



Item 6a. BATA Recovery Ad Hoc Working Group Final Recommendations and Action Plan

BATA
Oversight
Committee

June 9, 2021

BATA RECOVERY AD HOC WORKING GROUP

Appointed by Chair Haggerty in June 2020 to assist the Authority in understanding the impacts to the BATA toll bridges and approaches as a result of the COVID-19 pandemic and to guide the Authority and Caltrans in addressing these impacts on bridge operations, maintenance, and rehabilitation.

Ad Hoc
Working
Group

Amy Worth, Chair
Damon Connolly
Carol Dutra Vernaci
Nick Josefowitz
Dina El-Tawansy

Executive
Steering
Committee

Therese McMillan - BATA
Andrew Fremier - BATA
Brian Mayhew - BATA
Sean Nozzari - Caltrans



AD HOC WORKING GROUP WORKPLAN

Deep Dive

Recommendations

August

Traffic &
Revenue
Trends
Finances
Ad Hoc Goals



September

Fast-Track
Multi-
Modal
Projects to
Serve Buses
& Carpools



October

Toll
Collection &
Toll Plaza
Operations



November

Toll Bridge
Integrity
(Rehabilitation
& Asset
Management)



January

Agency Roles
BATA/
Caltrans
Joint Venture

March

Short-Term
Outlook and
Action Plan
Next Steps



April / May

Updated
Traffic/
Revenue
Outlook

Approve
Report &
Refer to
BATA



SINCE 1998, BATA AND CALTRANS HAVE UNIQUELY JOINT-VENTURED ON THE BRIDGES

BATA

- Administers the toll revenue
- Budgets and funds operation, maintenance, and rehabilitation of the bridges

Caltrans

- Owns, plans, operates, maintains, and manages rehabilitation of the bridges, including toll facilities
- Designs and constructs eligible projects

Joint-Venture by Statute and Master Cooperative Agreement between Agencies

BRIDGE TOLLS SUPPORT MULTIPLE PROGRAMS

- **Base and Seismic Retrofit Tolls are dedicated to the operations, maintenance and upkeep of the toll bridges**
- **Bridge tolls also support regional transportation and transit expansions and operations:**

Regional Measure 2

Regional Measure 3*

Regional Express Lanes

Transit Core Capacity

AB 1171

* Use of Regional Measure 3 funds pending resolution of litigation.
Future RM3 \$1 increases on January 2022 and 2025 by Statute.

Current Toll Structure	Toll
Base and Seismic Retrofit Toll	\$4
Regional Measure 2	\$1
Regional Measure 3*	\$1



