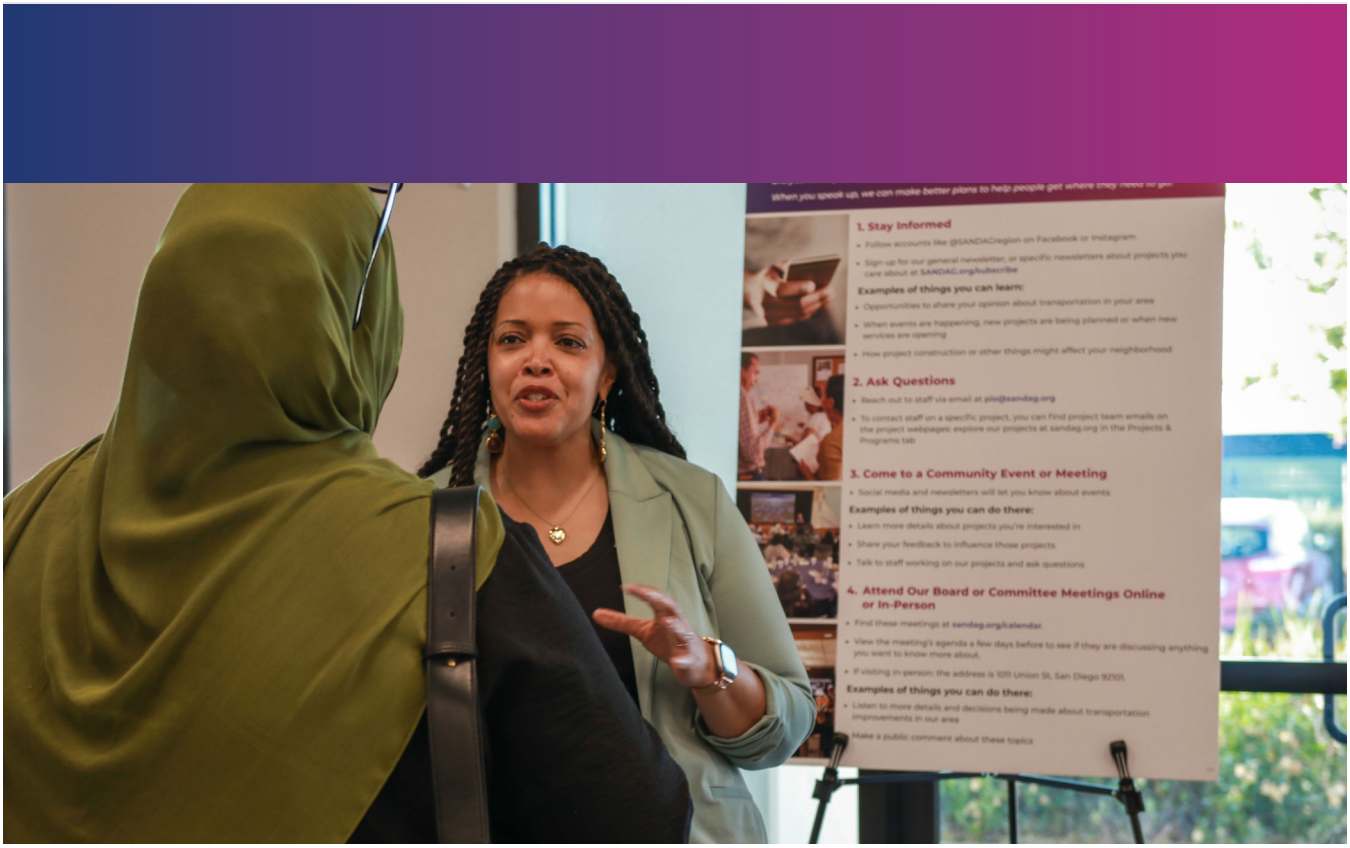
CHAPTER 2
ENGAGEMENT STRATEGY



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Contents

2.0 Introduction

The On the Move project was designed to identify and implement near-term quick-build improvements to improve transit reliability, safety, and accessibility across the San Diego region. Because quick-builds are new to many partnerss, meaningful engagement was essential.

Engagement for this project served three purposes:

- To **build understanding and trust** among partners and community members about what quick-builds are and how they work.
- To **gather real-world insights** on feasibility, costs, barriers, and opportunities that could not be captured through data alone.
- To **create buy-in and shared ownership** of recommendations, since implementation ultimately depends on jurisdictions, transit operators, and community support.

Rather than treating outreach as a parallel activity, engagement was built into every stage of On the Move. The feedback we gathered directly shaped which corridors were prioritized, what types of treatments were considered, and how the pilot projects were designed.

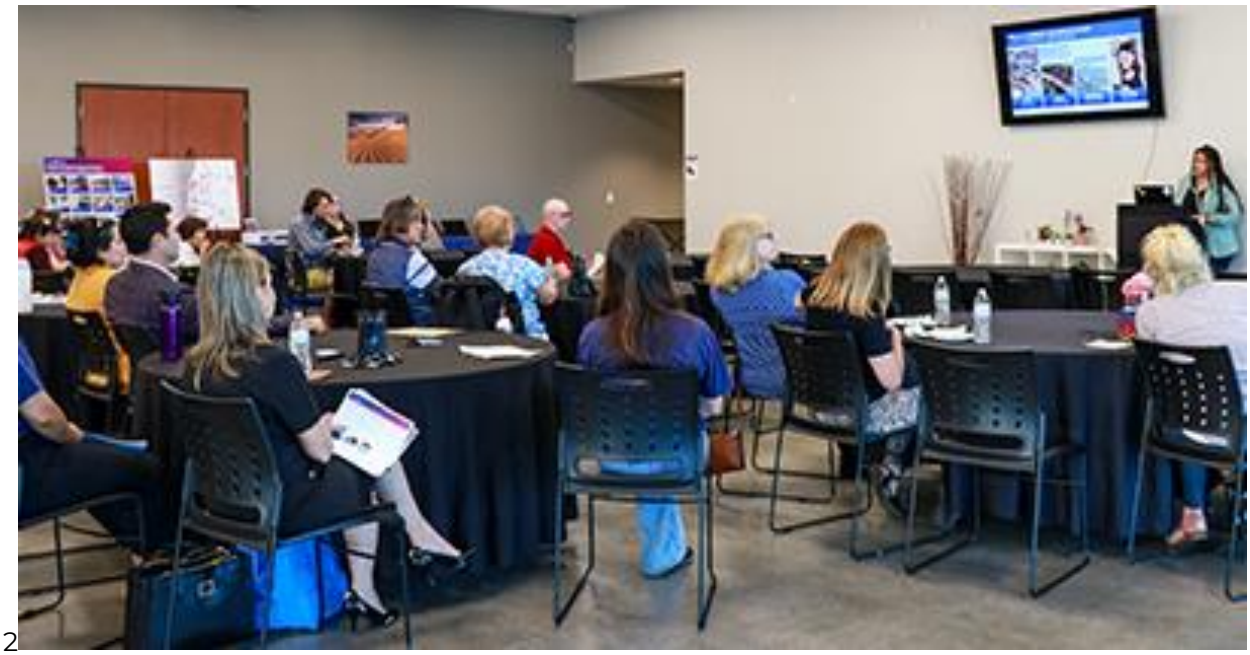
This memo is organized into two sections:

2.1 Engagement Approach

- Highlights the strategy the Project Development Team (PDT) used to communicate with the public and agency partners to inform the project deliverables

2.2 Outreach Strategies for Future Projects

- Outlines a replicable approach to outreach and messaging for future quick-build projects, based on feedback gathered during the project



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2.1 Engagement Approach

Outreach Goals

The outreach campaign for this study was designed to support the development of all of the other aspects of the On the Move project. Each deliverable relies on input from the public and regional partners with direct knowledge of the opportunities and challenges facing bus transit projects in the region.

The outreach goals are to:

- Facilitate conversations about how bus transit projects could be improved, including cost, timeline, community impacts, public acceptance, and project scope
- Identify potential users of quick-build projects in order to address issues and barriers/opportunities for implementation
- Maximize the inclusion of broad and representative perspectives from across the region including community members from various geographical locations, organizations, and backgrounds
- Incorporate expert opinions from professionals who are directly involved in the implementation of transportation projects and can identify lessons-learned from other bus transit projects
- Ensure inclusive participation by engaging trusted organizations and individuals from communities that are not typically involved in transportation planning initiatives

Community Partners

Outreach prioritized a balance of technical expertise and lived experience. To achieve this, the project engaged:

Community-Based Organizations

Some of the most valuable information on the existing barriers to mobility and equity were gotten from community-based organizations. Due to the timeline of the project, the PDT did not have much capacity for surveys or other outreach directly to the public. To get information on what kinds of quick-build projects the public would be most amenable to, the PDT engaged primarily through meeting forums with partners who represent community members.

