AGENDA

STRATEGIC PLANNING & OPERATIONAL COMMITTEE
Wellness Room
32-505 Harry Oliver Trail
Thousand Palms, CA 92276

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NOTICE TO THE PUBLIC

SunLine has discontinued its COVID-19 Emergency Declaration and has returned its Board and Board Committee meetings to live and in-person attendance at the location noted above. These meetings are no longer available for viewing, attendance, or comment by two-way audiovisual platform, two-way telephonic service, webcasting, or streaming video broadcast. SunLine may prepare audio or video recordings of Board meetings. In accordance with the Brown Act and California Public Records Act, these recordings are subject to public inspection for a period for thirty (30) days after the meeting.

In compliance with the Brown Act, agenda materials distributed 72 business hours or less prior to the meeting, which are public records relating to open session agenda items, will be available for inspection by members of the public prior to or at the meeting at SunLine Transit Agency's Administration Building, 32505 Harry Oliver Trail, Thousand Palms, CA 92276 and on the Agency's website, www.sunline.org.

In compliance with the Americans with Disabilities Act, Government Code Section 54954.2, and the Federal Transit Administration Title VI, please contact the Clerk of the Board at (760) 343-3456 if special assistance is needed to participate in a Board meeting, including accessibility and translation services. Notification of at least 72 business hours prior to the meeting time will assist staff in assuring reasonable arrangements can be made to provide assistance at the meeting.

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ITEM   **RECOMMENDATION**

1. **CALL TO ORDER**

2. **FLAG SALUTE**

3. **ROLL CALL**

4. **FINALIZATION OF AGENDA**

ITEM   **RECOMMENDATION**

5. **PUBLIC COMMENTS**   **RECEIVE COMMENTS**

    NON AGENDA ITEMS
    Members of the public may address the Committee regarding any item within the subject matter jurisdiction of the Committee; however, no action may be taken on off-agenda items unless authorized. Comments shall be limited to matters not listed on the agenda. Members of the public may comment on any matter listed on the agenda at the time that the Board considers that matter. Comments may be limited to 3 minutes in length.

6. **PRESENTATIONS**

7. **COMMITTEE MEMBER COMMENTS**   **RECEIVE COMMENTS**

8. **ADOPTION OF FISCAL YEAR 2026-2028 SHORT**   **APPROVE**
    RANGE TRANSIT PLAN   (PAGE 3-119)
    (Staff: Paul Mattern, Chief Planning Officer)

9. **ADOPTION OF FISCAL YEAR 2026 STRATEGIC PLAN**   **APPROVE**
    (Staff: Greg Wildman, Chief of Strategic Alignment)   (PAGE 120-152)

10. **ADJOURN**

SunLine Transit Agency

DATE: **June 25, 2025**   ACTION

TO: **Strategic Planning & Operational Committee**
             Board of Directors

FROM: **Paul Mattern, Chief Planning Officer**

RE: **Adoption of Fiscal Year 2026-2028 Short Range Transit Plan**

Recommendation

Recommend that the Board of Directors (Board) adopt the Fiscal Year (FY) 2026–2028 Short Range Transit Plan (SRTP), which outlines SunLine Transit Agency's (SunLine) strategic priorities, planned service adjustments, performance benchmarks, and capital improvements over the next three fiscal years.

Background

The SRTP, developed annually, describes SunLine's operating and capital plans and funding sources for the upcoming three fiscal years. The SRTP is prepared according to the Riverside County Transportation Commission (RCTC) requirements and guidelines, the California Public Utilities Code, and California Transportation Development Act.

Key highlights from the attached FY26-28 SRTP include:

1) Implement fixed route services north of I-10 in FY 26.
2) Conduct a Comprehensive Operational Analysis (COA) that will inform future network changes to better serve our community.
3) Complete a microtransit service planning study.
4) Complete the public facing hydrogen station at Thousand Palms.
5) Complete the Architecture and Engineering (A&E) work for key projects including: the Workforce Training Center, a new Maintenance facility, a new Facilities Department building, and the SunLine micro-grid.

The service and capital plans recommended in the SRTP align with the FY26 budget, which has been submitted separately to the Board for consideration.

Financial Impact

The operating and capital costs have been introduced in the FY26 budget.

Performance Goal

Goal 2: Highly Trusted Mobility Solutions – Strive to deliver highly accessible, convenient and trusted mobility solutions that effectively meet the diverse needs of Coachella Valley Citizens and improve their connectivity to daily life needs.

Goal 3: Organizational Health & Resiliency – Optimize SunLine's fiscal and overall organizational strength to allow for growth and to better withstand unexpected challenges (e.g., COVID-19 financial impact).

In Collaboration with:
Luis Garcia, Chief Financial Officer
Edith Hernandez, Director of Board and Legislative Affairs

Approved/Reviewed by:
Mona Babauta, CEO/General Manager
Catherine J. Groves, General Counsel

Attachments:

- Item 8a – FY26-28 SRTP Presentation
- Item 8b – FY26-28 SRTP

FY 26-28 Short Range Transit Plan (SRTP)

Presented by: Paul Mattern, Chief Planning Officer

June 25, 2025

- Fiscal years 2026 to 2028
- Riverside County Transportation Commission (RCTC), California Public Utilities Code and California Transportation Development Act
- Must accompany a balanced budget
- RCTC Board approval of Countywide SRTP

		Effective January 7, 2024		
		Weekday	Saturday	Sunday
1WV	Palm Desert Mall - Palm Springs	30	30	30
1EV	Coachella - Palm Desert Mall	30	30	30
2	Desert Hot Springs - Palm Springs - Cathedral City	30	30	30
3	Desert Edge - Desert Hot Springs	30	60	60
4	Palm Desert Mall - Palm Springs	60	60	60
5	Desert Hot Springs - CSUSB Palm Desert -Palm Desert Mall	60	NS	NS
6	Coachella - Via Fred Waring - Palm Desert Mall	60	NS	NS
7	Bermuda Dunes - Indian Wells - La Quinta	45	90	90
8	North Indio - Coachella - Thermal/Mecca	60	60	60
9	North Shore - Mecca - Oasis	60	60	60
10	Indio - CSUSB-PDC - CSUSB - San Bernardino Transit Center (SBTC)/Metrolink	4 round trips	NS	NS

NS: No Service

- Changes proposed in the short term:
  - Implement transit service north of I-10.
  - Conduct Comprehensive Operational Analysis (COA) that will inform future network changes to better serve our community.
- SunRide service planning study.
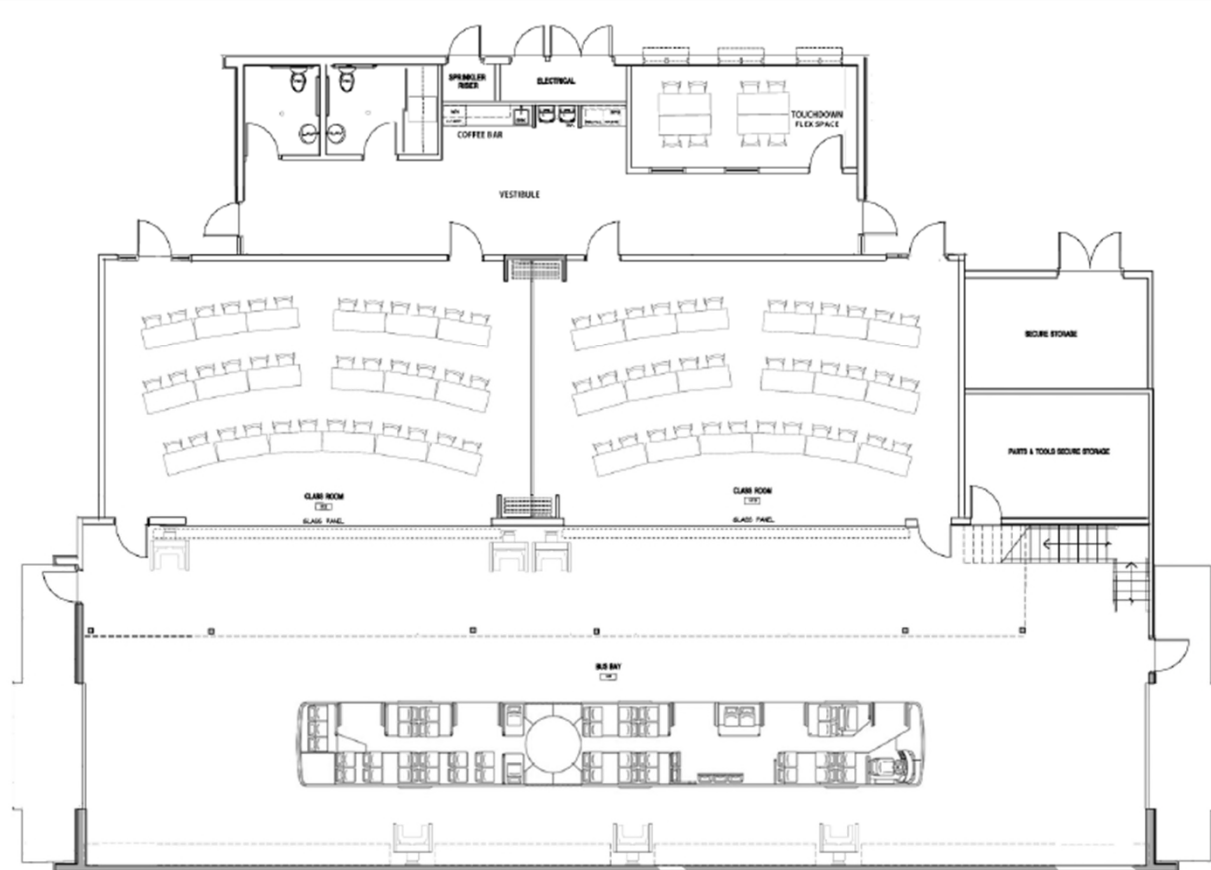
- Public Facing Hydrogen Station
- A&E for Workforce Training Center
- A&E for Maintenance Facility Building
- A&E for a Facilities Building
- A&E for a micro-grid

- Strengthen relationships with peer PIOs to promote the SunLine brand.
- Increase social media activity to connect with, promote, and interact with community members.
- Participate in community events such as parades or community awareness events.

City/District	Total Stops	Total Shelters		Stops with 10+ boardings		Stops with Shelters and 10+ boardings		Shelters needed to reach policy compliance[1]		# of shelters exceeding current policy[1]
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	
Cathedral City	61	52	85%	19	31%	19	100%	0	0%	33
Coachella	34	31	91%	8	24%	8	100%	0	0%	23
Desert Hot Springs	48	36	75%	17	35%	16	94%	1	10%	20
Indian Wells	15	13	87%	0	0%	0	0%	0	0%	13
Indio	87	59	68%	25	29%	24	96%	1	10%	35
La Quinta	52	36	69%	12	23%	12	100%	0	0%	24
Palm Desert	52	42	81%	17	33%	17	100%	0	0%	25
Palm Springs	121	92	76%	41	34%	35	85%	6	60%	57
Rancho Mirage	33	25	76%	2	6%	2	100%	0	0%	23
Riverside County uninc.	68	28	41%	6	9%	4	67%	2	20%	24
Thermal	8	2	25%	0	0%	0	0%	0	0%	2
Oasis	10	3	30%	0	0%	0	0%	0	0%	3
Mecca	17	8	47%	2	12%	2	100%	0	0%	6
One Hundred Palms	3	2	67%	2	67%	2	100%	0	0%	0
Thousand Palms	9	9	100%	0	0%	0	0.00%	0	0%	9
North Shore	11	1	9%	0	0%	0	N/A	0	0%	1
Desert Edge	7	0	0%	2	29%	0	0%	2	20%	0
Bermuda Dunes	3	3	100%	0	0%	0	N/A	0	0%	3
Total	571	414	73%	147	26%	137	93%	10	100%	277

- Ten (10) or more boardings per day warrant a shelter.
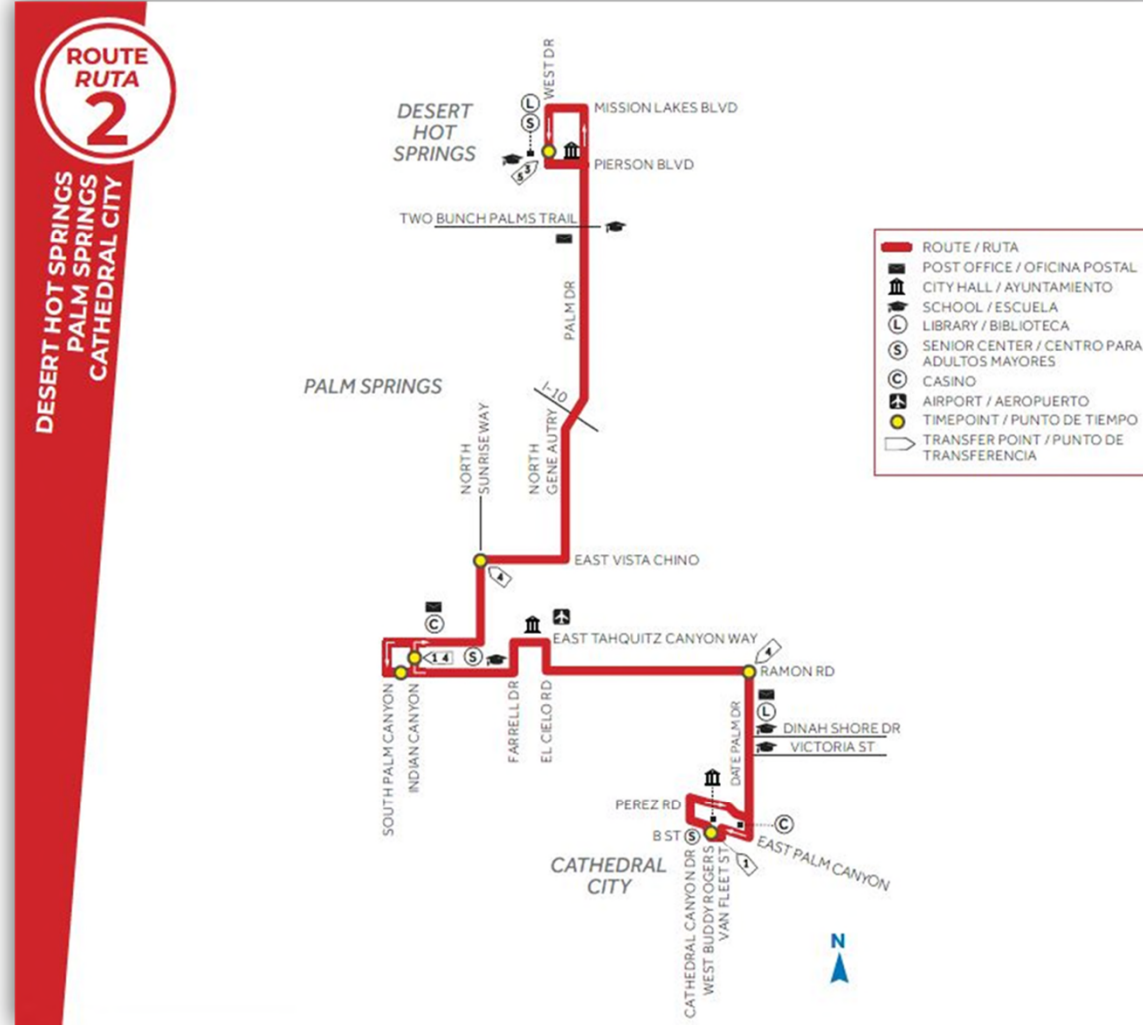- Ten (10) current stops meet threshold but lack shelters.
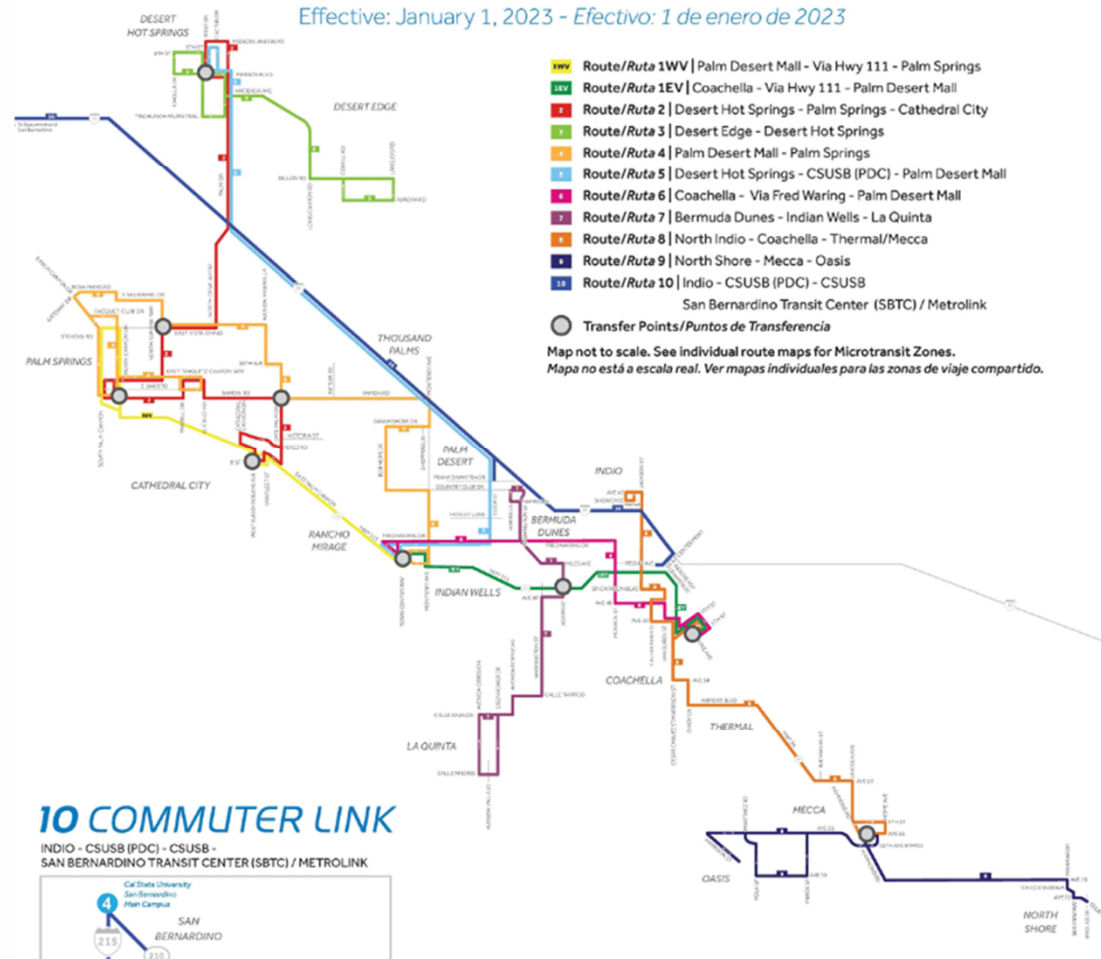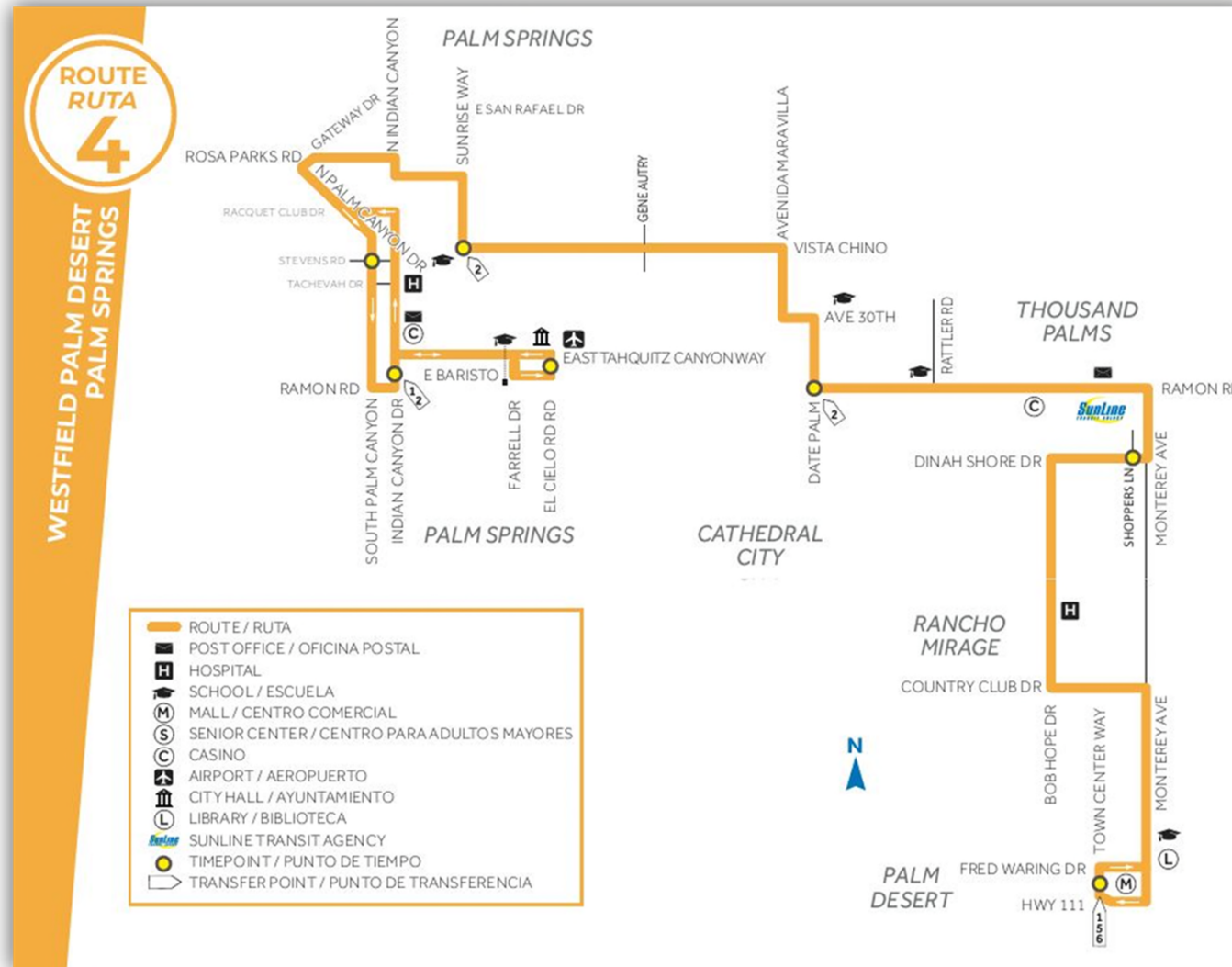
Route 1 West Valley (WV)
1WV Palm Springs - 1WV Palm Desert Mall

Route 1 East Valley (EV)
1EV Palm Desert Mall - 1EV Coachella

ROUTE 1WV / RUTA 1WV
ROUTE 1EV / RUTA 1EV
POST OFFICE / OFICINA POSTAL
HOSPITAL
CITY HALL / AYUNTAMIENTO
SCHOOL / ESCUELA
COURTHOUSE / CORTE DE JUSTICIA
LIBRARY / BIBLIOTECA
SENIOR CENTER / CENTRO PARA ADULTOS MAYORES
MALL / CENTRO COMERCIAL
CASINO
FAIRGROUNDS / RECINTO FERIAL
TIMEPOINT / PUNTO DE TIEMPO
TRANSFER POINT / PUNTO DE TRANSFERENCIA

ROUTE RUTA 8

NORTH INDIO
COACHELLA
THERMAL/MECCA

WEEKEND/HOLIDAY | FIN DE SEMANA /DÍA FESTIVO

Legend:
- ROUTE / RUTA
- POST OFFICE / OFICINA POSTAL
- H HOSPITAL
- CITY HALL / AYUNTAMIENTO
- SCHOOL / ESCUELA
- MEDICAL / MEDICO
- COURTHOUSE / CORTE DE JUSTICIA
- L LIBRARY / BIBLIOTECA
- S SENIOR CENTER / CENTRO PARA ADULTOS MAYORES
- M MALL / CENTRO COMERCIAL
- F FAIRGROUNDS / RECINTO FERIAL
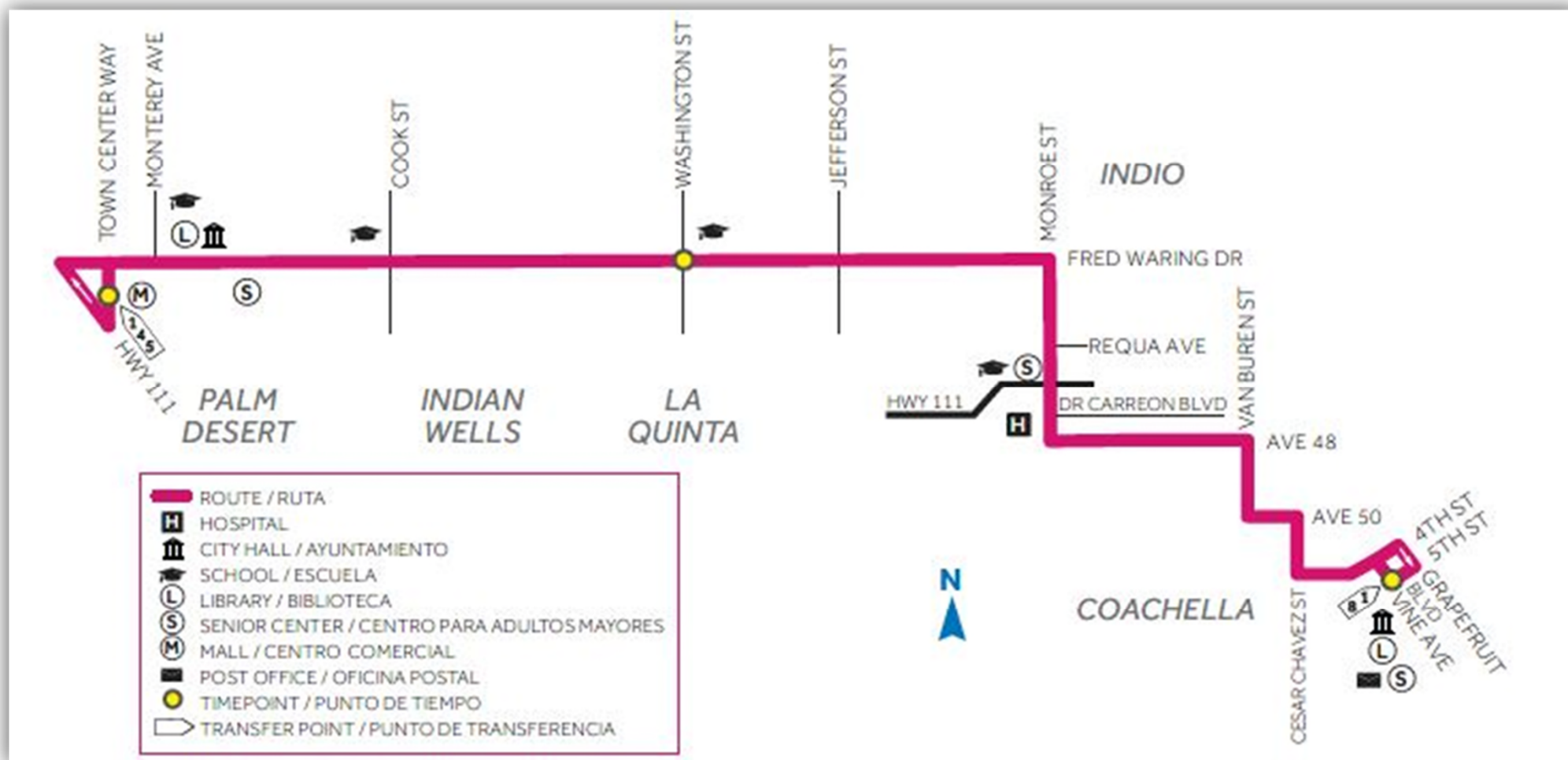- TIMEPOINT / PUNTO DE TIEMPO
- TRANSFER POINT / PUNTO DE TRANSFERENCIA

Questions?

FY26-28 SHORT-RANGE TRANSIT PLAN

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SunLine TRANSIT AGENCY

FY26-28 SHORT-RANGE TRANSIT PLAN

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BOARD OF DIRECTORS

SunLine Transit Agency (STA) was formed as a Joint Powers Authority (JPA) on July 1, 1977, through an agreement between Riverside County and the cities of Coachella, Desert Hot Springs, Indio, Palm Desert, and Palm Springs. The JPA was later expanded to include Cathedral City, Indian Wells, La Quinta, and Rancho Mirage. SunLine is governed by a Board of Directors, consisting of one elected official from each member city and one Riverside County supervisor. STA's Governing Board is responsible for overseeing the agency's policies, budget, and strategic direction.

CATHEDRAL CITY	Nancy Ross, Chair
COACHELLA	Denise Delgado
DESERT HOT SPRINGS	Daniel Pitts
INDIAN WELLS	Bruce Whitman
INDIO	Glenn Miller
LA QUINTA	John Peña
PALM DESERT	Jan Harnik
PALM SPRINGS	Grace Garner
RANCHO MIRAGE	Lynn Mallotto, Vice-Chair
RIVERSIDE COUNTY	V. Manuel Perez

Figure 1-1 Sunline Board of Directors

ORGANIZATIONAL STRUCTURE

SunLine's CEO/General Manager implements the Board of Directors' policy direction and provides strategic and operational leadership to the organization. The Executive Team supports the CEO/General Manager by supporting and developing STA staff, overseeing day-to-day business operations, and leading the implementation of Agency initiatives.

