

# Meeting Agenda

## Regional Advisory Working Group

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Tuesday, January 8, 2019

9:30 AM

Yerba Buena - 1st Floor

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This meeting is scheduled to be webcast live on the Metropolitan Transportation Commission's Website: <http://mtc.ca.gov/whats-happening/meetings>

This meeting can also be accessed via WebEx:

Launch Link: <https://bamc.webex.com/bamc/j.php?MTID=m5f1ea2159751519fe2b55d34bedafe00>

Dial-in Number: 1-415-655-0002

Access Code: 922 292 502

### 9:30 a.m.

1. [18-1072](#) Welcome, Introductions  
**Presenter:** Ken Kirkey, MTC / ABAG

### 9:35 a.m.

2. [18-1073](#) Horizon Perspective Paper #5: Preview - The Future of Jobs  
  
Preview of the upcoming Horizon Perspective Paper focused on the future of jobs.  
**Action:** Information  
**Presenter:** Aksel Olsen, MTC / ABAG  
**Attachments:** [2\\_Perspective Paper 5\\_Preview\\_Future of Jobs.pdf](#)

### 10:20 a.m.

3. [18-1074](#) Transit Rail Planning Update  
  
Information on four ongoing transit planning studies: Regional Rail Synthesis, Crossings, Bay Area Transit Use Study Project, and Southern Alameda County Integrated Rail Analysis.  
**Action:** Information  
**Presenter:** Matt Maloney, MTC / ABAG  
**Attachments:** [3\\_Transit Rail Planning Update.pdf](#)

**10:50 a.m.**

**4. Next Steps / Other Business / Public Comments**

**10:55 a.m.**

**5. Adjournment / Next Meeting**

**The next meeting of the Regional Advisory Working Group will be Tuesday, February 5, 2019 at 9:30 a.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA.**

**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](http://mtc.ca.gov)) for public review for at least one year.

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**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。

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

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

# Metropolitan Transportation Commission

## Legislation Details (With Text)

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**File #:** 18-1072      **Version:** 1      **Name:**

**Type:** Report      **Status:** Informational

**File created:** 12/4/2018      **In control:** Regional Advisory Working Group

**On agenda:** 1/8/2019      **Final action:**

**Title:** Welcome, Introductions

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:**

Date	Ver.	Action By	Action	Result
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**Subject:**  
Welcome, Introductions

**Presenter:**  
Ken Kirkey, MTC / ABAG



# Metropolitan Transportation Commission

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Preview of the upcoming Horizon Perspective Paper focused on the future of jobs.

**Sponsors:**

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**Attachments:** [2\\_Perspective Paper 5\\_Preview\\_Future of Jobs.pdf](#)

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**Subject:**

Horizon Perspective Paper #5: Preview - The Future of Jobs

Preview of the upcoming Horizon Perspective Paper focused on the future of jobs.

**Presenter:**

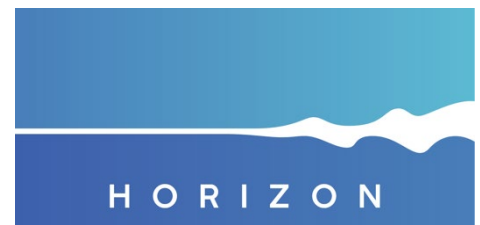
Aksel Olsen, MTC / ABAG

**Recommended Action:**

Information

**Attachments:**

## M E M O R A N D U M



### Agenda Item 2

TO: Regional Advisory Working Group  
FR: Aksel Olsen  
RE: Horizon Perspective Paper #5: Preview - The Future of Jobs

DATE: January 4, 2019

### Background

Staff will provide a preview of work completed to date on the fourth Horizon Perspective Paper - *The Future of Jobs*. This paper explores how economic changes over the coming decades, ranging from automation to changes in job locations, might affect the Bay Area. While this month's presentation focuses on the paper's objectives and initial findings, it will also touch on economic strategies that address challenges and seize opportunities in the coming decades. The paper also leverages recent work from the Bay Area Comprehensive Economic Development Strategy (CEDS), which assesses the region's economic strengths and opportunities and informs an action plan for a Bay Area Regional Economic Development District. Staff will return to the working group with priority strategies in the spring, prior to the paper's release.

### Perspective Paper Objectives

*The Future of Jobs* Perspective Paper is intended to:

- **Review key trends** affecting the regional labor market and job prospects of Bay Area residents, including automation of jobs, the emergence of the "gig economy", and an aging labor force, among others
- **Consider** impacts on both *what* jobs entail as well as *where* they might be performed, including how the region might address long-standing jobs / housing imbalances
- **Identify strategies** on the state, regional, and local levels to address planning challenges associated with a changing regional economy
- **Continue the conversation** related to the emerging economic development role of the regional agencies following the adoption of the CEDS

### Work to Date: Key Findings

Staff analysis to date has explored how the Bay Area economy has been changing in recent years, as well as trends expected to be important to the region in the foreseeable future. Overall, the Bay Area's technology sector has been very competitive in the past few decades and has pushed per-capita gross regional product to the top among major metro areas. High-wage job growth has been concentrated in a few key sectors, primarily technology and other STEM occupations. At the same time, occupations with modest skill requirements and lower pay have also seen strong growth, especially in the service sector. Job growth has been strongest in the core counties containing the major cities, and more modest in the North Bay.

As we look ahead to 2050, the Perspective Paper has explored four primary issue areas related to the future of jobs: **technological** changes, **organizational** changes, **compensational** changes, and **locational** changes. Key findings are summarized below:

- **Technology:** In the past 15 years, growth in regional productivity has outpaced job creation, notwithstanding healthy growth in jobs. Going forward, new technologies from automation to artificial intelligence may *substitute* or *complement* labor - though most likely both. The effects of automation will likely be felt across many industries, offering increased productivity, but also disruption to labor markets. The Transportation industry could be one of the sectors most disrupted by new technologies.
- **Organization:** In recent decades, there has been a rise in workers employed in alternative work arrangements including more temporary jobs and contract work. This rise of the “gig economy” presents new opportunities and challenges. While these shifts can bring added flexibility, income, and opportunity for workers, it can also entail less stable wages, spotty benefits, and difficulty saving for retirement.
- **Compensation:** During the past few decades, strong economic growth in the region has been accompanied by increasing income inequality. As the world becomes increasingly digital, the education system must evolve to equip tomorrow’s workforce with the requisite skills to navigate it and narrow achievement gaps.
- **Location:** As technology changes the ability to communicate across distance, some jobs may seek to disperse across or outside the region. Yet, jobs in the most knowledge-intensive sectors requiring development of new designs, programs or campaigns continue to gravitate toward the region’s established centers, with more local-serving jobs often further afield.

### Next Steps

During the next month, staff will assemble focus groups of businesses and other stakeholders to discuss how they see the economy changing and the effects it will have on the labor market. Staff will use that to develop a list of strategies to foster economic resilience in the face of the identified changes and the challenges they bring. Feedback from MTC/ABAG committees, as well as working groups such as the RAWG, will shape *The Future of Jobs* Perspective Paper before its release in March 2018.

Economic development strategies developed in this Perspective Paper will ultimately be tested against the three futures (“what if?” scenarios) for Horizon to understand how they could help improve outcomes and align with the Guiding Principles. Furthermore, the Perspective Paper will help inform preparation of the regional forecast for Plan Bay Area 2050, and it will play a role in shaping the Economic Development element of the Plan.

### Requested Feedback

Staff requests feedback from the working group on the following questions:

- What are your key concerns related to the future of the Bay Area economy?
- How can we leverage technology to foster a productive, yet inclusive, economy?
- How can we support new organizational forms and the flexibility they bring, while ensuring economic benefits for workers at all income levels?
- What policies and strategies should state, regional, and local policymakers consider to support labor markets of today and tomorrow?
- How can we enhance the regional growth framework (*Priority Development Areas* as well as the potential *Priority Production Areas*) to better consider employment location?

### Attachment:

- Attachment A: *Future of Jobs* Perspective Paper (PowerPoint Presentation)



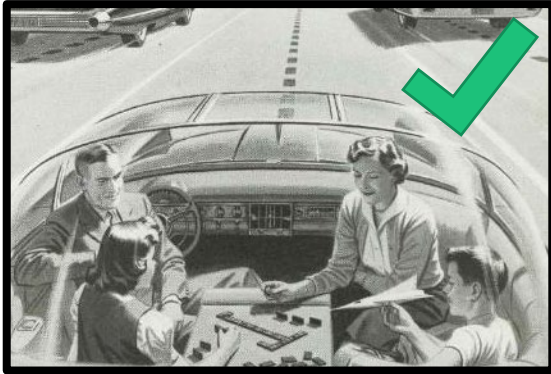
H O R I Z O N

# The Future of Jobs

Perspective Paper #5 - Work to Date/Preview  
Aksel Olsen  
Regional Advisory Working Group  
January 8, 2019



# Perspective Papers Overview



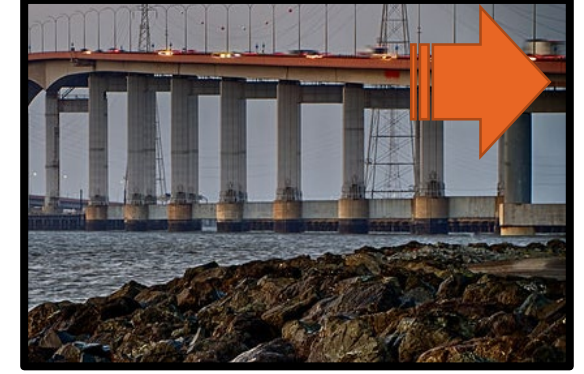
1) Autonomous Vehicles



2) Toward a Shared Future



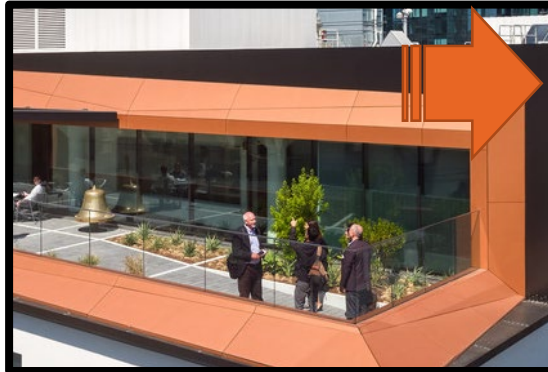
3) Growth Strategies



4) Crossings



5) Future of Jobs



6) Governance



7) Sea Level Rise

*Priority strategies from Horizon will be considered for inclusion in Plan Bay Area 2050 - starting in September 2019.*

# Perspective Paper 5: The Future of Jobs

## Purpose

Review key trends affecting the regional labor market and job prospects of Bay Area residents

Consider impacts on both what jobs entail as well as where they might be performed, and analyze emerging employment locational trends

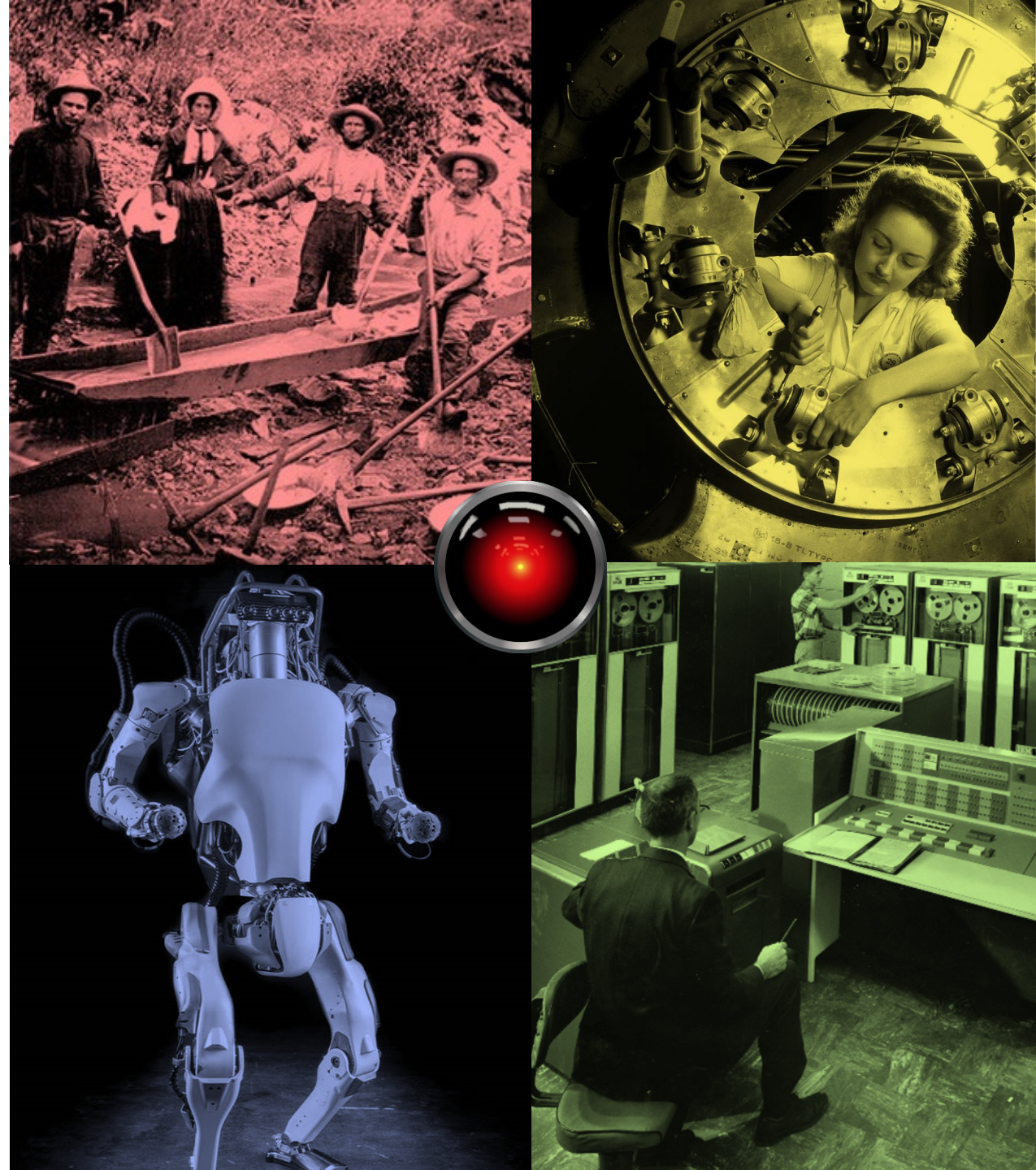
Identify strategies on the state, regional, and local levels to address planning challenges associated with a changing regional economy

