



Metropolitan Transportation Commission

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

Meeting Agenda

Policy Advisory Council Equity & Access Subcommittee

Veda Florez, Chair

Anne Olivia Eldred, Vice Chair

Members

*Richard Burnett, Rick Coates, Richard Hedges,
Michelle Hernandez, Michael Lopez, Rahmon Momoh,
Terry Scott, and Walter Wilson*

Alternates

Michael Baldini and Frank Welte

Friday, November 19, 2021

2:00 PM

REMOTE

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 Equity and Access 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. Equity and Access Subcommittee Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/81011965536>

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

US: +1 669 900 6833 or +1 408 638 0968 or +1 346 248 7799 or +1 253 215 8782 or
+1 301 715 8592 or +1 312 626 6799 or +1 646 876 9923

Webinar ID: 810 1196 5536

International numbers available: <https://bayareametro.zoom.us/u/kbDNfJNuv>

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

Veda Florez, Equity & Access Subcommittee Chair

2. Roll Call / Confirm Quorum

Quorum: A quorum of this committee shall be a majority of its regular non-ex-officio voting members (6).

3. [21-1311](#) Approval of the October 4, 2021 Meeting Minutes

Action: Subcommittee Approval

Attachments: [03 Equity and Access Subcommittee Minutes Oct 4 2021.pdf](#)

4. [21-1176](#) MTC Mentorship/Internship Program Update

Summary of the 2021 college mentorship program and the Bay Area Summer Academy pilot program, and discussion of plans for summer of 2022.

Action: Information

Presenter: Kÿ-Nam Miller and John Kannegieser

Attachments: [04 MTC Mentorship-Internship Program Update.pdf](#)

5. [21-1325](#) Coordinated Public Transit-Human Services Transportation Plan 2022 Update

Update on the Coordinated Public Transit-Human Services Transportation Plan 2022.

Action: Information

Presenter: Drennen Shelton

Attachments: [05 Coordinated Public Transit-Human Services Transportation Plan 2022](#)

6. [21-1326](#) Evaluation of the Regional Means-Based Transit Fare Pilot (Clipper® START)

Information on Year 1 Clipper® START Pilot findings and request feedback on results and focus areas to evaluate for Year 2.

Action: Information

Presenter: Judis Santos, MTC and Tracy McMillan, Nelson Nygaard

Attachments: [06i Evaluation of the Regional Means-Based Transit Fare Pilot Cover Sur](#)
[06ii-21-1321-2-Attachment A PowerPoint Year 1 eval results july 2020 to](#)
[06iii 21-1321-3-Attachment B Narrative Summary.pdf](#)

7. New Business

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

8. Public Comments / Other Business

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

*Equity and Access Subcommittee Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6.*

9. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Equity and Access Subcommittee will be held at a 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 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

Meeting Minutes - Draft

Agenda Item 3

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

Policy Advisory Council Equity & Access Subcommittee

Veda Florez, Chair

Anne Olivia Eldred, Vice Chair

Members

*Richard Burnett, Rick Coates, Richard Hedges,
Michelle Hernandez, Michael Lopez, Rahmon Momoh,
Terry Scott, and Walter Wilson*

Alternates

Michael Baldini and Frank Welte

Monday, October 4, 2021

2:00 PM

REMOTE

1. Welcome

2. Roll Call / Confirm Quorum

Present: 12 - Council Member Burnett, Council Member Coates, Chair Florez, Council Member Hedges, Council Member Lopez, Council Member Momoh, Vice Chair Eldred, Council Member Hernandez, Council Member Scott, (Alternate) Baldini, Council Member Wilson and (Alternate) Welte

3. [21-1174](#) Approval of the May 3, 2021 and July 9, 2021 Meeting Minutes

Action: Subcommittee Approval

Attachments: [03 May 3 and July 9 Meeting Minutes.pdf](#)

Upon the motion by Council Member Hedges and seconded by Vice Chair Eldred, this Minutes was approved. The motion carried by the following vote:

Aye: 9 - Council Member Coates, Chair Florez, Council Member Hedges, Council Member Lopez, Council Member Momoh, Vice Chair Eldred, Council Member Hernandez, Council Member Scott and Council Member Wilson

Absent: 1 - Council Member Burnett

Abstain: 2 - (Alternate) Baldini and (Alternate) Welte

Burnett arrived after the approval of the May 3, 2021 and July 9, 2021 Meeting Minutes.

4. [21-1178](#) Interstate 880 Express Lanes Toll Discount Program (Formally known as FasTrak START) Pilot Update

Action: Information

Presenter: Anne Olivia Eldred, Policy Advisory Council Equity & Access
Subcommittee Vice-Chair

5. [21-1177](#) Interstate 880 (I-880) Express Lanes Toll Discount Pilot Update

Customer research feedback and how it affects the pilot concept.

Action: Information

Presenter: Pierce Gould, Lysa Hale, and Chelsea Gamulo

Attachments: [05 Toll Discount Pilot Customer Research and Concept.pdf](#)

6. New Business

7. Public Comments / Other Business

8. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Equity and Access Subcommittee will be held Friday, November 19, 2021 at 2:00 p.m. 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.

**Metropolitan Transportation Commission
Policy Advisory Council Equity & Access Subcommittee**

November 19, 2021

Agenda Item 4

MTC Mentorship/Internship Program Update

Subject:

Summary of the 2021 college mentorship program and the Bay Area Summer Academy pilot program, and discussion of plans for summer of 2022.

Background:

After the high school and college internship programs were suspended in the summer of 2020 due to budgetary and public health constraints, the Youth Internship Workgroup was convened in the fall of 2020 to develop a work plan to stand up both programs. Facing an uncertain fiscal and pandemic-related landscape, the Workgroup developed a pair of pilot programs scaled down to address the budget and public health challenges. The presentation will include highlights from the summer 2021 programs including a data walkthrough from student surveys indicating program strengths and growth areas.

Issues:

Given the ongoing COVID-19 pandemic, key questions remain on how the summer 2022 program will be launched. MTC's will be evaluating options for next summer in January 2022 and staff will keep the Policy Advisory Council updated.

Recommendation:

Information only.

Attachments:

- Attachment A: PowerPoint

Summer 2021 Pathways to Government College Mentorship and Bay Area High School Summer Academy

Kỳ-Nam Miller and John Kannegieser

Policy Advisory Council Equity & Access Subcommittee

November 19, 2021



PATHWAYS TO GOVERNMENT Bay Area Summer Academy



Overview

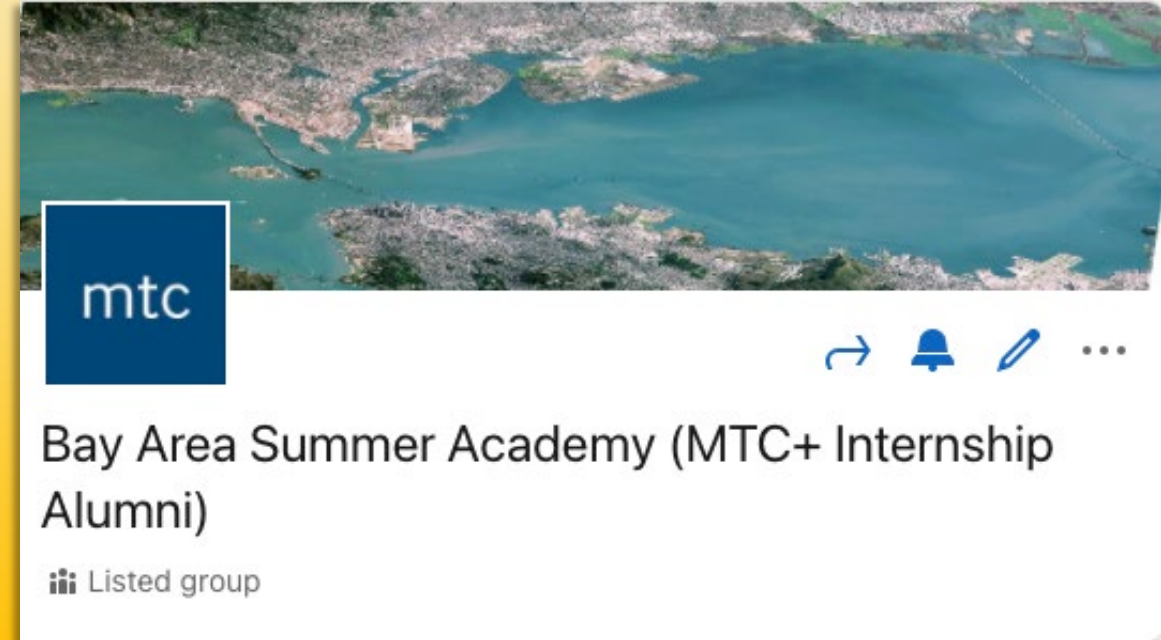
- **Pathway to Government College Mentorship Highlights**
- **Bay Area Summer Academy Highlights**
- **Success Metrics**
- **Options and Next Steps for FY 2022-2023**
- **Questions & Answers**



Highlights

2021 Pathway to Government College Mentorship

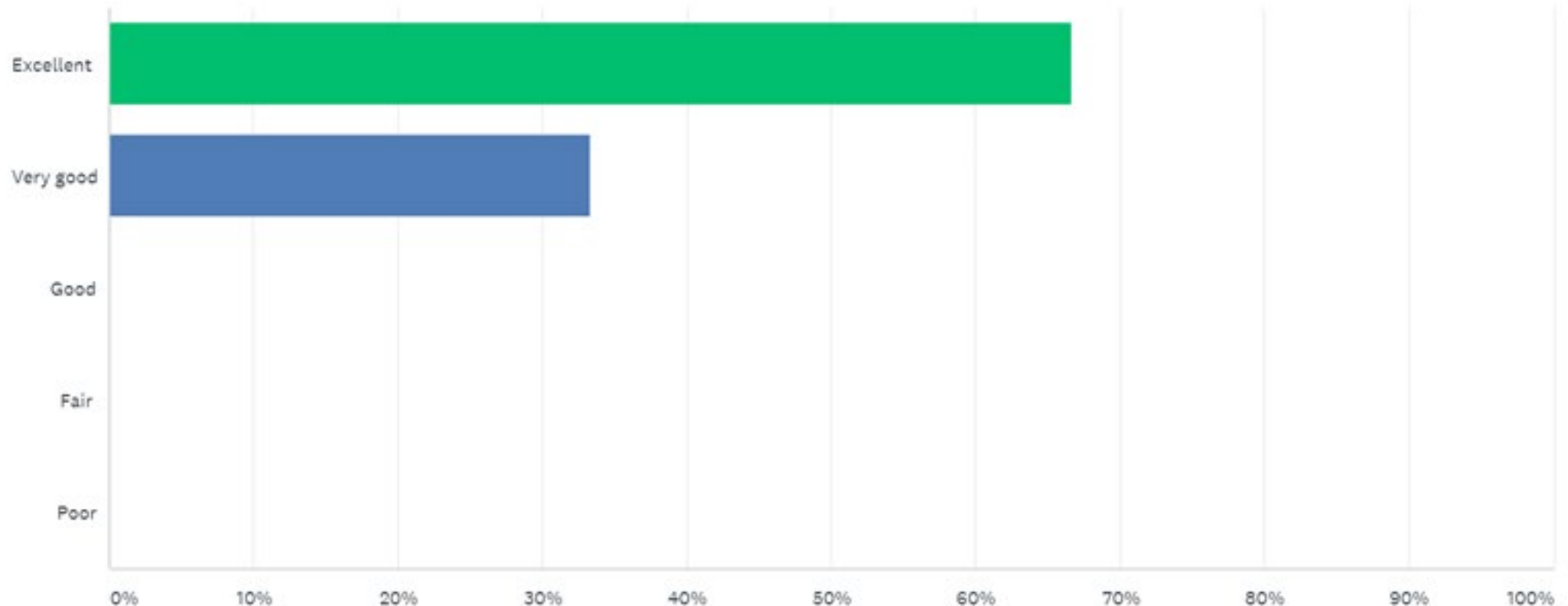
- Focus on mentorship versus traditional internship
- Student Demographics & Placements
- Career coaching/resume writing workshop
- MTC Internship Alumni Group established to keep connected and to track career progress



