

APPENDIX B: Table of all strategies and recommendations under SB125 (1)(f)

Three levels of organization – principles, strategies, and policy recommendations—are used to best support the overall development of the TTF Report. Principles are high-level value statements of the report to express what is needed to achieve our goals and are organized around 4 key themes to increase ridership. The principles help group the other strategies, policy recommendations, and actions. Strategies form the "issue areas," often drawn from SB 125 enabling legislation. The strategies are larger, strategic moves to enhance transit. Strategies tightly group the individual policy recommendations into an issue area and focus section of the report. Policy recommendations are specific steps and initiatives that can be considered by stakeholders, such as the Legislature, the Executive Branch, state or local agencies, or transit operators. The policy recommendations are the small, specific items which are grouped into strategies for a particular issue area. Each policy recommendations will include additional information, such as:

- **Responsible entity**- Who is/are the responsible party/parties?
- **Support entities**- Who are the other entities that will help in this effort?
- **Enablers for implementation**- How is this going to be implemented?
- **Level of complexity**- What is the level of complexity to complete this policy recommendation- low, medium, or high?
 - Level of complexity falls into 3 categories: Low, medium, and high, which are defined below:
 - Low: Easy problem to fix, no special analysis or resources needed and can fit within current procedures and practices.
 - Medium: More complicated problem to fix, needs some analysis, resources, and cooperation from one or more entities, and manageable to integrate into current procedures and practices.
 - High: Highly complex problem to fix, needs extra analysis, resources, and coordination from multiple entities, and exceeds current procedures and practices.
- **Key recommendation**- *Is this a key recommendation- yes, or no?*
 - Key recommendations is recommended by the Task Force feedback.
- **TTF voting record**- Based on TTF voting. (To come in final report)

Please note that any row highlighted in light blue is a new recommendation being presented to the Task Force, while all others were previously approved. Red text in the policy recommendations includes updated language based on Task Force or CalSTA feedback.

Principle: Transit should be operationally and financially sustainable

- Strategies to achieve fleet and asset management goals and needs, including ICT (1.f.1.F)
- Strategies to address workforce recruitment, retention, and development challenges (1.f.3)
- Reforming the Transportation Development Act (1.f.4)
- New options for revenue sources (1.f.6)
- Oversight and reporting (1.f.5)
- Capital Construction costs and timelines

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
N.1.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.1. 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	Transit agencies	K-12 education, community colleges, trade schools, and re-entry program	Encourage transit agencies to collaborate with various entities, such as K-12 education, community colleges, trade schools, and re-entry program, through appropriate marketing campaigns to increase awareness of possible job opportunities, increase size of candidate pool, and train and prepare potential candidates. Ensure that this is done in multiple languages to expand reach.	
N.2.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.2. 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	CalSTA, Caltrans	Transit agencies, MPOs	Have CalSTA, Caltrans create a centralized job-posting board for transit agencies within their region to advertise positions and match candidates appropriately.	

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N.3.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.3. Create a statewide campaign to increase interest in careers in public transportation	Caltrans, CalSTA	MPOs	Have the CalSTA create a statewide campaign to increase public interest in public transportation through collaboration with MPOs, to appropriately target the correct candidates for each region.	
N.4.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.4. Re-evaluate age requirements for bus operators	DMV	Caltrans, CalSTA, Transit agencies	Work with the DMV to re-evaluate the age requirements for bus operators, to increase eligibility	
N.5.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.5. Align Federal and State regulations around drug tests, particularly as it relates to marijuana	FTA	CalSTA, Caltrans	As part of the current federal changes with marijuana from a Schedule I to Schedule III drug, look for opportunities to encourage FTA to align with State Law	
N.6.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.6. 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	DMV, Transit agencies	Legislature	Have transit agencies conduct mass-hiring events, where potential candidates can do an in-person interview and operator examination on the same day with regional DMV staff, instead of having candidates go to the DMV for their examination, which lengthens the timeline for hiring.	
N.7.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.7. Allow in-house examiners to fulfil the certification requirements through tests administered to multiple agencies within a region (i.e., instead of current 10-test requirement)	DMV, Transit agencies	Legislature	Have DMV allow in house examiners to work across the region, not just one agency	

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N.8.	1.f.3	N. Expand candidate pool and reduce barriers to entry for transit roles	N.8. Establish a shared pool of vehicle simulators distributed across agencies within a region to expedite the certification process, especially for smaller agencies	MPOs/ RTPAs	Transit agencies	Ensure that vehicle simulators within a region can be shared and distributed across agencies to help with the certification process. Have MPOs/ RTPAs collaborate with the various transit agencies to track availability across the region.	
P.1.	1.f.3	P. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways	P.1. Create centralized training programs that can be used by agencies in the same transit area in coordination through labor partners (e.g., through trade colleges and fund placements)	Caltrans	Trade colleges, Transit agencies	Have Caltrans create a standardized transit training program that can be adjusted to fit regional needs, and distributed through each region to increase access to training programs, through labor partners and trade colleges.	
P.2.	1.f.3	P. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways	P.2. Standardize credentials, curriculums, and onboarding materials that can be recognized across agencies	Caltrans	Academic agency	Have Caltrans work with an academic agency to create credentials, curriculums, and onboarding materials for transit agencies to easily recruit and train transit operators and mechanics.	
P.3.	1.f.3	P. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways	P.3. 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)	Caltrans	Transit agencies	Have Caltrans connect transit agencies to academic institutions to train students in emerging transit technologies, such as maintenance of AVs and EVs	

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P.4.	1.f.3	P. Expand training and mentorship programs for agencies to ensure employees have required skills and visibility into career pathways	P.4. Encourage transit agencies to establish formal mentorship, apprenticeship , or shadow programs to provide new employees with visibility into roles a few levels above	Transit agencies		Have an academic agency set up a mentorship/ apprenticeship program that can be easily transferable to all transit agencies, to help employees with potential career growth within the transit agency/ industry.	
AA.1.	1.f.1.F	AA. Coordinate with and incentivize manufacturers to collaborate on zero-emission bus and paratransit vehicle fleet	AA.1. Collaborate on creating and purchasing standardized specifications of zero-emission buses and paratransit vehicles to allow suppliers to scale production	Transit agencies, Caltrans, DGS	Suppliers	Have Caltrans work with Transit agencies to create a list of standardized specifications for zero-emission buses and paratransit vehicles. Work with suppliers to ensure that these specifications are included and scale production.	
AA.2.	1.f.1.F	AA. Coordinate with and incentivize manufacturers to collaborate on zero-emission bus and paratransit vehicle fleet	AA.2. Facilitate statewide coordination to address zero emission vehicles and related technologies not in service due to lack of OEM support to render vehicles operational and to ensure vehicles are adequately maintained	Caltrans, CARB, DGS	Transit agencies	Ensure that there is coordination between State and transit agencies on the requirements and technologies needed in zero-emission vehicles to ensure that transit agencies can use them.	
BB.1	1.f.1.F	BB. Streamline procurement requirements and timelines	BB.1 Allow agencies to opt-in to regional or California-wide 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	DGS, Regions, Caltrans	Transit agencies, FTA	Ensure that transit agencies can opt-in to a joint procurement for various zero-emission bus technologies, including parts, components, energy through a regional or statewide procurement contract with DGS. Encourage FTA to allow more joint purchasing for out of State contracts	

