TRANSIT TRANSFORMATION
ACTION PLAN

Implementation of Actions

October 28, 2021

Implementation

- **Recent Commission Actions**
- **Accelerated Actions**
  - Fare Coordination and Integration
  - Mapping and Wayfinding
  - Transit Priority
- **Other Actions**
- **Funding Recommendations**
  - Near-Term
  - Longer-Term

Approach to Implementation

A shared vision that cannot be implemented by any single organization or government agency. Only through partnership with local, state and federal governments, as well as with businesses and non-profit organizations, will the actions come to fruition.

Near-Term Focus

1) Priorities are keyed to customer focused outcomes
2) Act immediately on near term accelerated actions
3) Progress on key actions to set foundation for future investment
4) Initiate analysis and assessments to inform longer term actions

Longer-Term

1) Anticipated significant funding needs beyond pilots and initial Blue Ribbon funding
2) Prioritize non-accelerated actions that are needed to support and inform other actions

Recent Actions

Project	Commission Action	Action Date
Mapping and Wayfinding (#4-6)	Approved $2.8 million in Safe and Seamless Mobility Quick Strike Funding	September 2021
Establish Network Management Business Case Advisory Group (#14)	Established and Approved	September 2021
Sonoma, Solano, East Counties – Integration and Efficiencies Initiatives (#15)	Approved $1.7 million in Safe and Seamless Mobility Quick Strike Funding	July 2021
Rail Partnership and Governance Assessment (#16)	Contract Awarded	September 2021
RTC Integration with Clipper (#25)	Approved $1.4 million in Safe and Seamless Mobility Quick Strike Funding	September 2021

Fare Coordination & Integration Study + Business Case

William Bacon, MTC

Transit Operators & MTC Working Together

- Fare Integration Task Force – **Project Ownership**
- Co-Project Managers – **BART & MTC staff**
- Transit Operator Staff Working Group
- Consultant team led by the firm Steer

Policymaker and Stakeholder Engagement

- Webinar for agency board policymakers in spring 2021
- MTC Policy Advisory Council Subcommittee on Fare Coordination/Integration
  - Includes: transit rider advocates, representatives for people with disabilities, seniors, and students, the business community, and local government jurisdictions

FARE INTEGRATION TASK FORCE

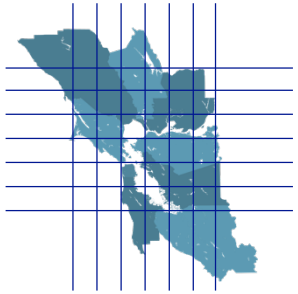
AC Transit
NVTA Napa Valley Transportation Authority
BART
San Francisco Bay Ferry
Caltrain
SFMTA
County Connection
samTrans
Golden Gate Bridge Highway & Transportation District
STA Solano Transportation Authority
Tri-Valley Wheels
Metropolitan Transportation Commission

Numerous Transit Fares and Products
(at start of COVID-19 Pandemic)

Local Bus/LRT Fare
(Adult Clipper Fare)

* = Higher fare for express/regional bus services

$1.50	$1.60	$1.75	$1.80	$2.00	$2.05	$2.25	$2.50
Petaluma Transit	Napa Vine*	FAST*	Golden Gate Transit*	CCCTA*	SamTrans*	AC Transit*	SFMTA
Sonoma County Transit		WestCAT*	Marin Transit	SolTrans*			VTA*
Vacaville City Coach				Tri Delta Transit*			
Santa Rosa City Bus				Union City Transit			
				LAVTA			



Zone Based Fares

Caltrain
Golden Gate Transit
SMART
Sonoma County Transit

Distance/Route Based Fares

10 miles

ACE
BART
Golden Gate Ferry
WETA

Offers a Pass Product

Does Not Offer a Pass Product

What's the Business Case for Fare Integration?

A business case framework was used to make recommendations based on:

- **The overall benefits of fare integration**
- **The comparative benefits of each tier**
- **For tiers with multiple options, the specific benefits of each option and best option within a tier**

Evaluation to determine the value and benefit of a fare structure

Strategic Dimension

Why pursue fare integration?

