



375 Beale Street, Suite  
800  
San Francisco, CA 94105

## Meeting Agenda

### Blue Ribbon Transit Recovery Task Force

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Monday, February 1, 2021

5:05 PM

Board Room - 1st Floor (REMOTE)

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#### **\*\*\*Special BTRTF Meeting with Large Transit Operators\*\*\***

The Blue Ribbon Transit Recovery Task Force will meet on Thursday January 28, 2021 at 5:05 p.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 Task Force members who will participate in the meeting from individual remote locations.

A Zoom panelist link for meeting participants will be sent separately to Task Force 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. Task Force Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial \*9. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/83639135930>

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

Webinar ID: 836 3913 5930

International numbers available: <https://bayareametro.zoom.us/u/kcGa5fFLv>

Detailed instructions on participating via Zoom are available at:  
<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>.

Members of the public may participate by phone or Zoom or may submit comments by email at [info@bayareametro.gov](mailto: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.

Large Transit Operators invited to this Meeting:

*San Francisco Municipal Transportation Agency (SFMTA)*  
*Bay Area Rapid Transit District (BART)*  
*Alameda-Contra Costa Transit District (AC Transit)*  
*Santa Clara Valley Transportation Authority (VTA)*  
*Peninsula Corridor Joint Powers Board (Caltrain)*  
*San Mateo County Transit District (Samtrans)*  
*Golden Gate Bridge, Highway & Transportation District (Golden Gate Transit & Golden Gate Ferry)*

**1. Rollcall/Confirm Quorum**

**2. Chair Comments**

*Commissioner Jim Spering*

**3. Presentation on Blue Ribbon Transit Recovery Task Force**

- *Questions/Discussion by transit agency board members and general managers*
- *Committee Member perspectives*
- *Public Comment*

[21-0262](#)

Presentation on Blue Ribbon Transit Recovery Task Force

**Action:**

Information

**Presenter:**

Commissioner Jim Spering and Therese W. McMillan, MTC

**Attachments:**

[Cover Memo](#)

[Presentation to Large Transit Operators](#)

[Draft Problem Statement](#)

**4. Public Comments / Other Business**

*Public Comment on items not on the agenda*

**5. Closing Remarks**

*Commissioner Jim Spering*

**6. Adjournment**

**Public Comment:** The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

**Meeting Conduct:** If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

**Record of Meeting:** Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site ([mtc.ca.gov](http://mtc.ca.gov)) for public review for at least one year.

**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.

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

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

## Legislation Details (With Text)

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**File #:** 21-0262      **Version:** 1      **Name:**

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

**File created:** 1/26/2021      **In control:** Blue Ribbon Transit Recovery Task Force

**On agenda:** 2/1/2021      **Final action:**

**Title:** Presentation on Blue Ribbon Transit Recovery Task Force

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Cover Memo](#)  
[Presentation to Large Transit Operators](#)  
[Draft Problem Statement](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
 Presentation on Blue Ribbon Transit Recovery Task Force

**Presenter:**  
 Commissioner Jim Spring and Therese W. McMillan, MTC

**Recommended Action:**  
 Information

**Attachments:**



**TRANSIT RECOVERY  
TASK FORCE**

TO: Blue Ribbon Transit Recovery Task Force & Board

DATE: February 1, 2021

Members of Large Transit Operators

FR: Jim Spering, Chair & Therese W. McMillan,

MTC/ABAG Executive Director

RE: Update on Blue Ribbon Transit Recovery Task Force

Thank you for taking the time out of your evening on February 1<sup>st</sup> to join us for a discussion and update on the work of the Blue Ribbon Transit Recovery Task Force. We understand that your general managers have been updating you on this work as well and we greatly appreciate the energy that they and their staff have invested in this effort to date.

We want to start by acknowledging what an incredibly challenging time this is for the Bay Area's transit systems and the industry as a whole. Under your leadership, transit workers have risen to the challenge as essential workers, ensuring that those who rely on transit to access their various travel destinations can continue to do so. Bay Area operators have also worked together like never before, collaborating on health and safety and communications to reassure Bay Area riders that they can count on common safety standards as well as transparent reporting.

We are incredibly fortunate that Congress has recognized how critical public transit is during this pandemic, totaling over \$2.2 billion to the Bay Area alone, to help sustain the transit workforce and service, but we all know that this funding will eventually run out and transit's recovery from the ridership losses due to COVID-19 will not be easy.

