

Chapter 6
Policies and Supportive Strategies

Introduction/ Background

In 2005, the SACOG Board of Directors adopted six guiding principles for use with the 2008 MTP. The MTP/SCS serves as a revision to the 2008 MTP and retains those principles.

MTP/SCS Guiding Principles

Smart Land Use: Design a transportation system to support good growth patterns, including increased housing and transportation options, focusing more growth inward and improving the economic viability of rural areas.

Environmental Quality and Sustainability: Minimize direct and indirect transportation impacts on the environment for cleaner air and natural resource protection.

Financial Stewardship: Manage resources for a transportation system that delivers cost-effective results and is feasible to construct and maintain.

Economic Vitality: Efficiently connect people to jobs and get goods to market.

Access and Mobility: Improve opportunities for businesses and citizens to easily access goods, jobs, services and housing.

Equity and Choice: Provide real, viable travel choices for all people throughout our diverse region.

This chapter supports these principles through specific policies and strategies. The policies are higher-level actions and the strategies are more specific actions that implement the policies. The policies and strategies are separated into four interrelated categories: Land Use and Environmental Sustainability; Finance; System Maintenance and Operations; and System Expansion. The policies and strategies are numbered for reference purposes only and do not reflect priority.

The policy element of the MTP/SCS is required to address the transportation issues of the region, identify and quantify regional needs expressed within both short- and long-range planning horizons, and maintain internal consistency with other MTP/SCS elements (Government Code § 65080(b)). For the 2008 MTP, the SACOG board adopted 31 policies and many supportive strategies to implement the plan.

Since this MTP/SCS is a revision to the 2008 MTP, the policies and strategies of the prior plan are largely transferable to this MTP/SCS. For this plan, targeted modifications were made to update the policies and strategies, including the addition of policies and/or strategies to reflect new projects, research, and conditions since the last MTP, such as the national recession, Rural-Urban Connections Strategy (RUCS), and Lifeline Transit Study. Additionally, modified policies and strategies are included to ensure consistency of the MTP/SCS with SB 375 and to open a path for qualifying residential/mixed-use projects to use the CEQA streamlining benefits provided under SB 375.

The following sections show the policies and strategies related to each of the four policy categories.

Land Use and Environmental Sustainability Policies and Strategies

The MTP/SCS has been developed to follow SACOG board direction, state and federal requirements, and regional stakeholder input. The MTP/SCS policies and strategies continue to build on the Blueprint principles. In order to plan an efficient transportation system, the plan must include a transportation system that supports the land use patterns forecasted in the MTP/SCS. The Blueprint envisions compact development and mixed-use communities, a better balance of jobs and housing in communities, and a variety of housing types and prices in all communities to match an evolving market and provide a range of housing and transportation choices. This development future yields shorter commutes overall; more local trips within communities for which walking, bicycling, and transit become attractive options to driving; lower VMT; lower congestion; and more transit service and use.

The Rural-Urban Connections Strategy (RUCS) works synergistically with the Blueprint, providing economic development opportunities and preserving natural resource values in the more rural portions of the region. The Blueprint, RUCS and MTP/SCS together move this region significantly toward economic and environmental sustainability by reducing air pollution and greenhouse gas emissions; conserving energy, water, and open space; and enhancing both urban and rural economic vitality. The following policies and strategies guide SACOG in implementing the MTP/SCS.

1. Policy: Provide information, tools, incentives and encouragement to local governments that have chosen to grow consistent with Blueprint principles.

1.1. Strategy: Invest in the Community Design Funding program, an incentive program for local governments that provides transportation funding for smart growth developments that promote walking, bicycling and transit use.

1.2. Strategy: Pursue regulatory reform at the national, state and local levels to encourage Blueprint-style growth.

1.3. Strategy: Support incentive programs that make infill development more attractive or lucrative.

1.4. Strategy: Create and invest in a rural strategy and program to improve transportation systems that affect the economic viability of rural areas located in jurisdictions that implement good growth patterns, consistent with the Blueprint Principles, the Rural-Urban Connections Strategy, or other rural initiatives.

1.5 Strategy: Work with local jurisdiction staff to develop and maintain a development activity tracking tool, for use in local and regional planning, and to assess growth patterns both at the local and regional level.

2. Policy: SACOG intends to educate and provide information to policymakers, local staff, and the public about the mutually supportive relationship between smart growth development, transportation, and resource conservation.

2.1. Strategy: Provide computer software, training and technical assistance to local governments.

2.2. Strategy: Monitor and report on the transportation and air quality impacts of development patterns and their relationship to Blueprint growth principles.

2.3. Strategy: Monitor and report on commute patterns for all modes, traffic levels, and transit use and bicycle and pedestrian mode share compared with the projections in this MTP/SCS.

2.4. Strategy: Develop educational materials to inform local discussions, particularly in infill areas, about neighborhood travel behavior, health and the effects of higher density on traffic, transit, walking and bicycling.

2.5. Strategy: Continue to develop and apply health and social equity analysis methods and performance measures to help inform MTP/SCS updates and local discussions on development patterns, including transportation performance measures and opportunities related to accessibility, equity, public health and youth.

