



City Heights Community Development Corporation FACTS Project

Final Report

FINAL

February 2012



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Executive Summary

IBI Group was retained by the City Heights Community Development Corporation (CDC) to conduct the Full Access Community Transport System (FACTS) Project. The purpose of the study was to assess current services, identify the study areas' current and future transit and transportation needs, and develop a capital and service plan that best meets those needs.

Despite being well-served by fixed-route transit on the edges of the Colina Park neighborhood, project outreach efforts revealed the need for additional transportation options to better serve the interior of the study area. Alternative service options were considered and their feasibility analyzed. In addition, the need for improved pedestrian and bicycle facilities was identified. The result of the effort was a set of recommendations and implementation actions for Complete Streets improvements and the establishment of a shared ride taxi service for Colina Park.

This Executive Summary provides an overview of the study process and the reports prepared, including Existing Conditions; Survey Results; Peer Review; and Alternative Development, Evaluation and Implementation. The final versions of these reports are provided in the Appendices following the Executive Summary, along with an additional appendix containing the materials presented at the community workshop and the notes from the workshops and the focus group.

Study Area

Colina Park is defined as the area east of Euclid Avenue and west of 54th Street, and is bordered by University Avenue to the south and El Cajon Blvd to the north (see Figure 1). The area contains a mix of moderate-density land uses, including single- and multiple-family residences, and commercial facilities.

Study Approach

The study gathered information on the community's transportation needs through a survey, a focus group, and community workshops. At the same time, various forms of community transit currently in operation were documented through a peer review. Through these efforts, improvement options were identified and evaluated. Specific types of improvements were recommended with implementation actions. These steps are summarized below.

Existing Conditions

Both fixed route transit and ADA service are available in the study area. As seen in Figure 2, the fixed routes are operated on the edges of the study area, with no service to the interior. The ADA service is available throughout the study area. The pickup points and destinations are shown in Figures 3 and 4.

Figure 1 Colina Park Study Area

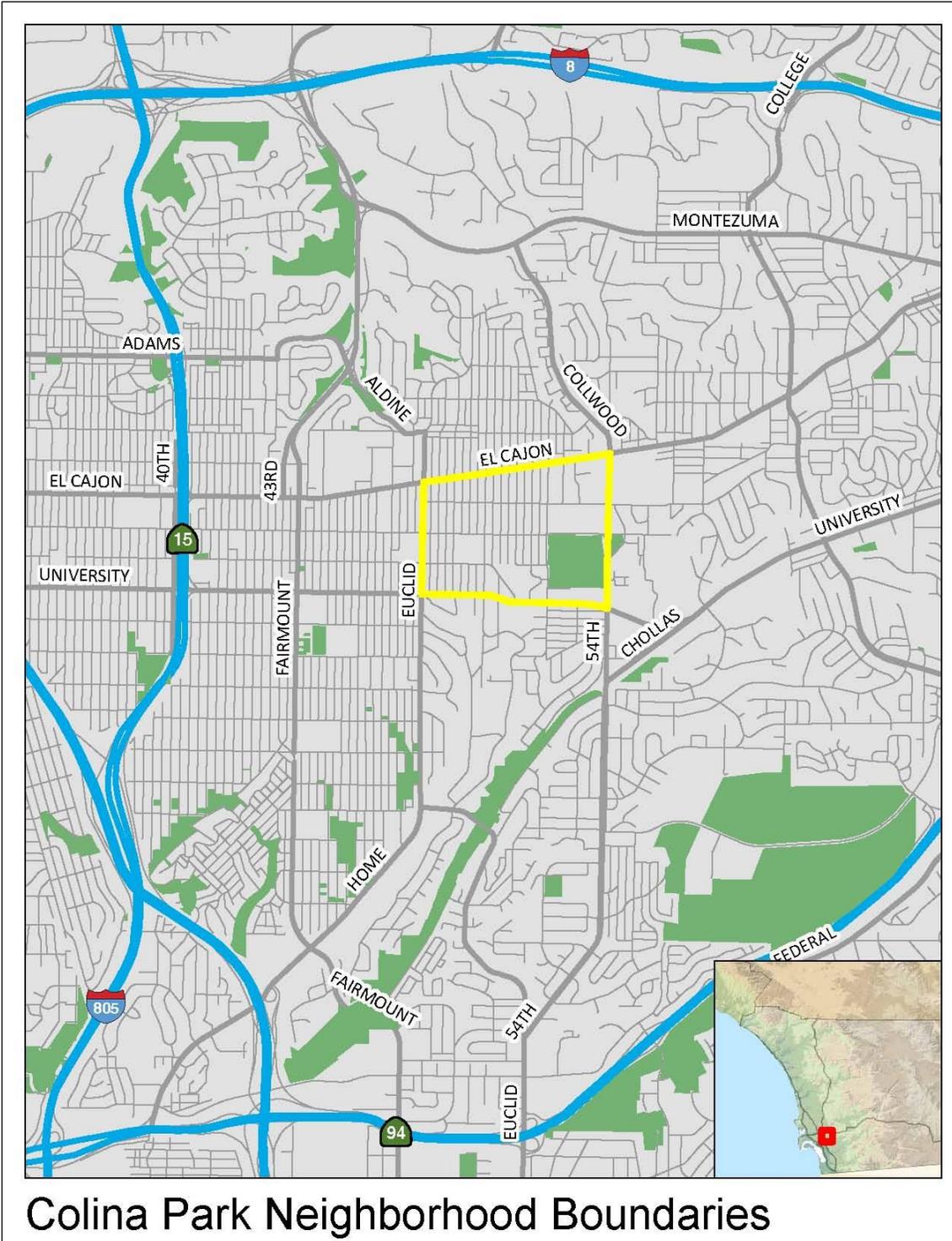
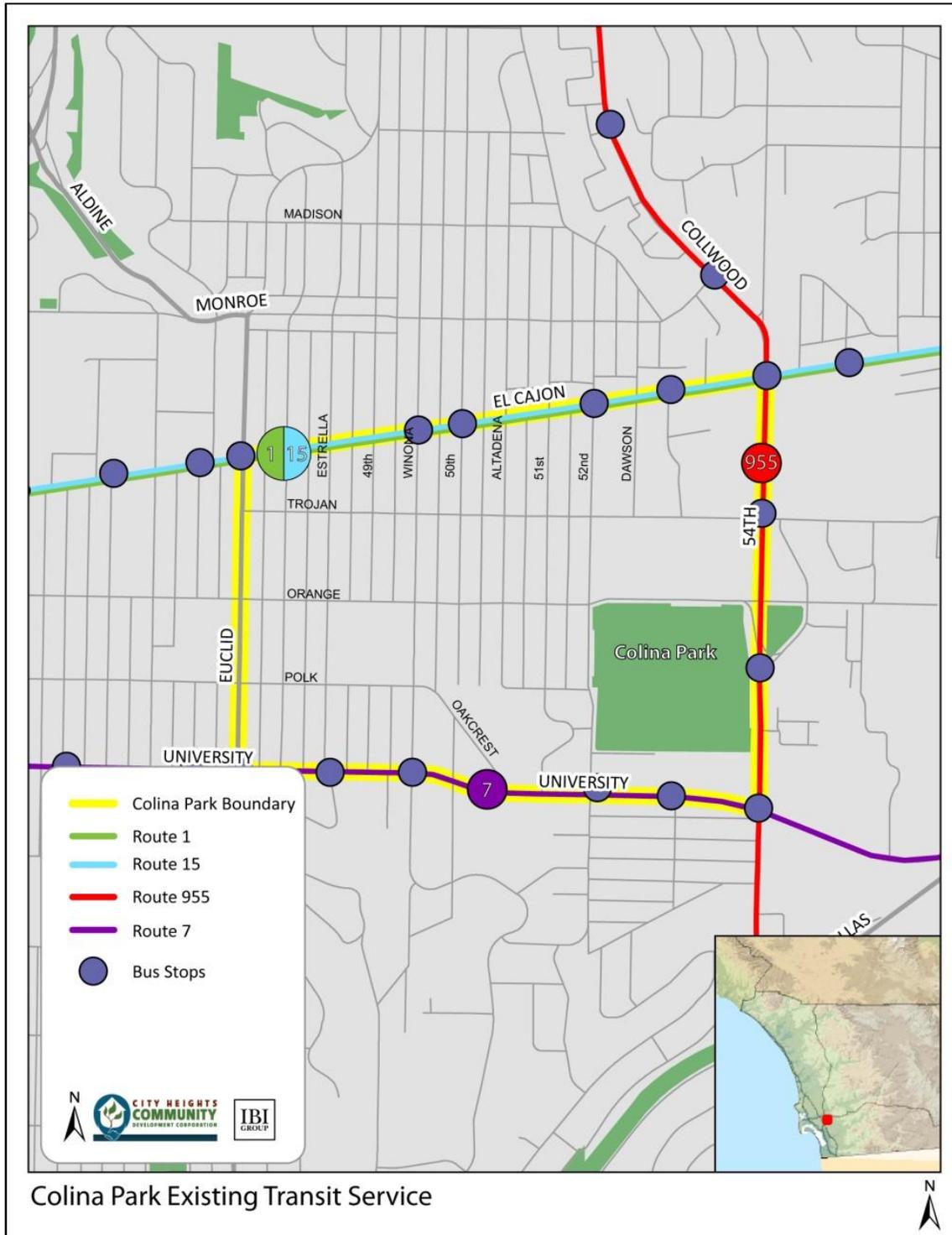


Figure 2 Existing Fixed Route Service



Colina Park Existing Transit Service

Figure 3 ADA Trip Origins

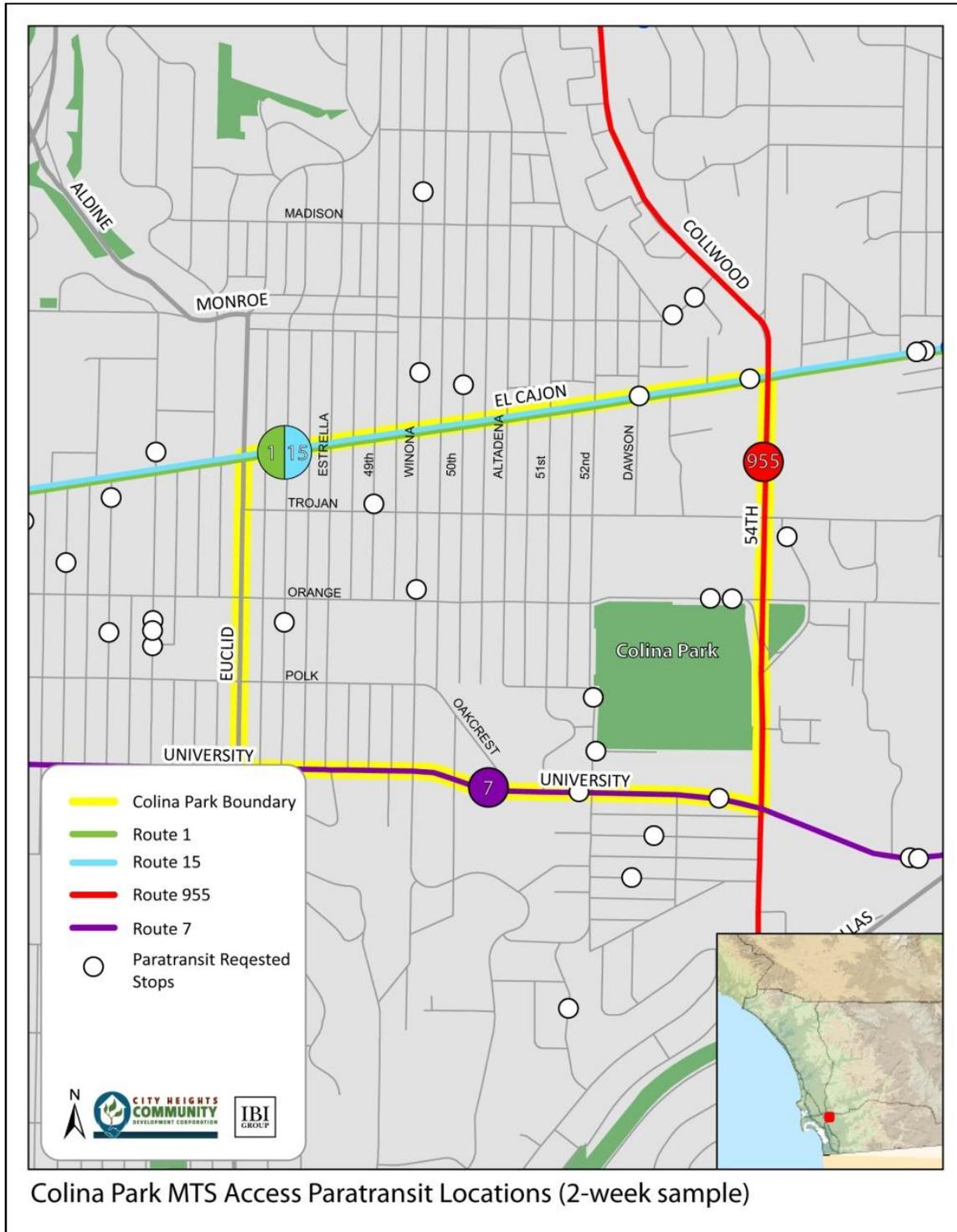
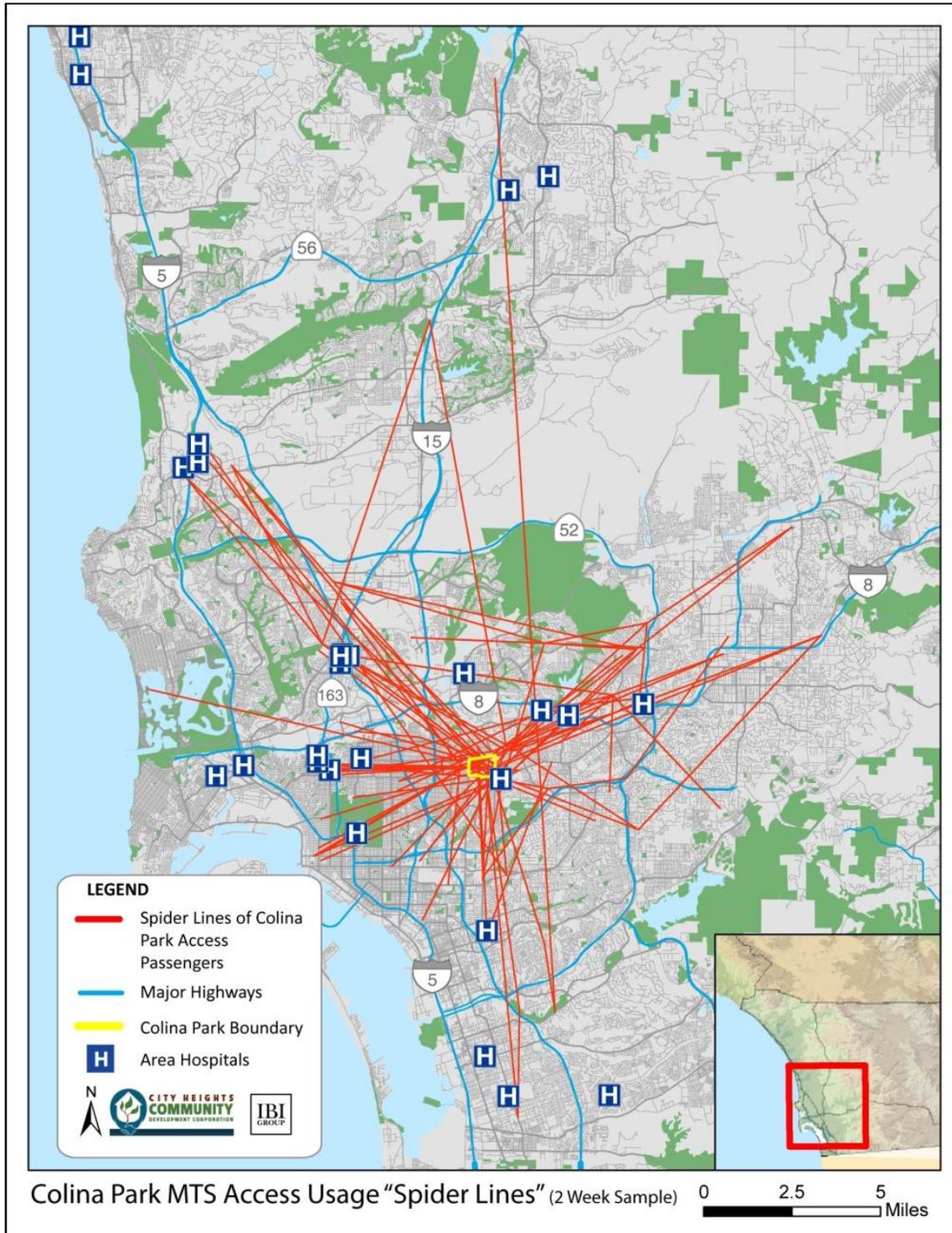


Figure 4 ADA Trip Destinations



Demographic data for the study area is reported in Table 1. The examined populations are estimated to be poorer, younger, and have a lower rate of vehicle ownership than other areas of the county. The population is almost twice as likely as the county average to lack access to a vehicle in the home. The population is also less likely to speak English in the home, and on average makes roughly 8% less in household income than the county average. In addition, the study area population has a larger percentage of residents less than 18 years of age, and a higher rate of disability.

These indicators paint a picture of a population with fewer travel options than the county average, with arguably greater need for transportation, based on rates of disability and age cohorts. The higher incidence of non-English speaking households may also contribute to an information gap regarding available transportation services due to a lack of education and understanding in residents’ native languages.

Table 1 Study Area Demographics

ITEM	Colina Park Study Area		County Total	
	Amount	Percent of Area Total	Amount	Percent of County Total
Total Population (2010)	12,355	n/a	3,098,269	n/a
Population Over 65	537	4.3%	351,317	11.3%
Population Under 18	4,451	36.0%	778,137	25.1%
Disabled Population (2000 Census)	3,087	25.9%	456,956	17.9%
Households with No English Spoken or English Spoken “Not Well” at Home (2000 Census)	3,686	62.7%	190,315	10.9%
2010 Estimated Median Household Income Adjusted for Inflation	\$20,891	n/a	\$51,808	n/a
Percent of Employees that Commute Mainly by Bus (2000 Census)	658	16.1%	38,788	3.1%
Percent of Households with No Vehicle Available (2000 Census)	1,228	20.9%	79,767	8.1%

Outreach Efforts and Results

CHCDC, with IBI Group assistance, conducted a survey of Colina Park residents to determine their thoughts, concerns, and needs related to transportation in their community. The survey, while not scientific, did work to elicit responses from an age spectrum that was reflective of the community. A summary of the survey findings can be found in Figure 5.

CHCDC also conducted a focused group to discuss transportation issues in depth and gain insights into the participants transportation needs. A summary of the focus group findings is provided in Figure 6 and a summary of the August workshop comments is reported in Figure 7.

Figure 5 Survey Findings

Survey Findings

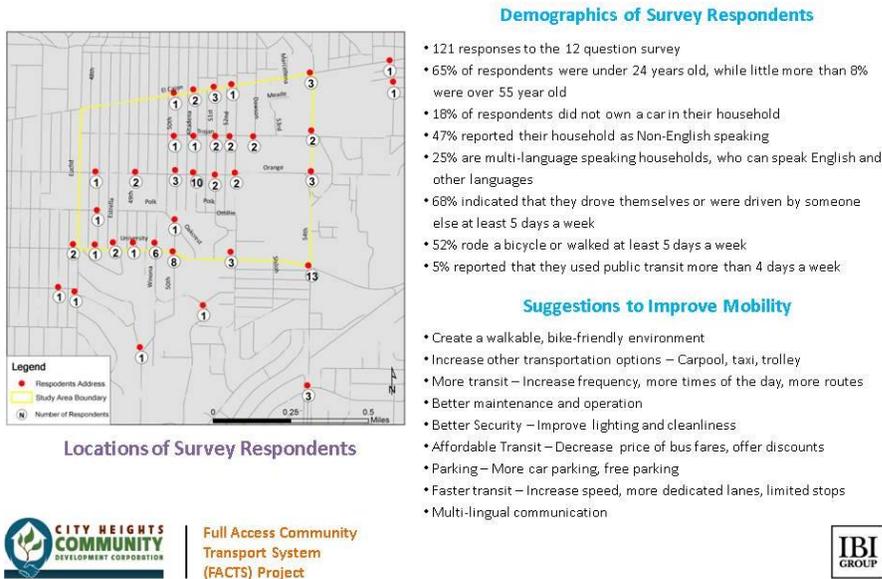


Figure 6 Focus Group Comments

Focus Group Comments



Concerns

- **Safety** - Poor lighting at bus stops
- **Cleanliness** - Buses and bus stop benches not clean
- **Reliability** - Buses arrive late
- **Transit Pricing** - Current transit fares too expensive
- **Destinations** - Need direct transit routes to schools, park, hospitals, church, grocery stores
- **Bus Route Information** - Info on locations and schedules is not well distributed
- **Weekend and Night Service** - Not enough bus frequency on nights and weekends
- **Connectivity** - Need accessibility to trolley and other bus routes
- **Infrastructure** - Cracked sidewalks, flooding of walkways, need more crosswalks
- **Bike-Friendliness** - Need more bike lanes and bike racks

Figure 7 Comments from August Workshop

Comments from August Workshop

- Need bus routes closer to homes and schools using smaller buses
- Need more frequent bus service
- Need nicer stops with bus information and better lighting
- Bus fares should be lower
- Better connections to Trolley and other routes
- Streets and sidewalks need repair
- Bike boulevards on Orange Avenue and sharing roads with bikes



- Signal needed at 52nd and Orange
- Reduce through traffic to lower speed and increase safety
- Need more bike lanes
- Need more visibility for pedestrians at intersections
- Add crosswalks at busy intersections
- Neighborhood watch groups and block parties to bring people together
- Appreciate FACTS to address community transportation needs



Full Access Community
Transport System
(FACTS) Project



Peer Review and Best Practices

A review of community based transportation services and best practices was conducted to provide insights into options for Colina Park. The following services were reviewed.

- Menlo Park Midday Shuttle
- Rosemead Explorer
- Guaranteed Ride Program
- Ozaukee Shared Ride Taxi Service
- Cambria Community Bus
- Potomac and Rappahannock Transportation Commission OmniLink
- Ride-On Transportation, San Luis Obispo
- San Luis Obispo Regional Rideshare

The following themes recur throughout the case studies and literature and for the operation of a successful community-based transit system:

- Develop services around focal points.
- Operate along moderately dense corridors. Connect land use mixes that consist of all-day trip generators.
- Serve transit's more traditional markets, such as lower income/blue-collar neighborhoods, students, and seniors.

- Link community transit services, especially local circulators and shuttles, to the broader regional network.
- Target market appropriately.
- Economize on expenses.
- Adapt transit service practices to customer demand and landscape limitations.
- Partnerships – obtain private sector support, and plan with the community. A key element to success is awareness and local involvement. There is vital need for potential users of a service to have full information concerning routes, schedules, and other nuances of service. Extensive cooperation with local elected officials, city staff, and residents involved when implementing and operating service is instrumental to success.
- Establish realistic goals, objectives, and standards, then develop supportive policies, plans, and regulations.

Feasibility, Business, and Implementation Plan

The alternatives considered in the study cover pedestrian and bicycle improvements (Complete Streets), shared ride taxi, and fixed route shuttle. Specifics for each type of improvement are shown in Figures 8 and 9.

Figure 8 Complete Street Improvements

Complete Street Improvements

Pedestrian

- Traffic calming, visibility, and other safety enhancements to high-risk, popular, and legal walking areas; i.e., El Cajon Blvd, Euclid Ave, Orange Ave, and University Ave
- Curb ramp installation at all intersection corners
- Sidewalk repair on El Cajon Blvd and other key streets
- Consider red curbing certain free parking locations that create visibility issues near school walking routes and popular key intersections
- Bulb outs and crosswalks at key intersections
- Primary pedestrian path network to focus improvements



Bicycle

- Prioritize Orange Ave as the east/west bike corridor in Colina Park and City Heights
- Traffic calming, visibility, and other safety enhancements to high-risk, popular bike routes; i.e., El Cajon Blvd and University Ave
- Bicycle facility improvements per city and regional plans
- Sharrows on Euclid Ave



Figure 9 Motorized Improvements

Motorized Improvements

Bus Service Improvements

- More Frequent Bus Service
- Bus Stop Upgrades – Shelters, Lighting, Information at Key Stops



Shared Ride Taxi

- Advance Reservations
- Trips Shared with Other Riders
- Operated by Local Agency or Transit Operator
- Taxis or Minivans



Fixed Route Shuttle

- One Way Loop
- Terminal at 54th St & El Cajon Blvd
- 60 minute frequency
- Local Travel and Connections to Bus Routes



Next Steps

The community input suggested that a “Complete Streets + Shared Ride Taxi” plan was the preferred alternative for most of the residents in Colina Park. For this reason and due to the high costs of implementing and maintaining a shuttle service, it would not be desirable to pursue this option at the present. The implementation plan for each component is intended as a guideline for working towards future transportation projects to increase mobility and connectivity in the community. The first step would include developing a set of specific actions to move forward with the Community Driven Action Plan, identifying specific capital improvements to enhance the pedestrian and bicycle environment, and establishing the shared ride taxi service. It is expected that CHCDC will take the lead working with community members and interest groups to move forward with these projects.

The second step will be to identify stakeholders that may be involved in each of the projects proposed. Potential stakeholders and decision makers for each of the three improvement types is provided in Table 2.

Table 2 Stakeholders/Decision Makers by Improvement Type

Improvement Type	Stakeholders/Decision Makers
Complete Streets	<ul style="list-style-type: none"> • Community Members – Community Leaders and Residents • City of San Diego and SANDAG Staff – Planners and Engineers • Elected Officials – City Council Representatives, Local Congressmen • Advocacy Groups – Walk San Diego, San Diego County Bicycle Coalition, Move SD, et al • Private Developers – Private Companies looking to invest in the Community
Shared Ride Taxi Service	<ul style="list-style-type: none"> • Community Members – Community Leaders and Residents • MTS and SANDAG Staff – Planners and Engineers • Advocacy Groups – Move SD, Speak City Heights, Mid-City CAN • United Taxi Workers of San Diego – Leaders of the taxi Industry in San Diego
Community Shuttle Service	<ul style="list-style-type: none"> • Community Members – Community Leaders and Residents • MTS and SANDAG Staff – Planners and Engineers • Advocacy Groups – Move SD, Speak City Heights, Mid-City CAN • Shuttle Operators – Super Shuttle, Green Ride, Access Shuttle, Ace Parking, Wally Park, IRC, ITN, et al

Implementation actions for Complete Streets and the Shared Ride Taxi improvements are provided in Table 3. Due to expected high operating costs and low passenger productivity, and the potential for shared ride taxi to provide a more cost-effective option, it is recommended that shuttle service implementation not be pursued at this time. As a result, it would be preferable to focus on implementing the shared ride taxi service for Colina Park due to its lower operating cost and its ability to provide service more closely matched to their passengers needs.

Table 3 Implementation Actions

Type of Improvement	Implementation Actions
Complete Streets	<ul style="list-style-type: none"> • Support the Regional Complete Streets Policy to be developed by SANDAG during 2012-13. • Explore Funding Options including National Highway System (NHS), Surface Transportation Program(STP), Transportation Enhancements (TE), Congestion Mitigation and Air Quality (CMAQ), and Safe Routes to School(SRTS) • Establish the Built Environment Team in a collaborative effort by CHCDC, IRC, EHC, and PCS to increase resident capacity and build community empowerment • Integrate Complete Streets into design through project reviews and engagement with city staff • Support the development of performance measurements for multimodal level of service, in collaboration with city staff and professional organizations of practitioners
Shared Ride Taxi Service	<ul style="list-style-type: none"> • Finalize an operating scenario including a prescribed level of service with additional community outreach (including dialogue with the local taxi industry) to indentify the specifics of operating parameters including days of week, hours of day, etc. in order to finalize service planning and a deployment strategy. • Identify and support opportunities for employing local resources/employment in the administration and on-going monitoring of service delivery. • Secure consultant assistance as needed to facilitate additional community outreach, finalizing a service plan/deployment strategy, and developing a performance-based contract. Such assistance could include determining an appropriate local governance/ administrative framework and training requirements.



Appendix A Existing Conditions Report



City Heights Community Development Corporation FACTS Project

Existing Conditions Report

FINAL

January 2011



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Introduction

IBI Group has been retained by the City Heights Community Development Corporation (CDC) to conduct the Full Access Community Transport System (FACTS) Project. The purpose of the study is to assess current services, identify the study areas' current and future transit and transportation needs, and develop a service plan that best meets those needs.

Despite being well-served by fixed-route transit, it is felt that project outreach efforts in, and service development for, the Colina Park neighborhood would be best-implemented with a combination of an examination into the demographic particulars and existing conditions in Colina Park, and an snapshot of the existing transit service within the community.

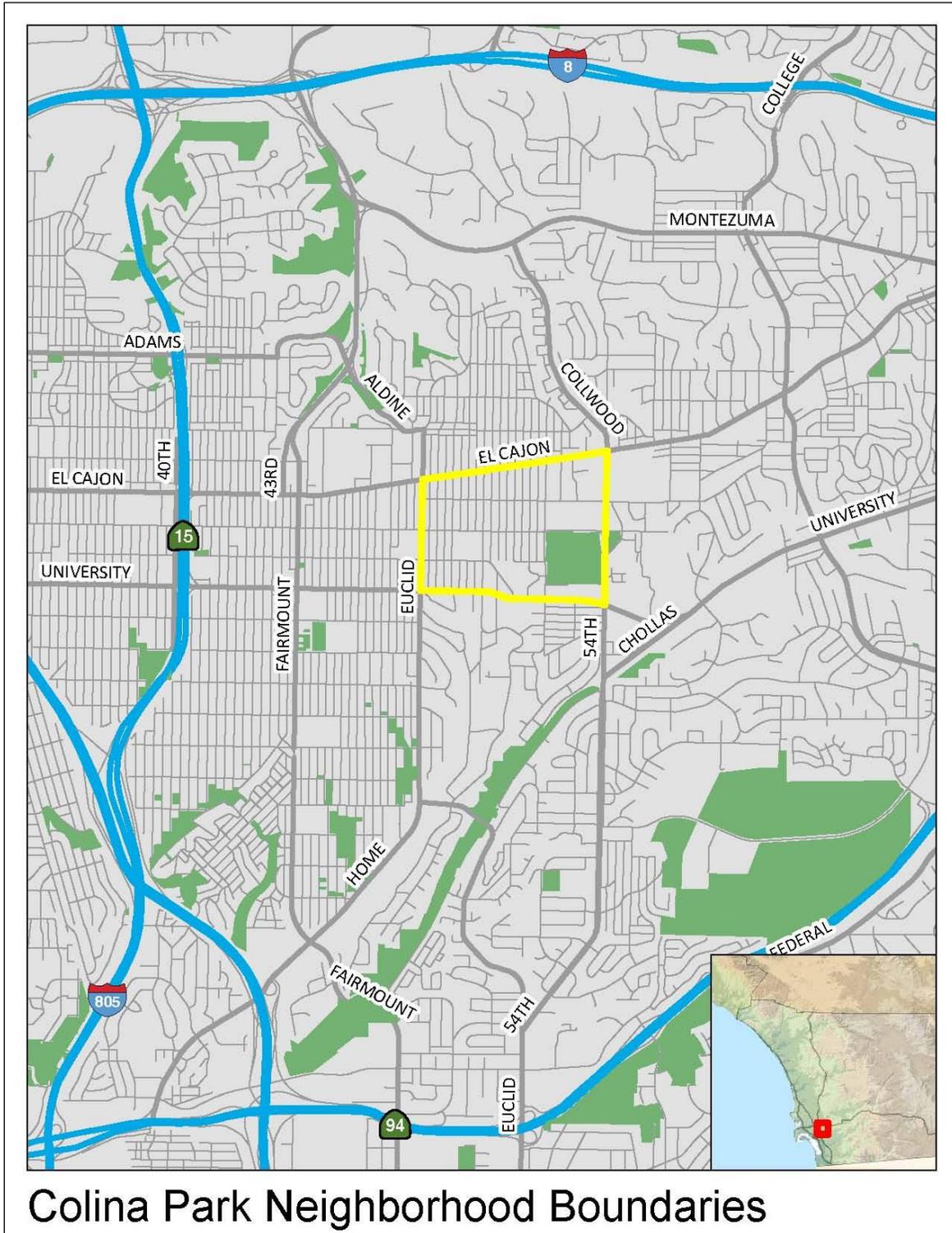
Report Structure

Section 2 of this report looks at the existing policies and plans that govern transportation in Colina Park. Section 3 examines transit service available to Colina Park residents. Section 4 uses census and other data sources to paint a picture of existing demographics in the study area, and Section 5 looks at how to use the information presented in the report to move forward with the FACTS project.

