



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, November 10, 2021

9:35 AM

REMOTE

The Bay Area Toll Authority Oversight Committee is scheduled to meet on Wednesday, November 10, 2021 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/81380924143>

Or iPhone one-tap: US: +16699006833,,81380924143# or +14086380968,,81380924143#

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: 813 8092 4143

International numbers available: <https://bayareametro.zoom.us/j/kcxD12kbRm>

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. [21-1292](#) Minutes of the October 13, 2021 meeting
- Action: Committee Approval
- Attachments: [4a - 21-1292 - Oct 13 BATA O Draft Minutes.pdf](#)
- 4b. [21-1318](#) Contract Amendment - I-580 Richmond-San Rafael (RSR) Bridge Access Improvement Project Package B2 - On-Call Design Services: HNTB Corporation (\$330,000)
- Action: Committee Approval
- Presenter: Ingrid Supit
- Attachments: [4b - 21-1318 - RSR Access Improv B2 - ContractAmend - HNTB.pdf](#)
- 4c. [21-1353](#) Contract Amendment - FasTrak® Customer Service Center Technical Assistance: HNTB Corporation (\$931,000)
- Action: Committee Approval
- Presenter: Beth Zelinski
- Attachments: [4c - 21-1353 - FasTrakSupport ContractAmend - HTNB.pdf](#)

5. Approval

- 5a. [21-1350](#) Update on Bay Area FasTrak® Equity Action Plan and FasTrak® Policy Changes: Referral to Authority and Contract Action
- i) BATA Resolution 52, Revised - FasTrak® Regional Customer Service Center Policy Revisions to Reduce Toll Tag Deposit and Pre-paid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees to Support Affordability and Accessibility of FasTrak® and
- ii) Contract Change Order - FasTrak® Regional Customer Service Center Support to (1) Reduce Tag Deposit and Prepaid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees, and (2) Support RM3 Toll Increase: Conduent State and Local Solutions, Inc. (\$150,000)
- Action:** i) Authority Approval
- ii) Committee Approval
- Presenter:** Lysa Hale
- Attachments:** [5a - 21-1350 - Equity Action Plan - Reso 52 Changes - ChangeOrder-Conduent](#)
[5a - 21-1350 - Equity Action Plan - Presentation.pdf](#)

6. Public Comment / Other Business

7. Adjournment / Next Meeting

The next meeting of the BATA Oversight Committee is scheduled to be held on Wednesday, December 8, 2021 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 #: 21-1292 **Version:** 1 **Name:**

Type: Minutes **Status:** Committee Approval

File created: 9/24/2021 **In control:** Bay Area Toll Authority Oversight Committee

On agenda: 11/10/2021 **Final action:**

Title: Minutes of the October 13, 2021 meeting

Sponsors:

Indexes:

Code sections:

Attachments: [4a - 21-1292 - Oct 13 BATA O Draft Minutes.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of the October 13, 2021 meeting

Recommended Action:
Committee Approval



Metropolitan Transportation Commission Meeting Minutes

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

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, October 13, 2021

9:35 AM

REMOTE

Call Remote Meeting to Order

1. Roll Call / Confirm Quorum

Present: 8 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Glover, Commissioner Miley, Commissioner Papan, Commissioner Rabbitt, Commissioner Ronen, and Chair Worth

Non-Voting Member Absent: 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 Connolly, Commissioner Dutra-Vernaci, Commissioner Giacomini, and Commissioner Spering

2. Pledge of Allegiance

3. Compensation Announcement (Clerk)

4. Consent Calendar

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

Aye: 7 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Glover, Commissioner Papan, Commissioner Rabbitt, Commissioner Ronen and Chair Worth

Absent: 1 - Commissioner Miley

4a. [21-1140](#) Minutes of the September 8, 2021 meeting

Action: Committee Approval

- 4b.** [21-1037](#) Contract Change Order - FasTrak® Regional Customer Service Center
Support for Toll Discount Pilot on I-880 Express Lanes: Conduent State
and Local Solutions, Inc. (\$200,000)

Action: Committee Approval

Presenter: Beth Zelinski

5. Approval

5a. [21-1156](#) Equity Action Plan Update, Contract Action, and Referral to Authority - FasTrak® Policies

i. BATA Resolution No. 52, Revised - FasTrak® Regional Customer Service Center Policy Revisions: (a) Reduce Toll Violation Penalties on the State-owned Bridges and (b) Apply Reduced Penalties Retroactively to January 1, 2021; and

ii. Contract Change Order - FasTrak® Regional Customer Service Center Support to Reduce Toll Violation Penalties: Conduent State and Local Solutions, Inc., (\$200,000)

An update on the FasTrak® Equity Action Plan, request that BATA Resolution No. 52, Revised be referred to the full Authority for approval, and request to authorize the Executive Director or designee to negotiate and enter into a contract change order with Conduent State and Local Solutions, Inc. (Conduent).

Action: i. Authority Approval

ii. Committee Approval

Presenter: Lysa Hale and Beth Zelinski

Written public comments were received from Jacob Denney of SPUR and Other Various Agencies, and East Bay Community Law Center.

The following members of the public were called to speak: Aleta Dupree, Richard Hedges, Veda Flores, Ocean Mottley, Eleana Binder, Rio Scharf, Rick Coates, Paul Briley, Anne Stuhldreher, Candy Smallwood, K. Cadwall, and Brandon Greene.

Commissioner Miley arrived during agenda item 5a.

Upon the motion by Commissioner Papan and the second by Commissioner Rabbitt, the Committee unanimously approved the referral of BATA Resolution No. 52, Revised to the Authority for approval and approved the contract change order with Conduent State and Local Solutions, Inc.,. The motion carried by the following vote:

Aye: 8 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Glover, Commissioner Miley, Commissioner Papan, Commissioner Rabbitt, Commissioner Ronen and Chair Worth

- 5b.** [21-1018](#) BATA Resolution No. 147 - Authorizing the 2022 Plan of Finance; and Good Faith Estimate.
- i. A request that the Committee refer BATA Resolution No. 147 to the Authority for approval, authorizing the FY 2021-22 Plan of Finance; and
- ii. A request that the Committee approve the acceptance of the Good Faith Estimate.
- Action:** i. Authority Approval
- ii. Committee Approval
- Presenter:** Brian Mayhew
- Upon the motion by Vice Chair Abe-Koga and the second by Commissioner Ronen, the Committee unanimously approved the referral of BATA Resolution No. 147 to the Authority for approval and accepted the Good Faith Estimate. The motion carried by the following vote:**
- Aye:** 8 - Vice Chair Abe-Koga, Commissioner Chavez, Commissioner Glover, Commissioner Miley, Commissioner Papan, Commissioner Rabbitt, Commissioner Ronen and Chair Worth

6. Information

- 6a.** [21-1185](#) Richmond-San Rafael Bridge Update
- Staff will give a presentation on the Richmond San Rafael Bridge on status of (1) Asset Management Study, (2) Pilot Projects, (3) Westbound Third Lane Study, (4) RSR Forward, and (5) Marin Water Pipeline.
- Action:** Information
- Presenter:** Andrew Fremier
- Written public comment was received from: Michael Balmaceda, Travis Close, Dani, Hannah Gramling, John Hershberger, Ian Kizu-Blair, Miles Lincoln, Sasha Madfes, and Albert Reinhardt.
- The following members of the public were called to speak: John Grubb of Bay Area Council, Dave Campbell of Bike East Bay, and Warren Wells of Marin County Bicycle Coalition.

