinct urban centers begin to emerge throughout the region under the RCP. However, they are generally expensive to operate, due to low passenger turnover and high mileage, and are provided sparingly, only during the times and days they are most needed. The Interstate 15 express services (Routes 810, 820, 850, 860, and 870) are examples of Commuter Express service.

The second type of express service is the Corridor Express. Unlike Commuter Express routes, these routes act as an express overlay to local service operating along major employment, retail, and commercial corridors with travel destinations distributed evenly along the route. Corridor Express service generally shares bus stops with its complementary local service. However, the stops are limited, but evenly distributed, along the entire length of the route to provide faster service along the corridor. These services operate throughout the day. Routes 30 and 50 are examples of Corridor Express service.

Under the Regional Transit Vision and Mobility 2030, express services will be enhanced to provide the speed, flexibility, level of service, and amenities that are needed to better compete with the private automobile. Through transit priorities and as described in Chapter 4, these services will provide similar, if not faster travel times, compared to driving alone. Advanced technology will improve the customer's travel experience through amenities such as real time vehicle location, enhanced customer information onboard vehicles and at stations, automated fare collection, and advanced vehicle design. Station enhancements will provide a safer, more attractive, and pleasant waiting environment for our customers. Finally, greater frequency of service operating throughout the day and week will provide the flexibility to make transit a viable transportation option for San Diegans.

Although SANDAG is developing long range plans for the full RTV network of regional and corridor services, the following mid term Mobility 2030 services currently being developed will be the first applications of the RTV concepts. As these projects are implemented, existing duplicative services should be restructured to provide complementary feeder and collector service, or to address an unmet need.

- **Showcase Project** - This project is designed to showcase the full RTV customer experience that includes new-design vehicles, upgraded stations, transit priority treatments, a close integration of transit into land use planning around stations, level boarding, smart card fare collection, and real time passenger information technology. The Showcase Project is intended to provide an example of, and generate support for, the comprehensive RTV network of services, as well as provide a "laboratory" for testing and learning how to achieve the RTV experience.

The Showcase Project will be operated between San Diego State University and downtown San Diego via El Cajon and Park Boulevards. The service is expected to operate from early morning to late at night, every ten minutes on weekdays and weekends. SANDAG and the City of San Diego are working on a planning and preliminary engineering analysis of the Showcase Project, in addition to preparing an environmental document and an operating plan. The service is expected to be initiated in Summer/Fall 2006.

- **I-15 Managed Lanes/Bus Rapid Transit (BRT) Project** - Caltrans and SANDAG are jointly working to develop the North Interstate 15 Managed Lanes/BRT facility between SR 163 and SR 78. This project will include the construction of a four lane, bi-directional managed lane facility in the freeway median that will grant priority access to carpools and BRT services. A series of direct-access ramps will connect the managed lanes to BRT stations located in Mira Mesa, Sabre Springs, Rancho Bernardo, South Escondido, and Downtown Escondido.

This project will provide the capital facilities to operate regional services along the increasingly congested Interstate 15 corridor. The design of the stations will also be enhanced, and automatic fare collection and real time passenger information will be provided. As construction of this project nears completion⁹, SANDAG will work with the region's transit agencies to develop an operating plan and purchase vehicles to provide fast, reliable, and flexible service along this corridor.

Significant work has been completed for the BRT stations, including completed environmental documents for the three stations at Del Lago/South Escondido, Rancho Bernardo, and Sabre Springs/Penasquitos; reconfiguring the station design at Sabre Springs/Penasquitos to begin preliminary engineering; preliminary engineering on the Del Lago/South Escondido BRT Station; and final engineering on the Rancho Bernardo BRT Station.

- **Mid Coast Early Action** – The Mid Coast Early Action Project will provide enhanced circulation between the University of California, University Towne Centre, and Sorrento Mesa employment sites. This project includes a core distribution service called the Super Loop, which provides internal circulation within the area, as well as connections to regional services linking the Mid Coast Corridor with other parts of the region. The early action project is part of a large vision to provide additional community circulators that integrate with the Super Loop, point-to-point connector services, and a network of enhanced regional services.

The Mid-Coast Super Loop Project, which includes construction of stations and implementation of priority treatments, is currently in the Request for Qualification process for a consultant to perform Preliminary Engineering and Environmental Documentation.

- **South Bay Early Action Project** – As a result of increased border traffic from Mexico and the rapid growth of South Bay, SANDAG is currently working with Caltrans, local jurisdictions, and developers to implement a South Bay to downtown San Diego BRT project. This service is initially anticipated to extend from downtown San Diego to Eastern Chula Vista with an ultimate connection to the Otay Mesa border crossing. The service will utilize the right of way dedicated along East Palomar Road in Otay Ranch to provide a vital link between the transit oriented residential development and the employment, retail, and entertainment destinations in downtown San Diego.

SANDAG awarded a contract in July 2003 to conduct advanced planning and preliminary engineering. In addition, we are in the process of finalizing a freeway shoulder lane operating plan, and working on identifying on-line (freeway) station locations.

In addition to the corridor and regional services described above, SANDAG and the region's transit agencies are constructing two new rail lines to extend the network of rail service in the region.

- **Mission Valley East Trolley Extension** – The Mission Valley East trolley extension will close a gap between the existing Blue Line at Mission San Diego and the Orange Line at the Grossmont

⁹ Full project completion anticipated in 2010 with usable segments complete in 2007.

Transit Center. When completed, this extension will create a light rail loop around the greater San Diego metropolitan area bordered by Interstate 8 to the north, State Route 94 to the south, State Route 125 to the east, and Interstate 5 to the west. Direct service will be provided to San Diego State University, as well as between east county suburban communities and Mission Valley, Old Town, and the coastal communities adjacent to Mission Bay.

This project has been under construction since 2000, and is anticipated to be completed and open for service in mid-2005. The project includes a tunnel and underground station at San Diego State that will serve to provide front door access to the university and adjacent redevelopment projects.

- **Sprinter Rail Line** – The Sprinter rail line will provide fast and reliable service between Oceanside and Escondido along the State Route 78 corridor. Once completed, 15 new stations will be constructed, including a station at Cal State University in San Marcos. The Sprinter is anticipated to relieve the growing congestion along the State Route 78 corridor as well as providing east/west connections to north/south regional services such as the Coaster, Amtrak, Metrolink, and regional bus service. NCTD is currently procuring construction service to complete the project.

Neighborhood Services

While regional and corridor service provides the backbone to the future transit network, a system of neighborhood circulators must be developed to provide feeder service to and from the regional services. Neighborhood services should also provide convenient community circulation to local and regional trip attractions. The following are services that are currently being developed to enhance neighborhood circulation.

- **Downtown Circulators** – To better coordinate transportation and land use planning, SANDAG and the Centre City Development Corporation (CDCC) are currently conducting a Downtown Comprehensive Transit Study (DCTS) to develop a new transit service and operating strategy for downtown San Diego. This plan will support CCDC's community plan update. Central to the needs of the project steering committee is better internal circulation that links the various neighborhoods and attractions of downtown San Diego.

Due to limited funding, SANDAG staff has identified several route restructuring concepts that take advantage of existing services to provide enhanced community circulation. These concepts will be further refined to ensure operational viability and consistency with the operating strategy established through the DCTS.

- **Pacific Beach/Mission Bay Circulator** – Pacific Beach and Mission Bay are home to many of San Diego's finest regional attractions, including Sea World, Belmont Park, Garnet Avenue, and the beach. Convenient connections from Old Town Transit Center to these destinations have been identified as unmet needs through the long range transit development plan for the north bay and beach area. The completion of Mission Valley East trolley extension will also increase transit demand between Pacific Beach, with a large student population, and SDSU via Old Town. Finally, redevelopment activities at the Sports Arena and Midway provide additional opportunities for transit demand. SANDAG is currently developing service concepts to address the transit needs in the north bay and beach area, including a circulator connecting Old Town with the attractions of Pacific Beach.
- **Nobel Coaster Station Feeder Service** – A new Coaster station is currently being constructed at Nobel Road in the University Towne Centre (UTC) area. When completed, this station will provide new opportunities for Coaster passengers accessing destinations in the UTC area, as well as

Figure 6.2 - Fiscal Year 2005 Regional Service Improvement Plan

Operator	Route	Service Proposal Descriptions	Pass/Hour	Sub/Pass	Annual Subsidy
SDTC	2	Frequency increase from 5:30a-7:30a and 2:00p-5:00	84.3	\$0.41	\$17,513
SDTC	7	Frequency increase school days only	67.2	\$0.45	\$14,024
SDTC	34	Partially reinstate summer weekend supplemental service	24.0	\$1.91	\$42,688
SDTC	44	Frequency increase school days only	86.3	\$0.69	\$10,646
NCTD	Coaster	Existing routing. Weekdays (summers only), add 1 new round trip only	178.0	\$2.24	\$82,882
NCTD	318/336	Existing routing. Sunday/Holidays, add 13 trips	15.0	\$2.91	\$29,158
NCTD	325	Weekdays, extend route to Town Center North from 6:00 am to 8:00 pm. Saturdays, extend route to Town Center North from 6:00 am to 6:00 pm.	11.0	\$2.88	\$138,329
NCT	601	24th St. Trolley Sta. To 43rd St./Delta to Plaza Bonita (WEEKDAYS ONLY) Improve Frequency	38.0	\$1.12	\$144,388
NCT	602	24th St. Trolley Sta. To Paradise Hills to Plaza Bonita (WEEKDAYS ONLY) Improve frequency	40.4	\$1.07	\$149,211
NCT	603	Plaza Bonita To Euclid Trolley. Sta. (SUNDAYS ONLY) Improve frequency	26.7	\$1.65	\$22,858
CVT	706 "The Baytownner"	Bidirectional loop route via Bayfront Transit Center, (Civic Center) Increase frequency and restructure existing service	30.0	\$1.09	\$510,377
CVT	712	Palomar Transit Center to Southwestern College. Route Extension and improved frequency of service	33.9	\$1.23	\$471,954
CVT	707	H Street Transit Center to Sharp Hospital via H Street. New weekend service (Sundays)	16.0	\$4.09	\$37,930
CVT	704	H Street Transit Center to Southwestern College via H Street. New weekend service (Sundays)	35.9	\$1.83	\$37,970
MCS 800	815	Existing Routing. Increase frequency from 60-min to 30-minute frequency weekends/holidays 10:00 AM-5:30 PM only	33.0	\$0.26	\$7,066
MCS 800	864	Existing Routing. Frequency increase from :60 minutes to :30 minutes selected trips - (weekends & holidays)	23.8	\$2.25	\$43,184
MCS 900	908	Existing Routing. Increase frequency from 30 to 15-minute frequency weekends 9:30 AM-5:30 PM	31.9	\$0.38	\$40,067
MCS 900	929 South	From National City Blvd to Iris Ave. Trolley Station. Increase frequency from 30 to 15-minute frequency weekends 10:30 AM-5:30 PM	33.4	\$0.56	\$56,068
MCS 900	932 South	from San Ysidro Int'l Boarder to E St. Trolley Station Frequency increase from 30- to 15-minute frequency weekends (7 hour period roughly 10:30am-5:30pm)	36.0	\$0.43	\$49,464
MCS 900	955	Existing Routing. Increase frequency from 30 to 15-minute frequency weekends 10:00 AM-5:00 PM	33.3	\$0.62	\$65,758
			TOTAL:		\$1,971,534

University City residents accessing Coaster destinations in North County. SANDAG will complete a Nobel Coaster station bus feeder study to identify opportunities to provide feeder service to and from the Coaster station with existing as well as proposed new services.

Marketing and Public Information

An important component of the successful implementation of transit projects to support the RTV will be the execution of branding and marketing programs. The communications and marketing tactics selected will be implemented in stages, and will be directed at progressively larger audiences as projects unfold, effectively increasing awareness and understanding of the program among elected officials, community stakeholders, and the public at large. A specific branding program will help translate the goals of the RTV "customer experience" into vehicle and station designs.

As a complement to the marketing program, we must be effective in disseminating information to the public. We should employ various media that have the greatest impact on capturing the largest audience. Signage at stations and on vehicles should be clear and concise and direct riders to their services as effectively as possible. Finally information on all of our services should be provided in appropriate languages based on the specific service area audience.

