Agenda

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

9:00 a.m.

Meeting will be held via webinar

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		ACTION RECOMMENDED
1.	Roll Call	
2.	Approval of Minutes - February 10, 2022	Approve
3.	Public Comments - 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 give your copies to the Clerk of the Board.	

CONSENT ITEMS

6. Authorization of Remote Teleconferenced Meetings — Approve

Action would authorize remote teleconferenced meetings for any public meetings held by MTS, including all Brown Act committees, for the next thirty (30) days pursuant to Assembly Bill (AB) 361 and make the following findings: 1) The MTS Board has considered the current circumstances of the COVID-19 pandemic and its impact in San Diego County; and 2) State or local officials continue to recommend measures to promote social distancing. On September 23, 2021, County of San Diego Public Health Officer, Wilma J. Wooten, M.D., M.P.H., issued a recommendation supporting the use of teleconferencing for attendance at public meetings as "a social distancing measure that may help control transmission of the SARS-CoV-2 virus."

7. On-Call Card Access Reader Services – Contract Award — Approve

Action would authorize the Chief Executive Officer (CEO) to execute MTS Doc. No. PWG340.0-22 (in substantially the same format as Attachment A) with Electro Specialty Systems (ESS), a Small Business (SB), for $318,956.00, for the provision of on-call card access reader services for three (3) base years from April 1, 2022 through March 31, 2025, and three option years from April 1, 2026 through March 31, 2028.

8. San Diego Metropolitan Transit System (MTS) Transit Asset Management (TAM) Plan – Annual Update — Informational

9. Zero Emission Bus (ZEB) and Iris Rapid Projects Construction Management (CM) Services – Award Work Order Amendment — Approve

Action would authorize the Chief Executive Officer (CEO) to execute Work Order Amendment No. WOA2501-CM01.1 under MTS Doc. No. G2501.0-21 (in substantially the same format as Attachment A), with TRC Engineers, Inc. totaling $574,202.74 for CM services for the Iris Rapid Project.

10. Cisco Voice Over Internet Protocol (VOIP) Licenses Three (3) Year Maintenance Renewal — Approve

Action would authorize the Chief Executive Officer (CEO) to execute a Purchase Order (PO) to Axelliant, LLC, a Minority Owned Business Enterprise (MBE) and a Small Business (SB), for the renewal of the CISCO VOIP licenses for three (3) years that includes technical support and software updates through March 26, 2025 for a total of $227,890.30.

11. Zero-Emission Bus (ZEB) Procurement Project: 60-Foot Low-Floor Electric Buses – Contract Amendment (New Flyer) — Approve

Action would authorize the Chief Executive Officer (CEO) to execute Amendment No. 3 to MTS Doc. No. B0722.0-21 (insubstantially the same format as Attachment A) with New Flyer, in the amount of $155,428.49 per technical specification changes for the twelve (12) 60-foot low-floor electric battery-powered buses.

12. Cost Segregation Services – Mid-Coast Project – Contract Award — Approve

Action would authorize the Chief Executive Officer (CEO) to execute MTS Doc. No. G2582.0-22 (in substantially the same format as Attachment A) with HCA Asset Management LLC (HCA) for Cost Segregation Services for the Mid-Coast Project for a two (2) year base period for $143,250.00.

13. Fiscal Year (FY) 2021-2022 Low Carbon Transit Operations Program (LCTOP) Funding — Approve

Action would adopt Resolution No. 22-02 in order to: 1) Agree to comply with all conditions and requirements set forth in the Certification and Assurances Document, and applicable statutes, regulations, and guidelines for all LCTOP funded transit projects; and 2) Authorize the Chief Executive Officer (CEO), or designated representative, to execute all required documents of the LCTOP and any amendments thereto with the California Department of Transportation; and 3) Authorize the allocation of $8,103,037 in Fiscal Year (FY) 2021-2022 LCTOP funding for the procurement of Battery Electric Buses (BEB's). A total of $12,426,859 will be funded and programmed in the FY 2024 Capital Improvement Program (CIP), which will reduce greenhouse gas emissions and improve mobility with a priority on serving Disadvantaged Communities (DAC); and 4) Certify that at least 50% of the total LCTOP funds received will be spent on projects or services that will benefit DACs identified in Section 39711 of the Health and Safety Code.

14. New Transit Facility, Conceptual Layout and Report – Work Order — Approve

Action would authorize the Chief Executive Officer (CEO) to execute Work Order MTS Doc No. WOA2075-AE-73 to MTS Doc. No. G2075.0-18 (in substantially the same format as Attachment A) with Dokken Engineering (Dokken) in the amount of $206,043.16 to provide planning services for the Division 6 conceptual layout and report.

15. Property Insurance Renewal — Approve

Action would authorize the Chief Executive Officer (CEO) to renew the property insurance coverage for the San Diego Metropolitan Transit System (MTS), San Diego Transit Corporation (SDTC), and San Diego Trolley, Inc. (SDTI) with the Public Risk Innovation, Solutions, and Management (PRISM) [formerly known as the California State Association of Counties – Excess Insurance Authority (CSAC-EIA)] Property Insurance Program, effective March 31, 2022 through March 31, 2023, with various coverage deductibles of $25,000 (real estate and personal contents property), $100,000 (bus fleet), $250,000 (light rail fleet) and $1,500,000 (roads, rail track, bridges, guideways and tunnels).

CLOSED SESSION

24. a. CLOSED SESSION - CONFERENCE WITH LABOR NEGOTIATORS PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTION 54957.6 — Possible Action

Agency: San Diego Transit Corporation ("SDTC")
Employee Organization: International Brotherhood of Electrical Workers, Local 465 ("IBEW")
Agency- Designated Representative: Jeffrey M. Stumbo, Chief Human Resources Officer (EEO Officer)

b. CONFERENCE WITH LEGAL COUNSEL — ANTICIPATED LITIGATION INITIATION OF LITIGATION PURSUANT TO PARAGRAPH (4) OF SUBDIVISION (D) OF GOVERNMENT CODE SECTION 54956.9: (1 POTENTIAL CASE) — Possible Action

NOTICED PUBLIC HEARINGS

25. None.

DISCUSSION ITEMS/FINANCE WORKSHOP ITEMS

30. Fiscal Year (FY) 2022 Operating Budget Midyear Amendment (Mike Thompson) — Receive
Action would receive a report regarding FY 2023 operating budget development and provide guidance on budgetary issues.

31. Fiscal Year (FY) 2023 Operating Budget (Mike Thompson) — Receive
Action would receive a report regarding FY 2023 operating budget development and provide guidance on budgetary issues.

32. Beyer Boulevard Trolley Station Transit-Oriented Development (Karen Landers) — Approve
Action would authorize the Chief Executive Officer to: 1) Execute a Disposition and Development Agreement with Beyer Family Housing L.P. for a Beyer Boulevard Trolley Station Transit Oriented Development Project (DDA); and 2) Take all actions necessary to fulfill MTS's obligations under the DDA, including, but not limited to, executing a Ground Lease and related regulatory agreements for each project phase.

REPORT ITEMS

45. MTS Safety Performance Annual Review (David Bagley and Jared Garcia) — Informational

46. Fiscal Year (FY) 2022 Mid-Year Performance Monitoring Report (Denis Desmond) — Informational

47. Ridership Recovery Action Plan Update (Mark Olson) — Informational

OTHER ITEMS

60. Chair Report — Informational

61. Chief Executive Officer's Report — Informational

62. Board Member Communications — Informational

63. Additional Public Comments Not on the Agenda
If the limit of 5 speakers is exceeded under No. 3 (Public Comments) on this agenda, additional speakers will be taken at this time. 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.

64. Next Meeting Date: April 14, 2022.

65. Adjournment

DRAFT MINUTES

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

February 10, 2022

[Clerk's note: Except where noted, public, staff and board member comments are paraphrased. Note that the meeting was conducted via webinar to comply with public health orders].

1. Roll Call

Chair Fletcher called the Board meeting to order at 9:01 a.m. A roll call sheet listing Board member attendance is attached.

2. Approval of Minutes

Chair Fletcher moved to approve the minutes of the January 20, 2022, MTS Board of Directors meeting. Board Member Elo-Rivera seconded the motion, and the vote was 13 to 0 in favor with Board Member Gastil and Board Member Salas absent.

3. Public Comment

Tasha Williamson – Made a verbal statement to the Board during the meeting. Williamson spoke about Lanisha Hill who was arrested, handcuffed and removed from the trolley for fare evasion. Williamson claimed MTS disproportionately ticketed black riders and asked that the Board address the case and end security checks for fare evasions. Williamson expressed concerns on the effects on black riders and riders of color. Williamson asked the Board to end security brutality and called to boycott the system.

Francine Maxwell – Made a verbal statement to the Board during the meeting. Maxwell requested the agency host a townhall so that the public understand policies and procedures that allow for physical removal of a rider. Maxwell noted other complaints where officers touched riders in some capacity. Maxwell asked if staff is trained on implicit bias along with de-escalation training because the agency should not be physically removing black woman, man or children. Maxwell emphasized accessible signage so that riders understand the system rules.

CONSENT ITEMS:

6. Authorization of Remote Teleconferenced Meetings
Action would authorize remote teleconferenced meetings for any public meetings held by MTS, including all Brown Act committees, for the next thirty (30) days pursuant to Assembly Bill (AB) 361 and make the following findings: 1) The MTS Board has considered the current circumstances of the COVID-19 pandemic and its impact in San Diego County; and 2) State or local officials continue to recommend measures to promote social distancing. On September 23, 2021, County of San Diego Public Health Officer, Wilma J. Wooten, M.D., M.P.H., issued a recommendation supporting the use of teleconferencing for attendance at public meetings as "a social distancing measure that may help control transmission of the SARS-CoV-2 virus."

7. Investment Report – Quarter Ending December 31, 2021

8. MTS Excess Liability and Workers' Compensation Insurance Renewals
Action would 1) Authorize the Chief Executive Officer (CEO) to purchase an Excess Liability Program, effective March 1, 2022, that results in a not to exceed amount of $2,938,804 based

on the expiring coverage structure of $70M excess of a $5M Self Insured Retention (SIR). (See Discussion); and 2) Approve a new two-year rate commitment from Arch Insurance for MTS Excess Workers' Compensation program, effective March 1, 2022 for a first-year premium of $253,211.

Action on Recommended Consent Items

Board Member Goble moved to approve Consent Agenda Item Nos. 6 to 8. Board Member Sandke seconded the motion, and the vote was 14 to 0 in favor with Board Member Salas absent.

NOTICED PUBLIC HEARINGS

25. None.

DISCUSSION ITEMS:

30. San Diego Transit Corporation (SDTC) Pension Investment Status (Jeremy Miller, Representative with RVK Inc. and Larry Marinesi)

Larry Marinesi, MTS Chief Financial Officer, and Jeremy Miller, representative with RVK Inc., presented on SDTC Pension Investment Status. They outlined the following items: investment structure as of June 30, 2021, FY 2021 performance, long term performance details, and investment structure summary.

COMMITTEE COMMENTS

Board Member Sandke asked about the performance measure at 21% and its reflection on the Coronavirus Aid, Relief, and Economic Security (CARES) Act fund gain for the year.

Mr. Miller replied that CARES Act funds do not count towards the total, because those are a cash contribution and the return only covers assets during that period.

Action Taken

Informational item only. No action taken.

31. San Diego Transit Corporation (SDTC) Employee Retirement Plan's Actuarial Valuation as Of July 1, 2021 (Anne Harper And Alice Alsberghe With Cheiron Inc. And Larry Marinesi)

Larry Marinesi, MTS Chief Financial Officer, and Anne Harper And Alice Alsberghe, with Cheiron Inc., presented on SDTC Employee Retirement Plan's Actuarial Valuation as Of July 1, 2021. They presented on: assumption changes, CARES Act additional funding, plan cost changes, plan history contributions, funding, membership & support ratio, projected total contributions, projected funded ratio, and stochastic projection of contributions.

Action Taken

Chair Fletcher moved to receive the SDTC Employee Retirement Plan's Actuarial Valuation as of July 1, 2021, and adopt the pension contribution amount of $17,901,804 for fiscal year 2023. Board Member Goble seconded the motion, and the vote was 15 to 0 in favor.

32. Social Equity Listening Tour – Contract Award (Stacie Bishop)

Stacy Bishop, MTS Manager of Marketing, presented on the Social Equity Listening Tour Contract Award. She provided details on: social equity listening tour, objectives and priorities, project concept plan, procurement process, evaluation criteria, initial review, second evaluation, interviews, Pueblo Planning, staff recommendation, and next steps.

Monique Lopez, a representative from Pueblo Planning, thanked the Board for their commitment to social equity and for having this item on the agenda. They acknowledged previous public comments and additional community experiences as stories that should be documented as part of the process. They offered to answer questions regarding the process and highlighted that half of the budget is reserved for community member partners, who are crucial in capturing long term relationships within the community.

PUBLIC COMMENT

Tasha Williamson – Provided a verbal statement to the Board during the meeting. Williamson acknowledged that Community feedback is to understand the issues with security fare checks that result in brutality arrests and disproportionate ticketing. Williamson asked the agency to refrain from talking about social justice.

Tripp – Provided a verbal statement to the Board during the meeting. Tripp claimed the agency could save money if they instructed enforcement from not assaulting riders of color. Tripp stated that the agency has a lack of policies that disproportionately ticket black riders. Tripp was disappointed in the agency's lack of accountability.

Indigo Curtis – Provided a verbal statement to the Board during the meeting. Curtis stated that the Community will not accept an empty discussion with no action. Curtis demanded the agency stop fare evasion checks because they have seen a pattern of black and brown people being disproportionately ticketed, harassed and brutalized by MTS security, including the recent incident involving Lenisha Hill. Curtis acknowledged that this would allow community members to feel safe.

Francine Maxwell – Provided a verbal statement to the Board during the meeting. Maxwell supported the recommendation, but asked if attendees for the meetings would be provided stipends. Maxwell was concerned that induvial community members would not gain from the allocated participation funding like a registered partner would and advocated for participation stipends to compensate individuals for their intellectual property.

Michelle – Provided a verbal statement to the Board during the meeting. Michelle supported claims to stop fare evasion policing. Michelle provided first hand confirmation about bias fare policing.

Malcolme – Provided a verbal statement to the Board during the meeting. Malcolme stated that neighborhoods experienced over policing and that the same culture should not be part of people of color's commute. Malcolme suggested the budget for the proposed program be spent on low income programs and vouched for Lenisha Hill's demeanor.

Darwin Fisherman – Provided a verbal statement to the Board during the meeting. Fisherman supported the fare evasion comments. Fisherman provided an anecdote and was concerned about oversight, training and accountability of the officers.

Heval – Provided a verbal statement to the Board during the meeting. Heval agreed with previous comments and questioned providing additional funding for transit security. Heval provided an anecdote about their experience as a fare evader years ago.

COMMITTEE COMMENTS

Board Member Whitburn thanked staff for revisiting this topic and including the community in the discussion. He stated a concern that MTS not simply gather feedback, write a report and archive the findings. He asked staff to explain how they would incorporate findings into policy and projects. Sharon Cooney, MTS Chief Executive Officer, stated she hoped the Board would authorize a $3 million Capital Improvement Program (CIP) budget that will be available to invest in programs the community deems vital as result of this listening tour process. The resulting projects would be approved by the Board. Board Member Whitburn believed that the recommendation was vital to representing the community and supported the staff recommendation.

Board Member Shu asked about the listening tour questions and was concerned about the alternative, restrictive options given to the community. He asked the consultant if they would be able to provide innovative case study discussion at the listening tour. Lopez replied that their approach for innovation is a combination of both community stories and innovation. They highlighted the presented budget to show the inclusion of community stipends. They explained that their best practices research is not conducted immediately, because community stories are used for case studies. Once a solution is sought out, the community is re-involved into the findings so that the agency is sure to capture the needs.

Board Member Shu asked about the anthropological approach and how that benefits the findings. Lopez acknowledged that ethnographic research informs and documents the mobility justice and injustice history of the region. They acknowledged their team also involves a social worker to provide the community with a comprehensive narrative for inequity and equity practices in the region.

Board Member Shu asked about the economic justice narrative. He acknowledged the agency's need for funding and the junction between this need and the narrative arch. He asked that a voucher be given to patrons that are not able to pay for fare.

Board Member Gastil ask Lopez to explain how their regional experience informs the work that would translate to this research. Lopez responded that they would approach it through a social justice and social equity lens. They acknowledged their extensive relationship with community members and community-based organizations. They continued to list that their anecdotal approach to their mobility justice story and meeting people where they are, allows the organization to create a well assessed narrative.

Board Member Elo-Rivera recognized public comments. He expressed excitement for the agency's engagement with the community. He stated that the expectation should be both realistic and tangible and asked how financial projections were determined, along with a comparison to the overall CIP budget. Ms. Cooney clarified that the listening tour will be a year long process. Ideas will be generated for Board approval. The $3 million amount is a placeholder and is not projected to be spent in full during that fiscal year. She listed various community concerns as examples that the budget could be committed to. Board Member Elo-Rivera hoped to have a sufficient funding commitment and flexibility for additional funds. He

commended Ms. Cooney for acknowledging the agency's opportunity to learn from community members. He supported the staff recommendation.

Board Member Montgomery Steppe supported the item and looked forward with working with Monique Lopez in regards to stipends and outreach. She acknowledged the comments of the public and noted the continuing change of the system and the continuous work that needs to occur to achieve change.

Board Member Moreno supported the recommendation. She listed her perceived improvements members would be recommending including: restrooms, benches, shelters and lighting, reliable service, along with safe and clean transit vehicles and stations. She asked the Board to update its transit amenities policy to attract increased ridership.

Chair Fletcher thanked the members of the public for their comments, the contractor and Board members. He noted in agreement that the agency needs to move forward with a fair and just system. He agreed that the work is never done and that the project has a great platform, with allocated funding to assist with success.

Board Member Sandke thanked staff, the contractor, and Board member comments for the trajectory of the agency's culture.

Action Taken

Board Member Whitburn moved to authorize the CEO to execute MTS Doc. No. G2529.0-22 with Pueblo Planning, LLC for the purposes of a Social Equity Listening Tour for a one-year base period for $186,275.00. Chair Fletcher seconded the motion, and the vote was 15 to 0 in favor.

REPORT ITEMS:

45. MTS Safety Performance Annual Review (David Bagley And Jared Garcia)

The Board waived the staff report for this item and deferred the presentation to the March meeting.

46. Fiscal Year (FY) 2022 Mid-Year Performance Monitoring Report (Denis Desmond)

The Board waived the staff report for this item and deferred the presentation to the March meeting.

47. Operations Budget Status Report for December 2021 (Gordon Meyer)

Gordon Meyer, MTS Operating Budget Supervisor, presented on Operations Budget Status Report for December 2021. He outlined the consolidated MTS operations comparison to December 31, 2021, FY 2022 federal stimulus funding, total operating revenues, total operating expenses and total operating activities.

Board Member Elo-Rivera was glad the agency was performing better than anticipated. He hoped the agency could use the positive projections to invest in ridership. He invited feedback for the Board about creating a program to invest targeted program funding to support transitional aged foster individuals, which would be an investment in a lifetime rider.

Chair Fletcher expressed his commitment to the idea and acknowledged that the County was looking into demographic data. He clarified that current youth foster care services do provide transit passes, however providing passes after they become adults is necessary.

Board Member Aguirre supported the strategy proposed by Board Member Elo-Rivera.

Board Member Montgomery Steppe supported Board Member Elo-Rivera's suggested program and was open to a proposed timeline.

Board Member Shu supported the targeted approach proposed by Board Member Elo-Rivera and was encouraged by the thoughtful process to capture social transportation needs as a coordinated effort.

Action Taken

No action taken. Informational item only.

OTHER ITEMS:

60. Chair Report

Chair Fletcher provided an update on the TransNet operations funding shortfall. The previous projected shortfall was projected to be in the next five years, however that commitment has been extended to eight years. He acknowledged the eight-year commitment was a minimum and hoped the commitment could be extended in future years.

61. Chief Executive Officer's Report

There was no Chief Executive Officer's Report.

62. Board Member Communications

Board Member Sandke acknowledged that the Coronado Bridge suicide barrier project has reached a level of Caltrans approval process. The comment period on the environmental document would take place that evening via a virtual town hall and is available to the public. He requested for possible partnerships with any of the jurisdictions on the topic.

63. Additional Public Comments on Items Not on the Agenda

There were no additional public comments.

64. Next Meeting Date

The next regularly scheduled Board meeting is March 10, 2022.

CLOSED SESSION (ITEMS TAKEN OUT OF ORDER):

24. Closed Session Items

The Board convened to Closed Session at 10:31 a.m.

a. CLOSED SESSION – CONFERENCE WITH REAL PROPERTY NEGOTIATORS PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTION 54956.8 – TWO PROPERTIES
Property 1: 9805 Prospect Avenue and 8547 Cuyamaca Street, Santee, CA (APNs 384-190-44 and 384-190-74)

Agency Negotiators: Sharon Cooney, Chief Executive Officer; Karen Landers, General Counsel; Heather Furey, Director of Capital Projects; Sean Myott, Manager of Real Estate Assets; Chip Willett, Bender Rosenthal Inc.
Negotiating Parties: Creighton Companies, LLC (represented by Wendell Hindley, RetailSiteExperts)
Under Negotiation: Price and Terms of Payment

and

Property 2: 8606 Cuyamaca Street, Santee, CA (APN 384-311-38-00) (Vacant Land)
Agency Negotiators: Sharon Cooney, Chief Executive Officer; Karen Landers, General Counsel; Heather Furey, Director of Capital Projects; Sean Myott, Manager of Real Estate Assets; Chip Willett, Bender Rosenthal Inc.
Negotiating Parties: KMSP Inc (represented by Matt LoPiccolo, CBRE); and Fred A Jajou (represented by Aidan James, Inland Pacific)
Under Negotiation: Price and Terms of Payment

b. CLOSED SESSION – CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION
Pursuant to California Government Code Section 54956.9(d)(1)
One Case: Anna Avenue Associates, LLC, et al., v. SANDAG, et al., San Diego Superior Court Case No. 37-2018-00000231-CU-EI-CTL (Consolidated with Case No. 37-2016-00009321-CU-EI-CTL)

The Board reconvened to Open Session at 10:55 a.m.

Oral Report of Final Actions Taken in Closed Session

Karen Landers, General Counsel, reported the following:

a. The Board received a report and gave instructions to negotiators.

b. The Board received a report and gave instructions to legal counsel.

65. Adjournment

The meeting was adjourned at 10:56 a.m.

Chairperson
San Diego Metropolitan Transit System

Filed by:

Clerk of the Board
San Diego Metropolitan Transit System

Approved as to form:

General Counsel
San Diego Metropolitan Transit System

Attachment: Roll Call Sheet

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS
ROLL CALL

MEETING OF (DATE):	February 10, 2022	CALL TO ORDER (TIME):	9:01am
RECESS:		RECONVENE:	
CLOSED SESSION:	10:31am	RECONVENE:	10:55am
PUBLIC HEARING:		RECONVENE:	
ORDINANCES ADOPTED:		ADJOURN:	10:56am

BOARD MEMBER		(Alternate)		PRESENT (TIME ARRIVED)	ABSENT (TIME LEFT)
FLETCHER	☒	(Vargas)	☐	9:01am	10:56am
SOTELO-SOLIS	☒	(Bush)	☐	9:01am	10:56am
AGUIRRE	☒	(Leyba-Gonzalez)	☐	9:01am	10:56am
ELO-RIVERA	☒	(LaCava)	☐	9:01am	10:56am
FRANK	☒	(Mullin)	☐	9:01am	10:56am
GALVEZ	☒	(Cardenas)	☐	9:01am	10:56am
GASTIL	☒	(Mendoza)	☐	9:05am	10:56am
GLORIA	☐	(Whitburn)	☒	9:01am	10:56am
GOBLE	☒	(Ortiz)	☐	9:01am	10:56am
HALL	☒	(McNelis)	☐	9:01am	10:56am
MONTGOMERY STEPPE	☒	(Von Wilpert)	☐	9:01am	10:56am
MORENO	☒	(Campillo)	☐	9:01am	10:56am
SALAS	☒	(Cardenas)	☐	9:11am	10:56am
SANDKE	☒	(Donovan)	☐	9:01am	10:56am
SHU	☒	(Arapostathis)	☐	9:01am	10:56am

SIGNED BY THE CLERK OF THE BOARD: /S/ Dalia Gonzalez

Agenda Item No. 6

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

AUTHORIZATION OF REMOTE TELECONFERENCED MEETINGS

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize remote teleconferenced meetings for any public meetings held by MTS, including all Brown Act committees, for the next thirty (30) days pursuant to Assembly Bill (AB) 361 and make the following findings:

1) The MTS Board has considered the current circumstances of the COVID-19 pandemic and its impact in San Diego County; and

2) State or local officials continue to recommend measures to promote social distancing. On September 23, 2021, County of San Diego Public Health Officer, Wilma J. Wooten, M.D., M.P.H., issued a recommendation supporting the use of teleconferencing for attendance at public meetings as "a social distancing measure that may help control transmission of the SARS-CoV-2 virus." (Attachment A)

Budget Impact

None with this action.

DISCUSSION:

On March 17, 2020, Governor Newsom issued Executive Order N-29-20, suspending the teleconferencing rules set forth under the Ralph M. Brown Act (Brown Act), Government Code Section 54950 et seq. On June 11, 2021, Governor Newsom issued Executive Order N-08-21, clarifying the suspension of the teleconferencing rules set forth in the Brown Act, noting that those provisions would remain suspended through September 30, 2021. On September 16, 2021, Governor Newsom signed AB 361, which allows legislative bodies subject to the Brown Act to continue meeting by teleconference, provided they make certain findings, including that meeting in person would present imminent risks to the health or safety of attendees. AB 361 requires that certain findings be made by the legislative body every 30 days.

The purpose of this agenda item is for the MTS Board of Directors to make findings supporting the continuation of a teleconference option for Board or committee members and for teleconference attendance by members of the public at MTS Board and committee meetings consistent with the requirements of AB 361.

AB 361 added subdivision (e) to Government Code section 54953 (emphasis added), providing for streamlined teleconference attendance at public meetings subject to the Brown Act, subject to the governing board making specified findings:

> **(e) (1) A local agency may use teleconferencing without complying with the requirements of paragraph (3) of subdivision (b) if the legislative body complies with the requirements of paragraph (2) of this subdivision in any of the following circumstances:**
>
> **(A) The legislative body holds a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing.**
>
> **(B) The legislative body holds a meeting during a proclaimed state of emergency for the purpose of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.**
>
> **(C) The legislative body holds a meeting during a proclaimed state of emergency and has determined, by majority vote, pursuant to subparagraph (B), that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.**
>
> (2) A legislative body that holds a meeting pursuant to this subdivision shall do all of the following:
>
> (A) The legislative body shall give notice of the meeting and post agendas as otherwise required by this chapter.
>
> (B) The legislative body shall allow members of the public to access the meeting and the agenda shall provide an opportunity for members of the public to address the legislative body directly pursuant to Section 54954.3. In each instance in which notice of the time of the teleconferenced meeting is otherwise given or the agenda for the meeting is otherwise posted, the legislative body shall also give notice of the means by which members of the public may access the meeting and offer public comment. The agenda shall identify and include an opportunity for all persons to attend via a call-in option or an internet-based service option. This subparagraph shall not be construed to require the legislative body to provide a physical location from which the public may attend or comment.
>
> (C) The legislative body shall conduct teleconference meetings in a manner that protects the statutory and constitutional rights of the parties and the public appearing before the legislative body of a local agency.

(D) In the event of a disruption which prevents the public agency from broadcasting the meeting to members of the public using the call-in option or internet-based service option, or in the event of a disruption within the local agency's control which prevents members of the public from offering public comments using the call-in option or internet-based service option, the body shall take no further action on items appearing on the meeting agenda until public access to the meeting via the call-in option or internet-based service option is restored. Actions taken on agenda items during a disruption which prevents the public agency from broadcasting the meeting may be challenged pursuant to Section 54960.1.

(E) The legislative body shall not require public comments to be submitted in advance of the meeting and must provide an opportunity for the public to address the legislative body and offer comment in real time. This subparagraph shall not be construed to require the legislative body to provide a physical location from which the public may attend or comment.

(F) Notwithstanding Section 54953.3, an individual desiring to provide public comment through the use of an internet website, or other online platform, not under the control of the local legislative body, that requires registration to log in to a teleconference may be required to register as required by the third-party internet website or online platform to participate.

(G) (i) A legislative body that provides a timed public comment period for each agenda item shall not close the public comment period for the agenda item, or the opportunity to register, pursuant to subparagraph (F), to provide public comment until that timed public comment period has elapsed.

(ii) A legislative body that does not provide a timed public comment period, but takes public comment separately on each agenda item, shall allow a reasonable amount of time per agenda item to allow public members the opportunity to provide public comment, including time for members of the public to register pursuant to subparagraph (F), or otherwise be recognized for the purpose of providing public comment.

(iii) A legislative body that provides a timed general public comment period that does not correspond to a specific agenda item shall not close the public comment period or the opportunity to register, pursuant to subparagraph (F), until the timed general public comment period has elapsed.

(3) If a state of emergency remains active, or state or local officials have imposed or recommended measures to promote social distancing, in order to continue to teleconference without compliance with paragraph (3) of subdivision (b), the legislative body shall, not later than 30 days after teleconferencing for the first time pursuant to subparagraph (A), (B), or (C) of paragraph (1), and every 30 days thereafter, make the following findings by majority vote:

(A) The legislative body has reconsidered the circumstances of the state of emergency.

(B) Any of the following circumstances exist:

(i) The state of emergency continues to directly impact the ability of the members to meet safely in person.

(ii) State or local officials continue to impose or recommend measures to promote social distancing.

(4) For the purposes of this subdivision, "state of emergency" means a state of emergency proclaimed pursuant to Section 8625 of the California Emergency Services Act (Article 1 (commencing with Section 8550) of Chapter 7 of Division 1 of Title 2).

***

The circumstances set forth in Government Code section 54953(e)(1)(A) and (e)(3) still apply and support the continuation of a teleconference option for Board or committee members and for teleconference attendance by members of the public at MTS Board and committee meetings for the upcoming 30-day period. Staff recommends that the Board make the following findings:

1) The MTS Board has considered the current circumstances of the COVID-19 pandemic and its impact in San Diego County; and

2) State or local officials continue to recommend measures to promote social distancing. On September 23, 2021, County of San Diego Public Health Officer, Wilma J. Wooten, M.D., M.P.H., issued a recommendation supporting the use of teleconferencing for attendance at public meetings as "a social distancing measure that may help control transmission of the SARS-CoV-2 virus." (Attachment A) That recommendation remains in effect.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. September 23, 2021 County of San Diego Health Officer Teleconferencing Recommendation

County of San Diego

NICK MACCHIONE, FACHE
AGENCY DIRECTOR

HEALTH AND HUMAN SERVICES AGENCY
PUBLIC HEALTH SERVICES

WILMA J. WOOTEN, M.D.
PUBLIC HEALTH OFFICER

HEALTH OFFICER TELECONFERENCING RECOMMENDATION

COVID-19 disease prevention measures, endorsed by the Centers for Disease Control and Prevention, include vaccinations, facial coverings, increased indoor ventilation, handwashing, and physical distancing (particularly indoors).

Since March 2020, local legislative bodies—such as commissions, committees, boards, and councils—have successfully held public meetings with teleconferencing as authorized by Executive Orders issued by the Governor. Using technology to allow for virtual participation in public meetings is a social distancing measure that may help control transmission of the SARS-CoV-2 virus. Public meetings bring together many individuals (both vaccinated and potentially unvaccinated), from multiple households, in a single indoor space for an extended time. For those at increased risk for infection, or subject to an isolation or quarantine order, teleconferencing allows for full participation in public meetings, while protecting themselves and others from the COVID-19 virus.

Utilizing teleconferencing options for public meetings is an effective and recommended social distancing measure to facilitate participation in public affairs and encourage participants to protect themselves and others from the COVID-19 disease. This recommendation is further intended to satisfy the requirement of the Brown Act (specifically Gov't Code Section 54953(e)(1)(A)), which allows local legislative bodies in the County of San Diego to use certain available teleconferencing options set forth in the Brown Act.

September 23, 2021

Wilma J. Wooten, MD

Wilma J. Wooten, M.D., M.P.H
Public Health Officer
County of San Diego

Agenda Item No. 7

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

ON-CALL CARD ACCESS READER SERVICES – CONTRACT AWARD

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer (CEO) to execute MTS Doc. No. PWG340.0-22 (in substantially the same format as Attachment A) with Electro Specialty Systems (ESS), a Small Business (SB), for $318,956.00, for the provision of on-call card access reader services for three (3) base years from April 1, 2022 through March 31, 2025, and three option years from April 1, 2026 through March 31, 2028.

Budget Impact

The total budget for this project shall not exceed $318,956.00. This project will be funded by Information Technology (IT) Operations Budget 661010-571250 budget account.

DISCUSSION:

MTS has approximately 240 card readers with controllers at various locations throughout San Diego County. Each card assigned to an employee or contractor has an internal chip that allows the individual to pass through doors or gates. When swiped, the card readers relay the information from the card to MTS's card access system that triggers a signal to open the door or gate. Maintaining these card readers allows MTS to secure all access.

On an on-call basis, Contractor shall provide all labor and materials required to provide card reader services including installation, maintenance, troubleshooting and repair per the Scope of Work (Attachment B).

On October 19, 2021, MTS issued an Invitation for Bids (IFB) for the services. By November 5, 2021, MTS received a single bid from ESS for $334,508.00.

To ascertain that the solicitation was not restrictive, MTS emailed a survey to all the firms that had downloaded the IFB on PlanetBids, asking them their reason/s for not bidding. The results indicated that neither the IFB nor MTS's procurement processes played a role in their decision not to respond.

On January 10, 2022, MTS contacted ESS to negotiate the costs.

On January 11, 2022 ESS submitted a Best and Final Offer (BAFO) at $318,956.00 (Attachment C), a savings to MTS of $15,552.00.

In comparison to MTS's Independent Cost Estimate (ICE) at $331,906.38, staff deems the BAFO to be fair and reasonable.

Therefore, staff recommends that the MTS Board of Directors authorize the CEO to execute MTS Doc. No. PWG340.0-22 (in substantially the same format as Attachment A) with ESS, a SB, for $318,956.00, for the provision of on-call card access reader services for three (3) base years from April 1, 2022 through March 31, 2025, and three option years from April 1, 2026 through March 31, 2028.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachments: A. Draft Agreement MTS Doc. No. PWG340.0-22
B. Scope of Work
C. Cost Form

Metropolitan Transit System

STANDARD AGREEMENT

FOR

MTS DOC. NO. PWG340.0-22

ON-CALL CARD ACCESS READER SERVICES

THIS AGREEMENT is entered into this _____ day of _____, 2022 in the State of California by and between San Diego Metropolitan Transit System ("MTS"), a California public agency, and the following, hereinafter referred to as "Contractor":

Name: Electro Specialty Systems (ESS) Address: 7940 Convoy Court

San Diego CA 92111
City State Zip

Form of Business: Corporation
(Corporation, Partnership, Sole Proprietor, etc.)

Email: dan@ess4.net

Telephone: (619)871-4363

Authorized person to sign contracts Daniel Brault President
Name Title

The Contractor agrees to provide services as specified in the conformed Scope of Work (Exhibit A), Contractor's Cost/Pricing Form (Exhibit B), and in accordance with the Standard Agreement, including Standard Conditions (Exhibit C), Federal Requirements (Exhibit D) and signed MTS Forms (Exhibit E).

The contract term is for up to three (3) base years and three (3) option years, exercisable at MTS's sole discretion, for a total of six (6) years. Base period shall be effective April 1, 2022 through March 31, 2025, and option years shall be effective April 1, 2026 through March 31, 2028, if exercised by MTS.

Payment terms shall be net 30 days from invoice date. The total cost of this contract shall not exceed $154,948.00 for the base years and $164,008.00 for the option years, for a contract total not to exceed $318,956.00 without the express written consent of MTS.

SAN DIEGO METROPOLITAN TRANSIT SYSTEM	ELECTRO SPECIALTY SYSTEMS
By: _____ Sharon Cooney, Chief Executive Officer	By _____
Approved as to form:	
By: _____ Karen Landers, General Counsel	Title: _____

1. SCOPE OF WORK/TECHNICAL SPECIFICATIONS

1.1. PURPOSE

The Contractor shall provide the following card access reader system services:

a. Routine and emergency maintenance and repair services and enhancements
b. New installations as may be requested by MTS

Contractor shall provide all technical resources including all supervision and labor; perform services such as card reader installation, maintenance, troubleshooting, repair, configuration, programming and testing; install related software and provide parts and tools necessary to perform the work. Repairs of all types of failures and damages are covered under the agreement. Services may be requested 24 hours a day, seven (7) days a week including holidays.

MTS has Avigilon hardware that includes approximately 240 readers with controllers and uses Avigilon Access Control Manager Application 5.12.0 (Sr2) software. Contractor shall maintain Avigilon Access Control Manager Application 5.12.0 (Sr2) during the contract. When new or existing locations have the need for equipment installed or repaired, the MTS Project Manager (PM) will provide Contractor with installation information such as location and any materials/supplies required. Any installations or new enhancements above $3,000 (all-inclusive) will require Contractor to submit a fixed cost proposal to the MTS PM for approval in writing before services are performed. It shall be the Contractor's responsibility to examine the location/s, acquaint itself with the existing conditions and submit a proposal based on rates and prices in this agreement. Such services will require a one (1) week burning period for testing before any acceptance can be made. MTS reserves the right to supplement, downsize, upgrade, eliminate, and/or otherwise modify in any way its card access systems at any time, at its sole and absolute discretion.

For software upgrades and programming Contractor shall provide the latest software versions, install per manufacturer specifications, provide all required licenses and programming support. Contractor shall coordinate closely with MTS Information Technology (IT), Security and Human Resources personnel for best times to load and install upgrades and new software, so as not to disrupt the normal security functions of the existing system.

Contractor shall only be paid for time spent on the premises performing the services required under the contract. Travel time or related expenses will not be reimbursed. Contractor shall not count travel time as part of billable hours.

Contractor shall sign and adhere to the following MTS policies: Third Party Vendor/Consultant Network Access Request and Technology Resources Policy (Internet, Computer, Data Security) under Section 6, Attachment 2.

1.2. SERVICES

A. When services are needed, the MTS PM will call or otherwise submit an online service ticket to the Contractors portal (if applicable) and MTS PM will provide an MTS Track-IT reference number, full description of the issue, location, required response time and the number of pre-authorized hours of service, if work will exceed one hour. If necessary MTS will perform the job walk with the Contractor.

B. Prior to the Contractor going out to the locations/starting work, Contractor must notify MTS IT and Security personnel via email of the exact location, type of work and estimated start time. The contact list will be provided to the awarded Contractor. The Contractor is responsible for requesting flaggers as needed (see section 5.6).

C. Contractor shall visit the location and perform the requested work. If over the pre-authorized hours of service Contractor shall provide a verbal quote and written quote/proposal, including estimated hours and any materials/supplies required. MTS PM shall review the Contractor's quote to ensure the costs are reasonable and match the job at hand. Once approved, the MTS PM will inform the Contractor to proceed. All the notifications above may be by email. No additional work shall be performed without written authorization from the MTS PM. Additional work performed outside the scope of the work order is prohibited and if done Contractor shall solely bear all risks and costs.

D. Note: Due to the nature and sometimes urgency of the services to be performed, written notifications (e.g. submission of work orders or authorization to begin work) may not be always possible. As such, verbal communication will be used followed by the detailed quote/proposal. MTS expects Contractor to abide by all service requirements identified in this contract. Verbal communication will then be documented by both parties in the form of a work order/service ticket. Should MTS determine that verbal notices at any level of service are not in its best interest, MTS will inform the Contractor and the notice/s in question from that time forward will begin to be in writing (email).

E. All repairs must be made at the time of the service call. Upon completion of work, unless prior arrangements are made, a visual inspection shall be made by Contractor and MTS PM for acceptance of work. Contractor shall re-do any work not accepted or fails under warranty at no additional charge to MTS. Contractor shall always notify MTS PM once the service is complete. If a job requires Contractor to return at a different day/time Contractor shall notify MTS PM.

F. Contractor must exercise great caution when performing work. Workmanship throughout the project shall conform to the highest standard of commercially accepted practice for the class of work, and shall result in a neat and finished appearance.

G. Contractor will be required to document all service calls and/or work orders received from MTS including the following and all required documentation shall be provided to MTS PM immediately following each service call.

   i. Track-IT reference number (MTS Personnel will be providing this reference)
   ii. Requesting MTS staff person's name
   iii. Name, location, and door number of each device
   iv. Services performed during each service call
   v. Amount of time spent and the parts used for each service call including $ amounts
   vi. Name of technician(s) performing work

H. All equipment removed or salvaged in conjunction with replacements (other than cabling and wires) must be returned to MTS Storeroom within five (5) days, along with a packaging slip describing where the parts were taken from, who replaced them under what work order number(s), parts description, manufacturer, model numbers, quantity, condition, etc. MTS

parts clerk must receive and sign off on all packing slips. Upon award MTS will inform the Contractor the MTS Storeroom location, provide a returns template form and contact information for the returns.

I. All parts furnished shall be new. Contractor shall enforce any applicable warranty on all parts, components and software provided by the original equipment manufacturer. At a minimum, Contractor shall provide a one-year warranty after date of acceptance on all material and equipment or as per manufacturer's warranty terms, whichever is longer. Workmanship shall be guaranteed for at least one year after date of acceptance.

1.3. STANDARD SERVICE (Non-Emergency)

A. MTS requestor must get an acknowledgement of the trouble call within thirty (30) minutes of receipt of service call. Once communication is made, Contractor is responsible for arriving at MTS site within four (4) hours of initial findings or trouble call. MTS expects the Contractor to give "priority" to service requests. While response times may vary from job to job, MTS PM will notify Contractor the response times.

B. The standard service calls shall be provided Monday through Friday, 8:00 am and 5:00 pm excluding MTS holidays each service year which are:

New Year's Day	Martin Luther King Day	President's Day
Cesar Chavez Day	Memorial Day	Independence Day
Labor Day	Veterans Day	Thanksgiving Day
Christmas Day		

1.4. EMERGENCY SERVICE

A. Emergency services shall be defined as services after standard business hours in Section 5.3 above (including MTS holidays), on weekends or holidays.

B. MTS requestor must get an acknowledgement of the trouble call within thirty (30) minutes of receipt of emergency call. Once communication is made, Contractor shall arrive to MTS site within 2 hours. In the event that there are more requests than can be responded within 2 hours, the Contractor shall coordinate with the MTS PM on how such emergency calls may be prioritized.

C. For any calls considered emergency by the MTS PM, Contractor must treat them as such and commit to the response time given by the MTS PM. For purposes of this contract, an emergency situation is any condition that requires immediate action to eliminate life or serious injury hazards to personnel, prevent loss or damage to MTS property, or restore essential services. Contractor shall make emergency service call repairs within 4 hours of initial trouble call unless otherwise agreed upon with the MTS PM who placed the call.

1.5. RISK OF LOSS OR DAMAGE

Contractor shall be solely responsible for all materials and supplies purchased from procurement, delivery, storage and installation until the service is tested and accepted by the MTS PM.

Contractor shall exercise great caution to ensure there is no damage to MTS property during delivery/installation and shall be responsible for repair or replacements of any damages caused.

1.6. REQUIREMENTS FOR WORK ADJACENT TO RAILROAD FACILITIES

A. Prior to entering the MTS railroad operating corridor, all workers of Contractor, sub-Contractors, and others working on MTS property shall have taken and passed a "Railroad Workers Protection" training course. The Contractor shall include all costs associated with making necessary arrangements and training workers as part of the cost for the work. Additional information can be found online at: http://www.sdmts.com/Business/RAILSAFETYTRAINING.htm

B. Contractor shall follow all MTS safety procedures regarding work near or on station platforms and rails. Any work that involves men or equipment within 15 feet of active trolley track will require an MTS flagger with a minimum 72 hours advance notice, at no additional cost to the Contractor. A Flagger Request form must be filled out and submitted to FlagRequest@sdmts.com. The Contractor shall provide location and scheduling information so that access to MTS facilities can be arranged and all necessary staff members are present to flag and inspect the work.

C. Catenary power can only be removed between 1:45 am and 3:45 am on Sunday night through Friday night. A Red Tag Request form must be filled out and submitted at least 72 hours in advance to RedTagRequest@sdmts.com for approval for any power down on the catenary.

D. Contractor shall adhere to safety standards required by MTS when working within the right-of-way. Trolley operations are generally from the hours of 4:00 a.m. of one day to 2:00 a.m. of the following day. SD&IV freight trains operate during non-Trolley hours.

E. Contractor shall not store equipment, tools, and materials within 15 feet from the centerline of any operable track.

F. No vehicular crossing over tracks shall be installed or used by the Contractor without prior written permission of MTS.

1.7. CONTRACTOR QUALIFICATIONS

A. Contractor and all Subcontractors must be registered and qualified by the Department of Industrial Relations (DIR) to perform a public work project pursuant to Labor Code, 1725.5. (Labor Code, 1771.1 subd. (a)). Contractor is directed to the Public Work section for additional information.

B. Contractor must be licensed in the State of California. All services are to be performed according to all Federal, State, County and City regulations.

C. Contractor shall maintain Avigilon Access Control Manager Application 5.12.0 (Sr2) during the duration of the contract.

1.8. CONTRACTOR'S PERSONNEL

Contractor's service personnel shall be certified in the maintenance and repair services. Personnel shall wear clothing bearing the company name with proper identification/badges while on MTS premises, present a neat appearance and be easily recognized.

A. Contract Manager: Contractor shall designate one (1) management level employee to serve as the liaison to MTS regarding any performance and contractual issues and shall provide MTS PM with sufficient contact information including, but not limited to, cell phone number and email address.

B. Lead and Back-Up Technician: Contractor shall designate a lead and a back-up lead technician who shall serve as the primary contacts to MTS and shall be available to MTS twenty-four (24) hours per day, seven (7) days per week. Contractor shall provide MTS PM with sufficient contact information for both, including but not limited to, cell phone numbers and email addresses.

1.9. SAFETY/HEALTH RESPONSIBILITY

Contractor employees shall observe all safety and security regulations established by OSHA and government regulations. All work shall comply with applicable federal, state, county and city regulations and MTS policies and procedures. Where there is a conflict between applicable regulations, the most stringent shall apply. Contractor shall assume full responsibility and liability for compliance with all applicable regulations pertaining to the health and safety of its personnel during the execution of work under this contract and shall hold MTS harmless in any action on the part of its employees or sub-Contractors which results in illness, injury, or death.

1.10. PROJECT TERM

The contract is estimated to be for three (3) base years from April 1, 2022 through March 31, 2025 with three (3) 1 year-options from April 1, 2026 through March 31, 2028.

1.11. COST PROPOSAL

The MTS Project Manager will be the contact lead for the services and request. It is anticipated that MTS staff will work side-by-side with the selected consultant and any sub-contractors proposed staff throughout the project duration.

Under the cost proposal attached as Exhibit B, MTS has provided an estimated service hours per year and estimated material cost. These hours and material estimates are to be used for proposal purposes and what MTS estimates may be required per year. Contractor should note that the actual hours and materials used may be more or less than estimated.

Under the cost proposal labor rates, Contractor has provided the all-inclusive billing cost per hour of service.

1.12. INVOICING

Payment shall be made only on work that is completed and duly accepted by the MTS PM. Progress payments are not allowed, therefore incomplete jobs that roll-over to the next month shall not be billed until they are accepted.

Each month, Contractor shall submit invoices to the designated MTS contact for all work performed and accepted that month. MTS will provide the contact information upon contract award.

Contractor shall submit one (1) invoice monthly to the MTS PM for all work performed and accepted that month. MTS will process the payment of each invoice within thirty (30) days from invoice date.

All invoices must always reference the following;

- Contract or Purchase Order (PO) number
- MTS Track-IT Ticket Reference number
- Location
- Work performed
- Period of performance

Contractor shall be required to submit with its invoices, documentation evidencing the actual costs of material and supplies paid (if any) for the completed work. Additional compensation will be allowed as per Contractor's markup percentage specified under Cost Proposal Form.

Contractor must include the original receipt/s for all materials, supplies and new replacements with its invoices.

Invoices shall be emailed to AP@sdmts.com.

All invoices must have, include and clearly displayed details of charges to ensure timely payment. MTS will not pay on packing slips, receiving documents, delivery documents, or other similar documents.

ON-CALL CARD ACCESS READER SERVICES
MTS DOC. NO. PWG340.0-22

Base Years		
Year 1	$	50,336.00
Year 2	$	52,016.00
Year 3	$	52,596.00
Total	**$**	**154,948.00**
Option Years		
Year 4	$	53,736.00
Year 5	$	54,856.00
Year 6	$	55,416.00
Total	**$**	**164,008.00**
Overall Contract Total (6 Years)	**$**	**318,956.00**

Agenda Item No. 8

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

SAN DIEGO METROPOLITAN TRANSIT SYSTEM (MTS) TRANSIT ASSET MANAGEMENT (TAM) PLAN – ANNUAL UPDATE

INFORMATIONAL ONLY

Budget Impact

None.

DISCUSSION:

On July 26, 2016, Federal Transit Administration (FTA) published the TAM Final Rule (49 CFR 625 & 49 CFR 630), which defines the term state of good repair (SGR) and establishes minimum Federal requirements for TAM that will apply to all recipients and subrecipients of chapter 53 funds that own, operate, or manage public transportation capital assets.

TAM is a strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces transit assets to manage their performance, risks, and costs over their lifecycle to provide cost-effective, reliable, and safe service to current and future customers. The goal of TAM is to keep all organizational assets in a state of good repair, which is defined by the FTA as the condition in which a transit or capital asset is able to safely operate at a full level of performance.

On September 20, 2018, the MTS Board of Directors adopted MTS Board Policy No. 65, “TAM Policy” and approved the TAM plan for fiscal year (FY) 2019. This policy and plan document the procedures in place for MTS to effectively manage its transit assets and maintaining its system in a state of good repair to support safe, efficient, and reliable transit services across the organization. The TAM plan was updated in January 2022 to include up-to-date asset inventory, owners, condition, and performance information as reported to the National Transit

Database (NTD) for FY 2021. The five-year constrained and unconstrained capital needs were also updated in accordance with the FY 2022 Capital Improvement Program (CIP). All other aspects of the TAM plan remain unchanged.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachments: A. Transit Asset Management Plan – FY 2022
B. Transit Asset Management Plan – FY 2022 (Redlined Version)

TRANSIT ASSET MANAGEMENT PLAN

JANUARY 2022

MTS
Metropolitan Transit System

Document Control History:

Version	Date	Comments
1.0	5/15/2018	Preliminary Draft
1.1	8/3/2018	Draft presented to Operations
1.2	8/27/2018	Draft post Operational Review
1.5	9/22/2018	2018 Draft to MTS Board
1.6	1/7/2022	Fiscal Year 2022 Update

Transit Asset Management Plan

Table of Contents:

Approvals

Transit asset management plans are required for all Federal Transit Administration grantees per federal legislation. The benefits from enhanced asset management practice include improved system safety and reliability, reduced costs, better customer service, and optimized resource allocation. This Transit Asset Management Plan outlines the agency's policy, approach and specific actions to improve its asset management practices over the next five years.

Accountable Executive

Sharon Conney	Chief Executive Officer	
Name	**Title**	**Signature**

Original Board Policy adoption date: 9/20/2018

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Executive Summary

On July 6, 2012, a new two year transportation reauthorization bill was signed into law, the Moving Ahead for Progress in the 21st Century Act (MAP-21). MAP-21 mandated new National Transit Database (NTD) reporting requirements for asset management. These Transit asset management (TAM) regulations were finalized in July 2016 with the revisions through the Federal Registry (The Final Rule) detailing the expected responsibilities for transit agencies.

TAM is a strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces transit assets to manage their performance, risks, and costs over their lifecycle to provide cost-effective, reliable, and safe service to current and future customers. The goal of TAM is to keep all organizational assets in a state of good repair (SGR), which is defined by the Federal Transit Administration (FTA) as the condition in which a transit or capital asset is able to safely operate at a full level of performance.

MTS established Board Policy No. 65, "MTS Transit Asset Management" (the "Policy") as guidelines for the management of the agency's organizational assets. This TAM Policy complies with the requirements of MAP-21.

MTS has always been committed to effectively manage its transit assets and maintain its system in a SGR to support safe, efficient, and reliable transit services across the organization. No procedures are changing operationally as MTS has always been required to comply with applicable maintenance regulations of the FTA, Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC). This policy and attached TAM plan consolidate the many standard operating procedures that have been in place at MTS in each maintenance department into one formalized and unified framework. These documents will help MTS standardize maintenance practices across the agency, and also comply with the new regulations.

With this policy, MTS commits to:

- Maintain an asset inventory that includes vehicles, facilities, and facility equipment used in the delivery of transit service; and
- Identify safety-critical assets within the asset inventory and prioritize efforts to maintain those safety-critical assets in a SGR; and
- Clearly define ownership, control, accountability, and reporting requirements for assets, including leased and third-party assets; and
- Set asset performance targets and measure, monitor, and report on progress towards meeting those targets; and
- Base capital project prioritization and other asset management decisions on asset criticality, condition, performance, available funding, safety considerations, and on the evaluation of alternatives that consider full lifecycle benefits, costs, and risks; and
- Maintain an agency-wide TAM Plan that complies with current Federal Transit Administration requirements, Board Policies, Fleet and Facilities Maintenance Plans, Standard Operating Procedures and Transit Asset Management best practices; and
- Provide tools to communicate forecasted performance metrics outlined in MTS Board Policy 42.

TAM Plan

Per FTA's TAM Final Rule and as mentioned above, MTS must maintain an agency-wide TAM plan. This plan will include the following elements:

- Inventory of assets – A register of capital assets and information about those assets. The FTA defines these assets as all capital assets a provider owns, except equipment with an acquisition value under $50,000 that is not a service vehicle.
- Condition assessment – A rating of the assets' physical state.
- Decision support tool – Analytic process/ tool to assist in capital asset investment prioritization needs.
- Prioritized list of investments – A prioritized list of projects or programs to manage or improve the SGR of capital assets.
- TAM and SGR policy – Executive-level direction regarding expectations for TAM.
- Implementation strategy – Operational actions to achieve agency TAM goals and policies.
- Key annual activities – Describe the key TAM annual activities.
- Identification of resources – List resources needed to carry out the TAM Plan.
- Evaluation plan – Monitor and update to support continuous TAM improvement.

It is anticipated that the TAM Plan strategy will evolve in response to internal and external changes or challenges faced by MTS. Therefore, the TAM Plan will be considered a "living document" that will be reviewed, and revised as necessary, on an annual basis. Any and all process changes within SOPs or FMPs will be reviewed and impacts to the overall TAM plan will be revised accordingly. The figures included in the five-year plan will also be updated each year at the completion of the CIP process. The updated TAM plan will be published to the MTS Board of Directors each year.

Asset Reporting

The Final Rule sets the minimum asset management practices for transit providers. Beginning in Report Year 2018, agencies that receive or benefit from Chapter 53 funds from the Federal Transit Administration are required to report asset inventory, condition, and performance information to the NTD.

The NTD program's Asset Inventory Module (AIM) is designed to collect basic information on assets and infrastructure used by U.S. transit agencies to deliver service. The purpose of assembling a nationwide inventory is to improve the FTA's ability to project capital costs for the future replacement (and necessary capital renewal activities) of existing transit assets. This information supports the FTA biennial report to the U.S. Congress regarding cost estimates of transit capital. These estimates directly influence the FTA annual budget request submitted for the Federal fiscal year

The Asset Inventory Module data elements are contained within the following forms and will be submitted annually:

- Transit Asset Management Performance Measure Targets (A-90), plus the year-end narrative of progress against those targets
- Transit Asset Management Facilities Inventory (A-15)
- Transit Way Mileage (A-20)
- Revenue Vehicle Inventory (A-30)
- Service Vehicle Inventory (A-35)

In 2016 MTS implemented two new SAP systems, the Enterprise Resource Planning (ERP) system and the Enterprise Asset Management (EAM) system, to help facilitate TAM reporting. The SAP EAM system is utilized to manage each individual maintenance plan and entire lifecycle for all MTS assets. MTS uses its SAP EAM system to track all inspections, preventive maintenance, and unscheduled repairs for each individual asset. The SAP ERP system is utilized to track all financial transactions, and these costs can be traced back to the underlying assets within EAM. All of this information enables the data-driven approach to maintenance that is essential to identify performance issues, deploy maintenance resources efficiently, and improve maintenance procedures with objective decision-making.

Introduction

Overview of MTS

The San Diego Metropolitan Transit System was created to provide the policy setting and overall management coordination of the public transportation system in the San Diego metropolitan service area. This service area encompasses approximately 3 million people residing in a 570 square mile area of San Diego County, including the cities of Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, Santee, San Diego and the unincorporated area of the County of San Diego. A number of fixed-route operating entities provide the service and have banded together to form a federation of transit service providers called the Metropolitan Transit System (MTS). The purpose of MTS is to provide coordinated routes, fares, and transfers among the different operating entities.

Bus Operations

MTS Bus Operations are a consolidation of services operated by San Diego Transit Corporation (SDTC) and MTS Contracted Services. These entities operate and maintain a fleet of 753 buses, all of which are environmentally friendly compressed natural gas bus or battery electric bus. In fiscal year (FY) 20121, MTS bus services operated a total of 97 fixed routes, including traditional urban shuttle-type, express and bus rapid transit routes, plus paratransit services. These bus services will log over 2.5 million revenue hours while traveling over 32 million revenue miles across San Diego County.

Bus operations are supported by five bus maintenance facilities: Imperial Avenue, Kearny Mesa, South Bay, East County and Copley Park. Each facility includes a maintenance building, administrative building, cleaning and fueling facilities, storage yard, and maintenance equipment which is used to support overall operations.

Rail Operations

MTS Rail Operations (SDTI) operate and maintain a fleet of 173 light rail vehicles (LRVs) to provide transit service over three separate operating line segments. The Blue Line operates from the US/Mexico border through downtown San Diego and terminates at the University Town Center Transit Center. The Orange Line serves the East County communities from El Cajon through downtown San Diego and terminates at the new County Courthouse Station. The Green Line operates from Santee along Mission Valley and serves the campus of SDSU through a short tunnel section before continuing to the Imperial Avenue Station, via the Bayside Corridor. The entire system encompasses 65 total miles (126 total track miles) of light rail transit (LRT) to 62 transit centers. Regular LRT service is provided around the clock with a 22-hour service window and 509 daily scheduled train trips (many more during special events). The entire system (all three line segments) provides low-floor service where on-time performance and service efficiencies continue to enhance the ridership experience.

The general operating environment includes a combination of open stations at-grade with standard railroad crossing protection, downtown mixed street traffic operation, elevated guideways with aerial stations, open-cut sub-grade tracks, one 4,100-ft long tunnel and underground station at San Diego State University.

Rail Operations are supported by the maintenance facility in Downtown San Diego. This facility includes three buildings for maintenance activities, paint booth, vehicle wash and a large storage yard.

Management

California law establishes the San Diego Association of Governments (SANDAG) as the planning agency for San Diego County. The responsibility and decision-making for all transportation-related planning, programming and development activities occurs within SANDAG's nine-member Transportation Committee. Approved transportation plans and programs are subsequently executed by SANDAG staff. Within this structure, MTS and the North County Transit District (NCTD) focus primarily on operating activities.

The MTS Board of Directors (Board) has the policy-setting responsibility for the operation and development of MTS's transit operations as well as for the planning and approval of capital expenditures. The Board is comprised of 15 members with four appointed from the San Diego City Council, one appointed from the San Diego County Board of Supervisors, two appointed from the city council of Chula Vista, one appointed from each Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, and Santee. One of the appointed members is then elected by other Board members to serve as Chairman.

The day-to-day operating functions, labor matters and maintenance of facilities are managed by the individual transit operators. MTS has centralized and consolidated Security, Planning, Human Resources, Finance, Information Technology, Stores, and Purchasing for all MTS operations.

MTS's mission statement, adopted by the Board, is to enhance the personal mobility of San Diego metropolitan area residents and visitors by:

- Obtaining maximum benefit for every dollar spent.
- Being the community's major public transportation advocate.
- Increasing public transportation usage per capita.
- Taking a customer-oriented approach.
- Implementing capital projects on schedule and within budget.
- Offering high-quality public transportation services.
- Responding to the community's socioeconomic interests.

The long-term goal of MTS is to fund operations solely with recurring revenues. MTS recognizes that this requires a delicate balance between funding the operating budget and also funding the Capital Improvement Program (CIP). In many cases, adequately funding the CIP enables savings within the operating budget. This lifecycle management planning is intended to drive successful service delivery and financial performance by minimizing the cost to procure, operate, maintain, rehabilitate, dispose of, and replace an asset while meeting or exceeding established service and reliability commitments for both the asset and the transit system as a whole.

Over the last decade, MTS has made funding the CIP a priority to bring the system up to a State of Good Repair (SGR), with over $2.8 billion of funding spent on Capital. MTS and SANDAG completed the Mid-Coast extension, rehabilitation of the Blue Line, also replaced both the East County and South Bay bus facilities. Our annual bus fleet replacement plan has been adjusted to keep the number of buses replaced to a manageable figure each year. The U2 LRV fleet has been replaced and we are in the process of replacing the SD100 LRVs as they approach the end of their useful lives. MTS has committed $125 million for CIP in FY22, funding 48 projects focused on fleet replacement and state of good repair.

Transit Asset Management Plan Purpose

Transit assets cost money to build, maintain, operate, and use. Transit asset management (TAM) is defined as a strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces its transit assets to manage their performance, risks, and costs

over their lifecycle to provide safe, cost-effective, and reliable service to current and future customers. The core of this plan is to understand and minimize the total cost of ownership of an asset while maximizing its performance. TAM integrates activities across departments within a transit agency to optimize resource allocation by providing quality information and well-defined business objectives to support decision making within and between classes of assets.

Transit assets include both fixed long-life infrastructure assets (including, structures, tunnels, facilities, and maintenance of way) and equipment (bus, rail, and paratransit revenue vehicles or rolling stock). This guide provides a transit specific asset management framework for managing assets individually and as a portfolio of assets that comprise an integrated system. In this guide, transit assets include physical infrastructure elements, equipment, and systems. Our definition of assets does not include "human capital" (the skills, training, goodwill and institutional memory of employees), financial assets, data/information, or intangible assets (for example, reputation, culture, and intellectual property).

Asset management is most successful when it is integrated into an agency's existing management processes for establishing policy, strategy, and business plans, as well as connected to an agency's performance management and risk management processes. As SGR has long been a focus of this agency, this TAM plan is largely built upon existing procedures. These procedures are documented in the Fleet and Facilities Maintenance Plans (FMP) of the MTS Operators. The purpose of these FMPs is to not only ensure that our assets are maintained in a SGR based on original equipment manufacturer (OEM) standards, but also help to enhance our operations by providing safe, frequent and reliable service. These FMPs are used to monitor and manage assets to achieve these standards, improve safety and increase reliability and performance. On the Rail side, MTS must also comply with regulations of the Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC).

Asset management supports and enables the following elements of transit agency management:

- Performance management focus: Asset management integrates management activities across the agency's various functional areas to address customer level of service and performance outcomes.
- Optimization of resources: Asset management aligns investment decisions associated with operations and maintenance budgeting and capital programming to achieve levels of service that meet agency goals.
- Fact-based management: Asset management is data-driven and transparent.
- Performance culture: Asset management is outcome-based, establishes metric-driven management, and provides tools to adopt a "predict and prevent" or "reliability" culture as opposed to a "find and fix" culture.

The TAM Plan is a key management document for tying the agency's strategic goals and outcomes, or performance measures to the maintenance and capital programs that it delivers. The management cycle is completed by having more detailed, lower-level performance measures to both determine the effectiveness of the agency's programs in achieving the outcomes (e.g., safety, asset condition, travel times, etc.) and its efficiency in completing the programs (e.g., output measures such as lane-miles resurfaced, projects completed on time and on budget, etc.).

Emphasis on managing assets through their life cycles, which vary by asset class and can stretch to decades, helps staff, management, and stakeholders to realize that the assets are being managed for the long term, and that the concept of ownership ("it is ours to do with what we like") is able to be substituted with stewardship ("at the moment it is ours to care for and pass on to our grandchildren").

MTS is committed to effectively managing its transit assets and maintaining its system in a SGR to support safe, efficient, and reliable transit across the organization. An Asset Management Policy (No. 65) will be approved by the Board apart from developing this TAM Plan.

This TAM Plan outlines the overall asset management approach in a manner consistent with that policy and current federal regulations, and sets the direction for establishing and maintaining transit asset management strategies and plans that are achievable with available funds.

This TAM Plan complies with the Federal Requirements of the Moving Ahead for Progress in the 21st Century Act (MAP-21), which mandated new National Transit Database (NTD) reporting requirements for asset management. These regulations were finalized in July 2016 with the revisions through the Federal Registry (The Final Rule) detailing the expected responsibilities for transit agencies. This included responsibilities mandate that transit agencies have TAM and SGR procedures in place. Accordingly, MTS commits to:

- Maintain an asset inventory that includes vehicles, facilities, and facility equipment used in the delivery of transit service; and
- Identify safety-critical assets within the asset inventory and prioritize efforts to maintain those safety-critical assets in a SGR; and
- Clearly define ownership, control, accountability, and reporting requirements for assets, including leased and third-party assets; and
- Set asset performance targets to measure, monitor, and report on progress towards meeting those targets; and
- Base capital project prioritization and other asset management decisions on asset criticality, condition, performance, available funding, safety considerations, and on the evaluation of alternatives that consider full lifecycle benefits, costs, and risks; and
- Maintain an agency-wide TAM Plan current with Federal Transit Administration (FTA) requirements, Board Policies, Fleet and Facilities Maintenance Plans, SOPs, and Transit Asset Management best practices.

Plan Contents

The FTA regulation defines MTS as a Tier I agency and, as such, MTS has implemented a TAM Plan that includes the following nine (9) TAM Elements listed and described in the Board-approved Asset Management Policy No. 65.

- Inventory of assets – A register of capital assets and information about those assets.
- Condition assessment – A rating of the assets' physical state.
- Decision support tool – Analytic process/ tool to assist in capital asset investment prioritization needs.
- Prioritized list of investments – A prioritized list of projects or programs to manage or improve the SGR of capital assets.
- TAM and SGR policy – Executive-level direction regarding expectations for transit asset management.
- Implementation strategy – Operational actions to achieve agency TAM goals and policies.
- Key annual activities – Describe the key TAM annual activities.
- Identification of resources – List resources needed to carry out the TAM Plan.
- Evaluation plan – Monitor and update to support continuous TAM improvement.

Implementation strategy

MTS's core business is to provide safe, reliable and sustainable transportation options to the communities it serves. To accomplish this, MTS must continually improve its management of fleet and facilities. When executed properly, TAM improves coordination of all departments across all phases of an asset's lifecycle to manage assets and required resources more efficiently.

This Plan sets forth MTS's approach to improving its TAM capabilities in compliance with federal requirements. This master document sets agency-wide objectives and strategies for delivering all commitments in its TAM Policy and its mission. This TAM Plan will:

- Specify the lifecycle management activities outlined in the FMPs for each department that is responsible for the operations and/or maintenance of a given asset class.
- Outline the personnel and technology resources that will be utilized to optimize the costs, risks, and performance of the transit system.
- Identify priority projects to improve TAM capabilities across the agency, as well as the funding for these projects.
- Provide structure for an ongoing planning effort.
- Create an ongoing performance monitoring and evaluation plan.
- Define the reporting framework to communicate with the FTA, the Board and the public about the results of these asset management activities, the benefits of investing in the transit system and the consequences of underinvestment.

Federal Requirements

The TAM rule (49 CFR part 625) is a set of federal regulations that set out minimum asset management practices for transit providers. Beginning in Report Year (RY) 2018, agencies that receive or benefit from Chapter 53 funds from the FTA are required to report asset inventory, condition and performance information to the NTD. The FTA defines these assets as all capital assets a provider owns, except equipment with an acquisition value under $50,000 that is not a service vehicle.

The NTD program's Asset Inventory Module (AIM) is designed to collect basic information on assets and infrastructure used by U.S. transit agencies to deliver service. The purpose of assembling a nationwide inventory is to improve the FTA's ability to project capital costs for the future replacement (and necessary capital renewal activities) of existing transit assets. This information supports the FTA biennial report to the U.S. Congress regarding cost estimates of transit capital. These estimates directly influence the FTA annual budget request submitted for the Federal fiscal year (FFY).

Asset Inventory

The asset inventory is structured to include a hierarchy of asset categories that comprise a specific asset class. The asset inventory and the associated asset hierarchy can provide the common basis for integrating this information and using it for multiple purposes across the agency.

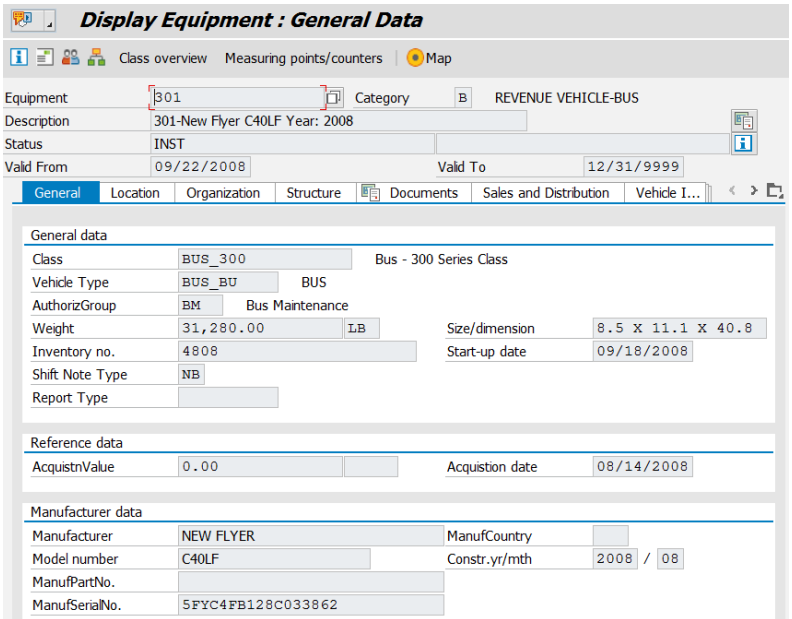
Asset categories/hierarchy

A detailed asset inventory is maintained in the SAP Enterprise Asset Management (EAM) System. The table below summarizes the asset classes and asset categories used by MTS:

Classes:	Vehicles	Facilities & Stations	Fixed Guideway	Systems
Categories:	**Revenue Vehicles:** **-Bus** **-Rail** **Non-Revenue Vehicles:** **-Operations** **-Maintenance** **-Administrative**	**Maintenance Facilities:** **-Bus** **-Rail** **Stations:** **-Transit Centers** **-Benches/shelters** **Administrative Buildings**	**Track:** **-Rail/Ties** **-Grade Crossings** **-Special Trackwork** **Right of Way:** **-Bridges** **-Elevated Track** **-Signaling** **Electrification**	**Software:** **-Financial** **-Maintenance** **-Operational** **Hardware**

During asset procurement and receipt or acceptance, specific asset identification, useful life, warranty and maintenance interval information [data] is collected from the OEM. This practice ensures the asset data is properly recorded into the EAM for effective and efficient lifecycle management.

SAP EAM Asset Inventory:



Vehicles

MTS vehicle inventory divides the vehicles into two categories: revenue vehicles and non-revenue vehicles. Revenue vehicles are the vehicles available to operate transit services provided by the agency. For MTS, this includes both buses and LRVs. Revenue vehicles tend to have maintenance priority among all transit assets, not only because of their critical role, but also because they must meet regulatory requirements and acceptable safety and reliability levels to provide passenger service.

MTS vehicle inventory:

Category	Sub-category	Count
Bus Revenue Vehicles	40-Foot Bus	464
	60-Foot Articulated Bus	113
	ADA Minibus	115
	Fixed Route Minibus	37
	Commuter Express Bus	24
Rail Revenue Vehicles	Vintage/SD100 High Floor Vehicle	52
	SD7 Low Floor Vehicle	11
	SD8 Low Floor Vehicle	65
	SD9 Low Floor Vehicle	45
Non-Revenue Vehicles	Automobiles	2
	Trucks and other Rubber Tire Vehicles	22

As seen above, bus revenue vehicles come in a number of different sizes. MTS categorizes the buses by size and propulsion system, and then groups them in to series by the year they were put in service.

- **Heavy duty buses** – This asset category includes both the 40 foot buses and the 60 foot articulated buses, which comprise the majority of the bus fleet. MTS primarily purchases from New Flyer and Gillig: the 60 foot contract is with New Flyer through 2022, and the 40 foot contract is with Gillig through 2022. Most of the heavy duty buses currently run on compressed natural gas (CNG), with the exception of 8 new zero emission buses.
- **Minibuses** – This asset category includes both minibuses used for ADA paratransit service as well as the less traveled fixed route services. These buses are propane powered.
- **Commuter Express buses** – This asset category consists of the over-the-road coach style bus used for MTS's Interstate 15 premium express service. All 24 buses run on compressed natural gas (CNG).

On the rail side, the LRVs have been purchased from Siemens. For these vehicles, they are grouped by series based on the same build cycle. The 2000 series SD100 high floor vehicles have been in service since the mid-1990s, and are in the process of being replaced by the new low floor SD10 fleet by 2025. The 3000 series SD7 LRVs went into service in 2005, the 4000 series SD8 LRVs went into service between 2011 and 2013, and the 5000 series SD9 LRVs went into service between 2019 and 2021.

Non-revenue vehicles are the vehicles utilized by support staff of the agency. 160 of these vehicles are leased through Enterprise, an arrangement MTS started almost 10 years ago which has proven to provide a lower cost of ownership versus owning these vehicles outright. (Per FTA instructions, these

leased vehicles are not included in the table above nor are they reported to the NTD.) These vehicles include:

- Supervisory and pool vehicles
- Maintenance vehicles
- Security vehicles
- Other administrative vehicles

MTS also has specialized maintenance vehicles across the agency. These vehicles typically have a longer useful life, and due to their specialized nature, make direct purchase a lower cost of ownership. These vehicles include:

- Bus service trucks
- Flatbed trucks

Facilities

Facilities refer to the structures that enclose or support maintenance, operations, administrative, and spaces for passengers. Facilities also house specialized equipment that supports the operations and maintenance of the vehicles (for example, fueling and wash facilities). Maintenance work spaces must accommodate vehicle movement within and around buildings, industrial workflow, and storage. Service facilities may include industrial workspaces similar to maintenance facilities, storage areas, and office spaces. Passenger facilities are usually focused around spaces for pedestrian movement or waiting areas. Stations provide shelter for employees and customers, and facilities provide shelter for employees, revenue vehicles, and power systems. Stations and passenger facilities are particularly important because they directly impact the customer experience.

MTS facility inventory:

Category	Sub-category	Count
Maintenance Facilities	Maintenance Facility (Service and Inspection)	8
	General Purpose Maintenance Facility/Depot	2
	Heavy Maintenance & Overhaul (Back shop)	1
	Other, Administrative & Maintenance	1
Stations	LRV At-Grade Fixed Guideway	49
	Elevated Fixed Guideway	4
	Underground Fixed Guideway	1
	Bus At-Grade Fixed Guideway	5
	Bus Transfer Center	14
	Surface Parking Lot	28
	Parking Structure	1
Administrative Offices	Administrative office/sales office	4
	Combined Administrative office	3

Each of these facilities is owned by MTS. These facility types are described in greater detail below:

- **General Purpose Maintenance Facility/Depot** – This asset category refers to the five bus maintenance facilities: Imperial Avenue, Kearny Mesa, South Bay, East County and Copley Park. These include the structures used to maintain bus revenue vehicles (for example, heavy duty buses, over-the-road coaches, and paratransit buses), plus operations offices, administrative facilities, operations central control, and central warehouses. Each of these facilities also includes a large yard to store the vehicles when not in service.
- **Maintenance Facility (Service and Inspection)** – This asset category refers to the maintenance facility in Downtown San Diego. It includes the structures used for maintaining LRVs, maintenance-of-way, buildings, grounds field crew, operations offices, administrative facilities, operations central control, and central warehouses. This facility also includes a large rail yard to store the LRVs when not in service.
- **Vehicle Fueling Facility** – This asset category refers to specialized fueling stations at the bus maintenance facilities for each fuel type utilized at MTS.
- **Stations** – This asset category refers to structures intended primarily for passengers' use, including bus transfer facilities, rail stations (both elevated and at grade), and customer service facilities. MTS also has one underground station at San Diego State University.
- **Administrative Offices** – This asset category refers to stand-alone administrative facilities. This includes the MTS corporate offices in the Mills Building, and the Taxicab Administration building.

Each facility type listed above also encompasses a wide variety of subsystems required for that facility to function appropriately. These subsystems or sub-categories include assets such as:

- Substructure
- Shell
- Interiors
- Conveyance (Elevators and Escalators)
- Plumbing
- HVAC
- Fire Protection
- Electrical
- Site
- Equipment (for Administrative and Maintenance Facilities)
- Fare Collection (for Passenger and Parking Facilities)

MTS tracks assets at this subsystem level to ensure the entire facility is kept in a state of good repair.

Fixed Guideway

Fixed guideway elements refer to the structural elements that allow for the movement of MTS's LRVs. These assets are broadly categorized into track elements, guideway elements comprising the track right-of-way, grade crossings, and the electrical infrastructure. Failure to maintain minimum condition standards in any of these assets increases the risk of slow, unreliable, potentially unsafe, or inoperable service.

MTS fixed guideway inventory:

Category	Sub-category	Count/ Linear Feet
Track	Tangent – Revenue Service	53 miles
	Curve – Revenue Service	51 miles
	Non-Revenue Service	7 miles
Special Trackwork	Double Diamond Crossover	7
	Single Crossover	61
	Single Turnout	28
Guideway	At-Grade/Ballast (including expressway)	83 miles
	At-Grade/In-Street/Embedded	7 miles
	Elevated/Concrete	9 miles
	Below-Grade/Retained Cut	1 mile
	Below-Grade/Cut-and-Cover Tunnel	3 miles
	Below-Grade/Bored or Blasted Tunnel	1 mile
Grade Crossings		96
Electrification	Substation Building	62
	Overhead Catenary System	104 miles

The guideway asset categories are described in greater detail below:

- **Track** – This asset category refers to the guide structure directly under the wheels of the transit vehicle that distributes vehicle dynamic loads to its supporting infrastructure both above and below ground.
- **Special Trackwork** – This asset category consists of trackwork structures, trackwork components or apparatus that are normally fabricated in whole or in part from regular rail sections. This includes items such as crossovers and turnouts.
- **Guideway** – This asset category consists of the right-of-way elements upon which the track resides. The majority of MTS's system is run on at-grade ballast, but there are significant portions that are on elevated bridges.
- **Grade Crossings** – This asset category refers to specific points along the track line where the track is embedded in the street and shares right-of-way with general automobile or pedestrian traffic.

- **Electrification** – This asset category provides supply and distribution of propulsion power for MTS's electric-powered LRVs and includes alternating current (AC) and direct current (DC) systems. Subsystems include overhead catenary system, distribution, and substations.

Like with facilities, there are a number of ancillary structures not detailed above that are required to physically support the safe and efficient operation of a transit system. These structures can include culverts, retaining walls, pedestrian walkways, utilities conduits, communications towers, light poles, safety fencing, signal cases, traffic gates, and vehicular signage.

MTS's light rail service does not operate on an exclusive guideway, meaning the right-of-way is shared with other traffic or services. Portions of the trolley line share right-of-way with general automobile or pedestrian traffic, and other portions share right-of-way with overnight freight services. However, MTS is financially responsible for the entire rail line, even the portions that are shared.

Systems

The systems asset class includes a diverse set of systems that support core operational functions. In today's technology dependent world, practically everything is dependent on its own specialized system. All of these systems are critical to transit operations, providing financial information, communications, network connectivity, revenue collection, security, customer service, and safety controls.

Major MTS systems inventory:

Technology	Description	Owner
SAP ERP	Enterprise Resource Planning System – management information system that integrates accounting, budgeting, purchasing, inventory and asset management.	Information Technology (IT)
SAP EAM	Integrated module of SAP ERP, to manage Enterprise Asset Management System for Fleet and Facilities management. Software solution that improves planning, scheduling, routing, preventative and corrective maintenance, and completing work orders based on miles, condition, priority, resources and assets.	IT
SAP CRM	SAP Customer Relationship Management System, to manage customers' Lost & Found, complaints and compliment cases, integrated with Hastus for incidents, and Risk Department.	IT
ADP	Human Resources Information Systems that manages all employees benefit data and payroll operations.	IT/ Human Resources
ARINC	Centralized Train Control (CTC) refers to the wayside and onboard equipment responsible for safe train operation and traffic control	IT/ Operations
CAD/AVL	The CAD/AVL system connects our vehicles seamlessly with our back office scheduling and dispatching software. It automatically collects vital data used by dispatchers such as bus GPS locations, schedule adherence status, breakdowns and emergencies	IT/ Operations
Pronto	Revenue Collection systems used to collect transit revenues, and to collect data, including ridership and service performance data	IT/ Operations
Hastus	Scheduling & Dispatch – provides improved planning, scheduling, operations, passenger information and analysis.	IT/ Planning
S&A Systems FleetWatch	Fluid Management – provides real-time control and data acquisition for fluids and tank monitor systems to monitor fluid usage, schedule preventive maintenance, and reconcile fluids.	IT/ Operations
Multiple Vendors	Security provides protection for customers and employees from threats and vulnerabilities, both internal and external to the system. It comprises both monitoring and control systems	IT/ Security

This asset class also includes all of the hardware utilized by the systems listed above. This includes servers, computers, cameras, and other specialized devices.

Useful life

The Useful life (UL) is the estimated lifespan of a fixed asset, during which it can be expected to contribute to agency operations. MTS has developed UL assumptions for all assets based on FTA guidelines and Generally Accepted Accounting Principles. Due to their specialized nature, many transit assets are not specifically listed in FTA guidelines or accounting rule. In these situations, staff will rely on manufacturer recommendations in order to determine the UL of these types of assets. MTS manages the asset lifecycles based on these ULs.

The Useful Life Benchmark (ULB) is the expected lifecycle of a capital asset for reporting to the NTD only. FTA has outlined default useful life benchmarks for vehicle types, using average age-based equivalent of a 2.5 rating on the FTA Transit Economic Requirements Model (TERM) scale. The FTA default ULB for each vehicle class is listed in the table below. As you can see, MTS's established UL is different from the FTA ULB. MTS will measure against these ULB for NTD reporting purposes.

Code	Vehicle Type	UL	ULB
AB	Articulated bus	12	14
AO	Automobile	7	8
BR	Over-the-road bus	12	14
BU	Bus	12	14
CU	Cutaway bus	7	10
LR	Light rail vehicle	25	31
MB	Minibus	7	10
MV	Minivan	7	8
SV	Sport utility vehicle	7	8
VN	Van	7	8

Condition assessments

Condition assessment is the process of inspecting the asset to collect data that is used to measure condition and performance. The condition assessment process involves regular inspections that evaluate an asset's visual and physical condition (for example, structural issues, and faulty components). This process addresses risk, ensures the asset can meet its level-of-service requirements, and provides information from which assets can be managed across their lifecycle.

The TAM Rule requires the inclusion of condition assessments in an agency's TAM Plan. Specific requirements include:

- A condition assessment of those inventoried assets for which a provider has direct capital responsibility.
- A condition assessment must generate information in a level of detail sufficient to monitor and predict the performance of the assets.
- A condition assessment must generate information in a level of detail sufficient to inform the investment prioritization.

Each asset class has different requirements for condition inspection and monitoring that depend on their performance characteristics, the risks, and the impacts of failure. In some cases, these requirements are specified by state and federal regulations. Gathering condition and performance data can be costly as it is a strictly manual process. However, these conditions and performance measures can be used to improve reliability and proactively plan for the investments required to maintain good performance on the most critical assets.

The following is a high-level summary of MTS's procedures for data collection:

- Data collection frequency – This addresses how often the inspections should occur. Triggers for a condition inspection may be based on a time or mileage interval, criticality or risk assessment, or it may be based on a performance trigger (for example, a bus with a skyrocketing mean time between failure metric).
- Inspection approach – For many asset classes, condition inspections can require appropriately trained and credentialed staff. Additionally, there is increasing interest and the ability to substitute a visual or manual inspection with technology-enabled monitoring. Examples include using sensors to monitor structural conditions and switch performance. Moreover, some inspection data may be collected through day-to-day operating and maintenance processes.
- Quality assurance process – These are the processes used to verify the data and ensure quality. Quality assurance processes may require random data checks or formal audits.
- Training – This is an important part of quality assurance for condition assessment and ensures that the condition is being measured consistently and accurately.

In order to determine an asset's condition, the FTA's Transit Economic Requirements Model (TERM) scale is being used, listed in the table below, with condition rating ranges from (5) Excellent to (1) Poor.

Rating	Condition	Description
5	Excellent	No visible defects, new or near new condition, may still be under warranty if applicable
4	Good	Good condition, but no longer new, maybe slightly defective or deteriorated, but is overall functional
3	Adequate	Moderately deteriorated or defective, but has not exceeded useful life
2	Marginal	Defective or deteriorated in need of replacement; exceeded useful life
1	Poor	Critically damaged or in need of immediate repair; well past useful life

Per the FTA TAM Final Rule, assets with a condition rating score of 3.0 and above are in a state of good repair. Assets with a condition score lower than 2.9 are not in a state of good repair, and may require prioritization during capital programming to ensure safe, efficient, and reliable transit service.

Facilities and Facility Equipment Condition Assessment:

For Facilities assets, condition assessments are scheduled and completed using in-house staff along with regular scheduled intervals. To determine the overall condition of a facility, MTS will inspect and assess the assets at the individual asset level. The FTA defines these assets as all capital assets a provider owns, except equipment with an acquisition value under $50,000, as a general rule the condition assessments will follow this guideline, but there may be instances where condition assessments are done on assets with an acquisition value under $50,000. Those individual assets will then be grouped into the following subcategories for each facility:

- Substructure

- Shell
- Interiors
- Conveyance (Elevators and Escalators)
- Plumbing
- HVAC
- Fire Protection
- Electrical
- Site
- Equipment (for Administrative and Maintenance Facilities)
- Fare Collection (for Passenger and Parking Facilities)

Each of these subcategories will encompass a number of individual assets. These results on an asset level are compiled into the Condition Assessment Report for a master asset which will aggregate (roll-up) the individual asset condition assessments to the subcategory levels listed above. Those subcategory scores will then aggregate (roll-up) for the master asset condition rating, which will be included in the NTD reports.

Fixed Guideway Condition Assessment:

MTS fixed guideway assets are subject to regulation by the FRA and the CPUC. As such, there are clearly defined inspection schedules per state and federal regulations. The data generated by these inspections allows MTS to track performance and proactively plan the required investments to keep the assets in a state of good repair.

Unlike facility assets, condition ratings for this asset class do not utilize the TERM scale. NTD requires a metric of the percentage of track segments that have performance restrictions. Performance restrictions are reported by mode and type of service as an average length of directional route mileage (DRM) operating under performance restriction. The NTD definition of DRM is the mileage in each direction over which public transportation vehicles travel while in revenue service

A performance restriction is defined to exist on a segment of a fixed guideway when the maximum permissible speed of transit vehicles is set to a value that is below the guideway's design speed. Generally, the design speed for a section will be the same as the maximum allowable speed established for the section at the time of system opening. The performance restriction can be communicated through operating instructions, route signage, flaggers, or an agency's dispatch system. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, maintenance work, or other causes.

To determine this measure, agencies are required to calculate the DRM (measured to the nearest hundredth of a mile) under performance restrictions as a result of all causes at the same time each month: 9:00 AM local time on the first Wednesday of each month. The total impacted DRM for that month is divided by the overall length of track, generating the performance restriction metric for that month. This process is repeated each month, and is then averaged to produce the required annual metric for the NTD.

Vehicle Condition Assessment:

Condition ratings for vehicles are expressed in terms of the percentage of assets that are at or beyond the Useful Life Benchmark (ULB). At the end of each year, the age of each asset in each vehicle type is compared to the ULB for that vehicle type. The number of assets that exceed the ULB is divided by the total number of assets in that vehicle type, generating the ULB percentage metric that is reported to the NTD.

Asset Lifecycle Management

Asset management is most successful when it is integrated into an agency's existing management processes for establishing policy, strategy, and business plans, as well as connected to an agency's performance management and risk management processes. As SGR has long been a focus of this agency, this TAM plan is largely built upon existing procedures. Asset management supports and enables the following elements of transit agency management:

- Performance management focus: Asset management integrates management activities across the agency's various functional areas to address customer level of service and performance outcomes.
- Optimization of resources: Asset management aligns investment decisions associated with operations and maintenance budgeting and capital programming to achieve levels of service that meet agency goals.
- Fact-based management: Asset management is data-driven and transparent.
- Performance culture: Asset management is outcome-based, establishes metric-driven management, and provides tools to adopt a "predict and prevent" or "reliability" culture as opposed to a "find and fix" culture.

The TAM Plan is a key management document for tying the agency's strategic goals and outcomes, or performance measures, to the maintenance and capital programs that it delivers. The management cycle is completed by having more detailed, lower-level performance measures to both determine the effectiveness of the agency's programs in achieving the outcomes (e.g., safety, asset condition, travel times, etc.) and its efficiency in completing the programs (e.g., output measures such as lane-miles resurfaced, projects completed on time and on budget, etc.).

Emphasis on managing assets through their life cycles, which vary by asset class and can stretch to decades, helps staff, management, and stakeholders to realize that the assets are being managed for the long term, and that the concept of ownership ("it is ours to do with what we like") is able to be substituted with stewardship ("at the moment it is ours to care for and pass on to our grandchildren").

Asset Lifecycle

Lifecycle management enables agencies to make better investment decisions across the lifecycle using management processes and data specific to each asset as a basis for predicting remaining useful life (including age, condition, historic performance, and level of usage). Transit asset management involves processes for managing and maximizing the performance of an asset while minimizing its costs throughout the course of its lifecycle. Lifecycle activities include the following:

- **Design/Procure** – If creating, this includes planning, design, and construction of the asset. If acquiring, this includes the scoping of the development and procurement of the asset. The asset management perspective involves considering the level of service requirements and total cost of ownership in this initial step.
- **Use/Operate** – This involves the use (or operation) of the asset. Asset management ensures that the asset is available in the specified condition to be used, or operates reliably to deliver the planned level of service.
- **Maintain/Monitor** – This involves all the predictive, preventive, corrective, and reactive activities required to maintain the asset in the condition required to deliver the planned level of service.
- **Rehabilitate** – Rehabilitation is the planned capital expenditures required to replace, refurbish, or reconstruct an asset partially, in-kind, or with an upgrade to optimize service and minimize

lifecycle costs. Examples might include reconstruction work on a bridge structure that replaces critical elements and thereby extends the bridge's life or a rail vehicle overhaul.

- **Dispose/Reconstruct/Replace** – When an asset can no longer perform at its intended level of service, the agency has the choice to dispose, reconstruct, or replace the asset. Typically at this stage, it is no longer cost-effective to renew the asset or it is functionally obsolete, and the agency must determine whether the asset must be replaced, whether the function of the asset remains necessary, and whether its function can be met more economically or efficiently by being replaced outright.

While these activities follow an asset through its lifecycle, the majority of the TAM activities and investment covers the operation, maintenance, and rehabilitation activities.

Maintenance Plans

Maintenance is managed with a multi-year time horizon to improve the reliability of all of its assets. The maintenance procedures are documented in the Fleet and Facilities Maintenance Plans (FMP) of the MTS Operators. The purpose of these FMPs is to not only ensure that the assets are maintained in a state of good repair based on original equipment manufacturer (OEM) standards, but also help to enhance operations by providing safe, frequent, and reliable service. These FMPs are used to monitor and manage assets to achieve these standards, improve safety and increase reliability and performance. On the Rail side, MTS must also comply with regulations of the Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC).

The purpose of each FMP is to provide an overview of each department's resources, structure, asset management, and maintenance programs. These FMPs are also supported by the Standard Operating Procedures (SOPs) used to guide day-to-day activities.

Vehicle Maintenance Plans

Vehicle asset management focuses primarily on vehicle procurement, the structuring of the vehicle maintenance program, the identification of and response to specific maintenance issues, the planning of system and component replacements, and the management of the spare fleet and inventory. Manufacturers provide guidelines for preventive maintenance and replacement, and maintenance practices are broadly shared across the industry.

For all operating revenue and non-revenue fleet assets, the FMP addresses:

- Organization Structure
- Maintenance Program Schedules
- Quality Control
- Training
- Preventive Maintenance
- Inspections
- Records
- Service and Cleaning Activities
- Warranty Program
- Goals and statistics

The FMP is also supported by the departmental Standard Operating Procedures (SOPs) used to guide employee day to day functions.

MTS utilizes a number of Key Performance Indicators (KPI) to oversee its maintenance activities. These KPIs are utilized across the industry, generating reliable benchmarks to compare against. MTS will also set annual goals and track performance against those goals. Among these KPIs are:

- Mean distance between failure (MDBF)
- % of PMs performed on time
- California Highway Patrol (CHP) Inspection Defects
- Accidents
- Injuries
- Maintenance cost per mile

Additionally, MTS utilizes a Quality Assurance (QA) department to perform quality control measures to ensure that vehicle maintenance staff is adhering to business processes and properly completing inspections, maintenance, and rehabilitation activities. MTS staff also performs quarterly inspections and more frequent informal on-site walk-throughs and inspections of the vehicles at the contractor facilities to check fleet maintenance data. Daily operations reports are also reviewed to examine the operational status of ADA equipment on vehicles in revenue service. Finally, monthly oversight reports are produced for both the in-house and contracted service operations that monitor performance in the same KPIs.

As part of the annual CIP process, MTS will update its Fleet Replacement Plan. This plan will forecast the replacement needs of the agency over 15 year horizon based on the useful lives of each vehicle type, attempting to normalize the year-by-year replacement needs as much as possible, and also estimating the funding requirements.

MTS has additional standardized procedures for accepting new buses delivered each year, as well as decommissioning and disposal of vehicles that have reached the end of their useful life.

Facilities Maintenance Plans

Because of the unique functional requirements for most transit facilities, transit agencies tend to manage most of their facilities throughout the entire facility lifecycle rather than acquire and dispose of them as needed. Therefore, agencies are typically involved in the facility design, operation, maintenance, renewal, and replacement. All MTS transit facilities and stations are owned by the agency. However, the functions within two bus maintenance facilities have to be outsourced, including the maintenance of the facility. For both directly operated and contracted services, the lifecycle management is documented within the facilities management plans maintained by each relevant department to monitor and manage all assets to achieve and maintain a state of good repair, improve safety and increase reliability and performance.

Inspections are often the most cost-effective method to assess the condition of and identify issues related to facility structures including defects, deterioration, and damage. Each FMP will have precise procedures for both higher-frequency routine inspections and more-detailed structural inspections. Third-party maintenance agreements are in place for many of MTS's specialized facility assets to allow for the greater expertise required for those inspections (for example, for the compressed natural gas fueling stations).

MTS Contract Services staff monitors the facilities and vehicles maintained by contractors via frequent informal on-site walk-throughs and inspections as well as reviews of monthly facility inspection reports and monthly fleet maintenance data. Staff also conducts formal quarterly inspections of the maintenance records of the contractors to ensure compliance with the maintenance requirements.

For all operations and support facilities, the FMP addresses:

- Organization Structure
- Maintenance Program Schedules
- Quality Control
- Preventive Maintenance,
- Inspections
- Service and Cleaning Activities
- Warranty Program

As part of the annual CIP process, MTS will utilize the annual CIP 20 Year Projection file to review the near term and long term rehabilitation and replacement needs for each facility. This plan will forecast the needs of the agency over a 20 year horizon based on the useful lives of each asset type and also estimate the funding requirements.

Fixed Guideway Maintenance Plans

Most fixed guideway elements are required by FRA and CPUC regulations to have regular condition inspections and assessments since they are safety-critical. For these assets, there are preventive maintenance activities that will be performed to minimize the risk of failures and to ensure the asset reaches (or even exceeds) its design life.

The longevity of guideway structures means that there may be a relatively high level of financial uncertainty and risk over the course of the asset's useful life. Guideway assets typically represent some of the largest capital assets of a transit agency, and without timely and effective maintenance, these assets may require additional or more costly rehabilitation to reach their full design life. Track elements require significant maintenance and investment over time to maintain performance and allow revenue vehicles to move at authorized speeds with minimal vehicle wear and maximum comfort.

The guideway asset owner should specify the requirements associated with the asset lifecycles—including design requirements, preventive maintenance activities, expected rehabilitation needs, and lifecycle costs—and incorporate this information into the lifecycle management plans for track, tunnels, and bridges. In addition, MTS is staffed for ongoing engineering support to modify the maintenance approach based on ongoing condition assessments and address unforeseen technical issues as they arise.

Track inspections are a critical quality control measure to assess both the quality and effectiveness of maintenance procedures, as well as to comply with FRA as well as CPUC regulations. As stated previously, MTS monitors the directional route mileage (DRM) operating under performance restriction by mode and type of service as another measure of the quality and effectiveness of maintenance procedures.

The assets will be evaluated relative to their remaining life to avoid the failure of the components in a timeframe that would not allow for repair or replacement. As part of the annual CIP process, MTS will review the near-term and long-term rehabilitation and replacement needs for these assets. The annual CIP 20 Year Projection file will forecast the needs of the agency over a 20 year horizon based on the useful lives of each asset type and also estimate the funding requirements.

Identification of Resources

Personnel Resources

Asset owners are responsible for the planning and implementation of lifecycle management. An asset owner is a transit agency manager who is usually in charge of an asset class's maintenance and, ideally, is also involved in asset design and procurement. The asset owner is responsible for lifecycle

management planning, for developing and implementing the lifecycle management plan, and for facilitating asset management activities. The asset owner also participates in the annual operating and capital budgeting cycles, where they act as advocates for the necessary funding resources to keep their assets in a state of good repair. The table below lists the asset owners and their specific areas of responsibility:

Asset Owner	Title	Area of Responsibility
Thomas Pascarella	Director of Fleet & Facility Maintenance	Bus Revenue Vehicles, Bus Facilities
Michael Daney	Manager of Contract Operations & Passenger Facilities	Bus Transit Centers, Contracted Bus Facilities
Jay Washburn	Manager of Paratransit & Mini Bus	ADA/Mini Bus Facility
Israel Maldonado	Fare Systems Administrator	Fare Collection Equipment
Fred Byle	Superintendent Wayside Maintenance	Rail Fixed Guideway and Electrification
Andy Goddard	Superintendent of LRV Maintenance	Rail Revenue Vehicles
Rolando Montes	Superintendent of Facilities	Rail Facilities and Transit Stations
Emily Outlaw	Chief Information Officer	Information Technology
Thang Nguyen	Sr. Project Manager (Rail)	Facility CCTV Equipment
Jeremiah Johnson	Security Systems Administrator	Security Equipment

The FMPs and SOPs described previously provide a foundation asset owners can use to increase the effectiveness of these lifecycle management activities and thereby drive improved lifecycle management and optimize asset performance. The FMPs also describe the resources available to each asset owner for their applicable asset class.

Technology Resources

Information technology is a critical asset management enabler. Enterprise wide lifecycle management for individual asset classes is data driven and requires the application of innovative and creative information technologies. This data-driven approach to maintenance is essential to identify performance issues, deploy maintenance resources efficiently, and improve maintenance procedures. Also, appropriate levels of preventive maintenance for each asset category can decrease long-term costs and potentially avoid the need for additional costly rehabilitations.

Enterprise Asset Management Software

MTS utilizes SAP for both its Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems.

The SAP EAM system is utilized to manage each individual maintenance plan and entire lifecycle for all MTS assets. MTS uses its SAP EAM system to track all inspections, preventive maintenance, and

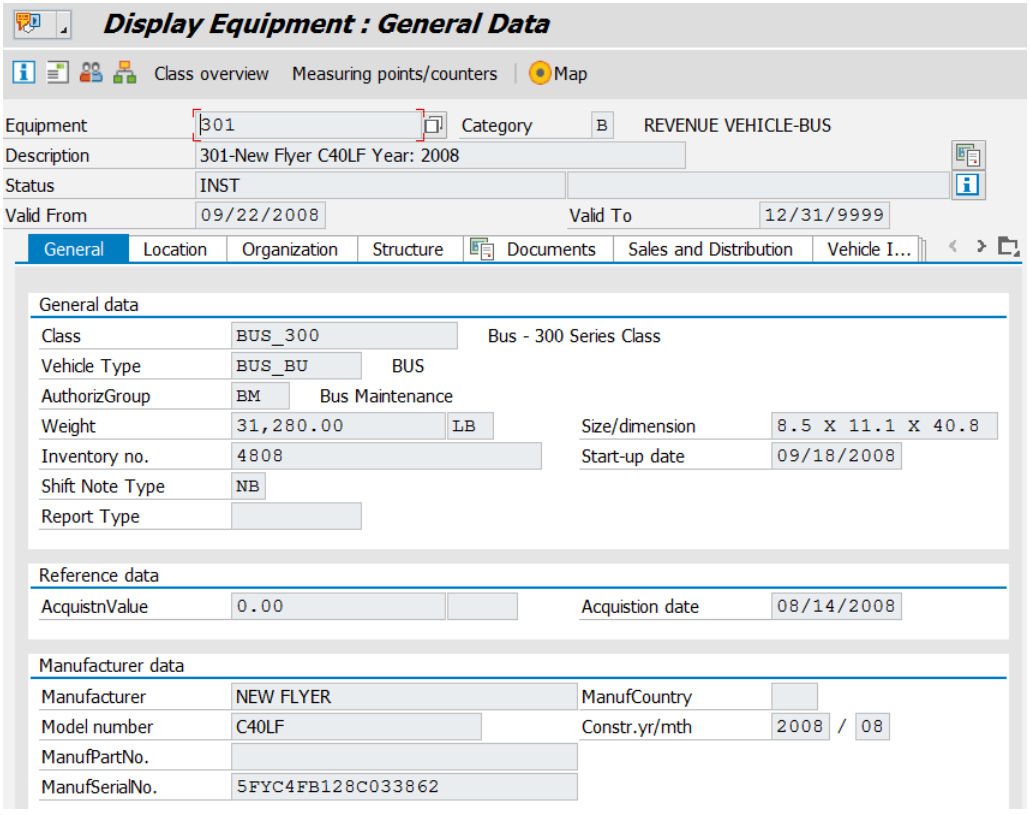
unscheduled repairs for each individual asset. The system also tracks completion timelines and overall PM compliance.

The process begins with the asset inventory. During asset procurement and receipt or acceptance, specific asset identification, useful life, warranty, and maintenance interval information [data] is collected from the original equipment manufacturer (OEM). This practice ensures the asset data is properly recorded into the EAM for effective and efficient lifecycle management.

This asset database allows MTS to track things such as:

- Asset class and an overall hierarchy of assets
- Individual asset number
- Asset owner
- Type
- Location
- Manufacturer
- Serial numbers
- Metadata statistics (like mileage data, condition ratings, etc.)
- All maintenance done on that asset

SAP EAM Asset Inventory:

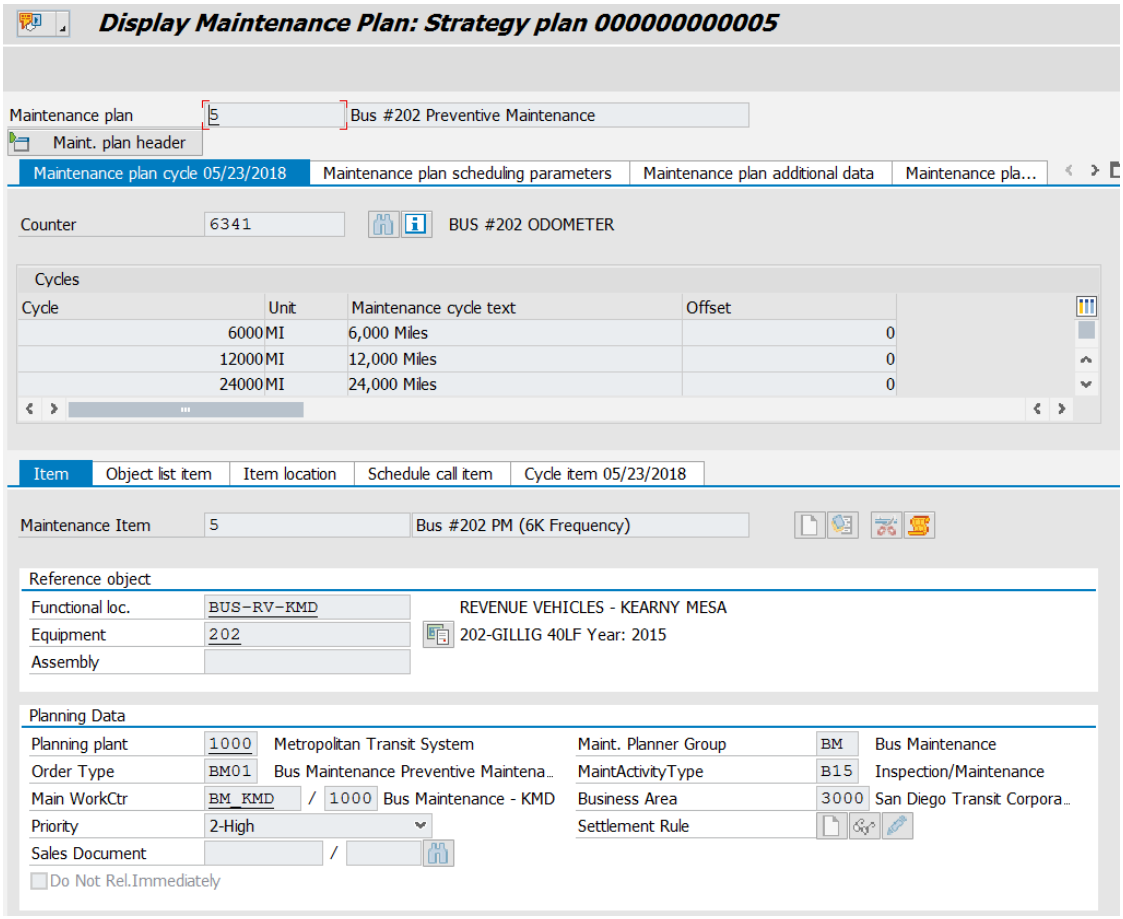


The OEM recommended preventive maintenance plan is also entered in the system, and these plans are assigned to each individual asset as appropriate. This allows the creation of an unlimited number of maintenance plans, differentiating things such as:

- Time or mileage interval
- Type of inspections
- Data to be recorded
- Maintenance required, if applicable

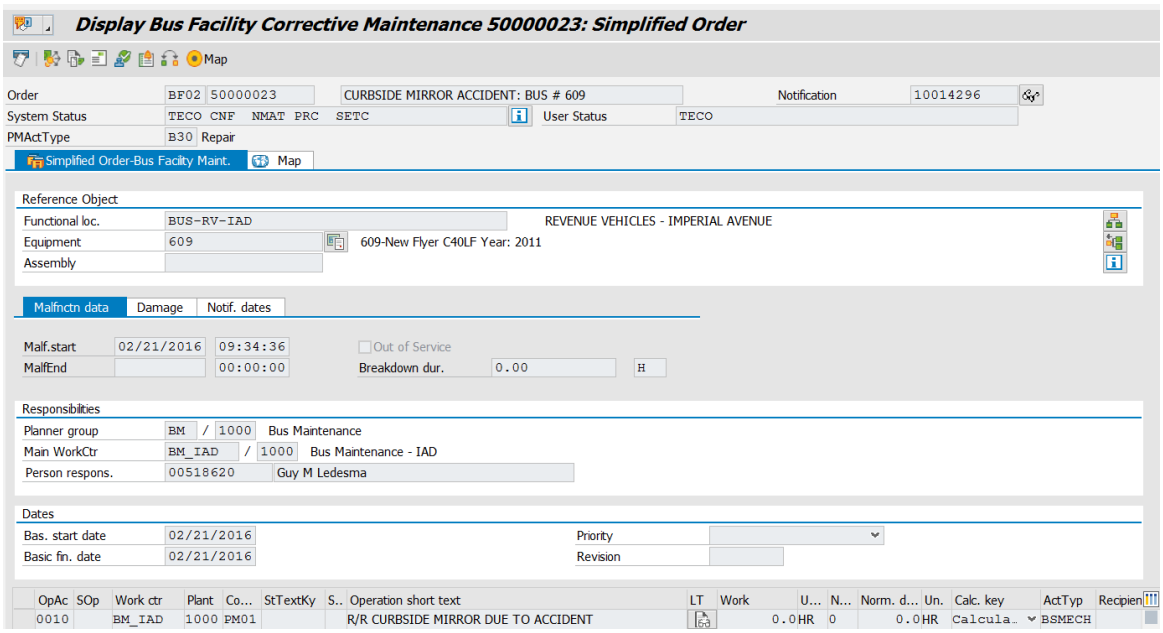
These individualized plans ensure the each asset is maintained according to OEM requirements and optimizes the lifecycle of each asset.

SAP EAM Maintenance Plan:



The EAM uses the asset and plan data to generate a specific work order for any inspection or maintenance event. The system also enables the assignment of the work order to a mechanic/technician, plus the tracking of who completed the work and when. If one or more materials are used and added to a work order, the system integrates with the stock and non-stock items, and includes that cost to the maintenance order.

SAP EAM Work Order:



Coupled with the financial data of the ERP, the system also calculates the overall cost of each work order. Over time, this information can be totaled and trended across individual assets, or summarized across a similar series of assets or asset categories.

All of this information enables the data-driven approach to maintenance that is essential to identify performance issues, deploy maintenance resources efficiently, and improve maintenance procedures with objective decision-making. This data is used for performance analysis, trend identification, lifecycle costing, as well as budget development. It can also flag outlier assets that require more attention than similar assets, helping replacement planning decisions.

List of Key Annual Activities

Key annual activities supporting the TAM Plan and asset lifecycle management are detailed within Board Policies, Fleet and Facilities Maintenance Plans, Standard Operating Procedures, and the Capital Improvement Program (CIP). These activities align with the agency's business goals and objectives and included both the tactical, day-to-day operational aspects, as well as longer-term strategic planning activities.

A high-level sample of these activities includes:

- Operational
  - Preventive Maintenance compliance
  - Goal setting and performance measurement against those goals
  - Costing/trending analysis
  - Annual NTD Asset Inventory Module reporting
- Planning
  - Annual CIP process to review SRG needs and plan the near term investments that need to take place
  - Vehicle fleet replacement plans
  - 20 year CIP to review longer-term SGR needs
  - Incorporate all changes identified into the updated TAM Plan

Capital Planning and Funding

The creation of the annual capital and operating budgets involve a multitude of decisions that impact transit asset management and the agency's ability to keep these assets in a state of good repair. This requires a delicate balance between funding capital and operations in order to effectively and efficiently provides transit services for the San Diego region.

The capital budget is used to fund the planning, design, acquisition, replacement, and capital maintenance of all MTS assets. The capital budget can also include major rehabilitations that extend the useful life of an existing asset.

The operating budget is used to fund service delivery as well as asset maintenance, including employee wages, spare parts, consumables, energy, and a variety of support services used throughout the organization. This also includes payments to third-party contractors responsible for a portion of the fixed-route bus services, the ADA Paratransit services, as well as general consulting and maintenance activities.

Both budgets are required for the service on the street and to keep that service in a state of good repair. The following sections detail how MTS makes these important decisions.

Capital and Operating Funding

Funding Sources

One of the primary funding sources for MTS is the fares it receives from its passenger. Typically, around 40% of the operating budget is funded by these fares for using the transit services provided to the region.

MTS receives a variety of operating revenues that are not received directly from passenger fares. The sources of these revenues are advertising, interest, rental income, land management revenue, energy credits, and other miscellaneous revenues.

MTS also receives a variety of non-operating revenues that primarily consist of federal, state, and local subsidy funds. The major subsidy sources of funding are described in more detail below.

Federal Transit Administration (FTA)

On December 4, 2015, President Obama signed the Fixing America's Surface Transportation (FAST) Act, reauthorizing surface transportation programs through the Federal fiscal year 2020. FAST establishes the legal authority to commence and continue FTA programs. Each reauthorization amends the Federal Transit Laws codified in 49 USC Chapter 53 and provides for the following funding streams MTS commonly receives:

- 5307 Urban Area Formula Grants for capital improvements and preventive maintenance
- 5311 Formula Grants for Rural Areas for capital improvements and to supplement operating costs
- 5337 State of Good Repair Funding for capital improvements and preventive maintenance
- 5339 Bus and Bus Facilities Funding for capital improvements

Transportation Development Act (TDA)

TDA provides funding for public transit operators. This state fund is one-quarter of a percent of the 7.75 percent sales tax assessed in the region. SANDAG is responsible for apportionment of these funds within the San Diego region.

State Transit Assistance (STA)

STA funding comes from the Public Transportation Act, which derives its revenue from the state sales tax on diesel fuel.

TransNet

In November of 2004, area voters approved a 40-year extension of the one-half-cent sales tax original ordinance that was set to expire in 2008 (TransNet II) and funded transportation needs throughout the San Diego region. This approval had two impacts; first, it assured and slightly improved the original TransNet funding beyond 2008; second, the Bus Rapid Transit (BRT) and Superloop Programs will receive most of its funding from TransNet II. SANDAG is responsible for the apportionment of these funds within the region.

Funding Plan

Each year, the Finance department generates a projected funding plan of revenues that will be available for both the operating and capital budgets. This funding plan incorporates regional revenue forecasts from SANDAG with short-term revenue assumptions for other MTS subsides, creating the five-year estimate of available subsidy funding. Assumptions are also created for all operating revenues over a five-year horizon.

Capital Budget Development Process

The CIP process begins each October with a call for projects by the MTS Finance department. All asset owners review the state of their asset inventory and put together project requests for all rehabilitation, reconstruction, and replacement needs to cover the following five fiscal years. The project requests are submitted through the SAP Budgeting and Planning (SBP) online module and each request will include the following:

- Scope of Work (SOW)
- Independent Cost Estimate (ICE)
- Project Manager
- Department
- Completion time frame
- Regional project ranking criteria
- Department priority

Once submissions are received, Finance conducts a review meeting of all projects for each department. After the reviews are complete, the list of all projects is consolidated into the five-year, unconstrained need for the MTS operators.

The consolidated priority list of projects will be reviewed by the Capital Project Review Committee (CPRC) according to available funding and the investment prioritization process described below. This secondary prioritization becomes the five-year, constrained CIP.

The constrained five-year CIP is then forwarded to the MTS Board of Directors and Budget Development Committee (BDC) for approval. Once approved, the projects are then added to the Regional Transportation Improvement Program (RTIP), which first goes to SANDAG for approval before ultimately being approved as part of the FTA's comprehensive national Transportation Improvement Program (TIP).

The prioritized list of projects is also subject to an analysis based on social equity principles. This process assures that the benefits and burdens of transit investment are shared equitably throughout the MTS service area. A series of maps are used to detail the results of this analysis.

Operating Budget Development Process

MTS uses a zero-based budgeting process that begins in December each year. In MTS's process, every line item budget is approved each year. Department managers complete budget templates using the SBP online module, in which they propose amounts for each line item, submitted with the appropriate supporting details for each assumption. (In contrast, with a traditional historic budgeting process, managers only justify variances versus prior year budget; the assumption is that the baseline is automatically approved.)

Meetings are held with each department to validate their assumptions, review proposals versus existing spending trends, and review any new initiatives. Personnel headcount assumptions are also reviewed at this meeting. This collaborative process results in the consolidated MTS assumptions that are then presented to and reviewed by senior management.

Beginning in late February through April, staff will meet with the Board and BDC to review the budget development progress. Staff presents the major revenue and expense assumptions that are included in the budget, and ultimately will present a balanced budget where revenues match expenses. Staff will also present a five-year forecast of operating revenue and expenses in order to give the Board a strategic view of the financial condition of the agency to help the decision-making process.

In May each year, a public hearing is held by the Board to approve the overall capital and operating budgets for the next fiscal year. That fiscal year begins on July 1 and ends on June 30.

Investment Prioritization

MTS uses an existing capital project prioritization process that considers asset condition or age along with investment categorization. The basic unit of the prioritization process is the project request. As described previously, project requests are created by asset owners and have a set of required fields to assist in the prioritization process.

Asset owners are asked to pay special attention to their departmental prioritizations. Issues involving safety should always be given the highest priority. Capital items needed to replace critical components on the system that have reached the end of their useful life should also be given a high priority so the agency can maintain our state of good repair. Additionally, capital investment projects that yield a solid return on investment, decrease operating costs, or provide improved customer service will be strong contenders for funding.

Once submissions are received, Finance conducts a review meeting of all projects for each department. The asset inventory and condition assessment will be reviewed in this step to validate project requests based on the asset age or condition (as applicable to that asset class) for rehabilitation or replacement of the assets that are indicated within the CIP period. SAP reports showing the scheduled and unscheduled maintenance costs by assets will also be used to validate project requests and foster a fact-based decision-making process.

The five-year unconstrained project list will also be compared against the longer-term 20-year CIP forecast. This 20-year forecast is an overarching strategic look at asset management, and helps staff encapsulate the immediate decisions within the long-term plans to keep the system in a state of good repair.

The consolidated priority list of projects will be reviewed by the Capital Project Review Committee (CPRC). The CPRC is comprised of representatives from MTS Bus, MTS Rail, MTS Administration, and SANDAG. Each CPRC member was responsible for submitting the capital requests for its division, agency, or city. The CPRC reviews and approves the prioritization of the list of projects, subject to funding availability. Typically, revenue vehicle replacements are funded first, and the remaining

submitted projects compete for the balance of available funding. Based on these funding constraints, the CPRC reviewed the projects in the context of their impact on operations and determined the most critical projects to fund by year. The remaining unfunded projects are deferred; however, it is recognized that the continued deferral of some projects could have negative impacts on system infrastructure in future years.

The constrained five-year CIP determined by the CPRC is then forwarded to BDC for review. The BDC is a five-member subcommittee of the Board. The BDC will review the recommended prioritization from staff, and then forward its own recommendation of the constrained five-year CIP to the Board for ultimate approval.

Five year investment plan

For fiscal year 2022, the CIP process has produced the following unconstrained and constrained funding plans for the next five years. MTS plans to invest $510.1 million in its Capital Improvement Program to improve the overall state of good repair of MTS assets. Through this plan, MTS is able to fund 61% of the overall capital need. There still remains a five-year unfunded balance of $330.1 million, and MTS does recognize that the continued deferral of some projects could have negative impacts on system infrastructure in future years.

Unconstrained Capital Needs ($000s)

Asset Class	FY22	FY23	FY24	FY25	FY26	Total
Vehicle	$70,725	$73,659	$86,531	$48,180	$92,166	$371,261
Facilities & Stations	46,107	83,214	74,199	77,385	88818.4	$369,725
Fixed Guideway	14,940	29,486	30,198	11,935	6,200	$92,759
Systems	6,460	0	0	0	0	$6,460
Total	**$138,232**	**$186,359**	**$190,928**	**$137,500**	**$187,184**	**$840,205**

Constrained Capital Plan ($000s)

Asset Class	FY22	FY23	FY24	FY25	FY26	Total
Vehicle	$70,725	$73,659	$86,531	$48,180	$92,166	$371,261
Facilities & Stations	34,991	27,957	9,522	27,623	18985	$119,078
Fixed Guideway	14,440	0	0	0	0	$14,440
Systems	5,330	0	0	0	0	$5,330
Total	**$125,486**	**$101,616**	**$96,053**	**$75,803**	**$111,151**	**$510,109**

Evaluation and Reporting

Asset lifecycle management is an ever-changing environment with advances in technology, changes in regulation, funding availability and asset management best practices. Therefore, the TAM Plan will be considered a "living document" that will be reviewed, and revised as necessary, on an annual basis. Any and all process changes within SOPs or FMPs will reviewed and any impacts to the overall TAM plan will be revised accordingly. The figures included in the five-year plan will also be updated each year at the completion of the CIP process. In general, the revisions to the TAM plan will originate from the MTS Finance department with inputs from various internal and external stakeholders. The updated TAM plan will then be published to the MTS Board each year.

Continuous improvement is a core feature of asset management implementation, embodied in the self-assessment, monitoring, and measuring required to ensure there is a feedback loop. Ongoing evaluation of MTS asset maintenance activities will be detailed covering three distinct areas:

- Budget monitoring of both CIP projects and the operating budget to ensure the implementation of the projects deemed necessary to improve the state of good repair of the agency.
- Performance monitoring across the agency used to reinforce the feedback loop required in a continuous improvement culture.
- Tracking the agency's actual results against FTA required performance measures.

Budget Monitoring

Each year, the capital and operating budgets identify a number of projects that urgently require funding in order to keep MTS assets in a state of good repair. Once funding is achieved, the management teams at MTS are tasked with implementing these projects in a timely manner. The help ensure the implementation of these projects, MTS routinely monitors the actual financial performance against what was submitted during the budgeting process.

Budget to Actual Monitoring

Budgets are entered into the SAP ERP system for each project (as well as each operating department) at a detailed line item level. The system records the actual expenses, pre-encumbrances and encumbrances at the same level of detail. But in order for a budget to be considered useful, it needs to be used as a comparison tool when the actual business results take place. The ERP provides useful reports for finance personnel and Project Managers to view the real-time actual performance against the budget, and also to quickly access the underlying source documents for those situations that require further analysis.

While a budget versus actual variance analysis might not provide all the answers, it gives finance personnel and the Project Managers an indication of where they can look for possible material issues and provide further investigation of each of those items as necessary. This practice will ensure both parties have a detailed understanding of the overall project and help achieve a successful outcome. In some instances, cost overruns can occur. Common reasons for cost overruns include higher than estimated costs versus the engineering plans and specifications, late additions to the overall scope of the project that were not included in the original budget, or even project delays. When projects incur cost overruns, recovery plan options are discussed between the finance and the Project Managers, before being approved by the CEO and Board if necessary.

Capital Project Status Updates

Project schedules, budgets and performance objectives are monitored through monthly meetings under the Project Management Department at MTS, as well as through quarterly status reports provided by the Project Managers. During the quarterly project status meeting, the project milestones are discussed

with the Project Manager to ensure the project is completed on time. Senior Management receives a system generated monthly Capital Project Budget Executive Summary report and also has access to the Capital Project Monitoring report so they can also keep tabs on the projects to ensure continued progress.

Operating Budget Status Updates

Consolidated reviews of the actual performance versus the operating budget are prepared and presented monthly to the CEO, Senior Management and the Board. The Finance department prepares these budgets versus actuals reviews at the department level, which are then summarized and consolidated for presentation purposes. Major assumptions are presented to the Board during the budget development process, covering items such as passenger levels, operating revenue, subsidy revenue, service levels, personnel assumptions, energy rates and other expense assumptions. These key assumptions are also reviewed with the Board throughout the year as part of the operating budget results presentations.

Performance monitoring

Performance monitoring across the agency is used to reinforce the feedback loop required in a continuous improvement culture. Monitoring of outcomes covers both their agency's performance and that of the assets, and helps ensure the outcomes that are listed in strategies, programs, and plans are in fact being delivered. Goals are determined, typically at the beginning of the fiscal year, and progress is benchmarked against the goals on a recurring basis.

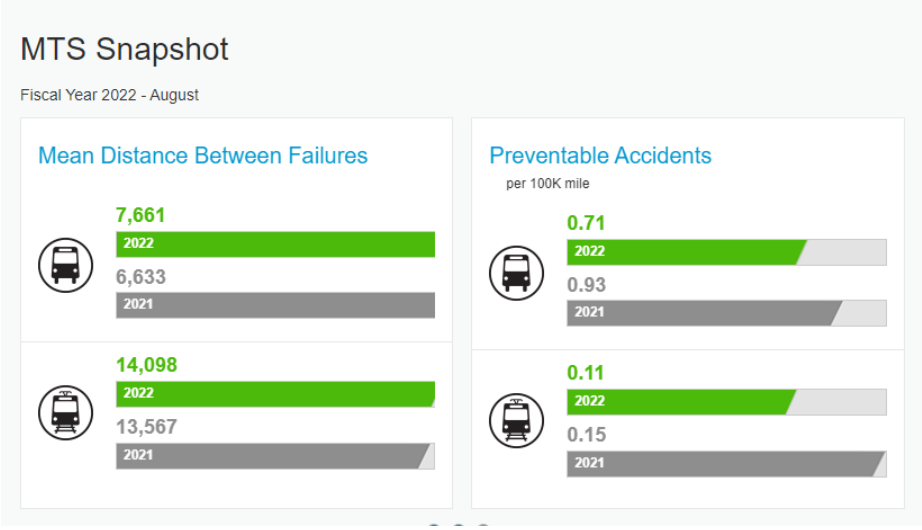
The agency also does a number of benchmarking efforts against other transit agencies as an effort to measure the performance of the agency. Whether using industry standard metrics or data of peer agencies as reported to the NTD, these benchmark comparisons are another point of feedback that can be used to measure the efficiency and effectiveness of the agency.

Key Performance Indicators

Another useful tool is the creation of Key Performance Indicators (KPI), which are standardized metrics that are routinely tracked. Certain KPIs are reported to the Board twice a year as part of overall performance monitoring. MTS Board Policy No. 42, "Transit Service Evaluation and Adjustment", establishes a process for evaluating existing transit services to achieve the objective of developing a customer-focused, competitive, integrated, and sustainable system. Additionally, federal Title VI guidance requires that certain performance measures be evaluated and reported to the Board periodically. Staff presents a summary of system performance, including the metrics outlined in Policy 42 and Title VI-required standards, including service efficiency, utilization, as well as safety and maintenance performance. The semi-annual nature of these reports allows the decision makers to see the trends in overall performance and use this information for fact based decision making.

KPIs are a great tool to communicate performance of the agency to a broad base of employees and provide the feedback required for a continuous improvement culture. Previously, maintenance focused KPIs were discussed, and every department has their individual KPIs they track and measure against. Most of these KPIs are department specific, used by managers to measure the effectiveness of their specific processes. However, MTS also has a number of agency-wide KPIs that are published on the landing page of the agency's intranet, visible to each employee every time they open a web browser.

Sample of MTS Intranet KPI report:



Highlighted below are the definitions for seven Key Performance Indicators (KPI) describing how they are measured and why. This is essential to understanding what changes can be made in order to improve performance.