7. Public Comment / Other Business

8. Adjournment / Next Meeting

The next meeting of the BATA Oversight Committee is scheduled to be held on Wednesday, November 10, 2021 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 #: 21-1318 **Version:** 1 **Name:**
Type: Contract **Status:** Committee Approval
File created: 9/29/2021 **In control:** Bay Area Toll Authority Oversight Committee
On agenda: 11/10/2021 **Final action:**
Title: Contract Amendment - I-580 Richmond-San Rafael (RSR) Bridge Access Improvement Project
Package B2 - On-Call Design Services: HNTB Corporation (\$330,000)
Sponsors:
Indexes:
Code sections:
Attachments: [4b - 21-1318 - RSR Access Improv B2 - ContractAmend - HNTB.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Contract Amendment - I-580 Richmond-San Rafael (RSR) Bridge Access Improvement Project
Package B2 - On-Call Design Services: HNTB Corporation (\$330,000)

Presenter:
Ingrid Supit

Recommended Action:
Committee Approval

**Bay Area Toll Authority
Oversight Committee**

November 10, 2021

Agenda Item 4b - 21-1318

**Contract Amendment – I-580 Richmond-San Rafael (RSR) Bridge Access Improvement
Project Package B2 – On-Call Design Services: HNTB Corporation (\$330,000)**

Subject:

This item would authorize a contract amendment with HNTB Corporation (HNTB) for on-call design services in an amount not to exceed \$330,000, subject to the approval of future BATA budgets. These additional services are required to complete the remaining piece of the I-580 Richmond-San Rafael (RSR) Bridge Access Improvement Project – Package B2 (the Project).

Background:

The RSR Bridge Access Improvement Project - Packages A and B1 have constructed a new bicycle and pedestrian path between Castro Street in Richmond and the Vista Point in San Rafael, as well as a new bi-directional bicycle path on the shoulder of the I-580 westbound Sir Francis Drake Boulevard off-ramp flyover. The RSR Bridge Access Improvement Project - Package B2 will complete the gap between the Vista Point and the off-ramp flyover on the Marin County side by widening the sidewalk along Francisco Boulevard for a bi-directional shared-use facility.

In April 2021, BATA was awarded a \$4.3 million grant from Cycle 5 of the Regional Active Transportation Program (ATP) to complete Construction Package B2. The work is anticipated to start in March 2022.

In January 2014, after a competitive procurement, the BATA Oversight Committee approved a pool of eight firms, including HNTB, to provide on-call design services for a two-year period with an option to extend. Following the approval of the bench, staff issued a Request for Qualifications to seek design services for the RSR Bridge Access Improvement Project. On March 5, 2014, this Committee authorized a contract with HNTB based on the recommendation by a review panel comprised of staff members from BATA, Caltrans and the Transportation Authority of Marin.

Staff seeks an amendment to the existing HNTB contract for design services to complete final design and provide design services during construction for the Richmond-San Rafael Bridge Access Improvement Project Package B2.

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

Issues:

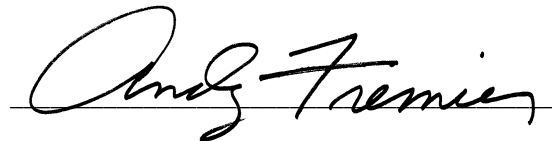
None identified.

Recommendations:

Staff recommends that the Committee authorize the Executive Director or designee to negotiate and enter into a contract amendment with HNTB in an amount not to exceed \$330,000 to provide design services for the completion of the Project, subject to the approval of future BATA budgets.

Attachments:

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

A handwritten signature in black ink, reading "Andrew B. Fremier", written over a horizontal line.

Andrew B. Fremier

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	HNTB Corporation	Design Services			X			X
Subcontractor	Associated Right of Way Services	Right of Way			X	X	30184	
Subcontractor	Circle Point	Environmental Document			X	X		
Subcontractor	Cogstone Resource Management, Inc.	Paleontology	X	33150		X		
Subcontractor	Eisen Letunic	Coordination	X	35388				X
Subcontractor	Far Western Anthropological Research Group	Archaeology			X			X
Subcontractor	Fehr & Peers	Traffic Analysis			X			X
Subcontractor	Illingworth & Rodkins Inc.	Air Quality, Noise Analysis			X	X		
Subcontractor	JRP Historical Consulting, LLC	Historic Resources			X	X		
Subcontractor	Mark Thomas & Company Inc.	Mapping/Surveying			X			X
Subcontractor	Parikh Consultants, Inc.	Geotechnical	X	20259		X		
Subcontractor	Parsons	Design Services			X			X
Subcontractor	WRECO	Hydraulics-Water Quality	X	30066		X		
Subcontractor	Y&C Transportation Consultants, Inc.	Electrical	X	28989		X		

Subcontractor	Haygood + Associates	Visual Impact Studies	X	3171		X		
Subcontractor	Value Management Strategies, Inc.	Value Analysis			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 Amendment

Work Item No.:	8953
Consultant:	HNTB Corporation Oakland, CA
Work Project Title:	On-Call Design Services: I-580 Richmond San Rafael Bridge Access Improvement Project
Purpose of Project:	To improve Interstate 580 to allow for a third eastbound lane across the Richmond San Rafael Bridge and access to the Richmond San Rafael Bridge for motorists, bicyclists and pedestrians
Brief Scope of Work:	Complete final design and provide design services during construction for the Richmond-San Rafael Bridge Access Improvement Project Package B2
Project Cost Not to Exceed:	This amendment - \$330,000 Current contract amount before this amendment - \$15,676,000 Maximum contract amount after the amendment - \$16,006,000
Funding Source:	Toll Bridge Rehabilitation Program Funds
Fiscal Impact:	\$150,000 is included in the BATA budget for FY 2021-2022 The remaining \$180,000 is subject to approval of future BATA budgets
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with HNTB Corporation to provide additional design services as described above and in the BATA Oversight Committee Summary Sheet dated November 10, 2021 and that the Chief Financial Officer is authorized to set aside \$150,000 for

such contract amendment, and \$180,000 subject to future annual budget approvals.

