



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

Meeting Agenda

BATA Recovery Ad Hoc Working Group

Working Group Members:

Amy R. Worth, Chair

Damon Connolly, Carol Dutra-Vernaci, Dina El-Tawansy,

Nick Josefowitz

Monday, April 5, 2021

3:00 PM

Board Room - 1st Floor (REMOTE)

Call Remote Meeting to Order

1. Roll Call / Confirm Quorum

Quorum: A quorum of this Authority shall be a majority of its regular non-ex-officio voting members (3).

2. Opening Remarks (Chair Amy R. Worth)

- 2a. [21-0474](#) Approval of the March 5, 2021 meeting minutes

Action: Committee Approval

Attachments: [2a - 21-0474 - Mar 5 Draft Meeting Minutes.pdf](#)

3. [21-0475](#) Traffic, Toll Revenue & Rehabilitation Program Funding Outlook

Update on toll revenue impacts of current and forecasted traffic relative to rehab program funding.

Action: Information

Presenter: Brian Mayhew

Attachments: [3 - 21-0475 - Traffic Revenue Outlook.pdf](#)

4. [21-0566](#) BATA Recovery Action Plan

Findings and recommended action plan to address the impacts of the COVID-10 pandemic on the BATA toll bridges and approaches. If approved the report will be forwarded to BATA.

Action: Information

Presenter: Peter Lee

Attachments: [4 - 21-0566 - Ad Hoc Action Plan.pdf](#)

5. [21-0582](#) Next Steps

Action: Information

Presenter: Andrew Fremier

6. Closing Remarks (Worth)

7. Public Comment / Other Business

8. Adjournment / Next Meeting:

The next meeting of the BATA Recovery Ad Hoc Working Group will be on a date, time, and location 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 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.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 21-0474 **Version:** 1 **Name:**
Type: Minutes **Status:** Committee Approval
File created: 3/9/2021 **In control:** BATA Recovery Ad Hoc Working Group
On agenda: 4/5/2021 **Final action:** 4/5/2021
Title: Approval of the March 5, 2021 meeting minutes

Sponsors:

Indexes:

Code sections:

Attachments: [2a - 21-0474 - Mar 5 Draft Meeting Minutes.pdf](#)

Date	Ver.	Action By	Action	Result
4/5/2021	1	BATA Recovery Ad Hoc Working Group		

Subject:

Approval of the March 5, 2021 meeting minutes

Recommended Action:

Committee Approval



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

Meeting Minutes

BATA Recovery Ad Hoc Working Group

Working Group Members:

Amy R. Worth, Chair

Damon Connolly, Carol Dutra-Vernaci, Dina El-Tawansy,

Nick Josefowitz

Friday, March 5, 2021

2:00 PM

Board Room - 1st Floor (REMOTE)

Call Remote Meeting to Order

1. Roll Call / Confirm Quorum

Present: 4 - Chair Worth, Commissioner Connolly, Commissioner Dutra-Vernaci, and Commissioner Josefowitz

Absent: 1 - Commissioner El-Tawansy

2. Opening Remarks (Chair Amy R. Worth)

2a. [21-0267](#) Approval of the January 21, 2021 meeting minutes

Action: Working Group Approval

Upon the motion by Commissioner Dutra-Vernaci and the second by Commissioner Connolly, the Minutes of the January 21, 2021 meeting were unanimously approved by the following vote:

Aye: 4 - Chair Worth, Commissioner Connolly, Commissioner Dutra-Vernaci and Commissioner Josefowitz

Absent: 1 - Commissioner El-Tawansy

3. COVID-19 Response for BATA Toll Bridge Rehabilitation Program

Aleta Dupree and Roland Lebrun were called to speak.