H:\Projects\SRTP\FY04-08\Chapter 6\CH6 - SRTP04-08.doc

SAN DIEGO METROPOLITAN TRANSIT SYSTEM BOARD OF DIRECTORS

REQUEST TO SPEAK FORM

AGENDA ITEM NO.

30

ORDER REQUEST RECEIVED

****PLEASE SUBMIT THIS COMPLETED FORM (AND YOUR WRITTEN STATEMENT) TO THE CLERK OF THE BOARD PRIOR TO DISCUSSION OF YOUR ITEM****

1. INSTRUCTIONS

This Request to Speak form must be filled out and submitted in advance of the discussion of your item to the Clerk of the Board (please attach your written statement to this form). Communications on hearings and agenda items are generally limited to three (3) minutes per person unless the Board authorizes additional time. However, the Chairperson may limit comment to one or two minutes each if there are multiple requests to speak on a particular item. General public comments on items not on the agenda are limited to three (3) minutes. Please be brief and to the point. No yielding of time is allowed. Subjects of previous Hearings or agenda items may not again be addressed under General Public Comments.

Date 1/29/04

Name (PLEASE PRINT) Stephen Russell Toni Atkins

Address 202 "C" St

Telephone 619-236-6633

Organization Represented (if any) Deputy Mayor Toni Atkins

Subject of your remarks: Comments on Short Range Transit Plan

Agenda Item Number on which you request to speak _____

Your comments are presenting a position of: SUPPORT ☐ OPPOSITION ☐

2. TESTIMONY AT NOTICED PUBLIC HEARINGS

At Public Hearings of the Board, persons wishing to speak shall be permitted to address the Board on any issue relevant to the subject of the Hearing.

3. DISCUSSION OF AGENDA ITEMS

The Chairman may permit any member of the public to address the Board on any issue relevant to a particular agenda item.

4. GENERAL PUBLIC COMMENTS ON MATTERS NOT ON THE AGENDA

Public comment on matters not on the agenda will be limited to five (5) speakers with three (3) minutes each, under the Public Comment Agenda Item. Additional speakers will be heard at the end of the Board's Agenda.

****REMEMBER: Subjects of previous Hearings or agenda items may not again be addressed under General Public Comments.****

1/29/04

**Draft
Regional Short Range Transit Plan
for FY 2004 to 2008**

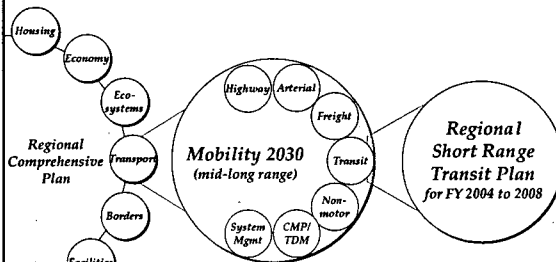
Background...

- Traditionally developed by transit agencies;
- Framework for short range transit system improvements;
- Reflects current financial and operating environment;
- SB 1703 provides opportunity for consolidated transit development.

Overview

Regional Short Range Transit Plan

Relationship to other plans...



Overview

Regional Short Range Transit Plan

Purpose...

- Outlines transit goals and objectives;
- Evaluates transit system and identifies unmet needs;
- Establishes regional guidelines for short range improvements;
- Moves transit system towards long range regional goals;
- Supports funding programs and operating budget development.

Overview

Regional Short Range Transit Plan

Goals and Objectives...

- Provide efficient and effective service for current riders;
- Enhance the transit system to attract potential new riders.

Overview

Regional Short Range Transit Plan

Our Current Riders...

- *2003 Household Survey:*
 - 85% respondents have used transit;
 - Most are occasional riders;
 - Only 9% use transit regularly (*at least once per week*).
- *Regular Riders:*
 - Lower income households;
 - Low car ownership.

Need for Transit

Regional Short Range Transit Plan

Travel Needs...

	Improvement		
	Faster and more reliable service	Better access to origins and destinations	Competitive travel experience
Current Riders (mostly transit dependent)	X	X	
Potential Riders (choice rider)	X		X

Need for Transit

Regional Short Range Transit Plan

Balanced Improvement Strategy...

- Improve basic mobility for current riders;
- Enhance speed and reliability of existing service for current and potential new riders;
- Develop new services to attract potential new riders.

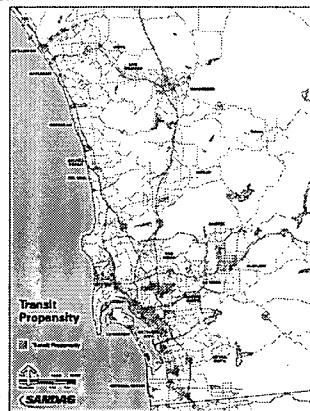
Short Range Transit Improvements

Regional Short Range Transit Plan

Improve Basic Mobility...

Key Findings

- Transit propensity located south of I-8 and in Oceanside and Escondido;
- Destinations dispersed throughout region.



Transit Propensity

Regional Short Range Transit Plan

Improve Basic Mobility...

Geographic Gaps in Service

- Carmel Valley to University Towne Centre;
- Mid City to Mission Valley;
- Internal travel within downtown SD;
- Service within National City and San Ysidro;
- South Bay to Old Town/Fashion Valley Express;
- Service to new residential neighborhoods in San Elijo Hills, South Carlsbad, Eastern Chula Vista (mid term).

Service Gaps and Deficiencies

Regional Short Range Transit Plan

Improve Basic Mobility...

Increase Level of Service

- Earlier NB weekday service on Coaster;
- Weekend service on Coaster;
- Night/week end service on express routes;
- Night/week end service in National City and San Ysidro;
- Enhanced summer service on Routes 9 and 34.

Quality of Service

- On Time Performance;
- Overcrowding.

Service Gaps and Deficiencies

Regional Short Range Transit Plan

Improve Basic Mobility...

FY 2005 Service Implementation Plan

- 20 proposals submitted:
 - 7 weekday frequency improvements;
 - 11 weekend frequency improvements;
 - 2 route extensions;
- \$2 million in annual operating subsidies;
- Implementation contingent on:
 - Service evaluation and prioritization policy;
 - Funding (new and/or reallocation).

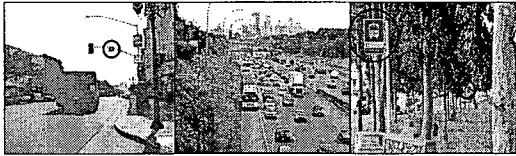
Service Gaps and Deficiencies

Regional Short Range Transit Plan

Enhance Speed and Reliability...

Transit First Now! (improving speed and reliability)

- **Transit Priorities** (signal priorities, queue jumpers, HOV/managed/shoulder lanes, exclusive bus lanes);
- **Bus Stop Consolidation.**



Moving Towards Mobility 2030

Regional Short Range Transit Plan

Develop New Services...

Corridor and Regional Service (short term)

- **Mission Valley East** (Trolley extension connecting Blue and Orange Lines from Mission San Diego to Grossmont)
- **SPRINTER** (New East/West rail service from Oceanside to Escondido)
- **I-15 Managed Lanes/BRT** (Managed lane facility from SR 78 to SR 163 including 3 new stations)
- **Showcase Project** (BRT service from SDSU to downtown SD via El Cajon and Park Blvd.)

Moving Towards Mobility 2030

Regional Short Range Transit Plan

Develop New Services...

Corridor and Regional Service (mid term)

- **Mid Coast Early Action** ("Super Loop" BRT circulator in the UCSD/UTC/Sorrento Mesa area)
- **South Bay Early Action** (BRT service from Otay Mesa/Eastern Chula Vista to downtown SD)
- **North County Transit First Project** (TBD – Possible Vista to Oceanside (Route 303) or Escondido to N. County Fair (Route 350))

Moving Towards Mobility 2030

Regional Short Range Transit Plan

Develop New Services...

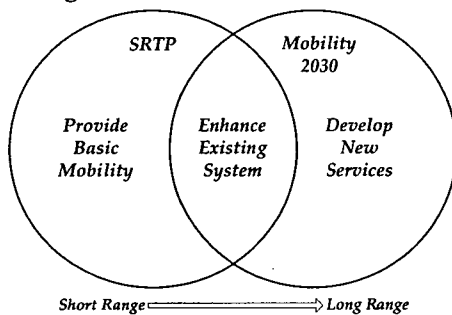
Neighborhood Services

- **Downtown SD Circulators** (Internal circulation between residential communities and downtown destinations)
- **Pacific Beach/Mission Bay Circulator** (Circulator connecting Old Town with attractions of Pacific Beach and Mission Bay)
- **Nobel Coaster Station Feeder Service** (Feeder and distributor service to/from new Coaster station at Nobel Drive)

Moving Towards Mobility 2030

Regional Short Range Transit Plan

Looking Towards the Future...



Moving Towards Mobility 2030

Regional Short Range Transit Plan

Schedule...

December 12	Distribution of Draft
December/January	Present to Transit Agency Boards
January 16	Public Hearing
February 6	SANDAG Transportation Committee Adoption

FY 2004 to 2008 SRTP

Regional Short Range Transit Plan

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 31

Board of Directors Meeting

ADM 110.2 (PC 30100)

January 29, 2004

Subject:**TRANSIT WORKSHOP: POLICY REVIEW****RECOMMENDATION:**

That the Board of Directors receive this report and approve the proposed changes to MTD Board Policy Nos. 1 through 10, and No. 42, as recommended by the Executive Committee.

Budget Impact

None.

DISCUSSION:

As part of the Transit Workshops, staff was asked to conduct a comprehensive review of all of the MTD Board Policies and Ordinances, as well as the corporate bylaws for San Diego Trolley, Inc. (SDTI) and San Diego Transit Corporation (SDTC). Due to the large volume of the material, staff will present the policies in segments over the next several meetings. The purpose of the review is to eliminate any unnecessary or obsolete policies following the consolidation of MTDB with the San Diego Association of Governments (SANDAG). On that basis, staff is recommending the following revisions to MTD Board Policy Nos. 1 through 10 and 42:

- **Policy No. 1, "RAIL TRANSIT FEASIBILITY PRINCIPLES"**


The purpose of Policy No. 1 is to establish a concise policy of design principles for development of rail transit projects within MTDB's jurisdictions. Given that the planning and programming functions formerly performed by MTDB have been transferred to SANDAG, staff is recommending Policy No. 1 be repealed.




- **Policy No. 2, "CITIZEN PARTICIPATION"**

The purpose of Policy No. 2 is to establish a process for the community to understand proposed public transit improvements and participate during their implementation. Government Code section 14085 requires project development agencies to prepare policies and procedures for project management, which

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must include a public information component. Although the construction functions of MTDB were transferred to SANDAG, the Board is continuing to manage three large construction projects: Mission Valley East, San Ysidro, and 12th & Market. Therefore, it is staff's recommendation the policy remain in effect until the completion of those capital projects, and that a typographical correction to the policy be made.

- Policy No. 3, "ENVIRONMENTAL QUALITY"

The purpose of Policy No. 3 is to ensure all MTDB initiated projects are conducted in compliance with state and federal environmental laws. The California Environmental Quality Act (CEQA) requires all public agencies to adopt procedures consistent with state guidelines. Given that MTDB will remain a public agency required to comply with CEQA, it is recommended this policy be retained indefinitely.

- Policy No. 4, "DESIGN-PREPARATION PLANS, SPECIFICATIONS, AND ESTIMATES"

The purpose of Policy No. 4 is to provide guidelines for the preparation and approval of construction plans, specifications, and cost estimates. Although the construction functions of MTDB were transferred to SANDAG, the Board is continuing to manage three large construction projects: Mission Valley East, San Ysidro, and 12th & Market. Therefore, it is staff's recommendation the policy remain in effect until the completion of those capital projects.

- Policy No. 5, "CONSTRUCTION AND PROCUREMENT CONTRACT CHANGE ORDERS"

The purpose of Policy No. 5 is to establish terms and conditions for change orders on construction and procurement contracts. Although the construction functions of MTDB were transferred to SANDAG, the Board is continuing to manage three large construction projects: Mission Valley East, San Ysidro, and 12th & Market. Therefore, it is staff's recommendation the policy remain in effect until the completion of those capital projects. In addition, staff is recommending the references to procurement contracts be removed from the policy and minor typographical changes be made. Procurement contracts are now modified by way of contract amendments instead of change orders.