BATA Oversight Committee:

Amy R. Worth, Chair

Approved:

November 10, 2021



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 21-1353 **Version:** 1 **Name:**
Type: Contract **Status:** Committee Approval
File created: 10/4/2021 **In control:** Bay Area Toll Authority Oversight Committee
On agenda: 11/10/2021 **Final action:**
Title: Contract Amendment - FasTrak® Customer Service Center Technical Assistance: HNTB Corporation (\$931,000)
Sponsors:
Indexes:
Code sections:
Attachments: [4c - 21-1353 - FasTrakSupport ContractAmend - HTNB.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract Amendment - FasTrak® Customer Service Center Technical Assistance: HNTB Corporation (\$931,000)

Presenter:

Beth Zelinski

Recommended Action:

Committee Approval

**Bay Area Toll Authority
Oversight Committee**

November 10, 2021

Agenda Item 4c - 21-1353

Contract Amendment – FasTrak® Customer Service Center Technical Assistance: HNTB Corporation (\$931,000)

Subject:

This item would authorize the Executive Director or designee to negotiate and enter into a contract amendment with HNTB Corporation (HNTB) for on-call consultant services to provide technical assistance to support the FasTrak® Customer Service Center (CSC) in an amount not to exceed \$931,000 through December 31, 2023.

Background:

The FasTrak® CSC will be operated by Conduent State & Local Solutions, Inc. (Conduent) through March 2024. Conduent provides both the CSC system and the operating staff. The CSC contract manages customer accounts, and provides call answering, web services, payment and transaction processing and violation notice processing. The CSC system servers, account database, network and phone system support this work.

HNTB's work under this amendment will be to continue assisting BATA staff with oversight of the current CSC contractor including system and operational improvements, project deployments and new initiatives.

In May 2016, after a competitive procurement, the Operations Committee approved a bench of consultants through the Request for Qualifications (RFQ) for On-Call Consultant Assistance for Electronic Payment Implementation and Operations. HNTB's original contract was approved by this Committee in September 2017 based on a competitive selection from the bench of consultants.

HNTB is neither a small business nor a disadvantaged business enterprise and currently has no subcontractors.

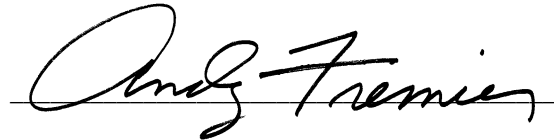
Recommendations:

Staff recommends that the Committee authorize the Executive Director or designee to negotiate and enter into a contract amendment with HNTB to perform on-call consultant technical

assistance to support the FasTrak® CSC in an amount not to exceed \$931,000 for a period ending December 31, 2023.

Attachments:

- Request for Committee Approval – Summary of Proposed Contract Amendment

A handwritten signature in black ink, reading "Andrew B. Fremier", written over a horizontal line.

Andrew B. Fremier

Request for Committee Approval

Summary of Proposed Contract Amendment

Work Item No.: 1253

Consultant: HNTB Corporation (Oakland, California)

Work Project Title: On-Call Consultant Technical Assistance for the FasTrak® Customer Service Center contract

Purpose of Project: To provide technical assistance to support oversight of the FasTrak® CSC contract.

Brief Scope of Work: Consultant shall provide technical assistance to support the oversight of the FasTrak® CSC contract.

Project Cost Not to Exceed: This Amendment: \$931,000
Current contract amount before this Amendment: \$3,081,000
Maximum contract amount after this Amendment: \$4,012,000

Funding Source: Toll Bridge Rehabilitation Program Funds

Fiscal Impact: Funds are included in the Toll Bridge Rehabilitation Program Budget for FY 2021-22

Motion by Committee: That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with HNTB to perform services described above and in the BATA Oversight Committee Summary Sheet dated November 10, 2021 and that the Chief Financial Officer is authorized to set aside \$931,000 for such contract amendment.

BATA Oversight Committee:

Amy R. Worth, Chair

Approved: November 10, 2021



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 21-1350 **Version:** 1 **Name:**
Type: Resolution **Status:** Commission Approval
File created: 10/4/2021 **In control:** Bay Area Toll Authority Oversight Committee
On agenda: 11/10/2021 **Final action:**
Title: Update on Bay Area FasTrak® Equity Action Plan and FasTrak® Policy Changes: Referral to Authority and Contract Action

i) BATA Resolution 52, Revised - FasTrak® Regional Customer Service Center Policy Revisions to Reduce Toll Tag Deposit and Pre-paid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees to Support Affordability and Accessibility of FasTrak® and

ii) Contract Change Order - FasTrak® Regional Customer Service Center Support to (1) Reduce Tag Deposit and Prepaid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees, and (2) Support RM3 Toll Increase: Conduent State and Local Solutions, Inc. (\$150,000)

Sponsors:

Indexes:

Code sections:

Attachments: [5a - 21-1350 - Equity Action Plan - Reso 52 Changes - ChangeOrder-Conduent.pdf](#)
[5a - 21-1350 - Equity Action Plan - Presentation.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Update on Bay Area FasTrak® Equity Action Plan and FasTrak® Policy Changes: Referral to Authority and Contract Action

i) BATA Resolution 52, Revised - FasTrak® Regional Customer Service Center Policy Revisions to Reduce Toll Tag Deposit and Pre-paid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees to Support Affordability and Accessibility of FasTrak® and

ii) Contract Change Order - FasTrak® Regional Customer Service Center Support to (1) Reduce Tag Deposit and Prepaid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees, and (2) Support RM3 Toll Increase: Conduent State and Local Solutions, Inc. (\$150,000)

Presenter:

Lysa Hale

Recommended Action:

i) Authority Approval

ii) Committee Approval

**Bay Area Toll Authority
Oversight Committee**

November 10, 2021

Agenda Item 5a - 21-1350

Update on Bay Area FasTrak® Equity Action Plan and FasTrak® Policy Changes: Referral to Authority and Contract Action

- i. BATA Resolution 52, Revised – FasTrak® Regional Customer Service Center Policy Revisions to Reduce Toll Tag Deposit and Pre-paid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees to Support Affordability and Accessibility of FasTrak® and**
 - ii. Contract Change Order – FasTrak® Regional Customer Service Center Support to (1) Reduce Tag Deposit and Prepaid Balance to Open a FasTrak® Account and Eliminate Cash Payment Network Fees, and (2) Support RM3 Toll Increase: Conduent State and Local Solutions, Inc., (\$150,000)**
-

Subject:

A request that BATA Resolution No. 52, Revised be referred to the full Authority for approval, a request to authorize the Executive Director or designee to negotiate and enter into a contract change order with Conduent State and Local Solutions, Inc. (Conduent) and an update on the Bay Area FasTrak® 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 2021 BATA Oversight meeting. At that meeting, 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 include baseline data and cost/benefit analyses in assessments of potential policy changes, among other requests and comments. In response to the Authority's desire to provide customer-friendly toll payment options that improve accessibility and affordability for Equity Priority Communities, staff envisions a set of significant changes.