College Mentees Had Positive Experience

Overall, how would you rate your mentorship experience with MTC

Answered: 6 Skipped: 0



Pathway to Government College Mentorship Survey

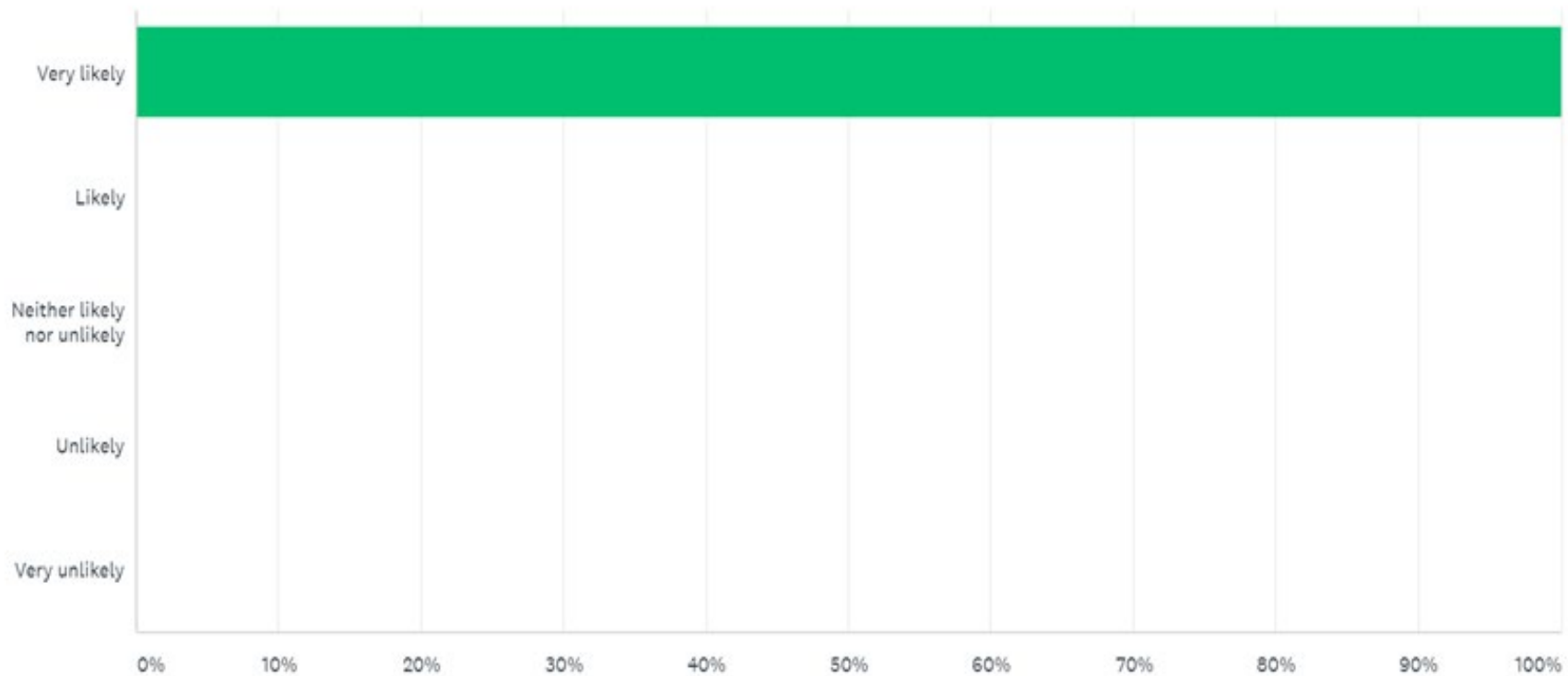
🔍 (0)



Strongly Recommended by All

How likely would you recommend MTC's Pathways to Government Mentorship Program to a friend or colleague?

Answered: 6 Skipped: 0



Pathway to Government College Mentorship Survey

🔍 (0)

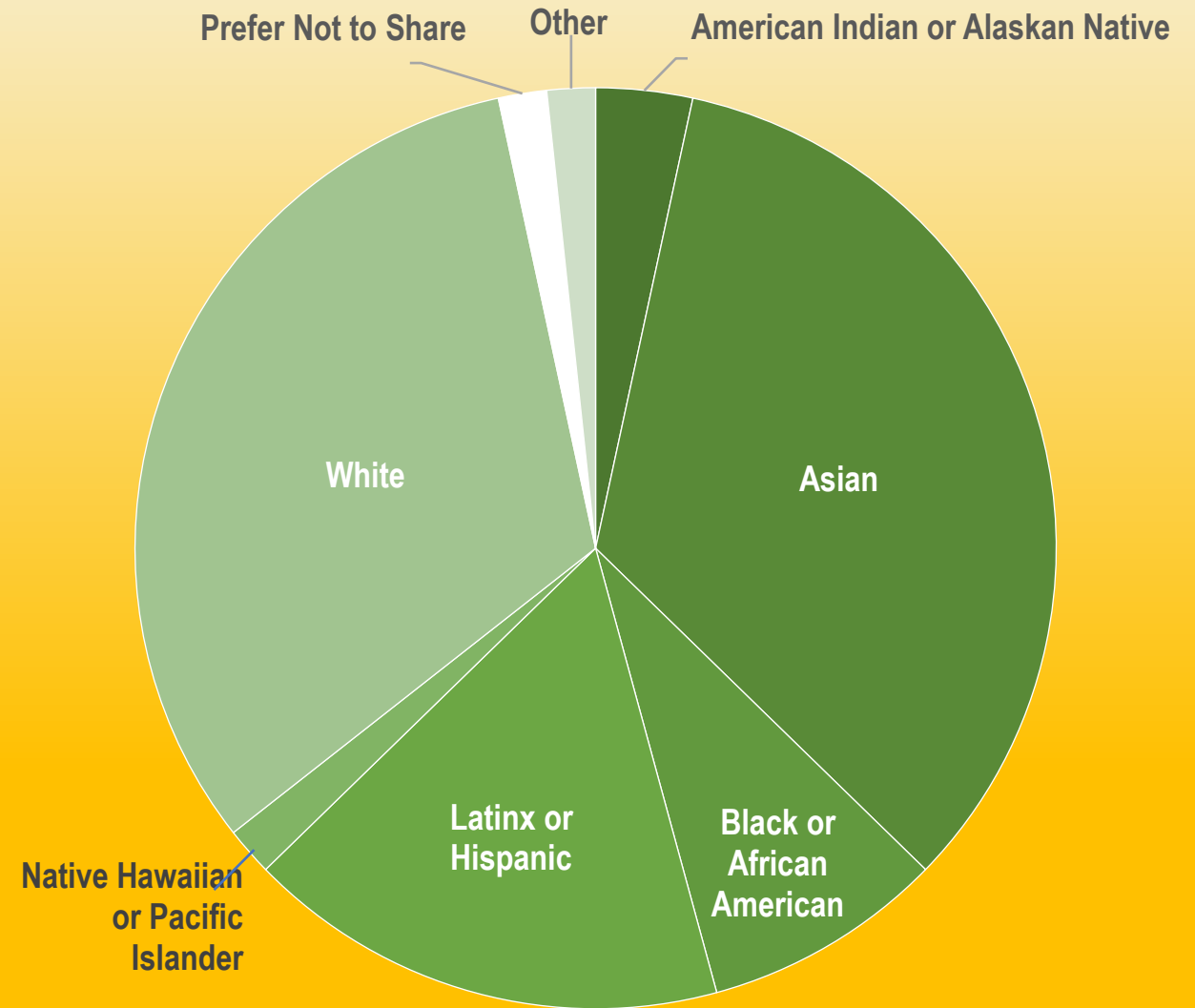


Bay Area High School Summer Academy

Highlights

- Participants from all 9 Counties
- Recruited from schools serving Equity Priority Communities
- Gender/Demographic balance reflecting Bay Area

14. Optional: We strive to reach all Bay Area communities.
How do you identify ethnically/racially?



Participation

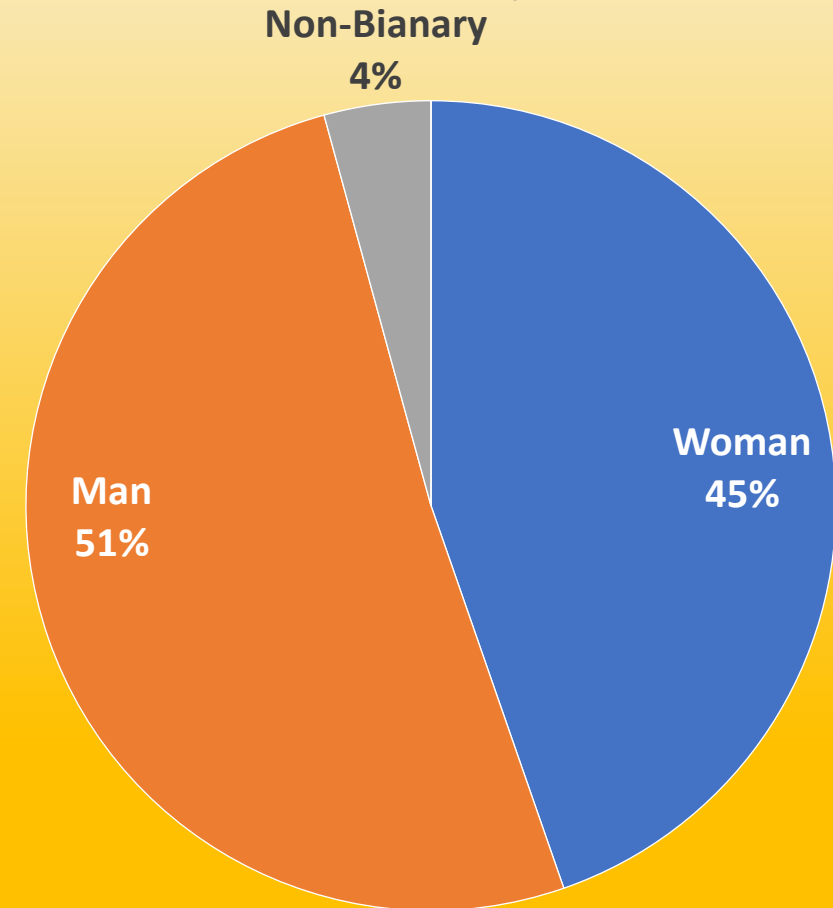
Results:

- 49 Applicants from all 9 counties
- 43% female; 53% male; 4% non-binary

By County

- | | |
|--------------------------|-----------------------|
| • Alameda: 15 (31%) | • San Mateo : 5 (10%) |
| • Contra Costa: 5 (10%) | • Santa Clara: 4 (8%) |
| • Marin: 6 (12%) | • Solano: 1 (2%) |
| • Napa: 1 (2%) | • Sonoma: 3 (6%) |
| • San Francisco: 8 (16%) | |

15. Optional: **Gender – how do you identify?**
(If you prefer to self-describe, please share in the "other" option)



Curriculum

- Introductions to Bay Area's four regional governments
- “My pathway”
- Plan Bay Area
- Climate Tech
- Gentrification and fair housing
- Parking Policy
- Video storytelling
- Capstone Project

What are Regional Governments?