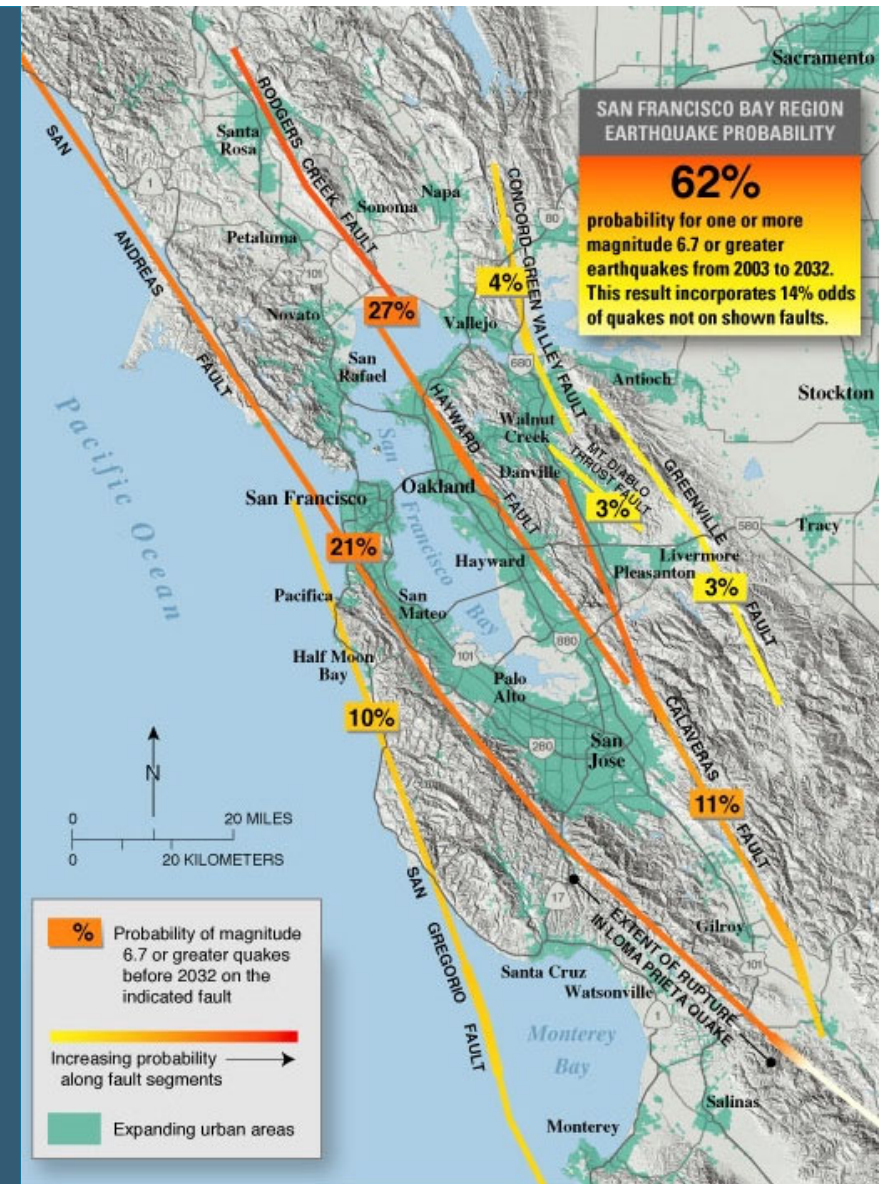
SINCE 1998, BATA & CALTRANS JOINTLY COMPLETED OVER \$10B BRIDGE IMPROVEMENT AND SEISMIC RETROFIT PROJECTS

\$8.7B Seismic Retrofit Program

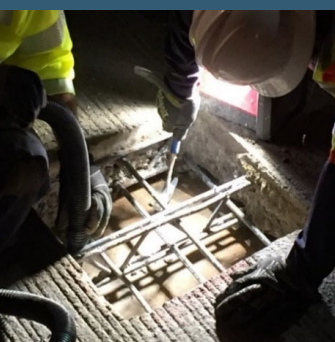
\$2.2B RM1 Toll Bridge Program




BRIDGE	SEISMIC DESIGN CRITERIA
San Francisco-Oakland Bay*	Lifeline
Benicia-Martinez*	Lifeline
Carquinez	Intermediate/No Collapse
Dumbarton	Intermediate
San Mateo-Hayward	Intermediate
Antioch	No Collapse
Richmond-San Rafael*	No Collapse