- Policy No. 6, "CONSTRUCTION CONTRACT ADMINISTRATION AND CONTRACTOR ASSURANCES"

The purpose of Policy No. 6 is to provide guidance for the administration of MTDB construction contracts. Government Code section 14085 requires that public agencies receiving state funds for exclusive public mass transit must adopt policies and procedures for construction contract administration. Although the construction functions of MTDB were transferred to SANDAG, the Board is continuing to manage three large construction projects: Mission Valley East, San Ysidro, and 12th & Market. Therefore, it is staff's recommendation the policy

remain in effect until the completion of those capital projects, and that a typographical correction to the policy be made.

- Policy No. 7, "QUALITY ASSURANCE/QUALITY CONTROL (QA/QC) FOR CAPITAL IMPROVEMENTS PROJECTS"

The purpose of Policy No. 7 is to provide guidelines for the delivery of construction projects that meet or exceed MTDB's expectations. The Federal Transit Administration (FTA) requires all grantees undertaking capital improvement projects over \$5 million to prepare, submit, and administer a Quality Plan which defines systematic activities to ensure the design, procurement, and construction meet the contract specifications at each stage of the project. Although the construction functions of MTDB were transferred to SANDAG, the Board is continuing to manage three large construction projects: Mission Valley East, San Ysidro, and 12th & Market. Therefore, it is staff's recommendation the policy remain in effect until the completion of those capital projects, and that a typographical correction to the policy be made.

- Policy No. 8, "PROCUREMENT OF SUPPLIES, EQUIPMENT, AND MATERIALS"

The purpose of Policy No. 8 is to establish procedures for acquiring supplies, equipment, and materials for MTDB. Included in MTDB's enabling legislation are various provisions requiring formal competitive bidding for all contracts in excess of \$50,000, except in an emergency. In addition, the FTA requires grantees to comply with the Code of Federal Regulations and FTA Circular 4220.1 for purchases involving federal funds. Policy No. 8 includes provisions to comply with these state and federal laws. MTDB staff will continue to purchase supplies and materials despite the consolidation process. Staff therefore recommends this policy be retained indefinitely, and that minor typographical changes be made.

- Policy No. 9, "ACQUISITION OF REAL PROPERTY INTERESTS"

The purpose of Policy No. 9 is to expedite the acquisition of real property, assure consistent treatments for owners in public programs, and provide for just and fair acquisition and relocation. MTDB's enabling legislation specifies MTDB may own and acquire property for any purpose. Although the planning and land acquisition departments were transferred to SANDAG during the consolidation process, staff anticipates that MTDB may still continue to acquire property along the right-of-way. It is therefore recommended this policy be retained indefinitely.

- Policy No. 10, "RELOCATION ASSISTANCE PROGRAM"

The purpose of Policy No. 10 is to provide relocation assistance to individuals and businesses required to relocate as a result of MTDB transit projects. Government Code section 7260 et seq. sets the requirements for relocation assistance and requires MTDB's policy to conform to those provisions. Although the land acquisition department was transferred to SANDAG during the

consolidation process, staff anticipates that MTDB may still continue to acquire property along the right-of-way, which may result in the relocation of individuals or businesses. It is therefore recommended this policy be retained indefinitely, and that minor typographical changes be made.

- Policy No. 42, "MTDB SIGNATURE AUTHORITY"

The purpose of Policy No. 42 is to establish guidelines and procedures for authorized signatories relating to check processing (including wire transfers) and MTDB documents (contracts, agreements). Policy No. 42 authorizes the General Manager, Director of Construction and Engineering, and the General Counsel to sign checks over \$5,000. Checks over \$5,000 require two signatures: one from the Director of Finance and one from those three individuals. Due to the transfer of staff to SANDAG, those positions have been eliminated and new positions identified in the policy. The same applies to the policy's requirements for checks under \$5,000. Given that MTDB will continue to execute checks and contracts, it is recommended that this policy be retained indefinitely and that typographical changes be made.

Based on the foregoing, it is staff's recommendation that the Board receive this report, provide direction to staff on the proposed changes to those policies, and approve modifying the policies pursuant to Board direction.



Paul C. Jablonski
Chief Executive Officer

Key Staff Contact: Tiffany Lorenzen, 619.557.4568, tiffany.lorenzen@sdmts.com

SGreen
31-04JAN29.TLOREN
1/22/04

Attachment: A. Proposed Changes to MTD Board Policy Nos. 1 through 10, and No. 42 **(Board Only)**

Policies and ProceduresNo. 1Subject: _____ **Board Approval:** 1/10/83**RAIL TRANSIT FEASIBILITY PRINCIPLES****PURPOSE:**

_____ To establish a concise policy of design principles for development of rail transit projects in the MTDB area.

BACKGROUND:

_____ On December 27, 1976, the MTD Board of Directors adopted, by minute action, a set of rail transit design principles. These principles served as the foundation for design, development, and operation planning of the South Trolley Line now in operation.

_____ It is important to have a clear Board policy concerning design of future rail transit extensions in the MTDB area.

POLICY:

_____ The adopted principles are directly related to developing rail transit projects in the MTDB area that would prove feasible. The principles are fundamental to capturing sufficient ridership to justify a major investment in a rail transit line, plus minimize costs and adverse environmental impacts.

_____ The principles are geared toward establishing a pragmatic and cost-effective basis for development of an areawide rail transit system.

_____ 1.1 The corridor should extend a long distance and offer high-speed operation.

_____ 1.2 The rail transit line capital cost should be low.

_____ 1.3 The rail transit line should be primarily at-grade and primarily within exclusive right-of-way.

_____ 1.4 The rail transit system operating costs should be low, and should attempt to meet operating costs out of fares.

_____ 1.5 Project planning should measure the impact of the proposed transit system on residential growth.

TFL:dg/lst
POLICY.1
11/20/91


Original Policy approved on 9/11/78.




Policy revised on 12/13/82.

Policy revised on 1/10/83.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Policies and ProceduresNo. **21**

Subject:

Board Approval: 4/28/88 1/29/04**CITIZEN PARTICIPATION****PURPOSE:**

To establish a process for ensuring understanding and acceptance of proposed public transit improvements in the community (Public Information) and to establish a process for ensuring citizen involvement during the implementation of projects (Citizen Participation).

BACKGROUND:

During implementation of ~~the South and El Cajon~~ various LRT projects, MTDB conducted an ongoing Community Involvement Program which consisted of "public information" (newsletters, brochures, special notices, school safety program) and "citizen involvement" (presentations, public hearings, town hall meetings, establishment of a citizens' advisory body, establishment of a Senior and Disabled Riders Advisory Committee).

Government Code Section 14085 requires project development agencies (MTDB) to prepare policies and procedures for project management, one facet of which is public information. Several federal and state laws and regulations require that project development agencies conduct public participation programs to ensure that the public is involved and that concerns are addressed.





Fare and service changes also may require certain public involvement processes and are covered in Policies 29, 32, C7 and C14. In addition, Policy 33 deals with handling of public information requests.

PROCEDUES:

- 2.1 For all major transit capital improvement projects, MTDB shall conduct a program designed to ensure that the general public is informed of progress, safety and community impacts during the construction phase, and provided opportunities to express concerns.
- 2.2 MTDB shall hold public meetings at key stages of project implementation and advertise them to all members of the affected community.

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- 2.3 MTDB shall solicit input from the representatives of special user groups of the local population (e.g., senior and disabled riders) during design and construction in order to ensure that the capital facilities are usable by as many people as possible.
- 2.4 MTDB shall work to minimize both actual and perceived disruption during the construction phase by disseminating informational, educational, and "public relations" materials and by utilizing other traditional public relations tools.
- 2.5 MTDB shall continue to cooperatively work with established community groups such as planning groups and neighborhood associations.
- 2.6 MTDB should be prepared to meet citizen concerns as they arise, on an individual basis, in order to satisfy them to the degree practical.

TFL:paw
POLICY.2
10/3/89

Original Policy approved on 9/11/78.
Policy revised on 1/28/88.

Policies and ProceduresNo. **32**

Subject:

Board Approval: 12/08/88 1/29/04**ENVIRONMENTAL QUALITY****PURPOSE:**

To ensure that MTDB-initiated projects will be in compliance with state and federal environmental laws.

BACKGROUND:

The California Environmental Quality Act (CEQA) requires all public agencies to adopt objectives, criteria and specific procedures consistent with the State EIR Guidelines for the orderly evaluation of projects and preparation of environmental documents.

The State EIR Guidelines also state that in adopting procedures to implement CEQA, a public agency may adopt the State CEQA Guidelines through incorporation by reference. The State CEQA Guidelines provide appropriate guidance and adequate specificity for MTDB to fulfill its responsibilities for implementing the CEQA. Therefore, MTDB has adopted the State CEQA Guidelines by incorporating them by reference into this Environmental Quality policy.

POLICY:

As a public agency, it is the policy of the MTDB to conform with the CEQA and, where appropriate, National Environmental Policy Act (NEPA) to avoid or minimize environmental damage where feasible, and to protect the interest of the public in securing, maintaining, preserving, protecting, rehabilitating, and enhancing the environment within the MTDB jurisdictional area.

GUIDELINES:

The State EIR Guidelines are hereby incorporated into this policy by reference as MTDB's objectives, criteria and procedures for administering its responsibilities under CEQA.

TFL:rlb

POLICY.3 - 2/10/89

Original policy approved on 9/11/78.




Policy revised on 5/23/85.

Policy revised on 12/8/88.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Policies and ProceduresNo. **43**

Subject:

Board Approval: 11/23/84 1/29/04**DESIGN-PREPARATION PLANS, SPECIFICATIONS AND ESTIMATES****PURPOSE:**

To provide for preparing and approving contract plans, specifications, and cost estimates.

BACKGROUND:

Section 14085 et seq. of the State Government Code (SB 580) requires that any state agency using state funds for mass transit guideway adopt policies and procedures for its design activities.

POLICY:

Plans, specifications, and estimates (PS&Es) for MTDB projects shall be prepared in the most functional and timely manner possible, by competent engineers in any combination of public agency staff, consultants, or MTDB staff as appropriate.

PS&Es shall generally be prepared in accordance with accepted practices as defined by major project administrators, such as Caltrans.

Design criteria shall be as adopted by the MTD Board and other accepted engineering practices used in operating rail transit and railroad systems.

GUIDELINES:




PS&E packages shall generally contain the following:

- A. Plans - The official project plans and Standard Plans and Profiles, typical cross sections, general cross sections, working drawings and supplemental drawings, or reproductions thereof, approved by the responsible Engineer, which show the location, character, dimensions and details of the work to be performed.
- B. Specifications
 - 1. Special provisions shall contain specific clauses setting forth conditions or requirements peculiar to the work and supplementary to the standard specifications.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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2. Standard Specifications shall provide the directions, provisions and requirements contained in published documents setting forth conditions and requirements that are reoccurring in like work.

C. Estimate

The engineer's estimate shall list the estimated quantities of work to be performed and estimated costs of each item and for the total construction.

TFL:paw
9/20/89
POLICY.4

Original Policy approved on 9/11/78.
Policy revised on 7/28/80.
Policy revised on 9/8/80.
Policy revised on 11/23/81.

Policies and ProceduresNo. **54**

Subject:

Board Approval: 3/14/96 1/29/04**CONSTRUCTION AND ~~PROCUREMENT~~ CONTRACT CHANGE ORDERS****PURPOSE:**

The purpose of this policy is to establish the parameters and conditions for change orders on construction and ~~procurement~~ contracts.

BACKGROUND:


Recognizing that circumstances or needs may vary from time to time as warranted by unforeseen field conditions, design refinements, or Board direction, it is anticipated that changes to contracts may be required. All changes shall be reduced to writing and shall clearly define the reason for the change and its probable impact on the contract. Changes may be requested by either the contractor or the Metropolitan Transit Development Board (MTDB).




