



## *Memorandum*

TO: Operations Committee

DATE: June 2, 2017

FR: Executive Director

W. I. 1237

RE: Bay Bridge Forward - Flexible On-Demand Transit Pilot:

- i. Cooperative Agreement – Pilot Flexible On-Demand Transit Service: Regents of the University of California (\$750,000)
- ii. Cooperative Agreement – Commute Management Technology Platform: Kaiser Foundation Hospital (\$250,000)

### **Background**

In July 2016, the Commission approved the \$40 million Bay Bridge Forward initiative which featured a suite of programs designed to move more people in fewer vehicles within the most congested east-west Bay crossing. Under the shared mobility program, \$1 million in funding was set aside as seed funding for a flexible on-demand transit pilot. MTC's goal is close gaps in our transit system for job centers that are not well-served by regional transit today through a pilot flexible transit service. MTC's plan is to partner with a large San Francisco employer(s) outside of downtown with East Bay employees who could commute using a one-seat transbay transit ride rather than drive-alone across the bridge into San Francisco.

Hospitals are among the largest employers in San Francisco with an aggregate total of over 40,000 employees. Most hospitals are located outside of downtown and are not directly served by BART, AC Transit, WestCat, or ferries. After reaching out to the Bay Area Council and some large employers, the University of California, San Francisco (UCSF) and Kaiser Foundation Hospital (KFH) expressed the strongest interest to work with MTC to address transportation challenges for their East Bay employees. Both UCSF and KFH have a growing share of their employees living outside of the city due to housing affordability, which has challenged the hospitals' ability to recruit and retain frontline administrative staff, medical assistants and nurses. Both UCSF and Kaiser are neighbors at their Mission Bay and Geary campuses, and they wanted to coordinate with each other and offer broader transportation options for their employees. This combination of jobs/housing mismatch, lack of transbay transit connectivity, and willingness of UCSF and KFH to work on transportation issues together make them uniquely qualified to pilot new transit services from the East Bay into hospital campuses outside of downtown San Francisco.

### **Cooperative Agreement Actions**

In light of the foregoing, staff recommends that the Operations Committee authorize the Executive Director or his designee to negotiate and enter into the following cooperative agreements:

**i. Cooperative Agreement – Pilot Flexible On-Demand Transit Service: Regents of the University of California (UC Regents) (\$750,000)**

This cooperative agreement with UC Regents will enable UCSF to pilot flexible on-demand transit services in an amount not to exceed \$750,000, subject to the Executive Director's approval of Regional Measure 2 (RM2) capital funds via delegated authority under MTC Resolution No. 3620.

This pilot will involve a collaborative effort between MTC and UC Regents, wherein UCSF will pilot new flexible on-demand transit routes between the East Bay and UCSF in San Francisco, and MTC and UCSF will study the effectiveness of that service. The goal is to work with UCSF to develop a transit service that can divert drive-alone East Bay drivers to transit on a regular or occasional basis. This pilot service must offer routes that complement, not compete, with existing direct one-seat trips offered by public transit, be operated with unionized labor, and offer wheel-chair accessible vehicles when available. In return, UCSF will provide MTC with data on shuttle routes (including stops, schedules, speeds, and travel times) and ridership data. The pilot will provide fixed funding of \$750,000, and should the pilot prove successful, UCSF will seek to identify resources and other employers to continue the pilot. The pilot is expected to last for a 12-month duration from the commencement of the service.

Staff recommends that the Operations Committee authorize the Executive Director or his designee to negotiate and enter into a sole source contract with UC Regents for a period of performance through September 2018, at a cost not to exceed \$750,000.

**ii. Cooperative Agreement – Commute Management Technology Platform: Kaiser Foundation Hospital (KFH) (\$250,000)**

This cooperative agreement with KFH, a 501(c)(3) nonprofit, will enable KFH to procure an integrated commute management technology platform in an amount not to exceed \$250,000.

