



Ensuring Transit Sustainability – “Survive and Thrive”

April 27, 2023



METROPOLITAN TRANSPORTATION COMMISSION

Lessons from Plan Bay Area 2050- Project Performance

As part of Plan Bay Area 2050, we evaluated nearly 100 capital projects and policies for cost-effectiveness and equity. These are some of the key findings related to public transit:



Lower-cost transit improvements

such as BRT and expanded local bus service may be the best bets in an uncertain future.



Transit fare reforms

can meaningfully change travel behavior and reduce cost burdens for all riders, particularly those with lower incomes



Pricing is a powerful tool

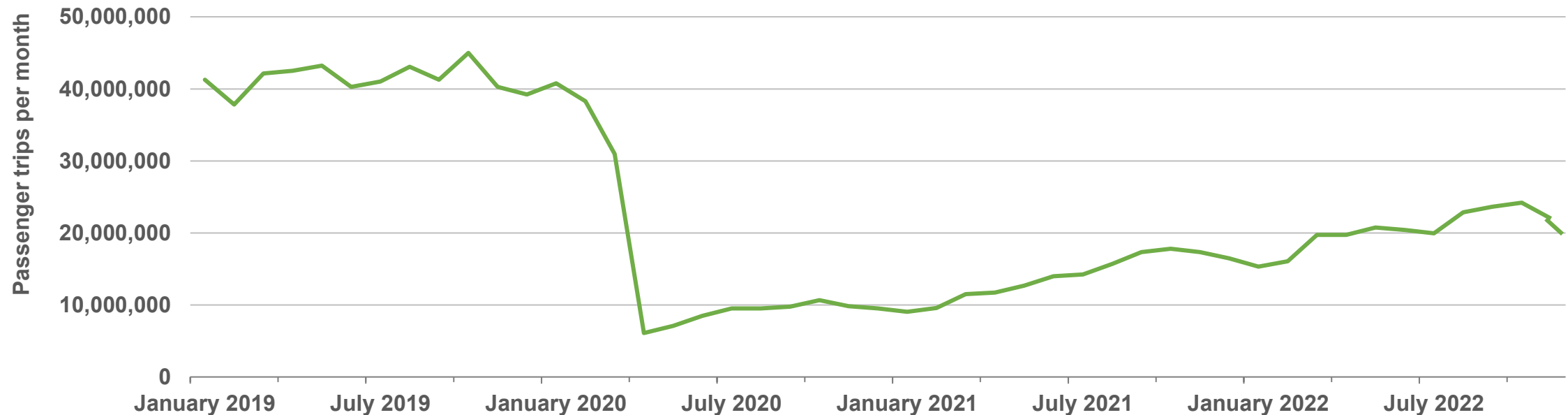
For incentivizing mode shift and managing traffic congestion - but it must be done in an equitable manner.



Transit Ridership – All Bay Area Operators

Transit ridership across the Bay Area remains at only 54% of pre-pandemic levels. But **an average of more than 21 million passenger trips were still taken on transit in December–Feb 2022.**

The drop is not explained **solely** by remote work: Of those who are **still commuting**, the share taking transit fell from 14% in 2019 to 5% in 2021 (2022 data not yet available). That gap is an opportunity.



Source: National Transit Database



Importance of Public Transit

Although most don't use transit regularly, there is widespread belief that **public transit is important for the Bay Area.**

How important would you say public transit is for the Bay Area?

**Total Important
81%**

**5-6 – Important
30%**

**7 – Very
Important
51%**

**Total Not Important
9%**

2-3 – 6%

1 – Not at all – 3%

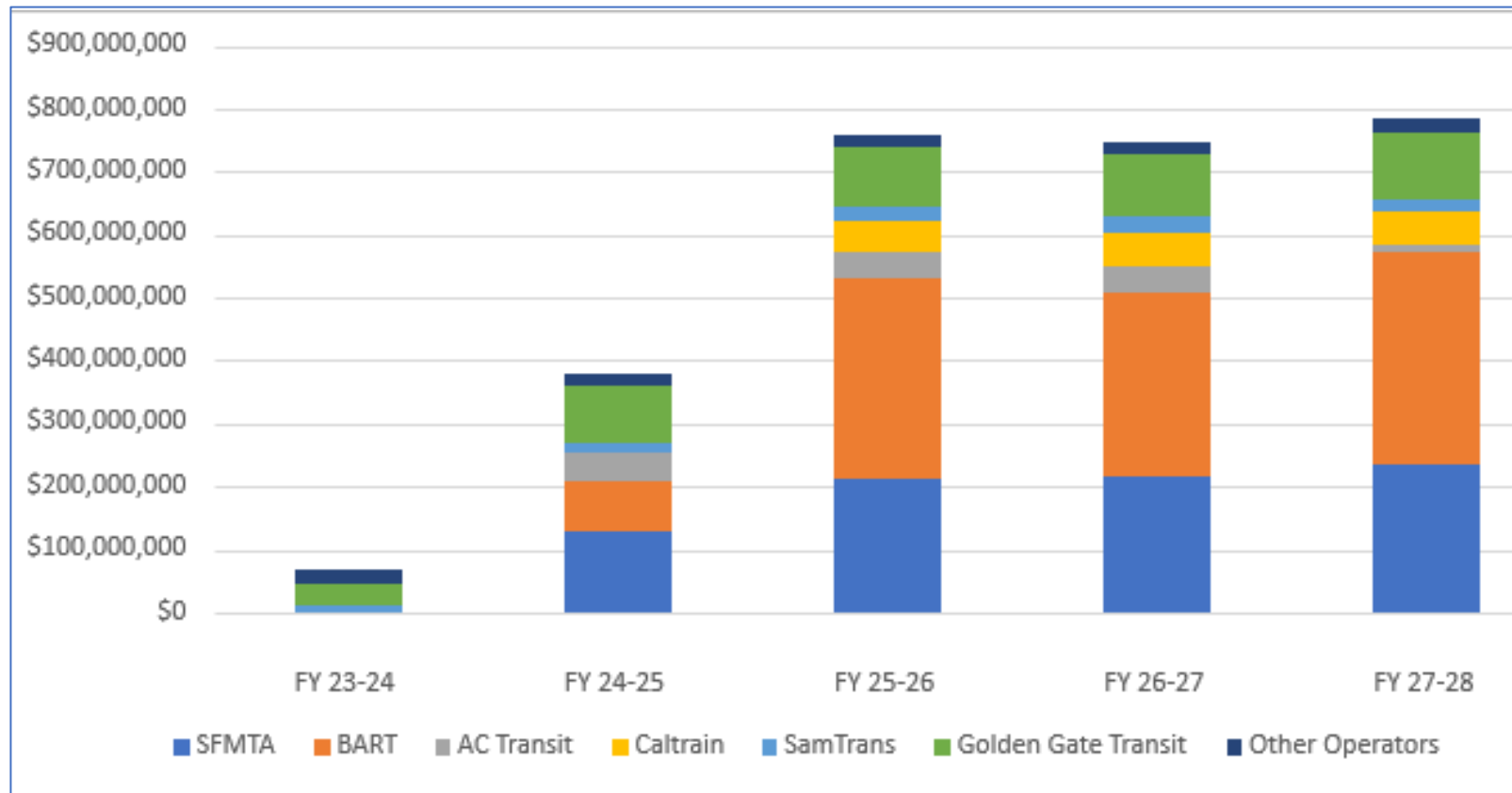
**4/(Don't know)
10%**

	7 – Very Important	5 – 6 Important	Total Important	Total Not Important
Weekly + Riders (21%)	71%	26%	96%	1%
Occasional Riders (58%)	48%	32%	80%	9%
Non-Riders (20%)	37%	32%	69%	17%