- **Monthly Ridership** - Ridership is one of the most common measurements for transportation performance. Monthly ridership is measured by the number of passengers who take a single trip on a bus or Trolley. Tracking ridership is important because it helps MTS understand trends in transportation so we can make the best system adjustments.
- **Passengers Per Revenue Hour** - Passengers per revenue hour measures the average number of passenger boardings on an MTS bus or Trolley for every hour of service that a vehicle is on the rail or road. The measurement allows MTS to gauge the productivity and effectiveness of our service by providing a good comparison across routes (or modes) of differing levels of service. It also helps us adjust the frequency of service to match demand.
- **Farebox Recovery** - Farebox Recovery is the percent of total operating costs recovered through fare revenue paid by passengers. It is calculated by dividing total cash fares and pass sales revenue by the total operating expenses. This measurement is popular with decision-makers because it highlights a transit system's ability to maximize ridership while being efficient in other areas like maintenance, procurement of goods and services, grant acquisitions and customer service. The higher the farebox recovery rate, the less an agency has to depend on other sources of funding to keep us in business. MTS has one of the highest farebox recovery rates in the nation.
- **On-Time Performance** - On-Time Performance (OTP) refers to the level of success of the bus and Trolley remaining on the published schedule. OTP is a reflection of the dependability of our system to meet the needs of our passengers. If MTS is not timely with our delivery of services, riders will look for other options to get where they need to go.

- **Complaints per 100K Passengers** - Complaints Per 100K Passengers count the number of customer complaints received about MTS Bus or Trolley service per 100,000 passenger trips. Tracking complaints allows us to understand how MTS employees and customers are interacting and how our services are performing. It is important to identify the reasons for complaints against MTS employees and MTS services so we can realize the circumstances and use each situation as a learning tool to improve.
- **Mean Distance Between Failures** - Mean Distance Between Failures is the average distance between mechanical failures of an MTS Bus or Trolley. Measuring the distance between failures is important because it helps us understand the health of our vehicle fleet. The goal of our maintenance departments is to increase the distance between failures so that our reliability of service is the highest possible. Any time our in-service vehicles have maintenance issues it has a ripple effect throughout the entire system, and impacts other KPIs such as Complaints per 100K Passengers and On-Time Performance.
- **Preventable Accidents per 100K Miles** - A preventable accident can be defined as one in which the operator failed to do everything that he/she reasonably could have done to avoid the accident. Additionally, a preventable accident is one in which the operator has some responsibility for failing to prevent, contributing to, or causing an accident. Safety is the number one priority at MTS and preventable accidents are taken very seriously. We measure the number of preventable accidents to better understand why accidents happen and how we can prevent them in the future. Learning from these accidents helps us improve operator training methods, alter bus routes, and also help us find the safest routes to take. MTS operators are professional drivers, therefore we are held to a higher standard than non-professional drivers. A professional driver is expected to take all reasonable actions to prevent accidents and overcome the mistakes of other drivers.

Performance Improvement Plan

From a short term and operational perspective, MTS completes an annual Performance Improvement Plan (PIP). The plan is broken into two parts, performance measures with annual targets for improvement, and performance goals consisting of key projects that need to be completed over a one to two year horizon.

Every year, MTS leadership defines goals they hope to meet before the end of the next fiscal year (June 30) and breaks these goals down by department. These goals are "stretch goals," tasks that are in many cases above-and-beyond normal daily operations, designed to encourage MTS employees to push the envelope and accomplish things a little beyond their normal responsibilities. It's all in an effort to make MTS one of the most efficient, innovative and safest systems in the country.

The goals for the agency, listed by department, are posted on the agency's intranet. Results of each goal are tabulated and reported after the fiscal year end.

Performance measures

To comply with the FTA requirements associated with SGR, performance measures for capital assets have been established for each asset class along with performance targets. The measure targets are set at the beginning of each fiscal year. The description of these measures by asset class is as follows:

- **Rolling Stock** - Condition ratings for vehicles are expressed in terms of the percentage of assets that are at or beyond the Useful Life Benchmark (ULB), therefore the ideal situation is to be less than the target. At the end of each year, the age of each asset in each vehicle type is compared to the ULB for that vehicle type. The number of assets that exceed the ULB is divided by the

total number of assets in that vehicle type, generating the ULB percentage metric that is reported to the NTD.

- **Equipment (Automobiles/Trucks)** - Same as the above.
- **Infrastructure** - To determine this measure, agencies are required to calculate the DRM (measured to the nearest hundredth of a mile) under performance restrictions as a result of all causes at the same time each month: 9:00 AM local time on the first Wednesday of each month. The total impacted DRM for that month is divided by the overall length of track, generating the performance restriction metric for that month. This process is repeated each month, and is then averaged to produce the required annual metric for the NTD.
- **Facilities** - Targets for facilities are expressed in terms of percentage of assets that are rated below the benchmark condition score, therefore the ideal situation is to be less than the target. Each of these subcategories will encompass a number of individual assets. These results on an asset level are compiled into the Condition Assessment Report for a master asset which will aggregate (roll-up) the individual asset condition assessments to the subcategory levels listed above. Those subcategory scores will then aggregate (roll-up) for the master asset condition rating, which will be included in the NTD reports.

There is no penalty for missing a target and there is no reward for attaining a target. At the end of each year, a narrative report will be compiled and submitted that describes conditions in the prior year that led to overall target attainment results. Transit Asset Management Plan Performance Metrics and Targets for FY22 are reflected below:

No.	Performance Measure	FY2022 Target (%)	Annual Performance
1	**Rolling Stock - Percentage of revenue vehicles that have met or exceeded their ULB benchmark**		
	AB - Articulated bus	0%	
	BR - Over-the-road bus	0%	
	BU - Bus	0%	
	CU - Cutaway Bus	0%	
	LR - Light rail vehicle	0%	
	VT - Vintage trolley / streetcar	100%	
	Total Fleet Count		
2	**Equipment - Percentage of service vehicles that have either met or exceeded their ULB benchmark**		
	Automobiles	100%	
	Trucks and other Rubber Tire Vehicles	20%	
3	**Facility - Percentage of facilities rated below 3 on the condition scale**		
	Maintenance Facilities	0%	
	Administrative Facilities	0%	
	Passenger Facilities	0%	
	Passenger Parking Facilities	0%	
4	**Infrastructure - Percentage of track segments with performance restrictions**		
	LR - Light Rail	2.0%	

Communication Strategy

Clear communication, to both internal and external stakeholders, will be needed to demonstrate the progress being made in implementing asset management and the benefits to be gained from continuing the effort. It will also help provide an accurate understanding of the vision for and value of asset management and the challenges the agency faces.

NTD reporting

The Transit Asset Management (TAM) rule (49 CFR part 625) set the minimum asset management practices for transit providers. Beginning in Report Year (RY) 2018, agencies that receive or benefit from Chapter 53 funds from the Federal Transit Administration are required to report asset inventory, condition and performance information to the National Transit Database (NTD).

The NTD program's Asset Inventory Module (AIM) is designed to collect basic information on assets and infrastructure used by U.S. transit agencies to deliver service. The purpose of assembling a nationwide inventory is to improve the Federal Transit Administration's (FTA's) ability to project capital costs for the future replacement (and necessary capital renewal activities) of existing transit assets. This information supports the FTA biennial report to the U.S. Congress regarding cost estimates of transit capital. These estimates directly influence the FTA annual budget request submitted for the Federal fiscal year (FFY).

The Asset Inventory Module data elements are contained within the following forms:

- Transit Asset Management Performance Measure Targets (A-90), plus the year-end narrative of progress against those targets
- Transit Asset Management Facilities Inventory (A-15)
- Transit Way Mileage (A-20)
- Revenue Vehicle Inventory (A-30)
- Service Vehicle Inventory (A-35)

Reporting to the MTS Board

In spirit of transparency and effective communication, staff routinely presents a number of monitoring reports to the MTS Board. Many of these reports have already been discussed, including:

- Budget development reporting
- Operating budget status reports
- MTS Board Policy No. 42, "Transit Service Evaluation and Adjustment", performance monitoring report
- Annual TAM plan update

Through these routine reports, staff will continue to identify the challenges faced by the agency as well the progress made. This habit of transparency, to both the elected officials of the Board and the greater public in general, serves to reinforce the benefits of a sustained investment in transit asset management and transit in general.

Appendix

Key Definitions

AIM: Asset Inventory Module for NTD reporting to the FTA

Asset Category: Refers to a grouping of asset classes. The categories used at MTS include: Vehicles, Facilities, Guideway Elements, and Systems

Asset Class: Refers to the sub-groups within an asset category. For example, “Vehicles” is the asset category for three asset classes: “Bus Revenue Vehicles,” “Rail Revenue Vehicles,” and “Non-Revenue Vehicles.”

Asset Hierarchy: Refers to segmenting assets into appropriate classifications, based upon asset function, asset type or a combination of the two.

BDC: Budget Development Committee; a five-member subcommittee of the MTS Board of Directors.

CBM: Condition based maintenance

CIP: Capital improvement program

CNG: Compressed natural gas

CPRC: Capital Projects Review Committee

DRM: Directional route mileage

EAM: Enterprise asset management system

FMP: Fleet, facility, and equipment maintenance plans

FTA: Federal Transit Administration

ICE: Independent Cost Estimate

KPI: Key performance indicator

Level of Service: Level of service is the defined service quality that the agency and its assets are expected to deliver and be measured against. Levels of service usually relate to the quality, quantity, reliability, responsiveness, sustainability, cost, and cost efficiency of service. It applies at the enterprise level and for asset classes (for example, buses and elevators). Generally, level of service should be driven by what is important to the customer.

LRV: Light rail vehicle

MDBF: Mean distance between failure

NTD: National Transit Database

OEM: Original equipment manufacturer

PM: Preventive maintenance

QA: Quality assurance

RTIP: Regional Transportation Improvement Program

SAP: Systems, Applications and Products software

SBP: SAP Budgeting and Planning module

SOP: Standard operating procedure

SOW: Statement of Work

State Of Good Repair (SGR): Defined by 49 U.S.C. Chapter 53 as the "condition in which a [transit asset or] capital asset is able to [safely] operate at a full level of performance." The State of Good Repair is further defined by an asset's Useful Life Benchmark (for rolling stock and equipment) or physical condition (for facilities). Assets are considered in a State of Good Repair when they do not meet or exceed their ULB or physical condition threshold. Vehicle and equipment assets, for example, are considered in a State of Good Repair, when rated as a 2.5 or above on the FTA's TERM Lite scale, where 2.5 is equivalent to the ULB set for an asset class. Additionally, facilities are considered in a State of Good Repair when rated as a 3 or above on FTA's TERM scale. Also see definition for Useful Life Benchmark.

TERM Scale: The five category rating system used in the FTA's Transit Economic Requirements Model (TERM) to describe the condition of an asset, where 5 is excellent condition and 1 is poor condition.

Tier I Transit Provider: An entity that receives Federal financial assistance under 49 U.S.C. Chapter 53, either directly from FTA or as a sub recipient, that owns, operates, or manages either (1) one hundred and one (101) or more vehicles in revenue service during peak regular service across all fixed route modes or in any one non-fixed route mode, or (2) rail transit.

TIP: Transportation Improvement Program

Transit Asset Management (TAM): Defined by 49 U.S.C. Chapter 53 as "the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation."

Total Cost of Ownership: Reflects the total estimated capital and Operations and Maintenance costs associated with an asset throughout its lifecycle (including the cost to design/procure, use/operate, maintain/monitor, rehabilitate, and dispose/reconstruct/replace.

Transit Asset Management Plan (TAM Plan): This document, which describes: the capital asset inventory; condition of inventoried assets; TAM performance measures, targets, and prioritization of investments aligned with the agency's TAM and SGR policy, strategic goals and objectives; as well as the strategies, activities, and resources required for delivering this Plan (including decision support tools and processes); and other agency-wide approaches to continually improve TAM practices.

Useful Life: Defined by 49 U.S.C. Chapter 53 as "either the expected life cycle of a capital asset or the acceptable period of use in service determined by FTA." It generally defines the minimum eligibility for retirement, replacement, or disposal of an asset.

Useful Life Benchmark (ULB): Defined by 49 U.S.C. Chapter 53 as "the expected life cycle or the acceptable period of use in service for a capital asset, as determined by a transit provider, or the default benchmark provided by FTA." The ULB is the realistic expectation for when an asset would be disposed or replaced based on operating environment and procurement timelines. It is not the same as "Useful Life" in FTA grant programs, is reported by age (in years), and usually only pertains to rolling stock or equipment. It is a single number shared for or within specified asset classes, although may vary across different asset classes and providers.

Asset Listing

The tables below summarize the AIM data submitted to the NTD for the current reporting year.

Transit Asset Management Facilities Inventory (A-15)

Facility ID	Name	Primary Mode	Secondary Mode	Facility Type	Section of Larger Facility?	Condition Assessment	Year Built or Reconstructed as New	Transit Agency Capital Responsibility (%)
6498	Mills Building	MB - Bus	LR	Administrative Office / Sales Office	No	4	1988	27
18582	Taxi Administration Bldg	DR-Demand Response		Administrative Office / Sales Office	No	2.4	1973	100
6493	MTS Rail - Building A	LR - Light Rail		General Purpose Maintenance Facility/Depot	Yes	4	1981	100
6494	MTS Rail - Building B	LR - Light Rail		General Purpose Maintenance Facility/Depot	Yes	4	1989	100
6495	MTS Rail - Building C	LR - Light Rail		Heavy Maintenance & Overhaul (Backshop)	Yes	4	1990	100
6497	MTS Rail - Paint Both	LR - Light Rail		Maintenance Facility (Service and Inspection)	Yes	3	2000	100
6496	MTS Rail - Yard Tower	LR - Light Rail		Other, Administrative & Maintenance (describe in No	Yes	3	2000	100
6481	Imperial Avenue Division (IAD)	MB - Bus		Combined Administrative and Maintenance Facility (d	No	4	1972	100
6482	Administrative Offices (IAD)	MB - Bus		Administrative Office / Sales Office	Yes	4	1972	100
6483	Maintenance Bldg (IAD)	MB - Bus		Maintenance Facility (Service and Inspection)	Yes	4	2000	100
6484	Kearny Mesa Division (KMD)	MB - Bus		Maintenance Facility (Service and Inspection)	No	4	1989	100
6485	East County Bus Maintenance Facility	MB - Bus	CB	Maintenance Facility (Service and Inspection)	No	5	2017	100
6490	Old Administrative Bldg (SB)	MB - Bus		Combined Administrative and Maintenance Facility (d	Yes	4	1985	100
6486	South Bay Bus Maintenance Facility	MB - Bus		Combined Administrative and Maintenance Facility (d	No	5	2015	100
6487	Administrative Offices (SB)	MB - Bus		Administrative Office / Sales Office	Yes	5	2015	100
6488	Maintenance Bldg (SB)	MB - Bus		Maintenance Facility (Service and Inspection)	Yes	5	2015	100
6489	Old Maintenance Bldg (SB)	MB - Bus		Maintenance Facility (Service and Inspection)	Yes	4	1960	100
6491	Copley Park Division	DR - Demand Response		Maintenance Facility (Service and Inspection)	Yes	3	1995	100
6492	Copley Park Division	DR - Demand Response		Maintenance Facility (Service and Inspection)	Yes	3	2005	100

Transit Way Mileage (A-20)

Rail/Non-Rail Guideway

Select a guideway to update its information

	Mode	Type of Service	Rail/Non-Rail	Total Miles	Total Crossings
Edit	LR	DO	Rail	110.70	96.00
Edit	MB	DO	Non-Rail	22.2	N/A
Edit	MB	PT	Non-Rail	11.4	N/A
Edit	CB	PT	Non-Rail	15.9	N/A

Update LR DO (Rail Mode)

GUIDEWAY | POWER AND SIGNAL | TRACK

| Basic |

Track Elements	N/A	Count	Track Miles	Expected Service Years When New	Percent Agency Capital Responsibility (%)	Agency with Shared Responsibility	Notes
15. Tangent – Revenue Service	☐		53.00	30	100.0	-- Select One --	
16. Curve – Revenue Service	☐		51.00	30	100.0	-- Select One --	
17. Non-Revenue Service	☐		6.70	30	100.0	-- Select One --	
18. Revenue Track – No Capital Replacement Responsibility	☑						

Totals

Total Track Miles Under Performance Restriction

1.57

Total Track Miles 110.70

Revenue Vehicle Inventory (A-30)

Revenue Vehicle Inventory (A-30) - LR DO

90026 - San Diego Metropolitan Transit System (Full Reporter: Operating) - RY21 Revision 5 (In Review)

There are currently no open issues on this form.

Fleet Totals

Total Vehicles	Active Fleet Vehicles	ADA Accessible Vehicles	Emergency Contingency Vehicles	A
176	176	176	0	1

Fleets

Energy Consumption

Type	Amount
Propulsion Power	55597140 Kilowatt Hours

Search RVI ID | Agency Fleet ID | --- Vehicle Type(s) ---

Cl

ADD NEW FLEET

RVI ID	Agency Fleet ID	Total Vehicles	Active Fleet Vehicles	Vehicle Type	Manufacturer	Model	Year Manufactured	Useful Life Remaining (Years)	Miles This Year	Average Lifetime Miles	Status
25812	2000	52	52	LR	SDU - Siemens Mass Transit Division	SD100	1995	5	683,603	1,456,753	Active
25813	3000	11	11	LR	SDU - Siemens Mass Transit Division	S70	2005	15	219,114	1,054,817	Active
43778	529	1	1	VT	SLC - St. Louis Car Company	PCC	1946	-17	1	19,772	Active
49044	4000	65	65	LR	SDU - Siemens Mass Transit Division	S70US	2011	21	5,694,686	711,396	Active
347023	530	1	1	VT	SLC - St. Louis Car Company	PCC	1946	-17	10	682,490	Active
376580	5000	45	45	LR	SDU - Siemens Mass Transit Division	S70US	2019	29	3,855,218	127,794	Active
382272	1000	1	1	LR	SDU - Siemens Mass Transit Division	U2	1980	-10	122	628,905	Active

Service Vehicle Inventory (A-35)

Service Vehicle Inventory (A-35)

90026 - San Diego Metropolitan Transit System (Full Reporter: Operating) - RY21 Revision 5 (In Review)

There are currently no open issues on this form.

›Filters

Service Fleets

ADD NEW | EDIT SELECTED | DELETE SELECTED

ID	Agency Fleet Id	Fleet Name	Vehicle Type	Primary Mode	Year Manufactured	Estimated Cost	Status
8702	600	2006 Chevrolet Colorado	Trucks and other Rubber Tire Vehicles	LR - Light Rail	2006	$13,711.54	Active
8709	2223	2007 Dodge Caliber SXT	Automobiles	MB - Bus	2007	$4,745.59	Active
8710	2224	2007 Dodge Caliber SXT	Automobiles	MB - Bus	2007	$8,000.00	Active
8711	9663	1988 Ford Flat Bed Truck	Trucks and other Rubber Tire Vehicles	MB - Bus	1998	$24,363.98	Active
8713	9002	2004 Ford E150 Van	Trucks and other Rubber Tire Vehicles	MB - Bus	2004	$17,424.93	Active
8717	9667	2007 Ford F250 SuperDuty	Trucks and other Rubber Tire Vehicles	MB - Bus	2007	$16,855.46	Active
8723	M10	2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$86,000.00	Active
8724	9405	2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$86,000.00	Active
8725	9406	2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$86,000.00	Active
21331	M-11	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21332	M-12	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21333	M-14	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21334	M-15	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21335	M-16	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21336	9407	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$47,836.69	Active
22682	437	2003 Ford F550 w/Boom	Trucks and other Rubber Tire Vehicles	LR - Light Rail	2003	$50,000.00	Active
22683	504	2010 Hi-Rail Vehicle	Trucks and other Rubber Tire Vehicles	LR - Light Rail	2010	$151,777.40	Active

TRANSIT ASSET MANAGEMENT PLAN

~~OCTOBER~~ JANUARY 201~~8~~22

MTS
Metropolitan Transit System

Document Control History:

Version	Date	Comments
1.0	5/15/2018	Preliminary Draft
1.1	8/3/2018	Draft presented to Operations
1.2	8/27/2018	Draft post Operational Review
1.5	9/22/2018	2018 Draft to MTS Board
1.6	1/7/2022	Fiscal Year 20211~~2~~ Update~~d~~

Transit Asset Management Plan

Table of Contents:

Approvals

Transit asset management plans are required for all Federal Transit Administration grantees per federal legislation. The benefits from enhanced asset management practice include improved system safety and reliability, reduced costs, better customer service, and optimized resource allocation. This Transit Asset Management Plan outlines the agency's policy, approach and specific actions to improve its asset management practices over the next five years.

Accountable Executive

~~Paul Jablonski~~Sharon Conney	Chief Executive Officer	
Name	**Title**	**Signature**

Original Board Policy adoption date: 9/20/2018

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Executive Summary

On July 6, 2012, a new two year transportation reauthorization bill was signed into law, the Moving Ahead for Progress in the 21st Century Act (MAP-21). MAP-21 mandated new National Transit Database (NTD) reporting requirements for asset management. These Transit asset management (TAM) regulations were finalized in July 2016 with the revisions through the Federal Registry (The Final Rule) detailing the expected responsibilities for transit agencies.

TAM is a strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces transit assets to manage their performance, risks, and costs over their lifecycle to provide cost-effective, reliable, and safe service to current and future customers. The goal of TAM is to keep all organizational assets in a state of good repair (SGR), which is defined by the Federal Transit Administration (FTA) as the condition in which a transit or capital asset is able to safely operate at a full level of performance.

MTS established Board Policy No. 65, "MTS Transit Asset Management" (the "Policy") as guidelines for the management of the agency's organizational assets. This TAM Policy complies with the requirements of MAP-21.

MTS has always been committed to effectively manage its transit assets and maintain its system in a SGR to support safe, efficient, and reliable transit services across the organization. No procedures are changing operationally as MTS has always been required to comply with applicable maintenance regulations of the FTA, Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC). This policy and attached TAM plan consolidate the many standard operating procedures that have been in place at MTS in each maintenance department into one formalized and unified framework. These documents will help MTS standardize maintenance practices across the agency, and also comply with the new regulations.

With this policy, MTS commits to:

- Maintain an asset inventory that includes vehicles, facilities, and facility equipment used in the delivery of transit service; and
- Identify safety-critical assets within the asset inventory and prioritize efforts to maintain those safety-critical assets in a SGR; and
- Clearly define ownership, control, accountability, and reporting requirements for assets, including leased and third-party assets; and
- Set asset performance targets and measure, monitor, and report on progress towards meeting those targets; and
- Base capital project prioritization and other asset management decisions on asset criticality, condition, performance, available funding, safety considerations, and on the evaluation of alternatives that consider full lifecycle benefits, costs, and risks; and
- Maintain an agency-wide TAM Plan that complies with current Federal Transit Administration requirements, Board Policies, Fleet and Facilities Maintenance Plans, Standard Operating Procedures and Transit Asset Management best practices; and
- Provide tools to communicate forecasted performance metrics outlined in MTS Board Policy 42.

TAM Plan

Per FTA's TAM Final Rule and as mentioned above, MTS must maintain an agency-wide TAM plan. This plan will include the following elements:

- Inventory of assets – A register of capital assets and information about those assets. The FTA defines these assets as all capital assets a provider owns, except equipment with an acquisition value under $50,000 that is not a service vehicle.
- Condition assessment – A rating of the assets' physical state.
- Decision support tool – Analytic process/ tool to assist in capital asset investment prioritization needs.
- Prioritized list of investments – A prioritized list of projects or programs to manage or improve the SGR of capital assets.
- TAM and SGR policy – Executive-level direction regarding expectations for TAM.
- Implementation strategy – Operational actions to achieve agency TAM goals and policies.
- Key annual activities – Describe the key TAM annual activities.
- Identification of resources – List resources needed to carry out the TAM Plan.
- Evaluation plan – Monitor and update to support continuous TAM improvement.

It is anticipated that the TAM Plan strategy will evolve in response to internal and external changes or challenges faced by MTS. Therefore, the TAM Plan will be considered a "living document" that will be reviewed, and revised as necessary, on an annual basis. Any and all process changes within SOPs or FMPs will be reviewed and impacts to the overall TAM plan will be revised accordingly. The figures included in the five-year plan will also be updated each year at the completion of the CIP process. The updated TAM plan will be published to the MTS Board of Directors each year.

Asset Reporting

The Final Rule ~~set~~ sets the minimum asset management practices for transit providers. Beginning in Report Year 2018, agencies that receive or benefit from Chapter 53 funds from the Federal Transit Administration are required to report asset inventory, condition, and performance information to the NTD.

The NTD program's Asset Inventory Module (AIM) is designed to collect basic information on assets and infrastructure used by U.S. transit agencies to deliver service. The purpose of assembling a nationwide inventory is to improve the FTA's ability to project capital costs for the future replacement (and necessary capital renewal activities) of existing transit assets. This information supports the FTA biennial report to the U.S. Congress regarding cost estimates of transit capital. These estimates directly influence the FTA annual budget request submitted for the Federal fiscal year

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- Transit Way Mileage (A-20)
- Revenue Vehicle Inventory (A-30)
- Service Vehicle Inventory (A-35)

In 2016 MTS implemented two new SAP systems, the Enterprise Resource Planning (ERP) system and the Enterprise Asset Management (EAM) system, to help facilitate TAM reporting. The SAP EAM system is utilized to manage each individual maintenance plan and entire lifecycle for all ~~of~~ MTS assets. MTS uses its SAP EAM system to track all inspections, preventive maintenance, and unscheduled repairs for each individual asset. The SAP ERP system is utilized to track all financial transactions, and these costs can be traced back to the underlying assets within EAM. All of this information enables the data-driven approach to maintenance that is essential to identify performance issues, deploy maintenance resources efficiently, and improve maintenance procedures with objective ~~decision making~~decision-making.

Introduction

Overview of MTS

The San Diego Metropolitan Transit System was created to provide the policy setting and overall management coordination of the public transportation system in the San Diego metropolitan service area. This service area encompasses approximately 3 million people residing in a 570 square mile area of San Diego County, including the cities of Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, Santee, San Diego and the unincorporated area of the County of San Diego. A number of fixed-route operating entities provide the service and have banded together to form a federation of transit service providers called the Metropolitan Transit System (MTS). The purpose of MTS is to provide coordinated routes, fares, and transfers among the different operating entities.

Bus Operations

MTS Bus Operations are a consolidation of services operated by San Diego Transit Corporation (SDTC) and MTS Contracted Services. These entities operate and maintain a fleet of 753~~814~~ buses, all~~95%~~ of which are ~~powered by~~ environmentally friendly compressed natural gas bus or battery electric bus. In fiscal year (FY) 2012~~18~~, MTS bus services operated a total of 97~~100~~ fixed routes, including traditional urban shuttle-type, express and bus rapid transit routes, plus paratransit services. These bus services will log over 2.5 million revenue hours while traveling over 32~~25~~ million revenue miles across San Diego County.

Bus operations are supported by five bus maintenance facilities: Imperial Avenue, Kearny Mesa, South Bay, East County and Copley Park. Each facility includes a maintenance building, administrative building, cleaning and fueling facilities, storage yard, and maintenance equipment which is used to support overall operations.

Rail Operations

MTS Rail Operations (SDTI) operate and maintain a fleet of 1732~~8~~ light rail vehicles (LRVs) to provide transit service over three separate operating line segments. The Blue Line operates from the US/Mexico border through downtown San Diego and terminates at the ~~America Plaza~~University Town Center Transit Center ~~Station~~. The Orange Line serves the East County communities from El Cajon through downtown San Diego and terminates at the new County Courthouse Station. The Green Line operates from Santee along Mission Valley and serves the campus of SDSU through a short tunnel section before continuing to the Imperial Avenue Station, via the Bayside Corridor. The entire system encompasses ~~54.3~~65 total miles (12~~07.~~6 total track miles) of light rail transit (LRT) to 62~~53~~ transit centers. Regular LRT service is provided around the clock with a 22-hour service window and 509 daily scheduled train trips (many more during special events). The entire system (all three line segments) provides low-floor service where on-time performance and service efficiencies continue to enhance the ridership experience.

The general operating environment includes a combination of open stations at-grade with standard railroad crossing protection, downtown mixed street traffic operation, elevated guideways with aerial stations, open-cut sub-grade tracks, one 4,100-ft long tunnel and underground station at San Diego State University.

Rail Operations are supported by the maintenance facility in Downtown San Diego. This facility includes three buildings for maintenance activities, paint booth, vehicle wash and a large storage yard.

Management

California law establishes the San Diego Association of Governments (SANDAG) as the planning agency for San Diego County. The responsibility and decision-making for all transportation-related planning, programming and development activities occurs within SANDAG's nine-member Transportation Committee. Approved transportation plans and programs are subsequently executed by SANDAG staff. Within this structure, MTS and the North County Transit District (NCTD) focus primarily on operating activities.

The MTS Board of Directors (Board) has the policy-setting responsibility for the operation and development of MTS's transit operations as well as for the planning and approval of capital expenditures. The Board is comprised of 15 members with four appointed from the San Diego City Council, one appointed from the San Diego County Board of Supervisors, two appointed from the city council of Chula Vista, one appointed from each Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, and Santee. One of the appointed members is then elected by other Board members to serve as Chairman.

The day-to-day operating functions, labor matters and maintenance of facilities are managed by the individual transit operators. MTS has centralized and consolidated Security, Planning, Human Resources, Finance, Information Technology, Stores, and Purchasing for all MTS operations.

MTS's mission statement, adopted by the Board, is to enhance the personal mobility of San Diego metropolitan area residents and visitors by:

- Obtaining maximum benefit for every dollar spent.
- Being the community's major public transportation advocate.
- Increasing public transportation usage per capita.
- Taking a customer-oriented approach.
- Implementing capital projects on schedule and within budget.
- Offering high-quality public transportation services.
- Responding to the community's socioeconomic interests.

The long-term goal of MTS is to fund operations solely with recurring revenues. MTS recognizes that this requires a delicate balance between funding the operating budget and also funding the Capital Improvement Program (CIP). In many cases, adequately funding the CIP enables savings within the operating budget. This lifecycle management planning is intended to drive successful service delivery and financial performance by minimizing the cost to procure, operate, maintain, rehabilitate, dispose of, and replace an asset while meeting or exceeding established service and reliability commitments for both the asset and the transit system as a whole.

Over the last decade, MTS has made funding the CIP a priority to bring the system up to a State of Good Repair (SGR), with over $2.8~~800 million~~billion of funding spent on Capital. MTS and SANDAG completed the Mid-Coast extension, ~~the~~ rehabilitation of the Blue Line, also replaced both the East County and South Bay bus facilities. Our annual ~~The~~ bus fleet replacement plan has been adjusted to keep the number of buses replaced to a manageable figure each year. The U2 LRV fleet has been replaced and we are in the process of replacing ~~$48M has already been saved towards~~the SD100 LRVs as they approach the end of their useful lives. MTS has committed $125~~82~~ million for CIP in FY22~~19~~, funding ~~40~~48 projects focused on fleet replacement and state of good repair~~., among them a number of rehabilitation projects along the Orange Line.~~

Transit Asset Management Plan Purpose

Transit assets cost money to build, maintain, operate, and use. Transit asset management (TAM) is defined as a strategic and systematic process through which an organization procures, operates, maintains, rehabilitates, and replaces its transit assets to manage their performance, risks, and costs over their lifecycle to provide safe, cost-effective, and reliable service to current and future customers. The core of this plan is to understand and minimize the total cost of ownership of an asset while maximizing its performance. TAM integrates activities across departments within a transit agency to optimize resource allocation by providing quality information and well-defined business objectives to support decision making within and between classes of assets.

Transit assets include both fixed long-life infrastructure assets (including, structures, tunnels, facilities, and maintenance of way) and equipment (bus, rail, and paratransit revenue vehicles or rolling stock). This guide provides a transit specific asset management framework for managing assets individually and as a portfolio of assets that comprise an integrated system. In this guide, transit assets include physical infrastructure elements, equipment, and systems. Our definition of assets does not include "human capital" (the skills, training, goodwill and institutional memory of employees), financial assets, data/information, or intangible assets (for example, reputation, culture, and intellectual property).

Asset management is most successful when it is integrated into an agency's existing management processes for establishing policy, strategy, and business plans, as well as connected to an agency's performance management and risk management processes. As SGR has long been a focus of this agency, this TAM plan is largely built upon existing procedures. These procedures are documented in the Fleet and Facilities Maintenance Plans (FMP) of the MTS Operators. The purpose of these FMPs is to not only ensure that our assets are maintained in a SGR based on original equipment manufacturer (OEM) standards, but also help to enhance our operations by providing safe, frequent and reliable service. These FMPs are used to monitor and manage assets to achieve these standards, improve safety and increase reliability and performance. On the Rail side, MTS must also comply with regulations of the Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC).

Asset management supports and enables the following elements of transit agency management:

- Performance management focus: Asset management integrates management activities across the agency's various functional areas to address customer level of service and performance outcomes.
- Optimization of resources: Asset management aligns investment decisions associated with operations and maintenance budgeting and capital programming to achieve levels of service that meet agency goals.
- Fact-based management: Asset management is data-driven and transparent.
- Performance culture: Asset management is outcome-based, establishes metric-driven management, and provides tools to adopt a "predict and prevent" or "reliability" culture as opposed to a "find and fix" culture.

The TAM Plan is a key management document for tying the agency's strategic goals and outcomes, or performance measures to the maintenance and capital programs that it delivers. The management cycle is completed by having more detailed, ~~lower-level~~lower-level performance measures to both determine the effectiveness of the agency's programs in achieving the outcomes (e.g., safety, asset condition, travel times, etc.) and its efficiency in completing the programs (e.g., output measures such as lane-miles resurfaced, projects completed on time and on budget, etc.).

Emphasis on managing assets through their life cycles, which vary by asset class and can stretch to decades, helps staff, management, and stakeholders to realize that the assets are being managed for

the long term, and that the concept of ownership ("it is ours to do with what we like") is able to be substituted with stewardship ("at the moment it is ours to care for and pass on to our grandchildren").

MTS is committed to effectively managing its transit assets and maintaining its system in a SGR to support safe, efficient, and reliable transit across the organization. An Asset Management Policy (No. 65) will be approved by the Board apart from developing this TAM Plan.

This TAM Plan outlines the overall asset management approach in a manner consistent with that policy and current federal regulations, and sets the direction for establishing and maintaining transit asset management strategies and plans that are achievable with available funds.

This TAM Plan complies with the Federal Requirements of the Moving Ahead for Progress in the 21st Century Act (MAP-21), which mandated new National Transit Database (NTD) reporting requirements for asset management. These regulations were finalized in July 2016 with the revisions through the Federal Registry (The Final Rule) detailing the expected responsibilities for transit agencies. This included responsibilities mandate that transit agencies have TAM and SGR procedures in place. Accordingly, MTS commits to:

- Maintain an asset inventory that includes vehicles, facilities, and facility equipment used in the delivery of transit service; and
- Identify safety-critical assets within the asset inventory and prioritize efforts to maintain those safety-critical assets in a SGR; and
- Clearly define ownership, control, accountability, and reporting requirements for assets, including leased and third-party assets; and
- Set asset performance targets to measure, monitor, and report on progress towards meeting those targets; and
- Base capital project prioritization and other asset management decisions on asset criticality, condition, performance, available funding, safety considerations, and on the evaluation of alternatives that consider full lifecycle benefits, costs, and risks; and
- Maintain an agency-wide TAM Plan current with Federal Transit Administration (FTA) requirements, Board Policies, Fleet and Facilities Maintenance Plans, SOPs, and Transit Asset Management best practices.

Plan Contents

The FTA regulation defines MTS as a Tier I agency and, as such, MTS has implemented a TAM Plan that includes the following nine (9) TAM Elements listed and described in the ~~Board approved~~ Board-approved Asset Management Policy No. 65.

- Inventory of assets – A register of capital assets and information about those assets.
- Condition assessment – A rating of the assets' physical state.
- Decision support tool – Analytic process/ tool to assist in capital asset investment prioritization needs.
- Prioritized list of investments – A prioritized list of projects or programs to manage or improve the SGR of capital assets.
- TAM and SGR policy – Executive-level direction regarding expectations for transit asset management.
- Implementation strategy – Operational actions to achieve agency TAM goals and policies.
- Key annual activities – Describe the key TAM annual activities.
- Identification of resources – List resources needed to carry out the TAM Plan.
- Evaluation plan – Monitor and update to support continuous TAM improvement.

Implementation strategy

MTS's core business is to provide safe, reliable and sustainable transportation options to the communities it serves. To accomplish this, MTS must continually improve its management of fleet and facilities. When executed properly, TAM improves coordination of all departments across all phases of an asset's lifecycle to manage assets and required resources more efficiently.

This Plan sets forth MTS's approach to improving its TAM capabilities in compliance with federal requirements. This master document sets agency-wide objectives and strategies for delivering all commitments in its TAM Policy and its mission. This TAM Plan will:

- Specify the lifecycle management activities outlined in the FMPs for each department that is responsible for the operations and/or maintenance of a given asset class.
- Outline the personnel and technology resources that will be utilized to optimize the costs, risks, and performance of the transit system.
- Identify priority projects to improve TAM capabilities across the agency, as well as the funding for these projects.
- Provide structure for an ongoing planning effort.
- Create an ongoing performance monitoring and evaluation plan.
- Define the reporting framework to communicate with the FTA, the Board and the public about the results of these asset management activities, the benefits of investing in the transit system and the consequences of underinvestment.

Federal Requirements

The TAM rule (49 CFR part 625) is a set of federal regulations that set out minimum asset management practices for transit providers. Beginning in Report Year (RY) 2018, agencies that receive or benefit from Chapter 53 funds from the FTA are required to report asset inventory, condition and performance information to the NTD. The FTA defines these assets as all capital assets a provider owns, except equipment with an acquisition value under $50,000 that is not a service vehicle.

The NTD program's Asset Inventory Module (AIM) is designed to collect basic information on assets and infrastructure used by U.S. transit agencies to deliver service. The purpose of assembling a nationwide inventory is to improve the FTA's ability to project capital costs for the future replacement (and necessary capital renewal activities) of existing transit assets. This information supports the FTA biennial report to the U.S. Congress regarding cost estimates of transit capital. These estimates directly influence the FTA annual budget request submitted for the Federal fiscal year (FFY).

Asset Inventory

The asset inventory is structured to include a hierarchy of asset categories that comprise a specific asset class. The asset inventory and the associated asset hierarchy can provide the common basis for integrating this information and using it for multiple purposes across the agency.

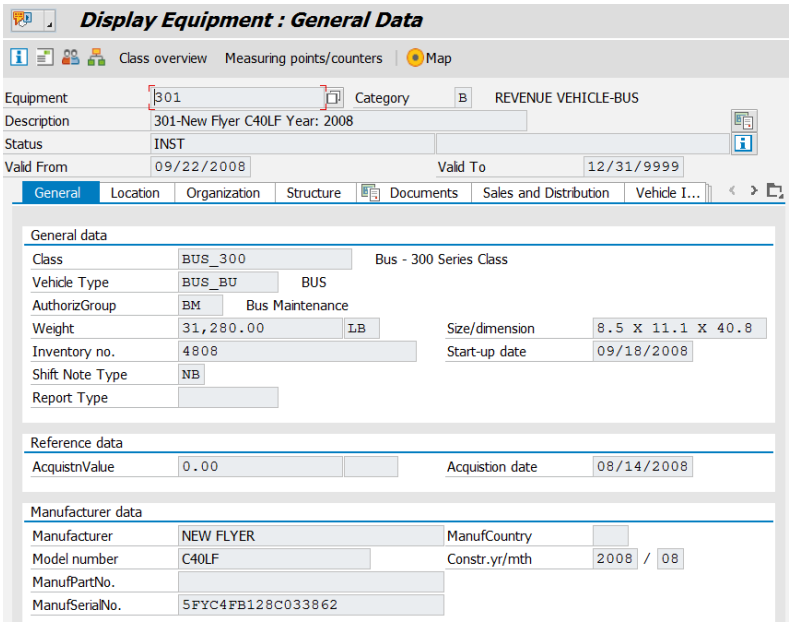
Asset categories/hierarchy

A detailed asset inventory is maintained in the SAP Enterprise Asset Management (EAM) System. The table below summarizes the asset classes and asset categories used by MTS:

Classes:	Vehicles	Facilities & Stations	Fixed Guideway	Systems
Categories:	**Revenue Vehicles:** **-Bus** **-Rail** **Non-Revenue Vehicles:** **-Operations** **-Maintenance** **-Administrative**	**Maintenance Facilities:** **-Bus** **-Rail** **Stations:** **-Transit Centers** **-Benches/shelters** **Administrative Buildings**	**Track:** **-Rail/Ties** **-Grade Crossings** **-Special Trackwork** **Right of Way:** **-Bridges** **-Elevated Track** **-Signaling** **Electrification**	**Software:** **-Financial** **-Maintenance** **-Operational** **Hardware**

During asset procurement and receipt or acceptance, specific asset identification, useful life, warranty and maintenance interval information [data] is collected from the OEM. This practice ensures the asset data is properly recorded into the EAM for effective and efficient lifecycle management.

SAP EAM Asset Inventory:



Vehicles

MTS vehicle inventory divides the vehicles into two categories: revenue vehicles and non-revenue vehicles. Revenue vehicles are the vehicles available to operate transit services provided by the agency. For MTS, this includes both buses and LRVs. Revenue vehicles tend to have maintenance priority among all transit assets, not only because of their critical role, but also because they must meet regulatory requirements and acceptable safety and reliability levels to provide passenger service.

MTS vehicle inventory:

~~Category~~	~~Sub-category~~	~~Count~~
~~Bus Revenue Vehicles~~	~~40-Foot Bus~~	~~465~~
	~~60-Foot Articulated Bus~~	~~113~~
	~~ADA Minibus~~	~~175~~
	~~Fixed Route Minibus~~	~~37~~
	~~Commuter Express Bus~~	~~24~~
~~Rail Revenue Vehicles~~	~~SD100 High Floor Vehicle~~	~~52~~
	~~SD7 Low Floor Vehicle~~	~~11~~
	~~SD8 Low Floor Vehicle~~	~~65~~
~~Non-Revenue Vehicles~~	~~Automobiles~~	~~9~~
	~~Trucks and other Rubber Tire Vehicles~~	~~15~~

Category	Sub-category	Count
Bus Revenue Vehicles	40-Foot Bus	464
	60-Foot Articulated Bus	113
	ADA Minibus	115
	Fixed Route Minibus	37
	Commuter Express Bus	24
Rail Revenue Vehicles	Vintage/SD100 High Floor Vehicle	52
	SD7 Low Floor Vehicle	11
	SD8 Low Floor Vehicle	65
	SD9 Low Floor Vehicle	45
Non-Revenue Vehicles	Automobiles	2
	Trucks and other Rubber Tire Vehicles	22

As seen above, bus revenue vehicles come in a number of different sizes. MTS categorizes the buses by size and propulsion system, and then groups them in to series by the year they were put in service.

- **Heavy duty buses** – This asset category includes both the 40 foot buses and the 60 foot articulated buses, which comprise the majority of the bus fleet. MTS primarily purchases from New Flyer and Gillig: the 60 foot contract is with New Flyer through 2022, and the 40 foot

contract is with Gillig through 2022. Most~~All~~ of the heavy duty buses currently run on compressed natural gas (CNG), with the exception of 8 new zero emission buses.~~.~~

- **Minibuses** – This asset category includes both minibuses used for ADA paratransit service as well as the less traveled fixed route services. These buses are ~~are currently being transitioned from gasoline to~~ propane ~~, that conversion is approximately 65% complete and is scheduled to be 100% within the next three years.~~powered.
- **Commuter Express buses** – This asset category consists of the over-the-road coach style bus used for MTS's Interstate 15 premium express service. All 24 buses run on compressed natural gas (CNG).~~These are currently the last diesel buses in the fleet, and are expected to be replaced within the next couple of years.~~

On the rail side, the LRVs have been purchased from Siemens. For these vehicles, they are grouped by series based on the same build cycle. The 2000 series SD100 high floor vehicles have been in service since the mid-1990s, and ~~are expected to be replaced with low floor vehicles within the next five yea~~are in the process of being replaced by the new low floor SD10 fleet by 2025~~rs~~. The 3000 series SD7 LRVs went into service in 2005, ~~and~~ the 4000 series SD8 LRVs went into service between 2011 and 2013, and the 5000 series SD9 LRVs went into service ~~. MTS also has open order for 45 additional LRVs, which will be the SD9s. The first 9 will go into service in~~between 2019 and 202~~0~~1~~, with the remaining 36 LRVs to be delivered later in time for the opening of the Mid-Coast trolley extension~~.

Non-revenue vehicles are the vehicles utilized by support staff of the agency. 1~~31~~60 of these vehicles are leased through Enterprise, an arrangement MTS started almost 10 years ago which has proven to provide a lower cost of ownership versus owning these vehicles outright. (Per FTA instructions, these leased vehicles are not included in the table above nor are they reported to the NTD.) These vehicles include:

- Supervisory and pool vehicles
- Maintenance vehicles
- Security vehicles
- Other administrative vehicles

MTS also has specialized maintenance vehicles across the agency. These vehicles typically have a longer useful life, and due to their specialized nature, make direct purchase a lower cost of ownership. These vehicles include:

- Bus service trucks
- Flatbed trucks

Facilities

Facilities refer to the structures that enclose or support maintenance, operations, administrative, and spaces for passengers. Facilities also house specialized equipment that supports the operations and maintenance of the vehicles (for example, fueling and wash facilities). Maintenance work spaces must accommodate vehicle movement within and around buildings, industrial workflow, and storage~~.~~. Service facilities may include industrial workspaces similar to maintenance facilities, storage areas, and office spaces. Passenger facilities are usually focused around spaces for pedestrian movement or waiting areas. Stations provide shelter for employees and customers, and facilities provide shelter for employees, revenue vehicles, and power systems. Stations and passenger facilities are particularly important because they directly impact the customer experience.

MTS facility inventory:

~~Category~~	~~Sub-category~~	~~Count~~
~~Maintenance Facilities~~	~~General Purpose Maintenance Facility/Depot~~	~~2~~
	~~Maintenance Facility (Service and Inspection)~~	~~5~~
	~~Combined Administrative and Maintenance Facility~~	~~1~~
	~~Heavy Maintenance & Overhaul~~	~~1~~
	~~Other, Administrative & Maintenance~~	~~1~~
~~Stations~~	~~At-Grade Fixed Guideway Station~~	~~49~~
	~~Elevated Fixed Guideway Station~~	~~4~~
	~~Underground Fixed Guideway Station~~	~~1~~
	~~Bus Transfer Center~~	~~7~~
~~Administrative Offices~~		~~1~~

Category	Sub-category	Count
Maintenance Facilities	Maintenance Facility (Service and Inspection)	8
	General Purpose Maintenance Facility/Depot	2
	Heavy Maintenance & Overhaul (Back shop)	1
	Other, Administrative & Maintenance	1
Stations	LRV At-Grade Fixed Guideway	49
	Elevated Fixed Guideway	4
	Underground Fixed Guideway	1
	Bus At-Grade Fixed Guideway	5
	Bus Transfer Center	14
	Surface Parking Lot	28
	Parking Structure	1
Administrative Offices	Administrative office/sales office	4
	Combined Administrative office	3

Each of these facilities is owned by MTS. These facility types are described in greater detail below:

- **General Purpose Maintenance Facility/Depot** – This asset category refers to the five bus maintenance facilities: Imperial Avenue, Kearny Mesa, South Bay, East County and Copley Park. These include the structures used to maintain bus revenue vehicles (for example, heavy duty buses, over-the-road coaches, and paratransit buses), plus operations offices, administrative facilities, operations central control, and central warehouses. Each of these facilities also includes a large yard to store the vehicles when not in service.
- **Maintenance Facility (Service and Inspection)** – This asset category refers to the maintenance facility in Downtown San Diego. It includes the structures used for maintaining LRVs, maintenance-of-way, buildings, grounds field crew, operations offices, administrative facilities, operations central control, and central warehouses. This facility also includes a large rail yard to store the LRVs when not in service.
- **Vehicle Fueling Facility** – This asset category refers to specialized fueling stations at the bus maintenance facilities for each fuel type utilized at MTS.
- **Stations** – This asset category refers to structures intended primarily for passengers' use, including bus transfer facilities, rail stations (both elevated and at grade), and customer service facilities. MTS also has one underground station at San Diego State University.
- **Administrative Offices** – This asset category refers to stand-alone administrative facilities. This includes the MTS corporate offices in the Mills Building, and the Taxicab Administration building.

Each facility type listed above also encompasses a wide variety of subsystems required for that facility to function appropriately. These subsystems or sub-categories include assets such as:

- Substructure
- Shell
- Interiors
- Conveyance (Elevators and Escalators)
- Plumbing
- HVAC
- Fire Protection
- Electrical
- Site
- Equipment (for Administrative and Maintenance Facilities)
- Fare Collection (for Passenger and Parking Facilities)

MTS tracks assets at this subsystem level to ensure the entire facility is kept in a state of good repair.

Fixed Guideway

Fixed guideway elements refer to the structural elements that allow for the movement of MTS's LRVs. These assets are broadly categorized into track elements, guideway elements comprising the track right-of-way, grade crossings, and the electrical infrastructure. Failure to maintain minimum condition standards in any of these assets increases the risk of slow, unreliable, potentially unsafe, or inoperable service.

MTS fixed guideway inventory:

Category	Sub-category	Count/ Linear Feet
Track	Tangent – Revenue Service	53 miles
	Curve – Revenue Service	51 miles
	Non-Revenue Service	7 miles
Special Trackwork	Double Diamond Crossover	7
	Single Crossover	61
	Single Turnout	28
Guideway	At-Grade/Ballast (including expressway)	83 miles
	At-Grade/In-Street/Embedded	7 miles
	Elevated/Concrete	9 miles
	Below-Grade/Retained Cut	1 mile
	Below-Grade/Cut-and-Cover Tunnel	3 miles
	Below-Grade/Bored or Blasted Tunnel	1 mile
Grade Crossings		96
Electrification	Substation Building	62
	Overhead Catenary System	104 miles

The guideway asset categories are described in greater detail below:

- **Track** – This asset category refers to the guide structure directly under the wheels of the transit vehicle that distributes vehicle dynamic loads to its supporting infrastructure both above and below ground.
- **Special Trackwork** – This asset category consists of trackwork structures, trackwork components or apparatus that are normally fabricated in whole or in part from regular rail sections. This includes items such as crossovers and turnouts.
- **Guideway** – This asset category consists of the right-of-way elements upon which the track resides. The majority of MTS's system is run on at-grade ballast, but there are significant portions that are on elevated bridges.
- **Grade Crossings** – This asset category refers to specific points along the track line where the track is embedded in the street and shares right-of-way with general automobile or pedestrian traffic.

- **Electrification** – This asset category provides supply and distribution of propulsion power for MTS's electric-powered LRVs and includes alternating current (AC) and direct current (DC) systems. Subsystems include overhead catenary system, distribution, and substations.

Like with facilities, there are a number of ancillary structures not detailed above that are required to physically support the safe and efficient operation of a transit system. These structures can include culverts, retaining walls, pedestrian walkways, utilities conduits, communications towers, light poles, safety fencing, signal cases, traffic gates, and vehicular signage.

MTS's light rail service does not operate on an exclusive guideway, meaning the right-of-way is shared with other traffic or services. Portions of the trolley line share right-of-way with general automobile or pedestrian traffic, and other portions share right-of-way with overnight freight services. However, MTS is financially responsible for the entire rail line, even the portions that are shared.

Systems

The systems asset class includes a diverse set of systems that support core operational functions. In today's technology dependent world, practically everything is dependent on its own specialized system. All of these systems are critical to transit operations, providing financial information, communications, network connectivity, revenue collection, security, customer service, and safety controls.

Major MTS systems inventory:

Technology	Description	Owner
SAP ERP	Enterprise Resource Planning System – management information system that integrates accounting, budgeting, purchasing, inventory and asset management.	Information Technology (IT)
SAP EAM	Integrated module of SAP ERP, to manage Enterprise Asset Management System for Fleet and Facilities management. Software solution that improves planning, scheduling, routing, preventative and corrective maintenance, and completing work orders based on miles, condition, priority, resources and assets.	IT
SAP CRM	SAP Customer Relationship Management System, to manage customers' Lost & Found, complaints and compliment cases, integrated with Hastus for incidents, and Risk Department.	IT
ADP	Human Resources Information Systems that manages all employees benefit data and payroll operations.	IT/ Human Resources
ARINC	Centralized Train Control (CTC) refers to the wayside and onboard equipment responsible for safe train operation and traffic control	IT/ Operations
CAD/AVL	The CAD/AVL system connects our vehicles seamlessly with our back office scheduling and dispatching software. It automatically collects vital data used by dispatchers such as bus GPS locations, schedule adherence status, breakdowns and emergencies	IT/ Operations
Pronto~~Cubic~~	Revenue Collection systems used to collect transit revenues, and to collect data, including ridership and service performance data	IT/ Operations
Hastus	Scheduling & Dispatch – provides improved planning, scheduling, operations, passenger information and analysis.	IT/ Planning
S&A Systems FleetWatch	Fluid Management – provides real-time control and data acquisition for fluids and tank monitor systems to monitor fluid usage, schedule preventive maintenance, and reconcile fluids.	IT/ Operations
Multiple Vendors	Security provides protection for customers and employees from threats and vulnerabilities, both internal and external to the system. It comprises both monitoring and control systems	IT/ Security

This asset class also includes all of the hardware utilized by the systems listed above. This includes servers, computers, cameras, and other specialized devices.

Useful life

The Useful life (UL) is the estimated lifespan of a fixed asset, during which it can be expected to contribute to agency operations. MTS has developed UL assumptions for all assets based on FTA guidelines and Generally Accepted Accounting Principles. Due to their specialized nature, many transit assets are not specifically listed in FTA guidelines or accounting rule. In these situations, staff will rely on manufacturer recommendations in order to determine the UL of these types of assets. MTS manages the asset lifecycles based on these ULs.

The Useful Life Benchmark (ULB) is the expected lifecycle of a capital asset for reporting to the NTD only. FTA has outlined default useful life benchmarks for vehicle types, using average age-based equivalent of a 2.5 rating on the FTA Transit Economic Requirements Model (TERM) scale. The FTA default ULB for each vehicle class is listed in the table below. As you can see, MTS's established UL is different from the FTA ULB. MTS will measure against these ULB for NTD reporting purposes.

Code	Vehicle Type	UL	ULB
AB	Articulated bus	12	14
AO	Automobile	7	8
BR	Over-the-road bus	12	14
BU	Bus	12	14
CU	Cutaway bus	7	10
LR	Light rail vehicle	25	31
MB	Minibus	7	10
MV	Minivan	7	8
SV	Sport utility vehicle	7	8
VN	Van	7	8

Condition assessments

Condition assessment is the process of inspecting the asset to collect data that is used to measure condition and performance. The condition assessment process involves regular inspections that evaluate an asset's visual and physical condition (for example, structural issues, and faulty components). This process addresses risk, ensures the asset can meet its level-of-service requirements, and provides information from which assets can be managed across their lifecycle.

The TAM Rule requires the inclusion of condition assessments in an agency's TAM Plan. Specific requirements include:

- A condition assessment of those inventoried assets for which a provider has direct capital responsibility.
- A condition assessment must generate information in a level of detail sufficient to monitor and predict the performance of the assets.
- A condition assessment must generate information in a level of detail sufficient to inform the investment prioritization.

Each asset class has different requirements for condition inspection and monitoring that depend on their performance characteristics, the risks, and the impacts of failure. In some cases, these requirements are specified by state and federal regulations. Gathering condition and performance data can be costly as it is a strictly manual process. However, these ~~condition~~ conditions and performance measures can be used to improve reliability and proactively plan for the investments required to maintain good performance on the most critical assets.

The following is a ~~high level~~high-level summary of MTS's procedures for data collection:

- Data collection frequency – This addresses how often the inspections should occur. Triggers for a condition inspection may be based on a time or mileage interval, criticality or risk assessment, or it may be based on a performance trigger (for example, a bus with a skyrocketing mean time between failure metric).
- Inspection approach – For many asset classes, condition inspections can require appropriately trained and credentialed staff. Additionally, there is increasing interest and the ability to substitute a visual or manual inspection with technology-enabled monitoring. Examples include using sensors to monitor structural conditions and switch performance. Moreover, some inspection data may be collected through day-to-day operating and maintenance processes.
- Quality assurance process – These are the processes used to verify the data and ensure quality. Quality assurance processes may require random data checks or formal audits.
- Training – This is an important part of quality assurance for condition assessment and ensures that the condition is being measured consistently and accurately.

In order to determine an asset's condition, the FTA's Transit Economic Requirements Model (TERM) scale is being used, listed in the table below, with condition rating ranges from (5) Excellent to (1) Poor.

Rating	Condition	Description
5	Excellent	No visible defects, new or near new condition, may still be under warranty if applicable
4	Good	Good condition, but no longer new, ~~may be~~maybe slightly defective or deteriorated, but is overall functional
3	Adequate	Moderately deteriorated or defective~~;~~, but has not exceeded useful life
2	Marginal	Defective or deteriorated in need of replacement; exceeded useful life
1	Poor	Critically damaged or in need of immediate repair; well past useful life

Per the FTA TAM Final Rule, assets with a condition rating score of 3.0 and above are in a state of good repair. Assets with a condition score lower than 2.9 are not in a state of good repair, and may require prioritization during capital ~~programing~~ programming to ensure safe, efficient, and reliable transit service.

Facilities and Facility Equipment Condition Assessment:

For Facilities assets, condition assessments are scheduled and completed using in-house staff along with regular ~~schedule~~ scheduled intervals. To determine the overall condition of a facility, MTS will inspect and assess the assets at the individual asset level. The FTA defines these assets as all capital assets a provider owns, except equipment with an acquisition value under $50,000, as a general rule the condition assessments will follow this guideline, but there may be instances where condition assessments are done on assets with an acquisition value under $50,000. Those individual assets will then be grouped into the following subcategories for each facility:

- Substructure
- Shell
- Interiors
- Conveyance (Elevators and Escalators)
- Plumbing
- HVAC
- Fire Protection
- Electrical
- Site
- Equipment (for Administrative and Maintenance Facilities)
- Fare Collection (for Passenger and Parking Facilities)

Each of these subcategories will encompass a number of individual assets. These results on an asset level are compiled into the Condition Assessment Report for a master asset which will aggregate (roll-up) the individual asset condition assessments to the subcategory levels listed above. Those subcategory scores will then aggregate (roll-up) for the master asset condition rating, which will be included in the NTD reports.

Fixed Guideway Condition Assessment:

MTS fixed guideway assets are subject to regulation by the FRA and the CPUC. As such, there are clearly defined inspection schedules per state and federal regulations. The data generated by these inspections allows MTS to track performance and proactively plan the required investments to keep the assets in a state of good repair.

Unlike facility assets, condition ratings for this asset class do not utilize the TERM scale. NTD requires a metric of the percentage of track segments that have performance restrictions. Performance restrictions are reported by mode and type of service as an average length of directional route mileage (DRM) operating under performance restriction. The NTD definition of DRM is the mileage in each direction over which public transportation vehicles travel while in revenue service

A performance restriction is defined to exist on a segment of a fixed guideway when the maximum permissible speed of transit vehicles is set to a value that is below the guideway's design speed. Generally, the design speed for a section will be the same as the maximum allowable speed established for the section at the time of system opening. The performance restriction can be communicated through operating instructions, route signage, flaggers, or an agency's dispatch system. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, maintenance work, or other causes.

To determine this measure, agencies are required to calculate the DRM (measured to the nearest hundredth of a mile) under performance restrictions as a result of all causes at the same time each month: 9:00 AM local time on the first Wednesday of each month. The total impacted DRM for that month is divided by the overall length of track, generating the performance restriction metric for that month. This process is repeated each month, and is then averaged to produce the required annual metric for the NTD.

Vehicle Condition Assessment:

Condition ratings for vehicles are expressed in terms of the percentage of assets that are at or beyond the Useful Life Benchmark (ULB). At the end of each year, the age of each asset in each vehicle type is compared to the ULB for that vehicle type. The number of assets that exceed the ULB is divided by the

total number of assets in that vehicle type, generating the ULB percentage metric that is reported to the NTD.

Asset Lifecycle Management

Asset management is most successful when it is integrated into an agency's existing management processes for establishing policy, strategy, and business plans, as well as connected to an agency's performance management and risk management processes. As SGR has long been a focus of this agency, this TAM plan is largely built upon existing procedures. Asset management supports and enables the following elements of transit agency management:

- Performance management focus: Asset management integrates management activities across the agency's various functional areas to address customer level of service and performance outcomes.
- Optimization of resources: Asset management aligns investment decisions associated with operations and maintenance budgeting and capital programming to achieve levels of service that meet agency goals.
- Fact-based management: Asset management is data-driven and transparent.
- Performance culture: Asset management is outcome-based, establishes metric-driven management, and provides tools to adopt a "predict and prevent" or "reliability" culture as opposed to a "find and fix" culture.

The TAM Plan is a key management document for tying the agency's strategic goals and outcomes, or performance measures, to the maintenance and capital programs that it delivers. The management cycle is completed by having more detailed, ~~lower level~~lower-level performance measures to both determine the effectiveness of the agency's programs in achieving the outcomes (e.g., safety, asset condition, travel times, etc.) and its efficiency in completing the programs (e.g., output measures such as lane-miles resurfaced, projects completed on time and on budget, etc.).

Emphasis on managing assets through their life cycles, which vary by asset class and can stretch to decades, helps staff, management, and stakeholders to realize that the assets are being managed for the long term, and that the concept of ownership ("it is ours to do with what we like") is able to be substituted with stewardship ("at the moment it is ours to care for and pass on to our grandchildren").

Asset Lifecycle

Lifecycle management enables agencies to make better investment decisions across the lifecycle using management processes and data specific to each asset as a basis for predicting remaining useful life (including age, condition, historic performance, and level of usage). Transit asset management involves processes for managing and maximizing the performance of an asset while minimizing its costs throughout the course of its lifecycle. Lifecycle activities include the following:

- **Design/Procure** – If creating, this includes planning, design, and construction of the asset. If acquiring, this includes the scoping of the development and procurement of the asset. The asset management perspective involves considering the level of service requirements and total cost of ownership in this initial step.
- **Use/Operate** – This involves the use (or operation) of the asset. Asset management ensures that the asset is available in the specified condition to be used, or operates reliably to deliver the planned level of service.
- **Maintain/Monitor** – This involves all the predictive, preventive, corrective, and reactive activities required to maintain the asset in the condition required to deliver the planned level of service.

- **Rehabilitate** – Rehabilitation is the planned capital expenditures required to replace, refurbish, or reconstruct an asset partially, in-kind, or with an upgrade to optimize service and minimize lifecycle costs. Examples might include reconstruction work on a bridge structure that replaces critical elements and thereby extends the bridge's life or a rail vehicle overhaul.
- **Dispose/Reconstruct/Replace** – When an asset can no longer perform at its intended level of service, the agency has the choice to dispose, reconstruct, or replace the asset. Typically at this stage, it is no longer ~~cost effective~~cost-effective to renew the asset or it is functionally obsolete, and the agency must determine whether the asset must be replaced, whether the function of the asset remains necessary, and whether its function can be met more economically or efficiently by being replaced outright.

While these activities follow an asset through its lifecycle, the majority of the TAM activities and investment covers the operation, maintenance, and rehabilitation activities.

Maintenance Plans

Maintenance is managed with a multi-year time horizon to improve the reliability of all of its assets. The maintenance procedures are documented in the Fleet and Facilities Maintenance Plans (FMP) of the MTS Operators. The purpose of these FMPs is to not only ensure that the assets are maintained in a state of good repair based on original equipment manufacturer (OEM) standards, but also help to enhance operations by providing safe, frequent, and reliable service. These FMPs are used to monitor and manage assets to achieve these standards, improve safety and increase reliability and performance. On the Rail side, MTS must also comply with regulations of the Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC).

The purpose of each FMP is to provide an overview of each department's resources, structure, asset management, and maintenance programs. These FMPs are also supported by the Standard Operating Procedures (SOPs) used to guide ~~day to day~~day-to-day activities.

Vehicle Maintenance Plans

Vehicle asset management focuses primarily on vehicle procurement, the structuring of the vehicle maintenance program, the identification of and response to specific maintenance issues, the planning of system and component replacements, and the management of the spare fleet and inventory. Manufacturers provide guidelines for preventive maintenance and replacement, and maintenance practices are broadly shared across the industry.

For all operating revenue and non-revenue fleet assets, the FMP addresses:

- Organization Structure
- Maintenance Program Schedules
- Quality Control
- Training
- Preventive Maintenance
- Inspections
- Records
- Service and Cleaning Activities
- Warranty Program
- Goals and statistics

The FMP is also supported by the departmental Standard Operating Procedures (SOPs) used to guide employee day to day functions.

MTS utilizes a number of Key Performance Indicators (KPI) to oversee its maintenance activities. These KPIs are utilized across the industry, generating reliable benchmarks to compare against. MTS will also set annual goals and track performance against those goals. Among these KPIs are:

- Mean distance between failure (MDBF)
- % of PMs performed on time
- California Highway Patrol (CHP) Inspection Defects
- Accidents
- Injuries
- Maintenance cost per mile

Additionally, MTS utilizes a Quality Assurance (QA) department to perform quality control measures to ensure that vehicle maintenance staff is adhering to business processes and properly completing inspections, maintenance, and rehabilitation activities. MTS staff also performs quarterly inspections and more frequent informal on-site walk-throughs and inspections of the vehicles at the contractor facilities to check fleet maintenance data. Daily operations reports are also reviewed to examine the operational status of ADA equipment on vehicles in revenue service. Finally, monthly oversight reports are produced for both the in-house and contracted service operations that ~~monitors~~ monitor performance in the same KPIs.

As part of the annual CIP process, MTS will update its Fleet Replacement Plan. This plan will forecast the replacement needs of the agency over ~~20~~15 year horizon based on the useful lives of each vehicle type, attempting to normalize the ~~year by year~~year-by-year replacement needs as much as possible, and also estimating the funding requirements.

MTS has additional standardized procedures for accepting new buses delivered each year, as well as decommissioning and disposal of vehicles that have reached the end of their useful life.

Facilities Maintenance Plans

Because of the unique functional requirements for most transit facilities, transit agencies tend to manage most of their facilities throughout the entire facility lifecycle rather than acquire and dispose of them as needed. Therefore, agencies are typically involved in the facility design, operation, maintenance, renewal, and replacement. All MTS transit facilities and stations are owned by the agency. However, the functions within two bus maintenance facilities have to be outsourced, including the maintenance of the facility. For both directly operated and contracted services, the lifecycle management is documented within the facilities management plans maintained by each relevant department to monitor and manage all assets to achieve and maintain a state of good repair, improve safety and increase reliability and performance.

Inspections are often the most cost-effective method to assess the condition of and identify issues related to facility structures including defects, deterioration, and damage. Each FMP will have precise procedures for both higher-frequency routine inspections and more-detailed structural inspections. Third-party maintenance agreements are in place for many of MTS's specialized facility assets to allow for the greater expertise required for those inspections (for example, for the compressed natural gas fueling stations).

MTS Contract Services staff monitors the facilities and vehicles maintained by contractors via frequent informal on-site walk-throughs and inspections as well as reviews of monthly facility inspection reports and monthly fleet maintenance data. Staff also conducts formal quarterly inspections of the maintenance records of the contractors to ensure compliance with the maintenance requirements.

For all operations and support facilities, the FMP addresses:

- Organization Structure
- Maintenance Program Schedules
- Quality Control
- Preventive Maintenance,
- Inspections
- Service and Cleaning Activities
- Warranty Program

As part of the annual CIP process, MTS will utilize the annual CIP 20 Year Projection file to review the near term and long term rehabilitation and replacement needs for each facility. This plan will forecast the needs of the agency over a 20 year horizon based on the useful lives of each asset type and also estimate the funding requirements.

Fixed Guideway Maintenance Plans

Most fixed guideway elements are required by FRA and CPUC regulations to have regular condition inspections and assessments since they are safety-critical. For these assets, there are preventive maintenance activities that will be performed to minimize the risk of failures and to ensure the asset reaches (or even exceeds) its design life.

The longevity of guideway structures means that there may be a relatively high level of financial uncertainty and risk over the course of the ~~asset~~ asset's useful life. Guideway assets typically represent some of the largest capital assets of a transit agency, and without timely and effective maintenance, these assets may require additional or more costly ~~rehabilitations~~ rehabilitation to reach their full design life. Track elements require significant maintenance and investment over time to maintain performance and allow revenue vehicles to move at authorized speeds with minimal vehicle wear and maximum comfort.

The guideway asset owner should specify the requirements associated with the asset lifecycles—including design requirements, preventive maintenance activities, expected rehabilitation needs, and lifecycle costs—and incorporate this information into the lifecycle management plans for track, tunnels, and bridges. In addition, MTS is staffed for ongoing engineering support to modify the maintenance approach based on ongoing condition assessments and address unforeseen technical issues as they arise.

Track inspections are a critical quality control measure to assess both the quality and effectiveness of maintenance procedures, as well as to comply with FRA as well as CPUC regulations. ~~At~~ As stated previously, MTS monitors the directional route mileage (DRM) operating under performance restriction by mode and type of service as another measure of the quality and effectiveness of maintenance procedures.

The assets will be evaluated relative to their remaining life to avoid the failure of the components in a timeframe that would not allow for repair or replacement. As part of the annual CIP process, MTS will review the ~~near term~~near-term and ~~long term~~long-term rehabilitation and replacement needs for these assets. The annual CIP 20 Year Projection file~~is plan~~ will forecast the needs of the agency over a 20 year horizon based on the useful lives of each asset type and also estimate the funding requirements.

Identification of Resources

Personnel Resources

Asset owners are responsible for the planning and implementation of lifecycle management. An asset owner is a transit agency manager who is usually in charge of an asset class's maintenance and, ideally,

is also involved in asset design and procurement. The asset owner is responsible for lifecycle management planning, for developing and implementing the lifecycle management plan, and for facilitating asset management activities. The asset owner also participates in the annual operating and capital budgeting cycles, where they act as ~~advocate~~ advocates for the necessary funding resources to keep their assets in a state of good repair. The table below lists the asset owners and their specific areas of responsibility:

Asset Owner	Title	Area of Responsibility
~~Michael Wygant~~Thomas Pascarella	Director of Fleet & Facility Maintenance	Bus Revenue Vehicles, Bus Facilities
Michael Daney	Manager of Contract Operations & Passenger Facilities	Bus Transit Centers, Contracted Bus Facilities
Jay Washburn	Manager of Paratransit & Mini Bus	ADA/Mini Bus Facility
~~Kristine Villa~~Israel Maldonado	Fare Systems Administrator~~Revenue & Compass Services Manager~~	~~Bus~~ Fare Collection Equipment
Fred Byle	Superintendent Wayside Maintenance	Rail Fixed Guideway and Electrification
Andy Goddard	Superintendent of LRV Maintenance	Rail Revenue Vehicles
~~Scott Donnell~~	~~Revenue Manager~~	~~Rail Fare Collection Equipment~~
Rolando Montes	~~Facilities Manager~~Superintendent of Facilities	Rail Facilities and Transit Stations
~~Sandra Bobek~~Emily Outlaw	Chief Information Officer	Information Technology
Thang Nguyen	Sr. Project Manager~~Systems Engineer~~ (Rail)	Facility CCTV Equipment
~~Brian McKeever~~Jeremiah Johnson	Security Systems Administrator~~Manager of Operations Transit Enforcement~~	Security Equipment

The FMPs and SOPs described previously provide a foundation asset owners can use to increase the effectiveness of these lifecycle management activities and thereby drive improved lifecycle management and optimize asset performance. The FMPs also describe the resources available to each asset owner for their applicable asset class.

Technology Resources

Information technology is a critical asset management enabler. Enterprise wide lifecycle management for individual asset classes is data driven and requires the application of innovative and creative information technologies. This data-driven approach to maintenance is essential to identify performance

issues, deploy maintenance resources efficiently, and improve maintenance procedures. Also, appropriate levels of preventive maintenance for each asset category can decrease long-term costs and potentially avoid the need for additional costly rehabilitations.

Enterprise Asset Management Software

MTS utilizes SAP for both its Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems.

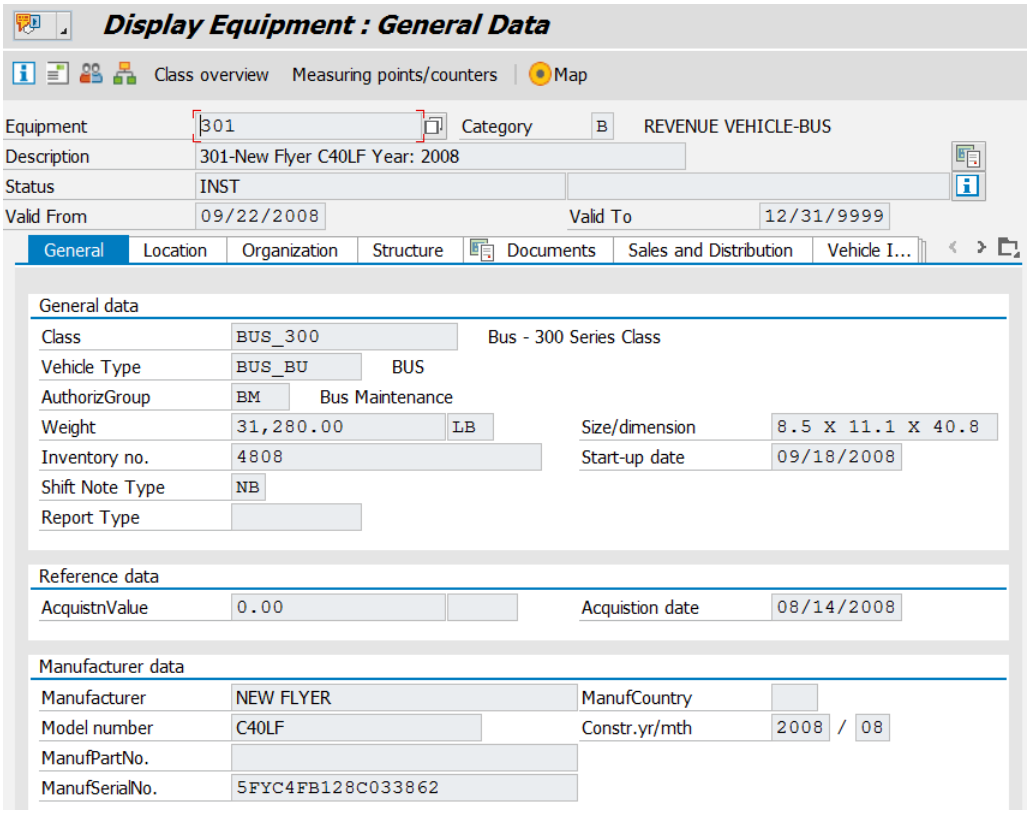
The SAP EAM system is utilized to manage each individual maintenance plan and entire lifecycle for all ~~of~~ MTS assets. MTS uses its SAP EAM system to track all inspections, preventive maintenance, and unscheduled repairs for each individual asset. The system also tracks completion timelines and overall PM compliance.

The process begins with the asset inventory. During asset procurement and receipt or acceptance, specific asset identification, useful life, warranty, and maintenance interval information [data] is collected from the original equipment manufacturer (OEM). This practice ensures the asset data is properly recorded into the EAM for effective and efficient lifecycle management.

This asset database allows MTS to track things such as:

- Asset class and an overall hierarchy of assets
- Individual asset number
- Asset owner
- Type
- Location
- Manufacturer
- Serial numbers
- Metadata statistics (like mileage data, condition ratings, etc.)
- All maintenance done on that asset

SAP EAM Asset Inventory:

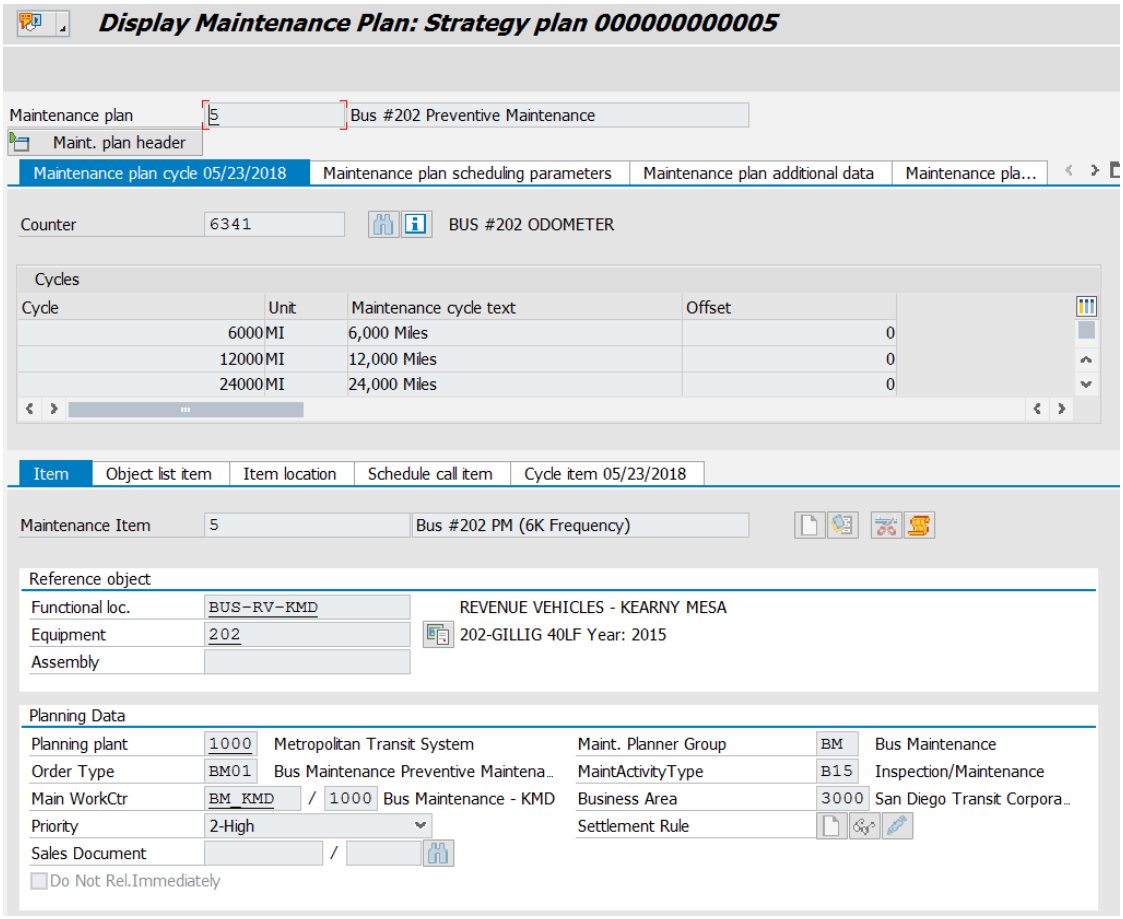

Display Equipment : General Data
Class overview
Measuring points/counters
Map
Equipment 301
Category B REVENUE VEHICLE-BUS
Description 301-New Flyer C40LF Year: 2008
Status INST
Valid From 09/22/2008
Valid To 12/31/9999
General
Location
Organization
Structure
Documents
Sales and Distribution
Vehicle I...
General data
Class BUS_300 Bus - 300 Series Class
Vehicle Type BUS_BU BUS
AuthorizGroup BM Bus Maintenance
Weight 31,280.00 LB
Size/dimension 8.5 X 11.1 X 40.8
Inventory no. 4808
Start-up date 09/18/2008
Shift Note Type NB
Report Type
Reference data
AcquistnValue 0.00
Acquistion date 08/14/2008
Manufacturer data
Manufacturer NEW FLYER
ManufCountry
Model number C40LF
Constr.yr/mth 2008 / 08
ManufPartNo.
ManufSerialNo. 5FYC4FB128C033862

The OEM recommended preventive maintenance plan is also entered in the system, and these plans are assigned to each individual asset as appropriate. This allows the creation of an unlimited number of maintenance plans, differentiating things such as:

- Time or mileage interval
- Type of inspections
- Data to be recorded
- Maintenance required, if applicable

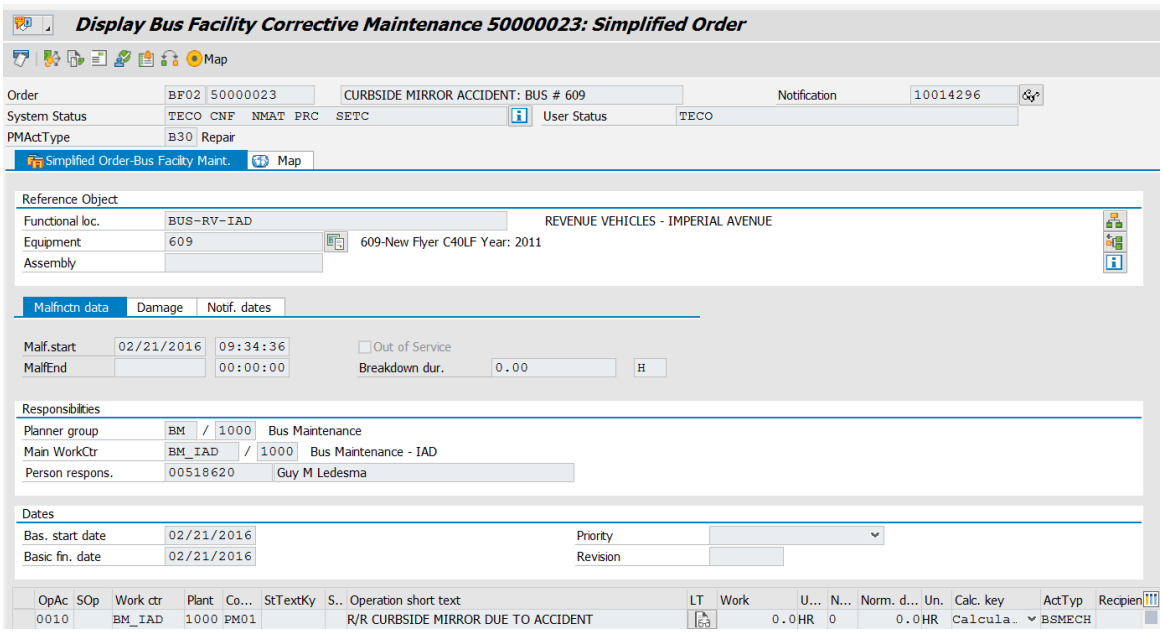
These individualized plans ensure the each asset is maintained according to OEM requirements and optimizes the lifecycle of each asset.

SAP EAM Maintenance Plan:



The EAM uses the asset and plan data to generate a specific work order for any inspection or maintenance event. The system also enables the assignment of the work order to a mechanic/technician, plus the tracking of who completed the work and when. If one or more materials are used and added to a work order, the system integrates with the stock and non-stock items, and includes that cost to the maintenance order.

SAP EAM Work Order:



Coupled with the financial data of the ERP, the system also calculates the overall cost of each work order. Over time, this information can be totaled and trended across individual assets, or summarized across a similar series of assets or asset categories.

All of this information enables the data-driven approach to maintenance that is essential to identify performance issues, deploy maintenance resources efficiently, and improve maintenance procedures with objective ~~decision-making~~decision-making. This data is used for performance analysis, trend identification, lifecycle costing, as well as budget development. It can also flag outlier assets ~~which~~ that require more attention than similar assets, helping replacement planning decisions.

List of Key Annual Activities

Key annual activities supporting the TAM Plan and asset lifecycle management are detailed within Board Policies, Fleet and Facilities Maintenance Plans, Standard Operating Procedures, and the Capital Improvement Program (CIP). These activities align with the agency's business goals and objectives and included both the tactical, ~~day to day~~day-to-day operational aspects, as well as ~~longer term~~longer-term strategic planning activities.

A ~~high level~~high-level sample of these activities includes:

- Operational
  - Preventive Maintenance compliance
  - Goal setting and performance measurement against those goals
  - Costing/trending analysis
  - Annual NTD Asset Inventory Module reporting
- Planning
  - Annual CIP process to review SRG needs and plan the near term investments that need to take place
  - Vehicle fleet replacement plans
  - 20 year CIP to review ~~longer term~~longer-term SGR needs
  - Incorporate all changes identified into the updated TAM Plan

Capital Planning and Funding

The creation of the annual capital and operating budgets involve a multitude of decisions that impact transit asset management and the agency's ability to keep these assets in a state of good repair. This requires a delicate balance between funding capital and operations in order to effectively and efficiently provides transit services for the San Diego region.

The capital budget is used to fund the planning, design, acquisition, replacement, and capital maintenance of all MTS assets. The capital budget can also include major rehabilitations that extend the useful life of an existing asset.

The operating budget is used to fund service delivery as well as asset maintenance, including employee wages, spare parts, consumables, energy, and a variety of support services used throughout the organization. This also includes payments to third-party contractors responsible for a portion of the ~~fixed route~~fixed-route bus services, the ADA Paratransit services, as well as general consulting and maintenance activities.

Both budgets are required for the service on the street and to keep that service in a state of good repair. The following sections detail how MTS makes these important decisions.

Capital and Operating Funding

Funding Sources

One of the primary funding sources for MTS is the fares it receives from its passenger. Typically, around 40% of the operating budget is ~~funding~~ funded by these fares for using the transit services provided to the region.

MTS receives a variety of operating revenues that are not received directly from passenger fares. The sources of these revenues are advertising, interest, rental income, land management revenue, energy credits, and other miscellaneous revenues.

MTS also receives a variety of non-operating revenues that primarily consist of federal, state, and local subsidy funds. The major subsidy sources of funding are described in more detail below.

Federal Transit Administration (FTA)

On December 4, 2015, President Obama signed the Fixing America's Surface Transportation (FAST) Act, reauthorizing surface transportation programs through the Federal fiscal year 2020. FAST establishes the legal authority to commence and continue FTA programs. Each reauthorization amends the Federal Transit Laws codified in 49 USC Chapter 53 and provides for the following funding streams MTS commonly receives:

- 5307 Urban Area Formula Grants for capital improvements and preventive maintenance
- 5311 Formula Grants for Rural Areas for capital improvements and to supplement operating costs
- 5337 State of Good Repair Funding for capital improvements and preventive maintenance
- 5339 Bus and Bus Facilities Funding for capital improvements

Transportation Development Act (TDA)

TDA provides funding for public transit operators. This state fund is one-quarter of a percent of the 7.75 percent sales tax assessed in the region. SANDAG is responsible for apportionment of these funds within the San Diego region.

State Transit Assistance (STA)

STA funding comes from the Public Transportation Act, which derives its revenue from the state sales tax on diesel fuel.

TransNet

In November of 2004, area voters approved a 40-year extension of the ~~one-half cent~~one-half-cent sales tax original ordinance that was set to expire in 2008 (TransNet II) and funded transportation needs throughout the San Diego region. This approval had two impacts; first, it assured and slightly improved the original TransNet funding beyond 2008; second, the Bus Rapid Transit (BRT) and Superloop Programs will receive most of its funding from TransNet II. SANDAG is responsible for the apportionment of these funds within the region.

Funding Plan

Each year, the Finance department generates a projected funding plan of revenues that will be available for both the operating and capital budgets. This funding plan incorporates regional revenue forecasts from SANDAG with ~~short term~~short-term revenue assumptions for other MTS subsides, creating the five-year estimate of available subsidy funding. Assumptions are also created for all operating revenues over a five-year horizon.

Capital Budget Development Process

The CIP process begins each October with a call for projects by the MTS Finance department. All asset owners review the state of their asset inventory and put together project requests for all rehabilitation, reconstruction, and replacement needs to cover the following five fiscal years. The project requests are submitted through the SAP Budgeting and Planning (SBP) online module and each request will include the following:

- Scope of Work (SOW)
- Independent Cost Estimate (ICE)
- Project Manager
- Department
- Completion time frame
- Regional project ranking criteria
- Department priority

Once submissions are received, Finance conducts a review meeting of all projects for each department. After the reviews are complete, the list of all projects is consolidated into the five-year, unconstrained need for the MTS operators.

The consolidated priority list of projects will be reviewed by the Capital Project Review Committee (CPRC) according to available funding and the investment prioritization process described below. This secondary prioritization becomes the five-year, constrained CIP.

The constrained five-year CIP is then forwarded to the MTS Board of Directors and Budget Development Committee (BDC) for approval. Once approved, the projects are then added to the Regional Transportation Improvement Program (RTIP), which first goes to SANDAG for approval before ultimately being approved as part of the FTA's comprehensive national Transportation Improvement Program (TIP).

The prioritized list of projects is also subject to an analysis based on social equity principles. This process assures that the benefits and burdens of transit investment are shared equitably throughout the MTS service area. A series of maps are used to detail the results of this analysis.

Operating Budget Development Process

MTS uses a ~~zero-based~~zero-based budgeting process that begins in December each year. In MTS's process, every line item budget is approved each year. Department managers complete budget templates using the SBP online module, in which they propose amounts for each line item, submitted with the appropriate supporting details for each assumption. (In contrast, with a traditional historic budgeting process, managers only justify variances versus prior year budget; the assumption is that the baseline is automatically approved.)

Meetings are held with each department to validate their assumptions, review proposals versus existing spending trends, and review any new initiatives. Personnel headcount assumptions are also reviewed at this meeting. This collaborative process results in the consolidated MTS assumptions that are then presented to and reviewed by senior management.

Beginning in late February through April, staff will meet with the Board and BDC to review the budget development progress. Staff presents the major revenue and expense assumptions that are included in the budget, and ultimately will present a balanced budget where revenues match expenses. Staff will also present a five-year forecast of operating revenue and expenses in order to give the Board a strategic view of the financial condition of the agency to help the ~~decision-making~~decision-making process.

In May each year, a public hearing is held by the Board to approve the overall capital and operating budgets for the next fiscal year. That fiscal year begins on July 1 and ends on June 30.

Investment Prioritization

MTS uses an existing capital project prioritization process ~~which~~ that considers asset condition or age along with investment categorization. The basic unit of the prioritization process is the project request. As described previously, project requests are created by asset owners and have a set of required fields to assist in the prioritization process.

Asset owners are asked to pay special attention to their departmental prioritizations. Issues involving safety should always be given the highest priority. Capital items needed to replace critical components on the system that have reached the end of their useful life should also be given a high priority so the agency can maintain our state of good repair. Additionally, capital investment projects that yield a solid return on investment, decrease operating costs, or provide improved customer service will be strong contenders for funding.

Once submissions are received, Finance conducts a review meeting of all projects for each department. The asset inventory and condition assessment will be reviewed in this step to validate project requests based on the asset age or condition (as applicable to that asset class) for rehabilitation or replacement of the assets that are indicated within the CIP period. SAP reports showing the scheduled and unscheduled maintenance costs by assets will also be used to validate project requests and foster a ~~fact-based~~fact-based ~~decision-making~~decision-making process.

The five-year unconstrained project list will also be compared against the ~~longer-term~~longer-term 20-year CIP forecast. This 20-year forecast is an overarching strategic look at asset management, and helps staff encapsulate the immediate decisions within the ~~long-term~~long-term plans to keep the system in a state of good repair.

The consolidated priority list of projects will be reviewed by the Capital Project Review Committee (CPRC). The CPRC is comprised of representatives from MTS Bus, MTS Rail, MTS Administration, and SANDAG. Each CPRC member was responsible for submitting the capital requests for its division, agency, or city. The CPRC reviews and approves the prioritization of the list of projects, subject to funding availability. Typically, revenue vehicle replacements are funded first, and the remaining submitted projects compete for the balance of available funding. Based on these funding constraints, the CPRC reviewed the projects in the context of their impact on operations and determined the most critical projects to fund by year. The remaining unfunded projects are deferred; however, it is recognized that the continued deferral of some projects could have negative impacts on system infrastructure in future years.

The constrained five-year CIP determined by the CPRC is then forwarded to BDC for review. The BDC is a ~~five member~~five-member subcommittee of the Board. The BDC will review the recommended prioritization from staff, and then forward its own recommendation of the constrained five-year CIP to the Board for ultimate approval.

Five year investment plan

For fiscal year 2022~~19~~, the CIP process has produced the following unconstrained and constrained funding plans for the next five years. MTS plans to invest $510~~466~~.~~0~~1 million in its Capital Improvement Program to improve the overall state of good repair of MTS assets. Through this plan, MTS is able to fund ~~75~~61% of the overall capital need. There still remains a five-year unfunded balance of $~~155.4~~330.1 million, and MTS does recognize that the continued deferral of some projects could have negative impacts on system infrastructure in future years.

Unconstrained Capital Needs ($000s)

Asset Class	FY22	FY23	FY24	FY25	FY26	Total
Vehicle	$70,725	$73,659	$86,531	$48,180	$92,166	$371,261
Facilities & Stations	46,107	83,214	74,199	77,385	88818.4	$369,725
Fixed Guideway	14,940	29,486	30,198	11,935	6,200	$92,759
Systems	6,460	0	0	0	0	$6,460
Total	**$138,232**	**$186,359**	**$190,928**	**$137,500**	**$187,184**	**$840,205**

~~Asset Class~~	~~Prior Funding~~	~~FY19~~	~~FY20~~	~~FY21~~	~~FY22~~	~~FY23~~	~~Total~~
~~Vehicle~~	~~$79,982~~	~~$48,529~~	~~$64,925~~	~~$66,867~~	~~$50,467~~	~~$56,633~~	~~$367,403~~
~~Facilities & Stations~~	~~11,805~~	~~16,679~~	~~26,305~~	~~26,010~~	~~22,810~~	~~225~~	~~103,834~~
~~Fixed Guideway~~	~~4,470~~	~~23,295~~	~~24,228~~	~~9,433~~	~~11,180~~	~~13,135~~	~~85,741~~
~~Systems~~	~~14,300~~	~~10,270~~	~~8,893~~	~~29,004~~	~~1,447~~	~~480~~	~~64,394~~
~~**Total**~~	~~**$110,557**~~	~~**$98,773**~~	~~**$124,351**~~	~~**$131,314**~~	~~**$85,904**~~	~~**$70,473**~~	~~**$621,372**~~

Constrained Capital Plan ($000s)

Asset Class	FY22	FY23	FY24	FY25	FY26	Total
Vehicle	$70,725	$73,659	$86,531	$48,180	$92,166	$371,261
Facilities & Stations	34,991	27,957	9,522	27,623	18985	$119,078
Fixed Guideway	14,440	0	0	0	0	$14,440
Systems	5,330	0	0	0	0	$5,330

Total	$125,486	$101,616	$96,053	$75,803	$111,151	$510,109	
~~Asset Class~~	~~Prior Funding~~	~~FY19~~	~~FY20~~	~~FY21~~	~~FY22~~	~~FY23~~	~~Total~~
~~Vehicle~~	~~$79,982~~	~~$48,529~~	~~$50,000~~	~~$49,618~~	~~$45,500~~	~~$56,300~~	~~$329,929~~
~~Facilities & Stations~~	~~11,805~~	~~11,724~~	~~18,447~~	~~18,829~~	~~19,829~~	~~225~~	~~80,859~~
~~Fixed Guideway~~	~~4,470~~	~~11,310~~	~~-~~	~~-~~	~~3,118~~	~~11,442~~	~~30,340~~
~~Systems~~	~~14,300~~	~~10,118~~	~~-~~	~~-~~	~~-~~	~~480~~	~~24,898~~
~~Total~~	~~$110,557~~	~~$81,681~~	~~$68,447~~	~~$68,447~~	~~$68,447~~	~~$68,447~~	~~$466,026~~

Evaluation and Reporting

Asset lifecycle management is an ever-changing environment with advances in technology, changes in regulation, funding availability and asset management best practices. Therefore, the TAM Plan will be considered a "living document" that will be reviewed, and revised as necessary, on an annual basis. Any and all process changes within SOPs or FMPs will reviewed and any impacts to the overall TAM plan will be revised accordingly. The figures included in the five-year plan will also be updated each year at the completion of the CIP process. In general, the revisions to the TAM plan will originate from the MTS Finance department with inputs from various internal and external stakeholders. The updated TAM plan will then be published to the MTS Board each year.

Continuous improvement is a core feature of asset management implementation, embodied in the self-assessment, monitoring, and measuring required to ensure there is a feedback loop. Ongoing evaluation of MTS asset maintenance activities will be detailed covering three distinct areas:

- Budget monitoring of both CIP projects and the operating budget to ensure the implementation of the projects deemed necessary to improve the state of good repair of the agency.
- Performance monitoring across the agency used to reinforce the feedback loop required in a continuous improvement culture.
- Tracking the agency's actual results against FTA required performance measures.

Budget Monitoring

Each year, the capital and operating budgets identify a number of projects that urgently require funding in order to keep MTS assets in a state of good repair. Once funding is achieved, the management teams at MTS are tasked with implementing these projects in a timely manner. The help ensure the implementation of these projects, MTS routinely monitors the actual financial performance against what was submitted during the budgeting process.

Budget to Actual Monitoring

Budgets are entered into the SAP ERP system for each project (as well as each operating department) at a detailed line item level. The system records the actual expenses, pre-encumbrances and encumbrances at the same level of detail. But in order for a budget to be considered useful, it needs to be used as a comparison tool when the actual business results take place. The ERP provides useful reports for finance personnel and Project Managers to view the real-time actual performance against the budget, and also to quickly access the underlying source documents for those situations that require further analysis.

While a budget versus actual variance analysis might not provide all the answers, it gives finance personnel and the Project Managers an indication of where they can look for possible material issues and provide further investigation of each of those items as necessary. This practice will ensure both parties have a detailed understanding of the overall project and help achieve a successful outcome. In some instances, cost overruns can occur. Common reasons for cost overruns include higher than estimated costs versus the engineering plans and specifications, late additions to the overall scope of the project that were not included in the original budget, or even project delays. When projects incur cost overruns, recovery plan options are discussed between the finance and the Project Managers, before being approved by the CEO and Board if necessary.

Capital Project Status Updates

Project schedules, budgets and performance objectives are monitored through monthly meetings under the Project Management Department at MTS~~between the Project Managers, Procurement staff and Finance~~, as well as through quarterly status reports provided by the Project Managers. During the quarterly project status meeting, the project milestones are discussed with the Project Manager to ensure the project is completed on time. Senior Management receives a system generated monthly Capital Project Budget Executive Summary report and also has access to the Capital Project Monitoring report so they can also keep tabs on the projects to ensure continued progress.

Operating Budget Status Updates

Consolidated reviews of the actual performance versus the operating budget are prepared and presented monthly to the CEO, Senior Management and the Board. The Finance department prepares these budgets versus actuals reviews at the department level, which are then summarized and consolidated for presentation purposes. Major assumptions are presented to the Board during the budget development process, covering items such as passenger levels, operating revenue, subsidy revenue, service levels, personnel assumptions, energy rates and other expense assumptions. These key assumptions are also reviewed with the Board throughout the year as part of the operating budget results presentations.

Performance monitoring

Performance monitoring across the agency is used to reinforce the feedback loop required in a continuous improvement culture. Monitoring of outcomes covers both their agency's performance and that of the assets, and helps ensure the outcomes that are listed in strategies, programs, and plans are in fact being delivered. Goals are determined, typically at the beginning of the fiscal year, and progress is benchmarked against the goals on a recurring basis.

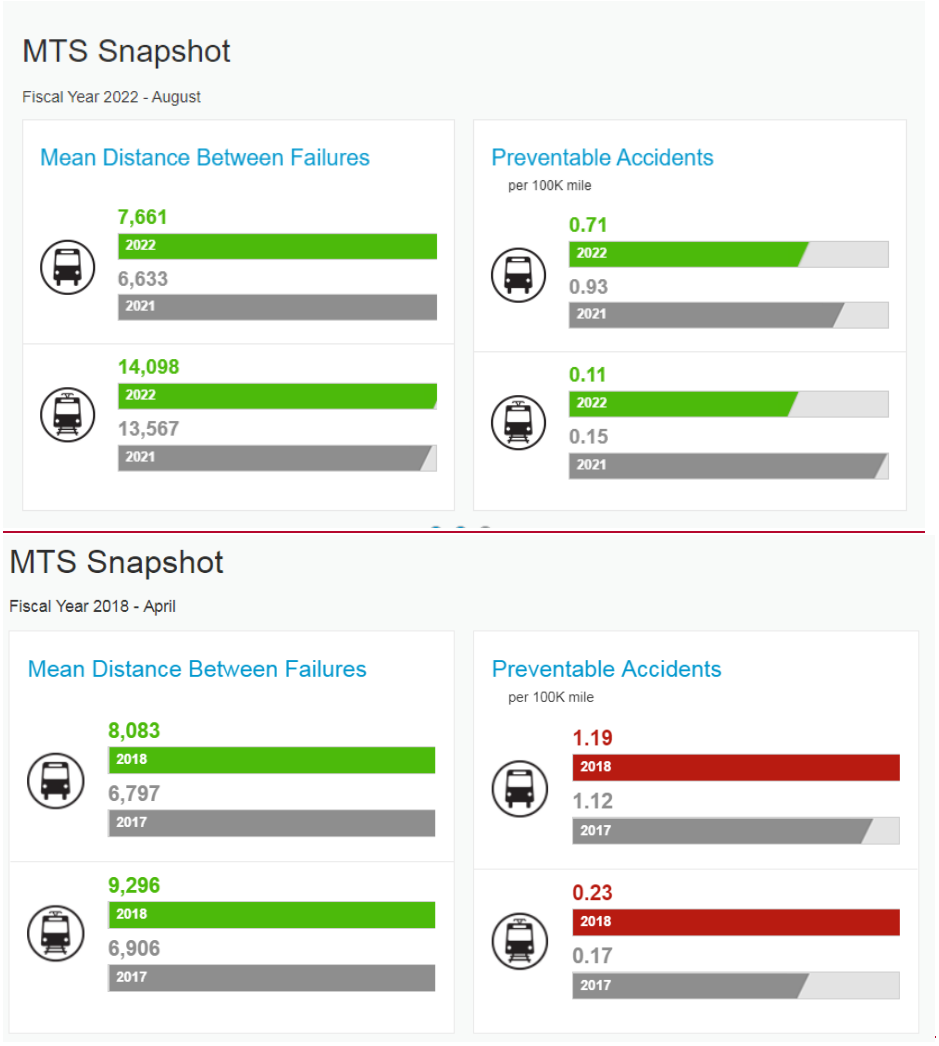
The agency also does a number of benchmarking efforts against other transit agencies as an effort to measure the performance of the agency. Whether using industry standard metrics or data of peer agencies as reported to the NTD, these benchmark comparisons are another point of feedback that can be used to measure the efficiency and effectiveness of the agency.

Key Performance Indicators

Another useful tool is the creation of Key Performance Indicators (KPI), which are standardized metrics that are routinely tracked. Certain KPIs are reported to the Board twice a year as part of overall performance monitoring. MTS Board Policy No. 42, "Transit Service Evaluation and Adjustment", establishes a process for evaluating existing transit services to achieve the objective of developing a customer-focused, competitive, integrated, and sustainable system. Additionally, federal Title VI guidance requires that certain performance measures be evaluated and reported to the Board periodically. Staff presents a summary of system performance, including the metrics outlined in Policy 42 and Title VI-required standards, including service efficiency, utilization, as well as safety and maintenance performance. The semi-annual nature of these reports allows the decision makers to see the trends in overall performance and use this information for fact based decision making.

KPIs are a great tool to communicate performance of the agency to a broad base of employees and provide the feedback required for a continuous improvement culture. Previously, maintenance focused KPIs were discussed, and every department has their individual KPIs they track and measure against. Most of these KPIs are department specific, used by managers to measure the effectiveness of their specific processes. However, MTS also has a number of agency-wide KPIs that are published on the landing page of the agency's intranet, visible to each employee every time they open a web browser.

Sample of MTS Intranet KPI report:



Highlighted below are the definitions for seven Key Performance Indicators (KPI) describing how they are measured and why. This is essential to understanding what changes can be made in order to improve performance.

- **Monthly Ridership** - Ridership is one of the most common measurements for transportation performance. Monthly ridership is measured by the number of passengers who take a single trip on a bus or Trolley. Tracking ridership is important because it helps MTS understand trends in transportation so we can make the best system adjustments.
- **Passengers Per Revenue Hour** - Passengers per revenue hour measures the average number of passenger boardings on an MTS bus or Trolley for every hour of service that a vehicle is on the rail or road. The measurement allows MTS to gauge the productivity and effectiveness of our

service by providing a good comparison across routes (or modes) of differing levels of service. It also helps us adjust the frequency of service to match demand.

- **Farebox Recovery** - Farebox Recovery is the percent of total operating costs recovered through fare revenue paid by passengers. It is calculated by dividing total cash fares and pass sales revenue by the total operating expenses. This measurement is popular with decision-makers because it highlights a transit system's ability to maximize ridership while being efficient in other areas like maintenance, procurement of goods and services, grant acquisitions and customer service. The higher the farebox recovery rate, the less an agency has to depend on other sources of funding to keep us in business. MTS has one of the highest farebox recovery rates in the nation.
- **On-Time Performance** - On-Time Performance (OTP) refers to the level of success of the bus and Trolley remaining on the published schedule. OTP is a reflection of the dependability of our system to meet the needs of our passengers. If MTS is not timely with our delivery of services, riders will look for other options to get where they need to go.
- **Complaints per 100K Passengers** - Complaints Per 100K Passengers count the number of customer complaints received about MTS Bus or Trolley service per 100,000 passenger trips. Tracking complaints allows us to understand how MTS employees and customers are interacting and how our services are performing. It is important to identify the reasons for complaints against MTS employees and MTS services so we can realize the circumstances and use each situation as a learning tool to improve.
- **Mean Distance Between Failures** - Mean Distance Between Failures is the average distance between mechanical failures of an MTS Bus or Trolley. Measuring the distance between failures is important because it helps us understand the health of our vehicle fleet. The goal of our maintenance departments is to increase the distance between failures so that our reliability of service is the highest possible. Any time our in-service vehicles have maintenance issues it has a ripple effect throughout the entire system, and impacts other KPIs such as Complaints per 100K Passengers and On-Time Performance.
- **Preventable Accidents per 100K Miles** - A preventable accident can be defined as one in which the operator failed to do everything that he/she reasonably could have done to avoid the accident. Additionally, a preventable accident is one in which the operator has some responsibility for failing to prevent, contributing to, or causing an accident. Safety is the number one priority at MTS and preventable accidents are taken very seriously. We measure the number of preventable accidents to better understand why accidents happen and how we can prevent them in the future. Learning from these accidents helps us improve operator training methods, alter bus routes, and also help us find the safest routes to take. MTS operators are professional drivers, therefore we are held to a higher standard than non-professional drivers. A professional driver is expected to take all reasonable actions to prevent accidents and overcome the mistakes of other drivers.

Performance Improvement Plan

From a short term and operational perspective, MTS completes an annual Performance Improvement Plan (PIP). The plan is broken into two parts, performance measures with annual targets for improvement, and performance goals consisting of key projects that need to be completed over a one to two year horizon.

Every year, MTS leadership defines goals they hope to meet before the end of the next fiscal year (June 30) and breaks these goals down by department. These goals are "stretch goals," tasks that are in many cases above-and-beyond normal daily operations, designed to encourage MTS employees to push the

envelope and accomplish things a little beyond their normal responsibilities. It's all in an effort to make MTS one of the most efficient, innovative and safest systems in the country.

The goals for the agency, listed by department, are posted on the agency's intranet. Results of each goal are tabulated and reported after the fiscal year end.

Performance measures

To comply with the FTA requirements associated with SGR, performance measures for capital assets have been established for each asset class along with performance targets. The measure targets are set at the beginning of each fiscal year. The description of these measures by asset class is as follows:

- ~~**Revenue vehicles**~~**Rolling Stock** - Condition ratings for vehicles are expressed in terms of the percentage of assets that are at or beyond the Useful Life Benchmark (ULB), therefore the ideal situation is to be less than the target. At the end of each year, the age of each asset in each vehicle type is compared to the ULB for that vehicle type. The number of assets that exceed the ULB is divided by the total number of assets in that vehicle type, generating the ULB percentage metric that is reported to the NTD.
- ~~**Non-revenue vehicles**~~**Equipment (Automobiles/Trucks)** - Same as the above.
- ~~**Fixed guideway**~~**Infrastructure** - To determine this measure, agencies are required to calculate the DRM (measured to the nearest hundredth of a mile) under performance restrictions as a result of all causes at the same time each month: 9:00 AM local time on the first Wednesday of each month. The total impacted DRM for that month is divided by the overall length of track, generating the performance restriction metric for that month. This process is repeated each month, and is then averaged to produce the required annual metric for the NTD.
- **Facilities** - Targets for facilities are expressed in terms of percentage of assets that are rated below the benchmark condition score, therefore the ideal situation is to be less than the target. Each of these subcategories will encompass a number of individual assets. These results on an asset level are compiled into the Condition Assessment Report for a master asset which will aggregate (roll-up) the individual asset condition assessments to the subcategory levels listed above. Those subcategory scores will then aggregate (roll-up) for the master asset condition rating, which will be included in the NTD reports.

There is no penalty for missing a target and there is no reward for attaining a target. At the end of each year, a narrative report will be compiled and submitted that describes conditions in the prior year that led to overall target attainment results. Transit Asset Management Plan Performance Metrics and Targets for FY22~~19~~ are reflected below:

No.	Performance Measure	FY2022 Target (%)	Annual Performance
1	**Rolling Stock - Percentage of revenue vehicles that have met or exceeded their ULB benchmark**		
	AB - Articulated bus	0%	
	BR - Over-the-road bus	0%	
	BU - Bus	0%	
	CU - Cutaway Bus	0%	
	LR - Light rail vehicle	0%	
	VT - Vintage trolley / streetcar	100%	
	Total Fleet Count		
2	**Equipment - Percentage of service vehicles that have either met or exceeded their ULB benchmark**		
	Automobiles	100%	
	Trucks and other Rubber Tire Vehicles	20%	
3	**Facility - Percentage of facilities rated below 3 on the condition scale**		
	Maintenance Facilities	0%	
	Administrative Facilities	0%	
	Passenger Facilities	0%	
	Passenger Parking Facilities	0%	
4	**Infrastructure - Percentage of track segments with performance restrictions**		
	LR - Light Rail	2.0%	

Line No.	Performance Measure	Annual Target	Annual Performance
1	**Percentage of revenue vehicles that have met or exceeded their useful life benchmark**		
	AB - Articulated bus	0.0%	
	BR - Over-the-road bus	0.0%	
	BU - Bus	3.0%	
	CU - Cutaway Bus	0.0%	
	LR - Light rail vehicle	0.0%	
	VT - Vintage trolley / streetcar	0.0%	
2	**Percentage of service vehicles that have either met or exceeded their useful life benchmark**		
	Automobiles	12.0%	
	Trucks and other Rubber Tire Vehicles	34.0%	
3	**Percentage of track segments, signals, and systems with performance restrictions (by mode)**		
	LR - Light Rail	2.0%	
4	**Percentage of Passenger and Maint. facilities rated below condition 3 on the condition scale**		
	Passenger Facilities	0.0%	
	Passenger Parking Facilities	0.0%	
	Maintenance Facilities	0.0%	
	Administrative Facilities	0.0%	

Communication Strategy

Clear communication, to both internal and external stakeholders, will be needed to demonstrate the progress being made in implementing asset management and the benefits to be gained from continuing the effort. It will also help provide an accurate understanding of the vision for and value of asset management and the challenges the agency faces.

NTD reporting

The Transit Asset Management (TAM) rule (49 CFR part 625) set the minimum asset management practices for transit providers. Beginning in Report Year (RY) 2018, agencies that receive or benefit from Chapter 53 funds from the Federal Transit Administration are required to report asset inventory, condition and performance information to the National Transit Database (NTD).

The NTD program's Asset Inventory Module (AIM) is designed to collect basic information on assets and infrastructure used by U.S. transit agencies to deliver service. The purpose of assembling a nationwide inventory is to improve the Federal Transit Administration's (FTA's) ability to project capital costs for the future replacement (and necessary capital renewal activities) of existing transit assets. This information supports the FTA biennial report to the U.S. Congress regarding cost estimates of transit capital. These estimates directly influence the FTA annual budget request submitted for the Federal fiscal year (FFY).

The Asset Inventory Module data elements are contained within the following forms:

- Transit Asset Management Performance Measure Targets (A-90), plus the year-end narrative of progress against those targets
- Transit Asset Management Facilities Inventory (A-15)
- Transit Way Mileage (A-20)
- Revenue Vehicle Inventory (A-30)
- Service Vehicle Inventory (A-35)

Reporting to the MTS Board

In spirit of transparency and effective communication, staff routinely presents a number of monitoring reports to the MTS Board. Many of these reports have already been discussed, including:

- Budget development reporting
- Operating budget status reports
- MTS Board Policy No. 42, "Transit Service Evaluation and Adjustment", performance monitoring report
- Annual TAM plan update

Through these routine reports, staff will continue to identify the challenges faced by the agency as well the progress made. This habit of transparency, to both the elected officials of the Board and the greater public in general, serves to reinforce the benefits of a sustained investment in transit asset management and transit in general.

Appendix

Key Definitions

AIM: Asset Inventory Module for NTD reporting to the FTA

Asset Category: Refers to a grouping of asset classes. The categories used at MTS include: Vehicles, Facilities, Guideway Elements, and Systems

Asset Class: Refers to the sub-groups within an asset category. For example, “Vehicles” is the asset category for three asset classes: “Bus Revenue Vehicles,” “Rail Revenue Vehicles,” and “Non-Revenue Vehicles.”

Asset Hierarchy: Refers to segmenting assets into appropriate classifications, based upon asset function, asset type or a combination of the two.

BDC: Budget Development Committee; a ~~five-member~~five-member subcommittee of the MTS Board of Directors.

CBM: Condition based maintenance

CIP: Capital improvement program

CNG: Compressed natural gas

CPRC: Capital Projects Review Committee

DRM: Directional route mileage

EAM: Enterprise asset management system

FMP: Fleet, facility, and equipment maintenance plans

FTA: Federal Transit Administration

ICE: Independent Cost Estimate

KPI: Key performance indicator

Level of Service: Level of service is the defined service quality that the agency and its assets are expected to deliver and be measured against. Levels of service usually relate to the quality, quantity, reliability, responsiveness, sustainability, cost, and cost efficiency of service. It applies at the enterprise level and for asset classes (for example, buses and elevators). Generally, level of service should be driven by what is important to the customer.

LRV: Light rail vehicle

MDBF: Mean distance between failure

NTD: National Transit Database

OEM: Original equipment manufacturer

PM: Preventive maintenance

QA: Quality assurance

RTIP: Regional Transportation Improvement Program

SAP: Systems, Applications and Products software

SBP: SAP Budgeting and Planning module

SOP: Standard operating procedure

SOW: Statement of Work

State Of Good Repair (SGR): Defined by 49 U.S.C. Chapter 53 as the "condition in which a [transit asset or] capital asset is able to [safely] operate at a full level of performance." The State of Good Repair is further defined by an asset's Useful Life Benchmark (for rolling stock and equipment) or physical condition (for facilities). Assets are considered in a State of Good Repair when they do not meet or exceed their ULB or physical condition threshold. Vehicle and equipment assets, for example, are considered in a State of Good Repair, when rated as a 2.5 or above on the FTA's TERM Lite scale, where 2.5 is equivalent to the ULB set for an asset class. Additionally, facilities are considered in a State of Good Repair when rated as a 3 or above on FTA's TERM scale. Also see definition for Useful Life Benchmark.

TERM Scale: The five category rating system used in the FTA's Transit Economic Requirements Model (TERM) to describe the condition of an asset, where 5 is excellent condition and 1 is poor condition.

Tier I Transit Provider: An entity that receives Federal financial assistance under 49 U.S.C. Chapter 53, either directly from FTA or as a sub recipient, that owns, operates, or manages either (1) one hundred and one (101) or more vehicles in revenue service during peak regular service across all fixed route modes or in any one non-fixed route mode, or (2) rail transit.

TIP: Transportation Improvement Program

Transit Asset Management (TAM): Defined by 49 U.S.C. Chapter 53 as "the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation."

Total Cost of Ownership: Reflects the total estimated capital and Operations and Maintenance costs associated with an asset throughout its lifecycle (including the cost to design/procure, use/operate, maintain/monitor, rehabilitate, and dispose/reconstruct/replace.

Transit Asset Management Plan (TAM Plan): This document, which describes: the capital asset inventory; condition of inventoried assets; TAM performance measures, targets, and prioritization of investments aligned with the agency's TAM and SGR policy, strategic goals and objectives; as well as the strategies, activities, and resources required for delivering this Plan (including decision support tools and processes); and other agency-wide approaches to continually improve TAM practices.

Useful Life: Defined by 49 U.S.C. Chapter 53 as "either the expected life cycle of a capital asset or the acceptable period of use in service determined by FTA." It generally defines the minimum eligibility for retirement, replacement, or disposal of an asset.

Useful Life Benchmark (ULB): Defined by 49 U.S.C. Chapter 53 as "the expected life cycle or the acceptable period of use in service for a capital asset, as determined by a transit provider, or the default benchmark provided by FTA." The ULB is the realistic expectation for when an asset would be disposed or replaced based on operating environment and procurement timelines. It is not the same as "Useful Life" in FTA grant programs, is reported by age (in years), and usually only pertains to rolling stock or equipment. It is a single number shared for or within specified asset classes, although may vary across different asset classes and providers.

Asset Listing

The tables below summarize the AIM data submitted to the NTD for the current reporting year. ~~[These tables will be updated with final NTD submissions once they are complete.]~~

Transit Asset Management Facilities Inventory (A-15)

Facility ID	Name	Primary Mode	Secondary Mode	Facility Type	Section of Larger Facility?	Condition Assessment	Year Built or Reconstructed as New	Transit Agency Capital Responsibility (%)
6498	Mills Building	MB - Bus	LR	Administrative Office / Sales Office	No	4	1988	27
18582	Taxi Administration Bldg	DR-Demand Response		Administrative Office / Sales Office	No	2.4	1973	100
6493	MTS Rail - Building A	LR - Light Rail		General Purpose Maintenance Facility/Depot	Yes	4	1981	100
6494	MTS Rail - Building B	LR - Light Rail		General Purpose Maintenance Facility/Depot	Yes	4	1989	100
6495	MTS Rail - Building C	LR - Light Rail		Heavy Maintenance & Overhaul (Backshop)	Yes	4	1990	100
6497	MTS Rail - Paint Both	LR - Light Rail		Maintenance Facility (Service and Inspection)	Yes	3	2000	100
6496	MTS Rail - Yard Tower	LR - Light Rail		Other, Administrative & Maintenance (describe in No	Yes	3	2000	100
6481	Imperial Avenue Division (IAD)	MB - Bus		Combined Administrative and Maintenance Facility (d	No	4	1972	100
6482	Administrative Offices (IAD)	MB - Bus		Administrative Office / Sales Office	Yes	4	1972	100
6483	Maintenance Bldg (IAD)	MB - Bus		Maintenance Facility (Service and Inspection)	Yes	4	2000	100
6484	Kearny Mesa Division (KMD)	MB - Bus		Maintenance Facility (Service and Inspection)	No	4	1989	100
6485	East County Bus Maintenance Facility	MB - Bus	CB	Maintenance Facility (Service and Inspection)	No	5	2017	100
6490	Old Administrative Bldg (SB)	MB - Bus		Combined Administrative and Maintenance Facility (d	Yes	4	1985	100
6486	South Bay Bus Maintenance Facility	MB - Bus		Combined Administrative and Maintenance Facility (d	No	5	2015	100
6487	Administrative Offices (SB)	MB - Bus		Administrative Office / Sales Office	Yes	5	2015	100
6488	Maintenance Bldg (SB)	MB - Bus		Maintenance Facility (Service and Inspection)	Yes	5	2015	100
6489	Old Maintenance Bldg (SB)	MB - Bus		Maintenance Facility (Service and Inspection)	Yes	4	1960	100
6491	Copley Park Division	DR - Demand Response		Maintenance Facility (Service and Inspection)	Yes	3	1995	100
6492	Copley Park Division	DR - Demand Response		Maintenance Facility (Service and Inspection)	Yes	3	2005	100

Name	City	Condition Assessment	Primary Mode	Facility Type	Year Built or Reconstructed as New	Square Feet	Transit Agency Capital Responsibility (%)
12th & Imperial Transit Center	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2013	80,896	100.00
24th Street	National City		LR - Light Rail	At-Grade Fixed Guideway Station	2015	109,379	100.00
47th Street	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2013	112,815	100.00
70th Street	La Mesa		LR - Light Rail	At-Grade Fixed Guideway Station	2005	103,754	100.00
8th Street	National City		LR - Light Rail	At-Grade Fixed Guideway Station	2015	141,461	100.00
Alvarado Trolley Station	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2005	29,317	100.00
Amaya Drive	La Mesa		LR - Light Rail	At-Grade Fixed Guideway Station	1989	132,637	100.00
America Plaza	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	19,872	100.00
Arnele Avenue	El Cajon		LR - Light Rail	At-Grade Fixed Guideway Station	1995	58,179	100.00
Bayfront/E Street	Chula Vista		LR - Light Rail	At-Grade Fixed Guideway Station	2015	235,583	100.00
Beyer Blvd	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2015	105,141	100.00
El Cajon Transit Center	El Cajon		LR - Light Rail	At-Grade Fixed Guideway Station	1989	371,971	100.00
Encanto/ 62nd Street	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2013	30,749	100.00
Euclid Avenue Station	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2013	159,252	100.00
Gillespie Field	El Cajon		LR - Light Rail	At-Grade Fixed Guideway Station	1995	198,989	100.00
Grossmont Transit Center	La Mesa		LR - Light Rail	At-Grade Fixed Guideway Station	2013	32,887	100.00
H Street Transit Center	Chula Vista		LR - Light Rail	At-Grade Fixed Guideway Station	2015	182,982	100.00
Iris Avenue Station	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2015	177,660	100.00
Lemon Grove Depot	Lemon Grove		LR - Light Rail	At-Grade Fixed Guideway Station	2013	27,405	100.00
Massachusetts Avenue	Lemon Grove		LR - Light Rail	At-Grade Fixed Guideway Station	2013	184,251	100.00
Morena/Linda Vista Center	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	1997	115,314	100.00
Old Town Transit Center	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	1996	436,506	100.00
Palm Avenue Station	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2015	269,620	100.00
Palomar Street	Chula Vista		LR - Light Rail	At-Grade Fixed Guideway Station	2015	194,648	100.00
Santa Fe Depot	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	25,433	
Santee Town Center	Santee		LR - Light Rail	At-Grade Fixed Guideway Station	1995	37,017	100.00
San Ysidro Station	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	1981	60,708	
Smart Corner/City College Station	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	18,050	100.00
Spring Street	La Mesa		LR - Light Rail	At-Grade Fixed Guideway Station	2013	200,685	100.00
25th & Commercial	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2013	9,858	100.00
32nd & Commercial	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2013	36,363	100.00
Barrio Logan	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2015	33,623	100.00
Civic Center	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	15,038	100.00

Name	City	Condition Assessment	Primary Mode	Facility Type	Year Built or Reconstructed as New	Square Feet	Transit Agency Capital Responsibility (%)
Convention Center	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	16,135	100.00
County Center/Little Italy	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	14,901	100.00
Courthouse	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2017	9,249	100.00
Fenton Parkway	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2000	21,883	100.00
Fifth Avenue	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	13,463	100.00
Gaslamp Quarter	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	22,218	100.00
Harborside	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2015	31,714	100.00
Hazard Center	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	1997	22,281	100.00
La Mesa Boulevard	La Mesa		LR - Light Rail	At-Grade Fixed Guideway Station	2013	20,355	100.00
Middletown	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	16,769	100.00
Mission Valley Center	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	1997	19,553	100.00
Pacific Fleet	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2015	29,247	100.00
Park & Market	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	18,693	100.00
Rio Vista	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	1997	19,133	100.00
Seaport Village	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	31,026	100.00
Washington Street	San Diego		LR - Light Rail	At-Grade Fixed Guideway Station	2012	16,103	100.00
Fashion Valley Transit Center	San Diego		LR - Light Rail	Elevated Fixed Guideway Station	1997	115,844	100.00
Grantville Trolley Station	San Diego		LR - Light Rail	Elevated Fixed Guideway Station	2005	173,027	100.00
Mission San Diego	San Diego		LR - Light Rail	Elevated Fixed Guideway Station	1997	29,431	100.00
Qualcomm Stadium	San Diego		LR - Light Rail	Elevated Fixed Guideway Station	1997	55,271	100.00
SDSU Transit Center	San Diego		LR - Light Rail	Underground Fixed Guideway Station	2005	67,321	100.00
Del Lago Transit Station	Escondido		CB - Commuter Bus	Bus Transfer Center			100.00
Miramar College Transit Station	San Diego		CB - Commuter Bus	Bus Transfer Center			100.00
Rancho Bernardo Transit Station	San Diego		CB - Commuter Bus	Bus Transfer Center			100.00
Sabre Springs Transit Station	San Diego		CB - Commuter Bus	Bus Transfer Center			100.00
UTC Transit Center	San Diego		CB - Commuter Bus	Bus Transfer Center			
Virginia Ave Transit Center	San Diego		CB - Commuter Bus	Bus Transfer Center			
Gilman Transit Center	San Diego		CB - Commuter Bus	Bus Transfer Center			

Facility ID	Name	City	Condition Assessment	Primary Mode	Facility Type	Year Built or Reconstructed as New	Square Feet	Transit Agency Capital Responsibility (%)
	Imperial Avenue Division (IAD)	San Diego		CB - Commuter Bus	Combined Administrative and Maintenance Facility (describe in Notes)			100.00
	Mills Building	San Diego		CB - Commuter Bus	Administrative Office / Sales Office			27.00
	MTS Rail - Yard Tower	San Diego		LR - Light Rail	Other, Administrative & Maintenance (describe in Notes)		676	100.00
	MTS Rail - Building A	San Diego		LR - Light Rail	General Purpose Maintenance Facility/Depot	1981	28,911	100.00
	MTS Rail - Building B	San Diego		LR - Light Rail	General Purpose Maintenance Facility/Depot	1989	34,170	100.00
	MTS Rail - Building C	San Diego		LR - Light Rail	Heavy Maintenance & Overhaul (Backshop)	1990	88,000	100.00
	MTS Rail - Paint Both	San Diego		LR - Light Rail	Maintenance Facility (Service and Inspection)		6,386	100.00
	Kearny Mesa Division (KMD)	San Diego		CB - Commuter Bus	Maintenance Facility (Service and Inspection)			100.00
	East County Bus Maintenance Facility	El Cajon		CB - Commuter Bus	Maintenance Facility (Service and Inspection)			100.00
	South Bay Bus Maintenance Facility	Chula Vista		CB - Commuter Bus	Maintenance Facility (Service and Inspection)			100.00
	Copley Park Division	San Diego		DR - Demand Response	Maintenance Facility (Service and Inspection)			100.00

Transit Way Mileage (A-20)

Rail/Non-Rail Guideway

Select a guideway to update its information

	Mode	Type of Service	Rail/Non-Rail	Total Miles	Total Crossings
Edit	LR	DO	Rail	110.70	96.00
Edit	MB	DO	Non-Rail	22.2	N/A
Edit	MB	PT	Non-Rail	11.4	N/A
Edit	CB	PT	Non-Rail	15.9	N/A

Update LR DO (Rail Mode)

GUIDEWAY | POWER AND SIGNAL | TRACK

| Basic |

Track Elements	N/A	Count	Track Miles	Expected Service Years When New	Percent Agency Capital Responsibility (%)	Agency with Shared Responsibility	Notes
15. Tangent – Revenue Service	☐		53.00	30	100.0	-- Select One --	
16. Curve – Revenue Service	☐		51.00	30	100.0	-- Select One --	
17. Non-Revenue Service	☐		6.70	30	100.0	-- Select One --	
18. Revenue Track – No Capital Replacement Responsibility	☑						

Totals

Total Track Miles Under Performance Restriction

1.57

Total Track Miles 110.70

Mode	Service	Guideway Elements	Count	Track Miles	Expected Service Years When New	Percent Agency Capital Responsibility (%)	Allocation Unit	1980-1989	1990-1999	2000-2009	2010-2019
LR	DO	1. At-Grade/Ballast (including expressway)		84	30	100	TM	30	32	10	12
LR	DO	2. At-Grade/In-Street/Embedded		7	30	100	TM	5	2		
LR	DO	4. Elevated/Concrete		5	75	100	TM		3	2	
LR	DO	6. Below-Grade/Retained Cut		1	75	100	TM		1		
LR	DO	7. Below-Grade/Cut-and-Cover Tunnel		3	75	100	TM			3	
LR	DO	8. Below-Grade/Bored or Blasted Tunnel		1	75	100	TM			1	
LR	DO	10. Substation Building	60		30	100	TM	16	16	15	13
LR	DO	11. Substation Equipment			25	100					
LR	DO	13. Overhead Contact System/Power Distribution			30	100					
LR	DO	14. Train Control & Signaling			30	100					
LR	DO	15. Tangent – Revenue Service		53	30	100					
LR	DO	16. Curve – Revenue Service		51	30	100					
LR	DO	17. Non-Revenue Service		7	30	100					
LR	DO	19. Double Diamond Crossover	7		30	100					
LR	DO	20. Single Crossover	61		30	100					
LR	DO	22. Single Turnout	28		30	100					
LR	DO	23. Grade Crossings	96		30	100					

Revenue Vehicle Inventory (A-30)

Vehicle Type	Total Vehicles	Active Vehicles	Manufacturer	Model	Year Manufactured	Fuel Type	ADA Accessible Vehicles	Useful Life Benchmark	Miles This Year	Avg Lifetime Miles per Active Vehicle

Revenue Vehicle Inventory (A-30) - LR DO

90026 - San Diego Metropolitan Transit System (Full Reporter: Operating) - RY21 Revision 5 (In Review)

There are currently no open issues on this form.