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BB.2.	1.f.1.F	BB. Streamline procurement requirements and timelines	BB.2. Authorize grantee agencies to use job order contracting authority to streamline maintenance and reduce project costs, avoiding the need for continuous procurement for routine work	Legislature	Caltrans, transit agencies	The legislature should consider granting Caltrans and partner agencies JOC authority to streamline procurement for routine maintenance and common project costs.	
BB.3.	1.f.1.F	BB. Streamline procurement requirements and timelines	BB.3. Expand Master Service Agreements for rolling stock and transit technology purposes to be administered through DGS or California Association of Coordinated Transportation (CalACT)	DGS, CalACT	Caltrans	Ensure that the MSAs through CalACT or DGS include rolling stock and new transit technologies to streamline procurement timelines for transit agencies	
CC.1.	1.f.1.F	CC. Procure or create software and digital tools for asset management	CC.1. Procure centralized software for asset management tools and predictive maintenance (or adding to California's Software Licensing Program) and make available to all agencies, with their oversight and input	DGS, Caltrans	Transit Agencies	Caltrans / DGS and Transit agencies should work to provide these tools on the SLP and procure.	
CC.2.	1.f.1.F	CC. Procure or create software and digital tools for asset management	CC.2. Create life-cycle cost assessment tools under a similar, shared services model	DGS, Caltrans	Transit Agencies	Caltrans / DGS and Transit agencies should work to provide these tools on the SLP and procure.	
DD.1.	1.f.1.F	DD. Encourage shared maintenance and infrastructure support	DD.1. Consider building out or facilitating the creation of shared facilities at known sites, allow legislatively for easier interagency agreements, procurements, and ownership	Legislature	Transit agencies, regions	The legislature shall allow transit agencies to enter interagency agreements with other transit agencies within the same region to create and work in shared facilities, streamlining procurement and area needs.	

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DD.2.	1.f.1.F	DD. Encourage shared maintenance and infrastructure support	DD.2. Encourage transit agencies to consider shared training programs and for the State to invest in apprenticeship programs (e.g., on vehicle maintenance)	Caltrans, transit agencies		In order to increase and maintain transit maintenance employees, have the State invest in apprenticeship programs across the state for transit vehicle maintenance, and allow transit agencies to partner in shared training programs across the state.	
DD.3.	1.f.1.F	DD. Encourage shared maintenance and infrastructure support	DD.3. 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	CalSTA, Caltrans	Transit agencies, Legislature	CalSTA/ Caltrans can adjust rules and procedures so transit agencies can use shared facilities for charging and fueling transit vehicles with private freight companies and schools	
EE.1.	1.f.1.F	EE. Advise State to provide opt-in technical assistance for asset management capabilities	EE.1. Develop opt-in statewide capacities to assist transit agencies with project delivery and asset management	Caltrans		Caltrans can provide transit agencies an opt-in service to assist with project delivery and asset management	
EE.2.	1.f.1.F	EE. Advise State to provide opt-in technical assistance for asset management capabilities	EE.2. Provide technical assistance for agencies that request it in identifying and prioritizing routes for fleet transitions that are most suitable to either electric or hydrogen buses	Caltrans		Caltrans should provide additional technical assistance for the deployment of ZEV buses	

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FF.1.	1.f.1.F	FF. Encourage review and discussion of ICT requirements and solutions	FF.1. 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	CARB, Caltrans, CalSTA, Go-BIZ	Legislature	Complete recommendations out of the ICT ZEV Task Force.	
GG.1.	1.f.5	GG. Simplify granting	GG.1. 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	Legislature, state agencies		The Legislature should consider requiring that State agencies should consider consolidating, standardizing, and streamlining grant applications to reduce the amount requirements, timelines, and processes. Ensure that one application can be used for multiple funding programs or grants, to reduce administrative burden of agencies applying for grants.	
GG.2.	1.f.5	GG. Simplify granting	GG.2. 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	CalSTA, Caltrans, CTC		Transportation agencies and granting agency create a master agreement that can be used with any primary applicant agency, to include all boilerplate language, terms and conditions, to reduce timelines and ensure the agency can start using grant money within a year of receiving it.	
GG.3.	1.f.5	GG. Simplify granting	GG.3. Encourage consolidation of grant programs across State agencies to reduce duplication	Legislature		Similar to GG.1., the legislature should consider consolidation of grant programs across State agencies to reduce duplication and streamline the process.	

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GG.4.	1.f.5	GG. Simplify granting	GG.4. 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	State agencies		Create a centralized system where grant recipients can track all State grants on one platform and track their progress	High
GG.5.	1.f.5	GG. Simplify granting	GG.5. 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	State agencies	Local agencies	For agencies that need more assistance for grant applications, compliance, and reporting, allow State to create an opt-in service where State staff can assist where needed.	
GG.6.	1.f.5	GG. Simplify granting	GG.6. 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	State agencies	Local agencies	For agencies that need assistance, allow State to create an opt-in service to help with preliminary engineering and project costs.	
HH.1.	1.f.5	HH. Reduce administrative burden	HH.1. 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	Legislature	Caltrans, CalSTA	The legislature could consider establishing procedures for a single state agency to have the authority to collect information from Caltrans and then disseminate to other state agencies as need for reporting.	
HH.2.	1.f.5	HH. Reduce administrative burden	HH.2. Create a statewide, publicly accessible dashboard allowing members of the public and agencies to view the data collected and performance information for each agency	Legislature	Caltrans, CalSTA	The Legislature should consider that state agencies should create a dashboard to view performance information for each agency, that should be viewable by the public.	

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HH.3.	1.f.5	HH. Reduce administrative burden	HH.3. Reduce the timeline for distribution of funds and allow flexibility and guarantees where possible inside each grant program	Legislature		The Legislature should consider to direct state agencies to reduce the administrative burden on distributing funds and allow flexibility for various programs.	
HH.5.	1.f.5	HH. Reduce administrative burden	HH.5. Build capacity at the Statewide level to manage and distribute funds effectively and within clearly defined KPIs and time limits	Legislature		Similar to HH.1., the legislature should allow state agencies to have more capacity to ensure that grant funding is delivered on time and have metrics to view progress on grant projects and programs.	
UU.2.	1.f.4	UU. Simplify reporting requirements for funding & increase transparency to the public	UU.2. 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	CalSTA, Caltrans	Transit agencies	Have CalSTA and Caltrans establish a working group including state, region, and transit agencies to establish metrics and performance measures that should be updated every 4 years in lieu of farebox recovery and cost-inflation penalties.	
UU.4.	1.f.4	UU. Simplify reporting requirements for funding & increase transparency to the public	UU.4. Provide additional technical assistance to agencies to meet reporting requirements, aim to shift reporting burden to the state based on existing NTD, GTFS data	Caltrans		Have Caltrans provide additional technical assistance for transit agencies to opt-in to meet reporting requirements	
VV.1.	1.f.4	VV. Improve predictability of long-term funding	VV.1. Remove farebox recovery penalty, require agencies establish plans and use future TDA funding to address deficiencies identified in audit process if not meeting goals.	Legislature		The Legislature should consider removing the farebox recovery penalty and allow transit agencies to establish plans in how they should audit progress	