KFH would benefit from a commute management platform because KFH want to reduce its employees' drive-alone rates, offer commuter ridesharing options, and better manage parking (including parking demand in nearby neighborhoods). A commute management platform offers large employers like KFH the ability to pilot innovative technology that can demonstrate the effectiveness of various combinations of commute options and incentives in decreasing drive-alone trips. This type of platform captures a baseline and measures employee commute activity across all modes, especially parking; applies more efficient management of employee transportation programs; helps employees find and share rides to and from work; and measures the effectiveness of different commuter incentives and commute mode options. In addition, data from this platform will help MTC and UCSF to design the pilot flexible on-demand transit service as described above, and to measure the effectiveness of the high-occupancy vehicle, transit, and other transportation demand management. This pilot will span two years with funding from MTC and KFH.

Staff recommends that the Operations Committee authorize the Executive Director or his designee to negotiate and enter into a sole source contract with KFH for a period of performance through June 2019, at a cost not to exceed \$250,000.

  
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Steve Heminger

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## REQUEST FOR COMMITTEE APPROVAL

### Summary of Proposed Cooperative Agreement

Work Item No.: 1237

Contractor: Regents of the University of California  
San Francisco, CA

Work Project Title: Flexible On-Demand Transit Pilot

Purpose of Project: To pilot new transit services between the East Bay and San Francisco job centers outside of downtown as a strategy to divert drive-alone East Bay drivers and increase passenger throughput on the San Francisco-Oakland Bay Bridge and provide rate and ridership data.

Brief Scope of Work: UCSF will pilot new flexible on-demand transit services between hospital campuses in San Francisco and the East Bay across the San Francisco-Oakland Bridge.

Project Cost Not to Exceed: \$750,000

Funding Source: Regional Measure 2 (RM2) Capital

Fiscal Impact: Funds available in the FY 2016-17 agency budget; an allocation of \$750,000 of RM2 Capital from funds previously programmed for Bay Bridge Forward is requested for approval via the Executive Director's delegated authority under MTC Resolution No. 3620.

Motion by Committee: That the Executive Director or his designee is authorized to negotiate and enter into a cooperative agreement with UC Regents in an amount not to exceed \$750,000 to pilot the transit service described above and in the Executive Director's memorandum dated June 2, 2017, and the Chief Financial Officer is directed to set aside funds in the amount of \$750,000, subject to the Executive Director's approval of RM2 capital funds via delegated authority under MTC Resolution No. 3620.

Operations:

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Dave Cortese, Chair

Approved: Date: June 9, 2017

## REQUEST FOR COMMITTEE APPROVAL

### Summary of Proposed Cooperative Agreement

Work Item No.: 1237

Contractor: Kaiser Foundation Hospital  
San Francisco, CA

Work Project Title: Commute Management Technology Platform

Purpose of Project: To reduce employee drive-alone rates, offer commuter ridesharing options, and better manage parking. Commute data and analytics from technology platform will also help inform the MTC and UCSF pilot of new flexible on-demand transit routes between East Bay and San Francisco.

Brief Scope of Work: KFH will pilot a commute management technology platform at KFH facilities.

Project Cost Not to Exceed: \$250,000

Funding Source: Regional Measure 2 (RM2) Capital

Fiscal Impact: Funding included in the FY 2016-17 agency budget.

Motion by Committee: That the Executive Director or his designee is authorized to negotiate and enter into a cooperative agreement with KFH in an amount not to exceed \$250,000 to pilot the commute management technology platform described above and in the Executive Director's memorandum dated June 2, 2017, and the Chief Financial Officer is directed to set aside funds in the amount of \$250,000, as specified above.

