



Metropolitan Transportation Commission

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

Meeting Agenda

Operations Committee

Committee Members:

Dave Cortese, Chair Damon Connolly, Vice Chair

*Anne W Halsted, Sam Liccardo, Jake Mackenzie, David Rabbitt,
Warren Slocum, James P. Spering*

Non-Voting Members: Dorene M. Giacomini and Jimmy Stracner

Friday, May 8, 2020

9:35 AM

Board Room - 1st Floor (REMOTE)

***** PLEASE NOTE MEETING START TIME *****

The Operations Committee will meet on Friday, May 8, 2020 at 9:35 a.m., in the Bay Area Metro Center (Remotely). In light of Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak and in accordance with Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Guidance for Gatherings issued by the California Department of Public Health, the meeting will be conducted via webcast, teleconference, and Zoom for Policy Advisory Council members who will participate in the meeting from individual remote locations.

A Zoom panelist link for meeting participants will be sent separately to Joint MTC Legislation Committee and ABAG Legislation Committee 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.

Attendee Link: <https://bayareametro.zoom.us/j/98508343204>

iPhone One-Tap: US: +14086380968,,98508343204# or +16699006833,,98508343204#

Join by Telephone: 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

Webinar ID: 985 0834 3204

International numbers available: <https://bayareametro.zoom.us/j/98508343204>

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.

1. 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 of the Committee****4. Consent Calendar**

- 4a.** [20-0506](#) Minutes of the March 13, 2020 Meeting
- Action: Committee Approval
- Attachments: [4a OPS Minutes Mar 2020.pdf](#)
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- 4b.** [20-0625](#) Contract - Freeway Service Patrol (FSP) Beat 27 Bay Area Tow Inc. (\$1,867,000)
- Action: Committee Approval
- Presenter: Giovanni DiFabio
- Attachments: [4b Contract Approval Freeway Service Patrol Beat 27.pdf](#)
-
- 4c.** [20-0319](#) Contract - Richmond-San Rafael Bridge Forward - Electric-Bike Commute Program: Steer Davies & Gleave, Inc. (\$450,000)
- Action: Committee Approval
- Presenter: Michelle Go
- Attachments: [4c RSR E-Bike Commute program Contract.pdf](#)
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- 4d.** [20-0626](#) Clipper® Contract Amendments - Customer Research, Education and Outreach: MIG, Inc. (\$1,135,000), Caribou Public Relations, Inc. (\$150,000) and Resource Development Associates, Inc. (\$150,000); Contract - Customer Research, Education and Outreach: MIG, Inc. (\$200,000)
- Action: Committee Approval
- Presenter: Lysa Hale
- Attachments: [4d Clipper Customer Education Contracts.pdf](#)

- 4e. [20-0627](#) Clipper® In-Person Customer Service Centers (IPCSCs) Contract Actions:
Contract Amendment - Faneuil, Inc. (\$425,000); Contract - Nematode Holdings, LLC (\$335,000) and Funding Agreement Amendment - Alameda-Contra Costa Transit District (\$250,000)

Action: Committee Approval

Presenter: Lysa Hale

Attachments: [4e_Clipper In-Person Customer Service.pdf](#)

5. Approval

- 5a. [20-0510](#) Contract Actions - Vehicle Occupancy Verification Pilots

- i. Contract - Phase 1 Smartphone App-based Technology: RideFlag Technologies, Inc. (\$313,500)
- ii. Contract - Phase 2 Roadside Camera-based Technology: Conduent State & Local Solutions, Inc. (\$1,294,800)

Action: Committee Approval

Presenter: Pierce Gould and Linda Lee

Attachments: [5a_Veh Occupancy Verification Pilots - Vendor Contracts.pdf](#)
[5a_Handout_Comments on Operations Committee \(May 8\).pdf](#)

- 5b. [20-0711](#) San Francisco Peninsula Rail Program Memorandum of Understanding

A request for approval of a Memorandum of Understanding (MOU) with the Transbay Joint Powers Authority (TJPA), Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority (SFCTA), City/County of San Francisco, and the California High Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program.

Action: Commission Approval

Presenter: Lisa Klein

Attachments: [5b_SF Peninsula Rail DTExtension.pdf](#)

6. Information

6a. [20-0534](#) Bay Area Express Lanes Network for Plan Bay Area 2050

Presentation on trade-offs between express lane planning scenarios to inform a future recommendation of the Regional Express Lane network for Plan Bay Area 2050 (Plan), including synergy with express buses. Update on the Express Lanes Strategic Plan.

Action: Information

Presenter: Jim Macrae

Attachments: [6a_Bay Area Express Lane Network for PBA 2050.pdf](#)

7. Public Comment / Other Business

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.

8. Adjournment / Next Meeting

The next meeting of the Operations Committee will be Friday, June 12, 2020 at 9:30 a.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA or remotely and by webcast as appropriate depending on the status of any shelter in place orders. Any changes to the schedule will be duly noticed to the public.

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 #: 20-0506 **Version:** 1 **Name:**
Type: Minutes **Status:** Consent
File created: 3/4/2020 **In control:** Operations Committee
On agenda: 4/10/2020 **Final action:**
Title: Minutes of the March 13, 2020 Meeting
Sponsors:
Indexes:
Code sections:
Attachments: [4a OPS Minutes_Mar 2020.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Minutes of the March 13, 2020 Meeting

Recommended Action:
Committee Approval

Attachments:



Metropolitan Transportation Commission

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

Meeting Minutes - Draft

Operations Committee

Committee Members:

Dave Cortese, Chair **Damon Connolly, Vice Chair**

**Anne W Halsted, Sam Liccardo, Jake Mackenzie, David Rabbitt,
Warren Slocum, James P. Spering**

Non-Voting Members: Dorene M. Giacopini and Jimmy Stracner

Friday, March 13, 2020

9:30 AM

Board Room - 1st Floor

1. Roll Call / Confirm Quorum

Present: 5 - Vice Chair Connolly, Chair Cortese, Commissioner Mackenzie, Commissioner Rabbitt and Commissioner Spering

Absent: 3 - Commissioner Halsted, Commissioner Liccardo and Commissioner Slocum

Non-Voting Member Present: Commissioner Giacopini

Non-Voting Member Absent: Commissioner Stracner

Ex Officio Voting Members Present: Commission Chair Haggerty and

Commission Vice Chair Pedroza

Ad Hoc Non-Voting Member Present: Commissioner Worth

2. Pledge of Allegiance

3. Compensation Announcement – Clerk of the Committee

4. Consent Calendar

Upon the motion by Commissioner Spering and second by Vice Chair Connolly, the Consent Calendar was unanimously approved. The motion carried by the following vote:

Aye: 5 - Vice Chair Connolly, Chair Cortese, Commissioner Mackenzie, Commissioner Rabbitt and Commissioner Spering

Absent: 3 - Commissioner Halsted, Commissioner Liccardo and Commissioner Slocum

4a. [20-0318](#) Minutes of the February 14, 2020 Meeting

Action: Committee Approval

Attachments: [4a OPS Minutes Feb 2020.pdf](#)

- 4b.** [20-0320](#) Contract Amendment - Transportation Engineering and Planning Services: Corridor and Incident Management Strategy Implementation Support: Circlepoint (\$95,000)

Action: Committee Approval

Presenter: Sarah Burnworth

Attachments: [4b_Circlepoint Contract Amendment.pdf](#)

- 4c.** [20-0321](#) Contract - Bay Bridge Forward - Virtual Parking Payment Services for Commuter Parking Facilities: Passport Labs, Inc. (\$400,000)

Action: Committee Approval

Presenter: Stefanie Hom

Attachments: [4c CPI Virtual Parking Payment Services Contract.pdf](#)

- 4d.** [20-0325](#) Second Quarter Fiscal Year (FY) 2019-20 MTC Service Authority for Freeways and Expressways (SAFE) Financial Statements

Action: Information

Presenter: Raymond Woo

Attachments: [4d 2nd Qtr SAFE Financial Statements FY20.pdf](#)

5. Approval

- 5a.** [20-0363](#) SAFE Resolution No. 067 - Adoption of the Updated Small Business Enterprise (SBE) Program. A request for Authority approval of SAFE Resolution No. 067, the Service Authority for Freeways and Expressways (SAFE) Small Business Enterprise (SBE) Program, which updates and combines the SBE Program for Civil Construction and the Pilot SBE Program for Professional Services.

Action: MTC SAFE Approval

Presenter: Edward Phillips

Attachments: [3b_Ops-5a_SAFE_SBE_Program_OPS.pdf](#)

Upon the motion by Commissioner Connolly and second by Commissioner Mackenzie, the Service Authority for Freeways and Expressways Resolution No. 067 - Adoption of the Updated Small Business Enterprise (SBE) Program was unanimously adopted to be forwarded to the Service Authority for Freeways and Expressways Authority for Approval. The motion carried by the following vote:

Aye: 5 - Vice Chair Connolly, Chair Cortese, Commissioner Mackenzie, Commissioner Rabbitt and Commissioner Sperring

Absent: 3 - Commissioner Halsted, Commissioner Liccardo and Commissioner Slocum

6. Public Comment / Other Business

7. Adjournment / Next Meeting

The next meeting of the Operations Committee will be Friday, April 10, 2020 at 9:30 a.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA. Note, this meeting did not occur due to COVID-19.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0625 **Version:** 1 **Name:**
Type: Contract **Status:** Consent
File created: 4/8/2020 **In control:** Operations Committee
On agenda: 5/8/2020 **Final action:**
Title: Contract - Freeway Service Patrol (FSP) Beat 27 Bay Area Tow Inc. (\$1,867,000)
Sponsors:
Indexes:
Code sections:
Attachments: [4b_Contract Approval Freeway Service Patrol Beat 27.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Contract - Freeway Service Patrol (FSP) Beat 27 Bay Area Tow Inc. (\$1,867,000)

Presenter:
Giovanni DiFabio

Recommended Action:
Committee Approval

Attachments:

**Metropolitan Transportation Commission
Operations Committee**

May 8, 2020

Agenda Item 4b

Contract – Freeway Service Patrol (FSP) Beat 27: Bay Area Tow Inc. (\$1,867,000)

Subject: Contract – FSP Beat 27 Bay Area Tow Inc. (\$1,867,000).

Background: On June 26, 2018, a Request for Qualifications Bid Invitation (RFQBI) was released to procure towing services on 13 different beats, including Beat 27 in Alameda County on Interstate 580 from Interstate 980 in Oakland to Foothill Drive in Dublin (map attached). As a result of the RFQBI, Beat 27 received one bid from Palace Garage Inc. to which the contract for towing services was awarded. In January, six months after commencement of the contract, Palace Garage, Inc. notified MTC that it would be selling its business effective March 31, 2020.

In light of this, on March 10, 2020 MTC SAFE issued an Invitation for Bids (IFB) to bidders that had passed the final qualification step from the June 26, 2018 RFQBI and that currently operate FSP certified tow yards within 30 minutes driving time from Beat 27.

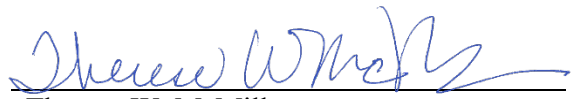
Two existing FSP tow contractors, both of which met the above qualifications, submitted bids in response to the IFB. The IFB required the awarded contractor to provide three FSP vehicles to service Beat 27 from 6:00-10:00 AM and 3:00-7:00 PM, Monday through Friday. Total FSP service hours are approximately 19,250. The lowest hourly rate bid as a result of this IFB was submitted by Bay Area Tow Inc.: \$95.36 for Fiscal Year (FY) 2019-2020, \$97.36 for FY 2020-2021, \$99.36 for FY 2021-2022, and \$101.36 for FY 2022-2023.

Bay Area Tow Inc. is neither a small business nor a disadvantaged business enterprise and does not have subcontractors.

The FSP Program is authorized by California Street & Highways Code Sections 2560-2565, and MTC SAFE receives dedicated funds from vehicle registration fees and Senate Bill 1 for this purpose. There are sufficient funds in existing FSP state grants, MTC SAFE reserves, and future FSP grants to undertake this contract. Funding for this contract is included in the adopted FY 2019-20 MTC SAFE budget, and there are sufficient funds in existing FSP state grants, MTC SAFE reserves, and future FSP grants to undertake this contract through FY 2022-23.

Recommendation: Staff recommends that this Committee authorize the Executive Director or designee to negotiate and enter into a two-year contract with Bay Area Tow Inc. for Beat 27 in an amount not to exceed \$1,867,000.

Attachments: Attachment A: Map of Beat 27 Service Areas


Therese W. McMillan

REQUEST FOR COMMITTEE APPROVAL

Summary of Proposed Contract

Work Item No.:	6032
Consultant:	Bay Area Tow Inc. Richmond, CA
Work Project Title:	Freeway Service Patrol (FSP) Tow Operations
Purpose of Project:	Incident Management and Congestion relief. Beat 27 provides FSP towing service on Interstate 580 from Interstate 980 in Oakland to Foothill Drive in Dublin. This beat operates within Alameda County
Brief Scope of Work:	Provide tow services during hours of congestion and special events as specified by the FSP Partnership, which includes MTC SAFE, Caltrans, and California Highway Patrol.
Project Cost Not to Exceed:	\$1,867,000
Funding Source:	State, SAFE
Fiscal Impact:	\$ 610,000 is subject to approval of FY 2020-21 agency budget \$ 622,000 is subject to approval of FY 2021-22 agency budget \$ 635,000 is subject to approval of FY 2022-23 agency budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract not to exceed the amounts indicated with Bay Area Tow Inc. for Freeway Service Patrol Towing Services as described herein and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$1,867,000 for such contract in the yearly amounts provided above, with such amounts subject to approval of such fiscal years' budgets.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	May 8, 2020

Beat 27 - Bay Area Freeway Service Patrol





Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0319 **Version:** 1 **Name:**
Type: Contract **Status:** Consent
File created: 2/4/2020 **In control:** Operations Committee
On agenda: 5/8/2020 **Final action:**
Title: Contract - Richmond-San Rafael Bridge Forward - Electric-Bike Commute Program: Steer Davies & Gleave, Inc. (\$450,000)

Sponsors:

Indexes:

Code sections:

Attachments: [4c_RSR E-Bike Commute program Contract.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract - Richmond-San Rafael Bridge Forward - Electric-Bike Commute Program: Steer Davies & Gleave, Inc. (\$450,000)

Presenter:

Michelle Go

Recommended Action:

Committee Approval

Attachments:

**Metropolitan Transportation Commission
Operations Committee**

May 8, 2020

Agenda Item 4c

**Contract – Richmond-San Rafael Bridge Forward -
Electric-Bike Commute Program: Steer Davies & Gleave, Inc. (\$450,000)**

Subject: Contract to design and implement the Richmond-San Rafael Bridge Forward (RSR Forward) Electric-Bike (E-Bike) Commute Program.

Background: In March 2014, the Bay Area Toll Authority (BATA) began development of the I-580 Richmond-San Rafael Bridge (RSR Bridge) Access Improvement Project. The first phase of that project opened the Peak Period Use Lane (3rd Lane) in the eastbound direction of the bridge in April 2018. The second phase opened the Bicycle-Pedestrian Path on the RSR Bridge's upper deck adjacent to westbound traffic in November 2019.

In November 2018, the Commission approved approximately \$1.2 million in MTC Exchange funds for use in RSR Forward (MTC Resolution No. 3989). The RSR Forward initiative implements a range of improvements to improve toll plaza operations, increase person throughput, offer greater travel time savings for carpools and express buses using a managed lane, and support biking and walking for commute and recreational purposes. Key strategies include all electronic tolling/open road tolling, extension of the existing I-580 High-Occupancy Vehicle (HOV) lane from the toll plaza to Bayview Interchange, improved Golden Gate Transit express bus services, employer-focused transportation demand management (TDM), bicycle/pedestrian gap closures and e-bike strategies.

MTC has invested approximately \$150,000 of RSR Forward MTC Exchange funds in the RSR Rides Program. RSR Rides supports community-based organizations and bike retailers to lead rides on the RSR bridge. MTC partnered with these local entities to encourage bike commuting during peak periods. All rides will begin from within a quarter mile of a high frequency transit stop, include bike education and safety, and offer opportunities to try riding e-bikes. RSR Rides partners include Marin County Bicycle Coalition, Rich City Rides, The Pedaler Bike Shop, Mike's Bikes, Bike East Bay, and The New Wheel.

Through the RSR Forward E-Bike Commute Program, MTC is pursuing strategies that promote the use of e-bikes for commuting on the new bicycle/pedestrian path. E-bikes offer many benefits that make biking a more viable alternative for commutes across this corridor. For example, e-bikes can help riders navigate hilly terrain and windy conditions, go farther with less effort, and save money on tolls, gas and parking.

The RSR Forward E-Bike Commute Program will comprise strategies and incentives to target weekday commuters. These strategies may include accessible and attractive e-bike loan, lease, and ownership options to residents living in Richmond, San Rafael and other nearby communities where bike commutes across the RSR Bridge are viable. MTC will explore options for employer-based e-bike loan programs and for integrating bridge-specific trip-based subsidies, including, for example, for future e-bikeshare in Richmond and future Sonoma-

Marin Area Rail Transit (SMART) corridor e-bikeshare in San Rafael and Larkspur. MTC will also conduct outreach and structure these incentives and programs in ways that are equity-sensitive.

On November 19, 2019, MTC issued a Request for Proposal (RFP) to hire a consultant to design and implement an RSR E-Bike Commute Program for a period of two years with an option to extend up to an additional two years. On January 8, 2020, MTC received proposals from two firms: Kittelson & Associates, Inc. and Steer Davies & Gleave, Inc. A panel comprised of staff from MTC and the West Contra Costa Technical Advisory Committee (WCCTAC) reviewed the proposals and held discussions with each firm on January 28, 2020. A request for a Best and Final Offer was issued March 6, 2020, and the panel reevaluated the proposals based on qualifications and experience, approach, cost effectiveness, price, and presentation. Based upon this evaluation, staff recommends the selection of the Steer Davies & Gleave, Inc. team as the team's proposal outlined an approach that demonstrated a stronger understanding of the needs of the project. The firm's team has extensive experience planning and implementing TDM projects, which aligns with the RSR Forward mode-shift goals. The table below provides the final ranking based upon panel evaluations:

Consultant	Ranking
1) Steer Davies & Gleave, Inc.	1
2) Kittelson & Associates, Inc.	2


The proposed contract action would fund the initial two-year term of the contract. Attachment A includes a summary of Steer Davies & Gleave, Inc. and its subcontractors' small business enterprise (SBE) and disadvantaged business enterprise (DBE) status.

Funding was approved in the final FY 19-20 MTC Budget. This program is not essential to regulatory, statutory, or legal requirements and is not a critical sequential element of ongoing work. It is not dependent on any subsequent phases in FY 20-21.

Issues: None identified.

Recommendation: Staff recommends that the Operations Committee authorize the Executive Director or designee to negotiate and enter into a contract with Steer Davies & Gleave, Inc. in an amount not to exceed \$450,000 for the above-described work.

Attachments: Attachment A: Steer Davies & Gleave, Inc. and its Subcontractors' DBE / SBE Status


Therese W. McMillan

Prime Contractor

Subcontractor

		DBE* Firm			SBE** Firm		
Firm Name	Role on Project	Yes	If Yes, List #	No	Yes	If Yes, List #	No
Steer Davies & Gleave, Inc.	E-Bike Program Planning and Project Management	No		No			No
Toole Design Group, LLC	E-Bike Program Planning & Outreach	No		No			No
BikeHub	Program Implementation	Yes	40458	No			
Gaslamp Media	Website Development	No					

*Denotes certification by the California Unified Certification Program (CUCP).