2.6. Strategy: Assist with mapping and coordination between SACOG, transit, and health and human service providers on transit planning and siting of lifeline services needing transit access. Develop educational materials and life-cycle methodology on public facility planning that incorporates the costs of extending transit service to locations outside existing transit corridors.

2.7 Strategy: During the design phase, review transportation projects to assess whether they foster transportation choices, improve local community circulation and provide access to opportunities or divide communities, and either avoid or mitigate negative impacts (including those to public health, safety, air quality, housing and the environment).

2.8. Strategy: Continue Airport Land Use Commission (ALUC) efforts that promote good land use planning around airports, minimize public safety hazards, and support the utility

of each airport.

2.9 Strategy: Strengthen SACOG's modeling tools with the development of an economic land use model based on the PECAS framework. This model may support regional economic development efforts and inform a wide range of MTP/SCS efforts, including jobs-housing fit (i.e., the relationship between housing costs and wages around an employment center), infill incentives, congestion and parking pricing, and transportation project phasing.

2.10 Strategy: Provide technical analysis and education to inform policy and decision makers, local staff, and regional stakeholders about the benefits of strategic growth management on the region's open space resources and the economic and environmental benefits they provide.

3. Policy: SACOG will encourage local jurisdictions in developing community activity centers well-suited for high quality transit service and complete streets.

3.1. Strategy: Support development proposals that are well-suited and located to support high-quality transit use in Transit Priority Areas, through Blueprint analysis.

3.2. Strategy: Continue to identify best practices for complete streets, continue to add to the Complete Streets Toolkit, and initiate a technical assistance program to help local agencies develop street designs that are sensitive to their surroundings and context.

3.3. Strategy: Establish regional guidance for high-capacity transit station area planning.

3.4. Strategy: Support efforts by transit agencies and local governments to site and design transit centers and stations close to economic centers and neighborhoods and to expand park-and-ride facilities

at a few key stations.

3.5. Strategy: Encourage local agencies to develop an interconnected system of streets, bikeways, and walkways that support a more compact development form; avoid building new circulation barriers; accommodate safe travel for all users; and provide connections across creeks, freeways and high-speed/high volume arterials and through existing gated communities, walls and cul-de-sacs to access schools, activity centers and transit stops.

3.6. Strategy: Encourage development patterns that provide safe and efficient pedestrian and bicycle access to transit stops and trunk commuter transit lines.

3.7. Strategy: Conduct a research study and perform travel modeling and air emissions analysis to identify alternatives for local governments to use to modify current parking regulations to create incentives for people to use alternative modes. Study will be conducted with local governments and air districts; findings will be presented to all related and essential parties.

4. Policy: SACOG encourages every local jurisdiction's efforts to facilitate development of housing in all price ranges, to meet the housing needs of the local workforce and population, including low-income residents, and forestall pressure for long external trips to work and essential services.

4.1. Strategy: Develop the required Regional Housing Needs Plan to guide local agencies' assessments of housing supply and price ranges.

4.2. Strategy: Encourage adequate supply of housing at a variety of price ranges in the region, which will help to meet local demand, prevent the export of housing to adjacent

regions, and, consistent with federal and state statutory goals, promote integrated and balanced living patterns that help provide access and opportunity for all residents and reduce the concentration of poverty.

4.3. Strategy: Continue to develop tools to assist local jurisdictions in assessing housing needs in a variety of price ranges, including jobs-housing fit tool and housing plus transportation cost analysis.

4.4. Strategy: Identify appropriate best practices for successful transit-oriented development in different settings through case studies from this MTP/SCS, and continue to assist local governments with environmental review to capitalize on SB 375 CEQA benefits for residential and residential mixed-use Transit Priority Projects.

4.5. Strategy: Provide support for jurisdictions to overcome common issues identified in local analyses of impediments to fair housing and a regional analysis funded by federal grant funding from HUD.

5. Policy: SACOG should continue to inform local governments and businesses about a regional strategy for siting industry and warehousing with good freight access.

5.1. Strategy: Work to identify and preserve land uses to meet goods movement needs of local, nearby customers.

5.2. Strategy: Study and consider the need for land for suppliers, distributors, and other businesses with a regional clientele that may prefer to be near the center of the region with good freeway access, but do not need high-cost center-city sites.

5.3. Strategy: Further study and consider the needs of the agricultural industry for aggregation and distribution, cold storage, warehousing, processing plants, and other facilities near transportation access.

5.4. Strategy: Share goods movement research and information completed through the RUCS to inform the work of the Next Economy—Capital Region Prosperity Plan, the region's current recession recovery plan under development.

6. Policy: SACOG encourages local governments to direct greenfield developments to areas immediately adjacent to the existing urban edge through data-supported information, incentives and pursuit of regulatory reform for cities and counties.

6.1. Strategy: Minimize the urban growth footprint of the region by improving interior circulation and access instead of access to and beyond the urban edge.

6.2. Strategy: Provide incentives and invest in alternative modes to serve infill and more compact development.

6.3. Strategy: Seek out funding to acquire conservation easements accompanying specific regional connector road projects, to protect land from development in areas that are not intended or zoned for development.

