



Service Implementation Plan FY2021-FY2030



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Introduction

The Service Implementation Plan (SIP) provides a ten-year transit operations service plan for the North County Transit District (NCTD). It is a requirement under the Master Memorandum of Understanding (MOU) with the San Diego Association of Governments (SANDAG) and is used to inform NCTD's annual Operating Budget.

The process for the development of the SIP begins each year in December with staff compiling and reviewing historic service levels and ridership. A staff-level working group made up of Finance, Operations, Planning, Customer Experience, and Marketing departments reviews the assumptions before they are provided to the Executive Director and Executive Team for review. Upon approval by the Executive Director, the forecasts are provided to city managers for review. Finance staff calculates the cost associated with the proposed services based on contractual agreements that NCTD has or will negotiate with private sector contractors and public partners. The costs are then included in the annual NCTD operating budget.

As of the date of this document, the negative impacts to service, customer revenue, and ridership resulting from COVID-19 are ongoing. Ridership projections are reflective of immediate impacts caused by COVID-19 and actions to mitigate the spread of the virus such as the State of California's Executive Order N-33-20 (Stay at Home Order) that became effective on March 19, 2020. Additionally, ridership projections have been adjusted for potential longer-term impacts such as an economic recession and potential societal and business changes such as increased telecommuting or less desire to attend public events. Impacts from COVID-19 have resulted in approximately 38% fewer boardings in March 2020 compared to previous year, with an expected 75% decline from previous year from April through June 2020. NCTD anticipates declines to continue throughout FY2021 due to recessionary impacts that may follow when the Stay at Home Order is lifted. Table 1 shows forecasted ridership percentage declines from prior year actuals.

Table 1. Anticipated Ridership Declines due to COVID-19

Fiscal Year	FY2020				FY2021				
Month	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov-Jun
Decline	-38%	-75%	-75%	-75%	-50%	-25%	-20%	-15%	-10%

While there are no anticipated changes to service levels in FY2021 due to impacts from COVID-19, NCTD monitors service performance on an annual basis and has prepared a contingency plan that reduces BREEZE and FLEX service based on performance. There are three scenarios that have been developed to reduce the bus and paratransit operations and maintenance contract cost by 5%, 10% and 15% should service reduction become necessary. This information can be found in Appendix B.

Strategic Framework

Strategic Priorities

The FY2021 budget was developed to support strategic investments that can be implemented over a five-year period that will foster increased ridership, increased customer revenues, support the Zero Delay program, and address state of good repair and capital priority needs. NCTD's Zero Delay program promotes important initiatives such as improving service quality and frequency, modernizing revenue vehicles, enhancing the customer service experience, and supporting transit-oriented development. Key strategic service priorities that are relevant to this Service Implementation Plan include:

- Increase Customer Ridership and Revenue
 - Implement 30-minute frequencies on the COASTER
 - Implement 15-minute peak frequencies on the SPRINTER
 - Implement improved bus service frequencies
 - Implement new first and last mile services

NCTD is currently advancing a series of studies that will result in transformative capital and operating investments. Many of these studies were initiated in FY2020 and are ongoing with anticipated completion in FY2021. These studies, which are outlined below, will provide a path forward for NCTD's operations, as well as provide a framework for regional operations on the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Corridor. These strategic planning efforts include:

- Strategic Multimodal Transit Implementation Plan (SMTIP): The SMTIP is a comprehensive operations analysis and ten-year strategic plan that provides insight into current and future travel patterns and demand within NCTD's service area and identifies service and capital improvements that will support NCTD's efforts to provide high-quality transit services. This study utilizes high-quality data in the form of location-based cell phone data and robust public outreach. This study will be completed in the Fall of 2020 and incorporates several ongoing planning efforts.
- Los Angeles-San Diego-San Luis Obispo Rail Corridor (LOSSAN) Corridor Optimization Study: The ongoing LOSSAN study will develop operating concepts for the corridor across a 10-year planning timeframe, including near-term (2021), mid-term (2024), and long-term (2028) operating plans. The study envisions new passenger service operating concepts in which trains operate on pulse schedules, providing regular, reliable, and intuitive connections between different service tiers. In San Diego specifically, this optimized corridor provides a dependable framework for connecting transit services at several Mobility Hubs throughout the region and streamlines connectivity to Orange and Los Angeles Counties.
- NCTD and BNSF Freight Pathing and Passenger Service Extension Study: In connection to the ongoing LOSSAN Corridor Optimization Study, BNSF and NCTD advanced a study to understand how capacity on the San Diego Subdivision can be improved to accommodate greater passenger and freight service levels. The study specifically evaluates freight pathing between CP Atwood and the Port of San Diego and passenger service extensions south of downtown San Diego to the Convention

Center and National City. As a mid-term (2024) concept, NCTD plans to extend COASTER services to San Diego’s Convention Center and Amtrak’s Pacific Surfliner service may operate south of Santa Fe Depot to a new maintenance facility. NCTD is currently advancing design of the Convention Center platform and coordinating with regional and state partners to identify funding for associated capital investments.

- *SPRINTER Corridor Infrastructure Investments Study*: As part of the LOSSAN Corridor Optimization Study, NCTD also advanced an evaluation of strategic infrastructure investments along the SPRINTER corridor that would enable NCTD to improve service levels from 30-minute frequencies to 15-minute frequencies. This conceptual study indicates that 9.5 miles of additional double track is needed, with a rough order-of-magnitude project cost of \$190 million (including contingencies).

These critical studies will support the development of an updated 10-year plan for the District that achieves the goals established in the five-year budget. NCTD staff will incorporate the phasing and implementation recommendations associated with these plans in future year SIPs, beginning in FY2022. However, early-action concepts and incremental improvements from these plans have been included in this FY2021 SIP.

FY2020 Performance

With each budget cycle, the key transit operations budget metrics are adjusted to reflect actual performance compared to budget assumptions. Appendix A provides historical performance information about NCTD’s services and performance analysis to support the development of the SIP. FY2020 projections are comprised of actual hours, miles and ridership through February 2020. FY2020 projections for hours, miles, and ridership from March through June 2020 include the projected impacts associated with COVID-19. Projections from March to June 2020 assume significant declines in ridership and declines in service hours and miles. Table 2 provides a revised projection for FY2020 compared with the ridership assumption included in the Adopted FY2020 Operating Budget.

Table 2. Revised FY2020 Ridership Projection

Mode	FY2020 Budget Ridership	FY2020 Projected Ridership	Percent Change
BREEZE	6,173,873	4,902,596	-21%
LIFT	172,877	117,051	-32%
FLEX	30,219	27,386	-9%
COASTER	1,374,894	1,034,017	-25%
SPRINTER	2,280,670	1,956,342	-14%

FY2021 Service Levels and Ridership Assumptions

COVID-19 impacts are anticipated to negatively affect ridership for all modes for FY2021. Ridership is anticipated to fully recover to pre-COVID levels beginning in FY2022. In the second half of FY2021, NCTD plans to implement improved services for COASTER and FLEX Demand Response. These service level changes will also impact ridership and are described below. Consistent with Board Policy No. 30 - *Threshold for Major Service Change*, NCTD will conduct a Title VI Analysis to determine whether the proposed changes will result in a discriminatory impact.

