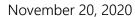
METROPOLITAN TRANSPORTATION COMMISSION Meeting Transcript





1	BATA RECOVERY AD HOC WORKING GROUP
2	FRIDAY, NOVEMBER 20, 2020, 2:30PM
3	
4	AMY WORTH, CHAIR: TERRIFIC. WELL GOOD AFTERNOON. THIS IS AMY
5	R. WORTH, AND IT IS MY PLEASURE TO CALL TO ORDER THE MEETING
6	OF THE BATA RECOVERY AD HOC WORKING GROUP FOR FRIDAY NOVEMBER
7	20TH, AT 2:30 IN THE AFTERNOON. KIMBERLY START WITH ROLL CALL
8	PLEASE.
9	
10	CLERK OF THE BOARD: CONNOLY IS ABSENT. DUTRA-VERNACI?
11	
12	CAROL DUTRA-VERNACI: HERE.
13	
14	CLERK OF THE BOARD: JOSEFOWITZ IS ABSENT. TAVARES?
15	
16	TONY TAVARES: HERE.
17	
18	CLERK OF THE BOARD: WORTH?
19	
20	AMY WORTH, CHAIR: HERE.
21	
22	CLERK OF THE BOARD: QUORUM IS PRESENT.
23	
24	AMY WORTH, CHAIR: KIMBERLY THANK YOU VERY MUCH. I WANT TO
25	WELCOME EVERYBODY. THIS IS A BITTER SWEET TODAY BECAUSE WE ARE





- 1 SADLY SAYING FAREWELL TO TONY TAVARES, WHO WILL BE HEADING
- 2 DOWN TO SOUTHERN CALIFORNIA. TONY THANK YOU FOR BEING A PART
- 3 OF THIS TASK FORCE IT'S BEEN A WONDERFUL PARTNERSHIP, I WANT
- 4 TO THANK YOU. AND ALSO SAY WELCOME JIM DAVIS, JIM WAS TONY'S
- 5 PREDECESSOR ON AN ACTING BASIS OF THE DISTRICT BOARD OF
- 6 DIRECTORS. TODAY RECALLING A CONVERSATION JIM AND I HAD WHEN
- 7 WE FIRST GOT ON THE COMMISSION WE WERE KIND OF SITTING AT THE
- 8 SAME END OF THE DAIS AND HE REALLY WAS SO COMMITTED TO THIS
- 9 REALLY BRINGING TOGETHER A ROBUST PROGRAM FOR THE BRIDGES. AND
- 10 SO BOTH -- THAT WAS A GOAL WE BOTH REALLY SHARED, AND WANTED
- 11 TO MOVE FORWARD WITH. SO I KNOW, JIM, YOU WOULD BE HAPPY THAT
- 12 TONY PICKED UP THE MANTLE AND HAS BEEN, THAT, THIS WHOLE BIG
- 13 FOCUS OF THIS RECOVERY TASK FORCE, I THINK APPRECIATING STAFF,
- 14 YOU KNOW, ANDY FREMIER'S INITIATIVE SAYING OKAY WE HAVE THIS
- 15 SITUATION NOW WITH THESE BRIDGES NOW AND WE REALLY NEED TO
- 16 FOCUS ON THEM AND GRATEFUL TO THERESE, AND THE FOCUSING OF THE
- 17 BAY AREA BRIDGES ARE A CENTRAL PART OF THAT, THANK YOU ALL FOR
- 18 BEING TOGETHER AND TO KNOW THAT CASUAL CONVERSATION JIM IS
- 19 LEAD TO WHERE WE ARE TODAY ON THIS ZOOM CALL. AND PLEASE KNOW
- 20 THAT WE'LL BE KNOCKING ON YOUR DOOR WHEN WE FINALIZE OUR
- 21 RECOMMENDATIONS, BECAUSE WE ARE LOOKING FOR EVERY QUARTER IN
- 22 THE BACK OF THE DRAWER IN THE BAY AREA, AND WE WILL FIND A
- 23 WAY. THANK YOU ALL FOR BEING HERE. I SEE DAMON HAS JOINED THE
- 24 CALL. WELCOME. DAMON, I WANT TO INTRODUCE YOU, DO YOU REMEMBER
- 25 JIM DAVIS, TONY PREDECESSOR AS ACTING DIRECTOR AND WAS HIGH



- 1 PRIORITY ON THE BRIDGES AND PROVIDING LONG-TERM MAINTENANCE
- 2 AND REHABILITATION PLANS FOR THEM. AS YOU KNOW, JIM, DAMON AND
- 3 I SHARE THE RICHMOND SAN RAFAEL BRIDGE SO WE'RE BOTH AT EACH
- 4 END WORKING TOGETHER. SO THANK YOU VERY MUCH. WITH THAT LET'S
- 5 MOVE TO OUR FIRST ITEM, AND TONY, I'LL LET YOU SHARE SHOULD
- 6 OPENING REMARKS, TOO.

7

- 8 TONY TAVARES: THANK YOU CHAIR WORTH. AGAIN, I WANT TO THANK
- 9 YOU, I WANT TO THANK COMMISSIONERS CONNOLY AND DUTRA-VERNACI
- 10 FOR BEING PART OF THIS TASK FORCE AND WORKING GROUP, AND I
- 11 WANT TO THANK THERESE AND ANDY FREMIER FOR HAVING THE
- 12 FORESIGHT AND VISION TO PUT THIS TASK FORCE TOGETHER SO WE CAN
- 13 REALLY LOOK AT PRIORITIZING A LOT OF THE WORKLOAD
- 14 UNDERSTANDING WHAT THE REVENUES ARE AND PUTTING TOGETHER A
- 15 FEASIBLE PLAN MOVING FORWARD. IT'S A GREAT WORKING GROUP. I
- 16 HAVE BEEN EXCITED TO BE AN PART OF IT, AND I WILL MISS
- 17 EVERYONE AS TODAY'S MY LAST MEETING. YOU ARE IN FANTASTIC
- 18 HANDS, CHIEF DEPUTY DIRECTOR FROM CALTRANS JIM DAVIS IS WITH
- 19 US TODAY, IT MAY BE HIMSELF OR HE MAY BE APPOINTING SOMEONE TO
- 20 ACT UNTIL WE HAVE A PERMANENT DIRECTOR IN DISTRICT ONE. THANK
- 21 YOU ALL FOR YOUR SUPPORT IS FOR THE WORK THAT WE'RE DOING HERE
- 22 IN THE BAY AREA.

- 24 AMY WORTH, CHAIR: GREAT. THANK YOU AGAIN TONY. WE'RE GOING TO
- 25 MISS YOU. THE GOOD THING ABOUT REPORTING, IT'S THE



- 1 APPRECIATION FOR YOU EXPRESSED EARLIER AT THE COMMITTEE
- 2 MEETING WAS WONDERFUL, SO HEARTFELT AND DON'T GET ANY IDEAS
- 3 ABOUT TAKING ANYBODY ELSE TO SOUTHERN CALIFORNIA WITH YOU. IT
- 4 TOOK US A FEW YEARS TO GET THERESE BACK FROM SOUTHERN
- 5 CALIFORNIA. [LAUGHTER] OKAY. WITH THAT WE'LL MOVE TO ITEM --
- 6 LET'S SEE, THREE IS THE BATA BRIEFING ON THE TOLL BRIDGE
- 7 REHABILITATION PROGRAM.

8

- 9 CLERK OF THE BOARD: COMMISSIONER WORTH, BEFORE YOU GO TO THAT
- 10 ONE, CAN WE VOTE ON THE MINUTES FOR THE LAST MEETING?

11

- 12 AMY WORTH, CHAIR: WE SURE CAN. AND WHERE AM I -- AM I LOOKING
- 13 AT -- AM I LOOKING --

14

15 CLERK OF THE BOARD: IT WAS PART --

16

- 17 AMY WORTH, CHAIR: YOU'RE RIGHT. I'M SORRY. IT WAS PART OF THE
- 18 OPENING REMARKS. MAY I HAVE A MOTION TO APPROVE THE MINUTES?
- 19 CAROLE?

20

- 21 CAROL DUTRA-VERNACI: WELL, I THINK BOTH THE GUYS GOT ME A WAS
- 22 TRYING TO OPEN MY MOUTH, I THOUGHT I HEARD ONE MAKE THE MOTION
- 23 AND THE OTHER SECOND IT.

24

25 DAMON CONNOLLY: I WOULD BE HAPPY TO MOVE.



1 AMY WORTH, CHAIR: DAMON MAKES IT AND CAROLE SECONDS IT. MAY WE 2 3 HAVE A ROLL CALL VOTE? THANK YOU. 4 5 **CLERK OF THE BOARD:** [ROLL CALL VOTE] MOTION PASSES 6 UNANIMOUSLY. 7 8 AMY WORTH, CHAIR: THANK YOU KIMBERLY FOR KEEPING US ON THE RIGHT PATHWAY HERE. APPRECIATE IT. NOW WE MOVE TO ITEM THREE 9 BATA BRIEFING. WE'RE CONTINUING TO GET DEEP DIVES INTO THE 10 FOUNDATIONAL ASPECTS OF THE WORK WE'RE DOING. SO THE FIRST 11 ITEM IS BRIDGE REHABILITATION PROGRAM PRESENTATION. THIS WILL 12 BE TOGETHER ITEMS -- IS THAT BEST HOW YOU WANT TO HANDLE IT, 13 ITEMS 3A, 3B, AND THREE C AND RESPOND TO QUESTIONS AS THEY 14 15 COME UP? 16 PETER LEE: I'M PETER LEE. WITH BATA STAFF AND HAVE BEEN 17 WORKING ON THE TOLL BRIDGE. WE'RE TALKING ABOUT THE TOLL 18 BRIDGE REHABILITATION PROGRAM AND ASSET MANAGEMENT. NEXT SLIDE 19 I'M GOING TO BE DOING ITEM 3A OVERVIEW OF THE PROGRAM FOLLOWED 20 21 BY CALTRANS ASSET MANAGEMENT BRIDGE NEEDS AND THEN COME BACK TO ME TO DISCUSS IMPACTS OF COVID-19 ON THE PROGRAM AND WHAT 22 23 WE HAVE DONE TO ADDRESS THE CHALLENGES THAT WE HAVE. NEXT SLIDE. AND NEXT SLIDE AGAIN. FEEL FREE TO STOP ME IF YOU HAVE 24

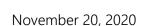
ANY QUESTIONS. BUT JUST WANT TO HEAR SOME BACKGROUND ON OUR



- 1 SYSTEM FOR BATA. WE HAVE A SEVEN BRIDGE SYSTEM HERE IN THE BAY
- 2 AREA, BUT THE REALITY IS WE ACTUALLY HAVE TEN SEPARATE SPANS
- 3 THAT ARE SOME OF THE MOST COMPLEX AND UNIQUE BRIDGES HERE IN
- 4 THE WORLD, PROBABLY. WE ALSO HAVE LIKE THE LARGEST DIAMETER
- 5 TUNNEL IN THE WORLD IN YERBA BUENA ISLAND AS WELL AS MILES OF
- 6 APPROACHES AND SEVEN TOLL PLAZAS AND NUMBER OF TOLL BOOTHS AS
- 7 PART OF OUR OPERATION. NEXT SLIDE. I DON'T HAVE TO REMIND
- 8 COMMISSIONERS TOO MUCH, BUT THE TOLL BRIDGES ARE A CRITICAL
- 9 LINK IN THE BAY AREA REGION. AND ARE CRITICAL BOTH TO REGIONAL
- 10 MOBILITY AND ACCESS AND MAINTAINING THESE BRIDGES IN A STATE
- 11 OF GOOD REPAIR ARE CRITICAL TO OUR ABILITY TO MAINTAIN THE
- 12 FUNDING FOR A NUMBER OF OUR CORE REGIONAL TRANSPORTATION
- 13 TRANSIT OPERATIONS INCLUDING REGIONAL MEASURE TWO, AND THE
- 14 TRANSIT CORE CAPACITY PROGRAM. NEXT SLIDE. JUST SOME MORE
- 15 HISTORY. SINCE 1998 AND INCEPTION OF BATA WE HAVE BEEN JOINT
- 16 VENTURE OTHER WITH THE DEPARTMENT ON THOSE BRIDGES CALTRANS
- 17 OWNS AND OPERATES THE BRIDGES FOR US ON OUR BEHALF AND BATA
- 18 NOW ADMINISTERS ALL THE TOLL REVENUES, AND BUDGETS FOR ALL
- 19 THOSE OPERATIONS ON THE BRIDGES. NEXT SLIDE. AND THEN IN THAT
- 20 TIME, OVER THE LAST 20 YEARS WE HAVE DONE QUITE A BIT. AS A
- 21 REMINDER WE FINISHED THE REGIONAL MEASURE ONE PROGRAM A FEW
- 22 YEARS AGO NOW, BUT WE HAVE DELIVERED \$2.2 BILLION OF TOLL
- 23 FINANCE PROJECTS HERE IN THE REGION. THIS IS OUR LAST
- 24 EXPANSION PROGRAM THAT WE HAD WHERE WE COMPLETED A NEW
- 25 CARQUINEZ BRIDGE, BENICIA BRIDGE AS WELL AS FIXING BOTTLENECK

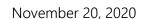


- 1 IN THE REGION WHERE WE HAD ON THE HAYWARD BRIDGE, WE HAD THE
- 2 LOWER DECK SECTION AND WERE ABLE TO WIDEN THAT BRIDGE TO THREE
- 3 LANES IN EACH DIRECTION. NEXT SLIDE PLEASE MORE RECENTLY WE
- 4 HAVE BEEN ABLE TO COMPLETE \$9 MILLION IN TOLL BRIDGE RETROFITS
- 5 THAT'S FINANCED WITH THREE OUT OF SIX THERE CURRENT TOLL. AND
- 6 YOU KNOW, I WANT TO REMIND YOU WHAT THE MAP ON THE RIGHT,
- 7 WHILE WE COMPLETED THE RETROFIT AS WELL AS THE COMPLETION OF
- 8 THE EAST SPAN I WANT TO REMIND YOU THAT SEISMIC RISKS STILL
- 9 EXIST, THE USGS NOTES WE STILL HAVE A HIGH PROBABILITY OF THE
- 10 BIG ONE HITTING THE BAY AREA IN THE NEXT 30 YEARS AND THAT
- 11 RISK DRIVES SEISMIC RESEARCH AS WELL AS CHANGES IN BRIDGES AND
- 12 STRUCTURES THAT WILL REQUIRE ONGOING ASSESSMENT AND
- 13 MAINTENANCE OF THE BRIDGES ESPECIALLY WITH THOSE SEISMIC
- 14 SYSTEMS WE HAVE ON THE BRIDGES. ONE MORE SLIDE. NEXT SLIDE.
- 15 PERFECT. SO I'M HERE FOR THE PURPOSE OF TODAY IS TO TALK ABOUT
- 16 THE TOLL BRIDGE REHABILITATION PROGRAM, WHICH IS BATA'S LAST
- 17 REMAINING CAPITAL PROGRAM FOR THE UPKEEP OF THE TOLL BRIDGES.
- 18 FOR THIS COMMITTEE, I HAVE BROKEN UP THE PROGRAM INTO THREE
- 19 MAIN PARTS. FOR THIS SECTION HERE IS THE INTEGRITY SECTION
- 20 THAT IS PRIMARILY CALTRANS DELIVERED PROJECTS ON THE BRIDGES
- 21 THAT ARE DESIGNED TO MAINTAIN AND RESTORE THE STRUCTURAL
- 22 INTEGRITY AND SAFETY OF THE BRIDGES AND IT'S VERY MUCH FOCUSED
- 23 ON THE BRIDGES THEMSELVES FROM ABUTMENT TO ABUTMENT WHERE THEY
- 24 ARE ON THE LAND AND FOCUS ON THE BRIDGES. TOLL COLLECTION IS
- 25 ANOTHER MAJOR ASPECT OF THE PROGRAM THAT ARE PRIMARILY BATA





- 1 PROJECTS AND THEY INCLUDE THE TOLLING SYSTEM THEMSELVES, THE
- 2 LANES, THE CUSTOMER SERVICE CENTER, AS WELL AS THE PURCHASE
- 3 ACQUISITION OF TOLL TAGS IN ALL THE VEHICLES. LASTLY HERE
- 4 APPROACHES, FACILITIES AND OTHER PROJECTS THESE COVER NON-
- 5 STRUCTURAL PROJECTS ON AND OFF THE BRIDGES IF YOU LOOK AT THE
- 6 MAP ON THE RIGHT YOU SEE THE RED LINES EXTEND BEYOND NORMALLY
- 7 WHERE THE BRIDGES ARE THESE RED LINES ARE BASICALLY HISTORIC
- 8 STATUTORY BRIDGE DEFINITIONS AND IT EXTENDS OUT QUITE A BIT
- 9 FOR THE MARTINEZ, YOU WILL SEE THE LINES EXTEND ALL THE WAY
- 10 ALONG 180, THERE IS CROSS -- REGULAR HIGHWAY STATE SYSTEM. AND
- 11 THE INTEGRITY PROJECT FOCUSES ON OPERATIONAL PROJECT AND
- 12 FORMER PROJECTS AS WELL AS MAINTENANCE FACILITIES THAT HAVE
- 13 SHARED FACILITIES BETWEEN THE STATE AND BATA ON THE BRIDGES.
- 14 NEXT SLIDE. SINCE 2007 BATA HAS FUNDED 1.1 AND A HALF BILLION
- 15 DOLLARS IN TOLL BRIDGE REHABILITATION PROJECTS IN THE REGION.
- 16 THIS IS IN ADDITION NEARLY \$10 BILLION AT BATA THEY MENTIONED
- 17 EARLIER THAT BATA SPENT ON REGIONAL MEASURE ONE AS WELL AS THE
- 18 SEISMIC RETROFIT, WE HAVE BEEN FUNDING SINCE INCEPTION OF BATA
- 19 FOR FUNDING OF UPKEEP OF BRIDGES. SOME PAST PROJECTS INCLUDE
- 20 ON SAN MATEO HAYWARD BRIDGE RECENTLY COMPLETED OVERLAY PROJECT
- 21 ON THE HIGH-RISE SECTION, FIRSTS OVERLAY SINCE IT WAS BUILT IN
- 22 THE 60s WE SPENT NEARLY \$100 MILLION ON TOLL TAX THUS FAR, AND
- 23 THE APPROACH PROJECTS, INCLUDES RICHMOND SAN RAFAEL BIKE LANE
- 24 PATH AS WELL AS INTERCHANGE ON CONTRA COSTA, AND WE ADVANCE
- 25 REGIONAL MEASURE THREE ALLOCATIONS FOR THE 160, 8012 PROJECT





