



Metropolitan Transportation Commission

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

Meeting Agenda

Policy Advisory Council Fare Coordination and Integration Subcommittee

Adina Levin, Chair Wendi Kallins, Vice Chair

Members

*Bob Allen, Cat Carter, Abigail Cochran
Anne Olivia Eldred, Ian Griffiths, Tisha Dee Hartman,
Richard Hedges, Jonathon Kass, Randi Kinman,
Gwen Litvak, Monica Mallon, Adrian Mendoza,
and Brian Stanke*

Monday, November 2, 2020

10:05 AM

Yerba Buena - 1st Floor (REMOTE)

In light of Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak and in accordance with Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Guidance for Gatherings issued by the California Department of Public Health, the meeting will be conducted via webcast, teleconference, and Zoom for Fare Coordination and Integration Subcommittee members who will participate in the meeting from individual remote locations. A Zoom panelist link for meeting participants will be sent separately to Fare Coordination and Integration Subcommittee members.

The meeting webcast will be available at <http://mtc.ca.gov/whats-happening/meetings>. Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Fare Coordination and Integration Subcommittee 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.

Attendee Link: <https://bayareametro.zoom.us/j/87490522861>

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 +1 301 715 8592

Webinar ID: 874 9052 2861

International numbers available: <https://bayareametro.zoom.us/j/kdS26ESJuG>

Detailed instructions on participating via Zoom are available at:

<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>

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 and agenda item number 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.

The Policy Advisory Council advises the Metropolitan Transportation Commission on transportation policies in the San Francisco Bay Area, incorporating diverse perspectives relating to the environment, the economy, and social equity.

1. Welcome

Adina Levin, Chair

2. Roll Call / Confirm Quorum

Quorum: A quorum of this committee shall be a majority of its regular non-ex-officio voting members (8).

3. [20-1482](#) Minutes of the September 25, 2020 Meeting

Action: Subcommittee Approval

Attachments: [03_FCI_Minutes_Sept_25_2020.pdf](#)

- [20-1622](#) Combined Slide Deck - Agenda Items 4 and 5

Action: Information

Attachments: [04_05_User_Research_Peer_Regions.pdf](#)

4. [20-1483](#) Update on User Research Activities and Approach

Update on the initial pilot user research activities as well as the forward approach to user research.

Action: Information

Presenter: William Bacon, MTC Co-Project Manager
Michael Eiseman, BART Co-Project Manager

5. [20-1604](#) Peer Region Fare Policy Research and Discussion of Approach to Developing Policy Alternatives Update

Discussion on fare policy research from peer regions around the United States and abroad.

Action: Information

Presenter: William Bacon, MTC Co-Project Manager
Michael Eiseman, BART Co-Project Manager

6. New Business

Members of the subcommittee may bring up new business for discussion or addition to a future agenda.

7. Public Comments / Other Business

Note: The subcommittee will not take action on items not listed on today's agenda.

*Policy Advisory Council Fare Coordination and Integration Subcommittee Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9.*

8. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Fare Coordination and Integration Subcommittee will be held at a time and date to be duly noticed.

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 Título 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

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Legislation Details (With Text)

File #: 20-1482 **Version:** 1 **Name:**
Type: Minutes **Status:** Committee Approval
File created: 9/28/2020 **In control:** Policy Advisory Council Fare Coordination and Integration Subcommittee
On agenda: 11/2/2020 **Final action:**
Title: Minutes of the September 25, 2020 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [03_FCI_Minutes_Sept_25_2020.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of the September 25, 2020 Meeting

Recommended Action:
Subcommittee Approval

Attachments:



Metropolitan Transportation Commission

Agenda Item 3

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

Meeting Minutes - Draft

Policy Advisory Council Fare Coordination and Integration Subcommittee

Adina Levin, Chair Wendi Kallins, Vice Chair

Members

*Bob Allen, Cat Carter, Abigail Cochran
Anne Olivia Eldred, Ian Griffiths, Tisha Dee Hartman,
Richard Hedges, Jonathon Kass, Randi Kinman,
Gwen Litvak, Monica Mallon, Adrian Mendoza,
and Brian Stanke*

Friday, September 25, 2020

1:05 PM

Yerba Buena - 1st Floor (REMOTE)

1. Welcome

2. Roll Call / Confirm Quorum

Present: 14 - Member Cochran, Member Eldred, Member Hedges, Vice Chair Kallins, Member Kinman, Chair Levin, Member Mendoza, Member Griffiths, Member Carter, Member Hartman, Member Kass, Member Mallon, Member Allen and Member Stanke

Excused: 1 - Member Litvak

Policy Advisory Council Members Richard Burnett and Christina Gotuaco were also in attendance.

Member Stephanie McNally submitted her resignation, effective August 17, 2020.

