



MEMORANDUM

DATE: November 17, 2021

TO: Sharon Cooney, Chief Executive Officer
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Mike Wygant, Chief Operating Officer
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FROM: Denis Desmond, Director of Planning and Scheduling

SUBJECT: DIVISION 6 PROJECT PREFERRED SITE RECOMMENDATION

MTS and SANDAG have been working on the development of the Division 6 project that will open a sixth bus division to accommodate fleet electrification and allow for future system growth. At this point, it is beneficial for the project in a number of ways for MTS to identify its preferred site among the seven currently under consideration.

It is not practical to continue with all seven sites as we move into more technical and engineering aspects of project analysis, especially as many alternatives are significantly flawed from a feasibility perspective. Selection of a preferred site will kick off the environmental phase, allow for MTS to commence discussions with property owners, and apply for certain grants.

The information attached includes project discussion and site analyses, and recommends the selection of Site 7 as the preferred alternative. Please let me know if you have any questions.



MTS DIVISION 6 BUS FACILITY – PREFERRED SITE RECOMMENDATION

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MTS DIVISION 6 BUS FACILITY – PREFERRED SITE RECOMMENDATION

INTRODUCTION

Bus divisions – also referred to as garages, maintenance facilities, yards – are the heart of operations for a transit agency. Divisions are where buses are parked, cleaned, fueled or charged, maintained, and repaired. Drivers begin and end their shifts at divisions, which house dispatch facilities, driver report and break areas, administrative and supervisory staff, and all other functions that support bus operations. Larger divisions typically operate 24 hours a day, seven days a week, as overnight and weekend hours are when more buses are available for maintenance activities. Bus divisions are not public facilities or transit centers; they are support facilities for the in-service operations.

MTS currently operates bus services from five divisions located throughout its service area. These include the Imperial Avenue Division in Downtown San Diego, the Kearny Mesa Division and Copley Park Division in Kearny Mesa (San Diego), the South Bay Division in Chula Vista, and the East County Division in El Cajon. MTS staff identified the need for an additional (sixth) bus division to accommodate future growth and the transition to an electric bus fleet over the next fifteen years. The scope of the Division 6 project was established to meet current and future operational needs.

The San Diego Association of Governments (SANDAG) is the San Diego regional transportation planning agency, and is therefore taking a lead on the environmental planning. That effort began in mid-2021, coinciding with MTS' engagement of the public on the project. SANDAG is currently completing technical studies to determine the appropriate level of analysis necessary for compliance the NEPA and CEQA. MTS' goal is to have a new facility operational by 2026-2027 to support electric charging projects at its other divisions.

PROJECT NEED

MTS is anticipating future needs for transit service growth in the region. Development of a division, from community engagement to completion of construction, can take 5 to 7 years, so it is critical to begin the process in advance of the actual need. MTS and SANDAG have been working over the past three years to identify future transit improvements as part of the MTS Elevate SD program and the 2021 Regional Transportation Plan (San Diego Forward).

These two plans share much in common in terms of improving and expanding bus transit. Both call for greatly increasing headways on almost every bus route in the system, with many operating every ten minutes or better. Table 1 shows the Elevate SD plan for increased frequencies, with all routes' current frequencies on the left, and on the right what the frequencies would be with a successfully-funded Elevate SD measure. Both efforts also include new freeway express bus services, new bus rapid transit (BRT) services, and upgrades of current local services to BRT. The maps in Figure 1 show the current versus Elevate SD Rapid networks.

MTS' consultant for Elevate SD, Transportation Management and Design (TMD), estimated that all of the bus projects in the program, including improved frequencies, freeway express service, and Rapid routes (as shown in Figure 1), would require approximately 150 additional buses.

Not only would the raw number of buses required to fulfill service schedules increase, MTS anticipates that the size of buses will also increase – typically from 40' standard buses to 60' articulated buses. Since 2014, MTS has been increasing the number of articulated buses in the fleet, which has expanded

capacity on multiple local and Rapid routes, and successfully allowed for a much faster response to crowding issues.

Table 1. Elevate SD Proposal for Increased Local Bus Service Frequencies

Current Frequency	Proposed Frequency
10 minutes	7.5 minutes
12 minutes	10 minutes
15 minutes	10 minutes
30 minutes	15 minutes
60 minutes	30 minutes

Improvements such as those proposed in Elevate SD and contemplated in the draft 2021 Regional Transportation Plan, will be necessary to meet local climate action goals. The City of San Diego, the most populous jurisdiction in the MTS service area, has a target of 15% transit modal split by 2035 in its draft Climate Action Plan (<https://sdclimateaction.konveio.com/plan-overview>). This is a significant increase over current (less than 5% modal split regionally) and will require much higher levels of service.

MTS existing five bus divisions, shown in Table 2, are all near or at maximum capacity. The ability to park, service, and maintain additional buses will require either expansion of existing facilities or the addition of a new division.

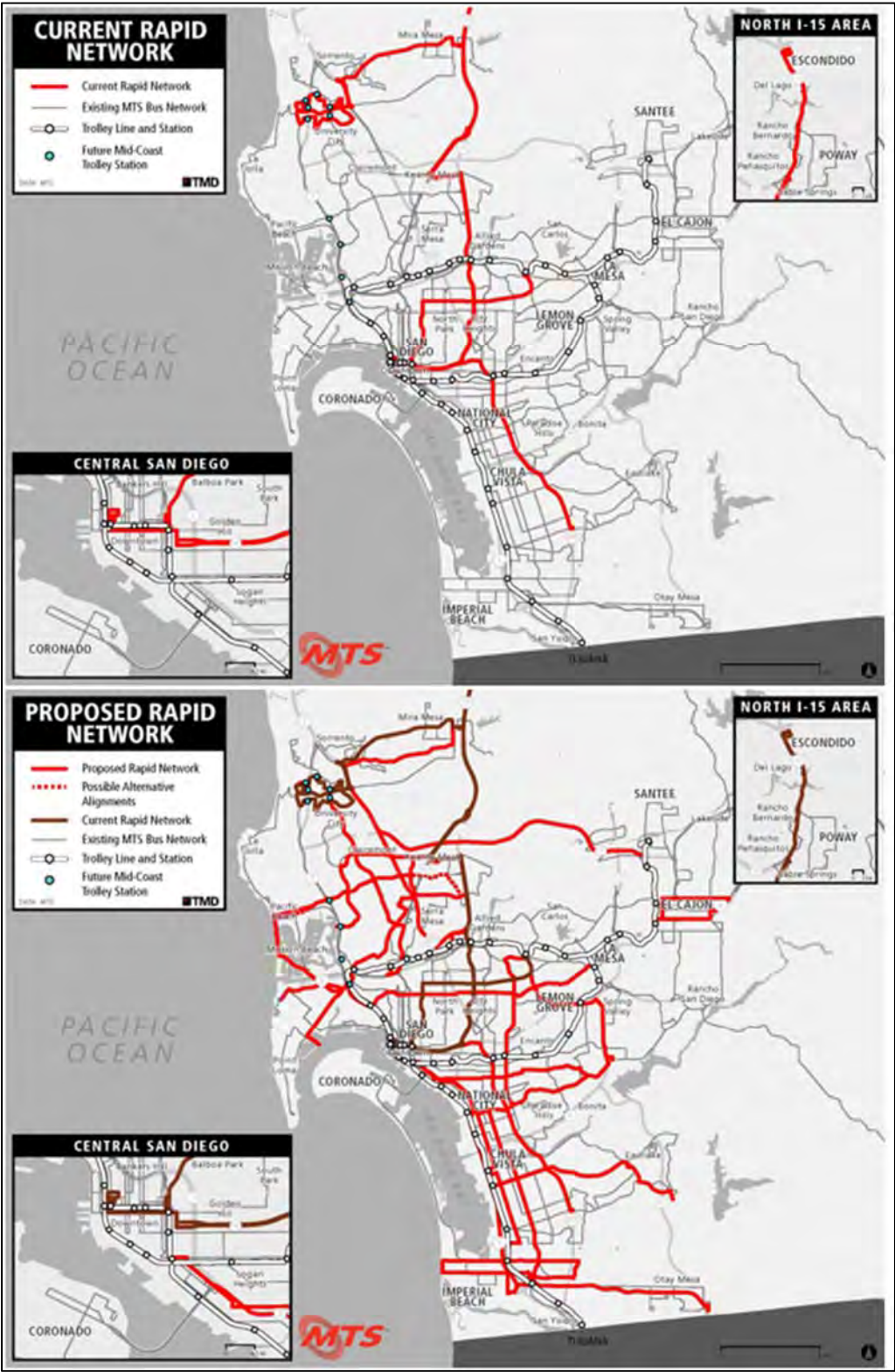
- MTS' Imperial Avenue and Kearny Mesa Divisions are both constrained on all sides and cannot practically be expanded.
 - The Imperial Avenue Division already uses most of a four-block lot in Downtown San Diego; most of the remaining parcels are either designated historic or newer residential development.
 - The Kearny Mesa Division is surrounded by public streets on three sides, with the Transportation Management Center (critical state communications and emergency operations infrastructure) on the fourth side.
- The three other divisions have some capability for expansion through acquisition of adjacent properties, but MTS has determined that these are not ideal for operations.
 - The South Bay Division is already MTS' largest, and as big as could be effectively used in a single location. Adding capacity at this single location would create longer, less-efficient deadhead trips and longer response times to operational issues.
 - The East County Division has remaining capacity for approximately 30 additional buses, but this is anticipated to be used up for electrification at the other divisions. While it also has some potential expansion space using surrounding property, ECD is not located where MTS needs more expansion capacity.
 - The Copley Park Division is also potentially expandable, but was developed for the maintenance and parking of smaller cutaway buses. Adding infrastructure to additionally service full-size buses at this facility would not add significant large-bus capacity, nor is it located in the area of future service growth. The Kearny Mesa area is already the location of two of MTS' five divisions, while future capacity is needed farther south and east.

