

FINAL

# SAN MATEO COUNTY SHUTTLE BUSINESS PRACTICES GUIDEBOOK



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June 2012

Prepared for:



City/County Association of Governments of San Mateo County  
San Mateo County Transit District

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**SAN MATEO COUNTY**  
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Prepared for:

**San Mateo County Transportation Authority**  
**Peninsula Traffic Congestion Relief Alliance**  
**City/County Association of Governments of San Mateo County**  
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## EXECUTIVE SUMMARY

For many years, shuttles have played an important role in the transportation network in San Mateo County. At present, over 40 shuttles operate in San Mateo County, providing service to approximately 8,000 commuters on an average weekday. These shuttles include both commuter and community shuttles, which generate significant ridership and provide important first/last mile and lifeline mobility options to County residents and workers. For the purpose of this document, these will be referred to as the *shuttle program*.

Shuttles are operated, maintained, and funded by a variety of different entities and stakeholders. Historically, shuttle service in the County has been provided by a mix of transit agencies, employers, and large institutions and is funded by a combination of sources state/local and private funding. While support for the shuttle program remains strong, there is a need to improve coordination, planning, and management to create a more seamless shuttle network and more effectively integrate shuttles into the larger mobility strategy for the County.

### ROLE OF THE GUIDEBOOK

The *San Mateo County Shuttle Business Practices Guidebook* proposes a series of strategies for planning; funding; operations and administration; marketing and public information to strengthen the role of shuttles as part of an integrated transportation network. The Guidebook's proposed strategies are geared toward current and prospective entities involved in the county shuttle program and intended to assist these entities to more effectively and efficiently manage San Mateo County's shuttle business practices over the next three to five years. This Guidebook is meant to be a living document that is updated when processes, frameworks, and strategies change.

### GUIDEBOOK DEVELOPMENT PROCESS

The Guidebook is the result of a collaborative effort of the main entities involved in shuttle programming in the county: the City/County Association of Governments of San Mateo County, the Peninsula Traffic Congestion Relief Alliance, the San Mateo County Transit District (SamTrans), and the San Mateo County Transportation Authority. (It is also acknowledged that in a few cases a city may operate its own shuttles independently, but may seek funding or support from one of the main entities.)

### GUIDEBOOK ORGANIZATION

This Guidebook is organized as follows:

- Chapter 1 provides context and history on the shuttle program in San Mateo County, the purpose of the guidebook, and a brief summary of the Guidebook development process.
- Chapter 2 highlights the key issues, policy goals, and desired outcomes in the four functional areas: Planning, Funding, Operations & Maintenance, and Marketing & Public Information.
- Chapter 3 includes an inventory of existing shuttle service in San Mateo County, discusses the current roles and responsibilities of agencies involved in shuttle planning, funding, and operations, a

summary of the typical shuttle development process, and a review of best practices in shuttle programs.

- Chapter 4 presents a *Planning and Funding Guide* that is intended to clarify the planning and funding process for prospective shuttle applicants. Funding checklists are provided to assist shuttle applicants in determining eligibility for the three principle sources of shuttle funding in the County.
- Chapter 5 presents the proposed strategies for development, “champions” for each strategy, and the general implementation priority for each strategy.



## 1. SHUTTLE PROGRAM & GUIDEBOOK CONTEXT

At present, over 40 shuttles operate in San Mateo County including both commuter (first/last mile) and community (local circulator) shuttles, which generate significant ridership and provide important transit connections and lifeline mobility options to County residents and workers. Shuttles are operated, maintained, and funded by a variety of different entities and stakeholders, including multiple agencies and 20 cities. For the purpose of this guidebook, these will be referred to as the *shuttle program*. The two types of shuttles operating in San Mateo County include:

- **Commuter Shuttle** – Commuter shuttles provide important first/last mile access for commuters to jobs from regional transit connections (BART and Caltrain stations). These shuttles typically pick up commuters at BART/Caltrain stations in the morning and drop them off at or in the vicinity of their employer. The trip is reversed in the evening. Shuttles meet most trains and operate during weekdays only.
- **Community Shuttle** – Community Shuttles provide lifeline transportation mobility to low-income and senior populations and non-work-based transit options to local residents. These shuttles typically provide midday and weekend service for shopping, medical appointments, dining and other purposes. Community-based shuttles operate on routes not covered by SamTrans, Muni, or VTA and tend to have lower productivity than commuter shuttles due to lower ridership. They are, however, important community assets as they provide mobility to populations without access to automobiles and reduce the need for automobile use among populations with access to automobiles.

While support for the shuttle program remains strong, services have been developed as needed over time and opportunities exist to improve coordination and management to create a more seamless shuttle network. This Guidebook was developed in response to the need to improve the coordination and management of the shuttle program amongst the main entities that are involved.

### GUIDEBOOK PURPOSE

The *San Mateo County Shuttle Business Practices Guidebook* proposes a series of strategies for planning; funding; operations and administration; marketing and public information to strengthen the role of shuttles as part of an integrated transportation network. Definition of key terms used throughout the Guidebook, including functional category, key issue, policy goal, desired outcome, strategy, strategy champion, and barrier to implementation are listed in Appendix A.

### GUIDEBOOK DEVELOPMENT PROCESS

The Guidebook is the result of a collaborative effort of the main entities involved in shuttle programming in the county: the City/County Association of Governments of San Mateo County, the Peninsula Traffic Congestion Relief Alliance, the San Mateo County Transit District (SamTrans), and the San Mateo County Transportation Authority. (It is also acknowledged that in a few cases a city may operate its own shuttles independently, but may seek funding or support from one of the main entities.) The Guidebook's proposed strategies are intended to assist these entities to more effectively and efficiently manage San Mateo County's shuttle business practices over the next three to five years.



### ***Shuttle Business Practices Task Force***

A Shuttle Business Practices Task Force was convened over the course of the study to help develop the Guidebook by developing consensus on key issues, policy goals, business practice strategies, strategy champions, barriers to implementation, and implementation priority. The Task Force represented stakeholders and entities directly involved in planning, funding, and operating shuttles in San Mateo County.

### ***Stakeholder Outreach and Interview Process***

In addition to the Task Force, 15 stakeholders were interviewed at the outset of the study to identify key issues with the current county shuttle program. Interviewees included representatives from major employers, cities, SamTrans, the Transportation Authority and C/CAG to identify key issues facing the San Mateo County shuttle program.

## 2. SHUTTLE PROGRAM GOALS AND DESIRED OUTCOMES

At the outset of the study, 15 stakeholders were interviewed to help describe the key issues facing the San Mateo County shuttle program. The results of the interviews were developed into a Working Paper and its key findings were presented to the Task Force for discussion and comment. These key issues were refined with guidance from the Task Force. These issues are divided into four functional categories:

- Planning
- Funding
- Operations & Administration
- Marketing & Public Information

While key issues were being refined, potential policy goals to address those issues and provide desired outcomes for the succeeding business practice strategies were identified. Potential policy goals were reviewed and discussed by the Task Force to reach consensus. This chapter presents those issues, goals, and desired outcomes by functional category.