6.4. Strategy: Continue to pursue regulatory reform at the state and national levels to remove barriers to greenfield developments when appropriate at the edges of existing urbanization.

6.5. Strategy: Encourage local jurisdictions to use RUCS data and tools to analyze possible impacts to agriculture and natural resources from the urban growth footprint.

7. Policy: Implement the Rural-Urban Connection Strategy (RUCS) which ensures good rural-urban connections and promotes the economic viability of rural lands while also protecting open space resources to expand and support the implementation of the Blueprint growth strategy and the MTP/SCS.

7.1. Strategy: Use research, data and modeling to inform a stakeholder-driven process to conceptualize approaches to sustainable rural land use policies encompassing, at a minimum, issues such as agricultural practices, natural resource and agricultural land conservation, economic development and market influences (including markets for energy, carbon sequestration and other environmental services), rural development practices (including methods to encourage jobs-housing fit and minimize the impact of rural development on agriculture), and infrastructure needs.

7.2. Strategy: Ensure consistency between the RUCS and local Habitat Conservation Plans and Natural Communities Conservation Plans.

7.3. Strategy: Ensure that the RUCS is coordinated with the Blueprint and MTP/SCS to support each of these planning efforts individually, as well as collectively.

7.4. Strategy: Conduct analysis on how various rural land use strategies affect vehicle miles of travel, mode share and air emissions, as well as rural economic viability and environmental sustainability.

7.5. Strategy: Invest in transportation projects that help implement the RUCS recommendations. Investment recommendations may include agritourism-related and goods movement projects and funding rural road improvements between cities when the county implements growth pat-

terns consistent with the Blueprint.

7.6. Strategy: Support improved farm-to-market access, including investments along key rural truck corridors and cost-effective short-line railways and connectivity improvements to the Port of West Sacramento.

7.7. Strategy: Continue to refine SACOG funding criteria to ensure that they adequately recognize the unique needs of rural areas and provide proper incentives to reward rural land use and transportation practices that benefit the region and local areas.

8. Policy: Support and invest in strategies to reduce vehicle emissions that can be shown as cost effective to help achieve and maintain clean air and better public health.

8.1. Strategy: Continue the region's previous commitment to Transportation Demand Management (TDM) programs as a strategy for education and promotion of alternative travel modes for all types of trips toward reducing Vehicle Miles Traveled (VMT) by 10 percent.

8.2. Strategy: Continue the region's previous commitment to funding the Sacramento Emergency Clean Air and Transportation (SECAT) program.

8.3. Strategy: Set aside funding for the annual Spare the Air campaign, a summer program operated by the Sacramento Metropolitan Air Quality Management District (SMAQMD) that informs the public about days when the ozone danger is high and encourages the public to use non-polluting options to driving.

8.4. Strategy: Help air districts and local agencies study localized air pollution impacts on health and the environment, including air toxins, by providing analysis and information from SACOG's planning work. Support public information efforts to raise awareness of these connections.

9. Policy: Use the best information available to implement strategies and projects that lead to reduced Greenhouse Gas (GHG) emissions.

9.1. Strategy: Adopt a transportation pricing policy, adopt a Safe Routes to School policy and implement a pilot program, expand public access to travel information through 511 program, and adopt a Complete Streets policy.

9.2. Strategy: Continue to implement MTP/SCS projects that are adopted as draft transportation control measures and identify strategies, as needed, to help reduce transportation-related emissions.

9.3. Strategy: Support the SMAQMD's Air Quality and Infill Streamlining (ISP) program.

9.4. Strategy: Create an alternative fuel vehicle and infrastructure toolkit for local governments, create a public education program on individual transportation behavior and climate change, and create a regional open space strategy that is informed by RUCS.

9.5. Strategy: Develop a regional climate change action plan, and develop and implement a construction energy conservation plan.

9.6. Strategy: Enhance I-PLACE³S Model to assess GHG impacts.

10. Policy: Consider strategies to green the system, such as quieter pavements, cleaner vehicles, and lower energy equipment where cost effective, and consider regional funding contributions to help cover the incremental cost.

10.1. Strategy: Examine public policy seeking to reduce the cost of, or influence the tradeoffs, between operating efficiency and environmental impact.

10.2. Strategy: Encourage and make available a choice of efficient modes to move freight.

10.3. Strategy: Promote early investment in compliant diesel engines.

10.4. Strategy: Support equipment retrofits under the Carl Moyer program.

10.5. Strategy: Expand use of natural gas or hybrid delivery vehicles and handling equipment.

10.6. Strategy: Increase recycling of materials, such as tires and lubricants, and improve handling of waste water and chemical residues.

10.7. Strategy: Explore and publicize energy conservation at freight terminals.

10.8. Strategy: Encourage goods movement driver training programs that encourage fuel conservation, trip reductions and safety.