Fleet Totals

Total Vehicles	Active Fleet Vehicles	ADA Accessible Vehicles	Emergency Contingency Vehicles	A
176	176	176	0	1

Fleets

Energy Consumption

Type	Amount
Propulsion Power	55597140 Kilowatt Hours

Search RVI ID | Agency Fleet ID | --- Vehicle Type(s) ---

Cl

ADD NEW FLEET

RVI ID	Agency Fleet ID	Total Vehicles	Active Fleet Vehicles	Vehicle Type	Manufacturer	Model	Year Manufactured	Useful Life Remaining (Years)	Miles This Year	Average Lifetime Miles	Status
25812	2000	52	52	LR	SDU - Siemens Mass Transit Division	SD100	1995	5	683,603	1,456,753	Active
25813	3000	11	11	LR	SDU - Siemens Mass Transit Division	S70	2005	15	219,114	1,054,817	Active
43778	529	1	1	VT	SLC - St. Louis Car Company	PCC	1946	-17	1	19,772	Active
49044	4000	65	65	LR	SDU - Siemens Mass Transit Division	S70US	2011	21	5,694,686	711,396	Active
347023	530	1	1	VT	SLC - St. Louis Car Company	PCC	1946	-17	10	682,490	Active
376580	5000	45	45	LR	SDU - Siemens Mass Transit Division	S70US	2019	29	3,855,218	127,794	Active
382272	1000	1	1	LR	SDU - Siemens Mass Transit Division	U2	1980	-10	122	628,905	Active

Service Vehicle Inventory (A-35)

Service Vehicle Inventory (A-35)

90026 - San Diego Metropolitan Transit System (Full Reporter: Operating) - RY21 Revision 5 (In Review)

There are currently no open issues on this form.

›Filters

Service Fleets

ADD NEW | EDIT SELECTED | DELETE SELECTED

ID	Agency Fleet Id	Fleet Name	Vehicle Type	Primary Mode	Year Manufactured	Estimated Cost	Status
8702	600	2006 Chevrolet Colorado	Trucks and other Rubber Tire Vehicles	LR - Light Rail	2006	$13,711.54	Active
8709	2223	2007 Dodge Caliber SXT	Automobiles	MB - Bus	2007	$4,745.59	Active
8710	2224	2007 Dodge Caliber SXT	Automobiles	MB - Bus	2007	$8,000.00	Active
8711	9663	1988 Ford Flat Bed Truck	Trucks and other Rubber Tire Vehicles	MB - Bus	1998	$24,363.98	Active
8713	9002	2004 Ford E150 Van	Trucks and other Rubber Tire Vehicles	MB - Bus	2004	$17,424.93	Active
8717	9667	2007 Ford F250 SuperDuty	Trucks and other Rubber Tire Vehicles	MB - Bus	2007	$16,855.46	Active
8723	M10	2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$86,000.00	Active
8724	9405	2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$86,000.00	Active
8725	9406	2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$86,000.00	Active
21331	M-11	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21332	M-12	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21333	M-14	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21334	M-15	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21335	M-16	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$107,014.34	Active
21336	9407	2019 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2018	$47,836.69	Active
22682	437	2003 Ford F550 w/Boom	Trucks and other Rubber Tire Vehicles	LR - Light Rail	2003	$50,000.00	Active
22683	504	2010 Hi-Rail Vehicle	Trucks and other Rubber Tire Vehicles	LR - Light Rail	2010	$151,777.40	Active

Fleet Name	Vehicle Type	Primary Mode	Year Manufactured	Estimated Cost	Useful Life Benchmark (Years)	Total Vehicles
2006 Chevy Kodiak	Automobiles	LR - Light Rail	2006	$ 47,857	8	1
2006 Chevrolet Colorado	Automobiles	LR - Light Rail	2006	$ 13,712	8	1
2014 John Deer Gator TE	Automobiles	LR - Light Rail	2014	$ 14,419	8	1
2002 Ford Windstar Silver	Automobiles	MB - Bus	2002	$ 21,978	8	1
2004 Honda Civic	Automobiles	MB - Bus	2004	$ 8,240	8	1
2007 Ford Ranger	Automobiles	MB - Bus	2007	$ 15,008	8	1
2007 Chevrlolet Malibu LS	Automobiles	MB - Bus	2007	$ 17,262	8	1
2007 Chevrlolet Malibu LS	Automobiles	MB - Bus	2007	$ 17,262	8	1
2007 Dodge Caliber SXT	Automobiles	MB - Bus	2007	$ 4,746	8	1
2007 Dodge Caliber SXT	Automobiles	MB - Bus	2007	$ 8,000	8	1
1988 Ford Flat Bed Truck	Trucks and other Rubber Tire Vehicles	MB - Bus	1998	$ 24,364	8	1
2000 Chevy Venture Van	Trucks and other Rubber Tire Vehicles	MB - Bus	2000	$ 24,051	8	1
2004 Ford E150 Van	Trucks and other Rubber Tire Vehicles	MB - Bus	2004	$ 17,425	8	1
2007 Ford F350	Trucks and other Rubber Tire Vehicles	MB - Bus	2007	$ 30,904	8	1
2007 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2007	$ 67,799	8	1
2007 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2007	$ 67,799	8	1
2007 Ford F250 SuperDuty	Trucks and other Rubber Tire Vehicles	MB - Bus	2007	$ 16,855	8	1
2007 Ford F450 SuperDuty	Trucks and other Rubber Tire Vehicles	MB - Bus	2007	$ 67,799	8	1
2008 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2008	$ 67,799	8	1
2010 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2010	$ 72,942	8	1
2010 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2010	$ 72,942	8	1
2011 Ford F-450	Trucks and other Rubber Tire Vehicles	MB - Bus	2011	$ 70,855	8	1
2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$ 86,000	8	1
2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$ 86,000	8	1
2017 Ford F450	Trucks and other Rubber Tire Vehicles	MB - Bus	2017	$ 86,000	8	1
2012 Ford Explorer	Automobiles	OR - Other Vehicles Operated	2012	$ 26,837	8	1

Agenda Item No. 9

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

ZERO EMISSION BUS (ZEB) AND IRIS RAPID PROJECTS CONSTRUCTION MANAGEMENT (CM) SERVICES – AWARD WORK ORDER AMENDMENT

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer (CEO) to execute Work Order Amendment No. WOA2501-CM01.1 under MTS Doc. No. G2501.0-21 (in substantially the same format as Attachment A), with TRC Engineers, Inc. totaling $574,202.74 for CM services for the Iris Rapid Project.

Budget Impact

The total budget for this amendment shall not exceed $574,202.74. This project is funded by the MTS Capital Improvement Project (CIP) 1009113001– Iris Rapid – Route & Stations Infrastructure and CIP 1009113101- Iris Rapid – Charging Infrastructure at South Bay Maintenance Facility (SBMF).

Work Order No.	Purpose	Amount	Board Approval Date
WOA2501-CM01	CM Services for ZEB OH Infrastructure	$796,363.18	12/16/2021, Item 12
WOA2501-CM01.01	Amendment 1 – Add CM Services for Iris Rapid Route Construction	$574,202.74	Today's Proposed Action
	Total:	**$1,370,565.92**	

DISCUSSION:

On July 30, 2020 (AI 12), the MTS Board approved final design services for the Iris Rapid Route and Station Infrastructure Improvements projects. Currently, the design is complete and out to bid with an anticipated bid due date of March 8, 2022. On December 16, 2021 (AI 12), the MTS Board approved a Construction Management (CM) contract for the Iris Rapid Infrastructure and Route Construction projects which was inclusive of construction management services for the awarded SBMF ZEB Overhead Charging project. CM services for the Iris Rapid Route Construction were still under negotiations at this time. The purpose of this authorization request is to provide CM services to augment MTS staff oversight of the construction contractor. This project involves civil, structural, and electrical improvements to the new Iris Rapid corridor and Iris Transit Center. MTS requires CM services to assist staff with the coordination, control, and oversight of the construction contractor from beginning of the work through completion. The proposed Work Order for CM Services include Resident Engineering, Field Inspection, Office Engineering, Project Scheduling Analysis, Geotechnical Testing and Observations, Hazardous Materials Testing, and QA Source and Field Inspections.

On January 11, 2021, the San Diego Association of Governments (SANDAG) led and issued a joint procurement with MTS for On-Call CM services by Requesting Statements of Qualifications (RFSQ) from firms with expertise in a variety of CM and related consulting services.

The RFSQ resulted in the approval of six firms qualified to perform CM services. As an option, MTS can assign work orders through a direct award based on specialized qualifications and previous work on MTS's ZEB projects. TRC Engineers, Inc. was selected as the most qualified firm for Work Order WOA2501-CM01.1.

The price proposal prepared by TRC Engineering, Inc. was determined to be fair and reasonable as compared to the Independent Cost Estimate (ICE). TRC Engineering has designated one (1) subconsultant, Leighton Consulting, to perform an estimated $64,633.16 in work.

Therefore, staff recommends that the MTS Board authorize the CEO to execute Work Order Amendment No. WOA2501-CM01.1 under MTS Doc. No. G2501.0-21 (in substantially the same format as Attachment A), with TRC Engineers, Inc. totaling $574,202.74 for CM services for the Iris Rapid Construction.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. Draft MTS Doc. No. G2501.0-21 - WOA2501-CM01.1
B. Cost Form
C. Scope of Work

Metropolitan Transit System

March 10, 2022

MTS Doc. No. G2501.0-21
Work Order No. WOA2501-CM01.1

Agnes Weber
Project/Task Order Manager
TRC Engineers Inc.
4393 Viewridge Ave. Ste. A
San Diego, CA 92123

Dear Mr. Sterling:

Subject: MTS DOC. NO. G2501.0-21, WOA2501-CM01.1, ZERO EMISSION BUS (ZEB) OVERHEAD (OH) INFRASTRUCTURE CONSTRUCTION PROJECT, CONSTRUCTION MANAGEMENT (CM) SERVICES – WORK ORDER AGREEMENT AMENDMENT.

This letter shall serve as Amendment 1 to MTS Doc. No. G2501.0-21, WOA2501-CM01.1, for Construction Management services under the Construction Management Consultant Agreement, as further described below.

SCOPE OF SERVICES

This Amendment shall add additional CM Services for Iris Rapid in accordance with MTS and SANDAG policies and procedures. Please see Attachment A, Scope of Services, for a detailed summary of the services to be provided.

SCHEDULE

There shall be no change to the schedule.

PAYMENT

The total cost for all work under this Amendment shall not exceed $574,202.74, per Attachment B, Negotiated Fee Proposal, without prior written approval from MTS. The total value of this contract including this amendment shall not exceed $1,370,565.92.

Sincerely,

Sharon Cooney
Chief Executive Officer

Accepted:

_____
Agnes Weber
TRC Engineers Inc.

Date: _____

Attachments: A - Scope of Services
B - Negotiated Fee Proposal

Work Order Estimate Summary

MTS Doc. No.

Work Order No.

Attachment: B

Work Order Title: Iris Rapid Corridor and Station Construction

Project No:

Table 1 - Cost Codes Summary (Costs & Hours)

Item	Cost Codes	Cost Codes Description	Total Costs
1		Construction Management and Inspection Services	$574,202.74
2			
		Totals =	**$574,202.74**

Table 2 - TASKS/WBS Summary (Costs & Hours)

Item	TASKS/WBS	TASKS/WBS Description	Labor Hrs	Total Costs
1		Construction Management and Inspection Services	2,598.0	$574,202.74
2				
3				
4				
5				
		Totals =	**2,598.0**	**$574,202.74**

Table 3 - Consultant/Subconsultant Summary (Costs & Hours)

(If Applicable, Select One)				Consultant	Labor Hrs	Total Costs
DBE	DVBE	SBE	Other			
				TRC Engineers	2,314.0	$509,539.58
				Leighton Consulting	284.0	$64,663.16
				David Evans and Associates		
				Totals =	**2,598.0**	**$574,202.74**

Contract No.: TBD
Work Order No.: TBD
Attachment A

WORK ORDER TITLE: Iris Rapid Corridor and Station ~~Design~~ Construction
MTS Doc. No. TBD

I. PROJECT DESCRIPTION

This project entails the completion of a new 'Rapid' Bus Route between the Otay Mesa Transit Center, the Iris Transit Center and the Imperial Communities. Work encompasses new bus stops and shelters, visual messaging system (VMS) signs and pedestals, and associated appurtenances. ~~To be completed by MTS~~

II. EXPECTED RESULTS

Completion of the below scope of work~~To be completed by MTS~~

III. SCOPE OF WORK

The scope of work shall consist of the following tasks and deliverables:

Construction Management and Inspection Services

- Oversee and Monitor construction activities performed by the contractor per project plans and specifications, including periodic job site safety reviews.
    - Resident Engineering
        - Preconstruction Meeting and project set-up
        - RFI and Submittal Log coordination with Designer
        - CCOs
        - Weekly Progress Meetings
        - QA Inspection Oversight
        - Post Construction, Project close-out
    - Field Inspection
        - Civil
        - Electrical
        - Landscape
        - Stormwater
    - Office Engineering
    - Project Scheduling Analysis
    - Stormwater Permit Compliance Reporting
    - Geotechnical Testing and Observations
        - Compaction Testing of subgrade, aggregate base, and footing bottoms
        - Asphalt Concrete Compaction
        - Soil and Aggregate Laboratory Testing
        - Reinforced Concrete Inspection and Sampling (plus Sample Pickup)
    - QA Source Inspection
        - Steel Fabrication Audit
        - Welding Submittal Reviews (Shop Drawings, Welding Quality Control Plan)
        - QA CWI Inspections – Startup

        - QA CWI/NDT Inspections (Intermittent)
    - QA Field Inspection
        - Field Welding Submittal Reviews (Welding Quality Control Plan)
        - Field Welding Inspections (Intermittent)
        - Field Post-Installed Anchors

Staffing:

1. Resident Engineer
2. Assistant Resident Engineer/Office Engineer
3. Field Inspectors -Civil, Electrical, Landscape
4. QA Inspectors
5. Scheduler
6. Stormwater Compliance Specialist
7. Materials Testers/Engineers

IV. PERIOD OF PERFORMANCE

The period of performance shall be 245 calendar days (210 Construction Days and 35 Close-Out Days)

V. DELIVERABLES

Deliverables will consist of the work products produced under direct supervision by MTS management which include:

Deliverables will consist of the daily work products produced under direct supervision by MTS management which include:

1. Inspector's daily reports and photographs
2. Residents Engineers' daily or weekly status reports and updates.
3. A set of 11x17 size prints of the project marked on the front "RESIDENT ENGINEER COPY"
4. Correspondence files.
5. Geotechnical and Materials Testing Reports
6. Request for Information (RFIs) and Submittal Logs
7. Meeting Minutes
8. Contract Change Order Documentation
9. Other pertinent files established and maintained that would normally be required for a project of this scope, set up using the Caltrans numbering system.

VI. SCHEDULE OF SERVICES/MILESTONES/DELIVERABLES

A. Tasks Schedule

Task	Begin/End Dates
Construction Management Services	NTP plus 245 Calendar Days
Project Closeout and Final Records Transmittal	NTP plus 245 Calendar Days

VII. MATERIALS TO BE PROVIDED BY MTS AND/OR SANDAG

1. Project drawings, specifications, and other pertinent project documents.

2. Necessary forms for project flaggers.

3. Flagging personnel for work alongside the MTS right-of-way.

4. MTS Roadway Worker training (if not current) for personnel to be working on the project, at all sites, alongside the MTS right-of-way.

5. Access to all signal and highway grade crossing facilities as required.

VIII. SPECIAL CONDITIONS

Not Applicable.

IX. MTS ACCEPTANCE OF SERVICES:

Firm shall not be compensated at any time for unauthorized work outside of this Work Order. Firm shall provide notice to MTS' Project Manager upon 100% completion of this Work Order. Within five (5) business days from receipt of notice of Work Order completion, MTS' Project Manager shall review, for acceptance, the 100% completion notice. If Firm provides final service(s) or final work product(s) which are found to be unacceptable due to Firms and/or Firms subcontractors negligence and thus not 100% complete by MTS' Project Manager, Firm shall be required to make revisions to said service(s) and/or work product(s) within the Not to Exceed (NTE) Budget. MTS reserves the right to withhold payment associated with this Work Order until the Project Manager provides written acceptance for the 100% final completion notice. Moreover, 100% acceptance and final completion will be based on resolution of comments received to the draft documents and delivery of final documentation which shall incorporate all MTS revisions and comments.

Monthly progress payments shall be based on hours performed for each person/classification identified in the attached Fee Schedule and shall at no time exceed the NTE. Firm shall only be compensated for actual performance of services and at no time shall be compensated for services for which MTS does not have an accepted deliverable or written proof and MTS acceptance of services performed.

X. DEFICIENT WORK PRODUCT:

Throughout the design and/or implementation phases associated with the services rendered by the Firm, if MTS finds any work product provided by Firm to be deficient and the deficiently delays any portion of the project, Firm shall bear the full burden of their deficient work and shall be responsible for taking all corrective actions to remedy their deficient work product including but not limited to the following:

- Paying applicable delay fees,
- Revising provided documents,

At no time will MTS be required to correct any portion of the Firms deficient work product and shall bear no costs or burden associated with Firms deficient performance and/or work product.

XI. DELIVERABLE REQUIREMENTS

Firm will be required to submit any and all documentation required by the Scope of Work. The deliverables furnished shall be of a quality acceptable to MTS. The criteria for acceptance shall be a product of neat appearance, well-organized, and procedurally, technically and grammatically correct. MTS reserves the right to request a change in the format if it doesn't satisfy MTS's needs. All work products will become the property of MTS. MTS reserves the right to disclose any reports or material provided by the Firm to any third party.

Firm shall provide with each task, a work plan showing the deliverables schedule as well as other relevant date needed for Firm's work control, when and as requested by MTS.

Firm's computer data processing and work processing capabilities and data storage should be compatible with Windows compatible PC's, text files readable in Microsoft Word, and standard and customary electronic storage. Firm shall maintain backup copies of all data conveyed to MTS.

Firm shall provide MTS with hard copy or electronic versions of reports and/or other material as requested by MTS.

XII. ADDITIONAL INFORMATION

List additional information as applicable to the specific Work Order scope of services.

- Skilled and Trained Workforce requirements do not apply to consultant services
- QA Source and Specialty Inspections based on single fabricator local within Southern California.
- QA Source and Specialty Inspections based on an adequate Contractor Quality Control fabrication, testing and inspection program. If determined necessary and agreed upon by MTS, QA inspections may be increased.
- Scope and Costs based on 210 Calendar Days for Construction and 35 days for close-out. Contract time may be extended by weather or unforeseen delays that arise during construction. Costs may need to be re-visited should this occur.
- Assume SBMF and Iris Rapid Projects run concurrently.
- Services Not included in Scope of Work:
    - Submittal and Shop Drawing Reviews/Approvals (Performed by Designer)
    - Electrical System Start-Up, Commissioning and Acceptance Testing
    - Labor Compliance Monitoring
    - Quality Assurance Surveying

Agenda Item No. 10

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

CISCO VOICE OVER INTERNET PROTOCOL (VOIP) LICENSES THREE (3) YEAR MAINTENANCE RENEWAL

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer (CEO) to execute a Purchase Order (PO) to Axelliant, LLC, a Minority Owned Business Enterprise (MBE) and a Small Business (SB), for the renewal of the CISCO VOIP licenses for three (3) years that includes technical support and software updates through March 26, 2025 for a total of $227,890.30.

Budget Impact

The total cost of this project shall not exceed $227,890.30 for the license renewal. This project would be paid in annual payments with funds from the Information Technology (IT) Operating Budget 661010-571250 for Fiscal Years (FY) 2022 through 2025.

DISCUSSION:

Seven (7) years ago, MTS implemented CISCO VOIP. VOIP is a category of hardware and software that enables MTS to use the internet as the transmission medium for telephone calls by sending voice data in packets using Internet Protocol (IP) rather than by traditional circuit transmissions of the Public Switched Telephone Network (PSTN). VOIP calls carried over the Internet are cheaper and can save a lot of money especially for enterprises that have to handle a large number of calls on a daily basis.

The CISCO VOIP phone system is considered an integral part of MTS and VOIP systems are important to MTS.

On January 11, 2022, MTS issued a Request for Quotes (RFQ) to contractors with an existing Cooperative Purchasing Agreement to co-termed VOIP licenses for three (3) years that includes technical support and software updates. A total of seven (7) bids were received on the due date

of January 21, 2022. The apparent first (1st) lowest bidder was deemed non-responsive as they were unable to submit various required MTS forms. Therefore, their bid was not considered.

Below is a list of responsive and responsible bidders and total bid amounts.

Vendor	Certification	Bid Amount
Axelliant LLC	Minority Business Enterprise (MBE), Small Business (SB)	$227,890.30
Kambrian Corporation	Disadvantage Business Enterprise (DBE), Women Business Enterprise (WBE), MBE, SB	$230,006.40
Netxperts, Inc.	SB	$232,701.80
Converge One	N/A	$236,880.00
AT&T Corp.	N/A	$238,877.76
New Tech Solutions, Inc.	N/A	$310,009.40
MTS Independent Cost Estimate (ICE)		*$420,300.00*

MTS staff has deemed Axelliant, LLC the lowest responsive and responsible bidder and the bid submitted has been determined to be fair and reasonable by a comparison of bids received and MTS's ICE.

Therefore, staff recommends that the MTS Board of Directors authorize the CEO to execute a PO to Axelliant, LLC, a MBE and a SB, for the renewal of the CISCO VOIP licenses for three (3) years that includes technical support and software updates through March 26, 2025 for a total of $227,890.30.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. Bid Price Form

SAN DIEGO METROPOLITAN TRANSIT SYSTEM (MTS) BID FORM
CISCO VOIP LICENSES
MTS DOC. NO G2530.0-22

Cooperative Purchasing Program reference number: (e.g.GSA, NASPO, CMAS, OMNI reference): _____
***Please specify the reference number of the Cooperative Purchasing Agreement used as the basis of your bid.**

Call Manager Bundle	Cisco contract number 202670332			
Part Number	**Description**	**Qty**	**Unit Net Price**	**Extended Net Price**
A-FLEX-3	Collaboration Flex Plan 3.0	1	$ -	$ -
SVS-FLEX-SUPT-BAS	Basic Support for Flex Plan	1	$ -	$ -
A-FLEX-EAPL	EntW On-Premises Calling	450	$138.49	$62,320.50
A-FLEX-SME-S	Session Manager (1)	1	$ -	$ -
A-FLEX-SRST-E	SRST Endpoints (1)	900	$ -	$ -
A-FLEX-P-EA	On-Premises Smart License - EA (1)	540	$ -	$ -
A-FLEX-P-ACC	Access Smart License (1)	90	$ -	$ -
A-FLEX-P-CA	Common Area Smart License (1)	225	$ -	$ -
A-FLEX-P-UCXN	Unity Connection Smart License (1)	540	$ -	$ -
A-FLEX-P-ER	Emergency Responder Smart License (1)	1350	$ -	$ -
A-FLEX-EXP-PAK	Expressway Product Authorization Key (1)	1	$ -	$ -
A-FLEX-SW-12.5-K9	On-Premises & Partner Hosted Calling SW Bundle v12.5 (1)	1	$ -	$ -
A-FLEX-CCUCS-EA	Cloud Connected UC EA Standard ENT	540	$ -	$ -
A-FLEX-C-DEV-ENT	Cloud Device Registration Entitlement	540	$ -	$ -
A-FLEX-JABBER-ADD	Flex Cisco Jabber (1)	450	$ -	$ -
A-FLEX-MSG-ENT	Messaging Entitlement	540	$ -	$ -
A-FLEX-FILESTG-ENT	File Storage Entitlement	10800	$ -	$ -
A-FLEX-PROPACK-ENT	Pro Pack for Cisco Control Hub Entitlement	540	$ -	$ -
A-FLEX-EXP-RMS	Expressway Rich Media Session (1)	90	$ -	$ -
A-FLEX-CC	Flex Contact Center	1	$ -	$ -
Call Center Bundle	**Cisco contract number – 203152201**			
SVS-FLEX-SUPT-BAS	Basic Support for Flex Plan	1	$ -	$ -
A-FLEX-NQM-O	Quality Management Named Agent Overage	1	$ -	$ -
A-FLEX-CR-O	Call Recording for WFO Overage	1	$ -	$ -
A-FLEX-NQM	Quality Management Named Agent	60	$755.11	$45,306.60
A-FLEX-PJXPC	Flex CC On-Premises UCCX Premium Concurrent Agent	100	$1,149.84	$114,984.00
A-FLEX-CR	Call Recording with WFO	40	$131.98	$5,279.20
A-CC-NQM-M-ENT	Quality Management Named Agent Entitlement	60	$ -	$ -
A-CC-CR-M-ENT	Call Recording with WFO Entitlement	40	$ -	$ -
A-FLEX-J-AGT-RTU	On-Premises PCCE & UCCE, Hosted CCE & CCX Agent RTU	1	$ -	$ -
A-FLEX-05-12.5-K9	On-Premises UCCX Standard & Premium Media Kit v12.5	1	$ -	$ -
A-FLEX-PJX-SVR12.5	On-Premises UCCX Standard & Premium Server v12.5 (incl 12.6)	1	$ -	$ -
A-FLEX-PJXPAGT12.5	On-Premises UCCX Premium Agent License v12.5	100	$ -	$ -

Product Total	
Service Total :	$227,890.30
Subscription Total	
SAN DIEGO, CALIFORNIA SALES TAX (7.75%):	

(BASIS OF AWARD) GRAND TOTAL (All Inclusive of all charges e.g Tax etc.):	$227,890.30

BIDDER ACCEPTS RESPONSIBILITY FOR ACCURACY AND PRESENTATION OF THE ABOVE NUMBERS.

Read attached Request for Quote (RFQ) carefully. They are a part of your bid/ proposal. Unit prices will prevail regardless of extensions submitted by the Proposer. Proposal must be firm and valid for a minimum of 120 days from proposal due date. The following Addenda have been noted and attached hereto:

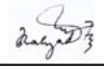
FOB POINT: **SDMTS-IADP**
100 16th Street
San Diego, California 92101

Bidder to check one:

_____X_____ All parts shall be delivered within thirty (30) calendar days after Purchase Order issuance.
_____ No, I cannot meet the 30 calendar day delivery time
_____ No, I cannot meet the 30 calendar day delivery time

DATE: **1/21/2022**

FIRM: **Axelliant LLC**

SIGNATURE: 

TYPE OR PRINT NAME: **Shahzad Munawwar**

TITLE: **Chief Operating Officer**

ADDRESS: **21250 Hawthorne BLVD, Suite 500**

CITY, STATE & ZIP: **Torrance, CA, 90503**

PHONE NUMBER: **424 535-1018** **FAX NO.: 310-375-8493**

E-MAIL ADDRESS: **bidteam@axelliant.com**

Agenda Item No. 11

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

ZERO-EMISSION BUS (ZEB) PROCUREMENT PROJECT: 60-FOOT LOW-FLOOR ELECTRIC BUSES – CONTRACT AMENDMENT (NEW FLYER)

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer (CEO) to execute Amendment No. 3 to MTS Doc. No. B0722.0-21 (insubstantially the same format as Attachment A) with New Flyer, in the amount of $155,428.49 per technical specification changes for the twelve (12) 60-foot low-floor electric battery-powered buses.

Budget Impact

The total budget for this project is $18,807,514.21, and the total Amendment 3 shall not exceed $155,428.49 (inclusive of 3.8125% partial sales tax exemption-ZEB). This project is funded by Capital Improvement Project (CIP) 1009113201 – Iris Rapid ZEB Bus Procurement and 1001105501 – ZEB Pilot Program. Costs are paid by Transit and Intercity Rail Capital Program (TIRCP), Low Carbon Transit Operations Program (LCTOP) and Transportation Development Act (TDA) funding.

Description	Amount
Current Board Approved Amount	**$18,652,085.72**
Approve Amendment 3 (Pricing adjustment per technical specification changes)	$155,428.49
New Board Approved Amount	**$18,807,514.21**

DISCUSSION:

On February 11, 2021 (AI 8), the Board authorized the purchase of twelve (12) 60-foot articulated ZEB buses from New Flyer from the California State Bus Contract (ref: RFP #0000014840) to service the new Iris Rapid route connecting passengers from the Otay Mesa border crossing to Trolley service in Imperial Beach (Iris Transit Center). This electric bus

purchase will be supported by the first scalable/modular overhead charging infrastructure built at MTS's South Bay Division. This project is considered the beginning of MTS's ZEB fleet transition that will be the next step in understanding charging infrastructure technology and build-out.

During the technical specification review process, MTS recognized a design and durability change needed with the original Kiel Avance and Ligero passenger seats that are currently on MTS's Rapid bus fleet. Original Kiel passenger seats have needed consistent repairs and modifications due to seat component quality issues. In addition, a new seat design layout was provided with the new proposed seats (USSC GT Diablo) to improve comfort for passengers on MTS's Rapid service bus type.

Today's proposed action would authorize Amendment 3 to change the passenger seating (from USSC Aries to USSC GT and Diablo) for the twelve (12) 60-foot articulated ZEB buses from New Flyer from the California State Bus Contract. The vehicles are expected to be delivered in mid-2022.

Therefore, staff is requesting that the MTS Board of Directors authorize the CEO to execute Amendment No. 3 to MTS Doc. No. B0722.0-21 (in substantially the same format as Attachment A) with New Flyer, in the amount of $155,428.49 per technical specification changes for the twelve (12) 60-foot low-floor electric battery-powered buses.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. Draft Amendment No. 3, MTS Doc. No. B0722.3-21

Metropolitan Transit System

Amendment 3

Date: March 10, 2022 MTS Doc No. B0722.3-21
12 60FT BATTERY ELECTRIC BUSES (BEB)

New Flyer of America, LLC
Ms. Jennifer McNeill
V.P., Sales and Marketing
711 Kernaghan Avenue
Winnipeg, Manitoba, CANADA R2C 3T4

This shall serve as Amendment No.3 to the original agreement B0722.0-21 (Ref: PO #4500040166) as further described below.

TECHNICAL SPECIFICATIONS

This amendment is to authorize the technical specification changes to the Passenger Seating (from USSC Aries to USSC GT Transit and Diablo) for the 12 60-foot battery electric buses (BEB) per attached Price Change Summary.

SCHEDULE

There shall be no change to the schedule.

PAYMENT

This contract amendment shall authorize an increase in the amount of $155,428.49 ($12,952.37 per bus, inclusive of 3.8125% sales tax). The total value of this contract including this amendment shall be in the amount of $18,807,514.21 ($18,652,085.72 + $155,428.49). This amount shall not be exceeded without prior written approval from MTS.

Please sign and return the copy marked *original* to the Contract Specialist at MTS. All other terms and conditions shall remain the same and in effect. Retain the other copies for your records.

Sincerely,

Sharon Cooney, Chief Executive Officer

Agreed:

Ms. Jennifer McNeill, V.P., Sales and Marketing
New Flyer of America, LLC

Date: _____

Attachment(s): New Flyer Revised Price Change Summary

Cc: M. Wygant, T. Pascarella, W. Wells, K. Whatley, M. Daney, C. Aquino, Procurement file

Price Change Summary

Property:	San Diego
Option Origin:	19-017
Sales Release No.:	TBD
Quantity:	12
Type:	XE60
Price Change No.:	1
Revision:	D
Date:	12-Jan-21

	Each	Total
Original Contract Price Base Coach	$ 1,218,484.00	$ 14,621,808
Base Bus Price Change Total	$ 209,764.00	$ 2,517,168
Approved SRCR's from PPM	$ 78,476.16	$ 941,713.92
Revised Price Base Bus (including ADA & delivery)	$ 1,506,724.16	$ 18,080,689.92
ADA components	$ 41,532	$ 498,385
Delivery	$ 21,250	$ 255,000
Bus Price Excluding ADA and Delivery	$ 1,443,942.16	$ 17,327,306
Sales Tax 3.8125%	$ 55,050.29	$ 660,603.48
Total Bus Price with Tax	$ 1,561,774.45	$ 18,741,293.40
Tooling Costs (Recommended) Total	-	-
Revised Contract Spares Priced Separately	-	-
Original Contract Price for Miscellaneous (If priced separately)		$ -
Miscellaneous Price Change Total (Training)	$ 66,213.45	$ 66,213.45
Revised Miscellaneous Priced Separately		$ 66,213.45
Original Total Contract Price		$ 14,621,808.00
Sales Tax		$ 660,603.48
Total Contract Price Changes		$ 3,458,881.92
Tooling		-
Training		$ 66,213.45
Revised Total Contract Price including Tax		**$ 18,807,506.85**

Agenda Item No. 12

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

COST SEGREGATION SERVICES – MID-COAST PROJECT – CONTRACT AWARD

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer (CEO) to execute MTS Doc. No. G2582.0-22 (in substantially the same format as Attachment A) with HCA Asset Management LLC (HCA) for Cost Segregation Services for the Mid-Coast Project for a two (2) year base period for $143,250.00.

Budget Impact

The total budget for this project shall not exceed $143,250.00. The project shall be funded by the Capital Improvement Project (CIP) 2004009102 – Mid-Coast Project.

DISCUSSION:

The San Diego Association of Governments (SANDAG) has constructed the Mid-Coast Corridor Transit Project (Mid-Coast) which extends the Blue Line from Santa Fe Depot in downtown San Diego to the University Towne Center (UTC) Transit Center in University City. This project includes the construction of approximately 10.9 miles of new double track, portions of which are at-grade, while other sections are aerial or underground cut and cover. Nine stations have been constructed as part of this light rail transit project with four at-grade stations and five elevated stations, including five park-and-ride facilities. The project also includes train control and signals, communications, traction power supply and distribution, and fare collection systems and equipment.

SANDAG will be contributing almost $2 billion of capital assets to MTS at the end of the current fiscal year. MTS requires a consultant to perform the cost segregation services to break down these $2 billion of capital costs into individual, functional assets for the MTS fixed asset register.

On October 28, 2021, MTS issued a Request for Proposals (RFP) for Cost Segregation Services. Three (3) proposals were received by the due date of November 30, 2021 from the following:

Proposer	**DBE/SB/MBE Certification**
1. HCA Asset Management LLC	N/A
2. RSM US LLP	N/A
3. Moss Adams LLP	N/A

All three proposals were deemed responsive and responsible and were evaluated by a committee comprised of the MTS Finance department. The proposals were evaluated on the following:

1. Qualifications of the Firm	30%
2. Work Plan	40%
3. Cost and Price Proposal	30%
Total	100%

The following table illustrates the initial total scores and ranking:

PROPOSER	TOTAL AVG TECH SCORE	TOTAL COST	TOTAL AVG COST SCORE	TOTAL AVG SCORE **(TOTAL POSSIBLE:100)**	RANKING
HCA	41.33	$146,807.00	18	59.33	1
RSM	58.67	$1,536,480.00	0	58.67	2
Moss Adams	34.67	$115,875.00	22	56.67	3

After the initial review, staff reached out to HCA to request information regarding their work plan and experience with transit agencies. Staff also reached out to request additional information on proposed staffing and their roles, and quality control process. After reviewing the clarifications submitted, staff requested a Best and Final Offer (BAFO) from HCA and Moss Adams. RSM did not move on to the next phase of the evaluation process due to its significantly high cost and was deemed to be non-competitive.

After receiving additional clarifications from both firms and BAFO, the evaluation committee met and rescored the proposals which resulted in the final scores and rankings:

PROPOSER	TOTAL AVG TECH SCORE	TOTAL COST	TOTAL AVG COST SCORE	TOTAL AVG SCORE **(TOTAL POSSIBLE:100)**	RANKING
HCA	43.33	$143,250.00	18	61.33	1
RSM	58.67	$1,536,480.00	0	58.67	2
Moss Adams	36.67	$115,875.00	22	58.67	3

Based on the final scores, HCA was deemed as the highest-ranked proposer. Staff was able to reduce HCA's proposal by $3,557.00 (from $146,807.00 to $143,250.00).

Based on the objective of this procurement, consideration of the evaluation criteria and HCA's technical and cost proposals, the evaluation committee determined HCA presented the best overall value to MTS.

Therefore, staff recommends that the MTS Board of Directors authorize the CEO to execute MTS Doc. No. G2582.0-22 with HCA for cost segregation services for the Mid-Coast Project for a two (2) year base period for $143,250.00.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachments: A. Draft Agreement, MTS Doc. No. G2582.0-22
B. Cost Proposal (BAFO)
C. Scope of Work

Metropolitan Transit System

STANDARD AGREEMENT

FOR

MTS DOC. NO. G2582.0-22

THIS AGREEMENT is entered into this _____ day of _____, 2022 in the State of California by and between San Diego Metropolitan Transit System ("MTS"), a California public agency, and the following, hereinafter referred to as "Contractor":

Name: HCA Asset Management LLC

Address: 5214 4th Avenue Circle East

Bradenton FL 34208
City State Zip

Form of Business: Partnership LLC
(Corporation, Partnership, Sole Proprietor, etc.)

Email: gsheahan@hcamgmt.com

Telephone: 941-544-2369

Authorized person to sign contracts Gregory P. Sheahan (Name) President (Title)

The Contractor agrees to provide Cost Segregation services as specified in the conformed Scope of Work/Technical Specification (Exhibit A), Contractor's Cost/Pricing Form (Exhibit B), and in accordance with the Standard Agreement, including Standard Conditions (Exhibit C), (Exhibit D), and MTS Policy 44C Travel Guidelines for Contractors (Exhibit E).

The contract term is for a two (2) year period effective April 1, 2022 through March 31, 2024.

Payment terms shall be net 30 days from invoice date. The total cost of this contract shall not exceed $143,250.00 without the express written consent of MTS.

SAN DIEGO METROPOLITAN TRANSIT SYSTEM	HCA ASSET MANAGEMENT LLC
By: _____ Sharon Cooney, Chief Executive Officer	By _____
Approved as to form:	
By: _____ Karen Landers, General Counsel	Title: _____

SAN DIEGO METROPOLITAN TRANSIT SYSTEM (MTS)

EXHIBIT B – COST PROPOSAL FORM

COST SEGREGATION SERVCES – MID-COAST PROJECT

Item	Description	Est. # of Hours	Hourly Rate	Extended Cost
1.	Engagement Director(s)	160	$181.36	$29,017.60
2.	Senior Manager(s)	320	$130.00	$41,600.00
3.	Inventory and Appraisal Staff	440	$109.00	$47,960.00
4.	Travel Expenses per MTS Travel	2 men 4 weeks	Photo-copy cost Receipts Provided	Policy No 44-C
5.	Overhead/Profit	9%		$10,672.02

TOTAL CONTRACT AMOUNT $ 129,250 plus travel costs photo receipts provided

Per line item #3 and as requested in BAFO document - anticipated Travel Expenses $14,000

TOTAL CONTRACT AMOUNT WITH ANTICIPATED TRAVEL COST = $143,250

- *Proposal pricing shall be fixed for the entire project.*
- *Hourly rates shall be an all-inclusive, including but not be limited to costs such as all labor, overhead, materials, supplies and transportation costs. Additional payment is not allowed.*
- *Proposer accepts responsibility for accuracy and presentation of the proposal. MTS is not responsible for finding, correcting, or seeking clarification regarding ambiguities or errors in the proposal.*

Gregory P. Sheahan

Date January 14th, 2022

Gregory P. Sheahan
President, HCA Asset Management LLC
Email gsheahan@hcamgt.com

**** Best and Final Offer (BAFO) Cost Proposal Form ****

Exhibit A
SCOPE OF WORK

1. Background

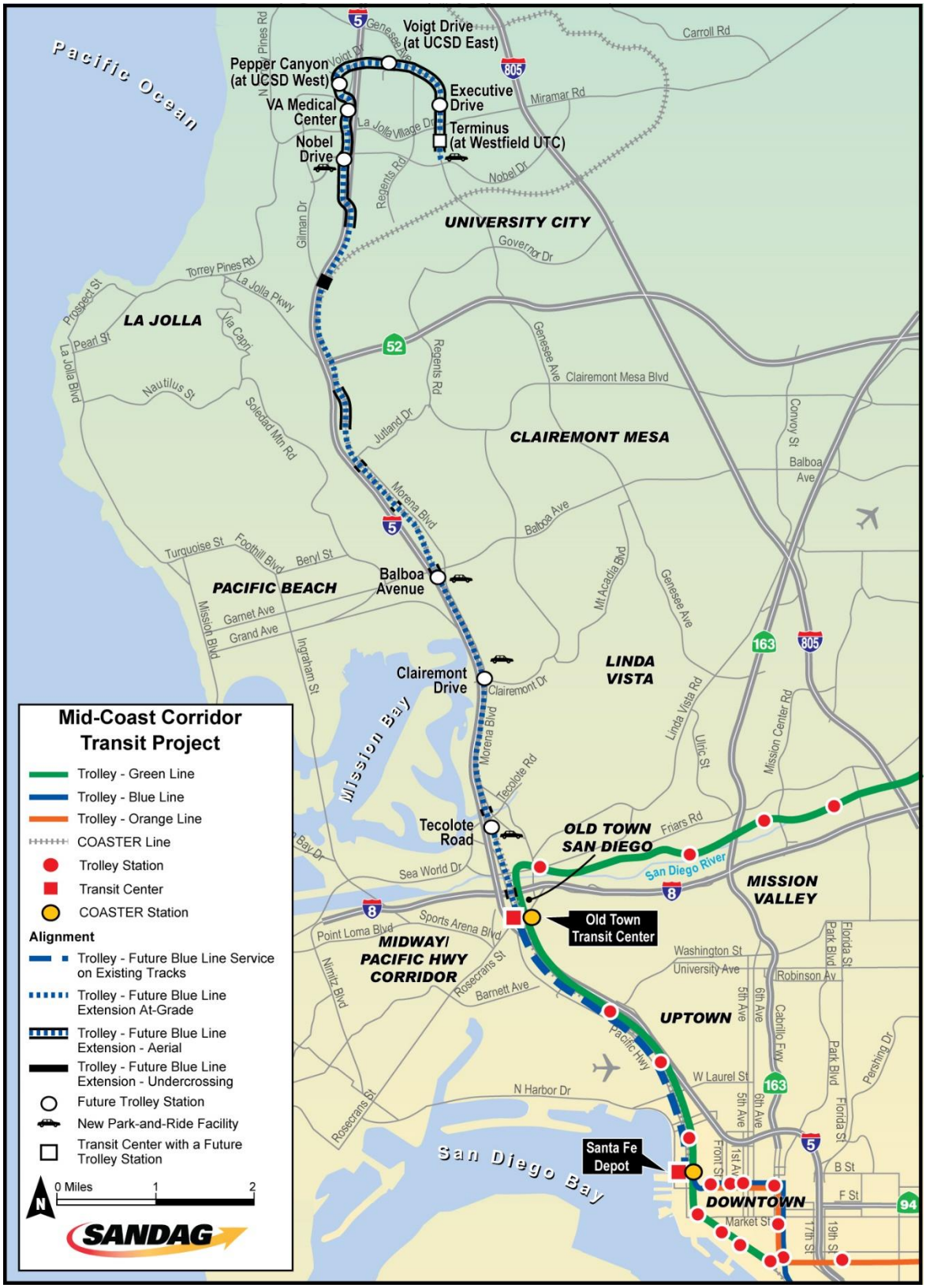
1.1. The San Diego Metropolitan Transit System was created to provide the policy setting and overall management coordination of the public transportation system in the San Diego metropolitan service area. This service area encompasses approximately 3 million people residing in a 570 square mile area of San Diego County, including the cities of Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, Santee, San Diego and the unincorporated area of the County of San Diego.

1.2. MTS Rail Operations operate and maintain a fleet of 137 light rail vehicles (LRVs) to provide transit service over three separate operating line segments. The Blue Line operates from the US/Mexico border through downtown San Diego and terminates at the Old Town Transit Center. The Orange Line serves the East County communities from El Cajon through downtown San Diego. The Green Line operates from Santee along Mission Valley and serves the campus of SDSU through a short tunnel section before continuing to the Imperial Avenue Station, via the Bayside Corridor. The entire system encompasses 54.3 total miles (107.6 total track miles) of light rail transit (LRT) to 53 transit centers.

1.3. The San Diego Association of Governments (SANDAG) is constructing the Mid-Coast Corridor Transit Project (the Project) which would extend the Blue Line from Santa Fe Depot in downtown San Diego to the University Towne Center (UTC) Transit Center in University City. The Project would use the existing Trolley tracks for approximately 3.5 miles from the Santa Fe Depot to a point just north of the Old Town Transit Center (OTTC) and south of the San Diego River. In this area, the Trolley Blue Line trains would share the tracks with the Trolley Green Line trains. Improvements to this segment of the line include upgrades to signaling and traction power systems.

1.4. The Project also includes construction of approximately 10.9 miles of new double track that would extend from south of the San Diego River to the terminus at the UTC Transit Center. Of the 10.9 miles of new double track, 6.8 miles are at-grade, 4.1 miles are aerial, and 0.03 miles are underground cut and cover. Nine stations would be constructed as part of this light rail transit project with four at-grade stations (Tecolote Road, Clairemont Drive, Balboa Avenue, and VA Medical Center), and five elevated stations (Nobel Drive, Pepper Canyon (UCSD West), Voigt Drive (UCSD East), Executive Drive, and the UTC Transit Center). The UTC Transit Center station and two existing stations served by the extension (Santa Fe Depot and Old Town) are major transfer points to other rail and bus lines. The Project includes five park-and-ride facilities providing 1,170 spaces along with two transfer centers (Balboa and UTC stations). The project also includes 36 light rail vehicles, train control and signals, communications, traction power supply and distribution, and fare collection systems and equipment. Thirteen new traction power substations would be constructed as part of the project.

2. Project Map



3. Project Budget

Reported in Year of Expenditure Dollars		
Source of Funds	**Total Funding ($million)**	**Appropriations to Date**
Federal: Section 5309 New Starts	$1,043.38	$530.02 million in total appropriations through FY 2020
Local: TIFIA Loan Transit Net Sale Tax Revenues and Bond Proceeds	$537.50 $590.32	
TOTAL	**$2,171.20**	

4. Project Status

In fall 2014, the Mid-Coast Trolley received its final environmental clearance from the SANDAG Board of Directors and the Federal Transit Administration (FTA). In May 2014, the SANDAG Board of Directors selected Mid Coast Transit Constructors, a joint venture firm of Stacy & Witbeck, Inc., Skanska USA, and Herzog Contracting Corporation, to serve as the construction manager/general contractor for the project. In September 2016, the FTA signed a Full Funding Grant Agreement with SANDAG to provide the 50 percent federal funding match needed to begin construction in fall 2016. The other half of the funding will be provided by TransNet, the San Diego region's voter-approved half-cent sales tax for transportation improvements. Pre-construction activities – consisting of the relocation of underground utilities out of the way of the project alignment – began in early 2016. Primary construction activities began in fall 2016. Construction reached its halfway point in spring 2019 and remains on schedule. Service is anticipated to begin in late 2021.

5. General Project Description

Perform an analysis of the Project and prepare a report which will be allocated to the capital costs reported by asset class and by source of funds where applicable.

5.1. Methodology

The methodology for the cost segregation study will follow professional engineering and cost estimating procedures. The specific information needed to begin and generate the most accurate analysis will include, but is not limited to, access to the following:

- Engineering drawings
- The bid and cost documents provided by the general contractor of the original construction
- Any change order documentation
- All direct costs information associated with the project

- Funding data for each sub-project of the overall project
- On-site inspections

The analysis will produce quantity engineering take-offs of individual assets develop from field inspections of the project, original bid documentation, construction drawings, specifications, invoices and other contract information. Individual assets will follow the asset classifications detailed below.

Indirect project costs obtained from contract records will be proportionately allocated to the direct project costs. In certain cases, indirect costs related to a specific subcontractor will be allocated only to that subcontract's cost. Labor and material prices for which no specific cost can be identified from available contract documents will be estimated using nationally recognized cost estimating manuals.

Once the site visits, analysis and reconciliation of the cost information have been completed, the final report will be submitted electronically in Microsoft Excel.

5.2. Asset Classifications

The final analysis will produce a listing of assets in the classifications listed below.

5.3. Facilities

Facilities refer to the structures that enclose or support maintenance, operations, administrative, and spaces for passengers. Stations provide shelter for employees and customers, and facilities provide shelter for employees, revenue vehicles, and power systems. Stations and passenger facilities are particularly important because they directly impact the customer experience. This asset category refers to structures intended primarily for passengers' use, including bus transfer facilities, rail stations (both elevated and at grade), and customer service facilities.

Each facility type also encompasses a wide variety of subsystems required for that facility to function appropriately. For this Project, these subsystems or sub-categories include assets such as:

Category	Sub-category	Unit
Rail Facilities	Land/Right of Way	Parcel
	Trolley Stations	Per Station
	Trolley Shelters	Per Station
	Parking Structure (multi-level)	Per Building
	Surface Parking Lot (Asphalt)	Per Lot
	Fencing	Segments
	Retaining Walls	Segments
	Elevators/Escalators	Per unit
	CCTVs	Per Station
	Landscaping	Per Station
Bus Facilities	Bus Stations	Per Station
	Bus Shelters	Per Station

5.4. Fixed Guideway

Fixed guideway elements refer to the structural elements that allow for the movement of MTS's LRVs. These assets are broadly categorized into track elements, guideway elements comprising the track right-of-way, grade crossings, and the electrical infrastructure.

MTS fixed guideway asset classifications:

Category	Sub-category	Unit
Wayside	Traction Power Substation	Per unit
	Overhead Catenary	Segments
	Signals	Segments
	Interlockings	By Location
	Maintenance Equipment	Per equipment
Track	Guideway	Segment
	Trackage	Segment
	Grade Crossing	By Location
	Turnouts/Crossovers	By Location
	Drainage	By Location
	Ped Crossing	By Location
	Bridge/Tunnel	By Location
	Over Pass/Under Pass	By Location
	Station Platform	Per Station
	Maintenance Equipment	Per equipment

The guideway asset categories are described in greater detail below:

- **Track** – This asset category refers to the guide structure directly under the wheels of the transit vehicle that distributes vehicle dynamic loads to its supporting infrastructure both above and below ground.
- **Special Trackwork** – This asset category consists of trackwork structures, trackwork components or apparatus that are normally fabricated in whole or in part from regular rail sections. This includes items such as crossovers and turnouts.
- **Guideway** – This asset category consists of the right-of-way elements upon which the track resides. The majority of MTS's system is run on at-grade ballast, but there are significant portions that are on elevated bridges.
- **Grade Crossings** – This asset category refers to specific points along the track line where the track is embedded in the street and shares right-of-way with general automobile or pedestrian traffic.
- **Electrification** – This asset category provides supply and distribution of propulsion power for MTS's electric-powered LRVs and includes

alternating current (AC) and direct current (DC) systems. Subsystems include overhead catenary system, distribution, and substations.

Like with facilities, there are a number of ancillary structures not detailed above that are required to physically support the safe and efficient operation of a transit system. These structures can include culverts, retaining walls, pedestrian walkways, utilities conduits, communications towers, light poles, safety fencing, signal cases, traffic gates, and vehicular signage.

5.5. Other Assets

There are other equipment and Information Technology (IT) systems and hardware that will be acquired as part of any large-scale project. For this Project, these subsystems or sub-categories include assets such as:

Category	Sub-category	Unit
LRV	Maintenance Equipment	Per equipment
Rail Transportation	Centralized Train Control System	One unit
	PA Communication System	Per Station
	Variable Messaging Signs	Per Station
Rail Revenue	Fare Equipment	TVMs, validators
	Fare Enforcement Equipment	Per unit
IT	Communication cabinets	Per unit

5. Contract Term

The period of performance under the resultant contract shall be for approximately two (2) year from contract execution.

6. Cost

MTS is requesting a fixed price for the cost segregation services for the Project described above. Proposers as asked to provide a cost proposal showing the following:

a. Estimates of the number of hours to provide the services broken down by classification.
b. Hourly billing rates based by classification/

[redacted]

Metropolitan Transit System

Agenda Item No. 13

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

FISCAL YEAR (FY) 2021-2022 LOW CARBON TRANSIT OPERATIONS PROGRAM (LCTOP) FUNDING

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors adopt Resolution No. 22-02 in order to:

1) Agree to comply with all conditions and requirements set forth in the Certification and Assurances Document, and applicable statutes, regulations, and guidelines for all LCTOP funded transit projects; and

2) Authorize the Chief Executive Officer (CEO), or designated representative, to execute all required documents of the LCTOP and any amendments thereto with the California Department of Transportation; and

3) Authorize the allocation of $8,103,037 in Fiscal Year (FY) 2021-2022 LCTOP funding for the procurement of Battery Electric Buses (BEB's). A total of $12,426,859 will be funded and programmed in the FY 2024 Capital Improvement Program (CIP), which will reduce greenhouse gas emissions and improve mobility with a priority on serving Disadvantaged Communities (DAC); and

4) Certify that at least 50% of the total LCTOP funds received will be spent on projects or services that will benefit DACs identified in Section 39711 of the Health and Safety Code.

Budget Impact

Resolution No. 22-02 would authorize the allocation of $8,103,037 in FY2021-2022 LCTOP funding for the BEB Procurement Project and future BEB procurements. The FY 24 CIP will include $11,659,395 of the LCTOP funding.

DISCUSSION:

The LCTOP is one of several programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862. The LCTOP is a formula-based program, which provides operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility, with a priority on serving disadvantaged communities.

As a condition of the LCTOP, MTS must agree to comply with specific terms and conditions outlined in the LCTOP Certification and Assurances Form. In addition, the Board must authorize the CEO, or their designated representative, to execute all required documents of the LCTOP and amendments thereto with the California Department of Transportation.

Upon approval by the MTS Board, MTS will use the previously requested FY 2019-20 LCTOP apportionment of $876,831 and the FY 2020-21 LCTOP apportionment of $3,446,991 for the following purposes:

2021-2022 LCTOP	
Previously Requested	$4,323,822
Total 21/22 LCTOP Apportionment	$7,335,573
FY24 BEB Procurement	$11,659,395
21/22 LCTOP Roll Forward	$767,464

The LCTOP requires that the Board Resolution state DAC requirements if the service area of the implementing agency includes any DACs as identified by the California Environmental Protection Agency (CalEPA). The MTS service area includes 37 DACs as identified by CalEPA. Hence, MTS is required to certify that at least 50% of the total LCTOP funds received will be spent on projects or services that benefit DACs identified in Section 39711 of the Health and Safety Code. MTS staff has conducted an analysis of the project areas and determined that both projects will provide direct and meaningful benefits to DACs in the MTS service area, indicating that one hundred percent of the allocated funds will provide benefits to DACs.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. Resolution No. 22-02

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

Resolution No. 22-02

Resolution Authorizing the Execution of the Certifications and Assurances and Authorized Agent Forms for the 2021-2022 Low Carbon Transit Operations Program (LCTOP), and the Application of $4,323,822 from Fiscal year (FY) 2019-2020 and 2020-2021 LCTOP Funding and $8,103,037 of FY 2021-2022 LCTOP to FY24 Battery Electric Bus Procurement Project

WHEREAS, the San Diego Metropolitan Transit System (MTS) is an eligible project sponsor and may receive state funding from the LCTOP now or sometime in the future for transit projects; and

WHEREAS, the statutes related to state-funded transit projects require a local or regional implementing agency to abide by various regulations; and

WHEREAS, Senate Bill 862 named the California Department of Transportation as the administrative agency for the LCTOP; and

WHEREAS, the Department has developed guidelines for the purpose of administering and distributing LCTOP funds to eligible project sponsors (local agencies); and

WHEREAS, MTS wishes to delegate authorization to execute these documents and any amendments thereto to the Sharon Cooney, Chief Executive Officer (CEO), and designated representatives; and

WHEREAS, MTS wishes to allocate $4,323,822 from FY 2019-2020 and 2020-2021 LCTOP funds and the entire balance of $8,103,037 in FY 2021-2022 LCTOP funds for FY24 Battery Electric Bus Procurement Project.

NOW THEREFORE, BE IT RESOLVED, DETERMINED, AND ORDERED by the MTS Board of Directors (Board), that MTS agrees to comply with all conditions and requirements set forth in the Certification and Assurances document, and applicable statutes, regulations, and guidelines for all LCTOP funded transit projects.

BE IT FURTHER RESOLVED by the Board that the CEO, or designated representative, be authorized to execute all required documents of the LCTOP program and any Amendments thereto with the California Department of Transportation.

BE IT FURTHER RESOLVED by the Board that MTS be authorized to apply for and use the FY 2019-2020 LCTOP, FY 2020-2021, and FY 2021-2022 LCTOP for the following projects.

- FY 19/20 LCTOP - FY24 Battery Electric Bus Procurement: $876,831
- FY 20/21 LCTOP - FY24 Battery Electric Bus Procurement: $3,446,991
- FY 21/22 LCTOP - FY24 Battery Electric Bus Procurement: $8,103,037

BE IT FURTHER RESOLVED by the Board that MTS agrees to spend at least 50% of all LCTOP funds received on projects or services that benefit SB535 Disadvantaged Communities.

PASSED AND ADOPTED, by the Board of Directors this 10th day of March , 2022 by the following vote:

AYES:

NAYS:

ABSENT:

ABSTAINING:

Chairperson
San Diego Metropolitan Transit System

Filed by:

Clerk of the Board
San Diego Metropolitan Transit System

Approved as to form:

General Counsel
San Diego Metropolitan Transit System

Resolution No. 22-02

Metropolitan Transit System

Agenda Item No. 14

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

NEW TRANSIT FACILITY, CONCEPTUAL LAYOUT AND REPORT – WORK ORDER

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer (CEO) to execute Work Order MTS Doc No. WOA2075-AE-73 to MTS Doc. No. G2075.0-18 (in substantially the same format as Attachment A) with Dokken Engineering (Dokken) in the amount of $206,043.16 to provide planning services for the Division 6 conceptual layout and report.

Budget Impact

The total budget for this project shall not exceed $206,043.16. The project is funded by Capital Improvement Program (CIP) 3004100801 – New Transit Facility.

DISCUSSION:

MTS is in need of a new bus maintenance facility to accommodate future transit needs. A potential site consisting of several parcels with varying elevations has been identified for the new facility. In order to proceed with this project, a planning level/conceptual layout and high-level review of the property is needed. This study will provide an assessment, survey, conceptual site layouts for the potential bus maintenance facility as well a review of the soil cut-fill requirements in order to make the site more level or continuous.

Under the proposed work order, Dokken will provide planning services for a set of conceptual layouts with building block diagrams and a planning report related to soil balancing and retaining wall requirements in an effort to provide MTS with an understanding of the feasibility of constructing a bus maintenance facility at the proposed site. The scope of services under this work order excludes any building design, and will focus on conceptual layouts, reporting and general feasibility of constructing a bus maintenance facility at the proposed site.

On January 12, 2016, San Diego Association of Governments (SANDAG) and MTS issued a joint Request for Statement of Qualifications (RFSQ) for On-Call Architectural and Engineering (A&E) Design Consulting services. The RFSQ resulted in the approval of 8 firms qualified to perform A&E services. Tasks are assigned to the firms through a work order process.

MTS staff reviewed the approved A&E firms and utilizing a direct award process, selected Dokken to perform the requisite services. Dokken had previously completed a Zero Emission Bus (ZEB) master plan study at the South Bay Maintenance Facility (SBMF).

Based on the various elevations of the site, Dokken's proposed amount of $206,043.16 was determined to be fair and reasonable to perform the prescribed services. Dokken has designated two (2) subcontractors: WSP in the amount of $105,212.65; and Aguirre & Associates (a Disadvantaged Business Enterprise (DBE)) in the amount of $8,269.60.

Therefore, staff recommends that the MTS Board of Directors authorize the CEO to execute Work Order WOA2075-AE-73 (in substantially the same format as Attachment A) with Dokken in the amount of $206,043.16 to provide planning services for the Division 6 conceptual layout and report.

/S/ Sharon Cooney
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. Draft Work Order WOA2075-AE-73

Metropolitan Transit System

March 10, 2022

MTS Doc. No. G2075.0-18
WOA2075-AE-73

Mr. John Klemunes, PE
Regional Manager
Dokken Engineering
1450 Frazee Road, Suite 100
San Diego, CA 92108

Dear Mr. Klemunes:

Subject: WORK ORDER WOA2075-AE-73, TO MTS DOC. NO. G2075.0-18, ENGINEERING SERVICES FOR DIVISION 6 CONCEPTUAL LAYOUT AND REPORT

This letter shall serve as Work Order WOA2075-AE-73, under the General Engineering Consultant Agreement, MTS Doc. No. G2075.0-18, as further described below.

SCOPE OF SERVICES

This Work Order shall provide design services for Division 6 conceptual layout and report charging concept planning performed in accordance with the attached Scope of Services (Attachment A).

SCHEDULE

The Scope of Services, as described above, shall be for a period of twelve (12) weeks from the date of the Notice to Proceed.

PAYMENT

Payment shall be based on actual costs in the amount not to exceed $206,043.16 without prior authorization of MTS (Attachment B).

Please sign below, and return the document to the Contracts Specialist at MTS. All other terms and conditions shall remain the same and in effect.

Sincerely,

Sharon Cooney
Chief Executive Officer

Accepted:

John Klemunes, PE
Regional Manager, Dokken Engineering

Date: _____

Attachments: Attachment A, Scope of Services
Attachment B, Negotiated Fee Proposal

ATTACHMENT A
SCOPE OF SERVICES

PROJECT UNDERSTANDING AND APPROACH

MTS currently performs bus maintenance services at five divisions within the county. With ridership growth and bus fleet electrification, all divisions are constrained. MTS is in the process of obtaining five contiguous parcels in order to construct a new bus maintenance division (referred to hereafter as "Division 6") located north of Federal Blvd at the intersection with 47th Street. The parcels are on differing elevations and are split by an access road to a commercial building. Both the access road and commercial building will remain.

It's anticipated that the Division 6 site will have the same operation and maintenance functions as other MTS bus maintenance facilities, such as the Imperial Avenue Division. Division 6 will be 100% electric with only battery electric bus (BEB) charging; there will be no compressed natural gas (CNG) fueling at this site.

The results of the summary memorandum will be utilized to support the on-going environmental work and will also define the project scope for the future development of preliminary design/bridging documents for a design-built project delivery.

Services shall generally include:

- Coordination with MTS to understand and determine the fleet size, required buildings, number of staff, and bus maintenance needs.
- Development of four (2) conceptual site layouts, including cost and recommendations, for laying out and operating electric buses.
- Validation of the site's existing constraints, including topography and utilities.
- Develop a Final Recommendations Report summarizing our findings and recommendations for the site layouts.

Our team proposes that these consulting services be divided into sequential tasks, as indicated below.

Task 1: Project Management and Coordination

Our team will:

1. Complete general project management and coordination activities.
    a. The Dokken project manager will work closely with the MTS project manager and continuously inform the MTS project manager of all project activities.
    b. Close contact will be maintained between the Dokken project manager, all sub-consultants, the MTS project manager, project personnel, and other stakeholders. The Dokken project manager will act as the principal liaison between MTS staff and the Dokken Team.
2. A) Conduct a project kick-off meeting to:
    a. Establish clear lines of communication.
    b. Review the scope of work and project schedule.
    c. Clearly define project goals and objectives.
    d. Identify MTS staff to be involved in the review process.
2. B) Schedule and coordinate up to four (4) coordination meetings including:
    a. Identifying appropriate participants for each meeting.
    b. Developing (with MTS input) and distributing agenda prior to meetings.
    c. Developing and distributing minutes for each meeting.
3. Prepare and submit monthly progress reports. Each report shall include an updated schedule, summary of tasks in progress and completed, and projected tasks to be accomplished in the next month.

Deliverables:

- Kick-off meeting
- Up to four (4) coordination meetings
- Monthly progress reports and schedule

Task 2: Data Collection and Site Assessment

Our team will:

A. Work with MTS staff to confirm based on either a programming workshop or web conference the following:

   a. Proposed fleet size, transit revenue vehicles and other non-revenue vehicles including service vehicles.
   b. Proposed maintenance services including cleaning, fueling and fare collection.
   c. Proposed administrative functions and space usage.
   d. Proposed employee vehicle parking.
   e. Proposed project limits.
   f. Charging or other fueling types.

B. Space Program Confirmation

   a. The Dokken team will utilize building square footages from the Coca-Cola study and from the Imperial Avenue Division project as a comparable need for this project. MTS will confirm use of the Dokken-assumed space program and design criteria for the site prior to moving forward with Tasks 3, 4, and 5.

   b. A program for the battery electric bus yard and a potential parking garage will be developed as part of this project.

C. Research Existing Site Conditions, to include:

   a. Review relevant codes, regulations, requirements, and restrictions for retaining wall construction including, but not limited to height restrictions and street or property line setback requirements.

   b. Review existing documents provided by MTS which are pertinent to the project, including any ongoing projects or studies that could impact the Division 6 concept layouts.

   c. It is assumed that coordination with SDG&E will be excluded from this task.

   d. Research the City of San Diego database for existing public utilities serving the site or within the site (water, sewer, storm drain systems). This task will be limited to large-scale utilities that may impact the design of the site. No dry/private utility service providers (SDG&E, Cox communications, AT&T) will be contacted for any onsite or offsite infrastructure serving the site. The intent of this task is only to identify potentially significant conflicts.

   e. Review the Preliminary Title Reports provided by MTS and identify existing easements or encumbrances that could impact the site layout.

   f. Conduct one (1) project site walk/site visit to obtain a photo archive of the site and to identify existing conditions.

D. Develop an Existing Conditions & Design Criteria Memorandum

   a. The data collected and analyzed throughout Task 2 will be documented within the Existing Conditions and Design Criteria section of the Technical Summary Memorandum.

Task 3: Topographic Survey and Initial Site Grading Analysis

Our team will:

A. Provide a concept level topographic survey.

   a. The survey will be conducted using photogrammetry to produce contour mapping and a digital terrain model.

   b. Pertinent ground features will be identified.

   c. Property line limits will be mapped by record drawings per Map 4870, Map 5042, and PM 14611.

      i. A boundary survey will not be completed at this time.

d. The number of existing easements to be identified and mapped is limited to 6, per Preliminary Title Reports provided by MTS.

B. Conduct an Initial Site Grading (Cut/Fill) Analysis.

a. The initial site grading analysis will determine the optimum site elevation to balance earthwork onsite along a single plane.

b. Once a balanced site elevation is understood, driveway sloping, tying into Federal Blvd, and other associated impacts to the facility design can be evaluated.

i. From an operational standpoint, a single elevation for the five (5) contiguous parcels may be preferred; however, the Dokken team will develop additional grading analyses to coincide with each concept site layout as shown in Task 4.

C. Limited Geotechnical Report (Excluded)

a. Due to the site currently being unavailable for geotechnical explorations, no geotechnical activities nor soil tests will be completed under this scope. If access becomes available upon authorization of this Task Order, the Dokken team can complete a limited geotechnical report and soil testing via an amendment to the task order.

Deliverables:

- Topographic survey including property limits and contours.
- Initial Site Grading (cut-fill) Analysis.

Task 4: Conceptual Site Layouts and Technical Summary Memorandum

Our team will:

A. Develop up to four (2) planning level site layouts for the proposed site.
   a. Up to two rounds of revisions for each of the two site layouts may be required.
   b. Layouts will be defined by the Space Program in Task 2.
   c. Layouts will incorporate as much BEB parking/charging space as possible to show maximum balanced site operations capacity (vehicle service, vehicle parking, operational spaces).
   d. The project assumes overhead frame style piston-type depot charging with battery storage, emergency generator (fixed and/or Trailerized), and solar panels will be utilized.
   e. A high-level concept layout for hydrogen on-site generation, compression, storage, and fueling for fuel cell electric buses will be included with each site layout option.
   f. Each conceptual site layouts will include:
      a. Planning level "block diagram" plans will include site access and internal circulation for transit fleet and employee vehicles, fleet and employee parking, administrative building and building functions, relationships among functional spaces, and support activities.
      b. An independent site grading analysis, specifically associated with its respective concept site layout.
      c. Identification of retaining wall locations, heights, and wall types.

Excludes Single line diagram generation and conceptual electrical layouts

B. Conduct a Conceptual Layout Workshop with MTS.

a. It is anticipated this the Workshop will be no more than one (1) day, a maximum of 4 hours, and be conducted virtually.

b. This Workshop will be utilized to review the conceptual layouts and discuss MTS' review comments.

c. During the Workshop the concepts will be reviewed with respect to operational flow, constraints, constructability, cost, and expandability.

d. Based on the discussions during the Workshop, the concepts will be refined and presented for review.

e. This review will result in the selection of two (2) viable options.

C. Submit a planning level Technical Summary Memorandum providing an overview of the site including:

a. Existing conditions and design criteria (per Task 2).
b. Potential, utility conflicts, stormwater impacts, etc.
    i. Environmental constraints will not be identified at this time.
c. Grading (cut/fill) analysis associated with each concept layout.
d. Retaining wall constraints.
    i. Including maximum height, property line setbacks, permitting, and wall types.
e. Documentation of the decisions made and summarizing issues or concerns with each concept layout.

Deliverables:

- Prepare up to four (2) Concept Site Layouts
- Technical Summary Memorandum

Task 5: Rough Order of Magnitude (ROM) Pricing

Our team will:

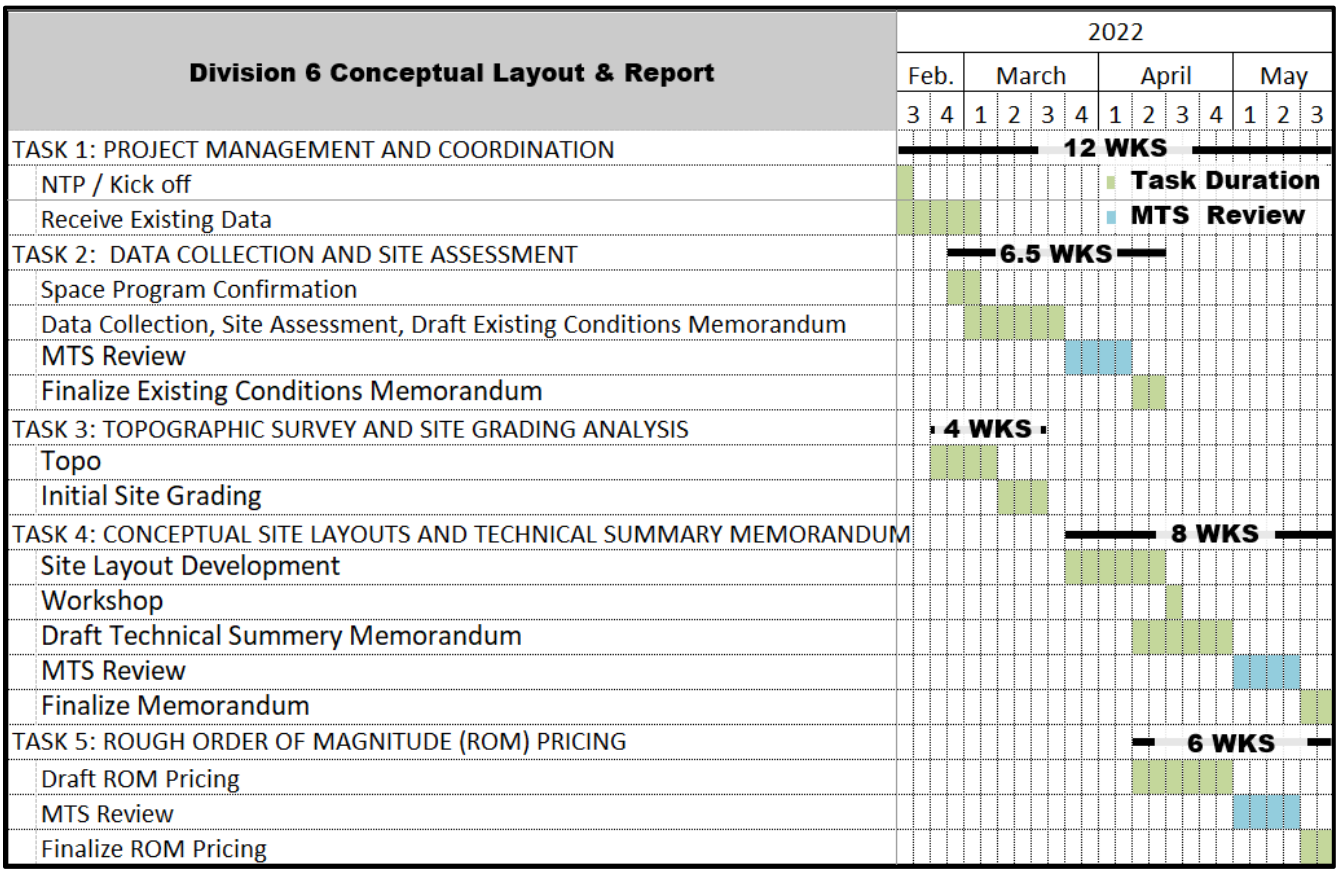
A. Develop a ROM conceptual capital cost estimate for no more than two (2) selected preferred conceptual site plans using the cost estimating methodology developed for the MTS ElevateSD 2020 program in June 2019. The prices used for that report will be escalated to year 2022.

Deliverables:

- ROM costs projections for two (2) selected viable conceptual site plans.

SCHEDULE

Our team has prepared an extensive workplan and the milestone schedule below to identify the duration and dates of key tasks and milestones for this project.



ATTACHMENT B
NEGOTIATED FEE PROPOSAL

Work Order Estimate Summary

MTS Doc. No.	**G2075.0-18**
Work Order No.	**WOA2075-AE-73**
Attachment:	**B**

Work Order Title: **Division 6 Conceptual Layout & Report**

Project No:

Table 1 - Cost Codes Summary (Costs & Hours)

Item	Cost Codes	Cost Codes Description	Total Costs
1		LABOR	$ 206,043.16
2		OTHER DIRECT COSTS	$3,380.80
		Totals =	**$209,423.96**

Table 2 - TASKS/WBS Summary (Costs & Hours)

Item	TASKS/WBS	TASKS/WBS Description	Labor Hrs	Total Costs
1		PROJECT MANAGEMENT AND COORDINATION	187.0	$49,817.60
2		DATA COLLECTION AND SITE ASSESSMENT	152.0	$24,511.61
3		TOPOGRAPHIC SURVEY AND SITE GRADING ANALYSIS	124.0	$19,446.04
4		CONCEPTUAL SITE LAYOUTS AND TECHNICAL SUMMARY MEMORANDUM	627.0	$97,646.00
5		ROM PRICING	81.0	$14,621.91
6				
7				
8				
		Totals =	**1,171.0**	**$206,043.16**

Table 3 - Consultant/Subconsultant Summary (Costs & Hours)

(If Applicable, Select One)				Consultant	Labor Hrs	Total Costs
DBE	DVBE	SBE	Other			
				DOKKEN ENGINEERING	509.0	$ 92,560.91
X				AGUIRRE & ASSOCIATES	48.0	$8,269.60
				WSP	614.0	$105,212.65
				Totals =	**1,171.0**	**$206,043.16**

Work Order Estimate Summary

Total Hours = **509**

Total Costs = **$92,560.91**

Consultant/Subconsultant: **DOKKEN ENGINEERING**

Work Order Title: **Division 6 Conceptual Layout & Report**

MTS Doc. No.: **G2075.0-18**

Work Order No.: **WOA2075-AE-73**

Attachment: B

Item	TASKS/WBS	TASKS/WBS Description	ODCs (See Attachment)	Mark Tarrall Principal $ 283.67	Senior Engineer $ 236.39	Associate Engineer $ 170.20	Assistant Engineer $ 104.01	Sr. Environmental Planner $ 236.39	Associate Environmental Planner $ 148.14	Environmental Planner $ 100.86	Engineering Technician $ 115.05				Total Hours	Totals
1	**TASK 1**	**PROJECT MANAGEMENT AND COORDINATION**														
1.1	Project Management			25	20										45	$11,819.55
1.2	Meetings & Coordination			10	30										40	$9,928.40
1.3	Project Administration			25	8										33	$8,982.87
		Subtotals (Hours) =	N/A	60	58										118	$30,730.82
		Subtotals (Costs) =		$17,020.20	$13,710.62										**118**	**$30,730.82**
2	**TASK 2**	**DATA COLLECTION AND SITE ASSESSMENT**														
2.1	Space Program Confirmation			2	4										6	$1,512.90
2.2	Research Existing Site Conditions			2	2	6	20								30	$4,141.52
2.3	Existing Conditions & Design Criteria Memorandum			2	4	8	20	4							38	$5,900.26
		Subtotals (Hours) =	N/A	6	10	14	40	4							74	$11,554.68
		Subtotals (Costs) =		$1,702.02	$2,363.90	$2,382.80	$4,160.40	$945.56							**74**	**$11,554.68**
3	**TASK 3**	**TOPOGRAPHIC SURVEY AND SITE GRADING ANALYSIS**														
3.1	Topographic Survey and Property Line Mapping				2	4									6	$1,153.58
3.2	Initial Site Grading Analysis			2	8	20	40								70	$10,022.86
		Subtotals (Hours) =	N/A	2	10	24	40								76	$11,176.44
		Subtotals (Costs) =		$567.34	$2,363.90	$4,084.80	$4,160.40								**76**	**$11,176.44**
4	**TASK 4**	**CONCEPTUAL SITE LAYOUTS AND TECHNICAL SUMMARY MEMORANDUM**														
4.1	Conceptual Site Layout Development			10	20	30	30				30				120	$19,242.30
4.2	Conceptual Layout Workshop with MTS			8	10										18	$4,633.26
4.3	Technical Summary Memorandum			2	10	20	40								72	$10,495.64
		Subtotals (Hours) =	N/A	20	40	50	70				30				210	$34,371.20
		Subtotals (Costs) =		$5,673.40	$9,455.60	$8,510.00	$7,280.70				$3,451.50				**210**	**$34,371.20**
5	**TASK 5**	**ROM PRICING**														
5.1	ROM Pricing			1	6	8	16								31	$4,727.77
		Subtotals (Hours) =	N/A	1	6	8	16								31	$4,727.77
		Subtotals (Costs) =		$283.67	$1,418.34	$1,361.60	$1,664.16								**31**	**$4,727.77**
6	**TASK 6**															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
7	**TASK 7**															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
8	**TASK 8**															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
														TOTALS:	**509**	**$ 92,560.91**
	Subtask 1			60	58										118	$30,730.82
	Subtask 2			6	10	14	40	4							74	$11,554.68
	Subtask 3			$2.00	$10.00	$24.00	$40.00								76	$11,176.44
	Subtask 4			20	40	50	70				30				210	$34,371.20
	Subtask 5			100.0%	600.0%	800.0%	1600.0%								3100.0%	$4,727.77
	Subtask 6															
	Subtask 7															
	Subtask 8															
		Subtotals (Hours) =	N/A	89	124	96	166	4			30				509	
		Subtotals (Costs) =		$ 25,246.63	$ 29,312.36	$ 16,339.20	$ 17,265.66	$ 945.56	$ -	$ -	$ 3,451.50	$ -	$ -	$ -	509	$ 92,560.91
		Totals (Summary) =												**TOTALS:**	**509**	**$92,560.91**
		Total (Hours) =	N/A	89	124	96	166	4			30				509	
		Total (Costs) =		$25,246.63	$29,312.36	$16,339.20	$17,265.66	$945.56			$3,451.50					$92,560.91
		Percentage of Total (Hours) =	N/A	17%	24%	19%		1%			6%				67%	
		Percentage of Total (Costs) =		27%	32%	18%		1%			4%					81%

Work Order Estimate Summary

Consultant/ Subconsultant: **DOKKEN ENGINEERING**

Contract No: **G2075.0-18**

Task Order No. **WOA2075-AE-73**

Work Order Title: **Division 6 Conceptual Layout & Report**

Attachment: B

TASKS/WBS (1-5)

ODC Item	Description	Unit	Unit Cost	TASK 1		TASK 2		TASK 3		TASK 4		TASK 5	
				Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
			Subtotal =			Subtotal =		Subtotal =		Subtotal =		Subtotal =	

TASKS/WBS (6-10)

ODC Item	Description	TASK 6		TASK 7		TASK 8		TASK 9		TASK 10		Totals	
		Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
		Subtotal =		Subtotal =		Subtotal =		Subtotal =		Subtotal =		**Totals =**	

Work Order Estimate Summary

Total Hours = **48**

Total Costs = **$8,269.60**

Consultant/Subconsultant: **AGUIRRE & ASSOCIATES**

Work Order Title: **Division 6 Conceptual Layout & Report**

MTS Doc. No.: **G2075.0-18**

Work Order No.: **WOA2075-AE-73**

Attachment: B

Item	TASKS/WBS	TASKS/WBS Description	ODCs (See Attachment)	Chainman	Land Surveyor	Party Chief	Principal Land Surveyor	Project Land Surveyor	Survey Technician						Total Hours	Totals
				$ 211.84	$ 119.76	$ 209.64	$ 193.77	$ 154.69	$ 106.45							
1	TASK 1	PROJECT MANAGEMENT AND COORDINATION														
1.1	Project Management															
1.2	Meetings & Coordination															
1.3	Project Administration															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
2	TASK 2	DATA COLLECTION AND SITE ASSESSMENT														
2.1	Space Program Confirmation															
2.2	Research Existing Site Conditions															
2.3	Existing Conditions & Design Criteria Memorandum															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
3	TASK 3	TOPOGRAPHIC SURVEY AND SITE GRADING ANALYSIS														
3.1	Topographic Survey and Property Line Mapping			12		12	2	10	12						48	$8,269.60
3.2	Initial Site Grading Analysis															
		Subtotals (Hours) =	N/A	12		12	2	10	12						48	$8,269.60
		Subtotals (Costs) =		$2,542.08		$2,515.68	$387.54	$1,546.90	$1,277.40						**48**	**$8,269.60**
4	TASK 4	CONCEPTUAL SITE LAYOUTS AND TECHNICAL SUMMARY MEMORANDUM														
4.1	Conceptual Site Layout Development															
4.2	Conceptual Layout Workshop with MTS															
4.3	Technical Summary Memorandum															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
5	TASK 5	ROM PRICING														
5.1	ROM Pricing															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
6	TASK 6															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
7	TASK 7															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
8	TASK 8															
		Subtotals (Hours) =	N/A													
		Subtotals (Costs) =														
														TOTALS:	**48**	**$ 8,269.60**
	Subtask 1															
	Subtask 2															
	Subtask 3			$12.00		$12.00	$2.00	$10.00	$12.00						48	$8,269.60
	Subtask 4															
	Subtask 5															
	Subtask 6															
	Subtask 7															
	Subtask 8															
		Subtotals (Hours) =	N/A	12		12	2	10	12						48	
		Subtotals (Costs) =		$ 2,542.08	$ -	$ 2,515.68	$ 387.54	$ 1,546.90	$ 1,277.40	$ -	$ -	$ -	$ -	$ -	48	$ 8,269.60
		Totals (Summary) =												**TOTALS:**	**48**	**$8,269.60**
		Total (Hours) =	N/A	12		12	2	10	12						48	
		Total (Costs) =		$2,542.08		$2,515.68	$387.54	$1,546.90	$1,277.40							$8,269.60
		Percentage of Total (Hours) =	N/A	25%		25%		21%	25%						96%	
		Percentage of Total (Costs) =		31%		30%		19%	15%							95%

Work Order Estimate Summary

Consultant/ Subconsultant: **AGUIRRE & ASSOCIATES**

Contract No: **G2075.0-18**

Task Order No. **WOA2075-AE-73**

Work Order Title: **Division 6 Conceptual Layout & Report**

Attachment: B

TASKS/WBS (1-5)

ODC Item	Description	Unit	Unit Cost	TASK 1		TASK 2		TASK 3		TASK 4		TASK 5	
				Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
1	Photogrammetry	LS	$2,950.00			1	$2,950.00						
2	Reference Maps	EA	$50.00			1	$50.00						
3													
4													
5													
6													
7													
8													
9													
10													
				Subtotal =		Subtotal =	**$3,000.00**	Subtotal =		Subtotal =		Subtotal =	

TASKS/WBS (6-10)

ODC Item	Description	TASK 6		TASK 7		TASK 8		TASK 9		TASK 10		Totals	
		Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
1	Photogrammetry											**1**	**$2,950.00**
2	Reference Maps											**1**	**$50.00**
3													
4													
5													
6													
7													
8													
9													
10													
		Subtotal =		Subtotal =		Subtotal =		Subtotal =		Subtotal =		**Totals =**	**$3,000.00**

Work Order Estimate Summary

Total Hours = **614**

Total Costs = **$105,212.65**

Consultant/Subconsultant: **WSP**

Work Order Title: **Division 6 Conceptual Layout & Report**

MTS Doc. No.: **G2075.0-18**

Work Order No.: **WOA2075-AE-73**

Attachment: B

Item	TASKS/WBS	TASKS/WBS Description	ODCs (See Attachment)	Senior Staff Manager $ 368.21	Project Controls Specialist $ 152.10	Staff Manager $ 292.22	Engineer 1 $ 103.35	Senior Supervising Engineer $ 261.20	Engineer II $ 126.55	Senior Technical Specialist $ 176.41	Senior Supervising Engineer $ 261.20	Technical Manager $ 340.66	Technical Specialist III $ 129.01	Engineer 1 $ 103.35	Planner II $ 104.03	Sr Architect $ 112.67	Sr Planning Manager $ 306.04	Total Hours	Totals
1	**TASK 1**	**PROJECT MANAGEMENT AND COORDINATION**																	
1.1		Project Management		4		5												9	$2,933.94
1.2		Meetings & Coordination		8		20	4			4								36	$9,909.12
1.3		Project Administration		12	12													24	$6,243.72
		Subtotals (Hours) =	N/A	24	12	25	4			4								69	$19,086.78
		Subtotals (Costs) =		$8,837.04	$1,825.20	$7,305.50	$413.40			$705.64								**69**	**$19,086.78**
2	**TASK 2**	**DATA COLLECTION AND SITE ASSESSMENT**																	
2.1		Space Program Confirmation		2		10	20											32	$5,725.62
2.2		Research Existing Site Conditions				2	10		12	4								28	$3,842.18
2.3		Existing Conditions & Design Criteria Memorandum				5	5			8								18	$3,389.13
		Subtotals (Hours) =	N/A	2		17	35		12	12								78	$12,956.93
		Subtotals (Costs) =		$736.42		$4,967.74	$3,617.25		$1,518.60	$2,116.92								**78**	**$12,956.93**
3	**TASK 3**	**TOPOGRAPHIC SURVEY AND SITE GRADING ANALYSIS**																	
3.1		Topographic Survey and Property Line Mapping																	
3.2		Initial Site Grading Analysis																	
		Subtotals (Hours) =	N/A																
		Subtotals (Costs) =																	
4	**TASK 4**	**CONCEPTUAL SITE LAYOUTS AND TECHNICAL SUMMARY MEMORANDUM**																	
4.1		Conceptual Site Layout Development		2		35	80		40	20	4					140		321	$44,640.92
4.2		Conceptual Layout Workshop with MTS		4		8	8			8								28	$6,048.68
4.3		Technical Summary Memorandum		4		16	20		8	8	4					8		68	$12,585.20
		Subtotals (Hours) =	N/A	10		59	108		48	36	8					148		417	$63,274.80
		Subtotals (Costs) =		$3,682.10		$17,240.98	$11,161.80		$6,074.40	$6,350.76	$2,089.60					$16,675.16		**417**	**$63,274.80**
5	**TASK 5**	**ROM PRICING**																	
5.1		ROM Pricing		6		8	20		4	8		4						50	$9,894.14
		Subtotals (Hours) =	N/A	6		8	20		4	8		4						50	$9,894.14
		Subtotals (Costs) =		$2,209.26		$2,337.76	$2,067.00		$506.20	$1,411.28		$1,362.64						**50**	**$9,894.14**
6	**TASK 6**																		
		Subtotals (Hours) =	N/A																
		Subtotals (Costs) =																	
7	**TASK 7**																		
		Subtotals (Hours) =	N/A																
		Subtotals (Costs) =																	
8	**TASK 8**																		
		Subtotals (Hours) =	N/A																
		Subtotals (Costs) =																	
																	TOTALS:	**614**	**$ 105,212.65**
		Subtask 1		24	12	25	4			4								69	$19,086.78
		Subtask 2		2		17	35		12	12								78	$12,956.93
		Subtask 3																	
		Subtask 4		10		59	108		48	36	8					148		417	$63,274.80
		Subtask 5		600.0%		800.0%	2000.0%		400.0%	800.0%		400.0%						5000.0%	$9,894.14
		Subtask 6																	
		Subtask 7																	
		Subtask 8																	
		Subtotals (Hours) =	N/A	42	12	109	167		64	60	8	4				148		614	
		Subtotals (Costs) =		$ 15,464.82	$ 1,825.20	$ 31,851.98	$ 17,259.45	$ -	$ 8,099.20	$ 10,584.60	$ 2,089.60	$ 1,362.64	$ -	$ -	$ -	$ 16,675.16	$ -	614	$ 105,212.65
		Totals (Summary) =															**TOTALS:**	**614**	**$105,212.65**
		Total (Hours) =	N/A	42	12	109	167		64	60	8	4				148		614	
		Total (Costs) =		$15,464.82	$1,825.20	$31,851.98	$17,259.45		$8,099.20	$10,584.60	$2,089.60	$1,362.64				$16,675.16			$105,212.65
		Percentage of Total (Hours) =	N/A	7%	2%	18%	27%		10%	10%	1%	1%				24%		100%	
		Percentage of Total (Costs) =		15%	2%	30%	16%		8%	10%	2%	1%				16%			100%

Work Order Estimate Summary

Consultant/ Subconsultant: **WSP**

Contract No: **G2075.0-18**

Task Order No. **WOA2075-AE-73**

Work Order Title: **Division 6 Conceptual Layout & Report**

Attachment: B

TASKS/WBS (1-5)

ODC Item	Description	Unit	Unit Cost	TASK 1		TASK 2		TASK 3		TASK 4		TASK 5	
				Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
1	Repro & Graphics	LS	$1.00										
2	Deliveries	LS	$1.00										
3	Mileage	MI	$0.565			120	$67.80			200	$113.00		
4	Scanning	LS	$1.00										
5	Other (Photo, parking,etc.)	LS	$1.00			100	$100.00			100	$100.00		
6	Aerial Photography	LS	$1.00										
7	Hotel	EA	$250.00										
8	Meals	EA	$100.00										
9	Airfare RT Houston-San Diego	EA	$800.00										
10	Rental Car	LS	$85.00										
				Subtotal =		Subtotal =	**$167.80**	Subtotal =		Subtotal =	**$213.00**	Subtotal =	

TASKS/WBS (6-10)

ODC Item	Description	TASK 6		TASK 7		TASK 8		TASK 9		TASK 10		Totals	
		Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total	Quantity	Total
1	Repro & Graphics												
2	Deliveries												
3	Mileage											**320**	**$180.80**
4	Scanning												
5	Other (Photo, parking,etc.)											**200**	**$200.00**
6	Aerial Photography												
7	Hotel												
8	Meals												
9	Airfare RT Houston-San Diego												
10	Rental Car												
		Subtotal =		Subtotal =		Subtotal =		Subtotal =		Subtotal =		**Totals =**	**$380.80**

Agenda Item No. 15

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

PROPERTY INSURANCE RENEWAL

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer (CEO) to renew the property insurance coverage for the San Diego Metropolitan Transit System (MTS), San Diego Transit Corporation (SDTC), and San Diego Trolley, Inc. (SDTI) with the Public Risk Innovation, Solutions, and Management (PRISM) [formerly known as the California State Association of Counties – Excess Insurance Authority (CSAC-EIA)] Property Insurance Program, effective March 31, 2022 through March 31, 2023, with various coverage deductibles of $25,000 (real estate and personal contents property), $100,000 (bus fleet), $250,000 (light rail fleet) and $1,500,000 (roads, rail track, bridges, guideways and tunnels).

Budget Impact

The preliminary renewal premium would not exceed $2,579,000 which represents an up to $483,223 or 23.06% combined possible increase over last year's actual premium of $2,095,777. The premium is anticipated to be charged against the budgets of MTS ($76,000), SDTC ($631,000), and SDTI ($1,872,000). The premium would be split between fiscal years 2022 and 2023 as follows:

PROPERTY PREMIUM ESTIMATED FISCAL YEAR SPLIT			
Policy Period: 03/31/22 - 03/31/23			
Agency	FY 22	FY 23	Total Premium
MTS	$19,000	$57,000	$76,000
SDTC	$157,750	$473,250	$631,000
SDTI	$468,000	$1,404,000	$1,872,000
TOTAL	$644,750	$1,934,250	$2,579,000

DISCUSSION:

MTS's current property insurance policy will expire on March 31, 2022. This line of coverage insures against physical damage, vandalism and theft caused to the real and personal property of MTS, SDTC, and SDTI, which together includes $1,804,391,144 in total insured values. Business Interruption coverage is also included in this policy. The coverage is obtained through the Public Risk Innovation, Solutions, and Management (PRISM), which is a joint powers insurance authority of 358 public entity members. Of this number, approximately 125 members participate in the property insurance program. SDTC has been insured through this group since 1993. The other MTS agencies became insured with PRISM in 1997.

PRISM provides a complex layering of multiple insurance carriers, including both domestic and international insurers. Due to the size of its membership, PRISM has tremendous premium purchasing power. Special form perils coverage provides risk protection on most perils (including terrorism), and causes of loss unless specifically excluded by the policy. Some of the perils excluded in MTS' program include earthquake, wear and tear, pollution, war risk, employee fraud, nuclear radiation, and loss to landscaping, money, or watercraft. These exclusions do not include every peril or property specifically excluded; however, they are examples of the types of losses that would not be covered.

Some PRISM members, including both the City and County of San Diego, have purchased earthquake insurance in the past. MTS and its entities have traditionally elected not to purchase this optional coverage as the terms and conditions primarily support real estate damage caused by an earthquake event with high deductibles. The coverage would not support the majority of MTS's infrastructure and guideways.

The proposed renewal policy carries a blanket limit of $600 million, which applies to perils for any one occurrence. Under the proposed renewal, the following occurrence-based deductibles would apply: (1) $25,000 for real estate & personal contents property; (2) $100,000 for bus collisions; (3) $250,000 for light rail vehicle collisions; (4) $250,000 comprehensive coverage on the combined rolling stock (buses and light rail vehicles); and (5) $1.5 million on roads, rail track, bridges, guideways and tunnels. Loss valuation is generally calculated on a replacement cost basis. A substantial part of the current increase is also due to MTS adding $144,676,851 in property assets from last year's renewal to the current one. Some of this is related to the Mid-Coast expansion project. Another reason is due to the general increased trending of all current property values.

Since the latter part of CY 2019, the property market has experienced significant hardening resulting in considerable premium increases to all property insurance buyers in both the public and private sectors. The attached "State of the Property Market" correspondence from PRISM discusses the recent market conditions and contributing factors for the global premium increases. Despite the increase, MTS still saves premium dollars and is afforded lower deductibles overall by insuring its property through PRISM than it would on a stand-alone basis.

Therefore, staff recommends that the MTS Board of Directors authorize the Chief Executive Officer (CEO) to renew the property insurance coverage for the San Diego Metropolitan Transit System (MTS), San Diego Transit Corporation (SDTC), and San Diego Trolley, Inc. (SDTI) with the Public Risk Innovation, Solutions, and Management (PRISM) Property Insurance Program, effective March 31, 2022 through March 31, 2023 for a total not to exceed premium of $2,579,000.

_____

Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. State of the Property Market
B. Schedule of Values Reporting and Trending

State of the Property Market

The property insurance market has been challenging for a few years. Although we are not seeing signs of the market significantly softening just yet, we are expecting that the 2022/23 renewal will be more favorable than 2021/22.

Below is some background information on the state of the market and the status of the PRISM Property Program. Also attached talking points that we hope you will find useful in communicating this reality to the stakeholders within your organization.

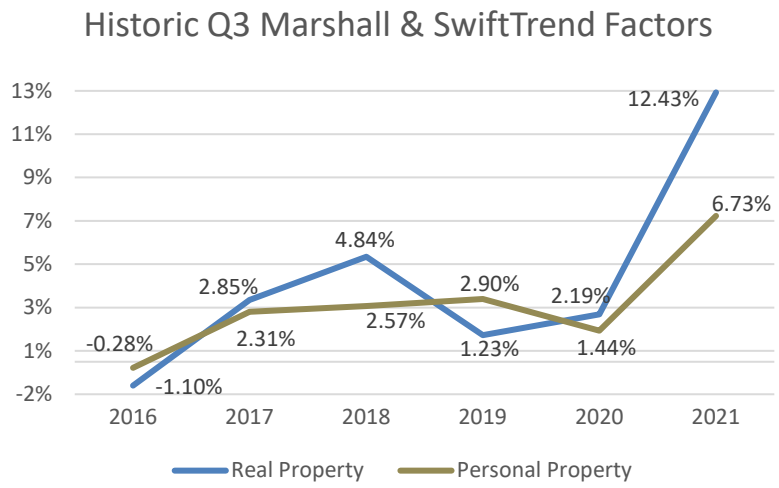
Background

Prior to 2017, the property insurance market was in a "soft" market cycle that allowed consumers to take advantage of extremely competitive pricing and expanded terms and conditions. However, beginning in 2017, increases in attritional losses along with historically severe catastrophe losses resulted in carriers collecting insufficient premium to cover the surging claims. These events impacted the market's surplus, capacity, and available reinsurance, and pushed the industry into a hardening cycle for consumers.

In 2020, PRISM had its highest incurred property claims in the Program's history. Currently, 2020/21 PRISM losses are about at $96M, as compared to an average of $46M over the last five years. Higher than normal claims within the Program can largely be attributed to the wildfires within California, which account for almost 60% of the loss dollars. At the same time, the worldwide insurance market continued to sustain significant catastrophe losses along with the additional challenges brought on by the COVID-19 pandemic. The increased reinsurance costs, aggressive litigation trends, and adverse claim development trends have further aggravated the property market. As a result, carriers have become more risk adverse, offering up restricted capacity at increased pricing. Unlike previous hard market cycles, there is not significant new capital entering the market, which would provide the competition needed to soften the market.

Additionally, carriers' underwriting discipline over the last several years is generally resulting in profitable portfolios and therefore more favorable renewals are being offered. Barring no major events within the PRISM Program and in the worldwide market, we expect that the average rate increase will be lower than those of 2021/22.

Finally, each year, the members' schedule of values are trended to account for inflation and ensure that values remain accurate between appraisals. Values accuracy is a key issue for the Property Program, not only to maintain credibility with the carriers that participate on the Program, but also to ensure that premiums are split equitably between members. In years where appraisals are not performed, values are trended using the Marshall & Swift third quarter trend factors. Average trend factors over the last 5 years are 2.0% for real property and 1.78% for personal property. Due to the inflation that we have seen over the last year, trend factors for 2021 Q3 are 12.43% for real property and 6.73% for personal property.



PRISM has always been, and continues to be, proactive in managing the Property Program, which continues to be one of the largest public entity property placements worldwide. Currently, the Program has about 110 members and approximately $90B in total insured values. We have increased marketing efforts to secure the best possible outcome for the upcoming Property Program renewal. This year, the Property Committee has approved self-funding the primary $10M of the Program due to increased cost and reduced coverage offered by AIG. It is expected that self-funding will provide members continued stability and a more competitive Program.

The Property Program is currently structured with a primary $10M insured layer, above which excess layers of coverage are placed. Exposure is allocated among separate "towers" to diversify the risk geographically and by building type. The unique structure of the Program and its risk sharing features have afforded members higher loss limits, reduced costs, and coverage stability. These program features will be maintained with PRISM self-funding the primary $10M.

Because of the model we have built, our Property Program will fare better than the market and certainly better than for public agencies trying to endure a hard market on their own. However, members should still expect rates to increase based on the trends, capacity within the industry, and the Property Program's loss experience last year.

If we have learned from history, we know that joint powers authorities (self-insurance pooling) have been the answer to turbulent markets. By staying the course, we will all benefit from our economies of scale, our partnership with markets, and our sharing of best practices to help manage risk.

Talking Points for the Property Market

Industry catastrophe loss experience. The property market has been challenging for the last several years as the industry has experienced unprecedented losses including the devastating wildfires that have impacted California.

- Worldwide, 2017 was the worst year for natural catastrophe losses in history. The main driver of this was losses associated with Hurricanes Harvey, Irma, and Maria (HIM). Insured losses for these hurricanes exceeded $100 Billion dollars.

- 2018 was the third most costly year for natural catastrophe losses in history.

  Losses spanned many different types of catastrophes including hurricanes, wildfires, severe flooding in the Midwest, and increased frequency and severity of convective storms (hail and tornado). California and the PRISM Property Program have experienced unprecedented wildfire activity. In the last several years, we have seen the largest, deadliest, and costliest wildfires in our state's history. The eight largest wildfires in our history have occurred in the last 3 years.

  - Largest fire: August Complex Fire, August 2020 – over 1,000,000 acres burned. Total insured losses for the Northern California wildfires of 2020 are currently estimated at $5 - $9 Billion.
  - Deadliest fire: Camp fire, November 2018 – nearly 19,000 structures destroyed and 85 lives lost. Total insured losses are estimated at
    $10.2 Billion dollars.
  - Costliest fire(s): In the last several years, five of the most destructive California wildfires have occurred: Camp Fire, Tubbs Fire, Woolsey Fire, Atlas Fire, and Thomas Fire. Total insured losses associated with these fires is expected to exceed $30 Billion dollars.

- 2020 was the fifth costliest on record for insured catastrophe losses and is currently estimated at $83 Billion in insured losses. This is in addition to the COVID-19 pandemic, unprecedented civil unrest, and adverse loss development.

Industry attritional loss experience. In addition to the large natural catastrophe losses, the size and frequency of "attritional" or non-catastrophe related claims such as fire and water damage has also been growing. This is seen as an industrywide trend and is also taking place within the PRISM Program.

Member rates will increase in 2022. Rate increases are expected to be more moderate in 2022 than increases to the Program in 2021. The degree of rate increase to each individual member will vary within an established range dependent upon your entity's claims experience. Member allocation also considers the unique exposures of each entity including the types of property being insured and exposure to natural catastrophes.

Members with minimal or no losses in the last five years can expect more moderate rate increases. Those who have experienced claims in the last five years will be on the higher end of the range but will benefit in the security of being part of a pool. Shopping as an individual entity with large losses is extremely difficult, especially in California.

PRISM's Property Program size is an advantage. A positive for PRISM members is that the size of the Property Program creates stability and offers economies of scale that could not be realized without being in a large pool. Because of its size, we can leverage the volume of capacity we purchase to benefit all Program members. The size also allows for the self-funding of the primary $10M layer that will be a key feature of the Program going forward.

Relationship advantages. PRISM has long-standing relationships with carriers worldwide, which result in better renewal offerings.

PRISM ARC (our Captive). PRISM has always been proactive in managing the Property Program and our approach to making funding decisions. We are one of the few self-insurance groups in the nation that have the size required to form our own captive insurance company. The captive is used to benefit from the increased opportunities for investment income and expanding coverage available within the Program.

Pools have an advantage in challenging markets. If we have learned from history, we know that joint powers authorities (self-insurance pooling) have been the answer to turbulent markets. By staying the course, we will all benefit from our economies of scale, our leverage in the insurance markets, and our sharing of best

PRISM Public Risk Innovation, Solutions, and Management

Alliant

Your Schedule of Values: Reporting & Trending

There are several key drivers of the large trend factors that were seen in Q3 2021. Higher than average trend factors are likely to continue into the foreseeable future.

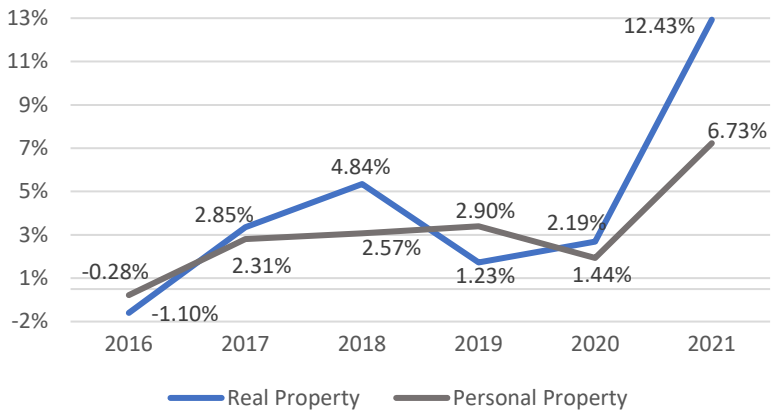
Each year, your schedule of values is trended to account for inflation and ensure that values remain accurate between appraisals.

Values accuracy is a key issue for the Property Program, not only to maintain credibility with the carriers that participate on the Program, but also to ensure that premiums are split equitably between members.

In years where appraisals are not performed, values are trended using the Marshall & Swift third quarter trend factors. Average trend factors over the last 5 years are 2.0% for real property and 1.78% for personal property.

Due to the inflation that we have seen over the last year, **trend factors for 2021 Q3 are 12.43% for real property and 6.73% for personal property**.

Historic Q3 Marshall & SwiftTrend Factors



Labor Shortages

The global pandemic has affected the construction industry's workforce with 72% of contractors experiencing project delays due to COVID-19.

Material Costs

The cost of building materials such as lumber, copper and steel have increased dramatically over the last year. For example, in June of 2020 a 2x4 stud, the most common framing material, cost $2.96. In June of 2021 it cost $8.25.

Supply Chain Interruption

As of mid-September 2021, a record 56 container ships were waiting off the coast of California. The queue is a result of COVID-19-related disruptions, and holiday-buying surges, paired with a national labor shortage.

Although value trending takes place annually, we are highlighting it this year due to the historically high trend factors. This trending is a part of the calculation in your 2022/23 Early Budget Estimates provided in October 2021.

For additional information on value trending within the PRISM Property Program, please contact Sara Carlisle, scarlisle@alliant.com

Agenda Item No. 30

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

FISCAL YEAR (FY) 2022 OPERATING BUDGET MIDYEAR AMENDMENT (MIKE THOMPSON)

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors to enact Resolution No. 22-01 (Attachment B) amending the FY 2022 operating budget for MTS, San Diego Transit Corporation (SDTC), San Diego Trolley, Inc. (SDTI), MTS Contract Services, and the Coronado Ferry.

Budget Development Committee Recommendation

At its February 24, 2022 meeting, the Budget Development Committee voted 5 to 0 (Board Members Moreno, Fletcher, Salas, Sandke, and Whitburn in favor) to recommend that the Board of Directors approve the staff recommendation.

Budget Impact

The action will amend the FY 2022 operating budget.

DISCUSSION:

The FY 2022 operating budget was approved on May 13, 2021. Based on new information and additional evaluation of expenses and revenues for the year, staff has developed the midyear amendment, which will amend the FY 2022 operating budget for MTS, SDTC, SDTI, MTS Contract Services, and the Coronado Ferry.

Combined MTS FY 2022 Midyear Adjustments

Revenues:

In total, consolidated revenues are decreasing by $12,569,000 (-3.5%).

Passenger Revenue. Passenger revenues were favorable to budget by $546,000 over the first six months of the fiscal year. Passenger revenue averaged 48.7% of pre-pandemic baseline levels versus a budget of 47.6%, exceeding budget even with lower fare revenue due to free

rides in September. Passenger levels in the first half of the year averaged 60.4% of pre-pandemic baseline levels versus a budget of 46.5%. Due to the fact that passenger revenue exceeded budget projections for all months except for September (free rides), staff are increasing the budget for passenger revenue by $5,975,000 (12.1%). The revised projection brings passenger revenue up to current levels as a percentage of baseline and assumes modest average monthly growth of 1.8% over the remaining half of the fiscal year.

Other Operating Revenue. Other operating revenue is projected to increase by $1,987,000 (9.2%) versus the original FY 2022 budget. This is primarily due to recognizing $800,000 in revenue from prepaid MTS Access booklets as well as favorable adjustments to advertising revenue and rental income. These favorable adjustments were partially offset by unfavorable adjustments to interest income, energy credit revenue, and For-Hire Vehicle Administration (FHVA) regulatory permit revenue.

Subsidy Revenue. Subsidy revenue, in total, is projected to decrease by $21,352,000 (-7.5%), primarily due to the fact that less federal stimulus funding will be necessary to balance the FY 2022 amended budget than planned in the original budget.

Recurring federal revenues are expected to remain at the levels in the original FY 2022 budget. MTS receives a variety of recurring federal revenues (FTA Sections 5307, 5337, 5339, 5311, etc.) for preventive maintenance, paratransit operations, rural operations, and capital projects.

On March 27, 2020, the President signed the Coronavirus Aid, Relief, and Economic Security (CARES) Act, which provided $25 billion to the transit industry nationwide. MTS is expected to receive $220 million in CARES Act funding over multiple fiscal years to supplement lost revenues and increased expenses related to the pandemic. On March 11, 2021 the President signed the American Rescue Plan (ARP) Act into law, providing $140 million in additional stimulus funding for MTS. MTS spent $90 million in CARES funds through the end of FY 2021 and started drawing ARP funds in FY 2022 due to ARP funding deadlines. MTS has spent $54.5 million in ARP funds through December 2021. The original budget included $80,296,000 in projected stimulus funding. Due to favorable experiences in a variety of revenue and expenses categories, the budget for ARP funds is decreasing by $25,755,000 (-32.1%) in FY 2022, to an amended budget of $54,541,000.

Transportation Development Act (TDA) revenue is remaining at the original budget of $68,805,000. TDA is one-quarter of a percent of the 7.75% sales tax in the region and is apportioned by the San Diego Association of Governments (SANDAG). TDA funds both the operating and capital budget. Regional sales tax receipts continue to be much stronger than original estimates, with cash receipts through January 2022 exceeding SANDAG's budgetary figure by 27.2%. The TDA claim for FY 2022 will not change, and favorable TDA revenue will be available in FY 2023 and later when new annual claims are submitted.

TransNet revenue is expected to increase by $4,326,000 (8.7%). TransNet is a one-half cent local sales tax revenue distributed to MTS both on a formula basis as well as through direct reimbursement for TransNet funded services such as Bus Rapid Transit (BRT) operations and the Mid-Coast extension. The overall formula share is expected to increase by $5,498,000 (15.7%) versus the original budget due to stronger than anticipated regional sales tax receipts. TransNet provided as direct reimbursement for BRT services and Mid-Coast is expected to decrease by $1,172,000 (-5.9%), based on projected decreases in expenses for these services.

State Transit Assistance (STA) revenue is staying at the FY 2022 original budget of $11,300,000. STA is a state sales tax revenue derived from the sales tax on diesel fuel and apportioned by the state. STA is primarily used to fund the capital budget due to its volatile history; however, a portion is used to fund operations.

State revenue is expected to remain flat at $200,000 for FY 2022. State revenue includes reimbursement from Medi-Cal for eligible trips to and from medical appointments.

Other local funds are increasing by $75,000 (0.8%), primarily due to projected increase in reimbursement from UCSD for operating the 201 and 202 shuttle routes. Reimbursement is based on student enrollment as well as service levels, both of which increased versus the original budget.

Reserves. FHVA and San Diego & Arizona Eastern (SD&AE) are self-funded entities who must balance their operating expenses with operating revenues or their contingency reserve revenue. FHVA is projected to use $62,000 of its reserve to balance its total operating expenses. For SD&AE, operating revenues are projected to exceed operating expenses by $4,000, which would result in a $4,000 increase to its reserve. MTS is also utilizing $800,000 in contingency reserves toward front-line employee bonus payments, which were approved by the MTS Board of Directors and paid out in October 2021.

In total, consolidated revenues will decrease by $12,569,000 (-3.5%).

Expenses:

Total consolidated operating expenses are projected to decrease by $12,569,000 (-3.5%) from the original budget.

Personnel. Personnel-related expenses are decreasing by $7,675,000 (-4.9%), primarily due to favorable bus and trolley operator wages, favorable healthcare expenses, and cost recovery. Bus and trolley operator wages are decreasing primarily due to reduced service levels and staffing shortages. Healthcare expenses are primarily decreasing due to the disbandment of the SDTC healthcare trust for ATU employees, included as part of the most recent collective bargaining agreement. Healthcare expenses are also decreasing versus the original budget due to insurance premium increases being lower than anticipated. Cost recovery is increasing in the amended budget due to higher cost recovery for Mid-Coast employees as well as flagging reimbursement from capital projects than originally projected.

Outside Services. Total outside services are projected to decrease by $9,483,000 (-7.3%). This is primarily due to reductions in purchased transportation costs for both fixed route service as well as paratransit service. Fixed route purchased transportation costs are decreasing due to favorable standby hours, performance bonuses, as well as reduced service levels. Paratransit purchased transportation costs are decreasing due to service demand being lower than anticipated in the original budget. Outside services costs are also decreasing significantly due to a reduction in the forecast for Pronto operating and maintenance costs. MTS is not contractually obligated to pay operating and maintenance costs until the capital project is completed and accepted by MTS. The original budget assumed the project would be completed and accepted in September 2021; however, final project acceptance has been delayed as MTS and the contractor work through remaining issues. Project acceptance is now expected in FY 2023, significantly reducing projected operating and maintenance costs for Pronto in FY 2022.

Materials and Supplies. Staff projects materials and supplies expenses to increase by $1,475,000 (11.1%) versus the original budget. This is primarily due to unfavorable revenue vehicle parts costs within the directly operated bus division, as well as installation of driver protective barriers on the bus fleet. Installation of the barriers was originally budgeted in FY 2021, but a portion was not installed until the beginning of FY 2022.

Energy. Energy expenses are projected to increase by $2,022,000 (5.1%), primarily due to high commodity rates for Compressed Natural Gas (CNG). Electricity costs and propane costs are also expected to increase from the levels in the original budget, primarily due to higher than anticipated rates.

Risk Management. Risk management costs are increasing $406,000 (5.7%), primarily due to anticipated liability claim payouts for FY 2022.

General and Administrative. General and administrative costs are projected to increase by $550,000 (11.8%). This is primarily due to increasing rental costs for the Mills' building, credit card fees, and laptop purchases within the Information Technology (IT) department, and the disposal of fare materials related to the discontinued Compass system.

Debt Service. Debt service costs are remaining at the original budget of $335,000.

Vehicle/Facility Leases. Vehicle/facility leases are expected to increase by $136,000 (9.5%), primarily due to higher non-revenue vehicle lease costs within trolley operations, as well as increased facility lease costs within paratransit operations.

Net income:

The increase in revenues and expenses results in a balanced budget.

Recommendation

On February 24, 2022, staff met with the Budget Development Committee (BDC) to review assumption changes made to the operating budget and present a proposed amended budget for FY 2022. The BDC forwarded their recommendation to the Board to approve the amended budget. Therefore, staff recommends that the MTS Board of Directors to enact Resolution No. 22-01 (Attachment B) amending the FY 2022 operating budget for MTS, SDTC, SDTI, MTS Contract Services, and the Coronado Ferry.

Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachments: A. Proposed Fiscal Year 2022 Amended Budget
B. Board Resolution No. 22-01

Fiscal Year 2022

Amended Budget

Metropolitan Transit System

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SAN DIEGO METROPOLITAN TRANSIT SYSTEM
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AMENDED BUDGET FISCAL YEAR 2022

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SAN DIEGO METROPOLITAN TRANSIT SYSTEM
OPERATING BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 2.01

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	47,913,392	49,500,000	55,474,808	5,974,808	12.1%
OTHER OPERATING REVENUE	19,822,031	21,512,685	23,499,199	1,986,514	9.2%
TOTAL OPERATING REVENUES	**67,735,422**	**71,012,685**	**78,974,007**	**7,961,322**	**11.2%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	265,239,374	284,105,421	262,752,963	(21,352,458)	-7.5%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	(2,996,877)	34,982	857,344	822,362	2350.8%
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	(2,996,877)	34,982	857,344	822,362	2350.8%
TOTAL NON OPERATING REVENUE	**262,242,497**	**284,140,403**	**263,610,307**	**(20,530,096)**	**-7.2%**
TOTAL COMBINED REVENUES	**329,977,919**	**355,153,088**	**342,584,314**	**(12,568,774)**	**-3.5%**
OPERATING EXPENSES					
LABOR EXPENSES	85,626,299	93,860,341	91,723,713	(2,136,628)	-2.3%
FRINGE EXPENSES	65,288,209	64,238,128	58,699,760	(5,538,368)	-8.6%
TOTAL PERSONNEL EXPENSES	**150,914,508**	**158,098,469**	**150,423,473**	**(7,674,996)**	**-4.9%**
SECURITY EXPENSES	8,011,562	9,500,000	9,500,000	-	0.0%
REPAIR/MAINTENANCE SERVICES	7,073,757	9,383,964	8,901,829	(482,135)	-5.1%
ENGINE AND TRANSMISSION REBUILD	949,938	1,087,000	1,024,616	(62,384)	-5.7%
OTHER OUTSIDE SERVICES	14,170,693	17,651,411	15,720,913	(1,930,498)	-10.9%
PURCHASED TRANSPORTATION	73,624,279	92,634,838	85,626,433	(7,008,405)	-7.6%
TOTAL OUTSIDE SERVICES	**103,830,230**	**130,257,213**	**120,773,791**	**(9,483,422)**	**-7.3%**
LUBRICANTS	403,003	480,500	450,700	(29,800)	-6.2%
TIRES	1,284,331	1,340,200	1,290,200	(50,000)	-3.7%
OTHER MATERIALS AND SUPPLIES	14,292,701	11,496,539	13,051,174	1,554,635	13.5%
TOTAL MATERIALS AND SUPPLIES	**15,980,036**	**13,317,239**	**14,792,074**	**1,474,835**	**11.1%**
GAS/DIESEL/PROPANE	1,791,895	2,636,186	2,733,324	97,138	3.7%
CNG	10,784,556	12,405,000	13,734,000	1,329,000	10.7%
TRACTION POWER	15,160,978	19,426,472	19,972,328	545,856	2.8%
UTILITIES	4,651,788	5,465,034	5,514,873	49,839	0.9%
TOTAL ENERGY	**32,389,217**	**39,932,692**	**41,954,525**	**2,021,833**	**5.1%**
RISK MANAGEMENT	**7,030,680**	**7,119,617**	**7,525,996**	**406,379**	**5.7%**
GENERAL AND ADMINISTRATIVE	**4,099,615**	**4,663,845**	**5,214,310**	**550,465**	**11.8%**
DEBT SERVICE	**477,200**	**335,196**	**335,196**	**-**	**0.0%**
VEHICLE / FACILITY LEASE	**1,302,178**	**1,428,817**	**1,564,947**	**136,130**	**9.5%**
TOTAL OPERATING EXPENSES	**316,023,663**	**355,153,088**	**342,584,312**	**(12,568,776)**	**-3.5%**
NET OPERATING SUBSIDY	**(248,288,241)**	**(284,140,403)**	**(263,610,305)**	**(20,530,098)**	**-7.2%**
OVERHEAD ALLOCATION	**(0)**	**(0)**	**0**	**0**	**0.0%**
ADJUSTED NET OPERATING SUBSIDY	**(248,288,241)**	**(284,140,403)**	**(263,610,305)**	**(20,530,098)**	**-7.2%**
TOTAL REVENUES LESS TOTAL EXPENSES	**13,954,256**	**(0)**	**2**	**(2)**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
OPERATIONS BUDGET
FISCAL YEAR 2022
SECTION 2.02

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	47,913,392	49,500,000	55,474,808	5,974,808	12.1%
OTHER OPERATING REVENUE	833,268	553,450	913,000	359,550	65.0%
TOTAL OPERATING REVENUES	**48,746,659**	**50,053,450**	**56,387,808**	**6,334,358**	**12.7%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	246,528,983	277,587,538	258,350,305	(19,237,233)	-6.9%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	-	-	-	-	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	-	-	-	-	-
TOTAL NON OPERATING REVENUE	**246,528,983**	**277,587,538**	**258,350,305**	**(19,237,233)**	**-6.9%**
TOTAL COMBINED REVENUES	**295,275,642**	**327,640,988**	**314,738,113**	**(12,902,875)**	**-3.9%**
OPERATING EXPENSES					
LABOR EXPENSES	68,880,533	75,723,065	73,846,414	(1,876,651)	-2.5%
FRINGE EXPENSES	60,274,752	57,564,738	52,227,596	(5,337,142)	-9.3%
TOTAL PERSONNEL EXPENSES	**129,155,284**	**133,287,803**	**126,074,010**	**(7,213,793)**	**-5.4%**
SECURITY EXPENSES	1,151,616	1,283,000	1,340,000	57,000	4.4%
REPAIR/MAINTENANCE SERVICES	6,944,282	9,177,964	8,743,829	(434,135)	-4.7%
ENGINE AND TRANSMISSION REBUILD	949,938	1,087,000	1,024,616	(62,384)	-5.7%
OTHER OUTSIDE SERVICES	5,019,156	5,116,774	5,346,641	229,867	4.5%
PURCHASED TRANSPORTATION	73,624,279	92,634,838	85,626,433	(7,008,405)	-7.6%
TOTAL OUTSIDE SERVICES	**87,689,271**	**109,299,576**	**102,081,519**	**(7,218,057)**	**-6.6%**
LUBRICANTS	402,993	480,500	450,700	(29,800)	-6.2%
TIRES	1,284,331	1,340,200	1,290,200	(50,000)	-3.7%
OTHER MATERIALS AND SUPPLIES	14,290,605	11,479,902	12,787,674	1,307,772	11.4%
TOTAL MATERIALS AND SUPPLIES	**15,977,929**	**13,300,602**	**14,528,574**	**1,227,972**	**9.2%**
GAS/DIESEL/PROPANE	1,661,072	2,452,436	2,543,324	90,888	3.7%
CNG	10,784,556	12,405,000	13,734,000	1,329,000	10.7%
TRACTION POWER	15,160,978	19,426,472	19,972,328	545,856	2.8%
UTILITIES	3,917,340	4,700,924	4,748,047	47,123	1.0%
TOTAL ENERGY	**31,523,946**	**38,984,832**	**40,997,699**	**2,012,867**	**5.2%**
RISK MANAGEMENT	**3,832,044**	**6,056,531**	**6,763,306**	**706,775**	**11.7%**
GENERAL AND ADMINISTRATIVE	**885,965**	**960,687**	**974,263**	**13,576**	**1.4%**
DEBT SERVICE	**477,200**	**335,196**	**335,196**	**-**	**0.0%**
VEHICLE / FACILITY LEASE	**1,084,633**	**1,162,667**	**1,299,197**	**136,530**	**11.7%**
TOTAL OPERATING EXPENSES	**270,626,271**	**303,387,894**	**293,053,764**	**(10,334,130)**	**-3.4%**
NET OPERATING SUBSIDY	**(221,879,611)**	**(253,334,444)**	**(236,665,956)**	**(16,668,488)**	**-6.6%**
OVERHEAD ALLOCATION	**(27,339,374)**	**(24,253,094)**	**(21,684,347)**	**2,568,747**	**-10.6%**
ADJUSTED NET OPERATING SUBSIDY	**(249,218,985)**	**(277,587,538)**	**(258,350,303)**	**(19,237,235)**	**-6.9%**
TOTAL REVENUES LESS TOTAL EXPENSES	**(2,690,002)**	**(0)**	**2**	**(3)**	**-639.4%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
ADMINISTRATIVE BUDGET
FISCAL YEAR 2022
SECTION 2.03

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	-	-	-	-	-
OTHER OPERATING REVENUE	17,700,066	20,077,680	21,927,537	1,849,857	9.2%
TOTAL OPERATING REVENUES	**17,700,066**	**20,077,680**	**21,927,537**	**1,849,857**	**9.2%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	18,710,391	6,517,883	4,402,658	(2,115,225)	-32.5%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	(2,500,000)	-	800,000	800,000	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	(2,500,000)	-	800,000	800,000	-
TOTAL NON OPERATING REVENUE	**16,210,391**	**6,517,883**	**5,202,658**	**(1,315,225)**	**-20.2%**
TOTAL COMBINED REVENUES	**33,910,457**	**26,595,563**	**27,130,195**	**534,632**	**2.0%**
OPERATING EXPENSES					
LABOR EXPENSES	16,374,145	17,803,619	17,590,280	(213,339)	-1.2%
FRINGE EXPENSES	4,810,989	6,485,600	6,301,489	(184,111)	-2.8%
TOTAL PERSONNEL EXPENSES	**21,185,135**	**24,289,219**	**23,891,769**	**(397,450)**	**-1.6%**
SECURITY EXPENSES	6,859,946	8,217,000	8,160,000	(57,000)	-0.7%
REPAIR/MAINTENANCE SERVICES	125,458	202,000	154,000	(48,000)	-23.8%
ENGINE AND TRANSMISSION REBUILD	-	-	-	-	-
OTHER OUTSIDE SERVICES	9,078,715	12,424,937	10,315,542	(2,109,395)	-17.0%
PURCHASED TRANSPORTATION	-	-	-	-	-
TOTAL OUTSIDE SERVICES	**16,064,119**	**20,843,937**	**18,629,542**	**(2,214,395)**	**-10.6%**
LUBRICANTS	11	-	-	-	-
TIRES	-	-	-	-	-
OTHER MATERIALS AND SUPPLIES	1,262	16,637	263,000	246,363	1480.8%
TOTAL MATERIALS AND SUPPLIES	**1,273**	**16,637**	**263,000**	**246,363**	**1480.8%**
GAS/DIESEL/PROPANE	124,606	176,750	183,000	6,250	3.5%
CNG	-	-	-	-	-
TRACTION POWER	-	-	-	-	-
UTILITIES	727,483	755,890	764,700	8,810	1.2%
TOTAL ENERGY	**852,089**	**932,640**	**947,700**	**15,060**	**1.6%**
RISK MANAGEMENT	**3,155,419**	**921,102**	**670,930**	**(250,172)**	**-27.2%**
GENERAL AND ADMINISTRATIVE	**3,157,117**	**3,611,197**	**4,173,122**	**561,925**	**15.6%**
DEBT SERVICE	**-**	**-**	**-**	**-**	**-**
VEHICLE / FACILITY LEASE	**224,937**	**240,400**	**240,000**	**(400)**	**-0.2%**
TOTAL OPERATING EXPENSES	**44,640,088**	**50,855,132**	**48,816,063**	**(2,039,069)**	**-4.0%**
NET OPERATING SUBSIDY	**(26,940,023)**	**(30,777,452)**	**(26,888,526)**	**(3,888,926)**	**-12.6%**
OVERHEAD ALLOCATION	**27,373,889**	**24,259,569**	**21,685,868**	**(2,573,701)**	**-10.6%**
ADJUSTED NET OPERATING SUBSIDY	**433,867**	**(6,517,883)**	**(5,202,658)**	**(1,315,225)**	**-20.2%**
TOTAL REVENUES LESS TOTAL EXPENSES	**16,644,258**	**0**	**-**	**0**	**-100.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
OTHER ACTIVITIES BUDGET
FISCAL YEAR 2022
SECTION 2.04

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	-	-	-	-	-
OTHER OPERATING REVENUE	1,288,697	881,555	658,662	(222,893)	-25.3%
TOTAL OPERATING REVENUES	**1,288,697**	**881,555**	**658,662**	**(222,893)**	**-25.3%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	-	0	-	(0)	-100.0%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	(496,877)	34,982	57,344	22,362	63.9%
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	(496,877)	34,982	57,344	22,362	63.9%
TOTAL NON OPERATING REVENUE	**(496,877)**	**34,982**	**57,344**	**22,362**	**63.9%**
TOTAL COMBINED REVENUES	**791,819**	**916,537**	**716,006**	**(200,531)**	**-21.9%**
OPERATING EXPENSES					
LABOR EXPENSES	371,621	333,657	287,019	(46,638)	-14.0%
FRINGE EXPENSES	202,467	187,790	170,675	(17,115)	-9.1%
TOTAL PERSONNEL EXPENSES	**574,088**	**521,447**	**457,694**	**(63,753)**	**-12.2%**
SECURITY EXPENSES	-	-	-	-	-
REPAIR/MAINTENANCE SERVICES	4,018	4,000	4,000	-	0.0%
ENGINE AND TRANSMISSION REBUILD	-	-	-	-	-
OTHER OUTSIDE SERVICES	72,822	109,700	58,730	(50,970)	-46.5%
PURCHASED TRANSPORTATION	-	-	-	-	-
TOTAL OUTSIDE SERVICES	**76,840**	**113,700**	**62,730**	**(50,970)**	**-44.8%**
LUBRICANTS	-	-	-	-	-
TIRES	-	-	-	-	-
OTHER MATERIALS AND SUPPLIES	834	-	500	500	-
TOTAL MATERIALS AND SUPPLIES	**834**	**-**	**500**	**500**	**-**
GAS/DIESEL/PROPANE	6,217	7,000	7,000	-	0.0%
CNG	-	-	-	-	-
TRACTION POWER	-	-	-	-	-
UTILITIES	6,965	8,220	2,126	(6,094)	-74.1%
TOTAL ENERGY	**13,182**	**15,220**	**9,126**	**(6,094)**	**-40.0%**
RISK MANAGEMENT	**43,218**	**141,984**	**91,760**	**(50,224)**	**-35.4%**
GENERAL AND ADMINISTRATIVE	**56,533**	**91,961**	**66,925**	**(25,036)**	**-27.2%**
DEBT SERVICE	**-**	**-**	**-**	**-**	**-**
VEHICLE / FACILITY LEASE	**(7,392)**	**25,750**	**25,750**	**-**	**0.0%**
TOTAL OPERATING EXPENSES	**757,304**	**910,062**	**714,485**	**(195,577)**	**-21.5%**
NET OPERATING SUBSIDY	**531,393**	**(28,507)**	**(55,823)**	**27,316**	**95.8%**
OVERHEAD ALLOCATION	**(34,516)**	**(6,475)**	**(1,521)**		**-76.5%**
ADJUSTED NET OPERATING SUBSIDY	**496,877**	**(34,982)**	**(57,344)**	**22,362**	**63.9%**
TOTAL REVENUES LESS TOTAL EXPENSES	**(0)**	**0**	**0**	**0**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BUS OPERATIONS BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 4.02

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	14,430,093	13,939,714	19,067,526	5,127,812	36.8%
OTHER OPERATING REVENUE	243,692	3,450	133,000	129,550	3755.1%
TOTAL OPERATING REVENUES	**14,673,785**	**13,943,164**	**19,200,526**	**5,257,362**	**37.7%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	96,911,343	94,475,550	85,298,064	(9,177,486)	-9.7%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	-	-	-	-	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	-	-	-	-	-
TOTAL NON OPERATING REVENUE	**96,911,343**	**94,475,550**	**85,298,064**	**(9,177,486)**	**-9.7%**
TOTAL COMBINED REVENUES	**111,585,128**	**108,418,714**	**104,498,590**	**(3,920,124)**	**-3.6%**
OPERATING EXPENSES					
LABOR EXPENSES	39,152,277	42,812,761	41,677,421	(1,135,340)	-2.7%
FRINGE EXPENSES	48,224,091	42,023,581	38,526,822	(3,496,759)	-8.3%
TOTAL PERSONNEL EXPENSES	**87,376,368**	**84,836,342**	**80,204,243**	**(4,632,099)**	**-5.5%**
SECURITY EXPENSES	-	-	-	-	-
REPAIR/MAINTENANCE SERVICES	960,424	1,054,608	879,451	(175,157)	-16.6%
ENGINE AND TRANSMISSION REBUILD	238,087	350,000	276,000	(74,000)	-21.1%
OTHER OUTSIDE SERVICES	588,959	688,036	695,485	7,449	1.1%
PURCHASED TRANSPORTATION	-	-	-	-	-
TOTAL OUTSIDE SERVICES	**1,787,469**	**2,092,644**	**1,850,936**	**(241,708)**	**-11.6%**
LUBRICANTS	118,638	155,000	125,200	(29,800)	-19.2%
TIRES	1,226,857	1,268,200	1,268,200	-	0.0%
OTHER MATERIALS AND SUPPLIES	6,634,926	4,792,600	5,631,755	839,155	17.5%
TOTAL MATERIALS AND SUPPLIES	**7,980,421**	**6,215,800**	**7,025,155**	**809,355**	**13.0%**
GAS/DIESEL/PROPANE	212,329	250,510	170,000	(80,510)	-32.1%
CNG	5,385,140	6,051,000	6,707,000	656,000	10.8%
TRACTION POWER	107,073	146,472	60,000	(86,472)	-59.0%
UTILITIES	730,363	794,307	765,700	(28,607)	-3.6%
TOTAL ENERGY	**6,434,905**	**7,242,289**	**7,702,700**	**460,411**	**6.4%**
RISK MANAGEMENT	**1,773,993**	**2,832,205**	**3,359,251**	**527,046**	**18.6%**
GENERAL AND ADMINISTRATIVE	**429,944**	**424,683**	**428,378**	**3,695**	**0.9%**
DEBT SERVICE	**477,200**	**335,196**	**335,196**	**-**	**0.0%**
VEHICLE / FACILITY LEASE	**365,545**	**395,700**	**385,000**	**(10,700)**	**-2.7%**
TOTAL OPERATING EXPENSES	**106,625,845**	**104,374,859**	**101,290,859**	**(3,084,000)**	**-3.0%**
NET OPERATING SUBSIDY	**(91,952,060)**	**(90,431,695)**	**(82,090,333)**	**(8,341,362)**	**-9.2%**
OVERHEAD ALLOCATION	**(7,649,287)**	**(4,043,855)**	**(3,207,730)**	**836,125**	**-20.7%**
ADJUSTED NET OPERATING SUBSIDY	**(99,601,346)**	**(94,475,550)**	**(85,298,063)**	**(9,177,487)**	**-9.7%**
TOTAL REVENUES LESS TOTAL EXPENSES	**(2,690,004)**	**0**	**1**	**(0)**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
RAIL OPERATIONS BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 4.03

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	19,337,502	21,222,257	16,112,278	(5,109,979)	-24.1%
OTHER OPERATING REVENUE	589,575	550,000	780,000	230,000	41.8%
TOTAL OPERATING REVENUES	**19,927,078**	**21,772,257**	**16,892,278**	**(4,879,979)**	**-22.4%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	73,459,026	86,617,705	88,779,425	2,161,720	2.5%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	-	-	-	-	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	-	-	-	-	-
TOTAL NON OPERATING REVENUE	**73,459,026**	**86,617,705**	**88,779,425**	**2,161,720**	**2.5%**
TOTAL COMBINED REVENUES	**93,386,104**	**108,389,962**	**105,671,703**	**(2,718,259)**	**-2.5%**
OPERATING EXPENSES					
LABOR EXPENSES	29,224,579	32,431,804	31,658,993	(772,811)	-2.4%
FRINGE EXPENSES	11,671,148	15,057,439	13,191,988	(1,865,451)	-12.4%
TOTAL PERSONNEL EXPENSES	**40,895,727**	**47,489,243**	**44,850,981**	**(2,638,262)**	**-5.6%**
SECURITY EXPENSES	165,345	180,000	180,000	-	0.0%
REPAIR/MAINTENANCE SERVICES	5,907,081	7,929,056	7,730,156	(198,900)	-2.5%
ENGINE AND TRANSMISSION REBUILD	-	-	-	-	-
OTHER OUTSIDE SERVICES	1,518,576	1,598,288	1,829,080	230,792	14.4%
PURCHASED TRANSPORTATION	-	-	-	-	-
TOTAL OUTSIDE SERVICES	**7,591,002**	**9,707,344**	**9,739,236**	**31,892**	**0.3%**
LUBRICANTS	284,355	325,500	325,500	-	0.0%
TIRES	57,474	72,000	22,000	(50,000)	-69.4%
OTHER MATERIALS AND SUPPLIES	6,556,945	6,629,702	6,683,452	53,750	0.8%
TOTAL MATERIALS AND SUPPLIES	**6,898,773**	**7,027,202**	**7,030,952**	**3,750**	**0.1%**
GAS/DIESEL/PROPANE	260,941	284,100	371,100	87,000	30.6%
CNG	-	-	-	-	-
TRACTION POWER	15,028,369	19,220,000	19,856,328	636,328	3.3%
UTILITIES	2,402,686	3,153,974	3,157,985	4,011	0.1%
TOTAL ENERGY	**17,691,995**	**22,658,074**	**23,385,413**	**727,339**	**3.2%**
RISK MANAGEMENT	**2,050,613**	**3,209,026**	**3,388,755**	**179,729**	**5.6%**
GENERAL AND ADMINISTRATIVE	**448,639**	**519,404**	**527,404**	**8,000**	**1.5%**
DEBT SERVICE	**-**	**-**	**-**	**-**	**-**
VEHICLE / FACILITY LEASE	**358,762**	**416,017**	**513,117**	**97,100**	**23.3%**
TOTAL OPERATING EXPENSES	**75,935,512**	**91,026,310**	**89,435,858**	**(1,590,452)**	**-1.7%**
NET OPERATING SUBSIDY	**(56,008,435)**	**(69,254,053)**	**(72,543,580)**	**3,289,527**	**4.7%**
OVERHEAD ALLOCATION	**(17,450,590)**	**(17,363,652)**	**(16,235,844)**	**1,127,807**	**-6.5%**
ADJUSTED NET OPERATING SUBSIDY	**(73,459,024)**	**(86,617,705)**	**(88,779,424)**	**2,161,720**	**2.5%**
TOTAL REVENUES LESS TOTAL EXPENSES	**2**	**0**	**1**	**(0)**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
CONTRACTED BUS OPERATIONS - FIXED ROUTE BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 4.04

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	13,684,174	13,179,831	19,463,462	6,283,631	47.7%
OTHER OPERATING REVENUE	-	-	-	-	-
TOTAL OPERATING REVENUES	**13,684,174**	**13,179,831**	**19,463,462**	**6,283,631**	**47.7%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	65,723,181	78,808,033	70,925,483	(7,882,550)	-10.0%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	-	-	-	-	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	-	-	-	-	-
TOTAL NON OPERATING REVENUE	**65,723,181**	**78,808,033**	**70,925,483**	**(7,882,550)**	**-10.0%**
TOTAL COMBINED REVENUES	**79,407,355**	**91,987,864**	**90,388,945**	**(1,598,919)**	**-1.7%**
OPERATING EXPENSES					
LABOR EXPENSES	401,167	410,000	407,000	(3,000)	-0.7%
FRINGE EXPENSES	317,340	232,579	237,112	4,533	1.9%
TOTAL PERSONNEL EXPENSES	**718,507**	**642,579**	**644,112**	**1,533**	**0.2%**
SECURITY EXPENSES	986,271	1,103,000	1,160,000	57,000	5.2%
REPAIR/MAINTENANCE SERVICES	76,777	194,300	134,222	(60,078)	-30.9%
ENGINE AND TRANSMISSION REBUILD	711,852	737,000	748,616	11,616	1.6%
OTHER OUTSIDE SERVICES	1,768,561	1,898,711	1,877,789	(20,922)	-1.1%
PURCHASED TRANSPORTATION	65,043,289	76,985,310	74,533,723	(2,451,587)	-3.2%
TOTAL OUTSIDE SERVICES	**68,586,751**	**80,918,321**	**78,454,350**	**(2,463,971)**	**-3.0%**
LUBRICANTS	-	-	-	-	-
TIRES	-	-	-	-	-
OTHER MATERIALS AND SUPPLIES	1,080,150	49,600	472,467	422,867	852.6%
TOTAL MATERIALS AND SUPPLIES	**1,080,150**	**49,600**	**472,467**	**422,867**	**852.6%**
GAS/DIESEL/PROPANE	724,884	793,592	910,233	116,641	14.7%
CNG	5,399,416	6,354,000	7,027,000	673,000	10.6%
TRACTION POWER	25,536	60,000	56,000	(4,000)	-6.7%
UTILITIES	784,291	752,643	824,362	71,719	9.5%
TOTAL ENERGY	**6,934,127**	**7,960,235**	**8,817,595**	**857,360**	**10.8%**
RISK MANAGEMENT	**-**	**-**	**-**	**-**	**-**
GENERAL AND ADMINISTRATIVE	**3,159**	**4,800**	**6,607**	**1,807**	**37.6%**
DEBT SERVICE	**-**	**-**	**-**	**-**	**-**
VEHICLE / FACILITY LEASE	**51,302**	**60,950**	**58,080**	**(2,870)**	**-4.7%**
TOTAL OPERATING EXPENSES	**77,373,996**	**89,636,485**	**88,453,211**	**(1,183,274)**	**-1.3%**
NET OPERATING SUBSIDY	**(63,689,822)**	**(76,456,654)**	**(68,989,749)**	**(7,466,905)**	**-9.8%**
OVERHEAD ALLOCATION	**(2,033,359)**	**(2,351,380)**	**(1,935,733)**	**415,647**	**-17.7%**
ADJUSTED NET OPERATING SUBSIDY	**(65,723,181)**	**(78,808,034)**	**(70,925,482)**	**(7,882,552)**	**-10.0%**
TOTAL REVENUES LESS TOTAL EXPENSES	**-**	**(2)**	**1**	**(2)**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
CONTRACTED BUS OPERATIONS - PARA TRANSIT BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 4.05

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	461,622	1,158,198	831,542	(326,656)	-28.2%
OTHER OPERATING REVENUE	-	-	-	-	-
TOTAL OPERATING REVENUES	**461,622**	**1,158,198**	**831,542**	**(326,656)**	**-28.2%**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	10,038,309	17,050,232	12,711,316	(4,338,916)	-25.4%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	-	-	-	-	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	-	-	-	-	-
TOTAL NON OPERATING REVENUE	**10,038,309**	**17,050,232**	**12,711,316**	**(4,338,916)**	**-25.4%**
TOTAL COMBINED REVENUES	**10,499,932**	**18,208,430**	**13,542,858**	**(4,665,572)**	**-25.6%**
OPERATING EXPENSES					
LABOR EXPENSES	102,510	68,500	103,000	34,500	50.4%
FRINGE EXPENSES	62,172	35,465	56,000	20,535	57.9%
TOTAL PERSONNEL EXPENSES	**164,681**	**103,965**	**159,000**	**55,035**	**52.9%**
SECURITY EXPENSES	-	-	-	-	-
REPAIR/MAINTENANCE SERVICES	-	-	-	-	-
ENGINE AND TRANSMISSION REBUILD	-	-	-	-	-
OTHER OUTSIDE SERVICES	980,106	753,991	766,539	12,548	1.7%
PURCHASED TRANSPORTATION	8,346,820	15,406,933	10,850,115	(4,556,818)	-29.6%
TOTAL OUTSIDE SERVICES	**9,326,925**	**16,160,924**	**11,616,654**	**(4,544,270)**	**-28.1%**
LUBRICANTS	-	-	-	-	-
TIRES	-	-	-	-	-
OTHER MATERIALS AND SUPPLIES	18,584	8,000	-	(8,000)	-100.0%
TOTAL MATERIALS AND SUPPLIES	**18,584**	**8,000**	**-**	**(8,000)**	**-100.0%**
GAS/DIESEL/PROPANE	462,918	1,124,234	1,091,991	(32,243)	-2.9%
CNG	-	-	-	-	-
TRACTION POWER	-	-	-	-	-
UTILITIES	-	-	-	-	-
TOTAL ENERGY	**462,918**	**1,124,234**	**1,091,991**	**(32,243)**	**-2.9%**
RISK MANAGEMENT	**7,437**	**15,300**	**15,300**	**-**	**0.0%**
GENERAL AND ADMINISTRATIVE	**4,223**	**11,800**	**11,874**	**74**	**0.6%**
DEBT SERVICE	**-**	**-**	**-**	**-**	**-**
VEHICLE / FACILITY LEASE	**309,024**	**290,000**	**343,000**	**53,000**	**18.3%**
TOTAL OPERATING EXPENSES	**10,293,793**	**17,714,223**	**13,237,819**	**(4,476,404)**	**-25.3%**
NET OPERATING SUBSIDY	**(9,832,171)**	**(16,556,025)**	**(12,406,277)**	**(4,149,748)**	**-25.1%**
OVERHEAD ALLOCATION	**(206,138)**	**(494,207)**	**(305,039)**	**189,168**	**-38.3%**
ADJUSTED NET OPERATING SUBSIDY	**(10,038,309)**	**(17,050,232)**	**(12,711,316)**	**(4,338,916)**	**-25.4%**
TOTAL REVENUES LESS TOTAL EXPENSES	**(0)**	**1**	**0**	**0**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
CORONADO FERRY BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 4.06

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	-	-	-	-	-
OTHER OPERATING REVENUE	-	-	-	-	-
TOTAL OPERATING REVENUES	**-**	**-**	**-**	**-**	**-**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	234,170	242,595	242,595	(0)	0.0%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	-	-	-	-	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	-	-	-	-	-
TOTAL NON OPERATING REVENUE	**234,170**	**242,595**	**242,595**	**(0)**	**0.0%**
TOTAL COMBINED REVENUES	**234,170**	**242,595**	**242,595**	**(0)**	**0.0%**
OPERATING EXPENSES					
LABOR EXPENSES	-	-	-	-	-
FRINGE EXPENSES	-	-	-	-	-
TOTAL PERSONNEL EXPENSES	**-**	**-**	**-**	**-**	**-**
SECURITY EXPENSES	-	-	-	-	-
REPAIR/MAINTENANCE SERVICES	-	-	-	-	-
ENGINE AND TRANSMISSION REBUILD	-	-	-	-	-
OTHER OUTSIDE SERVICES	-	-	-	-	-
PURCHASED TRANSPORTATION	234,170	242,595	242,595	0	0.0%
TOTAL OUTSIDE SERVICES	**234,170**	**242,595**	**242,595**	**0**	**0.0%**
LUBRICANTS	-	-	-	-	-
TIRES	-	-	-	-	-
OTHER MATERIALS AND SUPPLIES	-	-	-	-	-
TOTAL MATERIALS AND SUPPLIES	**-**	**-**	**-**	**-**	**-**
GAS/DIESEL/PROPANE	-	-	-	-	-
CNG	-	-	-	-	-
TRACTION POWER	-	-	-	-	-
UTILITIES	-	-	-	-	-
TOTAL ENERGY	**-**	**-**	**-**	**-**	**-**
RISK MANAGEMENT	**-**	**-**	**-**	**-**	**-**
GENERAL AND ADMINISTRATIVE	**-**	**-**	**-**	**-**	**-**
DEBT SERVICE	**-**	**-**	**-**	**-**	**-**
VEHICLE / FACILITY LEASE	**-**	**-**	**-**	**-**	**-**
TOTAL OPERATING EXPENSES	**234,170**	**242,595**	**242,595**	**0**	**0.0%**
NET OPERATING SUBSIDY	**(234,170)**	**(242,595)**	**(242,595)**	**0**	**0.0%**
OVERHEAD ALLOCATION	**-**	**-**	**-**	**-**	**-**
ADJUSTED NET OPERATING SUBSIDY	**(234,170)**	**(242,595)**	**(242,595)**	**0**	**0.0%**
TOTAL REVENUES LESS TOTAL EXPENSES	**-**	**0**	**0**	**0**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
ADMINISTRATIVE PASS THROUGH BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 4.07

	ACTUAL FY21	ORIGINAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE BUDGET/ AMENDED	% CHANGE BUDGET/ AMENDED
OPERATING REVENUE					
PASSENGER REVENUE	-	-	-	-	-
OTHER OPERATING REVENUE	-	-	-	-	-
TOTAL OPERATING REVENUES	**-**	**-**	**-**	**-**	**-**
NON OPERATING REVENUE					
TOTAL SUBSIDY REVENUE	162,954	393,422	393,422	-	0.0%
OTHER NON OPERATING REVENUE					
RESERVE REVENUE	-	-	-	-	-
OTHER INCOME	-	-	-	-	-
TOTAL OTHER NON OPERATING REVENUE	-	-	-	-	-
TOTAL NON OPERATING REVENUE	**162,954**	**393,422**	**393,422**	**-**	**0.0%**
TOTAL COMBINED REVENUES	**162,954**	**393,422**	**393,422**	**-**	**0.0%**
OPERATING EXPENSES					
LABOR EXPENSES	-	-	-	-	-
FRINGE EXPENSES	-	215,674	215,674	-	0.0%
TOTAL PERSONNEL EXPENSES	**-**	**215,674**	**215,674**	**-**	**0.0%**
SECURITY EXPENSES	-	-	-	-	-
REPAIR/MAINTENANCE SERVICES	-	-	-	-	-
ENGINE AND TRANSMISSION REBUILD	-	-	-	-	-
OTHER OUTSIDE SERVICES	162,954	177,748	177,748	-	0.0%
PURCHASED TRANSPORTATION	-	-	-	-	-
TOTAL OUTSIDE SERVICES	**162,954**	**177,748**	**177,748**	**-**	**0.0%**
LUBRICANTS	-	-	-	-	-
TIRES	-	-	-	-	-
OTHER MATERIALS AND SUPPLIES	-	-	-	-	-
TOTAL MATERIALS AND SUPPLIES	**-**	**-**	**-**	**-**	**-**
GAS/DIESEL/PROPANE	-	-	-	-	-
CNG	-	-	-	-	-
TRACTION POWER	-	-	-	-	-
UTILITIES	-	-	-	-	-
TOTAL ENERGY	**-**	**-**	**-**	**-**	**-**
RISK MANAGEMENT	**-**	**-**	**-**	**-**	**-**
GENERAL AND ADMINISTRATIVE	**-**	**-**	**-**	**-**	**-**
DEBT SERVICE	**-**	**-**	**-**	**-**	**-**
VEHICLE / FACILITY LEASE	**-**	**-**	**-**	**-**	**-**
TOTAL OPERATING EXPENSES	**162,954**	**393,422**	**393,422**	**-**	**0.0%**
NET OPERATING SUBSIDY	**(162,954)**	**(393,422)**	**(393,422)**	**-**	**0.0%**
OVERHEAD ALLOCATION	**-**	**-**	**-**	**-**	**-**
ADJUSTED NET OPERATING SUBSIDY	**(162,954)**	**(393,422)**	**(393,422)**	**-**	**0.0%**
TOTAL REVENUES LESS TOTAL EXPENSES	**-**	**-**	**-**	**-**	**0.0%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
REVENUE BUDGET SUMMARY
FISCAL YEAR 2022
SECTION 3.02

	ACTUAL FY21	ORIGINIAL BUDGET FY22	AMENDED BUDGET FY22	$ CHANGE AMENDED/ ORIGINAL	% CHANGE AMENDED/ ORIGINAL
OPERATING REVENUE					
PASSENGER REVENUE	47,913,392	49,500,000	55,474,808	5,974,808	12.1%
OTHER INCOME	19,822,031	21,512,685	23,499,199	1,986,514	9.2%
TOTAL OPERATING REVENUE	67,735,422	71,012,685	78,974,007	7,961,322	11.2%
NON OPERATING REVENUE					
SUBSIDY REVENUE					
FEDERAL REVENUE	63,646,874	64,586,394	64,588,098	1,704	0.0%
FEDERAL REVENUE - CARES/ARP	72,100,000	80,295,795	54,540,847	(25,754,948)	-32.1%
TRANSPORTATION DEVELOPMENT ACT (TDA)	71,877,995	68,804,580	68,804,580	0	0.0%
STATE TRANSIT ASSISTANCE (STA)	4,047,402	11,300,000	11,300,000	0	0.0%
STATE REVENUE - OTHER	112,157	200,000	200,000	0	0.0%
TRANSNET	44,062,481	49,617,341	53,942,965	4,325,624	8.7%
OTHER LOCAL SUBSIDIES	9,392,465	9,301,311	9,376,471	75,160	0.8%
TOTAL SUBSIDY REVENUE	265,239,374	284,105,421	262,752,961	(21,352,460)	-7.5%
OTHER REVENUE					
OTHER FUNDS	-	-	-	0	-
RESERVES REVENUE	(2,996,877)	34,982	857,344	822,362	2350.8%
TOTAL OTHER REVENUE	(2,996,877)	34,982	857,344	822,362	2350.8%
TOTAL NON OPERATING REVENUE	262,242,497	284,140,403	263,610,305	(20,530,098)	-7.2%
GRAND TOTAL REVENUES	**329,977,919**	**355,153,088**	**342,584,312**	**(12,568,776)**	**-3.5%**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
NON OPERATING FUNDING SOURCES BY ACTIVITY
FISCAL YEAR 2022
SECTION 9.01

	Federal	TDA	STA	State - Other	TransNet	Other Local	Other Non Operating	Reserves/ Carryovers	Total
SDTC	37,684,895	2,663,921	11,300,000	-	25,574,088	8,075,160	-	-	85,298,063
SDTI	41,095,667	28,492,773	-	-	19,190,985	-	-	-	88,779,424
MCS 801 - South Central	24,775,921	16,846,206	-	-	-	-	-	-	41,622,127
MCS 802 - South Bay BRT	-	761,167	-	-	4,811,181	-	-	-	5,572,348
MCS 820 - East County	3,724,636	7,762,670	-	-	-	-	-	-	11,487,306
MCS 825 - Rural	843,641	37,026	-	-	-	-	-	-	880,667
MCS 830 - Commuter Express	-	436,496	-	-	-	1,000,000	-	-	1,436,496
MCS 831 - Murphy Canyon	-	-	-	-	-	-	-	-	-
MCS 835 - Central Routes 961-965	2,184,080	3,851,695	-	-	-	-	-	-	6,035,774
MCS 840 - Regional Transit Center Maintenance	-	343,569	-	-	-	-	-	-	343,569
MCS 845 - BRT Superloop	-	-	-	-	461,596	-	-	-	461,596
MCS 846 - I15 Transit Center Maintenance	-	-	-	-	1,248,860	-	-	-	1,248,860
MCS 847 - Mid City Transit Center Maintenance	-	-	-	-	290,507	-	-	-	290,507
MCS 848 - South Bay BRT Transit Center Maintenance	-	-	-	-	1,100,532	-	-	-	1,100,532
MCS 850 - ADA Access	4,592,957	5,997,850	-	200,000	1,089,707	191,311	-	-	12,071,825
MCS 856 - ADA Certification	-	639,491	-	-	-	-	-	-	639,491
MCS 875 - Coaster Connection	-	335,700	-	-	-	110,000	-	-	445,700
Coronado Ferry	-	242,595	-	-	-	-	-	-	242,595
Administrative Pass Thru	-	393,422	-	-	-	-	-	-	393,422
Subtotal Operations	114,901,796	68,804,580	11,300,000	200,000	53,767,455	9,376,471	-	-	258,350,302
Taxicab	-	-	-	-	-	-	-	61,666	61,666
SD&AE	-	-	-	-	-	-	-	(4,322)	(4,322)
Subtotal Other Activities	-	-	-	-	-	-	-	57,344	57,344
Administrative	4,227,149	-	-	-	175,510	-	-	800,000	5,202,659
Grand Total	119,128,944	68,804,580	11,300,000	200,000	53,942,965	9,376,471	0	857,344	263,610,305

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
NON OPERATING FUNDING SOURCES BY ACTIVITY
FISCAL YEAR 2022
SECTION 9.02

	FTA 5307 Preventative Maintenance	FTA 5307 CARES Act	Federal Other	FTA 5311/ 5311(f) Rural	TDA Article 4.0	TDA Article 4.5 ADA
SDTC	20,600,000	17,084,895	-	-	2,663,921	-
SDTI	28,317,866	12,777,801	-	-	28,492,773	-
MCS 801 - South Central	10,082,134	14,693,787	-	-	16,846,206	-
MCS 802 - South Bay BRT	-	-	-	-	761,167	-
MCS 820 - East County	-	3,724,636	-	-	7,762,670	-
MCS 825 - Rural	-	-	-	843,641	37,026	-
MCS 830 - Commuter Express	-	-	-	-	-	-
MCS 835 - Central Routes 961-965	-	2,184,080	-	-	3,851,695	-
MCS 840 - Regional Transit Center Maintenance	-	-	-	-	343,569	-
MCS 845 - BRT Superloop	-	-	-	-	-	-
MCS 846 - I15 Transit Center Maintenance	-	-	-	-	-	-
MCS 847 - Mid City Transit Center Maintenance	-	-	-	-	-	-
MCS 848 - South Bay BRT Transit Center Maintenance	-	-	-	-	-	-
MCS 850 - ADA Access	4,592,957	-	-	-	1,542,106	4,455,744
MCS 856 - ADA Certification	-	-	-	-	-	639,491
MCS 875 - Coaster Connection	-	-	-	-	335,700	-
Coronado Ferry	-	-	-	-	-	-
Administrative Pass Thru	-	-	-	-	393,422	-
Subtotal Operations	63,592,957	50,465,198	-	843,641	63,030,254	5,095,235
Taxicab	-	-	-	-	-	-
SD&AE	-	-	-	-	-	-
Subtotal Other Activities	-	-	-	-	-	-
Administrative	-	4,075,649	151,500	-	-	-
Grand Total	63,592,957	54,540,847	151,500	843,641	63,030,254	5,095,235

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
NON OPERATING FUNDING SOURCES BY ACTIVITY
FISCAL YEAR 2022
SECTION 9.02

	TDA Article 8.0	STA Formula	Medical	TransNet Operating 40%	TransNet Access ADA	TransNet Other	City of San Diego
SDTC	-	11,300,000	-	19,736,249	-	5,837,839	-
SDTI	-	-	-	14,337,726	-	4,853,259	-
MCS 801 - South Central	-	-	-	-	-	-	-
MCS 802 - South Bay BRT	-	-	-	-	-	4,811,181	-
MCS 820 - East County	-	-	-	-	-	-	-
MCS 825 - Rural	-	-	-	-	-	-	-
MCS 830 - Commuter Express	436,496	-	-	-	-	-	-
MCS 835 - Central Routes 961-965	-	-	-	-	-	-	-
MCS 840 - Regional Transit Center Maintenance	-	-	-	-	-	-	-
MCS 845 - BRT Superloop	-	-	-	-	-	461,596	-
MCS 846 - I15 Transit Center Maintenance	-	-	-	-	-	1,248,860	-
MCS 847 - Mid City Transit Center Maintenance	-	-	-	-	-	290,507	-
MCS 848 - South Bay BRT Transit Center Maintenance	-	-	-	-	-	1,100,532	-
MCS 850 - ADA Access	-	-	200,000	-	1,049,707	40,000	191,311
MCS 856 - ADA Certification	-	-	-	-	-	-	-
MCS 875 - Coaster Connection	-	-	-	-	-	-	-
Coronado Ferry	242,595	-	-	-	-	-	-
Administrative Pass Thru	-	-	-	-	-	-	-
Subtotal Operations	679,091	11,300,000	200,000	34,073,975	1,049,707	18,643,773	191,311
Taxicab	-	-	-	-	-	-	-
SD&AE	-	-	-	-	-	-	-
Subtotal Other Activities	-	-	-	-	-	-	-
Administrative	-	-	-	-	-	175,510	-
Grand Total	679,091	11,300,000	200,000	34,073,975	1,049,707	18,819,283	191,311

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
NON OPERATING FUNDING SOURCES BY ACTIVITY
FISCAL YEAR 2022
SECTION 9.02

	SANDAG Inland Breeze	Other Local	Reserves/ Carryovers	Total
SDTC	7,500,000	575,160	-	85,298,063
SDTI	-	-	-	88,779,424
MCS 801 - South Central	-	-	-	41,622,127
MCS 802 - South Bay BRT	-	-	-	5,572,348
MCS 820 - East County	-	-	-	11,487,306
MCS 825 - Rural	-	-	-	880,667
MCS 830 - Commuter Express	1,000,000	-	-	1,436,496
MCS 835 - Central Routes 961-965	-	-	-	6,035,774
MCS 840 - Regional Transit Center Maintenance	-	-	-	343,569
MCS 845 - BRT Superloop	-	-	-	461,596
MCS 846 - I15 Transit Center Maintenance	-	-	-	1,248,860
MCS 847 - Mid City Transit Center Maintenance	-	-	-	290,507
MCS 848 - South Bay BRT Transit Center Maintenance	-	-	-	1,100,532
MCS 850 - ADA Access	-	-	-	12,071,825
MCS 856 - ADA Certification	-	-	-	639,491
MCS 875 - Coaster Connection	-	110,000	-	445,700
Coronado Ferry	-	-	-	242,595
Administrative Pass Thru	-	-	-	393,422
Subtotal Operations	8,500,000	685,160	-	258,350,302
Taxicab	-	-	61,666	61,666
SD&AE	-	-	(4,322)	(4,322)
Subtotal Other Activities	-	-	57,344	57,344
Administrative	-	-	800,000	5,202,659
Grand Total	8,500,000	685,160	857,344	263,610,305

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SAN DIEGO METROPOLITAN TRANSIT SYSTEM
POSITION INFORMATION (SUMMARY FORMAT)
FISCAL YEAR 2022 AMENDED BUDGET
SECTION 10.03

	Original Budget FY 2022	Position Shifts	Net Positons Requiring Funding Adjs	Amended FY 2022	Frozen Positions
	FTE's	FTE's	FTE's	FTE's	FTE's
MTS Administration					
BOD ADMINISTRATION	2.0	0.0	0.0	2.0	0.0
CAPITAL PROJECTS	7.0	0.0	0.0	7.0	0.0
COMPASS CARD	12.5	-2.0	0.0	10.5	0.0
EXECUTIVE	4.0	0.0	0.0	4.0	0.0
FINANCE	22.0	1.0	0.5	23.5	0.0
HUMAN RESOURCES	17.0	0.0	0.0	17.0	0.0
INFORMATION TECHNOLOGY	31.0	1.0	0.0	32.0	0.0
LEGAL	2.0	0.0	0.0	2.0	0.0
MARKETING	10.0	0.0	0.0	10.0	0.0
PLANNING	8.5	0.0	0.0	8.5	0.0
PROCUREMENT	13.0	0.0	-1.0	12.0	0.0
RIGHT OF WAY	2.0	0.0	0.0	2.0	0.0
RISK	4.0	0.0	0.0	4.0	0.0
SECURITY	87.0	0.0	1.0	88.0	0.0
STORES (ADMIN)	3.0	0.0	0.0	3.0	0.0
STORES (BUS)	13.0	0.0	0.0	13.0	0.0
STORES (RAIL)	7.0	0.0	0.0	7.0	0.0
TELEPHONE INFORMATION SERVICES	17.0	0.0	0.0	17.0	0.0
TRANSIT STORES	8.0	0.0	0.0	8.0	0.0
Subtotal MTS Administration	**270.0**	**0.0**	**0.5**	**270.5**	**0.0**
Bus Operations					
CONTRACT SERVICES	9.5	0.0	-1.0	8.5	0.0
EXECUTIVE (BUS)	3.0	0.0	0.0	3.0	0.0
MAINTENANCE	184.0	0.0	0.0	184.0	0.0
MAINTENANCE-FACILITY	5.0	0.0	0.0	5.0	0.0
PASSENGER SERVICES	7.0	0.0	0.0	7.0	0.0
REVENUE (BUS)	11.0	0.0	0.0	11.0	0.0
SAFETY	1.0	0.0	0.0	1.0	0.0
TRAINING	8.0	0.0	0.0	8.0	0.0
TRANSPORTATION (BUS)	609.5	0.0	0.0	609.5	0.0
Subtotal Bus Operations	**838.0**	**0.0**	**-1.0**	**837.0**	**0.0**
Rail Operations					
EXECUTIVE (RAIL)	4.5	-1.0	1.0	4.5	0.0
FACILITIES	81.0	0.0	0.0	81.0	-1.0
LIGHT RAIL VEHICLES	106.0	1.0	0.0	107.0	0.0
MAINTENANCE OF WAYSIDE	46.0	0.0	0.0	46.0	0.0
REVENUE (RAIL)	42.7	0.0	0.0	42.7	0.0
TRACK	22.0	0.0	0.0	22.0	0.0
TRANSPORTATION (RAIL)	253.0	0.0	0.0	253.0	0.0
Subtotal Rail Operations	**555.1**	**0.0**	**1.0**	**556.1**	**-1.0**
Other MTS Operations					
TAXICAB	6.0	0.0	0.0	6.0	0.0
Subtotal Other MTS Operations	**6.0**	**0.0**	**0.0**	**6.0**	**0.0**
Grand Total	**1,669.1**	**0.0**	**0.5**	**1,669.6**	**-1.0**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
POSITION INFORMATION (DETAILED POSITION FORMAT)
FISCAL YEAR 2022 AMENDED BUDGET
SECTION 10.04

	Salary Grade	Original Budget FY 2022 (FTE's)	Position Shifts (FTE's)	Net Positons Requiring Funding Adjs (FTE's)	Amended FY 2022 (FTE's)	Frozen Positions (FTE's)
MTS Administration						
BOD ADMINISTRATION						
Exec Asst GC/Asst Board Clrk	07	1.0	0.0	0.0	1.0	0.0
Internal Auditor	10	1.0	0.0	0.0	1.0	0.0
BOD ADMINISTRATION TOTAL		2.0	0.0	0.0	2.0	0.0
CAPITAL PROJECTS						
Administrative Assistant	03	1.0	0.0	0.0	1.0	0.0
Director of Capital Projects	13	1.0	0.0	0.0	1.0	0.0
Project Manager	10	3.0	0.0	0.0	3.0	0.0
Senior Project Manager	11	1.0	0.0	0.0	1.0	0.0
Sr. Project Manager - Rail Sys	11	1.0	0.0	0.0	1.0	0.0
CAPITAL PROJECTS TOTAL		7.0	0.0	0.0	7.0	0.0
COMPASS CARD						
Asst Sup Compass Services	04	1.0	-1.0	0.0	0.0	0.0
Asst Sup PRONTO Support	06	1.0	0.0	0.0	1.0	0.0
Call/Service Center Rep (FT)	02	2.0	0.0	0.0	2.0	0.0
Call/Service Center Rep (PT)	02	1.5	0.0	0.0	1.5	0.0
Compass Services Supervisor	07	1.0	-1.0	0.0	0.0	0.0
Deputy Fare Systems Administra	08	1.0	0.0	0.0	1.0	0.0
Fare System Support Analyst	06	1.0	-1.0	0.0	0.0	0.0
Fare Systems Administrator	10	1.0	0.0	0.0	1.0	0.0
Mgr of PRONTO & Passenger Supp	07	0.0	1.0	0.0	1.0	0.0
Service Center Specialist (FT)	03	2.0	1.0	0.0	3.0	0.0
Staff Accountant I	05	1.0	-1.0	0.0	0.0	0.0
COMPASS CARD TOTAL		12.5	-2.0	0.0	10.5	0.0
EXECUTIVE						
Chief Executive Officer	16	1.0	0.0	0.0	1.0	0.0
Exec Asst/Clerk of the Board	07	1.0	0.0	0.0	1.0	0.0
Grants Administrator	07	1.0	0.0	0.0	1.0	0.0
Manager of Government Affairs	08	1.0	0.0	0.0	1.0	0.0
EXECUTIVE TOTAL		4.0	0.0	0.0	4.0	0.0
FINANCE						
Chief Financial Officer	15	1.0	0.0	0.0	1.0	0.0
Accounting Assistant	04	3.0	0.0	0.0	3.0	0.0
Accounting Manager	10	1.0	0.0	0.0	1.0	0.0
Controller	12	1.0	0.0	0.0	1.0	0.0
Dir Fin Planning & Analysis	12	1.0	0.0	0.0	1.0	0.0
Finance Assistant	06	1.0	0.0	0.0	1.0	0.0
Finance Intern	01	0.0	0.0	0.5	0.5	0.0
Financial Analyst	07	2.0	0.0	0.0	2.0	0.0
Operating Budget Supervisor	08	1.0	0.0	0.0	1.0	0.0
Payroll Coordinator	06	4.0	-1.0	0.0	3.0	0.0
Payroll Manager	10	1.0	0.0	0.0	1.0	0.0
Payroll Supervisor	08	0.0	1.0	0.0	1.0	0.0
Senior Accountant	09	2.0	0.0	0.0	2.0	0.0
Staff Accountant I	05	1.0	1.0	0.0	2.0	0.0
Staff Accountant II	06	2.0	0.0	0.0	2.0	0.0
Transit Asset Mgmt Program Mgr	09	1.0	0.0	0.0	1.0	0.0
FINANCE TOTAL		22.0	1.0	0.5	23.5	0.0

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
POSITION INFORMATION (DETAILED POSITION FORMAT)
FISCAL YEAR 2022 AMENDED BUDGET
SECTION 10.04

	Salary Grade	Original Budget FY 2022 (FTE's)	Position Shifts (FTE's)	Net Positons Requiring Funding Adjs (FTE's)	Amended FY 2022 (FTE's)	Frozen Positions (FTE's)
HUMAN RESOURCES						
Admin Assistant (Copy Center)	03	1.0	0.0	0.0	1.0	0.0
Benefits & Comp Analyst	06	2.0	1.0	0.0	3.0	0.0
Chief Human Resources Officer	15	1.0	0.0	0.0	1.0	0.0
Director of Human Resources	12	1.0	0.0	0.0	1.0	0.0
Human Resources Assistant	03	1.0	0.0	0.0	1.0	0.0
Human Resources Assistant II	05	2.0	0.0	0.0	2.0	0.0
Manager of Benefits & Comp	09	1.0	0.0	0.0	1.0	0.0
Manager of Talent Acquisition	09	1.0	0.0	0.0	1.0	0.0
Mgr of Organizational Dev.	09	1.0	0.0	0.0	1.0	0.0
Receptionist - MTS	02	1.0	0.0	0.0	1.0	0.0
Senior Human Resources Analyst	07	1.0	0.0	0.0	1.0	0.0
Talent Acquisition Specialist	07	3.0	0.0	0.0	3.0	0.0
Trust Fund Administrator	07	1.0	-1.0	0.0	0.0	0.0
HUMAN RESOURCES TOTAL		17.0	0.0	0.0	17.0	0.0
INFORMATION TECHNOLOGY						
Business Intel Developer	09	1.0	0.0	0.0	1.0	0.0
Business Relationship Manager	11	1.0	-1.0	0.0	0.0	0.0
Business Systems Analyst (SAP)	11	2.0	-1.0	0.0	1.0	0.0
Chief Information Officer	14	1.0	0.0	0.0	1.0	0.0
Computer Support Specialist	05	3.0	1.0	0.0	4.0	0.0
Database Administrator	10	1.0	0.0	0.0	1.0	0.0
Datacenter Operations Manager	12	1.0	0.0	0.0	1.0	0.0
Enterprise Bus Solutions Mgr	12	1.0	0.0	0.0	1.0	0.0
Executive Assistant	06	0.0	1.0	0.0	1.0	0.0
Info Sec & Intel Mgr	12	1.0	0.0	0.0	1.0	0.0
Info Security & Intel Eng	10	1.0	1.0	0.0	2.0	0.0
IT Enterprise Architect (IoT)	11	1.0	0.0	0.0	1.0	0.0
Network Engineer I	08	2.0	0.0	0.0	2.0	0.0
Network Engineer II	09	2.0	0.0	0.0	2.0	0.0
Network Engineer III	09	1.0	0.0	0.0	1.0	0.0
Network Operations Manager	12	1.0	0.0	0.0	1.0	0.0
Senior SAP Architect	11	1.0	0.0	0.0	1.0	0.0
Senior Systems Administrator	10	0.0	3.0	0.0	3.0	0.0
Service Desk Supervisor	09	0.0	1.0	0.0	1.0	0.0
Software Developer	09	1.0	0.0	0.0	1.0	0.0
Support Analyst	09	1.0	-1.0	0.0	0.0	0.0
Systems Administrator	10	8.0	-4.0	0.0	4.0	0.0
Technical Project Manager	11	0.0	1.0	0.0	1.0	0.0
INFORMATION TECHNOLOGY TOTAL		31.0	1.0	0.0	32.0	0.0
LEGAL						
General Counsel	15	1.0	0.0	0.0	1.0	0.0
Deputy General Counsel	10	1.0	0.0	0.0	1.0	0.0
LEGAL TOTAL		2.0	0.0	0.0	2.0	0.0
MARKETING						
Dir Marketing & Communications	13	1.0	0.0	0.0	1.0	0.0
Creative Design Manager	08	1.0	0.0	0.0	1.0	0.0
Digital Content Developer	07	1.0	0.0	0.0	1.0	0.0
Graphic Designer	07	1.0	0.0	0.0	1.0	0.0
Manager of Marketing	10	0.0	1.0	0.0	1.0	0.0
Manager of Public Relations	08	1.0	-1.0	0.0	0.0	0.0
Marketing Intern	01	1.0	0.0	0.0	1.0	0.0
Marketing Specialist	06	3.0	1.0	0.0	4.0	0.0
Mgr of Advertising & Contracts	08	1.0	-1.0	0.0	0.0	0.0
MARKETING TOTAL		10.0	0.0	0.0	10.0	0.0

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	Salary Grade	Original Budget FY 2022 (FTE's)	Position Shifts (FTE's)	Net Positons Requiring Funding Adjs (FTE's)	Amended FY 2022 (FTE's)	Frozen Positions (FTE's)
PLANNING						
Dir of Planning & Scheduling	12	1.0	0.0	0.0	1.0	0.0
Manager of Scheduling	10	1.0	0.0	0.0	1.0	0.0
Planning Intern	01	0.5	0.0	0.0	0.5	0.0
Senior Scheduler	07	2.0	0.0	0.0	2.0	0.0
Senior Transportation Planner	09	3.0	0.0	0.0	3.0	0.0
Transit Services Data Analyst	07	1.0	0.0	0.0	1.0	0.0
PLANNING TOTAL		8.5	0.0	0.0	8.5	0.0
PROCUREMENT						
Manager of Procurement	11	1.0	0.0	0.0	1.0	0.0
Buyer	07	2.0	0.0	-1.0	1.0	0.0
Contract Specialist	06	1.0	0.0	0.0	1.0	0.0
Contracts Administrator	08	1.0	0.0	0.0	1.0	0.0
Director of Supply Chain & Ops	12	1.0	0.0	0.0	1.0	0.0
Principal Contract Admin	09	0.0	1.0	0.0	1.0	0.0
Procurement Assistant	05	1.0	-1.0	0.0	0.0	0.0
Procurement Specialist	08	5.0	0.0	0.0	5.0	0.0
Senior Procurement Specialist	09	1.0	0.0	0.0	1.0	0.0
PROCUREMENT TOTAL		13.0	0.0	-1.0	12.0	0.0
RIGHT OF WAY						
Manager of Real Estate Assets	12	1.0	0.0	0.0	1.0	0.0
Manager of Right of Way Engine	10	1.0	0.0	0.0	1.0	0.0
RIGHT OF WAY TOTAL		2.0	0.0	0.0	2.0	0.0
RISK						
Liability Claims Supervisor	08	1.0	0.0	0.0	1.0	0.0
Manager of Risk and Claims	10	1.0	0.0	0.0	1.0	0.0
Risk Management Specialist	05	1.0	0.0	0.0	1.0	0.0
Senior Workers' Comp Analyst	08	1.0	0.0	0.0	1.0	0.0
RISK TOTAL		4.0	0.0	0.0	4.0	0.0
SECURITY						
Asst Mgr of Field Operations	08	0.0	0.0	1.0	1.0	0.0
Clerk Typist/Data Entry TSS	BU	4.0	0.0	0.0	4.0	0.0
Code Compl Insp-Canine Handler	BU	3.0	0.0	0.0	3.0	0.0
Code Compliance Inspector	BU	59.0	0.0	0.0	59.0	0.0
Code Compliance Supervisor	06	15.0	0.0	0.0	15.0	0.0
Deputy Dir of Transit Enf	11	1.0	0.0	0.0	1.0	0.0
Dir of Transit Security & Pass	13	1.0	0.0	0.0	1.0	0.0
Dispatch Sup - Transit Enf	06	1.0	0.0	0.0	1.0	0.0
Mgr of Operations-Transit Enf	09	1.0	0.0	0.0	1.0	0.0
Records Manager	08	1.0	0.0	0.0	1.0	0.0
Security Systems Administrator	06	1.0	0.0	0.0	1.0	0.0
SECURITY TOTAL		87.0	0.0	1.0	88.0	0.0
STORES (ADMIN)						
Business Perf & Dev Analyst	08	1.0	0.0	0.0	1.0	0.0
Inventory Planning and Forecas	08	1.0	0.0	0.0	1.0	0.0
Manager of Inventory Ops	10	1.0	0.0	0.0	1.0	0.0
STORES (ADMIN) TOTAL		3.0	0.0	0.0	3.0	0.0

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	Salary Grade	Original Budget FY 2022 (FTE's)	Position Shifts (FTE's)	Net Positons Requiring Funding Adjs (FTE's)	Amended FY 2022 (FTE's)	Frozen Positions (FTE's)
STORES (BUS)						
Storeroom Clerks - IAD	BU	5.0	0.0	0.0	5.0	0.0
Storeroom Clerks - KMD	BU	6.0	0.0	0.0	6.0	0.0
Supervisor of Warehouse Ops	07	2.0	0.0	0.0	2.0	0.0
STORES (BUS) TOTAL		13.0	0.0	0.0	13.0	0.0
STORES (RAIL)						
Storekeeper	BU	6.0	0.0	0.0	6.0	0.0
Supervisor of Warehouse Ops	07	1.0	0.0	0.0	1.0	0.0
STORES (RAIL) TOTAL		7.0	0.0	0.0	7.0	0.0
TELEPHONE INFORMATION SERVICES						
Asst Supvr of Info & Trip Plan	06	1.0	0.0	0.0	1.0	0.0
Info & Trip Planning Supvr	07	1.0	0.0	0.0	1.0	0.0
Info and Trip Planning Clerk	BU	15.0	0.0	0.0	15.0	0.0
TELEPHONE INFORMATION SERVICES TO		17.0	0.0	0.0	17.0	0.0
TRANSIT STORES						
Transit Store Supervisor	07	1.0	0.0	0.0	1.0	0.0
Asst Transit Store Supervisor	06	1.0	0.0	0.0	1.0	0.0
Senior Transit Store Clerk	BU	1.0	0.0	0.0	1.0	0.0
Transit Store Clerk	BU	5.0	0.0	0.0	5.0	0.0
TRANSIT STORES TOTAL		8.0	0.0	0.0	8.0	0.0
Subtotal MTS Administration		**270.0**	**0.0**	**0.5**	**270.5**	**0.0**

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	Salary Grade	Original Budget FY 2022 (FTE's)	Position Shifts (FTE's)	Net Positons Requiring Funding Adjs (FTE's)	Amended FY 2022 (FTE's)	Frozen Positions (FTE's)
Bus Operations						
CONTRACT SERVICES						
Director of Contract Services	12	0.0	1.0	0.0	1.0	0.0
Contract Operations Administra	05	2.0	0.0	-1.0	1.0	0.0
Intern - Transit Services	01	0.5	0.0	0.0	0.5	0.0
Mgr of Contract Ops & Pass Fac	11	1.0	-1.0	0.0	0.0	0.0
Mgr of Paratransit & Mini Bus	10	1.0	0.0	0.0	1.0	0.0
Passenger Facilities Coord.	04	2.0	0.0	0.0	2.0	0.0
Sr Contract Operations Adminis	06	1.0	0.0	0.0	1.0	0.0
Supervisor of Para-Transit	06	1.0	0.0	0.0	1.0	0.0
Supvr of Passenger Facilities	07	1.0	0.0	0.0	1.0	0.0
CONTRACT SERVICES TOTAL		9.5	0.0	-1.0	8.5	0.0
EXECUTIVE (BUS)						
Chief Op Officer-Transit Servs	15	1.0	0.0	0.0	1.0	0.0
Envi Health & Safety Spec	09	1.0	0.0	0.0	1.0	0.0
Executive Assistant (COO Bus)	06	1.0	0.0	0.0	1.0	0.0
EXECUTIVE (BUS) TOTAL		3.0	0.0	0.0	3.0	0.0
MAINTENANCE						
Admin Asst II - Maintenance	05	1.0	0.0	0.0	1.0	0.0
Administrative Assistant - Mai	04	0.0	1.0	0.0	1.0	0.0
Body Shop Apprentice II - KMD	BU	1.0	0.0	0.0	1.0	0.0
Bus Maintenance Trainer	08	1.0	0.0	0.0	1.0	0.0
Communications Tech - IAD	BU	2.0	0.0	0.0	2.0	0.0
Dir of Fleet & Facility Maint	13	1.0	0.0	0.0	1.0	0.0
Division Manager (Maint) - IAD	10	1.0	0.0	0.0	1.0	0.0
Division Manager (Maint) - KMD	10	1.0	0.0	0.0	1.0	0.0
Foreman - IAD	08	9.0	0.0	0.0	9.0	0.0
Foreman - KMD	08	7.0	0.0	0.0	7.0	0.0
Maintenance Analyst	05	1.0	0.0	0.0	1.0	0.0
Maintenance Clerk - KMD	02	1.0	-1.0	0.0	0.0	0.0
Mechanic A - IAD	BU	20.0	0.0	0.0	20.0	0.0
Mechanic A - KMD	BU	28.0	0.0	0.0	28.0	0.0
Mechanic Apprentice I - IAD	BU	3.0	0.0	0.0	3.0	0.0
Mechanic Apprentice I - KMD	BU	17.0	0.0	0.0	17.0	0.0
Mechanic Apprentice II - IAD	BU	3.0	0.0	0.0	3.0	0.0
Mechanic Apprentice II - KMD	BU	1.0	0.0	0.0	1.0	0.0
Mechanic C - IAD	BU	17.0	0.0	0.0	17.0	0.0
Mechanic C - KMD	BU	9.0	0.0	0.0	9.0	0.0
Quality Assurance Inspector	07	1.0	0.0	0.0	1.0	0.0
Quality Assurance Supervisor	09	1.0	0.0	0.0	1.0	0.0
Servicer A - IAD	BU	30.0	0.0	0.0	30.0	0.0
Servicer A - KMD	BU	25.0	0.0	0.0	25.0	0.0
Sign Truck Operator	BU	1.0	0.0	0.0	1.0	0.0
Sup of Maintenance Training	09	1.0	0.0	0.0	1.0	0.0
ZEV and Sustainability Manager	08	1.0	0.0	0.0	1.0	0.0
MAINTENANCE TOTAL		184.0	0.0	0.0	184.0	0.0

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MAINTENANCE-FACILITY						
Facilities Supervisor - Bus	08	1.0	0.0	0.0	1.0	0.0
Mechanic A - Facilities - IAD	BU	2.0	0.0	0.0	2.0	0.0
Mechanic A - Facilities - KMD	BU	2.0	0.0	0.0	2.0	0.0
MAINTENANCE-FACILITY TOTAL		5.0	0.0	0.0	5.0	0.0
PASSENGER SERVICES						
Customer Service Supervisor	06	2.0	0.0	0.0	2.0	0.0
Director of Support Services	12	1.0	0.0	0.0	1.0	0.0
Operations Asst - Ride Checker	01	1.0	0.0	0.0	1.0	0.0
Receptionist	02	1.0	0.0	0.0	1.0	0.0
Support Services Analyst	04	1.0	0.0	0.0	1.0	0.0
Support Services Coordinator	04	1.0	0.0	0.0	1.0	0.0
PASSENGER SERVICES TOTAL		7.0	0.0	0.0	7.0	0.0
REVENUE (BUS)						
Asst Rev Technicians - IAD	BU	2.0	0.0	0.0	2.0	0.0
Asst Rev Technicians - KMD	BU	1.0	0.0	0.0	1.0	0.0
Revenue Processors - IAD	BU	3.0	0.0	0.0	3.0	0.0
Revenue Processors - KMD	BU	2.0	0.0	0.0	2.0	0.0
Revenue Technicians - IAD	BU	1.0	0.0	0.0	1.0	0.0
Revenue Technicians - KMD	BU	2.0	0.0	0.0	2.0	0.0
REVENUE (BUS) TOTAL		11.0	0.0	0.0	11.0	0.0
SAFETY						
Manager of Safety (Bus)	09	1.0	0.0	0.0	1.0	0.0
SAFETY TOTAL		1.0	0.0	0.0	1.0	0.0
TRAINING						
Asst Manager of Training	06	1.0	0.0	0.0	1.0	0.0
Bus Op Training Admin Asst	03	1.0	0.0	0.0	1.0	0.0
Bus Op Training Instructor	06	5.0	0.0	0.0	5.0	0.0
Manager of Training (Transp)	09	1.0	0.0	0.0	1.0	0.0
TRAINING TOTAL		8.0	0.0	0.0	8.0	0.0
TRANSPORTATION (BUS)						
Director of Transportation	13	1.0	0.0	0.0	1.0	0.0
Admin Asst II - Operations	05	1.0	0.0	0.0	1.0	0.0
Bus Operators - F/T	BU	565.0	0.0	0.0	565.0	0.0
Bus Operators - P/T	BU	0.5	0.0	0.0	0.5	0.0
Comm/Ops Supv-Dispatch IAD	08	8.0	0.0	0.0	8.0	0.0
Comm/Ops Supv-Radio	08	8.0	0.0	0.0	8.0	0.0
Dispatch Clerk	BU	4.0	0.0	0.0	4.0	0.0
Dispatch Clerk - KMD	BU	2.0	0.0	0.0	2.0	0.0
Manager of Service Operations	10	1.0	0.0	0.0	1.0	0.0
Manager of Transp Comm & Tech	10	1.0	0.0	0.0	1.0	0.0
Service Operations Supervisor	08	14.0	0.0	0.0	14.0	0.0
Trans Div Manager - IAD	10	1.0	0.0	0.0	1.0	0.0
Trans Div Manager - KMD	10	1.0	0.0	0.0	1.0	0.0
Transp Comm & Technology Supvr	08	1.0	0.0	0.0	1.0	0.0
Transp Service Quality Spec	06	1.0	0.0	0.0	1.0	0.0
TRANSPORTATION (BUS) TOTAL		609.5	0.0	0.0	609.5	0.0
Subtotal Bus Operations		**838.0**	**0.0**	**-1.0**	**837.0**	**0.0**

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Rail Operations						
EXECUTIVE (RAIL)						
Asst System Safety Manager	09	0.0	0.0	1.0	1.0	0.0
Chief Operating Officer (Rail)	15	1.0	0.0	0.0	1.0	0.0
Engineering Intern	01	0.5	0.0	0.0	0.5	0.0
Mgr of Service Quality - Rail	10	1.0	0.0	0.0	1.0	0.0
Special Events Coordinator	09	1.0	-1.0	0.0	0.0	0.0
System Safety Manager (Rail)	09	1.0	0.0	0.0	1.0	0.0
EXECUTIVE (RAIL) TOTAL		4.5	-1.0	1.0	4.5	0.0
FACILITIES						
Admin Asst II - Facilities	05	1.0	0.0	0.0	1.0	0.0
Asst Manager of Facilities	07	1.0	0.0	0.0	1.0	0.0
Facilities Supervisor	06	5.0	0.0	0.0	5.0	0.0
Facilities Supervisor (MC)	06	1.0	0.0	0.0	1.0	0.0
Serviceperson	BU	60.0	0.0	0.0	60.0	-1.0
Serviceperson (MC)	BU	12.0	0.0	0.0	12.0	0.0
Superintendent of Facilities	13	1.0	0.0	0.0	1.0	0.0
FACILITIES TOTAL		81.0	0.0	0.0	81.0	-1.0
LIGHT RAIL VEHICLES						
Superintendent of LRV Maint	13	1.0	0.0	0.0	1.0	0.0
Assist Training Sup - LRV (MC)	09	1.0	0.0	0.0	1.0	0.0
Asst Superintendent LRV	10	1.0	0.0	0.0	1.0	0.0
Clerk Typist/Data Entry LRV	BU	2.0	0.0	0.0	2.0	0.0
LRV Asst Lineman	BU	17.0	0.0	0.0	17.0	0.0
LRV Asst Lineman (MC)	BU	13.0	0.0	0.0	13.0	0.0
LRV Electromechanic	BU	48.0	0.0	0.0	48.0	0.0
LRV Lineman	BU	8.0	0.0	0.0	8.0	0.0
LRV Lineman (MC)	BU	3.0	0.0	0.0	3.0	0.0
LRV Maint Supervisor	09	6.0	1.0	0.0	7.0	0.0
LRV Maint Supervisor (MC)	09	3.0	0.0	0.0	3.0	0.0
LRV Project Cordinator/Analyst	09	1.0	0.0	0.0	1.0	0.0
Maintenance Analyst (LRV)	05	1.0	0.0	0.0	1.0	0.0
Training Supervisor - LRV	09	1.0	0.0	0.0	1.0	0.0
LIGHT RAIL VEHICLES TOTAL		106.0	1.0	0.0	107.0	0.0
MAINTENANCE OF WAYSIDE						
Asst Superintendent Wayside	10	1.0	0.0	0.0	1.0	0.0
Asst Training Supervisor (MC)	09	1.0	0.0	0.0	1.0	0.0
Maintenance Analyst (Rail)	05	1.0	0.0	0.0	1.0	0.0
Superintendent Wayside Maint	13	1.0	0.0	0.0	1.0	0.0
Training Supervisor - MOW	09	1.0	0.0	0.0	1.0	0.0
Wayside Assistant Lineman	BU	7.0	0.0	0.0	7.0	0.0
Wayside Assistant Lineman (MC)	BU	6.0	0.0	0.0	6.0	0.0
Wayside Electromechanic	BU	15.0	0.0	0.0	15.0	0.0
Wayside Lineman	BU	8.0	0.0	0.0	8.0	0.0
Wayside Maintenance Sup (MC)	09	1.0	0.0	0.0	1.0	0.0
Wayside Maintenance Supervisor	09	4.0	0.0	0.0	4.0	0.0
MAINTENANCE OF WAYSIDE TOTAL		46.0	0.0	0.0	46.0	0.0

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REVENUE (RAIL)						
Clerk Typist/Data Entry REV	BU	1.0	0.0	0.0	1.0	0.0
Collector / Processor	BU	8.0	0.0	0.0	8.0	0.0
Lead Revenue Maint Supervisor	09	1.0	0.0	0.0	1.0	0.0
Lead Special Events Assistant	01	0.2	0.0	0.0	0.2	0.0
Passenger Support Supervisor	06	0.0	1.0	0.0	1.0	0.0
Revenue Analyst (Rail)	05	1.0	0.0	0.0	1.0	0.0
Revenue Maintainer I	BU	2.0	0.0	0.0	2.0	0.0
Revenue Maintainer I (MC)	BU	4.0	0.0	0.0	4.0	0.0
Revenue Maintainer II	BU	1.0	0.0	0.0	1.0	0.0
Revenue Maintainer III	BU	11.0	0.0	0.0	11.0	0.0
Revenue Maintenance Supervisor	09	1.0	0.0	0.0	1.0	0.0
Revenue Supervisor	07	1.0	-1.0	0.0	0.0	0.0
Ridership Surveyor	BU	3.0	0.0	0.0	3.0	0.0
Special Events Assistant	01	7.5	0.0	0.0	7.5	0.0
Supervisor Revenue Operations	08	1.0	0.0	0.0	1.0	0.0
REVENUE (RAIL) TOTAL		42.7	0.0	0.0	42.7	0.0
TRACK						
Manager of Track and Structure	09	1.0	0.0	0.0	1.0	0.0
Track Supervisor	09	1.0	0.0	0.0	1.0	0.0
Track Supervisor (MC)	09	1.0	0.0	0.0	1.0	0.0
Trackperson	BU	12.0	-1.0	0.0	11.0	0.0
Trackperson (MC)	BU	3.0	0.0	0.0	3.0	0.0
Trackperson Equip Op	BU	4.0	1.0	0.0	5.0	0.0
TRACK TOTAL		22.0	0.0	0.0	22.0	0.0
TRANSPORTATION (RAIL)						
Asst Superintendent Trans	10	1.0	0.0	0.0	1.0	0.0
Assignments Supervisor	07	5.0	0.0	0.0	5.0	0.0
Central Control Info Rep	06	1.0	0.0	0.0	1.0	0.0
Central Control Supervisor	09	2.0	0.0	0.0	2.0	0.0
Construction Safety Flagperson	PT	30.0	0.0	0.0	30.0	0.0
Lead Transportation Sup	08	1.0	0.0	0.0	1.0	0.0
Superintendent Transportation	13	1.0	0.0	0.0	1.0	0.0
Train Operator	BU	99.0	0.0	0.0	99.0	0.0
Train Operator - PT	BU	51.0	0.0	0.0	51.0	0.0
Train Operator - PT (MC)	BU	6.0	0.0	0.0	6.0	0.0
Train Operator (MC)	BU	21.0	0.0	0.0	21.0	0.0
Training Sup - Trans (MC)	08	1.0	0.0	0.0	1.0	0.0
Training Supervisor - Trans	08	2.0	0.0	0.0	2.0	0.0
Transportation Controller	08	13.0	0.0	0.0	13.0	0.0
Transportation Controller (MC)	08	4.0	0.0	0.0	4.0	0.0
Transportation Supervisor	08	12.0	0.0	0.0	12.0	0.0
Transportation Supervisor (MC)	08	3.0	0.0	0.0	3.0	0.0
TRANSPORTATION (RAIL) TOTAL		253.0	0.0	0.0	253.0	0.0
Subtotal Rail Operations		**555.1**	**0.0**	**1.0**	**556.1**	**-1.0**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
POSITION INFORMATION (DETAILED POSITION FORMAT)
FISCAL YEAR 2022 AMENDED BUDGET
SECTION 10.04

	Salary Grade	Original Budget FY 2022 (FTE's)	Position Shifts (FTE's)	Net Positons Requiring Funding Adjs (FTE's)	Amended FY 2022 (FTE's)	Frozen Positions (FTE's)
Other MTS Operations						
TAXICAB						
For-Hire Vehicle Administratio	10	1.0	0.0	0.0	1.0	0.0
Regulatory Analyst	06	2.0	0.0	0.0	2.0	0.0
Regulatory Inspector	05	3.0	0.0	0.0	3.0	0.0
TAXICAB TOTAL		6.0	0.0	0.0	6.0	0.0
Subtotal Other MTS Operations		**6.0**	**0.0**	**0.0**	**6.0**	**0.0**
Grand Total		**1,669.1**	**0.0**	**0.5**	**1,669.6**	**-1.0**

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

Resolution No. 22-01

Resolution Approving Amendments to FY 2022 Budget

WHEREAS, the San Diego Metropolitan Transit System (MTS) Board of Directors adopted Resolution No. 21-5 on May 13, 2021, approving the fiscal year (FY) 2022 budgets for MTS, San Diego Transit Corporation, San Diego Trolley, Inc., MTS Contract Services, and Coronado Ferry;

NOW THEREFORE, BE IT RESOLVED, by the MTS Board of Directors, hereinafter "Board," as follows:

1. That the changes to the FY2022 Operating Budget, per the proposed attached Budget Amendments are approved.

PASSED AND ADOPTED, by the Board of Directors this 10th day of March , 2022 by the following vote:

AYES:

NAYS:

ABSENT:

ABSTAINING:

Chairperson
San Diego Metropolitan Transit System

Filed by:

Clerk of the Board
San Diego Metropolitan Transit System

Approved as to form:

General Counsel
San Diego Metropolitan Transit System

Agenda Item No. 31

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

FISCAL YEAR (FY) 2023 OPERATING BUDGET (MIKE THOMPSON)

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors receive a report regarding FY 2023 operating budget development and provide guidance on budgetary issues.

Budget Impact

None at this time.

DISCUSSION:

Staff will review key assumptions and decision points for the development of the FY 2023 operating budget.

Time Line/Calendar of Budgetary Process

Attachment A provides a recommended budgetary process timeline.

Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. Calendar of Budgetary Process

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
FY 2023 BOARD MEETING CALENDAR

Date	Meeting	Review Points
2/24/2022	Budget Development Committee	FY22 Operating Midyear Amendment, FY23 High Level Operating Assumptions
3/10/2022	Finance Workshop	FY22 Operating Midyear Amendment, FY23 High Level Operating Assumptions
3/24/2022	Budget Development Committee	Initial FY23 Operating Forecast (Revenues, Expenses, Policy Issues, Operational Issues), FY23 Capital Improvement Program (CIP)
4/14/2022	Finance Workshop	Initial FY23 Operating Forecast, FY23 CIP
4/28/2022 (Tentative)	Budget Development Committee	FY23 Draft Operating Budget: Revenues, Expenses, Five Year Forecast, Budget Closure
5/12/2022	Public Hearing	FY23 Operating Budget Public Hearing and Board Adoption

Agenda Item No. 32

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

BEYER BOULEVARD TROLLEY STATION TRANSIT-ORIENTED DEVELOPMENT (KAREN LANDERS)

RECOMMENDATION:

That the San Diego Metropolitan Transit System (MTS) Board of Directors authorize the Chief Executive Officer to:

1) Execute a Disposition and Development Agreement with Beyer Family Housing L.P. for a Beyer Boulevard Trolley Station Transit Oriented Development Project (DDA), in substantially the same format as Attachment A; and

2) Take all actions necessary to fulfill MTS's obligations under the DDA, including, but not limited to, executing a Ground Lease and related regulatory agreements for each project phase.

Budget Impact

Under MTS's Transit Oriented Development (TOD) program, the ground lease rent for an affordable housing project is generally limited because of the restricted rents built into the program and the various public subsidies used to construct the project. If the DDA and resulting Ground Lease is executed, the project would be constructed at no cost to MTS, with annual ground lease rent after construction is complete generally being in the range of 5% of net income from the development (often under $50,000 per year). Staff would expect that the development, in close proximity to MTS transit services, would increase ridership at their respective stations.

DISCUSSION:

Under Board Policy 18, the MTS Board established priorities for TOD projects, seeking projects that "create vibrant, transit-oriented communities that offer a range of housing types, job opportunities, and services centered around public transit facilities." The desired characteristics of such projects includes affordable housing units:

Board Policy 18(C)(6):

In recognition that residents of affordable housing units have a higher likelihood for transit utilization, residential joint development proposals shall include a minimum set aside of 20% of units for very low (<50% Average Median Income (AMI) and low (51-80% AMI) income households.

As part of MTS's TOD program, which was updated in July 2019, MTS has posted the availability of various sites for development proposals on its website[1]. Further, in compliance with AB 1486, which amended the Surplus Land Act (Government Code section 54220, et seq.) (SLA) and MTS's legal obligations related to its TOD program, on July 30, 2020 (AI 30), the MTS Board formally declared its potential TOD sites to be "surplus property". For the property under consideration today, the Beyer Boulevard Trolley Station, a Notice of Availability under the SLA was sent on September 8, 2020. Within the 60-day time period of the SLA, Affirmed Housing Group, Inc. (Affirmed) sent MTS a notice of interest and a request to negotiate regarding a proposed affordable housing development at Beyer Boulevard. An Exclusive Negotiating Agreements was executed with Affirmed on December 18, 2020.

Since that time, MTS staff has been working with Affirmed to refine their development proposal and align it with MTS's transit operational needs at Beyer Boulevard.

Development Proposal

Affirmed is an experienced affordable housing developer and is currently under contract with MTS to develop affordable housing at the Grantville Transit Center. The proposed DDA will be with an Affirmed-affiliated limited partnership, Beyer Family Housing L.P. (Developer).

The Beyer Boulevard Trolley Station is located in the City of San Diego, one Trolley stop north of the U.S. Port of Entry at San Ysidro:

[1] https://www.sdmts.com/business-center-real-estate/real-estate-properties

Beyer Boulevard Trolley Station is 1.6 acres with 131 total parking spaces, 60 of which have been under lease to San Ysidro Health Center since approximately 2006. Therefore, under current conditions, the site has 71 exclusive use parking spaces for transit patrons.

This station is in the San Ysidro neighborhood in the southern part of the City of San Diego. The station is served by Trolley service on the UC San Diego Blue Line and has nearby local bus stops on South Vista Avenue. The City of San Diego is responsible for issuing permits for development according to the City's land use designations. The site is included in the San Ysidro Historic Village Specific Plan of the San Ysidro Community Plan. The site is zoned CC-3-6, Community Commercial / Residential Permitted up to 44 dwelling units per acre.

Developer is proposing a 100% affordable development consisting of 100 units in a single building complex built over a podium parking structure. This unit count equates to a density of 79 dwelling units per acre – almost double the current zoning at this site. State law allows increased density for affordable housing projects near transit, notwithstanding a site's zoning. A total of 74 replacement parking spaces are proposed for MTS transit patrons and 61 parking spaces inside the residential project for tenants. This design would protect the 71 exclusive use transit parking spaces currently in use today.

The DDA locks in the material terms of a Ground Lease that would be executed by the CEO once Developer has finalized its financing, grants, and building permits. The material terms include the following:

1. Term. The term of the Ground Lease shall be 99 years.

2. Density. The Project shall consist of approximately 100 residential units with an estimated occupancy of 300. Any deviation of less than ten percent (10%) from the estimated unit shall not be considered a material change requiring Board approval.

3. Affordability. All units shall be rent restricted according to TCAC or CalHFA program requirements, except for one (1) staff unit. In compliance with Government Code section 54222.5, at least 25% of the units shall be at affordable rent, as defined in Section 50053 of the Health and Safety Code, to lower income households, as defined in Section 50079.5 of the Health and Safety Code. Rental units shall remain affordable to, and occupied by, lower income households for a period of at least 55 years.

4. Replacement Parking. Developer shall construct the Transit Parking Facilities substantially in conformance with a Site Plan and Scope of Work approved the MTS Chief Executive Officer, with approximately 74 parking stalls for MTS's exclusive use. Upon completion of construction of the Transit Parking Facilities, the improvements and Transit Parking Site shall be transferred and/or returned to Board for operations, maintenance, and ownership.

5. Rent. Developer shall pay to Board as rent, in arrears, on an annual basis an amount equal to five percent (5%) of Developer's annual Net Cash Flow (as defined below) from the operation of the Project during the prior calendar year.

6. Leasehold Mortgage Terms. The Ground Lease shall include typical rights and protections for any leasehold mortgagees.

7. Construction Timeline. Construction of the Project is scheduled to take thirty (30) months after construction commencement to achieve substantial completion, subject to extension for "Force Majeure".

8. AB 1486 Compliance. Prior to close of escrow on the Ground Lease, Board shall record a restrictive covenant on the Site that complies with the Surplus Land Act (specifically as required by Government Code section 54222.5)

9. Prevailing Wage and Skilled Labor Requirements. Developer's Project construction activities shall comply with paragraphs C(7) and C(8) of MTS Board Policy No. 18:

> C(7): All projects approved pursuant to the program shall be considered public works for purposes of Chapter 1 (commencing with Section 1720) of Part 7 of Division 2 of the Labor Code, regardless of whether an exemption under Section 1720 of the Labor Code applies to the project.
>
> C(8): A joint development agreement between MTS and a private entity shall include a requirement that the developer's construction comply with Public Utilities Code section 120221.5.

Today's proposed action would authorize the CEO to:

1) Execute a Disposition and Development Agreement with Beyer Family Housing L.P. for a Beyer Boulevard Trolley Station Transit Oriented Development Project (DDA), in substantially the same format as Attachment A;

2) Take all actions necessary to fulfill MTS's obligations under the DDA, including, but not limited to, executing a Ground Lease and related regulatory agreements for each project phase.

_____
Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachments: A. Draft Disposition and Development Agreement

DISPOSITION AND DEVELOPMENT AGREEMENT

by and between

SAN DIEGO METROPOLITAN TRANSIT DEVELOPMENT BOARD

"Board"

And

BEYER FAMILY HOUSING, L.P.

"Developer"

TABLE OF CONTENTS

EXHIBITS

DISPOSITION AND DEVELOPMENT AGREEMENT

THIS DISPOSITION AND DEVELOPMENT AGREEMENT ("**Agreement**"), dated for reference purposes only as of _____, 2022, is entered into by and between the **SAN DIEGO METROPOLITAN TRANSIT DEVELOPMENT BOARD**, a California public agency, also known as the San Diego Metropolitan Transit System (the "**Board**"), and BEYER FAMILY HOUSING, L.P., a California limited partnership ("**Developer**"), with reference to the following facts:

A. The Board is the owner of approximately 1.6 acres of land currently improved with a parking lot, located adjacent to the Beyer Boulevard Trolley Station ("**Trolley Station**") in the City of San Diego (the "**City**"), County of San Diego, State of California, depicted on **Exhibit A** (the "**Beyer Property**").

B. The Board operates the Trolley Station on land adjacent to the Beyer Property. The Beyer Property, and the Trolley Station property are illustrated and designated on the "**Site Map**" which is attached to this Agreement as **Exhibit B**.

C. Affirmed Housing Group, Inc., a Delaware corporation ("**Affirmed**"), an affiliate of Developer, and the Board previously entered into an Exclusive Negotiation Agreement dated December 18, 2020 for a proposed transit-oriented development on a portion of the Beyer Property (the "**ENA**"). This Agreement is the "DDA" that is contemplated in Section 4 of the ENA and the Board acknowledges that the Developer is a permitted assignee of Affirmed's interest under the ENA.

NOW, THEREFORE, the Board and the Developer covenant and agree as follows:

I. [§ 100] SUBJECT OF AGREEMENT.

A. [§ 101] Purpose of the Agreement.

The purpose of this Agreement is to provide for the development of the Project on the Site (as defined in **Section 102** below) by the Developer and to provide the terms and conditions for the lease of the Site by the Board to the Developer.

The lease and development of the Site pursuant to this Agreement, and the fulfillment generally of this Agreement, are in accord with the public purposes and provisions of applicable federal, state, and local laws and requirements. The Board has taken all actions required by applicable laws to enter into this Agreement.

B. [§ 102] The Site.

The Project (defined in **Section 103** below) will be constructed by Developer on the Beyer Property, with the Transit Parking Facilities constructed by Developer pursuant to a right of entry of the Transit Parking Site, and the Residential Apartments (defined in **Section 103** below) subject to a long-term Ground Lease pursuant to **Section 201**. For purposes of this Agreement, the "**Site**" shall mean the TOD Site for the Residential Apartments as shown on the Site Map. The "**Transit Parking Site**" is the remainder portion of the Beyer Property which will remain owned by the

Board and not subject to the Ground Lease after creation of the TOD Site. Prior to execution of and close of escrow of the Ground Lease pursuant to **Sections 204** and **205**, Developer shall have a survey and a metes and bounds legal description and plat map prepared, for review and approval of the Board Chief Executive Officer, to document the final boundaries of the TOD Site and the Transit Parking Site.

C. **[§ 103] <u>The Project</u>.**

The "**Project**" shall consist of the design, development and construction by Developer of a transit-oriented, apartment project on the Beyer Property consisting of:

1. Residential components consisting of approximately one hundred (100) multifamily rental apartment units constructed in five stories above a one-story parking structure, together with related amenities, improvements and accommodations (the "**Residential Apartments**"). All units shall be rent restricted according to TCAC or CalHFA program requirements, except for one (1) staff unit. Any deviation of less than ten percent (10%) from the estimated unit count shall not be deemed a material change requiring approval under Section 305(b); provided that an increase in unit count by more than ten percent (10%) is hereby approved. The portion of the Beyer Property that will be subject to the Ground Lease and contain the Residential Apartments is referred to herein as the "TOD Site" and is shown in **Exhibit B**.

2. All demolition, site preparation, and all other on-site and off-site improvements which are required for the construction and operation of the Project.

3. Extension (to the extent necessary) of off-site sanitary sewer, electrical, water, storm drain, telephone, cable and gas facilities required to serve the improvements.

4. Construction of the Transit Parking Facilities on the Transit Parking Site to accommodate the creation of the TOD Site and construction of the Residential Apartments. "**Transit Parking Facilities**" shall include the construction of approximately 74 parking stalls for Board's exclusive use, plus the curbs, landscaping, stormwater, sidewalk, lighting, and other improvements consistent with the Transit Parking Facilities site plan shown in **Exhibit B**; Board shall approve any deviation from the parking stall plan shown in **Exhibit B**. The Transit Parking Site will at all times be owned by the Board. Upon completion all improvements comprising the Transit Parking Facilities constructed on the Transit Parking Site will be publicly dedicated by Developer to the Board.

The Project is more particularly described in the "**Scope of Development**" which is attached to this Agreement as **Exhibit C**, which may be supplemented as the Project entitlements are processed during the term of this Agreement. The term "**Designated Plans**" shall mean all final plans and specifications for the Project, that are listed in **Exhibit D**. Developer shall design, develop and construct the Project at its sole cost and expense in accordance with the Scope of Development and the Designated Plans.

D. **[§ 104] <u>Parties to the Agreement</u>.**

1. **[§ 105] <u>The Board</u>.**

The "**Board**" is a California public agency organized and existing under the laws of the State of California, including but not limited to Public Utilities Code sections 120000, *et seq*. The principal office of the Board is located at 1255 Imperial Avenue, Suite 1000, San Diego, California 92101-7490.

"**Board**" as used in this Agreement includes the Board and any assignee of or successor to its rights, powers and responsibilities.

2. **[§ 106] <u>The Developer</u>.**

The "**Developer**" is Beyer Family Housing, L.P., a California limited partnership. The general partner of Developer is Affirmed or its affiliate ("**General Partner**"). The principal office of the Developer is c/o Affirmed Housing Group 13520 Evening Creek Drive North, Suite 160, San Diego, CA 92128.

Wherever the term "Developer" is used herein, such term shall include any permitted assignee or successor in interest as herein provided.

E. **[§ 107] <u>Prohibition Against Change in Ownership and Control of Developer</u>.**

1. The Developer represents and agrees that its lease of the Site, and its other undertakings pursuant to this Agreement, are and shall be used for the purpose of timely redevelopment of the Site and not for speculation in landholding. The Developer further recognizes that, in view of:

(a) The importance of the redevelopment of the Site to the general welfare of the community; and

(b) The fact that a change in ownership or control of the Developer, or of a substantial part thereof, or any other act or transaction involving or resulting in a significant change in ownership or with respect to the identity of the parties in control of the Developer or the degree thereof, is for practical purposes a transfer or disposition of the Site; and

(c) The fact that the Site is not to be leased (except in connection with the rental of the Residential Apartments) or used for speculation, but only used for development and operation by the Developer in accordance with this Agreement; and

(d) The importance to the Board and the community of the standards for the development and the use, operation and maintenance of the Site and the subsequent rental of the Residential Apartments;

that the qualifications and identity of the Developer are of particular concern to the community and the Board. The Developer further recognizes that it is because of such qualifications and identity that the Board is entering into this Agreement with the

Developer. No voluntary or involuntary successor-in-interest of the Developer shall acquire any rights or powers under this Agreement except as expressly set forth herein.

2. In light of the foregoing, and except as otherwise provided in this **Section 107**, the Developer, without the prior written approval of the Board, which approval may be given or withheld in the Board's sole discretion, shall not (i) assign or delegate all or any part of its rights and obligations under this Agreement; or (ii) effect any transaction which would result in any person or entity other than General Partner or its affiliate being the general partner of Developer; provided however that Developer shall be permitted to admit a tax credit investor and nonprofit managing general partner so long as the General Partner or an affiliate of Affirmed remains as a general partner.

3. This Agreement may be terminated by the Board pursuant to **Section 510** if there is any voluntary or involuntary assignment or transfer described in Subsection 1(b) above (of this **Section 107**) prior to the Close of Escrow where the Board's approval is required but has not been obtained.

4. The Developer shall promptly notify the Board of any and all changes whatsoever in the identity or degree of direct and indirect ownership of Developer and its members, partners or shareholders, of which it or any of its members, partners or shareholders have been notified or otherwise have knowledge or information.

5. Absent an express signed written agreement between the parties to the contrary, no assignment of any of the rights or obligations of Developer under this Agreement shall result in a novation or in any other way release Developer from its obligations under this Agreement. No consent by the Board to any assignment by Developer shall constitute a consent to any other assignment or commit the Board to provide its consent to any future assignment.

6. For the avoidance of doubt, the applicable terms and conditions of the Ground Lease shall supersede the terms and conditions of this **Section 107** upon the execution of the Ground Lease. In the event of any conflict or inconsistency between the terms of the Ground Lease and the terms of this Agreement after the Close of Escrow, the terms of the Ground Lease shall control.

F. **[§ 108] <u>Schedule of Performance</u>.**

Developer and Board shall each use commercially reasonable efforts to satisfy the conditions to Closing and shall each perform its obligations under this Agreement in accordance with the "**Schedule of Performance**" attached hereto as **Exhibit E** and incorporated herein.

The parties desire to execute the Ground Lease upon satisfaction of the conditions to Close of Escrow in **Section 205**.

II. **[§ 200] SITE DISPOSITION.**

A. **[§ 201] <u>Lease of Site</u>.**

1. The Board agrees to lease to Developer the Site for development of the Project in accordance with the Ground Lease. The ground lease interest in the Site (subject to the reserved rights or easements) is referred to herein as the "**Premises**".

2. The form of "**Ground Lease**" is attached hereto as **Exhibit F**. The Commencement Date of the Ground Lease shall be the date that escrow closes and the Memorandum of Lease for the Ground Lease in the form attached to the Ground Lease ("**Memorandum of Lease**") is recorded ("**Close of Escrow**"). The anticipated date for Close of Escrow is set forth on **Exhibit E** provided that the outside date scheduled for Close of Escrow (the "**Closing Date**") shall be no later than June 30, 2025, as the same may be extended in writing by the Chief Executive Officer of the Board. The material terms of the Ground Lease are listed in **Exhibit G**. Before Close of Escrow, the Chief Executive Officer for the Board and the designated representative for Developer may agree to changes in the final Ground Lease document that do not materially alter the terms listed in **Exhibit G** or otherwise materially increase the obligations of the Board other than as may be required by Developer's lenders.

B. **[§ 202]** **Condition of the Site.**

1. Condition of Title.

(a) Title/Survey. Developer shall cause to be prepared (i) a current, effective commitment for title insurance (the "**Title Commitment**") issued by Corinthian Title Company("**Title Company**"), accompanied by true, complete, and legible copies of all documents referred to in the Title Commitment as exceptions and (ii) a current ALTA-NSPS Land Title Survey of the Premises (the "**Survey**"). Developer shall determine whether the Board's title to the Premises is satisfactory to Developer. Developer may negotiate with the Title Company or the surveyor who prepared the Survey in order to cause them to modify the Title Commitment or the Survey, as applicable, to reflect only those exceptions to title that are acceptable to Buyer (collectively, the "**Permitted Title Exceptions**"), and to commit to provide endorsements to the leasehold title policy. The Board agrees to use commercially reasonable efforts to remove all title exceptions or encumbrances shown on the Title Commitment which are objected to in writing by Developer.

(b) Future Easements. The parties shall cooperate reasonably regarding the grant of non-exclusive easements for (collectively the "**Future Easement Areas**"):

(1) Utility and access purposes as may be required by the Developer, City or public utility to permit drainage or extend utility service to the Project or the Trolley Station and such other future easements which might be necessary or desirable for the operation of the Project or the Trolley Station;

(2) Easements to allow for minor encroachments of the Project on the Beyer Property and other Board right-of-way that are routine and necessary for the Project;

(3) Right of entry onto Transit Parking Site in order to enable Developer to construct the Transit Parking Facilities.

Such cooperation shall continue after execution of the Ground Lease to the extent that all easements have not been determined as of the date of the execution of the Ground Lease; provided however that such cooperation shall be at no cost to Developer and shall not impose any obligations on Developer to construct, repair, maintain or operate the Future Easement Areas.

(c) Elimination or Modification of Title Exceptions. Board agrees to reasonably cooperate and assist Developer in its investigations of the title exceptions and in the elimination of or modification to those title exceptions that interfere or may interfere with the development or use of the Project

2. Physical Condition. The Site and all improvements thereon shall be conveyed in an "as is" condition, with no warranty, express or implied by the Board as to the condition of the soil (or water), its geology, or the presence of known or unknown faults or as to the condition of the improvements. It shall be the sole responsibility of the Developer, at the Developer's expense, to investigate and determine the soil (and water) condition of the Site (including improvements) and the suitability of the Site (including improvements) for the development to be constructed by the Developer. If the soil (or water) condition of the Site (including improvements), or any part thereof, is not in all respects entirely suitable for the use or uses to which the Site and improvements will be put, then it is the sole responsibility and obligation of the Developer to take such action as may be necessary to place the Site and the soil (and water) condition thereof (including improvements) in all respects in a condition entirely suitable for the development of the Site.

C. **[§ 203] Delivery of Completed Documents.**

Prior to the Closing Date, the Board and the Developer shall complete, execute, acknowledge (if required for recordation) and deliver into escrow the following documents:

1. The Ground Lease (in the form attached hereto as **Exhibit F**);

2. The Memorandum of Lease (in the form attached to the Ground Lease);

3. All documents required for construction financing of the Project by Developer and approved by Board pursuant to Section 212 below ("Developer Construction Loan");

4. The Assignment of Construction Contract, subordinate to the rights of any construction lenders; and

5. Any other documents necessary for the disposition of the Site as contemplated in this Agreement.

D. **[§ 204] Closing.**

Close of Escrow (also referred to herein as "**Closing**") shall be deemed to have occurred upon recording of the Memorandum of Lease. At Closing, the leasehold interest in the Site shall be conveyed and possession of the Site shall be delivered to the Developer, and the Ground Lease shall commence.

E. **[§ 205] Conditions to Execution of the Ground Lease.**

Execution of the Ground Lease is subject to the following conditions:

1. Developer Certification. Developer shall certify in writing to the Board that:

(a) the Developer is ready, willing and able, in accordance with the terms and conditions of this Agreement, to perform in accordance with the Scope of Development;

(b) all conditions precedent to Closing of which the Developer is aware (including the delivery into escrow of documents to be deposited by Developer pursuant to **Section 203** hereof, the delivery to the Board of the documents and certifications to be deposited by Developer pursuant to **Section 212** hereof, and the performance of any other obligations of Developer as set forth in the Schedule of Performance which are scheduled to be performed before the Closing Date) have been fulfilled or waived by the party entitled to waive such condition;

(c) The only condition to issuance by the City of all grading and building permits required for the development of the Project is the payment of applicable fees, and Developer will pay such fees and obtain all grading, building and other permits required for the development of the Project after Close of Escrow;

(d) Developer's construction financing for the Project is in a position to fund and will fund at Close of Escrow;

(e) Developer has approved the physical condition of the Site, including, but not limited to, all matters disclosed by the Title Commitment or the Survey pursuant to **Section 202**; and

(f) that to the best of the Developer's knowledge, (i) the Developer is not in violation of any order or decree of any court of competent jurisdiction or, any governmental agency having jurisdiction, which if determined adversely to the interest of Developer or its respective owners, members or partners, could materially adversely affect the Developer's ability to construct, develop, operate and maintain the Project as set forth in this Agreement, and (ii) there are no pending or threatened judicial or administrative proceedings, which, if determined adversely

to the interests of the Developer or its respective owners, members or partners, could materially adversely affect the Developer's ability to construct, develop, operate and maintain the Project as set forth in this Agreement.

The Developer's certification shall include, if requested by the Board not later than ten (10) days after the delivery thereof; evidence reasonably satisfactory to the Board that all contracts and commitments required by this Agreement to be procured or entered into by Developer are in full force and effect as of the time of such certification, or will be in full force and effect concurrent with the Closing.

2. Condition of the Site. There shall have been no material adverse change in the physical condition of the Site following the date of execution of this Agreement.

3. Proposed New Utility Easements**.** Board shall have executed and recorded (or otherwise dedicated) all Proposed New Utility Easements or has agreed to execute such easements when requested by the applicable utility.

4. The Leasehold Title Policy. Escrow Holder can procure the Leasehold Title Policy insuring title in conformity with **Section 208** of this Agreement.

5. Proceedings. No legal or administrative proceeding, or moratorium, referendum, or other challenge has occurred and remains outstanding that would adversely impact Developer's ability to construct and occupy the Project within the times set forth in the Performance Schedule shall have been filed.

6. Designated Plans. Board has approved the "Designated Plans" for the Project pursuant to **Section 304** or any modification which requires Board approval pursuant to **Section 305**.

7. Financing and Project Commitments. Developer shall have delivered to the Board all of the documents and certifications referred to in **Section 212** hereof, and the Board shall have issued all approvals required of the Board under **Section 212**.

8. Reimbursement of Costs of Board's Consultants. Developer shall have deposited into Escrow sums sufficient (in the reasonable determination of the Board) to reimburse the Board for the fees, costs and expenses of its outside consultants, outside counsel, and reimbursable staff time as described in **Section 213**.

9. Developer Performance. Prior to the Closing Date, the Board shall determine that (a) all conditions precedent to the Closing have been satisfied and performed, including without limitation, Developer's performance of any other obligations of Developer as set forth in this Agreement, including without limitation the Schedule of Performance or the Scope of Development, which are scheduled to be performed before the Closing Date; and (b) Developer has performed all of its material obligations under this Agreement and is not in material default under this Agreement.

10. Board Performance. Prior to the Closing Date, Developer shall determine that (a) all conditions precedent to the Closing have been satisfied and performed, including

without limitation, the Board's performance of any other obligations of the Board as set forth in this Agreement, including without limitation the Schedule of Performance or the Scope of Development, which are scheduled to be performed before the Closing Date; and (b) Board has performed all of its material obligations under this Agreement and is not in material default under this Agreement.

11. Waiver of Conditions Precedent. The conditions precedent described in Subsections 2, 6 and 12 of this **Section 205** are for the sole benefit of Developer, and Developer unilaterally may waive any or all of such conditions. The conditions precedent described in Subsections 1, 10 and 11 of this **Section 205** are for the sole benefit of the Board, and the Board unilaterally may waive any or all of such conditions. Except as otherwise expressly provided in this Agreement, any other conditions to execution described in this Agreement may be waived only by written notice from both Developer and the Board to Escrow Holder and each other. Subject to the terms of this Agreement, Developer and Board shall use their reasonable efforts to satisfy all conditions to execution in accordance with the Schedule of Performance.

F. **[§ 206] Escrow and Escrow Instructions.**

1. The Board agrees to open an escrow for the purposes of this Agreement with Corinthian Title Company or such other escrow company or escrow department of a title insurance company as may be acceptable to both the Board and the Developer (the **"Escrow Holder"**). This Agreement, together with escrow instructions and any supplemental escrow instructions entered into by the parties consistent herewith (the **"Escrow Instructions"**), shall constitute the joint escrow instructions of the Board and the Developer with respect to the conveyance of the leasehold interest in the Site, and a duplicate original of all such documents shall be delivered to the Escrow Holder upon the opening of escrow.

2. The Board and the Developer shall provide such additional escrow instructions as shall be necessary and consistent with this Agreement. The Escrow Holder hereby is empowered to act under this Agreement and, upon indicating its acceptance of the provisions of this Section in writing, delivered to the Board and to the Developer within five (5) days after the opening of the escrow, shall carry out its duties as Escrow Holder hereunder.

3. The Board shall not pay any fees, charges or costs in connection with the Closing; Developer shall pay all such expenses.

4. The Developer shall pay into escrow to the Escrow Holder the following fees, charges and costs promptly after the Escrow Holder has notified the Board of the amount of such fees, charges and costs prior to the Closing Date:

(a) All: (i) escrow fees, (ii) city or county transfer, conveyance or documentary taxes or fees, and (iii) recording and notary fees; and

(b) The premium for the Leasehold Policy referred to in **Section 208** below and any lender's policy required in connection with the Developer's Construction Loan.

5. The Escrow Holder is authorized to:

(a) Pay, and charge the Developer, for any fees, charges and costs payable under this Section to third parties. Before such payments are made, the Escrow Holder shall notify the Board and the Developer of such fees, charges and costs;

(b) Deliver the Ground Lease and other documents (including those referred to in **Section 203** hereof) to the parties entitled thereto when the conditions of the escrow have been fulfilled by the Board and the Developer;

(c) Record the Memorandum of Lease and any instruments delivered through this escrow if necessary or proper to vest an enforceable leasehold interest in the Developer in accordance with the terms and provisions of this Agreement; and

(d) Do all things necessary and authorized to be done to fulfill this Agreement and the escrow instructions.

6. If the escrow is not in condition to permit the delivery of the Ground Lease, recordation of the documents listed in **Section 206(5)(c**) above (if not previously recorded), recordation of the Memorandum of Lease, and recordation of any documents in connection with any Developer Construction Loan by the Closing Date, either party who is not then in default hereunder may, in writing, terminate this Agreement as provided in **Sections 509** and **510** (including any cure period) and demand the return of its money, papers, documents, or real property. Thereupon all rights, liabilities, duties and obligations of the parties under this Agreement shall be determined as provided in **Sections 509-511** hereof. No termination or demand for return shall be recognized until ten (10) days after the Escrow Holder shall have mailed copies of such demand to the other party at the address of its principal place of business. Objections, if any, shall be raised by written notice to the Escrow Holder and to the other party within the 10-day period. If any objections are raised within the 10-day period, the Escrow Holder is authorized to hold all money, papers and documents until instructed by mutual agreement of the parties or, upon failure thereof, by a court of competent jurisdiction. If no such demands are made, the escrow shall be closed as soon as the conditions contained in this Agreement concerning the conveyance of the leasehold interest in the Site have been satisfied.

7. The Escrow Holder shall not be obligated to return any such money, papers or documents except as provided in **Subsection 6** above, or upon the written instructions of both the Board and the Developer or until the party entitled thereto has been determined by a final decision of a court of competent jurisdiction.

8. Any amendment to the Escrow Instructions shall be in writing and signed by both the Board and the Developer. At the time of any amendment, the Escrow Holder shall agree to carry out its duties as Escrow Holder under such amendment.

9. All communications from the Escrow Holder to the Board or the Developer shall be directed to the addresses and in the manner established in **Section 601** of this Agreement for notices, demands and communications between the Board and the Developer.

10. The liability of the Escrow Holder under this Agreement is limited to performance of the obligations imposed upon it under this Agreement and the Escrow Instructions, and any supplemental escrow instructions delivered to and accepted by the Escrow Holder.

11. Each party hereto represents to the other that it has not authorized any broker or finder to act on its behalf in connection with this Agreement and that it has not dealt with any broker or finder purporting to act on behalf of any party. Each party hereto agrees to indemnify, defend and hold harmless the other party from and against any and all losses, liens, claims, judgments, liabilities, costs, expenses or damages (including reasonable attorneys' fees and court costs) of any kind or character arising out of or resulting from any agreement, arrangement or understanding alleged to have been made by such party or on its behalf with any broker or finder in connection with this Agreement or the transaction contemplated hereby. Notwithstanding anything to the contrary contained herein, this section shall survive the Closing or any termination of this Agreement.

G. **[§ 207]** **Deposit of Monies and Recordation of Documents.**

The parties hereto shall each deposit any monies required to close the escrow with the Escrow Holder prior to the Closing Date; provided that the Escrow Holder shall have notified the parties hereto in writing that the Ground Lease, the Memorandum of Lease and other documents referred to in **Section 203** hereof have been delivered to the Escrow Holder and that title is in the condition to be conveyed in conformity with the provisions of **Section 202** of this Agreement. The Escrow Holder shall cause the Title Company to deliver to the Developer a leasehold title insurance policy insuring title in conformity with **Section 208** of this Agreement, deliver to the parties fully executed duplicate originals of the Ground Lease, and record the Memorandum of Lease in the Official Records of the County Recorder for the County of San Diego. The Ground Lease shall not be recorded.

The parties agree to perform all acts necessary for recordation in sufficient time to close escrow in accordance with the provisions of this Agreement.

H. **[§ 208]** **Title Insurance.**

Concurrently with the recordation of the Memorandum of Lease and the delivery of the executed duplicate originals of the Ground Lease to the parties, Title Company or such other title insurance company approved by the Board and satisfactory to the Developer shall provide and deliver to the Developer a title insurance policy insuring that the leasehold title in the Site is vested

in the Developer subject only to the Permitted Title Exceptions and all standard exceptions and exclusions from coverage set forth in the form of title policy ("**Leasehold Title Policy**"). The Leasehold Title Policy shall be in such amount as the Developer and the Title Company may agree. At Developer's option and sole cost, and provided that the Closing is not thereby delayed, Developer may obtain an ALTA extended coverage leasehold owners policy of title insurance, subject only to the Approved Title Exceptions and such exceptions and other matters as are revealed by or result from the ALTA survey. The Title Company shall provide the Board with a copy of the Leasehold Policy.

I. **[§ 209] Taxes and Assessments.**

Ad valorem taxes and assessments, if any, levied, assessed or imposed on the Site during any period prior to the Commencement Date of the Ground Lease shall be borne by the Board. Ad valorem taxes and assessments (including possessory interest taxes), if any, levied, assessed or imposed on the Site during any period commencing after the Commencement Date of the Ground Lease shall be borne by the Developer, pursuant to the Ground Lease.

J. **[§ 210] Occupants of the Site.**

The Site shall be conveyed free of any possession or right of possession except that of the Developer, subject to the rights of the Board pursuant to any applicable easements or other rights on title.

K. **[§ 211] Required Land Use Approvals.**

Developer, at its sole cost and expense, shall use its commercially reasonable efforts to obtain all approvals, permits and authorizations from governmental and quasi-governmental agencies and other parties required for the development of the Project, including without limitation the approvals listed in **Exhibit H** attached hereto (the **"Required Land Use Approvals"**). Developer's rights and obligations to lease the Site pursuant to this Agreement shall be subject to, and conditioned, upon, the Developer's obtaining all the Required Land Use Approvals.

1. **No Commitment to Development.**

The Board's approval of this Agreement does not constitute approval by the Board of the Project or of any other activity that would have a direct or reasonably foreseeable indirect environmental impact pursuant to the California Environmental Quality Act ("CEQA"), Public Resources Code section 21000 *et seq.*, and its accompanying regulations. (See 14 C.C.R. §§ 15060(c); 15378(b).) The Developer's future use or development of the Project, and any obligations of the Board under this Agreement, are expressly conditioned on compliance with CEQA. The Board shall comply with CEQA prior to taking any discretionary action with regard to any proposed development of the Project. Nothing in this Agreement shall be construed to limit the Board's discretion to consider and adopt any mitigation measure or project alternative, including the alternative of rejecting any proposed development of the Project, as may be in compliance with CEQA. Following completion of the Board's environmental

determination regarding development of the Project, the Board shall file a notice of such approval as provided in Public Resources Code section 21152.

2. **Developer Covenant to Defend this Agreement.**

The Developer acknowledges that the Board is a "public entity" and/or "public agency" as defined under applicable California law. Therefore, the Board must satisfy the requirements of certain California statutes relating to the actions of public entities and public agencies including, without limitation, CEQA. Also, as a public body, the Board's action in approving this Agreement may be subject to proceedings to invalidate this Agreement or mandamus. The Developer assumes the risk of delays and damages that may result to the Developer from any third-party legal actions related to the Board's approval of this Agreement or the pursuit of the activities contemplated by this Agreement, even in the event that an error, omission or abuse of discretion by the Board is determined to have occurred. If a third-party files a legal action regarding the Board's approval of this Agreement or the pursuit of the activities contemplated by this Agreement, the Board may terminate this Agreement on thirty (30) days written notice to the Developer of the Board's intent to terminate this Agreement, referencing this **Section 211(2)**, without any further obligation to perform the terms of this Agreement and without any liability to the Developer resulting from such termination, unless the Developer unconditionally agrees to indemnify and defend the Board, with legal counsel reasonably acceptable to the Board, against such third-party legal action, as provided in the next sentence. Within thirty (30) days of receipt of the Board's notice of intent to terminate this Agreement, as provided in the preceding sentence, the Developer may offer to defend the Board, with legal counsel reasonably acceptable to the Board, in the third-party legal action and pay all of the court costs, reasonable attorney fees, monetary awards, sanctions, attorney fee awards, expert witness and consulting fees, and the expenses of any and all financial or performance obligations resulting from the disposition of the legal action. Any such offer from the Developer must be in writing and reasonably acceptable to the Board in both form and substance. Nothing contained in this **Section 211(2)** shall be deemed or construed to be an express or implied admission that the Board is liable to the Developer or any other person or entity for damages alleged from any alleged or established failure of the Board to comply with any statute, including, without limitation, CEQA.

L. **[§ 212] <u>Submission of Evidence of Financing and Project Commitments</u>.**

The Developer shall report regularly as requested by the Board (but at least every three (3) months) on its progress in obtaining financing for the development on the Site. The reports may be oral, or shall be in writing if requested by the Board. The reports shall explain in reasonable detail the sources and methods of financing sought, the status of obtaining the financing and the issues, if any, which must be resolved, and the pre-leasing activity which is required or has been achieved. The information in the reports shall remain confidential to the extent permitted by law, recognizing without limitation that they are subject to review by responsible officials, employees and contractors of the Board.

Not later than the times specified therefor in the Schedule of Performance, the Developer shall submit to the Board for approval, which approval shall not be unreasonably withheld, the following:

1. A current certified financial statement or other financial statements or forms of financial confirmation, in such form reasonably satisfactory to the Board, evidencing the sources of capital sufficient to demonstrate that the Developer has adequate funds and is committing such funds to cover the construction costs and other costs the Developer is expected to incur in fulfilling the obligations of this Agreement ("**Project Commitments**").

2. Evidence satisfactory to the Board that the Developer has obtained the financing necessary for the ground lease and development of the Project in accordance with this Agreement. Such evidence of financing shall include the following, certified by the Developer to be true and correct copies thereof (collectively, "**Evidence of Financing**"):

(a) A copy of the term sheet describing the details of the terms and conditions of the mortgage loan or loans obtained by the Developer (both for interim construction financing and take out financing if a condition of funding the construction loan) to assist in financing the construction of the Project; and

(b) Evidence satisfactory to the Board of sources of equity capital sufficient to demonstrate that the Developer has adequate funds legally committed to cover the difference, if any, between construction cost minus financing authorized by mortgage loans, and evidence of Developer's financial ability to meet normally anticipated cost over-runs.

3. Evidence satisfactory to the Board that Developer has obtained, in form and substance acceptable to the Board, all permits, approvals and authorizations of any type required for the design, development, construction, use and operation of the Project, other than grading and building permits and those inspections, certificates of occupancy and other approvals that are only available after construction has commenced or been completed.

4. Evidence satisfactory to the Board that Developer has obtained, in form and substance acceptable to the Board, all easements, encroachment agreements, licenses and other off-site rights required for the development, construction, use and operation of the Project.

It is the purpose of this procedure to ensure to the satisfaction of the Board that the leasehold interest in the Site will not be conveyed unless and until Developer demonstrates that it has sufficient financing and development commitments to commence and complete the construction of all of the improvements to be constructed pursuant to this Agreement. Prior to the close of escrow, the Developer shall provide or cause to be provided to the Board any additional evidence reasonably required by the Board to establish that all items required under this Section are current and in full force and effect.

The Board shall approve all evidence, contracts and commitments required under this Section within the time established therefor in the Schedule of Performance except as otherwise set forth in this Section. Such approval shall not be unreasonably withheld. Any disapproval shall be given in writing with the specific reasons therefor. In the event the Board shall disapprove any

evidence, contracts or commitments required under this Section, the Developer may revise and resubmit the same within thirty (30) days of receipt of the Board's written disapproval.

M. **[§ 213] Reimbursements by Developer.**

Developer shall reimburse the Board for the fees, costs and expenses of its outside consultants related to the Project and this Agreement. An estimated budget for the Board's outside consultant costs is attached as **Exhibit I**. This estimate is only for budgeting purposes and shall not be considered a cap or limit on the amount of Board's reimbursable expenses. As soon as practicable after determining that expenses are anticipated to exceed the estimate in Exhibit K, Board shall advise Developer and provide documentation for the basis of and need for the additional expenditures. This obligation shall survive the Close of Escrow or the termination of this Agreement. Developer shall deposit with Escrow Holder on or before the Closing Date sums sufficient (in an amount reasonably documented and, to the extent not already incurred, reasonably estimated by the Board) to reimburse the Board for such fees, costs and expenses, which sums shall be paid to Board through Escrow at Close of Escrow. After Close of Escrow, if Board determines that the amount deposited was not sufficient to cover the costs described above, Developer shall reimburse the Board for such additional costs within thirty (30) days of the Board's written request together with reasonable evidence of such charges and payment. If after payment of such fees, costs and expenses, any balance of such deposits remains, such balance shall be refunded promptly to the Developer together with reasonable evidence of such charges and payment. The Board shall not have authority to impose additional costs, expenses or reimbursement obligations on Developer except as expressly set forth herein.

III. [§ 300] DEVELOPMENT OF SITE.

A. [§ 301] Development of Site.

1. [§ 302] Scope of Development.

The Developer shall develop the Site with the Project as provided in the Scope of Development.

2. **[§ 303] No Approved Drawings and Plans.** No final plans or drawings have been submitted or approved by the Board as of the date hereof. The Chief Executive Officer of the Board is authorized to approve all plans, drawings and other design elements for the Project as described hereinbelow on behalf of Board.

3. [§ 304] Construction Plans, Drawings and Related Documents.

(a) The Developer shall prepare and submit to the Chief Executive Officer of the Board for architectural and site planning review and written approval the construction plans, drawings and related documents defined in the Scope of Development as the "**Designated Plans**" at the times established in the Schedule of Performance, subject to extensions as are authorized herein or as mutually agreed to by the parties hereto. Developer shall also promptly provide Board upon request, for the Board's information (not approval), copies of all other plans, drawings and

related documents for the development of the Site, including any proposed changes therein.

(b) Board staff and the Developer shall hold regular progress meetings to coordinate review of the Designated Plans and related documents by the Board. The Board and Developer shall communicate and consult informally as frequently as is necessary to ensure that the Designated Plans receive prompt and speedy consideration by the Chief Executive Officer of the Board.

(c) If any revisions or corrections of plans approved by the Board shall be required by any government official, agency, department or bureau having jurisdiction, or any lending institution involved in financing, the Developer and the Board shall cooperate in efforts to obtain a waiver of such requirements or to develop a mutually acceptable and commercially reasonable alternative.

4. **[§ 305] Board Approval of Plans, Drawings and Related Documents.**

Board shall have the right of review (including, but not limited to, architectural review) and approval of the Designated Plans, including any proposed changes therein. Board shall not unreasonably withhold approval of the Designated Plans.

The Developer has retained Architect Orange as the architect for the Project through construction completion, provided, however, that Developer may retain a substitute or additional architect if Board approves in writing, such approval not to be unreasonably withheld, in advance of any substitution occurring prior to Close of Escrow.

(a) Approval of Designated Plans. The Board shall approve, conditionally approve, or disapprove the Designated Plans within the times established in the Schedule of Performance. Any disapproval shall state in writing the reasons for disapproval and the steps which must be taken to achieve such approval. The Developer, upon receipt of a disapproval, shall revise such portions of the plans, drawings or related documents in a manner that satisfies the reasons for disapproval, and shall resubmit such revised portions to the Board as soon as possible after receipt of the notice of disapproval, but in no event more than fifteen (15) calendar days after receipt of the notice of disapproval. The Board shall approve or disapprove such revised portions in the same manner and as soon as possible after receipt of such revised portion, but in no event more than fifteen (15) calendar days after receipt thereof.

(b) Approval of Changes to the Designated Plans. Once the Designated Plans have been approved by the Board, the following changes shall be presented to the Chief Executive of the Board for approval (1) material reduction to the residential unit count of more than 10%; (2) material changes the exterior appearance of the Project buildings; (3) material changes to the exterior landscaping plan for the Project; (4) material changes to the Project's interior access roads or pedestrian pathways; (5) or other material changes to the scope of the Development. The Chief Executive of the Board shall approve, conditionally approve, or

disapprove any proposed changes to the Designated Plans as soon as possible after receipt of the notice of proposed change, but in no event more than fifteen (15) calendar days after receipt thereof. Any disapproval shall be handled in the same process set forth in **Section 305(b)** above.

(c) The Board neither undertakes nor assumes nor shall it have any responsibility or duty to Developer or to any third party to review, inspect, supervise, pass judgment upon or inform Developer or any third party of any matter in connection with the development or construction of the Project, whether with respect to the quality, adequacy or suitability or the plans, any labor, service, equipment or material furnished to the Project, any person furnishing the same or otherwise. Developer and all third parties shall rely upon its or their own judgment with respect to such matters, neither Developer nor any third party is entitled to rely on any review, inspection, supervision, exercise of judgment or information supplied to the Developer or to any third party by the Board in connection with this Agreement.

The parties shall prepare and attach to the Ground Lease at Closing a schedule describing the plans, drawings, and related documents which have been approved by the Board.

5. **[§ 306] Cost of Construction.**

The entire cost of constructing the Project on the Site shall be borne by the Developer. The Board and the Developer shall each pay the costs necessary to administer and carry out their respective responsibilities and obligations under this Agreement.

6. **[§ 307] Indemnification.**

To the fullest extent permitted by law, the Developer shall indemnify, protect, defend and hold harmless the Board and its officers, employees and agents, from and against all liability, loss, damage, costs, or expenses of any kind (including court costs and attorneys' fees) arising from or as a result of: (a) any and all challenges to this Agreement, the Project or the related entitlements; and (b) any accident, injury, loss or damage whatsoever caused to any person or to the property of any person which shall occur on or adjacent to the Affirmed Land prior to the completion of the Project and which shall be directly or indirectly caused by any acts done thereon or any errors or omissions of the Developer, its agents, employees and contractors, or any of them, including but not limited to, claims of negligent or defective design or construction before Close of Escrow or termination of this Agreement, regardless of whether any such liability, loss, damage, costs, or expense occurs before or after Close of Escrow or termination of this Agreement. These indemnity obligations shall survive the expiration or termination of this Agreement. Developer's obligations under this Section exclude claims, losses or liability which is due to the sole negligence, willful misconduct, or violation of law by the Board or its officers, employees and agents.

7. **[§ 308] Local, State, and Federal Laws.**

The Developer shall comply with all applicable laws, including all applicable federal and state labor standards.

8. **[§ 309] City and Other Governmental Board Permits.**

Before commencement of any work or improvement upon the Site, the Developer shall secure or shall cause to be secured, any and all permits, approvals or certificates which may be required by the Board, the City or any other governmental agency with jurisdiction over the Site or over the construction, development or work contemplated under this Agreement. The Board shall cooperate with Developer and provide all proper assistance to the Developer in securing these permits and certificates and any other approvals required for the Project in order to meet the time periods set forth in the Schedule of Performance; provided that the Board shall not be required to incur any expense in connection with providing any such assistance.

9. **[§ 310] Taxes, Assessments, Encumbrances and Liens.**

The Developer shall not place or allow to be placed on fee title to the Site, or any portion thereof, any mortgage, trust deed, or similar encumbrance or lien and the Developer shall remove, or shall have removed, any levy or attachment made on the fee title to the Site, or any portion thereof, or shall assure the satisfaction thereof within a reasonable time; provided however that encumbrances and liens shall be permitted on Developer's leasehold title pursuant to the terms of the Ground Lease. Nothing herein contained shall be deemed to prohibit the Developer from contesting the validity or amounts of any encumbrance or lien, nor to limit the remedies available to the Developer with respect thereto, provided such contest does not subject the Site, or any portion thereof, to forfeiture or sale.

B. **[§ 311] Sale of Developer's Interest in the Project.**

Except as otherwise expressly provided in this Agreement, the Developer shall not under any circumstances be entitled to assign this Agreement or any of the rights herein, without the prior written consent of the Board, which may be granted or withheld in the reasonable discretion of Board.

If, contrary to the provisions of this Agreement, the Developer does assign this Agreement or any of the rights herein, or any change in the ownership or control of Developer in violation of **Section 107** occurs, in addition to all other legal and equitable remedies the Board may be entitled to, the Board shall be entitled to recover from Developer the total consideration received by Developer for such sale, transfer, conveyance or assignment. Said consideration shall belong and be paid immediately to the Board.

Notwithstanding anything to the contrary contained herein, in the event of any conflict or inconsistency between the terms of the Ground Lease and the terms of this Agreement after the Close of Escrow, the terms of the Ground Lease shall control.

IV. [§ 400] USE OF THE SITE.

A. [§ 401] Inspection of the Site.

1. Developer has fully and independently inspected and assessed the condition of the Site and any other information deemed pertinent by Developer to its ground lease, use or development of the Site (including any title, survey, permits, approvals, laws, statutes, rules, ordinances and other governmental regulations or requirements applicable to the Site), and has approved the same in its sole discretion. Before the Close of Escrow, Developer shall have the continuing right to physically inspect, and to cause one or more engineers or other representatives of Developer to physically inspect, the Site without interfering with the Board's operation of the Site. Developer shall make such inspections in good faith and with due diligence. All inspection fees, appraisal fees, engineering fees and other expenses of any kind incurred by Developer relating to the inspection of the Site will be solely at Developer's expense. The Board shall cooperate reasonably with Developer in providing access to the Site for such inspections. The Board hereby reserves the right to have a representative present when Developer conducts any inspection of the Site. Prior to and as a condition to Developer making each physical inspection of the Site, Developer shall adhere to the Board's published procedures regarding site access and inspection.

2. Developer shall indemnify, protect, defend (with counsel approved by the Board) and hold harmless the Board, its contractors and employees from and against any and all injuries, losses, liens, claims, judgments, liabilities, costs, expenses and damages (including reasonable attorneys' fees and court costs) sustained by or threatened which result from or arise out of any inspections of the Site or any other entry onto the Site by Developer, its contractors, employees, agents or representatives, however caused. Notwithstanding any provision herein to the contrary, the indemnity contained in the preceding sentence shall survive the Execution of an Amended and/or Restated Agreement or the earlier termination of this Agreement.

3. Developer shall deliver to the Board, within five (5) Business Days after a request, copies of all studies, reports and similar information, including all supplements, addenda and updates of such information, regarding the physical condition of the Site (e.g., soils, geotechnical, hydrological, and environmental reports, studies, assessments and tests) obtained by Developer.

B. [§ 402] Hazardous Substances.

1. Developer shall not, without the Board's prior written consent, use, store, generate, dispose or otherwise allow any "**Hazardous Substances**" (as defined below) onto the Site.

2. Developer shall comply with all rules, laws and regulations relating to Hazardous Substances which Developer uses, stores or allows on the Site.

3. Developer shall not cause the unlawful release, deposit, discharge or disposal of any Hazardous Substances on or around the Site or permit the unlawful release, deposit, discharge or disposal of any Hazardous Substances on the Site.

4. Except for bioretention tanks installed in accordance with applicable laws, no above or underground storage tanks shall be installed or maintained on the Site without Board's prior express written approval.

5. Developer shall be responsible for posting on the Site any signs required by any state, federal or local law, including, without limitation, Section 25249.6 of the California HEALTH AND SAFETY CODE and regulations promulgated pursuant thereto. Developer shall also complete and file any business response plans or inventories required by any state, federal or local law, including, without limitation, Chapter 695 of the California HEALTH AND SAFETY CODE and regulations promulgated pursuant thereto. Developer shall concurrently file a copy of any such business response plan or inventory with Board.

6. Developer shall defend, indemnify and hold harmless the Board and its officers, employees, and agents from any claims, liability, injury, damage, costs or expenses (including without limitation, attorneys' fees and the cost of any cleanup, testing, remediation, removal or disposal of Hazardous Substances) relating to or arising out of any Hazardous Substances released, deposited, discharged or disposed onto, under or around the Site by Developer, its contractors, employees or agents, or arising as a result of Developer's violation of the provisions of this Section. The obligations of this paragraph shall survive the expiration or termination of this Agreement, but shall terminate upon Developer's sale of its leasehold interest in the Site in compliance with the terms of the Ground Lease.

7. Developer hereby releases the Board and its officers and employees from any claims, liability, injury, damage, costs or expenses (including without limitation, attorneys' fees and the cost of any cleanup, testing, remediation, removal or disposal of Hazardous Substances) relating to or arising out of any Hazardous Substances released, deposited, discharged or disposed onto, under or around the Site; provided, however, that this release shall not apply to any Hazardous Substances released, deposited, discharged or disposed onto, under or around the Site solely by Board or its officers or employees after the Close of Escrow. Developer agrees as to the matters released to waive the benefits of Section 1542 of the CIVIL CODE of the State of California, which provides as follows:

> "A general release does not extend to claims which the creditor does not know or suspect to exist in his or her favor at the time of executing the release, which if known by him or her must have materially affected his or her settlement with the debtor."

_____ _____

Developer's Initials Board's Initials

The obligations of this paragraph shall survive the expiration or termination of this Agreement.

8. The term "**Hazardous Substances**", when used in this Agreement, shall mean any hazardous waste or hazardous substance as defined in any federal, state, or local statute, ordinance, rule, or regulation applicable to the property, including, without limitation, the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (Title 42 United States Code 9601-9662), the Resource Conservation and Recovery Act (Title 42 United States Code 6901-6992k), the Carpenter-Presley-Tanner Hazardous Substance Account Act (California Health and Safety Code 25300-25395), and the Hazardous Waste Control Law (California Health and Safety Code 25100-25250.25). "Hazardous Substances" shall also include asbestos or asbestos-containing materials, radon gas, and petroleum or petroleum fractions, whether or not defined as a hazardous waste or hazardous substance in any such statute, ordinance, rule, or regulation.

C. **[§ 403] Obligation to Refrain from Discrimination.**

There shall be no discrimination against or segregation of any person, or group of persons, on account of race, color, ancestry, national origin, religion, disability (mental or physical), sex, gender, sexual orientation, gender identity, gender expression, genetic information, marital status, familial status, or source of income, in connection with the construction of the Project or in the lease, sublease, transfer, use, occupancy, tenure or enjoyment of the Site, or any part thereof, nor shall the Developer itself or any person claiming under or through the Developer establish or permit any such practice or practices of discrimination or segregation with reference to the selection, location, number, use or occupancy of tenants, lessees, subtenants, or sublessees of the Site.

D. **[§ 404] Effect and Duration of Covenants.**

1. The covenants established herein shall, without regard to technical classification and designation, be binding for the benefit and in favor of the Board, its successors and assigns, and any successor in interest to the Site or any part thereof.

2. The covenants contained in this Agreement shall remain in effect as follows:

(a) All indemnity and release obligations shall survive the termination of this Agreement.

(b) The obligations of Developer under Subsection (3) of Section 401 shall survive the termination of this Agreement.

(c) All other covenants in this Agreement shall terminate upon the Close of Escrow.

3. The duties and obligations of the Lessee under the Ground Lease are separate and independent from the duties and obligations of the Developer under this Agreement, and a breach by the Developer under this Agreement shall not be deemed a breach under the Ground Lease. No (i) Transferee (as that term is defined in the Ground

Lease) of the Lessee's interest under the Ground Lease, (ii) Permitted Mortgagee (as defined in the Ground Lease), (iii) tenant under a new lease or its subsequent assignees, or (iv) a foreclosing Permitted Mortgagee or its subsequent assignees, shall be responsible for any of the obligation of the Developer under this Agreement and no such party described in (i)-(iv) above shall be considered a "successor or assign" under this Agreement.

