

APPENDIX B: Table of all strategies and recommendations under SB125 (1)(f) as approved by the Task Force

This table is organized into three levels—principles, strategies, and policy recommendations—to best support the overall TTTF Report. **Principles** are high-level value statements that express what is needed to achieve our goals. The principles help group the other strategies, policy recommendations, and actions. **Strategies** represent the "issue areas," often drawn from SB 125 enabling legislation. Strategies are used to group the individual policy recommendations into an issue area. Lastly, **policy recommendations** are specific steps and initiatives that can be considered by stakeholders, such as the Legislature, State or local jurisdictions, or transit agencies.

The TTTF was subject to the [Bagley-Keene Open Meeting Act](#), which requires State bodies to conduct their meetings in public and adhere to specific procedures, including issuing advance notice of the meetings to the public and allowing members of the public to comment during the meetings. The TTTF included a robust public comment process. Numerous public comments were provided during the meetings, and many written comments were submitted to the SB 125 email box and posted on the [project webpage](#).

Task Force meetings were conducted according to [Rosenberg's Rules of Order](#). During the TTTF meetings, Task Force members reviewed the draft findings prepared by project staff and voted to approve, reject, or modify the draft strategies and policy recommendations (also prepared by staff). The TTTF Chair facilitated discussion amongst Task Force members and multiple public comment periods prior to calling for a motion. Any Task Force member could make a motion to approve, amend, or reject a recommendation, which required a second from another member. A motion passed with a majority vote of all 25 Task Force members (meaning 13 votes were needed for a motion to pass). **The principles, strategies, and policy recommendations below are written as voted on and approved by the Task Force.**

Note that references to regional agencies include metropolitan planning organizations (MPOs), regional transportation planning agencies (RTPAs), and county transportation commissions.

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---|--|--|
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | 1. Reprogram and re-focus existing revenues | Identify opportunities to support regions that reprogram FHWA formula funds for transit uses as allowable by law, by matching with State share dollars with a specific focus on helping eliminate the backlog and the Statewide unobligated balance to maximize overall revenue to the State via the August redistribution process. |
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | 2. Support local communities in raising revenues | Consider additional flexibility in the ability for transit agencies, regions, or voters to place measures on the ballot by allowing transit agencies and regions to have authority to place measures on the ballot for portions of their service areas or entire service area, similar to how cities can place taxes on the ballot without enabling legislation. |
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | 3. Generate new revenue through value-capture | Give transit and other government agencies the ability to sell air rights or other development incentives to create development opportunities above and near transit stations and facilities to generate additional revenue via sale and/or investment. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---|---|---|
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | 3. Generate new revenue through value-capture | Explore opportunities to allocate revenue from managed lanes and other forms of pricing in California's most congested regions to fund transit service, giving travelers reliable alternatives to driving alone. |
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | 3. Generate new revenue through value-capture | Update increment financing tools to make it easier for transit agencies to capture value and establish districts, with a specific focus on removing the number of bodies and votes that need to approve the creation of a TIF district. |
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | | Implement new State funding mechanisms to stabilize transit agencies in the near-term, increase and enhance transit service in the mid-term, and deliver transit service that aligns with the goals of the report over the long-term. |
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | | Implement new State funding mechanisms for transit capital projects that increase, enhance, and maintain transit service and delivers transit service that aligns with the goals of this report and other State mandates. |
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | | Create funding alternatives to replace fuel taxes, should include allowing transit operations and capital as an eligible expense (among other expenses) for funds raised from both passenger and commercial vehicles. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|--|--|
| Transit should be operationally and financially sustainable | New Options for Revenue Sources (1.f.6) | | Evaluate means to allow maximum flexibility to transit agencies when expending State transportation funds (e.g., Article 19). |
| Transit should be operationally and financially sustainable | Reforming the Transportation Development Act (1.f.4) | 4. Improve predictability of long-term funding | Remove farebox recovery penalty, require agencies establish plans and use future TDA funding to address deficiencies identified in audit process if not meeting goals. |
| Transit should be operationally and financially sustainable | Reforming the Transportation Development Act (1.f.4) | 5. Align Incentives | Use TDA working group to develop accountability mechanisms for when infrastructure owners are driving challenges for transit agencies by leveraging other sources of State funds. Leverage the triennial audit process to do so. |
| Transit should be operationally and financially sustainable | Reforming the Transportation Development Act (1.f.4) | 5. Align Incentives | Update other formulaic funding programs (i.e., LCTOP, SGR) to align with revisions to TDA reporting requirements and incentives. |
| Transit should be operationally and financially sustainable | Reforming the Transportation Development Act (1.f.4) | 5. Align Incentives | Update TDA to better align to criteria in State discretionary investment programs. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|--|---|
