Master Version
TTTF Draft Report

Version History

Version #	Date	Notes
0.1	3/17/2025	Drafted narrative content in Sections 2, 3, and 4
0.2	4/16/2025	Revised Section 2 and drafted Executive Summary to address Task Force feedback

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Executive Summary

California stands at the threshold of a bold new era in public transportation—one where transit is not just a service, but a cornerstone of a more equitable, sustainable, and prosperous future. With the right investments and policies, the State has a once-in-a-generation opportunity to build a world-class transit system that meets the moment on climate, housing, and community resilience.

Transit is more than just a way to get from place to place—it is a vital component in California's vision for more equitable, prosperous, and environmentally sustainable future. Forward-thinking legislation like AB 32 (2006), SB 375 (2008), and SB 43 (2013) has laid a powerful foundation by recognizing transit as a cornerstone of the State's ambitious climate goals. These laws elevate public transit as not only a solution to reducing greenhouse gas emissions, but also as a catalyst for reimagining how Californians live, move, and connect. From integrated regional planning and transit-oriented development to clean energy innovation, California is charting a path where transit drives progress across every corner of the State.

In addition, California's recent housing legislation—such as AB 2011 (2022), SB 6 (2022), and SB 423 (2023)—underscores a growing commitment to building vibrant, transit-connected communities where people can thrive without needing to rely on a car. By unlocking housing opportunities along commercial corridors and near high-quality transit, these laws are paving the way for walkable neighborhoods that are affordable, accessible, and sustainable. They break down outdated zoning barriers and accelerate the creation of homes in the very places where transit can offer the greatest benefit—connecting residents to jobs, schools, services, and each other. Together, these visionary policies lay the foundation for a more inclusive and climate-resilient California.

Across California, innovative transit initiatives are already proving what is possible when we invest in people, safety, and community. BART's Ambassador Program has redefined the rider experience by fostering a sense of presence and care on the system, helping restore trust and safety for thousands of daily riders. In Los Angeles, a groundbreaking, collaborative approach to Measure M united communities and secured transformative, long-term funding to reshape regional mobility. And when disaster strikes, transit acts as a lifeline, playing a critical role in mass evacuations and emergency response, such as during California's recent wildfires. These successes show that when transit is supported, it becomes more than

infrastructure—it becomes an engine for resilience, equity, and shared prosperity.

Transit in California is at a pivotal moment—facing real challenges, yet holding immense promise. Declining ridership, rising costs, and outdated funding models test the resilience of our systems, even as operators navigate the effects of complex social issues (including the impacts of homelessness, substance use, and mental health crises on transit systems). Still, transit remains essential to achieving California's boldest goals: a livable climate, equitable access to opportunity, vibrant communities, and a thriving economy. With courageous leadership, smart policy, and sustained financial investment, we can transform public transit into a fast, reliable, and dignified alternative to driving—one that connects millions more people to what matters most. By building transit-supportive housing, stabilizing funding, and embracing innovation, California can lead the nation in creating a transportation system that is truly built for the future.

Vision

Option 1: Public transit is the backbone of a prosperous, climate-resilient, and equitable California—empowering every Californians to move freely, reliably, and sustainably.

Option 2: Public transit can once again be the mode of choice to shape a sustainable, equitable, and prosperous future for California.

Option 3: Public transit can be the first and best choice for California residents and visitors, delivering mobility, connection, and a more sustainable, equitable future.

1. Background: SB125 and the Transit Transformation Task Force

The Transit Transformation Task Force (TTTF or Task Force) was established through SB125 (Chapter 54, Statutes of 2023), which required CalSTA to convene selected transit leadership and subject matter experts from the State, local agencies, academic institutions, nongovernmental organizations and other transit stakeholders. The Task Force's mandate was to develop policy recommendations to grow transit ridership and improve the transit experience for all users. CalSTA, in consultation with the Task Force, must prepare and submit a report of findings and policy recommendations to the Legislature by October 31, 2025.

To develop these findings, the Task Force met [placeholder] times around the State between December 2023 and October 2025 to discuss and develop recommendations on the topics stipulated in SB125. The Task Force followed the Bagley-Keene Open Meeting Act Guidelines.

In addition to the Task Force meetings CalSTA formed a Technical Working Group (TWG) as an advisory body to support the Task Force. TWG members included representatives from CalSTA, Caltrans and technical partners who were identified as subject matter experts. The TWG members attended monthly meetings to provide expertise and insight on key transit topics for the Task Force to consider.

Lastly, CalSTA conducted over [placeholder] individual interviews with subject matter experts (SME), including TTTF, TWG members and other individuals identified by the Task Force and TWG as experts in their field. The information obtained during SMEs interviews were used to inform TWG and Task Force meetings.

2. Recent California Transit Trends and Challenges

Public transit in California is at an inflection point. Across the State, overall transit ridership has decreased, while transit reliability and security have deteriorated. Simultaneously, the costs to operate transit has risen faster than inflation, causing some California transit agencies to face immediate funding challenges in a post COVID revenue environment. However, the state also has ambitious climate goals, requiring a reduction of VMT by 30% from 2019 levels by 2045 to meet these goals.[1] A transformed transit system is needed to meet California's safety, equity, climate, and economic goals. Public transit created the original cities and streetcar suburbs of California, and in the 21st century, public transit can once again be the mode of choice.

Some of the recent California transit trends and challenges include:

- **Regulatory and policy barriers** that hinder progress on delivering effective transit solutions. These include outdated regulations, the absence of transit-first policies, and limited local control over streets for transit operations. The mandated transition to zero-emission vehicles poses additional operational and financial challenges for agencies. Within the context of TDA reform, agencies have also struggled to meet farebox recovery and STA efficiency requirements under current State law, further constraining their ability to serve riders. Additionally, uncertainty around the future of cap-and-trade—beyond just market fluctuations—raises concerns about long-term funding stability. The program is set to expire in 2030, and the lack of clarity around its reauthorization, potential design changes, and the role of transit within future iterations of the program creates a significant planning and investment risk for agencies that rely on these funds for capital and operations.
- **Transit ridership has been declining over time,** and this decline accelerated during the COVID-19 pandemic. Transit ridership in California had already started to decline in the 2010s with ridership falling by approximately 11% from 2010 to 2019. One driver could be slower service, as bus speeds declined 7% from 2002 to 2019.[2] California transit ridership reached its low in April 2020 during the pandemic, with bus boardings down by 73% and rail boardings down by 84% compared with the previous year.[3] This required transit agencies to rethink routes and frequencies and shift policies to meet demand in a post-COVID