Table 2. List of Current MTS Divisions

Division	Address	Size	Bus Types	Current Buses	Fuel Types
Imperial Avenue Division	100 Sixteenth Street San Diego, CA 92101	7.72 acres	Standard, Articulated	161	CNG, Electric*
Kearny Mesa Division	4630 Ruffner Street San Diego, CA 92111	7.86 acres	Standard, Articulated	116	CNG, Electric*
South Bay Division	3650A Main Street Chula Vista, CA 91911	9.95 acres	Standard, Articulated	239	CNG, Electric*
East County Division	544 Vernon Way El Cajon, CA 92020	5.59 acres	Standard, OTR Coach, Minibus	93	CNG, Electric*
Copley Park Division	490 Copley Park Place San Diego, CA 92111	2.38 Owned 2.99 Leased acres	Minibus	149	Propane

**Current electric bus charging infrastructure is pedestal chargers with limited capacity.*

Figure 1. MTS Rapid Network: Current (2019) and Elevate SD Proposal



Aside from needs to accommodate future transit growth, MTS will be transitioning its bus fleet to 'zero emission' buses to comply with the California Air Resources Board's (CARB) Innovative Clean Transit (ICT) regulation, which requires a transition of transit bus fleets from fossil fuels by 2040. Achieving this will require installing significant infrastructure in MTS' existing divisions. MTS is designing and engineering overhead gantry systems that will intelligently charge vehicles to ensure that fully charged buses are ready for deployment as needed, as well as balancing charging to minimize peak demand charges. Charging infrastructure will reduce division capacity by approximately 20%, as the gantries will have rows of support columns every 4-5 rows of buses. Some existing fueling infrastructure may be removed towards the latter years of the transition, so a conservative estimate of a 15% loss of division capacity would result in the need for space for 92 full size 40 and 60-foot buses.

Adding a sixth division also has two major advantages with the transition to battery electric buses. The first is that it provides an additional location for charging, so in the event of a localized power outage there are more potentially unaffected alternatives for maintaining service. The second is that there is an opportunity to site a division closer to more future route terminals, which reduces deadhead distances. Minimizing deadhead travel is crucial for successful integration of battery electric buses, as their range with the current technology is limited and minimizing out-of-service mileage is essential.

Estimates of 150 buses for near- and mid-term growth, plus 92 to support buses for electrification, results in a need for space for nearly **250 buses**, which could fill a division the size of MTS' South Bay Division. This figure does include any space for electrifying MTS light- and medium-duty fleet, or for any additional vehicles that may be necessary due to electric buses' reduced range compared to the existing natural gas fleet. These needs would likely occur in the late 2030s, at which point expansion of existing divisions or even a seventh bus division may need to be considered.

INITIAL STUDY AREA

A consultant was utilized prior to the Elevate SD project to determine a location within MTS jurisdiction for a future bus division. Several scenarios were reviewed, including a replacement facility for MTS' Downtown Imperial Avenue division (in the event that IAD would be sold and repurposed for development), an expansion division operated by MTS' internal bus operations, and an expansion division that would be operated by an MTS contractor.

Both existing services and anticipated future services were considered. The study used MTS' Hastus scheduling data and geographic information systems (GIS) to determine ideal centroids that would minimize deadhead travel distances and time. Existing divisions were accounted for, and routes and services were moved around accordingly to create the most ideal operational scenario. Two primary centroids were determined, which were dependent on the operational scenario.

The first scenario considered this expansion division to be a supplement to the directly-operated (services operated by MTS employees) Imperial Avenue Division. It is expected that Kearny Mesa Division would continue to serve most routes and terminals in the northern service area, while a new division built to serve growth in southern and eastern communities would be largely supplemental to the Imperial Avenue Division. That analysis resulted in a centroid near the area of University Avenue and 30th Street in North Park (City of San Diego), as shown in Figure 3. Since this analysis was completed, two significant developments are occurring that would likely shift this centroid further southeast: Imperial Avenue Division buses that were pulling out to and in from the University City area have been reassigned to the Kearny Mesa Division; and, in November 2021, some bus service in the northwestern portion of MTS' service area will be replaced by an extended Blue Line Trolley.

The second scenario considers operation of the division by MTS' Contract Services, which operates a different set of bus routes, out of the South Bay and East County Divisions. For this analysis, routes were rationalized among the two existing and potential third contracted division, to come up with the ideal location. This resulted in a centroid in the area of Euclid Avenue and Market Street in Emerald Hills, near the Euclid Avenue Transit Center, shown in Figure 4.

A straight line between these two centroids roughly follows the Interstate 805 corridor through central San Diego. This makes intuitive sense, given the geographic pull of existing divisions and the areas of future growth which are anticipated to be largely in the South Bay, Mid-City, and Southeastern communities. Interstate 805 is also the major regional north-south inland travel corridor in south San Diego, with very central access to communities and terminals throughout the southern MTS service area.

MTS expanded the search for potential Division 6 sites to an area on either side of the line between these two centroids, to maximize effectiveness and efficiency of a new division, regardless of the operator. This formed the initial study area, in which all industrial and commercial areas and properties were initially screened for size, access, and appropriateness. Given the central location of the area in the region, as well as topography, most of the zone of interest is primarily residential or open space. This narrowed the focus to a few industrial areas along the State Route 15 and State Route 94 freeways.

Figure 2. Current Pull Trips by Route and Division

This figure shows the current (November 2021) weekday pull trips from each division by route. The weekday schedule is used because it has the highest service levels and five times the number of days as the Saturday or Sunday schedule. Note that the number of pull-outs and pull-ins for each route may differ, as routes are interlined. For example, a bus pulling out to Route 60 may pull in from Route 12. The overall number of pull trips is typically higher than a division's peak vehicle requirement, as some buses pull out and in more than once a day (typically peak hour trippers).

ROUTE	SERVING	WEEKDAY PULL TRIPS BY ROUTE & DIVISION									
		IAD		KMD		SBD		ECD		CPD	
		OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN
1	FVTC - Hillcrest - ECB - La Mesa					11	9				
2	Downtown - North Park	12	10								
3	Euclid TC - Hillcrest					12	10				
4	Lomita Village - 12th & Imperial	12	7								
5	Euclid TC - Downtown					5	6				
6	FVTC - North Park	3	4	2	0						
7	Downtown - University & College	17	21								
8	OTTTC - Balboa Av TC (via Mission Bch)	8	11	2	0						
9	OTTTC - PB (via SeaWorld/Crown Pt.)	4	4								
10	OTTTC - University & College	5	6	7	9						
11	SDSU - Downtown	13	10								
12	Skyline Hills - Downtown	15	15								
13	24th St TC - Grantville/Kaiser	18	20								
14	Grantville TC - Lake Murray Blvd.									2	2
18	Grantville - Camino del Rio									1	1
20	Downtown - Rancho Bernardo	9	10	4	5						
25	FVTC - Kearny Mesa									2	2
27	Pacific Beach - Kearny Mesa					4	1				
28	OTTTC - Shelter Island					6	6				
30	OTTTC - PB - La Jolla - UTC	8	10	7	8						
31	UTC - Mira Mesa			3	4						
35	OTTTC - Ocean Beach					5	4				
41	FVTC - UTC/UCSD	1	0	16	19						
43	Kearny Mesa - Balboa Av TC					8	9				
44	Kearny Mesa TC - OTTTC					11	10				
60	Euclid TC - UTC	3	0	3	3						
83	OTTTC - Mission Hills - Downtown									1	1
84	Shelter Island - Sub Base/Cabrillo									1	1
88	OTTTC - Hotel Circle - FVTC							1	2		
105	OTTTC - Clairemont - UTC	1	0	6	3						
110	Mira Mesa - Downtown	1	4	2	1						
115	SDSU - San Carlos - ECTC							3	3		
120	Downtown - FVTC - Kearny Mesa TC	10	8	4	4						
140	Balboa Av TC - La Jolla					6	6				
201/202	UTC TC - UCSD (SuperLoop)					15	15				
204	UTC TC - SuperLoop East					2	3				
215	Downtown - El Cajon Blvd - SDSU	19	19								
225	Otay Mesa - CV - I-805 - Dwtn					17	17				
235	I-15 Corridor: Escondido - Downtown			14	14						
237	Miramar Coll - UCSD			14	13						
280	Escondido/Del Lago - Downtown							8	8		
290	Rancho Bern./Sabre Spgs - Dwtn							8	8		
701	H St TC - Palomar St TC					7	7				
704	E St TC - Palomar St TC					5	5				
705	E St TC - Southwestern Coll					3	3				
707	SW Coll - Otay Ranch Town Ctr					3	3				
709	H St TC - Southwestern Coll					12	12				
712	Palomar TC - Southwestern Coll					6	6				
815	ECTC - E. Main/Madison							6	4		
816	ECTC - Cuyamaca Coll							3	2		