Continue the conversation related to the emerging economic development role of the regional agencies in preparation for *Plan Bay Area 2050*

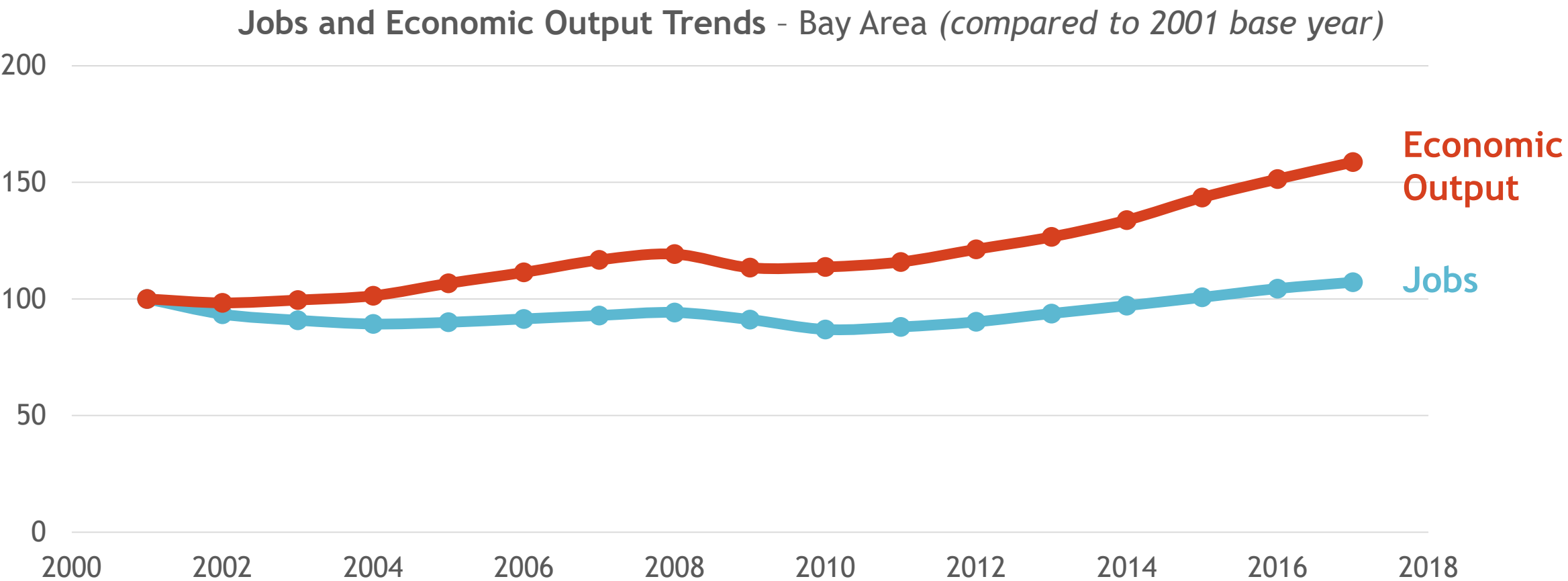


# The Importance of Jobs

- Jobs are a major driver of domestic and international migration.
- Preparing people of all ages for future employment is a top priority of the educational system.
- Jobs are fundamental to personal livelihood, identity, and fulfillment.
- The geography of jobs plays a major role in locational preferences for housing demand.



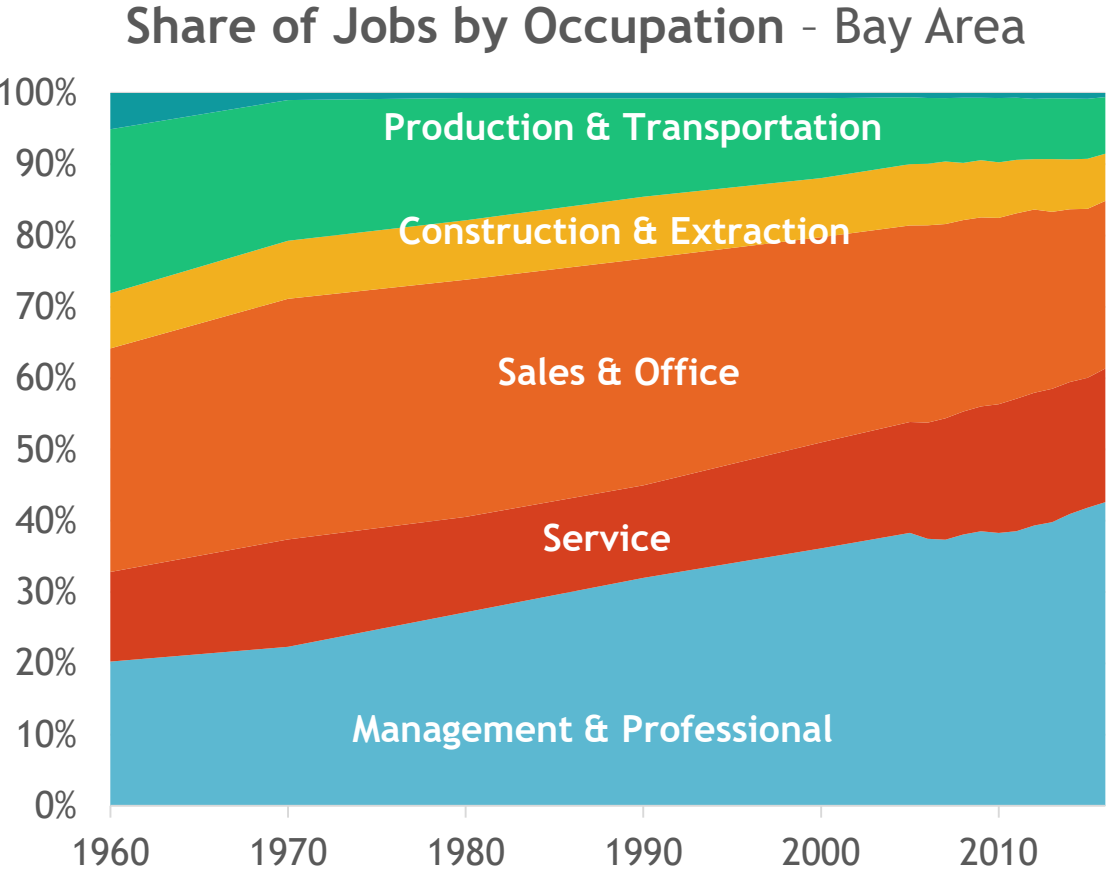
# Productivity Grows at Faster Rate than Jobs



Sources: Bureau of Economic Analysis, 2001 to 2017

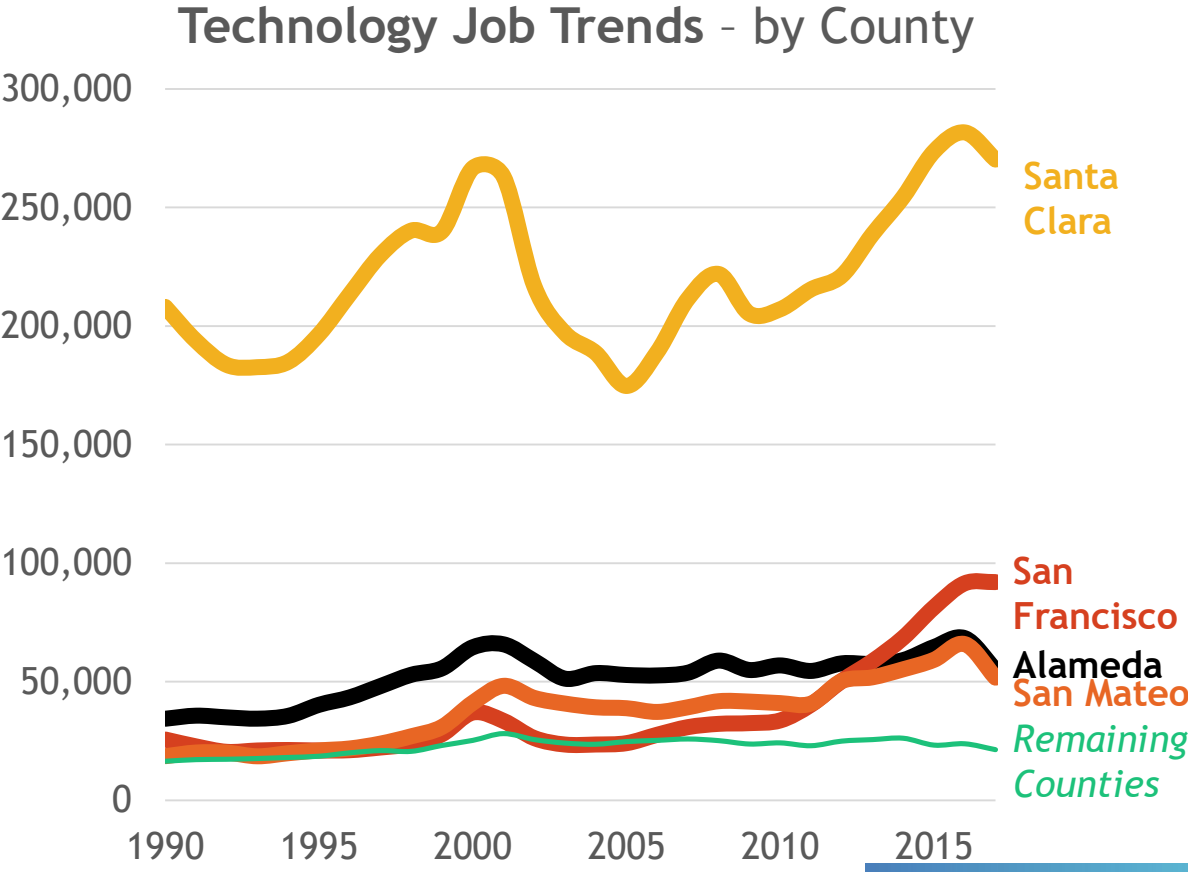


# Knowledge-Based Jobs Continue to Grow, Particularly in the Tech Sector...



Source: PUMS, 1960 to 2016

[Overview](#)









Source: QCEW, 1990 to 2017

## ... While Industrial and Manufacturing Jobs Continue to Decline.

- **Jobs requiring physical labor have declined** in recent years, including industrial and construction jobs.
- In addition to the rise of knowledge-sector jobs, **service-sector jobs** (such as food preparation, healthcare, and personal care) have grown significantly.