Bay Area transit agencies faced challenges even before COVID-19. Ridership was falling for a variety of reasons and we recognized, as a region, that our current funding levels weren't adequate to provide the world class transit service that we need to meet our economic, social equity and climate goals. To succeed in our future efforts to secure additional funding, whether in Sacramento, Washington, or at the ballot, we will be in a much stronger position if we first take action to demonstrate our commitment to delivering more effective and coordinated transit service for the riders.

The Blue Ribbon Transit Recovery Task Force is exploring what changes are needed to re-shape the region's transit system into a more connected, more efficient, and more user-focused mobility network across the entire Bay Area and beyond. Attached is a presentation on the Task Force's work that we will present, along with a draft problem statement that was developed by a working group of the Task Force to help define the potential scope of a regional transit network manager.

We welcome your ideas and questions and look forward to the discussion.

BLUE RIBBON



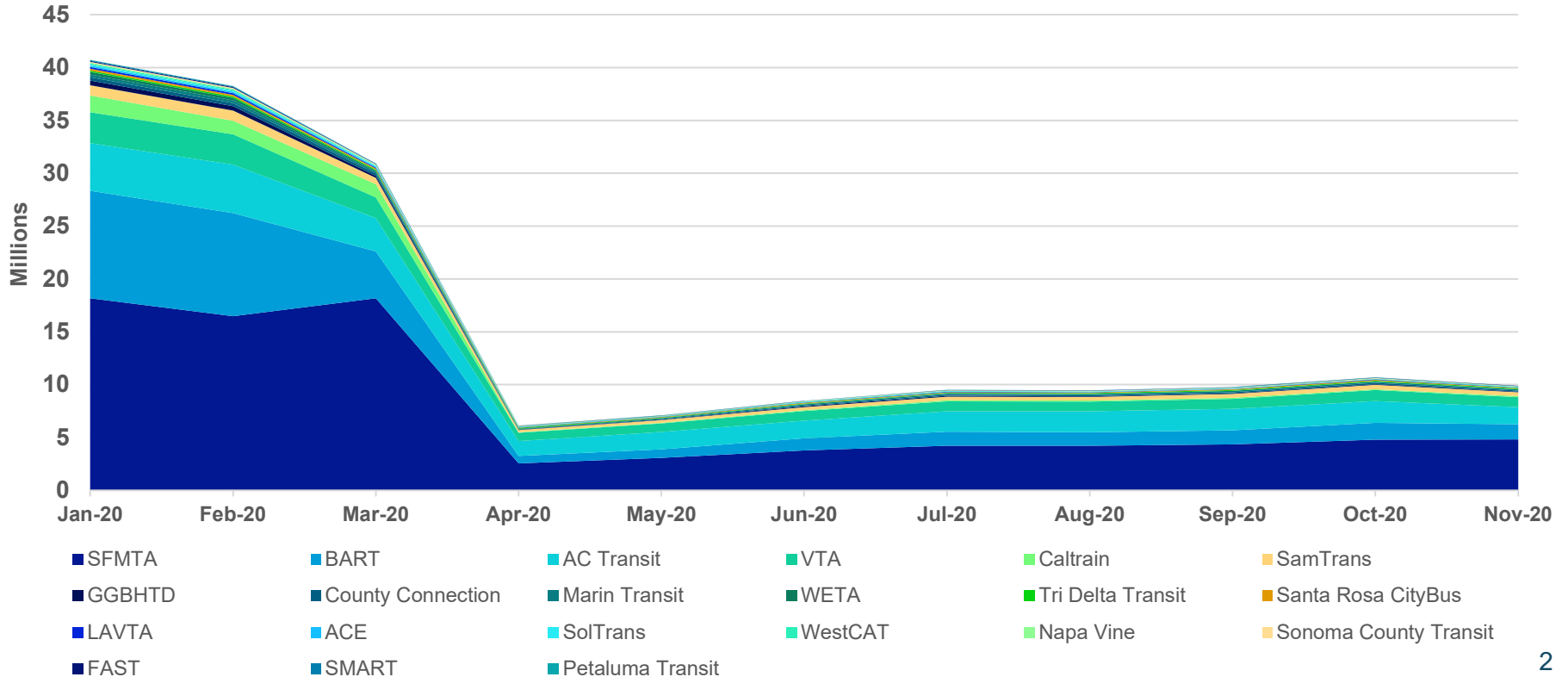
**TRANSIT RECOVERY  
TASK FORCE**

**PRESENTATION TO  
BAY AREA  
LARGE TRANSIT  
OPERATORS**

February 1, 2021

# OPERATORS CONTINUE TO PROVIDE VITAL SERVICE DESPITE REVENUE LOSSES

## Bay Area Total Transit Ridership

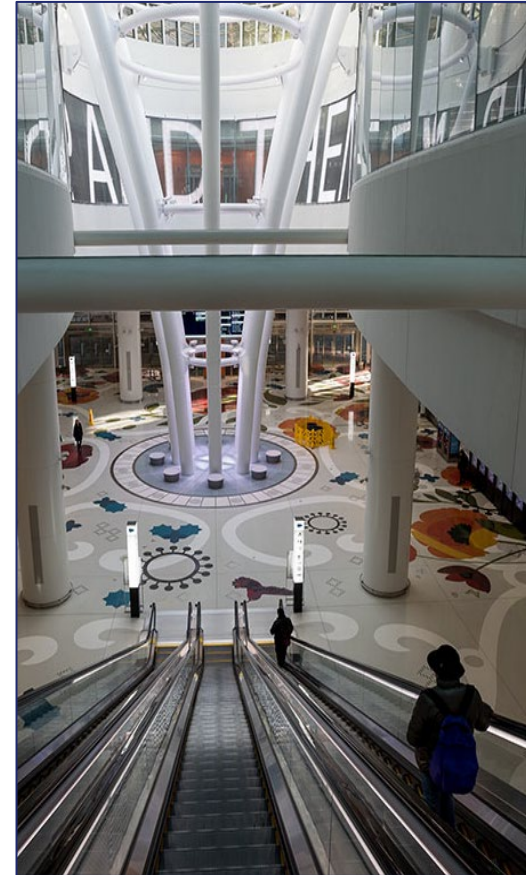


# BLUE RIBBON TRANSIT RECOVERY TASK FORCE



Appointed by MTC in May 2020 to guide the Bay Area's transit system recovery in response to the COVID-19 pandemic

- **Purpose:** We can't just "come back to normal" – we have to **come back better**
- 32 members composed of representatives from the State, MTC Commission, transit operators, and stakeholder groups:
  - CalSTA Secretary David Kim
  - State Senator Dave Cortese
  - Assemblymember David Chiu
  - 8 MTC Commissioners and MTC Executive Director
  - 9 Transit Agency General Managers
  - 9 stakeholders representing the interests of labor, business, transit & social equity advocacy organizations, and persons with disabilities
  - A representative of the county transportation agencies