*Bridge eligible for federal funds



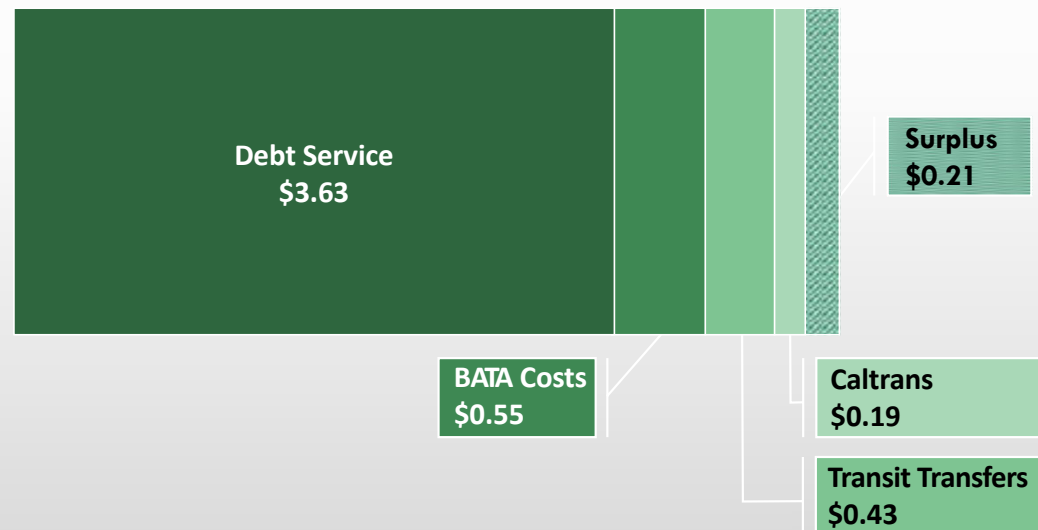
SINCE 2007, BATA HAS FUNDED \$1.5B FOR REHABILITATION



		FUNDING TO DATE	PAST MAJOR PROJECTS
	BRIDGE INTEGRITY	\$800M	<ul style="list-style-type: none"> San Mateo-Hayward Paint Ph 1 (\$60M) Richmond-San Rafael Paint Ph 1 (\$40M) San Mateo-Hayward Deck (\$40M)
	TOLL COLLECTION	\$350M	<ul style="list-style-type: none"> FasTrak® Tags (\$100M) Toll System Upgrades (\$30M) FasTrak® Sign and Sign Structure improvements (\$30M)
	APPROACHES, FACILITIES & OTHER	\$300M	<ul style="list-style-type: none"> Richmond-San Rafael Peak Period Lane & Bike Path (\$90M) 160/4 Interchange (\$50M) 680/80/12 -RM3 Advance (\$14M)

BATA'S CAPITAL PROGRAMS ARE DEPENDENT ON SURPLUS TOLL REVENUE

- A \$5 toll was sufficient to fund operations, maintenance and debt service on bridge and voter approved projects
- Fixed costs represent 96% of total toll dollars*
- Capacity to fund paygo capital costs, including toll bridge rehabilitation, is limited to surplus