- Advance key regional policies and goals
- Higher ridership, equity, financial sustainability, customer experience, and change in VMT

Socio-Economic Benefit Cost Dimension

What is the value of fare integration?

- Monetizing the strategic benefits to estimate their overall value to the Bay Area

Fare Structure Organization

- Reviewing financial impacts and risks and potential funding strategies

What are the financial requirements for successful integration?

Financial Dimension

- Reviewing financial impacts, risks and funding strategies

How can fare integration be implemented and managed?

Delivery and Operation Dimension

Evaluation to determine the risks and requirements required to deliver a structure

Fare Integration Tiers

The fare integration business case assessed the benefits, costs, and requirements associated with increasing tiers of fare policy integration in the Bay Area.

1. Overlays to the fare structure

Passes and Caps

Cap based on # of trips, cap based on price cap, pass at various price levels

What level of benefit can be unlocked from overlays to the fare system alone or as part of other tiers?

2. Free + Discounted Transfers

Free Transfers to/from Local Transit (Local Bus and LRT)

Discounted Transfers to/from Regional Transit (Rail, Ferry, Express Bus)

What level of benefit is unlocked by providing free or discounted transfers between agencies?

3. Regional Change

Common Distance-Based or Zone-Based Fare System for Regional Transit (Rail, Ferry, Express Bus)

What additional benefits are unlocked by bringing all regional operators under one fare structure?

4. Regional + Local Change

Common Distance-Based or Zone-Based Fare System for <u>all</u> Bay Area Transit

Common Flat-Fare for Local Transit

Can further benefits be realized by changing all local operator fares?

Recommended Near Term Actions

Starting in Mid-2022

Regional Institutional/Employer Pass Pilot

Pilot Objectives

- Evaluate a barrier-free all agency transit pass to build toward broader fare integration in 2023
- Collect data that could be used as the basis for revenue model for permanent program

Rollout in Phases

- Focus on educational institutions, affordable housing properties, and employers of various sizes.
- Subsequent expansion to a larger number of participant institutions/employers

Concurrent with Next Generation Clipper in Mid-2023

Implement no-cost local transfers and reduced cost regional transfers for transit users transferring between different transit agencies

Example Trip 1
Alum Rock, SJ to Redwood City

Local Agency #1: Valley Transportation Authority
Fare = $2.50

→

Regional Agency #1: Caltrain
3 Zones
Fare = $7.70 - $2.50

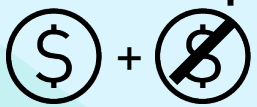
Example Trip 2
Excelsior District, SF to San Bruno

Local Agency #1: SFMTA
Fare = $2.50

→

Local Agency #2: samTrans
Fare = $0

- **Significant opportunity to promote ridership growth (+27,000 riders)**
- **Major benefits to low-income riders**
- **Funding needed to protect transit operations**