| Transit should be operationally and financially sustainable | Reforming the Transportation Development Act (1.f.4) | 5. Align Incentives | Establish clear, peer-based performance metrics for agencies to follow. Account for sectorial issues (i.e., recessions, loss of sales tax revenue) inside the performance measures and inside TDA accountability process. |
| Transit should be operationally and financially sustainable | Reforming the Transportation Development Act (1.f.4) | 6. Simplify reporting requirements for funding & increase transparency to the public | Establish a working group with statutory deadlines for draft and final metrics & performance measures that includes regions, transit agencies, State agencies to be updated every 4 years in lieu of farebox recovery and cost inflation penalties. |
| Transit should be operationally and financially sustainable | Reforming the Transportation Development Act (1.f.4) | 6. Simplify reporting requirements for funding & increase transparency to the public | Provide additional technical assistance to agencies to meet reporting requirements, aim to shift reporting burden to the State based on existing NTD and GTFS data. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 7. Reduce administrative burden | Streamline grant and TDA reporting processes to a single report, determine a single California State agency to manage reporting across all programs, grants, on a unified application. Align this report to information already collected in the NTD reporting process. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 7. Reduce administrative burden | Create a Statewide, publicly accessible dashboard allowing members of the public and agencies to view the data collected and performance information for each agency. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---------------------------------|---------------------------------|--|
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 7. Reduce administrative burden | Reduce the timeline for distribution of funds and allow flexibility and guarantees where possible inside each grant program. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 7. Reduce administrative burden | Build capacity at the Statewide level to manage and distribute funds effectively and within clearly defined KPIs and time limits. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 8. Simplify granting | Consolidate, standardize, digitize, and streamline State grant applications to reduce administrative requirements and decision and distribution timeline. Allow one State grant application to be used for multiple grant programs or funding types. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 8. Simplify granting | Create and maintain a master agreement between each applicant agency and the granting agency so that repetitive terms and boilerplate for all grants are in a single document rather than executed ad hoc with each grant. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 8. Simplify granting | Encourage consolidation of grant programs across State agencies to reduce duplication. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|---|---|
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 8. Simplify granting | Organize the grant administration system around the recipient and not around the project so that grantors and recipients can see their historical grants and track their progress. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 8. Simplify granting | Create an opt-in capacity for rural and small agencies to receive assistance with grant applications, compliance, and reporting requirements, recognizing that they may lack sufficient staff to understand their eligibility, compete effectively or ensure full compliance. |
| Transit should be operationally and financially sustainable | Oversight and Reporting (1.f.5) | 8. Simplify granting | Offer rural and small agencies technical assistance in initiating their projects so that preliminary engineering and project costs are known in advance of applying for funding. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | Utilize NEPA oversight delegation authority at Caltrans or CAHSR to complete NEPA in an expedited manner. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | The Legislature could consider, in order to limit delays and change orders, require that stakeholders waive rights and limit design changes beyond certain phases for high priority and complex transit and rail projects, to ensure that scope doesn't change. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|---|---|
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | Consider legislation to limit timelines for permitting agencies to engage or risk waive rights to future legal objections to project if they do not engage in the earlier phases. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | Formalize service-led planning to reduce construction costs and develop clear roles and responsibilities between State, regional agencies, transit agencies, or local jurisdictions. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | Explore ways to allow alternative procurement methods, such as Construction Manager/ General Contractor (CMGC) or Construction Manager at Risk (CMAR), Statewide, rather than just at certain agencies, per current law. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | The Legislature could consider allowing infrastructure owners (inc. transit agencies) to have master permitting authority for priority rail projects to reduce delays and costs. Alternatively allow for by-right permitting of certain types of transit projects to prevent extractive permitting processes by infrastructure owners. Additionally, give Transit agencies franchise rights with utilities, similar to cities, to reduce the cost of utility relocations. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|---|---|
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | The Legislature could consider streamlining certain types of permits, while making other permits by right for high priority transit projects. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 9. Reduce timelines to deliver capital projects | Establish opt-in Statewide design guidelines for transit and rail projects interaction with the public right of way. Ensure that public agencies that do not use them don't affect the funding of projects. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 10. Grow public-sector capacity | Develop guidance for development of business cases and enhance benefit cost analysis, including project scope, cost, schedule, risks, and technical assistance, for various funding programs and grant applications with a goal of more robust decision making and supporting federal investment. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 10. Grow public-sector capacity | Procure project delivery software that can be used by transit agencies, local jurisdictions, and regional agencies. |
