

REVISED

NORTH COUNTY TRANSIT
SAN DIEGO RAILROAD

Agenda

Thursday, July 16, 2026
Board Workshop: 12:00 P.M.

**Location: NCTD Administrative Offices,
810 Mission Avenue, Oceanside, CA 92054**

Teleconference Location:
Montpelier Branch Library
15302 Clazemonth Road, Montpelier, VA 23192

View Live Stream at:
<https://www.youtube.com/GoNCTD>

MISSION

The mission of North County Transit District, which operates as North County Transit – San Diego Railroad and referred to herein as NCTD, is to operate an environmentally sustainable and fiscally responsible transit network that provides seamless mobility for all while achieving organizational and operational excellence.

VISION

NCTD envisions a comprehensive transit and mobility system that connects all North County San Diego residents and visitors to a healthy, economically vibrant, and thriving region.

ASSISTIVE SERVICES

For individuals with disabilities, NCTD will provide assistive services. To obtain such services or copies of documents in an alternate format, please call or write, a minimum of 72 hours prior to the event, to request these needed reasonable modifications. NCTD will make every attempt to accommodate requests that do not give 72-hour notice. Please contact the Clerk of the Board at (760) 966-6696 or clerk@nctd.org.

For individuals with sensory disabilities, this document is available in alternate formats. For information, please contact the Clerk of the Board at 760/966-6696 or clerk@nctd.org. Persons with hearing impairment, please use the California Relay Service (CRS): 800/735-2929 TTY; 800/735-2922 voice; 800/855-3000 Spanish. CRS Customer Service: 877/632-9095 English or 877/419-8440 Spanish.

Agenda materials can be made available in alternative languages upon request. To make a request, please call (760) 966-6696 or email clerk@nctd.org at least 72 hours in advance of the meeting.

Clerk of the Board located at 810 Mission Avenue, Oceanside, CA 92054, during normal business hours and on the website at GoNCTD.com.

PUBLIC COMMENT

IN-PERSON PARTICIPATION AT THE BOARD MEETINGS: All persons wishing to address the Board of Directors during the meeting can do so in-person. Speakers must complete a “Request to Speak” form provided at the meeting. The completed form must be submitted to the Clerk of the Board prior to the call of the specific agenda item on which the individual wishes to speak.

WRITTEN COMMENT PRIOR TO BOARD MEETINGS: Members of the public may also submit their comments via email at publiccomment@nctd.org. All comments received prior to the start of the Board or Committee meeting will be provided to the Board/Committee and made available for public inspection on the NCTD website at: <https://gonctd.com/about-nctd/board-information/> prior to the meeting and included in the record of the Board/Committee Meeting.

VIRTUAL PARTICIPATION AT THE BOARD MEETINGS: Pursuant to Government Code section 54953, NCTD is providing alternatives to in-person attendance for viewing and participating in NCTD Board and/or Committee meetings.

Zoom Participation:

Members of the public may view or participate in the meeting through Zoom from a PC, MAC, iPad, iPhone, or Android device, at the following URL: <https://nctd.zoom.us/j/85126534550?pwd=jMafaxqtq6d11kUjqQoBCeGlkL561j.1>
Passcode: 084154

Phone Participation:

To join the meeting by phone, dial 669-900-6833
Webinar ID: 851 2653 4550
Passcode: 084154

If you would like to speak on an agenda item via Zoom during the meeting, you must email the Clerk of the Board at clerk@nctd.org. Please provide the Clerk your name and item number you wish to comment on. *If you plan on calling into the Zoom meeting rather than videoconferencing, you must also provide the telephone number you will be using.* You must be logged on to the Zoom meeting by phone or online to speak. When it is your turn to comment, the Clerk of the Board will call you by name or phone number. Members of the public may register with the Clerk of the Board to speak on an agenda item until the public comment period for that item is closed.

The public may also provide oral comments on agenda items by calling (760) 966-6560. When prompted, the caller should identify the agenda item they wish to speak about and leave a message not to exceed three minutes. All telephonic comments received prior to the start of the Board or Committee meeting will be provided to the Board/Committee prior to the meeting and made available for public inspection on the NCTD website at: <https://GoNCTD.com/about-nctd/board-information/>.

All written and/or telephonic comments received by 5:00 p.m. the day before the meeting will be shared with the Board of Directors and made available for public inspection prior to the meeting. Written and/or telephonic comments may not be read aloud or played for the Board of Directors during the meeting. All telephonic and written comments will be made part of the record.