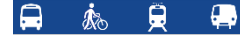
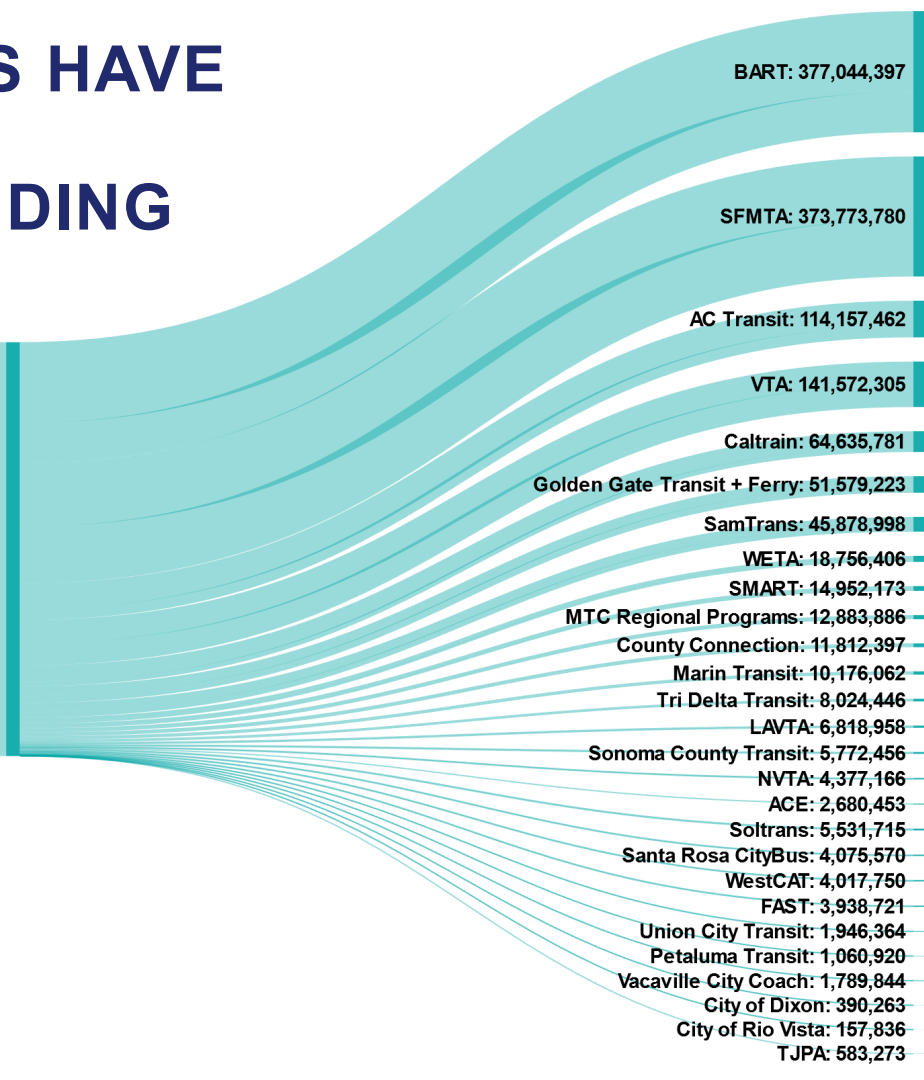


# FEDERAL FUNDS HAVE BEEN CRITICAL: CARES ACT FUNDING ALLOCATION

## Bay Area CARES Act Distribution **\$1.3 billion**

MTC Resolution 4420

Funds allocated in two phases in  
April & July 2020



# TASK FORCE BUILT ON EARLY SUCCESS: HEALTH & SAFETY PLAN

- Coordinated Health & Safety Plan Released [healthytransitplan.com](https://healthytransitplan.com)
  - Establishes shared protocols to reduce risks for employees and passengers
  - Provides a publically available dashboard for riders and employees about mask use, social distancing and contact tracing
  - Unites Voices of Bay Area Transit Agencies
  - Curates Best U.S. / International Practices
  - Collaborate with Local Public Health Agencies
  - Creates Common Approach for Communication

