

# ITEM 3

## BATA RECOVERY ACTION PLAN



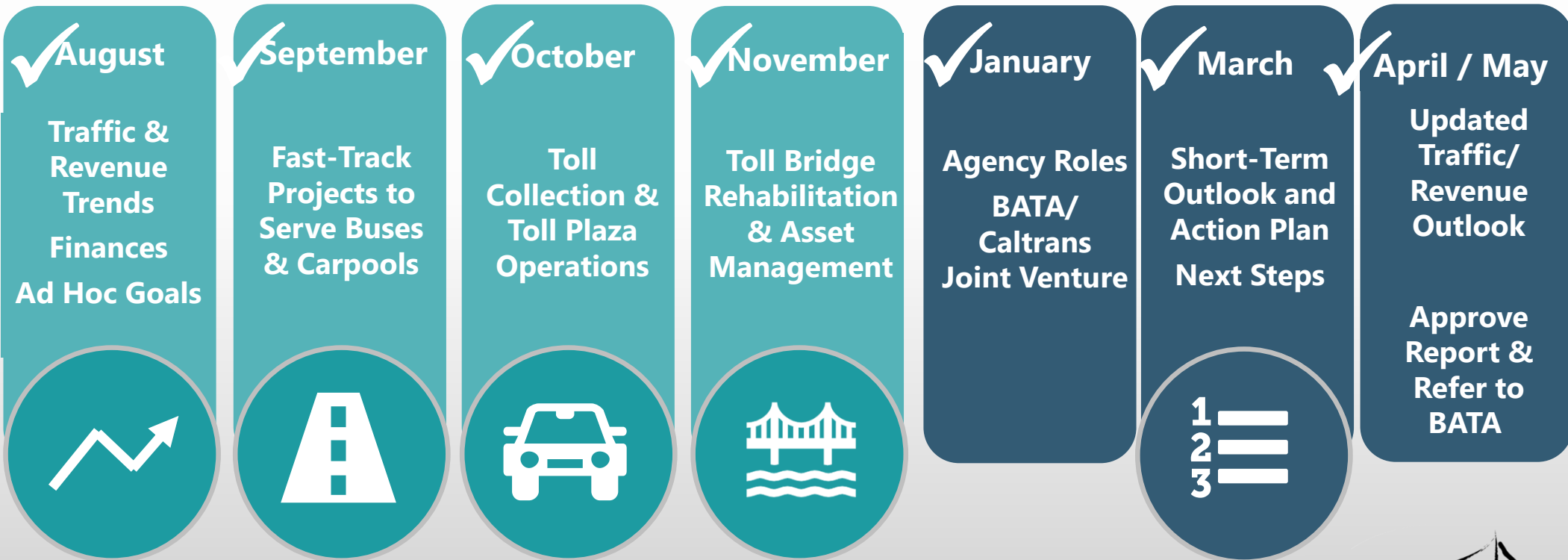
May 15, 2021

BATA Recovery Ad Hoc Working Group

# AD HOC WORKING GROUP TIMELINE

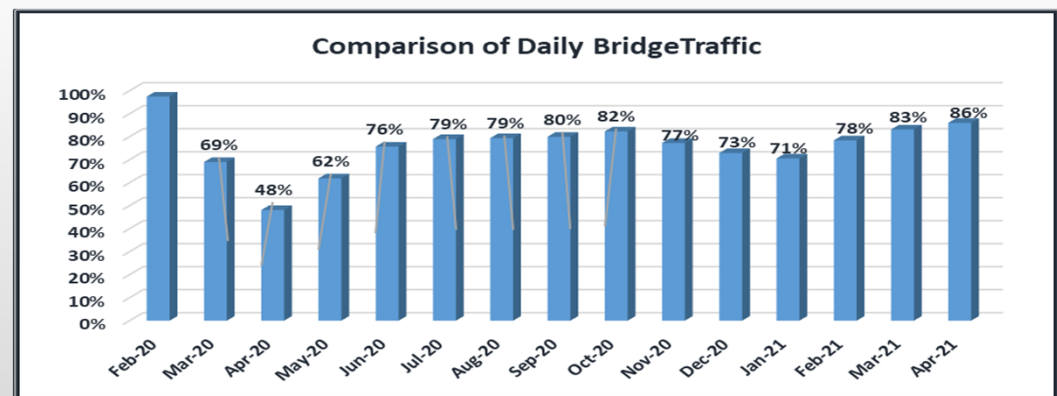
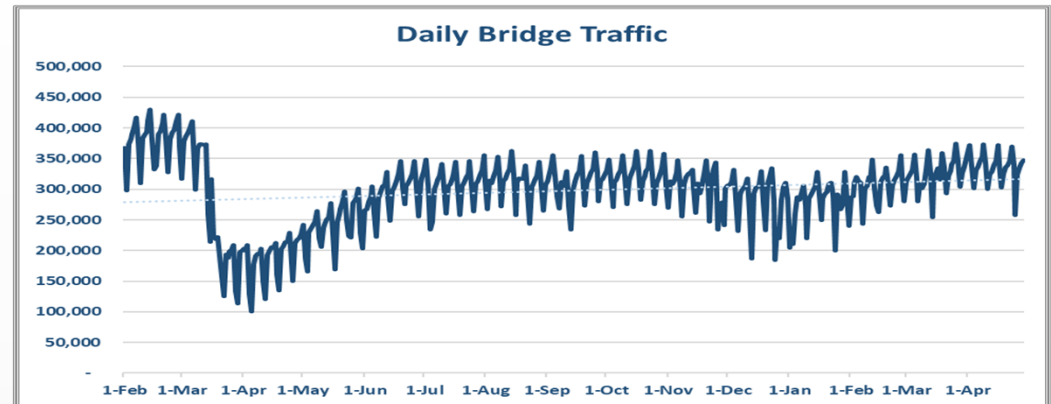
## Deep Dive

