



Photo: Sergio Ruiz

# TRANSIT ACTION STRATEGY

Oakland Department of Transportation | AC Transit

2020



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Contributors

The Oakland Transit Action Plan is the result of a collaborative effort within the City of Oakland Department of Transportation and AC Transit. With the support of OakDOT Director Ryan Russo and AC Transit General Manager Michael Hursh, staff of both departments worked together to develop the strategies in this document.

## Introduction

Oakland's transportation network isn't only about getting from place to place. It's about connecting Oaklanders with the jobs, schools, and services that keep our city thriving. It is clear riding the bus is one very important way that Oaklanders connect to the places they need to go.

AC Transit and the City of Oakland Department of Transportation (OakDOT) are working together to ensure riding the bus is safe, reliable, and affordable. OakDOT and AC Transit have identified street improvements that prioritize fast, frequent, and reliable transit trips, as well as improve comfort and access for bus riders. This will improve Oaklanders' ability to get around and expand the number of good jobs and services accessible to our residents.

Street improvements for transit riders can also help our businesses thrive, keep the local economy local, and make sure the needs of daily life are within walking and transit distance of every neighborhood. In addition, programs to discount fares can help lower transportation costs for Oaklanders.

## What is a Transit Action Strategy?

The Transit Action Strategy is a to-do list for OakDOT and AC Transit. The strategy outlines the different types of actions that will quickly help improve transit. Some actions are relatively minor, like expanding red curb zones to ease bus pull-in and pull-out movements or refreshing crosswalks near bus stops to facilitate crossing the street. Other actions may be invisible, like retiming traffic signals so buses (and drivers) don't get caught at consecutive red lights. And other actions may take a while to finish, like creating community plans for major transit streets. Together, it all adds up to progress for Oaklanders who ride the bus.

## Racial equity strategy

AC Transit's riders are majority people of color, low and no-income, people with disabilities, seniors, and youth. This strategy highlights actions to reduce transit costs for low-income transit users and calls out transit improvements in Oakland that would benefit vulnerable populations. This ensures that better transit access to education, healthcare, and jobs will serve the people who need it most.

## Policy context

Oakland's "Resolution Declaring the City of Oakland's Support of Public Transit & Other Alternatives to Single-Occupant Vehicles," otherwise known as Oakland's Transit First Policy, is a visionary policy adopted in 1996.<sup>1</sup> The Transit First Policy makes the link between increased transit ridership and important city goals. It also identifies the importance of priority transit treatments like bus bulbs, transit signal priority, and dedicated bus lanes, which are all street improvements identified in this Transit Action Strategy.

The need to prioritize transit is also reflected in numerous countywide, citywide, and specific area plans, as well as AC Transit's Major Corridors Study, which identifies its highest ridership routes for future improvements. See **Table 1** for a listing of existing policy and plan documents.

<sup>1</sup> This resolution can be viewed at <http://www2.oaklandnet.com/oakca1/groups/pwa/documents/standard/oak063366.pdf>.

These multiple community transportation plans in Oakland have identified the following high-level needs:

- Buses that come more often
- Buses that come on time
- Better and more bus stop amenities
- ADA compliance to, from, and at bus stops
- Bus service late at night
- Assistance on fares for low- and no-income riders
- Ability for low- or no-cost transfers between buses
- Low- or no-cost transfers to BART

All together, these policies, plans, and studies represent a significant body of community engagement and adopted policy directives. They also reflect an established understanding of the challenges and opportunities for transit in Oakland—and the need to get to work!

**Table 1: Oakland Transit Policy Context**

Policy or Plan Document	Year Approved
City of Oakland Transit-First Policy	1996
Oakland General Plan, Land Use and Transportation Element	1998
Revive Chinatown Community Transportation Plan	2004
Fruitvale Alive! Community Transportation Plan	2005
West Oakland Community-Based Transportation Plan	2006
Central and East Oakland Community-Based Transportation Plan	2007
Laurel Access to Mills, Maxwell Park & Seminary Community-Based Transportation Plan	2010
Harrison Street/Oakland Avenue Community-Based Transportation Plan	2010
International Boulevard Transit-Oriented Development Plan	2011
City of Oakland Energy and Climate Action Plan	2012
City of Oakland Complete Streets Policy	2013
Broadway Valdez District Specific Plan	2013
Central Estuary Area Plan	2013
Lake Merritt BART Station Area Plan	2013
West Oakland Specific Plan	2013
Broadway Transit Circulator Study	2014
Coliseum Area Specific Plan	2015
AC Transit Major Corridors Study	2015
AC Transit Service Expansion Plan (ACGo)	2015
Alameda County Transportation Commission Countywide Transit Plan	2015
Alameda County Transportation Commission Multimodal Arterial Corridor Plan	2015
Oakland Department of Transportation Strategic Plan	2016



## Oakland's bus system

AC Transit provides bus service to most major destinations in Alameda and Contra Costa County, including BART stations, job centers, health care, schools, and neighborhood commercial areas. Additionally, AC Transit provides some Transbay service which connects the East Bay to San Francisco across the Bay Bridge.

## Transit streets in Oakland

In Oakland, any street that has bus service can be thought of as a “transit street.” Transit streets have special needs. The more buses on the street, the greater the needs. Below is a categorization of transit streets in Oakland. See **Figure 1** for Oakland's transit streets.