WORKSHOP BEGINNING AT 12:00 PM

- **CALL TO ORDER**
- **ROLL CALL OF BOARD MEMBERS**
- **PLEDGE OF ALLEGIANCE TO THE AMERICAN FLAG**
- **SAFETY BRIEF & EVACUATION PROCEDURES – Suheil Rodriguez, Director of Administration/Clerk of the Board**
- **CHANGES TO THE AGENDA**
- **PUBLIC COMMUNICATIONS**

There is a time limit of 15 minutes for this section of Public Communications and each speaker is limited to three minutes for their presentation.

A. WORKSHOP ITEMS 1 – 3

1. **Receive an Update Regarding the Low-Income Fare Freeze Program**
Staff will provide an update regarding action taken by the San Diego Metropolitan Transit System Board of Directors to implement a Low-Income Fare Freeze program.
(Mary Dover, Deputy Chief Operating Officer – Bus)
 2. **Receive an Overview of NCTD's Services**
Staff will facilitate a Board discussion regarding opportunities for service optimization and cost controls by presenting an overview NCTD's services and service area, and present various alternatives for consideration.
(Mary Dover, Deputy Chief Operating Officer – Bus)
 3. **Receive an Overview of NCTD's Enabling Legislation and Board Committee Structure**
Staff will facilitate a Board discussion regarding governance structure by providing an overview of NCTD's enabling legislation and Board Policies as they pertain to Board and Committee structures and governance.
(Mary Dover, Deputy Chief Operating Officer – Bus)
- **BOARD MEMBER REPORTS, COMMENTS, AND CORRESPONDENCE**
 - **REMAINING PUBLIC COMMUNICATIONS**
 - For any remaining speakers who have completed a "Request to Speak" form.
 - **ADJOURNMENT**
 - **CERTIFICATIONS AND RULES (FOR BOARD AND PUBLIC INFORMATION)**
 - Posting of Board Agenda (Page 6)
 - Rules for Public Speakers at meetings of North County Transit – San Diego Railroad (Page 7)
 - Quorum and Voting Information (Page 8)
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Upcoming Meetings:

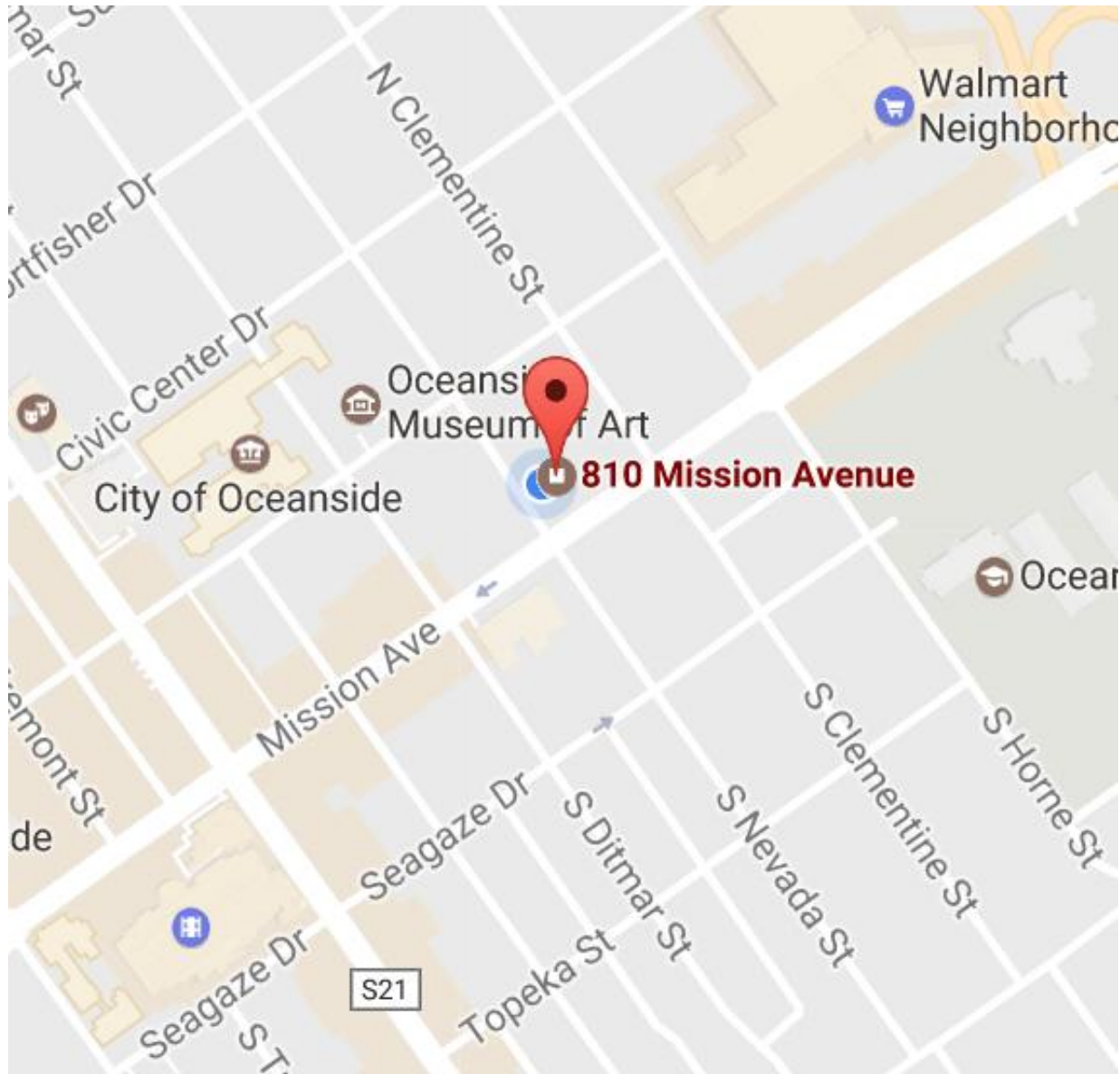
- **NO MEETINGS IN AUGUST**
- ***Marketing, Service Planning and Business Development Committee Meeting: Thursday, September 10, 2026 at 11:00 a.m.***
- ***Regular Board Meeting: Thursday, September 10, 2026 at 2:00 p.m.***