3. [20-1300](#) Minutes of the July 30, 2020 Meeting

Action: Subcommittee Approval

Attachments: [03_FCI Minutes Jul 30 2020.pdf](#)

Upon the motion by Member Kinman and seconded by Member Hartman, this Minutes was approved. The motion carried by the following vote:

Aye: 13 - Member Cochran, Member Eldred, Member Hedges, Vice Chair Kallins, Member Kinman, Chair Levin, Member Mendoza, Member Griffiths, Member Carter, Member Hartman, Member Kass, Member Mallon and Member Allen

Absent: 2 - Member Litvak and Member Stanke

Member Stanke arrived after the approval of the Minutes of the July 30, 2020 Meeting.

4. [20-1301](#) Fare Coordination / Integration Study and Business Case Project Status Update

Update on recent activities of the Fare Coordination/Integration Study and Business Case.

Action: Information

Presenter: William Bacon, MTC Co-Project Manager
Michael Eiseman, BART Co-Project Manager

Attachments: [04 Project Status Update.pdf](#)

Christina Gotuaco was called to speak.

5. [20-1415](#) Discussion of Project User Research Plan
Presentation on the project's draft user research plan for Subcommittee discussion and feedback.

Action: Information

Presenter: Lisa Raffeto, BART

Attachments: [05 Attachments A & B.pdf](#)

Christina Gotuaco was called to speak.

6. [20-1416](#) Discussion of Peer Region Fare Policy "Best Practices" and Travel Data Analysis

Subcommittee discussion about how the Fare Coordination/Integration Study should approach identifying fare policy "best practices" from other metropolitan regions in North America and around the world as well as how the project is approaching data analysis of pre-pandemic Bay Area travel patterns.

Action: Information

Presenter: William Bacon, MTC Co-Project Manager
Michael Eiseman, BART Co-Project Manager

Aleta Dupree was called to speak.

Christina Gotuaco was called to speak.

7. New Business

8. Public Comments / Other Business

Aleta Dupree spoke on this item.

9. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Fare Coordination and Integration Subcommittee will be held Monday, November 2, 2020 at 10:05 a.m. remotely and by webcast as appropriate depending on the status of any shelter in place orders. Any changes to the schedule will be duly noticed to the public.

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Legislation Details (With Text)

File #: 20-1622 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 10/28/2020 **In control:** Policy Advisory Council Fare Coordination and Integration Subcommittee
On agenda: 11/2/2020 **Final action:**
Title: Combined Slide Deck - Agenda Items 4 and 5
Sponsors:
Indexes:
Code sections:
Attachments: [04_05_User_Research_Peer_Regions.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Combined Slide Deck - Agenda Items 4 and 5

Recommended Action:
Information

Attachments:

Bay Area Fare Coordination and Integration Study and Business Case *Update on User Research and Peer Region Research*