BREEZE and SPRINTER

No service level changes are proposed for FY2021. All hours and miles are based on scheduled daily service and applied to the number of weekdays, Saturdays, and Sundays in FY2021. Like other modes, ridership is expected to decline throughout FY2021 due to impacts from COVID-19. The service and ridership forecasts by mode are summarized in Table 3 below.

Table 3. Proposed Operating Statistics and Ridership FY2021

Mode	Vehicle Revenue Miles	Total Miles	Vehicle Revenue Hours	Total Hours	Ridership
COASTER	306,565	322,825	9,639	10,860	1,093,690
SPRINTER	518,748	522,030	23,574	23,726	2,216,158
BREEZE	5,105,400	5,780,695	427,371	460,464	5,153,914
FLEX Deviated Fixed Route	252,232	264,126	13,456	14,105	25,742
FLEX Demand Response	234,018	234,133	17,995	18,029	46,375
LIFT	1,259,591	1,462,296	71,258	87,724	113,107
Total	7,676,554	8,586,105	563,292	614,907	8,648,986

LIFT Complementary Paratransit

NCTD provides LIFT Complementary Paratransit service as required under the Americans with Disabilities Act (ADA). The service operates within a ¾-mile boundary of BREEZE fixed route service and is available during the same times of day and days of the week that BREEZE operates. Because it is demand response service, any change in ridership will result in a corresponding change in hours and miles operated. As described earlier, the effects of COVID-19 are expected to cause a decline in LIFT ridership for FY2021, and hours and miles will decline accordingly. Ridership and service levels are forecasted to return to normal in FY2022.

FLEX Deviated Fixed Route

NCTD operates FLEX Deviated Fixed Route service on Camp Pendleton and between Escondido and Ramona. Deviated Fixed Route service operates along a defined route, but may detour from the route within a defined area by request. NCTD proposes discontinuation of FLEX Deviated Fixed Routes 392 and 395 in April 2021. FLEX Deviated Route 392 provides service between Oceanside Transit Center and Camp Pendleton 14 Area via Vandegrift Road.

Service is provided hourly on weekdays and every two hours on weekends. FLEX Deviated Fixed Route 395 provides service between Oceanside Transit Center and Camp San Onofre on Camp Pendleton every three hours seven days a week. Both FLEX 392 and 395 may deviate up to ¾-mile from the route by request. These routes were implemented to replace low performing BREEZE Routes. The replacement service was anticipated to reduce costs by utilizing smaller 12-passenger vans, which consume less fuel and are operated with drivers at a lower wage rate than 40-foot bus operators. Additionally, a higher fare was charged commensurate with the higher level of service in the form of route deviation. Finally, deviated fixed route service fulfills the paratransit obligation, thus eliminating the need for LIFT service. Despite these efficiencies, FLEX 392 and 395 have continued to perform below all other BREEZE Routes. For this reason, NCTD proposes to eliminate these routes consistent with the requirements in NCTD Board Policy No. 30 – *Threshold for Major Service Change*, which includes conducting a Title VI Analysis. As is required for a major service change, NCTD will work with representatives from Camp Pendleton to mitigate the impacts to passengers. Appendix A provides information regarding the substandard performance of these FLEX routes.

FLEX Demand Response

NCTD's FLEX Demand Response mode operates within a defined zone by passenger request. In 2011, NCTD implemented FLEX Route 372, a midday demand response service operating between Ramona and Escondido. Since 2011, other options have emerged that provide "lifeline" service for commuters, such as SANDAG's iCommute Guaranteed Ride Home program and the advent of transportation network companies. FLEX 372 performance data is included in Appendix A. NCTD proposes eliminating FLEX 372 in April 2021 consistent with the requirements in NCTD Board Policy No. 30 – *Threshold for Major Service Change*, which includes conducting a Title VI Analysis.

NCTD intends to enhance its FLEX Demand Response brand by utilizing an on-demand app that supports real-time trip requests on 12-passenger vans. The intent of this service enhancement is to support phased implementation of improved BREEZE, COASTER, and SPRINTER frequencies that provide more efficient connection to first and last mile destinations and foster increased shared rides within specified geographical areas. NCTD is proposing to implement expanded services in the City of Carlsbad and new service in the City of San Marcos consistent with the requirements in NCTD Board Policy No. 30 – *Threshold for Major Service Change*, which includes conducting a Title VI Analysis.

Carlsbad Connector. In August 2019, NCTD, SANDAG and the City of Carlsbad launched the Carlsbad Connector, a pilot demand response shuttle connecting passengers from the Carlsbad Poinsettia COASTER Station to nearby employment centers. The service operates between 7:00 AM and 6:00 PM Monday through Friday and provides connections to COASTER peak period and midday trains. Compared to the existing BREEZE Routes 444 and 445, the Carlsbad Connector provides improved travel time due to flexible routing and the ability for passengers to travel midday. The City of Carlsbad currently manages the service with NCTD and SANDAG contributing a third of the funding each; management will be transferred to NCTD in April 2021. At that time, NCTD will expand the zone along Palomar Airport Road, Rancho Santa Fe and Mission Road to Palomar College, providing passengers connections to the SPRINTER and other BREEZE Routes in San Marcos. While NCTD has not modified the

service due to impacts from COVID-19, staff continues to monitor performance and will discuss any potential service modifications with the City and SANDAG.

San Marcos Zone: The proposed San Marcos FLEX Demand Response service zone will provide access to key regional destinations such as California State University San Marcos and Palomar College as well as social service agencies that are currently not served by BREEZE routes. More than a half dozen middle and high schools will also be served within the San Marcos zone. The service area is approximately 24 miles within the City of San Marcos and the service will operate between 7:00 AM and 6:00 PM Monday through Saturday. Once this service is successfully implemented, NCTD anticipates eliminating BREEZE Route 347 in FY2022, which operates within the footprint of the zone. NCTD will conduct a Title VI Analysis as required by NCTD Board Policy No. 30 – *Threshold for Major Service Change*.

COASTER

In April 2021 (assuming that the direct impacts of COVID-19 have significantly eased), NCTD will increase COASTER frequencies (trips) as summarized in Table 4.

Table 4. COASTER Service Increases

Day Type	Current Daily Trips	April 2021 Trips	Percent Change
Weekday	22	30	36%
Saturday (Summer)	12	20	67%
Saturday (Winter)	8	20	150%
Sunday	8	20	150%

State and regional plans assume increased COASTER frequencies. The additional trips will bridge existing gaps in service which range from 25-59 minutes during the peak to 67-214 minutes during the off-peak for weekday service, and insufficient frequencies on weekends to support weekend events and activities. Increased weekday frequencies will allow commuters more flexibility and create options for those with variable work schedules. NCTD’s ongoing Strategic Multimodal Transit Implementation Plan (SMTIP) utilizes location-based cell phone data to inform capital and operational concepts. As part of the market assessment, NCTD has access to valuable time of day data about all trips made in the region (not limited to transit trips). This data shows that midday travel (a six-hour span between 9:00 a.m. to 2:59 p.m.) amounts to 35% of total weekday travel, while the combined peak hour trips (a seven-hour span between 6:00 a.m. to 8:59 a.m. and 3:00 p.m. to 6:59 p.m.) amounts to 47% of total weekday travel. This indicates a strong midday travel period that is not adequately matched by existing service.