Finance Policies and Strategies

Prior to the national recession, transportation programs, like many other areas of public policy, faced shortfalls of funding compared to needs and growth. In this MTP/SCS, the plan not only sees slower rates of population, jobs and housing growth, there is also less money forecasted for investment. Transportation agencies must find ways to keep existing facilities in a state of good repair, continue operation of current services, and restore services from the recent vast cuts across the region. However, with funding for road maintenance and rehabilitation falling short of present need, and transit service capped by available operating funds in a region where fares averaged 24 percent of operating costs in 2009, new funding sources must be found to meet basic responsibilities to keep the system functioning. The region continually seeks funding sources that are stable, flexible and adjustable, and local option funding powers are preferable to new revenues under state or federal program control.

Federal and state funds that SACOG controls are mainly intended for capital expansion. SACOG typically uses its funds for regional-scale projects and related regional priorities; these projects have proven hard to fund locally, even under the present program structure whereby a significant share of funding comes from local development-based sources. With the continued shortfalls in county and city budgets, it is important for SACOG to support the local jurisdictions that are served by regional project investments. SACOG also intends to seek federal and state discretionary funding, targeted to projects well-tailored for the particular program, since any extra funds that can be obtained reduce overall program need and allow redeployment of local and regional funds. The following policies and strategies guide financial management and priorities for SACOG and local agencies.

11. Policy: Pursue and support enactment of sustainable funding sources adequate for maintenance and rehabilitation of highways, streets and roads and operations and maintenance of transit services for the region.

11.1. Strategy: Continue to pursue new and reformed transportation funding methods and sources to implement the MTP/SCS that are stable, predictable, flexible, adjustable and adequate in the whole to operate and expand the system.

11.2. Strategy: Strive to simplify and add flexibility to the overall funding structure when putting new financing tools or changes to the financing structure into place.

11.3. Strategy: Promote competition in the delivery of services, to foster greater efficiency, innovation, and diversity of options, including consideration of revised public agency arrangements, public-private partnerships or contracting out.

11.4 Strategy: Advocate for greater flexibility in the use of federal and state formula funds towards system maintenance purposes, especially in rural areas that are particularly limited in the available funding for these purposes.

12. Policy: SACOG should support authority for local option funding sources to allow local areas to customize transportation funding and investment for maintenance and operation of the existing system and expansion to meet future needs.

12.1. Strategy: Seek authority to set up funding sources for transit operations and road maintenance that can be controlled and adjusted at the local level, so that local agencies can consider using them when needed to support existing and expanded transit services and keep the existing road system in a state of good repair.

12.2. Strategy: Seek funding sources that are indexed to growth and inflation to pay for basic maintenance and operations.

12.3. Strategy: Support local agencies that seek to collaborate on inter-jurisdictional funding options.

13. Policy: SACOG invests federal and state funds that come to SACOG to achieve regional policies and priorities, as described in more detail in the sections that follow.

13.1. Strategy: Seek adequate funding so local agencies can maintain and rehabilitate streets and roads to a good state of repair into the future, encompassing more adequate state funding and local option funding authority to preserve regional funding for improvement and expansion of the urban and rural trunk highway and road system.

13.2. Strategy: Support new or increased funding resources for local agencies to enable operation of existing and expanded transit services, and maintenance and replacement of equipment and facilities, including local-option funding sources ad-

equated to preserve regional funding for service expansion. Assist agencies with increasing trip reporting to the FTA's National Transit Database (NTD) to help increase federal transit funding for the region.

13.3. Strategy: Encourage cities and counties to collect development-based fees or funding sufficient for both local road improvements and regional-scale road, transit and/or bicycle pedestrian improvements so that regional-scale improvements can be built in a timely way, since SACOG's regional funding can meet only 25-30 percent of regional project costs in this MTP.

13.4. Strategy: Encourage local agencies to fund local arterial access and traffic capacity projects with local development-based fees supplemented with other local funds as appropriate.

13.5. Strategy: Study, coordinate discussions, and explore options for establishing a region-wide program dedicated to funding the growing need for roadway improvements and reconstruction and mitigation of community impacts on designated arterial truck routes and arterial roads that large trucks commonly use.

13.6. Strategy: Support the implementation of mitigation measures for environmental impacts identified at the project-level of analysis through conditioning regional transportation funds. For a project to receive funds managed through SACOG, the sponsoring agency must provide the mitigation monitoring plan and demonstrate adherence to mitigation measures in the certified project-level environmental document.

14. Policy: SACOG should look for specialized funding programs, and/or one-time funds at the state or federal level, and work with local agencies to bring in such funds to start innovative projects or advance specific projects that are well-matched to program goals.

14.1. Strategy: Keep apprised of federal and state program funding cycles and specific funding opportunities, advise local agencies about them in a timely way, and help to zero in on projects that fit program requirements and are far enough along in delivery to maximize chances for success at bringing federal or state discretionary funds into the region.

14.2. Strategy: Help coordinate multi-agency packages of projects for federal and state discretionary programs and grants, where a regional strategy seems likely to improve the chances of success.

14.3. Strategy: Fund some project development specifically to create a stock of key hard-to implement projects ready for ad hoc funding opportunities.

