October 23, 2020

BATA RECOVERY AD HOC WORKING GROUP 1 FRIDAY, OCTOBER 23, 2020, 9:00 AM 2 3 AMY WORTH, CHAIR: GOOD MORNING THIS IS AMY WORTH AND IT'S MY 4 5 PLEASURE TO CALL TO ORDER THE BATA RECOVERY AD HOC WORKING GROUP FOR FRIDAY OCTOBER 23RD. MAY I REQUEST STAFF PLAY THE 6 INTRODUCTORY REMARKS REGARDING THE MEETING? DUE TO COVID-19, 7 8 THIS MEETING WILL BE CONDUCTED AS A ZOOM WEBINAR. PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDER N-29-20, 9 10 WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS MEETING WILL BE WEBCAST ON THE MTC WEB SITE. I WILL CALL UPON 11 COMMISSIONERS, PRESENTERS, STAFF, AND OTHER SPEAKERS BY NAME 12 AND ASK THAT THEY SPEAK CLEARLY AND RESTATE THEIR NAMES BEFORE 13 GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA ZOOM AND 14 15 WEBCAST WITH THEIR CAMERAS ENABLED ARE REMINDED THEIR 16 ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS OF THE PUBLIC PARTICIPATING BY ZOOM, WISHING TO SPEAK SHOULD 17 USE THE RAISED HAND FEATURE OR DIAL STAR NINE AND I WILL CALL 18 UPON YOU AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES 19 WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE 20 21 NUMBERS. AND IT IS REQUESTED THAT PUBLIC SPEAKERS RESTATE THEIR NAMES AND ORGANIZATIONS, BUT PROVIDING SUCH INFORMATION 22 IS VOLUNTARY. MEMBERS OF THE PUBLIC WISHING TO ADDRESS THIS 23 BODY WERE ASKED TO SUBMIT COMMENTS IN WRITING AT 24 INFO@BAYAREAMETRO.GOV. WRITTEN COMMENTS RECEIVED WILL BE 25

October 23, 2020

POSTED TO THE ONLINE AGENDA AND ENTERED INTO THE RECORD BUT 1 WILL NOT BE READ OUT LOUD. IF AUTHORS OF THE WRITTEN 2 3 CORRESPONDENCE WOULD LIKE TO SPEAK, THEY ARE FREE TO DO ON THE REFERENCED AGENDA ITEM OR ANY TOPIC THEY CHOOSE. SPEAKERS 4 5 SHOULD RAISE THEIR HAND, AND I WILL CALL UPON THEM AT THE APPROPRIATE TIME. A ROLL CALL VOTE WILL BE TAKEN FOR ALL 6 ACTION ITEMS. THE CHAT FEATURE IS ACTIVE, HOWEVER, PLEASE BE 7 8 AWARE THAT ANYTHING TYPED INTO THE CHAT WILL BE SUBJECT TO PUBLIC DISCLOSURE. THE CHAT FEATURE IS NOT AVAILABLE TO 9 10 ATTENDEES. IN ORDER TO GET THE FULL ZOOM EXPERIENCE, PLEASE MAKE SURE YOUR APPLICATION IS UP TO DATE. 11 12 AMY WORTH, CHAIR: GREAT. THANK YOU VERY MUCH. NOW KIMBERLY, 13 14 MAY I PLEASE TURN TO YOU FOR THE ROLL CALL, PLEASE? 15 16 CLERK OF THE BOARD: YES. COMMISSIONER CONNOLY? 17 DAMON CONNOLLY: HERE. 18 19 CLERK OF THE BOARD: DUTRA-VERNACI IS ABSENT. JOSEFOWITZ? 20 21 22 COM. NICK JOSEFOWITZ: HERE. 23 CLERK OF THE BOARD: THANK YOU. TAVARES? 24 25



TONY TAVARES: HERE. 1 2 3 CLERK OF THE BOARD: AND WORTH? 4 5 AMY WORTH, CHAIR: HERE. 6 7 CLERK OF THE BOARD: THANK YOU. QUORUM IS PRESENT. 8 AMY WORTH, CHAIR: THANK YOU KIMBERLY. I WANT TO THANK 9 10 EVERYBODY FOR BEING HERE TODAY FOR THIS MEETING, THE THIRD MEETING OF THE BATA RECOVERY AD HOC WORKING GROUP, AND TODAY 11 WE'RE GOING TO FOCUS ON, AS YOU CAN SEE FROM THE PACKET WE'RE 12 GOING TO FOCUS ON TOLL COLLECTION IN THE NEAR TERM ACCELERATED 13 TRANSITION TO ALL ELECTRONIC TOLLING, AND THEN THE SUBSEQUENT 14 15 PLAN TRANSITION TO OPEN ROAD TOLLING. SO, IT'S IMPORTANT THAT WE FOCUS ON THIS NOW, BECAUSE ALL ELECTRONIC TOLLING IS COMING UPON US VERY QUICKLY AND WE ANTICIPATE BEING ABLE TO IMPLEMENT THAT HOPEFULLY IN JANUARY. SO IT'S IMPORTANT THAT WE HAVE A 18 BASIS FOR THAT. AND IT'S IMPORTANT THAT WE HAVE A BASIS FOR THAT. IT'S IMPORTANT. AND SO AS A REMINDER, KIND OF THE FIRST 20 SERIES OF THESE MEETINGS IS PROVIDED TO DEEP DIVE INTO THE WORKINGS OF BATA SO OUR GROUP CROSSES OPERATIONS AND BATA

22 OVERSIGHT FOR ISSUES WE'RE FACING RELATIVE TO THE BRIDGES. AND 23 IN OUR NEXT MEETING IN NOVEMBER, WE'RE, JUST TO GIVE YOU A 24 PREVIEW WILL BE THE LAST DEEP DIVE AND WE'RE GOING TO FOCUS ON 25

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October 23, 2020

THE REHAB PROGRAM FOR THE BRIDGES IS THIS HAS BEEN SOMETHING 1 NEAR AND DEAR TO TONY'S HEART AND HIS PREDECESSORS IN TERMS OF 2 3 ENSURING THAT WE HAVE THE ADEQUATE RESOURCES TO MAINTAIN THE BRIDGES IN THE EXCELLENT CONDITION THEY'RE IN NOW. THEN WE'RE 4 5 GOING TO TAKE A HARD LOOK AT HOW WE PRIORITIZE BATA'S NEEDS IN LIGHT OF THE LIMITED REVENUE. UNFORTUNATELY THIS TASK IS BEING 6 MADE HARDER BY THE DELAY OF THE RM3 RESOURCES THAT ARE 7 8 CONTINUING TO BE COLLECTED BUT WILL REMAIN IN THE ESCROW ACCOUNT UNTIL WE HAVE A RESOLUTION OF THE CASES WE'RE DEALING 9 WITH. SO, THIS -- THAT -- SO HERE WE ARE, MOVING INTO JANUARY, 10 TODAY, AND SO, WITH THAT, I JUST WANT TO MOVE ON TO THE NEXT 11 ITEM. AND ASK FOR A MOTION TO APPROVE THE SEPTEMBER 28TH 12 13 MINUTES. 14 15 DAMON CONNOLLY: I'LL MOVE. 16 17 AMY WORTH, CHAIR: COMMISSIONER CONNOLY. 18 TONY TAVARES: SECOND. 19 20 AMY WORTH, CHAIR: SECOND BY TAVARES. PUBLIC COMMENT ON THIS 21 22 ITEM? KIMBERLY HAVE WE RECEIVED PUBLIC COMMENT ON OUR WORK? 23 CLERK OF THE BOARD: NO WRITTEN PUBLIC COMMENT FOR THIS ITEM 24 AND I SEE NO MEMBERS OF THE PUBLIC WITH THEIR HAND RAISED? 25



1 AMY WORTH, CHAIR: GREAT. MAY WE PLEASE HAVE ROLL CALL TO 2 3 APPROVE THE MINUTES? 4 CLERK OF THE BOARD: SURE. [ROLL CALL VOTE] THANK YOU. THE 5 6 MOTION PASSES. 7 8 AMY WORTH, CHAIR: GREAT. THANK YOU KIMBERLY. NOW WE'RE GOING TO MOVE ON TO THE ITEMS TODAY. FIRST ITEM, 3A, WE'RE GOING TO 9 DISCUSS THE TOLL COLLECTION. SO I WOULD LIKE TO TURN IT OVER 10 TO CAROLE KUESTER FOR THE ALL ELECTRONIC AND OPEN ROAD TOLLING 11 DISCUSSION. 12 13 CAROL KEUSTER: THANK YOU AMY. ACTUALLY I'M GOING TO ASK LISA 14 15 KLEIN TO KICK THIS OFF, GIVE US A LITTLE INTRO IS THEN WE'LL 16 DIVE INTO THE SPECIFICS. 17 LISA KLEIN: CAN I ASK THE TECHNICAL TEAM TO BRING UP THE 18 SLIDES, PLEASE. SO, I WAS GOING TO SAY A FEW INTRODUCTORY 19 WORDS AND PROVIDE CONTEXT TODAY BEFORE WE GO INTO A DEEP DIVE 20 21 ON THE TOLL COLLECTION. NEXT SLIDE PLEASE. SO THIS TIMELINE REALLY ILLUSTRATES WHAT CHAIR WORTH JUST TALKED ABOUT, ABOUT 22 KIND OF WHERE WE ARE WITH THIS AD-HOC WORKING GROUP, AND WHERE 23 WE'RE HEADED. YOU CAN SEE HERE WE ARE TODAY WITH A FOCUS ON 24 TOLL COLLECTION. I WANT TO SPEND A FEW MINUTES TALKING ABOUT 25

TRANSPORTATION COMMISSION Meeting Transcript

**METROPOLITAN** 

October 23, 2020

THE ROLES AND RESPONSIBILITIES OF CALTRANS IN THIS JOINT 1 ADVENTURE ON THE TOLL BRIDGES. IT'S A USEFUL FRAMEWORK FOR THE 2 3 DEEP DIVE THIS MONTH ON TOLL COLLECTIONS AND NEXT MONTH ON REHABILITATION AS WELL AS SOME OF THE RECOMMENDATIONS THAT 4 5 WE'RE GOING TO BE CONSIDERING IN DECEMBER AND JANUARY. I THINK AN IMPORTANT THEME THAT YOU WILL BE HEARING OVER THIS PERIOD 6 IS THAT THE ROLES AND RESPONSIBILITIES OF BATA AND CALTRANS IN 7 8 THIS JOINT ADVENTURE HAVE CHANGED OVER TIME, PARTLY THAT'S DUE TO THE RESPONSE OF LEGISLATION, BUT IT'S ALSO DUE TO 9 10 EVOLUTIONS IN TECHNOLOGY AND OTHER FACTORS, INCLUDING RESOURCES. AND THE ADVENT OF COVID HAS ACCELERATED THESE 11 CHANGES AND PUT A CHART FOCUS ON THEM. FIRST WE'LL DESCRIBE 12 TODAY BY ACCELERATING THE END OF THE CASH TOLL COLLECTION AS 13 WE ALL KNOW IN THIS TRANSITION TO ALL ELECTRONIC TOLLING IN 18 14 15 MONTHS INSTEAD OF WHAT WE ORIGINALLY THOUGHT MIGHT BE FIVE 16 YEARS OR SO. AND SECOND, ON THE REHAB SIDE, WHICH WE'LL COME 17 BACK TO IN NOVEMBER, WHERE THE FINANCIAL IMPACTS OF COVID REALLY ARE CAUSING US TO ACCELERATE A DISCUSSION ABOUT ASSET 18 MANAGEMENT AND MAKING SURE WE HAVE A PLAN TO ACCOMMODATE THE 19 LONG-TERM REHAB NEEDS OF THE BRIDGES. COULD YOU GO TO THE NEXT 20 21 SLIDE PLEASE. SO THIS SLIDE IS A VERY, VERY BRIEF SUMMARY OF THE WHOLE HISTORY OF BATA. BATA WAS FIRST CREATED BY THE 22 LEGISLATURE IN 1997, AND AT THAT TIME WAS RESPONSIBLE FOR JUST 23 THAT BASE ONE THERE TOLL ON AUTOS. SO JUST A PORTION OF THE 24 TOLL REVENUE. AND IF YOU FAST FORWARD TO 2005, YOU CAN STILL, 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

15 YEARS AGO, THIS'S WHEN THE LEGISLATURE MADE BATA 1 RESPONSIBLE FOR ADMINISTRATION OF ALL THE TOLL REVENUE. AND 2 3 THAT LEGISLATION ALSO SETUP THE JOINT OVERSIGHT OF THE SEISMIC PROGRAM WITH CALTRANS AND THE CPC. BATA REALLY GOT INTO TOLL 4 5 COLLECTION IN 2004. THAT WAS SEVERAL YEARS AFTER CALTRANS HAD ACTUALLY INTRODUCED FASTRAK. CALTRANS STARTED THE ELECTRONIC 6 TOLL COLLECTION, THE FASTRAK PROGRAM. AND IN 2004 BATA TOOK 7 8 THAT ON. SO, FOR APPROXIMATELY 15 YEARS, THEN, THIS TOLL COLLECTION HAS BEEN A SPLIT RESPONSIBILITY WITH BATA, WITH 9 CALTRANS RESPONSIBLE FOR THE CASH TOLL COLLECTION AND BATA FOR 10 THE ELECTRONIC TOLL COLLECTION. AND OF COURSE OVER THE PAST 11 FEW MONTHS AND AS WE OFFICIALLY TRANSITION FORMALLY INTO ALL 12 ELECTRONIC TOLLING, THAT IS GOING TO CHANGE, BECAUSE THERE 13 WILL NOT BE ANY MORE CASH TOLL COLLECTIONS. NEXT SLIDE. SO THE 14 RULES AND RESPONSIBILITIES OF BATA AND CALTRANS ARE BASED IN 15 16 STATUTE, AND THEY'RE DETAILED IN THIS MASTER COOPERATIVE AGREEMENT BETWEEN THE TWO AGENCIES. THIS SLIDE HAS JUST A FEW 17 BULLETS ON THOSE ROLES AND RESPONSIBILITIES. AGAIN, IT'S A 18 SHORT SUMMARY OF A MUCH LONGER DOCUMENT. YOU KNOW, IT'S GOING 19 TO NEED TO BE UPDATED TO REFLECT WHERE WE'RE HEADED WITH THE 20 TOLL COLLECTION BUT IT'S NOT ENTIRELY REFLECTIVE OF THE WAY WE 21 HAVE BEEN PARTNERING TODAY IN MAINTENANCE AND DELIVERY OF THE 22 TOLL BRIDGES. I WANT YOU ALL TO KEEP THIS IN MIND BECAUSE 23 WE'LL COME BACK TO IT AGAIN WHEN WE HAVE DISCUSSION AND AGAIN 24 PERHAPS WHEN WE MAKE RECOMMENDATIONS. SO THIS CO-OP, AS YOU 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

CAN SEE REFLECTS THAT SHARED RESPONSIBILITY FOR TOLL 1 2 COLLECTION UP UNTIL NOW WITH BATA CASH, AND CALTRANS 3 ELECTRONIC OVERSIGHT, AND WITH ALL ELECTRONIC TOLLING BATA WILL BECOME 100 PERCENT RESPONSIBLE FOR THE TOLL COLLECTION. 4 5 UNDER THE CO-OP CALTRANS IS ALSO RESPONSIBLE FOR PERFORMING ALL THE OPERATIONS AND MAINTENANCE AND THE REHABILITATION OF 6 THE TOLL BRIDGES. AND ALSO THE DESIGN AND CONSTRUCTION OF THE 7 8 ELIGIBLE PROJECTS. IN PRACTICE, I'LL SAY, BATA HAS PERFORMED OUITE A BIT MORE OVER TIME WITH A MAINTENANCE AND DELIVERY IN 9 PARTNERSHIP WITH CALTRANS ALWAYS A VERY CLOSE PARTNERSHIP AND 10 THAT'S BECAUSE FRANKLY THE STATE ISN'T RESOURCING CALTRANS TO 11 THE LEVEL IT NEEDS TO PERFORM THAT WORK. AND ALSO BECAUSE IN 12 MANY CASES, BATA HAS MORE CONTRACTING FLEXIBILITY. AN EXAMPLE 13 OF THAT WOULD BE THE CONSTRUCTION OF THIS BUILDING SHOWN HERE, 14 15 ACTUALLY, THE TOLL BRIDGE ADMINISTRATION -- THE TOLL 16 ADMINISTRATION BUILDING AT THE SAN FRANCISCO BAY BRIDGE. THE ONE THING THAT'S NOT LIKELY TO CHANGE IS THAT BATA IS 17 RESPONSIBLE FOR ADMINISTERING ALL OF THE TOLL REVENUE. AS YOU 18 ALL KNOW, THE MEMBERS OF BATA WHAT THAT MEANS IS BATA IS OFF 19 THE BUDGET AND PAYS THE BILLS FOR TOLL COLLECTION AND 20 21 OPERATIONS MAINTENANCE AND DOES SO WITH TOLL REVENUE COLLECTED. NEXT SLIDE PLEASE. AND THIS IS MY LAST SLIDE BEFORE 22 WE GET MORE INTO TOLL COLLECTIONS. SO THIS SLIDE IS AN EXCERPT 23 OF THE OPERATING PORTION OF THE BATA BUDGET. IT SHOULD LOOK 24 FAIRLY FAMILIAR BECAUSE BRIAN DID COVER THIS IN THE VERY FIRST 25

October 23, 2020

MEETING. THIS PORTION HERE IS JUST THE PORTION THAT DEALS WITH 1 THE BRIDGE'S OPERATION AND MAINTENANCE IT DOESN'T INCLUDE DEBT 2 3 SERVICE WHICH OFTEN IS MUCH BIGGER THAN THIS, I THINK ABOUT 400 MILLION. IT DOESN'T INCLUDE TRANSFERS IT DOESN'T INCLUDE 4 5 REGIONAL TWO OPERATING, AND IT DOESN'T INCLUDE THE REHAB PROGRAM. AGAIN THIS IS OPERATIONS AND MAINTENANCE OF THE TOLL 6 BRIDGES. YOU CAN SEE HERE THERE ARE THREE MAIN CATEGORIES. THE 7 8 PORTION THAT CALTRANS PERFORMS, ROUGHLY THIRD MILLION HERE. THE PORTION FOR ELECTRONIC TOLL COLLECTION, AND THEN THE TOLL 9 BRIDGE ADMINISTRATION PORTION. ALTOGETHER JUST A LITTLE OVER 10 110 MILLION BUDGETED FOR FISCAL YEAR 2021. THIS, OF COURSE, 11 WAS ADOPTED IN JUNE BEFORE WE REALLY UNDERSTOOD WHERE WE'RE 12 HEADED NOW ON TOLL COLLECTION AND THE ACCELERATED TRANSITION 13 TO ALL ELECTRONIC TOLLING. SO WHAT YOU WILL SEE IS A BIG 14 15 PORTION OF THIS LINE ITEM 24 MILLION FOR TOLL COLLECTION 16 OPERATION A GOOD PORTION OF THAT WILL ACTUALLY BE SPENT ON THE ELECTRONIC TOLL COLLECTION. THERE IS GOING TO BE A TRANSFER OF 17 WHERE THOSE FUNDS NEED TO BE SPENT. AND OF ONE THING I GUESS I 18 WANT TO POINT OUT, ONE LAST THING BEFORE I HAND IT OVER TO 19 CAROLE, IS THAT BRIAN'S TEAM DOES REPORT OUARTERLY ON THE 20 21 BUDGET AS SHOWN HERE IN THE EXAMPLE, THE QUARTERLY FINANCIAL STATEMENT. THIS IS AN EXAMPLE OF THE LAST FISCAL YEAR QUARTER 22 2020, THE PORTION IN BLUE THERE CIRCLED RELATES TO THE TOLL, 23 THERE IS ALWAYS A REALLY HANDY REFERENCE AS A REMINDER FOR 24 WHAT BATA IS SPENDING ON THIS. WHAT IT TAKES, REALLY, TO KEEP 25

October 23, 2020

THE TOLL BRIDGES OPERATING, COLLECT THE TOLLS AND MAINTAINED
 ON A REGULAR DAY-TO-DAY BASIS. AND THAT CONCLUDES MY BRIEF
 INTRODUCTION OF ROLES AND RESPONSIBILITIES. AND WITH THAT I'M
 HAPPY TO TURN IT TO CAROLE TO GET MUCH MORE INTO THIS PORTION
 OF TOLL COLLECTION HERE.