[21-0425](#)

3a. [21-0351](#) Recap of Toll Bridge Rehabilitation Program

Action: Information

Presenter: Peter Lee

3b. [21-0352](#) Short-Term Outlook and Action Plan

Action: Information

Presenter: Rosalynn Chongchaikit

4. [21-0353](#) Next Steps: Development of Ad Hoc Recommendations to BATA

Action: Information

Presenter: Andrew Fremier

5. Closing Remarks (Worth)

6. Public Comment / Other Business

7. Adjournment / Next Meeting:

The next meeting of the BATA Recovery Ad Hoc Working Group is scheduled to be held on Monday, April 5, 2021 at 3:00 p.m.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
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Legislation Details (With Text)

File #:	21-0475	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	3/9/2021	In control:		BATA Recovery Ad Hoc Working Group	
On agenda:	4/5/2021	Final action:			
Title:	Traffic, Toll Revenue & Rehabilitation Program Funding Outlook				
	Update on toll revenue impacts of current and forecasted traffic relative to rehab program funding.				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	3 - 21-0475 - Traffic Revenue Outlook.pdf				

Date	Ver.	Action By	Action	Result
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Subject:

Traffic, Toll Revenue & Rehabilitation Program Funding Outlook

Update on toll revenue impacts of current and forecasted traffic relative to rehab program funding.

Presenter:

Brian Mayhew

Recommended Action:

Information

ITEM 3

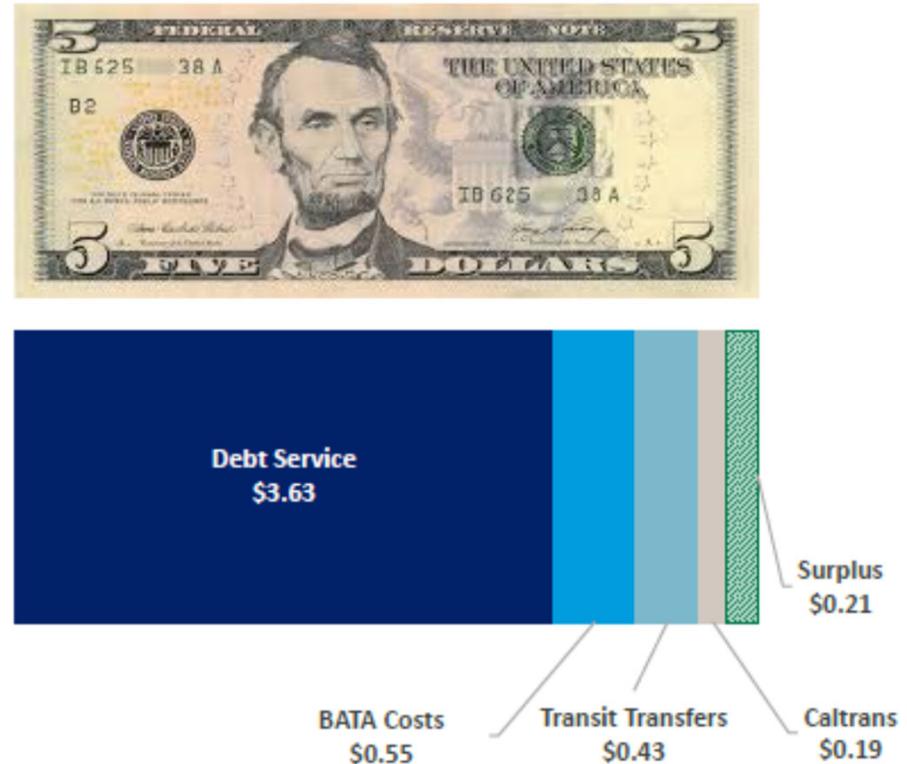
TRAFFIC, TOLL REVENUE & REHABILITATION PROGRAM FUNDING OUTLOOK



March 5, 2021
Ad Hoc BATA Working Group

TOLLS AT WORK

- » Pre-COVID, a \$5 toll was sufficient to fund operations, maintenance and debt service on bridge and voter-approved projects
- » Capacity to fund paygo capital costs is limited to surplus



PROGRAM FUNDING

- BATA needs approximately \$700 million per year to meet statutory operating responsibilities (before accounting for capital project expenses)

Annual Costs (millions \$)

	2017	2018	2019	2020
Operating Costs				
Caltrans	\$ 25	\$ 26	\$ 27	\$ 32
FasTrak	46	53	60	53
BATA	13	16	16	14
Transfers				
Transbay	4	5	5	5
RM2 Transit	43	45	46	44
BATA Admin	11	14	14	13
Debt Service	521	526	526	517
Total Operating Costs	\$ 662	\$ 685	\$ 694	\$ 679

