



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Agenda

Bay Area Toll Authority Oversight Committee

Committee Members:

*Amy R. Worth, Chair Margaret Abe-Koga, Vice Chair
Cindy Chavez, Federal D. Glover, Nate Miley, Gina Papan, David
Rabbitt, Hillary Ronen*

Non-Voting Member: Dina El-Tawansy

Wednesday, January 12, 2022

9:35 AM

REMOTE

The Bay Area Toll Authority Oversight Committee is scheduled to meet on Wednesday, January 12, 2022 at 9:35 a.m., in the Bay Area Metro Center (Remotely). In light of Governor Newsom's State of Emergency declaration regarding COVID-19 and in accordance with the recently signed Assembly Bill 361 allowing remote meetings, this meeting will be accessible via webcast, teleconference, and Zoom for all participants. A Zoom panelist link for meeting participants will be sent separately to committee, commission, or board members.

The meeting webcast will be available at
<https://mtc.ca.gov/whats-happening/meetings/live-webcasts>.

Members of the public are encouraged to participate remotely via Zoom at the following link or phone number:

Attendee Link: <https://bayareametro.zoom.us/j/81602057982>

Or iPhone one-tap: +13462487799,,81602057982# or +12532158782,,81602057982#

Or Join by Telephone: (for higher quality, dial a number based on your current location) US:

+1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or

+1 312 626 6799 or +1 646 876 9923 or +1 301 715 8592 or

877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)

Webinar ID: 816 0205 7982

International numbers available: <https://bayareametro.zoom.us/j/kc58qAuBsn>

Detailed instructions on participating via Zoom are available at:

<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>. Committee members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial "*9". In order to get the full Zoom experience, please make sure your application is up to date.

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

1. Call to Order / Roll Call / Confirm Quorum

Quorum: A quorum of this committee shall be a majority of its regular non-ex-officio voting members (5).

2. Pledge of Allegiance

3. Compensation Announcement (Clerk)

4. Consent Calendar

- 4a. [21-1619](#) Minutes of the December 8, 2021 meeting
- Action: Committee Approval
- Attachments: [4a - 21-1619 - Dec 8 BATA O Draft Minutes.pdf](#)
- 4b. [21-1492](#) Contract Action and Referral to Authority - FasTrak® Regional Customer Service Center
- i. Amendment to Commercial Lease - 375 Beale Street, First Floor HUB: Bay Area Headquarters Authority (estimated \$28,121)
- ii. Contract Change Order - FasTrak® Regional Customer Service Center Temporary Walk in Center in the First Floor HUB at 375 Beale Street: Conduent State and Local Solutions, Inc., (\$380,000)
- Action: i. Authority Approval
- ii. Committee Approval
- Presenter: Monica Serrano
- Attachments: [4b - 21-1492 - FasTrak® Regional CSC Temporary Walk-in Center.pdf](#)
- 4c. [21-1634](#) Contract - On-Call Construction Management Services: San Francisco - Oakland Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program Support: Zoon Engineering, Inc. (\$370,000)
- Action: Committee Approval
- Presenter: Rosalynn Chongchaikit
- Attachments: [4c - 21-1634 - On-Call Mgmt Svcs Contract - Zoon.pdf](#)

5. Approval

- 5a. [21-1638](#) Contract Change Order - FasTrak® Regional Customer Service Center, New BATA Transaction Prices and Contract Extension: Conduent State and Local Solutions, Inc. (\$286,823,382)
- Request for Committee approval to enter into a contract change order with Conduent State and Local Solutions, Inc. (Conduent) to provide new prices for invoices and violation notices for BATA bridge transactions and extend the contract term to September 28, 2027, in a combined total amount not to exceed \$286,823,382, subject to future budget approvals.
- Action:** Committee Approval
- Presenter:** Beth Zelinski
- Attachments:** [5a - 21-1638 - Contract Change Order - Conduent.pdf](#)

6. Information

- 6a. [21-1635](#) Update on Bay Area Tolling Equity Action Plan
- An update on the Bay Area Tolling Equity Action Plan.
- Action:** Information
- Presenter:** Lysa Hale
- Attachments:** [6a - 21-1635 Equity Action Plan Update.pdf](#)
[6a - 21-1635 Equity Action Plan Update Presentation.pdf](#)

7. Public Comment / Other Business

8. Adjournment / Next Meeting

The next meeting of the BATA Oversight Committee is scheduled to be held on Wednesday, February 9, 2022 at 9:35 a.m. remotely and by webcast. Any changes to the schedule will be duly noticed to the public.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章: MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.

MTC's Chair and Vice-Chair are ex-officio voting members of all standing Committees.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 21-1619 **Version:** 1 **Name:**

Type: Minutes **Status:** Committee Approval

File created: 11/30/2021 **In control:** Bay Area Toll Authority Oversight Committee

On agenda: 1/12/2022 **Final action:**

Title: Minutes of the December 8, 2021 meeting

Sponsors:

Indexes:

Code sections:

Attachments: [4a - 21-1619 - Dec 8 BATA O Draft Minutes.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of the December 8, 2021 meeting

Recommended Action:
Committee Approval



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Minutes

Bay Area Toll Authority Oversight Committee

Committee Members:

*Amy R. Worth, Chair Margaret Abe-Koga, Vice Chair
Cindy Chavez, Federal D. Glover, Nate Miley, Gina Papan, David
Rabbitt, Hillary Ronen
Non-Voting Member: Dina El-Tawansy*

Wednesday, December 8, 2021

9:35 AM

REMOTE

Call Remote Meeting to Order

1. Roll Call / Confirm Quorum

Present: 6 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Miley, Commissioner Papan, Commissioner Ronen, and Chair Worth
Absent: 2 - Commissioner Glover, and Commissioner Rabbitt

Non-Voting Member Present: Commissioner El-Tawansy

Ex Officio Voting Members Present: Commission Chair Pedroza and Commission Vice Chair Josefowitz

Ad Hoc Non-Voting Members Present: Commissioner Canepa, Commissioner Giacopini, and Commissioner Spering

2. Pledge of Allegiance

3. Compensation Announcement (Clerk)

4. Consent Calendar

Upon the motion by Commissioner Chavez and the second by Vice Chair Abe-Koga, the Consent Calendar was unanimously approved by the following vote:

Aye: 6 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Miley, Commissioner Papan, Commissioner Ronen and Chair Worth
Absent: 2 - Commissioner Glover and Commissioner Rabbitt