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 10. Grow public-sector capacity | Develop an inventory of standard materials costs, and lower cost of materials with volume buying. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|---|--|
| Transit should be operationally and financially sustainable | Capital Construction Costs and Timelines | 10. Grow public-sector capacity | The Legislature could consider authorizing regional collaboratives to develop institutional expertise, available for project consultation along with a Statewide center of excellence to aid with hiring. Consider possible new models for project delivery that rely on larger organizations to deliver megaprojects, such as a shared single project delivery organization per region. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 11. Encourage review and discussion of ICT requirements and solutions | Review and discuss ICT requirements, solutions, and impacts (such as service levels) in their entirety by a separate dedicated Statewide task force with recommendations to the administration and Legislature. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 12. Coordinate with and incentivize manufacturers to collaborate on zero-emission bus and paratransit vehicle fleet | Collaborate on creating and purchasing standardized specifications of zero-emission buses and paratransit vehicles to allow suppliers to scale production. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 13. Streamline procurement requirements and timelines | Allow agencies to opt-in to regional or Statewide joint procurement contracts to aggregate demand, and reduce costs for buses, parts, components, energy (e.g., with utilities, hydrogen providers), and other technologies expanding upon DGS' existing procurement. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|---|---|
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 13. Streamline procurement requirements and timelines | Authorize grantee agencies to use job order contracting (JOC) authority to streamline maintenance and reduce project costs, avoiding the need for continuous procurement for routine work. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 13. Streamline procurement requirements and timelines | Expand Master Service Agreements (MSAs) for rolling stock and transit technology purposes to be administered through DGS or California Association of Coordinated Transportation (CalACT). |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 14. Encourage shared maintenance and infrastructure support | Consider building out or facilitating the creation of shared facilities at known sites, allow legislatively for easier interagency agreements, procurements, and ownership. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 14. Encourage shared maintenance and infrastructure support | Encourage transit agencies to consider shared training programs and for the State to invest in apprenticeship programs (e.g., on vehicle maintenance). |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 14. Encourage shared maintenance and infrastructure support | Amend State rules and procedures to allow for co-location for charging and fueling, as an opportunity to partner with schools and Caltrans, and to charge private freight to use charging facilities. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---|---|--|
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 15. Advise State to provide opt-in technical assistance for asset management capabilities | Develop opt-in Statewide capacities to assist transit agencies with project delivery and asset management. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 15. Advise State to provide opt-in technical assistance for asset management capabilities | Provide technical assistance for agencies that request it in identifying and prioritizing routes for fleet transitions that are most suitable for either electric or hydrogen buses. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 16. Procure or create software and digital tools for asset management | Procure centralized software for asset management tools and predictive maintenance (or adding to California's Software Licensing Program) and make it available to all agencies, with their oversight and input. |
| Transit should be operationally and financially sustainable | Transit Fleet and Asset Management (1.f.1.F) | 16. Procure or create software and digital tools for asset management | Create life-cycle cost assessment tools under a similar, shared services model. |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Expand partnerships with K-12 education, community colleges, trade schools, and re-entry programs and other programs to increase size of candidate pool and train potential candidates. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---|--|--|
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Create a centralized job board for transit agencies that are in the same transit region to advertise vacancies, share a talent pool, and better match candidates to positions. |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Create a Statewide campaign to increase interest in careers in public transportation. |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Re-evaluate age requirements for bus operators. |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Align Federal and State regulations around drug tests, particularly as it relates to marijuana. |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Create an on-the-spot in-person interview and hiring process and provide on-site examination for operators rather than requiring applicants to go test at the DMV. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---|---|---|