Some of this feedback included learning that community members in underserved areas have a high priority for transit stop amenities. The PDT also had the opportunity to bring up specific corridors during outreach meetings, thus getting important location-specific feedback about conditions on the ground.

Transit Agencies and Operators

The North County Transit District (NCTD) and Metropolitan Transit System (MTS) were integral to the PDT, providing the most relevant operational feedback about proposed treatments, and specific known conditions of corridors. At PDT meetings, the operators often checked or confirmed the PDT's assumptions about the feasibility of non-standard treatments.

The PDT also searched for staff from agencies outside of the San Diego region with experience implementing quick-build projects. For example, dialogue with staff from the City of Los Angeles Department of Transportation (LADOT) gave valuable input on the opportunities and challenges associated with modular bus treatments, such as bus platforms.

Regional Advisory Committees

These groups at SANDAG included staff and elected officials from jurisdictions and other governing agencies. They provided valuable high-level feedback on the direction of the project, the desires of their constituents, and what they would like to see most from the deliverables.

These groups helped draw on knowledge of their jurisdictions and populations, helping to align quick-build opportunities with local needs and priorities.

Jurisdictions

On the Move was completed in collaboration with the City of San Diego, who gave valuable feedback throughout the project each of the deliverables. They were provided with technical expertise on the designs for the Broadway Corridor. The city also engaged in conversations about the future of the project and will continue to be a valuable partner moving forward.

Additionally, other jurisdictions were consulted whenever more site- or corridor-specific information was necessary. For example, the City of Oceanside became a significant partner as the Northern Oceanside corridor was selected for design. The PDT met multiple times with the city to confirm assumptions, gauge sentiment, and get technical support on the design.

Table 2.1 reflects the groups the PDT worked with. Appendix 2A, includes detailed information on this outreach.

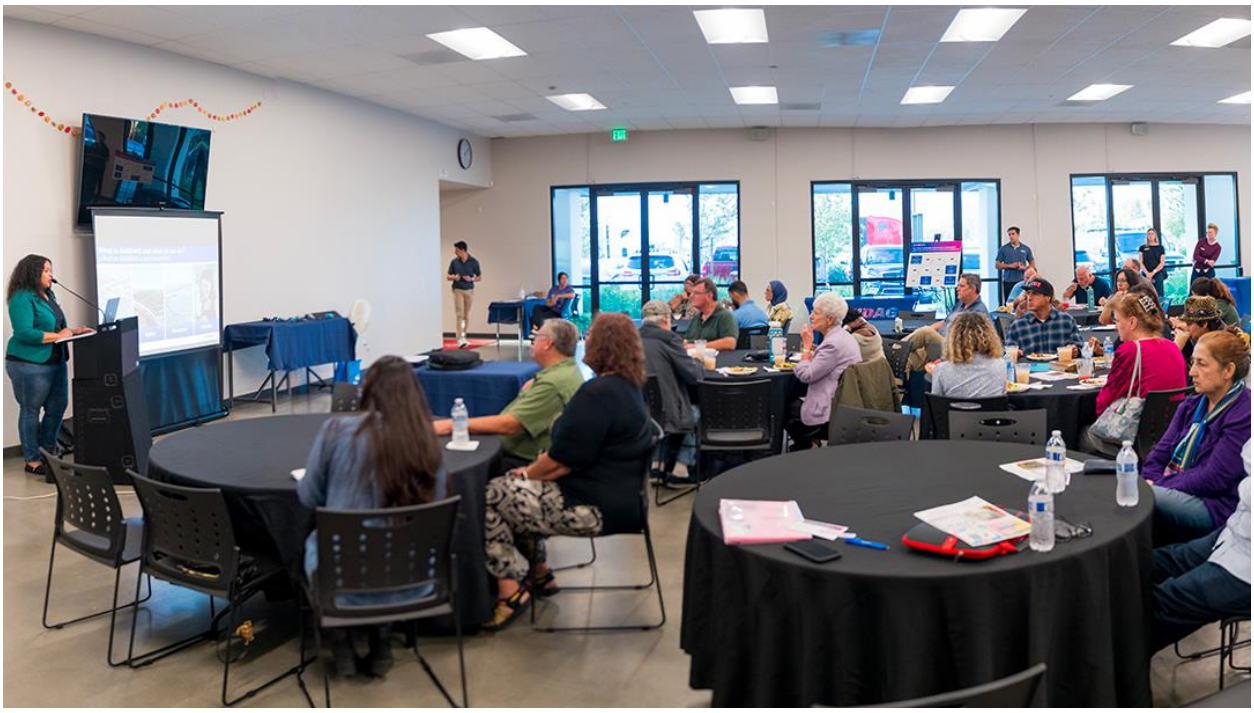


Table 2.1: Community Partners

Category	Partners
Community Groups	• Beautiful Pacific Beach • El Cajon Collaborative • City Heights Community Development Corporation • Casa Familiar • Urban Collaborative Project
Transportation	• NCTD • MTS • Alameda Contra-Costa Transit District • LADOT • Los Angeles County Metropolitan Transportation Authority • San Francisco Municipal Transportation Agency • Caltrans District 11
SANDAG Policy Advisory Committees and Working Groups	• Social Equity Working Group • Mobility Working Group • Transportation Committee • Social Services Transportation Advisory Council
Jurisdictions	• Carlsbad • Escondido • Chula Vista • Imperial Beach • San Diego • Coronado • San Marcos • Lemon Grove • Santee • El Cajon • National City • Oceanside • Vista

Project Development Team

The On the Move PDT is composed of staff and representatives from SANDAG, NCTD, MTS, City of San Diego, and Caltrans District 11. PDT meetings occurred on a monthly basis. Notes and results from meetings are included in Appendix 2A.

The PDT was engaged as the primary advisory committee. Throughout the duration of the project, the PDT provides feedback on the development of project deliverables leveraging insight from their experience with transit project implementation to inform the final products.

Roles and Responsibilities

To ensure clarity and effectiveness, roles were defined using the RACI framework (Responsible, Accountable, Consulted, Informed), originally developed by Edmond F. Sheehan. RACI helps define decision-making authority and clarify responsibilities, which improves collaboration, coordination, and project progress.

In On the Move, the RACI structure created a process where partners could provide feedback throughout the study. This ensured that feasibility concerns, community perspectives, and operational realities were reviewed and incorporated before advancing deliverables and concept designs.

- **Responsible:** PDT members reviewed draft deliverables, identified corridor priorities, and provided feedback on feasibility, operations, and implementation challenges.
- **Accountable:** The SANDAG project manager oversaw overall progress and ensured input from partners was reflected in deliverables.
- **Consulted:** Community-based organizations, advisory committees, and jurisdiction staff contributed local knowledge, equity perspectives, and feedback on what was feasible to implement.
- **Informed:** The general public and elected officials were kept updated through briefings, outreach materials, and communications channels.

Each group's role in the RACI framework created a structured feedback loop that strengthened the study's outputs, ensuring recommendations were well-positioned to inform future design and implementation efforts. To make these roles effective in practice, the PDT provided clear communication tools and supporting materials to ensure partners had consistent information and could participate meaningfully.

Key Messaging

Throughout the outreach process for On the Move, the following key messages were conveyed during presentations and workshops. They capture what was accomplished in this study and identify what is needed to advance future efforts. The intent is to communicate to SANDAG staff, local jurisdictions, and community partners, the purpose, benefits, and next steps of the project.

Fundamentals and Education – What are quick-builds?

- Benefits as short-term, lower-cost improvements with adaptability
- Ability to function as pilots

Public Benefits – What can quick-builds achieve?

- Benefits to reliability, speed, ridership and safety
- Provide easily visible results in areas lacking high-quality infrastructure
- Build public and political support for longer-term transit investments

Study Scope – What this project produced?

- Developed 10% concept designs for two corridors
- Identified potential treatments and their costs, benefits, and drawbacks
- Used outreach to ensure concepts reflected community priorities, and feasibility

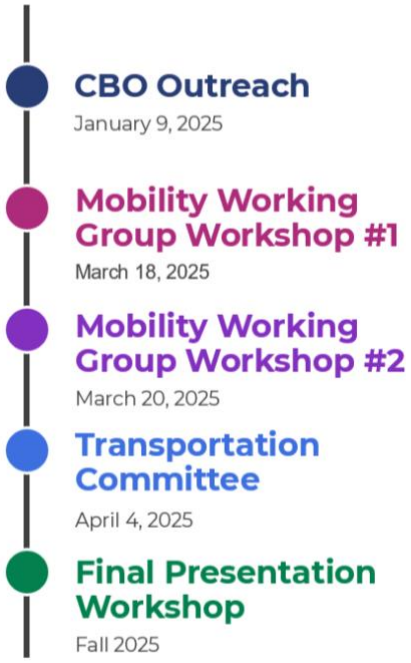
Post-On the Move – What comes next?