To start with, in October 2021, this Committee referred to the full Authority a proposed change to reduce the amount of violation penalties from \$25 to \$5 for the first notice and from \$45 to \$10 for the second notice; for a combined first and second penalty total of \$70. BATA Resolution No. 52, Revised was approved by the Authority on October 27, 2021, to reflect FasTrak® Regional Customer Service Center policies related to these changes in violation

penalties. Today, staff will request approval for additional policy changes that will make it easier for drivers to sign up for FasTrak® and discuss future policy assessments.

Today's Actions

i. BATA Resolution No. 52, Revised – FasTrak® Regional Customer Service Center

Revisions: Reduce Toll Tag Deposit, Reduce Minimum Opening Balance Requirement and Eliminate Cash Payment Network Fees

As presented at the October Committee meeting, additional ways to make immediate policy changes to increase FasTrak® access through affordability include reducing the deposit for toll tags, reducing the required opening balance for all customers, and eliminating cash payment network fees. Staff promised to come back in November 2021 for formal approval to make these changes:

- Tag deposit: Deposits for toll tags are now \$20 and are waived for the first three toll tags for customers funding their FasTrak® account with a credit card. The deposit is not waived for customers who fund their FasTrak® account using cash or check. Staff's recommendation is to reduce the required tag deposit from \$20 to \$5, thereby lowering the cost of entry into a FasTrak® account. The tag replacement fee would also be reduced from \$20 to \$5 to align with the reduced tag deposit. It is important to note that tag costs have decreased considerably from about \$20 per tag to about \$5 per tag since California toll agencies transitioned to a new technology in January 2019.
- Opening balance for a FasTrak® account: Opening a FasTrak® account requires a pre-paid balance. Currently a customer paying with cash or check must have an opening balance of \$50 – \$25 more than customers who use a credit card. Staff's recommendation is to require a \$25 pre-paid balance for both methods of payment.
- Cash payment network: FasTrak® maintains a regional network of cash payment locations where customers can pay invoices and violations as well as add value to their FasTrak® accounts. Currently, customers who use a cash payment location pay a fee of \$1.95 to reload their FasTrak® accounts and \$2.95 to pay a violation. Staff recommends eliminating these fees.

Staff recommends revising BATA Resolution No. 52, Revised to reduce tag deposits, reduce pre-paid toll deposits for customers who open accounts with cash or check and eliminate cash payment network convenience fees paid by customers. These policy changes would be effective March 31, 2022 upon completion of system updates by the CSC contractor.

Attachment A-1 includes BATA Resolution No. 52, Revised.

ii. Contract Change Order – FasTrak® Regional Customer Service Center Support to Reduce Toll Tag Deposits, Reduce Opening Balance Requirements, and Eliminate Cash Payment Network Fees and RM3 Toll Increase: Conduent State and Location Solutions, Inc. (\$150,000)

This item includes work to support the policy changes described above as well as system changes needed to support the January 1, 2022, RM3 toll increase. The change order includes system changes, website changes, correspondence and reporting modifications, testing and deployment. This change order also includes crediting existing tag deposits above the new reduced amounts back to the customer's account to be used as prepaid tolls. The estimated cost of this change order is \$150,000.

Attachment A-2 includes a summary of Conduent and its project team's small business and disadvantaged business enterprise status.

Future Policy Assessments

The policy changes approved in October and those being proposed today are still just the beginning. Staff is assessing a number of other policies for future changes throughout the first three quarters of 2022. Part of assessing proposed changes is to develop guiding principles for the proposed changes. For example, meaningful change and fairness are two concepts for principles. In addition, staff needs to look at what a new operationalized policy would look like. For example, how should staff take proposals on paper to real life? How should this work be prioritized among other ongoing work and Commission priorities?

A number of factors will need to be taken into consideration as staff conducts assessments of potential changes: funding, impact on revenue, legal implications, contractual issues, privacy and data security issues, impact on other California tolling agencies, and of course, feedback from

and impact on Equity Priority Communities. Staff also will need to establish baselines and monitor changes to determine if the policy changes implemented have been successful.

Ultimately, the goal of the Equity Action Plan is to best serve Equity Priority Communities.

The next batch of policies staff is reviewing include the following, along with sample questions that staff will need to answer:

- Extended payment periods: Staff will be exploring the feasibility of extending payment periods for all customers. How long should the extension period be? How would this change affect revenue collection?
- Financial hardship claims: This would allow people to petition for relief from penalties/fees due to financial hardship. How can such a change provide relief to the people who need it most? How is “hardship” defined?
- Payment plans for accrued toll penalties and fees: A payment plan would be based on income eligibility. If it applies to those meeting income requirements, how would eligibility be verified? Who would be responsible for collecting payments? These and other issues will need to be explored, and staff will return to this Committee on a regular basis to provide updates and seek approval on proposed policy changes.

Recommendations:

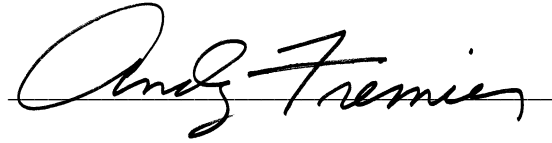
i. Staff recommends that this Committee refer BATA Resolution No. 52, Revised, to the Authority for approval to reduce toll tag deposits, reduce minimum opening balance requirements, and eliminate cash payment network fees effective March 31, 2022, as described above.

ii. 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 \$150,000 to implement FasTrak® Regional Customer Service Center policies and support the January 1, 2022 RM3 toll increase as described above.

Attachments:

- Attachment A-1 – BATA Resolution No. 52, Revised

- Attachment A-2 – Conduent State and Local Solutions, Inc. Small Business and Disadvantaged Enterprises Status

A handwritten signature in black ink, reading "Andrew B. Fremier", written over a horizontal line.

Andrew B. Fremier

Date: July 28, 2004
W.I.: 1252
Referred by: BATA Oversight
Revised: 07/26/06-BATA 10/24/12-BATA
07/27/16-BATA 02/28/18-BATA
09/23/20-BATA 10/27/21-BATA
11/17/21-BATA

ABSTRACT

BATA Resolution No. 52, Revised

This resolution adopts the FasTrak[®] Regional Customer Service Center Policies, effective May 30, 2005, for the state-owned toll bridges in the Bay Area.

Attachment A to this Resolution was revised on July 26, 2006 to revise the policies for toll tag deposit and prepaid toll balances for the FasTrak[®] program, effective October 1, 2006.

Attachment A to this Resolution was revised on October 24, 2012 to amend the policies to add license plate and one-time payment accounts and to delete the commercial post-paid account from the FasTrak[®] program, effective December 8, 2012 or upon commencement of Golden Gate Bridge Highway and Transportation District All Electronic Toll Collection Program.

This resolution was revised on July 27, 2016, to clarify that the FasTrak[®] Regional Customer Service Center Policies are applicable to all facilities served by the FasTrak[®] Regional Customer Service Center. Attachment A to this Resolution was also revised on July 27, 2016 to update the minimum balance for License Plate and One Time Payment Accounts and to make other clarifying changes.