POLICY:

- 5.1 It is the policy of MTDB that all construction and ~~procurement~~ contracts may be amended by a suitable change order. The contract change orders shall be processed in accordance with the flow chart (attached).
- 5.2 In general, contract change orders costing \$100,000 or less may be approved by the ~~General Manager~~ Chief Executive Officer. CCOs costing \$25,000 or less may be approved by the SANDAG Director of Engineering and Construction. CCOs costing \$10,000 or less may be approved by the SANDAG Construction Engineer and CCOs costing \$5,000 or less may be approved by the SANDAG Resident Engineer within the terms listed in 5.3 below. The Board may approve contract change orders costing more than \$100,000 after review of a detailed report by staff that describes the cost and time implications as well as other pertinent information relating to the change.
- 5.3 The ~~General Manager~~ Chief Executive Officer, the Director of Engineering and Construction, the Construction Engineer, and the Resident Engineer are delegated the following authority:

Member Agencies:

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- 5.3.1 General Manager Chief Executive Officer. To approve any change order resulting in a net increase of \$100,000 or less that is required to complete the work as intended, except that no change order is to be approved if, in view of other known obligations, the Board-adopted LRT project funding limits could be exceeded.
- 5.3.2 Director of Engineering and Construction. To approve any change order resulting in a net increase of \$25,000 or less that is required to complete the work as intended, except that no change order is to be approved if, in view of other known obligations, the Board-adopted LRT project funding limits could be exceeded.
- 5.3.3 Construction Engineer. To approve any change order resulting in a net increase of \$10,000 or less that is required to complete the work as intended, except that no change order is to be approved if, in view of other known obligations, the Board-adopted LRT project funding limits could be exceeded.
- 5.3.4 Resident Engineer. To approve any change order resulting in a net increase of \$5,000 or less that is required to complete the work as intended, except that no change order is to be approved if, in view of other known obligations, the Board-adopted LRT project funding limits could be exceeded.
- 5.3.5 To refer to the Board of Directors any proposed changes to work on an ongoing construction contract costing more than \$100,000. The actual contract change order will be attached to the agenda item requesting approval.
- 5.3.6 To approve any added work on an ongoing construction contract that requires immediate approval because of an emergency involving safety to the public or liability to MTDB and costs more than \$100,000, after receiving immediate concurrence of the Chairperson of the Board, or Vice Chairperson in the absence of the Chairperson, and to report such action to the full Board at the next Board meeting.
- 5.3.7 A report with all authorized CCOs will be submitted to the MTD Board on a monthly basis.
- 5.3.8 For changes in excess of \$1 million, the Executive Committee would determine whether a change review panel should be formed to evaluate the desirability of the change. The panel, if deemed necessary, will be comprised of one- construction industry representative, key MTDB SANDAG design and construction staff, and outside-agency staff (if needed), and or members of the Executive Committee.

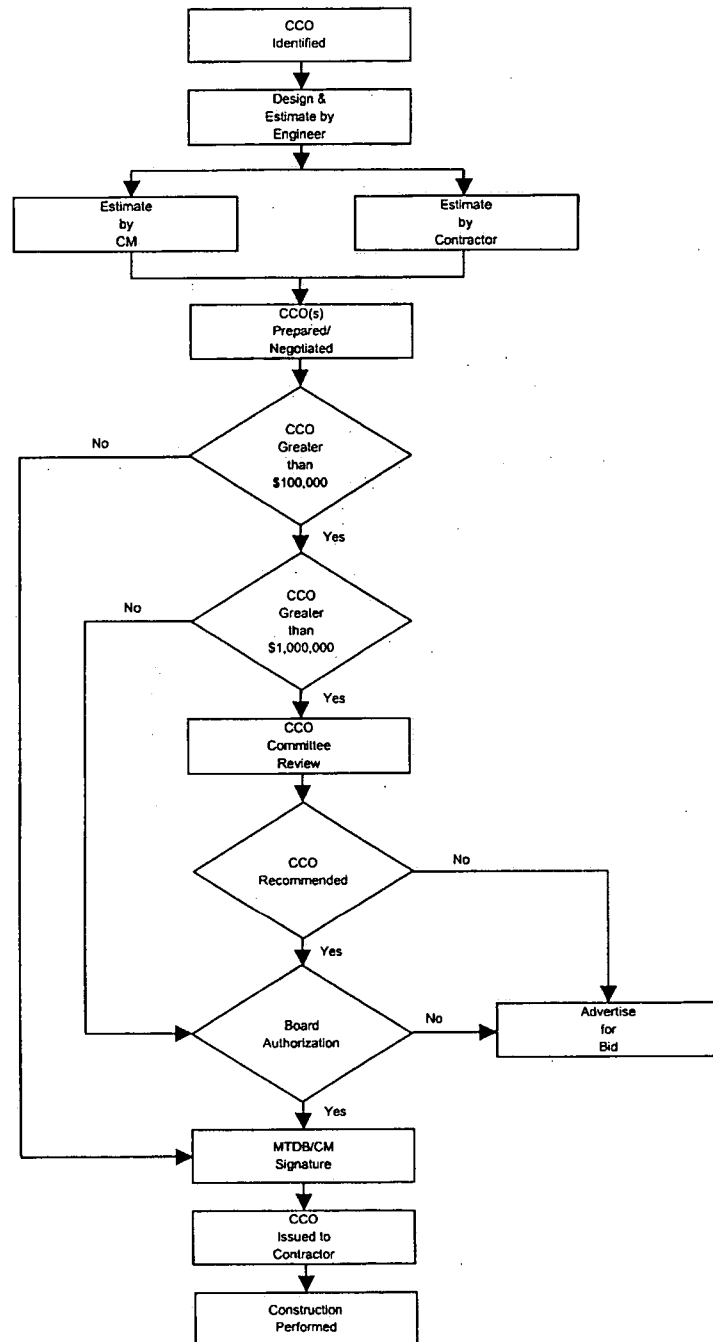
- 5.4 The term "emergency" shall be deemed to refer to a sudden or unforeseen event which creates or could result in a dangerous condition necessitating immediate expenditure of public funds to protect life, health, or property.
- 5.5 Except in an emergency, or in the case of a justifiable sole source procurement, a change order shall not be awarded without competitive bidding where the amount of such change order exceeds 25 percent of the price of the original or altered contract, or the change order is out of the original contract scope.
- 5.6 That the Executive Committee of the Board or, if not practical, the Chairperson of the Board or the Vice Chairperson in the absence of the Chairperson, be authorized to approve contract change orders exceeding \$100,000 when waiting for Board approval could potentially delay the project or increase the cost of the change. In such an instance, the ~~General Manager~~Chief Executive Officer shall notify the Board of the Executive Committee's action or Chairperson/Vice Chairperson as appropriate.
- 5.7 All change orders that impact or potentially impact Board-adopted policies shall be brought before the Board for decision.
- 5.8 All change orders which utilize federal funds shall conform to the Code of Federal Regulations, Volume 49, Part 18 and Federal Transit Administration Circular 4220.1 G and any successors thereof.

TFL:dkd
POLICY.5
3/14/96

Attachment: Generalized process for acting on contract change orders (CCOs)

Original Policy approved on 9/11/78.
Policy revised on 10/29/79.
Policy revised on 7/28/80.
Policy revised on 5/18/81.
Policy revised on 2/7/85.
Policy revised on 10/13/88.
Policy revised on 11/9/89.
Policy revised on 7/26/90.
Policy revised on 6/10/93.
Policy revised on 6/9/94.
Policy revised on 12/8/94.
Policy revised on 4/13/95.
Policy revised on 3/14/96

Generalized Process for Acting On Contract Change Orders (CCO's)



Policies and ProceduresNo. **65**

Subject:

Board Approval: 2/07/851/29/04**CONSTRUCTION CONTRACT ADMINISTRATION AND CONTRACTOR ASSURANCES****PURPOSE:**

To provide policy for administering MTDB construction contracts.

BACKGROUND:

Government Code, Section 14085 et. seq., requires that any public entity receiving state funds for exclusive public mass transit, must adopt policies and procedures for contract administration.

POLICY:

MTDB contractors must meet all applicable laws concerning labor law, labor rates, EEO and licenses. MTDB shall ensure that the following requirements are carried out:

Contractors' Licensing Laws

All bidders and contractors shall be licensed in accordance with the laws of California. Additionally, contractor requirements shall be guided by the provisions of Chapter 9 of Division 3 of the Business and Professions Code concerning the licensing of contractors.

Labor Compliance

The contractor may not, in any case, pay workmen less than the stipulated prevailing rates paid for such work or craft in the San Diego area by the contractor or any of his subcontractors.




The contractor will be responsible for complying with the provisions of the Fair Labor Standards Act of 1938 as amended.

MTDB contractors shall be required to provide Workmen's Compensation Insurance to their employees in accordance with the provisions of Section 3700 of the Labor Code. Prior to commencement of work, the contractor shall sign and file with MTDB a certification of compliance.

Member Agencies:

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In all cases, the MTDB requirements for contractor Labor compliance shall be guided by the Labor code and the State's Construction Manual "Labor Compliance" section.

Equal Employment Opportunity (EEO)

The contractor shall comply with the EEO requirements set forth by Title VI of the 1964 Civil Rights Act on any project where Federal funds are included.

The contractor shall also comply with Sections 1431 and 1735 of the Labor Code and Sections 300 and 317 through 323 of Title 8 of the California Administrative Code, which prohibits labor discrimination and requires the contractor to submit an Equal Opportunity Program and certification fee to the Fair Employment Practice Commission for contracts over \$200,000.

Additionally, the contractor shall comply with the adopted MTDB Affirmative Action Plan.

TFL:paw
POLICY.6
9/21/89

Original Policy approved on 9/11/78.

Policy revised on 7/28/80.

Policy revised on 11/23/81.

Policy revised on 2/7/85.

Policies and Procedures

No. 76

Board Approval: 4/10/021/29/03

Subject:

QUALITY ASSURANCE/QUALITY CONTROL (QA/QC) FOR CAPITAL IMPROVEMENTS PROJECTS

PURPOSE:

To provide clear, concise quality assurance and control recommendations that will ensure that the delivery of MTDB-constructed ~~products~~projects meet or exceed the requirements and expectations.

BACKGROUND:





In order to protect the public interest and safety, public works projects have historically implemented quality assurance and quality control (QA/QC) management. QA/QC has specific techniques that ensure conformance to specifications and requirements with respect to design, procurement, construction, and functional performance.

The Federal Transit Administration (FTA) requires that grantees undertaking major capital improvement projects (over \$5 million) prepare, submit, and administer an approved Quality Plan. An approved Quality Plan defines a series of planned, systematic activities to ensure that the design, procurement, and construction meet the specified requirements at each stage of the project.

POLICY:

1. MTD Board shall establish a Quality Plan for the design, procurement, and construction of major capital improvement projects. The Quality Plan shall be prepared in accordance with FTA and Caltrans guidelines. In addition, project-specific Quality Plans may be developed for very large or complex projects, or as required by a funding agency.
2. The Quality Plan should be utilized by MTDB and SANDAG staff, consultants, agency contractors, subcontractors, and suppliers to manage the project design, procurement, and construction activities.
3. The Quality Plan should also describe the quality oversight activities utilized by the project oversight team.

Member Agencies:
City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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4. The Quality Plan should provide adequate project quality guidance for design, procurement, and construction. It should include details of the quality system requirements to be applied during the design and construction processes, including requirements placed on subconsultants or subcontractors.

SGreen
POLICY.7
1/15/02

Original Policy approved on 9/11/78.
Policy revised on 2/7/85.
Policy revised on 11/19/87.
Policy revised on 1/10/02.

Policies and ProceduresNo. 87

Subject:

Board Approval: 12/13/04/1/29/04

PROCUREMENT OF SUPPLIES, EQUIPMENT, AND MATERIALS**PURPOSE:**

To establish procedures for acquiring supplies, equipment, and materials.

BACKGROUND:

Included in MTDB's enabling legislation are various provisions regulating to procurement. Section 120222 requires formal competitive bidding for the purchase of supplies, equipment, and materials in excess of \$50,000, except in an emergency declared by a vote of two-thirds of the membership of the Board. Further, where the expected purchase contract exceeds \$2,500 and does not exceed \$50,000, the Board is required to seek a minimum of three quotations, either written or oral, which permit prices and other terms to be compared.