**Denotes certification by the State of California.

REQUEST FOR COMMITTEE APPROVAL

Summary of Proposed Contract

Work Item No.:	1238
Consultant:	Steer Davies & Gleave, Inc. Los Angeles, CA
Work Project Title:	Richmond-San Rafael Bridge Forward: E-Bike Commute Program
Purpose of Project:	To develop and administer a program to encourage commuting across the Richmond-San Rafael Bridge using e-bikes.
Brief Scope of Work:	Develop and implement an e-bike commute program, including conducting outreach, coordinating e-bike suppliers, administering incentives, and evaluating performance.
Project Cost Not to Exceed:	\$450,000
Funding Source:	STP/CMAQ (Project Management and Program Development), MTC Exchange Program (Program Implementation and Incentives)
Fiscal Impact:	Funding is included in the FY 2019-20 MTC Budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract with Steer Davies & Gleave, Inc. to design and implement the Richmond-San Rafael Bridge E-Bike Commute Program as described above and in the Operations Committee Summary Sheet dated May 8, 2020 and that the Chief Financial Officer is authorized to set aside \$450,000 for such contract.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	May 8, 2020



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0626 **Version:** 1 **Name:**
Type: Contract **Status:** Consent
File created: 4/8/2020 **In control:** Operations Committee
On agenda: 5/8/2020 **Final action:**
Title: Clipper® Contract Amendments - Customer Research, Education and Outreach: MIG, Inc. (\$1,135,000), Caribou Public Relations, Inc. (\$150,000) and Resource Development Associates, Inc. (\$150,000); Contract - Customer Research, Education and Outreach: MIG, Inc. (\$200,000)

Sponsors:

Indexes:

Code sections:

Attachments: [4d Clipper Customer Education Contracts.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Clipper® Contract Amendments - Customer Research, Education and Outreach: MIG, Inc. (\$1,135,000), Caribou Public Relations, Inc. (\$150,000) and Resource Development Associates, Inc. (\$150,000); Contract - Customer Research, Education and Outreach: MIG, Inc. (\$200,000)

Presenter:

Lysa Hale

Recommended Action:

Committee Approval

Attachments:

Metropolitan Transportation Commission Operations Committee

May 8, 2020

Agenda Item 4d

Clipper® Contract Amendments – Customer Research, Education and Outreach: MIG, Inc. (\$1,335,000), Caribou Public Relations, Inc. (\$150,000) and Resource Development Associates, Inc. (\$150,000)

Subject: Request for approval of contract actions for Clipper customer research, education and outreach: contract amendments for MIG, Inc. (\$1,335,000), Caribou Public Relations, Inc. (\$150,000) and Resource Development Associates, Inc. (\$150,000).

Background: MTC engages contractors to assist with the implementation of customer research, education and outreach initiatives to benefit current and potential Clipper customers. A primary goal of MTC's customer education and marketing program is to support transit operator fare policy and service changes that create demand for Clipper cards and information.

MTC plans to continue into FY 2020-21 a campaign to dispel myths about Clipper, including delivering on MTC's mandate to provide Clipper information to Title VI and Environmental Justice-protected populations. The FY 2020-21 work plan includes completion of a redesigned website, signage and promotion of new transit services. Also in FY 2020-21, we will be launching the Clipper mobile app; the below requested contract amendment with MIG, Inc. includes creative development for that mobile app.

These contract amendments were contemplated and are included in the Two Year Clipper Budget and Work Plan. All of the consultants are part of the pre-qualified Electronic Payment Implementation and Operations consultant bench competitively selected by MTC in May 2016:

i. Contract Amendment – Customer Information Services: MIG, Inc. (MIG) (\$1,335,000)

Under this contract amendment, MIG would implement campaigns to increase Clipper adoption and assist with the implementation of a new website, including accessibility design and review. MIG would continue to prepare updates to online and print materials in support of ongoing operational changes. MIG also would manage Clipper's social media program. Staff proposes that MIG also provide creative development for the launch of the Clipper mobile app. Clipper needs to increase awareness of the app upon launch, and significant customer education will be required to familiarize customers with how the app works. The current contract amount is \$3,495,000; the proposed amendment would add \$1,335,000. This contract will expire on June 30, 2021. MIG's and its contractors' disadvantaged business enterprise (DBE) and small business enterprise (SBE) status is shown in Attachment A.

ii. Contract Amendment – Customer Outreach Services: Caribou Public Relations, Inc. (Caribou) (\$150,000)

Under this contract amendment, Caribou would provide outreach services for Clipper. Staff anticipates using Caribou's services to support customer education campaigns as well as help publicize new transit services such as BART to San Jose, SFMTA's Central Subway and AC Transit's Bus Rapid Transit. The current contract amount is \$325,000; the proposed amendment would add \$150,000 and extend the period of performance through June 30, 2021. Caribou is a DBE and has no subcontractors for this project.

iii. Contract Amendment – Electronic Payments Consultant Assistance Services: Resource Development Associates, Inc. (RDA) (\$150,000)

Under this contract amendment, RDA would provide operational monitoring and reporting services, including reporting on the outcomes of outreach activities and tracking Clipper card distribution. RDA also would help manage relationships with social service agencies for the purpose of monitoring administrative feasibility of the Regional Means-Based Transit Fare Pilot. The current contract amount is \$780,000; the proposed amendment would add \$150,000 and extend the period of performance through June 30, 2021. Neither RDA nor its subcontractor, Diana Sanders, are DBEs or SBEs.

These efforts are required for Clipper to meet Title VI requirements and are essential to the ongoing successful performance of the Clipper program, and critical to the program's and transit agencies' recovery from the service interruptions and fears caused by COVID-19. These contracts were approved in FY 2019-20. They are not dependent on subsequent work except to the extent that Clipper should comply with Title VI and provide successful performance.

Issues:

On April 13, 2020, the Clipper Executive Board (CEB) deferred action on these contract actions to its May meeting. While for Clipper contract actions the normal sequence is for CEB approval to precede Operations Committee consideration, in light of the extraordinary circumstances presented by the COVID-19 pandemic, staff recommends that this Committee approve these contract actions subject to subsequent approval by the CEB.

Recommendation:

Staff recommends approval of contract amendments with MIG in an amount not to exceed \$1,335,000, with Caribou in an amount not to exceed \$150,000, and with RDA in an amount not to exceed \$150,000; with each of these approvals subject to subsequent approval by the CEB.

Attachments:

Attachment A: Contractor DBE and SBE Status


Therese W. McMillan

Attachment A

		DBE* Firm			SBE** Firm		
	Firm Name	Role on Project	Yes	If Yes, List #	No	Yes	If Yes, List # No
Prime Contractor	MIG, Inc.	Implement customer research and education activities			X		X
Subcontractor	Zeba Media	Advertising purchasing	X	44627			
Subcontractor	EMC	Research			X		X
Prime Contractor	Caribou Public Relations, Inc.	Provide customer outreach	X	41619			X
Prime Contractor	Resource Development Associates, Inc.	Provide operational monitoring and reporting services			X		X
Subcontractor	Diana Sanders	Provide support for operational monitoring and reporting services			X		X

*Denotes certification by the California Unified Certification Program (CUCP).

**Denotes certification by the State of California.

REQUEST FOR OPERATIONS COMMITTEE APPROVAL

Summary of Proposed Contract Amendment

Work Item No.:	1221
Contractor:	MIG, Inc. Berkeley, CA
Work Project Title:	Public Awareness and Customer Education Services
Purpose of Amendment:	Provide assistance with Clipper research, communications and customer education efforts
Brief Scope of Work:	Provide customer education information through print, online and paid media, i.e., advertisements.
Project Cost Not to Exceed:	<p>\$1,335,000 (this amendment)</p> <p>Total Contract value including amendments before this amendment = \$3,495,000</p> <p>Total contract amount with this amendment = \$4,830,000</p>
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP, Senate Bill 1 State of Good Repair
Fiscal Impact:	Funds dependent on the approval of the FY 2020-21 MTC agency budget.
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with MIG, Inc., for the purposes described herein and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$1,135,000 for such amendment, subject to subsequent approval of this contract amendment by the Clipper Executive Board and further subject to approval of the FY 2020-21 MTC budget.
Operations Committee:	<hr/> <p>Dave Cortese, Chair</p>
Approved:	Date: May 8, 2020

REQUEST FOR OPERATIONS COMMITTEE APPROVAL

Summary of Proposed Contract Amendment

Work Item No.:	1221
Contractor:	Caribou Public Relations, Inc. Martinez, CA
Work Project Title:	Clipper Outreach Services
Purpose of Amendment:	Provide Clipper outreach services
Brief Scope of Work:	Provide in-person outreach services to distribute cards and provide public education in stations, at terminals and at bus stops.
Project Cost Not to Exceed:	\$150,000 (this amendment) Total Contract value including amendments before this amendment = \$325,000 Total contract amount with this amendment = \$475,000
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Marketing Operating
Fiscal Impact:	Funds dependent on the approval of the FY 2020-2021 MTC agency budget
Motion by Board:	That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with Caribou Public Relations, Inc., for the purposes described herein and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$150,000 for such amendment, subject to subsequent approval of this contract amendment by the Clipper Executive Board and further subject to approval of the FY 2020-21 MTC budget.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	Date: May 8, 2020

REQUEST FOR OPERATIONS COMMITTEE APPROVAL

Summary of Proposed Contract Amendment

Work Item No.:	1221
Contractor:	Research Development Associates, Inc. Oakland, CA
Work Project Title:	Operational Monitoring and Reporting Services
Purpose of Amendment:	Provide information about Clipper program performance through operational monitoring and reporting
Brief Scope of Work:	Operational monitoring/reporting on discounted Clipper card distribution, customer service issues, Regional Means-Based Transit Fare Pilot, effectiveness of outreach activities, and other program areas.
Project Cost Not to Exceed:	<p>\$150,000 (this amendment)</p> <p>Total Contract value including amendments before this amendment = \$780,000</p> <p>Total contract amount with this amendment = \$930,000</p>
Funding Source:	TCP, STP, CMAQ, STA, Regional Measure 2 Marketing and Operating
Fiscal Impact:	Funds dependent on the approval of the FY 2020-21 MTC agency budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract amendment with Resource Development Associates, Inc., for the purposes described herein and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$150,000 for such amendment, subject to subsequent approval of this contract amendment by the Clipper Executive Board and further subject to approval of the FY 2020-21 MTC budget.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	Date: May 8, 2020



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0627 **Version:** 1 **Name:**
Type: Contract **Status:** Consent
File created: 4/8/2020 **In control:** Operations Committee
On agenda: 5/8/2020 **Final action:**
Title: Clipper® In-Person Customer Service Centers (IPCSCs) Contract Actions: Contract Amendment - Faneuil, Inc. (\$425,000); Contract - Nematode Holdings, LLC (\$335,000) and Funding Agreement Amendment - Alameda-Contra Costa Transit District (\$250,000)

Sponsors:

Indexes:

Code sections:

Attachments: [4e Clipper In-Person Customer Service.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Clipper® In-Person Customer Service Centers (IPCSCs) Contract Actions: Contract Amendment - Faneuil, Inc. (\$425,000); Contract - Nematode Holdings, LLC (\$335,000) and Funding Agreement Amendment - Alameda-Contra Costa Transit District (\$250,000)

Presenter:

Lysa Hale

Recommended Action:

Committee Approval

Attachments:

Metropolitan Transportation Commission Operations Committee

May 8, 2020

Agenda Item 4e

Clipper® In-Person Customer Service Centers (IPCSCs) Contract Actions: Contract Amendment - Faneuil, Inc. (\$425,000); Contract - Nematode Holdings, LLC (\$335,000) and Funding Agreement Amendment - Alameda-Contra Costa Transit District (\$250,000)

Subject: Request for approval of contract actions for Clipper in-person customer service centers: Faneuil, Inc. (\$425,000), Nematode Holdings, LLC (\$335,000) and Alameda-Contra Costa Transit District (\$250,000).

Background: The Clipper program funds in-person customer service centers at two San Francisco locations and the Alameda-Contra Costa Transit District (AC Transit) Oakland headquarters. In addition to issuing adult, Youth and Senior Clipper cards and selling value, these service centers issue replacement cards, register adult cards that have been purchased through other channels, and accept cash payment for card replacement fees.

Located near rail, bus and ferry hubs, these service centers are convenient locations for transit riders to obtain new or replacement cards and have immediate access to the savings and benefits offered to Clipper customers (i.e., balance protection, age-based discounts, and avoidance of surcharges for cash payment).

These contract and funding agreement actions were contemplated and are included in the Two Year Clipper Budget and Work Plan.

i. Contract Amendment – Clipper Customer Service Center Operations at Embarcadero Station: Faneuil, Inc. (Faneuil) (\$425,000)

In April 2017, after a competitive procurement, this Committee approved the award to Faneuil of a contract to operate the Clipper Customer Service Center at the Embarcadero BART/Muni Metro station. The procurement terms included a two-year initial operating period with an option to extend annually for up to five years (through FY 2023-24). This customer service location continues to experience high demand - replacing over 1,100 cards and completing over 7,000 sales on average each month prior to the onset of the COVID-19 pandemic. The current contract amount is \$1,232,888; the amendment would add \$425,000 and extend operations through June 30, 2021.

ii. Contract – Clipper Customer Service Center Operations at San Francisco Ferry Building (Bay Crossings): Nematode Holdings, LLC (Nematode) (\$335,000)

In December 2010, MTC entered into a sole source contract with Nematode to offer Clipper customer services based on its Bay Crossings store being the only vendor in the San Francisco Bay Ferry Building to provide transportation information and sell transit tickets to commuters and tourists. Nematode also has a contract with Blue and Gold Fleet and is a primary service center for the Water Emergency Transportation Authority. As MTC staff prepare for the launch of the next generation Clipper system's Accelerated Deployment phase, including a new mobile app and new fare payment validators, staff recommends that MTC execute a new contract with an expanded scope of work to bridge transition to the launch

of the account-based system. The initial term of the proposed contract would be one year, but staff anticipates the contract may be extended on an annual basis through Fiscal Year 2022-23. The Bay Crossings store continues to be a popular location that complements services offered at the overburdened Embarcadero BART/Muni Metro station location. During the first half of FY 2019-20, Bay Crossings completed an average of 260 card replacements and 5,500 Clipper sales each month. Under this contract, Nematode also would maintain the ferry departure flap sign in the Ferry Building's central lobby. The proposed sole source contract would be for \$335,000 for the initial one-year term through June 30, 2021.

iii. Funding Agreement Amendment – Clipper Customer Service Center Operations at Alameda-Contra Costa Transit District (AC Transit) Headquarters: AC Transit (\$250,000)

In April 2012, MTC executed a funding agreement with AC Transit to provide expanded Clipper customer service at AC Transit's headquarters in Oakland. During the first half of FY 2019-20, AC Transit's multilingual staff issued an average of 470 replacement cards each month – a 16% year-over-year increase. The current funding agreement amount is \$2,055,000; the proposed amendment would add \$250,000, funding these ongoing activities through June 30, 2021.

The services provided through these various contract actions are intended to help Clipper meet Title VI requirements by increasing the availability of Clipper cards and the fare discounts they confer and through the acceptance of cash payment. These contract actions are not a critical sequential element of ongoing work and are not dependent on any subsequent phases in FY 2020-21. Funds for all of these contract actions are included in the in FY 2019-20 Clipper budget.

Neither Faneuil nor Nematode is a small business or a disadvantaged business enterprise, and neither of them has subcontractors.

Issues:

On April 13, 2020, the Clipper Executive Board (CEB) deferred action on these contracts to its May meeting. While for Clipper contract actions the normal sequence is for CEB approval to precede Operations Committee consideration, in light of the extraordinary circumstances presented by the COVID-19 pandemic, staff recommends that this Committee approve these contract actions subject to subsequent approval by the CEB.

Recommendation:

Staff recommends approval of a contract amendment with Faneuil in an amount not to exceed \$425,000, a contract with Nematode in an amount not to exceed \$335,000, and a funding agreement amendment with AC Transit in an amount not to exceed \$250,000, to provide in-person Clipper customer service as described above—with each of these approvals, subject to subsequent approval by the CEB.


Therese W. McMillan

REQUEST FOR OPERATIONS COMMITTEE APPROVAL

Summary of Proposed Contract Amendment

Work Item No.: 1221

Contractor: Faneuil, Inc.
Hampton, VA

Work Project Title: Clipper Customer Service Center Operations at
Embarcadero Bay Area Rapid Transit (BART) Station

Purpose of Amendment: Provide Clipper in-person customer service, such as
issuance of new and replacement cards

Brief Scope of Work: Contractor shall provide trained staff to support a range
of Clipper customer services.

Project Cost Not to Exceed: \$425,000 (this amendment)
Total Contract value including amendments before this
amendment = \$1,232,888
Total contract amount with this amendment =
\$1,657,888

Funding Source: Regional Measure 2 Marketing and Operations, STA, STP

Fiscal Impact: Funds dependent on approval of the FY 20-21 MTC agency
budget

Motion by Committee: That the Executive Director or designee is authorized to
negotiate and enter into a contract amendment with Faneuil,
Inc., for the purposes described herein and in the Operations
Committee Summary Sheet dated May 8, 2020 and the Chief
Financial Officer is authorized to set aside \$425,000 for such
amendment, subject to subsequent approval of this contract
amendment by the Clipper Executive Board and further
subject to approval of the FY 2020-21 MTC budget.

Operations Committee:

Dave Cortese, Chair

Approved:

Date: May 8, 2020

REQUEST FOR OPERATIONS COMMITTEE APPROVAL

Summary of Proposed Contract

Work Item No.:	1221
Contractor:	Nematode Holdings, LLC San Francisco, CA
Work Project Title:	Clipper Customer Service Operations at San Francisco Ferry Building (Bay Crossings) Operations
Purpose of Amendment:	Provide Clipper in-person customer service, such as issuance of new and replacement cards; distribute MTC project materials; and maintain ferry schedule flap sign display
Brief Scope of Work:	Contractor shall provide trained staff to support a range of Clipper customer services and the operations and maintenance of the ferry schedule flap sign display.
Project Cost Not to Exceed:	\$335,000
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2020-2021 MTC agency budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract with Nematode Holdings, LLC, for the purposes described herein and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$335,000 for such contract, subject to subsequent approval of this contract by the Clipper Executive Board and further subject to approval of the FY 2020-21 MTC budget.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	Date: May 8, 2020

REQUEST FOR OPERATIONS COMMITTEE APPROVAL

Summary of Proposed Funding Agreement Amendment

Work Item No.:	1221
Contractor:	Alameda-Contra Costa Transit District Oakland, CA
Work Project Title:	Clipper Customer Service Center Operations at AC Transit Headquarters
Purpose of Amendment:	Provide Clipper in-person customer service center in the East Bay
Brief Scope of Work:	Operate Clipper in-person customer service center at AC Transit's District Headquarters building located at 1600 Franklin Street in Oakland.
Project Cost Not to Exceed:	\$250,000 (this amendment) Total funding agreement value including amendments before this amendment = \$2,055,000 Total funding agreement amount with this amendment = \$2,305,000
Funding Source:	Regional Measure 2 Marketing and Operations, STA, STP
Fiscal Impact:	Funds dependent on the approval of the FY 2020-21 MTC agency budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a funding agreement amendment with Alameda-Contra Costa Transit District for the purposes described herein and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$250,000 for such amendment, subject to subsequent approval of this funding agreement amendment by the Clipper Executive Board and further subject to approval of the FY 2020-21 MTC budget.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	Date: May 8, 2020



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0510 **Version:** 1 **Name:**
Type: Contract **Status:** Committee Approval
File created: 3/4/2020 **In control:** Operations Committee
On agenda: 5/8/2020 **Final action:**
Title: Contract Actions - Vehicle Occupancy Verification Pilots

- i. Contract - Phase 1 Smartphone App-based Technology: RideFlag Technologies, Inc. (\$313,500)
- ii. Contract - Phase 2 Roadside Camera-based Technology: Conduent State & Local Solutions, Inc. (\$1,294,800)

Sponsors:

Indexes:

Code sections:

Attachments: [5a Veh Occupancy Verification Pilots - Vendor Contracts.pdf](#)
[5a Handout Comments on Operations Committee \(May 8\).pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Contract Actions - Vehicle Occupancy Verification Pilots

- i. Contract - Phase 1 Smartphone App-based Technology: RideFlag Technologies, Inc. (\$313,500)
- ii. Contract - Phase 2 Roadside Camera-based Technology: Conduent State & Local Solutions, Inc. (\$1,294,800)

Presenter:

Pierce Gould and Linda Lee

Recommended Action:

Committee Approval

Attachments:

Metropolitan Transportation Commission Operations Committee

May 8, 2020

Agenda Item 5a

Contract Actions – Vehicle Occupancy Verification Pilots

Subject: i. Contract – Phase 1 Smartphone App-based Technology: RideFlag Technologies, Inc. (\$313,500)
ii. Contract – Phase 2 Roadside Camera-based Technology: Conduent State & Local Solutions, Inc. (\$1,294,800)

Background: MTC's goal is to improve high occupancy vehicle (HOV) lane performance to increase person-throughput on congested bridges and freeways and boost the attractiveness of carpooling and express buses as alternatives to driving alone. A significant number of Bay Area HOV lanes have been consistently degraded, failing to meet federally-required speed standards of 45 mph in recent years, due in part to the use by vehicles not meeting the minimum occupancy requirements. Occupancy enforcement is currently done in person by the California Highway Patrol (CHP). The Operations Committee has acknowledged the challenges CHP faces in performing occupancy enforcement and has directed staff to explore automated options to better enforce vehicle occupancy requirements. Staff is focusing its efforts on bridges and express lanes, since these tolled facilities have license plate cameras and back-office systems in place to identify drivers who are not meeting the occupancy requirements.