Attachment A to this Resolution was revised on February 28, 2018 to amend the policies to increase the California Department of Motor Vehicles (DMV) Hold fee consistent with DMV fee increases.

Attachment A to this Resolution was revised on September 23, 2020 to amend the policies to authorize post-paid license plate toll invoices for state-owned bridges upon commencement of All Electronic Tolling at state-owned bridges and include information about the cash payment network.

Attachment A to this Resolution was revised on October 27, 2021 to amend the policies to reduce the violation penalties for violations on the state-owned bridges, effective January 1, 2021 and to clarify existing practices. Reduced penalties may apply to other toll facilities, if adopted by their respective agencies .

Attachment A to this Resolution was revised on November 17, 2021 to amend the policies effective March 31, 2022 to reduce the tag deposit, reduce the pre-paid toll account opening balance for accounts funded by cash or check, and have agencies absorb cash payment network convenience fees for FasTrak[®] account replenishments and violation notice payments on behalf of customers, and also revised to make clarifying edits.

Further discussion of this resolution is contained in the Executive Director's memoranda dated July 7, 2004; July 5, 2006, October 3, 2012, July 6, 2016, February 7, 2018, September 9, 2020, October 13, 2021 and November 10, 2021.

Date: July 28, 2004
W.I.: 1252
Referred by: BATA Oversight
Revised: 07/27/16-BATA

Re: Adoption of the FasTrak® Regional Customer Service Center (RCSC) Policies, effective May 30, 2005, for the state-owned toll bridges in the Bay Area, as revised for all facilities served by the RCSC

BAY AREA TOLL AUTHORITY
RESOLUTION No. 52, Revised

WHEREAS, Streets and Highways Code Sections 30950 *et seq.* created the Bay Area Toll Authority (“BATA”); and

WHEREAS, Streets and Highways Code §§ 30950 *et seq.* transfers to BATA certain duties and responsibilities of the California Transportation Commission (“CTC”) and California Department of Transportation (“Caltrans”) for the toll bridges owned and operated by Caltrans in the San Francisco Bay Area; and

WHEREAS, in accordance with Streets and Highways Code § 30950.2, BATA is responsible for programming, administering, and allocating all toll revenues, except revenues from the seismic retrofit surcharge, from state-owned toll bridges within the jurisdiction of the Metropolitan Transportation Commission; and

WHEREAS, Bay Area bridges are defined in Streets and Highways Code § 30910 to include the Antioch, Benicia-Martinez, Carquinez, Richmond-San Rafael, San Francisco-Oakland, San Mateo-Hayward, and Dumbarton Bridges, and

WHEREAS, the California Department of Transportation (Caltrans) implemented electronic toll collection on all Bay Area state-owned toll bridges on December 31, 2000, and

WHEREAS, pursuant to the BATA-Caltrans Cooperative Agreement dated July 1, 2004, Caltrans delegated to BATA certain responsibilities related to the administration of the electronic toll collection program, and

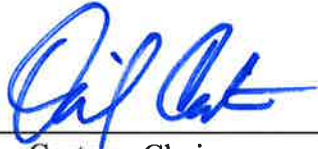
WHEREAS, BATA and the Golden Gate Bridge Highway and Transportation District entered into a Cooperative Agreement on August 26, 2003 to consolidate FasTrak™ Service Center operations, and

WHEREAS, the consolidated Regional Customer Service Center requires a common set of operating policies, and

WHEREAS, BATA has contracted and will contract to provide other entities and toll facility operators, including those operating express lanes, with some or all of the services of its consolidated Regional Customer Service Center; now, therefore, be it

RESOLVED, that BATA hereby adopts the FasTrak™ Regional Customer Service Center Policies, effective May 30, 2005, as revised, as set forth in Attachment A to this Resolution, and incorporated herein as though set forth at length.

BAY AREA TOLL AUTHORITY



Dave Cortese, Chair

The above resolution, revising and superseding the resolution approved on July 28, 2004, was entered into by the Bay Area Toll Authority at a regular meeting of the Authority held in San Francisco, California, on July 27, 2016.

Date: July 28, 2004
W.I.: 1252
Referred by: BATA Oversight
Revised: 07/26/06-BATA 10/24/12-BATA
07/27/16-BATA 02/28/18-BATA
09/23/20-BATA 10/27/21-BATA
11/17/21-BATA

Attachment A
Resolution No. 52
Page 1 of 4

**FasTrak® Regional Customer Service Center (RCSC) Policies,
effective December 8, 2012 on the
San Francisco Bay Area State-Owned Toll Bridges, as revised for all
facilities served by the RCSC**

Attachment A



Regional Customer Service Center Policies effective December 8, 2012, as revised on November 17, 2021

	Policy	Regional CSC effective December 8, 2012, as revised on November 17, 2021
1.	General	
2.	Terms & Conditions	Regional CSC license agreement
3.	Privacy Policy	Regional CSC privacy policy
4.	Account types	
5.	Prepaid Accounts	- Private, Business, Non-revenue, Anonymous
6.	Commercial Post Paid Accounts	Deleted
7.	License Plate Account	Yes
8.	One Time Payment	Yes
9.	Account policies	
10.	Prepaid Toll Account Opening Balance	Credit Card Account - \$25 per tag Cash/check Account- \$50 per tag – reduced to \$25 per tag, effective 3/31/2022 N/A for License Plate Account and One Time Payment
11.	Replenishment Amount	Private: Credit card - \$25 per tag min. Cash/check - \$40 per tag min. or 1-month average based on previous 90 days usage Business: Credit card - \$25 per tag min. Cash/check - \$40 per tag min. or 45-day average based on previous 90 days usage N/A for License Plate Account and One Time Payment
12.	Replenishment Threshold	Credit Card Account - \$15 min. or 2-week average use based on previous 90 days Cash/check Account - \$30 min. or 2-week average use based on previous 90 days N/A for License Plate Account and One Time Payment
13.	License Plate Account and One Time Payment Minimum Balance	Credit card – Charged to credit card Cash/check - \$7.25 or current toll rate on GGB for 2 axle vehicle
14.	Tag Deposit	Credit Card Account - \$20 per tag, waived for first 3 tags – reduced to \$5 per tag, waived for first 3 tags, effective 3/31/2022 Cash/check Account - \$20 per tag – reduced to \$5 per tag, effective 3/31/2022 N/A for License Plate Account and One Time Payment

Attachment A



Regional Customer Service Center Policies effective December 8, 2012, as revised on November 17, 2021