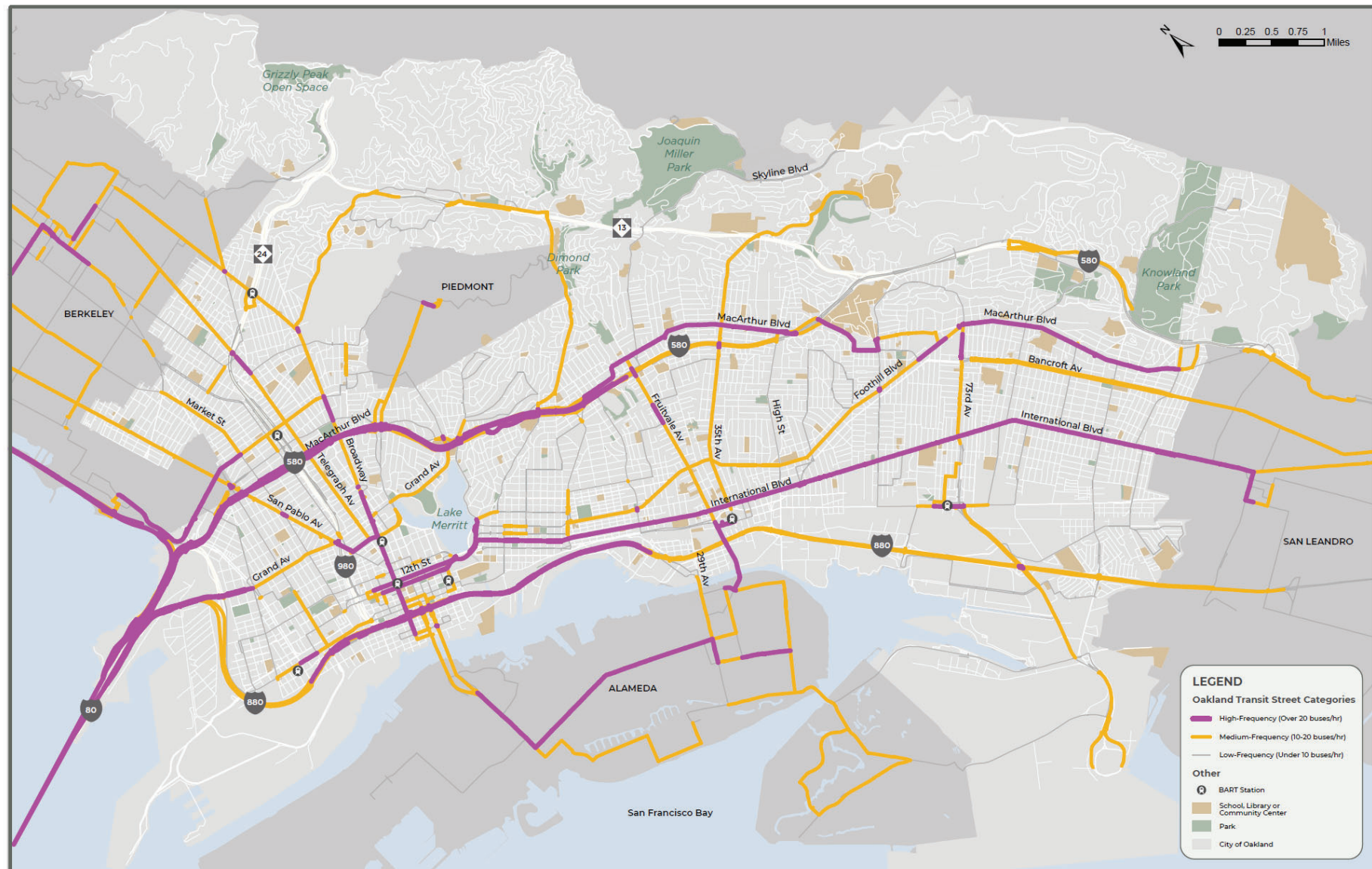
- **High-Frequency Transit Streets** serve over 20 buses per hour, or a bus passing a stop at least every three minutes.
- **Medium-Frequency Transit Streets** have between 10 to 20 buses per hour or a bus passing a stop every three to six minutes.
- **Low-Frequency Transit Streets** have fewer than 10 buses per hour or a bus passing a stop less frequently than every six minutes.

## Bus stops in Oakland

Similarly, while there are more than 1,750 bus stops in Oakland, just 350 stops represent 75% of all Oakland ridership. **Figure 2** illustrates the following categories of stops, distinguished by how many people get on and off at the stop every day (“ons and offs”):

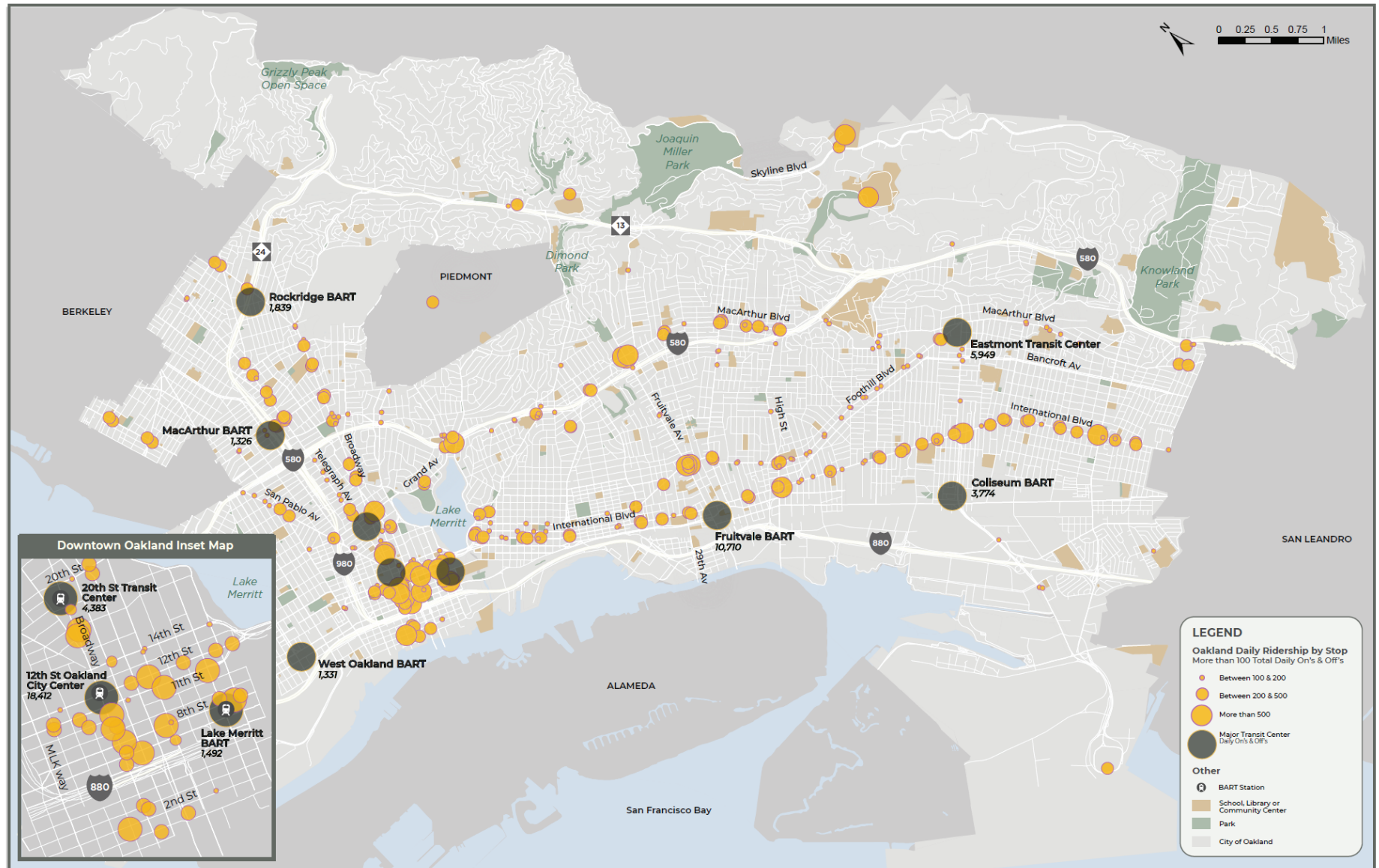
- **Transit Centers** have multiple bus stops close together, often provide connections to BART, and see more than 1,000 ons and offs every day. Some locations, like 12<sup>th</sup> Street and Fruitvale BART Stations, see more than 10,000 ons and offs every day. Daily ridership for bus stops near BART stations account for approximately 25% of all total daily ridership in Oakland.
- **High-Ridership Stops** have more than 500 ons and offs per day. Most of these stops are along high frequency routes, with the exception of two bus stops in the hills adjacent to schools.
- **Medium-Ridership Stops** see between 200 & 500 ons and off per day and are typically located along a high-frequency transit corridor.
- **Local High-Ridership Stops** see between 100 and 200 riders per day along high, medium, and lower frequency routes.