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CAROL KEUSTER: GREAT. THANKS LISA. LET'S GO AHEAD AND MOVE TO 7 8 THE NEXT SLIDE PLEASE. SUPER. SO LET'S JUST PAUSE FOR A SECOND HERE. I KNOW -- I FEEL LIKE I END UP TALKING TO MANY OF YOU 9 COMMISSIONERS MORE IN THE CONTEXT OF CLIPPER THAN IN THE 10 CONTEXT OF FASTRAK TOLLING. BUT OUR SECTION THAT WAS CREATED 11 BY ANDY IS CALLED ELECTRONIC PAYMENTS. AND WE REALLY -- WE 12 HANDLE BOTH CLIPPER AND FASTRAK IN OUR SECTION. BECAUSE THERE 13 ARE QUITE A FEW SIMILARITIES IN THE FACT THAT THESE ARE BIG 14 15 CONTRACTED OPERATIONS THAT ARE CUSTOMER-FACING, AND THAT MOVE 16 A LOT OF MONEY EVERY MONTH. AND I ALSO WANT TO POINT OUT THAT ON THE CALL TODAY, WE HAVE LYNN VALDIVIA AND BETH ZELINSKI AND 17 JEFF GERBRACHT, THERE ARE A WHOLE HOST OF FOLKS THAT ARE HARD 18 AT WORK KEEPING THIS FASTRAK TOLL COLLECTION SYSTEM MOVING. SO 19 BECAUSE THE TOLL SYSTEM IS MADE UP OF MANY PARTS AND BECAUSE 20 21 THERE ARE LOTS OF DIFFERENT POLICIES THAT GO INTO THE CUSTOMER EXPERIENCE, AND OUR CASH COLLECTION, AND ELECTRONIC CASH 22 COLLECTION ON THE BRIDGES, WE'RE GOING TO START TODAY BY JUST 23 GIVING A LITTLE BIT OF AN OVERVIEW OF THE BATA TOLL COLLECTION 24 SYSTEMS. THEN I'M GOING TO HAND IT OFF TO LYNN TO TALK A 25

October 23, 2020 Meeting Transcript

**METROPOLITAN** TRANSPORTATION

COMMISSION

LITTLE BIT ABOUT PAYMENT OPTIONS MORE FROM A CUSTOMER 1 2 PERSPECTIVE. AND THEN WE HAVE ASKED TONY AND HIS TEAM TO TALK 3 A LITTLE BIT ABOUT THE SPECIFICS THAT WE ARE WALKING INTO NOW THAT THIS ERA OF CASH COLLECTION IS ENDING. AND SINCE WE HAVE 4 5 HAD THIS RELATIONSHIP WHERE BATA IS RESPONSIBLE FOR THE FASTRAK ELECTRONIC TOLL COLLECTION BUT CALTRANS HAS BEEN 6 RESPONSIBLE FOR MANAGING THE CASH TOLL COLLECTORS, WE THOUGHT 7 8 IT WOULD BE MOST APPROPRIATE FOR TONE -- TONY TO TALK ABOUT THAT PIECE. AND I WOULD ALSO SAY I WELCOME OUESTIONS ALONG THE 9 WAY. WITH THAT LET'S GO TO THE NEXT SLIDE PLEASE. NEXT SLIDE. 10 KEEP GOING ONE MORE PLEASE. OKAY. SO WE HAVE GOT SOME PICTURES 11 HERE TO KIND OF EXEMPLIFY THE PATH THAT WE ARE ON WITH RESPECT 12 TO TOLL COLLECTION ON THE BATA BRIDGES. SO OF COURSE, BACK IN 13 THE DAY, ALL CASH, ALL TOLL COLLECTION WAS DONE BY CASH. THE 1 14 FASTRAK LANE WENT INTO OPERATION IN 1997 ON THE CAROUINEZ 15 16 BRIDGE AND SINCE THEN WE HAVE HAD A MIXED ENVIRONMENT WHICH 17 MEANS THAT ALTHOUGH WE HAVE ALWAYS ENCOURAGED FASTRAK, WE HAVE HAD A CARB PAYMENT OPTION RIGHT THERE ON EVERY BRIDGE. IN 18 MARCH, WE MOVED TO WHAT WE ARE AFFECTIONATELY CALLING COVID 19 CASHLESS TOLLING WHICH IS CURRENTLY IN PLACE, AND THAT --20 21 ALTHOUGH IT IS EFFECTIVELY A FORM OF ELECTRONIC TOLLING, I'LL BE SHOWING YOU IN A SUBSEQUENT SLIDE, YOU KNOW, WHY IT'S NOT 22 EXACTLY THE SAME AS THE MORE ROBUST FORM OF ALL ELECTRONIC 23 TOLLING WE'RE TRYING TO GET TO BY JANUARY OF 2021. OUR NEXT 24 STEP WILL BE TO GET TO TRUE ALL ELECTRONIC TOLLING AND WE PLAN 25

TRANSPORTATION COMMISSION Meeting Transcript

**METROPOLITAN** 

October 23, 2020

TO GET TO ALL OPEN ROAD TOLLING. YOU CAN SEE IN THE 1 PHOTOGRAPHS, THE REMOVING THE TOLL BOOTHS SO THAT WE COULD 2 3 HAVE OPEN ROAD TOLLING, WHICH IS SAFER AND ALLOWS, WHERE POSSIBLE, FOR A FASTER THROUGHPUT. SO LET'S SEE. I GUESS ONE 4 5 OTHER THING TO MENTION HERE IS THAT EVEN PRIOR TO COVID, WE WERE ABSOLUTELY WORKING TO GET TO ALL ELECTRONIC TOLLING. WE 6 HAD A MULTI-YEAR IMPLEMENTATION STRATEGY DESIGNED TO ROLL OUT 7 8 ACROSS BRIDGES IN PHASES, BUT WE HAVE COMPACTED THAT SCHEDULE AND WE ARE NOW LOOKING TO DEPLOY ALL BRIDGES AT THE SAME TIME 9 IN EARLY 2021. SO LET'S GO TO THE NEXT SLIDE PLEASE. JUST A 10 REMINDER, OR MAYBE FOR SOME OF YOU THIS IS NEW, BUT I THINK 11 IT'S IMPORTANT TO NOTE THAT THE TOLLING SYSTEM IS MADE UP OF 12 VARIOUS COMPONENTS. SO WHAT YOU SEE IN THIS SLIDE IS THAT WE 13 HAVE KIND OF GROUPED COMPONENTS INTO THREE CATEGORIES. ON THE 14 LEFT WE HAVE THE LANE SYSTEM, SO THAT'S ALL OF THE CAMERAS AND 15 16 TREADLES AND SIGNS THAT EXIST IN EACH AND EVERY LANE ON THE BRIDGE AT THE PLAZAS. THE WHOLE HOST OF TECHNOLOGY RIGHT THERE 17 IN THE LANES THAT CAPTURE IMAGES AND RECORD FASTRAK TAG READS. 18 AND THEN WE HAVE A SECURE FILE TRANSFER SYSTEM IN THE MIDDLE 19 WE REFER TO THE BATA IT SYSTEM. REALLY THE PRIMARY 20 21 RESPONSIBILITY THERE IS TO SECURELY TRANSFER INFORMATION FROM THE LANE SIDE TO THE BACK OFFICE. OR TO THE -- WHAT WE ALSO 22 CALL THE CUSTOMER SERVICE CENTER. ON THE RIGHT YOU SEE THE 23 PURPLE BOX WHICH REPRESENTS THE CUSTOMER SERVICE CENTER 24 25 RESPONSIBLE FOR FASTRAK ACCOUNT MANAGEMENT, CALL ANSWERING IS

October 23, 2020

PAYMENT AND TRANSACTION PROCESSING. I'LL JUST NOTE THAT WE 1 RELY ON A MIX OF BATA STAFF AND CONTRACTORS TO DELIVER THIS 2 3 WORK. JUST YOU SEE THESE ACTIONS COME BEFORE YOU. SO I'LL JUST NOTE THAT THE LANE TECHNOLOGY SYSTEMS PROVIDER IS TRANSCORE, 4 5 CSC SERVICE PROVIDER IS CONDUENT. AND SOMEWHAT UNIQUELY WE PROVIDE THE DATA SERVICES BACK TO THE CENTER PROVIDE THAT WITH 6 BATA STAFF. ALL OF THESE COMPONENTS NEED TO WORK TOGETHER. 7 8 WE'RE CONSTANTLY EVOLVING AND UPGRADING SYSTEMS SO THAT THEY DON'T AGE OUT. AND ONE OTHER REMINDER HERE IS THAT, YOU KNOW, 9 THE PIECE THAT DOES GET A LOT OF ATTENTION AND FOCUS BECAUSE 10 IT IS PRETTY COMPLEX IS THE CUSTOMER SERVICE CENTER SIDE. THIS 11 IS MANY PARTNER AGENCIES RELY ON THE CUSTOMER SERVICE CENTER. 12 EXPRESS LANES, GOLDEN GATE BRIDGE. SO OUTSIDE OF THE BRIDGE 13 ENVIRONMENT, THERE ARE OTHER LANE SYSTEMS THAT ARE DELIVERING 14 15 TRANSACTIONS TO THE CUSTOMER SERVICE CENTER FOR SETTLEMENT. 16 AND THAT'S REALLY SO -- THAT'S IN THE INTEREST OF SEAMLESSNESS, I GUESS, IF YOU WILL. THAT'S SO CUSTOMERS IN THE 17 BAY AREA CAN HAVE ONE ACCOUNT WITH FASTRAK AND HANDLE ALL OF 18 THEIR SORT OF LANE AND BRIDGE PAYMENT NEEDS THROUGH THAT ONE 19 ACCOUNT. ALL RIGHT. LET'S GO ON TO THE NEXT SLIDE PLEASE. 20 21 OKAY. SO THIS SLIDE MAY LOOK A LITTLE BIT FAMILIAR TO YOU. WE HAVE USED IT AT RECENT BATA OVERSIGHT AND BATA MEETINGS. THE 22 IDEA HERE IS WE'RE TRYING TO PROVIDE A LITTLE CONTEXT FOR HOW 23 TOLLING WORKS BEFORE AND AFTER COVID. SO UNDER WHAT 24 TRADITIONAL TOLLING HERE ON THE LEFT, THE BASIC PROCESS WAS 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

THAT DRIVERS WHO DID NOT PAY WITH CASH OR FASTRAK WERE 1 CONSIDERED VIOLATORS. SO IF YOU WERE GOING ACROSS A BATA 2 3 BRIDGE, YOU WERE EXPECTED TO EITHER HAVE FASTRAK OR PAY WITH CASH AND IF YOU DID EITHER THINGS YOU WOULD RECEIVE A 4 5 VIOLATION NOTICE. THERE IS A 25 VIOLATION NOTICE IF UNPAID A SECOND NOTICE OF \$75 AND IF THAT STILL CONTINUED UNPAID WE 6 SEND THE DRIVER'S REGISTRATION TO DMV HOLD AT WHICH POINT WE, 7 8 YOU KNOW, OUTSTANDING TOLLS ARE EXPECTED TO BE PAID, OR WE WOULD SEND OUTSTANDING TOLLS AND VIOLATIONS TO COLLECTIONS IF 9 NEEDED. SO ALL OF THAT CAME TO A HALT IN MARCH WHEN WE WORKED 10 WITH CALTRANS TO VERY QUICKLY GET TOLL COLLECTORS OUT OF THE 11 BOOTHS. AND WE IMPLEMENTED, VERY OUICKLY, IN CONJUNCTION WITH 12 OUR PARTNER CONDUENT THIS CASH -- COVID CASHLESS TOLLING 13 PROCESS. SO, YOU CAN SEE THAT IT DIFFERS SOMEWHAT FROM THE 14 15 TRADITION TOLLING. FIRST OF ALL WHEN SENDING NOTICES WE'RE 16 SENDING ANY PENALTIES AT ZERO DOLLARS. SO WE SEND FAVORITE --FIRST NOTICE FOR THE TOLL ONLY SECOND NOTICE FOR VIOLATION AND 17 IF NONE OF THAT WORKS WE SEND REQUEST FOR PAYMENT TO DMV HOLD. 18 SO THE CASHLESS TOLLING SCENARIO, THE GOOD THING IS WE'RE ABLE 19 TO IMPLEMENT IT OUICKLY AND SMOOTHLY, AND I DROVE THE BRIDGES 20 21 YESTERDAY AND THE SIGNS SAY NO STOPPING WE'LL BILL BY MAIL. BUT THE PROBLEM IS, IT'S A LITTLE BIT OF A MESSY PROCESS IN 22 THAT IT REOUIRES TWICE AS MANY NOTICES WHICH INCREASES COST 23 AND IT DOESN'T BUNDLE TRANSACTIONS. SO IF I DRIVE ACROSS THE 24 BRIDGE TODAY WITHOUT FASTRAK I'LL GENERATE A CASHLESS NOTICE 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

AND TOMORROW I'LL GENERATE ANOTHER NOTICE SO RATHER THAN 1 GETTING A MONTHLY BILL WE'RE SENDING ALL OF THESE ONE OFFS 2 3 THAT'S BECAUSE THE PROCESS WAS PUT TOGETHER UNDER DURING RECESS OUICKLY, AND IT'S PART OF WHY WE'RE HUSTLING TO GET TO 4 5 A ROBUST AND SUSTAINABLE FORM OF ALL ELECTRONIC TOLLING. UNDER THE IMPROVED TOLLING ONE INVOICE WILL GO OUT FOR ALL 6 7 TRANSACTIONS INCURRED WHICH IS BETTER FOR THE CUSTOMER AND THE 8 CUSTOMER SERVICE CENTER. AND AS THOSE NOTICES ESCALATE, THEY WILL ESCALATE TOGETHER. NEXT SLIDE PLEASE. THIS SLIDE IS 9 REALLY JUST TO GIVE YOU A SNAPSHOT OF THE PAYMENT RATES TODAY 10 UNDER CASHLESS TOLLING. SO MOST OF THE -- 90 PERCENT OF THE 11 TOLLS ARE BEING PAID AND MOST OF THOSE ARE BEING PAID WITH 12 FASTRAK. IT'S ALWAYS OUR GOAL. MOST EFFICIENT AND EFFECTIVE 13 WAY FOR US TO COLLECT A TOLL. UNDER COVID MORE PEOPLE ARE 14 USING FASTRAK ON BRIDGES. WE HAVE SEEN A MODEST INCREASE. 15 16 HOWEVER, WE HAVE GOT ABOUT NINE PERCENT OF TOLLS THAT ARE GOING UNPAID THIS ORANGE CIRCLE HERE WHICH IS CRUCIAL WHY WE 17 NEED TO MOVE TO A MORE ROBUST FORM OF ALL ELECTRONIC TOLLING. 18 WE'RE TRYING TO BE MORE COST EFFECTIVE. I SHOULD NOTE, 19 HOWEVER, THAT THIS NINE PERCENT OF UNPAID TOLLS IS BEFORE ANY 20 21 REMINDER NOTICES. SO WE DO EXPECT THAT AMOUNT TO GO DOWN. AND THE PAID AND POSTED RATES ARE -- THEY'RE IN LINE WITH WHAT WE 22 SEE ON THE GOLDEN GATE BRIDGE, WHICH IS AS YOU KNOW AN ALREADY 23 ALL ELECTRIC TOLLING SITUATION. BUT AS YOU KNOW, WE HAVE 24 ALWAYS EXPERIENCE SAID REVENUE LOSS DUE TO DECREASED TRAFFIC 25

October 23, 2020

ON THE BRIDGES SO IT'S VITAL THAT WE COLLECT OUR TOLL
 REVENUES. I SHOULD NOTE, AS WELL, THAT THERE WAS AN UPTICK IN
 THE ACQUISITION OF FASTRAK TAGS ONCE THE TOLL COLLECTORS LEFT
 THE BOOTH THAT SEEMS LIKE IT WAS A VERY EFFECTIVE FORM OF
 MARKETING.

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7 AMY WORTH, CHAIR: UNINTENDED FOR MARKETING, BUT YES.