Study Area Definition

Colina Park is defined as the area east of Euclid Avenue and west of 54th Street, and is bordered by University Avenue to the south and El Cajon Blvd to the north. The area contains a mix of moderate-density land uses, including single- and multiple-family residences, and commercial facilities. Figure 1 provides a map of the study area.

Figure 1 - Colina Park Study Area



Planning Context

When examining existing conditions, it is important to account for the local, regional, state and national planning policy documents that help guide the development of transportation within the study area. Several existing policy documents at the local and regional level that may prove helpful to CHCDC Staff as the project moves forward, and are summarized below.

SANDAG Relevant Plans

As the regional planning agency for San Diego County, the San Diego Association of Governments (SANDAG) oversees regional transportation goals, objectives, and policies, and acts as the pass-through organization for a number of federal funding sources. The following provides a brief summary of planning documents relevant to the FACTS project.

Regional Transportation Plan

SANDAG periodically develops the Regional Transportation Plan (RTP), which serves as the region's blueprint for a transportation system that enhances our quality of life and identifies our mobility needs to 2030. The RTP focuses on the development of a flexible transportation system that focuses on moving people and goods. The long-range transit vision calls for a network of fast, flexible, reliable, safe, and convenient transit services that connect our homes to the region's major employment centers and major destinations. This vision was first developed in 2001 when SANDAG, MTS, and NCTD adopted the Regional Transit Vision, setting in place the framework for transit improvements in the 2030 RTP.

The seven stated goals of the RTP include:

1. Provide livable communities
2. Improve the mobility of people & freight
3. Maximize the efficiency of the existing & future transportation system
4. Improve accessibility to major employment & other regional activity centers
5. Improve the reliability & safety of the transportation system
6. Minimize effects on the environment
7. Ensure equitable distribution of the benefits among various demographic & user groups

Any proposed transportation system for Colina Park should be developed so that it is consistent with these goals.

Short-Range Transportation Plan/Coordinated Plan

SANDAG is mandated by law to periodically develop documents known as the Short Range Transit Plan and Coordinated Plan, which together provide a roadmap for the implementation of public transit and social service transportation concepts as described in the RTP. Covering a period of five years, the SRTP establishes a unified regional strategy to provide transportation to the most sensitive population groups in the County.

Relative to City Heights and Colina Park, the Coordinated Plan identified a series of transportation gaps for residents of the community, and this designation, while unfortunate, helps set the stage to secure funding and other sources of transportation infrastructure to help bridge the gaps in service through a series of federal programs under the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Relevant Sections include:

- **JARC** - Job Access and Reverse Commute (JARC) is intended to improve mobility choices for employment-related travel for reverse commuters and persons of limited means. (SAFETEA-LU Section 5316)
- **Senior Mini Grant** – The Senior Mini Grant program is intended to improve mobility choices for seniors and elderly populations. (SAFETEA-LU Section 5310)
- **New Freedoms** - The New Freedom program is intended to improve mobility choices for persons with disabilities. (SAFETEA-LU Section 5317)

In total, there were nineteen JARC, New Freedom, and Senior Mini-Grant projects operating in FY 2008 through FY 2009. These projects produced a total of 2.2 million one-way passenger trips, extended coverage across the county, and served dense employment areas with nearly 385,000 estimated jobs. For reference, a full breakdown of services and associated performance measures can be found in the SRTP Appendix L, located here:

http://www.sandag.org/uploads/publicationid/publicationid_1505_11751.pdf

As this project evolves, greater detail on these funding sources will be provided to help steer the development of project funding mechanisms and other details.

Transit Service

Existing transit in Colina Park provides residents with connections to the regional transit network, or simply a point-to-point local service for daily trips to shopping, jobsites, or other destinations. A brief summary of service types and their specifics follows below.

Fixed Route Transit Service

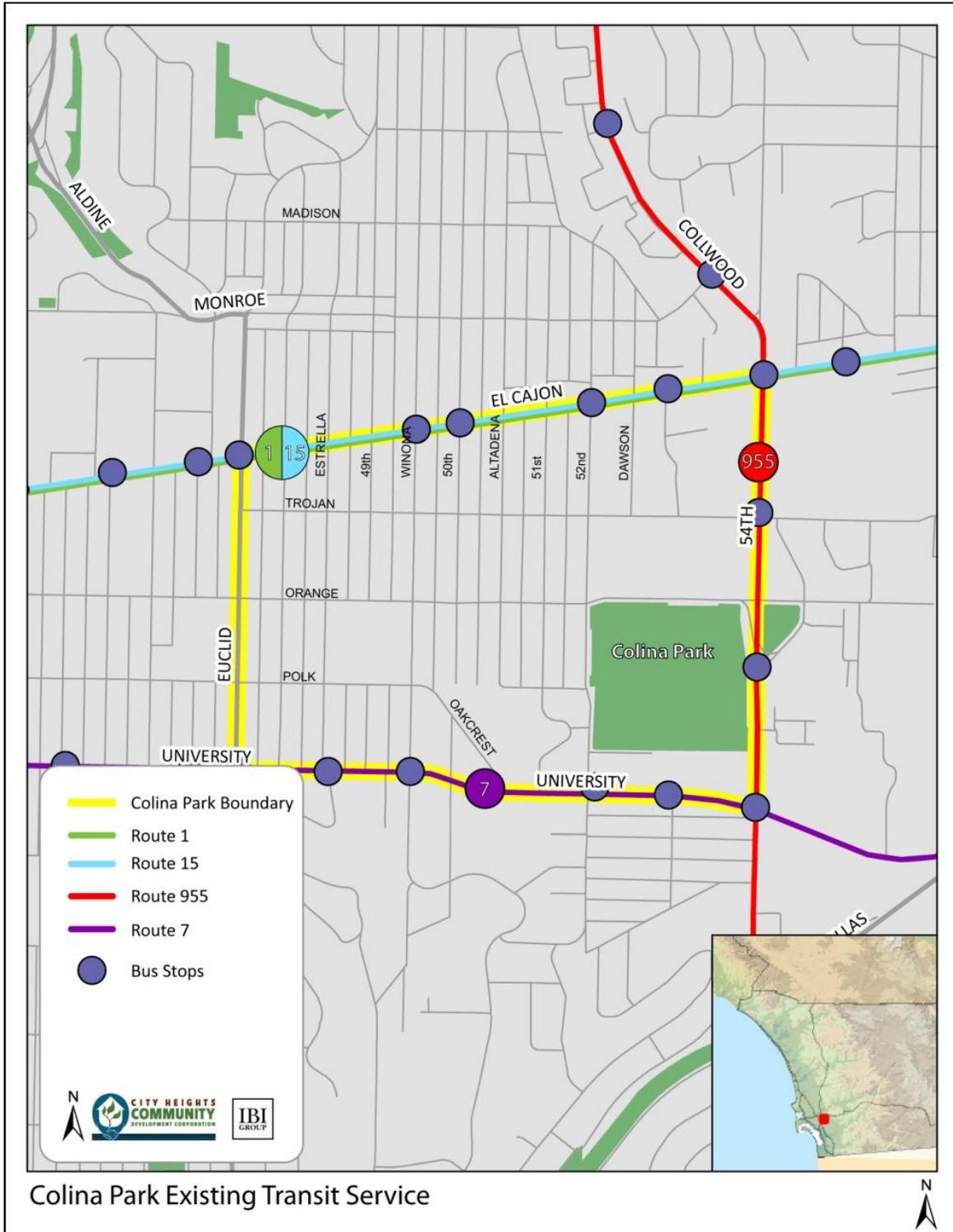
Public transit options cover a wide range of services, from 40-foot diesel buses running a fixed route, to demand-response shared ride services, to volunteer drivers providing once-a-week lifeline rides to seniors.

The Metropolitan Transit Service (MTS) operates several fixed-route transit service lines within the study area. The study area falls within the urban core of Central San Diego, and fixed-route transit service is ample as a whole, with most residents living within walking distance of multiple routes and destinations. Table 1 and Figure 2 below provide an illustration of fixed-route service in the area.

Table 1 - Existing Transit Service

Route Number	Route Destinations	Days of Operation	Operating Hours (Weekday)	Frequency (Minutes)			Cost
				Peak	Base	Night	
1	Hillcrest – Grossmont Transit Center/70 th St. Trolley	Monday - Sunday	5:05A - 12:36A	15	15	30	\$2.25; Seniors \$1.10
7	Downtown San Diego – La Mesa	Monday - Sunday	4:30A - 2:08A	6	12,24	30	
15	Downtown San Diego – San Diego State	Monday - Sunday	4:30A - 12:52A	10	15	30	
955	8 th Street Trolley – San Diego State	Monday - Sunday	4:49A - 11:45P	15	15	30	

Figure 2 - Existing Transit Service



Demand Response Transit Service

For individuals in the study area who are unable to use fixed-route transit, MTS is mandated by the Americans with Disabilities Act (ADA) to provide a demand-response service that provides door-to-door service for destinations in the ADA service area (defined as locations within $\frac{3}{4}$ of a mile of a fixed-route transit stop). This service is known as MTS Access, and serves eligible Colina Park residents.

The figures on the next two pages illustrate the travel patterns of Access services within a 2-week sample of trip data provided by MTS. Figure 3 shows no discernible cluster of Access paratransit trips in and around Colina Park for the time specified, and moderate levels of use. Following that, Figure 4 illustrates a pairing of origin and destination data. This is helpful in identifying larger, regional paratransit travel patterns for Access users in and around City Heights. The figure shows a slight preference for destinations near Downtown San Diego and the South Bay, along with a pattern along Interstate 805 between the UCSD area and Chula Vista.

Figure 3 - MTS Access Origins and Destinations

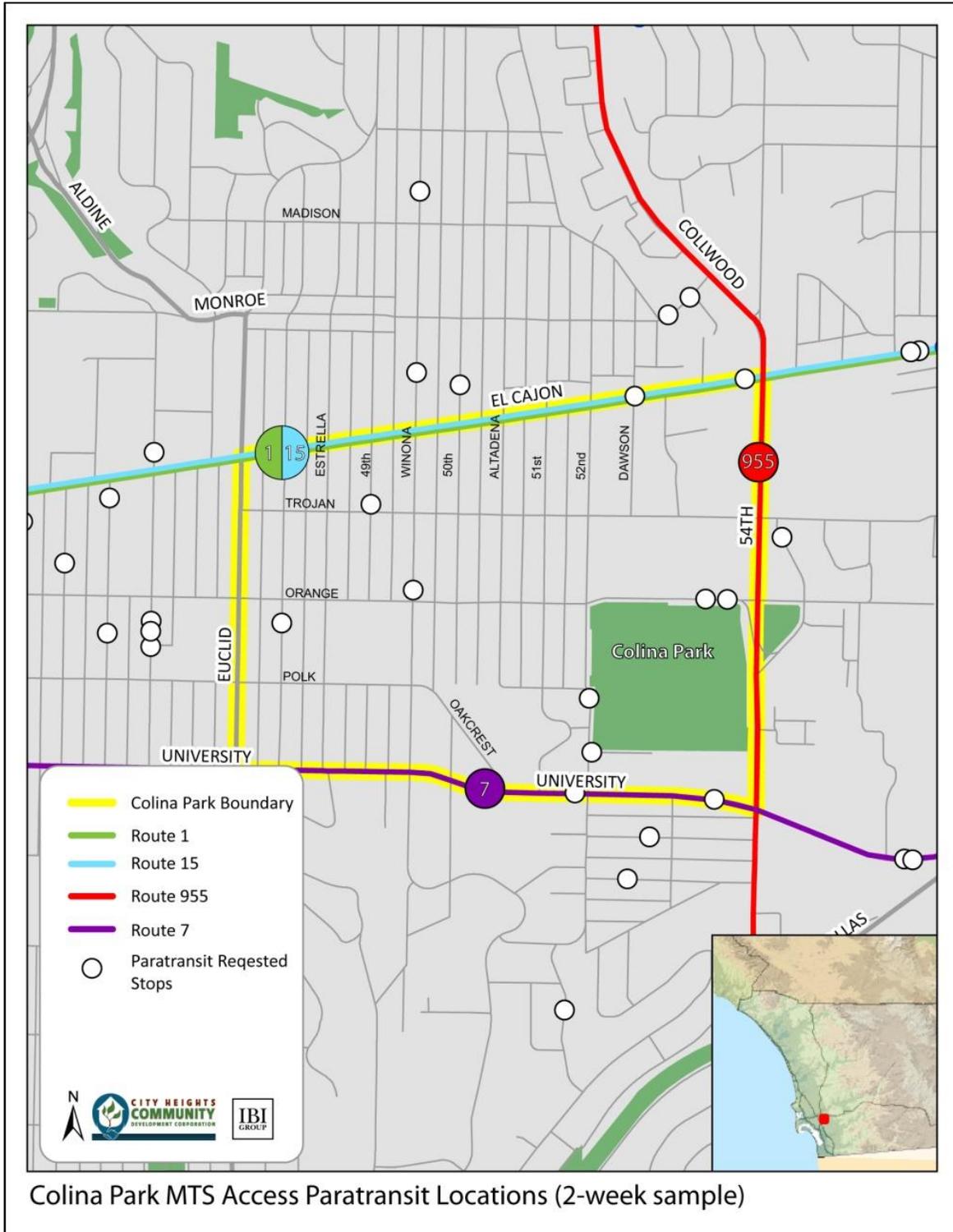
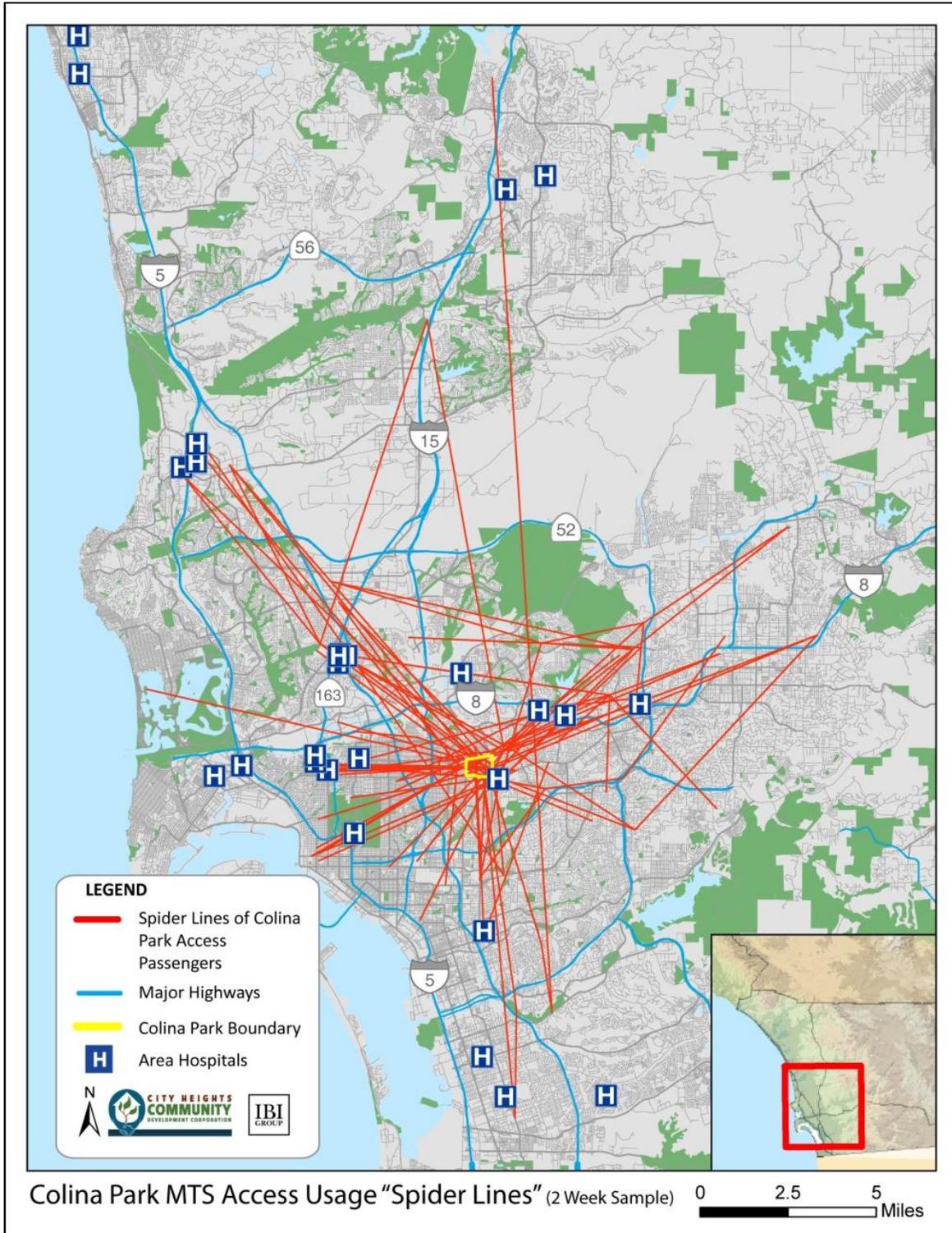


Figure 4 - MTS Access Travel Patterns



Other Transportation Services

In September 2010, SANDAG published its Draft 2010-2014 Coordinated Plan, which outlined the extent and amount of social service agency transportation services provided within the county. A total of 208 agencies were contacted in an effort to update the STRIDE website highlighting transportation options in the region, and of the 97 respondents, 56 provided transportation services, often to either elderly or disabled passengers.

Several specifics were asked of survey respondents to better identify trends in social services transportation within San Diego County. Summary-level highlights included:

- 24% require clients to be agency clients.
- 74% provide transportation free of charge.
- 8% require clients to be individuals that are unable to use transit.
- 6% require clients to be individuals that cannot afford private (taxi) service.

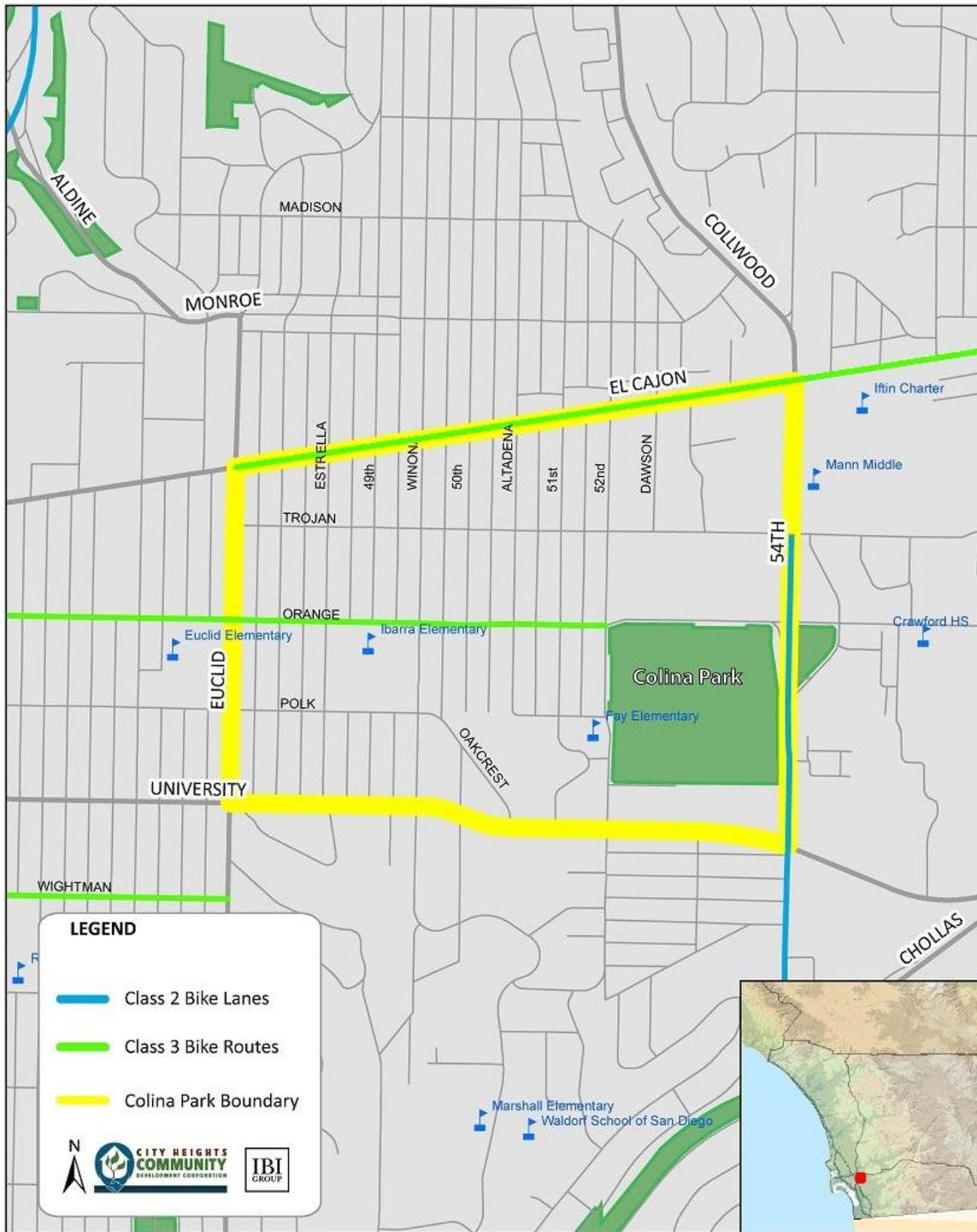
A complete, searchable listing of San Diego County Transportation providers can be found at the STRIDE website: <http://www.stridesd.org/>.

Other Transportation Options

The Colina Park area is home to a large number of residents who walk, bicycle, and occasionally use for-hire taxis for transportation. Detailed data on these transportation options are not available, but certain infrastructure elements can be mapped to illustrate the presence of facilities such as bike lanes or bike routes, as seen in Figure 5. While the study was being conducted, sharrows were installed on El Cajon Boulevard from Euclid Avenue east through the study area and bike lanes were installed on 54th Street. These improvements enhance the riding environment for cyclists, as anecdotal observations indicate large numbers of cyclists in the area, both adults and school-aged children. Future bike improvements for Colina Park include a suggested bike route along Orange Avenue.

Unfortunately, sidewalk inventory and taxi usage data is not available to complete the picture of resident mobility in the area, but subsequent project focus groups and intercept surveys may help illustrate any issues or comments on their level of use.

Figure 5 - Existing Bicycle Network



Existing Bicycle Network

Existing Study Area Demographics

The consultant team examined several demographic indicators of the population of the project study area to better understand the study area, and to gain insights into their transportation needs in advance of the project intercept survey. Traditional transportation needs assessments tend to look at several of the following factors in determining a population's transportation deficiencies, including:

- Number of Individuals Over 65 years of age
- Number of Individuals Under 18 years of age
- Rates of Low-Income Households
- Rates of Disabled Populations
- Lack of English Spoken in the Home

In order to examine these particulars, the consultant first obtained county-wide summary-level demographic data from the SANDAG Data Warehouse website. Next, an analysis was done using a Geographic Information Systems (GIS) program to clip available data at the boundaries of the study area, as seen earlier in this document.

Upon its initial review, the consultant team ran a series of additional GIS analyses designed to take more detailed looks at demographic specifics of the area populations.

Due to inconsistencies in the availability of data, different source years of data collection, several different data sources were used. Whenever possible, this analysis was conducted using data developed by SANDAG in 2007 as a timelier, summary-level estimate of demographic conditions at the SGRA level¹. These estimates are developed by SANDAG and are based on 2000 Census information and extrapolated based on projected growth rates and modeling efforts. Where SANDAG 2007 data projections were not available, 2000 Census datasets were used. The results of the analysis can be seen in Table 2 below, and in a series of figures on the following pages.

¹ SANDAG Geographic Reference Areas (SGRA) are used by SANDAG for fine data analysis, and roughly mirrors Census Block Group-level data in size and boundaries.

Table 2 - Study Area Demographics Compared to County Average

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Figure 6 - Percentage of Population Under 18