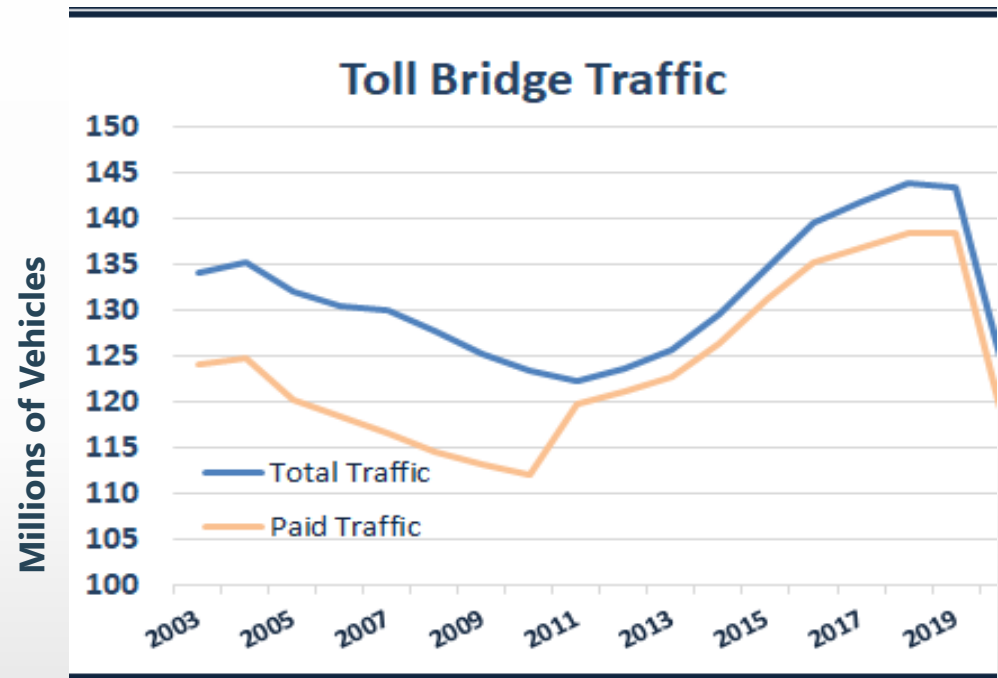


*Assumes FY2019 toll revenue of \$725 million



COVID-19 PROMPTED A SHARP DOWNTURN IN TRAFFIC AND SURPLUS REVENUES

- » FY 2020 traffic was down by 20 million vehicles to FY 2010 levels
- » Significant and sustained declines in traffic can have a dramatic impact on BATA revenue and ability to support toll programs
- » Since COVID-19 started, toll revenue is down over \$270 million (FY 2020 and FY 2021 to date)



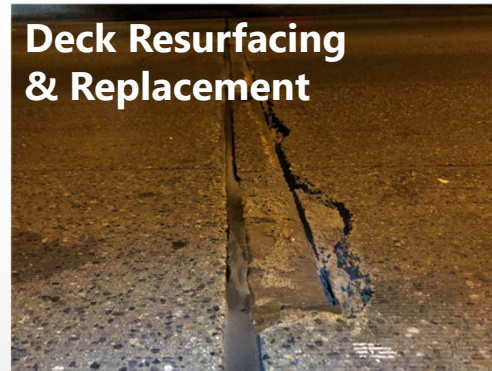


BRIDGE INTEGRITY

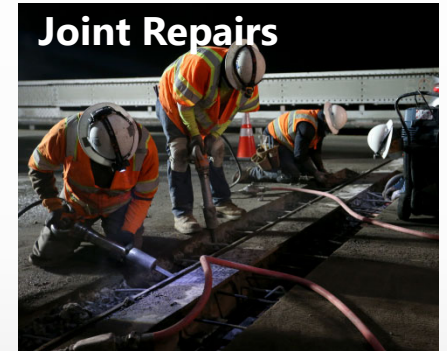
TAKE AWAYS

- Toll bridges require on-going rehabilitation to maintain a state of good repair
- Prior to COVID-19, BATA planned for \$100 million in bridge integrity projects annually, on average
- Reduced traffic due to COVID-19 required a reduction in funding to the Rehabilitation Program
- Safety is priority and will not be compromised

**Deck Resurfacing
& Replacement**



Joint Repairs



Structural Elements



**Structural
Steel Paint**





BRIDGE INTEGRITY

TAKE AWAYS, CONT.

- » For FY 2022, priority rehabilitation needs and key projects slightly exceed projected surplus and likely can be addressed by limited draw on reserves and supplemental non-toll funding
- » Priorities for toll and non-toll funding will need to be vetted and trade-offs considered
- » A better understanding of lifecycle needs is required to assess whether the current, planned toll structure is adequate over time

Options, if Rehabilitation needs exceed surplus

1. Defer Rehabilitation projects
2. Proceed with key safety projects drawing on reserves (cannot be done indefinitely)
3. Bring in new revenue

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, including leveraging State/Federal Funding and future toll increases