NCTD anticipates that increased frequencies will attract new COASTER riders and increase the number of trips taken by existing riders. In order to project the associated ridership increase from the increased service frequencies, NCTD used guidance from the Transportation Research Board *Transit Cooperative Research Program Report 95*, which established an elasticity of demand formula as an industry best practice for forecasting ridership based on service increases. The formula states that for every one percent of service increase, transit

agencies can expect a corresponding 0.5% to 1% increase in ridership, which varies based on each agencies' unique service area. Due to unknown long-term impacts of COVID-19, a conservative 0.25% change was applied to COASTER service increases to project commensurate ridership increases. Combined weekday and weekend service frequencies will increase service 47%, which results in a projected increase of COASTER ridership of 11% over the last quarter of FY2021.

FY2019 Actuals, FY2020 Projections and FY2021 Proposed Comparisons

BREEZE

Table 5 compares the BREEZE FY2021 proposed statistics to the FY2020 Actuals (July 2019–February 2020) and Projected (March–June 2020). BREEZE service levels will not change in FY2021 but will decline as compared to FY2020 due to one less calendar day in FY2021. NCTD plans to make schedule adjustments for the October 2020 service change to improve on-time performance and connections with other routes; this will not impact hours or miles.

Table 5. BREEZE Operating Statistics and Ridership

BREEZE	FY2019 Actuals	FY2020 Projected	FY2021 Proposed	Change from FY2019 to FY2021	Change from FY2020 to FY2021
Total Ridership	6,372,715	4,902,596	5,153,914	-19.1%	5.1%
Weekday Ridership	5,270,154	4,082,746	4,291,698	-18.6%	5.1%
Saturday Ridership	582,434	464,421	505,093	-13.3%	8.8%
Sunday Ridership	520,127	355,429	357,122	-31.3%	0.5%
Total Revenue Miles	5,076,177	5,121,874	5,105,400	0.6%	-0.3%
Weekday Revenue Miles	4,007,053	4,066,270	4,051,977	1.1%	-0.4%
Saturday Revenue Miles	559,034	581,254	570,171	2.0%	-1.9%
Sunday Revenue Miles	510,089	474,350	483,253	-5.3%	1.9%
Total Miles	5,787,927	5,815,359	5,780,695	-0.1%	-0.6%
Weekday Total Miles	4,604,694	4,646,602	4,620,440	0.3%	-0.6%
Saturday Total Miles	620,982	644,987	629,790	1.4%	-2.4%
Sunday Total Miles	562,252	523,770	530,465	-5.7%	1.3%
Total Revenue Hours	424,004	426,958	427,371	0.8%	0.1%
Weekday Revenue Hours	339,888	345,093	345,326	1.6%	0.1%
Saturday Revenue Hours	43,907	45,153	44,473	1.3%	-1.5%
Sunday Revenue Hours	40,209	36,713	37,572	-6.6%	2.3%
Total Hours	457,608	460,549	460,464	0.6%	0.0%
Weekday Total Hours	368,358	373,402	373,502	1.4%	0.0%
Saturday Total Hours	46,824	48,103	47,161	0.7%	-2.0%
Sunday Total Hours	42,426	39,043	39,801	-6.2%	1.9%

LIFT Complementary Paratransit Service

Table 6 compares the LIFT FY2021 proposed statistics to the FY2019 Actuals and FY2020 Actuals (July 2019–February 2020) and Projected (March–June 2020). Service levels have decreased since FY2019 due to improved operational efficiency (passengers per revenue hour) by increasing the number of shared rides and decreasing the number of hours and miles. As a result, passengers per revenue hour increased from 1.8 in FY2019 to 1.9 in FY2020. Demand for LIFT service, however, is expected to decrease in FY2020 and FY2021.

Table 6. LIFT Operating Statistics and Ridership

LIFT	FY2019 Actuals	FY2020 Projected	FY2021 Proposed	Change from FY2019 to FY2021	Change from FY2020 to FY2021
Total Ridership	168,818	117,051	113,107	-33.0%	-3.4%
Weekday Ridership	148,900	104,022	100,472	-32.5%	-3.4%
Saturday Ridership	11,350	7,563	7,064	-37.8%	-6.6%
Sunday Ridership	8,568	5,466	5,572	-35.0%	1.9%
Total Revenue Miles	1,593,103	1,303,510	1,259,591	-20.9%	-3.4%
Weekday Revenue Miles	1,370,517	1,120,828	1,082,572	-21.0%	-3.4%
Saturday Revenue Miles	128,046	109,382	102,168	-20.2%	-6.6%
Sunday Revenue Miles	94,540	73,434	74,851	-20.8%	1.9%
Total Miles	1,888,532	1,513,284	1,462,296	-22.6%	-3.4%
Weekday Total Miles	1,617,782	1,293,580	1,249,428	-22.8%	-3.4%
Saturday Total Miles	154,747	129,703	121,149	-21.7%	-6.6%
Sunday Total Miles	116,003	89,983	91,720	-20.9%	1.9%
Total Revenue Hours	93,997	73,742	71,258	-24.2%	-3.4%
Weekday Revenue Hours	80,838	63,530	61,361	-24.1%	-3.4%
Saturday Revenue Hours	7,570	6,097	5,695	-24.8%	-6.6%
Sunday Revenue Hours	5,590	4,122	4,202	-24.8%	1.9%
Total Hours	116,546	90,782	87,724	-24.7%	-3.4%
Weekday Total Hours	100,003	78,058	75,394	-24.6%	-3.4%
Saturday Total Hours	9,489	7,536	7,039	-25.8%	-6.6%
Sunday Total Hours	7,054	5,190	5,291	-25.0%	1.9%

FLEX Deviated Fixed Routes

Table 7 compares the FLEX Deviated Fixed Routes FY2021 proposed statistics to the FY2019 Actuals and FY2020 Actuals (July 2019–February 2020) and Projected (March–June 2020). The decrease in operating statistics and ridership from FY2020 to projected FY2021 is due to the proposed elimination of FLEX Routes 392 and 395 in April 2021.