Section 120223 permits the Board to purchase supplies, equipment, and materials in the open market after rejecting bids received under Section 120222, if the Board determines by a two-thirds vote of all its members that the purchase may be made at a lower price in the open market. Further, the Board may proceed to purchase in the open market if, after solicitation of bids, the Board determines by a majority vote that it has not received a responsive bid.




Section 120224.1 permits procurement without competitive bidding if the General Manager Chief Executive Officer determines that immediate remedial measures are necessary to avert or alleviate damage, or restore or repair damaged property to insure that facilities are available to serve the transportation needs of the public, and that competitive procurement is inadequate. The expenditure must have been previously appropriated. The General Manager Chief Executive Officer is thereafter required to submit a full report to the Board explaining the necessity for the action.

Section 120224.2 permits the Board to authorize direct procurement of prototype equipment or modifications to conduct and evaluate operational testing without the necessity of competitive bidding upon a finding of two-thirds of all the members that competitive procurement would not constitute an adequate method of acquisition.

Member Agencies:

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Section 120224.3 authorizes the Board to direct the purchase of any supply, equipment, or materials without competitive bidding upon a finding by two-thirds of all the members of the Board that there is only a single source and that the purchase is for the sole purpose of duplicating or replacing supplies, equipment, or materials which are in use. This policy delegates to the ~~General Manager~~ Chief Executive Officer the authority to determine whether the proposed purchase qualifies as a single-source purchase using the above-described criteria. Upon determination, the ~~General Manager~~ Chief Executive Officer may authorize a single-source purchase without Board approval up to \$100,000 from local firms and up to \$25,000 from nonlocal firms (as defined in Policy No. 14).

Any procurement which involves the use of federal funds must conform to the Code of Federal Regulations, Volume 49, Part 18, and Federal Transit Administration Circular 4220.1D and any successors thereof.

This policy applies to MTDB, San Diego Transit Corporation, and San Diego Trolley, Inc.

POLICY:

- 8.1 Supplies, equipment, and materials not otherwise provided for in construction contracts and estimated to cost more than \$50,000 shall be listed separately in the annual budget or otherwise provided for by Board action before suppliers are requested to submit any binding offers.
- 8.2 For purchases in excess of \$2,500 involving federal funds, a contract must be used, as opposed to a purchase order, in order to attach all applicable federal requirements and certifications.
- 8.3 The Board must approve all procurements in excess of \$25,000 with nonlocal firms (as defined in Policy No. 14) and all procurements in excess of \$100,000.
- 8.4 Competitive bids of supplies, equipment, or materials estimated to cost more than \$50,000 shall be advertised as follows:
 - a. Notice of the supplies, equipment, or materials needed shall be published at least once in a newspaper of general circulation in San Diego County and in community newspapers as appropriate in San Diego County at least two weeks before the opening date. The notice shall state the time and place for receiving and opening sealed bids. For federally funded projects, notice shall also be published in one or more Disadvantaged Business Enterprise (DBE)-certified newspapers and in such other minority newspapers as appropriate in San Diego County.
 - b. Notice shall also be sent to suppliers previously known to be interested in providing the supplies, equipment, or materials, including small and emerging businesses on MTDB's various interested party lists, and to appropriate DBE contractors listed in the MTDB DBE Directory (for federal procurements).

- 8.5 Contracts for the purchase of supplies, equipment, and materials in excess of \$50,000 shall be awarded to the lowest responsible bidder submitting a responsive bid after competitive bidding, unless one of the following alternative procedures is applied and its use is authorized by the Board or ~~General Manager~~ Chief Executive Officer:
- a. By a vote of two-thirds of the membership of the Board after rejecting bids received by competitive bidding, the Board may determine that the purchase may be made at a lower price in the open market and may make the open-market purchase without further observance of the provisions regarding contracts, bids, or advertisements.
 - b. By vote of two-thirds of the membership of the Board an emergency may be declared and purchases made without the necessity of competitive bidding.
 - c. By vote of two-thirds of the membership of the Board a finding may be made that competitive bidding is an inadequate method of procurement and therefore the Board may direct the purchase of prototype equipment or modifications as necessary to conduct and evaluate operational testing without the necessity of competitive bidding.
 - d. By vote of two-thirds of the membership of the Board a finding may be made that there is only a single source of procurement and that the purchase is for the sole purpose of duplicating or replacing supplies, equipment, or materials which are in use, therefore authorizing the purchase to be made without the necessity of competitive bidding.
 - e. If a majority of the Board determines that it has not received a responsive bid after soliciting bids by competitive bidding, the Board may proceed to purchase the supplies, equipment, or materials in the open market without the necessity of competitive bidding.
 - f. The ~~General Manager~~ Chief Executive Officer may authorize the expenditure of money previously appropriated for the direct purchase of goods and services without competitive bidding upon a determination that immediate remedial measures are necessary in order to insure the facilities of the Board are available to serve the transportation needs of the general public and that compliance with the competitive bidding requirements would be inadequate. Such findings shall be fully documented by the ~~General Manager~~ Chief Executive Officer who shall then submit a full report to the Board explaining the necessity of that action.
- 8.6 When the expected purchase contract exceeds \$2,500 but does not exceed \$50,000, staff shall seek a minimum of three quotations, which may be either written or oral, which would permit prices and other terms to be compared.
- 8.7 In some situations competitive bid procedures may not be feasible for products and materials that are undergoing rapid technological changes or for the

introduction of new technologies into MTDB operations. In these circumstances it is in the public interest to consider the broadest possible range of competing products and materials available, fitness of purpose, manufacturer's warranty, and other similar factors in addition to price in the award of these contracts. In these situations, the following negotiated procurement policies shall be followed:

- a. Prior Board concurrence (by a vote of two-thirds of the membership of the Board) shall be obtained after submittal of a statement setting forth the reasons a deviation from competitive bidding is warranted.
- b. This section applies only to the purchase of specialized rail transit equipment, computers, telecommunications equipment, fare collection equipment, microwave equipment, and other related electronic equipment and apparatus, and of rail cars. This section does not apply to contracts for construction or for the procurement of any product available in substantial quantities to the general public.
- c. The request for proposals (RFP) shall be prepared and submitted to an adequate number of qualified sources, as determined by the ~~General Manager~~ Chief Executive Officer, to permit reasonable competition consistent with the nature and requirements of the procurement. In addition, notice of the RFP shall be published at least twice in a newspaper of general circulation, at least ten (10) days before the date for receipt of the proposals. Every effort should be made to generate the maximum feasible number of proposals from qualified sources. The ~~General Manager~~ Chief Executive Officer shall make a finding to that effect before proceeding to negotiate if only a single response to the RFP is received.
- d. The RFP shall identify all significant evaluation factors, including price, and their relative importance.
- e. Reasonable procedures shall be provided for technical evaluation of the proposals received, identification of qualified sources, and selection for contract award.
- f. Contract awards shall be made to the qualified proposer whose proposal will be most advantageous to MTDB, with price and all other factors considered. If award is not made to the bidder whose proposal contains the lowest price, the Board of Directors shall make a finding setting forth the basis for the award.
- g. The Board of Directors may reject any and all proposals and request new proposals at its discretion.
- h. Prior to making an award, a price analysis shall be prepared and shall find that the final negotiated price is fair and reasonable based upon comparable procurements in the marketplace.

- i. Upon making an award to a qualified proposer, MTDB, upon request, shall make available to all other proposers and to the public, an analysis of the award that provides the basis for the selection of that particular qualified proposal.
- j. A person who submits, or who plans to submit, a proposal may protest any acquisition conducted in accordance with this section as follows:
 - 1. Protests based on the content of the RFP shall be filed with MTDB within ten (10) calendar days after the RFP is first advertised. MTDB shall issue a written decision on the protest prior to opening of proposals. A protest may be renewed by refiling the protest with MTDB within fifteen (15) calendar days after the mailing of the notice of the recommended award.
 - 2. Any bidder may protest the recommended award on any grounds not based upon the content of the RFP by filing a protest with MTDB within fifteen (15) calendar days after the mailing of the notice of the recommended award.
 - 3. Any protest shall contain a full and complete written statement specifying in detail the grounds of the protest and the facts supporting the protest. Protestors shall have an opportunity to appear and be heard before the Board of Directors prior to the opening of proposals in the case of protests based on the content of the RFP, or prior to final award in the case of protests based on other grounds, or the renewal of protests based on the content of the RFP.

8.8 Any procurement which involves the use of federal funds must conform to the Code of Federal Regulations, Volume 49, Part 18, Federal Transit Administration (FTA) Circular 4220.1D, and any successors thereof. All applicable federal certifications and clauses must be included in the final contract document.

8.9 Protests to RFB, Bid, or Award

MTDB shall include in all contracts over \$50,000 (except for those contracts following negotiated procurement as described in Section 8.5 and for which specific protest procedures apply) a procedure to be followed by interested parties who wish to protest a specification or procedure. The procedure shall include the following:

- a. A requirement that protest submittals shall be in writing, be specific to the specification being protested, state the grounds for protest, and include all documentation needed to enable MTDB to reach a decision.
- b. A statement that the protest shall be submitted within clearly defined time limits prior to receiving proposals or opening bids, or prior to award of contracts.

- c. A statement specifying the review and determination process by MTDB, including time limits for response.
- d. Requirements for submittal of a protest reconsideration.
- e. A statement that the initial protest will be reviewed by an MTDB Protest Review Committee and that protest reconsiderations will be reviewed by the ~~General Manager~~ Chief Executive Officer.
- f. A statement that the decision of the ~~General Manager~~ Chief Executive Officer will be in writing and final and that no further protest will be heard by MTDB.

SStroh/DGunn
POLICY.8
12/18/01

Original Policy approved on 9/11/78.
Policy revised on 7/28/80.
Policy revised on 11/22/82.
Policy revised on 1/1/83.
Policy revised on 5/27/93.
Policy revised on 6/9/94.
Policy revised on 3/14/96.
Policy revised on 11/9/00.
Policy revised on 3/22/01.
Policy revised on 12/13/01.

Policies and Procedures**No. 98**

Subject:

Board Approval: 7/28/801/29/04**ACQUISITION OF REAL PROPERTY INTERESTS****PURPOSE:**

In order to encourage and expedite the acquisition of real property by agreements with owners, to avoid litigation and relieve congestion in the courts, to assure consistent treatment for owners in the public programs, and to promote public confidence in public land acquisition programs, the MTDB shall set forth a just and fair acquisition and relocation assistance policy.

BACKGROUND:

The Government Code provides that the MTDB, "...may own and acquire property within or without its boundaries for either governmental or proprietary, or any purpose, either by succession, annexation, purchase, devise, lease, gift, or condemnation..."


POLICY:




The MTDB's real property acquisition program will be prosecuted within the following policy parameters:

1. All property owners will be dealt with fairly and equitably in the acquisition of lands or interests therein required by the MTDB.
2. Settlements will be based on estimates of fair market value as supported by current appraisal practices.
3. The MTDB shall pay for expenses which the owner(s) must incur for title and escrow fees incidental to conveying real property to the MTDB.
4. The MTDB shall make every reasonable effort to acquire expeditiously by negotiation the required property interests.
5. Condemnation will be utilized where negotiations have reached an impasse or there is a requirement to meet time restraints imposed by funding sources or construction schedules.
6. The Relocation Assistance Program will be fairly administered to insure that all owners receive any and all benefits to which they are legally entitled as provided in Policy 10.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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GUIDELINES:

The following guidelines shall be utilized by MTDB or its Agents to insure fair and equitable treatment of all property owners affected by MTDB acquisitions as set out in Government Code Section 7267.