E. **[§ 405] Effect of Violation of the Terms and Provisions of this Agreement.**

The Board shall have the right in the event of any breach of the terms and provisions of this Agreement, to exercise all rights and remedies available at law, and to maintain any actions or suits at law or in equity or other proper proceedings to enforce the curing of such breaches.

V. [§ 500] DEFAULTS, REMEDIES AND TERMINATION.

A. [§ 501] Defaults – General; Notice.

A failure or delay by any party to perform any term or provision of this Agreement shall constitute a default under this Agreement. The non-defaulting party shall give written notice of default to the defaulting party, specifying the default complained of and the actions required to cure the default. Delay in giving such notice shall not constitute a waiver of any default nor shall it change the time of default. A party shall be deemed in material default of this Agreement, and the party not in default shall have the remedies described below, if either: (1) a monetary default is not cured within ten (10) days after service of the notice of default; or (2) a non-monetary default is not cured within thirty (30) days after service of the notice of default; or (3) a non-monetary default which cannot reasonably be cured within thirty (30) days is not (a) commenced to be cured within thirty (30) days after service of the notice of default, (b) pursued diligently, and (c) cured promptly within a reasonable period of time after commencement of the cure.

Any failures or delays by a party in asserting any of its rights and remedies as to any default shall not operate as a waiver of any default or of any rights or remedies, or deprive a party of its right to institute and maintain any actions or proceedings which are allowed by this Agreement.

B. [§ 502] Legal Actions.

1. [§ 503] Institution of Legal Actions.

Any legal actions must be instituted in the Superior Court of the County of San Diego, State of California, in any other appropriate court in that County, or in the Federal District Court for the Southern District of California.

2. [§ 504] Applicable Law.

The laws of the State of California shall govern the interpretation and enforcement of this Agreement.

3. **[§ 505]** **Acceptance of Service of Process.**

In the event that any legal action is commenced by the Board against the Developer, service of process on the Developer shall be made by personal service, or in such manner as may be provided by law, and shall be valid whether made within or without the State of California.

C. **[§ 506]** **Rights and Remedies are Cumulative.**

Except with respect to rights and remedies which are expressly declared to be exclusive in this Agreement, the rights and remedies of any non-defaulting party are cumulative and the exercise of one or more of such rights or remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same default or any other default by the defaulting party.

D. **[§ 507]** **Damages; Specific Performance.**

If a party defaults with regard to any of the provisions of this Agreement, after notice and opportunity to cure as provided in **Section 501** above; the defaulting party shall, except as otherwise expressly provided in this Agreement, be liable to the other party for damages caused by such default, and the non-defaulting party, at its option, may institute an action for specific performance of the terms of this Agreement, or exercise any other remedy or remedies which it may be entitled to.

E. **[§ 508]** **Remedies and Rights of Termination.**

1. **[§ 509]** **Termination by Developer.**

In addition to any other termination rights of Developer set forth in this Agreement, the Developer may terminate this Agreement, so long as the Ground Lease has been executed, if:

(a) any of the conditions to Close of Escrow in **Section 205** for Developer's benefit are not satisfied or waived by Developer; or

(b) the Board fails to execute and deliver the Ground Lease or fails to perform any of its other obligations under this Agreement (including any Attachment to this Agreement) within the time established therefor herein or in the Schedule of Performance.

2. **[§ 510]** **Termination by Board.**

In addition to any other termination rights of the Board set forth in this Agreement, but subject to the notice and cure provisions of **Section 501**, the Board at its option may terminate this Agreement, so long as the Ground Lease has not been executed, if:

(a) the Developer assigns or attempts to assign this Agreement, or any rights herein, or makes or attempts to make any total or partial sale, transfer or

conveyance of the whole or any part of Developer's leasehold interest in the Site or the improvements thereon, except as permitted by this Agreement or the Ground Lease (after execution of the Ground Lease); or

(b) there is change in the ownership of the Developer, or with respect to the identity of the parties in control of the Developer, or the degree thereof contrary to the provisions of **Section 107** hereof except as permitted by the Ground Lease; or

(c) the Developer fails to diligently pursue or to obtain and submit to the Board the Evidence of Financing and Project Commitments described in **Section 212** of this Agreement within the time established therefor in the Schedule of Performance and such failure is not cured within thirty (30) days following receipt of written notice thereof; or

(d) the Developer fails to execute and deliver the Ground Lease within the time established therefor in the Schedule of Performance and such failure is not cured within thirty (30) days following receipt of written notice thereof; or

(e) the Developer fails to perform any of its other obligations under this Agreement (including any Attachment to this Agreement) within the time established therefor herein or in the Schedule of Performance and such failure is not cured within thirty (30) days following receipt of written notice thereof; or

(f) any of the conditions to Close of Escrow in **Section 205** for the Board's benefit are not satisfied or waived by the Board; or

(g) the Developer fails to timely pay or reimburse the Board for any costs or expenses incurred by the Board with respect to the Site which are to be borne by the Developer under this Agreement; or

(h) the Developer fails to perform all of Developer's indemnity obligations to Board under this Agreement, including, but not limited to, those set forth in **Sections 307**, **401**, and **402**.

3. **[§ 511]** **Effect of Termination.**

(a) No expiration or termination of this Agreement shall affect Developer's indemnity obligations to the Board under this Agreement, including, but not limited to, those set forth in **Sections 307**, **401**, and **402**. The obligations of Developer under Subsection (3) of **Section 401** and Developer's release under Subsection 7 of **Section 402** shall survive the termination of this Agreement. Notwithstanding the foregoing, Developer's obligations herewith shall terminate upon a sale of Developer's leasehold interest in compliance with the Ground Lease.

(b) The deposits and payments made by the Developer under the ENA, this Agreement or separate agreement to reimburse the Board for the fees, costs and expenses of the Board's outside consultants, attorneys and reimbursable staff time

shall be retained by the Board until the total amount of such fees, costs and expenses is determined and paid. Any balance of such deposits remaining (after payment of such fees, costs and expenses) shall be refunded promptly to the Developer.

VI. [§ 600] GENERAL PROVISIONS.

A. [§ 601] Notices, Demands, and Communications Between the Parties.

Unless otherwise specifically provided herein, all formal notices, demands or other communications given hereunder shall be in writing and shall be deemed to have been duly delivered upon personal delivery, or by Federal Express (or similar reputable express delivery service), or by email transmission with verification of receipt and back-up copy mailed the same day, or as of the second Business Day after mailing by United States registered or certified mail, return receipt requested, postage prepaid, addressed as follows:

For the Board:

Chief Executive Officer
Metropolitan Transit Development Board
1255 Imperial Avenue, Suite 1000
San Diego, California 92101-7490
Email: sharon.cooney@sdmts.com

with a copy to:

General Counsel
Metropolitan Transit Development Board
1255 Imperial Avenue, Suite 1000
San Diego, California 92101-7490
Email: karen.landers@sdmts.com

For the Developer:

c/o Affirmed Housing Group
13520 Evening Creek Drive N, Suite 160
San Diego, California 92128
Attn: James Silverwood

with a copy to:

Katten Muchin Rosenman LLP
Attn: David P. Cohen, Esq.
2029 Century Park East, Suite 2600
Los Angeles, California 90067-3012
Email: david.cohen@kattenlaw.com

Addresses for notice may be changed by written notice sent in the manner provided above.

B. [§ 602] Conflicts of Interest.

No member, official or employee of the Board shall have any personal interest, direct or indirect, in this Agreement nor shall any such member, official or employee participate in any decision relating to the Agreement which affects his or her personal interests or the interests of any corporation, partnership or association in which he, or she is, directly or indirectly, interested.

C. **[§ 603] Warranty Against Payment of Consideration for Agreement.**

The Developer warrants that it has not paid or given, and will not pay or give, any third party any money or other consideration for obtaining this Agreement.

D. **[§ 604] Nonliability of Board Officials and Employees.**

No member, official, or employee of the Board shall be personally liable to the Developer or any successor in interest, in the event of any default or breach by the Board or for any amount which may become due to the Developer or to its successor, or on any obligations under the terms of this Agreement.

E. **[§ 605] Enforced Delay; Extension of Time of Performance.**

In addition to specific provisions of this Agreement, delays in performance (other than the payment of money) by either party hereunder shall not be deemed to be a default where and to the extent that such delays in performance are due to war; insurrection; strikes or lock-outs (except strikes or lockouts caused by a labor dispute between Developer, its agents or contractors and the labor force under strike or lockout conditions); riots; floods; earthquakes; fires; casualties; acts of God; acts of the public enemy; acts of terrorism; epidemics, quarantine restrictions; pandemics, and other public health emergencies or government ordered work shutdowns freight embargoes; lack of transportation (which could not have been avoided with reasonable diligence and planning by Developer); governmental restrictions or priority; litigation directly impacting Developer's ability to proceed with Project; unusually severe weather; inability to secure necessary labor, materials or tools (which could not have been avoided with reasonable diligence and planning by Developer); acts of the other party; or any other causes beyond the control (and without the fault) of the party claiming an extension of time to perform. An extension of time for any such cause shall be for the period of the enforced delay and shall commence to run from the time of the commencement of the cause, if the party claiming such extension sends notice to the other party within thirty (30) days of knowledge of the commencement of the cause. Times of performance under this Agreement may also be extended in writing by the Chief Executive Officer and the Developer.

F. **[§ 606] Inspection of Books and Records.**

The Board has the right at all reasonable times to inspect the books and records of the Developer pertaining to the Site and the Project as pertinent to the purposes of this Agreement.

G. **[§ 607] Approvals.**

Unless otherwise expressly provided herein, approvals required of the Board or the Developer shall not be unreasonably withheld and approval or disapproval shall be given within the time set forth in the Schedule of Performance or, if no time is given, within a reasonable time.

Unless otherwise expressly provided herein, the Chief Executive Officer of the Board or his/her designee shall have the authority to issue all approvals and disapprovals on behalf of the Board required or allowed hereunder.

H. **[§ 608] Severability.**

If any term, covenant, condition or provision of this Agreement, or the application thereof to any person or circumstance, shall to any extent be held by a court of competent jurisdiction to be invalid, void or unenforceable, the remainder of the terms, covenants, conditions or provisions of this Agreement, or the application thereof to any person or circumstance, shall remain in full force and effect and shall in no way be affected, impaired or invalidated thereby.

I. **[§ 609] Gender, Number.**

Whenever the context requires, the use herein of (i) the neuter gender includes the masculine and the feminine, and (ii) the singular number includes the plural.

J. **[§ 610] Business Days.**

"**Business Day**" means a day that is not a Saturday, Sunday, MTS Administration or federal bank holiday. If the last day for performance of an act falls upon a day that is not a Business Day, such last day shall be the next following regular Business Day.

K. **[§ 611] Captions.**

Captions in this Agreement are inserted for convenience of reference and do not define, describe or limit the scope or intent of this Agreement or any of its terms.

L. **[§ 612] Entire Agreement.**

This Agreement, together with any other written document referred to herein, embodies the entire agreement and understanding between the parties regarding the subject matter hereof, and any and all prior or contemporaneous oral or written representations, agreements, understandings or statements shall be of no force and effect.

M. **[§ 613] Recitals; Exhibits.**

Any recitals set forth above and any attached exhibits are incorporated by reference into this Agreement.

N. **[§ 614] Authority of Signatories.**

Each signatory and party hereto hereby warrants and represents to the other party that it has legal authority and capacity and direction from its principal to enter into this Agreement, and that all resolutions and/or other actions have been taken so as to enable said signatory to enter into this Agreement.

O. **[§ 615] Modifications.**

No modification, waiver or discharge of this Agreement shall be valid unless the same is in writing and signed by the party against which the enforcement of such modification, waiver or discharge is or may be sought. Any material amendments to this Agreement must be approved by the Board's Board of Directors.

P. **[§ 616]** **Attorneys' Fees and Legal Expenses.**

Should any party hereto institute any action or proceeding in court or any arbitration or similar proceeding to enforce any provision hereof or for damages by reason of any alleged breach of any provision of this Agreement or for any other judicial remedy, the prevailing party(ies) shall be entitled to receive from the losing party(ies) all reasonable attorneys' fees and all court costs in connection with said proceedings.

Q. **[§ 617]** **Preparation of Agreement.**

No inference, assumption or presumption shall be drawn from the fact that a party or its attorney prepared or drafted this Agreement. It shall be conclusively presumed that both parties participated equally in the preparation and/or drafting of this Agreement.

R. **[§ 618]** **Counterparts.**

This Agreement may be executed in any number of counterparts, each of which shall be original and all of which shall constitute one and the same document.

S. **[§ 619]** **Certificates.**

At any time and from time to time, each party ("**Responding Party**") agrees to sign and deliver to the other party ("**Requesting Party**") within ten (10) days after receipt of written request therefor a statement certifying that (a) this Agreement is unmodified and in full force and effect (or, if such is not the case, so stating and setting forth any modifications), (b) that, to the Responding Party's knowledge, the Requesting Party is not in breach hereunder (or, if such is not the case, so stating and setting forth any alleged breaches), and (c) any other information reasonably related to the status of this Agreement. Such certification may be conclusively relied on by the Requesting Party, any equity investor of Developer, and any title insurance company insuring title to the Site.

T. **[§ 620]** **Successors and Assigns.**

Subject to the provisions of this Agreement restricting or prohibiting assignment, this Agreement shall be binding on and inure to the benefit of the successors and assigns of the respective parties.

U. **[§ 621]** **Joint and Several Liability.**

If any party consists of more than one person or entity, the liability of each such person or entity signing this Agreement shall be joint and several.

V. **[§ 622]** **No Third Party Beneficiaries.**

This Agreement has been made and is made solely for the benefit of the Board and the Developer and their respective successors and permitted assigns. Nothing in this Agreement is intended to confer any rights or remedies under or by reason of this Agreement on any persons other than the parties to it and their respective successors and permitted assigns. Nothing in this Agreement is intended to relieve or discharge the obligation or liability of any third persons to any party to this Agreement.

VII. **[§ 700]** **Time for Acceptance of Agreement by Board.**

Execution and delivery of this Agreement by the Developer to the Board shall be considered an offer by Developer to enter into this Agreement. If this Agreement is not authorized, executed and delivered by the Board within seven (7) days after the date of signature by the Developer, the offer to enter into this Agreement may be terminated by the Developer on written notice to the Board. The effective date of this Agreement (the "**Effective Date**") shall be the date this Agreement is fully executed by both Developer and the Board.

IN WITNESS WHEREOF, Board and Developer have duly executed this Agreement as of the day and year first written above.

"**Board**"

San Diego Metropolitan Transit Development Board, a California public agency also known as the Metropolitan Transit System

By: _____
Chief Executive Officer

APPROVED AS TO FORM

By: _____
Karen Landers
General Counsel

"**Developer**"

BEYER FAMILY HOUSING, L.P., a California limited partnership

By: Affirmed Housing Group, Inc.

Its: General Partner

By: _____
Name:_____

Title: _____

EXHIBIT A

Depiction of Beyer Property (Entire Parcel)

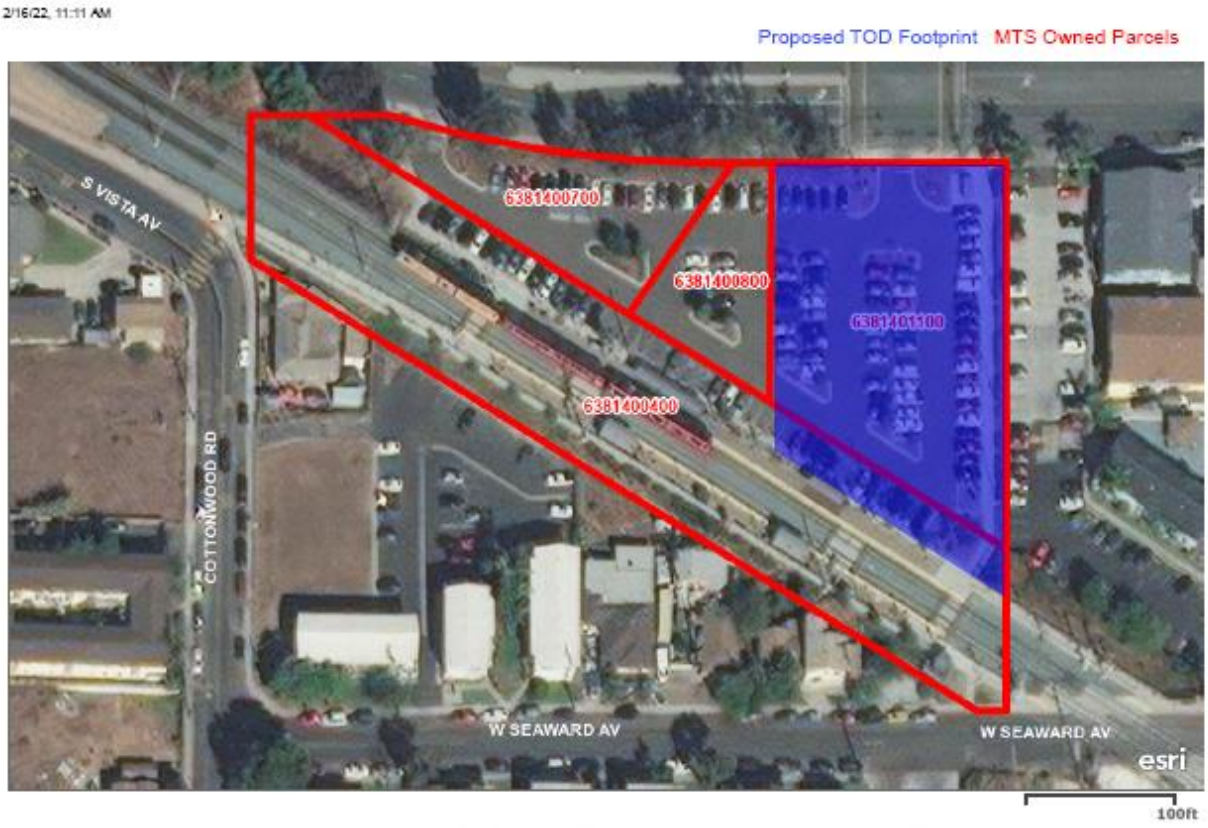


EXHIBIT B

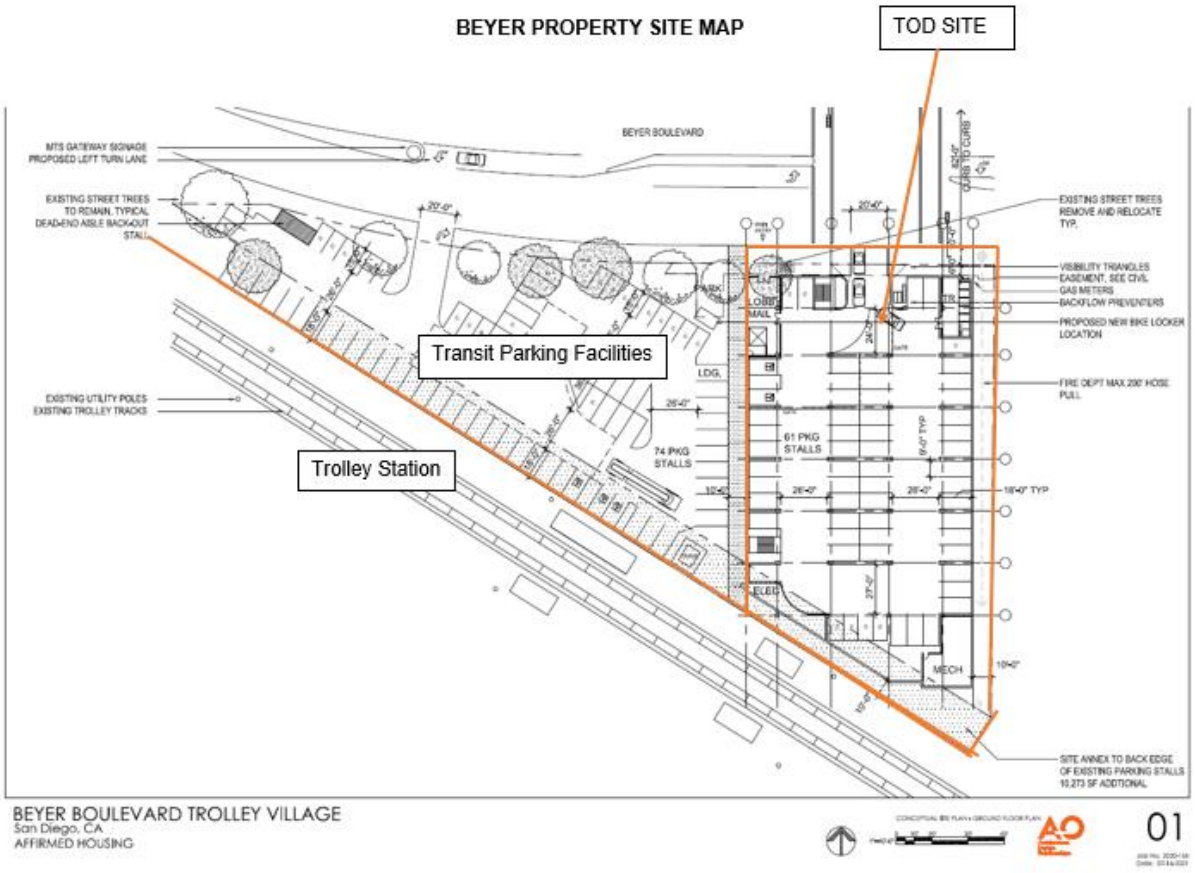

BEYER PROPERTY SITE MAP
TOD SITE
BEYER BOULEVARD
MTS GATEWAY SIGNAGE
PROPOSED LEFT TURN LANE
EXISTING STREET TREES TO REMAIN, TYPICAL
DEAD-END AISLE BACK-OUT STALL
EXISTING UTILITY POLES
EXISTING TROLLEY TRACKS
Transit Parking Facilities
Trolley Station
74 PKG STALLS
61 PKG STALLS
LOBBY
MAIL
LDG.
ELEC.
MECH
EXISTING STREET TREES REMOVE AND RELOCATE TYP.
VISIBILITY TRIANGLES EASEMENT, SEE CIVIL
GAS METERS
BACKFLOW PREVENTERS
PROPOSED NEW BIKE LOCKER LOCATION
FIRE DEPT MAX 200' HOSE PULL
SITE ANNEX TO BACK EDGE OF EXISTING PARKING STALLS
10,273 SF ADDITIONAL
BEYER BOULEVARD TROLLEY VILLAGE
San Diego, CA
AFFIRMED HOUSING
01

EXHIBIT C

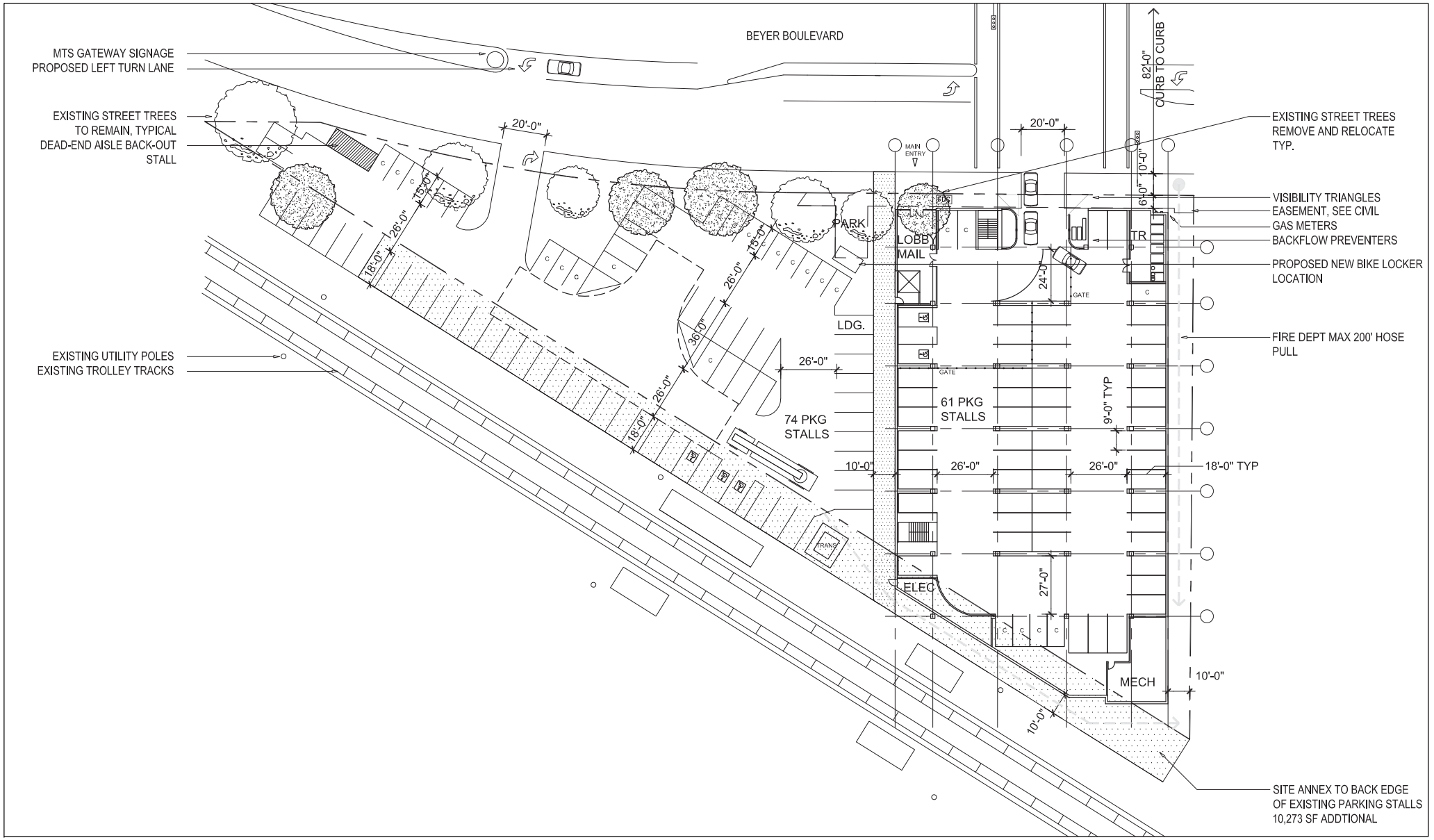
Scope of Development

The Developer shall be responsible for development of the Site as a multi-family mixed-income housing development of approximately one hundred (100) units in a six-story building, including first floor parking exclusively serving the residents. The development will be comprised of approximately one hundred twenty seven thousand (127,000) square feet of gross residential area including approximately sixty (60) parking spaces, common area open space, and associated landscaping and public improvements. The development will include drought tolerant/resistant landscaping, a children's play area, outdoor gathering space, residents' community room, and property management office space.

EXHIBIT D

List of Designated Plans

See attached



BEYER BOULEVARD TROLLEY VILLAGE

San Diego, CA

AFFIRMED HOUSING

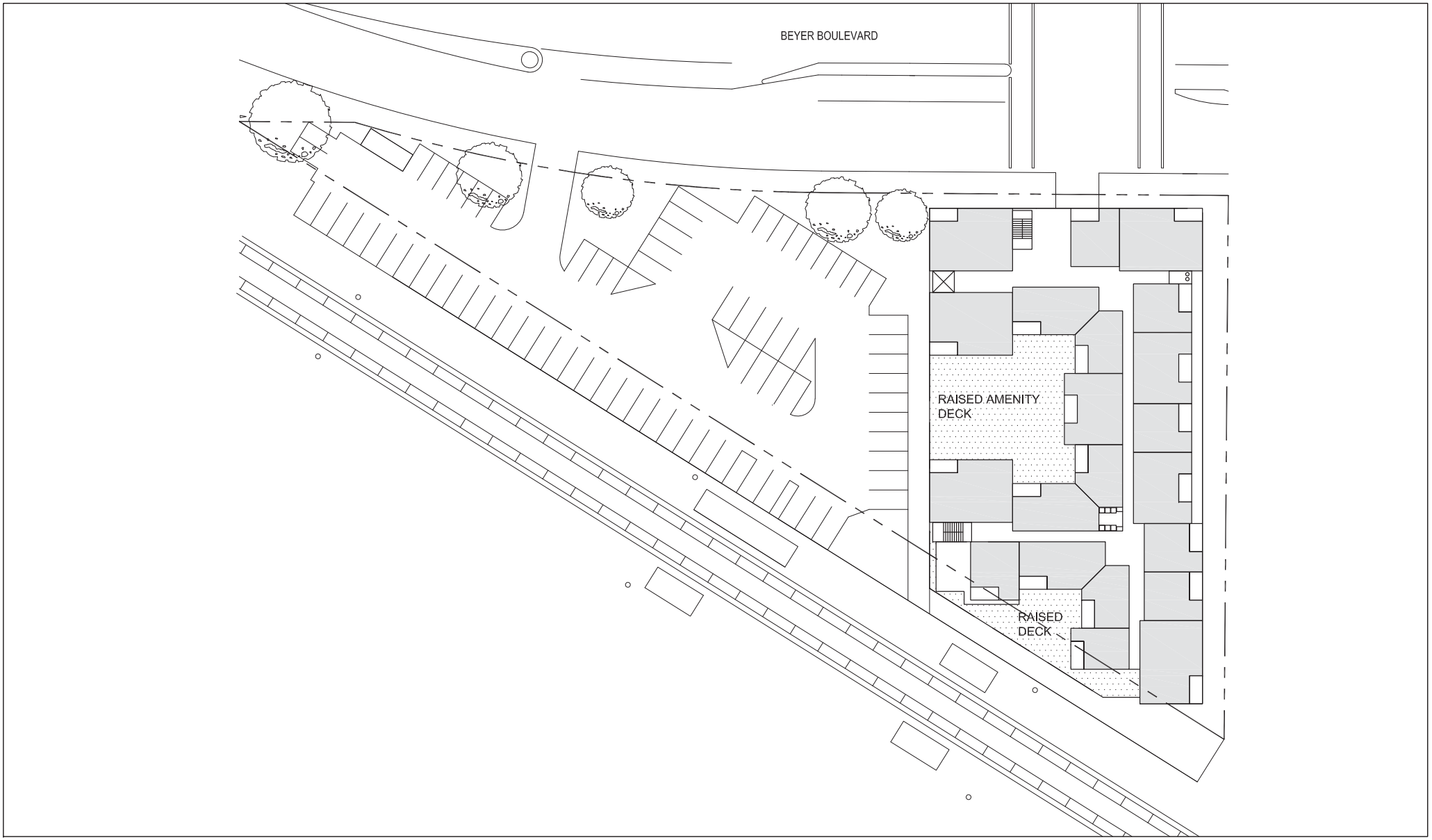
CONCEPTUAL SITE PLAN - GROUND FLOOR PLAN

1"=40'-0" 0 10' 20' 30' 40'

Architecture. Design. Relationships.

01

Job No. 2020-154
Date: 07-16-2021



BEYER BOULEVARD TROLLEY VILLAGE

San Diego, CA

AFFIRMED HOUSING

CONCEPTUAL TYPICAL FLOOR PLAN

1"=40'-0" 0 10' 20' 30' 40'

Architecture. Design. Relationships.

02

Job No. 2020-154
Date: 07-16-2021


BEYER BL
Beyer Blvd.


Beyer Blvd.

EXHIBIT E

Schedule of Performance

TASK/EVENT	TIME FOR PERFORMANCE
1. Disposition and Development Agreement (DDA). Parties shall execute the DDA	March 2022
2. Project Commitments. Developer shall submit evidence of Project Commitments to the Board.	Not later than ten (10) days prior to the Closing Date.
3. Evidence of Financing. Developer shall submit Evidence of Financing to the Board.	Not later than ten (10) days prior to the Closing Date.
4. Ground Lease. Parties shall execute Ground Lease.	Not later than June 30, 2025
5. Commencement of Construction. The Developer shall commence construction.	Within thirty (30) days following the later of (i) Ground Lease execution and (ii) issuance of grading and building permits by the City of San Diego
6. Completion of Construction. The Developer shall complete construction.	No later than thirty (30) months after Commencement of Construction.

If the Developer fails to satisfy any obligation by the deadline set forth above, the Developer shall not be in default under this Agreement unless the Developer has first been given written notice of such failure and an opportunity to cure pursuant to **Sections 501** and **510**. Any cure by the Developer within the period set forth by **Sections 501** and **510** shall constitute a full and complete cure of the failure, notwithstanding the fact that the deadline established herein was not first met by the Developer.

EXHIBIT F

Draft Ground Lease

To be finalized after execution of this Agreement.

With the exception of project specific details and the material terms set forth in **Exhibit G**, the Ground Lease draft will closely follow the Ground Lease dated January 24, 2022 between Grantville Trolley Family Housing LP and Board for the Affirmed ShoreLINE project at Grantville Transit Center (MTS Doc. No. M6770.0-22)

EXHIBIT G

Material Terms of Ground Lease

1. Term. The term of the Ground Lease shall be 99 years.
2. Density. The Project shall consist of approximately 100 residential units with an estimated occupancy of 300. Any deviation of less than ten percent (10%) from the estimated unit shall not be considered a material change under Section 305(b).
3. Affordability. All units shall be rent restricted according to TCAC or CalHFA program requirements, except for one (1) staff unit. In compliance with Government Code section 54222.5, at least 25% of the units shall be at affordable rent, as defined in Section 50053 of the Health and Safety Code, to lower income households, as defined in Section 50079.5 of the Health and Safety Code. Rental units shall remain affordable to, and occupied by, lower income households for a period of at least 55 years. All units shall be rent restricted according to TCAC or CalHFA program requirements, except for one (1) staff unit.
4. Replacement Parking. Developer shall construct the Transit Parking Facilities substantially in conformance with a Site Plan and Scope of Work approved the MTS Chief Executive Officer, with approximately 74 parking stalls for MTS's exclusive use. Upon completion of construction of the Transit Parking Facilities, the improvements and Transit Parking Site shall be transferred and/or returned to Board for operations, maintenance, and ownership.
5. Rent. Developer shall pay to Board as rent, in arrears, on an annual basis an amount equal to five percent (5%) of Developer's annual Net Cash Flow (as defined below) from the operation of the Project during the prior calendar year (the "**Base Rent**"). Base Rent will be determined and paid, without any prior demand within one hundred twenty days (120) days after the last day of each calendar year and calculated based on the Gross Income received by Developer from operating the Project during the prior calendar year. For purposes of this Lease, "Net Cash Flow" shall mean all (A) cash receipts from the residential and non-residential components of the Project, including rental receipts from the lease of the Residential Apartments, and any other cash received by Developer derived from the Premises, but excluding (i) insurance proceeds or condemnation proceeds; (ii) security deposits or other tenant deposits; (iii) interest earned on project reserves; (iv) proceeds of loans or capital contributions; and (v) releases of funds from any operating or capital replacement reserves less (B) debt services, operating expenses and other expenses as detailed in the Ground Lease. Base Rent shall not commence until recordation of the Certificate of Compliance (the "**Rent Commencement Date**"). No Base Rent will be due by Lessee for any calendar years before the year in which the Rent Commencement Date occurs.
6. The Ground Lease shall include typical rights and protections for any leasehold mortgagees.
7. Construction Timeline. Construction of the Project is scheduled to take thirty (30) months after construction commencement to achieve substantial completion, subject to extension for "Force Majeure".
8. AB 1486 Compliance. Prior to close of escrow on the Ground Lease, Board shall record a restrictive covenant on the Site that complies with the Surplus Land Act (specifically as required by Government Code section 54222.5)

9. Prevailing Wage and Skilled Labor Requirements. Developer's Project construction activities shall comply with paragraphs C(7) and C(8) of MTS Board Policy No. 18:

C(7): All projects approved pursuant to the program shall be considered public works for purposes of Chapter 1 (commencing with Section 1720) of Part 7 of Division 2 of the Labor Code, regardless of whether an exemption under Section 1720 of the Labor Code applies to the project.

C(8): A joint development agreement between MTS and a private entity shall include a requirement that the developer's construction comply with Public Utilities Code section 120221.5.

EXHIBIT H

Required Land Use Approvals

1. Permits required by the City of San Diego to construct the development

EXHIBIT I

Estimated Budget for MTS Outside Consultants pursuant to Section 213

	Exclusive Negotiating Agreement (ENA) Deposit	$25,000
Pre-DDA	(Less) ENA Services Encumbered	$0
Pre-DDA	*ENA Deposit Remaining*	*$25,000*
	Estimated Post-DDA Consultant Costs	
	Starting Balance	*$25,000*
Post-DDA	(Less) tbd	$10,000
Post-DDA	(Less) Engineering Services	$15,000
	Contingency Remaining (Potential Refund)	*$0*

Agenda Item No. 45

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

MTS SAFETY PERFORMANCE ANNUAL REVIEW (DAVID BAGLEY AND JARED GARCIA)

INFORMATIONAL ONLY

Budget Impact

None.

DISCUSSION:

On July 19, 2018, the Federal Transit Administration (FTA) published Final Rule (49 CFR Part 673), which requires public transportation agencies who receive Federal funding to certify that it has established and implemented a comprehensive Public Transportation Agency Safety Plan (PTASP).

The MTS Board of Directors approved the Agency Safety Plan on July 30, 2020. 49 CFR Part 673 requires transit agencies to report annually to its Board of Directors on the status of the agency's PTASP, established performance targets and any modifications made to the plan in the preceding year. The Rail Safety Plan was revised in January 2022 to reflect the opening of the Mid-Coast Extension. All other aspects of the Agency Safety Plan remain unchanged.

Staff will provide a report at the Board meeting.

Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. MTS Agency Safety Plan

Metropolitan Transit System

Agency Safety Plan

(Public Transportation Agency Plan pursuant to 49 CFR 673)

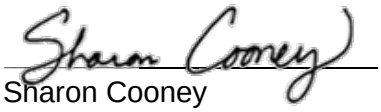
SAN DIEGO METROPLITAN TRANSIT SYSTEM
SAN DIEGO TROLLEY, INC.
SAN DIEGO TRANSIT CORP.

Table of Contents

MTS Agency Safety Plan
Approvals

The approvals for the 2020 MTS Agency Safety Plan are as follows:

I. Approval by the Accountable Executive for the MTS Agency:



Sharon Cooney
Chief Executive Officer
San Diego Metropolitan Transit System

7/30/20
Date

II. Approval by the MTS Board of Directors:

Nathan Fletcher
Chair of the Board of Directors
San Diego Metropolitan Transit System

7/30/20
Date

MTS Agency Safety Plan
Overview

On July 19, 2018, Federal Transit Administration (FTA) published the Public Transportation Agency Safety Plan (PTASP) Final Rule (49 C.F.R. Part 673), which requires certain operators of public transportation systems that receive Federal financial assistance (49 U.S.C. § 5307) to develop a PTASP.

The PTASP Final Rule intends to improve public transportation safety by implementing an approach that provides an effective and proactive way to manage safety risks. Transit agencies must develop and implement safety plans that establish processes and procedures to the support the implementation of Safety Management System (SMS). SMS is a comprehensive, collaborative approach to managing safety and addressing safety risks.

Specifically, the PTASP Final Rule requires the following minimum standards to be included in safety plans: the identification, assessment, and mitigation of risks and strategies to minimize exposure to hazards, a safety training program, safety performance targets, and a process and timeline for conducting an annual review and update of the safety plan.

The following MTS Agency Safety Plan has been developed to comply with the PTASP Final Rule.

MTS Agency Safety Plan
SMS Policy Statement

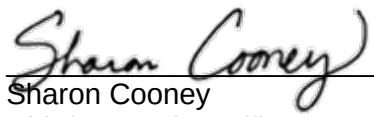
The San Diego Metropolitan Transit System (MTS) has established this SMS Policy Statement to emphasize its overall commitment to the safety of our passengers, our operators, our staff and the general public. This SMS Policy Statement provides direction for MTS's safety program, which applies to every facet of MTS operations.

The management of safety is MTS's highest priority. MTS is committed to safety throughout the entire organization, from the Board of Directors to the front line employees.

MTS will ensure that all transit service delivery activities take place under a balanced allocation of organizational resources to achieve the highest level of safety performance and meeting established standards. MTS is committed to developing, implementing, maintaining, and constantly improving our processes. As evidence of our commitment to safety, every MTS policy shall be guided by and every employee shall perform their duties in furtherance of the following safety goals:

- Supporting safety through the provision of appropriate resources that fosters a safety culture;
- Integrating the management of safety among the primary responsibilities of all managers and employees;
- Clearly defining managers and employees' responsibilities in relation to the performance of our SMS;
- Conducting hazard identification and evaluating safety risks, which includes an employee safety reporting program, in order to eliminate or mitigate safety risks;
- Ensuring that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- Complying with, and wherever possible exceeding, legislative and regulatory requirements and standards;
- Ensuring that sufficiently skilled and trained employees are available to implement safety management processes;
- Ensuring that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are assigned only tasks for which they are adequately trained;
- Establishing and measuring our safety performance against realistic and data-driven safety performance indicators and safety performance targets;

- Continually improving our safety performance by ensuring appropriate safety management action is taken and is effective; and
- Ensuring externally supplied systems and services that support our operations are delivered to meet our safety performance standards.



Sharon Cooney
Chief Executive Officer
San Diego Metropolitan Transit System

7/30/2020
Date

Nathan Fletcher
Chair of Board of Directors
San Diego Metropolitan Transit System

7/30/2020
Date

MTS Agency Safety Plan
Safety Responsibilities – Description

Each MTS employee is required to carry out specific safety responsibilities consistent with their position. Safety does not begin and end with MTS' front-line employees. All levels of management are accountable for the delivery of safe transit service and safe work environments. Employees must have a clear definition of their individual responsibilities relative to the Safety Management System (SMS). The information provided below describes the safety responsibilities of employees and the applicable reporting structure.

Position:	MTS Agency Safety Plan Designations:	Reports to:	SMS Responsibilities:
Board of Directors		General Public	Approves the SMS Policy Statement and Agency Safety Plan; Promotes the Safety Management Policy Objectives to External Stakeholders and the General Public; and Provides Overall Accountabilitiy of and Support to Chief Executive Officer for Addressing the Objectives of the SMS Policy.

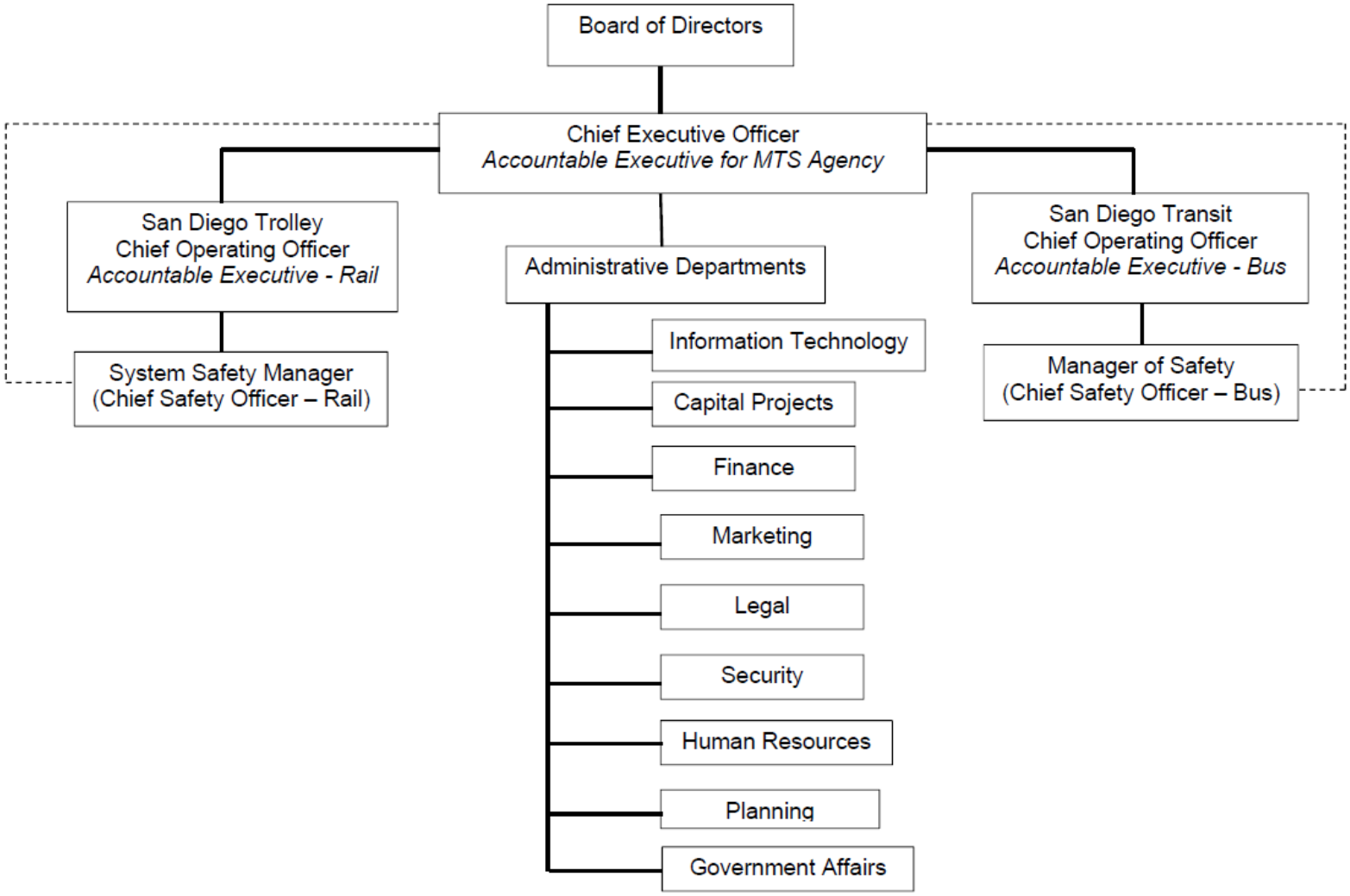
Position:	MTS Agency Safety Plan Designations:	Reports to:	SMS Responsibilities:
Chief Executive Officer	Board of Directors Designates the Chief Executive Officer as the **Accountable Executive for the MTS Agency**	Board of Directors	Develops and Upholds Safety Objectives; Ensures Safety Objectives are Prioritized in Budget Planning Process and Allocation of Resources; Directs the Capital and Financial Resources Needed to Maintain the Agency Safety Plan; Informs and Educates the Board of Directors on Implementation of Safety Objectives and Identification of Significant Safety Risks; Promotes the SMS Policy and a Positive Safety Culture throughout the Agency; and Retains the Ultimate Responsibility for the Performance of SMS and Approves the MTS Agency Safety Plan.
General Counsel		Chief Executive Officer; and Board of Directors	Advises and Recommends Actions to Reduce Legal Risks and Liabilities; and Oversees Risk, Workers' Compensation and Insurance.
Chief Operating Officer of Transit	Chief Executivie Officer designates the Chief Operating Officer of Transit as the **Accountable Executive for Transit**	Chief Executive Officer	Manages Day to Day Operations and Maintenance for Transit; Directs the Implementation of SMS for Transit; Establishes SMS as a Core Value for Transit; and Evaluates the Performance of SMS for Transit.

Position:	MTS Agency Safety Plan Designations:	Reports to:	SMS Responsibilities:
Chief Operating Officer of Trolley	Chief Executive Officer designates the Chief Operating Officer of Trolley as the **Accountable Executive for Trolley**	Chief Executive Officer	Manages Day to Day Operations and Maintenance for Trolley; Directs the Implementation of SMS for Trolley; Establishes SMS as a Core Value for Trolley; and Evaluates the Performance of SMS for Trolley.
Safety Manager of Bus	Chief Executive Officer designates the System Safety Manager of Bus as the **Chief Safety Officer for Bus**	Chief Operating Officer – Transit; and Chief Executive Officer as necessary	Coordinates Implementation and Operation of SMS for Bus.
Safety Manager of Trolley	Chief Executive Officer designates the Safety Manager of Trolley as the **Chief Safety Officer for Trolley**	Chief Operating Officer – Trolley; and Chief Executive Officer as necessary	Coordinates Implementation and Operation of SMS for Trolley.
Chief Financial Officer		Chief Executive Officer	Oversees Budgeting and Procurement of All Goods and Services Necessary for Implementation of Safety Objectives.
Director of Transit Enforcement/Security		Chief Executive Officer	Oversees Security and Law Enforcement Efforts In Preparation for and in Response to Safety and Security Incidents.
Director of Human Resources and Labor Relations		Chief Executive Officer	Oversees the Hiring and Employment of Qualified Employees that Demonstrate Safety Effectiveness.
Director of Capital Projects		Chief Executive Officer	Oversees Implementation of Design and Construction Projects to Address Identified Safety Action Items.

Position:	MTS Agency Safety Plan Designations:	Reports to:	SMS Responsibilities:
Director of Marketing and Communications		Chief Executive Officer	Oversees the Communication and Distribution of Information Regarding Safety and Security Practices to the Agency and the Public.
Director of Planning		Chief Executive Officer	Oversees Internal Planning Efforts and Coordinates with External Stakeholders to Ensure Safety Concerns are Addressed in Design and Location of Facilities and Transit Amenities.
Manager of Government Affairs		Chief Exeuctive Officer	Oversees the Legislative and Lobbying Efforts to Facilitate Identified Safety Goals.
Director of Information Technology		Chief Executive Officer	Oversees the Management of Technology and Computer Systems that Support SMS.
Environmental Health and Safety Specialist		Chief Operating Officer – Transit and Chief Operating Officer – Trolley, as applicable	Oversees Compliance with Environmental and Occupational Health and Safety Regulations.
Operations and Maintenance		Chief Operating Officer – Transit or Chief Operating Officer – Trolley, as applicable	Adheres to Policies and Procedures on Established Safety Goals, Responsibilities, and Objectives; and Reports Safety Hazards and Concerns to Management.
Administration		Applicable Management	Supports the Agency's Mission in Achieving a Safe Operating Environment; and Reports Safety Hazards and Concerns to Management.

Safety Responsibilities – Organization Chart

SAN DIEGO METROPOLITAN TRANSIT SYSTEM
MTS AGENCY SAFETY PLAN (PTASP)
ORGANIZATIONAL CHART



MTS Agency Safety Plan
SMS Documentation and Records

MTS's SMS is supported by further policies and procedures developed by the Departments responsible for the management of safety. MTS's Agency Safety Plan is organized by mode, which include bus and light rail service. Bus service is operated directly through the San Diego Transit Corporation (SDTC), as well as through contracts with private operators. Light rail service is operated directly through San Diego Trolley, Inc. (SDTI). The Bus Agency Safety Plan and Rail Agency Safety Plan comply with the objectives and goals of the SMS Policy Statement and are readily available and communicated throughout MTS. The following framework is documented within the Bus Safety Plan and the Rail Safety Plan:

I. Safety Management System (SMS) Policy

- Safety Performance Goals and Objectives
- Organizational Structure and the Specific Employee Responsibilities for Safety
- Employee Safety Reporting Program
- Coordination with both External Organizations and other Internal Departments to Manage Emergencies and other Public Safety Incidents

II. Safety Risk Management

- Safety Hazard Identification
- Safety Risk Assessment
- Safety Risk Mitigation

III. Safety Assurance

- Developing Safety Performance Targets
- Monitoring and Measuring Safety Performance
- Managing Changes In Operations
- Continuously Improving Processes

IV. Safety Promotion

- Communicating Safety Performance on Hazards and Safety Risks Relevant to an Employees' Roles and Responsibilities
- Establishing a Comprehensive Safety Training Program for MTS Employees and Contractors Directly Responsible for the Management of Safety

The Chief Executive Officer will annually review the MTS Agency Safety Plan and the corresponding Policies and Procedures implementing the SMS and update as necessary. The Board of Directors will approve the MTS Agency Safety Plan on an annual basis, if updates. The MTS Agency Safety Plan will be maintained for a minimum of three (3) years after approval.

Attachments

I. Rail Agency Safety Plan

II. Bus Agency Safety Plan

- San Diego Transit Corp. (SDTC) Safety Plan
- Private Contractor Transdev Safety Plan
- Private Contractor First Transit Safety Plan

Metropolitan Transit System

San Diego Trolley, Inc.
1255 Imperial Avenue, Suite 900
San Diego, CA 92101-7492
(619) 595-4949 • FAX (619) 238-4182

January 21, 2022

Stephen Artus
Program and Project Supervisor
Rail Safety Division
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA, 94102

Subject: Public Transportation Agency Safety Plan (Rail)

Dear Mr. Artus,

San Diego Trolley, Inc. (SDTI) has reviewed the San Diego Metropolitan Transit System (MTS) Public Transportation Agency Safety Plan (PTASP) in accordance with 49 CFR Part 673 and California Public Utilities Commission (CPUC) General Order 164-E - Section 3.1.

On January 20, 2022, SDMTS management staff met with Joey Bigornia, California Public Utilities Commission (CPUC), Rail Transit Safety Division representative to conduct a review of the PTASP; utilizing the checklist that was provided by the CPUC. The Safety Management Systems (SMS) Policy Statement and the safety management processes defined in the plan remain current and do not require modification at this time. Commission staff verified and concurred that the updates contained in the plan adequately addressed changes specific to the Mid-Coast Corridor Transit Extension Project, which began revenue service on November 21, 2021.

For further information regarding the PTASP, please feel free to contact David Bagley, System Safety Manager at (619) 595-4946.

Sincerely,

Sharon Cooney

Sharon Cooney
Chief Executive Officer

cc: Wayne Terry, Chief Operating Officer - Rail
David Bagley, System Safety Manager - Rail
Fabeann Soberg, Assistant System Safety Manager - Rail
Daren Gilbert, Ainsley Kung, and Joey Bigornia, CPUC Rail Safety Division

Metropolitan Transit System

Rail Safety Plan

San Diego Trolley, Inc.

(Public Transportation Agency Plan pursuant to 49 CFR 673)

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1.0 SAFETY MANAGEMENT POLICY

POLICY STATEMENT

The San Diego Metropolitan Transit System (MTS) has established this Safety Management System Policy Statement to emphasize its overall commitment to the safety of its passengers, operators, staff, and the general public. This Safety Management System Policy Statement provides direction for MTS's safety program, which applies to every facet of MTS operations.

The management of safety is MTS's highest priority. MTS is committed to safety throughout the entire organization, from the Board of Directors to the frontline employees. MTS will ensure that all transit service delivery activities take place under a balanced allocation of organizational resources to achieve the highest level of safety performance and meeting established standards. MTS is committed to developing, implementing, maintaining, and constantly improving its processes.

As evidence of MTS's commitment to safety, every MTS policy shall be guided by and every employee shall perform their duties in furtherance of the following safety goals and objectives:

1. Supporting safety through the provision of appropriate resources that fosters a safety culture;

2. Integrating the management of safety among the primary responsibilities of all managers and employees;

3. Clearly defining managers' and employees' responsibilities in relation to the performance of MTS's safety management system;

4. Conducting hazard identification and evaluating safety risks, which includes an employee safety reporting program, in order to eliminate or mitigate safety risks;

5. Ensuring that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;

6. Complying with, and wherever possible exceeding, legislative and regulatory requirements and standards;

7. Ensuring that sufficiently skilled and trained employees are available to implement safety management processes;

8. Ensuring that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are assigned only tasks for which they are adequately trained;

9. Establishing and measuring MTS's safety performance against realistic and data-driven safety performance indicators and safety performance targets;

10. Continually improving MTS's safety performance by ensuring appropriate safety management action is taken and is effective; and

11. Ensuring externally supplied systems and services that support MTS's operations are delivered to meet its safety performance standards.

Sharon Cooney

Chief Executive Officer, MTS — Date: 7/30/20

Nathan Fletcher

Chairperson of MTS Board of Directors — Date: 7/30/20

E. Wayne Terry

Chief Operations Officer, MTS Rail — Date: 7/30/20

1.1 AUTHORITY, PURPOSE, GOALS AND OBJECTIVES

MTS is a California transit district that operates multiple modes of transit: light rail transit (Rail) and fixed route/ADA complementary paratransit bus operations (Transit). The agency has three major divisions: Administration, Rail[1] and Transit. The MTS Chief Executive Officer (CEO) is responsible for managing all aspects of the agency, with direction from the Board of Directors. Because of the distinct differences in operations, MTS has prepared a Safety Plan for each individual division: Rail and Transit. This is MTS's Rail Agency Safety Plan.

San Diego Trolley, Inc. (SDTI) is a wholly owned subsidiary of San Diego Metropolitan Transit System (MTS), with administrative offices located at 1255 Imperial Avenue, Suite 1000, San Diego California 92101. The SDTI System Safety Manager, reporting directly to the Chief Operating Officer-Rail (COO-Rail) and the CEO as necessary, is empowered to develop and administer a comprehensive Public Transportation Agency Safety Plan (ASP) for rail transportation within San Diego Trolley, Inc. (SDTI). It is the duty of all employees to cooperate with, and provide information to, the System Safety Manager with respect to safety-related matters. All employees and any outside contractor agencies or organizations working on SDTI property must fully comply with the orders set forth in the ASP. The program applies to:

- Design, construction, inspection, testing, start-up, operation, and maintenance activities that affect the SDTI system
- Fixed facilities, vehicles, and system equipment

The MTS Board of Directors has designated the CEO as the Accountable Executive for the MTS Agency. The CEO designated the COO-Rail as the Accountable Executive for Rail. The Accountable Executive for Rail is responsible for the following:

- Approving the ASP and any updates
- Implementing and maintaining the Safety Management System (SMS)
- Making decisions over the human and capital resources needed to develop and maintain the SDTI's Transit Asset Management Plan
- Having the ability to make budgetary, operational and capital program decisions to address safety and asset management concerns
- Relying on outputs of SMS processes and activities to ensure that SDTI's strategic planning is informed and transparent with regard to the role of safety in decision-making
- Ensuring that action is taken to address substandard performance in the agency's SMS

The Accountable Executive the MTS Agency (CEO) has designated the System Safety Manager as the Chief Safety Officer (CSO). The System Safety Manager is an adequately trained individual with responsibility for safety who reports directly to the Accountable Executive (COO-Rail). The System Safety Manager is responsible for day-to-day implementation and operation of the agency's SMS and does not serve in other operational or maintenance capacities.

[1] Historically, the Rail division was run by a separate entity, San Diego Trolley, Inc. (SDTI). SDTI is a wholly-owned subsidiary of MTS. While some operations continue under the SDTI entity (e.g. legacy property ownership or agreements), in practical terms it is operated as the Rail division of MTS.

SDTI supports the development and growth of its internal SMS processes. To this end, SDTI conducted a gap analysis of the agency's SMS activities (April 2017). This analysis has been instrumental in implementing SMS throughout SDTI.
This ASP has been developed in accordance with Safety Management System principles, as defined by the FTA. It has been prepared in accordance with guidelines established by the American Public Transportation Association Rail Transit Safety Management System Guide (2016), the Federal Transit Administration (FTA) Moving Ahead for Progress in the 21st Century Act (2012), the FTA requirements for Agency Safety Plans under 49 Code of Federal Regulations (CFR) Part 673 and the California Public Utilities Commission (CPUC) General Order 164-E (2018). The CPUC is designated as the State Safety Oversight Agency (SSOA) and must review and approve the MTS Agency Safety Plan. The CPUC's SSOA Program was approved and certified by the FTA in accordance with the requirements of Federal Public Transportation Safety Law 49 U.S.C 5329 (e) and FTA's SSO regulation 49 CFR Part 674 on October 23, 2018.

This plan has also been prepared in a manner prescribed by the State of California Occupational Safety and Health Administration (Cal/OSHA) and mandated by California Labor Code (Section 6401.7).

The System Safety Manager administers the ASP on a day-to-day basis with specific tasks monitored by appropriate management personnel. All SDTI, MTS, and SANDAG project-implementation staffs are, as applicable, responsible for undertaking the relevant safety efforts described in this plan.

1.1.1 Purpose and Scope

The ASP provides a formal and documented plan wherein safety goals, objectives, responsibilities, and procedures are established and monitored to ensure compliance with state and federal regulatory requirements, as well as to ensure the agency observes industry best practices in all areas of the operation.

The ASP encompasses all rail system elements of SDTI, including employees, contractors, and relationships with external agencies. All departments involved in safety tasks should have a clear definition of their individual responsibilities relative to the SMS. The relationship of the safety unit to operations should be clearly defined.

SDTI has established safety as a core value, where top management are tasked with overseeing the establishment of organizational factors necessary to achieve improved safety and to lead others in the effective implementation of SMS principles within SDTI.

The FTA's definition of SMS is the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices and policies for managing risks and hazards.

The purpose of the SDTI SMS is to provide a comprehensive, collaborative approach that brings management and labor together to build a safety program.

SMS builds upon SDTI's existing safety programs to provide the means to accomplish the following:

- Control safety risk better
- Detect and correct safety problems earlier
- Share and analyze safety data more effectively
- Measure safety performance more carefully

There are four components to SDTI's Safety Management System:

1. Safety Management Policy
2. Safety Risk Management
3. Safety Assurance
4. Safety Promotion

1.1.2 Goals

The overall goal of the SDTI Safety Management System is to experience continuous improvement in safety performance. To accomplish this, SDTI will identify, eliminate, minimize and/or control safety hazards and their attendant operational risks by establishing control requirements, lines of authority, and levels of responsibility and methods of documentation for the organization. Safety is SDTI's top priority in alignment with SDTI's mission. Top management's role is to ensure that these safety goals and safety policies are implemented within SDTI.

It is the goal of SDTI's ASP to ensure that all employees, patrons, and the public are provided the safest environment possible while on the SDTI system and within its facilities. Additionally, SDTI through the ASP:

- promotes the philosophy of safety to all employees, patrons, and contract personnel
- provides a method of implementing goals and objectives relating to safety
- provides a method for recommending appropriate corrective action to mitigate potential hazards and maintain oversight to ensure safety remains at the optimum level
- promotes and maintains safety and training programs mandated by federal and state regulatory agencies and required to implement the SMS
- maximizes the safety of future operations by affecting the design and procurement processes

1.1.3 Objectives

The ASP objectives provide a mechanism to ensure the ASP goals are attainable, provide a method of measuring the safety program effectiveness and support the goal of continuous improvement in safety performance. The ASP objectives are:

1. Safety shall be the first consideration during SDTI involvement in system design, construction, and operation

2. Safety hazards are identified and either eliminated, mitigated or controlled throughout the life cycle of the system
3. Verify that all aspects of the operation adhere to SDTI safety policies and procedures, and state and federal regulatory requirements
4. Meet or exceed industry safety requirements in rail operations and maintenance
5. Meet or exceed SDTI performance targets for safety and state of good repair
6. Investigate all major accidents / incidents by identifying and documenting primary causes, contributing factors, and implementing corrective action to prevent a recurrence, and verifying implementation through configuration management procedures
7. Evaluate the implications of all proposed modifications prior to implementation as they relate to safety
8. Maintain association with federal, state, and local agencies to obtain safety-related agreement permits, and approvals where applicable

1.1.4 Policies

The following policies are set forth to attain the ASP objectives:

- All phases of construction activity under SDTI's influence require the highest safety standards and practices for major public works projects. The public shall not be exposed to extraordinary safety hazards.
- Operational systems shall meet all safety-related codes and regulations issued by appropriate federal, state, and local authorities.
- Health and safety provisions for SDTI passengers and personnel shall be equal to, or exceed those required by federal, state, and local regulatory authorities.
- Goals and objectives shall be considered throughout all phases of the operation and maintenance of the SDTI system.
- Annual internal safety audits shall be conducted to ensure compliance with the ASP. Recommendations shall be implemented following configuration management procedures.
- Department Superintendents and Managers shall ensure distribution of the ASP to all personnel directly responsible for meeting its goals, carrying out its objectives, and enforcing its policies.

1.2 SAFETY ACCOUNTABILITIES AND RESPONSIBILITIES

1.2.1 System Description

1.2.1.1 History

The Metropolitan Transit Development Board (MTDB), created by state law (Mills, SB 101) in 1975, was empowered to design, engineer, and build fixed-guideway facilities within San Diego County. MTDB created the SDTI in August 1980 as a wholly owned subsidiary responsible for operation and maintenance of the LRT system.

Effective January 1, 2003, SB 1703, the San Diego Regional Transportation Consolidation Act, directed consolidation of two main functions among SANDAG, MTDB (San Diego Metropolitan Transit System) and the North County Transit District (NCTD): (1) planning and programming, and (2) engineering and construction. Planning, design, and construction of the LRT system is coordinated with SDTI management and in compliance with the MTS LRT design criteria. SANDAG engineering staff administers regional construction contracts for, and under the direction of, the MTS Board and executive staff. MTS contractors and MTS staff administers local and minor improvement projects.

1.2.1.2 Scope of Services

The SDTI system spans 65 track miles in length and is serviced by the Blue Line, the Orange Line, the Green Line, and the Silver Line.

BLUE LINE
Revenue service began on the Blue Line on July 26, 1981. The Blue Line extends 30 miles from the San Ysidro station at the International Border to University Town Center. Of the total 30 miles, 1.4 miles (C Street & India to 12th & Imperial) are operated on city streets; and 14 miles (12th & Imperial to San Ysidro) are operated on semi-exclusive right-of-way. The Blue Line comprises 32 stations, sharing six stations with the Orange and Silver Lines downtown and five with the Green Line. The Blue Line operates through four jurisdictions: the cities of San Diego, National City, Chula Vista and an unincorporated area of San Diego County.

ORANGE LINE
Revenue service on the first phase of the Orange Line from Imperial Transfer to the Euclid Station began on March 23, 1986. The line was extended to El Cajon in 1989 and to Santee in 1995. In April 2018, the both Orange Line terminals were changed. The Orange Line currently extends 17.7 miles from the Courthouse Station in downtown San Diego (via the C St. corridor and downtown San Diego) to Arnele Avenue Station in El Cajon. Of the total 17.7 miles, 3.1 miles (C Street & India to Commercial & 32nd) are operated on the city streets; and 14.6 miles are operated on semi-exclusive right-of-way from 32nd and Commercial to Arnele Avenue. The Orange Line is comprised of 19 stations, sharing five with the Blue and Silver Lines downtown and five with the Green Line (one in downtown and four in East County). The Orange Line operates through four jurisdictions: the cities of San Diego, Lemon Grove, La Mesa and El Cajon.

GREEN LINE
Revenue service began on the Green Line on July 10, 2005. The Green Line extends 23.8 miles from the 12th & Imperial along the bayside to Old Town Transit Center through Mission Valley to Santee Town Center, including a 0.7-mile subway tunnel under San Diego State University (SDSU). The Green Line is comprised of twenty-seven stations, sharing five with the Orange Line (two in downtown and three in East County), one with the Blue Line downtown, and four with the Silver Line downtown. The Green line operates through four jurisdictions: the cities of San Diego, La Mesa, El Cajon and Santee.

Figure 1: SDTI System Map

SILVER LINE
Revenue service on the Silver Line began in August 2011. The Silver Line is a 2.7-mile loop in downtown San Diego along Harbor Drive, C Street, and Park Blvd, completing its loop at 12th & Imperial, and is host to restored 1940's era Presidential Conference Committee (PCC) streetcars. The Silver Line is comprised of nine stations, sharing six with both the Blue and Orange Lines, and three with the Green Line.

Figure 2: Silver Line Map

1.2.1.3 Rail Fixed Guideway

Trains operate on-site in segments of the system that do not have automatic block signals and are primarily in non-exclusive right-of-way. Maximum speeds vary between 25mph (in the downtown area) to 55mph. Trains are governed by automatic block signaling (ABS) on semi exclusive right-of-way. The ABS system consists of a series of consecutive blocks of defined track limits equipped with interlocked wayside signal circuits that monitor the status and control movements of key elements of the signaling system and ensure the safe movement of light rail and freight trains.

1.2.1.4 Traction Power Substations

SDTI trains are electrically propelled using high-voltage DC power, which is fed via an overhead catenary system (OCS) from traction power substations located along the right-of-way. Isolated OCS sections can be de-energized by opening appropriate circuit breakers in the substations or via pole-mounted sectionalizing switches. SDTI utilizes seventy (70) substation locations throughout the system. These substations are equipped with a rotating blue trouble light that indicates a malfunction associated with the substation. When observed, a Train Operator reports the trouble light to the Operations Control Center, Line Supervisor, or

maintenance crew. Only trained and qualified employees (including Line Supervisors) may remove power in emergencies.

1.2.1.5 Overhead Contact System

A power distribution system known as an Overhead Contact System (OCS) provides electrical power to the LRVs. The minimum contact wire height above the top of the rail in areas of light rail vehicle usage is nineteen feet, except in exclusive and semi exclusive right-of-way. The CPUC granted an exemption to General Order 95 (Overhead Electric Line Construction) and allowed the minimum contact wire height above the top of the joint-usage track rail reduced to 22 feet. The contact wire profile is as low as 14 feet Gillespie Field and Lindbergh Field Airport glide paths; Grape, Hawthorn, and 70th Streets; Morena Boulevard; and San Diego State University tunnels). Segments of track throughout the downtown area (C Street, Park Boulevard, Commercial Street, Harbor Drive and in the Yard) have fixed-termination OCS where operating speeds are lower. In all other areas of the right-of-way, a constant-tension catenary system allows for higher operating speeds.

1.2.1.6 Stations

SDTI has sixty-two barrier-free passenger stations that provide circulation between street, bus/auto connections, and platform/track areas. There are fifty-one stations outside the "Centre City" zone shown on MTS System map. Many stations outside the Centre City zone have adjacent parking, pick-up/drop-off zones, and bus pull-in areas to accommodate patrons. All stations are equipped with a public address system to notify patrons of service changes. Key stations are equipped with changeable message signs that display the same information, which broadcasts over the public address system.

1.2.1.7 Light Rail Vehicles

The SDTI fleet currently consists of Light Rail Vehicles (LRVs) manufactured by the Siemens Corporation and Presidential Conference Committee cars (PCC) manufactured by the St. Louis Car Company (reference Figure 3: SDTI Fleet). LRVs have an articulated center and operating cabs on each end. There is no access between LRVs when coupled. Safety features include a fire extinguisher, a mobile radio equipped with a silent alarm button mounted in each operating cab, a fail-safe system to prevent movement of the train in the event doors are not fully closed, and an onboard CCTV system. A Train Operator (T/O), who performs all operational functions, controls trains manually.

Model:	U2	SD-100	SD-7	SD-8	SD-9	PCC
Fleet Size:	01	39	11	65	45	02
Length:	80 feet	80 feet	90 feet	80 feet	80 feet	45 feet
Weight:	40 tons	40 tons	48 tons	40 tons	40 tons	25 tons
Max Speed:	50 mph	55 mph	55 mph	55 mph	55 mph	25 mph

Figure 3: SDTI Fleet

1.3 ORGANIZATIONAL STRUCTURE

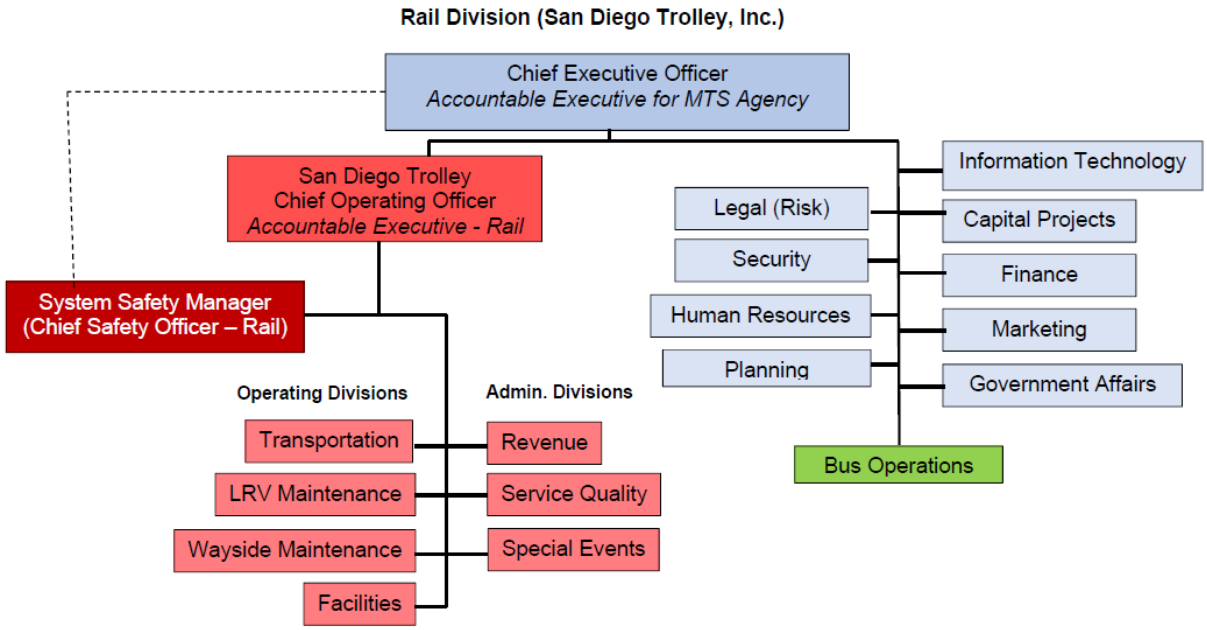

Figure 4: Organization Chart for MTS Rail Transit Operations

MTS has three (3) major divisions: Administration, Rail and Transit. The MTS CEO is responsible for managing all aspects of the agency, with direction from the Board of Directors. The CEO has designated the COO-Rail to manage Rail operations.

The COO-Rail reports to the MTS CEO. For the Rail division, administrative and operational functions consist of departments directed by the COO-Rail. The administrative functions are responsible for the daily management of system-support requirements provided by the Facilities, Revenue (fare vending machine maintenance and collection/processing), Engineering, Purchasing, Stores, Claims Administration, and Accounting Departments. The operational functions consist of the Transportation, Light Rail Vehicle (LRV) Maintenance, and Wayside Departments. The Superintendents of these sub departments are responsible for establishing and implementing the ASP safety requirements.

1.3.1 Board of Directors

The Board of Directors is responsible for setting policy for SDTI. They are required to approve the ASP initial document and all updates. The Board of Directors receives periodic safety briefings from SDTI.

1.3.2 Accountable Executive

The Accountable Executive of the MTS Agency is the CEO who has ultimate responsibility for safety within the MTS organization. The MTS CEO designated the COO of Rail (SDTI) as the Accountable Executive for Rail.

The Accountable Executive- Rail is responsible for establishing and implementing the Safety Management System for Rail operations. The COO-Rail

directs and provides support for all rail operations functions and is responsible for decisions regarding safety risks. The COO-Rail will elevate relevant safety discussions to the CEO's attention. The COO-Rail will support and encourage an open dialogue between the System Safety Manager (CSO) and the CEO.

1.3.3 System Safety Manager/Chief Safety Officer (CSO)

The System Safety Manager (CSO) is responsible for managing the SMS on a day-to-day basis. The System Safety Manager oversees safety within SDTI and provides technical support to the CEO and COO-Rail, and to the Board of Directors regarding safety. The System Safety Manager is responsible for the chairing safety committees; providing safety input to operations, procedures, rules and training; internal audits; accidents/incidents/near-miss investigations and reporting; safety input for major extensions and rehabilitations of the transit system; and hazard analyses.

The CSO must be adequately trained and is responsible for ensuring compliance with requirements as set forth in 49 CFR 672, which provides minimum training requirements to enhance the proficiency of transit safety oversight professionals. This training shall meet the requirement as outlined in Appendix A to 49 CFR 672, and include the required annual refresher training. The CSO must be enrolled in the 49 CFR Part 672 – Public Transportation Safety Certification Training Program (PTSCTP) and must complete the training within the three (3) year prescribed timeframe.

The CSO reports to the COO- Rail. The CSO works with the COO-Rail to implement the Agency Safety Plan.

The CSO has a dual reporting role with the COO-Rail and the CEO. As necessary to implement the Safety Plan and discuss relevant issues, the CSO has a duty and right to report directly to and consult with the CEO. The CSO will have direct access to the CEO at all times regarding all safety related issues.

1.3.4 Facilities Department

The Superintendent of Facilities reports directly to the COO-Rail. The Facilities Manager is responsible for the maintenance and operation of all fixed facilities and equipment, including all trolley stations, shelters, canopies, signage, equipment, parking lots, landscaping, related right-of-way maintenance and all irrigation systems. Scheduled weekly maintenance includes maintenance of stations, facilities/buildings and grounds, as well as vehicle inspections. Bimonthly maintenance is performed on the LRV car wash and sludge/drain system and stations and facilities maintenance is conducted annually and as needed. In accordance with SMS principles, a supervisor ensures that corrective actions are implemented and closed out in a timely manner and reviews inspection and trouble reports. The Superintendent of Facilities writes specifications, initiates, monitors contract maintenance services, and ensures that all designated facilities are maintained in a safe, operational, and presentable state.

1.3.5 Revenue Department

The Revenue Lead Supervisors report directly to the COO-Rail/Fare Systems Administrator. The Fare Systems Administrator oversees revenue administration, reporting and management functions. The Revenue Lead Supervisors oversee Ticket Vending Machine (TVM) revenue collection and recovery process, security, maintenance and accuracy of fare collection equipment, revenue accounting and analysis, auditing, reporting functions and armored transport and banking functions performed in accordance with MTS policies. The Fare Systems Administrator implements policies and procedures to ensure that revenues are handled in a safe and secure manner; researches, analyzes, and monitors all phases of fare-collection process, and develop findings and appropriate recommendations.

1.3.6 Stores Department

The Manager of Inventory Operations reports to the Director of Supply Chain & Operations and is responsible for all MTS warehouses, including departments within SDTI, SDTC (bus operations) and MTS administration.

All warehouse personnel are responsible for the management of functions associated in ensuring the availability, upkeep and distribution of all items stored in each warehouse that include but not limited to maintenance spares, tooling, consumable and commercial items. In addition, the warehouse is also responsible for the management of disposals across inventory and company assets.

Included in the Manager Inventory Operations role is the establishment of strategic direction and tactical delivery for the department. The Manager will work alongside safety and environmental departments to facilitate and ensure a safe and risk-free environment for each employee. In delivering exceptional performance, each warehouse employee will be adequately trained to attain a high level of understanding across the role of a storekeeper and to provide exceptional customer service through the efficient discharge of their duties.

1.3.7 Engineering Department

The Director of Capital Projects reports directly to the CEO and is responsible for the coordination of all engineering and construction activities of the organization. The Director of Capital Projects provides regular updates to the COO-Rail.

1.3.8 Transportation Department

The Superintendent of Transportation reports directly to the COO-Rail. The Superintendent of Transportation is responsible for the operational planning and overall supervision of all employees involved in the transportation discipline of SDTI, including mainline and yard service and the operation of all trains in accordance with the approved timetables. The Superintendent of Transportation is also in close and continuing association with the initial and subsequent installation, testing and preoperational system check-out of various systems

comprising the light rail system and must be sufficiently knowledgeable and experienced to render timely and effective assistance in establishing and coordinating applicable operating and safety procedures. The Superintendent of Transportation is responsible for promulgating operating rules, regulations and related procedures, as well as the enforcement of safety policies and the review of problem areas to determine the need for changes to improve operating and safety procedures. The Superintendent of Transportation ensures that contingency plans are up-to-date and readily available in the event of an emergency, including accidents and system delays in general. The Superintendent of Transportation ensures that properly trained personnel and appropriate equipment are available to respond on a timely basis to rectify the problem(s) and restore normal operations.

Both SDTI and San Diego & Imperial Valley Railroad (SD&IV) trains operate under the authority of the Operations Control Center (OCC). The OCC is staffed twenty-four hours a day, seven days a week and provides twenty-four hour emergency response for SDTI employees and local emergency-response agencies. An integrated fire management panel monitors/controls the emergency ventilation system and traction power emergency trip switches in the event of a fire or other emergency within the tunnel or platform areas integrated within the SDSU Station. Ventilation of the tunnels and station platform are also controlled through a computer program in the OCC interfaced with high-powered reversible fans and air dampers throughout the underground structure. A trespasser intrusion system will also activate an alarm at the OCC if a person or other detectible object smaller than an LRV enters a tunnel segment at either the station platform or the portal entrance from either end. The MTS Transit Security emergency contact number is posted on public information signs and passenger timetables for public knowledge.

The primary functions established for the OCC Facility and personnel are:

- Provide for the safety and security of SDTI personnel and passengers
- Maintain system-wide supervisory control by monitoring train operations and facilities that support the system
- Document incidents that result in system delays, injuries, or damages
- Maintain detailed reports on operational status items and reported defects
- Create unusual occurrence reports and various daily statistical summaries for dissemination
- Supervise personnel, direct operations, and maintain established service levels
- Execute corrective actions to optimize service levels and minimize adverse system-wide impact
- Monitor fire management panel and remain conversant with the emergency ventilation operation panel and trespasser intrusion system

The Controller on duty is responsible for all operational activities and must ensure that train movements (mainline and within yard limits) and any work performed on or about SDTI property is conducted in accordance with all safety requirements mandated by the CPUC, the FRA, and SDTI policies and procedures. Controllers also monitor SDSU tunnels via CCTV.

Train movements are controlled through:

- Speed restrictions, slow orders, and advisories printed daily on an Operating Clearance Form
- Verbal train orders communicated over a two-way radio system

All SDTI personnel and contractors working on the property perform their duties in a safe manner in accordance with written instructions and are verified through:

- Verbal two-way radio communications
- Field oversight (Line Supervisors and Employee-in-Charge/Flagperson who inform the Controller of personnel adherence and progress)
- Operating clearances

In addition, train movements on signalized track are governed by automatic block signals (ABS). Special operations are conducted on an as-required basis for construction or maintenance needs. Authorization for special operations must receive approval from the Superintendent of Transportation.

1.3.9 Wayside Maintenance Department

The Superintendent of Wayside Maintenance reports directly to the COO-Rail. The Superintendent of Wayside Maintenance coordinates with subordinate staff and other department superintendents and managers to handle elements associated with the administration and maintenance responsibilities of the Wayside Division of the Maintenance Department. The Superintendent of Wayside Maintenance is responsible for directing, planning and scheduling inspections, maintenance and repairs of traction power, signals and switches, crossing gates, guideway structures, pumping stations, lighting and station electrical service and component devices (PA system, message signs, etc.).

The Maintenance-of-Way Department is responsible for the maintenance and repair of wayside equipment, including signals, grade-crossing protection, traction power, switches, track and substructures, as well as SDTI back-up generators. Wayside Department staff includes Shift Supervisors, Track Supervisors, Electro Mechanics, Linemen, Assistant Linemen, and Track Maintenance Personnel.

Shift Supervisor Responsibilities

Shift Supervisors' responsibilities include the following activities:

- Ensure that work site areas have safety and hazardous material inspections performed within required time frame
- Conduct and document scheduled safety meetings held with employees
- Ensure safety inspections and safety maintenance cycles performed on equipment and specialized facilities are appropriately scheduled and documented
- Verify that personal protective equipment (PPE) is available and in good working order

- Ensure that employees under their control follow the established safe-work practices and use the required personal protective equipment
- Confirm that the Hazard Communication Program Plan and MSDS binders are available to all maintenance employees
- Monitor personnel and verify that safety training was conducted and tasks are performed safely
- Ensure that all affected personnel receive training to ensure the component is used in a safe manner when a new process, procedure, chemical, or piece of equipment is introduced into the workplace
- Assure proper forms are completed prior to the personnel's tour of work begins

1.3.10 Light Rail Vehicle (LRV) Maintenance Department

The Superintendent of LRV Maintenance reports directly to the COO-Rail. The Superintendent of LRV Maintenance establishes, implements, and monitors new or revised policies and guidelines for the LRV Maintenance Department. The Superintendent of LRV Maintenance administers policies and programs, and plans, coordinates, schedules, and implements these into day-to-day activities as they relate to the efficient operation and maintenance of light rail vehicles. The Superintendent of LRV Maintenance ensures that all light rail vehicle maintenance meets regulatory agencies' and internal standards, with special consideration given to the safety of patrons and employees. The Superintendent of LRV Maintenance supervises the enforcement of safety policies for all LRV Maintenance work areas.

- Ensure monthly work area safety inspections and weekly hazard material (hazmat) inspections are performed and documented on checklists
- Conduct and document scheduled monthly safety meetings with employees
- Ensure the performance and documentation of safety inspections and safety maintenance cycles of vehicles and equipment meet schedule requirements
- Verify that personal protective equipment (PPE) is available, in good working order, and used in compliance with established safety practices
- Ensure that the Hazard Communication Program Plan and Material Safety Data Sheets (MSDS) are available to all LRV Maintenance employees for review upon request
- Monitor that employees perform assigned task(s) in a safe manner
- Ensure that training on proper use and operation of any new processes, procedures, chemicals, or equipment, including necessary safety precautions, is conducted

The LRV Maintenance Department is responsible for the maintenance, repair, and cleaning of all Light Rail Vehicles. Personnel include LRV Supervisors, Electro Mechanics, Linemen, and Assistant Linemen.

<u>LRV Supervisor Responsibilities</u>

- Ensure monthly work area safety inspections and weekly hazard material (hazmat) inspections are performed and documented on checklists

- Conduct and document scheduled monthly safety meetings with employees
- Ensure the performance and documentation of safety inspections and safety maintenance cycles of vehicles and equipment meet schedule requirements
- Verify that personal protective equipment (PPE) is available, in good working order, and used in compliance with established safety practices
- Ensure that the Hazard Communication Program Plan and Material Safety Data Sheets (SDS) are available to all LRV maintenance employees for review upon request
- Monitor that employees perform assigned task(s) in a safe manner
- Ensure that training on proper use and operation of any new processes, procedures, chemicals, or equipment, including necessary safety precautions, is conducted

1.3.11 Risk Department

The Manager of Risk and Claims reports directly to the General Counsel. The General Counsel reports directly to the CEO and the MTS Board of Directors as necessary. The Manager of Risk and Claims directs and manages the liability claims and workers' compensation functions of MTS and ensures that all claims and workers' compensation activities are properly processed and reported in accordance with state and federal regulations. The Manager of Risk and Claims manages and tracks claims and incidents, evaluates mitigation and insurance strategies, and facilitates the annual placement of MTS's excess liability, excess workers' compensation property, crime, and fiduciary liability insurance. The Manager of Risk and Claims coordinates activities, policies, and procedures with third-party administrators and insurance brokers on contract and insurance issues.

1.3.12 Transit Enforcement Department

The MTS Chief of Police/Director of Transit Enforcement reports directly to the CEO. This department is staffed through contracted services and in-house Code Compliance Inspectors (CCIs). The Transit Enforcement Department conducts ongoing Security Risk Analyses for the system to maintain a secure environment for passengers, employees and facilities through identification of emerging significant security risks and to formulate solutions and mitigations.

1.3.13 Transit Asset Manager

The MTS Transit Asset Manager reports directly to the Chief Financial Officer. The Chief Financial Officer reports directly to the CEO. The Transit Asset Manager is responsible for developing and coordinating new Transit Asset Management policies, data collection and FTA reporting for bus and rail. The Transit Asset Manager is also responsible for the agency's Capital Improvement Program and Capital budget.

1.4 INTEGRATION WITH PUBLIC SAFETY AND EMERGENCY MANAGEMENT

The System Safety Manager, in conjunction with representatives from Transit Enforcement and other departments are responsible for coordinating all rail system-wide emergency response planning. Prior to opening new segments of the rail system, training sessions and familiarization exercises are conducted for all emergency-response agencies in the new segment.

SDTI's progressive exercise program has the commitment of internal staff and emergency-response agencies to utilize a building block approach in which training and activities focus on specific capabilities in a cycle of escalating complexity. This program allows the collective community to achieve and maintain competency in executing the transportation and local-emergency response plans. MTS has a Continuity of Operations Plan to ensure that critical functions continue following an emergency.

SDTI's emergency-response policies and procedures are reviewed annually and updated as needed. The System Safety Manager is responsible for coordinating this review and producing updated policies and procedures with input from SDTI staff.

1.4.1 Exercises and Drills

The Safety and Transit Enforcement Departments organize major emergency response drills and exercises that simulate terrorist activities and catastrophic incidents requiring multijurisdictional response. These aid the agency in assessing and validating policies, plans, procedures, training, equipment, assumptions, and interagency agreements. MTS uses the Homeland Security Exercise and Evaluation Program (HSEEP) as it provides a standardized policy, methodology, and terminology for exercise design, development, execution, evaluation, and improvement planning.

Emergency drills are held periodically and are scenario based when identifying locations on the system. Prior to any drill, meetings with external agencies regarding the emergency-management program are held. The FTA provides funding to SDTI to develop and conduct major drills. Typical drills may include mass casualties, fires, derailments, active shooters, or suspicious devices. Drills are designed to exercise competency in emergency situations.

Following a drill, a post-drill debriefing is convened with representatives from all participating agencies to review the performance of the drill and to identify lessons learned. These findings are documented in drill reports or after-action reports and matrices. The post-drill briefing comments are included in a final summary report to management that includes areas needing fire and life-safety improvements and corrective actions. The SDTI Safety and Security Departments track corrective actions to resolution.

1.4.2 Internal Emergency Training

MTS's emergency preparedness program focuses on staff development and training using drills and exercises to assess current practices and procedures. MTS hosts US Department of Transportation (USDOT) Transportation Safety Institute (TSI) and National Transit Institute (NTI) courses and encourages staff participation to the extent possible and appropriate. As necessary, MTS also partners with contractors to facilitate advanced training, exercises, and drills. All emergency-response procedures are found in the Operating Rules and Standard Operating Procedures Manual and in the MTS Emergency Management Plan. These procedures are included in the Transportation Department's Standard Operating Procedures Manual. These documents are distributed to employees as they are updated. The following situations are addressed in the above-referenced documents:

- Emergency occurrences
- Emergency shuttle bus service
- Operation of LRV silent alarm
- Earthquake emergency procedures
- Hazardous materials
- Emergency radio calls
- Emergency call list
- Fire on a train
- Derailment
- Hijacking
- Passenger emergency alarm
- Civil unrest
- Sick person on or near SDTI property
- Collisions and accidents
- Emergency removal of power
- Fire on or near track
- Bomb threat
- Criminal incidents
- SDSU fire management panel, emergency ventilation operation panel, and trespasser intrusion system

1.4.3 Emergency Responder Familiarization

SDTI performs safety training with personnel from emergency-response agencies within jurisdictions through which the trolley operates. First responder personnel, such as fire and law enforcement, from the County of San Diego and the cities of San Diego, La Mesa, El Cajon, Santee, National City, and Chula Vista are provided with basic information of the SDTI system, equipment, and operations during the training provided by the System Safety Manager and the Transportation Training Department. Function-specific training and exercises are also provided, including:

- Active shooter/tubular assault/sniper (SWAT)
- Heavy lift/extraction (fire departments, urban search and rescue)
- San Diego State University familiarization (fire departments in proximity to the university)

- Field canine enforcement (US Customs and Border Patrol)

This training is available year-round to these agencies, and annual participation is encouraged. Additionally, Maintenance-of-Way Department personnel provide San Diego Fire Department with on-site orientation for unique stations, such as San Diego State University.

1.4.4 Fire Protection

All fire protection systems are verified for conformance with fire protection requirements through the use of emergency drills, inspections, incident investigations, and routine testing of fire protection and fire-suppression systems.

1.5 SMS DOCUMENTATION AND RECORDS

1.5.1 Annual Plan Review

The ASP is assessed annually and updated to include corrections and modifications. The System Safety Manager is responsible for coordinating review and revisions.

1.5.2 Revisions and Change Control

Updates to the ASP include changes to operating procedures or environment, or procedures, instructions, or rules affecting safety. These changes are made by the System Safety Manager. The methods and procedures contained in the ASP are applicable to all phases of the rail transit system: planning, design, construction, inspection, preoperational testing, start-up, and revenue service.

1.5.3 Responsible Parties

The System Safety Manager is responsible for initiating and developing the ASP in cooperation with SDTI departments, and MTS and SANDAG project implementation staff, as applicable, with oversight by the CPUC. All changes are approved by the COO-Rail, CEO, and the Board of Directors. Existing SMS processes and procedures are evaluated and modified as necessary in the ASP update.

The current version of the ASP is available to all employees and contractors via the MTS Intranet. The System Safety Officer issues a bulletin to all employees when updates are available.

1.5.4 Regulatory Oversight and Acknowledgement

SDTI will submitted its initial Public Transportation Agency Safety Plan (ASP) to the CPUC for review and approval (in accordance with the requirements of CPUC General Order 164-E) before the FTA's July 20, 2020, deadline for submittal of the agency's ASP. SDTI incorporated CPUC comments and issue the revised ASP for CPUC approval. After receiving CPUC approval of the ASP,

CPUC/SDTI will submitted the ASP to the FTA in compliance with 49 CFR Part 673, so that The FTA's Certification and Assurance process could be completed on or before the FTA established deadline.

The revised ASP is submitted annually on or before February 15th to meet requirements set forth by the CPUC in GO 164-E. The System Safety Manager is responsible for notifying the CPUC representative of any changes or modifications to the ASP or any significant safety issues. The CPUC representative is responsible for reviewing the ASP to ensure the plan meets the requirements of GO 164-E. All CPUC recommendations to enhance or modify changes in the ASP will be considered and the ASP will be revised accordingly.

1.5.5 Plan Implementation

The ASP focuses on the activities that are required to provide a high level of safety. The ASP elements include the long-term approach to implement Safety Management Systems within SDTI. The ASP also delineates activities to be performed by the Safety Committee to ensure its involvement on a continuing basis.

This ASP outlines the methods to assure that safety is an integral and continuous part of planning, specification, design, test operation, construction, procurement, and disposal activities of rail transit systems. The ASP complies with all state and federal laws and mandates by systematically monitoring all phases of the operation.

MTS has an intranet that includes information on various functions within the agency including safety. A sample page from the Rail Safety Intranet is shown in Figure 5. The MTS Rail Safety Intranet contains a description of policies and procedures that apply to the Safety Management System, including the Safety Management Policy. The intranet is the prime method of communication of how updates or revisions to the Safety Management Policy are communicated to employees.

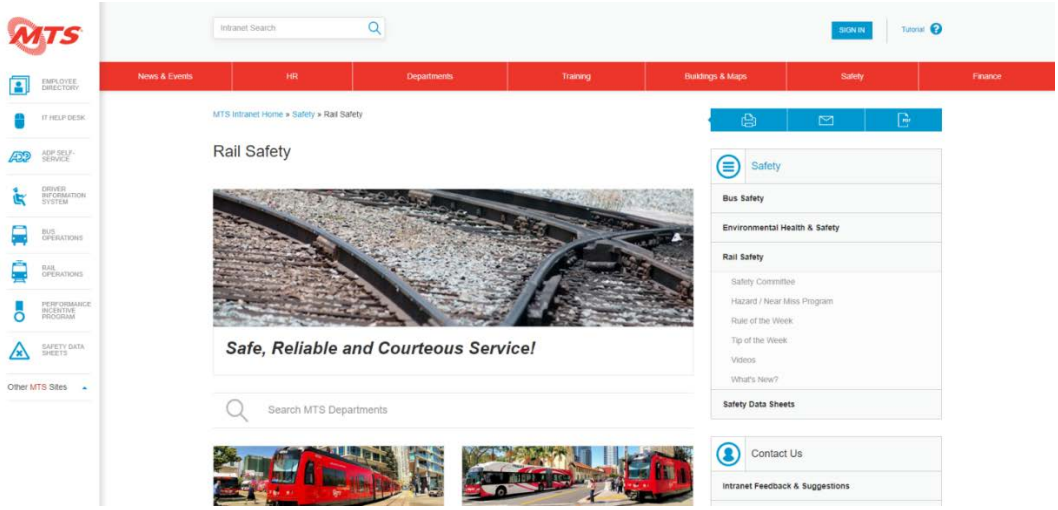

Figure 5: MTS Safety Intranet Page 1

1.5.6 Program Administration

The System Safety Manager has the functional authority, under direction of the COO-Rail, to ensure all employees comply with the ASP and that all operations and maintenance related functions are performed with the intent to conform to safety requirements, including:

- Analysis of rules, procedures, and practices to ensure adequate hazard control including employee safety reporting systems
- Participation in design reviews and planning sessions to ensure that safety concerns and issues are addressed and resolved
- Collection and dissemination of applicable information/practices from other transit properties
- Investigation of serious incidents or accidents and assigning responsibility, when applicable, for the purpose of retraining and/or disciplinary action
- Periodic safety inspections
- Determination of cause and recommendation of corrective action to prevent recurrence
- Verification of implementation and effectiveness of corrective action
- Emergency-response agency interface on safety-related matters, including familiarization sessions with SDTI equipment/facilities
- Participation on internal committees (Major Incident Review Committee, Derailment Committee, etc.)
- Interface with NTSB, CPUC, Cal/OSHA, FTA, FRA, and other regulatory agencies

When unsafe conditions or practices exist, the System Safety Manager has the authority, granted by the COO-Rail, to immediately order such conditions corrected or unsafe practices halted. This includes the interruption of revenue service if conditions warrant. The System Safety Manager reviews and evaluates the ASP for program effectiveness. This includes ensuring all departments comply with elements contained herein, adding or deleting work tasks commensurate with the project(s) schedule and budget, and delegating responsibilities, accordingly.

1.5.7 Current Operational Systems

Verification of compliance with SDTI, manufacturer, federal, state, and local requirements is accomplished through:

- Review of accident/incident reports
- Performance to established safety goals and safety performance targets
- Investigations of cause and corrective action when appropriate
- Inspection of facilities and equipment
- Management procedures
- Review of operating procedures
- Review of safety rules
- Review of emergency drills
- Occupational safety and health inspections
- Inspection and testing of fire protection equipment

1.5.8 Safety Committee

The Safety Committee is made up of both hourly and supervisory personnel from each of the departments within SDTI. The committees' primary function is to act as a communication channel on safety-related matters between employees and upper management and to provide a forum to discuss issues which impact safety.

Safety Committee members solicit recommendations from employees of their respective departments regarding proposed improvements to enhance safety in the work environment. The Safety Committee discusses, evaluates, and determines if such recommendations are practical and require follow-up. Any suggestions that require fund expenditure is referred to the appropriate department head who, in turn, advises the COO-Rail whether the recommendation should be acted upon. Recommendations are reviewed for possible implementation and the Safety Committee is advised of the decision reached by the COO-Rail. Safety Committee meeting minutes are distributed and posted on all SDTI Bulletin Boards.

1.5.9 Monthly CEO Safety Briefing

Every month the System Safety Manager provides a rail safety briefing to the SDTI CEO. Topics include, but are not limited to accidents, outside inspections, recent CPUC activity, training, Safety Committee meetings, Rail Operation and Regulatory (ROAR) Committee, major projects, regular duties, right-of-way, security, and any high-level safety risks and/or safety meetings that have been conducted or are ongoing. In addition, on a case-by-case basis, the CEO will meet with the CSO to discuss individual incidents, policies, or other concerns and programs related to safety.

1.5.10 Weekly Executive Safety Briefing

Every week the System Safety Manager provides a rail safety briefing to the MTS COO-Rail. Topics include, but are not limited to:

- CPUC activity
- Safety Committee update
- Accident/incident investigative follow-up

1.5.11 General Awareness Program

SDTI, in cooperation with SANDAG, may develop and conduct safety-awareness programs for local schools, community groups, and the media. These programs increase public awareness of issues related to safety on the system.

1.5.12 Incentive and Correctional Programs

A safety award program and an employee excellence award program has been established to reward employees annually based on safe behavior, accident-free

operation, personal injuries, and attendance. Award recipients are invited to a public ceremony.

1.5.13 Documentation and Retention of SMS Documentation

The documents required to implement the SMS program are maintained within MTS for a period of no less than four years. The SMS documents contain record of revision as applicable and are maintained within individual department record systems.

During the course of developing the SMS there may be additional processes and procedures required that are not included or referenced in the ASP. The processes and procedures will be further developed by the responsible parties designated within the agency with the involvement and participation of representatives assigned to the safety department. As applicable new SMS policies and procedures will be included or referenced in the revised ASP during the annual review.

Upon request the CPUC, FTA, and other Federal entities will have access to review any SMS documentation that is maintained MTS.

2.0 SAFETY RISK MANAGEMENT

Safety is integrated into design, specification preparation, equipment selection, construction, procedures, and operations. The Safety Risk Management process is intended to verify that identified hazards have been satisfactorily documented, tracked, and resolved through a risk mitigation and resolution process. Hazards are continually identified during the development of a project and during ongoing rail operations. As specified in a project's safety and security certification plan (see Section 3.2.2), SDTI, MTS, and SANDAG project implementation staff (under the direction of SDTI and CPUC), as applicable, apply methods of hazard identification, assessment, and resolution to minimize or eliminate accidents and injuries. The Safety Risk Management process also applies to SDTI's existing operations and maintenance procedures, changes to the existing SDTI rail public transportation system, new operations of service to the public, new operations or maintenance procedures, and any organizational changes.

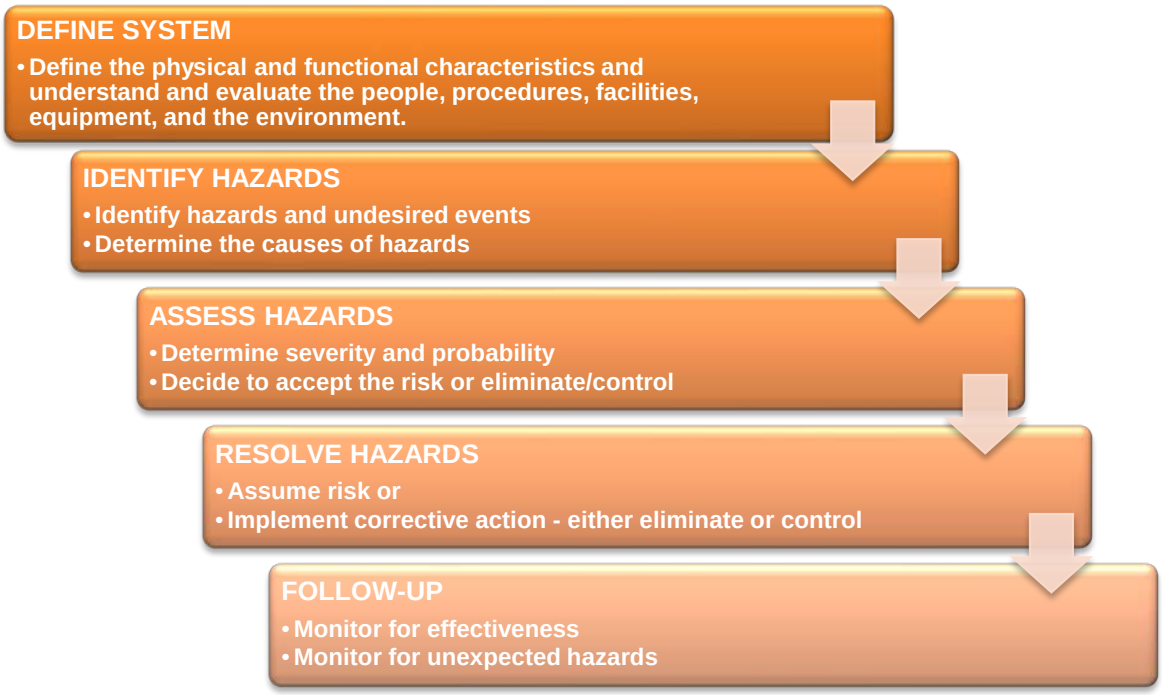

Figure 6: Safety Risk Management Process

SDTI, MTS, and SANDAG project staffs, as applicable, work to identify areas and situations prone to a high frequency of incidents and accidents through existing system inspections and evaluation, reviewing trends, comparative analysis, and evaluating available data. Safety analyses are part of a formalized process to identify, eliminate, and/or control hazards. Safety analyses provide for:

- Identification of hazards
- Assessment of the severity and probability of occurrence of the hazard
- Timely awareness of hazards for those who must resolve them
- Traceability and control of hazards through all phases of a system's life cycle

Analysis results assist team members in understanding the causes of occurrences and ensure appropriate corrective action. Variables determined as significant contributing factors to the frequency of accidents or incidents become a focal point for review and evaluation to determine appropriate corrective action.

Safety Risk Management is performed using a decentralized process. Hazards are assessed and evaluated by the operating departments (transportation and maintenance) with assistance from the System Safety Manager.

The Safety Risk Management process feeds into the Safety Assurance process so that safety risk mitigations are evaluated for effectiveness over time. Feedback between the two processes is essential to ensure that risk mitigation does not introduce additional hazards. MTS uses safety data acquisition to monitor what occurs within the system. If the hazard reoccurs, then the mitigation will be adjusted.

2.1 SAFETY HAZARD IDENTIFICATION

2.1.1 Hazard Identification

Defining the physical and functional characteristics of a project creates the foundation of the hazard identification process. These characteristics are presented in terms of the major elements that comprise the project, such as personnel, facilities, systems, equipment, procedures, the public, and the environment. The perceived hazards are identified using several techniques, including the following:

- Historical hazard or accident data
- Operational experience and lessons learned
- Identification of credible hazard scenarios
- Checklists of potential hazards
- Hazard analyses
- Employee Safety Reporting System
- Data provided by the FTA
- Data provided by the CPUC
- Input from vendors, suppliers, and subcontractors
- Input from project staff and engineering/construction consultants
- Other methods as appropriate.

Identified hazards are tracked in the Hazard Management Master File (an Excel database). Information collected includes the following:

- Date reported
- Reported by
- Form completed
- Reported to
- Hazard description
- Severity
- Probability
- Responsible party

- Potential mitigation(s)
- Final mitigation(s)
- Risk score after mitigation
- Completed by
- Completion date

2.1.2 Safety Risk Assessment

A hazard analysis should be performed on all facility modifications and new construction projects. Hazard analysis is a risk assessment of the safety and security of a project with regard to known hazards. The purpose of hazard analysis is to assess the severity and probability of the risk associated with each identified hazard. Severity and probability generally are determined based on qualitative rather than quantitative analyses. The results and conclusions of the analyses of identified hazards, assessed in terms of severity or consequence and the probability of occurrence, are presented by the responsible party in accordance with standard methods (such as MIL-STD-882D, MTS ASP, FTA Hazard Analysis Guidelines, and 49 Code of Federal Regulations Part) and as specified in contract documents.

To classify the assessment, hazards identified in formal hazard analyses receive a classification based on the definitions that follow. Unacceptable and undesirable hazards are mitigated to an acceptable level by one or more of the above-described methods.

Hazards identified in the Hazard Management Master File also receive a classification based on the definitions that follow.

2.2 SAFETY RISK MITIGATION

Hazard assessments determine whether assuming some or all of the risk associated with a particular hazard is acceptable and whether corrective action is called for. Hazard assessment involves hazard severity, hazard probability, and risk assessment. The following definitions are used to establish Hazard Severity and the Probability of Occurrence. The Risk Assessment Matrix is used to categorize hazards as acceptable, acceptable with certain conditions applied, undesirable, or unacceptable.

2.2.1 Hazard Evaluation

Hazard severity is a subjective measure of the worst credible mishap expected to result from human error, environmental conditions, design inadequacies, subsystem or component failure or malfunction, and/or procedural deficiencies. The categories of hazards are as follows:

Table 1: Hazard Severity

CATEGORY	DESCRIPTION
1. Catastrophic	Death or system loss
2. Critical	Severe injury, severe occupational illness, or major system damage
3. Marginal	Minor injury, minor occupational illness, or minor system damage
4. Negligible	So small or of so little consequence that it requires little to no attention

Hazard probability is the likelihood that a specific hazard will occur during the planned life expectancy of the system element, subsystem, or component described subjectively in potential occurrences per unit of time, events, population, items, or activity. The Hazard Probability in Table 2 is derived from research, analysis, or evaluation of historical data.

Table 2: Hazard Probability

DESCRIPTION	LEVEL	LIKELIHOOD	EXAMPLE OF FREQUENCY
Frequent	A	Continuously experienced	One or more times per week during a four week period
Probable	B	Occurs or may occur often	One or more times per month during a four month period
Occasional	C	Will likely occur several times during the system's lifecycle	One or more times per year on an annual basis
Remote	D	Potential to occur during the system's lifecycle	Once per decade
Improbable	E	Is unlikely to occur, but possible	Less frequently than once per decade

After hazard severity and probability are determined, associated risks are assessed by project implementation staff and the Safety & Security Review Committee (see Section 3.2.2.7). A risk assessment determines the level of risk associated with a hazard. It enables understanding the risk in relation to the costs (in dollars or operational impact) that may be incurred. The Risk Assessment Matrix in Table 3 identifies the risk assessment based on hazard severity and probability.

Table 3: Risk Assessment Matrix

FREQUENCY OF OCCURRENCE	CATASTROPHIC (1)	CRITICAL (2)	MARGINAL (3)	NEGLIGIBLE (4)
Frequent (A)	**1A**	**2A**	**3A**	**4A**
Probable (B)	**1B**	**2B**	**3B**	**4B**
Occasional (C)	**1C**	**2C**	**3C**	**4C**
Remote (D)	**1D**	**2D**	**3D**	**4D**
Improbable (E)	**1E**	**2E**	**3E**	**4E**

Table 4 relays the criticality of implementing corrective measures to reduce the hazard to an acceptable level. Projects use this index to prioritize hazardous conditions and to focus resources on the most serious hazards requiring resolution.

Table 4: Criticality Index

RISK INDEX	CRITERIA	CORRECTIVE ACTION
1A, 1B, 1C 2A, 2B, 3A	Unacceptable	Hazard cannot remain as is; must be mitigated.
1D, 2C, 2D, 3B, 3C	Undesirable – decision required	The hazard should be mitigated, if at all possible, within fiscal constraints. This level of risk must involve a documented decision by executive management, and it may be mitigated at a later time.
1E, 2E, 3D, 3E, 4A, 4B	Acceptable - with review	The Safety & Security Review Committee must determine if the hazard may remain.
4C, 4D, 4E	Acceptable - without review	The hazard may remain.

2.2.2 Hazard Mitigation

The Hazard Resolution and Control process involves the analysis and corrective action(s) taken to reduce the risk of an identified hazard to the lowest practical level. The order of precedence, which follows, are used for satisfying system safety requirements and resolving identified hazards.

Design for Minimum Risk	Design new facilities and equipment to eliminate hazards. If an identified hazard cannot be eliminated, reduce its associated risks to an acceptable level through the design selection.
Incorporate Safety Devices	If an identified hazard cannot be eliminated or its associated risk cannot be reduced through design selection, reduce that risk to an acceptable level by using protective safety features or devices. Provide, and issue procedures for, periodic inspection and functional checks of safety devices.
Provide Warning Devices	When neither design nor safety devices can effectively eliminate identified hazards or reduce risk to an acceptable level, use warning devices to detect the condition and produce an adequate warning signal to alert individuals to the hazard. Standardized warning devices minimize the probability of persons reacting incorrectly to these warnings.
Develop Special Procedures	When it is impossible or impractical to eliminate hazards through design selection or adequately reduce associated risks through safety or warning devices, then use approved procedures and special training programs. Procedures may include the use of personal protective equipment. Precautionary notations and warning signs must be standardized. Employees who perform safety-critical tasks require certification of proficiency and periodic recertification.

Typically, hazards are controlled by more than one corrective method. The use of warning, caution, and other forms of written advisories alone to control Category I (Catastrophic) and Category II (Critical) hazards will be carefully reviewed to ensure that no other additional measures are possible.

If a new light rail extension or capital improvement project is determined not to contain significant hazards, the SANDAG Project Director may request a determination of "no significant potential for hazard" for the segment(s) from the COO-Rail. The COO-Rail may approve or deny the request.

Hazards identified by employees are tracked in the Hazard Management spreadsheet. Proposed mitigations are discussed in monthly Safety Committee meetings and documented in meeting minutes. The minutes posted on company bulletin boards and the agency intranet provide feedback on hazard mitigation and strategy.

2.3 HAZARD NOTIFICATION TO CPUC

If the System Safety Manager determines that an unacceptable hazardous condition exists (according to the Criticality Index), the System Safety Manager will notify the CPUC staff within two hours as required by GO164-E. The System Safety Manager or designee maintains a hazard tracking spreadsheet that identifies the hazard, status of hazard (open or closed), recommendations for corrective action, person or department responsible for corrective actions, and scheduled date of completion. The System Safety Manager is responsible for tracking open status items to resolution as required by GO164-E.

MTS will also submit any CAPs developed to minimize, mitigate, control, correct, or eliminate the identified risks and hazards. The CAPs will include description, immediate mitigation (if needed), origin of hazard, the proposed actions, permanent hazard resolution, or temporary mitigation if necessary, the responsible individual or department, and the schedule for implementing those actions for the identified hazard, including date the hazard was identified and closed, and hazard resolution verification/follow-up activities, all in accordance with Commission GO 164-E, Section 9.

3.0 SAFETY ASSURANCE

Safety assurance ensures that MTS implements appropriate and effective mitigations and monitors the safety performance of SDTI. Safety assurance also helps assess changes to see if the changes affect the safety of operations.

Safety assurance includes three subcomponents:

1. Safety Performance Monitoring and Measurement
2. Management of Change
3. Continuous Improvement

3.1 SAFETY PERFORMANCE MONITORING AND MEASUREMENT

There are many ways that SDTI monitors safety performance including:

- Monitor service delivery activities
- Monitor employee safety reporting programs
- Monitor operations and maintenance data
- Conduct safety audits, studies, reviews and inspections
- Conduct safety investigations
- Conduct safety surveys
- Evaluate data and information from external agencies

The FTA, in the National Transportation Safety Plan, has established safety performance criteria and state of good repair standards that all transit agencies must meet. This Agency Safety Plan includes safety performance objectives that meet or exceed the required safety performance criteria and state of good repair standards.

SDTI currently produces many forms of indicators that get reported to levels within MTS and SDTI and also to the CPUC and the FTA. In accordance with the requirements of the FTA's National Public Transportation Safety Plan, SDTI addresses safety performance in the following four categories:

- Fatalities: the total number of reportable fatalities and rate per total unlinked passenger trips by mode
- Injuries: the total number of reportable injuries and rate per total unlinked passenger trips by mode
- Safety Events: the total number of reportable events and rate per total vehicle miles by mode
- System Reliability: mean distance between failures by mode

SDTI's monitoring and assessment programs enable the agency to identify any safety risk mitigations that are ineffective, inappropriate or have not been implemented as originally intended. The System Safety Manager works with the appropriate departments to reassess and document inadequate safety risk mitigations. New proposed mitigations are discussed with the Accountable Executive, and implemented. The System Safety Manager informs the CPUC of these actions.

3.1.1 Safety Performance Measurement

3.1.1.1 Safety Performance Measure: Fatalities

SDTI is committed to reducing the number of fatalities to zero and partners with community outreach efforts to attain this goal. The calendar year (CY) performance target for total fatalities and total fatalities rate per 100,000 revenue miles is to achieve a reduction compared to the previous three CY average. A National Transit Database (NTD) reportable fatality is a death due to: collision (including suicides), derailment, fire, hazardous material spill, acts of God, system or personal security event (including suicides), or other safety event. An NTD reportable fatality does not include: fatalities that occur because of illnesses or other natural causes (including individuals who are found deceased).

3.1.1.2 Safety Performance Measure: Injuries

Any harm to persons that requires immediate medical attention away from the scene because of a reportable event is considered to be a reportable injury. SDTI reports to the National Transit Database (NTD) anytime a person is transported away from the scene for medical attention as an injury, whether or not the person appears to be injured.

In addition to injuries requiring transport from the scene, injuries defined as serious are automatically reportable. Individuals with serious injuries may or may not have been transported away from the scene for medical attention. A serious injury is one that:

- Requires hospitalization for more than 48 hours within 7 days of the event
- Results in a fracture of any bone (except simple fractures of fingers, toes, or nose)
- Causes severe hemorrhages, or nerve, muscle, or tendon damage;
- Involves an internal organ
- Involves second- or third-degree burns, or any burns affecting more than five percent of the body surface

The CY performance target for total number of injuries and injury rate per 100,000 revenue miles is to achieve a reduction compared to the previous three CY average.

3.1.1.3 Safety Performance Measure: Safety Events

The safety events measure captures events meeting NTD reporting thresholds occurring on SDTI right-of-way or infrastructure, at a revenue or maintenance facility, rail yard, during the performance of maintenance activities or involving a transit revenue vehicle. The NTD reporting thresholds include fatalities, injuries requiring immediate medical attention away from the scene, derailment, substantial damage, and evacuation for life safety reasons.

The CY performance target for total number of safety events and safety events rate per 100,000 revenue miles is to achieve a reduction compared to the previous three CY average.

3.1.1.4 Safety Performance Measure: System Reliability

The system reliability measure expresses the relationship between safety and asset condition. The rate of vehicle failures in service, defined as mean distance between major mechanical failures, is measured as vehicle revenue miles operated divided by the number of major mechanical failures. SDTI continues to invest and plan for a highly reliable, safe operation of its public transportation system. As SDTI introduces new vehicles, there is a burn-in period for the vehicles that may result in a decrease of reliability. As such, SDTI will strive to maintain current system reliability targets during this time period.

The CY performance target for system reliability rate is to achieve a reduction compared to the previous three calendar years' average. SDTI system reliability targets are calculated using a three-year average of the mean distance between failures per 100,000 revenue miles.

3.1.1.5 Safety Performance Measure: Other

SDTI also develops specific performance targets for individual functional areas, including various departments within the agency (administration, facilities, LRV maintenance, maintenance of wayside, track, rail operations, transportation, safety, environmental health).

These include, but are not limited to:

- Safety related rule infractions
- Roadway worker protection violations
- Workplace inspection findings
- Near miss report frequency
- Employees attending safety meetings

SDTI also produces an emergency brake log.

These indicators and targets are developed jointly with safety working with each involved department and with the approval of the Accountable Executive of Rail. These performance targets and indicators are included in weekly COO Rail briefings by the Safety Department and in monthly CEO safety briefings, as well as to relevant members of the Board of Directors.

3.1.1.6 Safety and State of Good Repair

The State of Good Repair (SoGR) standards are defined by the National Safety Program and National Transit Asset Management (TAM) System, found in 49 CFR Part 625. These set forth conditions when safety risk analysis must be performed on capital assets such as equipment, rolling stock, infrastructure, and facilities. SDTI documents safety performance objectives in the TAM plan based

on this definition and makes informed investments in order to strive for a SoGR for all assets.

3.1.2 Annual Safety Performance Report and Coordination with Stakeholders

SDTI disseminates and makes available safety performance targets to the FTA, CPUC, SANDAG (MPO) and other stakeholders to aid in the planning process. SDTI coordinates safety performance targets with stakeholders to the maximum extent practicable to assist with the selection of safety performance targets.

3.1.3 Safety Data Acquisition and Analysis

3.1.3.1 Safety Data Analysis

The System Safety Manager analyzes data to assist in maintaining a safe work environment for all employees. Analysis of data may result in a recommendation for corrective action. The principal approach used in achieving ASP goals and objectives are accomplished by charging all SDTI personnel with safety and the implications of their decisions. SDTI uses a proactive approach that stresses review of systems and the proposal of modifications to these systems from a safety perspective before losses occur. The ASP also requires employees to examine the affect that their actions may have on safety of other interrelated systems. All personnel are responsible for ensuring that safety-related tasks meet and are in compliance with the guidelines set forth in the ASP.

All SDTI personnel are responsible for working safely and following established rules, procedures, policies, and safe-work practices. The intent of this section is to provide a description of ASP responsibilities that, when fulfilled, will assist SDTI's efforts in achieving optimal safety. Specific procedures and responsibilities are listed in procedure manuals, rule books, plans, program manuals, policies, and other controlling documents. Each SDTI department is responsible for implementing and maintaining the procedures of the ASP pertaining to that department.

<u>Personal Injuries</u>

Personal injury reports are completed by Line Supervisors or Controllers and submitted to the System Safety Manager for inclusion in the Personal Injury Master Database.

The following elements of every injury are tracked:

- Date
- Line segment
- Location and location type
- Individual type (passenger, employee, trespasser, other)
- Area(s) injured
- Action (means of injury)
- If the injured party was transported

- If there was a fatality
- Train operator involved, if applicable, for evaluating potential trends with operating style

Personal injury reports are collected for on-train accidents, such as fall on start/stop, boarding/alighting, etc.; in transit facility accidents including slips, trips, and falls; along with collision reports; and in nonrevenue facility accidents, such as on the right-of-way or on SDTI property (maintenance facilities or yard).

Accidents/Incidents

If an LRV collides with vehicles, people, or objects, accident reports are completed by a Line Supervisor. Accident investigation information is discussed in detail in Section 3.1.2. As with personal injuries, collision reports are submitted to the System Safety Manager to be entered into the Master Accident Database.

The following elements of every incident are tracked to the extent possible based on available information:

- Date and time
- Train operator
- Location
- Incident type
- Highway user (auto, motorcycle, bicycle, pedestrian, other)
- Position (red light, stop sign, left turn, stopped and then proceeded, did not stop, around/through gate, fouling tracks, intentional, into path, coupler related, other)
- Circumstance (highway user struck train, train struck highway user)
- Risk assessment
- Number of injured parties or fatalities
- Video locator
- Line segment
- Direction (eastbound, westbound)
- Consist (LRV #s)
- Primary involved (generally lead) LRV and cost of repairs
- Secondary involved LRV, if applicable, and cost of repairs
- CPUC crossing number
- Geolocations (latitude, longitude)
- Fiscal year
- Investigating supervisor
- Weather conditions (clear, rainy, fog, windy, dry, wet, slick)
- Visibility (dawn, daylight, dusk, dark, street lights)
- Traffic control/protection (traffic signal, control zone, crossing gates, stop sign)
- Horn(s) used (LRV horn, federal horn, or no time for horn)
- Brake (dynamic, emergency, no time for brake)
- LRV lights (auxiliary, bright, dim)
- Designated and estimated speeds
- System check
- Operator 10-58

- Fire suppression
- Passenger evacuation
- 2+ injured on train
- Transported for treatment
- Regulatory reporting (CPUC, FRA, FTA/NTD)
- Days since last accident

Emergency Brake Applications

When an emergency brake application occurs, it is logged by Central Control. As with accidents/incidents, emergency brake application logs are submitted to the System Safety Manager to be entered into the Emergency Brake Log Master Database. The following elements of every application are tracked to the extent possible based on available information:

- Date and time
- Train operator involved, if applicable, for evaluating potential trends with operating style
- Train #
- Line segment
- Direction (eastbound, westbound)
- Consist (LRV #s)
- Geolocations (latitude, longitude)
- Highway user (auto, bicycle, pedestrian, child, animal, object, other)
- Reason (red light, stop sign, left turn, stopped and then proceeded, did not stop, around/through gate, fouling tracks, intentional, into path, coupler rider or similar, penalty)

This information is evaluated to determine trends in location, cause, and train operator. This information may also be used in accident reviews.

Comparisons of Monthly, Annual, and Historic Accident Rates

A monthly accident summary is distributed to management personnel and posted on company bulletin boards. Annual and historic statistics including cause, location, and highway user, are posted on company bulletin boards and used internally. This information is also available in map form (thermal, by type, maps).

Near-Miss and Hazardous Conditions

SDTI Rules and Instructions for Employees require all employees to report hazards to their supervisor or employee-in-charge (whether they were involved in, or observed, the event or condition) on the same day or as soon as practicable. Employees should report these on the Hazard/Near-Miss Form. The supervisor or employee-in-charge will attempt to immediately correct any hazard that is within their ability to affect. The System Safety Manager, in conjunction with the appropriate department head(s), conducts a subsequent investigation. All incidents are tracked for analysis and identification of trends.

Near-miss reporting allows employees an opportunity to report near-miss incidents involving employees or contractors working along the right-of-way. This program is for all employees, particularly operations personnel. Reports of near-miss incidents and other safety concerns allow management to identify, evaluate, correct, or avoid hazardous conditions, procedures, or equipment that may adversely affect the safety of all employees.

3.1.3.2 Accident/Incident Notification, Investigation, and Reporting

When notifications are necessary, the following information should be included:

a. The time and date of the accident/incident
b. The location of the accident/incident, including the Commission highway-rail grade-crossing number, if applicable
c. The number of fatalities and/or injuries
d. The rail transit vehicles involved in the accident/incident, if any
e. The factor that makes the accident/incident immediately reportable
f. Narrative description of the accident/incident, as known at the time of reporting; and
g. The emergency-response organizations at the scene of the accident/incident
h. Description of the service impact

3.1.3.2.1 SDTI Notifications

Transportation Department Standard Operating Procedure (SOP) 108.10, Emergency Call List identifies all personnel that are notified. The System Safety Manager shall be notified immediately by the Operations Control Center Supervisor or designee of all rail accidents/incidents. The System Safety Manager responds and investigates accidents/incidents whenever practicable in accordance with SDTI accident investigation procedures.

3.1.3.2.2 Accident, Derailment, Power Failure, Serious Injury, Fatality

In the event of a train accident, derailment, or long-term power failures resulting in major service loss, serious personal injury or fatality, SDTI or SD&IV related, the following notifications must be made immediately:

1. MTS CEO (only be made for those incidents involving significant property damage or fatal injuries, or as directed by the COO-Rail or Superintendent of Transportation)
2. COO-Rail
3. Superintendent of Transportation
4. Superintendent of LRV Maintenance
5. Superintendent of Wayside Maintenance
6. Assistant Superintendent of Transportation
7. Assistant Superintendent of LRV Maintenance
8. Assistant Superintendent of Wayside Maintenance
9. System Safety Manager
10. Central Control Supervisor
11. Director of Transit System Security

12. Assistant Central Control Supervisor
13. MTS Risk Management

3.1.3.2.3 Minor Accident/Injury

When accident or injury is of a minor nature and occurs after normal business hours or on weekends, the same notifications must be made, but discretion must be used as to the time such calls are made.

3.1.3.2.4 Regulatory Notifications

The following identifies the thresholds that incidents must meet to be reported to regulatory agencies.

California Public Utilities Commission

CPUC staff is notified within two hours of rail accidents that meet the immediately reportable thresholds, as defined in GO 164-E Section 7.2 as follows:

a. A fatality (occurring at the scene or within 30 calendar days following the accident)
b. One or more persons suffering serious injury
c. A collision involving a rail transit vehicle and any other vehicle, object, or individual
d. A derailment of any rail transit vehicle at any location, at any time, whatever the cause
e. An evacuation for life safety reasons
f. A runaway train

Federal Transit Administration/Federal Railroad Administration

The Federal Transit Administration (FTA) requires concurrent notification for all immediately reportable accidents as outlined in GO 164-E Section 7.4.

The Federal Railroad Administration (FRA) is notified within two hours of rail accidents that occur on joint or shared use segments and meet the established criteria as follows:

a. An incident that results in a fatality or fatalities
b. Causes serious injury to a number of people
c. Results in a major disruption to SDTI service
d. A threat that may cause injury to patrons or destruction of facilities

The FTA Region IX office and FRA Region VII headquarters must also be notified using the above criteria as well as any other incident that could impact transit and/or generate public or media attention.