- 1 WE HAVE FUNDS TO COVER THE DELAY IN REGIONAL MEASURE THREE.
- 2 NEXT SLIDE. ON THE RIGHT, YOU WILL SEE IS JUST A CHART OF THE
- 3 BRIDGES AS WELL AS THE AGE. JUST AS A REMINDER OUR BRIDGES ARE
- 4 OF VARYING AGE. WEST BAND IS OVER 80 YEARS OLD AND WE PLAN TO
- 5 KEEP THE BRIDGES ON THE WEST BAND, [INDISCERNIBLE] LIFE
- 6 CALTRANS MAINTENANCE, ON THE EAST SPAN THE BAY BRIDGE IS 70
- 7 YEARS OLD AND BRIDGE WILL REQUIRE REHABILITATION AND
- 8 REPLACEMENT AND MAINTENANCE. WHAT WE HAVE IDENTIFIED WITH THE
- 9 DEPARTMENT OVER THE NEXT 10 TO 20 YEARS IS NEARLY A FEW
- 10 BILLION DOLLARS IN FUTURE PROJECTS ON THE BRIDGES, AND THERE
- 11 ARE OVER \$200 MILLION IN TOLL -- PROJECTS THAT NEED TO HAPPEN
- 12 TO EVENTUALLY REPLACE THE TOLLING SYSTEM AND ANOTHER \$200
- 13 MILLION OF WORK ON THE APPROACHES AS WELL AS OTHER PROJECTS
- 14 THAT IMPACT THE BRIDGES. NEXT SLIDE. SO I'M GOING TO COVER
- 15 REAL OUICKLY AT A HIGH LEVEL THOSE \$2 BILLION OF PROJECTS THAT
- 16 WE HAVE IDENTIFIED AS BRIDGE INTEGRITY PROJECTS. LIKE I SAY
- 17 THE BRIDGING CONTINUE TO REQUIRE REHABILITATION TO MAINTAIN
- 18 STATE OF GOOD REPAIR INCLUDING DECK REHAB, REPAIR STRUCTURAL
- 19 SYSTEMS, ELECTRICAL MECHANICAL SYSTEMS, PAINT AS WELL AS WHAT
- 20 WE CALL HERE REHABILITATION BASICALLY STAFF DRIVEN ONGOING
- 21 WORK ON THE BRIDGES, INSPECTIONS, PAINTERS AND SUCH, IN THE
- 22 PROGRAM, AND THAT'S LOOKING OUT 20 YEARS. BUT THE PROJECT LIST
- 23 RIGHT NOW IS BASICALLY A LIST OF ROUTINE OF ALL THE MAJOR
- 24 PROJECTS. ON A REGULAR SCHEDULE, BUT NOT NECESSARILY OPTIMIZED
- 25 YET WE SAY \$2 MILLION PLUS BECAUSE WE CONSTANTLY ARE LOOKING



- 1 AT THE COST AND SCOPE OF THE PROJECTS ONE EXAMPLE ON THE
- 2 RICHMOND SAN RAFAEL BRIDGE WE TALKED ABOUT IT A NUMBER OF
- 3 TIMES RECENTLY, AND WHILE A MAJOR BRIDGE DECK REPLACEMENT
- 4 REHABILITATION PROJECT IS PART OF THAT \$2 MILLION COST THAT
- 5 SCOPE HAS CHANGED AND MODIFIED OVER THE LAST FEW YEARS AS WE
- 6 HAVE DONE MORE TESTING. WE RECENTLY DID SOME NOT DESTRUCTIVE
- 7 TESTING ON THE BRIDGE DECKS WHERE WE SCANNED THE WHOLE DECK
- 8 WITH RADAR AND OTHER TESTING METHODOLOGY. THAT'S SCHEDULE HAS
- 9 MOVED IN AND OUT THAT'S WHY IT'S A BIT OF A CHALLENGE TO
- 10 MANAGE THAT AND TO GET A PERFECT PICTURE OF ONE WE'RE GOING TO
- 11 REPLACE T THOSE PROJECTS ARE IN THIS LIST OF PROJECTS AND I
- 12 WANT TO MAKE A NOTE OF THAT. AND IN THE BIG PICTURE, THE LAST
- 13 BULLET HERE ON THE SLIDE, AS BRYAN SAID HAD IN THE PAST BRIAN
- 14 MAYHEW, TOLL INCREASE IN 2027 IS A LAN TO HELP FINANCE THESE
- 15 MAJOR REHABILITATION PROJECTS IN THE FUTURE AND THAT INCREASE
- 16 WOULD BE AFTER THE ALREADY APPROVED REGIONAL MEASURE THREE
- 17 TOLL INCREASE IN 2022 AND 2025. SO YOU KNOW THOSE ARE PLANNED.
- 18 WE HAVE DISCUSSED IT IN THE PAST AND THAT'S THE PLAN TO
- 19 FINANCE THE PROJECT INTO THE FUTURE. NEXT SLIDE PLEASE. I
- 20 WOULD SAY MORE THAN IN THE NEAR-TERM THOUGH WE HAVE BEEN
- 21 WORKING CLOSELY WITH THE PROJECT MANAGER OVER AT CALTRANS TO
- 22 IDENTIFY THE TOP 20 INTEGRITY NEEDS ON THE BRIDGES NEAR-TERM
- 23 BROKEN DOWN TO \$2 MILLION WE'RE AT A PROJECT OF \$50 MILLION
- 24 TOP 20 NEED. AND WE'LL GO INTO MORE DETAIL FOLLOWING MY
- 25 PRESENTATION HERE WHAT THE TOP 20 ARE. BUT I WANT TO NOTE THAT



- 1 THE CONDITION OF THE BRIDGES ARE GENERALLY IN GOOD CONDITION
- 2 AND WHAT YOU SEE IN THE PROJECTS OF THE TOP 20 AREN'T
- 3 NECESSARILY DECK PROJECTS OR STRUCTURAL REPAIR PROJECTS WHILE
- 4 THERE ARE SOME, THANKFULLY ACTUALLY MOST OF THEM, A GOOD
- 5 PORTION OF THE TOP 20 PROJECTS ACTUALLY ARE PRESERVATION, AND
- 6 DETERIORATION OF THE BRIDGE. IN ONE REGARD, THE BRIDGES IN
- 7 GOOD CONDITION AND WE'RE FOCUSING ON PRESERVATION TYPE
- 8 PROJECTS BUT THE NEED IS STILL VERY GREAT, AND I WANTED TO
- 9 STATE THAT. SO THAT'S MY OVERVIEW OF WHERE WE ARE WITH THE
- 10 TOLL BRIDGE REHABILITATION PROGRAM, REAL QUICKLY, AND I'M
- 11 GOING TO HAND IT OVER TO CALTRANS AND LADONNA WHO IS GOING TO
- 12 TALK ABOUT THE BRIDGE AND MANAGEMENT. QUESTIONS?
- 14 AMY WORTH, CHAIR: FIRST OF ALL, LET ME ASK IF THERE ARE ANY
- 15 QUESTIONS? OKAY. AS YOU KNOW, YOU HAVE PETER'S PHONE, SO IF
- 16 YOU HAVE ANY -- CAROLE?
- 18 CAROL DUTRA-VERNACI: I THINK MAYBE IT'S MORE A COMMENT THAN A
- 19 QUESTION. WELL ACTUALLY, THERE IS A QUESTION. SO THE 2027 TOLL
- 20 INCREASE THAT YOU'RE MENTIONING, HAS THERE BEEN A CONVERSATION
- 21 ABOUT WHAT THAT NUMBER MIGHT BE? --
- 23 BRIAN MAYHEW: I'M SORRY. I'M NOT SURE I UNDERSTAND THE
- 24 QUESTION. THE TOLL INCREASE AMOUNT FOR THE REVENUE WE NEED TO
- 25 CARRY OUT THE PROJECTS AND TO FINANCE THE PROJECTS. SO, AS WE

13

17



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November 20, 2020

GO THROUGH AND THE MAJOR PROJECTS KICK IN IT REOUIRES A \$1

2 TOLL INCREASE ROUGHLY SOMEWHERE BETWEEN 26 AND 27. THIS HAS 3 ACTUALLY BEEN IN THE MODELS FOR SOMETIME. 4 5 CAROL DUTRA-VERNACI: OKAY. I DIDN'T REMEMBER THAT. SO THANK YOU. AND THE OTHER THING THAT'S THE COMMENT PART IS THAT I'M 6 LISTENING TO ALL OF THIS, AND I'M THINKING THE CONVERSATION, 7 8 AS WELL, NEEDS TO BE ABOUT EDUCATING THE PUBLIC, BECAUSE AS WAS TALKED ABOUT ONCE RM3 FINALLY GETS OVER THE HURDLE AND WE 9 HAVE THOSE INCREASES, THEN WE HAVE THIS ONE COMING IN ON 207, 10 BECAUSE I YOU THINK THE EDUCATION IS SO IMPORTANT BECAUSE EVEN 11 SOMEBODY LIKE ME, BEING ON MTC AND BEING PRESENTED THIS 12 INFORMATION, I'M SAYING, OH YEAH THIS MAKES SENSE, BUT IF 13 YOU'RE NOT THINKING ABOUT IT YOU MAY SAY, WHAT DO YOU MEAN YOU 14

19

15

16

17

18

20 AMY WORTH, CHAIR: PETER BEFORE WE MOVE ON, I HAVE TWO OTHER

AND BRIDGES GET OLD JUST LIKE PEOPLE DO.

MORE MONEY, WHAT IS LEFT TO BE DONE WITH IT? SO I REALLY

WANT MORE MONEY? THE BRIDGE IS ALREADY THERE WHY DO YOU NEED

APPRECIATE THIS INFORMATION, AND I'LL START TALKING TO PEOPLE

- 21 INTRODUCTIONS, AND I AM VERY HONORED TO MAKE, AND I APOLOGIZE
- 22 FOR NOT DOING IT SOONER. DIN A I WANT TO WELCOME YOU TO OUR
- 23 COMMISSION AND TO MTC. DINA E IS GOING TO BE OUR NEW ACTING
- 24 DISTRICT DIRECTOR. IT'S GREAT TO HAVE YOU HERE. AND YOUR
- 25 DEPUTY SEAN IS ON THE CALL TOO. SO JUST WANT TO THANK YOU VERY



- 1 MUCH, AND WE'RE REALLY LOOKING FORWARD. YOU THERE GO. HELLO
- 2 SIR. NICE TO SEE YOU AGAIN. AND WE REALLY LOOK FORWARD TO
- 3 WORKING TOGETHER. SO FORGIVE ME FOR NOT INTRODUCING YOU AT THE
- 4 BEGINNING OF THE MEETING AND I'M SO GRATEFUL THAT YOU'RE
- 5 WORKING IN YOUR NEW ROLES AND LOOKING FORWARD TO WORKING WITH
- 6 YOU. THANK YOU. JUMPING IN AT A CRITICAL TIME. WE VALUE
- 7 CALTRANS PARTNERSHIP AND THE VALUE OF WORKING TOGETHER ON
- 8 THESE BRIDGES. THANK YOU. OKAY. SO NOW, PETER ON TO THE NEXT
- 9 ITEM.

10

- 11 CLERK OF THE BOARD: COMMISSIONER WORTH? WE HAVE TWO RAISED
- 12 HANDS FROM DAVIS AND COMMISSIONER JOSEFOWITZ.

13

14 AMY WORTH, CHAIR: PLEASE, JIM, GO AHEAD THEN NICK. THANK YOU.

- 16 JIM DAVIS: THANK YOU MADAM CHAIR, AND THIS KIND OF GOES TO
- 17 THE COMMENTS WE WERE TALKING ABOUT IN THE VERY BEGINNING AND
- 18 LOOKING AT LIFE CYCLE ANALYSIS AS WELL AS ASSET MANAGEMENT,
- 19 AND WHEN I WAS LEAVING OF THE COMMISSION, I KNEW BATA WAS
- 20 HIRING SOME CONSULTANTS TO START DOING ASSET MANAGEMENT TRYING
- 21 TO TAKE A LOOK AT IT, AND BRIAN MAYHEW WAS TALKING ABOUT
- 22 LOOKING AT THE MODELS, THE QUESTION S REALLY, WHAT'S INCLUDED
- 23 IN THOSE MODELS? WHAT DO WE FACTOR INTO IT IS HOW LONG BECAUSE
- 24 WHAT COMES TO MIND IS WHAT DOLLARS DO WE NEED AT SUCH TIME TO
- 25 TAKE CARE OF THESE BRIDGES IN THE FUTURE. THAT'S JUST THE



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November 20, 2020

QUESTION IS, HAVE WE DONE THAT LIFE CYCLE ANALYSIS? OR WHERE

WE ARE ON THE ASSET MANAGEMENT? I APOLOGIES, I HAVEN'T BEEN 2 3 PART OF THE LAST FEW MEETINGS, BUT I HAVEN'T SEEN ANY OF THAT INFORMATION THAT WAS SHARED. 4 5 BRIAN MAYHEW: I CAN GIVE YOU A QUICK RUN DOWN ON HOW OUR 6 MODELS WORK. OUR MODELS ARE NOT AN ENGINEERING MOLD WE'RE NOT 7 8 TRYING TO FIGURE OUT IF A BOLT SHOULD BE REPLACE. OUR MODEL IS DESIGNED TO GIVE DEPRECIATION STRUCTURE CALLED GASB 34 MODEL 9 FOR DEPRECIATION OF BRIDGES. SO WE GO THROUGH THE LIST OF ALL 10 THE BRIDGES, THE AGE OF THE BRIDGES, WE GO THROUGHOUT LIST OF 11 REPAIR, REPLACEMENT, AND OTHER THINGS AS THEY'RE SCHEDULED 12 OUT, BASICALLY THE SCHEDULE IS OUT 20 YEARS, NOW REALITY OF 13 LIFE IS WE RUN OUR MODELS OVER 100 YEARS, RUNNING THE CYCLE 14 15 OVER AGAIN. WE TAKE THE NORMAL REPAIR, PAINT, MAINTENANCE, AND 16 ON TOP OF THAT THREE GO THROUGH EACH OF THE MAJOR PROJECTS. ON 17 TOP OF THAT, WE ALSO LOOK AT THE LIFE OF THE BRIDGE. SO, WHEN YOU GET TO A BRIDGE, RICHMOND IS A GOOD EXAMPLE. AS RICHMOND 18 GETS TO ITS 75th YEAR AND OUR MODELS ASSUME A BRIDGE NEEDS TO 19 BE REPLACED AT 75 YEARS, WE THEN START THE REPLACEMENT CYCLE 20 21 OF THAT BRIDGE IN FIVE YEARS BEFORE COMPLETED FIVE YEARS AFTER THAT NEEDS DECK REPLACEMENT, TOWERS, A LOT OF OTHER THINGS 22 COULD BE DONE OTHER THAN REPLACING THE BRIDGE. THEN IT BRING 23 IT ALL BACK WE USE FOUR DIFFERENT DEPRECIATION CYCLES ALL 24

THOSE DESIGNED TO GIVE US AN AVERAGE PER BRIDGE AND HIGHEST



- 1 AVERAGE PER BRIDGE GIVES US A MODEL AND AMORTIZES OVER 20
- 2 YEARS. WHEN WE SEE THE MODEL, THE TOLL IS SET, THE TOLL IS SET
- 3 TO DO WHAT EACH ONE OF THOSE COMPONENTS, \$3 TO GET THE SEISMIC
- 4 RETROFIT DONE, \$1 DESIGNED TO GET RM1 DONE ANOTHER THERE
- 5 DESIGNED TO GET RM2 DONE. THEY HAVE DONE THERE JOB TO MEET THE
- 6 DESIGN AND WITH THOSE \$5, THERE IS THE CAPACITY FOR, WE HAVE
- 7 DESIGNED INTO THE MODELS, AND THE TOLL IS SUFFICIENT FOR
- 8 ROUGHLY \$100 MILLION IN REPAIR AND MAINTENANCE OF THE BRIDGES.
- 9 THE MAJOR PROJECTS THOUGH THAT CAN'T BE DONE WITH THAT TOLL
- 10 STREAM, SO WHEN YOU GET TO RISK MANAGEMENT, AGAIN, YOU GET AN
- 11 EXAMPLE STARTING TO GET CLOSE TO THE 75th YEAR, YOU START
- 12 GETTING INTO NOW YOU NEED TO START PLANNING, AND THE MODEL
- 13 WILL RAMP UP. THE TOLL IS NOT ADEQUATE AT THIS STAGE TO HANDLE
- 14 MAJOR REPAIRS, A DOLLAR GETS YOU ROUGHLY \$2 BILLION PLUS OR
- 15 MINUS 27 IT CAN BE MOVED UP OR BACK DEPENDING ON CASH FLOWS
- 16 BUT THAT'S THE WAY IT'S DESIGNED. THE ONLY OTHER COMPONENT OF
- 17 THAT IS, THE REASON OUR MODELS, THAT'S THE ONLY THERE WE WOULD
- 18 PUT IN FOR MAJOR REPAIRS BECAUSE AS DEBT SERVICE FALLS OFF
- 19 STARTING IN 2030, 2040, YOU GET MORE CAPACITY BACK. SO MORE OF
- 20 THE FIVE THERE TOLL IS NO LONGER UNENCUMBERED BY DEBT SERVICE
- 21 IT'S 10 MILLION ON THE BRIDGES, SO AS MORE DEBT IS FREED UP,
- 22 MORE CAPACITY BECOMES AVAILABLE. YOU DON'T NEED TO RAISE THE
- 23 TOLLS AT THAT STAGE TO DO MAJOR REPAIRS BECAUSE IT FREED
- 24 ITSELF UP. I DON'T KNOW WHETHER THIS'S A GOOD EXPLANATION OR
- 25 NOT BUT THAT'S BASICALLY HOW THE MODELS WORK. IT'S NOT AN



- 1 ENGINEERING MODEL NO ONE ON THE FINANCE SIDE WHEN WE ARE IN
- 2 NEW YORK OR TALKING TO INVESTORS IT GIVES US ANALYSIS OF WHAT
- 3 WE THINK FINANCIALLY WILL HAPPEN ON THE BRIDGES AND THEN THAT
- 4 WAY INVESTORS SEE WHAT THAT LONG-TERM TRACK LOOKS LIKE.
- 5 BECAUSE AGAIN THESE BRIDGES LAST A LONG TIME SO YOU CAN'T RUN
- 6 A NORMAL 10, 20 YEAR MODEL THEY'RE RUN MUCH LONGER.

- 8 ANDREW FREMIER: JIM, THIS IS ANDY F, BRYAN DOES HIS FINANCIAL
- 9 MODEL, WE WORK CLOSELY WITH THE CALTRANS TOLL BRIDGE
- 10 DEVELOPMENT ENGINEERING AND CHECK BACK AND FORTH, WITH BRYAN'S
- 11 MODEL THERE, IS TWO PARALLEL PATHS GOING TO THE ASSET
- 12 MANAGEMENT PIECE WE'RE GOING TO TALK ABOUT THAT IN
- 13 PRESENTATION. IN THAT AREA WE HAVE BEEN TRYING TO GET A LOT
- 14 MORE MODERN. AND I THINK WE HAVE MADE QUITE A BIT OF PROGRESS.
- 15 10, 15 YEARS AGO, WE KIND OF FOLLOWED A SPREADSHEET THAT
- 16 MATCHED WHAT THE INSPECTORS WERE SEEING ON THE BRIDGE WE HAVE
- 17 GOTTEN A LITTLE BIT MORE SOPHISTICATED WITH PRIORITIZATION OF
- 18 SAFETY PROJECTS DOWN TO PROJECTS THAT MIGHT BE NICE TO DO, AND
- 19 THEN WHAT WE HAVE DONE AT OUR LAST VISITED COMMISSION WAS
- 20 STAND UP A MUCH MORE ROBUST ASSET MANAGEMENT PROGRAM. WE
- 21 STARTED WITH RICHMOND BUT KEY WE WANTED TO KEEP IT INGESTING
- 22 TONY AND I AGREE THAT HAS BEEN HELPFUL IN TERMS OF TRYING TO
- 23 KEEP AN EYE ON THINGS THAT ARE HARD TO PREDICT, AND THEY
- 24 FEEDBACK INTO BRYAN'S MODEL REGULARLY SO HE'S AWARE OF WHAT
- 25 WE'RE THINKING.