Bay Area Transit  
Health & Safety Plan

Moving the Bay Area **Safely**

dashboard.healthytransitplan.com

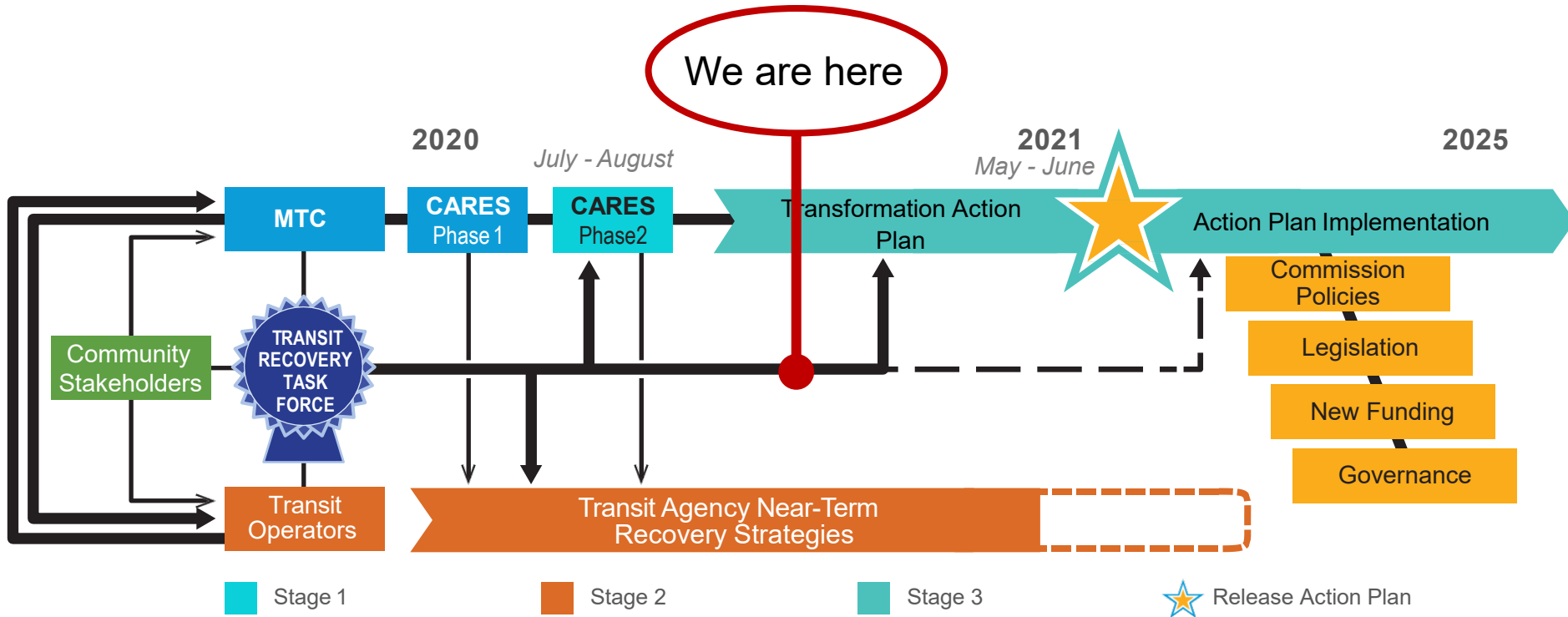
### Agency Commitments

- ✓ State mandated and properly-worn **face coverings** are required.
- ✓ Agencies are **managing capacity** to allow for safe distancing.
- ✓ We're **cleaning and disinfecting** our vehicles, stations, workspaces, and high-touch areas daily to keep everyone healthy.
- ✓ Agencies are **sharing data** between agencies and on this dashboard.
- ✓ Agencies will clearly **communicate rules and expectations**.

### Customer Responsibilities & Tips

- ✓ **Wear a mask when you ride.** Properly worn face coverings are mandatory.
- ✓ **Give others space** to keep everyone healthy. Plan your trip and avoid crowded vehicles.
- ✓ **Wash your hands** before and after your trip. Carry hand sanitizer with you.
- ✓ **Reduce the spread of COVID-19** -- minimize talking when possible.

# TASK FORCE TIMELINE



# STAGE 3: TRANSFORMATION ACTION PLAN

Identify actions needed to **re-shape the region's transit system into a more connected, more efficient, and more user-focused mobility network across the entire Bay Area and beyond.**

1. Recognize critical **recovery challenges** facing transit agencies
2. Advance **equity**
3. Identify **near-term actions** to implement beneficial **long-term** network management and governance reforms
4. Establish how **current transit initiatives** led by MTC and the state should integrate with **network management** and **governance reforms**

# CURRENT TRANSIT INITIATIVES WITH NETWORK MANAGER LINKAGES

## Initiative: Transit Fare Coordination

Forum: Fare Integration Task Force,  
 Clipper Executive Board

- Fare coordination strategies
- Integration opportunities
- Affordability/  
 Clipper START
- Fare payment



Simplify fare policy  
 and payment for  
 customers

## Initiative: Regional Mapping, Wayfinding Project

Forum: MTC Commission

- Wayfinding
- Mapping
- Branding



Unify customer  
 information and  
 experience

## Initiative: Regional Transit Priority

Forum: BATA, Ad Hoc Working Group

- Transit priority in bridge  
 corridors



Advance transit priority  
 on roadways

# NETWORK MANAGER PROBLEM STATEMENT

## What are we solving for?

**A working group was formed comprised of operator staff, MTC staff and other stakeholders, to identify the problems that a network manager could help address. They fell into four categories:**

1. Organizational / Institutional
2. Customer experience
3. Past and current disparities
4. Costs and funding

# MTC'S TRANSIT CONNECTIVITY AUTHORITY

## Current law:

Allows MTC to identify, recommend, establish and coordinate transit connectivity improvements, requirements and performance standards – and condition regional discretionary funds based on compliance.