1. The real property interests to be acquired shall be appraised and the fair market value established before the initiation of negotiations, and the property owner shall be given the opportunity to accompany the appraiser during his inspection on the property. (Government Code Section 7267.1b and 7267.2)
2. MTDB or its agents shall make a prompt offer to the property owner for the full estimate of market value established by the Board. The MTDB or its agent shall also provide the property owner with a written statement of, and summary of the basis for, the amount established as just compensation. The summary shall contain the following elements:
 - a. The owner's name and address.
 - b. Zoning and present use of the property.
 - c. Highest and best use of the property.
 - d. Consideration to be paid by the MTDB.
 - e. Total property area and amount to be acquired.
 - f. Market value of the property to be acquired and a statement as to how the value was established, i.e., market data approach, income approach, or cost approach.
 - g. Amount of damages or a statement indicating that there are no compensable damages. (Government Code Section 7267.2)
3. MTDB shall make every reasonable effort to acquire by negotiation the real property interests required so as to reduce the need for litigation. MTDB shall strive at all times to assure consistent treatment of property owners involved in public improvement projects and to promote public confidence in MTDB's acquisition practices. (Government Code Sections 7267 and 7267.1a)
4. MTDB shall schedule the construction or development of a public improvement, insofar as it is practicable, so that no person lawfully occupying real property shall be required to move from a dwelling or business, assuming a replacement dwelling is available, without at least 90 days written notice from the MTDB. (Government Code Section 7267.3) ~~SHOULD RENTAL PROPERTY BECOME VACANT, MTDB MAY RENT THE VACATED PREMISES PRIOR TO ACQUISITION~~ Should rental property become vacant, MTDB may rent the vacated premises prior to acquisition.

5. The threat of condemnation shall not be used to coerce a property owner into agreement. (Government Code Section 7267.5 and 7267.6)
6. MTDB shall offer to acquire the entire property if the owner so desires where the acquisition of a portion of the property would leave the remaining portion in such shape or condition as to constitute an uneconomic remnant. (Government Code Section 7267.7)

TFL:paw
POLICY.9
9/21/89

Original Policy approved on 9/11/78.
Policy revised on 8/27/79.
Policy revised on 7/28/80.

Policies and Procedures

No. 109

Subject:

Board Approval: 2/7/85 1/29/04

RELOCATION ASSISTANCE PROGRAM

PURPOSE:

To provide relocation assistance to individuals, families, businesses, farm operations, and nonprofit organizations that are required to relocate as a result of San Diego Metropolitan Transit Development Board (MTDB) transit projects.

BACKGROUND:


Relocation Assistance is a program that has been established by federal and state law to provide help to individuals, families, businesses, farm operations, and nonprofit organizations required to relocate as a result of a public improvement project. Its primary objective is to assist all project displacees to the end that they do not suffer disproportionate injury as a result of projects constructed for the benefit of the public as a whole.




POLICY:

1. Relocation assistance shall be in accordance with Section 7260-7276 of the State Government Code.
2. That no person will be required to relocate due to a proposed construction project until:
 - A. A replacement facility has been made available which meets the following standards:
 - (1) Decent, safe, and sanitary.
 - (2) Fair housing.
 - (3) In areas not generally less desirable than the property to be acquired in regard to:
 - a. Public utilities.
 - b. Public and commercial facilities.
 - (4) Within the financial means of the displacee.
 - (5) Reasonably accessible to the displacee's place of employment, public services, and commercial facilities.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

For personal trip planning or route information, call 1-800-COMMUTE or visit our web site at sdcommute.com

- (6) Adequate to accommodate the displacee.
 - (7) In an equal or better neighborhood.
 - (8) Available on the market to the displacee.
- B. In lieu of a replacement facility, the eligible owner or occupant agrees to accept a cash settlement as provided by state law.
- C. Moving and related payments will be paid as provided by state law.

Moving Related Expenses

Individuals, businesses, and nonprofit organizations occupying the property to be acquired at the time of the first written offer to purchase and move as a result of the Agency's acquisition, will be eligible for reimbursement of moving expenses.

Residential occupants will receive either the actual reasonable costs involved in moving family and personal property up to a maximum of 50 miles, or a payment based on a schedule relating to the size of their present dwelling, not to exceed \$500.

Businesses, farms, and nonprofit organizations will be entitled to reimbursement for (1) actual reasonable costs involved in moving the operation and personal property up to a maximum of 50 miles, (2) actual reasonable expenses incurred in searching for a replacement property, and (3) actual direct losses of tangible property.

Payment in lieu of Moving Expenses

Instead of accepting an actual moving expense payment, a business owner may be paid an amount equal to the average annual net earnings of the farm or business for the last two years prior to relocation. The payment may not be less than \$2,500 or more than \$10,000.

A business may qualify for an In Lieu Payment if the agency determines that the business cannot be relocated without a substantial loss of the existing dollar volume of business and it is not a part of a business having an additional establishment. A part-time individual or family occupation in the home that does not contribute materially to the income of the displaced owner is ineligible for an In Lieu Payment.

- D. MTDB may, pursuant to Government Code Section 7261.5, contract for the provisions of relocation assistance in connection with the San Diego Trolley system.

- E. The MTDB adopts the CalTrans' relocation assistance regulations set forth in Title 21, Chapter 2, Subchapter 2 of the California Administrative Code, except as modified herein, as MTDB's Relocation Assistance Program for all projects not covered by the CalTrans contract. The modifications to said program shall be as follows:
- (1) The terms "Department of Transportation," "Department" and "State" as used in the regulations shall mean the "San Diego Metropolitan Transit Development Board (MTDB)."
 - (2) The term "Director" as used therein shall mean the "~~General Manager~~ Chief Executive Officer."
 - (3) The term "Highway Purposes" and provisions relating thereto shall be deleted.
 - (4) References to "State Highway System" shall be deleted.
 - (5) Section 1407.04(a) relating to Appeals shall be modified to read in its entirety as set forth below and shall apply to all MTDB projects, including those for which a contractor has acted as the agent for conducting condemnation and relocation activities.

F. APPEAL PROCEDURE (REPLACING SECTION 1407.04(A))

(a) Appeals

- (1) Any complainant, that is any person who believes himself aggrieved by the MTDB ~~General Manager's~~ Chief Executive Officer's determination as to eligibility for a relocation payment or the amount of such payment, may have his application reviewed in accordance with the procedures set forth in Subsections (2) through (6).
- (2) Any complainant may request MTDB to provide him with a written explanation of its determination. MTDB shall provide such an explanation to the complainant within three (3) weeks of its receipt of the request.
- (3) All complainants shall be informed by MTDB of their right to review.
- (4) Any complainant desiring review pursuant to Subsections (5) and (6) shall make a request to MTDB within six (6) months following the date specified in Subsection (d) of Section 1407.04 for applying for relocation payments.
- (5) (a) Any complainant may request an informal oral presentation before seeking formal review. MTDB

shall afford any complainant the opportunity to make such presentation within fifteen (15) days of the request.

- (b) The presentation shall be made to the ~~General Manager~~ Chief Executive Officer who shall have the authority to review the initial determination if he decides a revision is necessary. Within five (5) days of the oral presentation, the ~~General Manager~~ Chief Executive Officer shall notify the complainant of its decision.
 - (c) The right to formal review shall not be conditioned upon requesting an oral presentation.
- (6)
- (a) Any complainant may make a written request for formal review by MTDB. Such review shall be conducted by the Board of Directors of MTDB (Board) who shall consider every request regardless of form.
 - (b) Notwithstanding the time limitations set forth in subsection (a)(4), a request for formal review which follows an informal oral presentation shall be made either within the time limitations set forth in Subsection (a)(4) or within twenty (20) days of the oral presentation if the time for review has otherwise elapsed.
 - (c) The Board shall inform the complainant that he has the right to be represented by an attorney, to present his case by oral or documentary evidence, to submit rebuttal evidence, to conduct such cross-examination as may be required for a full and true disclosure of facts, and to seek judicial review once he has exhausted the review procedure set forth herein.
 - (d) The Board shall review and reconsider the initial determination of the complainant's case in light of:
 - (i) All material upon which the MTDB ~~General Manager~~ Chief Executive Officer based his original determination including all applicable rules and regulations, except that no evidence shall be relied upon where a complainant has been improperly denied an opportunity to controvert the evidence or cross-examine the witness.

- (ii) The reasons given by the complainant for requesting review and reconsideration of the claim.
 - (iii) Any additional written or relevant documentary material submitted by the complainant.
 - (iv) Any further information which the Board in its discretion, obtains by request, investigation, or research, to insure fair and full review of the claim.
- (e) (i) The determination on review by the Board shall include, but is not limited to:
- (a) The Board's decision on reconsideration of the claim.
 - (b) The factual and legal basis upon which the decision rests, including any pertinent explanation or rationale.
 - (c) A statement to the displaced person that administrative remedies have been exhausted and judicial review may be sought.
- (ii) The determination shall be in writing with a copy provided to the complainant.
- (f) (i) The board shall issue its determination of review as soon as possible but not later than six (6) weeks from receipt of the last material submitted for consideration by the complainant or the date of hearing, whichever is greater.
- (ii) In the case of complaints dismissed for untimeliness or for any other reason not based on the merits of the claim, MTDB shall furnish a written statement to the complainant stating the reason for the dismissal of the claim as soon as possible but no later than two (2) weeks from receipt of the last material submitted by the complainant or the date of the hearing, whichever is later.

- (7) Except to the extent the confidentiality of material is protected by law or its disclosure is prohibited by law, the Board shall permit the complainant to inspect all files and records bearing upon his claim or the prosecution of the complainant's grievance. If a complainant is improperly denied access to any relevant material bearing on the claim, such material may not be relied upon in reviewing the initial determination.
- (8) The principles established in all determinations by MTDB shall be considered as precedent for all eligible persons in similar situations regardless of whether or not a person has filed a written request for review. All written determinations shall be kept on file and available for public review.
- (9) Any aggrieved party has a right to representation by legal or other counsel at his expense at any and all stages of the proceedings set forth in these sections.
- (10) If a complainant, other than the owner of a displaced advertising sign, seeks to prevent displacement, MTDB shall not require the complainant to move until at least twenty (20) days after it has made a determination and the complainant has had an opportunity to seek judicial review. In all cases, MTDB shall notify the complainant in writing twenty (20) days prior to the proposed new date of displacement.
- (11) Where more than one person is aggrieved by the failure of MTDB to refer them to comparable permanent or adequate temporary replacement housing, the complainants may join in filing a single written request for review. A determination shall be made by MTDB for each of the complainants.
- (12) Nothing in this Subsection shall in any way preclude or limit a complainant from seeking judicial review of a claim upon exhaustion of such administrative remedies as are available under this Subsection.

- 3. That eligible owners and occupants will qualify for relocation assistance immediately after MTDB adopts a "Resolution of Necessity." (Revised 8/27/79)

GUIDELINES:

- A. Before any project may be undertaken which involves the displacement of people, MTDB or its agent shall complete a Replacement Housing Study to determine the needs of the relocatees and the availability of

replacement housing. The MTDB studies shall serve to assure that orderly relocation can be accomplished and that realistic and adequate plans are developed for relocating all displaced persons.

- B. Comparable replacement dwellings will be available or provided for each displaced person within a reasonable amount of time. Such assurance is a part of the MTDB Relocation Assistance Program study process and must be specifically given on every project requiring displacement.
- C. Relocation advisory services will be provided to assist persons in relocating into safe, decent, and sanitary housing that meets their needs and is within their financial means. The same will be provided for displaced business and farm operators to aid them in finding suitable replacement locations to continue operations. Assistance is required throughout the acquisition phase of the project and starts at the time MTDB begins acquiring properties on a project.
- D. No person lawfully occupying real property shall be required to move from a dwelling, assuming a decent, safe, and sanitary replacement dwelling is available, or to move a business or farm operation, without at least 90 days written notice from MTDB, prior to the date the move is required.
- E. MTDB shall follow generally the procedures outlined in the following Caltrans guides.
 - 1. Right-of-Way (Caltrans)
 - 2. Relocation Assistance Handbook (Caltrans)
 - 3. How to Make Relocation Studies and Plans (Caltrans)
- F. All cash payments to owners or occupants for any purpose shall be formally reported to the Board as to amount, rationale, and applicable code or statute.
- G. Real property acquisition and relocation assistance shall comply with guidelines issued by the California Department of Housing and Community Development. (Revised 4/16/79)

TFL:paw
POLICY.10
9/21/89

Original Policy approved on 9/11/78.
Policy revised on 4/16/79.
Policy revised on 8/27/79.
Policy revised on 7/28/80.
Policy revised on 9/8/80.
Policy revised on 2/7/85.