CHIEF EXECUTIVE OFFICER/GENERAL MANAGER	Mona Babauta
CHIEF FINANCIAL OFFICER	Luis Garcia
CHIEF SAFETY OFFICER	Bryan Valenzuela
CHIEF OF HUMAN RELATIONS	Tamara Miles
CHIEF TRANSPORTATION OFFICER	Isabel Vizcarra
CHIEF PLANNING OFFICER	Paul Mattern
CHIEF MAINTENANCE OFFICER	Mark Perry
CHIEF OF CAPITAL PROJECTS	Walter Watcher

Figure 1-2 Sunline Executive Team

SunLine Executive Team

Mona Babauta
CEO/General Manager

Luis Garcia
Chief Financial Officer

Isabel Vizcarra
Chief Transportation Officer

Tamara Miles
Chief of Human Relations

Bryan Valenzuela
Chief Safety Officer

Walter Watcher
Chief of Capital Projects

Paul Mattern
Chief Planning Officer

CHAPTER 1

System Overview & Service Profile

SunLine TRANSIT AGENCY

FY26-28 SHORT-RANGE TRANSIT PLAN

1.1 Description of Service Area

SunLine Transit Agency serves the eastern portion of Riverside County known as the Coachella Valley, extending from the San Gorgonio Pass in the west to the Salton Sea in the southeast. The Coachella Valley is located 120 miles east of downtown Los Angeles and 60 miles east of Riverside and San Bernardino. SunLine Transit Agency services a mix of 9 cities and 7 unincorporated urban, suburban and rural communities. It covers an area of approximately 1650 square miles and includes several cities and unincorporated regions.

Geographic Size 1,120 square miles

Fixed Route Service Coverage 150 square miles

Paratransit Service Coverage 200 square miles[1]

9 JPA Member Cities SunLine provides service to Cathedral City, Coachella, Desert Hot Springs, Indian Wells, Indio, La Quinta, Palm Desert, Palm Springs, and Rancho Mirage

Unincorporated Communities SunLine provides service to the unincorporated county areas of Bermuda Dunes, Desert Edge, Mecca, North Shore, Oasis, Thermal, and Thousand Palms

Commuter Service Commuter express service is provided outside of the service area connecting the Coachella Valley to San Bernardino

Figure 1-3 Sunline Service Area

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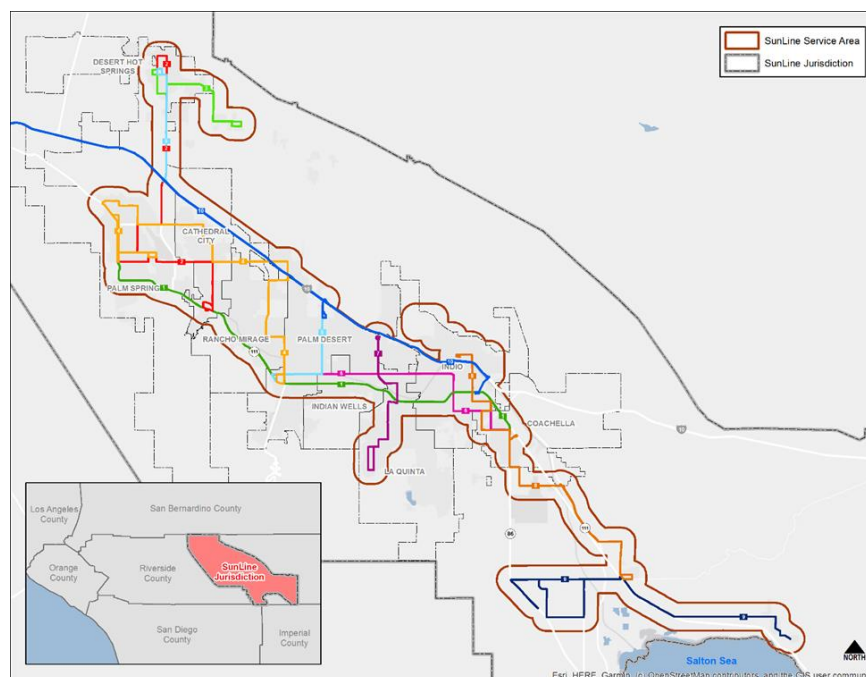
[1] The Federal Transit Administration describes the service area as a measure of access to transit service in terms of population served and area covered. The service area is determined using the Americans with Disabilities Act of 1990 (ADA) to identify the corridor surrounding routes three-quarters of mile on either 2023.

1.2   Population Profile and Demographics

The Coachella Valley is home to a diverse population with a mix of urban, suburban, and rural communities. The population of the Coachella Valley is estimated to be around 411,000 residents, with significant seasonal fluctuations due to tourism and "snowbirds" visits. The area is known for its large retiree population, as well as a mix of working families, students, and service industry workers. Here's an overview of the population profile:

1.2.1   General Coachella Valley Population Overview

Total Population: Approximately 411,000 residents

Population Density: Approximately 646 people per square mile

Median Age: The median age in the Coachella Valley is 44.92 years

Main Economic Drivers: Tourism, agriculture, hospitality, and retail

Median Household Income: $76,666

Poverty Rate: Approximately 13% of the population lives below the poverty line

Primary Language: English; Spanish in Hispanic populations

1.2.2   Key demographics of the Coachella Valley population

- **Older Adults and Retirees:** Many retirees live in the Coachella Valley, particularly in cities like Palm Springs, which has a higher median age compared to other parts of California. This demographic relies heavily on accessible and convenient transit options.
- **Low-Income Families & Agricultural Workers:** The region is home to a significant number of low-income households and agricultural workers, particularly in areas like Mecca, Thermal, and Coachella, where transportation options are essential for access to employment, education, and healthcare.
- **Tourism & Visitors:** The area also serves tourists, with SunLine providing services to popular destinations, resorts, and entertainment venues, contributing to the region's tourism infrastructure.
- **Seasonal Residents:** The valley sees a large influx of tourists and seasonal residents, particularly in the winter months, drawn by the area's warm climate and leisure activities.

Figure 1-4 Sunline Service Area Socioeconomic Profile

Geography	Total Population	Median Age	Median Income	Households		Population with a Disability		Population Below Poverty Level		Zero Auto Households	
				# of Households	Average Household Size						
SunLine Jurisdiction	**410,846**	**44.92**	**76,666.35**	**162,005**	**2.51**	**53476**	**13%**	**52,234**	**13%**	**7,880**	**5%**
Bermuda Dunes CDP	8,047	39.4	93,819	3,075	2.62	722	8.9%	709	9.1	145	4.7%
Cathedral City	52,047	40.9	67,031	19,157	2.69	6,294	12.%	7,938	15.3	1,054	5.5%
Coachella City	42,594	33.4	67,558	12,352	3.45	3,708	8.7%	4,481	10.6	447	3.9%
Desert Edge CDP	3,642	63.7	40,089	1,970	1.85	683	18.1%	631	17.3	150	7.6%
Desert Hot Springs	32,786	34.4	50,349	11,432	2.85	4,214	12.9%	6,287	19.2	996	8.7%
Indian Wells	4,830	67.5	145,313	2,457	1.96	727	15.1%	189	3.9	65	2.6%
Indio	90,669	38.2	78,709	31,027	2.89	10,584	11.8%	10,417	11.6	1,033	3.3%
La Quinta	38,299	52.1	97,628	15,733	2.43	4,178	10.9%	3,462	9.1	556	3.5%
Mecca CDP	7,071	33.2	45,011	2,177	3.25	932	13.2%	1,351	19.3	274	12.6%
North Shore CDP	3,373	30.7	43,208	964	3.50	99	2.9%	120	3.6	0	0%
Oasis CDP	4,455	25.7	36,553	1,193	3.68	365	8.2%	1,669	37.5	16	1.3%
Palm Desert	51,551	56.7	79,508	24,145	2.11	8,461	16.6%	5,785	11.3	968	4.0%
Palm Springs	44,998	57.8	71,979	24,297	1.82	7,799	17.5%	6,093	13.7	1,670	6.9%
Rancho Mirage	17,375	65.0	109,943	8,686	1.97	3,142	18.3%	1,876	10.9	338	3.9%
Thermal CDP	1,420	37.0	-	640	2.20	305	21.5%	427	30.1	28	4.4%
Thousand Palms CDP	7,662	37.3	80,280	2,700	2.81	1,263	16.5%	779	10.4	110	4.1%

Source: 2023 American Community Survey 5-Year Estimates Data Profile

1.2.3　Key demographics of SunLine ridership

To delve deeper into the transportation needs of this specific population, SunLine conducted an Onboard Rider Survey in 2019. This survey provided valuable insights into its fixed-route ridership, helping to understand who was riding the bus, where they were going, and why. The findings showed that:

- **Transit Users**: Approximately 85% of riders are classified as frequent riders due to limited access to a vehicle, a valid driver's license, or the ability to drive.
- **Age**: Two-thirds (66%) of riders are under 45 years old, with one-third (33%) under 25.
- **Employment**: 51% of riders are employed, 24% of which are full-time and 27% are part-time.
- **Racial Identity**: Racial demographics include 48% Latino, 28% White, and 14% African American.
- **Languages**: While 56% of riders speak English at home, 44% speak another language, primarily Spanish. Other languages spoken include French, Tagalog, Portuguese, and Vietnamese. Of bilingual riders, 61% report speaking English "very well," and 24% "well."
- **Income and Household**: The mean household size is 3.2 persons. 90% of riders have an annual income of less than $50,000, with 60% earning less than $25,000.
- **Use Frequency**: 49% of riders have ridden SunLine for two years or less (primarily students). Riders over 60 are more likely to have used SunLine for five years or more.
- **Trip Purpose**: 85% of trips originate or end at a rider's residence. Common trip purposes include travel to work, school, and personal business. Recreation and shopping are the least frequent trip purposes.

1.2.4 Disadvantaged Communities

SunLine Transit Agency provides service to areas identified as SB 535 Disadvantage Communities and/or Areas of Persistent Poverty. Disadvantaged communities in California are specifically targeted for investment of proceeds from the state's cap-and-trade program. Senate Bill 535 mandates that 25 percent of the proceeds from the Greenhouse Gas Reduction Fund go to projects that benefit disadvantaged communities. These investments are primarily aimed at improving public health, quality of life, and economic opportunity in the state's most burdened communities while also reducing pollution.

Disadvantaged communities are defined as the top 25 percent-scoring census tracts from the California Environmental Health Screening Tool (CalEnviroScreen). The Senate Bill 535 disadvantaged communities within the SunLine service area are illustrated in Figure 1-5.

Figure 1-5 Senate Bill 535 Disadvantaged Communities
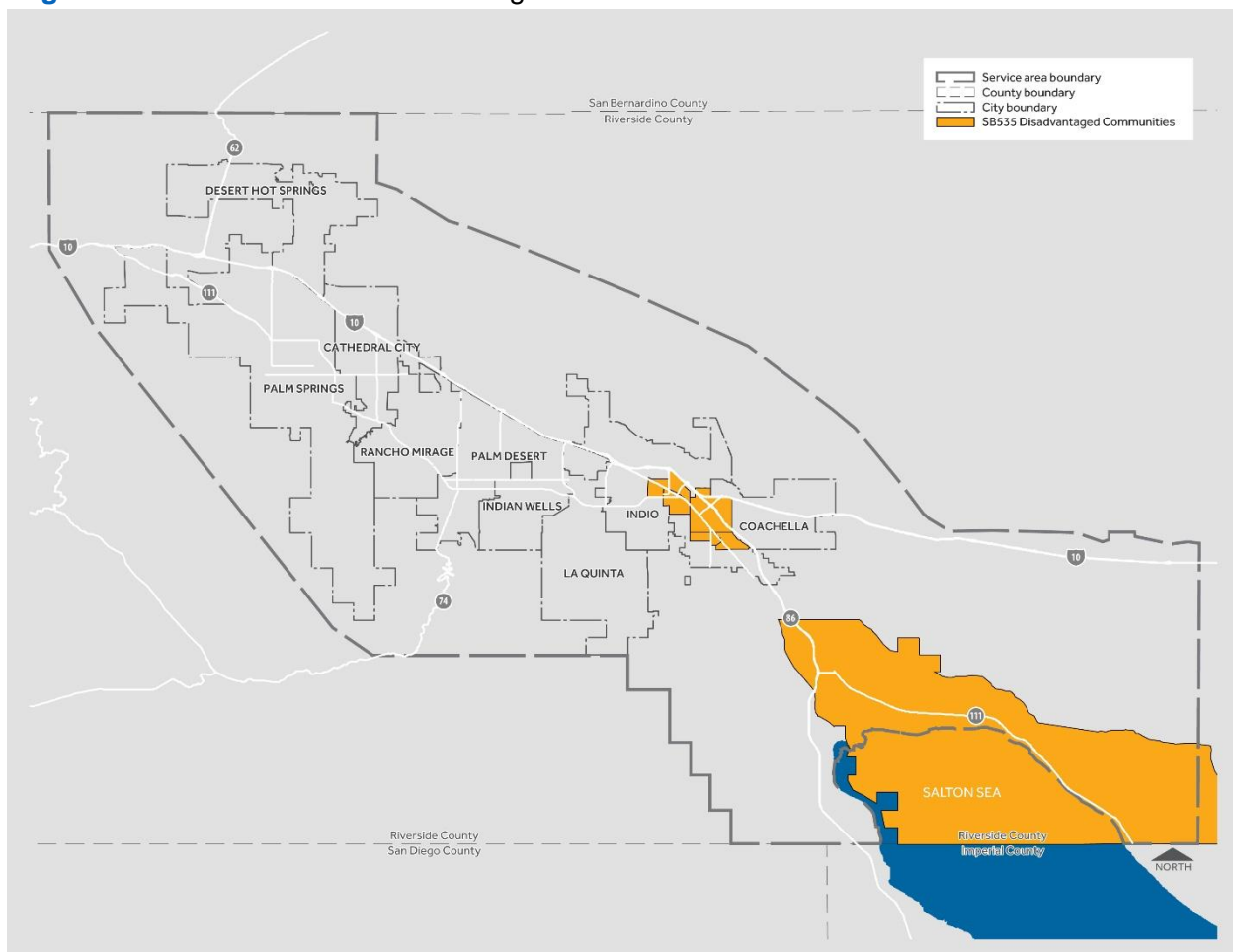
Source: California Environmental Protection Agency (CalEPA), 2022,
https://experience.arcgis.com/experience/1c21c53da8de48f1b946f3402fbae55c/page/SB-535-Disadvantaged-Communities/

Several federal funding programs specifically target investment toward areas designated as Areas of Persistent Poverty or Historically Disadvantaged Communities. Areas of Persistent Poverty include census tracts with poverty rates of 20 percent or higher based on the 2014 to 2018 5-year American Community Survey, counties that have had poverty rates of 20 percent or higher in the 1900 and 2000 Decennial Censuses and the 2020 Small Area Income Poverty Estimates, and territories or possessions of the United States. Historically Disadvantaged Communities include census tracts identified based on eight factors of socioeconomic disadvantage, tribal lands, and territories or possessions of the United States. Areas with these designations within the SunLine service area are shown Figure 1-6.

Figure 1-6 Areas of Persistent Poverty and Historically Disadvantaged Communities
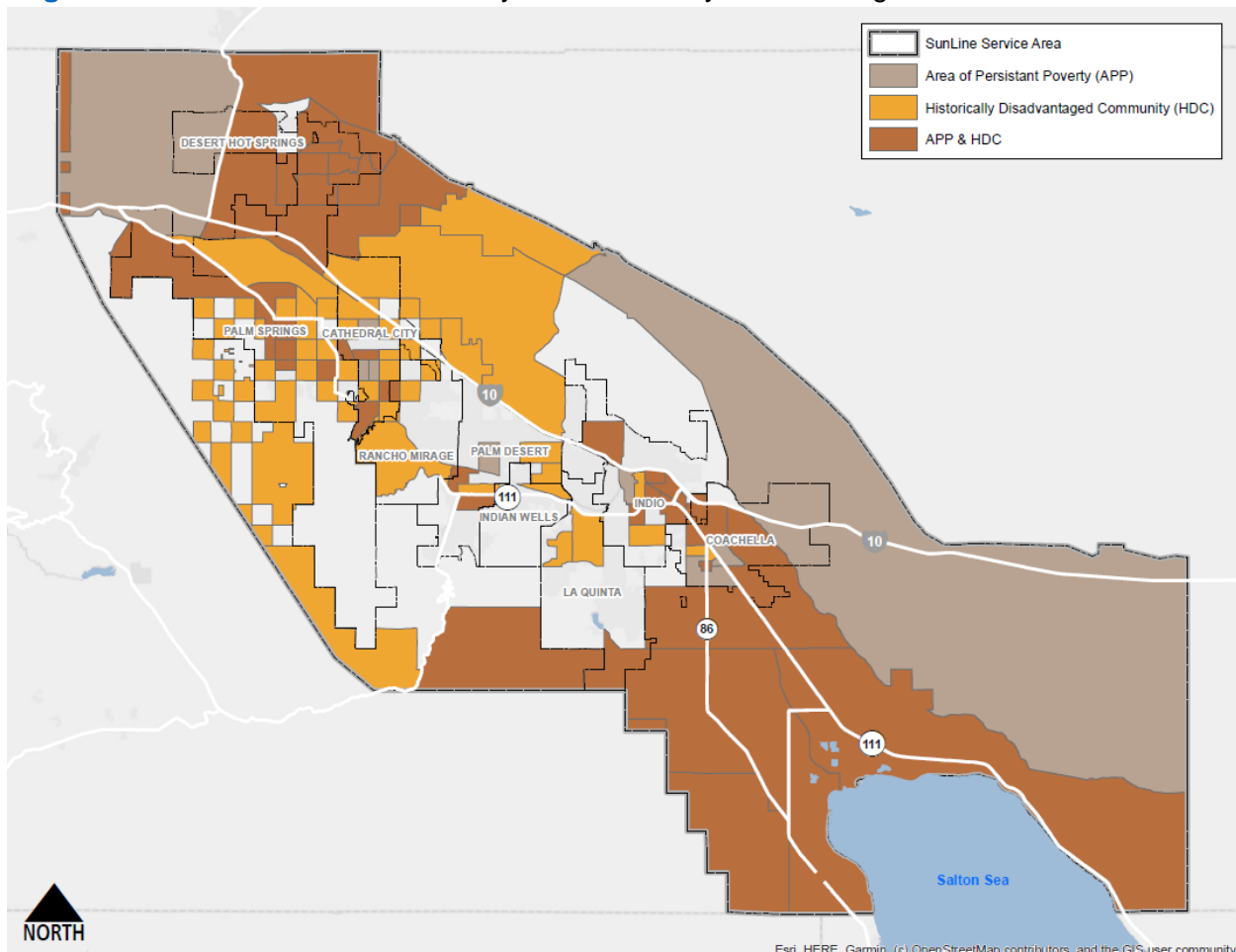
Source: U.S. Department of Transportation (US DOT), 2023

1.3 Description of Services

SunLine Transit Agency provides a range of public transportation services tailored to meet the needs of Coachella Valley ("Valley") residents and visitors. These services include the SunBus fixed-route system, the Route 10 Commuter Link, SunRide on-demand microtransit, and SunDial paratransit. Each service plays a crucial role in providing accessible and sustainable transportation options. Figure 1-7 provides an overview and brief description of these services.

Table 1 Description of Services by Mode/Route

Routes	Route Classification	Major Destinations	Cities/Communities Served	Connections
1WV	Trunk	Hospital, Medical, Shopping, Center of Employment Training and Schools	Palm Springs, Cathedral City, Rancho Mirage and Palm Desert	2, 4, 5 and 6
1EV	Trunk	Hospital, Medical, Shopping, College, Center of Employment Training and Schools	Palm Desert, Indian Wells, La Quinta, Indio and Coachella	4, 5, 6, 7, 8 and 10 Commuter Link
2	Trunk	Shopping, Schools, Employment Center, Library, Senior Center, Medical, Social Security, Theaters, Airport, Court House and Social Services	Desert Hot Springs, Palm Springs and Cathedral City	1WV, 1EV, 3, 4 and 5
3	Feeder	Shopping Centers, Senior Center, Library, Community Center, City Hall, Medical and Schools	Desert Hot Springs and Desert Edge	2 and 5
4	Feeder	Shopping, Medical, Library, Social Services, Theaters, Schools, College, Medical and City Hall	Palm Springs, Cathedral City, Rancho Mirage, Palm Desert and Thousand Palms	1WV, 1EV, 2, 5 and 6
5	Feeder	Shopping, Senior Center, Library, Community Center, Schools, College, Medical, City Hall and University	Desert Hot Springs and Palm Desert	1WV, 1EV, 2, 3, 4, 6 and 10 Commuter
6	Feeder	Shopping, School, Tennis Gardens, Workforce Development, Social Services, Medical & College	Palm Desert, Indian Wells, La Quinta, Indio, Bermuda Dunes and Coachella	1WV, 1EV, 4, 5, 7 and 8
7	Feeder	Shopping, Schools, Theaters, Tennis Gardens and Medical	La Quinta, Palm Desert, Indian Wells, and Bermuda Dunes	1EV and 6
8	Feeder	Shopping, School, Senior Center, DMV, Community Center, College, City Hall,	Indio, Coachella, Thermal and Mecca	1EV, 6, and 9

		Center of Employment Training and Medical		
9	Feeder	Shopping, Community Center, Medical and Schools	Mecca, North Shore and Oasis	8
10	Feeder	Shopping, Business, Entertainment and University	Indio, Palm Desert, Beaumont, San Bernandino	1EV, 5, OmniTrans, RTA, Metrolink and Beaumont Transit
SunDial	Paratransit	Shopping Centers, Senior Center, Library, Community Center, City Hall, Medical and Social Services	All cities/communities within ¾ of a mile on either side of a SunBus fixed route.	All Routes
SunRide	Micro-transit	Shopping, Schools, Employment Center, Library, Senior Center, Medical, Social Security, Theaters, Airport, Court House and Social Services	Desert Hot Springs, Palm Springs, Cathedral City, Palm Desert, La Quinta, Indio, Coachella, Mecca/North Shore	1EV, 1WV, 2, 3, 4, 5, 6, 7, 8, 9, and 10

1.3.1   SunBus – Local Fixed Route Service

SunLine's **SunBus** network consists of nine local routes that are divided into trunk routes and connector/feeder routes to enhance coverage and efficiency. The trunk routes—Routes 1EV, 1WV, and 2—serve the busiest corridors along Highway 111 in the Valley, offering frequent service. These routes facilitate connections between major cities, commercial hubs, and employment centers. On the other hand, the connector/feeder routes, which include Routes 3 through 9, provide access to lower-density areas. They link passengers to the trunk lines, ensuring connectivity throughout SunLine's service area. The SunBus system map is shown in Figure 1-7.

Figure 1-7 SunBus System Map

SYSTEM MAP – MAPA DEL SISTEMA

Effective: January 5, 2025 - Efectivo: 5 de enero de 2025

Route/*Ruta* 1WV | Palm Desert Mall - Via Hwy 111 - Palm Springs
Route/*Ruta* 1EV | Coachella - Via Hwy 111 - Palm Desert Mall
Route/*Ruta* 2 | Desert Hot Springs - Palm Springs - Cathedral City
Route/*Ruta* 3 | Desert Edge - Desert Hot Springs
Route/*Ruta* 4 | Palm Desert Mall - Palm Springs
Route/*Ruta* 5 | Desert Hot Springs - CSUSB (PDC) - Palm Desert Mall
Route/*Ruta* 6 | Coachella - Via Fred Waring - Palm Desert Mall
Route/*Ruta* 7 | Bermuda Dunes - Indian Wells - La Quinta
Route/*Ruta* 8 | North Indio - Coachella - Thermal/Mecca
Route/*Ruta* 9 | North Shore - Mecca - Oasis
Route/*Ruta* 10 | Indio - CSUSB (PDC) - CSUSB
San Bernardino Transit Center (SBTC) / Metrolink

Transfer Points/*Puntos de Transferencia*
Routes at Transfer Points/*Rutas en Puntos de Transferencia*
Transit Hub

Map not to scale. See individual route maps for Microtransit Zones.
Mapa no está a escala real. Ver mapas individuales para las zonas de viaje compartido.

10 COMMUTER LINK

INDIO - CSUSB (PDC) - THOUSAND PALMS TRANSIT HUB - BEAUMONT
CSUSB - SAN BERNARDINO TRANSIT CENTER (SBTC)/METROLINK

760.343.3451 | SunLine.org

SunLine's SunBus routes run every day of the week year-round, except on Thanksgiving and Christmas Day. They are serviced by a fleet of eighty-eight fixed route buses powered by clean fuel, including Compressed Natural Gas (CNG), Hydrogen Fuel Cell Electric Buses (FCEB), and Battery Electric Buses (BEB). All fixed-route buses are equipped with free Wi-Fi, USB charging ports, air conditioning, wheelchair accessibility with securement systems, approximately thirty-two seats with standing options, and external bike racks. SunBus currently accepts fares in cash, mobile tickets, and issued paper passes.

Figure 1-8 SunLine Division I Fueling Station and Bus Yard

SunBus fixed-route service offers external connections to transportation options located outside of the service area, including Morongo Basin Transit, RidePV (hospital shuttle), Amtrak, Greyhound, and FlixBus. Furthermore, SunBus provides internal transfers to its Regional Express Service, the Route 10 Commuter Link.

During fiscal year (FY) 2024, SunBus reported a total ridership of 2,585,789 passengers. Over 361 days of service, SunBus covered 2,476,499 revenue miles and operated for 176,188 revenue hours.

1.3.2 Route 10 Commuter Link – Regional Express Service

SunLine offers the **Route 10 Commuter Link**, a regional express service designed to seamlessly connect the Coachella Valley with the Inland Empire. Introduced in July 2021, this service provides a direct, efficient, and affordable transit option for commuters, students, and travelers needing access to destinations beyond SunLine's local routes.

The Route 10 Commuter Link offers limited-stop service between CSUSB's Palm Desert and San Bernardino campuses, making it a valuable transportation option for students. Additionally, SunLine provides direct access to the San Bernardino Transit Center (SBTC), allowing riders to connect with Metrolink commuter rail and multiple regional transit providers, including the Riverside Transit Agency, Omnitrans, Victor Valley Transit Authority, and Mountain Transit. These connections enhance accessibility to job centers, educational institutions, and essential services throughout Southern California.

Figure 1-9 10 Commuter Link Regional Connections Map

This route operates Monday through Friday and is serviced by CNG powered MCI coaches. These buses offer Wi-Fi, reclining seats, and USB charging ports. Route 10 Commuter Link accepts fares in cash, mobile pass and is free for California State University San Bernardino students and faculty with valid CSUSB ID card.

During FY 2024, the 10 Commuter Link reported a total ridership of 34,422 passengers. Over 251 days of service, the Commuter Link covered 185,319 revenue miles and operated for 5,589 revenue hours.

1.3.3 SunRide – On-Demand Microtransit

SunLine offers **SunRide**, an innovative on-demand rideshare service designed to provide flexible and dynamic transportation solutions. SunRide functions as a first-mile/last-mile connector, linking riders to the fixed-route network and other key destinations within the riders city. Similar to other rideshare services, users in designated areas or "zones" can specify the details of their trips on a mobile application and a vehicle is dispatched to deliver them to their destinations. SunRide's shared-ride service operates within eight designated zones across the Coachella Valley. This service geo-fenced zones are located in Cathedral City, Coachella, Desert Hot Springs (including Desert Edge), Indio, La Quinta, Mecca-North Shore, Palm Desert, and Palm Springs. Figure 1-10 illustrates the eight geo zones and their service area.

Figure 1-10 SunRide Geographic Zones
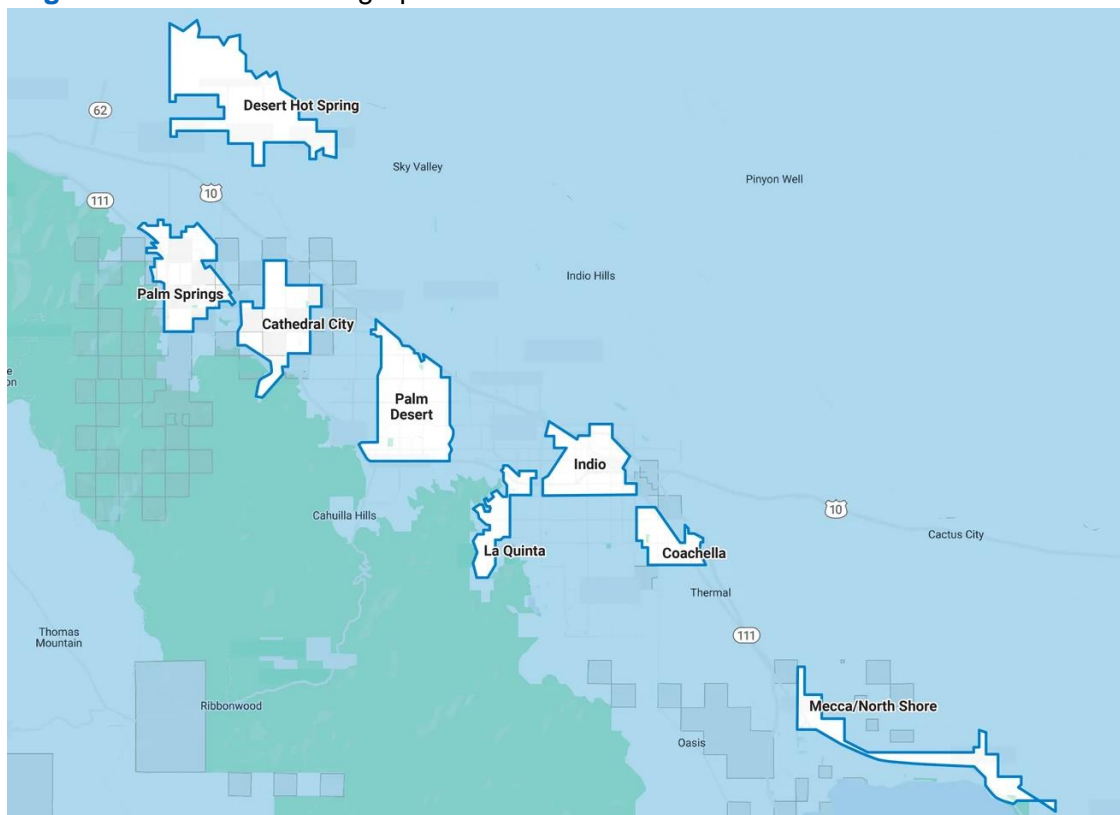
SunRide trips can be booked in real-time using the mobile application, which is also called SunRide, or by calling customer service to speak with a representative. After setting the trip parameters in the SunRide app, the rider is matched with a driver and vehicle, along with a pickup time and estimated wait time. Payment for SunRide can be made directly through the app using a credit or debit card, or riders can choose to pay with cash, which they can give to the driver upon entering the vehicle. SunRide operates within the same fixed-route service hours, Monday through Friday, based on SunLine's available resources, such as the number of vehicles deployed in each zone.