Capstone

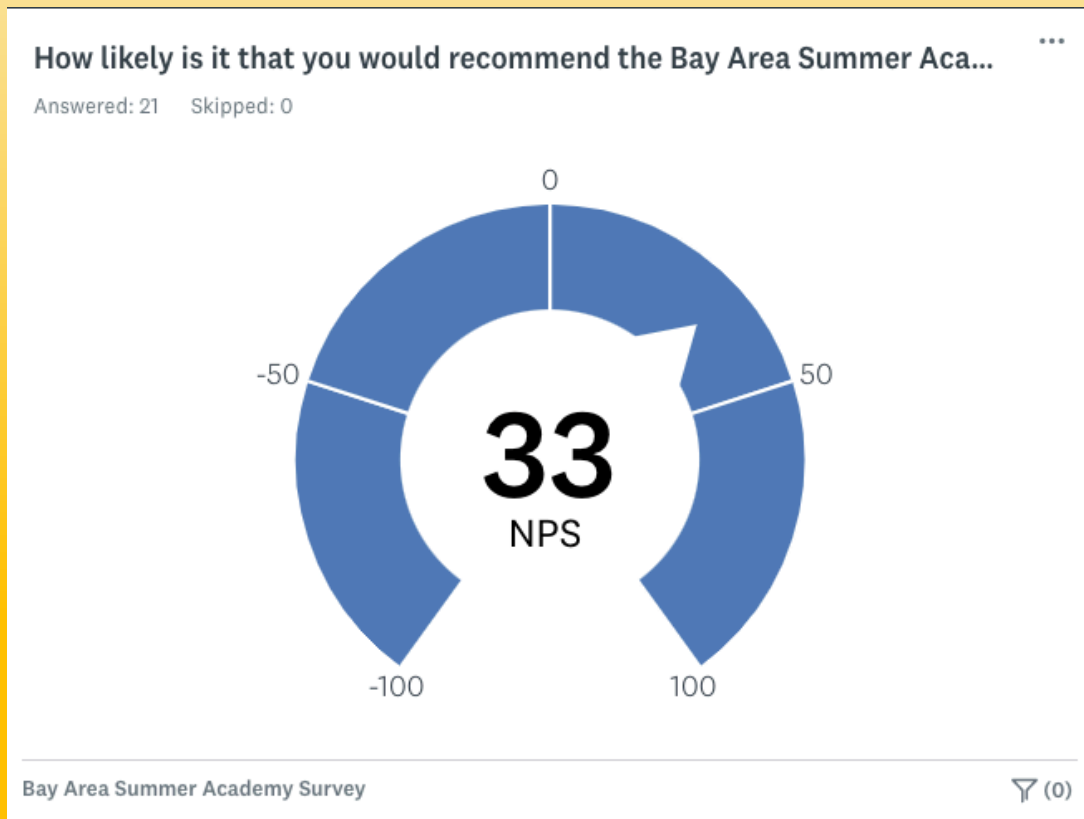


- **Keynotes by MTC Leaders**
- **Dozens of submissions to Plan Bay Area Video Challenge**
- **29 successfully completed Academy**
- **Compensated at living wage (\$25 per hour)**
- **Prizes for top videos and weekly quiz contests**

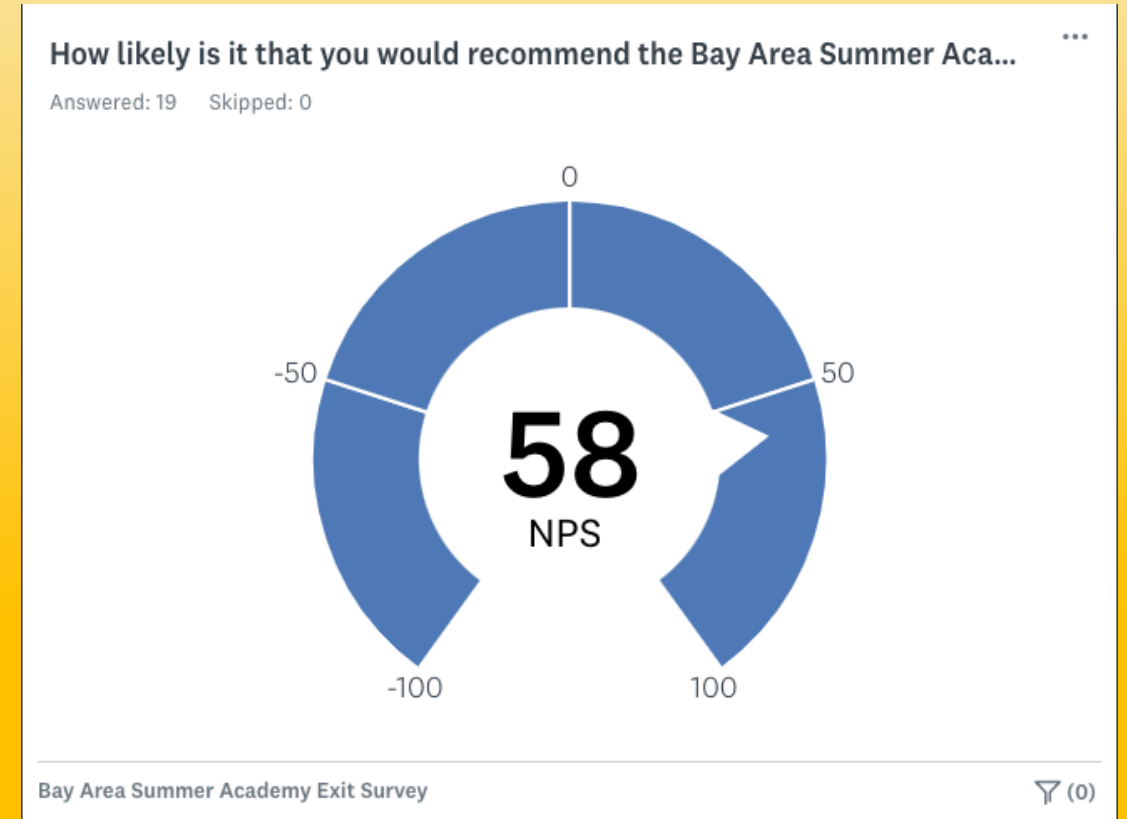


Would you Recommend the Academy?

Week 1 Survey

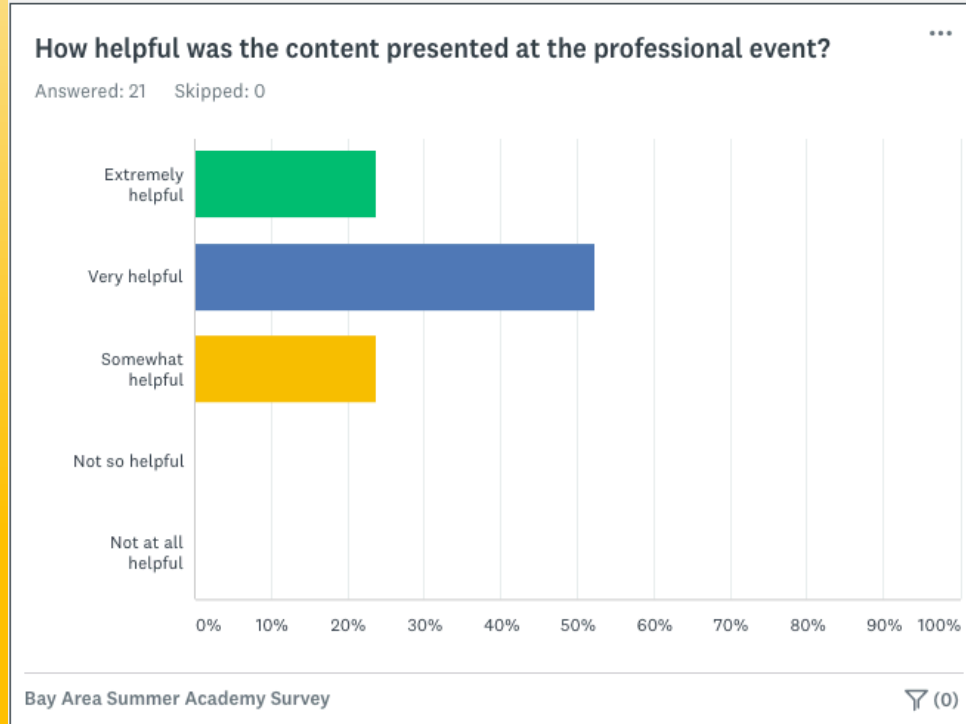


Exit Survey

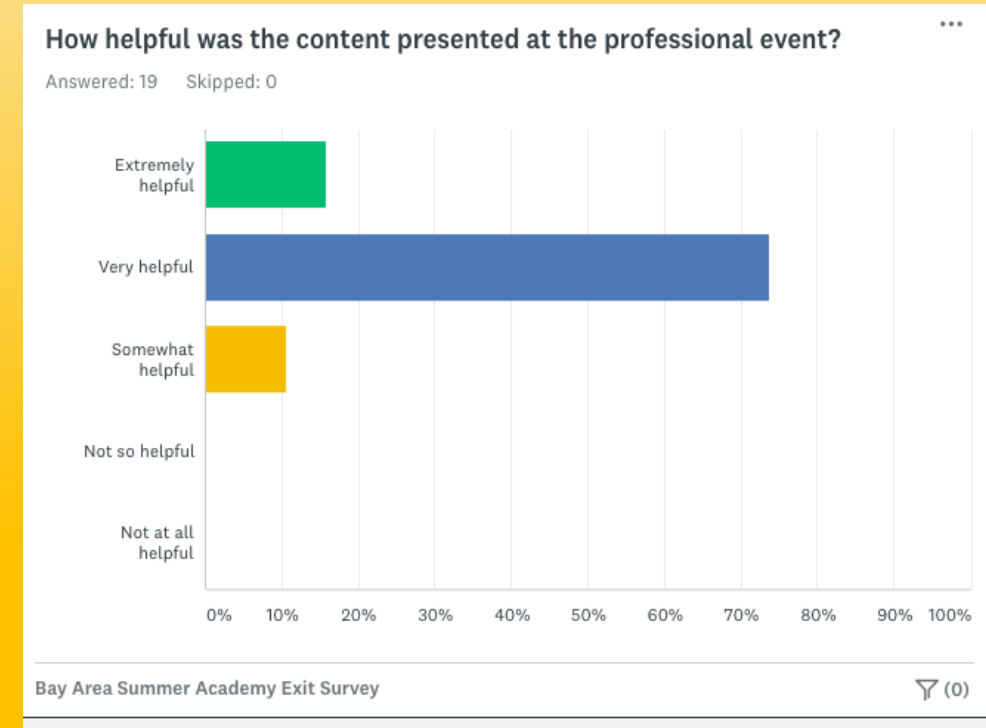


How helpful was the content?

Week 1 Survey



Exit Survey



Options & Next Steps for FY 2022-2023

High School

- Continue the Bay Area Summer Academy (ideally in person)
- Consider modifying a paid internship depending on the status of the Covid 19 pandemic and budget constraints.

College

- Enhance the Summer College Mentorship Program based on feedback from Summer 2021 mentees and mentors.
- Research and discuss potential for a year-round college intern program
- College students to participate in the summer academy program.

Overall

- Continue to develop partnership with the Air District and SF Bay Conservation and Development Commission
- Remain flexible in the types of programs we create for summer 2022 given the different COVID recovery processes by county and budget considerations.
- Human Resources to Determine in January 2022 what can be implemented next summer.





**Metropolitan Transportation Commission
Policy Advisory Council Equity & Access Subcommittee**

November 19, 2021

Agenda Item 5

Coordinated Public Transit-Human Services Transportation Plan 2022 Update

Subject:

Update on the Coordinated Public Transit-Human Services Transportation Plan 2022.

Background:

Information on the update of the region's Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan).

Update Activities

As reported to you in January 2021, staff has begun updating the region's Coordinated Plan, which is a federal requirement to establish the region's funding priorities and coordination strategies to meet the transportation needs of older adults, people with disabilities, and low-income populations. Updated every four years, the Bay Area's Coordinated Plan will continue to focus on the needs of a broad range of transportation-disadvantaged populations in order to maximize opportunities to improve service and coordination.

Staff has convened a technical advisory committee (TAC) comprised of professionals representing transit and county transportation agencies, human services transportation providers, county aging services agencies, and mobility managers. A list of TAC members is included in Attachment A. The Coordinated Plan update will provide a demographic profile of transportation-disadvantaged groups, highlight best practices, and make recommendations for improved services and coordination. The pandemic response and recovery, equity/transportation justice, and emergency transportation are among new topics that will be included in the update.

Schedule

Below is a schedule of activities for the Coordinated Plan Update.