Figure 1: Oakland Transit Streets





**Figure 2: Daily Ridership by Stop**



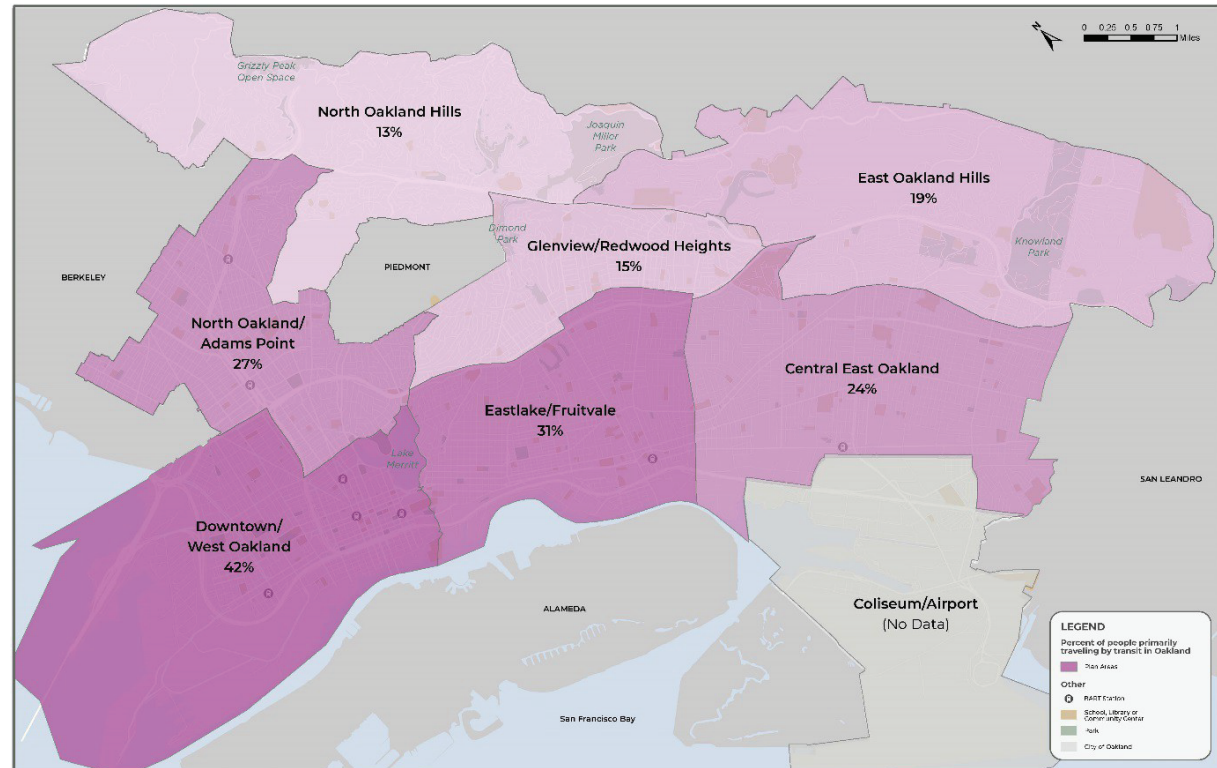
## Who rides the bus?

Oaklanders who ride the bus are disproportionately workers, students, single-parents, seniors, and people with disabilities. Reflecting the diversity of the East Bay, the majority of AC Transit passengers are people of color. The majority of AC Transit's riders have a household income less than \$35,000. Just more than half don't have a driver license (51%), and 40% don't have access to a vehicle. The majority of AC Transit's weekday trips (81%) are trips to work or school, and students account for more than 30,000 trips every day.<sup>2</sup>

Citywide, 25% of Oaklanders say transit is their primary way to get around.<sup>3</sup> These transit trips include rides on the bus but also BART, trains, and the ferry. Almost everyone who primarily takes transit to get around lives in the flats of Oakland (**Figure 3**):

- Central/East Oakland (24%)
- Downtown (42%)
- Eastlake/Fruitvale (31%)
- North Oakland/Adams Point (27%)
- West Oakland (42%).

**Figure 3: Percent of People Primarily Traveling by Transit in Oakland Plan Areas**



In the hills, there are fewer residents, but less bus service, and residents live further from major transit routes.

Other fast facts: more Oaklanders have a Clipper card (56%) than a private garage for a vehicle (40%).<sup>4</sup> And a third of Oaklanders are multimodal: 31% said they've taken a bike onto some form of public transit before, including AC Transit (14%).

<sup>2</sup> AC Transit 2012 Passenger Survey

<sup>3</sup> Oakland Transportation Survey, OakDOT. 2018.

<sup>4</sup> ibid.



## Racial equity and access to the bus

Almost all Oaklanders (83%) are within convenient walking distance of a bus stop, but just a third of Oaklanders are within a ¼-mile of a high frequency transit street.

What happens when we look separately at race/ethnicity, income, disability, and other transportation vulnerabilities? Oakland's bus system is generally distributed more towards the people who need the service the most: communities in need have better access to higher frequency buses than the general population (**Table 2**)<sup>5</sup>.

This means that neighborhoods with concentrations of people that could use and benefit from transit have greater access to frequent transit. **Figure 4** shows bus frequencies with medium and high disadvantage areas of Oakland.