During FY 2024, SunRide reported a total ridership of 22,435 passengers. Over 251 days of service, SunRide vehicles covered 118,035 revenue miles and operated for 27,705 revenue hours.

Figure 1-11 SunRide Vehicle

1.3.4 SunDial – ADA Paratransit Service

SunLine also operates **SunDial**, a fully ADA-compliant paratransit service designed to provide accessible, shared-ride transportation for individuals who are functionally unable to use SunLine's fixed-route services, either permanently or under certain conditions. This origin-to-destination service ensures that passengers with disabilities or mobility challenges can travel safely and conveniently throughout the Coachella Valley. SunDial services are only available within ¾ of a mile from all SunBus fixed routes. Riders who would like to utilize this service must complete SunLine's eligibility process and receive a SunDial ADA Certification ID Card. Riders of SunDial can utilize this service for transportation needs, including medical appointments, shopping, and social activities.

Figure 1-12 SunDial Vehicle

SunDial services requires advance reservation for pick-up and can be scheduled up to seven day prior by calling SunLine's customer service. SunDial operates at the same times, days and frequency of local fixed routes service.

During FY 2024, SunDial reported a total ridership of 119,492 passengers. Over 361 days of service, SunDial vehicles covered 866,842 revenue miles and operated for 58,412 revenue hours.

1.3.5 SunLine Regulatory Administration & Taxi Services

SunLine Services Group (SSG) is a joint powers agency formed in 1993 between Riverside County and cities in the Coachella Valley. While sharing administrative resources with SunLine Transit Agency (STA), SSG is distinctly authorized to regulate the operation of taxicab services in the Coachella Valley. The SunLine Regulatory Administration (SRA) is the division of SSG responsible for enforcing and implementing the taxicab service ordinance, which covers licensing and legal compliance. SRA plays an important role in fostering innovation and accessibility within the taxi industry.

SRA permits and monitors four taxi businesses currently operating in the region.

Figure 1-13 Taxi Businesses in Coachella Valley

Taxi Businesses	Vehicles	Number of Drivers
City Cab	25	29
Coachella Valley Taxi	30	31

Taxi Businesses	Vehicles	Number of Drivers
Palm Springs Taxi Service	10	14
Yellow Cab of the Desert	25	43

As a result of a collaboration with taxi services, passengers can book e-hail trips using the Flywheel app, allowing them to request a cab, receive upfront pricing, and connect with the nearest available driver.

1.3.6 Taxi Voucher Program (TVP)

To further enhance mobility options for seniors and persons with disabilities, SunLine offers a Taxi Voucher Program (TVP) through a matching funds program that subsidizes taxi trips throughout the Coachella Valley. The program is available to seniors (60+) and persons with disabilities. It is administered via a taxi smart card that functions similarly to a prepaid debit card. SunLine's Taxi Voucher Program provides a dollar-for-dollar match of up to $75 per month, allowing for a maximum of $150 every 30 days. The remaining funds from previous months are carried over until utilized. A key benefit of this program is that through SunLine's matching contribution, the amount available for cardholders to use on taxi trips is doubled, allowing for more taxi trips.

Figure 1-14 Flywheel Mobile Application and TVP Card
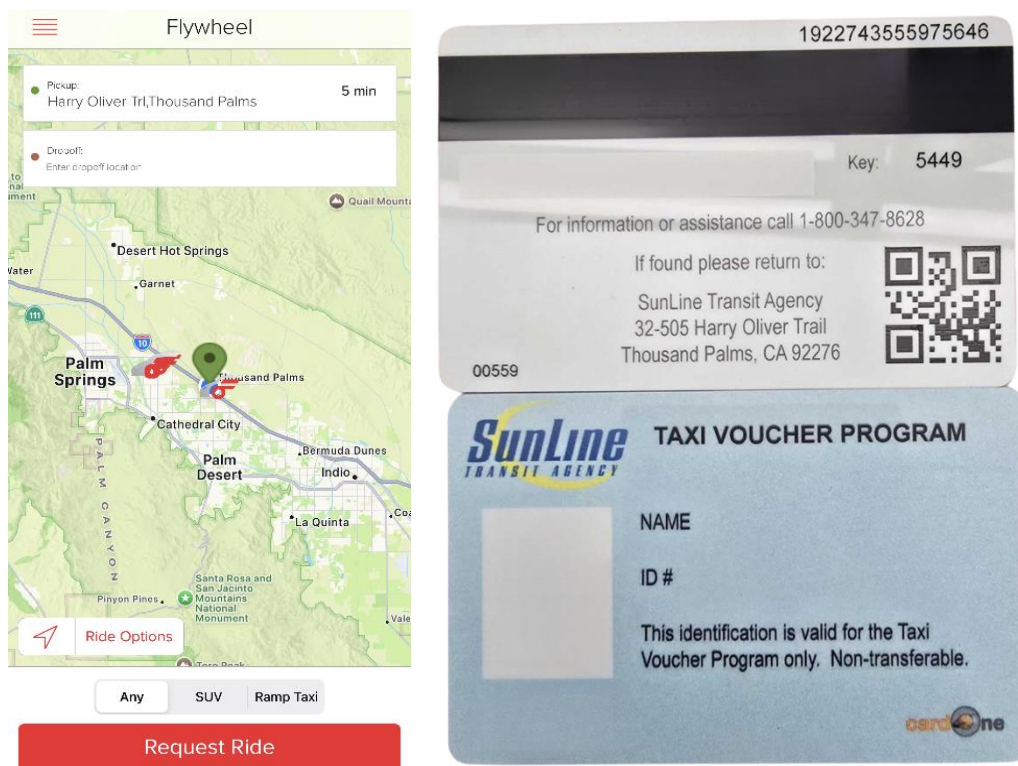
This program is serviced by all four (4) taxi businesses permitted to operate in the Coachella Valley listed in Figure 1-14. Riders can book a cab and pay their fare directly with the smart card or through the Flywheel app where their TVP card can be loaded as a payment method.

1.4 Fare Structure and Programs

1.4.1 Current Fare Structure

SunLine's fare structure differentiates prices based on the types of transit customers and services. The main fare categories include Adult, Youth, and Senior (60+)/Disabled. SunLine also manages several fare payment programs and partnerships throughout the Coachella Valley, extending to nearby college campuses. Accepted fare media include cash, issued paper passes, and mobile tickets (when available). SunLine's fares comply with the FTA's Half Fare rule for Senior (65+) and disabled travelers.

The last change in base fare was approved by the governing Board in 2002, raising the base fare from 75 cents to $1. A recommendation to eliminate the 25-cent transfer fare and incrementally raise the base cash fare to $1.50 was presented in 2011, but no implementation occurred.

Figure 1-15 shows the existing SunLine fare structure.

Figure 1-15 SunLine Fare Structure

SunBus FARES & PASSES

	Single Ride Fare	Day Pass	10-Ride Pass	31-Day Pass
ADULT	$1.00	$3.00	$10.00	$34.00
YOUTH	$0.85	$2.00	$8.50	$24.00
60+ YEARS/ DISABLED	$0.50	$1.50	$5.00	$17.00
TRANSFERS	$0.25	INCLUDED	$0.25	INCLUDED

SunRide FARE

STANDARD FARE	$3.00 ONE-WAY PER PERSON INCLUDES ONE TRANSFER TO SUNBUS

10 COMMUTER LINK FARES & PASSES

	Single Ride	Day Pass	30-Day Pass
ADULT/YOUTH	$6.00	$14.00	$150.00
60+ YEARS/ DISABLED	$4.00	$10.00	$100.00
CSUSB STUDENTS, STAFF & FACULTY	Free w/ valid CSUSB ID		

SunDial FARE

MUST MEET SUNDIAL ELIGIBILITY CRITERIA

TRAVEL WITHIN SAME CITY	$1.50 ONE-WAY PER PERSON
TRAVEL BETWEEN MULTIPLE CITIES	$2.00 ONE-WAY PER PERSON

10 Commuter Link Discounted Fare: $1.00 during off peak hours (see page 60 for those times). Local fare also applies.

Source: SunLine Transit Agency, Rider's Guide (January 2025)

1.4.2 Cash Fares/ Single Ride Fare/ Transfers

SunLine offers riders the lowest fares in the region. An adult can board the SunBus for $1 for a single ride or take the Route 10 Commuter Link to San Bernardino for $6. Both the fixed route and Route 10 Commuter Link services provide the option for single trip riders to purchase a 25-cent transfer for unlimited rides on the fixed route within 2 hours of purchase. Transfers can only be purchased upon boarding and are valid only on the day they are issued.

The base cash fare for seniors, defined by SunLine as individuals 60 years of age or older, is 50 cents for all fixed-route services and $4 for the 10 Commuter Link. Individuals qualifying as ADA also pay a 50-cent cash fare on all fixed-route services. Medicare cards, Department of Motor

Vehicles driver's licenses or senior ID cards, ADA certification cards, and SunLine Half Fare ID cards are accepted as proof of age or disability.

A discounted youth fare of 85 cents is available for children between the ages of 5 and 17 on fixed routes. Children who are 4 years old and younger ride free with a paid adult cash fare (maximum of two children). All cash fares must be paid with exact change, as operators do not carry coins.

1.4.3 Fare Passes

SunLine's SunBus currently offers three types of fare passes: the Day Pass, 31-Day Pass, and 10-Ride Pass. Daily and 30-Day monthly passes are also available for the 10 Commuter Link service, but they are priced and sold separately from the general fixed-route passes. SunLine's ADA paratransit also provides a 10-Punch card for use with SunDial services. Day Passes can be purchased directly from bus operators, while all other passes must be obtained at designated SunLine pass outlets or through a mobile transit app (Token Transit and Transit App). Pass outlets are located throughout the service area for easy access by riders.

Day Pass

The SunLine Day Pass is available for $3 and allows unlimited rides on all fixed routes for the duration of one calendar day. In accordance with the FTA's Half Fare rule, the Day Pass for seniors and disabled riders costs $1.50. The Day Pass for youth riders is priced at $2. Sold separately, the Day Pass for the 10 Commuter Link is $14 for adults and $10 for seniors.

31-Day Pass/ 30-Day Pass

SunLine offers a pass that is valid for a rolling 31-day period from the date of first use for fixed routes. The 31-Day Pass costs $34 for general adult riders, $17 for seniors and disabled riders, and $24 for youth. The monthly pass for the 10 Commuter Link is a 30-day option available for $150 (the 10 Commuter Link operates only Monday through Friday).

Multiple Ride (10-Ride) / 10-Punch Card (SunDial)

A 10-Ride Pass costs $10 for general adult riders, $5 for seniors and disabled riders, and $8.50 for youths (ages 5 to 17). This pass is not discounted and is priced at ten times the base cash fare. The SunDial 10-Punch Card is available for travel within the same city for $15 and $20 for those traveling across multiple cities.

SunDial

SunDial service fares are determined by the origin city and final destination. If a rider books a ride within the same city of origin, the fare is $1.50 one-way per person. For travel between multiple cities, the fare is $2 one-way per person. Riders must meet SunDial eligibility criteria to use this service. All cash fares should be paid with the exact amount, as SunDial operators do not carry change.

SunRide

SunRide services have a standard fare of $3 for a one-way trip per person and include one transfer to SunBus. There is no discount from the base fare for this service. Riders can purchase single rides with exact fare upon boarding or pay the fare digitally using the SunRide app.

1.4.4 Fare Payment Programs

SunLine Transit Agency offers several fare payment programs designed to expand the agency's potential rider base and enhance the system's existing ridership. SunLine's fare payment programs include the Coachella Valley Employer Pass Program, Half-Fare Program, and Haul Pass Program.

Coachella Valley Employer Pass Program

The Coachella Valley Employer Pass incentive program allows businesses to sponsor 31-day fixed-route passes for their employees to travel to and from work. This program offers employees the opportunity to ride fixed-route services at no cost. Passes are purchased by each employer at a discounted price of $24 per pass and are valid for 31 consecutive days.

Half-Fare Program

Based on Federal Transit Administration (FTA) guidelines, SunLine offers riders who are 60 years of age or older, as well as individuals with disabilities, a half-fare on fixed route services. To qualify for this program, applicants must present a current, non-expired government–issued photo identification, Medicare card, or SunLine ADA certification card.

Haul Pass

In support of student riders in the community, SunLine established the Haul Paul (HP) program to reduce transportation barriers to educational opportunities. SunLine's Haul Pass Program offers free fares for local fixed-route services to students of Coachella Valley high schools and College of the Desert (COD), as well as free fares for Route 10 Commuter Link to California State University San Bernardino faculty and students. To participate in the program, students must be enrolled and complete an application. Haul Passes are provided as 31-day paper passes (high school), mobile passes via Token Transit (high school & COD), and if applicable, students can utilize their active student ID (only CSUSB) when boarding.

1.4.5 Fare Payment Technology

SunLine provides a variety of fare payment options to meet the needs and preferences of its riders, including both cash and cashless methods.

Farebox

For payments on SunBus routes, the system uses electronic fareboxes. These fareboxes accept cash, coins, and pre-purchased passes, and they issue paper one-day and transfer passes as well.

Token Transit and Transit App

SunLine partners with both Token Transit and Transit App to offer cashless fare payment options through mobile applications. These apps enable riders to purchase and store fare media digitally on their smartphones, requiring a linked debit or credit card. Both apps are compatible with SunBus, Commuter Link, and SunDial services. Token Transit primarily acts as a platform for purchasing tickets and serves as the exclusive provider for the Haul Pass program. In contrast, Transit App not only allows fare purchasing but also provides features such as trip planning and bus tracking, thereby enhancing navigational assistance for riders.

Token Transit and Transit App Logos

SunRide Application

The SunRide service provides a dedicated mobile application, also called SunRide, which integrates trip planning and fare payment. Riders can link a debit or credit card for digital payments before pick-up or opt to pay in cash when boarding, as noted in the app.

Flywheel

For taxi services in the Coachella Valley, payments can be made through the Flywheel app. This app enables riders to book and pay for rides electronically using a linked debit card, credit card, or Taxi Voucher Program (TVP) card. Alternatively, riders can call to request a taxi and pay the driver in cash upon arrival.

1.5   Revenue Fleet

In accordance with the Innovative Clean Transit (ICT) Regulation, SunLine is committed to transitioning to a fully zero-emission fleet by 2035, as outlined in its Zero Emission Bus Rollout Plan. SunLine's current fleet comprises 49 vehicles in its active fixed-route service and 39 (or 49) vehicles in its paratransit fleet. The fuel makeup and contingency allocations are elaborated on below.

1.5.1 Fixed Route

Figure 1-16 Fixed-Route Bus

SunLine's fixed-route services are supported by a fleet of forty-six 40-foot and three 45-foot buses in service, along with thirty-nine vehicles in the contingency fleet. This fixed-route fleet includes CNG, hydrogen fuel cell (FCEB), and battery electric buses (BEB).

Table 1.1 - Fleet Inventory
FY 2024/25 Short Range Transit Plan
SunLine Transit Agency

Bus (Motorbus) / Directly Operated

Year Built	Mfg. Code	Model Code	Seating Capacity	Lift and Ramp Equipped	Vehicle Length	Fuel Type Code	# of Active Vehicles FY 2023/24	# of Contingency Vehicles FY 2023/24	Life to Date Vehicle Miles Prior Year End FY 2022/23	Life to Date Vehicle Miles through March FY 2023/24	Average Lifetime Miles Per Active Vehicle As Of Year-To-Date (e.g., March) FY 2023/24
2018	BYD	K9	35	4	40	EB	4		52,006	36,518	9,129
2012	EDN	AXCESS	37	1	40	HY	1		3,336	149	149
2014	EDN	AXCESS	39	1	40	HY	1		7,298	4,338	4,338
2014	EDN	AXCESS	37	1	40	HY	1		15,413	3,348	3,348
2014	EDN	AXCESS	37	1	40	HY	1		2,587	679	679
2015	EDN	AXCESS	37	0	40	HY	0		3,056	95,814	
2018	EDN	AXCESS	37	3	40	HY	3		65,633	29,657	9,885
2018	EDN	AXCESS	37	2	40	HY	2		50,979	5,099	2,549
2009	EDN	EZRider32'	29	2	32	CN	2		161,372	23,691	11,845
2020	MCI	D4500	40	2	40	CN	2		146,856	137,808	68,904
2021	MCI	D4500	57	1	45	DF	1		49,687	41,569	41,569
2022	MCI	D4500	57	1	45	CN	1		663	499	499
2007	NFA	C40LF	42	8	40	CN	8			118,986	14,873
2008	NFA	XCELSIOR C	39	9	40	CN	9		488,613	447,214	49,690
2008	NFA	XCELSIOR C	39	20	40	CN	20		1,114,532	778,042	38,902
2016	NFA	XCELSIOR C	39	6	40	CN	6		322,119	271,012	45,168
2020	NFA	XCELSIOR C	39	6	40	CN	6		361,537	258,353	43,058
2021	NFA	XCELSIOR C	39	4	40	CN	4		285,935	182,028	45,507
2018	NFA	XCELSIOR H	39	1	40	HY	1		3,056	1	1
2018	NFA	XCELSIOR H	39	5	40	HY	5		118,940	32,485	6,497
2021	NFA	XCELSIOR H	39	4	40	HY	4		104,977	58,012	14,503
2021	NFA	XCELSIOR H	39	6	40	HY	6		67,167	71,067	11,844
Totals:			872	88			88		3,425,762	2,596,369	29,504

RIVERSIDE COUNTY TRANSPORTATION COMMISSION

1.5.2 Paratransit

Figure 1-17 Paratransit Cutaway

SunLine's Paratransit service is supported by 39 CNG-powered vehicles.

Table 1.1 - Fleet Inventory
FY 2024/25 Short Range Transit Plan
SunLine Transit Agency

Demand Response / Directly Operated

Year Built	Mfg. Code	Model Code	Seating Capacity	Lift and Ramp Equipped	Vehicle Length	Fuel Type Code	# of Active Vehicles FY 2023/24	# of Contingency Vehicles FY 2023/24	Life to Date Vehicle Miles Prior Year End FY 2022/23	Life to Date Vehicle Miles through March FY 2023/24	Average Lifetime Miles Per Active Vehicle As Of Year-To-Date (e.g., March) FY 2023/24
2020	ARB	Freedom	12	15	27	CN	15	15	52,524	396,184	26,412
2015	EDN	AEROTECH	12	1	22	CN	1	1	224,201	10,553	10,553
2016	EDN	AEROTECH	12	9	22	CN	9	9	237,032	161,824	17,980
2018	SPC	Senator	12	14	23	CN	14	14	149,946	303,721	21,694
		Totals:	48	39			39	39	663,703	872,282	22,366

1.6   Existing Transit Facilities and Bus Stop Amenities

1.6.1   Facilities

SunLine Transit Agency operates out of two facilities situated at the northern and eastern ends of its Coachella Valley service area, as pictures in Figure

Division I – Thousand Palms

Division I, located at 32-505 Harry Oliver Trail in Thousand Palms, serves as the primary headquarters of SunLine Transit Agency for administrative, operations, maintenance, and facility management staff. Spanning 20.5 acres, Division I includes a maintenance, operations, and administrative building, housing most of the agency's assets, including both revenue and non-revenue vehicles. Daily operations such as pull out/in, vehicle maintenance, dispatching, customer service, and training primarily take place at this location. Additionally, Division I functions as the agency's main fueling center, equipped with hydrogen and CNG fueling dispensers and battery electric charging stations.

Figure 1-17 SunLine Facilities
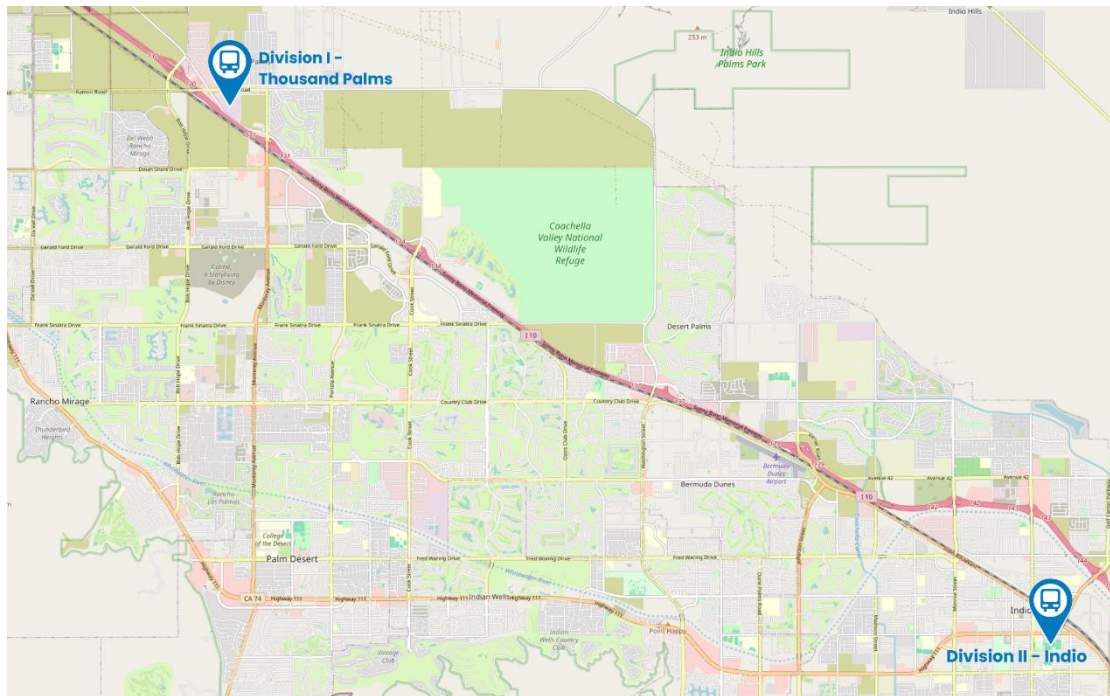
Division II – Indio

Division II, located on a 2.31-acre site at 83-255 Highway 111 in Indio, operates as a satellite facility for vehicle maintenance and storage. This division supports several vehicle maintenance operations and houses equipment for the Stops and Zones department, which is responsible for maintaining bus shelters and amenities. Division II also includes a public CNG fueling station, serving as a secondary fueling source for the agency's CNG fleet.

1.6.2 Transit Hubs

SunLine Transit Agency maintains two transit hubs: one in Thousand Palms and the other in Coachella.

Thousand Palms Transit Hub

The Thousand Palms Transit Hub is conveniently located at 72420 Varner Road near Division I. The Thousand Palms Hub serves as both a transit boarding point and a park-and-ride for travelers along the CA I-10 Highway. This hub exclusively services SunLine's regional express Route 10 Commuter Link, connecting riders to destinations in the eastern valley and cities outside our jurisdiction. This 74,487 square-

Figure 1-18 Thousand Palms Transit Hub Aerial

foot transit hub features 84 parking spaces: 79 standard spaces and 5 ADA-accessible ones, offering riders amenities such as shade structures, seating, and restrooms.

Coachella Transit Hub

Figure 1-19 Coachella Transit Hub

The Coachella Transit Hub, a project completed in 2024 in collaboration with the City of Coachella, is located at the corner of 4th Street and Cesar Chavez in Coachella. This hub was funded by the Affordable Housing and Sustainable Communities (AHSC) Grant to enhance transit accessibility to neighboring affordable housing and reduce greenhouse gas (GHG) emissions for the eastern valley communities. It serves Routes 1, 8, and 6 and acts as a connecting point for riders traveling to and from the far eastern side of the Coachella Valley (North Shore) to the rest of the valley and beyond. This newly constructed 540 sq. ft. hub features shade structures, benches, a bicycle rack, a water fountain, and a break room for bus operators.

1.6.3 Park-and-Rides

Park-and-ride facilities offer convenient access to public transportation by providing free parking for commuters. The California State University, San Bernardino – Palm Desert (CSUSB-PD) Campus acts as a park-and-ride for SunLine customers, primarily benefiting students and staff traveling between the Palm Desert and San Bernardino campuses. Both locations are served exclusively by the 10 Commuter Link, although SunLine does not maintain these facilities.

1.6.4 Bus Stop Amenities

SunLine's bus system features 571 bus stops within the Coachella Valley service area, plus three additional stops in the partnering cities of Beaumont and San Bernardino. SunLine's Bus Stop Amenity standard ensures that all stops are equipped with a bench and waste container, while stops with an average of at least 10 daily passenger boardings will have a shelter if conditions permit. All bus stops are installed according to ADA requirements. Figure 1-20 illustrates the number of stops and those with shelters by city or district.

Figure 1-20 Bus Stop by City/District

City/District	Total Stops	Total Shelters	
		Count	Percent
Cathedral City	61	52	85%
Coachella	34	31	91%
Desert Hot Springs	48	36	75%
Indian Wells	15	13	87%
Indio	87	59	68%
La Quinta	52	36	69%
Palm Desert	52	42	81%
Palm Springs	121	92	76%
Rancho Mirage	33	25	76%
Riverside County uninc.	68	28	41%
Thermal	*8*	*2*	*25%*
Oasis	*10*	*3*	*30%*
Mecca	*17*	*8*	*47%*
One Hundred Palms	*3*	*2*	*67%*
Thousand Palms	*9*	*9*	*100%*
North Shore	*11*	*1*	*9%*
Desert Edge	*7*	*0*	*0%*
Bermuda Dunes	*3*	*3*	*100%*
Total	**571**	**414**	**73%**
Outside Coachella Valley			
Beaumont	1	1	100%
San Bernardino	2	2	100%

Source: Trapeze

1.7 Existing Coordination Between Transit Agencies

Federal Agency Partners

SunLine collaborates with and reports to the U.S. Department of Transportation (USDOT), specifically the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). These agencies offer funding and technical assistance for various transportation projects.

State Agency Partners

SunLine collaborates with the California State Transportation Agency (CalSTA), which oversees transportation policies and programs across the state. Key departments within CalSTA include the California Transportation Commission (CTC) and the California Department of Transportation (Caltrans). CTC and Caltrans manage vital programs such as the Active Transportation Program and the Low Carbon Transit Operations Program (LCTOP). The California Air Resources Board (CARB) and the California Energy Commission (CEC) are essential partners in SunLine's mission to reduce emissions and promote sustainable transportation. CARB sets air quality standards, while CEC advocates for the transition to 100% clean energy. These agencies run programs like the Clean Transportation Grant, which supports the adoption of zero-emission vehicles.

Regional Agency Partners

Regional agency partners include the Southern California Association of Governments (SCAG), which is the metropolitan planning organization for the region, and the Coachella Valley Association of Governments (CVAG), the regional planning agency for the Coachella Valley. CVAG oversees the development and implementation of regional transportation projects such as the CV Link and CV Sync programs, and it plays a crucial role in managing roadway infrastructure within the valley.

County-Level Partners

The Riverside County Transportation Commission (RCTC) is a vital partner for SunLine. RCTC distributes funds from Measure A, a voter-approved sales tax, with 15% designated for public transportation in the Coachella Valley. Additionally, RCTC manages various funding programs, including the State of Good Repair (SGR) Program and the Transit and Intercity Rail Capital Program (TIRCP), which support improvements to transportation infrastructure.

Subregional Agency Partners

Subregional partners in the Inland Empire include agencies such as the Riverside Transit Agency (RTA), Omnitrans, Metrolink, Mountain Transit Authority, Victor Valley Transit Authority, City of Banning Transit, City of Beaumont Transit, and City of Corona Transit. Although direct service connections between SunLine and these agencies may be limited, operating within the same region creates opportunities for collaboration and information sharing, fostering a more interconnected transportation network throughout the Inland Empire.

Local Agency Partners

SunLine collaborates with several nearby transit agencies to enhance mobility options for riders. These agencies include Morongo Basin Transit, Palo Verde Valley Transit, OmniTrans, FlixBus, and Amtrak, which provide connecting services at shared stops within SunLine's service area and accept selected fare media.

1.8   Reference List of Prior or Existing Studies and Plans

SunLine's operations, performance, and service planning are guided by a series of studies aimed at better understanding its rider population, exploring the latest low-emission fuel technologies, improving facilities, and redesigning its network. These reports and studies have either been initiated by SunLine itself or mandated by federal and state agencies. In the past, these reports have also influenced the development of the Short Range Transit Plan (SRTP).

- *Bus Rider Survey Study* (February 2015)

- *SunLine Transit Feasibility Study Hydrogen Station Expansion* (January 2016)

- *SunLine Transit Facilities Master Plan* (November 2016)

- *SunLine Transit Agency Transit Asset Management* (September 2018)

- *Network Study Report SunLine Transit Redesign & Network Analysis* (February 2019)

- *Innovative Clean Transit (ICT) Plan*, presented to SunLine Board of Directors (May 2020)

- *Innovative Clean Transit (ICT) Plan* (Coming 2025)

- *Onboard Ridership Survey* (Coming 2025)

- *Comprehensive Operations Analysis* (Coming 2026)

SunLine Transit Agency recognizes the significance of strategic investment in research and analysis to enhance services, respond to population growth, and meet federal mandates for the benefit of our community.