4a. [21-1388](#) Minutes of the November 10, 2021 meeting

Action: Committee Approval

- 4b.** [21-1501](#) BATA FY 2021-22 First Quarter Financial Statements (Unaudited)
 Action: Information
 Presenter: Raymond Woo
- 4c.** [21-1296](#) Contract Amendment - San Francisco-Oakland Bay Bridge Metering System Upgrade Project:

 i) Contract Amendment - On-Call Construction Management Services: Ghirardelli Associates, Inc. (\$9,700); and
 ii) Contract Amendment - On-Call Design Services: Kimley-Horn and Associates, Inc. (\$200,000)
 Action: Committee Approval
 Presenter: Stephen Baker
- 4d.** [21-1491](#) Contract Change Order - FasTrak® Regional Customer Service Center Support for Violation Penalty Refunds: Conduent State and Local Solutions, Inc. (\$900,000)
 Action: Committee Approval
 Presenter: Beth Zelinski
- 4e.** [21-1494](#) Contract Amendment - Bay Area Tolling Equity Action Project Technical Assistance: HNTB Corporation (\$300,000)
 Action: Committee Approval
 Presenter: Lysa Hale
- 4f.** [21-1485](#) Regional Measure 3 Annual Report to the Legislature
 Action: Authority Approval
 Presenter: Anne Spevack
- 4g.** [21-1443](#) BATA Resolution No. 143, Revised - Program of Projects for BATA's Formula Share of the Local Partnership Program - Cycle 3
 Action: Authority Approval
 Presenter: Rosalynn Chongchaikit
- 4h.** [21-1488](#) Express Lanes Executive Steering Committee Memorandum of Understanding
 Action: Authority Approval
 Presenter: Stephen Wolf

- 4i. [21-1571](#) Contract Amendment - On-Call Design Services: Bimla Rhinehart Vista Point Parking Lot: AECOM Technical Services, Inc. (\$900,000)

Action: Committee Approval

Presenter: Peter Lee

- 4j. [21-1573](#) Contract Amendment - Bay Skyway and Link Project Management Support: BayPac Consult Inc. (\$270,000)

Action: Committee Approval

Presenter: Peter Lee

- 4k. [21-1591](#) Reimbursement Agreement - Marin Water Emergency Pipeline Project: Marin Municipal Water District (\$6.2 million)

Action: Committee Approval

Presenter: Peter Lee

5. Approval

- 5a. [21-1490](#) Open Road Tolling Program Update and Contract Actions

i. Contract Approval - San Francisco-Oakland Bay Bridge Open Road Tolling - Civil Infrastructure Design: AECOM Technical Services Inc. (\$6,600,000 plus a contingency of \$660,000); and

ii. Contract Amendment - Planning and Design of the Civil Infrastructure of the Southern Toll Bridges for the Conversion to Open Road Tolling: HDR, Inc. (\$5,405,000)

Action: Committee Approval

Presenter: Jeff Gerbracht

Written public comment was received from Aleta Dupree.

Aleta Dupree was called to speak.

Upon the motion by Commissioner Papan and the second by Commissioner Chavez, the Committee unanimously approved the Contract with AECOM Technical Services Inc. and the Contract Amendment with HDR, Inc. The motion carried by the following vote:

Aye: 6 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Miley, Commissioner Papan, Commissioner Ronen and Chair Worth

Absent: 2 - Commissioner Glover and Commissioner Rabbitt

5b. [21-1502](#) BATA Resolution No. 144, Revised - FY 2021-22 Operating and Capital Budgets

A request that BATA Resolution No. 144, Revised, authorizing an amendment to the Operating and Capital Budgets for FY 2021-22, be referred to the Authority for approval.

Action: Authority Approval

Presenter: Brian Mayhew

Aleta Dupree was called to speak.

Upon the motion by Commissioner Chavez and the second by Vice Chair Abe-Koga, the Committee unanimously approved the referral of BATA Resolution No. 144, Revised to the Authority for approval. The motion carried by the following vote:

Aye: 6 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Miley, Commissioner Papan, Commissioner Ronen and Chair Worth

Absent: 2 - Commissioner Glover and Commissioner Rabbitt

6. Information

6a. [21-1592](#) 2022 Regional Measure 3 Bridge Toll Increase

A status report on preparations for the approved 2022 Regional Measure 3 bridge toll increase on January 1, 2022.

Action: Information

Presenter: Lisa Klein

7. Public Comment / Other Business

Aleta Dupree was called to speak.

8. Adjournment / Next Meeting

The next meeting of the BATA Oversight Committee is scheduled to be held on Wednesday, January 12, 2022 at 9:35 a.m. remotely and by webcast. Any changes to the schedule will be duly noticed to the public.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-1492	Version:	1	Name:	
Type:	Contract	Status:		Committee Approval	
File created:	10/28/2021	In control:		Bay Area Toll Authority Oversight Committee	
On agenda:	1/12/2022	Final action:			
Title:	Contract Action and Referral to Authority - FasTrak® Regional Customer Service Center				
	i. Amendment to Commercial Lease - 375 Beale Street, First Floor HUB: Bay Area Headquarters Authority (estimated \$28,121)				
	ii. Contract Change Order - FasTrak® Regional Customer Service Center Temporary Walk in Center in the First Floor HUB at 375 Beale Street: Conduent State and Local Solutions, Inc., (\$380,000)				

Sponsors:

Indexes:

Code sections:

Attachments: [4b - 21-1492 - FasTrak® Regional CSC Temporary Walk-in Center.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract Action and Referral to Authority - FasTrak® Regional Customer Service Center

- i. Amendment to Commercial Lease - 375 Beale Street, First Floor HUB: Bay Area Headquarters Authority (estimated \$28,121)
- ii. Contract Change Order - FasTrak® Regional Customer Service Center Temporary Walk in Center in the First Floor HUB at 375 Beale Street: Conduent State and Local Solutions, Inc., (\$380,000)

Presenter:

Monica Serrano

Recommended Action:

- i. Authority Approval
- ii. Committee Approval

**Bay Area Toll Authority
Oversight Committee**

January 12, 2022

Agenda Item 4b - 21-1492

Contract Action and Referral to Authority – FasTrak® Regional Customer Service Center

i. Amendment to Commercial Lease – 375 Beale Street, First Floor HUB: Bay Area Headquarters Authority (estimated \$28,121)

ii. Contract Change Order – FasTrak® Regional Customer Service Center Temporary Walk in Center in the First Floor HUB at 375 Beale Street: Conduent State and Local Solutions, Inc., (\$380,000)

Subject:

Requests to (1) refer to the Authority a recommendation to authorize the Executive Director or designee to negotiate and enter into an amendment to the Commercial Lease with the Bay Area Headquarters Authority (BAHA) to include the first floor HUB space for use as a temporary FasTrak® Customer Service Center (CSC) walk-in center through November 2022; and (2) authorize the Executive Director or designee to negotiate and enter into a contract change order with Conduent State and Local Solutions, Inc. (Conduent) to implement and provide FasTrak® CSC operations support for the temporary walk-in center in the first floor HUB.

Background:

Based on a competitive selection, BATA entered into a contract with Conduent (formerly, Xerox State and Local Solutions, Inc.) on March 27, 2013 for management and operation of the FasTrak® CSC. Under the contract, Conduent provides the FasTrak® account management system, transaction processing, call center operations, web services, payment processing, customer communications, violation image review and violation noticing for bridges and express lanes in the Bay Area.