[1] California Air Resources Board 2022 Scoping Plan Appendix E Sustainable and Equitable Communities
[2] Ridership and bus speed data from the National Transit Database
[3] University of California Institute of Transportation Studies: Changing Transit Ridership and Service During the COVID-19 Pandemic (2022), pg. 1.

environment. While ridership has improved following the pandemic, the number of passenger trips is still approximately 40% lower than it was in 2010. However, this recovery is uneven, with higher performing transit, such as the Van Ness BRT, increasing ridership to 130% of pre-pandemic levels.[4]

- **COVID-19 changed the way in which riders use transit.** Before the pandemic, transit patterns typically followed a traditional commuting pattern—riders came into a central business district in the morning and leave in the evening. However, after the pandemic travel patterns became less predictable, with more riders traveling during the day to different locations for a variety of reasons. This increase in "anywhere-to-anywhere, all-day travel" represented a departure from the traditional commuter pattern. However, servicing these trips is key to making transit work for all, as the historical CBD oriented systems failed to meet the needs of many Californians.
- **Transit reliability has declined.** Despite transit agencies spending more on operating expenses, service reliability generally deteriorated, falling by about 18% across all modes.[5] While some transit agencies have improved reliability by adopting newer fleets and preventative maintenance practices, others have faced unexpected operational challenges that have led to less reliable service.[6]
- **Safety is a growing concern.** The number of assaults on California public transit doubled between 2013-2023, leading to numerous strategies to lower the crime rates on public transit.[7] Agencies such as BART and LA Metro have increased police and community support officers on their transit systems, which has begun to reverse these trends. Finally, the state's housing and homelessness crisis have presented challenges for operators, who are ineligible for state homelessness assistance and support funding compared to peers such as cities and counties.
- **Costs have increased, contributing to near-term funding challenges.** Transit agencies in California are facing increasing financial pressures as costs have risen faster than inflation. Over the past decade, operating expenses have grown approximately [13-18% - TBC] above inflation and capital costs have increased by about [2-6% - TBC] above inflation.[8] State transit agencies' revenues have grown about [18%- TBC] for this same time period.[9]

[4] National Transit Database (2012-2023). Number of unlinked passenger trips. Full citation forthcoming.
[5] Service reliability as measured by mean distance between failures (MDBF). Full citation forthcoming.
[6] Full citation forthcoming.
[7] Full citation forthcoming.
[8] National Transit Database data on operating expenditures and capital costs. Full citation forthcoming.
[9] National Transit Database growth in total funding from 2013 to 2023. Full citation forthcoming.

- **Some transit agencies are facing a near-term funding crisis.**[10] Agencies that relied heavily on passenger fares (e.g., farebox recovery revenue), such as BART in the Bay Area, Metrolink in Southern California, and Caltrain in Northern California, face fiscal cliffs due to decreased ridership and increased operating costs. Additionally, agencies like the San Francisco Municipal Transportation Agency (SFMTA) have lost revenue from other sources such as parking fees, which have dropped by about 30% compared to pre-pandemic levels.[11] Temporary federal relief funds, such as those from the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the Coronavirus Response and Relief Supplemental Appropriations (CCRSA) Act, helped mitigate these shortfalls but are now either depleted or nearing exhaustion.[12]
- **Looking ahead, transit funding may face further risks due to shifting economic and technological trends.** The rise in zero-emission vehicle sales and greater fuel efficiency is expected to reduce fuel tax revenues, which support the State Transit Assistance (STA) program. According to the Legislative Analyst's Office, STA funding could decline by approximately $300 million—about one-third of its total funding—by 2035.[13] Other funding sources, such as sales tax revenues and cap-and-trade auction proceeds, are subject to economic fluctuations, making future revenue streams uncertain.
- **When transit agencies experience revenue losses, they may resort to service cuts to maintain financial stability.** However, this can trigger an operational spiral where reduced service discourages ridership, further eroding revenue and necessitating additional cuts. Moreover, capital projects such as fleet upgrades and infrastructure improvements will be delayed or downsized, impacting the user experience and further discouraging ridership. Additionally, the transition to ZEV vehicles may result in higher costs and less service, depending on reliability and cost of zero-emission vehicles.

[10] California Transit Association: Transit Funding Crisis, published March 24, 2023.
[11] Full citation forthcoming.
[12] California transit agencies need more state support. Full citation forthcoming.
[13] Full citation forthcoming.

2.1. Transformational funding, services, and outcomes

To achieve California's climate, equity, and prosperity goals, a fundamental change to how we approach transit funding and service is needed. Collectively, we can deliver better outcomes with more funding, changes to policy, and more. This document lays out what we are trying to achieve and how.

By implementing the recommendations outlined in this report, California can unlock a transformative shift in its transportation landscape—one that could increase transit ridership by four to six times compared to today. This shift would not only reduce vehicle miles traveled (VMT) and emissions but also redefine the way people move, live, and experience their communities.

To achieve this, public transit must become a viable and competitive alternative to driving. In urban areas, this means reducing travel times so that a transit trip takes no more than 1.5 times the duration of a comparable car trip—ensuring a 20-minute car ride translates to no more than 30 minutes on transit, door-to-door. Just as critically, the user experience must be elevated, making transit as comfortable, safe, clean, reliable, and seamless as private vehicle travel.

At the same time, developing housing and mixed-use spaces near high-quality transit must accelerate to achieve 1.4 to 2.4 million transit-supportive homes across the State.[14] By aligning land use policies with ambitious transit expansion, California could make a decisive impact on its housing crisis—creating vibrant, walkable communities where people can live affordably and access opportunities without depending on a car.

Financially, a thriving transit system must be operationally sustainable. This requires predictable and flexible government funding streams, greater cost efficiency in capital and operational spending, and diversified revenue sources—including fares, real estate assets, toll revenues, and innovative funding mechanisms. By stabilizing and strengthening transit finances, California can create a system that is not only resilient but also capable of continued growth and service improvements.

2.2. Accelerating progress on CalSTA's Core Four Priorities

Public transit will be the backbone of future mobility options in California. By addressing its transit challenges, increasing transit ridership, and improving

[14] Full citation forthcoming. Research collaboration by UrbanFootprint, HDR, Mapcraft Labs, and Economic & Planning Systems (link)

the overall transit experience, the State will also be supporting CalSTA's "Core Four" priorities.