**Table 2-1. Planning Issues/Goals**

<b>Issue #1:</b>	<b>Shuttle planning is typically based on available funding, with a limited understanding of market potential</b>
Policy Goal:	Develop a consistent countywide planning process that includes a market-based approach
Desired Outcome:	<i>A market-based (cost/benefit) approach would identify key target areas/markets and match appropriate service to meet these needs given budgetary limitations. This approach would ensure consistency with the wider SamTrans public transit network, ensuring service complements fixed-route service and minimizes service duplication.</i>
<b>Issue #2:</b>	<b>The improvement process for under-performing routes is not clearly defined</b>
Policy Goal:	Define the process to address under-performing routes
Desired Outcome:	<i>To achieve a market-based approach, a process to address under-performing routes is needed to: (i) identify modifications to better align service with minimum performance thresholds; (ii) define other key steps to be taken by shuttle operators to improve performance; and (iii) establish thresholds and a timeframe to potentially cancel service and/or reallocate shuttle funding if a service continues to under-perform. Performance should be measured differently for commuter and community-based shuttles due to differences in needs addressed by each service.</i>
<b>Issue #3:</b>	<b>Robust employer participation in the shuttle program is limited</b>
Policy Goal:	Develop complementary Transportation Demand Management strategies to support shuttle program
Desired Outcome:	<i>Encourage more employer participation in the shuttle program and promotion of other alternative travel modes. More extensive employer involvement could improve existing route performance, provide more frequent service on existing routes, and allow for additional routes and service to other potential markets in the county.</i>

**Table 2-2. Funding Issues/Goals**

<b>Issue #1:</b>	<b>The funding process consists of multiple funding sources, calls for projects, and match requirements</b>
Policy Goal:	Establish a consistent and clear funding process
Desired Outcome:	<i>A consistent funding process and framework is needed to: (i) clarify program eligibility for different funding sources; (ii) define minimum local match requirements, if any; (iii) define a clear evaluation process for prospective program applicants; and (iv) identify parties responsible for providing guidance and advice in each stage of the process.</i>
<b>Issue #2:</b>	<b>Reporting requirements differ by funding source, while no uniform performance monitoring process is applied across the shuttle program</b>
Policy Goal:	Develop consistent performance criteria and systematic performance monitoring program
Desired Outcome:	<i>A refined performance monitoring process is needed to: (i) identify consistent performance measures and simplify the reporting process for all shuttle operators; (ii) establish a uniform performance auditing procedure applicable to all shuttle services in San Mateo County; and (iii) provide a baseline to assess routes against one another.</i>

**Table 2-3. Operations & Administration Issues/Goals**

<b>Issue #1:</b>	<b>Several entities perform similar operations, management, procurement, and administrative roles</b>
Policy Goal:	Explore opportunities to consolidate responsibilities
Desired Outcome:	<i>Consolidation of responsibilities and roles under the most appropriate entity or entities would facilitate cost and operating efficiencies.</i>

**Table 2-4. Marketing & Public Information Issues/Goals**

<b>Issue #1:</b>	<b>Coordinated regional transportation information integrating shuttle information is limited</b>
Policy Goal:	Explore the potential for centralizing and coordinating regional transportation information
Desired Outcome:	<i>Enhanced regional transportation information that includes comprehensive and easy-to-use shuttle information would: (i) provide a single "go-to" location for shuttle information in the Bay Area; (ii) emphasize the role that shuttles play as both feeders and distributors within the larger integrated fixed-route transit system in the Bay Area; and (iii) encourage greater use of shuttles.</i>
<b>Issue #2:</b>	<b>Marketing budgets are constrained</b>
Policy Goal:	Ensure sufficient marketing resources for shuttle program to be successful
Desired Outcome:	<i>Sufficient marketing resources would be available to all shuttle programs to enhance shuttle performance and utilization.</i>
<b>Issue #3:</b>	<b>Shuttle vehicles, stations, and marketing materials lack a consistent brand identity</b>
Policy Goal:	Explore the potential for brand consistency
Desired Outcome:	<i>A consolidated and consistent shuttle brand for San Mateo County would: (i) provide a powerful and unifying marketing tool to increase shuttle program awareness; and (ii) improve the perception of a coordinated and integrated shuttle service.</i>

### 3. CURRENT COUNTYWIDE SHUTTLE PRACTICES

This chapter describes the current status/structure of the shuttle program in San Mateo County. It identifies relevant agencies involved in planning, operations, funding, administration, and marketing of shuttles in San Mateo County, the roles and responsibilities of those agencies, and the typical shuttle development process.

#### SHUTTLE INVENTORY

The shuttle program in San Mateo County includes a variety of shuttle providers such as cities, employers, and public transit agencies. The shuttle program maintains additional complexity with the array of funders and funding sources used to support each shuttle and that come with different funding requirements and constraints.

A total of 44 shuttles provide mobility benefits within the county. Twenty are managed by the Alliance, ten are managed by Caltrain, eight are managed by employers, four are managed by cities, one is managed by SamTrans, and one is a joint venture between Caltrain and East Palo Alto. A shuttle inventory listing route name, service type, lead organization (typically the shuttle sponsor and applicant for funding), administration/management entity, and funding source(s) are shown in Table 3-1 and a map of the 44 is presented in Figure 3-1.

A description of the primary agencies involved in shuttle programs is provided below:

- **Peninsula Traffic Congestion Relief Alliance (Alliance)** – The Alliance is a joint powers authority dedicated to implementing transportation demand management programs in San Mateo County and providing alternatives to single-occupant auto travel, including both commuter and community shuttles. A Board of Directors consisting of elected officials from each of its 17-member cities and one representative from the County Board of Supervisors governs the Alliance. The Alliance manages 14 commuter shuttle routes in San Mateo County. It also manages four community shuttle routes.
- **City/County Association of Governments of San Mateo County (C/CAG)** – C/CAG acts as San Mateo County's Congestion Management Agency and coordinates planning and transportation in the County. C/CAG has its own Board, with voting members consisting of elected officials from each city and the County. C/CAG provides \$500,000 in Local Transportation Service Program funds for shuttle service, and receives an additional \$300,000 in matching funds from the San Mateo County Transportation Authority. C/CAG is the Program Manager for the County Program Manager fund for the Transportation Fund for Clean Air (TFCA) Program in San Mateo County. C/CAG also provides approximately \$525,000 per year in TFCA County Program Manager funds to fund BART shuttles in San Mateo County.
- **San Mateo County Transit District (SamTrans)** – is the administrative body for the principal public transit services in the county, including SamTrans bus service, and Redi-Wheels paratransit service. It is also the managing agency for Caltrain commuter rail service and the county Transportation Authority.

- **San Mateo County Transportation Authority (SMCTA)** – SMCTA administers quarter-cent sales tax collected for transportation projects and programs in San Mateo County and is governed by a board representing the County, cities and SamTrans. Four percent of sales tax monies from the Measure A sales tax are dedicated to shuttles.
- **Peninsula Corridor Joint Powers Board (PCJPB)** – the PCJPB is the governing body for Caltrain, the commuter rail line operating between Francisco, San Mateo and Santa Clara Counties, which itself is managed by the San Mateo County Transit District. The PCJPB administers shuttles serving Caltrain stations.

Another entity involved in funding for shuttles is the regional air management district. A description of the air district's role is as follows:

- **Bay Area Air Quality Management District (BAAQMD)** – BAAQMD is the regional agency that administers the Transportation Fund for Clean Air (TFCA). TFCA funds support a number of shuttles in San Mateo County. Some TFCA monies from the regional fund (60%) are distributed directly by BAAQMD, with 40% are channeled through local congestion management agencies, a role filled by C/CAG in San Mateo County.