Operations: \_\_\_\_\_  
Dave Cortese, Chair

Approved: Date: June 9, 2017

# Bay Bridge Forward: Flexible On-Demand Transit Pilot & Commuter Management Technology Platform

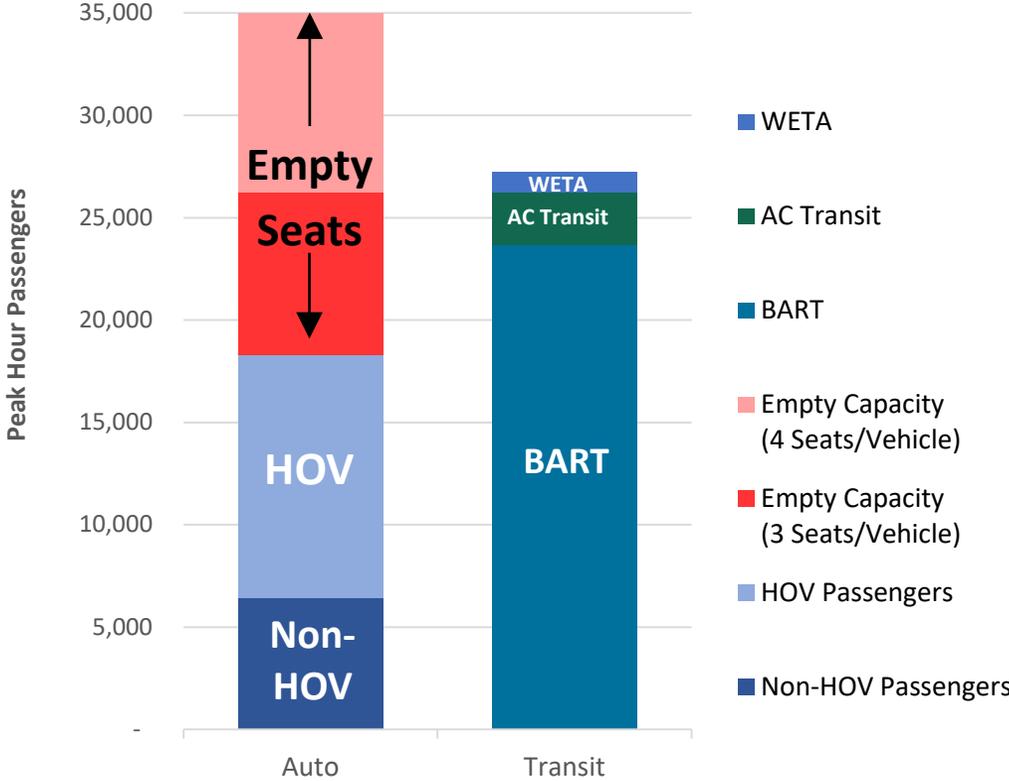
Operations Committee  
June 9, 2017



# Bay Bridge Forward

- \$40 M in total funding
  - Move more people in fewer cars within SFOBB corridor
- \$1 M Flexible On-Demand Transit
  - Partner with large SF employers with East Bay employees to provide better one-seat transit options for trips not well-served by existing long-distance transit