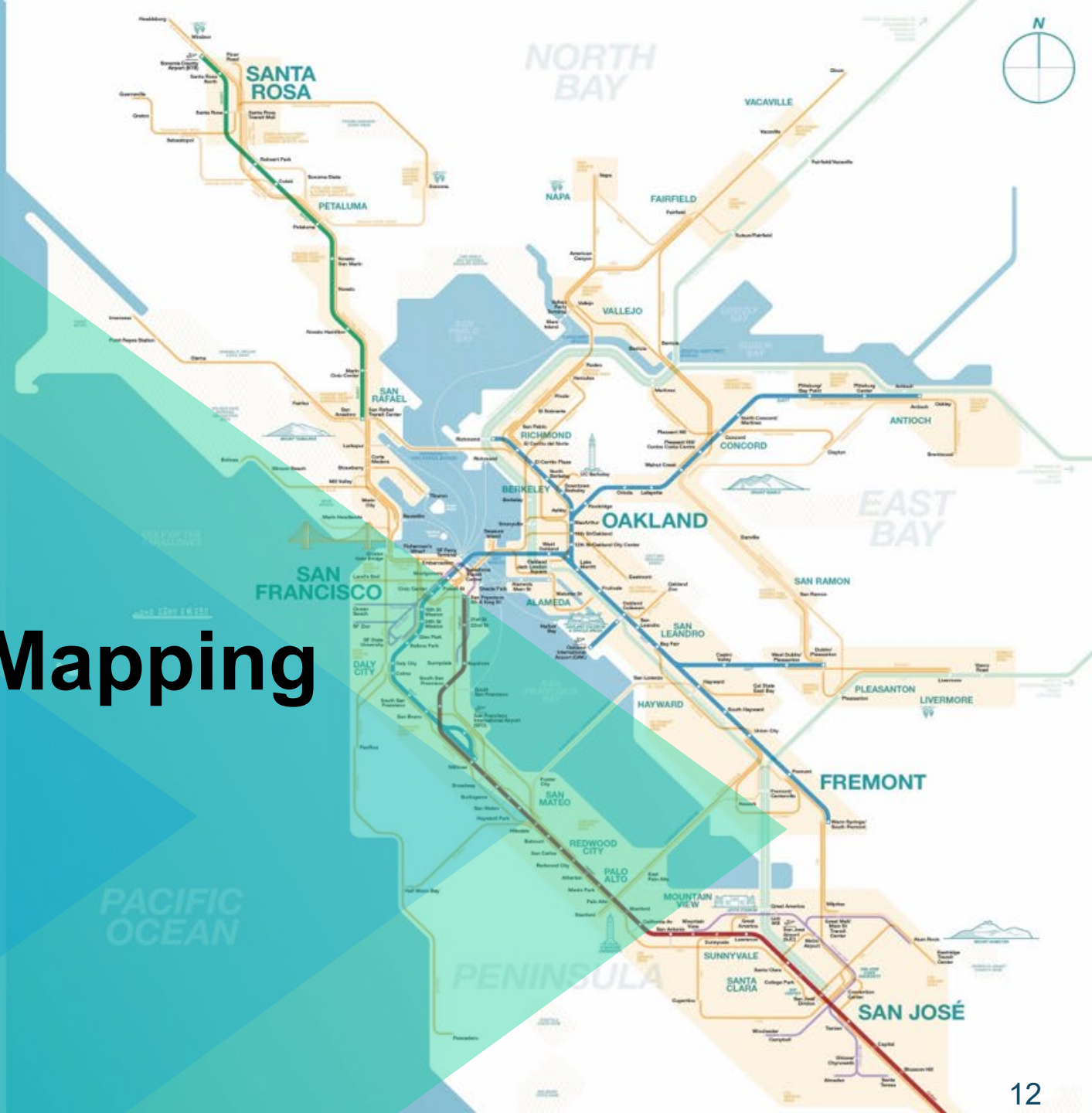


Fare Integration – Funding Request

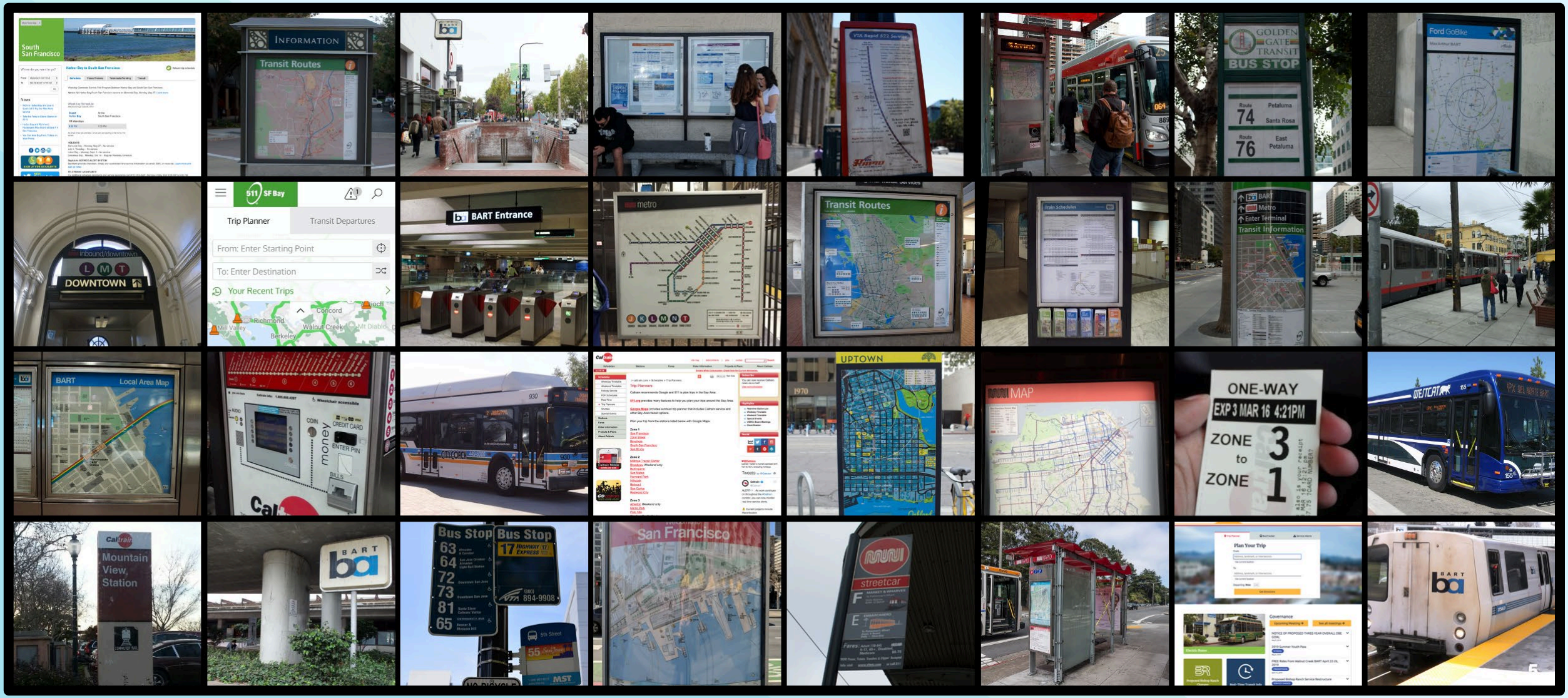
- **Seek $28 M from Blue Ribbon in Near-Term:**
  - Reserve $6 million for pilot, program, and system changes
  - Revenue Loss Offset Set-aside: $22 million for Tier 2 (Free and Discounted Transfers, rollout with Clipper Next Generation in Late 2023)
- **Longer Term needs:**
  - Implementation of Tier 3 (Estimated at $70 million/year in revenue subsidy, plus unknown funding for set up costs)