**Table 3-1. San Mateo County Shuttle Inventory**

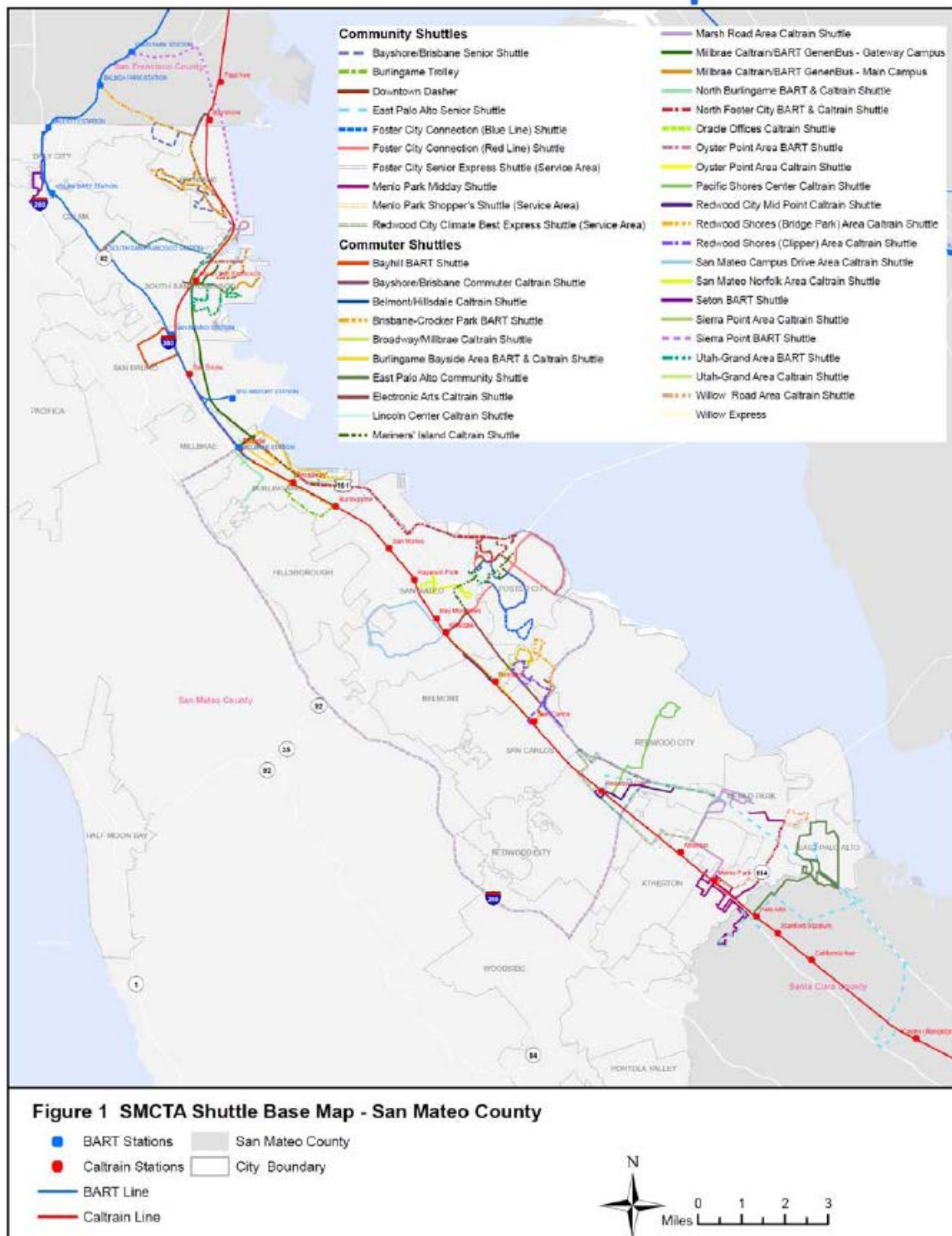
Shuttle Route	Service Type	Lead Organization	Administration/ Management	Funded By
Bayhill-San Bruno BART	Commuter	Walmart	Walmart	BAAQMD, TA, TFCA, Walmart,
Bayhill-San Bruno Caltrain	Commuter	Caltrain	Caltrain	TA, C/CAG
Bayshore-Brisbane Senior	Community	Caltrain	Caltrain	TA, C/CAG
Bayshore-Brisbane Commuter Caltrain	Commuter	Caltrain	Alliance	TA, C/CAG
Belmont-Hillsdale Caltrain	Commuter	Caltrain	Caltrain	TA
Brisbane-Crocker Park BART/Caltrain	Commuter	Alliance	Alliance	TA, SamTrans, Employers
Broadway-Millbrae Caltrain	Commuter	Caltrain	Caltrain	TA
Burlingame-Bayside BART/Caltrain	Commuter	Caltrain	Alliance	TA, City of Burlingame
Burlingame Trolley	Community	Hotel Group	Hotel Group	Hotel Group
East Palo Alto Community	Community	East Palo Alto	Caltrain/ East Palo Alto	TA
East Palo Alto Shopper	Community	East Palo Alto	East Palo Alto	TA
Electronic Arts Caltrain	Commuter	EA	EA	JPB, TFCA, Employers
Foster City Blue Line	Community	Foster City	Alliance	TA, CCAG
Foster City Red Line	Community	Foster City	Alliance	TA, CCAG
Foster City Senior Express	Community	Foster City	Foster City	Foster City
Foster City-Lincoln Centre Caltrain	Commuter	Caltrain	Alliance	BAAQMD, C/CAG, TA, Employers
Mariners' Island Caltrain	Commuter	Caltrain	Alliance	TA, San Mateo, Employers
Marsh Road Caltrain	Commuter	Caltrain	Caltrain	JPB, TFCA, Employers
Menlo Park (Midday)	Community	Menlo Park	Menlo Park	TA, Menlo Park
Menlo Park Senior Shopper	Community	Menlo Park	Menlo Park	TA
Millbrae Caltrain/BART GenenBus - Gateway Campus	Commuter	Genentech	Genentech	JPB, Employers
Millbrae Caltrain/BART GenenBus - Main Campus	Commuter	Genentech	Genentech	JPB, Employers
South San Francisco Ferry GenenBus	Commuter	Genentech	Genentech	Employers

Shuttle Route	Service Type	Lead Organization	Administration/ Management	Funded By
North Burlingame BART/Caltrain	Commuter/Community	Burlingame	Alliance	C/CAG, Burlingame, Employers
North Foster City BART/Caltrain	Commuter	Alliance	Alliance	SamTrans, Employers
Oracle Caltrain	Commuter	Caltrain	Caltrain	JPB, TFCA, Employers
Oyster Point-South San Francisco BART	Commuter	Alliance	Alliance	BAAQMD, TA, CCAG, Employers
Oyster Point-South San Francisco Caltrain	Commuter	Alliance	Alliance	BAAQMD, TA, C/CAG, Employers
Oyster Point-South San Francisco Ferry*	Commuter	Alliance	Alliance	BAAQMD, TA, C/CAG, Employers
Pacific Shores Caltrain	Commuter	Caltrain	Caltrain	TA, Employers
Redwood City Midpoint	Commuter	Alliance	Alliance	BAAQMD, TA, Redwood City
Redwood City On Demand Community	Community	Alliance	Alliance	C/CAG, MTC Lifeline, Redwood City
Redwood Shores (Bridge Park) Caltrain	Commuter	Caltrain	Caltrain	JPB, TFCA, Employers
Redwood Shores (Clipper) Caltrain	Commuter	Caltrain	Caltrain	JPB, TFCA, Employers
San Mateo-Campus Drive Caltrain	Commuter	Caltrain	Alliance	BAAQMD, C/CAG, TA, San Mateo
San Mateo-Norfolk Caltrain	Commuter/Community	Caltrain	Alliance	BAAQMD, C/CAG, TA, San Mateo
Seton BART	Commuter	Seton	Seton	SamTrans, Seton
Sierra Point-South San Francisco Caltrain	Commuter	Sierra Point Employers	Sierra Point Employers	TA, San Mateo, Employers
Sierra Point BART	Commuter	Sierra Point Employers	SamTrans	SamTrans, TFCA, BAAQMD, Employers
South San Francisco Downtown Dasher	Community	South San Francisco	Alliance	South San Francisco
Utah-Grand South San Francisco BART	Commuter	Alliance	Alliance	BAAQMD, C/CAG, SamTrans, Employers
Utah-Grand South San Francisco Caltrain	Commuter	Alliance	Alliance	BAAQMD, TA, CCAG, Employers
Utah-Grand South San Francisco Ferry	Commuter	Alliance	Alliance	BAAQMD, TA, CCAG, Employers
Willow Road Caltrain	Commuter	Caltrain	Caltrain	JPB, TFCA, Employers

Source: *San Mateo County Shuttles Inventory and Analysis* (AECOM, June 2010); Fehr & Peers, 2012



**Figure 3-1. San Mateo County Shuttle System Map**



Source: San Mateo County Shuttles Inventory and Analysis (AECOM, June 2010)



## CURRENT ROLES AND RESPONSIBILITIES IN THE SHUTTLE PROGRAM

Figure 3-2 presents the current roles and responsibilities of agencies involved in county shuttle programs within the context of the four functional categories (Planning, Funding, Operations & Administration, Marketing & Public Information).<sup>1</sup> For each category, three primary functions are listed.