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Allow in-house examiners to fulfil the certification requirements through tests administered to multiple transit agencies within a region (i.e., instead of current 10-test requirement). |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 17. Expand candidate pool and reduce barriers to entry for transit roles | Establish a shared pool of vehicle simulators distributed across agencies within a region to expedite the certification process, especially for smaller transit agencies. |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 18. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways | Create centralized training programs that can be used by agencies in the same transit area in coordination through labor partners (e.g., through trade schools and fund placements). |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 18. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways | Standardize credentials, curriculums, and onboarding materials that can be recognized across transit agencies. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---|---|---|
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 18. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways | Connect transit agencies to academic institutions (e.g., community colleges) or other entities to train employees for emerging skill requirements (e.g., maintenance of electric vehicles and autonomous vehicles). |
| Transit should be operationally and financially sustainable | Workforce Recruitment, Retention, and Development (1.f.3) | 18. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways | Encourage transit agencies to establish formal mentorship, apprenticeship, or shadow programs to provide new employees with visibility into roles a few levels above. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 19. Provide dedicated safety and security funding. | Provide dedicated funding for improving safety infrastructure (e.g., protective barriers, lighting) at transit stations and bus stops, and employing safety-related personnel. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 19. Provide dedicated safety and security funding. | Provide dedicated funding for de-escalation and violence mitigation training specific to transit employees. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 19. Provide dedicated safety and security funding. | Allow transit agencies to be eligible for homelessness funding programs. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|-----------------------|---|---|---|
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 20. Ensure coordination at the Statewide level between agencies. | Develop Statewide safety and security standards (e.g., guidance on directing individuals to wraparound services, addressing mental health and substance abuse challenges). |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 20. Ensure coordination at the Statewide level between agencies. | Examine opportunities to regionalize prohibition orders within the existing legal framework. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 20. Ensure coordination at the Statewide level between agencies. | Encourage commercial development (e.g., platform kiosks, station stalls, exterior shops) at stations to improve perceived safety. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 20. Ensure coordination at the Statewide level between agencies. | Implement surveys for priority populations (e.g., seniors, women) to monitor safety of transit systems. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 21. Improve coordination with H&HS Agencies to ensure comprehensive health-related safety and security responses. | Increase presence of safety professionals on transit systems through safety ambassadors, crisis intervention specialists, and/or uniformed officers, leveraging coordination with local police departments. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|-----------------------|---|---|--|
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 21. Improve coordination with H&HS Agencies to ensure comprehensive health-related safety and security responses. | Coordinate with health and human services agencies to implement services for unhoused people on and around transit systems. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 22. Implement physical security measures for frontline transit workers and riders. | Install protective doors for bus operators consistent with safety operations and per union agreement. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 22. Implement physical security measures for frontline transit workers and riders. | Improve surveillance and response capabilities by constructing emergency communications equipment and systems, increasing security cameras, and quality of cameras and implementing technology to identify prohibited individuals. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 22. Implement physical security measures for frontline transit workers and riders. | Update signage in and around stations for better navigation and safety, including reducing speed limits around transit stops. |
| Safety is fundamental | Safe and Clean Environment for Passengers and Operators (1.f.1.C) | 22. Implement physical security measures for frontline transit workers and riders. | Increase lighting and other safety features in the areas surrounding transit stations to ensure safety on a first/last mile trip. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|----------------------------------|--|--|
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 23. Standardize, support, and scale transit priority infrastructure. | Establish Statewide procurements for technology, equipment, and materials that are needed for Transit Signal Priority (TSP), preemption, and other infrastructure that can be leveraged to lower costs and encourage standardization. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 23. Standardize, support, and scale transit priority infrastructure. | Update the California Manual on Uniform Traffic Control Devices (CA MUTCD) to include TSP and preemption for transit routes where applicable. Create TSP guidelines & standards that can be leveraged in any jurisdiction. Work to encourage collaboration between cities and agencies to enable TSP at scale. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 23. Standardize, support, and scale transit priority infrastructure. | Encourage implementation of transit priority and bus rapid transit (BRT) features on the State right of way, such as bus-only lanes or queue jumps and ensure that the State Highway Network can be used by transit riders. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 23. Standardize, support, and scale transit priority infrastructure. | Make permanent the authorization for transit agencies to use readily available camera technology to discourage illegal parking in transit-only lanes and at transit stops where parking is already prohibited under existing law, as well as other violations. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|----------------------------------|--|---|