While the current shelter-at-home orders have essentially eliminated all traffic congestion on Bay Area bridges and freeways (hence, few carpool violators), traffic levels are expected to gradually increase as the economy recovers. Congestion may even return sooner than expected as people who previously commuted by transit may feel more comfortable driving alone or carpooling instead – at least until they feel safe to return to transit.

To prepare for the inevitable return of congestion and carpool violations, staff is requesting this Committee to award contracts to two vendors to pilot their vehicle occupancy verification technologies. The rest of this memo describes the planned pilots, procurement processes and staff recommendations.

i. Phase 1 Smartphone App-Based Technology

Currently, express lane customers are required to use a switchable toll tag to declare vehicle occupancy, which then determines whether they pay a toll or travel toll-free. This approach relies on them to be truthful when setting their toll tag, and on CHP to catch violators supported by toll system tools.

At the April 2019 Operations Committee meeting, staff reported on plans to move forward with a 3-month pilot to use a smartphone app to verify vehicle occupancy. Pilot participants (volunteers) will be recruited to use an app (or follow the vendor's alternative approach for those without smartphones) and provide feedback. Staff is prepared to adjust the testing timeline and participation requirements based on public health protocols and guidance. Pilot objectives are to assess the functionality and accuracy of the technology, gauge user acceptance and ease of use, assess privacy concerns, inform full deployment costs, and assess future customization opportunities. In January 2020, this Committee approved a consultant contract to perform outreach and evaluation services for the pilot. Now, staff is requesting approval of a contract with a smartphone app vendor.

On November 25, 2019, MTC issued a Request for Proposal (RFP) for a smartphone app vendor to pilot its technology. On January 7, 2020, MTC received proposals from four app vendors: Carma Technology Corporation (Carma), GeoToll, Inc., Rideflag, and XXVI Holdings, Inc. (dba Google LLC (Waze)). MTC determined the Waze proposal was non-responsive, as the firm did not meet the minimum qualifications to be eligible for consideration. A panel comprised of staff from MTC and the California Highway Patrol evaluated the three remaining proposals and invited Carma and Rideflag to participate in discussions on January 30. A Request for Best and Final Offer (BAFO) was issued to Carma and RideFlag. Based on its evaluation of the proposals, in-person and written discussions, and the BAFO, the panel ranked RideFlag the highest.

RideFlag's proposal was determined by the panel to be most advantageous to MTC for its potential to minimize barriers to carpooling, control the ability for someone to deceive the app, and protect personal privacy. Each of these objectives has been prioritized in RideFlag's app design.

- RideFlag's solution is entirely app-based, allowing people without a smartphone to participate in a carpool without obtaining external devices in advance.
- RideFlag's app uses advanced facial image technology to allow a person without a smartphone to participate in a carpool, but can be configured to protect privacy by: automatically deleting captured images after a carpool trip is completed; only tracking smartphone movement within the express lane (optional); and allowing MTC to determine how to use all data.
- RideFlag's app can verify whether the carpool trip meets occupancy requirements by performing random end-of-trip validations, the frequency of which can be configured by MTC. As a result, there can be near certainty about who is violating.

If the pilot is deemed successful by MTC, and subject to Committee approval and future negotiations, staff may recommend a Phase 2 pilot to include integration with MTC's express lanes toll system or the FasTrak[®] back office system and/or full deployment on express lanes (in coordination with other express lane operators). During the pilots, MTC staff will continue to investigate the policy requirements for fully deploying such a system within the context of state law.

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

ii. Phase 2 Roadside Camera-based Technology

MTC tested three different roadside camera-based systems in Spring 2018 as part of a Phase 1 Pilot (conducted in the northbound I-880 HOV lane near Hayward). The purpose of that Pilot was to verify system accuracy rates and gain a better understanding of the technology and infrastructure requirements.

Based on the direction of this Committee at its November 2018 meeting, MTC is now proceeding with a Phase 2 Pilot, which will procure and deploy a roadside camera-based system in Lane 1 at the San Francisco-Oakland Bay Bridge (SFOBB) toll plaza. Unlike the Phase 1 Pilot, Phase 2 will include integration with the existing toll plaza lane system and existing FasTrak[®] back office system, such that the camera-based system can assess a vehicle's occupancy during HOV hours and, based on that

occupancy, collect the proper toll amount due for vehicles not meeting the occupancy requirement. The pilot would run for a period of approximately 12 months.

On January 3, 2020, MTC issued an RFP to pre-qualified firms from the 2017 Vehicle Occupancy Detection Services bench to seek a vendor/contractor to deploy its system for the Phase 2 pilot. MTC received two proposals: Conduent State & Local Solutions, Inc. (Conduent) and Indra. A panel comprised of MTC and Caltrans staff evaluated the proposals and invited both vendors to participate in discussions on February 25. Following the discussions, a Request for a BAFO was issued to both firms.

Based on the panel's evaluation of the proposals, the in-person and written discussions, and the BAFO, Conduent's proposal was determined to be most advantageous to MTC for the following reasons:

- Conduent has been operating (or has operated) pilots elsewhere, including a multi-lane deployment in New York (Verrazano-Narrows Bridge) since 2017. MTC's pilot would be similar in scope to that deployment.
- Conduent has over four years of experience conducting manual reviews of vehicle occupancy images, which require additional skills beyond those needed for license plate images.
- Conduent will be providing additional system equipment at no additional cost to MTC to provide redundancies that could improve system accuracy.
- Although not required as part of this vendor's scope of work, Conduent will provide transaction matching services at no additional cost, thus resulting in cost savings to MTC by eliminating the need to pay another contractor for such work. (Vehicle occupancy transactions need to be matched to toll transactions in order to link both systems to the same vehicle/transaction.)

Attachment A includes a summary of Conduent's and its subcontractor's small business enterprise (SBE) and disadvantaged business enterprise (DBE) status.

Although neither project is essential to regulatory, statutory, or legal requirements, both are sequential elements of on-going work that started as early as Spring 2018. Funding for both pilot projects is included in the final adopted FY 2019-20 budget. Subsequent phases of these pilots will be determined based on the outcomes of the initial pilots for which staff is seeking approval. Since pilot timelines are through FY 2020-21, additional funds are not needed until the FY 2021-22 agency budget and beyond. Whenever subsequent pilot phases proceed, MTC will have acquired valuable data from, and experience with, each technology to guide decisions.

Issues: None identified.

Recommendation: i. Staff recommends that the Operations Committee authorize the Executive Director or designee to negotiate and enter into a contract with RideFlag Technologies, Inc. in an amount not to exceed \$313,500 to pilot its smartphone app-based technology to verify vehicle occupancy.

ii. Staff recommends that the Operations Committee authorize the Executive Director or designee to negotiate and enter into a contract with Conduent State & Local Solutions, Inc. in an amount not to exceed \$1,294,800 to pilot its roadside camera-based technology to verify vehicle occupancy.

Attachments: Attachment A: Conduent State & Local Solutions, Inc. and its Subcontractor's DBE / SBE Status
PowerPoint Presentation: Vehicle Occupancy Verification Pilots


Therese W. McMillan

Prime Contractor

Subcontractor

Firm Name	Role on Project	DBE* Firm			SBE** Firm		
		Yes	If Yes, List #	No	Yes	If Yes, List #	No
Conduent State & Local Solutions, Inc.	Implement, operate and maintain roadside camera-based vehicle occupancy verification system			X			X
BECI	Maintenance and Electrical	X	33212				X
Statewide Traffic Safety & Signs	Maintenance of Traffic			X			X
Structural Consultants LLC	Professional Engineering			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

Work Item No.:	6840
Contractor:	RideFlag Technologies, Inc. Mississauga, Ontario, Canada
Work Project Title:	Vehicle Occupancy Verification Pilot – Phase 1 Smartphone App-based Technology
Purpose of Project:	Provide a smartphone app for a three-month pilot of this technology to verify vehicle occupancy.
Brief Scope of Work:	Perform project management; coordinate with MTC's evaluation and outreach consultants; set up and operate the smartphone app for pre-pilot fine-tuning and the full pilot; provide customer support for pilot participants; implement app modifications and customizations, as needed; perform ongoing reporting on pilot progress; and provide data to MTC and its consultants to support pilot evaluation.
Project Cost Not to Exceed:	\$313,500
Funding Source:	SAFE and BATA Rehab
Fiscal Impact:	Funding is included in the FY 2019-20 Budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract with RideFlag Technologies, Inc. to pilot its smartphone app-based technology to verify vehicle occupancy as described above and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$313,500 for such contract.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	May 8, 2020

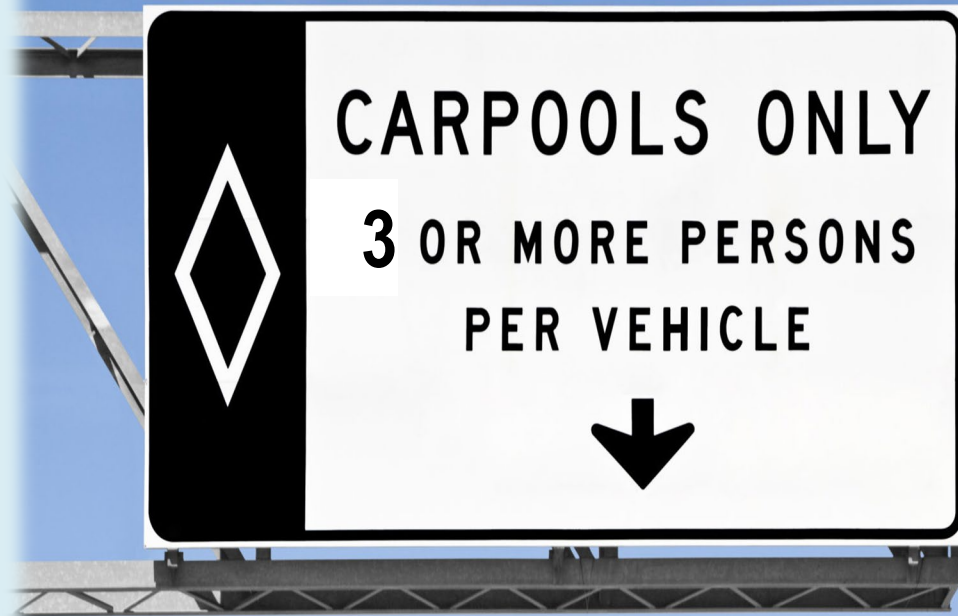
REQUEST FOR COMMITTEE APPROVAL

Summary of Proposed Contract

Work Item No.:	6840
Contractor:	Conduent State & Local Solutions, Inc. Germantown, Maryland
Work Project Title:	Vehicle Occupancy Verification Pilot – Phase 2 Roadside Camera-based Technology
Purpose of Project:	Implement and integrate a roadside camera-based system with the existing toll system and FasTrak® back office system for a pilot period of 12 months at the San Francisco-Oakland Bay Bridge to verify vehicle occupancy and collect proper tolls based on the occupancy
Brief Scope of Work:	Develop project documentation; meet physical, functional, operational, and testing requirements; provide transaction matching and occupancy image review services; and perform operations and maintenance services for duration of pilot
Project Cost Not to Exceed:	\$1,294,800
Funding Source:	BATA Rehab
Fiscal Impact:	Funding is included in the FY 2019-20 Budget
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract with Conduent State & Local Solutions, Inc. to pilot its roadside camera-based technology to verify vehicle occupancy as described above and in the Operations Committee Summary Sheet dated May 8, 2020 and the Chief Financial Officer is authorized to set aside \$1,294,800 for such contract.
Operations Committee:	<hr/> Dave Cortese, Chair
Approved:	May 8, 2020

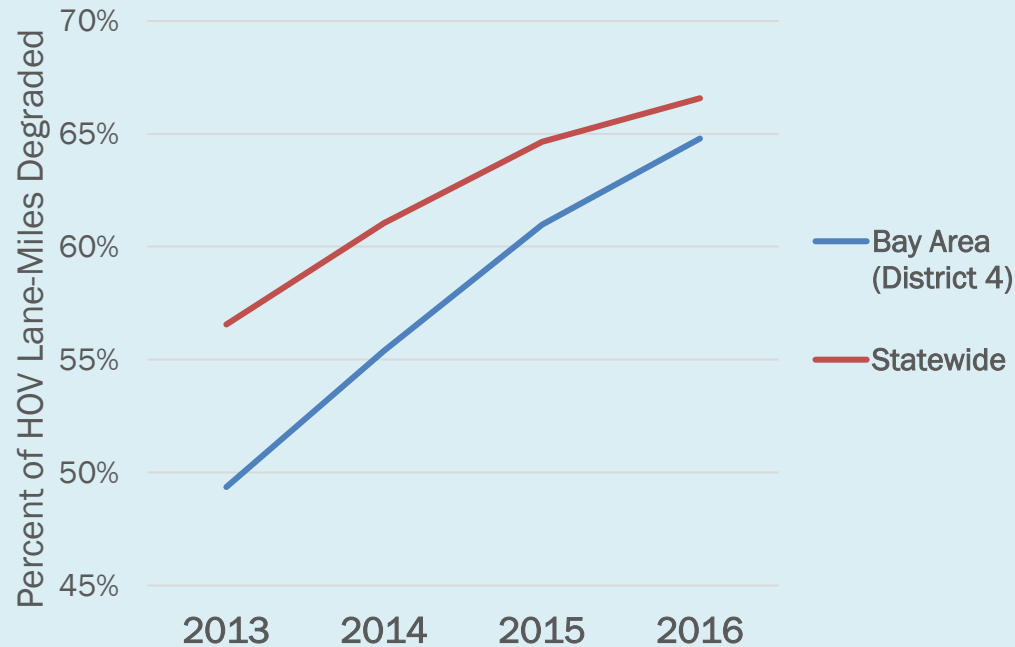
Vehicle Occupancy Verification Pilots

MTC Operations Committee
May 8, 2020



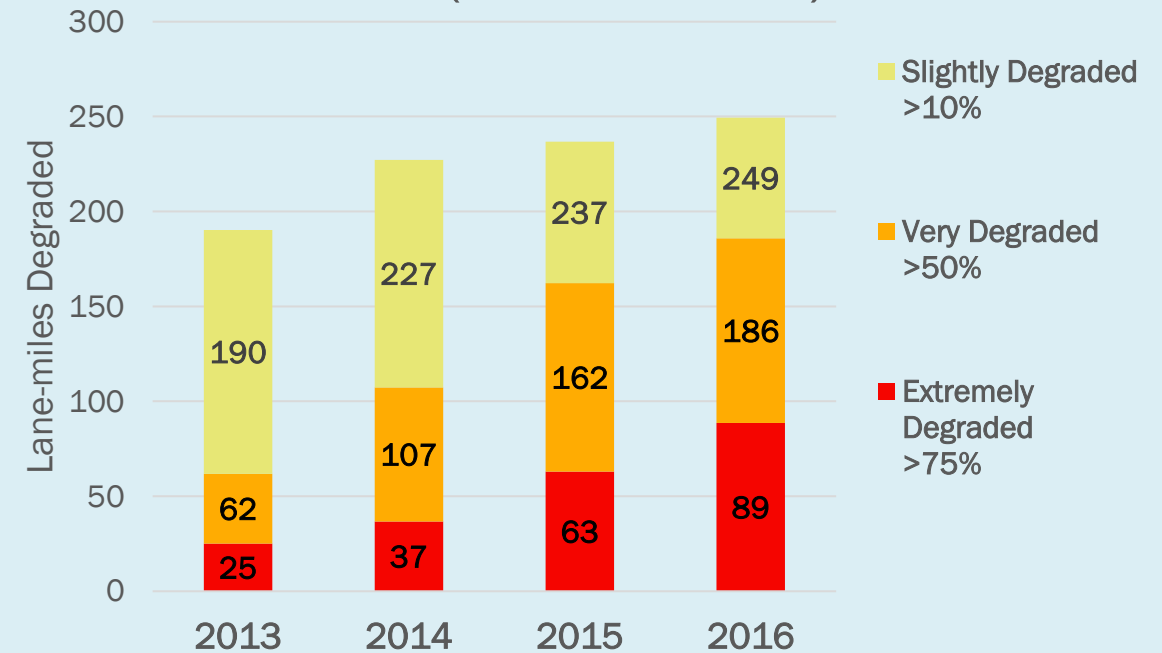
Bay Area HOV Degradation in Recent Years

HOV Degradation Growth



Federal Standard: maintain an average speed of 45 mph at least 90 percent of the time during the peak hour over a consecutive 180-day period.

Bay Area Degraded Lane Miles 2013 – 2016 (2nd Half of Year)



2016 v 2013:

- Total degraded miles increased by 49 miles (+31%)
- “Very” degraded miles increased by 124 miles (+200%)

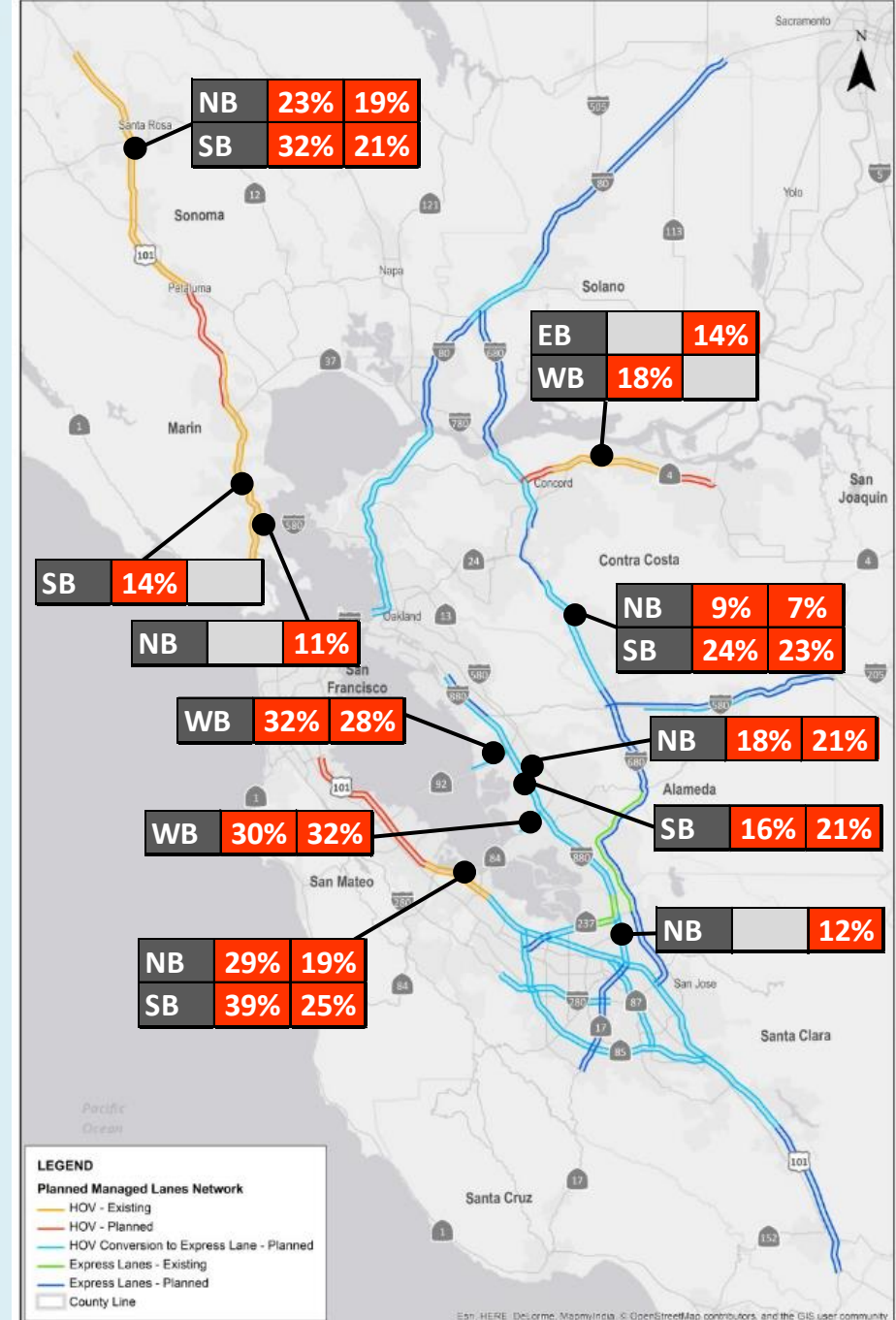
How to Address Degradation:

Enforce Violations

HOV Lane Violation Rates

- AM peak period average: 24%
(range: 9% to 39%)
- PM peak period average: 19%
(range: 7% to 32%)

Legend	AM	PM
	6-9 AM	3-7 PM
NB	23%	19%
SB	32%	21%



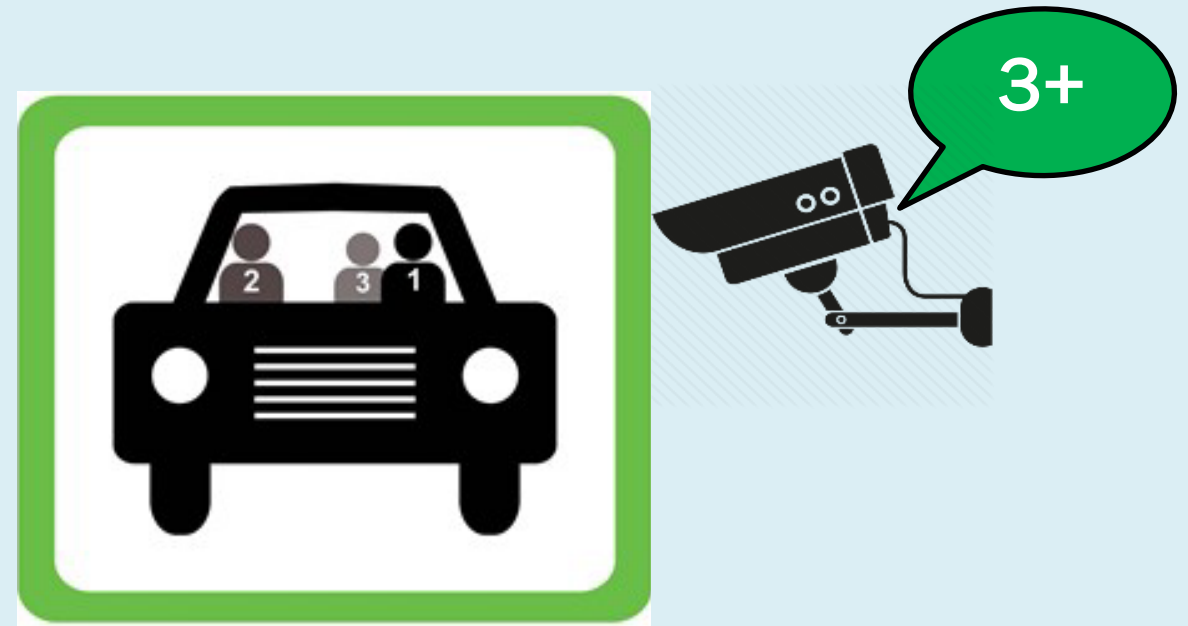
How to Enforce Violations:

Vehicle Occupancy Verification Technology

Smartphone App-based System



Roadside Camera-based System



Smartphone App-based System – Phase 1 Pilot

Purpose:

- Assess functionality and accuracy
- Gauge user experience
- Explore privacy issues
- Inform deployment costs

Overview:

- I-680 Contra Costa express lanes corridor
- 500+ volunteer participants
- Verify vehicle occupancy
- No toll system or FasTrak® integration
- Operate for 3 months
- Collect data by survey & focus groups



Roadside Camera-based System – Phase 2 Pilot

Purpose:

- Use technology to assess vehicle occupancy to determine compliance with HOV lane requirements

Overview:

- Phase 1 Pilot:
 - ✓ Completed in Spring 2018 on I-880 in Hayward
- Phase 2 Pilot
 - ✓ SFOBB Toll Plaza (HOV Lane 1)
 - ✓ Integrate with existing systems (toll plaza and FasTrak® back office)
 - ✓ Detect vehicle occupancy during HOV hours
 - ✓ Issue toll violation notices to violators
 - ✓ Operate pilot for approximately 12 months



Preliminary Pilot Schedules

		Year 2020			Year 2021				Year 2022			
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
	Phase 1 Pilot: Smartphone App-based Technology Project											
1	Operations Committee approval for provisional contract	★										
2	Design and development											
3	Pre-pilot (internal MTC soft launch)											
4	Recruitment/outreach											
5	Pilot deployment and operations											
6	Evaluation											
	Phase 2 Pilot: Roadside Camera-based Technology Project											
1	Operations Committee approval for provisional contract	★										
2	Design and development											
3	Construction											
4	Implementation, fine tuning, testing											
5	Operations and Maintenance											
6	Evaluation											

Contract Approval Requests

Smartphone App-based System:

**Contract: RideFlag Technologies, Inc.
(\$313,500)**

- Services to include:
 - ✓ Set-up & Implementation
 - ✓ Internal Pre-Pilot & Refinements
 - ✓ Operations & Reporting (3 months)
 - ✓ Customer Support
 - ✓ Evaluation Review

Roadside Camera-based System:

Contract: Conduent State & Local Solutions, Inc. (\$1,294,800)

- Services to include:
 - ✓ System Design & Permitting
 - ✓ Equipment Installation
 - ✓ Implementation, Fine-tuning, & Testing
 - ✓ Transaction Matching & Image Reviews
 - ✓ Operations & Maintenance (12 months)

Handout - Agenda Item 5a

From: [Patno, Brian](#)
To: [MTC Info](#)
Subject: Comments on Operations Committee (May 8) Agenda Item 5a ii.
Date: Wednesday, May 06, 2020 12:12:40 PM
Attachments: [image001.png](#)
[image002.png](#)

External Email

To MTC,

I submit the following comments for the May 8th meeting of the Operations Committee Agenda Item 5a ii.: Approval Contract Actions - Vehicle Occupancy Verification Pilots i. Contract - Phase 1 Smartphone App-based Technology: RideFlag Technologies, Inc. (\$313,500) ii. Contract - Phase 2 Roadside Camera-based Technology: Conduent State & Local Solutions, Inc. (\$1,294,800

1. What was the price MTC obtained or estimated for the “transaction matching services” function specified in bullet 4 of document “5a_Veh Occupancy Verification Pilots - Vendor_Contracts.pdf”

Although not required as part of this vendor’s scope of work, Conduent will provide **transaction matching services** at no additional cost, thus resulting in cost savings to MTC by eliminating the need to pay another contractor for such work. (Vehicle occupancy transactions need to be matched to toll transactions in order to link both systems to the same vehicle/transaction.)

2. If the price was obtained from a supplier, who was or were the supplier(s) that provided the price?
3. Please provide the total evaluation scores for each vendor (Indra and Conduent) and the breakdown specified in the proposal, which is reproduced below:

	Conduent	Indra	Total Possible
Qualifications			30
Work Plan, Approach, and Schedule			25
Detailed Cost			15
Cost Effectiveness			10
Phase 1 Pilot System Accuracy			10
Presentation			10
Value-Add			5
Total			105

Thank you,

indra

Brian Patno
Director Transportation Systems USA
1110 Brickell Ave. Suite 509
Miami, FL 33131

Handout - Agenda Item 5a

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bpatno@indracompany.com



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Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0711 **Version:** 1 **Name:**
Type: Contract **Status:** Commission Approval
File created: 4/27/2020 **In control:** Operations Committee
On agenda: 5/8/2020 **Final action:**
Title: San Francisco Peninsula Rail Program Memorandum of Understanding

A request for approval of a Memorandum of Understanding (MOU) with the Transbay Joint Powers Authority (TJPA), Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority (SFCTA), City/County of San Francisco, and the California High Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program.

Sponsors:

Indexes:

Code sections:

Attachments: [5b_SFPeninsula_Rail_DTExtension.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

San Francisco Peninsula Rail Program Memorandum of Understanding

A request for approval of a Memorandum of Understanding (MOU) with the Transbay Joint Powers Authority (TJPA), Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority (SFCTA), City/County of San Francisco, and the California High Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program.

Presenter:

Lisa Klein

Recommended Action:

Commission Approval

Metropolitan Transportation Commission Operations Committee

May 8, 2020

Agenda Item 5b

San Francisco Peninsula Rail Program Memorandum of Understanding

Subject: A request for approval of a Memorandum of Understanding (MOU) with the Transbay Joint Powers Authority (TJPA), Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority (SFCTA), City/County of San Francisco, and the California High-Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program.

Background: The Downtown Rail Extension project will extend Caltrain commuter rail and future California High-Speed Rail service from the current Caltrain terminus at Fourth and King streets to the new Transbay Transit Center (see map in Attachment A). The project, which completed supplemental environmental review in mid-2019, is estimated to cost nearly \$4 billion and involves significant technical complexities including tunneling under San Francisco. Regional Measure 3 includes \$325 million for the Downtown Rail Extension project.

In October 2019, the San Francisco County Transportation Authority (SFCTA) released the Downtown Rail Extension Peer Review Panel's Final Report on Governance, Oversight, Management, and Project Delivery. MTC staff participated in the report through stakeholder workshops. The expert panel recommended project partners undertake a two-year work plan focusing on funding, project design and integration with existing and planned transit projects, and potential management and governance structures.

The Downtown Rail Extension project is one of several major rail infrastructure projects currently in development. MTC has a significant role to play in major projects to ensure regional coordination in both planning and funding, to ensure delivery of the region's long range transportation plan, and as a major funding partner since the projects often rely on Federal New Starts and bridge toll funds. Attachment B summarizes MTC's role in a number of major regional projects.

Historically, MTC has provided a degree of oversight for all phases of projects with Regional Measure funds. For more complex projects and those with significant risks, MTC has engaged technical consultants or supported peer reviews to address specific challenges as they arise. However, this involvement has often occurred after critical decisions have been made and when sponsors seek additional funds from MTC to address cost increases. At its January Workshop, MTC directed staff to explore ways to get more involved in the early stages of project delivery as a means to manage risk, control costs and ensure the most effective regional planning. This role is more akin to BATA's role in the Toll Bridge Seismic Retrofit Program where BATA staff and consultants served as part of an integrated project team, deeply involved in design, engineering decisions and risk management.

Over the past several months, MTC staff has been working with staff from SFCTA, Transbay Joint Powers Authority (TJPA), City and County of San Francisco, Caltrain, and the California High-Speed Rail Authority to develop a Memorandum of Understanding and draft work plan. MTC staff recommends the Commission authorize the Executive Director to enter into an MOU with the project partners to execute the two-year work plan with a focus on: (1) seamless integration with local transit and regional transit services, including a potential future Transbay rail crossing; (2) providing an equitable transit system that works for all residents of the Bay Area; and (3) anticipating and managing risk through design and delivery.

The draft MOU (Attachment C) establishes an integrated, multi-agency team composed of the partners. The team includes an executive steering committee to oversee the work plan, resolve conflicts, and make recommendations to the TJPA. As part of the integrated program management team, MTC would participate in the technical work, including defining a fundable and deliverable initial phase and associated funding plan, developing a project delivery strategy, and reviewing options for governance and oversight during construction. MTC staff would have a role producing work products and making key recommendations that protect the regional investment. Given the current, profound economic impacts of COVID-19, the effort focused on phasing and funding will be particularly important. In addition, MTC would be well-positioned to ensure coordination of the Downtown Rail Extension project with a future Transbay rail crossing. The MOU recognizes the importance of coordinating with BART and the Capital Corridor Joint Powers Authority, and the partners acknowledge potential for them to join the MOU in the future.

TJPA, SFCTA, Caltrain and the California High Speed Rail Authority approved the MOU in April, and the The City/County of San Francisco is expected to execute the agreement in May.

Issues:

The economic impact of COVID-19 appears likely to impact transportation revenue significantly. While restoring transit operations to stable levels is top priority, there is value in continuing to plan for a future transit system that is both connected and seamless, such as that afforded by the Downtown Rail Extension. The work plan under the MOU affords an opportunity for MTC to participate actively in a considering the new economic landscape.

In addition, COVID-19 economic impacts will likely affect MTC's level of engagement in this project and other similar projects, at least in the near term. Over the next two months, the partners will develop a work plan in detail and identify the staffing and funding for each agency's participation. While it remains important that MTC participate in the project leadership and work plan for reasons stated above, MTC anticipates initiating this work with current staff as opposed to hiring new, in-house expertise. Staff expects MTC's less intensive approach is reflective of the resources other partners can bring to the table and of a somewhat slower paced schedule in the near-term. MTC may wish to procure supplemental rail expertise to advise on specific technical matters. The same team of MTC staff and consultants could support similar work on other major regional rail projects if MTC elected to participate in those efforts in a similar manner. Such decisions would be subject to future review and approval by the Commission.

For all of the projects, staff proposes that MTC's efforts beyond typical Regional Measure oversight would appropriately be funded through project funds – in the case of the Downtown Rail Extension, San Francisco Proposition K and Regional Measure 3 funds (subject to resolution of litigation).

Recommendation: Refer the MOU with the Transbay Joint Powers Authority, Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority, City/County of San Francisco, and the California High Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program to the Commission for approval and authority for the Executive Director to negotiate and enter into the MOU in substantially the same form as Attachment C.

Attachments: Attachment A – San Francisco Downtown Extension Program Map
Attachment B – Large Projects with MTC/BATA Participation
Attachment C – San Francisco Peninsula Rail Program Memorandum of Understanding



Therese W. McMillan

REQUEST FOR COMMISSION APPROVAL

Summary of Proposed Memorandum of Understanding

Work Item No.:	1251
Parties:	Transbay Joint Powers Authority, Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority, City/County of San Francisco, and the California High Speed Rail Authority
Work Project Title:	Development of the Downtown Extension Rail Program
Purpose of Project:	Support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program
Brief Scope of Work:	Participate in an integrated, multi-agency team that will undertake project development, including defining a fundable and deliverable initial phase and associated funding plan, developing a project delivery strategy, and reviewing options for governance and oversight during construction.
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a memorandum of understanding with the Transbay Joint Powers Authority, Peninsula Corridor Joint Powers Board (Caltrain), San Francisco County Transportation Authority, City/County of San Francisco, and the California High Speed Rail Authority to support the Transbay Joint Powers Authority in development of the Downtown Extension Rail Program as described above and in the Operations Committee Summary Sheet dated May 8, 2020.
Commission :	<hr/> Scott Haggerty, Chair
Approved:	May 27, 2020

Phase 2 Scope



Element added (*) or modified (**) in the SEIS/EIR

Large Projects with MTC/BATA Participation in Governance, Risk Management and Delivery

Project	Cost	Current Phase	MTC Roles (in addition to Funding Partner)	Start of MTC's Involvement	Agreements
Regional Rail Projects					
Transbay Terminal Phase 1	\$2 B	Construction Complete	1. Independent cost review 2. Cost Review Committee 3. Peer review of fractured girder	1-2. Cost increase 3. Girder fracture	1. Cost Review conducted by MTC in coordination with TJPA 2. Transbay Project Cost Oversight Agreement 3. Cooperative Agreement
Caltrans Electrification	\$2 B	Under Construction	Change Management Committee	Cost increase	MOU, executed
Peninsula Corridor Rail Program – Downtown Extension	\$4 B	Design	Executive Steering Committee Regional rail planning and funding	Start of design	MOU (subject to MTC approval)
Valley Link	\$2–\$3 B	Environmental	Executive Steering Committee Project Policy Committee	Start of environmental	Funding Agreements (subject to MTC approval)
Diridon Station	TBD	Planning	Executive Committee Policy Director Committee Organizational Subcommittee	Initial studies	TBD
Transbay Rail Crossing	\$30 - \$50 B	Initial Studies	TBD	Initial studies	TBD
Roadway/Bridge Projects					
Toll Bridge Seismic Retrofit Program	\$7 B	Construction Complete	Toll Bridge Program Oversight Committee Project Management Team Risk Management Independent cost and technical reviews	Cost increase	Cooperative Agreement, executed MOU, executed
State Route 37	\$4 B	Environmental	Lead for initial studies Executive Steering Committee Hire project director Lead interim project	Initial studies	MOU, executed

San Francisco Peninsula Rail Program MOU

This San Francisco Peninsula Rail Program Memorandum of Understanding (MOU), effective _____, 2020 is between the Transbay Joint Powers Authority (TJPA); the Metropolitan Transportation Commission (MTC); the San Francisco County Transportation Authority (SFCTA); the Peninsula Corridor Joint Powers Board (Caltrain); the California High Speed Rail Authority (CHSRA); and the City and County of San Francisco (CCSF) (each a “Partner” and collectively the “Partners”).

1. Definitions:

DTX Rail Program: Activities directed toward the advancement of the environmentally cleared Downtown Rail Extension Project (DTX)

SF Peninsula Rail Program: A program of projects comprised of the DTX and Related Projects

Related Projects: Pennsylvania Avenue Extension (PAX), Railyards Development, and 22nd St Station Study

Regional and State Rail Efforts: Related regional and state rail efforts including the ongoing development of Caltrain and CHSRA programs, the State Rail Plan, New Transbay Rail Crossing, and others, including any future regional rail planning or funding programs

Ready-for-Procurement: All work in planning and engineering is advanced to a level consistent with the contract(s) delivery method(s), has completed all required planning and National Environmental Policy Act/California Environmental Quality Act, and applicable other permit/approval requirements, has secured necessary funding, has obtained or identified Right-of-Way and/or easements and permits, and is ready to proceed to bid.

2. Purpose:

The Partners recognize that the DTX is a critical rail link in the Bay Area, mega-region, and state transportation system and that it will be more efficiently and effectively developed through a multi-agency partnership among local, regional, and state stakeholder agencies with expertise in developing, funding, and implementing major infrastructure projects.

The Partners also recognize that – and nothing in this MOU is intended to imply otherwise – state law and the TJPA’s 2001 Joint Powers Agreement (as amended) currently provide that the TJPA has primary jurisdiction over and will implement all aspects of the DTX that will connect the new Salesforce Transit Center (STC) to the regional rail system.

This MOU describes a new organizational structure that will support the efforts of the TJPA in the development of the DTX to a Ready-for-Procurement status and would make direct recommendations to the TJPA Board based on a set of activities outlined below. These activities will be undertaken by an integrated multi-agency project team, comprised of senior staff of the signatory agencies to this agreement, as shown in Attachment 1, who will oversee the Work Program shown in Attachment 2.

3. Structure

The new organizational structure described by this MOU is summarized below and depicted in the Organization Charts in Attachment 3.

Executive Steering Committee (ESC):

By virtue of this MOU, an Executive Steering Committee (ESC) will be instituted to support the TJPA in project development efforts for the DTX as described in Attachment 2, and empowered to implement this MOU. The ESC is responsible for making recommendations to the TJPA Board regarding the scope of efforts under this MOU. The TJPA Board will maintain its ultimate authority over the DTX. Accordingly, it may accept or reject recommendations of the ESC, and it may act in the absence of a recommendation from the ESC.

The ESC will consist of the executives (or their designee) of the TJPA, MTC, SFCTA, Caltrain, CHSRA, and the CCSF (for CCSF the executive will be the Mayor or her designee). The initial and alternate members of the ESC are named on Attachment 1. Each Partner may change its appointment to the ESC by providing written notice to the ESC. The ESC will meet at least monthly, sufficiently in advance of the TJPA Board's regularly scheduled meetings that the ESC will have an opportunity to provide a progress update or to present items to the TJPA Board; a majority of authorized representatives shall constitute quorum. The ESC will elect a Chair and Vice-Chair as a first order of business. At the request of the TJPA Board Chair, the ESC Chair or Vice-Chair will report to the TJPA Board on a monthly basis on the status of the program. The ESC will be responsible for the DTX work program as summarized in Attachment 2, which specifies which elements of the DTX work program must be brought to the TJPA Board for information and/or approval. The ESC will also help resolve conflicting areas of work among the Partners. While the ESC will attempt to reach consensus, it will make recommendations to the TJPA Board by a majority vote of the representatives present. The ESC may also serve as a coordinating forum for the SF Peninsula Rail Program and other relevant regional or statewide rail system planning and development efforts.

Integrated Program Management Team (IPMT):

For the DTX Rail Program, the ESC will be supported by an IPMT consisting of representatives with relevant experience in large complex projects from each of the Partners, as designated by their corresponding executive. In addition, the IPMT may also be supplemented with relevant qualified personnel from within their own agencies or their supporting consultancy organizations.