Table 7. FLEX Deviated Fixed Routes Operating Statistics and Ridership

FLEX Deviated Fixed Routes	FY2019 Actuals	FY2020 Projected	FY2021 Proposed	Change from FY2019 to FY2021	Change from FY2020 to FY2021
Total Ridership	32,208	27,386	25,742	-20.1%	-6.0%
Weekday Ridership	27,647	23,207	21,781	-21.2%	-6.1%
Saturday Ridership	2,213	2,255	2,308	4.3%	2.4%
Sunday Ridership	2,348	1,925	1,653	-29.6%	-14.1%
Total Revenue Miles	304,971	308,617	252,232	-17.3%	-18.3%
Weekday Revenue Miles	253,519	257,142	214,209	-15.5%	-16.7%
Saturday Revenue Miles	24,433	25,969	18,548	-24.1%	-28.6%
Sunday Revenue Miles	27,019	25,507	19,475	-27.9%	-23.6%
Total Miles	324,340	327,742	264,126	-18.6%	-19.4%
Weekday Total Miles	268,668	272,340	223,208	-16.9%	-18.0%
Saturday Total Miles	26,685	27,951	19,960	-25.2%	-28.6%
Sunday Total Miles	28,987	27,452	20,958	-27.7%	-23.7%
Total Revenue Hours	16,427	16,941	13,456	-18.1%	-20.6%
Weekday Revenue Hours	12,588	12,983	10,549	-16.2%	-18.7%
Saturday Revenue Hours	1,825	1,995	1,418	-22.3%	-28.9%
Sunday Revenue Hours	2,013	1,962	1,489	-26.0%	-24.1%
Total Hours	17,718	17,861	14,105	-20.4%	-21.0%
Weekday Total Hours	13,524	13,693	11,047	-18.3%	-19.3%
Saturday Total Hours	2,002	2,104	1,492	-25.5%	-29.1%
Sunday Total Hours	2,192	2,064	1,567	-28.5%	-24.1%

FLEX Demand Response Zones

Table 8 shows operating statistics and estimated ridership for FLEX Route 372 and the Carlsbad and San Marcos FLEX Demand Response zones proposed to begin service in April 2021. FY2019 and FY2020 Actuals and Projected represent FLEX 372 only.

In order to project service levels and ridership for the new FLEX Demand Response zones, NCTD used data from two sources: projected service levels and ridership for the San Marcos zone as provided by the proposed third-party vendor, and average daily ridership and hours and miles between September 2019 and February 2020 for the Carlsbad Connector.

Table 8. FLEX Demand Response Operating Statistics and Ridership

FLEX Demand Response	FY2019 Actuals	FY2020 Projected	FY2021 Proposed	Change from FY2019 to FY2021	Change from FY2020 to FY2021
Total Ridership	235	28	46,375	19,634%	162,734%
Weekday Ridership	235	28	39,445	16,685%	138,401%
Saturday Ridership	-	-	6,930	-	-
Total Revenue Miles	861	251	234,018	27,080%	92,975%
Weekday Revenue Miles	861	251	210,813	24,385%	83,745%
Saturday Revenue Miles	-	-	23,205	-	-
Total Miles	1,762	462	234,133	13,188%	50,608%
Weekday Total Miles	1,762	462	210,928	11,871%	45,582%
Saturday Total Miles	-	-	23,205	-	-
Total Revenue Hours	29	8	17,995	61,952%	211,955%
Weekday Revenue Hours	29	8	16,210	55,796%	190,920%
Saturday Revenue Hours	-	-	1,785	-	-
Total Hours	59	46	18,029	30,458%	38,901%
Weekday Total Hours	59	46	16,244	27,433%	35,040%
Saturday Total Hours	-	-	1,785	-	-

Note: FLEX Demand Response does not operate on Sundays

COASTER

Table 9 compares the COASTER FY2021 proposed statistics to the FY2019 Actuals and FY2020 Actuals (July 2019–February 2020) and Projected (March–June 2020). There is an increase in revenue, total miles, and ridership resulting from COASTER expanded weekend and midday service starting in April 2021. NCTD assumed a 0.25% ridership increase for every 1% of service increase in FY2021.

Table 9. COASTER Operating Statistics and Ridership

COASTER	FY2019 Actuals	FY2020 Projected	FY2021 Proposed	Change from FY2019 to FY2021	Change from FY2020 to FY2021
Total Ridership	1,408,677	1,034,017	1,093,690	-22.4%	5.8%
Weekday Ridership	1,240,949	903,671	950,644	-23.4%	5.2%
Saturday Ridership	94,253	76,915	76,794	-18.5%	-0.2%
Sunday Ridership	73,475	53,431	66,252	-9.8%	24.0%
Total Revenue Miles	270,395	230,036	306,565	13.4%	33.3%
Weekday Revenue Miles	233,689	204,100	259,053	10.9%	26.9%
Saturday Revenue Miles	19,525	13,869	24,989	28.0%	80.2%
Sunday Revenue Miles	17,180	12,067	22,523	31.1%	86.6%
Total Miles	286,692	242,049	322,825	12.6%	33.4%
Weekday Total Miles	247,238	214,330	274,045	10.8%	27.9%
Saturday Total Miles	21,173	15,036	25,709	21.4%	71.0%
Sunday Total Miles	18,281	12,683	23,071	26.2%	81.9%
Total Revenue Hours	8,473	8,028	9,639	13.8%	20.1%
Weekday Revenue Hours	7,309	7,088	8,105	10.9%	14.3%
Saturday Revenue Hours	619	507	810	30.9%	60.0%
Sunday Revenue Hours	545	433	723	32.6%	67.1%
Total Hours	9,540	8,880	10,860	13.8%	22.3%
Weekday Total Hours	8,290	7,871	9,250	11.6%	17.5%
Saturday Total Hours	677	545	854	26.2%	56.8%
Sunday Total Hours	573	464	755	31.8%	62.7%

SPRINTER

Table 10 compares the SPRINTER FY2021 proposed statistics to the FY2019 Actuals and FY2020 Actuals (July 2019–February 2020) and Projected (March–June 2020). There is minimal change in operating statistics due to no anticipated changes to service levels.

Table 10. SPRINTER Operating Statistics and Ridership

SPRINTER	FY2019 Actuals	FY2020 Projected	FY2021 Proposed	Change from FY2019 to FY2021	Change from FY2020 to FY2021
Total Ridership	2,408,961	1,956,342	2,216,158	-8.0%	13.3%
Weekday Ridership	1,997,637	1,608,369	1,794,138	-10.2%	11.6%
Saturday Ridership	220,767	201,160	256,204	16.1%	27.4%
Sunday Ridership	190,557	146,813	165,816	-13.0%	12.9%
Total Revenue Miles	516,745	519,404	518,748	0.4%	-0.1%
Weekday Revenue Miles	390,254	393,753	393,976	1.0%	0.1%
Saturday Revenue Miles	63,441	65,859	64,811	2.2%	-1.6%
Sunday Revenue Miles	63,051	59,792	59,961	-4.9%	0.3%
Total Miles	519,731	522,186	522,030	0.4%	0.0%
Weekday Total Miles	390,834	394,497	394,452	0.9%	0.0%
Saturday Total Miles	64,593	66,864	66,209	2.5%	-1.0%
Sunday Total Miles	64,304	60,825	61,369	-4.6%	0.9%
Total Revenue Hours	23,667	23,594	23,574	-0.4%	-0.1%
Weekday Revenue Hours	17,873	17,895	17,908	0.2%	0.1%
Saturday Revenue Hours	2,930	2,988	2,943	0.4%	-1.5%
Sunday Revenue Hours	2,864	2,712	2,723	-4.9%	0.4%
Total Hours	23,816	24,068	23,726	-0.4%	-1.4%
Weekday Total Hours	17,939	18,248	17,961	0.1%	-1.6%
Saturday Total Hours	2,971	3,041	2,993	0.7%	-1.6%
Sunday Total Hours	2,907	2,779	2,772	-4.6%	-0.3%

Ten-Year Outlook

As discussed earlier, NCTD is currently underway with a number of studies that will guide the ten-year service plans for the District. As those studies are completed, the recommendations will be incorporated into future SIPs. The ten-year plan incorporates expansion for COASTER and SPRINTER, which are consistent with regional plans and will be possible with the completion of capital activities.