National Transportation Safety Board

Train accidents and incidents meeting the following established criteria must be reported within two hours:

- Fatalities or injuries of a critical nature (requiring hospitalization) or two (2) or more employees or passengers
- Fatalities at grade crossing (trespassers not included)
- Evacuation of passengers resulting from an onboard fire or other hazardous condition that would require the dispatching of a fire-suppression unit to mitigate

3.1.3.2.5 Incident Investigations

The incident investigation and review process involves the following, as appropriate:

- Interviews and questioning of persons directly or indirectly involved in the accident
- Visual examinations, measurements, and test of light rail vehicle, track, switches, signals, and other similar items
- Operational reenactments simulating conditions that applied when the accident happened
- Review of results of drug and alcohol tests
- Examination of employee training, certification, and re-certification records
- Assessment of employee hours of service records
- Review of light rail vehicle maintenance records
- Examination of wayside equipment maintenance records
- Evaluation of Train Operator and Controller communication recordings
- Review of light rail vehicle and wayside data/event recorder logs
- Examination of operating rules, general notices, procedures, and bulletins
- Review of law enforcement and coroner reports, including reports of similar accidents

3.1.3.2.6 Securing Evidence for Investigation

Standard Operating Procedure (SOP) 106.11: Accident Investigations Involving LRV/Auto or LRV/Pedestrian identifies the duties and responsibilities when an accident occurs as follows:

- Train Operator distributes witness cards and makes an initial effort to identify other individuals, either onboard or in immediate proximity, who may have witnessed the incident.

- After arrival at the scene, the Line Supervisor should arrange to mark the point of impact (POI), uncontrolled point of rest (POR) of the train and other party, photograph property damage of all vehicles or fixed structures involved; the license plate of any non-trolley vehicle involved, and any other relevant items. The Supervisor should arrange to obtain the Train Operator’s name and employee number, and other information as may be helpful in completing an appropriate accident report, i.e., direction of travel, train and car numbers, speed at time of accident, etc. In all

cases, the Line Supervisor will complete an internal accident report using the above information.

In order to maintain the preservation and integrity of evidence, the Line Supervisor should include the following methods of collection:

- Photography
- Interview of personnel and witnesses
- Measurements and drawings
- Debris collection
- Drug test for involved employees

3.1.3.2.7 Causative Factors

The following causative factors are evaluated at the scene:

- Equipment and infrastructure
- Human factors
- Weather conditions
- Geography
- Position and status of signals
- Switches
- Annunciators
- Track wheels
- Emergency brakes
- Sand
- Point of rest of involved vehicle

3.1.3.2.8 Minor Property Damage (No Injuries)

Law enforcement, as normal procedure, will not generally respond to a noninjury accident. They are, however, notified. This notification is reflected on the Unusual Occurrence Report. Law enforcement should be requested if the collision involves a government vehicle, a hit-and-run incident, if the driver appears to be intoxicated, or if injuries are reported.

3.1.3.2.9 Minor Injuries

In collisions involving minor injuries to the occupants or pedestrians and/or property damage only, the Line Supervisor arriving at the scene represents SDTI in the exchange of information between the involved parties and ensures that any statements regarding the collision are recorded in written form from all involved parties or witnesses.

If law enforcement has not arrived by the time all pertinent information is obtained, the Line Supervisor has authority to release the train. If law enforcement personnel arrive after this time, the Line Supervisor represents SDTI by providing or exchanging any additional information.

3.1.3.2.10 Moderate or Severe Injuries

In collisions involving moderate or severe injuries, responding law enforcement may conduct full accident investigations or file incident reports. The responding Line Supervisor prepares a detailed accident report regardless of the actions of law enforcement, but takes all steps necessary to work in unison with responding

agencies in the exchange of information, and respects potential crime scenes as under authority of law enforcement.

3.1.3.2.11 California Public Utilities Commission Participation in Investigations

The CPUC has primary responsibility within the State of California for oversight of SDTI accident investigations and the System Safety Manager is the primary contact for the CPUC-designated representative assigned SDTI. The System Safety Manager is responsible for providing CPUC staff an opportunity to participate to the fullest extent possible in all aspects of the accident investigation, including providing advanced notification of interviews, inspections, examinations, tests, and meetings with consultants, review boards, etc. to review and analyze accident-related information.
In the event that the CPUC produces an investigation report, SDTI will review the report and identify any areas of dissent and agrees to provide a response to the CPUC within prescribed timelines as defined in GO 164-E.

3.1.3.2.12 Reviews

The System Safety Manager is responsible for ensuring that the following activities are performed. When reviewing an accident that resulted in a fatality or serious injury, notice shall be given to the CPUC whenever an accident investigation team or panel is convened to perform interviews, inspections, examinations, or tests to determine the cause of the accident. The investigation shall be documented in a written report that identifies the most probable cause and any contributing causes of the accident or unacceptable hazardous condition. The report shall also contain or reference a corrective action plan and schedule to prevent a recurrence of the accident or to mitigate the unacceptable hazardous condition.

3.1.3.2.13 Accident Review Committee

In an attempt to minimize accidents, SDTI conducts post-accident debriefings with each Train Operator involved in an LRV/auto accident or LRV/pedestrian accident. Safety concerns and defensive driving techniques are reinforced through discussion of individual train-handling techniques, physical characteristics/increase of accidents at the location, and previous accidents involving the Train Operator. The Accident Review Committee typically consists of two Train Operators, one Supervisor, a Transportation Training Supervisor or designee, and the System Safety Manager. This review provides an avenue by which the Accident Review Committee and involved Train Operator learn how similar types of incidents may be avoided. Employees found to have violated specific safety rules may be subject to disciplinary measures assessed by the Superintendent of Transportation.

3.1.3.2.14 Major Incident Review Committee

In the event of any unusual occurrence resulting in significant property damage, such as a derailment, significant injuries, or impact to system operations, the

Major Incident Review Committee (MIRC) examines the evidence, determines the cause, and evaluates the response by SDTI. Chaired by the System Safety Manager, MIRC members may include personnel from any relevant departments. The Committee examines the effectiveness of current methods to prevent or minimize the potential of a recurrence and, if necessary, recommendations are made on the modification of policies, procedures, or equipment maintenance and operation. If the extent of the accident requires the expertise of outside consultants, a review board, such as American Public Transit Association (APTA), may be called upon to perform the accident review on behalf of SDTI.

3.1.3.2.15 Reports and Documentation

The System Safety Manager is responsible for conducting investigations and preparing investigation reports.

California Public Utilities Commission Reporting

SDTI investigates, on behalf of the CPUC, all reportable accidents involving a rail transit vehicle or taking place on rail transit-controlled property. SDTI submits written accident reports on forms prescribed by the CPUC within 30 calendar days after the last day of the month in which the accident occurred. The Safety Department produces one of two different types of reports for CPUC reportable accidents, an investigative report or a 60-Day Minor Incident Report. These reports contain findings of the investigation, the most probable cause of the accident, contributing factors, and recommendations for corrective action to prevent a recurrence of the accident. As part of an agreement made by the CPUC and the ROAR Committee in Fall 2007, which was documented in the ROAR Committee Meeting minutes, the Table 5: CPUC Incident Reporting Thresholds was established to identify which of the above two reports will be submitted based on the incident thresholds.

The CPUC has primary responsibility for oversight of the design, engineering, construction, and operation of fixed guideway systems within the state of California. State-mandated rules and regulations which are applicable to safety-related matters are contained in GOs 22-B, 26-D, 33-B, 72-B, 75-D, 88-B, 95, 108, 110, 118, 127, 128, 135, 143-B, 161, 164-E, 172 and 175. SDTI rail segments with shared- or joint-use heavy rail operation and rail segments with light rail-exclusive usage each have a set of general orders applicable to their unique operational characteristics. The System Safety Manager is responsible for confirming that staffs who work on the SDTI system are familiar with all applicable GOs.

Table 5: CPUC Incident Reporting Thresholds

Investigative Report	60-Day EZ
• Fatality (including suicides) • Serious injury to one or more people (does not include persons onboard the train). Serious injury is any injury or illness that requires inpatient hospitalization for a period in excess of 24 hours for other than medical observation, loss of any member	• Two (2) or more injuries onboard the train that are transported for medical attention away from the scene

of the body, or serious degree of permanent disfigurement. • Mainline derailment • Mainline collision between rail vehicles • Evacuation due to life safety • Damage in excess of $25, 000	• Collision minor/no injury • Yard collisions • Damage less than $25,000

SDTI also submits a Form V (Monthly Service Record, Accident, Hazard, and Corrective Action Summary Report) regardless of the number of reportable accidents or unacceptable hazardous conditions. These reports are provided to the CPUC representative. The System Safety Manager reports to the CPUC representative.

If an accident is ruled as "suicide" or "attempted suicide," the investigation report shall identify this based upon the review of the Train Operator's report, witness statements, law enforcement reports, and/or coroner's reports.

If an MIRC is convened to investigate the accident, all team members including CPUC staff shall receive a copy of the final report in draft form. In cases where disagreement exists between team members regarding any aspect of the report, the System Safety Manager exercises ultimate authority. The final report is a Safety Department document.

A corrective action plan is also submitted to the CPUC office for accidents that require a recommendation other than internal defensive-driving reinstruction. Corrective actions from accidents, MIRC committee meetings, and investigations are confidential and kept with the Safety Department files.

If an accident investigation takes longer than 60 days, status reports will be submitted to the CPUC each month. The first status report is due 60 days after the rail accident.

If the final investigative report is acceptable to the CPUC a formal letter is issued approving the report as consistent with best industry investigation procedures and in furtherance of the public's interest in system safety and security. If it not acceptable, the CPUC shall identify within six months from the date of the submittal, the areas in the report requiring correction. If SDTI does not agree with the rejection, the CPUC shall either conduct its own investigation, or communicate its disagreement with the findings of the accident investigation to SDTI. The CPUC will then meet with SDTI in an effort to reach a mutually-agreed upon solution. If a mutually agreed upon solution is not reached, SDTI's report and the CPUC's statement of disagreement shall be filed with the CPUC.

No investigation report or recommendation of the CPUC or other investigation report of SDTI's that is filed with the CPUC shall be admissible as evidence in any action for damages based on or arising out of matters covered therein pursuant to Public Utilities Code Section 315.

Federal Railroad Administration Reporting

The Statement of Agency Policy, 49 CFR 42526 and 42529, dated July 10, 2000, requires that rail transit agencies report accidents that meet reporting thresholds that occur on shared- or joint-use heavy-rail segments be reported. These reports are submitted by the System Safety Manager.

Table 6: FRA Reporting Thresholds

Form 6180.56	Annual Report of Employee Hours Worked and Casualties By State • Submitted every year with the December submission
Form 6180.55	Railroad Injury and Illness Summary • Submitted each month even if there were no reportable accidents/incidents during the month
Form 6180.57	Highway-Rail Grade Crossing Accident/Incident Report • Train accidents on crossings and corridors shared with heavy rail operations under the jurisdiction of the Federal Railroad Administration
Form 6180.55a	Railroad Injury and Illness Summary (continuation sheet) • Completed for each injury reported on Form 6180.57
Form 6180.54	Rail Equipment Accident/Incident Report • Should damage to MTS equipment, track, or other property exceed the FRA damage threshold, Form 6180.54 must also be submitted. The calculation of damage includes labor costs and all other costs to repair or replace in-kind, damaged on-track equipment, signals, track, track structures, or roadbed. Reportable damage does not include the cost of clearing a wreck; however, additional damage to the above-listed items caused while clearing the wreck is to be included in the damage estimate.
NOTE:	All signed forms shall be emailed to RSISAIREPORTS@dot.gov

National Transit Database Reporting

The National Transit Database (NTD) records transit-related Safety and Security data and incidents that meet certain thresholds. These reports are submitted within 30 days by the System Safety Manager through the NTD reporting website based on the following criteria:

1. A personal injury that is not a serious injury;
2. One or more injuries requiring medical transportation away from the event; and
3. Damage to facilities, equipment, rolling stock or infrastructure that disrupts the operations of a rail transit agency.

Table 7: NTD Quick Reporting Reference Guide (CY 2019)

2020 NTD Safety & Security Quick Reference Guide – Non-Rail Mode Reporting

***Reportable Event**: A safety or security event occurring: on transit right-of-way or infrastructure, at a transit revenue facility, at a maintenance facility, during a transit related maintenance activity, or involving a transit revenue vehicle. Excluded from this event reporting requirement are: events that occur off transit property where affected persons, vehicles, or objects come to rest on transit property after the event, OSHA events in administrative buildings, deaths that are a result of illness or other natural causes, other events (assault, robbery, non-transit vehicle collisions, etc.) occurring at bus stops or shelters that are not on transit-owned property (unless boarding/alighting at the time), collisions that occur while travelling to or from a transit-related maintenance activity, collisions involving a supervisor car, or other transit service vehicle operating on public roads.)*

S&S-40 Major Event Report	S&S-50 Non-Major Monthly Summary
MAJOR THRESHOLDS An event meeting the reportable event definition AND meeting *one or more* of the following reporting thresholds: • A fatality confirmed within 30 days (including suicide) • An injury requiring transport away from the scene for medical attention for one or more persons (partial exception in the case of Other Safety Events) • Estimated property damage equal to or exceeding $25,000 • An evacuation for life safety reasons • Collisions involving transit roadway revenue vehicles that require towing away of a transit roadway vehicle or other non-transit roadway vehicle **Reports are due within 30 days of the date of the event.**	**NON-MAJOR THRESHOLDS** Less severe Other Safety Occurrence Not Otherwise Classified (OSONOC) injuries meeting the reportable event definition that are **NOT** a result of a collision, evacuation, security event, hazmat spill, or Act of God; and non-major fires. Other Safety Occurrence Not Otherwise Classified (OSONOC): • Single injury event requiring transport away from the scene for medical attention (*do not report "minor" collisions on S&S-50*) Fires: • Requiring suppression that **do not** meet a major incident reporting threshold *injury, fatality, evacuation, or property damage of $25,000 or more).* **Reports due by the end of the following month (e.g., January data due by end of February).**

EVENT TYPES
• Collision (including suicide/attempted suicide)
• Fire
• Hazardous material spill (requires *specialized* clean-up)
• Acts of God (nature)
• System security:
  ○ Arson
  ○ Bomb threat/bombing
  ○ Burglary / Vandalism
  ○ Chemical/biological/radiological/nuclear release
  ○ Cyber security event
  ○ Hijacking
  ○ Sabotage
  ○ Suspicious package
  ○ Other security event (shots fired, projectiles, etc.)
• Personal Security:
  ○ Assault
  ○ Homicide
  ○ Suicide or Attempted Suicide (no transit vehicle involved)
  ○ Robbery
  ○ Larceny/theft
  ○ Motor vehicle theft
  ○ Rape
  ○ Other personal security events (perpetrator tazing)
• Other Safety Occurrences Not Otherwise Classified (OSONOC) (two injuries and/or another threshold)
  ○ Miscellaneous events that meet a threshold
	EVENT TYPES
	Other Safety Occurrence Not Otherwise Classified (OSONOC):
	Injury due to:
	• Slip/Trip
	• Fall
	  ○ Including person making contact with a non-moving transit vehicle
	• Injury to maintenance workers
	• Boarding/alighting
	• Abrupt or evasive transit vehicle maneuvers
	• Mobility device (e.g. wheelchair) securement issues
	• Injury sustained on a mobility device lift
	• Stairs/elevator/escalator injury
	
	Fire:
	• Requires suppression but no major threshold is met
	  ○ Small fire on in transit station
	  ○ Small engine fire on transit vehicle

Reportable incidents include events that occur in transit centers or parking lots of transit centers. Incidents occurring in the maintenance department of a transit agency or related to maintenance activities are excluded from the reportable incident category, as are incidents involving an on-duty transit vehicle operator not engaged in directly performing his/her operator duties.

3.1.4 Infrastructure Maintenance and Inspection

3.1.4.1 Facilities and Equipment Inspections

The Facilities Department is responsible for the maintenance and cleaning of fixed facilities, including stations, parking areas, irrigation, weed control, and exterior cleaning of nonrevenue vehicles. Scheduled weekly maintenance includes maintenance of stations, facilities/buildings and grounds, as well as vehicle inspections. Bimonthly maintenance is performed on the LRV car wash and sludge/drain system, and stations and facilities maintenance are conducted annually and as needed. A Supervisor ensures that corrective actions are implemented and closed out in a timely manner and reviews inspection and trouble reports. On-site facilities are inspected monthly for unsafe and unhealthy conditions and are documented utilizing building inspection checklists. The results of these inspections are reported to the appropriate department so that the condition can be corrected and/or operational changes can be made.

3.1.4.2 Maintenance Inspection Program

Wayside Maintenance Department

Preventive maintenance is performed for both track and signals in accordance with FRA Regulations, Part 213 for Track, FRA Part 234 for Grade Crossing and FRA Part 236 for Signals. SDTI internal Standard Operating Procedures schedule maintenance for other equipment not covered by FRA rules, such as traction power substations, OCS, overpasses, bridges, and tunnels.

The inspection interval is time-based, and nonrevenue vehicles are scheduled by mileage. A list of Wayside scheduled maintenance programs designed to examine both the safety and efficiency of the operating equipment follows:

DAILY	WEEKLY
• Station lighting • Rights-of-way • Maintenance facilities • Non-revenue vehicles	• Track (twice weekly) • Track bonds • Street switches • SDSU emergency lighting/walkway for tunnel • SDSU tunnel structure integrity (completed during track inspections)

MONTHLY	QUARTERLY
• Substation batteries • Switch inspections per FRA rules • Gates and crossing protection equipment • FRA inspections: 103, 104, 107	• SDSU wet standpipes (under maintenance contract with Simplex/Grinnell) • Substations • SDSU under car deluge test

ANNUALLY	5-YEAR
• OCS, trees and shrubs for interference with overhead wires and pedestrian walkways, FRA inspections: 106, 108, 109 • Preventive maintenance for portable equipment and rail-bound maintenance equipment, with recertification provided bi-annually by a designated contractor. • Emergency vent fans • Sump pumps • SDSU underground phones • Annual bridge inspections by a designated contractor	• Overpasses, bridges and tunnels

3.1.5 Vehicle Maintenance, Inspection, and Repair

3.1.5.1 LRV Scheduled Maintenance

Scheduled maintenance is performed periodically on the basis of time intervals, mileage intervals, and manufacturer's specifications. Each inspection targets a specific area along with a visual check of all subsystems to ensure nothing is overlooked. A list of LRV scheduled maintenance programs that are designed to examine both the safety and efficiency of the operating equipment follows:

U2	SD-100
• Daily Inspection • Daily Cleaning Procedures for LRVs • 6 Month Inspection • Annual Inspection • 6 Month Oil Change	• Daily Inspection • 7.5K Inspection • 22K Inspection • 1 Year Inspection

SD-7/SD-8/SD-9	PCC
• Daily Inspection • 7.5K Inspection • 15K Inspection • 30K Inspection • 60K Inspection	• Daily Inspection • 30 Day Inspection • 6 Month Inspection • 12 Month Inspection

3.2 MANAGEMENT OF CHANGE

3.2.1 Configuration Management

System modifications are carefully evaluated and considered from concept to design and implementation to determine how the change might affect the safety of the system. MTS, SDTI, and SANDAG staffs, as applicable, working under the direction of SDTI, evaluate the proposed modification for its potential to create additional hazards or to reduce the effectiveness of existing hazard controls. MTS, SDTI, and SANDAG staffs, as applicable, coordinate the integration of new equipment, system expansion, modification, and system rehabilitation from the design and procurement effort through construction, inspection, testing, and start-up. GO-164-E requires a Safety Certification Plan be developed and submitted to the CPUC for review and approval during the project preliminary design phase. The Safety Certification Plan purpose is to ensure extensions and the new capital and new capital projects are reviewed for compliance with safety requirements and to ensure the system satisfies operational readiness to enter revenue service.

3.2.1.1 Regional Project Implementation

Regional Projects are administered by SANDAG project implementation staff under the direction of SDTI, MTS, and SANDAG management. The SANDAG project implementation team develops contract documents (plans and specifications) and organizes review meetings with SDTI, SANDAG, consultants, and other agency staff, as needed. The project is constructed in accordance with the contract documents and contract change orders, and contract work built by the contractors is tested and inspected.

3.2.1.2 Change Control

The purpose of configuration management is to establish standard procedures and policy for the control of changes to transit systems and facilities. The configuration management process is applied to any changes or modifications to the system that may affect operational safety. The process is followed for creation of construction plans and specifications, specification and procurement of vehicles and components, and contract change orders. The SANDAG project engineer shall solicit input from SDTI staff during the scoping, design, and construction phases of a project. The SANDAG project engineer is responsible for carefully reviewing and coordinating SDTI input and shall evaluate all possible impacts to the system before recommending a project scope and design to the COO-Rail for approval.

Modifications to safety critical subsystems like tracks, structures, grade crossings, or vehicles must be designed by professional engineers and then managed by professional construction managers. Once construction is complete and safety certification is verified, revenue operation may start. Any changed conditions are recorded on as-built documents then addressed in operations and maintenance manuals, procedures, and by training.

The process establishes and documents the authority needed to make configuration changes, the process for incorporating these changes in all appropriate documentation, and the process for ensuring that all necessary business units are aware of such changes. A systematic and comprehensive review and approval process will occur before changes are made.

Configuration Management ensures that:

- The primary and secondary impacts of all system changes are adequately addressed during the scoping phase of a project or procurement
- A careful, systematic, and comprehensive review and approval occur during the design and construction phase of a project or procurement
- Revision records are maintained with the document
- Only the latest approved document is distributed
- The completed modifications are properly incorporated into the existing system

Thorough configuration records and controls are in effect to ensure that an audit trail exists, tracking the current facility or equipment configuration back to its inception, and that only the current approved set of documents is released for construction and operations. All completed documentation concerning changes or updates of as-built documents are maintained and/or filed at the SANDAG engineering offices, as applicable.

3.2.1.3 New Systems

SDTI staff will review project design documents (plans and specifications, failure and critical analysis reports), equipment submittals, test procedures and reports, operations and maintenance manuals, and other related documents as needed. An inspection of the finished system ensures compliance with all SDTI, manufacturer, federal, state, and local requirements.

3.2.2 Safety and Security Certification Process

The Safety Certification Program verifies that safety-related requirements are incorporated into rail transit projects. The goal is to verify that safety standards are met or exceeded in the design, construction, and start-up of these projects. SANDAG self-certifies regional SDTI rail transit projects, subject to the safety oversight of the CPUC. The CPUC requirements for safety certification are identified in General Order 164-E, which SDTI adheres to. The SANDAG Director of Engineering and Construction is responsible for overseeing the activities of the safety certification plan as applied to regional SDTI rail transit projects. A safety certification plan identifies all project elements considered safety-critical that must be verified prior to incorporation into the system.

3.2.2.1 Purpose of Safety and Security Certification

The purpose of the safety certification process is to:

- Identify the processes to verify and document that the design, construction, and installation of facilities, systems, and equipment are in compliance with design criteria, conformed contract specifications, and applicable safety and security requirements
- Hazards are identified, analyzed, and resolved
- Contractor training and operations and maintenance manuals are provided to SDTI staff
- Rules and procedures are written
- Operations personnel are trained in rules and procedures
- Emergency services personnel are trained on rail systems and facilities
- Emergency drills are conducted
- Safety and security documentation is properly maintained

3.2.2.2 Goals of Safety and Security Certification

The goals of the safety certification process are that:

- All SANDAG rail transit projects meet or exceed acceptable safety levels
- Verification of safety standards are documented
- A consistent manner to certify projects is established and followed

3.2.2.3 Objectives of Safety and Security Certification

Safety certification covers the design, construction, testing, training, and operational safety and security of the following:

- System Safety: Elimination, minimization, or control of potential hazards to patrons, the general public, employees, contractors, and property to the most practical level through effective use of available design, engineering, and/or procedural measures
- Fire/Life Safety: Elimination, minimization, or control of potential hazards to patrons, employees, emergency response personnel, property, and the general public caused by fire, smoke, explosion, or resulting panic to the most practical level through effective use of available design, engineering, and/or procedural measures
- Occupational Safety: Elimination, minimization, or control of potential hazards to employees, contractors, and emergency response personnel to the most practical level through effective use of available design, engineering, and/or procedural measures during revenue service
- System Security: Elimination, minimization, or control of potential security threats and vulnerabilities to patrons, the general public, contractors, and property to the most practical level through the effective use of available design, engineering, and/or procedural measures

3.2.2.4 Elements of Safety and Security Certification

Safety certification verifies that safety-critical subsystems, plans, procedures, and training programs are reviewed for compliance with safety requirements prior to the start of revenue service.

- The safety features required by the technical specifications are properly included in the finished product(s)
- Subsystems are tested and inspected to verify that the safety features perform as the design intended
- The hazard identification analysis and resolution process is performed
- Plans, procedures, and training programs are developed, reviewed, and implemented prior to the start of revenue service
- Responsible program participants verify that the above are completed to document a traceable history of the safety certification process
- Security certification coordination for maintenance elements and major capital projects is included in the safety certification process as it pertains to those facilities

3.2.2.5 Safety and Security Certification Process

As applicable, SANDAG is responsible for self-certifying and has overall responsibility for the safe and dependable design, construction, and pre-revenue operation of safety-critical projects. The following steps typically comprise the safety certification process:

Step 1: Identify certifiable elements
Step 2: Develop safety and security design criteria
Step 3: Develop and complete design criteria conformance checklist
Step 4: Perform construction specification conformance
Step 5: Identify additional safety and security test requirements
Step 6: Perform testing and validation in support of safety certification
Step 7: Manage integrated tests for safety certification
Step 8: Manage open items in the safety certification program
Step 9: Verify operational readiness
Step 10: Conduct final determination of project readiness and issue a Safety Certification Verification Report

If complications arise that render a safety-critical system element incomplete or temporarily unavailable, the deficiency can be mitigated by establishing operating restrictions, general notices or bulletins are issued to all affected departments. Compliance with the general notice or bulletin dealing with an exception is monitored constantly to ensure compliance.

3.2.2.6 Safety and Security Certification Verification Report

The final step of safety certification before a new project, modified system, equipment, or facility may enter revenue service is the preparation of the Safety Certification Verification Report (SCVR). The SCVR provides an executive summary of certifiable elements prior to revenue service. The SCVR includes

safety certification letters documenting signature sign-off by department heads and the COO-Rail. The SCVR provides documentation as follows:

- Design and construction reviews
- Certificates of safety compliance
- Testing
- Plans, rules, and procedures
- Emergency drills (if necessary)
- Maintenance training
- Operations training
- Operations and maintenance manuals
- Hazard identification and resolution
- Audits
- Security certification
- Exceptions list

The SCVR is transmitted by the CEO to the CPUC Rail Safety Division Director at least 15 days prior to revenue service requesting final authority to approve the project for revenue service. An approval letter from the CPUC is required prior to commencement of revenue service.

3.2.2.7 Roles and Responsibilities

SDTI Participation

SDTI and SANDAG, as applicable, are responsible for ensuring the design review process for new equipment, system expansion, and system modifications comply with the requirements specified under the Configuration Management Plan, and any hazards associated with system expansions or modifications are included in the hazard identification analysis and resolution process.

SDTI staff's participation in the project implementation phases of planning, design, construction, and start-up and testing is required to ensure the system is designed and constructed in compliance with the operational and maintenance needs.

Chief Executive Officer

The MTS CEO will provide input and direction during project implementation.

Chief Operating Officer-Rail

The SDTI COO-Rail will be a member of the Rail Activation Committee and may chair a pre-revenue operations subcommittee.

Superintendent of Transportation

The SDTI Superintendent of Transportation, under direction of the COO-Rail, will provide input on operating plans, train timetables, train-consist configurations,

fleet and equipment needs, operational characteristics, and other operational requirements.

Superintendent of Wayside Maintenance

The SDTI Superintendent of Wayside Maintenance, under direction of the COO-Rail, will provide input to the project team on wayside and system maintenance issues.

Superintendent of LRV Maintenance

The SDTI Superintendent of LRV Maintenance, under direction of the COO-Rail, will provide input to the project team on vehicle issues.

MTS Chief of Police

The MTS Chief of Police manages the MTS Transit Enforcement Department. The Chief of Police, with Transit Enforcement Department staff as needed, will coordinate closely and participate in the Safety and Security Review and Fire Life Safety and Security Committees with emphasis on operational and construction security issues.

System Safety Manager

The SDTI System Safety Manager coordinates closely with the COO-Rail and may chair the Safety and Security Review and Fire Life Safety and Security Committees, as appropriate.

Safety and Security Certification Committees

Multiple committees may be established in support of project certification programs, including the Safety & Security Review and the Fire Life Safety & Security Committees. Membership on these committees may change as the projects enter different phases.

Safety and Security Review Committee

The Safety and Security Review Committee (SSRC) is a multidisciplinary working group that serves as a high-level committee to address all safety and security issues for projects. This committee oversees the implementation of each project's Safety and Security Certification Plan.

Fire/Life Safety and Security Committee

The Fire/Life Safety and Security Committee (FLSSC) membership consists of SANDAG and MTS staff, along with representatives from fire, police, emergency services, and local building code agencies. The FLSCC is to review requirements that relate to fire life safety and obtain concurrence from local authorities having jurisdiction that the proposed designs meet code requirements. The FLSSC also reviews security requirements.

CPUC Participation

CPUC GO 164-E requires that the Safety Certification Plan be developed and submitted to the CPUC for review and approval during the preliminary design phase of safety critical projects. The CPUC formally approves the Safety Certification Plan prior to the project final engineering phase.

3.3 CONTINUOUS IMPROVEMENT

MTS is committed to evaluating the effectiveness of its procedures for operations and maintenance. Various methods are routinely used to perform this assessment including, but not limited to the following: internal safety reviews, employee performance observation reports, efficiency testing. Additionally, external safety reviews are periodically conducted by established federal, state and local oversight agencies.

3.3.1 Safety Assessment

3.3.1.1 Internal Safety Management Reviews

Annual internal safety audits are conducted by the System Safety Manager and agency staff (reviewers) to ensure that compliance is maintained and objectives are met. If the System Safety Manager is responsible for the audit checklist under review, agency staff independent of the safety function will complete the checklist. Additionally, reviewers must be independent from the first line of supervision responsible for the checklist under review. Internal safety audits required by the FTA Oversight Rule 49 CFR Part 674 for Fixed Guideway Systems are witnessed by a CPUC-designated representative. Should there be a disagreement on findings, the responsible party and reviewers will meet with the COO-Rail. If no resolution can be reached by the COO-Rail, then the internal auditor and CEO will review and issue a final determination. The System Safety Manager provides monthly progress reports to the CPUC-designated representative on the status of the open items/recommendations, as well as to the COO-Rail for review and comment on the status of recommendations and corrective actions.

Table 8: Process for Conducting Reviews

	Task	Deadlines (no later than)
1	Ensure checklist reference sheets are up-to-date	Prior to next step
2	Notify reviewers and CPUC of audit checklists and audit dates via memo and meeting invitation	30 days prior to beginning of audit
3	Complete audit of checklists	December 31 of audit year

4	Review findings of each checklist reviewed with COO-Rail and responsible departments. Draft corrective action plan, if necessary.	January 31 of following year
5	Submit final internal safety audit including findings and corrective action plan, to CPUC	February 15 of following year

The CPUC also conducts periodic safety audits. Audits may include review of equipment, procedures and programs, inspection of documents and records relative to operations and maintenance, and tracking and resolving open defects during inspections.

Results from the annual internal safety audit are documented in a report submitted to the CPUC annually by February 15 as required by 49 CFR Part 674 and GO 164-E. This annual audit includes elements scheduled on a rotation to ensure that all twenty-one elements are completed during the three-year cycle. This schedule is included with the Internal Safety Audit Report.
The report summarizes the results of the internal safety audit. Any deficiencies or instances of noncompliance are brought to the attention of the responsible department by the System Safety Manager. During this discussion, a corrective action plan (CAP) is created and it is determined that any disagreement or discrepancy found is resolved. The correction action plan contains the identification of the required action needed to minimize, control, correct or eliminate the identified risk and hazard; the schedule for taking these actions and identifies responsible party. Documentation of corrective action progress and resolution is given to the System Safety Manager by each department for review and final closure. The System Safety Manager is responsible for tracking all corrective actions to completion and submits progress reports monthly to the CPUC.

3.3.1.2 External Safety Management Resources

A compliance safety management review is available when it is determined that verification of compliance to policies, plans, procedures, milestones, or other predetermined requirements need to be made. These compliance safety management reviews indicate whether requirements are met (yes or no) or partial compliance.

Peer reviews are a valuable resource to SDTI for assessing all aspects of transit operations and functions. Highly experienced rail transit personnel who are selected on the basis of their subject matter expertise conduct the peer reviews on-site. Through the benefits of on-site interviews of SDTI staff and review of relevant documents, the peer review panel concludes its review with a summary of observations and recommendations as needed.

DEPARTMENTS SUBJECT TO REVIEW

	Task	Department
1	Policy Statement	Safety
2	Purpose, Goals, and Objectives	Safety
3	RTA Management Structure	Safety
4	Interdepartmental/Interagency Coordination	Safety
5	Plan Implementation, Plan Review, and Modification	Safety
6	Hazard Management Program	Safety
7	Safety Certification Process	SANDAG Project Management
8	Safety Data Acquisition	Safety
9	Incident Notification, Investigation, and Reporting	Safety
10	Emergency Management Program	Safety
11	Internal Safety and Security Audit Program	Safety
12	Rules Compliance	Transportation LRV Maintenance Wayside Maintenance Facilities
13	Facilities and Maintenance Inspections	Facilities LRV Maintenance Wayside Maintenance
14	Maintenance Audit and Inspection Program	Wayside Maintenance
15	Training and Certification Program	Transportation LRV Maintenance Wayside Maintenance Facilities
16	Configuration Management Process	SANDAG Project Management
17	Compliance with Local, State, and Federal Safety Requirements	Safety
18	Hazardous Materials Program	Safety
19	Drug and Alcohol Program	Human Resources
20	Procurement	SANDAG/MTS Procurement
21	Security (five elements over three years)	Security
	S-1: Identify Policies, Goals and Objectives	
	S-2: Process for Management of Threat Vulnerabilities	
	S-3: Identification Concepts for Passenger and Employee Security	
	S-4: Process for Internal Security Audits	
	S-5: Process for Generating Security Plans	

	Task	2020	2021	2022	2023
1	Policy Statement		2021		
2	Purpose, Goals, and Objectives		2021		
3	RTA Management Structure		2021		
4	Interdepartmental/Interagency Coordination	2020			2023
5	Plan Implementation, Plan Review, and Modification	2020			2023
6	Hazard Management Program	2020			2023
7	Safety Certification Process (SANDAG)			2022	
8	Safety Data Acquisition			2022	
9	Incident Notification, Investigation, and Reporting	2020			2023
10	Emergency Management Program	2020			2023
11	Internal Safety and Security Audit Program		2021		
12	Rules Compliance			2022	
13	Facilities and Maintenance Inspections		2021		
14	Maintenance Audit and Inspection Program		2021		
15	Training and Certification Program			2022	
16	Configuration Management Process (SANDAG)				
17	Compliance with Local, State and Federal Safety Requirements		2021		
18	Hazardous Materials Program	2020			2023
19	Drug and Alcohol Program		2021		
20	Procurement (SANDAG)			2022	
21	Security (five elements over three years)	2020	2021	2022	2023
	S-1: Identify Policies, Goals and Objectives	2020			2023
	S-2: Process for Management of Threat Vulnerabilities	2020			2023
	S-3: Identification Concepts for Passenger and Employee Security		2021		
	S-4: Process for Internal Security Audits			2022	
	S-5: Process for Generating Security Plans			2022	

ISA Master Schedule based on GO 164-E requirements effective May 3, 2007

3.3.1.3 External Safety Management

Compliance safety management review focuses on verification of compliance to policies, plans, procedures, milestones, or other predetermined requirements. These compliance safety management reviews indicate whether requirements are met (yes or no) or partial compliance.

Peer reviews are a valuable resource to SDTI for assessing all aspects of transit operations and functions. Highly experienced rail transit personnel who are selected on the basis of their subject matter expertise conduct the peer reviews

on-site. Through the benefits of on-site interviews of SDTI staff and review of relevant documents, the peer review panel concludes its review with a summary of observations and recommendations.

3.3.1.4 Safety Culture Assessment

It is important for SDTI to continually assess its effectiveness on overall safety. Since safety culture is not “visible,” assessment is not simple. Types of assessment instruments may include the following:

- Surveys of employee attitudes, opinions, and perceptions
- Written questionnaires
- Face-to-face interviews
- Focus group interviews
- Ability of the organization to focus on long term performance
- How SDTI handles conflicts
- How SDTI views errors and mistakes
- Ability of the organization to focus on improving safety defenses instead of assigning blame
- SDTI’s proactive stance toward safety

4.0 SAFETY PROMOTION

Safety promotion has two subcomponents:

1. Safety Communication
2. Competencies and Training

Safety promotion provides increased safety awareness through safety training and communications. This process helps employees have the skills needed to perform their job safely and to have shared ownership of MTS's safety program. Management commitment is demonstrated through visibility of safety throughout MTS.

4.1 SAFETY COMMUNICATION

An effective SMS includes a positive safety culture where there is a two-way feedback loop between frontline employees and management about safety information. This communication fosters an environment where hazards and safety risks are routinely discussed and employees feel encouraged to report safety concerns. Management commitment is essential to ensure an effective SMS.

SDTI uses the intranet to communicate safety activities and events throughout the agency including updates to critical documents, such as the Public Transportation Agency Safety Plan. SDTI also uses bulletins communicating safety activities and events. These bulletins are placed on display boards throughout the SDTI workplace.

4.1.1 Workplace Safety Programs

4.1.1.1 Industrial /Occupational Safety Program

SDTI has developed and implemented an Injury and Illness Prevention Program (IIPP) to maintain a self and healthful workplace for employees. The IIPP Manual includes the following:

- Management Commitment/Assignment of Responsibilities
- Safety Communications
- Hazard Assessment and Control
- Accident Investigation
- Safety Planning, Rules, and Work Procedures
- Safety and Health Training

SDTI's IIP is designed to have input from employees and coordination with labor unions and their local representatives. Contractors are also required to conform to industrial and occupational safety program requirements.

4.1.1.2 Fitness for Duty Program

SDTI is committed to ensuring that employees and contractor personnel are fit for duty. Many factors can affect their overall fitness, including drugs and alcohol, fatigue, prescription drugs, and cognitive distractions.

4.1.1.3 Drug and Alcohol Program

MTS is committed to a drug- and alcohol-free workplace. All MTS employees are issued, and acknowledge receipt (signature to employee file in the Human Resources Department) of the MTS Drug and Alcohol Policy. All guidelines of this policy are prepared according to 49 CFR Parts 653, 654, and 655; Drug-Free Workplace Act, effective August 1, 2001. Policy application is monitored and recorded by the Human Resources Manager, including physical examinations and post-accident test results. Violation of the policy subjects the employee to immediate termination from SDTI.

4.1.1.4 Fatigue Program

Fatigue can contribute to hazardous operations. SDTI has implemented countermeasures to manage this risk potential. These measures include the following:

- Hours of service rules
- Medical evaluations for sleeping disorders
- Awareness training for employees and contractors

4.1.1.5 Medical Monitoring Program

MTS has medical standards that apply to safety sensitive positions which include pre-employment medical examinations and periodic examinations to identify any physical or mental deterioration of employees below thresholds established for safe performance of their duties.

4.1.1.6 Critical Incident Follow-up- Post Traumatic Stress

After significant incidents, such as major accidents, SDTI offers involved employees referral to the Employee Assistance Program (EAP).

After-action reports are prepared that include the following elements:

- Review interagency relationships to minimize interagency misunderstandings
- Ensure that a formal review of problems encountered is performed
- Learn from innovations developed during incidents
- Aid personnel in coping with the stresses of complex traumatic events

Transit personnel and emergency responders often face emotional trauma from serious incidents (post-traumatic stress disorder [PTSD]). SDTI provides access to health professionals to help counteract PTSD.

4.1.1.7 Cognitive Distraction and Attentional Error

Cognitive distraction refers to an employee or contractor taking his or her mind off the job. One major cause of cognitive distraction is the increased use of personal electronic devices, such as cell phones. SDTI has implemented a zero

tolerance for cell phone use while on the job except in designated areas on SDTI property (see section 4.2.5).

4.1.2 Procurement

SANDAG/MTS procurement staff is responsible for planning, solicitation, award, administration, and documentation of contracts. SANDAG/MTS uses procurement procedures that reflect applicable state and local laws and regulations and, when applicable, federal law. All procurements and contracts must be approved in accordance with SANDAG/MTS Board Policies and delegation of authority. All completed documentation is kept on-file at SANDAG/MTS offices concerning procurements and policies.

SANDAG/MTS engineering staff is responsible for ensuring the material supplied conforms to procurement specifications. Per policy and procedures set forth in the Configuration Management Plan product submittals, design drawings, and change orders must be reviewed and approved. Through the efforts of SANDAG/MTS construction management contractors, inspection and quality-assurance measures are implemented to ensure unacceptable material is rejected and discarded.

All employees, agents, and contractors who are permitted to work on SDTI property must adhere to the provisions required by the MTS Agency Safety Plan.

The Safety Data Sheet (SDS) Program has established specific procedures for the acquisition and dissemination of information regarding hazardous materials. All operations and maintenance departments must meet applicable state, federal, and local regulations for the proper labeling, storage, handling, and disposal of hazardous materials, including documentation and recordkeeping requirements.

SDTI Stores Department procedures regarding procurement include:

- Procurement process complies with established procedures for evaluating materials and products for use by SDTI
- Safety Data Sheet requirements are met and copies maintained for all materials and that the materials undergo an evaluation by the Industrial Hygiene and Environmental Safety Section prior to use
- Develop, maintain, and utilize a list of hazardous materials and equipment; enforce procurement restrictions and other procurement procedures
- Follow safety procedures related to hazardous substance acquisition, handling, labeling, storage, disposal, and recordkeeping

4.1.3 Hazardous Materials Program

Procedures are in place to control hazards associated with procurement, storage, transfer, use, and disposal of hazardous substances. These procedures also address recordkeeping and reporting requirements. Hazardous Material Plans are developed for each facility and comply with 40 CFR 372 and SARA Title III Section 313.

The Hazard Communication standards orientation includes training and/or information on:

- OSHA Hazard Communication Standards
- Material Safety Data Sheets (MSDS)
- Physical health effects of hazardous materials used at SDTI
- Steps that SDTI has applied to minimize exposure to these materials
- Methods to determine presence or release of hazardous chemicals
- Emergency procedures for exposure to hazardous chemicals

4.1.4 Public Safety Programs

SDTI provides ongoing passenger and public safety programs to rail transit patrons and the general public. This outreach affects all aspects of the agency. During rail extensions, SANDAG provides outreach during all phases of the project starting with design and culminating in revenue service operations. MTS outreach programs include rail operations and major rail rehabilitation projects.

4.2 COMPETENCIES AND TRAINING

There are many different kinds of training involved in safety promotion. They include the following:

- Training of the Board of Directors on its role in transit safety during regular scheduled Board of Directors meeting
- Training of all employees on their role and responsibilities as they relate to safety performance
- Development of safety competencies at the frontline employee level: formal training on the contents of an effective employee safety reporting system
- At safety management level, training should develop safety data management competencies, how to analyze safety data, extract information from safety data, and turn safety information into safety intelligence

MTS has a very progressive agency-wide training program. All new employees are given safety training, which includes an overview of SMS. Many of the MTS employees have taken safety courses (including SMS) from the FTA's Transportation Safety Institute (TSI). MTS has hosted many TSI classes to enable more MTS employees to attend. Several MTS employees are also TSI instructors.

Accidents, incidents, and near misses are used in training to educate personnel on how to prevent future occurrences.

4.2.1 Rules and Procedures Review

MTS identifies operating and maintenance procedures that affect safety. These operating and maintenance rules and procedures that affect safety are reviewed for their effectiveness, and MTS determines when they would require updates or revisions.

4.2.1.1 Rules and Instructions for Employees

Rules and Instructions for Employees establishes the rules of personal conduct, instructions in the safe operation of trains, signals and interlocking, special operations, electric power systems, and general communications. The Human Resources Manager issues the rulebook to all employees who certify by signed receipt that they have received a copy that they agree to comply with the provisions therein and understand that their failure to comply with such provisions may subject the employee to disciplinary action, up to and including discharge.

4.2.1.2 Standard Operating Procedures

Standard Operating Procedures (SOPs) are issued to employees in each department on an as-needed basis. SOPs cover specific guidelines and instructions on how to perform related duties with the intent to ensure operational and maintenance safety. Departments that are affected by the same procedures are identified on the SOP distribution list. The department heads are responsible for issuing and updating their department's SOPs and distributing to employees within their department.

4.2.1.3 Compliance with Operating and Maintenance Rules and Procedures

The System Safety Manager has the functional authority, under direction of the COO-Rail, to ensure that all employees comply with the ASP and that all operations and maintenance-related functions are performed with the intent to provide safety duties.

Line Supervisors conduct efficiency testing to document inspections of train operator performance. An efficiency test is an inspection of employee performance that is unobserved, unannounced, and unexpected by the train operator. An efficiency test is completed on each train operator every quarter. The efficiency testing program is administered by the System Safety Manager. The supervision and tracking of the efficiency testing program is carried out by Transportation Department training staff.

Line Supervisors also conduct work-site inspections to verify that the work sites and employees are in compliance with the Roadway Worker Protection Program. A representative sample is monitored and logged by the Central Control Supervisor or designee as well as reviewed when there is a derailment, collision, complaint against an operator, report of noncompliance with personal electronic device policy, security events, or to augment efficiency testing or any other event deemed necessary.

4.2.2 Training and Certification Programs

MTS provides agency-wide safety training programs to all employees. All new employees are given safety training, which includes an overview of Safety Management Systems. In addition, MTS sponsors ongoing Transportation Safety Institute (TSI) safety and security training courses to be held either on site in San

Diego or, alternatively, sponsors employees to take TSI training at other locations.

4.2.2.1 Transportation Department Training

The Training Supervisor is responsible for all aspects of training within the department and interdepartmental training for on-track and roadway worker operating qualifications. The Training Supervisor develops programs, conducts classroom/field training for many job classifications, and is responsible for instructional activities for Supervisors, Train Operators, Flagpersons, and LRV Maintenance and Maintenance-of-Way personnel.

The Training Supervisor is responsible for the development of training requirements, initial instruction of new employees, and follow-up training and recertification. The Training Supervisor maintains employee records relative to training sessions, safety-related and defensive operating programs, accident investigation, field exercises and public/customer relations as well as emergency procedures pertaining to a variety of scenarios.
The Transportation Standard Operating Procedures issued to employees include all departmental operating procedures (including safety and emergency procedures) as well as the Rules and Instructions for Employees Handbook. Train Operators and Supervisors (control, yard, and line) are required to demonstrate qualifications on these procedures during initial training. Additionally, training and recertification is required for each Train Operator and Supervisor biennially (after initial qualification) to ensure their current understanding of all safety-related matters and procedures. The System Safety Manager reviews the recertification programs to verify compliance with regulatory requirements.

Train Operators

The 440-hour initial training and biennial 24-hour recertification programs include classroom training, field exercises, and written and practical examinations pertaining to:

- Defensive driving/accident prevention
- Passenger sensitivity
- LRV troubleshooting techniques
- Emergency situation instruction
- Roadway worker safety

Supervisors

The 120-hour initial training and biennial 16-hour recertification programs include:

- Accident investigation
- Equipment operation and troubleshooting
- Emergency situations instruction
- Administrative policy
- Roadway worker safety

Controllers

The 320-hour Controller training and recertification programs include orientation with the Wayside Maintenance, Track, and Security, as well as:

- System failure recovery techniques
- Manual block operations and instructions
- Interdepartmental and interagency communications
- Risk management
- Accident investigation
- Equipment operation and troubleshooting
- Emergency situations instruction
- Administrative policy
- Roadway worker safety

4.2.2.2 Wayside Maintenance Department Training

New employees are instructed on company policies, safety rules, safety programs, and emergency procedures. Each maintainer is registered with the State of California to participate in a four-year Apprenticeship Program. Under this program, personnel must complete college-level training in electricity and electronics and participate in on-the-job and in-house training classes before becoming Journeyperson certified. New personnel with experience that demonstrate their knowledge of subject have the option of taking apprenticeship program (AP) examinations. If the new employee is successful in passing all required AP examinations, they qualify to be a Lineman.

Maintenance training is conducted continually. Track personnel participate in the "Track Training Program II" administered by the Railway Educational Bureau of Omaha, Nebraska and supported by SDTI. Qualification is required for main line operation of hi-rail track and rail-bound maintenance equipment. Qualification is required for main line operation of hi-rail track equipment with recertification provided biennially. Roadway Worker Protection Program qualification is required for Wayside Maintenance and Track Department employees with annual recertification.

Safety Meetings conducted by Supervisors cover a variety of subjects that relate to specific job duties such as:

- Hazardous material disposal
- State right-to-know laws
- Electrical safety
- Defensive driving

As part of their daily routine, Shift Supervisors will observe workers' actions to:

- Identify potential hazards and initiate corrective action
- Look for unsafe work habits or improper use of equipment
- Ensure that safety equipment is properly and appropriately used

4.2.2.3 LRV Maintenance Training

Each LRV Supervisor is responsible for providing employee orientation and training, and verifying performance of required safety program activities during their shift. In addition, each maintainer is registered with the State of California to

participate in a four-year Apprenticeship Program. Under this program, an employee must complete college-level training in electricity and electronics and go through on-the-job and in-house training classes before finally receiving certification as a Journeyperson by the State of California. All LRV Maintainers are certified on:

- Yard operation of LRVs (limited qualification)
- OSHA forklift operation
- Hazardous communication/blood-borne pathogens

Monthly safety meetings conducted by Shift Supervisors cover topics including:

- Hazardous materials disposal
- Electrical safety
- Shop power red tag/blue flag procedures
- Preventive maintenance for re-rail equipment
- Yard and shop safety
- Safe working habits, ergonomics, and PPE

4.2.2.4 Revenue Department Training

Safety is a vital element in the Revenue Department training program. Revenue Collector/Processors must be alert to the threat of armed robbery, and they are potentially subject to injuries from carrying and lifting heavy coin vaults. Job duties may require driving on congested highways, city streets, and pedestrian-active parking areas. Each employee is issued a company handbook that includes all safety instructions. New employees in the Revenue department are registered with the State of California to participate in a four-year Apprenticeship Program. Maintainers in the program must receive college-level training in electricity and electronics, participate in on-the-job and in-house training classes, and pass all requirements before obtaining Journeyperson certification. Individual and group safety meetings are held on a monthly basis within the Revenue Department.

4.2.2.5 Facilities Department Training

New employees are instructed on the Rules and Instructions for Employees Handbook, company policies, safety programs, Drug and Alcohol Policy, Hazard Communication Program, and emergency procedures. Roadway Worker Protection Program qualification is required for Wayside Maintenance and Track Department employees, with annual recertification.

Toolbox meetings conducted by Shift Supervisors cover topics including:

- State right-to-know laws
- Proper use and disposal of cleaning chemicals, pesticides, and other hazardous materials
- Forklift and man-lift operating safety
- Power tool safety
- Hazard communication

4.2.2.6 Board of Directors Safety Training

In accordance with FTA requirements, MTS has developed a safety presentation for the Board of Directors. This presentation explains the principles of Safety Management Systems and the role of the Board of Directors in the review and approval of the Public Transportation Agency Safety Plan.

4.2.2.7 Emergency Services Training

The purpose of this program is to familiarize San Diego-area emergency-response personnel and other organizations with the operating characteristics of the San Diego Trolley system and equipment.

Key training elements covered include but are not limited to:

- Brief Introduction to SDTI
- Roadway/Main Line and Yard Safety
- Traction Power
- Electrical Safety
- Communication with OCC or SDTI
- Railroad Response Protocol
- Cell phone usage on SDTI property
- Front Line Supervisor Identification
- Vehicle Familiarization
- Vehicle Access

The expectation of this exposure to SDTI's environment and procedures is to generate knowledge and awareness among personnel in emergency response agencies and to mitigate the risk of potential dangers to responding personnel, SDTI employees, and its patrons.

4.2.3 Roadway Worker Protection

It is SDTI's mission to provide safe, reliable, and courteous service. The Safety Department is responsible for compliance with federal, state, and local regulatory requirements.

4.2.3.1 Roadway Worker Protection Plan

A roadway worker is any person who is fouling or has the potential to foul the track, including an employee of a railroad or a contractor to a railroad whose duties include inspection, construction, maintenance, or repair of railroad track, bridges, roadway, signal and communication systems, electric traction systems, roadway facilities, or roadway machinery on or near track or with the potential of fouling a track.

Employees, contractors and other non-railroad employees who perform work fouling any track or occupying the right-of-way must attend roadway worker safety training and maintain a copy of the Roadway Worker Protection Plan at the work site. It is the responsibility of SDTI to:

- Properly train every roadway worker.
- Guarantee each employee the right to challenge, in good faith, whether the on-track safety procedures to be applied at a work site comply with the Roadway Worker Protection Plan and SDTI Rules and Instructions for Employees.
- Follow proper procedures to resolve challenges promptly and equitably.

4.2.3.2 Roadway Worker Safety Program Management

Under the direction of the Superintendent of Transportation, the development, revision, and scheduling of initial roadway worker training and recertification will be the responsibility of the Transportation Department Training Supervisor and are conducted in compliance with Section 1.3 of the SDTI Rules and Instructions for Employees and the Roadway Worker Protection Plan. All classroom training modules will be conducted by the Transportation Department Training Supervisor or their designee. Program outline and individual modules will include the date of last revision.

4.2.3.3 Roadway Worker Safety Training

Recertification is conducted annually for all roadway workers and biennially for employees who may interface with roadway workers, including train operators, controllers, and supervisors. This training covers, but is not limited to:

- Identification of the right-of-way and the limits in which roadway worker protection (RWP) is required
- Recognition of railroad tracks and understanding of the space surrounding them
- Hazards associated with working on or near railroad tracks, including review of on-track safety rules and procedures
- Hazard/near-miss program and reporting procedures
- Understanding of hazards through a representative field setting
- The functions and responsibilities of various persons involved with on-track safety procedures
- Proper compliance with on-track safety instructions given by person responsible for on-track safety
- Train approach warning signals given by watchperson/lookout and the proper procedures upon receiving a train approach warning

The safety card issued by SDTI upon completion of roadway worker safety training must be carried at all times while on SDTI property or railroad right-of-way. Additionally, numbered RWP stickers issued by SDTI to contractor employees upon completion of roadway worker safety training must be visible on each roadway worker’s hard hat while on SDTI property or railroad right-of-way. Roadway worker training records are maintained for a minimum of three years within employee’s department or with the contracted third-party training provider in the case of contractors.

Federal and state government agencies are involved with the safe design, construction, maintenance, and operation of the SDTI system. The System

Safety Manager, under the direction of the COO-Rail, is the primary contact person for all matters concerning safety at SDTI.

4.2.4 Contractor Safety Program

SANDAG contracts work for regional rail construction and capital improvement projects. The contractor personnel are not directly under the jurisdiction of SDTI but follow the requirements specified in SANDAG bid documents as to the roles and responsibilities of contractors. A SANDAG project engineer is responsible for providing scope of work orientation to the contractor in pre-bid meetings. All contractor personnel are instructed on the Roadway Worker Protection Program, which identifies responsibilities and restrictions on or near the right-of-way. Contractor training records are maintained by the MTS Right-of-Way Engineer. Contractor personnel are not allowed to enter the right-of-way until a right-of-entry permit is submitted to the Superintendent of Transportation for notice of intent to enter the right-of-way, location of work, equipment used on right-of-way, and nature of work. The Superintendent of Transportation reviews and approves all requests. SANDAG must coordinate any contractor work performed on the right-of-way that may impact revenue operations with MTS.

4.2.5 Personal Electronic Device Use

SDTI maintains a zero-tolerance policy, which prohibits the use of personal electronic devices (PEDs). This policy is in accordance with the requirements of CPUC General Order 172, Section 5. The policy mitigates the use of PEDs by employees and contractor personnel responsible for operating or controlling revenue and nonrevenue vehicles or performing work on or near the SDTI right-of-way.

SDTI Rule 1.4.9 (Restrictions on Use of Personal Cell Phones) and Standard Operating Procedure 101.27 (Use of Personal Electronic Devices While On-Duty) provides instructions and outlines policy regarding the use of PEDs. One incident of noncompliance with the established rules and procedures will result in employee termination.

SDTI uses a video-based monitoring system in the operating cabs and other areas of each LRV. This system supplements the random monitoring and enforcement of its operating rules, policies, and procedures, including those that govern the use of electronic devices in compliance with General Order 172. A representative sample is monitored and logged by Central Control Supervisor or designee as well as reviewed when there is a derailment, collision, complaint against the operator, a report of noncompliance with personal electronic device policy, security events, to augment efficiency testing, or any other event deemed necessary. The video-based enforcement and monitoring log will be maintained for a period of three (3) years.

5.0 ABBREVIATIONS AND DEFINITIONS

ACCEPTABLE RISK	A determination made that the probability of an incident or scenario occurring is unlikely and the severity of its consequence is negligible.
ACCIDENT	Any event involving the operation or maintenance of the SDTI system which results in: (1) a loss of life; (2) a report of a serious injury to a person; (3) a collision of public transportation vehicles; (4) a runaway train; (5) an evacuation for life safety reasons; (6) any derailment of a rail transit vehicle at any location, at any time, whatever the cause.
ACCOUNTABLE EXECUTIVE	Single, identifiable person who has the ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control and direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329 (d) and the agency's Transit Asset Management Plan in accordance with 49 U.S.C. 5326.
CHIEF SAFETY OFFICER	An adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer.
CONTRACTOR	An entity that performs tasks required by this part on behalf of the oversight or rail transit agency.
CORRECTIVE ACTION PLAN	A plan developed by the rail transit agency that describes the actions the rail transit agency will take to minimize, control, correct, and/or eliminate hazards. Further, it includes the schedule for implementing for those actions.
EVENT	Any accident, incident or occurrence.
FTA	Federal Transit Administration, an operating administration within the United States Department of Transportation.
HAZARD	Any real or potential condition that can cause injury, illness or death; damage to or loss of the facilities, equipment, rolling stock or infrastructure of a public transportation system; or damage to the environment.
HIGHWAY RAIL GRADE CROSSING	(1) a location where a public highway, road, or street, or a private roadway, including associated sidewalks, crosses one or more railroad tracks at grade; or (2) a

	location where a pathway is dedicated for the use of non-vehicular traffic, including pedestrians, bicyclists, and others, that is not associated with a public highway, road, or street, or a private roadway, crosses one or more railroad tracks at grade.
HIGHWAY USER	Automobiles, buses, trucks, motorcycles, bicycles, farm vehicles, pedestrians, or any other mode of surface transportation motorized and un-motorized.
INCIDENT	An event that involves any of the following: a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency
INDIVIDUAL	A passenger, employee, contractor, other rail transit facility worker, pedestrian, trespasser, or any other person on RTA property.
INVESTIGATION	The process of determining the causal and contributing factors of an accident, incident or hazard, for the purpose of preventing recurrence and mitigating risk.
LIGHT RAIL VEHICLE (LRV)	The rail transit agency's rolling stock, including, but not limited to passenger and maintenance vehicles.
NATIONAL PUBLIC TRANSPORTATION SAFETY PLAN	The plan to improve the safety of all public transportation systems that receive federal financial assistance under 49 U.S.C. Chapter 53.
OCCURRENCE	An event without any personal injury in which any damage to facilities, equipment, rolling stock or infrastructure does not disrupt the operations of a transit agency.
OVERSIGHT AGENCY	The entity, other than the rail transit agency, designated by the state or several states to implement this part.
PASSENGER	A person who is onboard or in the process of boarding or alighting from a rail transit vehicle.
PERFORMANCE MEASURE	An expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
PERFORMANCE TARGET	Quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.

PROGRAM STANDARD	A written document developed and adopted by the oversight agency, that describes the policies, objectives, responsibilities, and procedures used to provide rail transit agency safety and security oversight.
PROPERTY	Property that is used by SDTI and may be owned, leased, or maintained by SDTI.
PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (ASP)	Documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and 49 CFR 673.
RAIL FIXED GUIDEWAY SYSTEM	As determined by FTA, any light, heavy, or rapid rail system, monorail, inclined plane, funicular, trolley, or automated guideway that: (1) Is not regulated by the FRA (2) Is included in FTA's calculation of fixed guideway route miles or receives funding under FTA's formula program for urbanized areas (49 U.S.C. 5336); or (3) Has submitted documentation to FTA indicating its intent to be included in FTA's calculation of fixed guideway route miles to receive funding under FTA's formula program for urbanized areas (49 U.S.C. 5336).
RAIL TRANSIT AGENCY (RTA)	An entity that operates a rail fixed guideway system.
RISK	Composite of predicted severity and likelihood of the potential effect of a hazard.
RISK MITIGATION	A method or methods to eliminate or reduce the effects of hazards.
SAFETY ASSURANCE	Processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
SAFETY MANAGEMENT POLICY	A transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
SAFETY MANAGEMENT SYSTEM (SMS)	Formal, top-down organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices and policies for managing risks and hazards.
SAFETY MANAGEMENT SYSTEM EXECUTIVE	Chief Safety Officer or equivalent.

SAFETY PERFORMANCE TARGET	A performance target related to safety management activities.
SAFETY PROMOTION	Combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
SAFETY RISK ASSESSMENT	Formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
SAFETY RISK MANAGEMENT	Process within a transit agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing and mitigating safety risk.
SANDAG	San Diego Association of Governments.
SERIOUS INJURY	Any injury which (1) requires hospitalization for more than 48 hours, commencing within 7 days from the date the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes or noses); (3) causes a severe hemorrhage, nerve, muscle or tendon damage; involves an internal organ; or (5) involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.
STATE	A state of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.
STATE OF GOOD REPAIR	Condition in which a capital asset is able to operate at a full level of performance.
STATE SAFETY OVERSIGHT AGENCY	An agency established by a state that meets the requirements and performs the functions specified by 49 U.S.C. 5329 (e) and the regulations set forth in 49 CFR part 674.
TRANSIT AGENCY	Operator of a public transportation system.
TRANSIT ASSET MANAGEMENT PLAN	Strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation as required by 49 U.S.C. 5326 and 49 CFR part 625.
UNACCEPTABLE RISK	A determination made that a condition or hazard that will inevitably promote accidents continuously or frequently with critical or catastrophic effects.

6.0 REVISION TABLE

Revision No.	Issue Date
0	July 2020 (First Issue)
1	January 2022 - Section 1.2.1 System Description: Mid-Coast Extension (Revenue Service November 2021)

7.0 REGULATORY REFERENCE DOCUMENTS

Document Reference Number	Title
49 CFR 42526 and 42529	Statement of Agency Policy Requires That Rail Transit Agencies Report Accidents Which Meet Reporting Thresholds That Occur on Shared- Or Joint-Use Heavy Rail Segments Be Reported
49 USC 5329 (b)	Reports of Accidents on Railroads
49 CFR 670	National Public Transportation Safety Plan
49 CFR Part 672	Public Transportation Safety Certification Training Program
49 CFR Part 673	Public Transportation Agency Safety Plan
49 CFR Part 674	State Safety Oversight Program
General Order 22-B	Regulations Governing Reports of Accidents on Railroads
General Order 26-D	Clearances On Railroads And Street Railroads With Reference To Side And Overhead Structures, Parallel Tracks, Crossings Of Public Roads, Highways, and Streets
General Order 33-B	Construction, Reconstruction, Maintenance and Operation of Interlocking Plants at Crossings, Junctions, Drawbridges, in Yards and at Sidings of Railroads and Street Railroads
General Order 72-B	Construction and Maintenance of Crossings at Grade of Railroads with Public Streets, Roads and Highways
General Order 75-D	Standards for Warning Devices for At-Grade Highway-Rail Crossings
General Order 88-B	Rules for Altering Public Highway-Rail Crossings
General Order 95	Overhead electric line construction
General Order 108	Filing of Railroad Operating Department Rules
General Order 110	Radio Communications in Railroad Operations
General Order 118-A	Construction, Reconstruction and Maintenance of Walkways and Control, of Vegetation Adjacent to Railroad Tracks
General Order 127	Maintenance and Operation of Automatic Train Control Systems-Rapid Transit Systems
General Order 128	Construction or Underground Electric Supply and Communication Systems
General Order 135	Occupancy of Public Grade Crossings by Railroads
General Order 143-B	Design, Construction and Operation of Light Rail Transit systems
General Order 161	Transportation of Hazardous Materials by Rail
General Order 164-E	State Safety Oversight of Rail Fixed Guideway Systems
General Order 172	Use Of Personal Electronic Devices By Employees Of Rail Transit Agencies And Rail Fixed Guideway Systems
General Order 175-A	Roadway Worker Protection Provided by Rail Transit Agencies and Rail Fixed Guideway Systems

Metropolitan Transit System

Bus Safety Plan

San Diego Transit Corp

(Public Transportation Agency Plan pursuant to 49 CFR 673)

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B – First Transit Safety Plan (CPMF)

Acronyms

ADA	Americans with Disabilities Act
Caltrans	California Department of Transportation
CBA	Collective Bargaining Agreements
CEO	Chief Executive Officer
CHP	California Highway Patrol
COO	Chief Operating Officer
CSO	Chief Safety Officer
EH&S	Environmental Health and Safety
EPN	Employer Pull Notice
KPI	Key Performance Indicators
NTD	National Transit Database
OEM	Original Equipment Manufacturer
PIP	Performance Incentive Program
PPE	Personal Protective Equipment
PUC	Public Utilities Commission
SANDAG	San Diego Association of Governments
SOS	Service Operations Supervisor
SPT	Safety Performance Targets
SRC	Safety Review Committee

1 Bus Agency Safety Plan Overview

1.1 Agency Information

The purpose of this Bus Agency Safety Plan discusses how safety is managed for San Diego Metropolitan Transit System (MTS) directly operated fixed route bus transportation services. The Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.

MTS is a California transit district that operates multiple modes of transit: light rail transit (Rail) and fixed route/ADA complementary paratransit bus operations (Transit). The agency has three major divisions: Administration, Rail and Transit[1]. The MTS Chief Executive Officer (CEO) is responsible for managing all aspects of the agency, with direction from the Board of Directors. Because of the distinct differences in operations, MTS has prepared a Safety Plan for each individual division: Rail and Transit. This is MTS's Bus Agency Safety Plan (Table 1).

Table 1: Agency Information

Agency Information	
Transit Agency Name	MTS
Transit Agency Address	1255 Imperial Ave Suite 1000, San Diego, CA 92101
Name and Title of Accountable Executive	Sharon Cooney, Chief Executive Officer (CEO)
Name of Chief Safety Officer (CSO) or Safety Management System (SMS) Executive	Jared Garcia, Manager of Safety
Modes of Service Covered By This Plan	Directly Operated Fixed Route Bus
List Of All Funding Types:	5307, 5337, 5339
Mode(s) of Service Provided by the Transit Agency (Directly Operated or Contracted Service)	Directly Operated Light Rail, Directly Operated Fixed Route Bus, Contracted Fixed Route Bus, Contracted Commuter

[1] Historically, the Bus division was run by a separate entity, San Diego Transit Corporation (SDTC). SDTC is a wholly-owned subsidiary of MTS. While some operations continue under the SDTC entity (e.g. legacy property ownership or agreements), in practical terms it is operated as the Bus division of MTS.

	Bus, Contracted Paratransit, Contracted Paratransit Taxi
Does the agency provide transit services on behalf of another transit agency or entity?	No
Description of Arrangement(s)	N/A

MTS operates in southern San Diego County with a fleet of approximately 800 buses. MTS operates Rapid Express, Rapid, Express, Urban Frequent, Urban Standard, Community Circulator, Rural and ADA complementary paratransit. Service is directly operated by SDTC and operated by private contractors, First Transit and Transdev (Table 2).

Table 2: Services Operated

Service Types Operated By Each Entity			
Service Type	**MTS/SDTC**	**First Transit**	**Transdev**
Fixed Route	X		X
Commuter			X
Rural			X
Fixed Route Mini		X	
Paratransit		X	

MTS Bus operates over a 716 square-mile service area, with a combined population of more than two million people within the cities of San Diego, Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, National City, Lemon Grove, Poway and Santee, as well as the County of San Diego. Service is provided seven days a week on most routes. Routes serve approximately 4,200 bus stops.

MTS Bus has five bus fleet operating divisions, all of which include operations, maintenance and fueling functions: Imperial Avenue Division (IAD); Kearny Mesa Division (KMD); South Bay Bus Maintenance Facility SBMF); East County Bus Maintenance Facility (ECBMF); and Copley Park Maintenance Facility (CPMF). IAD and KMD are operated by SDTC. SBMF and ECBMF are operated by private contractor Transdev. CPMF is operated by private contractor First Transit.

Service began in 1886 as the San Diego Streetcar Company. Over the years, this and several other entities were merged into the San Diego Electric Railway (later, the San Diego Transit Corporation (SDTC)). The City of San Diego purchased SDTC from private ownership in 1967, and transferred it to the Metropolitan Transit Development Board (MTDB) in 1985. In 2002, Senate Bill 1703 merged MTDB's planning, financial programming, project development and construction functions into the region's metropolitan planning organization, the San Diego Association of Governments (SANDAG). In 2005, MTDB changed its name to the San Diego Metropolitan Transit System (MTS). The MTS Board of Directors is composed of

members representing the cities of San Diego, Chula Vista, Coronado, El Cajon, Imperial Beach, La Mesa, National City, Lemon Grove, Poway and Santee, and the County of San Diego.

1.2 Bus Agency Safety Plan Approvals

The Bus Agency Safety Plan has been approved by the Accountable Executive and the MTS Board of Directors (Table 3).

Table 3: Bus Agency Safety Plan Approvals

Bus Agency Safety Plan Approvals		
Name of Entity That Drafted This Plan	San Diego Metropolitan Transit System	
Accountable Executive Signature	Signature of Accountable Executive	Date of Signature
		7/30/20
Approval by the MTS Board of Directors	Signature of Chairperson of the MTS Board of Directors	Date of Approval
		7/30/20
Certification of Compliance	Name of Individual/Entity That Certified This Plan	Date of Certification
		7/30/20

1.3 Annual Review, Update, and Safety Performance Assessment

1.3.1 Annual Review of the Bus Agency Safety Plan

This plan will be reviewed and updated annually during the month of January by the Chief Safety Officer. Proposed changes are reviewed with the Accountable Executive, Executive Management and Key Staff. The Accountable Executive will review and approve any changes, sign the updated plan, and then forward the plan to the Board of Directors for final review and approval. Updates to this plan may be made when there are:

- Changes to: safety performance targets, safety management policy, safety risk management, safety assurance, and safety promotion;
- Changes to: the Accountable Executive, COO, or CSO;
- Significant changes to service delivery;
- Significant changes to the organizational structure;
- New process/procedures are introduced that impact safety;
- Changes to available resources or priorities that support SMS; and
- Changes required by the Federal Transit Administration (FTA), California Public Utilities Commission (CPUC), California Department of Transportation (Caltrans), San Diego Association of Governments (SANDAG), etc. or other similar oversight agency.

1.3.2 Annual Safety Performance Assessment

MTS conducts an annual safety performance assessment in conjunction with the annual review. This assessment includes a review of the prior year's performance involving the Safety Performance Targets, Key Performance Indicators and applicable Performance Incentive Program (PIP) goals. The assessment may also include reviewing identified safety deficiencies, or other areas involving safety performance.

Updates made to the Bus Agency Safety Plan will be documented (Table 4).

Table 4: Version Number and Update History of Transit Safety Plan

Version Number and Update History of Bus Agency Safety Plan			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
1.0	All	N/A	TBD

1.4 Documentation and Recordkeeping

This Bus Agency Safety Plan and documents related to this plan will be maintained for three (3) years after date of creation and be made available upon request by the FTA or other applicable agency having jurisdiction.

2 Safety Performance Targets

2.1 Safety Performance Targets

As required by 49 CFR 673.11(a) (3), this Bus Agency Safety Plan must include performance targets associated with revenue service that are based on the safety performance measures established under the National Public Transportation Safety Plan.

MTS may adjust performance targets over time, as data is collected and as SMS implementation matures. MTS performance targets for fatalities have been chosen to represent an aspirational goal (Table 5). MTS performance targets for injuries, safety events and system reliability have been chosen to represent improvement over the current baseline safety performance levels (used previous two calendar years, CY-18, CY-19) (Table 5). The safety performance targets are evaluated for each calendar year (January 1 – December 31).

Table 5: Safety Performance Targets

Bus Safety Performance Targets (Evaluated Per Calendar Year)							
Mode of Transit Service	**Fatalities (Total)**	**Fatalities (Rate) Per 100K**	**Injuries (Total)**	**Injuries (Rate) Per 100K**	**Safety Events (Total)**	**Safety Events (Rate) Per 100K**	**System Reliability (Rate) Failures/ Rev Miles**
Fixed Route Directly Operated	0	0	64	0.65	65	0.66	4,700
Fixed Route Contracted	0	0	68	0.65	69	0.66	6,000
Fixed Route Mini Bus Contracted	0	0	4	0.34	4	0.34	7,500
Paratransit Contracted	0	0	4	0.09	5	0.11	32,000
Total	**0**	**0**	**133**	**0.51**	**143**	**0.55**	**6,600**

2.2 Safety Performance Target Definitions

Definitions are based on the 2020 NTD Safety and Security Policy Manual.

Fatality – Death confirmed within 30 days of the event (including suicides). Fatalities that occur because of illnesses or other natural causes (including individuals who are found deceased) are not reportable.

Injury - Any damage or harm to persons that requires immediate medical attention away from the scene because of a reportable event must be reported as an injury. MTS reports each person transported away from the scene for medical attention as an injury, whether or not the person appears to be injured.

Safety Events – Collisions that meet NTD thresholds for injuries, fatalities, property damage, or evacuation; vehicle towed from the scene involving a transit revenue vehicle; fires; hazardous materials spills, acts of God; evacuations for life safety reasons; other safety events listed in NTD policy manual.

System Reliability - mean distance between major mechanical failures, is measured as revenue miles operated divided by the number of major mechanical failures.

2.3 Safety Performance Target Coordination

Safety Performance Targets are made available to state of California including the Public Utilities Commission (CPUC), Caltrans, and the San Diego Association of Governments (SANDAG), MTS's Metropolitan Planning Organization (MPO), to aid in the planning process. Coordination with these agencies, in the selection of safety performance targets is accomplished to the maximum extent practicable. MTS officially transmits its targets in writing to the State and MPO following the annual review and certification. This transmission will take place in February of each year.

	State Entity Name	Date Transmitted
Targets Transmitted to the State[2]	California Public Utilities Commission (CPUC)	See Footnote 2
	California Department of Transportation (Caltrans)	See Footnote 2
Targets Transmitted to the MPO	**MPO Name**	**Date Transmitted**
	San Diego Association of Governments (SANDAG)	7/7/2020

3 Safety Management Policy

3.1 Safety Management Policy Statement

The Safety Management Policy Statement, signed by the Accountable Executive and approved by the MTS Board of Directors, establishes the agency's safety objectives, and documents the organizational authorities, accountabilities and responsibilities (Figure 1).

[2] Although MTS has offered to share Bus Safety Performance Targets with CPUC and Caltrans, both have stated it is not necessary to send Bus Safety Performance Targets for their review. As required per 49 CFR 673.15, MTS will coordinate and share Bus Safety Performance Targets with state entities to the maximum extent practicable.

Figure 1: Safety Management Policy Statement

San Diego Metropolitan Transit System
Safety Management Policy Statement

The San Diego Metropolitan Transit System (MTS) has established this Safety Management System Policy Statement to emphasize its overall commitment to the safety of our passengers, our operators, our staff and the general public. This Safety Management System Policy Statement provides direction for MTS's safety program, which applies to every facet of MTS operations.

The management of safety is MTS's highest priority. MTS is committed to safety throughout the entire organization, from the Board of Directors to the front line employees.

MTS will ensure that all transit service delivery activities take place under a balanced allocation of organizational resources to achieve the highest level of safety performance and meeting established standards. MTS is committed to developing, implementing, maintaining, and constantly improving our processes. As evidence of our commitment to safety, every MTS policy shall be guided by and every employee shall perform their duties in furtherance of the following safety goals:

- Supporting safety through the provision of appropriate resources that fosters a safety culture;
- Integrating the management of safety among the primary responsibilities of all managers and employees;
- Clearly defining managers and employees' responsibilities in relation to the performance of our safety management system;
- Conducting hazard identification and evaluating safety risks, which includes an employee safety reporting program, in order to eliminate or mitigate safety risks;
- Ensuring that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- Complying with, and wherever possible exceeding, legislative and regulatory requirements and standards;
- Ensuring that sufficiently skilled and trained employees are available to implement safety management processes;
- Ensuring that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are assigned only tasks for which they are adequately trained;
- Establishing and measuring our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- Continually improving our safety performance by ensuring appropriate safety management action is taken and is effective; and
- Ensuring externally supplied systems and services that support our operations are delivered to meet our safety performance standards.

Sharon Cooney
Chief Executive Officer
San Diego Metropolitan Transit System

July 30, 2020
Date

Nathan Fletcher
Chair of Board of Directors
San Diego Metropolitan Transit System

July 30, 2020
Date

3.2 Goals

MTS Transit Services is committed to providing the safest transportation possible for our employees, customers, the citizens of San Diego, and the communities we serve. We will:

- Provide and maintain a safe and healthy working environment
- Provide a safe and courteous transit system
- Follow best practices that will safeguard employees, customers, and persons interacting with transit property and equipment

Accidents are the result of unsafe acts committed by people and the existence of hazards or unsafe conditions, both of which are controllable and must be prevented to the maximum extent practicable in order to achieve MTS' commitment.

Our Safety Policy and our commitment to safety are at all times guided by the following principles:

- Safety is the responsibility of each and every employee
- Management has the responsibility to train all employees to work safely and to assure all employees work in a safe manner
- Preventing accidents, injuries, and incidents is good business
- Operating risks, hazards, and exposures can be safeguarded with active and effective safety practices
- Injuries and occupational illnesses can be prevented

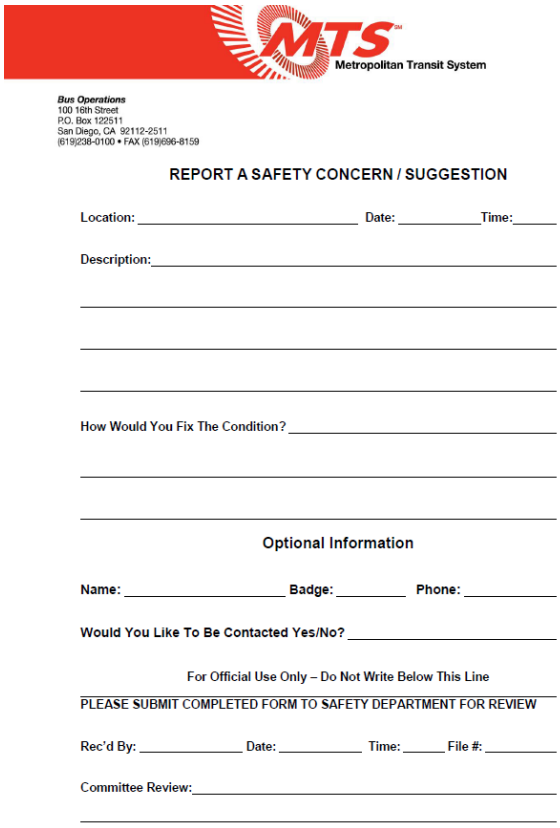
3.3 Employee Reporting Program

Employees and contractors are empowered to report safety hazards, unsafe conditions, and near misses to management. No action will be taken against an employee through the reporting program as long as the report or act was not illegal, negligent, willful, or a violation of company policy/procedure. Employees have multiple means of communicating their concerns which include:

- Verbally to their direct supervisor or other member of management;
- By use of phone/radio;
- Through their union representative;
- Completing an anonymous online form via the intranet (Figure 2); and
- Through the Employee Safety Committee.

Hazards that cannot be adequately mitigated at the time of reporting are reported to the CSO and entered into a software database (Industry Safe or equivalent) for further assessment and mitigation (see Safety Risk Management).

Figure 2: Sample Online Reporting Form



MTS Metropolitan Transit System

Bus Operations
100 16th Street
P.O. Box 122511
San Diego, CA 92112-2511
(619)238-0100 • FAX (619)696-6159

REPORT A SAFETY CONCERN / SUGGESTION

Location: _____ Date: _____Time:_____

Description:_____

_____

_____

_____

How Would You Fix The Condition? _____

_____

_____

Optional Information

Name: _____ Badge: _____ Phone: _____

Would You Like To Be Contacted Yes/No? _____

For Official Use Only – Do Not Write Below This Line

PLEASE SUBMIT COMPLETED FORM TO SAFETY DEPARTMENT FOR REVIEW

Rec'd By: _____ Date: _____ Time: _____ File #: _____

Committee Review:_____

_____

3.4 Safety Management Policy Communication

The Safety Management Policy Statement is communicated to all employees and contractors throughout the organization including: employees, managers, executives and the Board of Directors. This policy is communicated through:

- Employee Handbooks;
- Bulletin Boards;
- Newsletters; and
- Company Intranet.

3.5 Authorities, Accountabilities, and Responsibilities

3.5.1 Board of Directors

The Board of Directors (Board) is responsible for setting policy for MTS, including Transit Services. The Board is required to approve the ASP initial document and all updates. At its regular meetings, the Board receives periodic safety briefings from Bus Operations. The Board has delegated agency management to the CEO, subject to various adopted Board policies and legal requirements**.**

3.5.2 Accountable Executive

The Board of Directors has designated the CEO as the Accountable Executive for the Agency. The Accountable Executive has ultimate responsibility for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout the Agency. These responsibilities include:

- Establishing, implementing, and promoting the Safety Policy Statement;
- Authority over financial and human resources;
- Authority over all activities and operations;
- Authority over final risk assessment ranking;
- Authority over final mitigation(s) of hazards/unsafe conditions;
- Briefing the Board of Directors; and
- Responsibility for carrying out the Transit Asset Management (TAM) Plan.

The CEO has delegated the authority and the day-to-day responsibilities of the agency safety plan for Transit Services to the Chief Operating Officer (COO) of Transit Services.

3.5.3 Chief Operating Officer (COO)

The COO reports directly to the CEO and is responsible for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout Transit Services. These responsibilities include:

- Implementing, and promoting the Safety Policy Statement;
- Authority over financial and human resources within Transit Services;
- Authority over all activities and operations within Transit Services;
- Authority over the risk assessment ranking within Transit Services;
- Authority over final mitigation(s) of hazards/unsafe conditions within Transit Service; and

- Briefing the Board of Directors on SMS related activities within Transit Services, as requested by the CEO.

The COO will support and encourage an open dialogue between the Chief Safety Officer and the CEO.

3.5.4 Chief Safety Officer

The Chief Safety Officer (CSO) is the Manager of Safety for Transit Services. The CSO has a dual reporting role with the COO and the CEO. As necessary to implement the Bus Agency Safety Plan and discuss relevant issues, the CSO has a duty and a right to report directly to and consult with the CEO. The CSO has independent and direct access to the CEO as needed regarding all safety related issues. The CSO has regularly scheduled safety briefings with the CEO and COO. The CSO also reports to the COO on a day-to-day basis. The CSO is responsible for:

- Developing and maintaining SMS programs including the Bus Agency Safety Plan;
- Managing the Employee Reporting Program;
- Performing analysis of incidents, trends, and causes and making recommendations to reduce or eliminate the potential for recurrence;
- Assisting other departments with the development of training programs and procedures;
- Managing the review and analysis of all accidents, incidents and safety events to determine preventability and any other causal or contributing factors;
- Providing monitoring and follow-up with employees after preventable accidents;
- Serving as the Chair of the Employee Safety Committee;
- Coordinating with external emergency response agencies, including police, fire and emergency management agencies, regarding emergency response training, familiarization and review of emergency occurrences and Transit Services emergency preparedness plans; and
- Managing the Department of Motor Vehicles (DMV) Pull Notice Program and assuring all licenses, permits and certifications are in compliance.

3.5.5 Other Agency Leadership, Executive Management and Key Staff

3.5.5.1 Director of Fleet and Facility Maintenance

The Director of Fleet and Facility Maintenance directly reports to the COO and is responsible for:

- Directing, organizing, developing and planning all directly operated bus and facility maintenance functions;
- Providing oversight, contract compliance and support for all of MTS's contracted service fleet and facility maintenance operations;
- Directing, coordinating and supervising the development, implementation and administration of capital plans and contracts for fleet replacement, as well as service contracts providing maintenance for all MTS bus facilities and fleets;
- Overseeing the administration of applicable Collective Bargaining Agreement (CBA);
- Overseeing maintenance employee training, including the apprenticeship program; and
- Providing expertise and advice regarding staffing decisions in Fleet and Facilities, including recommendations for hiring, promotion and termination; evaluation and the implementation of discipline and other remedial measures.

3.5.5.2 Director of Transportation

The Director of Transportation directly reports to the COO and is responsible for:

- Organizing, developing, planning and directing all of San Diego Transit's transportation functions;
- Overseeing the development and management of all transportation employee training programs, including new employee and drivers training, refresher courses, safety-related training and all required safety/certifications/licensing; providing expertise for the development and coordination of new training programs.
- Overseeing the management of both Radio/Communications and Service Operations Supervisor teams, including developing standard operating procedures, setting expectations for professional interactions with customers and other employees. Guiding opportunities to improve supervisor skillsets through training, mentoring and professional development;

- Overseeing the administration of applicable CBA; and
- Providing expertise and advice regarding staffing decisions in Transportation Department, including recommendations for hiring, promotion and termination and the implementation of discipline and other remedial measures.

3.5.5.3 Manager of Contract Operations and Passenger Facilities

The Manager of Contract Operations and Passenger Facilities directly reports to the COO and is responsible for:

- Providing day-to-day oversight of contractor compliance with the agency safety plan;
- Providing contract oversight of the Agency's multi-year transit operations contracts;
- Monitoring ongoing facility maintenance activities dictated by Agency service contracts;
- Planning, directing, coordinating and reviewing Contract Services' staff;
- Assisting with transportation activities and coordinating schedules, projects and programs as needed to ensure Contract Service quality and continuity with Agency goals and objectives;
- Overseeing the coordination of bus stop maintenance and other transit amenities, including administration of various vendor contracts;
- Working with appropriate staff to develop fleet capital replacement program; and
- Supporting Finance Department staff on discretionary and programmed grants applications.

3.5.5.4 Manager of Paratransit and Mini Bus

The Manager of Paratransit and Mini Bus directly reports to the COO and is responsible for:

- Providing day-to-day oversight of contractor compliance with the agency safety plan;
- Organizing, developing, planning and directing all of MTS' Paratransit and Mini Bus functions and ensuring alignment of these functions with the goals and critical business outcomes of MTS;

- Ensuring the MTS ADA Paratransit Program is in full compliance with ADA regulations with respect to operations, client certification, call center operations and revenue service;
- Managing the fixed route “Mini Bus” program and overseeing the operations and management contract between MTS and the service provider(s); and
- Preparing operating and capital budgets, monitoring service performance, conducting community outreach, representing MTS on advocacy and transportation committees, and evaluating existing and proposed transit services.

3.5.5.5 Environmental Health & Safety Specialist

The Environmental Health & Safety Specialist reports directly to the COO and is responsible for:

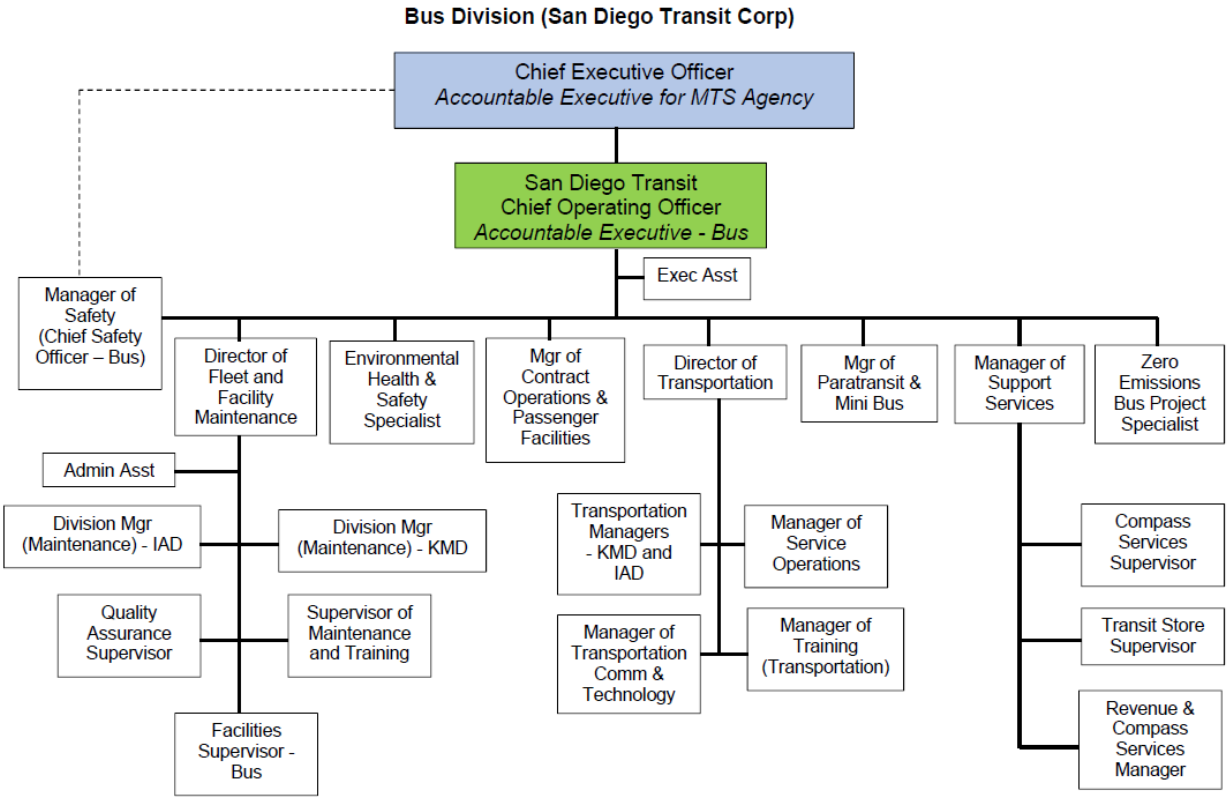
- Developing, implementing, and overseeing Environmental Health and Safety policies and procedures;
- Developing, coordinating and participating in industrial hygiene and environmental safety programs;
- Developing comprehensive environmental and occupational safety and health inspection checklists and protocols, conducting inspections of facilities, and escorting regulatory inspectors during inspections;
- Interfacing with government agencies to maintain regulatory compliance with Federal, State, regional, and local environmental laws and regulations by preparing permit applications and renewal documents and negotiating permit conditions and developing corrective action plans; and
- Reviewing and approving chemical products used in relation to environmental and industrial hygiene impacts.

3.6 Contract-Operations Oversight

Various MTS employees are charged with oversight of contractors as it relates to safety and other matters. Such responsibilities are noted where applicable. In addition, each of the contractor safety plans (See Appendices) also describe oversight functions.

4 Organization Chart

Figure 3: Organization Chart



5 Meetings

5.1 CEO Safety Briefings

The CEO, COO, and CSO meet on a regular basis to review and discuss monthly safety performance. These topics include but are not limited to:

- Accidents & Injuries
- Hazard mitigation strategies
- Training activities
- Policy & Procedures
- Committee meetings
- Contract management
- Project updates

5.2 Transit Services Executive Staff Meetings

The CSO and other agency leadership within Transit Services meet together on a weekly basis with the COO to review and discuss updates from each department. These topics include but are not limited to:

- Accidents & Injuries
- Hazard mitigation strategies
- Training activities
- Policy & Procedures
- Committee meetings
- Contract management
- Project updates

5.3 Transit Services Safety Committee

The safety committee meets monthly and is comprised of representatives from both bargaining units (ATU, IBEW) as well as management representatives from the Maintenance, Safety, Security, and Transportation Departments. The purpose of the safety committee is to: create, improve, promote and maintain a heightened safety culture within the organization; inform, educate and influence employees through awareness campaigns and training activities designed to prevent and reduce accidents and injuries; and to provide a forum for employees to actively participate in safety programs that address and resolve safety issues in a timely manner.

5.4 Risk Department Meetings

Agency leadership within Transit Services meets with the Risk Department on a quarterly basis. These topics include but are not limited to:

- Open & recently closed claims
- Workers comp claims
- Litigation updates
- Hazard mitigation strategies
- Training activities
- Policy & Procedures

5.5 Emergency Preparedness and Response

5.5.1 Employee Training

Employees receive varying levels of emergency response training during the initial onboarding process depending on job position. Employees also receive applicable refresher training throughout the year through training programs and topics outlined in the Safety Promotion and Safety Communication sections of this document. Topics covered for emergency training include:

- Accident/Injury reporting
- Inspection protocols
- Passenger evacuations
- Road calls/Breakdowns
- Fire suppression
- Spill prevention, control and countermeasures (SPCC)
- Hazardous waste, operations, and emergency response (HAZWOPER)
- Conflict resolution and de-escalation techniques
- CPR/AED

5.5.2 Emergency Responder Training & Coordination

Transit Services participates in external agency emergency trainings and exercises whenever requested/invited by local municipal, county, state, or federal entities. These events include emergency events specific to the transit system as well as supporting other agencies with available resources (vehicles) to aid in external emergency response. Typical training events and exercises include:

- Vehicle familiarization
- Bus hijacking/SWAT
- Rescue/heavy lift extraction
- Homeland Security canine training
- Community based evacuations & temporary shelter
- Tabletop exercises

5.5.3 Vehicle Safety Equipment

Fixed route buses are equipped with the following safety features to reduce to the likelihood/severity of an emergency:

- Two way radio
- GPS tracking
- Security cameras

- Discreet panic button
- Fire extinguisher
- Engine fire detection & suppression system (excludes battery electric buses)
- Interlock device(s)
- Fuel leak detection alarm (CNG buses only)
- Emergency exit windows & roof hatches
- Low air pressure alarm

6 Safety Risk Management

Safety Risk Management is a decision making process that involves the identification, evaluation, and mitigation of hazards and unsafe conditions throughout the system. Hazards are to be eliminated or mitigated to lowest practical level with consideration given to financial and operational constraints. Transit Services utilizes a decentralized process where each department is responsible for managing the hazards that exist within their department.

6.1 Safety Hazard Identification

All employees are responsible for identifying and reporting hazards and unsafe conditions to their immediate supervisor/manager. The supervisor/manager is responsible for the initial evaluation and mitigation of a reported hazard. If the supervisor/manager is unable to eliminate the hazard or effectively mitigate the hazard to an acceptable level, the hazard must be reported to the CSO. The CSO is responsible for documenting the reported hazard.

Hazards are generally identified through:

- Employee Reporting Program;
- Employee Safety Committee;
- Routine inspections;
- Training activities;
- Direct observation by supervisors, managers and/or safety personnel;
- Accident and incident investigations;
- Customer Service reports;
- Daily operations activity reports;
- Safety data analysis;
- Audits;
- Data and info provided by FTA or other oversight authority;
- Design/Planning process for capital projects;
- Procurement of goods and services; and
- New service implementation.

6.2 Safety Risk Assessment

The CSO is responsible for assessing safety risks. Analyzing hazards is subjective. Two reasonable people could assess the same hazard and determine a different probability or severity of an unfavorable outcome. Hazards are analyzed using the probability/severity matrix within this section (Table 6, Table 7, Table 8, and Table 9). The criteria listed in the severity and probability charts are intended to be guidelines only. Each hazard is unique. Therefore, in addition to the severity and probability charts, the CSO should also consider common sense, similar prior/existing hazards, historical data, and their professional experience when conducting the assessment. Hazards that are “unacceptable”, “undesirable”, or “acceptable with review by management” are entered into the Risk Register by the CSO. Hazards that are “acceptable without review” are not required to be entered into the Risk Register. The CSO is responsible for informing the Accountable Executive of the MTS Agency of any hazard that is “unacceptable” or “undesirable”.

Table 6: Severity

Severity		
Description	**Category**	**Criteria (worst likely credible outcome)**
Catastrophic	**1**	Could likely result in death, permanent total disability, severe property damage or irreversible environmental damage.
Critical	**2**	Could likely result in permanent partial disability, injuries or occupational illness that may result in hospitalization, or reversible significant property/environmental damage.
Marginal	**3**	Could likely result in injury or occupational illness resulting in one or more lost work days(s), reversible moderate property/environmental damage.
Negligible	**4**	Could likely result in injury or illness not resulting in a lost work day, minimal property/environmental impact.

Table 7: Likelihood

Likelihood		
Description	**Level**	**Specific Individual Item (Example of Frequency)**

Frequent	**A**	Likely to occur frequently or continuously. (Weekly, 100K miles)
Probable	**B**	Likely to occur several times. (Monthly, 1 million miles)
Occasional	**C**	Likely to occur sometime. (Yearly, 10 million miles)
Remote	**D**	Unlikely but reasonable or possible to occur. (Decade, 100 million miles)
Improbable	**E**	So unlikely, it can be assumed occurrence may not be experienced.
Eliminated	**F**	This level is used when potential hazards are identified and later eliminated.

Table 8: Hazard Assessment Matrix

Hazard Assessment Matrix				
	1 - Catastrophic	**2 - Critical**	**3 - Marginal**	**4 - Negligible**
A - Frequent	**1A**	**2A**	**3A**	**4A**
B - Probable	**1B**	**2B**	**3B**	**4B**
C - Occasional	**1C**	**2C**	**3C**	**4C**
D - Remote	**1D**	**2D**	**3D**	**4D**
E - Improbable	**1E**	**2E**	**3E**	**4E**
F - Eliminated	**N/A**	**N/A**	**N/A**	**N/A**

Table 9: Acceptability Levels

Acceptability Levels	
High	**Unacceptable**
Serious	**Undesirable** with management decision

Medium	**Acceptable** with review by management
Low	**Acceptable** without review

6.3 Safety Risk Mitigation

After a risk assessment has been conducted, the CSO will identify parties responsible for mitigating the hazard. The responsible parties are generally department heads, those most knowledgeable about the hazard (subject matter experts), or those with the most adequate resources to mitigate the hazard.

The following are common methods and processes responsible parties typically use to mitigate hazards:

- Eliminate hazards by repair/replacement;
- Eliminate hazards through design/change of service;
- Incorporate engineered features or devices;
- Provide warning devices, signage and alarms;
- Establish written policy and procedures to address the hazard;
- Implement training activities;
- Use of personal protective equipment (PPE); and
- Communication of hazard with employees, passengers, and general public.

Responsible parties are required to update the CSO on mitigation progress in a timely manner. The CSO is then responsible for updating the Accountable Executive and the Risk Registry in Industry Safe. The Risk Registry is reviewed quarterly by the Accountable Executive, CSO, and responsible parties. The Accountable Executive has the ultimate authority when deciding mitigations and the final assessment of a hazard. Hazards that remain at an unacceptable/undesirable level will continue to be monitored and revisited during the annual budget and capital improvement process.

7 Safety Assurance

7.1 Safety Performance Monitoring and Measurement

MTS has established several activities to monitor operations and maintenance for compliance with procedures. These processes are also used to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended. Non-compliance with procedures is generally addressed through counseling, training, and other management oversight activities. Insufficient procedures are addressed through safety risk management activities.

Supervisors are responsible for upholding established policies and procedures covered in documents such as CBAs, employee handbooks, training manuals, bulletins, memos, California Vehicle Code sections, etc. Supervisors typically utilize direct observations, job briefings, facility inspections, radio communications, and investigations to determine compliance. Employees who are not compliant with these procedures may receive in-person counseling, written observation letters, re-training, and/or progressive discipline depending on the severity of the event and the employee's work record.

7.1.1 Investigations

All employees are required to immediately report safety related events to their direct supervisor or the Bus Control Center/radio room and complete a written accident/incident report. The Supervisor on duty is responsible for ensuring the appropriate response to the scene (dependent on available resources) and determining if a drug and alcohol test is required.

A Service Operations Supervisor (SOS) should be sent to the scene to investigate whenever a person is injured/claiming injury or there is a collision involving a bus or other mass transit vehicle. The SOS will gather statements from persons involved/witnesses, collect insurance and other contact information, take photos of the scene, etc., and complete a written report.

Following the event, the Transportation Service Quality Specialist will collect video from the bus camera system and facility camera system if available. The video is generally stored in either the camera system server or a shared network drive and preserved for at least one year after the event and may be stored longer as dependent on available storage space. The CSO will collect and review all information and forward all written materials to the Risk Department and/or the Safety Review Committee (SRC).

The SRC is responsible for reviewing events involving: vehicle collisions, claims of injury, wheelchair ramp use, and certain braking events. The SRC is chaired by the CSO and also includes a member from the Training Department and a member from the Transportation Department. The SRC meets weekly and reviews all available information to determine preventability and any other causal or contributing factors. The CSO informs applicable management and other involved employees of the SRC's findings.

The CSO is responsible for entering safety related information in MTS's Enterprise Resource Program (SAP) for tracking purposes and data analysis. The CSO is responsible for entering hazards that require management review and/or a decision by management (High/Serious/Medium risk levels) in Industry Safe for tracking the mitigation of hazards. The CSO is also responsible for reporting this data to the Accountable Executive on a monthly basis. The CSO is

also responsible for reporting applicable required information to the National Transit Database (NTD) on a monthly basis.

7.1.2 Drug & Alcohol Program

MTS is a drug and alcohol-free workplace and has an established drug and alcohol policy that is compliant with 49 CFR parts 40 and 655. Every employee receives training upon initial hiring. Supervisor/mangers receive two hours of additional training every two years that includes a minimum of 60 minutes on the effects of drug use and 60 minutes of training on the effects alcohol use and the agency policy. Drug and alcohol testing is conducted under the following circumstances:

- Pre-Employment;
- Reasonable Suspicion;
- Post-Accident;
- Random;
- Assuming Safety Sensitive Duties; and
- Return to Duty / Follow-Up

7.1.3 Driving Hours and On-Duty Time

Bus operators' schedules are assigned on a daily basis by an Operations Supervisor. The Operations Supervisor checks hours of service before scheduling upcoming work days. The following records for all bus operators are generated, tracked, and stored in the system:

- The scheduled assignment of all drivers including regular work days, day off work, overtime, vacations, holidays, absences, outside employment hours;
- The time the driver reports for duty each day;
- The time the driver is released from duty each day;
- The total number of hours the driver is on duty each day;
- The total scheduled driving time each day;
- The delay time at the end of each work piece; and
- The total time for the preceding seven days for drivers used for the first time or intermittently.

Title 13 of the California Code of Regulations subsection 1212 and 1212.5 establish the following limits on commercial bus operating hours:

- Drivers must have at least 8 hours off between work shifts;
- Maximum 10 hours driving time per day;

- Maximum 15 hours of on duty time; and
- Maximum 80 hours of on duty time for any consecutive 8 days.

In addition to state law, the applicable CBA establishes the following limits on scheduling and work hours:

- Drivers have at least 10 hours off between bid-in and scheduled work shifts; and
- Scheduled on-duty/spread work day limited to 12.5 hours.

7.1.4 DMV Pull Notice

MTS enrolls all employees in the California Employer Pull Notice (EPN) program. The program is required for all commercial drivers as a means for employers to electronically verify and monitor driving records. Employees are enrolled upon hire and removed upon termination. Records indicate license type, expiration date, special certificates, endorsements, restrictions. Notices are also sent annually and when there is a change to license status including a ticket, accident, or suspension. MTS uses a web based software solution company to manage the EPN program.

The CSO is responsible for monitoring the records of all commercial drivers and union employees. The CSO is responsible for notifying each department of status changes to the employee's eligibility to operate a bus or other vehicle. Each department is responsible for notifying the employee in their department of status changes, collecting documentation, and preventing them from operating a vehicle if they are not eligible to drive.

The Human Resources Department is responsible for checking a prospective employee's three (3) year driving record during the application and interview process. The Human Resources Department is responsible for monitoring the records of all management employees who do not have a commercial license.

The California Highway Patrol (CHP) performs an audit of the EPN program during the annual terminal inspection.

7.1.5 Customer Complaint Investigation

Customer complaints are managed overall by Support Services Department. Customers can submit a complaint by mail, in-person at MTS's administrative through the call center, through the MTS website or through MTS's mobile application.
All customer's comments or complaints are entered into the Customer Review Module in SAP. The comments then investigated by the responsible department. Investigation measures may include interviewing staff and/or collecting video if

appropriate. Final resolution is handled by department managers. The findings of the investigation are then entered into the Customer Review Module.

7.1.6 Ride Checker Program

MTS has two (2) anonymous part-time employees that conduct both directed and random rides that monitor a driver's performance while in revenue service. The ride checker completes a four-page "Ride Monitor Observation Listing" report for each ride. The report includes both yes/no questions and comment fields for various categories (Table 10).

Table 10: Ride Monitor Observation Listing

Ride Monitor Observation Listing		
Employee Information	Safety Observations	Bus Stop
Operator Appearance	Speed & Clearance	Turning Intersections
Departure / Arrival	ADA Compliance	Customer Service
Fare Collection	Railroad Crossing	Bus Appearance

The report is verified by the Support Services Analyst, and emailed to a management distribution group. The Division Managers are responsible for final resolution of the reports.

7.1.7 Vehicle Pre-Trip Inspections

Pre-trip inspections are conducted in accordance with State and Federal law. Pre-trip inspections are completed by bus operators in the bus yard before the bus goes into revenue service. The pre-trip inspections also occur when bus operators make a relief on the road (excluding air brake test).

7.1.8 Vehicle Preventative Maintenance

Preventative maintenance and inspection is carried out at a minimum in accordance with the Original Equipment Manufacturer (OEM) recommendations. This process occurs based on miles and varies in the complexity based on the mileage interval. Inspections include:

- Brake inspection;
- Lube and oil filter;
- General inspection;
- Wheelchair ramp;
- Air conditioner;

- Electrical;
- Cooling;
- Compressed Natural Gas (CNG) and fire suppression;
- Farebox;
- Transmission; and
- Differential and diaphragms.

All inspections are documented and kept for the life of the vehicle. Specific details on the preventative maintenance program are explained further in the Maintenance Manual that is maintained by the Maintenance Department. The California Highway Patrol (CHP) conducts an independent audit of the preventative maintenance program annually.

7.1.9 Internal Safety Reporting Programs

The CSO routinely reviews safety data from various sources including: employee safety reports, safety meetings, the employee reporting program, customer service complaints, OSHA logs, and other safety communication channels that track safety performance information. The CSO will review and assess the data, conduct further investigations, and use established safety risk management process as needed to ensure safety risk mitigations are effective.

7.2 Management of Change

Changes that may introduce new hazards or impact the agency's safety performance are assessed through various processes. These changes include but are not limited to:

- Procurement of new goods/equipment;
- Changes to route design and special event detours;
- Operations/Maintenance procedure changes;
- Introduction of new technology;
- New regulatory requirements;
- Changes to operating environment including city/regional planning;
- Design and construction of capital projects; and
- Organizational changes.

If management determines that a change may impact safety performance, the proposed change should be evaluated using the Safety Risk Management Process, which includes hazard identification, risk assessment, and risk mitigation. Any change that may introduce new hazards to the system should include the safety department. Please refer to the Safety Risk Management section of this document or contact a member of the safety department for more information regarding this process. If the safety department is not consulted and engaged during the decision

making process of the change, the project manager or individual who is approving/implementing the change is responsible for ensuring adequate safety risk management is conducted prior to making any changes.

7.3 Continuous Improvement

MTS establishes Safety Performance Targets, Key Performance Indicators and PIP goals annually. These goals are tracked and reported on a monthly and annual basis. The CSO meets with the CEO, COO, executive management and other key staff regularly to review and evaluate the agency's performance. Any identified deficiencies are addressed with a plan, under the direction of the Accountable Executive or their designee.

8 Safety Promotion

8.1 Safety Communication

Management promotes and communicates safety performance throughout the entire organization. This communication includes information on hazards and safety risk relevant to employees' roles and responsibilities. Employees are also informed of safety actions that are taken in response to reports submitted through the safety reporting program. The methods of communication include but are not limited to:

- Training Activities;
- Safety Committee;
- Meetings;
- Handbooks;
- Policies;
- Memos;
- Bulletins;
- Newsletters;
- Company Intranet;
- Job Briefings; and
- Department Information Monitors.

8.2 Competencies and Training

8.2.1 Chief Safety Officer Training Program

The CSO participates in the Voluntary Bus Safety Certification Program as outlined in 49 CFR Part 672. This training includes the following courses:

- SMS Awareness;
- SMS Safety Assurance;

- SMS Principles For Transit;
- Transit Bus System Safety;
- Fundamentals of Bus Collision Investigation; and
- Effectively Managing Transit Emergencies.

The CSO training also includes:

- Drug and Alcohol;
- Harassment Prevention; and
- Management Development

8.2.2 Servicer Training Program

All servicers complete a comprehensive training program. This program includes passing a written and behind the wheel test for a commercial driver license. Other major topics covered in the training program include: Code of Safe Practices, CNG fueling procedures, electric bus charging, bloodborne pathogen control program, Spill Prevention & Control Program (SPCC), and Maintenance Department policies and procedures.

Servicer refresher training includes but is not limited to:

- Toolbox training sessions;
- SPCC refresher training;
- Behind the wheel evaluations; and
- Preventable Accident remediation

8.2.3 Mechanic Apprenticeship Program

All mechanics complete a three (3) to four (4) year (depending on specialty) state certified apprenticeship program. The training starts with 40 days of in-house classroom instruction followed by on-the-job training with a mentor throughout the program. Apprentices must also complete nine (9) required college courses through Miramar Community College. In addition to the apprentice program, mechanics also receive the training program outlined in the servicer training program. Mechanics also receive Hazardous Waste Operations and Emergency Response (HAZWOPER) training as well as forklift certification.

Mechanic refresher training includes but is not limited to:

- Toolbox training sessions
- SPCC annual refresher training
- HAZWOPER annual refresher training
- Forklift recertification every 3 years

- Behind the wheel evaluations
- Preventable accident remediation

8.2.4 Foreman and Maintenance Managers

Foreman and Maintenance Managers training includes, but is not limited to, the following:

- Drug and Alcohol;
- Harassment Prevention;
- Management Development;
- Toolbox training sessions;
- SPCC;
- HAZWOPER;
- Forklift recertification;
- Behind the wheel evaluations;
- Preventable accident remediation; and
- Cardiopulmonary Resuscitation (CPR).

8.2.5 Bus Operator Training Program

All bus operators complete a nine (9) week training program prior to operating a bus in revenue service on their own. The training program is comprised of both classroom and behind the wheel driving. Operators are required to receive and maintain a class B commercial driving license, with a passenger and air brake endorsement. Operators are also required to have a valid medical certificate and Verification of Transit Training (VTT) certificate. Training topics includes, but are not limited to, the following:

- Bus operation and defensive driving;
- Destination signs;
- Radio communication;
- Customer service;
- ADA;
- Emergency procedures; and
- Route training.

Bus Operator refresher training includes, but is not limited to, the following:

- VTT annual training;
- Accident remediation;
- Defensive driving;

- Conflict resolution;
- Policy and procedures; and
- Behind the wheel evaluations.

8.2.6 Transportation Supervisors and Managers

Supervisors and Transportation Managers training includes, but is not limited to, the following:

- Drug and Alcohol;
- Harassment Prevention;
- Management Development;
- VTT;
- CPR; and
- Preventable accident remediation.

Metropolitan Transit System

APPENDIX A

Bus Safety Plan

(Public Transportation Agency Plan pursuant to 49 CFR 673)

transdev
the mobility company

MTS Contract-Operator at South Bay Maintenance Facility (SBMF) and East County Maintenance Facility (ECMF)

APPENDIX A

TRANSDEV BUS SAFETY PLAN

Contract Operations at

East County Maintenance Facility

and

South Bay Maintenance Facility

1 Bus Agency Safety Plan Overview

1.1 Agency Information

This Bus Agency Safety Plan discusses how safety is managed for Transdev, in operating the fixed route contract for the San Diego Metropolitan Transit System (MTS). The Agency Safety Plan addresses all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program and the National Public Transportation Safety Plan.

Transdev operates Fixed-Route Urban, Local, Express, Rural and Bus Rapid Transit (BRT) bus services in the San Diego Metropolitan Transit System (MTS) service area of San Diego. Services are provided under a contract agreement, to operate Fixed-Route service from the South Bay Division and East County Division, which operate a combined fleet of approximately 332 buses on approximately 56 Routes.

Table 1: Agency Information

Agency Information	
Transit Agency Name	MTS
Transit Agency Address	1255 Imperial Ave Suite 1000, San Diego, CA 92101
Name and Title of Accountable Executive	Sharon Cooney, Chief Executive Officer (CEO)
Name of Chief Safety Officer (CSO) or Safety Management System (SMS) Executive	Jared Garcia, Manager of Safety
Modes of Service Covered By This Plan	Contracted Fixed Route Bus
List Of All Funding Types:	5307, 5337, 5339
Mode(s) of Service Provided by the Transit Agency (Directly Operated or Contracted Service)	Contracted Fixed Route Bus
Does the agency provide transit services on behalf of another transit agency or entity?	No
Description of Arrangement(s)	N/A

1.2 Bus Agency Safety Plan Approvals

The Bus Agency Safety Plan has been approved by the Accountable Executive and the MTS Board of Directors (Table 2).

Table 2: Bus Agency Safety Plan Approvals

Bus Agency Safety Plan Approvals		
Name of Entity That Drafted This Plan	San Diego Metropolitan Transit System	
Accountable Executive Signature	Signature of Accountable Executive	Date of Signature
		7/30/20
Approval by the MTS Board of Directors	Signature of Chairperson of the MTS Board of Directors	Date of Approval
		7/30/20
Certification of Compliance	Name of Individual/Entity That Certified This Plan	Date of Certification
		7/30/20

1.3 Annual Review, Update, and Safety Performance Assessment

1.3.1 Annual Review of the Bus Agency Safety Plan

This plan will be reviewed and updated annually during the month of January by the Chief Safety Officer. Proposed changes are reviewed with the Accountable Executive, Executive Management and Key Staff. The Accountable Executive will review and approve any changes, sign the updated plan, and then forward the plan to the Board of Directors for final review and approval. Updates to this plan may be made when there are:

- Changes to: safety performance targets, safety management policy, safety risk management, safety assurance, and safety promotion;
- Changes to: The Accountable Executive, COO, or CSO;
- Significant changes to service delivery;
- Significant changes to the organizational structure;
- New process/procedures are introduced that impact safety;
- Changes to available resources or priorities that support SMS; and
- Changes required by the Federal Transit Administration (FTA), California Public Utilities Commission (CPUC), California Department of Transportation (Caltrans), San Diego Association of Governments (SANDAG), etc. or other similar oversight agency.

1.3.2 Annual Safety Performance Assessment

MTS conducts an annual safety performance assessment in conjunction with the annual review. This assessment includes a review of the prior year's

performance involving the Safety Performance Targets, Key Performance Indicators and applicable Performance Incentive Program (PIP) goals. The assessment may also include reviewing identified safety deficiencies, or other areas involving safety performance.

Updates made to the Bus Agency Safety Plan will be documented (Table 3).

Table 3: Version Number and Update History of Transit Safety Plan

Version Number and Update History of Bus Agency Safety Plan			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
1.0	All	N/A	TBD

1.4 Documentation and Recordkeeping

This Bus Agency Safety Plan and documents related to this plan will be maintained for three (3) years after date of creation and be made available upon request by the FTA or other applicable agency having jurisdiction.

2 Safety Performance Targets

2.1 Safety Performance Targets

As required by 49 CFR 673.11(a) (3), this Bus Agency Safety Plan must include performance targets associated with revenue service that are based on the safety performance measures established under the National Public Transportation Safety Plan.

MTS may adjust performance targets over time, as data is collected and as SMS implementation matures. MTS performance targets for fatalities have been chosen to represent an aspirational goal (Table 4). MTS performance targets for injuries, safety events and system reliability have been chosen to represent improvement over the current baseline safety performance levels (used previous two calendar years, CY-18, CY-19) (Table 4). The safety performance targets are evaluated for each calendar year (January 1 – December 31).

Table 4: Safety Performance Targets

Bus Safety Performance Targets (Evaluated Per Calendar Year)							
Mode of Transit Service	**Fatalities (Total)**	**Fatalities (Rate) Per 100K**	**Injuries (Total)**	**Injuries (Rate) Per 100K**	**Safety Events (Total)**	**Safety Events (Rate) Per 100K**	**System Reliability (Rate) Failures/ Rev Miles**
Fixed Route Contracted	0	0	68	0.65	69	0.66	6,000

2.2 Safety Performance Target Definitions

Definitions are based on the 2020 NTD Safety and Security Policy Manual.

Fatality – Death confirmed within 30 days of the event (including suicides). Fatalities that occur because of illnesses or other natural causes (including individuals who are found deceased) are not reportable.

Injury - Any damage or harm to persons that requires immediate medical attention away from the scene because of a reportable event must be reported as an injury. MTS reports each person transported away from the scene for medical attention as an injury, whether or not the person appears to be injured.

Safety Events – Collisions that meet NTD thresholds for injuries, fatalities, property damage, or evacuation; vehicle towed from the scene involving a transit revenue vehicle; fires; hazardous materials spills, acts of God; evacuations for life safety reasons; other safety events listed in NTD policy manual.

System Reliability - mean distance between major mechanical failures, is measured as revenue miles operated divided by the number of major mechanical failures.

2.3 Safety Performance Target Coordination

Safety Performance Targets are made available to state of California including the Public Utilities Commission (CPUC), Caltrans, and the San Diego Association of Governments (SANDAG), MTS's Metropolitan Planning Organization (MPO), to aid in the planning process. Coordination with these agencies, in the selection of safety performance targets is accomplished to the maximum extent practicable. MTS officially transmits its targets in writing to the State and MPO following the annual review and certification. This transmission will take place in February of each year.

Targets Transmitted to the State[1]	**State Entity Name**	**Date Transmitted**
	California Public Utilities Commission (CPUC)	See Footnote 1
	California Department of Transportation (Caltrans)	See Footnote 1
Targets Transmitted to the MPO	**MPO Name**	**Date Transmitted**
	San Diego Association of Governments (SANDAG)	7/7/2020

3 Safety Management Policy

3.1 Safety Management Policy Statement

The Safety Management Policy Statement, signed by the Accountable Executive and approved by the MTS Board of Directors, establishes the agency's safety objectives, and documents the organizational authorities, accountabilities and responsibilities
(Figure 1).

[1] Although MTS has offered to share Bus Safety Performance Targets with CPUC and Caltrans, both have stated it is not necessary to send Bus Safety Performance Targets for their review. As required per 49 CFR 673.15, MTS will coordinate and share Bus Safety Performance Targets with state entities to the maximum extent practicable

Figure 1: Safety Management Policy Statement

San Diego Metropolitan Transit System
Safety Management Policy Statement

The San Diego Metropolitan Transit System (MTS) has established this Safety Management System Policy Statement to emphasize its overall commitment to the safety of our passengers, our operators, our staff and the general public. This Safety Management System Policy Statement provides direction for MTS's safety program, which applies to every facet of MTS operations.

The management of safety is MTS's highest priority. MTS is committed to safety throughout the entire organization, from the Board of Directors to the front line employees.

MTS will ensure that all transit service delivery activities take place under a balanced allocation of organizational resources to achieve the highest level of safety performance and meeting established standards. MTS is committed to developing, implementing, maintaining, and constantly improving our processes. As evidence of our commitment to safety, every MTS policy shall be guided by and every employee shall perform their duties in furtherance of the following safety goals:

- Supporting safety through the provision of appropriate resources that fosters a safety culture;
- Integrating the management of safety among the primary responsibilities of all managers and employees;
- Clearly defining managers and employees' responsibilities in relation to the performance of our safety management system;
- Conducting hazard identification and evaluating safety risks, which includes an employee safety reporting program, in order to eliminate or mitigate safety risks;
- Ensuring that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- Complying with, and wherever possible exceeding, legislative and regulatory requirements and standards;
- Ensuring that sufficiently skilled and trained employees are available to implement safety management processes;
- Ensuring that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are assigned only tasks for which they are adequately trained;
- Establishing and measuring our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- Continually improving our safety performance by ensuring appropriate safety management action is taken and is effective; and
- Ensuring externally supplied systems and services that support our operations are delivered to meet our safety performance standards.

Sharon Cooney
Chief Executive Officer
San Diego Metropolitan Transit System

July 30, 2020
Date

Nathan Fletcher
Chair of Board of Directors
San Diego Metropolitan Transit System

July 30, 2020
Date

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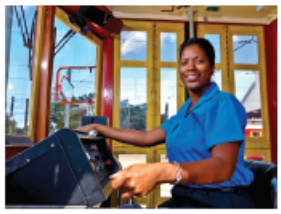
MOBILITY INSPIRED BY YOU


At Transdev, safety is our credo—our core belief, our deepest conviction and our highest priority. Our responsibility and accountability for safety extends to all Transdev North America employees as we care for our customers, passengers, the general public such as motorists, cyclists and pedestrians, and each other.

Operational safety shall serve as the guiding principle and paramount priority at all times when developing any Transdev North America operational policies, practices and procedures. All decisions need to be viewed through the lens of safety.

The prevention of accidents, injuries, unsafe incidents and illness is the responsibility of every Transdev North America employee. All employees, from the Chief Executive Officer to the frontline employee, are expected to lead by example and:

- Provide a safe and healthy working environment;
- Abide by all safety policies, rules and regulations;
- Expect and insist upon a total commitment to safety from fellow employees; and
- Immediately raise any safety concerns to his or her supervisor or safety representative.

"All decisions need to be viewed through the lens of safety."

Yann Leriche
Chief Executive Officer
Transdev North America

3.2 Goals

Transdev, on behalf of MTS Transit Services, is committed to providing the safest transportation possible for our employees, customers, the citizens of San Diego, and the communities we serve. We will:

- Provide and maintain a safe and healthy working environment
- Provide a safe and courteous transit system
- Follow best practices that will safeguard employees, customers, and persons interacting with transit property and equipment

Accidents are the result of unsafe acts committed by people and the existence of hazards or unsafe conditions, both of which are controllable and must be prevented to the maximum extent practicable in order to achieve Transdev's and MTS' commitment.

Our Safety Policy and our commitment to safety are at all times guided by the following principles:

- Safety is the responsibility of each and every employee
- Management has the responsibility to train all employees to work safely and to assure all employees work in a safe manner
- Preventing accidents, injuries, and incidents is good business
- Operating risks, hazards, and exposures can be safeguarded with active and effective safety practices
- Injuries and occupational illnesses can be prevented

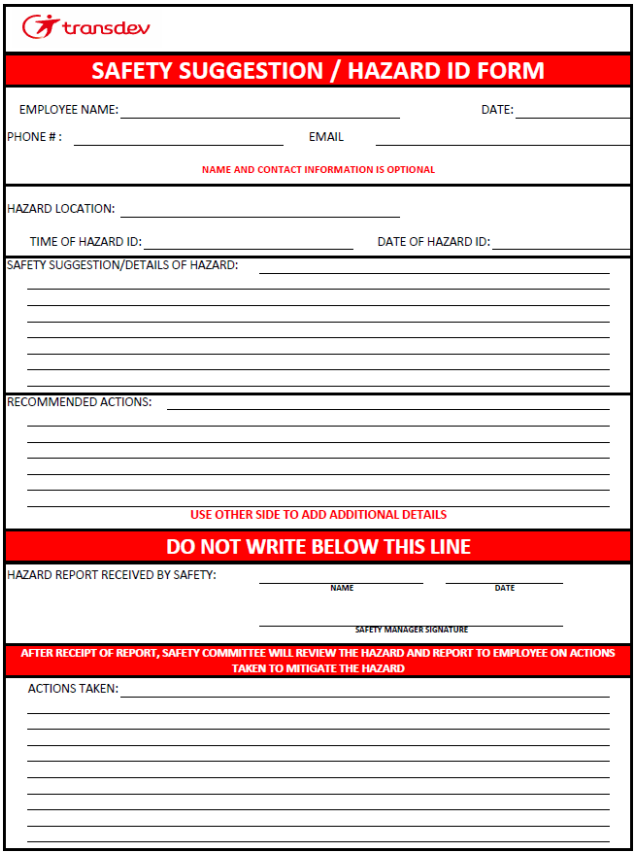
3.3 Employee Reporting Program

Employees and contractors are empowered to report safety hazards, unsafe conditions, and near misses to management. No action will be taken against an employee through the reporting program as long as the report or act was not illegal, negligent, willful, or a violation of company policy/procedure. Employees have multiple means of communicating their concerns which include:

- Verbally to their direct supervisor or other member of management;
- By use of phone/radio;
- Through their union representative;
- Completing an anonymous paper form and
- Through the Employee Safety Committee.

Hazards that cannot be adequately mitigated at the time of reporting are reported to the CSO and entered into a software database (Industry Safe or equivalent) for further assessment and mitigation (see Safety Risk Management).

Figure 2: Sample Paper Reporting Form



transdev

SAFETY SUGGESTION / HAZARD ID FORM

EMPLOYEE NAME: _____ DATE: _____

PHONE # : _____ EMAIL _____

NAME AND CONTACT INFORMATION IS OPTIONAL

HAZARD LOCATION: _____

TIME OF HAZARD ID: _____ DATE OF HAZARD ID: _____

SAFETY SUGGESTION/DETAILS OF HAZARD: _____

RECOMMENDED ACTIONS: _____

USE OTHER SIDE TO ADD ADDITIONAL DETAILS

DO NOT WRITE BELOW THIS LINE

HAZARD REPORT RECEIVED BY SAFETY: _____ NAME _____ DATE

_____ SAFETY MANAGER SIGNATURE

AFTER RECEIPT OF REPORT, SAFETY COMMITTEE WILL REVIEW THE HAZARD AND REPORT TO EMPLOYEE ON ACTIONS TAKEN TO MITIGATE THE HAZARD

ACTIONS TAKEN: _____

3.4 Safety Management Policy Communication

The Safety Management Policy Statement is communicated to all employees and contractors throughout the organization including: employees, managers, executives and the Board of Directors. This policy is communicated through:

- Employee Handbooks;
- Bulletin Boards;
- Newsletters; and
- Company Intranet

3.5 Authorities, Accountabilities, and Responsibilities

3.5.1 Board of Directors

The Board of Directors (Board) is responsible for setting policy for MTS, including Transit Services. The Board is required to approve the ASP initial document and all updates. At its regular meetings, the Board receives periodic safety briefings from Bus Operations. The Board has delegated agency management to the CEO, subject to various adopted Board policies and legal requirements**.**

3.5.2 Accountable Executive

The Board of Directors has designated the CEO as the Accountable Executive for the Agency. The Accountable Executive has ultimate responsibility for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout the Agency. These responsibilities include:

- Establishing, implementing, and promoting the Safety Policy Statement;
- Authority over financial and human resources;
- Authority over all activities and operations;
- Authority over final risk assessment ranking;
- Authority over final mitigation(s) of hazards/unsafe conditions;
- Briefing the Board of Directors; and
- Responsibility for carrying out the Transit Asset Management (TAM) Plan.
-

The CEO has delegated the authority and the day-to-day responsibilities of the agency safety plan for Transit Services to the Chief Operating Officer (COO) of Transit Services.