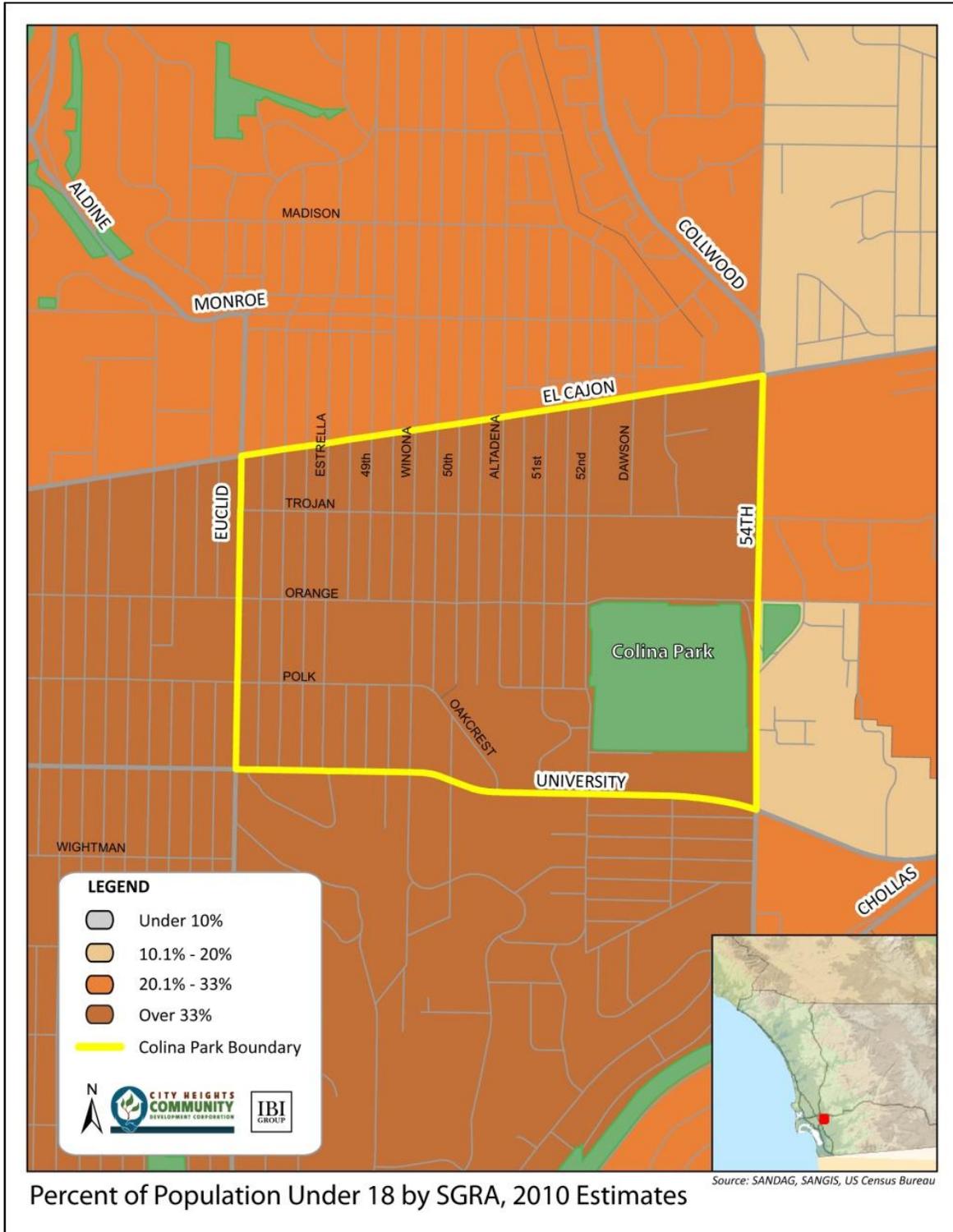


Figure 7 - Percentage of Population Over 65

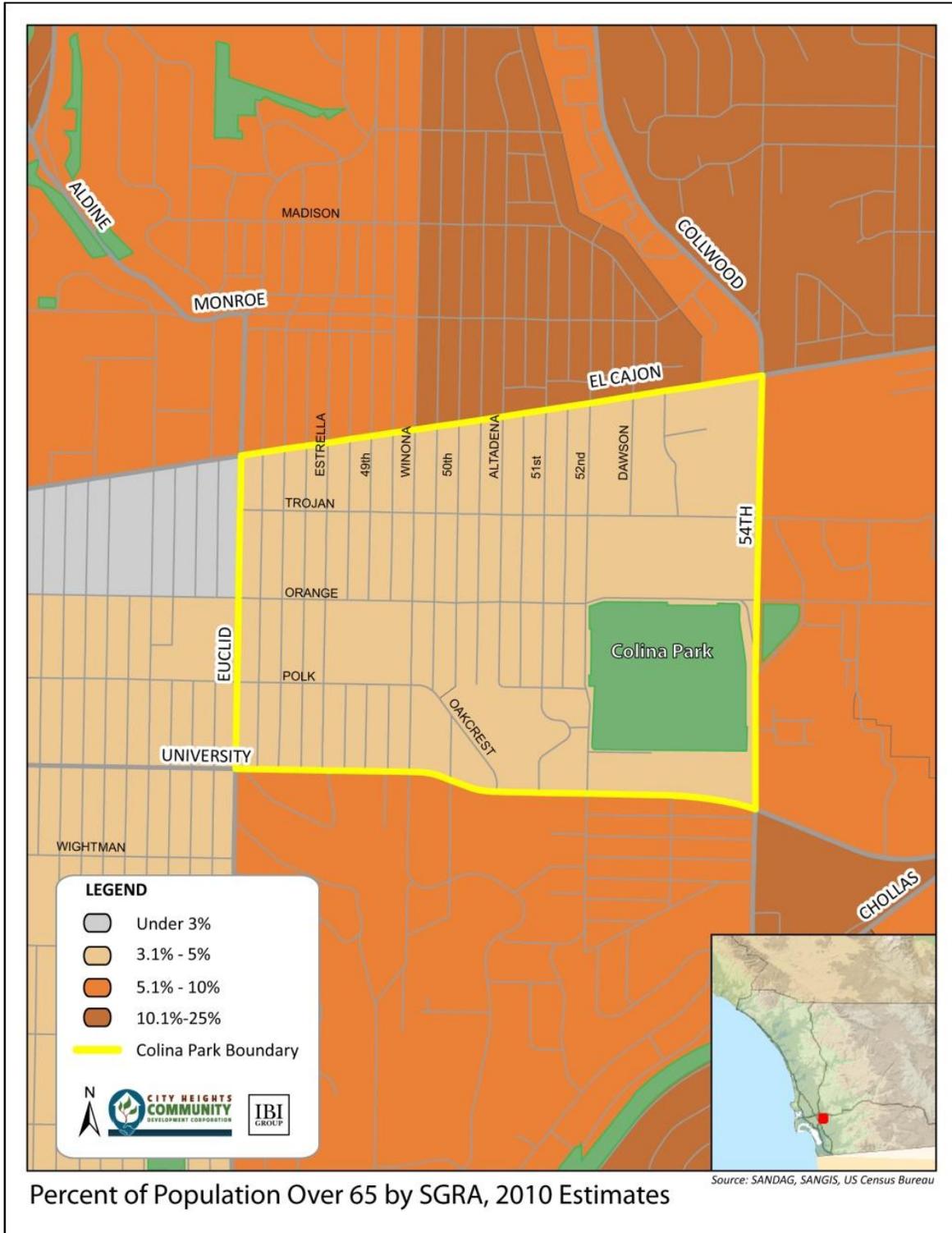


Figure 8 - Percentage of Disabled Population

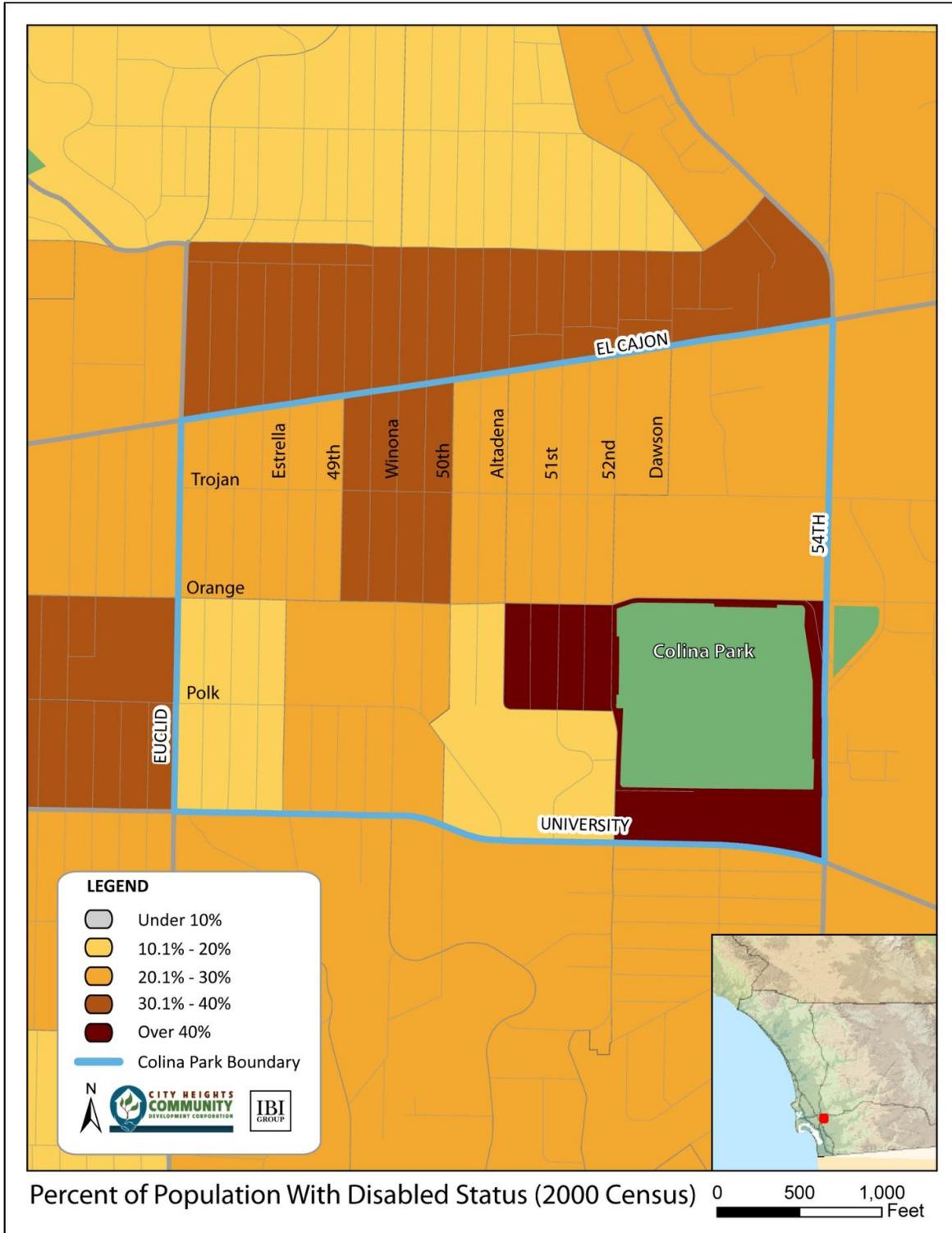


Figure 9 - Median Household Income

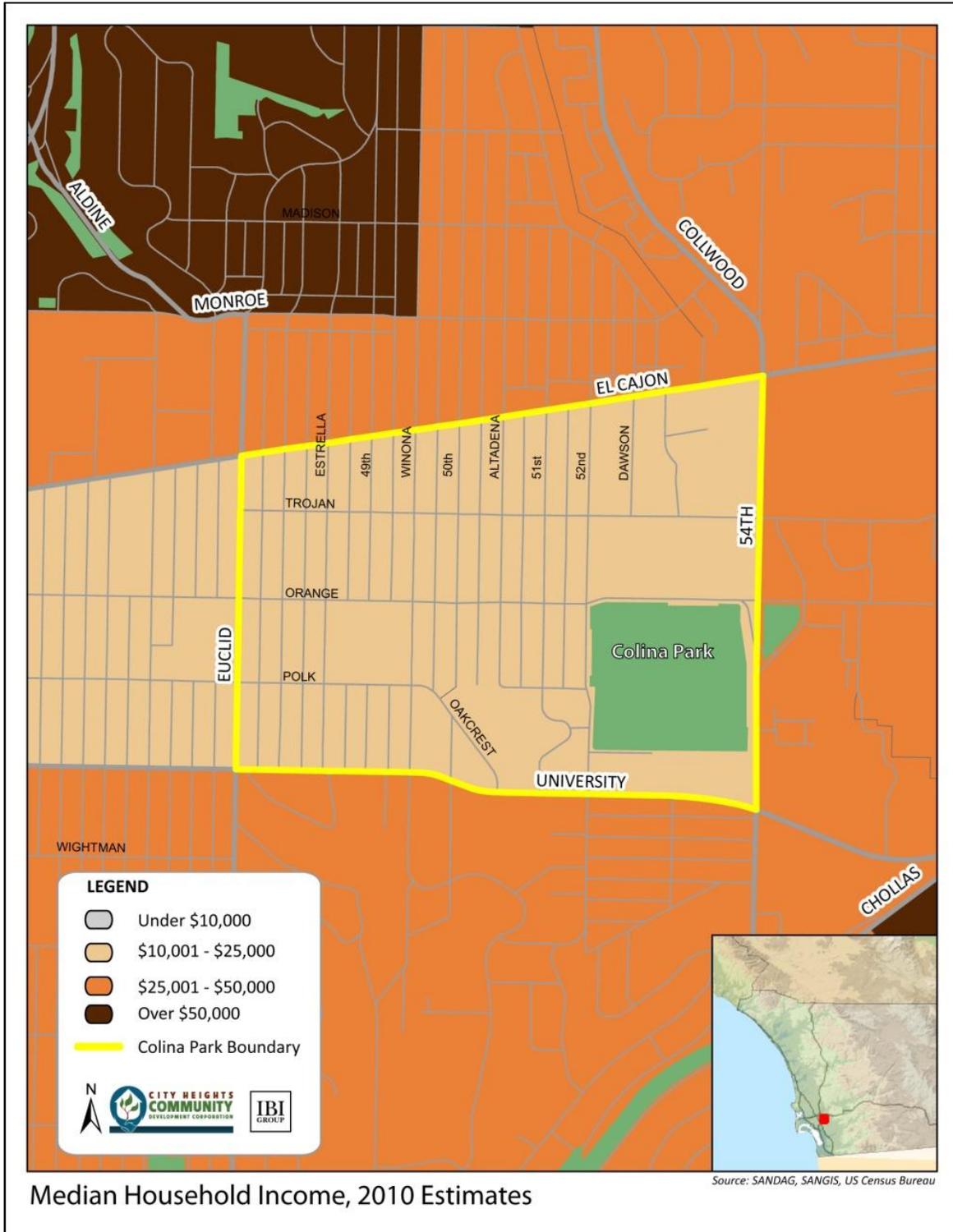


Figure 10 - Percent of Households Speaking No English

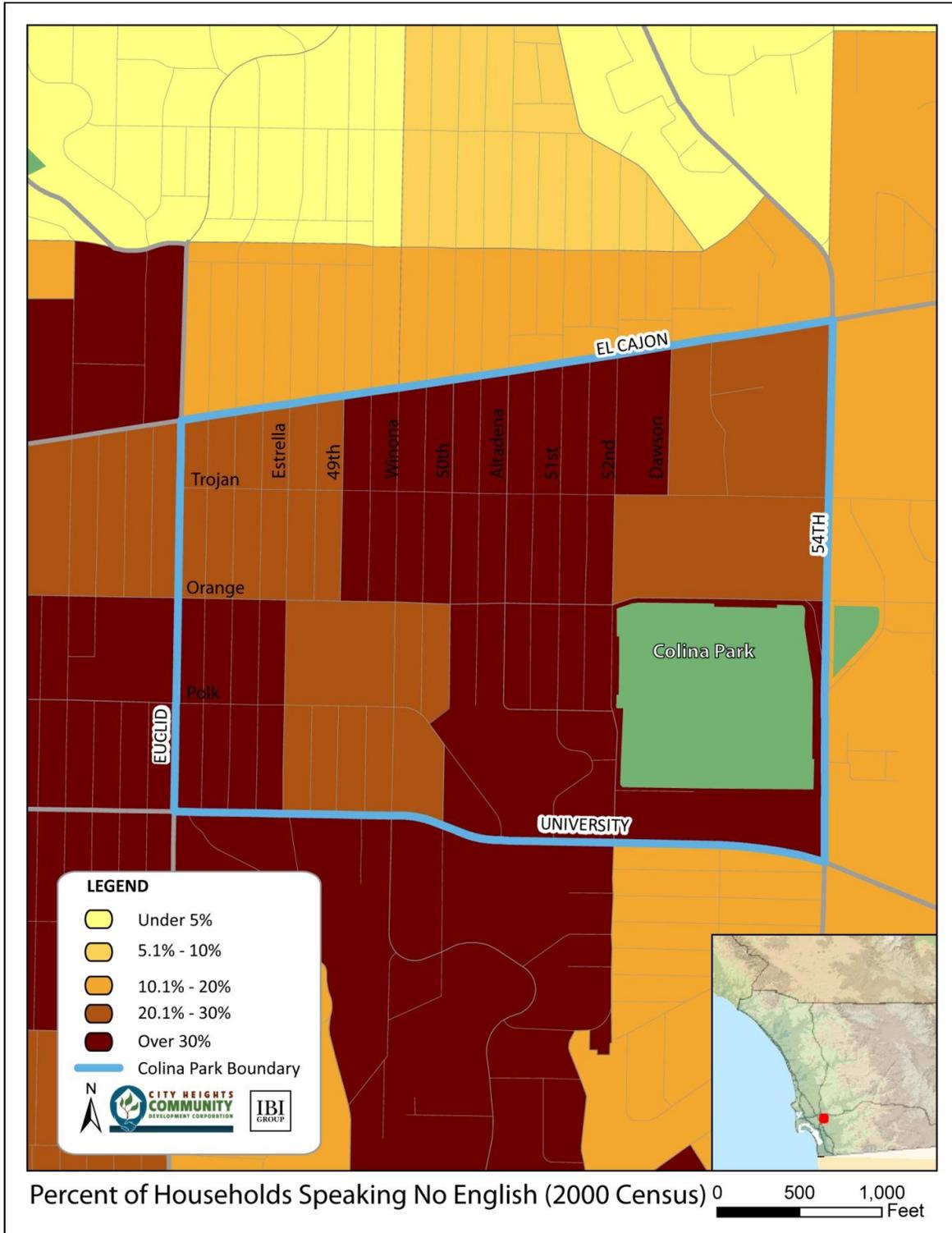
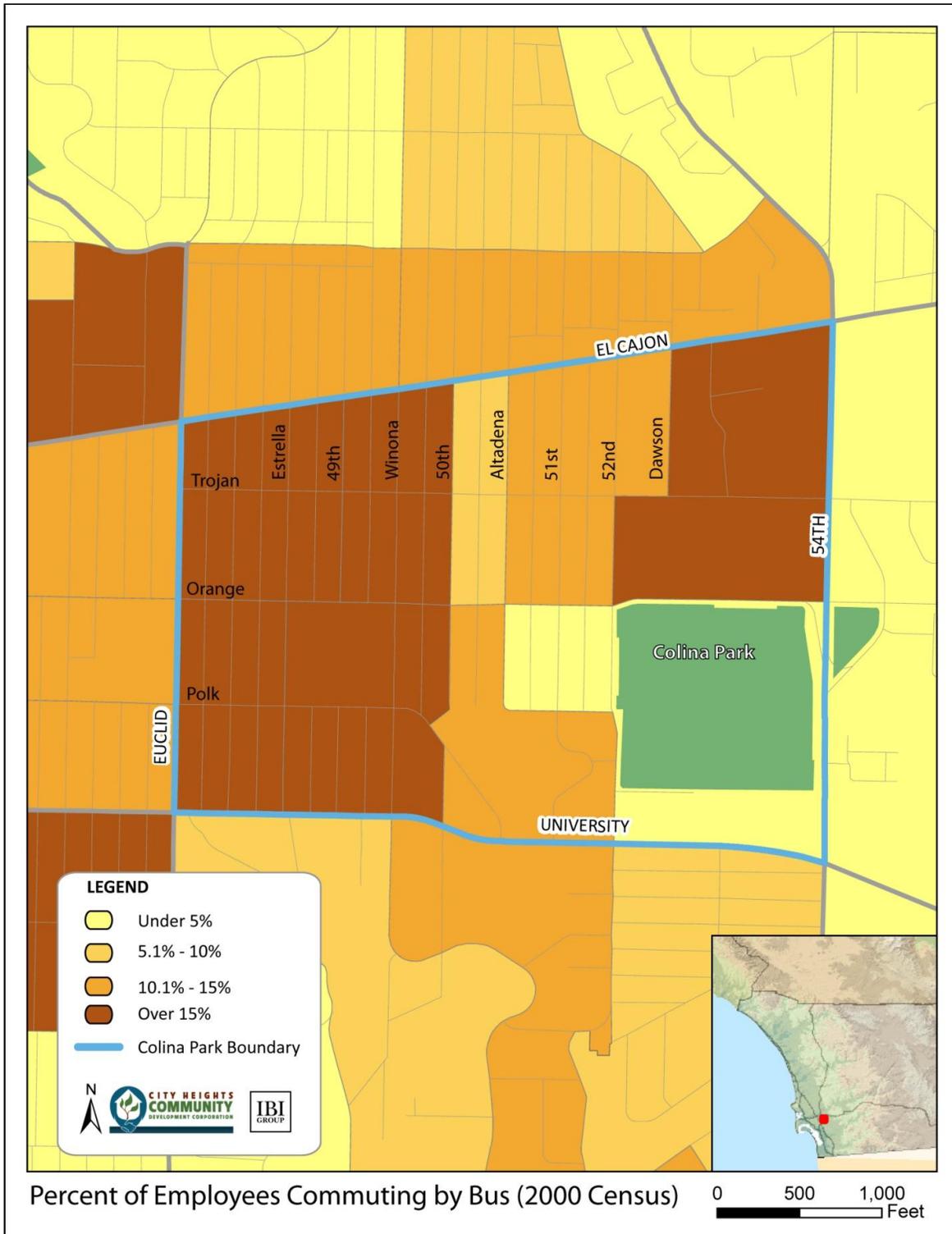


Figure 11 - Percent of Commuters Who Commute by Bus



Summary of Findings and Next Steps

Based on the analysis, it can be seen that the population living within the study area is one where an individual is almost twice as likely as the County average to lack access to a vehicle in his home. The population is also less likely to speak English in the home, and on average makes roughly 8% less in household income than the County average. In addition, the study area population has a larger percentage of residents less than 18 years of age, and a higher rate of disability.

Taken together, these indicators help paint a picture of a population with fewer travel options than the county average, with arguably greater need for transportation, based on rates of disability and age cohorts. The higher incidence of non-English speaking households may also contribute to an “information gap” of available transportation services due to a lack of education and understanding in residents’ native languages.

Based on the series of preceding figures, the study-area wide summary statistics found in Table 2 appear to be confirmed. The examined populations are estimated to have lower socio-economic status, younger, and have a lower rate of vehicle ownership than other areas of the County. The existing demographic conditions helped to confirm the initial assumptions of the project team and set the stage for the successful implementation of the public outreach component of the study.

The public outreach component of the study should be concerned with capturing the opinions of residents within these low-income and transportation disadvantaged populations. A series of focus groups and intercept surveys are currently being implemented, which will be designed to target the population of Colina Park in their native languages, and will be reflective of the demographic trends observed in the study area.

Appendix B Summary of Survey Results



City Heights Community Development Corporation FACTS Project

Summary of Survey Results

FINAL

August 2011



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Introduction

IBI Group has been retained by the City Heights Community Development Corporation (CDC) to conduct the Full Access Community Transport System (FACTS) Project. The purpose of the study is to assess current services, identify the study areas' current and future transit and transportation needs, and develop a service plan that best meets those needs. The purpose of this report is to document the observed responses to a series of in-person surveys to area residents in 2010.

Report Structure

Section 2 looks at the demographic profile of survey respondents including age distribution, geographic distribution, auto ownership, and languages. Section 3 presents transportation mode choices and popular destinations among survey respondents and Section 4 provides suggestions by survey respondents to improve mobility in City Heights. Section 5 summarizes findings. Lastly, the report includes an Appendix with detailed information on responses highlighted in Section 2 to Section 5.

Study Area Definition

City Heights Community is defined as the area east of Euclid Avenue and west of 54th Street, and is bordered by University Avenue to the south and El Cajon Blvd to the north. The area contains a mix of moderate-density land uses, including single- and multiple-family residences, and commercial facilities. Figure 1 provides a map of the study area.

Process for Conducting the Survey

The surveys were all conducted in-person, rather than being conducted online or via telephone.

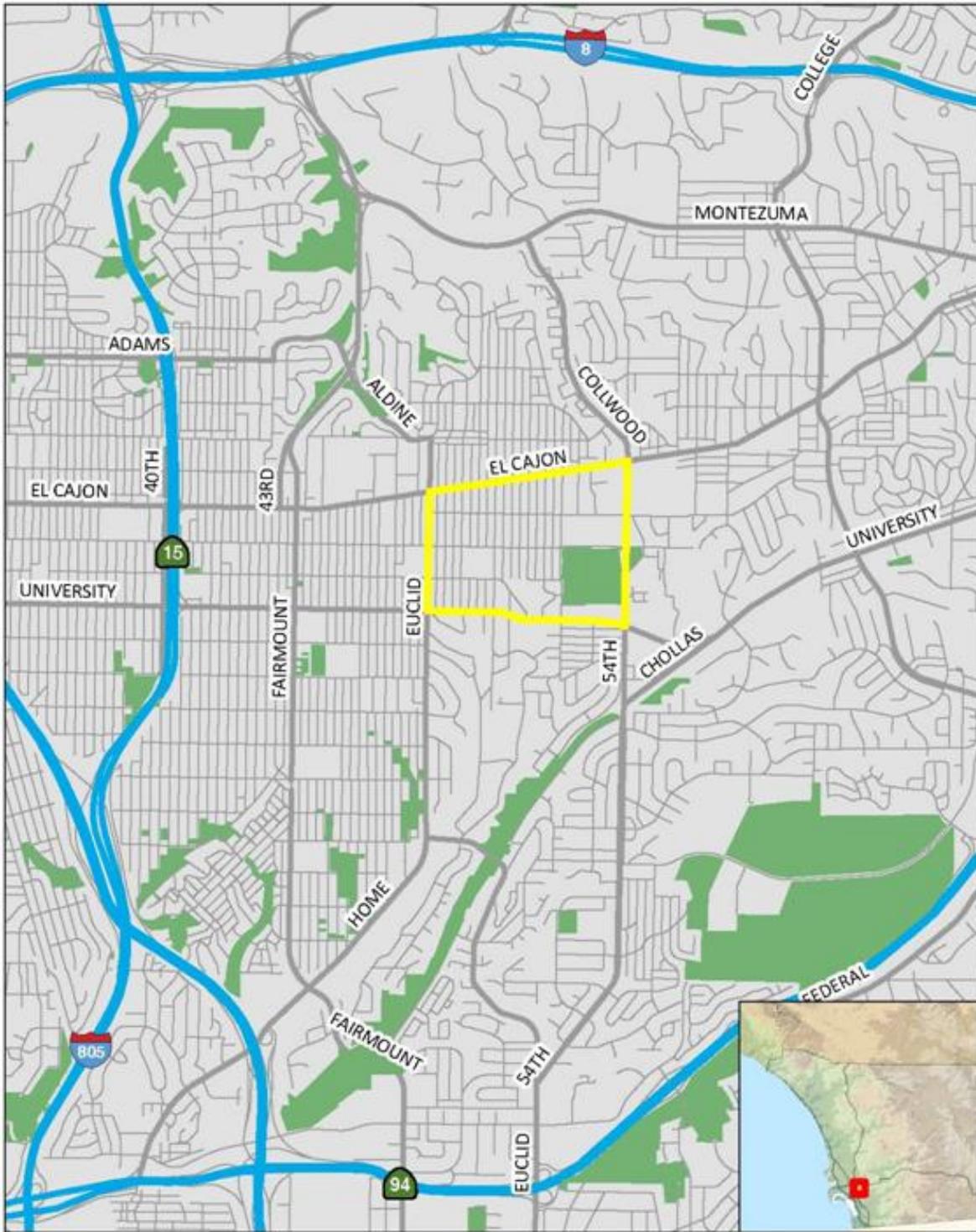
Most of the surveys were filled out by residents that are connected involved in the community or are close to community leaders in Colina Park. The survey coordinators set up several meetings with selected community leaders to teach them how to conduct focus group meetings and how to survey residents. Four community leaders were selected they were thought to represent the community well. Those leaders surveyed as many of their neighbors and fellow residents as possible.

One of the interns, who live in the community, conducted a number of focus groups and surveyed many people in her neighborhood. She spent a couple days at major commercial areas surveying business owners and shoppers. We also interviewed a number of students from Crawford High to conduct focus groups and have surveys filled out. Finally, we worked with one member of the Cambodian community to survey members of that ethnic group.

It was a goal of the survey coordinators to make sure that the average age of respondents was equal to that of the average Census Tract age for Colina. The average Census age was 20.5 and the average age of the respondents was 21. Another objective was to have the age and ethnic background of the respondents correspond to the actual community.

Survey conductors verified the residence of each respondent by asking for their cross streets and confirming whether they lived in the Colina Park community. Those who did not live in the study area or who did not attend Crawford High were excluded from the survey analysis.

Figure 1 – City Heights Community Study Area



Profile of Respondents

Demographic Characteristics

According to the survey data, nearly 65 percent of respondents were under 24 years old, while little more than eight percent of respondents were over 55 years of age. The youngest respondents were 14 years old and the oldest respondent was 85 years old. Among 120 survey respondents, 18 percent of respondents’ reported that they do not own a car in their households. Car ownership is used as a proxy for their income level.

Table 1 contains the 2000 distributions of selected demographic characteristics from the 2000 decennial census and the City Heights survey respondents. The data indicate that the composition of the sample households (columns 3 and 4) is somewhat skewed toward under 24 years old population compared to age distribution of 2000 (column 1 and 2).

However it should be noted that population under 24 year old age group is an important transit market and having more inputs from this group would be helpful to understand the transit needs in the study area. The sampling population under 14 years old and over 55 years old is reasonable close to the census distribution. Also, the data shows that the composition of the sample population is similar to the 2000 census in terms of automobile availability.

Table 1 – Comparison of 2000 Census and Survey Respondents on Selected Demographic Characteristics

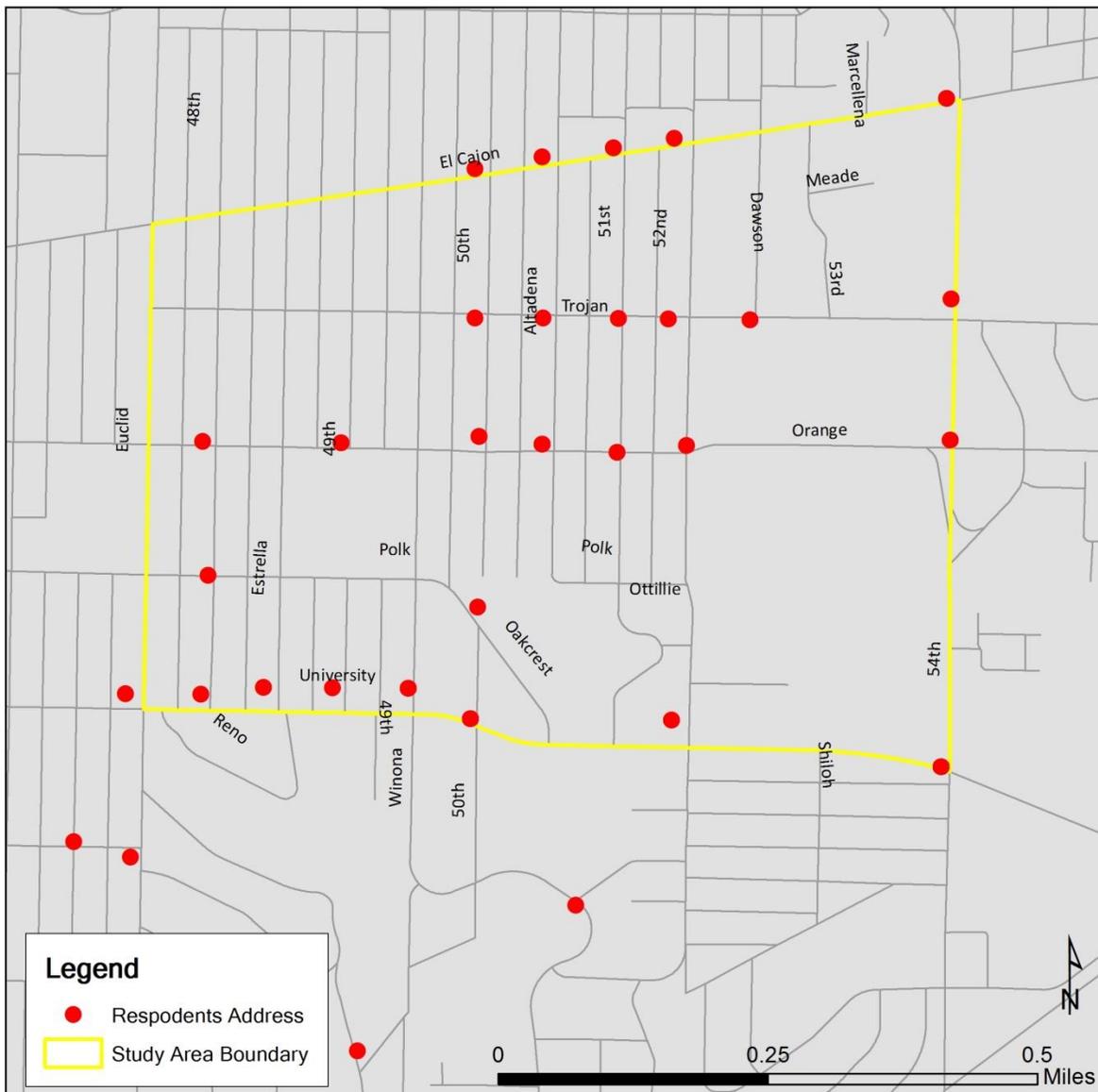
	2000 Census		Survey	
	Number	%	Number	%
Age				
Population under 10	3,517	25.7%	0	0.0%
Population between 10 to 14*	1,246	9.1%	15	12.5%
Population between 15 to 24	2,596	18.9%	62	51.7%
Population between 25 to 54	5,293	38.5%	33	27.5%
Population between 55 to 64	488	3.6%	5	4.2%
Population over 65	571	4.2%	5	4.1%
Car Ownership				
Household with no car available	1,228	20.9%	21	17.5%

* No survey respondent under 14 years old

Geographic Distribution

Each respondent was asked to provide the nearest intersection from his/her residence. The intersection information was mapped using Geographic Information System to identify the number of respondents within study area. Figure 2 presents that study boundary and the location of nearest intersections from respondent residences. The map clearly shows that sample population was drawn from all parts of the community.

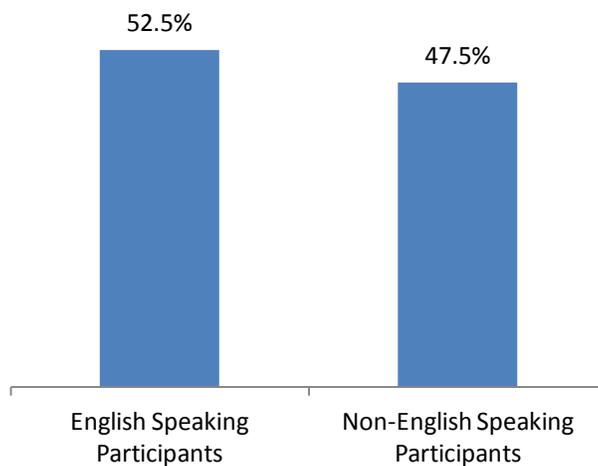
Figure 2 – Survey Respondents Geographic Distribution



Languages

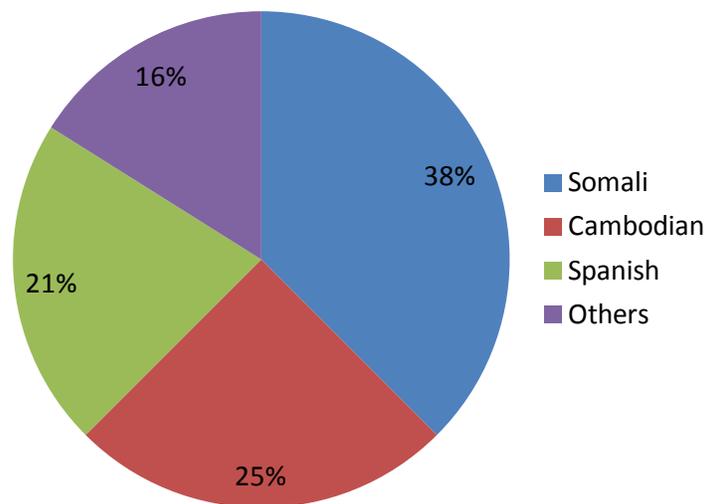
Among 118 survey respondents who answered the question on their language ability, 74% of respondents (88) reported that their household members speak only one language (including English). Among these 88 respondents, 56 respondents reported their household as Non-English speaking population who can speak a language other than English. All 56 Non-English speaking respondents indicated that they can speak only one language. Figure 3 summarizes language spoken among survey respondents.