Bay Area Public Transit Needs Support to “Survive and Thrive”

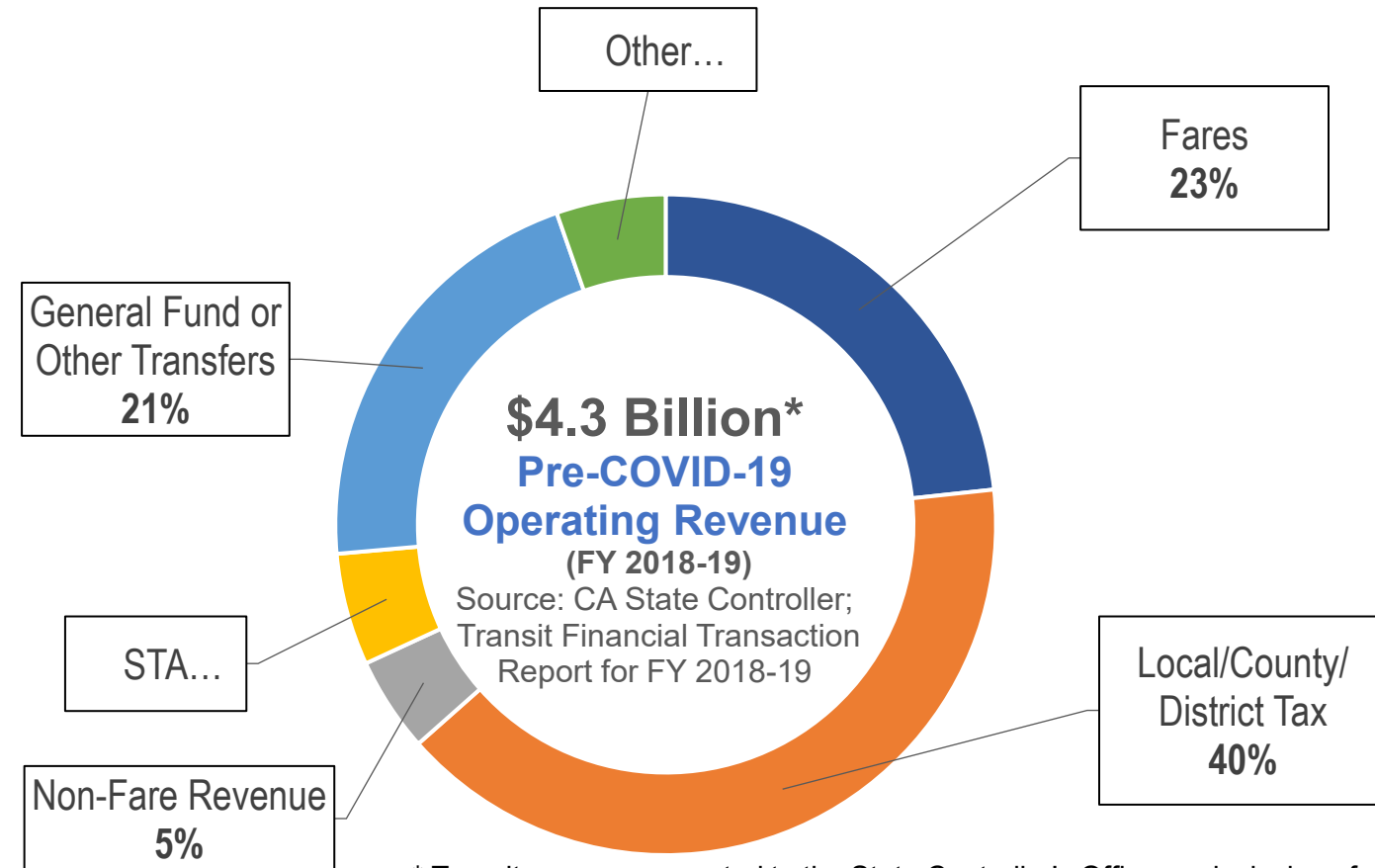
Bay Area transit operators report a cumulative operating shortfall of approximately \$2.5 billion over next five years

- As COVID-19 Relief funds dwindle, transit agencies need replacement funding to sustain operations
- Funding is also needed for improvements that improve the customer experience and increase ridership.



Transit Operating Revenues Pre-COVID-19

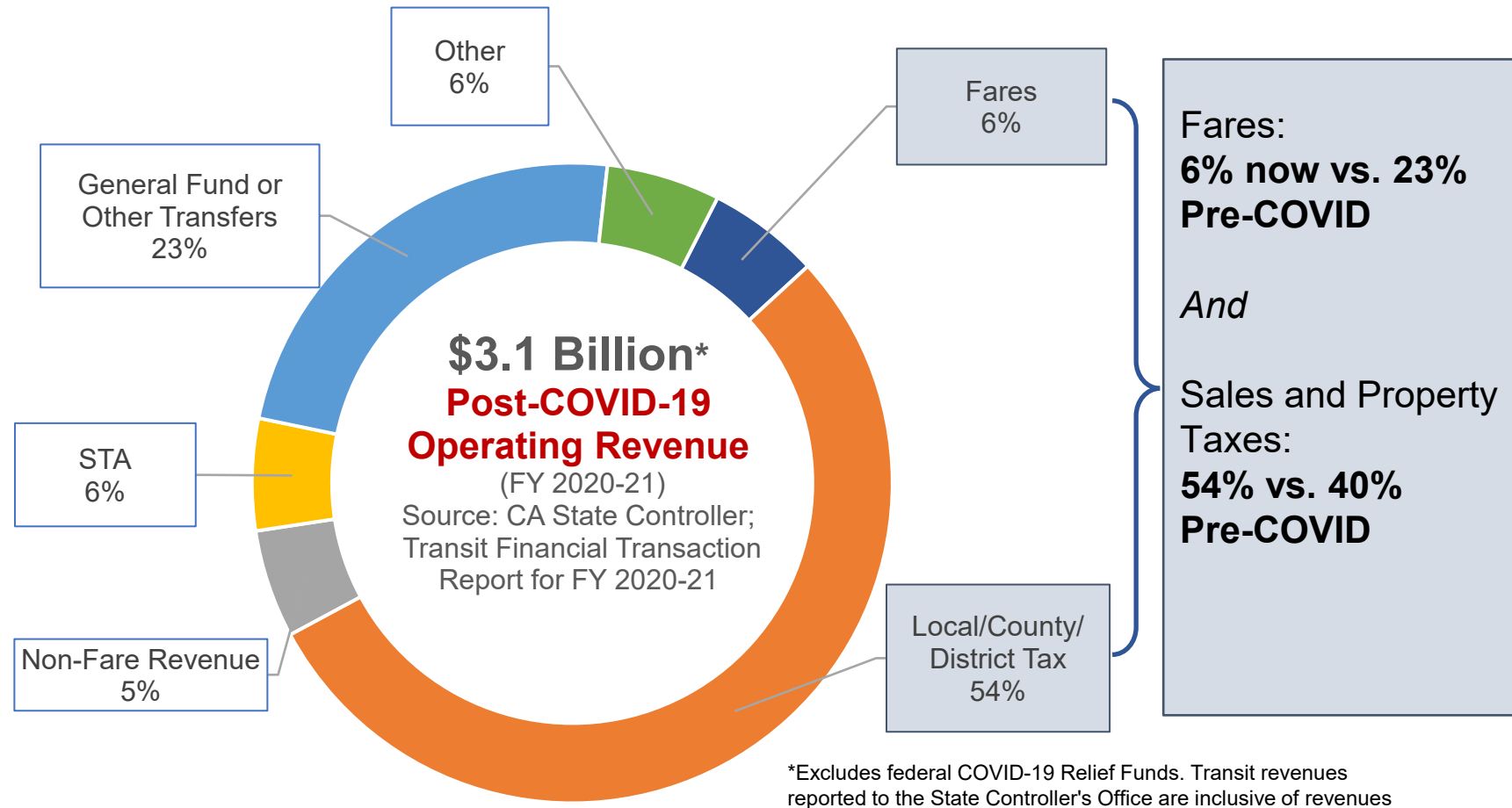
- Pre-pandemic Bay Area transit operators generated or collected **~\$4.3 billion in operating revenues** (FY2018-19)
- **Local/County/District taxes**, including Property and Transportation Development Act taxes comprised **40%** of operator budgets
- **Fare revenues represented 23%** of overall revenues



* Transit revenues reported to the State Controller's Office are inclusive of revenues that can be/are used for non-operating purposes.