ROUTE	SERVING	WEEKDAY PULL TRIPS BY ROUTE & DIVISION									
		IAD		KMD		SBD		ECD		CPD	
		OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN
832	Santee Trolley - North Santee							2	3		
833	ECTC - Santee Trolley									2	2
834	Santee Trolley - West Santee							1	0		
838	East County Square - Alpine/Viejas									4	4
848	ECTC - Lakeside							4	6		
851	Spring St. Trolley - Spring Valley									1	1
852	University/54th - Grossmont							3	3		
854	Grossmont TC - Grossmont Coll							1	1		
855	Spring St. Trolley - Rancho SD							2	2		
856	SDSU - Rancho SD/Cuyamaca Coll							6	6		
864	ECTC - East County Square							1	3		
872	ECTC - Chase/Magnolia Loop							1	0		
874/875	ECTC - Broadway/Washington Loop							4	4		
888	Jacumba - Old Hwy. 80 - ECTC							1	1		
891	Borr Spgs - Julian - El Cajon							2	2		
892	Borr Spgs - Ranchita - El Cajon							2	2		
894	Tecate/Campo - ECTC							2	2		
901	Iris TC - Downtown					15	12				
904	Coronado City Hall - Ferry Landing					1	1				
905	Iris TC - Otay Mesa					11	15				
906/907	Iris TC - San Ysidro Loop					14	16				
909	Otay Mesa Circulator					1	1				
916/917	Euclid TC - Coll Grove Loop					6	4				
921	Mira Mesa - UTC (- UCSD on SSH)							4	4		
923	Ocean Beach - Downtown					4	4				
928	FVTC - Kearny Mesa							4	3		
929	Downtown - Iris TC					16	18				
932	8th St TC - Iris TC					5	5				
933/934	Iris TC - IB/Palm City Loop					17	19				
936	SDSU - Spring Valley							4	4		
944	Poway - Sabre Springs									2	2
945	Poway - Rancho Bernardo									5	5
950	Otay Mesa - Iris TC					3	3				
955	8th St TC - SDSU					11	10				
961	24th St TC - 62nd St Trolley					5	5				
962	8th St TC - Spring Valley					4	8				
963	8th St TC - Paradise Hills					3	2				
964	Mira Mesa/Scripps Ranch									3	3
965	City Heights Circulator									1	1
967	24th St TC - Division/Ava									1	1
968	8th St TC - Plaza Bonita					1	1				
972	SVCC Sorrento Mesa									2	2
973	SVCC Carroll Canyon									2	2
974	SVCC UCSD									2	2
978	SVCC Torrey Pines									2	2
979	SVCC North Univ City									2	2
985	UCSD - N Torrey Pines									4	4
992	Downtown - Airport							4	4		
TOTAL WEEKDAY		159	159	126	126	217	217	73	73	40	40

Figure 3. Centroid for Expanded Directly-Operated Bus Services

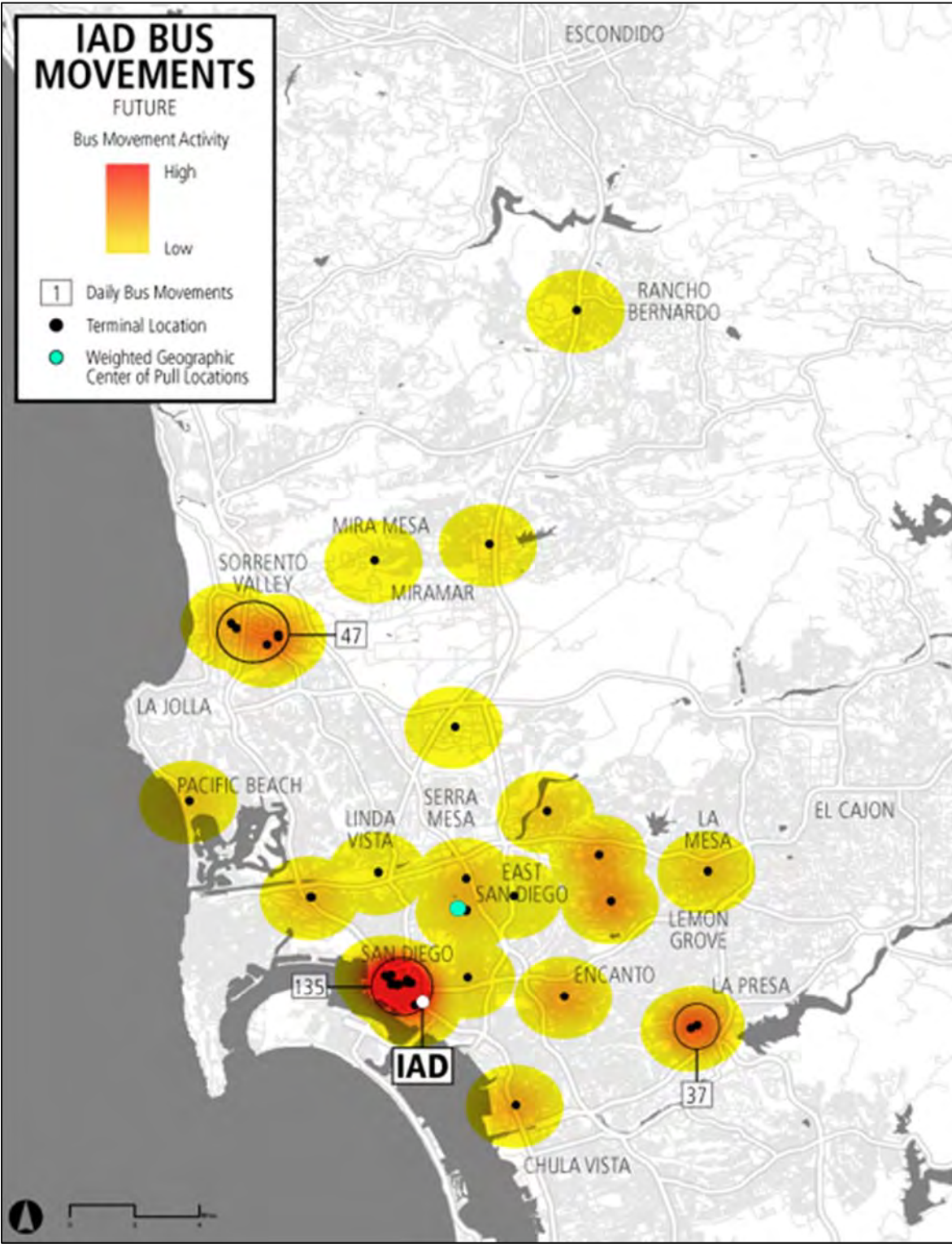


Figure 4. Centroid for Contracted Bus Services

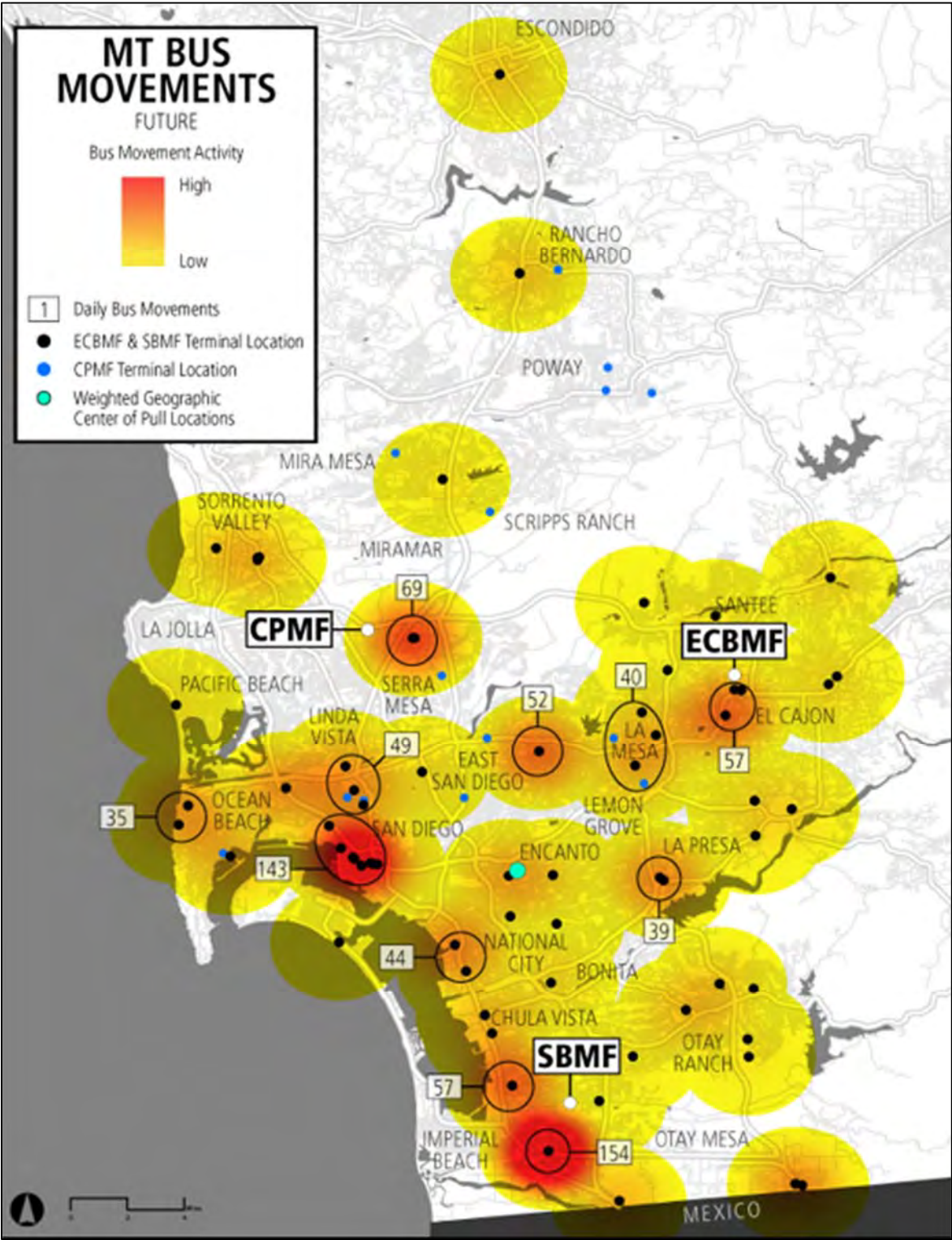
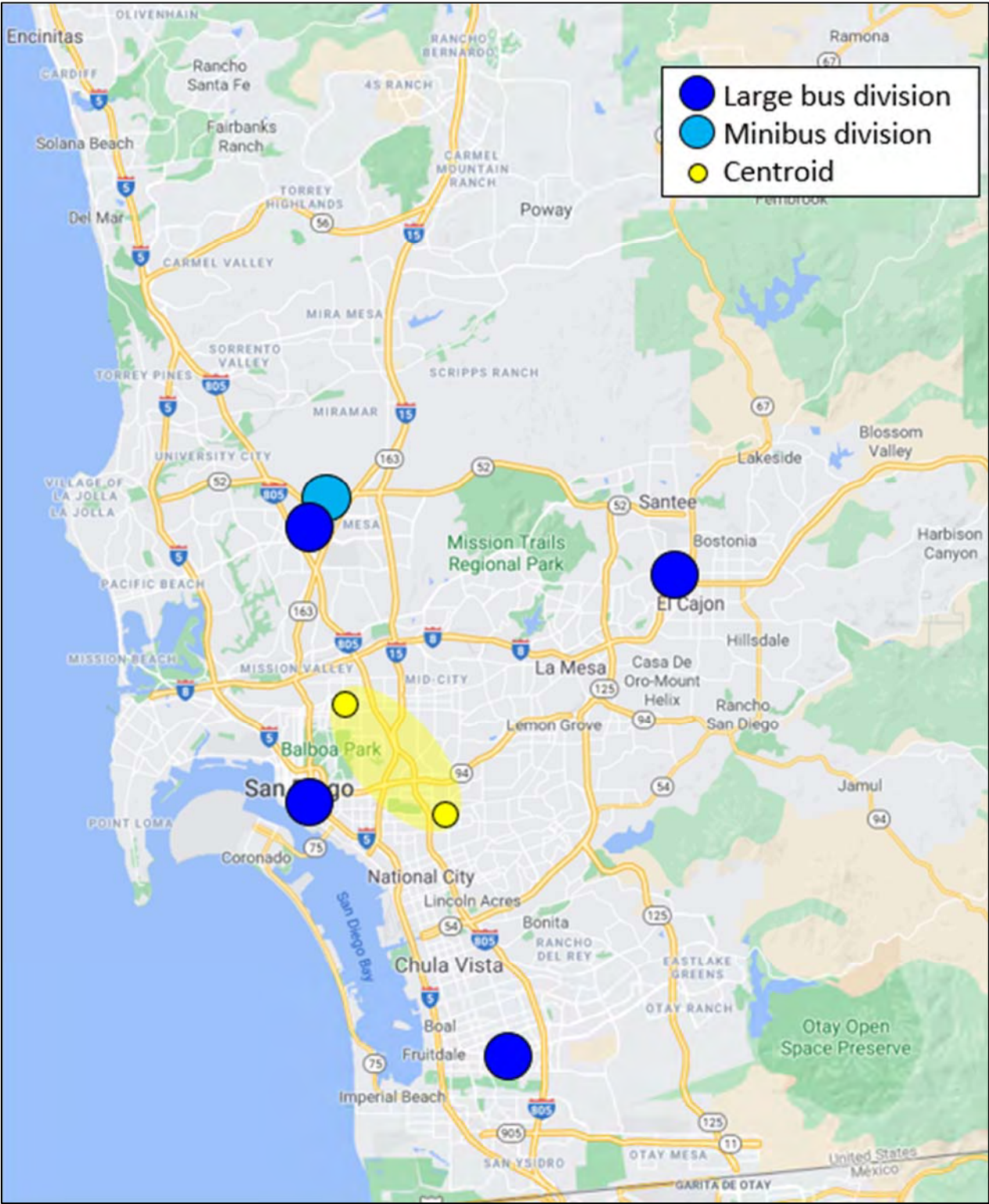