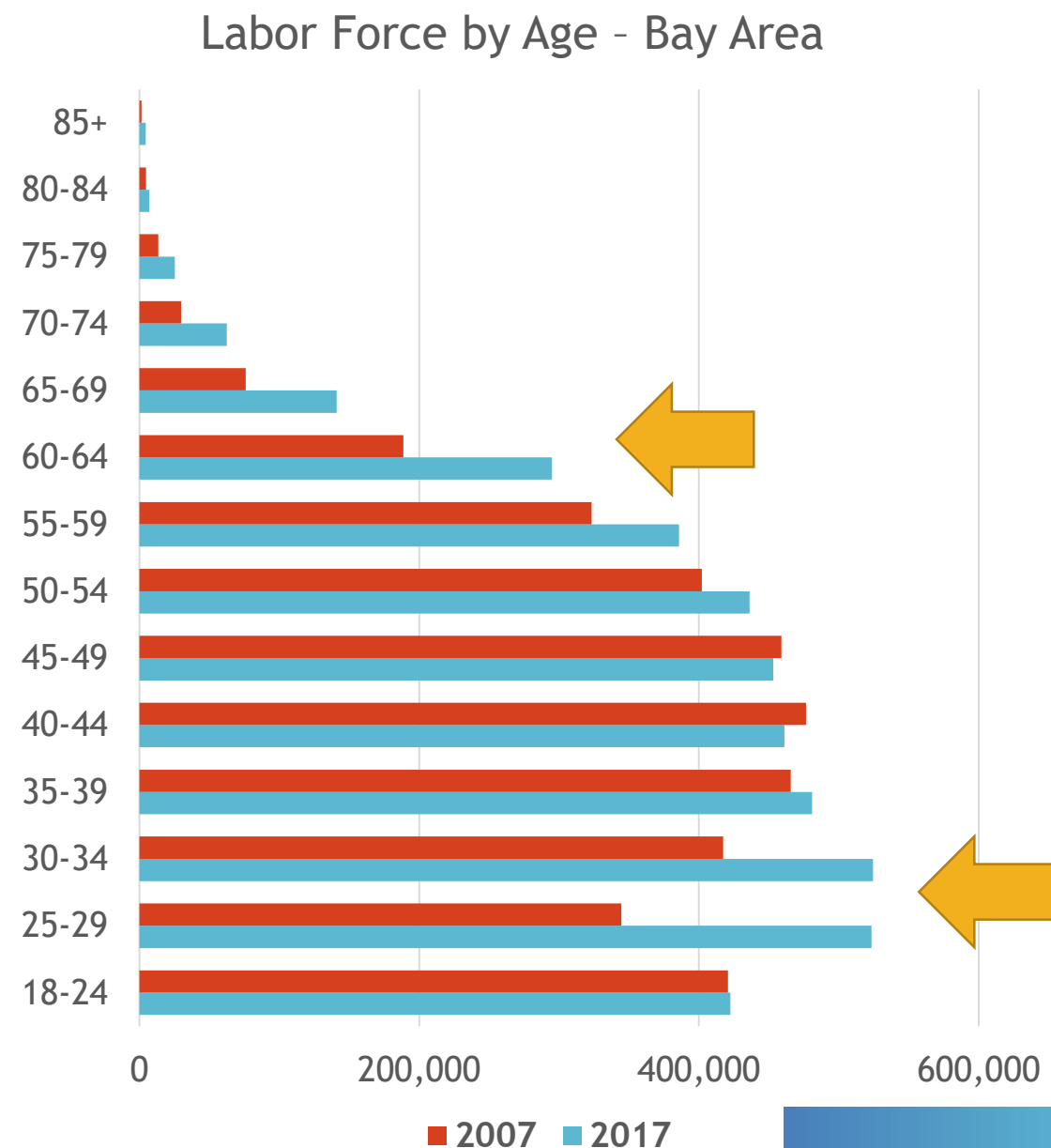
### Highlighted Changes in Bay Area Jobs: 2009 to 2017

	+88,000	Food preparation & serving
	+47,000	Business & financial operations
	+42,000	Healthcare practitioners and technicians
	+27,000	Arts, design, sports entertainment & media
	+24,000	Personal care & service
	-16,000	Construction & extraction
	-16,000	Transportation & material moving
	-45,000	Office & administrative support
	-51,000	Production

Source: BLS OES

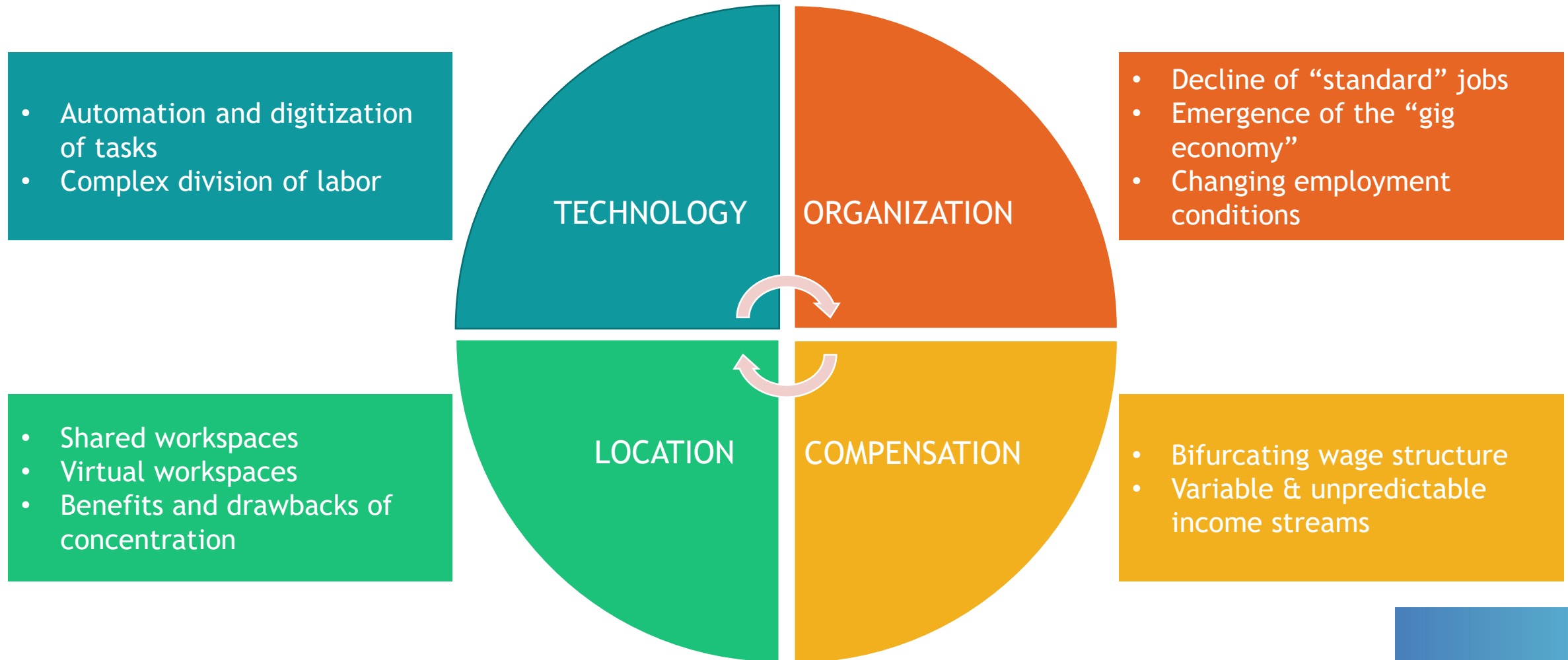
## As Life Expectancy Rises, Bay Area Workers Are Retiring Later

- Over the past decade, Bay Area workers between age 60 and age 74 have nearly doubled, as workers are retiring later in life.
- At the same time, higher-wage job opportunities have spurred migration of Millennials to the region, in part to seek employment at technology companies.

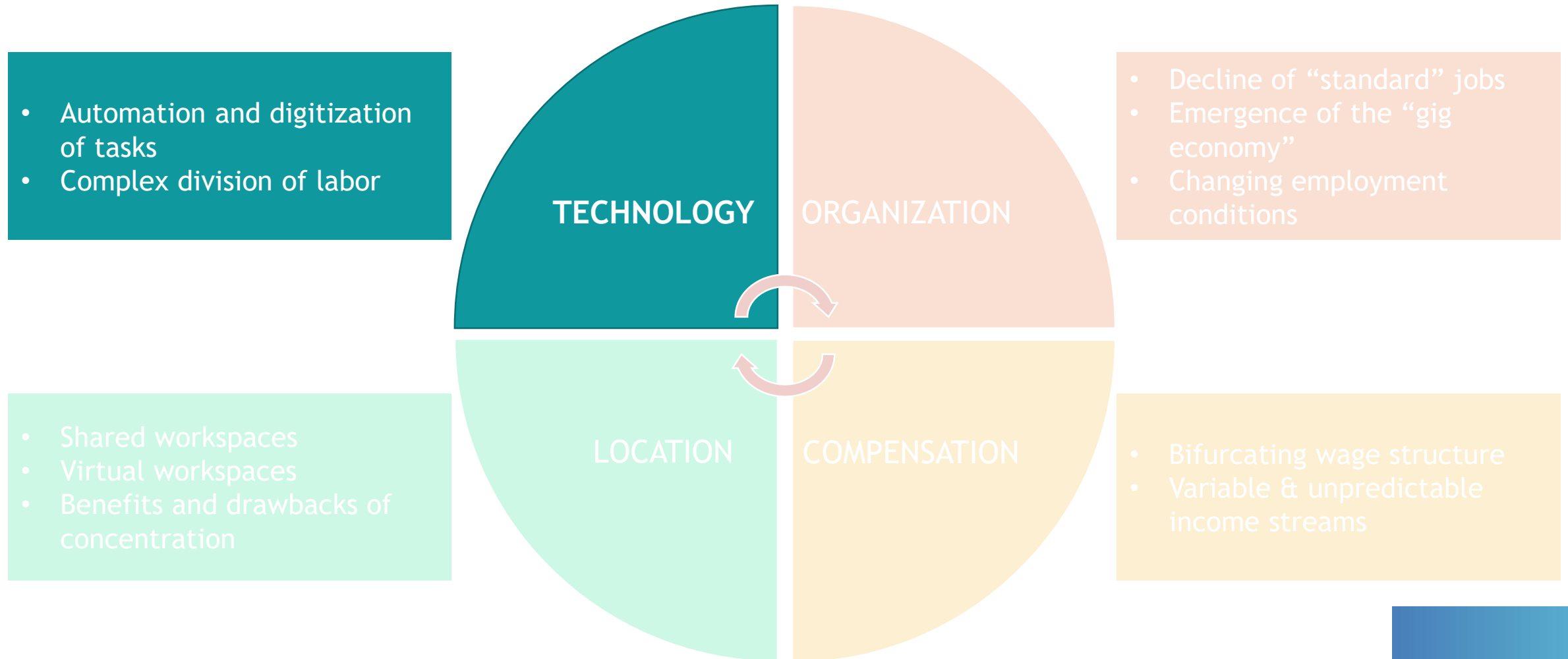


Source: PUMS, 2007 and 2017

# Jobs Are Changing in Several Ways...

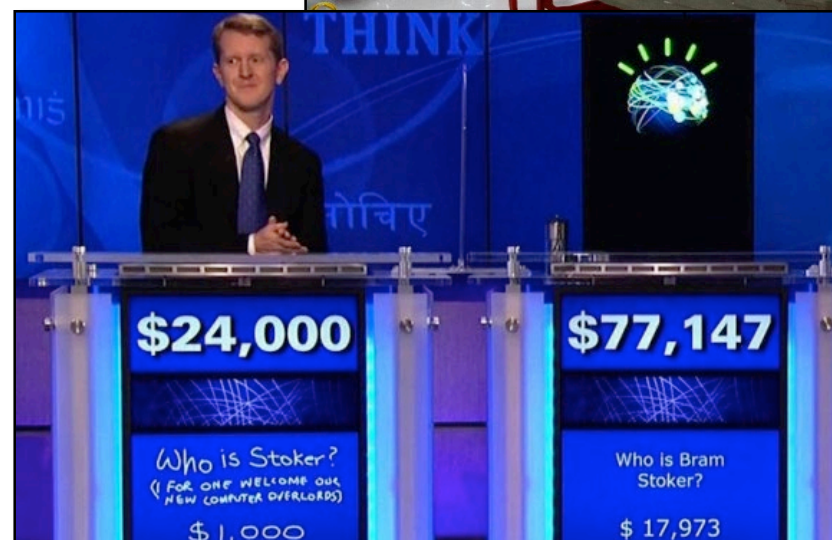
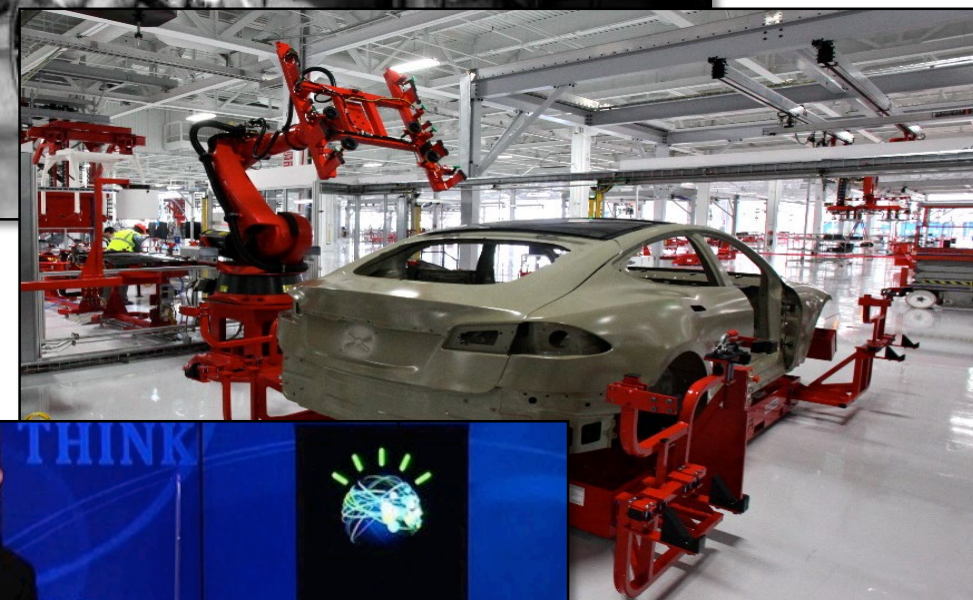