Post-COVID Budgets Rely on Federal Relief

- COVID-19 relief has been used to fill **\$1 billion annual revenue decrease**; however, those funds are running out.
- The largest revenue source **decline** is **Fare Revenue, now 6%**.
- **Sales taxes** now comprises **over half** of all transit operating funds in the region.



Major Transit Investments Administered by MTC

Fund Source	Annual Amount	Uses
Transportation Development Act	\$500M	Operating: Funds are returned to source/county and distributed for bus service based on service area population
AB1107	\$100M	Operating: 25% share of three-county BART district sales tax. Current policy distributes 50% to SFMTA and 50% to AC Transit
State Transit Assistance and State of Good Repair (SB1) Population-Based Funds	\$100M	Operating/Capital: Used for County transit priorities, transit operations, and regional programs like Clipper and ClipperSTART
RM2/RM3 Operating	\$90M	Operating: Funds directed by statute to specific transit operating projects including Express Bus, Ferry Service and the Transbay Terminal, among others
Federal Transit Formula Program (Sections 5337, 5307)	\$600M	Capital: Critical state of good repair (SGR) elements including train control, track & vehicle replacements, etc.



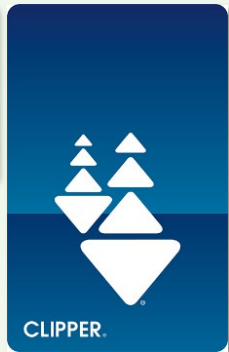
Thrive: Enhancing the Customer Experience



Transit Transformation Action Plan – Desired Outcomes

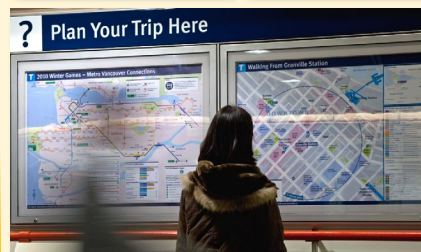
I. Fares and Payment

Simpler, consistent, and equitable fare and payment options.



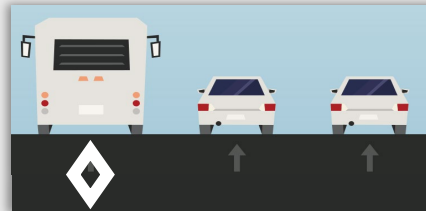
II. Customer Information

Make transit easier to navigate and more convenient.



III. Transit Network

Transit services managed as a unified, efficient, and reliable network.



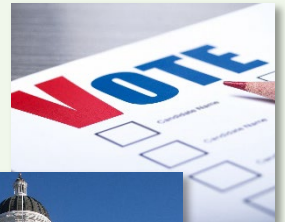
IV. Accessibility

Transit services for older adults, people with disabilities, and those with lower incomes are coordinated efficiently.



V. Funding

Use existing resources more efficiently and secure new, dedicated revenue to meet funding needs.



Updates on Actions

Outcomes

I. Fare Coordination and Integration



Key Actions

BayPass Pilot

- University Students and Affordable Housing Residents (2022)
- Pilot with Employers, Transportation Management Associations and Property Managers (2023)

No-Cost and Reduced Cost Inter-Agency Transfer Pilot:

- Program Design (2023)
- Deploy with Clipper Next Generation (2024)

II. Mapping and Wayfinding

Better information
for travelers



Better ways of working
for providers



Better outcomes
for the region



System Design and Prototyping

- Applied Wayfinding Inc. contract awarded (July 2022)
- System design standard development (Winter 2022/23)

Mapping Services Platform

- Interline Technologies, LLC contract awarded (January 2023)
- Design underway (2023-2024)

Subregional Pilots (2024)

Next Gen Clipper: Backbone for Regional Network Management



22 Transit Operators



Mobile Phone Partners



Support regional and
operator-specific fare initiatives



Clipper Technology Delivers Transit Rider Benefits

Transit benefit recipients

Low-income (equity)

Youth and seniors

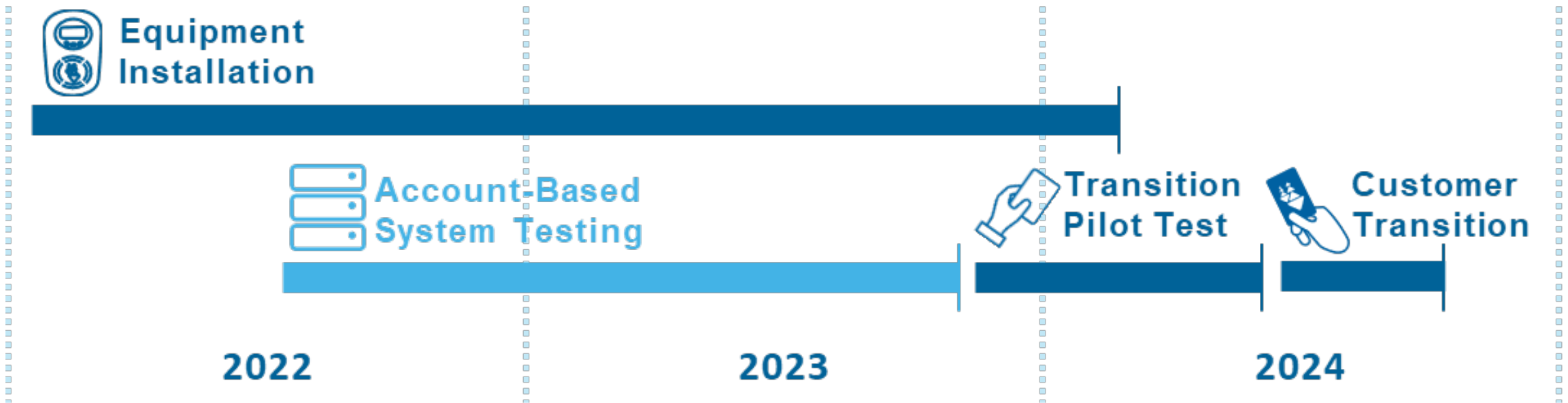
People with qualifying disabilities
(accessibility)

Transit benefit companies

Employers, colleges and
residential developments



Project Delivery



The Clipper Start Pilot

3-year pilot on regional means-based per-ride transit fare discount

- Eligibility = Age 19-64, < 200% of Federal Poverty Level for household income
- **Goals:**
 - Make transit **more affordable** to individuals earning low-income
 - Develop implementation options that are **financially viable and administratively feasible**
 - Move towards a more **consistent regional standard** for fare discounts

20% DISCOUNT (13)



50% DISCOUNT (8)





Unlimited* regional transit pass for rides on all bus, rail and ferry services in the Bay Area – anytime, anywhere