Conduent currently operates the FasTrak® CSC in Suites 200A and 300C at 375 Beale Street, including a walk-in center on the second floor. The CSC walk-in center allows visitors to pay violations and perform FasTrak® account maintenance.

The walk-in center was closed starting in March 2020 due to pandemic-related building restrictions. In October 2021, the CSC reopened the walk-in center under reduced occupancy of seven visitors. The inclusion of a temporary walk-in center on the first floor HUB is intended to support efforts to improve the customer experience by providing increased visitor capacity and will mitigate COVID-19 impacts by reducing traffic into the interior of the Beale Street building.

i. Amendment to Commercial Lease – 375 Beale Street, Suites 200A and 300C and First Floor HUB: Bay Area Headquarters Authority (estimated \$28,121)

In September 2015, BATA approved the Commercial Lease for 375 Beale Street, Suites 200A and 300C, for the FasTrak® CSC. Staff requests that this Lease be amended to include the First Floor HUB space (629 square feet) starting in approximately February 2022. A summary of lease terms is included in Attachment A. Rent payments will not commence for the HUB space until occupancy occurs. Staff requests that this lease amendment between BATA and BAHA be referred to the Authority for approval.

ii. Contract Change Order – FasTrak® Regional Customer Service Center Temporary Walk in Center in the First Floor HUB at 375 Beale Street: Conduent State and Local Solutions, Inc., (\$380,000)

Conduent will implement and operate the temporary walk-in center in the HUB through November 2022. The current term of the Conduent contract is through March 2022. In July 2021, this Committee approved an extension through March 2024, but this contract extension has not been executed. Additionally, item 5a on this month's BATA Oversight Committee agenda seeks approval for a further extension through September 2027. Staff anticipates the extension through September 2027 will be approved and the change order for the extension will be executed in January. This change order for the walk-in center in the HUB is contingent on the execution of the Conduent contract extension.

Visitors to the temporary walk-in center in the HUB will be able to obtain a FasTrak® application; receive assistance in using the onsite kiosk to fund accounts and pay violations; obtain, return and exchange a toll tag; contest a toll violation or invoice; and receive general account support without accessing the second floor walk-in center. Cash payers will be referred to the second floor walk-in center to complete transactions. HUB walk-in center agents will not accept any form of payment but will assist customers in utilizing the onsite self-service kiosk to pay using credit and debit cards.

This change order is for an amount not to exceed \$380,000, inclusive of the rent for the HUB space, through November 2022.

Conduent occupies the CSC under a license agreement with BATA that includes the use of space on the second and third floors (Suites 200A and 300C) including the walk-in center on the second floor for in-person customer service. Conduent pays the lease payments on BATA's behalf as part of the CSC contract. The license agreement will be amended to include space for the temporary walk-in

center in the HUB through November 30, 2022. The inclusion of the 629 square foot HUB space will cost \$28,120.80 for the period of February 2022 through November 2022. The rent costs are included in the change order.

Rental Period	1st Floor Hub Monthly Rent	Total Cost for Rental Period
2/1/2022 to 3/31/2022	\$2,704.96	\$5,409.92
4/1/2022 to 11/30/2022	\$2,838.86	\$22,686.88

Attachment B includes a summary of Conduent and its project team's small business and disadvantaged business enterprise status

Recommendations:

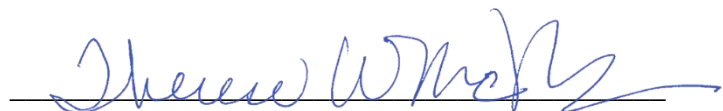
Staff recommends that the Committee:

- i. Refer to the Authority a recommendation to authorize the Executive Director or designee to negotiate and enter into an amendment to the Commercial Lease between BATA and BAHA under terms set forth in Attachment A to include the first floor HUB space for use as a temporary FasTrak[®] CSC walk-in center through November 2022 (estimated \$28,121); and
- ii. Authorize the Executive Director or designee to negotiate and enter into a contract change order with Conduent to implement and provide FasTrak[®] CSC operations support through November 2022 for the temporary walk-in center in the first floor HUB in an amount not to exceed \$380,000, subject to the approval of the FY 2022-23 BATA budget.

Attachments:

Attachment A – Summary of Lease Expansion Terms

Attachment B – Conduent Small Business and Disadvantaged Business Enterprise Status;
Request for Committee Approval Sheet



Therese W. McMillan

ATTACHMENT A

SUMMARY OF PROPOSED LEASE EXPANSION TERMS

Landlord:	Bay Area Headquarters Authority (“Landlord” or “BAHA”)
Tenant:	Bay Area Toll Authority (“Tenant” or “BATA”)
Use:	FasTrak® Customer Service Center
Space:	375 Beale Street, 1st Floor HUB: 629 Rentable Square Feet (RSF)
Brief Scope of Lease Amendment	BATA is requesting authorization to amend BATA’s current lease agreement with BAHA to include the HUB from February 2022 to November 2022. The space will be licensed to Conduent to establish an additional temporary walk-in center to reduce traffic into the interior of the building.
Rent	\$28,121 Lease Cost 629 RSF for HUB
Fiscal Impact:	\$28,121 to be received by BAHA
Motion by Authority:	That the Executive Director or designee is authorized to negotiate and enter into a lease amendment with BAHA for the use of the HUB described above and in the Bay Area Toll Authority Summary Sheet dated January 12, 2022 and that the Chief Financial Officer is authorized to set aside \$28,121 for such lease space expansion.
Bay Area Toll Authority:	<hr/> Alfredo Pedroza, Chair
Approved:	January 26, 2022

ATTACHMENT B

Conduent State & Local Solutions, Inc., Small Business and Disadvantaged Business Enterprise Status

			DBE* Firm			SBE** Firm		
	Firm Name	Role on Project	Yes	DBE #	No	Yes	SBE #	No
Prime Contractor	Conduent	System Development and Operations			X			X
Subcontractor	Atos	Network Management			X			X

*Denotes certification by the California Unified Certification Program (CUCP).