All Regular Board and Committee Meetings will be held at NCTD Administrative Offices, 810 Mission Ave., Oceanside CA, unless otherwise provided on public notice.

NORTH COUNTY TRANSIT

SAN DIEGO RAILROAD

MAP OF NCTD OFFICES



The NCTD Board Chambers is located at NCTD Administrative Offices, 810 Mission Avenue, Oceanside, CA 92054 and is accessible by the COASTER (NCTD Commuter Rail), SPRINTER (NCTD Hybrid Rail), and the BREEZE (NCTD Bus).

Please log onto www.goNCTD.com to check our current routes and schedules, or call 1-800-COMMUTE.

NORTH COUNTY TRANSIT
SAN DIEGO RAILROAD

July 9, 2026

To: North County Transit – San Diego Railroad Board Members
From: Suheil Rodriguez, Clerk of the Board
Subject: POSTING OF REGULAR BOARD AGENDA

In Compliance with the Ralph M. Brown Act, as Amended, the following information is provided.

The Agenda for this Regular meeting of the Board was posted as follows:

Regular Meeting: July 16, 2026 at 12:00 p.m.

Posted At: 810 Mission Avenue, Oceanside, CA

Posted Online At: www.goNCTD.com

Date & Time of Posting: July 9, 2025 by 6:00 p.m.

Posted By: Suheil Rodriguez, Clerk of the Board

NORTH COUNTY TRANSIT

SAN DIEGO RAILROAD

Rules for Public Speakers at Meetings of the North County Transit – San Diego Railroad

Per Board policy, all public communications at meetings of the North County Transit – San Diego Railroad shall be made and received in accordance with the following procedures:

1. COMMENTS FOR MATTERS NOT ON AGENDA

- A. Total time limit for telephonic comments:
 - Beginning of meeting: 15 minutes
 - End of meeting: No time limit.
- B. Time limit per speaker per meeting: Three minutes, with no donation of time allowed.
- C. Priority: First come, first served. Speakers who registered to speak with the Clerk will be called to address the Board of Directors in the order they are received.
- D. Order on agenda: Comments for matters not on the agenda will be heard at the beginning of the meeting and if the time limit stated in Paragraph A is exhausted, comments that were unable to be heard due to time limit stated above, will be heard at the end of the meeting under “*Remaining Public Communications.*”

2. TIME LIMITS FOR ADDRESSING MATTERS ON THE AGENDA

- A. Total time limit: None.
- B. Time limit per speaker: Three minutes, with one donation of three minutes, for a maximum of six minutes.
- C. These rules apply to both public hearing and non-public hearing items listed on the agenda.
- D. Comments made not germane to the subject matter of the agenda item being considered will be considered out of order.

3. CUTOFF FOR TURNING IN SPEAKER SLIPS

- A. Members of the public may register with the Clerk to speak on an agenda item up until the public comment period is closed on a particular item.