*Excludes Muni Cable Cars

Phase 1

Pilot with University Students and Affordable Housing Residents

Launched 2022

Phase 2

Pilot with Employers, Transportation Management Associations and Property Managers

Launching 2023

More information: www.ClipperBayPass.com



Clipper BayPass Phase 1 Update

Pilot with University Students & Affordable Housing Residents

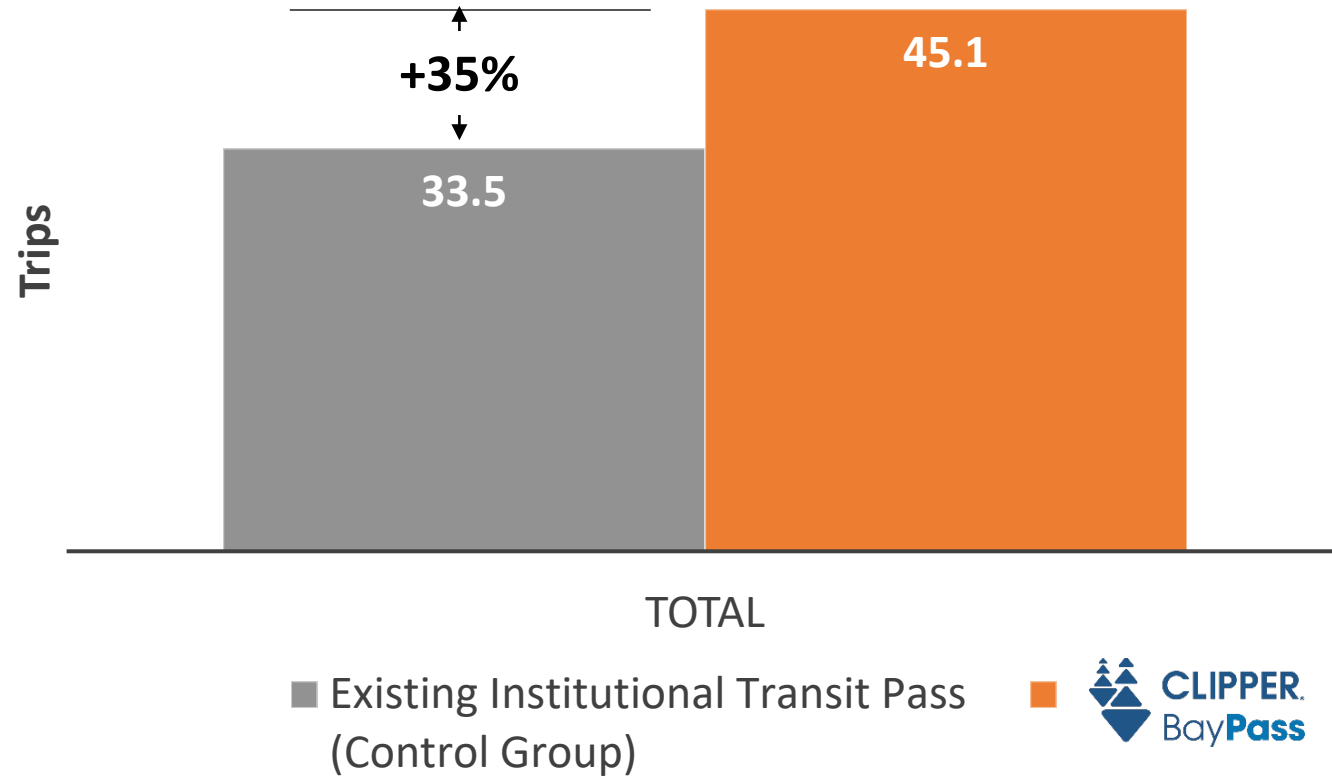
50,000+ people across the Bay Area eligible for BayPass including:

- Four universities/colleges
- Thirteen MidPen Housing properties



Clipper BayPass – Average Trips Per Card

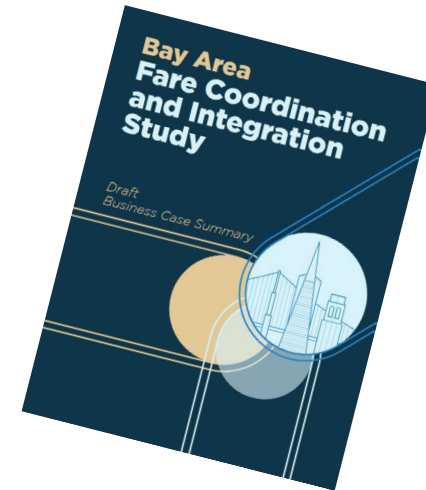
+35%
Number of trips
Clipper BayPass pilot
participants have
taken relative to
control group
(with single agency
passes)



Based on preliminary data gathered between August 19, 2022 and April 7, 2023, excluding December 16, 2022 to January 30 2023. Draft

No-Cost & Reduced Cost Interagency Transfer Policy Pilot

- Launching in 2024, concurrent with launch of Next Generation Clipper system
- 18-month pilot, fully funded with \$22 million from MTC
- Expected to grow ridership by over 25,000 daily trips – extremely cost effective relative to transit capital expansion projects
- Endorsed by Fare Integration Task Force in March 2023, action by individual transit governing boards needed later this year for pilot to launch



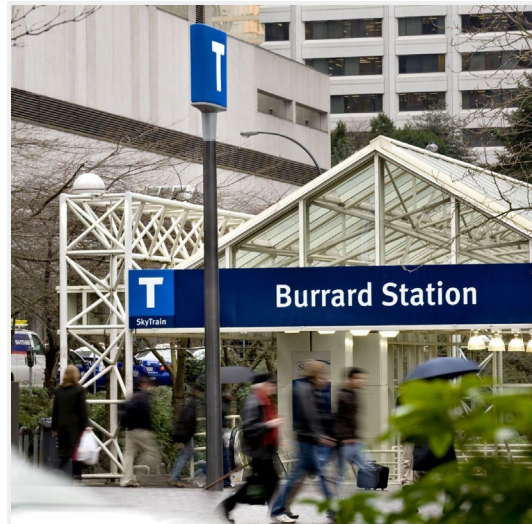
“When you make a trip that requires transferring between transit agencies, pay the full fare on just the first agency you use.

Any transfer to another agency within two hours of the first boarding is discounted up to a limit of \$2.50* per transfer”.



*When making an inter-agency transfer, customers using Clipper receive a discount equivalent to the single-ride Clipper fare for amounts up to the region’s highest local transit fare (currently \$2.50). This amount may change based on local agency fare adjustments.