- Utilize design concepts as a foundation for future designs and to secure funding and support to move concepts forward
- Apply outreach findings as lessons learned
- Create a replicable model for quick-build implementation across the region

Timeline and Milestones

Engagement milestones marked key input moments during the study. While this timeline concluded with the final presentation, future projects will require additional checkpoints as designs advance beyond 10%.

Appendix 2A contains engagement milestones in detail.



2.2 Outreach Strategies for Future Projects

Throughout On the Move, the PDT compiled examples of successful quick-build projects through case study research, partner interviews, and outreach. The PDT found that some minor quick-build projects can be as small as a few bus stop seats, or some striping changes, which may not require significant outreach before implementation. Larger projects, however, including corridor-wide implementation of a treatment, or significant changes to roadway lanes can benefit significantly from community buy-in throughout the project. While each project has certain unique conditions, our conversations with partners yielded some unifying themes for how to approach the community engagement for this unique project type.

The PDT determined that when deploying quick-builds can primarily be focused at two different points in the project timeline. The **project development phase** and after the quick-build treatment have been deployed during the **project implementation phase**.

Project Development Phase

Engaging project partners at the beginning of a quick-build project's development prevents costly conflicts and delays that can extend timelines beyond the quick-build framework. Early involvement identifies community needs, incorporates valuable local knowledge, and builds the trust necessary for successful implementation. On the Move demonstrated this principle, where partners provided invaluable expert knowledge and helped establish community priorities.

Not every project requires significant outreach beforehand. However, a common theme throughout our conversations with community groups and SANDAG working groups and policy advisory committees was that explaining the advantages and goals of the quick-build project process made folks more likely to support the project than traditional projects.

Effective Messaging

After speaking to the variety of partners across the entire engagement aspect of this project, it became apparent that certain messages resonated very strongly with partners and community members across the board. Using some of the messages below can help build support for future projects. Outreach should address:

Planning Fatigue

Quick-builds can be planned and implemented within shorter timeframes. Community members are frustrated with agencies conducting outreach, planning, or designing projects, and not implementing them for years.

Pilots

Quick-builds can be adjusted or removed after implementation and made permanent only if the community sees benefits from the project. People may be worried that capital projects will significantly change their community in a negative way.

Cost

Quick-builds are much less expensive than capital projects and can still yield positive benefits for the community.

Innovation

How new, untested products can be implemented with the ability to adjust or remove them based on their effectiveness. Communities may support unconventional strategies as long as they can give feedback and guide the process after implementation.

Engagement Strategies

Core Activities

- Community outreach events in the project area
- Partnerships with local institutions, businesses, and organizations for structured feedback
- PDTs with representatives from community groups, businesses, and government agencies

Additional Strategies

- Surveys for quantitative input on design preferences
- Focus groups for detailed discussion of community concerns
- Online engagement via project website (ex: City of San Diego Roundabout)

Note: Quick-builds serving as pilots for existing planned projects may have already completed partner engagement through the broader project's development process.

Project Implementation Phase

Unlike many capital improvement projects, quick-builds are not typically complete immediately upon implementation. When agencies install novel treatments, like modular products, and do so on an expedited timeframe, there will likely be room for improvement post-installation. As such, for some quick-build projects, the most valuable time for feedback is after implementation.

Effective Messaging

While On the Move did not practice this phase of outreach, the PDT used past experience with quick-builds in the region, and case studies (see Appendix 1A) to identify some of the messaging most relevant to the project implementation phase. Outreach should address primarily if the project is functioning in the way that it was intended. However, other aspects to address can include:

Visual Appeal

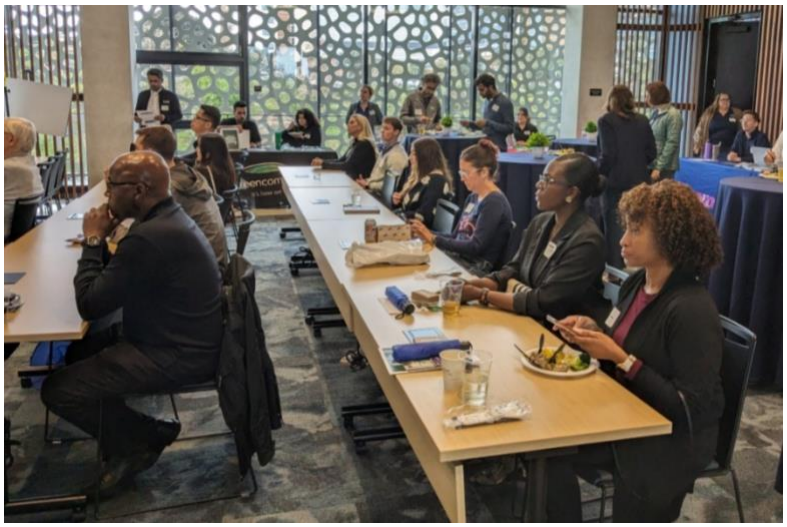
How quick-build projects can be beautified (see Appendix 3A). Many community members expressed concern that modular products or quick-build treatments can look unappealing, often due to being made of temporary materials or plastic.

Maintenance

The anticipated maintenance schedule (modular products age quickly), and what limitations there are for maintaining non-standard products. For example, the transit operators highlighted that they are not able to maintain non-standard bus station improvements as effectively.

Timelines

What a potential timeline for permanent implementation could be. Especially, if communities were sold on a quick-build project based on its being a pilot towards a permanent implementation. The PDT found that many quick-build projects have no plan for replacement with permanent infrastructure.



Engagement Strategies

Utilize Digital Feedback Tools

- Online surveys and interactive web maps for location-specific recommendations
- Central feedback portals (i.e. **Oakland's Slow Streets Feedback Map**)
- Dedicated project web page with regular updates (**On the Move project web page**)

Traditional Outreach

- Paper forms for users without digital access
- Phone number or email address for direct community contact
- In-person community meetings and check-ins

In collecting this quantitative data, as well as qualitative data, the project can be properly evaluated for its impacts on existing streets and to determine any need for improvement. Consistent negative feedback may result in the project's removal. However, a little negative feedback shouldn't end the project, instead, focus on what can be done to make the facility better for all residents and keep in mind that happy users of the facility are typically less likely to comment.

Sample Engagement Plan

The below sample engagement plan offers an example of what community engagement can look like throughout quick-build project implementation. It illustrates how outreach activities can be sequenced to maximize input, maintain transparency, and build trust throughout the lifecycle of a quick-build project. While the designs developed through this study remain at the 10% concept level, the engagement strategies documented here provide a replicable framework for advancing projects as they move closer to implementation.

Future outreach will also play a critical role in securing funding, refining designs, and building the jurisdictional and community support needed to move Broadway, Oceanside, and other opportunity corridors from concept to reality.

Table 2.2: Engagement Plan Timeline

Month(s)	Phase	Engagement Activity
1	Project Development	• Hold community outreach event corridor • Launch online and paper surveys • Establish the PDT • Meet with local institutions and partner groups • Review and refine draft designs with PDT • Summarize early input and share with community
2	Deployment Prep	• Send installation notices to corridor residents and businesses • Publicize project timeline and what to expect during deployment
3 through 8	Implementation	• Launch online feedback portal with survey and interactive map • Mail paper feedback forms to households • Open dedicated phone and email contact • Host two community check-in meetings or virtual sessions (months 5 and 7) • Begin observation walks with partners • Make initial adjustments to quick-building treatments as needed • Collect and summarize feedback • Maintain hotline and online feedback collection tools • Compile feedback and prepare final evaluation report • Share summary of findings and planned next steps with the community
9	Closeout and Reporting	• Report back to partners on how input was used • Document lessons learned for future projects

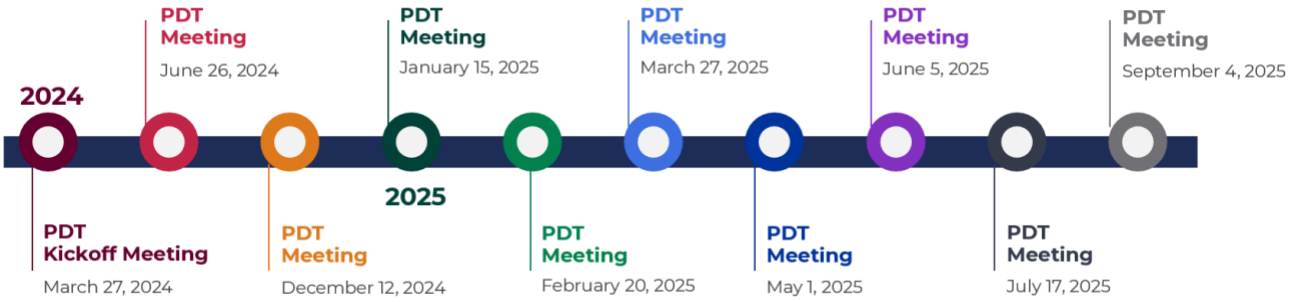
Appendix 2A:
Outreach Summaries

On the Move Outreach

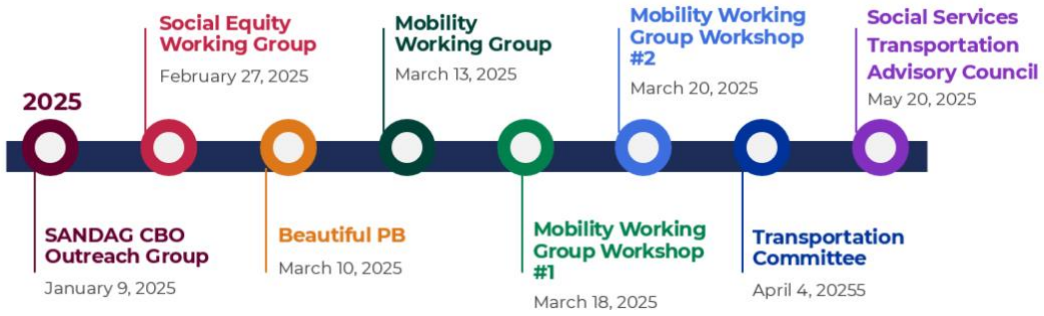
The Project Development Team (PDT) consisted of staff from the City of San Diego, Metropolitan Transit System, North County Transit District, and Caltrans. This group provided feedback on all aspects of the project, including the planning methodology, deliverables, and outreach.