BREEZE

As shown in Table 11, BREEZE service levels are expected to remain relatively unchanged between FY2021–FY2030 due to no major plans for expansion or reduction aside from the discontinuation of Routes 444 and 445 in October 2021. These routes are duplicative with the Carlsbad FLEX Demand Response Zone, and as such will be eliminated once the FLEX Demand Response Zone is in place. NCTD will complete the Strategic Multimodal Transit Implementation Plan (SMTIP) in FY2021 which will inform future service changes, the details of which will be included in future year SIPs. The SMTIP will provide recommendations and guidance on service and capital improvements that can be made over a ten-year period. The SMTIP will include a phased implementation plan, which will complement NCTD’s FY2021 SIP, and includes plans for improving BREEZE frequency on core routes and converting underperforming routes into FLEX service zones.

In FY2022, ridership is expected to recover from COVID-19 and remain steady through FY2026. In FY2027, BREEZE ridership is anticipated to increase by 5% as an indirect result of increases in SPRINTER frequency to every 15 minutes. NCTD customers use SPRINTER as the backbone to the BREEZE system; therefore, it is anticipated that increasing service on the SPRINTER will have complementary effects on BREEZE ridership.

Table 11. BREEZE Operating Statistics FY2021–FY2030

BREEZE	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Ridership	5,153,914	6,333,812	6,391,747	6,378,644	6,367,720	6,367,720	6,630,105	6,669,767	6,609,708	6,607,418
Revenue Miles	5,105,400	5,092,384	5,082,920	5,079,731	5,069,169	5,069,169	5,074,313	5,098,533	5,064,025	5,062,250
Total Miles	5,780,695	5,737,982	5,717,431	5,712,959	5,701,293	5,701,293	5,707,388	5,735,320	5,695,197	5,693,176
Revenue Hours	427,371	426,624	425,789	425,307	424,484	424,484	424,999	427,230	423,968	423,827
Total Hours	460,464	458,401	457,056	456,500	455,626	455,626	456,195	458,624	455,058	454,908

LIFT Complementary Paratransit Service

Demand for paratransit service is influenced by the aging population and the availability of alternative means of transportation. As the Baby Boomer generation (defined as individuals born between 1946-1964) ages, the senior population will grow over the coming years. For this reason, LIFT paratransit usage is anticipated to increase steadily over the next ten years, as shown in Table 12.

Table 12. LIFT Operating Statistics FY2021–FY2030

LIFT	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Ridership	113,107	155,026	159,682	164,470	169,401	174,482	179,710	185,105	190,660	196,372
Revenue Miles	1,259,591	1,414,550	1,457,884	1,503,059	1,547,649	1,594,070	1,641,147	1,688,681	1,742,604	1,794,658
Total Miles	1,462,296	1,641,636	1,691,911	1,744,672	1,796,373	1,850,254	1,904,802	1,959,794	2,022,762	2,083,247
Revenue Hours	71,258	79,989	82,436	84,986	87,509	90,134	92,798	95,492	98,530	101,474
Total Hours	87,724	98,425	101,433	104,578	107,682	110,912	114,189	117,503	121,245	124,871

FLEX Deviated Fixed Routes

As shown in Table 13, FLEX Deviated Fixed Route service levels and ridership are expected to decrease significantly with the proposed elimination of FLEX Routes 392 and 395 in April 2021.

Table 13. FLEX Deviated Fixed Route Operating Statistics FY2021–FY2030

FLEX Deviated Fixed Route	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Ridership	25,742	7,953	7,997	7,935	7,935	7,935	7,966	8,059	7,904	7,904
Revenue Miles	252,232	58,779	58,552	58,096	58,096	58,096	58,324	59,007	57,868	57,868
Total Miles	264,126	64,437	64,187	63,688	63,688	63,688	63,938	64,687	63,438	63,438
Revenue Hours	13,456	2,607	2,597	2,576	2,576	2,576	2,586	2,617	2,566	2,566
Total Hours	14,105	2,824	2,813	2,791	2,791	2,791	2,802	2,835	2,780	2,780

FLEX Demand Response Zones

A FLEX Demand Response Zone is anticipated to be implemented in FY2022 in Encinitas. There are two BREEZE fixed routes that serve the area of Encinitas, but much of the city is outside walking distance to those routes. The proposed Encinitas FLEX Demand Response service zone will provide connections to transit as well as key destinations within the City limits. The hours of operation will be between 7:00 AM and 3:00 PM, Monday through Saturday. School trips are expected to be the primary trip generator, as there are seven (7) primary or secondary schools and one community college within the zone. This service will fill a gap for transit service to MiraCosta College San Elijo campus, for which NCTD has received numerous requests for service. Other trip purposes include destinations in downtown Encinitas, Leucadia, and El Camino Real.

Table 14. FLEX Demand Response Operating Statistics FY2021–FY2030

FLEX Demand Response	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Ridership	46,375	205,245	206,210	205,391	204,841	204,841	204,976	205,380	204,706	204,156
Revenue Miles	234,018	935,414	937,095	932,169	930,512	930,512	932,146	937,048	928,878	927,220
Total Miles	234,133	935,414	937,095	932,169	930,512	930,512	932,146	937,048	928,878	927,220
Revenue Hours	17,995	71,955	72,084	71,705	71,578	71,578	71,704	72,081	71,452	71,325
Total Hours	18,029	71,955	72,084	71,705	71,578	71,578	71,704	72,081	71,452	71,325

COASTER

As shown in Table 15 and 16, COASTER service levels increase in April FY2021 due to expanded weekday and weekend service. The planned purchase of two expansion train sets will allow for twelve (12) more weekday trips, allowing NCTD to achieve 30-minute peak and 60-minute off-peak frequencies by October 2023.