# Jobs Are Changing in Several Ways...



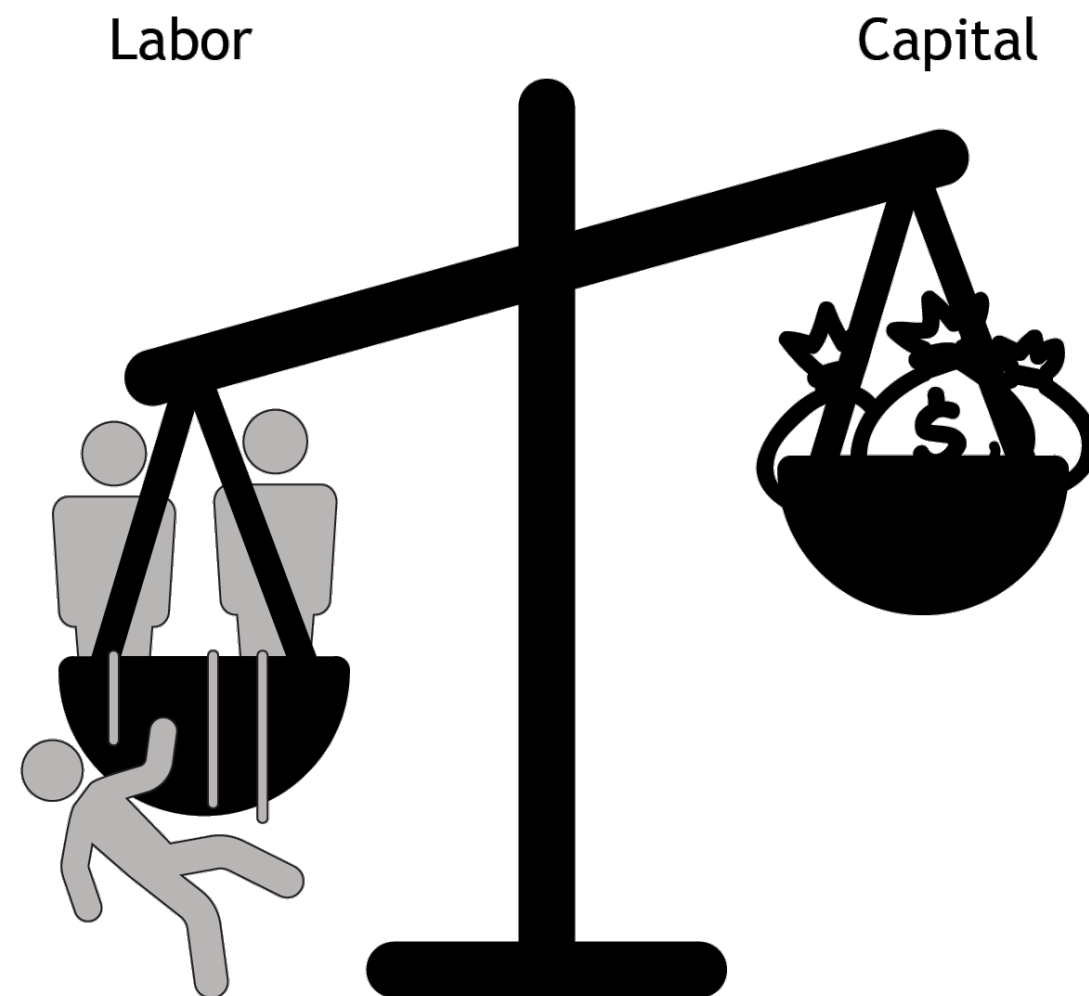
# Automation Creates Both Opportunities and Risks

- **Automation is not new** - it began in the Industrial Revolution and continues to this day with robotization.
- **Artificial intelligence** extends this concept to cognitive work, replacing or augmenting work done by humans.
- To date, impacts have been limited to specific industries, creating **churn and disruption**.



# Automation Involves Tradeoffs between Labor and Capital

- Technology can boost productivity, but it may **displace workers temporarily**.
- Technology can **either substitute or complement** labor.
- **Public policy challenge:** to help address temporary impacts of automation

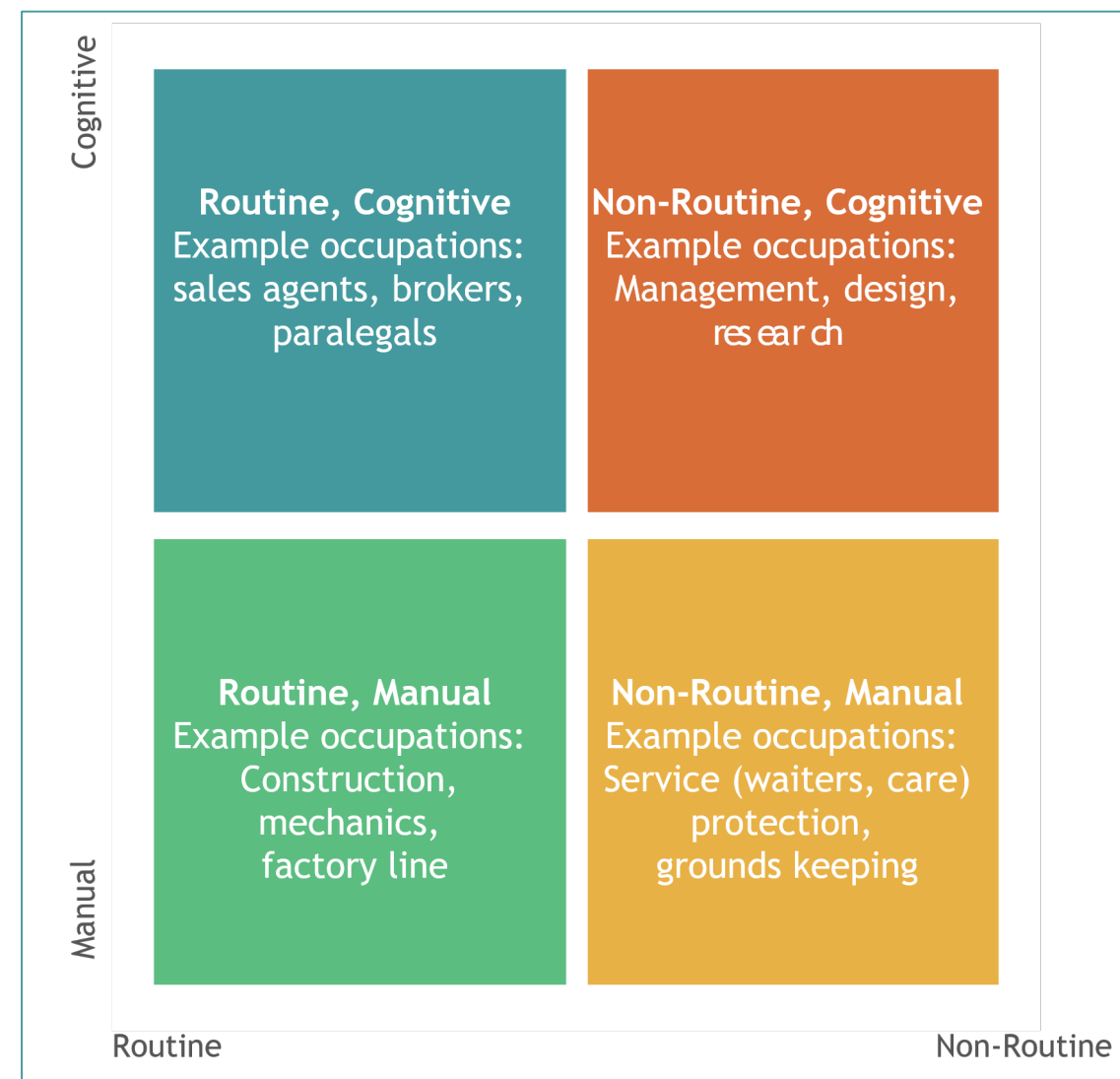


Adapted from The Noun Project



## Likelihood of Automation Highest in Routine Occupations

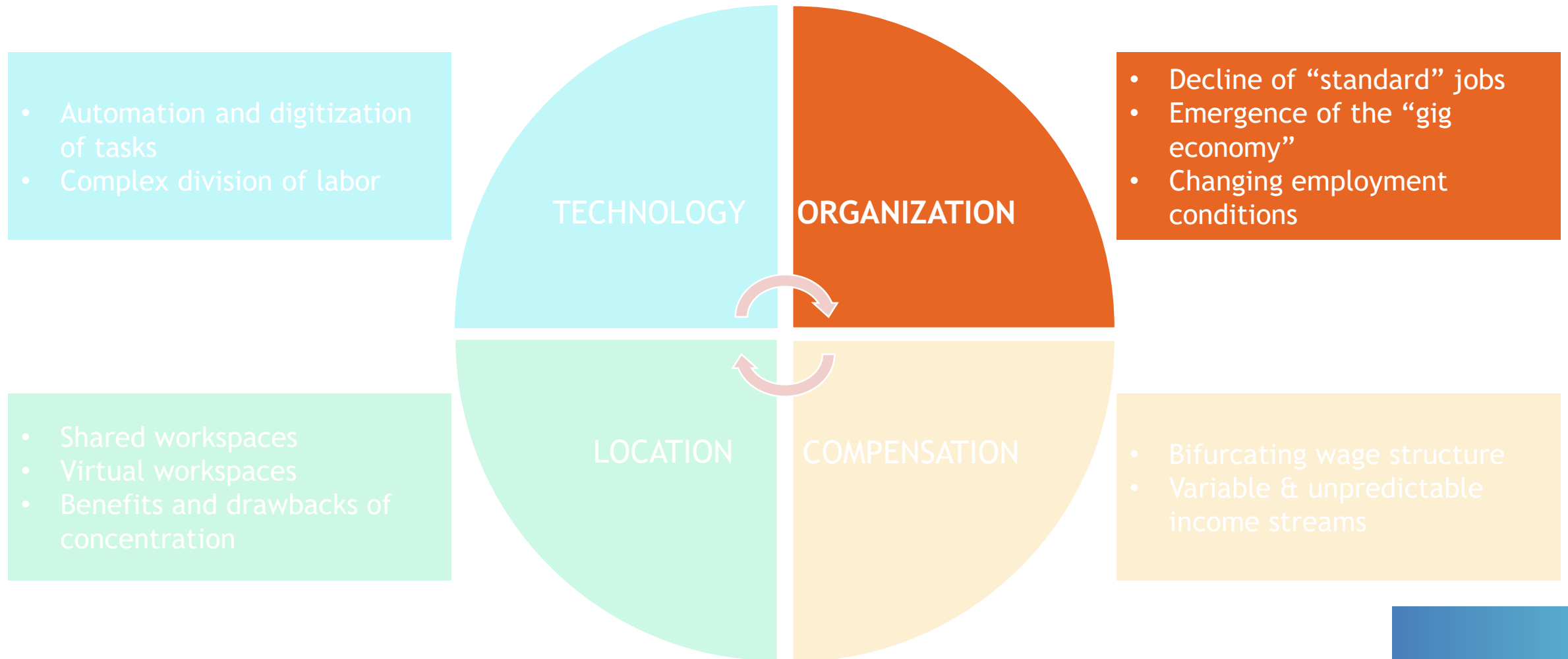
- **Non-routine** jobs are more unpredictable and require judgment - making them harder to standardize and automate.
- This means that **both manual routine** jobs (such as factory workers) as well as **cognitive routine** jobs (such as paralegals) are at risk.



*Adapted from Autor, Levy and Murnane (2003); Schwab (2018)*



# Jobs Are Changing in Several Ways...



## “Gig Economy” - Flexibility Comes at a Price

- While contingent work has declined slightly in recent decades, **alternative work arrangements have grown in popularity.**
- **Flexibility comes at the expense of stable employment relationships and associated benefits.**
- **Public policy question:** do these workers merit special protections?