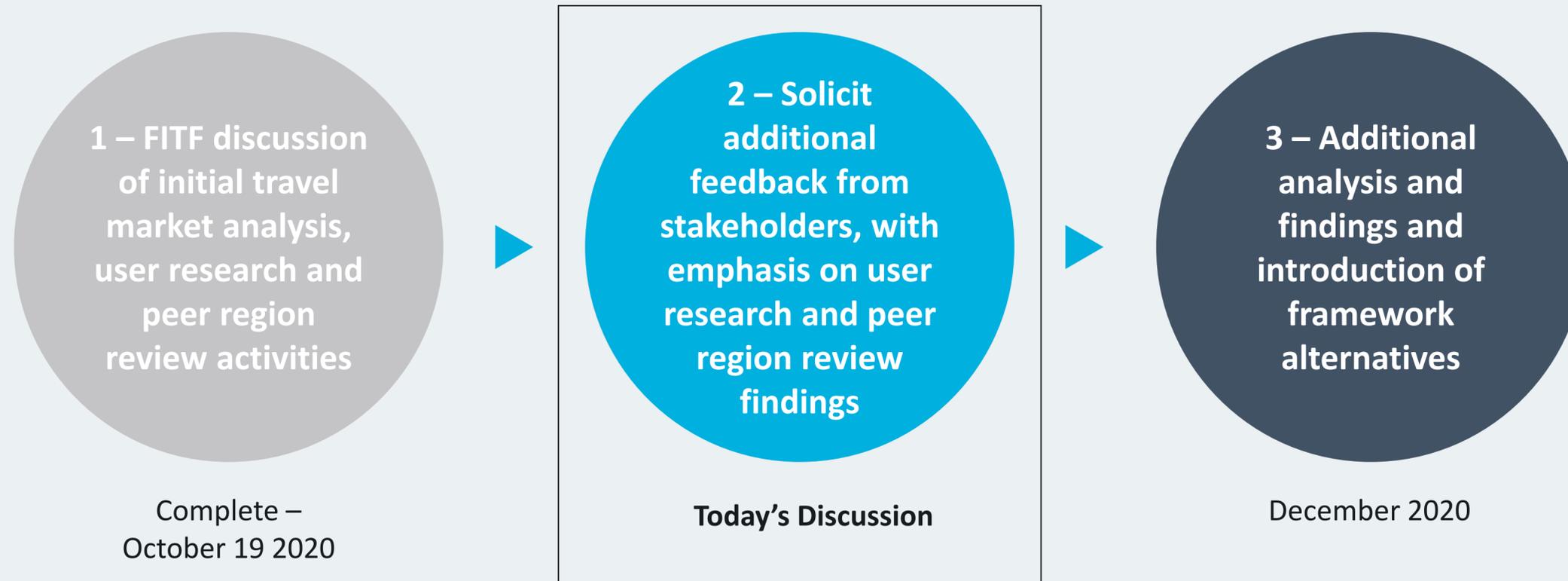
Photo: Sergio Ruiz

Overview: Bay Area Fare Coordination and Integration Study Progress

		What we have done	In progress	What is next
1	Problem Statement + Goals	Problem statement Key issues		Goal setting Map of benefits
2	Existing Conditions and Background Research	Market research (NHTS) Previous studies Peer agencies review	Supplemental data analysis (onboard surveys, MTC travel model, boardings)	
3	Barriers to Transit Ridership			Synthesis of user research and existing conditions
4	Alternatives Development			Development and selection of alternatives
5	Alternatives Analysis/ Business Case		Development of business case methodology note	Performance comparison
6	Recommendations and Implementation Plan			Recommendations and implementation plan
7	Stakeholder Engagement and User Research	Stakeholder approach plan Pilot user research workshop		Follow up workshops and 1-1 interviews

Policy Advisory Council Subcommittee Meeting Overview

This meeting is to complement discussions of the initial findings presented to the Fare Integration Task Force on October 19:



1. How can we best optimize user research activities?

2. How should we prioritize the review of peer region fare policies and products?

Agenda Item 4

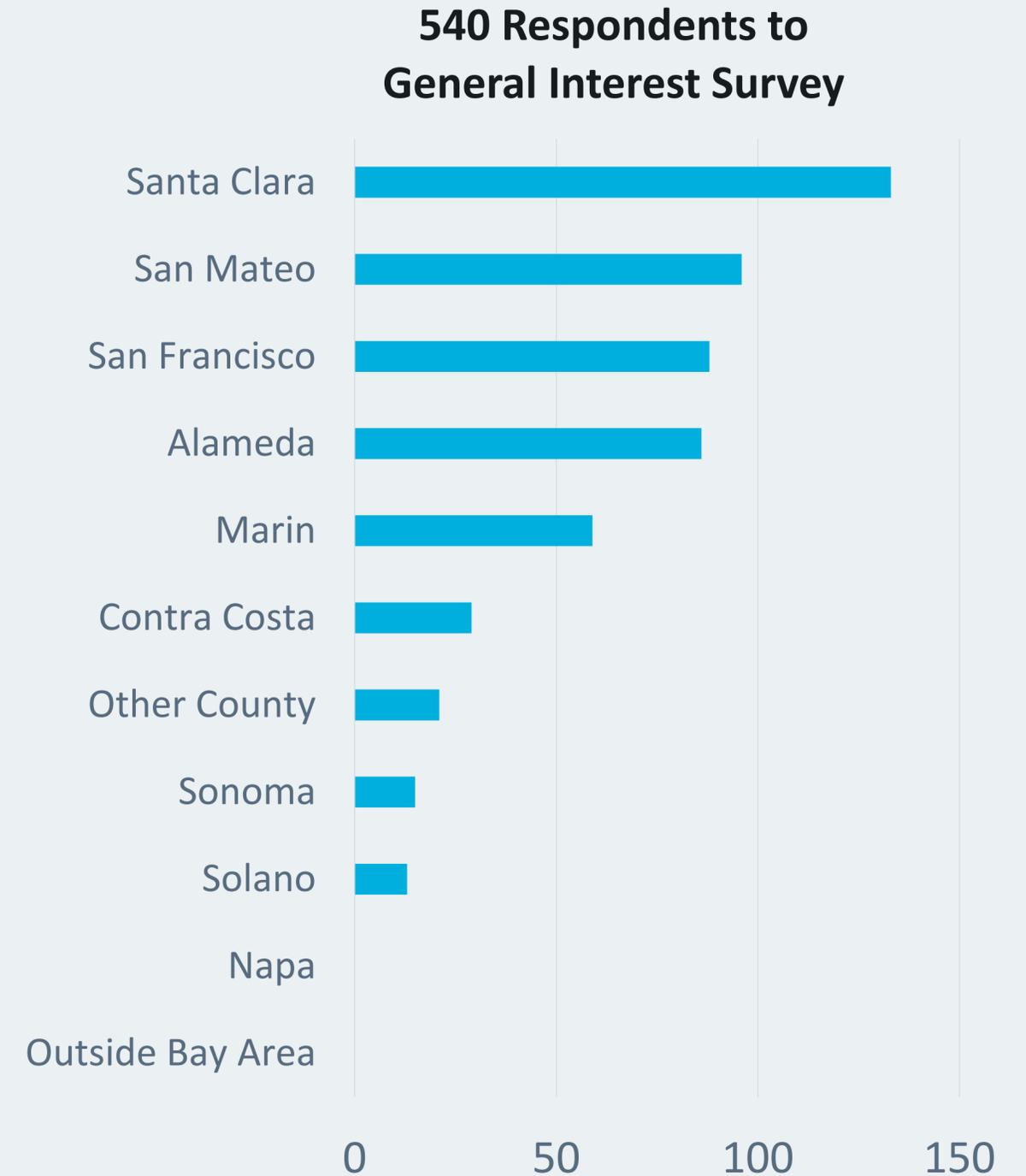
1. What are customer experiences with the current approach to fares in the Bay Area?