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VV.3.	1.f.4	VV. Improve predictability of long-term funding	VV.3. Eliminate the unmet transit needs process to require money is spent on transit and if there is no transit system in that area then the money can be redirected to other transit needs.	Legislature		The Legislature could consider taking action to do this.	
WW.1.	1.f.4	WW. Align Incentives	WW.1. Use 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.	Legislature, CalSTA, Caltrans	Transit agencies, regions	The legislature should convene a standing work group to develop and approve accountability mechanism to replace the existing ones inside the TDA.	
WW.2.	1.f.4	WW. Align Incentives	WW.2. Update other formulaic funding programs (i.e., LCTOP, SGR) to align with revisions to TDA reporting requirements and incentives	CalSTA, Caltrans, CTC		The legislature should also allow said working group to align other programs with the TDA requirements, where applicable	
WW.3.	1.f.4	WW. Align Incentives	WW.3. Update TDA to better align to criteria in state discretionary investment programs	CalSTA, Caltrans, CTC		The working group should ensure that discretionary investment programs do not contradict TDA and work to align the incentives.	
WW.4.	1.f.4	WW. Align Incentives	WW.4. 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.	CalSTA, Caltrans, CTC		Any work group approved metrics should follow the recommendation attached.	

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W.1.	1.f.6	W. Reprogram and re-focus existing revenues	W.1. Encourage regions to review existing programming of current revenues from LTF and STA and identify opportunities to reprogram those dollars to support transit operations and expand service in the near term, especially in conjunction with TDA reform efforts, as most of the transit-directed revenues are programmed locally and regionally.	Regional agencies		Regional agencies should review existing programming of current revenues from LTF and STA and identify opportunities to reprogram those dollars to support transit operations and expand service in the near term, especially in conjunction with TDA reform efforts, as most of the transit-directed revenues are programmed locally and regionally	
W.2.	1.f.6	W. Reprogram and re-focus existing revenues	W.2. Explicitly align definitions of capitalized maintenance between federal and TDA programs so that regions can better support operations within the TDA framework for LTF and STA funds.	Legislature	Caltrans	The legislature should consider changing how maintenance is counted inside TDA funds to align to federal law.	
W.3.	1.f.6	W. Reprogram and re-focus existing revenues	W.3. Allow additional flexibility in the use of local option sales taxes to support transit operations, especially for older Local Option Sales Taxes by allowing regions to reprogram revenues to support transit services when in alignment with state and regional priorities.	Legislature		The legislature should consider allowing LOST administrating agencies to reprogram funds after a certain time horizon (ie, 20 or 30 years) since the passage to allow flexibility in supporting operations	
W.4.	1.f.6	W. Reprogram and re-focus existing revenues	W.4. Identify opportunities for regions to reprogram FHWA formula for transit uses as allowable under federal law. Consider opportunities to temporarily support regions that program FHWA-formula funds into FTA or for transit purposes for a limited duration by matching with state share dollars where available to help eliminate a backlog in spending FHWA formula dollars.	Caltrans, CalSTA, Regional Agencies		Given the current backlog in local spending on the FHWA formula programs, consider using flex authorities to give additional funds to transit operations. Caltrans / CalSTA should consider backfilling those projects using August Redistribution dollars or state share dollars.	

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X.1.	1.f.6	X. Support local communities in raising revenues	X.1. Consider additional flexibility in the ability for transit agencies or advocates to place measures on the ballot by allowing transit agencies and advocates to have authority to place measures on the ballot for their service areas, similar to how cities can place sales taxes on the ballot without enabling legislation	Legislature		The legislature could consider allowing some or all transit agencies to have the authority to place a ballot measure on the ballot for their service area, allowing funds to be raised in the areas directly served by transit.	
Y.1.	1.f.6	Y. Generate new revenue through value-capture	Y.1. 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	Legislature		Similar to recommendation S.4., the legislature could give express land use authorities and bonuses to transit agencies that could then be sold or ground leased.	
Y.2.	1.f.6	Y. Generate new revenue through value-capture	Y.2. Explore opportunities to allocate revenue from managed lanes in California's most congested regions to expand transit service, giving travelers reliable alternatives to driving alone	Caltrans, CalSTA	Regional Agencies (Tolling)	Caltrans and CalSTA should establish that it is a valid use of toll revenues to spend on transit and encourage that with excess revenue from new tolling projects.	
Y.3.	1.f.6	Y. Generate new revenue through value-capture	Y.3. Update increment financing tools to make it easier for transit agencies to capture value and establish district, with a specific focus on removing the number of bodies and votes that need to approve the creation of a TIF district	Legislature		The legislature could consider reducing the burden required with setting up TIF districts, including reducing the number of approvals, increasing the amount of revenue they can capture, and creating dedicated resources to help set them up.	

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Z.1.	1.f.6	Z. Create new revenue through efficiencies and higher ridership service offering	Z.1. Allow agencies to retain state grant funding if projects come in under-budget as incentive, available to be used on an eligible project within the same program without recompeting	Legislature	Caltrans, CalSTA	The legislature should consider allowing administrative agencies this flexibility inside grant projects.	
Z.2.	1.f.6	Z. Create new revenue through efficiencies and higher ridership service offering	Z.2. Allow agencies to borrow against future STA and LTF or other state share revenues for projects that will improve efficiencies and lower operating costs with a defined return on investment.	Legislature	Caltrans, CalSTA	The legislature could consider future STA / LTF revenues and allow for lending against them to transit agencies for pre-approved projects that improve operational efficiencies. CalSTA and Caltrans should exercise fiscal oversight, along with the SCO	
XX.1.	N/A	XX. Grow public-sector capacity	XX.1. CalSTA and Caltrans to 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	CalSTA, Caltrans, Legislature	Transit Agencies, Regions, CTC	CalSTA/Caltrans to develop standardized Rail / Transit business case guidelines that can be used by agencies statewide.	Medium
XX.2.	N/A	XX. Grow public-sector capacity	XX.2. Procure project delivery software that can be used by transit agencies, local agencies, and MPOs.	CalSTA, Caltrans		Have Caltrans / DGS create a statewide purchase schedule for common project delivery software that can be used by project owners and shared by project partners.	Low

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XX.3.	N/A	XX. Grow public-sector capacity	XX.3. Develop an inventory of standard materials costs and lower cost of materials with volume buying	CalSTA, Caltrans		Similar to what occurs on the roadway / highway side, have Caltrans develop an inventory of standard costs for materials and parts that can be shared to all project owners and allows local agencies to procure materials when available at lower cost rather than having contractors purchase.	Low
XX.4.	N/A	XX. Grow public-sector capacity	XX.4. The legislature should 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	MPOs, Local Agencies, Transit Agencies, CalSTA, Caltrans	Legislature	Given the difficulty in staffing, maintaining, and growing expertise for megaprojects, the Legislature should consider allowing agencies to freely collaborate and share resources and do cost recovery. The legislature should also consider creating a statewide center of excellence that can serve on any megaproject / consult with agencies as they execute on megaprojects.	High
YY.1.	N/A	YY. Reduce timelines to deliver capital projects	YY.1. Utilize NEPA oversight delegation authority at Caltrans or CHSRA to complete NEPA in an expedited manner	CalSTA, Caltrans, CHSRA		Explore options to complete NEPA requirements faster using existing CHSRA MOU when FRA is lead agency. Pursue additional MOU(s) so that Caltrans can have delegated authority when FRA and/or FTA is lead agency if there is interest outside of the project categories included in the CHSRA MOU on an opt-in basis from transit agencies	Med