1 2 BRIAN MAYHEW: RIGHT. 3 JIM DAVIS: WE HAVE BEEN MOVING MATURITY SAT MANAGEMENT AND 4 5 GETTING INTO DEGRADING A MODELS BRYAN I UNDERSTAND YOUR FINANCIAL SIDE WITH DEGRADATION VERSUS WHAT'S HAPPENING WHEN 6 YOU POTENTIALLY HAVE TO REPLACE A BRIDGE OR DO THOSE TYPES OF 7 8 THINGS YOU HAVE TO MARRY THOSE TYPES OF THINGS TOGETHER AND 9 CHAIR WORTH THAT'S WHAT WE TALKED ABOUT THREE YEARS AGO. 10 AMY WORTH, CHAIR: RIGHT. AND I THINK THAT'S PART OF THE -- THE 11 LARGEST PART OF THIS WORK, OF THIS COMMITTEE, IS TO REALLY 12 UNDERSTAND WHAT THOSE TWO -- HOW THOSE -- THE INTERPLAY AND 13 MAKING SURE AS WE'RE MOVING FORWARD ARE ABLE TO PLAN FOR THE 14 15 RESOURCES TO DO THE ENGINEERING SIDE OF IT. AND I WAS KIDDING 16 ANDY THE OTHER DAY BECAUSE WE WERE TALKING ABOUT THE WHOLE ISSUE OF BRIDGE REHAB AND I REMEMBER THAT WONDERFUL VIDEO THEY 17 DID DURING THE BAY BRIDGE ON THE WAR ON CORROSION. SO I PULLED 18 OUT THAT BART VIDEO, AND IT'S REALLY TRUE. I MEAN, YOU SEE 19 THESE BRIDGES AND IN THIS ENVIRONMENT THIS'S CONSTANTLY 20 21 ATTACKING THE MATERIALS WITH WHICH THE BRIDGES ARE MADE. BUT 22 ANYWAY, THANK YOU FOR THAT QUESTION. MOVING ON, NICK, YOU HAD 23 A QUESTION TOO. 24





- 1 COM. NICK JOSEFOWITZ: YEAH. I WAS GOING TO ASK THE SAME
- 2 QUESTION, AND I KNOW WE'RE ADDRESSING THIS LATER IN THE
- 3 PRESENTATION, AS WELL, ABOUT THE ENGINEERING FOCUSED MODELS
- 4 AROUND ASSET MANAGEMENT, AND SPECIFICALLY HOW WE -- HOW WE'RE
- 5 SYNCING UP WITH CALTRANS ON THIS. BECAUSE WE OBVIOUSLY HAVE A
- 6 HUGE AMOUNT OF LIABILITY FOR THESE ASSETS IN FACT OR IN JUST
- 7 LIKE -- I DON'T LIKE, TECHNICALLY OR IN REALITY, RIGHT, AND
- 8 I'M CONCERNED THAT WE DON'T HAVE A SHARED ASSET MANAGEMENT
- 9 FRAMEWORK AND I AM CONCERNED THE WAY JIM RAISED THE ISSUE THAT
- 10 WE DON'T -- WE'RE NOT -- WE DON'T HAVE A SHARED FRAMEWORK WITH
- 11 WHICH TO KIND OF UNDERSTAND AND REALLY PRIORITIZE THE ASSET
- 12 MANAGEMENT OF THESE BRIDGES USING KIND OF REALTIME INFORMATION
- 13 ABOUT THE STATUS OF ASSETS AND IMPLEMENTING A KIND OF MOVING
- 14 TOWARDS SOMETHING LIKE AN ISO, I CAN'T REMEMBER THE EXACT
- 15 NUMBER, ANDY, IT MIGHT BE IN YOUR PRESENTATION LATER, BUT
- 16 MOVING TO SORT OF ISO CERTIFICATION ON ASSET MANAGEMENT IN
- 17 CONJUNCTION WITH CALTRAIN AS WELL, FEELS LIKE SOMETHING WHERE,
- 18 WHICH WOULD BE THE TYPE OF FRAMEWORK, WHICH WOULD GET US ON
- 19 THE SAME PAGE WITH CALTRAIN, TO REALLY SYNC UP ON EXACTLY HOW
- 20 WE THINK ABOUT THESE BRIDGE, AND HOW THEY'RE DIFFERENT, THESE
- 21 BRIDGES ARE DIFFERENT FROM YOUR STANDARD CALTRANS BRIDGES.
- 22 SORRY. I KEEP SAYING CALTRAIN. CALTRANS. TOO MANY MTC
- 23 MEETINGS. THESE ARE NOT TO DENIGRATE THOSE OTHER BRIDGES BUT
- 24 THERE IS SOMETHING LIKE 50,000 BRIDGES IN THE STATE AND THE
- 25 BAY BRIDGE IS A UNIQUE ONE AS THE OTHER SORT OF CROSS BAY



BRIDGES. THOSE ARE ONE OF THE THINGS I WANTED TO GRAPPLE WITH 1 TODAY, IF POSSIBLE, AND ANDY THAT MIGHT BE SOMETHING YOU'RE 2 3 GOING TO BE TALKING ABOUT LATER. 4 5 ANDREW FREMIER: COMMISSIONER JOSEFOWITZ, IT IS. IT'S ISO 5501 THAT YOU'RE REFERRING TO, AND I THINK MR. WOLFF WILL MENTION 6 IT IN A BIT AND I AM GOING TO CLOSE WITH SOME THOUGHTS ON IT 7 8 AS WELL. 9 COM. NICK JOSEFOWITZ: THANK YOU. 10 11 AMY WORTH, CHAIR: THANK YOU SO MUCH. ARE THERE ANY OTHER 12 QUESTIONS OR COMMENTS AT THIS POINT? OKAY. LET'S MOVE ON TO 13 14 ITEM 3B. 15 16 PETER LEE: MUTHANNA OMRAN IS GOING TO MAKE THE PRESENTATION. 17 MY NAME IS MUTHANNA OMRAN, I AM THE PROJECT MANAGER FOR 18 CALTRANS THAT FOCUS SOLELY ON [INDISCERNIBLE] PROJECTS. TO GO 19 BACK TO JIM'S OUESTIONS, WE ARE GOING TO START WITH ASSET 20 21 MANAGEMENT AS IT STANDS TODAY. AND I WILL BE FOLLOWED BY 22 STEPHAN WOLF FROM BATA TO WHAT ARE THE NEW MODIFICATIONS OR UPGRADES TO OUR ASSET MANAGEMENT APPROACH TO THOSE BRIDGES. 23 HOPEFULLY WE CAN RISE UP TO THE DEMAND AND THE GRAVITY OF 24

THESE BRIDGES' VALUE. NEXT. SO, WE START OUR CURRENT ASSET



- 1 MANAGEMENT PLAN BY COLLECTING THE DATAS -- THE DATA FROM
- 2 DIFFERENT SOURCES. SO WE COLLECT THE DATAS -- THE DATA FROM
- 3 BRIDGE CONSTRUCTION, ORIGINAL CONSTRUCTION DRAWING OF THE
- 4 BRIDGES AND ANY PROJECT THAT GOES ON THE BRIDGES WILL GENERATE
- 5 NEW DRAWINGS AND THAT'S THE BASIS OF WHAT WE KNOW ABOUT THE
- 6 BRIDGE. AND THE SECOND SOURCE WILL BE OUR FHWA MANDATE OF
- 7 BRIDGE INSPECTIONS. AND THE THIRD SOURCE IS WE HAVE FOCUSED
- 8 INSPECTIONS, AND WE HAVE SPECIALTY STUDIES ON THOSE BRIDGE WE
- 9 STILL TRACK CHANGES CODES AND GUIDELINES FROM STATE AND
- 10 FEDERAL AGENCIES. ALL THAT INFORMATION IS WHAT WE HAVE TO
- 11 MERGE TOGETHER TO MANAGE THOSE -- THE BRIDGES. SO, EACH STUDY,
- 12 EACH INSPECTION WILL YEN RATE A REPORT. AND EACH OF THOSE WILL
- 13 HAVE SEVERAL WORK RECOMMENDATIONS. AND THAT WILL TAKE US TO
- 14 THE SECOND PART OF THE ASSET MANAGEMENT CYCLE, OR WHEEL. WE
- 15 HAVE TO IDENTIFY THOSE PROJECTS. SO WE HAVE THE
- 16 RECOMMENDATIONS IN RAW FORM. WE CLARIFY THEM BY TYPE AND
- 17 URGENCY. AND WE DETERMINE WHAT ARE THE PROGRAMMABLE WORK, WHAT
- 18 IS THE PROGRAMMABLE WORK THAT IS GENERALLY TOO LARGE TO BE
- 19 HANDLED BY CALTRANS BRIDGE MAINTENANCE CREWS, AND THE PAINT
- 20 CREWS. MOST PROGRAMMABLE WORK IS BASED ON LIFE CYCLE TIMELINE
- 21 ESTIMATES, AND GENERALLY, IF THE PROJECT CAN -- IF THE WORK
- 22 CAN BE DONE IN COMPATIBLE WAY WITH THE PROJECT LIFE
- 23 DEVELOPMENT TIME, WHICH IS AROUND, BETWEEN 2 AND 5 YEARS, THEN
- 24 THAT IS WHAT WE CALL PROGRAMMABLE WORK. THEN WE HAVE THE OTHER
- 25 TYPE OF WORK, WHICH IS EMERGENCY TYPE OF WORK, WHICH WE HANDLE





- 1 THAT BY DIRECTOR ORDERS, OR DISTRICT DIRECTOR ORDERS,
- 2 DEPENDING ON HOW MUCH MONEY IS INVOLVED. RECOMMENDATIONS THAT
- 3 THE WORK THAT GOES IN THIS CATEGORY, THEY ARE THE
- 4 RECOMMENDATIONS THAT NEED TO BE ADDRESSED IMMEDIATELY. SERIOUS
- 5 SAFETY OR STRUCTURAL ISSUES CAN BE ADDRESSED THAT DAY, BUT
- 6 TYPICALLY GO ON TO MOTION WITHIN A FEW MONTHS. URGENT WORK,
- 7 BRING MAINTENANCE OR PAINT CREWS FOR RECOMMENDATIONS THAT NEED
- 8 ADDRESSED IMMEDIATELY, ALSO. BUT, IT IS SMALLER IN SCOPE.
- 9 THESE MAY BE IMMEDIATE, TEMPORARY MEASURES, THAT ADDRESS
- 10 SAFETY ISSUES, OR STABILIZE A STRUCTURAL ISSUE, BUT REQUIRE
- 11 EMERGENCY WORK TO ACHIEVE A LONG-TERM SOLUTION. BASICALLY,
- 12 THEY WILL GIVE US TIME TO DEVELOP THE PROJECT THAT WILL
- 13 ADDRESS THE PARTICULAR DEFECT. AND THEN WE'LL GO TO THE --
- 14 THESE RECOMMENDATIONS WILL BE GROUPED, LIKE I SAID, BASED ON
- 15 THEIR TYPE AND URGENCY, AND TO CONTRACTS. AND THOSE CONTRACTS
- 16 WILL BE PLACED ON THEIR -- BY THEIR PRIORITY IN OUR MULTI-YEAR
- 17 PLANS. WE HAVE A TEN YEAR PLAN, AND WE HAVE A 20 YEAR PLAN
- 18 THAT WE CONSTANTLY UPDATE BASED ON THE CHANGES AND THE DATA
- 19 THAT COMES FROM THE FIELD. AND THEN WE GO NUMBER FOUR. NUMBER
- 20 FOUR IS HOW DO WE BUDGET THOSE PROJECTS. AND, I WOULD LIKE TO
- 21 STATE THAT THROUGHOUT ALL THESE FIVE STATIONS OF THE ASSET
- 22 MANAGEMENT, WE, CALTRANS AND BATA ARE IN CLOSE COORDINATION,
- 23 AND ANYTHING THAT IS BEING PLACED ON THE 20 AND 10 YEAR PLAN,
- 24 THE PRIORITIES THAT WE HAVE, IT IS THAT INFORMATION IS
- 25 EXCHANGED AND SCRUTINIZED AND DISCUSS ASKED COORDINATED





- 1 EXTENSIVELY BEFORE WE GO TO CONSTRUCTION. SO WITHIN BATA
- 2 BUDGET, THE PROJECTS ARE PRIORITIZED BASED ON THE ELEMENT
- 3 IMPORTANCE, THE CONDITION, HOW BAD IS IT, AND THE LIFELINE
- 4 STATUS, WHICH IS THE TYPE THAT THE BRIDGE CLASSIFICATION ON
- 5 THE TRANSPORTATION NETWORK. FINALLY PROJECT IMPLEMENTATION
- 6 THAT'S WHEN WE ACTUALLY DESIGN AND CONSTRUCT THE DELIVER THE
- 7 PROJECT. IT LOOK LIKE PLANNING AND DESIGN CONSTRUCTION TIME
- 8 BUT NOT TRUE JUST THOSE TWO ARE STATIONS. THOSE ARE GENERATED
- 9 AND THEN IT GOES BACK TO NUMBER ONE. SO BECAUSE WE WILL BE
- 10 TALKING ABOUT SPECIFIC PROJECTS, THIS IS JUST A GENERAL GUIDE
- 11 ON WHAT THESE ELEMENTS LOOK LIKE AND WHERE THEY ARE ON THE
- 12 BRIDGE. SO WE HAVE THE WEST SPAN OF THE BAY BRIDGE AS AN
- 13 EXAMPLE HERE. SO WE HAVE TOWERS, WE HAVE THE MAIN CABLES, WE
- 14 HAVE SUSPENDER CABLES, WE HAVE SEISMIC DAMPERS. IT'S NOT
- 15 REALLY VISIBLE IN THIS VIEW, BUT THEY LOOK LIKE A CAR'S SHOCK
- 16 ABSORBERS, BASICALLY. AND WHEN THE BRIDGE TOUCHES DOWN ON THE
- 17 GROUND THAT SUPPORT WE CALL ABUTMENT. THE TOWER SITS ON A
- 18 CONCRETE PIER, THIS'S THE FOUNDATION THAT SITS USUALLY ON THE
- 19 AISLES. ON BOTH SIDES OF NAVIGATIONAL CHANNELS, WE HAVE TIMBER
- 20 OR SIMILAR MATERIAL TENDERS TO PROTECT THE BRIDGE AND THE
- 21 SHIPS THAT MAY COLLIDE WITH IT. FOR MAINTENANCE REASON, WE
- 22 HAVE TRAVELER SYSTEMS, THAT TRAVEL BOTH DECKS, THE UPPER AND
- 23 THE LOWER DECK, THEY TRAVEL LONGITUDINAL. AND WE HAVE THE DECK
- 24 [INDISCERNIBLE] SYSTEM. THOSE ARE THE STEEL ELEMENTS THAT
- 25 SUPPORT THE DECK. AND LONGITUDINALLY THE STRUCTURAL ELEMENT





- 1 THAT IS FORMED FROM TRIANGLES. NEXT. THESE ARE THE TOP 20
- 2 PRIORITY PROJECTS THAT WE WOULD LIKE TO GET A GO ON. AND WOULD
- 3 LIKE YOUR HELP WITH SOME OF THOSE PROJECTS. THANKS FOR -- I
- 4 THINK IT'S ROSALIN, SHE PUT THE COLOR CODE ON IT AND IT IS
- 5 VERY INFORMATIVE THAT WAY. YOU WILL SEE, I WILL DISCUSSING A
- 6 LITTLE BIT LATER WHAT THE PERCENTAGE OF PAINT PROJECTS THAT WE
- 7 NEED AND LATER WE'LL BE TALKING ABOUT. NEXT SLIDE. STRUCTURAL
- 8 STEEL PAINT. SO LOOK, LET ME START BY, WHY DO WE -- WHY PAINT
- 9 IS SUCH AN IMPORTANT ITEM HERE. IT'S PAINT. AND IF YOU SEE ON
- 10 THE RIGHT PICTURE OF THE BRIDGE, BEFORE, WHEN IT IS READY TO
- 11 START A PAINT PROJECT, AND THE LOWER PICTURE IS HOW IT LOOKS
- 12 AFTER THE PAINT. IT LOOKS PRETTY. BUT THAT'S NOT ONLY WHY WE
- 13 PAINT THE BRIDGES. SO THE PAINT AND CATHODIC PROTECTION ARE
- 14 THE SYSTEMS THAT WE CURRENTLY HAVE ON THOSE SEVEN BRIDGES.
- 15 EXCEPT THE BENICIA BRIDGE, THAT IS CONCRETE. THESE SYSTEMS,
- 16 THE PAINT, AND THE CATHODIC PROTECTIONS IS TO GUARD AGAINST
- 17 SECTION LOSS AND STEEL ELEMENTS AND INCREASES STRESS LEVELS
- 18 DUE TO RUST, AND REDUCTION IN DUCTILITY AND FATIGUE
- 19 RESISTANCE. PROPERTIES INVESTMENTS ARE NEEDED NOW. WHY DO WE
- 20 NEED TO PAINT THEM NOW? WHY SO MUCH PAINT THAT WE HAVE?
- 21 BECAUSE OF THE AGE OF THE PAINT SYSTEMS THAT WE HAVE ON THE
- 22 BRIDGES. WE HAVE VERY GOOD SYSTEMS, THAT WE NO LONGER CAN PUT
- 23 ON THE BRIDGES, BECAUSE THEY WERE MADE -- THEY WERE -- THEY
- 24 HAD LEAD IN THEM. THE LEAD WORKS WONDERFUL, BUT IT'S NOT GOOD
- 25 FOR THE ENVIRONMENT, AND WE CANNOT PUT IT BACK ON THE BRIDGES.