8

CAROL KEUSTER: YEAH. A PRETTY DESPERATE FORM OF MARKETING. BUT 9 WE DID SEE IN OUR TRENDS THAT THERE WAS AN UPTICK THAT NOW HAS 10 COME BACK DOWN AGAIN TO MORE USUAL RATES AND THAT WAS IN 11 CONJUNCTION WITH THE OPENING OF THE 880 EXPRESS LANES. SO THAT 12 COULD HAVE BEEN A CONTRIBUTING CAUSE TO FOLKS GETTING TAGS AS 13 WELL. BUT WE HAVE BUDGETED FOR THE COMING YEAR, ABOUT A 14 15 MILLION DOLLARS, TO DO A CAMPAIGN REALLY TO PROMOTE -- EDUCATE 16 FOLKS ABOUT THE MOVE TO ALL ELECTRONIC TOLLING, AND AGAIN JUST TO PROMOTE GETTING A FASTRAK TAG. SO I'M GOING TO PAUSE THERE. 17 AND WE'RE GOING MOVE, NEXT, TO MY COLLEAGUE LYNN VALDIVIA WHO 18 IS GOING TALK A LITTLE BIT ABOUT TOLL PAYMENT OPTIONS. REALLY 19 MORE FROM A CUSTOMER PERSPECTIVE. BUT I WOULD BE HAPPY TO 20 ENTERTAIN ANY QUESTIONS ABOUT THE SYSTEMS SIDE OR ANY OF THE 21 FOREGOING MATERIAL, IF YOU WOULD LIKE, OR WE CAN JUST KEEP 22 23 MOVING.

24

October 23, 2020

DAMON CONNOLLY: QUICK QUESTION JUST FOR CLARIFICATION, BACK ON 1 2 THE TOLL PENALTIES, THE AMOUNTS, AND THEN AROUND THE NEW 3 STRUCTURE, IS IT -- I GUESS I WAS A LITTLE BIT CONFUSED. IS IT STILL 25 AND 70? 4 5 CAROL KEUSTER: SO THAT IS A LITTLE BIT INFLUX. AND WE ACTUALLY 6 HAVE SOME MATERIAL THAT'S GOING TO TALK A LITTLE BIT MORE 7 8 ABOUT PENALTIES AND POSSIBLE PENALTY STRUCTURES THAT'S COMING 9 UP. 10 DAMON CONNOLLY: OKAY GREAT. YEAH. WE CAN TALK ABOUT IT THEN. 11 12 CAROL KEUSTER: YEAH. ABSOLUTELY. OKAY LYNN OR ANYONE ELSE? 13 14 LYNN VALDIVIA: IF THERE ARE NO OTHER QUESTIONS, WE CAN MOVE TO 15 16 THE NEXT SLIDE. I'M JUST GOING TO SAY I'M VERY PROUD OF MYSELF FOR REMEMBERING TO UNMUTE BEFORE SPEAKING. ONE MORE SLIDE 17 PLEASE. OKAY. SO THIS SLIDE IS TO PROVIDE A OUICK OVERVIEW OF 18 THE VARIOUS WAYS TO PAY TOLLS. CASH, WHICH IS NO LONGER. SO WE 19 DON'T NEED TO TALK MUCH ABOUT THAT. THE FASTRAK WHICH IS A 20 TAGGED ACCOUNT, AND AS CAROLE MENTIONED, IT'S THE MOST USED 21 MODE OF PAYMENT AT THE BATA BRIDGES. THEN WE HAVE TWO OTHER 22 ACCOUNT TYPES, LICENSE PLATE AND ONE TIME PAYMENT ACCOUNTS, 23 AND THESE WERE INTRODUCED WHEN GOLDEN GATE BRIDGE CONVERTED TO 24 ALL ELECTRONIC TOLLING IN 2013 TO PROVIDE ADDITIONAL OPTIONS 25

TRANSPORTATION COMMISSION Meeting Transcript

**METROPOLITAN** 

October 23, 2020

TO FORMER CASH PAYERS. SO THE LICENSE PLATE ACCOUNT, IT'S A 1 PAY AS YOU GO TYPE OF ACCOUNT. THAT IS BASED ON THE VEHICLE'S 2 3 LICENSE PLATE, INSTEAD OF A FASTRAK TOLL TAG, AND THE ONE TIME PAYMENT ACCOUNT IS A LIMITED TERM LICENSE PLATE ACCOUNT THAT 4 5 IS TARGETED AT INFREQUENT USERS LIKE TOURISTS, FOR EXAMPLE, AND ALLOWS THEM TO PRE PAY TOLLS UP TO THIRD DAYS AHEAD OF 6 TIME, OR TO POST PAY A TOLL WITHIN TWO DAYS OF A TOLL 7 8 CROSSING. SO EVEN THOUGH THESE TWO ACCOUNT TYPES WERE PROMOTED PRIMARILY TO GOLDEN GATE BRIDGE USERS OVER THE YEARS BATA 9 BRIDGES HAVE ALWAYS ACCEPTED THESE PAYMENT TYPES. GIVEN THE 10 CASH'S TOLLING ENVIRONMENT SINCE MARCH, WE RECENTLY BEGAN 11 PROMOTING THESE TYPES OF ACCOUNTS TO BATA BRIDGE USERS AS WELL 12 TO GIVE THEM ADDITIONAL OPTIONS. LET'S SEE. ONE THING TO NOTE, 13 BECAUSE THE ONE TIME PAYMENT AND LICENSE PLATE ACCOUNTS RELY 14 ON IMAGES TO IDENTIFY THE ACCOUNT, THEY ALSO COST MORE TO 15 16 PROCESS. AND THEN LAST WE HAVE THE TOLL INVOICE WHICH WAS ALSO INTRODUCED WHEN GOLDEN GATE BRIDGE CONVERTED TO ALL ELECTRONIC 17 TOLLING. THAT'S A BILL RECEIVED IN THE MAIL WHEN A DRIVER 18 CROSSES THE BRIDGE WHEN THEY DON'T HAVE A FASTRAK LICENSE 19 PLATE OR ONE PAYMENT ACCOUNT TO PAY THE TOLL. IN BATA CASHLESS 20 21 CURRENT ENVIRONMENT DRIVERS RECEIVE WHAT WE'RE CALLING A 22 CASHLESS NOTICE. TECHNICALLY THESE ARE VIOLATIONS IN THE SYSTEM BUT WE ARE TREATING THEM AS IF THEY ARE INVOICES. AND 23 WE'LL HAVE FULL INVOICE FUNCTIONALITY COMING OUR WAY IN 24 JANUARY. NEXT SLIDE. UNLESS ANYONE HAS ANY QUESTIONS? OKAY. SO 25

October 23, 2020

THIS SLIDE, CAROLE TOUCHED ON THIS ALREADY, PAST, PRESENT, AND 1 FUTURE TOLL PAYMENTS, PRE-COVID FASTRAK WAS 70 PERCENT ON THE 2 3 BRIDGES CASHLESS TOLLING INCREASED UP TO 73 PERCENT, THE VIOLATION PORTION OF THE PIE LOOKS SO MUCH BIGGER BECAUSE OUR 4 5 CASHLESS NOTICES IN THE SYSTEM ARE TREATED AS VIOLATIONS EVEN THOUGH WE'RE TREATING THEM AS INVOICES. WHEN WE GET TO THE ALL 6 ELECTRONIC TOLLING THE THIRD PIECE OF THE PIE WE SEE FASTRAK 7 8 CONTINUE INCREASING OVER TIME WE DON'T EXPECT IT TO BE AN OVERNIGHT OCCURRENCE. LET'S SEE. WE DON'T EXPECT IT TO SEE AN 9 OVERNIGHT OCCURRENCE IN JANUARY WHEN INVOICES ARE DEPLOYED AND 10 IT WILL BE IMPACTED BY FUTURE DECISIONS WE MAKE ABOUT THINGS 11 LIKE POSSIBLY INTRODUCING A TOLL DIFFERENTIAL. NEXT SLIDE 12 PLEASE. OKAY. TOLL DIFFERENTIALS. SO AT SOME POINT, WE COULD 13 CONSIDER INTRODUCING A TOLL DIFFERENTIAL TO COVER REASONABLE 14 COSTS TO ADMINISTER THE IMAGE BASED TRANSACTIONS AND 15 16 INVOICING. SO THE LICENSE PLATE, ONE-TIME-PAYMENT, AND THE INVOICES. A DIFFERENTIAL ALSO ENCOURAGE OR INCENTIVIZE PEOPLE 17 TO MOVE INTO FASTRAK ACCOUNTS. WE TOOK TIME STUDYING WHAT 18 MAKES THE MOST SENSE FOR BATA IN TERMS OF A DIFFERENTIAL AND 19 WEIGHT AS THE ROBUST ALL ELECTRIC TOLLING SETTLES OUT AND 20 PANDEMIC IMPACTS BECOME MORE CLEAR AND ALSO SETTLE OUT. THIS 21 22 IS SOMETHING WE PLAN TO COME BACK TO YOU ALL, WHETHER IT'S 23 THIS COMMITTEE OR BATA O -- IN THE FUTURE WITH MORE DETAILS TO DISCUSS AND PRESENT RECOMMENDATION. I WANT TO POINT OUT, KIND 24 OF ELABORATE ON WHAT CAROLE ALSO MENTIONED, COME JANUARY WE 25

October 23, 2020

PLAN ON HAVING A COMPREHENSIVE CAMPAIGN TO EDUCATE PEOPLE 1 ABOUT THE PAYMENT OPTIONS. FOLKS PROMOTING FASTRAK WOULD BE 2 3 THE BEST OPTION AND WE WOULD LIKELY DO TARGETING TO LOW INCOME COMMUNITIES. MOST LIKELY ABOUT THE LICENSE PLATE ACCOUNT 4 5 OPTION WHICH DOESN'T REOUIRE FUNDS ON DEPOSIT OR OBTAINING A TAG AND HAVING TO PROVIDE A TAG DEPOSIT. NEXT SLIDE PLEASE. SO 6 THIS SLIDE WAS TO PROVIDE JUST AN EXAMPLE OF TOLL 7 8 DIFFERENTIALS AT OTHER AGENCIES, GOLDEN GATE HAS A PER AXEL DIFFERENTIAL AND LA AND TOLL ROADS APPLY A FLAT DIFFERENTIAL 9 BETWEEN THEIR PAYMENT TYPES. BUT AGAIN, WE'LL BE BACK IN THE 10 FUTURE WITH A LITTLE BIT MORE DETAIL ON WHAT WE THINK MIGHT 11 WORK BEST FOR BATA FOR DISCUSSION AND POTENTIAL 12 RECOMMENDATION. IF NO QUESTIONS, NEXT SLIDE. 13 14 AMY WORTH, CHAIR: LYNN, MAY I JUMP IN FOR ONE QUICK SECOND? 15 16 17 LYNN VALDIVIA: SURE. 18 AMY WORTH, CHAIR: ONE OF THE THINGS THEY THOUGHT WE HAD 19 CHANGED IN THE NOTICE, IN THE PAST IF SOMEBODY DROVE THROUGH 20 AND THEY DIDN'T HAVE AN ACCOUNT, THEY WOULD GET ACTUALLY 21 VIOLATION NOTICE, BUT I THOUGHT WE HAD MADE MODIFICATIONS IN 22 23 THE WORKING OF THAT NOTICE GIVEN THE FACT THAT WE'RE NO LONGER OPERATING WITH THE CASH OPTION, TO BE ABLE TO SLIGHTLY CHANGE 24 THE WORD IN THAT, INDICATING THAT, YOU KNOW, YOU'RE -- HERE'S 25



YOUR BILL FOR THE TOLLING, SO THAT THEY'RE NOT GETTING A SENSE 1 2 THAT THEY'RE VIOLATING, BECAUSE WE HAVE CHANGED THE OPERATION 3 A LITTLE BIT. IS THAT REFLECTED IN THAT THIRD PIE CHART? 4 5 LYNN VALDIVIA: UH --6 7 AMY WORTH, CHAIR: YOU KNOW THAT WE CHANGED --8 LYNN VALDIVIA: THERE IS STILL -- THE SYSTEM STILL RECOGNIZES 9 THEM AS VIOLATIONS BUT WE CHANGED THE TEMPLATE SO IT NO LONGER 10 SAYS VIOLATION. IT'S AN INVOICE TEMPLATE NOW AND THOSE SHOULD 11 BE GOING OUT THIS WEEK. IT WILL BE MORE FRIENDLY THAN 12 RECEIVING A NOTICE THAT SAYS NOTICE OF TOLL EVASION. 13 14 AMY WORTH, CHAIR: PERFECT. GREAT. THANK YOU. THANK YOU VERY 15 16 MUCH FOR AMPLIFYING THAT. 17 18 CAROL KEUSTER: AMY YOU MAKE A GREAT POINT. SOME PEOPLE ARE EXTREMELY SENSITIVE TO BEING CALLED A VIOLATOR, AND OF COURSE 19 IF THERE IS NO OPTION TO PAY CASH, AND YOU'RE AT THE BRIDGE 20 TOLL PLAZA AND YOU DON'T HAVE FASTRAK, AND NOW YOU DON'T HAVE 21 A CHOICE. SO WE HAVE -- I'M REALLY GLAD THAT WE WERE ABLE TO 22 MAKE THE LANGUAGE CHANGE ON THE BILLING TEMPLATE THAT GOES OUT 23 AND IT'S SOMETHING THAT WE'RE GOING TO CONTINUE TO TRY TO 24



FOCUS ON TO SOFTEN THE LANGUAGE AS MUCH AS POSSIBLE BUT ALSO
 WE NEED TO ENCOURAGE PEOPLE TO PAY.

3

AMY WORTH, CHAIR: EXACTLY, AND AS YOU MENTIONED EARLIER TOO,
USE IS AN OPPORTUNITY TO PROMOTE THE FASTRAK OPTION. OR AS
LYNN, YOU MENTIONED, THE OTHER OPTION IS THE INFREQUENT
LICENSE PLATE OPTION. SO THAT'S GREAT. THANK YOU.

8

LYNN VALDIVIA: OKAY. WE HAVE MOVE ON TO THE VIOLATION PROCESS 9 WHICH WE TALKED ABOUT A FEW SLIDES BACK. AGAIN, REMINDING PRE 10 COVID, WE HAD THE \$25 PENALTY AND THE 70 THERE PENALTY FOR THE 11 NOTICES DURING THE CASHLESS TOLLING ENVIRONMENT WE ARE 12 ASSESSING TOLL ONLY AND IF AN UNPAID GOES ON TO DMV HOLD 13 COLLECTIONS. WHEN WE GET TO THE ALL ELECTRONIC TOLLING 14 15 ENVIRONMENT, WE CAN CONSIDER, AT SOME POINT, REINTRODUCING THE 16 PENALTIES. AT THIS TIME WE RECOMMEND TAKING SOME TIME TO STUDY AND FIGURE OUT WHAT MAKES MOST SENSE FOR BATA RELATED TO 17 REINSTATING VIOLATION PENALTIES. AND WAITING TO SEE HOW THINGS 18 SHAKE OUT WITH THE NEW SYSTEM. BUT THIS IS SOMETHING THAT WE 19 DO PLAN ON COMING BACK AND TALKING TO YOU ABOUT, GETTING MORE 20 OF YOUR THOUGHTS ON WHAT YOU ALL BELIEVE MAKES THE MOST SENSE 21 22 IN TERMS OF REINTRODUCING PENALTIES, AND AT WHAT LEVEL IF WE 23 DO DO THAT. NEXT SLIDE.

24

METROPOLITAN
 TRANSPORTATION
 COMMISSION
 Meeting Transcript

October 23, 2020

ANDREW FREMIER: LYNN, COULD I JUMP IN FOR A SEC? ANDREW 1 2 FREMIER, DEPUTY DIRECTOR OF OPERATIONS. COMMISSIONER CONNOLY, 3 OUR ADVICE IS TO TRY TO GET THROUGH THE ALL ELECTRONIC CONVERSION BEFORE WE START TO INTRODUCE THAT. AS YOU KNOW WE 4 5 HAVE RISKS ASSOCIATED WITH ALL ELECTRONIC TOLLING THAT WE'RE DEALING WITH THE GOLDEN GATE TRANSITION, AND WE WANT TO BE 6 MINDFUL ABOUT HOW TO REALLY ESTABLISH AN APPROPRIATE VIOLATION 7 8 PROCESS AFTER THE TRANSITION INTO ALL ELECTRONIC TOLLING, SO WE DON'T ADD ANY COMPLICATIONS TO OUR CURRENT ENVIRONMENT. 9 10

11 DAMON CONNOLLY: YEAH. I APPRECIATE THAT THOUGHTFUL APPROACH.
12

13 LYNN VALDIVIA: OKAY. WE CAN MOVE ON TO THE NEXT SLIDE, WHICH
14 IS ALSO RELATED TO VIOLATION PENALTIES. AND I'M GOING TO TURN
15 THIS ONE OVER TO CAROLE.