4. MODIFICATION OF RULES BY CHAIR

- A. The Board Chair may, in their absolute discretion, modify these rules. However, a decision of the Chair to do so in one instance shall not be deemed a waiver of the rules as to any other instance or matter.

NORTH COUNTY TRANSIT

SAN DIEGO RAILROAD

Quorum and Voting

Pursuant to Public Utilities Code § 125102, a majority of the Board members eligible to vote shall constitute a quorum for the transaction of business and all official acts of the Board shall require the affirmative vote of a majority of the members of the Board eligible to vote; however, after a vote of the members is taken, a weighted vote may be called by any two members eligible to vote.

In the case of a weighted vote, the County of San Diego and each city (with exception of the City of San Diego), shall, in total, exercise 100 votes to be apportioned annually based on population. Approval under the weighted vote procedure requires the vote of the representatives of not less than three jurisdictions representing not less than 51 percent of the total weighted vote to supersede the original action of the Board. When a weighted vote is taken on any item that requires more than a majority vote of the Board members eligible to vote, it shall also require the supermajority percentage of the weighted vote. County population: The population of the County of San Diego shall be the population in the unincorporated area of the county within the area of jurisdiction of the Board pursuant to Public Utilities Code § 125052.

Jurisdiction	2023 Estimate	Percentage	Vote
Carlsbad	115,045	12.1%	12
Del Mar	3,918	0.4%	1
Encinitas	61,254	6.4%	6
Escondido	150,571	15.8%	16
Oceanside	172,186	18.1%	18
San Marcos	94,823	10.0%	10
San Diego County	240,653	25.3%	25
Solana Beach	12,831	1.3%	1
Vista	100,113	10.5%	11
Total	951,394	100.0%	100
<i>Source: 2023 Estimate via SANDAG Open Data Portal – Updated November 2024</i>			

STAFF REPORT

RECEIVE AN UPDATE REGARDING THE LOW-INCOME FARE FREEZE PROGRAM

Time Sensitive: ☒ **Consent:** ☐

**STAFF
RECOMMENDATION:**

Receive an update regarding action taken by the San Diego Metropolitan Transit System (MTS) Board of Directors to implement a Low-Income Fare Freeze program.

**BACKGROUND
INFORMATION:**

The San Diego Association of Governments (SANDAG), in partnership with the North County Transit District, operating as North County Transit – San Diego Railroad (NCTD) and the San Diego Metropolitan Transit System (MTS), is in the process of proposing amendments to the Regional Fare Ordinance, including a phased fare increase and changes to policy language.

On April 16, 2026, the NCTD and MTS Boards at their respective meetings recommended that the SANDAG Transportation Committee approve the proposed amendments to the Regional Fare Ordinance. NCTD's Board also directed staff to send a letter to SANDAG expressing support for the exploration of a low-income fare program.

At the June 11, 2026, meeting of the MTS Board of Directors, the MTS Board directed staff to implement a Fare Freeze program that would keep fares at current levels for individuals that are actively enrolled in the following programs:

- CalFresh
- Medi-Cal
- CalWORKS

At its meeting on July 17, 2026, the SANDAG Transportation Committee will be asked to provide final approval of the proposed changes to the Regional Fare Ordinance, upon which time MTS may implement a Low-Income Fare Freeze program.

NCTD staff will provide the Board with an update on the Regional Fare Ordinance, MTS's Low-Income Fare Freeze Program and options for NCTD's participation in the Program. The Board may then take action regarding participation in the Program.

ATTACHMENT:

1A – Low-Income Fare Freeze Program Presentation

FISCAL IMPACT:

This staff report has no fiscal impact.

COMMITTEE REVIEW:

None

STAFF CONTACT:

Mary Dover, Deputy Chief Operating Officer – Bus
E-mail: mdover@nctd.org Phone: 760-967-2895

RELATED TO
AGENDA ITEM 1



Low-Income Fare Freeze Program

NCTD Board Workshop
July 16, 2026

COASTER SPRINTER BREEZE FLEX *LIFT* NCTD⁺

Fare Change

- April 2026: NCTD Board recommends approval of fare ordinance changes
- June 2026: MTS Board approves Low-Income Fare Freeze Program
- June 2026: SANDAG Transportation Committee votes to waive reading of Fare Ordinance
- July 2027: SANDAG Transportation Committee will vote on approval of fare ordinance changes

Low-Income Fare Freeze Program

- The Low-Income Fare Freeze program would keep fares at current levels for individuals that are actively enrolled in the following programs:
 - CalFresh
 - Medi-Cal
 - CalWORKS
- Applies to adult regular fares
- Eligibility managed and maintained by NCTD and MTS
- Effective October 1, 2026

Considerations

- Phase I anticipated revenue increase: \$649,287
 - With Low-Income Fare Freeze Program, NCTD could expect to receive \$403,789 less in revenue from the fare change
- Phase II anticipated revenue increase: \$1,227,978
 - With Low-Income Fare Freeze Program, NCTD could expect to receive \$613,524 less in revenue from the fare change

Questions?