Within all functional categories, there is significant overlap and duplication of effort among the agencies that plan, fund, operate, and administer shuttle services. Potential benefits may be achieved in terms of efficiency and cost savings by streamlining functions and responsibilities. The most notable examples of overlap are:

- Numerous entities plan new service, including the Alliance, Caltrain, SamTrans, several cities, and employers;
- SamTrans and C/CAG are both responsible for establishing performance criteria for measuring shuttle performance;
- Numerous entities separately apply for shuttle program funding including the Alliance, Caltrain, several cities, and employers;
- Eight entities separately manage daily operations;
- Five entities separately monitor performance and provide monitoring reports to funding sources;
- Five entities separately procure vendors to provide contracted service; and
- Numerous entities independently handle marketing, branding, and information provision responsibilities, including the Alliance, SamTrans, several cities, and employers.

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<sup>1</sup> The cities of Burlingame, Daly City, Millbrae, Palo Alto, Redwood City, San Mateo, and South San Francisco are not indicated in the matrix as their shuttle services are handled by the Alliance.

**Figure 3-2. Matrix of Roles and Responsibilities for San Mateo County Shuttle Program**

Stakeholder/Entity	Funder	Planning			Funding			Operations & Administration			Marketing & Public Information		
		Plans Future Service	Sets Performance Measures	Implements Improvement Plans	Manages Funding Allocation Process/Sources	Applies for Funding	Fulfills Funding Requirements	Procures Vendors	Manages Daily Operations	Monitors Performance	Provides Route/Schedule Information	Conducts Branding	Conducts Marketing Activities
Alliance		X		X		X	X	X	X	X	X	X	X
BAAQMD (TFCA)	X												
C/CAG	X		X	X	X			X					
Caltrain		X				X		X		X	X		
City of East Palo Alto		X				X	X	X	X	X	X	X	X
City of Foster City	X	X				X		X		X	X	X	X
City of Menlo Park	X	X				X	X	X	X	X	X	X	X
Joint Powers Board (JPB)	X					X	X		X				
MTC	X												
Private Employers	X	X				X	X	X	X	X	X	X	X
SamTrans	X	X	X	X				X		X	X	X	X
SMCTA	X			X	X								

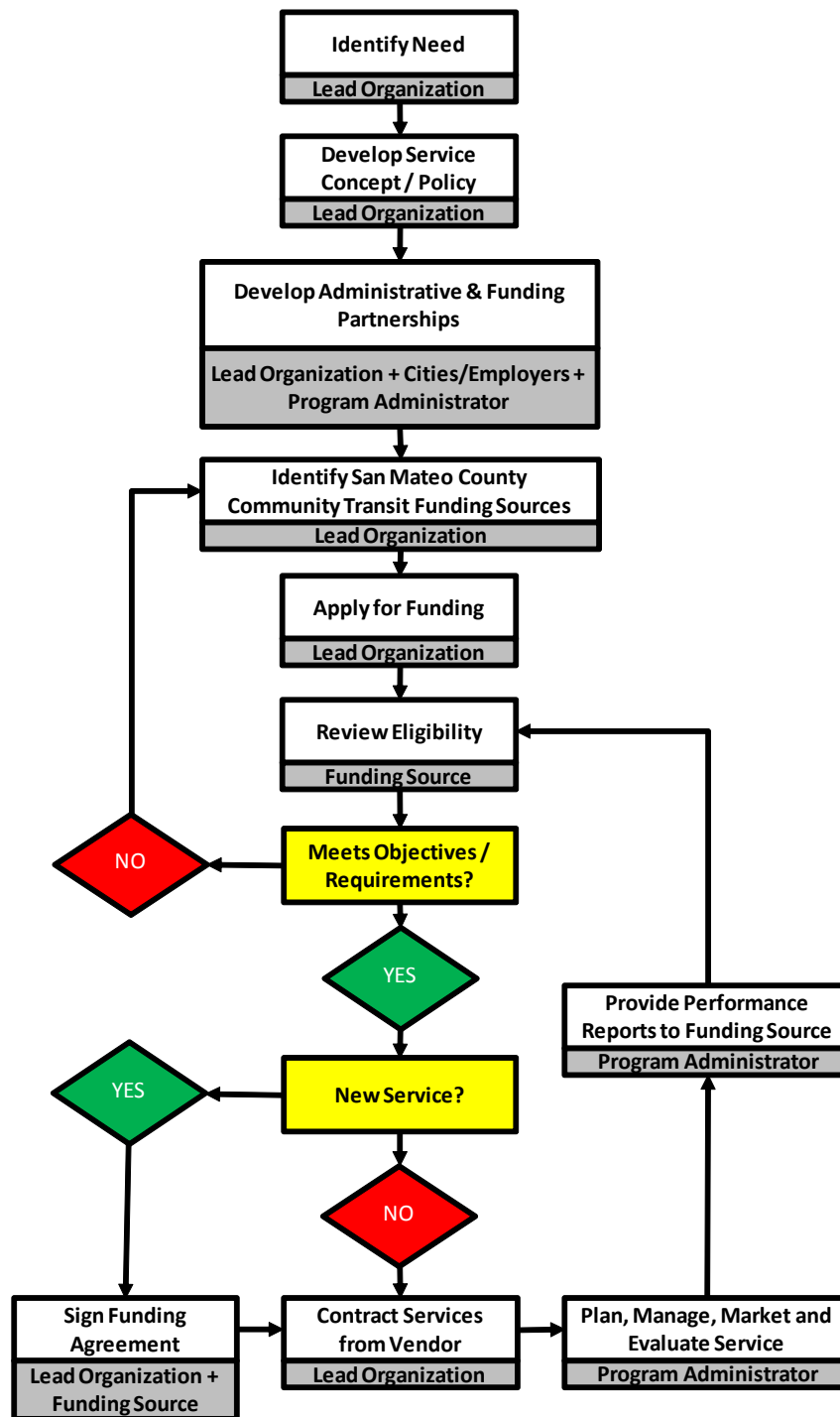
Source: Stakeholder Interviews and San Mateo County Shuttle Inventory and Analysis, June 2010.

## CURRENT SHUTTLE PROGRAM DEVELOPMENT PROCESS

Figure 3-3 shows the existing process that is undertaken to first identify potential shuttle service, fund the service, and then implement and monitor the service within the county. Key entities undertaking each activity in the shuttle development process are identified in the grey shaded box beneath each activity. As defined in *San Mateo County Shuttle Inventory and Analysis*, June 2010, these entities include:

- **Lead Organization** – typically bears responsibility for major policy decisions regarding the shuttle such as service expansions or cuts. Lead organizations are involved with originating the service concept and type, conducting outreach, setting service policies, developing funding and administrative partnerships, seeking and applying for funds, and contracting the shuttle service from a vendor. Caltrain is the Lead Organization for 40 percent of the shuttles, while cities account for about 24 percent of the shuttles. The Alliance is the Lead Organization for 22 percent, while the private sector is the lead for 14 percent of shuttle services.
- **Program Administrator** – typically responsible for administrative roles associated with the shuttle such as ongoing planning, marketing, budgeting, service oversight, and evaluation. The majority of shuttles are administered by Caltrain or the Alliance. In some cases, the Alliance manages a shuttle contracted by Caltrain or by a city.
- **Funding Source** – the organization providing the funds to operate the shuttle. Organizations providing funding include SMCTA, C/CAG, BAAQMD, Caltrain, and SamTrans. Local match funds are provided by cities and employers as well.
- **Vendor** – a contracted entity that operates service, but is managed by the Program Administrator.