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YY.2.	N/A	YY. Reduce timelines to deliver capital projects	YY.2. 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.	CalSTA, Caltrans, MPOs, Local Agencies, Transit Agencies	Legislature	The legislature should consider limiting the types of design changes that are allowed to be requested by stakeholders beyond certain phases of a project for high-priority transit & rail projects and essentially implement a process where certain issues are required to be resolved earlier, or the permitting / funding agency would lose their right to insist on changes.	Low
YY.3.	N/A	YY. Reduce timelines to deliver capital projects	YY.3. 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.	CalSTA, Caltrans, MPOs, Local Agencies, Transit Agencies	Legislature	The legislature should consider reforms that should help reduce delay of project by clearing all legal needs early in the project, especially with regard to permitting agencies who may not engage in earlier phases, risking the project timelines when they insist on design changes to meet permit requirements during later phases.	Low
YY.5.	N/A	YY. Reduce timelines to deliver capital projects	YY.5. Formalize service-led planning to reduce construction costs and develop clear roles and responsibilities between state, regional authorities, and transit agencies or local municipalities	CalSTA, Caltrans	MPOs, Local Agencies, Transit Agencies, LCI	As part of the state's planning efforts, Caltrans and CalSTA should formalize service led planning into all transit / rail planning practices, and inside funding programs, use the frameworks to evaluate projects	Low

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YY.6.	N/A	YY. Reduce timelines to deliver capital projects	YY.6. Explore ways to allow for 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.	Legislature		The legislature should consider expanding alternative delivery authority to a broader array of agencies.	Medium
YY.7.	N/A	YY. Reduce timelines to deliver capital projects	YY.7. The legislature should 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.	Legislature	Transit Agencies, Local Agencies	In order to limit the betterments that can be requested by permitting agencies, the legislature should consider giving either master permitting authority or by-right authorities to transit projects in order to prevent holding up projects by requesting expensive betterments to get a permit.	Medium
YY.8.	N/A	YY. Reduce timelines to deliver capital projects	YY8: The legislature could consider streamlining certain types of permits, while making other permits by right (similar to the recommendation B.1. and B.3.) for high priority transit projects.	Legislature	Transit Agencies, Caltrans, Permitting authorities	In order to ensure that projects are able to be completed on time and on budget, agencies and entities such as utilities and railroads often use permit requirements as a chance to get betterments. By making permits by right, it would remove the ability of local discretion to hold a permit for an unrelated betterment.	Medium

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
YY.9.	N/A	YY. Reduce timelines to deliver capital projects	YY.9. 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 do not affect funding of projects.	Legislature	Transit Agencies, Caltrans, CalSTA, cities	The legislature should consider requiring the establishment minimum guidelines for transit and rail projects, based on statewide consultation, to ensure consistent and limit the number of standards (or lack thereof) in small jurisdictions that may delay projects by with unique standards and under resourced cities. The legislature could also consider varying incentives to use said standards but do not recommend conditioning funding on using them	Medium

Principle: Deliver an exceptional customer experience with a strong focus on safety for all

- Providing a safe and clean ride for passengers and operators (1.f.1.C)

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
J.1.	SB125 1.f.1.c	J. Implement physical security measures for frontline transit workers and riders.	J.1. Install protective doors for bus operators consistent with safety operations and per union agreement	Transit agencies	Transit unions, Transit Agencies	Provide guidance that transit agencies and transit operator unions should work proactively to install protective doors for operator safety. Continue to assess operator safety inside TDA audits.	Medium
J.2.	SB125 1.f.1.c	J. Implement physical security measures for frontline transit workers and riders.	J.2. 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	Transit agencies, DGS	Transit unions	Work with DGS on procurement of emergency communications equipment and systems to ensure that transit stops and tools needed to ensure operator safety are available to transit agencies with appropriate privacy protections for riders	Medium
J.3.	SB125 1.f.1.c	J. Implement physical security measures for frontline transit workers and riders.	J.3. Update signage in and around stations for better navigation and safety, including reducing speed limits around transit stops.	Transit agencies, local jurisdictions, Caltrans, CalSTA		Transit agencies to work with local jurisdictions (and Caltrans if on highways) on better signage on and around transit stations and stops. The legislature should consider allowing local jurisdictions to set speed limits near transit stops.	Low
J.4.	SB125 1.f.1.c	J. Implement physical security measures for frontline transit workers and riders.	J.4. Increase lighting and other safety features in the areas surrounding transit stations to ensure safety on a first/last mile trip.	Transit agencies, local jurisdictions	Caltrans, DGS	Work with local jurisdictions and transit agencies to have sufficient lighting in and around transit stations. Work with Caltrans/ DGS on lighting procurement. Look into solar lighting infrastructure, and ensure high-quality, reliable lighting options to ensure safety.	Low
K.1.	SB125 1.f.1.c	K. Improve coordination with H&HS Agencies to ensure comprehensive health-related safety and security responses.	K.1. Increase presence of safety professionals on transit systems through safety ambassadors, crisis intervention specialists, and/or uniformed officers, leveraging coordination with local police departments.	Transit agencies, local jurisdictions, local police departments, CHP		Encourage transit agencies with local jurisdictions and police/ sheriff's departments to increase the number of officers on and around transit systems. Encourage transit agencies to hire and train more safety professionals for their transit systems, along with encouraging models such as ambassador programs.	Low