CHAPTER 2

Existing Service & Route Performance

SunLine TRANSIT AGENCY

FY26-28 **SHORT-RANGE TRANSIT PLAN**

Chapter 2 Existing Service and Route Performance

SunLine is the sole provider of public transportation in the Coachella Valley, located in Southern California. In the last fiscal year (July 2023 to June 2024), SunLine proudly transported 2,753,390 passengers across its three transit modes, showcasing its commitment to effectively serving the community.

SunBus & 10 Commuter Link
Fixed Route

SunDial
Paratransit

SunRide
Microtransit

SunLine Transit Agency's initiatives are guided by its clear mission and vision, which offer strategic direction.

Mission: Connecting people and improving life by taking you from where you are to where you want to be.

This direction is further influenced by the oversight and funding provided by the Riverside County Transportation Commission (RCTC). The RCTC serves as the regional transportation planning agency for Riverside County and is responsible for developing the regulatory standards for the Short-Range Transit Plan (SRTP). Preparing the SRTP and its supporting data enables RCTC to advocate for local, state, and federal funding to support SunLine's capital projects and transit operations.

RCTC also tracks performance metrics that evaluate the effectiveness and efficiency of SunLine's services, which are reviewed in Sections 2.1 to 2.4.

In January 2023, the Board of Directors approved the revised SunLine Service Standards Policy to provide Agency staff with direction regarding the planning, operation, and management of transit service in the Coachella Valley. The Service Standards Policy and accompanying metrics are intended to:

- promote continuous improvement of transit service
- provide regular updates on service performance
- meet federal requirements for monitoring Title VI of the Civil Rights Act
- avoid uninformed decision-making regarding the provision of service

2.1   Description of Key Performance Indicators

2.1.1 Service Design Standards

SunLine Transit Agency developed a service standards policy to provide a framework for guidance of staff in the design, operation, and management of SunLine Transit Agency's transit services. The service standards policy objective is to promote the continuous improvement of transit service throughout the Coachella Valley and the maximization of mobility benefits to the community. Additionally, these service standards support the agency in meet Federal Title VI of the Civil Rights Act of 1964 requirements. SunLine Service Standards Policy was developed 7/13/2013 and revised on 12/7/2022.

Service frequency and span of service can be revised where sustainable (that is, where demand warrants increased frequency, where performance measures can still be met, and when funding can sustain the frequency and span of service).

New routes may be implemented based on a weekday-only service, typically between the hours of 6:00 A.M. and 7:00 P.M., usually when there is a peak demand. During the implementation of new service, a trial period is allocated from 12 to 18 months as an opportunity to provide for service adjustments before deciding to retain, expand, or eliminate the service. Figure 2-1 lists the minimum service frequencies and spans.

Figure 2-1 Service Frequency Standards

Frequency and Span by Service Type	Frequency of Service		Span of Service	
	Weekday	Weekend	Weekday	Weekend
Trunk bus routes	20 minutes peak 30 minutes off-peak	30 minutes	5:00 A.M. – 11:00 P.M.	5:00 A.M. – 11:00 P.M.
Local bus routes	30 minutes peak 60 minutes off-peak	60 minutes	5:00 A.M. – 7:00 P.M.	9:00 A.M. – 6:00 P.M.
Market-based services	Based on demand	Based on demand	Based on demand	Based on demand

Network Role

New services should be evaluated for their place in the overall transit network. Each new route in the network will have a unique role, whether it is facilitating transfers with existing services, introducing service coverage to a recent development, or providing connections between current routes and major destinations. While successful new routes connect with existing services, they should not duplicate existing service or compete for passengers.

Market Opportunities

There is a strong correlation between service performance, surrounding population, and employment densities. In other words, the more people with access to a route, the higher the route's potential ridership. Population-dense areas tend to coincide with mixed-use neighborhoods, walkable environments, and higher populations of transit-friendly constituencies such as students, seniors, zero-vehicle households, and low-income populations. The minimum population and employment density for the introduction of new all-day fixed route transit service is an average of 10 people/jobs per acre within a half mile of the proposed route.

A minimum threshold is considered supportive of fixed route service and should not be subjected to further analysis. Areas in this category that have unmet needs may be served by alternative options to fixed route service.

Unmet Mobility Needs

SunLine will strongly consider the mobility needs of transit-dependent populations when evaluating where to operate service. In assessing the area's demand for transit service, it is important to examine the presence of these demographic groups and identify any unmet needs.

Productivity vs. Coverage Target

The SunLine Board of Directors' goal is to capture choice riders and new riders and to expand transit market share. The Board is committed to investing in new operating plans that improve productivity and, when necessary, improve coverage. This is consistent with the Transportation Development Act of 1971 that established fiscal performance requirements of 20 percent of farebox recovery in urbanized areas and 10 percent in rural areas. To comply with this state mandate, and to improve effectiveness and efficiency, SunLine recommends the following policy for service deployment:

- Seventy percent of fixed-route service should be deployed in areas with higher population and employment densities where transit is able to meet productivity standards.
- Thirty percent of fixed-route service should be deployed to maintain coverage in areas where lower population and employment densities limit transit service productivity.

Key Destinations

Key destinations likely to generate higher demand for transit service include major area schools, colleges, universities, hospitals, retail/commercial/entertainment centers with more than 10 people/jobs per acre, open residential communities, and those with relatively lower income and vehicle ownership levels.

2.1.2   Service Productivity Standards

Passengers per revenue hour and passengers per revenue trip are KPIs that measure service effectiveness, or productivity, based on ridership (passenger boardings) generated for each hour of revenue service for local and trunk routes and boardings per trip for market-based services operated (see Figure 2-2).

Figure 2-2 Passengers Per Revenue Hour/Revenue Trip Standards

Refueled Routes 1/3/2021 to 6/30/2021		
Service Tiers	Routes in Service Type	Passengers Per Revenue Hour Standard
Trunk routes	Routes 1EV, 1WV, 2	20
Local routes	Routes 3, 4, 5, 6, 7, 8, 9	10
Market-based services	10 Commuter Link	10*

* Boardings per trip – is the productivity measure for market-based routes

2.1.3   Service Quality Standards

Service quality standards contribute to the reliability and consistency of service delivery. Customers may first be attracted to transit service based on headway and span. Choice riders may continue to use services because they know they can get to their destinations on time— unreliable service usually results in decreased ridership. Service quality standards are proposed to be measured using the following operational and passenger experience metrics:

- service scheduled speed (service quality)
- on-time performance (service reliability)
- runtime variance (service reliability)
- percent service completed (service reliability)
- miles between service interruption (service reliability)
- load standards (service comfort)
- average fleet age (service comfort)
- bus deployment standards

Each suggested metric is discussed in more detail below.

Service Scheduled Speed: Measures the route's scheduled service speed. The measure is calculated by dividing revenue miles by revenue hours for each route. This KPI monitors services needed to maintain reasonable speed to retain and grow ridership.

The target performance scheduled speed is 12.5 miles per hour (mph) for SunLine's transit system, as shown in Figure 2-3.

Figure 2-3   Service Scheduled Speed Standard

Service Mode	Service Speed - Weekdays	Service Speed - Weekends
Fixed Route Bus	12.5 MPH	12.5 MPH

On-time Performance: This KPI measures service reliability as defined by adherence to the published service schedule. "On-time" is when a trip departs a time point within a range of 0 minutes early to 5 minutes late. For SunLine to achieve targeted on-time performance, service running times need to be calibrated regularly based on existing conditions. SunLine has a relatively uncongested operating environment, which helps support a high KPI for on-time

performance. Some challenges to on-time performance are related to construction, heavy traffic, and passenger problems.

On-time performance standards for fixed routes are at a target of 85 percent (Figure 2-4).

Figure 2-4   On-Time Performance Standard

Service Mode	On-Time Performance Standards
Fixed Route Bus	85% (Excepting Major Detours)

Runtime Variance: Runtime is the time allotted in a transit schedule for a route to travel from one time point to another time point, or from beginning to end. Calibrating the runtime for the day of the week and hour of the day (for example, peak vs. non-peak) helps routes and the overall system adhere to or surpass the adopted on-time performance. It is important to review runtime variance regularly because roadway traffic conditions are ever-changing.

Percent Service Completed: Percentage of service completed is a metric established as of September 2017. The initial intention was to report percentage of trips completed; however, because of limitations in the Avail ITS system, the percentage of revenue mileage completed is reported.

This KPI measures service reliability as defined by the percentage of miles completed daily. Three components are necessary to successfully complete scheduled service:

- daily availability of operators to meet service demands
- daily availability of fleet vehicles to meet service demands
- miles between service interruptions

The set standard for service completed is 99 percent by service mode, as seen in Figure 2-5. The percentage of service completed for FY 24 was 97 percent of the approved level of service, exceeding SunLine's minimum service standard.

Figure 2-5   Service Completed Standard

Percentage of Service Completed Service Mode	Service Completed Minimum Standard
Fixed route bus	99%

Miles between Service Interruptions: This KPI measures service reliability as defined by revenue miles between service interruptions, regardless of the cause. To meet this target, both avoidance of service interruptions through early identification (for example, planning for detours, proper fleet maintenance) and timely response to service interruptions that do occur are necessary. The set minimum target between service interruptions (road calls) is 5,000 miles, as seen in Figure 2-6.

Figure 2-6   Miles between Service Interruptions Standard

Miles between Service Interruptions Service Mode	Target Minimum Miles between Service Interruptions (Road Calls)
Fixed route bus	5,000

Load Standards: This service quality KPI establishes load standards for various vehicle types and is measured for each trip operated. While it may be acceptable for some riders to stand for short distances or time periods (for example, under 2 miles or 10 minutes) during peak periods, it is expected that seating should be available for all riders during normal off-peak conditions (Figure 2-7).

Figure 2-7   Load Standards

Load Standards Service Period	Maximum Consistent Load Factor
Peak	Average over 133% of seated load = 50 passengers
Off Peak	Average over 100% of seated load = 38 passengers

Average Fleet Age: The age of the vehicle fleet affects the performance and reliability of transit services and the attraction of customers. Adhering to the average fleet age requirement will ensure a consistently safe, reliable, and comfortable passenger experience (Figure 2-8).

Figure 2-8   Average Fleet Age Standard

Vehicle Average Age	Average Fleet Age
Standard Transit Bus	No greater than 10 years

Bus Deployment Policy: This policy specifies the kind of vehicle that should be used to operate individual routes. The type of vehicle deployed on a route depends primarily on ridership demand and trip loads (Figure 2-9). Using incorrectly sized vehicles on routes can unnecessarily add operating cost to a route or result in overcrowding.

Figure 2-9   Bus Deployment Standard

Bus Deployment	Vehicle Type
Trunk Bus Routes	40' Buses
Local Bus Routes	32' or 40' Buses - Based on ridership demand
Market-Based Services	MCI Coach

SunLine will review the Bus Deployment Policy every 2 years, beginning in 2018, and make necessary adjustments as the fleet is updated to ensure compliance with the Title VI requirements.

2.1.4   Service Warrants

The Warrants Standards provide guidelines for the introduction of new services. They are a tool for judging when new service or service extensions are appropriate. A new fixed route or route extension could be introduced when the ridership forecasts based on population, school enrollment, or job density are sufficient to achieve minimum passengers per revenue hour standards by service type. To ensure the agency's financial sustainability, SunLine will introduce only those new services that operate above the lower-performing route quartile or with productivity that is within 15 percent of the system average.

Planning new services around these guidelines will help ensure the successful performance of new routes. Providing a set of guidelines for which areas warrant all-day fixed route service will help SunLine respond to future community requests for new service.

Evaluating New Services

New routes should be monitored to determine whether they are reaching the desired performance standards. The route should first be evaluated after 6 months to determine whether it meets more than two-thirds of its performance standards. New services not meeting the minimum standards at the end of an 18- to 24-month trial period are subject to corrective action or discontinuation.

In some cases, trial periods for new services may vary based on the requirements of grant funding. For example, if a grant provided 3 years of funding for a route that did not meet standards, this route may still be operated for the full 3-year period.

2.1.5   Paratransit Service Standards (SunDial)

Eligibility

- Any person with a disability who is unable to board, ride, or disembark from an accessible vehicle without the assistance of another person is eligible.
- Any person with a disability who has a specific impairment-related condition that prevents the person from traveling to or from a boarding/disembarking location is eligible.
- Certification is based on individual's functional ability to ride the fixed route system.
- Visitors qualified elsewhere in the United States may use the SunDial ADA service for up to 21 days per year and must then qualify locally.
- A maximum 21-day response period for the application and an appeals process exists.
- There is no limit to the number of trips a person can make. Reservations can be made up to 7 days in advance.
- A no-show policy exists for passengers who do not appear for their rides, with possible exclusion from SunDial service for a period of time in extreme cases.

SunLine's Eligibility Department processed 100 percent of completed applications within the 21-day target.

Access

- The agency must serve any origin and destination requests that are both within 0.75 miles of a fixed route corridor (excluding Commuter bus service) at the times and days of service when the fixed route is operating. Next-day service by reservation during regular business hours must be provided.
- The reservations call center accepts client reservations 7 days per week between 8:00 A.M. and 5:00 P.M. for next-day service.

Travel Time

- Trip pick-up time must be scheduled within 1 hour before or after the requested pick-up time. Trip length should be comparable to the time it would take to make the same trip by the fixed route service.

On-time Performance

- Trip pick up should consistently occur within a 30-minute window from the scheduled pick-up time.
- On-time performance is in accordance with FTA Circular 4710.1 to perform equivalent to SunLine's fixed route service. Paratransit continues to meet and exceed this goal.

Capacity

- Subscription service is provided as a proportion of our total complementary paratransit service as long as it does not interfere with our capacity for demand trips.
- No more than 50 percent of the number of trips can be subscription. Going above this level could cause capacity constraints to serve our non-subscription riders.
- Staff ensures subscription trips are balanced with non-subscription trips to ensure adequate levels of service are provided on a daily basis.

Fares

- Fares charged may not exceed twice the non-discounted fare for the fixed-route network at the time of the trip.
- No fare is to be charged to personal care attendants where they are required.
- Companions pay the same ADA fare.
- SunDial fares are based on travel within one city or multiple cities. Within one city the fare is $1.50 per trip; travel within multiple cities is $2.00 per trip.

2.2   Description of SRTP Performance Report

Service Design

The transit routes and the cities or communities they serve are listed below in Figure 2-11. Figure 2-12 and *Service runs 6:30 AM – 11:30 AM and 2:10 PM – 7:30 PM.

Figure 2-12 communicate the current frequency and service spans, respectively, for each route.

Figure 2-10 Summary of Fixed Route Transit Services

Route	Cities/Communities Served
1WV	Palm Springs, Cathedral City, Rancho Mirage
1EV	Palm Desert, Indian Wells, La Quinta, Indio, and Coachella
2	Desert Hot Springs, Palm Springs, and Cathedral City
3	Desert Hot Springs and Desert Edge
4	Palm Springs, Cathedral City, Rancho Mirage, Thousand Palms, and Palm Desert
5	Desert Hot Springs and Palm Desert
6	Palm Desert, Indian Wells, La Quinta, Indio, and Coachella
7	La Quinta, Palm Desert, Indian Wells, and Bermuda Dunes
8	Indio, Coachella, Thermal, and Mecca
9	Mecca and North Shore
10	Indio, Palm Desert, Beaumont, and CSUSB

Figure 2-11 Service Frequencies, in Minutes

Route	Weekday Frequency	Weekend Frequency
	All Day	All Day
1WV	30	30
1EV	30	30
2	30	40
3	30	60
4	60	60
5	60*	NS
6	60*	NS
7	45	90
8	60	60
9	60	60
10	Select trips	NS

*Service runs 6:30 AM – 11:30 AM and 2:10 PM – 7:30 PM.

Figure 2-12 Service Spans

Route	Weekday Span		Weekend Span	
	Start	Finish	Start	Finish
1WV	5:00 A.M.	10:14 P.M.	5:00 A.M.	10:14 P.M.
1EV	5:00 A.M.	10:48 P.M.	5:00 A.M.	10:48 P.M.
2	5:00 A.M.	10:56 P.M.	5:00 A.M.	10:46 P.M.
3	6:45 A.M.	8:35 P.M.	6:45 A.M.	8:35 P.M.
4	6:10 A.M.	9:50 P.M.	6:10 A.M.	9:50 P.M.
5 (AM)	6:10 A.M.	9:00 A.M.	NS	NS
5 (PM)	3:00 P.M.	6:51 P.M.	NS	NS
6 (AM)	6:00 A.M.	11:46 A.M.	NS	NS
6 (PM)	2:00 PM	7:45 PM	NS	NS
7	5:10 A.M.	9:20 P.M.	5:10 A.M.	9:20 P.M.
8	5:30 A.M.	10:57 P.M.	5:35 A.M.	10:57 P.M.
9 (AM)	6:00 A.M.	9:45 AM	6:00 A.M.	9:45 P.M.
9 (PM)	2:00 P.M.	7:45 P.M.	2:00 P.M.	7:45 P.M.
10 (AM)	5:20 A.M.	2:00 P.M.	—	—
10 (PM)	12:50 P.M.	8:00 P.M.	—	—

Ridership

Ridership system-wide in FY 23-24 for SunBus, SunDial, SunRide and SolVan was a total of 2,753,390 boardings, an increase of 1.9 percent compared with FY 22-23:

- **SunBus** ridership totaled 2,585,789, an increase of 26,360 rides or 0.01%, in comparison to FY22-23.
- **SunDial** ridership totaled 119,492, an increase of 9,338 rides or 8.5%, in comparison to FY22-23.
- **SolVan** ridership totaled 23,738, an increase of 3,766 rides or 18.8%, in comparison to FY22-23.
- **SunRide** ridership totaled 22,435, an increase of 13,313 rides or 145.9%, in comparison to FY22-23.

Figure 2-13 5-Year Fixed Route Ridership Comparison
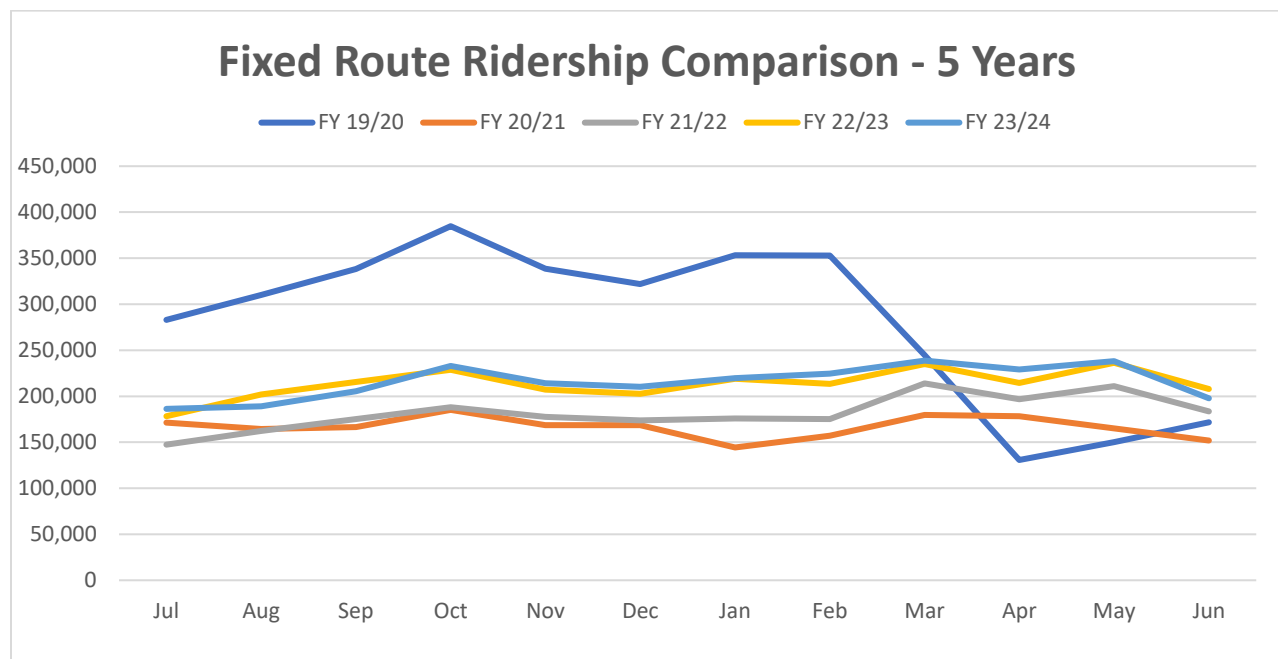
Figure 2-15 shows our COVID-19 recovery chart, showing detailed changes in ridership for calendar years 2020, 2023 and 2024.

Figure 2-14   COVID-19 Impact on Fixed Route Ridership
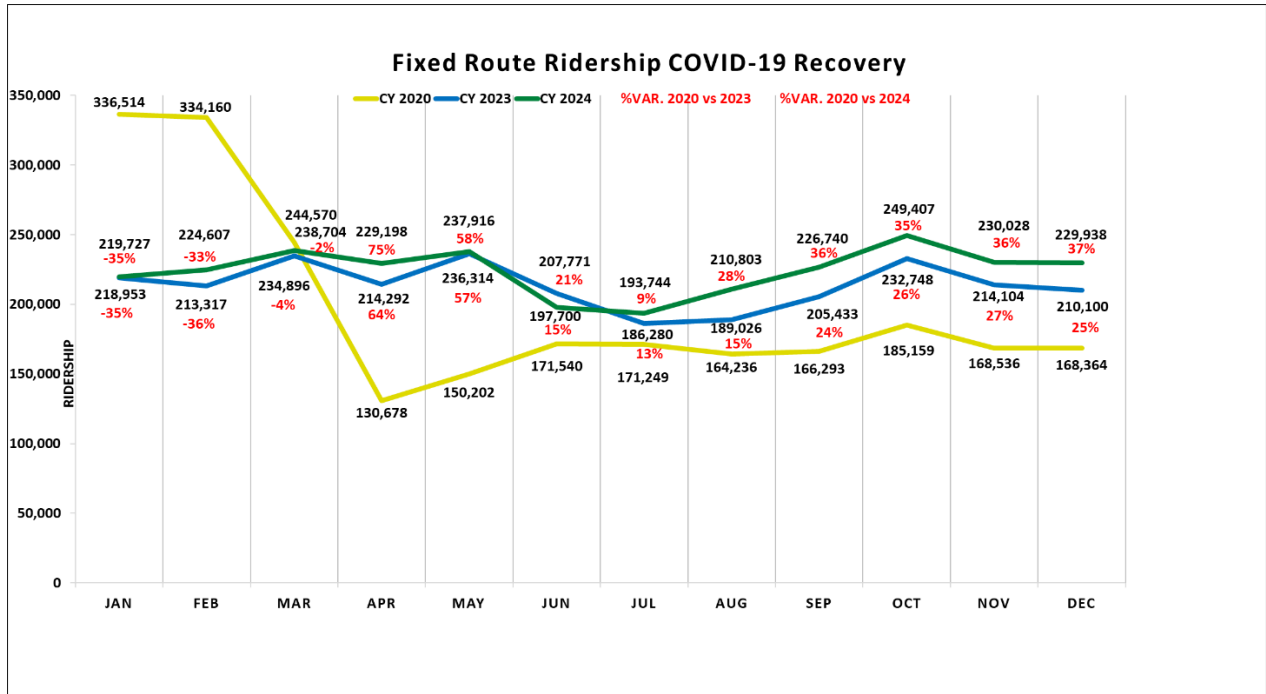
Paratransit Performance

Figure 2-16 shows SunDial's on-time performance for FY 2022 to FY 2024.

Figure 2-15 SunDial On-Time Performance for FY 2022 to FY 2024.
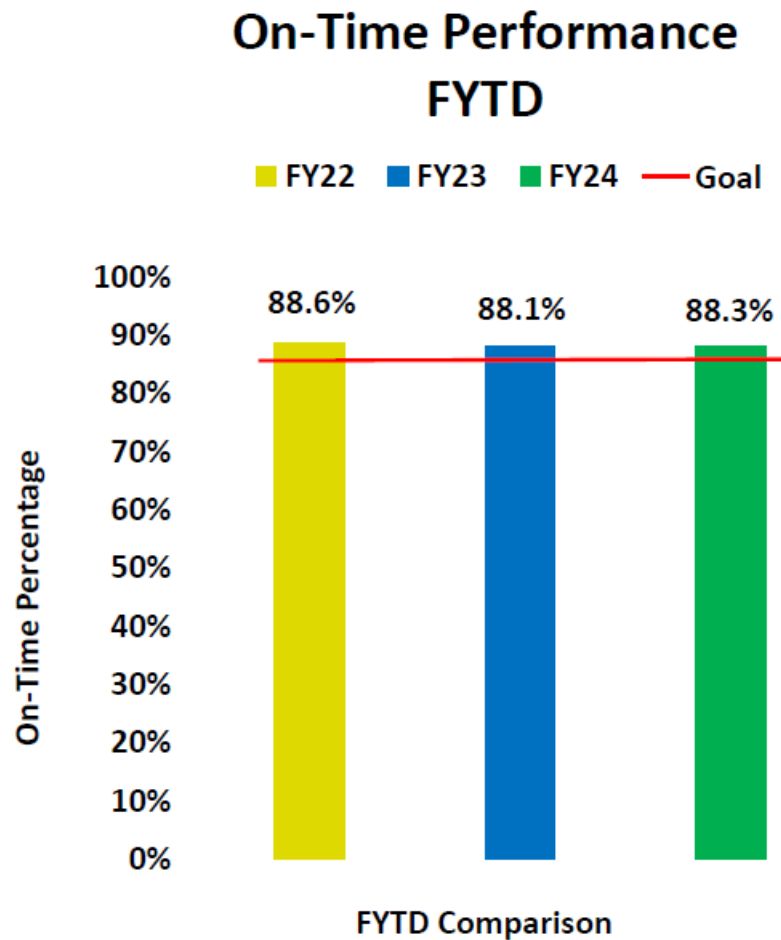
Paratransit had a 8.48% increase in ridership when comparing FY22/23 to FY23/24. The chart below displays ridership over calendar years. May 2024, paratransit had its highest ridership of 10,480. (Figure 2-16).

Figure 2-16 Paratransit Ridership COVID-19 Impact for FY 22-23
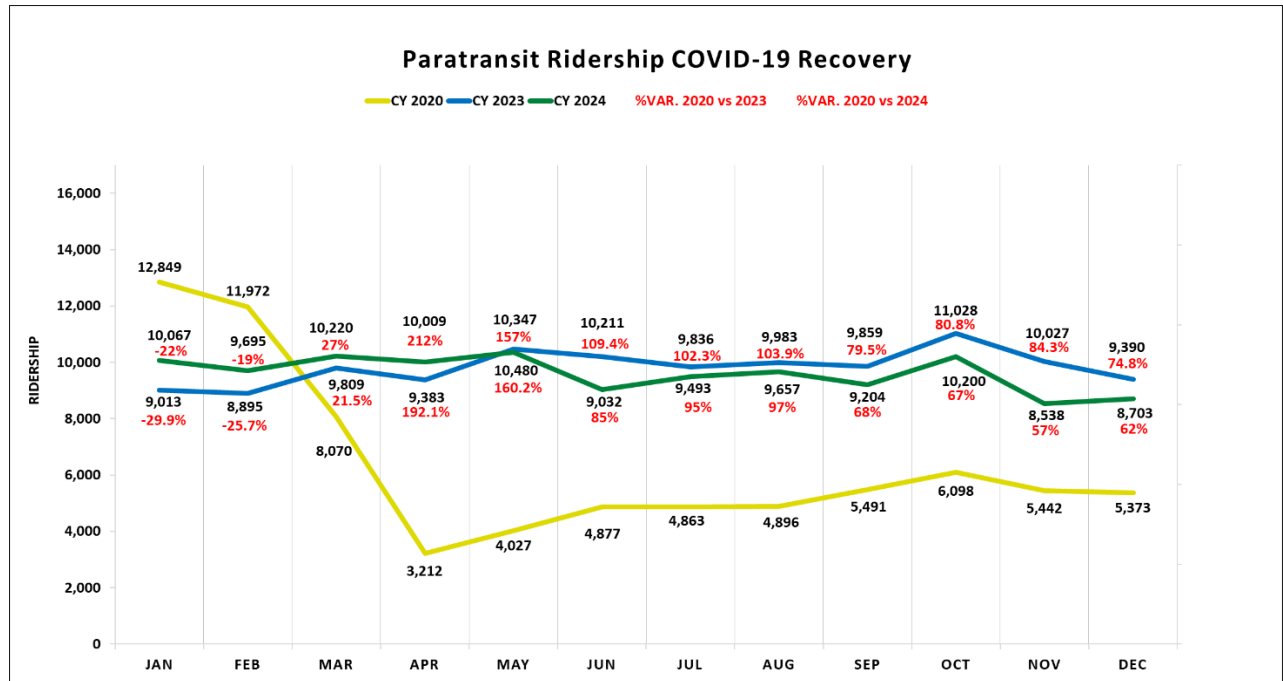
2.2.8 Route-level Performance

Productivity

Figure 2-17 indicates that neither of the two trunk routes (Routes 1 and 2) met their performance standards in FY 24.