On the Move was presented to SANDAG Working Groups and Policy Advisory Committees to gather feedback on project concepts, feasibility, and to gauge their support of some of the proposed projects. It was also presented to one community group, as well as to a panel of CBOs at SANDAG's CBO Outreach Group. In addition the PDT briefed Councilmember Sean Elo-Rivera following a presentation to Transportation Committee.

PDT Meetings



Presentations to Community Groups, SANDAG Working Groups and Policy Advisory Committees, and Briefings



PDT Meetings

March 27, 2024, PDT Meeting

Location: Microsoft Teams

Meeting Participants

- **SANDAG:** Evan Funk; April DeJesus; Danielle Kochman; Andrew Camacho
- **DOT:** Lazaro Vargas; Anna Strahan
- **City of San Diego:** Phil Trom
- **NCTD:** Mary Balderrama; Ioni Tcholakova
- **MTS:** Denis Desmond; Matt Marquez

Meeting Summary

Key Updates and Presentations

Philip Trom mentioned that the City of San Diego Street Design Manual is currently being updated, and there may be access to the latest draft soon. Philip will also work on sending the Mobility Master Plan, which includes both quantitative and qualitative data supporting potential corridors for quick-build transit. This plan combines mobility data from various neighborhood community plans.

Lazaro Vargas from Caltrans confirmed that DIB 94 will streamline design exceptions and supersede the Highway Design Manual for new Complete Street elements.

Denis Desmond provided context on the planning and implementation of the El Cajon Boulevard Bus Lane Demonstration, sharing valuable lessons learned. Denis will follow up about priority areas for MTS, similar to the BREEZE Reliability Study.

Andrew Camacho presented on Local Design Guidelines, Programs, and Community Plans, which will inform design decisions for quick-build projects.

Evan Funk shared insights on the typologies of tactical transit projects, covering pedestrian, bike, and bus improvements at transit stops.

Denis Desmond also discussed efforts to improve pedestrian crossings to increase the use of bus stops in pedestrian-unfriendly areas.

Mary Balderrama will continue providing updates with information, case studies, and resources relevant to North County.

SANDAG plans to hold PDT meetings every few weeks to keep everyone updated and accelerate progress.

El Cajon Boulevard – Before COVID

Lessons Learned: Issues with signage and accidents in the corridor, as people didn't fully understand how the bus lane works.

Model for Expansion: The recent implementation of a right-hand bus lane through Balboa Park on Park Boulevard is seen as a low-cost, high-visibility project that could be expanded to other areas. Adjustments were made to striping and signage to improve safety and effectiveness.

Federal Funding and Data Analysis

City of San Diego

Federal funding is being utilized for the El Cajon Boulevard project, with some initial analysis already completed, including the use of big data applications.

The Mid-City Community Plan will be kicked off soon, focusing on existing conditions, including modeling transit travel times in select zones, such as Hillcrest, and potential transit-only and flex lanes.

Mira Mesa Boulevard and Clairemont Mesa Boulevard are part of ongoing planning efforts.

Additional Notes

MTS

SANDAG is leading the replacement of Ride Check Plus with UTA for on-time performance data using Automatic Passenger Counters (APCs). This will provide a new, readily available source for quantitative data.

The RTMS (Real-Time Monitoring System) will be used for scheduling adjustments, especially to exclude situations where certain buses (e.g., express buses) are not required to stop for on-time performance calculations.

Additional Considerations for Scheduling and Performance

Adjustments will be made to on-time performance data based on specific bus routes, excluding situations like express buses that do not stop and should not be counted as part of the performance time.

Action Items

Philip Trom to send over the Mobility Master Plan and latest City of San Diego Street Design Manual draft when available.

Denis Desmond to follow up with MTS on priority areas, similar to the BREEZE Reliability Study.

Mary Balderrama to continue updating the group with relevant resources and case studies for North County.

SANDAG to schedule regular PDT meetings to ensure ongoing progress and updates on projects.

June 26, 2024, PDT Meeting

Location: Microsoft Teams

Meeting Participants

- **SANDAG:** Evan Funk; April DeJesus; Andrew Camacho; Zaccary Bradt
- **DOT:** Lazaro Vargas
- **City of San Diego:** Phil Trom
- **NCTD:** Mary Balderrama; Ioni Tcholakova
- **MTS:** Denis Desmond

Meeting Summary

Key Updates and Presentations

The On the Move team discussed milestones for the project throughout the upcoming seasons, including the System Evaluation memo, stakeholder engagement, and more.

The team reviewed the goals of the project, and some of the sources of data, including case studies, best practice guides, and existing studies of specific corridors in the region. The team continued conversations about metrics for selecting corridors, scoring corridors, and evaluating the treatments. These included travel times, demographics, physical constraints, and community support.

These metrics were used to further refine the efforts completed in Chapter 1.

1. **Benefits**
    - Potential delay reduction (how many hours on an average weekday are buses experiencing delay)
    - Potential travel time improvements (in minutes)
    - Potential safety improvements (identified in SANDAG's Vision Zero Safety Network)
    - Composite ridership at identified corridor/segment
    - Composite bus throughput (number of routes * headways * span of service)
    - Served by one of the Rapid Buses current or planned? (e.g. 227, 625)
2. **Equity**
    - Based on recently collected On-Board Transit Survey
    - Individual route ridership demographics, minority status, zero car households, disability, vulnerable age groups (under 18, over 65)
3. **Feasibility**
    - High level ROW availability?
    - Consistency with applicable standards
    - Phased funding availability

December 12, 2024, PDT Meeting

Location: Microsoft Teams

Meeting Participants

- **SANDAG:** Evan Funk; Michael Terlep; Marlen Diaz; Tuere Fa'aola; Peter Thompson
- **DOT:** Lazaro Vargas; Omar Flores
- **City of San Diego:** Christine Mercado
- **NCTD:** Ioni Tcholakova
- **MTS:** Beverly Neff; Brent Boyd

Meeting Summary

Key Updates and Comments

The PDT checked if the previously provided 10 corridors were still the correct ones:

- NCTD: No change, still consistent, will confirm with internal team by mid next week
- MTS: Will confirm with internal team

Corridor Selection: Criteria Discussion

ThePDT presented on:

- Passenger Benefit
- Equity
- Feasibility
- Data Recommendations or Questions:
- Shared Vision Zero map and data sources related to accidents

Questions

- On time performance data across entire routes (Reported in different forms)
- Ioni Tcholavoka brought up: Access to Trip Generator Data – NCTD Study
- Peter Thompson asked about how the PDT can evaluate a corridor's ability to scale up solutions, which corridor can accommodate most of the solutions

Action Items

- **Confirm Top 10 Corridors:** NCTD to confirm internal team details by mid-next week; MTS to confirm with their internal team.
- **Finalize Corridor Selection Matrix:** Ensure the final matrix includes passenger benefit, equity, and feasibility as key criteria.
- **Share Vision Zero Data:** Distribute the Vision Zero map and accident data sources to the PDT.
- **Follow up on Ridership and Data:** with NCTD about including ridership data in the corridor scoring and accessing the on-time performance data; and on the trip generator data from their study.

January 15, 2025, PDT Meeting

Location: Teams

Meeting Participants

- SANDAG: Evan Funk; Michael Terlep; Marlen Diaz; Tuere Fa'aola
- DOT: Lazaro Vargas
- City of San Diego: Christine Mercado
- NCTD: Ioni Tcholakova
- MTS: Beverly Neff; Brent Boyd

Meeting Summary

CBO Overview

The PDT highlighted some of the results from their outreach to the SANDAG CBO Group.