14.4. Strategy: Help local agencies get funding from specific safety programs for safety and security improvements.

14.5 Strategy: Increase rural transportation mobility by supporting greater coordination of rural transportation services and develop implementation strategies for successful and cost-effective programs, including volunteer driving programs and expanded rural vanpools.

14.6 Strategy: Cooperate with federal and state initiatives designed to better integrate planning and actions across multiple disciplines.

14.7 Strategy: Cooperate on new initiatives that more fully integrate transportation planning efforts with economic development issues and opportunities in urban and rural areas.

15. Policy: Manage state and federal funding that comes into the region so as to simplify and expedite project delivery, including working out ways to exchange various types of funds among local agencies and projects.

15.1. Strategy: Seek to pool funds and programs wherever reasonable and feasible, to increase flexibility in the use of funds and delivery of projects.

15.2. Strategy: Use available funding to the greatest reasonable extent to ensure timely construction of currently deliverable projects, and shift future funding commitments to projects that will be delivered in the future. Take into consideration availability of future operating funds when programming construction funds.

15.3. Strategy: Seek to focus federal funds on a limited number of projects that must by law be subject to federal requirements, so that many other projects can be funded through sources that allow them to avoid lengthy and/or costly federal requirements and processes.

15.4. Strategy: Support judicious use of bonding and other financial tools to enable earlier construction of projects, and consider use of regional funds to supplement or enhance revenue bonding tools when appropriate.

16. Policy: Study ways to use pricing more effectively in funding of transportation.

16.1. Strategy: Study ways that parking pricing can help achieve objectives of the MTP/SCS, including encouragement of walking, bicycling, transit use, vanpooling, carpooling, support for more intensive land uses, revenue for alternative modes, and surcharges for policy purposes.

16.2. Strategy: Seek at an appropriate opportunity a federal Value Pricing Pilot Program grant from the Federal Highway Administration to examine road and auto pricing options, such as high occupancy toll lanes or bridges, pay-at-the-pump auto insurance, or auto loans.

System Maintenance & Operations Policies and Strategies

Transportation agencies should keep existing facilities in a state of good repair and continue operation of current services, as a higher priority than system expansion. This responsibility falls primarily to local agencies, since federal and state funds that come to SACOG are mostly limited to capital purposes. Traffic operations improvements can produce more efficiency out of the existing road system. Planning for greater multimodal use as part of roadway maintenance and rehabilitation projects can be an economical way to provide more complete streets. The region could benefit from attention to more efficient truck movement and delivery, which has been growing faster than other traffic and spreading into suburban areas. Through the RUCS work, SACOG is looking at ways to support and plan for smoother truck traffic flow.

The transit system, comprised of a complex mix of services and agencies, can gain efficiency from better coordination of diverse services, better service features, and greater ridership. The current system focuses on lifeline service to those who are transit dependent and low-income and minority areas. Much of the potential for more effective transit service must come from services tailored to attracting riders who otherwise could drive in addition to preserving services for the transit-dependent. Transportation demand management ties this all together, by helping people find ways to travel besides by driving alone. The following policies and strategies express regional expectations about maintenance and operation of the existing transportation system.

17. Policy: Acknowledge and support preservation of the existing road and highway system as the top priority for local public works agencies and Caltrans, and expect to help them secure adequate funding sources for necessary work.

17.1. Strategy: Encourage and support Caltrans in seeking traffic management and safety improvements along with highway rehabilitation projects from the State Highway Operations and Protection Program. Ensure that both urban and rural needs are targeted.

17.2. Strategy: Consider public-private partnerships and competitive service contracts for maintenance and operations, for a more efficient system.

17.3. Strategy: Expect local agencies to examine and consider traffic operational strategies and investments as temporary improvements to buy time or develop lower-cost ultimate alternatives for capital projects for road expansion, with SACOG to consider such projects as a high priority for regional funding.

17.4 Strategy: Assist local agencies in seeking funding to develop effective pavement management systems that can assist in the evaluation, analysis, and prioritization of maintenance and rehabilitation needs on urban and rural local streets and roads.

17.5 Strategy: Support local agencies in developing multi-year maintenance and rehabilitation programs that enable early identification of cost-effective enhancements to improve pedestrian and bicycle access and safety.

18. Policy: Support the development and implementation of Corridor System Management Plans as a method of integrating transportation system operational management and regional planning so as to maximize system efficiency and effectiveness.

18.1. Strategy: Participate in the ongoing development and implementation of Corridor System Management Plans (CSMP) for the following corridors:

- Interstate 80: State Route 113 to Sierra College Boulevard
- Highway 50: Interstate 80 to Camino
- State Route 99: San Joaquin County Line to Highway 50, Interstate 5 to State Route 20
- Interstate 5: Hood-Franklin to Sacramento International Airport
- State Route 65: Interstate 80 to State Route 70

18.2. Strategy: Encourage all stakeholders to actively participate in the development and implementation of each CSMP.

18.3. Strategy: Coordinate SACOG transportation modeling and data collection activities with the travel forecasting and analysis activities associated with each CSMP.

18.4 Strategy: Continue to work with and seek grant funding from state and federal agencies working to align resources for long-range transportation and land use planning, such as the Federal Partnership for Sustainable Communities and the California Strategic Growth Council

19. Policy: Ensure coordination among all forms of existing and expanded transit services, including those provided by social services agencies, for a more effective system.