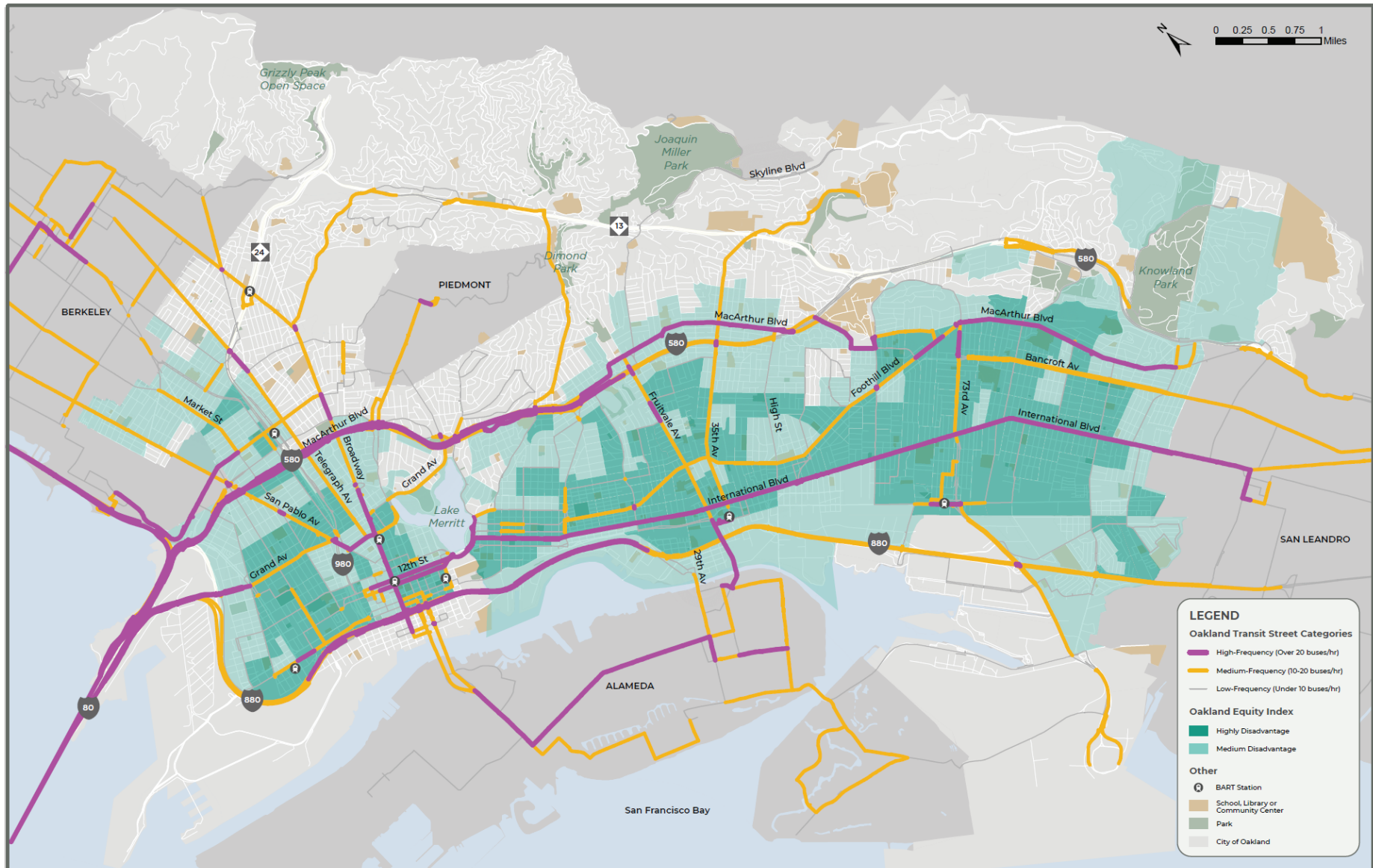
Improvements to transit service on high- and medium-frequency transit streets would provide a transportation benefit to most of Oakland, especially Oaklanders who depend on the services the most.

**Table 2: Equity Indices and Bus Frequency**

	% Within Convenient Access of a Bus Stop			
	High Frequency Route	Medium Frequency Route	Low Frequency Route	All routes
<b>Low Income Households</b> >30% low-income households	50%	35%	9%	94%
<b>Zero-Vehicle Households</b> >10% zero-vehicle households	51%	36%	8%	95%
<b>Single-Parent Families</b> >20% single parent households	50%	31%	10%	91%
<b>Seniors</b> >10% Seniors 75 Years and over	29%	16%	3%	48%
<b>People with Disabilities</b> >15% people with disabilities	28%	22%	8%	57%
<b>People of Color</b> >70% people of color	41%	30%	14%	85%
<b>Citywide</b>	38%	34%	12%	83%

<sup>5</sup> Disadvantage Factor definition and threshold from Plan Bay Area | Equity Analysis Report, 2013

Figure 4: AC Transit Bus Frequency and Oakland Equity Index







## How's the bus doing?

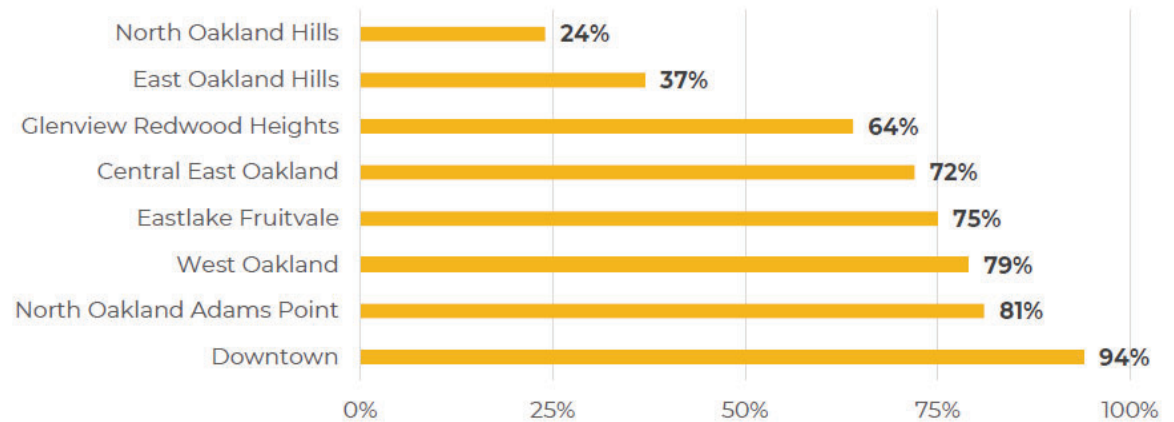
Because the bus serves people who face transportation vulnerabilities, it's even more important that the bus system meets the needs of the people who use it; that it's reliable; and that it's affordable. Just the same, it's critical that each of these measurements elevate the customer's experience and are tracked and reported for accountability.