Figure 3-3. Typical Shuttle Development Process

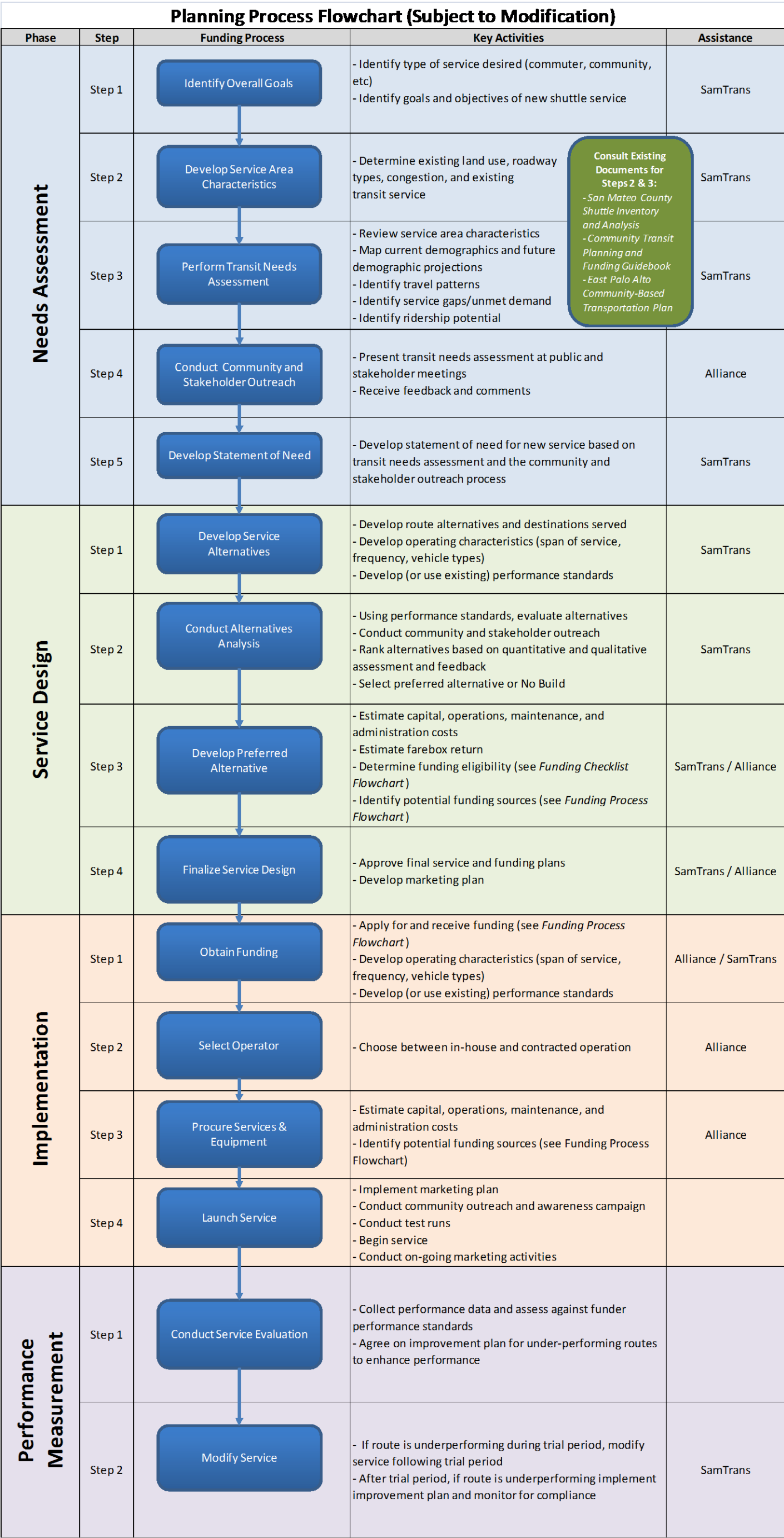


## 4. PLANNING AND FUNDING GUIDE

The purpose of the Planning and Funding Guide is to simplify and bring transparency to the current shuttle planning and funding process for potential entities interested in shuttle services. The guide provides clarity in the planning and funding processes, while highlighting key activities that must be undertaken. The guide also identifies public sector entities providing assistance to shuttle proponents during this process. The Planning and Funding Guide consists of three elements:

- **Shuttle Planning Process Flowchart** – The shuttle planning process is detailed in this flowchart, which is adapted from existing practice as detailed in the Community Transit Planning and Funding Guidebook. The shuttle planning process is divided into four distinct steps:
  - Needs Assessment
  - Service Design
  - Implementation
  - Performance Measurement
- **Funding Process Flowchart** – The funding process is detailed in this flowchart, which divides the process into nine distinct steps. This flowchart is adapted from the FY2011 and 2012 Internal Local Shuttle Call for Projects Process Flow Chart, which reflects the current general funding process for C/CAG and SMCTA. Funding proposal review processes are defined.
- **Funding Eligibility Checklists** – These checklists are intended to assist prospective shuttle sponsors to assess eligibility for three specific types of shuttle funding sources:
  - Local Transportation Services Program Funds (overseen by C/CAG)
  - Measure A Funds (overseen by SamTrans)
  - Transportation for Clean Air Funds (overseen by BAAQMD)

This Planning and Funding Guide is subject to change and modification as processes become streamlined and updated in the future.



Adapted from Community Transit Planning and Funding Guidebook (SamTrans, March 2009)

### Current Funding Process Flowchart (Subject to Modification)

Step	Step	Funding Process	Key Activities
<b>Funding</b>	Step 1	Initiate Call for Projects	<ul style="list-style-type: none"> <li>- Identify available funds-</li> <li>- Initiate call for projects</li> </ul>
	Step 2	Provide Application and Written Guidance	<ul style="list-style-type: none"> <li>- Provide application</li> <li>- Provide written guidance</li> <li>- Provide eligibility checklist/flowchart</li> <li>- Define scoring criteria</li> </ul>
	Step 3	Determine Eligibility	<ul style="list-style-type: none"> <li>- Use checklist to assess eligibility</li> <li>- Seek guidance from SMCTA &amp; C/CAG (as needed)</li> </ul>
	Step 4	Complete Applications	<ul style="list-style-type: none"> <li>- Statement of Need</li> <li>- Description of Service Plan</li> <li>- Budget, Schedule, Staffing Plan</li> <li>- Documentation of Support, etc.</li> </ul>
	Step 5	Evaluate / Select Projects	<ul style="list-style-type: none"> <li>- Assess project against objectives and scoring criteria</li> <li>- Recommend projects for funding (if project recommended go to Step 6, if rejected, either modify and resubmit based on Selection Panel feedback, or resubmit/modify in next Call for Projects)</li> </ul>
	Step 6	Review Project by SMCTA Executive Team	<ul style="list-style-type: none"> <li>- Review recommended projects from Step 5</li> <li>- Approve or reject project (if project approved, go to Step 7, if rejected, resubmit/modify in next Call for Projects)</li> </ul>
	Step 7	Review Project at SMCTA CAC Meeting ***	<ul style="list-style-type: none"> <li>- Review recommended projects from Step 6</li> <li>- Approve or reject project (if project approved, go to Step 8, if rejected, resubmit/modify in next Call for Projects)</li> </ul>
	Step 8	Review Project at SMCTA Board Meeting ***	<ul style="list-style-type: none"> <li>- Review recommended projects from Step 7</li> <li>- Approve or reject project (if project approved, go to Step 9, if rejected, resubmit/modify in next Call for Projects)</li> </ul>
	Step 9	Sign Funding Agreement	<ul style="list-style-type: none"> <li>- Sign funding agreement for successful approved project proposals</li> </ul>

Notes:

\* Adapted from FY 2011 & 2012 Internal Local Shuttle Call for Projects Process Flow Chart (Submittal, Review, and Approval)

\*\* Funding flowchart reflects the general funding process for C/CAG and SMCTA, although the lead agency for each step differs.