**Denotes certification by the State of California.

Request for Committee Approval

Summary of Proposed Contract Change Order

Work Item No.:	1252
Vendor:	Conduent State and Local Solutions, Inc. (Conduent), San Francisco, CA
Work Project Title	FasTrak® Regional Customer Service Center Temporary Walk-in Center in the First Floor HUB at 375 Beale Street
Purpose of Project:	Addition of a temporary walk-in center in the first floor HUB to increase capacity and reduce visitor traffic into the interior of the Beale Street building.
Brief Scope of Work:	Operate a temporary walk-in center in the first floor HUB through November 30, 2022.
Project Cost Not to Exceed:	This Change Order: \$ 380,000 Current contract amount before this Change Order: \$376,389,614 (this total does not include other January 12, 2022 contract approval actions) Maximum contract amount after this Change Order: \$376,769,614
Funding Source:	BATA Toll Bridge Operating Funds
Fiscal Impact:	\$207,273 included in the FY 2020-21 Operating Budget; the balance of \$172,727 is subject to the approval of the BATA FY 2022-23 Operating Budget.
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract change order with Conduent for services as described above and in the BATA Oversight Committee Summary Sheet dated January 12, 2022 and the Chief Financial Officer is authorized to set aside funds of \$380,000 for such contract change order subject to the approval of the FY 2022-23 BATA Operating Budget.
BATA Oversight Committee:	<hr/> Amy R. Worth, Chair
Approved:	January 12, 2022



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 21-1634 **Version:** 1 **Name:**

Type: Contract **Status:** Committee Approval

File created: 12/1/2021 **In control:** Bay Area Toll Authority Oversight Committee

On agenda: 1/12/2022 **Final action:**

Title: Contract - On-Call Construction Management Services: San Francisco - Oakland Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program Support: Zoon Engineering, Inc. (\$370,000)

Sponsors:

Indexes:

Code sections:

Attachments: [4c - 21-1634 - On-Call Mgmt Svcs Contract - Zoon.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract - On-Call Construction Management Services: San Francisco - Oakland Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program Support: Zoon Engineering, Inc. (\$370,000)

Presenter:

Rosalynn Chongchaikit

Recommended Action:

Committee Approval

**Contract - On-Call Construction Management Services: San Francisco -
Oakland Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program
Support: Zoon Engineering, Inc. (\$370,000)**

Subject:

Contract – This item would authorize the Executive Director or designee to negotiate and enter into a contract with Zoon Engineering, Inc. (Zoon) for services to support the San Francisco-Oakland Bay Bridge Bay Lights and the Toll Bridge Rehabilitation Program. The amount of the contract would not exceed \$370,000.

Background:

BATA requires a professional consulting firm to provide construction oversight support for projects in the San Francisco-Oakland Bay Bridge (SFOBB) Bay Lights and the Toll Bridge Rehabilitation Program.

- Bay Lights Project – Coordinate and oversee operations and maintenance of Bay Lights through December 2022.
- Toll Bridge Rehabilitation Program – Support contract administration on rehabilitation projects, including electrical repairs on SFOBB and Richmond - San Rafael Bridge (RSR), RSR Structural Steel Paint and Director's Orders, and San Mateo – Hayward Concrete Structure Repairs.

Construction oversight support activities include coordinating between BATA and Caltrans, scheduling, and assistance with contract administration.

Contractor Selection Process:

Under the 2021 Request for Qualifications (RFQ), which established the On-Call Construction Management, Design Services and Asset Management Bench, eight (8) firms, including Zoon, are qualified to provide construction management services. The RFQ allowed for the direct selection of on-call consultants to work on BATA projects based on a consultant teams' qualifications, experience, availability, and ability.

A direct selection of Zoon was made in the amount of \$370,000 to perform construction management consultant services for construction oversight support of the Project. Zoon was selected because of its extensive specialized experience on large toll bridge structures and specifically Mechanical Electrical Piping systems, preparing cost estimates, and dealing with administering, writing and negotiating expedited contract change orders for ongoing contracts under Caltrans' project delivery and construction process.

Attachment A includes a summary of Zoon and its project team's small business and disadvantaged business enterprise status.

Issues:

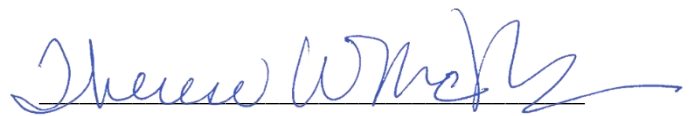
None identified.

Recommendations:

Staff recommends that the Committee authorize the Executive Director or designee to negotiate and enter into a contract with Zoon in an amount not to exceed \$370,000 to provide construction management services for the above-listed projects

Attachments:

Attachment A: Small Business and Disadvantaged Business Enterprise Status; and
Request for Committee Approval- Summary of Proposed Contract



Therese W. McMillan

Attachment A

Disadvantaged Business Enterprise and Small Business Enterprise Status

	Firm Name	Role on Project	DBE * Yes	If DBE Yes, List #	DBE No	SBE* * Yes	If SBE Yes, List #	SBE No
Prime Contractor	Zoon Engineering, Inc.(Zoon)	Construction/Project Management			X	X	58549	
Subcontractor	SEM Incorporated (SEM)		X	1748098		X	1278	
Subcontractor								

*Denotes certification by the California Unified Certification Program (CUCP).

**Denotes certification by the State of California.

Request for Committee Approval

Summary of Proposed Contract

Work Item No.:	1251
Consultant:	Zoon Engineering, Inc.. Emeryville, CA
Work Project Title:	On-Call Construction Management Services: San Francisco Oakland Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program Support
Purpose of Project:	To complete construction management and construction administration services for the San Francisco-Oakland Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program Support.
Brief Scope of Work:	Consultant shall perform construction management and construction administration in accordance with BATA and Caltrans standard guidelines for the Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program Support.
Project Cost Not to Exceed:	\$370,000
Funding Source:	Toll Bridge Rehabilitation Program Budget
Fiscal Impact:	Funding is included in the FY 2021-22 Toll Bridge Rehabilitation Budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract with Zoon Engineering, Inc. for construction management and construction administration services for the San Francisco-Oakland Bay Bridge Bay Lights and Toll Bridge Rehabilitation Program Support as described above and in the BATA Oversight Committee Summary Sheet dated January 12, 2021 and that the Chief Financial Officer is authorized to set aside \$370,000 for such contract.
BATA Oversight Committee:	<hr/> Amy R. Worth, Chair
Approved:	January 12, 2022



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 21-1638 **Version:** 1 **Name:**
Type: Contract **Status:** Committee Approval
File created: 12/1/2021 **In control:** Bay Area Toll Authority Oversight Committee
On agenda: 1/12/2022 **Final action:**
Title: Contract Change Order - FasTrak® Regional Customer Service Center, New BATA Transaction Prices and Contract Extension: Conduent State and Local Solutions, Inc. (\$286,823,382)

Request for Committee approval to enter into a contract change order with Conduent State and Local Solutions, Inc. (Conduent) to provide new prices for invoices and violation notices for BATA bridge transactions and extend the contract term to September 28, 2027, in a combined total amount not to exceed \$286,823,382, subject to future budget approvals.

Sponsors:

Indexes:

Code sections:

Attachments: [5a - 21-1638 - Contract Change Order - Conduent.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract Change Order - FasTrak® Regional Customer Service Center, New BATA Transaction Prices and Contract Extension: Conduent State and Local Solutions, Inc. (\$286,823,382)

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Presenter:

Beth Zelinski

Recommended Action:

Committee Approval

**Bay Area Toll Authority
Oversight Committee**

January 12, 2022

Agenda Item 5a - 21-1638

**Contract Change Order – FasTrak® Regional Customer Service Center, New BATA
Transaction Prices and Contract Extension: Conduent State and Local Solutions, Inc.
(\$286,823,382)**

Subject:

Request for Committee approval to enter into a contract change order with Conduent State and Local Solutions, Inc. (Conduent) to provide new prices for invoices and violation notices for BATA bridge transactions and extend the contract term to September 28, 2027, in a combined total amount not to exceed \$286,823,382, subject to future budget approvals. This change order would also provide for the partial reimbursement of defense costs for recent and ongoing litigation.