16

CAROL KEUSTER: THANKS LYNN. I AM PLEASED TO SPEAK TO THIS 17 TOPIC BECAUSE IT'S AN AREA WHERE I THINK WE HAVE A LOT OF ROOM 18 TO GO. NAMELY, TAKING A LOOK AT THE WHOLE LIFE CYCLE PROCESS 19 ASSOCIATED WITH FASTRAK PAYMENT AND BILLING TO MAKE SURE THAT 20 21 IT IS NOT HAVING A -- AN EQUAL DESPERATE IMPACT ON LOW INCOME PEOPLE. WE HAVE HAD A COUPLE OF REQUESTS TO CONSIDER CHANGES 22 TO VIOLATION PENALTIES AT OUR AUGUST BATA MEETING TO CONSIDER 23 ESPECIALLY NOW PEOPLE WHO ARE FACING FINANCIAL HARDSHIPS, AND 24 WE THINK THERE ARE MANY DIFFERENT WAYS TO MAKE THE -- MAKE THE 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

PAYMENT PROCESS EASIER SO THAT WE ARE GIVING PEOPLE GOOD WAYS 1 TO BE GOOD CUSTOMERS. WE HAVE TAPPED OUR TECHNICAL ADVISER TO 2 3 REVIEW WHAT PIER AGENCIES ARE DOING, AND TO EVALUATE HOW APPLICABLE SOME OF THOSE OPTIONS MIGHT BE HERE, AS WELL AS 4 5 ASSOCIATED COSTS AND BENEFITS. AND I'M GOING TO TOUCH ON JUST A FEW INITIAL THOUGHTS THERE. I SHOULD NOTE, I THINK IT'S --6 YEAH, MENTIONING TUNING INTO SOME OF THE ARROW HEAD MEETINGS 7 8 AND I GUESS THERESE IS SPEAKING THERE NOW. IT'S APPROPRIATE THAT WE TAKE A LOOK AS I THINK SO MANY PLANNERS ARE DOING AT 9 ALL OF THE WAYS THAT WE ORIGINALLY BUILT OUR PROGRAMS MAY OR 10 MAY NOT BE WORKING FOR ALL SEGMENTS OF OUR POPULATION. SO, 11 LOOKING AT OUR WHOLE SORT OF LIFE CYCLE OF INTERACTING WITH 12 CUSTOMERS, WE ARE TAKE -- WE HAVE HEARD ABOUT SOME PAYING 13 POINTS AND I THINK WE HAVE POTENTIAL SOLUTIONS ALONG THE WAY. 14 15 WE'RE LOOKING AT FIVE DIFFERENT STEPS. FIRST THERE IS A 16 PERCEIVED PROBLEM WITH THE ENTRY COST FOR ACOUIRING A FASTRAK TAG OR ACCOUNT. SO WE MAY BE ABLE TO INTRODUCE OPTIONS FOR 17 REDUCING THE COST, REDUCING THE DEPOSIT, OR EVEN INCENTIVIZING 18 ACOUISITION OF FASTRAK WITH A ONE TIME TOLL CORRECT FOR SELECT 19 FOLKS. A SECOND PROBLEM FOR MANY PAYERS IS THE UNPREDICTABLE 20 AUTO REPLENISH THRESHOLD. FOR THOSE WHO ARE COMFORTABLE 21 LINKING A CREDIT CARD TO OUR ACCOUNTS AND LESS COST SENSITIVE, 22 THE AUTO REFRESH FEATURE WHICH ALLOWS YOU TO SET A CERTAIN 23 THRESHOLD AND IF YOU DIP BELOW THAT THE SYSTEM AUTOMATICALLY 24 GOES TO YOUR CREDIT CARD AND REFILLS YOUR ACCOUNT SO YOU HAVE 25

October 23, 2020

ALWAYS GOT A FUNDED ACCOUNT. THAT'S GREAT, BUT IT IS 1 UNPREDICTABLE. SO ONE OPTION THERE MIGHT BE TO INSTITUTE A 2 3 SYSTEM CHANGE WHERE WE SEND A TEXT OR E-MAIL NOTICE AHEAD OF PROCESSING SO FOLKS AREN'T JUST GETTING AN UNEXPECTED HIT ON 4 5 THEIR ACCOUNT. THERE ARE PEOPLE WHO ARE WORKING IN THE CASH WORLD AND DON'T TIE A CREDIT CARD TO THEIR ACCOUNT, AND FOR 6 THEM, WE REALLY DO NEED TO UPDATE THE WAYS THAT WE ALLOW 7 8 PEOPLE TO PAY. AND YOU KNOW, TAKE ADVANTAGE OF MORE MODERN OPTIONS LIKE VENMO OR PAYING THROUGH FACEBOOK OR PayPal. NONE 9 OF THESE OPTIONS COME WITHOUT A COST TYPICALLY THERE IS A 10 TRANSACTION FEE AND WE HAVE TO FIGURE OUT HOW THAT IS BORNE 11 HOW WE TAKE CARE OF THAT, BUT OFFER ALTERNATIVES FOR PEOPLE 12 WHO DON'T HAVE A LINKED CREDIT CARD ACCOUNT. SOME AGENCIES ARE 13 PROVIDING INCENTIVES FOR EARLY PAYMENT. SO THE INCENTIVE 14 15 SCHEME MIGHT BE IF YOU PAY MORE QUICKLY, YOU PAY HALF THE 16 VIOLATION RATE. SO AND AGAIN, THAT'S -- YOU KNOW, SOMETHING WE WOULD NEED TO PILOT TEST AND CONSIDER THE FINANCIAL 17 REPERCUSSIONS AND LOOK AT THE PAYMENT RATES THAT ARE 18 ASSOCIATED WITH REDUCED PAYMENTS. BUT THAT SEEMS LIKE A WIN-19 WIN, PAY EARLY, PAY LESS. AND THEN THERE IS THE CHALLENGE OF 20 21 TOLL DEBT THAT JUST CLIMBS TOO HIGH TOO FAST. AND THERE, WE DO HAVE ADMINISTRATIVE REVIEW PROCESSES, BUT WE'RE TAKING ANOTHER 22 LOOK AT THOSE. RIGHT NOW THEY'RE ADMINISTERED BY BATA STAFF. 23 WE MIGHT BE ABLE TO FRONT LOAD ADMINISTRATIVE REVIEW WITHOUT 24 REQUIRING UP FRONT PAYMENT. IN LIGHT OF -- THAT COULD REDUCE 25

October 23, 2020

THE CHALLENGES ASSOCIATED WITH REOUESTING AN ADMINISTRATIVE 1 2 REVIEW. SO, THOSE ARE -- I GUESS THE MESSAGE HERE REALLY IS 3 THAT WE WANT TO MAKE IT EASY TO BE A GOOD CUSTOMER AT FASTRAK WHETHER YOU'RE USING A CREDIT CARD OR PAYING WITH CASH OR SOME 4 5 OTHER MEANS. AND WE CERTAINLY HAVE NO INTENT TO BE PUNITIVE. WE ALWAYS REITERATE THE MANTRA THAT WE'RE SEEKING TO GET 6 PAYMENT ONLY FOR THE TOLL. WE'RE DEFINITELY NOT LOOKING TO 7 8 ASSESS PENALTIES AND COLLECT PENALTIES. SO. SO AS WITH A NUMBER OF OTHER THING THAT YOU HAVE HEARD TODAY. WE ARE DIVING 9 INTO THIS WORK. IT'S TAKEN ON AN INCREASED URGENCY SINCE NOW 10 THERE IS NO CASH OPTION AT THE PLAZAS AND EVERYONE WILL BE AN 11 ALL ELECTRIC TOLL CUSTOMER. WE HAVE ENGAGED THE WORK OF OUR 12 TECHNICAL ADVISER AND WE HAVE A LOT OF WORK TO DO ESPECIALLY 13 CONSIDER FIGURE THERE IS A TOLL DIFFERENTIAL FOR THE INVOICING 14 OPTION, WE REALLY DO WANT TO ENCOURAGE ESPECIALLY THOSE WHO 15 16 HAVE THE LEAST MEANS TO PAY, TO GET INTO A FASTRAK ACCOUNT AND TO KEEP THAT ACCOUNT IN GOOD STANDING. IT'S JUST A WIN --17 18 AMY WORTH, CHAIR: RIGHT. 19

20

21 CAROL KEUSTER: I WOULD BE HAPPY TO TAKE ANY FURTHER IDEAS OR
22 QUESTIONS IF THAT REALM. OTHERWISE --

23

24 COM. NICK JOSEFOWITZ: COMMISSIONER WORTH?

25



1 AMY WORTH, CHAIR: YES NICK. PLEASE. WELCOME.

2

3 COM. NICK JOSEFOWITZ: I'M SO GLAD YOUR FOCUSING ON THIS IN PARTICULAR THE CYCLE OF DEBT THAT GETS CREATED WHEN SOMEONE 4 5 GETS A GOVERNMENT FINE AND THEY CAN'T AFFORD TO PAY IT AND THEN GETS AN ADDITIONAL FINE FOR NOT PAYING IT AND THEN HAS TO 6 PAY MORE AND MORE, AND YOU KNOW, THEY COULDN'T PAY THE FIRST 7 8 ONE, SO THEY CERTAINLY CAN'T PAY THE ADDITIONAL FINE, IS I THINK IT JUST SORT OF -- WHERE GOVERNMENT IS JUST PUTTING, YOU 9 10 KNOW -- AND IT FEELS LIKE, IN THOSE INSTANCES, YOU KNOW, GOVERNMENT IS INADVERTENTLY PUTTING THEIR THUMB ON THE NECK OF 11 PEOPLE WHO ARE ALREADY STRUGGLING AND JUST KIND OF TRYING TO 12 GRASP A DEGREE OF ECONOMIC SECURITY. I'M GLAD THAT YOU'RE KIND 13 OF LOOKING AT THAT. AND I WOULD BE REALLY SUPPORTIVE OF US 14 MOVING INTO AN ENVIRONMENT OF, AS I SAID BEFORE, WHERE WE HAVE 15 16 A MUCH -- A SORT OF A MUCH MORE SORT OF MEANS-BASED APPROACH TO KIND OF FINES AND THE FEES ASSOCIATED WITH TOLL COLLECTION. 17 AND THAT WE HAVE A BUNCH OF SORT OF CIRCUIT BREAKERS FOR 18 PEOPLE WHO ARE ACCUMULATING DEBT. AND I WAS -- I JUST WANT TO 19 SORT OF OFFER -- THIS IS SOMETHING THEY HAVE BEEN WORKING ON 20 IN SAN FRANCISCO FOR OTHER TYPES OF TRANSPORTATION RELATED 21 FINES AND FEES, AND I WANTED TO OFF STAFF THE OPPORTUNITY TO 22 KIND OF CONNECT WITH THE SOME OF THE GOVERNMENT ACTORS IN SAN 23 FRANCISCO, THE CONTROLLERS -- THE TREASURER'S OFFICE HAS A 24 25 TEAM CALLED THE FINANCIAL JUSTICE CENTER, WHICH DOES A HUGE

October 23, 2020

AMOUNT OF WORK ON THESE TYPES OF ISSUES. AND THEY'RE AS WELL 1 CONNECTED WITH A BUNCH OF ORGANIZATIONS AT THE STATE AND 2 3 NATIONAL SCALE, LIKE THE [INDISCERNIBLE] JUSTICE CENTER WHICH IS A RESEARCH ORGANIZATION THAT WORKS ON THESE ISSUES. SO I 4 5 REALLY APPRECIATE THE OPPORTUNITY TO CONNECT YOU, CAROLE, AND 6 ANDY, AND LISA WITH SOME OF THE FOLKS WHO ARE REAL EXPERTS ON 7 THIS.

8

ANDREW FREMIER: COMMISSIONER ANDREW FREMIER AGAIN. WE AGREE 9 WHOLEHEARTEDLY IS LOOK FORWARD TO WORKING WITH YOU ON THAT. 10 BECAUSE IT CERTAINLY IS AN AREA OF INTEREST FOR BOTH THE 11 COMMISSION AND US. AND I THINK CAROLE STATED IT WELL, OUR GOAL 12 IS TO COLLECT TOLL REVENUE AND TO KEEP PROJECTS AND THE 13 BRIDGES OPERATING. AND THAT'S OUR GOAL, AND WE WANT TO ACHIEVE 14 15 THAT. AND WE THINK THAT THE TRANSITION TO ALL ELECTRONIC 16 TOLLING OFFERS SOME OPPORTUNITY TO DO SO. AND WE'RE IN A GOOD SITUATION NOW WITHOUT VIOLATIONS AT ALL, AND WE WANT TO TAKE 17 ADVANTAGE OF THAT TIME TO REALLY CREATE A SYSTEM THAT WORKS. 18 19 IS.

20

AMY WORTH, CHAIR: GREAT. NICK THANKS FOR YOUR COMMENTS. I KNOW 21 22 THIS IS AN ISSUE THAT HAS BEEN NEAR AND DEAR TO YOUR HEART, SO 23 IT'S GREAT THAT WE'RE MOVING FORWARD. CAROLE, WELCOME, YOU HAVE A QUESTION AND THEN DAMON?

25

24

October 23, 2020

CAROL DUTRA-VERNACI: WELL, IT'S NOT A QUESTION. IT'S JUST A 1 COMMENT TO PIGGYBACK ON WHAT NICK WAS TALKING ABOUT AS HE WAS 2 3 TALKING, IT MADE ME THINK OF MY DAY JOB WORKING WITH THE IRS AND FRANCHISE TAX BOARD AND [INDISCERNIBLE]. 4 5 AMY WORTH, CHAIR: CAROLE, WE COULDN'T HEAR YOU. DUTRA-VERNACI 6 7 DID THE OH NO. 8 9 AMY WORTH, CHAIR: NOW YOU'RE BACK. 10 CAROL DUTRA-VERNACI: CAN YOU HEAR ME NOW? 11 12 13 AMY WORTH, CHAIR: YES. THANK YOU. 14 CAROL DUTRA-VERNACI: I DON'T KNOW WHAT THE PROBLEM WAS. ANYWAY 15 16 I WAS SAYING THE COMMENTS WITH PEOPLE GETTING DEEPER AND DEEPER IN THE HOLE BECAUSE THEY DON'T HAVE THE RESOURCES MADE 17 ME START THINKING ABOUT THE EQUITY ISSUES WE HAVE BEEN TALKING 18 ABOUT AROUND TRANSPORTATION. I THINK THIS IS A GREAT 19 OPPORTUNITY TO ADDRESS THOSE. 20 21 22 AMY WORTH, CHAIR: TERRIFIC. GREAT. 23 CAROL DUTRA-VERNACI: THANK YOU. 24 25



1 AMY WORTH, CHAIR: GREAT. DAMON.

2

3 DAMON CONNOLLY: JUST TO CONCUR WITH THE SENTIMENTS, AND I AGREE WITH THE UNDERLYING CONCERNS IDENTIFIED BY NICK. AND 4 5 VERY MUCH LOOK FORWARD TO CONTINUING TO WORK THROUGH THESE ISSUES. I MEAN, AT A MINIMUM SEEMS LIKE MAYBE CONSIDERING SOME 6 SORT OF CONTINUED AMNESTY FOR PENALTIES AS WE TRANSITION INTO 7 8 ALL ELECTRONIC TOLLING, AND CONTINUE TO CONSIDER THE EQUITY COMPONENTS OF THIS REAL-WORLD IMPACT. SO, RIGHT THERE WITH MY 9 10 COLLEAGUES.

11

AMY WORTH, CHAIR: GREAT DAMON. AND THANK YOU VERY MUCH. AND I 12 ABSOLUTELY CONCUR WITH THE STAFF DIRECTION. YOU KNOW, AND IT'S 13 -- KIND OF WE'RE ALL MINDFUL THAT WE HAVE THIS LARGE BATA 14 15 PROGRAM THAT BRIAN SHARED WITH US AT OUR FIRST MEETING IN 16 GREAT DETAIL THAT'S DEPENDENT UPON THE SPECIFIC REVENUE THAT 17 WE RECEIVE. SO, ALL THE EFFORTS TO RESTORE THE REVENUE SOURCES THAT CAME, YOU KNOW, FROM THE CASH PAYMENTS. WE HAVE GOT TO BE 18 DOING THAT. BECAUSE AS YOU SAID OUR GOAL IS TO COLLECT THE 19 TOLLS, NOT TO -- YOU KNOW, NOT TO GENERATE THE FINE REVENUE. 20 21 SO, PERFECT. SO THIS IS GREAT. CAROLE?

22

23 CAROL KEUSTER: YOU'RE ALL AWARE OF -- I BELIEVE -- OF THE
24 CLIPPER START MEANS-BASED PROGRAM. WHICH IS OUR FIRST FORAY TO
25 SETTING UP THE ELIGIBILITY PROCESS TO ALLOW FOLKS TO

DEMONSTRATE THERE INCOME IS AT OUR BELOW THE 200 PERCENT 1 FEDERAL POVERTY LEVEL. AND THAT PROGRAM IS BEING EXTENDED OVER 2 3 TO THE BAIFA EXPRESS LANES IN PILOT MODE. BUT YOU KNOW, THE NET THERE IS -- PARTICULARLY TO PRIVACY, BUT FOR THOSE WHO 4 5 ALLOW US, YOU CAN IMAGINE A SITUATION WHERE IF WE ARE WORKING TO COLLECT TOLLS OR TO ADDRESS SOMEONE'S VIOLATION HISTORY, WE 6 COULD DO A QUICK CROSS CHECK ON A DATABASE THAT WE HAVE, AND 7 8 IF SOMEONE'S IN THERE, MAYBE IT'S JUST EVEN GETTING SPECIAL HANDLING OR A LITTLE EXTRA OUTREACH. SO YOU KNOW, WE NEED TO -9 - THIS IS ALL RELATIVELY NEW, BUT I THINK WE'RE AS EXCITED AS 10 YOU ARE TO THINK CREATIVELY ABOUT THIS AND YES IT IS IMPORTANT 11 THAT IT TIES INTO THE AGENCY'S EQUITY PLATFORM. SO WE'RE 12 13 DIGGING IN.

14

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

AMY WORTH, CHAIR: CAROLE, THAT'S A REALLY GOOD POINT THE FACT 15 16 THAT WE'RE TYING, USING THE WORK WE HAVE DONE ON THE CLIPPER PROGRAM TO BE A BASE FOR THE FASTRAK INITIATIVE. AND I WANT TO 17 THANK STAFF FOR TAKING THIS OPPORTUNITY FOR DELVING DEEPLY AND 18 SERIOUSLY AND COMPREHENSIVELY INTO THESE TOLL ISSUES. YOU 19 KNOW, WHEN THE COVID HIT IN MARCH, IT WAS ABSOLUTELY THE 20 21 PRUDENT DECISION TO SUSPEND THE CASH COLLECTION. AND I REALLY THINK THAT, YOU KNOW, OUR WORKER SAFETY IS SO IMPORTANT, AND 22 USING THIS AS AN OPPORTUNITY TO MOVE IN THE DIRECTION THAT 23 WILL, YOU KNOW, IMPROVE ACCESS, AND SERVICE. AND I KNOW THAT 24 KNOWING THAT, YOU KNOW, THE BENICIA MARTINEZ BRIDGE, THAT OPEN 25

October 23, 2020

TOLLING, I MEAN IT'S JUST REALLY GREAT, AND FOR EVERYONE TO BE 1 ABLE TO EXPERIENCE. SO LOOK FORWARD TO WORKING WITH ALL OF 2 YOU. AND THIS IS REALLY HELPFUL, TOO, FOR US TO UNDERSTAND THE 3 DEPTH AND SORT OF THE COMPREHENSIVE NATURE OF HOW THIS SYSTEM 4 5 WORKS. AND SO THANK YOU. SO LET ME JUST ASK, KIMBERLY, ARE --DO YOU SEE ANY PUBLIC -- IS THERE ANY PUBLIC COMMENT ON THIS 6 7 ITEM? 8 CLERK OF THE BOARD: I SEE NO RAISED HANDS, AND I HAVE RECEIVED 9 NO WRITTEN PUBLIC COMMENT FOR THIS COMMENT EITHER. 10 11 AMY WORTH, CHAIR: THANK YOU AGAIN FOR MANAGING ALL THE 12 LOGISTICS AROUND THESE MEETINGS, THE NOTICES, AND THE 13 OPERATION. SPEAKING OF OPERATIONS, APPRECIATE IT A LOT. 14 15 16 CLERK OF THE BOARD: YOU'RE WELCOME. 17 AMY WORTH, CHAIR: LET'S MOVE NOW TO ITEM FOUR WHICH IS THE 18 19 FUTURE TOLL PLAZA OPERATIONS. AND PETER LEE OUR TOLL BRIDGE EXPERT, YOU'RE GOING TO PRESENT THE ITEM. 20 21 22 PETER LEE: THERE WAS AN EARLIER ITEM ON CASH COLLECTION THAT 23 WE WANTED TO SPEAK ABOUT. 24



AMY WORTH, CHAIR: I'M SORRY. ITEM 3C. FORGIVE ME FOR JUMPING
 AHEAD. YOUR COMPREHENSIVE REPORT WAS SO GOOD. LET'S GO BACK TO
 THAT. TONY AND LEE ARE UP FOR THAT ITEM.