Operating Expenses

Caltrans – Manual Toll Collection and Day-to-Day maintenance

FasTrak – Operations and Maintenance (RCSC Operations, ATCAS Maintenance, Banking Costs, Collection Expense)

BATA – Lane operations, project management, accounting and financial reporting



BATA TOLL REVENUE

- Annual operating obligations of \$700 million require approximately 140 million in annual paid traffic

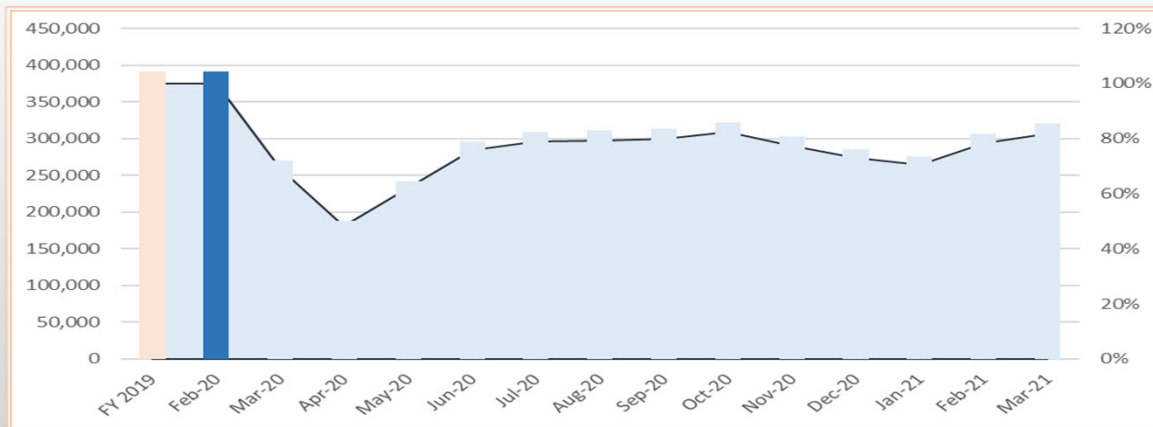
FY 2019 Traffic 143 million (393,000 average daily)
 FY 2020 Traffic 124 million (340,000 average daily)
 FY 2021 Traffic 113 million (310,000 average daily)

- FY 2021 traffic is expected to reach 80% of the FY 2019 traffic level
- Since COVID started in FY 2020, toll revenue is down over \$270 million
- \$97 million in FY 2020
 - \$150 million FY 2021 estimate

	Average Daily Traffic (,000)	Total Annual Traffic (,000)	Toll Annual Revenue (\$,000)
2011	335	122,183	\$ 597,362
2012	339	123,667	\$ 625,863
2013	344	125,591	\$ 652,975
2014	354	129,390	\$ 671,507
2015	369	134,553	\$ 694,955
2016	382	139,376	\$ 714,132
2017	388	141,788	\$ 720,784
2018	394	143,854	\$ 727,350
2019	393	143,299	\$ 724,677
2020	340	124,228	\$ 627,233
2021	310	113,313	\$ 555,064

FEBRUARY 2020 IS A GOOD PRE-COVID BASELINE

- February 2020 daily traffic averaged 390,000
- Since the pandemic started average daily traffic has improved
 - March 2020 – March 2021 289,000
 - July 2020 – March 2021 305,000
 - March 2021 320,000
- March 2021 is 82% of February 2020



	Average Daily Traffic (,000)		Annualized Total Traffic (,000,000)
FY 2019	390	100%	143
Feb-20	390	100%	143
Mar-20	270	69%	99
Apr-20	190	48%	69
May-20	240	62%	89
Jun-20	300	76%	108
Jul-20	310	79%	113
Aug-20	310	79%	114
Sep-20	310	80%	115
Oct-20	320	82%	118
Nov-20	300	77%	111
Dec-20	290	73%	104
Jan-21	280	71%	101
Feb-21	310	78%	112
Mar-21	320	82%	117

REHABILITATION PROGRAM FUNDING OUTLOOK

- FY 2022 traffic projection is 90% of FY 2019 total
 - 14% increase in traffic from FY 2021
- FY 2022 estimate could produce positive paygo capital