Figure 5. Map of Existing Divisions and Expansion Centroids



SITE CONSIDERATIONS

The location of an operating division has a significant impact on both the quality and the cost of bus operations. Siting a bus division in close proximity to the area it will primarily serve is essential for minimizing deadhead costs (including driver time, fuel, and equipment wear-and-tear), vehicle mileage, and emissions. This is true for the buses and non-revenue vehicles, such as driver relief cars, maintenance trucks, and vehicles used for supervision. It also improves service by reducing the response time for breakdowns, accidents, and other service interruptions. Replacement buses and supervisory assistance is closer to mitigate delays and avoid missed service.

These considerations also dictate that a division should have good access to multiple freeways without a burdensome amount of travel time on the local street network. Not only would buses and service vehicles add to local street traffic, but the longer travel times would increase costs and response times.

Promoting principals of equity is a key consideration in the identification of potential Division 6 sites. A bus division can be both a benefit and a potential burden to a community. A large, fully developed bus division can employ upwards of 600 people for a wide range of jobs, including drivers, maintenance staff, cleaners, supervisors and trainers, administrative staff, and management. A new facility constructed to current best practices for design, environmental stewardship, and employee work environment can be an improvement over current uses in an industrially-zoned and utilized area. However, impacts of a bus division could include traffic, noise, and emissions, particularly if any of these exceed the previous use.

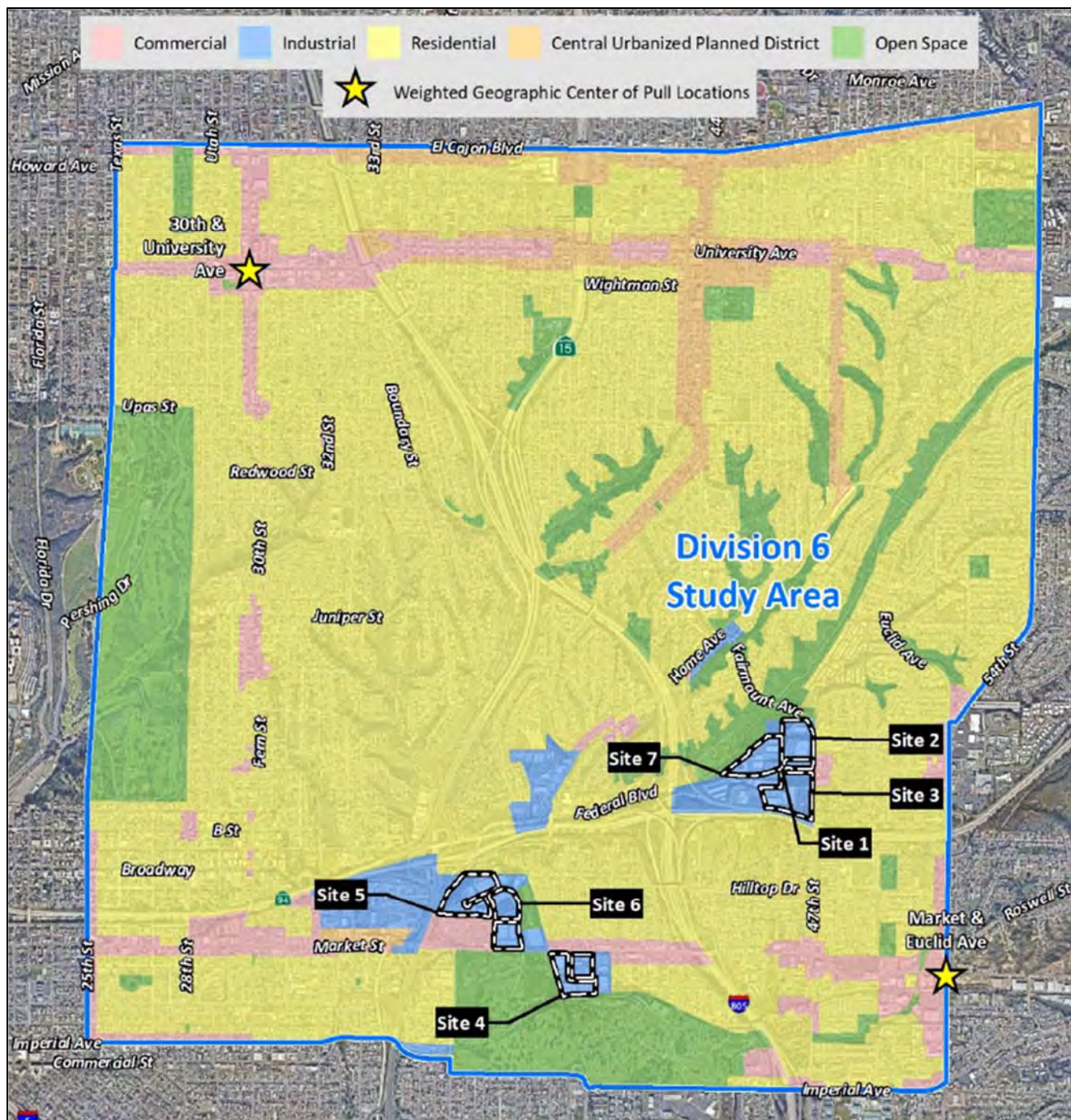
When a project potentially has both benefits and burdens, the project sponsor must work cooperatively with the local communities affected to determine whether the net project impact is positive or negative. This will vary substantially depending on the site, the proposed project, and the values of the community impacted. For Division 6, a public participation plan was adopted to ensure that affected parties would have an opportunity to provide meaningful feedback on the project.

An early tenet of this project was to ensure that it would not take away valuable community-serving assets. MTS committed to selecting a site that is not only zoned for industrial or commercial use, but also a site that is currently being used in that manner. Division 6 would not displace any residential property, build on any undeveloped land, park, or natural habitat, or remove any community-serving commercial storefronts such as markets, barbershops, or restaurants.