19.1. Strategy: Use timely updates of short range transit plans, the coordinated human services transportation plan, and periodic performance audits to provide guidance on priorities and estimates of funding needs and shortfalls.

19.2. Strategy: Support more seamless trips through better traveler information for trip planning (Intelligent Transportation Systems), reliable schedules, coordination between operators for transfers, service changes, complementary services, information available at transit stops, and implementation of the Connect Card, a universal fare card.

20. Policy: SACOG should work with transit operators to pursue improvements to transit access, security, comfort, schedules and information whenever opportunities arise.

20.1. Strategy: Seek to improve transit access, via safe and pleasant sidewalks and walkways around transit stops, designated bike routes and directional signage, accessibility for the disabled, on-board bike racks, better signs for transit access, shelters and improved transfer points, and secure bike storage facilities and park-and-ride locations.

20.2. Strategy: Build on Lifeline Transit Study findings to improve transit and supplemental transportation services for medical appointments by studying effective alternatives and increased connectivity to help meet cross-county health care transportation needs.

20.3. Strategy: Take steps to improve safety and security at crosswalks, transit stops, and along main access routes to transit, including rural areas, with higher priority for low income, minority, and high crime areas.

20.4. Strategy: Improve connections among all forms of transit service, by seeking better coordinated schedules among operators, more convenient and comfortable transfer locations, notice and coordination of schedule changes, next-bus signs at high use stops, and better trip planning tools and public communication.

20.5 Strategy: Implement Connect Card universal fare card and support outreach and marketing in jurisdictions implementing the Connect Card system.

20.6 Strategy: Support local jurisdictions and transit operators in implementing the findings of the Downtown Sacramento Transit Circulation Study.

21. Policy: SACOG should develop guidelines for rural transit services, as a lifeline for non-drivers and park-and-ride service for commuters.

21.1. Strategy: Preserve existing rural transit and paratransit service levels, but examine them periodically to ensure effectiveness for transit-dependent residents.

21.2. Strategy: Consider specialty transit services for agricultural areas seasonally and for tourist attractions and events.

22. Policy: SACOG in partnership with community and employer organizations intends to support proactive and innovative education and transportation demand management programs covering all parts of the urbanized area, to offer a variety of choices to driving alone.

22.1. Strategy: Increase public perception of the value, benefits, and use of transit, vanpool and ride-share services, via activities such as an enhanced 511 website, image and product-specific advertising, promotion of new and restructured services, the regional guaranteed ride home program, outreach for special events, and education for those unfamiliar with alternative modes, including transit services and bicycle facilities, with both access and safety education.

22.2. Strategy: Expand Transportation Management Associations (TMAs) and outreach partners to provide education and advocacy programs across the region's six county area, with broader focus on alternative travel choices for all trip types.

22.3. Strategy: Assist TMAs to broaden and update rideshare databases, offer incentives for taking alternative modes or teleworking, offer specialty services such as vanpooling, carsharing, or subscription bus service where feasible, expand promotional campaigns, and reach out to the public with personalized alternative trip planning and instant ridematching.

23. Policy: SACOG expects operators to plan for service to transit-dependent populations – disabled, low-income, senior, youth – within a context of service to attract riders who now drive.

23.1. Strategy: Improve transit services and options for disabled, low-income, and youth passengers by ensuring all vehicles and facilities are safe and accessible, access routes to transit stops are safe and accessible where feasible, drivers are trained about regulations and good practices, and transfers are convenient and usable.

23.2. Strategy: Prepare for a large increase in the senior population by using Universal Design features, such as low-floor vehicles, automatic doorways, flatter walkways and curb ramps, and handrails, to enable seniors to safely use regular transit services wherever possible and preserve limited paratransit resources for those who cannot travel without direct assistance.

23.3. Strategy: Continue to follow up on findings and outcomes from the 2011 Lifeline Transit Study with the Transit Coordinating Committee in order to inform transit agency decisions on critical service restoration priorities.

24. Policy: Ensure community outreach to low income and minority communities whose needs and concerns otherwise might be overlooked.

24.1. Strategy: Ensure transportation system improvements provide equitable and adequate access by road and transit to low-income and minority communities.

24.2. Strategy: Ensure that projects to serve those communities with greater transit needs are explicitly considered in the MTP/SCS and, when programming funds, pursue specific federal or state funding grants available for this purpose, and seek better coordination of all types of transit services and connections for these communities.

24.3. Strategy: Examine commute pattern travel needs of those in job placement programs such as Cal-Works, those working non-traditional employment shifts, and those with reverse commutes as a guide to transit and supplemental travel service improvements.

24.4. Strategy: Seek to facilitate and deploy cost-effective supplemental transportation options, including shared ride arrangements, volunteer drivers, taxi vouchers, community travel companions, cost and fare-sharing, and mobility training on transit and bicycle/pedestrian options, to complement existing public transit and social service transportation.