3. Implement Deep Dive Asset Management (1-3 years)

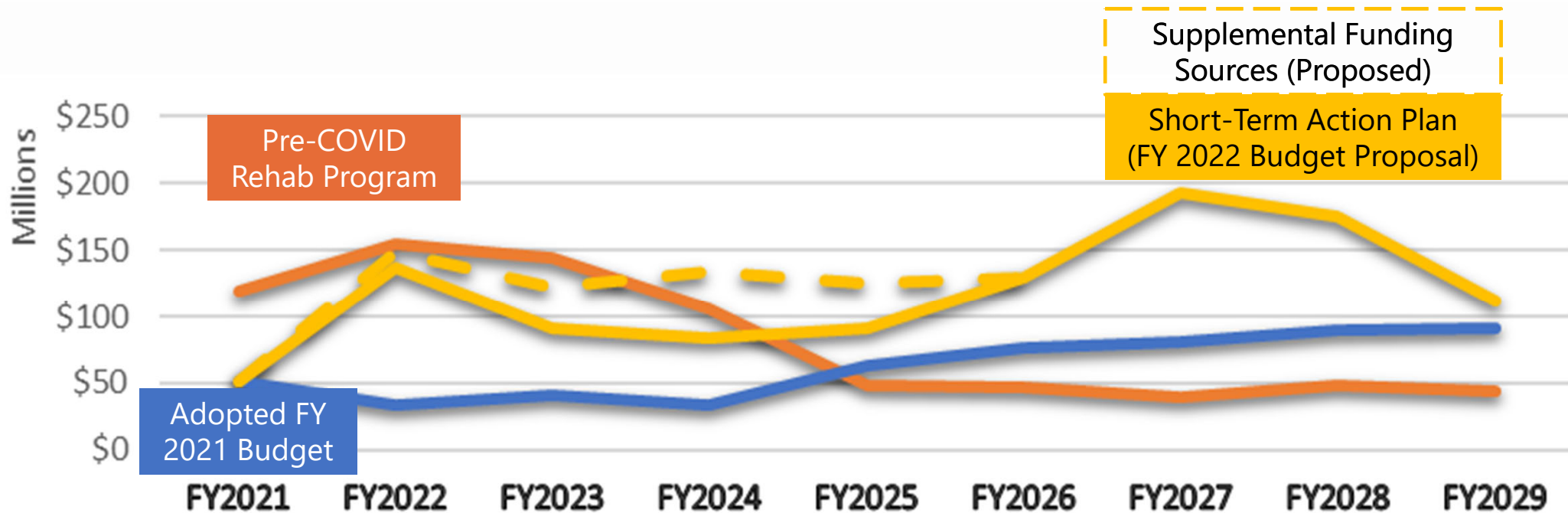
- Institute Asset Management best practices (ISO 55000 or comparable)
- Develop detailed Bridge Asset Management Plans for all toll bridges
- Add dedicated staffing/consultant support starting in the FY 2021-22 Budget



① 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"> Annual contingency for emergency work (\$76M) Preventative Maintenance Painting Projects on Richmond-San Rafael Br and SFOBB (\$300M) SFOBB Main Cable (\$48M), Fender System (\$147M), Yerba Buena Isl. Tunnel Fire Suppression (\$11M) San Mateo-Hayward Structure Repairs (\$69M) RSR Replace Existing Dampers (\$6 M) 	\$658M	\$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 (\$80M) 	\$66M	\$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 Construction of I-80 Bus Lane and I-80/Powell projects (\$10M) Richmond-San Rafael Bridge HOV Lane (\$24M) Bay Skyway (\$3M) Link Design(\$6M) Richmond-San Rafael Bridge Share Use Path Gap Closure (\$5M) 	\$25M	\$22M (BATA/CTC/MTC or Caltrans/Fed)	<ul style="list-style-type: none"> \$5M SB-1 Local Partnership Program Formula \$3M Federal \$7M Quick Strike (Regional and County) \$3M Alameda CTC \$4M Active Transportation Program
Annual Capital Rehab:	Caltrans Coordination, inspection security painters, traffic ops (\$205M) Asset management, program monitoring operations (\$77M) Annual Existing Toll Collection: Toll Tags and system maintenance(\$195M)	\$477M		
	TOTAL (10 YEARS)	\$1.2B	\$130M	