Photo: Jim Maurer

Recruitment

- The project team is working to populate a database of ~1,000 Bay Area transit riders interested in participating in user research.
- A two-stage recruitment survey was distributed by multiple agencies via email and on social media platforms.
- Following the September meeting of the Policy Advisory Council Subcommittee, the project team updated the demographics survey to ensure broader representation.
- The demographics survey included questions on:
 - Gender Identity
 - Household Income
 - Racial Identity
 - Frequency of transit use (pre-Covid)
 - Car access
 - Disability
 - Housing tenure
 - Languages spoken



Pilot Narrative Workshop

A pilot narrative workshop was held virtually with 10 transit riders. They were asked to participate in two story circles:

- Think back to the times when you were going to embark on a journey on transit. When you were considering the cost of those trips, when did you feel most confident, confused or exhausted?
- Now let's think back to the amount you paid for your transit trips (either recently or prior to the pandemic). When did you feel that you got a deal, got ripped off, or surprised?

Over the course of the 2-hour workshop, approximately **80 stories** were told about customer experiences with fare payment.

- These stories were grouped into roughly **11 issues** and **8 broad themes**.



Emerging Issues

Eleven key issues were identified, which will be explored in further detail:

1. The Bay Area transit system on the whole is perceived as **hard to learn** and **complex**
2. Specifically, customer **payment issues** (among wayfinding, navigability, and other issues) lead to reduced usability
3. Riders set the value of transit in relative terms – to other modes and other experiences with transit
4. **Reliability** is a key determinant of the value customers put on transit – including trip duration, arrival time, and price
5. Transit is perceived as a tool to ‘unlock the region’ and enable people to make the most of their time in the Bay Area
6. Transit can make travel easier and productive, allowing time to read or listen to music
7. **Technology** is an enabler for more transit use for some, but also can discourage transit use for others
8. Current fare media can be **perceived as opaque** – customers don’t always understand their balance or know how to make best use of the system
9. Some customers noted it took multiple trips and unexpected situations to fully value transit
10. Other customers have **concerns about choosing the wrong mode** or paying the wrong fare – whether it means being late for their trip or fare enforcement for a mistaken fare
11. Most customers agreed that **transit is a connector** to ‘what comes after transit’ (the original trip purpose)

Emerging Themes

Eight broad theme categories were identified, which will be explored in further detail:

1. Uncertainty and stress of riding transit, especially for new or changed trips
2. Customers relate Bay Area transit to other regions
3. Individual negative experiences can shape overall perception of Bay Area Transit
4. Some perceive fares as unfair
5. Others perceive transit to be a good deal
6. Some customers regret overpaying due to lack of complete information
7. Fares are a meaningful way customers 'understand' Bay Area transit
8. Customers understand the pandemic has changed transit

Next Steps

Near-term

- Stories, issues and themes identified in the narrative workshop will be used to **develop interview questions**
- One-on-one interviews will be 60-minutes in length and involve deeper conversations.
- Interviews will provide opportunity to explore stories that are missing from the workshop and address gaps in demographic representation.

Beyond

- The end result of this work will connect to a refined market review to test, challenge, and refine then study's understanding of fare issues and barriers and integration opportunities.
- Once alternatives are developed, prototype fare products, maps, and other collateral will be developed to research and test with users

Agenda Item 5

2. How do people travel in the Bay Area?



Photo: Paul Chinn

Key Travel Market Insights

The initial travel market analysis generated several early findings that will be used as the foundation for more detailed analysis for the December Task Force Meeting.

Early Finding	Suggested Next Steps for FC&I Study
1. The five busiest county pairs in the region accounted for nearly 45% of all inter-county travel	<ul style="list-style-type: none"> Explore potential ‘untapped’ or suppressed demand in the four OD pairs with low transit mode share.
2. Most inter-county transit trips began and ended in just a few counties	<ul style="list-style-type: none"> Explore ‘what works’ in high transit mode share markets and see if these elements are ‘missing’ in low transit mode share markets
3. The Bay Area is an integrated economy, but transit is not integrated for commuters in all markets	<ul style="list-style-type: none"> Explore low transit mode share commuter markets and sort based on fare barriers, service barriers, and fare/service barriers
4. Most peak period trips used a single agency	<ul style="list-style-type: none"> Explore the highest performing agency pairs and identify common characteristics including service and fares Explore low performing pairs and identify differences
5. Integrated transit use was focused to specific agency pairs	
6. San Francisco had the highest transit demand, but there was still room to grow	<ul style="list-style-type: none"> Explore opportunities to optimize the Transbay travel market as well as other transit markets to San Francisco
7. High volume travel markets with low transit mode-share may be an opportunity for improved integration	<ul style="list-style-type: none"> Prioritize exploration of high volume (total trip) markets with lower transit mode share and characterize root cause of lower share

3. How do other multi-operator and multi-jurisdictional regions set fares?



Sydney. Photo: Mark Reddie

Overview of Peer Region Analysis

The project team is studying the fare policies of **six peer regions** to understand the range of fare policies, products and governance models used around the US and world.