Regional Mapping & Wayfinding Project Scope



Identity



Directional



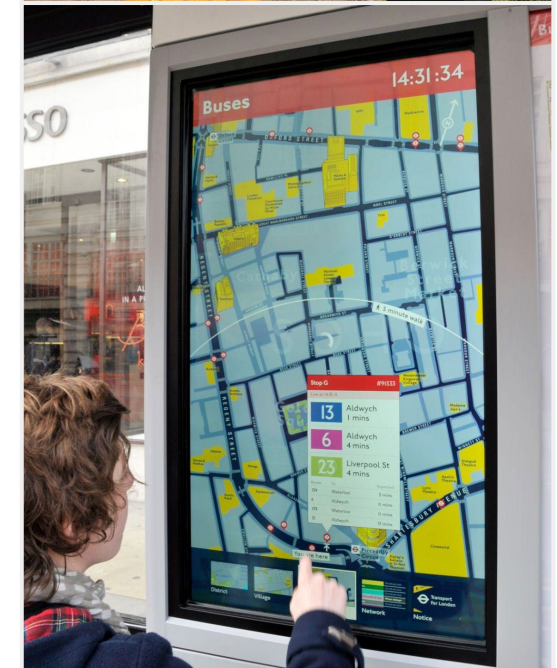
Accessibility



Maps

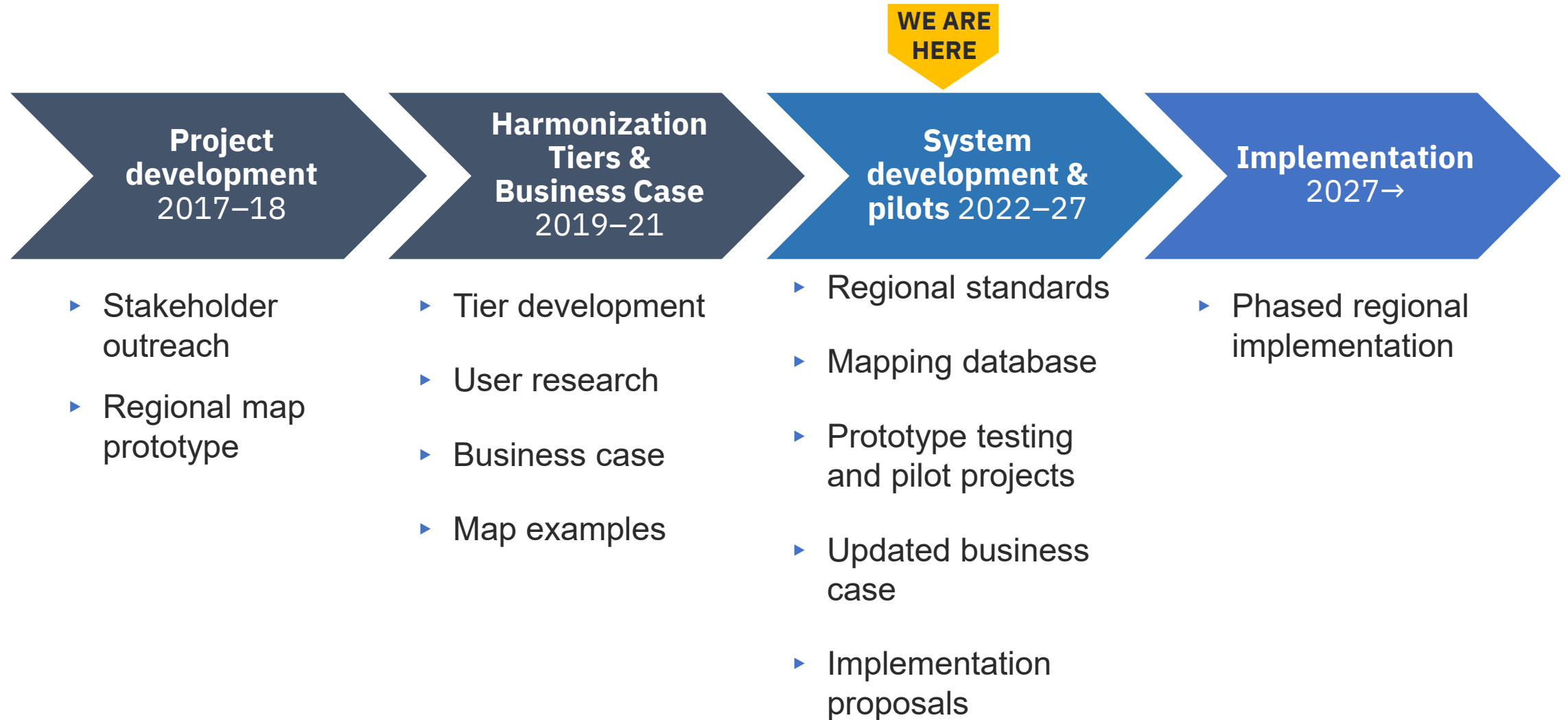


Information & schedules



Digital

Mapping & Wayfinding Phasing



Focus on Mapping and Wayfinding

Spring 2023



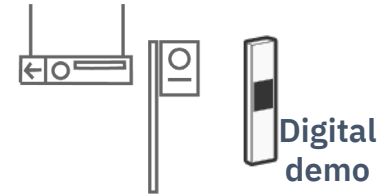
White papers

Summer-Fall 2023



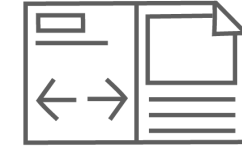
Wayfinding system development

Winter 2023/24



Prototype labs

2024 ---->



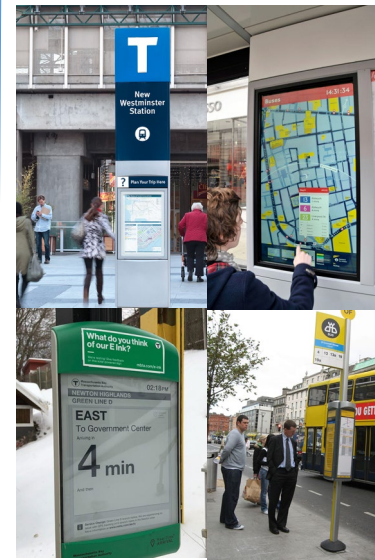
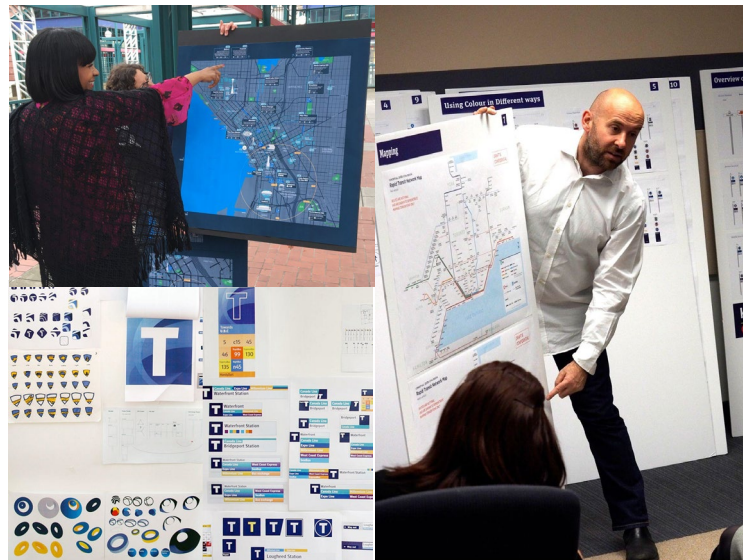
Preliminary design standard

Public & stakeholder outreach	●
Governance & implementation	●
Evaluation & evolution	●

●
●
●

●
●
●

●
●
●



**Subregional
Pilots**

Updates on Actions

Outcomes

Key Actions

III. Transit Network



Bus Transit Priority

- Design on I-80 transit improvements projects for the Bay Bridge Corridor; Construction (2025)
- Transit Priority call for projects/ project selection (2023)
- Policy and assessment development underway (2023)

Regional Network Management

- Implement recommendations (2023)