- **Safety**: On average, 12 people are killed every day on California roads, and traffic deaths are at a 16-year high.[15] A robust public transit system could move drivers, pedestrians, and bicyclists off of roadways and onto the transit network, supporting the State's effort to reduce traffic fatalities and serious injuries to zero.
- **Equity:** CalSTA aims to create an equitable and accessible transportation network for all Californians. Over half of the State's public transit riders transit riders are low-income and non-white. According to 2021 U.S. Census data, almost 60% of California residents who commute via public transit have a household income below $35,000.[16] In San Francisco, 57% of Muni riders are people of color and 70% of riders make less than $50,000 a year.[17] A robust public transit supports California's commitment to transportation equity.
- **Climate Action:** Nearly 50% of all climate-changing pollution in California comes from the transportation sector, and this demands our action for a cleaner California. Meeting California's emissions targets will require a reduction in California's overall vehicle miles traveled (VMT) alongside the shift to zero-emission vehicles. As part of California's plan to reach its mandated carbon neutrality by 2045, the California Air Resources Board (CARB) targets a reduction in VMT of approximately 30% by 2045.[18] Transit can move many more people than vehicles, and shifting California out of their cars and onto transit will support this reduction in VMT.
- **Economic Prosperity**: Transportation policy done right creates well-paying jobs, provides affordable options, and powers California's economy. According to the American Public Transportation Association (APTA), transit investments have a 5:1 economic return. These benefits arise through a few different channels including direct time and cost savings from users, concentration of economic and recreational hubs around transit, and stimulus from capital investment spending.[19]

In addition to supporting these Core Four priorities, transforming transit is also aligned with California's housing and land use goals. California has a goal of

[15] CalSTA 2024-2026 Strategic Plan, p. 8. https://calsta.ca.gov/-/media/calsta-media/documents/2024-2026_calsta_strategic_plan-v10-a11y.pdf
[16] SPUR: How California Can Help Transit Survive — and Thrive March 17, 2023. Full citation forthcoming.
[17] https://www.sfmta.com/press-releases/press-statement-munis-impending-fiscal-cliff
[18] CARB 2017 scoping plan. Full citation forthcoming.
[19] https://www.apta.com/wp-content/uploads/APTA-Economic-Impact-Public-Transit-2020.pdf Full citation forthcoming.

building 2.5 million new homes by 2030, with no less than one million units for lower-income households.[20] Access to high-quality transit is needed to support higher density land-use both around where people live and their destinations. In turn, higher-density of land-use also supports future growth in ridership.

3. Guiding Principles To Transform Transit in California

The TTTF's guiding principles for the report identify at the highest level, how a transformational increase in ridership and user experience could be achieved. The Legislature, Administration, Agencies, Regions and other stakeholders should consider these principles key to unlocking transformation:

- **Better service, better outcomes**

Improving the speed, frequency, and reliability of public transit is essential for making it a competitive and preferable alternative to car travel. Today, only [x%] of trips are competitive in total trip time with the same trip in a car. In places with much higher transit ridership per capita, this percentage is closer to [z%].[21] Making public transit faster, more frequent, and more reliable would help making it an attractive alternative to the car, and persuade more Californians to choose transit over car travel.

Improving transit's speed, frequency, and reliability requires a multi-pronged approach. Implementing transit prioritization strategies, such as dedicated bus lanes and traffic signal priority, can significantly reduce delays, increase ridership, and improve operational efficiency. In addition, improving transit scheduling, mapping, and wayfinding can help reduce transfer times and improve inter-regional travel. Lastly, improving first- and last-mile access to transit (by reducing the time it takes for riders to get to and from stations) can also reduce total travel times.

- **Transit and land use are interconnected**

Transit and land use are deeply linked, with higher-density areas generating greater ridership, fueling economic growth, and supporting more destinations near transit. Increasing the density of housing, jobs, and services near high-quality transit would make public transportation more accessible, convenient, and successful. In California, population and job density around major transit hubs remains below optimal levels, limiting transit's

[20] A Home for Every Californian: 2022 Statewide Housing Plan. Full citation forthcoming.
[21] Total trip length includes on-vehicle transit time, transfers, and first-and-last mile. It covers multiple types of users across different work patterns, ages, disabilities, and income levels.

effectiveness. State, local, and transit agency-owned land offers significant potential for high-density, mixed-use, and affordable housing development, but realizing this requires policy changes to streamline zoning, entitlements, and permitting. Strengthening partnerships with developers and improving planning processes would facilitate walkable, transit-oriented communities, reducing car dependence while driving economic and environmental benefits. Beyond accessibility and livability, transit-oriented development presents financial opportunities, as seen globally—agencies in Hong Kong and Paris generate substantial revenue through real estate assets. Expanding such models could enhance transit's long-term sustainability while advancing economic and equity goals.

- **Safety is fundamental**

Safety and cleanliness are essential for a well-functioning public transit system, directly impacting both riders and operators. In California, transit systems face significant challenges, including assaults on workers and passengers, other crimes, inadequate security presence, poor lighting, and issues related to mental health and homelessness. If riders do not feel safe, other aspects of transit service become irrelevant, making security and cleanliness top priorities. A safe and clean transit environment fosters trust, encourages ridership, and promotes equitable access. Key strategies to enhance safety include strengthening physical and technological security, increasing coordination between transit agencies and social services, standardizing safety policies statewide, and securing dedicated funding for long-term improvements. By addressing these challenges holistically, transit systems can create a more secure and welcoming experience for all.

- **Transit should be operationally sustainable**

Achieving a more efficient and fiscally sustainable transit system is essential to delivering reliable, high-quality service now and in the future. Without meaningful action, operating costs could double and capital costs could triple by 2035,[22] threatening the viability to provide service. There is an immediate need to address the fiscal cliff numerous transit operators are facing. And to ensure long-term sustainability, California and its transit agencies must adopt a multi-faceted approach that includes increasing short-term funding flexibility, improving cost efficiency, and identifying new revenue sources for the future. Operational improvements such as strengthening workforce opportunities, optimizing fleet and asset management, and improving the implementation of Innovative Clean

[22] Full citation forthcoming. Analysis from the National Transit Database data on revenues, operating expenditures and capital costs assuming cost trends continue into the future.

Transit (ICT) requirements will be critical to maintaining service levels and meeting evolving demands. By prioritizing financial resilience, transit systems can continue to serve communities effectively and equitably for years to come.

4. High-Level Summary of Principles, SB125 Recommendation Areas, Strategies, and Recommendations

This section provides a high-level summary of the strategies and recommendations under each principle. A complete list of the detailed strategies and recommendations approved by the Task Force can be found in **Appendix B**.

Better service, better outcomes

Topic Area: Transit Prioritization (1.f.1.D)

Transit prioritization are the strategies and infrastructure improvements to enhance the speed, frequency, reliability, and efficiency of public transit by reducing delays caused by general traffic congestion. This includes measures such as dedicated bus lanes, Traffic Signal Priority (TSP) for buses, and transit stops that are strategically placed to minimize delays and allow passengers to get on and off quickly. Enhancing the reliability and speed of bus services through transit prioritization can improve ridership revenue and operational efficiency by delivering better service with fewer resources.