Background:

Based on a competitive selection, BATA entered into a contract with Conduent (formerly, Xerox State and Local Solutions, Inc.) on March 27, 2013 for management and operation of the FasTrak® Customer Service Center (CSC). Under the contract, Conduent provides the FasTrak® account management system, transaction processing, call center operations, web services, payment processing, customer communications, violation image review and violation noticing for bridges and express lanes in the Bay Area.

In January 2021, BATA deployed all electronic tolling (AET) at the seven State-owned bridges. While AET is in operation on the Golden Gate Bridge, new prices are proposed for BATA AET operations to support different operating conditions such as a more diverse customer base, more non-English support services, longer calls, proportionally more incoming and outgoing mail volume, more out-of-state vehicles requiring additional costs for image review and for name and address lookup, and higher system maintenance costs. In addition, several new key staff positions and increased quality monitoring are being added to the program to improve the service quality. BATA's AET operation also has a lower percentage of FasTrak® customers than the Golden Gate Bridge operation which also adds program costs. The new prices for BATA AET invoices and BATA violation notices are shown below. The new prices are tiered so that as BATA achieves higher FasTrak® market share, the invoice and violation notice costs will

decrease to reflect operational cost savings. BATA plans to roll out a toll differential with higher tolls for invoice and license plate account customers to encourage use of FasTrak® at the BATA bridges. Before this toll differential can be deployed, BATA will implement more robust methods to support cash-paying customers, including an enhanced cash payment network. BATA staff will return to the Committee in the next couple of months with a plan for the toll differential.

Table 1: BATA Invoice Prices

FasTrak® Penetration Level	Current Contract Price	New Contract Price
Below 85%	\$0.6248/transaction	\$0.796/transaction
Less than 90%	Same as above	\$0.780/transaction
90% and above	Same as above	\$0.764/transaction

Table 2: BATA First Violation Notice Prices

FasTrak® Penetration Level	Current Contract Price	New Contract Price
Below 85%	\$0.916 /notice	\$1.6134
Less than 90%	Same as above	\$1.5346
90% and above	Same as above	\$1.5162

The above prices are retroactive to January 1, 2021. The added contract value for the new transaction prices applied retroactively to January 1, 2021 through the current contract expiration in March 2024 is \$25,701,094.

BATA staff is also requesting approval of a contract extension of three years and six months through September 28, 2027 for operations support of the BATA bridges, the Golden Gate Bridge and the Express Lanes. The base operating term of the Conduent contract was five years through September 28, 2019, and the contract allows up to ten annual extensions through September 28, 2029. In November 2018, this Committee approved a two-and-a-half year extension to the base operating term through March 28, 2022. In July 2021, this Committee

approved a two-year contract extension through March 2024. Staff recommends this additional extension to September 28, 2027, which is within the ten year operational term of the current contract, to allow more time to plan and implement the future procurements. A procurement to replace a system and operation the size of the CSC is a significant effort and investment and involves detailed planning and coordination internally and with external partners. We will continue to monitor the toll industry closely for emerging opportunities and changes to the way toll services are delivered to help inform the planning and delivery of our next generation CSC.

The added contract value of this three-and-a-half-year extension is \$261,122,288. Since FasTrak® services are provided for the BATA bridges, the Golden Gate Bridge, and the Express Lanes, BATA will be reimbursed by the Golden Gate Bridge Highway and Transportation District (the District) and the Express Lane operators for their share of the services provided by the CSC.

Additionally, as an inducement to receiving a contract extension through September 2027, Conduent has agreed to pay BATA and the District an amount of \$7,600,000. BATA and the District will use this payment to offset defense costs incurred for *Michael Saliani v. Bay Area Toll Authority, et al.* (Case No. CGC-14-540384) and *In re Toll Bridges Litigation* (Lead Case No.: CGC-17-562613, Consolidated with: CGC-18-568084). BATA and the District will split the \$7,600,000 on a 50/50 basis. Going forward, Conduent will also contribute 50 percent toward the legal fees incurred by BATA and the District for their defense in the *In re Toll Bridges Litigation* case until Conduent's contribution reaches \$2,400,000. BATA and the District will split the contribution on a 50/50 basis. These payments, combined, are deemed satisfaction of Conduent's contractual obligation to cover legal defense costs associated with the *Saliani* and *In re Toll Bridges Litigation* cases.

Attachment A includes a summary of Conduent and its project team's small business and disadvantaged business enterprise status.

Recommendations:

Staff recommends that the Committee authorize the Executive Director or designee to negotiate and enter into a Contract Change Order with Conduent in an amount not to exceed \$286,823,382

to support new transaction prices and a contract extension through September 28, 2027, subject to future budget approvals; and to provide for Conduent's reimbursement of defense costs to BATA and the District as stated above.

Attachment:

- Attachment A – Conduent State and Local Solutions, Inc. Small Business and Disadvantaged Enterprises Status
- Request for Committee Approval Sheet



Therese W. McMillan

Attachment A

Conduent State & Local Solutions, Inc., Small Business and Disadvantaged Business Enterprise Status

			DBE* Firm			SBE** Firm		
	Firm Name	Role on Project	Yes	DBE #	No	Yes	SBE #	No
Prime Contractor	Conduent	System Development and Operations			X			X
Subcontractor	Atos	Network Management			X			X
Subcontractor	CCS	3 rd Party Call Center			X			X

*Denotes certification by the California Unified Certification Program (CUCP).

**Denotes certification by the State of California.

Request for Committee Approval

Summary of Proposed Contract Change Order

Work Item No.:	1252
Consultant:	Conduent State and Local Solutions, Inc. (Conduent) San Francisco, CA
Work Project Title:	FasTrak® Regional Customer Service Center
Purpose of Project:	New BATA transaction prices and a three-and-a-half-year extension of operations.
Brief Scope of Work:	Operating costs for new BATA invoice and first violation notice prices from January 1, 2021 through September 28, 2027 and a three-and-a-half-year extension through September 28, 2027.
Project Cost Not to Exceed:	This Change Order: \$286,823,382 Current contract amount before this Change Order: \$376,389,614 (this total does not include other January 12, 2022 contract approval actions) Maximum contract amount after this Change Order: \$663,212,996
Funding Source:	BATA Operating Funds
Fiscal Impact:	\$11,866,198 is included in the FY 2021-2022 Toll Bridge Program Operating Budget; \$274,957,184 to be included in the FY 2022-2023, FY 2023-2024, FY 2024-2025, FY 2025-2026, FY 2026-2027, and FY 2027-2028 Toll Bridge Program Operating Budgets and Bay Area Infrastructure Financing Authority (BAIFA) Operating Budgets, subject to future approvals.
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract change order with Conduent for services as described above and in the BATA Oversight Committee Summary Sheet dated January 12, 2022, and that the Chief Financial Officer is

authorized to set aside \$286,823,382 for such contract change order,
subject to the approval of future BATA and BAIFA budgets.