- Primary Concerns: Shelter; Seating; Lighting
- Other Considerations:
    - Public Right-of-Way
    - ADA Accessibility: Ensure path of travel is maintained in implementations.
    - NCTD Standards: If NCTD standards are followed, NCTD will maintain the infrastructure.
    - MTS ADA Guidelines: Must be met.
- Security:

In urban areas, there are requests to remove bus shelters due to concerns about loitering.

- The decision will be made on a case-by-case basis.
- Questions/Clarifications:
    - Temporary Nature: Clarification on how long the installations are expected to be temporary.

Corridor Scoring

The following comments on the scoring criteria were brought up:

Brent requested access to the Excel scoring sheet.

Beverly was concerned that using the same methodology for each corridor doesn't make sense.

Clarification on Scoring Scale (1-3): Need more details on what the scale represents. Clarify if scoring refers to ridership in that specific area or across all routes.

Ioni asked about the Community Planning category, saying it may need adjustment based on current scores, possibly aligning with local plans for equitable service and travel time.

Task 3 Overview

MTS Requested the following changes:

- Finalize costs and ensure they align with quick-build types for funding purposes.
- Remove roundabouts from planning discussions.
- **Tech Issues:** Avoid using Nexbus, Bus on Shoulder, and Prepaid Boarding due to complexity.
- **Curb Management:** Consider removing street parking during peak hours and incorporating flex lanes with curb management.

Action Items

- Provide Details on costs, examples, and cost estimations for quick-build projects.
- Evaluate Scoring Methodology: Clarify the 1-3 scale and how it relates to ridership and community planning, potentially adjusting categories based on current scores and alignment with local plans.
- Follow Up on NCTD Standards: Confirm that all bus shelters, benches, and pads meet NCTD ADA guidelines for maintenance.
- Address Security Concerns: Determine case-by-case decisions regarding the removal of shelters and benches in urban areas to reduce loitering.
- Finalize Temporary Installations: Ensure clear timelines and adherence to modern standards for new stops, with a focus on ADA accessibility and path of travel.
- Discuss Alternatives: Explore alternative solutions for curb management, including flex lanes and peak-hour street parking removal, while avoiding problematic features like Nexbus and bus-on-shoulder options.

February 20, 2025, PDT Meeting

Location: Teams

Meeting Participants

- **SANDAG:** Evan Funk; Michael Terlep; Marlen Diaz; Danielle Kochman
- **DOT:** Lazaro Vargas
- **City of San Diego:** Leo Alo
- **NCTD:** Ioni Tcholakova
- **MTS:** Beverly Neff

Meeting Summary

Final Corridor Scoring Results

Beverly Neff agrees; however, their priority is the Downtown corridor.

- Broadway converting to just bus service, however, city wasn't very supportive about it, more inclined to bus-only lanes with general purpose
- Urban core analysis - Long term analysis
- Bus only Lanes with TSP, the basis for analysis and making improvements
- Digital infrastructure is already there

Recommended treatments

Beverly recommended the PDT talk UCC team to see what can long and short-term goals be.

Task 3: Quick-Build Profiles

The PDT voiced:

- Pros and cons for each examples, especially for local ones
- El Cajon Blvd concerns around safety
- Lessons Learned on current projects
- Audience? Useful for planners as lessons learned rather than gathering case studies

Action Items

MTS: Confirm prioritization of the downtown corridor for improvements.

Broadway Corridor: Continue discussions with the city regarding their preference for bus-only lanes over full bus service..

Bus-Only Lanes with TSP: Incorporate these as a basis for analysis and improvement planning for affected corridors.

UCC Team Discussion: Schedule a meeting with UCC to determine long-term and short-term project goals.

Downtown Design: Monitor progress on the 10% design for the downtown area to ensure alignment with overall project goals.

Quick-Build Profiles: Develop pros and cons for each example, focusing on local corridors.

El Cajon Blvd Safety: Address and plan for safety concerns on El Cajon Blvd, potentially integrating lessons learned from other projects.

March 27, 2025, PDT Meeting

Location: Teams

Meeting Participants

- **SANDAG:** Matt McCreary; Danielle Kochman; Marlen Diaz; Cecily Taylor
- **DOT:** Lazaro Vargas
- **City of San Diego:** Leo Alo; Christine Mercado
- **NCTD:** Ioni Tcholakova
- **MTS:** Larry Renteria-Luna

Meeting Summary

Feedback from NCTD

- Bus Stop Consolidation
    - Following the workshop a local jurisdiction inquired about removing a NCTD bus stop in their jurisdiction citing SANDAG's new OTM recommendations on bus stop consolidation/optimization.
    - There are worries that how the bus stop consolidation recommendation is written may be "weaponized" and used as backing for removing existing transit stops and/or pushing back against new stops.
    - Will need to frame the recommendation to fit within the framework of service our transit operators provide and emphasize the importance of stop context (not just ridership)
    - Potential wording posed "Effective relocation of stops for walkability or land-use trends"
    - NCTD offered to provide/propose language for the bus stop consolidation recommendation
- Shared Bus-Bike Lanes
    - Surprised by support from local jurisdictions at workshop
    - Has been considered by NCTD, and had more recommendations, but concerns over impacts on operations had them pulled from further discussions
    - Opportunities for pilot program(s) that are flexible and heavily context based

Feedback from City of San Diego

- Aware of transit improvement needs and the many challenges they face that were discussed at the workshop
- Hope to see this work as more than a plan that sits on the shelf
- Hoping for more detailed proposals within the specific locations for the future
- Interests in Broadway but concerns of inconsistencies of the plans for the corridor
- Would like to see an evaluation or study, especially with considerations for the short blocks such as where queues could go and existing travel patterns for dedicated transit lanes (traffic study)

- Suggest inquiring with MTS on the intersections they are having issues getting through (on Broadway)
- Interests in understanding how lengthening signal length may impact bus operations on corridor, with concerns and considerations to the impacts on pedestrians.

Feedback from SANDAG

- TSP implementation, working with Steve on sophisticated software that offers a solution and found to be very flexible - Currently studying El Cajon & Park Blvd
- Can utilize to evaluate specific aspects of intersections
- Fish lens cameras will be available in June which can observe all four approaches of an intersection and can discern bus-based congestion - currently being used in the Bus On Shoulder study
- They can support individual intersection investigations relatively inexpensively
- Looking at bundling, coordinating, and cost-sharing between multiple jurisdictions and the transit operators as more local jurisdictions switch to a "dig-once" approach

Action Items

- Frame bus stop consolidation recommendations to focus on services provided by transit operators and emphasize stop context (not just ridership).
- Provide proposed language for the bus stop consolidation recommendation.
- Explore pilot programs for shared bus-bike lanes that are flexible and context-based.
- Develop detailed proposals for specific locations to move beyond a generic plan.
- Conduct a traffic study on the Broadway corridor to evaluate short blocks, queue locations, and existing travel patterns for dedicated transit lanes.
- Inquire about specific intersections on Broadway where bus operations face challenges.
- Evaluate the impacts of lengthening signal times on bus operations and pedestrian flow.
- Utilize flexible software to evaluate specific aspects of intersections on El Cajon and Park Blvd.
- Use fish lens cameras to investigate intersection congestion and bus-based delays, incorporating findings into the Bus On Shoulder study.
- Continue discussions on cost-sharing and coordination between jurisdictions and transit operators for the "dig-once" approach.

May 1, 2025, PDT Meeting

Location: Teams

Meeting Participants

- **SANDAG:** Evan Funk; Danielle Kochman; Marlen Diaz; Michael Terlep; Cecily Taylor; Saima Musharrat; Tim Garrett; Brian Lane
- **DOT:** Lazaro Vargas
- **City of San Diego:** Leo Alo; Christine Mercado; Phil Trom
- **NCTD:** Ioni Tcholakova
- **MTS:** Larry Renteria-Luna; Brent Boyd

Meeting Summary

Quick-Build Profiles Overview

- **Cost estimates**
    - Phil Trom noted that a lot of SANDAG resources are used per mile/unit; Phil will be providing additional information regarding estimates.
    - A rule of thumb for treatment costs will be developed.
    - Phil noted that funding is available to implement some of the proposed improvements.
- **Data Website for O&M Costs:** Lazaro recommended the use of the California Department of Transportation's Contract Cost Data website for estimating Operation & Maintenance costs.
- **Corridor Designs**
    - Broadway: Beverly requested clarification on segments and parts of the corridor to be improved.
    - San Ysidro: The area currently resembles a parking lot 24/7 and is congested; the PDT is evaluating feasible improvements; Preference is for improving San Ysidro instead of Broadway; Phil noted that for San Ysidro he is looking into current constraints and developing a plan for it; even if accessibility improvements are the only outcome, the project faces significant right-of-way constraints and requires capital investments, making it less suitable for quick-build improvements.
    - (Operational Perspective) Beverly noted that safety manager will review the design, as there were issues with a similar improvement on El Cajon Blvd (no physical buffer).
- **Oceanside**
    - Ioni commented: Agreed on implementing queue jumps (but noted they might not be feasible on the westbound side); open to stop relocation but needs flexibility in planning; for bus line improvements at other intersections, Ioni is open to discussion; the BREEZE Study will be shared with the PDT to explore additional improvements that won't impact general traffic; Stopping in-lane delays buses, but it's worth discussing further with the city.