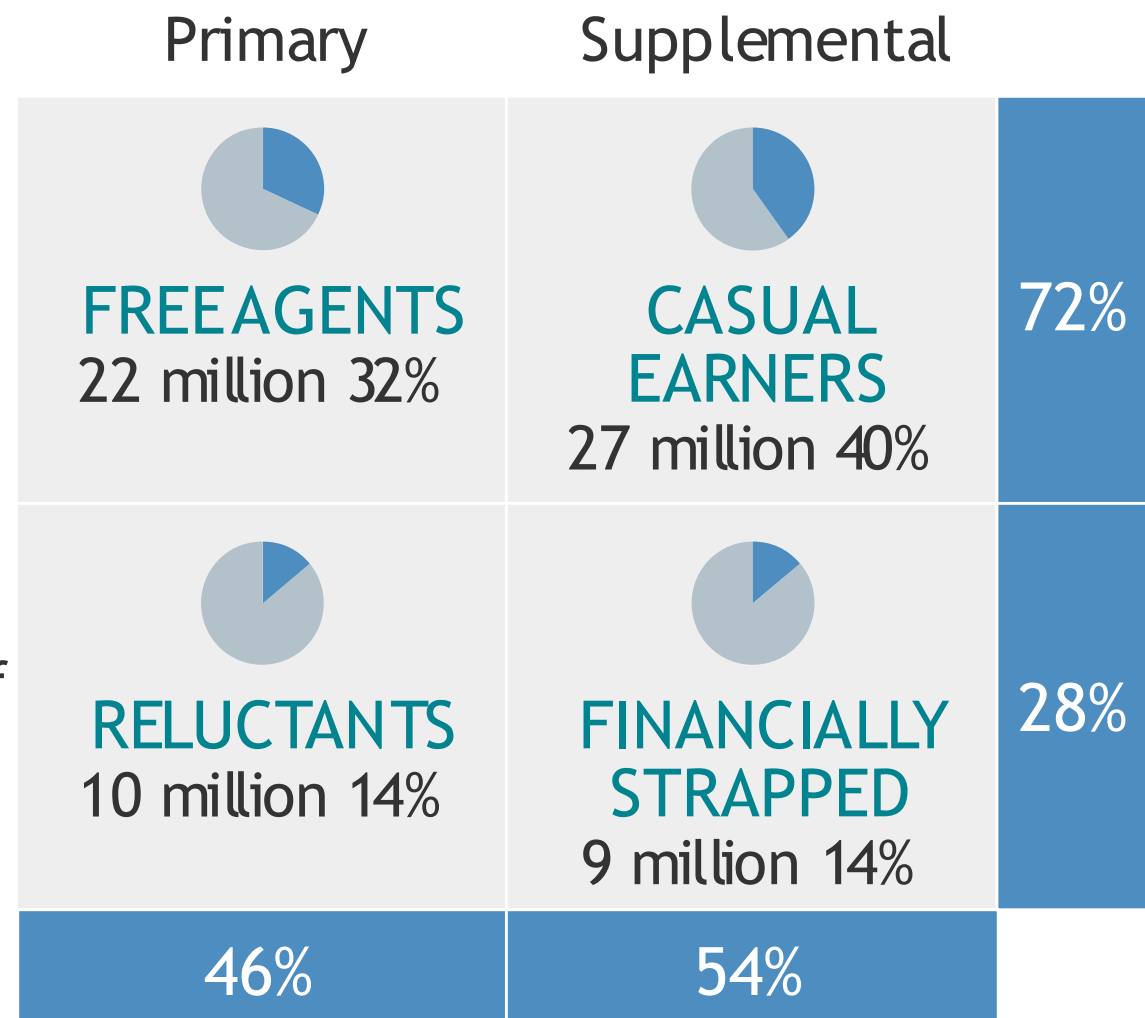


# What Do We Know About “Gig Economy” Workers?

- Just under half of all “gig economy” workers are relying on this work as their **primary source of income**.
- “Casual earners” are the largest demographic, accounting for 4 in 10 workers.

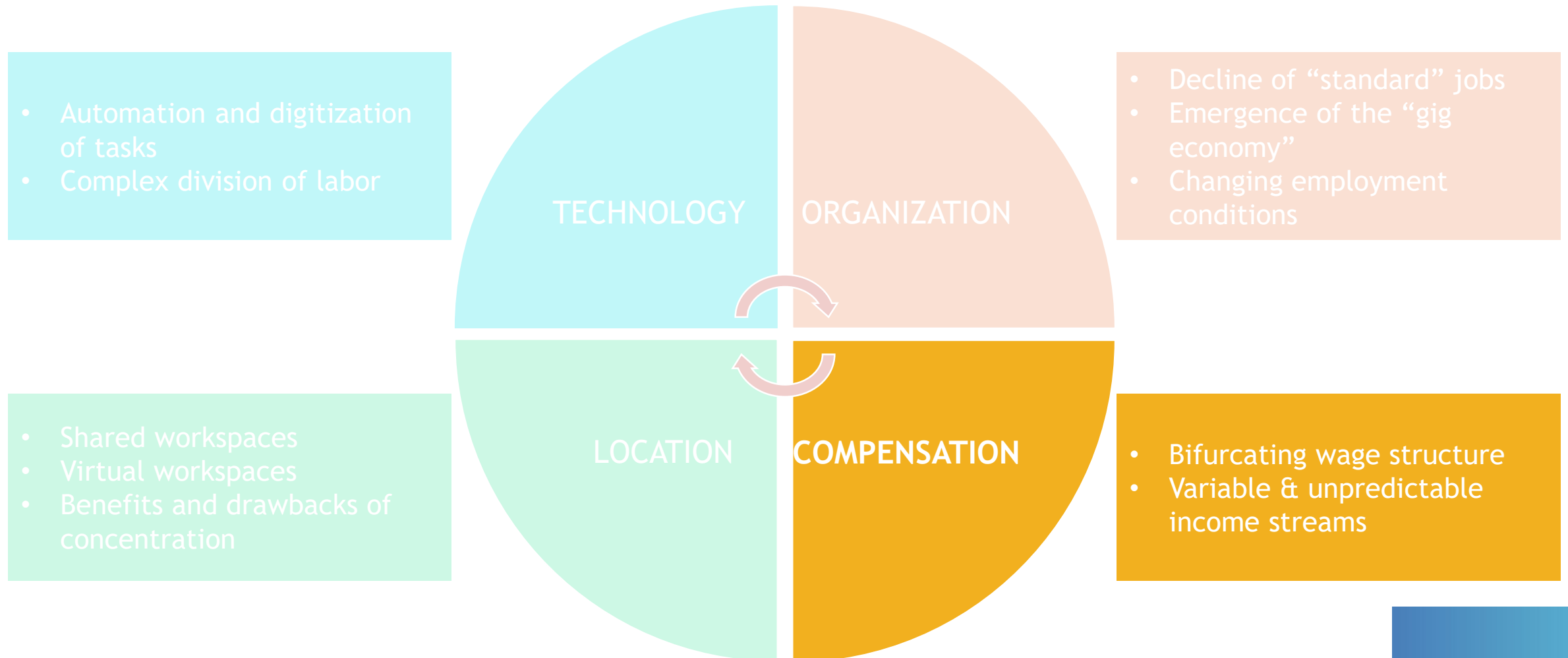
By choice

Out of necessity



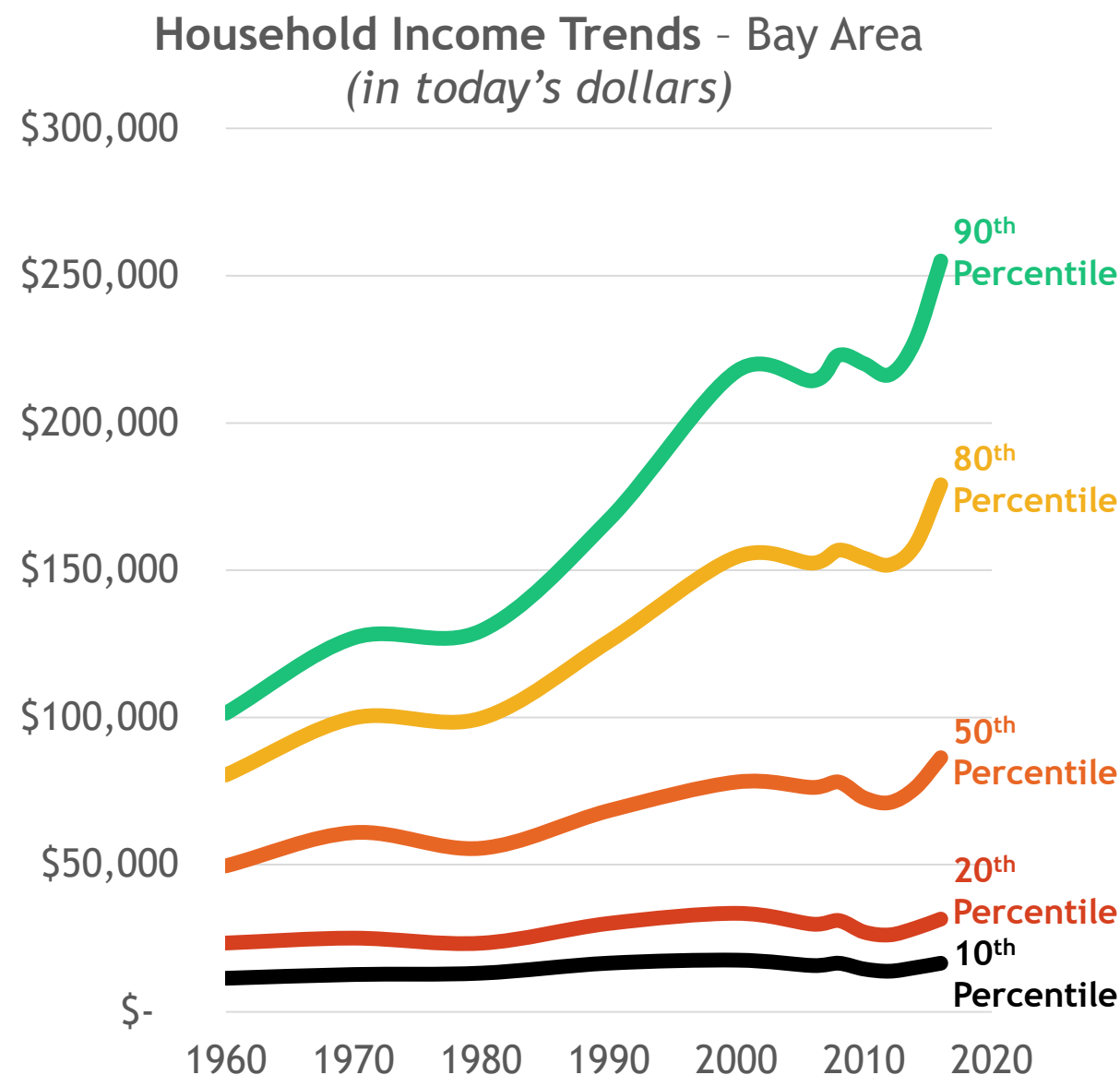
Source: US data, Manyika et al. (2016)

# Jobs Are Changing in Several Ways...



# Incomes are Growing - but Not for Everyone

- **Wages are bifurcating**, with growing incomes for the wealthy while lower-income households' earnings remain relatively stagnant.
- **Income is becoming less predictable** at the same time as benefits have become more limited, especially for lower-income workers.
- **Income inequality has been rising since the 1970s**; the Bay Area now has a similar level of inequality as the nation of Turkey.



Source: iPUMS, 1960 to 2016

## Educational Attainment Plays a Major Role in Income

- Consistent with past decades, a higher level of educational attainment generally correlates with higher wages after graduation.
- Still, educational level is not the strongest predictor of wages - note the wide ranges, particularly for those with a bachelor's or postgraduate degree.

### 2017 Wages by Educational Attainment - Bay Area 25<sup>th</sup> Percentile to 75<sup>th</sup> Percentile

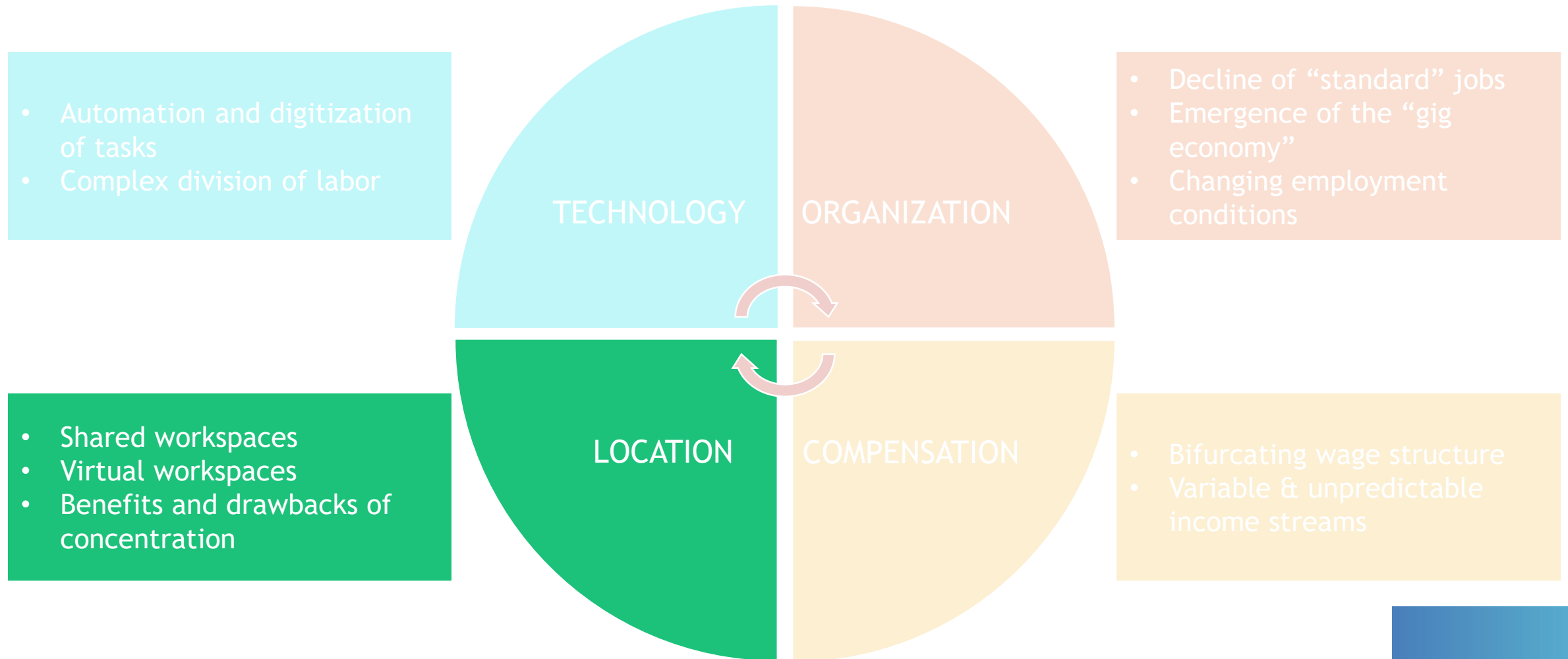
**\$6,700**  
to  
**\$40,400**      *High school or equivalent*