## Transbay WB Peak Hour



4 seats/vehicle → 48% seats are empty

16,000+ empty seats/hour = 70% of BART Tube Capacity

Source: BATA 2015, Caltrans 2014, MTC 2015



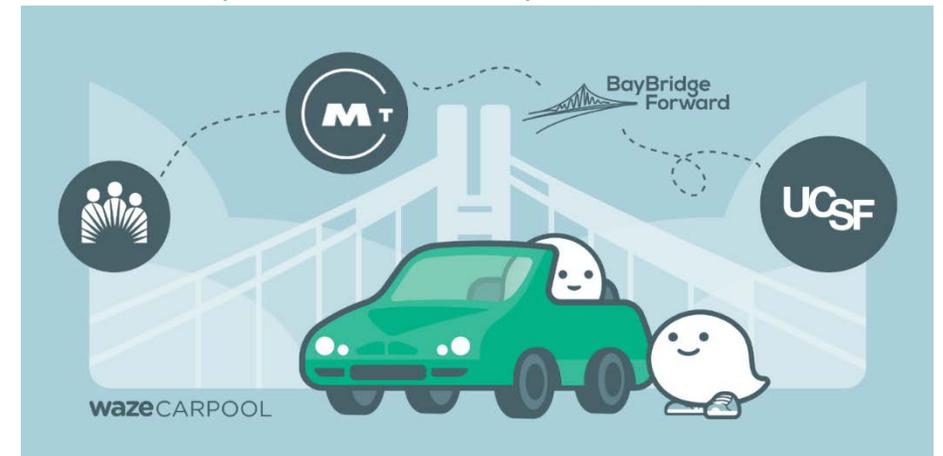
# Why Partner with SF Hospitals

- Hospitals are among largest employers
  - UCSF: 25k+ employees in SF (30k+ in region)
  - Kaiser: 7k+ employees in SF (40k+ in region)
- Hospitals are not directly served by regional transit
- Employer Coordination Opportunity
  - Kaiser & UCSF hospitals are neighbors in SF
  - Employees face the same transportation challenges
  - Kaiser & UCSF can leverage combined scale and resources to provide better transportation option to employees, patients, visitors, and surrounding neighborhoods