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
K.2.	SB125 1.f.1.c	K. Improve coordination with H&HS Agencies to ensure comprehensive health-related safety and security responses.	K.2. Coordinate with health and human services agencies to implement services for unhoused people on and around transit systems.	Transit agencies, local jurisdictions, California Health and Human Services Agency (CalHHS)	Caltrans, nonprofits	Have CalHHS coordinate with local health departments, nonprofits, and transit agencies on services for unhoused people on transit systems.	Low
L.1.	SB125 1.f.1.c	L. Ensure coordination at the State level between agencies.	L.1. Develop statewide safety and security standards (e.g., guidance on directing individuals to wraparound services, addressing mental health and substance abuse challenges.)	California Health and Human Services Agency (CalHHS), Caltrans	Transit agencies, local agencies	Have CalHHS develop safety and security standards for transit agencies addressing mental health, substance abuse, and homelessness challenges, and provide trainings to transit agencies across the State.	Low
L.2.	SB125 1.f.1.c	L. Ensure coordination at the State level between agencies.	L.2. Examine opportunities to regionalize prohibition orders within the existing legal framework.	Legislature	Transit agencies, Caltrans, labor unions for transit agencies	The legislature should consider enabling legislation to expand prohibition orders beyond transit agencies to entire regions, to maintain effectiveness of the prohibition and protect the safety of operators.	Medium
L.3.	SB125 1.f.1.c	L. Ensure coordination at the State level between agencies.	L.3. Establish parity in penalties for assault and battery against transit operators, ticketing agents, and all other transit employees.	Legislature		The legislature should consider establishing parity in penalties for assault and battery against all transit employees and other front-line public sector employees.	Medium
L.4.	SB125 1.f.1.c	L. Ensure coordination at the State level between agencies.	L.4. Encourage commercial development (e.g., platform kiosks, station stalls, exterior shops) at stations to improve perceived safety.	Legislature	Transit agencies, local jurisdictions	The legislature should consider passing a law that would remove barriers to commercial development in & near stations, including liability and insurance requirements Agencies should consider how to encourage small businesses to locate on transit property.	Medium
L.5.	SB125 1.f.1.c	L. Ensure coordination at the State level between agencies.	L.5. Implement surveys for priority populations (e.g., seniors, women) to monitor safety of transit systems.	Transit agencies, Caltrans		Building on SB 434, transit agencies and Caltrans should continue to fund and administer surveys to measure harassment and other challenges on public transit to priority populations.	Low
M.1.	SB125 1.f.1.c	M. Provide dedicated safety and security funding.	M.1. Provide dedicated funding for improving safety infrastructure (e.g., protective barriers, lighting) at transit stations and bus stops, and employing safety-related personnel.	Legislature	Transit agencies, Caltrans	The legislature should consider the funding needs for transit agencies to ensure safety on and around transit systems, including safety infrastructure and safety-related employees, such as safety ambassadors, crisis intervention specialists, and/or uniformed officers.	Medium

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
M.2.	SB125 1.f.1.c	M. Provide dedicated safety and security funding.	M.2. Provide dedicated funding for de-escalation and violence mitigation training specific to transit employees	Legislature	Transit agencies, Caltrans	The legislature should consider the funding needs for transit agencies to ensure safety on and around transit systems, including providing funding for de-escalation and violence mitigation training specific to transit employees.	Medium
M.3.	SB125 1.f.1.c	M. Provide dedicated safety and security funding.	M.3. Allow transit agencies to be eligible for homelessness funding programs.	Legislature	Transit agencies, Caltrans, regional agencies, Caltrans, CalHHS	The legislature should consider allowing transit agencies, like cities / counties, to be directly eligible for certain types of homelessness funding programs and shelters, removing the burden from cities and counties for helping provide services in the specialized environment.	Medium

Principle: Boost the speed, frequency, and reliability of transit services

- Transit prioritization to increase frequency and reliability (1.f.1.D)
- First- and last-mile access to transit (1.f.1.E)
- Service and fare coordination or integration between transit agencies (1.f.1.A)
- Coordinated scheduling, mapping, and wayfinding between transit agencies (1.f.1.B)

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
A.1.	SB125 1.f.1.D	A. Standardize, support, and scale transit priority infrastructure.	A.1. 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	Caltrans, CalSTA	Department of General Services (DGS)	Coordinate with DGS to establish procurements via Master Service Agreement (or other procurement method). Determine base-level technology and equipment needed for TSP, bus stops, and preemption that can be implemented statewide.	Medium
A.2.	SB125 1.f.1.D	A. Standardize, support, and scale transit priority infrastructure.	A.2. 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	Caltrans, CalSTA	CA Traffic Control Devices Committee (CTCDC), California Highway Patrol (CHP)	Work with the CTCDC to update the MUTCD and Highway Design Manual (where applicable) to include detailed guidelines and standards on TSP and preemption for transit routes. Alternatively, the legislature could consider giving timelines and deadlines, along with mandated performance standards, for state supported TSP implementations. Members of the TWG, Task Force, and SMEs reported that the lack of the standards and practices in implementing TSP both raised costs and reduced the performance of implementation (i.e., low uptime for TSP, insufficient priority).	Medium
A.3.	SB125 1.f.1.D	A. Standardize, support, and scale transit priority infrastructure.	A.3. 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	Legislature / Caltrans	CHP	Post SB 960 passage, the legislature should consider the funding needed to meet the targets that will be established by 2027.	High
A.5.	SB125 1.f.1.D	A. Standardize, support, and scale transit priority infrastructure.	A.5. 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	Legislature	Local authorities	The legislature should consider allowing other moving violations to be included what can be ticketed by bus lane enforcement cameras, along with extending the pilot program to any agency which runs on bus only lanes in the future, rather than just the explicitly authorized ones.	Low

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
B.1.	SB125 1.f.1.D	B. Expedite delivery of transit-supportive infrastructure and strategies.	B.1. Allow for exemption or preemption of local and State permitting requirements on identified priority transit routes	Legislature	Local Agencies, MPOs, RTPAs	Currently, transit agencies have substantial challenges getting permits from infrastructure owners for everything ranging from bus shelters, TSP, to bus lanes due to the discretionary permitting process held by the infrastructure owners (local cities, counties, Caltrans, and private owners, including property owners and railroad companies). The Legislature should consider allowing for preemption of permitting requirements or a by-right permitting process on priority transit routes. Currently, the State (Caltrans) and MPOs do and should continue to identify priority transit routes state and regionwide via the regional transportation plan process. To add flexibility, the state could consider having a performance-based approach for the permitting process – i.e., requiring by right transit shelters, but only if more than a certain threshold of buses stop there a day, or simply requiring that agencies work together to address underlying infrastructure issues.	High
B.2.	SB125 1.f.1.D	B. Expedite delivery of transit-supportive infrastructure and strategies.	B.2. Make permanent the SB 922 California Environmental Quality Act (CEQA) exemptions for transit prioritization projects, general purpose lane to bus-only lane conversions, highway shoulders to part-time transit lanes conversions	Legislature		The legislature could consider SB 71, which implements this recommendation.	Low
B.3.	SB125 1.f.1.D	B. Expedite delivery of transit-supportive infrastructure and strategies.	B.3. 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	Legislature		Similar to B1, but with a focus on having certain types of low impact infrastructure (ideally, Shelters, TSP) be by-right. To limit the scope, the Legislature could consider performance or service-based thresholds for the implementation. With regards to liability, the legislature should consider with bus shelters how to assign responsibility for the maintenance, upkeep, and ADA access to ensure that infrastructure owners are indemnified.	Low
B.4.	SB125 1.f.1.D	B. Expedite delivery of transit-supportive infrastructure and strategies.	B.4. Establish a statewide TIGER team to assist with the implementation of BRT / Bus Only lanes statewide to assist with planning, engineering and implementation in all jurisdictions	Caltrans	Local agencies, MPOs	Have a Caltrans establish BRT/ Bus Only Lanes implementation experts to provide recommendations to Caltrans Districts, MPOs, and Local agencies on planning, engineering, and implementation.	Low