**\$21,200**  
to  
**\$109,200**      *Bachelor's degree*

**\$41,400**  
to  
**\$152,800**      *Postgraduate degree*

Source: PUMS (1-year), 2017

# Jobs Are Changing in Several Ways...

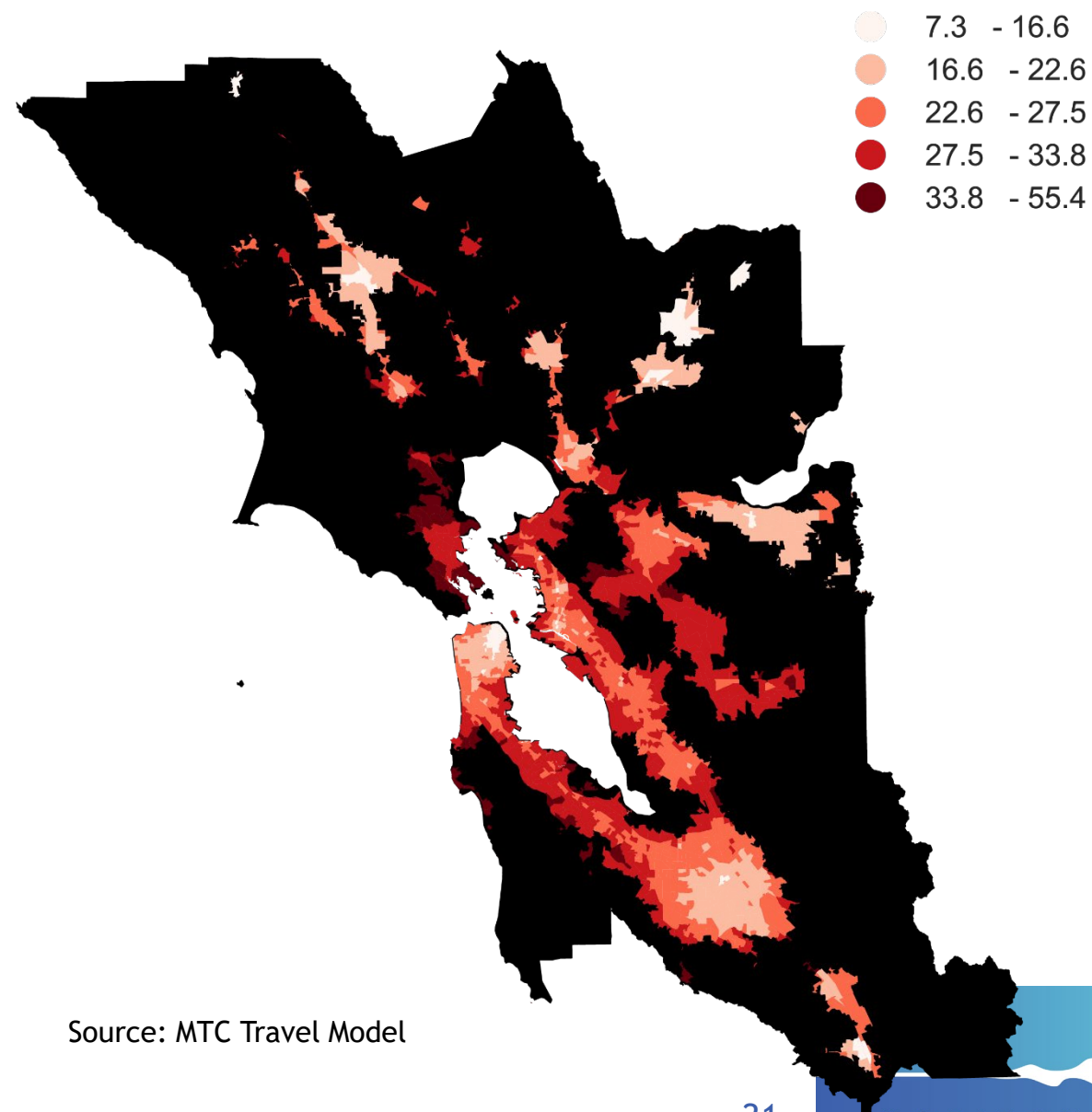




# Simultaneous Concentration and Decentralization

- Within the Bay Area, higher-wage jobs continue to concentrate in San Francisco and Silicon Valley - with lower-wage jobs moving to the East Bay and North Bay.
- New technologies could allow for greater decentralization via telecommuting - e.g., virtual reality.

VMT per Employee, Urbanized Areas  
by place of work (2010)

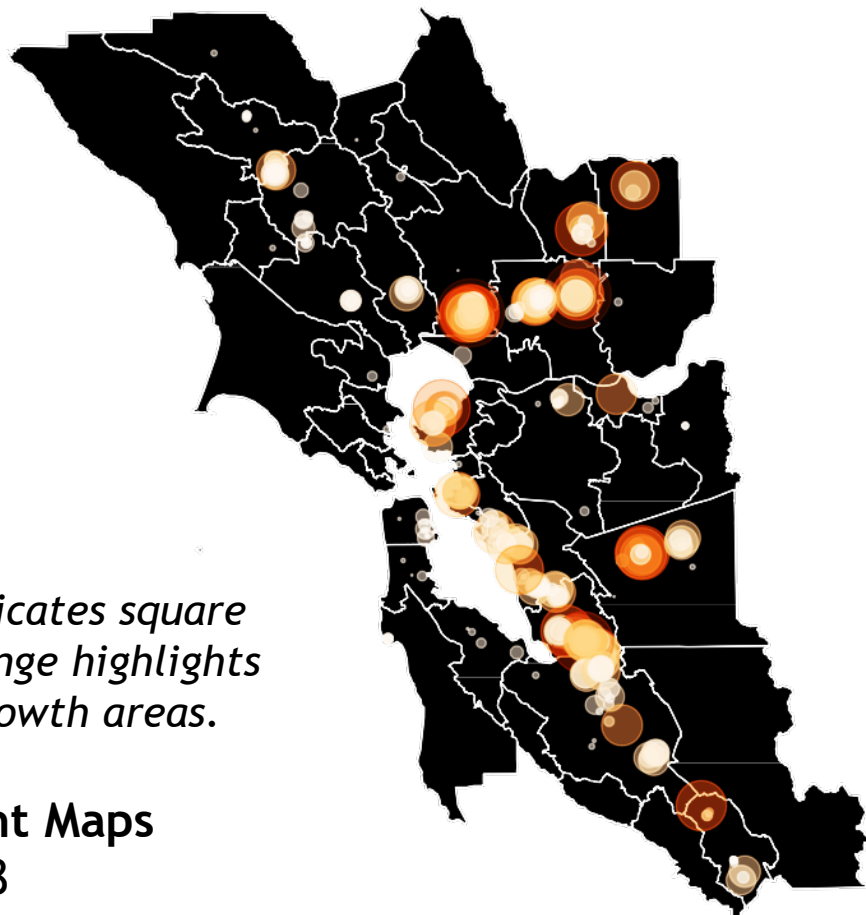


Source: MTC Travel Model

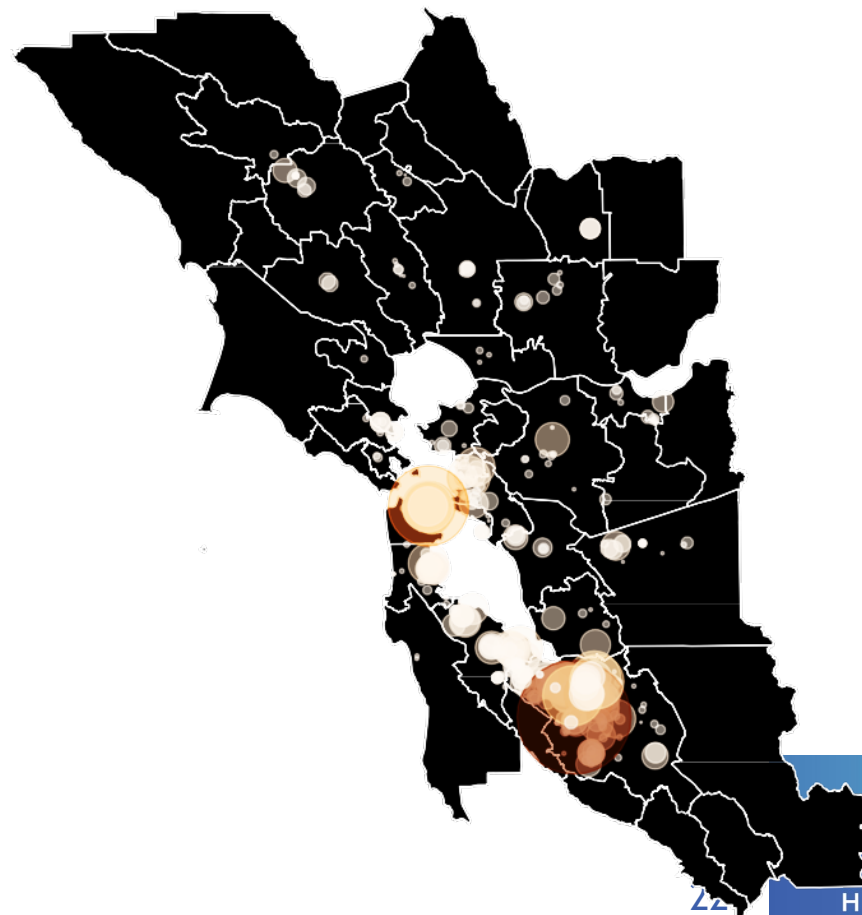


# Clustering of Jobs Continues

Industrial jobs have clustered in the East Bay and North Bay.



Office development has been most significant in SF & Silicon Valley.



*Dot size indicates square footage; orange highlights primary growth areas.*

# H O R I Z O N

## Next Steps

Perspective Paper 5: The Future of Jobs





# Perspective Paper 5: The Future of Jobs

## Challenges for Horizon Guiding Principles



### AFFORDABLE

- Will automation displace workers, causing households to become economically insecure and threatening their ability to afford Bay Area housing?



### CONNECTED

- Will our transportation system adequately support the movement of high intensity goods and workers' commutes?
- Will patterns reduce or increase vehicle miles traveled?



### DIVERSE

- Will job growth benefit all workers? Can people from all backgrounds, abilities, and ages remain in place and access employment opportunities?
- How can we improve access to benefits such as pensions and health care as the employment compacts change?



### HEALTHY

- Can changes in job structure reduce the environmental footprint of commuting and haulage?



### VIBRANT

- Can new industries thrive in the region?
- Can the Bay Area equip its workforce with the right skills for the future and support key industry sectors?