4

5 TONY TAVARES: THANK YOU. THIS IS TONY TAVARES. BACK IN MARCH CALTRANS, AND I THINK COLLECTIVELY WORKING WITH BAY AREA TOLL 6 AUTHORITY MADE THE DECISION TO REMOVE OUR TOLL COLLECTORS FROM 7 8 THE TOLL BOOTHS FOR THEIR HEALTH AND SAFETY AND ALSO FOR THE PUBLIC'S HEALTH AND SAFETY, AND WE HAVE BEEN OPERATING UNDER 9 THIS COVID CASHLESS TOLLING SYSTEM NOW SINCE THE END OF MARCH 10 AND IT'S ALLOWED US TO IDENTIFY SOME OPPORTUNITIES AS HAS BEEN 11 MENTIONED EARLIER IN SOME OF THE PRESENTATIONS REGARDING 12 ADVANCING THE ALL ELECTRONIC TOLLING. SO I DO HAVE A FEW 13 MEMBERS OF MY TEAM HERE FROM CALTRANS, I HAVE DENA ELTWONS AND 14 15 MY EXECUTIVE DIRECTOR AND LEAH BUDU ACTING DEPUTY DIRECTOR ON 16 MAINTENANCE TO PRESENT ON THE CALTRANS TOLL CONNECTORS. WITH THAT I'LL TURN IT OVER TO DENA AND LEAH. 17

18

19 DENA ELTWONS: WE HAVE A FEW SLIDES WE WOULD LIKE TO SHARE WITH 20 YOU.

21

22 LEAH BUDU: I THINK IT WAS GOING TO CARRY THE SLIDES.

23

24 CLERK OF THE BOARD: THAT WAS PART OF THE PRESENTATION UP ON25 THE SCREEN.

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

1

LEAH BUDU: WE HAVE BEEN TALKING ABOUT THIS FOR A LONG TIME, 2 3 BATA AND CALTRANS ROLLING OVER TO CASHLESS TOLLING THIS IS AN OPPORTUNITY TO MAKE THINGS SAFER FOR OUR EMPLOYEES AS WELL AS 4 5 THE TRAVELING PUBLIC WHO WOULD KNOW THAT WE NEED TO USE IT SO QUICKLY AT THE ADVENT OF COVID, BUT THANKFULLY IT WAS THERE, 6 RIGHT? AND AS I SAID BEFORE, WE HAD BEEN PLANNING ON IT AND WE 7 8 HAVE A TRANSITION PLAN FOR OUR STAFF. YOU KNOW, WE KNOW WE HAVE A LARGE TOLL COLLECTION SUPPORT STAFF THAT WILL NEED TO 9 BE TRANSITIONED ON TO OTHER ROLES OR PROVIDED OTHER 10 OPPORTUNITIES WITH THE USE OF THIS TECHNOLOGY. BUT WITH COVID 11 COMES REACTING OUICKLY REMOVE THE CASH COLLECTION OPERATION 12 FROM THE SERVICE AND IN THE MY POINT, WE FIND OURSELVES WITH 13 SUPERVISORS THAT MAN THE TOLL FACILITIES 24/7. AND OUR TOLL 14 15 COLLECTORS ARE ABLE TO BEGIN AN ACCELERATED TRANSITIONING 16 PHASE AND TAKING ON TRAINING EITHER AT THE TOLL PLAZA AS OR AT HOME. SO THAT IS OUR CURRENT SITUATION. NEXT SLIDE PLEASE. SO 17 PRIOR TO US GETTING TO THIS POINT, INITIALLY WE WERE THINKING 18 THAT WE WOULD GET OUR FACILITIES PREPARED FOR OUR STAFF TO 19 RETURN TO CASH COLLECTION. SO THAT WAS OUR INITIAL PLAN. AND 20 21 WE, WITH BATA'S HELP OF COURSE WERE ABLE TO PROVIDE STAFF WITH 22 ADDITIONAL PPES IN COMPLIANCE WITH CDC RECOMMENDATIONS, ADDITIONAL MASKS, FACE SHIELDS, WE WERE ALSO ABLE TO REVISE 23 OUR CASH HANDLING PROCEDURES, AND WE RETROFITTED NOT JUST THE 24 CASH TOLL BOOTH, BUT THE TOLL PLAZAS THEMSELVES. SO IN 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

ACCORDANCE WITH CDC RECOMMENDATIONS, WE HAVE ADDED THE 1 PLEXIGLASS SHIELD. WE HAVE ADDED ADDITIONAL PLACARDS FOR 2 3 SOCIAL DISTANCING. SO, NOW ALL OF OUR TOLL PLAZA AS, THE SEVEN TOLL PLAZAS THERE, THEY'RE RETROFITTED IN COMPLIANCE WITH CDC. 4 5 NEXT SLIDE PLEASE. SO THE MEAT OF THIS PRESENTATION WAS TO TALK ABOUT THE TRANSITIONING OF THE TOLL COLLECTION STAFF. OUR 6 STAFF IS EXTREMELY IMPORTANT TO US. THIS NEW MOVE TO EXPEDITE 7 8 AET HAS GOTTEN EXCITED. WE STARTED WITH THE PLAN AND HAD SOME TRAINING LINED UP BUT CURRENTLY WE'RE LOOKING AT THE LONG-TERM 9 TRANSITIONING PLAN. WE RECOGNIZE THAT WE DO HAVE A POPULATION 10 OF STAFF THAT WILL, YOU KNOW, WILL LOSE BY WAY OF A TRYING. 11 BUT, IF STAFF DO DECIDE TO STAY WITH US, WE HAVE OTHER 12 OPPORTUNITIES TO OFFER THEM THROUGH OUR TRAINING, THROUGH OUR 13 CAREER COUNSELING IN ORDER TO KEEP THEM ON WITH CALTRANS, AND 14 15 WE'RE ALSO WORKING WITH OUR HR AND LABOR RELATIONS IN ORDER TO 16 SET A PRIORITY FOR TOLL COLLECTION STAFF AND LOOKING AT OTHER OPPORTUNITIES THROUGHOUT THE STATE. AND LASTLY, WE HAVE 17 PARTNERS UP WITH BATA, AND I BELIEVE YOUR CUSTOMER SERVICE 18 CENTER, AS YOU HAVE SHOWN IN SEVERAL SLIDES WILL PROBABLY NEED 19 AN INFUSION OF STAFF TO MEET WITH THE ADDITIONAL AET WORK. SO 20 21 I NOTICED THAT THAT RELATIONSHIP HAS ALREADY BEGUN AND STAFF HAVE ENTERED WORKSHOPS OR RECEIVED INFORMATION POWER THAT 22 PARTICULAR OPERATION. THAT PRETTY MUCH CONCLUDES THE SEGMENT. 23 I DON'T KNOW IF DENA OR TONY WANTED TO SHARE ANYMORE. OR IF 24 25 THERE WERE ANY QUESTIONS?



1 2 TONY TAVARES: MAYBE WE CAN TAKE A FEW QUESTIONS. 3 AMY WORTH, CHAIR: TERRIFIC. ARE THERE ANY OUESTIONS COMMITTEE 4 5 MEMBERS HAVE? IF THERE ARE ANY -- ANY PUBLIC COMMENTS? KIMBERLY DO YOU SEE ANY MEMBERS OF THE PUBLIC WANTING TO 6 7 COMMENT? 8 9 CLERK OF THE BOARD: SEEING NO RAISED HANDS. 10 AMY WORTH, CHAIR: GREAT. I WANT TO THEY THINK CALTRANS FOR 11 YOUR INCREDIBLE OPERATIONS. AND YOU KNOW, LEAH AS YOU POINTED 12 OUT WE HAVE BEEN WORKING FORWARD TO THE IDEA OF TRANSITIONING 13 TO ELECTRONIC TOLLING AND AS YOU MENTIONED, WANT TO PROVIDE 14 THE OPPORTUNITY FOR THE TOLL TAKERS TO TRANSITION TO CALTRANS 15 16 POSITIONS OR AS YOU MENTIONED WE ANTICIPATE AN EXPANSION OF OUR TOLL OPERATIONS WITHIN THE BATA ORGANIZATION AS WE MOVE TO 17 THE ALL ELECTRONIC TOLLING. SO IT'S FUN TO SEE THE INSIDE OF 18 THE TOLL OPERATION, AND THOSE STAINLESS STEEL PANELS THAT USED 19 TO COUNT MONEY. [LAUGHTER] RIGHT? A LOT OF CASH. A LOT OF 20 QUARTERS A LOT OF DOLLARS, EVERYTHING. AGAIN. THAT'S GREAT. I 21 22 CONCUR THAT IT WAS REALLY A WISE DECISION FOR THE SAFETY OF THE TOLL TAKERS, AND THE PUBLIC, TO BE ABLE TO MAKE THAT RAPID 23 DECISION IN MARCH, AND NOW WE CAN USE THIS OPPORTUNITY TO 24



REALLY SHIFT GEARS IN A THOUGHTFUL WAY. SO, DO YOU ALL HAVE 1 2 ANYTHING ELSE TO ADD? 3 TONY TAVARES: NOTHING FROM OUR END. I THINK IT SAID IT VERY 4 5 WELL, COMMISSIONER WORTH, ON THIS TRANSITION, THIS PERIOD, I THINK IT GIVES OPPORTUNITIES TO REALLY LOOK AT AND ADVANCE THE 6 ALL ELECTRONIC TOLLING, AND ALSO CONTINUE WITH THE SAFETY OF 7 8 OUR EMPLOYEES AND THE SAFETY OF THE PUBLIC, AS WE MOVE 9 FORWARD. 10 AMY WORTH, CHAIR: AND JUST IN TERMS OF CALTRANS OPERATIONS, 11 DURING THE -- AROUND THE STATE, I THINK THIS WAS REALLY THE 12 LAST MANUAL TOLL COLLECTIONS OPERATION. WASN'T IT? I KNOW THAT 13 VINCENT BRIDGE YEARS AGO WENT TO JUST OPEN ROAD, NO TOLLING, 14 15 BUT, YEAH. 16 TONY TAVARES: YES. YES. THAT IS CORRECT. THIS WAS THE LAST 17 CASH TOLL COLLECTION OPERATION RUN BY CALTRANS. CORRECT. 18 19 AMY WORTH, CHAIR: RIGHT. OKAY. TERRIFIC. WELL GOOD. THANK YOU 20 21 AGAIN. AGAIN, WE LOOK FORWARD TO WORKING TOGETHER. I THINK OUR 22 STAFF REALLY APPRECIATED BEING ABLE TO WORK CLOSELY WITH THE CALTRANS STAFF TO HAVE THIS TRANSITION OF VERY THOUGHTFUL, 23 POSITIVE PROCESS. SO THANK YOU. SO NOW LET'S MOVE ON TO AGENDA 24 ITEM FOUR WHICH IS THE FUTURE TOLL PLAZA OPERATIONS. 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

1

PETER LEE: PETER LEE WITH BATA STAFF. I'M PRESENTING ON OUR 2 3 FUTURE OPERATIONS, AND JUST FOCUSING PRIMARILY ON WHAT OUR CUSTOMERS WILL SEE AS WE TRANSITION FROM THE COVID CASHLESS TO 4 5 AET AND ORT. SO THANK YOU VERY MUCH. GO TO THE NEXT SLIDE. SO, JUST A NOTE, WE ARE IN TRANSITION, LIKE THE SLIDE SAYS MOVING 6 FROM 20 YEARS AGO TO ALL CASH TO CASH FASTRAK, ALL ELECTRONIC 7 8 TOLLING, AND OPEN ROAD TOLLING. NEXT SLIDE. I WANT TO SHOW THIS SLIDE. THIS IS A SLIDE OF WHAT WE CURRENTLY SEE TODAY OUT 9 IN THE FIELD WHAT WE CALL THE COVID-19 CASHLESS TOLLING. ALL 10 OUR EXISTING SIGNAGE IS IN PLACE, CASH COLLECTION, AND FASTRAK 11 ONLY LANES AND WHAT WE DID WAS IN THE TRANSITION TO THE 12 CASHLESS OPERATION IS CHANGE ALL SIGNS TO ELECTRONIC 13 BILLBOARDS ABOVE THE LANES AND MESSAGE SIGNS ALONG THE 14 15 SHOULDERS JUST TO REMIND PEOPLE NOT TO STOP, WE'RE GOING TO 16 COLLECT TOLLS BY MAIN. THAT LEAVES QUITE A BIT OF INFRASTRUCTURE OUT IN THE FIELD WHICH COULD CAUSE CONFUSION TO 17 OUR CUSTOMERS WHAT WE'RE GOING TO DO IN THE NEXT FEW MONTHS IS 18 TO TRANSITION TO ALL ELECTRONIC TOLLING WHICH WILL REMOVE ALL 19 THE CASH SIGNAGE REMOVE THE PORTABLE SIGNS AND MAKE A 20 21 CONSISTENT MESSAGE FOR CUSTOMERS IN THE FIELD. NEXT SLIDE PLEASE. SO THIS IS JUST AN AERIAL VIEW OF THE BAY BRIDGE. TO 22 THE FAR LEFT, APOLOGIZE FOR THAT, IT'S HARD TO SEE, THE 23 METERING LIGHTS, AND THE WHITE STRIPE TO THE LEFT THE TOLL 24 25 PLAZA AT THE BAY PRIVILEGE AND WORK YOUR WAY BACK TO THE

October 23, 2020

APPROACH OF THE MAC ARTHUR MAZE. THIS GIVES YOU A SENSE OF THE 1 SCOPE WHAT WE'RE DOING AT ALL THE TOLL BUILDINGS SWAPPING OUT 2 3 SIGNS NOT ONLY FOR TOLLING BUT FOR CASH. THIS IS A SOMEWHAT COMPLICATED CHANGE THAT WE'LL HAVE TO DO IN UPDATING ALL THE 4 5 SIGNS AND WE'RE CURRENTLY IN THE PROCESS OF WORKING THROUGH THESE CHANGES WITH CALTRANS. AND, NEXT SLIDE. HERE AN IMAGE IF 6 YOU WERE DRIVING THROUGH THE BAY BRIDGE TODAY. THE MIDDLE LANE 7 8 HERE IS FASTRAK ONLY LANE ALLOWS YOU TO GO 25 MILES PER HOUR IT'S A SIGN TO THE RIGHT FIVE MILES PER HOUR LANE CASH ONLY 9 LANE. THIS IS THE SIGN THAT WILL BE COMING OUT FIVE MILES PER 10 HOUR, AND THE PEDESTRIAN, BECAUSE WE WENT HAVE TOLL COLLECTORS 11 ANYMORE. THE MODELING, WHICH GOLDEN GATE BRIDGE HAS HAD SINCE 12 2013 WHEN THEY WENT ELECTRONIC TOLLING. IT'S WHAT WE WOULD BE 13 DOING AT ALL TOLL BOOTHS CHANGES TO MESSAGE SIGN, UPDATING OF 14 15 SPEED LIMIT AND THE INVOICE FASTRAK SIGN SO WE WILL HAVE A NEW 16 SIGN HERE TO SHOW THE TOLL AS YOU APPROACH THE BRIDGE. SO THIS IS THE TYPE OF CHANGER YOU WILL SEE. THEY WILL BE GOING 17 THROUGH OUICKER. NEXT SLIDE PLEASE. SOME OF THE SIGNS THAT YOU 18 WILL BE SEEING OUT IN FIELD IS BASICALLY THE REMOVAL OF CASH. 19 WHAT YOU SEE HERE IS THE BIG NOTES TO BE MADE HERE IS THAT ALL 20 LANES WILL NOW BE FASTRAK OR INVOICE OR THE OTHER METHODS THAT 21 LYNN HAD MENTIONED EARLIER. BUT WE ARE FOCUSING ON THE FASTRAK 22 AND INVOICE TYPE OF PAYMENT HERE TO MINIMIZE CONFUSION FOR OUR 23 CUSTOMERS. BUT BASICALLY ALL THE LANES WILL BE OPEN. THERE 24 WILL BE NO LONGER FASTRAK ONLY LANES SO THOSE MARKINGS WILL BE 25

October 23, 2020

REMOVED AND IT SHOULD MAKE FOR STREAMLINED OPERATIONS AT THE 1 PLAZA AND PEOPLE BEING ABLE TO GO UTILIZE THE LANE. NEXT SLIDE 2 3 PLEASE. I WANT TO NOTE THAT OTHER OPERATIONS ARE REMAINING THE SAME. SO OUR BUS OPERATIONS AT THE BAY BRIDGE REMAIN THE SAME. 4 5 THOSE HOURS REMAIN THE SAME. THIS IS A BUS ONLY SIGN THAT WE HAVE APPROACHING THE BRIDGE FROM 80. AND ALL THOSE TYPE OF 6 CHANGES WILL -- OR RESTRICTIONS WILL REMAIN IN PLACE. NEXT 7 8 SLIDE. HOV OPERATIONS WE'RE PLANNING TO MAINTAIN THE HOURS OF OPERATION, MONDAY THROUGH FRIDAY 5 TO 10:00 A.M. AND 3:00 P.M. 9 10 TO 7:00 P.M. FOR FASTRAK. FASTRAK -- HOV REQUIRES -- I'M SORRY -- FASTRAK -- ONE CHANGE THAT WE WANT TO NOTE IS, WE ARE 11 PROPOSING TO CHANGE SAN MATEO HAYWARD AND DUMBARTON BRIDGES 12 AND CONVERT THEM BACK TO HOV THREE PLUS TO BE CONSISTENT WITH 13 THE OTHER BRIDGES. IT'S CURRENTLY HOV TWO PLUS AND IT DIDN'T 14 15 GET CONVERTED WHEN THERE WAS A CHANGE WHEN WE MADE OUR LAST 16 CHANGE. SO WE'RE PROPOSING TO MAKE THAT CHANGE NOW.