Regional Transit Mapping & Wayfinding

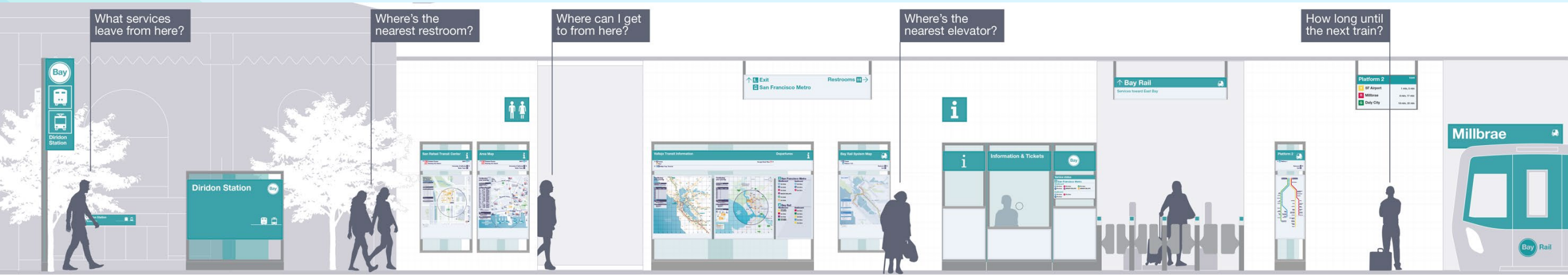
Shauna Callow, MTC



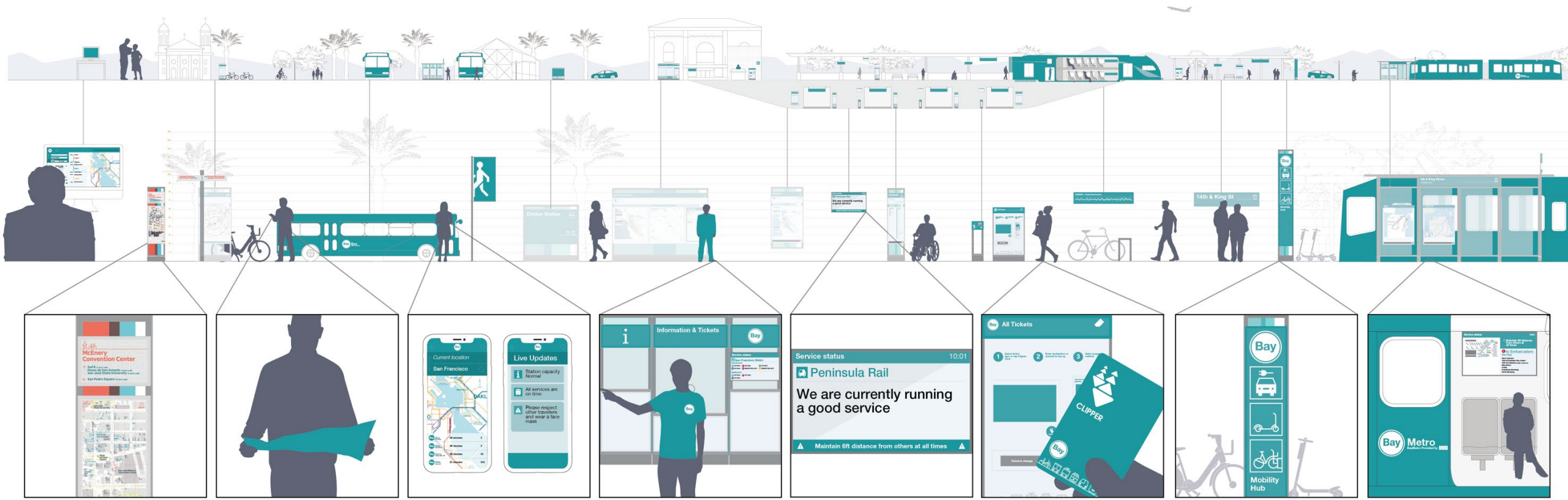
The Current Experience Is Not Harmonious...