Project Director (PD):

The PD should have proven leadership, organizational acumen and relevant experience in delivering all aspects of mega rail projects and tunneling. The ESC, or a sub-committee thereof, will recruit and recommend a short list of the PD candidates to the TJPA Board for final selection. The TJPA prefers that the PD be a TJPA employee or direct consultant. However, the TJPA may also consider PD candidates as a consultant seconded to the TJPA through one of the Partners; in such case, a separate agreement between the TJPA and the Partner would be required. The PD will lead the IPMT.

The PD will report to his/her hiring entity for purposes of administrative matters and report to the ESC for purposes of coordination of the IPMT. The PD will coordinate the IPMT in its development of recommendations to present to the TJPA Board as to the delivery of the Work Program (Attachment 2). The PD will be responsible for the day-to-day management of those portions of the DTX work program identified for TJPA to lead, reporting on those matters to the TJPA's Executive Director. The PD shall also be responsible for directing TJPA DTX staff and consultants as needed. To the extent another Partner is identified as assuming a lead role for portions of the DTX work program, that Partner will be responsible for day-to-day management of its tasks.

The PD will coordinate with other IPMT members leading other tasks, as well as with the SF Peninsula Rail program of projects. The PD may also coordinate with other relevant Regional and State Rail Projects as needed.

4. Scope/Responsibilities**SF Peninsula Rail Program Group of Projects:**

The DTX is part of a set of regional rail projects within San Francisco that will provide valuable connectivity for the Bay Area and mega-region rail network.¹ A subset of these, called "Related Projects" for the purpose of this MOU, is covered under a separately executed San Francisco 4th/King Railyard MOU (Railyards MOU)², which describes cooperative planning and project development activities for the Related Projects.

Whereas the DTX Rail Program will be managed as described in this MOU, the Related Projects are coordinated in accordance with the Railyards MOU and managed according to their own responsible agency's individual governance. For the Related Projects, the ESC will serve in an advisory and supporting role.

While the Partners recognize that coordinating activities can improve their planning and delivery in order to maximize public benefit for the region as a whole, the Partners confirm

¹ Additional regional rail system planning, and coordination is being undertaken for potential BART and standard gauge Transbay rail crossings with BART, Capitol Corridor, Caltrain and the California State Transportation Agency (CalSTA).

²San Francisco 4th/King Railyard MOU dated June 3, 2019 between Caltrain, Prologis, CCSF/SFCTA, and TJPA

that each project within the SF Peninsula Rail Program has independent utility from every other project.

Summary of Work Elements Under this MOU:

DTX Rail Program:

The following are the main activities that comprise the DTX work program.

DTX Project Development -- anticipated activities include, but are not limited to, developing a phasing strategy that addresses both Caltrain and CHSRA needs, conducting industry reviews, performing design of the phased project to a level that will allow for a reliable bottom-up cost estimate, updating the right-of-way plan, conducting robust risk assessment, implementation planning, and developing the project delivery strategy to advance the DTX to a Ready-for-Procurement status.

Coordination for Regional Planning and Funding— this effort will focus on articulating the regional context for the DTX and integrating the planning and funding of the DTX with broader regional, mega-regional, statewide plans, and funding programs. This includes helping to design and advance DTX funding strategies and analyzing implementation options in coordination with other regional and statewide entities and efforts.

A Summary Work Program is attached (Attachment 2) that includes detailed description of the roles and responsibilities for each participating agency. The Summary Work Program consists of the following main tasks, for which the ESC will develop recommendations to the TJPA Board for decision:

- Establish and Initiate New Management Structure
- Define a Fundable and Deliverable Initial Phase of the DTX Project
- Select the Project Delivery Strategy
- Undertake a Governance and Oversight Review
- Prepare for Procurement

Select work elements under the Railyards MOU:

Pennsylvania Avenue Extension (PAX)– Led by the SFCTA, this project will perform scoping and pre-environmental engineering to affect an underground rail grade separation at 16th Street and Mission Bay Drive by means of a tunnel following the general alignment of Pennsylvania Avenue, with a special focus on the interface with the DTX at 4th/Townsend rail station and the transition to the mainline at its southern end.

4th and King Railyard Studies – Led by Caltrain, in coordination with Prologis, Inc. (the property owner), this project will perform studies to determine Caltrain’s needs within San Francisco, develop railyard alternatives, determine storage, service,

station, and maintenance requirements, among others, in accordance with the agreement set forth in the Railyards MOU for the possible development of the railyard.

22nd Street Station Study – Led by SF Planning, in close coordination with Caltrain, this project will study the options for improving or relocating the current 22nd Street Station.

Railyard Site Land Use and Development Study – Led by Prologis, Inc., this work will examine the feasibility of various development options at the 4th and King railyards; options will consider DTX, PAX, and/or the undergrounding of some or all of the current railyard.

5. External Resources and Engagement:

The Partners will work together to identify the necessary resources to support their respective activities to carry out the DTX work program. Some agencies' budgets have identified sources, while others are to be confirmed. Within two months after signing the MOU, the Partners will develop a more detailed work plan, identify a budget for the total resource requirement (staffing and contractor) for each agency and in total, and confirm funding sources. Notwithstanding the above, this MOU commits the Partners to consider providing funding or resources, but does not commit any Partner to provide any resources other than those the agency already has funded and programmed to support DTX or to provide any funding.

These resources may include, among others, on-call consultants and legal counsel. Actual staffing and support from each agency will be based on their designated roles and responsibilities. This MOU commits the Partners to participation in the ESC/IMPT process but does not constitute a commitment of financial resources.

The Partners recognize that other state, regional and local government agencies, such as BART, Capitol Corridor, California State Transportation Agency, and Caltrans, have an interest in and/or expertise regarding the matters contemplated in the Summary Work Program. Accordingly, the Partners agree to work collaboratively to engage those agencies as appropriate during implementation of the Summary Work Program.

6. Work Plan:

A Summary Work Program, delineating the scope of efforts to be executed under this MOU, is attached (Attachment 2). Once the MOU is executed and the ESC and IPMT instituted, the first order of business will be the development of a comprehensive Work Plan, for presentation and approval by the TJPA Board, building upon the activities of the Summary Work Program. The Detailed Work Plan will detail all the necessary tasks, their relationships, schedule, and responsible Partner to take the project to start of construction. The Detailed Work Plan should be completed within 2 months.

As defined in the Summary Work Program, the ESC will work to develop an initial operating phase that provides the necessary capacity to operate a reliable blended system to the Salesforce Transit Center at the earliest practicable date and with consideration of reasonably available funding. Any proposed initial operating phase recommended by the ESC must have prior concurrence of Caltrain and CHSRA members of the ESC.

7. NEPA/CEQA:

Any recommendations regarding modifications to the DTX resulting from the work under the MOU is intended to be consistent with and not require any material modification of the existing DTX NEPA/CEQA documentation.

8. Funding:

The Partners recognize that Federal funding programs require demonstration of strong local financial capacity and commitment and intend to collaborate on strengthening project funding plans.

9. Principles for Collaboration:

- Follow the decision-making processes and communication models established by the ESC and IPMT
- Share information and resources to assist with the successful and timely completion of tasks and follow-on studies
- Respond and provide input within agreed-upon response times
- Design meetings as small working sessions and provide appropriate staff to focus on the outcomes required, in accordance with the roles and responsibilities established in the attached Summary Work Program
- Seek to make decisions by consensus when possible, by majority vote otherwise

10. Policy Recommendations:

Policy recommendations of the ESC to the TJPA Board for the DTX will require majority support of the ESC. Policy recommendations are expected to include, but are not limited to:

- Phasing Plan for the Initial Operating Segment
- Adoption of a new Funding Plan
- Project Delivery Plan, including ROW acquisition plan, project delivery method(s), contracting strategy
- Final institutional arrangement for project delivery through initial operating segment as proposed in the Summary Work Program
- Significant design decisions

11. No Adjudication of Rights:

The MOU does not adjudicate legal rights with respect to the development of the DTX or provide the Partners with any rights with respect to the revenues derived therefrom.

12. Other MOUs:

The Partners acknowledge that there are other agreements already entered into by the Partners or which may be entered in the future related to the SF Peninsula Rail Program, including but not limited to operating and maintenance agreements between the TJPA (or another entity designated to carry out the DTX) and Caltrain and the California High-Speed Rail Authority; MOU between the TJPA the Federal Railroad Administration related to the allocation of \$400 million for the construction of the train box at the STC; and the Railyards MOU. This MOU is separate from and does not modify or replace any other MOU or other agreement between the Partners regarding the DTX.

13. Term

13.1 The term of this MOU shall be 36 months or when the DTX reaches Ready-for-Procurement status, whichever is earlier.

13.2 The Partners may amend, conclude or extend this MOU by mutual agreement; such agreement shall be evidenced in writing. Notwithstanding the foregoing, the TJPA may terminate this MOU in its discretion by action of the TJPA Board; prior to any such proposed termination, the TJPA shall meet and confer with the other Partners in a good faith effort to resolve any concerns and avoid the need for termination. Any other Partner may withdraw from this MOU in its discretion, following a meet and confer with the other Partners in a good faith effort to resolve any concerns and avoid the need for withdrawal

14 General Conditions

14.1 Each Partner will conduct its activities under this MOU in accordance with applicable federal, state, and local laws, regulations, and standards.

14.2 Each Partner will ensure that personnel assigned by it to conduct activities under this MOU are appropriately qualified or licensed to the perform the tasks assigned to them.

14.3 Each Partner will hold all administrative drafts and administrative final reports, studies, materials, and documentation relied upon, produced, created, or utilized for the activities under this MOU in confidence to the extent permitted by law. Where applicable, the provisions of California Government Code section 6254.5(e) shall protect the confidentiality of such documents in the event that said documents are shared between the Partners. The Partners will not distribute, release, or share said documents with anyone other than employees, agents, and consultants who require access to complete the activities under this MOU without the written consent of the Partner authorized to release

them, unless required and authorized to do so by law. If a Partner receives a public records request pertaining to activities under this MOU, that Partner will notify the other Partners within five (5) working days of receipt and make the other Partners aware of any intent to disclose public documents. The Partners will consult with each other prior to the release of any public documents or statements related to the activities under this MOU. Nothing herein shall require any Partner to waive any attorney-client privileges or other protections it otherwise has a right to assert.

14.4 The Partners do not intend this MOU to create a third-Partner beneficiary or define duties, obligations, or rights in Partners not signatory to this MOU.

14.5 The Partners will not assign or attempt to assign their rights or obligations under this MOU to parties not signatory to this MOU without an amendment to this MOU.

14.6 The following documents are **Attachments** hereto:

Attachment 1: Initial members of the ESC

Attachment 2: Summary DTX Rail Program -- Work Program

Attachment 3: Organization Chart

IN WITNESS WHEREOF, the Partners have executed this MOU as of the date first written above.

Transbay Joint Powers Authority

Metropolitan Transportation Commission

By: _____
TJPA Board Chair

Address:

By: _____

Address:

San Francisco County Transportation
Authority

Peninsula Corridor Joint Powers Board

By: _____

Address:

By: _____

Address:

California High Speed Rail Authority

City and County of San Francisco

By: _____

By: _____

Address:

Address:

DTX MOU Attachment 1
Initial ESC and IPMT Membership

Executive Steering Committee	Member	Alternate
Caltrain	Jim Harnett	Michelle Bouchard
CCSF	Paul Supawanich	TBD
CHSRA	Boris Lipkin	Simon Whitehorn
MTC/BATA	Andrew Fremier	Lisa Klein
TJPA	Mark Zabaneh	Erin Roseman
SFCTA	Tilly Chang	Eric Cordoba
Integrated Program Management Team		
Caltrain	Sebastian Petty	Anthony Simmons
CCSF	Doug Johnson	Anna Harvey
CHSRA	Simon Whitehorn	Paul Hebditch
MTC/BATA	Stephen Wolf	Trish Stoops
TJPA	TBD	TBD
SFCTA	Eric Cordoba	Luis Zurinaga

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

	<p>Roles and Responsibilities</p> <p>Lead: Agency responsible for executing the task</p> <p>Co-Lead: Agencies jointly responsible for executing the task</p> <p>Concur: Agency that must sign off on deliverables</p> <p>Contribute: Agency that will provide input and assistance to Lead</p> <p>Consulted: Agency that must be informed and consulted by Lead</p>								
Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
A.	Establish and Initiate New Management Structure								
1	Establish Executive Steering Committee (ESC) and Integrated Project Management Team (IPMT), identify resources and develop a staffing plan.	(a)Develop MOU (b)Develop Summary Work Program (c) Define roles and responsibilities (d) Determine staffing levels for IPMT from participating agencies	Concur	Concur	Concur	Concur	Lead	Concur	Reporting
2	ESC and IPMT Program Management	(a) Execute and implement transition to the new structure and agreements (b) Ongoing oversight and management of the program (c) Manage key initiatives to address issues (d) Coordinate with other regional and state projects (e.g. BART/Capitol Corridor on the development of the New Transbay Rail Crossing and State Rail Plan)	Contribute	Contribute	Contribute	Contribute	Contribute	Contribute	Reporting
3	Recruit Program Director		Contribute	Contribute	Contribute	Contribute	Contribute	Lead	Approval
4	Coordinate with Project Initiation phase of the Pennsylvania Avenue Extension (PAX)	(a) Interface with PAX pre-environmental engineering and funding permitting, environmental studies.	Contribute	Contribute	Contribute	Contribute	Lead	Contribute	Reporting
5	Coordinate with other SF Peninsula Rail Program components	(a) Coordinate with Railyards Development planning (per Railyards MOU) and 22nd Street Station study led by SF Planning (b) Coordinate with BART/CCJPA on potential through running of conventional rail services	Contribute	Lead	Contribute	Contribute	Contribute	Contribute	Reporting
6	Develop a comprehensive Work Plan, building upon the activities of this Summary Work Program. The Detailed Work Plan will describe all the necessary tasks, their relationships, schedule, and responsible party to take the project to start of construction. (target completion: within 2 months)	(a) Identify all tasks, including programmatic documentation (PMP and associated management plans and criteria), a project phasing study and business case analysis; branding, planning and funding plans; outreach and stakeholder engagement; qualitative and quantitative risk analyses, constructability review and industry review;	Concur	Concur	Concur	Concur	Concur	Lead	Approval

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

		project delivery plan; and other tasks necessary to bring the DTX Rail Program to bid, and assign responsibilities (b) Determine staffing levels, budgets and funding for delivering the tasks (c) Develop a Master Schedule							
Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
7	Develop a re-branding strategy to reposition the DTX Rail Program	Develop a plan for re-branding of the Program with updated graphics and messaging based on economic benefits for the region, state, and nation	Contribute	Contribute	Contribute	Contribute	Concur	Lead	Approval
8	Perform public outreach by engaging external stakeholders, advocacy groups, and the public at large, and perform public outreach	(a) Develop external outreach plan (b) Conduct public outreach (c) Conduct advocacy group outreach (d) Maintain clear records of stakeholder engagement (e) Coordinate with adjacent developments, related and interconnected plans and projects by other agencies, such as Transbay rail planning, and stakeholder business plans	Contribute	Contribute	Contribute	Contribute	Contribute	Lead	Reporting
B.	Define a Fundable and Deliverable Initial Phase of the DTX Project								
9	Develop operational plans for near-term and long-term rail operations at the STC	(a) Develop a consolidated set of service assumptions (b) Develop operational objectives, timetables, track usage, and platform distribution. (c) Perform all necessary modeling, including perturbation analysis, to assure reliable, smooth operations at the STC and the Peninsula	Co-Lead	Contribute	Co-Lead	Contribute	Contribute	Contribute	Reporting
10	Conduct planning for DTX	(a) Identify the full extent of the Salesforce Transit Center users, currently planned and future, direct and indirect, and existing relevant plans and studies (b) perform ridership forecasts, and coordinate with Caltrain and CHSR based on their current/updated Business Plans; transit users; and, New Transbay Crossing based on 2018 State Rail Plan, regional rail plan, and current BART/CCJPA planning study	Concur	Contribute	Concur	Concur	Lead	Concur	Reporting

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
11	Perform technical studies and design to re-define and deliver a DTX initial operating phase as soon as possible	(a) Engineering studies to achieve project re-definition and initial operating phase (b) Utilizing input from the operational plans developed under task 9, perform demand vs capacity scenario analysis over time and side-by-side comparison of options in terms of benefits (economic, riders, housing, etc.), costs, schedules, operations, etc. (c) Perform design of the phased project to a level that will allow for the reliability of the tasks below (d) Develop detailed cost estimates, schedules, and extensive risk register and analysis based on structured workshops, including risk management program and independent reviews (e) Develop plans for utility relocations and ROW acquisition requirements, including risk management and insurance plans, early works packages, and third-party agreements as needed (f) Resolve critical operational issues for all users of the initial operating phase, conduct operational analysis, and coordinate operators' plans and requirements	Concur	Contribute	Concur	Contribute	Concur	Lead	Approval
12	Prepare a preferred Phasing Plan conforming with technical studies and policy direction on realistic amounts/timing of funding and stakeholder delivery date expectations -with an explicit goal to deliver rail service to the STC as soon as possible	(a) Utilizing input from tasks 9, 10, 11 and 13, prepare Rail Program phasing options in response to rail service scenarios, funding sources and availability, and stakeholder requirements (b) Develop detailed risk management and assurance plans including ownership, staffing, independent strategic advisor / independent engineer, and management processes (c) Develop Business Case for the phased project (d) Revisit Detailed Work Plan to assure compatibility with preferred phasing plan	Concur	Concur	Concur	Concur	Concur	Lead	Approval
13	Develop and confirm Funding Plan strategy for the DTX Rail Program based on achievable funding assumptions and securing adequate capital funding and O&M revenues enough for the initial phase	(a) Develop funding plan for construction and operations, inter-agency responsibilities, securing commitments, schedule of availability, and tasks to enter FTA funding process (b) Conduct assessment of high/ low confidence sources of funding with focus on funding initial operating phase and funding strategy of subsequent phases (c) Develop new/innovative funding and financing sources including joint development (e.g., Railyards) enabled by project re-definition strategy (d) Develop funding plan strategy for operations phase, including funding agreements and commitments to support initial operating phase operating costs	Contribute	Contribute	Contribute	Concur	Lead	Concur	Approval