Coordinated Plan Update Activity	Timeframe
Community Outreach and Public Engagement	January 2021 – March 2022
Best Practices and Innovative Solutions	August 2021 – November 2021
Local Service Updates and New Projects	May 2021 – November 2021

Coordinated Plan Update Activity	Timeframe
Bay Area Demographic Profile	June 2021 – December 2021
Inventory of Existing Transportation Services	September 2021 – February 2022
Proposed Solutions and Strategies	January 2022 – June 2022
Confirm Findings with Stakeholders	April 2022 – June 2022
Draft Coordinated Plan Comment Period	Fall 2022
Adoption of Update Coordinated Plan	Winter 2022/2023

Seeking Input

Project staff has developed a short survey to collect community input on (1) individuals, agencies, and stakeholders who should be consulted for this plan update, and (2) input on existing transportation resources, such as community shuttles and local voucher programs. Staff would like Policy Advisory Council members to fill out the [Coordinated Public Transit-Human Services Transportation Plan 2022 survey](#) and distribute the [survey at this link](#) to their community partners.

Next Steps:

Staff will return to the Equity and Access Subcommittee with project findings in the spring or early summer of 2022. You may contact Drennen Shelton (dshelton@bayareametro.gov or 415-778-5309) with any questions about the Coordinated Plan.

Issues:

None identified.

Recommendations:

Information

Attachments:

- Attachment A: Coordinated Plan Update Technical Advisory Committee Roster

Attachment A

Coordinated Plan Update Technical Advisory Committee Roster

Name	Agency	County
John Cunningham, Principal Planner	Contra Costa County, Dept of Conservation and Development	Contra Costa
Marvin Custodio, Mobility Manager	Outreach & Escort, Inc.	Santa Clara
Shawn Fong, Transportation Program Manager	City of Fremont	Alameda
Jon Gaffney, ADA Program & Compliance Manager	Golden Gate Transit	Marin
Ana Horta, Senior Companion Program Supervisor	North Bay Regional Center	Sonoma
Debbie McQuilkin, Transit Mobility Coordinator	Solano Transportation Authority	Solano
Diana Meehan, Senior Planner	Napa Valley Transportation Authority	Napa
Tracy Repp, Program Development Manager	Sonoma County Human Services Area Agency on Aging	Sonoma
John Sanderson, Operations and Planning Manager	SolTrans	Solano
Rachelle Tagud, Senior Management Analyst	Santa Clara Valley Transportation Authority	Santa Clara
Christy Wegener, Planning Director	SamTrans	San Mateo
Michelle Wexler, Program Manager II	Santa Clara County Public Health Department	Santa Clara
Annette Williams, Accessible Services Program	San Francisco Municipal Transportation Agency	San Francisco
Sylvia Yeh, Executive Business Director	Friends of Children with Special Needs	Alameda

Metropolitan Transportation Commission
Policy Advisory Council Equity and Access Subcommittee

November 19, 2021

Agenda Item 6

Evaluation of the Regional Means-Based Transit Fare Pilot (Clipper® START)

Subject:

Information on Year 1 Clipper® START Pilot findings and request feedback on results and focus areas to evaluate for Year 2.

Background:

Policy Advisory Council Equity and Access Subcommittee Agenda Item 6, Evaluation of the Regional Means-Based Transit Fare Pilot (Clipper® START), is attached. A portion of this item was presented to the Administration Committee meeting on November 10, 2021.

Staff will be at your November 19 meeting to deliver and discuss this presentation.

Issues:

None identified.

Recommendations:

Information

Attachments:

- Attachment A: PowerPoint
- Attachment B: Year 1 Evaluation Narrative Summary for the Clipper® Start Pilot



Year 1 Pilot Evaluation Findings July 15, 2020 – July 31, 2021

CLIPPER. **START** ▶▶▶

Presented by:

Judis Santos, MTC Lifeline Program Manager

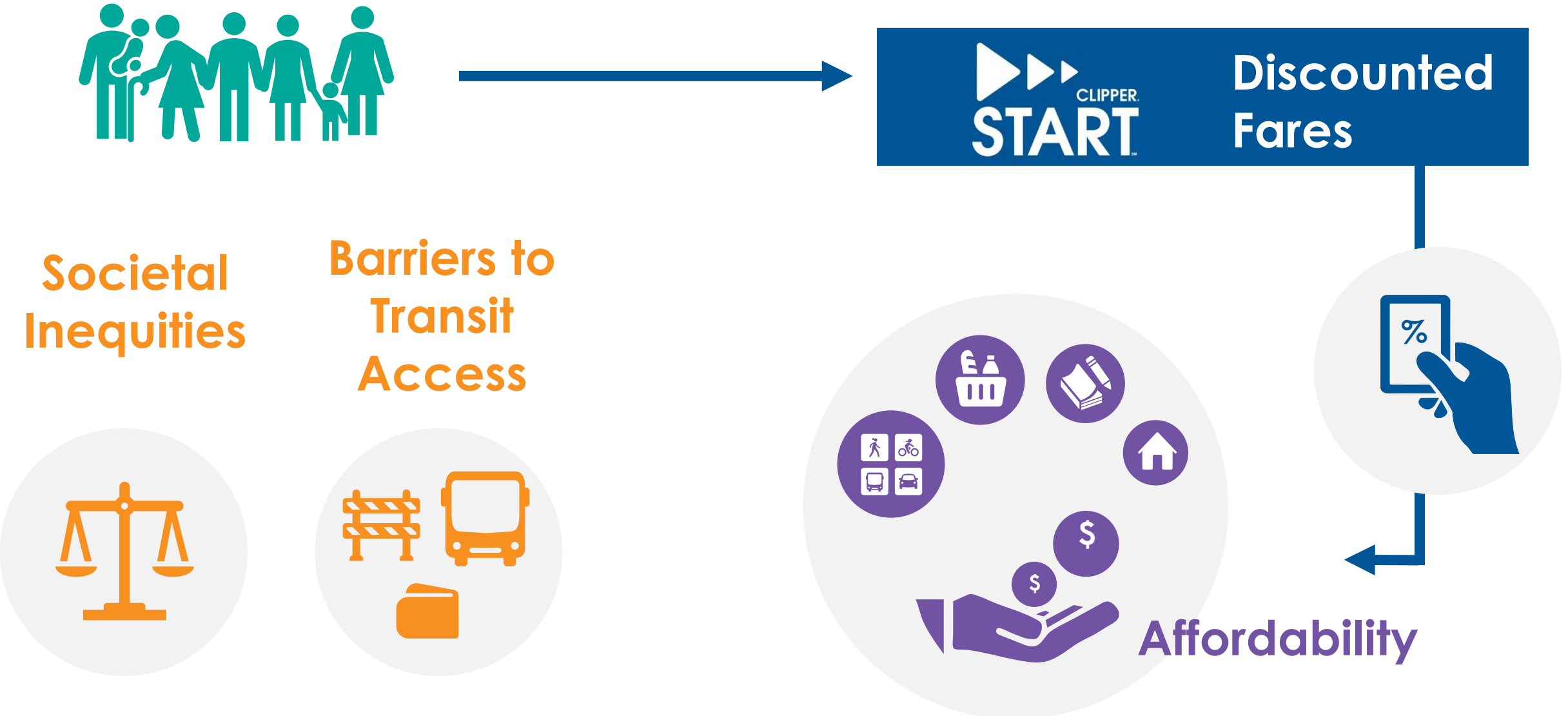
Tracy McMillan, Nelson Nygaard

November 19, 2021

Presented to:

MTC Policy Advisory Council
Equity and Access Subcommittee

CLIPPER START ADDRESSES THE SYSTEMIC CHALLENGES IN THE REGION

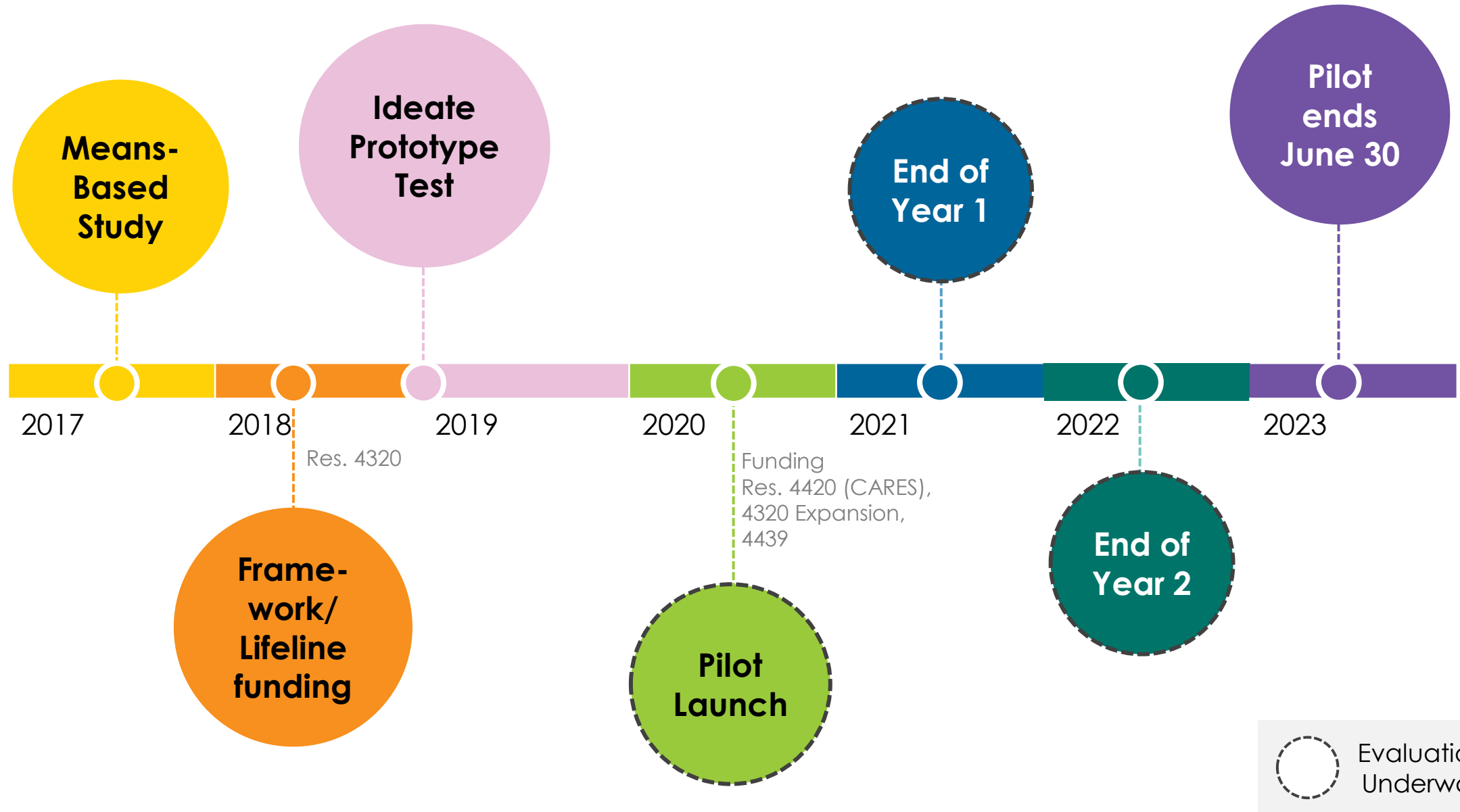


THE CLIPPER START PILOT

- 3-year pilot on regional means-based per-ride transit fare discount
 - Eligibility = Age 19-64, < 200% of Federal Poverty Level for household income
- Goals:
 - Make transit **more affordable** to individuals earning low-income
 - Develop implementation options that are **financially viable and administratively feasible**
 - Move towards a more **consistent regional standard** for fare discounts