UCSF



\$0 Partnership between WazeCarpool, Kaiser, UCSF & MTC

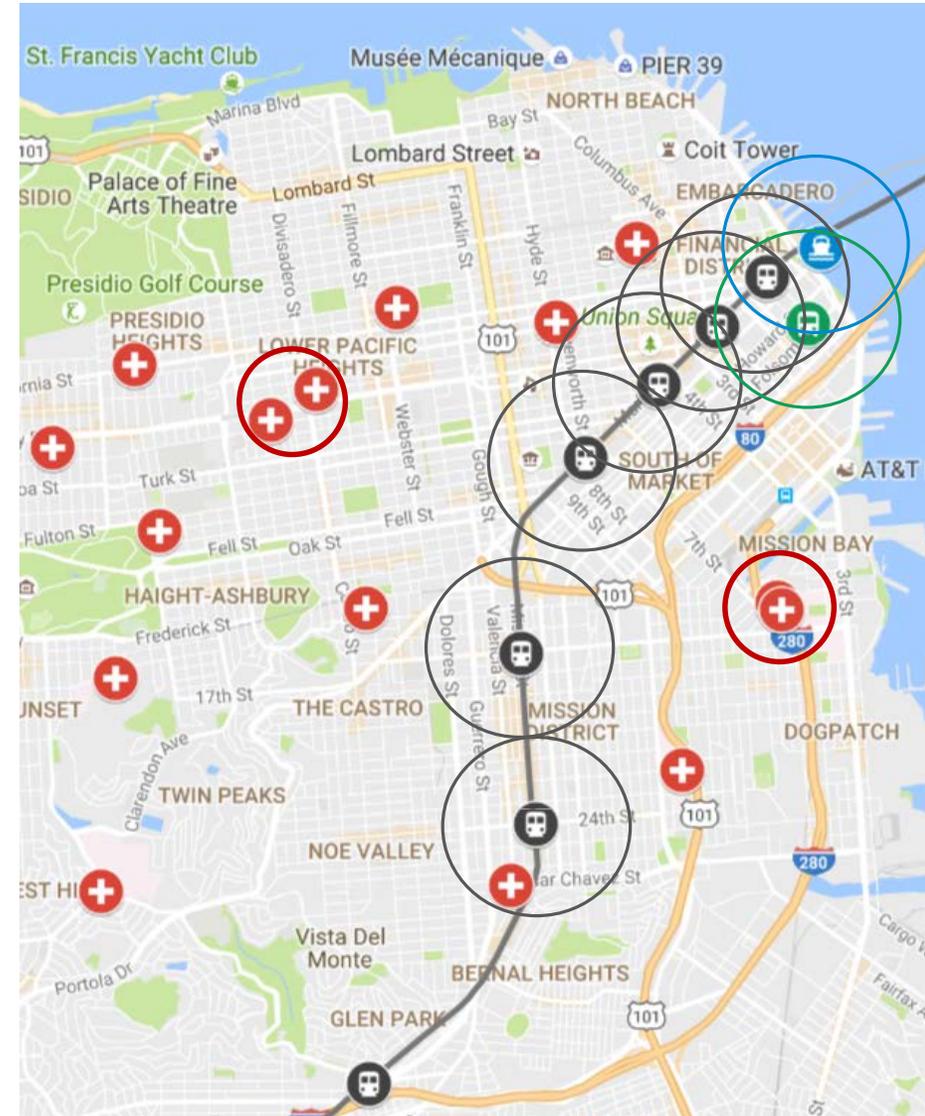


# Jobs/Housing/Transportation Challenges

- Hospitals are dense employment areas that are not well-served directly by regional transit
- Many hospital employees (48%\*) live outside of San Francisco
  - Can't afford housing near best jobs
- High turnover of frontline administrative and nursing staff due to commutes

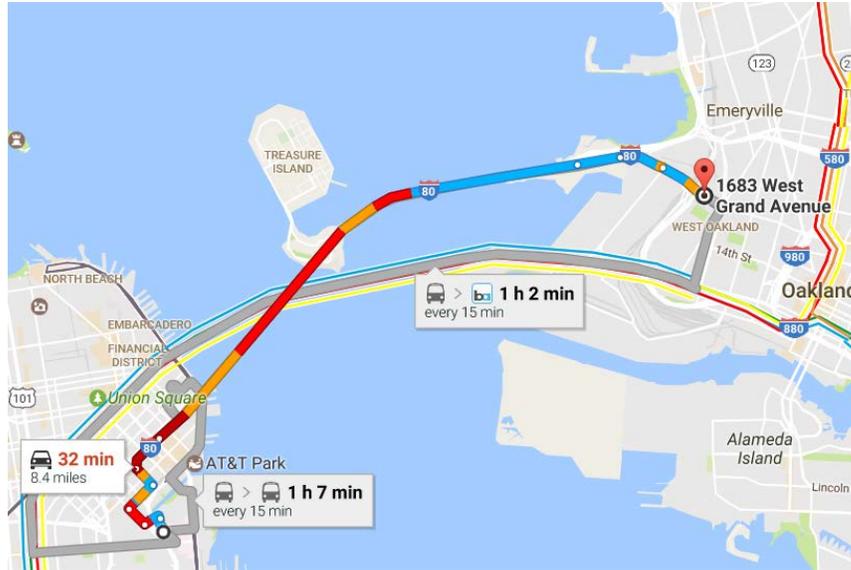
○ = UCSF & Kaiser  
○ = ½ mile radius (10 min walk)

No direct service by BART, AC Transit, WETA, or WestCAT



# Existing Transbay Transit Not Attractive for All - Gaps Exist

Mission Bay → West Oakland



## Transit vs Drive:

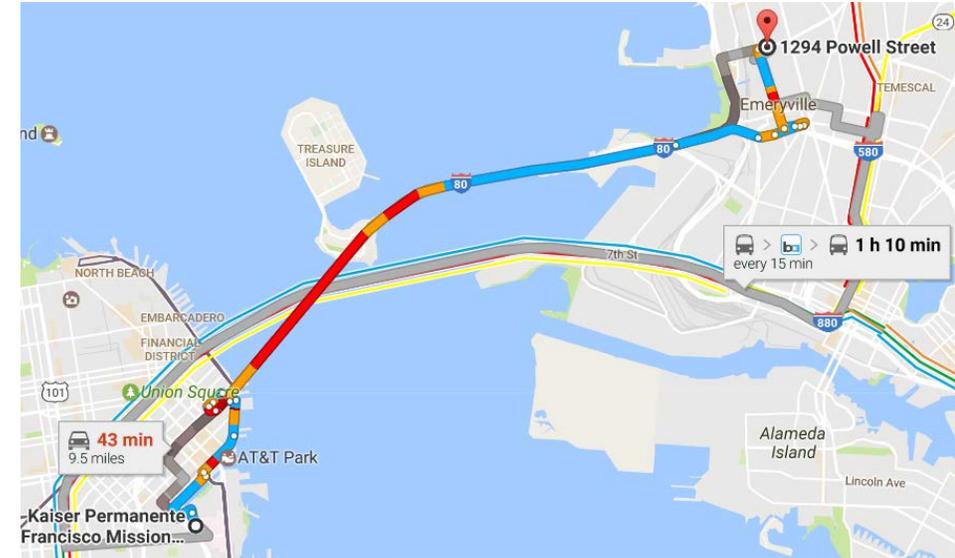
+ 30 min  
1 Transfer

via I-80 E **32 min**  
Fastest route, despite heavier traffic than usual 8.4 miles  
[DETAILS](#)