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 24. Expedite delivery of transit-supportive infrastructure and strategies. | Allow for exemption or preemption of local and State permitting requirements on identified priority transit routes. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 24. Expedite delivery of transit-supportive infrastructure and strategies. | Make permanent SB 922 CEQA exemptions for transit prioritization projects, general purpose lane to bus-only lane conversions, highway shoulders to part-time transit lanes conversions. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 24. Expedite delivery of transit-supportive infrastructure and strategies. | Establish a by-right permitting mechanism for transit infrastructure – bus shelters, transit priority, TSP, etc. inside local jurisdictions and on the State right of way. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 24. Expedite delivery of transit-supportive infrastructure and strategies. | Establish a Statewide TIGER team to assist with the implementation of BRT and Bus Only lanes Statewide to assist with planning, engineering and implementation in all jurisdictions. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 24. Expedite delivery of transit-supportive infrastructure and strategies. | Establish a streamlined process for adding stops and stations, and a process that involves members of the transit riding community before a stop or station can be removed. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|----------------------------------|--|--|
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 25. Coordinate and collaborate to deliver infrastructure across jurisdictions. | Develop a framework on roles and responsibilities for TSP and BRT implementation for use Statewide. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 25. Coordinate and collaborate to deliver infrastructure across jurisdictions. | Convene a Statewide working group for local jurisdictions, regional agencies, and transit agencies to discuss and solve common issues in implementing TSP. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 26. Establish flexibility with State funding sources. | Fund planning and engineering resources at the State level for easier implementation of transit priority infrastructure at the local level. |
| Provide fast, reliable, connected, and convenient transit services | Transit Prioritization (1.f.1.D) | 26. Establish flexibility with State funding sources. | Update State funding programs and guidelines to encourage the delivery of transit priority infrastructure. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|--|--------------------------|--|
| Provide fast, reliable, connected, and convenient transit services | Service and Fare Coordination or Integration (1.f.1.A) and Coordinated Scheduling, Mapping, and Wayfinding (1.f.1.B) (1.f.1.A and 1.f.1.B) | 27. Ensure State support | Provide technical assistance to transit agencies that request it through a Statewide identity verification program that transit agencies can use to verify discounted fares. |
| Provide fast, reliable, connected, and convenient transit services | Service and Fare Coordination or Integration (1.f.1.A) and Coordinated Scheduling, Mapping, and Wayfinding (1.f.1.B) (1.f.1.A and 1.f.1.B) | 27. Ensure State support | Develop tools and technical assistance and funding to help incentivize inter-operability between payments systems Statewide. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|--|--|---|
| Provide fast, reliable, connected, and convenient transit services | Service and Fare Coordination or Integration (1.f.1.A) and Coordinated Scheduling, Mapping, and Wayfinding (1.f.1.B) (1.f.1.A and 1.f.1.B) | 27. Ensure State support | Recommend opt-in common data collection, analysis, and publication standards across agencies to improve interoperability (e.g., General Transit Feed Specification, Operational Data Standard, TIDES) to local and regional agencies. |
| Provide fast, reliable, connected, and convenient transit services | Service and Fare Coordination or Integration (1.f.1.A) and Coordinated Scheduling, Mapping, and Wayfinding (1.f.1.B) (1.f.1.A and 1.f.1.B) | 27. Ensure State support | Develop tools and provide opt-in support for regions and agencies for service planning to support other recommendations and help facilitate interregional planning. |
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 28. Ensure consistent and flexible funding for active transportation and first- and last- mile access to transit | Increase funding for active transportation (e.g. Active Transportation Program funding) with reduced variability from year-to-year, to increase first and last mile access to transit. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|--|--|---|
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 28. Ensure consistent and flexible funding for active transportation and first- and last- mile access to transit | Reduce administrative burden to improve the use of existing and new State funding for active transportation projects. |
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 29. Reform planning process to improve access to transit | Empower and resource regional agencies to designate key transit hubs and stations, in consultation with cities, counties and transit agencies, where clear standards and wayfinding will apply. |
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 29. Reform planning process to improve access to transit | Streamline permitting processes and timelines for delivering active transportation projects near transit hubs and stations. |
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 29. Reform planning process to improve access to transit | Assess conditions and collect data on sidewalks, mobility lanes, and transit hubs and create GIS maps highlighting existing accessibility infrastructure, including sidewalk quality and continuity, street furniture such as benches and lighting, and transit hub features such as signage and shelter to identify and address locations. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|---|--|---|
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 29. Reform planning process to improve access to transit | Create a Statewide registry of bus stops, each with a unique ID, and include stop amenity information. |
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 30. Coordinate and collaborate to provide first- and last- mile access to transit across jurisdictions | Ensure interagency coordination on first- and last- mile planning, implementation, and maintenance between Caltrans, regional agencies, local jurisdictions, CBOs, and transit agencies. |