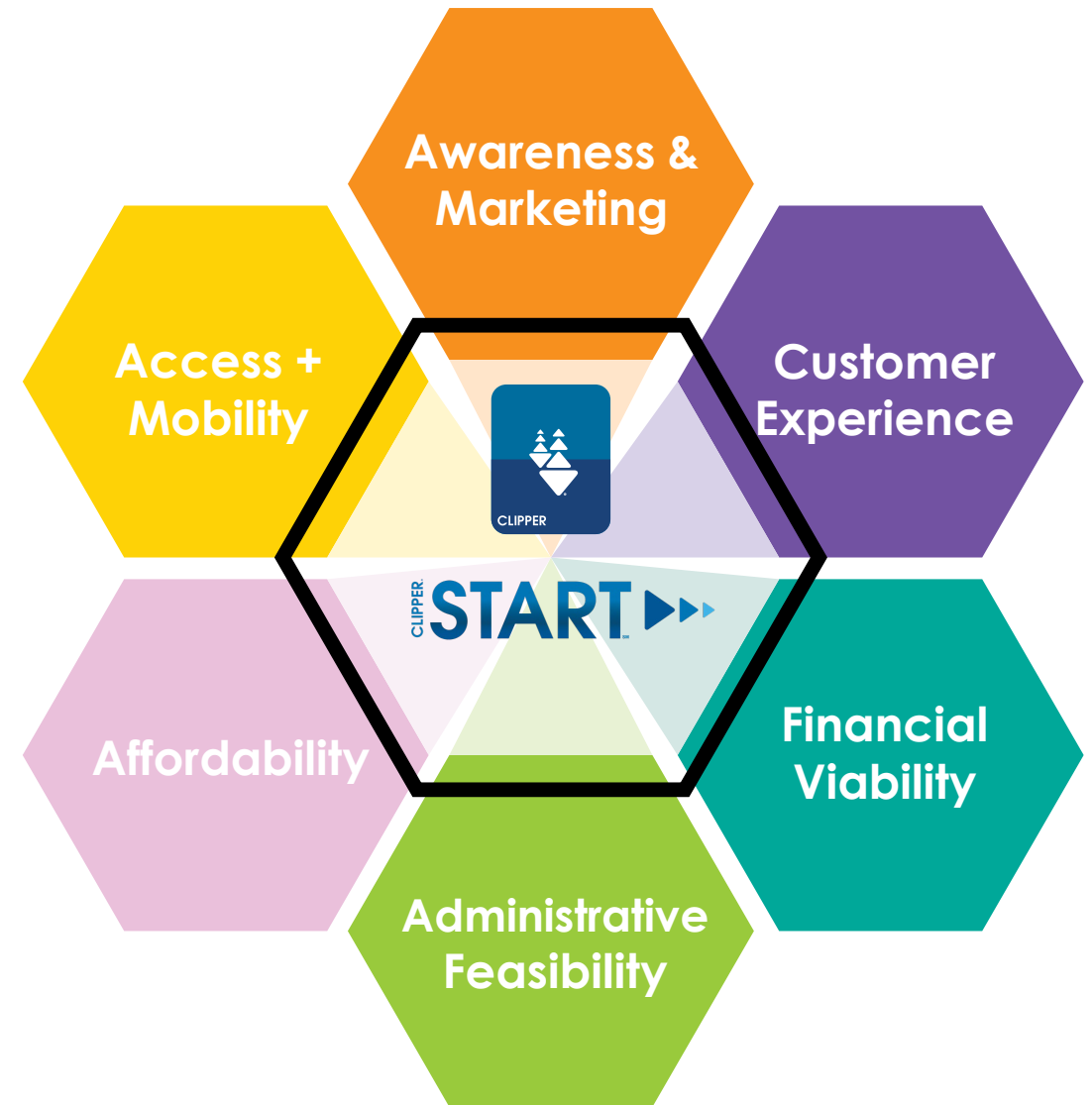


VISION → IMPLEMENTATION → EVALUATION → POLICY REC.



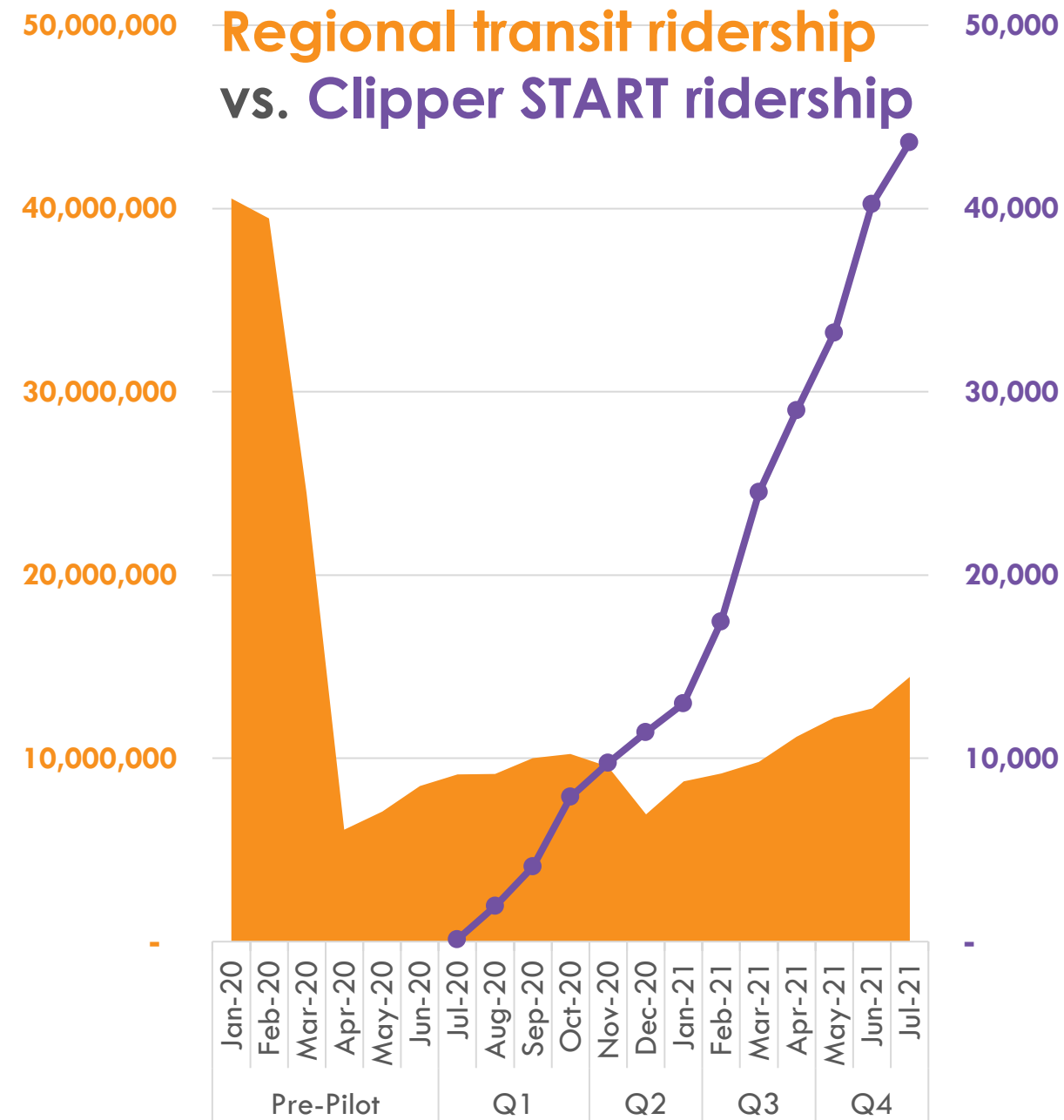
EVALUATION FRAMEWORK

- Evaluation across **6 outcomes**
 - Quarterly
 - Yearly
- Research Goals:
 - **Better understand and respond** to delivering equitable and sustainable solutions
 - **Build evidence** about what works to reduce poverty and improve mobility
 - **Apply data, technology, and design** to inform program delivery
- Data sources:
 - Enrollment data
 - Trip data
 - Focus groups
 - Agency data



MEASURING SUCCESS DURING COVID-19 PANDEMIC

- Program launch in July 2020
- Focus on trends in enrollment and ridership:
 - **Regional ridership rebounding**, but still depressed from 2019
 - Down 65% (July 2021 vs. July 2019)
 - **Clipper START ridership has been increasing** at a faster rate than ridership recovery in Bay Area
 - **Low-income riders taking trips** = equity, economic, accessibility, and mobility benefits



Source: MTC transit ridership and Clipper Data Store

OVERALL OUTPUTS

- Applications Submitted:
7,000
- Program Enrollees:
6,000
- Active Program Users:
4,000
- Program Uptake of Low-Income Riders:
3%-10%
- Number of Trips:
250,000
- Number of Transfers:
58,000



START SAVING with Clipper START!

Up to 50% off transit for eligible riders.

Learn more at clipperstartcard.com

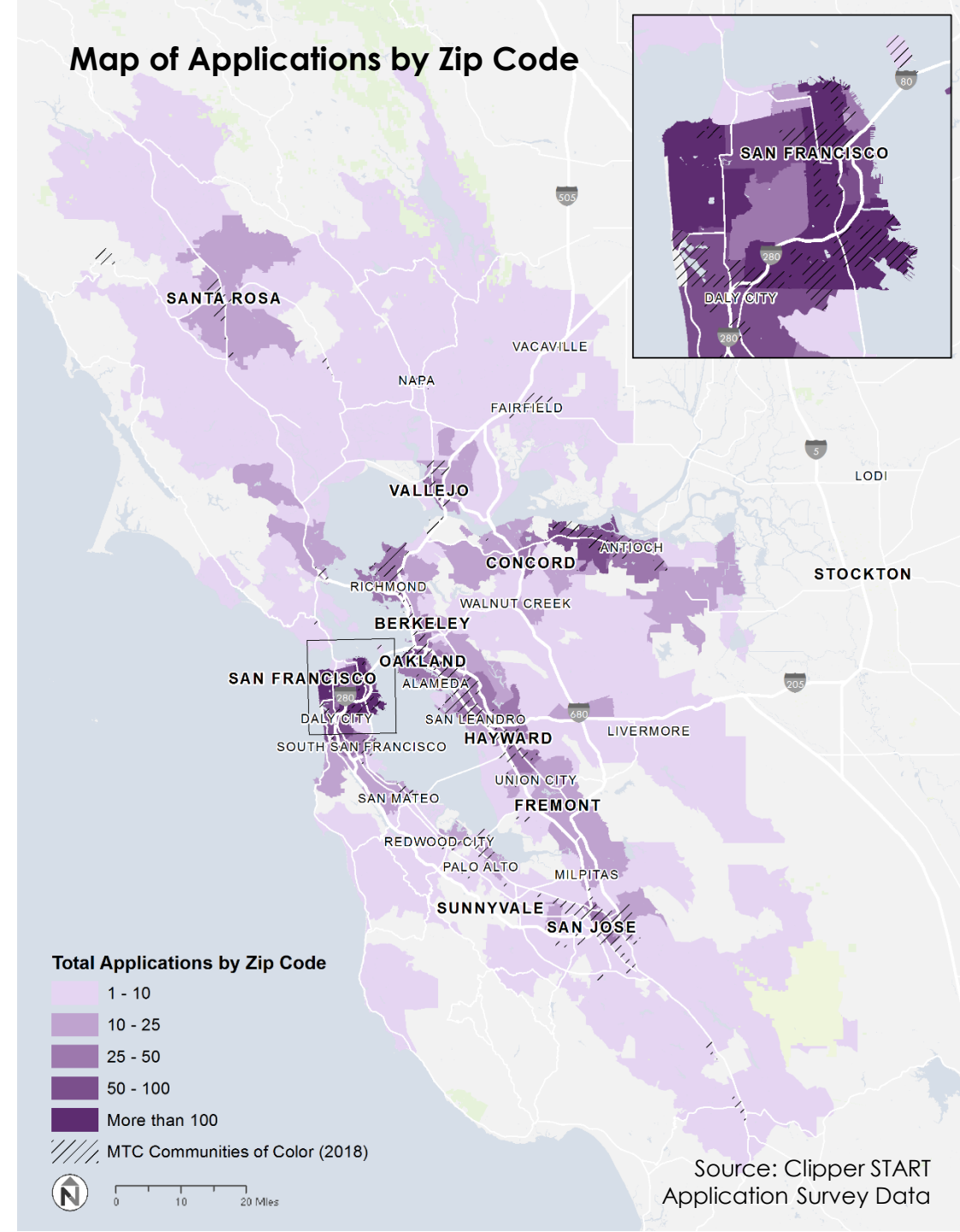
CLIPPER **START** ▶▶

Outcome: Awareness & Marketing

- Marketing has been **effective**
 - Enrollment in “Equity Priority Communities”
 - Applicants hearing about program through various sources
- Program **reaching critical populations**
 - People with household incomes less than \$20K (75%), women (>50%), and people identifying as Asian or Hispanic (65%) are the majority of enrollees