- 1 SO, THE EXISTING LED-BASED PAINT HAS PROTECTIVE
- 2 CHARACTERIZATION WHICH IS POTENCY AGAINST CORROSION, HAS
- 3 DEPLETED OVER ALL THESE YEARS AND LIKE IN PETER'S EARLIER
- 4 SLIDE, THE BAY BRIDGE IS 83 YEARS NOW. THE CONSTRUCTION HAS
- 5 ADEQUATE SURFACE PREPARATIONS, WE STILL HAVE NO SCALE ON THOSE
- 6 ELEMENTS. WHILE THE LEAD-BASED PRIMERS WORKED WELL ON MOST
- 7 SCALE, THE NEW PAINT SYSTEMS REQUIRE NO SCALE COMPLETE REMOVAL
- 8 AND SURFACE PREPARATION, THAT INCREASES THE COST, AND ALSO THE
- 9 REMOVAL PART, AND INCLUDING THE EXISTING LEAD. REQUIRES
- 10 CONTAINMENT SYSTEMS AND STRICT WORKER HELP PRACTICES, THAT IS
- 11 BECOMING STRINGENT OVER TIME. THE NEW PAINT SYSTEMS ARE
- 12 EXPECTED TO LAST ABOUT 20 TO 25 YEARS, WITH REGULAR UPKEEP
- 13 THAT GENERALLY IS PROVIDED BY THE STATE CREWS. THE PROJECTS
- 14 THAT WE HAVE, WE NEED ABOUT 27 -- WE HAVE 27 MILLION SQUARE
- 15 FEET OF PAINTED SURFACE, THAT IS A LOT OF WORK. IT IS EXPECTED
- 16 TO LAST FOR 25 YEARS. A COMBINATION OF STATE FORCES AND
- 17 CONTRACTS ARE NEEDED TO CATCH UP WITH THOSE PAINT CYCLES EVERY
- 18 25 YEARS. NEXT. THE PROJECTS THAT WE HAVE ON THE 20 -- ON THE
- 19 TOP 20 PRIORITY PROJECTS, WE NEED 218 MILLIONS FOR THE
- 20 RICHMOND SAN RAFAEL BRIDGE. THERE ARE -- WE NEED TO PAINT THE
- 21 GIRDER, THE DECK, THE FLOOR SYSTEMS AND THE -- FOR THE SAN
- 22 MATEO HAYWARD BRIDGE WE NEED \$11 MILLION. WE NEED TO PAINT THE
- 23 TOWER LEGS. THE PICTURE ON THE LOWER RIGHT IS FOR THE LEGS OF
- 24 SAN MATEO HAYWARD BRIDGE. WE NEED TO PAINT THE BAY BRIDGE
- 25 WESTBOUND. WE NEED TO DO THAT FOR THE DECK FLOOR SYSTEM, AND



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- 1 WE INCLUDE SOME REPAIR IN THAT PARTICULAR PROJECT, BECAUSE WE
- 2 WILL HAVE ACCESS, BASICALLY PLATFORMS THAT ARE BUILT TO DO THE
- 3 PAINT, WILL BE -- WILL PROVIDE ACCESS TO DO SOME DECK REPAIRS.
- 4 SO WE ARE COMBINING THOSE TWO ITEMS TOGETHER IN A PROJECT. AND
- 5 WE ALSO NEED TO PAINT THE TOWERS. NOW, WE NEED 125 MILLIONS TO
- 6 PAINT THE ENTIRE 1958 CARQUINEZ, WHICH IS THE EASTBOUND
- 7 CARQUINEZ BRIDGE. EVERYTHING IS IN 125 MILLIONS. THIS CAN BE
- 8 BROKEN DOWN IN SMALLER PROJECTS IF -- AS NEEDED, AND AS FUNDS
- 9 ARE AVAILABLE. NEXT. NOW, WE HAVE PROJECTS THAT ARE RELATED TO
- 10 BRIDGE DECKS. SO, WE HAVE DECKS RESURFACES, REHABILITATION AND
- 11 REPLACEMENT PROJECTS. WE HAVE EXPANSION JOINTS, AND JOINT
- 12 SEALS THAT GENERALLY HAVE BETWEEN 10 AND 20 YEAR SERVICE LIFE
- 13 EXPECTANCY. SO THOSE ARE VERY COMMON. AND WE ALSO HAVE SEISMIC
- 14 JOINTS. THOSE ARE THE JOINTS ON THE DECK THAT SERVE A HIGH
- 15 MOVEMENT RATING. SO WHY DO WE HAVE -- WHY DO WE NEED TO LOOK
- 16 AT THE DECKS? WE NEED TO LOOK AT THOSE BECAUSE THERE ARE NEW
- 17 CODES, AND WE ARE LEARNING NEW THINGS. THE NEW CODE,
- 18 GENERALLY, REQUIRES US TO CATER FOR HIGHER DEMAND LOADS. WE
- 19 LEARN NEW THINGS, SINCE THE EXISTING DECKS WERE DESIGNED AND
- 20 CONSTRUCTED. AND SOMETIMES NEED TO REHAB THE DECKS TO THESE
- 21 DECKS TO PROLONG THEIR SERVICE LIFE. I'M TALKING EXACTLY,
- 22 SPECIFICALLY ABOUT THE RICHMOND SAN RAFAEL AND THE WEST SPAN
- 23 OF THE BAY BRIDGE, ON THE 10 AND 20 YEAR PLAN, WE HAVE
- 24 PROJECTS WITH A LOT OF MONEY TO REPLACE THOSE DECKS, AND WE
- 25 ARE LOOKING -- WE ARE CONSTANTLY SEARCHING FOR WAYS TO PROLONG



- 1 THE LIFE OF THE EXISTING DECKS. SOME OF THE EXISTING DECKS
- 2 WERE CONSTRUCTED FROM LIGHT WEIGHT CONCRETE, AND AT THAT
- 3 PARTICULAR TIME, THAT PARTICULAR PRODUCT WAS NOT REALLY WELL-
- 4 KNOWN SO WE THAN WE CAN DO BETTER WITH THE CURRENT MATERIALS.
- 5 THE SERVICE LIFE OF THE DECK HAD WHICH IS THE AGE OF THE
- 6 BRIDGE LIKE OTHER MATERIALS THEY BREAK DOWN OVER TIME THEY
- 7 HAVE SERVICE OF LIFE. THEN WE HAVE OVERLAY ON MOST OF THE TOLL
- 8 BRIDGES, AND THAT HAS, THE OVERLAY ITSELF HAS A LIFESPAN, AND
- 9 THOSE REPAIRS ARE NEEDED, MAYBE BETWEEN 10 AND 15 YEARS.
- 10 AGAIN, WE HAVE TO REHAB ALL THE DECK JOINTS, THE SEISMIC BIG
- 11 ONES ON THE TYPE A, WHICH IS THE HALF INCH ONE. NEXT? SO THE
- 12 TOP PROJECTS THAT ARE RELATED TO BRIDGE DECKS. WE NEED 14
- 13 MILLIONS FOR THE U.S. SPAN OF THE BAY BRIDGE TO REPLACE 56
- 14 JOINTS LOCATED ON THE NORTHERN SIDE OF THE LOWER DECK. THE
- 15 REST OF THE BRIDGE JOINTS WERE EARLIER REHAB PROJECTS. BENECIA
- 16 MARTINEZ WEST DECK JOINT REPAIR WE NEED FOR CONSTRUCT AND
- 17 REPAIRS. AND EXPANSION JOINTS. CARQUINEZ DECK OVERLAY THIS IS
- 18 THE NEW SUSPENSION BRIDGE CAROUINEZ WEST IT ALREADY HAS --
- 19 IT'S MORE THAN A TEENAGER NOW, AND THE DECK IS SHOWN ON THE
- 20 LOWER PICTURE, HAS SIGNIFICANT CRACKING. I THINK THAT
- 21 PARTICULAR CRACK IS MORE THAN HALF AN INCH. IT IS QUITE WIDE.
- 22 AND WE NEED TO REPLACE THAT ASPHALT OVERLAY. NEXT? WE HAVE
- 23 STRUCTURAL ELEMENTS AND STRUCTURAL COMPONENTS. WE HAVE STEEL
- 24 MEMBERS. WE HAVE CONCRETE AND CABLE SYSTEMS AND SEISMIC
- 25 SYSTEMS ON THOSE BRIDGES THAT NEED TO BE REPAIRED. NEXT WE



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 - 1 HAVE -- NEXT. THANK YOU. STRUCTURAL ELEMENTS, CONCRETE
 - 2 REPAIRS, AND PROTECTIONS. WE HAVE THE CENTER ANCHOR I THINK OF
 - 3 THE BAY BRIDGE THAT WE NEED TO ADDRESS SOME CRACKING ISSUES
 - 4 THERE. WE HAVE THE WEST SPAN SKIRT AND FENDER SYSTEM. THOSE
 - 5 FENDERS PROTECTED THE BRIDGE FROM SHIP COLLISIONS, AND FALLING
 - 6 APART AND IT'S OUTLIVED ITS SERVICE LIFE AND WE NEED 90
 - 7 MILLION TO REPLACE THOSE FENDERS, AND ANTIOCH BRIDGE WE NEED
 - 8 MILLION IT IS REPLACE THE FENDERS. NEXT SLIDE. WE HAVE CABLE
 - 9 SYSTEMS ON BOTH THE WEST SPAN OF THE BAY BRIDGE, THE EAST
 - 10 SPAN, AND THE NEW CARQUINEZ. WE HAVE A PROJECT TO WATCH OPEN
 - 11 THE CABLE TO REALLY LOOK ON, FIND OUT ABOUT THE CORROSION,
 - 12 POTENTIAL CORROSION INSIDE THE TABLE. THE CABLES ARE THE MAIN
 - 13 SUPPORTING SYSTEMS ON THE BRIDGE. AND THEY'RE VERY IMPORTANT.
 - 14 AND TO PROTECT THEM, BECAUSE WE CANNOT PUT THE LEAD-BASED
 - 15 PAINT, WE ARE PROPOSING TO USE DEHUMIDIFICATION SYSTEMS, WHICH
 - 16 IS THE LATEST TECHNOLOGY IN CABLE BRIDGE PROTECTIONS. NEXT? WE
 - 17 NEED TO REPLACE THE SEISMIC DAMPERS, THOSE ARE JUST LIKE
 - 18 SHARPS ON THE CAR THEY WEAR AND TIME OVER TIME THEY HAVE
 - 19 LIMITED SERVICE LIFE, WE NEED ABOUT SIX MILLIONS TO ADDRESS
 - 20 THE DAMPERS ON THE RICHMOND BRIDGE AND CARQUINEZ EAST. NEXT?
 - 21 THERE IS A BUNCH OF DIRECTORS ORDERS THAT WE COME ACROSS ON A
 - 22 WEEKLY BASIS. THEY COME FROM UNANTICIPATED FAIL YOURS, REPAIRS
 - 23 WENT BAD OR COLLISIONS WITH CARS, CARS FIRES, THAT TYPE OF --
 - 24 THAT TYPE OF NEED CAN BE ADDRESSED EITHER BY STATE FORCES OR
 - 25 BY LIMITED CONTRACTS, WHICH IS THE DIRECTOR'S ORDERS. AND WE



- 1 HAVE A BIG DIRECTOR ORDER FOR THE TUNNEL, THE YERBA BUENA
- 2 ISLAND TUNNEL, THAT IS CURRENTLY AND WE HOPE IN EARLY SPRING
- 3 WE WILL BE IN CONSTRUCTION. NEXT SLIDE. I WILL HAND -- I HAND
- 4 THIS PRESENTATION NOW TO STEPHAN WOLF WHO WILL TELL US ABOUT
- 5 THE NEW TECHNIQUES ON HOW TO IMPROVE OUR ASSET MANAGEMENT
- 6 PROCESS. AND THE PRESENTATION IS YOURS, STEVEN.

- 8 STEPHEN WOLF: GREAT. THANK YOU MUTAHNA. STEPHAN WOLF, BATA
- 9 STAFF. THANK YOU. WE TALKED WITH THE ASSET MANAGEMENT STATUS
- 10 AS CAN CURRENTLY STANDS AND WE HAVE TALKED ABOUT THE NEED TO
- 11 SHARPEN OUR PENCILS A BIT AND I'LL TALK ABOUT IN THE NEXT TWO
- 12 SLIDES WHERE WE THINK WE CAN ADD VALUE. FHWA DEFINES ASSET
- 13 MANAGEMENT AS A PROCESS TO SUSTAIN, IN THIS CASE, THE TOLL
- 14 BRIDGES IN THE DESIRED STATE OF GOOD REPAIR OVER THE LIFE
- 15 CYCLE WITH A PRACTICAL COST. IT DOESN'T DEFINE THE STATE OF
- 16 GOOD REPAIR IT LEAVES THAT TO THE OPERATOR IT'S IMPORTANT TO
- 17 NOTE THAT STATE OF GOOD REPAIR IS NOT THE SAME AS SAFETY.
- 18 SAFETY IS A MINIMUM STANDARD. WE'RE TALKING ABOUT MAINTAINING
- 19 THE BRIDGES IN A CONDITION WHERE WE CAN OPERATE THEM SAFELY
- 20 OVER AN EXTENDED TIME PERIOD. I FRAME THIS AS PURPOSE AND NEED
- 21 BECAUSE THAT'S FAMILIAR LANGUAGE BUT BY NO MEANS IS THIS
- 22 CODIFIED. STARTING WITH THE NEED, CONSTRAINED FUNDING IN
- 23 INCREASING COST OF MAINTAINING INFRASTRUCTURE RISK LEADING TO
- 24 ASSET DETERIORATION. AND YOU KNOW, THE PURPOSE OF THE WORK
- 25 THAT WE'RE PROPOSE SUGGEST TO DRAW ON THE EVOLUTION OF ASSET



- 1 MANAGEMENT BEST PRACTICES TO STRENGTHEN THE EXISTING PROCESS.
- 2 SO WE STARTED THIS WORK WITH RICHMOND SAN RAFAEL, WHICH WE
- 3 PRESENTED IN THE SUMMER, AND IN THE NEXT SLIDE, I WILL SHOW
- 4 YOU HOW WE PLAN TO EXPAND ON THAT. NEXT SLIDE PLEASE. GREAT.
- 5 THANK YOU. SO THIS SLIDE IS DIVIDED INTO FOUR STEPS. I AM
- 6 GOING TO DESCRIBE NOT IN TOO MUCH DETAIL BECAUSE ANDY IS GOING
- 7 TO DIVE IN AT THE END. THERE ARE FOUR STEPS NOT NECESSARILY IN
- 8 SERIES, BUT THIS IS SORT OF THE ORDER WE WOULD START IN. AND
- 9 WHEN YOU LOOK AT THE PROGRAM OF PROJECTS, AND WHAT WE ALSO SAW
- 10 FROM RICHMOND SAN RAFAEL, IS THAT PAINT AND DECKS TELL A BIG
- 11 PART OF THE STORY, RIGHT? AND SO IF WE CAN BETTER UNDERSTAND
- 12 THESE TWO CATEGORIES OF PROJECTS THEN WE'LL UNDERSTAND, 60
- 13 PERCENT, 28 PLUS 30 TO 60 OF THE 2 BILLION PLUS THERE
- 14 PROJECTS. PAINT IS 72 PERCENT OF THE TOP 20 PROJECTS THAT WE
- 15 WENT OVER HERE AND THE GOAL IS TO ENSURE WE'RE DOING THAT WORK
- 16 RIGHT AND ANDY WILL TALK ABOUT THAT MORE. FOR THE DECKS, THE
- 17 BULK OF THESE COSTS ARE THE TWO REPLACEMENTS FOR SAN FRANCISCO
- 18 AND RICHMOND SAN RAFAEL, AND THESE SORT OF LINGER IN THE 2
- 19 BILLION PLUS DOLLAR PIE. WE MIGHT NOT NEED THESE PROJECTS, WE
- 20 WERE SORT OF THINKING WE LEARNED FROM OUR WORK ON RICHMOND SAN
- 21 RAFAEL AND WHAT WE UNDERSTOOD FROM THAT IS THAT A DECK
- 22 REPLACEMENT IS NOT NECESSARILY THE STRATEGY WE WANT TO PURSUE
- 23 IN THE NEAR-TERM. THE GOAL IS TO HAVE THE FIRST BITE OF THE
- 24 APPLE BE A VERY BIG BITE LOOKING AT 60 PERCENT OF \$2 BILLION
- 25 AND FIGURING OUT A MORE OFFICIAL PROGRAM. THE NEXT STEP THEN



- 1 IS TO CONTINUE WITH ASSET MANAGEMENT PLANS FOR THE REMAINING
- 2 BRIDGES SIMILAR TO WHAT WE DID ON RICHMOND, SAN RAFAEL, AND
- 3 YOU KNOW, GOING BACK TO THE EARLIER DISCUSSION THAT JIM
- 4 BROUGHT UP, YOU KNOW, THE STATE IS REQUIRED TO PUT TOGETHER
- 5 TRANSPORTATION ASSET MANAGEMENT PLANS. AND YOU KNOW, AS WAS
- 6 REFERENCED, OUR HANDFUL OF BRIDGES SHOW UP AGAINST MORE THAN
- 7 10,000 OTHER BRIDGES, AND SO THE AIM HERE IS REALLY TO LOOK AT
- 8 THE BRIDGES, THESE TOLL BRIDGES, AS THE ASSET, AND GO THROUGH
- 9 A SORT OF ANALOGOUS PROCESS, BUT HOW TO BE SPECIFIC TO THE
- 10 BRIDGES. AND SO THIS SLIDE -- THIS STEP TWO IN THIS SLIDE SORT
- 11 OF SHOWS THE PROCESS THAT WE WENT THROUGH FOR RICHMOND SAN
- 12 RAFAEL, WHICH WAS TO FIRST DEFINE A STATE OF GOOD REPAIR,
- 13 RIGHT? BECAUSE THAT'S NOT PREVIOUSLY DEFINED. AND THEN WE
- 14 LOOKED AT THE GAPS BETWEEN THE CURRENT CONDITION, AND THE
- 15 STATE OF GOOD REPAIR. WE EVALUATED THE RISKS THAT WOULD TAKE
- 16 YOU AWAY FROM A STATE OF GOOD REPAIR, AND THEN WE PERFORMED A
- 17 LIFE CYCLE COST ANALYSIS AND THAT LED TO A SORT OF PREFERRED
- 18 PLAN OF ACTION FOR RICHMOND SAN RAFAEL AND THAT'S THE SAME
- 19 IDEA WE WOULD HAVE FOR THE REMAINDER OF THE BRIDGES. THE THIRD
- 20 STEP GOING DOWN THERE IS TO LOOK AT HOW WE ARE DELIVERING
- 21 THESE PROJECTS TO MAKE SURE, YOU KNOW, WE ARE DOING THIS
- 22 EFFICIENTLY AND EFFECTIVELY. AND ONE LINE OF THIS IS TO
- 23 EXPLORE HOW WE ARE DELIVERING THESE PROJECTS, YOU KNOW, WHAT
- 24 IS THE BALANCE OF THE WORK THAT IS DONE BY THE STATE, CREWS,
- 25 VERSUS THE WORK THAT IS CONTRACTED OUT. ARE THERE ALTERNATIVES



- 1 FOR THE WORK THAT IS CONTRACTED OUT TO DESIGN BID BUILD, WHICH
- 2 WE THINK THAT THERE ARE WITH CMGC AND DESIGN BUILD AND ALL
- 3 THESE OTHER DELIVER METHODS THAT ARE BEING USED QUITE WIDELY
- 4 NOW, AND THEN A LOT OF THE WORK THAT WE DO IS REPETITIVE, AND,
- 5 UNFORTUNATELY, SOMETIMES OUR PLAN OF ACTION IS TO PUT THEM ALL
- 6 OUT AS DESIGN BID BUILD AND IS THERE A WAY TO MAKE THIS
- 7 REPETITIVE WORK MORE EFFICIENT AND THERE ARE MODELS THROUGHOUT
- 8 THE COUNTRY, NEW YORK AND MTC HAS ONE FOR THEIR BRIDGES AND
- 9 LOCALLY WHAT WE'RE DOING FOR THE TOLL PLAZAS, AND THE
- 10 MAINTENANCE THAT WE PERFORM ON THOSE, WE THINK THAT THERE ARE
- 11 MODELED FOR CONTRACTING THIS WORK OUT THAT COULD BE MORE
- 12 EFFICIENT. AND THEN, ALSO, TO LOOK AT SOME OF THESE OVERHEAD
- 13 COSTS, AND ADMINISTRATIVE COSTS, AND TO FIGURE OUT, IS THERE
- 14 AN EFFICIENCY THERE THAT CAN BE HAD, AND I THINK ANDY WILL
- 15 TALK ABOUT THAT MORE. AND LAST STEP, THESE CAN PAIR, WE UPON
- 16 TO UTILIZE I TECHNOLOGY IS ADVANCING, THERE ARE IMPROVEMENTS
- 17 TO BEST PRACTICES, WE TALKED ABOUT ISO 55,001 WHICH IS SORT OF
- 18 CERTIFICATION FOR BEST PRACTICE IN ASSET MANAGEMENT AND WE
- 19 THINK THESE ARE -- YOU KNOW, THERE IS A LIST OF THINGS THAT
- 20 ARE SHOWN IN THIS SLIDE. THAT DOESN'T MEAN WE'RE GOING TO
- 21 ADOPT ALL OF THESE THINGS OR USE ALL OF THEM, BUT WE THINK
- 22 THESE THINGS ARE WORTH IDENTIFYING WHICH TYPES OF THINGS ARE
- 23 WORTH USING, DRONES, NON-DESTRUCTIVE TESTING, DIFFERENT TOOLS
- 24 THAT WE WOULD LIKE TO EVALUATE AND DETERMINE WHICH ONES WE
- 25 SHOULD SORT OF ADD TO OUR TOOLBOX. AND ANDY WILL TALK ABOUT



- 1 THESE A LITTLE BIT MORE. AND I DON'T WANT TO STEAL HIS
- 2 THUNDER, SO I DON'T WANT TO SAY TOO MUCH BUT, BUT I COULD TALK
- 3 ABOUT THIS AT LENGTH FOR DAYS, BUT I'LL TAKE QUESTIONS AT THE
- 4 ENDS. I'LL GO BACK TO THE SLIDE FOR PETER, AND THE IMPACTS OF
- 5 COVID.