24.5. Strategy: Ensure thorough examination, context sensitive design, and mitigation of transportation system impacts wherever feasible, particularly localized air quality and noise impacts, when building improvements in low-income and minority communities adjacent to freeways, major roadways, and railroad corridors.

24.6. Strategy: Continue to make available free-of-charge multilingual video and guidebook on transit, bicycling, walking, and carpooling in the

region to individuals, community- and faith-based organizations, as well as on the SacRegion 511 website.

25. Policy: SACOG should study, consult with, and help coordinate local agency activities to provide for smoother movement of freight through and throughout the region.

25.1. Strategy: Improve SACOG's regional freight forecasting tools, including a periodically updated commodity flow survey that includes both consumer goods and agricultural products, upgraded economic model, shipping and trucking industry contacts to spot and verify trends, ability to estimate up or down from limited data points, and annual truck counts at key locations.

25.2. Strategy: Maintain a goods movement advisory group to share information about evolving freight patterns, technologies, and shipping needs, and identify, examine, and coordinate government policies, activities, and improvement projects that can make goods movement more efficient and reduce impacts in both urban and rural areas.

25.3. Strategy: Collect reliable information about urban and rural impacts of the logistics industry and the customers it serves, pertaining to infrastructure demands and safety, emissions, noise, and traffic impacts from trucks, and review the implications for nearby and downstream communities when local agencies consider permits for commercial and industrial businesses that involve significant amounts of truck traffic.

25.4. Strategy: Identify and reconsider regulatory and institutional barriers that hamper efficient truck travel patterns, identify an adequate number of preferred truck routes for efficient truck access into and across jurisdictions within the region, and actively seek solutions to accommodate truck access and traffic along cor-

ridors that do not create significant conflicts with adjacent land uses and minimize community concerns.

25.5. Strategy: Consider adding or changing features of projects to facilitate truck travel.

25.6. Strategy: Identify and consider projects that could expand the market for shipping freight by rail, merchant ship, or short line railways and that offer an alternative to trucking for more kinds of freight shipments, such as a deeper port channel, rail intermodal transfer points, and better intermodal connections for trucks to carry goods the "last mile" for delivery.

26. Policy: SACOG intends to preserve some capacity on major freeways within the region for freight and other interregional traffic by providing additional capacity for local and regional traffic on major arterials running parallel to the major freeways.

26.1. Strategy: Seek to coordinate regional truck routes for large trucks, and expect local agencies to include truck access policies and strategies in mixed-use and large commercial/industrial developments.

26.2. Strategy: Support rail and highway investments that route freight around, not through, the region.

26.3. Strategy: Open up interregional highway capacity only when goods movement and non-commute traffic warrants it. Evidence of this need can also occur when local roadways bear the burden of goods movement activity diverted from congested highways.

System Expansion Policies and Strategies

Although the region projects slower growth through 2035, it must expand the system to meet the current and future needs of residents. A key part of the system expansion includes planning for the areas that are most likely to grow. With neither funding nor political will to expand the system at the same rate as the projected population growth, road and transit expansion must be carefully targeted to achieve the region's growth and quality of life objectives. The MTP/SCS will double transit service, tailored to Center and Corridor and Established Communities, to bring in riders who now drive and more fare revenues to support operation of the larger system needed to do that.

Complete streets, designed for walking, bicycling and transit as well as autos, can offer good alternatives to driving locally, and reduce need for overall road expansion. However, roads must also be expanded strategically, to provide good access for infill development, support bus transit, and confine congestion to peak commute hours (a standard condition for robust urban economies nationwide). This region is unlikely to support significant freeway widening or new freeways, so it must conserve a portion of existing freeway capacity for trucking and interregional travel by providing alternatives for regional and local travel. Residents should have more access to high-frequency transit, bicycle and walking options to goods, services and amenities. The following policies and strategies lay out SACOG's investment priorities for regional funds - to support regional programs, regional-scale system expansion, compact urban land uses, and equitable expenditures over time—and guide decisions about system expansion.

27. Policy: Support road, transit, and bridge expansion investments that are supportive of MTP/SCS land use patterns.

27.1. Strategy: Focus on ensuring transit and the arterial system perform well for the increased number of local trips, to support infill and compact development from smarter land uses without pushing growth outward because of overly congested conditions, and on providing a strong grid network (which offers alternative routes) wherever land uses allow.

27.2. Strategy: Support corridor mobility investments along major arterials that serve multiple modes of travel through combining road capacity improvements with operational improvements to support smart growth. Supportive investments include enhancements for high-quality transit, technology deployment, bicycle and pedestrian improvements, and safer intersections.

27.3. Strategy: Support the development of new inter-city rail services, including increased Capitol Corridor services to Placer County and high speed rail along the Altamont corridor, all the while advocating for cost-effective implementation options and Blueprint-supportive compact and mixed-use developments adjacent to the rail stations.

27.4. Strategy: Support improved connectivity and increased safety and security through better maintenance of existing river crossings, and strategic new or expanded all-modal river crossings in Centers and Corridors Community Types.

28. Policy: Prioritize transit investments that result in an effective transit system that serves both transit-dependent and choice riders.