Outcome: Customer Experience

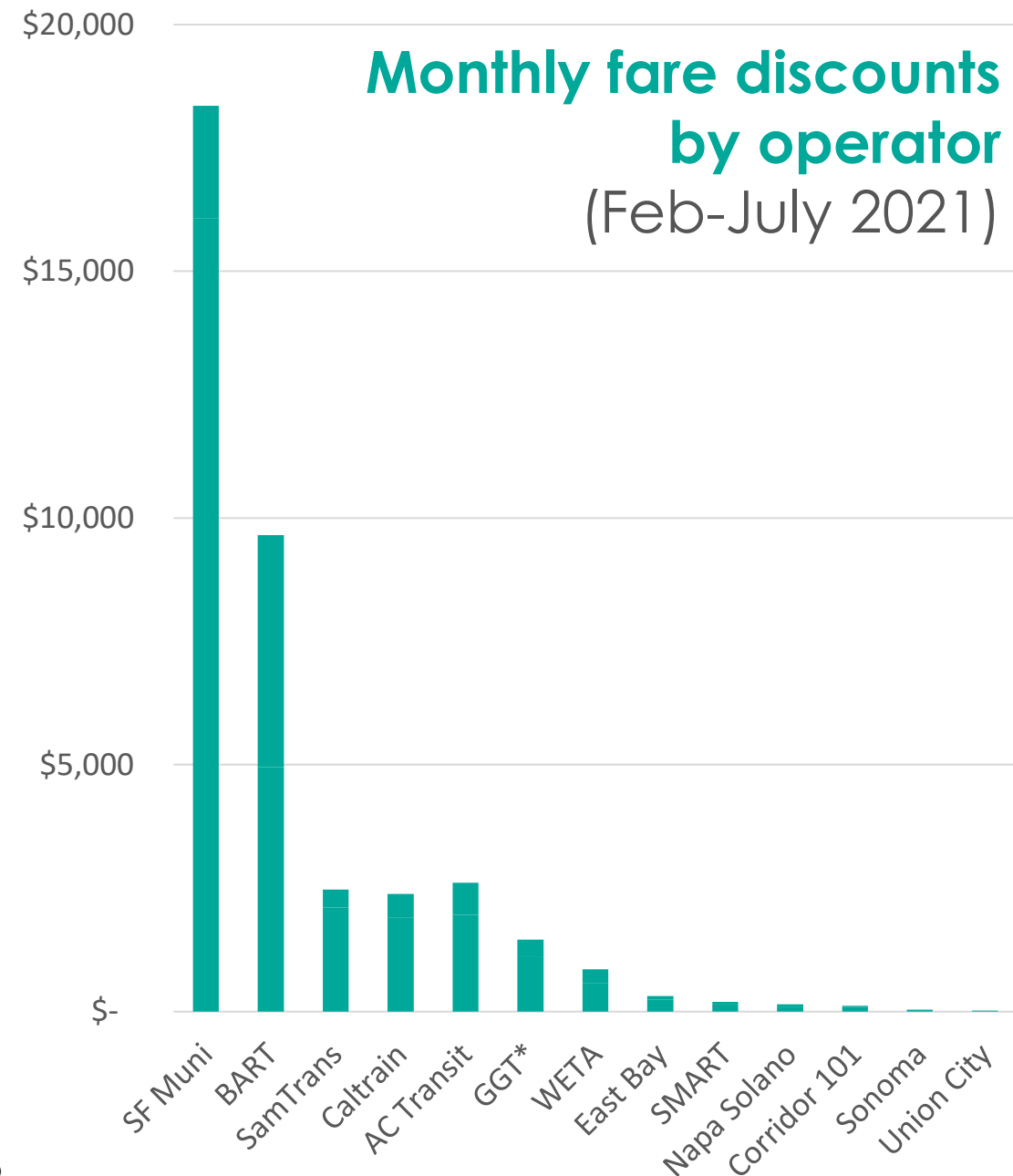
- Perception of **ease of applying is high**
 - Over 75% of applicants felt the process was easy or very easy



Outcome: Financial Viability*

- Revenue impact to agencies was **low**
 - In last six months, fare discounts cost agencies a total of **\$30K/month**
 - MTC contributed **\$10K/month** in operator reimbursements
 - Agency costs varied by trips taken, but made up less than 1% of agency revenue in FY2021
- Too early to tell full financial impact due to COVID
 - Recovery rate has varied across operators

*MTC subsidizes fares up to 10%, reimbursing transit operator revenue loss, up to 10% during the pilot (MTC Reso. 4320, 4321, 4130, and 4420).

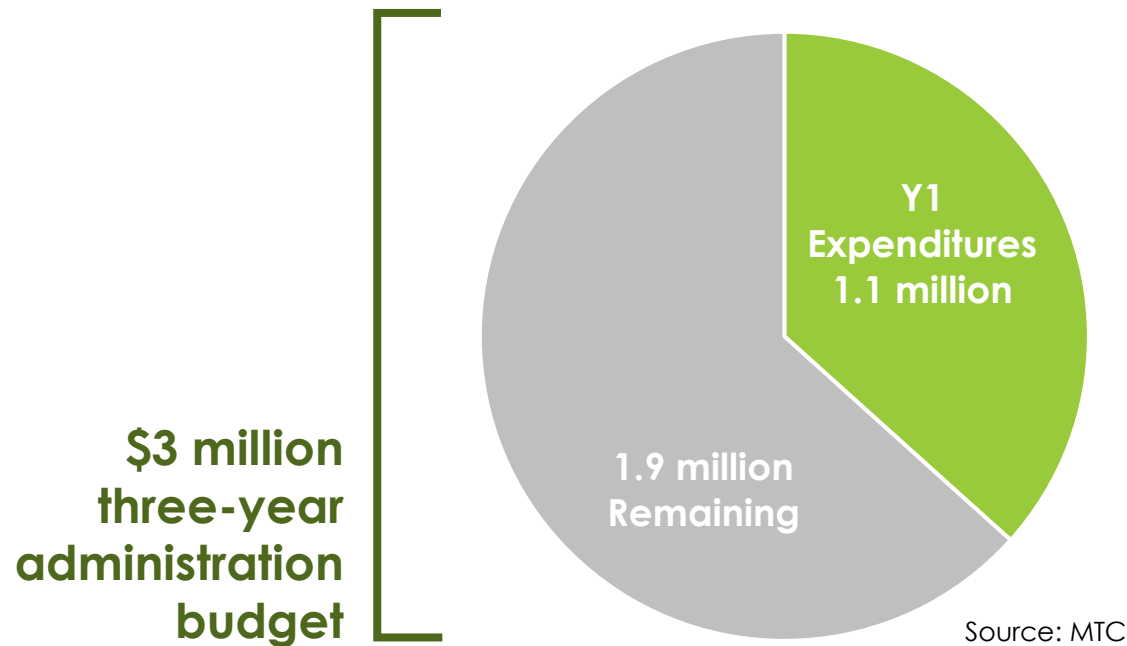


Source: Clipper START reimbursement data

*Includes Golden Gate Transit, Golden Gate Ferry, and Marin Transit

Outcome: Administrative Feasibility

- Roll-out of pilot was **smooth**
- MTC total program costs* = **\$1.1 million**
 - Variable cost elements adjusted during Year 1 to reduce expenses



Year 1 Administrative Expenditures



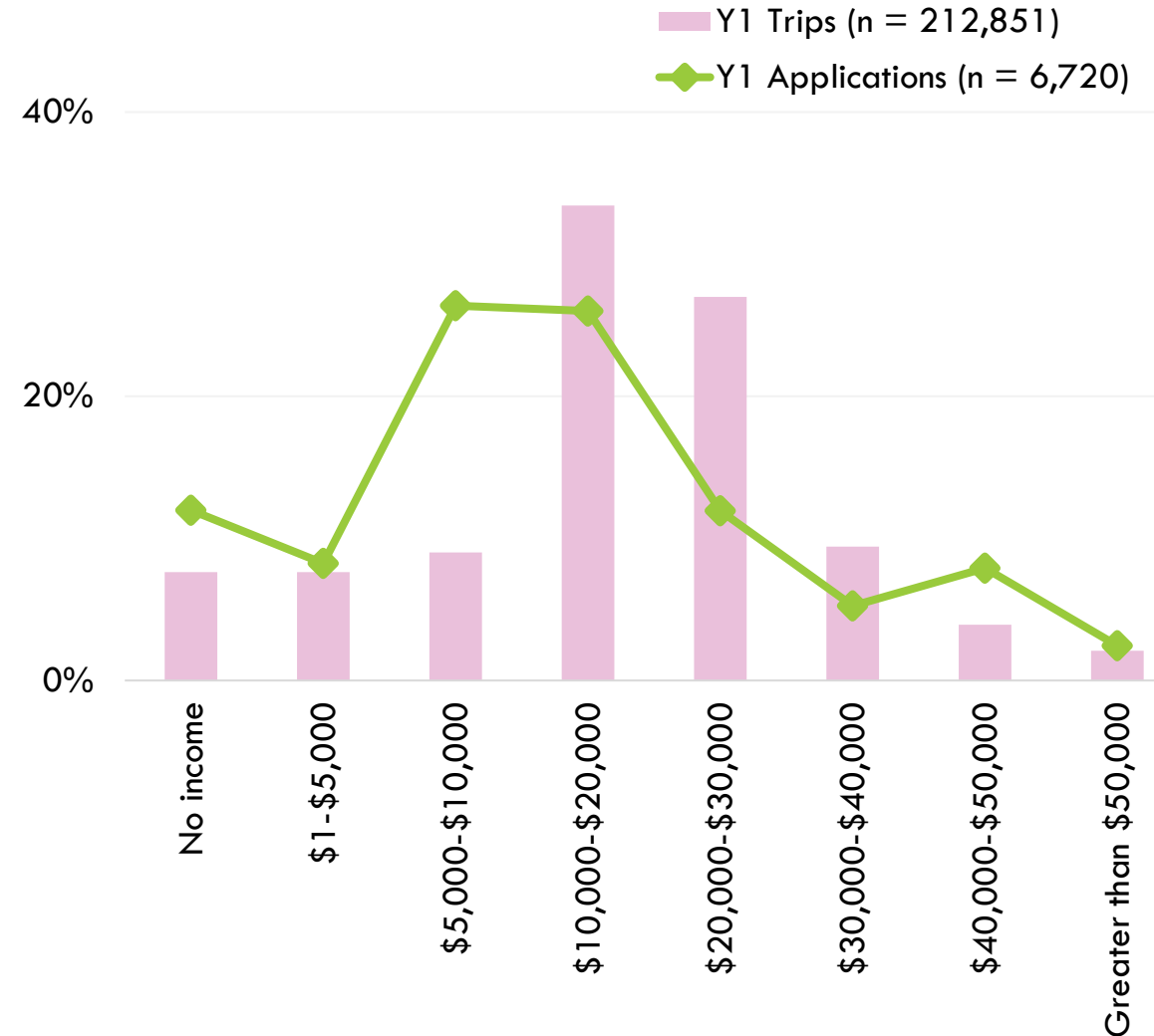
*MTC funds administrative costs (MTC Reso. 4321, Revised – State Transit Assistance funds).

Outcome: Affordability

- Riders can **take more trips while spending less**
 - Average fare discount was \$1.20 per trip
 - Trip rate higher than application rate for those with HH Income between \$10,000 - \$40,000

"I'm on the bus every day to go to work. I'm able to run more errands besides just going back and forth to work. I'm seeing more savings and I'm able to do more things."