BATA Oversight Committee:

Amy Worth, Chair

Approved:

January 12, 2022



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 21-1635 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 12/1/2021 **In control:** Bay Area Toll Authority Oversight Committee
On agenda: 1/12/2022 **Final action:**
Title: Update on Bay Area Tolling Equity Action Plan

An update on the Bay Area Tolling Equity Action Plan.

Sponsors:

Indexes:

Code sections:

Attachments: [6a - 21-1635 Equity Action Plan Update.pdf](#)
[6a - 21-1635 Equity Action Plan Update Presentation.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Update on Bay Area Tolling Equity Action Plan

An update on the Bay Area Tolling Equity Action Plan.

Presenter:

Lysa Hale

Recommended Action:

Information

Bay Area Toll Authority Oversight Committee

January 12, 2022

Agenda Item 6a - 21-1635

Update on Bay Area Tolling Equity Action Plan

Subject:

An update on the Bay Area Tolling Equity Action Plan.

Background:

At the May 2021 BATA Oversight meeting, staff unveiled an ambitious strategy to make the Bay Area FasTrak® program more equitable through its Equity Action Plan. Staff provided an update on that plan at the October and November 2021 BATA Oversight meetings. At those meetings, staff heard from Commissioners about the need for customers to be able to resolve issues and manage debt, to urgently focus on those who need it most, and to include baseline data and cost/benefit analyses in assessments of potential policy changes. In response, staff proposed and BATA approved the set of significant changes described below.

- On December 1, 2021, violation penalties for unpaid BATA bridge invoices were reduced from \$25 to \$5 for the first notice and from \$45 to \$10 for the second notice.
- Effective March 31, 2022, are additional changes: reducing tag deposits from \$20 to \$5; reducing the pre-paid balance required for cash-paying customers to open a FasTrak® account from \$50 to \$25, the same as credit card customers; and eliminating cash payment network fees.

Future Policy Assessments

The policy changes approved in October and November are just the beginning. In performing the background work, staff realized that BATA cannot address problems it does not fully understand, and that decisions about policy changes must be based on data and not solely anecdotal information.

One way BATA staff are approaching problem and solution assessments is to create hypothetical descriptors that help clarify important user distinctions affecting ability to pay. For example, the solutions considered may be very different for someone whose household income is \$20,000 versus someone whose household income is \$200,000. Questions staff need to answer are:

- How are we defining problematic unpaid tolls/violations/penalties?
- Who are we trying to serve?
- Who is having the most difficulty?
- What are the main reasons for the accumulation of unpaid tolls and violations/penalties?
- What data-based actions can be taken in the short and long term to address the problem?

While much of the research can be compiled from data from the Regional Customer Service Center (RCSC) as well as Census data, some information can only be gleaned by talking to affected individuals and trying to better understand their answers to our questions. For example:

- Why are they not paying?
- Can they not afford to pay at all or can they not afford it temporarily?
- Did they forget to pay, or are they choosing not to pay?
- Are there barriers to entry?
- Do they have a credit or debit card for an auto-reload account?
- Do they have access to Cash Payment Network locations?
- Are they aware of Cash Payment Network locations?

While hard data collection can be done more quickly, community engagement is more time consuming. Staff now has a consultant on board from the MTC Equity Bench to conduct the community engagement, and they are working on developing tactics to reach people.

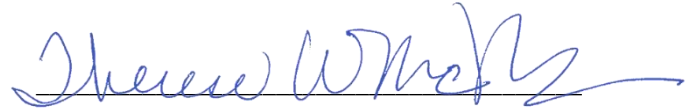
Over the coming months, staff will return to this Committee to report on the impacts of the reduced violation penalties, share findings from the data analysis and community engagement and proposed policy changes to address the most pressing issues identified through both. We expect this to be a staged process, where some solutions can be developed and pursued earlier than others, but establishing priorities will aid in sequencing efforts and outcomes.

Recommendations:

None.

Attachment:

Presentation Slides

A handwritten signature in blue ink, reading "Therese W. McMillan", with a long horizontal flourish extending to the right.

Therese W. McMillan



BAY AREA TOLLING EQUITY ACTION PLAN UPDATE

January 12, 2022

KEY QUESTIONS TO ADDRESS FOR PATH FORWARD

1. How are we defining “problematic” unpaid violations/penalties?
2. Who are we trying to help?
3. Who is having the most difficulty?
4. What are the main reasons for the accumulation of unpaid tolls and violations/penalties?
5. What data-based actions can be taken in the short- and long-term to address the problem?

EXAMPLE 1 - HOW ARE WE DEFINING “PROBLEMATIC” UNPAID TOLLS & VIOLATION PENALTIES?

Sub-question	Data Source(s)	Timeline for Data Collection & Analysis
1a. How many unpaid violations have drivers accumulated since AET (All Electronic Tolling) started?	CSC (Customer Service Center)	Dec 2021-Mar 2022 <ul style="list-style-type: none"> • Conduct breakpoint analysis • Assess averages and outliers
1ai. At what stage are these violations (i.e., 1st notice, 2nd notice, or pending DMV Hold/collections)?	CSC	
1aii. How much do drivers owe?	CSC	

EXAMPLE 1 CONTINUED – HOW ARE WE DEFINING ‘PROBLEMATIC’ UNPAID TOLLS & VIOLATION PENALTIES?

Sub-question	Data Source(s)	Timeline for Data Collection & Analysis
1b. How many vehicles are potentially going to go to DMV Hold?	CSC	Dec 2021-Mar 2022 <ul style="list-style-type: none"> • Conduct breakpoint analysis • Assess averages and outliers
1bi. How much do these drivers owe?		
1bii. How long has there been a hold?		
1biii. Are the owners of the vehicles considered low income or part of an equity priority community (EPC)?	CSC and Census data	