However, scaling these initiatives is challenged by the high costs and lengthy timelines associated with road modifications, including planning, design, environmental reviews, community input, permitting, and construction. For instance, the Van Ness Bus Rapid Transit (BRT) project in San Francisco increased bus speeds between 25% - 36%, and ridership reached 130% of pre-pandemic levels. Despite these benefits, the project took nearly 20 years to complete.

Key strategies and recommendations to accelerate and reduce the cost of delivering transit priority infrastructure at scale include:

- **Establishing Statewide Standards and Guidelines:** Developing uniform California-wide standards for transit priority infrastructure would streamline procurement and implementation as well as modifications to signaling and signage. Standardization would facilitate project design and implementation for transit agencies and other government entities.
- **Simplifying the Approval Process:** Transit priority projects could be permitted "by-right" as the default, reducing delays and simplifying the approval process. A dedicated State team could be established to assist with permitting questions and challenges, further expediting approvals.

- **Enhancing Coordination and Collaboration:** Given that transit priority projects require input from multiple jurisdictions—including cities, counties, metropolitan planning organizations (MPOs), State agencies, and transit operators—a clearer statewide framework for roles and responsibilities should be developed. Additionally, a state-wide working group could be convened to refine standards and address common challenges.

Topic Area: Coordinating Scheduling, Mapping, and Wayfinding (1.f.1.B)

Transit scheduling, mapping, and wayfinding involve planning and coordinating transit services across transit regions to optimize efficiency and improve transit integration. Visually representing routes and connections for easy navigation, and implementing signage and digital tools to guide passengers through the transportation network, improve service.

Currently, California transit riders often need to transfer between transit operators due to service area boundaries and journey distances. Service disruptions can further complicate transfers when schedules and operations are not well-coordinated. Coordination between transit agencies occur inconsistently, varying by region and agency, with no standardized approach. As a result, collaboration may not be happening in areas where it could have the most significant impact on improving inter-regional travel.

Key strategies and recommendations to improve coordinated scheduling, mapping, and wayfinding include:

- **Identifying High-Impact Transfer Points:** Pinpointing the transfer locations across California that have the longest or most variable wait times would help the transit agencies prioritize improvements to enhance transit efficiency and user experience.
- **Facilitating Schedule Data Sharing:** It is difficult for transit agencies to share schedule information and data with each other due to a lack of standardization and the existence of multiple systems. Establishing standardized data collection and publication protocols Statewide would facilitate this task. California could further support data sharing and coordination between transit agencies by along with providing tools and software.

Topic Area: Service and Fare Coordination/Integration (1.f.1.A)

Many transit riders face fare penalties when their journeys require crossing jurisdictional or service area boundaries. While choosing routes that span multiple transit agencies can save time, passengers are often discouraged by the added cost and inconvenience of paying multiple fares. Additionally, some fare classes, such as senior or youth discounts, require separate

qualification processes with each agency, further complicating integrated transit access. These barriers can make transit less attractive and equitable, particularly for those who rely on it most.

Efforts to enhance service and fare coordination aim to address these challenges through initiatives such as standardizing regional fare systems and providing funding incentives for statewide or regional fare integration. State or regional bodies can play a key role in supporting these efforts by offering analytical assistance and coordinating among transit agencies. However, implementing fare integration faces several obstacles, including incentivizing transit agencies to coordinate better on integrating services and fare policies as well as technological hurdles to provide a seamless payment experience across different systems.

Additionally, agencies must consider how to offset potential revenue losses associated with transfers. Overcoming these challenges requires a collaborative approach, leveraging policy, funding, and technological solutions to create a more seamless transit experience.

Key strategies and recommendations that support service and fare coordination or integration between transit agencies include:

- **Encouraging Fare and Payment Coordination and Standardization:** Designate or establish an entity to oversee fare and payment coordination in the short-term and at the regional level, while leading efforts toward long-term standardization Statewide across transit agencies
- **Providing Assistance and Support:** Supporting service and fare integration among transit agencies will involve providing technical assistance for key implementation needs. Financial support will be essential to help transit agencies adopt infrastructure improvements, including open-loop payment systems and standardized benefit discounts.
- **Offering Sustained Funding and Incentives:** Ensuring long-term participation in fare and service coordination will require offering funding flexibility and financial incentives. Statewide funding programs will be particularly important for expanding free or discounted transit options for specific populations, such as youth and college students.

Topic Area: First- and Last-Mile Access to Transit (1.f.1.E)

First- and last-mile access in transit refers to the connections that enable passengers to travel from their starting location to a transit station (first mile) and from a transit station to their final destination (last mile). These connections may include walking, biking, and micro-mobility options (such as e-scooters, bike-share, and ride-share programs). Ensuring that riders have

first- and last- mile access is essential, as transit use declines by 90% when riders must walk more than a half mile. In urban regions in California (such as the Bay Area, Los Angeles, and San Diego), more than half of the population lives greater than a half mile distance from transit. For California transit riders, a significant portion of overall travel time is spent getting to and from transit services, which can contribute to longer total trip times.

The most effective way to improve first- and last-mile access to transit is to increase the density of housing, jobs, recreational facilities, and healthcare services around high-quality transit infrastructure. By ensuring that essential destinations are located closer to transit, communities can improve accessibility, enhance transit efficiency, and encourage greater ridership.

Key strategies and recommendations to improve first- and last-mile access to transit include:

- **Reforming Planning Process: *I***mproving first- and last-mile access requires streamlining permitting processes and reducing delays in delivering active transportation projects near transit hubs. Comprehensive data collection and GIS mapping of sidewalks, mobility lanes, and transit hubs can help identify gaps in accessibility and guide investments in infrastructure such as benches, lighting, signage, and shelters. Additionally, creating a statewide registry of bus stops with unique IDs and amenity details would improve coordination and ensure better service planning.
- **Ensuring Consistent and Flexible Funding:** Stable and predictable funding is essential for expanding and maintaining first- and last-mile infrastructure. Increasing funding for active transportation programs while reducing administrative burdens would support more efficient project delivery. State funding should also be structured to prioritize improvements that enhance connectivity to transit, ensuring long-term investment in accessible and sustainable mobility options.
- **Enhancing Coordination and Collaboration Across Jurisdictions:** Improving first- and last-mile connections requires stronger collaboration among state, regional, and local agencies, transit providers, and community organizations. Establishing shared agreements for bikeshare infrastructure and e-bike programs would expand access to alternative mobility options. Additionally, integrating trip planning, payments, and other user-focused services across transit and first-/last-mile modes would create a more cohesive and convenient transportation network.