Figure 6 shows that the majority of land use is residential in the area of interest identified by the centroids in Figures 3 and 4. There is commercial zoning along major surface street corridors, but these are mostly filled with neighborhood service retail establishments, inappropriate for a large bus division. A review of areas even beyond the boundaries shown in Figure 6 did not reveal any sizable industrial zones until Mission Valley (too far north to serve growth in the southern and southeastern communities) or National City (too close to the existing South Bay Division). There is also some amount of open space, including portions of Balboa Park, Chollas Creek, various finger canyons, and Mount Hope and Greenwood cemeteries.

The developed areas currently zoned and utilized for industrial purposes were found along the State Route 94 corridor in the southern portion of the area of interest. These include properties along Home Ave., Federal Blvd., and Market Street. MTS staff made multiple trips to the area to review sites that had the best development potential for a future bus division. Seven were initially identified for review. One of these, a large site west of State Route 15 and north of Market St., is currently a San Diego Gas & Electric yard and not available nor desirable for MTS to pursue. That left six sites, and a new seventh site since added is a combination of two others.

Figure 6. Zoning Map with Potential Division 6 Sites



The seven sites remaining for consideration are listed in Table 3. The following pages include for each site: a summary, advantages and challenges, a table of affected parcels, and a site map.

Table 3. List of Potential Division 6 Sites

Site	Location	Current Usage	Current Occupants	Size
1	Federal Blvd., north side, east of Sunshine Berardini Field	Various industrial & commercial	Signtech, Nob Hill Industrial Park, Distribution International, others	12.49 acres
2	Federal Blvd. & 47 th St., northwest quadrant	Parcel distribution center, LTL truck warehousing	FedEx, Reddaway Trucking	11.00 acres
3	Federal Blvd. & 47 th St., southwest quadrant (also includes parcel south of Air Way and parking lot north of Federal Blvd.)	Beverage distribution	Reyes Coca-Cola Bottling, LLC	17.47 acres
4	Market St., south side, east of Mt. Hope Cemetery	Various industrial & commercial	UniFirst, Shift, SD Fibres Corp., others	12.22 acres*
5	Gateway Center Way, west and north of Gateway Center Drive	Various industrial & commercial	Fresenius Medical Care, gateway Medical Center, RR Donnelley, others	14.75 acres*
6	Gateway Center Ave, both sides, between Gateway Center Drive, Gateway Center Way, and Market St.	Various industrial & commercial	San Diego Blood Bank, DHL, LSG SkyChefs, others	12.68 acres*
7	Combination of Sites 1 and 3	Various industrial & commercial	Signtech, Nob Hill Industrial Park, Distribution International, Reyes Coca-Cola Bottling, LLC	14.90 acres

*excludes potential street vacations

Site 1: This location is five contiguous parcels along the north side of Federal Blvd, south of Sunshine Berardini Park, east of Interstate 805, and approximately 650 feet west of 47th Street in the City of San Diego Ridgeview neighborhood of the City Heights community.

The site slopes up from west to east, and is currently graded to approximately six levels. All 12.49 acres are currently developed with industrial uses. On the far west end is Signtech, whose parcels include two office buildings and facilities of fairly new construction. Moving east above that is the Nob Hill Industrial Park and various warehouses, single and two-story office buildings, and vehicle and material storage yards. Building age, condition, and utilization varies.

All five parcels are designated as Industrial Employment in the City of San Diego's General Plan and are zoned as Light Industrial. Surrounding land uses include industrial uses to the east and south, and open space to the north and east. Freeway access is provided via interchanges with Federal Boulevard at both State Route 94 and Interstate 805, approximately 0.70 and 0.30 miles west of this site, respectively. Property characteristics and existing conditions of Site 1 are presented in Table 4. Figure 7 shows a map of the location and parcels associated with Site 1.

Advantages of Site 1 include: the location is farther from residences east of 47th Street, buffered by other commercial properties on its east side; deadhead travel towards downtown is shorter than other options and doesn't pass any residential properties; businesses are smaller in scale, and therefore could be easier to satisfactorily relocate; some current properties are in poor condition, so a new MTS facility could be a visual and environmental improvement to the community; and, sloped site could allow for ingress/egress on multiple levels.

Challenges to Site 1 include: multiple parcels and property owners could complicate acquisition, and multiple tenants would require relocation; the site is developed with several existing structures that would need to be demolished and removed; site grading needs would increase cost of construction (though this could also create opportunities for multiple site levels); overhead utility lines are present that would need to be considered; and, design and use would need to ensure protection of habitat in the adjacent Chollas Creek parkland.

Table 4: Site 1 Parcel Characteristics and Existing Conditions

APN	Parcel Size (acre)	Address	Existing Conditions
541-611-03-00	2.81	4444 Federal Boulevard	Includes two structures that are occupied by Signtech. One building appears to be offices while the second building is occupied by Signtech shipping, receiving, and construction.
541-611-31-00	1.35	4550 Federal Boulevard	Occupied by Distribution International with truck loading and storage facilities.
541-611-04-00	5.45	4506 Federal Boulevard	Occupied by City Link Trucks storage, H&H Diversified Investment Company, All Pro Stickers, Cal Auctions, and San Diego Scale Company.
541-611-34-00	2.84	No address listed	Contains Antonio Metal Works, an office building, Mixed-Media Art Gallery, what appears to be an abandoned/vacated building with boarded and broken windows, and an abandoned/vacated single family residence with boarded windows.
541-611-35-00	0.04	No address listed	Paved area part of development on the above parcel.
TOTAL	12.49	--	--

Figure 7: Site 1 Parcel Map



Site 2: This site is located near the northwest corner of Federal Blvd. and 47th Street, adjacent to the eastern edge of Site 1 in the City of San Diego Ridgeview neighborhood of the City Heights community. This site includes two contiguous parcels encompassing a total of 11 acres that are developed with industrial uses. The site is sloped up from the north, and currently graded at two levels. Both parcels are designated as Industrial Employment in the City of San Diego's General Plan and zoned as Light Industrial. Surrounding land uses include industrial uses to the west and south; open space to the north; and a residential neighborhood, the Holly Drive Leadership Academy and Webster Elementary School, and commercial uses to the east across 47th Street.

Freeway access is provided via ramps at State Route 94 West and 47th Street and ramps at State Route 94 East and A Street, both approximately 0.20 miles south and southeast, respectively, of this site. Although further, this site would also have freeway access provided via interchanges with Federal Boulevard at both State Route 94 and Interstate 805, at 0.75 and 0.35 mile west, respectively. Property characteristics and existing conditions of Site 2 are presented in Table 5. Figure 8 shows a map of the location and parcels associated with Site 2.

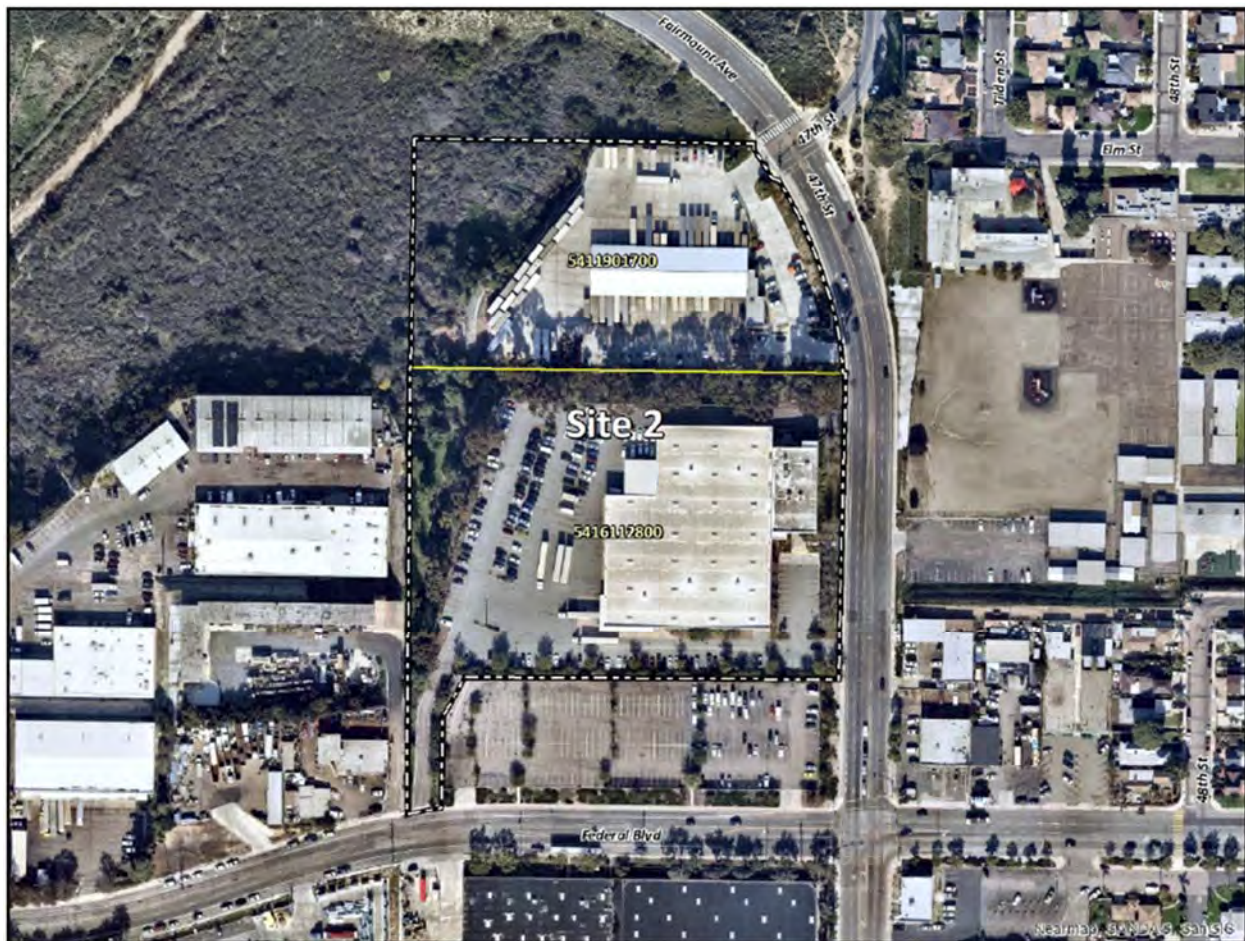
Advantages of Site 2 include: only two parcels would make acquisition potentially less complicated; access to Mid-City bus services and terminals is simplest, via 47th Street and Fairmount Avenue.