Policies and Procedures**No. 42**

Subject:

Board Approval: 8/11/94 1/29/04**MTDB SIGNATURE AUTHORITY****PURPOSE:**

To establish guidelines and procedures for authorized signatories relating to check processing (including wire transfers) and MTDB documents (purchase requisitions, contracts, agreements, payment vouchers).

BACKGROUND:

MTDB maintains a number of checking accounts in various approved financial institutions. To ensure adequate internal controls, signing of checks and execution of wire transfers is restricted to authorized personnel only. This policy would establish guidelines and procedures for obtaining appropriate approval. In addition, this policy establishes guidelines and procedures for delegating authority to execute MTDB documents, including contracts and agreements, on behalf of the General Manager Chief Executive Officer in his absence.

POLICY:**42.1 Authorized Signatories for Disbursements**

A primary group and a secondary group is established for One signature is required for check and wire transfer disbursements under \$5,000 and two signatures are required for disbursements of \$5,000 or more. Authorized signatories for disbursements include the Finance Manager, Chief Executive Officer, and General Counsel. check signing and wire transfer authority as follows:

Primary

Secondary

One signature required over \$5,000.


1. General Manager




One signature required for all checks.

1. Director of Finance and Administration

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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2. ~~Director of Construction and Engineering~~

2. ~~Human Resources Manager~~

3. ~~General Counsel (when acting for General Manager)~~

3. ~~Grants Manager~~

~~Disbursements in excess of \$5,000 require one signature from each group. The primary signatory on disbursements under \$5,000 is the Director of Finance and Administration. If the Director of Finance and Administration is unavailable to approve disbursements under \$5,000, the Human Resources Manager or Grants Manager are authorized to sign on his behalf. Disbursements in excess of \$5,000 require two signatures, one from the primary group and one from the secondary group, based on the priority order.~~

42.2 Authorized Signatories on Purchase Requisitions

The respective Project Manager, functional area director, Finance Manager, and General Counsel must sign all Purchase Requisitions. For Purchase Requisitions involving purchases of \$5,000 or more, the Chief Executive Officer must sign.

42.32 Authorized Signatories on Contracts and Documents

In the Chief Executive Officer's General Manager's absence, the General Counsel and the Director of Finance and Administration Finance Manager are authorized to execute contracts and documents, as may be required.

42.43 Authorized Signatories of for the Office of the Clerk of the Board

In the Clerk of the Board's absences, the Assistant Clerk of the Board and Word Processor/Secretary II are Administrative Assistant to the Chief Executive Officer is authorized to execute documents, as may be required.

42.5 Authorized Signatories of Payment Vouchers

All payment vouchers must be signed by the respective Project Manager. Payment vouchers over \$1,000 must also be signed by the functional area director. Employee travel and expense reimbursements must be signed by the functional area director and Finance Manager. For travel and expense reimbursements of \$5,000 or more, the Chief Executive Officer must sign. For payments to the Chief Executive Officer, the General Counsel or Finance Manager are authorized to sign the payment voucher.

DDarro/SGreen/DRAFTPOLICY42.LWARRE/1/22/04

This original Policy was adopted on 2/13/92.


Policy revised on 8/11/94.

Policy revised on 1/29/04.

1/29/04


Transit Workshop:

Policy Review




Transit Workshop: Policy Review

- As part of the Transit Workshops, staff was asked to conduct a comprehensive review of MTD Board Policies and Ordinances
- Purpose: eliminate unnecessary or obsolete policies following consolidation

1/28/2004

Transit Workshop: Policy Review

- Policy No. 1: "Rail Transit Feasibility Principles"
- Purpose: Establish concise design principles.
- Recommendation: Repeal.

1/28/2004

Transit Workshop: Policy Review

- Policy No. 2: "Citizen Participation"
- Purpose: involve community in proposed transit improvements and construction. Required by Gov't Code §14085.
- Recommendation: Retain until MVE, San Ysidro, and 12th & Market are completed, make minor typographical changes.

1/28/2004



Transit Workshop: Policy Review

- Policy No. 3: "Environmental Quality"
- Purpose: Ensure all MTDB projects comply with environmental regulations.
- Recommendation: Retain indefinitely.

1/28/2004



Transit Workshop: Policy Review

- Policy No. 4: "Design-Preparation Plans, Specifications and Estimates"
- Purpose: Provide guidelines for preparation and approval of construction documents.
- Recommendation: Retain until MVE, San Ysidro, and 12th & Market are completed.

1/28/2004



Transit Workshop: Policy Review

- **Policy No. 5:** "Construction and Procurement Contract Change Orders"
- **Purpose:** Establish terms and conditions for change orders on construction and procurement contracts.
- **Recommendations:**
 - Retain until MVE, San Ysidro, and 12th & Market are completed;
 - Remove references to Procurement Contracts; and
 - Make minor typographical changes.

1/28/2004



Transit Workshop: Policy Review

- **Policy No. 6:** "Construction Contract Administration and Contractor Assurances"
- **Purpose:** Provide guidance on the administration of construction contracts. Required by Gov't Code §14085.
- **Recommendation:** Retain until MVE, San Ysidro, and 12th & Market are completed, make minor typographical changes.

1/28/2004



Transit Workshop: Policy Review

- **Policy No. 7:** "Quality Assurance/ Quality Control for Capital Improvement Projects"
- **Purpose:** Provide guidelines for the delivery of capital projects that meet or exceed MTDB's expectations. Required for FTA funded projects costing \$5 million or more.
- **Recommendation:** Retain until MVE, San Ysidro, and 12th & Market are completed, make minor typographical changes.

1/28/2004



Transit Workshop: Policy Review

- Policy No. 8: "Procurement of Supplies, Equipment, and Materials"
- Purpose: establish procedures for acquiring materials and goods. Required by enabling legislation and FTA Circular 4220.1.
- Recommendation: Retain indefinitely, make minor typographical changes.

1/28/2004



Transit Workshop: Policy Review

- Policy No. 9: "Acquisition of Real Property Interests"
- Purpose: expedite acquisition of real property and ensure consistent treatment of property owners.
- Recommendation: Retain indefinitely.

1/28/2004



Transit Workshop: Policy Review

- Policy No. 10: "Relocation Assistance Program"
- Purpose: provide assistance to individuals and businesses relocated by MTDB transit projects. Required by Gov't Code §7260.
- Recommendation: Retain indefinitely, make minor typographical changes.

1/28/2004



Transit Workshop: Policy Review

- Policy No. 42: "MTDB Signature Authority"
- Purpose: establish procedures for signing checks and contracts.
- Recommendation: Retain indefinitely, make minor typographical changes.

1/28/2004



1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
619/231-1466
FAX 619/234-3407

Agenda

Item No. 32

Board of Directors Meeting

MKPC 600 (PC 40050)

January 29, 2004

Subject:**TRANSIT WORKSHOP: MARKETING AND COMMUNITY RELATIONS****RECOMMENDATION:**

That the Board of Directors receive the report describing ridership and promotional programs performed by the Marketing and Community Relations Department.

Budget Impact

\$924,000 is budgeted for FY 04. On October 17, 2002, the Board approved the Marketing and Community Relations Plan for 2003-2005.

DISCUSSION:


The Metropolitan Transit System (MTS) Marketing and Community Relations Department consists of eight marketing professionals: Director, Advertising and Communications Manager, Communications Design Manager, two Graphic Designers, Marketing Coordinator, Community Relations Coordinator, and a part-time intern. Together, the department works to increase MTS's bus and trolley ridership and awareness through advertising, promotion, information, and educational activities.




The department's goals are to enhance public image, increase public support for transit, increase system-wide ridership and revenue, and leverage business and market opportunities. To achieve these goals, the department implemented a variety of programs that range from broad nationally sponsored public transit campaigns to local special event and target marketing efforts.

In FY 03, MTS launched its "Easy Going" Campaign to convey the message of "Unexpectedly Simple Transportation." The primary target audience are occasional riders who have taken mass transit in the past, but who do not necessarily see MTS as an everyday transportation option. This was not focused on any geographical area but on potential riders throughout San Diego County. The "Easy Going" slogan was used on promotional items and visible throughout passenger appreciation programs. For the next three years, the department will continue the "Easy Going" Campaign to capture occasional riders to the existing system. The goal is to convey that planning your transit trip is simple and will take you where you want to go.

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

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As an American Public Transportation Association (APTA) member, the department is able to participate in the "The Public Transportation Partnership for Tomorrow (PT)² Campaign," a national education and outreach program designed to build increased awareness, support, and investment for public transportation throughout the nation. The campaign slogan, "Wherever Life Takes You," is intended to generate awareness of the importance of transit to the community and to build support for federal reauthorization of Transportation Equity Act for the 21st Century (TEA-21).

Currently, the department is working on the System Appearance Project, unifying the branding of all MTS services. There are approximately 35 different branding images on MTS vehicles. The campaign will create a consistent message and visual identity for MTS, presenting it as one company with coordinated programs. The campaign cements the MTS system together in the public's mind. It also includes an internal marketing component to all agency and operators' employees, which is in unison to the external messaging.

The department is responsible for designing, producing, and distributing various crucial MTS informational materials, such as the Regional Transit Map (RTM), timetables, brochures, fact sheets, MTS newsletters, and much more. The RTM is the only regional piece that the department prints, and half is funded by San Diego Association of Governments (SANDAG). The printing of collateral and informational pieces requires a significant allocation of the department's budget each year and is a core element of staff time.

Through marketing promotions, the public sees and hears about MTS at trolley stations, transit centers, on billboards in the community, in radio advertisements, and in press releases. In addition, the MTS website, www.sdcommute.com, and hotline number 1-800-COMMUTE (telephone information), are promoted on most marketing materials. The website receives an average of 22,000 page hits a day, and typically between 40,000 and 70,000 commutes are planned on the on-line trip planner a month. The website is a key venue for posting special event and promotional information and for selling commemorative Day Trippers on-line at the Transit eStore. Telephone information trained operators receive about 2,000 to 3,000 phone calls a day, answer questions for 150 different bus routes and the trolley, and distribute brochures and timetables created by the department.

The department also attends and organizes various community events and offers trainings and transit fairs for employers, visitors, and youth. With successful partners, such as Coca-Cola, MTS is able to have a stronger presence in the community by participating in a variety of community events and by launching a new scholarship program for San Diego County high school seniors. MTS collateral and promotional items, such as notebooks, pens, papers, magnets, and APTA award-winning Transit Safety coloring books are distributed at events. The department has planned over 20 events and sponsorships for FY 04.

The department launched several route-specific programs this past year, a new bilingual website (www.transitosandiego.com), and continued its sporting events promotions with the Padres, Chargers, and Holiday Bowl (the department also played a vital role in the 2003 Super Bowl). Route-specific campaigns include the Airport Flyer, regional routes, and community shuttles. The launch of www.transitosandiego.com provides

Spanish-speaking riders with trip planning information, capital project updates, and all of the Take Ones (service change public notices) in Spanish. Since the launch, the number of website hits has grown significantly to average over 100 hits per day. This campaign was to support existing riders as well as to increase ridership. Advertising was focused in San Diego and Mexico where a large portion of riders begin their trips. This is working to reinforce the "Easy Going"/"Vaya Donde Vayas" campaign.

Through the consolidation of MTDB and SANDAG, the Marketing and Community Relations Department will remain with MTS (formerly MTDB), focusing on existing services and customer information. Three existing capital projects, Mission Valley East (MVE), the 12th and Market Station, and the San Ysidro Intermodal Transit Center, will remain with MTS. Meanwhile, projects more regional in nature (e.g. the Sprinter and Transit First) will be handled by the SANDAG Communications Department. Due to the consolidation, the MTS Marketing and Community Relations Department has been reduced in staff size from 13 employees to 8. Projects and programs may need to be reevaluated, but our objective of conveying to the public that transit is a viable transportation option in San Diego will remain the same.