Table 15. COASTER Operating Statistics FY2021–FY2030

COASTER	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Ridership	1,093,690	1,717,377	1,714,084	1,937,585	2,007,468	2,007,468	2,011,122	2,024,429	2,003,814	2,003,104
Revenue Miles	306,565	402,903	402,328	497,022	527,272	527,272	528,202	531,813	526,342	526,342
Total Miles	322,825	423,153	422,541	521,873	553,638	553,638	554,641	558,491	552,635	552,633
Revenue Hours	9,639	12,678	12,662	15,614	16,555	16,555	16,583	16,693	16,527	16,527
Total Hours	10,860	14,208	14,188	17,525	18,593	18,593	18,627	18,757	18,559	18,558

Table 16. COASTER Daily Trips

COASTER Service Level Increases	April 2021 Eight Midday and Twelve Weekend Trips Added	October 2023 Twelve Peak Period Trips Added
Weekday Trips	30	42
Saturday Trips	20	20
Sunday Trips	20	20

SPRINTER

As shown in Table 17, SPRINTER service levels will not change until FY2027 when increased headways of 15 minutes will be possible following the construction of double tracking and other operational improvements.

Table 17. SPRINTER Operating Statistics FY2021–FY2030

SPRINTER	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Ridership	2,216,158	2,493,222	2,515,424	2,510,722	2,506,158	2,506,158	3,107,777	3,125,192	3,099,026	3,097,664
Revenue	518,748	519,425	519,307	519,609	518,409	518,409	778,122	781,281	777,105	776,940
Total Miles	522,030	522,660	522,566	522,942	521,715	521,715	783,045	786,135	782,101	781,936
Revenue	23,574	23,604	23,599	23,613	23,558	23,558	35,360	35,504	35,314	35,306
Total Hours	23,726	23,755	23,751	23,767	23,711	23,711	35,589	35,731	35,545	35,537

Table 18 shows the average weekday, Saturday, and Sunday trips between FY2021–FY2030. Moving from 30-minute to 15-minute weekday frequency in FY2027 increases the number of trips.

Table 18. Average SPRINTER Trips by Day FY2021–FY2030

SPRINTER Service Level Increase	FY2021- FY2026	FY2027- FY2030
Average Mon-Thurs Trips	68	136
Average Friday Trips	78	156
Average Saturday Trips	55	55
Average Sunday Trips	50	50

Services Supported by NCTD

In addition to the services covered in the SIP, NCTD supports the provision of services by other operators that allow NCTD passengers greater flexibility and access to key destinations.

Sorrento Valley and UCSD COASTER Connection

The Metropolitan Transit System (MTS), through an agreement with NCTD, operates Sorrento Valley COASTER Connection (SVCC) shuttle service during weekday peak periods between the Sorrento Valley COASTER Station and surrounding employment areas. Per the agreement, NCTD pays MTS half the annual operating cost, plus \$1 per rider. FY2019 total annual ridership was 84,965, which was 9% lower than FY2018 ridership of 93,854.

In FY2020, a partnership with the University of California San Diego (UCSD), MTS, and NCTD was established to provide service between the Sorrento Valley COASTER Station and UCSD to replace the eliminated UCSD-operated shuttles. Per the agreement, MTS operates the shuttle service serving the same COASTER trips that SVCC does, and NCTD reimburses MTS half the operating cost less \$1 per passenger. UCSD subsidizes the other half of the cost.

Amtrak Rail 2 Rail Service

NCTD and Amtrak have a Rail2Rail program that allows COASTER day or monthly pass holders to ride any Amtrak Pacific Surfliner train at no extra cost (blackout days apply). This provides NCTD COASTER customers additional options without the additional costs of operating more COASTER trains. Per the agreement, NCTD reimburses Amtrak the average fare for COASTER per rider. Ridership was 13,707 in FY2019, which was 73% below the FY2018 ridership of 50,476. The ridership decline is due, at least in part, to updated program terms that went into effect on October 8, 2018, which are summarized in Table 19. Changes included a reduction of the number of stops for Rail2Rail trains because it was determined by LOSSAN and Amtrak that the additional travel time required to stop at those stations was not sufficiently offset by ridership. The removal of single and round-trip tickets was made to streamline the program between Amtrak, NCTD, and Metrolink. Some of these changes likely caused a decline in Rail2Rail ridership. LOSSAN has indicated their desire to terminate the program at some point which NCTD will consider in light of changing travel preferences due to COVID-19.

Table 19: Amtrak and NCTD Rail2Rail Program Terms

Rail2Rail Program Terms	Prior to October 8, 2018	As of October 8, 2018
Passenger Fare	COASTER Single Ride, Day or Monthly Pass	COASTER Day or Monthly Pass
Available Amtrak Trains	Eight (8) off-peak Amtrak trains make select COASTER stops: Carlsbad Village, Sorrento Valley and Old Town	All Amtrak trains, but they only stop at Amtrak-served stations

Appendix A

North County Transit District System Performance

The North County Transit District (NCTD) annually evaluates service performance based on established standards. NCTD’s budgetary outlook and service performance guide the decision-making process regarding service levels. By monitoring performance, NCTD can identify the highest performing routes where additional service could be added, or conversely, identify the routes that are underutilized and should be considered for modification or elimination.

Systemwide Historical Ridership

Table 1 below shows historical ridership trends by mode from FY2017 through FY2019. NCTD utilizes historical trends when projecting future year ridership in the Service Implementation Plan (SIP).

Table 1: NCTD Passenger Boardings from FY2017-FY2019

Mode	FY2017 Boardings	FY2018 Boardings	FY2019 Boardings	Change from FY2017-FY2019
BREEZE	6,731,930	6,482,912	6,372,715	-5.3%
LIFT	202,173	186,120	168,818	-16.5%
FLEX*	20,704	27,646	32,443	56.7%
COASTER	1,454,865	1,433,125	1,408,677	-3.2%
SPRINTER	2,549,053	2,532,731	2,408,961	-5.5%
All Modes	10,958,725	10,662,534	10,391,614	-5.2%

* FLEX was restructured in FY2018 Q2.

Modal Performance

NCTD measures productivity (cost per passenger and farebox recovery) and efficiency (passengers per hour or mile) for each mode. These measures will be used to monitor any new services or modes implemented during the five-year plan. NCTD’s Annual Transit Operations Performance Report provides a comprehensive report of performance, including metrics like on-time performance and contractor adherence to minimum performance standards.

BREEZE Performance

NCTD uses four measures to monitor BREEZE route performance: passengers per revenue hour, passengers per revenue mile, cost per passenger, and farebox recovery. Routes are scored based on the median of the BREEZE system for each metric and then given a composite score. Routes are then ranked and grouped into three categories as outlined below.

- Pass: Routes that score 80% of the median or above
- Watch: Routes that score between 21% and 79% of the median
- Deficient: Routes that score below 20% of the median

Performance is monitored annually. If a route is deemed deficient for an entire fiscal year, NCTD may take measures to improve the route, including:

- Targeted marketing of the route
- Service span and/or frequency modifications
- Restructuring of the route

Tables 2, 3, and 4 show historical BREEZE route performance for FY2019 for Weekday, Saturday, and Sunday service. The lowest performing routes are contemplated for service modifications or elimination in *Appendix B Service Contingency Plan*. NCTD plans to implement FLEX Demand Response Zones in areas where BREEZE service performance is low.