4:55 PM–6:02 PM 1 h 7 min  
 > > > NL >

4:54 PM–5:56 PM 1 h 2 min  
 > 55 > Dublin/Pleasanton - Daly City  
 Pittsburg/Bay Point - SFIA/Millbrae >

Mission Bay → Emeryville



## Transit vs Drive:

+ 31 min  
2 Transfers

via I-80 E **39 min**  
Fastest route now due to traffic conditions 10.7 miles  
[DETAILS](#)

via I-80 E and Powell St **43 min**  
The usual traffic 9.5 miles

4:54 PM–6:04 PM 1 h 10 min  
 > 55 > Pittsburg/Bay Point - SFIA/Millbrae > Hollis North > Hollis South > Hollis >

Bay Bridge Forward: \$750,000

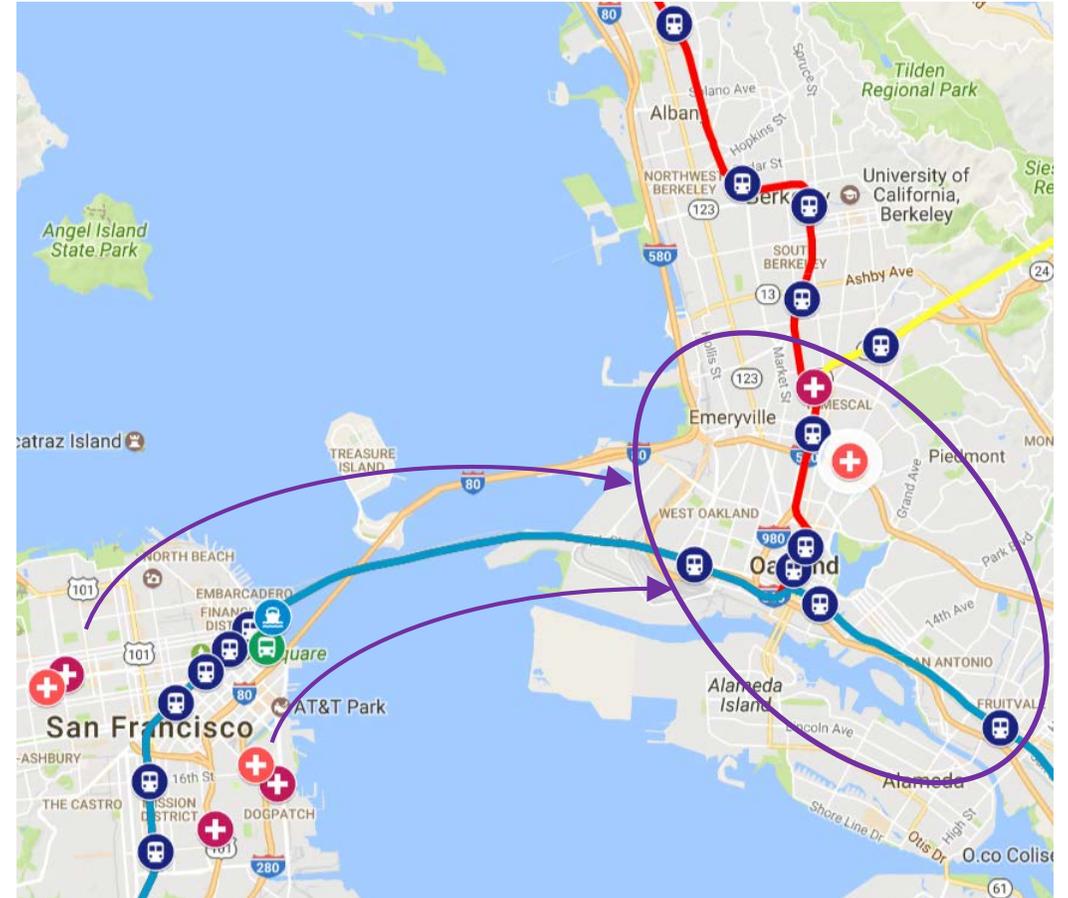
# Pilot Flexible On-Demand Transit Service