- 7 PETER LEE: I'M GOING TO DIVE RIGHT IN. NEXT SLIDE. COVERING
- 8 THE REASON WHY WE'RE HERE SPECIFICALLY IS THE IMPACT TO THE
- 9 REHABILITATION PROGRAM DUE TO COVID-19. AS A QUICK REMINDER
- 10 CURRENTLY THE TOLL BRIDGE REHABILITATION PROGRAM IS A PAY GO
- 11 PROGRAM FUNDED FROM SURPLUS TOLL REVENUES AND IF YOU LOOK AT
- 12 THE BAR CHART ON THE RIGHT HAND SIDE, THERE IS A VERY SMALL
- 13 \$0.21 SURPLUS OFF OUR FIVE THERE CONCURRENTLY. AND THAT
- 14 SURPLUS IS SMALL BECAUSE WE ARE STILL REIMBURSING ON THE DECK
- 15 THAT WE HAVE FOR \$14 BILLION OF PAST PROJECTS THAT WE
- 16 DELIVERED IN THE REGION OVER THE PAST 20 YEARS, REGIONAL
- 17 MEASURE, 1, 2, AND THE TOLL RETROFIT PROJECT. AND WITH
- 18 DOWNTURN OF TRAFFIC STILL DOWN NEARLY 20 PERCENT AS WELL AS
- 19 TOLLS NOT BEING PAID. THE NEW CASHLESS TOLL COLLECTION, THE
- 20 REHABILITATION PROGRAM HAS BEEN SIGNIFICANTLY IMPACTED IN THE
- 21 NEAR-TERM BECAUSE OF THAT. SO LET'S GO TO THE NEXT SLIDE. WHAT
- 22 WE HAVE HAD TO DO IN THE NEAR-TERM IN TERMS OF CASH FLOW, WE
- 23 HAD TO GO FROM APPROXIMATELY 100 A YEAR, WE HAD A SIGNIFICANT
- 24 DOWNTURN IN OUR PROGRAM AND WHAT WE HAVE HAD TO DO ON THE FLY
- 25 WHEN WE ADOPTED THIS YEAR'S BUDGET WAS TO REPRIORITIZE OUR



- 1 PROJECT. WE'RE FOCUSING ON ONGOING OPERATION MAINTENANCE AND
- 2 INSPECTION THAT'S CONTINUED TOPIC OF OPERATIONS ON THE
- 3 BRIDGES. COMPLETING PROJECTS THAT ARE IN CONSTRUCTION TODAY,
- 4 WE WERE RECENTLY FIXING THE DAMPERS ON THE BEST SPAN OF THE
- 5 BAY BRIDGE, PAINTING, AND RETROFIT, REHABILITATION ON THE SAN
- 6 MATEO HAYWARD BRIDGE THOSE PROJECTS ARE ONGOING AND WE'RE
- 7 GOING TO FINISH THOSE OUT AND COMPLETE THOSE PROJECTS THEN WE
- 8 HAD TO RESCOPE PROJECTS THAT ARE CURRENTLY READY TO ADVERTISE,
- 9 AND POSTPONE THE REST OF THE PROGRAM TO THE NEAR-TERM. NEXT
- 10 SLIDE. SO WHAT YOU SEE HERE IN THIS CHART IS OUR BUDGET PRE
- 11 COVID AND POST COAST. IN THE LIGHT BLUE IS PRE COVID AND POST
- 12 COVID DARKER BLUE. THESE ISSUE THE IMPACTS THROUGH THE NEXT,
- 13 2029, SO OUR PROGRAM FOR ABOUT THE NEXT TEN YEARS. SO IN THE
- 14 BRIDGE INTEGRITY AREA, WE DID REDUCE THE PROGRAM BY ABOUT \$110
- 15 MILLION. THE SIGNIFICANT IMPACT RIGHT NOW IS WE REDUCED THE
- 16 SCOPE OF PAINTING PROJECT THAT WE CURRENTLY HAVE ADVERTISED.
- 17 THE BIDS ON THAT PROJECT OPEN IN DECEMBER AND THE REDUCED
- 18 SCOPE, AND REDUCED BY ABOUT \$60 MILLION AND BASICALLY HAVE
- 19 POST POSTPONED SOME OF THE PROJECT UNTIL 2026 WHEN WE THINK
- 20 TRAFFIC WILL RETURN AND REVENUE WILL BRING NEW PROJECTS AND
- 21 THAT WILL RESULT IN THE LIMIT OF HOW SUCH WE'RE GOING TO BE
- 22 PROVIDING FUNDING TO THE TOP TEN PROJECTS THAT WERE LISTED
- 23 EARLIER. ON THE TOLL COLLECTION SIDE WE HAVE HAD TO POSTPONE
- 24 THE WORK ON THE OPEN ROAD TOLLING SYSTEM. WE HAVE SOME FUNDS
- 25 ALREADY ALLOCATED, SO WE'RE STARTING THE ENVIRONMENTAL AND THE



- 1 DESIGN, BUT THE, ABOUT 60 MILLION ADDITIONAL -- \$60 MILLION IN
- 2 ADDITIONAL FUNDING IS NEEDED TO MOVE FORWARD WITH THE NEW
- 3 TOLLING SYSTEM, AS WELL AS TO COMPLETE THE CIVIL
- 4 INFRASTRUCTURE CHANGES NECESSARY TO REMOVE ALL THE TOLL BOOTHS
- 5 AND MAKE THE PLAZA REALIGNMENT. SO THAT WAS A POSTPONEMENT WE
- 6 HAD TO DO WITH THE LACK OF FUNDING. THEN ON THE APPROACHES WE
- 7 POST POSTPONED REMAINING ALLOCATIONS ON SOME OF THE WORK WE'RE
- 8 DOING ON 37 AS WELL AS ADDITIONAL FUNDING FOR SOME OF THE FOUR
- 9 PROJECTS WE TALKED ABOUT EARLIER AT THE LAST MEETING. NEXT.
- 10 NEXT SLIDE PLEASE WHAT COULD WE DO WITH ADDITIONAL FUND FIGURE
- 11 WE GOT ADDITIONAL FUNDING? WE TRIED TO BREAK OUT SOME OF THE
- 12 NEEDS HERE, IN A TABLE OR AT LEAST THE TOLL, BRIDGE INTEGRITY
- 13 PROJECTS WE'RE TRYING TO FUND TOP TEN PROJECTS WE NEED
- 14 ADDITIONAL \$210 MILLION ON TOP OF WHAT WE HAD. OPEN ROAD
- 15 TOLLING IS ABOUT \$60 MILLION AND THEN ON THE APPROACH WORK
- 16 TOO, WE COULD ALLOCATE ANOTHER 20 OR SO MILLION DOLLARS FOR
- 17 COMPLETING COMMITMENTS MADE FOR 37 AS WELL AS SOME OF THE
- 18 ADDITIONAL WORK FOR THE FORWARD PROJECTS. THAT'S THE NEAR-TERM
- 19 CHALLENGE. AND THEN LASTLY, WE DO IDENTIFY THAT SOME OF THE
- 20 PROJECTS HAVE POTENTIAL FOR NON-BATA SOURCES TO FUND THEM. ON
- 21 THE BRIDGE SIDE THREE OF OUR BRIDGES ARE FEDERALIZED WE
- 22 FEDERALIZED THERM DURING THE SEISMIC RETROFIT PROGRAM WHICH
- 23 MAKES THEM ELIGIBLE FOR FEDERAL FUNDING BY STIMULUS OR
- 24 REAUTHORIZATION. THE TOLLING SYSTEM IS A MORE REGIONAL SYSTEM
- 25 THAT SERVICES NOT ONLY BRIDGES BUT ALSO SERVICES THE EXPRESS



- 1 LANES AND OTHERS SO THERE IS POTENTIAL OPPORTUNITIES THERE.
- 2 AND THEN ON THE APPROACHES, DEFINITELY ON THE APPROACHES, WE
- 3 BELIEVE THERE IS, THROUGH DEFINITELY SHARED RESPONSIBILITY
- 4 BETWEEN CALTRANS AND BATA ON THE APPROACHES TO THE BRIDGES,
- 5 AND THERE IS OPPORTUNITY THERE THAT WE SHOULD SEEK TO BRING
- 6 ADDITIONAL FUNDS BACK TO THE PROGRAM TO THE BRIDGES. AND THEN
- 7 LAST SLIDE. NEXT SLIDE -- SORRY. WE JUST WANT TO GIVE SOME
- 8 CONCLUDING REMARKS, RELATIVE TO THE PROGRAM. YOU KNOW, THE
- 9 TOLL BRIDGES ARE KEY REGIONAL ASSETS FOR BOTH BATA AND
- 10 CALTRANS. CERTAINLY WE HAVE INVESTED BILLIONS OF DOLLARS INTO
- 11 THEM AND WE WILL CONTINUE TO NEED SUPPORT FOR THAT. IN THE
- 12 NEAR-TERM, WE DID HAVE A REDUCTION IN THE TOLL REHABILITATION
- 13 PROGRAM, AND, YOU KNOW, WE HAD TO DO A NUMBER OF PRIORITIZE --
- 14 REPRIORITIZATION OF PROJECTS, AND TO POSTPONE SOME OF THE
- 15 PROJECTS. SO WE ARE STILL SEEKING MEANS TO BRING PROJECTS BACK
- 16 INTO THE NEAR-TERM AND GET THOSE PROJECTS OUT THE DOOR.
- 17 HOWEVER, IN THE LONG-TERM, ASSUMING THE RETURN OF TOLL REVENUE
- 18 AND TOLL TRAFFIC, AND IN 2027 TOLL INCREASE THIS'S MODELED,
- 19 THAT BRYAN HAS MODELED, WE DO BELIEVE THAT THE LONG-TERM
- 20 FUNDING OF BRIDGES IS GENERALLY SECURED. CERTAINLY WE DO NEED
- 21 A LOT MORE COORDINATION BETWEEN, AND LOOK AT ASSET MANAGEMENT,
- 22 AS EVERYONE HAS MENTIONED BEFORE. BUT THAT'S JUST A REAL HIGH
- 23 LEVEL LOOK AT REHAB. AND I'M READY TO ANSWER ANY OUESTIONS.
- 24 BUT I BELIEVE ANDY, AND HIS NEXT STEPS, IN THE NEXT ITEM HAS
- 25 SOME THINGS HE WANTS TO TALK ABOUT.



1 AMY WORTH, CHAIR: THANK YOU EVERYONE FOR THOSE REPORTS. YOU 2 3 KNOW, IT'S HOPEFUL TO SEE THAT WE'RE DOING THE ASSET MANAGEMENT EFFORTS THAT JIM HAD TALKED ABOUT WHEN WE FIRST 4 5 MEETING COMING ON BOARD. BUT IT'S ALSO SOBERING TO SEE THAT, YOU KNOW, RUST GROWS EVERY SECOND OF THE, STRESS ON THE 6 BRIDGES, CARS GOING ON THE DECKS EVERY MINUTE, WE HAVE THESE 7 8 FORWARD INITIATIVES TO IMPROVE THE THROUGHPUT OF THE BRIDGES, THE ACCESS TO TRANSIT. AND YOU KNOW, OBVIOUSLY, PART OF OUR 9 10 BIG EFFORTS IS RECOGNIZING THAT THIS SHORT FALL IN TOLL REVENUE IS GOING TO PREVENT US FROM DOING A LOT OF THE WORK 11 THAT NEEDS TO HAPPEN NOW. SO, I GUESS, YOU KNOW, AND THIS 12 ISN'T NECESSARILY LOOKING FOR AN ANSWER RIGHT NOW, BUT I GUESS 13 THERE ARE TWO KIND OF CHOICES HERE. ONE IS TO TRY AND FIND 14 ADDITIONAL FUNDS BUT ALSO FIND IF THERE IS A WAY WE CAN MAKE 15 16 OUR FUNDS STRETCH FURTHER. ARE THERE ELEMENTS TO THIS COST OF THIS KIND OF WORK THAT COULD BE COST REDUCED. I THINK STAFF 17 ALLUDED TO SOME OF THE EFFICIENCIES OR SETTING UP SOME 18 DIFFERENT MODELS FOR DECISION MAKING OR WHATEVER. YOU KNOW, 19 MORE LIKE THE WAY THAT THE TRANSPORTATION AUTHORITIES OPERATE. 20 21 I THINK, SO LET ME JUST SEE IF THERE ARE ANY OTHER -- ANY 22 QUESTIONS, SPECIFICALLY TO THESE PRESENTATIONS. AND THEN IF NOT, WE CAN MOVE TO -- OH NICK, YOU HAVE GOT A QUESTION I SEE. 23 OKAY. 24



- 1 COM. NICK JOSEFOWITZ: YEAH. THANK YOU. VERY DETAILED. AND I'LL
- 2 STUDY IT SO I CAN LEARN IT. WHAT IS -- DO YOU -- BUT LIKE,
- 3 ZOOMING OUT, HOW MANY DIFFERENT ASSETS ARE YOU TRACKING ON
- 4 THESE BRIDGE? LIKE INDIVIDUAL ASSETS THAT YOU'RE TRACKING
- 5 THEIR QUALITY OF?

6

- 7 PETER LEE: THEY'RE DOWN TO ELEMENT BY ELEMENT IF I RECALL THE
- 8 OFFICE STRUCTURE MAINTENANCE. THEY ARE REQUIRED TO DO A
- 9 BIANNUAL INSPECTION AND THEY BASICALLY GO ARMS LENGTH AWAY
- 10 FROM EACH ELEMENT OF THE BRIDGE TO DO THE INSPECTION. THEY ARE
- 11 TRANSITIONING. I KNOW SOME MORE RECENT WORK WITH FHWA, THEY
- 12 ARE TRANSITIONING MORE TO AN ELEMENT BY ELEMENT ASSET
- 13 MANAGEMENT IN INVENTORY OF ASSETS ON THE BRIDGES. BUT THEY ARE
- 14 CRAWLING, LOOKING AT EACH PIECE OF THE BRIDGE YES.

15

16 COM. NICK JOSEFOWITZ: WE ALREADY DONE HOW MANY --

- 18 ACTUALLY IT IS AS DETAILED AS IT GETS. WE TRACK THE DECK
- 19 SEPARATELY, THE FLOOR BEAMS, STRINGERS, UPPER COURT LOWER
- 20 COURT, BARRIERS ON THE BRIDGES, BREAKERS, CABLES, SUSPENDER
- 21 CABLE, IT IS AS DETAILED AS POSSIBLE AND THAT CONDITION IS
- 22 UPDATED AT LEAST EVERY TWO YEARS THAT'S WHAT THE FEDERAL
- 23 HIGHWAY ADMINISTRATION MANDATES. SO DOES THAT ANSWER YOUR
- 24 QUESTION? THOSE NUMBER VARY FROM ONE BRIDGE TO THE OTHER.
- 25 PROFESSIONALLY. I DO GOT HAVE THE TALLY, THE TOTAL.



1 2 COM. NICK JOSEFOWITZ: MUCH MORE RELEVANT TO ME, THAT YOU 3 TELLING ME THAT LIKE ON THIS BRIDGE WE NEED LIKE SEVEN NEW BOLTS AND IT'S GOING TO COST US \$3 MILLION IS LIKE SAYING, 4 5 OKAY, OUR BRIDGE ARE, YOU KNOW, THIS IS THE TOTALITY OF THE ASSETS THAT WE HAVE ON OUR BRIDGE, WE'RE TRACKING 40,000 6 DIFFERENT ASSETS OR WHATEVER YOU'RE TRACKING, THERE IS A VALUE 7 8 TO THOSE ASSETS -- I DON'T KNOW WHAT IT IS -- LIKE \$25 BILLION, AND YOU KNOW WE HAVE 72 PERCENT OF THOSE ASSETS ARE 9 10 IN A STATE OF GOOD REPAIR BY NUMBER, BY YOU KNOW, 83 BY VALUE, AND REALLY HAVING LIKE KIND OF SUMMARY STATISTICS ABOUT THE 11 STATE OF REPAIR OF THESE BRIDGES, WHICH WE CAN KIND OF TRACK 12 ON AN ONGOING BASIS TO KNOW HOW WELL WE'RE DOING, AS WELL AS 13 LOOKING AT WHAT PERCENTAGE OF THE MONEY THAT WE'RE SPENDING IS 14 15 GOING TO KIND OF EMERGENCY FIXES. YOU KNOW, MAYBE EXCLUDING THE ONES RESULTING FROM TRAFFIC, FROM CRASHES BECAUSE EVEN 16 GOOD MAINTENANCE, THERE WILL BE CRASHES, THAT'S THE TYPE OF 17 INFORMATION THEY WOULD NEED TO KNOW BEFORE AND HAVE CONFIDENCE 18 TO KNOW THAT WE'RE COLLECTING AND MAKING DECISIONS ON. 19 20 SPEAKER: SO THE CLOSEST I CAN GET TO ANSWERING THIS QUESTION. 21 WE HAVE CALCULATIONS FOR BRIDGE SUFFICIENCY RATING AND HEALTH 22 INDEXES. THESE CALCULATIONS ARE PART OF EVERY BRIDGE REPORT. 23 AND EVERY BRIDGE REPORT WILL TRACK SOME OF THE ELEMENTS, WE 24 CANNOT LOOK AT ALL THE BRIDGE ELEMENT IN EACH INSPECTION, SO 25



EACH INSPECTION HAS A REPORT AND EACH REPORT HAS THOSE 1 CALCULATIONS IN THEM. RECENTLY, FHWA, BECAUSE THESE NUMBERS 2 ARE HIEROGLYPHICS EVEN FOR BRIDGE ENGINEERS WE MOVED AWAY AND 3 HAVE THE MAP FOR 21 WHICH BREAKS DOWN A MORE GENERAL PICTURE 4 5 OF THE HEALTH OF EACH BRIDGE AND THAT IS PUBLIC RECORD. 6 7 COM. NICK JOSEFOWITZ: SO I MEAN I THINK AS WE SORT OF PREPARE 8 IN 2027 TO GO, TO TELL, TO RAISE TOLLS, TO FUND THE MAINTENANCE AND REPAIR, AND JUST DOING, YOU KNOW, UNILATERALLY 9 WITHOUT GOING TO THE VOTERS, I THINK WE HAVE LIKE A REALLY 10 HIGH BAR THAT WE NEED TO MEET TO SORT OF GET THE BAY AREA TO 11 TRUST US, THAT WE ARE DOING AN ABSOLUTELY PHENOMENAL JOB OF 12 MAINTAINING THESE BRIDGE AND THE REASON WE NEED TO GO AND 13 RAISE THE TOLLS IS BECAUSE WE SCREWED UP AND HAVEN'T MANAGED 14 15 THE MAINTENANCE OF THESE PROPERLY BUT THE REASON WE'RE GOING 16 FOR AN INCREASE IN TOLL REVENUE IS PRECISELY BECAUSE WE'RE MANAGING THESE BRIDGES SO EFFECTIVELY, AND WE KNOW THAT WE 17 NEED THIS MONEY NOW OTHERWISE WE'RE GOING TO HAVE TO GO FOR 2, 18 3, \$4 TOLL INCREASE DOWN THE LINE AND IN THE MEANTIME THESE 19 BRIDGES ARE GOING TO BECOME UNSAFE. BUT I DON'T THINK WE'RE 20 21 THERE NOW. I THINK WE KNOW WE NEED TO GET THERE POTENTIALLY. AND I WANT TO REEMPHASIZE THAT I THINK WE NEED SORT OF A STEP 22 -- I THINK WE HAVE TIME TO DO IT, BUT OVER NEXT FOUR OR FIVE 23 YEARS WE NEED TO EXECUTE STEP CHANGE IN HOW WE'RE SORT OF BOTH 24

UNDERSTANDING OUR ASSETS AND COMMUNICATING ABOUT THEM TO THE



- 1 PUBLIC. IF WE'RE GOING TO BE ABLE TO KIND OF GLIDE INTO THAT
- 2 ONE THERE TOLT INCREASE WITHOUT THE SORT OF -- THE ALL HELL
- 3 BRINGING LOOSE.