## MTC exercises its authority by:

- Exerting funding influence – which MTC can do either by incentivizing and investing or by withholding funds.
- Advancing transit connectivity by delivering high-impact projects serving riders, such as Clipper® and 511®.



# BAY AREA TRANSIT CHALLENGES TODAY

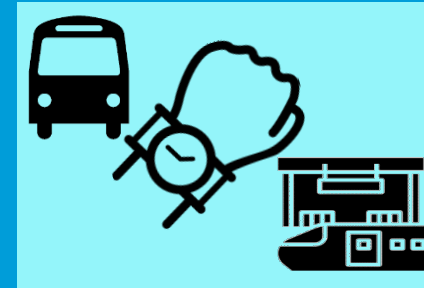
## Customer Experience



Roadway Congestion  
Impacts on Transit



Usability



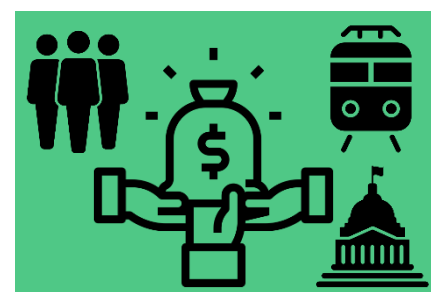
Network Gaps and  
Connectivity



Organizational and  
Institutional Challenges



Inequality Is  
Deepening



Insufficient  
Funding



# NETWORK MANAGER BRAINSTORM: POTENTIAL ROLES & RESPONSIBILITIES

## Customer Facing

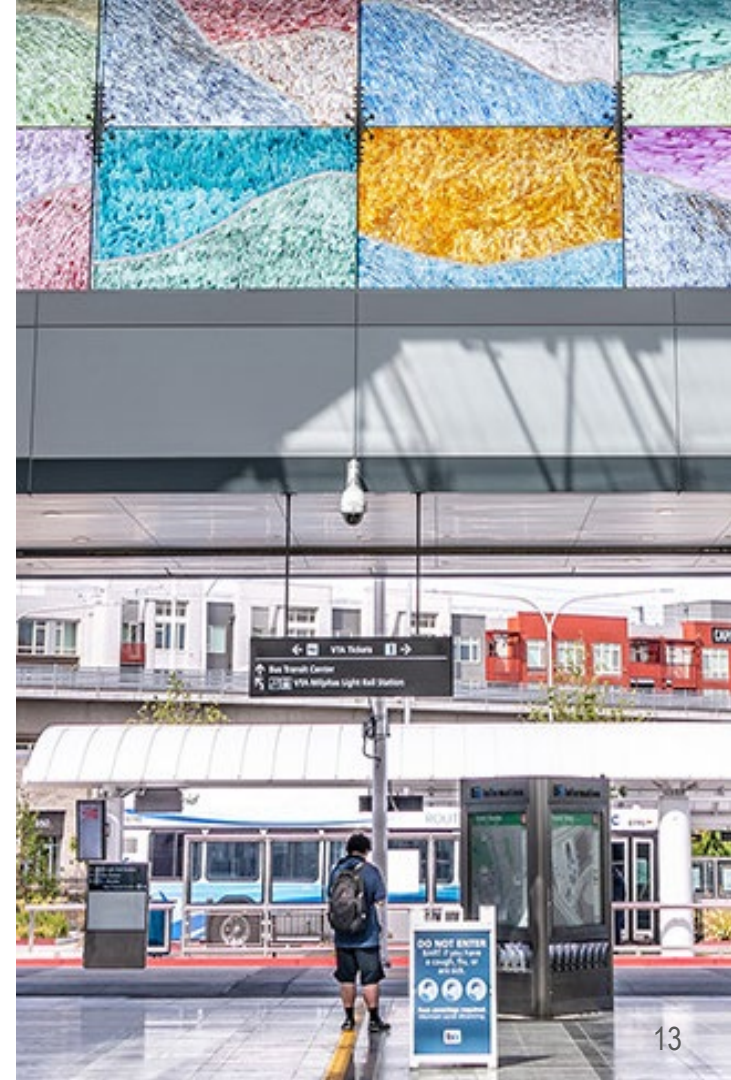
- Fare Policy and Collection
- Network Planning and Coordination
- Service Coordination
- Branding and Wayfinding
- Station Hub Design Review
- Technology and Mobile Standards
- Marketing/ Public Information Services
- Paratransit Coordination
- Advance and Expedite Bus Priority
- Micro-mobility Integration