17

18 AMY WORTH, CHAIR: GREAT.

19

20 PETER LEE: AND THAT WOULD MAKE IT CONSISTENT WITH ALL THE 21 OTHER TOLL BRIDGES WE HAVE THAT ALSO CHANGED TO HOV THREE 22 PLUS. WE HAVE DONE TRAFFIC ANALYSIS ON THAT WITH NUMBERS PRIOR 23 TO COVID, AND WE DON'T FEEL IT WOULD BE TOO MUCH OF AN IMPACT 24 TO PARTICULARLY WITH TRAFFIC BEING SO FAR DOWN ON THE 25 DUMBARTON AND SAN MATEO BRIDGES. LAST NOTE, WE WILL MAINTAIN

October 23, 2020

THE BAY BRIDGE PRICING THAT IS CURRENTLY ENACTED. NEXT SLIDE. 1 LASTLY, AS YOU LEAVE THE PLAZA AS AT THE BAY BRIDGE WE 2 3 CURRENTLY HAVE A LIGHT METERING PROJECT IN PLACE. UPGRADING THE METERING LIGHTS. IT'S HARD TO SEE THE BACK PLATES AND 4 5 SIGNAL HEADS HERE THOSE CHANGES ARE HAPPENING NOW AND ALSO CHANGING LOGIC BEHIND THE METERING LIGHTS AND UPGRADING TO 6 MODERN TECHNOLOGY. THOSE UPGRADES ARE UNDERWAY BUT WE WILL 7 8 CONTINUE TO MAKE THE GREEN LIGHTS THAT WE ENJOY FOR BUS OPERATIONS AS WELL AS HOV OPERATIONS AT THE PLAZA ALSO 9 REPAIRING OF EXISTING METERING SLICE WE HAVE AT SAN MATEO AND 10 THE BRIDGES, THEY HAVE NOT BEEN TURNED ON, WE HAVE TO PREPARE 11 THOSE JUST IN CASE WE NEED THEM FOR OPERATIONS AT THE PLAZA. 12 THOSE ARE THINGS YOU WILL BE SEEING IN THE NEAR FUTURE. NEXT 13 SLIDE PLEASE. THAT'S BASICALLY COVERS OUR TRANSITION TO AET, 14 AND WE HAVE TIME TO GET ALL THAT ROLLED OUT BY EARLY NEXT 15 16 YEAR. IT'S PRIMARILY A SIGNAGE CHANGE WITH SOME MINOR STRIPING CHANGES WE'LL HAVE ON THE FIELD. OUR BIGGER CHANGES ARE THE 17 TRANSITION TO OPEN ROAD TOLLING, AND WHAT WE DID AT BENICIA 18 MARTINEZ BRIDGE THIS IS A PICTURE OF BENICIA ON THE LEFT 19 HAPPENED SIDE CARS ARE ABLE TO DRIVE-THRU AT HIGHWAY SPEEDS 20 21 AND RIGHT HAND SIDE ARE EXISTING TOLL BOOTHS WE HAVE OUT IN THE FIELD AND ARE CURRENTLY LIMITED TO 25 MILES PER HOUR SPEED 22 LIMIT. SO THE TRANSITION WOULD REMOVE BOOTHS AND ALLOW FOR 23 MORE SAFER HIGHWAY OPERATIONS. NEXT SLIDE. THIS IS AN EXAMPLE 24 OF THE WORK WE'RE DOING RIGHT NOW FOR OPEN ROAD TOLLING. THIS 25

October 23, 2020

IS A SAMPLE ON THE RIGHT HAND SIDE OF THE RICHMOND SAN RAFAEL 1 2 BRIDGE APPROACH, AND YOU WILL SEE A REALIGNMENT, A PROPOSED 3 REALIGNMENT OF THE APPROACH TO THE BRIDGE WHERE WE'RE PUTTING UP CAM TREE SYSTEMS, ON THE LEFT HAND SIDE. THERE IS A SAMPLE 4 5 OF THE CAM TREE IN TEXAS, A DOUBLE CAM TREE THAT ALLOWS FOR HIGH SPEED TRAFFIC THROUGH THE BRIDGE AND THROUGH THE TOLL 6 PLAZA FOR TOLL COLLECTION AND ON TO THE BRIDGE ITSELF. AT THIS 7 8 TIME BATA HAS SEVERAL CONSULTANTS TO DO THE DESIGN WORK ON THE BRIDGES AND ARE CURRENT IN THE PROCESS FOR SOLICITING A TOLL 9 SYSTEM INTEGRATOR. ONE OF THE CHALLENGES WITH THE COVID 10 FUNDING CONSTRAINTS IS THAT MAY IMPACT OUR SCHEDULE OF 11 DELIVERY FOR THE ORT WORK AND IT MAY SLOW US DOWN AS IT'S 12 CURRENTLY ISN'T FULLY FUNDED. WELL IT'S POSTPONED FUNDING DUE 13 TO OUR FUNDING CONSTRAINTS. AND SO LASTLY, IF THERE IS NOT ANY 14 OUESTIONS, NEXT SLIDE, YOU KNOW, THE CONVERSION TO ORT, LIKE I 15 16 SAID, MAYBE WE'LL HAVE SOME CHALLENGES BECAUSE OF THE FUNDING CONSTRAINTS WE HAVE WITH COVID. WE PLAN TO PRESENT THAT NEXT 17 MONTH AS WELL AS IN DECEMBER AS PART OF THE TOLL BRIDGE 18 REHABILITATION PROGRAM UPDATE. THE TOLL BRIDGE REHABILITATION 19 FUNDS ALL THESE TYPES OF PROJECTS AND AS BRIAN SAID IN OUR 20 21 EARLIER MEETING, WE HAVE SEVERE FUNDING CON TAINT IN THE NEXT 22 FEW YEARS. THE CHANGES TO THE RELATIONSHIP BETWEEN BATA AND CALTRANS CERTAINLY WE TAKE ON -- BATA TAKES ON FULL 23 RESPONSIBILITY FOR THE TOLL COLLECTION. SO THERE ARE 24 OPPORTUNITIES AS WELL AS CHALLENGES THAT WE'LL NEED TO 25

October 23, 2020

ADDRESS, YOU KNOW, WHO MAINTAINS THIS EQUIPMENT AS WELL AS
 POTENTIAL OPPORTUNITIES AS WE FREE UP REAL ESTATE HERE IN THE
 TOLL PLAZA AREA. WE CERTAINLY WON'T NEED AS MUCH
 INFRASTRUCTURE IN THE FIELD SO THAT DOES FREE UPLAND FOR
 POSSIBLE REUSE. ACTUALLY, THAT'S THE NEXT SLIDE OVER. SO, NEXT
 SLIDE PLEASE. WHAT THE CUSTOMER IS GOING TO SEE IN THE NEXT
 FEW YEARS. IF THERE IS ANY QUESTIONS, THAT'S MY LAST SLIDE.
 8

AMY WORTH, CHAIR: THANK YOU PETER, SO MUCH. I REALLY 9 APPRECIATE YOU GIVING US THAT OVERVIEW ON THE OPEN ROAD 10 TOLLING. YOU CAN SEE FROM THE PHOTOGRAPH OF THE BENICIA 11 MARTINEZ BRIDGE, THERE IS A HUGE OPERATION GETTING CARS 12 THROUGH THAT BRIDGE AND I KNOW THAT'S BEEN ONE OF THE 13 INITIATIVES DAMON AND I STRUGGLE WITH HOW DO WE IMPROVE THE 14 15 ACCESS AND THROUGHPUT ON THE RICHMOND SAN RAFAEL AREA, THE 16 PLAN IS TO PROVIDE THE OPEN ROAD TOLLING.

17

18 AMY WORTH, CHAIR: ANDY?

19

ANDREW FREMIER: I WANTED TO ADDRESS ONE SLIDE PETER SHOWED IN
PARTICULAR RELATIVE TO THE BAY BRIDGE APPROACHES. I WANT TO
REMIND YOU THAT WHEN WE TALKED A COUPLE OF MONTHS AGO ABOUT
OPERATIONAL OPPORTUNITIES WHAT ARE THE PROJECTS WE'RE WORKING
DILIGENTLY ON WITH CALTRANS ACTC CONTRA COSTA AND SOLANO
COUNTY. BAY BRIDGE CORRIDOR ON THE INTERSTATE 80. PETER'S

October 23, 2020

SLIDE INDICATED WE'RE GOING TO KEEP THE HOURS OF OPERATIONS 1 FOR HOV THE SAME AS THEY ARE TODAY, BUT PART OF THE WORK THAT 2 3 WE'RE DOING IN ASHLEIGH'S GROUP IS STUDYING WHAT THAT CORRIDOR MIGHT LOOK LIKE. SO WE DO ANTICIPATE IN THE RESULTS FROM THAT 4 5 WORK, WHICH IS JUST GETTING STARTED, THAT WE WILL TRY TO ADDRESS THE HOURS OF OPERATIONS OF HOV AND THE 80 CORRIDOR. 6 BECAUSE THEY CLEARLY, MIDDAY, HAVE AN OPPORTUNITY TO HELP US 7 8 AS WELL, INCLUDING TRANSIT BENEFITS, AND WHEN WE ARE ALL MORE COMFORTABLE GETTING BACK INTO HOV TO PROVIDE THAT. BUT WE HAVE 9 TO RECOGNIZE WHAT KIND OF IMPACT THAT HAS ON REVENUE, ET 10 CETERA SO THAT WORK IS COMING. I JUST WANT TO REMIND FOLKS 11 THAT WE ADDRESSED IT VERY BRIEFLY A COUPLE OF MONTHS AGO, BUT 12 STAY TUNED. 13

14

15 AMY WORTH, CHAIR: THAT'S GREAT. ANY COMMENTS OR QUESTIONS? I
16 SEE ALETA DUPREE. FIRST LET ME SEE IF THERE ARE ANY
17 COMMISSIONER COMMENTS? JOSEFOWITZ.

18

19 COM. NICK JOSEFOWITZ: COMMISSIONER WORTH. CAN I JUMP IN I HAD 20 TO DEAL WITH MY KIDS DURING THE LAST PRESENTATION AND MAYBE I 21 DON'T NEED THIS ANSWERED, BUT ARE WE GOING TO BE MOVING TO 22 BIDIRECTIONAL TOLLING AT SOME POINT AS A RESULT OF SORT OF 23 GOING TO OPEN ROAD TOLLING?

24

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

ANDREW FREMIER: COMMISSIONER ANDREW F LET ME ANSWER THAT. 1 THAT'S A GREAT QUESTION. I THINK THAT NEEDS TO BE CONSIDERED 2 3 IN THE WORK WE'RE DOING ON THE BAY BRIDGE CORRIDOR AND AS WE HAVE TALKED ABOUT A COUPLE OF TIMES, ALL ELECTRONIC TOLLING 4 5 PROVIDES OPPORTUNITIES FOR PRICING THAT WE DON'T HAVE BEFORE AND SOME OF THE THINGS WE'RE LEARNING IN OUR PROGRAMS LIKE 6 CHIRP START AS CAROLE MENTIONS IS THAT THERE ARE DIFFERENT 7 8 WAYS TO CREATE RELATIONSHIPS WITH CUSTOMERS AND INCENTIVIZE THEM OUT OF SINGLE OCCUPANCY VEHICLES WE THINK THE PRICING 9 TOOL IN BOTH DIRECTIONS PROVIDES OPPORTUNITY TO HELP US IN 10 LEAVING SAN FRANCISCO IN PARTICULAR, AS WE HAVE ALL SEEN AND 11 TALKED ABOUT WE'RE WORKING AGGRESSIVELY ON SOLUTIONS THAT HELP 12 US GET INTO SAN FRANCISCO WITH TRANSIT AND HIGH-OCCUPANCY 13 VEHICLE PRIORITIES, BUT WE DON'T HAVE MANY TOOLS COMING OUT, 14 15 AND WE THINK THIS IS AN OPPORTUNITY TO EXPLORE. SO 16 COMMISSIONER JOSEFOWITZ, I THINK WE'RE GOING TO REALLY TRY TO UNDERSTAND THAT OPPORTUNITY DURING THE DESIGN ALTERNATIVE 17 ANALYSIS THAT HAS GOTTEN STARTED ON THE 80 CORRIDOR. 18

19

20 COM. NICK JOSEFOWITZ: SO CAN YOU JUST KIND OF -- SO THE DESIGN
21 ALTERNATIVE ANALYSIS, I'M NOT 100 PERCENT FAMILIAR WITH THAT
22 PROCESS. BUT I -- WHEN IS THAT GOING HAPPEN? AND, YOU KNOW,
23 WHO IS RUNNING THAT PROCESS? AND IS SAN FRANCISCO ENGAGED IN
24 THAT PROCESS? HOW DOES IT WORK? BECAUSE MY UNDERSTANDING, THAT
25 WAS A VERY EAST BAY THING.

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

1

2 ANDREW FREMIER: NO. AND ACTUALLY CORRECT ME IF I AM WRONG, WE 3 JUST STARTED THE ANALYSIS WORK, AND IT DOES INCLUDE SAN FRANCISCO IN THE DISCUSSION, BECAUSE THEY'RE A VERY IMPORTANT 4 5 PART OF IT. AND THE IDEA OF OPERATIONS, OUR OPERATIONS FOR HOV, THE IDEA OF PRICING IN BOTH DIRECTIONS WE WANT TO 6 INVESTIGATE THAT THROUGHOUT THE 80 CORRIDOR FROM CARQUINEZ TO 7 8 BAY BRIDGE OR TO SAN FRANCISCO. I THINK THE WORK THAT HAS GOTTEN STARTED WHICH HAS DESIGNED TO LOOK AT CORRIDORS, AND 9 SEE IF WE CAN COME UP WITH GOOD SOLUTIONS THAT KIND OF IMPROVE 10 THE OPERATIONS FOR MAYBE RELATIVELY MINIMAL INVESTMENTS 11 COMPARED TO NEW INTERCHANGES, NEW LANES, ALL THE THINGS THAT 12 WE'RE NOT FOCUSING ON. SO WE HAVE DONE QUITE A FEW OF THESE 13 DESIGN ALTERNATIVE ASSESSMENTS AND THEY HAVE BEEN VERY HELPFUL 14 15 AND THEY HAVE ALL BEEN PARTNERSHIPS WITH CTAS AND CALTRANS, 16 CONGESTION MANAGEMENT AGENCIES AND CALTRANS, AND I THINK THEY HAVE BEEN EXTREME HE EFFECTIVE. WE DID IT ON THE CONTRA COSTA 17 680 CORRIDOR THAT CREATED THE 680 PROJECT THAT IS DESIGNED TO 18 FIX THE BOTTLENECK IN WALNUT CREEK IT'S THE FIRST INITIAL WORK 19 WE DID TOGETHER ON THE STATE ROUTE 37 THAT HELPED US 20 21 UNDERSTAND HOW TO PRIORITIZE AND WHAT THE OPTIONS OF IMPROVEMENTS MIGHT BE THERE. AND WE HAVE REPLICATED IT MANY 22 PLACES AND IT REALLY FED THE DISCUSSION THAT GOT US STARTED ON 23 THE BAY BRIDGE FORWARD SUITE OF PROJECTS. SO, I REALLY THINK 24 IT'S GOING TO BE HELPFUL. BUT IT'S GOING TO TAKE SOME TIME. 25

October 23, 2020

BECAUSE IT'S A VERY COMPLICATED ANALYSIS. SO WE HAVE GOT A 1 COUPLE YEARS OF ANALYSIS WORK TO DO LIKELY BEFORE WE CAN COME 2 3 IN WITH SOME SIGNIFICANT IMPROVEMENTS. BUT AS WE HAVE DONE ON BAY BRIDGE FORWARD IN CONVERSATION, IF WE SEE OPPORTUNITIES TO 4 5 BRING THINGS FORWARD MORE OUICKLY WE WANT TO BE OPPORTUNISTIC. I DON'T THINK IT'S A FINISH THEN TALK. I THINK WE MIGHT BE 6 ABLE TO DROP SOME IMPROVEMENTS ALONG THE WAY AS WE HAVE DONE 7 8 ON THE BAY BRIDGE FORWARD WITH THE ORIGINAL WORK THAT'S ALREADY BEEN COMPLETED AND IS OPERATIONALIZED, NOW ARE INTO A 9 NEW PHASE, WE SORT OF CONSIDER THIS AS AN ONGOING OPPORTUNITY 10 TO WORK ON THE CORRIDOR IMPROVEMENTS WITHOUT BUILDING NEW 11 [INDISCERNIBLE]. 12

13

14 COM. NICK JOSEFOWITZ: SO, SO DO YOU THINK THERE IS AN
15 OPPORTUNITY, LIKE, AS PART OF THE TRANSITION, TO OPEN ROAD
16 TOLLING ON THE BAY BRIDGE, TO JUST TRANSITION FULLY? AND ON
17 THE CARQUINEZ BRIDGE, TO TRANSITION FULLY TO BIDIRECTIONAL
18 OPEN ROAD TOLLING? OR IS THIS LIKE, YOU KNOW, WE'RE GOING TO
19 DO THIS THING THEN WE'RE GOING TO WAIT, YOU KNOW, IT'S JUST
20 NOT CLEAR TO ME WHAT --

21

ANDREW FREMIER: WELL I'M PROBABLY BE VAGUE. IT'S A COMPLICATED ASSIGNMENT. YOU KNOW, HISTORICALLY, REMEMBER, IN THE OLD DAYS THEY USED TO TOLL IN BOTH DIRECTIONS. AND THEY CHANGED IN THE EARLY 1960S TO REALLY SAVE ON OPERATIONAL COSTS ASSOCIATED