How are trips priced?

An overarching structure for all trips in the region (example: zones or fare by distance)

Operators or individual modes have unique fares, but are integrated with transfer discounts or caps per trip

What is the regional extent of integration?

All agencies in the region are integrated under one set of rules

Integration is focused on specific agency pairs (or groups)

How are integration and pricing decisions made?

One agency or government is responsible for pricing (and transit service) across the region

A body is created by multiple operators and/or governments to integrate fares and other elements of transit service across multiple operators

Integration is created through ad-hoc bilateral and multilateral rules

Key Questions for Consideration

The following slides will offer details on the fare types and products used in different peer regions. For today's discussion, please consider the following questions:

1. How might these fare types and products translate to the Bay Area? Which of these are most complimentary for our region?
2. What would the implementation of these fare types and products mean for Bay Area transit riders? Which would benefit the region most? For which communities and “rider archetypes” would they benefit?

Washington DC Metro



Region: Washington DC Metropolitan Area

of Operators: 11

Ridership: 295 million passenger trips

Fare Types

- Distance Fares
- Off-peak fares
- Flat-fares

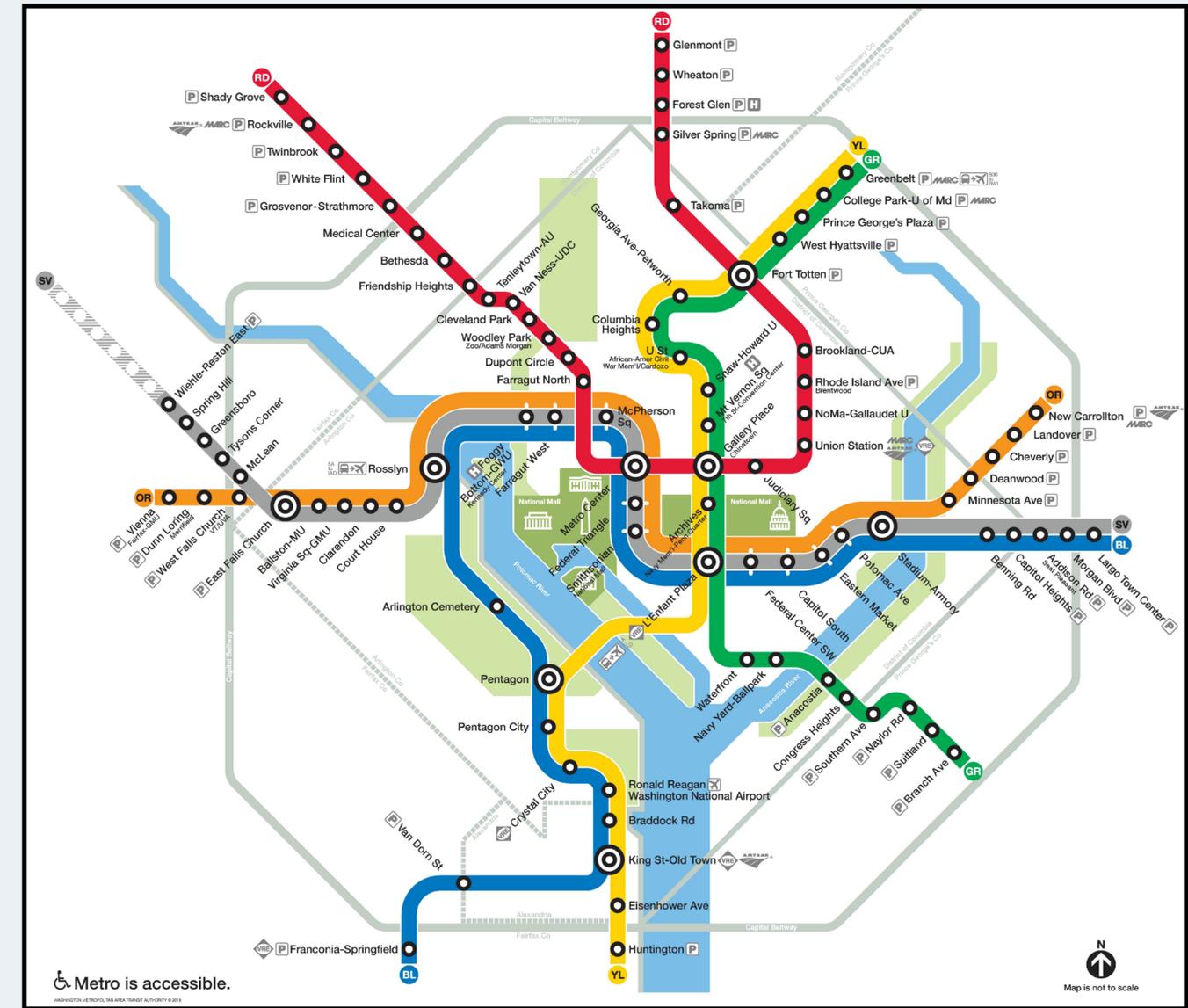
Fare Products

- Daily, Weekly and Monthly passes for different groups of modes.
- Discounted or free transfers