Paul Jablonski
Chief Executive Officer

Key Staff Contact: Jessica Krieg, 619.557.4574, jessica.krieg@sdmts.com









SChamp/Als
32-04JAN29.JKRIEG
1/21/04



Metropolitan Transit System

Marketing & Community Relations Department




Meet the Department

			
<small>Gonzalo Lopez Director</small>	<small>Nancy Irwin Advertising & Communications Manager</small>	<small>Julie Andrews Communications Design Manager</small>	<small>Lisa Peters Communications Designer II</small>
			
<small>Chris Bell Communications Designer II</small>	<small>Pauline Gilbert Community Relations Coordinator II</small>	<small>Jessica Krieg Marketing Coordinator II</small>	<small>Shella Hadler Marketing Intern</small>

Overview: GOALS



MTS Marketing & Community Relations Department

1. Enhance Public Image
2. Increase public support for transit
3. Increase system-wide ridership revenue
4. Leverage business & market opportunities



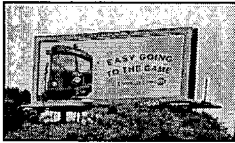


Achieving Department GOALS



1. Enhance Public Image
 - Easy Going Campaign
 - APTA (PT)² Campaign
 - MTS News Newsletter
 - Fare Machine Improvements
 - System Appearance/Branding

Easy Going Campaign

- 2003 Ad campaign to improve perception of MTS
- Create clear brand identity for bus and trolley
 - Billboards, Transit Shelters
 - Mall Kiosks, Bus Boards
 - Electronic billboard in Tijuana
 - Radio and TV traffic tags


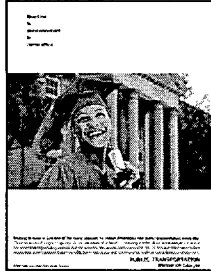








APTA Campaign "Wherever Life Takes You"

Public Transportation Partnership for Tomorrow (PT)²

- National Awareness
- TV and magazine print ads
- Promotes benefits and importance of transit to public and influence makers
- Message: Greater freedom, access, opportunity and choice for Americans

MTS Newsletter

- On-board quarterly newsletter
- 75,000 copies distributed on MTS buses and trolleys
- Passenger link to what's new, special events, promotions, rider profiles, and more!

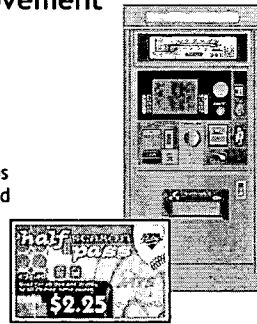


MTS



Fare Machine Improvement

- "Smarter" fareboxes to be installed on all MTS Transit Buses (Feb. 04)
- Smart Cards look and work like debit cards
- Faceplates and screen menus for new Trolley, Coaster, and Breeze TVMs developed by in-house graphics

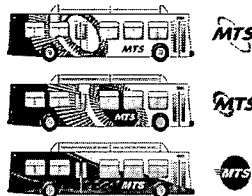


MTS



System Appearance/Branding

- Single paint scheme for all system buses
- Strong and coordinated "MTS" identity
- Unified system message



MTS



Achieving Department GOALS (cont.)

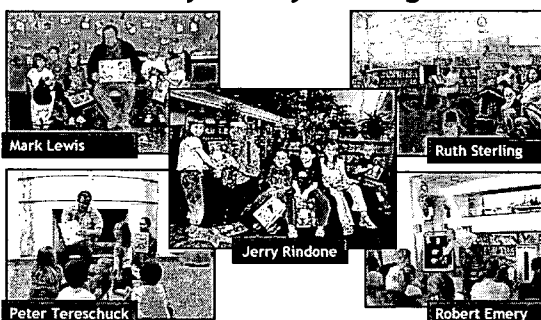
2. Increase Public Support for Transit

- Transit Safety Library Readings
- Teacher Education Program
- Media Outreach
- In-House Advertising
- Honorable Ambassador
- Public Information Outreach

MTS



Transit Safety Library Readings



MTS



Teacher Education Program

- Teacher Workshops
- Teacher Resource Manual
- Outreach and Community Education Events
- Reach more than 8,000 elementary and high school students a year

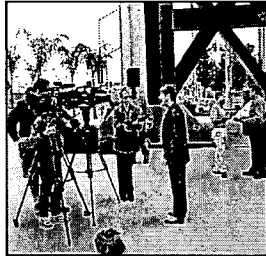


MTS



Media Outreach

- More than 50 press releases issued each year
- Service announcements
- Special events
- Personnel hires
- New fares, and more!
- News releases posted online www.sdcommute.com
- Press Conferences
- Radio, print and TV interviews



MTS



In-House Advertising

- Production of TV Spots
- Radio Spots/Jingles
- Traffic Tags
- Print Ads
- Media Buys



MTS



Honorable Ambassadors

- Influence makers increase awareness, support and investment for public transportation
- Past members of MTDB, Transit, and Trolley Boards
- Current MTS Board
- Annual lunch

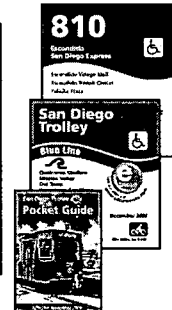
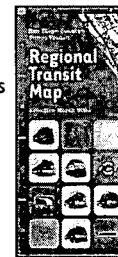


MTS



Public Information Outreach

- Over 500 information requests a year
- Edit, print, distribute 20+ collateral pieces and maps
 - Regional Transit Map
 - Timetables
 - Fact Sheets
 - Brochures, and more!
- Core element of budget and staff time



MTS



Achieving Department GOALS (cont.)

3. Increase System-wide Ridership/Revenue
 - Classroom Day Tripper Program
 - College Program
 - Visitor Program
 - Website - sdcommute.com and transitosandiego.com
 - 1-800-COMMUTE
 - The Transit Store
 - Family Weekends
 - Friends Ride Free

MTS



Classroom Day Tripper Program

- Discounted Field Trips (MTS and NCTD buses, MTS Trolley, Bay Ferry)
- More than 40,000 students a year
- Generates over \$60,000 annually

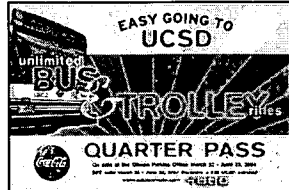


MTS



College Program

- Discounted Semester Passes
- Customized for 10 Colleges and Universities
- Generates over \$500,000 in revenue a year
- Custom passes
- Posters
- Pass Holders
- Website Information
- Ads
- Snipes
- Flyers

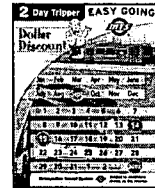


MTS



Visitor Program

- Discounted Day Tripper Passes for large groups and conventions
- Customized passes
- Generates over \$90,000 a year
- Partner with ConVis, transit trainings,
- Ads, visitor manuals, and more!

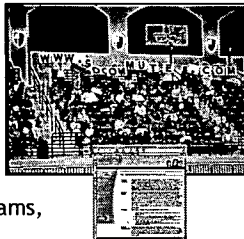


MTS



Website sdcommute.com

2003 First Place APTA AdWheel Award Winner



- 22,000 Hits a day
- Easy trip planning
- Current promotions, programs, and rider information
- New Spanish content at transitosandiego.com

MTS



1-800-COMMUTE

- Distributes brochures and timetables
- Promotes number on promotional items and ads
- Participates in marketing promotions and transit fairs



MTS



The Transit Store

- Public information and MTS Fare Media
- Over 150,000 passes sold annually
- Generated \$6 million FY03
- New paint scheme/carpet
- Menu boards
- Memorabilia



102 Broadway
Open Monday-Friday
9:00 a.m. - 5:00 p.m.
Closed weekends and holidays

MTS



Family Weekends

Two children
12 and younger
ride free with each
fare-paying adult

Every Saturday
and Sunday

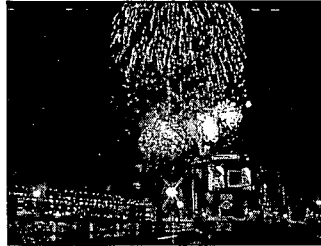


MTS



Friends Ride Free

Major holidays
Two ride
bus/trolley for
price of one
All rides free
New Year's Eve!



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Achieving Department GOALS (cont.)

4. Leverage Business and Market Opportunities

- Employer Program
- Community Outreach
- High School Scholarship
- Padres
- Chargers
- Holiday Bowl
- Super Bowl
- Station Promotions/Events

MTS



Employer Program (ECO Pass)

- Discounts on monthly passes
- Generates over \$200,000 a year
- Enhances employer benefit packages
- Transit Fairs
- Employer surveys



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Community Outreach

- Up to 20 annual events
 - Festivals
 - Customer appreciation
 - Trainings
 - Parades, and more!
- Promotional giveaways
- Coca-Cola Partnership



MTS



Jury Appreciation

- Juror incentive to commute to courthouse via transit
- 1,000,000+ Summons mailed to residents annually with positive transit message
- Annual Juror Appreciation event



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High School Scholarship

- MTS/Coca-Cola Partnership
- Essay Contest for all San Diego County High Schools
- 15 High School Senior Winners won laptop computer and \$250
- Raises awareness of benefits of public transit among youth



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Padres

- Promote Padres Express Bus and Trolley services
- Rider incentives
- Ads, radio, TV, stadium screens, banners, brochures and more!
- Over 155,000 Trolley riders this season



MTS



Chargers

- Express Bus and Trolley Brochures
- Custom bus/trolley season tickets
- Season ticket holder mail outs
- NFL Gameday Magazine editorial, Chargers Media Guide, Tailgate Times
- PA announcements, Scoreboard messages, banners
- Over 110,000 fans rode Trolley to stadium

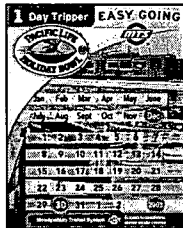


MTS



Holiday Bowl

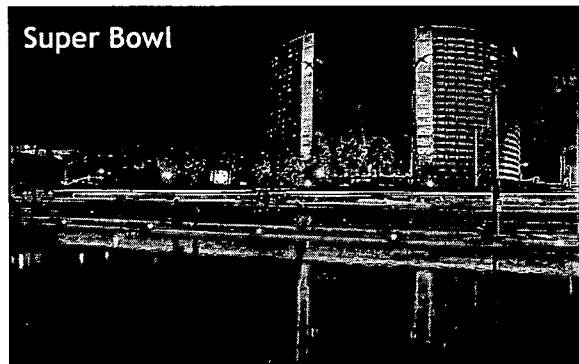
- Over 11,000 riders carried to stadium
- Commemorative Day Trippers
- Ads in Holiday Bowl Newsletter, Team Manual, Game Day Program, Stadium Scoreboard
- TV Parade entry sponsor
- Hotel flyers



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Super Bowl



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Station Promotions

- Station ground-breaking and improvement events
 - San Ysidro Intermodal Transit Center
 - Sorrento Valley Coaster Station
 - Bay-to-Park/PETCO Park
 - Mission Valley East (2005)



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THANK YOU!

MTS



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Agenda

Item No. 45

Chief Executive Officer's Report

ADM 121.7 (PC 30100)

January 29, 2004





Minor Contract Actions

- Rhoda Margarini Butte for Target Market Campaign and Classroom Day Tripper consultant services
- Partner Press, Inc., for printing the December 2003 *MTS Newsletter*
- San Diego Magazine for full-page ad of the Trolley Map
- Jaime Chavez for consultant services to implement transit service changes and East County Suburban work
- Dale Smith for consultant services for transit service changes and MCS Fixed-Route
- Alexis Dizon for bus shelter and bus bench administration consultant services
- Gonzalez-White Consulting for 12th and Market Station Reconfiguration Project Disadvantaged Business Enterprise (DBE)/Equal Employment Opportunity (EEO)/labor-compliance services
- West Coast General Corporation for 12th and Market Station Reconfiguration Project construction services
- Best Best & Krieger for Mission Valley East LRT legal services
- Katz & Associates for Mission Valley East LRT meeting facilitation services between San Diego State University (SDSU) and MTDB

JGarde/AIs
45-04JAN29.JGARDE
1/22/2004

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

Metropolitan Transit Development Board is Coordinator of the Metropolitan Transit System and the  Taxicab Administration
Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc., and  San Diego & Arizona Eastern Railway Company

For personal trip planning or route information, call 1-800-COMMUTE or visit our web site at sdcommute.com