Topic Area: Transit Accessibility

Accessible transportation services, including paratransit and dial-a-ride, face growing challenges. While federal law mandates paratransit as a complement to fixed-route transit, these services are costly to operate and require significant subsidies. Additionally, managing such programs is operationally complex, involving specialized vehicles, specially trained and certified drivers, and extensive service coordination. Local agencies must balance rising costs with increasing demand, as the senior population and individuals with disabilities continue to grow. Since 2010, paratransit costs have risen sharply, outpacing the growth of the populations that depend on them, straining financial and operational resources. Paratransit ride costs have increased by approximately 50% since 2010, while the number of persons with a disability or over the age of 65 has increased by approximately 40%.

Addressing these challenges requires a multi-pronged approach to improving service coordination, efficiency, and accessibility. For paratransit and dial-a-ride services, enhanced coordination between providers could streamline operations, reduce redundancies, and improve ride availability. Improving booking and dispatch systems, potentially through technology-driven solutions, can enhance efficiency and minimize delays for users. On fixed-route transit, ensuring the accessibility of bus and rail stops remains critical, including infrastructure upgrades. Cross-cutting strategies such as better integration of planning and funding could support long-term sustainability, ensuring that accessible transportation services keep pace with rising demand while remaining financially viable. A proactive approach will be essential in meeting the mobility needs of seniors and people with disabilities while maintaining operational feasibility for transit agencies.

Discuss if we need findings and recommendations on real-time information systems, such as mobile apps and digital displays, which can keep passengers informed about schedules, delays, and alternate routes. – Mike

- **Accessibility of transit for all users *(additional topic considered by the TTTF)***

  Key strategies and recommendations that improved transit accessibility include:

  - Xxx
  - Xxx
  - xxx

Transit and land use are interconnected

Topic Area: Changes to Land Use, Housing, and Pricing Policies (1.f.2)

California faces significant challenges to align land use and housing policies with transit goals. Transit agencies are often not involved in the local and regional land use planning process, while insufficient proactive zoning near transit hinders dense development. Developers encounter additional barriers, including complex permitting processes and difficulties securing financing for transit-oriented housing. Developers are also not always aware of what properties qualify for financial or regulatory incentives that encourage development near public transit.

Addressing these challenges through targeted policy changes that further encourage Transit-Oriented Development (TOD) will help encourage denser development around transit stations. Increased housing, population, and job density near transit stations would not only increase transit ridership, but also help California meet its goal of building 2.5 million homes by 2030, as well as reduce VMT and greenhouse gas emissions, contributing to a more sustainable and efficient transportation system.

Key strategies and recommendations to support increasing density of land-use and housing around high-quality transit corridors include:

- **Integrating Planning and Zoning**: Strengthening the connection between land use and transit planning is essential to increasing density near high-quality transit corridors. Local agencies could be required to incorporate transit-supportive land-use strategies into their plans, so that transit agencies have a seat at the table. Increasing allowable building densities and proactively identifying all land near transit open for joint development can further facilitate growth. Designating a local agency entity to oversee transit integration in zoning and permitting processes would ensure long-term strategic alignment.
- **Empowering Transit-Oriented Development**: The State could strengthen TOD by enabling existing or new entities to adopt a "Rail plus Property" model, which allows transit agencies to acquire land near stations to build housing, in partnership with developers. Additionally, incorporating TOD into transit expansion plans would use land near transit more effectively. Moreover, prioritizing transit-supportive uses under the Surplus Land Act could unlock underutilized land for development. Finally, creating pre-permitted project opportunities would encourage public-private

partnerships, expediting the delivery of transit-supportive housing and commercial spaces.

- **Streamlining Approvals and Permitting**: A more efficient approval process is critical to accelerating transit-oriented development. Consolidating permitting authority under a single entity could reduce bureaucratic delays, while implementing "shot clocks" or "default yes" rules would help ensure timely decisions. Establishing a statewide list of developers familiar with TOD requirements would further expedite project timelines. Additionally, providing standardized digital tools for zoning, entitlement, and permitting would modernize and simplify processes. A centralized support team could assist local jurisdictions and transit agencies in navigating these new systems, fostering greater efficiency and coordination.
- **Providing Financial Support**: Expanding financial resources is necessary to make transit-oriented development viable and sustainable. State funding should be directed toward TOD and decarbonization efforts, complemented by low-interest loans and dedicated investment funds to reduce financial barriers for developers. Programs such as the Transportation Infrastructure Finance and Innovation Act (TIFIA) can offer additional support for housing projects linked to transit. To track the effectiveness of these initiatives, the State should establish a data collection framework to monitor key metrics, such as total square footage developed, unit production, and approval timelines. This data-driven approach would enable continuous improvements and ensure that financial support translates into tangible development outcomes.

Topic Area: Transit-Oriented Development and Value Capture of Property (1.f.7)

Transit agencies engaged in TOD can harness several direct and indirect mechanisms to increase their revenues. Higher residential and job density around transit stations leads to greater transit use, increasing fare revenue. TOD also increases property values near transit stations and enables transit agencies to capture that value in a variety of ways. TOD can generate revenue for transit agencies through real estate activities, including joint development agreements, leasing and land sales, and increased property tax revenue. Additionally, increased foot traffic can make transit hubs more attractive to advertisers and sponsors, boosting revenue from advertising.

Key strategies and recommendations to support value capture of property around transit include:

- **Implementing Novel Financial Structures:** Expanding financial tools is essential to maximizing the value created by public transit investments. Developing new Tax Increment Financing (TIF) tools with fewer restrictions and higher revenue potential would allow transit agencies to capture a fair share of increased land values. Other financial mechanisms, such as equity partnerships, value capture through taxes, sponsorships, and development agreements, could further ensure that real estate growth directly benefits transit operations and infrastructure.
- **Overcoming Regulatory Barriers:** Addressing regulatory challenges is key to facilitating TOD and unlocking transit-related revenue streams. The State could remove legal and administrative hurdles that restrict value capture, streamline approval processes, and establish clear guidelines to ensure that transit-oriented projects can move forward efficiently.
- **Providing Organizational Support:** Transit agencies often require technical and financial assistance to execute TOD effectively. The State could support agencies by funding expert consultants, establishing purchasing schedules to lower procurement costs, and forming regional groups to coordinate large-scale projects, such as deploying electric vehicle chargers on agency-owned properties. These initiatives would enhance transit agencies' capacity to develop and manage TOD projects successfully.