3.5.3 Chief Operating Officer (COO)

The COO reports directly to the CEO and is responsible for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout Transit Services. These responsibilities include:

- Implementing, and promoting the Safety Policy Statement;
- Authority over financial and human resources within Transit Services;
- Authority over all activities and operations within Transit Services;
- Authority over the risk assessment ranking within Transit Services;
- Authority over final mitigation(s) of hazards/unsafe conditions within Transit Service; and
- Briefing the Board of Directors on SMS related activities within Transit Services, as requested by the CEO.

The COO will support and encourage an open dialogue between the Chief Safety Officer and the CEO.

3.5.4 Chief Safety Officer

The Chief Safety Officer (CSO) is the Manager of Safety for Transit Services. The CSO has a dual reporting role with the COO and the CEO. As necessary to implement the Bus Agency Safety Plan and discuss relevant issues, the CSO has

a duty and a right to report directly to and consult with the CEO. The CSO has independent and direct access to the CEO as needed regarding all safety related issues. The CSO has regularly scheduled safety briefings with the CEO and COO. The CSO also reports to the COO on a day-to-day basis. The CSO is responsible for:

- Developing and maintaining SMS programs including the Bus Agency Safety Plan;
- Managing the Employee Reporting Program;
- Performing analysis of incidents, trends, and causes and making recommendations to reduce or eliminate the potential for recurrence;
- Assisting other departments with the development of training programs and procedures;
- Managing the review and analysis of all accidents, incidents and safety events to determine preventability and any other causal or contributing factors;
- Providing monitoring and follow-up with employees after preventable accidents;
- Serving as the Chair of the Employee Safety Committee;
- Coordinating with external emergency response agencies, including police, fire and emergency management agencies, regarding emergency response training, familiarization and review of emergency occurrences and Transit Services emergency preparedness plans; and
- Managing the Department of Motor Vehicles (DMV) Pull Notice Program and assuring all licenses, permits and certifications are in compliance.

3.5.5 Other Agency Leadership, Executive Management and Key Staff

3.5.5.1 Manager of Contract Operations and Passenger Facilities

The Manager of Contract Operations and Passenger Facilities directly reports to the COO and is responsible for:

- Providing day-to-day oversight of contractor compliance with the agency safety plan;
- Providing contract oversight of the Agency's multi-year transit operations contracts;
- Monitoring ongoing facility maintenance activities dictated by Agency service contracts;
- Planning, directing, coordinating and reviewing Contract Services' staff;
- Assisting with transportation activities and coordinating schedules, projects and programs as needed to ensure Contract Service quality and continuity with Agency goals and objectives;

- Overseeing the coordination of bus stop maintenance and other transit amenities, including administration of various vendor contracts;
- Working with appropriate staff to develop fleet capital replacement program; and
- Supporting Finance Department staff on discretionary and programmed grants applications.

3.5.5.2 Transit Operations Specialists

Transit Operations Specialists directly report to the Manager of Contract Operations and Passenger Facilities and are responsible for overseeing the MTS Bus Operations and BRT contract at East County and South bay Divisions. Transit Operations Specialists are responsible for overseeing Contractors efforts in:

- Implementing, promoting and monitoring compliance of the Safety Plan;
- Mitigation(s) of hazards/unsafe conditions within East County and South bay Contract Service Divisions;
- Analysis of incidents, trends, and causes, as well as recommendations to reduce or eliminate the potential for recurrence;
- Post-accident review and reporting;
- Coordinating with external emergency response agencies, including police, fire and emergency management agencies, regarding emergency response training, familiarization and review of emergency occurrences and Contractor's Transit Services emergency preparedness plans; and
- Providing monthly progress reports, as well as statistical and analytical support data.

3.5.5.3 Transdev Leadership, Executive Management and Key Staff

3.5.5.3.1 General Manager

The General Manager is Transdev's Top Executive for East County and South Bay Contract Service Divisions. Transdev's General Manager is responsible for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout the East County and South Bay Contract Service Divisions. These responsibilities include:

- Establishing, implementing, and promoting MTS' and Transdev's Safety Policy Statement;
- Authority over Transdev's financial and human resources;
- Authority over all of Transdev's activities and operations;
- Authority over Transdev's final risk assessment ranking;

- Authority over Transdev's final mitigation(s) of hazards/unsafe conditions; and
- Briefing the Manager of Contract Operations and Passenger Facilities.

The General Manager has delegated the authority and the day-to-day responsibilities of the Transdev agency safety plan to the East County and South Bay Division Managers.

3.5.5.3.2 East County and South Bay Division Managers

The East County and South Bay Division Managers directly report to the General Manager, and are responsible for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout East County and South Bay Contract Service Divisions. These responsibilities include:

- Directly overseeing and managing the MTS contract at East County and South bay Contract Service Divisions.
- Implementing, and promoting the Transdev Safety Policy Statement;
- Authority over financial and human resources within East County and South bay Contract Service Divisions.
- Authority over all activities and operations within East County and South bay Contract Service Divisions.
- Authority over the risk assessment ranking within East County and South bay Contract Service Divisions.
- Authority over final mitigation(s) of hazards/unsafe conditions within East County and South bay Contract Service Divisions; and
- Briefing the CSO and the Manager of Contract Operations and Passenger Facilities.

3.5.5.3.3 Director of Safety and Training

The Director of Safety and Training of East County and South Bay Contract Service Divisions is the designated Safety representative for Transdev. The Director of Safety and Training directly reports to the South Bay Division Manager, but is responsible for providing routine updates directly to the CSO of MTS and Administrative Staff overseeing the Transdev Contract. As necessary to implement the Transdev's Bus Agency Safety Plan and discuss relevant issues, the Director of Safety and Training has a duty and a right to report directly to and consult with the South Bay Division Manager. The Director of Safety and Training has independent and direct access to the South Bay Division Manager and MTS and Administrative Staff overseeing the Transdev Contract, as needed regarding all safety related issues. The Director of Safety and

Training has regularly scheduled safety briefings with the South Bay Division Manager and MTS and Administrative Staff overseeing the Transdev Contract. The Director of Safety and Training also reports to the South Bay Division Manager on a day-to-day basis. The Director of Safety and Training is responsible for:

- Developing and maintaining SMS programs including Transdev's Bus Agency Safety Plan;
- Managing Transdev's Employee Reporting Program;
- Performing analysis of Transdev's incidents, trends, and causes and making recommendations to reduce or eliminate the potential for recurrence;
- Assisting Transdev's other departments with the development of training programs and procedures;
- Managing the review and analysis of all Transdev's accidents, incidents and safety events, to determine preventability and any other causal or contributing factors;
- Providing monitoring and follow-up with Transdev's employees after preventable accidents;
- Serving as the Chair of Transdev's Employee Safety Committee;
- Coordinating with external emergency response agencies, including police, fire and emergency management agencies, regarding emergency response training, familiarization and review of emergency occurrences and Transdev's emergency preparedness plans; and
- Managing Transdev's Department of Motor Vehicles (DMV) Pull Notice Program and assuring all licenses, permits and certifications are in compliance.

3.5.5.3.4 Director of Maintenance

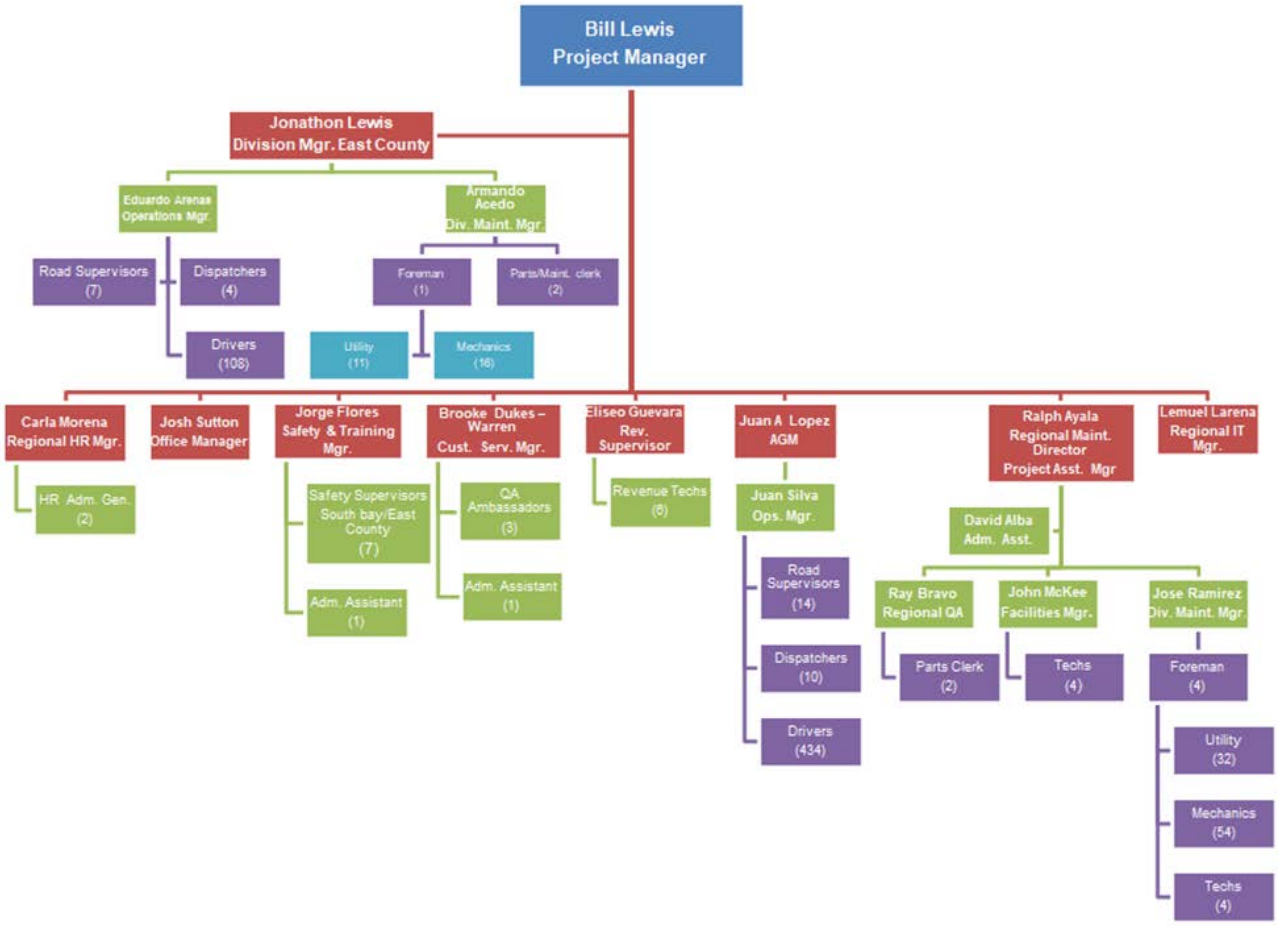
The Director of Maintenance directly reports to the General Manager and is responsible for:

- Directing, organizing, developing and planning all Transdev's directly operated bus and facility maintenance functions;
- Providing oversight, contract compliance and support for all of Transdev's contracted service fleet and facility maintenance operations;
- Directing, coordinating and supervising the development, implementation and administration of capital plans and contracts for Transdev's fleet replacement, as well as service contracts providing maintenance for all Transdev's bus facilities and fleets;
- Overseeing the administration of applicable Transdev's Collective Bargaining Agreement (CBA);

- Overseeing Transdev's maintenance employee training, including the mentoring program; and
- Providing expertise and advice regarding Transdev's staffing decisions in Fleet and Facilities, including recommendations for hiring, promotion and termination; evaluation and the implementation of discipline and other remedial measures.

4 Organization Chart

Figure 3: Organization Chart



5 Meetings

5.1 CEO Safety Briefings

The CEO, COO, and CSO meet on a regular basis to review and discuss monthly safety performance. These topics include but are not limited to:

- Accidents & Injuries
- Hazard mitigation strategies
- Training activities
- Policy & Procedures
- Committee meetings
- Contract management
- Project updates

5.2 Transit Services Executive Staff Meetings

The CSO and other agency leadership within Transit Services meet together on a weekly basis with the COO to review and discuss updates from each department. These topics include but are not limited to:

- Accidents & Injuries
- Hazard mitigation strategies
- Training activities
- Policy & Procedures
- Committee meetings
- Contract management
- Project updates

5.3 COO Meetings with Contract Services and Transdev Leadership

The COO, CSO, and Manager of Contract Operations and Passenger Facilities meet on a monthly basis with Transdev Leadership to review and discuss updates regarding safety performance, safety risk management, safety assurance, and safety promotion. These topics include but are not limited to:

- Accidents & Injuries
- Existing hazards and mitigation techniques
- Training activities
- Policy & Procedures
- Committee meetings
- KPI goals
- Contract management
- Project updates
- Staffing levels

5.4 Transdev and MTS Contract Services Management Staff Meetings

The Director of Safety and Training and other leadership within Transdev's Executive Management Staff, meet together on a monthly basis with the Manager of Contract Operations and Passenger Facilities as well as other leadership within

Contract Services to review and discuss updates from each department. These topics include but are not limited to:

- Accidents & Injuries
- Hazard mitigation strategies
- Training activities
- Policy & Procedures
- Committee meetings
- Contract management
- Project updates
- KPI goals

5.5 Transdev's Employee Safety Committee

Transdev's Employee Safety Committee meets monthly and is comprised of representatives from both bargaining units (ATU, IBT), MTS Contract Services Management Staff, as well as Transdev's management representatives from the Maintenance, Safety, and Operations Departments. The purpose of the safety committee is to: create, improve, promote and maintain a heightened safety culture within the organization; inform, educate and influence employees through awareness campaigns and training activities designed to prevent and reduce accidents and injuries; and to provide a forum for employees to actively participate in safety programs that address and resolve safety issues in a timely manner.

5.6 Transdev's Claims Review Meetings

Transdev Management meets with the Transdev Risk Department on a Bi-monthly basis. Topics include but are not limited to:

- Open & recently closed claims
- Workers comp claims
- Litigation updates
- Hazard mitigation strategies
- Training activities
- Policy & Procedures

5.7 Regional Safety Meetings

Transdev Management meets with Transdev Regional Managers on a Bi-weekly basis. Topics include but are not limited to:

- Open & recently closed claims
- Workers comp claims
- Hazard mitigation strategies
- Training activities

- Policy & Procedures
- DriveCam Performance
- KPI reviews

5.8 Emergency Preparedness and Response

5.8.1 Employee Training

Employees receive varying levels of emergency response training during the initial onboarding process depending on job position. Employees also receive applicable refresher training throughout the year through training programs and topics outlined in the Safety Promotion and Safety Communication sections of this document. Topics covered for emergency training include:

- Accident/Injury reporting
- Inspection protocols
- Passenger evacuations
- Road calls/Breakdowns
- Fire suppression
- Spill prevention, control and countermeasures (SPCC)
- Hazardous waste, operations, and emergency response (HAZWOPER)
- Conflict resolution and de-escalation techniques

5.8.2 Emergency Responder Training & Coordination

Transit Services participates in external agency emergency trainings and exercises whenever requested/invited by local municipal, county, state, or federal entities. These events include emergency events specific to the transit system as well as supporting other agencies with available resources (vehicles) to aid in external emergency response. Typical training events and exercises include:

- Vehicle familiarization
- Bus hijacking/SWAT
- Rescue/heavy lift extraction
- Homeland Security canine training
- Community based evacuations & temporary shelter
- Tabletop exercises

5.8.3 Vehicle Safety Equipment

Fixed route buses are equipped with the following safety features to reduce to the likelihood/severity of an emergency:

- Two-way radio
- GPS tracking

- Security cameras
- Discreet panic button
- Fire extinguisher
- Engine fire detection & suppression system (excludes battery electric buses)
- Interlock device(s)
- Fuel leak detection alarm (CNG buses only)
- Emergency exit windows & roof hatches
- Low air pressure alarm

6 Safety Risk Management

Safety Risk Management is a decision-making process that involves the identification, evaluation, and mitigation of hazards and unsafe conditions throughout the system. Hazards are to be eliminated or mitigated to lowest practical level with consideration given to financial and operational constraints. Transdev utilizes a decentralized process where each department is responsible for managing the hazards that exist within their department.

6.1 Safety Hazard Identification

All Transdev employees are responsible for identifying and reporting hazards and unsafe conditions to their immediate supervisor/manager. The supervisor/manager is responsible for the initial evaluation and mitigation of a reported hazard. If the supervisor/manager is unable to eliminate the hazard or effectively mitigate the hazard to an acceptable level, the hazard must be reported to the Director of Safety and Training. The Director of Safety and Training is responsible for documenting the reported hazard.

Hazards are generally identified through:

- Employee Reporting Program;
- Employee Safety Committee;
- Routine inspections;
- Training activities;
- Direct observation by supervisors, managers and/or safety personnel;
- Accident and incident investigations;
- Customer Service reports;
- Daily operations activity reports;
- Safety data analysis;
- Audits;
- Data and info provided by FTA or other oversight authority;
- Design/Planning process for capital projects;
- Procurement of goods and services; and
- New service implementation

6.2 Safety Risk Assessment

The Director of Safety and Training is responsible for assessing safety risks. Analyzing hazards is subjective. Two reasonable people could assess the same hazard and determine a different probability or severity of an unfavorable outcome. Hazards are analyzed using the probability/severity matrix within this section (Table 5, Table 6, Table 7, and Table 8). The criteria listed in the severity and probability charts are intended to be guidelines only. Each hazard is unique. Therefore, in addition to the severity and probability charts, the Director of Safety and Training should also consider common sense, similar prior/existing hazards, historical data, and their professional experience when conducting the assessment. Hazards that are "unacceptable", "undesirable", or "acceptable with review by management" are entered into the Risk Register by the Director of Safety and Training. Hazards that are "acceptable without review" are not required to be entered into the Risk Register. The Director of Safety and Training is responsible for informing the South Bay Division Manager, and Transdev's Accountable Executive of any hazard that is "unacceptable" or "undesirable".

Table 5: Severity

Severity		
Description	**Category**	**Criteria (worst likely credible outcome)**
Catastrophic	**1**	Could likely result in death, permanent total disability, severe property damage or irreversible environmental damage.
Critical	**2**	Could likely result in permanent partial disability, injuries or occupational illness that may result in hospitalization, or reversible significant property/environmental damage.
Marginal	**3**	Could likely result in injury or occupational illness resulting in one or more lost work days(s), reversible moderate property/environmental damage.
Negligible	**4**	Could likely result in injury or illness not resulting in a lost work day, minimal property/environmental impact.

Table 6: Likelihood

Likelihood		
Description	**Level**	**Specific Individual Item (Example of Frequency)**
Frequent	**A**	Likely to occur frequently or continuously. (Weekly, 100K miles)
Probable	**B**	Likely to occur several times. (Monthly, 1 million miles)
Occasional	**C**	Likely to occur sometime. (Yearly, 10 million miles)
Remote	**D**	Unlikely but reasonable or possible to occur. (Decade, 100 million miles)
Improbable	**E**	So unlikely, it can be assumed occurrence may not be experienced.
Eliminated	**F**	This level is used when potential hazards are identified and later eliminated.

Table 7: Hazard Assessment Matrix

Hazard Assessment Matrix				
	1 - Catastrophic	**2 - Critical**	**3 - Marginal**	**4 - Negligible**
A - Frequent	**1A**	**2A**	**3A**	**4A**
B - Probable	**1B**	**2B**	**3B**	**4B**
C - Occasional	**1C**	**2C**	**3C**	**4C**
D - Remote	**1D**	**2D**	**3D**	**4D**
E - Improbable	**1E**	**2E**	**3E**	**4E**
F - Eliminated	**N/A**	**N/A**	**N/A**	**N/A**

Table 8: Acceptability Levels

Acceptability Levels	
High	**Unacceptable**
Serious	**Undesirable** with management decision
Medium	**Acceptable** with review by management
Low	**Acceptable** without review

6.3 Safety Risk Mitigation

After a risk assessment has been conducted, the Director of Safety and Training will identify parties responsible for mitigating the hazard. The responsible parties are generally department heads, those most knowledgeable about the hazard (subject matter experts), or those with the most adequate resources to mitigate the hazard.

The following are common methods and processes responsible parties typically use to mitigate hazards:

- Eliminate hazards by repair/replacement;
- Eliminate hazards through design/change of service;
- Incorporate engineered features or devices;
- Provide warning devices, signage and alarms;
- Establish written policy and procedures to address the hazard;
- Implement training activities;
- Use of personal protective equipment (PPE); and
- Communication of hazard with employees, passengers, and general public

Responsible parties are required to update the Director of Safety and Training Manager. The Director of Safety and Training Manager is then responsible for updating Leadership within Transdev as well as recording the mitigation progress in the Risk Registry in Industry Safe. The Risk Registry is reviewed at the monthly COO Meetings with Contract Services and Transdev Leadership. The MTS Accountable Executive has the ultimate authority when deciding mitigations and the final assessment of a hazard. Hazards that remain at an unacceptable/undesirable level will continue to be monitored and revisited during the annual budget and capital improvement process.

7 Safety Assurance

7.1 Safety Performance Monitoring and Measurement

MTS and Transdev have established several activities to monitor operations and maintenance for compliance with procedures. These processes are also used to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended. Non-compliance with procedures is generally addressed through counseling, training, and other management oversight activities. Insufficient procedures are addressed through safety risk management activities.

Transdev Management and Supervisors are responsible for upholding established policies and procedures covered in documents such as CBAs, employee handbooks, training manuals, bulletins, memos, California Vehicle Code sections, etc. Supervisors/Managers typically utilize direct observations, job briefings, facility inspections, radio communications, and investigations to determine compliance. Employees who are not compliant with these procedures may receive in-person counseling, written observation letters, re-training, and/or progressive discipline depending on the severity of the event and the employee's work record.

7.1.1 Investigations

All employees are required to immediately report safety related events to their direct supervisor or the Bus Control Center/Radio room and complete a written accident/incident report. The Transdev Manager on duty is responsible for ensuring the appropriate response to the scene (dependent on available resources) and determining if a drug and alcohol test is required.

A Road Supervisor (RS) should be sent to the scene to investigate whenever a person is injured/claiming injury or there is a collision involving a bus or other mass transit vehicle. The RS will gather statements from persons involved/witnesses, collect insurance and other contact information, take photos of the scene, etc., and complete a written report.

Following the event, the Quality Assurance Supervisors will collect video from the bus camera system and facility camera system if available. The video is generally stored in either the camera system server or a shared network drive and preserved for at least one year after the event and may be stored longer as dependent on available storage space. The Director of Safety and Training will collect and review all information and forward all written materials to Transdev's Risk Department and/or Transdev's Safety Team).

Transdev's Safety Team is responsible for reviewing events involving: vehicle collisions, claims of injury, wheelchair ramp use, and certain braking events. The Safety Team is chaired by the Director of Safety and Training and also includes members from the Training Department and members from the Safety

Department. The Safety Team meets regularly and reviews all available information to determine preventability and any other causal or contributing factors. The Director of Safety and Training informs applicable management and other involved employees of the Safety Team's findings.

The Director of Safety and Training is responsible for entering safety related information in MTS's TransTrack Manager for tracking purposes and data analysis. The Director of Safety and Training is responsible for entering hazards that require management review and/or a decision by management (High/Serious/Medium risk levels) in Industry Safe for tracking the mitigation of hazards. The Director of Safety and Training is also responsible for reporting all safety related data (entered into TransTrack Manager as well as Industry Safe) to the South Bay Division Manager, MTS Administrative Staff overseeing the Transdev Contract and Transdev's Accountable Executive on a monthly basis. MTS Administrative Staff overseeing the Transdev Contract will provide a summary of the data to the COO on a monthly basis. The CSO is responsible for reporting applicable required information to the National Transit Database (NTD) on a monthly basis.

7.1.2 Drug & Alcohol Program

Transdev is a drug and alcohol-free workplace and has an established drug and alcohol policy that is compliant with 49 CFR parts 40 and 655. Every employee receives training upon initial hiring. Supervisor/mangers receive two hours of additional training every two years that includes a minimum of 60 minutes on the effects of drug use and 60 minutes of training on the effects alcohol use and the agency policy. Drug and alcohol testing is conducted under the following circumstances:

- Pre-Employment;
- Reasonable Suspicion;
- Post-Accident;
- Random;
- Assuming Safety Sensitive Duties; and
- Return to Duty / Follow-Up

7.1.3 Driving Hours and On-Duty Time

Bus operators' schedules are assigned on a daily basis by an Operations Supervisor. The Operations Supervisor checks hours of service before scheduling upcoming work days. The following records for all bus operators are generated, tracked, and stored in the system:

- The scheduled assignment of all drivers including regular work days, day off work, overtime, vacations, holidays, absences, outside employment hours;

- The time the driver reports for duty each day;
- The time the driver is released from duty each day;
- The total number of hours the driver is on duty each day;
- The total scheduled driving time each day;
- The delay time at the end of each work piece; and
- The total time for the preceding seven days for drivers used for the first time or intermittently

Title 13 of the California Code of Regulations subsection 1212 and 1212.5 establish the following limits on commercial bus operating hours:

- Drivers must have at least 8 hours off between work shifts;
- Maximum 10 hours driving time per day;
- Maximum 15 hours of on duty time; and
- Maximum 80 hours of on duty time for any consecutive 8 days

In addition to state law, the applicable CBA establishes the following limits on scheduling and work hours:

- Drivers have at least 10 hours off between bid-in and scheduled work shifts; and
- Scheduled on-duty/spread work day limited to 12.5 hours.

7.1.4 DMV Pull Notice

Transdev enrolls all employees in the California Employer Pull Notice (EPN) program. The program is required for all commercial drivers as a means for employers to electronically verify and monitor driving records. Employees are enrolled upon hire and removed upon termination. Records indicate license type, expiration date, special certificates, endorsements, restrictions. Notices are also sent annually and when there is a change to license status including a ticket, accident, or suspension. MTS uses a web-based software solution company to manage the EPN program.

The Director of Safety and Training is responsible for monitoring the records of all Transdev commercial drivers and union employees. The Director of Safety and Training is responsible for notifying each department of status changes to the employee's eligibility to operate a bus or other vehicle. Each department is responsible for notifying the employee in their department of status changes, collecting documentation, and preventing them from operating a vehicle if they are not eligible to drive.

Transdev's Human Resources Department is responsible for checking a prospective employee's three (3) year driving record during the application and interview process. Transdev's Human Resources Department is responsible for

monitoring the records of all management employees who do not have a commercial license.

The California Highway Patrol (CHP) performs an audit of t Transdev's EPN program during the annual terminal inspection.

7.1.5 Customer Complaint Investigation

Customer complaints are managed overall by Support Services Department. Customers can submit a complaint by mail, in-person at MTS's and Transdev's administrative offices, through the call center, through the MTS website or through MTS's mobile application. All customer's comments or complaints are entered into the Customer Review Module in SAP. The comments then investigated by the responsible department. Investigation measures may include interviewing staff and/or collecting video if appropriate. Final resolution is handled by department managers. The findings of the investigation are then entered into the Customer Review Module.

7.1.6 Operator Evaluation

Transdev's Behind the Wheel Trainers (BTWs), Road Supervisors (RS), Safety Supervisors and Managers conduct both directed and random ride evaluations that monitor a driver's performance while in revenue service. Evaluations are performed 7 day, 30 days, 45 days, and Quarterly, after operators are released into revenue service. The above-mentioned staff members complete a two-page "Operator Evaluation Form" report for each ride. The report includes; Meets Expectations, Needs Improvement or N/A check boxes and comment fields for various categories (Table 9).

Table 9: Operator Evaluation Categories

Operator Evaluation Categories		
Pre-Trip Inspection	Turning Skills	Engine/Transmission Skills
Preparing To Drive	Intersections	Hill and Mountain Driving
Passenger Management	Braking	Post-Trip Inspection
Radio Procedures	Passenger Pick up/Drop off	Professional Appearance
Defensive Driving	Railroad Crossing	
Backing Skills	Wheelchair Procedures	

The report is verified by the Safety Supervisor and/or The Director of Safety and Training, and emailed to the Employee's direct Supervisor for appropriate

disciplinary action if deemed necessary. Coaching and/or retraining is conducted by the Safety and Training Department. The Division Managers are responsible for final resolution of the reports

7.1.7 Vehicle Pre-Trip Inspections

Pre-trip inspections are conducted in accordance with State and Federal law. Pre-trip inspections are completed by bus operators in the bus yard before the bus goes into revenue service. The pre-trip inspections also occur when bus operators make a relief on the road (excluding air brake test).

7.1.8 Vehicle Preventative Maintenance

Preventative maintenance and inspection is carried out at a minimum in accordance with the Original Equipment Manufacturer (OEM) recommendations. This process occurs based on miles and varies in the complexity based on the mileage interval. Inspections include:

- Brake inspection;
- Lube and oil filter;
- General inspection;
- Wheelchair ramp;
- Air conditioner;
- Electrical;
- Cooling;
- Compressed Natural Gas (CNG) and fire suppression;
- Farebox;
- Transmission; and
- Differential and diaphragms

All inspections are documented and kept for the life of the vehicle. Specific details on the preventative maintenance program are explained further in the Maintenance Manual that is maintained by the Maintenance Department. The California Highway Patrol (CHP) conducts an independent audit of the preventative maintenance program annually.

7.1.9 Internal Safety Reporting Programs

The Director of Safety and Training routinely reviews safety data from various sources including: employee safety reports, safety meetings, the employee reporting program, customer service complaints, OSHA logs, and other safety communication channels that track safety performance information. The Director of Safety and Training will review and assess the data, conduct further investigations, and use established safety risk management process as needed to ensure safety risk mitigations are effective.

7.2 Management of Change

Changes that may introduce new hazards or impact the agency's safety performance are assessed through various processes. These changes include but are not limited to:

- Procurement of new goods/equipment;
- Changes to route design and special event detours;
- Operations/Maintenance procedure changes;
- Introduction of new technology;
- New regulatory requirements;
- Changes to operating environment including city/regional planning;
- Design and construction of capital projects; and
- Organizational changes

If management determines that a change may impact safety performance, the proposed change should be evaluated using the Safety Risk Management Process, which includes hazard identification, risk assessment, and risk mitigation. Any change that may introduce new hazards to the system should include the safety department. Please refer to the Safety Risk Management section of this document or contact a member of the safety department for more information regarding this process. If the safety department is not consulted and engaged during the decision-making process of the change, the project manager or individual who is approving/implementing the change is responsible for ensuring adequate safety risk management is conducted prior to making any changes.

7.3 Continuous Improvement

MTS establishes Safety Performance Targets, Key Performance Indicators and PIP goals annually. These goals are tracked and reported on a monthly and annual basis. The CSO meets with the CEO, COO, executive management and other key staff regularly to review and evaluate the agency's performance. Any identified deficiencies are addressed with a plan, under the direction of the Accountable Executive or their designee.

8 Safety Promotion

8.1 Safety Communication

Management promotes and communicates safety performance throughout the entire organization. This communication includes information on hazards and safety risk relevant to employees' roles and responsibilities. Employees are also informed of safety actions that are taken in response to reports submitted through the safety reporting program. The methods of communication include but are not limited to:

- Training Activities;

- Safety Committee;
- Meetings;
- Handbooks;
- Policies;
- Memos;
- Bulletins;
- Newsletters;
- Company Intranet;
- Job Briefings; and
- Department Information Monitors

8.2 Competencies and Training

8.2.1 Director of Safety and Training - Training Program

The Director of Safety and Training participates in the Voluntary Bus Safety Certification Program as outlined in 49 CFR Part 672. This training includes the following courses:

- SMS Awareness;
- SMS Safety Assurance;
- SMS Principles for Transit;
- Transit Bus System Safety;
- Fundamentals of Bus Collision Investigation; and
- Effectively Managing Transit Emergencies.

The Director of Safety and Training also includes:

- Drug and Alcohol;
- Harassment Prevention; and
- Management Development

8.2.2 Servicer Training Program

All servicers complete a comprehensive training program. This program includes: Code of Safe Practices, CNG fueling procedures, electric bus charging, bloodborne pathogen control program, Spill Prevention & Control Program (SPCC), and Maintenance Department policies and procedures.

Servicer refresher training includes but is not limited to:

- SPCC annual refresher training
- Injury Illness prevention Program
- Maintenance Safety Handbook
- Blood borne Pathogen Program

- CNG Policies and Procedures
- OSHA Training
- Hazardous Energies Lockout/Tagout
- Haz-Com Globally harmonized system
- Behind the wheel evaluations
- Preventable accident remediation

8.2.3 Mechanic Training Program

All mechanics complete an Initial 48 hours of in-house classroom training to be completed in 4 to 5 weeks, followed by 1 to 1 ½ months of on-the-job training with a mentor depending on each Mechanics previous level experience and skill set. In addition to the above mentioned, mechanics also receive the training program outlined in the servicer training program. Mechanics also receive Hazardous Waste Operations and Emergency Response (Haz-Com GHS)) training as well as forklift certification.

Mechanic refresher training includes but is not limited to:

- SPCC annual refresher training
- Injury Illness prevention Program
- Maintenance Safety Handbook
- Blood borne Pathogen Program
- CNG Policies and Procedures
- OSHA Training
- Hazardous Energies Lockout/Tagout
- Haz-Com Globally harmonized system
- Forklift recertification every 3 years
- Behind the wheel evaluations
- Preventable accident remediation

8.2.4 Foreman and Maintenance Managers

Foreman and Maintenance Managers training includes, but is not limited to, the following:

- Drug and Alcohol;
- Harassment Prevention;
- Management Development;
- Toolbox training sessions;
- SPCC;
- HAZWOPER;
- Forklift recertification;
- Behind the wheel evaluations; and
- Preventable accident remediation.

8.2.5 Bus Operator Training Program

All bus operators complete a 176-hour training program prior to operating a bus in revenue service on their own. The training program is comprised of both classroom and behind the wheel driving. Operators are required to receive and maintain a class B commercial driving license, with a passenger and air brake endorsement. Operators are also required to have a valid medical certificate and Verification of Transit Training (VTT) certificate. Training topics includes, but are not limited to, the following:

- Bus operation and defensive driving;
- Destination signs;
- Radio communication;
- Customer service;
- ADA;
- Emergency procedures; and
- Route training

Bus Operator refresher training includes, but is not limited to, the following:

- VTT annual training;
- Accident remediation;
- Defensive driving;
- Conflict resolution;
- Policy and procedures; and
- Behind the wheel evaluations

8.2.6 Operations Supervisors and Managers

Supervisors and Transportation Managers training includes, but is not limited to, the following:

- Drug and Alcohol;
- Harassment Prevention;
- Management Development;
- VTT;
- CPR; and
- Preventable accident remediation

Acronyms

ADA	Americans with Disabilities Act
Caltrans	California Department of Transportation
CBA	Collective Bargaining Agreements
CEO	Chief Executive Officer
CHP	California Highway Patrol
COO	Chief Operating Officer
CSO	Chief Safety Officer
EH&S	Environmental Health and Safety
EPN	Employer Pull Notice
KPI	Key Performance Indicators
NTD	National Transit Database
OEM	Original Equipment Manufacturer
PIP	Performance Incentive Program
PPE	Personal Protective Equipment
PUC	Public Utilities Commission
SANDAG	San Diego Association of Governments
RS	Road Supervisor
SPT	Safety Performance Targets

Table of Contents

Metropolitan Transit System

APPENDIX B

Bus Safety Plan
(Public Transportation Agency Plan pursuant to 49 CFR 673)

First Transit

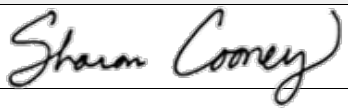
MTS Contract-Operator at Copley Park Maintenance Facility (CPMF)

First Transit Agency Safety Plan

1. Transit Agency Information

Transit Agency Name	San Diego Metropolitan Transit System (MTS)			
Transit Agency Address	1255 Imperial Ave Suite 1000, San Diego CA. 92101-7490			
Name and Title of Accountable Executive	Sharon Cooney, CEO MTS			
Name of Chief Safety Officer or SMS Executive	Jared Garcia, Manager of Safety MTS			
Mode(s) of Service Covered by This Plan	Contracted Fixed Route Bus, Contracted Paratransit, Contracted Paratransit Taxi	**List All FTA Funding Types (e.g., 5307, 5310, 5311)**	5307, 5310, 5337, 5339	
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Directly Operated Light Rail, Directly Operated Fixed Route Bus, Contracted Fixed Route Bus, Contracted Commuter Bus, Contracted Paratransit, Contracted Paratransit Taxi			
Does the agency provide transit services on behalf of another transit agency or entity?	Yes	No **X**	**Description of Arrangement(s)**	
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	San Diego Metropoliton Transit System 1255 Imperial Ave Suite 1000 San Diego CA 92101			

2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan *(Location Code)*	First Transit: *55826*	
Signature by the Accountable Executive	**Signature of Accountable Executive**	**Date of Signature**
		7/30/2020
Approval by the Board of Directors or an Equivalent Authority	**Signature of Board of Directors**	**Date of Approval**
		7/30/2020
Certification of Compliance	**Name of Individual/Entity That Certified This Plan**	**Date of Certification**
		7/30/2020

Version Number and Updates

Record the complete history of successive versions of this plan.

Version Number	Section/Pages Affected	Reason for Change	Date Issued
Original	All pages are original version	First Official version of Safety Plan	TBD

Annual Review and Update of the Public Transportation Agency Safety Plan

Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.

This plan will be reviewed and updated annually during the month of January by the Chief Safety Officer. Proposed changes are reviewed with the Accountable Executive, Executive Management and Key Staff. The Accountable Executive will review and approve any changes, sign the updated plan, and then forward the plan to the Board of Directors for final review and approval. Updates to this plan may be made when there are:

- Changes to: safety performance targets, safety management policy, safety risk management, safety assurance, and safety promotion;

- Changes to: The Accountable Executive, COO, or CSO;
- Significant changes to service delivery;
- Significant changes to the organizational structure;
- New process/procedures are introduced that impact safety;
- Changes to available resources or priorities that support SMS; and
- Changes required by the Federal Transit Administration (FTA), California Public Utilities Commission (CPUC), California Department of Transportation (Caltrans), San Diego Association of Governments (SANDAG), etc. or other similar oversight agency.

MTS conducts an annual safety performance assessment in conjunction with the annual review. This assessment includes a review of the prior year's performance involving the Safety Performance Targets, Key Performance Indicators and applicable Performance Incentive Program (PIP) goals. The assessment may also include reviewing identified safety deficiencies, or other areas involving safety performance.

Updates made to the Bus Agency Safety Plan will be documented in the version number and updates of this plan.

At First Transit, review of safety practices is an ongoing process, not one limited to scheduled reviews. As policies/procedures and training techniques change throughout the year they are updated and communicated throughout the organization. All changes are reviewed and approved by the Senior Director of Safety and the Vice President of Safety – First Transit.

Prior to the beginning of each fiscal year, First Transit's Safety Plan is reviewed by Executive management and revised based on the safety data collected and analyzed, and changes to policies and procedures made throughout the year. The revised plan is then disseminated to San Diego location for implementation.

3. Safety Performance Targets

Safety Performance Targets

Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan. (Evaluated per calendar year.)

MTS may adjust performance targets over time, as data is collected and as SMS implementation matures. MTS performance targets for fatalities have been chosen to represent an aspirational goal. MTS performance targets for injuries, safety events and system reliability have been chosen to represent improvement over the current baseline safety performance levels (used previous two calendar years, CY-18, CY-19) (Table 4). The safety performance targets are evaluated for each calendar year (January 1 – December 31).

Definitions
Definitions are based on the 2020 NTD Safety and Security Policy Manual.

Fatality – Death confirmed within 30 days of the event (including suicides). Fatalities that occur because of illnesses or other natural causes (including individuals who are found deceased) are not reportable.

Injury - Any damage or harm to persons that requires immediate medical attention away from the scene because of a reportable event must be reported as an injury. MTS reports each person transported away from the scene for medical attention as an injury, whether or not the person appears to be injured.

Safety Events – Collisions that meet NTD thresholds for injuries, fatalities, property damage, or evacuation; vehicle towed from the scene involving a transit revenue vehicle; fires; hazardous materials spills, acts of God; evacuations for life safety reasons; other safety events listed in NTD policy manual.

System Reliability - mean distance between major mechanical failures, is measured as revenue miles operated divided by the number of major mechanical failures.

Mode of Transit Service	Fatalities (Total)	Fatalities (Rate) Per 100K	Injuries (Total)	Injuries (Rate) Per 100K	Safety Events (Total)	Safety Events (Rate) Per 100K	System Reliability (Rate) Per 100K
Fixed-Route	0	0	4	0.34	4	0.34	7,500
Demand Response	0	0	4	0.09	5	0.11	32,000
Taxi Contracted	0	0	1	0.09	1	0.11	32,000

Safety Performance Target Coordination

Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.

Safety Performance Targets are made available to state of California including the Public Utilities Commission (CPUC), Caltrans, and the San Diego Association of Governments (SANDAG), MTS's Metropolitan Planning Organization (MPO), to aid in the planning process. Coordination with these agencies, in the selection of safety performance targets is accomplished to the maximum extent practicable. MTS officially transmits its targets in writing to the State and MPO following the annual review and certification. This transmission will take place in February of each year.

	State Entity Name	Date Targets Transmitted
Targets Transmitted to the State[1]	California Public Utilities Commission (CPUC)	See Footnote 1
	California Department of Transportation (Caltrans)	See Footnote 1
Targets Transmitted to the Metropolitan Planning Organization(s)	**Metropolitan Planning Organization Name**	**Date Targets Transmitted**
	San Diego Association of Governments (SANDAG)	7/7/2020

[1] Although MTS has offered to share Bus Safety Performance Targets with CPUC and Caltrans, both have stated it is not necessary to send Bus Safety Performance Targets for their review. As required per 49 CFR 673.15, MTS will coordinate and share Bus Safety Performance Targets with state entities to the maximum extent practicable

4. Safety Management Policy

San Diego Metropolitan Transit System
Safety Management Policy Statement

The San Diego Metropolitan Transit System (MTS) has established this Safety Management System Policy Statement to emphasize its overall commitment to the safety of our passengers, our operators, our staff and the general public. This Safety Management System Policy Statement provides direction for MTS's safety program, which applies to every facet of MTS operations.

The management of safety is MTS's highest priority. MTS is committed to safety throughout the entire organization, from the Board of Directors to the front line employees.

MTS will ensure that all transit service delivery activities take place under a balanced allocation of organizational resources to achieve the highest level of safety performance and meeting established standards. MTS is committed to developing, implementing, maintaining, and constantly improving our processes. As evidence of our commitment to safety, every MTS policy shall be guided by and every employee shall perform their duties in furtherance of the following safety goals:

- Supporting safety through the provision of appropriate resources that fosters a safety culture;
- Integrating the management of safety among the primary responsibilities of all managers and employees;
- Clearly defining managers and employees' responsibilities in relation to the performance of our safety management system;
- Conducting hazard identification and evaluating safety risks, which includes an employee safety reporting program, in order to eliminate or mitigate safety risks;
- Ensuring that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- Complying with, and wherever possible exceeding, legislative and regulatory requirements and standards;
- Ensuring that sufficiently skilled and trained employees are available to implement safety management processes;
- Ensuring that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are assigned only tasks for which they are adequately trained;
- Establishing and measuring our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- Continually improving our safety performance by ensuring appropriate safety management action is taken and is effective; and
- Ensuring externally supplied systems and services that support our operations are delivered to meet our safety performance standards.

Sharon Cooney
Chief Executive Officer
San Diego Metropolitan Transit System

July 30, 2020
Date

Nathan Fletcher
Chair of Board of Directors
San Diego Metropolitan Transit System

July 30, 2020
Date

At First Transit, safety is more than a policy statement. Management believes that working safely promotes quality, productivity, and profitability. Prevention of collisions and personal injuries is of critical importance to everyone. Management is committed to providing a safe workplace, the proper training, protective equipment, and a work environment conducive to safe practices and policies.

All employees are required to perform their duties safely and with concern for the safety of our passengers, other employees and the public. **First Transit will not perform any service, nor transport or use a product, unless it can be done safely.**

First Transit employs a company-wide safety concept, **"BeSafe"**. The main purpose of BeSafe is to reduce collisions and injuries by increasing the communications between employees and managers about safety related issues. As part of this process, employees of all levels are encouraged to initiate reports of any near miss, route and security hazards, or any unsafe condition. When a report about a safety or security concern is filed, it is investigated, which includes follow-up with the reporting employee regarding the resolution of the report.

First Transit will not retaliate against nor impose any other form of retribution on any employee because of his or her good faith reporting of a safety issue/concern, another person's suspected violation of Company policies or guidelines, or any alleged violations of federal, state or local laws.

To ensure that each employee understands and performs their job functions in the BeSafe manner, the **BeSafe Handbook**, is issued to each employee and sized to fit in the safety lanyard or vest, which each employee must wear while on duty.

The **BeSafe Principles** provide the basic truths and fundamentals about working safely in our workplace and on our vehicles. All First Transit employees are expected to adopt these principles and put them into practice. Together a safe work environment is created, free from injury to each other and our passengers.

The motto for the BeSafe Principles is: **"Think Safe, Act Safe, BeSafe."** This motto is each employee's instruction to work safely at all times.

If an employee feels they cannot perform a task safely, they don't perform the task. The employee has been trained and encouraged to stop work and immediately advise management of issues preventing them from working safely and what would be required to perform the task safely.

The BeSafe Principles include:

- **Prevent injury to myself and others.**
  - Be aware of any hazardous condition or practice that may cause injury to people, damage to property, or the environment.
  - Use the BeSafe Handbook to record and report.
- **Perform all necessary safety checks and risk assessments of the work area and job to be performed before any work begins.**
  - Speak to management **before** work is started if unsure of the required safety and risk assessments.
- **Follow all safety procedures, signs and instructions.**

- If these are not understood, speak to management before work begins.

- **Keep work area clean and tidy at all times.**
  - Untidy areas could cause injury to the employee or their colleagues and waste time and energy.
- **Wear protective clothing and equipment (PPE) as required.**
  - Keep PPE in good working order, wear it correctly and ask for a replacement if it becomes damaged or unfit for use.
- **Use only the correct tools and equipment authorized and trained to use for the job.**
  - Check that they are in good condition before use and use them safely.
- **Only adjust and repair any piece of work equipment trained on and authorized to do so.**
  - Never modify any equipment that changes the designed use of the equipment or alters a safety feature.
- **Assess any load and capability to move it before lifting.**
  - Get help with any heavy or awkward items and follow the correct lifting techniques.
- **Report all injuries, incidents and near misses to management.**
  - Seek help immediately and first aid (if necessary).
- **Tell management of any suggestions to prevent injuries in the workplace**
  - Note suggestions made and discuss with management.

Safety Management Policy Communication

Describe how the safety management policy is communicated throughout the agency's organization. Include dates where applicable.

Communication of Local Safety Concerns

The Location Safety Manager is at the center of the local safety communication process and is responsible for compiling safety reports to include the following:

- Accident and injury data for previous month
- Security incident data
- Safety and security audit data and recommendations
- Safety Solutions Team (SST) meeting minutes
- BeSafe near miss and hazard reporting

This person reports directly to the Location General Manager (LGM) and routinely meets formally with the LGM, one-on-one, to provide updates on safety issues, safety priorities, and hazard management. The Location Safety Manager (LSM) also meets informally with the LGM to provide updates on safety issues on an as-needed basis.

The Location Safety Manager also participates in the Safety Solutions Team (SST) meetings to discuss safety priorities, safety issues, and hazard management, and to communicate safety-related information across all departments.

- The LSM and the LGM have the authority to correct or suspend work for conditions determined to be unsafe, or pose a hazard to customers, employees, contractor employees, the general public,

or endangers the safe passage of vehicles, until the unsafe condition or hazard can be mitigated or corrected.

The Region Safety Managers also conduct regular internal reviews of local operations. They are to ensure that each location is audited at least every two to three years, with high risk locations audited annually for compliance using the risk-based **Location Safety Review.**

Location Safety Review	
Category	**Description**
Scope of Safety Reviews	First Transit locations are selected based upon risk-based criterion. Individual locations receive a review every 2-3 years
Risk-Based Selection Criterion	Locations selected based on declining 3-year reviews; sites with new location managers; high collision/injury Accident Frequency Rate (AFR); prior year failing score
Review Format	More narrow and focused audit template which includes a balance of compliance assurance as well as location-specific risks and safety performance.
Findings and Follow-Up	Action plans are developed in conjunction with location staff and use a red/yellow/blue/green method to prioritize. All action items are entered, and incomplete action items are tracked within the **Safety Toolbox**. **Strong** **Highly Effective** **Some Improvement Needed** **Much Improvement Needed**
Escalation Process	Items requiring escalation to Senior Director of Safety/Vice President of Safety – First Transit remain intact. Through the use of Safety Toolbox, unresolved actions are designed to escalate to the Location General Manager/Region Safety Manager.

Visibility	Review results and action items are routinely shared with the Location General Manager/Region Safety Manager/Executive Management. This is augmented by the escalation process for unresolved action items as noted above.

Corporate Communication of Safety Concerns

Executive Safety Meetings are routinely held where each department discusses their concerns and progress in the area of safety and safety related concerns. Recommendations are considered, and necessary changes implemented. All complaints by departments are addressed immediately.

Minutes from the Executive Safety meeting are distributed to and posted at each location. Action items are addressed at the following meeting.

Executive safety meetings are conducted in the following formats.

First Group Executive Safety Committee (ESC)

- Consists of President, COO, and Safety Vice President of each operating group
- Discussions include safety performance, trend analysis, program oversight

First Group Safety Council

- Consists of Vice Presidents of Safety for all operating divisions
- Discussions include safety performance, trend analysis, and safety oversight

First Group America Safety Council

- Consists of Safety Senior Directors and Safety Vice Presidents
- Discussions include safety performance, trend analysis, best practices, and program oversight

Performance Review Management (PRM)

- Consists of Senior Region Vice Presidents, Region Vice Presidents, Region Directors of Operations, Region Director of Maintenance, Region Directors of Safety and Region Safety Managers
- Discussions include regions safety performance

Safety Advisory Committee

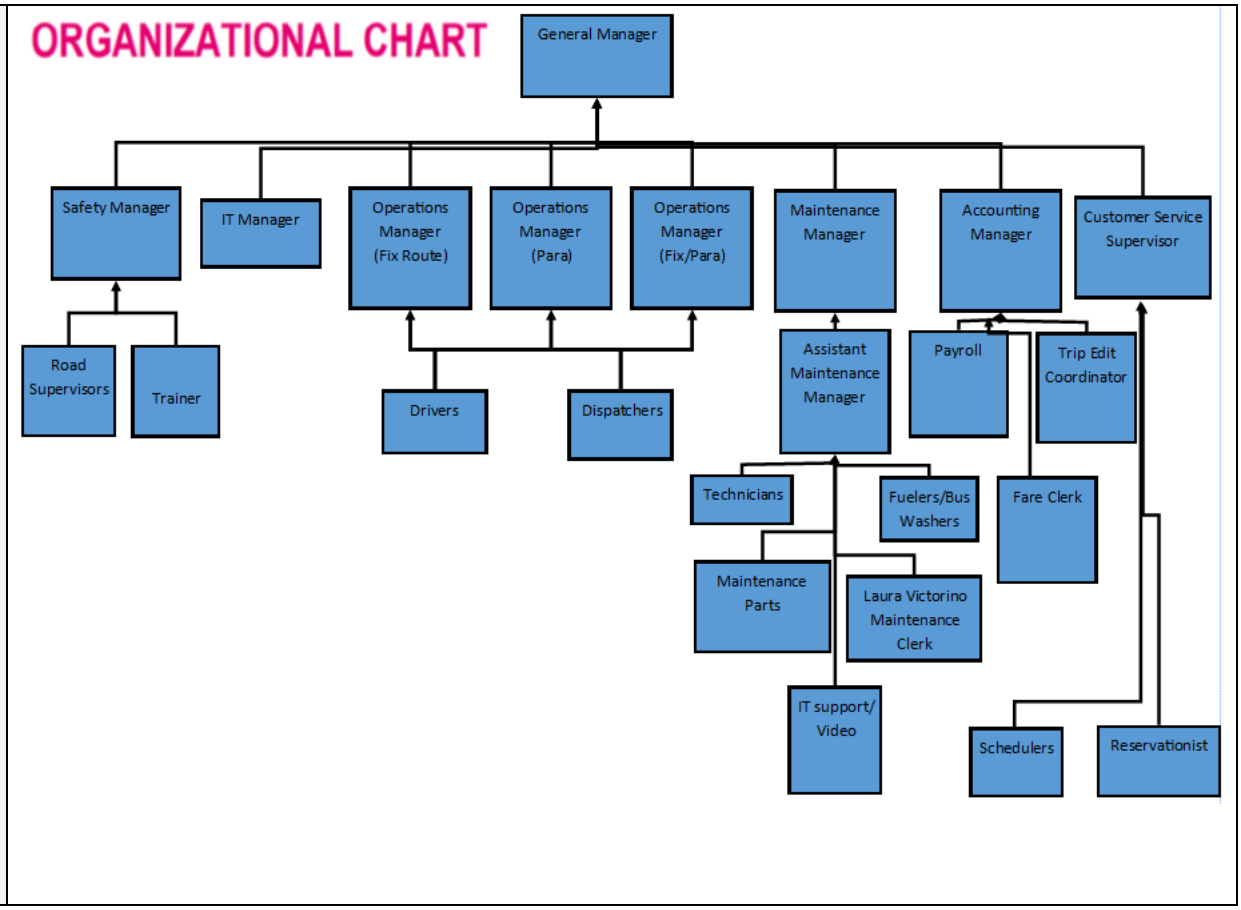
- Consists of a sampling of Location General Managers, Region Directors of Operations, Region Safety Directors and Region and Local Safety Managers
- Discussions include review of policy and procedures, training, and safety awareness

Authorities, Accountabilities, and Responsibilities	
Board of Directors	The Board of Directors (Board) is responsible for setting policy for MTS, including Transit Services. The Board is required to approve the ASP initial document and all updates. At its regular meetings, the Board receives periodic safety briefings from Bus Operations. The Board has delegated agency management to the CEO, subject to various adopted Board policies and legal requirements**.**
Accountable Executive	The Board of Directors has designated the CEO as the Accountable Executive for the Agency. The Accountable Executive has ultimate responsibility for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout the Agency. These responsibilities include: • Establishing, implementing, and promoting the Safety Policy Statement; • Authority over financial and human resources; • Authority over all activities and operations; • Authority over final risk assessment ranking; • Authority over final mitigation(s) of hazards/unsafe conditions; • Briefing the Board of Directors; and • Responsibility for carrying out the Transit Asset Management (TAM) Plan. The CEO has delegated the authority and the day-to-day responsibilities of the agency safety plan for Transit Services to the Chief Operating Officer (COO) of Transit Services. The COO reports directly to the CEO and is responsible for ensuring that SMS is effectively implemented and that action is taken, as necessary, to address substandard performance throughout Transit Services. These responsibilities include: • Implementing, and promoting the Safety Policy Statement; • Authority over financial and human resources within Transit Services; • Authority over all activities and operations within Transit Services; • Authority over the risk assessment ranking within Transit Services; • Authority over final mitigation(s) of hazards/unsafe conditions within Transit Service; and • Briefing the Board of Directors on SMS related activities within Transit Services, as requested by the CEO. The COO will support and encourage an open dialogue between the Chief Safety Officer and the CEO.

Chief Safety Officer or SMS Executive	The **Chief Safety Officer (CSO)** is the **Manager of Safety for Transit Services**. The CSO has a dual reporting role with the COO and the CEO. As necessary to implement the Bus Agency Safety Plan and discuss relevant issues, the CSO has a duty and a right to report directly to and consult with the CEO. The CSO has independent and direct access to the CEO as needed regarding all safety related issues. The CSO has regularly scheduled safety briefings with the CEO and COO. The CSO also reports to the COO on a day-to-day basis. The CSO is responsible for: • Developing and maintaining SMS programs including the Bus Agency Safety Plan; • Managing the Employee Reporting Program; • Performing analysis of incidents, trends, and causes and making recommendations to reduce or eliminate the potential for recurrence; • Assisting other departments with the development of training programs and procedures; • Managing the review and analysis of all accidents, incidents and safety events to determine preventability and any other causal or contributing factors; • Providing monitoring and follow-up with employees after preventable accidents; • Serving as the Chair of the Employee Safety Committee; • Coordinating with external emergency response agencies, including police, fire and emergency management agencies, regarding emergency response training, familiarization and review of emergency occurrences and Transit Services emergency preparedness plans; and • Managing the Department of Motor Vehicles (DMV) Pull Notice Program and assuring all licenses, permits and certifications are in compliance. •
MTS Executive Management Leadership and Key Staff	**Manager of Paratransit and Mini Bus** The Manager of Paratransit and Mini Bus directly reports to the COO and is responsible for: • Organizing, developing, planning and directing all of MTS' Paratransit and Mini Bus functions and ensuring alignment of these functions with the goals and critical business outcomes of MTS • Manages the MTS Americans with Disabilities Act ("ADA") Paratransit program, and ensures full compliance with ADA regulations with respect to operations, client certification, call center operations and revenue service. • Manages the fixed route "Mini Bus" program and oversees the operations and management contract between MTS and the service provider(s). • Prepares operating and capital budgets, monitors service performance, conducts community outreach, represents MTS on disabled advocacy and transportation committees, and evaluates existing and proposed transit services. • Serves as the primary contact for paratransit and minibus service and consultant contracts.

	Supervisor of Paratransit and Minibus The Supervisor of Paratransit and Minibus directly report to the Manager of Paratransit and Minibus and is responsible for overseeing the MTS Fixed Route Minibus and Paratransit contract at the Copley Park Division. The Supervisor of Paratransit and Minibus is responsible for overseeing Contractors efforts in: • Implementing, promoting and monitoring compliance of the Safety Plan; • Mitigation(s) of hazards/unsafe conditions within the Copley Park Division; • Analysis of incidents, trends, and causes, as well as recommendations to reduce or eliminate the potential for recurrence; • Post-accident review and reporting; • Coordinating with external emergency response agencies, including police, fire and emergency management agencies, regarding emergency response training, familiarization and review of emergency occurrences and Contractor's Transit Services emergency preparedness plans; and • Providing monthly progress reports, as well as statistical and analytical support data
First Transit Executive Management Leadership and Key Staff	<u>Region Staff</u> • Senior Vice President: Works closely with the region staff to ensure quality service at the location. He ensures that the location adheres closely to First Transit's safety mission and vision. • Region Vice President: is responsible for making certain all region management members to maintain quality service and client satisfaction. He provides direction and assistance to location managers, including P&L, budgets, and personnel He is responsible for hiring and training new managers at the location. • Region Director of Operations: is responsible for overseeing daily operations, system performance, location safety, budget preperation, and location staffing levels. • Region Safety Manager: The Region Safety Manager ensures management services are provided according to policies, as well as maintaining quality and client satisfaction, and that the location has the current safety programs in place. • Region Director of Maintenance: provides oversight, technical assistance, training, and "best practices" for the location. <u>Location Staff</u> • General Manager: Participates fully with the client to ensure the operation is running effectively and acts as mediator when safety related problems arise. The GM is also responsible for ensuring implementation of the National Safety Program.

	• Operations Manager/Assistant General Manager: Supervises the day-to-day operations of Access, MiniBus and the SVCC operations. Other important roles include team building, training, client relations, and employee relations. • Safety Manager: The SM routinely is in contact with the operation and is responsible for ensuring their locations have the current safety programs in place; auditing local safety efforts; reviewing all accident and injury claims; reviewing safety statistics; and coordinating corporate assets to address specific deficiencies found on the local level. • Accounting Manager: Rresponsible for financial oversight such as budgeting, accounting and payroll. Implements policies and procedures related to accounting, budgeting, payroll and fare collection. • IT Manager: Reviews drivers' pre- and post-trip inspections from the night before, looking for technological issues. Responsible for all IT-related functions including setting up new user accounts, maintaining fare box technology, maintaining Apollo technology and installations on new vehicles, and system trouble-shooting. • Maintenance Manager: Provides oversight of maintenance functions, carefully motitring maintenance standards, departmental efficiencies, an maintenance training programs. He ensures that all scheduled and unscheduled vehicle repairs and general maintenance at the facility are completed on time. • Operations Manager Paratransit: Responsible for instituting new policies and procedures to ensure safe, cost effective, on-time performance of the Access operation. Bill is also the point of contact for the investigation and documentation of customer complaints for MTS Access. • Operations Manager Fixed-route: Manages the day-to-day operations of MTS MiniBus/SVCC, instituting new approaches and procedures to ensure safe, cost-effective, and on-time performance of the MiniBus/SVCC operations.


ORGANIZATIONAL CHART
General Manager
Safety Manager
IT Manager
Operations Manager (Fix Route)
Operations Manager (Para)
Operations Manager (Fix/Para)
Maintenance Manager
Accounting Manager
Customer Service Supervisor
Road Supervisors
Trainer
Drivers
Dispatchers
Assistant Maintenance Manager
Payroll
Trip Edit Coordinator
Technicians
Fuelers/Bus Washers
Fare Clerk
Maintenance Parts
Laura Victorino Maintenance Clerk
IT support/ Video
Schedulers
Reservationist

Additional Accountability

(Local Staff Responsibility)

To ensure safety responsibility and accountability throughout the organization from local operations to corporate management, First Transit uses the following **Safety Responsibility and Task Matrix**. Responsibilities are assigned at the local level.

The responsibilities and tasks are assigned to Maintenance, Operations, or Human Resources and the responsible person for each is identified for each First Transit location.

This process ensures that the pertinent safety items are covered, and that each person knows his or her areas of responsibility.

Safety Responsibility and Task Matrix					
Responsibilities and Tasks	**OPS**	**MNT**	**HR**	**OTHER**	**Responsible Personnel**
Establish annual safety objectives for submission to the GM at the beginning of each fiscal year				x	Safety Manager
Submit a report on the safety performance at the end of each fiscal period				x	Safety Manager
Submit the following: period operations and safety data; accident and incident reports; and site safety review results				x	Safety Manager
The GM or their designee has the authority to direct that work or conditions have been determined to be unsafe or pose a hazard to customers, employees, contractor employees, the general public, or endangers the safe passage of buses be suspended or restricted until the unsafe condition or hazard can be mitigated or corrected	x				Operations Manager
Management of system safety, occupational health				x	Safety Manager

		and safety, accident and incident investigation, environmental protection and monitoring the implementation of the Safety Management System (SMS) Program Plan						
		Review of all safety aspects of departmental procedures including: First Transit policies/instructions; Standard Operating Procedures; HR policies; safety and health policies	x	x	x	x	All Managers	
		SMS Review and Modification				x	Safety Manager	
		Safety Solutions Team Meetings	x			x	Operations and Safety	
		Daily Safety & Health Walkthrough	x			x	Operations and Safety	
		Safety related reports to external agencies				x	Safety Manager	
		Near miss and route hazard report investigations	x			x	Operations and Safety	
		Investigation of safety related trends				x	Safety Manager	
		Coordination with United States and State Departments of Labor and Occupational Safety and Health Administration (OSHA)				x	Safety Manager	
		Environmental Management Oversight				x	Safety Manager	
		Hazard Management Process		x		x	Operations and Safety	
		Managing Safety Validation of Change Process				x	Safety Manager	

	Safety Data Reporting				x	Safety Manager
	Investigations				x	Safety Manager
	Advise to update SOPs, Rules, and Emergency Plans				x	Safety Manager
	Emergency Response	x	x	x	x	All Managers
	Fire Protection	x	x	x	x	All Managers
	Shop Safety Hazardous Tools Inspections		x			Maintenance
	Review Vehicle Maintenance and Failure Data		x			Maintenance
	Perform Vehicle Maintenance Inspections/Audits		x			Maintenance
	Training, Certification, Review, and Audit		x		x	Maintenance and Safety
	Personal Protective Equipment Review		x		x	Maintenance and Safety
	Hazardous Materials Management		x		x	Maintenance and Safety
	Drug and Alcohol Abuse Program				x	Safety Manager
	Procurement				x	Safety Manager

Meetings & Oversight	
CEO Safety Briefings	The CEO, COO, and CSO meet on a regular basis to review and discuss monthly safety performance. These topics include but are not limited to: • Accidents & Injuries • Hazard mitigation strategies • Training activities • Policy & Procedures • Committee meetings • Contract management • Project updates
Transit Services Executive	The CSO and other agency leadership within Transit Services meet together on a weekly basis with the COO to review and discuss updates from each department. These topics include but are not limited to:

Staff Meetings	• Accidents & Injuries • Hazard mitigation strategies • Training activities • Policy & Procedures • Committee meetings • Contract management • Project updates
COO Meetings with Contract Services and First Transit Leadership	The COO, CSO, and Manager of Paratransit and Minibus meet on a monthly basis with First Transit Leadership to review and discuss updates regarding safety performance, safety risk management, safety assurance, and safety promotion. These topics include but are not limited to: • Accidents & Injuries • Existing hazards and mitigation techniques • Training activities • Policy & Procedures • Committee meetings • KPI goals • Contract management • Project updates • Staffing levels
First Transit and MTS Contract Services Management Staff Meetings	The Director of Safety and Training and other leadership within First Transit's Executive Management Staff, meet together on a monthly basis with the Manager of Paratransit and Minibus as well as other leadership within Contract Services to review and discuss updates from each department. These topics include but are not limited to: • Accidents & Injuries • Hazard mitigation strategies • Training activities • Policy & Procedures • Committee meetings • Contract management • Project updates • KPI goals
First Transit's Safety Solution Team (SST) Meeting	First Transit's Safety Solution Team meets on the 2nd Thursday of each month. The team representatives are from Maintenance, Safety, Trainer, Operations Departments, Road Supervisors, Call Center, drivers and General Manager. The purpose of the SST is to: create, improve, promote and maintain a heightened safety culture within the organization; inform, educate and influence employees through awareness campaigns and training activities designed to prevent and reduce accidents and injuries; and to provide a forum for employees to actively participate in safety programs that address and resolve safety issues in a timely manner.

First Transit's Claims Review Meetings	First Transit Local and Regional team meet on a monthly basis. Topics include but are not limited to: • Open & recently closed claims • Workers comp claims • Litigation updates • Hazard mitigation strategies • Training activities • Policy & Procedures • Review trends • Create resolutions • Create action plans
Regional Safety Meetings	First Transit Management meets with First Transit Regional Managers on a monthly basis. Topics include but are not limited to: • Open claims • Workers comp claims • Hazard mitigation strategies • Training activities • Policy & Procedures • Review trends and resolutions • Touch Points

Employee Safety Reporting Program

Describe the process and protections for employees to report safety conditions to senior management. Describe employee behaviors that may result in disciplinary action (and therefore, are excluded from protection).

First Transit is committed to conducting business with honesty and integrity. Employees are encouraged to speak up and raise questions and concerns promptly about any situation that may violate our safety protocols, policies and procedures, the laws, rules, and regulations that govern our business operations.

Employees are expected to tell others when witnessing unsafe work practices or conditions. When employees are not comfortable discussing these unsafe conditions with fellow employees, they are encouraged to discuss the situation with management or report it in writing.

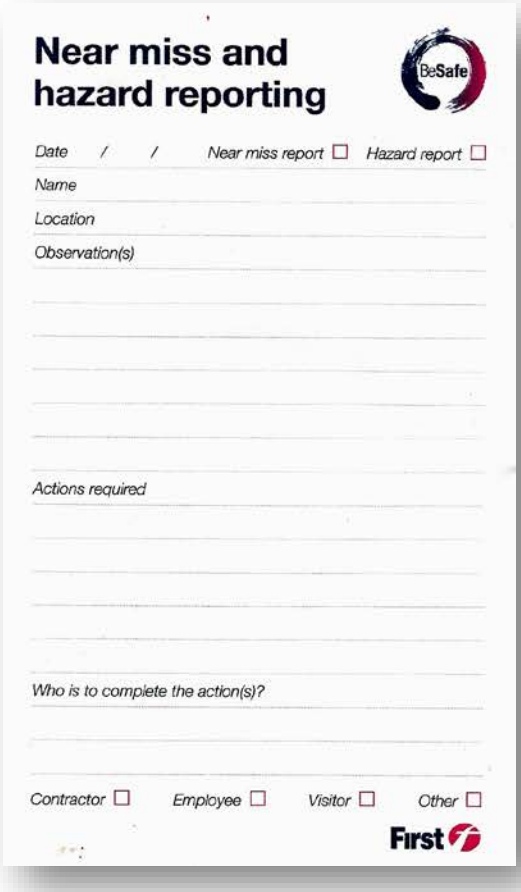
However, where the matter is more serious, or the employee feels that management has not addressed the concern, or they are not comfortable reporting to their immediate manager, they can report it to the next level manager, or the Region Safety Manager or Human Resources Manager. Employees may also directly file a written or verbal complaint by calling the confidential Ethics and Compliance Toll-free Hotline at 1.877.3CALLFG, (1.877.322.5534); contacting the Hotline intake site at ethicsfirst.ethicspoint.com; or emailing Compliance@firstgroup.com.

Retaliation against anyone who, in good faith, reports observations of unsafe or illegal activities; or who cooperates in any investigation of such report, is strictly prohibited and is not tolerated, regardless of the outcome of the complaint.

In other words, employees are protected for speaking up in good faith under this Policy. Any manager, or co-worker who retaliates against a complaining employee or anyone involved in an investigation of a complaint is subject to discipline and/or termination.

Managers are charged with assuring that they and their staff comply with the whistleblower protections and that no retaliation occurs because of a reported safety related issue.

Reporting Options


Near miss and hazard reporting

BeSafe

Date / / Near miss report ☐ Hazard report ☐

Name

Location

Observation(s)

Actions required

Who is to complete the action(s)?

Contractor ☐ Employee ☐ Visitor ☐ Other ☐

First

Near Miss and Hazard Reporting

In the interest of employee and passenger safety, each First Transit employee is issued a **"Near Miss and Hazard Reporting"** pad for documenting and reporting safety, route, and security concerns; and is encouraged to report any near miss incidents and hazards.

If an employee is involved in a near miss or determines something they see to be a hazard, we ask for their help in reporting the event so we all may learn the lessons from it and perhaps prevent a collision or injury from occurring in the future.

Near miss: An event you witnessed where no harm was caused, but there was the potential to cause injury or ill health; a dangerous occurrence

Hazard: Anything that may cause harm in the near future

If the safety or security hazard requires immediate attention, dispatch is notified immediately. If immediate attention is not required, the employee is encouraged to submit the information to management by the end of their workday. Our managers then initiate conversations with employees about their observations of both safe and unsafe behaviors.

The employee's contribution to the cause of the injury or collision is considered in disciplinary action, up to and including termination. If after analysis it has been determined that the incident resulted from an overt decision, disciplinary action is indicated. If not, then the appropriate counseling and/or training is indicated.

SOP #806 – Near Miss & Hazard Reporting describes the reporting process

Threatening or Suspicious Activity

First Transit encourages anyone who sees, hears, or learns of any conduct or statement that seems threatening or suspicious, and/or any weapons on company premises or in company vehicles, to immediately report such conduct or statement, either to his/her Supervisor or Manager, to the Human Resources Department, FirstGroup America Security, and/or to the confidential Ethics and Compliance Hotline at 1.877.3CALLFG, (1.877.322.5534), contact the Hotline intake site at ethicsfirst.ethicspoint.com, or email Compliance@firstgroup.com.

If there is an immediate risk or imminent threat of violence, serious harm, or life-threatening conduct, employees should immediately call 911, local police, or other law enforcement.

Open-Door Policy

A workplace where employees are treated with respect and one that is responsive to their concerns is important to each of us. At First Transit, we recognize that employees may have suggestions for improving our workplace, as well as complaints about the workplace. We feel that the most satisfactory solution to a

job-related problem or concern is usually reached through a prompt discussion with an employee's manager. Each employee is encouraged to do so.

If the matter cannot be resolved with one's immediate manager, the employee may:

- Speak with their Location General Manager or Region Safety Manager who will attempt to facilitate a solution.
- If an employee is unable to resolve the matter through the management chain of command in their location, the employee may choose to speak directly to anyone in division management or Human Resources.

First Transit's Open-Door Policy also allows employees to voice their concerns anonymously.

- If an employee would like to submit an anonymous concern, they may contact the Ethics and Compliance Toll-free Hotline at 1.877.3CALLFG, (1.877.322.5534), contacting the Hotline intake site at ethicsfirst.ethicspoint.com, or emailing Compliance@firstgroup.com.

This Open-Door Policy applies to every employee not covered by a collective bargaining agreement. It also extends to contractors and subcontractors.

In situations involving discrimination or harassment, employees should follow the Complaint Procedure described in the Discrimination, Harassment and Retaliation Reporting Procedure section of their First Transit Employee Handbook without fear of reprisal and should not follow this Open-Door Policy complaint process.

In situations requiring immediate attention, an employee may bypass the chain of command, which begins with his or her manager, and contact any level of management or Human Resources directly, without fear of reprisal, and without the need to follow this Open-Door Policy complaint process.

- This may be done in person, by direct contact, phone call, letter, or email message or by utilizing the Ethics and Compliance Hotline. The Ethics and Compliance Hotline can be reached by calling 1.877.3CALLFG, (1.877.322.5534) or emailing Compliance@firstgroup.com.

Accidents/Incidents

First Transit finds accidents and incidents to be a very serious matter and a valuable learning opportunity to improve safety. **SOP #700 – Accident & Safety Data Acquisition and Reporting**, and the supporting **SOP's, 700a – Auto and General Liability Claim Form; 700b – Courtesy Card; 700c – Operator Incident Report**; ensure that the appropriate actions happen at the scene for the safety and security of First Transit passengers and employees; and that the appropriate data is collected to evaluate the incident, determine preventability and any other causal or contributing factors; and develop actions to limit or eliminate the possibility of the incident occurring in the future.

Accidents

Operators are to report all accidents and collisions to Dispatch immediately upon occurrence. When reporting to Dispatch, the employee must state that he or she is reporting an accident and then answer any questions asked by Dispatch.

Additionally, **SOP #700c – Operator Incident Report** and **SOP #700a – Auto & General Liability Claim Form**, must be completed by the Operator involved and location management for accidents, possible claims of accidents, damage to equipment, injury and possible injury not later than one hour after completion of shift on the day of occurrence. Any vehicle defects that may have contributed to an accident shall be included in the report. To help ensure that this deadline is met, employees are paid to complete the form.

Employees who fail to report an accident may be subject to disciplinary action up to and including termination.

Employees must provide transit management with any additional accident information immediately upon request.

Incidents

Incidents with passengers involving slips and falls on or near the vehicle, fights, police action, or removal of a passenger, must be reported to Dispatch immediately; and require a **SOP #700a – Auto & General Liability Claim Form** to be completed by management before going off duty for the workday.

All other incidents and occurrences out of the norm, no matter how slight, are to be reported to Dispatch upon return to the yard.

The following are examples of incidents that must be reported:

- Broken or cracked windows from unknown causes,
- Cut seats,
- Service delays,
- Passing up passengers,
- Insufficient or excessive running time in schedule,
- Overloads, etc.

If in doubt, immediately contact Dispatch.

Operators Witnessing an Accident shall notify Dispatch immediately, even though their vehicle may not be involved.

Required Courtesy Cards

In the event of an accident or an incident, Operators must distribute **SOP #700b – Courtesy Cards** then retrieve as many as possible from passengers and persons in the immediate area of the accident or incident who may have witnessed the event.

Duty to Report Wrongdoing

First Transit is committed to investigating all good faith claims of wrongdoing so that corrective action may be taken. To that purpose, First Transit encourages any employee, contractor or vendor to report wrongdoing or illegal acts to location management so long as they are not believed to be involved in the fraud, waste or abuse being reported. Management within First Transit ensures the matter is reported to Group Security and First Transit will investigate and take appropriate steps to correct the wrongdoing or potential violation.

Alternatively, reports may be made anonymously using the FGA Ethics & Compliance line at 1.877.3CALLFG, (1.877.322.5534) or by emailing Compliance@firstgroup.com. You may also contact the Healthcare Compliance Officer directly.

Self-Reporting

Self-reporting is also encouraged. Anyone who reports his/her own violation will receive due consideration regarding disciplinary action that may be taken.

Duty to Report Law Enforcement Actions

Employees are required to report any arrests, indictments or convictions to their immediate manager or Human Resources immediately, but no later than prior to the next scheduled work shift, to the extent permitted by applicable law. If the circumstances and the offense charged, in our judgment, present a

potential risk to the safety and/or security of our customers, employees, premises and/or property, such events may result in disciplinary or other appropriate action to the extent permitted by applicable law.

Operators and safety sensitive employees are required to report all Driving Under the Influence (DUI) or Driving While Intoxicated (DWI) related charges, vehicular collisions, and any moving violation citations received in any vehicle immediately if possible, but no later than prior to their next scheduled work shift, consistent with applicable law.

Possible Disciplinary Actions

First Transit uses a tiered approach to determine possible disciplinary actions. Infractions that lead to disciplinary action are categorized into four categories;

- Class 1 – Dischargeable Offenses, the most serious and unacceptable behavior
- Class 2 – Serious violations of the First Transit performance code
- Class 3 – Secondary violations of the First Transit performance code
- Class 4 – Lesser violations of the First Transit performance code that may result in disciplinary action depending on the circumstances or repeated violations

Applying Disciplinary Actions

Although employment may be terminated at-will by either the employee or First Transit at any time in accordance with applicable law, without following any formal system of discipline or warning, First Transit may exercise discretion to utilize forms of discipline that are less severe than termination.

Whenever an employee is subject to discipline, the employee's work record, including violations occurring in the relevant time period, is reviewed before determining penalty. The chart below describes how disciplinary actions are applied.

Class of Infraction	Discharge	Suspension	Written Warning
1	1st Offense	----------	----------
2	2nd Offense*	1st Offense	----------
3	3rd Offense*	2nd Offense*	1st Offense
4	4th Offense*	3rd Offense*	1st & 2nd Offense*

*Within 12 months of first offense, 36 months for safety

Additionally, First Transit may use the following criteria to determine discipline specific to any type of traffic violation or preventable accident.

Major Offenses	Action
One violation	Discharge

Serious Violations	Action
One violation	Written warning
Two violations within any 36-month period	Discharge

Moving Violations	Action
Two violations within any 36-month period	Three-day Suspension
Three violations within any 36-month period	Discharge
Two violations within any 12-month period	Discharge

Preventable Vehicle Accidents	Action
One preventable accident	Written warning
Two preventable accidents within any 36-month period	Five-day Suspension
Three preventable accidents within any 36-month period	Discharge
Two preventable accidents within any 12-month period	Discharge

Details of First Transit's reporting requirements, infractions of company policy, and disciplinary actions that may be taken are described in more detail in the **First Transit Employee Handbook.**

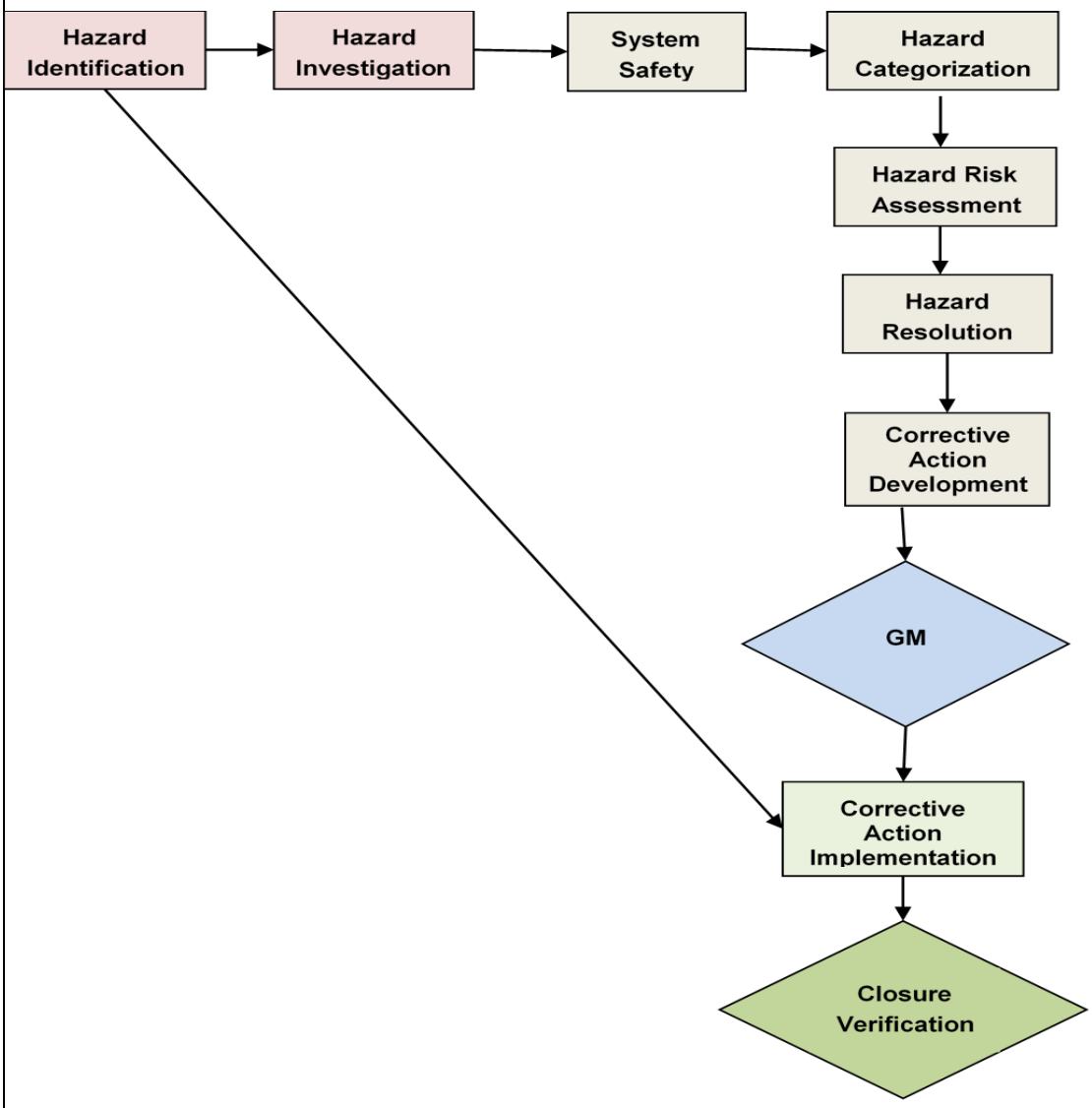
5. Safety Risk Management

Safety Risk Management Process

Describe the Safety Risk Management process, including:

- *Safety Hazard Identification: The methods or processes to identify hazards and consequences of the hazards*
- *Safety Risk Assessment: The methods or processes to assess the safety risks associated with identified safety hazards*
- *Safety Risk Mitigation: The methods or processes to identify mitigations or strategies necessary as a result of safety risk assessment*

Safety management is at the core of everything done at First Transit. All employees are responsible for performing their jobs in a safe manner, which includes identifying safety risks and participating in developing and implementing effective mitigation techniques. The process for managing hazards, from identification through corrective action and closure, is illustrated by the following flowchart.



As described earlier, a corporate structure exists to address all safety concerns. To ensure safety at the local levels, each location is required to form a Safety Solutions Team (SST), Accident Review Committee (ARC), and a Local Client Liaison Committee. To ensure consistency at each location, **SOP's #803; #803a; #803b Safety Solutions Team**, and **SOP #702 – Accident Review Committee** describe the procedures which are to be followed in creating and operating a Safety Solutions Team and Accident Review Committee.

These groups are responsible for reviewing safety related accidents and incidents to determine culpability; identify the causes associated with each event; and develop mitigation measures to reduce the risk of the events occurring in the future. Having these groups at each location provides a way for employees to report safety risks in a timely manner and to teams that understand the conditions associated with each specific location. Additionally, the opportunity exists for more timely, appropriate, and effective mitigation measures.

Several tools are used by the Region Safety Managers, Region Safety Directors and the Senior Director of Safety to monitor the local risks and risk management. Among them are Safety Data Reports which outline

the monthly and Year to Date safety performance statistics. Also used is a Target & Goal Worksheet to track and analyze the data collected and to target reactive and proactive performance improvement measures.

Safety Hazard Identification

This process is a vital component in First Transit's efforts to reduce safety risks and improve overall delivery of service. Safety Hazard Identification data from internal sources such as employee reporting, customer feedback, maintenance records; and external sources such as the Federal Transit Administration and local oversight authority is used to implement immediate corrective actions and to proactively identify hazards and potential consequences before they cause future accidents or incidents.

The objective of hazard identification is to identify those conditions that can cause an accident or create an unsafe condition and determine possible consequences if the unsafe condition is not corrected. First Transit routinely analyzes records from our operation and external sources as they become available to identify accident causation based on history. Current traffic conditions are periodically analyzed, and management inspection of established prevention processes are routinely performed.

First Transit also takes an additional proactive step with its **SOP #208 – Safety Validation of Change** to identify hazards and consequences **PRIOR** to implementing any changes to operations.

First Transit relies on employees to assist in the hazard identification and resolution process. Working with the location safety personnel and through a structured process, employees help:

- Identify Critical Factors in Mitigation of safety risk
- Develop and Recommend an Action Plan
- Implement Action Plan
- Measure Performance Against Safety Objectives
- Monitor the Process
- Modify the Process
- Secure Outside Assistance (when needed)
- Audit for Compliance

Several tools exist for hazard identification. Among them are:

- **SOP #802 and #802a - Daily Safety & Health Walkthrough and Checklist**
  - A routine safety and health check walkthrough to promptly identify hazardous conditions at our facilities and notify employees of the hazards identified and mitigation measures to help protect them from personal injury.
- **SOP #804 - Positive Check-In Procedures & Reasonable Suspicion**
  - Positive Check-In procedures are to ensure our operators reporting to work are fit-for-duty.
- **SOP #900 – Facility Hazard Recognition Manual**
  - This Hazard Recognition Manual is intended to be a tool for recognizing potential hazards that may be present at First Transit facilities. Although it does not represent all conditions that could exist, the photos and narrative provide:
    - A reference guide for conducting safety inspections at a facility, and
    - A training document to educate and train employees to conduct effective safety inspections.
- **Vehicle Maintenance Risk Assessment**

- All employees who perform maintenance and repairs to vehicles within transit centers and bus yards or on road calls complete a risk assessment using **SOP #503a – Vehicle Maintenance Risk Assessment Form** prior to performing any work on a vehicle.
- The Risk Assessment process, **SOP #503 – Vehicle Maintenance Risk Assessment**, requires employees about to perform a maintenance task to confirm they possess the training, skills, knowledge, abilities, tools, and equipment to safely perform the task at hand. The assessment includes determining the following.
  - Are You Properly Trained to Perform the Task?
  - If Task Requires Lifting, Are Lifts Secured, Are Jack Stands Used Correctly?
  - Are You Wearing the Appropriate Personal Protective Equipment (PPE)?
  - Have You Performed the Proper Lock-Out/Tag-Out (LOTO) procedures?
  - Are You Aware of the Potential Risks of Performing this Repair?
- If the answer is "NO" to any of the above assessments the technician is to immediately contact their manager.

- **Pre-Survey Job Hazard Analysis**
  - Prior to beginning a job hazard analysis, a pre-survey of the working conditions, using **SOP #503b – Pre-Survey Job Hazard Analysis Form**, under which the job is performed is conducted to evaluate the general conditions. A few of the potential hazards being considered include:
    1. Are there tripping hazards in the job vicinity?
    2. Is the lighting adequate for work conditions?
    3. Are there explosive hazards associated with the job?
    4. Are there electrical hazards associated with the job?
    5. Are tools associated with the job in good condition?
    6. Is the noise level excessive (below 85-dba)?
- **Facility Parking Risk Management Assessment**
  - Inadequate turning areas, blind corners, uneven walking surfaces can all cause collisions or employee injury in parking areas. **SOP #501 - Facility Parking Risk Assessment** will help identify and prevent these types of collisions for both buses and personal vehicles.
  - The Location Manager must ensure compliance with all provisions of this SOP.
  - The risk of each facility is assessed as follows:
    - Annually
    - Unscheduled – Whenever a significant vehicle collision or a pedestrian strike occurs in the bus yard or on company premises
    - Start-up locations – Before operating out of the new location.
    - **SOP #501a – Facility Parking Risk Assessment Guide**, and
    - **SOP #501b – Facility Parking Risk Assessment Form** are tools to help with this assessment.

Accident/Incident Hazard Identification

Procedures exist and are followed regarding resolution of accidents and incidents and capturing data. Although this information is used proactively, First Transit takes advantage of these opportunities to determine which, if any hazards existed that may have contributed to the accident or incident and develop mitigation measures to reduce the risk of a recurrence.

There are five (5) main areas reviewed in this Hazard Identification process:

1. **Environment**
   a. Weather
   b. Road Surface Condition
   c. Visibility

2. **Transit Service Characteristics and Agency Policies**
    a. Incentives for Safe Driving
    b. Equipment Maintenance Policies
    c. Stop Intervals
    d. Route Design
    e. Driver Scheduling
    f. Passenger Demand Schedules
3. **Operator**
    a. Experience
    b. Physical Ability
    c. Personality
    d. Psychological Condition
    e. Physical Condition
4. **Road Layout**
    a. Width
    b. Speed Limit
    c. Geometric Design
    d. Traffic Volume
    e. Capacity
    f. Parking
    g. Adjacent Lane Use
    h. Street Lighting
    i. Pedestrian Volume
5. **Hazard Identification – Accident Prevention/Resolution**
    1st: Identify the Hazard
    2nd: Remove the Hazard
    3rd: When the Hazard cannot be removed, Train for the Hazard as a “known condition”

- **On-Board Video Technology**
    - **SOP #704 – On-Board Video Technology** provides a summary of the on-board video system and Company standards that all First Transit employees must follow when operating a company or customer vehicle equipped with onboard video technology.
    - This technology is a valuable resource and another tool that helps First Transit instill positive driving behaviors by providing opportunities to view recorded driving events, driver history and company trends.
    - The goal of this in-cab camera technology is to proactively identify unsafe behaviors and improve those identified behaviors through coaching, retraining and, if necessary, disciplinary measures in accordance with the provisions of the Employee Handbook and applicable Collective Bargaining Agreements.

Information learned from this identification process is used to improve training and reduce or eliminate the underlying causes.

Safety Risk Assessment

Once the hazard has been identified, they are categorized into the following severity levels. The categorization of hazards is consistent with risk-based criteria for severity; it reflects the principle that not all hazards pose an equal amount of risk to personal safety.

Category 1 – Catastrophic: operating conditions are such that human error, design deficiencies, element, subsystem or component failure, or procedural deficiencies may cause death or major system loss.

Category 2 – Critical: operating conditions are such that human error, subsystem or component failure, or procedural deficiencies may cause severe injury, severe occupational illness, or major system damage.

Category 3 – Marginal: operating conditions are such that they may result in minor injury, occupational illness or system damage and are such that human error, subsystem or component failures.

Category 4 – Negligible: operating conditions are such that human error, subsystem, or component failure or procedural deficiencies will result in less than minor injury, occupational illness, or system damage.

The next step in assessing the hazard is to determine the probability of it occurring. Probability is determined based on the analysis of transit system operating experience, evaluation of First Transit safety data, the analysis of reliability and failure data, and/or from historical safety data from other passenger bus systems. The following chart describes the probability categories.

Likelihood Per FTA review guidance of Occurrence of a Hazard			
Description	**Probability Level**	**Frequency for Specific Item**	**Selected Frequency for Fleet or Inventory**
Frequent	A	Likely to occur frequently	Continuously experienced
Probable	B	Will occur several times in the life of the item	Will occur frequently in the system
Occasional	C	Likely to occur sometime in the life of an item	Will occur several times in the system
Remote	D	Unlikely but possible to occur in life of an item	Unlikely but can be expected to occur
Improbable	E	So unlikely, it can be assumed occurrence may not be experienced	Unlikely to occur but possible

Identified hazards are placed into the following Risk Assessment Matrix to enable the decision makers to understand the amount of risk involved in accepting the hazard in relation to the cost (schedule, cost, operations) to reduce the hazard to an acceptable level.

Hazard Frequency	**Severity Category 1**	**Severity Category 2**	**Severity Category 3**	**Severity Category 4**
Frequent (A)	1A	2A	3A	4A
Probable (B)	1B	2B	3B	4B
Occasional (C)	1C	2C	3C	4C
Remote (D)	1D	2D	3D	4D
Improbable (E)	1E	2E	3E	4E

Based on company policy and the analysis of historical data, MTS and First Transit has made the following determinations regarding risk acceptance.

Hazard Risk Index	Criteria by Index
1A, 1B, 1C, 2A, 2B, 3A	Unacceptable
1D, 2C, 2D, 3B, 3C	Undesirable (Management decision)
1E, 2E, 3D, 3E, 4A, 4B	Acceptable with Management Review
4C, 4D, 4E	Acceptable without Management Review

Safety Risk Mitigation

Mitigation Determination

After the assessment has been completed, the follow-up actions will be implemented as follows.

- **Unacceptable:** The hazard must be mitigated in the most expedient manner possible before normal service may resume. Interim corrective action may be required to mitigate the hazard to an acceptable level while the permanent resolution is in development.
- **Undesirable:** A hazard at this level of risk must be mitigated unless the Location General Manager and Location Safety Manager issue a documented decision to manage the hazard until resources are available for full mitigation.
- **Acceptable with review:** The Location General Manager and Location Safety Manager must determine if the hazard is adequately controlled or mitigated as is.
- **Acceptable without review:** The hazard does not need to be reviewed by the management team and does not require further mitigation or control.

Hazard Resolution

Safety hazard resolution or mitigation consists of reducing the risk to the lowest practical level. Not all safety risks can be eliminated completely. Resolution of hazards will utilize the results of the risk assessment process. The objectives of the hazard resolution process are to:

1. Identify areas where hazard resolution requires a change in the system design, installation of safety devices or development of special procedures.
2. Verify that hazards involving interfaces between two or more systems have been resolved.
3. Verify that the resolution of a hazard in one system does not create a new hazard in another system.

The SST, who was identified earlier in this plan as the team responsible for local safety review, uses the following methodologies to assure that system safety objectives are implemented through design and operations, and hazards are eliminated or controlled:

1. Design to eliminate or minimize hazard severity. To the extent permitted by cost and practicality, identified hazards are eliminated or controlled by the design of equipment, systems and facilities
2. Hazards that cannot reasonably be eliminated or controlled through design are controlled to the extent practicable to an acceptable level through the use of fixed, automatic, or other protective safety design features or devices.
3. Provisions are made for periodic functional checks of safety devices and training for employees to ensure that system safety objectives are met.

4. When design and safety devices cannot reasonably nor effectively eliminate or control an identified hazard, safety warning devices are used (to the extent practicable) to alert persons to the hazard.
5. Where it is impossible to reasonably eliminate or adequately control a hazard through design or the use of safety and warning devices, procedures and training are used to control the hazard.
6. Precautionary notation is standardized, and safety-critical issues require training and certification of personnel.

Mitigation of Safety Risk Management and Tracking

Resolution of identified hazards are managed by the Location General Manager and/or the Location Safety Manager. The mitigation of safety risk process is managed through the **"Safety Toolbox"**, which is an online tool used by management, from Road Supervisors to Executive Management, to record the occurrence of safety-related events, review safety critical data, and track corrective actions as necessary.

The Safety Toolbox is a powerful tool to help understand the work area's safety environment. This includes:

- Understanding and improving observations of safety critical behaviors
- Reviewing recorded debriefs to ensure that the "BeSafe" process is in place and working.
- Reviewing findings from BeSafe tours and determine if tasks/actions have been closed out

The Safety Toolbox includes information regarding:

- BeSafe (BeSafe Debriefs, BeSafe Tours, BeSafe Touchpoints)
    - Debrief meetings conducted in order to assure quality.
    - Safety Critical Behavior is the main focus of touchpoints; and shared and discussed during debrief meetings.
- Contacts (e.g. Near Misses, Hazard reports, Commendation, Safety Issue)
    - **Near Misses.** Reporting an event that occurred and could have caused injury.
    - **Hazard Reports.** Reporting an event that occurred and could have caused injury.
    - **Commendation.** A report of commendable safety actions/conduct performed by a colleague within the business.
    - **Safety issues.** A report on any safety issue that has a specific cause – i.e. maintenance, housekeeping, environment and behavior etc.
- Safety Leadership Activities (e.g. Participate in safety meetings, risk assessment, section observation)
    - **Participation in a Safety meeting.** Actively leading or participating in the location in-service safety meeting.
    - **Intersection observation or risk assessment.** Risk assessment or driver observations conducted at nearby intersections, and delivery of positive reinforcement or coaching as indicated.
    - **Rail section observation or risk assessment.** Risk assessment or driver observations conducted at rail crossing(s), and delivery of positive reinforcement or coaching as indicated.
    - **Planned general inspections.** A systematic inspection where a location is forewarned.
    - **High interest driver.** A report of a driver's performance that has indicated a level of risk taking through observations, review scores, and skills evaluations.

Additional documentation, such as corrective action plans, are developed for those hazards requiring complex and multifaceted resolutions.
First Transit will provide MTS a monthly update on Safety Performance Goals, Collision and Passenger Injury Trends and updates of any Critical Events occurring during the month.

6. Safety Assurance

Safety Performance Monitoring and Measurement

Describe activities to monitor operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

As discussed in Section 1 of this plan, First Transit employs a Resident Management Team at each operation location. This team consists of a Location General Manager and a Location Safety Manager, who oversee the safety of the operation.

Additionally, each location employs Street Supervisors, Dispatchers, and Instructors; all of whom are responsible for oversight of the daily operations and training. All safety risks identified are reported to the Location General Manager and Location Safety Manager. Any risks that can be addressed immediately are corrected but still reported. Each location also establishes a Safety Solutions Team (SST), described in Section 5: Safety Risk Management of this plan, which uses the following methodologies to ensure a proactive approach to safety at each location.

- Routine hazard management
- Accident and incident investigation
- Safety data collection and analysis
- Routine internal safety audits
- Facility, equipment, systems and vehicle inspections
- Routine proficiency checks for all vehicle operators and maintenance employees
- Compliance evaluations including onsite inspections
- Regularly communicating safety and hazard data to all employees

A higher level of oversight is conducted by Region management, which includes the Region Safety Manager, Region Safety Director, Region Maintenance Director, and the Region Vice President. From this level, any identified risks and mitigations are shared with other Region local operations as a proactive means to reduce risks.

The last “local level” review comes from the Vice President of Safety and the Vice President of Maintenance. These are corporate level positions that share the identified risks and mitigations throughout the organization as a proactive means to reduce risks. Additionally, the Vice President of Safety and Vice President of Maintenance assist executive level management in using this information to impact operational and budget decisions.

Describe activities to conduct investigations of safety events to identify causal factors.

First Transit has a “zero” tolerance for preventable injuries and collisions. Elimination of preventable injuries and collisions is our number one goal.

Any injury, collision or incident that occurs is investigated to determine preventability or non-preventability. Investigations include all instances in which:

- a vehicle was damaged
- a vehicle leaves the traveled roadway
- a passenger is injured or
- an employee is injured

SOP #700-Accident & Safety Data Acquisition describes the data collection process including

- Defining the Event & What to Do
- Accidents – Defining the Accident
- “Five Cardinal Rules That Apply to an Accident”
- Operator Responsibility
- Dispatcher on Duty Accident Investigation Responsibility

SOP #700 also describes the Operators and the Dispatchers responsibilities for protecting the customers and managing the scene.

The groups described in **SOP #702 – Accident Review Committee** (ARC), and **SOP #803 – Safety Solutions Team** (SST), review the data collected to determine if the accident/incident was preventable or non-preventable,(ARC); and identify measures to reduce the risk of the accident/incident occurring in the future (SST).

Describe activities to monitor information reported through internal safety reporting programs.

The Location Safety Manager (LSM) and/or Location General Manager (LGM) routinely reviews all location safety and hazard data, which includes searching for repetitive events that might have safety implications. When accident/incident reports and statistics indicate repetitive accidents/incidents, the LSM and LGM investigate to determine the root cause.

The following chart describes how the hazard data flows and is monitored by First Transit; from each operating location, to Region management, to corporate and parent company management.

Information Collected Daily	Location	Third Party Data Collected	Risk Dept	Safety Dept	Location	MTS
Collisions/ Injuries/ Workers Comp	Incident Occurs, claim report created, then sent to Third Party Data Collector via website, phone, fax.	Report received from Location.	Information from Third Party Data Collector created as weekly report then sent to Region Safety.	Weekly reports are reviewed and distributed for weekly management oversight conference calls.	Review data with Senior Region Leadership during weekly teleconference.	MTS Administrative Staff overseeing the First Transit Contract meeting with First Transit Management on a monthly basis; MTS Administrative Staff will provide a summary of the data to the COO on a monthly basis; The CSO is responsible for reporting applicable required information to the National Transit Database (NTD) on a monthly basis
	Risk Dept	**Shared Services Dept**	**Region Safety Managers**	**Shared Safety Services Dept**		
Collisions/ Injuries/ Workers Comp	Send all raw risk data gathered from weekly reports to the Shared Safety Services Dept.	Reorganizes raw data regionally then distributes to Region Safety Dept.	Review period data and distribute to locations.	Develops company, region, and location specific performance measures and distributes through Target & Goal Spreadsheet.		

Period Data Analysis								
	Shared Services Dept	**UK**	**Safety Dept**	**First Group Executive Safety Committee (ESC)**	**First Group Safety Council**	**First Group America Safety Council**	**Performance Review Management (PRM)**	**Safety Advisory Committee**
Collisions/ Injuries/ Workers Comp	Final reports sent to UK and Directors of Safety for each business group.	Processes data; analyzes; creates reports; categorizes risk factors; and gathers commentary from First Group companies for trend analysis.	Processes data; analyzes; creates reports; categorizes risk factors; and creates commentary for trend analysis.	This committee consists of President, COO, and Safety Vice President of each operating group. Discussions include safety performance, trend analysis, program oversight.	This committee consists of Vice Presidents of Safety for all operating divisions. Discussions include safety performance, trend analysis, and safety oversight.	This committee consists of Safety Senior Directors and Safety Vice Presidents. Discussions include safety performance, trend analysis, best practices, and program oversight.	This review consists of Senior Region Vice Presidents, Region Vice Presidents, Region Directors of Operations, and Region Safety Managers. Discussions include regions safety performance.	This committee consists of Location General Managers, Region Directors of Operations, and Region and Local Safety Managers. Discussions include review of policy and procedures, training, and safety awareness.

Management of Change

Describe the process for identifying and assessing changes that may introduce new hazards or impact safety performance.

First Transit employs a proactive process, **SOP #208 – Safety Validation of Change**, that addresses the procedures to be followed to evaluate the risk of any changes proposed at all levels of the organization. The overall purpose of this process is to provide assurance that any proposed changes which impact operations will not increase safety risk; or where additional risk is identified, that controls are put in place **prior to the changes being implemented**.

Changes to organizational structure; the nature or extent of operations; or to facility or equipment assets; as well as mergers and acquisitions of new businesses are proactively managed through this process to avoid introducing or increasing safety risks.

- The resources required to complete the validation process, in terms of people, finance and materials is included in this validation process.
- The allocation of responsibilities considers the competence of the individuals that are required to carry out the safety validation roles.
- All employees who may be affected by the proposed changes are consulted as part of the process.

The extent and scope of safety validation applied to any change proposal is proportional to the risks (safety, operational, and other risks) associated with its introduction. *(For example, a major change, such as a reorganization of Region Executive roles and responsibilities or start-up of a large new bus operation, requires a more rigorous safety validation than a minor change.)*

In the case of smaller, less complex or well understood changes, the safety validation of change process may be implemented as part of normal operations, using existing organizational arrangements and meeting structures to deliver the required level of assurance.

The process is generally described in the following chart.

Safety Validation of Change Process			
Main Steps	Key Activities	Checklists & Guidance	Completed By
1. Identify Proposal for Change	• Raise change proposal (including Capital Expenditure Approval) • Inform relevant functional Director(s) and Manager(s)	• Complete **SOP #208a – Safety Validation of Change Form**, Section A1	Change proposer

2. Determine Classification of Change Significance	• Classify level of safety validation required • Ensure the extent and scope of validation is proportional to the level of risk	• Complete **SOP #208a – Safety Validation of Change Form**, Section A2	**Category A:** Group Safety Director **Category B:** Divisional head of Safety **Category C:** Location head of Safety
3. Allocate Roles & Responsibilities	• Formally allocate change sponsor and change authorizer • Identify other required resources and roles for consultation	• Complete **SOP #208a – Safety Validation of Change Form**, Section A3	Change proposer (with guidance)
Submit Change Proposal Form			Change proposer
Decide whether safety validation should proceed			Change proposer
4. Prepare Safety Validation of Change Case	• Prepare safety validation documentation • Complete risk assessment of proposed change • Submit for review • Revise and finalize documentation	• Complete risk assessment and document findings • Complete Safety Validation of Change as described in **SOP #208 – Safety Validation of Change** • Complete **SOP #208a – Safety Validation of Change Form**	Change proposer
Submit Safety Validation Checklist with supporting documentation			Change proposer
Approve and Implement, or Reject Change			Change authorizer (or delegated representative)
5. Monitoring and Review	• Monitor implementation of change and safety performance	• Check compliance as part of Region Safety Monitoring • Review effectiveness	Location Safety Manager Corporate Safety Management

	• Review performance process	of the process as part of Region oversight	Vice President of Safety - First Transit

Changes proposed at the Corporate level typically have an impact on the Region and Local levels. To ensure the risks associated with any change consider all levels of the organization, each level must complete **SOP #208 – Safety Validation of Change** as part of the process to ensure specific safety concerns have been identified and addressed.

Similarly, changes proposed at the Region level will typically have an impact on the Local level. Consequently, the Local level must also complete **SOP #208 – Safety Validation of Change** as part of the process to ensure specific safety concerns have been identified and addressed.

Additional responsibilities in the Safety Validation of Change process include:

- The Region Safety Management team provides safety expertise/support to those carrying out the safety validation.
- The Senior Director of Safety:
  - Reviews and approves each Region's safety validation of change process
  - Decides on the level of safety validation required (consulting with other functional heads as necessary) for Category A changes
  - Is consulted on any Category B change proposal
  - Provides safety expertise/support to Region Safety Managers and Vice President of Safety – First Transit during safety validation activities as required.
  - Provides safety expertise/support to those carrying out the safety validation for Category A changes.

An electronic log of all proposed changes, whether approved or not, are maintained by the Region Safety Director.

Communication of changes to policies/procedures regarding safety issues comes from Executive Leadership. This information is then carried down through the Vice President of Safety – First Transit, Senior Director of Safety, Region Safety Directors, Region Safety Managers. Location General Managers, Location Safety Managers, and employees. Notification to the client is communicated through the Location General Manager.

Continuous Improvement

Describe the process for assessing safety performance. Describe the process for developing and carrying out plans to address identified safety deficiencies.

The process described previously in this section for monitoring safety data incorporates continuous improvement. As safety risk is identified, then reported on, a determination is made as to whether the risk can be mitigated immediately or requires more time and resources.

Risk mitigations that can address the safety concerns immediately are carried out but still reported. The reporting of these concerns includes the mitigation steps that have been taken. Monitoring of the risk continues to ensure that the mitigation strategy is effective.

Section 5 of this plan, Safety Risk Management, describes the risk assessment and mitigation procedures used that determine how to proceed with improvement strategies that require more time and resources.

Which improvement strategies to implement for longer term issues is based on severity and probability of risk occurrence. Additionally, safety hazard identification data is used to implement immediate corrective actions and to proactively identify hazards before they cause future accidents or incidents.

The objective of hazard identification is to distinguish those conditions that can cause an accident or create an unsafe condition. First Transit routinely analyzes records from our operation to identify accident causation based on history. Current traffic conditions are periodically analyzed, and management inspections of established prevention processes are routinely performed.

The Risk/Safety Data Flow Chart previously described in this section, illustrates how this information is shared throughout the organization.

7. Safety Promotion

Competencies and Training

Describe the safety training program for all agency employees and contractors directly responsible for safety.

The education and training process at First Transit is a highly regimented and professionally developed program built around a curriculum featuring learning opportunities in two major domains:

- Knowledge (education)
- Skills (training)

Various delivery mechanisms such as classroom, multimedia presentations, closed course, observation and behind-the-wheel skills building are used to support the learning process. Learning is evaluated through written quizzes, driving tests and customer service skills evaluations.

Driver Instructors

Successful new operator training starts with selecting and certifying good instructors.

1. **Classroom Instructor:**

   The classroom instructor is responsible for facilitating the classroom portion of New Operator Training. Classroom training requires the development of lesson plans.

2. **Behind-the-Wheel Instructor:**

   The Behind-the-Wheel (BTW) Instructor is responsible for conducting closed course exercises and behind the wheel instruction. The New Operator Training program consists of instructional DVDs, which are accompanied by facilitator guides and participant study guides. The BTW Instructor uses the Operator Proficiency Workbook to document each trainee's progress.

   **New Instructor Candidates can obtain certification as both a Classroom Instructor and a Behind-the-Wheel Instructor.*

3. **Master:**

   The Master Instructor, along with the Regional Director of Safety and Region Safety Manager(s), is responsible for training the Safety Supervisors. The Master Instructor is also responsible for the certification programs for Behind-the-Wheel and Classroom Instructors and the ongoing Train-the-Trainer workshops.

Training the Instructor is a process by which a Certified Instructor works with the selected New Instructor Candidate. During this time, the Certified Instructor conducts a review of all state laws, First Transit policies and procedures, local policies, and client-specified programs and requirements.

The Certified Instructor also provides a review of the Behind-the-Wheel Manual, Classroom Manual, and all First Transit video-based courses.

In addition to the above training, the New Instructor Candidate must complete the Instructor Development Curriculum, which includes the following three self-directed courses:

1. How to Train
2. Coaching the Adult Learner
3. Learning Basics

There are three types of Instructor Certification:

1. Temporary
2. Certified
3. Master

1. Temporary (Silver)

Temporary certificates are issued at the local level. A temporary certificate is issued to a New Instructor Candidate upon successful completion of the New Instructor training program at his or her location, conducted by a certified trainer at that location. Certificates are issued throughout the year prior to the annual Train-the-Trainer program.

Temporary certificates are valid for one year, and one year only, from the date of issue. Temporary certification is accompanied by silver achievement emblems for Classroom, BTW or both.

To continue in the program, a New Instructor must obtain Gold Certification.

2. Certified (Gold)

The Certified Instructor certificate is issued to a New Instructor who has successfully completed the annual Train-the-Trainer program, conducted by a Master Trainer. The annual Train-the-Trainer program combines all elements of the temporary certification, with the exception of the classroom evaluation. At the annual Train-the-Trainer program, Classroom Instructor Candidates are required to develop a lesson plan and give a presentation.

Prior to attending the annual Train-the-Trainer program, all New Instructors must complete the “Safety Leadership” course and pass the final exam with a grade of 90% or above.

The Senior Director of Safety is the only person authorized to approve and issue a Certified Instructor certificate with gold achievement emblems for Classroom, BTW, or both.

3. Master

The Master Instructor Certification program ensures that First Transit Policies and Procedures are correctly implemented throughout the company.

Master Instructor Certification is required for all area safety managers and above.

The Master Instructor:

- Provides support to the Location General Manager and the Region Safety Manager,
- Is involved with training new Safety and Training Supervisors, and re-training current Safety and Training Supervisors if required,
- Conducts the annual Train-the-Trainer program for BTW and Classroom Instructor Certification

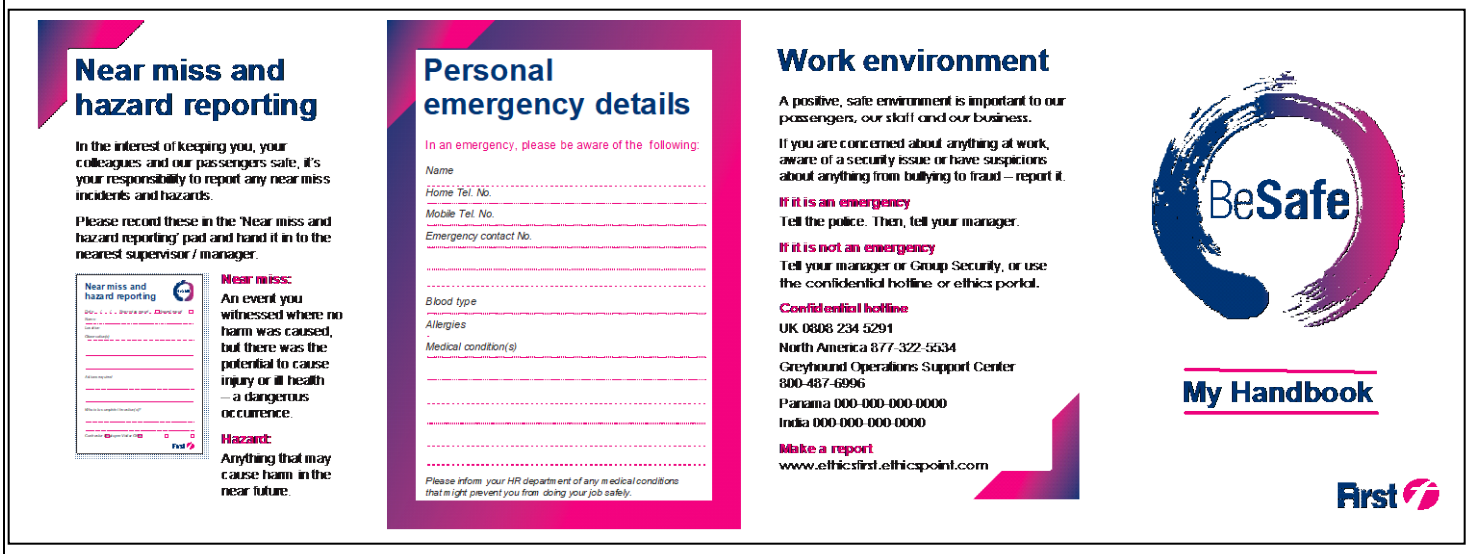
- Conducts Safety and Training audits in the region and reports the findings to the Region Safety Manager, if required.

Employee Training

Training employees to assess risks and recognize and avoid hazards in the workplace is critical to the overall safety of the workplace. Every First Transit employee is trained in **"BeSafe"** and **"Safe Work Methods"**, which are described later in this section.

"BeSafe" is our company-wide approach to safety management. This program takes our safety performance to the next level through behavioral change. "BeSafe" is inclusive, collaborative and focuses on recognizing and acknowledging safe behavior and actions through positive reinforcement such as debriefs, tours, and touchpoints. All employees are trained in the principles of "BeSafe"

The "BeSafe" concept is described in the following brochure.



Near miss and hazard reporting

In the interest of keeping you, your colleagues and our passengers safe, it's your responsibility to report any near miss incidents and hazards.

Please record these in the 'Near miss and hazard reporting' pad and hand it in to the nearest supervisor / manager.

Near miss:
An event you witnessed where no harm was caused, but there was the potential to cause injury or ill health – a dangerous occurrence.

Hazard:
Anything that may cause harm in the near future.

Personal emergency details

In an emergency, please be aware of the following:

Name
Home Tel. No.
Mobile Tel. No.
Emergency contact No.
Blood type
Allergies
Medical condition(s)

Please inform your HR department of any medical conditions that might prevent you from doing your job safely.

Work environment

A positive, safe environment is important to our passengers, our staff and our business.

If you are concerned about anything at work, aware of a security issue or have suspicions about anything from bullying to fraud – report it.

If it is an emergency
Tell the police. Then, tell your manager.

If it is not an emergency
Tell your manager or Group Security, or use the confidential hotline or ethics portal.

Confidential hotline
UK 0808 234 5291
North America 877-322-5534
Greyhound Operations Support Center 800-487-6996
Panama 000-000-000-0000
India 000-000-000-0000

Make a report
www.ethicsfirst.ethicspoint.com

BeSafe

My Handbook

First

Be Safe What is it?

Be Safe is our Group-wide safety commitment, taking our safety performance to the next level through behavioural change.

It builds on our compliance with existing policies and safety management systems. Be Safe, whilst not ignoring unsafe acts, harnesses the power achieved where positive behaviour and habits are shown and recognised.

Be Safe is inclusive, collaborative and focuses on recognising and acknowledging safe behaviour and actions through positive reinforcement.

Be Safe Our objectives

Be Safe has three clear objectives:

1. To make progress on our way to "Zero Harm".
2. To make safety a personal core value through behaviour change.
3. To improve business performance.

Everyone in FirstGroup takes ownership for safety in the workplace and encourages colleagues to do the same.

We have a personal stake in safety for ourselves, our colleagues and our customers.

By sharing the right attitude, skills and knowledge we will create the best safety environment to achieve our objectives and Be Safe.

Be Safe principles

These principles all support our Group value of being Dedicated to Safety.

Knowledge
Our greatest efforts will be directed at the key safety behaviours that will help reduce incidents.

Recognition
Whilst not ignoring actions that undermine safety, the focus will be on acknowledging colleagues "doing it right" and positively reinforcing these actions.

Openness
Regular positive coaching interactions, or "touchpoints" will take place and communication at "debriefs" will be open and honest.

Learning
Reporting of incidents and near misses will be seen as learning opportunities to continuously improve work place safety.

Courage
We are all empowered to accept responsibility for our own safety and the safety of our colleagues and customers. If you assess something to be unsafe, you should have the courage to stop and find a safer way of doing things.

5265 Be Safe_Handbook_RollFold A7.indd 5-8 15/03/2017 18:00

First Transit's **"Safe Work Methods"** is designed to educate employees on how to identify conditions and actions posing risks to their well-being and that of their coworkers. This training is to be used:

1. In training new hire employees
2. In leading supervisors in identifying root causes of workplace injuries
3. In retraining injured workers so that re-occurrences are avoided
4. To supplement First Transit's First Occupational Rehabilitation Management (F.O.R.M.) light duty and return to work management program, in controlling workers compensation losses

The "Safe Work Methods" training curriculum includes:

- **New Hire Training**
  New hire training is designed to educate the new employee to the hazards commonly found in the transportation environments including in vehicle maintenance shops, bus yards, fuel islands, wash bays, and office environments. The program also makes employees aware of injuries that can result from physical activities such as entering and exiting vehicles, assisting persons with disabilities, and handling mobility devices.
  - PPE program including requirements for appropriate
    - Safety eyewear
    - Safety footwear
    - Safety hand wear
    - Hi-Vis vests
    - Disposal contaminated materials
  - Risk Assessment and Injury Avoidance
    - Walking & Climbing
    - Lifting, Carrying, Holding, and Lowering Objects
    - Pushing, Pulling, & Twisting
    - Burns, Scalds
    - Exposed Fluids, Chemicals, Smoke
    - Cuts, Punctures, Abrasions, Lacerations
    - Mobility Device Lifts/Ramps

1. Requirements for Operator Training

Applicants are required to successfully complete a comprehensive training program prior to transporting passengers. Trainees are continually evaluated and tested throughout the training program. Trainees who do not demonstrate the required level of proficiency are provided additional training or are removed from training. The Operator training program combines instructor-led sessions, video instruction, facilitated discussion, and opportunities for the trainees to practice what they have learned. Training topics include:

Classroom Training
The first part of Operator training at First Transit, classroom training, begins the process of instilling the safety culture into each Operator. Helping the student Operators understand the importance of keeping themselves and each passenger safe; and their responsibilities in maintaining a safe environment, is a theme integrated throughout.

- **Unit 1 - Introduction**
  - Welcome and Introduction
  - Title VI Civil Rights Act 1964
  - Employee Handbook
  - BeSafe - Making Safety Personal
  - Hazardous Communication
  - Bloodborne Pathogens

- **Unit II - Fundamentals**
  - Safe Work Methods
  - Basics of Safety
  - Managing Emergencies
  - Security Awareness
  - Map Reading
  - Communication Devices
  - Navigation and Fare Policies
  - Smith System
- **Unit III - The Operator**
  - Drug and Alcohol Awareness
  - Distracted Driving
  - Fatigue and Sleep Apnea Awareness
- **Unit IV - Transporting Passengers with Disabilities**
  - Transporting Passengers with Disabilities
  - Interacting with Passengers
  - Diffusing Conflict
  - Passenger Care While Loading and Unloading
  - Mobility Aids and Devices
- **Unit V - Driving Fundamentals**
  - Driving Fundamentals I
  - Driving Fundamentals II
  - Roadway Types
  - Railroad Crossings

Behind-the-Wheel Training
Behind-the-Wheel training is conducted in three phases. Since most people coming to work as a Bus Operator have not been exposed to driving the types of vehicle used at First Transit, the first part of behind-the-wheel training takes place on a closed course. This provides the opportunity for the Instructors to evaluate the skill levels of each employee; and gives each employee the opportunity to make and learn from their mistakes in a safe environment.

The next phase of Behind-the-Wheel training takes place on the road, but in a controlled manner. During the road phase of the training, each student Operator works one-on-one with a First Transit Instructor. The road work begins with the basics; intersections, service stops, and backing. The next advanced stage of the road work addresses roadways, highway driving, and continues the instruction on intersections and service stops. The “Smith Driving System” principles are incorporated throughout the entire Behind-the-Wheel training phase.

- **Closed Course (Group Work)**
  - Vehicle Orientation
    - Pre-Trip Inspection
    - Seat Adjustment
    - Mirror Adjustment
    - Braking, Accelerating, and Transmission
    - Wheelchair Securement
  - Reference Points
    - Lane Position
    - Right Side / Left Side
    - Backing Point
    - Forward Stop

        - Pivot Points
        - Turning Points
    - Vehicle Control
        - Straight in Lane
        - Left Turn
        - Right Turn
        - Lane Changing - Moving Right or Left
- **One on One Instruction Behind the Wheel**
    - **Basic Road Work**
        - "Smith System"
        - Intersections
        - Service Stops
        - Backing
- **Advanced Road Work**
    - "Smith System" Commentary Driving
    - Roadways
    - Expressway / Highway Driving
    - Intersections
    - Service Stops
- **Final Evaluation**
  Upon completion of the training program, before an Operator can be placed into service, they must successfully demonstrate their mastery of the skills and practices learned during the training program.
- **Cadet Training**
  Once a new Operator has been placed into service there is period of observation where an experienced Operator, Instructor, or Supervisor periodically rides-along to ensure the skills learned in training have successfully transferred to providing service. This includes the securement and transportation of a person with a disability.

2. Requirements for Maintenance Training

Maintenance personnel are trained in shop safety, OSHA standards, and vehicle maintenance, in addition to receiving training in driving techniques and safety. Trainees are continually evaluated and tested throughout the training program. Trainees who do not demonstrate the required level of proficiency are provided additional training or are removed from training.

Maintenance training includes:

- Introduction to First Transit policies & procedures
- Injury prevention and risk assessment
- Substance Abuse Policy
- Defensive Driving
- "Smith System"
- NTI - Security Awareness Warning Signs
- Shop Safety Handbook
- Maintenance Lift Safety
- Driver Vehicle Inspection (DVI) Procedures
- SafeWork Methods
- Wheel Torque Specifications
- Workplace Violence
- OSHA (R-T-K / SDS / PPE Training)

Servicer Training Program

All servicers complete a comprehensive training program. This program includes passing a written and behind the wheel test for a commercial driver license. Other major topics covered in the training program include: Code of Safe Practices, LPG fueling procedures, electric bus charging, bloodborne pathogen control program, Spill Prevention & Control Program (SPCC), Maintenance Dept. policies & procedures.

Servicer refresher training includes but is not limited to:

- Weekly during toolbox safety flyers
- SPCC annual refresher training
- Hazard Communication Training
- Behind the wheel evaluations
- Preventable Accident remediation

Mechanic

All mechanics hired are to be ASE certified with two years of maintenance work experience, mechanics also receive the training program outlined in the servicer training program. Mechanics also receive Hazardous Waste Operations and Emergency Response (HAZWOPER) training as well as forklift certification before operating.

Mechanic refresher training includes but is not limited to:

- Weekly during toolbox safety flyers
- SPCC annual refresher training
- Hazard Communication Training
- Forklift recertification every 3 years (if operating)
- Behind the wheel evaluations
- Preventable accident remediation

Foreman and Maintenance Managers

Foreman and Maintenance Managers training includes but is not limited to:

- Drug and Alcohol
- Harassment Prevention
- Management Development
- Toolbox training sessions
- SPCC
- HAZWOPER
- Forklift recertification
- Behind the wheel evaluations
- Preventable accident remediation

3. Requirements for Staff Training

Staff personnel are trained in Safety Leadership and "BeSafe" (described in item #1)

- **Safety Leadership**

  This is an interactive CD-ROM course consisting of 5 CD's and leaders guides which are designed to educate all levels of First Transit management on the behaviors surrounding accidents. Every level of management takes the course and successfully pass an online test, found on the Safety Resource Center (SRC), with a passing grade of 90% or better.

  The course outline is as follows:

  - Safety Leadership
    - Accidents
    - Behavior
    - Leadership
  - Supervisor Development
    - The Role of the Supervisor
    - Communication
    - Building Trust
    - Conflict Resolution
    - Performance Management
    - Decisions

- **Additional Safety Training**
  - Drug and Alcohol
  - Supervisor's Report of Reasonable Suspicion
  - Code of Conduct
  - Customer Service
  - OSHA Requirements
  - Hazard Abatement FORM – CA Only
  - TSI – Introduction to Paratransit
  - TSI – Vehicle Operations
  - TSI – Managing Emergencies
  - TSI – Customer Relations
  - SMS – First Transit Safety Policy
  - SMS – First Be Safe Principles
  - SMS – Be Safe
  - SMS – Personal Protective Equipment
  - SMS – Parking
  - SMS – Personal Safety
  - SMS – Risk Assessment
  - SMS – Prevention of Workplace Violence

4. Requirements for Continuing Training and Evaluations

First Transit provides ongoing employee training and evaluations.