Example User Experience

Example: Arlington Transit (ART) → Metrorail: 50¢ discount on Metrorail fare

Consistent local bus fare price (\$2.00), free bus to bus transfers (regardless of operator), consistent bus ↔ rail discounts (50¢ discount)



Los Angeles Metro



Region: Los Angeles Metropolitan Area
of Operators: 26
Ridership: 370 million passenger trips

Fare Types

- Flat
- Distance (commuter rail, Metrolink)

Fare Products

- Regional Pass (TAP Card)
- Weekly/Monthly Pass
- Discount Programs

Example User Experience

Example: EZ Transit Pass – Monthly pass that offers users unlimited rides on up to 26 transit agencies throughout Los Angeles County.

Los Angeles has common transfer rules between operators and a uniform 50¢ inter-agency transfer fare.



Sound Transit



Region: Seattle and Puget Sound Region
of Operators: 9
Ridership: 48 million passenger trips

Fare Types

- Distance Fares
- Flat-fares

Fare Products

- Regional Pass (Puget Pass on the Orca Card)

Example User Experience

Example: *Regional Monthly Pass/PugetPass allows users unlimited rides on any of nine transit operators based on the “value” of the pass purchased. If your transit trip costs \$3.00, a \$108 monthly pass would provide unlimited rides. Seattle retains local agency control and different fare structures, but allows for seamless products.*



Autorité Régionale de Transport Métropolitain



Region: Greater Montreal Area, Canada

of Operators: 1

Population: 4 million

Fare Types

- Distance Fares
- Flat-fares
- Time-based fares

Fare Products

- Regional Pass

Example User Experience

Example: Evening pass: *Unlimited travel from 6:00 pm to 5:00 am for \$4.17*

Montreal is undertaking a wholesale revamp of a fare system that used to have 700 different products



Zürcher Verkehrsverbund



Region: Zürich, Switzerland
of Operators: 40+
Population: 1.4 million

Fare Types

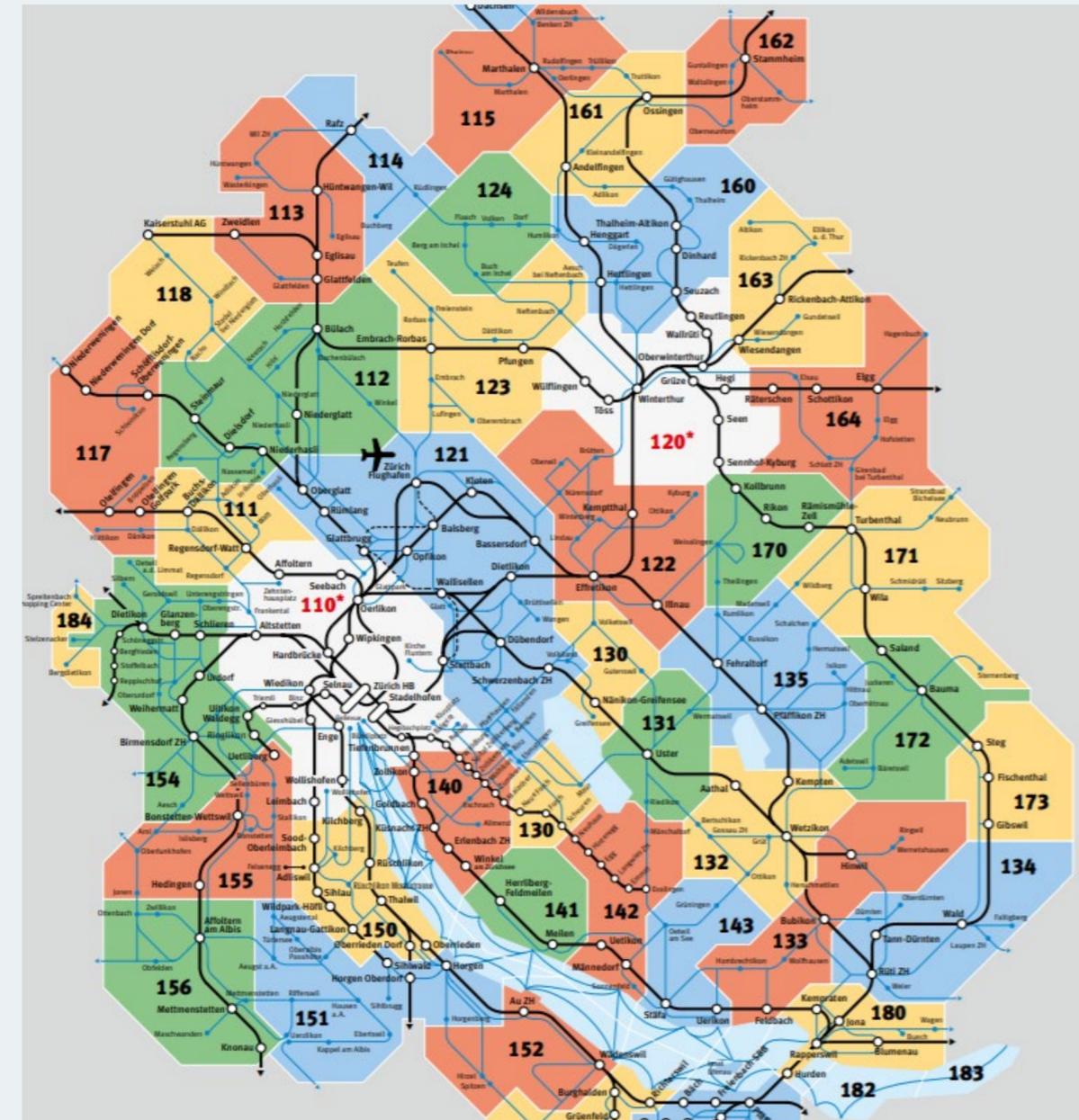
- Zone-based fare system
- Alliance model – independent operators with set of consistent rules