Table 2: FY2019 Weekday BREEZE Route Performance

Route	Service Tier	Operating Cost	Fully Burdened Cost	Average Boardings	Boardings per Mile	Boardings per Hour	Net Cost per Passenger	Farebox Recovery	Composite Score
356	Local	\$217,867	\$406,695	416	2.76	24.86	\$2.83	26.6%	7.88
351/352	Core	\$900,520	\$1,691,266	1,380	2.31	19.70	\$3.80	21.2%	6.24
350	Core	\$969,429	\$1,761,743	1,424	1.88	20.29	\$3.85	21.0%	5.87
305	Corridor	\$1,136,583	\$2,044,771	1,608	1.70	19.99	\$3.98	20.5%	5.61
303	Core	\$2,416,551	\$4,375,788	3,281	1.77	18.91	\$4.22	19.5%	5.45
354	Local	\$463,579	\$847,014	571	1.58	16.81	\$4.82	17.6%	4.84
301	Corridor	\$2,065,688	\$3,597,252	2,351	1.32	17.33	\$5.00	17.0%	4.57
311	Commuter	\$233,549	\$401,254	248	1.34	16.73	\$5.33	16.1%	4.42
306	Rural	\$649,746	\$1,096,348	678	1.12	17.15	\$5.34	16.1%	4.25
355/357	Local	\$347,364	\$639,607	371	1.41	14.33	\$5.77	15.1%	4.17
302	Core	\$1,524,399	\$2,744,298	1,581	1.28	14.64	\$5.81	15.0%	4.06
388	Rural	\$544,134	\$914,962	537	0.85	16.37	\$5.68	15.3%	3.84
318	Local	\$608,652	\$1,088,049	592	1.21	13.94	\$6.21	14.2%	3.84
334	Local	\$207,934	\$378,636	199	1.34	13.18	\$6.46	13.7%	3.84
304	Corridor	\$764,067	\$1,311,239	687	1.09	14.18	\$6.49	13.6%	3.67
358/359	Local	\$205,370	\$376,254	180	1.11	11.88	\$7.21	12.4%	3.37
309	Corridor	\$1,730,729	\$3,045,162	1,473	0.97	12.65	\$7.12	12.6%	3.31
332	Core	\$1,207,181	\$2,111,031	965	1.05	12.06	\$7.59	11.9%	3.25
444	Commuter	\$58,974	\$91,939	38	1.11	12.89	\$8.59	10.7%	3.21
353	Local	\$195,819	\$360,798	162	1.08	11.07	\$7.76	11.7%	3.18
308	Corridor	\$533,474	\$906,471	435	0.74	13.18	\$7.17	12.5%	3.14
313	Local	\$359,195	\$655,986	272	1.00	10.36	\$8.46	10.8%	2.95
347	Local	\$401,773	\$741,035	277	1.05	9.22	\$9.51	9.7%	2.77
445	Commuter	\$121,616	\$191,498	72	0.82	11.63	\$9.45	9.8%	2.74
315	Corridor	\$822,498	\$1,452,286	547	0.82	9.81	\$9.42	9.8%	2.62
325	Local	\$412,050	\$763,720	225	0.81	7.21	\$12.37	7.7%	2.15
323	Local	\$254,028	\$451,161	125	0.67	7.15	\$13.21	7.2%	1.96

Table 3: FY2019 Saturday BREEZE Route Performance

Route	Service Tier	Operating Cost	Burdened Cost	Average Boardings	Boardings per Mile	Boardings per Hour	Net Cost per Passenger	Farebox Recovery	Composite Score
350	Core	\$83,372	\$151,992	631	1.95	21.68	\$3.52	22.57%	7.59
356	Local	\$27,188	\$50,895	175	1.96	17.44	\$4.45	18.73%	6.56
354	Local	\$30,093	\$54,831	189	1.60	18.01	\$4.44	18.74%	6.20
303	Core	\$311,322	\$561,309	1,900	1.62	17.91	\$4.55	18.39%	6.15
351/352	Core	\$112,279	\$211,798	615	1.83	14.55	\$5.48	15.77%	5.66
305	Corridor	\$194,760	\$346,624	1,092	1.29	16.94	\$4.96	17.12%	5.47
388	Rural	\$109,948	\$184,336	523	0.86	16.57	\$5.62	15.42%	4.65
306	Rural	\$96,497	\$165,460	442	0.99	15.10	\$6.04	14.52%	4.53
301	Corridor	\$385,309	\$665,871	1,718	1.05	14.43	\$6.29	14.02%	4.47
302	Core	\$201,086	\$358,849	902	1.11	13.48	\$6.48	13.66%	4.40
332	Core	\$41,742	\$72,390	149	0.79	11.49	\$8.11	11.22%	3.48
355/357	Local	\$35,986	\$65,835	118	0.89	9.34	\$9.47	9.77%	3.19
304	Corridor	\$81,863	\$142,947	255	0.72	9.84	\$9.55	9.69%	3.03
309	Corridor	\$312,874	\$550,589	939	0.72	9.31	\$10.04	9.27%	2.92
308	Corridor	\$87,309	\$147,145	232	0.47	9.15	\$10.93	8.58%	2.52
353	Local	\$40,509	\$74,798	105	0.72	7.21	\$12.43	7.62%	2.49
315	Corridor	\$141,714	\$248,942	332	0.60	7.29	\$13.13	7.24%	2.32
318	Local	\$85,650	\$150,726	209	0.55	7.56	\$12.60	7.52%	2.31
334	Local	\$37,161	\$67,324	84	0.66	6.53	\$14.17	6.75%	2.25
325	Local	\$25,209	\$45,675	54	0.60	6.27	\$14.81	6.48%	2.12
347	Local	\$35,727	\$65,884	70	0.63	5.44	\$16.82	5.74%	1.97

Table 4: FY2019 Sunday BREEZE Route Performance

Route	Service Tier	Operating Cost	Burdened Cost	Average Boardings	Boardings per Mile	Boardings per Hour	Net Cost per Passenger	Farebox Recovery	Composite Score
303	Core	\$353,926	\$640,156	1,967	1.62	17.72	\$4.59	18.27%	5.98
350	Core	\$93,213	\$169,585	520	1.55	17.56	\$4.60	18.24%	5.88
351/352	Core	\$127,522	\$241,036	642	1.84	14.59	\$5.45	15.84%	5.56
388	Rural	\$124,242	\$208,110	571	0.90	17.54	\$5.26	16.30%	4.85
356	Local	\$30,976	\$58,028	124	1.33	11.78	\$7.07	12.66%	4.25
305	Corridor	\$221,799	\$395,110	905	1.03	13.46	\$6.51	13.61%	4.21
306	Rural	\$109,956	\$188,318	436	0.94	14.35	\$6.42	13.77%	4.21
302	Core	\$231,731	\$414,831	796	0.94	11.22	\$7.96	11.42%	3.59
301	Corridor	\$436,511	\$755,247	1,425	0.84	11.52	\$8.12	11.22%	3.47
309	Corridor	\$223,336	\$395,079	729	0.86	10.95	\$8.32	10.97%	3.40
355/357	Local	\$41,055	\$75,552	119	0.86	8.93	\$9.88	9.40%	3.01
354	Local	\$33,948	\$61,841	98	0.80	9.07	\$9.84	9.44%	2.96
308	Corridor	\$99,116	\$167,098	225	0.44	8.54	\$11.76	8.02%	2.31
315	Corridor	\$158,088	\$279,468	295	0.52	6.28	\$15.29	6.29%	1.95
353	Local	\$45,953	\$84,847	81	0.54	5.39	\$16.98	5.69%	1.81