October 23, 2020

WITH THE NUMBER OF COLLECTORS THAT WERE OUT THERE, AND THEY 1 WENT TO SINGLE DIRECTION ALL THROUGHOUT THE BAY. I THINK THE 2 3 QUESTION THAT WE'RE STRUGGLING WITH HERE IS REALLY THE NEXT GENERATION OF THAT, BECAUSE WE WOULD TALK ABOUT GOING BACK TO 4 5 BIDIRECTIONAL TOLLING NOT NECESSARILY TWICE TO TOLL, BUT A WAY TO PRICE COMING IN AND OUT OF THE CORRIDOR IS A MATTER. BUT 6 IT'S COMPLICATED COMMISSIONER JOSEFOWITZ, SO I THINK YOU NEED 7 8 TO GIVE US TIME TO PRESENT SOME DATA. BUT I THINK WE CAN MAKE SOME INCREMENTAL IMPROVEMENTS OVER THE COMING COUPLE OF YEARS, 9 10 YOU KNOW, ASSUMING TONY AND HIS STAFF BUY INTO WHAT WE'RE TALKING ABOUT, BUT WE NEED SOME DATA TO POINT AT FIRST. IT'S A 11 BIG DEAL. BUT IT'S A GREAT OPPORTUNITY. 12

13

COM. NICK JOSEFOWITZ: SO I THINK -- I DON'T WANT TO BELABOR 14 THE POINT -- SORRY -- BUT I LIKE -- I THINK THE ANSWER OF 15 16 WE'RE GOING TO GET TO THIS, WE'RE GOING TO PRESENT SOME DATA AS PART OF A STUDY THAT'S GOING TO TAKE A FEW YEARS, ISN'T 17 PARTICULARLY -- ISN'T -- DOESN'T REALLY -- I THINK WE CAN DO 18 BETTER. LIKE, I KNOW IT'S COMPLICATED -- I KNOW THE 80 19 CORRIDOR ITSELF IS COMPLICATED, BUT SORT OF MOVING FORWARD 20 21 WITH BIDIRECTIONAL TOLLING ON THE BAY BRIDGE AS AN EXAMPLE DOES NOT SEEM LIKE THE TYPE OF THING THAT WE NEED TO STUDY FOR 22 THREE YEARS OR FOUR YEARS BEFORE WE CAN HAVE, LIKE A FULL --23 SORT OF A ROBUST DISCUSSION ABOUT WHETHER WE WANT TO DO IT. I 24 KNOW IT'S NOT GOING TO GET IMPLEMENTED TOMORROW, BUT -- BUT I 25

THINK IT'S JUST THAT, YOU KNOW, FROM A SAN FRANCISCO 1 PERSPECTIVE, IT'S JUST REALLY, REALLY IMPORTANT. AND YOU JUST 2 3 SEE IT, THAT LIKE NOBODY CARPOOLS OUT OF SAN FRANCISCO. VERY FEW PEOPLE CARPOOL OUT OF SAN FRANCISCO AND EVERYBODY CARPOOLS 4 5 IN. IT'S NOT BECAUSE THERE'S MAGIC TO CARPOOLING IN IT'S JUST THAT THERE IS NO TOLLING ON THE WAY OUT, AND THERE IS NO 6 DISCOUNT. SO I WOULD REALLY LIKE, YOU KNOW, YOU DO NOT HAVE TO 7 8 ANSWER ON THIS CALL OR ON THIS MEETING, BUT I WOULD REALLY LIKE TO TRY TO HAVE AN -- FROM A PERSONAL PERSPECTIVE, AND I 9 10 DON'T KNOW HOW THE OTHER COMMISSIONERS FEEL, BUT I FEEL THIS BATA SORT OF RECOVERY TASK FORCE IS OPPORTUNITY TO START 11 GIVING DIRECTION ON THESE ISSUES AND START GIVING A LITTLE BIT 12 OF URGENCY TO HOW WE CAN GET TO GRIPS WITH SOMETHING LIKE 13 BIDIRECTIONAL TOLLING AND NOT SOMETHING THAT SHOULD WAIT 3 TO 14 4 YEARS BEFORE WE HAVE ANOTHER DISCUSSION ABOUT IT. 15 16 ANDREW FREMIER: WE AGREE 100 PERCENT. AND I AM ENCOURAGED BY 17 YOUR QUESTION, AND YOUR PRESSURE. [LAUGHTER] 18 19 COM. NICK JOSEFOWITZ: OKAY. CAN I ASK ONE MORE OUESTION? 20 21 SORRY. 22 23 AMY WORTH, CHAIR: NO. PLEASE GO AHEAD NICK. PLEASE DO.

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

October 23, 2020

COM. NICK JOSEFOWITZ: SINCE WE'RE TALKING ABOUT SIGNAGE, THE
 SIGNAGE WHEN YOU COME INTO THE BAY BRIDGE FROM WESTBOUND
 DIRECTION FOR THE BUS LANES AND THE HOV LANES, IT'S INCREDIBLY
 CONFUSING WHETHER --

5

6 AMY WORTH, CHAIR: OH YEAH.

7

8 COM. NICK JOSEFOWITZ: ABOUT HOW THEY SHOULD BE USED OFF HOURS. SO WHEN I LIKE, YOU KNOW, IT'S CLEAR WHAT -- WHO SHOULD --9 10 WHEN THOSE HOV LANES ARE OPERATED AS HOV LANES AND WHEN THE --LIKE, CAN I USE A BUS OVERPASS ON THE WEEKENDS WHEN THERE ARE 11 NO BUSES? TONS OF PEOPLE DO IT. WHEN I HAVE DONE IT, I HAVEN'T 12 GOT A TICKET BUT THERE IS NO SIGNAGE TO INDICATE THEY CAN DO 13 IT. SO JUST, I THINK IT'S JUST NOT CLEAR HOW DRIVERS SHOULD 14 15 HANDLE THAT SITUATION.

16

ANDREW FREMIER: NO. I THINK YOU'RE RIGHT ON THERE AS WELL, AND 17 WE HAVE STRUGGLED WITH IT BECAUSE OF JUST SORT OF THE 18 CHALLENGES OF WORKING IN THAT ENVIRONMENT. IT'S RIGHT ON THE 19 EMERYVILLE CRESCENT AND THAT'S ENVIRONMENTAL SENSITIVE. THERE 20 21 IS NOT A LOT OF AREAS FOR THE SIGNS UP, BUT THERE ARE SIGNAGE IMPROVEMENTS WE THINK WE WOULD LIKE TO EXPLORE, AND I HOPE 22 WITH THE BAY BRIDGE FORWARD PROJECTS WE CAN ADDRESS THAT. IT'S 23 BEEN A LONG STANDING QUESTION THAT WE HAVE BEEN ASKED OVER THE 24 YEARS. I KNOW RANDY RENTSCHLER BUGS HE AT LEAST EVERY SIX 25



MONTHS ABOUT IT BUT WE NEED TO WORK WITH TONY AND SEE IF THERE
 IS WAYS TO CLEAN THAT UP. BECAUSE YOU'RE ABSOLUTELY RIGHT.
 IT'S CONFUSING.

4

5 COM. NICK JOSEFOWITZ: IN THE MEANTIME, IF YOU WOULD BE OPEN TO 6 WRITING ME A LITTLE E-MAIL ABOUT WHAT THE RULES ARE SO THAT 7 I'M NOT INADVERTENTLY VIOLATING BECAUSE I DON'T UNDERSTAND 8 THEM. OR IF I CAN MAKE A DECISION TO DO THAT IF I'M REALLY 9 LATE.

10

ANDREW FREMIER: YOU CAN BYPASS IN NON-HOV HOURS BUT YOU DON'T GET TO USE THE BUS LANE. THE GOOD NEWS IS WE STILL COLLECT YOUR TOLL IF YOU DO.

14

15 COM. NICK JOSEFOWITZ: OKAY.

16

AMY WORTH, CHAIR: SO NICK WE'RE GLAD TO HEAR YOU'RE COMING TO 17 18 THE EAST BAY JULIE PIERCE AND I HAD THE SAME OUESTIONS COMING IN MY CAR OVER TO MEETINGS AND YOU GET TO THAT OVERPASS AT 19 GRAND AVENUE AND SAY WE CAN GO BUT ONLY IN THE CARPOOL LANE. I 20 21 THINK IT COULD USE CLARIFICATION TO THOSE LANES. WE ALL WANT TO BE FOLLOWING THE RULES. WHEN I WAS IN NEW YORK CITY, OF 22 COURSE I HAD NEVER HEART OF TWO-WAY TOLLING, SO I GOT TO 23 LEAVING MANHATTAN TO LONG ISLAND AND I'M WAITING FOR THE BAR 24 TO GO UP AND AT THE TIME I WAS CHAIR OF THE TOLL AUTHORITY, 25

October 23, 2020

AND I'M OH MY GOSH, THAT'S WHAT YOU NEED IN CALIFORNIA I JUST 1 HELD UP MY HANDS WHEN THE TRANSIT POLICE CAME TO ME AND I SAID 2 3 I'M FROM CALIFORNIA AND THEY SAID ALL RIGHT GO AHEAD. [LAUGHTER] I THINK YOUR POINTS ARE WELL TAKEN, THE SAME THING 4 5 WITH THE REVERSE TOLLING. I THINK WE HAVE AN OPPORTUNITY. TO MOVE AS QUICKLY AS WE CAN, I HAVE ONE QUESTION TOO, AND 6 OBVIOUSLY THERE ISN'T AN ANSWER TODAY, BUT I REALLY BELIEVE 7 8 THAT THIS WORKING GROUP, AND THE -- WHAT YOU HAVE BROUGHT TO THE GROUP, AND THE OPPORTUNITIES FOR DOING THIS WORK AS 9 URGENTLY AS POSSIBLE, I WOULD REALLY HOPE AND I'M MINDFUL OF 10 PETER'S COMMENTS RELATIVE TO THE FUNDING CONSTRAINTS THAT MAY 11 HINTER OUR ABILITY TO WORK OUICKLY WITH SOME OF THESE 12 ADDITIONAL INITIATIVES I WOULD LOVE TO SEE IF THERE'S A WAY WE 13 CAN FIND ALL THE QUARTERS AT THE BACK OF ALL THE DRAWERS TO 14 KEEP THESE PROJECTS MOVING FORWARD, LIKE YOU HAVE IDENTIFIED 15 16 IN THE RICHMOND BRIDGE WHERE WE'RE DOING THE OPEN ROAD TOLLING. ALL THESE THINGS. BECAUSE IF WE CAN DO THEM 17 COMPREHENSIVELY AND BRING THEM TO THE PUBLIC IN A UNIFIED KIND 18 OF EFFORT IS UTILIZE THIS OPPORTUNITY, I JUST REALIZE IT'S A 19 UNIOUE TIME. THAT'S GOING BE PART OF OUR CHARGE ONCE WE COME 20 21 TOGETHER WITH OUR SUITE OF PROJECTS, WE'RE GOING TO NEED TO ADVOCATE AT THE STATE LEVEL AND FOR FUNDING THAT WE NEED TO DO 22 BEYOND WHAT OUR THING ARE. BRIAN, OH YOU HAVE GOT SOME MONEY. 23 I DIDN'T MEAN FOR YOU TO ANSWER TODAY. I WAS GOING TO GIVE YOU 24 A FEW WEEKS TO FIND THOSE DOLLARS. 25



1 2 DAMON CONNOLLY: I HAVE A QUICK COMMENT AS WELL. 3 BRIAN MAYHEW: THERE ARE THINGS I HAVE TO REMIND YOU OF, ALL OF 4 5 THESE ARE LOTS OF GREAT AND GOOD IDEAS AND THEY'RE ALL REALLY NEAT. I HAVE TO REMIND YOU OF THE CURRENT REALITY YOU'RE IN. 6 YOU'RE DOWN \$100 MILLION IN REVENUE. THAT'S A BUCK. WE'RE 7 8 PUTTING ADDITIONAL STRAIN ON -- I MEAN, WITH NO -- IF YOU LOOK AT THAT BUDGET PAGE, YOU WILL SEE THAT THE VIOLATIONS, WHICH 9 IS ONE PERCENT OF TRAFFIC, WHICH YOU WANT TO PROTECT THE 99 10 PERCENT FROM THE ONE PERCENT THAT WILL HABITUALLY VIOLATE. 11 THAT ONE PERCENT OF TRAFFIC IS ACTUALLY OFFSETTING THE ENTIRE 12 CURRENT COST OF THE CUSTOMER SERVICE CENTER. TODAY, THE TOLL 13 CUSTOMER, THE 99 PERCENT IS NOW PICKING UP THAT COST. SO NOW 14 15 YOU'RE DOWN. AND THE COST OF THAT CUSTOMER SERVICE CENTER, 16 DEDUCTING CALTRANS, ADDING THE ADDITIONAL INVOICING COST ADDS ANOTHER 15 MILLION. SO YOU ARE DOWN ABOUT \$140 MILLION, WHICH 17 ON A NORMAL YEAR IS A FULL BUCK PLUS. THIS YEAR IS A DOLLAR 18 AND A OUARTER. THAT'S NOT TALKING ABOUT ANY ADDITIONAL 19 INITIATIVES. THAT'S TO BREAK EVEN. I HAVE NO ISSUES WITH CROSS 20 21 TOLLING. I LOVE THE IDEA FOR A MILLION YEARS. AS CAROLE SAID WE HAVE NEVER SAID VIOLATIONS IS SOMETHING TO RAISE REVENUE. 22 IN FACT YEARS AGO, I DIDN'T EVEN BUDGET T BECAUSE I DIDN'T 23 WANT THEM TO BE COUNTED IN A LOSS OF US HAVING TO MAKE A GOAL 24 TO MAKE COVERAGE. BUT THE POINT IS, NO MATTER WHATEVER IS 25

October 23, 2020

GOING HAPPEN IN THIS WORLD, YOU'RE GETTING MORE AND MORE TO 1 THE POINT WHERE IT IS THE 99 PERCENT OF THE 98 PERCENT OF TOLL 2 3 PAYERS ARE THE ONES THAT ARE GOING HAVE TO PAY FOR IT. WHICH MEANS YOU'RE GOING TO HAVE TO RAISE THE TOLLS AT SOME POINT. 4 5 AS I SAID WITH THE BUDGET IN THE BEGINNING OF THE YEAR. WE HAVE THE FINANCIAL CAPACITY TO LAST ABOUT 18 MONTHS BEFORE WE 6 FORCED INTO A TOLLING INCREASE. NOW YOU'RE NINE MONTHS INTO T 7 8 WE'RE HALFWAY THROUGH THAT 18 MONTHS WITH THINGS STABLE BUT STABLE EXACTLY WHERE WE'RE AFRAID THEY WOULD GET STABLE. ALL 9 OF THIS TO SAY, WE HAVE TO LOOK AT THE PENNIES IN THE DRAWER 10 ARE ALREADY 100 MILLION PENNIES SHORT. SO. AND I'M SORRY TO 11 HAVE TO REMIND YOU OF THIS. BUT IT'S ONE OF THOSE THINGS GOING 12 THROUGH, THAT WE'RE GOING HAVE TO KEEP IN MIND. BECAUSE AT THE 13 END OF ALL THIS DISCUSSION, MAY BE THE NEXT TOLL INCREASE. 14

15

AMY WORTH, CHAIR: BRIAN, I THINK THAT'S HELPFUL TO BE
REMINDED. I THINK WHAT I WAS REFERRING TO WAS THE FACT THAT WE
NEED SOME ADVOCACY FOR ADDITIONAL FUNDING, WHETHER IT'S
ACKNOWLEDGE -- COMING THROUGH ANY FUTURE FEDERAL STIMULUS
PROGRAMS BECAUSE WE RECOGNIZE THE CRITICAL SITUATION THAT THE
TOLL REVENUE IS IN. I'M MINDFUL OF THAT. THANK YOU. OKAY.
DAMON? DAMON YOU'RE MUTED.

23

24 **DAMON CONNOLLY:** GREAT DISCUSSION. AS I SIT HERE I DON'T HAVE 25 AN OPINION ON BIDIRECTIONAL TOLLING BUT WOULD BE MORE

October 23, 2020

INTERESTED IN LEARNING ABOUT THAT AND HOW IT TIES IN. BUT THE 1 2 LARGER POINT IS WELL TAKEN IS AS WE LOOK AT REVAMPING OUR TOLL 3 PLAZAS, REALLY THE OVERALL TIE IN TO THESE CORRIDORS, LIKE TRANSPORTATION DEMAND, MANAGEMENT, COMMISSIONER WORTH 4 5 MENTIONED RICHMOND FORWARD, IS OTHER BRIDGE FORWARD PROJECTS THAT WE'RE WORKING ON, HOW DO THESE EFFORTS POTENTIAL BOOST 6 THROUGHPUT THROUGH ALIGNMENTS FOR EXAMPLE, BOOSTING TRANSIT. 7 8 REALLY, ALTHOUGH WE ARE OBVIOUSLY IN A CONSTRAINED FISCAL ENVIRONMENT, TAKING THE OPPORTUNITY TO LOOK AT, YOU KNOW, HOW 9 DO WE EMERGE EVEN BETTER FROM THE COVID SITUATION WE FIND OUR 10 OURSELVES IN, AND I LIKE THE FACT THAT BY NECESSITY WE'RE 11 REALLY SHORTENING OUR TIME FRAMES. BUT I THINK THIS IS THE 12 COMMITTEE WHERE WE CAN TAKE UP MANY OF THESE ISSUES, THE TIE 13 IN, AS WELL AS AT THE COMMISSION OVERALL. SO I'M VERY HAPPY TO 14 15 BE INVOLVED.

16

17 AMY WORTH, CHAIR: GREAT. WELL THANK YOU. THANK YOU VERY MUCH.
18 CAROLE. AND THEN I WANT TO TAKE PUBLIC COMMENT.

19

CAROL DUTRA-VERNACI: THINKING ABOUT THE BIDIRECTIONAL TOLLING.
WHAT I'M CURIOUS ABOUT IS -- AND I GUESS IT'S PART OF THIS
QUICK STUDY THAT WILL HAPPEN, IS THE THOUGHT TO KEEP AT THE
CURRENT RATE IN BOTH DIRECTIONS? OR IS IT TO BE OKAY, IF WE'RE
COLLECTING THE MONEY, WOULD WE LOWER IT A LITTLE BIT SO THAT
IF YOU HAVE THE PERSON THAT IS BEING FORCED TO COMMUTE TO



WORK, NOW THEIR NOT PAYING DOUBLE WHAT IS TAKES TO GO BACK AND
 FORTH? SO THAT'S MY CONCERN.