SANDAG

Tim Garrett raised the issue of sidewalk removal for safety improvements.

Action Items

- Follow up with Phil Trom to gather more information on corridors for selection
- Phil to share slides for reviewing the current designs.
- Schedule a meeting with the City of Oceanside and include Ioni to discuss potential improvements to Northern Oceanside corridor.

Next Step

Schedule a meeting with Beverly and her PDT to discuss the current design and address safety concerns.

June 5, 2025, PDT Meeting

Location: Teams

Meeting Participants

- **SANDAG:** Evan Funk; Danielle Kochman; Marlen Diaz; Michael Terlep; Tim Garrett
- **DOT:** Lazaro Vargas
- **City of San Diego:** Everett Hauser; Christine Mercado; Phil Trom
- **NCTD:** Ricky Cervantes
- **MTS:** Brent Boyd

Meeting Summary

On-Street Observation

- Phil's commented that:
    - There is a need to analyze the ratio of through vs. right-turn traffic in the right lane. This can be done with the current data.
    - General traffic and bus lanes could move over to the left lane.
    - 15-minute counts will be used for capacity analysis.
    - What results are expected from the data, and what is the time frame for analysis?
    - Clarification on the data expected to be gathered:
    - Focus on right-turning traffic in both east and west directions.
- The PDT noted:
- Observations showed a 40% right-turn rate, which was surprising. This may be skewed due to the observation being conducted only on Tuesdays and Fridays, at specific times, contributing to the higher percentage.
- A memo will be produced based on the data collected.

Status of Conceptual Designs

- Everett Hauser noted the concept of modular bus stops looks good but needs to be adjusted to ensure ADA compliance.
- Questions raised:
    - How many modular stops will be implemented?
    - Will they be placed at one block or multiple?
    - Concern about squeezing the bus stop without a buffer, which could create operational problems.
    - Need to consider how many stops need to be purchased and maintained.
    - Concern about the number of stops (8 might be too many) and whether it's better to slow down and evaluate how they function.
    - Concern about people potentially squeezing into these areas.

Cost Calculator

- · Everett noted that the cost calculator provided is not very helpful, as it primarily focuses on replacement costs and it doesn't account for all the steps necessary for implementation.

TSP (Transit Signal Priority)

- There was a question about whether TSP will be studied.
- Everett clarified that TSP is not considered a quick-build improvement.
- Implementation Recommendations:
- The PDT will need to consider operations, potential challenges, and solutions for quick-builds.
- Coordinating efforts with MTS will be crucial to ensure alignment.
- Traffic analysis with data collection should follow best practices.
- The PDT will engage with community partners, coalitions, and relevant partners to gather input and improve project implementation.

Action Items

- Follow up with the memo based on the observations and data collection.
- Consider how to address cost calculator concerns and gather more detailed cost information.
- Move forward with traffic analysis, ensuring adherence to best practices and engaging relevant partners.

July 17, 2025, PDT Meeting

Location: Teams

Meeting Participants

- **SANDAG:** Evan Funk; Danielle Kochman; Marlen Diaz; Cecily Taylor; Tim Garrett; Brian Lane
- **DOT:** Lazaro Vargas; Omar Flores
- **City of San Diego:** Leo Alo, Christine Mercado; Phil Trom
- **NCTD:** Ricky Cervantes
- **MTS:** Larry Renteria-Luna; Brent Boyd

Meeting Summary

System Evaluation

No questions or comments were raised regarding the system evaluation overview.

The corridor scoring results were reviewed and confirmed the selection of two corridors for preliminary design based on metrics such as safety, ridership, and delay.

Implementation Roadmap

It was suggested that funding sources and challenges should be positioned earlier in the roadmap, before defining roles and responsibilities.

Clarification is needed on who initiates the first steps of the implementation process, such as identifying the decision-makers (e.g., operator, SANDAG).

Project installation may need to be reordered to appear earlier in the roadmap structure.

Action Items

Reorder Funding and Challenges: Revise the Implementation Roadmap to place funding sources and challenges earlier in the timeline, before defining roles and responsibilities.

Clarify Initial Steps: Clarify who will initiate the first steps of the implementation process, such as identifying decision-makers (e.g., operator, SANDAG).

Reorder Project Installation: Adjust the roadmap to ensure project installation appears earlier in the sequence.

Final Drafts Review: Ensure that final project drafts are provided three weeks prior to final submission to allow for sufficient review.

Conceptual Design Timeline: Continue discussions to finalize the conceptual design delivery expected by late August.

Deliverables Completion: Continue working on the remaining deliverables and ensure they are completed on schedule, with a focus on system evaluation, strategic partner engagement, and partners outreach.

Sept 4, 2025, PDT Meeting

Location: Teams

Meeting Participants

- **SANDAG:** Evan Funk; Danielle Kochman; Marlen Diaz; Cecily Taylor; Tim Garrett; Nick Injev; Saima Musharrat; Brian Lane
- **DOT:** Lazaro Vargas
- **City of San Diego:** Everett Hauser
- **NCTD:** Ricky Cervantes
- **MTS:** Beverly Neff Brent Boyd

Meeting Summary

Broadway Design Comments

- **Beverly:** Will share designs with safety staff
    - Concerned with striping and requested the turn lane to be strip green.
    - Red is telling cars not to enter; this wasn't the intended outcome refering to previous comments made by her team.
    - Current design is cost-effective—that's why PDT has it as is.
    - Bus-only lane length concerns at 4th and 3rd:
        - Suggestion to widen eastbound lane.
        - If possible, take off one inch from westbound to provide space eastbound.
    - Comfortable with lane width going from 13' to 12'—important to maintain 12 feet across lanes.
- **Cecily:** At 2nd and 4th Ave, suggested revisiting design; proposed adding a separated bike lane and a bus lane or two bus only lanes.
- **Ricky:** Questioned the buffer at 8th and 9th; asked if there was a reason why the buffer was there.
- **Tim:**
    - Agree with Beverly's comment that red striping in conflict zone is confusing-- it seems to suggest that cars turning right should not be in the bus lane and should instead be turning from the far/general purpose lane
    - Suggest red paint at start of bus lane block to let drivers know that they shouldn't be entering. 401 Spring St - Google Maps
    - Is it a no-go to consider curb-level bike lane eastbound between front and 1st? It might have been mentioned in a prior PDT meeting that the City of SD preferred not to take away sidewalk space. But consider routing bikes onto sidewalk level here 145 Broadway - Google Maps. Example: 698 Lenora St - Google Maps
    - Between 3rd and 4th, suggest angled white paint to divert car drivers into the left/straight and right turn only eastbound lanes. Taylor St - Google Maps and also what's suggested for the Mission Avenue queue jump

- Agree with Cecily's comment about looking into removing the second general purpose eastbound lane on Broadway between 2nd and 4th roughly

Oceanside

- Ricky
  - Will follow up but initial impression is positive.
  - At Mission Ave and Camino Real: Believes changes are beneficial; no comments on dedicated space
  - Queue jump on Mission Ave and restriping:
    - Complication: one route uses lanes to turn, so would be narrower.
    - Concern: “No turn on red” at 309, since buses do take a right at that intersection.
  - NCTD likely would not have issues; City of Oceanside might raise concerns.

Action Items

Reorder Funding and Challenges: Revise the Implementation Roadmap to place funding sources and challenges earlier in the timeline, before defining roles and responsibilities.

Clarify Initial Steps: Clarify who will initiate the first steps of the implementation process, such as identifying decision-makers (e.g., operator, SANDAG).

Reorder Project Installation: Adjust the roadmap to ensure project installation appears earlier in the sequence.

Final Drafts Review: Ensure that final project drafts are provided three weeks prior to final submission to allow for sufficient review.

Conceptual Design Timeline: Continue discussions to finalize the conceptual design delivery expected by late August.

Deliverables Completion: Continue working on the remaining deliverables and ensure they are completed on schedule, with a focus on system evaluation, strategic partner engagement, and partners outreach.

Post-Meeting Follow-Up

Broadway (Beverly)

- **Task 1**
  - Table 1: 910 now serves Broadway as well. Routes should be in numerical order.
  - Table 3: Routes should be in numerical order

Community Groups

January 9, 2025, SANDAG CBO Outreach Group

Location: Teams

Purpose: Gather feedback and insights on the current and future needs related to bus shelters, sitting arrangements, lighting, and accessibility for transit users.