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
B.5.	SB125 1.f.1.D	B. Expedite delivery of transit-supportive infrastructure and strategies.	B.5. 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.	Caltrans, CalSTA			
C.1.	SB125 1.f.1.D	C. Coordinate and collaborate to deliver infrastructure across jurisdictions.	C.1. Develop a framework on roles and responsibilities for TSP and BRT implementation for use statewide	Caltrans, CalSTA	Local agencies, MPOs	Have a Caltrans team develop BRT/ TSP implementation guidelines. Could be paired with B4.	Low
C.2.	SB125 1.f.1.D	C. Coordinate and collaborate to deliver infrastructure across jurisdictions.	C.2. Convene a statewide working group for cities, counties, MPOs, and transit agencies to discuss and solve common issues in implementing TSP	CalSTA/ Caltrans	Local agencies, MPOs, transit agencies	Have Caltrans or CalSTA develop a working group for cities, counties, MPOs, and transit agencies once a quarter to discuss common issues in TSP implementation. Have this working group publish an annual report to the legislature detailing the performance of TSP statewide.	Low
D.1.	SB125 1.f.1.D	D. Establish flexibility with State funding sources.	D.1. Fund planning and engineering resources at the State level for easier implementation of transit priority infrastructure at the local level	CalSTA/ Caltrans	Caltrans Districts, MPOs, Local agencies	Establish for statewide funding of resources to help Caltrans Districts, MPOs, and Local agencies with TSP planning, engineering, and implementation.	Medium
D.2.	SB125 1.f.1.D	D. Establish flexibility with State funding sources.	D.2. Update state funding programs and guidelines to encourage the delivery of transit priority infrastructure	CalSTA / Caltrans / CTC / Regional Agencies		The CTC and Caltrans should update state transportation funding guidelines for specific programs to include criteria to encourage transit priority projects inside the various programs that they fund. Additionally, regional agencies (MPOs and RTPAs) could consider adopting guidelines that would encourage transit priority projects with the funding that they control the allocation of.	Medium
JJ.1.	SB125 1.f.1.E	JJ. Reform planning process to improve access to transit	JJ.1. 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	Regional Agencies		Given the legislature's focus on Major Transit Stops and High-Quality Transit Areas, specifically around creating transit-oriented communities, MPOs should empower & resource, in a consultive process with agencies, cities, and counties, to create clear guidelines and deploy signage for cities, transit agencies, and others to follow.	Medium
JJ.2.	SB125 1.f.1.E	JJ. Reform planning process to improve access to transit	JJ.2. Streamline permitting processes and timelines for delivering active transportation projects near transit hubs and stations	Legislature		The legislature should consider defining set timelines, required permitting forms and process, for active transit projects to assist with timelines, specifically limiting the timelines for permits around encroachment, utilities, and the limit number of hearings required.	Medium

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
JJ.3.	SB125 1.f.1.E	JJ. Reform planning process to improve access to transit	JJ.3. Assess conditions and collect data on sidewalk, 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	CalSTA / Caltrans	MPOs, Local Agencies, Transit agencies	Caltrans shall, as part of the data collection already done as part of federal / FHWA mandates, begin to collect sidewalk, mobility lane, and transit hubs. This data should also be made public via the state's open data portal for the public to use.	Medium
JJ.4.	SB125 1.f.1.E	JJ. Reform planning process to improve access to transit	JJ.4. Create a statewide registry of bus stops, each with a unique ID, and include stop amenity information	CalSTA / Caltrans	MPOs, Local Agencies, Transit Agencies	Caltrans shall setup and collect the information needed to create a statewide registry of bus stop and stop amenity information.	Medium
KK.1.	SB125 1.f.1.E	KK. Ensure consistent and flexible funding for active transportation and first- and last- mile access to transit	KK.1. 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	Legislature / Caltrans / CTC		Instruct Caltrans, CTC to simply and reduce the administrative burden on accessing / developing ATP program. Focus on reducing timelines within the program from award to programing to delivery. Identify more stable sources of ATP funding.	Low
KK.2.	SB125 1.f.1.E	KK. Ensure consistent and flexible funding for active transportation and first- and last- mile access to transit	KK.2. Reduce administrative burden to improve the use of existing and new State funding for active transportation projects	Legislature, Caltrans, CTC		Encourage regions and CTC to update ATP program to reduce administrative burden and further reward projects that include first / last mile access to transit in scoring.	Low
LL.1.	SB125 1.f.1.E	LL. Coordinate and collaborate to provide first- and last- mile access to transit across jurisdictions	LL.1. Ensure interagency coordination on first- and last- mile planning, implementation, and maintenance between Caltrans, MPOs, local jurisdictions, CBOs, and transit agencies	Caltrans, MPOs, Local jurisdictions, CBOs, transit agencies		Have Caltrans or CalSTA develop a working group to discuss first / last mile planning and implementation, including the named parties. Consider reviewing the District Transit Plans and state and local plans with PID development, to ensure alignment.	Medium
LL.2.	SB125 1.f.1.E	LL. Coordinate and collaborate to provide first- and last- mile access to transit across jurisdictions	LL.2. Create opt-in State Purchasing Schedule agreements for bikeshare infrastructure, service providers, and participants in California e-bike incentives and bike lending programs	CARB, DGS, Caltrans	Transit agencies, cities	Instruct DGS to create a statewide purchase schedule for the needed components of bike share, service providers, and bike incentive / lending programs so that localities and the state can more effectively launch projects.	Low

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
ZZ.1.	1.f.1.A and 1.f.1.B	ZZ. Empower Regions to lead on fare, service, mapping, and wayfinding coordination	ZZ.1. The legislature could consider requiring and funding multi-operator regions to identify to identify a regional body, lead agency or collaboratives of operators with a responsibility to define the service goals of the transit network, identify key hubs and corridors where route and time connections are most important to riders, and consider the most effective method for timetable updates among participating transit agencies.	Legislature	Transit Agencies, Regions	The legislature could consider a process in which regions of the state have a defined coordinator role, fill by a body that is either the regional agency, a lead agency, or a multi-operator collaborative, to ensure schedule and fare coordination	
ZZ.2.	1.f.1.A and 1.f.1.B	ZZ. Empower Regions to lead on fare, service, mapping, and wayfinding coordination	ZZ.2. Recommend regions, a lead agency or collaboratives of operators facilitate fare policy discussions with goal of increasing ridership and revenue.	Regions	Transit Agencies	The legislature could consider adding fare policy coordination to the remit of the multi operator body.	
AAA.1	1.f.1.A and 1.f.1.B	AAA. Ensure State support	AAA.1. Provide technical assistance to transit agencies that request it through a statewide identity verification program that transit agencies can use to verify discounted fares	State		Have State provide technical assistance to transit agencies that request it through a statewide identity verification program that transit agencies can use for K-12 and college students, older adults, low-income people, and other groups to get verified for discount fares	
AAA.2	1.f.1.A and 1.f.1.B	AAA. Ensure State support	AAA.2. Develop tools and technical assistance to help ensure inter-operability between payments systems statewide, along with determining how to sell inter-regional, multi-operator trips that often link to the state rail network.	Caltrans, CalSTA		Caltrans and CalSTA should develop tools and technical assistance to help ensure inter-operability between payments systems statewide. Additionally, CalSTA can look into how to best help coordinate inter-regional, multi-operator trips that often link to the state rail network.	
AAA.3	1.f.1.A and 1.f.1.B	AAA. Ensure State support	AAA.3. 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	Caltrans		Caltrans should allow transit agencies to participate and opt-in to use 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 to ensure	
AAA.4	1.f.1.A and 1.f.1.B	AAA. Ensure State support	AAA.4. Develop tools and provide support for regions and agencies for service planning to support other recommendations and help facilitate interregional planning.	Caltrans, CalSTA		CalSTA and Caltrans should develop tools and provide support for regions and agencies for service planning to support other recommendations and help facilitate interregional planning.	