STAFF REPORT | **RECEIVE AN OVERVIEW OF NCTD'S SERVICES**

Time Sensitive: ☐ **Consent:** ☐

STAFF RECOMMENDATION: Receive an overview of NCTD's services, including potential actions that could be taken to manage future financial constraints

BACKGROUND INFORMATION: The North County Transit District, operating as North County Transit – San Diego Railroad (NCTD), operates BREEZE fixed-route with FLEX service, SPRINTER hybrid rail, COASTER commuter rail, LIFT paratransit, and NCTD+ microtransit services across a 1,020 square mile service area in northern San Diego County. NCTD staff consistently reviews the performance of these services to ensure the effective and efficient provision of transit services.

At its June 18, 2026, meeting, the NCTD Board of Directors approved the Fiscal Year (FY) 2027 Operating Budget, Five-Year Plan, and FY2027-2031 Capital Improvement Program (Agenda Item No. 15). The Five-Year Plan anticipates projected budget deficits in the next four fiscal years, beginning in FY2028.

NCTD staff is exploring all potential avenues to increase revenues and manage expenses, including seeking new funding sources and flexibility in existing sources. If future deficits materialize, the Board must consider changes to the services NCTD provides.

Staff will provide an overview of NCTD's transit services and potential changes that could be made to manage future financial constraints for Board discussion.

ATTACHMENT: 2A – Services Overview Presentation

FISCAL IMPACT: This staff report has no fiscal impact.

COMMITTEE REVIEW: None

STAFF CONTACT: **Mary Dover, Deputy Chief Operating Officer – Bus**
E-mail: mdover@nctd.org Phone: 760-967-2895

RELATED TO
AGENDA ITEM 2



Overview of NCTD's Service

NCTD Board Workshop
July 16, 2026

COASTER SPRINTER BREEZE FLEX *LIFT* NCTD⁺

Service Area



- NCTD's service area includes eight cities in San Diego County, unincorporated and rural areas, and Marine Corps Base Camp Pendleton, with commuter rail service also extending to downtown San Diego.
- The total population of NCTD's service area is estimated to be **951,394**.