Clipper START Trips and Applications by Household Income

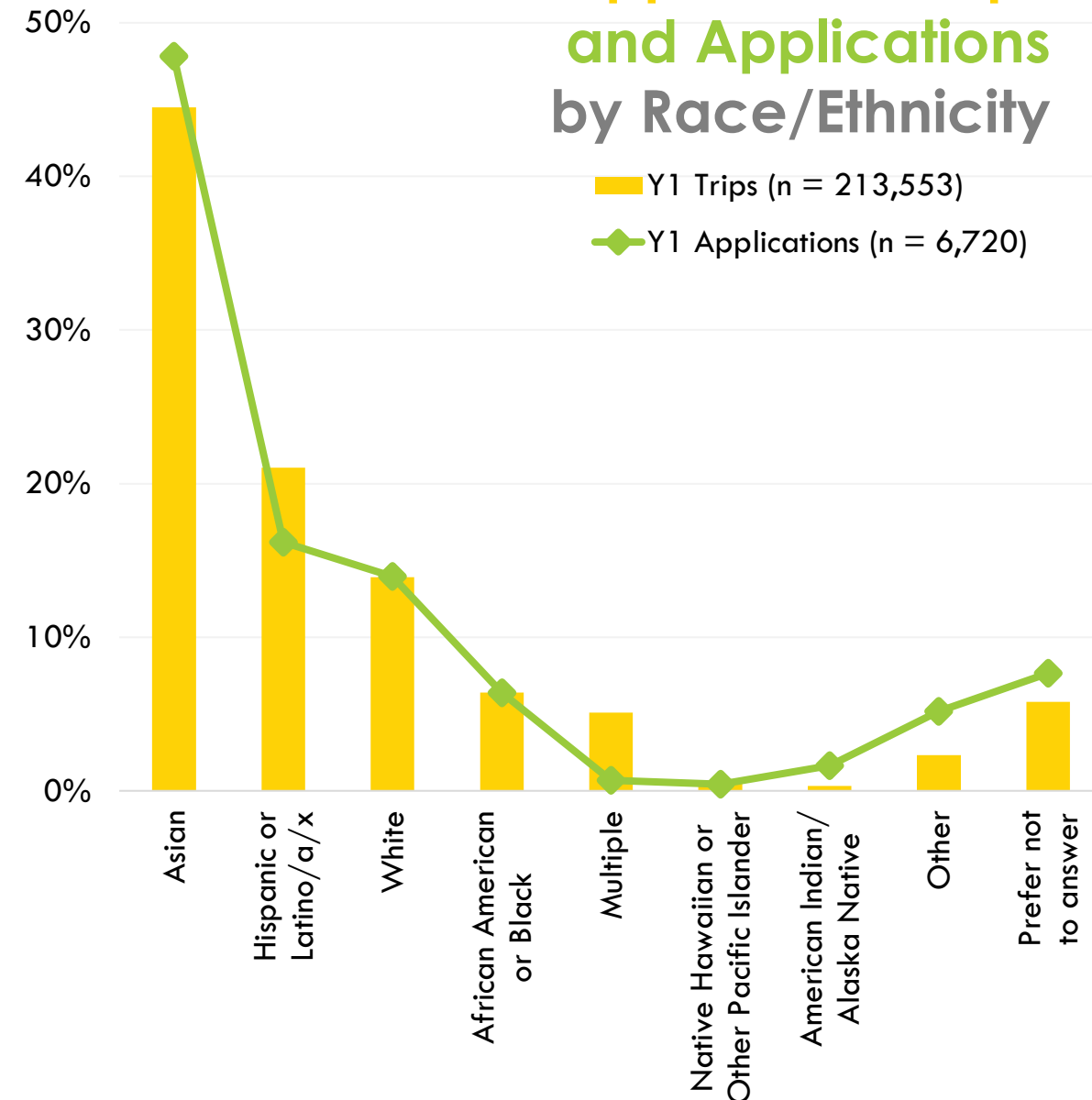


Source: Clipper START Application Survey Data and Clipper Data Store

Outcome: Access & Mobility

- Program usage is **increasing**
 - Up to 10,000 weekly trips in July 2021
 - Most Y1 trips on Muni (38%), BART (37%), AC Transit (8%), and SamTrans (5%)
- **Critical populations** are utilizing transit and the program
 - Women (60%) and people identifying as Asian or Hispanic (65%) applicants are taking most trips

Clipper START Trips and Applications by Race/Ethnicity

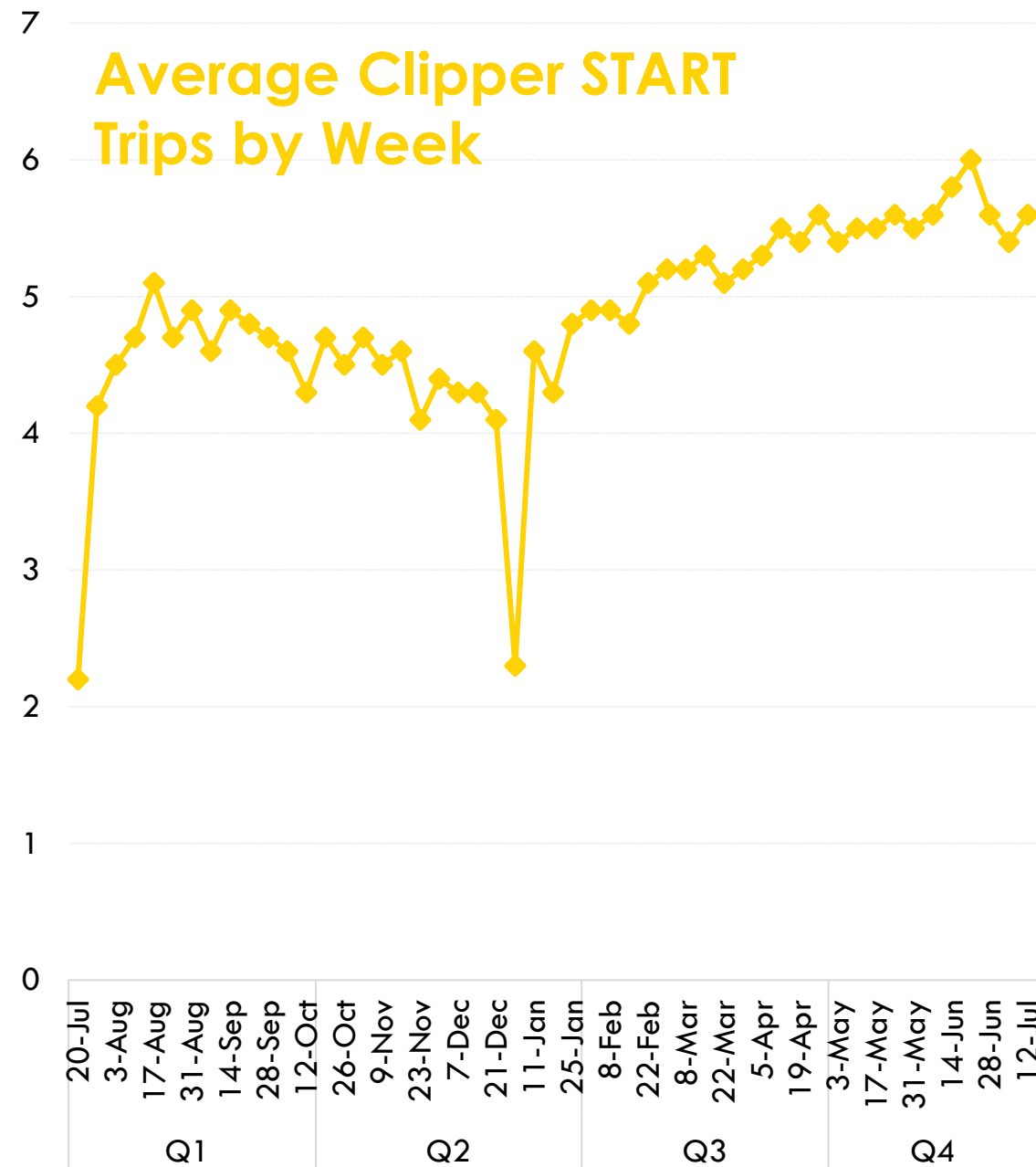


Source: Clipper START Application Survey Data and Clipper Data Store

Outcome: Access & Mobility

- Riders are **benefiting from the program**
 - Average participant trip frequency is up to 5.5 trips per week
 - Most riders are taking more trips than at the beginning of the program

"I'm doing just what I need to do to stay safe, but it has helped my pocketbook. I'm trying to save money and I'm trying to avoid as much as I can being on public transportation. I've got an elderly mother who I take care of, and I take three forms of transportation to get to her, so none of that has changed. At least I have a few more dollars in my pocket, which I really enjoy."



Source: Clipper Data Store

GETTING TO A SUSTAINABLE, REGIONAL, PERMANENT PROGRAM

KEY LESSONS AND YEAR 2 ACTIONS

Key Lessons Learned	Critical Questions	Year 2 Action	Relevant Outcomes
Upward trends through Year 1, but there are opportunities for improvement	<i>How do we harness market trends to continue to build a successful program?</i>	Examine: <ul style="list-style-type: none"> - Demographic data by transit agency - Travel behavior of target audience Refine marketing and engagement strategies based on findings	<ol style="list-style-type: none"> 1. Awareness & Marketing 2. Customer Experience 3. Financial Viability 4. Administrative Feasibility 5. Affordability 6. Access & Mobility
COVID impacts varied across operators	<i>How are we capturing low-income market share to inform MTC and operator decision-making on sustainability?</i>	Gather better financial data to understand and respond to variability in recovery	<ol style="list-style-type: none"> 3. Financial Viability 4. Administrative Feasibility

GETTING TO A SUSTAINABLE, REGIONAL, PERMANENT PROGRAM

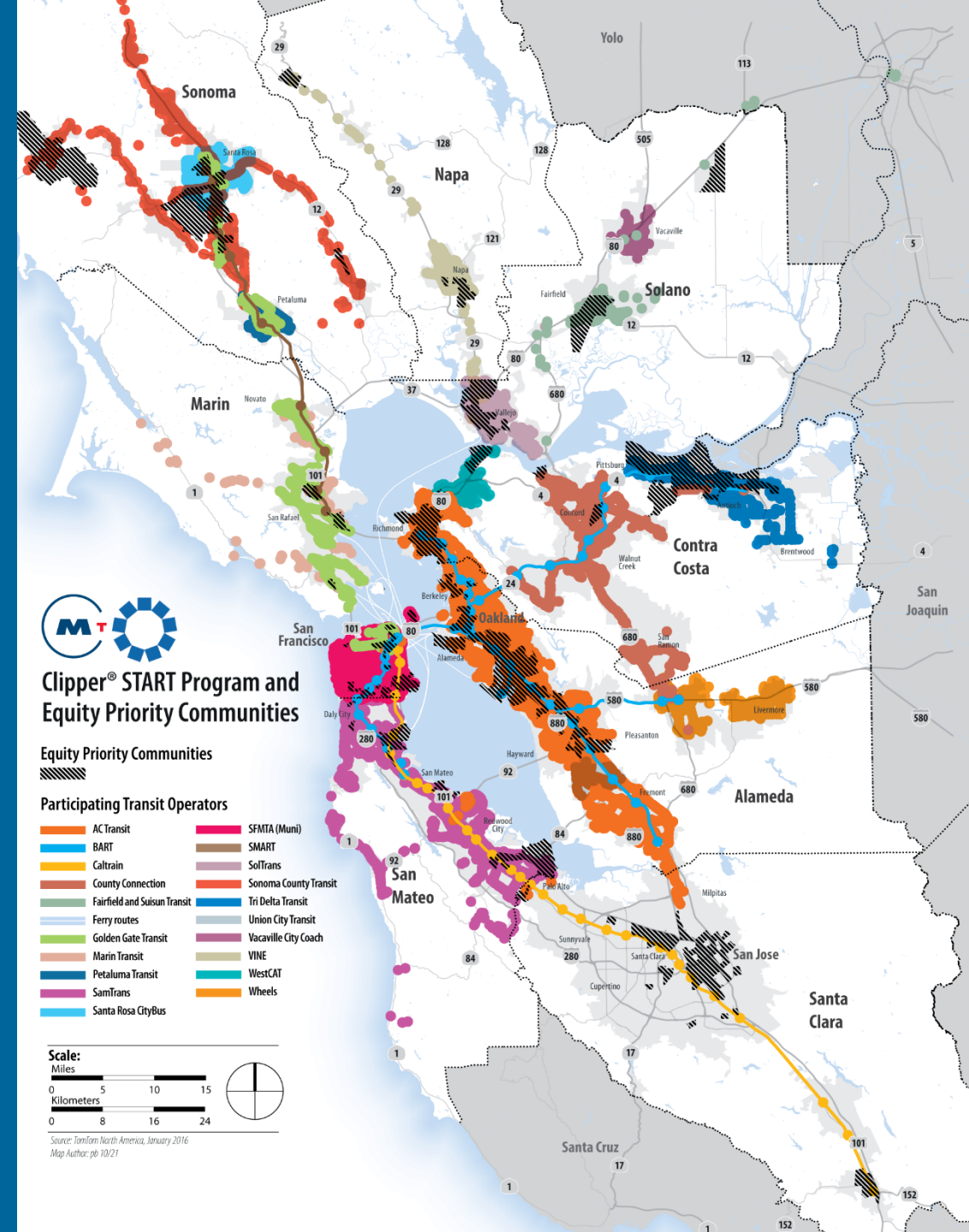
KEY LESSONS AND YEAR 2 ACTIONS (CONTINUED)