Challenges to Site 2 include: an elementary school and residential neighborhood across 47th Street could be sensitive receptors to any potential impacts; the northwest portion of the site is undeveloped, which could present development constraints if environmental resources are present. A portion of this undeveloped land also occurs between the two parcels, along with some topographic variation, which could require substantial grading/filling to maximize development area on the site. site access to/from Federal Blvd. is via a narrow driveway easement; grading needs would increase cost of construction; observed traffic speeds and curves on Fairmount Avenue over Chollas Creek could present a safety risk for ingress/egress; and, design and use would need to ensure protection of habitat in the adjacent Chollas Creek parkland.

Table 5: Site 2 Parcel Characteristics and Existing Conditions

APN	Parcel Size (acre)	Address	Existing Conditions
541-611-28-00	6.46	1650 47 th Street	Occupied by Reddaway Trucking Company, semi-truck storage and loading.
541-190-17-00	4.54	1740 47 th Street	Occupied by Fed Ex Shipping and Distribution Center, warehouse facilities with truck docks and asphalt parking for trucking fleet.
TOTAL	11.00	--	--

Figure 8: Site 2 Parcel Map



Site 3: This site is located south of Candidate Site 2, primarily south of Federal Boulevard, west of 47th Street, and north of State Route 94 in the City of San Diego Ridgeview neighborhood of the City Heights community. The site includes 11 parcels encompassing 17.47 acres that are developed with industrial uses and occupied by a single business (Reyes Coca-Cola Bottling, LLC), consisting of a beverage distribution center. Most of the site (14.81 acres) is located south of Federal Boulevard except for a 2.41-acre parcel on the north side of the roadway. The largest parcel on this site is a flat pad located on the east side of 47th Street, between Federal Blvd. and Air Way. A third parcel is a triangular-shaped property between Air Way and State Route 94, which currently includes a single-story office build and surface parking.

All parcels are designated as Industrial Employment in the City of San Diego's General Plan and zoned as Light Industrial. Surrounding land uses include industrial uses to the west and north; State Route 94 to the south; and commercial and residential to the east across 47th Street. Freeway access is via both State Route 94 West at 47th Street and State Route 94 East at A Street, both approximately 0.20 miles south and southeast respectively of this site. Although further, this site would also have freeway access provided via interchanges with Federal Boulevard at both State Route 94 and Interstate 805, at 0.75 and 0.35 mile west, respectively.

As of November 2021, much of the warehousing and distribution facilities on the large parcel have been razed, as Reyes Coca-Cola reconstructs their property. Directly across 47th Street from Site 3 are a residential neighborhood and small commercial shopping center. Property characteristics and existing conditions of Site 3 are presented in Table 6. Figure 9 shows a map of the location and parcels associated with Site 3.

Advantages of Site 3 include: this is the largest site under consideration; it is essentially completely flat with minimal grading required, so cost of construction could be lower; freeway access to State Route 94 is close by. A single owner makes acquisition potentially less complicated.

Challenges to Site 3 include: the Reyes Coca-Cola operation is significant in scale and may be difficult to satisfactorily relocate; the site will be newly redeveloped with several large buildings that would likely need to be demolished and removed; the residential neighborhood across 47th Street could be a sensitive receptor to any potential impacts; and, the site encompasses a total of 11 parcels and also straddles Federal Boulevard which would bifurcate the total operational area of the Division 6 facility. (Note that due to the large size of the site, some parcels such as that on the north side of Federal Blvd. could potentially be excluded.)

Table 6: Site 3 Parcel Characteristics and Existing Conditions

APN	Parcel Size (acre)	Address	Existing Conditions
541-611-40-00	9.01	1348 47 th Street	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-41-00	0.25	No address listed	Part of parking area for trucking fleet.
541-611-08-00	1.31	1344 47 th Street	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-09-00	2.15	No address listed	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-10-00	0.75	No address listed	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-11-00	0.40	No address listed	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-12-00	0.37	No address listed	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-13-00	0.24	No address listed	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-14-00	0.51	No address listed	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-15-00	0.07	No address listed	Warehouse operations, loading and unloading of goods from vehicles, and parking for trucking fleet.
541-611-27-00	2.41	No address listed	Parking for trucking fleet.
TOTAL	17.47	--	--

Figure 9: Site 3 Parcel Map



Site 4: This site is located south of Market Street, east and north of the Mount Hope Cemetery, and west of 41st Street in the Mount Hope community of the City of San Diego. The site consists of seven contiguous parcels that collectively total 12.22 acres and are developed with industrial uses.

These parcels are designated as Industrial Employment in the City of San Diego's General Plan and are zoned as Light Industrial. Surrounding land uses include residential and commercial uses to the north of the site, residential uses to the east, the Orange Line Trolley corridor to the south, and Mount Hope Cemetery to the west and south. Freeway access is via Market St. with an interchange at Interstate 805 approximately 0.35 miles to the east and an interchange at State Route 163 approximately 0.5 miles to the west. Property characteristics and existing conditions of Site 4 are presented in Table 7. Figure 10 shows a map of the location and parcels of Site 4.

Advantages of Site 4 include: equidistant access to both Interstate 805 and State Route 15; cemeteries and Trolley line on the south and western fronts reduce residential impacts, and potential for some Trolley maintenance access off the south side of the site in an otherwise difficult location of the right-of-way to access.

Challenges to Site 4 include: seven different parcels with multiple property owners and existing businesses could make acquisition and tenant relocation more difficult; the site is developed with several large buildings that would need to be demolished and removed; the site contains some topographic variation with some building pads at higher elevation than others that would require some rough grading to accommodate a generally flat site for a bus maintenance facility; residential uses occur in the vicinity across Market Street and could be sensitive receptors; and, the site is bifurcated by a city street used to access other nearby parcels.

Table 7: Site 4 Parcel Characteristics and Existing Conditions

APN	Parcel Size (acre)	Address	Existing Conditions
546-080-20-00	1.10	4001 Market Street	Developed with 2 one-story industrial warehouse buildings and paved driveways occupied by Fleet Supply Inc. and Unifirst.
546-080-17-00	1.10	4041 Market Street	Developed with a one-story industrial warehouse building and paved access road occupied by Unifirst.
546-080-18-00	1.10	4040 Lockridge Street	Developed with a one-story industrial warehouse building with parking and a storage yard. Occupied by San Diego Fibers Corporation.
546-080-19-00	1.10	No address listed	Developed with a storage yard that is part of the adjacent parcel occupied by San Diego Fibers Corporation.
546-080-12-00	2.33	3979 Lockridge Street	Developed with a large one-story industrial warehouse and surface parking occupied by Family Heath Centers of San Diego Facility Services.
546-080-13-00	2.15	4025 Lockridge Street	Developed with a large one-story industrial warehouse and surface parking occupied by West Coast Specialty Coating Systems.
546-080-11-00	3.34	3939 Market Street	Developed with a large one-story industrial warehouse building and large surface parking occupied by a used car sales business (Shift.com).
TOTAL	12.22	--	--

Figure 10: Site 4 Parcel Map



Site 5: This site consists of six contiguous parcels within the Gateway Center East Development southeast of State Route 15 and State Route 94 in the Mount Hope community of San Diego. The parcels encompass 14.75 acres and are developed with light industrial uses.

All parcels are designated as Industrial Employment in the City of San Diego's General Plan and zoned as Light Industrial. Surrounding land uses include commercial uses and Mount Hope Cemetery to the south; State Route 15 to the west; State Route 94, Chollas Creek, and residential to the north; and light industrial to the east. A public park (Dennis V. Allen) and residential uses occur to the east beyond existing light industrial development. Freeway access is via State Route 15 at Market Street approximately 0.25 mile to the southwest. Property characteristics and existing conditions of Site 5 are presented in Table 8. Figure 11 shows a map of the location and parcels of Site 5.

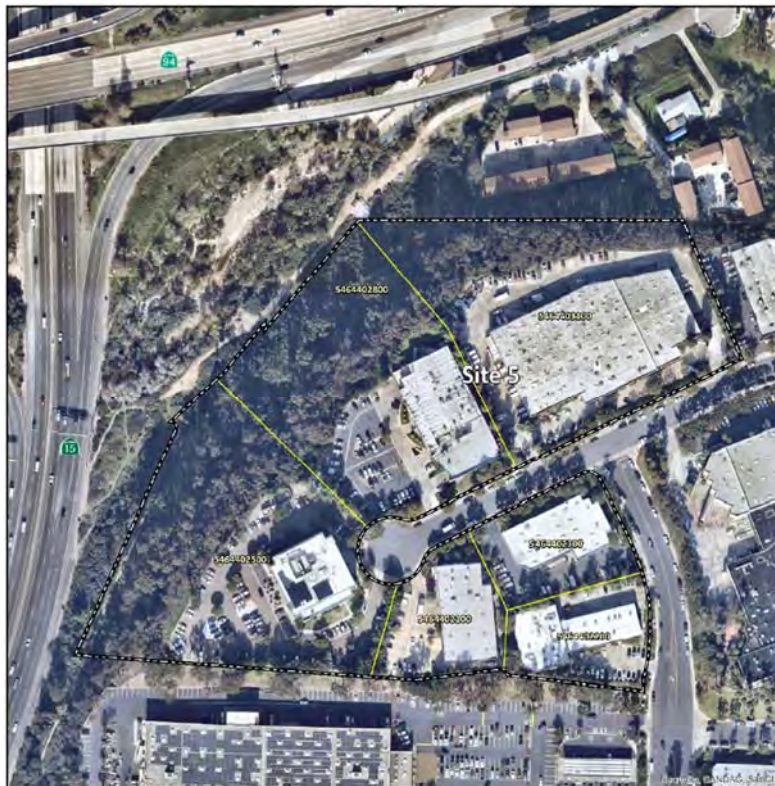
Advantages of Site 5 include: freeway frontage on the north and west minimize potential sensitive receptors; no boundaries with any nearby residential areas; and the access route to State Route 15 does not pass any residential areas.