Fare Products

- Regional Pass

Example User Experience

Example: A traveler wants to take a trip that includes five zones on the map including travel on three operators, the \$11.00 fare they pay is determined by the number of zones they travel through, not their location or the operators/transfers they have to make.

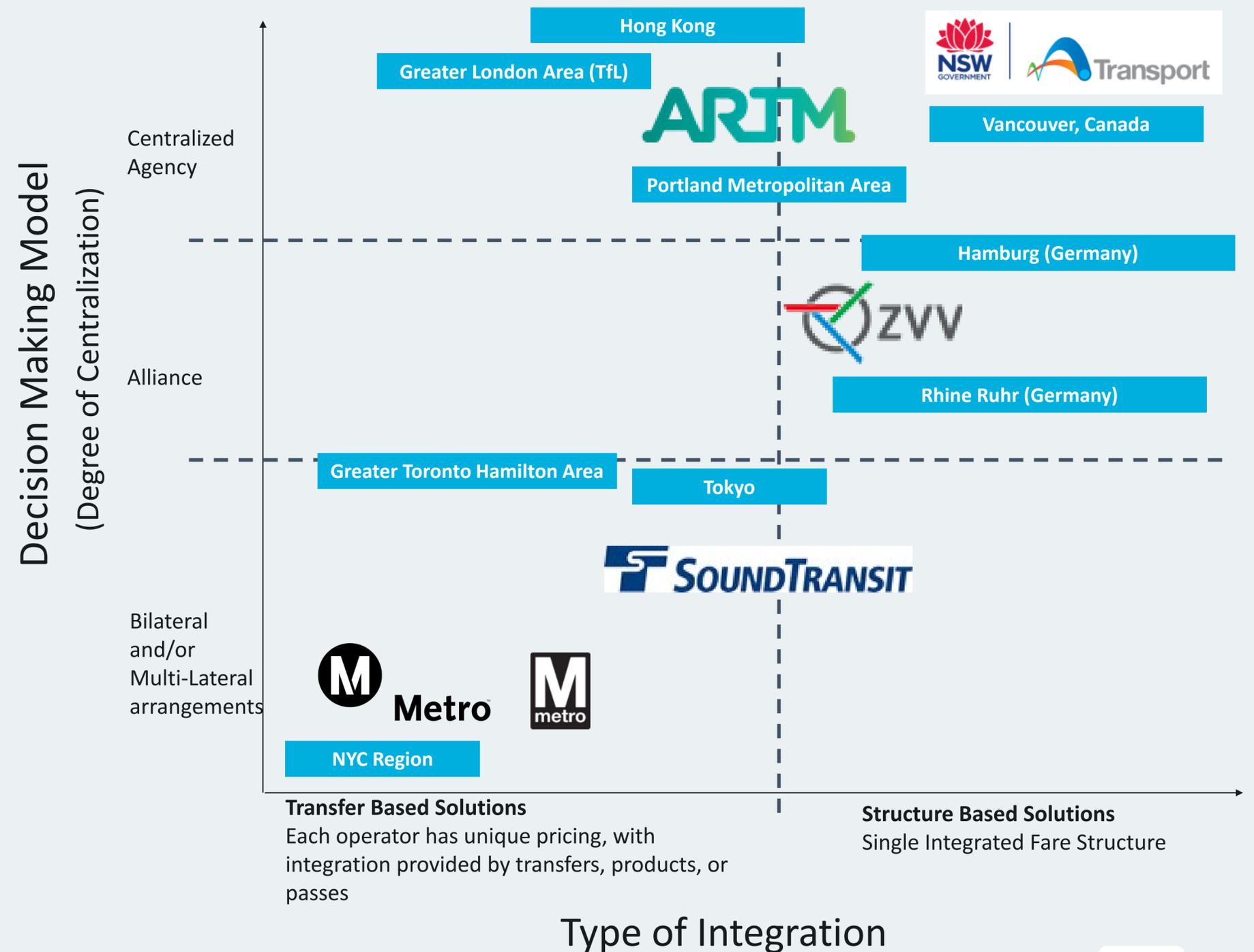


Key Considerations for Discussion

Given the range of possibilities:

- How should we approach the evaluation of different fare policies and products?
- Which make the most sense? The least?

Core Case Studies and Other Jurisdictions Mapped Against Extent of Integration and Governance Model

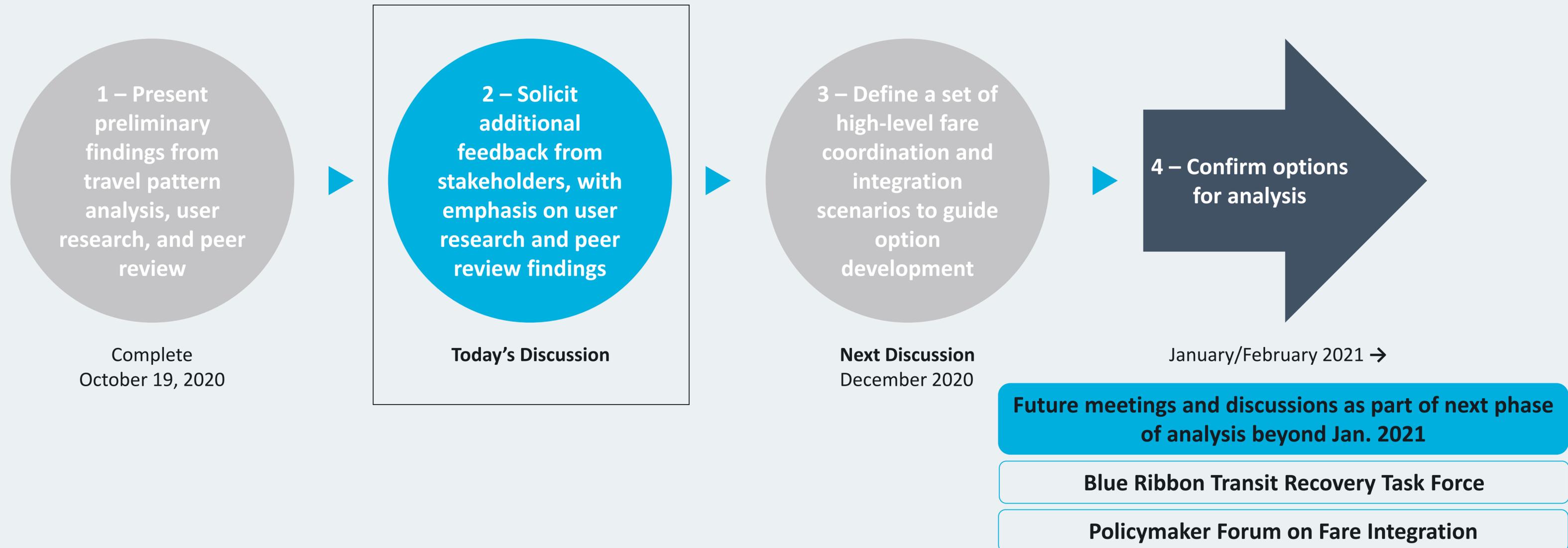


Closing and Recap



Next Steps

The feedback from this meeting will be integrated into our work with an emphasis on setting out high-level strategic scenarios based on structure, extent of integration, and governance:



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Legislation Details (With Text)

File #: 20-1483 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 9/28/2020 **In control:** Policy Advisory Council Fare Coordination and Integration Subcommittee
On agenda: 11/2/2020 **Final action:**
Title: Update on User Research Activities and Approach
Update on the initial pilot user research activities as well as the forward approach to user research.

Sponsors:

Indexes:

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Date	Ver.	Action By	Action	Result
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Subject:

Update on User Research Activities and Approach

Update on the initial pilot user research activities as well as the forward approach to user research.

Presenter:

William Bacon, MTC Co-Project Manager
Michael Eiseman, BART Co-Project Manager

Recommended Action:

Information

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Legislation Details (With Text)

File #: 20-1604 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 10/27/2020 **In control:** Policy Advisory Council Fare Coordination and Integration Subcommittee
On agenda: 11/2/2020 **Final action:**
Title: Peer Region Fare Policy Research and Discussion of Approach to Developing Policy Alternatives Update

Discussion on fare policy research from peer regions around the United States and abroad.

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