Safety is fundamental

Topic Area: Safe and Clean Environment for Passengers and Operators (1.f.1.C)

Safety and security challenges within transit systems impact both the workforce and riders. Public transit systems in California face significant safety and cleanliness challenges, including assaults on transit workers and riders, crime, inadequate security presence, poor lighting, and issues related to mental health and homelessness. Safety is a fundamental requirement for effective transit service—and if riders do not feel safe, other aspects of the system become irrelevant, making safety and cleanliness top priorities. Ensuring a secure and clean environment fosters trust, encourages higher ridership, and promotes equitable access to transit. Additionally, safety concerns are closely tied to ridership levels, as greater passenger presence

can contribute to a perception of increased security, while cleanliness enhances the overall sense of safety.

Key strategies and recommendations that support providing a safe and clean riding experience for riders and operators include:

- **Enhancing Physical and Technological Security**: Strengthening transit security through physical infrastructure and technology is a priority. This includes installing protective barriers for workers, enhancing surveillance systems with better cameras and emergency communication tools, increasing the presence of safety personnel, and improving lighting around transit stations to ensure safer travel.
- **Increasing Coordination and Partnerships**: Effective safety measures require collaboration between transit agencies, health and human services, and law enforcement. By improving coordination, agencies can provide more comprehensive responses to issues such as mental health crises, homelessness, and public safety concerns on and around transit systems.
- **Improving Statewide Policy and Standardization:** Establishing consistent safety and security policies across transit agencies will help create a more uniform and enforceable approach to public safety. This includes developing statewide safety standards, regionalizing prohibition orders, and ensuring equal penalties for assaults against all transit employees.
- **Providing Dedicated Funding**: Long-term improvements in transit safety require dedicated funding for infrastructure, personnel, and training. Investments should include protective barriers, enhanced station security, de-escalation and violence mitigation training, and access to funding programs that address homelessness-related challenges in transit spaces.

Transit should be operationally sustainable

Topic Area: Transit Fleet and Asset Management (1.f.1.F)

California's transit systems face mounting financial and operational challenges related to fleet and asset management. Between 2013 and 2023, operating costs per vehicle revenue hour increased by approximately 20%, yet service levels remained nearly stagnant, ridership declined by 42%, and system reliability deteriorated by 18%. Rising costs have been driven by a combination of fixed expenses, lower fare revenue due to declining ridership, and increasing insurance costs. Without significant improvements in fleet and asset management, transit agencies risk further service

degradation, financial instability, and an inability to meet evolving regulatory requirements.

A key challenge in this landscape is the state-mandated transition to zero-emission (ZE) buses under the California Air Resources Board's (CARB) Innovative Clean Transit (ICT) regulation. This policy requires all transit agencies to shift entirely to ZE fleets (such as battery-electric or fuel cell electric buses) by 2040. The transition is both financially and operationally complex. ZE buses currently have a higher procurement cost than traditional gas-powered buses, with an estimated incremental cost of $1.3 to $2 billion between 2024 and 2035 for California's ten largest transit agencies. Additionally, the operational shift to ZE fleets requires significant investments in supporting infrastructure, including expanded electrical capacity, upgraded charging and dispensing facilities, and modifications to maintenance protocols and routing strategies. Agencies may also need additional technical support and workforce capacity to implement these changes effectively.

Despite these challenges, strategic improvements in fleet and asset management can unlock substantial benefits. By modernizing transit systems, agencies can enhance service reliability, reduce long-term operating costs, and deliver more efficient, environmentally sustainable transportation. A well-executed transition to ZE fleets will significantly reduce greenhouse gas emissions, improving air quality and advancing the state's climate goals. Ensuring agencies receive the necessary financial and operational support to navigate this transition will be critical to maintaining high-quality, accessible transit service for communities across California.

Key strategies and recommendations that support improved fleet and asset management include:

- **Incentivizing Manufacturers**: Encouraging greater collaboration with manufacturers can help standardize specifications for ZE buses and paratransit vehicles, enabling suppliers to scale production more efficiently. This can lower procurement costs, reduce lead times, and increase the availability of vehicles that meet the needs of transit agencies statewide. Financial and regulatory incentives can further accelerate innovation and industry investment in ZE transit solutions.
- **Streamlining Procurement Requirements and Timelines**: Establishing regional or statewide joint procurement contracts can help transit agencies reduce administrative burdens, lower costs, and expedite vehicle acquisition. Expanding job order contracting authority would allow grantee agencies to avoid repetitive procurement processes for

routine infrastructure and maintenance work. Additionally, the California Department of General Services (DGS) or the California Association for Coordinated Transportation (CalACT) could oversee expanded Master Service Agreements (MSAs) for rolling stock and transit technology, ensuring more efficient procurement options.

- **Obtaining Tools for Asset Management:** Developing and deploying shared digital tools for asset management can enhance transit agencies' ability to monitor fleet conditions, optimize maintenance schedules, and assess long-term costs. A centralized, state-supported life-cycle assessment tool—available under a shared-services model—could help agencies evaluate the total cost of ownership for different vehicle types and make data-driven investment decisions.
- **Encouraging Shared Maintenance and Infrastructure Support**: Establishing regional maintenance hubs or shared infrastructure facilities at strategic locations can provide transit agencies with access to specialized ZE fleet maintenance services while reducing individual agency costs. Legislative measures could streamline interagency agreements, procurement processes, and shared ownership models, making it easier for agencies to collaborate on facility and resource management.
- **Providing Opt-in Technical Assistance:** A dedicated statewide team could offer transit agencies expert guidance on fleet transition planning, project delivery, and asset management strategies. This team could assist in identifying and prioritizing routes for ZE fleet deployment, analyzing which vehicles are best suited for conversion to specific ZE technologies (e.g., battery-electric vs. hydrogen fuel cell), and developing tailored implementation roadmaps for agencies at various stages of fleet electrification.
- **Revisiting ICT:** Establishing a facilitated statewide task force or advisory group in collaboration with the CARB could provide a forum for transit agencies, policymakers, and industry stakeholders to discuss regulatory challenges and potential solutions. Key topics could include compliance with ICT regulations, Buy America requirements, and opportunities for tax exemptions or financial incentives to ease the transition to ZE fleets.

Topic Area: Transit Workforce (1.f.3)

California's bus and rail transit systems employ approximately 33,000 people, with this number steadily increasing. However, transit agencies face significant workforce-related challenges that threaten service reliability and

long-term sustainability. Recruitment remains a major issue, as transit agencies nationwide reported a 17% vacancy rate for bus operators and a 10% vacancy rate for bus mechanics in 2022. Retention is also a growing concern, with turnover in California's transit sector rising by approximately 40% since 2010, reaching 9% in 2022. Additionally, workforce development is critical, as 38% of employees in California's urban transit systems are aged 55 or older—significantly higher than the 24% average across other sectors—highlighting an urgent need to cultivate the next generation of transit workers.