Target high demand routes not well-served by existing transit:

- Avoid competing with existing one-seat services

Utilize Bay Bridge Forward:

- West Grand HOV Ramp (Oakland)
- Sterling/Bryant HOV Ramp (San Francisco)
- Commuter Parking Initiative (Albany/Oakland)



# Flexible On-Demand Transit Service Pilot

## Scope\*:

- 12 month duration for pilot
- Offer flexible transit option to employees
- Identify routes that do not compete with existing one-seat transit routes
- Set fares slightly higher than public transit
- Require union labor
- Pilot wheel-chair accessible vehicles when available
- Coordination with SFMTA, SFCTA and AC Transit
- UCSF will seek partner employers and resources to continue successful elements of the pilot

## Deliverables to MTC:

- Shuttle Data
  - Stop locations
  - Routes
  - Schedules
  - Speeds & Travel Times
- Ridership Data
  - Entry and exit counts
  - Origin–destination
  - Number of unique riders
- Assessment of transit ridership and reductions in SOV rates from East Bay to San Francisco (to be conducted by MTC)

# Commute Management Technology Platform

Utilize commute management technology platform to support TDM and data and analytics

- Measure employee commute activity
  - Especially parking
- Demonstrate more efficient management of employee transportation programs
- Help employees find and share rides
- Measure employee commute experience
- Inform demand, operations, and business case for new transit services and commute options

The screenshot displays the 'Commute Calendar' interface. At the top, there are navigation tabs: Home, Commute Options, Resources, Shuttles, and Commute Calendar. The main area shows a calendar for July 2015. The current date is Monday, July 27, 2015. The calendar grid shows various commute modes for each day, including bus, parking, and bike. A sidebar on the right provides details for the selected day: 'My Commute' (6.2 miles, \$2.60), 'Pay Period Summary: Jul 20 - Aug 2' (Charge: \$21.00, Bonus: \$10.40, Donation: \$5.60), and 'My Active Challenges' (Bike Month Challenge). At the bottom, there is a 'Pay Period Details' table for July 20 - August 2.

Date	Time	Location	Description	Bonus	Charge
7/20/2015	---	---	Bike, Bus	\$2.60	\$0.00
7/20/2015	---	---	ORCA Card Fee	\$0.00	(\$3.00)
7/21/2015	9:30 AM	Roosevelt	Parking	\$0.00	(\$9.00)
7/22/2015	---	---	Bus	\$2.60	\$0.00
7/23/2015	---	---	Telecommute	\$2.60	\$0.00
7/24/2015	9:00 AM	Roosevelt	Parking	\$0.00	(\$9.00)
7/27/2015	---	---	Bike, Bus	\$2.60	\$0.00

# Commute Management Technology Platform Pilot

## Scope:

- 24 month duration for pilot
- Commute Management Technology Platform
  - Engage employees to use non-SOV options
  - Better manage parking facilities & inform parking policies
  - Capture data
  - Provide analytics
- Data to inform UCSF flexible on-demand transit pilot
  - Origin-destination
  - Schedule

## Deliverables to MTC:

- Baseline data of employee commute activity
- Mode split data
- Data of areas in East Bay where employees are not well-served directly by existing transit
- Assessment of reductions in SOV rates from East Bay to San Francisco (to be conducted by MTC)

“In god we trust; all others bring data”

-Michael Bloomberg