Figure 3 – Language Spoken among Survey Respondents



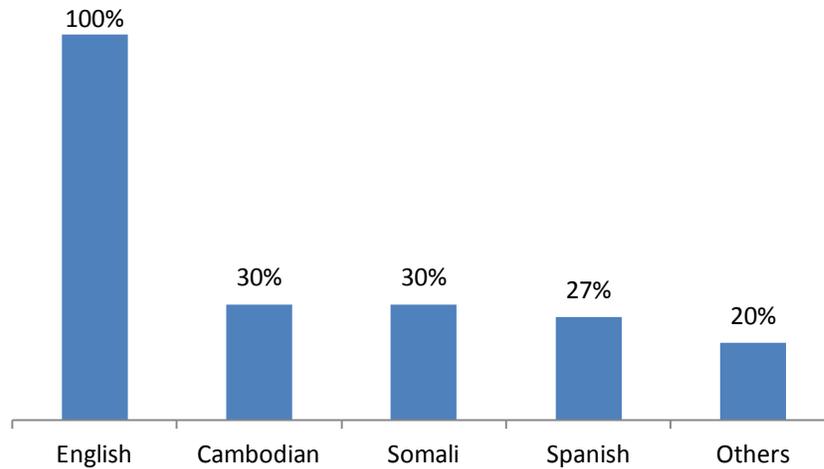
The most common language spoken among Non-English speaking participants is Somali (21), followed by Cambodian (14), Spanish (12), and other languages (9 respondents). Figure 4 presents the languages spoken among Non-English speaking respondents.

Figure 4 – Language Spoken among Non-English Speaking Respondents



Among multi-language speaking households (30 respondents), the most common language is English (30), followed by Cambodian (9), Somali (9), Spanish (8), and other languages (6). Figure 4 displays the languages spoken among multi-language speaking households. Figure 5 shows the languages spoken among multi-language speaking respondents. As shown in the graph, all multi-language speaking respondents use English at home with other languages.

Figure 5 – Languages Spoken among Multi-language Speaking Respondents



Travel Trend

Trip Purposes

Survey respondents were asked about the destinations they travel most often and more than 70 percent of their more frequent trips were discretionary trips, including shopping and picnics. Only 23 percent of survey respondents reported work places as one of their frequent trip destinations and 39 percent of respondents indicated school is one of their most frequent trip destinations. Discretionary trip destinations, such as recreational places and shopping areas are ranked top two major trip destinations among survey respondents. Other trip purposes include medical facilities, libraries, and picking-up kids. Table 2 presents the most frequent trip destinations identified by the survey respondents.

Table 2 - Trip Destinations among Survey Respondents

	Work	School	Shopping	Recreation	Worship	Other Non-work
No. of Respondents	28	47	51	34	16	42
Percentage	23.1%	38.8%	47.1%	50.4%	13.2%	34.7%

These results, high number of school and discretionary trip destinations, seems to be somewhat related to the demographic characteristics of survey respondents. According to the survey results, 60 percent of survey respondents were either under 20 years old or older than 65 years old, and only 40 percent of survey respondents were working age population between age of 20 and 65.

As a result, school and non-work related trip destinations were identified as major trip destinations among survey respondents. As a matter of fact, only 23 percent of the respondents reported work place as one of their frequent trip destinations and almost half (41 percent) of respondents who identified work place as one of their major trip destinations were also students.

Mode Choice

Overall, private vehicle usage (as a driver or as a passenger) was high among survey respondents who own their own vehicles. Sixty eight (68) percent of respondents indicated that they drove themselves or were driven by someone else at least five days a week. Surprisingly, walking and bicycling are popular transportation modes among survey respondents. Fifty two (52) percents of participants reported that they rode a bicycle or walked at least five days a week.

However, only 5.1 percent of survey respondents reported that they used public transit more than four days a week. Again, high percentage of walking and bicycling could be directly related to the characteristics of sample population as younger population tends to walk or ride bicycle more than older population does. Table 3 summarizes the mode choice among survey respondents who own their own vehicles.

Table 3 – Mode Choice among Survey Respondents who own their own Vehicles

Transportation Mode	Days per Week								No Answer
	None	1	2	3	4	5	6	7	
Bicycle	66	8	3	5	2	3	1	4	15
Bus	67	3	5	6	3	0	0	3	15
Car (Driver)	38	7	1	7	4	5	2	31	11
Car (Passenger)	28	14	13	3	6	8	6	15	20
Vanpool	78	3	0	1	1	0	0	2	17
Walk	14	7	10	12	7	11	4	28	13

Among respondents who do not own their own vehicle, walking and bicycling are the common transportation modes with 33 percent of respondents walked or rode a bicycle at least five days a week. Transit is second most popular mode among non-auto owners. Twenty-four (24) percent of respondents reported that they usually took transit at least five days a week. Little

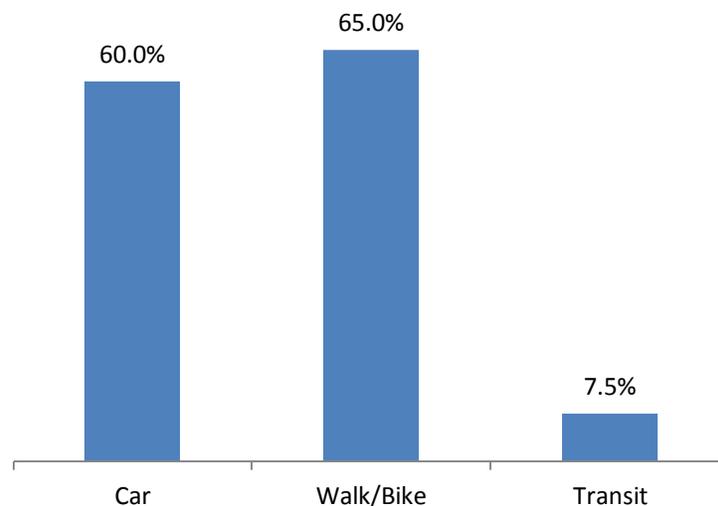
more than nine percent of respondents used private vehicles more than five days a week. Obviously, non-auto owners used more transit and walking than the respondents who own their own vehicles. Table 4 summarizes the mode choice among respondents who do not own their own vehicles.

Table 4 – Mode Choice among Survey Respondents who do not own their own Vehicles

Transportation Mode	Days per Week								No Answer
	None	1	2	3	4	5	6	7	
Bicycle	19	1	0	1	0	0	0	0	0
Bus	11	0	2	1	1	1	1	3	1
Car (Driver)	20	0	0	0	0	0	0	0	0
Car (Passenger)	8	1	2	4	0	0	0	2	2
Vanpool	18	0	1	0	0	0	0	0	2
Walk	1	2	1	5	1	1	0	6	3

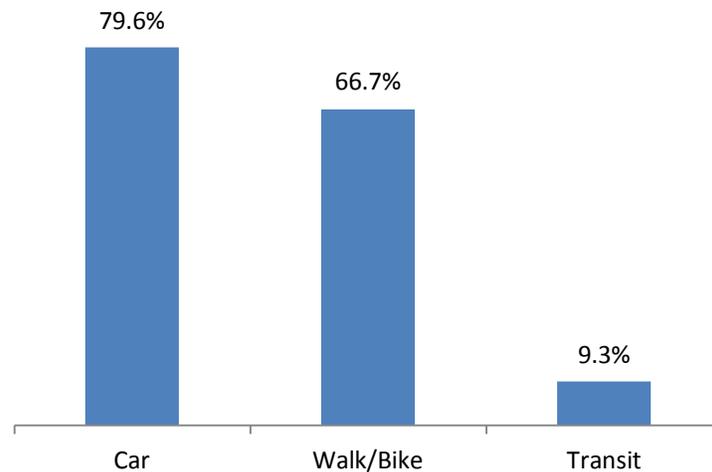
When looking at mode choice for discretionary trips, such as shopping and recreational trips, only 7.5 percent of respondents used public transit at least five days a week for discretionary trips. Walking and Bicycling was the most common transportation mode with 65 percent of respondents used at least five days a week followed by private vehicle with 60 percent of respondents indicated they drove themselves or driven by others at least five days a week.

Figure 6 – Transportation Mode Usually Use at least Five Days a Week for Discretionary Trips



For discretionary trips, including trips to work or school, private vehicle was the most common transportation mode with 80 percent of respondents used at least five days a week. Relatively high number of respondents used transit with more than nine percent of respondents reported that they used public transit more than five days a week for their working trips.

Figure 7 – Transportation Mode Usually Use at least 5 Days a Week for Non-discretionary Trips



This trend shows that the private vehicle is the dominant mode of choice for work trips for the residents in the City Heights community. The result also indicates that people use transit more for non-discretionary trips, which tend to be longer trips and occur mostly during morning and afternoon peak hours.

Suggestions

The survey respondents were asked to provide their suggestions to improve mobility within City Heights Community. The responses by respondents who own their own vehicles are summarized in Table 5. Table 6 presents the suggestions from respondents who do not own their own vehicles.

For both auto owners and non-owners, better walking and bicycle environment is the number one priority to improve mobility in the study area. This result is understandable considering high number of walking and bicycling usage among survey respondents. Other high ranked suggestions include providing other transportation options, more transit services, and better security. The most interesting suggestion is owning and driving own vehicle would improve mobility. More than 17.4 percent of respondents without their own vehicle and 12.4 percent of respondents who own their vehicle suggested that a vehicle would improve their mobility.

Table 5 – Suggestions to improve mobility around City Heights by Respondents who own their vehicles

Suggestions to improve Mobility	Number	Percentage
Better walking and bicycling environment	26	24.8%
Other transportation options (car pool, taxi, limo, trolley)	22	21.0%
More transit (frequency, more times of the day, and/or more routes)	16	15.2%
Own a Car	13	12.4%
Better Maintenance & Operation	11	10.5%
Better Security	9	8.6%
Affordable Transit	5	4.8%
Parking (more car parking and/or free car parking)	2	1.9%
Faster transit (speed in mph, dedicated lanes, and/or limited stops)	1	1.0%
Total	105	

Table 6 – Suggestions to improve mobility around City Heights by Respondents who do not own their vehicles

Suggestions to Improve Mobility	Number	Percentage
Better walking and bicycling environment	6	26.1%
Own a Car	4	17.4%
Better Security	3	13.0%
More transit (frequency, more times of the day, and/or more routes)	3	13.0%
Other transportation options (car pool, taxi, limo, trolley)	3	13.0%
Affordable Transit	1	4.3%
Better Maintenance & Operation	1	4.3%
Faster transit (speed in mph, dedicated lanes, and/or limited stops)	1	4.3%
Multi-lingual communication	1	4.3%
Total	23	

Summary of Findings

Profile of Survey Respondents

- Sixty five percent of respondents were under 24 years old, while little more than eight percent of respondents were over 55 years of age.
- The youngest respondents were 14 years old and the oldest respondent was 85 years old.
- Eighteen percent of respondents' reported that they do not own a car in their households.
- Forty seven percent of respondents reported their household as Non-English speaking population who can speak a language other than English.
- The most common language spoken among Non-English speaking participants is Somali (38%), followed by Cambodian (25%), Spanish (21%), and other languages (16%).
- Twenty five percent of survey respondents are multi-language speaking households, who can speak English and other languages.
- Among the multi-language respondents, the most common language other than English is Cambodian (30%) and Somali (30%), followed by Spanish (20%) and other languages (20%).

Trip Purposes

- Seventy percent of their more frequent trips were discretionary trips, including shopping and picnics.
- Twenty three percent of survey respondents reported work places as one of their frequent trip destinations.
- Thirty nine percent of respondents indicated school is one of their most frequent trip destinations.

Mode Choice

- Sixty eight percent of respondents indicated that they drove themselves or were driven by someone else at least five days a week.
- Fifty two percents of participants reported that they rode a bicycle or walked at least five days a week.
- Only 5.1 percent of survey respondents reported that they used public transit more than four days a week.
- Among respondents who do not own their own vehicle, 33 percent of respondents walked or rode a bicycle at least five days a week and 24 percent of respondents reported that they usually took transit at least five days a week. Little more than nine percent of respondents used private vehicles more than five days a week.
- When looking at mode choice for discretionary trips, such as shopping and recreational trips, only 7.5 percent of respondents used public transit at least five days a week for discretionary

trips. Walking and Bicycling was the most common transportation mode with 65 percents of respondents used at least five days a week followed by private vehicle with 60 percent of respondents indicated they drove themselves or driven by others at least five days a week.

- For discretionary trips, including trips to work or school, private vehicle was the most common transportation mode with 80 percent of respondents used at least five days a week. Relatively high number of respondents used transit with more than nine percent of respondents reported that they used public transit more than five days a week for their working trips.

Suggestions

- For both auto owners and non-owners, better walking and bicycle environment is the number one priority to improve mobility in the study area.
- Other high ranked suggestions include providing other transportation options, more transit services, and better security.
- More than 17.4 percent of respondents without their own vehicle and 12.4 percent of respondents who own their vehicle suggested that a vehicle would improve their mobility.

Appendix C Peer Review and Best Practices Report



City Heights Community Development Corporation FACTS Project

Peer Review and Best Practices Report

FINAL

January 2011



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1. Introduction

IBI Group has been retained by the City Heights Community Development Corporation (CDC) to conduct the Full Access Community Transport System (FACTS) Project. The purpose of the study is to assess current services, identify the study areas' current and future transit and transportation needs, and develop a service plan that best meets those needs.

Public transit options cover a wide range of services, from 40-foot diesel buses running a fixed route, to demand-response shared ride services, to volunteer drivers providing once-a-week lifeline rides to seniors. Each community must tailor its transportation solutions to meet the specific needs of its residents.

Despite being well-served by fixed-route transit, it is felt that subsequent outreach efforts in and service development for the Colina Park neighborhood would be best-implemented with the knowledge gained through a brief description of several community transportation options currently in operation throughout California and the United States. This background knowledge provides insights into industry "best practices" and, when combined with resident surveys and other outreach activities, will help the project team identify appropriate service types for residents of the community.

Report Structure

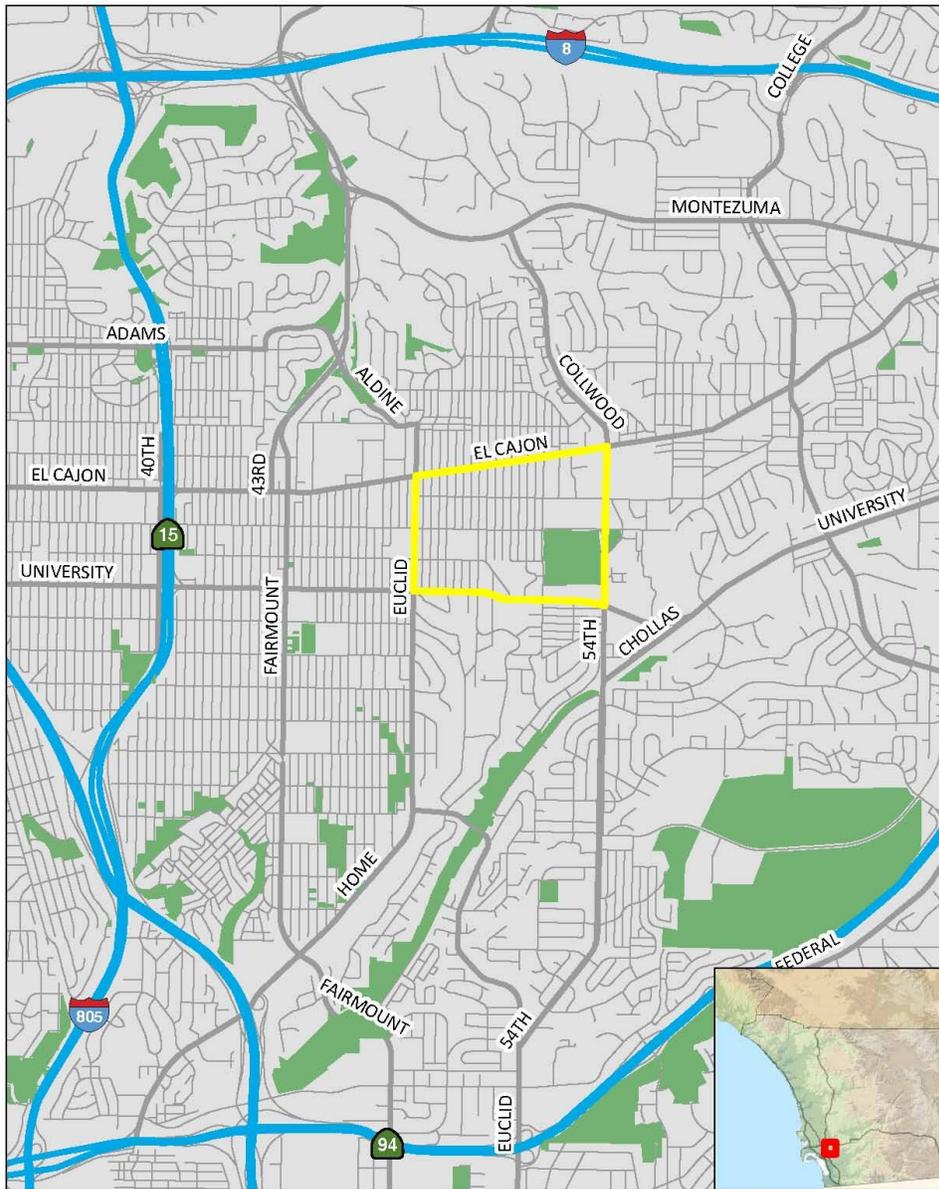
The following Peer Review and Best Practices Report summarizes the literature dealing with community-based shuttle services, and provides a sample of the experiences of similar communities in providing those services.

- Chapter 2 provides an overview of community-based transit options, including function, services provided, and service providers.
- Chapter 3 provides case studies of the most relevant community-based transit services.
- Chapter 4 reviews relevant literature, including references for further investigation.

Study Area Definition

Colina Park is defined as the area east of Euclid Avenue and west of 54th Street, and is bordered by University Avenue to the south and El Cajon Blvd to the north. The area contains a mix of moderate-density land uses, including single- and multiple-family residences, and commercial facilities. Figure 1 provides a map of the study area.

Figure 1 - Colina Park and Vicinity



Colina Park Neighborhood Boundaries

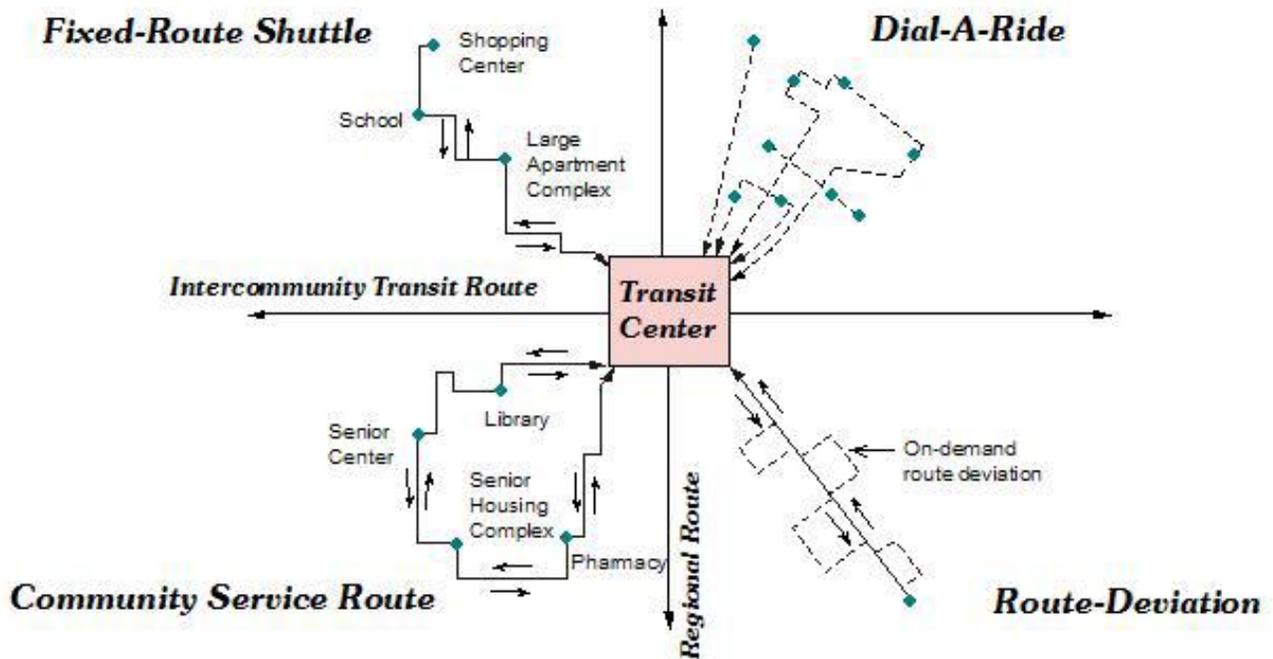
2. Community-Based Transit Solutions Overview

“Community-based transit” is the term selected to characterize an array of services that respond to local transit needs. This includes flexible services such as dial-a-ride, route deviation (or “flexroute”), and shared ride taxi services. It also includes services that have a fixed route and fixed schedule, but are tailored to local community needs. These include commuter shuttles to local light rail stations, service routes designed to serve senior needs, and local community fixed routes. Figure 2-1 provides a brief description of community-based transit services, while Figure 2-2 provides a visual representation of typical routing options for those services. This chapter will provide a brief overview of each community-based transit option.

Table 1 - Typical Transit Service Options

Type	Route	Schedule	Stops	Vehicle	No. of Seats	Market
Community fixed route	Fixed	Fixed, timetables	Arterial, neighborhood streets, transit hubs	25-30 ft, Medium Duty Bus & Truck Chassis Cutaway	16~30	General public
Community service route	Fixed	Fixed, timetables	Activity center front door	20-25 ft, Light Duty Bus & Van Chassis Cutaway Bus	12~16	Seniors, disabled, others
Commuter shuttles	Fixed	Fixed, timetables	Transit hub, employment centers		12~16	Rail/bus commuters
Route deviation	Fixed, but deviates between stops	Fixed, deviations require reservations	Fixed along arterials, collectors, deviates to curb at destination		12~16	General public, seniors, ADA eligible
Community dial-a-ride	Many-to-many, demand responsive	Demand response	Curb or door	Modified Minivans, Modified Vans	3~14	General public, seniors, ADA eligible
Shared ride taxi	Many-to-many, demand responsive	Demand response	Curb or door	Sedans, Station Wagons, Minivans	3~4	General public

Figure 2 - Typical Routing Options



2.1 Community Fixed Route

Community fixed route service consists of buses that travel along designated routes and provides stops at specific locations and times. Fixed route service allows passengers to know where and when the bus will travel without the need for an advance reservation. Fixed route service also costs much less than door-to-door bus service, and in some areas is offered free of charge to the riders.

2.2 Community Service Route

Community service routes are designed to complement and extend the reach of other transit services. They help circulate people around a neighborhood or downtown business district, or to/from residential areas and transit stations and other community destinations, such as a shopping mall or hospital. Community service routes use smaller vehicles that travel locally on a fixed route and schedule.

2.3 Commuter Shuttle

Commuter shuttles are designed to provide transportation from bus and light rail hubs to work sites. Major employers partner with the local transit agency to fund shuttles that operate at peak shift times, usually 7:00 – 9:00 am and 4:00 – 6:00 pm. Given the study area’s demographics (most people commute out of, not into, the study area) and existing services (not

a lot of bus and light rail hubs located in the study area), this report will focus on a more relevant type of work shuttle – the Mobility-to-Work program.

Mobility-to-Work programs offer a reverse-commute service between low-income neighborhoods and employment centers. These services allow people without automobile access to reach their work site, or to travel to job interviews. These services may be operated by transit agencies, social service agencies, or private contractors funded through government grants. The Job Access and Reverse Commute program (JARC) is a federal program that provides funds to support the development of new transportation services, services that fill gaps in existing services, or the promotion of transportation use to employment and employment related destinations for low income population or any reverse commuters regardless of income level.

JARC program is a cost-reimbursement program that requires minimum 50% local matching funds for operating costs and 20% local matching funds for capital costs. Also, Federal transit law requires projects funded from the JARC Program to be derived from a locally developed Coordinated Public Transit-Human Services Transportation Plan. JARC funds are available to the recipients during the fiscal year of apportionment plus two additional years. Any funds remaining unobligated at the end of the period of availability are added to the next year's program apportionment and are reapportioned among all areas.

2.4 Community Dial-A-Ride

Dial-a-ride is a curb-to-curb, demand response, shared ride paratransit service. Dial-a-ride services are generally designed to be ADA complementary services,¹ serving disabled passengers and seniors who cannot use conventional fixed route transit. In some communities, dial-a-ride is available to the general population.

Passengers call the dispatcher to reserve a ride. Phone reservations are generally required at least one day in advance, although some dispatchers will attempt to accommodate same day requests. Subscription trips, also called standing orders, are trips that are made on a regular, predictable basis. For example (daily travel to work, weekly medical treatments, etc.), for these trips patrons are not required to call each week to make reservations.

Vehicles are usually wheelchair accessible (lift or ramp). In some communities, drivers will carry a few packages to the passenger's door to assist with shopping or medical trips, although they are usually not permitted to enter a residence.

¹ **The American with Disabilities Act (ADA) of 1990 requires public transportation agencies to provide** paratransit services (which complement regular fixed route bus service) for individuals who do not have the functional ability to ride public transit buses. Dial-a-ride ADA services provides shared ride public transportation that complies with these requirements.

2.5 Route Deviation

Route deviation service (also called flexroute) combines features of traditional fixed route bus service with demand response elements. The bus follows a defined route, picking up and dropping off passengers at designated stops, which are usually located farther apart than on a traditional fixed route. The bus can also “flex” off its route: the driver will re-route the bus to locations within 3/4 of a mile of its usual route when a passenger has made a reservation in advance. The reservation is usually required a day ahead of time, although some flexroute services try to accommodate day of requests.

In order to maneuver off of the main arterials, smaller buses, less than 30 feet long, are usually required. The maximum allowable size depends upon local community tolerance and the turn radius required to negotiate the particular streets involved. Some slack is added to the schedule to facilitate deviations. If deviations are not made, then the driver is instructed to slow down or to hold at timepoints. If the stops on the initial route prove to be less popular than anticipated and particular points prove popular for deviations, the route can easily be reconfigured. Thus, route deviation also serves as a dynamic demand probe for establishing routes.

In addition to serving scheduled timepoints, some flexroute services allow passengers to flag down the bus or be dropped off at any safe point along the route. From the side of the road, passengers simply wave to the driver with enough time for the bus to stop safely.

Flexroute services have several advantages over more conventional transit. First, especially in sparsely populated areas, is that they fulfill the Americans with Disabilities Act (ADA) requirement for handicapped service without creating a separate complementary paratransit system. Second, fares are generally lower for flexroute than for dial-a-ride services, encouraging higher ridership. Lastly, flexroute service is able to accommodate increasing demand without increases in capacity, service hours, and annual costs.

2.6 Shared Ride Taxi

Shared ride taxi services are a way to incorporate taxis into public transportation. Transit agencies contract with taxi companies to provide the service. As with regular taxi service, passengers call ahead to request door-to-door transit. Unlike regular service, the taxi will pick up other passengers in the same general area. Trips take longer than with a regular taxi, as the taxi must service multiple destinations, but are often faster and more convenient than conventional public transit and significantly cheaper than normal taxi service.

Shared ride taxi trips usually need to be arranged at least one day in advance. In most cases, agencies will attempt to accommodate same day requests. Customers call ahead to reserve a taxi, providing their name, pickup address, destination address and phone number, number of passengers, phone number, and need for a wheelchair accessible vehicle. As with dial-a-ride, many shared ride taxi services will accommodate subscription trips.

2.7 Mobility Management

While not a transit mode per se, mobility management is a relevant concept for community-based transit. Mobility management is an institutional state of mind that emphasizes moving people instead of the mode of transportation. It is an ethos that a number of transit agencies have embraced to adapt services to different and changing market needs. Mobility managers are on the lookout for opportunities to respond to transit needs with appropriate services, collaborate with partners, harness technology, and leverage an array of funding sources.

National research has found several important enhancing characteristics of mobility managers:

- Leadership: A champion in a position of power, able to convince elected officials; willing to take risks and share power/recognition.
- Organizational culture: Open to change, market-driven, cohesive internal vision and mission. Creativity and initiative encouraged and rewarded. No bias towards a single mode.
- Management capabilities: Understanding of service alternatives, roles and motivations of other organizations, and funding possibilities.
- Labor relations: Cooperative relationship, flexible agreements. Examples include two-tier wage rates, use of part-time drivers, and the ability to contract some service.
- Cost: Mobility management used as a way to leverage funds, increase efficiency.
- Performance measures: Non-transit programs measured separately. Measures applied to new transit services with an understanding of their impact on mobility.
- Funding: Adequate and predictable local funding sources, flexibility in use of funds, and demonstration funds available for experimentation.

Mobility management is discussed further with a case study in Chapter 3.

3. Case Studies

This chapter provides a case study for each of the community-based transit solutions most relevant to the Colima Park study area. In addition, it covers an administrative model for transportation coordination/mobility management.

3.1 Menlo Park Midday Shuttle

The Menlo Park Midday Shuttle is a case study of a community service route. It is operated by the Menlo Park Transportation Division, and serves the city of Menlo Park, California. It is a fixed route service that was originally designed to meet the special transportation needs of seniors, but is open to the general public. Buses drive into major activity centers such as Safeway to pick up and drop off passengers at the front door, and drivers are able to help passengers carry packages and groceries onto the bus. Smaller minibuses provide a community feel. Overall, the midday shuttle program has been popular with seniors and city staff, and city council members have received positive feedback on the service.

Contact information:

Debbie Helming (Shuttle Manager)

701 Laurel Street, Menlo Park, CA 94025

(650) 330-6773

dahelming@menlopark.org

Service Features

- A single route connects senior housing complexes, grocery stores, senior centers, the library, shopping centers, and downtown Menlo Park.
- The shuttle stops at all SamTrans stops.
- It is also a flag down service for the convenience of the passengers.
- The schedule is based on a speed of just 9 miles per hour to enable drivers to help passengers on the bus with packages, accommodate wheelchair boardings, and to negotiate the trips into the activity centers. Sometimes buses have a 10-minute layover, and other times, when passenger needs have been served during the trip, the layover is only a minute or two. The service is designed to be slow and accommodating.

Service Hours, Fleet, and Fares

The shuttle operates on hourly headways, Monday – Friday, 9:30 am – 3:30 pm. The shuttle is a 20-passenger bus with two spaces available for wheelchairs. As a community service route, the shuttle is free.