Beyond these core workforce challenges, certification processes have been identified as a barrier to employment due to their complexity and inconsistency across transit agencies. Housing affordability is another pressing concern, as many transit workers cannot afford to live near their jobs. Workforce development and education efforts also require stronger coordination; Task Force members emphasized the importance of government-union partnerships and leveraging state and federal funding to support transit workforce training programs.

To address these challenges, various strategies have been identified to improve recruitment, retention, and development. Across the country, transit agencies have implemented innovative initiatives to attract and sustain a stable workforce. For example, Golden Gate Transit provides pre-application support, such as English classes, to ease barriers to entry.[23] The Central Ohio Transit Authority offers higher pay for less desirable shifts to improve retention.[24] And in Los Angeles, the Metropolitan Transportation Authority has established a Career Pathways Program in partnership with community colleges, creating structured opportunities for workforce development.[25]

Key strategies and recommendations that support workforce recruitment, retention, and development include:

- **Broadening Access**: Expanding the candidate pool and reducing barriers to entry for transit roles is essential to strengthening the transit workforce. This can be achieved by forming partnerships with colleges and workforce development programs, launching a Statewide campaign to generate interest in public transit careers, and streamlining the hiring and certification process to make it more efficient and accessible.
- **Enhancing Employee Benefits**: Improving the employee value proposition is key to attracting and retaining transit workers. Agencies should review compensation packages and introduce greater flexibility, including

[23] Transit Workforce Center Case Study – WIN Partnership
[24] APTA Transit Workforce Shortage Synthesis Report
[25] LA Metro – Career Pathways Program; LA Metro Website

enhanced benefits such as childcare services and housing stipends. Additionally, adjusting pay to reflect the desirability of shifts, bolstering workplace safety, and investing in end-of-line amenities can further improve job satisfaction and retention.

- **Strengthening Career Development**: Expanding training and mentorship programs will ensure transit employees acquire the necessary skills and have clear career pathways. This can be accomplished by growing centralized training programs, standardizing credentialing requirements across agencies, and encouraging the establishment of formal mentorship and apprenticeship initiatives to support professional growth.

Topic Area: New Options for Revenue Sources (1.f.6)

To achieve long-term financial stability, California's transit systems must not only increase ridership but also explore new, diversified revenue sources. A more stable and predictable funding model is essential to sustaining operations, expanding service, and meeting the state's growing transit needs over the next decade. Several key funding strategies could support both transit operations and capital investments.

- **Fare and Roadway Revenue:** Boosting ridership and fare revenue is a foundational strategy for financial sustainability. This can be achieved through policies that encourage TOD, improvements in service speed through transit prioritization, and enhanced safety and security measures to attract more riders. Additionally, California and its metropolitan regions have made significant investments in managed lane facilities and congestion pricing programs, which could generate substantial new revenue streams. Depending on how these projects are structured, a portion of these funds could be directed toward transit, ensuring a more integrated and sustainable transportation system.
- **Property Development and Related Real Estate Activities**: Transit agencies have the potential to generate revenue by leveraging the value of their real estate assets. Strategies include developing agency-owned properties for residential, commercial, or mixed-use purposes, expanding Tax Increment Financing (TIF) districts to capture the increased property values generated by transit investments, and leasing retail and commercial space within transit facilities. Agencies facing the most severe fiscal challenges—often located in major metropolitan centers—may be best positioned to maximize revenue from real estate activities. However, these funding streams typically start small and require time to scale up into a substantial revenue source.

- **Other Directly Generated Revenue**: In addition to fares and real estate, transit agencies can explore smaller but potentially growing sources of revenue, including corporate sponsorships and partnerships, advertising, private charter services, and leasing rights-of-way for telecommunications infrastructure. While these revenue sources may not be transformative on their own, they can collectively contribute to greater financial resilience.
- **Government Funding Sources**: Various government-generated revenues could be expanded or reallocated to support transit funding, though each option comes with constraints. There are a range of potential sources, all of which may come with limitations or tradeoffs. These could include sales tax, fuel taxes, cap-and-trade proceeds (which are current sources of funding) and hotel taxes. Current sources include sales taxes, fuel taxes, and cap-and-trade proceeds. However, several challenges limit the ability to increase these funding streams. Most transit funding from government sources comes from local taxes, but California imposes a maximum local sales tax cap, making further increases difficult without policy changes. Options such as increasing vehicle titling fees, commercial vehicle road-use taxes, or gasoline taxes could provide additional transit funding, but these rates are already among the highest in the nation, making further increases challenging. The Legislature could choose to allocate additional funding from sources such as the General Fund, Local Transportation Fund, or federal Highway Trust Fund dollars. However, these funds already serve multiple priorities, making it difficult to secure additional transit funding without impacting other critical infrastructure and services.

Beyond identifying new revenue sources, adjustments to the way transit funding is allocated and incentivized can help strengthen financial sustainability and promote long-term investment. Several key strategies can enhance funding processes to generate additional revenue and improve transit outcomes.

- **Creating Incentives for Regions to Increase Transit Investment:** The State can encourage greater regional investment in transit by providing matching funds for agencies committed to operating, maintaining, and expanding transit infrastructure. For example, in October 2024, over $1.3 billion was awarded through the Transit and Intercity Rail Capital Program (TIRCP) to improve transit and passenger rail services across California. These awarded projects successfully leveraged more than $8.6 billion in matching funds from local, federal, and other state sources. Expanding such incentive-based funding mechanisms can amplify transit investment

by attracting additional public and private capital, ensuring that state dollars generate the highest possible return in advancing mobility goals.

- **Aligning Incentives Across Government Departments to Support Transit:** Many government agencies contribute to the broader transportation ecosystem—whether through investments in streets and roads, housing, economic development, public health, or safety initiatives—but their priorities and funding mechanisms are not always directly aligned with transit goals. For instance, investments in transit-prioritization measures (such as bus-only lanes or signal priority) can increase bus speeds, reducing operational costs while improving service efficiency. Similarly, higher-density housing and commercial development near transit hubs can boost ridership, while investments in health and human services can improve safety and the overall rider experience. However, agencies responsible for funding improvements in these areas do not necessarily benefit from increased transit ridership or farebox revenue, leading to misaligned incentives across different levels of government. Addressing these disconnects—through integrated planning, funding coordination, and performance-based incentives—can ensure that transportation, housing, and public infrastructure investments work in tandem to support a more robust and financially sustainable transit system.

Topic Area: Transportation Development Act (TDA) Reform (1.f.4)

The Transportation Development Act (TDA) was established in the 1970s during the transition from private to publicly operated transit systems to ensure a stable and continuous funding source to develop, maintain, and operate public transit. The TDA consists of two primary funds: the Local Transportation Fund (LTF) and State Transit Assistance (STA), each with specific qualifying requirements.