# What Strategies Might Address These Challenges?

Implement job caps in job-rich communities

Taxing robotization to assist displaced workers

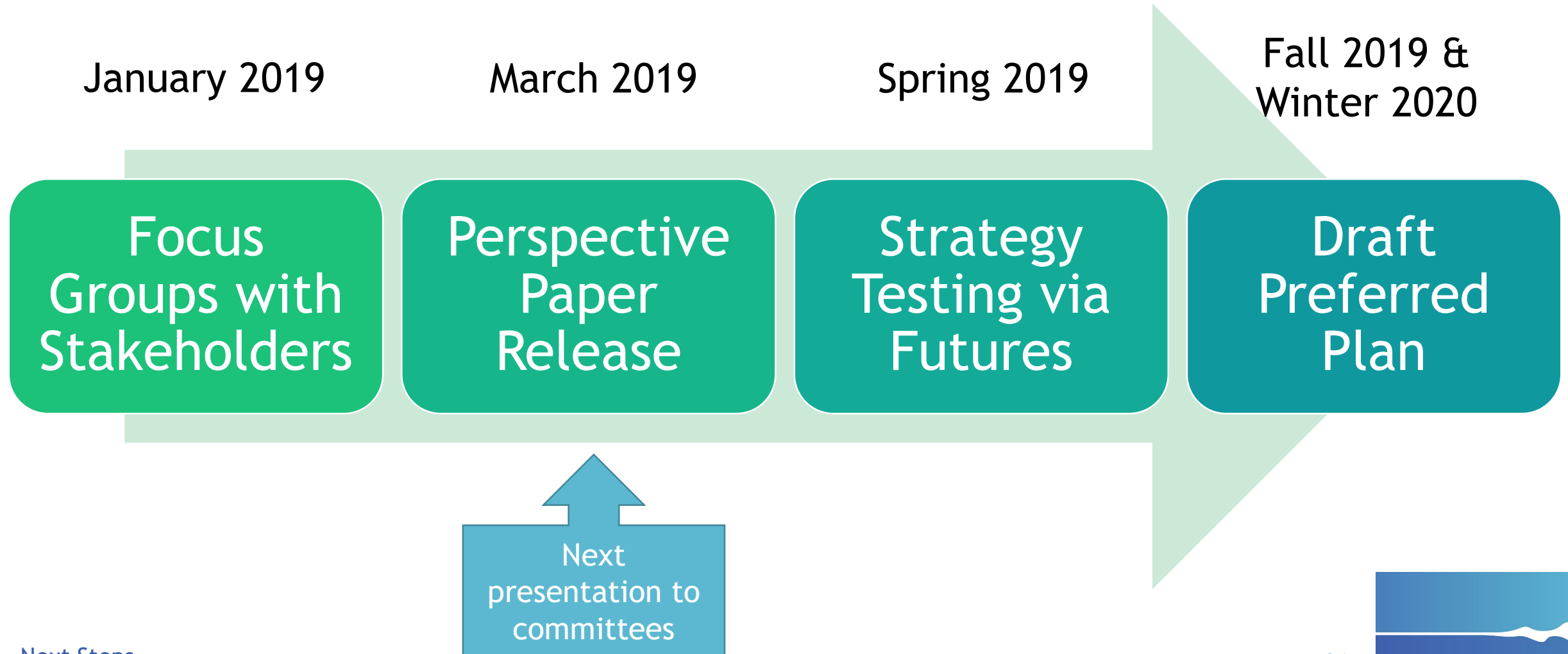
Establishing a universal basic income

Providing childcare at community colleges

Providing portable benefits for contingent workers

Other ideas?  
*More to come on this in March*

# What's Next for The Future of Jobs Paper?





*“... there cannot be a more legitimate object of the legislator's care than the interests of those who are ... sacrificed to the gains of their fellow-citizens and of posterity.”*

John Stuart Mill, 1878

# Metropolitan Transportation Commission

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**On agenda:** 1/8/2019      **Final action:**  
**Title:** Transit Rail Planning Update

Information on four ongoing transit planning studies: Regional Rail Synthesis, Crossings, Bay Area Transit Use Study Project, and Southern Alameda County Integrated Rail Analysis.

**Sponsors:****Indexes:****Code sections:**

**Attachments:** [3\\_Transit Rail Planning Update.pdf](#)

Date	Ver.	Action By	Action	Result
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**Subject:**

Transit Rail Planning Update

Information on four ongoing transit planning studies: Regional Rail Synthesis, Crossings, Bay Area Transit Use Study Project, and Southern Alameda County Integrated Rail Analysis.

**Presenter:**

Matt Maloney, MTC / ABAG

**Recommended Action:**

Information

**Attachments:**



METROPOLITAN  
TRANSPORTATION  
COMMISSION

**Agenda Item 3**

Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105  
TEL 415.778.6700  
WEB [www.mtc.ca.gov](http://www.mtc.ca.gov)

*Memorandum*

TO: Regional Advisory Working Group

DATE: January 4, 2019

FR: Matt Maloney

RE: Transit Rail Planning Update

Regional Advisory Working Group Agenda Item 3, Transit Rail Planning Update, is attached. This report will be presented to this month's Joint MTC Planning Committee with the ABAG Administrative Committee, which will meet on January 11, 2019.

Staff will be at your January 8 meeting to discuss Transit Rail Planning Update and the Working Group's input is requested.

**Attachment**

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## *Memorandum*

TO: Joint MTC Planning Committee with the  
ABAG Administrative Committee

DATE: January 4, 2019

FR: Executive Director

W. I. 1517

RE: Transit Rail Planning Update

### **Background**

Over the past several months, MTC has initiated several new transit rail planning studies in close coordination with our partners and policymakers. Although much of this work remains in early stages of development, staff believes it is important to bring these related efforts to the Committee's attention, given the ongoing work on major transit rail improvements across our region. Staff has worked to align these studies to the ongoing *Horizon* initiative, as well as the ongoing planning efforts of our transportation partners. These studies should also help inform future policies for Regional Measure 3, which makes a significant investment in transit rail improvements across numerous regional corridors.

### **Regional Rail Synthesis**

The San Francisco Bay Area Regional Rail Plan (2007) was completed over ten years ago. The Plan envisioned a \$45 billion capital investment on multiple corridors spanning the 9-county Bay Area (and the surrounding San Joaquin and Sacramento "megaregion"). Since that time, the Bay Area has moved forward on funding and delivering many of the Plan's improvements, although a number of challenges remain.

The purpose of this study is to tie together loose ends from the Bay Area and State's recent rail planning and project delivery efforts. The synthesis will describe the progress— in terms of planning, funding and project delivery— for implementing passenger rail projects over the last ten years. It will also identify and describe a set of near-term strategic regional "focal points"— specific policy areas where MTC and our regional partners are best positioned to focus future planning, funding, and delivery. Ultimately, this effort will help inform transit priorities in Plan Bay Area 2050 and policy decisions related to RM3 allocations. The synthesis is scheduled for release in spring 2019.

### **Crossings Perspective Paper**

Over the last three decades, MTC has led the development of three major regional planning efforts examining a new Bay crossing between the Bay Bridge and San Mateo Bridge corridors. These three studies — the Bay Crossing Study (1991), a second Bay Crossing Study (2002, updated in 2012), and the Core Capacity Transit Study (2017) — identified and analyzed seven Bay crossing concepts (some of which include multiple sub-options with marginal alignment differences).

Under the umbrella of *Horizon*, MTC staff will prepare a new report, *Crossings* - Transformative Investments for an Uncertain Future ("Crossings"). The report will perform a comparative analysis of San Francisco Bay Crossing projects, across multiple potential future scenarios, to inform Bay Area residents and policymakers. Crossings will be an integral part of *Horizon* and begin by developing a reasonable range of alternatives- spanning both transit and highway concepts- for examination. The final report is expected in spring 2019.

#### **Bay Area Transit Use Study Project**

MTC has partnered with the UCLA Luskin School of Public Affairs (UCLA) to develop a transit ridership trend study for the Bay Area. This study is broader than just rail, and will focus especially on recent ridership losses on many of the region's bus systems. Nonetheless, the study will include findings to inform current and future rail service/investment. The effort is modeled on a similar effort completed in early 2018 by the Southern California Association of Governments (SCAG) and the UCLA research team. MTC has formed a Technical Advisory Committee to provide input and review findings and recommendations. Research questions include how and where Bay Area transit use is changing, how riders are changing in terms of sociodemographic, locational, and trip characteristics, and what impact these changes and services are having on transit use across the region. The final report is expected in summer 2019.

#### **Southern Alameda County Integrated Rail Analysis**

This upcoming study will evaluate passenger rail needs and opportunities for expanded and more seamless and connected rail service in the central and southern Alameda County area. The initial geographic focus includes Oakland heading south through Fremont to San Jose, with east-west connections to the Tri-Valley and Peninsula. This area is a major bottleneck for Capitol Corridor and Altamont Corridor Express (ACE) expansion and includes the potential Dumbarton Rail Corridor, making it key to planning for rail expansion in the Northern California megaregion.

MTC and the Alameda County Transportation Commission (ACTC) will work in close partnership managing the project and technical analysis, which will include planning, evaluation of alternatives, conceptual engineering and initial design. MTC and ACTC have already assembled a rail operators group composed of staff from ACE, BART, Caltrain, Capitol Corridor, LAVTA/Valley Link, SamTrans, and VTA. The agencies have also presented the scope of work to a number of local elected officials and interested state legislators.

The work is funded via a State appropriation administered by the California State Transportation Agency (CalSTA), and the agencies will work in close coordination with CalSTA and Caltrans throughout this effort. The study will kick off in early 2019 and we foresee a roughly eighteen-month effort toward completion.

#### **Next Steps**

Staff will return to the Planning Committee throughout 2019 to provide updates on these efforts.

  
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Steve Heminger

#### **Attachment:**

- Presentation

SH:mm

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# Transit Rail Planning Update

Joint MTC Planning Committee with the ABAG Administrative Committee

January 11, 2019

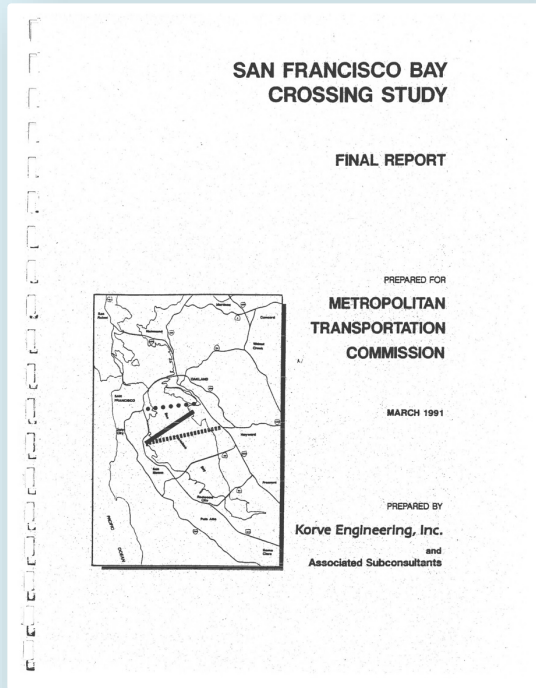
Matt Maloney,  
Integrated Regional Planning Program



# Outline

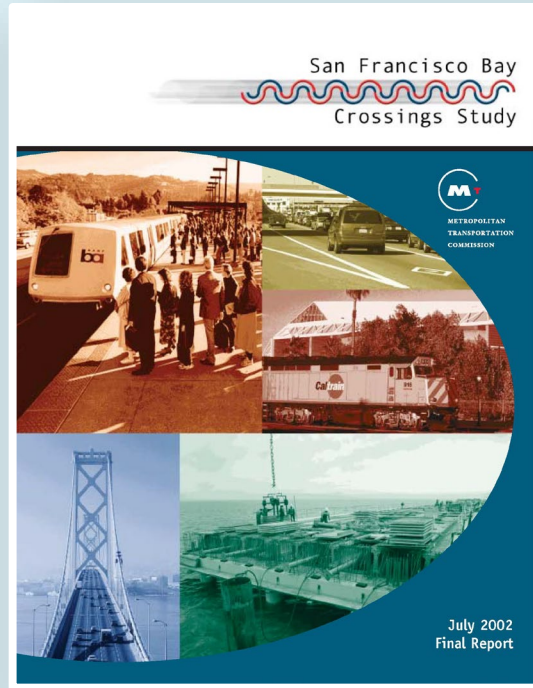
- **Brief background & context**
- **Current MTC-led efforts:**
  - Regional Rail Synthesis
  - Crossings Perspective Paper
  - Bay Area Transit Use Study
  - Southern Alameda County Integrated Rail Analysis
- **Other efforts with MTC involvement**