Meeting Participants

- **SANDAG:** Evan Funk; Danielle Kochman; Marlen Diaz; Michael Terlep; Paula Zamudio; Elise Jonas-Delson

Meeting Summary

Major Comments:

- **Sitting:** A key issue raised by multiple members.
- **Lighting:** Consistently mentioned as a major concern, particularly for safety.
- **Bus Shelters:** Various comments focused on the need for adequate shelters and seating.

Feedback from Community Members:

- **Goyo (San Ysidro):** The community is primarily concerned with safety, particularly lighting and bus shelters; worked on surveys focusing on lighting implementation and shelter quality.
- **Carol (Works with Seniors):** Challenges in getting to the bus and accessing the program due to language barriers; emphasized the need for better accessibility for seniors to transit services.
- **Manny (TSP):** Focused on bus delays during peak hours and how bus shelters are inadequate for passenger comfort.
- **Alla (North County):** Highlighted that buses get trapped in traffic during peak hours; bus shelters lack sufficient seating and lighting for safety.
- **Tyana (Linda Vista):** Reiterated that lighting is a major concern, with passengers not feeling secure while waiting for the bus; time intervals during weekends are also an issue.
- · **Carmina (Southeast):** Stressed the need for bus shelters, with sidewalks being too narrow according to MTS standards; also emphasized the importance of beautification efforts for shelters.

Examples Provided by Members

- **Bus Shelter in Encanto/Valencia Park:** Example of a community-designed shelter at 5468 Imperial Ave, the shelter was part of an art project designed by the community.
- **Vista Feedback:** Previous feedback was provided by Vista, where shelters were designed based on community feedback.
- **Digital Signs:** Suggestions for improved navigation systems using digital signs for better communication.
- **Preference for Benches:** Many community members, especially seniors, prefer benches over other types of seating.

Action Items

- **Lighting Improvement:** Prioritize lighting enhancements at bus stops to address security concerns for passengers, especially in areas like Linda Vista and North County.
- **Bus Shelters:** Increase the availability of adequate shelters, with seating and weather protection, based on feedback from areas like Southeast and San Ysidro.
- **Access and Safety:** Address concerns about accessibility and safety at bus stops, especially for seniors and people with disabilities.
- **Community Involvement:** Continue engaging the community in the design process, as seen with the Encanto/Valencia Park shelter and Vista feedback.
- **Digital Signs/Navigation Systems:** Explore digital signage options to improve wayfinding and passenger communication at bus stops.
- **Follow-up on Bench Preferences:** Consider benches as the preferred seating option, particularly for senior users, and integrate them into bus shelter designs.
- **Improve Sidewalks:** Address the issue of narrow sidewalks, particularly in areas like Southeast, where MTS noted that sidewalks do not meet standard widths.

March 10, 2025, Beautiful PB Board Meeting

Location: Pacific Beach Taylor Branch Library

Purpose: Gather feedback and insights into the current and future needs related to corridor improvements.

Meeting Participants

- **SANDAG:** Evan Funk; Danielle Kochman; Marlen Diaz; Michael Terlep

Meeting Summary

Corridor and Design Notes

- Balboa & Mission Blvd: limited space for widening makes traditional expansion infeasible; alternative options like a dedicated shoulder during peak hours could improve traffic flow and ridership.
- De Anza Cove South: Large, underutilized parking lot with potential for a mobility hub or staging area.
- Grand Ave
    - Narrow, heavily trafficked area where pedestrian safety is a major concern.
    - Residents are afraid to cross due to fast-moving cars.
    - Consider temporary quick-build features (e.g., curb extensions, paint, bollards) to make crossings safer and more visible.
    - Global Design Cities Initiative (GDCI) principles could be applied for improving street safety and accessibility.

Safety and Access Issues:

- Federal Safe Streets Funding: Could be used for implementing safety infrastructure within the corridor.
- Garnet Ave Intersection
    - Highly congested, making it difficult for people to access the trolley safely.
    - The intersection currently has 10 bus stops within a short span, leading to safety and efficiency concerns.
    - A dedicated bus lane from the beach to the trolley station was proposed but failed during implementation. Despite investments (e.g., bridges, tunnels), results did not materialize, raising concerns over spending without clear benefits.

Community and Execution:

- Community Members
    - Demand a study that clearly demonstrates the effectiveness of improvements before further investments are made.
    - Express concerns that the City's Street Division may face challenges complying with new designs or timelines.
    - Emphasis on implementation and execution: Community members want to see real, visible results, not just studies or plans.

Action Items

- Investigate the feasibility of implementing a dedicated shoulder during peak hours to improve traffic flow and ridership without widening the road.
- Work with the City's Street Division to address potential design compliance and timeline challenges to ensure smooth implementation of improvements.

Working Groups and Policy Advisory Committees

February 27, 2025, Social Equity Working Group

Location: SANDAG Office, 401 B Street, Suite 800, San Diego, CA 92101

Purpose: Gather feedback and insights into the current and future needs related to corridor improvements.

Meeting Participants

- **SANDAG:** Michael Terlep; Danielle Kochman

Meeting Summary

Partner Comments

- There was a question about the criteria for selecting the 20 corridors. The corridors were chosen based on input from local transit agencies, which identified areas with operational challenges. These corridors serve as prototypes, with strategies that can be applied to other areas in the future.
- A question was raised about the possibility of adding more corridors to the project. While the focus is on the 20 selected corridors, the strategies can be adapted for other locations in the future.
- There was appreciation for the quick-build approach, with a focus on delivering rapid improvements. The project builds on previous outreach, such as onboard surveys, to understand community needs for faster, more frequent transit.
- The timeline after the early summer report was discussed. While the full rapid projects will take 10–15 years to complete, the quick-build solutions can be implemented within 1–2 years.
- A comment was made about the absence of Southeast San Diego in the selected corridors. However, it was clarified that while the 20 corridors were chosen based on current operational challenges, Southeast San Diego could still benefit from quick-build strategies in the future.

Action Items

- Address maintenance considerations for quick-build solutions, ensuring long-term feasibility and sustainability.
- Monitor and evaluate the success of the pilot projects post-implementation to gather public feedback and improve future designs.

April 4, 2025, Transportation Committee

Location: SANDAG Office, 1011 Union St, San Diego, CA 92101

Purpose: Gather feedback and insights into the current and future needs related to corridor improvements.

Meeting Participants

- **SANDAG:** Michael Terlep; Evan Funk

Meeting Summary

- **Temporary vs. Permanent Projects:**
    - Temporary projects need to be carefully planned, considering both short-term and long-term benefits. The community should feel the benefits quickly without the delays of traditional infrastructure projects.
    - There's concern that temporary solutions might be viewed as less valuable or not lasting, which could limit support for quick-builds. Some partners suggested that quick-builds should be the default option for testing improvements before investing in permanent solutions.
- **Concerns about Liability and Safety:**
    - Some members raised liability concerns regarding the temporary nature of quick-build projects, especially with materials like plastic bollards. There are worries about public tampering with temporary treatments and the need for adequate oversight to prevent safety issues.
    - Temporary materials may not be aligned with the typical standards for long-term infrastructure and could create issues in maintenance and safety.
- **Community Engagement and Support:**
    - Several examples of successful community engagement were shared, where temporary projects like roundabouts or traffic calming measures initially faced opposition but gained community support after being implemented.
    - One example was a roundabout that received initial resistance but ultimately gained community backing after seeing its effectiveness. This highlights the importance of demonstrating benefits through pilot programs to build public support.
- **Collaboration with Local Jurisdictions:**
    - Partners emphasized the need for better coordination between SANDAG and local jurisdictions to ensure that quick-build solutions are implemented effectively, especially when other projects, like resurfacing or pipeline work, are being done.
    - Quick-build solutions should be additive, not competitive, and should address multiple community needs without replacing existing services or infrastructure.
- **Flexibility and Additional Benefits:** Quick-builds should be designed to be flexible and adaptable. A major theme was ensuring that improvements add multiple benefits—for example, bike lanes, trees, and pedestrian pathways could be incorporated into quick-build projects to benefit the whole community.

Action Items

- Clarify the distinction between temporary and non-permanent projects to manage community expectations.
- Address liability concerns with monitoring, maintenance, and safety protocols for temporary materials.
- Ensure quick-builds are flexible and adaptable based on feedback and needs.

March 13, 2025, Mobility Working Group

Location: SANDAG Office, 401 B Street, Suite 800, San Diego, CA 92101

Purpose: Gather feedback and insights on the current and future needs related to corridor improvements.