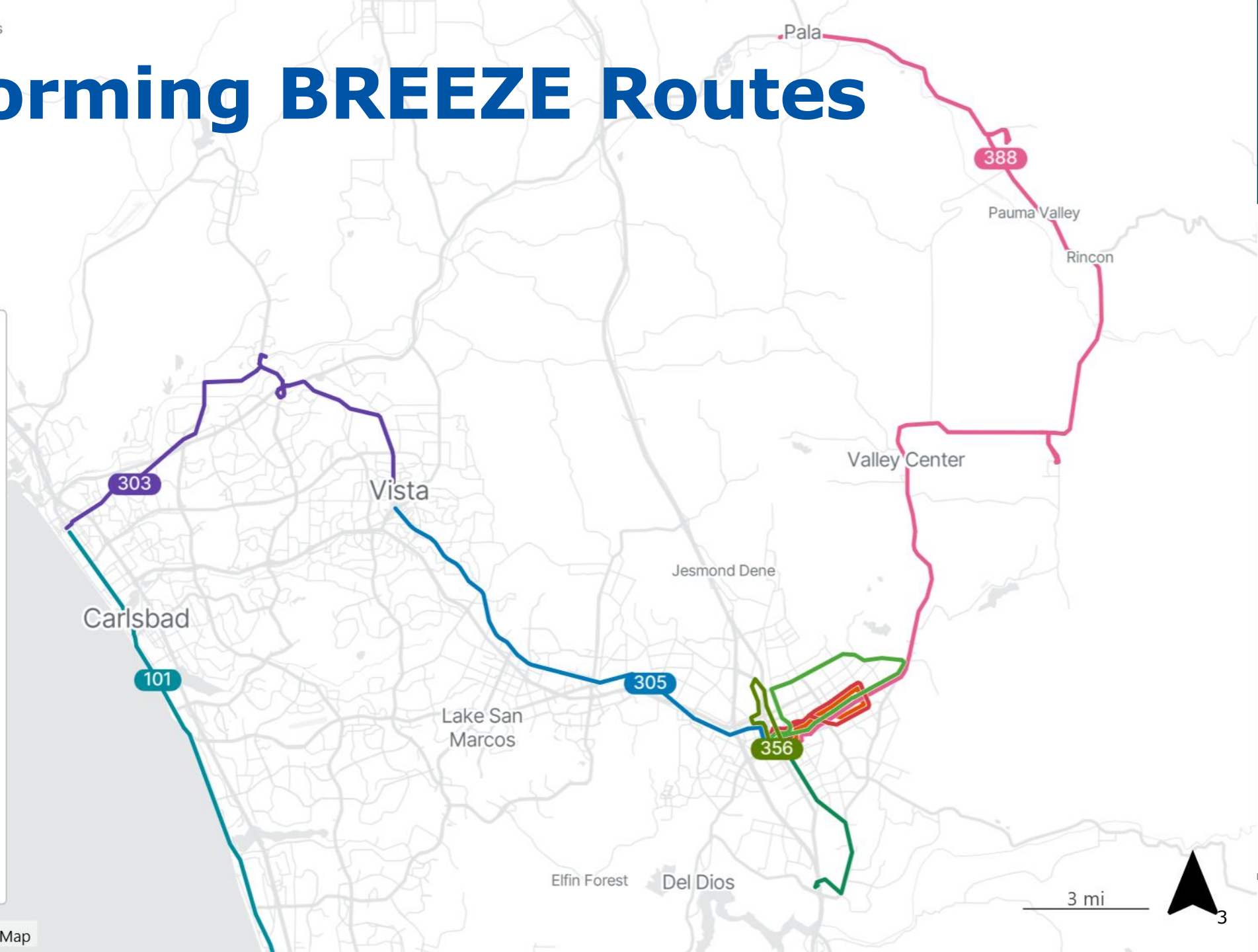
Service Design Guidelines

- Service is continuously evaluated to identify opportunities for improvement.
- Decisions are informed by:
 - Route performance
 - Customer, operator, and stakeholder feedback
 - Changes in land use, travel patterns, and regional connectivity

Measure	Definition	Pass	Watch	Fail
Passengers/hour	Passengers per revenue hour	>50% of average	<50% of average	<40% of average
Cost/passenger	Cost per trip per passenger	<140% of average	>140% of average	>150% of average

Top Performing BREEZE Routes

- 101 Oceanside - UTC / VA / UCSD
- 303 Oceanside - Vista via Mission Av
- 305 Vista - Escondido
- 350 BREEZE Rapid: ETC - Del Lago TC
- 351 Escondido Circulator (CCW)
- 352 Midway & Washington (Clock)
- 356 Morningview & Escondido Blvd (Clock)
- 357 Valley Parkway to El Norte Parkway
- 388 Escondido - Pala