Challenges of Site 5 include: six parcels with multiple property owners and multiple existing businesses could make acquisition and tenant relocation difficult. The site is developed with several existing structures that would need to be demolished and removed; many of these are substantial, relatively new, and in good condition. The northwest portion of the site is undeveloped and consists of dense vegetation and slopes, which could present development constraints and reduce the actual developable site size significantly.

Table 8: Site 5 Parcel Characteristics and Existing Conditions

APN	Parcel Size (acre)	Address	Existing Conditions
546-440-31-00	4.12	885 Gateway Center Way	Developed with one large two-story building occupied by four businesses, including Culligan Water, ALSCO, Campesinos Unidos Weatherization Programs, and Nature Safe. North side of property is undeveloped and contains fairly dense trees/vegetation and steep slopes.
546-440-28-00	3.57	955 Gateway Center Way	Developed with one two-story building and surface parking occupied by RR Donnelley (commercial printing business). North side of property is undeveloped and contains fairly dense trees/vegetation and steep slopes.
546-440-25-00	4.09	995 Gateway Center Way	Developed with one three-story building and surface parking occupied by Gateway Medical Center (medical offices). West side of property is undeveloped and contains fairly dense trees/vegetation and steep slopes.
546-440-21-00	1.00	960 Gateway Center Way	Developed with one two-story building occupied by RR Donnelley (commercial printing business).
546-440-23-00	1.01	770 Gateway Center Way	Developed with one single-story building occupied by Life Deck Coasting Installation and Grid Alternatives.
546-440-22-00	0.96	720 Gateway Center Way	Developed with a one- to two-story building occupied by Fresenius Medical Care.
TOTAL	14.75	--	--

Figure 11: Site 5 Parcel Map



Site 6: This site is located just southeast of Site 5 and also within the Gateway Center East Development (southeast of State Route 15 and State Route 94 in the Mount Hope community of San Diego). The site consists of two adjacent parcels that encompass 12.68 acres and are currently developed with light industrial uses.

Both parcels are designated as Industrial Employment in the City of San Diego's General Plan and zoned as Light Industrial. Surrounding land uses include Mount Hope Cemetery to the south; commercial and light industrial uses and State Route 15 to the west; light industrial, Chollas Creek, residential, and State Route 94 to the north; and a public park (Dennis V. Allen) to the east. Residential uses occur to the east beyond the park. Freeway access is via State Route 15 at Market Street approximately 0.25 mile to the west. Access to Interstate 805 is also provided from Market Street approximately 0.6 mile to the east. Property characteristics and existing conditions of Site 6 are presented in Table 9. Figure 12 shows a map of the location and parcels of Site 6.

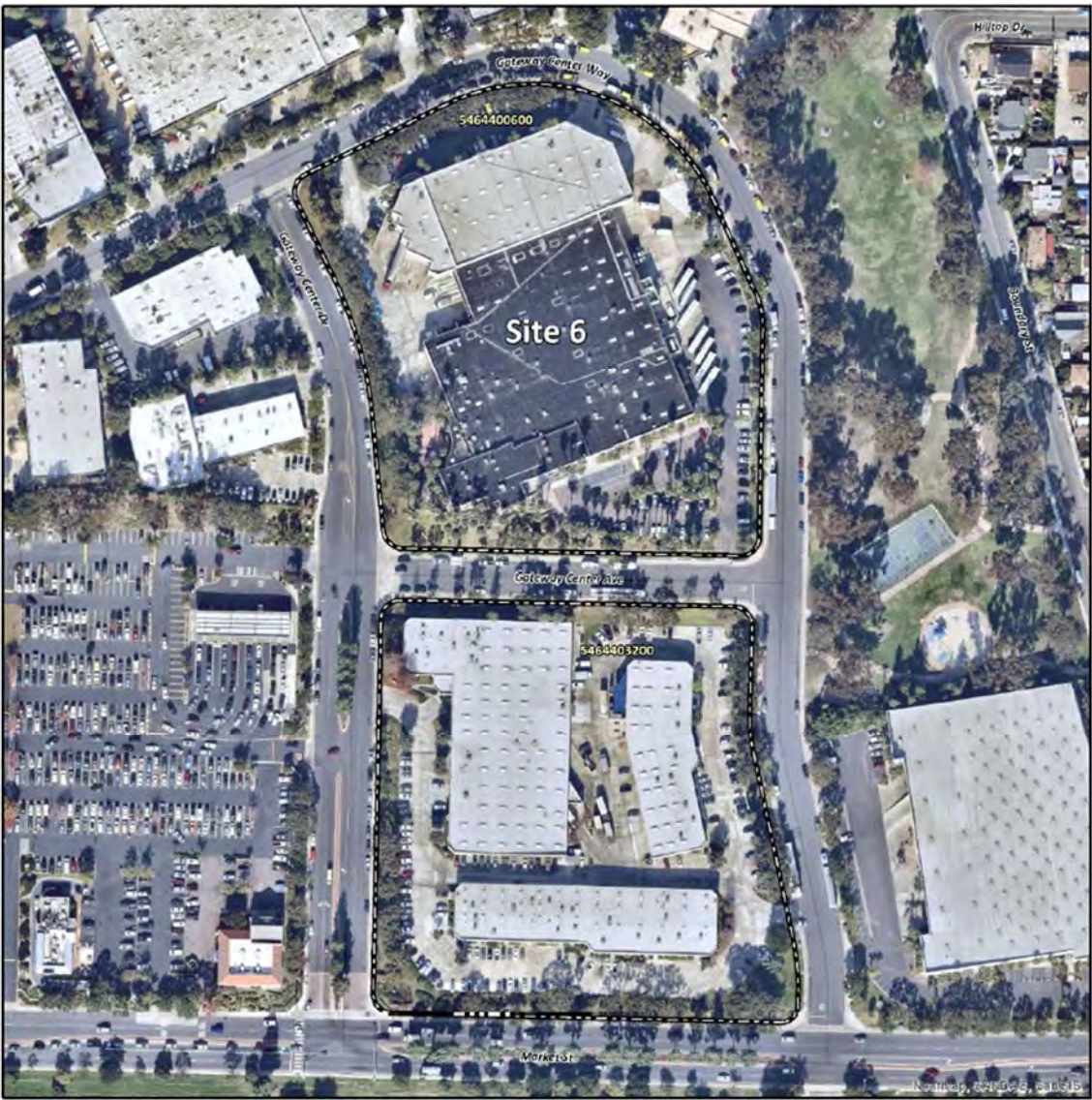
Advantages of Site 6 include: commercial uses are located on adjacent property to the north, west, and southeast; there are no direct boundaries with residential areas; and the access route to State Route 15 does not pass any residential areas.

Challenges to Site 6 include: the two parcels have multiple existing businesses which could make tenant relocation difficult. The site is developed with several existing structures that would need to be demolished and removed. There is topographic variation, with some building pads at higher elevation than others, that would require some rough grading to accommodate a generally flat site for a bus maintenance facility. A public park and residential area are located in close proximity to the east. A public street bifurcates the site and would likely need to be vacated.

Table 9: Site 6 Parcel Characteristics and Existing Conditions

APN	Parcel Size (acre)	Address	Existing Conditions
546-440-06-00	6.53	3636 Gateway Center Avenue	Developed with a large two-story industrial building occupied by DHL and San Diego Blood Bank.
546-440-32-00	6.15	675 Gateway Center Drive	Developed with 3 one-story, multi-tenant business park buildings and parking.
TOTAL	12.68	--	--

Figure 12: Site 6 Parcel Map



Site 7: This site is a combination of Sites 1 and 3; it encompasses all five contiguous parcels of Site 1, as well as one parcel of Site 3, for a total of 14.9 acres. It is located north of Federal Boulevard, south of Sunshine Berardini Park, east of Interstate 805, and west of 47th Street in the City of San Diego Ridgeview neighborhood of the City Heights community.

All six parcels are designated as Industrial Employment in the City of San Diego's General Plan and are zoned as Light Industrial. Surrounding land uses include industrial uses to the east and south, commercial uses to the east, and open space to the north and west. Freeway access is provided via interchanges with Federal Boulevard at both State Route 94 and Interstate 805, approximately 0.70 and 0.30 mile west of this site, respectively. Property characteristics and existing conditions of Site 7 are presented in Table 10. Figure 13 shows a map of the location and parcels of Site 7.