# Brief sampling of some of the rail planning efforts over the last three decades



Bay Crossings Study

1991



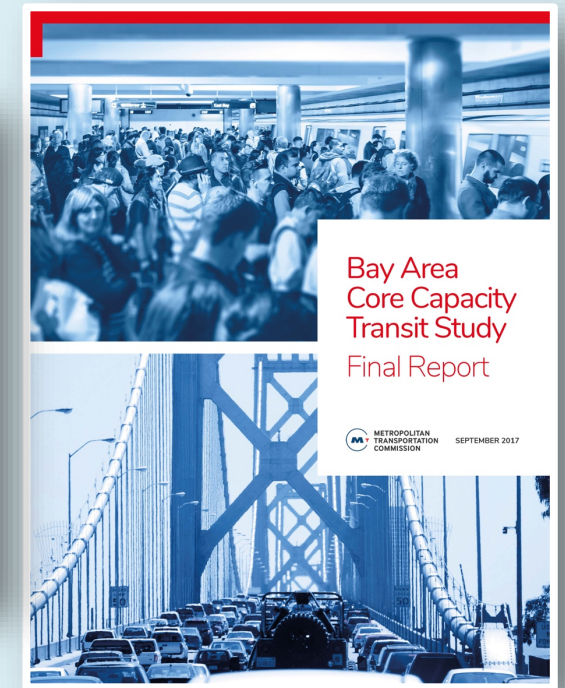
Bay Crossings Study

2002



Regional Rail Plan

2007



Core Capacity Transit Study

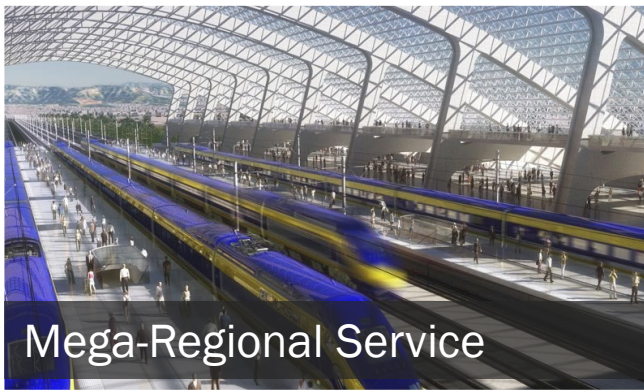
2017

# RM3 major transit improvements and corridors

Project/Corridor	RM3 (\$M)
BART to Silicon Valley Phase 2	\$375
SMART	\$40
Capitol Corridor Connection	\$90
Caltrain Downtown Extension	\$325
Core Capacity Transit Improvements	\$140
Transbay Rail Crossing	\$50
Tri-Valley Transit Access Improvements	\$100
Eastridge to BART Regional Connector	\$130
San Jose Diridon Station	\$100
Dumbarton Corridor Improvements	\$130
North Bay Transit Improvements	\$100







Mega-Regional Service



Land Use and TOD Policy



Governance

## Purpose

- Reconnaissance of regional, mega-regional, and state led initiatives

## Partners

- AECOM (consultant)

## Timeline

- Underway, completion Spring '19



Reinforcing Trunk Lines



Electrification

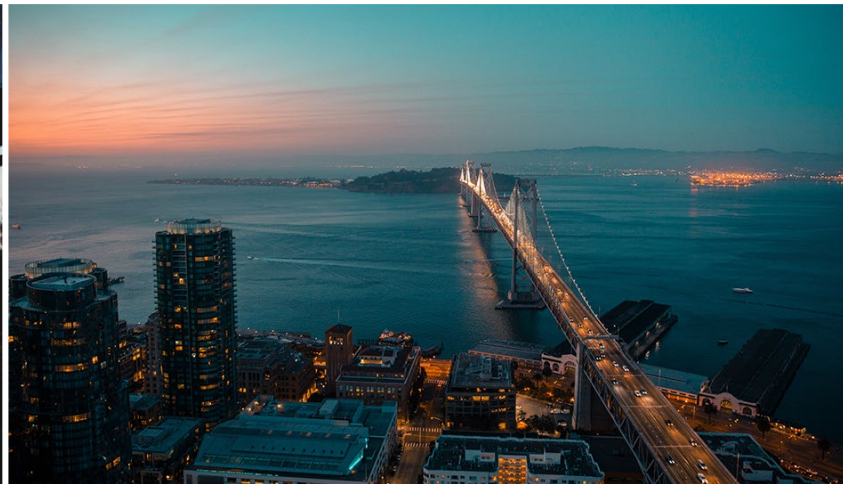


Core Capacity

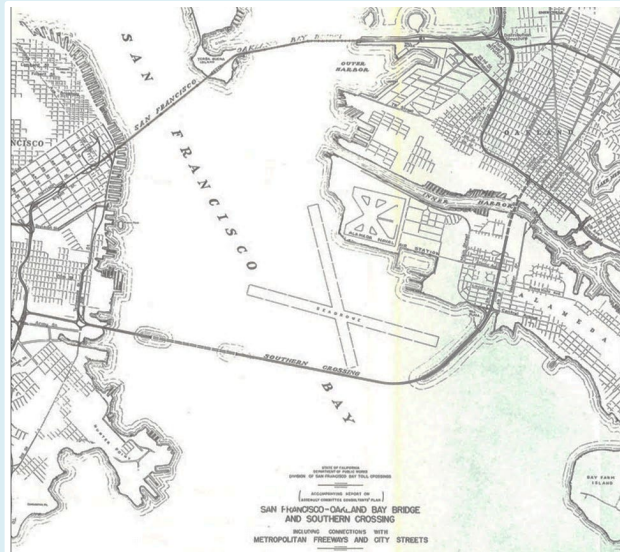


System Extensions





# Crossings Perspective Paper



## Purpose

- Evaluate a reasonable range of crossings alternatives (for all modes) to relieve pressure on the Bay Bridge corridor.

## Partners

- Transit operators, SFCTA, ACTC, CalSTA, Caltrans, and other stakeholders, Arup (consultant)

## Timeline

- Underway, completion Spring '19



# Crossings Concepts

BART  
Crossing

Rail  
Crossing

Highway  
Crossing

BART +  
Highway  
Crossing

1 – Southern Crossing

2 – Mission Street Redundancy

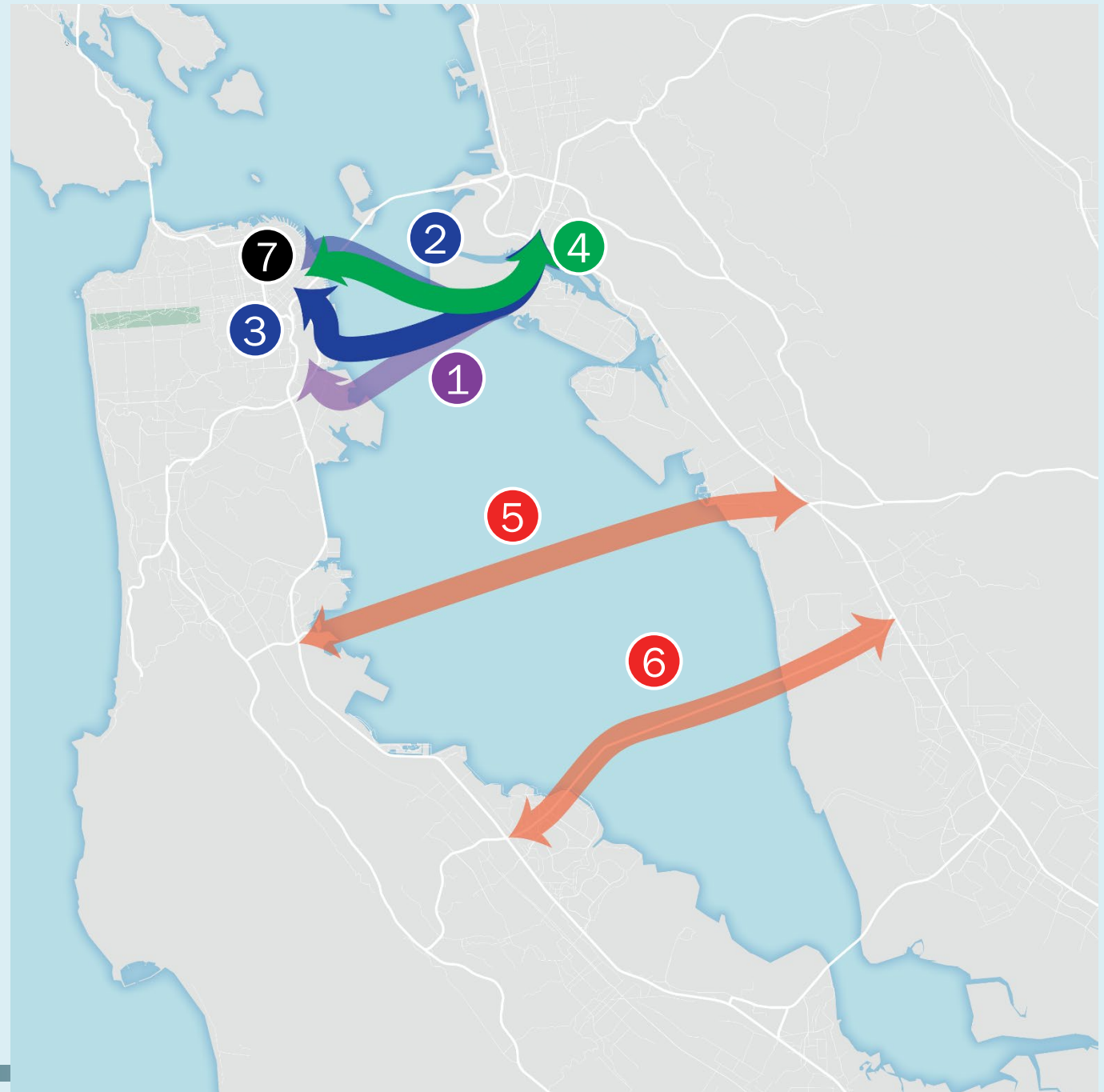
3 – New Markets

4 – Greater Regional Rail

5 – Mid-Bay Bridge

6 – San Mateo-Hayward Bridge Widening

7 – New Markets (#3) + Greater Regional Rail (#4)





# Bay Area Transit Use Study

## Purpose

- How, where, and why is transit use changing in the Bay Area

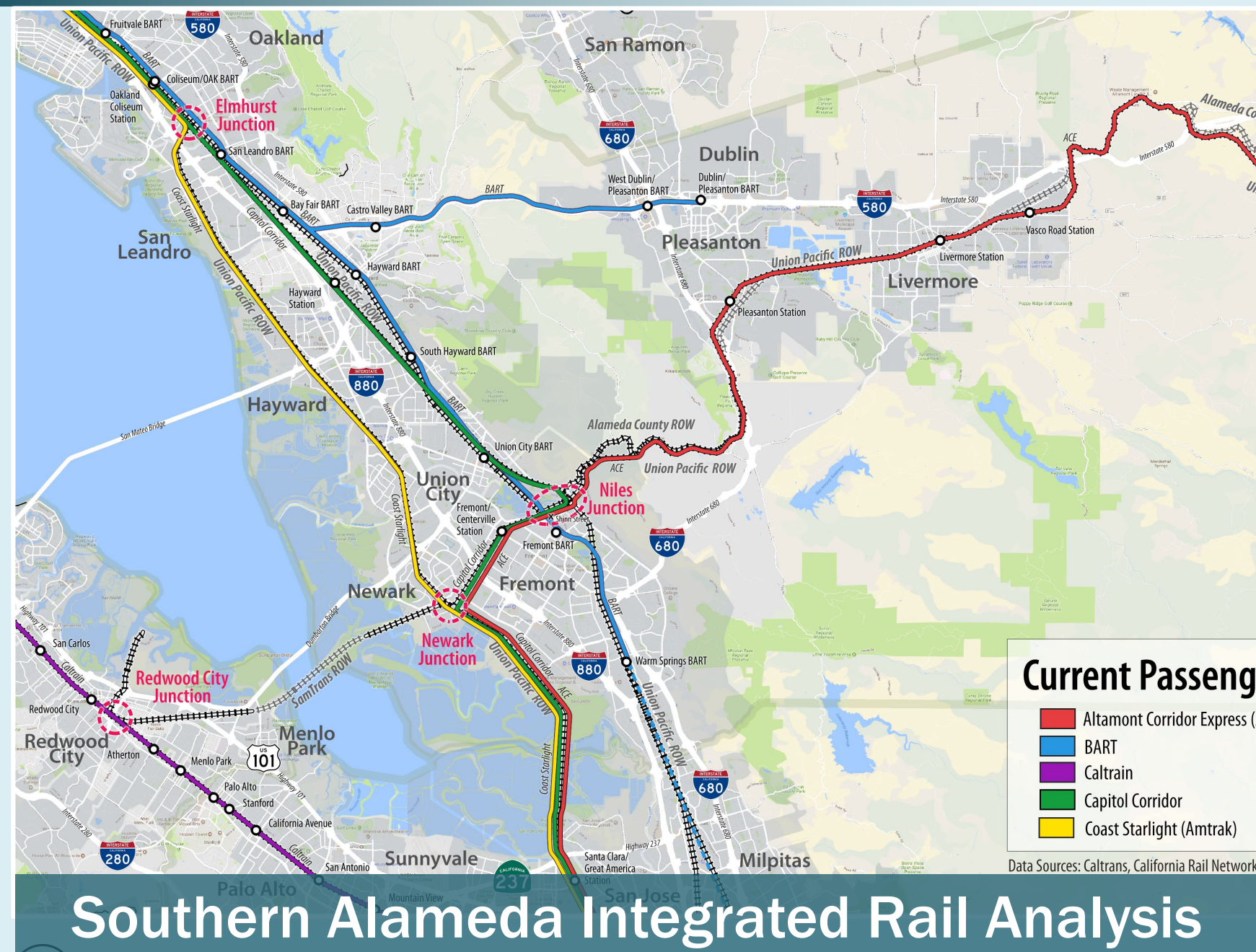
## Partners

- UCLA Luskin School of Public Affairs, transit operators

## Timeline

- Underway, completion Summer '19





## Purpose

- Evaluate passenger rail needs and opportunities for expanded and more seamless service (planning, conceptual engineering, initial design)

## Partners

- CalSTA, ACTC, rail operators, and other stakeholders, HDR (consultants)

## Timeline

- Underway, completion Spring/Summer '2020

# Next Steps