## Recommendations



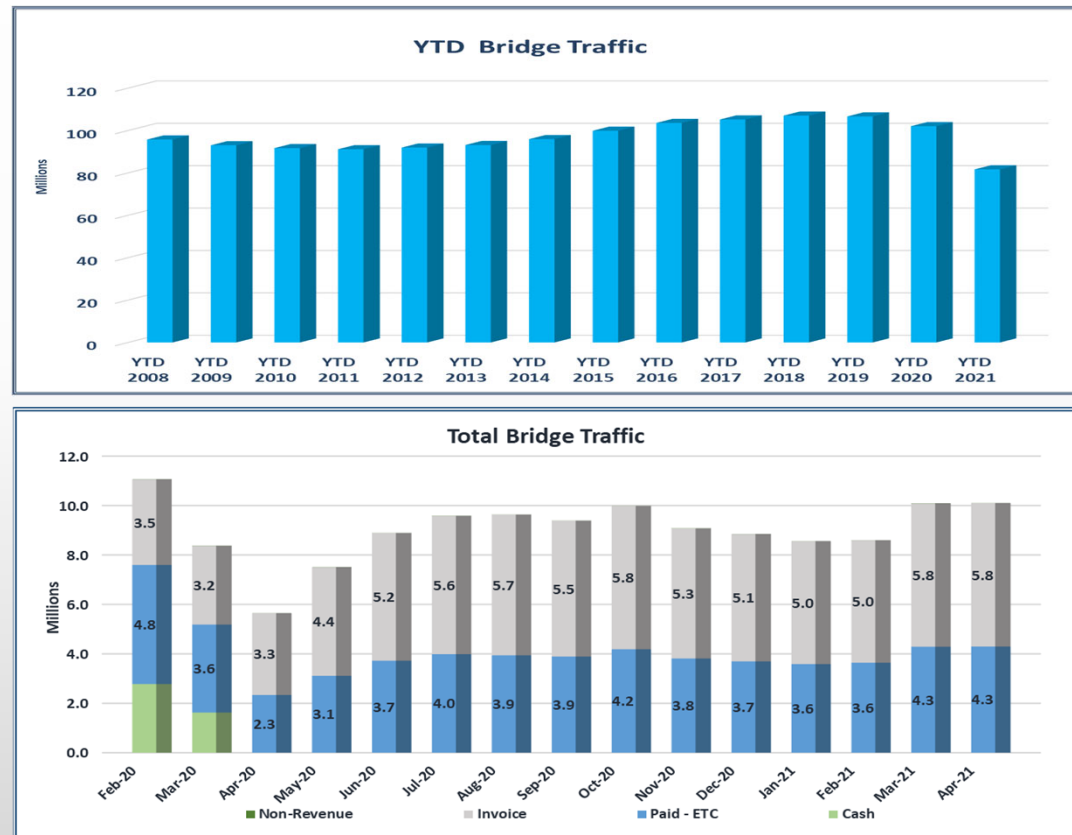
# TRAFFIC IS STABLE BUT STILL BELOW FY 2019 LEVEL

- » FY 2021 total bridge traffic will be approximately 80% of FY 2019
- » Daily traffic now averages 337,000 vehicles – up 79% from April 2020
- » Since January 2020 average daily traffic has increased 22%