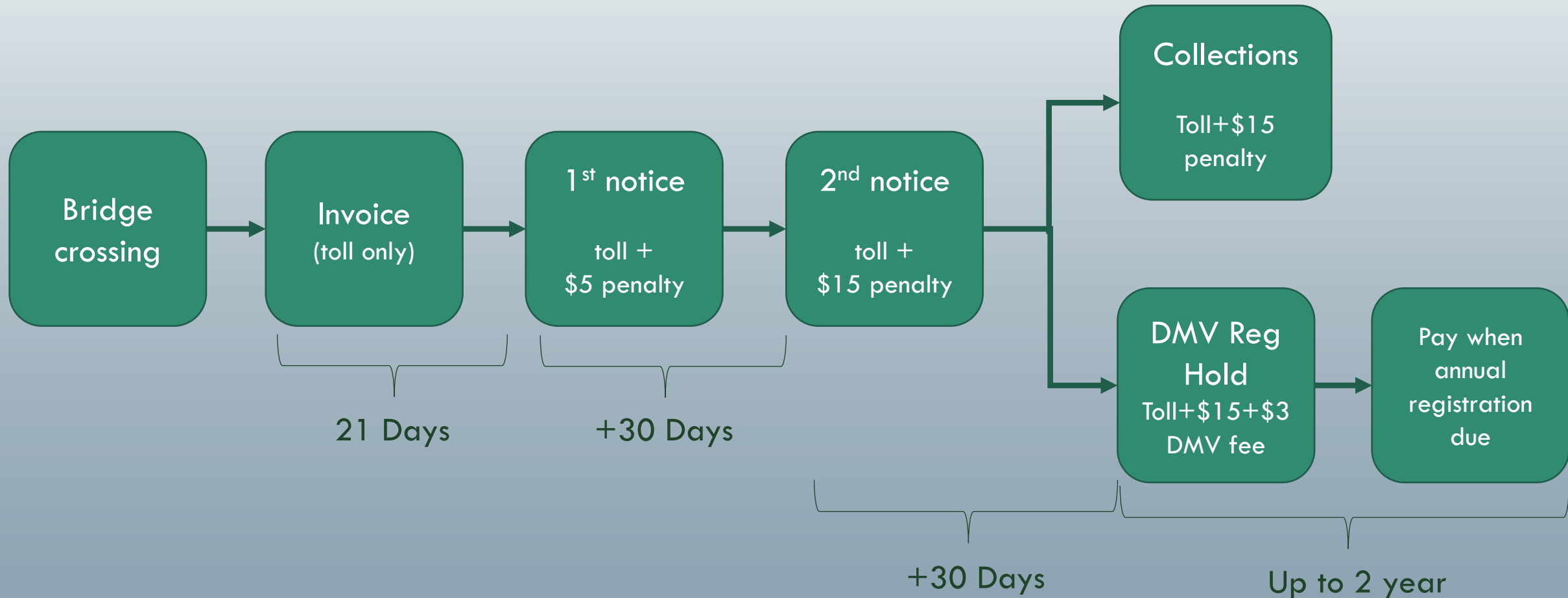
ADDITIONAL EXAMPLES

Question	Data Source(s)	Timeline for Data Collection & Analysis
How many non-FasTrak[®] customers have unpaid violations from using BATA bridges, express lanes, and Golden Gate Bridge?	CSC	Dec 2021-Mar 2022 <ul style="list-style-type: none"> • Conduct breakpoint analysis • Assess averages and outliers
Are there barriers to entry? Do they have a credit or debit card for an auto-reload account?	Community Engagement	
Do they have access to Cash Payment Network locations? Are they aware of Cash Payment Network at all?	Community Engagement	
To what extent is affordability an issue (i.e want to pay but can't afford to pay)?	Community Engagement	

BAY AREA PROGRAMS – LOW-INCOME DEFINITIONS

Program	Income Limits
Clipper START	200% of Federal Poverty Household 1: \$25,760 Household 4: \$53,000
I-880 Means-based Pilot	200% of Federal Poverty (<i>proposed</i>)
Equity Priority Communities	200% of Federal Poverty
San Mateo County Express Lanes Equity Program	60% of AMI Household 1: \$76,740 Household 4: \$109,620
Treasure Island Transportation Affordability Program	Very Low-Income Households: Less than 55% AMI Moderate- and Low-Income Households: between 55% and 120% AMI

OVERALL INVOICE AND VIOLATIONS PROCESS



Sample: \$7 Bridge Toll + \$5 penalty + \$10 penalty + \$3 DMV fee = \$25 Due at DMV

FOR SCALE...

Approximate Frequency	\$7 Toll Paid On Time (within approx. 30 days)	1st Violation Amt. Owed ((\$5 per violation))	2nd Violation Amt Owed (Additional \$10 per violation)	Owed at DMV (Additional \$3 fee per violation)	Number of Times RSCS has Attempted to Contact via Mail
1 Week (5 Crossings)	\$35	\$60	\$110	\$125	3
1 Month (20 Crossings)	\$140	\$240	\$440	\$500	3
12 Months (260 Crossings)	\$1,820	\$3,120	\$5,720	\$6,500	30-35
24 Months (520 Crossings)	\$3,640	\$6,240	\$11,440	\$13,000	65-70
48 Months (1040 Crossings)	\$7,280	\$12,480	\$22,880	\$26,000	135-140

BREAKDOWN OF VIOLATIONS ELIGIBLE FOR DMV HOLD AND COLLECTIONS (JAN-SEPT 2021)

	Violations per Plate	%	Count	Penalties Owed (\$15/violation)	
10 or less violations per plate make up 85% of unpaid violations eligible for DMV hold or collections as of September	1	43%	234,200	\$15	
	2 to 10	42%	204,400	\$30	\$150
How many of these unique violators are located in low-income areas? How many are flouting the system?	11 to 19	6%	29,900	\$165	\$285
	20 to 49	6%	28,900	\$300	\$735
	50 to 75	2%	8,100	\$750	\$1,125
	Over 75	1%	8,900	\$1,125	
	Total	100%	514,400		

COLLECTIONS

Unpaid transactions that are not eligible for DMV registration hold are sent to collections:

- Negative balance/revoked FasTrak® accounts
- Out-of-state plates
- Limit of 75 transactions for DMV hold per license plate
- Vehicle sold

If you fall into collections, process is:

- Collection agency uses additional resources to deliver notices
- Payment and settlement plans available
- Phone, mail, and online payment channels
- No fees are added to the toll/penalty amount owed
- No interest is added to the toll/penalty amount owed
- Don't do Credit Watch – don't ruin people's credit
- Can take from Franchise Tax Board refunds

DMV REGISTRATION HOLD

If you fall into DMV Hold:

- Cannot register vehicle until tolls, penalties, and fees are paid
- \$3 fee applied by DMV
- No additional BATA fees or penalties are charged

STATE OF CALIFORNIA
DMV
DEPARTMENT OF MOTOR VEHICLES
A Public Service Agency

VEHICLE REGISTRATION RENEWAL NOTICE

VIN	MAKE	YR	BODY TYPE	LICENSE PLATE	AMOUNT DUE	DUE DATE
					\$200	07/16/2015

STOP SMOG Certification Required (See reverse side of notice).
Please take this notice to a SMOG check station.

