

ITEM 4

BATA RECOVERY ACTION PLAN



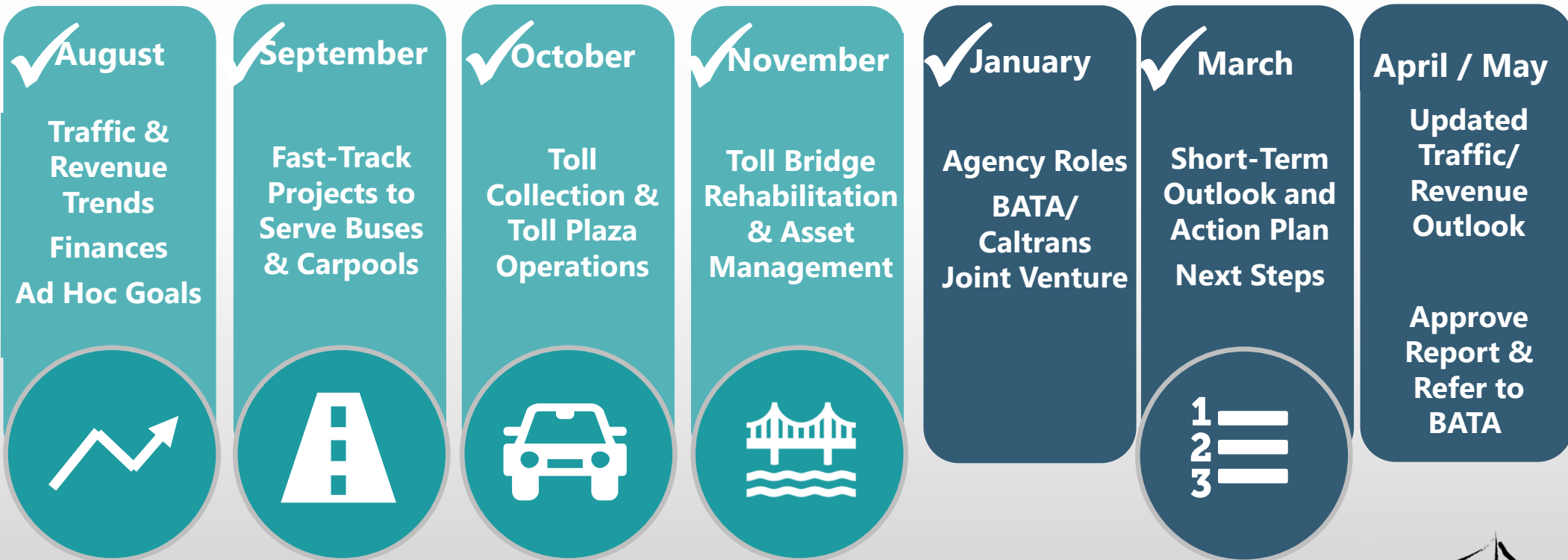
April 5, 2021

BATA Recovery Ad Hoc Working Group

AD HOC WORKING GROUP TIMELINE

Deep Dive




Recommendations






FUNDING & STATE OF GOOD REPAIR

1. Proceed with Key Projects in FY 2021-22 Budget
 - Request additional toll funding in the FY 2021-22 Budget for core, bridge safety projects, recognizing near-term draw on Reserve
 - Seek supplemental state/federal funding
2. Undertake Focused Review - Define Annual Rehabilitation Funding Needs and Recommend Next Steps (6-12 months)
 - Track return of traffic
 - Pursue cost savings
 - Complete high-level asset management review
 - Review revenue options
3. Implement Deep Dive Asset Management (1-3 years)
 - Institute Asset Management best practices (ISO 55000 or comparable)
 - Develop detailed Bridge Asset Management Plans for all toll bridges
 - Add dedicated staffing/consultant support starting in the FY 2021-22 Budget