### Oaklanders have access to service, but that service may not be convenient or adequate.

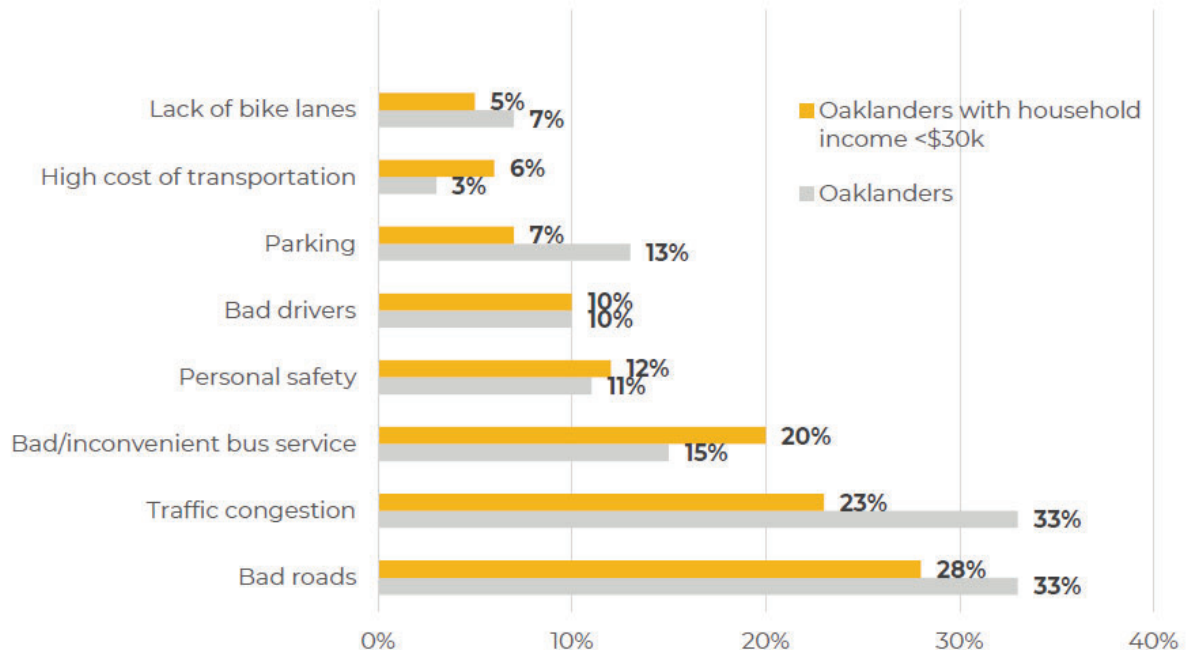
In a recent citywide survey, most Oaklanders (61%) agreed that they have good public transit options in their neighborhood (**Figure 5**) and 68% of people of color felt that they have good public transit options in their neighborhood.

However, poor and inconvenient bus service was one of the top three challenges to getting around Oakland for people with very low incomes (**Figure 6**). This means that while Oaklanders have good transit options in their neighborhood, there's work to do to make sure that service meets everyone's needs.

**Figure 5: % Agree "I have good transit options in my neighborhood"**



**Figure 6: What are the biggest challenges you face in getting around Oakland?**





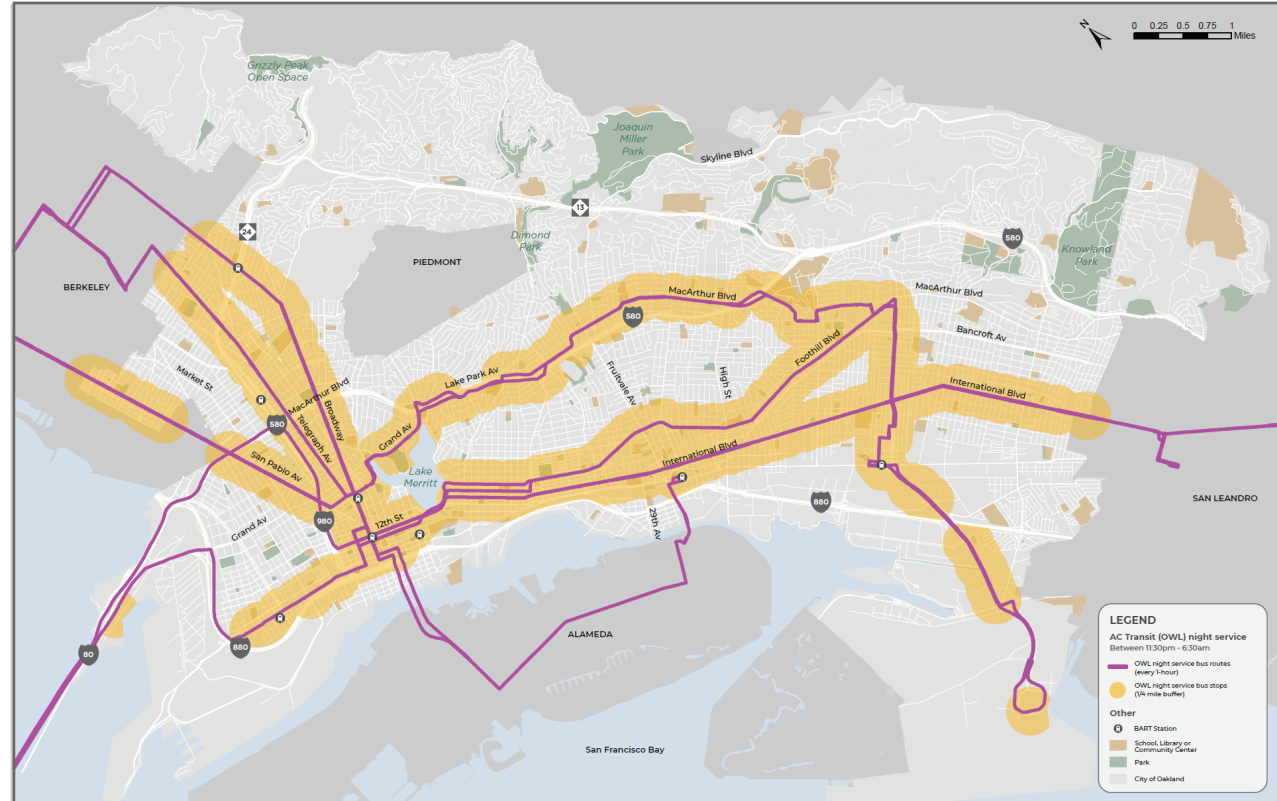
### How frequent is the bus?

On the most frequent route in Oakland, the bus comes every 8 minutes (1R). Around 38% of Oaklanders are within a half-mile of service that comes every 15 minutes or less.

Accordingly, most of AC Transit's ridership is on high frequency routes. Several corridors have multiple lines (like San Pablo Avenue's 72, 72M, and 72R) which mean that a bus shows up frequently even if each route isn't more frequent than every 12 minutes in the peak.

Late at night, the frequency decreases. Most of AC Transit's buses run from 5:00 a.m. or 6:00 a.m. to midnight. After midnight, AC Transit operates 6 All-Nighter (OWL) service between 12:00 a.m. and 6:00 a.m. See **Figure 7** for a map of the late-night routes. OWL routes come once an hour except for two Owl routes that operate at 30-minute frequency on weekends. 49% of Oaklanders are within ¼-mile of an OWL service bus stop.

**Figure 7: Late Night ("OWL") Service**







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## How reliable is the bus?