3

ANDREW FREMIER: COMMISSIONER, THAT'S A GREAT OUESTION. I WOULD 4 5 SAY THE BASE CASE IS NOT RAISING TOLLS. SO THE BASE CASE WOULD BE SPLITTING IT IN BOTH DIRECTIONS AND TRYING TO FIGURE OUT IF 6 YOU COULD PUT PRICING ON TOP OF THAT, THAT MIGHT BE BEHAVIOR 7 8 AND AS WE LEARN IN THE START PROGRAMS AND MEANS-BASED WE HAVE TO START WITH A PAYMENT STRUCTURE THAT WORKS FOR FOLKS THAT 9 ARE TRAVELLING AND MAYBE TOOLS WE'RE DEVELOPING CAN GIVE US A 10 TIERED PRICING. I DON'T KNOW BUT THOSE ARE THINGS WE CAN 11 EVALUATE. BUT TO BE VERY CLEAR IT'S NOT DOUBLING THE TOLL. 12 IT'S REALLY GENERATING THE SAME AMOUNT OF REVENUE AND THEN SEE 13 FIGURE WE CAN DO SOMETHING WITH PRICING THAT ACTUALLY EFFECTS 14 15 BEHAVIOR.

16

17 CAROL DUTRA-VERNACI: EXCELLENT. THANK YOU.

18

AMY WORTH, CHAIR: GREAT CAROLE THANKS FOR ASKING. WE REALLY
WANT TO PROVIDE AN INCENTIVE FOR PEOPLE TO CARPOOL IN BOTH
DIRECTIONS AND USE TRANSIT IN BOTH DIRECTIONS. SO GOOD POINTS.
SO, I WOULD LOVE TO TURN NOW TO OUR PUBLIC COMMENT. AND I SEE
ALETA DUPREE. AND I SEEM TO HAVE A BUTTON. I CAN LET YOU TALK.
ALETA, WELCOME TO OUR MEETING.

25

TRANSPORTATION COMMISSION Meeting Transcript

**METROPOLITAN** 

October 23, 2020

SPEAKER: THANK YOU CHAIR AMY WORTH AND MEMBERS. ALETA DUPREE 1 FOR THE RECORD. GOOD TO BE BACK WITH YOU. VERY GOOD REPORT 2 3 TODAY. I MAINTAIN THE URGENCY OF MOVING FORWARD WITH THE CAM TREE SYSTEMS THAT WILL ALLOW US TO REMOVE TOLL PLAZAS, AND GO 4 5 TO OPEN ROAD TOLLING, BECAUSE TOLL PLAZAS, EVEN IN THIS CURRENT STATE WHERE YOU CAN DRIVE-THRU THEM, ARE STILL 6 OBSTRUCTIVE. AND I HAVE BEEN THROUGH THE GOLDEN GATE BRIDGE A 7 8 NUMBER OF TIMES ON THE BUSES, AND, WELL, YOU DON'T HAVE TO STOP, BUT YOU STILL HAVE TO SLOW DOWN. IT IS STILL A LARGE 9 OBSTRUCTION IN THE ROAD. THAT'S A SAFETY ISSUE. I HAVE 10 EXPERIENCED OPEN ROAD TOLLING IN A FEW PLACES, MOST RECENTLY 11 THE STATE ROUTE 520 BRIDGE IN THE SEATTLE AREA. IT'S A 12 FLOATING BRIDGE. WHICH I THINK IS FOUR LANES IN EACH DIRECTION 13 OF JUST OPEN ROAD TOLLING. AND THEN ALSO ABOUT THIRD YEARS AGO 14 ON THE VARIOUS OKLAHOMA TURNPIKES USING THE PIKE PASS I WAS 15 16 ABLE TO DRIVE AT HIGHWAY SPEEDS UNDER THE GANTRIES AND HAVE MY PIKE PASS READ AND THEY TAKE THE MONEY OUT, AND I HAVE THE 17 AUTOMATIC REPLENISHMENT. SO I THINK WE HAVE TO REALLY DIG 18 DOWN. EVEN IN THIS CHALLENGING TIME OF FUNDING, TO RAISE THE 19 MONEY TO CONVERT TO OPEN ROAD TOLLING EXPEDITIOUSLY, BECAUSE 20 21 THE MOST IMPORTANT ISSUE WE HAVE IS SAFETY. AND SAFETY SHOULD NOT HAVE TO WAIT. THANK YOU. 22

23



AMY WORTH, CHAIR: ALETA THANK YOU VERY MUCH FOR YOUR COMMENTS. 1 THANK YOU FOR JOINING US. I'LL BRING IT BACK. KIM DID YOU 2 3 RECEIVE ANY CORRESPONDENCE? 4 5 CLERK OF THE BOARD: NO RAISED HANDS AND NO WRITTEN PUBLIC 6 COMMENT. 7 8 AMY WORTH, CHAIR: THANK YOU VERY MUCH. WE'RE NOW GOING TO MOVE TO OUR AGENDA ITEM FIVE, WHICH IS THE SUMMARY AND NEXT STEPS. 9 10 SO MAY I TURN THIS -- THE MICROPHONE TO ANDY? THANK YOU VERY MUCH. 11 12 ANDREW FREMIER: THANK YOU CHAIR WORTH. AND LOOK, I REALLY 13 APPRECIATE THE LAST BIT OF DISCUSSION INCLUDING THE REMINDER 14

15 FROM BRIAN BECAUSE I THINK THAT REALLY SET THE TABLE FOR THIS 16 SUMMARY DISCUSSION UP NICELY. I THINK I HAVE GOT JUST TWO SLIDES FOR YOU. SO I'LL TRY TO GET THROUGH THEM. BUT I THINK 17 THEY'RE IMPORTANT SLIDES, SO IF THE TECH FOLKS -- THERE WE GO. 18 JUST AS A BIT OF AN INITIATION AND A REMINDER, WE'RE 19 PURPOSEFUL IN SETTING UP THIS RECOVERY TO INCLUDE OPERATIONS 20 21 OF BAIFA AND BATA. YOU THINK YOU RECOGNIZE THERE IS INFRASTRUCTURE CONNECTED AND ALL OF THE PARTS AND PIECES RELY 22 ON EACH OTHER TO DO THE RIGHT THING. NEXT SLIDE. BUT WE ALSO 23 TALK ABOUT THE CHALLENGES ASSOCIATED WITH THE OTHER RECOVERY 24 EFFORTS THAT ARE TAKING PLACE. AND I JUST THOUGHT THIS SLIDE 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

IS A GOOD REMINDER ABOUT HOW BATA RECOVERY IN THE SEAMLESS 1 MOBILITY DISCUSSION CAN REALLY SUPPORT SOME OF THE WORK GOING 2 3 ON IN THE BLUE RIBBON TASK FORCE. AND IN PARTICULAR, THE TRANSIT IDEAS THAT WE HAVE ON THE BAY BRIDGE FORWARD 4 5 APPROACHES, THE RICHMOND FORWARD APPROACH, AND THE DUMBARTON FORWARD APPROACH ARE ALL TALKING ABOUT TAKING GENERAL SERVICE 6 LANES, GENERAL PURPOSE LANES OUT OF SERVICE AND GIVING THEM TO 7 8 HIGH-OCCUPANCY TRAVEL, WHETHER IT BE CARPOOLS OR TRANSIT. WE ARE ALSO TAKING THE OPPORTUNITY IN PARTICULAR ON DUMBARTON 9 FORWARD AND AS WE DID ON THE BAY BRIDGE TO GET SOME BUS ON 10 SHOULDER OPERATIONS IN PLACE. AND SO WE DO THINK THAT'S 11 ANOTHER REALLY EXCITING OPPORTUNITY TO PROVIDE TRANSIT 12 BENEFITS, AND SUPPORT THE WORK THAT THE TRANSIT RECOVERY TASK 13 FORCE IS DOING. YOU KNOW, THE SPEED OF THAT, I THINK, IS 14 15 RELATIVELY, IN TERMS OF GETTING DESIGN OPPORTUNITIES ON THE TABLE, IS PRETTY GOOD. BUT THE POINT IS, AND WHAT WE'RE 16 LEARNING IN THESE SESSIONS IS THE CAPITAL MONEY IS WHAT'S 17 MISSING. SO THE HARD WORK FOR THIS GROUP, AND I THINK ALL 18 THREE OF THESE GROUPS IS REALLY TO TRY TO FIGURE OUT HOW CAN 19 WE BE OPPORTUNISTIC AND GET READY IN THE EVENT NEW REVENUE 20 COMES IN. WE TAKE SERIOUSLY THE CHALLENGES BRIAN OUTLINED AND 21 THEY DO PROVIDE A LOT OF CHALLENGES FOR US MOVING FORWARD. I 22 ALSO WANT TO MAYBE SPEND A MINUTE ON AN OBSERVATION CAROLE 23 MADE IN A PRESENTATION LAST MONTH. I DON'T REMEMBER IF IT WAS 24 THE OPERATIONS OR CLIPPER OR BATA, BUT IT'S A RECOGNITION THAT 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

WE MANAGE THE FASTRAK CUSTOMER SERVICE, BUT WHEN WE MOVE TO 1 ALL ELECTRIC TOLLING WE'LL HAVE EVERY CAR DRIVER IN OUR SUITE 2 3 OF CUSTOMERS. WE ALSO MANAGE THE CLIPPER CARD AND IT'S MOVING INTO ITS NEXT GENERATION AND IT COVERS ALL THE FOLKS THAT ARE 4 5 ALREADY TRANSIT USERS AND A SMALL PICTURE OF OUR INVENTORY IS THE BAY WHEELS PROGRAM WHERE WE MANAGE THE REGIONAL BIKESHARE 6 WITH ALL THE VARIOUS CITIES IN THE REGION. AND I THINK ONE OF 7 8 THE THINGS THAT'S OCCURRED TO US AND IT TIES INTO THE QUESTION ABOUT PRICING AND START PROGRAMS, MEANS-BASED PROGRAMS ET 9 CETERA, IS THE OPPORTUNITY TO REALLY FOCUS ON DEVELOPING A 10 TRUE MOBILITY ACCOUNT. BECAUSE THE PEOPLE THAT WE WANT TO 11 TRANSITION FROM THEIR SINGLE OCCUPANCY VEHICLES ARE THESE 12 FASTRAK CUSTOMERS, AND MAYBE THE PLACE THAT WE HAVE AN 13 OPPORTUNITY TO INCENTIVIZE THEM, IS IN THE CLIPPER AND BAY 14 15 WHEELS ENVIRONMENT. AND SO, I DO THINK THAT THAT'S SOMETHING 16 THAT REALLY DOES A NICE JOB OF TYING THESE THREE CIRCLES TOGETHER, AND GETS US SOMETHING OF A CHALLENGE LOOK FORWARD. 17 WHAT WE CAN DO TO MAYBE ADDRESS THE BIGGER PICTURE OF MOVING 18 AROUND THE REGION PROTECTING THE CLIMATE AND DEALING WITH 19 CONGESTION AND THE REGIONAL ECONOMY. SO, I REALLY DO LOOK 20 21 FORWARD TO, AFTER THESE INITIAL BRIEFINGS OF EDUCATION, ROLLING UP OUR SLEEVES AND TRYING TO FIGURE OUT WHAT'S THE 22 BEST WAY TO SET THE BAY AREA UP PROPERLY, RECOGNIZING THE 23 SIGNIFICANT FUNDING CHARGES THAT WE ARE PUTTING ON THE TABLE 24 HERE. NEXT SLIDE. YEAH. AND SO THAT'S REALLY WHAT I WANTED TO 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

SAY. AND ON THIS SLIDE, THIS IS THE CLOSURE, AND JUST AS A 1 REMINDER, WE PROVIDED A LOT OF THINGS ON TOLL COLLECTION AND 2 3 TOLL PLAZAS BUT AS BRIAN MENTIONS TOLL PLAZAS COME OFF THE TOP AFTER BONDS ARE PAID AND NEXT NOVEMBER'S PROBLEM, THE TOLL 4 5 BRIDGE REHABILITATION ARM OF OUR WORK AS WELL AS ALL THE NICE PROJECTS THAT BATA HAS BEEN ABLE TO SUPPORT SORT OF BEYOND 6 JUST ITS RESPONSIBILITIES ASSOCIATED WITH THE BRIDGES. SO, IN 7 8 NOVEMBER, WE'RE GOING TO HAVE A NICE JOINT PRESENTATION BETWEEN THE CALTRANS MAINTENANCE FOLKS AND OUR MAINTENANCE 9 10 STAFF, AND I THINK IT'S GOING TO HIGHLIGHT, EVEN MORE CLEARLY, THE STRUGGLE THAT WE HAVE WITH THE REVENUE THAT'S AVAILABLE TO 11 US TODAY. AND I THINK THE BIG CHALLENGE FOR US IN DECEMBER AND 12 JANUARY, IS TO TRY TO FIGURE OUT HOW TO WORK ON THE RIGHT 13 THINGS, AND TRY TO KEEP ALL OF THE GOOD IDEAS THAT WE HAVE 14 15 BEEN TALKING ABOUT THAT WILL TAKE REFER NEW TO BOTH DESIGN AND BUILD AND OPERATE AND MAINTAIN, SO THAT WE HAVE AN OPPORTUNITY 16 TO TRY TO DO BETTER IN TERMS OF TIME. BUT I DO THINK, AS A 17 REMINDER, IT WAS NICE TO HAVE BRIAN CHECK IN ON THAT POINT. 18 BECAUSE I WANTED TO ALSO ADDRESS THAT POINT AND RECOGNIZE, AS 19 YOU KNOW, THAT'S OUR BIGGEST CONSTRAINT IS WE DON'T HAVE NEVER 20 21 REVENUE TO WORK ON THE SPEED OR THE NUMBER OF PROJECTS THAT WE'RE TALKING ABOUT TODAY, THROUGH THE TOLL PAYER AS WE SEE IT 22 IN THE CURRENT ENVIRONMENT. SO THAT'S THE SETUP, IS THAT WE 23 HAVE GOT ONE MORE MONTH OF EDUCATION. AND IT'S GOING TO BE A 24 STARK REMINDER OF HOLES IN THE REHAB PROGRAM. AND THEN WE'RE 25

October 23, 2020

GOING TO START TALKING ABOUT HOPEFULLY WAYS TO DEAL WITH IT AS 1 2 BEST WE CAN MOVING FORWARD IN DECEMBER AND JANUARY, AND I'M 3 HOPEFUL THAT YOUR DIRECTION WILL GIVE US SOME REALLY GOOD ADVICE ON MOVING FORWARD. AND I DO KEEP HOPING THAT SOME 4 5 RABBITS WILL POP OUT OF HATS, WHETHER THEY BE FEDERAL, STATE, OR LOCAL. AND MAYBE ONE OF THESE DAYS, WE'LL HAVE A WHITE 6 HORSE COMING IN AND TAKING CARE OF US A LITTLE BIT. SO THAT'S 7 8 IT, COMMISSIONER WORTH, I'LL TURN IT BACK TO YOU FOR ANY CLOSING REMARKS OR OUESTIONS. 9

10

AMY WORTH, CHAIR: GREAT. THANK YOU VERY MUCH ANDY. I COULDN'T 11 HAVE SAID IT ANY BETTER THAN YOU DID, JUST SUMMARIZING WHERE 12 WE ARE RIGHT NOW. AND I -- YOU KNOW I -- I DO -- I'M ALWAYS --13 I'M REALLY HOPEFUL THAT WE WILL BE ABLE TO FIND THESE 14 15 ADDITIONAL FUNDS ONCE WE PUT TOGETHER THE PLAN. AND THAT'S THE 16 PART WORK IT'S COMING IN THE NEXT FEW MONTHS. SO LET ME ASK IF 17 THERE ARE ANY FINAL COMMENTS FROM COMMISSIONERS? OKAY. GREAT. WELL, AGAIN, I REALLY WANT TO THANK YOU. I KNOW THIS IS A 18 TREMENDOUS AMOUNT OF WORK. I APPRECIATE STAFF PULLING TOGETHER 19 ALL THIS INFORMATION FOR US. AND I LOOK FORWARD TO, YOU KNOW, 20 21 WORKING TOGETHER AT OUR NEXT MEETING. AND WE'LL START LOOKING FOR THOSE RABBITS RIGHT NOW. BUT I THINK IT'S TRUE. I THINK 22 THAT THIS IS A GREAT OPPORTUNITY FOR US, THIS GROUP, TO BE 23 ABLE TO COME TOGETHER, GET THE BACKGROUND INFORMATION AND THEN 24 25 COME FORWARD WITH RECOMMENDATIONS FOLLOWING THE DISCUSSION.



SO, WITH THAT, MAY BE TURN TO PUBLIC COMMENT? AND SEE IF THERE 1 ARE ANY ADDITIONAL PUBLIC COMMENT? 2 3 CLERK OF THE BOARD: I'M SEEING NO RAISED HANDS, AND I HAVE 4 5 RECEIVED NO WRITTEN PUBLIC COMMENT. YOU'RE MUTED. 6 AMY WORTH, CHAIR: I TURNED DOWN THE VOLUME FOR THE SECOND 7 8 PHONE HERE. I THINK THAT WORKS -- SO AGAIN, THANK YOU TO 9 EVERYBODY WHO IS PART OF THIS MEETING TODAY, AND I WANT TO SAY WE LOOK FORWARD TO GETTING TOGETHER NEXT MONTH. AND WE'LL --10 11 WE WILL SEE YOU THEN. WITH THAT OUR MEETING IS ADJOURNED TO THE NEXT MEETING OF THE BATA RECOVERY AD HOC WORKING GROUP 12 SCHEDULED TO BE HELD AT 2:30 FRIDAY NOVEMBER 20TH. AND WE'LL 13 SEE YOU ON THE ZOOM. THANK YOU AGAIN. OKAY. TAKE CARE. BYE-14 15 BYE. [ADJOURNED]



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