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

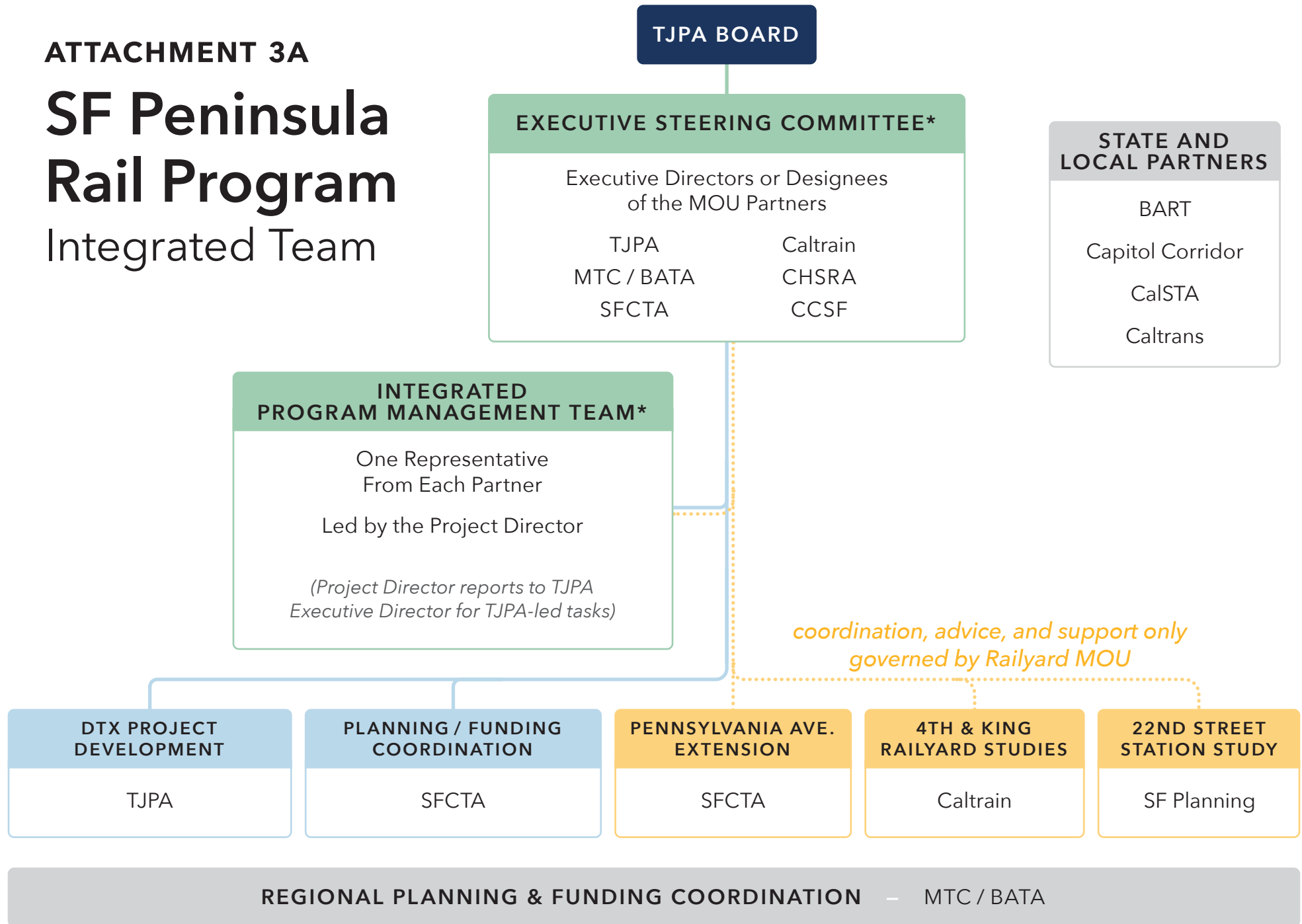
Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
14	Prepare the project to enter the federal New Starts Program	(a)Develop all the documentation required by the FTA to enter the New Starts Program (b) Engage with the FTA to develop a road map to the Full Funding Grant Agreement	Concur	Concur	Concur	Concur	Concur	Lead	Report on progress and approval of final documents
C.	Select the Project Delivery Strategy								
15	Conduct industry outreach to validate construction methodology and contracting strategy	Conduct market sounding through engagement with the infrastructure industry and update the qualitative delivery options analysis previously completed.	Contribute	Contribute	Contribute	Contribute	Contribute	Lead	Report
16	Develop a project delivery and contracting strategy	(a) Analyze project delivery options analysis based on a business case and risk-adjusted financial analysis, including input from the market sounding (b) Analyze legal framework and issues for delivery options, procurement, and development of contracts (c) Develop a strategic implementation roadmap including a procurement and contracting plan, risk management plan, and organizational requirements (d) Conduct workshops to allocate risk based on risk analysis performed under tasks above, and develop analysis and plans for insurance (e) Scope pre-procurement engineering and early works contracts tailored to the delivery options	Contribute	Contribute	Contribute	Concur	Co-Lead	Co-Lead	Approval
17	Develop an O&M plan with roles and responsibilities	(a) Prepare a 20-year financial plan for Operations and Maintenance (b) Review and identify the ownership and governance of project elements for construction, operations, and maintenance (c) Develop and execute agreements for Operations and Maintenance	Concur	Consulted	Concur	Concur	Concur	Lead	Approval
D.	Undertake a Governance and Oversight Review and Transition								
18	Explore the best institutional arrangement and governance for the delivery of the DTX Rail Program thru construction and make recommendations to TJPA Board	(a) Detailed study to identify the governance structure to enable stakeholder alignment, effective mega-project delivery, oversight, independent strategic advice, and assurance (b)Stress-test options to maximize opportunities for Federal, State, and Regional funding as a Project of Regional and National Significance. Recommend governance/project delivery structure for delivery (c) Develop management structure, briefs with roles and responsibilities, staffing qualifications, reporting and communication protocols, contracting, and staffing plan (d) Conduct assessment with strategic, economic, commercial, financial, management cases and consider	Contribute	Contribute	Contribute	Co-Lead	Co-Lead	Concur	Approval

Attachment 2: DTX Summary Work Program FINAL V7 3-31-20

		responsibilities for O&M of new trackage and the rail portion of STC (e) Develop outcome-based performance and sourcing management system, regime of Key Performance Indicators (KPIs), and stage-gated decision-making protocols							
Task No	Task	Sub-task Description	Caltrain	CCSF	CHSRA	MTC/BATA	SFCTA	TJPA	To TJPA Board For
19.	Select lead agency for Construction. Should an alternate structure be adopted by the TJPA Board as a result of the above task, effect transition to final institutional arrangement and organization	Execution and implementation of Task 18 outcomes in coordination with the selected project delivery method.	Concur	Concur	Concur	Concur	Concur	Lead	Approval
E.	Prepare for Procurement								
20	Start procurement tasks as applicable based on final institutional agreement, selected project delivery method, and scoping	(a) Finalize Plans, Specifications, and Estimates (PS&E) to the level required by the contracting strategy and delivery method(s) (b) Develop draft Commercial Terms and Conditions as appropriate for each contract (c) Conduct additional industry outreach to create interest and create a competitive environment (d) Develop draft bid documents for each contract	Concur	Concur	Concur	Concur	Concur	Lead	Report on Progress Approval to begin procurement

ATTACHMENT 3A

SF Peninsula Rail Program Integrated Team

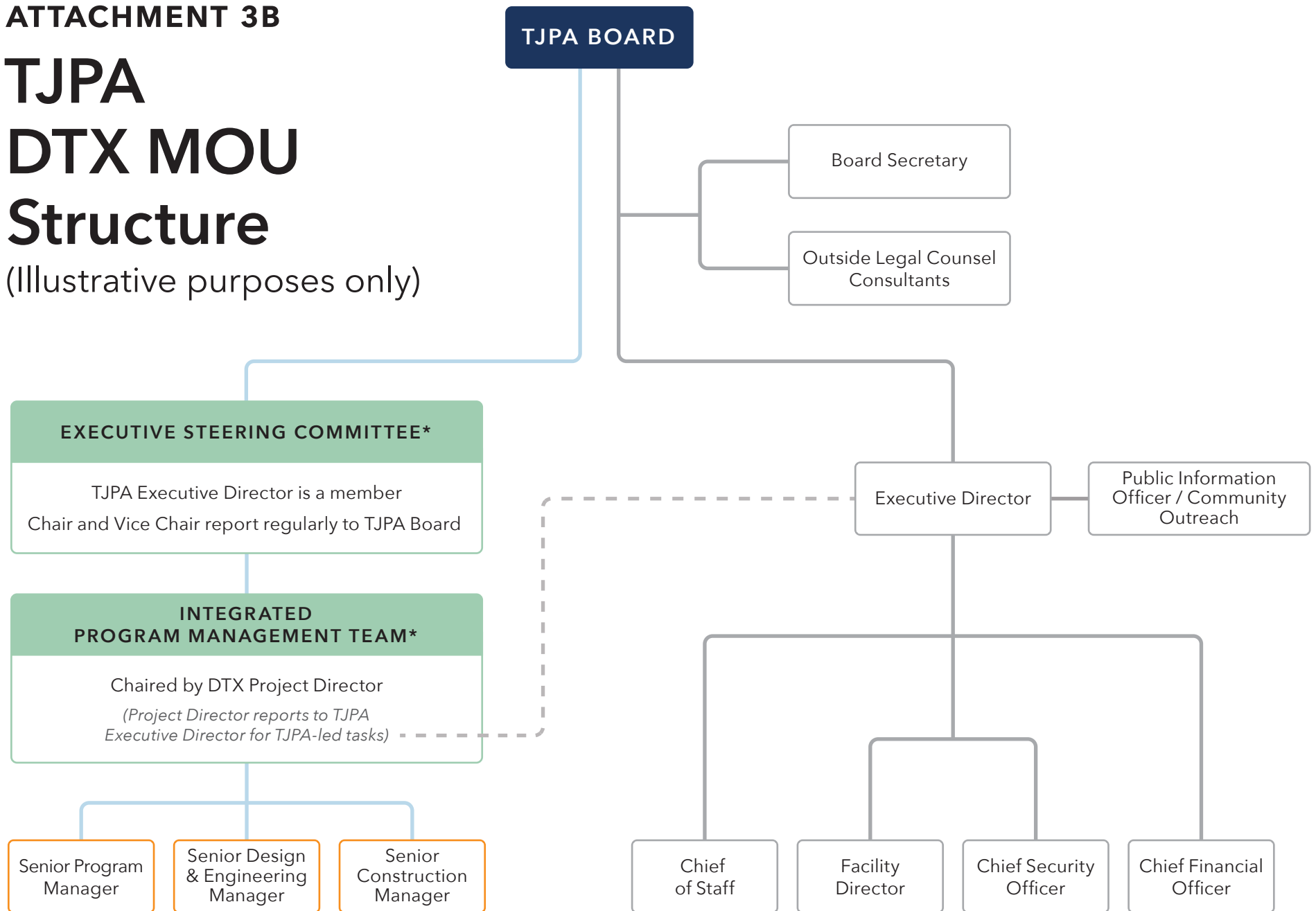


* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020

ATTACHMENT 3B

TJPA DTX MOU Structure

(Illustrative purposes only)



* Consistent with and limited to the Summary Work Program (Attachment 2) defined by the San Francisco Peninsula Rail Program MOU approved by TJPA Board on April 9, 2020



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0534 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 3/6/2020 **In control:** Operations Committee
On agenda: 5/8/2020 **Final action:**
Title: Bay Area Express Lanes Network for Plan Bay Area 2050

Presentation on trade-offs between express lane planning scenarios to inform a future recommendation of the Regional Express Lane network for Plan Bay Area 2050 (Plan), including synergy with express buses. Update on the Express Lanes Strategic Plan.

Sponsors:

Indexes:

Code sections:

Attachments: [6a Bay Area Express Lane Network for PBA 2050.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Bay Area Express Lanes Network for Plan Bay Area 2050

Presentation on trade-offs between express lane planning scenarios to inform a future recommendation of the Regional Express Lane network for Plan Bay Area 2050 (Plan), including synergy with express buses. Update on the Express Lanes Strategic Plan.

Presenter:

Jim Macrae

Recommended Action:

Information

Attachments:

Metropolitan Transportation Commission Operations Committee

May 8, 2020

Agenda Item 6a

Bay Area Express Lanes Network for Plan Bay Area 2050

Subject: Presentation on trade-offs between express lane planning scenarios to inform a future recommendation of the Regional Express Lane network for Plan Bay Area 2050 (Plan), including synergy with express buses. Update on the Express Lanes Strategic Plan.

Background: For the last year, a working group consisting of Bay Area Express Lane providers and Caltrans has met to work on the Strategic Plan. In December 2020 staff presented to this Committee a two-track effort to advance the express lane network. Using agreed upon program goals, Track 1 identified recommendations for the California Transportation Commission's (CTC) 2020 Senate Bill (SB) 1 project endorsements and initial programming of the Regional Measure 3 Express Lanes Program to be presented to the Programming and Allocations Committee in May. Track 2 was to develop a 10-year strategy for implementing express lanes reflecting key policies from the Plan.

Based on the January 2020 Commission workshop feedback staff has augmented Track 2 to encompass: 1) an express lane network that fits into the Plan; 2) a strategic plan to implement an express lane network consistent with the Plan and based on agreed upon goals, policies, and strategies; and 3) a Regional Express Bus system for the Plan that works in concert with the Regional Express Lane network.

1. Express Lane Network for Plan Bay Area 2050

The Plan's Project Performance Assessment found three deficiencies in the Regional Express Lane network originally submitted: does not advance equity, increase in green house gas (GHG) emissions, and a low benefit-to-cost ratio. The working group is addressing these deficiencies through a combination of white paper research through 2020, as outlined in its commitment letter to Plan Bay Area (Attachment A), and network scenarios to aid in deciding the express lane scope for the Plan.

For equity, the working group is exploring options over the next several months, via a white paper, to include means-based tolls, targeted incentives, complementary bus service, funds for equity projects using express lane toll revenue, origin-destination connections to jobs and workforce development programs. The group will work closely with San Mateo and San Francisco partners to learn from and collaborate on their ongoing express lane equity studies, scheduled to finish in fall 2021.

To address GHG emissions and low benefit-to-cost ratio deficiencies, the working group plans to revise the Regional Express Lane network for the Plan. To aid in this effort, the group has developed four network scenarios designed to illustrate trade-offs based on regional priorities, including: 1) Minimize GHG emissions; 2) Express Bus Guideway; 3) Complete Pipeline Projects; and 4) Megaregion Connections. Except for the Megaregion, each scenario is financially constrained to approximately \$3.0 billion, which the group feels is feasible with toll revenue financing.

2. Express Lane Strategic Implementation Plan

Through 2020 the working group will conduct research on the following topics: equity, bond financing, express bus, consistent policies, GHG and vehicle miles traveled reductions, cost saving measures, and funding principles. The research will form the basis of a Bay Area Express Lane Strategic Implementation Plan which staff will present for adoption at the end of the year.

3. Regional Express Bus System

Regional Express Bus service is an important complement to the Regional Express Lanes Network in large part because it can improve person throughput, decrease GHG emissions and potentially advance equity. TransForm and SPUR submitted a Regional Express Bus (ReX) system proposal for the Plan. Through the Project Performance Assessment, the ReX proposal, which was expansive (with 17 express bus routes and 60+ feeder routes) and highly capital intensive, was found to have deficiencies in equity and benefit-to-cost ratio. The ReX team asked MTC for assistance in responding to its deficiencies. MTC became the sponsor of a more streamlined proposal focused on a phase one of a possible rollout of an express bus system. The new proposal reduces costs, enhances benefits, and complements existing express bus and county proposals.

Based on feedback from both the Operations Committee and Policy Advisory Council in May, staff anticipates returning in June to recommend an express lane network for adoption into the Plan.

Issues:

The region cannot afford the original \$6.1B express lanes proposal. Assuming financing with toll revenue, staff believes a network costing between \$3.0 billion and \$3.5 billion is feasible. Staff anticipates toll revenue will be needed to fund the proposed express bus system and may necessitate trade-offs.

Express lanes add GHG emissions. The challenge is how to minimize emission increases. Adding travel lanes is counterproductive in achieving Plan Bay Area's mandated GHG targets. If the express lane network can include more lane-conversion projects and pair with express bus service, the GHG target is more viable.

Sacramento Area Council of Governments and San Joaquin Council of Governments are beginning environmental review of express lane projects that will connect to the Bay Area. There will be trade-offs for consideration to link to their projects.

While the current COVID-19 emergency will certainly reduce traffic congestion and affect carpooling, express bus and express lanes capital funding and operations in the near-term, the mid- and long-term impacts are not yet clear. As a result, it is currently premature to alter their planning assumptions. However, staff will continue to monitor over the coming months and adjust as needed.

Recommendation: Information

Attachments: Attachment A: Regional Express Lane Commitment Letter Response to Plan Bay Area 2050 Deficiencies
Attachment B: Presentation, Bay Area Express Lanes Strategic Implementation Plan



Therese W. McMillan

ATTACHMENT A
Regional Express Lane Commitment Letter Response to Plan Bay Area 2050 Deficiencies

April 10, 2020

Therese W.
McMillan Executive
Director
Metropolitan Transportation Commission
375 Beale Street Suite 700
San Francisco, CA 94105

RE: Bay Area Express Lanes Project Performance in Plan Bay Area

2050 Dear Ms. McMillan:

This letter is in response to the Plan Bay Area 2050 Project Performance Assessment (PPA) findings for the Regional Express Lanes Network. The PPA indicated a few performance shortcomings for the Regional Express Lanes Network, including underperforming benefit-cost ratios, equity and GHG scores. We are writing to convey the regional plan to address these underperformance issues.

For the last year, a working group consisting of Bay Area Express Lanes partners has met to develop an Express Lanes Strategic Plan. This group is collaborating to shape the future of the Express Lanes Network, consistent with the vision and goals of Plan Bay Area 2050. We believe it shows promising benefits if integrated cost-effectively with transit, affordability, and other PBA programs. The working group recently developed network scenarios that integrate PBA goals. These scenarios will be presented to the MTC Operations Committee in May for Commissioner feedback, following which the working group will submit the revised Regional Express Lane Network for inclusion into Plan Bay Area 2050.

This letter demonstrates the working group's commitment to improving the network's cost effectiveness, equity and GHG reduction performance while meeting Federal and State operational requirements by: prioritizing segments that support transit/carpooling and provide seamless travel, incorporating projects that utilize conversion of existing right of way over expansion where possible, identifying appropriate equity policies, and implementing public engagement best practices. In addition to revising the Network for Plan Bay Area, 2050, the group plans to develop a series of white papers over the summer of 2020 to inform policies and future project development. The outcomes of these white papers along with the revised Regional Express Lanes Network will be documented in a final Regional Express Lanes Strategic Plan at the end of 2020. Some highlights of work to date and upcoming work include:

Increasing Benefits; Decreasing Costs

The working group is revising the Regional Express Lanes Network to reflect:

- Segments that can more realistically be built in the next 15 years as well as the next 30 years based on available funds, including local funding commitments to project development and construction, and financing. For example, the costly 580/680 and 680/80 direct connectors most likely will not fit within the funding envelope for this period.
- Segments that support existing and potential future public transit services that advance the equity and GHG goals outlined in the Strategic Plan.

- Prioritization of HOV lane and general-purpose lane conversions (pending changes in legislation and traffic impact analysis) over construction of new lanes to reduce per-mile capital cost and the risk of induced demand/GHG. For example, Ala-580, SF-101/280, SCL 680/280 and SM-101 will evaluate take-a-lane and/or shoulder lane strategies as potential alternatives during the environmental process to evaluate impacts on GHG emissions and operations. Where new lanes are added, it may be possible to use paved right of way to reduce costs.

Local Funding

Express lanes bring considerable resources to the table to fund their construction, operations and maintenance. This sets them apart from other transportation management strategies.

- The express lanes operating and maintenance costs are covered by express lanes toll revenue and require no regional funds to keep the express lanes in a state of good repair.
- There is \$300 million in capital funding set aside for the express lanes network in Regional Measure 3. MTC is proposing a framework for local RM3 express lane funding to leverage state and federal funding to the greatest extent possible.
- The county transportation agencies plan to leverage over \$80 million in local funds to build the Regional Express Lanes Network.
- Express lane toll revenue can be used to finance the buildout of the network. The financial analysis used in Plan Bay Area 2040 demonstrated the ability to finance up to 60% of the total capital cost. In addition, several projects already in operation and under construction have financed a share of their capital costs with future toll revenue.

Green House Gas

To decrease GHG emissions, the working group is focusing on projects and programs that increase mode shift and average vehicle occupancy, including:

- Focusing on early delivery of projects with a high potential for express bus ridership and identifying policies that support future express bus service.
- Exploring the use of express lane revenues to support investments in express buses, mobility hubs and other investments to increase bus ridership and carpooling.
- Prioritizing projects that convert existing travel lanes (general-purpose and HOV lanes) to mitigate induced vehicles miles traveled and achieve GHG reduction goals. A white paper will be developed that looks in more detail on the impacts of interregional express lanes segments and dual express lane segments on VMT/GHG.

Equity

Advancement of equitable transportation alternatives is a key priority for the Express Lanes Network and is addressed in part by the measures listed above to integrate express bus service and support complementary investments. In addition:

- VTA, Alameda CTC and MTC have previously performed equity studies to understand the user profile of corridors they serve.
- San Mateo and SFCTA are undertaking equity studies, which include engagement with communities of concern and low income travelers to better understand and advance equity. The partners will leverage the findings of these studies to lay the foundations for a regional approach to promote equity.

- The working group will explore equity strategies including the following:
 - Means-based tolls/affordability programs
 - Targeted incentives (i.e., toll credit for transit use)
 - Complementary transit services that serve low-income travelers
 - Active mobility projects/programs funded through express lanes toll revenue
 - Improve access to jobs for communities of concern

Plan Bay Area Concepts

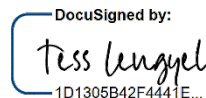
In addition, the express lane partner agencies support high-performing policies and projects in the Plan Bay Area 2050 Draft Blueprint:

- Eventual transition to congestion pricing on all freeway lanes in corridors with robust transit options. Express lanes can be a stepping stone to more extensive congestion pricing strategies. Prior to such implementation, further investigation is needed to better understand how congestion pricing on freeways may be implemented and the potential impacts on express lane operations as well as local roadways and transit.
- Lowering the speed limit to 55 miles per hour on freeways to improve safety. During congested periods the general-purpose lanes typically flow well below that speed, and so the express lanes could still offer a travel time and reliability advantage.
- Expansion of local bus services and non-motorized modes that serve shorter trips of all types and thus complement express lanes and express bus service, which tend to serve longer, largely commute trips.
- Integrated transit fares and payment platforms, which can help implement affordability policies and provide incentives for using transit, ridesharing and first and last mile services.