FLEX Performance

NCTD instituted FLEX demand response service to better serve its operating environment which consists of suburban, tribal, and rural areas. FLEX service provides coverage-based transit access for lower density areas with demand that does not require a 40-foot bus operating a 15 or 30-minute frequency fixed route service, therefore, FLEX performs below that of fixed route service. Table 5 below compares all weekday FLEX route performance to the lowest performing weekday BREEZE routes.

Table 5: FY2019 FLEX Route Performance Compared to Lowest Performing BREEZE Routes

Route	Average Weekday Boardings	Weekday Passengers per Revenue Mile	Weekday Passengers per Revenue Hour
BREEZE 315	547	0.82	9.81
BREEZE 323	125	0.67	7.15
BREEZE 325	225	0.81	7.21
FLEX 371	31	0.17	3.73
FLEX 372	1	0.32	3.55
FLEX 392	56	0.09	1.91
FLEX 395	21	0.11	1.86

LIFT Performance

NCTD operates LIFT paratransit service as required by the Americans with Disabilities Act (ADA). It operates as complementary service to fixed route service, meaning it operates during the same hours and footprint as fixed route. For this reason, NCTD cannot modify the service; however, NCTD has the ability to improve service efficiency. NCTD has achieved efficiencies by subcontracting service to taxi providers and increasing the number of shared-ride trips. FY2019 farebox recovery (without local support from TransNet revenues) was below the TDA minimum of 10%. NCTD is exploring ways to increase farebox recovery such as charging premium fares for providing service beyond the requirements of ADA.

Table 6: FY2019 LIFT Passengers per Revenue Hour

Day Type	Passengers per Revenue Hour
Weekday	1.8
Saturday	1.5
Sunday	1.5

Table 7: FY2019 LIFT Net Cost per Passenger and Farebox Recovery

Net Cost per Passenger	Farebox Recovery
\$57.38	6.8%

COASTER Performance

The COASTER schedule is focused on peak period trips in the peak direction of travel, with midday, evening, and weekend trips provided less frequently. Trip frequency is irregular due to limited double tracking along the corridor and the shared use of the corridor with Amtrak, Metrolink, and freight carriers. Table 8 shows a comparison of COASTER service with peer commuter rail agencies. As NCTD adds COASTER service over the next five years, new trips will be monitored to ensure all trips are meeting performance standards.

Table 8: Commuter Rail Peer Comparison

Agency	Population	Weekday Trips	Average Headway Peak (Range)	Average Headway Off-Peak (Range)
NCTD	849,420	22	25 – 59 Minutes	67 – 214 Minutes
Dallas Area Rapid Transit (Trinity Railway Express)	2,407,830	73	30 Minutes	60 Minutes
Sound Transit (Sounder) (Northbound and Southbound)	3,054,000	34	20 – 30 Minutes	180 – 405 Minutes
Regional Transit District (RTD A Line)	2,920,000	142	15 Minutes	15 – 30 Minutes
Utah Transit Authority	1,883,504	63	30 Minutes	60 Minutes
Northern Indiana Commuter Transportation District	958,644	43	15 – 45 Minutes	43 – 120 Minutes

COASTER service is more productive on weekdays due to higher ridership during peak times and in peak travel directions. NCTD is required under the Transportation Development Act (TDA) to maintain a farebox recovery for all modes other than paratransit of 18.8%. Farebox recovery is higher than other NCTD modes due to the premium fare for the service.

Table 9: FY2019 COASTER Passengers per Revenue Hour and Revenue Mile

Day Type	Passengers per Revenue Hour	Passengers per Revenue Mile
Weekday	170	5.3
Saturday	152	4.8
Sunday	135	4.3

Table 10: FY2019 COASTER Net Cost per Passenger and Farebox Recovery

Net Cost per Passenger	Farebox Recovery
\$10.23	27.3%

SPRINTER Performance

SPRINTER service operates regular headways seven days a week, with hourly service provided during weekend mornings and evenings. Similar to COASTER, productivity is higher during the week to account for school and work trips. In FY2019, farebox recovery (without local support) did not meet the TDA required minimum; the regional fare change that took effect in September 2019 increased single ride fares from \$2.00 to \$2.50 and is anticipated to increase fare revenue.

Table 11: FY2019 SPRINTER Passengers per Revenue Hour and Revenue Mile

Day Type	Passengers per Revenue Hour	Passengers per Revenue Mile
Weekday	112	5.1
Saturday	75	3.5
Sunday	67	3.0

Table 12: FY 2019 SPRINTER Net Cost per Passenger and Farebox Recovery

Net Cost per Passenger	Farebox Recovery
\$7.83	12.5%

Appendix B

Contingency Plan – Service Reductions

Based on the FY2019 BREEZE and FLEX route performance, the North County Transit District (NCTD) has developed three service reduction scenarios that may be implemented should the impacts from COVID-19 warrant a reduction in expenses. The service reductions are calculated as percentages of the MV Transportation FY2021 operating contract value of \$38.7 million. Additional paratransit cost savings should be realized from the elimination of BREEZE fixed routes.

Scenario 1 – 5% Reduction in Operating Costs; approximately \$1.2 million

- Eliminate FLEX Deviated Fixed Routes
- Reduce frequency on BREEZE Routes 325, 347, 332, 309, 101, 305, 318, and 303
- Reduce service span on BREEZE Routes 347, 305, and 303

Scenario 2 – 10% Reduction in Operating Costs; approximately \$3.9 million

- Eliminate FLEX Deviated Fixed Routes
- Eliminate BREEZE Weekday Routes: 353, 355/357,444, 334, 347, 445, 313, 323, 325
- Eliminate BREEZE Saturday Routes: 355/357, 353, 347, 315, 334, 325
- Eliminate BREEZE Sunday Routes: 355/357, 353, 315

Scenario 3 – 15% Reduction in Operating Costs; approximately \$6 million

- Eliminate FLEX Deviated Fixed Routes
- Eliminate BREEZE Weekday Routes: 353, 355/357,444, 334, 347, 445, 313, 315, 323, 325, 358/359, 311, 388
- Eliminate BREEZE Saturday Routes: 355/357, 353, 347, 315, 334, 325, 388
- Eliminate BREEZE Sunday Routes: 355/357, 353, 315, 388