Reliable service is an essential measure of how well the bus is serving the people who need it. There are multiple ways to assess reliability, including whether the bus comes on time and how variable the travel time is.<sup>6</sup>

### On-time performance

A bus that does not arrive when it is scheduled is not only frustrating, but it can mean being late for work, or missing class. To measure on-time performance, transit agencies look at individual bus routes and calculate how often a bus departs from a stop at its scheduled time.

AC Transit defines “on-time” as departures no greater than 5 minutes late or 1 minute early from a “timepoint,” which are the stops with scheduled times identified on the published timetables. AC Transit currently has a goal of 72% on-time for its service; not every major route is meeting that target.

**Figure 8** displays AC Transit’s on-time performance in Oakland. This shows that routes along San Pablo Avenue, and along portions of International Boulevard (before BRT started operating in mid-2020) exhibited an on- time performance rate of less than 60%.

<sup>6</sup> And there are other ways to present this data that can make these measurements easier to understand from a customer perspective. See *Making Transit Count: Performance Measures That Move Transit Projects Forward* (NACTO).

### Travel time range

What’s the difference between the fastest, slowest, and average travel time along a corridor? Another performance metric that allows us to track bus reliability is travel time range. To measure travel time variability, we compare actual and scheduled arrival times at individual bus stops over the course of a day. This lets us pinpoint not just location, but times of day that transit priority treatments might matter most.

Multiple time periods are analyzed to measure travel time deviation, including morning (6:00 - 10:00 a.m.), midday (10:00 a.m. - 4 p.m.), evening (4:00 - 7:00 p.m.) and off peak (before 6:00 a.m. and after 7:00 p.m.). Travel time deviation is important because not all riders will experience similar delays throughout the day. There may be a bus stop or even portions of the route where the bus arrives consistently late and others not so much. Similarly, the time of day can dictate whether the bus shows up late or on time.

Travel time deviation analysis of the available data highlights several “late segments” (**Figure 9**). These segments include: 40<sup>th</sup> Street between Market Street and Martin Luther King, Jr. Way; San Pablo Avenue from Thomas L Berkley Way to 40<sup>th</sup> Street; Broadway from 2<sup>nd</sup> Street to College Avenue and Rockridge BART; Fruitvale Avenue from San Leandro Street to MacArthur Boulevard; Foothill Boulevard from Seminary Avenue to 73<sup>rd</sup> Avenue; and MacArthur Boulevard from 73<sup>rd</sup> Avenue to 108<sup>th</sup> Avenue.<sup>7</sup>

<sup>7</sup> Detailed on-time performance was available for routes 20, 21, 40, 51A, 57, 72, 72R, 72M, and NL only.



Figure 8: On-Time Performance in Oakland



**Figure 9: AC Transit Travel Time Deviation**





## What are the impacts of transit costs on low- and no-income Oaklanders?

Oakland is the largest California city with the greatest transit mode share whose residents don't have access to a low-income transit pass.

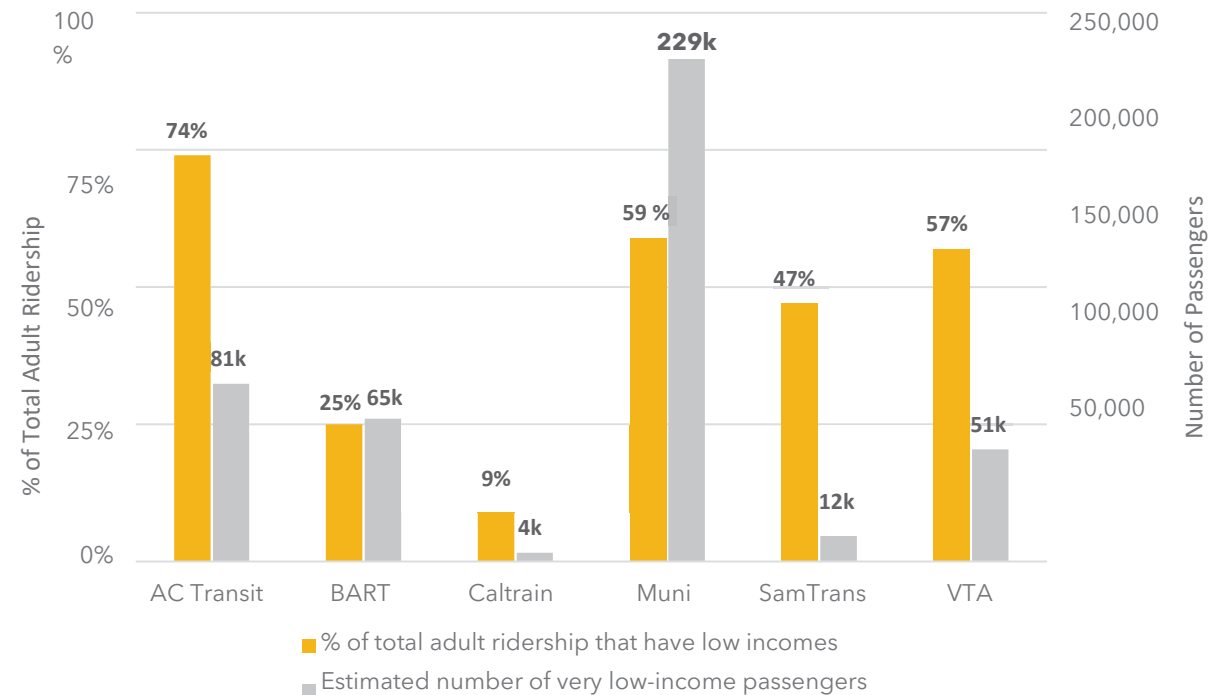
AC Transit does offer a discounted monthly pass for youth, seniors, and people with disabilities, similar to most transit agencies in California. Some transit agencies provide free service to youth and seniors with low to moderate incomes. Additionally, some offer discounted pass for low-income customers who don't qualify for the free passes for youth and seniors.

Currently 75% of AC Transit's riders are low-income, the largest percentage of any Bay Area transit agency. With around 81,000 low-income riders, AC Transit has more total low-income passengers than BART and VTA in San Jose (which does have a low-income pass). See **Figure 10**.

### Figure 10.

Cost can be a significant barrier for getting around Oakland. To make sure that all Oaklanders have access to opportunities, it is essential that Oakland and AC Transit partner to identify funding and implementation strategies of supportive fares for youth, seniors, people with disabilities, and low- and no-income passengers.

**Figure 10: Bay Area Transit Passengers with Low-Incomes by Agency**



Source: Metropolitan Transportation Commission, Means-Based Fare Program – Pilot Program Options (2018)



## Strategies to improve the bus

What follows are a set of actions to make the bus work better in Oakland. Based on past plans, adopted priorities, and existing conditions, these actions are intended to improve bus service efficiency, convenience, and effectiveness in Oakland, as well as improve the comfort and accessibility of transit for Oaklanders. Oakland will work with AC Transit to prioritize strategies and implementation based on citywide equity disparities and analysis identified in this document.