PROPOSED REHABILITATION PROGRAM FUNDING LEVELS THROUGH FY 2029



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



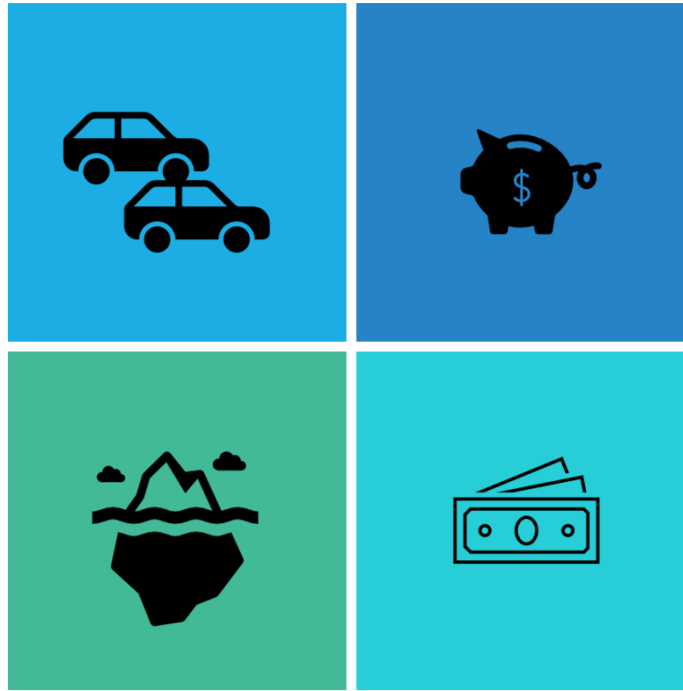
② UNDERTAKE FOCUSED REVIEW

A. Track Traffic & Revenue

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

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



B. Pursue Cost Savings

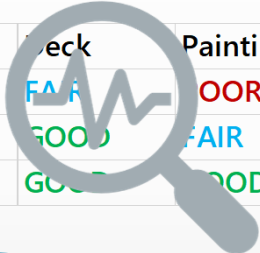
1. Seek exemption from Caltrans administrative overhead for direct savings (\$2.5M annually) to fund more projects
2. Review high-cost project areas (e.g., steel paint)

D. Review Revenue Options

1. Assess gap between available toll revenue and need
2. Review revenue options, including ability to leverage State/Federal funding, timing of future toll increases, and replenishment of reserves
3. Create a Reserve for Rehabilitation similar to that for operating, for use in future emergencies

③ 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

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.



⑤ FASTRAK EQUITY ACTION PLAN

TOLL PAYMENT OPTIONS



Goal: All customers will be afforded access to flexible and manageable ways to pay.

CUSTOMER EXPERIENCE



Goal: All customers will be provided with a positive and equitable experience when interfacing with the RCSC through any channel (website, call center, etc.).

COMMUNITY CONNECTIONS



Goal: Engaging the community and embracing the diversity of customers for continuous improvement in RCSC policies and operations.

ISSUE RESOLUTION



Goal: Providing fair and timely resolutions when problems occur, with an emphasis on reducing disproportionate impacts of toll evasion enforcement.