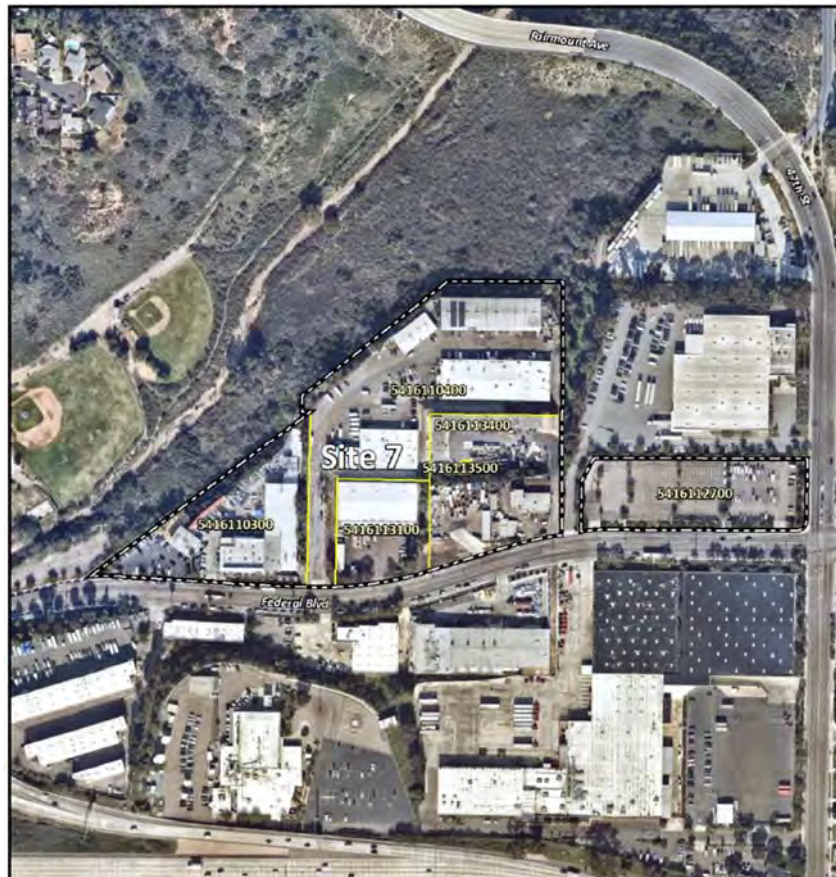
Advantages of Site 7 include: most of the site is farther from the residential area east of 47th Street; deadhead travel towards downtown is shorter than other options and doesn't pass any residential properties; businesses are smaller in scale, and therefore could be easier to satisfactorily relocate; some current properties are in poor condition, so a new MTS facility could be a visual and environmental improvement to the community; and, sloped site could allow for ingress/egress on multiple levels.

Challenges to Site 7 include: multiple parcels and property owners could complicate acquisition, and multiple tenants would require relocation; the site is developed with several existing structures that would need to be demolished and removed; site grading needs would increase cost of construction (though this could also create opportunities for multiple site levels); five of the six Site 7 parcels are contiguous, but the sixth is separated by an access driveway for an adjacent parcel, which slightly bifurcates the total operational area; and, design and use would need to ensure protection of habitat in the adjacent Chollas Creek parkland.

Table 10: Site 7 Parcel Characteristics and Existing Conditions

APN	Parcel Size (acre)	Address	Existing Conditions
541-611-27-00	2.41	No address listed	Parking for trucking fleet.
541-611-03-00	2.81	4444 Federal Boulevard	Includes two structures that are occupied by Signtech. One building appears to be offices while the second building is occupied by Signtech shipping, receiving, and construction.
541-611-31-00	1.35	4550 Federal Boulevard	Occupied by Distribution International with truck loading and storage facilities.
541-611-04-00	5.45	4506 Federal Boulevard	Occupied by City Link Trucks storage, H&H Diversified Investment Company, All Pro Stickers, Cal Auctions, and San Diego Scale Company.
541-611-34-00	2.84	No address listed	Contains Antonio Metal Works, an office building, Mixed-Media Art Gallery, what appears to be an abandoned/vacated building with boarded and broken windows, and an abandoned/vacated single family residence with boarded windows.
541-611-35-00	0.04	No address listed	Paved area part of development on the above parcel.
TOTAL	14.90	--	--

Figure 13: Site 7 Parcel Map



PREFERRED SITE SELECTION

Community Voices

MTS launched the Division 6 project by outreaching to local community members to ensure participation and engagement in the project. MTS, SANDAG, and consultant project staff have held community open houses (in-person and via webinar), spoken at community councils and local planning groups, and briefed various stakeholders.

Most feedback has been positive to the concept of locating a bus division in the community, with a focus on the careers that will be available to people at all skill levels in this economically disadvantaged area. Of the sites and areas presented, public feedback to date has not favored nor disfavored any particular site over another.

Concerns expressed so far have mostly related to protection of the habitat and open space that is adjacent to some sites, and the project design and aesthetics. Staff feels that both of these issues can be addressed collaboratively with the community and stakeholders, no matter the site chosen. Further, for some sites a new and up-to-date facility built to a LEED standard will be a substantial environmental and community improvement, regardless of the site chosen.

MTS and SANDAG are both committed to continuing dialogue with the local communities throughout the project development process and beyond. Stakeholder voices will be sought at all stages of the project, including any upcoming environmental analyses and during future facility design work.

Title VI Impacts

SANDAG completed a Title VI report as part of the technical studies that will determine the level of state and federal environmental review to be required for Division 6. The statistical results of the Title VI analysis were similar among all sites, as they are relatively close in proximity and the demographics surrounding all sites are similar. None of the sites presented as materially more or less impactful for minority or low-income populations from a Title VI perspective than any other sites under consideration.

Ranking Metrics

The scores in Table 11 are an indication of the relative benefits of each site. A four-star scale is used, with four stars being the most advantageous and one star, the least. These ratings are intended to distill all of the characteristics of each of the seven sites into a scoring chart. While the star rankings are subjective rather than statistical, they are intended to clarify relative benefits and challenges among the sites under consideration. These metrics include:

Operational benefits: this metric includes a review of potential access routes for buses and employees, and any site issues that might constrain operations in any way. Sites with the easiest and least congested routings to freeway on-ramps and from freeway off-ramps score the best. Note that all six sites being evaluated would rank fairly high in this metric, so the rating is relative to the other five sites.

Community impacts: this metric indicates the level of potential impacts to the adjacent communities, largely focused on noise and traffic. Sites without any residential or educational uses adjacent or directly across a street score better in this relative metric. Other impacts include loss of existing

community-serving business or services, and the potential for the relocation of existing jobs out of the area.

Constructability: this metric looks at the opportunities and challenges with each site, and the scores largely reflect the size, shape, and elevations of the site. Other considerations include the current proximity of sufficient electrical service and whether a street vacation could be required.

Acquisition cost/complexity: rating for this metric is estimated by the size of the site, number of individual parcels and owners involved, and the level of improvements already on-site. Parcels with significant and/or newer construction could be expected to be more expensive to acquire.

Tenant relocation: This metric is similar to the cost and complexity of site acquisition, but focuses on the feasibility and costs of relocating existing site tenants. For some industrial uses, finding a suitable alternate property in the area would be extremely challenging. For small scale and more standard warehousing operations, an alternative site to relocate to could be relatively simpler to find.

Table 11: Relative Scoring of Potential Sites

Site	Operational Benefits	Community Impacts	Constructability	Acquisition Cost/Complexity	Tenant Relocation	Total
1	****	****	*	***	***	15
2	***	**	****	**	**	13
3	****	***	***	*	*	12
4	**	***	***	**	*	11
5	***	****	***	*	*	12
6	***	****	***	**	**	14
7	****	****	*	***	***	15

A total is provided for the purpose of roughly estimating the impacts and benefits of each site relative to others. However, no weighting was included and any of these categories could include a component that makes a specific site largely infeasible.

RECOMMENDATION

A comprehensive review of all the potential benefits and impacts of each site, as well as site acquisition and constructability, have led to a recommendation that Site 7 be selected as MTS' preferred alternative.

- Located on Federal Blvd. with a buffer between residential and educational uses, Site 7 has among the least community impact of any of the sites. (The existing parking lot at the northwest corner of Federal Blvd. and 47th Street could continue in use as an MTS parking lot or be utilized for office space or other non-intensive usage, to minimize impacts to residential areas east of 47th Street.)
- The shortest travel path to and from Downtown San Diego and other terminal areas includes Federal Blvd. to the west, which is uncongested and does not traverse residential areas.
- Constructability on Site 7 will likely be challenging due to the overall small size several parcels at varying elevations. However, MTS staff feels that both of these issues can be overcome with having two or more levels of bus parking and/or other uses. In some designs, this could actually be an advantage because it could reduce the overall footprint while maintaining the same facility square footage, and utilizing the street for access instead of ramping between levels.
- Site 7 has several separate parcels, each of which would need to be negotiated with. While that could increase the complexity, early discussions with some of the property representatives have indicated that negotiated purchases will be feasible. Additionally, several of the spaces appear to be vacant or simply used for storage. Staff has waited for the designation of this as a preferred site before officially approaching all affected parcel owners. (MTS already received preemptive indication from owners on some other sites of their unwillingness to negotiate a sale.)
- Staff believes that while there are a number of potential tenants on Site 7 that would need to be relocated, none of the current activities on the parcels appears to be of a nature that would be difficult to find an acceptable alternative location for.
- Many of the other sites under consideration had significant and new structures (such as multi-story office buildings), and/or intensive industrial uses. Either of these would substantially increase cost and complexity of the project.
- With the Chollas Creek open space bordering the northern and western sides of the site, this represents an opportunity to use LEED principals and current requirements to improve on today's industrial usage, including issues such as runoff, light trespass, and truck noise and emissions.
- The westernmost parcel of the site, currently occupied by Signtech, may ultimately be removed from the site. That would save project cost and complexity, as well as reduce the project frontage along the Chollas Creek open space.

MTS staff recommends that SANDAG move ahead with the project studies and environmental analyses with Site 7 as MTS' preferred alternative. The other sites will remain alternatives for purposes of further evaluation as might be required.