\*\*\* In the C/CAG funding process, C/CAG would also be involved in this step.



Funding Eligibility Checklist - Local Transportation Services Program		
<b>Funding Source:</b> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Local Transportation Services Program</div>		<b>Instructions:</b> This form is provided to assist prospective shuttle program funders in determining if the proposed program is eligible for shuttle funds from the Local Transportation Services Program sponsored by C/CAG.
<b>1. General Information</b>		
Proposed Shuttle Applicant	Proposed Shuttle Program Name	Date of Application
<b>2. Eligible Applicants</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Is shuttle applicant one of the 20 cities comprising San Mateo County or the County of San Mateo?		
<b>3. Service Objectives</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Is the primary service objective of this service to provide <u>local mobility</u> ?		
<b>4. Eligible Uses of Funding for O&amp;M Costs</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Is funding intended to cover O&M costs for existing/new services ONLY?		
<b>5. Eligible Uses of Funding for Capital Costs</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Is funding intended for capital facilities only?		
<b>6. Funding Requirements</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Does the shuttle program demonstrate local support?		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Does the shuttle duplicate Samtrans services?		
<input type="checkbox"/> YES <input type="checkbox"/> NO   If SMCTA matching funds are proposed, does shuttle serve Caltrain stations?		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Is intended LTSP and SMCTA funding below 50% of project costs?		
<b>7. Required Local Match</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO   Does local match cover at least 50% of the project cost?		
<b>Notes:</b> 1) If YES is checked in all boxes, shuttle program is eligible to apply for LTSP funds. 2) This checklist is based on existing eligibility requirements as of 9/2011. These requirements are subject to modification.		

Funding Eligibility Checklist - Measure A		
Funding Source:		Instructions: This form is provided to assist prospective shuttle program funders in determining if the proposed program is eligible for shuttle funds from the Measure A sponsored by Samtrans.
Measure A		
<b>1. General Information</b>		
Proposed Shuttle Applicant	Proposed Shuttle Program Name	Date of Application
<b>2. Eligible Applicants</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO	Is shuttle applicant a city or a non-profit agency/entity?	
<b>3. Service Objectives</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO	Is one of the service objective to provide <u>local mobility</u> ?	
<input type="checkbox"/> YES <input type="checkbox"/> NO	Is one of the service objectives to <u>provide access to regional transit services</u> (i.e, Caltrain, Samtrans, BART)	
<input type="checkbox"/> YES <input type="checkbox"/> NO	Is one of the service objectives to <u>complement fixed-route rail and bus services</u> ?	
<b>4. Eligible Uses of Funding for O&amp;M Costs</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO	Is funding intended to cover O&M costs for existing/new services ONLY?	
<b>5. Eligible Uses of Funding for Capital Costs</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO	Is funding intended either for capital facilities or vehicle procurement?	
<b>6. Funding Requirements</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO	Are proposed vehicles larger than vans, but smaller than transit buses?	
<input type="checkbox"/> YES <input type="checkbox"/> NO	Does proposed operating approach involve Samtrans?	
<b>7. Required Local Match</b>		
<input type="checkbox"/> YES <input type="checkbox"/> NO	NEED TO CLARIFY WITH SAMTRANS	
<b>Notes:</b> 1) If YES is checked in all boxes, shuttle program is eligible to apply for Measure A funds. 2) This checklist is based on existing eligibility requirements as of 9/2011. These requirements are subject to modification.		

Funding Eligibility Checklist - TFCA Grant Program		
<b>Funding Source:</b> <div style="border: 1px solid black; padding: 2px; display: inline-block;">TFCA Grant Program</div>		<b>Instructions:</b> This form is provided to assist prospective shuttle program funders in determining if the proposed program is eligible for shuttle funds from the TFCA Grant Program sponsored by BAAQMD.
<b>1. General Information</b>		
Proposed Shuttle Applicant	Proposed Shuttle Program Name	Date of Application
<b>2. Eligible Applicants</b>		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> Is shuttle applicant a public agency within the Bay Area Air Quality Management District?		
<b>3. Service Objectives</b>		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> Is one of the service objective to <u>provide a cost-effective program that reduces motor vehicle emissions?</u>		
<b>4. Eligible Uses of Funding for O&amp;M Costs</b>		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> Is funding intended to cover O&M costs for existing/new services <u>or</u> other programs (such as ridesharing or transit information provision activities)?		
<b>5. Eligible Uses of Funding for Capital Costs</b>		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> Is funding intended either for vehicle procurement <b>ONLY</b> ?		
<b>6. Funding Requirements (Leave YES/NO Blank if Not Applicable)</b>		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> Does service serve rail stations, airports, or ferry terminals with timed transfers?		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> If applicant is not a public transit agency, has documentation from the GM of a local transit agency been submitted that states the proposed service does not duplicate existing service?		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> If applicant is a non-public entity, is the project for clean air vehicles <b>ONLY</b> ?		
<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> Do proposed vehicles meet applicable CARB requirements?		
<b>7. Required Local Match</b>		
Required local match is not applicable to this funding program, although projects with a match will score better in evaluation		
<b>Notes:</b> 1) If YES is checked in all boxes, shuttle program is eligible to apply for TFCA funds. 2) This checklist is based on existing eligibility requirements as of 9/2011. These requirements are subject to modification.		

## 5. BUSINESS PRACTICE STRATEGY DEVELOPMENT EFFORTS

This chapter details the proposed business strategies of this Guidebook. Strategy champions for each strategy are defined. Lastly, proposed strategies are ranked by their perceived implementation priority.

### KEY ISSUES, POLICY GOALS, BUSINESS PRACTICE STRATEGIES, AND STRATEGY CHAMPIONS

Each key issue and corresponding policy goal, desired outcome, recommended strategy, and proposed strategy champion are discussed in detail below in Table 5-1 through Table 5-9, organized by functional category. The strategies are intended to improve efficiency and effectiveness of county shuttle programs over the next three to five years. Each strategy is a specific objective, that, when implemented, would help achieve a policy goal. Each goal may have multiple strategies associated with it. They are measurable targets that require action in order to achieve them.

Strategy champions are defined for each strategy. A strategy champion is defined as the agency or entity (can be multiple agencies or entities) that will advance a specific strategy and become its primary proponent to maintain momentum and progress. Being a champion does not connote that an agency or entity will complete and/or fund the work by itself. Rather, the champion only commits to ownership and oversight of advancement of the strategy.