Toll Revenue	\$652M
Other Revenue	\$120M
<u>Operating Exp</u>	<u>(\$724M)</u>
Net Revenue (available for capital)	\$ 48M
<u>Rehab avg</u>	<u>(\$100M)</u>
Reserve draw	(\$ 52M)
- FY 2022 will still require reserve draw for paygo capital at average of planned 10-year rehab program funding
- Current 10-year plan will require estimated \$150 M additional reserve draw until traffic recovery estimated in FY 2025

Annual Budget (millions \$)

	2017	2018	2019	2020
Toll Revenue	\$ 721	\$ 727	\$ 725	\$ 627
Operating Costs	\$ 84	\$ 95	\$ 102	\$ 100
Transfers	57	64	66	62
Debt Service	521	526	526	517
Total Costs	\$ 662	\$ 685	\$ 694	\$ 679
Operating gain/(loss)	\$ 59	\$ 43	\$ 31	\$ (52)
Other Revenue*	114	126	173	149
Other Expenses	-	-	(1)	(7)
Available for Capital	\$ 173	\$ 169	\$ 202	\$ 90
Project Costs				
Bridge Rehabilitation	(134)	(132)	(76)	(87)
RM2	(83)	(78)	(28)	(45)
1171	(39)	(6)	(2)	(4)
Other	-	-	(50)	(31)
Project Total	(256)	(216)	(156)	(167)
Reserve Increase/(Draw)	\$ (84)	\$ (47)	\$ 46	\$ (77)
* Build America payment, violations, interest				

REHABILITATION PROGRAM OPTIONS

1. Defer Rehabilitation projects
2. Proceed with key safety projects drawing on reserves (cannot be done indefinitely)
3. Bring in new revenue



Metropolitan Transportation Commission

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Legislation Details (With Text)

File #:	21-0566	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	3/30/2021	In control:		BATA Recovery Ad Hoc Working Group	
On agenda:	4/5/2021	Final action:			
Title:	BATA Recovery Action Plan				

Findings and recommended action plan to address the impacts of the COVID-10 pandemic on the BATA toll bridges and approaches. If approved the report will be forwarded to BATA.

Sponsors:

Indexes:

Code sections:

Attachments: [4 - 21-0566 - Ad Hoc Action Plan.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

BATA Recovery Action Plan

Findings and recommended action plan to address the impacts of the COVID-10 pandemic on the BATA toll bridges and approaches. If approved the report will be forwarded to BATA.

Presenter:

Peter Lee

Recommended Action:

Information

ITEM 4

BATA RECOVERY ACTION PLAN



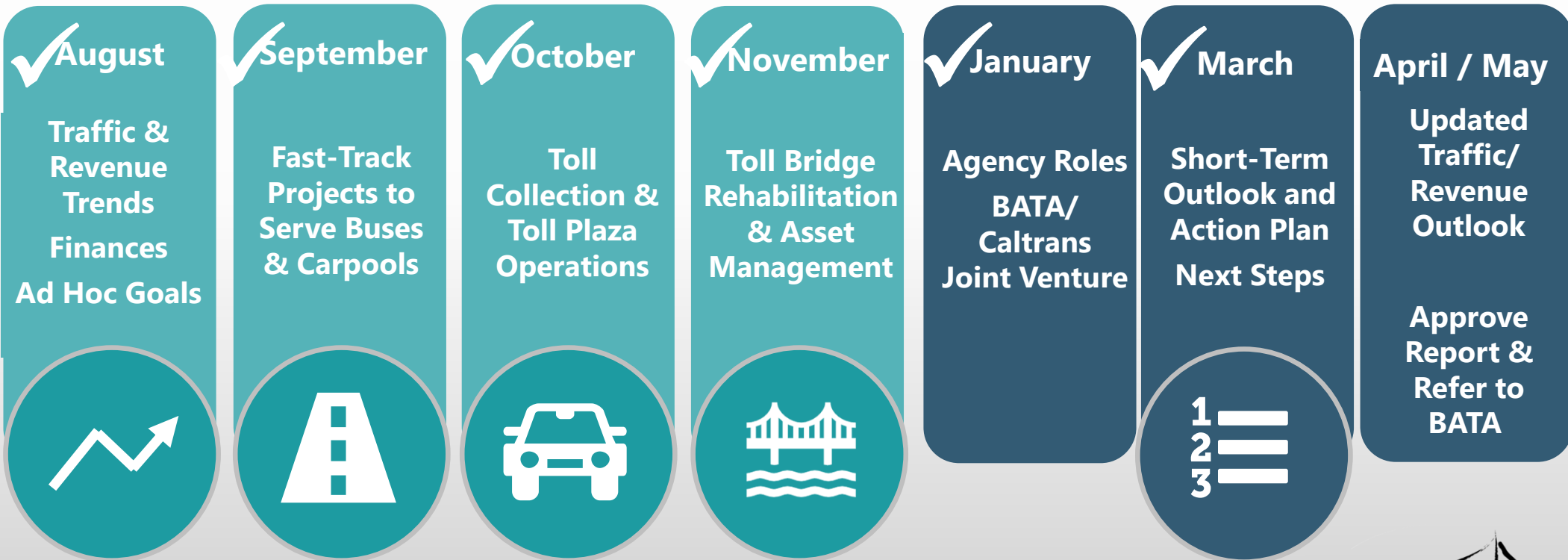
April 5, 2021

BATA Recovery Ad Hoc Working Group

AD HOC WORKING GROUP TIMELINE

Deep Dive




Recommendations






FUNDING & STATE OF GOOD REPAIR

1. Proceed with Key Projects in FY 2021-22 Budget
 - Request additional toll funding in the FY 2021-22 Budget for core, bridge safety projects, recognizing near-term draw on Reserve
 - Seek supplemental state/federal funding
2. Undertake Focused Review - Define Annual Rehabilitation Funding Needs and Recommend Next Steps (6-12 months)
 - Track return of traffic
 - Pursue cost savings
 - Complete high-level asset management review
 - Review revenue options
3. Implement Deep Dive Asset Management (1-3 years)
 - Institute Asset Management best practices (ISO 55000 or comparable)
 - Develop detailed Bridge Asset Management Plans for all toll bridges
 - Add dedicated staffing/consultant support starting in the FY 2021-22 Budget

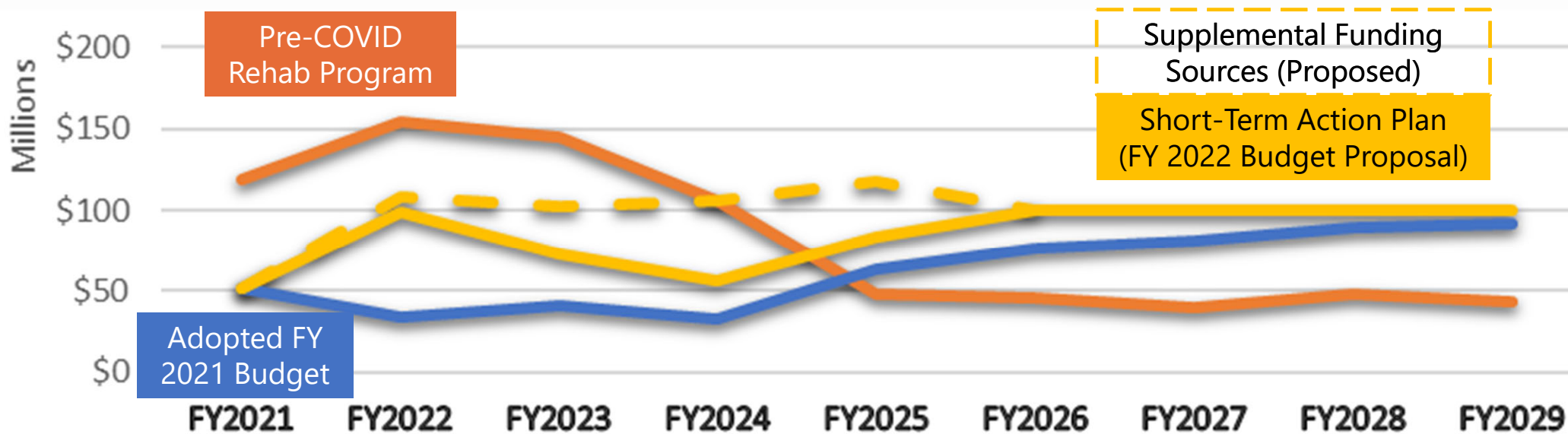
① PROCEED WITH KEY PROJECTS IN FY 2021-22