Principle: Increase options for living, working, and learning near high-quality transit routes

- Changes to land use, housing, and pricing policies that could improve public transit use (1.f.2)
- Potential of transit-oriented development and value capture of property around transit (1.f.7)

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
Q.1.	SB125 1.f.2	Q. Coordinate transit and land use planning	Q.1. 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	California Department of Housing & Community Development (HCD)	Caltrans, CalSTA	Support HCD in their efforts and strategy to increase the number of homes in California with a specific focus on TOD.	Low
Q.2.	SB125 1.f.2	Q. Coordinate transit and land use planning	Q.2. Give transit agencies the ability to review and comment on City Transportation Demand Management (TDM) plans	Local agencies	Transit agencies	Require that local transit agencies be consulted in Transportation Demand Management plans and processes such as local development review.	Low
Q.3.	SB125 1.f.2	Q. Coordinate transit and land use planning	Q.3. Encourage HCD to include additional transit-supportive land use policies in qualifying for pro-housing designation	HCD	CalSTA	Increase the transit supportive policies that would be inside the HCD pro-housing designation.	Low
Q.5.	SB125 1.f.2	Q. Coordinate transit and land use planning	Q.5. Encourage transit agencies to include analysis and evaluation of land use and value capture opportunities into their transit enhancement and expansion plans	Transit agencies	Local agencies, CalSTA	Update program guidelines and funding prioritization to explicitly encourage and reward projects that have a value capture element.	Medium
Q.6.	SB125 1.f.2	Q. Coordinate transit and land use planning	Q.6. Leverage, where possible, Caltrans-owned and other State-owned land to reduce upfront land costs to jumpstart TOD projects	Caltrans	HCD	Utilize and deliver Caltrans parcels to support projects where possible. Have Caltrans work with HCD and others to effectively use Caltrans project for TOD projects.	Medium
S.1.	SB125 1.f.2	S. Encourage transit-supportive land uses	S.1. Identify all land around transit stations open to joint development, including land owned by transit agencies and Caltrans that is eligible for TOD	Caltrans, HCD	CalSTA	Develop and publish inventory, list of opportunities statewide for joint development.	High
S.3.	SB125 1.f.2	S. Encourage transit-supportive land uses	S.3. Examine opportunities to price on-street parking and unbundle new off-street parking from residential and commercial developments within 0.5 mile of transit	Legislature		Update laws to encourage more active pricing of on street parking near transit and require unbundled parking for off street parking to encourage use within half mile of high-quality transit.	Medium

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
S.4.	SB125 1.f.2	S. Encourage transit-supportive land uses	S.4. Create the ability to allow transit agencies to sell air rights to create development opportunities above transit stations and facilities	Legislature		Give transit agencies specific air rights for land near stations (i.e., existing zoning, bonus, etc.) and mandate transferability to allow agencies to raise revenue.	Medium
S.5.	SB125 1.f.2	S. Encourage transit-supportive land uses	S.5. Create bench of pre-vetted TOD property developers for use by transit agencies statewide to pursue joint development abilities	HCD	Transit agencies	Create a statewide bench of developers and a clearinghouse to help transit agencies develop TOD projects.	High
T.1.	SB125 1.f.2	T. Provide education, incentives, or funding to developers and agencies	T.1. Explore state agency support to provide loans with lower interest rates to developers for qualifying TOD projects	CalHFA		CalHFA should incentivize TOD projects by providing lower interest rate loans to developers that build housing near transit.	
T.2.	SB125 1.f.2	T. Provide education, incentives, or funding to developers and agencies	T.2. 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)	CalSTA	CalPERS, CalSTRS	CalSTA should work with CalPERS and CalSTRS to encourage investment opportunities inside California for TOD projects.	High
T.4.	SB125 1.f.2	T. Provide education, incentives, or funding to developers and agencies	T.4. Where possible, create pre-permitted project opportunities to encourage public-private partnerships	Transit Agencies, Local Governments		Work to integrate the creation of TOD opportunity sites into the transit planning/ expansion process, work to create sites and permit them as part of the overall transit project delivery.	Medium
T.5.	SB125 1.f.2	T. Provide education, incentives, or funding to developers and agencies	T.5. Provide incentives or funding to support transit agencies, MPOs, and/or cities that meet TOD objectives and other mandates (e.g. decarbonization)	CalSTA	Transit Agencies, MPOs, Local Agencies	CalSTA can create incentives and/ or additional funding to prioritize meeting TOD objectives.	
T.6.	SB125 1.f.2	T. Provide education, incentives, or funding to developers and agencies	T.6. Set up State team to provide support on TOD to local jurisdictions and transit agencies	CalSTA, Caltrans	HCD	Along with T.3., have dedicated resource to provide technical assistance at local level for TOD support to local agencies.	Low
T.7.	SB125 1.f.2	T. Provide education, incentives, or funding to developers and agencies	T.7. 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	CalSTA	HCD, SGC	Work to holistically audit existing policies and ensure that planning and permitting is aligned to maximizing opportunities for local agencies.	Medium
U.1.	SB125 1.f.7	U. Allow California to capture value from transit	U.1. Clarify the Surplus Lands Act to prioritize affordable housing and commercial development on land owned by public agencies near major transit hubs	Transit Agencies, Local Agencies	CalSTA	Have CalSTA create incentives for local and transit agencies to use the Surplus Lands Act to build TOD on underutilized public land.	High
U.2.	SB125 1.f.7	U. Allow California to capture value from transit	U.2. Assess the multiplier effect of public transit investments and create mechanisms that could	Legislature	Transit Agencies	Analyze the increased private value (such as property value or commercial activity) that is generated from transit investments.	