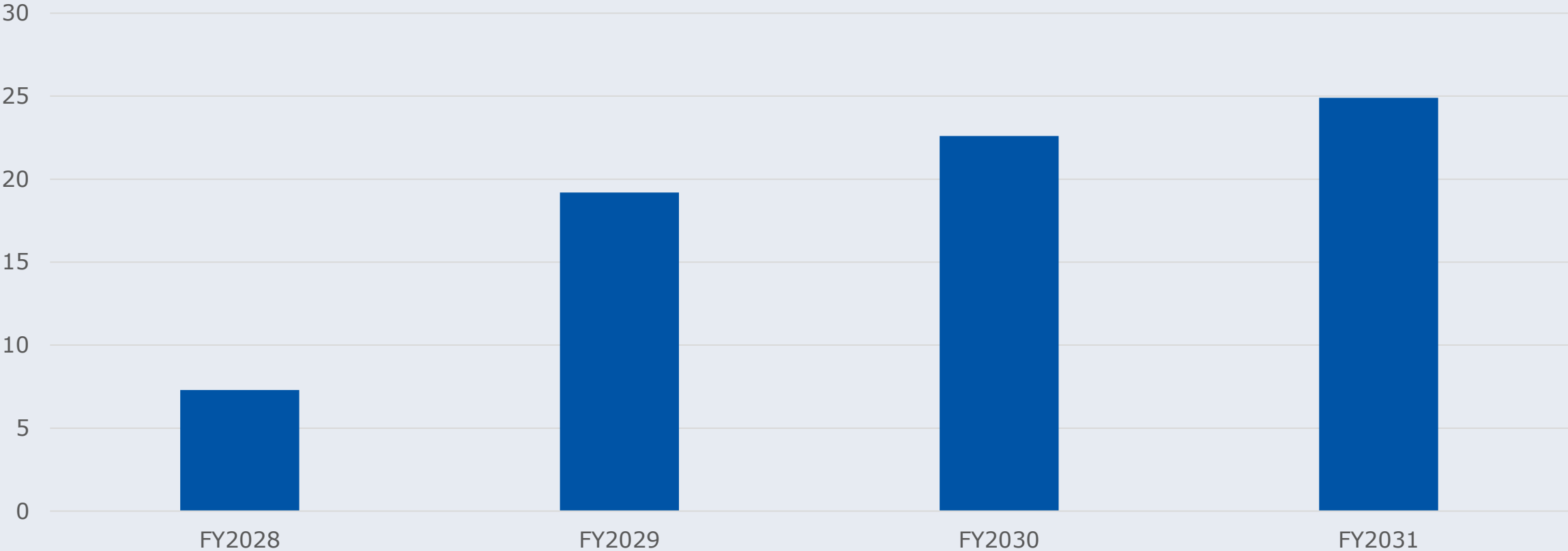
BREEZE Routes on Watch

- 304 Encinitas - Palomar College
- 308 Escondido - Solana Beach
- 315 College Bl Sprinter Sta - 22 Area via Vandegrift
- 325 Carlsbad Village - College SPRINTER
- 347 CSUSM to PCTC
- 353 Escondido to Nordahl Market Pl via Citracado



NCTD's Funding Gap

Projected Funding Deficit (in millions)



Contextualizing NCTD's Funding Gap

- **\$7.7 Million:** Reduce all weekend service to hourly frequencies; eliminate weekend NCTD+
- **\$23 Million:** Eliminate all BREEZE, FLEX, and NCTD+ weekend service, discontinue Sunday SPRINTER and COASTER service
- **\$33.6 Million:** Reduce all weekday service to hourly frequencies, eliminate NCTD+

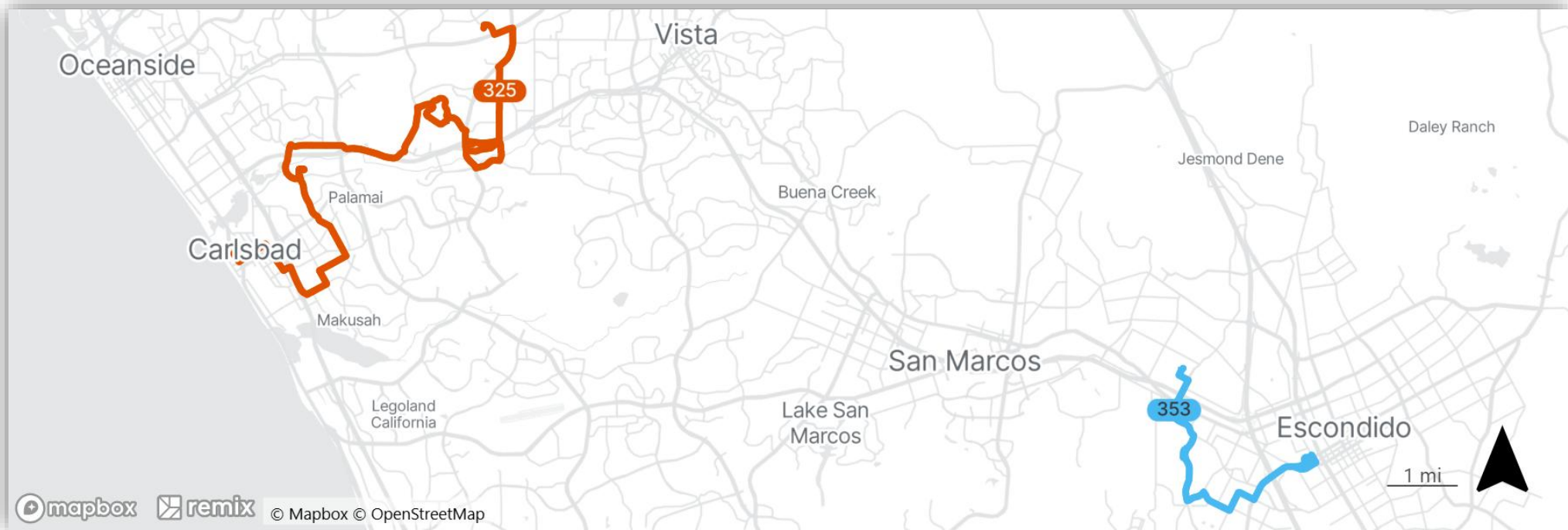


Service Options

- Elimination of NCTD+ Vista and San Marcos, reimplementation of BREEZE 334 and BREEZE 347 weekend service: **\$1.7 million**
- Elimination of FLEX 473: **\$694K**
- Reduction to hourly or more frequency on BREEZE 304, 325, and 353: **\$1.6 million**
- Reducing late-night Friday & Saturday service to hourly frequency on SPRINTER: **\$970K**

Interim Service Changes

- Evaluate cost-neutral re-routing of BREEZE 325 and 353 to improve productivity and access of the routes



Questions?