**Table 5-1. Planning Issue/Goal/Strategies #1**

Issue #1:	Shuttle planning is typically based on available funding, with a limited understanding of market potential	
Policy Goal:	Develop a consistent countywide shuttle planning process that includes a market-based approach	
Desired Outcome:	<i>A market-based (cost/benefit) approach would identify key target areas/markets and match appropriate service to meet these needs given budgetary limitations. This approach would ensure consistency with the wider SamTrans public transit network, ensuring service complements fixed-route service and minimizes service duplication.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Develop and adopt a planning document for entities involved in shuttle planning</li> </ul>	SamTrans
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Develop and adopt consistent planning criteria to assess potential market demand (e.g., ridership, cost effectiveness) for commuter shuttles. Other criteria, such as access to transit for low income populations, may be used for community shuttle planning</li> </ul> </li> </ul>	SamTrans
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Undertake periodic market research studies</li> </ul> </li> </ul>	Alliance
	<ul style="list-style-type: none"> <li>Engage SamTrans/Alliance in planning process for all entities that receive public funding for shuttles</li> </ul>	SamTrans/Alliance
	<ul style="list-style-type: none"> <li>Define roles and responsibilities of stakeholders in the planning process</li> </ul>	All

**Table 5-2. Planning Issue/Goal/Strategies #2**

Issue #2:	The improvement process for under-performing routes is not clearly defined	
Policy Goal:	Define the process to address under-performing routes	
Desired Outcome:	<i>To achieve a market-based approach, a process to address under-performing routes is needed to: (i) identify modifications to better align service with minimum performance thresholds; (ii) define other key steps to be taken by shuttle operators to improve performance; and (iii) establish thresholds and a timeframe to potentially cancel service and/or reallocate shuttle funding if a service continues to under-perform. Performance should be measured differently for commuter and community-based shuttles due to differences in needs addressed by each service.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Develop phased improvement plan</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Tie improvement plan to funding framework and require improvement plan as part of funding process</li> </ul> </li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Define minimum and ideal performance standards by service type (commuter and community shuttles, respectively)</li> </ul> </li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Seek board approval on performance standards (for reducing or canceling service)</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Identify relevant technical assistance role and parties responsible</li> </ul>	Alliance
	<ul style="list-style-type: none"> <li>Aggressively work with route sponsor to address under-performing routes</li> </ul>	SMCTA / C/CAG

**Table 5-3. Planning Issue/Goal/Strategies #3**

Issue #3:	Robust employer participation in the shuttle program is limited	
Policy Goal:	Develop complementary Transportation Demand Management strategies to support shuttle program	
Desired Outcome:	<i>Encourage more employer participation in the shuttle program and promotion of other alternative travel modes. More extensive employer involvement could improve existing route performance, provide more frequent service on existing routes, and allow for additional routes and service to other potential markets in the county.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Conduct outreach to determine potential support for adoption of TDM ordinance and/or Transportation Management Associations to support shuttle operations and complementary alternative modes</li> </ul>	C/CAG
	<ul style="list-style-type: none"> <li>Develop and market TDM strategies specifically targeted at reducing congestion and providing first/last mile mobility solutions</li> </ul>	Alliance

**Table 5-4. Funding Issue/Goal/Strategies #1**

Issue #1:	The funding process consists of multiple funding sources, calls for projects, and match requirements	
Policy Goal:	Establish a consistent and clear funding process	
Desired Outcome:	<i>A consistent funding process and framework is needed to: (i) clarify program eligibility for different funding sources; (ii) define minimum local match requirements, if any; (iii) define a clear evaluation process for prospective program applicants; and (iv) identify parties responsible for providing guidance and advice in each stage of the process.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Develop clear funding framework to define the process, establish key scoring criteria, define roles/responsibilities, and determine eligibility for funding</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Consolidate funding program under one entity</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Conduct single funding call</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Assign specific weighting for local match in evaluation process</li> </ul>	SMCTA / C/CAG

**Table 5-5. Funding Issue/Goal/Strategies #2**

Issue #2:	Reporting requirements differ by funding source, while no uniform performance monitoring process is applied across the shuttle program	
Policy Goal:	Develop consistent performance criteria and systematic performance monitoring program	
Desired Outcome:	<i>A refined performance monitoring process is needed to: (i) identify consistent performance measures and simplify the reporting process for all shuttle operators; (ii) establish a uniform performance auditing procedure applicable to all shuttle services in San Mateo County; and (iii) provide a baseline to assess routes against one another.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Adopt single set of performance metrics for commuter and community-based shuttle programs, respectively</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Reassess and refine performance metrics</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Develop and adopt systematic shuttle performance monitoring program for commuter and community-based shuttle programs, respectively</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Develop validation program to assure data accuracy</li> </ul>	SMCTA / C/CAG

**Table 5-6. Operations & Administration Issue/Goal/Strategies #1**

Issue #1:	Several entities perform similar operations, management, procurement, and administrative roles	
Policy Goal:	Explore opportunities to consolidate responsibilities	
Desired Outcome:	<i>Consolidation of responsibilities and roles under the most appropriate entity or entities would facilitate cost and operating efficiencies.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Conduct a study to assess the cost and benefit of consolidation or realignment related to:                             <ul style="list-style-type: none"> <li>Shuttle Operations</li> <li>Shuttle Administration</li> <li>Shuttle Procurement</li> </ul> </li> </ul>	SamTrans
		SamTrans / Alliance
		SamTrans / Alliance
		SamTrans / Alliance

**Table 5-7. Marketing & Public Information Issue/Goal/Strategies #1**

Issue #1:	Coordinated regional transportation information integrating shuttle information is limited	
Policy Goal:	Explore the potential for centralizing and coordinating regional transportation information	
Desired Outcome:	<i>Enhanced regional transportation information that includes comprehensive and easy-to-use shuttle information would: (i) provide a single "go-to" location for shuttle information in the Bay Area; (ii) emphasize the role that shuttles play as both feeders and distributors within the larger integrated fixed-route transit system in the Bay Area; and (iii) encourage greater use of shuttles.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Work with regional transportation portals (such as 511.org) to augment existing shuttle service information (schedule, routes, service change notifications)</li> </ul>	Alliance
	<ul style="list-style-type: none"> <li>Develop comprehensive information portal dedicated to shuttle services in San Mateo County</li> </ul>	Alliance / SamTrans
	<ul style="list-style-type: none"> <li>Work with local municipalities and Chambers of Commerce to augment existing website information with shuttle links</li> </ul>	Alliance

**Table 5-8. Marketing & Public Information Issue/Goal/Strategies #2**

Issue #2:	Marketing budgets are constrained	
Policy Goal:	Ensure sufficient marketing resources for shuttle program to be successful	
Desired Outcome:	<i>Sufficient marketing resources would be available to all shuttle programs to enhance shuttle performance and utilization.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Allocate portion of annual operating budget to ongoing marketing activities for commuter and community shuttles</li> </ul>	SMCTA / C/CAG
	<ul style="list-style-type: none"> <li>Develop mechanism to tie funding call to City or employer participation in marketing (if shuttle is specific to an employer)</li> </ul>	SMCTA / C/CAG



**Table 5-9. Marketing & Public Information Issue/Goal/Strategies #3**

Issue #3:	Shuttle vehicles, stations, and marketing materials lack a consistent brand identify	
Policy Goal:	Explore the potential for brand consistency	
Desired Outcome:	<i>A consolidated and consistent shuttle brand for San Mateo County would: (i) provide a powerful and unifying marketing tool to increase shuttle program awareness; and (ii) improve the perception of a coordinated and integrated shuttle service.</i>	Strategy Champion:
Strategies:	<ul style="list-style-type: none"> <li>Develop common look and feel of county shuttles</li> </ul>	Alliance / SamTrans
	<ul style="list-style-type: none"> <li>Produce common marketing materials</li> </ul>	Alliance / SamTrans
	<ul style="list-style-type: none"> <li>Explore opportunity to consolidate marketing activities</li> </ul>	Alliance / SamTrans
	<ul style="list-style-type: none"> <li>Create a brand name scheme for county shuttles with easily identifiable signage</li> </ul>	Alliance / SamTrans

## IMPLEMENTATION PRIORITY

Proposed strategies were ranked in order of their perceived implementation priority by the Shuttle Business Practices Task Force. Implementation priority was assessed through a qualitative ranking of the strategies in terms of:

- **Return on Investment (ROI)** – This measure assesses the overall program-wide benefits that implementing a strategy would generate relative to the expected costs. Each strategy was ranked from 1 to 10 (with 10 having the highest ROI) by each Task Force member.
- **Level of Effort (LOE)** – This measure assesses the amount of (additional) staffing, resources, and coordination required to implement the strategy. Each strategy was ranked from 1 to 10 (with 10 having the highest LOE) by each Task Force member.