Meeting Participants

- **SANDAG:** Michael Terlep

Meeting Summary

Partner Comments Summary

- **Seating and Bus Stops**
    - Community Concerns: There is a recurring issue with homeless encampments around bus stops, which makes the area uncomfortable for other passengers waiting for the bus.
    - Solution Consideration: Partners expressed the need for seating designs that can deter such behavior, while still providing accessible seating for all passengers, especially seniors.
- **Maintenance:** Partners pointed out that while quick-build measures offer a fast solution, maintenance of these temporary structures could be a challenge. It was suggested that careful thought needs to be put into the materials used and maintenance costs to ensure that these projects remain effective and aesthetically pleasing over time.
- **Permitting**
    - Permitting concerns were raised, especially regarding the quick-build measures affecting right-of-way and how jurisdictions will manage the necessary permits for changes in the road or bus stops.
    - Partners suggested that SANDAG should work closely with local jurisdictions to streamline the permitting process, ensuring that changes can be made efficiently.
- **Roadway Improvements**
    - Partners emphasized the need to consider concrete bus pads for heavy buses, as frequent use could deteriorate roads, especially when combined with more frequent or Rapid service.
    - There were also concerns about the interaction between bus priority lanes with bike lanes and parking. Partners questioned whether changes to these areas would create bottlenecks, disrupt traffic flow, or reduce available parking.
- **Design Considerations**
    - There were comments about bus priority lanes needing to be carefully integrated into the existing road infrastructure to avoid issues like bottlenecks (e.g., on Park Boulevard).
    - Partners emphasized the importance of ensuring that any changes to traffic flow or bus lanes are thoroughly planned and include input from the community, particularly where parking and bike lanes might be affected.

Action Items

- Evaluate maintenance solutions for quick-build measures, ensuring materials are sustainable and cost-effective, with maintenance cost projections.
- Assess interactions between bus priority lanes, bike lanes, and parking to avoid bottlenecks and disruptions in traffic flow, minimizing impacts on parking and bike infrastructure.
- Conduct a detailed analysis of how bus priority lanes will integrate into existing road infrastructure, focusing on potential bottlenecks and traffic flow disruptions.
- Incorporate community feedback into the planning and design of bus lanes and roadway changes, ensuring potential issues like loss of parking and conflicts with bike lanes are addressed.

May 20, 2025, Social Services Transportation Advisory Council

Location: SANDAG Office, 1011 Union St, San Diego, CA 92101

Purpose: Gather feedback and insights into the current and future needs related to corridor improvements.

Meeting Participants

- **SANDAG:** Michael Terlep; Danielle Kochman

Meeting Summary

Partner Comments

- **Accessibility for Visually Impaired:**
    - There is a need for tactile strips near bus stops to assist visually impaired passengers, as painted markings are not effective for them.
    - Large print signage and Braille should be included on new signs and stops to ensure accessibility for those with visual impairments.
- **Separation of Bike and Pedestrian Paths:** Bike paths should be designed to avoid conflicts with pedestrian areas whenever possible to ensure safety and accessibility for all users.
- **Technology and Bus Callouts:** Improvements are needed to ensure bus callouts and technology on buses are consistent across the transit system for better usability.
- **East County Representation:** East County is underrepresented in current discussions and should be included in future conversations about transit improvements.
- **Seating During Long Construction Times:**
    - A-frame signs serving as temporary bus stops during construction are not adequate. There is a need to provide seating accommodations such as bus cubes or Simme seats for passengers during these times.
    - The group emphasized the importance of considering DOT guidance in all design decisions to ensure alignment with best practices for accessibility and safety.

Action Items

- Address seating issues during long-term construction by providing bus cubes or Simme seats at temporary bus stops.
- Align all design efforts with DOT guidance to ensure accessibility and compliance with best practices.

Briefings

May 27, 2025, Councilmember Elo-Rivera Briefing

Location: SANDAG Office, 1011 Union St, San Diego, CA 92101

Purpose: Gather feedback and insights into the current and future needs related to corridor improvements in District 9.

Meeting Participants

- **SANDAG:** Danielle Kochman; Tuere Fa'aola; Hannah Stern
- **City of San Diego:** Councilmember Sean Elo-Rivera; Lauren McDonald

Meeting Summary

University Ave Corridor (SR-15 to 54th St)

Not preferred by CM Elo-Rivera's constituents due to recent work on the University Avenue Complete Streets project. No further quick-build improvements are recommended in this area due to completed roundabouts, curb extensions, and transit stop improvements. However, the stretch between Fairmount and SR-15 remains a potential candidate for quick-builds, but the limited right of way and minimal space for additional infrastructure pose challenges. Moreover, community frustration due to the lengthy construction delays may affect support for further changes.

Alternative Corridors for Consideration

- **El Cajon Blvd:** Councilmember Elo-Rivera expressed support for improving transit on this stretch, especially given past investments in the corridor, which could be extended eastward.
- **Market Street (30th Street to I-15):** Mentioned as a potential, though Councilmember Elo-Rivera expressed doubts about ridership justifying improvements in this area.
- **SDSU Transit Center:** Maya (staff) raised concerns about delays for buses entering and exiting the SDSU Transit Center. Further investigation is needed to identify specific problem areas within the transit center.

Action Items

- Scoring additional corridors and reviewing their potential for inclusion in deliverables.
- Follow-up discussions with Councilmember Elo-Rivera regarding these corridors and potential opportunities for advancing improvements outside the scope of the current study.

Appendix 2B:
Mobility Working Group Workshop

Mobility Working Group Workshops

March 18 and 20, 2025, Mobility Working Group Workshops

Location: Teams

Purpose: These workshops were intended to gather feedback from different partners across multiple jurisdictions, on the specific challenges within their community. The goal was to learn what potential treatments they believed could or could not work as quick-build projects. Their input provided valuable insight into feasibility, barriers, and opportunities, which will help inform the recommendations for our chosen corridors.

Meeting Participants

- **SANDAG:** Carson Barwinkel; Brian Lane; Mimi Morisaki; Michael Terlep; Evan Funk; Danielle Kochman; Marlen Diaz; Tim Garret; Cecily Taylor; Saima Musharrat
- **DOT:** Nicholas Ventrilla; Tonya Carter; Ashley Papac; Alysa Ahn
- **City of Carlsbad:** Nathan Schmidt
- **City of San Marcos:** Eddmond Alberto; Kyrenne Chua
- **City of Vista:** Husam Hasenin
- **City of Oceanside:** Tam Tran; Teala Cotter
- **City of San Diego:** Tait Galloway; Leo Alo; Everett Hauser; Donald Pornan; Philip Trom
- **City of Chula Vista:** Patrick Moneda; Ramon Esquer; Oscar Cortez
- **Port of San Diego:** Lisa Madsen
- **City of Coronado:** Jasmine Bridges
- **Airport Authority:** Anasis Ted
- **NCTD:** Ricky Cervantes; Ioni Tcholakova
- **MTS:** Brent Boyd; Beverly Neff

Meeting Summary

- **Funding Challenges:** Securing stable funding remains the most significant obstacle. Partners stressed the need for diverse funding streams not tied to specific assets.
- **Right-of-Way (ROW) Constraints:** Limited space consistently emerged as the primary barrier to bus priority projects, road diets, and new infrastructure.
- **Traffic Conditions & Demand:** High congestion in some areas complicates feasibility, while in others (like Santee and parts of Chula Vista) traffic is not severe enough to justify large-scale transit priority investments.
- **Implementation Difficulties:** Regulatory hurdles, community resistance, and logistical complexity slow execution.
- **Agency Coordination:** Collaboration across MTS, Caltrans, cities, and other partners is critical to project success.
- **Liability & Regulations:** Legal considerations and MUTCD rules (e.g., daylighting) restrict some treatments.

- **Technology & Innovation:** Controller upgrades, TSP, and advanced transit technologies could help offset constraints but require significant coordination.
- **Timelines for Implementation**: Projects must reflect realistic timelines and alignment with ongoing infrastructure work.

Partner Feedback by Jurisdiction

- **Airport (Harbor Drive / Pacific Highway):** New lanes could be repurposed as bus priority lanes.
- **Chula Vista**
    - Opportunities near the Gaylord and in eastern Chula Vista (Village 8 East, Millenia, University site).
    - Broadway identified as a candidate for improvements.
    - Bus priority is politically favorable, but ROW is a limiting factor.
    - Controller upgrades complicate TSP.
    - Bus service is currently infrequent; benefits of priority lanes may be modest; coordination with MTS is critical.
    - Engineers hesitant to pursue beautification projects alone.
- **Coronado**
    - Preservation priorities limit major infrastructure changes.
    - Beautification and seating are feasible, provided they match the existing aesthetic.
- **City of Santee**
    - ROW limits feasibility of bus priority; lane removal is unpopular; bus priority only viable on Rapid routes; bus stop consolidation is a more realistic option.
- **Caltrans**
    - Pilots are difficult to deliver on Caltrans ROW; projects must use approved materials
- **City of San Diego:** Road Diets Ex. Broadway (16th to Park, Downtown). Implementation relied heavily on paint with minimal physical modifications

Full Group Discussion

- **Alignment with Existing Projects:** New efforts should integrate with ongoing infrastructure work to maximize efficiency and avoid conflicts (e.g., with pipeline projects).
- **Technology as a Workaround:** Advanced transit technologies may help address ROW and operational challenges.
- **Feasibility and Timelines:** Emphasis on pragmatic, phased implementation rather than overly ambitious short-term goals.