Currently, the TDA faces several challenges, particularly regarding its reliance on outdated performance metrics such as the farebox recovery ratio (FRR) and operating cost per hour requirements for both LTF and STA funding. These metrics may discourage service expansion and innovation, prompting advocacy for their removal and the exploration of alternative measures that more accurately assess transit service effectiveness. Additionally, the existing penalty structures within the TDA can create financial burdens for transit agencies and contribute to long-term funding unpredictability.

To address these challenges, proposed reforms to the TDA include replacing the FRR with alternative metrics such as cost per mile of service and ridership per mile, tailoring performance measures to individual system characteristics, providing technical assistance to transit agencies, and revising penalty structures to encourage accountability without compromising funding stability. These initiatives aim to modernize the TDA and better align its funding mechanisms with the evolving needs of public transit systems.

Key strategies and recommendations that support TDA reform include:

- ***Revising Metrics for Funding***: The State could replace the farebox recovery ratio with ridership or service effectiveness metrics, and customize metrics to reflect system characteristics and performance trajectories, such as relative improvements over absolute measures. The State could also consider reassessing the necessity of metric-based funding requirements altogether.
- ***Adjusting Penalties and Enforcement***: The State could amend penalty structures or explore alternative enforcement mechanisms that do not rely on withholding funding to ensure more predictable and equitable support for transit agencies.
- ***Simplifying Reporting Requirements:*** See section below.

Topic Area: Transit System Oversight and Reporting (1.f.5)

California's transit system relies on multiple funding sources, with at least 35 different funding programs contributing to transit operations. Approximately 90% of this funding is allocated at the regional level through Metropolitan Planning Organizations (MPOs), then to Regional Transportation Planning Agencies (RTPAs), and ultimately to transit agencies. While this approach effectively funds regional priorities, it also creates complexities in oversight and reporting.

The numerous agencies in transit funding programs results in overlapping reporting requirements for both federal and state programs. This redundancy increases administrative burdens on transit agencies, requiring significant staff time and resources while also raising the risk of reporting inconsistencies. Discretionary grant programs, in particular, tend to have more demanding administrative requirements, further complicating compliance efforts.

The TDA adds to these challenges, as its administrative requirements can place a substantial burden on transit agencies. As noted in the previous section, many of the most onerous reporting obligations are associated with the TDA, making it a key area to streamline administrative processes.

Key strategies and recommendations that support improved transit system oversight and reporting include:

- **Simplify Granting:** The State could consolidate, standardize, digitize, and streamline grant applications, allowing a single application to be used for multiple programs or funding types. Additionally, rural and small transit agencies could have the option to receive support with project initiation, grant applications, compliance, and reporting requirements.
- **Simplify Reporting Requirements to Reduce Administrative Burden:** The State could align TDA reporting requirements with those of other California funding programs and the Federal Transit Administration (FTA) through the National Transit Database (NTD) process. Streamlining reporting by reusing materials prepared for FTA audits and aligning state requirements with the NTD could further ease administrative burdens. Additionally, the State could reduce fund distribution timelines and incorporate flexibility or funding guarantees within each grant program where feasible.
- **Document and Clarify Processes:** Business rules for each grant, including eligibility criteria, scoring methodologies, grant agreement requirements, and compliance expectations, could be aggregated and published for greater transparency. A grant management system could also be implemented to help grantees track their progress within the grant process. Furthermore, the State could offer technical assistance to support transit agencies in meeting reporting obligations efficiently.

5. Enablers for Implementation

Achieving meaningful, system-wide improvements will require overcoming significant operational, financial, and institutional challenges. To successfully implement transformative changes, several cross-cutting enablers are needed. These foundational initiatives will accelerate progress, foster collaboration, and maximize the impact of the proposed strategies.

- **Expanded Technical Assistance and State Support:** The State can play a critical role in providing technical expertise, resources, and implementation support to local and regional transit agencies. This could include:
    - Innovation and Technology Implementation**:** Developing and offering opt-in digital tools to assist agencies in key operational areas such as fare payment systems, fleet and asset management, schedule coordination, procurement processes, and real-time digital signage. Providing centralized, high-quality technological solutions could help agencies reduce costs and improve efficiency.
    - Enhanced Research and Analytics: Conducting data-driven studies to identify high-priority corridors for transit investments, areas where inter-regional travel coordination is most needed, and opportunities for transit-oriented development. This research would enable more strategic decision-making and help agencies align their efforts with broader state and regional mobility goals.
- **Stronger Collaboration and Clearly Defined Roles**: One of the biggest barriers to efficient project delivery is the complexity of multi-agency coordination. Transit agencies frequently need to navigate approvals and negotiations with local governments, MPOs, RTPAs, state departments responsible for highways and funding, community stakeholders, and neighboring transit agencies. Reducing administrative bottlenecks and clarifying roles and responsibilities can significantly accelerate project timelines and reduce costs.
- **Statewide Standards to Leverage Scale and Reduce Costs:** Establishing California-wide standards in key areas can provide consistency, streamline processes, and take advantage of the state's scale to reduce costs. Standardized procurement processes for ZE buses, uniform technical standards for transit prioritization infrastructure, harmonized permitting timelines, and integrated fare policies could make transit investments more efficient and cost-effective. A statewide approach to these elements would help agencies avoid duplicative efforts and ensure interoperability across systems.
- **Accountability and Performance Management Framework:** A structured mechanism to track progress, ensure accountability, and drive continuous improvement is essential for long-term success. This could involve reforming the TDA, or creating parallel accountability measures that track

key performance metrics over time. A robust performance management framework would help agencies measure progress against defined goals, identify challenges early, and ensure that all stakeholders remain aligned on necessary actions for success.

Appendix A: Detailed analysis requested under SB125 1.E

[Placeholder]

Appendix B: Table of all strategies and recommendations under Senate Bill 125 (1)(f)

Table Legend

- **Responsible entity:** Refers to the primary entity that needs to take action to implement the recommendation.
- **Enablers:** How is this going to be implemented
- **Level of complexity:** Low/Medium/High based on the extent of changes needed to implement
- **Key recommendation**: On a Yes/No basis, Whether the TTTF has identified the recommendation as one of critical importance to achieve overall ridership goals over the given implementation timeframe.

Better service, better outcomes

[Placeholder]

Transit and land use are interconnected

[Placeholder]

Safety is fundamental

[Placeholder]

Transit should be operationally sustainable

[Placeholder]

Appendix C: Existing adopted policy

[Placeholder]

Appendix D: Aspects outside of the scope of this report that could also need to change to achieve the vision

[Placeholder]