	PRIORITY PROJECTS	(PRELIM) BATA FUNDED CORE	SUPPLEMENTAL, SUBJECT TO EXTERNAL APPROVALS	NOTES
 BRIDGE INTEGRITY	<ul style="list-style-type: none"> SFOBB Yerba Buena Isl. Tunnel Fire Suppression (\$11M) Contingency and emergency work (\$27M) Various: bridge paint, misc. electrical mechanical, SFOBB fender (\$12M) 	\$48M	\$2M (Caltrans)	<ul style="list-style-type: none"> Pursue \$2M in COVID-19 Relief Highway Funding for SFOBB Paint Phase 1 Preliminary engineering
 TOLL COLLECTION	<ul style="list-style-type: none"> Open Road Tolling (\$17M) 	\$14M	\$3M (BATA/CTC)	<ul style="list-style-type: none"> \$3M SB-1 Local Partnership Program Formula
 APPROACHES, FACILITIES & OTHER	<ul style="list-style-type: none"> Bay Bridge Forward 2020 (\$1.5M) Richmond-San Rafael Bridge HOV Lane (\$2M) Bay Skyway (\$3M) 	\$3M	\$3.5M (BATA/CTC/MTC or Caltrans/Fed)	<ul style="list-style-type: none"> \$3.5M Quick Strike
	Annual Capital Rehab	\$34M		Inspections, State Painters, Existing Electronic Toll Collection System
	TOTAL FY 2021-22	\$100M	\$8.5M	

10-YEAR PROGRAM - KEY PROJECTS PROPOSED FOR FY 2021-22 BUDGET

	PRIORITY PROJECTS	BATA FUNDED CORE	SUPPLEMENTAL, SUBJECT TO EXTERNAL APPROVALS	NOTES
 BRIDGE INTEGRITY	<ul style="list-style-type: none"> SFOBB Yerba Buena Isl. Tunnel Fire Suppression (\$11M) Annual contingency for emergency work (\$113M) Preventative Maintenance Painting Projects on Richmond-San Rafael Br and SFOBB (\$94M) Various Br structural, deck repairs, paint, electrical and mechanical, SFOBB fender and cable (\$218M) 	\$342M	\$94M (Caltrans)	<ul style="list-style-type: none"> Pursue up to \$94M in COVID-19 Relief Highway Funding for future eligible Rehabilitation Projects (e.g., Paint)
 TOLL COLLECTION	<ul style="list-style-type: none"> Open Road Tolling (\$76M) 	\$62M	\$14M (BATA/CTC)	<ul style="list-style-type: none"> \$14M SB-1 Local Partnership Program Formula Funds (next 2 cycles) on Bay Bridge Open Road Tolling
 APPROACHES, FACILITIES & OTHER	<ul style="list-style-type: none"> Bay Bridge Forward 2020 (\$11.5M) Richmond-San Rafael Bridge HOV Lane (\$2M) Bay Skyway (\$3M) 	\$3M	\$13.5M (BATA/CTC/MTC or Caltrans/Fed)	<ul style="list-style-type: none"> \$5M SB-1 Local Partnership Program Formula \$3.5M Quick Strike \$5M Federal
	Annual Capital Rehab	\$588M		Inspections, State Painters, Existing Electronic Toll Collection System
	TOTAL (10 YEARS)	\$995M	\$121M	

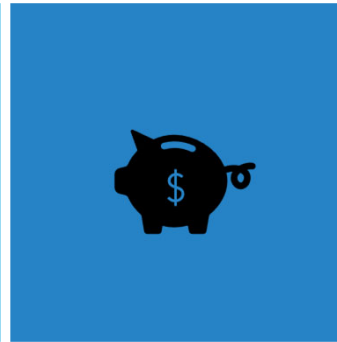
PROPOSED REHABILITATION PROGRAM FUNDING LEVELS THROUGH FY 2029



② UNDERTAKE FOCUSED REVIEW (6-12 months; report to BATA in Fall 2021)