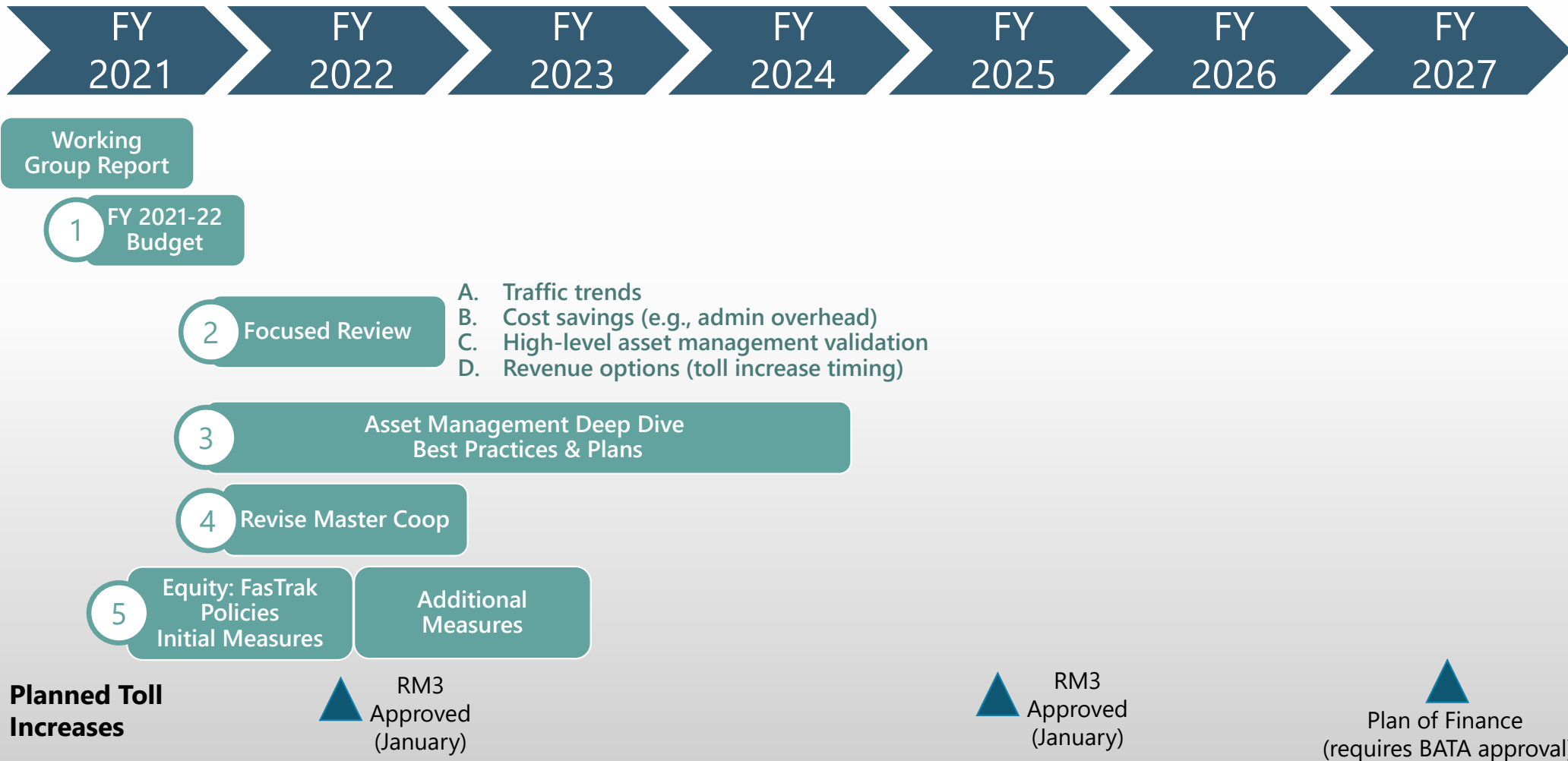


# BATA DRAFT FY 2022 OPERATING BUDGET

- FY 2022 Budgeted surplus approximately \$90 million
- FY 2022 Budget estimate at 90% of FY 2019 paid traffic
  - 28% increase in toll traffic
- Bridge traffic still 80% of FY 2019 traffic
  - Last two months traffic exceeded 10 million per month – first time since February, 2020
  - May and June should be stronger
- Operating questions:
  - Cash/liquidity levels
  - Completion of “cash” invoicing backlog
  - Impact of new invoicing system on revenue collection



# ACTION PLAN TIMELINE






## Proposed Action Plan

# 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, recognizing this will require weighing priorities and trade-offs
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, including replenishment of reserves
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	BATA FUNDED CORE	SUPPLEMENTAL, SUBJECT TO EXTERNAL APPROVALS	NOTES
 <b>BRIDGE INTEGRITY</b>	<ul style="list-style-type: none"> <li>SFOBB Yerba Buena Isl. Tunnel Fire Suppression (\$11M)</li> <li>Contingency and emergency work (\$22M)</li> <li>Various: bridge paint, misc. electrical mechanical, SFOBB fender (\$26M)</li> </ul>	<b>\$59M</b>	<b>\$2M</b> (Caltrans)	<ul style="list-style-type: none"> <li>Pursue up to \$94M in COVID-19 Relief Highway Funding for future eligible Rehabilitation Projects (e.g., Paint)</li> </ul>
 <b>TOLL COLLECTION</b>	<ul style="list-style-type: none"> <li>Open Road Tolling (\$20M)</li> </ul>	<b>\$17M</b>	<b>\$3M</b> (BATA/CTC)	<ul style="list-style-type: none"> <li>\$3M SB-1 Local Partnership Program Formula</li> </ul>
 <b>APPROACHES, FACILITIES &amp; OTHER</b>	<ul style="list-style-type: none"> <li>Richmond-San Rafael Bridge HOV Lane (\$2M )</li> <li>Bay Skyway (\$3M)</li> <li>Link Design(\$6M)</li> <li>Richmond-San Rafael Bridge Share Use Path Gap Closure (\$5M )</li> </ul>	<b>\$8M</b>	<b>\$9M</b> (BATA/CTC/MTC or Caltrans/Fed)	<ul style="list-style-type: none"> <li>\$2M Quick Strike</li> <li>\$3M Alameda CTC</li> <li>\$4M Active Transportation Program</li> </ul>
	Annual Capital Rehab	<b>\$43M</b>		Inspections, State Painters, Existing Electronic Toll Collection System
	<b>TOTAL (10 YEARS)</b>	<b>\$126M</b>	<b>\$14M</b>	