STAFF REPORT

RECEIVE AN OVERVIEW OF NCTD'S ENABLING LEGISLATION AND BOARD/COMMITTEE STRUCTURE

Time Sensitive: ☐ **Consent:** ☐

**STAFF
RECOMMENDATION:**

Receive an overview of NCTD's enabling legislation, as well as the Board and Committee structure.

**BACKGROUND
INFORMATION:**

The North County Transit District, operating as North County Transit – San Diego Railroad (NCTD), was created September 20, 1975, through State legislation to plan, construct and operate public transit systems in its area of jurisdiction. NCTD's enabling legislation at Public Utilities Code § 125000, et seq. sets forth authorities of the Board of Directors and parameters for the provision of transit services in northern San Diego County.

Several activities of the Board of Directors are governed by NCTD's enabling legislation and codified in statute, including but not limited to:

- Election of the Chair and Vice Chair
- Composition of the Board of Directors
- Compensation of Board members conducting business on behalf of NCTD

However, NCTD's enabling legislation does delegate authority to the Board of Directors to set policies and procedures it deems necessary to provide transit services. For example, the Board has the authority to set its Mission and Vision statements, create standing and ad-hoc committees, and develop policies regarding projects and redevelopment activities.

Staff will provide an overview of NCTD's enabling legislation and the authorities of the Board to set policies and procedures to facilitate Board discussion.

ATTACHMENT:

3A – Enabling Legislation and Board/Committee Structure Presentation

FISCAL IMPACT:

This staff report has no fiscal impact.

COMMITTEE REVIEW:

None

STAFF CONTACT:

Mary Dover, Deputy Chief Operating Officer – Bus
E-mail: mdover@nctd.org Phone: 760-967-2895

RELATED TO
AGENDA ITEM 3



NCTD Enabling Legislation and Board/Committee Structure

NCTD Board Workshop
July 16, 2026

COASTER SPRINTER BREEZE FLEX *LIFT* NCTD⁺

NCTD Enabling Legislation

- PUC § 125050:
 - “The board shall consist of members selected as follows:
 - (a) One member of the San Diego County Board of Supervisors appointed by the board of supervisors, which member shall represent, on the board of supervisors, the largest portion of the area under the jurisdiction of the district.
 - (b) One member of each of the City Councils of the Cities of Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, San Marcos, Solana Beach, and Vista, and each new city that incorporates within the district boundaries, appointed by the respective city council.
 - (c) One nonvoting member who shall be a member of the City Council of the City of San Diego.
- PUC § 125052: area of jurisdiction

NCTD Enabling Legislation

- PUC § 125100:
 - “The board at its first meeting, and thereafter annually at the first meeting in January, shall elect a chairman who shall preside at all meetings, and a vice chairman who shall preside in his absence. In the event of their absence or inability to act, the members present, by an order entered in the minutes, shall select one of their members to act as chairman pro tem, who, while so acting, shall have all of the authority of the chairman”
- PUC § 125105:
 - “The board shall...
 - (e) Appoint advisory commissions as it deems necessary.
 - (f) Do any and all things necessary to carry out the purposes of this division, including, but not limited to, adopting all ordinances and making all rules and regulations proper or necessary”

Board Policies

- Board Policy No. 1: General Provisions
 - Mission and Vision Statements
 - NCTD's mission is to operate an environmentally sustainable and fiscally responsible transit network that provides seamless mobility for all while achieving organizational and operational excellence.
 - NCTD's vision envisions a comprehensive transit and mobility system that connects all North County San Diego residents and visitors to a healthy, economically vibrant, and thriving region.
 - Adoption of Board policies

Board Policies

- Board Policy No. 3: Committees and External Appointments
 - Establishes the Executive; Performance, Administration, and Finance; and Marketing, Service Planning, and Business Development Committees
 - Provides composition of Executive Committee
 - Sets committee responsibilities
 - Allows for the establishment of ad-hoc committees

Changes to Board/Committee Structure

Some changes can be enacted at the Board level, while others require action by the Legislature

Legislature	Board
Board composition	Mission and Vision
Election of Chair and Vice Chair	Committee structure
Board compensation	Project/Redevelopment policies

Questions?