As a region, we are committed to implementing an Express Lane Network that serves the community and the surrounding environment equitably, cost-effectively and sustainably in order to advance the goals of Plan Bay Area 2050. We look forward to hearing your thoughts and discussing this further. If you have any questions about this format, please contact Jim Macrae at jmacrae@bayareametro.gov.

Sincerely,

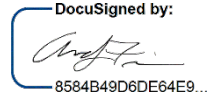
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TRANSPORTATION COMMISSION

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Tess Lengyel, Executive Director

Date: 4/7/2020

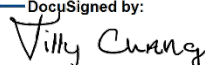
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Andrew B. Fremier, Deputy Executive Director,
Operations

Date: 4/7/2020

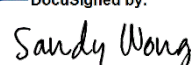
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Tilly Chang, Executive Director

Date: 4/8/2020

SAN MATEO CITY/COUNTY
ASSOCIATION OF GOVERNMENTS
(C/CAG)

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Sandy Wong, Executive Director

Date: 4/7/2020

SAN MATEO COUNTY
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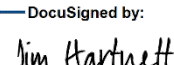
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Jim Hartnett, Executive Director

Date: 4/9/2020

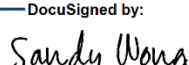
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Jim Hartnett, Executive Council

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Sandy Wong, Executive Council

Date: 4/7/2020

SANTA CLARA VALLEY
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(VTA)

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Deborah Dagang, Director of Planning and
Programming

Date: 4/8/2020

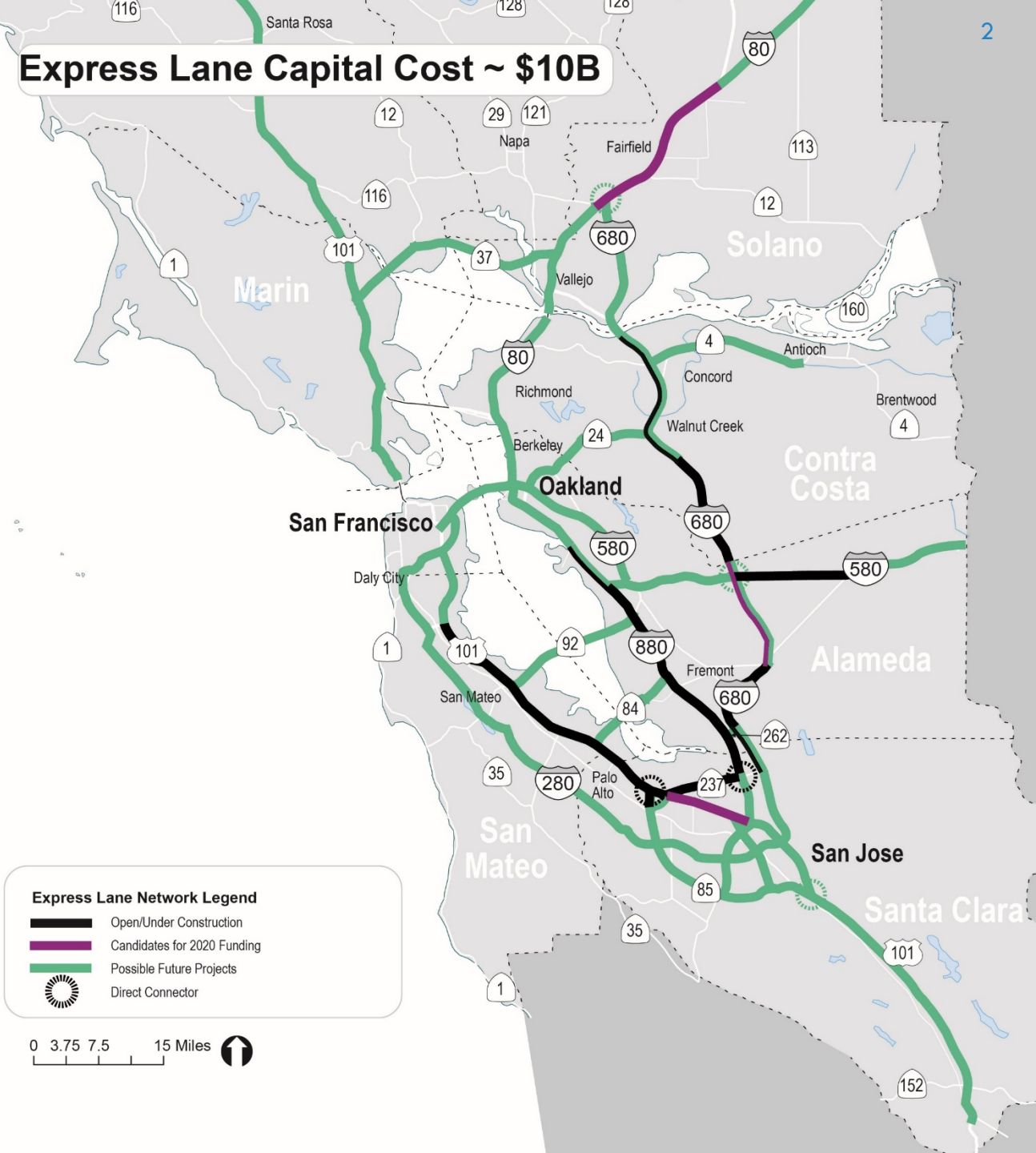
Bay Area Express Lanes Network for Plan Bay Area 2050

MTC Operations Committee
May 8, 2020



METROPOLITAN TRANSPORTATION COMMISSION

Vision: Robust Regional Network that Serves Carpools and Buses



Express Lane / Express Bus Networks Evaluated in the Plan Bay Area 2050 Project Performance Assessment.

Project	Scope	Project Source	Capital Cost (2019\$)	Annual O&M Cost (2019\$)
Regional Express Lanes Network	<ul style="list-style-type: none"> • MTC+VTA+ACTC+US101 express lanes • Total lane miles: 620 <ul style="list-style-type: none"> ○ Widening: 293 ○ Convert HOV/GP: 327 	MTC+VTA+ACTC+CCAG+SFCTA	\$6.1B	\$170M
Optimized Express Lane Network <i>(not publicly released)</i>	<ul style="list-style-type: none"> • Includes above express lanes • Also fills other gaps for continuous network (e.g.: bridges, SR24, I-238, SR24, US101 Marin/SF) • Total lane miles: 748 • No widening; conversions only 	-	\$2.2B	\$210M
Optimized Express Lane Network + Regional Express Bus (ReX)	<ul style="list-style-type: none"> • 17 Express Buses routes @ 5 min headways • 62 Feeder routes @ 5 min headways • Capital improvements to improve bus travel times 	Trans-formative Project	\$19.6B	\$900M

Plan Bay Area 2050 Performance Results

Project ID	Project	Lifecycle Cost	Guiding Principle Flags	Benefit-Cost Ratio			Equity Score		
				Rising Tides Falling Fortunes	Clean And Green	Back To The Future	Rising Tides Falling Fortunes	Clean And Green	Back To The Future
3000	Regional Express Lanes (MTC + VTA + ACTC + US-101)	\$12.1B	1	0.5	0.6	2	Challenges	Challenges	Challenges
3020	Optimized Express Lane Network	\$7.7B	0	0.7	1	1	Challenges	Challenges	Challenges
6020	Regional Express (ReX) Bus Network + Optimized Express Lane Network	\$41.0B	1	<0.5	0.7	0.5	Challenges	Challenges	Challenges



Counterproductive to Plan Bay Area GHG/VMT Targets

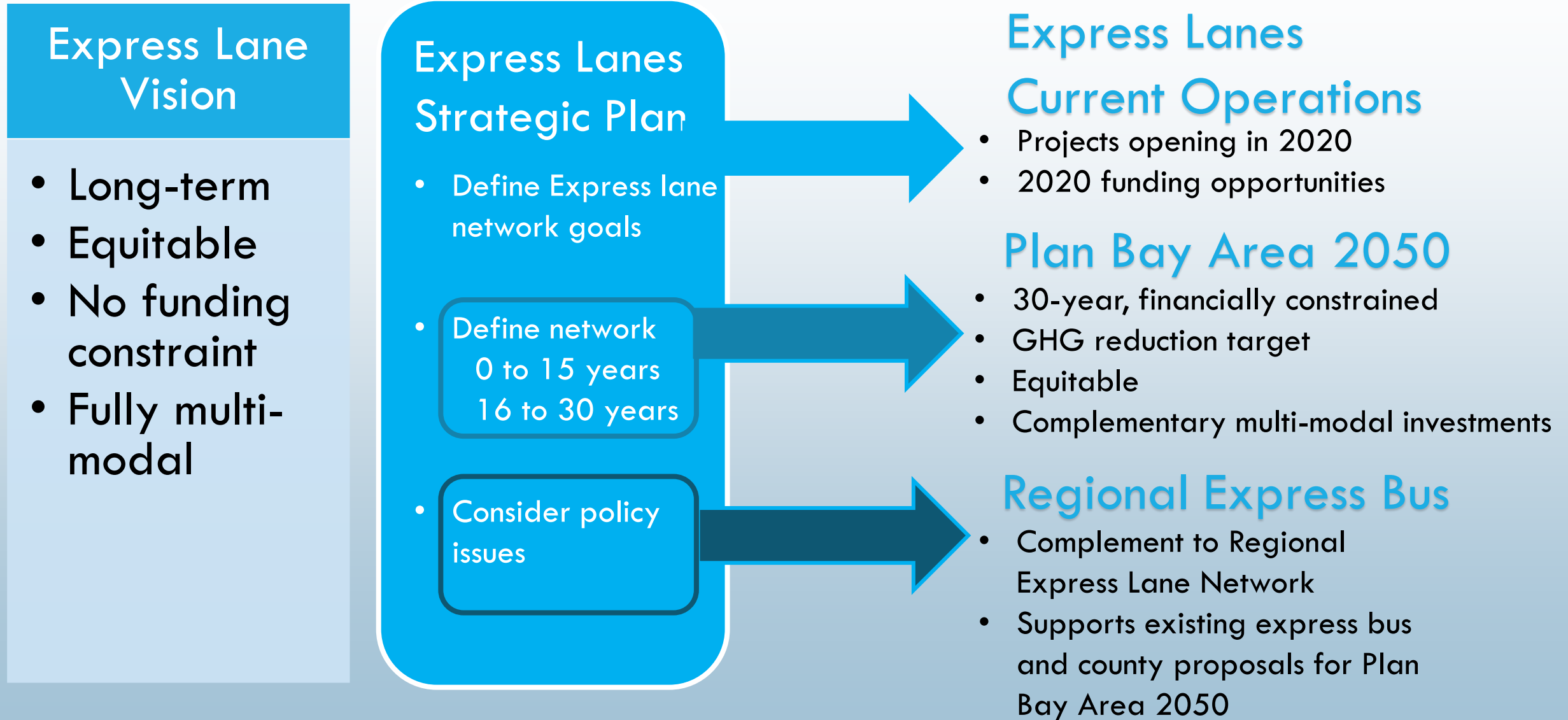
Change in Daily VMT due to Project, by Future

Project ID	Project	Rising Tides Falling Fortunes (2050 Baseline Total Daily VMT: 183M)	Clean and Green (2050 Baseline Total Daily VMT: 222M)	Back to the Future (2050 Baseline Total Daily VMT: 348M)
3000	Regional Express Lanes (MTC + VTA + ACTC + US-101)	<div><div></div><div>1.2M</div></div>	<div><div></div><div>0.8M</div></div>	<div><div></div><div>6.0M</div></div>
3020	Optimized Express Lane Network	<div><div></div><div>1.0M</div></div>	<div><div></div><div>0.5M</div></div>	<div><div></div><div>3.5M</div></div>
6020	Regional Express (ReX) Bus Network + Optimized Express Lane Network	<div><div></div><div>0.2M</div></div>	<div><div>-1.0M</div><div></div></div>	<div><div></div><div>2.2M</div></div>
		<div><div>0M</div><div>5M</div></div> <div>Change in Daily VMT (millions)</div>	<div><div>0M</div><div>5M</div></div> <div>Change in Daily VMT (millions)</div>	<div><div>0M</div><div>5M</div></div> <div>Change in Daily VMT (millions)</div>

Change in Daily Emissions due to Project, by Future

Project ID	Project	Rising Tides Falling Fortunes (2050 Baseline Daily GHG: 37,000 tons)	Clean And Green (2050 Baseline Daily GHG: 12,000 tons)	Back To The Future (2050 Baseline Daily GHG: 28,000 tons)
3000	Regional Express Lanes (MTC + VTA + ACTC + US-101)	<div><div></div><div>270</div></div>	<div><div></div><div>40</div></div>	<div><div></div><div>530</div></div>
3020	Optimized Express Lane Network	<div><div>-30</div><div></div></div>	<div><div>-170</div><div></div></div>	<div><div></div><div>220</div></div>
6020	Regional Express (ReX) Bus Network + Optimized Express Lane Network	<div><div>-120</div><div></div></div>	<div><div>-160</div><div></div></div>	<div><div></div><div>90</div></div>
		<div><div>0</div><div>500</div></div> <div>Change in GHG Emissions (Metric Tons/Day)</div>	<div><div>0</div><div>500</div></div> <div>Change in GHG Emissions (Metric Tons/Day)</div>	<div><div>0</div><div>500</div></div> <div>Change in GHG Emissions (Metric Tons/Day)</div>

Continuum of Work



Bay Area Express Lanes Strategic Plan

Define express lane network goals



Identify potential projects over 30 years



Inform near-term funding opportunities



Develop 15-year priority network

Underway

Integrate into Plan Bay Area 2050

Underway

Explore policy issues & develop recommendations

- Express bus interface
- Equity
- Toll policy consistency
- Close gaps & address mega-region travel while considering greenhouse gas reduction goals
- Financing, cost reductions & expedited delivery

Underway



Bay Area Express Lane Strategic Plan Goals



Minimize greenhouse gas impacts



Focus on equity to improve transportation access and affordability, especially for communities of concern



Manage congestion and bring reliability to the travelling public



Increase person throughput by incentivizing use of transit, vanpools, and carpools



Deliver Bay Area Express Lanes Network in a timely manner



Be responsible in use of public funds

Considerations for Plan Bay Area 2050

Network Definition

1. Reduce GHG emissions
2. Support a successful express bus network and carpool / vanpool programs to improve person throughput
3. Build a seamless and connected network within the region
4. Connect to the mega-region

Network must be financially constrained!



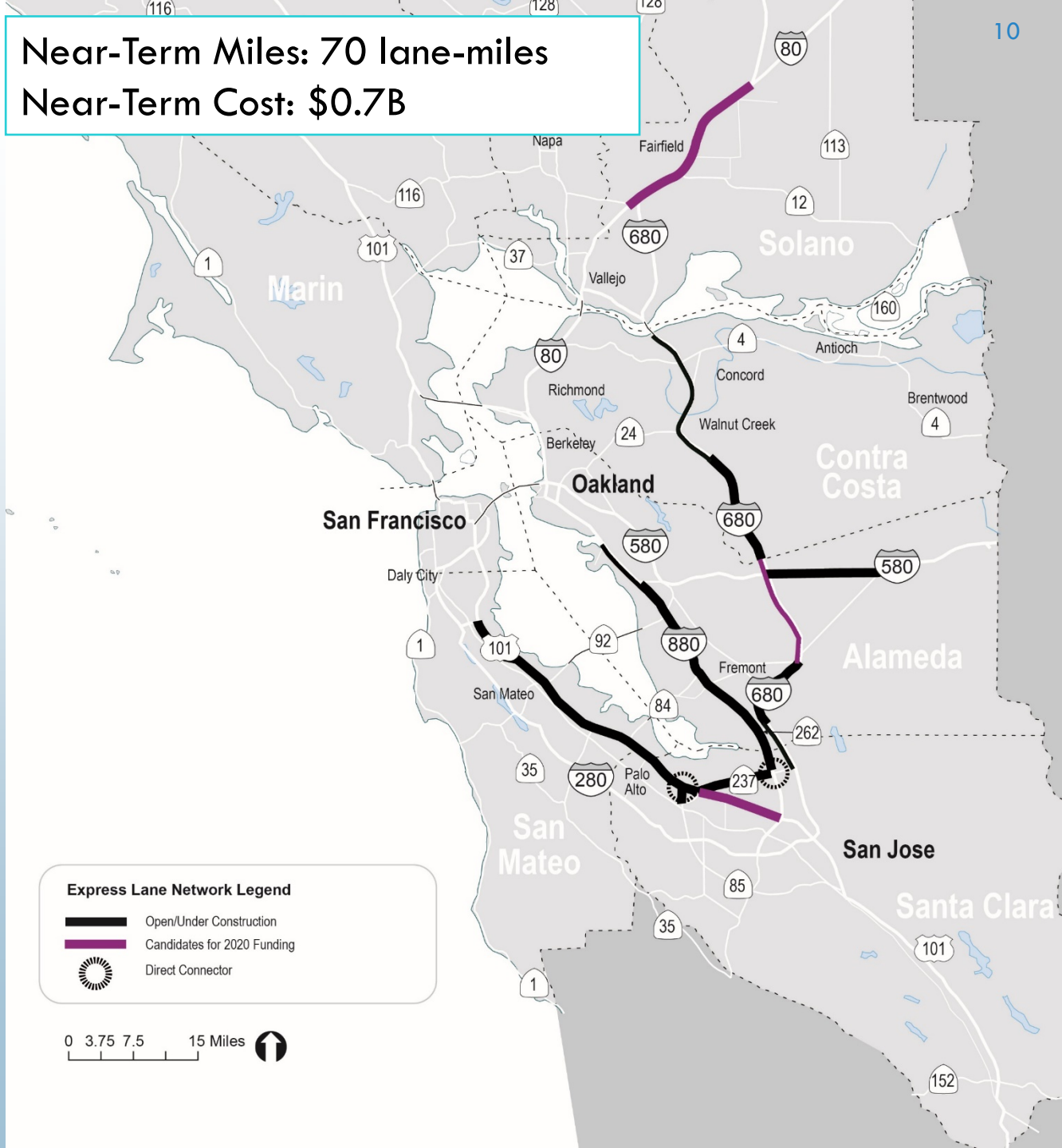
Policy

1. Improve social equity
2. Ensure more consistent rules of the road

Baseline: Current Operations and Near-Term Funding Candidates

Includes express lanes that are:

- Currently operating
- Under construction
- Recommended for state and regional 2020 funding opportunities



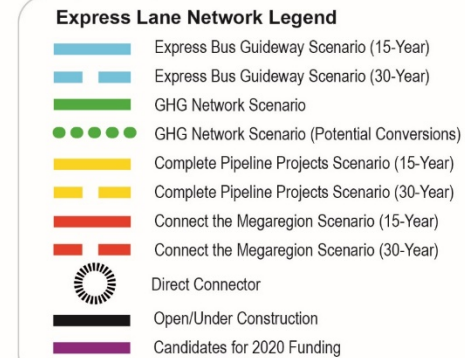
A1. Minimize GHG Increase 30-Year

Focus on converting existing travel lanes to Express Lanes instead of adding new capacity

Trade-offs:

- Planned conversions (solid lines) are less connected without adding Potential Conversions (dotted lines)
- Inconsistent support of Strategic Plan goals
- Should be implemented with other GHG strategies

Scenario Miles: 460 lane-miles
Scenario Cost: \$2.9B - \$3.3B
Estimated Completion: 2050



0 3.75 7.5 15 Miles



B2. Express Bus Guideway

30-Year

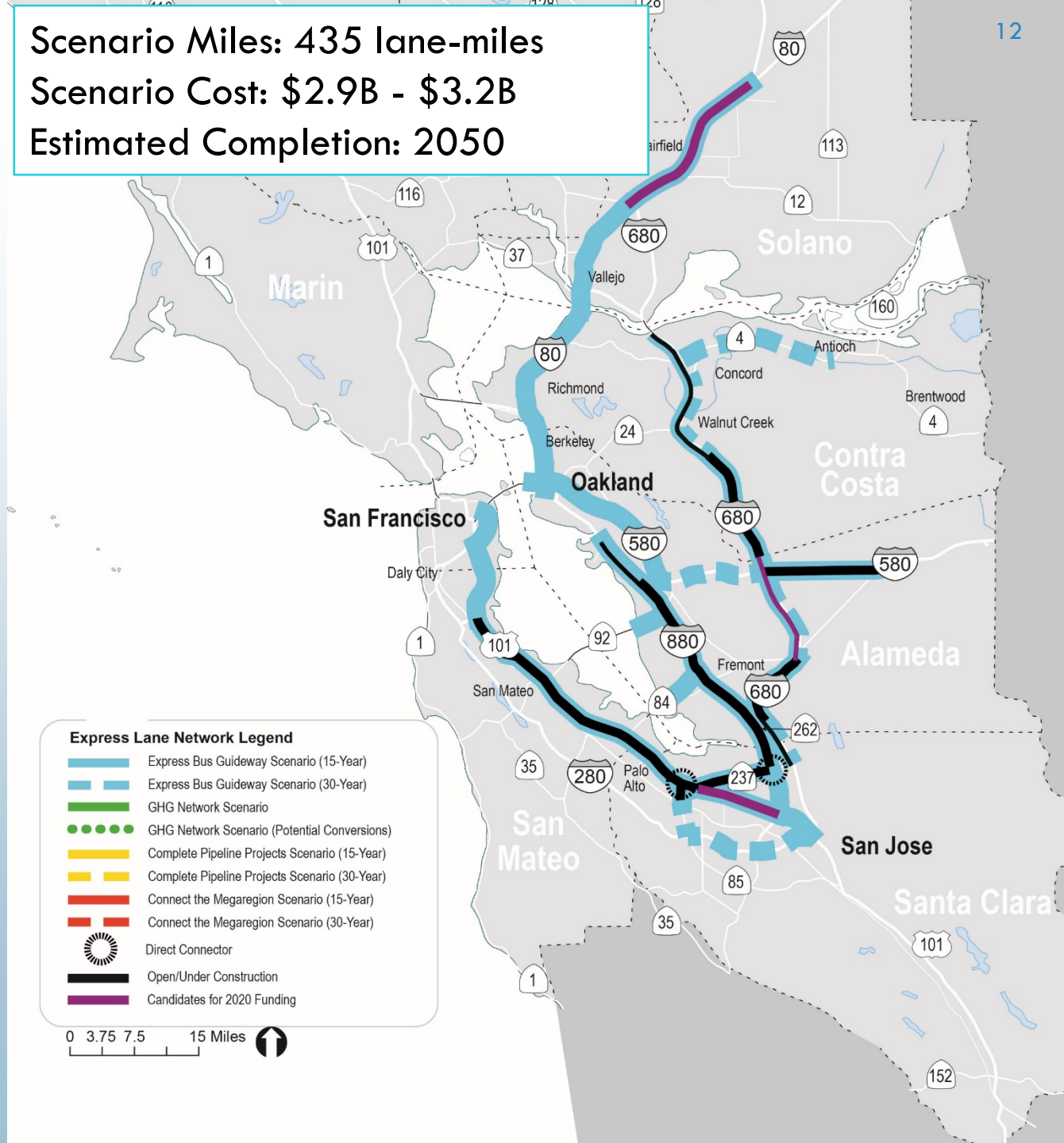
Reflects intraregional* guideway serving highest performing ReX and Bay Area Forward routes.