A. Track Traffic & Revenue

1. How close are traffic & revenue to pre-COVID levels?
2. How much supplemental funding has been secured?

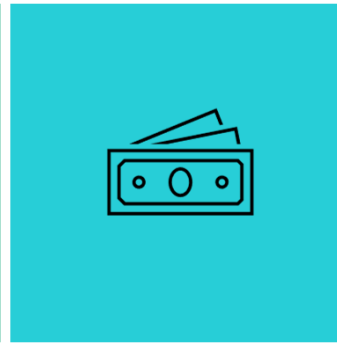


B. Pursue Cost Savings

1. Seek exemption from Caltrans administrative overhead for direct savings (\$2.5M annually) to fund more projects
2. Review high-cost project areas (e.g., steel paint)

C. Complete High-Level Asset Management Review

1. Validate existing condition data and projects
2. Confirm project timing
3. Estimate annual rehab program funding need



D. Review Revenue Options

1. Assess gap between available toll revenue and need
2. Review options, including timing and amount of planned toll increase
3. Create a Reserve for Rehabilitation, similar to that for operating, for use in future emergencies

CURRENT AND FUTURE TOLL STRUCTURE

Auto Toll	Toll
Base Toll (RM1 and Seismic)	\$4
Regional Measure 2 (2004)	\$1
Regional Measure 3 (2019)*	<u>\$1</u>
Current Auto Toll	\$6
<i>Regional Measure 3 (Jan. 2022) (approved and pending)</i>	<i>\$1</i>
<i>Regional Measure 3 (Jan. 2025) (approved and pending)</i>	<i><u>\$1</u></i>
<i>Approved Pending Auto Toll</i>	<i>\$8</i>
<i>Regional Measure 3 Consumer Price Index (CPI) Increase (After 2025) (Requires BATA Approval)</i>	<i>CPI</i>
<i>Base Toll Increase (2027) (Planned, Requires BATA Approval)</i>	<i>TBD</i>

*Regional Measure 3 collections held in escrow pending resolution.

- BATA's Plan of Finance model assumes a toll increase in FY 2027 after the approved and pending RM3 increases in 2022 and 2025.
- Acceleration of the planned 2027 toll increase for bridge rehabilitation is possible.



FOCUSED REVIEW AND DEEP DIVE FOR ASSET MANAGEMENT

- » High - Level validation of existing data on bridge conditions and costs (3-6 months)



Structure	Deck	Painting	Electrical
GOOD	FAIR	POOR	FAIR
FAIR	GOOD	FAIR	POOR
POOR	GOOD	GOOD	POOR

» Deep Dive

- Best Practices for asset management
- In-Depth Studies for Structural Steel Painting and Deck life cycles
- Detailed Bridge Asset Management Plans

③ IMPLEMENT DEEP DIVE ASSET MANAGEMENT ADD DEDICATED RESOURCES (3 Years)

Resource

1. Add 1 BATA FTE dedicated to Asset Management
2. Engage Consultant contracts for Asset Management ISO 55000 and program management
3. Negotiate prioritization and resources with CT
 - roles and responsibilities
 - communication and organizational structure
 - efforts to align with ISO 55000

Complete Plans

1. Engage Consultants and Caltrans to complete Asset Management Plan for 4 bridges (2 bridges/year)
2. Continue efforts to align with ISO 55000



2021



2022



2023-2024



2025 +

Engage

1. Complete ISO 55000 Diagnostic (roadmap)
2. Engage Consultants and Caltrans to complete Asset Management Plan for 2 bridges
3. Update agreements with Caltrans for Asset Management resources and defined roles and responsibilities (legislative actions as needed e.g., overhead rate savings to support asset management)