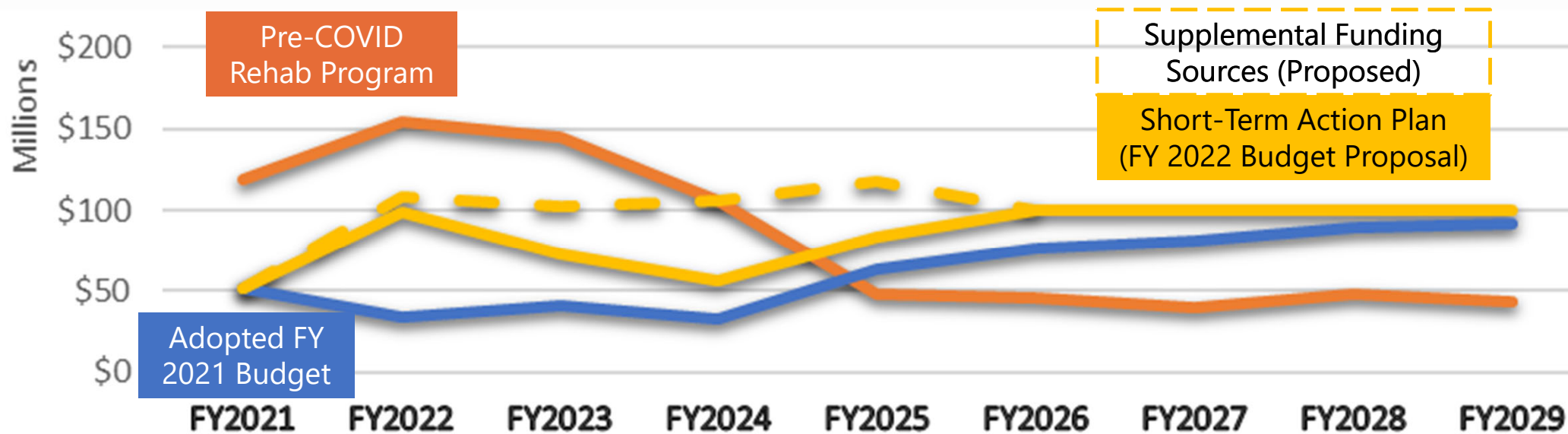
① PROCEED WITH KEY PROJECTS IN FY 2021-22

	PRIORITY PROJECTS	(PRELIM) BATA FUNDED CORE	SUPPLEMENTAL, SUBJECT TO EXTERNAL APPROVALS	NOTES
 BRIDGE INTEGRITY	<ul style="list-style-type: none"> SFOBB Yerba Buena Isl. Tunnel Fire Suppression (\$11M) Contingency and emergency work (\$27M) Various: bridge paint, misc. electrical mechanical, SFOBB fender (\$12M) 	\$48M	\$2M (Caltrans)	<ul style="list-style-type: none"> Pursue \$2M in COVID-19 Relief Highway Funding for SFOBB Paint Phase 1 Preliminary engineering
 TOLL COLLECTION	<ul style="list-style-type: none"> Open Road Tolling (\$17M) 	\$14M	\$3M (BATA/CTC)	<ul style="list-style-type: none"> \$3M SB-1 Local Partnership Program Formula
 APPROACHES, FACILITIES & OTHER	<ul style="list-style-type: none"> Bay Bridge Forward 2020 (\$1.5M) Richmond-San Rafael Bridge HOV Lane (\$2M) Bay Skyway (\$3M) 	\$3M	\$3.5M (BATA/CTC/MTC or Caltrans/Fed)	<ul style="list-style-type: none"> \$3.5M Quick Strike
	Annual Capital Rehab	\$34M		Inspections, State Painters, Existing Electronic Toll Collection System
	TOTAL FY 2021-22	\$100M	\$8.5M	

10-YEAR PROGRAM - KEY PROJECTS PROPOSED FOR FY 2021-22 BUDGET

	PRIORITY PROJECTS	BATA FUNDED CORE	SUPPLEMENTAL, SUBJECT TO EXTERNAL APPROVALS	NOTES
 BRIDGE INTEGRITY	<ul style="list-style-type: none"> SFOBB Yerba Buena Isl. Tunnel Fire Suppression (\$11M) Annual contingency for emergency work (\$113M) Preventative Maintenance Painting Projects on Richmond-San Rafael Br and SFOBB (\$94M) Various Br structural, deck repairs, paint, electrical and mechanical, SFOBB fender and cable (\$218M) 	\$342M	\$94M (Caltrans)	<ul style="list-style-type: none"> Pursue up to \$94M in COVID-19 Relief Highway Funding for future eligible Rehabilitation Projects (e.g., Paint)
 TOLL COLLECTION	<ul style="list-style-type: none"> Open Road Tolling (\$76M) 	\$62M	\$14M (BATA/CTC)	<ul style="list-style-type: none"> \$14M SB-1 Local Partnership Program Formula Funds (next 2 cycles) on Bay Bridge Open Road Tolling
 APPROACHES, FACILITIES & OTHER	<ul style="list-style-type: none"> Bay Bridge Forward 2020 (\$11.5M) Richmond-San Rafael Bridge HOV Lane (\$2M) Bay Skyway (\$3M) 	\$3M	\$13.5M (BATA/CTC/MTC or Caltrans/Fed)	<ul style="list-style-type: none"> \$5M SB-1 Local Partnership Program Formula \$3.5M Quick Strike \$5M Federal
	Annual Capital Rehab	\$588M		Inspections, State Painters, Existing Electronic Toll Collection System
	TOTAL (10 YEARS)	\$995M	\$121M	

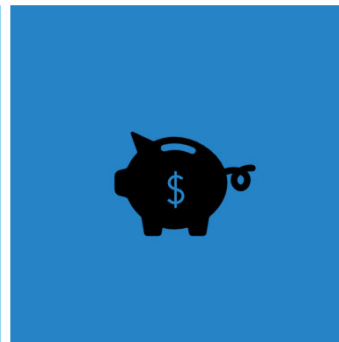
PROPOSED REHABILITATION PROGRAM FUNDING LEVELS THROUGH FY 2029



② UNDERTAKE FOCUSED REVIEW (6-12 months; report to BATA in Fall 2021)