| Provide fast, reliable, connected, and convenient transit services | First- and Last-Mile Access to Transit (1.f.1.E) | 30. Coordinate and collaborate to provide first- and last- mile access to transit across jurisdictions | Create opt-in State Purchasing Schedule agreements for bikeshare infrastructure, service providers, and participants in California e-bike incentives and bike lending programs. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 31. Coordinate paratransit services efficiently between transit agencies and non-profit, private, and healthcare providers | Empower transit agencies to provide more 'one-seat ride' services, or services to limit the number of transfers when services originate and/or end within an agreed upon expanded service area by creating frameworks for revenue sharing and paratransit service coordination. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|---|--|---|
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 31. Coordinate paratransit services efficiently between transit agencies and non-profit, private, and healthcare providers | Encourage healthcare providers and social service providers to engage in strategic planning with transit operators to better plan and coordinate public and private transport to healthcare in jurisdictions, to identify optimal times for healthcare appointments, allowing for shared rides. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 31. Coordinate paratransit services efficiently between transit agencies and non-profit, private, and healthcare providers | Change Medi-Cal managed care reimbursements to a per capita payment model per trip (rather than per medical recipient). Use ongoing revenue streams to subsidize and reimburse transit agencies that provide micro transit and paratransit services. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 32. Develop customer-facing and backend tools to improve the process of booking and dispatch of rides | Encourage transit operators to improve information describing paratransit services and required eligibility documentation to use paratransit services and the ride request process. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 32. Develop customer-facing and backend tools to improve the process of booking and dispatch of rides | Create an ADA accessible Statewide eligibility verification service for transit agencies that provides information on service eligibility and Medi-Cal/Medicaid enrollment. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|---|---|--|
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 32. Develop customer-facing and backend tools to improve the process of booking and dispatch of rides | Provide opt-in software services to transit operators to optimize digital booking, dispatch and/or routing to increase operational efficiency and reduce wait and trip times. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | Improve accessibility of transit stops for all riders | Conduct inventories of transit stop accessibility (e.g., ramps, wayfinding/signage, audio announcements) in line with the Master Plan for Aging initiatives, and explore Statewide standards and guidelines for access to transit information. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 33. Reform planning process for paratransit | Utilize ADA transition plans to guide spending, including identifying accessibility barriers, outlining methods for modifications, scheduling of improvements, and assigning responsibilities for implementation/ |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 33. Reform planning process for paratransit | Prioritize expanding subsidized housing near transit for seniors and people with disabilities to increase their access to transportation. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|---|---|---|
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 33. Reform planning process for paratransit | Explore options to better serve ADA needs including discounted or free travel on fixed route or discounted taxis rides. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 33. Reform planning process for paratransit | Identify partners to enhance information on public and private paratransit service offerings to make it easier for users to book rides and compare trip options, cost, and accessibility features. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 33. Reform planning process for paratransit | Provide technical assistance to transit operators without paratransit, or the transit providers that don't have a certification process for eligibility (and combine that with State guidelines for eligibility). |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|--|---|---|---|
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 34. Explore options to improve funding mechanisms for paratransit | Conduct a needs assessment for accessible transportation in CA, covering the following topics: funding for paratransit due to increased demand of paratransit and service improvements, including in areas not currently covered by paratransit. Align needs assessment with the goals listed in the Master Plan for Aging Initiatives and address concerns, with robust public engagement with people with lived experience. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 34. Explore options to improve funding mechanisms for paratransit | Encourage cost sharing agreements between transportation providers and healthcare providers, including improving Medi-Cal cost recovery programs for operators. |
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 34. Explore options to improve funding mechanisms for paratransit | Review and reconsider ICT requirements for paratransit vehicles. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|---|---|---|
| Provide transit that is accessible and easy to use for all | Accessible Transportation and the Transit Needs of Older Adults and Persons with Disabilities | 34. Explore options to improve funding mechanisms for paratransit | Provide greater flexibility to regional agencies to determine priorities for Section 5310 funds. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 35. Encourage transit-supportive land uses | Identify all land around transit stations open to joint development, including land owned by transit agencies and Caltrans that is eligible for TOD. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 35. Encourage transit-supportive land uses | Examine opportunities to price on-street parking and unbundle new off-street parking from residential and commercial developments within 0.5 mile of transit. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 35. Encourage transit-supportive land uses | Create the ability to allow transit agencies to sell air rights to create development opportunities above transit stations and facilities. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 35. Encourage transit-supportive land uses | Create bench of pre-vetted TOD property developers for use by transit agencies Statewide to pursue joint development abilities. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|--|--|