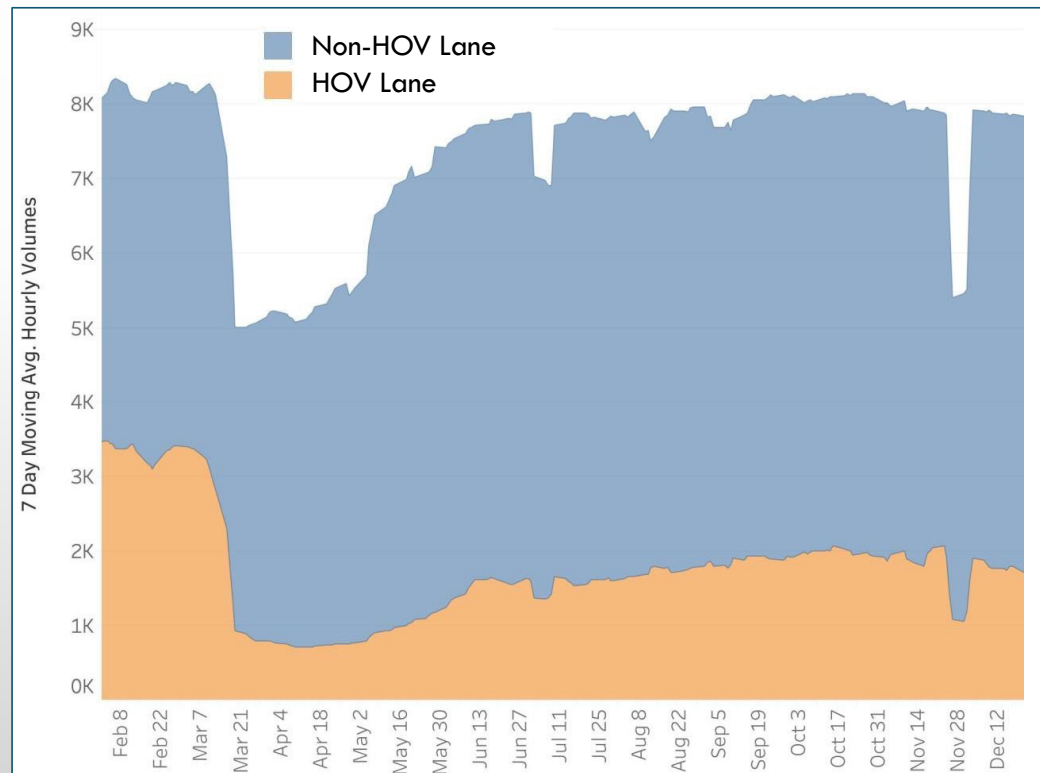


MULTI-MODAL APPROACHES, FACILITIES & OTHER

TAKE AWAYS

- » As traffic returns to the toll bridges, it is critical to provide transit and HOV priority, such as through the “Forward” suite of projects
- » Significant challenges include full funding and expediting project delivery
- » Non-toll funding sources and broad partnerships are key
- » Incident management is an important strategy to improve safety and operations

SFOBB 5-10 AM Volumes by Lane Type (Tu-Fri)



Source: MTC

BAY AREA TOLL
AUTHORITY

PROPOSED BATA RECOVERY AD HOC WORKING GROUP ACTION PLAN

IMPROVED BRIDGE OPERATIONS

6. Deliver Forward Initiatives (2 Years and Continuing)

- Secure local/State/Federal funding, in addition to toll funding
- Deliver current projects on Bay, Richmond-San Rafael and Dumbarton bridges & seek to expand to other bridges. Address two-way travel
- Leverage the Incident Management Task Force to improve traffic incident response

7. Leverage bills to advance transit priority opportunities (6 months)



⑥ DELIVER FORWARD OPERATIONAL STRATEGIES ASAP

Operations



Bus Queue Jump Lane



Open Road Tolling/Reinstate HOV Lane



Bus on Shoulder



Transit

High Frequency Express Bus & Ferry



Express Bus

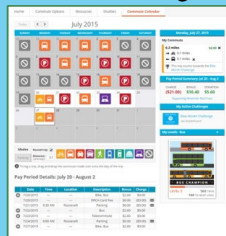


Coordinated & Modernized Express Bus



Mobility

Commute Management



Quick Builds, Gap Closures & E-bike



Gap Closures and E-bikes



7 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



PROPOSED ACTION PLAN TIMELINE