Figure 2-17 Trunk Routes Average
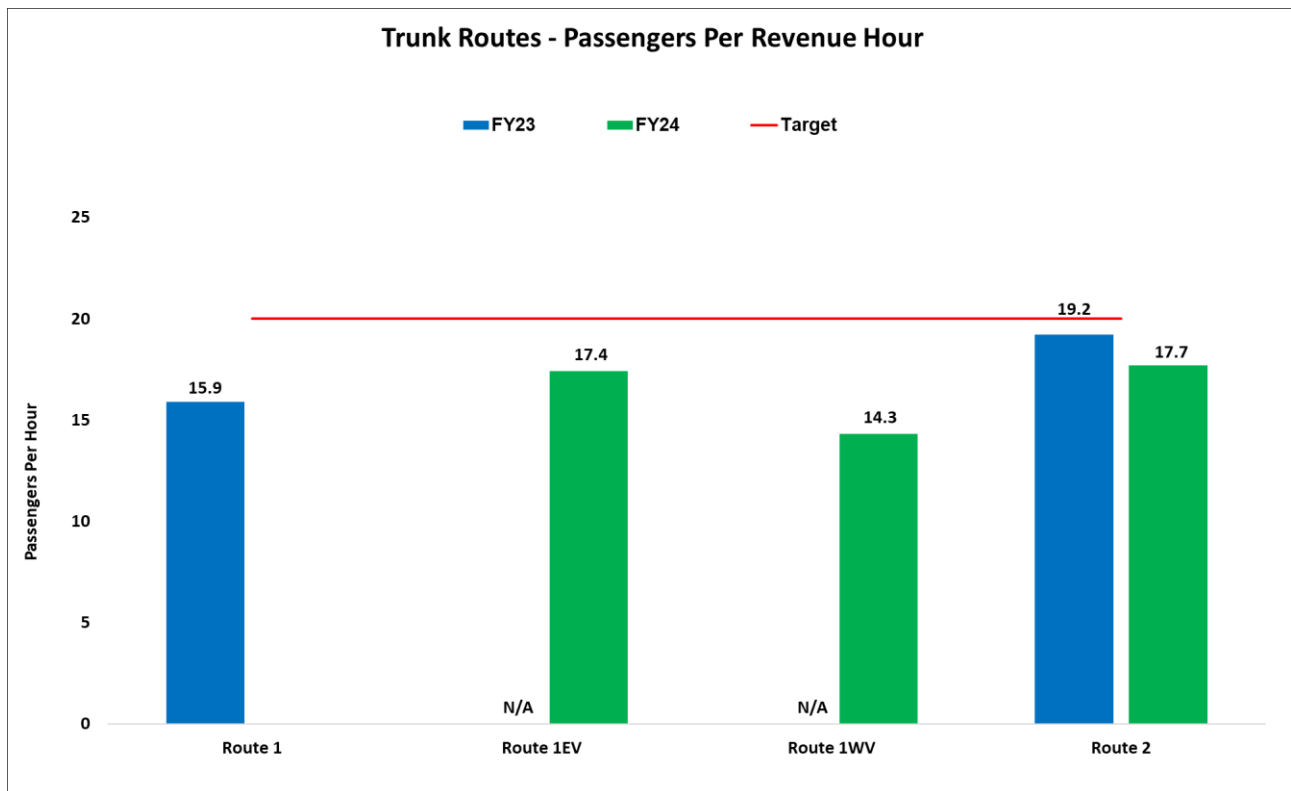
Figure 2-20 indicates that three out of the seven local routes met their performance standards goal:

- For FY22-23, Routes 3, 4, 7 and Route 8 met the target of 10 passengers per revenue hour.
- For FY22-23, Routes 5, 6, and 9 failed to meet the target of 10 PPRH.

Figure 2-18 Local Routes Average

Local Routes - Passengers Per Revenue Hour -

Legend: FY23, FY24, Target

Route	FY23	FY24
Route 3	14.0	11.8
Route 4	10.3	11.1
Route 5	8.2	6.0
Route 6	8.1	8.4
Route 7	12.5	11.8
Route 8	9.6	10.5
Route 9	7.2	8.1

Y-axis: Passengers Per Hour
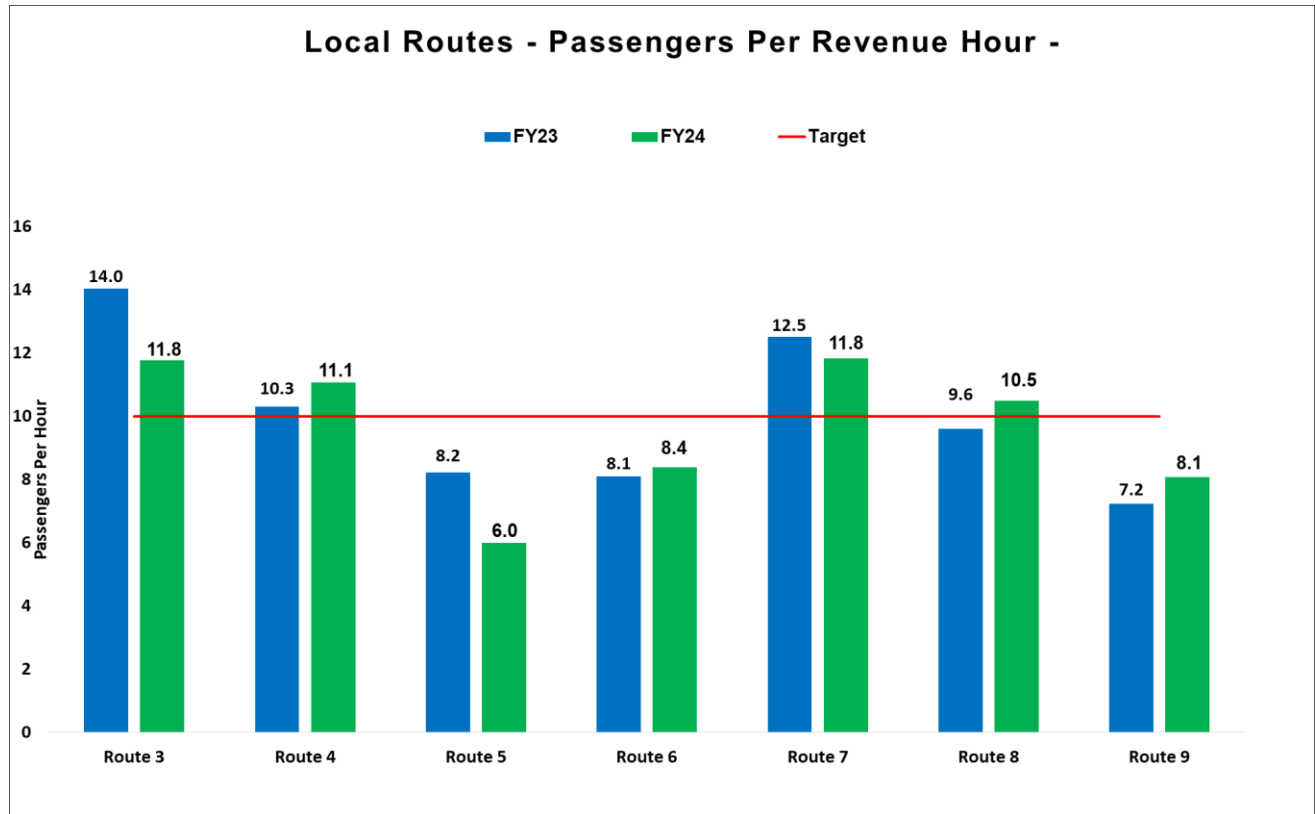
Route 10 Commuter Link service started revenue service in July 2022 and is currently meeting its goal of 10 passengers per revenue trip (

Figure 2-19).
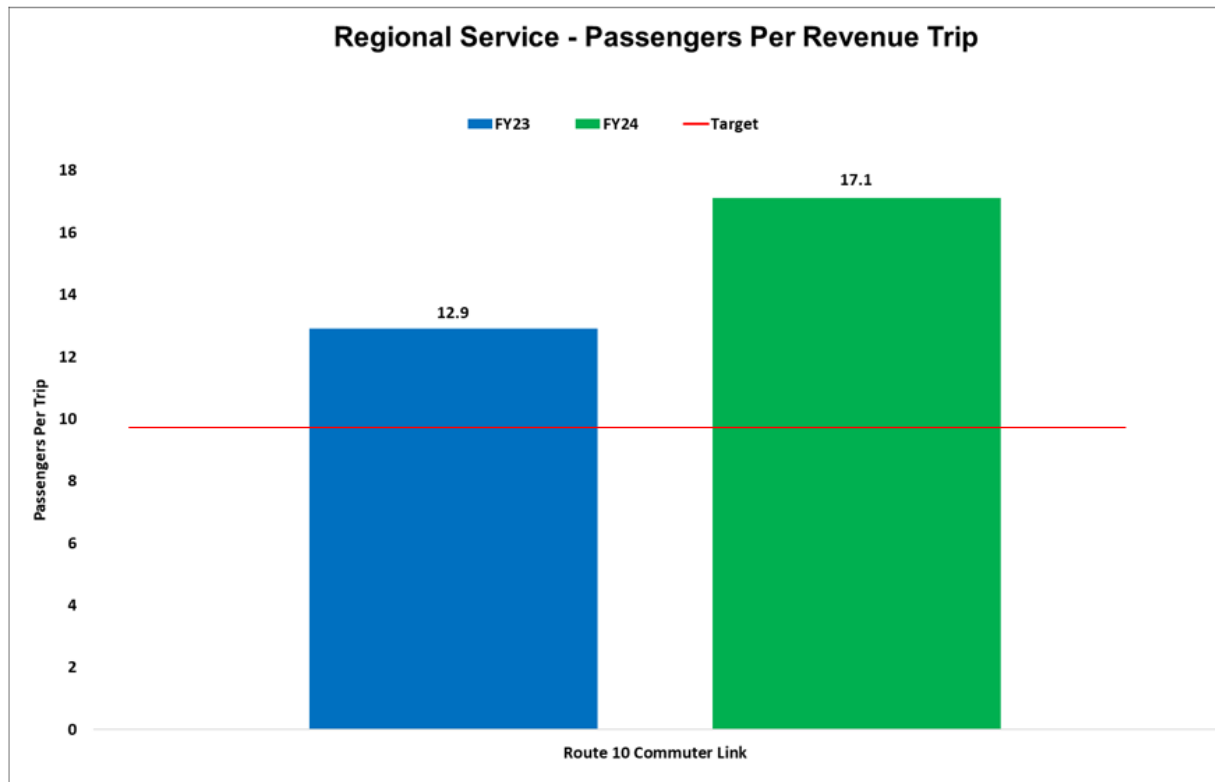
Service Quality

On-time Performance: SunLine's system-wide on-time performance is at 84 percent for July 1, 2022, to June 30, 2023. The Agency did not meet its goal for FY 23/24 with an OTP of 89.2%. Routes 1EV, 1WV, 2, 3, 5, 7, 8, 9 met the minimum on-time performance standard as captured in Figure 2-20.

Figure 2-20 On-Time Performance, by Route

On-Time Performance Percentage by Route FYTD 2024
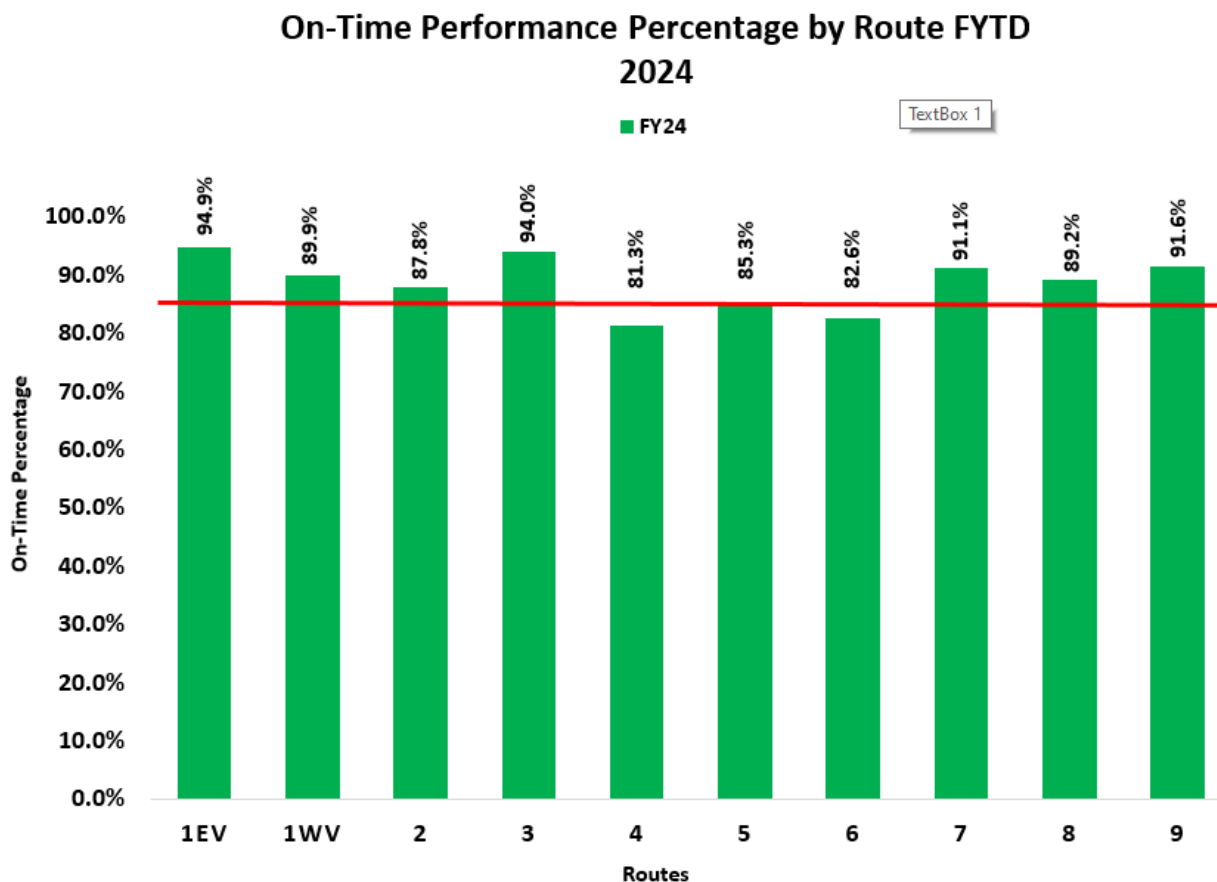
On-Time: When a trip departs a time point within range of zero (0) minutes early to five (5) minutes late.

Average Fleet Age: The fixed route fleet is made up of 49 buses and supported with a contingency fleet of 39 CNG/RNG buses. The contingency fleet is required to ensure service reliability as SunLine implements hydrogen fuel cell buses. New zero emission technologies present new challenges that require time and experience to understand. SunLine continues to replace buses in the fleet that have met their useful life.

Figure 2-21   Active Fixed Route Fleet

Bus Model Year	Number of Buses	Fuel Type	Bus Type
2014	3	Hydrogen	40' heavy-duty
2015	1	Hydrogen	40' heavy-duty
2017	1	Hydrogen	40' heavy-duty
2018	9	Hydrogen	40' heavy-duty
2018	4	Electric	40' heavy-duty
2020	2	CNG	45' over-the-road
2020	10	CNG	40' heavy-duty
2021	6	Hydrogen	40' heavy-duty
2022	4	Hydrogen	40' heavy-duty
2022	1	CNG	45' over-the-road
2024	8	Hydrogen	40' heavy-duty
Total	**49**		

Bus Deployment: SunLine is in full compliance with Title VI, which protects people from discrimination based on race, color, and national origin in programs and activities receiving federal financial assistance. SunLine ensures equitable distribution of its assets in delivery of transit services to the people of the Coachella Valley.

Buses are assigned according to successful completion of maintenance functions without regard to route assignment, or vehicle age, except in size considerations as outlined in the Bus Deployment Policy described previously. Additionally, fuel cell buses and battery electric buses are assigned to routes with shorter distances and/or durations that are within the acceptable range capacity of those vehicles.

Adequate numbers of buses are assigned to routes with high demand to avoid instances of overcrowding or standing passengers. All SunLine buses are fully air-conditioned and are 100 percent accessible to persons with disabilities.

- Routes 1, 2, 3, and 4 should use 40-foot buses given the higher passenger volumes.
- Other routes should use either 40- or 32-foot buses based on ridership demand.

SunRide Service Performance

Figure 2-22 to **Error! Reference source not found.** show key performance metrics for SunRide during calendar year 2024.

Figure 2-22 SunRide System-wide Metrics

SunRide System-Wide Metrics
CYTD 2024

Total Completed Trips: 22,722

Total Number of Passengers: 24,586

Three Month Ridership Comparison

Legend: Trips CY23, PAX CY23, Trips CY24, PAX CY24

Month	Trips CY23	PAX CY23	Trips CY24	PAX CY24
Oct	1,983	2,109	2,231	2,431
Nov	1,848	2,008	1,913	2,064
Dec	1,880	2,036	1,802	1,950

This chart compares completed trips by passengers (PAX) for the three (3) most recent months.

Trips by Zone
CYTD 2024

Zone	Trips	Percent
Cathedral City	1,793	8%
Coachella	1,158	5%
Desert Hot Springs	3,493	15%
Indio	4,091	18%
La Quinta	298	1%
Mecca/North Shore	1,261	6%
Palm Desert	7,447	33%
Palm Springs	3,181	14%

This pie chart illustrates the number and percentage of trips completed by each geo-fence zone for the calendar year to date (CYTD) 2024.

SunRide Payment Method
CYTD 2024

Legend: Credit Card, Cash, Manual Transfer Card

Method	Count	Percent
Credit Card	12,679	52%
Cash	11,843	48%
Manual Transfer Card	64	0%

This pie chart illustrates the chosen method of payment for SunRide passengers by number and percentage of riders for calendar year to date (CYTD) 2024.

Trip Booking Method

Legend: App, Call-In

Month	App	Call-In
Oct	1,968	263
Nov	1,702	211
Dec	1,599	203

This chart illustrates rider trip booking methods for the three (3) most recent months.

Percentage of Trips System-wide as Ridesharing: 27%.
[Based on No. of Shared Rides for the month (492) divided by Total Trips Completed (1,802)].

2.3　Productivity Improvement Efforts Underway

SunRide has grown as a microtransit program from connecting riders to fixed route service by bridging the first mile, last mile gap, to including virtual stops within each geo-fence. Virtual stops consist of medical facilities, pharmacies, banks, grocery stores, educational facilities, and community services, such as libraries and senior centers. SunRide has entered a new phase using VIA as a turnkey solution. VIA and SunLine will undergo a service evaluation to improve how the service performs.

SunLine has partnered with Transit App to bring a universal solution to riders. Transit App is a globally used trip planning and payment app that brings convenience to riding public transit. Transit app's multiagency trip planning solution allows riders to identify new transit solution out of the Coachella Valley and into the greater LA County region.

SunLine will be conducting a Comprehensive Operational Analysis (COA) in FY 26 to evaluate and improve the effectiveness of its transit network. This in-depth study will assess current rider needs and explore strategies to attract new riders. Key questions the COA will help answer include: Does my bus go where I need it to go? Does it operate when I need it? And does it come often enough to meet my needs? The results will guide future service planning to ensure SunLine's system is efficient, equitable, and responsive to the communities it serves.

2.4　Major Trip Generators

The 2019 SunLine Transit Agency Rider Survey identified the main transit trip generators in the Coachella Valley. The top destinations for home-based work trips are Palm Springs, Palm Desert, and La Quinta. The College of the Desert and Palm Springs High School are top destinations for home-based other trips that include shopping, recreation, and education. SunLine's service design should focus on serving major trip generators and creating convenient, direct linkages between origins and destinations.

2.5　Recent Service Changes

SunLine typically implements service changes in January, May, and September in agreement with the MOU. These service changes are driven by experiences learned from previous adjustments, evolving passenger needs, assessments of service effectiveness, and other factors impacting service quality. The following changes occurred in FY24 and through the third quarter of FY25:

Figure 2-1 Recent Service Changes

Service Changes	
Date	**Description**
September 2023	• The last westbound trip on the 10 Commuter Link is now scheduled to begin at 3:50 PM instead of 2:50 PM to better accommodate CSUSB's bell schedule.
January 2024	• Routes 1WV, 1EV, and 2 operate every 30 minutes, seven days a week. • Route 3 operates every 30 minutes on weekdays and every 60 minutes on weekends. • Minor schedule adjustments to Routes 5 and 6, which continue to operate on weekdays only. • Route 7 operates every 45 minutes on weekdays and every 90 minutes on weekends.
September 2024	• Routes 1EV, 6, and 8 no longer stop at 5th and Vine in Coachella. The new stop is at the Coachella Transit Hub on 4th at Cesar Chavez. • Route 2 operates every 30 minutes, seven days a week. Northbound trips depart nine minutes earlier from B St. and Buddy Rogers. • Route 4 operates every 60 minutes, seven days a week. Eastbound trips depart 5 minutes later, starting from El Cielo and Kirk Douglas. • Route 5 has minor schedule adjustments and continues to operate on weekdays only. • Route 10 Commuter Link adds a new stop at the Thousand Palms Transit Hub on Varner at Harry Oliver Trail. Starting September 3 the westbound trips depart 10 minutes earlier. • 200 Tripper starts service 10 minutes earlier, departing West and Pierson in Desert Hot Springs at 7:30 AM.
January 2025	• Route 1WV has a new timepoint stop for eastbound trips at Palm Canyon and Baristo. The schedule was slightly adjusted to make it easier for passengers to transfer to Route 2. • Route 1EV has a few minor schedule changes to enhance service reliability and efficiency. • Route 2 schedule was slightly adjusted to facilitate passenger transfers to Route 1WV at Indian Canyon and Ramon on northbound trips. • Route 4 has a new timepoint stop at Ramon and Sierra del Sol at 3:52 pm (only at that time on weekdays) to allow students to arrive at the stop closest to Rancho Mirage High School. • Route 7 southbound trips now depart ten (10) minutes earlier, starting from Harris Lane at Washington Street. • Route 10 Commuter Link has a new stop added at the Indio Transportation Center on Indio Boulevard at the Transportation Center.

	• Route 200 Tripper now starts service one (1) minute earlier, departing from West and Pierson in Desert Hot Springs at 7:29 a.m.

2.6   Community and Stakeholder Engagement

SunLine Transit Agency organizes annual events and actively participates in various community gatherings and outreach programs. These efforts are essential for fostering relationships not only with riders and community members but also with other organizations. Below is a list of key events hosted by SunLine, as well as those we attended in collaboration with other organizations from January 2024 to January 2025:

- Internal SunLine Events for Employees:
  - o We Love our Employees
  - o National Transit Employee Appreciation Day
- Valley-Wide Mass Casualty Drill
- Salvation Army's Annual Veterans and Community Expo
- Professional Vehicle and Touch a Truck Days at Schools and the Cathedral City Hot Air Balloon Festival
- Community Outreaches: Migrant Resource Fair, Family Resource Fairs in Multiple Cities, Family Days, Día del Niño/Day of the Child Events, etc.
- SunLine's Youth Sustainability Committee Earth Day Event at the Palm Desert Farmer's Market
- California State University of San Bernardino Transit Expo
- Annual Valley Wide Employment Expo
- Healthy Desert, Healthy You Environmental Health Summit
- Parades: Palm Desert Golf Cart Parade, President's Day Parade, Mecca Desfile de Luces (Lights Parade)
- American Heart Association's Coachella Valley Heart & Stroke Walk
- External SunLine Events:
  - o SunLine's Annual Pack the Bus
  - o SunLine's Coachella Transit Hub Ribbon Cutting
  - o SunLine's Liquid Hydrogen Station Ribbon Cutting
  - o SunLine's Haunted Bus
  - o SunLine's Annual Fill the Bus
  - o SunLine's Student Art Contest

2.6.1   Access Advisory Committee

In June 1996, the Board of Directors established the Access Advisory Committee to assist staff in an advisory capacity on accessibility and senior mobility concerns. This input was especially valuable in the early years as SunLine Transit Agency (SunLine) structured its fixed route and paratransit services to comply with ADA requirements.

As determined by the Board of Directors, the Committee serves as a vital forum for advising SunLine on the planning and implementation of its fixed-route and paratransit services. The Committee reviews, comments on, and provides feedback to SunLine staff in order to make transportation more accessible for everyone. Membership is designed to include individuals with

diverse expertise and firsthand experience with SunLine's services, strengthening the Committee's ability to offer well-informed recommendations. The Committee complies with California's open meeting law, the Brown Act, and follows Robert's Rules of Order to ensure structured and effective discussions.

All members of the Committee serve at the pleasure of the SunLine Board of Directors and in a voluntary capacity. The Committee includes fifteen (15) seats. Any person living within SunLine's service area may be appointed to the Committee, and the Committee includes individuals who regularly utilize SunLine's transit services. Currently, five (5) of the fifteen (15) seats are filled.

CHAPTER 3

Future Service Plans, Fare Changes, Capital Planning & Marketing

SunLine TRANSIT AGENCY

FY26-28 SHORT-RANGE TRANSIT PLAN

3.1 Planned Service Changes FY 2026 to FY 2028

SunLine is actively exploring ways to leverage its existing resources to increase service where needed which would notably reduce the headway during weekdays from 30 minutes to 20 minutes on select routes. SunLine has previously faced challenges in hiring a sufficient workforce and obtaining the necessary fleet to meet the demands to increase service levels. However, as resources become available, the intent is to follow through with deploying that level of service. There is the possibility of implementing a higher level of service incrementally to continue the goal of improving service without exhausting resources.

Figure 3-1 Fixed Route Service Levels

		Effective January 7, 2024		
		Weekday	Saturday	Sunday
1WV	Palm Desert Mall - Palm Springs	30	30	30
1EV	Coachella - Palm Desert Mall	30	30	30
2	Desert Hot Springs - Palm Springs - Cathedral City	30	30	30
3	Desert Edge - Desert Hot Springs	30	60	60
4	Palm Desert Mall - Palm Springs	60	60	60
5	Desert Hot Springs - CSUSB Palm Desert -Palm Desert Mall	60	NS	NS
6	Coachella - Via Fred Waring - Palm Desert Mall	60	NS	NS
7	Bermuda Dunes - Indian Wells - La Quinta	45	90	90
8	North Indio - Coachella - Thermal/Mecca	60	60	60
9	North Shore - Mecca - Oasis	60	60	60
10	Indio - CSUSB-PDC - CSUSB - San Bernardino Transit Center (SBTC)/Metrolink	4 round trips	NS	NS

NS: No Service

3.1.1   Fixed Route Future Service Changes

SunLine Transit Agency conducts a service change three times per year in accordance with the Collective Bargaining Agreement with the ATU Local 1277. These service changes go into effect on the first Sunday of January, May, and September.

Planning staff, using feedback and input from Operations staff and the community, use the Service Change activity to make adjustments to the fixed route system.

Comprehensive Operational Analysis

SunLine Transit Agency will undertake a Comprehensive Operational Analysis (COA) that will span Fiscal Years 2026 and 2027. The primary objective of the COA is to evaluate existing service and provide strategic recommendations for the future design of the transit network. The findings and recommendations from the COA will serve as a critical planning tool, guiding staff in implementing service improvements and system changes that align with the agency's long term goals and the evolving needs of the Coachella Valley community.

3.1.2   Fixed Route Service North of I-10

As development in the Coachella Valley continues to expand, the area north of I-10 has been identified as having a service gap. The proposal for a new fixed route, Route 17, aims to connect the existing terminal points of Routes 7 and 8 in Bermuda Dunes and Indio, respectively. Introducing Route 17 will create a new connection between Bermuda Dunes and Indio, reduce overall travel time for passengers, open up new destinations, and ultimately making the system more efficient and accessible. Implementing a new route is considered a Major Service Change and, therefore, requires a public engagement process and final approval from the Board of Directors.

3.1.3   Other Improvements

Looking ahead, SunLine is evaluating the possibility of splitting Route 4—which currently operates between Palm Desert and Palm Springs—into two shorter, more manageable routes. This change would reduce the total travel distance and is intended to improve service reliability.

Additionally, SunLine's updated ICT Plan or Fleet Replacement Plan will outline how the agency intends to transition to clean fuels, considering the current availability of zero-emission vehicle models.

The upcoming OnBoard Ridership Survey will provide valuable insights into who is riding the system and how they are using it. This data will support leadership in making informed decisions to enhance service and better meet rider needs.

3.1.4   SunRide Future Service Plans

SunLine and Via are conducting a comprehensive evaluation of the microtransit service to identify opportunities for improved efficiency, performance, and rider experience. The review process begins with collecting and analyzing service data, including ridership trends, wait times, trip fulfillment rates, and vehicle utilization. Feedback from riders, drivers, and staff will be gathered to inform a well-rounded assessment. The evaluation will also examine service coverage,

accessibility, and how well the microtransit system integrates with SunLine's fixed-route network. Key performance indicators such as cost per trip, shared ride percentage, and on-time performance will be analyzed against industry benchmarks. Based on the findings, SunLine and Via will develop targeted recommendations to enhance service delivery and ensure the system continues to meet the evolving needs of the Coachella Valley. An ongoing monitoring plan will follow to measure progress and guide future improvements.

3.1.5   SunDial Future Service Plans

The provision of ADA services remains a challenge because it is costly. Efforts to mitigate the increasing expenses in demand-responsive service include revisions to the paratransit eligibility/certification process and continuing to monitor late cancellations and no-shows, which improves the availability of appointment time slots and makes SunDial service more efficient for customers. SunDial staff periodically (monthly) measure the system wide average rate for that month to determine whether a particular customer has excessive late cancellations or no-shows. They then consider the customer's overall frequency of use and evaluate whether there is "a pattern of abuse" relative to how often that customer travels with SunDial.

3.2   Future Marketing Plans, Studies, Promotion, or programs to promote ridership

To support the initiatives outlined in the SRTP, the Marketing Department will focus on the following key areas:

1. Help regain and build ridership among current, recent, and lapsed riders through seasonal campaigns
2. Identify and drive ridership among new riders
3. Build trust among stakeholders and the community to drive advocacy
4. Communicate SunLine's efforts in maintaining and continuing to improve on-time performance
5. Communicate SunLine's efforts and role in supporting job creation in the private sector, as well as for local businesses by highlighting how public transit helps connect people to employment opportunities and essential destinations
6. Convey progress made in SunLine's clean fuels fleet initiatives
7. Collaborate across departments to help improve customer experience for passengers and elevate SunLine's brand
8. Explore new ways to engage with the community through various community outreach event opportunities and community partnerships

3.2.1   Target Audiences

For marketing efforts to resonate, analysis of target markets must be done, studying both who they are and what motivates them. Then, marketing materials must be customized to reach those target audiences. See Figure 3.2 for target audience analysis.