To renew, just provide:

- Renewal Fees
- SMOG Certification (see reverse side of notice)
- RENEW VIA INTERNET OR TELEPHONE
Your Renewal Identification Number is [redacted] (see insert)
VISIT WWW.DMV.CA.GOV or CALL 1-800-921-1117
- Return by Mail

FEES	
REGISTRATION FEE	\$70
LICENSE FEE (May be an income tax deduction)	\$119
WEIGHT FEE	\$0
SPECIAL PLATE FEE	\$0
COUNTY/DISTRICT FEES	\$11
OWNER RESPONSIBILITY FEE	\$0
Toll + penalty + \$3 DMV fee	
TOTAL DUE ON OR BEFORE 07/16/2015	\$200

OR \$200 ON

FasTrak® tolls, penalties, & fees will be listed here

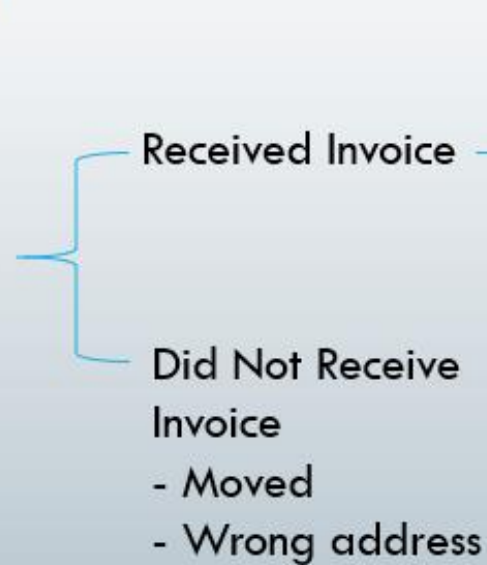
DISPUTE PROCESS

If you fall into debt:

- Dispute process available; process explained:
 - On invoices and violations
 - On website
 - By calling the CSC
- Potential to make more transparent

COMMUNITY ENGAGEMENT QUESTIONS

Bridge Experience for Drivers without FasTrak®



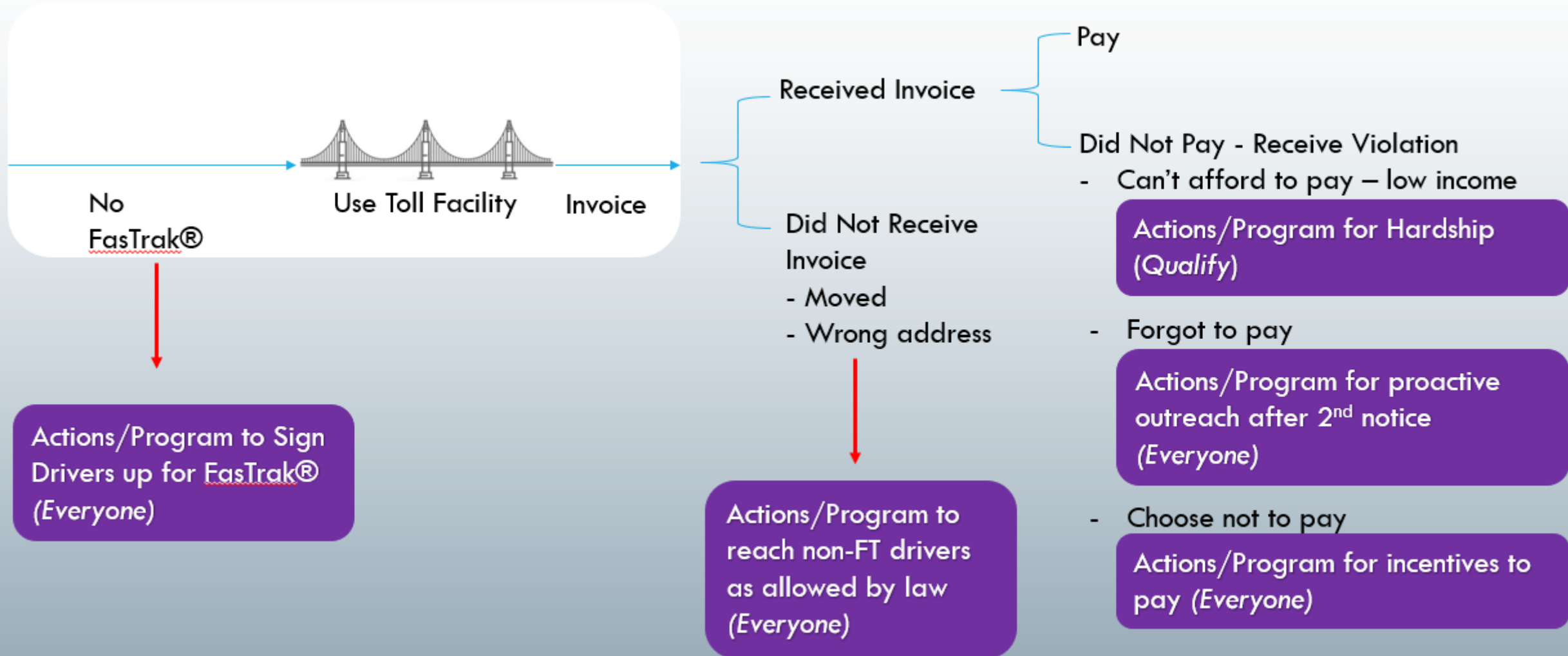
Pay

Do Not Pay

- Can't afford to pay – low income
- Can't afford to pay temporarily
- Forgot to pay
- Choose not to pay

The Customer Service Center does not have this data. Community engagement is necessary to understand the problem and create impactful solutions.

COMMUNITY ENGAGEMENT POSSIBLE SOLUTIONS



EXAMPLE: USER STUDY 1

Joe, 53

- Landscaper
- Recently moved
- Household income \$60K
- No FasTrak account (relies on monthly invoice)
- Owes \$500 (one month of weekday bridge crossings – 20)
- What policy changes would benefit him?
 - Payment plans?
 - Better awareness of disputes process?
 - Multiple ways to notify people as allowed by law?

EXAMPLE: USER STUDY 2

Sabrina, 24

- Full-time college student, lives with parents
- Household income \$180K, but personal income \$16,000
- Has FasTrak account but no credit card; mails check to fund account balance
- FasTrak account is negative and owes \$110 (five unpaid invoiced transactions)
- Unaware of cash payment network
- What policy change would benefit her?
 - Extended due dates?
 - Better access to and awareness of a cash payment network?
 - Better awareness of disputes process?
 - Acceptance of other payment methods (PayPal, Venmo, etc.)?

EXAMPLE: USER STUDY 3

Pat, 35

- Small business owner
- Household income \$220K
- No FasTrak account
- Owes \$6,500 (12 months of weekly bridge crossings)
- What policy changes would benefit him?
 - Payment plans?
 - Better awareness of disputes process?

NEXT STEPS

Now – June 2022

- Conduct quantitative research
- Conduct community engagement
- Monitor impact of reduced penalties
- Roll out reduced tag deposit, starting balance reduction and elimination of cash payment network fees

Approximately July – December 2022

- Consider new or modified pilots based on targeted data analysis and community engagement
- Continue planning for longer term implementations

Approximately January – December 2023 (staged activities based on priorities)

- Implement and monitor pilots
- Review evaluation results; determine need for more changes

Post December 2023

- Implement longer term changes

THANK YOU