**Quick fixes** are actions that OakDOT can take immediately to help improve rider access and transit operations. Actions are identified along with annual targets, and in some actions, priority locations. **Capital improvements** require more time and funding but could be initiated in the next 2-3 years. **Planning, program, and policy actions** are key areas for partnership over the same timeframe. Finally, **AC Transit's strategies** are actions for the transit agency to initiate over the next 2-3 years, concurrent with the improvements OakDOT will deliver.



## Quick Fixes

### 1. Improve crosswalks near bus stops

Getting to the bus often means crossing the street. Crosswalks near bus stops should be upgraded to “high-visibility” striping to improve driver awareness and yielding to crossing pedestrians. Other improvements include adding pedestrian countdown clocks to the traffic signal and giving pedestrians a head start in crossing the street with a leading pedestrian interval. This strategy may also be coordinated with larger streetscape capital projects.

#### *Annual target*

- Upgrade 75 crosswalks near bus stops to high-visibility striping

### 2. Repair sidewalks and curb ramps at bus stops

Sidewalks need to be in good repair at bus stops to provide a safe and accessible environment for all bus riders, particularly people with disabilities. Sidewalks need to be repaired to fix heaving, unnecessary sloping, severe cracks, or other conditions of disrepair. Curb ramps near bus stops should be brought up to current ADA standards. This strategy may also be coordinated with larger streetscape capital projects.

#### *Annual target*

- Upgrade 50 curb ramps near bus stops
- Make 25 sidewalk repairs near bus stops

### 3. Enhance existing transit only lanes with red paint

Some parts of the street are just for the bus. Everyone stays in their lane better when transit-only lanes are clearly designated. Painting existing transit-only lanes with red paint is an easily implementable opportunity to reinforce transit priority and is consistent with AC Transit's Major Corridors Study recommendations for dedicated lanes.

#### *Priority locations*

- Existing transit-only lanes on Lake Merritt Boulevard, 11<sup>th</sup> Street, 12<sup>th</sup> Street, College Avenue, Broadway, and International Boulevard

### 4. Lengthen bus stops and remove parking or loading near stops

Bus stops should be long enough for a bus to pull fully to the curb. This ensures that wheelchair ramps can deploy. Bus stops should also be long enough to serve the number of buses that may need to be at a stop together, or to allow room for the bus to layover. In some cases, parking may need to be removed to provide adequate space for bus maneuvers. Oakland and AC Transit have established parking removal criteria for transit and will continue to collaborate.

#### *Annual Target*

- Identify and modify 20 bus stop locations

### 5. Manage the curb near key bus stops

There's competition for the curb at most BART stations in Oakland, particularly along Broadway in downtown Oakland and other active mixed-use corridors. Improvements to better protect bus stops include identifying separate space for drop-off and pick-up by TNCs, taxis, private shuttles, and passenger loading and adding “No Stopping” signs in locations where vehicle drivers frequently stop or park in bus stops.

#### *Priority locations*

- All Oakland BART Stations
- Broadway from 11<sup>th</sup> Street to 20<sup>th</sup> Street
- 20<sup>th</sup> Street from Broadway to Telegraph

### 6. Ensure the bus stop is clear

Bus stops sometimes share the curb with other objects, such as trash cans, street signs, and bicycle parking. Additionally, sometimes landscaping elements or overgrown landscaping interferes with the bus stop clear zone. These elements can impede rider access to and from the bus, including the deployment of wheelchair lifts. A joint Oakland and AC Transit audit of bus stops, especially along high-frequency routes, would identify any impediments to bus stop access.

#### *Annual Target*

- Conduct 10 bus stop audits and implement work orders to address obstructions

## **7. Add and improve bus shelters**

A bus shelter and a place to sit can protect passengers from the sun, wind, and rain and give passengers a place to rest. The majority of bus stops in Oakland do not have bus shelters.

### *Annual Target*

- Ensure that all bus stops along high frequency routes and high ridership stops have shelters, if space at the curb permits
- Identify opportunities to incorporate real-time arrival signs, trash receptacles, seating, and lighting at bus stops, particularly as part of private development



## Capital Improvements

### 8. Add bus bulbs

Bus bulbs extend the bus stop into the parking lane so that buses can stop in the travel lane. This provides the benefit of buses not needing to exit and re-enter mixed-flow traffic and creates more sidewalk space for riders and pedestrians. The high-ridership stops (>500 daily riders) and high-frequency transit streets identified in the AC Transit Major Corridor Study make excellent candidates for potential implementation of bus bulbs.

#### *Priority locations*

- Broadway, all stops between 3<sup>rd</sup> Street and 20<sup>th</sup> Street
- Oak Street at Lake Merritt BART
- 8<sup>th</sup> Street at Lake Merritt BART
- Lake Park Avenue

### 9. Add boarding islands

Separating bus stops and bike lanes on high-frequency, high bike ridership streets is important for the safety of both bicyclists and buses. Boarding islands create separation between people biking and buses and are consistent with the AC Transit Multimodal Corridor Guidelines.

#### *Priority locations*

- Telegraph Avenue, from 20<sup>th</sup> Street to the Berkeley border
- MacArthur Avenue at Fruitvale Avenue
- Foothill Boulevard at Fruitvale Avenue
- 40<sup>th</sup> Street at West Street

### 10. Improve signal timing, including transit signal progression

Proper signal timing aids in maintaining the flow of buses and reduces delays. Signal timing can be improved for transit's benefit by incorporating left-turn phasing, signal preemption, and other operational improvements. This can also include transit signal progression to allow buses and vehicles to travel through several signalized intersections without stopping. Signal timing assessments on high-frequency routes where travel time deviation analysis indicates late segments is a good starting point to ensure transit travels smoothly.

#### *Priority locations*

- San Pablo Avenue
- Telegraph Avenue
- MacArthur Boulevard
- Fruitvale Avenue
- Foothill Boulevard
- 40<sup>th</sup> Street
- Broadway
- Grand/West Grand Avenue
- 73<sup>rd</sup> Avenue/Hegenberger
- International Boulevard

### 11. Incorporate transit signal priority

Transit signal priority (TSP) helps buses avoid being stopped at a signal when they are close to arriving at the intersection. TSP currently exists in Oakland but could be improved and expanded to all high-frequency transit corridors.