Shopper’s Shuttle

Menlo Commons is a 122-unit senior complex that is in a remote location in Menlo Park, not easily served by the Midday Shuttle route. Instead, special arrangements are made to pick up passengers at nearby homes and at an adjacent Convalescent Hospital before arriving at Menlo Commons. The shuttle’s stops include Sharon Heights Safeway, downtown Menlo Park, and Stanford Shopping Center.

Regular riders have a standing reservation; other riders need to call to reserve a space on the bus. The Shopper’s Shuttle operates on Wednesdays only.

Performance Statistics

The Midday Shuttle and Shopper Shuttle are organizationally distinct programs, with separate funding sources and performance statistics. The Midday Shuttle’s FY 2007-08 budget was \$143,704, and breaks down as follows:

Table 2 - Midday Shuttle Budget

Funding Source	Amount
City and County Association of Governments	\$71,852
City of Menlo Park redevelopment monies (the shuttle travels into Menlo Park’s redevelopment area, on the east side of the city)	\$61,852
Real estate developer fees (new developments are taxed at \$0.10/square foot to pay for shuttle service)	\$10,000

The Shopper’s Shuttle’s FY 2007-08 budget was \$13,128, and came entirely from the City of Menlo Park’s Transportation Management Program Measure A funds.

The FY 2007-08 performance statistics for both services are as follows:

Table 3 - Menlo Park Shuttle Performance Statistics

Performance statistic	Midday Shuttle	Shopper’s Shuttle
Annual boardings	19,942	725
Passengers per day	78.2	13.9
Passengers per hour	13.0	3.7
Cost per passenger trip	\$7.21	\$18.11

Community Reaction

The City of Menlo Park originally designed the Midday shuttle to provide productive and flexible service to seniors. The Midday shuttle has been extremely popular with seniors and the disabled community in Menlo Park. Regular surveys find that seniors are highly satisfied with the service, and that it fills in an important mobility gap. Approximately 26% are also eligible for the SamTrans ADA paratransit service and would utilize RediWheels (the significantly more expensive ADA service) service if the community service route were not available.

Lessons Learned

The program director suggests connecting with low-income and senior housing facilities to increase ridership. In a happy coincidence, children who attend an east side school that happens to be near a shuttle stop have started using the service (both for home commutes and for travel to after-school activities), which has also boosted ridership.

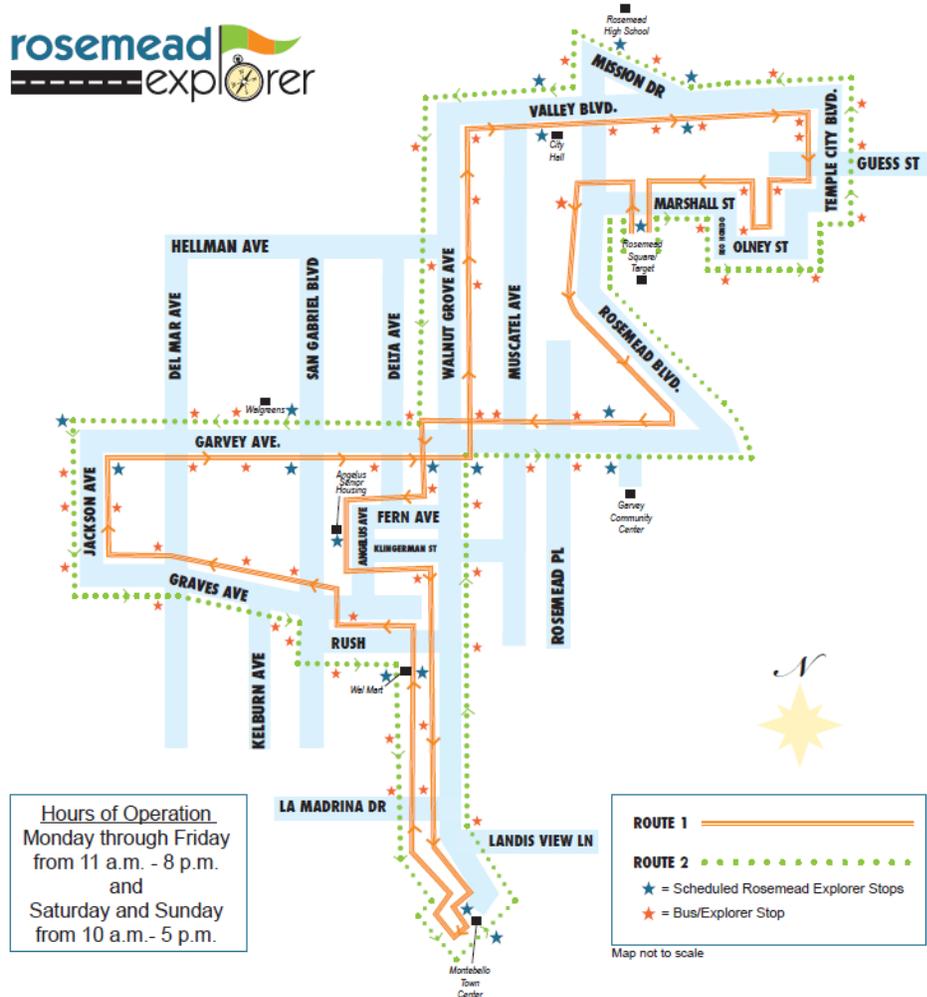
3.2 Rosemead Explorer

The Rosemead Explorer offers affordable transportation during flexible hours for the convenience of residents of all ages. The Rosemead Shopper Shuttle was transformed to Rosemead Explorer in November, 2008 to expand services beyond shopping trips connecting Garvey Community Center, Rosemead Recreation Center, and restaurants and shopping mall in the City of Rosemead. For the fiscal year 2008-2009, over 62,000 passengers use the Rosemead Explorer shuttle services.

Contact information:

Michelle Gomez
City of Rosemead, Public Works Department
8838 East Valley Boulevard, Rosemead, CA 91770
(626) 572-4099

Figure 3 - Rosemead Explorer Route Map



Hours, Fleet, and Fares

The City of Rosemead operates two interlined local circulator bus lines, with Route 1 running clockwise and Route 2 traveling over the same area counterclockwise for the City of Rosemead residents and visitors. The main termini of the loop are Montebello Town Center and Rosemead Square, with Walnut Grove and Garvey Avenue service as major streets. Other major destinations includes, Angelus Senior housing, Garvey Community Center, and major local shopping destinations. Currently two 20 passenger buses run every one hour daily from 11 a.m. to 8 p.m. during weekdays, and 10 a.m. to 5 p.m. during weekends. The Rosemead Explorer does not operate on three holidays; Thanksgiving, Christmas, and New Years Day.

Service characteristics are:

- All residents may use the shuttle.
- The cost to ride is 50 cents. Seniors and disabled persons who have a Rosemead Transit ID ride for free.

- Two children under age of 5 may travel free with each fare-paying adult on the shuttle.
- Hours of operation are Monday through Friday from 11 a.m. to 8 p.m., and Saturday and Sunday from 10 a.m. and 5 p.m.

Funding

The Rosemead Explorer is a service provided by the City Council through “Proposition A” and “Proposition C” transportation funds.

3.3 Guaranteed Ride Program

The Guaranteed Ride Program operates in Santa Clara County, California, and is a case study of a mobility-to-work shuttle. Santa Clara County is home to Silicon Valley high tech, manufacturing, construction, trade and service industries, and offers a range of employment, training, and educational opportunities to welfare recipients and other low-income people. However, despite the many transportation options available (a countywide bus and light rail system, intercity and commuter trains, a host of shuttle services, and connections to out-of-county transportation) their routes and schedules do not always match the mobility needs of low-income workers.

A Santa Clara public/private partnership responded to this transportation gap when it formed the Guaranteed Ride Program (GRP) in 1999. GRP offers CalWORKs (California’s Temporary Assistance for Needy Families program) participants and other low-income individuals a short-term transportation service should they need a back-up ride. GRP is a temporary, transitional service that provides participants with up to 40 rides to work-related destinations, including childcare and school.

Contact information:

Susie Felan (Program Director, GRP)

926 Rock Ave, Suite 10, San Jose, CA 95131

(408) 436-2865 x223

susie@outreach2.org

Program Features

GRP participants use the service to leave work to pick up a sick child, get home after working beyond the operating hours of area transportation services, access a job interview or training site, or reach a job when their car is disabled. Participants may use the service to drop off their children (up to 13 years of age) at school or daycare on their way to their CalWORKs eligible destination and pick up their children on their return home. (Car seats must be provided by the participant.)

Participants call OUTREACH’s scheduling office to schedule a ride. The scheduling office is open 8:00 am to 5:00 pm, 365 days a year. The dispatch center, which handles questions about a scheduled ride, is open from 5:00 am to 10:00 pm, 365 days a year.

Eligibility Requirements

Current qualified Santa Clara County CalWORKs participants in good standing and those former CalWORKs participants eligible to receive Post Aid Services are able to participate in GRP. A small number of openings are available for low-income individuals who are trying to enter or re-enter the work force. Low-income is defined as a household income that does not exceed 150% of the Federal Poverty Income Standards.

Program Operation

OUTREACH, a private nonprofit that provides outreach and support to Santa Clara County senior citizens and people with disabilities, operates the Guaranteed Ride Program. As the paratransit broker for the Santa Clara Valley Transportation Authority (VTA), OUTREACH takes advantage of its expertise in the transportation field – particularly serving people with disabilities – and the technology that OUTREACH routinely uses to schedule trips, track vehicle locations, and map travels patterns and needs.

As part of the Guaranteed Ride Program, OUTREACH staff provides individualized transportation planning service, promoting job access, retention and self-sufficiency through one-on-one management of client mobility needs. County social service and workforce development staff participate in ongoing training to understand the various transportation options available, including GRP, and how to help clients learn about and obtain long-term transportation solutions. Multilingual transportation resource guides are available to CalWORKs participants and agencies, and transportation resource centers have been established in several of Santa Clara County's onestop centers.

Disabled Participation

As the countywide broker of accessible transportation services, OUTREACH already provides rides to a large portion of county residents needing accessible services due to a disability. Most of these riders are eligible for the county's ADA paratransit service that complements the Santa Clara VTA fixed route bus system. Persons with disabilities who enroll in CalWORKs or other training and support programs for low-income people may be eligible to take advantage of the OUTREACH Guaranteed Ride Program.

GRP simplifies the travel of CalWORKs clients with disabilities who normally would ride the fixed route bus to get around. In addition, paratransit riders who typically pay \$3.50 each way for a trip have the cost of their rides subsidized while using this Job Access and Reverse Commute-sponsored service to get to training, job interviews, and jobs.

Hours, Fleet, and Fares

GRP provides its door-to-door service 24 hours a day, 7 days a week. OUTREACH contracts with a local taxi service to provide rides. The taxis use magnetic decals with the OUTREACH logo for identification. Program participants may receive up to 40 one-way trips during their CalWORKs eligibility period. All transportation services are free of charges to qualified participants.

Funding

JARC program funds support this service, along with CalWORKs funds from the county Department of Social Services. As of this report, the status of California's CalWORKS program is fluid, given the state's budget issues.

3.4 Ozaukee Shared Ride Taxi Service

Ozaukee Shared Ride Taxi Service is a case study of a shared ride taxi. Ozaukee Transit operates the Ozaukee Shared Ride Taxi Service, which serves the entire county under agreement with one taxi company. Just north of Milwaukee in Wisconsin, Ozaukee County has 87,000 residents and covers 235 square miles. Several efforts were made to obtain ridership and funding statistics for the shared ride program; however, the program manager was unwilling to provide that data.

Contact information:

Suzanne Plant (Manager, Share Ride Taxi Program)

904 Schoenhaar Drive, West Bend, WI 53095

(262) 284-8294

splant@co.ozaukee.wi.us

Service Features and Rules

Reservations can be placed as far in advance as desired. Advance notice of 24 hours is required for a guaranteed ride, although the dispatcher will attempt to accommodate same day trips. Some clients have standing orders, with a regular ride scheduled several times a week. Examples include seniors who go daily or weekly to day care or a senior center, and disabled clients who work at a central facility several days a week.

The scheduling window for pickup and drop-off is typically one hour (although rural areas can experience longer waits), but works differently for each. Drop-off can occur from the client's requested time up to an hour beforehand (a 10 am request could result in drop-off between 9-10 am). Pickup can occur from a half hour before to a half hour after the client's requested time (a 10 am request could result in pickup between 9:30-10:30 am).

All passengers must be ready and waiting for pickup. If customers are being picked up from a public building or health care facility, including a nursing home, they must be waiting in the lobby. Taxi operators will go no further than the lobby of a building for pickup or drop-off. The taxi operator will wait up to three minutes. To reduce the time spent just waiting outside for the taxi, clients are able to call late on the day prior to travel (after the next day's scheduling has been done) to get their specific pickup time.

Further regulations include:

- Nursing home residents must be accompanied by an attendant or family member.

- There is a limit of two grocery bags (or parcels of equal size) allowed per person per trip.
- Eating or drinking is prohibited in the taxi.
- 24 hour notice is required for Washington County transfer.

Stand-by Requests

A “stand-by” request occurs when a passenger asks that the driver wait while the passenger exits the vehicle for a period of time to conduct their personal business (for example, picking up a prescription). Due to its nature as public transportation, Ozaukee County Shared Ride Taxi is unable to accommodate stand-by requests from passengers. Similarly, the taxi is not allowed to access “drive-up” or “drive-through” facilities, such as ATMs and fast food service windows.

No-Shows

A “no-show” is defined as a client not being ready to depart, not being there when the driver arrives, or not having the fare for the ride. Three no-shows within a 60-day period can result in up to a one month suspension. Once reinstated, if a second occurrence happens within 60 days, the suspension will be extended up to 45 days. After the third infraction, the suspension will be up to 60 days. Further habitual violations will result in disciplinary action, up to and including ineligibility to use the Ozaukee County Shared Ride Taxi.

A no-show is determined if the passenger is not present when the taxi arrives, within a pickup window of 30 minutes each side of the scheduled time. If the no-show was made on the first leg of the passenger’s travel itinerary, all other trips scheduled for the day will be cancelled. Drivers are not to go back for a passenger at the first leg of their travel itinerary. This passenger must reschedule their travel plans for another day. If the no show happens on any other leg of the passenger’s trip, the taxi will make every attempt to get back to pick them up at the first available time allocated.

At no time will the taxi no-show a dialysis passenger on any leg of a trip, unless advised by the passenger and/or the clinic.

Hours of Operation, Fleet, and Fares

The shared ride taxi service operates Monday – Friday, 6:00 am – 9:00 pm; Saturday, 8:30 am – 6:00 pm; and Sunday 8:00 am – 12:00 pm.

The Shared Ride Taxi Service uses sedans, minivans, and wheelchair-equipped vans. Customers who specifically need a wheelchair van or other special assistance are instructed to make this request during the initial call.

Fares are zone-based and are described in Table 4. Prepaid punch cards are available upon request.

Table 4 - Shared Ride Taxi Fares

Fare Type*	1 Zone	2 Zones	3 Zones	4 Zones
Adult	\$2.75	\$3.75	\$5.25	\$6.50
Students	\$2.50	\$3.50	\$4.50	\$5.75
Seniors/Disabled	\$2.25	\$3.25	\$4.00	\$5.25

*One child age 5 and under rides free when accompanied by an adult. Any additional children ride at the student rate.

3.5 Cambria Community Bus

The Cambria Community Bus is a case study of a volunteer-based dial-a-ride service (with a few weekly and monthly fixed trips). It serves residents of Cambria, CA. Established around 1980, the Cambria Community Bus’s original purpose was to take people to San Luis Obispo for medical appointments, as there was no public transportation outside of the town at that time. Current service features include:

- Free local dial-a-ride service for seniors (60 year and older) and persons with disabilities within Cambria.
- Weekly service to the City of San Luis Obispo.
- Monthly service to Paso Robles.

Door-to-door assistance is provided when required. Assistance is also provided to carry groceries to and from the bus and if required, door-through-door assistance is provided to doctor’s offices or other businesses.

Contact information:

Warren Gay (Bus Administrator)

PO Box 486, Cambria, CA 93428

(805) 927-1147

Wgay@charter.net

Service Area and Hours

The Cambria Community Bus offers local door-to-door service in Cambria and San Simeon Monday – Friday, 8:00 am to 4:30 pm. The bus travels to San Luis Obispo every Tuesday and to Paso Robles on the fourth Thursday of every month. Reservations are required one day in advance over the phone with the dispatcher, who is available Monday – Friday, 9:00 am to 11:00 am.

Number of Passengers Served

There are approximately 31 one-way passenger trips per day served by the local service, 7 passengers accommodated weekly on the Tuesday service to San Luis Obispo, and 6 passengers accommodated per month on the service to Paso Robles. Since 2001, the average yearly ridership is 9,648 riders.

Structure and Requirements

The organization structure and framework is as follows:

- The Cambria Community Bus is administered and operated by the Cambria Community Council, a nonprofit organization.
- The service is operated with a paid dispatcher and a pool of 30 volunteer drivers.
- Volunteer drivers operate the service vehicles provided by the Cambria Community Bus.
- Volunteer drivers are not reimbursed. A daily schedule is prepared by the dispatcher and e-mailed to the scheduled driver.
- Maintaining a pool of volunteer drivers and driver availability for all shifts remains a challenge as Cambria’s population ages. The Bus Administrator serves as a backup driver when a shift cannot be filled.

Table 5 - Community Bus Specifics

Vehicle Provider	Fleet Characteristics	Fuel and Maintenance	Staffing
<p>One vehicle is a grant from the San Luis Obispo County Air Pollution Control District.</p> <p>A second vehicle is a grant from a local nonprofit.</p>	<p>The service is operated with two buses: a 2002 Startrans Supreme and a 2004 Ford Eldorado.</p> <p>One bus serves as the local in-service bus, and the other is used as a spare and for the Tuesday and Thursday intercommunity services.</p>	<p>A local gas station allows a fuel charge account with a small discount.</p> <p>Maintenance is provided by a local mechanic, who is paid for services.</p>	<p>The Bus Administrator oversees the program, has an assistant.</p> <p>Both are volunteers, as are the 30 drivers. The dispatcher is an independent contractor.</p>

Insurance Coverage

The Cambria Community Council is covered by a \$1 million general liability policy. The buses are covered by \$2 million of vehicle insurance, which includes all claims for liability and property damage. The volunteer drivers are covered by the vehicle policy for medical and liability while driving.

The volunteer drivers are screened by the insurance company, Nonprofits United, through an initial DMV check. The insurance company then continues to receive DMV reports on all approved volunteer drivers. Only a regular class C driver’s license is required, as the vehicles are not considered buses by the CHP. Several days of training are required for each driver.

Funding

The Cambria Community Council has no formal capital budget. All vehicle needs are anticipated to be met through grants; however, \$35,000 has been set aside for matching funds should that become necessary for any future grants. The annual operating budget for FY 2008-2009 is \$43,665.

The breakdown of annual operating funding sources is as follows:

- TDA funds administered by SLO Regional Transit Authority = 63%
- Cambria Anonymous Neighbors (local nonprofit) = 8%
- San Luis Obispo (SLO) Community Foundation = 1%
- Local community yearly fund drive by Cambria Community Council = 28%

TDA funds under TDA Article 8, Section 99400 (c) and Section 99405 (c)2 are used as a revenue source for the Cambria Community Bus. Farebox revenues are not collected. Thirty-seven percent of the program revenues are made up of local non-profit contributions. Since no fares are collected, no minimum farebox recovery policy has been established. The 37% non-profit funds can be interpreted as a “local contribution” to revenue recovery. However, monthly performance reports summarizing costs, passengers carried, and revenue miles operated are submitted to San Luis Obispo’s Regional Transit Authority (SLORTA), the regional agency with overall responsibility for transit service within the county. Under TDA Article 8, Sections 99400 (c) and 99405 (c), SLORTA established regional performance standards for the Cambria Community Bus, exempting it from the TDA farebox recovery minimum.

Consideration is being given to the collection of passenger donations if TDA funding is reduced.

Lessons Learned

- Vehicles are housed at the local CDF fire station, in order to protect against vehicle and fuel theft, which spiked with the increase in gas prices.
- Changed local fuel sources to get a better deal on price.
- Cutaway vehicles are better and safer than modified vans, so cutaways were purchased when it came time to replace vehicles. A decision was made to procure smaller cutaways to facilitate operating efficiencies, effective operations along the hilly and narrow roadways of Cambria’s residential neighborhoods, and to avoid a requirement for a Class B driver’s license.
- Faster and cheaper to communicate with drivers and dispatcher via e-mail.
- Riders and drivers like routine. Keep changes to an absolute minimum, as long as it is consistent with safety.

² Transportation Development Act, Statutes and California Codes of Regulations, (January 2005), pages 100 and 104.

3.6 Potomac and Rappahannock Transportation Commission OmniLink

Potomac and Rappahannock Transportation Commission (PRTC) OmniLink is a case study of a flexroute service. OmniLink operates along a fixed route, with timepoints, but allows route deviation. PRTC provides service in Prince William County, Virginia. It operates both the OmniRide bus service and Virginia Railway Express (VRE) commuter rail services. Its primary market is weekday commuters to central Washington DC, the Pentagon, and other major traffic generators. It is also responsible for intracounty transit services.

In the early 1990s, PRTC studied a service area that had no regular transit service, only some human service demand-responsive transportation. The study eventually resulted in what is now known as OmniLink, which is a route deviation service.

An effective way to serve this area that would also comply with the Americans with Disabilities Act (ADA) was needed. At about the same time that OmniLink was being planned, the Federal Transit Administration (FTA) had an Intelligent Transportation System (ITS) Operational Test Grant program. PRTC planners submitted a proposal for one of these grants for an innovative service that could address ADA needs as well as other unmet needs. FTA awarded PRTC a grant sufficient to provide technical assistance in specification, procurement, testing and evaluation, and services began in April 1995.

Contact information:

Eric Marx (Director of Planning and Operations)

14700 Potomac Mills Road, Woodbridge, VA 22192

(703) 580-6117

emarx@omniride.com

Service Features

OmniLink buses travel along a local fixed route. Passengers can board regularly scheduled stops, or reserve a stop up to ¼-mile off-route. Trips are scheduled from two hours up to two days in advance through a real-time reservation system, detailed below.

ITS Technology

The initial services began using conventional manual dispatching. The service was operated using call-takers for route deviation requests. At the beginning a 24-hour notice was required for such requests. Automated trip booking was installed within a year that allowed confirmation of pickup and drop-off locations and times while still on the phone. By 1997, trips were being accommodated routinely up to 2 hours before departure time. Deviation requests are now accepted up to 60 minutes before departure, and on occasion requests are honored and cancellations made while the vehicle is already on the run. Call takers get a decision to accept or reject the trip from the scheduling software while the customer is on the line.

This flexibility is possible due to OmniLink's ITS system, which was specifically designed for this precise application. Features include full computer-aided dispatching and automatic vehicle location (CAD/AVL) capability. All vehicles can be tracked on or off-route and warning flags are automatically generated for vehicles X minutes behind or Y minutes ahead of schedule at the last timepoint or deviation address.

Bus drivers also see schedule adherence information on their mobile data terminal (MDT), a small touch-screen computer installed for easy driver access on each bus, particularly important in a managing a route-deviation system. Communications are normally sent via predefined data messages ("no show," for example) but voice messages can be requested. The manifest on the MDT is automatically updated with executed activities scrolling off the top of the screen and future activities entering the bottom. At fixed stops, detection of arrival and departure is fully automatic. At deviations, the operator must either push a button when departing or ask for permission to depart due to a no-show, similar to fully demand-responsive systems.

With the push of a button, there is a pop-up map that orients the vehicle vertically on the MDT's flat-panel touch screen to provide directions to deviation addresses or back to the next fixed stop on the route. There is also an option to enter passenger counts, type of fare, and type of mobility devices to be used on days designated for passenger count sampling. Logon requires a user ID, and at the beginning of the service day, a vehicle inspection check-off screen must be filled out. Unified logon with the Washington DC area region-wide GFI/Cubic Odyssey farebox is to be added as a final development phase.

Unlike virtually every other newly installed CAD/AVL system installed in North America, the PRTC system includes a post-processing software package that is usable for service planning. Other agencies historically had to develop their own software at significant expense. Using the PRTC software package, a transit planner without special programming or database expertise can request average and standard deviations of running times between timepoints, averages and standard deviations of passenger counts between segments, boarding and alighting counts, numbers and types of passengers needing mobility aids, and so on. This information can be used to optimize slack times and deviation rules, for selection of fixed stops, identification of bottlenecks causing recurring delay, and other information needed for planning route improvements.

Service Hours, Fleet, and Fares

Service hours vary between routes, but generally operate from 5:00 am to 10:00 pm. Headways range from 30-60 minutes. The fleet consists of 22 2005-06 Gillig Advantage 30' buses.

Table 6 provides the fare structure.

Table 6 - Shared Ride Taxi Fares

Passenger type	One way fare (cash or SmarTrip card)	Day pass	Off-route deviation surcharge (cash)
Regular	\$1.10	\$2.50	\$1.00
Senior, disabled, Medicare	\$0.55	\$1.25	Exempt
Valid Virginia Railway Express ticket	Free	NA	\$1.00
Children 5 and under (2 per paying adult)	Free	NA	NA

Funding and Performance

OmniLink is primarily funded by a 2% motor fuel tax in Prince William County. Other funding sources include federal and state formula and grants funds. Table 7 provides OmniLink’s FY 2008 funding breakdown.

Table 7 - OmniLink Funding (FY 2008)

Category	Revenue
Farebox	\$797,285
State Grants	\$1,342,869
Federal Grants	\$650,683
Interest Income	\$97,585
Other	\$54,275
Local Subsidy	\$6,173,300
Total Revenue	\$9,115,997

Of this total revenue, \$7,950,423 was used for operating expenses. Figure 3-7 provides OmniLink’s performance statistics for FY 2008.

Table 8 - PRTC Performance Statistics

Category	Performance statistic
Annual boardings	938,566
Passengers per day	3,680
Passengers per hour	15.83
Cost per passenger trip	\$8.47

Lessons Learned

PRTC’s experience over the last 14 years provides a good example of how to introduce a flexroute service to the public. A flexroute service can be tried in a pilot area, but due to the specialized equipment required to fully utilize the benefits of flexing, it would require a dedicated subfleet equipped with stand-alone on-board equipment and training of drivers assigned specifically to this service. The PRTC experience clearly shows that it would also require an outreach effort to users in the service area to explain the nature of this service. Flexroutes cannot be tested on a casual basis; if the outreach is not adequate, then the true level of public interest and effectiveness will not be discovered.

3.7 Ride-On Transportation

Ride-On's Transportation Management Association (TMA) is a case study of an umbrella organization that provides various demand-response shuttle services (including commuter shuttles) and coordination. TMA is a non-profit, community-based, cooperative organization of local employers and transportation providers whose sole mission is to provide affordable transportation to the people and employers of San Luis Obispo County.

In 1993, Ride-On received start-up funding assistance from Caltrans. Ride-On is affiliated with several community institutions and organizations, including San Luis Obispo Regional Rideshare (described below).

Contact information:

Mark Shaffer (Executive Director, Ride-On Transportation)
3620 Sacramento Drive, Suite 201, San Luis Obispo, CA 93401
(805) 541-8747
Mark@Ride-On.org

Service Features

With its fleet of over 90 vans, buses, and wheelchair lift-equipped vehicles, Ride-On provides a variety of transportation options for the general public, including the following:

- Visitor Shuttle: Visitors to San Luis Obispo can contact Ride-On for any transportation needs on weekdays, weekends, and evenings.
- Airport and Train Shuttle: Since 1995, the airport shuttle has provided 24/7, door-to-door regional transportation to the San Luis Obispo airport from pickup locations in San Luis Obispo County, Greyhound stations in San Luis Obispo and Santa Maria, and Amtrak depots in Paso Robles, Grover Beach, Santa Maria, and San Luis Obispo. Reservations are required in advance for both pickups and drop-offs at the airport. However, due to flight and train delays, reservation times can fluctuate. A pager system is available for previously scheduled trips encountering a delay to notify Ride-On. Rates vary from \$18 (San Luis Obispo) – \$61 (Cambria) for the first person, and \$5 for each additional person, depending on the pickup location in San Luis Obispo County. Reservations are required 24 hours in advance.
- Senior Shuttle: The senior shuttle is a demand-response, door-to-door shuttle service available for any San Luis Obispo County resident 55 years or older. Due to limitations in funding, the senior shuttle is available to North Coast residents on Mondays from 9:00 am – 4:00 pm only. The Monday senior shuttle makes up to five round trips between San Luis Obispo or other regional destinations and North Coast communities.
- Medical Shuttle: The medical shuttle provides rides to medical appointments at doctors' offices or hospitals within San Luis Obispo County. Cost depends on the distance traveled from origin to destination. Peak time for availability is Monday – Friday, 10 am – 2 pm. However, to reduce costs, many North Coast seniors utilizing a shuttle service for medical appointments schedule those appointments on Mondays, when the senior shuttle is available at a discounted fare (\$4), rather than paying full fare for the medical shuttle (which can be as high as \$18 one-way to San Luis Obispo). The medical shuttle accepts Medi-Cal for riders that are legally blind, eligible for ADA or live too far from a stop to access transit.
- Vanpool Program: Commuters can either join an existing vanpool or form their own by contacting Ride-On (as employer-based drivers). The vanpool driver is responsible for coordinating the vanpool with support from Ride-On. Ride-On will work with the San Luis Obispo Regional Rideshare office to find commuters interested in joining a vanpool. Monthly fees of \$1,200 cover the cost of the vehicle, fuel, insurance, and regular maintenance. The vanpool driver is typically a volunteer and rides for free in the vanpool. Currently, there is one vanpool serving the North Coast region. This vanpool originates in Los Osos-Baywood Park and travels to Diablo Canyon (Avila Beach) four days a week (Tuesday – Friday). There are 12 permanent passengers using this service, with one alternate rider.
- Vanpool Pilot Project: Demonstration funds from the County can subsidize monthly vanpool fees for the formation of new vanpools as long as the van serves multiple employers. Opportunities exist for forming new vanpools between Cambria and Paso Robles.
- Guaranteed Ride Home: Provides four trips home during a 12-month period to anyone who travels to work using any mode other than driving alone (\$4 per ride).

- Special Events: Provides individuals, groups or organizations with transportation for a variety of events upon request (including evening, weekend and holidays).

Several of Ride-On's outreach and promotional activities are teamed with Rideshare. These include print ads appearing in the "New Times," radio announcements on FM radio stations, and the Ride-On transportation information telephone number (541-TRIP).

3.8 San Luis Obispo Regional Rideshare

The San Luis Obispo Regional Rideshare program is a case study of an administrative model for transportation coordination and mobility management. Rideshare is a "one stop shop" for transportation information throughout San Luis Obispo County. Rideshare's primary role is to coordinate transportation resources with the travel needs of County residents.