	Policy	Regional CSC effective December 8, 2012, as revised on November 17, 2021
15.	Max number of tags	None
16.	Lost/stolen tags maximum liability	\$0 after notification, No maximum
17.	Low Balances	Credit Card Account - Automatic replenishment Cash/check Account - Send notice requesting replenishment; In-lane display shows low balance message
18.	Account Suspension	Immediate tag suspension when account balance is less than zero
19.	Account Revocation	Negative Balance for 90 days OR No activity for one year
20.	One Time Payment Account Closure	Limited term – account closed after 30 days Balance not refundable
21.	Reciprocity	
22.	Toll Discounts apply to customers of other toll facilities	Yes
23.	Guarantee of tolls to other toll agencies based on Regional CSC tag and plate files	Yes
24.	Account fees	
25.	Additional Statement Fee	1. \$1 for monthly paper statements 2. \$1 statement regeneration 3. \$7 for disk (business and commercial accounts only)
26.	Bad Check Fee	\$25
27.	Tag Replacement Charges	\$20 interior – reduced to \$5, effective 3/31/2022 \$20 exterior – reduced to \$5, effective 3/31/2022
28.	Infrequent User Fee	None.
29.	Account Maintenance Fee	None.
30.	Tags Fees/Sales	None.
31.	Post Paid License Plate Toll Invoices	Golden Gate Bridge and state-owned bridges

Attachment A



Regional Customer Service Center Policies effective December 8, 2012, as revised on November 17, 2021

	Policy	Regional CSC effective December 8, 2012, as revised on November 17, 2021
32.	Violation Policies	
33.	Toll Evasion	<p><u>All Violations</u></p> <p>1st Notice Toll + \$25 penalty</p> <p>2nd Notice Toll + \$70 penalty</p> <p><u>Reduced violation penalties on state-owned bridges, effective January 1, 2021:</u></p> <p>1st Notice Toll + \$5 penalty</p> <p>2nd Notice Toll + \$15 penalty</p> <p>Reduced penalties may apply to other toll facilities, if adopted by their respective agencies.</p> <p>Exceptions:</p> <ol style="list-style-type: none"> 1. If the violation is determined to be the fault of the toll agency. 2. For 1st time offense, a non-customer can open a FasTrak® account prior to DMV registration hold or collections and the penalty will be waived. 3. For FasTrak® account holders in good standing, toll-only will be posted to the account balance. If the account balance is less than the amount of the toll, the account balance must be brought to the replenishment threshold amount prior to posting the violation toll amount. <p>Processing fee of \$3 for DMV registration holds or as otherwise set by the DMV, when applicable.</p>
34.	Cash Payment Network	

	Policy	Regional CSC effective December 8, 2012, as revised on November 17, 2021
35.	Electronic Toll Collection Payment Locations	Toll payment can be made at the FasTrak® Regional Customer Service Center, by mail and by the internet. For cash customers, toll payments can also be made via a network of cash payment locations. A list of available walk-in centers can be found on the Bay Area FasTrak® website, http://www.bayareaFasTrak.org . BATA, Golden Gate Bridge Highway and Transportation District, and other entities and toll facility operators supported by the FasTrak® Regional Customer Service Center will absorb the cost of convenience fees for One-Time Payments, Invoice payments, and License Plate Account replenishment and, effective 3/31/2022, for FasTrak® Account replenishment and Violation Notice payments until further notice.

Attachment A-2

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: Support changes to FasTrak® customer policies.

Brief Scope of Work: Provide system and operations support for reducing tag deposit and pre-paid toll deposit, eliminating cash payment network fees and supporting RM3 toll increase.

Project Cost Not to Exceed: This Change Order: \$150,000

Current contract amount before this Change Order: \$375,339,614

Maximum contract amount after this Change Order: \$375,489,614

Funding Source: BATA Toll Bridge Program Operating Funds

Fiscal Impact: Funds included in the FY 2021-22 Toll Bridge Program 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 November 10, 2021, and that the Chief Financial Officer is authorized to set aside \$150,000 for such contract change order.

BATA Oversight Committee:

Amy Worth, Chair

Approved: November 10, 2021



BAY AREA TOLLING EQUITY ACTION PLAN

November 10, 2021

**Bay Area Toll Authority Oversight
Committee**

A photograph of a family of four sitting in the back of a car. The father is in the foreground on the right, smiling. The mother is in the center, smiling broadly. Two children are on the left, also smiling. The entire image is covered with a blue overlay.

EQUITY ACTION PLAN RECAP

OCTOBER KEY TAKEAWAYS

- Penalties and fees debt can grow to unaffordable levels and customers need options to resolve issues and manage the debt
- Deliberate efforts must be made to engage priority communities on policies
- Policies need to urgently focus on getting to those who need the most help
- Quantifying the cost of policy programs will balance the value/benefit
- Baselined data will drive decisions and provide a foundation for evaluation
- Streamlined customer experiences and communications are critical factors



TODAY'S COMMITTEE ACTIONS



REFER TO AUTHORITY: RESOLUTION 52, REVISED

- **Priority: Make FasTrak® more affordable**
- **Priority: Move people away from violations**

REFER TO AUTHORITY: RESOLUTION 52, REVISED

- **Revised policies related to opening a FasTrak account (scheduled effective 3/31/22)**
 - Reduce tag deposit to \$5
 - Reduce account opening balance for cash users to \$25
- **Revised policy on Cash Payment Network fees**
 - Eliminate fees