Transit 2050+

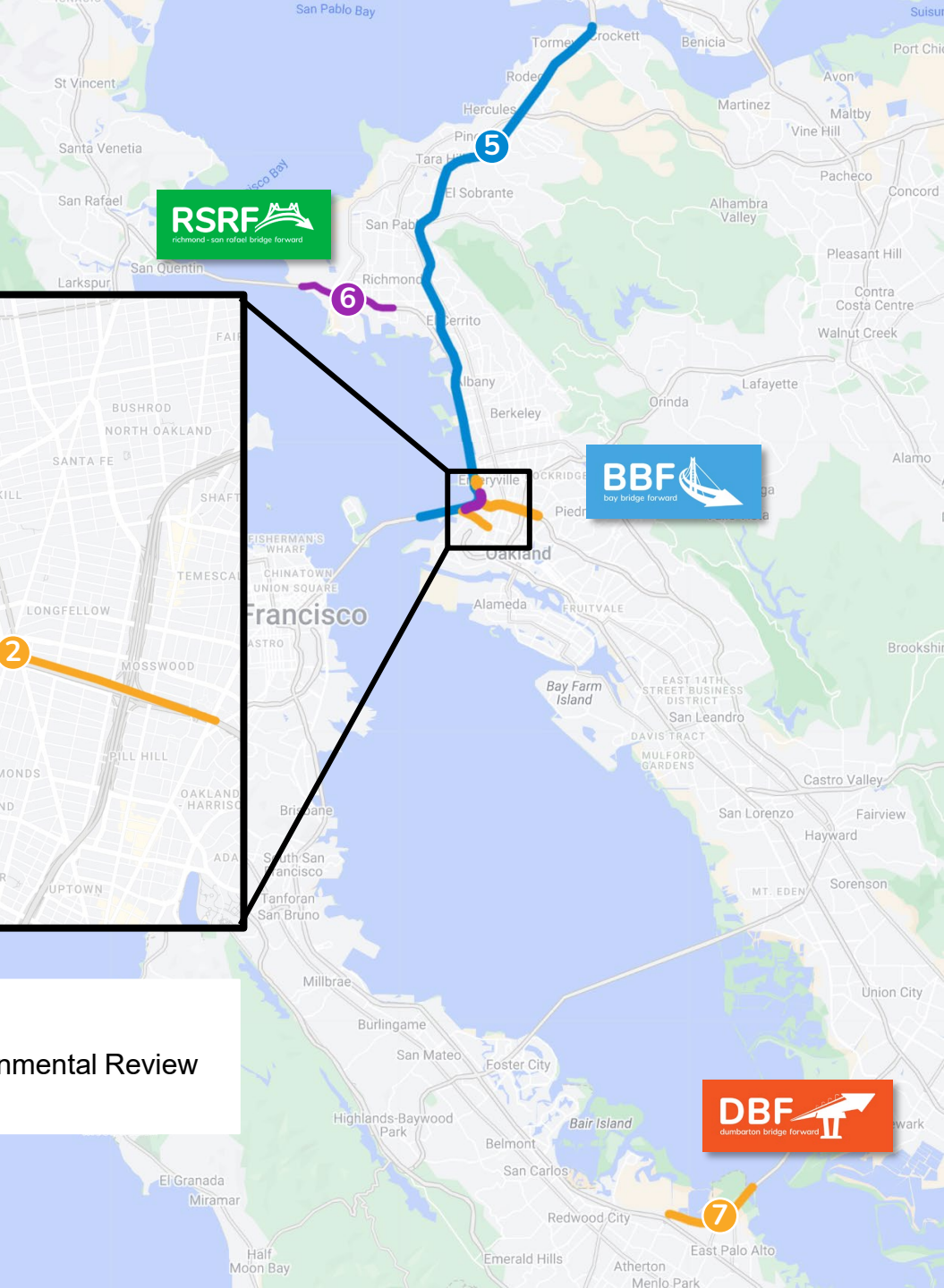
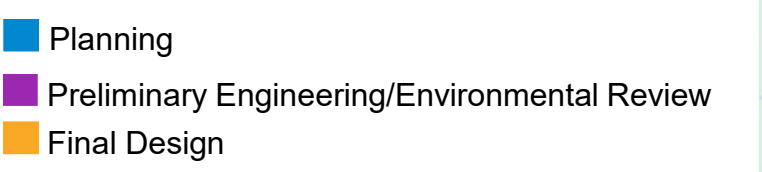
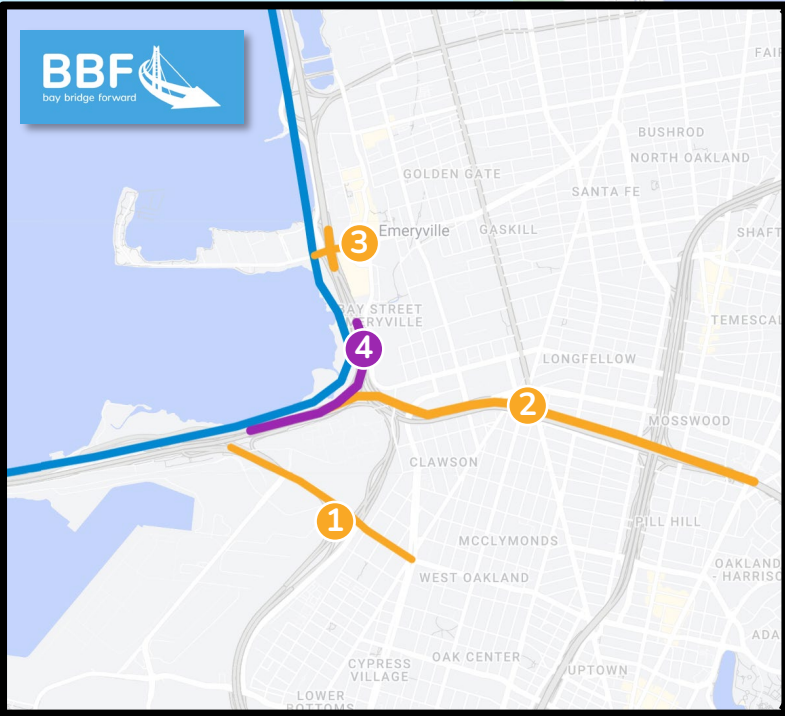
- Consultant procurement underway (Final in 2025)