Key Lessons Learned	Critical Questions	Year 2 Action	Relevant Outcomes
<p>Most applicants and users are very low-income, female, and identify as Asian or Hispanic</p>	<p><i>How can the program continue to address gaps in affordability, access, and mobility?</i></p> <p><i>Why are certain groups using the program more than others?</i></p>	<p>Examine program importance and gaps by demographics</p> <p>Refine marketing and engagement based on findings</p>	<p>1. Awareness & Marketing</p> <p>2. Customer Experience</p> <p>5. Affordability</p> <p>6. Access & Mobility</p>
<p>Multi-pronged marketing strategy reached diverse audience</p>	<p><i>How can MTC further diversify marketing and engagement strategies to reach new riders?</i></p>	<p>Inform marketing and engagement strategy with data</p> <p>Partner with community-based organizations for broader cultural reach</p>	<p>1. Awareness & Marketing</p> <p>2. Customer Experience</p> <p>5. Affordability</p> <p>6. Access & Mobility</p>

TODAY

REQUEST REFLECTIONS ON:

- Year 1 Results
- Focus areas to evaluate for Year 2



YEAR 1 EVALUATION NARRATIVE SUMMARY FOR THE CLIPPER® START PILOT

Purpose of Summary

The purpose of this document is to provide a general overview of Year 1 (2020-2021) evaluation findings for the Clipper START Pilot. This summary provides the narrative to the accompanying slide deck for “Attachment A – Slide Deck – Year 1 Pilot Evaluation Findings.” A full report will be made available in late November.

Measuring Success During COVID-19 Pandemic

Given the launch of the Clipper® START Pilot Program in the midst of the COVID-19 pandemic, the Year 1 results of the pilot should not be separated from the fact that the region saw significant reductions in travel, including among transit trips. The region’s 24 transit agencies were forced to cut service following public health travel restrictions and drops in travel demand in March. Additionally, many of the region’s transit agencies suspended fare collection to reduce contact between riders and agency drivers early in the pandemic, including AC Transit, County Connection, Fairfield and Suisun Transit (FAST) except for express routes, Livermore Amador Valley Transit Authority (LAVTA), Napa VINE, SamTrans, TriDelta, Union City, Petaluma Transit, Santa Rosa CityBus, Sonoma County Transit, Santa Clara Valley Transportation Authority (VTA) and WestCAT. Meanwhile, ridership dropped by 85% between February and April 2020.¹ Of the 15% of riders that continued using the agencies, many were performing essential work services and/or had no other means of transportation.

¹ National Transit Database (NTD) via MTC

Throughout the past year, the region's transit agencies have been slowly restoring service towards pre-COVID levels as public health restrictions have been reduced. Some riders are returning or starting to ride transit as COVID-19 vaccination rates have increased and riders feel more comfortable, but most agencies are still operating with significantly lower ridership compared to pre-COVID, or 2019, levels. Regional ridership is down sixty-five percent in July 2021 compared to July 2019. However, Clipper® START ridership has increased at a faster rate than ridership recovery in the Bay Area. Regional transit six-month average monthly increase is currently eleven percent, while the Clipper® START average monthly increase is twenty-two percent. Launching Clipper® START during the pandemic highlighted the critical role transit plays for many Bay Area residents. The results that follow highlight the importance of the program on equity, economics, accessibility, and mobility—truly providing a lifeline for riders during the public health “shelter-in-place” period of the pandemic.

Outcome 1: Awareness and Reach

MTC worked with Moore, Iacofano and Goltsman (MIG) to develop and implement a marketing multilingual campaign delivered throughout the Bay Area across different mediums (website, social media, transit, newspaper, radio, TV, email) and with different partners (transit agencies, community-based organizations, human/social service agencies) providing information on how to enroll. The overall marketing has been effective, with high enrollment and verification rates in the Equity Priority Communities. Applicants are hearing about the program most frequently through email/website, social media, transit advertisement and word-of-mouth, with some variation by age and race/ethnicity.

Applicants overwhelmingly represent the critical populations the program was designed for: People with household incomes less than \$20K (75%), women (>50%) and Black, Indigenous, People of Color (BIPOC) (>75%) are the majority of enrollees.

Outcome 2: Customer Experience

Making the application process straightforward is an important goal of the program. A burdensome application experience was identified as a potential barrier to enrollment due to the real and perceived impact it would have on enrollee's time. Applicants felt that the ease of applying is high, with over 75% of applicants reporting that the process was easy or very easy.

Outcome 3: Financial Viability

The Pilot is being funded by a mix of regional funds provided by MTC through MTC Resolutions 4320, 4321, 4130, and 4420. MTC is subsidizing fares up to 10% with participating operators covering the remainder of the discount or any additional revenue losses from other sources. MTC's total contribution is \$10,000 per month in operator reimbursements.

The revenue impacts to the twenty-one transit agencies participating in the pilot have been low thus far. In the last six months, fare discounts cost the agencies a combined total of \$33,000 per month of foregone revenue. The revenue impacts are associated with overall Clipper START ridership, which are climbing but still lower than anticipated when the program was developed pre-COVID-19 pandemic.

The foregone revenue per transit agency varies by the number of trips taken, with agencies experiencing higher trip rates such as SF Muni and BART incurring greater revenue impacts. However, the revenue impact represents less than 1% of overall agency revenue in FY2021.

Outcome 4: Administrative Feasibility

The development and implementation of the Clipper® START program involved teams across multiple programs at MTC including Operations, Technology Services, and Funding Policy and Programs, with input from Legal, Finance and Legislation and Public Affairs. It also involved external partners such as the twenty-one transit operators participating in Clipper® START, the community-based organizations and human/social service agencies assisting with promotion and enrollment, and companies assisting with technology, marketing, and evaluation. Despite the complexity of implementing this program during a pandemic, the roll-out of the pilot was smooth. Overall Year 1 administrative costs were \$1,123,940, which includes Card Fees, Eligibility Verification, Evaluation, Marketing and Outreach and Website and Database O&M.

Outcome 5: Affordability

The impact of the program on affordability and access and mobility of enrollees are two important outcomes for MTC and participating partners.

In terms of affordability, the average fare discount was \$1.20 per trip, which enabled riders to take more transit trips overall, because their transportation budget went farther.

“I’m on the bus every day to go to work. I’m able to run more errands besides just going back and forth to work. I’m seeing more savings and I’m able to do more things.”

The data on Clipper® START trips and applications by enrollee household income also highlights that ridership is highest in enrollees with reported household income of \$10,000-\$20,000, which is also the group with high enrollment numbers.

Outcome 6: Access and Mobility

Program usage has consistently increased since the program’s launch on July 15, 2020, with ridership from the Clipper® START program on a steeper trajectory of ridership over time than overall transit ridership for the region. Up to 10,000 weekly trips were reported in July 2021, with most trips in the first year of the pilot program occurring on Muni (38%), BART (37%), AC Transit (8%), and SamTrans (5%).

Data on Clipper® START trips and applications by race/ethnicity and gender identity show that BIPOC (75%) and Women (60%) applicants are utilizing transit and the program at the highest rates.

Program participants are taking an average of 5.5 trips per week, with weekly trip frequency increasing over the first year of the program. This is consistent with overall increases in ridership across Bay Area transit systems.

“I’m doing just what I need to do to stay safe, but it has helped my pocketbook. I’m trying to save money and I’m trying to avoid as much as I can being on public transportation. I’ve got an elderly mother who I take care of, and I take three forms of transportation to get to her, so none of that has changed. At least I have a few more dollars in my pocket, which I really enjoy.”

Key Observations

Key observations from the first year of the Clipper® START pilot program include:

- The program started slowly due to COVID, but enrollment and ridership consistently trended upwards since the program launch.
 - The marketing campaign was extensive and impactful, with over 11 million ad and social media impressions
 - Enrollment is currently just under 7,000 applications
 - Of those 7,000 applicants, nearly 4,000 are active users of the discount program
 - Riders have taken over 250,000 trips in Year 1.
- COVID-19 was an unanticipated exogenous factor that is assumed to have impacted program enrollment and ridership, given its impact on transit in the region as a whole. Therefore, the impacts of the program must be considered in the context of COVID-19's impact on the region.
- That said, enrollment and ridership rates are highest in very low-income, women, and BIPOC, highlighting the positive impact the Clipper START program is having on these critical populations.
- Evaluation of the program through Year 1 led to adjustments being implemented in outreach and marketing to reach target populations more effectively.

Next Steps and Year 2 Actions

Year 1 provides insight on initial performance against project implementation and participant impact outcomes. Initial findings suggest several strategies are effective, such as enrollment/application experience, while other more complex strategies offer opportunities for improvement. Program refinements are currently being implemented such as adjustments in marketing and outreach tactics to further reach historically underrepresented populations (Black, Indigenous, People of Color; gender-identity).

Opportunities exist in Year 2 to further understand what it will take to get to a sustainable, regional, and permanent program. Data collection and analysis for Year 2 began on August 1 with focus groups and surveys being planned in late October/November. The Year 2 Evaluation will continue to assess the Pilot on the six outcomes with added attention to the following:

- Critical Questions:
 - How do we harness market trends to continue to build a successful program?
 - How are we capturing low-income market share to inform MTC and operator decision-making on sustainability?
 - How can the program continue to address gaps in affordability, access, and mobility? Why are certain groups using the program more than others?
 - How can MTC further diversify marketing and engagement strategies to reach new riders?
- Year 2 Actions:
 - Examine demographic data by transit agency, travel behavior or target audience
 - Refine marketing and engagement strategies based on findings
 - Gather better financial data to understand and respond to variability in recovery
 - Partner with community-based organizations for broader cultural reach
 - Examine program importance and gaps by demographics
 - In addition:
 - **Continue to monitor high program use by lowest income individuals.** In addition to tracking enrollment and ridership, assess revenue impacts at the current level of discount and understand market share by transit agency.
 - **Conduct Community-Based Organizations/social and human service/MTC interviews.** Identify strategies to strengthen recruitment and enrollment partnerships with community-rooted organizations and human service providers.

- **Barriers to transit beyond fares.** The majority of participants in Year 1 identify as women. Focus group findings suggest other barriers to riding transit such as safety. Analyze additional ridership and focus group data to inform program outcomes.
- Build from linkages with other recovery efforts
 - Transit confidence -> more ridership -> reaching eligible residents. Transit operators and stakeholders are implementing marketing and/or limited fare-discount promotions to entice the public to ride transit. As transit confidence and ridership increases, eligible residents are anticipated to enroll in the Pilot and ride transit.
 - Align with fare coordination work. MTC, Bay Area transit agencies and county transportation agencies are researching ways to make the region's transit network better coordinated and more affordable.