Contact information:

Morgen Marshall (Rideshare Manager)

1150 Osos Street, Suite 202, San Luis Obispo, CA 93401

(805) 781-4462

mmarshall@rideshare.org

Resources include the following programs:

- Users can call a main number to receive transportation information (541-2277 or 781-4362).
- Online transit trip planning tools, powered by Googlemaps (<http://www.rideshare.org/>).
- Online bus schedule information.
- Ride-On, Runabout, Taxi, and Dial-A-Ride information.
- Rideshare van and carpooling coordination. Rideshare has a database of close to 3,000 applicants throughout the county. Once a resident is registered with Rideshare, a listing of commuters who live and work in close proximity is provided. Rideshare encourages all who commute by using any means of transportation other than driving alone to register. This program provides instant ride matching online, and includes a "School Pool" option for carpooling kids to school.
- Promotional programs to increase awareness and ridership, such as a Rideshare Week in the third week of October, and Bike Month in May.
- Grant money (up to \$500) is available for individuals and companies to increase the number of people using transportation choices.
- Grants for Safe Routes to School Programs, which encourage children to walk or bike to school.
- County bicycle maps.
- Free bike lockers at most Park & Ride stations.

4. Literature Review and Further Resources

Many resources are available to those planning community-based transit solutions. The following websites and reports provide additional references for transportation service coordination, door-to-door service, and volunteer driver programs.

The following themes recur throughout the literature and case studies. In order to operate a successful community-based transit system:

- Develop services around focal points.
- Operate along moderately dense corridors. Connect land use mixes that consist of all-day trip generators.
- Serve transit's more traditional markets, such as lower income/blue-collar neighborhoods, students, and seniors.
- Link community transit services, especially local circulators and shuttles, to the broader regional network.
- Target market appropriately.
- Economize on expenses.
- Adapt transit service practices to customer demand and landscape limitations.
- Partnerships – obtain private sector support, and plan with the community. A key element to success is awareness and local involvement. There is vital need for potential users of a service to have full information concerning routes, schedules, and other nuances of service. Extensive cooperation with local elected officials, city staff, and residents involved when implementing and operating service is instrumental to success.
- Establish realistic goals, objectives, and standards, then develop supportive policies, plans, and regulations.

4.1 Community Transportation Association of America

The Community Transportation Association of America (CTAA) consists of organizations and individuals who support creating mobility for all Americans through public and community transportation. Its website, www.ctaa.org, contains valuable community transit planning resources, including an “Information Station” which provides categorical guides, a glossary of terms, best practices reports, on-line publications, links to related websites, and a powerful search engine.

Contact information:

CTAA, 1341 G Street, NW, 10th Floor, Washington, DC 20005
(800) 891-0590, fax (202) 737-9197

Community Transportation Assistance Program

In association with the United States Department of Health and Human Services, CTAA created the Community Transportation Assistance Program (CTAP), which is intended to provide human service organizations, planners, funders, and individuals with expertise, training, and support.

CTAA's mission in administering CTAP is to build a strong network of transportation professionals and allies to support and advance community transportation and to make human services accessible through safe and affordable transportation services. These activities are designed to provide information, support and resources to those working to improve mobility in our nation's communities.

CTAP has "Information Conductors" in all fields of community transportation: Medical Transportation, Senior Transportation, Rural Coordination, Urban Coordination, and Americans with Disabilities Act-compliant Transportation. The Conductors are available to answer questions and help with research within their fields.

National Resource Center for Human Service Transportation Coordination

In association with the Federal Transit Administration, CTAA operates the National Resource Center for Human Service Transportation Coordination (NRC), which is designed to improve the linkages between public transportation and human services. NRC provides technical assistance (people, resources, and partnerships) to improve transportation services and coordination.

Through its Ambassadors, staff, and network of technical assistance centers, NRC provides information and advice about public transportation and coordination of transit and medical care, employment, education, and services for senior citizens and people with disabilities. NRC can often provide a roadmap of what assistance and resources are available to help out a specific community or program.

Contact information:

Chris Zeilinger (Director)

(800) 891-0590 x717 or (202) 250-4108

4.2 Beverly Foundation

The Beverly Foundation's mission is to foster new ideas and options to enhance mobility and transportation for seniors. The foundation pursues this mission through a specialized series of research programs, community demonstrations, and technical assistance products. The following reports are available on-line in the resource library at beverlyfoundation.org:

How to Establish and Maintain Door-Through-Door Transportation Services for Seniors. WESTAT in conjunction with The Beverly Foundation, September 2005.

- A thorough How-to-Guide describes how to make door-through-door transportation services work effectively. It utilizes information from case studies of existing door-through-door services for seniors, and provides:

- Background information.
- Models and case studies of different door-through-door services.
- Key decisions necessary to start and sustain door-through-door transportation services.
- Frequently asked questions.
- Resources for further information.

Volunteer Drivers in America: The Hope of the Future. The Beverly Foundation, May 2008.

- A general primer on the importance and effectiveness of volunteer driver programs for senior transportation.

Volunteer Driver Programs, Fact Sheet Series Vol.1 (6). The Beverly Foundation, November 2008.

- Provides a quick overview of volunteerism, volunteer driver programs, how to organize, potential sponsors, efficiency, risk factors and five examples of successful programs. Many of the highlighted programs have contact information.

The ABCs of Being an Effective Volunteer Driver. The Beverly Foundation, 2006.

- A comprehensive orientation and motivational brochure for perspective volunteer drivers that outlines responsibilities and qualities.

Volunteer Drivers – A Guide to Best Practices. Agency Council on Transportation, Washington State Agency Council on Coordinated Transportation.

- A practical manual of how to operate a volunteer driver program, covering issues such as policies, driver selection, training, and insurance. Includes examples of forms, policies, and procedures used by many programs.

Appendix D Feasibility, Business, and Implementation Report



City Heights Community Development Corporation FACTS Project

Feasibility, Business, and Implementation Report

FINAL

February 2012





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1.0 Introduction

This report documents the development of improvement alternatives, their evaluation to determine the ones most able to address the community's needs, and implementation actions for the selected alternatives. Following this Introduction, the report is structured into these sections:

- 2.0 Community Needs and Feasibility Study – the results of the outreach effort are documented to identify potential improvements
- 3.0 Business Plan and Alternative Development – proposals for physical and service alternatives to address the issues identified in the assessment of community needs.
- 4.0 Implementation Plan – actions and stakeholders are identified for each type of improvement.

2.0 Feasibility Study

The community's needs were ascertained through a variety of efforts, as reported in this section.

2.1 Survey

The purpose of the survey was to gain insight into the transportation concerns of the Colina Park community. By surveying residents from a variety of backgrounds (age, language, car ownership), it was possible to better understand the needs of the whole community. The survey was administered by several Colina Park community leaders and by the City Heights CDC at community events. The community leaders were trained by IBI Group and City Heights CDC on how to conduct surveys. The leaders tapped into their existing social networks and outreached to a diversity of residents within their own sub-neighborhoods in Colina Park. The survey administering strategy intended to have a final data pool that represented the Colina Park neighborhood in terms of ethnic background and age. The data pool shows that we were successful in doing that. For example, the median age of survey respondents was 21 years old, while median age of Colina Park residents is 20.5 (US Census, 2000).

The survey consisted of 12 questions that were a mix of types. Section 1 (open-ended) focused on the background of the respondent: language spoken at home, cross streets where respondent lives, age of respondent. Section 2 (multiple choice) focused on mobility: availability of a car, days per week that they usually walk, bike, ride bus, drive their own car, drive/ride in a friend or family members' car, ride in a medical van or shuttle, etc. Finally, Section 3 (open-ended, mobility-related) asked where respondents go when they leave their house and asked for suggestions on improving mobility. The survey generated 179 responses, with 121 from residents in the study area. CHCDC tallied the results and used respondents' answers to the cross street question to determine who lived in Colina Park and who didn't.

Those who didn't were excluded from the analysis. A total of 121 out of 179 total respondents lived in Colina Park. When compared to Colina Park's total population of 13,711, this number of respondents provides a sample size of 0.88.

The results of the survey communicated a need for improved alternative transportation. For both auto owners and non-owners, better walking and bicycle environment was the number one priority to improve mobility in the study area. Other highly ranked suggestions included providing other transportation options, more transit services, and better security. More than 17.4% of respondents without their own vehicle, and 12.4% of respondents who own their vehicle, suggested that a vehicle would improve their mobility.

Survey Findings

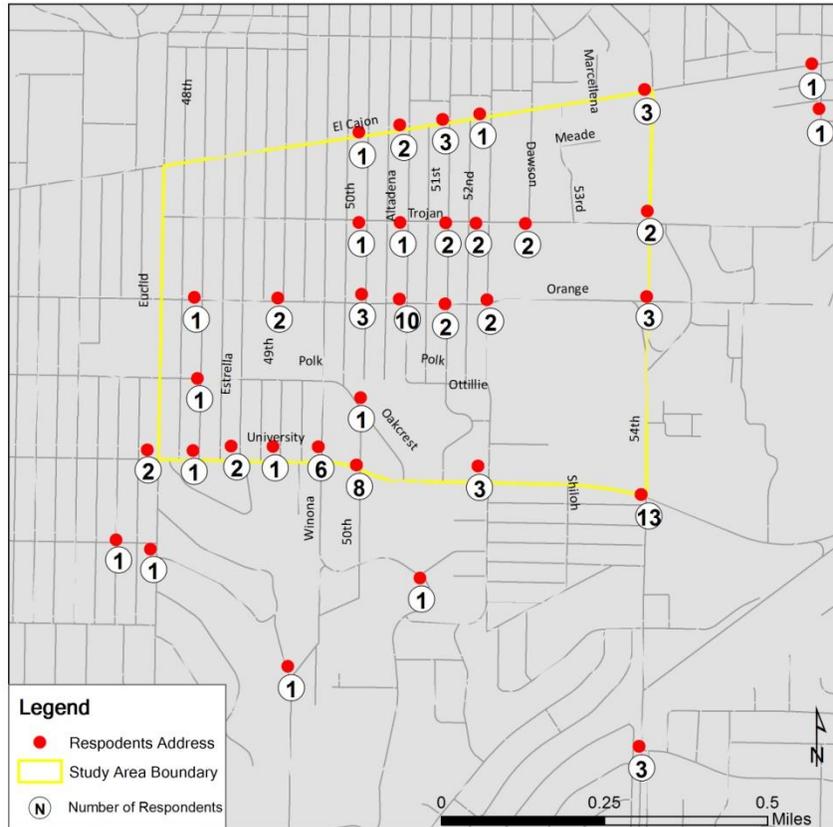
Demographics of Survey Respondents

- 121 responses to the 12 question survey
- 65% of respondents were under 24 years old, while more than 8% were over 55 year old
- 18% of respondents did not own a car in their household
- 47% reported their household as Non-English speaking
- 25% are multi-language speaking households, who can speak English and other languages
- 68% drove themselves or were driven by someone else at least 5 days a week
- 52% rode a bicycle or walked at least 5 days a week
- 5% reported that they used public transit more than 4 days a week

Suggestions to Improve Mobility

- Create a walkable, bike-friendly environment
- Increase other transportation options – Carpool, taxi, trolley
- More transit – Increase frequency, more times of the day, more routes
- Better maintenance and operation
- Better Security – Improve lighting and cleanliness
- Affordable Transit – Decrease price of bus fares, offer discounts
- Parking – More car parking, free parking
- Faster transit – Increase speed, more dedicated lanes, limited stops
- Multi-lingual communication

Figure 1 – Location of Survey Respondents



2.2 Workshops

The main goal of the first workshop was to discuss the survey results, ideas for improvements, and the community’s thoughts and suggestions. The input provided from this workshop was considered in developing ways to improve transportation in the neighborhood. The first segment of the workshop was conducted by exhibiting display boards with information on the focus group comments, survey findings, suggestions from the survey, possible new improvements, and transportation improvements already planned. CHCDC and consultant staff were available at each board to explain the information and answer questions. After observing the display boards and interacting with the staff members, residents were invited to write down their comments and suggestions. The results of this workshop communicated a need for improved safety, infrastructure, and connectivity.

The purpose of the second workshop was to discuss the results of the previous workshop and for the community to select their preferred Implementation Vision alternative. The two Implementation Visions were constructed by analyzing the extensive community input data

collected by IBI Group and CHCDC's research of paratransit modes. Those two Implementation Visions were "Complete Streets + Shared-Ride Taxi + Shuttle" and "Complete Streets + Shared-Ride Taxi."

The first segment of the workshop was conducted by exhibiting display boards with information on the workshop comments, Complete Street improvement proposals, motorized improvement proposals, recent and future improvements, next steps, and Implementation Visions. CHCDC and consultant staff were available at each board to explain the information and answer questions. After observing the display boards and interacting with the staff members, residents were invited to write down their comments and suggestions. The results of this workshop communicated a general consensus on the improvement alternative that the community preferred.

Common Concerns

After the comments and suggestions from the workshop were compiled, several common themes became apparent. One of the most common concerns among community members was the state of the sidewalks in the neighborhood. For example, one resident stated that "we need to heighten visibility of stroller-moms; cars are unaware they're coming due to curb design. You should remove barriers preventing drivers from seeing pedestrians as they approach intersections." Another frequent comment was that road conditions for bicyclists needed improvement. Specifically, one community member stated that "we need more organized bike rides to increase awareness, interest, and respect for bicyclists. Also you should fix the bike lane space on city streets that make biking treacherous (ruts catch tires, poor road conditions)."

Although the area is served by several bus routes, there are still important destinations that are not being adequately served. One mother stated "now that budget cuts eliminated many school buses, we need to provide better city (MTS) buses and routes that are closer to the students' homes and schools." These three transportation modes, (walking, cycling, and the use of public transit) were the topic of most of the comments submitted during the workshops.

Main Issues

Most of the comments and concerns from the focus group and workshops can be summarized in these 10 issues.

- Infrastructure – Cracked sidewalks, flooding of walkways, not enough crosswalks
- Bike-Friendliness – Need more bike lanes and secure bike racks
- Destinations – Need direct routes to schools, hospitals, park, church, grocery stores
- Connectivity – Need accessibility to trolley and other major bus routes
- Weekend and Night Service – Not enough bus frequency on weekends and late at night
- Route Information – Info on locations and schedules is not well distributed
- Cleanliness – Buses and bus stop benches not clean

- Safety – Poor lighting at bus stops
- Transit Pricing – Too expensive
- Reliability – Buses often arrive late

Infrastructure – Sidewalks, Walkways, Crosswalks

One of the main problems with sidewalk infrastructure in Colina Park is the abundance of cracked, uneven sidewalks, missing sidewalks, narrow sidewalks, missing curb ramps, curb-ramps that direct people (especially people with strollers and wheelchairs) into the middle of intersections, non-ADA compliant sidewalks, excess of driveway ramps/curb cuts, lack of bulb-outs at intersections, lack of demarcation between sidewalk and alleyway at sidewalk/alleyway intersections. The poor sidewalk conditions limit the mobility of mothers with strollers as well as disabled residents who use wheelchairs and walkers. Furthermore when it rains the uneven concrete fills with water instead of draining properly which also causes problems for pedestrians. Another common concern of community members was the lack of painted crosswalks. Often pedestrians are inhibited by the lack of safe crossing locations on busy intersections especially when accompanied by young children who may not be able to cross quickly enough. A few possible improvements could include resurfacing sidewalks in areas with heavy pedestrian traffic and adding crosswalks at busy intersections, along with other built environment features that calm traffic and improve sight-lines.

Bike-Friendliness

The Colina Park neighborhood has a lack of safe bike routes and secure bike racks for the community's cyclists. In order to encourage this alternative mode of transportation, road striping could be modified to include highly-visible bike lanes, convert Orange Avenue into a Bike Boulevard as called for in the SANDAG Regional Bike Plan and City of San Diego Bike Plan, add painted buffers to the recently striped Bike Lanes on 54th St., move forward with converting the outside lanes of El Cajon Blvd into shared bus/bike lanes, stripe sharrows on Euclid Ave, include wayfinding signage to direct east/west-bound cyclists through the middle of Colina Park to avoid the extremely steep grade on Orange Ave in between 52nd St and Altadena Ave. Also, bike racks could be placed at important destinations like grocery stores, schools, hospitals, shops, and large residential buildings.

Public Transportation

The community had many suggestions on how public transportation should be improved. They included a need for increased lighting at bus stops, improved reliability, increased bus frequency on nights and weekends, improved accessibility to important destinations and other bus routes, and improved circulation of route information. In order to improve safety of passengers in the evening, better lighting should be installed at the majority of the bus stops in the neighborhood. The reliability of bus arrivals may be difficult to improve due to the uncertainty of traffic congestions and other factors that can cause the bus to be late. However

if a GPS unit was placed in each bus, wait times could be posted at major bus stops so passengers would know when to expect the next bus.

On nights and weekends when buses run less frequently, Colina Park residents could be served by a community shuttle or a shared ride taxi. Furthermore, these transit alternatives could increase accessibility to important destinations like schools, hospitals, and grocery stores that are not close to established bus routes. Finally, community organizations could work together to improve the distribution of bus route information to residents, especially when a nearby route is going to be affected.

3.0 Business Plan

As a result of the survey and workshops, three general types of improvements were developed for the study areas as described below.

3.1 Complete Streets

One of the main concerns expressed by the community at the workshops was the need for improved accessibility and safety for pedestrians in the community. Complete Streets are roadways designed and operated for all users, be they motorists, bicyclists, public transit riders, or pedestrians. Creating Complete Streets involves a change to transportation agencies' approach to community roads where transportation planners and engineers routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. This means that every transportation project will make the street network better and safer for drivers, transit users, pedestrians, and bicyclists. For the Colina Park study area, this alternative focuses on the improvement of pedestrian and bicycle facilities in the public right of way to enable safer and more frequent use by residents and visitors. Complete Streets can be expected to have the following benefits for the community.

Improves Safety

A Federal Highways Administration safety review found that streets designed with sidewalks, raised medians, better bus stop placement, traffic-calming measures, and treatments for disabled travelers improve pedestrian safety. Some features, such as medians, improve safety for all users: they enable pedestrians to cross busy roads in two stages, reduce left-turning motorist crashes to zero, and improve bicycle safety.

Encourages Walking and Bicycling for Health

The Centers for Disease Control and Prevention recently named adoption of Complete Streets policies as a recommended strategy to prevent obesity. One study found that 43% of people with safe places to walk within 10 minutes of home met recommended activity levels; among individuals without safe place to walk, just 27% were active enough.

Lowens Transportation Costs for Families

Americans spent an average of 18 cents of every dollar on transportation, with the poorest fifth of families spending more than double that figure. In fact, most families spend far more on transportation than on food. When residents have the opportunity to walk, bike, or take transit, they have more control over their expenses by replacing car trips with these inexpensive options. Taking public transportation, for example, saves individuals \$9,581 each year.

Fosters Strong Communities

Complete Streets play an important role in livable communities, where all people – regardless of age, ability or mode of transportation – feel safe and welcome on the roadways. A safe walking and bicycling environment is an essential part of improving public transportation and creating friendly, walkable communities. A recent study found that people who live in walkable communities are more likely to be socially engaged and trusting than residents of less walkable neighborhoods. Additionally, they reported being in better health and happier more often.

Job Creation

New research from the Policy Economy Research Institute reveals that pedestrian and bicycle projects, including repairing footways and painting bike lanes, can create nearly twice as many jobs per dollar spent than typical road projects. In a case study of Baltimore, the report finds that for every \$1 million spent, pedestrian and bicycle infrastructure projects were shown to create 11 to 14 jobs, while “road infrastructure projects” only created 7 jobs for every \$1 million spent. This is because bicycle and pedestrian projects are more labor intensive, so a greater portion of money spent is spent paying workers than for materials. Typical road projects spend a greater portion on materials.

Potential Projects

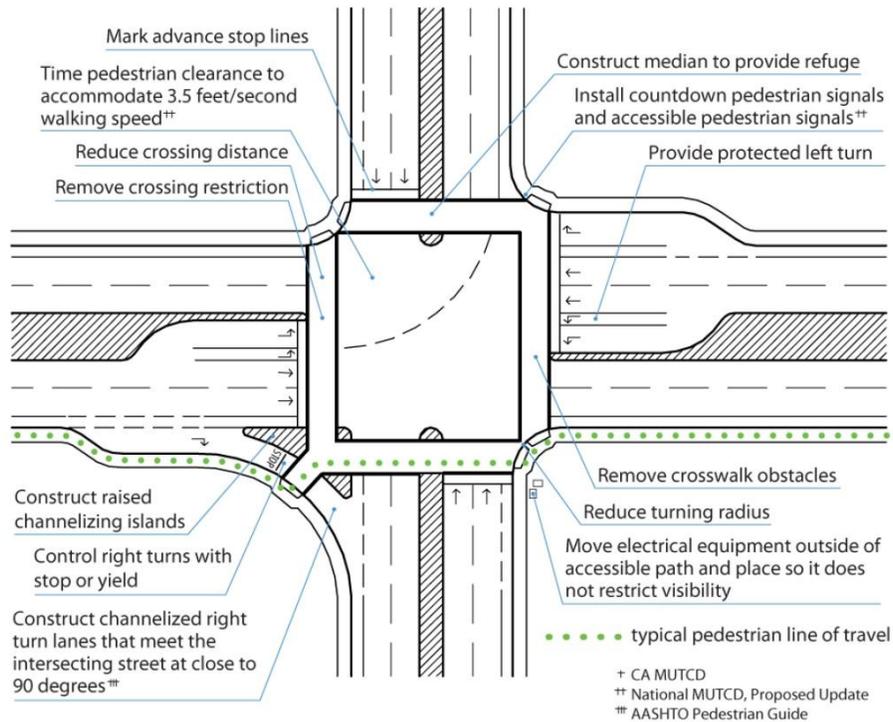
Pedestrian Treatments

Potential intersection treatments include the following projects:

- Traffic calming, visibility, and other safety enhancements to high-risk, popular, and legal walking areas along El Cajon Blvd, Euclid Ave, Orange Ave, and University Ave
- Curb ramp installation at all intersection corners
- Sidewalk repair on El Cajon Blvd and other key streets
- Red curbing certain on street parking locations to enhance pedestrian visibility near school walking routes and popular key intersections
- Bulb outs and crosswalks at key intersections
- Creating a primary pedestrian path network to focus improvements

These are the key improvements that are needed in Colina Park. Figure 3 shows other treatments that can be undertaken to improve pedestrian mobility at intersections.

Figure 2 – Common Intersection Treatments for Pedestrians



Source: "Complete Intersections: A Guide to Reconstructing Intersections and Interchanges for Bicyclists and Pedestrians." *Caltrans*. (2010)

Bicycle Treatments

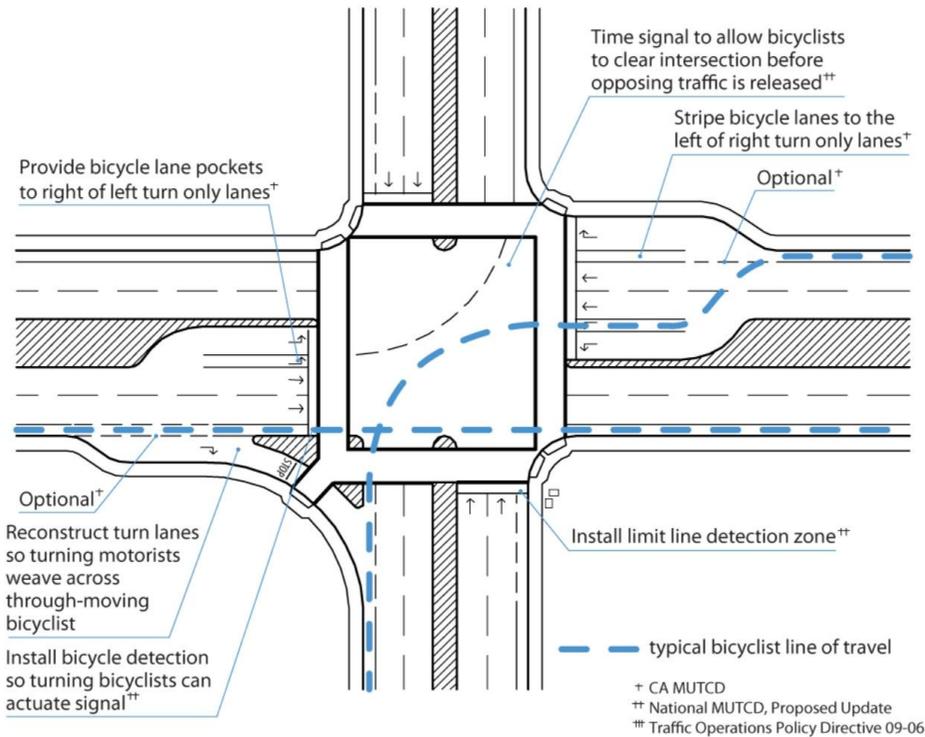
Since about 20% of the households in Colina Park do not own a car, bicycling is common for residents commuting to destinations not served by public transit. However, the community lacks proper infrastructure for bicycling, which leaves bicyclists potentially vulnerable in an environment that is inhospitable to bicycle travel.

Prospective bicycle infrastructure improvements include:

- Prioritizing Orange Ave as the east/west bike corridor in Colina Park and City Heights
- Traffic calming, visibility, and other safety enhancements to high-risk, popular bike routes; i.e., El Cajon Blvd and University Ave
- Providing bicycle facility improvements per city and regional plans
- Installing sharrows pavement markings on Euclid Ave

This list represents the key projects needed to build an enhanced bicycling infrastructure for the community. Figure 4 is a diagram of other treatments that can be undertaken to improve bicyclist mobility at intersections.

Figure 3 – Common Intersection Treatments for Bicyclists



Source: "Complete Intersections: A Guide to Reconstructing Intersections and Interchanges for Bicyclists and Pedestrians." *Caltrans*. (2010)

Cost Estimates

Cities and communities can receive grants from federal or state funding for alternative transportation projects. Table 1 shows cost estimates for Complete Streets projects that would improve the mobility of pedestrians and bicyclists. Although some of the projects are relatively expensive, many of these improvements can be incorporated into an existing project that is planned by the city for little extra cost.

Table 1 – Cost Estimates for Complete Streets Projects

Project Description	Cost Estimate / Unit
Curb Ramp Installation	\$2,500 / Corner
Sidewalk Repair	\$10 / Square Foot
Painting Red Curb	\$2 / Linear Foot
Crosswalk	\$5 / Linear Foot
Bulb Outs	\$5,000 / Corner
Creating Bike Lane	\$10,000 / Block
Striping Sharrows	\$2,000 / Block
Modifying Signal Timing	\$1,500 / Intersection
Countdown Pedestrian Head	\$750 / Each

Source: IBI Group

3.2 Shared Ride Taxi Service

Shared ride taxi service is a cost-effective way to incorporate taxis into public transportation. Transit or other agencies contract with taxi companies to provide the service. As with regular taxi service, passengers call ahead to request door-to-door transit. Unlike regular service, the taxi will pick up other passengers in the same general area. Trips take longer than a regular taxi, as the taxi must service multiple destinations, but are often faster and more convenient than conventional public transit and significantly cheaper than normal taxi service.

Service Description

Shared-ride taxi service is comprised of vehicles operating in response to calls from passengers typically to the taxi provider, who then dispatches a vehicle to pick up the passengers and transport them to their destinations. This service type is characterized by the following: (a) the vehicles do not operate over a fixed route or on a fixed schedule except, perhaps, on a temporary basis to satisfy a special need; and (b) typically, the vehicle may be dispatched to pick up several passengers at different pick-up points before taking them to their respective destinations and may even be interrupted en route to these destinations to pick up other passengers.

Shared-ride taxi is different from the exclusive-ride taxi in that the taxi may be shared by unrelated passengers with different origins/destinations. By simultaneously serving more than one passenger, shared-ride taxi service may improve vehicle productivity, permit fare reductions, and increase taxicab ridership. Such services may also serve as an integrated-transit feeder to MTS conventional transit services in proximity to the Colina Park service area (i.e., MTS Routes 1, 7, 15 and 955), thereby attracting new ridership to both the shared-ride taxi service and transit.

Service Design

The design of shared-ride taxi service for residents of Colina Park would be defined by the way the following four elements of service design are addressed:

1. Where vehicles operate - Vehicles may operate along a defined route, as in fixed-route service, but also respond to service requests by diverging from the route. There may also be no defined route, but only a corridor or geographic area, in which case there is usually one or more fixed anchor points. Key destinations in and near the study area include the Vons at College and El Cajon, College Grove Shopping Center, Colina Park, Horace Mann Middle School, Crawford High School, and the Alvarado Medical Center. Other community destinations could include the new Northgate market at 54th & University (the northwest corner of this intersection is planned to be redesigned to improve safety and provide a far-side transit stop), Springfield College, Little Mogadishu, and Little Saigon.
2. Boarding and alighting locations - Passengers may board and alight at established stops, which may be along a defined path or may be distributed within the area of operation. Alternatively, or in addition, passengers may board and alight at other locations, e.g., at any address or at street corners established in discussion with a driver or dispatcher.
3. Schedule - The times when vehicles will be at boarding and alighting locations are some mix of pre-scheduled times and times determined by demand. If there is a route or there are established route end points, then the times at stops on the route and at end points will usually follow a fixed schedule. Times at other locations are variable, although they are constrained by the portion of the schedule that is fixed.
4. Advance notice requirements - At fixed points served on a schedule, there is typically no need for passengers to request a boarding or alighting ahead of time, aside from minimal notice to signal a participating taxi driver to make a stop for alighting. At other points, some type of advance notice is needed. Such notice may take the form of a request to the driver at the time of boarding, a call to a dispatch center or directly to the driver, or a subscription that constitutes a standing order for the same trip every day or every week.

Critical to the success of a shared-ride taxi operation is consideration of the scheduling and dispatching processes. Depending on the importance of deviations in service design, demand

levels, and operating environment, provisions for demand-responsive scheduling and dispatching range from the simplest arrangement of leaving those provisions entirely to drivers to more elaborate arrangements with centralized scheduling using specialized software that may also include digital communications with automatic vehicle location (AVL) capabilities. Conversely, cellular telephones are used for communicating demand-responsive service requests.

Alternate Operating Scenarios

The following operating scenarios present alternatives to address the following two key mobility needs:

1. Evening and weekend service
2. Direct access to key destinations/trip attractors

Each operating scenario assumes the following:

- Service will be contracted to a licensed taxi operator.
- Sedan taxis will be used and wheelchair accessible taxis will be available upon request.
- For demand-responsive service, a maximum advance booking time will be 24 hours and a minimum 3 hours in advance of desired travel time.
- There will be a 20-minute scheduling window (passengers may be picked up 10 minutes prior to or following their requested time).
- Fares will be \$1.00 per one-way trip.
- A rate of \$40 per hour reflects a fully loaded cost including the handling of trip reservations, scheduling, trip management/dispatch and reporting.

Evening and Weekend Service

Service Characteristics

- Travel restricted to two miles beyond the Colina Park study area (El Cajon, 54th, University, and Euclid)
- Monday, Wednesday and Friday: 6:00pm – 10:00pm
- Saturday: 9:00am – 6:00pm

Service Performance

- 1,092 annual service hours
- Gross cost: \$43,680.
- Estimate of annual ridership: 3,300 trips (3.02 trips/hr)
- Revenue: \$3,300.
- Net cost: \$40,380.