## Administrative/ Institutional

- Procurement and Contracting
- Capital Project Prioritization
- Mega-project Delivery and Oversight
- Emergency Coordination
- Data Collection and Coordination
- Program Eligibility Verifier
- Performance Management
- Financial Assessment and Advocacy

# STATE LEGISLATION ANTICIPATED

- Assemblymember Chiu plans to author legislation to implement task force recommendations to achieve more seamless transit system
- AB 2057 (Chiu) from 2019 stalled but included goal of establishing a transportation network manager and delivering near term changes including:
  - Implementation of a regional transit mapping and wayfinding system
  - Requirements for open data standards and real-time transit information





THANK YOU.

BLUE RIBBON



TRANSIT RECOVERY  
TASK FORCE



## TRANSIT RECOVERY TASK FORCE

Transit Recovery Blue Ribbon Task Force

DATE: January 25, 2021

FR: Steve Kinsey

### RE: Draft Problem Statement for Review and Comment

I am providing you with a one-page Draft Problem Statement Context statement followed by a one-page Draft Problem Statement for BRTF review and comment at the January 25, 2021 meeting of the Task Force. Five categories of transit challenges were presented at the December 14, 2020, in tandem with an Operators' presentation highlighting their coordinated efforts to improve transit. At that meeting, Task Force members and the public shared comments used to inform these documents.

The Task Force also approved the use of a 13-person Working Group whose purpose was to help guide development of the enclosed draft Problem Statement. The Working Group met twice, on January 8<sup>th</sup> and 15<sup>th</sup>, and reviewed information provided in advance of each meeting. In addition, many Working Group members spent time outside of the joint meetings preparing and submitting suggested content and language. Much of the document that you are receiving reflects their own words.

The Task Force and the public will be asked to comment on the draft documents at the January 25<sup>th</sup> meeting, after which further revisions will be made in advance of the Task Force's final review and approval at its February 22, 2021 meeting. Once adopted by the Task Force, the Problem Statement will be used to guide development of several Network Management concepts that will be evaluated in order to identify a preferred network management approach in the Transit Recovery Action Plan.

I want to thank all of the members of the Working Group listed below, as well as Karin Betts, MTC staff, who recorded excellent meeting notes at both meetings.

### **Problem Statement Working Group**

#### **Large Transit Operators (3)**

Alexandra Hallowell (SMTA)  
Robert del Rosario (AC Transit)  
Sebastian Petty (Caltrain)

#### **MTC staff (2)**

Andy Fremier  
Rebecca Long

#### **CBO Planner (1)**

Jonathan Kass (SPUR)

#### **Advisory Council (1)**

Randi Kinman

#### **Smaller Transit Operators (2)**

Ruby Horta (County Connection)  
Michael Gougherty (WETA)

#### **Social Justice (1)**

Bob Allen (Urban Habitat)

#### **Business (1)**

Gwen Litvak (Bay Area Council)

#### **Cal/STA (1)**

Chad Edison

#### **Labor (1)**

John Courtney (ATU)



## TRANSIT RECOVERY TASK FORCE

### Problem Statement Context

January 25, 2021

By June 2021, the **Blue Ribbon Transit Recovery Task Force (BRTF)** is expected to submit a Transit Transformation Action Plan (Plan) that identifies actions needed to re-shape the region's transit system into a more connected, more efficient, and more user-focused mobility network across the entire Bay Area and beyond. In November 2020, the BRTF adopted four Plan goals, including Goal 3A, which states:

*“Develop a clear Problem Statement that addresses what issues or problems Network Management reforms seek to resolve.”*

The BRTF also adopted a definition of “transit transformation” that establishes the desired outcome from implementing its Action Plan:

*“Design, adequately invest in and effectively manage a public transit network that is equitable, inclusive, frequent, affordable, accessible, reliable, and integrated with unified service, fares, schedules, customer information and identity, serving all Bay Area populations, resulting in increased transit ridership and reduced growth in vehicle miles traveled.”*

Working toward this result is not a new idea. MTC's Resolution 3866 incorporates nearly 50 years of legislated transit coordination mandates, including administering fare revenue-sharing, governing inter-operator transfers, and deciding discretionary fund sources and amounts to achieve coordination and connectivity. In spite of this, significant barriers to the BRTF's vision still exist and must be addressed in a region where physical geography, jurisdictional boundaries, urban settlement patterns and travel patterns overlap and intersect in complicated ways, while also considering how megaregional and interregional travel services will interface with the Bay Area system.