APPROVAL: CONDUENT CHANGE ORDER

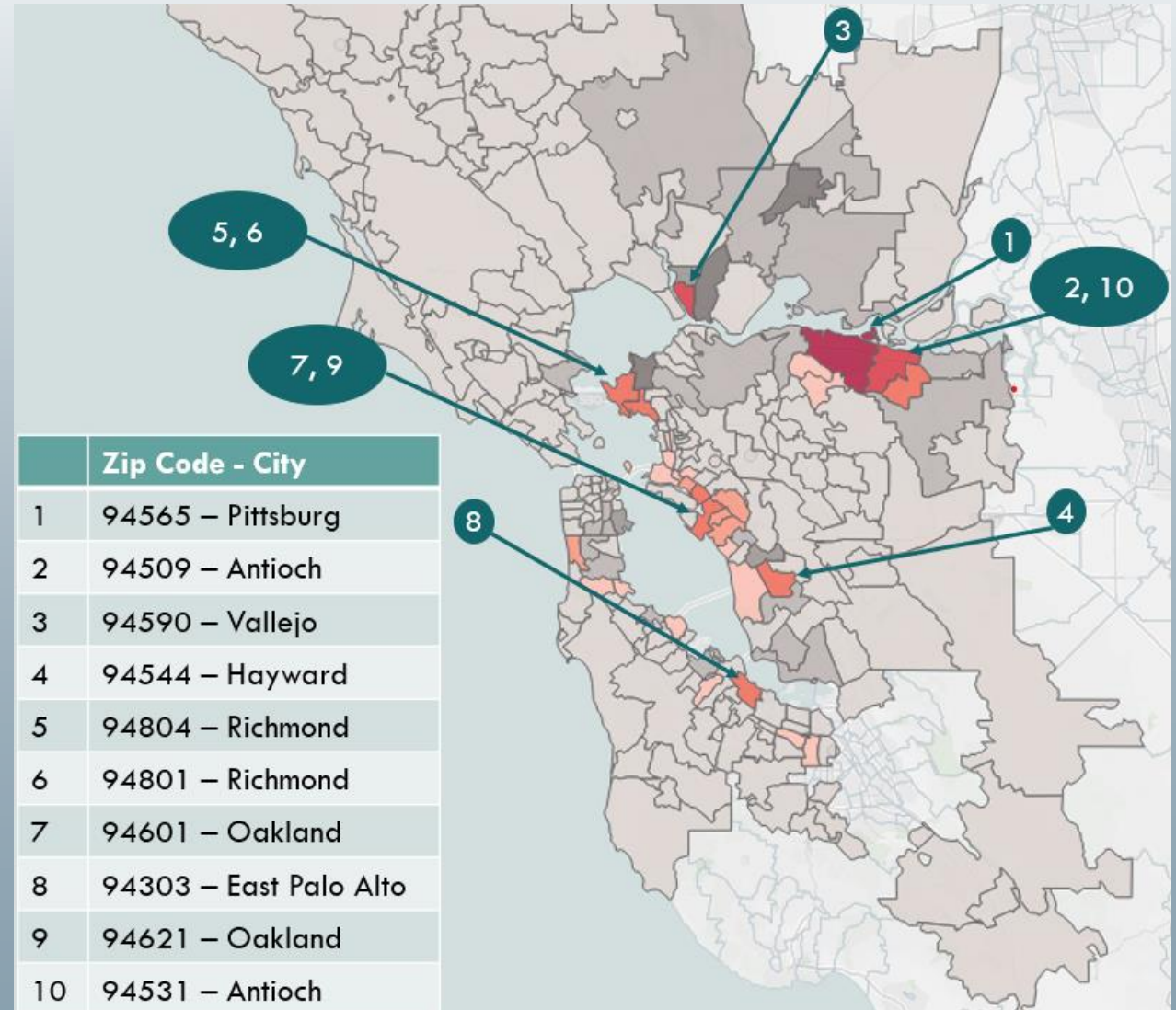
- **Contract Change Order for \$150,000 to update costs associated with reducing tag deposit, reducing opening balance and eliminating cash network fees.**
 - System changes
 - Website changes
 - Correspondence
 - Reporting modifications
 - Testing
 - Deployment
 - Tag deposit credit process



FUTURE ACTIONS

FOCUS AREAS

- Between January and April 2021, about 58% of the invoices sent were to a Bay Area address.
- About half of those invoices were paid, but the other half received a violation.
- Of those that received violations, 33% were sent to an address in one of MTC’s Equity Priority Communities.



MTC/BATA data from January and April 2021, as of August 2021

PRIORITIZING ACTIONS

- Initial Actions
 - This Month: Proposed **Affordability** Changes
 - Reduce tag deposits to \$5 per tag
 - Reduce the opening balance for cash/check accounts to \$25
 - Eliminate cash payment network fees for customers
 - Last Month: Making it More **Accessible**
 - Violation penalty reductions
 - Launch mobile app
 - Increase support for multiple languages
 - Enhance Cash Payment Network
- Next Batch of Assessments
 - Extended payment due dates
 - Hardship claims
 - Payment plans

APPROACH TO ASSESSING POLICY OPTIONS

- Guiding Principles for Program Development
 - Meaningful and impactful change for equity priority communities
 - Fairness to all customers
 - Protection from fraud/abuse
 - Balance of cost and value
- Operationalized Policy
 - How to prioritize among other work?
 - How will it go from paper to real-life?
 - What are the potential/untended pitfalls and challenges that can be avoided?
 - How can the vision of operations inform the formation of sound policies?

ASSESSMENT CONSIDERATIONS

Considerations	Key Questions
Funding	How much will this change or new program costs? What will be the funding source?
Impact on Revenue	What impact will this have on revenue? How much might potentially be lost?
Legal	What are the legal implications? Will this change require changes to legal documents or legislative changes?
Contractual Issues	Will this require a change to an existing contract or need a new contract?
Privacy/Data Security	Does the change have privacy or data security implications?
Customer impact	What is the impact of this change on existing and potential new customers?
Other CA Toll Agencies	What impact does this change have on other CA toll agencies?
Input from Equity Priority Communities	What input did we get from the priority communities about this change?

SAMPLE POLICY: EXTENDED PAYMENT PERIODS

- **Concept:** Allow everyone more time to pay to fit their cashflow
- **Sample Guiding Principles Questions:**
 - How long should the extension period be to be impactful?
 - How would customers benefit from the additional amount of time?
- **Sample Operationalized Policy Questions:**
 - Does this impact revenue collection?
 - Do policies need to be regional?

SAMPLE POLICY: FINANCIAL HARDSHIP CLAIMS

- **Concept:** Allow people to petition for relief of penalties/fees debt due to hardship
- **Sample Guiding Principles Questions:**
 - How will hardship policies be administered to ensure the people who need it the most can benefit?
 - What measures should be put into place to ensure fairness and impartiality?
- **Sample Operationalized Policy Questions:**
 - How is “hardship” defined?
 - Who will manage and oversee the hardship cases?