Direct Access to Key Destinations/Trip Attractors

Service Characteristics

- Targeting primarily shopping/social/recreational and medical trips (specific destinations to be finalized in consort with the community)
- Travel within 4 miles of Colina Park study area
- Monday, Wednesday and Friday: 10:00am – 12:00pm and 2:00pm – 4:00pm

Service Performance

- 624 annual service hours
- Gross cost: \$24,960.
- Estimate of annual ridership: 2,500 trips (4.00 trips/hr)
- Revenue: \$2,500.
- Net cost: \$22,460.

3.3 Community Shuttle

Community service shuttle routes are designed to complement and extend the reach of other transit services. They help people circulate around a neighborhood or downtown business district, or to/from residential areas and transit stations and other community destinations, such as shopping malls or hospitals. Community service routes use smaller vehicles that travel locally on a fixed route and schedule.

Service Objectives

The fixed route service for Colina Park is intended to achieve these objectives:

- Improve community mobility by providing connections to local fixed route bus stops and enabling convenient travel to intracommunity destinations.
- Provide accessible service with lift equipped vans and/or small shuttle buses.
- Provide cost-effective service through collaborations with social service organizations and community based transportation providers.

Service Description

The fixed route service in Colina Park would be operated as a one-way loop, beginning and ending at the existing MTS stop on El Cajon Boulevard at 54th Street. It is intended to serve two types of trips:

- Local, intracommunity trips to shopping or other businesses along El Cajon Blvd and University Ave could be made using the shuttle without transferring by operating on local collector streets such as Trojan Ave, Orange Ave, Euclid Ave, and 52nd St. This alignment would reduce the walk to fixed route service, and minimize walking up or down steep hills to access transit service.

- Travel to destinations outside the community could be made by connecting with existing MTS bus service at stops along El Cajon Blvd, 54th St., and University Ave.

Key service attributes of the shuttle service are summarized in Table 2.

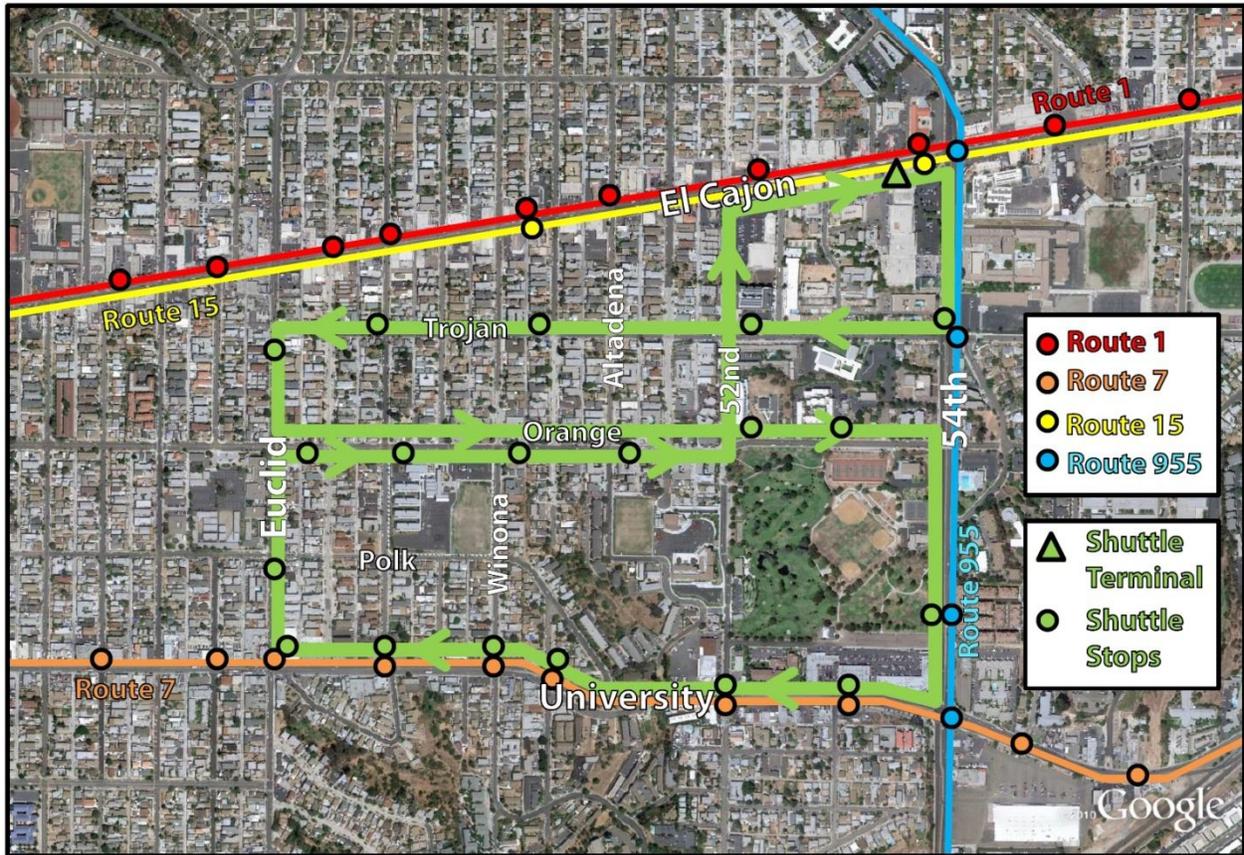
Table 2 – Colina Park Shuttle Attributes

Route Length	4.2 miles
One Way Travel Time	25 minutes
Days of Operation	Monday – Saturday (no Sunday or holiday service)
Service Hours	700 am – 600 pm
Service Frequency	30 minutes
Type of Vehicle	12-passenger van to 18-passenger shuttle bus
No. of Vehicles Required	1 plus 1 spare
No. of Stops (New Stops)	20 (11)

Source: IBI Group

The proposed alignment for the service is shown in Figure 5. This alignment and all of the service attributes discussed in this section are subject to refinement and modification as part of the operational planning that will be conducted for implementation.

Figure 4 – Proposed Colina Park Shuttle Alignment



Shuttle Alignment Alternatives

Two alternative routings were considered for the community shuttle service as shown in Figures 5 and 6. Both focus on connecting the interior of the community with existing transit service. One connects to El Cajon Boulevard, while the other connects to University Avenue. Neither one provides the ease of access and overall connectivity that the proposed alignment provides. As a result, both were found to not satisfactorily address the community needs for transit travel improvements and were not carried through the analysis.

Figure 5 – Alternative Shuttle Alignment 1

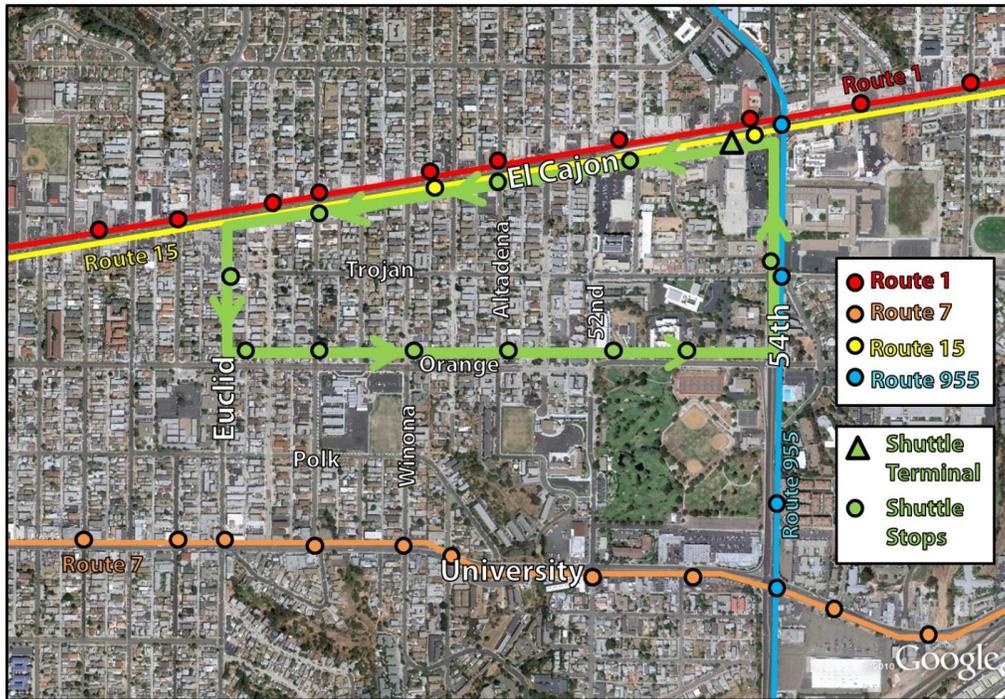
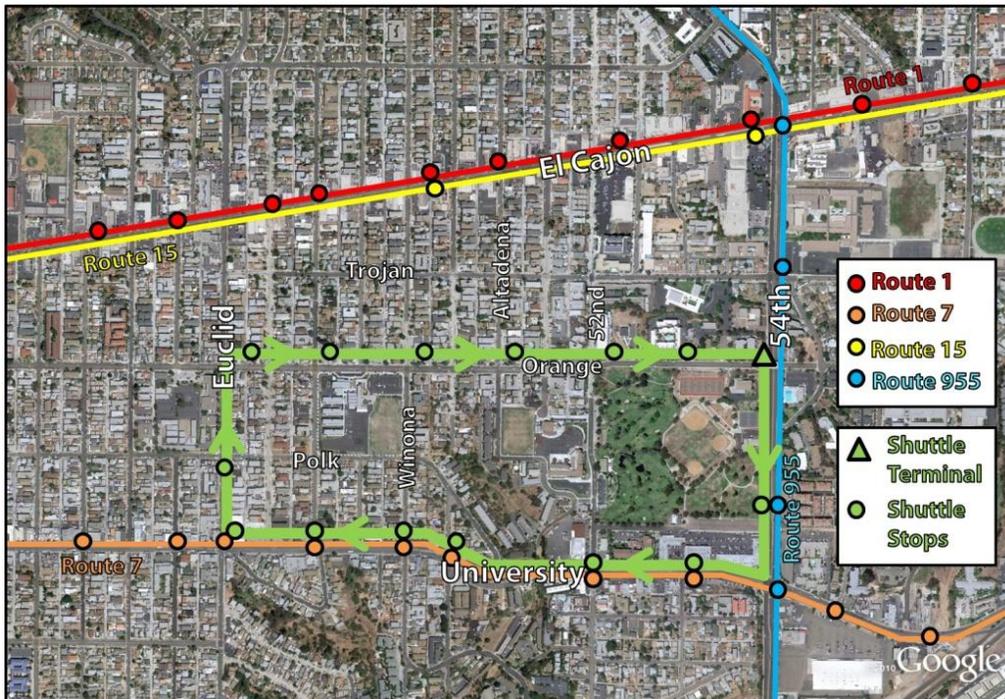


Figure 6 – Alternative Shuttle Alignment 2



Performance Estimates

Several key assumptions were made for the performance estimates, including \$70 per revenue hour for the operating contractor, vehicles be provided by the contractor, and contract monitoring provided by a half time person at \$25 per hour. Estimates for operating cost, ridership, and subsidy requirements are summarized in Table 3.

These estimates are for a high level of service operating 11 hours per day, six days per week. A reduced level of service, e.g., midday service operated only on weekdays, would result in lower costs and might be more affordable as a part of a phased implementation approach to providing shuttle service.

Table 3 – Shuttle Performance Estimates

Statistic/Performance Indicator	Amount
Annual Hours of Service	3,377
Cost per Hour	\$70
Annual Contractor Cost	\$236,390
Annual Contract Monitoring Cost	\$26,000
Total Annual Operating Cost	\$262,390
Passengers per Hour	12
Annual Passengers	40,524
Average Fare	\$0.50
Annual Fare Revenue	\$20,262
Annual Subsidy	\$242,128

Source: IBI Group

3.4 Conclusions

All of the options considered were chosen specifically for the Colina Park community based on the feedback from the surveys and workshops conducted during the course of this study. Considering the response from the community at the final workshop, it appears the “Complete Streets + Shared Ride Taxi” improvement vision is the community’s preferred alternative.

4.0 Implementation Plan

Considerations and actions to implement the preferred improvement alternatives are discussed in this section.

4.1 Complete Streets

Community Taps into California Complete Streets Policy

The first step for implementing Complete Streets projects is to tap into existing Complete Streets policies. The California Complete Streets Act, signed into law in 2008, requires municipalities to plan/design roads with all road users in mind – bicyclists, pedestrians, transit, motorists, and disabled individuals. At the California Department of Transportation (Caltrans), this policy is officially known as Complete Streets - Integrating the Transportation System, Deputy Directive 64 R- 1. Residents and stakeholders can advocate for local implementation of projects that reflect the principles of the Complete Streets policy. The CHCDC, in collaboration with Environmental Health Coalition, Proyecto De Casas Saludables, and International Rescue Committee, is working on a project called the Built Environment Team which includes the development of a leadership academy. Residents will be trained to advocate for Complete Streets (see page 19 for more information on the Built Environment Team.)

Another upcoming opportunity for residents will be to get involved with the Regional Complete Streets Policy that will be developed by the San Diego Association of Governments (SANDAG) during 2012-13. Developing a local policy that details how the California Complete Streets Act will be applied to San Diego roads will be a strategic next step for creating safer streets for all users. This policy development should involve community leaders and members, and interest groups in collaboration with the City of San Diego and/or the regional planning agency, SANDAG.

The Complete Streets policy should include the following elements:

- Include a vision
- Identify who are all users
- Ensure policy applies to both new and retrofit projects
- Identify potential exceptions and sets a clear process to obtain high-level approval
- Create a connected network by prioritizing funding for missing links
- Design the policy for use by all agencies to cover all roads
- Encourage use of the latest and best design criteria
- Allow for context sensitive design so that there is no-one-size-fits-all solution
- Establish performance standards with measurable outcomes
- Include an action plan for policy implementation

Source: www.walksandiego.org

Explore Funding Options

There are many grants and other funding sources available for projects that promote alternative transportation like walking, biking, and using public transit. If the community has already established a relationship with the city and planning agency through the course of developing the Complete Streets policy, then it will be easier to partner with them in searching for grants to implement the policy. The City of San Diego and SANDAG have many connections with state and federal officials and other funding sources, and could provide insight into which grants to pursue and the process of applying for them.

The following are some examples of grants and funding that could be used to implement Complete Streets projects in Colina Park. Non-motorized projects are eligible for funding through a number of Federal Highway funding programs, including Surface Transportation Program (STP), Transportation Enhancements (TE), Congestion Mitigation and Air Quality (CMAQ), and Safe Routes to School (SRTS). Transit projects are generally funded through separate transit programs, though funds can be flexed from STP. Some jurisdictions have dedicated funding to retrofitting streets for access by people who use wheelchairs or have other disabilities.

Built Environment Team

The Built Environment Team project, which is an arm of the Building Healthy Communities' initiative, is a collaborative effort by CHCDC, IRC, EHC, and PCS to increase resident capacity and build community empowerment so that residents will have the confidence and knowledge they need to advocate for enhancements to the built environments. Once the 40 – 60 residents graduate from the leadership academy, they will have the choice of helping to shape a Community Driven Action Plan (CDAP).

The CDAP will include an Active Transportation and Community Mobility section, to be developed by the community. Community members will work together to identify specific mobility-related enhancements, put together an action plan to realize those enhancements, advocate for those enhancements before decision-makers, and help secure funding for those enhancements as needed. Residents will also identify barriers to job access and develop a plan to advocate for the enhancements needed to better access jobs, commercial corridors, and services.

The CHCDC is planning to assist residents in developing active transportation in the community. This report offers guidance on the types of improvements that can be made in the community and can be used as a reference and action plan in discussions with city and SANDAG staff and decision makers.

Table 4 – Funding Sources by Agency

Agency	Funding Description & Eligibility
National Highway System (NHS)	<p>Description – The National Highway System is composed of 163,000 miles of urban and rural roads serving major population centers, major travel destinations, international border crossings, and intermodal transportation facilities.</p> <p>Eligibility – Bicycle and pedestrian facilities within NHS corridors are eligible activities for NHS funds, including projects within Interstate rights-of-way.</p>
Surface Transportation Program (STP)	<p>Description – The Surface Transportation Program provides States with flexible funds which may be used for a wide variety of projects on any Federal-aid Highway including the NHS, bridges on any public road, and transit facilities.</p> <p>Eligibility – Bicycle and pedestrian improvements are eligible activities under the STP. This covers a wide variety of projects such as on-road facilities, off-road trails, sidewalks, crosswalks, bicycle and pedestrian signals, parking, and other ancillary facilities.</p>
Transportation Enhancements (TE)	<p>Description – Transportation Enhancement activities offer funding opportunities to help expand transportation choices and enhance the transportation experience.</p> <p>Eligibility – The list of 12 eligible activities includes three which relate specifically to bicycle and pedestrian transportation: provision of facilities for bicyclists and pedestrians, provision of safety and educational activities for pedestrians and bicyclists, preservation of abandoned railroad corridors (including the conversion and use for pedestrian or bicycle trails).</p>
Congestion Mitigation and Air Quality (CMAQ)	<p>Description – the Congestion Mitigation and Air Quality program was conceived to support surface transportation projects and other related efforts that contribute air quality improvements and provide congestion relief.</p> <p>Eligibility – Projects must be likely to contribute to the attainment of national ambient air quality standards (or the maintenance of such standards where this status has been reached) based on an emissions analysis. Eligible activities include transportation control measures that promote non-motorized transportation.</p>
Safe Routes to School (SRTS)	<p>Description – The goal of Safe Routes to School is to increase the number of children who walk or bicycle to school by funding projects that remove the barriers that currently prevent them from doing so.</p> <p>Eligibility – Projects that improve infrastructure functionality and safety or programs that promote walking and bicycling through education/encouragement programs aimed at children, parents, and the community.</p>

Source: "Bicycle and Pedestrian Provisions of Federal Transportation Legislation." *Federal Highway Administration (FHWA)*. (2008) <http://www.fhwa.dot.gov>.

Integrate Complete Streets into Design

An alternative to the burden of fully funding and implementing projects is to partner with city planners and engineers who are already working on projects in the area. The most effective way to implement Complete Streets is to incorporate these values and priorities into the design process for every project in the community, so that eventually every street will be a Complete Street by default. The Built Environment Team can work toward this goal by developing

relationships with city planners and engineers and possibly offer workshops and other training opportunities to inform them of the benefits of Complete Streets projects.

Develop Performance Measurements

Finally, the team should institute better ways to measure performance and collect data on how well the streets are serving all users. This type of analysis could compare streets before and after a Complete Streets project is implemented, and thereby measure the policy's effectiveness and potentially confirm the success of Complete Streets in the community.

One way to measure performance is the multimodal level of service (MMLOS) method. The MMLOS method considers the level of service from the point of the view of four different types of travelers typically using the urban street: the auto driver, the transit passenger, the bicyclist, and the pedestrian. There are four level-of-service (LOS) models, one for each mode. All four LOS models share a common measure, "user satisfaction". The models assign a letter-grade level-of-service (A-F) based on the street cross-section, the intersection controls, and traffic characteristics (the auto, transit, bicycle, and pedestrian volumes on the street). The models can be used in combination to compare the tradeoffs of different street cross-sections from the unique perspectives of each mode.

4.2 Shared Ride Taxi Service

Previous outreach and survey research efforts combined with community demographics, population densities and potential trip densities, validates the opportunity for implementing shared-ride taxi service in the Colina Park service area. Other factors supporting the potential for effective shared ride taxi service include:

- Colina Park has highest density of resident taxi drivers in the region (according to United Taxi Workers of SD)
- Two new seats were created on the MTS Taxi Committee to represent drivers
- City Heights-based organizations helped campaign for those candidates, providing local momentum
- Marti Emerald is Colina Park's councilmember and she is uniquely knowledgeable about how the taxi industry works.
- The International Rescue Committee (IRC) is currently operating a specialized shuttle service demonstrating the presence of operations and administrative expertise in the community.
- As seen in the Shared Ride Taxi Service in Ozaukee County WI (documented in the Peer Review and Best Practices Report prepared for the FACTS Study), well operated shared ride taxi service can provide a viable transportation option at a reasonable cost.

Implementation Strategy

Building on outcomes from the project's survey research efforts and the community's suggestions for improved public transportation, the following presents an implementation strategy for shared-ride taxi service. Such a service would enhance community mobility in general while specifically providing an opportunity to address stated needs including evening and weekend service as well as increased accessibility to important destinations including schools, hospitals and grocery stores.

As an alternative to fixed route services where ridership levels may be low, there exists an opportunity to contract with taxi companies to provide share-ride taxi service. When travel patterns are dispersed, this option costs less than MTS fixed route buses and maintains mobility within the community. Service capacity can be increased or decreased as demand changes. It is important for productivity to encourage shared rides. This may require a change in local ordinances regulating taxicabs. The viability of this strategy depends upon a sufficient number of available taxicabs in the Colina Park service area and the development of a suitable administrative structure. It may be appropriate to work with a social service in the study area that is currently operating transportation services to administer the shared ride taxi service.

Finalizing an operating scenario including a prescribed level of service is contingent upon additional community outreach. Such outreach (including dialogue with the local taxi industry) should include the specifics of operating parameters including days of week, hours of day, etc. in order to finalize service planning and a deployment strategy. The following elements should be included in the refined service plan and subsequent contract document for service delivery:

- Marketing, branding and communications strategy
- Hours of service
- Days of week
- Service area
- Shared-ride parameters
- Service standards
- Service levels/number of vehicles required
- Fare policy
- Reservation services, dispatch (radio communications)
- Driver and vehicle scheduling
- Staffing
- Driver selection and training
- Maintenance of leased equipment (as applicable)
- Maintenance of vehicles (compliance with local taxi ordinances)
- Insurance
- Basis of payment (i.e., flat rate, hourly, metered)

- Records (driver logs, dispatch records, monthly/quarterly reports, drug and alcohol testing program records)
- Complaints
- Program/performance monitoring (and contract compliance)
- Application of applicable technologies (i.e., automated scheduling and dispatch, automatic vehicle locators, mobile data terminals, etc.).

Consultant assistance may be desirable to facilitating additional community outreach, finalizing a service plan/deployment strategy, and developing a performance-based contract. Further, such a scope of work may include determining an appropriate local governance/administrative framework that would also take into account training requirements.

Job Creation

Important to the successful deployment of shared-ride taxi services in the study area is an opportunity for employing local resources/employment in the administration and on-going monitoring of service delivery. There is also a possibility of making City Heights the community headquarters for the taxi industry, due to the close proximity to downtown and density of taxi cab drivers. That will create local jobs in the administration of the shared ride taxi program and generate increase ridership. Current services are already available through the IRC to assist taxi drivers in obtaining their licensure and business technical assistance.

4.3 Community Shuttle Service

Implementation of the shuttle will depend largely on the need for the service as an option or addition to shared ride taxi service, and the availability of funding. Potential funding sources could include state and local grants and participation by social service agencies for both vehicles and operations. The estimates in this Implementation Plan assumed the vehicles would be provided by the contractor. If vehicles are to be provided by the responsible organization, the procurement could range from purchase of used surplus vehicles from transit or other agencies to new vehicles.

Administrative Structure

If funding for the shuttle can be identified, the next step will be to determine the appropriate administrative structure. Several options are available, as discussed in the case studies for the study. It may be appropriate to work with a social service in the study area that is currently operating transportation services to administer the new shuttle service. It will be important to coordinate with MTS on stops, fares, transfers, and other operating issues.

Method of Operation

Once the administrative structure is established, the next step will be determining the method of operation for the service. It is expected that a local service contractor would be selected. At

the same time, fare levels and collection methods, branding, stop locations, and other supportive items would be determined.

Job Creation

In order to ensure that jobs are kept within the community, a local service contractor who employs local residents would be chosen. To further promote local hire, a training institute could be created for residents to learn shuttle driving and the administration and coordination of a shuttle program. Also there is a possibility of working with existing community resources. For example, IRC owns and operates a shuttle, so collaboration could allow for the use of the shuttle during off-peak times on the schedule.

Operational Planning

Once the service provision method is selected, operational planning will be needed to finalize the details of the service and establish a start up schedule. Once the service has started, ongoing contract monitoring will be required to ensure high quality service is consistently provided.

It should be noted that due to budget constraints over the past several years, the San Diego region has reduced or eliminated many fixed route shuttle services. While they are popular with their riders, they tend to require a higher per passenger subsidy. When funding for operations is tight, agencies often focus on maintaining service with high productivity and lower passenger subsidies. As a result, it would be preferable to focus on implementing the shared ride taxi service for Colina Park due to its lower operating cost and its ability to provide service more closely matched to their passengers needs.

4.4 Conclusions and Next Steps

Alternatives

This implementation plan presents several alternatives for improving mobility in Colina Park. All of the options provided were chosen specifically for the Colina Park community based on the feedback from the surveys and workshops conducted during the course of this study. The community input suggested that a “Complete Streets + Shared Ride Taxi” plan was the preferred alternative for most of the residents in Colina Park. For this reason and due to the high costs of implementing and maintaining a shuttle service, it would not be desirable to pursue this option at the present. However, the information in this report may be helpful in the future when a community shuttle is necessary and realistic to implement.

Next Steps

The implementation plan for each component is intended as a guideline for working towards future transportation projects to increase mobility and connectivity in the community. The first

step would include developing a set of specific actions to move forward with the Community Driven Action Plan, identifying specific capital improvements to enhance the pedestrian and bicycle environment, and establishing the shared ride taxi service. It is expected that CHCDC will take the lead working with community members and interest groups to move forward with these projects.

The second step will be to identify stakeholders that may be involved in each of the projects proposed. Potential stakeholders and decision makers for each of the three improvement types is provided in Table 5.

Table 5 – Stakeholders/Decision Makers by Improvement Type

Improvement Type	Stakeholders/Decision Makers
Complete Streets	<ul style="list-style-type: none"> • Community Members – Community Leaders and Residents • City of San Diego and SANDAG Staff – Planners and Engineers • Elected Officials – City Council Representatives, Local Congressmen • Advocacy Groups – Walk San Diego, San Diego County Bicycle Coalition, Move SD, et al • Private Developers – Private Companies looking to invest in the Community
Shared Ride Taxi Service	<ul style="list-style-type: none"> • Community Members – Community Leaders and Residents • MTS and SANDAG Staff – Planners and Engineers • Advocacy Groups – Move SD, Speak City Heights, Mid-City CAN • United Taxi Workers of San Diego – Leaders of the taxi Industry in San Diego
Community Shuttle Service	<ul style="list-style-type: none"> • Community Members – Community Leaders and Residents • MTS and SANDAG Staff – Planners and Engineers • Advocacy Groups – Move SD, Speak City Heights, Mid-City CAN • Shuttle Operators – Super Shuttle, Green Ride, Access Shuttle, Ace Parking, Wally Park, IRC, ITN, et al

Appendix E Workshop Materials

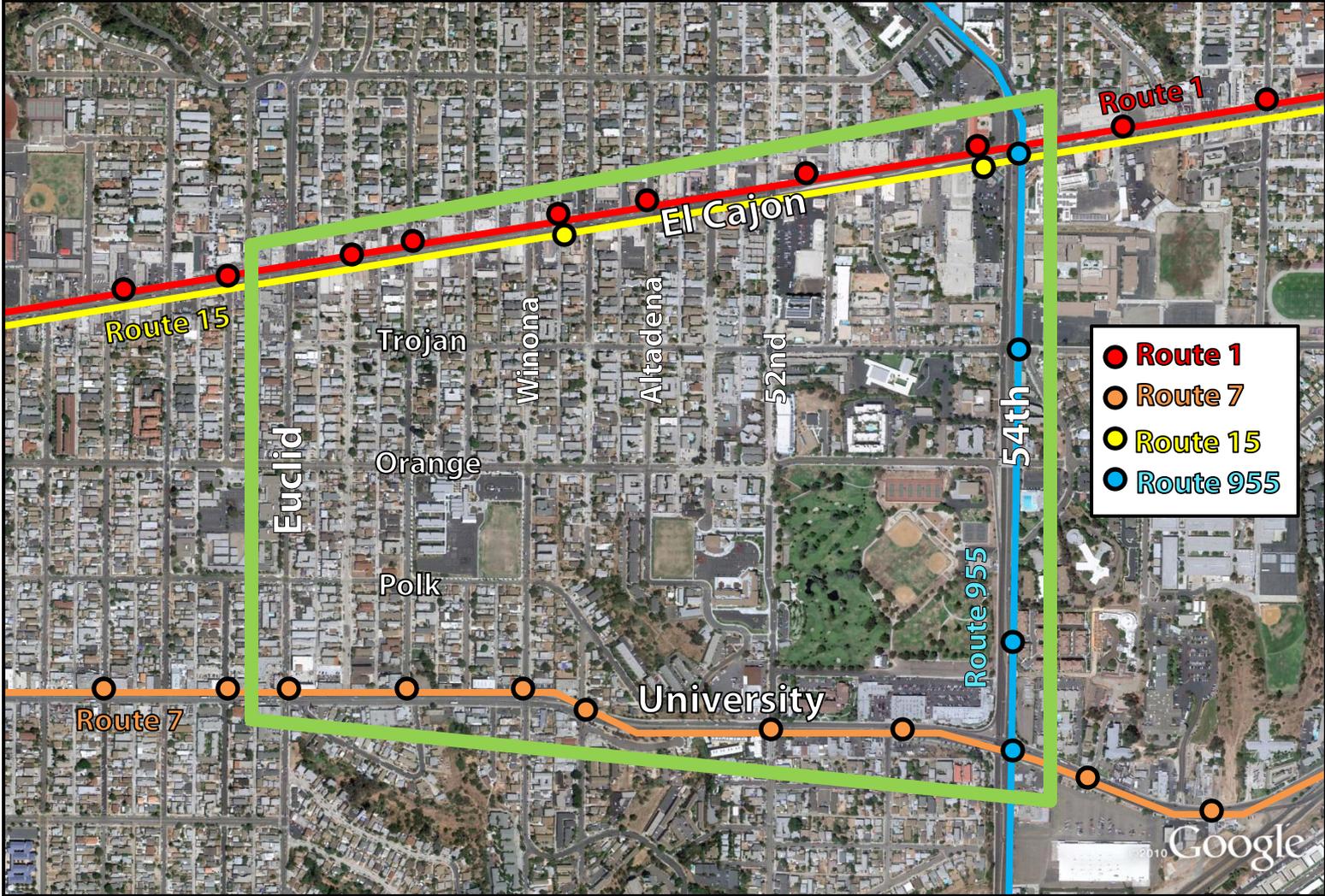
Posters

- A. Study Area Aerial View
- B. Focus Group Comments
- C. Survey Summary
- D. Survey Suggestions
- E. Community Suggestions
- F. What's Happening Now in Colina Park
- G. Comments from August Workshop
- H. Recently Completed or Coming Soon
- I. Complete Streets Improvements
- J. Motorized Improvements
- K. Two Improvement Visions
- L. Next Steps

Comments

- A. Focus Group
- B. August Workshop
- C. December Workshop

Study Area



Focus Group Comments

Concerns



- **Safety** - Poor lighting at bus stops
- **Cleanliness** - Buses and bus stop benches not clean
- **Reliability** - Buses arrive late
- **Transit Pricing** - Current transit fares too expensive
- **Destinations** - Need direct transit routes to schools, park, hospitals, church, grocery stores
- **Bus Route Information** - Info on locations and schedules is not well distributed
- **Weekend and Night Service** - Not enough bus frequency on nights and weekends
- **Connectivity** - Need accessibility to trolley and other bus routes
- **Infrastructure** - Cracked sidewalks, flooding of walkways, need more crosswalks
- **Bike-Friendliness** - Need more bike lanes and bike racks