28.1. Strategy: Transit expansion should be targeted at land use patterns that will generate transit ridership and improve the cost recovery rates for transit service.

28.2. Strategy: Pursue transit expansion using a wide spectrum of services, each best suited to particular travel markets, considering but not limited to light rail, streetcar, express bus, Bus Rapid Transit, local bus, neighborhood shuttle, demand-response service, subscription bus, and jitney.

28.3. Strategy: Consider the full life-cycle cost of transit options including both capital and operations, the relative value of broader area coverage versus high capacity for a limited corridor, and more routes versus higher frequency, for each situation.

28.4. Strategy: Develop trunk transit corridors between communities and local transit circulation within communities, to attract riders both for commuting and local activities.

28.5. Strategy: Develop local transit services that serve local travel patterns and meet high-capacity trunk transit lines with timed transfers.

28.6. Strategy: Design commute transit as a door-to-door system, with full or limited-stop express routes, short waits at transfer points, and walk and bicycle access at each end.

28.7. Strategy: Develop a bus and carpool lane system for key commuter corridors and expand transit service to use it.

28.8. Strategy: Address commute congestion to switch drivers into empty seats in both transit and autos with transit-first/carpool-second strategies for downtown Sacramento, and carpool-first/transit-second strategies for suburban job centers until employment density indicates a shift.

28.9. Strategy: Seek to develop good bus transit service with heavy established ridership as a precursor to investment in rail transit, to ensure return on the high capital investment for rail.

28.10. Strategy: Factor in the benefit of rail transit as a permanent investment, with stronger ability to attract transit-oriented development patterns around it, where local smart growth planning and the real estate market already promise development dense enough to support rail investment.

28.11. Strategy: When a transit route or service fills to capacity, examine complementary service of another type as an alternative simply to adding capacity to the route that is full.

28.12. Strategy: When planning high-quality transit along light rail, regional rail and high speed rail corridors, also plan for supportive features that include sidewalks and walkways, passenger shelters, or transfer stations, next-bus notification signs, signal preemption and park-and-ride lots.

29. Policy: SACOG encourages locally determined developments consistent with Blueprint principles and local circulation plans to be designed with walking, bicycling and transit use as primary transportation considerations.

29.1. Strategy: Invest in safe bicycle and pedestrian routes that improve connectivity and access to common destinations, such as connections between residential areas and schools, work sites, neighborhood shopping, and transit stops and stations. Also invest in safe routes to and around schools so trips can be made by bicycling or walking.

29.2. Strategy: Invest toward the creation of a regional bicycle and

pedestrian network, connecting first those communities that already have good local circulation networks in place, but also supporting efforts throughout the region to improve connectivity and realize public health benefits from these investments.

29.3. Strategy: Utilize the Planners Committee, Regional Planning Partnership and Transit Coordinating Committee to better coordinate information-sharing between jurisdictions on transit, bicycle and pedestrian improvements to ensure connected routes, sharing of effective ideas, and more complete public information.

29.4. Strategy: Continue to support improved bicycle and pedestrian connectivity through SACOG's Regional Bicycle and Pedestrian and Community Design Grant funding programs and maintaining program criteria that regional road rehabilitation projects include complete streets or complete corridor features.

29.5 Strategy: Help facilitate improved coordination between transit agencies, public works departments and local land use authorities in planning new developments that are transit-, bicycle-, and pedestrian-supportive and timed so that new facilities and transit services are more likely to be available at the time the new growth occurs.

30. Policy: SACOG also gives primary priority to selective road expansion, to support infill development and forestall midday congestion.

30.1. Strategy: Pursue strategic road expansion that reduces congestion and supports effective transit services, walking and bicycling.

30.2. Strategy: Expect that feasibility and corridor studies, project study reports, and environmental studies will consider high-quality transit, bicycle and pedestrian investments when examining how to provide additional capacity on main

highway or bridge corridors.

30.3. Strategy: Pursue strategic road expansion that reduces congestion on access routes to areas with significant infill development.

30.4. Strategy: Give priority for roadway and intersection expansion to routes where midday demand approaches existing capacity or excessive peak period demand threatens to spill over into midday, so no part of the system fails to function continuously for much of the day.

30.5. Strategy: Support expansion of trunk arterials that provide access to job centers and freeway interchanges to provide enough capacity to forestall traffic diversion through neighborhood streets.

30.6. Strategy: Provide technical guidance to local agencies and invest regional funds to build complete streets projects through designated and planned community activity centers, to ensure bicycles, pedestrians, and transit can share the road safely and compatibly with autos.

31. Policy: As long as the existing funding and program structure remains essentially as it is today, SACOG intends to invest funds that are at SACOG's discretion, following these policy guidelines:

31.1. Strategy: Continue to use funds coming through SACOG to fund regional objectives for air quality, community design, transportation demand management, and bicycle and pedestrian programs. The funding level should be proportionally at least as great as programming levels since the regional programs began in 2003.

31.2. Strategy: Continue to help fund regional-scale and local investments across urban, suburban, small community and rural areas with the priorities and performance outcomes to be endorsed by the SACOG Board prior to the biennial funding cycle.