Trade-offs:

- Reflects only capital infrastructure costs for Express Lanes which support possible Express Bus routes
- Seamless travel, good connectivity, good scalability
- Possible GHG, equity benefits
- Coincides with other scenarios and Strategic Plan goals

*Express bus routes connecting outside the Bay Area are considered in the D2. Connect the Megaregion scenario

Scenario Miles: 435 lane-miles
Scenario Cost: \$2.9B - \$3.2B
Estimated Completion: 2050



Regional Express Bus

- A robust express lanes network enables scalable regional express bus service
- Regional Express Transit Network (ReX) is a transformative project evaluated in Horizon
- Identify a subset of routes that
 - Are in Express Lane corridors;
 - Have high ridership potential;
 - Serve communities of concern; and
 - Complement existing /planned services
- Marry with county submittals for an express bus system in Plan Bay Area 2050



C2. Complete Pipeline Projects

30-Year

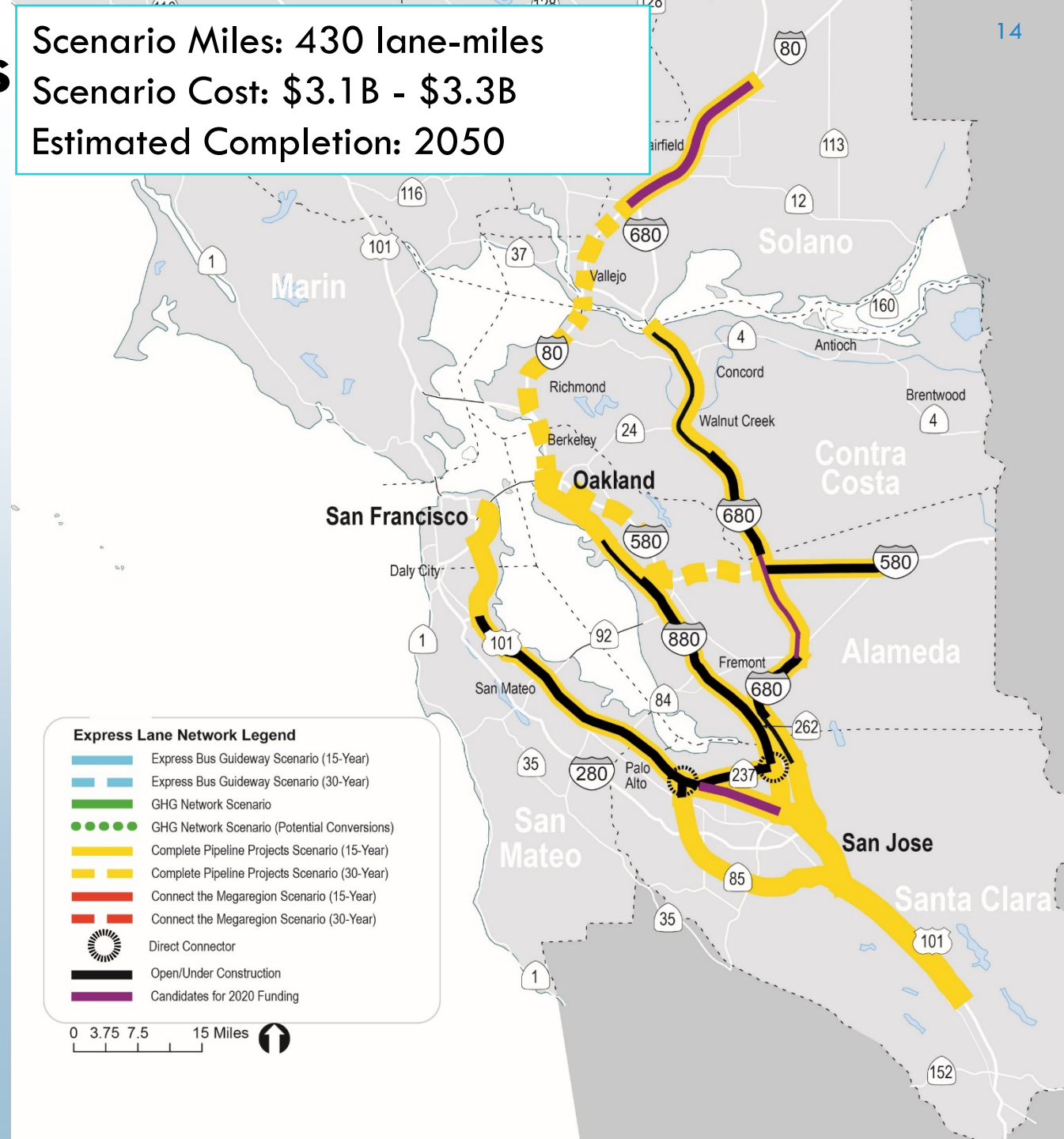
Extends completed corridors to increase connectivity & support other scenarios*

Trade-offs:

- Good connectivity
- Supports multiple other scenarios well, aligns with goals
- Extends work to date
- Achieves multiple county government priorities

* Does not include direct connectors

Scenario Miles: 430 lane-miles
Scenario Cost: \$3.1B - \$3.3B
Estimated Completion: 2050



D2. Connect the Megaregion

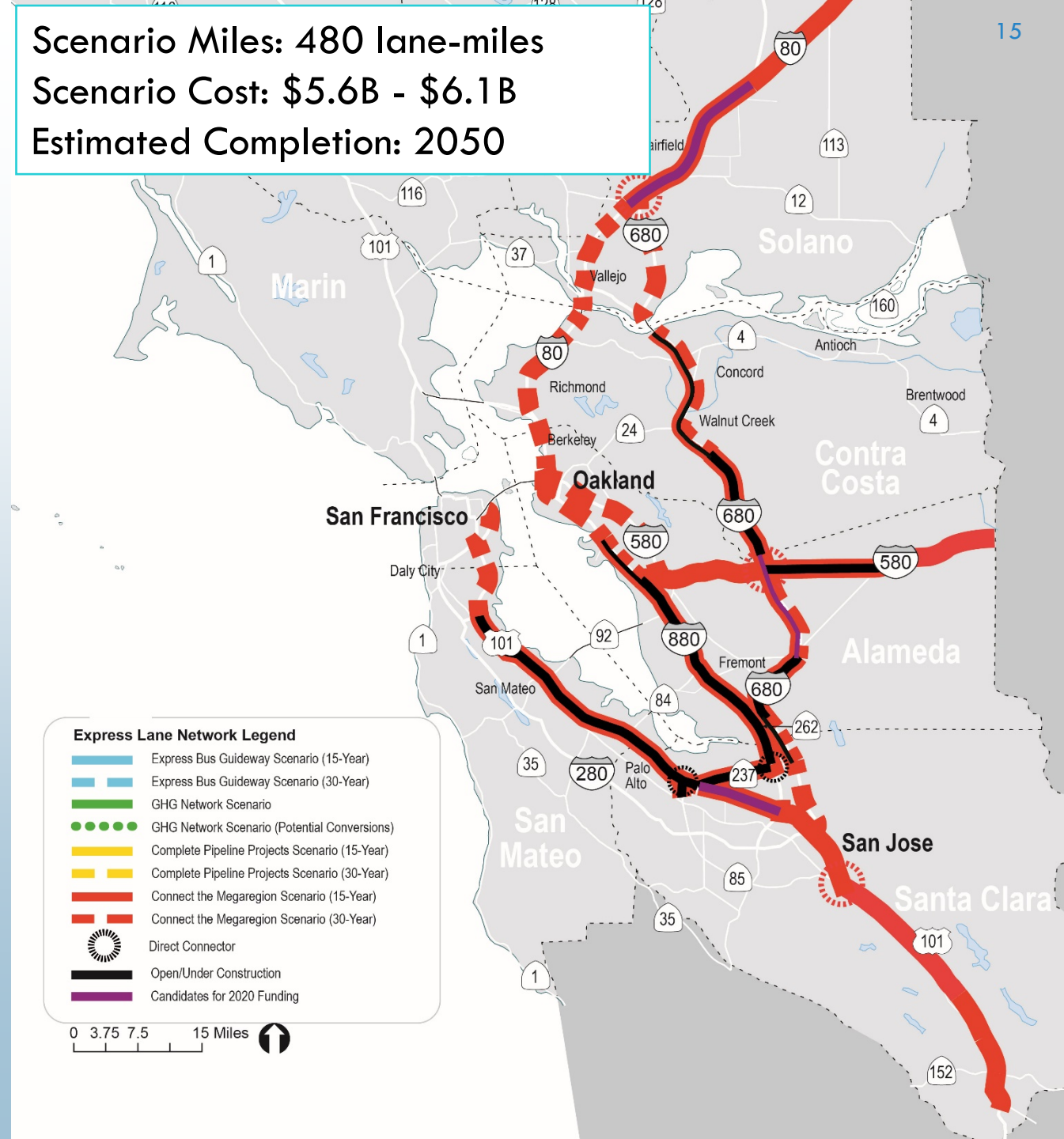
30-Year Budget

Works inward from neighboring regions, supporting travel to major cities

Trade-offs:

- Completes regional pathways to major cities
- Better connectivity, but expensive
- Freeway widening runs counter to GHG goals
- Requires coordination with other governments

Scenario Miles: 480 lane-miles
Scenario Cost: \$5.6B - \$6.1B
Estimated Completion: 2050



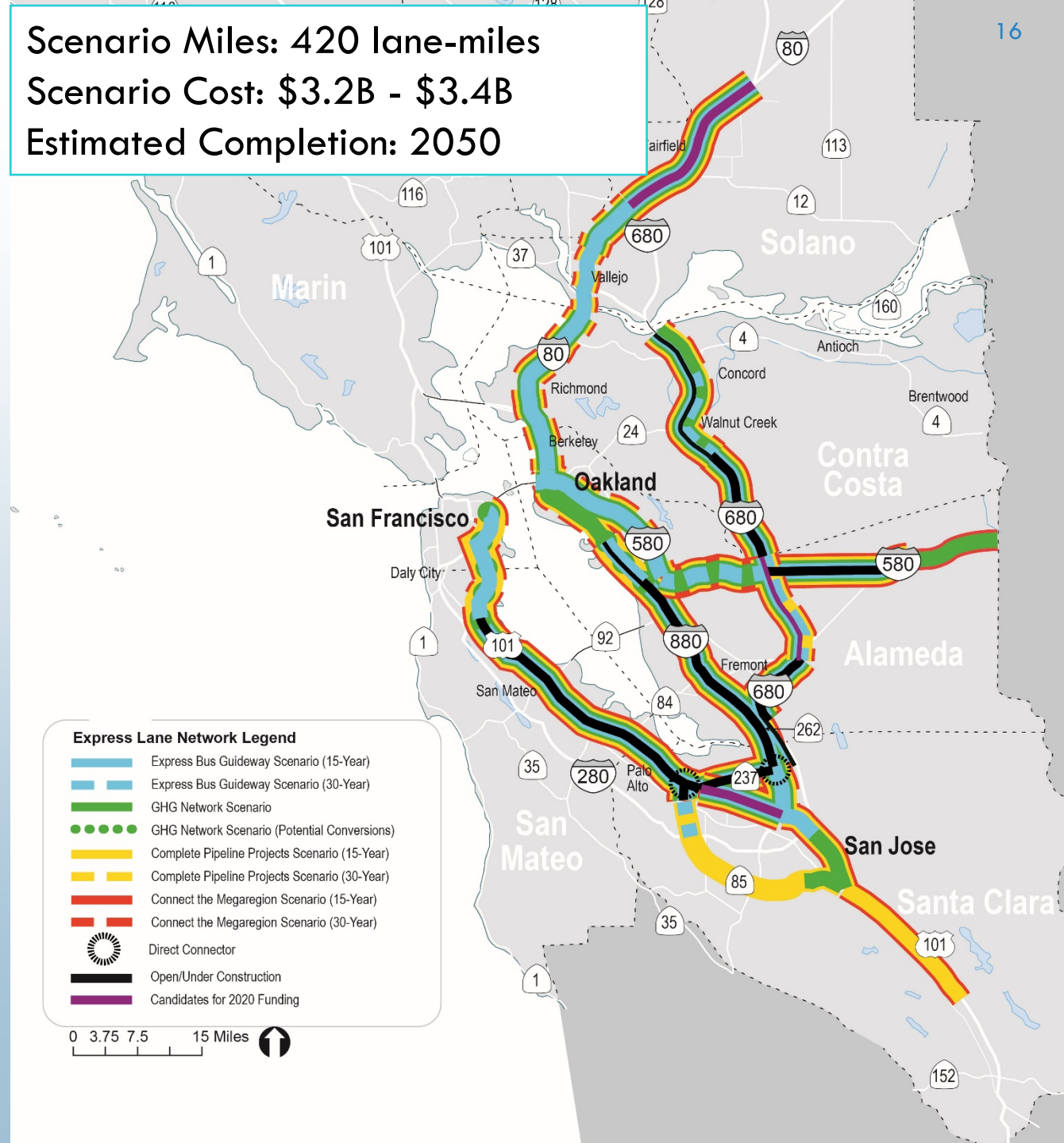
E1. Projects Serving Multiple Outcomes 30-Year

Identifies facilities that feature in multiple scenarios

Trade-offs:

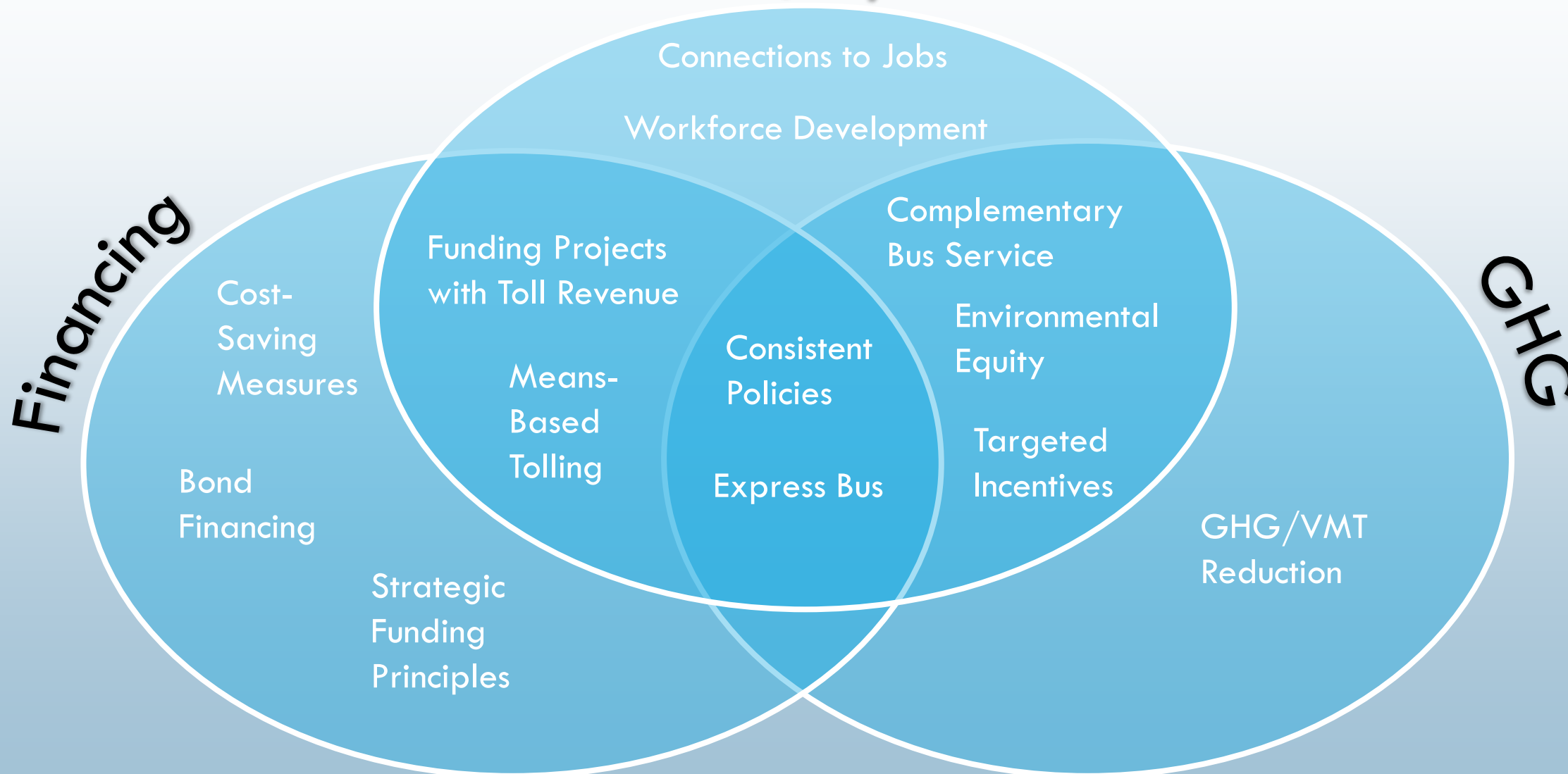
- Maximizes multiple outcomes, supports goals
- Maintains financial constraint
- Good connectivity, scalability

Scenario Miles: 420 lane-miles
Scenario Cost: \$3.2B - \$3.4B
Estimated Completion: 2050



Strategic Plan Research – Inform Policy Commitments

Equity



Significant Dates for 2020

May
2020

- **Operations Cmte:**
Express Lane Network
Scenarios and
Strategic Plan update

- **Policy Advisory Cmte:** Express Lane Network Scenarios and Strategic Plan Update

June/July
2020



- **Operations Cmte:**
Define final express
lane network for Plan
Bay Area 2050 (June)

- **Planning Cmte:** Draft
Blueprint Results (July)

Aug/Sept
2020

- **Planning Cmte:**
Define Final Blueprint
- action item (Sept)

Dec 2020

- **Operation Cmte:**
Express Lanes
Strategic Plan
Adoption
- **Planning Cmte:**
Advance Blueprint to
EIR

White Paper Development