Four tiers of strategies were defined as follows below:

- **Tier 1 Strategies (Low LOE and High ROI)** – The highest priority strategies for implementation, which generate significant benefits, while requiring minimal effort. Seven of the 34 strategies are classified as Tier 1 strategies.
- **Tier 2 Strategies (High LOE and High ROI)** – Medium priority strategies for implementation, which generate significant benefits, but require significant effort as well. Thirteen of the 34 strategies are classified as Tier 2 strategies.
- **Tier 3 Strategies (Low LOE and Low ROI)** – Medium priority strategies for implementation, which generate low benefits, while requiring minimal effort. Seven of the 34 strategies are classified as Tier 3 strategies.

- **Tier 4 Strategies (High LOE and Low ROI)** – The lowest priority strategies for implementation, which generate low benefits, while requiring significant effort. Seven of the 34 strategies are classified as Tier 4 strategies.

The business practice strategies proposed in the Shuttle Business Practices Guidebook are intended to improve efficiency and effectiveness of the county shuttle program over the next three to five years. Figures 5-1 through Figure 5-4 below present the perceived implementation potential of each strategy based on a collective assessment of the Task Force according to the four tiers defined above.

The Tier 1 strategies are the highest priority for implementation and have the greatest probability for implementation in the short-term; however this Guidebook does not prescribe the approach to realizing the implementation of these strategies. The Task Force and Strategy Champions must continue to work to develop implementation plans, identify funding sources, implement strategies, and monitor performance of the business practice strategies.

**Figure 5-1. Implementation Potential – Planning**

PLANNING			
Policy Goal:	P1	Develop a consistent countywide planning process that includes a marketbased approach	Tier
Potential Strategies:	P1A	Develop and adopt a planning document for entities involved in shuttle planning	Tier 2
	P1A1	o Develop and adopt consistent planning criteria to assess potential market demand (e.g. ridership, cost effectiveness)	Tier 2
	P1A2	o Undertake periodic market research studies	Tier 3
	P1B	Engage SamTrans/Alliance in planning process for all entities	Tier 1
	P1C	Define roles and responsibilities of stakeholders in the planning process	Tier 1
Policy Goal:	P2	Define the process to address underperforming routes	Tier
Potential Strategies:	P2A	Develop phased improvement plan	Tier 2
	P2A1	o Tie improvement plan to funding framework and require improvement plan as part of funding process	Tier 3
	P2A2	o Define minimum and ideal performance standards by service type (commuter and community shuttles, respectively)	Tier 3
	P2A3	o Seek board approval on performance standards (for reducing or canceling service)	Tier 4
	P2A4	o Identify relevant technical assistance role and parties responsible	Tier 3
	P2B	Aggressively work with route sponsor to address underperforming routes	Tier 4
Policy Goal:	P3	Develop TDM strategies for shuttle program	Tier
Potential Strategies:	P3A	Conduct outreach to determine potential support for adoption of TDM ordinance and/or Transportation Management Associations to support shuttle operations and complementary alternative modes	Tier 4
	P3B	Develop and market TDM strategies that are specifically targeted at reducing congestion and providing first/last mile mobility solutions	Tier 3

**Figure 5-2. Implementation Potential – Funding**

FUNDING			
Policy Goal:	F1	Establish a consistent and clear funding process	Tier
Potential Strategies:	F1A	Develop clear funding framework to define the process, establish key scoring criteria, define roles/responsibilities, and determine eligibility for funding	Tier 2
	F1B	Consolidate funding program under one entity	Tier 2
	F1C	Conduct single funding call	Tier 1
	F1D	Assign specific weighting for local match in evaluation process	Tier 3
Policy Goal:	F2	Develop consistent performance criteria and systematic performance monitoring program	Tier
Potential Strategies:	F2A	Adopt single set of performance metrics for commuter and shuttle programs, respectively	Tier 1
	F2B	Reassess and refine performance metrics	Tier 1
	F2C	Develop and adopt systematic shuttle performance monitoring program	Tier 2
	F2D	Develop validation program to assure data accuracy	Tier 2

**Figure 5-3. Implementation Potential – Operations & Administration**

Operations & Administrative			
Policy Goal:	O1	Explore opportunities to consolidate or realign responsibilities	Tier
Potential Strategies:	O1A	Conduct a study to assess the cost and benefit of consolidation or realignment related to:	Tier 2
	O1A1	o Shuttle Operations	Tier 2
	O1A2	o Shuttle Administration	Tier 2
	O1A3	o Shuttle Procurement	Tier 2

**Figure 5-4. Implementation Potential – Operations & Administration**

Marketing & Public Information			
Policy Goal:	M1	Explore the potential for centralizing and coordinating regional transportation information	Tier
Potential Strategies:	M1A	Work with regional transportation portals (such as 511.org) to augment existing shuttle service information (schedule, routes, service change notifications)	Tier 2
	M1B	Develop comprehensive information portal dedicated to shuttle services in San Mateo County	Tier 2
	M1C	Work with local municipalities and Chambers of Commerce to augment existing website information with shuttle links	Tier 3
Policy Goal:	M2	Ensure sufficient marketing resources for shuttle programs to be successful	Tier
Potential Strategies:	M2A	Allocate portion of annual operating budget to ongoing marketing activities for shuttles	Tier 1
	M2B	Develop mechanism to tie funding call to City or employer participation in marketing (if shuttle is specific to an employer)	Tier 1
Policy Goal:	M3	Explore the potential for brand consistency	Tier
Potential Strategies:	M3A	Develop common look and feel of county shuttles	Tier 4
	M3B	Produce common marketing materials	Tier 4
	M3C	Explore opportunity to consolidate marketing activities	Tier 4
	M3D	Create a brand name scheme for county shuttles with easily identifiable signage	Tier 4

**APPENDIX A:  
DEFINITION OF FREQUENT TERMS USED  
THROUGHOUT THE GUIDEBOOK**

Several recurring terms are used throughout the Guidebook. These terms are defined below.

### ***Functional Category***

Shuttles in San Mateo County are operated and administered by multiple entities and either provide commuter (first/last mile) or community (local circulator) service. Shuttle programs generally include the following four functional categories for business operations:

- Planning
- Funding
- Operations and Administration
- Public Information and Marketing

### ***Key Issue***

A key issue in the context of the San Mateo County shuttle program is an existing practice or approach that is seen to be negatively affecting shuttle business practices and one that could be improved upon to achieve greater efficiency and effectiveness in program coordination or operation. Key issues are defined by functional category.

### ***Policy Goal***

A policy goal is the desired outcome to address a key county shuttle business practice issue. A goal would be achieved by implementing a strategy, approach, or process. Business practice policy goals inform the development of strategies to streamline the County shuttle program and realize efficiencies through potential consolidation and other enhancements.

### ***Strategy***

Each strategy is a suggested approach that will lead to improved efficiency and effectiveness within shuttle planning, funding, operations/administration, and marketing/public information business practices.

### ***Strategy Champion***

A strategy champion is defined as the agency or entity (can be multiple agencies or entities) that will advance a specific business practice strategy and become its primary proponent to maintain momentum and progress. Being a champion does not connote that an agency or entity will complete and/or fund the work by itself. Rather, the champion only commits to ownership and oversight of advancement of the strategy.

### ***Barrier to Implementation***

Barriers to implementation are the underlying governance, resource, community support, and operational challenges a business practice strategy would face before being put into practice.