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

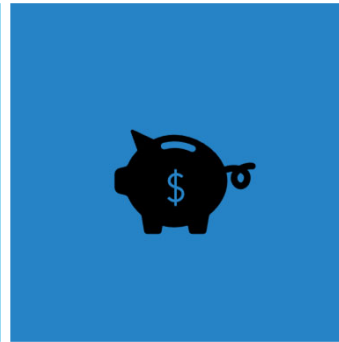
	PRIORITY PROJECTS	BATA FUNDED CORE	SUPPLEMENTAL, SUBJECT TO EXTERNAL APPROVALS	NOTES
 <b>BRIDGE INTEGRITY</b>	<ul style="list-style-type: none"> <li>SFOBB Yerba Buena Isl. Tunnel Fire Suppression (\$11M)</li> <li>Annual contingency for emergency work (\$76M)</li> <li>Preventative Maintenance Painting Projects on Richmond-San Rafael Br and SFOBB (\$300M)</li> <li>Various Br structural, deck repairs, electrical and mechanical, SFOBB fender and cable (\$271M)</li> </ul>	<b>\$658M</b>	<b>\$94M</b> (Caltrans)	<ul style="list-style-type: none"> <li>Pursue up to \$94M in COVID-19 Relief Highway Funding for future eligible Rehabilitation Projects (e.g., Paint)</li> </ul>
 <b>TOLL COLLECTION</b>	<ul style="list-style-type: none"> <li>Open Road Tolling (\$80M)</li> </ul>	<b>\$66M</b>	<b>\$14M</b> (BATA/CTC)	<ul style="list-style-type: none"> <li>\$14M SB-1 Local Partnership Program Formula Funds (next 2 cycles) on Bay Bridge Open Road Tolling</li> </ul>
 <b>APPROACHES, FACILITIES &amp; OTHER</b>	<ul style="list-style-type: none"> <li>Bay Bridge Forward 2020 (\$5M)</li> <li>Richmond-San Rafael Bridge HOV Lane (\$7M )</li> <li>Bay Skyway (\$3M)</li> <li>Link Design(\$6M)</li> <li>Richmond-San Rafael Bridge Share Use Path Gap Closure (\$5M )</li> </ul>	<b>\$8M</b>	<b>\$22M</b> (BATA/CTC/MTC or Caltrans/Fed)	<ul style="list-style-type: none"> <li>\$5M SB-1 Local Partnership Program Formula</li> <li>\$3M Federal</li> <li>\$2M Quick Strike</li> <li>\$5M COVID-19</li> <li>\$3M Alameda CTC</li> <li>\$4M Active Transportation Program</li> </ul>
	Annual Capital Rehab	<b>\$477M</b>		<b>Inspections, State Painters, Existing Electronic Toll Collection System</b>
	<b>TOTAL (10 YEARS)</b>	<b>\$1.2B</b>	<b>\$130M</b>	



## 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?

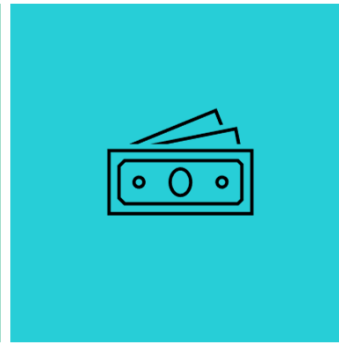


### B. Pursue Cost Savings

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, to meet need and replenish reserves
3. Create a Reserve for Rehabilitation, similar to that for operating, for use in future emergencies

## PROGRAM ADMINISTRATION

4. Strengthen the BATA/Caltrans partnership - revise the Master Cooperative Agreement (1 Year)
  - Articulate a common understanding of shared risks.
  - 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)

# TRANSIT RECOVERY AND TRANSIT PRIORITY – BAY BRIDGE/I-80 CORRIDOR FOCUS

BLUE RIBBON



**TRANSIT RECOVERY  
TASK FORCE**

Spring 2020 to Summer 2021

- Federal Relief Funding Advocacy / Distribution
- Transit Passenger & Employer Surveys
- Network Management Problem Statement/Scope
- Transformation Action Plan

Fare Integration

Mapping &  
Wayfinding

**TRANSIT PRIORITY**

Service Coordination

Transit Hubs

Asset Management

**OPEN ROAD TOLLING**

**FORWARD PROJECTS**

Reduce Overhead Rate

**COOP / EXEC DECISION  
MAKING & EFFICIENCIES**

**TRANSIT PERFORMANCE AND  
COORDINATION LEGISLATION**  
*(Chiu)*  
**BAY BRIDGE FAST FORWARD  
PROGRAM *(Bonta)***

**BATA RECOVERY AD  
HOC WORKING GROUP**

Summer 2020 – Spring 2021

- Toll Bridge State of Good Repair
- Tolling Operations
- Traffic Operations on Bridges and Approaches
- Near-Term Action Plan