Figure 3-2 Target Audience Analysis

	Key Messages What motivates them?
Current riders	• On-time performance • Wait time between buses (headway time) • Cleanliness • Safety • Price For some: environment
Potential new riders	• Ability to multitask • Cleanliness • Safety • On-time performance • Wait time between buses (headway time) • Price • Technology friendly facilities (i.e.: Wifi, chargers on buses, various payment methods like tap payment, etc.) For some: environment
Community at large	• Economic prosperity • Reduced congestion • Reduced emissions • Transparency • Community relationships • Good environmental stewards
Employees	• Feeling valued and heard • Having the opportunity to contribute to the Agency's success • Compensation and benefits • Cleanliness in office/bus • Transparency

3.2.2   Marketing Strategies

There are several strategies for communicating with SunLine's diverse target audiences, and messaging will be customized to engage each group based on their motivations identified in the target audience analysis.

3.2.3   Social Media and Website

After developing a strong social media program in recent years, SunLine has enhanced direct communication with its target audiences (fans and followers of the Agency's social media platforms). The posts have been both entertaining and informative, emphasizing short-format videos and reels – two key components of keeping followers engaged.

Transit Tuesdays is a monthly live event on social media that discusses pre-selected topics and shares important updates with riders. Other social media posts tie in history, education, places to visit, comedy, safety, and recognition. This variety in messaging keeps the social platform accounts interesting and worth following.

,A newly redesigned website will be released before the end of the FY25 fiscal year. The re-design takes into account highlighting information that is necessary to have front and center, thus allowing website visitors to find that information instantly. The new website also follows new web trends and practices and provides an easier pass purchase experience.

3.2.4   Advertising

By strategically utilizing SunLine's budget, we will develop and implement an advertising plan that maximizes available funds and incorporates innovative strategies. This plan will use various platforms, including digital, print, radio, streaming, and TV media. Additionally, the goal is to promote all key messaging through agency-owned and maintained advertising mediums, such as bus shelters, interior bus displays, and announcements.

3.2.5   Rider/Community Input

A strong marketing program incorporates a strategy for listening to constituents. SunLine will create and facilitate surveys to gather input regarding major service changes and how they are being received in the community. This provides the opportunity to learn about any issues that may need to be addressed. Data gathered can be used with all appropriate departments to help improve the customer experience.

3.2.6   Public Relations

SunLine's public relations representatives will draft press releases to promote Agency initiatives. They will also pitch stories to the media to publicize key newsworthy items, coordinate media interviews, and follow up on media requests in a timely fashion.

3.2.7   Customer Service Center/Website

SunLine's Customer Service Center features LiveChat on the web for those who need immediate assistance or prefer a chat-based interface for convenience. The website also serves as a central resource for all communications and announcements from SunLine. Additionally, the Customer

Service Center provides phone support by customer service representatives Monday through Friday. Agents can utilize resources such as Google Transit Trip Planner and the Transit app to address customer inquiries quickly and accurately. Bilingual customer service agents are available to assist with questions in English and Spanish. Interpretation services for all other languages, including American Sign Language, are offered through our contract with LanguageLine. An interpreter can be accessed via phone, video, or through their app.

3.2.8   Video Production

The Agency will continue to focus more on creating videos as marketing tools, in response to shifts in social media audience preferences. By developing an expanded library of video assets, SunLine will be able to drive greater engagement with its target markets, and those individuals will better retain the information shared through unique videos. The Marketing Department will also explore opportunities to produce longer video features, such as those created to recap the Student Art Contest event and the Youth Sustainability Advisory Committee Earth Day videos, where possible.

3.2.9   Rider's Guide

The Rider's Guide has become an essential communication tool for SunLine. The Agency has maintained the layout of this revamped guide, which has proven to be a more user-friendly format. It features relevant information for riders that includes directions, maps, timepoint bus stop locations, schedules, fares, transfer instructions, and guidance on how to receive assistance with SunLine's programs and services. Transit system information, which aligns with the updated Rider's Guide, can also be found at transit hubs, on buses, at bus stops, and in community gathering locations. SunLine's system information is provided in both English and Spanish.

3.2.10   Clean Fuels Fleet Communications

The Agency's reputation as a pioneer in clear air and alternative fuel technology must continue to stay top-of-mind by promoting news about SunLine's advancements in its Zero-Emissions Bus Rollout Plan. SunLine's new liquid hydrogen station has delivered increased reliability in fueling the Agency's Hydrogen Fuel Cell technology fleet. The addition of SunLine's upcoming public hydrogen station further reinforces this message by providing community members and visitors the chance to fuel their zero-emission hydrogen vehicles at SunLine.

3.2.11   Internal Communications

Keeping employees informed about company initiatives and marketing efforts boosts morale and encourages their participation in the larger vision. To this end, SunLine will hold town hall meetings and has relaunched its internal newsletter, which features key stories and facts about the Agency's latest initiatives. In line with our strategic plan, a key component of the newsletter and town hall meetings is educating staff on how our Agency operates. Examples of topics include the different types of funding we receive, eligible uses for various funding sources, and how we gather data for planning our services. These efforts help enhance communication with the employee target audience segment, making SunLine Transit Agency an even better place to work.

3.2.12   Building an Effective Marketing Plan

All the tools mentioned above will be used to market SunLine as a leader in transportation, innovation, and alternative fuel technology. As stated, targeted messaging and the use of effective platforms and strategies will be crucial for increasing ridership, rebuilding trust, communicating progress, and engaging employees.

3.2.13   Community Outreach

SunLine works with local organizations, businesses, government agencies, and non-profit organizations to promote SunLine programs and services. Community outreach involves grassroots organizations to identify unmet transit needs and build community-based marketing partnerships. Historically, SunLine invests in these relationships by participating in community events such as mobility workshops, food drives, school supply drives, fundraisers, parades, and special event activities.

3.2.14   Community/Local Partnerships

SunLine Transit Agency recognizes the importance of building strong partnerships with organizations that share our values and align with our mission of fostering a healthier community. Some organizations we currently collaborate with include the American Heart Association and the Ophelia Project at the John F. Kennedy Foundation. The American Heart Association focuses on heart health and community education to promote overall well-being—a mission that closely aligns with SunLine's commitment to enhancing public health through accessible transportation. Similarly, the Ophelia Project empowers young women, and SunLine supports this mission by providing essential public transit education, ensuring that they and other youth in our community gain valuable life skills for independence and mobility.

3.2.15   Public Presentations and Town Hall Meetings

Target audiences include seniors, students, social services, businesses, and community leaders. The main goal is public education regarding the economic and environmental benefits of using public transportation. During presentations, SunLine highlights the key role it plays as a public transit provider and leader in alternative fuel technology. SunLine's use of hydrogen electric fuel cell and battery electric fuel cell buses has made a positive impact on the environment on a global scale. Presentations emphasize the importance of this initiative and how it affects residents of the Coachella Valley. Town hall meetings focus on gathering feedback from riders and potential riders regarding areas in need of service. These presentations and town hall meetings typically occur at senior centers, colleges, government agencies (e.g., City Council meetings, SCAG, CVAG, etc.), and adult special needs schools and programs.

3.2.16   Travel Training

Transportation offers us a sense of independence and opportunities to engage with our community. SunLine's Travel Training Program provides riders with the chance to learn how to navigate a public transit system independently. To achieve this, SunLine offers group and one-on-one training virtually, in person, or aboard a fixed-route bus to build confidence and enable people to travel with ease. Travel training also includes onboard bus sessions for guide dogs assisting visually impaired individuals. In-person training sessions are held at senior centers, recreation centers, community centers, adult special needs schools, and aboard buses.

3.2.17   Transit Ambassador Program

The SunLine Transit Ambassador Program, known as TAP, empowers employees to expand SunLine's culture of customer service. TAP consists of a series of training sessions for SunLine employees that address crucial topics and everyday scenarios in public transportation service. A Transit Ambassador has completed this program and can assist passengers with their trip planning. Transit Ambassadors will assist the rider until they feel confident in navigating the SunLine system independently.

3.2.18   Youth Sustainability Advisory Committee

Established in 2022, the Youth Sustainability Advisory Committee is a student-led group that meets monthly and includes members aged 13 to 18 from each city in the Coachella Valley, mirroring the structure of the Board of Directors. Aligned with SunLine's long-term strategic plan and Board vision, the committee's mission is to support the implementation of sustainability initiatives through innovative, engaging, fun, and creative approaches.

3.2.19   Free Ride Policy

SunLine Transit Agency will provide free rides on our local fixed-route system on the dates listed below:

- Transit Equity Day
- Earth Day
- Dump the Pump Day
- Car Free Day
- California Clean Air Day
- Rideshare Week
- Election Day

SunLine Transit Agency's Marketing team is creating a set of guidelines to help staff determine whether additional days can be added or when requests for free rides can be accommodated.

3.3   Project Ridership Growth (FY26-28)

SunLine continues to recover fixed route ridership year over year. Based on current trends and projections, the expected ridership growth is as follows:

- **FY 2024 Actual**: 2,585,680 boardings
- **FY 2025 Projected**: 2,729,627 boardings (5.57% growth)
- **FY 2026 Projected**: 2,953,872 boardings (8.22% growth)
- **FY 2027 Projected**: 3,178,117 boardings (7.59% growth)
- **FY 2028 Projected**: 3,402,362 boardings (7.06% growth)

These projections suggest a consistent rise in ridership driven by service adjustments, enhanced reliability, and improved customer experience initiatives. Key initiatives contributing to this growth include:

- **Coachella Mobility Hub**: Expected to improve connectivity in the Eastern Coachella Valley.

- **Bus Stop and Amenity Upgrades:** This includes improved shelters and real-time passenger information systems.
- **CVAG Transit Signal Priority (TSP) Project**: SunLine is actively working with the Coachella Valley Association of Governments (CVAG) to implement TSP along major corridors like Highway 111. This initiative aims to reduce bus travel times by prioritizing buses at signalized intersections, improving reliability, and making transit a more competitive travel option.
- **Fleet Modernization**: Continued investment in zero-emission buses to support sustainability goals while improving operational efficiency.
- **Increase in Service North of I-10:** Due to increasing development and ridership demand, SunLine plans to expand service in the areas north of I-10, thereby improving transit access for residents and businesses in these growing communities.

As SunLine continues to monitor ridership trends, further adjustments may be made to optimize service levels, ensuring alignment with the evolving travel patterns in the Coachella Valley. Special attention will be given to high-growth areas, particularly those east of I-10, to provide sufficient transit coverage and accessibility.

3.4   Proposed Fare Structure Changes

SunLine conducted its last fare study in 2011 to analyze passenger fare usage for both fixed-route and on-demand paratransit services. This study aimed to explore potential adjustments to the fare structure and pricing in response to rising service costs and reduced state funding. Commissioned by the Board of Directors, the study recommended eliminating the $0.25 transfer fee and the two-hour unlimited transfer window while increasing the base fare to $1.25. Alternative scenarios considered raising it to $1.35 or $1.50. However, no changes were implemented following this study, and the fare has remained unchanged since 2002.

With SunLine's upcoming Comprehensive Operational Analysis (COA) update, a new fare study will evaluate the current fare structure in relation to projected conditions, transit demand in the Coachella Valley, and proposed service enhancements. The COA will examine the effects and feasibility of implementing a free fare, an increased fare, or maintaining the current fare.

Additionally, the implementation of a contactless fare payment system through the Open Loop Validators Project aims to enhance the ease of fare payment and collection for riders. Regardless of whether the cost of a bus ride changes, the contactless payment system will allow riders to tap their debit or credit cards to pay on the bus, where cash or paper passes were previously the only options. This new system will include built-in features such as fare capping, automatically ensuring that riders receive the best fare during their travel.

3.5   Capital Improvement Planning

SunLine Transit Agency's commitment to serving the Coachella Valley has been bolstered by successfully securing competitive grants. These grants are essential for the Agency to maintain its dedication to providing reliable transit services throughout the Coachella Valley. Additionally, these grants finance the capital projects that are crucial in supporting the Agency's aspiring goal of transitioning its entire fleet to zero-emission vehicles by 2035.

In fiscal year 2025, the Capital Projects department demonstrated significant skills in managing and delivering complex infrastructure upgrades and fleet replacement projects, as detailed in Figure 2-2. Looking forward to fiscal year 2026, the department remains committed to deploying

innovative projects that will further enhance the Agency's day-to-day operations. These projects are outlined in Chapter 3.5.1.

During fiscal year 2025, the Capital Projects team successfully delivered a new Liquid Hydrogen Refueling Infrastructure at SunLine's Division 1 in Thousand Palms. This station, equipped with liquid and gaseous storage, compression equipment, and dispensing capabilities, enhances the Agency's existing fueling infrastructure and provides fuel at both 350 and 700 bar. The Agency also celebrated the completion of the Coachella Transit Hub, a project that will positively affect the residents. Working closely with the City, the project established a sustainable transportation infrastructure designed to improve rider amenities. This initiative was undertaken under an Affordable Housing Sustainability Community Grant awarded to SunLine in partnership with the City of Coachella. The Coachella Hub will expand connectivity for riders throughout the Coachella Valley.

The Agency has also completed the Radio & On Bus Technology Upgrade, transitioning from an outdated analog radio system to cellular services. This upgrade will improve day-to-day communication for the Transportation Department, offering enhanced clarity, wider coverage, and increased efficiency. Furthermore, SunLine has successfully purchased eight new Hydrogen Fuel Cell Buses and ten new Paratransit Vehicles. These acquisitions replaced older vehicles that had reached the end of their useful life, supporting the Agency's goal of achieving a fully zero-emission fleet by 2035 and ensuring continued reliable paratransit services in the Coachella Valley.

Several other projects are currently in the bidding phase. The D1 Backup Generator project will enhance the connection to the Maintenance building with an automatic transfer switch and connect the Operations building to the backup generator. The D1 Pavement Replacement project will enable the Agency to keep the asphalt and concrete at its Thousand Palms, Division 1, in good condition. Additionally, the A&E Workforce Training Center project, which will fund the preliminary design for a training and maintenance facility focused on zero-emission bus technology, is also out for bids. This facility will support workforce training and include a maintenance bay for these vehicles.

3.5.1   Capital Projects Planned in FY26

SunLine Transit Agency is planning several significant projects in FY26, focusing on improving technology, infrastructure, and fleet sustainability in the Coachella Valley.

Figure 3-2 Capital Projects

Project Name	Description	Status
Upgrade ITS (CAD/AVL System)	This project will replace the existing CAD/AVL system with a new and improved solution that will incorporate onboard hardware in the Agency's revenue and support vehicle fleet. The project will encompass the design, development, integration, and installation of the CAD/AVL system, including all necessary software and licensing requirements.	Implementation phase.

Workforce Training Center Construction	This project aims to construct a facility that will support a workforce training program focused on advancing and adopting zero-emission bus technology in public fleets. This facility will also feature a dedicated maintenance bay for these types of vehicles.	Planning phase.
Replacement Facility Building	This project will construct a prefabricated building for the Maintenance Facility department, offering storage, repair space, offices, a breakroom, and restrooms to support the Agency's daily upkeep of its facilities and bus shelters.	Project not started.
A&E Maintenance Facility Building	This project will fund the development of preliminary design documents, utilizing architectural and engineering services, to replace the current significantly aged Maintenance Facility in Thousand Palms.	Planning phase.
Planning Phase for Microgrid	This project supports the engineering and development of a solar microgrid infrastructure that will help lower fueling costs and is expected to improve the Agency's energy resilience for the daily deployment of its zero-emission transit fleet operations.	Planning phase.
D2 Liquid Hydrogen Refueling Infrastructure	This project will construct a hydrogen fueling station at SunLine's Division II in Indio, enabling hydrogen fleet operations in the East Valley, reducing costs, and increasing service sustainability. This project will support the Agency's goal of a 100% zero-emission bus fleet by 2035.	Utility Upgrade in Progress
Open Loop Validators	This project will fund the procurement and installation of contactless fare payment validator equipment on SunLine's fixed-route fleet, including service agreements for the maintenance of the payment devices/equipment and the operation of the fare processing services.	Planning phase.
Rolling Stock Procurement - Fuel Cell Buses	The procurement of these buses will replace CNG and older hydrogen fuel cell buses that have reached their useful life, furthering the Agency's efforts to achieve a fully zero-emission fleet by 2035.	Ongoing
Liquid Hydrogen Refueling Infrastructure	This project will construct a new liquid hydrogen station, which will include liquid storage, compression equipment, gaseous storage, and dispensing, providing both additional capacity and	Completed

	resiliency for the existing fueling infrastructure. The new station will be capable of dispensing fuel at 350 and 700 bar.	
Coachella Transit Hub	In collaboration with the City of Coachella, this project will establish sustainable transportation infrastructure, designed to enhance transportation-related amenities within the city. This initiative is being undertaken pursuant to an Affordable Housing Sustainability Community Grant awarded to SunLine, in partnership with the City of Coachella, enabling riders to connect with other fixed-route lines to travel across the Coachella Valley.	Completed
D1 Backup Generator	This project will upgrade the existing connection to the maintenance building by converting it to an automatic transfer switch, and it will also connect the operations building to the backup generator.	Out for bids
D1 Pavement Replacement	The project will allow the Agency to maintain the asphalt and concrete at its Thousand Palms division in a state of good repair.	Project is out for bids.
A&E Workforce Training Center	This project funds the preliminary design documents, including architectural and engineering services, for a training and maintenance facility. The facility will support a workforce training program for zero-emission bus technology in public fleets and include a maintenance bay for these type of vehicles.	Project is out for bids.
Radio & On Bus Technology Upgrade	This project will replace the outdated analog radio system with cellular services, resulting in improved day-to-day operational communications for SunLine's Transportation Department. This transition will offer benefits such as enhanced clarity and wider coverage, leading to increased efficiency and responsiveness.	Completed
Purchase of (8) Hydrogen Fuel Cell Buses	This project involves the purchase of fixed-route vehicles to replace buses that have exceeded their useful life of 12 years or 500,000 miles. This will support the Agency's goal of achieving a fully zero-emission fleet by 2035.	Completed
Purchase of (10) Paratransit Vehicles	This project will replace paratransit vehicles that have reached the end of their useful life. Replacing these vehicles is crucial for maintaining reliable and accessible transportation services in the Coachella Valley	Completed

The Upgrade ITS (CAD/AVL System) project is currently in the implementation phase. This initiative will replace the existing system with a new and improved solution that incorporates onboard hardware in the Agency's vehicles. This will enhance operational efficiency through better communication and data management.

Several projects are in the planning phase, indicating the Agency's commitment to future development. The Workforce Training Center Construction project will establish a facility focused on zero-emission bus technology, featuring a dedicated maintenance bay. The Planning Phase for the Microgrid project will investigate the development of a solar microgrid to lower fueling costs and enhance energy resilience for the Agency's zero-emission fleet. Similarly, the D2 Liquid Hydrogen Refueling Infrastructure project will prepare for the construction of a hydrogen fueling station in Indio, supporting the Agency's goal of achieving a 100% zero-emission fleet by 2035. The Open Loop Validators project will arrange for the procurement and installation of contactless fare payment equipment for the fixed-route fleet. Lastly, the A&E Maintenance Facility Building project will finance the preliminary design for replacing the significantly aged Maintenance Facility in Thousand Palms.

The Replacement Facility Building project will install a prefabricated structure for the Maintenance Facility department, offering essential storage, repair space, and office facilities. The Rolling Stock Procurement for Fuel Cell Buses and the Replacement of 15 Paratransit Vehicles projects will finance the acquisition of fuel cell buses and paratransit vehicles to replace aging CNG and hydrogen vehicles, advancing the Agency's zero-emission goals.

These projects reflect SunLine's commitment to modernizing its operations, investing in sustainable technologies, and enhancing services for the broader Coachella Valley community.

3.6   Long Term Vision (5 Years and Beyond)

SunLine Transit Agency established an aggressive agenda to elevate and solidify the skill and competencies of its workforce in support of the Agency-wide strategic goal established for FY25 noted below:

> **"GOAL 1: WORKFORCE INVESTMENT** – Facilitate a healthy workforce and ensure that they are adequately supported and equipped with the knowledge, expertise, and experience to meet the Agency's operational requirements as they evolve and grow over time."

In pursuit of that goal, the Agency focused its initial efforts on the leadership and management teams. The Agency's executive team, consisting of department chiefs, participated in a six-session/64-hour leadership development program provided through the professional education program at the local community college. The focus was on developing essential leadership skills as the foundation for continuing to advance the Agency's agenda in pursuit of its strategic priorities.

The Agency's Deputy Chiefs, middle managers, and supervisors were provided online management training consisting of over 30 hours of supervisory theory and skill development. Monthly roundtable sessions supplemented the learning process to emphasize the application of skills, evaluate courses of action, and create viable responses and solutions to challenges faced.

These training opportunities, including participation in peer review activities and industry training workshops/conferences/seminars, have significantly helped supervisory staff see their value in the

organization, better define their roles, improve their thinking and management skills, grow their expertise, and work better as a strategically aligned team. The Agency's investment in leadership training is undoubtedly helping it move critical projects/programs forward quicker and more effectively. Also noteworthy is the fact that morale and communication have vastly improved as we have invested in the professional growth of our employees.

In addition to the extensive educational programs offered, SunLine has been working on an extensive cultural transformation program designed to establish strategic agency priorities and goals and align its business processes to ensure the achievement of those priorities. The program consists of nearly monthly strategic planning and working sessions, and the process is ongoing. Additional consultant support has been provided to the Chiefs related to the development of work plans, department goals, and action plans.

For FY 26 and beyond, the Agency established a revised strategic priority to strengthen its emphasis on staff and professional development:

> **People & Workforce**: Our commitment to people and workforce strategy emphasizes fostering a culture that aligns with our vision, growing and creating opportunities for staff to realize their fullest potential, and maintaining staffing levels to meet the needs of our organization and customers effectively.

In pursuit of that priority, the Agency has launched several initiatives to achieve its goals.

Apprenticeships and Mentoring

Staff is actively working with ATU Local 1277, California Transit Works (CTW), the local community college, and key stakeholders to establish maintenance and bus operator apprenticeship and mentor programs to support the recruitment and retention of frontline employees. The mentor program involves pairing a new hire with a seasoned employee to support on-the-job training and integration into the team, which would complement formal apprenticeship training done in coordination with the local community college. Similar mentor and apprenticeship programs in other transit agencies within the State of California have helped recruit and retain talent, as well as served to reduce absenteeism, disciplinary actions, and turnover.

Maintenance Training Program

Staff is actively working with a consultant to build a training program for its vehicle maintenance staff, primarily focused on the fleet of hydrogen fuel cell buses ("HFCB"), to ensure that its mechanics have the full range of skills and knowledge to perform not only preventative maintenance and repairs, but also to diagnose issues and implement a comprehensive plan of corrective action. For the Agency to successfully grow and maintain its HFCB fleet, it needs to establish and maintain a training program that is specifically focused on staff's immediate operational needs. Once implemented and proven successful, the Agency can offer to train others in the industry on FCEBs.

Career Ladders

SunLine Transit Agency is in the initial phases of formalizing, memorializing, and institutionalizing a comprehensive career ladder program outlining professional options within the Agency. Emphasizing that all employees should "stay curious" and pursue the many fascinating technical, operational, and administrative options available, career ladders illustrate the multitude of possibilities for

career growth and advancement using both linear and divergent career pathways. The intent of this program is to emphasize that an employee's original position on their initial date of hire may not necessarily be where they find their occupational home.

Continued Leadership Training

The Agency purchased licenses for online training to continue its supervisory training programs for current and new supervisory staff. Newly hired or appointed supervisors/managers are assigned the 30-hour online training curriculum introduced in FY 24. Current managerial staff will tackle advanced leadership concepts through instructor-led and online curricula designed to develop insight into their personal qualities as it contributes to their ability to successfully manage and motivate staff, develop critical thinking and problem analysis skills, and instill the philosophy of continuous learning and improvement.

Succession Planning

In conjunction with career ladders, SunLine is developing an aggressive succession planning program to ensure it has a ready pool of potential leaders to ensure the continuity of leadership capability across place and time. The program's objective is to provide both theoretical learning and experiential opportunities as well as practical application of skills learned to challenge the next generation of the Agency's leaders to stretch beyond their current capabilities and develop the necessary skills and knowledge to assume leadership roles.

CHAPTER 4

Financial Planning

SunLine
TRANSIT AGENCY

FY26-28 SHORT-RANGE
TRANSIT PLAN

Chapter 4. Financial Planning

The FY2026 financial planning process focused on prioritizing resources and alignment with the core strategic goal of regaining ridership and providing multimodal solutions. The team at SunLine brought their diverse insights to most effectively allocate resources to maintain essential services. The enclosed financial plan of the Agency is based on the best available financial projections and anticipated grants.

4.1 Operating and Capital Budget

In FY2026, SunLine will have an operating budget of $50,500,000 and a capital budget of $36,447,800 (Table 4 and 4A). The operating budget encompasses costs such as driver salaries, administrative salaries, fuel, insurance premiums, and other overhead costs required to run day to day operations. The available funding will be used effectively and efficiently in the accomplishment of organizational objectives. The operating budget will ensure that the Agency continues to offer safe and reliable transportation to Coachella Valley residents.

The capital budget incorporates key projects to help further advance the Agency's Capital Improvement Program. The Capital Improvement Program for FY2026 focuses on continuing SunLine's investment in replacing aging infrastructure and equipment. SunLine's Capital Program represents a unique opportunity to make long term investments in SunLine's operational capabilities, energy strategies, and regulatory compliance by conforming with the California Air Resources Board's Innovative Clean Transit mandate.

4.2 Funding Plans to Support Proposed Operating and Capital Program

For FY2026, funding plans for the proposed operating and capital programs are primarily funded as follows:

FTA Section 5307, FTA Section 5311, FTA Section 5311 (f) (Intercity), FTA Section 5339, Congestion Mitigation and Air Quality (CMAQ), California Air Resources Board (CARB), California Energy Commission (CEC), Air Quality Management District (AQMD), State Transit Assistance (STA), State of Good Repair (SGR), Low Carbon Operating Program (LCTOP), Local Transportation Funds (LTF), Local Measure A funding, Senate Bill 125 (Transit and Intercity Rail Capital Program) and farebox revenue.

The estimated FY2026 operating and capital budget of $86,947,800 outlined in Table 4, is funded by:

Table 4.0 - Summary of Funding Requests - FY 2025/26
SunLine Transit Agency
Original

Operating

Project	Total Amount of Funds	5307 IC	5307 IC OB	5307 RS OB	5311	5311(f)	5339 COMP	5339 IC	5339 IC OB	5339 RS OB	CEC Funds	CMAQ	CRP	FARE	LCTOP PUC99313	LCTOP PUC99314
1. Operating Assistance	$47,574,465	$5,161,120			$439,003										$1,791,893	
2. SunRide Ride Share Program	$1,325,000														$25,000	
3. Commuter Link 10	$723,201					$300,000										
4. Haul Pass Program	$433,334													$433,334		
5. Workforce Training	$369,000										$369,000					
6. Taxi Voucher Program	$75,000															
Sub-total Operating	$50,500,000	$5,161,120	$0	$0	$439,003	$300,000	$0	$0	$0	$0	$369,000	$0	$0	$1,816,893	$433,334	$0

Capital

Project	Total Amount of Funds	5307 IC	5307 IC OB	5307 RS OB	5311	5311(f)	5339 COMP	5339 IC	5339 IC OB	5339 RS OB	CEC Funds	CMAQ	CRP	FARE	LCTOP PUC99313	LCTOP PUC99314
Buildings and Facilities - Div 1 Backup Generator - SL-26-05	$1,700,000		$121,277													
Buildings and Facilities - Indio Liquid Hydrogen Station - SL-26-03	$6,000,000											$2,649,750	$2,680,200			
Buildings and Facilities - Maintenance Upgrade & Equipment - SL-26-07	$400,000															
Buildings and Facilities - Office Furniture & Equipment - SL-26-08	$82,000															
Buildings and Facilities - Replacement Bus Wash - SL-26-06	$1,200,000															
Buildings and Facilities - Solar Covered Parking & EV charging - SL-26-02	$6,000,000										$5,100,000					
Buildings and Facilities - Solar Microgrid to Hydrogen - SL-26-01	$11,536,134														$1,795,720	$204,280
Buildings and Facilities - Workforce Training Center - SL-26-04	$3,716,667						$2,043,508									
Bus Charging Stations (3) - SL-24-04	$-1,679,954						$-1,343,883									
Bus Stop Improvements - SL-22-08	$-28,680		$-28,680													
Bus Stops and Amenities - SL-23-12 & SL24-14	$-560,000		$-560,000													
Communication and ITS - IT Projects - SL-26-09	$735,850		$588,680													
Expansion Fixed Route Bus 17-10 - SL-17-10	$-449,975		$-360,243													
Expansion Motor Coach Bus (1) - SL-22-01	$-45,857		$-36,685													
Expansion Paratransit Vans (up to 2) 17-02 - SL-17-02	$-5															
Facility Maintenance Upgrade & Equipment - SL-24-13	$-363,000															
Fixed Route Bus Hydrogen Electric Hybrid Fuel Cell Bus 17-09 - SL-17-09	$-362,147		$-300,000													
Hydrogen Electric Fuel Cell Bus (4) RIV220509 - SL-24-05	$-3,149,403						$-2,683,516									
Maintenance Equipment - Specialized Tools and Fueling Equipment - SL-26-10	$200,000															
Non-Revenue Vehicles - Replacement Support Vehicles - SL-26-11	$500,000	$400,000														
Operation Facility Replacement, Phase III 20-11 - SL-20-11	$-186,725															
Operator Training Ground - SL-24-07	$-998,107															
Project Management and Administration - SL-26-12	$200,000															
Purchase of Electric Bus (6) - SL-24-03	$-7,064,109						$-5,802,910									
Purchase of Hydrogen Electric Fuel Cell Buses (3) - SL-24-01	$-2,305,014						$-1,899,526									

Table 4.0 - Summary of Funding Requests - FY 2025/26
SunLine Transit Agency
Original

Project	Total Amount of Funds	5307 IC	5307 IC OB	5307 RS OB	5311	5311(f)	5339 COMP	5339 IC	5339 IC OB	5339 RS OB	CEC Funds	CMAQ	CRP	FARE	LCTOP PUC99313	LCTOP PUC99314
Refurbished Hydrogen Fueling Station in Thousand Palms 16-03 - SL-16-03	$-152,161		$-121,277													
Replacement Bus - SL-21-02	$-449,250		$-359,400													
Replacement of Fixed Route Buses Six (6) 20-01 - SL-20-01	$-649,068		$-571,574													
Revenue Vehicles - Bus Rehabilitation - SL-26-15	$300,000															
Revenue Vehicles - Purchase of Hydrogen Fuel Cell Electric Buses - SL-26-13	$17,797,756		$1,627,902				$9,046,319		$2,683,516							
Revenue Vehicles - Purchase of Paratransit Vehicles - SL-26-14	$3,500,000	$1,305,644						$1,264,770			$209,586					
Safety and Security - Safety Enhancements - SL-26-16	$150,000															
Transit Shelters and Amenities - Bus Stop Improvement - SL-26-17	$200,000															
Vehicle Systems - Openloop Contactless Fare Payment System - SL-26-18	$642,768															
Vehicle Systems - Vehicle Equipment - SL-26-19	$50,000															
Sub-total Capital	$36,447,800	$1,705,644	$0	$0	$0	$0	$2,043,508	$1,264,770	$0	$209,586	$2,649,750	$5,100,000	$2,680,200	$0	$1,795,720	$204,280
Total Operating & Capital	$86,947,800	$6,866,764	$0	$0	$439,003	$300,000	$2,043,508	$1,264,770	$0	$209,586	$3,018,750	$5,100,000	$2,680,200	$1,816,893	$2,229,054	$204,280

For FY27 and FY28, figures presented in tables 4.2 and 4.3 to fund operating and capital expenditures are based on best available funding projections.