4

5 **PETER LEE:** UNDERSTOOD.

6

- 7 AMY WORTH, CHAIR: NICK, YOU WANT TO -- I KNOW JIM HAS GOT A
- 8 COMMENT TOO. ONE OF THE CHALLENGES YOU HAVE WITH THE BRIDGES
- 9 IS YOU HAVE SOME CONCRETE FALLING AND IT'S ON THE EVENING NEWS
- 10 AND WE REALLY DO WANT TO BE ABLE TO DOCUMENT AND TELL THE GOOD
- 11 STORY ABOUT THESE, YOU KNOW, SYSTEMATIC COMPREHENSIVE PLANS.
- 12 AS WE PUT IT LAST YEAR WE WANT TO PUT TOGETHER THESE PLANS
- 13 THAT BECOME PUBLIC THAT ARE -- SO PEOPLE REALLY DO HAVE AN
- 14 UNDERSTANDING OF WHAT'S INVOLVED IN IT AND WHAT WE'RE DOING TO
- 15 MAKE SURE THEY ARE AT THOSE HIGH STANDARDS. JIM, THIS IS
- 16 PROBABLY MUSIC TO YOUR EARS ISN'T IT BECAUSE THIS IS WHAT YOU
- 17 WANTED US TO BE DOING.

- 19 JIM DAVIS: THERE ARE PROBABLY SOME PEOPLE REALLY EXCITED ABOUT
- 20 THIS STUFF. THAT'S NOT ME. I APPRECIATE THE IN DEPTH DETAILED
- 21 ANALYSIS PRESENTATION FOR OUR TEAM. COMPREHENSION ANALYSIS,
- 22 BRYAN AND ANDY, WE WERE TALKING ABOUT \$100 MILLION A YEAR KIND
- 23 OF SET ASIDE FOR MAINTENANCE ON THESE BRIDGES, IF I GOT IT
- 24 RIGHT, AND THEN BECAUSE OF COVID, WE KNOW THERE IS GOING TO BE
- 25 A FINANCIAL IMPACT, RIGHT? SO SOMETHING LESS. I DON'T KNOW IF



- 1 THAT'S 20 MILLION, 25 MILLION, I DIDN'T GET FAST ENOUGH TO DO
- 2 THE MATH ON THAT. WHAT'S THE IMPACT ON THE STATE OF GOOD
- 3 REPAIR OR LOOKING AT THE LIFE CYCLE OF THE BRIDGES BY HAVING
- 4 THOSE DOLLARS TAKEN AWAY, RIGHT? BECAUSE WHEN IT TAKES LONGER
- 5 TO GET TO SOMETHING THE COSTS KEEP GOING UP AND YOUR
- 6 DEGRADATION IS INCREASING. SO YOU HAVE TWO THINGS WORKING
- 7 AGAINST YOU. DO WE HAVE THE MODELS? ARE WE SOPHISTICATED
- 8 ENOUGH YET TO ACTUALLY FIGURE THAT OUT?

- 10 ANDREW FREMIER: JIM, THIS IS ANDY, MAYBE A CAN TAKE A CRACK AT
- 11 IT. YOU HAVE IDENTIFIED EXACTLY WHAT THE PROBLEM IS. AND
- 12 THAT'S I THINK THE HARD PART OF OUR TASK WHICH IS REALLY
- 13 COMING NEXT. AND THAT IS TO TRY TO DEAL WITH IT BECAUSE YOU'RE
- 14 RIGHT. I THINK PETER MADE A GOOD POINT EARLY ON, THE STATE OF
- 15 REPAIR OF THE BRIDGES IS ACTUALLY IN PRETTY GOOD SHAPE OVERALL
- 16 BUT WHAT YOU SEE IS THE COST DRIVERS ARE THE PAINT COMMITMENTS
- 17 THAT ARE NEEDED, AND THE DECK REPAIR. I THINK STEVEN MENTIONED
- 18 A LOT OF THE WORK THAT WE DID ON RICHMOND HAS REALLY HELPED US
- 19 UNDERSTAND ON HOW WE CAN DO A BETTER JOB OF MANAGING THE DECK
- 20 QUESTION BECAUSE IT'S A BIG NUMBER IN THE 20 YEAR PLAN, BUT I
- 21 THINK ONE THING THAT WE'RE LEARN SUGGEST THAT THE DECK, AS WE
- 22 INVESTIGATE THEM ARE IN BETTER SHAPE THAN WE THOUGHT THEY
- 23 WERE. TO THE POINT COMMISSIONER WORTH MADE WHEN RICHMOND
- 24 STARTED DROPPING CONCRETE EVERYBODY THOUGHT IT WAS TIME TO
- 25 REPLACE THE BRIDGE IN REALITY IT WAS BAD DETAIL DONE IN THE



- 1 1950S THAT WAS STARTING TO SHOW WEAR. WE FEEL THE WORK THAT'S
- 2 DONE FROM THAT POINT HAS GIVEN US THE ASSURANCE THAT THE DECK
- 3 IS IN PRETTY GOOD SHAPE OVERALL. THERE WERE PREDICTION
- 4 PROBLEMS BECAUSE THAT'S LIGHT WEIGHT CONCRETE AND PRETTY MUCH
- 5 WHAT IS NOT STATE-OF-THE-ART ANYWHERE. SO, WHEN YOU GET TO THE
- 6 PAINT PROBLEM THOUGH, I THINK WE HAVE ALSO TALKED ABOUT IT,
- 7 WHILE THE PICTURES IN SOME PLACES LOOK BAD, THOSE AREN'T ALL
- 8 NECESSARILY STRUCTURAL PRESENCE, BUT IF YOU WAIT TOO LONG,
- 9 THEY BECOME STRUCTURAL PROBLEMS. AND I THINK WHEN WE HAVE GOT
- 10 TO FIGURE OUT IS HOW TO FIND NEW WAYS TO MANAGE THE PAINT
- 11 PROGRAM, AND IF WE CAN TAKE THAT SORT OF OFF THE TOP WE MIGHT
- 12 BE ABLE TO HAVE A VERY DIFFERENT LOOK AT THE REHAB PROGRAM AND
- 13 TAKE A LITTLE MORE TIME TO MANAGE IT. I THINK THIS INVESTMENT
- 14 IN ASSET MANAGEMENT AND REALLY COMMITTING TO IT, BECAUSE IT'S
- 15 BEEN A SLOW MARCH TO EVEN GET IT STARTED IS WHERE WE'RE GOING
- 16 TO BE ABLE TO DO WHAT COMMISSIONER JOSEFOWITZ SAID AND THAT'S
- 17 TELL A STORY THAT MAKE SENSE AND IS CREDIBLE SO WE CAN FIND
- 18 EFFICIENCIES TO DO THE WORK AND RECOMMEND THE WORK WHEN IT'S
- 19 NECESSARY. THE STORY LINE IS TELLING THAT TO PINT WHERE WE CAN
- 20 REALLY SQUEEZE OUT REVENUE AND PICK THE RIGHT PROJECTS AT THE
- 21 RIGHT TIME BUT THERE ARE BIG CHALLENGES THAT ARE GOING TO NEED
- 22 CREATIVITY IN ORDER TO GET AHEAD OF THE CURVE. I WOULD ARGUE
- 23 WHILE THE PAINT SYSTEMS CAN BE DELAYED A COUPLE OF YEARS IN
- 24 CERTAIN PLACES BECAUSE NOT ALL PAINT PROBLEMS ARE THE SAME,



THE LONGER YOU WAIT THE MORE DIFFICULT THE PROBLEM IS GOING TO 1 BE BECAUSE NOW YOU'RE TALKING ABOUT INTEGRITY REPAIRS. 2 3 DAMON CONNOLLY: I CAN JUMP IN. THIS IS KEY DISCUSSION. TO 4 5 JIM'S POINT FOR EXAMPLE, WITH RICHARD SAN RAFAEL, YOU HAVE IDENTIFIED \$60 MILLION IN KIND OF A SHORT FALL ON PAINT DUE TO 6 COVID RELATED REASONS. SO WHAT DOES THAT MEAN? LIKE, BY NOT 7 8 DOING \$60 MILLION WORTH OF WORK ON PAINT THERE, WHAT ARE THE IMPLICATIONS, AND THEN HOW IS THAT DECISION MADE TO CUT THERE 9 VERSUS SOMEWHERE ELSE? SO MAYBE JUST A LITTLE BIT MORE 10 CLARIFICATION WITH THAT SPECIFIC EXAMPLE IN MIND. 11 12 ANDREW FREMIER: THAT'S A REAL GOOD EXAMPLE DAMON. AND I THINK 13 IT'S ONE THING THAT WE RECOGNIZE AS WE'RE DEVELOPING THE 14 15 POWERPOINT, YOU SHOW A BIG NUMBER FOR PAINT BUT YOU DON'T 16 DECLARE WHAT'S SPECTRUM OF THE PROGRAM I THINK WE DECIDE AS PROJECTS ARE ROLLING OUT IS THE SERIOUS PROBLEMS WE'RE DEALING 17 WITH FIRST AND THE LESS SIGNIFICANT ARE THE ONES BEING TABLED. 18 BUT TO NICK'S POINT OF VIEW, THIS FITS IN, IS, I THINK OUR 19 METHOD FOR DETERMINING WHERE IT IS ON THE SPECTRUM HAS BEEN 20 21 PRETTY ANTIQUATED. AND IT NEEDS TO BE MODERNIZED. AND I THINK 22 THAT'S THE CHALLENGE THIS'S IN FRONT OF US. YOU KNOW ONE OF THE PROBLEMS THE STATE HAS IN THE WAY IT DOES ASSET MANAGEMENT 23 IS IT'S TALKING ABOUT THE ENTIRE STATE OF CALIFORNIA AND EVERY 24

CULVERT AND EVERY POST MILE MARKER IS IN THAT DISCUSSION. AND



- 1 THERE IS ONLY A HANDFUL OF THESE LONG COMPLEX BRIDGES AND THE
- 2 MAJORITY OF THEM ARE IN SAN FRANCISCO BAY, AND THAT HASN'T FIT
- 3 WELL I DON'T THINK WITH THE SORT OF THE -- IN THE STATE ASSET
- 4 MANAGEMENT WORK. AND I THINK WHAT WE'RE FINDING TOGETHER,
- 5 BECAUSE THIS IS SOMETHING THEY BELIEVE IS COMMON BETWEEN BOTH
- 6 BATA AND MTC SORRY -- BATA AND CALTRANS IS WE HAVE TO FIGURE
- 7 OUT A WAY TO MODERNIZE IT SO WE CAN FOCUS ON ENERGY IN THE
- 8 RIGHT PLACE AT THE RIGHT TIME. WE CAN PROBABLY SPEND MONEY NOW
- 9 THAT MIGHT SAVE TIME. OUR GOAL IS TO KEEP THE BRIDGES OPEN
- 10 LONG AS WE POSSIBLY CAN AND THEY ONLY GET CHANGED FOR POLICY
- 11 REASON OR ACCESS REASONS. BUT OUR CHARGE IS TO MAKE THOSE
- 12 ASSETS LAST FOREVER.
- 14 AMY WORTH, CHAIR: YOU HAVE ANOTHER ONE TO AMPLIFY THAT ANSWER?
- 15 I SEE YOU HAVE YOUR HAND UP.
- 17 ACTUALLY, ANDY SAID IT ALL. WE LOOKED AT THE PROJECT LIMITS.
- 18 THE BIGGER PROJECT LIMITS, AND WE LOOKED AT THE WORST STRETCH,
- 19 AND ON RICHMOND AND THAT'S WHAT WE MODIFIED THE PROJECT TO.
- 20 WORSE MEANS IT NEEDS TO BE ADDRESSED WITHIN ONE YEAR SOME
- 21 ITEMS NEED TO BE ADDRESSED IN THREE YEARS, FIVE YEARS, WE TOOK
- 22 THE MOST THAT WE CAN DO WITH THAT. THAT'S HOW THAT EXERCISE
- WORKS.

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13



ANDREW FREMIER: TO THE POINT WE WANT TO GET BETTER AT 1 FORECASTING WHAT THAT IS, THE TECHNIQUES BEING USED TO MAKE 2 3 THOSE CURRENT DECISIONS ARE NOT VERY SOPHISTICATED. THERE ARE MORE SOPHISTICATED WAYS TO DO THAT. 4 5 AMY WORTH, CHAIR: THERESE? 6 7 8 THERESE MCMILLAN: SURE. JIM, I'M ONE OF THE PERSONS TOO, TO GET REALLY EXCITED ABOUT THE STATE OF GOOD REPAIRS, AND YOU 9 10 KNOW, I THINK THERE IS A REALLY GOOD ANALOGY TO WHAT WE DO WITH PUBLIC TRANSIT. AND I THINK IT GETS TO NICK'S CONCERN 11 ABOUT, HOW IS THIS NARRATIVE EXPLAINED TO THE PUBLIC. YOU 12 KNOW, YOU HAVE GOT THIS HUGE INVENTORY OF ASSETS. YOU HAVE GOT 13 A CURRENT CONDITION OF THE ASSETS, BUT THEN DAMON YOU JUST 14 15 SAID, WHAT DOES THAT CONDITION MEAN. AND THE WAY I LIKE TO 16 THINK ABOUT IT IS YOU HAVE GOT THIS SPECTRUM OF PERFORMANCE FROM CRITICAL SAFETY TO COSMETIC. AND THERE IS A LOT IN THE 17 OUEUE THERE, AND TRYING TO FIGURE OUT WHERE THESE ASSETS LAND 18 ON THAT SPECTRUM KIND OF GETS TO JIM'S POINT. WELL, IF YOU 19 DELAY NOW FIVE YEARS DOING SOMETHING DOES IT MOVE FROM, MEH, 20 21 PRETTY OKAY, TOWARD MOVING TOWARDS A SAFETY PROBLEM. AND SO IT'S THAT PERFORMANCE ORIENTATION, IN THE ASSET MANAGEMENT 22 PROGRAM. IT'S HOW WE -- AS ANDY POINTED OUT, HOW YOU GET TO 23 THAT, AND HOW THAT ALIGNS ON TO A CONTINUING BASIS IS ONE OF 24

THE BROADER CHALLENGES, IF YOU WILL, OF REALLY MANAGING THE



- 1 INFORMATION YOU HAVE. AND I THINK, YOU KNOW, IN THE MEANTIME,
- 2 UNTIL YOU GET TO THAT PERFECT SYSTEM, AT LEAST IN TRANSIT, YOU
- 3 KNOW, JUST IDENTIFYING THOSE GATES OF WHERE THERE IS A CERTAIN
- 4 GATE WHERE YOU GO THROUGH THAT'S VERY ORIENTED YOU HAVE GOT TO
- 5 KNOW WHEN YOU GET TO PERFORMANCE, LIKE WITH X, IT WAS OKAY,
- 6 LIKE WITH YOUR CAR, IT WAS OKAY, BUT NOW, OOH WE HAVE REALLY
- 7 GOT TO REPLACE THOSE TIRES -- THERE'S BEING ABLE TO TRANSLATE
- 8 THAT PART OF THE INVENTORY AND THAT WE'RE ON TOP OF THAT,
- 9 RIGHT? THAT WE'RE NOT ARE GOING TO SLIP INTO A RISK BASED
- 10 SITUATION WITH OUR BRIDGES. MAYBE AS PART OF, NICK, KIND OF
- 11 WHAT YOU WERE GETTING AT, RIGHT?
- 13 AMY WORTH, CHAIR: NICK, YOU STILL HAVE YOUR HAND UP.
- 15 COM. NICK JOSEFOWITZ: I DIDN'T MEAN TO HAVE MY HAND UP.
- 17 AMY WORTH, CHAIR: YOU'RE WELCOME.
- 19 COM. NICK JOSEFOWITZ: IT EXTENDED WHAT I WAS SAYING.
- 21 AMY WORTH, CHAIR: I GUESS THAT'S SORT OF THE CONCERN I SHARE
- 22 TOO. I MEAN, WE KNOW WHERE THE MONEY DOLLAR LOSSES HAVE COME
- 23 AND I THINK THAT'S PROBABLY EVEN COMING ON THE HEELS OF
- 24 BASICALLY KNOWING THAT WE NEEDED TO BE DOING MORE DEVELOP --
- 25 DOING THE ASSET MANAGEMENT PROGRAM FOR EACH ONE OF THE BRIDGES

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18



- 1 FOR ALL THE BRIDGES, AND THEN FUNDING IT. THAT'S SORT OF THE
- 2 CHALLENGE, YOU KNOW, AND HOW DO YOU FUND IT. AS BRIAN SAID
- 3 THIS IS OUR FUNDING PLAN AND NEXT YEAR WE'RE GOING TO NEED A
- 4 NEW REVENUE SOURCE. AND MY CONCERN IS THAT IF WE DEFER 40 --
- 5 LOOKING AT THIS NUMBER, IT'S ABOUT \$40 MILLION A YEAR FOR HOW
- 6 MANY YEARS, AND WHAT IS THAT GOING TO DO? I MEAN ALSO WHEN YOU
- 7 LOOK AT PAVEMENT CONDITION MODELING, IT'S THE SAME THING, YOU
- 8 KNOW, AND THE PROBLEM IS YOU HIT THAT RHYTHMIC SLIDE AND THE
- 9 SLIDE ACCELERATES AND THIS DOESN'T TALK ABOUT THE BRIDGES
- 10 OPERATION ALLEY, GIVING MORE CAPACITY, WITH DUMBARTON WITH THE
- 11 WORK ON THE SHOULDER AND BAY BRIDGE TO ACCELERATE THE ACCESS
- 12 AND STUFF. SO I GUESS WHAT'S GOING TO BE HELPFUL AND ANDY HAS
- 13 NEXT STEPS FOR US, TO REALLY FIGURE OUT HOW WE CAN DO THIS.
- 14 BECAUSE I AGREE, HAVING BEEN INVOLVED IN A LOT OF REVENUE
- 15 ISSUES OVER THE YEARS, IT'S A LOT BETTER TO HAVE A GOOD -- YOU
- 16 HAVE GOT TO HAVE A GOOD FRAMEWORK AND GOOD NARRATIVE AND THE
- 17 PUBLICS' GOT REALLY UNDERSTAND IT, BECAUSE THESE BRIDGES ARE
- 18 UNIQUE. IT IS -- THIS IS WHY IT'S SO IMPORTANT TO HAVE
- 19 CALTRANS ENGAGED BECAUSE IT'S A STATE ISSUE. THIS IS PROBABLY
- 20 ONE OF THE UNIQUE MODELS IN THE COUNTRY WHERE YOU HAVE
- 21 COMBINATION OF STATE TRANSPORTATION DEPARTMENT AND THEN THIS
- 22 LOCAL ENTITY THAT'S PROVIDING REVENUE AND SOME, WE'RE MANAGING
- 23 SOME OF THE ASSETS AND WORKING IN PARTNERSHIP. AND, YOU KNOW,
- 24 THAT'S THE OTHER THING TO REALLY HOOK SERIOUSLY AT WHERE OTHER
- 25 FUNDING COULD COME FROM WHETHER IT'S IN CURRENT DOLLARS OR