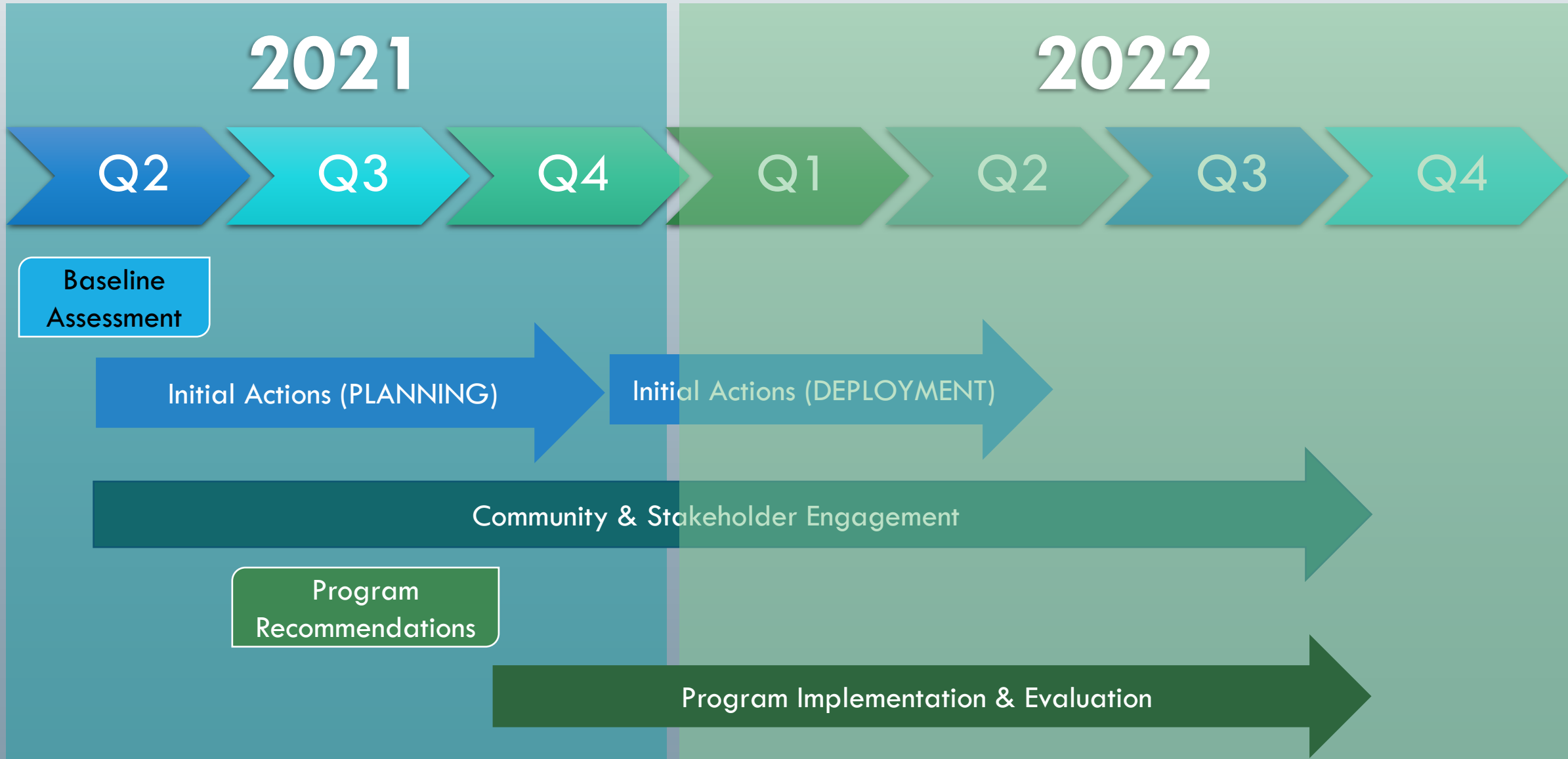
SAMPLE POLICY: PAYMENT PLANS

- **Concept:** Provide payment plans for those with substantial toll debt
- **Sample Guiding Principles Questions:**
 - What type of payment plan(s) will benefit the maximum number of people in need of toll debt relief?
 - Who qualifies for the program?
- **Sample Operationalized Policy Questions:**
 - How will the number and amount of the payments be determined to allow people to affordably pay down debt?
 - What happens to customers who need to continue to use the toll facilities?

BAY AREA TOLLING EQUITY ACTION PLAN TIMELINE



16

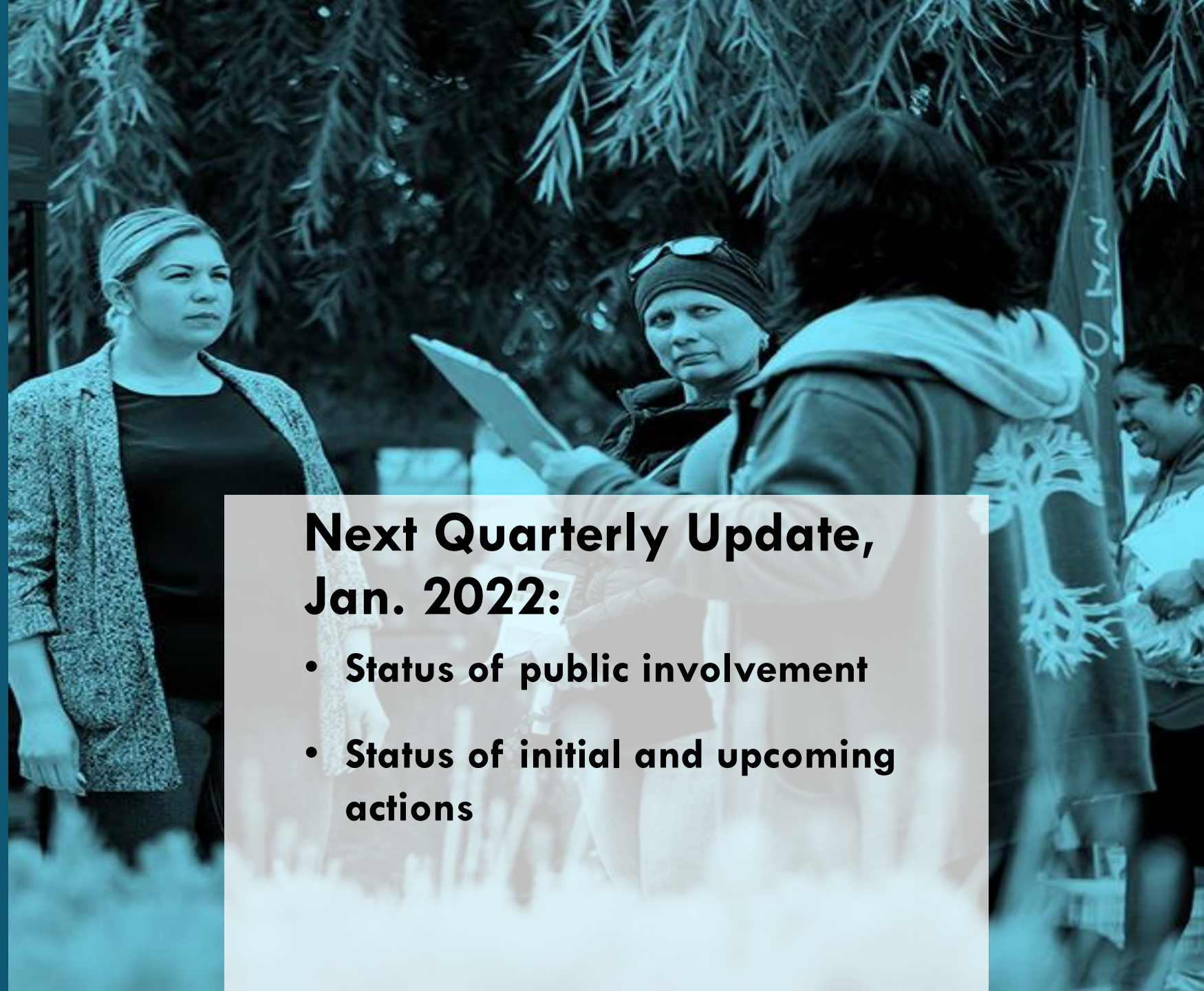


NEXT STEPS

- Establish evaluation baselines
- Procure community engagement consultant
- Continue policy review for additional changes

Next Quarterly Update, Jan. 2022:

- Status of public involvement
- Status of initial and upcoming actions



QUESTIONS?