TABLE 4.1 Summary of Funding Requests FY 26/27

Table 4.1 - Summary of Funding Requests - FY 2026/27
SunLine Transit Agency
Original

Operating

Project	Total Amount of Funds	5307 IC	5311	5311(f)	5339 COMP	CARB	CEC Funds	CMAQ	FARE	LCTOP PUC99313	LTF	MA SPT	OTHR FED	OTHR LCL	SGR PUC99313	STA PUC99313
1. Operating Assistance	$49,231,447	$4,528,022	$436,844						$1,791,893		$32,434,025	$7,000,000		$3,040,663		
2. SunRide Ride Share Program	$1,325,000									$25,000	$1,300,000					
3. Commuter Link 10	$723,201			$300,000							$242,201			$181,000		
4. Haul Pass Program	$500,000									$500,000						
5. Workforce Training	$200,000					$100,000	$100,000									
6. Taxi Voucher Program	$75,000										$37,500			$37,500		
Sub-total Operating	**$52,054,648**	**$4,528,022**	**$436,844**	**$300,000**	**$0**	**$100,000**	**$100,000**	**$0**	**$1,816,893**	**$500,000**	**$34,013,726**	**$7,000,000**	**$0**	**$3,259,163**	**$0**	**$0**

Capital

Project	Total Amount of Funds	5307 IC	5311	5311(f)	5339 COMP	CARB	CEC Funds	CMAQ	FARE	LCTOP PUC99313	LTF	MA SPT	OTHR FED	OTHR LCL	SGR PUC99313	STA PUC99313
Buildings and Facilities - Maintenance Upgrade & Equipment - SL-27-02	$301,090															$301,090
Buildings and Facilities - Office Furniture & Equipment - SL-27-03	$100,000															$100,000
Buildings and Facilities - Solar Covered Parking & EV charging - SL-27-01	$6,000,000							$4,500,000							$1,500,000	
Communication and ITS - IT Projects - SL-27-04	$300,000															$300,000
Maintenance Equipment - Specialized Tools and Fueling Equipment - SL-27-05	$100,000															$100,000
Project Management and Administration - SL-27-06	$300,000															$300,000
Revenue Vehicles - Bus Rehabilitation - SL-27-10	$500,000															$500,000
Revenue Vehicles - Expansion CNG Paratransit Vehicles - SL-27-09	$550,000														$550,000	
Revenue Vehicles - Purchase of Hydrogen Fuel Cell Electric Buses - SL-27-07	$9,252,000				$2,950,692								$4,860,000			$1,441,308
Revenue Vehicles - Purchase of Paratransit Vehicles - SL-27-08	$4,950,000	$2,860,000						$1,223,750								$62,904
Safety and Security - Safety Enhancements - SL-27-11	$200,000															$200,000
Transit Shelters and Amenities - Bus Stop Improvement - SL-27-12	$300,000															$300,000
Vehicle Systems - Vehicle Equipment - SL-27-13	$100,000															$100,000
Sub-total Capital	**$22,953,090**	**$2,860,000**	**$0**	**$0**	**$2,950,692**	**$0**	**$0**	**$5,723,750**	**$0**	**$0**	**$0**	**$0**	**$4,860,000**	**$0**	**$2,050,000**	**$3,705,302**
Total Operating & Capital	**$75,007,738**	**$7,388,022**	**$436,844**	**$300,000**	**$2,950,692**	**$100,000**	**$100,000**	**$5,723,750**	**$1,816,893**	**$500,000**	**$34,013,726**	**$7,000,000**	**$4,860,000**	**$3,259,163**	**$2,050,000**	**$3,705,302**

FY 2026/27 Projected Funding Details	
Total Estimated Operating Funding Request	$52,054,648

TABLE 4.2 Summary of Funding Requests FY 27/28

Table 4.2 - Summary of Funding Requests - FY 2027/28

SunLine Transit Agency

Original

Operating

Project	Total Amount of Funds	5307 IC	5311	5311(f)	5339 COMP	CEC Funds	CMAQ	CRP	FARE	LCTOP OB	LTF	MA SPT	OTHR FED	OTHR LCL	SGR PUC99313	STA PUC99313
1. Operating Assistance	$50,818,915	$5,555,425	$436,844						$1,791,893		$32,994,090	$7,000,000		$3,040,663		
2. Sunride Rideshare Program	$1,325,000								$25,000		$1,300,000					
3. Commuter Link 10	$723,201			$300,000							$242,201			$181,000		
4. Haul Pass Program	$433,334									$433,334						
5. Workforce Training	$200,000					$100,000		$100,000								
6. Taxi Voucher Program	$75,000										$37,500			$37,500		
Sub-total Operating	$53,575,450	$5,555,425	$436,844	$300,000	$0	$100,000	$100,000	$0	$1,816,893	$433,334	$34,573,791	$7,000,000	$0	$3,259,163	$0	$0

Capital

Project	Total Amount of Funds	5307 IC	5311	5311(f)	5339 COMP	CEC Funds	CMAQ	CRP	FARE	LCTOP OB	LTF	MA SPT	OTHR FED	OTHR LCL	SGR PUC99313	STA PUC99313
Buildings and Facilities - Maintenance Upgrade & Equipment - SL-28-01	$500,000															$500,000
Buildings and Facilities - Office Furniture & Equipment - SL-28-02	$100,000															$100,000
Communication and ITS - IT Projects - SL-28-03	$250,000	$200,000														$50,000
Maintenance Equipment - Specialized Tools and Fueling Equipment - SL-28-04	$200,000															$200,000
Non-Revenue Vehicles - Replacement Support Vehicles - SL-28-05	$333,000						$300,000									$33,000
Project Management and Administration - SL-28-06	$300,000															$300,000
Revenue Vehicles - Bus Rehabilitation - SL-28-08	$500,000															$500,000
Revenue Vehicles - Purchase of Hydrogen Fuel Cell Electric Buses - SL-28-07	$27,000,000				$19,795,500								$3,240,000		$1,800,000	$1,519,413
Safety and Security - Safety Enhancements - SL-2 8-09	$200,000															$200,000
Transit Shelters and Amenities - Bus Stop Improvement - SL-28-10	$2,000,000	$1,600,000														$400,000
Vehicle Systems - Vehicle Equipment - SL-28-11	$100,000															$100,000
Sub-total Capital	$31,483,000	$1,800,000	$0	$0	$19,795,500	$0	$300,000	$0	$0	$0	$0	$0	$3,240,000	$0	$1,800,000	$3,902,413
Total Operating & Capital	$85,058,450	$7,355,425	$436,844	$300,000	$19,795,500	$100,000	$300,000	$100,000	$1,816,893	$433,334	$34,573,791	$7,000,000	$3,240,000	$3,259,163	$1,800,000	$3,902,413

FY 2027/28 Projected Funding Details

Total Estimated Operating Funding Request — $53,575,450

4.3 Regulatory and Compliance Requirements

4.3.1 Americans with Disabilities Act
SunLine complies with ADA guidelines by providing a 100 percent accessible revenue service fleet for fixed route transit services and ADA paratransit vehicles. As funding becomes available, SunLine continues to provide bus stop improvements to ensure accessibility. Staff also coordinates with developers and contractors regarding construction projects to include bus stop improvements when the opportunity arises.

4.3.2 Disadvantaged Business Enterprise
SunLine's most recent Disadvantaged Business Enterprise (DBE) program and goals were submitted to FTA in July 2025 and has an expiration date of September 2027.

4.3.3 Equal Employment Opportunity
SunLine complies with federal regulations pertaining to employment and submits its Equal Employment Opportunity (EEO)-4 report annually to the U.S. Equal Employment Opportunity Commission (EEOC) and its EEO/Affirmative Action Program to FTA every 4 years, or as major changes occur in the workforce or employment conditions. The most recent EEO-4 report was submitted to the EEOC and certified in February 2024. The most recent EEO/Affirmative Action Program was revised and submitted to FTA in April 2024. The next update to the EEO/Affirmative Action Program is due to the FTA in March 2028.

4.3.4 Title VI
Title VI protects people from discrimination based on race, color, and national origin in programs and activities receiving federal financial assistance. SunLine's Title VI report was submitted to FTA in January 2023 and has an expiration date of October 2025.

4.3.5 Transportation Development Act
The Transportation Development Act provides two major sources of funding for public transportation: the LTF and STA. RCTC commissioned Michael Baker International to conduct the Triennial Performance Audit as required by the Transportation Development Act; recommendations from the auditors are referenced in section VI of that document.

4.3.6 Federal Transit Administration Triennial Review
In accordance with regulations, SunLine completed an FTA Triennial Audit site visit in 2023 and has fully complied with all closeout and post-review documentation.

4.3.7 National Transit Database
To keep track of the industry and provide public information and statistics as growth occurs, FTA's National Transit Database records the financial, operating, and asset conditions of transit systems. Staff submit monthly reports and a yearly report which is used for funding formulas.

4.3.8 Alternative Fuel Vehicles
In alignment with SunLine's Board-approved Alternative Fuel Policy, all revenue vehicles in the fleet use CNG, electric, or hydrogen fuel. The current active fleet consists of 10 CNG buses, 36 hydrogen electric fuel cell buses, four (4) battery electric buses, three (3) CNG coaches, 39 CNG

paratransit vehicles, and 52 non-revenue CNG, gas and electric vehicles, including general support cars and trucks.

4.4 Capital Project Status -

Figure 4-1 summarizes the status of SunLine's existing capital projects and remaining funding as of March 2025.

Project	Project Description	Project Status	Total Project Funding Balance
Vehicles & Vehicle Improvements			**$34,418,167**
Purchase of Hydrogen Fuel Cell Bus (7)	Purchase of replacement fixed route vehicles to replace buses that have exceeded their useful life of 12 years of 500,000 miles.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	5,920,303
Purchase of Battery Electric Buses (6)	Purchase of replacement fixed route vehicles to replace buses that have exceeded their useful life of 12 years of 500,000 miles. The competitive funding for the buses and included electrical chargers were awarded to the agency as part of a competitive Low Now funding application.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	7,064,109
Purchase of Hydrogen Fuel Cell Electric Bus (1)	Purchase of replacement fixed route vehicle to replace buses that have exceeded their useful life of 12 years of 500,000 miles.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	1,100,000

Purchase of Fuel Cell Bus (1)	Purchase of replacement fixed route vehicle to replace buses that have exceeded their useful life of 12 years of 500,000 miles.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	768,000
Purchase of Fuel Cell Bus (1)	Purchase of replacement fixed route vehicle to replace buses that have exceeded their useful life of 12 years of 500,000 miles.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	649,088
Replacement of Fixed Route Bus (CNG)	Purchase of replacement fixed route vehicle to replace buses that have exceeded their useful life of 12 years of 500,000 miles.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	450,304
Expansion Fixed Route Bus (Fuel Cell)	Purchase of expansion fixed route vehicle.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	382,147
Expansion Fixed Route Bus (Motor Coach)	This project will allow the purchase of one (1) additional MCI bus to meet the needs of the Agency.	Staff working with FTA to combine remaining fixed route funding for a new order of replacement fuel cell buses.	45,857
Sub-total Fixed Route Vehicles			**16,379,808**

Purchase of Paratransit Vehicles (15)	This project will allow the replacement of fifteen paratransit vehicles that have met their useful life.	Project not started.	3,600,000
Purchase of Paratransit Vehicles (10)	This project will allow the replacement of ten (10) paratransit vehicles that have met their useful life.	Project initial delayed due to CARB certification of CNG engine. Paratransit vehicles delivered in early calendar year 2025.	2,309,592
Sub-total Demand Response Vehicles			**5,909,592**
Micro Transit Expansion (4)	This project will allow the procurement of two (2) micro transit Chrysler Voyager vehicles that are ADA accessible.	Both vehicles have been received and the project. The project is closed.	170,576
H2 Vehicle Demonstration	This project will support the make ready costs for the demonstration of four (4) 22-foot hydrogen fuel cell vehicles. Vehicles to be demonstrated in Agency service including the ability to assign to microtransit.	All four (4) vehicles have been delivered but are not yet ready to be placed into service.	33,556
Sub-total Micro Transit Vehicles			**204,132**
Purchase of Stops & Zones CNG Trucks (3)	Purchase of three (3) support trucks to replace the current vehicles that have met their useful life.	The vehicles have been manufactured but are waiting CARB certification for the CNG conversion before the vehicles are completed and delivered to SunLine.	183,383

Purchase of Shop Service CNG Vehicle (1)	This project is for the purchase of a shop service vehicle to support the Maintenance and Transportation departments.	The vehicles have been manufactured but are waiting CARB certification for the CNG conversion before the vehicles are completed and delivered to SunLine.	159,400
Purchase of Administrative Vehicles (2)	This project is for the purchase of two (2) support vehicles.	Project not started.	119,971
Sub-total Support Vehicles			**462,754**
CNG Bus Refurbishments (12)	Refurbishment of 12 CNG buses to extend their useful life. This will allow time to obtain zero emission replacement buses.	FTA has approved the project scope change in the model year of buses to be refurbished. The project will begin in the second half of CY25.	5,300,607
Bus Rehabilitation	This project allocates funding to ensure that the Agency's vehicles remain in a state of good repair.	Project not started.	384,703
Sub-total Bus Rehabilitation			5,685,310
Upgrade ITS (CAD-AVL)	This project will allow the replacement of the ITS system for the fleet.	The contract award has been approved by the Board and the contract is expected to be executed in the second quarter of CY25 and the project completed by the end of CY25.	4,913,144

Radio System Replacements Phase 1 & Phase 2	This project will allow the replacement of the current radio system from analog to cellular services that will improve the day-to-day operational communications of SunLine's Transportation department.	The radios were installed at the end of CY24.	694,475
Sub-total Radio Replacements			**5,607,619**
Fare Collection Modernization (Study)	This project will allow the Agency to conduct a study of its fare collection mechanism and provide recommendations on new technology to replace the existing fareboxes.	Project not started.	100,000
H1 Vehicle Demonstration	This project will support the make ready costs for the demonstration of one (1) hydrogen fuel cell vehicle.	Vehicle has been delivered but it is not yet ready to be placed into service.	68,952
Sub-total Others			**168,952**
Facilities & Stations			**$36,877,514**
Public Hydrogen Station Expansion	This project will allow the Agency to provide hydrogen to the public through 700 bar dispensers.	Project not started.	9,725,000
Liquid Hydrogen Refueling Infrastructure	The new liquid hydrogen station will include liquid storage, compression equipment, gaseous storage and dispensing, providing both additional capacity and resiliency for the existing fueling infrastructure.	Project is undergoing the final commissioning phase for the 700 bar dispensing.	1,271,704

	The new station will be capable of dispensing fuel at 350 and 700 bar.		
Liquid Hydrogen Trailer	The new liquid hydrogen station in Indio would allow the Agency to fuel hydrogen fuel cell buses on the East end of the Valley and provide an opportunity for the public to access hydrogen.	Utility upgrades are currently being planned and discussed with IID to support power requirements of new station and backup generator.	8,852,950
Center of Excellence	This project is for the construction of a facility to serve as a training center and maintenance bay for zero-emission vehicles.	Bids received were higher than what was originally anticipated by the project team. Staff is currently reviewing the scope and will look to allocate additional funding.	3,598,522
Microgrid to Hydrogen	The microgrid will utilize power generated through solar panels to stored onsite in batteries. The project will reduce operating costs and provide for additional resiliency from green power.	Land has been purchased. The next step is the planning phase for the solar panels.	3,513,789

Coachella Transit Hub	This project is in conjunction with a grant awarded to SunLine as part of the Affordable Housing Sustainability Community Grant. SunLine, along with the City of Coachella, will construct sustainable transportation infrastructure to provide transportation related amenities.	The project has been completed.	11,692
Indio CNG Station Upgrade	The project will upgrade the existing equipment and CNG station in Indio.	Project not started.	2,277,000
Electrolyzer	This project deployed five (5) new 40-foot fuel cell electric buses along with the upgrade of SunLine's existing hydrogen refueling station with a new electrolyzer.	Contractor failed to meet site acceptance test by the December 2023 deadline. Staff is actively working on the next steps of the project.	737,198
Bus Stop Improvements	Bus stop improvements funds are utilized to replace and install new amenities in locations that meet the Agency's ridership and equity standards.	Project ongoing.	1,335,002
Operator's Training Ground	The project will allow the Agency to begin the initial stages of the plan to utilize its existing land to develop an area where operators can be trained on how to maneuver buses in a safe location.	Project not started.	998,107
Asphalt & Concrete Upgrade	The project will allow the Agency to maintain the asphalt and concrete at its	Project not started.	1,000,000

	Thousand Palms division in a state of good repair.		
Design & Construction of New Storage Building	This project would allow the Agency to construct a new pre-fabricated building for the Facility Maintenance staff.	Project not started.	800,000
Facility Maintenance Upgrade	This project will support the purchase of equipment and facility improvements.	Ongoing.	835,073
SoCal Gas Demonstration Project	SunLine, in partnership with the Southern California Gas Company, will install, test, monitor, and demonstrate a Steam Methane Reformer (SMR) in various operating conditions at SunLine's Thousand Palms facility.	Project has completed the demonstration period and the equipment is being removed by SoCal Gas.	480,761
Automatic Transfer Switch (ATS) T-1 & T-2	This project will upgrade the existing connection to the maintenance building by converting it to an automatic transfer switch and will connect the operations building to the backup generator.	Project being revised to replace existing generator with a new generator capable of supporting the new liquid hydrogen station as well as the operations and maintenance buildings. Environmental approvals are currently ongoing.	240,179
Upgrade Gate and Guard Shack	This project will make upgrades to the existing entrance and guard shack at the main entrance to the Thousand Palms facility.	Project not started.	270,350

Facility Improvements	This project will support the purchase of facility improvements.	Ongoing.	322,000
Maintenance Facility Modernization (Study)	The project would assist the Agency conduct a study for future plans for the maintenance facility.	Project has been initiated.	200,000
Repair of Division 1 Maintenance Roof	The project will allow the Agency to make repairs to the roof in the maintenance shop at its Thousand Palms division.	Project not started.	200,000
Indio Facilities Improvements	The project would allow the Agency to make improvement and repairs to the Indio division property.	Ongoing.	79,159
Thousand Palms Facilities Improvements	This project will support the purchase of facility improvements.	Ongoing.	12,172
Upgrade Division 1 Fence	This project will allow the Agency to make upgrades to the fence surround the property at the Thousand Palms division.	Project not started.	36,856
Perimeter Lighting Division 1	Installation of perimeter lighting to enhance the safety and security of the Thousand Palms facility.	Project not started.	80,000
Equipment			**$2,283,416**
Bus Chargers	Purchase of bus chargers to support the purchase for six (6) new electric buses. The competitive funding for the buses and included electrical chargers were awarded to the agency as part of a competitive Low Now funding application.	Project not started.	1,679,854

Tools & Equip-ment	This project will support the purchase of equipment needed in the maintenance department.	Project not started.	312,401
Miscellaneous Equipment	The project will allow the replacement of existing assets once they have met their useful life.	Project not started.	291,161
Systems			**$2,536,808**
Project Management & Administration	This project allows the Agency to capitalize project management costs from third party contractors. Funding will be used when individual project costs do not allow for project management or do not have the budget to support project management.	Project is ongoing.	683,783
Software Expansion	This project would facilitate the Agency's need for software upgrades across its operations.	Project not started.	600,000
Information & Technology	The project focuses on the purchase of information technology equipment such as servers, switches and battery backup systems, desktop replacements.	Staff is working with new IT contractor to identify priority of Agency needs.	617,621
Transit Asset Management	This project will allow the purchase of an asset management tool for the Maintenance Department.	Software has been implemented and staff is working with vendor to close project.	53,759
Access Control Surveillance	This project will allow the procurement and installation of new access control systems around the Agency.	Project has been completed.	99,271

Safety Projects	This project will be allow the Agency to improve overall safety of its facilities by enhancing the perimeter fence, gates and surveillance.	Project not started.	250,000
Real Time Surveillance System	This project is to add real time video surveillance to all Agency support vehicles.	Contract award was approved by the Board at the April 2025 meeting.	90,000
Timekeeping Software Integration	This project is to replace an existing timekeeping interface between two software systems within the Agency.	Project has been completed.	82,374
Safety Enhancements	This project will be allow the Agency to improve overall safety of its facilities by enhancing the perimeter fence, gates and surveillance.	Project not started.	60,000
Grand Total			**$76,115,905**

SunLine Transit Agency

DATE:	**June 25, 2025**	**ACTION**

TO: **Strategic Planning & Operational Committee**
          Board of Directors

FROM: **Greg Wildman, Chief of Strategic Alignment**

RE: **Adoption of Fiscal Year 2026 Strategic Plan**

Recommendation

Recommend that the Board of Directors (Board) adopt the SunLine Transit Agency (SunLine) Fiscal Year (FY) 2026 Strategic Plan.

Background

SunLine engaged Insight Strategies, Inc. (Insight) in March 2024 to work with staff to identify key strategic priorities as the focus of the agency's efforts through FY28.

Insight conducted one-on-one and group interviews, as well as in-person focus groups with staff from all levels of the organization to gather employee thoughts, ideas and opinions on topics and issues that contribute to or have an effect on a wide range of topics including, but not limited to, the agency's culture, working relationships, quality of leadership, employee engagement, transparency of and participation in decision-making, safety and customer service. Additional information was solicited using a comprehensive survey distributed for employees to voluntarily complete.

The aggregated data from these efforts was presented in the final assessment report. The data, as well as detailed feedback from employees, was used to inform and shape the strategic priorities, goals and tactical plans. The CEO/General Manager, Executive Team and Managers further collaborated to develop the FY25 Strategic Priorities, as follows:

1. Service Reliability: Our commitment to service reliability centers on building ridership trust by delivering a seamless transit experience and being there when we say we are going to be there.
2. Customer Experience: Our customer experience commitment focuses on all aspects of the customer's journey with an emphasis on achieving respectful, timely and accessible service.
3. Environmental Impact: We are committed to reducing our carbon footprint by working closely with SunLine Transit Operations to support sustainable initiatives and by implementing green energy solutions.

4. <u>Safety and Security</u>: Our safety and security commitment focuses on protecting staff and rider within the Sunline system, creating a culture of safety that protects our communities, while minimizing risk and ensuring accountability to safety and security exists for all.
5. <u>People/Workforce</u>: Our workforce strategy emphasizes fostering a culture that aligns with our vision, growing and creating opportunities for staff to realize their fullest potential, and maintaining staffing levels to meet the needs of our organization and customers effectively.
6. <u>Resource Acquisition, Allocation and Management</u>: Our resource management commitment prioritizes optimized resource management by effectively acquiring and allocating financial, human, and material resources to ensure operational excellence and long-term sustainability. We emphasize the importance of organizational accountability and responsibility in stewarding public funds, fostering transparency and trust in how resources are utilized to serve our community.

Strategic Goals and action plans have been developed to support the achievement of each of the Strategic Priorities. These goals can be reviewed for each Strategic Priority in the attached Strategic Plan.

The FY26 Strategic Plan is the culmination of the extensive and in-depth work completed under the guidance and direction of Insight Strategies over the past 16 months, and reflects the collective thoughts and efforts of staff at all levels of the Agency.

Financial Impact

There is no financial impact.

Performance Goal

Goal 4: Valuable Community Asset – Be seen as a highly valued and integral contributor to shaping socially engaged, economically vibrant, and healthy communities throughout the Coachella Valley.

In Collaboration with:
Executive Team

Approved/Reviewed by:
Mona Babauta, CEO/General Manager
Catherine J. Groves, General Counsel

Attachment:

• Item 9a – FY26 Strategic Plan

SunLine Transit
Strategic Plan

January 2025 – June 2028

Table of Contents

Letter from the CEO

It is a true honor to present SunLine Transit Agency's (STA) 3-year Strategic Plan, an ambitious roadmap that sets the stage for transformative projects, programs and initiatives shaping the future of the agency and the mobility landscape for the Coachella Valley. I extend my sincere appreciation to STA's Board of Directors for their leadership in adopting this Strategic Plan and advancing the strategic priorities and goals that will allow for STA's long-term success as the Valley's sole public transportation provider.

I also want to express my gratitude to our dedicated employees, who safely transport residents to work, school, medical appointments and other essential destinations every day. Their valuable feedback gathered through an agency-wide survey process, one-on-one interviews, and focus groups has been instrumental in shaping the strategic priorities and action plans over the past year. Their time, energy, and commitment are deeply valued.

In July 2025, STA will celebrate 48 years of service, marking the beginning of a two-year countdown to our 50th Anniversary. This milestone underscores the urgency and importance of delivering major projects and programs that will sustain high quality and safe transportation services. We'll accomplish this while realizing our mission of *connecting people and improving life by taking our customers from where they are to where they want to be…in all respects.*

Among these projects is the Workforce Training Center (WTC), which exemplifies our commitment to investing in the professional growth of our employees and ensuring we have a skilled workforce that will continue STA's legacy of advancing clean air technology and innovation while providing leadership succession and excellence going forward. The strategic plan and annual budget also highlight other foundational programs and projects that enhance customer and employee safety, and support organizational and operational sustainability. These efforts are essential to meeting the growing and increasingly diverse mobility needs of the Coachella Valley.

At the heart of our success is our people. Supporting our employees is my number one priority. Their commitment, dedication, skills and expertise enable STA to deliver on its priorities and meet the Coachella Valley's mobility needs, both today and in the future. The Board's continued leadership and policy direction to maximize operational safety,

maintain strong financial and environmental stewardship, and prioritize customer service and trust will be our guiding star.

This Strategic Plan provides the blueprint for building on our past success and defining how we will work together to realize an even more impactful future. Through our collective efforts, there will be much to celebrate when STA reaches its 50th Anniversary during the life of this Strategic Plan.

Mona Babauta

Mona Babauta, CEO/General Manager

Introduction to the SunLine Transit Strategic Plan

A strategic plan serves as a roadmap that outlines an agency's goals and strategies. Its purpose is to provide a clear direction and guide decision-making processes within the agency. By looking ahead and setting goals for the next three years, the strategic plan helps align the efforts of different departments and stakeholders toward a common vision. It provides a comprehensive and holistic view of the agency's future.

The benefits of a strategic plan are many. First, it enhances organizational focus by defining priorities and setting clear goals. Second, it improves resource allocation by identifying the key areas where investments and efforts should be concentrated. Lastly, a strategic plan promotes accountability and performance measurement. Overall, a well-crafted strategic plan provides a roadmap for success, fosters organizational growth, and enhances adaptability.

Insight Strategies' Organizational Health and High-Performance Framework©
To aid in the facilitation of the strategic planning process, SunLine Transit engaged the consulting firm Insight Strategies, Inc. With 30+ years' experience consulting with executives and organizations on organizational excellence, Insight has crafted an Organizational Health & High-Performance Framework© that has proven success. SunLine Transit's strategic plan was grounded in this excellence model.

Organizations perform at their best when employees see themselves and the roles they play in the mission and aspirational vision of the organization ("the why"); when strategies and goals are clear and aligned to the mission and vision ("the what"); when key processes anchor the mission, vision, and strategies into the day to day operations – driving employee effectiveness and accountabilities ("the how"); and when the right people are in the right positions to implement the strategies and goals and exemplify the desired culture ("the who"). Ensuring all components are maximized and aligned results in an organization's ultimate success. (See graphic)

As Peter Drucker famously said, "Culture eats strategy for breakfast."