A. Track Traffic & Revenue

1. How close are traffic & revenue to pre-COVID levels?
2. How much supplemental funding has been secured?

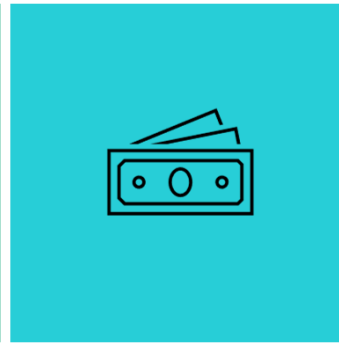


B. Pursue Cost Savings

1. Seek exemption from Caltrans administrative overhead for direct savings (\$2.5M annually) to fund more projects
2. Review high-cost project areas (e.g., steel paint)

C. Complete High-Level Asset Management Review

1. Validate existing condition data and projects
2. Confirm project timing
3. Estimate annual rehab program funding need



D. Review Revenue Options

1. Assess gap between available toll revenue and need
2. Review options, including timing and amount of planned toll increase
3. Create a Reserve for Rehabilitation, similar to that for operating, for use in future emergencies

CURRENT AND FUTURE TOLL STRUCTURE

Auto Toll	Toll
Base Toll (RM1 and Seismic)	\$4
Regional Measure 2 (2004)	\$1
Regional Measure 3 (2019)*	<u>\$1</u>
Current Auto Toll	\$6
<i>Regional Measure 3 (Jan. 2022) (approved and pending)</i>	<i>\$1</i>
<i>Regional Measure 3 (Jan. 2025) (approved and pending)</i>	<i><u>\$1</u></i>
<i>Approved Pending Auto Toll</i>	<i>\$8</i>
<i>Regional Measure 3 Consumer Price Index (CPI) Increase (After 2025) (Requires BATA Approval)</i>	<i>CPI</i>
<i>Base Toll Increase (2027) (Planned, Requires BATA Approval)</i>	<i>TBD</i>

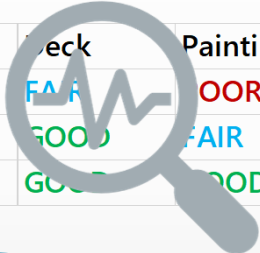
*Regional Measure 3 collections held in escrow pending resolution.

- BATA's Plan of Finance model assumes a toll increase in FY 2027 after the approved and pending RM3 increases in 2022 and 2025.
- Acceleration of the planned 2027 toll increase for bridge rehabilitation is possible.



FOCUSED REVIEW AND DEEP DIVE FOR ASSET MANAGEMENT

- » High - Level validation of existing data on bridge conditions and costs (3-6 months)



Structure	Deck	Painting	Electrical
GOOD	FAIR	POOR	FAIR
FAIR	GOOD	FAIR	POOR
POOR	GOOD	GOOD	POOR

» Deep Dive

- Best Practices for asset management
- In-Depth Studies for Structural Steel Painting and Deck life cycles
- Detailed Bridge Asset Management Plans

③ IMPLEMENT DEEP DIVE ASSET MANAGEMENT ADD DEDICATED RESOURCES (3 Years)

Resource

1. Add 1 BATA FTE dedicated to Asset Management
2. Engage Consultant contracts for Asset Management ISO 55000 and program management
3. Negotiate prioritization and resources with CT
 - roles and responsibilities
 - communication and organizational structure
 - efforts to align with ISO 55000

Complete Plans

1. Engage Consultants and Caltrans to complete Asset Management Plan for 4 bridges (2 bridges/year)
2. Continue efforts to align with ISO 55000



2021



2022



2023-2024



2025 +

Engage

1. Complete ISO 55000 Diagnostic (roadmap)
2. Engage Consultants and Caltrans to complete Asset Management Plan for 2 bridges
3. Update agreements with Caltrans for Asset Management resources and defined roles and responsibilities (legislative actions as needed e.g., overhead rate savings to support asset management)

Perform

1. Caltrans and BATA performance of state of good repair strategy, monitoring and updating asset management plans as needed and in alignment with ISO 55000



PROGRAM ADMINISTRATION

4. Strengthen the BATA/Caltrans partnership - revise the Master Cooperative Agreement (1 Year)
 - Formalize a joint executive decision-making process to reflect shared risk.
 - Commit to creative delivery for transit priority projects.
 - Reflect current responsibilities such as BATA maintenance and All Electronic Tolling.
5. Address equity in FasTrak policies, including violations penalties (1 Year and Continuing)
 - Initiate review of current policies and identify low-hanging fruit for quick implementation as well as more complex measures.
6. Leverage bills to advance transit priority opportunities (6 months)

ACTION PLAN TIMELINE