In 2017 and 2018, the Bay Area lost over 5% of its annual riders, despite a booming economy and service increases. The decline occurred even as most major operators increased service in terms of both mileage and hours of operation. The steepest ridership losses came on buses, at off-peak times, on weekends, in non-commute directions, on outlying lines, and on lines that did not serve the region's core employment clusters. Systems with falling overall ridership but increased commute time ridership saw limited operational savings. COVID greatly compounded declining transit ridership trends, with an average reduction in ridership of 77% by the end of 2020.

Transit also faces substantial financial challenges. Operating expenses are subject to intense inflationary pressures and capital construction costs have escalated precipitously over the past decades. Locally-generated sales or property taxes have restrictions limiting an agency's ability to serve areas outside their county and local return on services is critical to retain public support.

Some factors contributing to transit's ridership decline and equitable access cannot be solved by operators alone. Bay Area governments and the planning profession at large have played a central role in systematically denying opportunities to Black people and other minorities through practices like redlining, the clearance of neighborhoods for construction of urban highways, exclusionary zoning, redevelopment, policing bias and outright discrimination and segregation. Furthermore, macro-economic trends, locally decided land uses, housing affordability and low gasoline prices also affect public transit ridership in the Bay Area.

If sustained, this decline in ridership threatens to plunge the region's transit system into a downward spiral, jeopardizing both the near and long term financial viability of individual transit operators, negatively impacting riders, and fundamentally undermining the value of the public's past and future investments in transit as a public good. makes it harder to raise new revenue.

## **Draft Problem Statement Summary**

**January 19, 2021**

To advance Plan Bay Area 2050's vision of a more affordable, connected, diverse, healthy, and vibrant Bay Area for all by meeting its ambitious transit ridership target, action is needed to restore and grow transit ridership. The current organizational structure of the San Francisco Bay Area's 27 agencies is not envisioned, designed, governed, or funded to deliver equitable, convenient, efficient sub-regional, regional or interregional transit mobility. There is no network management entity with sufficient resources to ensure that multiple separate transit agencies plan, operate and are held accountable for providing equitable, inclusive, frequent, affordable, accessible, reliable, and integrated service in all nine Bay Area counties and beyond. Also, there is a lack of public agency urgency and coordination to implement travel time advantages for buses on state highways and key local corridors.

Below are key problems identified by the Ad Hoc Problem Statement Working Group.

### **Organizational/Institutional Challenges**

- Independent locally-oriented governance makes it difficult to achieve beneficial regional consensus and cooperation across multiple agencies is time-consuming at all staff levels.
- Nimble and coordinated responses to unpredictable and evolving travel patterns, continuously advancing technology, and environmental/health emergencies is impeded.
- Consolidated planning and service delivery for long-distance and cross-jurisdictional trips, paratransit and school services, micro-mobility integration and demand management is limited.

### **Customer Experience**

- Transit is too slow and unreliable because vehicles are stuck in traffic, transfers are inefficient, and wait times are often long.
- Fares are confusing, vary by agency, create penalties for using more than one operator, have inconsistent discount policies, are unaffordable for low-income riders and have been slow to change.
- The lack of unified trip planning, real-time information, inconsistent signage and wayfinding is confusing to riders.
- Real and perceived security concerns for riders and transit staff frustrate ridership and inhibit attracting new riders.

### **Past and Current Disparities**

- Transit riders who have low incomes, disabilities or reside in communities of color have been and remain marginalized in transit planning and decisions, making it difficult to obtain proportionally greater transit access benefits in outlying areas, low-income neighborhoods, and communities of color.
- Trips that currently rely on uncoordinated and costly transfers attract only those who lack alternative travel options and force many other low income riders into costly car ownership.

### **Transit Costs and Funding**

- Regional transit coordination will require new funding that has not been identified.
- The current structure reduces opportunities for administrative and operational efficiencies, such as centralization of certain business functions and systems, unified data collection, procurement and delivery of capital investments.
- Poor coordination and lack of a service vision across transit agencies reduces public support for transit in a way that makes it harder to raise new revenue.