Strategic Plan Overview

SunLine Transit's Mission

Connecting people and improving life by taking you from where you are to where you want to be

Strategic Priorities

1. Service Reliability: Our commitment to <u>service reliability</u> centers on building ridership trust by delivering a seamless transit experience and being there when we say we're going to be there.

Priority Owner: Chief Transportation Officer

2. Customer Experience: Our commitment to <u>customer experience</u> commitment focuses on all aspects of the customer's journey with an emphasis on achieving respectful, timely, and accessible service.

Priority Owner: Director of Board & Legislative Affairs

3. Environmental Impact: Our commitment to environmental impact is to reduce our carbon footprint by working closely with SunLine Transit Operations to support sustainable initiatives and by implementing green energy solutions

Priority Owner: Chief Maintenance Officer (this may be owned by the DC Gen Services)

4. Safety & Security: Our commitment to <u>safety and security</u> commitment focuses on protecting staff and riders within the SunLine system, creating a culture of safety that protects our communities, while minimizing risk and ensuring accountability to safety and security exists at all levels.

Priority Owner: Chief Safety Officer

5. People & Workforce: Our commitment to people and workforce strategy emphasizes fostering a culture that aligns with our vision, growing and creating opportunities for staff to realize their fullest potential, and maintaining staffing levels to meet the needs of our organization and customers effectively.

Priority Owner: Chief of Human Relations

6. Resource Acquisition, Allocation, and Management: Our commitment to resource management prioritizes optimized resource management by effectively acquiring and allocating financial, human, and material resources to ensure operational excellence and long-term sustainability. We emphasize the importance of organizational accountability and responsibility in stewarding public funds, fostering transparency and trust in how resources are utilized to serve our community.

Priority Owner: Chief Finance Officer

Strategic Priority #1:
Service Reliability

Strategic Priority Owner: **Chief Transportation Officer**

Strategic Agency Goal 1: Increase and sustain fleet availability for Fixed Route to 20% above scheduled peak requirement by May 3, 2025. (ex. Current requirement is 41 peak, 49 active fleet)

Goal Owner: Chief Maintenance Officer
Goal Team Members: HR/Recruiter; Maintenance Deputy Chief, Supervisors, Superintendent & Maintenance Analyst; Operations/Fixed Route Lead Controller

Cross-Functional Support Needed:	Execution Plan
- HR - Planning - Procurement - Safety - GM - Operations - IT - Finance - Strategic Alignment	1. Identify Team Members 2. Complete initial fleet assessment 3. Complete workforce assessment 4. Fill mechanic vacancies 5. Restructure the preventative maintenance plan and standard operating procedures to improve efficiencies 6. Assess and evaluate current comprehensive fleet maintenance plan

Strategic Agency Goal 2: Increase and sustain fleet availability from X% for paratransit to 90% of fleet to be completed by May 1, 2025.

Goal Owner: Chief Maintenance Officer
Goal Team Members: HR/Human Resources Specialist - Recruitment; Maintenance/Deputy Chief, Supervisors, Superintendent, Maintenance Analyst; Operations/Paratransit Lead Controller

Cross-Functional Support Needed:	Execution Plan
- HR - Planning - Procurement - Safety - GM - Operations - IT - Finance	1. Identify Team Members 2. Complete initial para fleet assessment 3. Complete workforce assessment 4. Fill mechanic vacancies 5. Restructure the preventative maintenance plan and standard operating procedures to improve efficiencies

• Strategic Alignment	6. Assess and evaluate current comprehensive fleet maintenance plan 7. Continuously assess, monitor, and analyze to achieve and maintain results

Strategic Agency Goal 3a: Establish agency operational standards for fleet and facilities maintenance and replace by June 30, 2025
Strategic Agency Goal 3b: Achieve 100% adherence to agency operational standards by SunLine staff by December 31, 2025

Goal Owner: Chief Maintenance Officer
Goal Team Members: SunFuels/Alternative Fuels Project Manager; Maintenance/Chief of Maintenance, Deputy Chief of Maintenance, Deputy Chief Facilities, Maintenance Analyst; Planning/Planning Manager Strategic and Analytics

Cross-Functional Support Needed:	**Execution Plan**
• Planning • Finance • Safety • GM • Operations	**Goal 3a** 1. Identify team members 2. Create SOPs and policies 3. Maintain standards by implementing the new procedures in tailgate meetings 4. Kickoff & stakeholder engagement 5. Current state assessment 6. Draft operational standards 7. Review and feedback loop 8. Finalization of standards 9. Formal approval and communication **Goal 3b** 1. Training & onboarding plan developed 2. Staff training completed 3. Implementation launch 4. First adherence audit / spot checks 5. Corrective action & support plans implemented 6. Final adherence audit 7. Celebrate & close out

Strategic Agency Goal 4: Establish a contingency plan to achieve 100% fueling availability at all times by June 30, 2025.

Goal Owner: Chief Maintenance Officer
Goal Team Members: Finance/Deputy Chief General Services; Planning/Chief Planning Officer; Project/Chief of Capital Projects ; Safety/Chief Safety Officer ; Operations/Chief Transportation Officer; Maintenance/Chief Maintenance Officer

Cross-Functional Support Needed:	Execution Plan
- Finance - Planning - Project - Safety - OPS - GM - Maintenance	1. Identify key personal needed 2. Create initial inspection and check list 3. Identify all manuals and specific locations 4. Create emergency/support call list 5. Create step-by-step SOPs 6. Create an action plan to activate Contingency Fleet 7. Identify alternative fueling resources and location by type 8. Set up mutual agreements with potential vendors or MAC 9. Create activation approval hierarchy list 10. Make multiple binders with all information and place in accessible location

Strategic Agency Goal 5: Implement strategies towards achieving fixed route missed trips to zero by June 30, 2025.

Goal Owner: Chief Transportation Officer
Goal Team Members: Operations/Fixed Route Lead Controller, lead supervisor, supervisors; Planning/Scheduler; Maintenance/Shop leads; Human Resources/Human Resources Specialist - Recruitment

Cross-Functional Support Needed:	Execution Plan
- Maintenance - IT - Planning - Safety - Operations - GM - HR	1. Analyze current performance 2. Create KPIs 3. Enhance operator training 4. Monitor and adjust schedules 5. Incentivize performance 6. Conduct regular feedback sessions

Strategic Agency Goal 6a: Establish a comprehensive plan/training program for maintenance staff to develop skillsets needed to maintain 100% of the fleet. Strategic Agency Goal 6b: Establish a basic universal level of skills competency across 100% of the fleet maintenance staff by January 30, 2027.	
Goal Owner: Chief Maintenance Officer, Chief Strategic Alignment, and Chief of Human Relations **Goal Team Members:** HR/Chief of Human Relations ; Strategic Alignment/Chief of Strategic Alignment ; Maintenance/Deputy Chief Maintenance, Superintendent of Zero Emissions Technology; Training/Senior Training Supervisor; Finance/Deputy Chief General Services	
Cross-Functional Support Needed:	**Execution Plan**

Cross-Functional Support Needed:	**Execution Plan**
• Marketing • Safety • GM • Finance • HR • SunLine U • CTTC • CTW/ATU • OEMs • Procurement	1. Identify training needs 2. Assess individual personnel skill set 3. Identify trainer 4. Develop structure and order of training plan 5. Assess current curriculum, identify gaps, develop new or expand existing content 6. Create partnerships with OEMs, CTTC, and CTW 7. Create incentive program for training 8. Launch program

Strategic Agency Goal 7: Decrease voluntary turnover of coach operators from 13.5% to less than 5% for the next 3 years (June 30, 2026).	
Goal Owner: Chief Transportation Officer and Chief of Human Relations **Goal Team Members:** Human Resources/Chief of Human Relations, Human Resources Specialist – Recruitment; Operations/Superintendent of Transportation	

Cross-Functional Support Needed:	**Execution Plan**
• HR • Finance • OPS • Planning • Safety/Training	1. Baseline analysis – determine current voluntary turnover rate 2. Action plan developed and approved 3. Pilot interventions launched 4. Midpoint evaluation and adjustments 5. Full rollout 6. Final Review and reporting

Strategic Agency Goal 8: Expand service to meet growing community needs within 3 years of resources becoming available.	

Goal Owner: Chief Planning Officer
Goal Team Members: Planning Department/Chief Planning Officer, Transit Planning Manager, Planning Manager-Strategic and Analytics; Operations Management/Deputy Chief Transit Operations; Marketing department

Cross-Functional Support Needed:	**Execution Plan**
• HR • Maintenance • Finance • Marketing • Operations	1. Distribute RFP 2. Conduct interviews with RFP respondents 3. Select a vendor that will support SunLine's vision 4. Bring the resolution before the board of approval 5. Phase 1: Data collection w/ consultant 6. Phase 2: Analysis w/ consultant 7. Phase 3: Network scenarios w/consultant 8. Phase 4: COA Report from consultant 9. Phase 5: Adoption

Strategic Priority #2:
Customer Experience

Strategic Priority Owner: Director of Board & Legislative Affairs

Strategic Agency Goal 1a: Establish a measurable baseline of brand and service awareness by conducting a community outreach survey by June 30, 2026.
Strategic Agency Goal 1b: Improve positive perception of brand and service awareness from baseline to 95% over the next (3) years, by December 31, 2029.

Goal Owner: Director of Board & Legislative Affairs
Goal Team Members: Planning Department/Planning Manager Strategic and Analytics; Marketing/Marketing Manager; Communications Coordinator, Marketing Specialist; Safety/Safety Manager

Cross-Functional Support Needed:	Execution Plan
- Marketing - HR - Safety - OPS - GM - Planning	1. Identify team members 2. Identify and confirm cross-functional interdependencies 3. List possible XFI, request participation, confirm with initials 4. Engage Services of third-party transit-oriented survey company 5. Create outreach and survey strategy/strategies 6. Engage with community partners to get data (i.e.: CVEP) or facilitate survey process 7. Create a survey template 8. Pre-survey marketing efforts 9. Conduct survey – defined in survey strategy 10. Collect and analyze data 11. Present the findings 12. Collaborate with other department heads on service and external facing improvements

Strategic Agency Goal 2: Enhance customer experience and service accessibility by implementing a new app/technology with accurate real-time bus tracking and service alerts with fare payment options by December 31, 2026.

Goal Owner: Chief Planning Officer **Goal Team Members:** Maintenance/Chief Maintenance Officer; Marketing/Marketing Manager; Capital Projects/Chief of Capital Projects; IT/Deputy Chief General Services

Cross-Functional Support Needed:	**Execution Plan**
- Marketing - IT - Safety - OPS - Maintenance - Capital Projects	1. Implementation of Transit App 2. Implementation of CAD/AVL 3. Implementation of contactless open loop fare payment system

Strategic Agency Goal 3: Establish a measurable baseline of current service and operations by conducting a comprehensive operational analysis (COA) to be completed by December 31, 2027.

Goal Owner: Chief Planning Officer **Goal Team Members:** Marketing/Director of Board & Legislative Affairs ; Human Resources/Chief of Human Relations; OPS/Chief Transportation Officer; GM/CEO

Cross-Functional Support Needed:	**Execution Plan**
- Marketing - HR - OPS - GM	1. Initiate and complete COA

Strategic Agency Goal 4a: Understand customers, potential customers, community values and needs from the time a person thinks about transit to their final destination by embarking on a journey mapping strategy to be completed by June 30, 2026.   **Strategic Agency Goal 4b:** Improve customer experience (CX) by closing 100% of the gaps uncovered in the journey mapping plan by June 30, 2027.

Goal Owner: Director of Board & Legislative Affairs
Goal Team Members: Marketing/Marketing Manager; Planning/Planning Manager – Strategic and Analytics; OPS/Deputy Chief of Transit Systems & Technology

Cross-Functional Support Needed:	**Execution Plan**
- Planning - Marketing	1. Identify team members 2. Identify and confirm cross-functional interdependencies 3. List possible XFI, request participation, confirm with initials 4. Define journey mapping scope, goals, and customer segments 5. Develop journey mapping framework and methodology 6. Create stakeholder and community engagement plan 7. Identify and onboard community partners and facilitators 8. Launch customer engagement and data collection phase 9. Conduct ride-along, focus groups, interviews, and surveys 10. Complete community outreach 11. Begin analysis and synthesis of journey data 12. Draft journey maps by rider type 13. Identify pain points, moments of delight, and improvement opportunities 14. Present preliminary findings to internal stakeholders 15. Finalize journey maps and insights report 16. Deliver report

Strategic Priority #3:
Environmental Impact

Strategic Priority Owner: **Chief Maintenance Officer**

Strategic Agency Goal 1a: Establish a baseline of public awareness to the benefit of zero emission transportation (ZET) December 30, 2025.
Strategic Agency Goal 1b: Increase public positive awareness to the benefit of (ZET) from baseline to greater than 85% by August 30, 2026.

Goal Owner: Deputy Chief General Services
Goal Team Members: Marketing/Marketing Manager; Planning/Chief Planning Officer; Operations/Superintendent of Transit Operations; Safety/Chief Safety Officer; GM/CEO

Cross-Functional Support Needed:	Execution Plan
- Marketing - Planning - OPS - Safety	1. Survey launched via ABBG 2. Initiate an educational campaign regarding the environmental benefit of ZEV

Strategic Priority #4:
Safety and Security

Strategic Priority Owner: **Chief Safety Officer**

Strategic Agency Goal 1: Implement strategies towards achieving zero assaults (physical and verbal) of bus operators on revenue vehicles and at facilities by November 9, 2027.

Goal Owner: Chief Safety Officer
Goal Team Members: Safety/Safety Manager; Training/Senior Trainer; GM/CEO; Safety/Chief Safety Officer;

Cross-Functional Support Needed:	Execution Plan
- Finance - Maintenance - GM - HR - OPS - Planning - Marketing	1. Identify core team members/possible others for cross-functional interdependencies 2. Confirm XFI 3. List possible XFI, request participation and agreed upon support, confirm agreed upon support with initials

	4. Develop action plan/implement
	5. Conduct crisis awareness and de-escalation training for bus operators
	6. Install protective barriers on buses
	7. Launch community awareness campaign
	8. Conduct a midpoint progress survey
	9. Collect and analyze data from the midpoint survey
	10. Present findings from midpoint survey
	11. Conduct final survey to measure progress

Strategic Agency Goal 2a: Establish a baseline of customer, potential customer and community perception of SunLine's system safety by June 20, 2026.
Strategic Agency Goal 2b: Improve perception of system safety/security from system from baseline to greater than 90% on the safety survey by December 30, 2028.

Goal Owner: Marketing and Events Manager
Goal Team Members: Marketing/Marking Specialist; Facilities/Deputy Chief Facilities Officer; Stops and Zones/Supervisor; Safety/Safety Manager; Maintenance/Superintendent of Maintenance

Cross-Functional Support Needed:	Execution Plan
• HR • Operations • Marketing • Planning • GM	1. Identify core team members/possible others for cross-functional interdependencies (XFI) 2. Confirm XFI 3. List possible XFI, request participation and agreed upon support, confirm agreed upon support with initials 4. Develop and implement survey to establish baseline perception 5. Conduct survey among customers, potential customers, and community members 6. Collect and analyze survey data to establish baseline perception 7. Present findings from baseline survey 8. Develop action plan based on baseline survey findings 9. Implement safety and security improvements 10. Launch community awareness campaign about safety improvements 11. Conduct midpoint progress survey to measure perception changes

	12. Collect and analyze data from midpoint survey
	13. Present finding from midpoint survey
	14. Monitor results and adjust action plans as needed
	15. Conduct final survey to measure perception improvement

Strategic Agency Goal 3: Implement strategies towards achieving zero preventable vehicle collisions by November 9, 2027 (Milestones: reduce by 10% each year).

Goal Owner: Chief Safety Officer
Goal Team Members: Training/Senior Trainer; Operations/Senior Supervisor; Safety/Safety Manager, Risk Manager; Planning/Chief Planning Officer

Cross-Functional Support Needed:	Execution Plan
• Operations • Planning • Marketing	1. Identify core team members and possible others for XFI 2. Confirm XFI 3. List possible XFI, request participations, and confirm agreed-upon support with initials 4. Develop and implement action plan to reduce vehicle collisions 5. Conduct driver training on collision prevention and safe driving practices 6. Implement heat mapping of collision incidents to identify high-risk areas 7. Launch communications and social campaign to raise awareness about collision prevention 8. Conduct quarterly reviews of collision data and progress towards milestones 9. Monitor results and adjust action plans as needed 10. Conduct annual progress surveys to measure reduction in collisions 11. Collect and analyze data from annual surveys 12. Present findings from annual surveys

Strategic Agency Goal 4: Implement strategies towards achieving zero preventable passenger injuries by November 30, 2027

Goal Owner: Chief Safety Officer
Goal Team Members: Marketing/Marketing Manager; IT/IT Support Technician; Safety/Safety Manager, Risk Manager, Senior Training Supervisor

Cross-Functional Support Needed:	Execution Plan
- OPS - Marketing - IT/Maintenance	1. Identify CORE team members and possible others for XFI 2. Confirm XFI 3. List possible XFI, request participation, and confirm agreed upon support with initials 4. Develop and implement action plan to reduce passenger injuries 5. Conduct passenger safety training and awareness programs 6. Install and maintain security technology to enhance passenger safety 7. Launch communication and social campaign to raise awareness about passenger safety and code of conduct 8. Conduct quarterly reviews of passenger injury data and progress towards milestones 9. Monitor results and adjust action plan as needed 10. Conduct annual progress surveys to measure reduction in passenger injuries 11. Collect and analyze data from annual surveys 12. Present findings from annual surveys

Strategic Priority #5:
People/Workforce

Strategic Priority Owner: **Chief of Human Relations**

Strategic Agency Goal 1: Improve agency wide communication from 3.92/7 to 5.5/7 on the Voice of the Employee (VOE) survey (2024 question #25) by June 30, 2027

Goal Owner: Chief of Human Relations
Goal Team Members: Executive Team/Chiefs, Deputy Chiefs; Management/Managers, Supervisors; Marketing Department/Marketing Manager; GM/GEO

Cross-Functional Support Needed:	Execution Plan
- Chiefs, Deputy Chiefs, and Managers - Marketing Department - CEO	1. Identify core team members/possible others for cross-functional interdependencies 2. Identify/confirm XFI 3. List possible XFI, request participation and agreed upon support, confirm agreed-upon support with initials 4. Develop action plan/implement 5. Conduct a midpoint progress survey that is identical to the initial survey 6. Collect and analyze data 7. Present findings 8. Monitor results and adjust action plans, as needed 9. Conduct final survey 10. Repeat tasks numbers 6-8

Strategic Agency Goal 2: Ensure that all key positions have one or more qualified candidates to assume the roles, duties, and responsibilities of executive leadership positions as measured by a score of 4 or 5 on the readiness scale by June 30, 2030

Goal Owner: Chief Strategic Alignment
Goal Team Members: Human Resources/Chief of Human Relations, Human Resources Manager; Strategic Alignment/Staff Development Coordinator; Department Representatives (as needed)

Cross-Functional Support Needed:	Execution Plan
• HR • All Department	1. Identify core team members/possible others for cross-functional interdependencies ("XFI"); steering committee 2. ID and confirm XFI 3. List possible XFI; request participation and agreed upon support, confirm with initials 4. Develop plan and define process: ID and Prioritize positions for inclusion based on business strategy requirements 5. Define position requirements vis-à-vis the implication of agency short/long term strategy 6. Assess available talent and identify high-potential employees 7. Assess development needs 8. Implement programs to develop skills, experience, and knowledge 9. Benchmark external candidates 10. Make selection(s) as needed

Strategic Agency Goal 3: Improve on perception and transparency between management and staff as measured by an increase from 4.65/7 to 5.5/7 (an improvement of 6.5%) on the VOE Survey (2024 question #26) by December 30, 2026.

Goal Owner: Chief of Human Relations
Goal Team Members: Marketing/Marketing Manager; Union/Shops Stewards; Various Department Supervisors (as needed); GM/CEO

Cross-Functional Support Needed:	Execution Plan
- GM - Marketing - Stewards - Managers/Supervisors	1. Identify core team members/possible others for cross-functional interdependencies ("XFI") 2. Identify/confirm XFI 3. List possible XFI, request participation and agreed upon support, confirm agreed-upon support with initials 4. Develop action plan/implement 5. Conduct a midpoint progress survey that is identical to the initial survey 6. Collect and analyze data 7. Present findings 8. Monitor results and adjust action plans, as needed 9. Conduct final survey 10. Repeat tasks numbers 6-8

Strategic Agency Goal 4: Increase employee perception of participation in decision-making from 4.65/7 to a 5.5/7 (an improvement of 6.5%) on the VOE Survey (2024 question #26) by December 30, 2026.

Goal Owner: Chief of Human Relations
Goal Team Members: Executive Team/Chiefs, Deputy Chiefs; Management/Managers, Supervisors; GM/GEO

Cross-Functional Support Needed:	Execution Plan
- Chiefs and Deputy Chiefs - Managers - GM/CEO	1. Identify core team members/possible others for cross-functional interdependencies ("XFI") 2. Identify/confirm XFI 3. List possible XFI, request participation and agreed upon support, confirm agreed-upon support with initials 4. Develop action plan/implement 5. Conduct a midpoint progress survey that is identical to the initial survey 6. Collect and analyze data 7. Present findings 8. Monitor results and adjust action plans, as needed 9. Conduct final survey 10. Repeat tasks numbers 6-8

Strategic Agency Goal 5a: Improve employee productivity by decreasing unscheduled motor coach and paratransit operator absences by 50% from baseline by December 30, 2026 (limited to Operations).

Goal Owner: Chief of Human Relations

Goal Team Members: Finance/Financial Analyst; Operations/Superintendent Transit Operations, Operations System Specialist, Paratransit Manager, Fixed Route Shop Steward, Deputy Chief Transit Operations, Deputy Chief Transit Systems and Technology; Human Resources/Human Resources Manager

Cross-Functional Support Needed:	**Execution Plan**

• Operations
• Finance
• HR
	1. Identify core team members/possible others for cross-functional interdependencies ("XFI")
	2. Identify/confirm XFI
	3. List possible XFI. request participation and agreed upon support, confirm agreed-upon support with initials
	4. Identify root cause following principles of root cause analysis
	   ○ DMAIC
	   ○ 5 whys
	   ○ Fish Bone
	5. Prioritizing the results from root cause analysis
	6. Develop action plan/implement
	7. Monitor results adjust action plans, as needed

Strategic Agency Goal 5b: Improve employee productivity by reducing workers compensation claims from 118 CY 2024 to less than 100 for CY 2026

Goal Owner: Chief of Human Relations

Goal Team Members: Safety/Senior Training Supervisor, Risk Manager, Safety Manager, Chief Safety Officer; Finance/Financial Analyst; Operations/Superintendent Transit Operations, Operations Systems Specialist, Senior Supervisor, Deputy Chief Transit Operations, Deputy Chief Transit Systems and Technology, Lead Controller; Human Resources/Human Resources Manager; Maintenance/Deputy Chief of Maintenance

Cross-Functional Support Needed:	**Execution Plan**

- Operations - Safety/Risk - Finance - Training - HR - Athens - Maintenance	1. Identify core team members/possible others for cross-functional interdependencies ("XFI")
	2. Identify/confirm XFI
	3. List possible XFI, request participation and agreed upon support, confirm agreed-upon support with initials
	4. Identify root cause following principles of root cause analysis
	    ○ DMAIC
	    ○ 5 whys
	    ○ Fish Bone
	5. Prioritizing the results from root cause analysis
	6. Develop action plan/implement
	7. Monitor results adjust action plans, as needed

Strategic Agency Goal 6: Develop an updated performance management process by December 31, 2025

Goal Owner: Chief of Human Relations
Goal Team Members: Strategic Alignment/Chief of Strategic Alignment; Human Resources/Human Resources Manager; Finance/Deputy Chief General Services; GM/CEO

Cross-Functional Support Needed:	**Execution Plan**
• IT • GM	1. Identify core team members/possible others for cross-functional interdependencies ("XFI") 2. Identify/confirm XFI 3. List possible XFI, request participation and agreed upon support, confirm agreed-upon support with initials 4. Insight Workplan and request for additional funds presented to the board. Approved 5. Drill Down Meetings with Insight 6. Evaluation systems demo, procurement process, selection 7. Goal cascading and training 8. Selected system setup, system training 9. Go live 10. Quality Assurance to ensure proper use and application for its intended use

Strategic Priority #6:
Resource Acquisition, Allocation, and Management

Strategic Priority Owner: **Chief Finance Officer**

Strategic Agency Goal 1: Increase revenue from grants and sales as measured by meeting our fiscal year obligations without the use of LTF reserves to be completed by the end of each fiscal year (ongoing).

Goal Owner: Chief Financial Officer
Goal Team Members: Finance/Financial Analyst, Accounting & Financial Reporting Manager, Grants Analyst; Capital Projects/Chief of Capital Projects; GM/CEO

Cross-Functional Support Needed:	Execution Plan
• Legislative • GM • Planning	1. Revenue Identification 2. Yearly Budget Approval 3. Competitive Grant Application Submittals

Strategic Agency Goal 2: Establish a 10-year long term financial plan that balances transportation needs with available resources and prioritizes long-term sustainability in alignment with long-term operating and capital needs identified through the planning process to be completed by December 31, 2025.

Goal Owner: Chief Financial Officer
Goal Team Members: Finance/Financial Analyst; Planning/Planning Manager Strategic and Analytics, Transit Planning Analyst; Marketing/Marketing Manager

Cross-Functional Support Needed:	Execution Plan
• Planning Staff • Chiefs	1. Complete revenue/subsidy projections 2. Complete operating expense projections 3. Complete capital expense projections 4. Complete initial draft of revenue and expense projections 5. Review draft with executive Team 6. Present to the Board of Directors

Strategic Agency Goal 3a: Establish a comprehensive list of system-wide fixed assets in the agency's enterprise asset management system to be completed by July 31, 2025. **Strategic Agency Goal 3b:** Establish a focus on state of good repair through the capital investment planning process to ensure that no more than 10% of all system wide assets exceed their useful life benchmark by December 30, 2027.

Goal Owner: Chief Planning Officer
Goal Team Members: Capital Projects/Chief of Capital Projects; Finance/Chief Financial Officer; Planning/Planning Manager Strategic and Analytics, Transit Planning Analyst

Cross-Functional Support Needed:	**Execution Plan**
• Capital Projects • Finance	1. Hire transit asset management analyst 2. Audit Hexagon software for existing data 3. Work with maintenance and finance to determine assets and information to include in Hexagon 4. Audit data and include reviews by different departments 5. Revise and update information as necessary and finalize data in hexagon along with SOPs to maintain data integrity moving forward 6. Complete capital expense projections 7. Include capital requirements in 10-year financial plan

Strategic Agency Goal 4: Achieve 100% of resource requests align with the agency's strategic plan (ongoing).

Goal Owner: Chief Financial Officer
Goal Team Members: Planning/Chief Planning Officer; Human Resources/Chief of Human Relations; Strategic Alignment/Chief of Strategic Alignment; GM/CEO

Cross-Functional Support Needed:	**Execution Plan**
• Planning • HR • GM	1. Require written justification for alignment with strategic plan along with yearly capital and operating funding requests

Background

Plan Development

Arriving at the three-year strategic priorities was a multi-step process. The agency gathered data and selected priorities from many sources including organizational and employee assessments, regulatory mandates, Board presentations, annual employee engagement surveys, customer surveys, and more. Guided by the agency's mission, vision, and values, SunLine Transit prioritized themes that reflected both employee feedback and the SWOT[2] analysis. SunLine Transit evaluated those finalists against the guideposts for decision-making. From there, SunLine Transit's leadership team reached a consensus on the five most critical agency-wide priorities that provide a solid foundation for the agency's continued advancement.

Organizational and Employee Assessment

An organizational and employee assessment was conducted by Insight Strategies, Inc. (Insight) on behalf of SunLine Transit. Nearly 100 SunLine Transit employees participated in the oral strategic planning assessment and 42 employees participated in the written strategic planning survey assessment. The purpose of the assessment was to elicit input to shape and inform SunLine Transit's strategic plan and assess the current state of SunLine Transit's leadership team effectiveness and opportunities for alignment.

The Impact of Culture + SunLine Transit's Desired Culture

Describing a company's culture is like describing an individual's personality. It's a combination of the ethics, values, perceptions, atmosphere, practices, attitudes, and beliefs shared by a company's employees. In simple terms, a company's culture is "the way we do things around here."

The key to transforming a strategic plan from theory to successful implementation is culture. Concurrent with this process and informed by the organizational and employee assessments, SunLine Transit identified its current culture and defined its desired culture. Building upon what SunLine Transit already does well, the strategic plan seeks to make SunLine Transit an ideal work environment, focusing on:

- Communication
- Accountability
- Increasing innovation and creativity
- Collaboration
- Learning and Development

Guidepost for Decision-Making

A guidepost for decision-making is a compass and helps teams and individuals prioritize decisions and actions. When used properly the guidepost:

- Facilitates alignment of team output
- Provides a framework for discussion, disagreement, and complex decision making
- Reduces confusion
- Saves time

SunLine Transit's Guidepost for Decision Making is as follows…

- What's best for SunLine vs. a department or person
- 3-5 year horizon
- Regulatory Mandates & Compliance
- Protects and supports SunLine's brand reputation
- Supports mission and vision
- Short-term and long-term health & stability of the agency

SWOT² Analysis

A SWOT² analysis is a strategic planning tool that helps organizations evaluate their strengths, weaknesses, opportunities, and threats. It provides a comprehensive overview of the internal and external factors that can impact the success of a business or project. SWOT analysis provides a structured framework for organizations to evaluate their current position, make informed decisions, and develop effective strategies to achieve their goals.

Leadership and Board Workshops

A total of ten workshops were facilitated by Insight. The outcomes of these workshops include a guidepost for strategic decision-making, a revised mission statement, a vision statement, strategic priorities, agency goals, cross-functional interdependency agreements, and more. This document summarizes the outcomes of the ten workshops.

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