The objective of ongoing evaluations is met through a broad spectrum of regularly scheduled management activities including:

- road observations,
- ride along evaluations, and

- daily safety contacts.

Where evaluations and observations identify unsafe acts or conditions, retraining is provided to improve skill levels in accordance with corporate standards.

In addition to First Transit's formal employee training program, the following safety training is also conducted.

Safety Meetings

- Twelve (12) safety meetings are issued to the locations annually with required topics identified by the location and region safety management
- Each meeting is to be a minimum of one (1) hour in length unless otherwise required by state, client or local regulations
- A required topic along with a safety campaign including posters and DVD is sent to each location for presentation to all employees
- Attendance is a condition of employment and is mandatory for all Operators, Management, Operational staff, and Maintenance personnel. *(Unless stated otherwise in the CBA.)*
    - Failure to attend all meetings will result in disciplinary actions up to and including termination.
- Client/Contract requirements may require safety meetings to be conducted on a more frequent basis than the First Transit minimum standards

Retraining

First Transit has a "zero" tolerance for preventable injuries and collisions, elimination of preventable injuries and collisions is our number one goal.

An employee involved in a preventable injury or collision is placed on administrative leave pending completion of the investigation and completion of any required retraining.

Safety Communication

Describe processes and activities to communicate safety and safety performance information throughout the organization.

Safety Awareness Programs

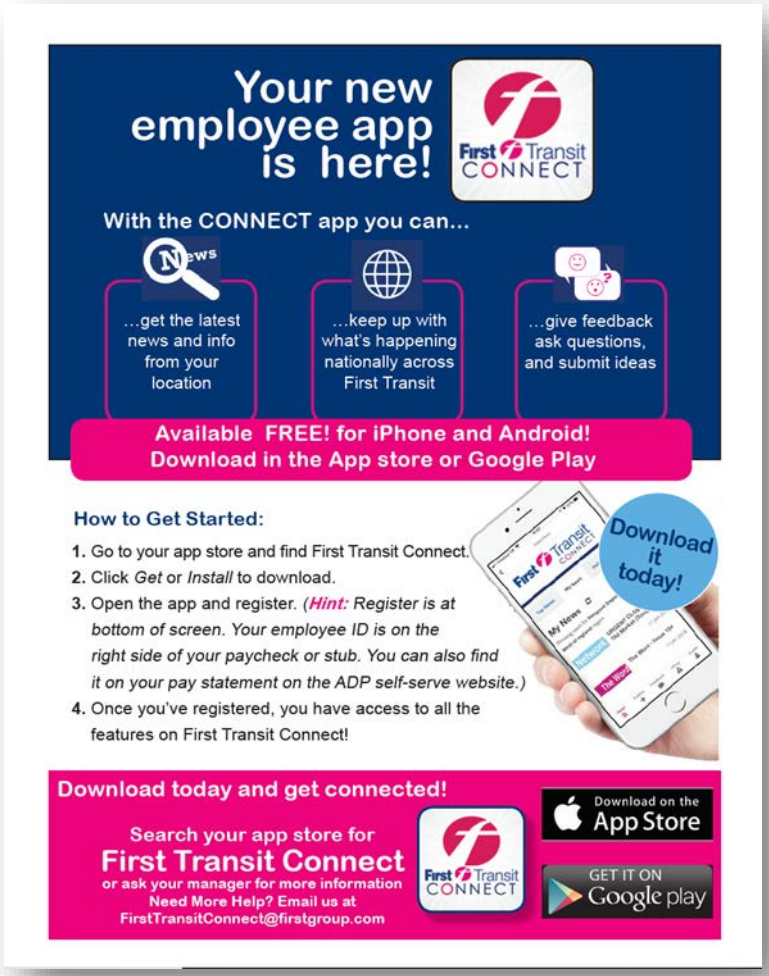
Establishing and maintaining a culture that demands safe behavior at all times is at the core of First Transit's safety plan. This is done, in part, by providing a regular flow of positive information and recognizing those who are performing safely.

This is where our **"BeSafe"** program provides the structure and foundation for communicating safety messages and inspiring safe job performance at all levels. "BeSafe" takes safety to a more personal level. It is a company-wide commitment to safety, with the objective of continuous improvement by making safety a personal goal and incorporating behavioral change as a mitigation measure.

"BeSafe" focuses on positive change through routine personal "touchpoints" and coaching interactions between front-line employees and management. To reinforce the touchpoints, discussions and feedback sessions are conducted as needed.

This program inspires safe behavior among employees at all levels by;

- Generating system-wide participation in safety issues through positive reinforcement
- Encouraging all employees to “take ownership” for safety results
- Communicating safety policies, procedures and processes
- Engaging executives and managers at all levels, encouraging their active participation in safety management and communication
- Sharing safety results at the individual, project, region and national levels by celebrating success stories
    - **Individual Motivators – Individual Achievement Awards:** The “cultural carrot” to help affect individual safety improvement through the use of personal recognition awards. Currently established safety awards for First Transit employees are:
        - Annual Safe Driver Awards
        - Safety Solutions Team Recognition
- **A Safety Leadership Group - The Safety Solution Team (SST):** Four to 10 location teammates dedicated to making safety “top-of-mind” by identifying and resolving safety issues.
    - <u>SST</u>
        - Review the safety concerns they have worked on and improvements that have been implemented
        - Record and distribute SST meeting minutes
    - <u>GM</u>
        - Review “Daily Safety & Health Walkthrough”
    - <u>GM and SST</u>
        - Recognize individuals who have earned years of safe driving
        - Pins and Certificates
        - Include bullets from SST Meeting minutes
- **A Communication Tool:** “First Transit Connect” employee app, a peer to peer safety communication tool offering safety tips, best practices, recognition, offering ideas on “What Works”, Safety Happenings, and Safety Pep Rallies


Your new employee app is here!
First Transit CONNECT
With the CONNECT app you can...
...get the latest news and info from your location
...keep up with what's happening nationally across First Transit
...give feedback ask questions, and submit ideas
Available FREE! for iPhone and Android!
Download in the App store or Google Play
How to Get Started:
1. Go to your app store and find First Transit Connect.
2. Click Get or Install to download.
3. Open the app and register. (Hint: Register is at bottom of screen. Your employee ID is on the right side of your paycheck or stub. You can also find it on your pay statement on the ADP self-serve website.)
4. Once you've registered, you have access to all the features on First Transit Connect!
Download it today!
Download today and get connected!
Search your app store for
First Transit Connect
or ask your manager for more information
Need More Help? Email us at
FirstTransitConnect@firstgroup.com
Download on the App Store
GET IT ON Google play

Additional Information

Supporting Documentation

Include or reference documentation used to implement and carry out the Safety Plan that are not included elsewhere in this Plan.

Numerous standard operating procedures (SOP's), in addition to those mentioned in this plan, have been developed and incorporated into the operating practices at each First Transit location.

The SOP's have been designed to create operational consistency, increase awareness of risks and hazards, and provide easily duplicated processes for identifying and mitigating the risks associated with providing transit service. Some of those SOP's are as follows.

- High Interest Driver SOP's #206; #206a; #206b; #206c: #206d
- SOP #207 - Railroad Crossing Assessment
- SOP #502 – Sub-Contractors Working on Company Property
- Fire Prevention Plan SOP's #504; #504a; #504b; #504c; #504d
- Winter Safety – Snow Removal Action Plan SOP's #505; #505a; #505b; #505c
- Vehicle Fueling Spill Control SOP's #506; #506a; #506b; #506c; #506d
- SOP #507 - Pedestrian Visibility and Movement on Company Property
- SOP # 508 - Service Truck & Service Vehicle Visibility
- Emergency Action Plan SOP's #806; #806a; #806b; #806c; #806d
- First Transit Shop Safety Handbook
- Safety & Security Planning Manual

List of Acronyms Used in the Safety Plan

Acronym	Word or Phrase
ARC	Accident Review Committee
BTW	Behind-the-Wheel
DOT	Department of Transportation
DUI	Driving Under the Influence
DWI	Driving While Intoxicated
ESC	Executive Safety Committee
FGA	First Group America
F.O.R.M.	First Occupational Rehabilitation Management
FTA	Federal Transit Administration
HR	Human Resources
LGM	General Manager
LOTO	Lock-Out/Tag-Out
LSM	Location Safety Manager
MNT	Maintenance
OPS	Operations
OSHA	Occupational Safety & Health Administration
PPE	Personal Protective Equipment
PRM	Performance Review Management
SMS	Safety Management System
SOP	Standard Operating Procedure
SRC	Safety Resource Center
SST	Safety Solutions Team
UK	United Kingdom
VP	Vice President

Metropolitan Transit System

Agenda Item No. 46

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

FISCAL YEAR (FY) 2022 MID-YEAR PERFORMANCE MONITORING REPORT (DENIS DESMOND)

INFORMATIONAL ONLY

Budget Impact

None.

DISCUSSION:

MTS Board Policy No. 42, "Transit Service Evaluation and Adjustment", establishes a process for evaluating existing transit services to achieve the objective of developing a customer-focused, competitive, integrated, and sustainable system. Additionally, federal Title VI guidance requires that certain performance measures be evaluated and reported to the Board periodically. The analyses show trends for the current fiscal year and help to track performance throughout the year.

The COVID-19 pandemic continues to impact MTS performance metrics in a number of ways. Staff from the Planning and Scheduling Department will provide a summary of service performance for the first half of FY 2022.

Update on COVID-19-Related Major Service Adjustments

On February 11, 2021, the MTS Board of Directors waived the requirement for a Policy 42 'major service change' process for the restoration of several services that have been reduced due to the pandemic. The following update is provided for the impacted services:

Route 854: Grossmont College partially re-opened for Fall 2022, but the emergence of the Omicron variant has returned the campus to distance-learning for early 2022. This reduced demand for access to the campus and bus driver staffing issues have challenged MTS's ability to provide the service. Therefore, the Route 854X service remains suspended for the Spring 2022 semester.

Rapid Express 280 & 290: These services are operating at approximately 50% of the normal schedule after some service was restored in January 2021. However, ridership remains 75%-80% below normal on these routes, so staff will continue to monitor the demand and add service as warranted.

Sorrento Valley Coaster Connection (SVCC): The five shuttle routes on the SVCC were initially reduced from 10 to four daily round trips each, to match the reduced COASTER schedule. NTCD restored COASTER services to previous levels and SVCC was similarly restored.

Silver Line (Vintage Trolley): MTS hasn't yet established a timeline for resumption of the weekend-only Silver Line service. The vintage PCC cars do not have barriers for drivers, and recreational travel demand remains very low.

Another update on these services will be provided with the FY 2022 Annual Performance Monitoring Report in Fall 2022.

Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Attachment: A. FY 2022 Q1-Q2 Performance Monitoring Report

Date: 02/02/22 rev

San Diego Metropolitan Transit System
POLICY 42 PERFORMANCE MONITORING REPORT
FY 2022: JULY 2021 - DECEMBER 2021

OBJECTIVE | Develop a Customer-Focused and Competitive System

The following measures of productivity and service quality are used to ensure that services are focused on providing competitive and attractive transportation that meets our customers' needs.

Total Passengers

Route Categories	FY 2020	FY 2021	FY 2022	# Change		% Change	
				FY20 - FY21	FY21 - FY22	FY20 - FY21	FY21 - FY22
Urban Frequent	15,317,678	6,362,058	8,652,558	(8,955,620)	2,290,500	-58.5%	36.0%
Urban Standard	3,787,951	1,622,406	2,164,969	(2,165,545)	542,563	-57.2%	33.4%
Rapid	3,551,875	1,009,420	1,883,478	(2,542,455)	874,058	-71.6%	86.6%
Express	1,012,521	341,436	477,411	(671,085)	135,975	-66.3%	39.8%
Circulator	464,026	124,856	232,850	(339,170)	107,994	-73.1%	86.5%
Premium/Rapid Express	141,280	15,271	34,743	(126,009)	19,472	-89.2%	127.5%
Rural	35,944	16,132	20,009	(19,812)	3,877	-55.1%	24.0%
Fixed-Bus Subtotal	**24,311,275**	**9,491,579**	**13,466,018**	**(14,819,696)**	**3,974,439**	**-61.0%**	**41.9%**
Light Rail (Blue, Orange, Green)	19,811,847	9,546,583	13,515,233	(10,265,264)	3,968,650	-51.8%	41.6%
Light Rail (Silver)	8,148	82	815	(8,066)	733	-99.0%	893.9%
Light Rail Subtotal	**19,819,995**	**9,546,665**	**13,516,048**	**(10,273,330)**	**3,969,383**	**-51.8%**	**41.6%**
ALL Fixed Route	**44,131,270**	**19,038,244**	**26,982,066**	**(25,093,026)**	**7,943,822**	**-56.9%**	**41.7%**
Demand-Resp. (MTS Access)	189,967	43,924	81,846	(146,043)	37,922	-76.9%	86.3%
Demand-Resp. (Access Taxi)	43,120	5,551	9,349	(37,569)	3,798	100.0%	68.4%
Demand-Resp. Subtotal	**233,087**	**49,475**	**91,195**	**(183,612)**	**41,720**	**-78.8%**	**84.3%**
System	**44,364,357**	**19,087,719**	**27,073,261**	**(25,276,638)**	**7,985,542**	**-57.0%**	**41.8%**

NOTES: Ridership is recovering from the low points of 2021 after a significant hit from COVID-19. However, many pandemic impacts continue, resulting in reduced passenger levels: schools are still operating remotely, many employees haven't returned to work, and there are still health concerns with new virus variants such as delta and omicron.

Average Weekday Passengers

Route Categories	FY 2020	FY 2021	FY 2022	# Change		% Change	
				FY20 - FY21	FY21 - FY22	FY20 - FY21	FY21 - FY22
Urban Frequent	99,129	39,290	54,968	(59,839)	15,678	-60.4%	39.9%
Urban Standard	25,671	10,598	14,543	(15,073)	3,944	-58.7%	37.2%
Rapid	23,423	6,085	12,150	(17,338)	6,065	-74.0%	99.7%
Express	7,219	2,360	3,311	(4,859)	950	-67.3%	40.3%
Circulator	3,225	926	1,660	(2,299)	734	-71.3%	79.2%
Premium/Rapid Express	1,103	119	274	(984)	155	-89.2%	130.2%
Rural	279	126	158	(153)	32	-54.9%	25.0%
Fixed-Bus Subtotal	**160,050**	**59,505**	**87,063**	**(100,545)**	**27,558**	**-62.8%**	**46.3%**
Light Rail (Blue, Orange, Green)	120,792	57,664	81,663	(63,127)	23,999	-52.3%	41.6%
Light Rail (Silver)	79	-	-	(79)	-	-100.0%	#DIV/0!
Light Rail Subtotal	**120,871**	**57,664**	**81,663**	**(63,206)**	**23,999**	**-52.3%**	**41.6%**
ALL Fixed Route	**280,921**	**117,169**	**168,726**	**(163,751)**	**51,557**	**-58.3%**	**44.0%**
Demand-Resp. (MTS Access)	1,348	286	458	(1,062)	172	-78.8%	59.9%
Demand-Resp. (Access Taxi)	280	38	51	(242)	13	100.0%	34.7%
Demand-Resp. Subtotal	**1,627**	**324**	**508**	**(1,304)**	**185**	**-80.1%**	**57.0%**
System	**282,548**	**117,493**	**169,235**	**(165,055)**	**51,741**	**-58.4%**	**44.0%**

NOTES: Similar to the overall passenger figures, average weekday ridership is recovering from COVID-19-related lows in 2021.

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Passengers per Revenue Hour

The 'passengers per revenue hour' metric shows how any added or removed **revenue hours** (in-service hours plus layover hours) relate to ridership increases or decreases. Increasing riders per revenue hour would indicate that the system is more efficient, for example, carrying more passengers with the same number of buses.

Route Categories	FY 2020	FY 2021	FY 2022	% Change	
				FY20 - FY21	FY21 - FY22
Urban Frequent	26.7	11.2	15.1	-58.2%	35.4%
Urban Standard	18.8	8.0	10.7	-57.3%	33.2%
Rapid	30.5	8.9	16.5	-70.9%	85.0%
Express	25.3	8.5	12.6	-66.4%	48.4%
Circulator	14.9	4.5	6.9	-69.6%	53.4%
Premium/Rapid Express	23.8	5.8	10.0	-75.5%	72.1%
Rural	14.3	6.1	7.5	-57.4%	23.0%
Fixed-Bus Subtotal	**25.0**	**9.9**	**13.9**	**-60.4%**	**40.7%**
Light Rail (Blue, Orange, Green)	227.0	102.6	137.2	-54.8%	33.7%
Light Rail (Silver)	21.1	6.9	11.9	-67.1%	71.7%
Light Rail Subtotal	**226.0**	**102.6**	**137.2**	**-54.6%**	**33.7%**
ALL Fixed Route	**41.7**	**18.1**	**25.3**	**-56.5%**	**39.9%**
Demand-Resp. (MTS Access)	2.0	1.3	1.4	-34.4%	9.7%
Demand-Resp. (Access Taxi)	3.31	3.6	2.8	100.0%	-20.7%
Demand-Resp. Subtotal	**2.1**	**1.4**	**1.5**	**-34.6%**	**7.4%**
System	**38.0**	**17.6**	**24.1**	**-53.8%**	**36.9%**

NOTES: MTS maintained stable service levels through most of the COVID-19 period, so this metric mirrors ridership trends.

Weekday Passengers per In-Service Hour

The 'passengers per in-service hour' measure is related to the above 'passengers per revenue hour,' but shows how many passengers are carried while the vehicle is in-service picking up passengers, excluding layover time. Analyzing this figure helps MTS to understand how effective it is at providing the right level of service (instead of how efficiently MTS is grouping trips and breaks together for a vehicle to operate [revenue hours]).

Route Categories	FY 2020	FY 2021	FY 2022	% Change	
				FY20 - FY21	FY21 - FY22
Urban Frequent	33.7	13.5	22.4	-60.1%	66.6%
Urban Standard	25.8	10.7	17.2	-58.8%	61.8%
Rapid	40.1	10.8	25.3	-73.0%	134.4%
Express	32.9	10.7	18.4	-67.4%	71.2%
Circulator	19.3	6.1	11.5	-68.2%	87.2%
Premium/Rapid Express	26.4	6.6	14.0	-74.9%	112.0%
Rural	14.3	6.1	12.8	-57.2%	109.7%
Fixed-Bus Subtotal	**32.2**	**12.2**	**21.1**	**-62.2%**	**73.1%**
Light Rail (Blue, Orange, Green)	272.7	119.4	160.9	-56.2%	34.8%
Light Rail (Silver)	23.6	-	-	-100.0%	0.0%
Light Rail Subtotal	**272.4**	**119.4**	**160.9**	**-56.2%**	**34.8%**
ALL Fixed Route	**51.9**	**21.8**	**36.4**	**-58.0%**	**66.7%**
Demand-Resp. (MTS Access)	2.0	1.3	1.4	N/A	N/A
Demand-Resp. (Access Taxi)	3.2	3.6	2.8	N/A	N/A
Demand-Resp. Subtotal	2.1	1.4	1.5	N/A	N/A
System	**45.8**	**21.0**	**34.0**	**-54.2%**	**62.1%**

NOTES: The Weekday Passengers per In-Service Hour metric followed the same trends as Passengers per Revenue Hour.

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On-Time Performance

On-time performance (OTP) is measured at each bus timepoint for every trip; buses departing timepoints within 0-5 minutes of the scheduled time are considered to be "on-time." Trolley trips arriving at their end terminal within 0-5 minutes of the scheduled time are considered to be "on-time." OTP is measured by service change period in order to show the results of scheduling changes. MTS' goal for on-time performance is 85% for Urban Frequent and Rapid bus routes, and 90% for Trolley and all other bus route categories. Each route is continually evaluated to determine if performance below the target is a result of issues that MTS controls, such as driver performance or scheduling, or situations outside MTS' direct control, such as construction, traffic congestion, and passenger issues. **Performance of fixed bus routes is heavily impacted by construction, stop signs and stop lights, and traffic when they travel through high density corridors.**

Route Categories	Service Change Period					*GOAL*
	June 2020	**Sept. 2020**	**Jan. 2021**	**June 2021**	**Sept. 2021**	
Urban Frequent	91.7%	91.9%	90.5%	87.8%	85.3%	*85.0%*
Urban Standard	92.8%	92.3%	91.9%	89.1%	86.8%	*90.0%*
Rapid	94.2%	94.0%	93.2%	90.2%	88.5%	*85.0%*
Express	95.1%	94.5%	94.5%	92.9%	92.3%	*90.0%*
Circulator	92.7%	93.1%	91.9%	87.8%	86.0%	*90.0%*
Premium/Rapid Express	91.3%	91.2%	97.6%	97.0%	94.8%	*90.0%*
Rural	N/A	N/A	N/A	N/A	N/A	
Demand-Resp. (Access & Taxi)	N/A	N/A	N/A	N/A	N/A	
Light Rail (Blue, Orange, Green)	98.0%	97.6%	97.4%	97.1%	95.7%	*90.0%*
Light Rail (Silver)	N/A	N/A	N/A	N/A	N/A	*90.0%*
System	**92.8%**	**92.9%**	**91.9%**	**89.0%**	**86.8%**	

NOTES: Overall, on-time performance remains high due to reduced traffic and ridership related to COVID-19, but returning congestion is starting to impact some modes.

OBJECTIVE | Develop a Sustainable System

The following measures are used to ensure that transit resources are deployed efficiently and do not exceed budgetary constraints. These resources may be increased over the budgeted amounts in order to respond to heavy passenger loads, special events, or unplanned detours due to construction or route changes. They may be lower than budgeted if underperforming services are reduced, or if not all of the planned capacity is required to meet the ridership demand.

Scheduled In-Service Hours (Weekly Total)

Operator	Sept. 2020	Sept. 2021	# Diff	% Diff
MTS Directly-Operated Bus	12,817	12,863	46	0.4%
MTS Contracted Fixed-Route Bus	16,155	16,436	282	1.7%
MTS Rail	3,102	3,101	(1)	0.0%
System	**32,074**	**32,400**	**326**	**1.0%**

NOTES: Scheduled hours of service were largely flat year-over-year. Note that these figures are from the September shake-ups, and therefore do not reflect service added for the Mid-Coast LRT project (implemented in November 2021).

Scheduled In-Service Miles (Weekly Total)

Operator	Sept. 2020	Sept. 2021	# Diff	% Diff
MTS Directly-Operated Bus	188,281	188,344	63	0.0%
MTS Contracted Fixed-Route Bus	221,516	225,813	4,297	1.9%
MTS Rail	65,481	65,456	(25)	0.0%
System	**475,278**	**479,613**	**4,335**	**0.9%**

NOTES: Scheduled miles of service were largely flat year-over-year. Note that these figures are from the September shake-ups, and therefore do not reflect service added for the Mid-Coast LRT project (implemented in November 2021).

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Scheduled Weekday Peak-Vehicle Requirement

This measure shows the maximum number of vehicles that are on the road at any one time (a weekday peak period) in order to provide the levels of service that have been scheduled.

Operator	Sept. 2020	Sept. 2021	# Change FY21 - FY22
MTS Directly-Operated Bus	220	220	0
MTS Contracted Fixed-Route Bus	290	297	7
MTS Rail	96	97	1

NOTES: Contract Services' peak bus requirement increased due to some school tripper and Rapid Express trips restored in 2021.

Scheduled In-Service Speed (MPH) (Weekday)

Operator	Sept. 2020	Sept. 2021	% Change FY21 - FY22
MTS Directly-Operated Bus	14.6	14.6	-0.3%
MTS Contracted Fixed-Route Bus	13.7	13.7	0.4%
MTS Rail	21.1	21.1	0.0%

NOTES: Scheduled bus speeds remained relatively flat year-over-year.

Scheduled In-Service Miles/Total Miles (Weekday)

The 'in-service miles per total miles' ratio is only calculated for MTS in-house operations, as contractors are responsible for bus and driver assignments (runcutting) for MTS Contract Services.

Operator	Sept. 2020	Sept. 2021	% Change FY21 - FY22
MTS Directly-Operated Bus	86.8%	86.5%	-0.3%
MTS Contracted Fixed-Route Bus	N/A	N/A	N/A
MTS Rail	98.5%	98.5%	0.0%

NOTES: Efficiency of scheduling has kept the ratio consistent over time.

Scheduled In-Service Hours/Total Hours (Weekday)

As with the mileage statistic, 'in-service hours' per total hours are only calculated for MTS in-house operations.

Operator	Sept. 2020	Sept. 2021	% Change FY21 - FY22
MTS Directly-Operated Bus	75.8%	75.7%	-0.1%
MTS Contracted Fixed-Route Bus	N/A	N/A	N/A
MTS Rail (Layover Included)	85.6%	85.6%	0.0%

NOTES: Efficiency of scheduling has kept the ratio consistent over time.

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FY 2022 SEMI-ANNUAL ROUTE STATISTICS (Q1-Q2)

BASE STATISTICS

Route	Cat	Jurisdiction (#=SD Dist.)	Q1-Q2 Passengers	FY21-22 % Change	Avg. Wkdy. Psgrs.	Psgrs./ Rev. Hr.	Cost/ Psgr.	Average Fare	Subsidy/ Psgr.	Farebox Recovery	Budgeted Rev.Svc. Hours	Budgeted Rev.Svc. Miles
Blue	**LRT**	3,8,**NC,CV**	7,441,197	45.3%	46,235	175.3	$ 2.84	$ 0.55	$ 2.29	19.4%	36,195	771,034
Orange	**LRT**	3,4,8,9,**LG,LM,EC**	2,642,683	31.5%	15,728	106.4	$ 4.67	$ 0.55	$ 4.12	11.8%	21,990	441,536
Green	**LRT**	2,3,7,9,**LM,EC,ST**	3,431,353	42.1%	19,700	110.0	$ 4.52	$ 0.55	$ 3.97	12.2%	27,727	590,260
Silver	**LRT**	3	815	893.9%	-	11.9	$ 41.68	$ 0.41	$ 41.26	1.0%	-	-
1	**Frq**	3,7,9,**LM**	360,760	27.3%	2,322	14.6	$ 4.85	$ 1.16	$ 3.68	24.0%	24,968	223,385
2	**Frq**	3	213,025	46.7%	1,341	12.3	$ 10.84	$ 1.22	$ 9.62	11.2%	17,464	135,260
3	**Frq**	3,4,8,9	448,810	24.6%	2,928	16.5	$ 3.70	$ 1.14	$ 2.56	30.8%	27,386	212,457
4	Std	3,4,8,9	204,406	28.5%	1,310	16.1	$ 8.24	$ 1.18	$ 7.06	14.4%	12,751	132,116
5	**Frq**	3,4,8,9	201,312	33.5%	1,353	16.0	$ 3.88	$ 1.12	$ 2.75	28.9%	12,612	99,550
6	**Frq**	3,7	102,011	18.3%	630	11.1	$ 11.95	$ 1.23	$ 10.72	10.3%	9,249	80,718
7	**Frq**	3,4,9	691,832	33.7%	4,085	18.6	$ 7.12	$ 1.20	$ 5.93	16.8%	37,356	288,644
8	**Frq**	2,3	157,419	46.4%	832	13.5	$ 9.86	$ 1.23	$ 8.63	12.5%	11,757	121,716
9	**Frq**	2,3	103,972	52.0%	585	11.9	$ 11.12	$ 1.23	$ 9.89	11.1%	8,751	88,336
10	**Frq**	2,3,4,9	343,987	23.8%	2,199	17.1	$ 7.77	$ 1.24	$ 6.53	15.9%	20,246	182,754
11	**Frq**	3,9	221,007	49.1%	1,437	11.9	$ 11.20	$ 1.22	$ 9.98	10.9%	18,723	184,608
12	**Frq**	3,4,8,9	331,434	37.0%	2,135	15.2	$ 8.75	$ 1.19	$ 7.56	13.6%	21,935	211,860
13	**Frq**	4,7,9,**NC**	576,963	36.7%	3,691	19.4	$ 6.86	$ 1.20	$ 5.66	17.5%	29,937	299,129
14	Circ	7,9,**LM**	15,380	67.3%	121	4.8	$ 14.87	$ 1.07	$ 13.80	7.2%	3,227	31,741
18	Circ	3,7	5,570	22.7%	44	4.2	$ 16.76	$ 1.12	$ 15.64	6.7%	1,317	19,884
20	Exp	3,5,6,7	143,535	38.4%	930	8.3	$ 16.02	$ 1.24	$ 14.78	7.7%	17,401	327,505
25	Circ	6,7	15,452	71.2%	121	4.9	$ 14.39	$ 1.11	$ 13.27	7.7%	3,133	39,644
27	Std	2,6	78,325	79.7%	540	9.7	$ 7.47	$ 1.16	$ 6.31	15.6%	8,136	74,668
28	Std	2,3	95,891	54.5%	611	15.2	$ 3.56	$ 1.14	$ 2.42	32.1%	6,395	43,622
30	**Frq**	1,2,3	419,253	53.0%	2,510	12.5	$ 10.63	$ 1.20	$ 9.43	11.3%	33,741	421,132
31	Std	1,6	29,596	22.7%	233	12.1	$ 11.00	$ 1.25	$ 9.75	11.4%	2,450	29,550
35	**Frq**	2,3	159,129	28.5%	969	14.1	$ 3.46	$ 1.17	$ 2.29	33.8%	11,360	70,374
41	**Frq**	1,6,7	311,783	103.5%	2,077	17.4	$ 7.64	$ 1.21	$ 6.43	15.9%	18,046	229,999
43~	**Frq**	2,6	27,135	100.0%	779	9.4	$ 14.09	$ 1.49	$ 12.60	10.6%	2,923	29,014
44	**Frq**	2,3,6,7	269,119	34.7%	1,692	15.2	$ 8.72	$ 1.20	$ 7.52	13.7%	17,723	196,088
50~~	Exp	1,2,3,6	25,844	33.1%	256	8.6	$ 15.38	$ 1.15	$ 14.23	7.5%	2,994	45,456
60	Exp	1,3,4,6,9	21,108	10.5%	166	12.9	$ 10.32	$ 1.21	$ 9.11	11.7%	1,643	29,594
83	Circ	3	6,749	54.8%	53	4.2	$ 16.88	$ 1.08	$ 15.80	6.4%	1,613	12,974
84	Circ	2	6,115	33.9%	48	4.1	$ 17.39	$ 1.09	$ 16.30	6.3%	1,505	17,788
88	Circ	3,7	29,524	38.2%	187	8.0	$ 6.75	$ 1.19	$ 5.56	17.6%	3,692	25,848
105	Std	1,2,3,6	90,741	59.2%	626	12.8	$ 10.39	$ 1.21	$ 9.18	11.6%	7,114	88,740
110	Exp	3,6	9,918	(28.4%)	78	10.7	$ 12.47	$ 1.25	$ 11.22	10.0%	933	20,094
115	Std	7,9,**LM,EC**	53,673	89.9%	365	6.4	$ 13.09	$ 1.20	$ 11.89	9.2%	8,451	92,459
120	**Frq**	3,6,7	186,581	29.7%	1,178	10.9	$ 12.14	$ 1.23	$ 10.92	10.1%	17,134	180,926
140~	Exp	1,2	3,972	100.0%	104	2.9	$ 45.53	$ 1.46	$ 44.06	3.2%	1,387	16,408
150~~	Exp	1,2,3	172,077	59.8%	1,560	17.6	$ 7.54	$ 1.17	$ 6.36	15.6%	9,762	155,282
201/202^	**Rpd**	1	702,854	349.3%	4,753	32.0	$ 4.15	$ 1.26	$ 2.89	30.4%	22,028	192,214
204^	**Rpd**	1	21,043	332.2%	166	10.1	$ 13.11	$ 1.24	$ 11.87	9.5%	2,079	15,504
215^	**Rpd**	3,9	501,580	34.5%	2,978	16.9	$ 7.87	$ 1.21	$ 6.66	15.4%	29,880	297,485
225^	**Rpd**	3,8,**CV**	181,950	51.6%	1,147	8.4	$ 18.40	$ 1.50	$ 16.90	8.1%	21,724	440,476

TITLE VI MONITORING (FY 2021 Annual Statistics) ~

Route	Minority Route	On-Time Perf. Goal	On-Time Perf. Actual	Weekday Headway Goal	Weekday Headway Peak	Weekday Headway Base	Vehicle Load Factor ~~ Goal	Vehicle Load Factor ~~ % trips over VLF	Vehicle Load Factor ~~ > 20%?
Blue	✓	90%	93%	15 min.	7.5	15	3.00	0%	No
Orange	✓	90%	96%	15 min.	15	15	3.00	0%	No
Green		90%	90%	15 min.	15	15	3.00	0%	No
Silver		90%	100%	15 min.	30	30	3.00	0%	No
1		85%	92%	15 min.	15	15	1.50	0%	No
2		85%	93%	15 min.	12	15	1.50	0%	No
3	✓	85%	89%	15 min.	12	12	1.50	0%	No
4	✓	85%	90%	30 min.	30	30	1.50	0%	No
5	✓	85%	94%	15 min.	12	12	1.50	0%	No
6		85%	92%	15 min.	15	15	1.50	0%	No
7	✓	85%	92%	15 min.	10	10	1.50	0%	No
8		85%	88%	15 min.	20	20	1.50	0%	No
9		85%	85%	15 min.	20	20	1.50	0%	No
10		85%	90%	15 min.	12	15	1.50	0%	No
11		85%	92%	15 min.	15	15	1.50	0%	No
12	✓	85%	92%	15 min.	7.5/15	15	1.50	0%	No
13	✓	85%	91%	15 min.	12	12	1.50	0%	No
14		90%	97%	60 min.	60	60	1.00	0%	No
18		90%	97%	60 min.	30	30	1.00	0%	No
20		90%	95%	30 min.	15/30	30	1.50	0%	No
25		90%	96%	60 min.	60	60	1.00	0%	No
27		85%	86%	30 min.	30	30	1.50	0%	No
28		85%	94%	30 min.	15/30	30	1.50	0%	No
30		85%	91%	15 min.	15	15	1.50	0%	No
31	✓	85%	93%	30 min.	30	-	1.50	0%	No
35		85%	91%	15 min.	15	15	1.50	0%	No
41		85%	96%	15 min.	7.5/15	15	1.50	0%	No
43		85%		15 min.	15	15			
44	✓	85%	92%	15 min.	7.5/15	15	1.50	0%	No
50		90%	93%	30 min.	30	-	1.50	0%	No
60		90%	96%	30 min.	20/30	-	1.50	0%	No
83		90%	96%	60 min.	60	60	1.00	0%	No
84		90%	95%	60 min.	60	60	1.00	0%	No
88		90%	86%	60 min.	30	30	1.00	0%	No
105		85%	95%	30 min.	30	30	1.50	0%	No
110		90%	99%	30 min.	20/30	-	1.50	0%	No
115		85%	96%	30 min.	30	30	1.50	0%	No
120		85%	90%	15 min.	15/30	15/30	1.50	0%	No
140		90%		30 min.	15	30			
150		90%	92%	30 min.	7.5/15/30	30	1.50	0%	No
201/202^		85%	97%	15 min.	5	10	1.50	0%	No
204^		85%	81%	15 min.	30	30	1.50	0%	No
215^		85%	94%	15 min.	10	15	1.50	0%	No
225^	✓	85%	92%	15 min.	15	30	1.50	0%	No

Date: 02/02/22 rev

San Diego Metropolitan Transit System
POLICY 42 PERFORMANCE MONITORING REPORT
FY 2022: JULY 2021 - DECEMBER 2021

FY 2022 SEMI-ANNUAL ROUTE STATISTICS (Q1-Q2)

BASE STATISTICS

Route	Cat	Jurisdiction (#=SD Dist.)	Q1-Q2 Passengers	FY21-22 % Change	Avg. Wkdy. Psgrs.	Psgrs./ Rev. Hr.	Cost/ Psgr.	Average Fare	Subsidy/ Psgr.	Farebox Recovery	Budgeted Rev.Svc. Hours	Budgeted Rev.Svc. Miles
235^	**Rpd**	3,5,6,9,**Esc**	418,600	26.2%	2,655	12.6	$ 10.50	$ 1.22	$ 9.28	11.6%	33,249	782,975
237^	**Rpd**	1,6	57,451	144.5%	452	9.7	$ 13.66	$ 1.23	$ 12.43	9.0%	5,922	72,739
280	RpEx	3,5,**Esc**	16,917	96.3%	133	9.5	$ 27.52	$ 3.26	$ 24.26	11.8%	1,786	56,380
290	RpEx	3,5	17,826	168.0%	140	10.7	$ 19.50	$ 2.96	$ 16.54	15.2%	1,672	42,053
701	**Frq**	**CV**	141,165	48.2%	1,013	11.0	$ 7.21	$ 1.17	$ 6.04	16.2%	12,945	129,624
704	Std	**CV**	127,206	44.8%	885	12.1	$ 7.01	$ 1.19	$ 5.82	17.0%	10,612	113,674
705	Std	**CV,NC,Cty**	59,306	60.9%	435	10.2	$ 6.73	$ 1.19	$ 5.53	17.8%	5,861	50,886
707	Std	**CV**	33,343	68.7%	263	6.7	$ 10.57	$ 1.19	$ 9.38	11.3%	4,991	44,734
709	**Frq**	**CV**	198,224	53.2%	1,364	13.3	$ 6.58	$ 1.17	$ 5.42	17.7%	15,584	171,260
712	**Frq**	**CV**	172,632	52.1%	1,180	14.3	$ 5.61	$ 1.17	$ 4.44	20.8%	12,093	123,362
815	**Frq**	**EC**	121,667	16.1%	793	14.3	$ 4.05	$ 1.24	$ 2.81	30.6%	8,582	63,651
816	Std	**EC,Cty**	37,124	14.2%	291	8.6	$ 9.92	$ 1.28	$ 8.65	12.9%	4,328	47,562
832	Std	**ST**	9,473	80.4%	69	7.1	$ 10.94	$ 1.20	$ 9.74	11.0%	1,343	14,082
833	Std	**EC,ST**	27,340	23.1%	173	7.4	$ 9.58	$ 1.11	$ 8.48	11.5%	3,707	36,737
834	Std	**ST**	9,207	86.6%	72	7.6	$ 10.43	$ 1.27	$ 9.16	12.2%	1,209	12,400
838	Std	**Cty**	58,173	6.2%	318	8.2	$ 8.66	$ 1.13	$ 7.53	13.1%	5,209	78,287
848	Std	**EC,Cty**	77,583	11.9%	489	9.7	$ 7.71	$ 1.22	$ 6.49	15.8%	8,058	77,200
851	Circ	**LM,Cty**	17,408	42.2%	137	10.0	$ 7.11	$ 1.12	$ 6.00	15.7%	1,756	20,418
852	Std	4,9,**LM**	83,796	31.0%	522	9.0	$ 7.81	$ 1.23	$ 6.58	15.8%	9,362	84,757
854	Std	7,**LM**	13,199	40.7%	104	7.5	$ 11.08	$ 1.22	$ 9.86	11.0%	1,769	18,828
855	Std	**LM,Cty**	53,950	25.6%	361	11.8	$ 6.19	$ 1.23	$ 4.96	19.9%	4,585	43,237
856	Std	4,9,**LG,Cty**	138,788	22.0%	975	11.7	$ 7.13	$ 1.23	$ 5.90	17.3%	11,962	128,136
864	Std	**EC,Cty**	115,638	17.5%	697	15.0	$ 4.46	$ 1.25	$ 3.22	27.9%	7,790	66,672
872	Std	**EC**	10,983	24.8%	86	6.6	$ 8.05	$ 1.22	$ 6.83	15.1%	1,668	11,422
874/875	Std	**EC**	97,038	16.1%	642	11.3	$ 6.64	$ 1.25	$ 5.39	18.8%	8,660	83,346
888	Rural	**EC,Cty**	521	2.6%	10	1.7	$ 135.57	$ 4.24	$ 131.33	3.1%	281	8,917
891	Rural	**EC,Cty**	152	(38.0%)	6	1.1	$ 207.99	$ 4.63	$ 203.36	2.2%	165	4,584
892	Rural	**EC,Cty**	188	63.5%	7	1.3	$ 179.45	$ 5.84	$ 173.60	3.3%	171	4,561
894	Rural	**EC,Cty**	19,148	25.4%	151	9.2	$ 20.93	$ 3.94	$ 16.99	18.8%	2,765	51,077
901	**Frq**	3,8,**IB,Cor**	234,567	39.1%	1,456	11.2	$ 9.49	$ 1.19	$ 8.31	12.5%	21,090	283,466
904*	Circ	**Cor**	43,727	862.5%	237	9.7	$ 4.06	$ 0.10	$ 3.97	2.4%	4,415	22,166
905	Std	8	176,995	54.3%	1,282	22.9	$ 4.84	$ 1.23	$ 3.61	25.3%	7,802	110,156
906/907	**Frq**	8	432,631	17.3%	2,727	19.8	$ 2.80	$ 1.17	$ 1.63	41.9%	22,012	155,176
909	Circ	8	22,869	88.6%	180	12.4	$ 7.81	$ 1.27	$ 6.54	16.3%	1,846	22,692
916/917	Std	4,**LG**	42,836	15.9%	295	7.4	$ 11.93	$ 1.13	$ 10.80	9.5%	5,867	67,488
921	Std	1,6	70,596	61.8%	422	8.9	$ 8.17	$ 1.22	$ 6.95	14.9%	7,976	77,824
923	Std	2,3	54,098	48.6%	425	8.0	$ 8.97	$ 1.18	$ 7.80	13.1%	6,760	61,722
928	Std	6,7	58,047	1.6%	407	7.9	$ 11.25	$ 1.27	$ 9.98	11.3%	7,404	84,242
929	**Frq**	3,8,**CV,NC**	564,542	18.9%	3,584	17.6	$ 4.44	$ 1.18	$ 3.26	26.5%	32,270	320,240
932	**Frq**	8,**CV,NC**	320,778	34.0%	2,149	15.9	$ 4.85	$ 1.17	$ 3.69	24.1%	20,346	198,944
933/934	**Frq**	8,**IB**	476,480	42.7%	3,147	16.6	$ 5.62	$ 1.17	$ 4.45	20.8%	28,932	342,088
936	Std	4,9,**LG,Cty**	122,009	11.5%	686	11.7	$ 5.86	$ 1.23	$ 4.63	21.0%	10,563	92,322
944	Std	5,**PW**	17,376	31.9%	126	4.5	$ 15.88	$ 1.13	$ 14.75	7.1%	3,915	42,142
945	Std	5,**PW**	39,110	49.5%	281	6.5	$ 10.97	$ 1.10	$ 9.87	10.0%	6,107	85,015
945A	Std	**PW**	3,538	#DIV/0!	-	6.2	$ -	$ -	$ -	9.7%	535	7,060
950	Exp	8	100,957	30.0%	685	26.2	$ 5.25	$ 1.23	$ 4.02	23.5%	3,915	67,542
955	**Frq**	4,8,9,**NC**	389,518	29.5%	2,523	15.9	$ 4.59	$ 1.15	$ 3.44	25.0%	24,723	228,378

TITLE VI MONITORING (FY 2021 Annual Statistics) ~

Route	Minority Route	On-Time Perf. Goal	On-Time Perf. Actual	Weekday Headway Goal	Weekday Headway Peak	Weekday Headway Base	Vehicle Load Factor ~~ Goal	Vehicle Load Factor ~~ % trips over VLF	Vehicle Load Factor ~~ > 20%?
235^		85%	92%	15 min.	15	15	1.50	0%	No
237^	✓	85%	97%	15 min.	15	-	1.50	0%	No
280		90%	97%	30 min.	15	-	1.00	0%	No
290		90%	98%	30 min.	10	-	1.00	0%	No
701	✓	85%	92%	15 min.	15	15	1.50	0%	No
704	✓	85%	93%	30 min.	30	30	1.50	0%	No
705	✓	85%	95%	30 min.	30/60	30/60	1.50	0%	No
707	✓	85%	92%	30 min.	30	30	1.50	0%	No
709	✓	85%	93%	15 min.	7.5/15	15	1.50	0%	No
712	✓	85%	94%	15 min.	15	15	1.50	0%	No
815		85%	93%	15 min.	15	15	1.50	0%	No
816		85%	95%	30 min.	30	30	1.50	0%	No
832		85%	91%	30 min.	60	60	1.50	0%	No
833		85%	88%	30 min.	35-45	35-45	1.50	0%	No
834		85%	91%	30 min.	60	60	1.50	0%	No
838		85%	86%	30 min.	60	60	1.50	0%	No
848		85%	93%	30 min.	30	30	1.50	0%	No
851	✓	90%	95%	60 min.	60	60	1.00	0%	No
852		85%	92%	30 min.	30	30	1.50	0%	No
854		85%	96%	30 min.	30/60	30/60	1.50	0%	No
855		85%	96%	30 min.	30	30	1.50	0%	No
856	✓	85%	90%	30 min.	30	30	1.50	0%	No
864		85%	92%	30 min.	30	30	1.50	0%	No
872		85%	94%	30 min.	30	30	1.50	0%	No
874/875		85%	94%	30 min.	30	30	1.50	0%	No
888									
891									
892									
894									
901		85%	87%	15 min.	15	30	1.50	0%	No
904*		90%	92%	60 min.	60	60	1.50	0%	No
905	✓	85%	87%	30 min.	15/30	30	1.50	0%	No
906/907	✓	85%	91%	15 min.	15	15	1.50	0%	No
909	✓	90%	96%	60 min.	60+	60+	1.5	0%	No
916/917	✓	85%	89%	30 min.	30/60	30/60	1.50	0%	No
921	✓	85%	94%	30 min.	30	30	1.50	0%	No
923		85%	91%	30 min.	30	30	1.50	0%	No
928		85%	93%	30 min.	30	30	1.50	0%	No
929	✓	85%	84%	15 min.	12	15	1.00	0%	No
932	✓	85%	90%	15 min.	15	15	1.50	0%	No
933/934	✓	85%	89%	15 min.	12	15	1.50	0%	No
936	✓	85%	90%	30 min.	30	30	1.50	0%	No
944		85%	96%	30 min.	30	30	1.00	0%	No
945		85%	94%	30 min.	30	30	1.50	0%	No
945A		85%	96%	30 min.	30	30	1.50	0%	No
950	✓	90%	98%	30 min.	12/20	20	1.50	0%	No
955	✓	85%	91%	15 min.	12	12	1.50	0%	No

Date: 02/02/22 rev

San Diego Metropolitan Transit System
POLICY 42 PERFORMANCE MONITORING REPORT
FY 2022: JULY 2021 - DECEMBER 2021

FY 2022 SEMI-ANNUAL ROUTE STATISTICS (Q1-Q2)

BASE STATISTICS

Route	Cat	Jurisdiction (#=SD Dist.)	Q1-Q2 Passengers	FY21-22 % Change	Avg. Wkdy. Psgrs.	Psgrs./ Rev. Hr.	Cost/ Psgr.	Average Fare	Subsidy/ Psgr.	Farebox Recovery	Budgeted Rev.Svc. Hours	Budgeted Rev.Svc. Miles
961	**Frq**	4,**NC**	172,070	60.0%	1,097	14.6	$ 5.52	$ 1.19	$ 4.33	21.5%	11,838	121,308
962	**Frq**	4,**NC,Cty**	176,834	19.5%	1,114	13.6	$ 5.84	$ 1.18	$ 4.66	20.1%	13,037	131,676
963	Std	4,**NC**	46,736	20.7%	294	9.9	$ 6.56	$ 1.19	$ 5.37	18.1%	4,761	39,068
964	Circ	5,6	39,205	53.8%	309	7.6	$ 9.30	$ 1.12	$ 8.17	12.1%	5,152	49,196
965	Circ	9	17,653	34.6%	120	7.4	$ 9.52	$ 1.08	$ 8.43	11.4%	2,391	24,331
967	Std	4,**NC**	12,548	55.2%	99	7.0	$ 10.17	$ 1.09	$ 9.08	10.8%	1,803	16,053
968	Std	**NC**	16,301	70.2%	128	7.8	$ 10.17	$ 1.20	$ 8.96	11.8%	2,083	21,047
972**	Circ	1,6	2,015	77.7%	15	3.1	$ 24.18	$ 0.78	$ 23.40	3.2%	655	7,605
973**	Circ	1,6	2,838	165.2%	22	4.3	$ 17.50	$ 0.78	$ 16.73	4.4%	664	9,333
974 ***	Circ	1	2,659	455.1%	21	4.3	$ 17.18	$ 0.78	$ 16.40	4.5%	610	6,153
978**	Circ	1	2,852	364.5%	22	4.4	$ 16.97	$ 0.78	$ 16.20	4.6%	648	7,401
979**	Circ	1	1,776	78.5%	14	2.8	$ 26.33	$ 0.78	$ 25.55	3.0%	626	5,720
985~	Circ	1	1,058	100.0%	39	3.4	$ 20.90	$ 1.37	$ 19.53	6.6%	312	3,554
992	Frq	2,3	125,918	72.5%	692	10.9	$ 5.72	$ 1.26	$ 4.46	22.0%	11,644	92,103
Access	D.R.	ALL	81,846	86.3%	458	1.4	$ 74.43	$ 4.28	$ 70.15	5.8%		
Taxi	D.R.	ALL	9,349	68.4%	51	2.8	$ 37.40	$ 4.59	$ 32.81	12.3%		
TOTAL			**27,073,261**	41.8%	**169,235**	**24.1**	**$ 5.71**	**$ 0.89**	**$ 4.82**	**15.6%**	**1,057,621**	**12,454,603**

TITLE VI MONITORING (FY 2021 Annual Statistics) ~

Route	Minority Route	On-Time Perf. Goal	On-Time Perf. Actual	Weekday Headway Goal	Weekday Headway Peak	Weekday Headway Base	Vehicle Load Factor ~~ Goal	Vehicle Load Factor ~~ %trips over VLF	Vehicle Load Factor ~~ > 20%?
961	✓	*85%*	94%	*15 min.*	15/30	15/30	*1.50*	0%	No
962	✓	*85%*	91%	*15 min.*	15	15	*1.50*	0%	No
963	✓	*85%*	93%	*30 min.*	30	30	*1.50*	0%	No
964	✓	*90%*	93%	*60 min.*	30	30	*1.00*	0%	No
965	✓	*90%*	87%	*60 min.*	35-45	35-45	*1.00*	0%	No
967	✓	*85%*	95%	*30 min.*	60	60	*1.50*	0%	No
968	✓	*85%*	92%	*30 min.*	60+	60+	*1.50*	0%	No
972**							*1.00*	0%	No
973**	✓						*1.00*	0%	No
974 ***							*1.00*	0%	No
978**							*1.00*	0%	No
979**							*1.00*	0%	No
985		*90%*		*15 min.*	15	15			
992		*85%*	78%	*15 min.*	15	15	*1.50*	0%	No

*FTA defines **Minority** persons to include the following: (1) American Indian and Alaska Native, (2) Asian, (3) Black or African American, (4) Hispanic or Latino, (5) Native Hawaiian or Other Pacific Islander.*
*FTA defines **Minority Route** as one with at least 1/3 of its total mileage in a census block(s) with a percentage of minority population that exceeds the percentage of minority population in the entire MTS service area.*
Source: https://www.transit.dot.gov/sites/fta.dot.gov/files/dovs/FTA_Title_VI_FINAL.pdf

Route Category	Q1-Q2 Passengers	FY19-20 % Change	Avg. Wkday. Psgrs.	Psgrs./ Rev. Hr.	Cost/ Psgr.	Average Fare	Subsidy/ Psgr.	Farebox Recovery
Urban Frequent	8,652,558	36.0%	54,968	15.1	$ 6.73	$ 1.19	$ 5.54	17.7%
Urban Standard	2,164,969	33.4%	14,543	10.7	$ 7.70	$ 1.20	$ 6.50	15.6%
Rapid ^	1,883,478	86.6%	12,150	16.5	$ 8.32	$ 1.26	$ 7.06	15.2%
Express	477,411	39.8%	3,311	12.6	$ 10.57	$ 1.21	$ 9.36	11.5%
Circulator	232,850	86.5%	1,660	6.9	$ 9.61	$ 0.93	$ 8.68	9.6%
Premium/Rapid Express	34,743	127.5%	274	10.0	$ 23.40	$ 3.11	$ 20.30	13.3%
Rural ^^	20,009	24.0%	158	7.5	$ 26.83	$ 3.97	$ 22.85	14.8%
Fixed Bus Subtotal	**13,466,018**	**41.9%**	**87,063**	**13.9**	**$ 7.37**	**$ 1.21**	**$ 6.16**	**16.4%**
Light Rail (B,O,G)	13,515,233	41.6%	81,663	137.2	$ 3.62	$ 0.55	$ 3.07	15.2%
Light Rail (Silver)	815	893.9%	-	11.9	$ 41.68	$ 0.41	$ 41.26	1.0%
Light Rail Subtotal	**13,516,048**	**41.6%**	**81,663**	**137.2**	**$ 3.63**	**$ 0.55**	**$ 3.08**	**15.2%**
ALL Fixed-Route	**26,982,066**	**41.7%**	**168,726**	**25.3**	**$ 5.49**	**$ 0.88**	**$ 4.61**	**16.0%**
MTS Access	81,846	86.3%	458	1.4	$ 74.43	$ 4.28	$ 70.15	5.8%
Access Taxi	9,349	68.4%	51	2.8	$ 37.40	$ 4.59	$ 32.81	12.3%
Demand-Resp Subtotal	**91,195**	**84.3%**	**508**	**1.5**	**$ 70.64**	**$ 4.31**	**$ 66.32**	**6.1%**
System Total	**27,073,261**	**41.8%**	**169,235**	**24.1**	**$ 5.71**	**$ 0.89**	**$ 4.82**	**15.6%**

SERVICE AVAILABILITY

Goal	Actual	
80% of residents or jobs within ½ mile of a bus stop or rail station in urban area	*% of **residents** within 1/2 mile of a bus stop or rail station in urban areas:* **99.0%**	*% of **jobs** within 1/2 mile of a bus stop or rail station in urban areas:* **99.2%**
100% of suburban residences within 5 miles of a bus stop or rail station.	% of suburban residents within 5 miles of a bus stop or rail station: **100.0%**	
One return trip at least 2 days/week to destinations from rural villages (defined as Lakeside and Alpine).	*Available Service:* **Route 848 serves Lakeside seven days a week and Route 838 serves Alpine seven days a week.**	

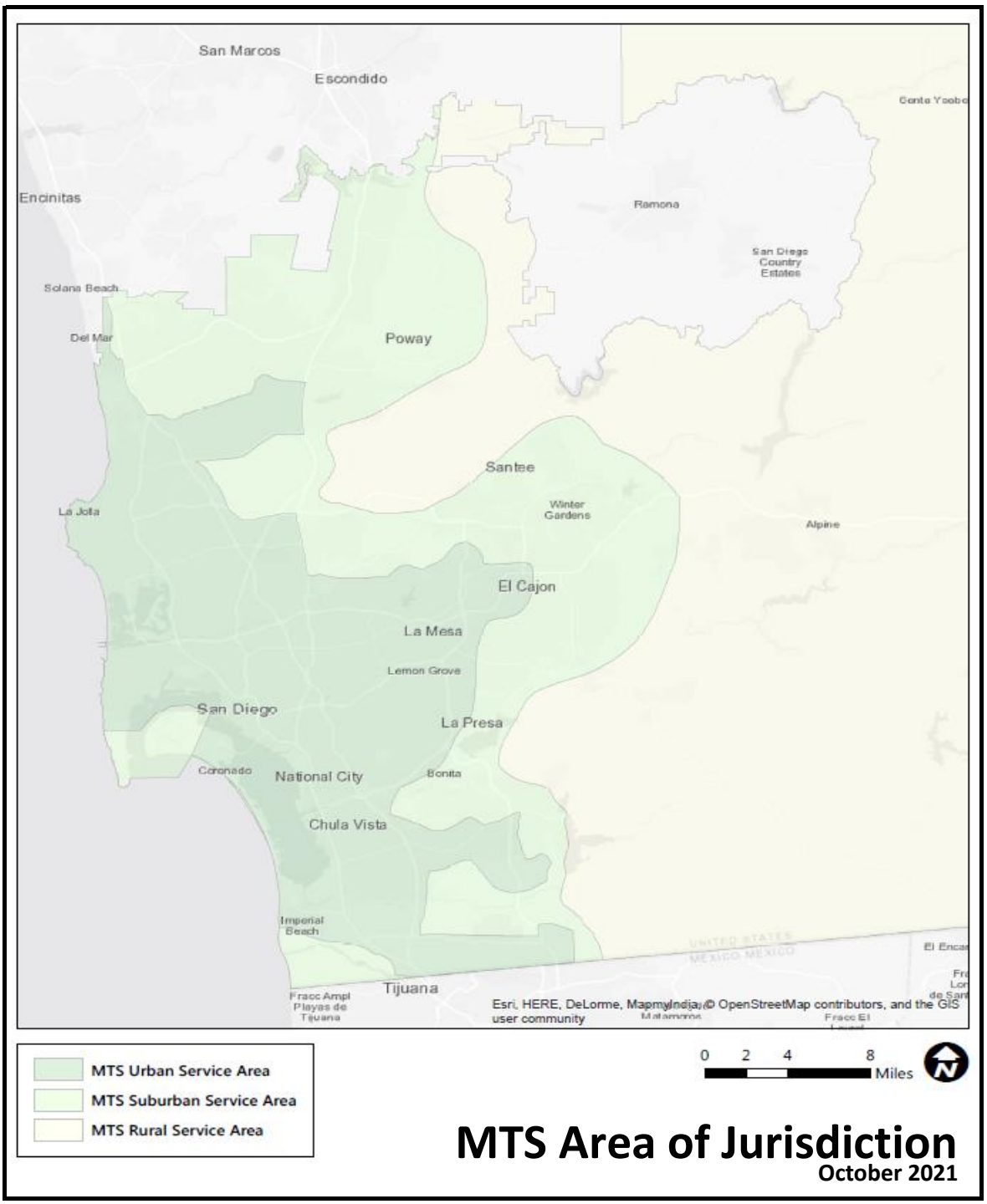
See attached map entitled 'Metropolitan Transit System Area of Jurisdiction.'

* City of Coronado subsidized fares for summer service on Route 904.
** SVCC Fares and one-half of the subsidy are paid for by NCTD.
*** Route 974 SVCC connection to UCSD service starts January 2020
^ SANDAG reimburses MTS for net operating costs for Routes 201-237 (TransNet funds).
^^ Routes 888, 891, 892, and 894 receive federal rural operating subsidy.
~ Routes 43, 140, 985 are new routes starting Nov 21, 2021 with opening of Mid-Coast.
~~ Routes 50 and 150 discontinued starting Nov 21, 2021 with opening of Mid-Coast.
& Rural and Demand Response services have no specific Policy 42 goals for on-time performance, headway, or vehicle load.

NC=National City, CV=Chula Vista
IB=Imperial Beach, LG=Lemon Grove, LM=La Mesa
EC=El Cajon, ST=Santee, PW=Poway
Cor=Coronado, Cty=County Uninc., Esc=Escondido
SD Dist.=City of San Diego Council District

~ Title VI Monitoring statistics are updated on an annual basis
~~ No trips averaged above the vehicle load factor target (1.5 for most bus routes, 3.0 for Trolley).

San Diego Metropolitan Transit System
POLICY 42 PERFORMANCE MONITORING REPORT
FY 2021: JULY 2021 - DECEMBER 2021



Agenda Item No. 47

MEETING OF THE SAN DIEGO METROPOLITAN TRANSIT SYSTEM
BOARD OF DIRECTORS

March 10, 2022

SUBJECT:

RIDERSHIP RECOVERY ACTION PLAN UPDATE (MARK OLSON)

INFORMATIONAL ONLY

Budget Impact

The funding source for Ridership Recovery marketing and communications efforts is in the approved FY 2022 Marketing & Communications Department budget and FY 2023 proposed budget.

DISCUSSION:

MTS staff will present an overview of the marketing initiatives recently executed and planned for the Ridership Recovery Action Plan. The report will include a briefing on the marketing and community engagement efforts around the UC San Diego Blue Line extension opening, the Youth Ride Free with PRONTO rollout, and the upcoming summertime Summer Escapes campaign. The report will also cover how the COVID-19 pandemic surge from December – February impacted ridership.

Since the last report in October, ridership recovery outreach has been focused primarily on cross-border transit riders, South Bay residents, hard-to-reach communities, healthcare/life science employers, and UC San Diego. With summer fast approaching, staff will discuss the pivot to new target audiences – San Diego families and tourists.

A high-level timeline of activities includes:

November/December 2021: Event celebrations, earned and paid media strategies launch, stakeholder outreach/speakers bureau, paid advertising, MTS rider outreach/tabling at transit centers, holiday rider appreciation events, free rides on New Year's Eve promotion.

January-March 2022: Employer outreach, Try Transit promotion, paid advertising push targeting commuters.

April-August 2022: Youth Ride Free with PRONTO launch, Summer Escapes campaign for families and tourists, San Diego Padres partnership, targeted digital advertising, ongoing Try Transit promotion.

Sharon Cooney
Chief Executive Officer

Key Staff Contact: Julia Tuer, 619.557.4515, Julia.Tuer@sdmts.com

Metropolitan Transit System

Agenda Item No. 61

Chief Executive Officer's Report

March 10, 2022

In accordance with Board Policy No. 52, "Procurement of Goods and Services", attached are listings of contracts, purchase orders, and work orders that have been approved within the CEO's authority (up to and including $100,000) for the period February 2, 2022 – March 1, 2022

CEO Travel Report (since last Board meeting)

N/A

Board Member Travel Report (since last Board meeting)

N/A

EXPENSE CONTRACT					
Doc #	**Organization**	**Subject**	**Amount**	**Revenue/ Expenditure**	**Day**
PWG275.0-19275-26	ABDGC	MASS LOT PAVING	$98,656.68	E	2/2/2022
PWL307.3-20	HMS CONSTRUCTION	CCO3 OCS DESIGN CHANGES	$70,636.56	E	2/3/2022
G1951.0-171951-AE-74	MOTT MACDONALD LLC	YARD ISSUES	$97,654.80	E	2/7/2022
G2449.1-21	JAMISON	EXERCISE YEAR 2022	$38,720.63	E	2/8/2022
G2359.2-20	INTERCON SECURITY	AMD 2 ADD FUNDS	$38,275.00	E	2/10/2022
G1887.4-16	MOTOROLA	POST WARRANTY SERVICES	$73,375.04	E	2/11/2022
G2584.0-22	KOELLER NEBEKER CARLSON HALUCK	LEGAL SERVICES	$50,000.00	E	2/14/2022
L1608.1-22	GEMINI	CHANGE TO HARDWOOD TIES	$33,295.99	E	2/15/2022
PWB328.3-21CCO3	GEM INDUSTRIAL	KMD TIRE STORAGE	$9,760.00	E	2/17/2022
G2498.0-212498.CM01	KLEINFELDER	VARIOUS GRADE CROSSING INSPECTION	$32,562.29	E	2/18/2022

REVENUE CONTRACT AND MOUS					
Doc #	**Organization**	**Subject**	**Amount**	**Revenue/ Expenditure**	**Day**
None Applicable.					

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4400001748	2/3/2022	Office Depot		G200-OFFICE SUPPLIES	$ 55.35	-	-
4400001749	2/3/2022	Office Depot		G200-OFFICE SUPPLIES	$ 92.65	-	-
4400001750	2/7/2022	W.W. Grainger Inc		G190-SAFETY/MED SUPPLIES	$ 204.86	-	-
4400001751	2/7/2022	Office Depot		G200-OFFICE SUPPLIES	$ 176.41	-	-
4400001752	2/7/2022	Office Depot		G200-OFFICE SUPPLIES	$ 290.30	-	-
4400001753	2/7/2022	Office Depot		G200-OFFICE SUPPLIES	$ 410.20	-	-
4400001754	2/8/2022	Office Depot		G200-OFFICE SUPPLIES	$ 332.35	-	-
4400001755	2/8/2022	W.W. Grainger Inc		G130-SHOP TOOLS	$ 554.29	-	-
4400001756	2/9/2022	Office Depot		G200-OFFICE SUPPLIES	$ 33.61	-	-
4400001757	2/10/2022	W.W. Grainger Inc		G130-SHOP TOOLS	$ 1,007.49	-	-
4400001758	2/11/2022	Office Depot		G200-OFFICE SUPPLIES	$ 775.76	-	-
4400001759	2/11/2022	Office Depot		G200-OFFICE SUPPLIES	$ 67.15	-	-
4400001760	2/11/2022	Office Depot		G200-OFFICE SUPPLIES	$ 663.56	-	-
4400001761	2/11/2022	Office Depot		G200-OFFICE SUPPLIES	$ 294.00	-	-
4400001762	2/11/2022	Office Depot		G200-OFFICE SUPPLIES	$ 114.37	-	-
4400001763	2/11/2022	Office Depot		G200-OFFICE SUPPLIES	$ 942.44	-	-
4400001764	2/16/2022	Office Depot		G200-OFFICE SUPPLIES	$ 80.62	-	-
4400001765	2/16/2022	Office Depot		G200-OFFICE SUPPLIES	$ 57.08	-	-
4400001766	2/16/2022	W.W. Grainger Inc		G200-OFFICE SUPPLIES	$ 122.41	-	-
4400001767	2/17/2022	W.W. Grainger Inc		G130-SHOP TOOLS	$ 1,320.64	-	-
4400001768	2/17/2022	Office Depot		G200-OFFICE SUPPLIES	$ 82.20	-	-
4400001769	2/17/2022	Office Depot		F140-SHELVING AND RACK	$ 1,673.09	-	-
4400001770	2/17/2022	Office Depot		G200-OFFICE SUPPLIES	$ 327.81	-	-
4400001771	2/17/2022	Office Depot		G200-OFFICE SUPPLIES	$ 537.66	-	-
4400001772	2/17/2022	W.W. Grainger Inc		G270-ELECTRICAL/LIGHTING	$ 216.44	-	-
4400001773	2/17/2022	W.W. Grainger Inc		G120-SECURITY	$ 302.60	-	-
4400001774	2/17/2022	W.W. Grainger Inc		G130-SHOP TOOLS	$ 98.22	-	-
4400001775	2/22/2022	Office Depot		G200-OFFICE SUPPLIES	$ 157.18	-	-
4400001776	2/23/2022	Office Depot		G200-OFFICE SUPPLIES	$ 1,794.37	-	-
4400001777	2/28/2022	Office Depot		G200-OFFICE SUPPLIES	$ 92.40	-	-
4400001778	2/28/2022	Office Depot		G200-OFFICE SUPPLIES	$ 211.50	-	-
4400001779	3/1/2022	Office Depot		G200-OFFICE SUPPLIES	$ 134.86	-	-
4400001780	3/1/2022	Office Depot		F140-SHELVING AND RACK	$ 290.91	-	-
4500044941	2/2/2022	Knorr Brake Holding Corporation		R140-RAIL/LRV DOORS/RAMP	$ 5,753.85	-	-
4500044942	2/2/2022	Total Filtration Services Inc		R230-RAIL/LRV MECHANICAL	$ 2,588.80	-	-
4500044943	2/2/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 5,190.23	-	-
4500044944	2/2/2022	CDW LLC		I120-INFO TECH, SVCS	$ 61,676.42	-	-
4500044945	2/2/2022	Shilpark Paint Corp.		G160-PAINTS & CHEMICALS	$ 1,407.52	-	-
4500044946	2/2/2022	Siemens Mobility, Inc.		R160-RAIL/LRV ELECTRICAL	$ 58.96	-	-
4500044947	2/2/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 29.47	-	-
4500044948	2/2/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 69.95	-	-
4500044949	2/2/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 1,565.26	-	-
4500044950	2/2/2022	Transit Holdings Inc		B110-BUS HVAC SYSTEMS	$ 2,840.93	-	-
4500044951	2/2/2022	Uline		G210-OFFICE FURNITURE	$ 1,024.65	-	-
4500044952	2/2/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 469.82	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500044953	2/2/2022	SC Commercial, LLC		A120-AUTO/TRUCK GASOLINE	$ 2,005.68	-	-
4500044955	2/2/2022	Gillig LLC		B120-BUS MECHANICAL PARTS	$ 356.30	-	-
4500044956	2/2/2022	Jeyco Products Inc		G200-OFFICE SUPPLIES	$ 135.33	-	-
4500044957	2/2/2022	Muncie Transit Supply		B160-BUS ELECTRICAL	$ 665.73	-	-
4500044958	2/2/2022	Charter Industrial Supply Inc	Small Business	B120-BUS MECHANICAL PARTS	$ 406.22	-	-
4500044959	2/2/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 71.12	-	-
4500044961	2/3/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 243.17	-	-
4500044962	2/3/2022	Gillig LLC		B160-BUS ELECTRICAL	$ 1,983.62	-	-
4500044963	2/3/2022	Mcmaster-Carr Supply Co		F110-SHOP/BLDG MACHINERY	$ 243.49	-	-
4500044964	2/3/2022	W.W. Grainger Inc		F110-SHOP/BLDG MACHINERY	$ 202.06	-	-
4500044965	2/3/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 402.29	-	-
4500044966	2/3/2022	Door Systems, Inc.		F110-SHOP/BLDG MACHINERY	$ 350.00	-	-
4500044967	2/3/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 1,739.88	-	-
4500044968	2/3/2022	Kiel NA LLC		B250-BUS REPAIR PARTS	$ 523.67	-	-
4500044969	2/3/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 1,656.13	-	-
4500044970	2/3/2022	Muncie Transit Supply		B160-BUS ELECTRICAL	$ 79.84	-	-
4500044971	2/3/2022	Transit Holdings Inc		B130-BUS BODY	$ 6,696.40	-	-
4500044972	2/3/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 417.25	-	-
4500044973	2/3/2022	Kiyoto Enterprises Inc	Small Business	G200-OFFICE SUPPLIES	$ 145.13	-	-
4500044974	2/3/2022	Schuko LLC		P160-EQUIPMENT RENTALS	$ 603.83	-	-
4500044975	2/3/2022	Gillig LLC		G140-SHOP SUPPLIES	$ 86.94	-	-
4500044976	2/3/2022	Kurt Morgan		G200-OFFICE SUPPLIES	$ 821.68	-	-
4500044977	2/3/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 224.66	-	-
4500044978	2/3/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 1,760.55	-	-
4500044979	2/3/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 175.58	-	-
4500044980	2/3/2022	Jeyco Products Inc		G130-SHOP TOOLS	$ 448.49	-	-
4500044981	2/3/2022	TK Services Inc		B250-BUS REPAIR PARTS	$ 547.27	-	-
4500044982	2/3/2022	Culligan of San Diego		G140-SHOP SUPPLIES	$ 2,040.00	-	-
4500044984	2/3/2022	OneSource Distributors, LLC		M130-CROSSING MECHANISM	$ 737.65	-	-
4500044985	2/3/2022	Knorr Brake Holding Corporation		R140-RAIL/LRV DOORS/RAMP	$ 8,768.70	-	-
4500044986	2/3/2022	Knorr Brake Holding Corporation		R220-RAIL/LRV TRUCKS	$ 6,796.07	-	-
4500044987	2/3/2022	Radwell International Inc		M110-SUB STATION	$ 62.50	-	-
4500044988	2/3/2022	Init Innovations in Transportation		G290-FARE REVENUE EQUIP	$ 3,017.00	-	-
4500044989	2/3/2022	Shilpark Paint Corp.		G160-PAINTS & CHEMICALS	$ 998.96	-	-
4500044990	2/4/2022	Siemens Mobility, Inc.		R230-RAIL/LRV MECHANICAL	$ 9,842.31	-	-
4500044991	2/4/2022	Transit Holdings Inc		B130-BUS BODY	$ 3,165.92	-	-
4500044992	2/4/2022	Transit Holdings Inc		G140-SHOP SUPPLIES	$ 737.11	-	-
4500044993	2/4/2022	Alstom Signaling Inc		M140-WAYSIDE SIGNALS	$ 4,247.24	-	-
4500044994	2/4/2022	Cummins Pacific LLC		B120-BUS MECHANICAL PARTS	$ 179.95	-	-
4500044995	2/4/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 46.01	-	-
4500044996	2/4/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 3,735.93	-	-
4500044997	2/4/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 63.65	-	-
4500044998	2/4/2022	Vehicle Maintenance Program, Inc.	Woman Owned Business	B140-BUS CHASSIS	$ 961.00	-	-
4500044999	2/4/2022	Thompson Building Materials		T110-TRACK, RAIL	$ 653.61	-	-
4500045000	2/4/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 1,058.62	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045001	2/4/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 177.79	-	-
4500045002	2/4/2022	Home Depot USA Inc		G140-SHOP SUPPLIES	$ 202.19	-	-
4500045003	2/4/2022	TK Services Inc		B250-BUS REPAIR PARTS	$ 34.97	-	-
4500045004	2/4/2022	Staples Contract & Commercial Inc		F110-SHOP/BLDG MACHINERY	$ 1,702.44	-	-
4500045005	2/4/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 192.88	-	-
4500045006	2/4/2022	California Air Compressor Company		F120-BUS/LRV PAINT BOOTHS	$ 1,774.63	-	-
4500045007	2/4/2022	Prizm Janitorial Services Inc	Small Business	C120-SPECIALTY CONTRACTO	$ 18,245.64	-	-
4500045008	2/4/2022	JKL Cleaning Systems	Small Business	P130-EQUIP MAINT REPR SVC	$ 517.19	-	-
4500045009	2/4/2022	La Mesa Glass, Inc.	Small Business	F110-SHOP/BLDG MACHINERY	$ 5,986.00	-	-
4500045010	2/4/2022	Ultra-Tech Enterprises, Inc.		P130-EQUIP MAINT REPR SVC	$ 1,054.00	-	-
4500045011	2/4/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 121.59	-	-
4500045012	2/4/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 1,887.40	-	-
4500045013	2/4/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 242.81	-	-
4500045014	2/4/2022	MJP Enterprises		P210-NON-REV VEH REPAIRS	$ 2,793.67	-	-
4500045015	2/4/2022	R.S. Hughes Co Inc		G190-SAFETY/MED SUPPLIES	$ 145.91	-	-
4500045016	2/7/2022	Siemens Mobility, Inc.		R120-RAIL/LRV CAR BODY	$ 223.05	-	-
4500045017	2/7/2022	Kaman Industrial Technologies		B120-BUS MECHANICAL PARTS	$ 2,286.95	-	-
4500045018	2/7/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 318.08	-	-
4500045019	2/7/2022	Genuine Parts Co		A140-AUTO/TRUCK REPAIR	$ 67.29	-	-
4500045020	2/7/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 6,198.87	-	-
4500045021	2/7/2022	Muncie Transit Supply		B200-BUS PWR TRAIN EQUIP	$ 172.55	-	-
4500045022	2/7/2022	Muncie Transit Supply		B140-BUS CHASSIS	$ 381.91	-	-
4500045023	2/7/2022	Transit Holdings Inc		B130-BUS BODY	$ 3,252.08	-	-
4500045025	2/7/2022	Kirkland Printing & Mailing Srvcs		G200-OFFICE SUPPLIES	$ 1,993.38	-	-
4500045026	2/7/2022	Neopart Transit LLC		B120-BUS MECHANICAL PARTS	$ 2,645.21	-	-
4500045027	2/7/2022	R.S. Hughes Co Inc		G190-SAFETY/MED SUPPLIES	$ 171.13	-	-
4500045028	2/7/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 2,856.69	-	-
4500045029	2/7/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 199.90	-	-
4500045030	2/7/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 293.64	-	-
4500045031	2/7/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 687.46	-	-
4500045032	2/7/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 4,306.84	-	-
4500045033	2/7/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 268.84	-	-
4500045035	2/7/2022	Supreme Oil Company		A120-AUTO/TRUCK GASOLINE	$ 15,891.32	-	-
4500045036	2/7/2022	Sunbelt Rentals, Inc		P160-EQUIPMENT RENTALS	$ 2,512.94	-	-
4500045037	2/7/2022	Shilpark Paint Corp.		F180-BUILDING MATERIALS	$ 970.13	-	-
4500045038	2/7/2022	Beverly Christensen	DBE	G130-SHOP TOOLS	$ 913.18	-	-
4500045039	2/8/2022	NS Corporation		F110-SHOP/BLDG MACHINERY	$ 154.46	-	-
4500045040	2/8/2022	W.W. Grainger Inc		F110-SHOP/BLDG MACHINERY	$ 122.84	-	-
4500045041	2/8/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 268.95	-	-
4500045042	2/8/2022	Siemens Mobility, Inc.		R160-RAIL/LRV ELECTRICAL	$ 7,904.18	-	-
4500045043	2/8/2022	Transit Holdings Inc		B110-BUS HVAC SYSTEMS	$ 446.66	-	-
4500045044	2/8/2022	rdg, LLC		M150-PWR SWITCHES/LOCKS	$ 4,148.38	-	-
4500045045	2/8/2022	Shilpark Paint Corp.		G160-PAINTS & CHEMICALS	$ 99.67	-	-
4500045046	2/8/2022	Gillig LLC		B160-BUS ELECTRICAL	$ 422.38	-	-
4500045047	2/8/2022	R.S. Hughes Co Inc		G190-SAFETY/MED SUPPLIES	$ 141.56	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045048	2/8/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 32.33	-	-
4500045049	2/8/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 439.33	-	-
4500045050	2/8/2022	Knorr Brake Holding Corporation		R220-RAIL/LRV TRUCKS	$ 2,691.32	-	-
4500045051	2/8/2022	Mohawk Mfg & Supply Co		B120-BUS MECHANICAL PARTS	$ 322.46	-	-
4500045052	2/8/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 331.88	-	-
4500045053	2/8/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 5,387.96	-	-
4500045054	2/8/2022	Zen Industrial Services LLC	DBE	B160-BUS ELECTRICAL	$ 34.75	-	-
4500045055	2/8/2022	Vern Rose Inc		G140-SHOP SUPPLIES	$ 272.40	-	-
4500045056	2/8/2022	Advance Blueprint & Digital Copy In	Small Business	G230-PRINTED MATERIALS	$ 626.08	-	-
4500045057	2/8/2022	Muncie Transit Supply		B160-BUS ELECTRICAL	$ 4.63	-	-
4500045058	2/8/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 585.09	-	-
4500045059	2/8/2022	Transit Holdings Inc		B130-BUS BODY	$ 1,787.84	-	-
4500045060	2/8/2022	Charter Industrial Supply Inc	Small Business	B120-BUS MECHANICAL PARTS	$ 372.28	-	-
4500045061	2/8/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 134.69	-	-
4500045062	2/8/2022	Freeby Signs		B250-BUS REPAIR PARTS	$ 117.23	-	-
4500045063	2/8/2022	Jeyco Products Inc		G150-FASTENERS	$ 505.09	-	-
4500045064	2/8/2022	Prochem Specialty Products Inc	Small Business	G180-JANITORIAL SUPPLIES	$ 1,656.98	-	-
4500045065	2/8/2022	Gillig LLC		B130-BUS BODY	$ 67.83	-	-
4500045066	2/8/2022	Staples Contract & Commercial Inc		B150-BUS COMM EQUIP.	$ 383.51	-	-
4500045067	2/8/2022	Sherwin Williams Company		F120-BUS/LRV PAINT BOOTHS	$ 90.42	-	-
4500045068	2/8/2022	Muncie Transit Supply		B130-BUS BODY	$ 45.26	-	-
4500045069	2/8/2022	TK Services Inc		B120-BUS MECHANICAL PARTS	$ 27.67	-	-
4500045070	2/8/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 79.84	-	-
4500045071	2/8/2022	Bocks Awards Inc		G200-OFFICE SUPPLIES	$ 196.85	-	-
4500045072	2/8/2022	Bocks Awards Inc		G200-OFFICE SUPPLIES	$ 1,097.92	-	-
4500045073	2/8/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 408.12	-	-
4500045074	2/8/2022	Westair Gases & Equipment Inc	Small Business	G190-SAFETY/MED SUPPLIES	$ 168.89	-	-
4500045075	2/8/2022	Applied Industrial Technologies-CA		G170-LUBRICANTS	$ 755.63	-	-
4500045076	2/8/2022	Chromate Industrial Corporation		G150-FASTENERS	$ 79.08	-	-
4500045077	2/8/2022	W.W. Grainger Inc		G170-LUBRICANTS	$ 583.02	-	-
4500045078	2/8/2022	Home Depot USA Inc		G140-SHOP SUPPLIES	$ 141.59	-	-
4500045079	2/8/2022	HI-TEC Enterprises		R140-RAIL/LRV DOORS/RAMP	$ 96,166.88	-	-
4500045080	2/9/2022	B & S Graphics Inc		B130-BUS BODY	$ 106.68	-	-
4500045081	2/9/2022	Mohammad Karimi		G120-SECURITY	$ 429.28	-	-
4500045082	2/9/2022	Ace Uniforms & Accessories	Small Business	G120-SECURITY	$ 2,283.61	-	-
4500045083	2/9/2022	Data Hardware Depot LP		I110-INFORMATION TECH	$ 3,178.63	-	-
4500045084	2/9/2022	Ace Uniforms & Accessories	Small Business	G120-SECURITY	$ 150.84	-	-
4500045085	2/9/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 932.92	-	-
4500045086	2/9/2022	Cummins Pacific LLC		P190-REV VEHICLE REPAIRS	$ 1,261.92	-	-
4500045087	2/9/2022	W.W. Grainger Inc		F110-SHOP/BLDG MACHINERY	$ 488.24	-	-
4500045088	2/9/2022	Sherwin Williams Company		G140-SHOP SUPPLIES	$ 277.74	-	-
4500045089	2/9/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 20.30	-	-
4500045090	2/9/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 506.43	-	-
4500045091	2/9/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 238.06	-	-
4500045092	2/9/2022	Vehicle Maintenance Program, Inc.	Woman Owned Business	B140-BUS CHASSIS	$ 922.01	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045093	2/9/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 120.53	-	-
4500045094	2/9/2022	Asbury Environmental Services		B200-BUS PWR TRAIN EQUIP	$ 2,788.36	-	-
4500045095	2/9/2022	Transit Holdings Inc		B130-BUS BODY	$ 269.73	-	-
4500045096	2/9/2022	Transit Holdings Inc		B130-BUS BODY	$ 172.13	-	-
4500045097	2/9/2022	Kurt Morgan		G200-OFFICE SUPPLIES	$ 241.11	-	-
4500045098	2/9/2022	Mohawk Mfg & Supply Co		B130-BUS BODY	$ 26.10	-	-
4500045099	2/9/2022	R.S. Hughes Co Inc		B250-BUS REPAIR PARTS	$ 44.72	-	-
4500045100	2/9/2022	Trentman Corporation	Small Business	P280-GENERAL SVC AGRMNTS	$ 1,487.44	-	-
4500045101	2/9/2022	Gillig LLC		B150-BUS COMM EQUIP.	$ 72.58	-	-
4500045102	2/9/2022	Kaman Industrial Technologies		B250-BUS REPAIR PARTS	$ 258.70	-	-
4500045103	2/9/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 9.65	-	-
4500045104	2/9/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 137.85	-	-
4500045105	2/9/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 34.48	-	-
4500045106	2/9/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 1,088.19	-	-
4500045107	2/9/2022	Cummins Pacific LLC		B120-BUS MECHANICAL PARTS	$ 571.08	-	-
4500045108	2/9/2022	Transit Holdings Inc		B110-BUS HVAC SYSTEMS	$ 2,807.33	-	-
4500045109	2/10/2022	Synco Chemical Corporation		G170-LUBRICANTS	$ 12,071.45	-	-
4500045110	2/10/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 170.61	-	-
4500045111	2/10/2022	Cummins Pacific LLC		B140-BUS CHASSIS	$ 1,633.49	-	-
4500045112	2/10/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 1,922.45	-	-
4500045113	2/10/2022	Professional Contractors Supplies		G140-SHOP SUPPLIES	$ 921.90	-	-
4500045114	2/10/2022	Muncie Transit Supply		B200-BUS PWR TRAIN EQUIP	$ 17.94	-	-
4500045115	2/10/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 4,013.97	-	-
4500045116	2/10/2022	Waxie's Enterprises Inc.		G190-SAFETY/MED SUPPLIES	$ 989.15	-	-
4500045117	2/10/2022	Airgas Inc		R160-RAIL/LRV ELECTRICAL	$ 1,062.47	-	-
4500045118	2/10/2022	Fastenal Company		G140-SHOP SUPPLIES	$ 436.60	-	-
4500045119	2/10/2022	Lawson Products, Inc.		R220-RAIL/LRV TRUCKS	$ 229.41	-	-
4500045120	2/10/2022	Gillig LLC		B110-BUS HVAC SYSTEMS	$ 844.20	-	-
4500045121	2/10/2022	W.W. Grainger Inc		B110-BUS HVAC SYSTEMS	$ 50.73	-	-
4500045122	2/10/2022	San Diego Seal Inc	Small Business	R220-RAIL/LRV TRUCKS	$ 1,074.63	-	-
4500045123	2/10/2022	Schunk Carbon Technology LLC		R190-RAIL/LRV PANTOGRAPH	$ 2,830.94	-	-
4500045124	2/10/2022	Allied Electronics Inc		R140-RAIL/LRV DOORS/RAMP	$ 2,135.83	-	-
4500045125	2/10/2022	Beverly Christensen	DBE	T110-TRACK, RAIL	$ 8,770.43	-	-
4500045126	2/10/2022	Staples Contract & Commercial Inc		B150-BUS COMM EQUIP.	$ 77.86	-	-
4500045127	2/10/2022	Brady Industries of California, LLC		G180-JANITORIAL SUPPLIES	$ 215.22	-	-
4500045128	2/10/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 1,181.78	-	-
4500045129	2/10/2022	Rodvold Enterprises Inc.		F190-LANDSCAPING MAT'LS	$ 2,453.48	-	-
4500045130	2/10/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 2,313.36	-	-
4500045131	2/11/2022	D's Kustom Sales & Services, LLC		T110-TRACK, RAIL	$ 261.84	-	-
4500045132	2/11/2022	Home Depot USA Inc		M140-WAYSIDE SIGNALS	$ 200.29	-	-
4500045133	2/11/2022	Tennant Sales & Serv Co		P130-EQUIP MAINT REPR SVC	$ 236.06	-	-
4500045134	2/11/2022	M Power Truck & Diesel Repair		P210-NON-REV VEH REPAIRS	$ 210.12	-	-
4500045135	2/11/2022	Siemens Mobility, Inc.		R220-RAIL/LRV TRUCKS	$ 30,565.22	-	-
4500045136	2/11/2022	Fastenal Company		G180-JANITORIAL SUPPLIES	$ 13,645.46	-	-
4500045137	2/11/2022	Transit Holdings Inc		B130-BUS BODY	$ 14.66	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045138	2/11/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 2,027.87	-	-
4500045139	2/11/2022	Muncie Transit Supply		B200-BUS PWR TRAIN EQUIP	$ 430.41	-	-
4500045140	2/11/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 2,884.72	-	-
4500045141	2/11/2022	Cummins Pacific LLC		B250-BUS REPAIR PARTS	$ 312.59	-	-
4500045142	2/11/2022	B&H Photo & Electronics Corp		G220-OFFICE EQUIPMENT	$ 40.40	-	-
4500045143	2/11/2022	Gillig LLC		B120-BUS MECHANICAL PARTS	$ 372.84	-	-
4500045144	2/11/2022	Mohawk Mfg & Supply Co		B140-BUS CHASSIS	$ 42.91	-	-
4500045145	2/11/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 129.30	-	-
4500045146	2/11/2022	Jeyco Products Inc		G140-SHOP SUPPLIES	$ 77.04	-	-
4500045147	2/11/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 59.91	-	-
4500045148	2/11/2022	Kaman Industrial Technologies		G170-LUBRICANTS	$ 282.28	-	-
4500045149	2/11/2022	Muncie Transit Supply		B250-BUS REPAIR PARTS	$ 42.24	-	-
4500045150	2/12/2022	California Stamp Company	Small Business	G200-OFFICE SUPPLIES	$ 128.89	-	-
4500045151	2/14/2022	West-Lite Supply Co Inc	Small Business	R160-RAIL/LRV ELECTRICAL	$ 222.13	-	-
4500045152	2/14/2022	Siemens Mobility, Inc.		R120-RAIL/LRV CAR BODY	$ 512.46	-	-
4500045153	2/14/2022	Waxie's Enterprises Inc.		G140-SHOP SUPPLIES	$ 2,744.93	-	-
4500045154	2/14/2022	Professional Contractors Supplies		G160-PAINTS & CHEMICALS	$ 433.83	-	-
4500045155	2/14/2022	W.W. Grainger Inc		F110-SHOP/BLDG MACHINERY	$ 108.93	-	-
4500045156	2/14/2022	Westair Gases & Equipment Inc	Small Business	G190-SAFETY/MED SUPPLIES	$ 335.08	-	-
4500045157	2/14/2022	Door Systems, Inc.		F110-SHOP/BLDG MACHINERY	$ 890.00	-	-
4500045158	2/14/2022	Brady Industries of California, LLC		G180-JANITORIAL SUPPLIES	$ 461.74	-	-
4500045159	2/14/2022	Thompson Building Materials		R230-RAIL/LRV MECHANICAL	$ 3,150.07	-	-
4500045160	2/14/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 2,021.93	-	-
4500045161	2/14/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 177.94	-	-
4500045162	2/14/2022	Cummins Pacific LLC		B250-BUS REPAIR PARTS	$ 112.04	-	-
4500045163	2/14/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 70.36	-	-
4500045164	2/14/2022	Airgas Inc		G190-SAFETY/MED SUPPLIES	$ 270.13	-	-
4500045165	2/14/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 1,235.90	-	-
4500045166	2/14/2022	Transit Holdings Inc		B130-BUS BODY	$ 1,061.77	-	-
4500045167	2/14/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 1,374.46	-	-
4500045168	2/14/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 109.07	-	-
4500045169	2/14/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 575.68	-	-
4500045170	2/14/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 2,120.53	-	-
4500045171	2/14/2022	Mohawk Mfg & Supply Co		B140-BUS CHASSIS	$ 558.06	-	-
4500045172	2/14/2022	Transit Holdings Inc		B210-BUS TIRES & TUBES	$ 3,646.96	-	-
4500045173	2/14/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 701.98	-	-
4500045174	2/14/2022	SC Commercial, LLC		A120-AUTO/TRUCK GASOLINE	$ 3,002.36	-	-
4500045175	2/14/2022	Supreme Oil Company		A120-AUTO/TRUCK GASOLINE	$ 13,842.49	-	-
4500045176	2/14/2022	SC Commercial, LLC		A120-AUTO/TRUCK GASOLINE	$ 2,005.68	-	-
4500045177	2/14/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 833.59	-	-
4500045178	2/14/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 55.82	-	-
4500045179	2/14/2022	R.S. Hughes Co Inc		B130-BUS BODY	$ 398.67	-	-
4500045180	2/14/2022	Charter Industrial Supply Inc	Small Business	G150-FASTENERS	$ 313.85	-	-
4500045181	2/14/2022	Gillig LLC		B120-BUS MECHANICAL PARTS	$ 237.59	-	-
4500045182	2/14/2022	Tribologik Corporation		G140-SHOP SUPPLIES	$ 3,289.34	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045183	2/14/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 8,256.68	-	-
4500045184	2/14/2022	Sherwin Williams Company		G160-PAINTS & CHEMICALS	$ 481.52	-	-
4500045185	2/14/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 1,578.93	-	-
4500045186	2/14/2022	Freeby Signs		B130-BUS BODY	$ 60.77	-	-
4500045187	2/14/2022	Genuine Parts Co		B250-BUS REPAIR PARTS	$ 124.95	-	-
4500045188	2/14/2022	Jeyco Products Inc		G160-PAINTS & CHEMICALS	$ 57.92	-	-
4500045189	2/14/2022	Harbor Diesel & Equipment		B120-BUS MECHANICAL PARTS	$ 117.77	-	-
4500045190	2/14/2022	Prochem Specialty Products Inc	Small Business	G180-JANITORIAL SUPPLIES	$ 828.49	-	-
4500045191	2/14/2022	Kaman Industrial Technologies		G190-SAFETY/MED SUPPLIES	$ 1,601.76	-	-
4500045192	2/14/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 217.56	-	-
4500045193	2/14/2022	W.W. Grainger Inc		B120-BUS MECHANICAL PARTS	$ 47.50	-	-
4500045194	2/14/2022	Rush Truck Centers of California		B200-BUS PWR TRAIN EQUIP	$ 15.73	-	-
4500045195	2/15/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 559.65	-	-
4500045196	2/15/2022	Dellner Inc		R130-RAIL/LRV COUPLER	$ 45,497.93	-	-
4500045197	2/15/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 1,853.66	-	-
4500045198	2/15/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 41.76	-	-
4500045199	2/15/2022	Transit Holdings Inc		B130-BUS BODY	$ 603.41	-	-
4500045200	2/15/2022	Brady Industries of California, LLC		G180-JANITORIAL SUPPLIES	$ 1,132.93	-	-
4500045201	2/15/2022	W.W. Grainger Inc		G180-JANITORIAL SUPPLIES	$ 441.30	-	-
4500045202	2/15/2022	Home Depot USA Inc		G180-JANITORIAL SUPPLIES	$ 563.90	-	-
4500045203	2/15/2022	Hitachi Rail STS USA, Inc.		M130-CROSSING MECHANISM	$ 2,715.17	-	-
4500045204	2/15/2022	Supreme Oil Company		A120-AUTO/TRUCK GASOLINE	$ 33,522.19	-	-
4500045205	2/15/2022	Arizona Machinery LLC		A110-AUTO/TRUCK TIRES	$ 333.52	-	-
4500045206	2/15/2022	Gillig LLC		B160-BUS ELECTRICAL	$ 312.81	-	-
4500045207	2/15/2022	Culligan of San Diego		M140-WAYSIDE SIGNALS	$ 2,061.55	-	-
4500045208	2/15/2022	Airgas Inc		G140-SHOP SUPPLIES	$ 192.55	-	-
4500045209	2/15/2022	Fastenal Company		G120-SECURITY	$ 1,909.78	-	-
4500045210	2/15/2022	Chromate Industrial Corporation		G140-SHOP SUPPLIES	$ 561.16	-	-
4500045211	2/15/2022	W.W. Grainger Inc		G170-LUBRICANTS	$ 664.11	-	-
4500045212	2/15/2022	Applied Industrial Technologies-CA		G140-SHOP SUPPLIES	$ 381.20	-	-
4500045213	2/15/2022	Siemens Mobility, Inc.		R190-RAIL/LRV PANTOGRAPH	$ 485.52	-	-
4500045214	2/15/2022	Maintex Inc		G170-LUBRICANTS	$ 945.08	-	-
4500045215	2/15/2022	Westair Gases & Equipment Inc	Small Business	G190-SAFETY/MED SUPPLIES	$ 183.49	-	-
4500045216	2/15/2022	Staples Contract & Commercial Inc		B150-BUS COMM EQUIP.	$ 452.46	-	-
4500045217	2/15/2022	West-Lite Supply Co Inc	Small Business	G120-SECURITY	$ 1,015.92	-	-
4500045218	2/15/2022	Sherwin Williams Company		B130-BUS BODY	$ 692.56	-	-
4500045219	2/15/2022	Cummins-Allison		G290-FARE REVENUE EQUIP	$ 597.11	-	-
4500045220	2/15/2022	Powertech Converter Corp		R160-RAIL/LRV ELECTRICAL	$ 14,557.00	-	-
4500045221	2/15/2022	R.S. Hughes Co Inc		G140-SHOP SUPPLIES	$ 43.06	-	-
4500045222	2/15/2022	Mott MacDonald Group Inc		M110-SUB STATION	$ 97,654.80	-	-
4500045223	2/15/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 567.77	-	-
4500045224	2/15/2022	ABC General Contractor Inc		C130-CONSTRUCTION SVCS	$ 98,656.68	-	$ 68,369.08
4500045225	2/15/2022	Neopart Transit LLC		G190-SAFETY/MED SUPPLIES	$ 1,961.05	-	-
4500045226	2/15/2022	Cembre Inc		M170-IMPEDANCE BOND	$ 5,295.19	-	-
4500045227	2/16/2022	Simmons Boardman Books Inc		P540-MAINTENANCE TRAINING	$ 148.42	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045228	2/16/2022	Kenneth Place		G130-SHOP TOOLS	$ 896.70	-	-
4500045229	2/16/2022	Powertech Converter Corp		R160-RAIL/LRV ELECTRICAL	$ 6,033.11	-	-
4500045230	2/16/2022	Cummins Pacific LLC		B250-BUS REPAIR PARTS	$ 336.95	-	-
4500045231	2/16/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 81.59	-	-
4500045232	2/16/2022	Cummins Pacific LLC		B250-BUS REPAIR PARTS	$ 270.00	-	-
4500045233	2/16/2022	Cummins Pacific LLC		B120-BUS MECHANICAL PARTS	$ 52.93	-	-
4500045234	2/16/2022	Siemens Mobility, Inc.		R230-RAIL/LRV MECHANICAL	$ 2,724.49	-	-
4500045235	2/16/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 1,665.74	-	-
4500045236	2/16/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 669.90	-	-
4500045237	2/16/2022	Harbor Diesel & Equipment		B250-BUS REPAIR PARTS	$ 113.57	-	-
4500045238	2/16/2022	Carlos Guzman Inc		G120-SECURITY	$ 1,320.00	-	-
4500045239	2/16/2022	W.W. Grainger Inc		G120-SECURITY	$ 112.04	-	-
4500045240	2/16/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 1,170.17	-	-
4500045241	2/16/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 106.08	-	-
4500045242	2/16/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 506.43	-	-
4500045243	2/16/2022	Muncie Transit Supply		B140-BUS CHASSIS	$ 5.11	-	-
4500045244	2/16/2022	Transit Holdings Inc		B130-BUS BODY	$ 579.38	-	-
4500045245	2/16/2022	Transit Holdings Inc		B130-BUS BODY	$ 103.08	-	-
4500045246	2/16/2022	TK Services Inc		B110-BUS HVAC SYSTEMS	$ 15.51	-	-
4500045247	2/16/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 611.27	-	-
4500045248	2/16/2022	San Diego Audio Video		P160-EQUIPMENT RENTALS	$ 608.68	-	-
4500045249	2/16/2022	Cummins-Allison		P280-GENERAL SVC AGRMNTS	$ 475.00	-	-
4500045250	2/16/2022	Santee Collision Center		P210-NON-REV VEH REPAIRS	$ 2,040.94	-	-
4500045251	2/16/2022	Smith Systems Inc		R220-RAIL/LRV TRUCKS	$ 896.22	-	-
4500045252	2/16/2022	Prudential Overall Supply		G140-SHOP SUPPLIES	$ 1,293.00	-	-
4500045254	2/16/2022	Clear Channel Outdoor, Inc.	Small Business	G230-PRINTED MATERIALS	$ 5,400.00	-	-
4500045255	2/17/2022	Don Oleson Inc	Small Business	B120-BUS MECHANICAL PARTS	$ 5,587.98	-	-
4500045256	2/17/2022	Don Oleson Inc	Small Business	B120-BUS MECHANICAL PARTS	$ 2,793.99	-	-
4500045257	2/17/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 313.33	-	-
4500045258	2/17/2022	Santee Collision Center		P210-NON-REV VEH REPAIRS	$ 1,428.86	-	-
4500045259	2/17/2022	Transit Holdings Inc		B130-BUS BODY	$ 283.89	-	-
4500045260	2/17/2022	Fastenal Company		G130-SHOP TOOLS	$ 199.86	-	-
4500045261	2/17/2022	Siemens Mobility, Inc.		R220-RAIL/LRV TRUCKS	$ 1,933.04	-	-
4500045262	2/17/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 710.77	-	-
4500045263	2/17/2022	Professional Contractors Supplies		G140-SHOP SUPPLIES	$ 63.20	-	-
4500045264	2/17/2022	Singh Group Inc	DBE	P290-LANDSCAPING SERVICES	$ 6,500.00	-	-
4500045265	2/17/2022	SMC Electrical Products Inc		M110-SUB STATION	$ 4,708.68	-	-
4500045266	2/17/2022	Annex Warehouse Company, Inc		F120-BUS/LRV PAINT BOOTHS	$ 1,143.85	-	-
4500045267	2/17/2022	Jeyco Products Inc		G130-SHOP TOOLS	$ 90.91	-	-
4500045268	2/17/2022	Transit Holdings Inc		B130-BUS BODY	$ 27.80	-	-
4500045269	2/17/2022	R.S. Hughes Co Inc		G190-SAFETY/MED SUPPLIES	$ 147.53	-	-
4500045270	2/17/2022	Mohawk Mfg & Supply Co		B140-BUS CHASSIS	$ 17.56	-	-
4500045271	2/17/2022	Muncie Transit Supply		B160-BUS ELECTRICAL	$ 159.68	-	-
4500045272	2/17/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 3,156.86	-	-
4500045273	2/17/2022	Siemens Mobility, Inc.		R170-RAIL/LRV HVAC	$ 375.12	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045274	2/17/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 47.70	-	-
4500045275	2/17/2022	Pressnet Express Inc		G230-PRINTED MATERIALS	$ 506.43	-	-
4500045276	2/17/2022	Muncie Transit Supply		B160-BUS ELECTRICAL	$ 399.21	-	-
4500045277	2/17/2022	Vehicle Maintenance Program, Inc.	Woman Owned Business	B140-BUS CHASSIS	$ 1,572.55	-	-
4500045278	2/17/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 12,092.71	-	-
4500045279	2/17/2022	Gillig LLC		B130-BUS BODY	$ 1,365.48	-	-
4500045280	2/17/2022	Muncie Transit Supply		B250-BUS REPAIR PARTS	$ 18.40	-	-
4500045281	2/17/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 8,859.22	-	-
4500045282	2/17/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 5,260.39	-	-
4500045283	2/17/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 662.01	-	-
4500045284	2/17/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 460.26	-	-
4500045285	2/17/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 473.41	-	-
4500045286	2/17/2022	R.S. Hughes Co Inc		G140-SHOP SUPPLIES	$ 1,142.54	-	-
4500045287	2/18/2022	Kurt Morgan		G200-OFFICE SUPPLIES	$ 565.77	-	-
4500045288	2/18/2022	Siemens Mobility, Inc.		R120-RAIL/LRV CAR BODY	$ 3,369.43	-	-
4500045289	2/18/2022	Siemens Mobility, Inc.		R120-RAIL/LRV CAR BODY	$ 1,145.16	-	-
4500045290	2/18/2022	Airgas Inc		G190-SAFETY/MED SUPPLIES	$ 209.86	-	-
4500045291	2/18/2022	Gillig LLC		B140-BUS CHASSIS	$ 39.27	-	-
4500045292	2/18/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 66.05	-	-
4500045293	2/18/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 30.33	-	-
4500045294	2/18/2022	Kurt Morgan		F170-MATL HANDLING EQUIP	$ 118.44	-	-
4500045295	2/18/2022	Jeyco Products Inc		G200-OFFICE SUPPLIES	$ 237.87	-	-
4500045296	2/18/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 12,385.03	-	-
4500045297	2/18/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 1,547.39	-	-
4500045298	2/18/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 1,665.83	-	-
4500045299	2/18/2022	Muncie Transit Supply		B250-BUS REPAIR PARTS	$ 20.53	-	-
4500045300	2/18/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 752.91	-	-
4500045301	2/18/2022	Vehicle Maintenance Program, Inc.	Woman Owned Business	B140-BUS CHASSIS	$ 419.09	-	-
4500045302	2/18/2022	W.W. Grainger Inc		F110-SHOP/BLDG MACHINERY	$ 16.81	-	-
4500045303	2/18/2022	Muncie Transit Supply		B130-BUS BODY	$ 5.33	-	-
4500045304	2/18/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 1,034.40	-	-
4500045305	2/18/2022	San Diego Friction Products, Inc.		B140-BUS CHASSIS	$ 2,538.39	-	-
4500045306	2/18/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 902.95	-	-
4500045307	2/18/2022	Mohawk Mfg & Supply Co		B140-BUS CHASSIS	$ 279.02	-	-
4500045308	2/18/2022	Transit Holdings Inc		B130-BUS BODY	$ 874.50	-	-
4500045309	2/18/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 345.55	-	-
4500045310	2/18/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 62.69	-	-
4500045311	2/18/2022	Vern Rose Inc		G140-SHOP SUPPLIES	$ 72.14	-	-
4500045312	2/18/2022	Muncie Transit Supply		B130-BUS BODY	$ 139.04	-	-
4500045313	2/18/2022	W.W. Grainger Inc		P280-GENERAL SVC AGRMNTS	$ 80.88	-	-
4500045315	2/18/2022	Gillig LLC		B120-BUS MECHANICAL PARTS	$ 405.03	-	-
4500045316	2/18/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 1,146.01	-	-
4500045317	2/18/2022	Gillig LLC		B130-BUS BODY	$ 2,240.87	-	-
4500045318	2/18/2022	Sherwin Williams Company		F120-BUS/LRV PAINT BOOTHS	$ 282.20	-	-
4500045319	2/18/2022	Jeyco Products Inc		G150-FASTENERS	$ 34.64	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045320	2/18/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 346.87	-	-
4500045321	2/18/2022	Inland Kenworth (US) Inc		B200-BUS PWR TRAIN EQUIP	$ 13.08	-	-
4500045322	2/18/2022	Airgas Inc		G140-SHOP SUPPLIES	$ 115.42	-	-
4500045323	2/18/2022	Gillig LLC		B130-BUS BODY	$ 2,240.87	-	-
4500045324	2/18/2022	Gillig LLC		B130-BUS BODY	$ 1,578.93	-	-
4500045325	2/18/2022	Pacific Rigging Loft Inc		G130-SHOP TOOLS	$ 504.50	-	-
4500045326	2/18/2022	Robcar Corporation	Woman Owned Business	G190-SAFETY/MED SUPPLIES	$ 247.83	-	-
4500045327	2/18/2022	Rodvold Enterprises Inc.		F190-LANDSCAPING MAT'LS	$ 1,825.96	-	-
4500045328	2/18/2022	Shilpark Paint Corp.		G160-PAINTS & CHEMICALS	$ 429.09	-	-
4500045329	2/18/2022	Kaman Industrial Technologies		G140-SHOP SUPPLIES	$ 110.55	-	-
4500045330	2/18/2022	HI-TEC Enterprises		R160-RAIL/LRV ELECTRICAL	$ 3,717.38	-	-
4500045331	2/18/2022	Neopart Transit LLC		G190-SAFETY/MED SUPPLIES	$ 1,336.10	-	-
4500045332	2/18/2022	Airgas Inc		R160-RAIL/LRV ELECTRICAL	$ 2,948.47	-	-
4500045333	2/18/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 143.36	-	-
4500045334	2/18/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 645.86	-	-
4500045335	2/18/2022	Prudential Overall Supply		G140-SHOP SUPPLIES	$ 2,586.00	-	-
4500045336	2/18/2022	Fastenal Company		G190-SAFETY/MED SUPPLIES	$ 353.27	-	-
4500045337	2/18/2022	Virginia Electronic & Lighting LLC		M140-WAYSIDE SIGNALS	$ 1,858.69	-	-
4500045338	2/18/2022	Reid and Clark Screen Arts Co		R120-RAIL/LRV CAR BODY	$ 2,366.19	-	-
4500045339	2/18/2022	OneSource Distributors, LLC		M140-WAYSIDE SIGNALS	$ 1,810.20	-	-
4500045340	2/18/2022	Professional Contractors Supplies		G160-PAINTS & CHEMICALS	$ 1,045.15	-	-
4500045341	2/18/2022	Cummins Pacific LLC		B250-BUS REPAIR PARTS	$ 68.18	-	-
4500045342	2/22/2022	Transit Holdings Inc		B150-BUS COMM EQUIP.	$ 3,240.82	-	-
4500045343	2/22/2022	Prochem Specialty Products Inc	Small Business	G180-JANITORIAL SUPPLIES	$ 828.49	-	-
4500045344	2/22/2022	Siemens Mobility, Inc.		R120-RAIL/LRV CAR BODY	$ 4,138.54	-	-
4500045345	2/22/2022	Siemens Mobility, Inc.		R120-RAIL/LRV CAR BODY	$ 6,079.51	-	-
4500045346	2/22/2022	Tony Jamison	DBE	G170-LUBRICANTS	$ 1,483.33	-	-
4500045347	2/22/2022	Gillig LLC		B160-BUS ELECTRICAL	$ 22.11	-	-
4500045348	2/22/2022	TAKKT America Holding Inc		G210-OFFICE FURNITURE	$ 95.88	-	-
4500045349	2/22/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 157.10	-	-
4500045350	2/22/2022	Transit Holdings Inc		B130-BUS BODY	$ 225.35	-	-
4500045351	2/22/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 17.24	-	-
4500045352	2/22/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 1,980.58	-	-
4500045353	2/22/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 986.78	-	-
4500045354	2/22/2022	Ace Uniforms & Accessories	Small Business	G120-SECURITY	$ 64.59	-	-
4500045355	2/22/2022	Steven Timme		G230-PRINTED MATERIALS	$ 149.30	-	-
4500045356	2/22/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 797.36	-	-
4500045357	2/22/2022	Muncie Transit Supply		B200-BUS PWR TRAIN EQUIP	$ 5.11	-	-
4500045358	2/22/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 2,440.65	-	-
4500045359	2/22/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 111.68	-	-
4500045360	2/22/2022	Siemens Mobility, Inc.		R170-RAIL/LRV HVAC	$ 375.12	-	-
4500045361	2/22/2022	Data Controls Printworks Inc	Small Business	G230-PRINTED MATERIALS	$ 560.31	-	-
4500045362	2/22/2022	Steven Timme		G230-PRINTED MATERIALS	$ 1,377.65	-	-
4500045363	2/22/2022	Gillig LLC		B110-BUS HVAC SYSTEMS	$ 1,019.52	-	-
4500045364	2/22/2022	W.W. Grainger Inc		F110-SHOP/BLDG MACHINERY	$ 475.37	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045365	2/22/2022	Mcmaster-Carr Supply Co		F110-SHOP/BLDG MACHINERY	$ 223.49	-	-
4500045366	2/22/2022	Romaine Electric Corporation	Small Business	B160-BUS ELECTRICAL	$ 1,815.48	-	-
4500045367	2/22/2022	Air & Lube Systems Inc	DBE	F110-SHOP/BLDG MACHINERY	$ 1,281.62	-	-
4500045368	2/22/2022	SC Commercial, LLC		A120-AUTO/TRUCK GASOLINE	$ 3,125.66	-	-
4500045369	2/22/2022	Supreme Oil Company		A120-AUTO/TRUCK GASOLINE	$ 10,840.13	-	-
4500045370	2/22/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 33.57	-	-
4500045371	2/22/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 2,240.14	-	-
4500045372	2/22/2022	HD Supply Construction Supply, LTD		M200-YARD FACILITIES	$ 2,745.68	-	-
4500045373	2/22/2022	Knorr Brake Holding Corporation		R160-RAIL/LRV ELECTRICAL	$ 31,707.41	-	-
4500045374	2/22/2022	W.W. Grainger Inc		G180-JANITORIAL SUPPLIES	$ 186.33	-	-
4500045375	2/22/2022	Muncie Transit Supply		B110-BUS HVAC SYSTEMS	$ 206.93	-	-
4500045376	2/22/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 45.51	-	-
4500045377	2/22/2022	Terra Bella Nursery, Inc		F190-LANDSCAPING MAT'LS	$ 1,567.64	-	-
4500045378	2/22/2022	Jeyco Products Inc		G160-PAINTS & CHEMICALS	$ 19.97	-	-
4500045379	2/22/2022	Graybar Electric Co Inc		M200-YARD FACILITIES	$ 145.47	-	-
4500045380	2/22/2022	DIRECTV		G260-MEDIA	$ 2,800.00	-	-
4500045381	2/22/2022	Home Depot USA Inc		G200-OFFICE SUPPLIES	$ 296.30	-	-
4500045382	2/22/2022	Siemens Mobility, Inc.		R160-RAIL/LRV ELECTRICAL	$ 5,417.67	-	-
4500045383	2/23/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 3.45	-	-
4500045384	2/23/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 119.06	-	-
4500045385	2/23/2022	Cummins Pacific LLC		B250-BUS REPAIR PARTS	$ 134.43	-	-
4500045386	2/23/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 2,825.21	-	-
4500045387	2/23/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 2,121.22	-	-
4500045388	2/23/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 129.30	-	-
4500045390	2/23/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 2,393.97	-	-
4500045391	2/23/2022	West End Holdings Inc		P280-GENERAL SVC AGRMNTS	$ 1,215.00	-	-
4500045392	2/23/2022	Transit Holdings Inc		B110-BUS HVAC SYSTEMS	$ 534.18	-	-
4500045393	2/23/2022	IDSC Holdings LLC		G130-SHOP TOOLS	$ 723.80	-	-
4500045394	2/23/2022	Airgas Inc		G140-SHOP SUPPLIES	$ 26.56	-	-
4500045395	2/23/2022	Mohawk Mfg & Supply Co		B130-BUS BODY	$ 161.03	-	-
4500045396	2/23/2022	R.S. Hughes Co Inc		G140-SHOP SUPPLIES	$ 538.92	-	-
4500045397	2/23/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 81.03	-	-
4500045398	2/23/2022	Brady Industries of California, LLC		G180-JANITORIAL SUPPLIES	$ 478.13	-	-
4500045399	2/23/2022	SPX Corporation		G290-FARE REVENUE EQUIP	$ 716.89	-	-
4500045400	2/23/2022	Kaman Industrial Technologies		G130-SHOP TOOLS	$ 13.00	-	-
4500045401	2/23/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 2,880.97	-	-
4500045402	2/23/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 404.39	-	-
4500045404	2/24/2022	Transit Holdings Inc		B120-BUS MECHANICAL PARTS	$ 163.98	-	-
4500045406	2/24/2022	Duncan Bolt Company	Small Business	G140-SHOP SUPPLIES	$ 428.83	-	-
4500045407	2/24/2022	Gillig LLC		B140-BUS CHASSIS	$ 80.82	-	-
4500045408	2/24/2022	Siemens Mobility, Inc.		R160-RAIL/LRV ELECTRICAL	$ 11,736.40	-	-
4500045409	2/24/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 10.78	-	-
4500045410	2/24/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 604.54	-	-
4500045411	2/24/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 4,081.58	-	-
4500045412	2/24/2022	Muncie Transit Supply		B140-BUS CHASSIS	$ 887.75	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045413	2/24/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 3,962.00	-	-
4500045414	2/24/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 120.52	-	-
4500045415	2/24/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 118.53	-	-
4500045416	2/24/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 2,723.75	-	-
4500045417	2/24/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 280.92	-	-
4500045418	2/24/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 10.51	-	-
4500045419	2/24/2022	Kaman Industrial Technologies		B120-BUS MECHANICAL PARTS	$ 444.82	-	-
4500045420	2/24/2022	Gillig LLC		B130-BUS BODY	$ 1,325.34	-	-
4500045421	2/24/2022	Industrial Maintenance Supply LLC	DBE	G150-FASTENERS	$ 326.07	-	-
4500045422	2/24/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 1,121.84	-	-
4500045423	2/24/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 761.80	-	-
4500045424	2/24/2022	Cummins Pacific LLC		B120-BUS MECHANICAL PARTS	$ 92.79	-	-
4500045425	2/24/2022	Agenda Setting, LLC		P410-CONSULTING	$ 3,000.00	-	-
4500045426	2/24/2022	Battery Power Inc.		B160-BUS ELECTRICAL	$ 3,231.57	-	-
4500045427	2/24/2022	Staples Contract & Commercial Inc		G200-OFFICE SUPPLIES	$ 131.03	-	-
4500045428	2/24/2022	W.W. Grainger Inc		G190-SAFETY/MED SUPPLIES	$ 105.10	-	-
4500045429	2/24/2022	Kurt Morgan		G200-OFFICE SUPPLIES	$ 142.77	-	-
4500045430	2/24/2022	B & S Graphics Inc		B130-BUS BODY	$ 102.37	-	-
4500045431	2/24/2022	R.S. Hughes Co Inc		G140-SHOP SUPPLIES	$ 604.09	-	-
4500045432	2/24/2022	Jeyco Products Inc		G140-SHOP SUPPLIES	$ 364.90	-	-
4500045433	2/24/2022	Transit Products and Services		B130-BUS BODY	$ 8,620.00	-	-
4500045434	2/24/2022	Annex Warehouse Company, Inc		F120-BUS/LRV PAINT BOOTHS	$ 6,813.62	-	-
4500045435	2/24/2022	Chingon Custom Metal Fabrication		G150-FASTENERS	$ 254.57	-	-
4500045436	2/24/2022	Shilpark Paint Corp.		G160-PAINTS & CHEMICALS	$ 52.27	-	-
4500045437	2/24/2022	JKL Cleaning Systems	Small Business	G140-SHOP SUPPLIES	$ 567.83	-	-
4500045438	2/24/2022	SiteOne Landscape Supply Holding		F190-LANDSCAPING MAT'LS	$ 732.52	-	-
4500045439	2/25/2022	SC Commercial, LLC		A120-AUTO/TRUCK GASOLINE	$ 2,128.98	-	-
4500045440	2/25/2022	Siemens Mobility, Inc.		R220-RAIL/LRV TRUCKS	$ 927.82	-	-
4500045441	2/25/2022	Pluralsight LLC		I120-INFO TECH, SVCS	$ 5,276.71	-	-
4500045442	2/25/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 4,597.14	-	-
4500045443	2/25/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 20.87	-	-
4500045444	2/25/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 730.55	-	-
4500045445	2/25/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 1,545.63	-	-
4500045446	2/25/2022	TAKKT America Holding Inc		G210-OFFICE FURNITURE	$ 229.49	-	-
4500045447	2/25/2022	Harbor Diesel & Equipment		B250-BUS REPAIR PARTS	$ 727.79	-	-
4500045448	2/25/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 318.08	-	-
4500045449	2/25/2022	Kaman Industrial Technologies		B120-BUS MECHANICAL PARTS	$ 1,364.59	-	-
4500045450	2/25/2022	Jeyco Products Inc		G150-FASTENERS	$ 570.28	-	-
4500045451	2/25/2022	Bender Rosenthal, Inc.		C110-GENERAL CONTRACTOR	$ 64,782.65	-	-
4500045453	2/25/2022	Madden Construction Inc		P280-GENERAL SVC AGRMNTS	$ 688.50	-	-
4500045454	2/25/2022	Siemens Mobility, Inc.		R160-RAIL/LRV ELECTRICAL	$ 1,000.00	-	-
4500045455	2/25/2022	The Gordian Group, Inc.		T110-TRACK, RAIL	$ 1,870.00	-	-
4500045456	2/25/2022	Chromate Industrial Corporation		G140-SHOP SUPPLIES	$ 319.43	-	-
4500045457	2/25/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 1,151.17	-	-
4500045459	2/26/2022	Nth Generation Computing Inc		I110-INFORMATION TECH	$ 19,370.96	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045460	2/26/2022	Professional Contractors Supplies		G140-SHOP SUPPLIES	$ 194.71	-	-
4500045461	2/26/2022	Graybar Electric Co Inc		M180-STATION ELECTRICAL	$ 708.69	-	-
4500045462	2/26/2022	Datex Instruments, Inc.	Minority Owned Business	R150-RAIL/LRV COMM EQUIP	$ 1,077.50	-	-
4500045463	2/26/2022	Siemens Mobility, Inc.		M110-SUB STATION	$ 422.38	-	-
4500045464	2/26/2022	Fastenal Company		G180-JANITORIAL SUPPLIES	$ 21,427.24	-	-
4500045465	2/26/2022	Waxie's Enterprises Inc.		G180-JANITORIAL SUPPLIES	$ 56.04	-	-
4500045466	2/26/2022	West-Lite Supply Co Inc	Small Business	G270-ELECTRICAL/LIGHTING	$ 435.85	-	-
4500045467	2/26/2022	Aymar Industries, LLC.		R140-RAIL/LRV DOORS/RAMP	$ 4,191.48	-	-
4500045468	2/26/2022	Airgas Inc		G190-SAFETY/MED SUPPLIES	$ 215.50	-	-
4500045469	2/26/2022	W.W. Grainger Inc		G140-SHOP SUPPLIES	$ 283.23	-	-
4500045470	2/26/2022	Home Depot USA Inc		G140-SHOP SUPPLIES	$ 192.67	-	-
4500045471	2/28/2022	Siemens Mobility, Inc.		R120-RAIL/LRV CAR BODY	$ 12,159.02	-	-
4500045472	2/28/2022	Inland Kenworth (US) Inc		B250-BUS REPAIR PARTS	$ 142.43	-	-
4500045473	2/28/2022	NS Corporation		F110-SHOP/BLDG MACHINERY	$ 178.56	-	-
4500045474	2/28/2022	Steven Timme		G230-PRINTED MATERIALS	$ 291.53	-	-
4500045475	2/28/2022	Alliant Insurance Services,Inc.		P370-RISK MANAGEMENT	$ 1,024.38	-	-
4500045476	2/28/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 876.79	-	-
4500045477	2/28/2022	W.W. Grainger Inc		G160-PAINTS & CHEMICALS	$ 31.91	-	-
4500045478	2/28/2022	Charter Industrial Supply Inc	Small Business	B120-BUS MECHANICAL PARTS	$ 241.36	-	-
4500045479	2/28/2022	USSC Acquisition Corp		B250-BUS REPAIR PARTS	$ 2,158.11	-	-
4500045480	2/28/2022	Waxie's Enterprises Inc.		G140-SHOP SUPPLIES	$ 129.35	-	-
4500045481	2/28/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 158.91	-	-
4500045482	2/28/2022	Romaine Electric Corporation	Small Business	B160-BUS ELECTRICAL	$ 2,546.89	-	-
4500045483	2/28/2022	Gillig LLC		B120-BUS MECHANICAL PARTS	$ 780.59	-	-
4500045484	2/28/2022	Transit Holdings Inc		B160-BUS ELECTRICAL	$ 696.47	-	-
4500045485	2/28/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 1,140.00	-	-
4500045486	2/28/2022	Transit Holdings Inc		B130-BUS BODY	$ 1,319.67	-	-
4500045487	2/28/2022	Gillig LLC		B200-BUS PWR TRAIN EQUIP	$ 66.65	-	-
4500045488	2/28/2022	SC Commercial, LLC		A120-AUTO/TRUCK GASOLINE	$ 3,248.96	-	-
4500045489	2/28/2022	Kaman Industrial Technologies		G140-SHOP SUPPLIES	$ 162.28	-	-
4500045490	2/28/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 43.43	-	-
4500045491	2/28/2022	San Diego Friction Products, Inc.		B140-BUS CHASSIS	$ 169.07	-	-
4500045492	2/28/2022	Supreme Oil Company		A120-AUTO/TRUCK GASOLINE	$ 13,887.69	-	-
4500045493	2/28/2022	Muncie Transit Supply		B130-BUS BODY	$ 60.75	-	-
4500045494	2/28/2022	CED, Inc.		M130-CROSSING MECHANISM	$ 260.64	-	-
4500045495	2/28/2022	Siemens Mobility, Inc.		R160-RAIL/LRV ELECTRICAL	$ 5,000.00	-	-
4500045496	2/28/2022	Merrimac Petroleum Inc	Woman Owned Business	A120-AUTO/TRUCK GASOLINE	$ 37,468.64	-	-
4500045497	2/28/2022	Kirkland Printing & Mailing Srvcs		G200-OFFICE SUPPLIES	$ 438.55	-	-
4500045498	2/28/2022	W.W. Grainger Inc		G180-JANITORIAL SUPPLIES	$ 141.82	-	-
4500045499	2/28/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 1,743.55	-	-
4500045500	2/28/2022	Jeyco Products Inc		G150-FASTENERS	$ 18.10	-	-
4500045501	2/28/2022	TK Services Inc		B250-BUS REPAIR PARTS	$ 44.74	-	-
4500045502	2/28/2022	Keyser Marston Associates Inc	Small Business	C120-SPECIALTY CONTRACTO	$ 27,500.00	-	-
4500045503	3/1/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 942.77	-	-
4500045504	3/1/2022	Vehicle Maintenance Program, Inc.	Woman Owned Business	B140-BUS CHASSIS	$ 502.91	-	-

Purchase Orders							
PO Number	PO Date	Name	Prime Business Certification	Material Group	PO Value	DBE Subcontracted Amount	Non DBE Subcontracted Amount
4500045505	3/1/2022	NSH USA Corporation		F110-SHOP/BLDG MACHINERY	$ 1,837.15	-	-
4500045506	3/1/2022	Sid Tool Co		R120-RAIL/LRV CAR BODY	$ 427.08	-	-
4500045507	3/1/2022	American Seating Company	Small Business	R200-RAIL/LRV SEATING	$ 88.75	-	-
4500045508	3/1/2022	Norman Industrial Materials		G140-SHOP SUPPLIES	$ 507.31	-	-
4500045509	3/1/2022	Fastenal Company		R230-RAIL/LRV MECHANICAL	$ 2,184.46	-	-
4500045511	3/1/2022	Transit Holdings Inc		B250-BUS REPAIR PARTS	$ 6.47	-	-
4500045512	3/1/2022	Cummins Pacific LLC		B200-BUS PWR TRAIN EQUIP	$ 3,620.40	-	-
4500045513	3/1/2022	Muncie Transit Supply		B200-BUS PWR TRAIN EQUIP	$ 259.57	-	-
4500045514	3/1/2022	Muncie Transit Supply		B200-BUS PWR TRAIN EQUIP	$ 71.28	-	-
4500045515	3/1/2022	Transit Holdings Inc		B140-BUS CHASSIS	$ 10,537.56	-	-
4500045516	3/1/2022	Transit Holdings Inc		B200-BUS PWR TRAIN EQUIP	$ 63.65	-	-
4500045517	3/1/2022	VCA Animal Hospitals, Inc.		G120-SECURITY	$ 201.60	-	-
4500045518	3/1/2022	Gillig LLC		B250-BUS REPAIR PARTS	$ 1,448.51	-	-
4500045519	3/1/2022	Gillig LLC		G140-SHOP SUPPLIES	$ 275.23	-	-
4500045520	3/1/2022	Jeyco Products Inc		G150-FASTENERS	$ 9.19	-	-
4500045521	3/1/2022	Kurt Morgan		G200-OFFICE SUPPLIES	$ 401.85	-	-
4500045522	3/1/2022	Mohawk Mfg & Supply Co		B140-BUS CHASSIS	$ 21.28	-	-
4500045523	3/1/2022	Kenneth Place		F190-LANDSCAPING MAT'LS	$ 2,629.50	-	-
4500045524	3/1/2022	Home Depot USA Inc		F180-BUILDING MATERIALS	$ 442.61	-	-