FUTURE -- YOU KNOW, SOME OF THE STIMULUS MONEY WE ALL HOPE 1 2 THAT IS GOING TO BE COMING FORWARD FOR CAPITAL TO THE REGION 3 TO THE REGION LIKE THE ERA PROGRAM. BUT ANYWAY, I -- CAROLE, I SEE CAROLE, YOU HAVE GOT YOUR HAND UP. SO PLEASE. 4 5 CAROL DUTRA-VERNACI: YEAH THANK YOU. SO AMY, YOU JUST SAID 6 SOMETHING THAT MADE ME THINK OF A QUESTION, AND I APPRECIATE 7 8 EVERYBODY ELSE'S QUESTIONS BECAUSE THEY'RE REALLY IN DEPTH, THE FORWARD PROJECTS THAT YOU MENTIONED AS YOU SAID THE ASSET 9 MANAGEMENT DOESN'T INCLUDE THE FORWARD PROJECTS. SO HOW IS 10 THAT MONEY OR WOULD THAT MONEY BE ALLOCATED? BECAUSE IF ALL 11 THIS MONEY IS COMING ON BRIDGE TOLL MONEY, IS THAT SOME KIND 12 OF FORMULA? OR IS THAT WHAT PART AND PARCEL OF THIS 13 CONVERSATION IS? WE KNOW WE HAVE ALL THESE THINGS WE WANT TO 14 15 DO, AND HOW DO WE PRIORITIZE BETWEEN FORWARD PROJECTS AND 16 ASSET MANAGEMENT PROJECTS? 17 ANDREW FREMIER: COMMISSIONER, LET ME TAKE A CRACK AT THAT ONE. 18 PETER PUT A SLIDE, A MAP OF THE BAY AREA THAT HAD RED LINES ON 19 IT. THE TRADITION OF THE BRIDGE IS ROUGHLY THE TOLL PLAZA TO 20 THE END OF THE INFRASTRUCTURE THAT'S OUR RESPONSIBILITY WITH 21 THE TOTAL REVENUE AND OBVIOUSLY COLLECTING THE REVENUE IS ALSO 22

IN THAT CAPACITY, BUT ONCE WE GET OFF OF THAT POINT. IT'S VERY

IMPORTANT THAT THE OPERATION OF THE APPROACHES WORK WELL FOR

THE BRIDGE TO OPERATE PROPERLY. AND THAT'S WHERE A LOT OF

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- 1 DIFFERENT FUND SOURCES ARE ELIGIBLE. SO, WE HAVE THREE FORWARD
- 2 PROJECTS THAT ARE WELL UNDERWAY ON THREE MAJOR BRIDGE
- 3 CORRIDORS, RICHMOND SAN RAFAEL BAY BRIDGE AND DUMBARTON ALL
- 4 INVOLVE TRANSIT PRIORITY AS KEY, AND THEY'RE ALL TRYING TO
- 5 FIND MORE CREATIVE WAYS TO GET PEOPLE INTO HIGH-OCCUPANCY
- 6 VEHICLES TO GIVE HIGH-OCCUPANCY VEHICLES ADVANTAGES AND TAKING
- 7 EXISTING SYSTEM WITHOUT HAVING TO WIDEN BIG EXPENSIVE CAPITAL
- 8 PROJECTS AND EMBEDDED IN THAT OPERATIONAL IMPROVEMENT IS OPEN
- 9 ROAD TOLLING WHERE YOU GET RID OF THE PHYSICAL STRUCTURE THAT
- 10 IS THE TOLL BOOTH AND THE CONSTRICTION AND TROUBLE OF WIDENING
- 11 AND NARROWING OF THE FREEWAY AROUND THE PLAZA ITSELF YOU
- 12 ELIMINATE THAT SORT OF BUBBLE A LITTLE BIT SO YOU GET
- 13 OPERATIONS, AN OPEN ROAD TOLLING PROJECT IS VERY MUCH IN THE
- 14 TOLL BRIDGE ENVIRONMENT IT'S PART OF OUR THREE MAJOR PROGRAMS
- 15 AS PETER MENTIONED BUT IT'S ALSO PART OF THE FORWARD PROJECTS
- 16 BECAUSE OF THE EFFICIENCY MODEL WHAT WE HAVE DONE WITH THE
- 17 FORWARDS IS FUNDING THEM WITH VERY LITTLE BRIDGE MONEY AND
- 18 CAPITALIZE ON PARTNERSHIPS WITH ALAMEDA CANYON TRANSPORTATION
- 19 COMMISSION SO FAR AND STATE MONIES. THAT'S THE OPPORTUNITY
- 20 HERE AS WELL THERE IS CURRENT DISCUSSION ABOUT ADDITIONAL
- 21 STATE MONEY AROUND WHERE WE THINK THESE PROJECTS ARE ELIGIBLE
- 22 FOR, AND THE NUT IS IT'S IMPORTANT TO RECOGNIZE THE BRIDGES
- 23 HAVE BEEN TAKEN CARE OF THE REGION FOR A LONG TIME AND WE NEED
- 24 TO TAKE CARE OF THE BRIDGES AS WELL. SO IF THEY ARE ELIGIBLE
- 25 FOR FUND SOURCES OF ANY KIND WE OUGHT TO BE INVESTING IN THEM



PROPERLY IF WE GET BEHIND THE CURVE YOU HAVE A BIGGER 1 CHALLENGE IN FRONT OF YOU AND THAT'S NOT WHERE WE WANT TO BE. 2 3 CAROL DUTRA-VERNACI: THANK YOU. GREAT ANSWER. 4 5 AMY WORTH, CHAIR: YES ANDY I LOVE THAT QUOTE ABOUT THE 6 7 BRIDGES. THAT'S ANDY'S OUOTE WHICH I STOLE FROM HIM TODAY. I 8 THINK IT'S IMPORTANT FOR THE COMMISSION TO REALLY UNDERSTAND, YOU KNOW, AND FILTER THAT, ALSO IN ADDITION TO THE 9 INTELLECTUAL UNDERSTANDING OF IT, TO REALLY FEEL AN EMOTIONAL 10 COMMITMENT THAT WE HAVE TO THESE INCREDIBLE ASSETS. SO, ANDY, 11 WITH THAT, I THINK IF THERE AREN'T ANY OTHER OUESTIONS AT THIS 12 POINT, MAY WE TURN THE PODIUM OVER TO YOU FOR NEXT STEPS? I 13 KNOW YOU HAVE DONE A LOT OF THINKING ABOUT HOW TO MOVE US TO 14 WHERE OUR NEXT KIND OF MOVING INTO THE TASKS THAT WE HAVE. 15 16 ANDREW FREMIER: SURE. I THINK WE HAVE A COUPLE QUICK REMINDER 17 18 SLIDES. I HAVE TO GIVE CREDIT WHERE CREDIT IS DUE. THE PREVIOUS EXECUTIVE DIRECTOR STEVE HEMINGER USED THAT LINE WITH 19 THE BAY BRIDGE. OH THAT'S WHY THE BAY BRIDGE PAID FOR ALL THE 20 21 OTHER BRIDGES REPLACEMENT OF DUMBARTON AND ANTIOCH NOW IT'S 22 TIME FOR ANTIOCH AND DUMBARTON TO HELP THE BAY BRIDGE. JUST

24

23

REALLY STOLE IT.



SPEAKER: ALL THOSE OTHER INVESTMENT IN CONTRA COSTA COUNTY I 1 2 UNDERSTAND. 3 AMY WORTH, CHAIR: CAN I GET THE SLIDE UP? WE MUST HAVE PUT OUR 4 5 AUDIO GUYS TO SLEEP WITH ALL THE ENGINEERING. THE FIRST SLIDE SAY IS A REMINDER. HOW WE INTERFACE WITH ALL THE OTHER WORK 6 THAT'S GOING ON. WHEN YOU LOOK AT THE WORK THAT'S GOING ON IN 7 8 THE REGION BLUE RIBBON TRANSIT RECOVERY TASK FORCE IS UNDER WAY AND ONE ISSUE IS HOW DO WE IDENTIFY PRIORITY IN THE BRIDGE 9 CORRIDORS TO MAKE A DIFFERENCE. WE ALSO HAVE THE WORK YOU ALL 10 ARE DOING IN THE BATA RECOVERY THAT'S DESIGNED TO NOT ONLY 11 DEAL WITH THE BRIDGES BUT HOW THEY OPERATE. I WANT TO TALK 12 ABOUT A MISSING ELEMENT THAT WE HAVEN'T TALK ABOUT MUCH AND 13 THIS'S OUR RELATIONSHIP WITH THE WHOLE TRAFFIC MANAGEMENT 14 CENTER AND THE SYSTEM OF TRAFFIC IN THE BAY THEN WE ALSO HAVE 15 16 THE SUBCOMMITTEE OF THE PARTNERSHIP BOARD THAT'S WORKING ON WAYS TO CREATE TOOLS AND SMALLER ACTIVE TRANSPORTATION PROJECT 17 THAT CAN REALLY COORDINATE THAT FIRST LAST MILE CONNECTION. SO 18 ALL OF THAT WORK IS GOING ON RIGHT NOW BUT THERE IS AN 19 INTERFACE IN THE MIDDLE THAT REALLY RELATES TO A LOT OF THE 20 PROJECTS THAT WE'RE TALKING ABOUT IN ALL FORMS OF THE 21 CONVERSATION. NEXT SLIDE. AS A REMINDER, WHAT WE HAVE DONE IS 22 WE HAVE GONE THROUGH NOW FOUR DEEP DIVE SESSIONS THAT ARE 23 REALLY DESIGNED TO EDUCATE, AND WE HAVE MANAGED TO GET THROUGH 24

THAT. I KNOW SOMETIMES IT'S HARD, BECAUSE THERE IS JUST A LOT



METROPOLITAN

- 1 OF DATA AND IT'S ACTUALLY HARD TO MAYBE REMEMBER SOME OF THE
- 2 ITEMS THAT CAME IN THE EARLIER SESSIONS. THEY WERE DESIGNED TO
- 3 EDUCATE AND YOU US ON TALKING ABOUT FIRST THING TO DO TO
- 4 BECOME MORE EFFICIENT AND STRETCHING OUT THE MONEY AND MAYBE
- 5 IN THE LONG-TERM DOING CREATIVE THINGS TO DELIVER, AND WE WANT
- 6 TO FOCUS OUR ENERGY ON THAT. THE TWO DARK SQUARES, THESE WILL
- 7 BE HARD WHAT WE'RE TALKING ABOUT IS NOT ENOUGH MONEY TO TAKE
- 8 CARE OF THE ASSET AS QUICKLY AS WE WOULD LIKE TO. THAT'S GOING
- 9 TO BE A CHALLENGE. I WANT TO STAY ON THIS SLIDE FOR A MINUTE
- 10 AND TALK ABOUT WHERE WE'RE AT. AGAIN, THE FIRST STEP WAS
- 11 EDUCATION BUT AS A REMINDER WE TOUCH WITH CALTRANS ON THE
- 12 ENTIRE TRAFFIC MANAGEMENT SYSTEM, IN OUR OPERATIONS AND OUR
- 13 WORK IN THE EXPRESS LANES IS VERY MUCH CONNECTED TO HOW THE
- 14 SYSTEM OPERATES IN TOTAL. AND WE HAVEN'T TALKED ABOUT THE
- 15 TRAFFIC MANAGEMENT WORK, BUT IT'S EQUALLY IMPORTANT IN TERMS
- 16 OF SOME OF THE SYNERGIES WE'RE TRYING TO GET AND AS WE OPEN
- 17 THE MEETINGS INTO AUGUST AND SEPTEMBER WE DID TALK ABOUT THE
- 18 OPPORTUNITY TO SETUP NOT ONLY THIS COMMITTEE WITH THE IDEA
- 19 THAT ITS REPRESENTING BAIFA THAT MEETS ONCE A MONTH AND DOES
- 20 EXPRESS LANE WORK, OPERATIONS COMMITTEE WHICH MEETS ON FRIDAYS
- 21 AND IS MADE UP OF A DIFFERENT SET OF COMMISSIONERS THAN THE
- 22 WEDNESDAY BATA OVERSIGHT IS LINING UP COMMITTEES DIFFERENT IN
- 23 THE NEXT CYCLE OF WORK WOULD IT BE BETTER TO TALK ABOUT
- 24 OPERATIONS WITH BATA AND BAIFA ON A PARTICULAR DAY WITH THE
- 25 SAME SET OF COMMISSIONS SO THERE ISN'T AS LONG EDUCATIONAL



- 1 CURVE OR WE FIND OURSELVES GOING LEFT BECAUSE OF TECHNICAL
- 2 IMPROVEMENT IN HOV VIOLATIONS THAT AFFECTS TOLL COLLECT SYSTEM
- 3 IN SOME WAY BECAUSE OF THE SYSTEMS. I THINK IT'S IMPORTANT
- 4 THAT WE HAVE A MODEL IN THE ABAG MTC RELATIONSHIP THAT WE DO
- 5 WANT TO TRY TO CONSIDER IN AGENCY EFFICIENCIES. I WANT TO TALK
- 6 ABOUT THREE BROAD CATEGORIES, REVENUE ASSUMPTIONS, INVESTMENTS
- 7 AND THEN THE PARTNERSHIP CAN CALTRANS. THE REVENUE ESTIMATES
- 8 WERE DEVELOPED WHEN PANDEMIC WAS REALLY STARTING TO SHOW
- 9 ITSELF. AND I THINK THERE WAS A RECOGNITION THAT THE
- 10 ASSUMPTIONS THAT WERE CREATED IN THE ORIGINAL APPROVED BUDGET
- 11 FOR THIS YEAR HAD TO BE REEXAMINED. I THINK IT APPEARS THAT
- 12 THE FINANCIAL ESTIMATES THAT BRIAN AND HAS TEAM DID AFTER
- 13 COVID IS PLAYING OUT AS ANTICIPATED BRIDGE CAPACITY IS 80
- 14 PERCENT OF WHAT IT WAS LAST YEAR. WE'RE NOT COLLECTING
- 15 REVENUES, AND AS PETER MENTIONED TEN PERCENT OF NON-FASTRAK
- 16 CUSTOMERS REQUIRES TRANSACTIONS REQUIRING EXTRA WORK. WE WOULD
- 17 BE FOCUSING ON ABOUT \$100 MILLION A YEAR IN THE RETROFIT
- 18 PROGRAM THAT'S BEEN ADJUSTED CONSIDERABLY LESS NOW LOOKING AT
- 19 \$30 MILLION FOR FOUR YEARS AND TAKING A SHORT-TERM LOOK AT T
- 20 THE POINT IS THAT THE REVENUES THAT ARE COMING IN ARE COVERING
- 21 OUR PRIMARY DEBT RESPONSIBILITIES BUT NOT A WHOLE LOT MORE.
- 22 RM3 HAS BEEN TALKED ABOUT QUITE A BIT AND THE THE CONTINUED
- 23 EXTENSION OF THE RM3 REVENUE HAS HAD DETRIMENTAL EFFECT ON OUR
- 24 REHABILITATION RESOURCES THERE IS NO ARGUMENT ABOUT THAT FACT.
- 25 RM3 HAS BEEN BAILED OUT BY BRIDGE TOLLS IN ORDER TO MATCH



- 1 STATE FUNDS FOR THE SAN MATEO 101 AND THE SOLANO 680
- 2 INTERCHANGE TO THE TUNE OF ABOUT \$100 MILLION BUT THAT WAS A
- 3 GOOD INVESTMENT BECAUSE IT BROUGHT IN \$275 MILLION OF STATE
- 4 MONEY HOWEVER IT WAS PAID FOR IN TERMS OF THE MATCH WITH
- 5 REHABILITATION FUNDS ANTICIPATING THAT THEY WOULD BE
- 6 REIMBURSED AFTER RM3 GETS RESOLVED. AND THAT HAS NOT HAPPENED
- 7 YET. IN TERMS OF THE REVENUE FORECAST, WE DO ANTICIPATE THAT
- 8 THE REVENUES WILL REBOUND IN TIME. ASSUMING TRAFFIC CONTINUES
- 9 TO RETURN OVER THE NEXT COUPLE OF YEARS ASSUMING RM3 DOES GET
- 10 RESOLVED AND REPLENISH AS WELL AS CONTRIBUTE TO A MORE ROBUST
- 11 REHABILITATION LONG RANGE PLAN AS WE HAVE TALKED ABOUT THERE
- 12 IS A LIKE ASSOCIATED WITH LONG-TERM REHAB IN 2027. WE HAVE A
- 13 COUPLE OF ADDITIONAL PROPOSED REGIONAL MEASURE THREE TOLL
- 14 INCREASES COMING IN '22 AND '25. SO I DO THINK THERE ARE TOOLS
- 15 IN FRONT OF US, BUT THE OUESTION REALLY IS WHAT DO WE DO IN
- 16 THE MEANTIME. ONE OF THE CORE THINGS THAT WE HAVE TALKED ABOUT
- 17 AND NEED TO DO IS TO CONTINUE IN THIS ASSET MANAGEMENT
- 18 INVESTMENT, AND IT'S NOT A BIG DOLLAR INVESTMENT TO ALLOW US
- 19 TO DEVELOP THE TOOLS AND CREDIBILITY THAT HAS BEEN TALKED
- 20 ABOUT TODAY. WE KNOW THAT IT'S A CRITICAL WAY TO ASSIST BOTH
- 21 IN SHORT AND LONG-TERM PLANNING. WE KNOW THAT THERE'S A
- 22 REPEATING THEME IN THE LAST HANDFUL OF YEARS THAT THERE HAS
- 23 BEEN AN INCREASE IN DIRECTORS ORDER EMERGENCIES THAT HAVE
- 24 REALLY CHALLENGED US IN TERMS OF PLANNING WELL. PREVIOUS YEARS
- 25 HAVE HAD JOINT FAILURES ON SOME OF THE BRIDGE. THIS YEAR, THE