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 36. Coordinate transit and land use planning | Support the Statewide strategy for transit-supportive land use to address both transit and housing objectives, including setting out Transit Oriented Development (TOD)-specific objectives and guidelines that consider potential social equity impacts and interests of private developers to increase housing near transit. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 36. Coordinate transit and land use planning | Give transit agencies the ability to review and comment on City Transportation Demand Management (TDM) plans. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 36. Coordinate transit and land use planning | Encourage HCD to include additional transit-supportive land use policies in qualifying for pro-housing designation. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 36. Coordinate transit and land use planning | Encourage transit agencies to include analysis and evaluation of land use and value capture opportunities into their transit enhancement and expansion plans. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|--|---|
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 36. Coordinate transit and land use planning | Leverage, where possible, Caltrans-owned and other State-owned land to reduce upfront land costs to jumpstart TOD projects. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 37. Provide education, incentives, or funding to developers and agencies | Explore State agency support to provide loans with lower interest rates to developers for qualifying TOD projects. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 37. Provide education, incentives, or funding to developers and agencies | Engage pension funds to explore investment opportunities to support qualifying TOD projects (e.g., for direct land acquisition by transit agencies and/or local jurisdictions). |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 37. Provide education, incentives, or funding to developers and agencies | Where possible, create pre-permitted project opportunities to encourage public-private partnerships. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 37. Provide education, incentives, or funding to developers and agencies | Provide incentives or funding to support transit agencies, MPOs, and/or cities that meet TOD objectives and other mandates (e.g. decarbonization). |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|--|---|
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 37. Provide education, incentives, or funding to developers and agencies | Set up State team to provide support on TOD to local jurisdictions and transit agencies. |
| Develop high quality public transit systems to support complete communities | Changes to Land Use, Housing, and Pricing Policies (1.f.2) | 37. Provide education, incentives, or funding to developers and agencies | Ensure State agencies coordinate land use and transportation planning and permitting regulation and guidance to reduce contradicting policies and complete projects with sufficient housing and transportation. |
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 38. Create Statewide conditions for greater value capture from transit | Clarify the Surplus Lands Act to prioritize affordable housing and commercial development on land owned by public agencies near major transit hubs. |
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 38. Create Statewide conditions for greater value capture from transit | Assess the multiplier effect of public transit investments and create mechanisms that could allow transit agencies to become an equity partner and/or capture this value (e.g., through taxes, transit passes). |
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 38. Create Statewide conditions for greater value capture from transit | Create a tax increment financing tool specifically for transit-oriented development or modify an existing one (e.g. NIFTIs) to enable transit agencies with more effective value capture options. |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|--|--|
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 38. Create Statewide conditions for greater value capture from transit | Create a new dedicated entity to reform redevelopment to meet current needs for transit and housing but avoid pitfalls that affected redevelopment. |
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 38. Create Statewide conditions for greater value capture from transit | Streamline the Surplus Lands Act to increase effectiveness in delivering homes and communities near transit. |
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 38. Create Statewide conditions for greater value capture from transit | Establish supplemental funding sources through value capture strategies |
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 39. Provide State incentives and technical assistance to support transit agencies on value capture | Provide funding and/or technical assistance to agencies to support value capture opportunities (e.g., grants to hire specialists for in-sourced opportunities such as advertising, joint development, and install EV chargers and hydrogen re-fueling facilities on agency-owned parking areas). |

| Principle | Legislative Section | Strategy | Policy Recommendation |
|---|--|--|--|
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 39. Provide State incentives and technical assistance to support transit agencies on value capture | Create State Purchasing Schedules to make expertise in revenue generation opportunities available to transit agencies to lower costs (e.g., California tourism passes, professional sports teams). |
| Develop high quality public transit systems to support complete communities | Transit-Oriented Development and Value Capture of Property (1.f.7) | 39. Provide State incentives and technical assistance to support transit agencies on value capture | Invest in transportation projects that have a value capture strategy, when practical. |