#### *Priority locations*

- Broadway from 3<sup>rd</sup> Street to 20<sup>th</sup> Street
- International Boulevard (completed by the East Bay BRT, *Tempo*)
- San Pablo Avenue from 20<sup>th</sup> Street to the Berkeley border
- 73<sup>rd</sup> Avenue/Hegenberger
- Telegraph Avenue
- Grand/West Avenue
- MacArthur Boulevard
- Foothill Boulevard
- Fruitvale Avenue
- 40<sup>th</sup> Street

## 12. Transit approach lane / short transit lane

A transit approach lane or short transit lane, also called a queue jump lane, can improve bus operations. Specifically, transit approach lanes help the bus get back into traffic after stopping to load passengers, help the bus get through busy intersections, and/or improve ability to turn at an intersection. Ideal candidates for queue jump lanes include intersections on late segments of high-frequency routes.

### *Priority locations*

- San Pablo Avenue
- Telegraph Avenue
- MacArthur Boulevard
- Fruitvale Avenue
- Foothill Boulevard
- Grand Avenue
- 40<sup>th</sup> Street
- 73<sup>rd</sup> Avenue/Hegenberger

## 13. Improve lighting

Some bus stops in Oakland do not have sufficient lighting to provide for adequate rider comfort and safety at night. Pedestrian lighting at stops is important at all stops, but especially those stops along OWL or late-night service and those routes with the highest off-peak ridership.

### *Priority locations*

- International Boulevard (soon to be implemented by East Bay BRT, *Tempo*)
- 73<sup>rd</sup> Avenue
- Foothill Boulevard

## 14. Introduce new transit only lanes

Transit only lanes ensure buses have the space they need and aren't competing for room with private vehicles. Particularly where reliability is poor, new transit-only lanes can provide operational benefits and make transit more convenient. AC Transit's Major Corridors Study provides detailed recommendations for dedicated lanes.

### *Priority locations*

- 20<sup>th</sup> Street from Broadway to Telegraph Avenue
- Broadway from 11<sup>th</sup> Street to 20<sup>th</sup> Street

## 15. Implement major transit corridor improvements

To best support increased frequencies and reliable service, Oakland's major transit streets need a range of improvement, including not only transit infrastructure but also pedestrian, bicycle, and streetscape improvements. Corridor planning can help resolve potential tensions between modes, enhance safety for all road users, improve access to bus stops for people walking and biking, and ready Oakland for state and regional implementation grants.

### *Priority locations*

- San Pablo Avenue
- Telegraph Avenue
- International Boulevard (completed by East Bay BRT)
- 73<sup>rd</sup> Avenue
- MacArthur Boulevard
- Grand Avenue

## Planning, Programs, and Policies

### 16. Prepare complete streets plans that prioritize buses

Corridor studies are the first step in developing projects that can dramatically improve transit service. These studies involve significant community input, and they don't just focus on the bus. Corridor studies typically identify walking and biking improvements, streetscape improvements, and local business needs.

#### *Priority locations*

- San Pablo Avenue from 20<sup>th</sup> Street to the Berkeley border
- 73<sup>rd</sup> Avenue from International Boulevard to MacArthur Boulevard
- Grand Avenue from Mandela Parkway to MacArthur Boulevard

### 17. Work with private development to improve transit operations and access

The City currently requires that specific new developments provide transit passes and considers potential transit access improvements that private development can implement. Robust monitoring of required transit improvements can ensure compliance.

#### *Annual target*

- Compliance report covering transit pass requirements and usage

## Staffing Needs

Many hands are needed to build a transit-first Oakland. Below are some typical positions and roles that would support a transit-first Department of Transportation.

Position	Role
Planner	Manage complex community plans that identify major transit improvements
Traffic Engineer	Problem solve traffic signal-based transit delay issues and implement signal retiming plans on transit priority routes
Civil Engineer	Manage design of complex street improvement projects that include major transit improvements
Engineering Tech	Review and implement AC Transit requests for stop relocations, removals, lengthening, and other curbside changes
Planner	Perform compliance checks of land use development TDM plans, ensuring compliance with AC Transit pass provision
Traffic Engineer	Incorporate bus stop relocations as part of routine repaving

### 18. Create a low-income transit pass

Transit is a lifeline service for many low-income people, but in Alameda County, even households that are low- and no- income pay the full fare. Oakland should work with Alameda County and MTC to identify funding to initiate a low-income transit pass with means testing to ensure that low- and no-income Oaklanders have a discount on the bus.

#### *Priority action*

- Participate in regional means-based discount fare pilot

### 19. Annual transportation survey

Surveys that capture Oaklanders' transportation needs would help inform future updates of the Transit Action Strategy and ensure transit improvements meet the needs of Oaklanders. Such a survey could help capture the changing needs and priorities of Oaklanders, including current and future bus riders.

#### *Annual target*

- Conduct statistically significant survey
- Issue survey report



## AC Transit Actions

### 20. Increase peak-hour frequency

Increasing the proportion of Oaklanders within ¼-mile of high frequency transit above the existing 38% means adding more buses. Street improvements that benefit transit should come paired with increased bus frequency.

#### *Priority locations*

- Telegraph Avenue
- Grand/West Grand Avenue
- 73<sup>rd</sup> Avenue
- Fruitvale Avenue

### 21. Improve night and off-peak service

As Oaklanders who work late night jobs stretch to make every dollar count, increasing frequencies and the quality of service during off-peak hours can make a positive quality of life impact.

#### *Priority locations*

- High frequency corridors
- Existing OWL routes

### 22. Enable all-door boarding

All-door boarding is the policy of allowing passengers to board from the front or the back of the bus. All-door boarding speeds up the bus because it reduces the amount of time it takes to board passengers at high ridership stops.

#### *Priority locations*

- Pilot all-door boarding on rapid lines (72R or a future 6R)

### 23. Improve stop spacing

AC Transit's stop spacing doesn't always meet its own guidelines. Some stops are too close together, and some are too far apart. Less than ideal stop spacing can lead to bus bunching and poor service coverage. AC Transit will identify opportunities for stop spacing improvements on high-frequency transit streets. AC Transit and Oakland will work together to prioritize moving bus stops far-side of intersection.

#### *Priority locations*

- Telegraph Avenue

### 24. Collect data and share transit reliability measures

Transit performance data is vital to understanding where improvements should be implemented and reflect the daily experience of people riding the bus. AC Transit will ensure system-wide data collection of transit performance data, including dwell time, speeds, travel time range, bus bunching, excess wait time, and excess journey time.<sup>8</sup>

#### *Annual target*

- Annual report

### 25. Transition to a green fleet

AC Transit already has the largest hydrogen fuel cell fleet in the nation. As it studies potential corridors for new zero emission buses (ZEBs), AC Transit will prioritize routes that pass-through communities most impacted by air pollution consistent with AC Transit's Clean Corridor Plan.

#### *Priority locations*

- West Oakland: 14, 29, 35, 62, 88, NL
- San Pablo Avenue: 72, 72M, 72R
- MacArthur/Grand: 57, NL, NX-series

<sup>8</sup> See *Making Transit Count: Performance Measures That Move Transit Projects Forward* (NACTO).