- 1 YBI TUNNEL HAS RECEIVED A REPORT THAT IS REQUIRES FIRE AND
- 2 LIFE SAFETY IMPROVEMENTS THAT WERE NOT IN THE BUDGET
- 3 DISCUSSIONS AND BUDGET DEVELOPMENT. THAT'S THE KIND OF
- 4 SURPRISE THAT WE WANT TO AVOID IN THE LONG RUN. THERE IS ALSO
- 5 SOME OPERATIONAL INVESTMENTS THAT ARE CORE TO THE SYSTEM.
- 6 THERE IS AN OPPORTUNITY TO SAVE LONG-TERM PROGRAM EXPENDITURES
- 7 BY CONTINUING THE PROGRESS TO ORT, THE ORIGINAL ALL ELECTRONIC
- 8 TOLLING PLAN HAS ASSUMED A SIX YEAR TRANSITION WITH ORT TO
- 9 FOLLOW AFTER THAT TRANSITION WOULD CONTINUE IN TWO
- 10 EXPENDITURES INTO COLLECTION SYSTEMS FOR EXTENDED DURATION,
- 11 MOST ESTIMATES ASSUME THAT ELECTRONIC TOLLING MUCH MORE
- 12 EXPENSIVE ON THE BACK END AND COST TRANSFER TO THE BACK END
- 13 BUT THERE ARE OPPORTUNITIES TO EXPLORE NEW ARRANGEMENTS AS WE
- 14 PREPARE FOR THE NEXT GENERATION OF FASTRAK AS WE CONTINUE THE
- 15 PROGRESS OF MOVING TO ALL ELECTRONIC TOLLING, AND AS I
- 16 MENTIONED, IF WE CAN GET TO THE POINT OF MOVING TO OPEN ROAD
- 17 TOLLING AND REDUCING SOME OF THE IMPEDIMENTS IN PLAZA AS WE
- 18 HAVE A LOT LESS MECHANICAL INFRASTRUCTURE TO INVEST IN WE
- 19 CURRENTLY HAVE 65 LANES ON THE BRIDGES WE'RE NOT GOING TO NEED
- 20 THOSE LANES IN AN OPEN TOLLING ENVIRONMENT THAT MEANS WE CAN
- 21 GET RID OF SOME OF THE CAMERA AND INLANE SYSTEMS THINGS LIKE
- 22 THAT THAT ARE RELATIVELY SMALLER IN THE BIG PICTURE, BUT ARE
- 23 IMPORTANT IN THE LONG RUN MAINTAINING THOSE DOES START TO ADD
- 24 UP. IN TERMS OF MAJOR CAPITAL INVESTMENT, THE PRIMARY AREA OF
- 25 CONCERN THAT CONTINUES TO BE WHAT WE TALK ABOUT IS REALLY IN



- 1 THE POTENTIAL OF DEALING WITH DECK RECONSTRUCTION ON THE OLDER
- 2 BRIDGES AND THE PAINT SYSTEMS. THE TASK FORCE, I THINK, SHOULD
- 3 CONSIDER MAINTAINING THE CURRENT PROGRAM PROJECTS FOR PAINT AS
- 4 DESCRIBED, BUT I DO THINK IN THE ACKNOWLEDGEMENT THE STATE
- 5 DOESN'T HAVE THE FORCES TO KEEP UP WITH THE PROGRAM AND THAT
- 6 MAJOR CONSTRUCTION PAINT PROJECTS CARRY A HUGE CAPITAL OUTLAY
- 7 SUPPORT INVESTMENT WITH VERY LIMITED CONTROL OVER REPAIR COSTS
- 8 THAT ARE IDENTIFIED WHILE THE BRIDGE ARE GOING ON, CREATES AN
- 9 OPPORTUNITY FOR US TO THINK ABOUT SOMETHING DIFFERENTLY. I
- 10 THINK WE SHOULD CONSIDER ALTERNATIVE DELIVERY METHODS TO HELP
- 11 MINIMIZE OVERHEAD COST AND LIMIT RISK EXPOSURE AND THEIR
- 12 OPPORTUNITY TO BUNDLE OTHER MAINTENANCE ACTIVITY FUSS HAVE A
- 13 LARGE PAINT OPERATION GOING ON THAT PROVIDES ACCESS TO A LOT
- 14 OF THE DIFFICULT DETAILS THAT ARE IN BRIDGES. IN TERMS OF
- 15 PROJECT READINESS. I DO THINK THE AUTHORITY SHOULD CONTINUE TO
- 16 EXPLORE OPPORTUNITIES TO USE ALTERNATIVE FUND SOURCES TO
- 17 DELIVER CAPITAL PROJECTS. THE FORWARD PROJECT THAT HAVE BEEN A
- 18 BIG PART OF WHAT WE HAVE TALKED ABOUT TODAY ARE ALL ABOUT
- 19 EFFICIENCY IS PLAZA OPERATIONS AND BRIDGE CORRIDOR OPERATIONS
- 20 THESE PROJECTS QUALIFY FOR STATE AND FEDERAL CATEGORIES WHERE
- 21 PROPOSED. FEDERAL STIMULUS AND REAUTHORIZATION COULD ASSIST IN
- 22 COMING OUT OF SOME OF THE MAJOR CAPITAL SHORTFALLS IN PAINT
- 23 AND DECK REHABILITATION FEDERALLY ELIGIBLE BRIDGES THERE IS
- 24 OPPORTUNITIES IN P3 ENVIRONMENTS THAT COULD CAPITALIZE ON
- 25 PUTTING TOGETHER DIFFERENT DELIVERY MODELS THAT MIGHT KEEP US



- 1 AHEAD OF THE PROGRAM. IN TERMS OF REALLY THE NEXT
- 2 ADMINISTRATIVE THING WE NEED TO DO ON THE PARTNERSHIP IS
- 3 REALLY TALK ABOUT THE MASTER COOPERATIVE AGREEMENT WITH US AND
- 4 CALTRANS. THE RESPONSIBILITIES FOR DECISION MAKING BETWEEN THE
- 5 DEPARTMENT AND BATA ARE CODIFIED IN LEGISLATION BUT THEY'RE
- 6 INTERPRETED AND MANAGED IN THE MASTER BATA AND CALTRANS
- 7 COOPERATIVE AGREEMENT. THIS DOCUMENT HAS BEEN REVISED FROM
- 8 TIME TO TIME TO REPRESENT CHANGES IN LEGISLATION OR VOLUNTARY
- 9 AGREEMENT FOR CERTAIN DEFINED RESPONSIBILITY. I THINK THE
- 10 EXTREME RISK THAT BATA ABSORBS THAT HAS BEEN HIGHLIGHTED IN
- 11 THIS FINANCIAL RISK DISCUSSION REALLY POINTS TO THE FACT THAT
- 12 WE'RE PROBABLY NOT WELL REPRESENTED AT THE TABLE AT THE
- 13 STRENGTH OF THE OWNERS IN THE RELATIONSHIP AND DO THINK THERE
- 14 IS OPPORTUNITIES TO STRENGTHEN THAT RESPONSIBILITY LEVEL SO
- 15 THAT THE CHALLENGE IN FRONT OF US IS TRULY SHARED. WE HAVE
- 16 SEEN THAT THE RECENT HISTORY AND STEADY REVENUE GROWTH IS SORT
- 17 OF MASKED THAT PROBLEM, BUT NOW THAT WE'RE IN A POINT OF
- 18 RECESSION WITH THE BRIDGES, I THINK IT'S HIGHLIGHT THAT WE
- 19 DON'T HAVE AS MANY TOOLS IN OUR TOOLBOX AS MIGHT BE NECESSARY.
- 20 IT'S ALSO IMPORTANT TO MENTION THAT PROJECT SPECIFIC
- 21 COOPERATIVE AGREEMENTS ARE REQUIRED FOR EACH PHASE OF OUR
- 22 CAPITAL PROJECTS. AND OF THESE PROJECT AGREEMENTS COME WITH AN
- 23 ADMINISTRATIVE BURDEN THAT'S HIGHER THAN LOCAL AGENCIES. WE DO
- 24 THINK THAT MAKING ADJUSTMENTS TO THE LOCAL AGENCY ENORMOUS
- 25 WOULD SAVE SEVERAL YOU MILLIONS OF DOLLARS A YEAR IN A MORE



- 1 ROBUST MASTER CO-OP COULD SAVE VALUABLE PURSES ON BOTH SIDES
- 2 OF THE TABLE BECAUSE MANAGING THROUGH ALL THE ADMINISTRATIVE
- 3 STEPS COST RESOURCES AND MONEY. IT'S IMPORTANT TO RECOGNIZE
- 4 THAT CURRENT REGULATIONS REOUIRE THE AUTHORITY TO ACT AS AN
- 5 AGENT OF THE STATE WHEN DELIVERING CAPITAL PROJECTS. THIS
- 6 EFFECTIVELY LIMITS SOME OF OUR ALTERNATIVE DELIVERY METHODS.
- 7 THE TASK FORCE SHOULD PROBABLY CONSIDER A MAJOR OVERHAUL OF
- 8 THE AGREEMENT TO ALLOW FOR THIS ROLE SHIFT TO BE RECOGNIZED
- 9 PROPERLY SO WE HAVE ALL KINDS OF TOOLS AVAILABLE TO DEAL WITH
- 10 THE PROBLEMS THAT WE HAVE DESCRIBED IN THE LAST FOUR MONTHS. I
- 11 THINK THE POINT IS, THAT THE TABLE HAS BEEN SET FOR CHANGES IN
- 12 CURRENT PRACTICE. THE DECEMBER AGENDA IS TO COVER BROADLY THE
- 13 AGENCY ROLES AND THE JOINT VENTURE RELATIONSHIP IMPROVEMENTS.
- 14 I THINK OUR ASK WOULD BE THAT DECEMBER SEEMS TO BE COMING UPON
- 15 US VERY OUICKLY AND IF WE COULD MAYBE PUSH DECEMBER TO JANUARY
- 16 AND PUT SOME MORE ENERGY BEHIND THE CONVERSATION ABOUT THE
- 17 CORPORATIVE AGREEMENT RESPONSIBILITIES BECAUSE THEY WILL
- 18 CHALLENGE BOTH SIDES THEY'RE COMPLICATED, TECHNICAL, IN SOME
- 19 CASE, THEY GET PERSONAL BECAUSE YOU'RE TALKING ABOUT WHAT IS
- 20 ESTABLISHED TURF, AND THEY'RE NOT MEANT TO BE THAT WAY BUT
- 21 THEY'RE COMPLICATED AND OF COURSE IT'S A LEGAL AGREEMENT THAT
- 22 WOULD BE VERY IMPORTANT TO UNDERSTAND. SO I THINK THAT'S WHERE
- 23 WE'RE AT. I DON'T KNOW THAT I HAVE ANYTHING ELSE TO ADD, OTHER
- 24 THAN BEING AVAILABLE TO ANSWER SOME QUESTIONS AND THEN SEEING



1 CHAIR WORTH, WHAT YOU THINK ABOUT SOME OF THE RECOMMENDATIONS

2 THAT WE CAN FLESH OUT IN THE COMING MONTHS.

- 4 AMY WORTH, CHAIR: TERRIFIC, ANDY THAT WAS GREAT. YOU HAVE
- 5 IDENTIFIED KEY AREAS THAT WE NEED TO MOVE. DOES ANYBODY HAVE
- 6 ANY OTHER COMMENTS? ANYBODY? JUST -- I REALLY -- I'M LOOKING
- 7 AT EVERYBODY'S FACE TO SEE IF ANYBODY WANTS TO SAY ANYTHING
- 8 MORE. TODAY WE HAVE IDENTIFIED OPPORTUNITIES AND PUTTING IT
- 9 ALL TOGETHER SHOWS THAT WE DO HAVE AN URGENT SITUATION. WHEN
- 10 YOU LOOK AT, YOU KNOW -- AND AS I SAID, I SAY THIS IN THE
- 11 CONTEXT, THEY THINK THE BRIDGES ARE BEING MAINTAINED, WE'RE
- 12 IDENTIFIED -- WE IDENTIFY PROBLEMS AND DEAL WITH THEM AND WE
- 13 HAVE A -- WE HAVE PLANS, BUT ONE OF THE PROBLEMS WITH, WHEN
- 14 YOU HAVE A SITUATION WHERE YOU MIGHT HAVE A FAILURE, YOU SORT
- 15 OF DO THIS LOOK BACKWARDS AND SAY, HOW DID WE GET THERE. AND I
- 16 THINK THAT ONE OF THE CONCERNS IS, THAT IF WE HAVE TO KEEP
- 17 DEFERRING WORK THAT WE NEED TO DO, IF WE ARE DEALING WITH THIS
- 18 COVID SITUATION, WE ARE GOING TO GET FARTHER BEHIND IN REALLY
- 19 ADDRESSING THE WHOLE ISSUE OF STATE OF GOOD REPAIR. AND AGAIN,
- 20 I WANT TO THANK JIM FOR JOINING US. BECAUSE THIS WAS -- YOU
- 21 KNOW, WHEN WE CAME TO BATA, GIVING HIM THE CREDIT, HE SAID ONE
- 22 OF MY PRIORITIES IS TO MAKE SURE THAT WE HAVE A ROBUST ASSET
- 23 MANAGEMENT PROGRAM THAT IS APPROPRIATELY FUNDED. AND I THINK
- 24 THAT WE -- THAT'S WHAT WE'RE LOOKING AT NOW, IN ADDITION
- 25 ROBUST RESOURCES TO, YOU KNOW, TO PROVIDE THE OPERATION OF THE



- 1 BRIDGES. YOU KNOW, WHETHER IT'S REMOVING THE TOLL FACILITIES,
- 2 OR GETTING THE, YOU KNOW, MORE TRANSIT, MORE THROUGHPUT. AND
- 3 SO I THINK THAT, YOU KNOW, ONE OF THE CHALLENGES, I WAS
- 4 THINKING ABOUT THIS WITH THE REGIONAL MEASURE APPROACH, IS
- 5 THAT IF YOU USE THE TOLL MONEYS FOR ALL THE THINGS THAT RELATE
- 6 TO THE BRIDGE, BUT WE NEED TO REALLY FOCUS, NOW THIS IS WHY
- 7 THIS GROUP IS SO WELL POSITIONED, TO REALLY FOCUS ON THESE
- 8 ISSUES OF MOVING FORWARD WITH THE BRIDGES. HOW DO WE MAKE --
- 9 KEEP THEM IN THE BEST CONDITION, BECAUSE THEY ARE -- YOU KNOW,
- 10 THEY ARE -- THERE IS NOT A LOT OF MARGIN, WE HAVE TO KEEP THEM
- 11 THIS BEST CONDITION WE CAN, AND HOW DO WE LOOK AT WAYS TO
- 12 UTILIZE THE LIMITED -- YOU KNOW, WHAT DOLLARS DO WE NEED, AND
- 13 MAKING SURE WE HAVE THEM. ANDY, I THINK YOU HAVE GIVEN US A
- 14 REALLY GOOD KIND OF FRAMEWORK. AND I WOULD AGREE THAT PROBABLY
- 15 COMING BACK IN JANUARY WOULD GIVE STAFF, BATA STAFF, CALTRANS
- 16 STAFF, MORE TIME TO REALLY KIND OF THINK ABOUT HOW DO WE FLESH
- 17 OUT NEXT STEPS AND WHAT KINDS OF DECISIONS WE NEED TO BE
- 18 MAKING TOGETHER. SO WITH THAT, IF THERE IS -- OH JIM, YES,
- 19 PLEASE.

- 21 **JIM DAVIS:** MADAM CHAIR, I JUST HAVE TO APOLOGIZE. I HAVE TO
- 22 RUN. I HAVE GOT ANOTHER MEETING I HAVE TO GO TO, BUT REALLY
- 23 GREAT START. I THINK WE'RE ON THE RIGHT PATH IN MATURATION OF
- 24 WHERE WE NEED TO GO, AND LOOK FORWARD TO A STRONGER
- 25 COLLABORATION BETWEEN BATA, IN. TC AND CALTRANS.



1	
2	AMY WORTH, CHAIR: GREAT. FANTASTIC. WELL, THANK YOU. THANKS
3	AGAIN, JIM. THANKS FOR BEING HERE, AND WE LOOK FORWARD TO
4	WORKING TOGETHER. WE REALLY APPRECIATE IT VERY, VERY MUCH. AND
5	SO CAROLE, YOU HAVE GOT YOUR MAY I CALL ON YOU PLEASE?
6	
7	CAROL DUTRA-VERNACI: YES. THANK YOU. SO TO UNDERSTAND AND TO
8	PIGGIE BACKING ON WHAT YOU WERE JUST SAYING, AND ANDY, ON THE
9	AGENDA IT DID SAY NEXT MEETING WAS FRIDAY DECEMBER 18TH NOW
10	WE'RE SAYING TABLE THAT MEETING AND MOVE IT TO JANUARY. SO,
11	ANY IDEA? AND I GUESS THIS IS FOR US, STAFF, WHATEVER, WHAT
12	DATE IN JANUARY MIGHT WE BE LOOKING AT, SINCE THERE WAS NOT A
13	JANUARY MEETING ORIGINALLY SCHEDULED?
14	
15	ANDREW FREMIER: WE'LL GET RIGHT ON THAT ADMINISTRATIVE TASK
16	AFTER THIS MEETING, IF YOU ALL AGREE THAT IT'S THE RIGHT
17	APPROACH. WE DID POLLING EARLIER TO GET THE OTHER DATES. I'M
18	LOOKING AT LISA.
19	
20	LISA KLEIN: YEAH. WE'LL ASK BRANDON TO LOOK AT THE DATES HE'S
21	VERY EFFICIENT WITH THAT AND HE'LL BE RIGHT IN TOUCH WITH YOU.
22	
23	CAROL DUTRA-VERNACI: SOUNDS GOOD.



- 1 AMY WORTH, CHAIR: THAT'S GREAT. I ASSUME IT WILL BE THAT TIME
- 2 OF THE MONTH, SECOND, THIRD WEEK GIVES YOU TIME TO GET THROUGH
- 3 THE HOLIDAYS.

4

- 5 LISA KLEIN: WE HAVE HAD SOME GOOD ELECTRIC AROUND THE 15th TO
- 6 THE 20th. BUT WE'LL HAVE TO FIGURE OUT EXACTLY WHAT DATE.

7

- 8 AMY WORTH, CHAIR: BEFORE WE CLOSE, I JUST WANT TO WELCOME DINA
- 9 TO THE BRIDGES. AND I KNOW THAT WE'LL HAVE A GREAT -- YOU
- 10 KNOW, AND I WANT TO THANK ALL THE STAFF MEMBERS WHO PUT
- 11 TOGETHER THE PROGRAMS AND THE PRESENTATIONS. IT WAS SO
- 12 INSIGHTFUL AND INFORMATIVE. AND I KNOW HOW DEVOTED OUR STAFF
- 13 IS TO THE BRIDGES. I WAS RIDING MY BIKE WITH PETER LEE. ACROSS
- 14 THE BRIDGES TO YERBA BUENA AND HE STOPS HIS BICYCLE TO REPLACE
- 15 A LIGHT FIXTURE THAT WAS OUT OF ALIGNMENT AND I THOUGHT YOU
- 16 THERE GO. SO WE, AGAIN, I WANT TO THANK ALL OF YOU SO MUCH FOR
- 17 THE PRESENTATION. IT'S ABSOLUTELY REALLY INTERESTING. YOU
- 18 COULD SEE, AS COMMISSIONERS, WE ARE VERY COMMITTED TO HELPING,
- 19 YOU KNOW, MOVE THIS FORWARD. SO, I WANT TO THANK YOU ALL SO
- 20 VERY MUCH. AND HAVE A GREAT WEEKEND. TO EVERYONE, HAVE A
- 21 WONDERFUL THANKSGIVING, AND WE'LL BE BACK SHORTLY. SO THANKS
- 22 AGAIN. BYE.

23

24 DAMON CONNOLLY: WE HAVE TO DO PUBLIC COMMENT.



1 AMY WORTH, CHAIR: THANK YOU DAMIAN. IS THERE ANY PUBLIC 2 COMMENT? KIMBERLY DO YOU HAVE ANY PUBLIC COMMENT FOR THE 3 MEETING? 4 CLERK OF THE BOARD: I HAVE RECEIVED NO WRITTEN PUBLIC COMMENT 5 AND I DON'T SEE ANY MEMBERS OF THE PUBLIC WITH THEIR HANDS 6 7 RAISED. 8 9 AMY WORTH, CHAIR: OKAY GREAT. THANK YOU. THANKS DAMON. OKAY. WITH THAT, THE MEETING IS ADJOURNED. TAKE CARE. THANK YOU ALL. 10 11 [ADJOURNED]



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