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
			allow transit agencies to become an equity partner and/or capture this value (e.g., through taxes, transit passes)			Allow transit agencies to generate funding through existing taxes or transit passes to capture funds within the incremental financing tools.	
U.3.	SB125 1.f.7	U. Allow California to capture value from transit	U.3. 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	Legislature	Transit Agencies	Update one of the State's Increment Financing tools (NIFTI, EFID, etc.) to have a lower barrier to entry and allow it to capture a greater share of incremental property tax revenues since the existing, post-redevelopment laws are not extensively utilized.	High
U.4.	SB125 1.f.7	U. Allow California to capture value from transit	U.4. Create a new dedicated entity to reform redevelopment to meet current needs for transit and housing, but avoid pitfalls that effected redevelopment	Legislature		The legislature should consider creating a new, dedicated entity (or set of entities) with a focus on delivering infill and transit and the ability to do value capture. This would address the loss of capacity and dedicated resources that redevelopment agencies had, while having guardrails that would prevent some of the challenges present with redevelopment agencies.	Medium
U.5.	SB125 1.f.7	U. Allow California to capture value from transit	U.5. Streamline the Surplus Lands Act to increase effectiveness to appropriately deliver homes and communities near transit	Legislature		Reduce the administrative barriers and requirements of the Surplus Lands Act.	High
U.6.	SB125 1.f.7	U. Allow California to capture value from transit	U.6. Establish supplemental funding sources through value capture strategies	Legislature		The legislature should consider incentivizing value capture as a method to secure long-term funding that can be used for transit priorities.	High
V.1.	SB125 1.f.7	V. Provide state incentives and technical assistance to support transit agencies on value capture	V.1. 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)	CalSTA, Caltrans	Transit Agencies	In conjunction with other recommendations, ensure that the State can support small agencies in the development of advertising, refueling, etc. revenues.	Low
V.2.	SB125 1.f.7	V. Provide state incentives and technical assistance to support transit agencies on value capture	V.2. 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)	CalSTA, Caltrans	Transit Agencies	Create a statewide, opt in contracts to enable event ticketing, tourism passes, etc. integrated with local agencies.	Medium

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
V.3.	SB125 1.f.7	V. Provide state incentives and technical assistance to support transit agencies on value capture	V.3. Invest in transportation projects that have a value capture strategy, when practical	CalSTA, Caltrans		Prioritize State funding for new transit projects to ones with a value capture strategy, especially in new capital funding lines.	Low

Principle: Provide transit that is accessible and easy to use for all

- Accessible transportation for all users (Additional topic requested by Task Force)

Tracking ID	Legislative Section	Strategy	Policy Recommendation	Responsible Entity	Support Entities	Enablers for Implementation	Level of Complexity
MM.2.	x	MM. Coordinate paratransit services efficiently between transit agencies and non-profit, private, and healthcare providers	MM.2. 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.	Transit agencies, paratransit agencies		Ensure that transit agencies and paratransit agencies coordinate to determine an agreed upon expanded service area, and provide services within the area, to limit the number of transfers needed.	Medium
MM.3.	x	MM. Coordinate paratransit services efficiently between transit agencies and non-profit, private, and healthcare providers	MM.3. 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.	Healthcare providers, social service providers, transit providers		Have Caltrans Mass Transit program establish working groups along with CHHS and other parties to encourage unified planning and simplification of paratransit and medical transportation needs.	Low
MM.4.	x	MM. Coordinate paratransit services efficiently between transit agencies and non-profit, private, and healthcare providers	MM.4. Encourage legislature to 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 microtransit and paratransit services.	Legislature	Transit agencies, paratransit services	The legislature should consider making the change, allowing additional revenue to flow to paratransit operators.	Medium
NN.1.	x	NN. Develop customer-facing and backend tools to improve the process of booking and dispatch of rides	NN.1. Encourage transit operators to improve information describing paratransit services and required eligibility documentation to use paratransit services and the ride request process	Caltrans, Transit Agencies	Paratransit services	Have Caltrans provide model language and guidelines for paratransit eligibility information for local agencies to model their information.	Low
NN.2.	x	NN. Develop customer-facing and backend tools to improve the process of booking and dispatch of rides	NN.2. Create an ADA accessible statewide eligibility verification service for transit agencies that provides information on service eligibility and Medi-Cal/Medicaid enrollment	Caltrans, CalSTA, GovOps, DMV, Department of Health Care Service	Transit Agencies	Have the state launch and provide a statewide eligibility tool that local agencies can tap into.	Medium

NN.3.	x	NN. Develop customer-facing and backend tools to improve the process of booking and dispatch of rides	NN.3. 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	DGS		Have Caltrans / DGS create a state purchasing schedule for paratransit digital booking, dispatch, and routing.	Medium
OO.1.	x	OO. Improve accessibility of transit stops for all riders	OO.1. 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.	Caltrans	California Department of Aging	As part of the current FHWA mandated reporting and other bus stop inventory information, have Caltrans collect this information and make it publicly available.	Medium
PP.1.	x	PP. Reform planning process for paratransit	PP.1. Utilize ADA transition plans to guide spending, including identifying accessibility barriers, outlining methods for modifications, scheduling of improvements, and assigning responsibilities for implementation	Transit Agencies, Local agencies		Work with Caltrans to update guidance on ADA transition plans to encourage the identification of accessibility barriers.	Low
PP.2.	x	PP. Reform planning process for paratransit	PP.2. Prioritize expanding subsidized housing near transit for seniors and people with disabilities to increase their access to transportation.	HCD		Encourage HCD to focus on how affordable and subsidized housing near transit can be delivered to seniors and people with disabilities.	Low
PP.3.	x	PP. Reform planning process for paratransit	PP.3. Explore options to better serve ADA needs including discounted or free travel on fixed route or discounted taxis rides	Transit Agencies, Cities		Encourage cities and transit agencies that do not currently offer it, to consider using free travel on fixed route services or discounted taxis where possible as a way of reducing overall demand on paratransit services while still serving those trip needs.	Medium
PP.4.	x	PP. Reform planning process for paratransit	PP.4. 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	Caltrans, Transit Agencies, MPOs, RTPAs		Encourage regional and local entities to utilize services that make it easier to compare (such as GTFS-Flex) and book trips and integrate it into trip planning. Have Caltrans and 511 service administrators better integrate paratransit into trip planning options.	Medium
PP.5.	x	PP. Reform planning process for paratransit	PP.5. 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)	Transit Agencies	Caltrans	Have Caltrans provide additional technical assistance and statewide services for certification for use of paratransit services.	Medium

QQ.1.	x	QQ. Explore options to improve funding mechanisms for paratransit	QQ.1. 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.	Caltrans, California Department of Aging	Regional agencies	Encourage Caltrans to partner with MPO's to conduct a Statewide needs assessment on paratransit and other specialized transportation funding, service improvements, and increase in access. Coordinate with California Department of Aging to align goals with Master Plan for Aging Initiatives. Conduct robust public engagement across the state with paratransit users.	Low
QQ.2.	x	QQ. Explore options to improve funding mechanisms for paratransit	QQ.2. Encourage cost sharing agreements between transportation providers and healthcare providers, including improving Medi-Cal cost recovery programs for operators	Transit agencies, paratransit agencies, healthcare providers, CalHHS		Develop model for cost sharing and have the State negotiate agreements so that we can quickly enter into these cost sharing agreements.	Medium
QQ.4.	x	QQ. Explore options to improve funding mechanisms for paratransit	QQ.4. Review and reconsider ICT requirements for paratransit vehicles	California Air Resources Board (CARB)	CalSTA, Transit Operators	As part of the concurrent ICT Task Force, review the paratransit ICT requirements.	Low
QQ.5.	x	QQ. Explore options to improve funding mechanisms for paratransit	QQ.5. Provide greater flexibility to MPO/RTPAs to determine priorities for Section 5310 funds	Caltrans		Have Caltrans Mass Transit program update the 5310 guidelines and requirements to provide greater flexibility while remaining in line with federal requirements. As appropriate, encourage MPOS in the large, urbanized areas to administer 5310 funding directly with FTA.	Medium