Perform

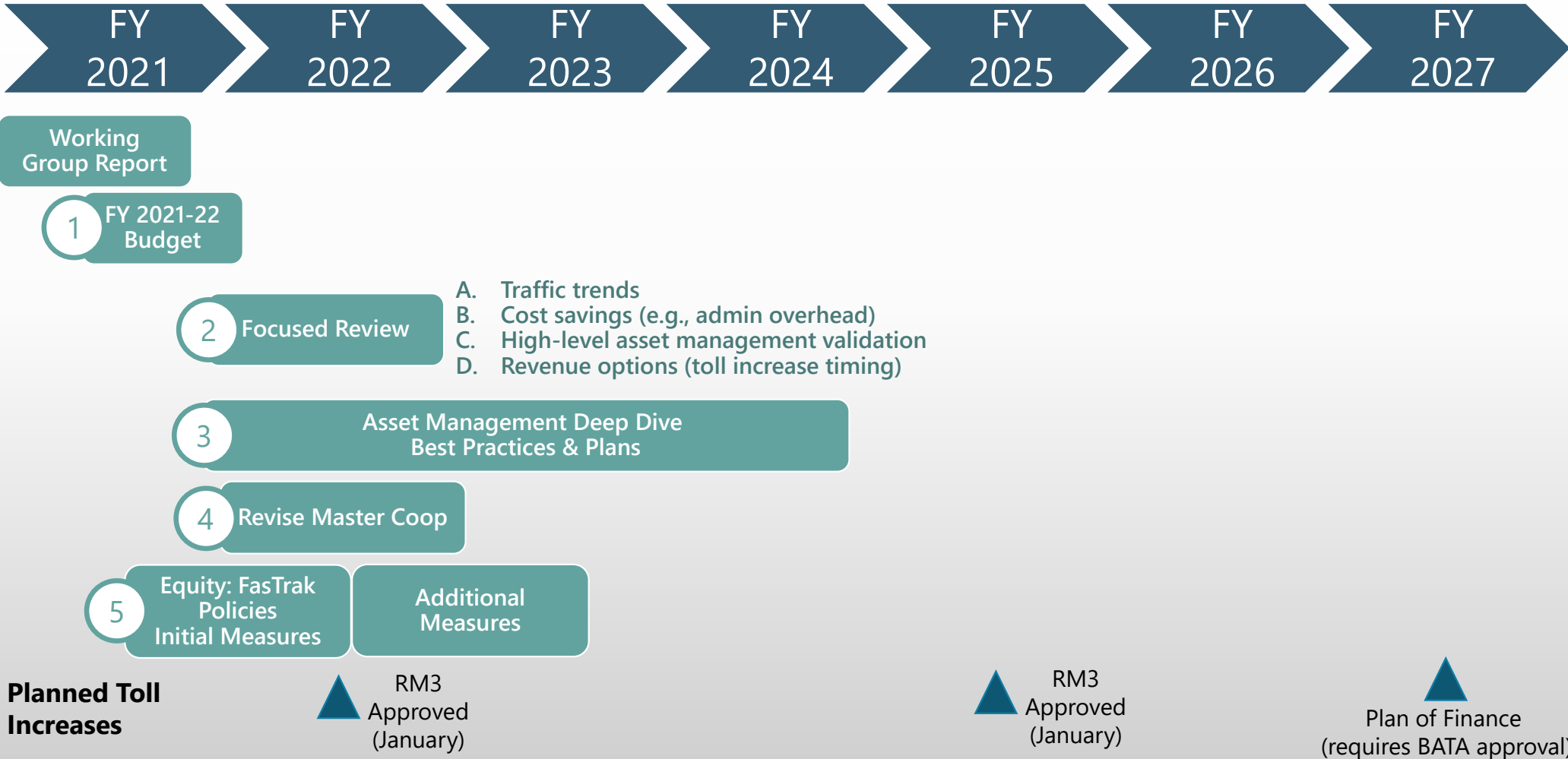
1. Caltrans and BATA performance of state of good repair strategy, monitoring and updating asset management plans as needed and in alignment with ISO 55000



PROGRAM ADMINISTRATION

4. Strengthen the BATA/Caltrans partnership - revise the Master Cooperative Agreement (1 Year)
 - Formalize a joint executive decision-making process to reflect shared risk.
 - Commit to creative delivery for transit priority projects.
 - Reflect current responsibilities such as BATA maintenance and All Electronic Tolling.
5. Address equity in FasTrak policies, including violations penalties (1 Year and Continuing)
 - Initiate review of current policies and identify low-hanging fruit for quick implementation as well as more complex measures.
6. Leverage bills to advance transit priority opportunities (6 months)

ACTION PLAN TIMELINE





Metropolitan Transportation Commission

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Legislation Details (With Text)

File #: 21-0582 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 4/1/2021 **In control:** BATA Recovery Ad Hoc Working Group
On agenda: 4/5/2021 **Final action:**
Title: Next Steps

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:
Next Steps

Presenter:
Andrew Fremier

Recommended Action:
Information