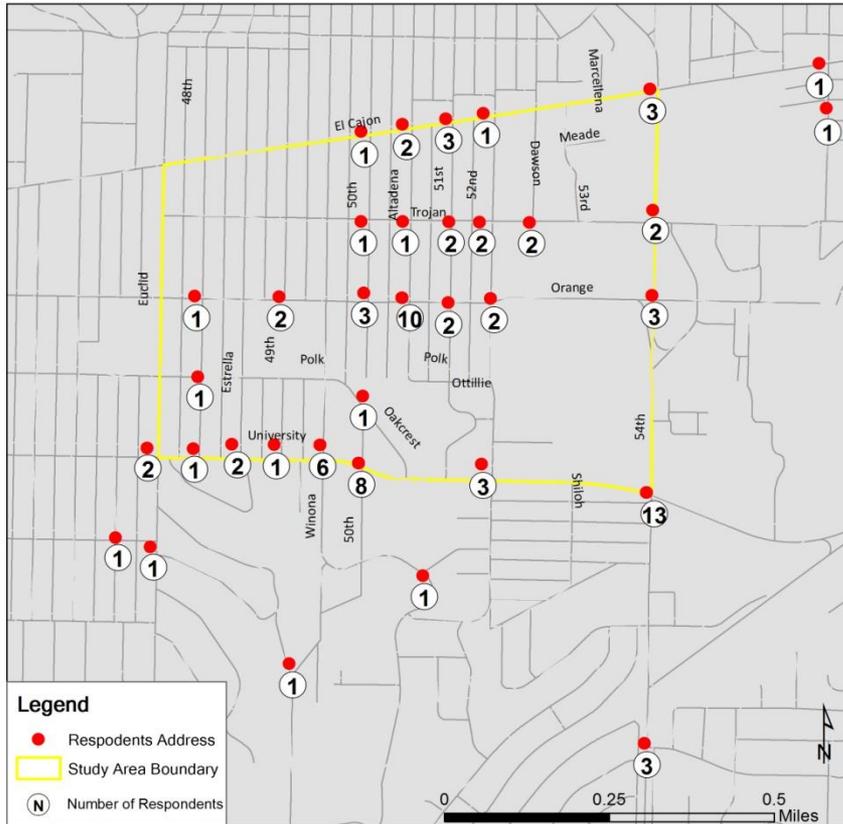
Survey Findings

Demographics of Focus Group

- 121 responses to the 12 question survey
- 65% of respondents were under 24 years old, while little more than 8% were over 55 year old
- 18% of respondents did not own a car in their household
- 47% reported their household as Non-English speaking
- 25% are multi-language speaking households, who can speak English and other languages
- 68% indicated that they drove themselves or were driven by someone else at least 5 days a week
- 52% rode a bicycle or walked at least 5 days a week
- 5% reported that they used public transit more than 4 days a week

Suggestions to Improve Mobility

- Create a walkable, bike-friendly environment
- Increase other transportation options – Carpool, taxi, trolley
- More transit – Increase frequency, more times of the day, more routes
- Better maintenance and operation
- Better Security – Improve lighting and cleanliness
- Affordable Transit – Decrease price of bus fares, offer discounts
- Parking – More car parking, free parking
- Faster transit – Increase speed, more dedicated lanes, limited stops
- Multi-lingual communication



Locations of Survey Respondents

Survey Suggestions

Respondents who own vehicles

Suggestions to Improve Mobility	Number	Percentage
Better walking and bicycling environment	26	24.8%
Other transportation options (car pool, taxi, limo, trolley)	22	21.0%
More transit (frequency, more times of the day, and/or more routes)	16	15.2%
Own a Car	13	12.4%
Better Maintenance & Operation	11	10.5%
Better Security	9	8.6%
Affordable Transit	5	4.8%
Parking (more car parking and/or free car parking)	2	1.9%
Faster transit (speed in mph, dedicated lanes, and/or limited stops)	1	1.0%
Total	105	

Respondents who do not own vehicles

Suggestions to Improve Mobility	Number	Percentage
Better walking and bicycling environment	6	26.1%
Own a Car	4	17.4%
Better Security	3	13.0%
More transit (frequency, more times of the day, and/or more routes)	3	13.0%
Other transportation options (car pool, taxi, limo, trolley)	3	13.0%
Affordable Transit	1	4.3%
Better Maintenance & Operation	1	4.3%
Faster transit (speed in mph, dedicated lanes, and/or limited stops)	1	4.3%
Multi-lingual communication	1	4.3%
Total	23	

Community Suggestions



New Services

- Shared Ride Taxi
- Arrange special shuttles or vanpools for specific locations (schools, hospitals, grocery stores)

Transit Enhancements

- Improve reliability through better coordination and posting the wait time at bus stops
- Change bus routes to reach important destinations
- Advertise bus information through fliers, information sessions, and maps posted at bus stops
- Extend bus routes to allow transfers to trolley and other bus routes



Street Improvements

- Fix cracks and dips in sidewalk
- Add crosswalks at busy intersections

Other?

Comments from August Workshop

- Need bus routes closer to homes and schools using smaller buses
- Need more frequent bus service
- Need nicer stops with bus information and better lighting
- Bus fares should be lower
- Better connections to Trolley and other routes
- Streets and sidewalks need repair
- Bike boulevards on Orange Avenue and sharing roads with bikes



- Signal needed at 52nd and Orange
- Reduce through traffic to lower speed and increase safety
- Need more bike lanes
- Need more visibility for pedestrians at intersections
- Add crosswalks at busy intersections
- Neighborhood watch groups and block parties to bring people together
- Appreciate FACTS to address community transportation needs



Improvements Completed or Coming Soon

Recently Completed

- 50th St & University Ave Pedestrian Improvements
- 54th St Bike Lanes
- El Cajon Blvd Sharrows
- Safe Passage Program (in effect)
- Four 15-minute parking spaces installed at 50th St & University Ave
- Application of CPTED (Crime Prevention Through Environmental Design) principles to Colina Del Sol Park to draw “eyes on the streets” and make the park a more attractive shortcut for pedestrians, bicyclists, students, and families



Coming Soon

- Prioritize Orange Ave as the east/west bike corridor in Colina Park and City Heights
- 121 new streetlights will be installed
- 5000 square feet of missing sidewalks will be replaced
- University Avenue Mobility Plan Improvements, including the redesign of 54th St & University Ave to free up land on the northwest corner for a public green space and a new transit stop
- Orange Avenue Bike Boulevard (SANDAG Regional Bike Plan)
- Mid-City Rapid Showcase Bus on El Cajon Blvd



Full Access Community
Transport System
(FACTS) Project



Complete Street Improvements

Pedestrian

- Traffic calming, visibility, and other safety enhancements to high-risk, popular, and legal walking areas; i.e., El Cajon Blvd, Euclid Ave, Orange Ave, and University Ave
- Curb ramp installation at all intersection corners
- Sidewalk repair on El Cajon Blvd and other key streets
- Consider red curbing certain free parking locations that create visibility issues near school walking routes and popular key intersections
- Bulb outs and crosswalks at key intersections
- Primary pedestrian path network to focus improvements



Bicycle

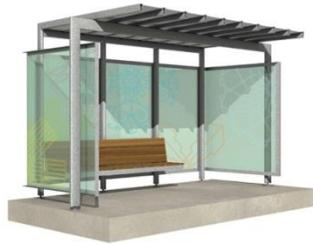
- Prioritize Orange Ave as the east/west bike corridor in Colina Park and City Heights
- Traffic calming, visibility, and other safety enhancements to high-risk, popular bike routes; i.e., El Cajon Blvd and University Ave
- Bicycle facility improvements per city and regional plans
- Sharrows on Euclid Ave



Motorized Improvements

Bus Service Improvements

- More Frequent Bus Service
- Bus Stop Upgrades – Shelters, Lighting, Information at Key Stops



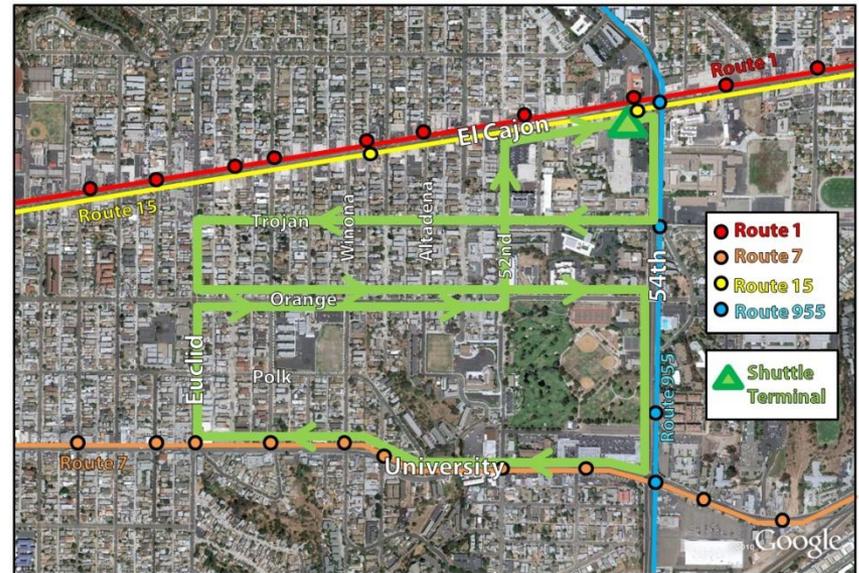
Shared Ride Taxi

- Advance Reservations
- Trips Shared with Other Riders
- Operated by Local Agency or Transit Operator
- Taxis or Minivans



Fixed Route Shuttle

- One Way Loop
- Terminal at 54th St & El Cajon Blvd
- 60 minute frequency
- Local Travel and Connections to Bus Routes



Two Improvement Visions

Complete Streets + Shared Ride Taxi



Complete Streets + Shared Ride Taxi + Shuttle



Next Steps

- Complete Study in February 2012
- Provide results to Council members and staff
- Include projects in agency plans and work programs
- Pursue grants and other funding opportunities
- Start up the City Heights Active Transportation Built Environment Team



FACTS Focus Group Analysis
City Heights Community Development Corporation
Randy Van Vleck, Active Transportation Manager
July 28, 2011

This document is a compilation of notes from the focus groups. The notes for each meeting are demarcated by different color font and/or highlighted so that the reader can distinguish notes from one focus group meeting to the next. A total of nearly 70 residents participated in a total of 10 focus group meetings.

The following notes (in the color of light green) were taken by former-FACTS Project Manager at a focus group conducted by Community Leader Rosalena Corona. 12-15-10 Focus group at Rosalena Corona's house. Eight residents in attendance.

What is transportation?

That which takes you from place to place

What are some forms of transportation?

Bicycle, car, motorcycle, bus, plane, helicopter, scooter, skates, skateboard, taxi, walking

What do you like about Colina Park?

Stores, schools, clinics, park, church all close by

What don't you like about Colina Park?

The hills

It's not safe in the late afternoon

The park doesn't have enough light

The park has a lot of teen-agers in the afternoon

There are a lot of people that use drugs and alcohol inside the park

The teenagers don't listen to adults

They close the bathrooms in the afternoon and on the weekends

It's not fair that other parks where people have more money have open bathrooms on the weekends but we don't here in Colina Park

Many men use the bathroom outside in the park since the bathrooms are closed

It's not safe

How is transportation in Colina Park?

If you have a car, you can go far, but many of us who live here have to walk

The bus is expensive. If you have kids that are older than 5 years old it's very expensive

With the hills, often times our houses are very far away from the bus stop and it's difficult to walk

We don't know almost anything about transportation in Colina Park

We have stop and ask the bus drivers about transportation information

We didn't know that we could get rides from the medical clinics until recently

The bus company changes information and we aren't informed about the changes, especially in poor areas like here

It's very hard to know when there is bus transportation because the hours change drastically from during the week and on the weekends

If we could have a new type of transportation in Colina Park, what would it look like?

It would look like a little bus that would only hold 12 people (like the mini vans in Mexico)

Like a medical van

Where would you like to have it go?

To the clinic at 52nd and El Cajon Boulevard

It would go down the streets in the middle of the neighborhood (Orange Avenue, Trojan Avenue)

To be able to get to other bus stops at University and El Cajon Boulevard

For those who study English in the afternoon, (at Wightman and Fairmount) they would be able to get back to their house more safely because it's very dark and not very safe in Colina Park in the late afternoon and the night time

Why would it be a good thing?

We could buy groceries easier because we could be dropped off closer to the grocery store

It could go closer to the school (to drop off and pick up our kids)

So that we aren't locked in our houses

Something that we forgot and the women spoke about after I left: cost

They would like for the bus to have a cost, but not as expensive as a regular bus. They think it would be good to have to pay for it because then people would respect the service more, as well as having the possibility to complain or give suggestions to have better service. (If it's free you have to accept what you get.) They did not say how much they think it should cost, or the high end of the price structure...

The following notes (in the color of maroon) are from Community Leader Elias Qabille. The questions in bold were provided by CHCDC to help guide the discussion. Three residents were in attendance.

2-5-2011 Elias Qabille Focus Group at coffee shop

Part One:

- **What do you like about the transportation options in Colina Park?**
- **What is your favorite part about living in CP?**
- **Do you feel you can get anywhere in San Diego from CP? Why or why not?**

Part Two:

- **What are some parts of transportation in CP that you would improve?**

Condition of streets, no bike lanes (not bike friendly)

- **What parts of San Diego do you feel are not connected well enough to CP?**

Colleges (community college), Mission Valley

- **Who in CP needs more transportation options?**

Senior citizens, parents with children, teenagers, college students

- **Do you feel you are aware of all the transportation options in CP? Why or why not?** No

Elderly parents dependant on their children to get around due to language barriers (not understanding bus routes) and fear of “getting lost” on public transit.

Part Three:

- **What would a new transportation service for CP look like?**

Carpool van, shuttle

- **Where would it go?**

Medical office, Mission Valley, college (school), youth/elderly specific transportation (ex. Every Friday at 6pm shuttle take people/teens to the movie theatre)

- **What would you pay to use it?** As long it doesn't exceed bus fare, preferably free to \$2-3

- **How would you advertise/market it?**

Brochure, call center, info center

- Info available in all languages on bus routes/times, bike routes, where to go, etc.

**Classes for residents on how to use public transit

**Youth help disseminate/educate adults on transit info

- How much should it cost?** Preferably free to \$2-3

The following notes (in color blue) are from Community Leader and FACTS Assistant Sidney Michael. These questions were chosen by Sidney himself. Thirteen residents in attendance: 2/23/11 Focus group at El Cerrito Glen Computer Lab

Name a

form of transportation?

Bus, Cars, Motorcycles, Walking, Trucks, Taxis, Planes, Bikes

What's Transportation Purpose?

To get us from one places to another

Why do you like Colina Park?

It has Shopping centers, Fast Food Joints, Clothing and Hair Salons, in walking distance. There are Parks, Schools and Clinics near.

What don't you like?

Poor street care

Gangs

Unsafe use of the Parks and Streets

A. Drugs

B. Bathrooms Locked on Weekend

How is Transportation in Colina Park area?

Some Bus station need Maps

Buses run behind schedule some times

Buses are to crowded sometimes

How can we fix that?

Build more sheltered bus stops

Better communication between Bus drivers

How can we improve Colinas Transportation?

A

shuttle from Colina to Trolley station

Maybe add a Senior Shuttle

Back up Shuttles for detours and emergency situation

What are some Bus stop safety issues?

Poor lighting in some areas

Unclean seats and trash

The following notes (in the color black) are from Community Leader, FACTS Intern, UCSD Student Saynab Dahir. The Focus Group was

with Crawford High School students on 2/18/11. Six people in attendance:

How do you get around?

- Taxi- free courtesy (explanation from Saynab: Somali boys and men are able to get rides for free from Somali cab drivers, who will stop and pick them up if they see them walking. This is something that is not very common for Somali girls and women)
- Walking
- Sister drives
- Whole family drives (rides from everyone)
- Find a ride from someone

Why do you not walk?

- Not safe –too many gangs
- Too dangerous- almost got killed by gunman
- Cars- speeding through
- Dogs- esp. Pitbulls

Do you ever take the bus?

- A lot of times
- Almost everyday- City Bus
- Hardly- don't ride the bus

Do you feel like you can go anywhere (outside of CH)?

- Yes, City Bus
- No, just walk everywhere
- When there is no car in the house, hard to get out

What do you think can be improved the most?

- Attacks by Gangs (because after sunset & middle of the night, hard to walk around especially without a car)

What are other things that need to be improved?

- Need more cops- at least once in a while or hiding out- to protect the community

- Community should work together → Different people from different countries can collaborate
- More Volunteers
- More events in City Heights
- Provide free rides for students to get to school

What are some solutions/ new methods to getting around?

- Bus should be cheaper- like a dollar
- Get a Big Van (18 people)
- Give bikes out through donations
- Provide cars for people to go together
- Free Bus for injured individuals, students, & elderly

Do you know anybody who has trouble getting around?

- Mom: 1 car in the family- 2 sisters who attend college & mom who works all share 1 car
 - Mom has to find someone to take her to work
 - Or sometimes she skips some days from work so girls can go to school
 - Dad gives mom a ride
- Friend who is injured → on crutches so hard to get around
 - Asks a friend to give him ride
 - Or calls someone he knows all the time

Where do you hang out?

- Park
- School
- Friend's House
- Neighbor's House
- Stay in the house

What is one word to describe transportation?

- Wheels
- Walking
- Motor Vehicle
- Bike

The following notes (in the color purple) are from Michelle Luellen and Saynab Dahir from a focus group conducted with 7 Somali Bantu young women on 2/25/11

What is transportation?

- Traveling
- Taking a bus
- Riding Bikes
- Taking the Train
- Something similar to a bus

What are some ways to improve transportation?

- More buses in CH
- Cheaper Bus Fares- like \$1.50
- Student passes for at least High School students (not \$36 at least \$15 for a student pass)
- Trolley in CH to get to Downtown & National City
- Get rid of the hills in CH – esp. the 2 long hills in Colina Park

What are some other ways for improvement?

- Buses should not take long time
- No Dogs in Buses!
- Saturday & Sunday: need more buses running
- Bikes should be secured- gets stolen frequently
- Weekends: Bus stops should be located near Masjids & our homes
- Free Bikes for students
- More streetlights & crossroads
- Fix alley flooding- esp. during rainy days- these are our means of getting around

Which areas of Colina Park do you reside in?

- 50th Street
- 49th Street
- 47th Street

How do you get around?

- Walking
- It's common for everyone in the area to walk around: to get to school & stores, friend's house, etc.
- Finding Shortcuts around CH- esp. since we walk too much

- Bike-although it's not safe

Do you feel you can go anywhere (out of CH)?

- No, because cars are speeding through too fast especially areas w/o crosswalks
- No, have to walk everywhere
- No, walking makes everything even farther to get to

What parts of SD do you feel are not connected well enough to CH?

- Beach

Who do you know has a hard time getting around?

- Old People
- Disabled
- Homeless
- Students
- Friend- lives in Bayview but still has to find rides to get to Crawford
- Us- we walk too much!

How would you advertise/market a new transportation service in CP?

- Put signs all over

How much should it cost?

- 2 pennies
- 50 cents
- No greater than \$5

(7 Somali Bantu young women, took place on the tennis court after school)

The following notes (in the color orange, highlighted in yellow and then gray) are from Saynab Dahir and CHCDC Community Engagement staff member Amina Adan who conducted individual one-on-one on-the-ground interviews with members of the Somali Community in mid-late March. Though, their strategy differed from the rest, I think the data here is still useful. Since most of the taxi drivers in Colina Park are Somali or East African, this data may be a useful window into that community.

Randy's observation: It appears that 2-3 people were a part of the following interview process.

Part One:

What do you like about transportation options in Colina Park?

- Transportation is good & buses are fine

What is your favorite part about living in Colina Park?

- Everything close by: Mosque, Gas Station, University Shopping Centers
- Tight knit community: everyone knows each other
- Somali Community: "Little Mogadishu"
- 54th- very quiet & peaceful area compared to the inner area of Colina Park

Do you feel you can get anywhere in SD from CP? Why or why not?

- Not, really because feel connected to neighborhood
- Yes, because I have my own car
- Yes, because I have access to a car

Part Two:

What are some parts of transportation in CP that you would improve?

- None
- Bus: especially the Bus on University needs to run later for those of us who work late after 10PM
- Buses-need to make it easier for residents to know the drop offs

What parts of SD do you feel are not connected to CP?

-

Who in CP needs more transportation options?

- Seniors
- Young children
- Youth
- Students

Do you feel you are aware of all the transportation options in CP?

- No not really
- I work so don't have time to use other transportation options since I drive myself

Is there anybody that you know who can't leave the house?

- No, everyone I know drives

Part Three:

What would a new transportation service for CP look like?

- Trains in the area

Where would it go?

- Lemon Grove
- Anywhere

How would you advertise/market it?

- Spread by mouth- since mostly everyone in the community knows each other
- Fliers

How much should it cost?

- \$5 or less-
- Nothing above \$5

Randy's observation: It appears that 2-3 people were a part of the following interview process.

Part One:

What do you like about transportation options in Colina Park?

- Bus: lots of stops so convenient for people to stop by my store
- Taxi Drivers: convenient for customers

What is your favorite part about living in Colina Park?

- Hot Spot for Somalis: get lots of customers and it's a lot better business here than where I used to work at 52nd & El Cajon
- "Little Mogadishu"
- I enjoy the actual Park itself

Do you feel you can get anywhere in SD from CP? Why or why not?

- Yes
- Yes, because of familiar faces & relatives are all here in SD
- Yes, I own a car

Part Two:

What are some parts of transportation in CP that you would improve?

- Sidewalk
- Street Light
- Bike Lane
- More trees on Sidewalk
- Get a crosswalk on 50th Street
- Roads need lots of improvement
- University should have expanded lanes
- Bigger Parking Lot

What parts of SD do you feel are not connected to CP?

- Paradise Hills: lots of Somali customers come from there but it's too far for them to come here often
- Miramar

Who in CP needs more transportation options?

- Seniors/Elderly
- High School Kids
- Youth
- Those without a car
- Newcomers who are beginning to transition

Do you feel you are aware of all the transportation options in CP?

- Yes
- No, not all of them. There are too many and I depend on my car mostly.

Is there anybody that you know who can't leave the house?

- Seniors: Especially those who are trying to get to the Mosque, here at 50th Street
- Newcomers because don't know the Community very well

Part Three:

What would a new transportation service for CP look like?

- Shuttle would be nice:
- More bus stops near residents' house

Where would it go?

- Shuttle Stops at 50th Street, 54th Street, Fairmount
- Bust stops at Senior complexes
- 50th Street in front of my store would be nice

Can you help pay for it?

- I'm willing to chip in some money
- Yes

How would you advertise/market it?

- By word: word spreads fast here!
- Signs
- Fliers

How much should it cost?

- No more than \$5 dollars
- \$1 would be nice!
- Free

The following notes (highlighted in jungle green) are from two Focus Groups conducted in the same day, April 12, 2011, by two honors students, Jhannel and Miguel, at Crawford High. Five students were present at the following focus group:

- Getting around Colina Park is easy if you know how the public transit works.
- Mobility works fairly good here
- Teens need more options
- Not aware of all mobility options out there
- CP would benefit from more busses, and cleaner busses.
- A new service that takes you anywhere would be nice
- Fee should only be \$1.75
- Use billboards to market service

Five students were at the following focus group held immediately afterwards:

- There are currently lots of bus stops
- Easy to get anywhere in Colina.
- Would be nice to have higher frequency of busses
- Asian community needs more mobility options. Mexicans do too since some commute from Tijuana.
- Not very aware of all current services. Not enough people ride the bus. Don't know where all the busses go.
- CP is scary. Dangerous go out by yourself.
- A service needs to go to the mall. Get tired of transferring all the time.
- Service/bus should only be \$1.00. \$5 is way too much to pay.
- Services should be marketed w/ commercials and at school

The following notes are compiled by Randy Van Vleck, Active Transportation Manager, from the Courtyard Terraces focus group on April 26, 2011. About 30 residents were in attendance:

Issues:

- Steep hills are difficult for elderly people and especially handicapped to get up and down.
- There is a food bank distribution that happens at Colina Park a couple blocks away but because the hills are so steep residents cannot even access the park w/o a car so instead they take the bus to a different food bank about a mile down the street. This is a missed opportunity.
- Taxi cabs won't pick you up from the grocery store after dropping you off. If they wait, the meter is running.
- Would be more likely to take taxi cab if cabbies were less rude, less assertive, and less aggressive about getting a tip. Some taxi cabbies don't offer help carrying bags.

- Can't carry groceries, bags.
- Streets, curbs, and sidewalks are too dangerous, poorly maintained. Cracks in sidewalk. Lack of lighting. These things are a barrier to accessing the park.
- Can't get access to special events happening in the region like Earth Day. They feel disconnected, immobile.
- Not having services requires some to hire a helper.
- Not aware of all the existing services
- Not enough local services
- Too expensive to take transit
- General poor connectivity
- One resident pointed out that when she moved here from La Mesa her car insurance rate increased.
- Due to their lack of mobility residents are forced to shop at local markets which a couple commented were too expensive.

Solutions/ideas:

- Door-to-door services
- Fixed van/shuttle that will pick up a group of people to shop at the same time.
- Any service should be wheelchair friendly
- Apparently there is already some type of service being provided by MTS Access. I think they said it costs \$4. Needs to be confirmed. Access service requires membership, which is according to one's health needs. This is an important resource for the community.
- There needs to be a shuttle. It should cost \$1. In that case, they won't mind tipping.
- Improve lighting. Especially on Dawson St.
- Should be a shuttle or similar direct service to special events, the Joan Kroc center, and hospitals, and City Heights Farmers Market.
- The building they live in is a great resource.
- Services should be more affordable
- Create more awareness about existing services
- Translation into multiple languages. There were 4-5 women there who only spoke Somali but were interested in the focus group.
- Shuttles to casino.
- Create a map of all services in the area.

Community Workshop Comments (8/11/2011)

FACTS Project does an excellent work serving the needs of the community and critically addressing the vital transportation problem in the Colina Park neighborhood.

- Saynab Dahir

Lower bus fares on bus pass. Have buses and trolleys run more often on Sundays.

- Maria Cortez

Car pooling for less pollution and good for the environment.

- Hamza

54th St. project is long overdue.

- Joyce Brown

Not just turn Orange Ave. into a bike route! Accessible bike lanes have more options! Even on El Cajon Blvd.

- Naomi Hernandez

Until BRT operates on El Cajon Blvd., I urge that there be more frequent buses for routes 15 and 1/1A. Bus stops along El Cajon and University desperately need improvement not only for safety, but also so riders can know of any route changes and be informed of real-time arrivals.

- Marisa Mangan

Now that budget cuts eliminated school busses, provide better city (MTS) buses and routes that are closer to the students' homes and their schools. Ahora que ya no hay presupuesto para buses de las escuelas, serio posible que pasaran los buses o mini buses mas cercas de las escuelas por seguridad y por lo retirado que estan areces las casas de antemano muchas gracias.

- Esperanza Gonzalez

Work with school police department at Ibarra and Euclid.

- Patrick Wafer

Need speed limit signs posted in alleys. Streets are in disrepair (potholes, etc.)

- Juan Bibiano

Thanks for these efforts! Safer streets, what a great idea! Has anyone else suggested "Bike Boulevards" / "Green streets" treatments for Orange Ave.? Reducing through traffic at some blocks might reduce car speeds and amounts – make it safer for kids and others. Bus bike racks now only hold two bikes. Add the 3-bike racks and increase capacity by 50%!

- Jim Baross

Need more organized bike rides to increase awareness, interest, and respect for bicyclists. Fix "bike lane" space on city streets that make biking treacherous (ruts catch tires, poor road conditions).

- T. Brooks

I think there needs to be a stop light at the top of the hill on Orange Ave. It is hard to see what is coming. The four-way stop sign is okay but the stop light would be better.

- Brenda Kissee

Anonymous Comments

Bike lanes were a good idea. We like them.

Heighten visibility of stroller-moms; cars unaware they're coming due to curb design. Remove barriers preventing drivers from seeing pedestrians as they approach intersections. Need more bike lanes and wider sidewalks.

Have electrical vehicles that include car parks and make it easier to see around. Make it kid and elderly friendly and make it cheap and fast.

I like the idea of providing improved pedestrian walkability and bike lanes.

Fix the sidewalks on El Cajon Blvd. where pedestrians walk in traffic, very important to businesses.

Maintain roads and sidewalks so that cycling and walking is not a hazard. Slower speeds to improve "neighborhood" and make it pleasant to walk in. Definitely improve and increase bus access especially on weekends and nights to allow residents more options to get around. Promote the idea of having neighborhood block parties to meet neighbors and create a cordial environment. Neighborhood watch groups that patrol the streets on foot are needed! Bicycle facilities (including bike lanes, bike parking).

Sharrows are not enough. Need beautiful grandiose bus stops to make transit riders proud!

Need flashing lights for pedestrian crossing at Winona & University. Improve actual street conditions, they are in horrible condition (Trojan, 52nd, 53rd, Estrella). Red or no parking at intersections because sometimes parked cars block view. Have alleys properly lighted and paved.

Need signal light at the top of the hill on Orange & 52nd.

With budget cuts school buses were cut so suggestion to have mini-bus or regular transit system close to schools.

I agree with mini-buses for the area, hills are steep.

Urban zipline (yeah I'll pay for that!)

More crosswalks that are designed around pedestrian needs.

Train motorists that pedestrians and bicyclists belong on the road / in the lane. Enforcement! Education!

Have bus stops at local businesses along El Cajon Blvd.

Community Workshop Comments (12/14/2011)

I really like the projects that are getting done and the future plans. I think those future plans are really going to improve our community. Hopefully I can get involved in the Academy to make some of these projects with my own hands! Well don't stop the projects going on here and make them succeed! Thank you for the helmet!

- Pedro Perez

This is my first meeting and I loved every minute of it. The City Heights community, in my opinion, needs to be altered. Streets should be smoothed out.

- Emmet Abay

I would go with Complete Streets + Shared Ride Taxi + Shuttle because there are a high number of people who can't afford cars or bus fares and have to walk.

- Michelle Burlaza

In my opinion, Complete Streets + Shared Ride Taxi + Shuttle will make the community better. Sometimes I wake up late or it's raining so I want to take public transportation but I don't have the money to pay for the bus fare. This would make it easier for a lot of students.

- Jesus Garcia

United Taxi workers would love to be involved in further conversations on how to provide Shared Taxi Services in the community. Also with redistricting we would like to know what communities would be serviced. We believe a voucher program would be more available through a local agency rather than a larger agency.

- Sarah Suez

Complete Streets + Shared Ride Taxi is a great plan.

- Oliver James

This is a great opportunity for those who use public transportation. My family and I like the idea of Complete Streets + Shared Ride Taxi + Shuttle.

- Harrell Jackson

Of the Two Improvements Visions, I choose Complete Streets + Shared Ride Taxi + Shuttle with a lift for wheelchair access.

- Sally Lemmie

Anonymous Comments

Of the Two Improvements Visions, I choose Complete Streets + Shared Ride Taxi.

Shared Ride Taxi.