Realtime Data

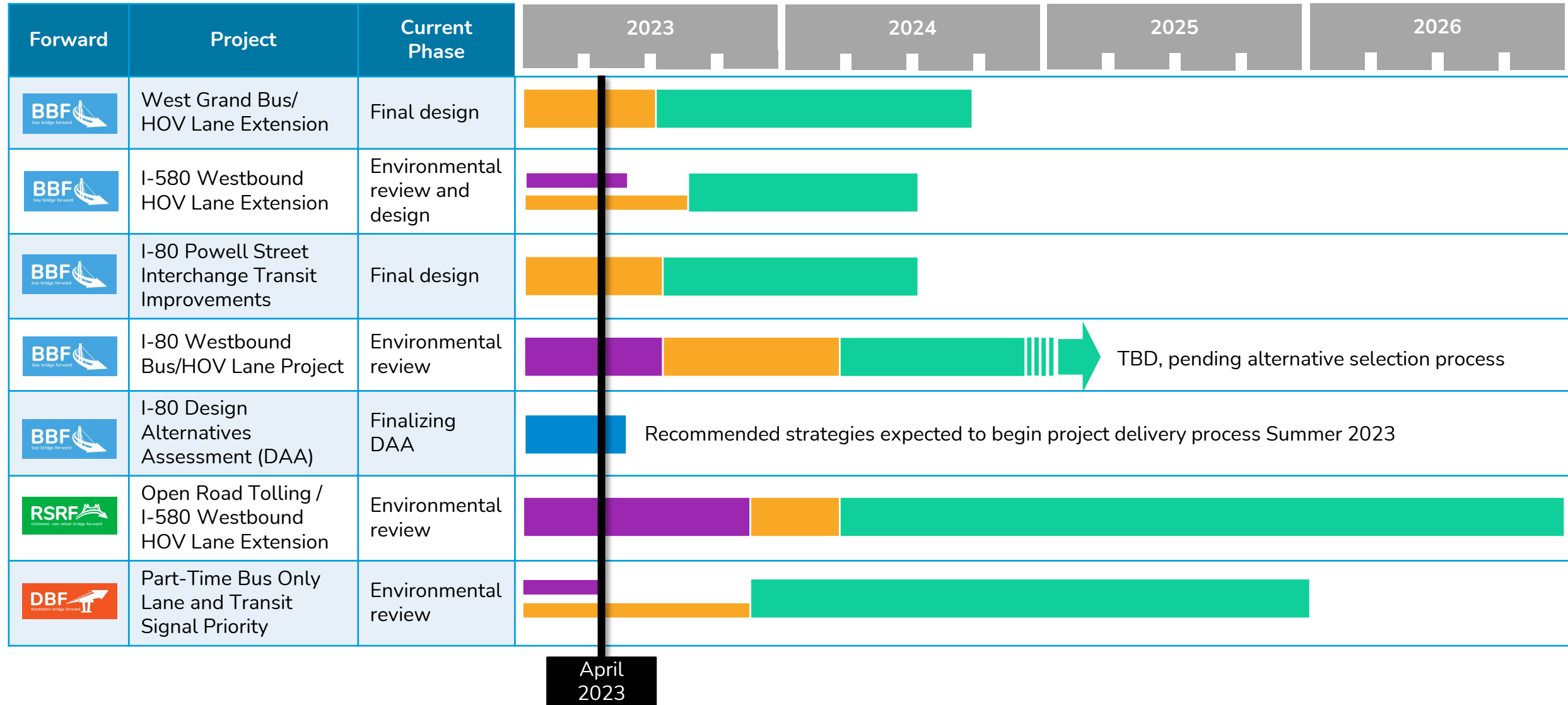
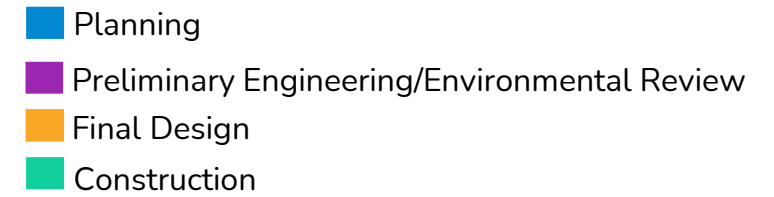
- Regional Standards (2022), seek funding for bringing up to standards (2023)

Forwards Transit Priority Project Location and Status

No.	Project
1	Bay Bridge Forward: West Grand Bus/HOV Lane Extension
2	Bay Bridge Forward: I-580 Westbound HOV Lane Extension
3	Bay Bridge Forward: I-80 Powell Street Interchange Transit Improvements
4	Bay Bridge Forward: I-80 Westbound Bus/HOV Lane Project
5	Bay Bridge Forward: I-80 Design Alternatives Assessment (DAA)
6	Richmond San-Rafael Forward: Open Road Tolling / I-580 Westbound HOV Lane Extension
7	Dumbarton Forward: Part-Time Bus Only Lane and Transit Signal Priority



Forwards Transit Priority Project Timeline



Focus on Regional Network Management

RNM Mission:

To drive transformative improvements in the customer experience for regional Bay Area transit

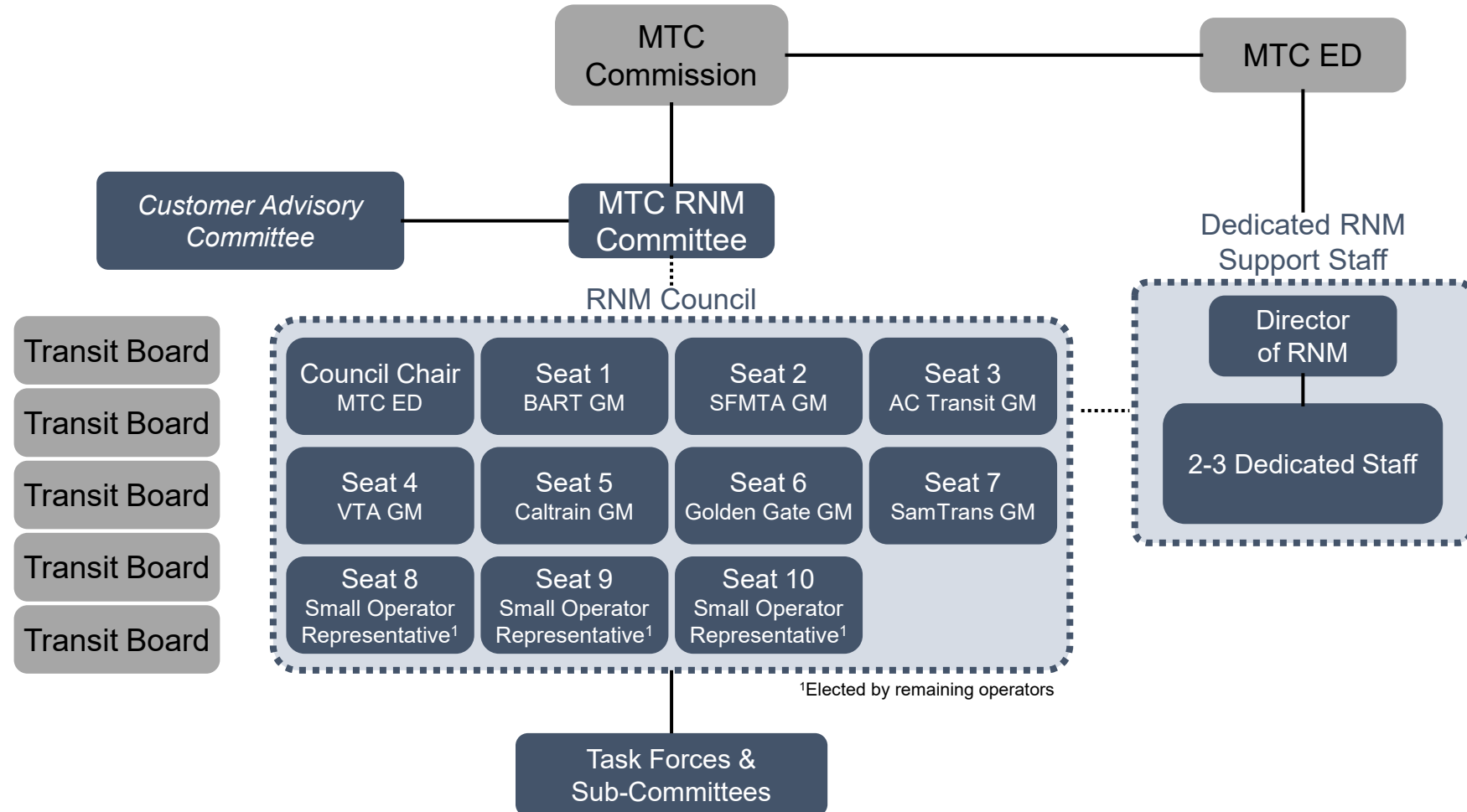
RNM Vision:

To advance regional goals in equity, livability, climate, and resiliency through a unified regional transit system that serves all Bay Area populations

RNM Objectives:

- Deliver Customer Benefits (e.g., enhanced experience, improved safety, increased accessibility, reduced travel times)
- Deliver Network Management Benefits (e.g., improved planning, economies of scale, increased ridership, improved decision making)
- Deliver Other Public Benefits (e.g., reduced VMT, economic growth, enhanced connectivity, increased equity)

RNM Organizational Structure:



180-Day Plan for Standing Up the RNM

Pre-Launch (Mar)	Days 0-60 (Apr - May)	Days 61-120 (Jun - Jul)	Days 121-180 (Aug - Sep)	Post-Launch (Oct+)
<ul style="list-style-type: none"> ✓ MTC Action: Action proposed RNM structure ✓ Funding: Develop initial budget, funding requirements, and funding plan for Dedicated Staff ✓ MTC RNM Committee: Commission Committee Structure Approach / Membership 	<ul style="list-style-type: none"> ❑ Admin: Consultant SOW and Onboarding ❑ Funding: Draft MTC Budget and Funding Resolutions ❑ MTC RNM Committee: Amend Commission Procedures Manual ❑ RNM Council: Appoint membership ❑ Implementation Plan: Living Present Implementation Plan ❑ Dedicated RNM Staff: RNM Director job description / requisition ❑ Other: Partnership and stakeholder consultations 	<ul style="list-style-type: none"> ❑ Funding: Approve MTC Budget / dedicated RNM budget ❑ MTC RNM Committee: Approve Ex-Officio Members ❑ MTC RNM Committee: Develop workplan and begin convening meetings ❑ RNM Council: Develop workplan and begin convening meetings ❑ Customer Advisory Committee: Establish Membership ❑ Dedicated RNM Staff: Begin recruitment process for RNM Director 	<ul style="list-style-type: none"> ❑ Dedicated RNM Staff: RNM Director on Board ❑ Dedicated RNM Staff: Develop job descriptions / requisitions for any immediate Support Staff ❑ Customer Advisory Committee: Develop workplan and begin convening meetings ❑ Metrics: Develop KPIs ❑ Project Management: Develop RNM Project Management Templates (e.g., reports, budgets) ❑ Action Plan: Action Plan Implementation Support (Extension of Staff) 	<ul style="list-style-type: none"> ❑ Metrics: Establish KPI reporting process and begin reporting on KPIs ❑ Action Plan: Update Action Plan Revisions ❑ Dedicated RNM Staff: Begin hiring process for any immediate Dedicated Support Staff ❑ MOU: Begin seeking MOU approval from Transit Boards

Updates on Actions

Outcomes

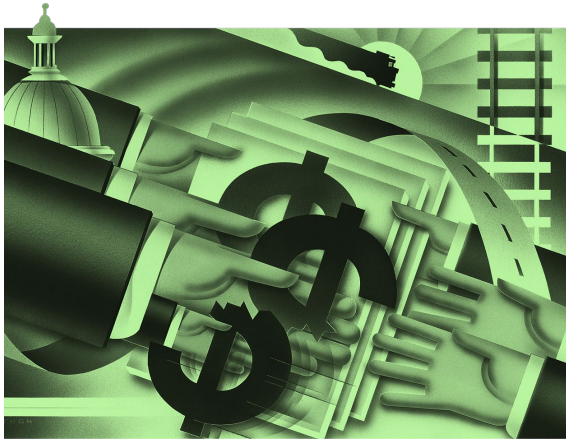
Key Actions

IV. Accessibility



- Coordinated Plan and Paratransit Eligibility Standard Practices Assessment (Late 2023)
- Trapeze awarded contract to design Third Party software Integration for paratransit fare payment with the Next Generation Clipper (C2) System (March 2023)

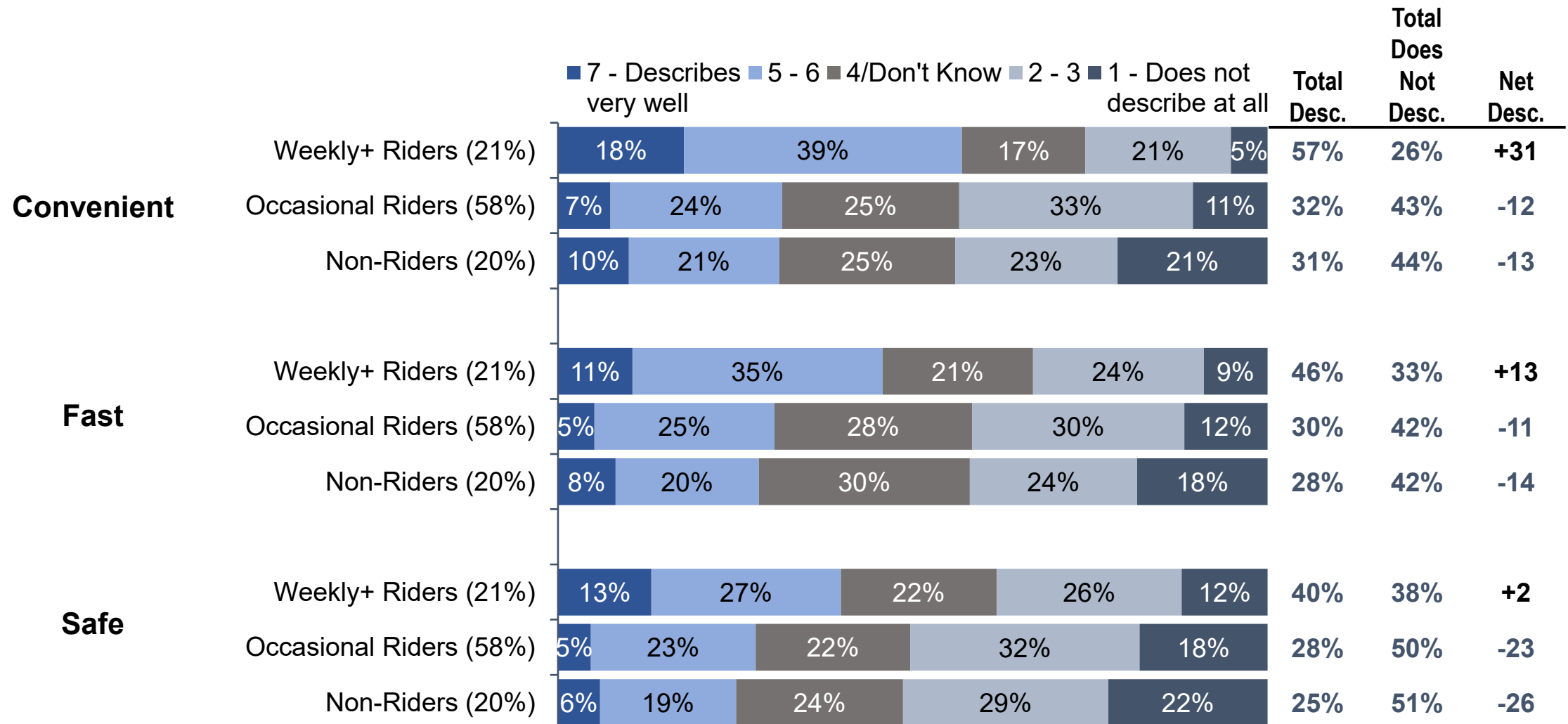
V. Funding



- Initiated discussions and Listening Session related to future regional measure (December 2021)
- Stakeholder engagement to inform enabling legislation in 2024 (Fall 2022 – December 2023)
- Transit Agency Fiscal Cliff – Staff and Operator coordination on state budget request (2023)

Transit Attributes by Ridership

How well do you feel each of the following describes public transit in the Bay Area?



Discussion

Questions:

- 1) Are the accelerated actions and TAP supported and prioritized appropriately?
- 2) As progress towards the TAP advances, are there opportunities for more immediate customer experience improvements (e.g. safety and cleanliness) and/or return to transit messaging and incentives?

Summary:

- MTC and transit operators are aggressively pursuing design and implementation of customer-oriented improvements and organizational reforms,
- It will take time, before the actions identified in the Transit Transformation Action Plan (TAP) are ready for deployment and implemented at scale across the transit system.
- Additional time will be necessary before the results of these efforts are fully reflected across the system's ridership and other performance metrics.