But It Could Be…



Related Opportunity Areas



City wayfinding

Printed maps & guides

Digital experience

Customer service

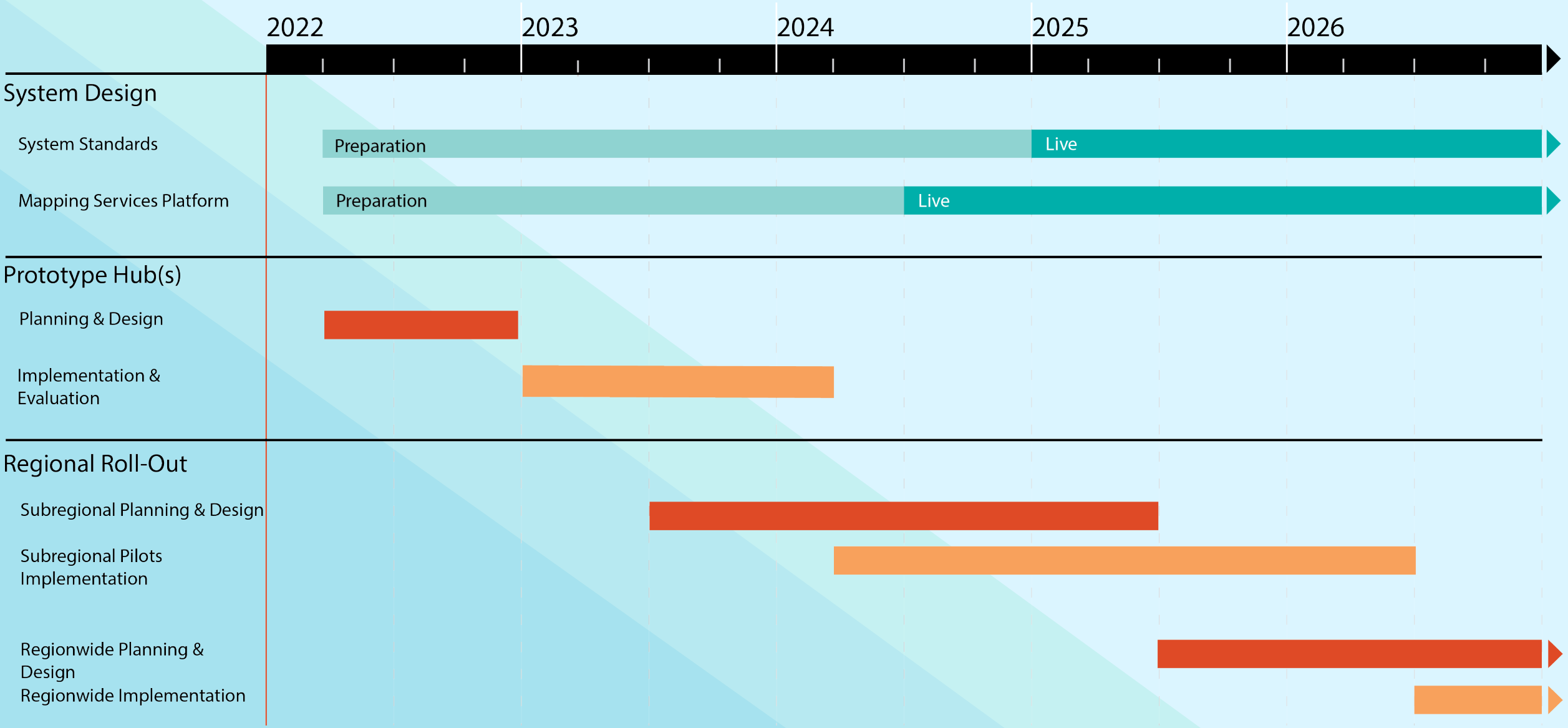
Digital display integration

Ticketing & payment

Mobility hubs & future mobility services

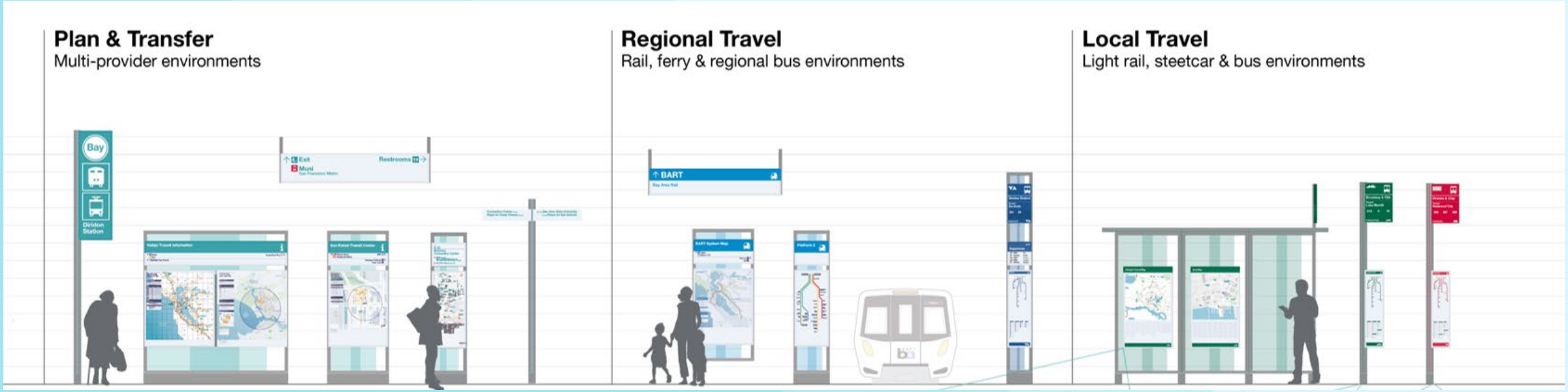
Service vehicles & on board information

Project Phases



Regional and Subregional Implementation

- **System Planning & Design**
  - Regional standards
  - Regional brand identity
  - Mapping services platform
- **Subregional Pilots**
  - Sonoma, Solano, East Counties
  - Standards and maps
  - Hub and Local Network Implementation
  - Evaluation



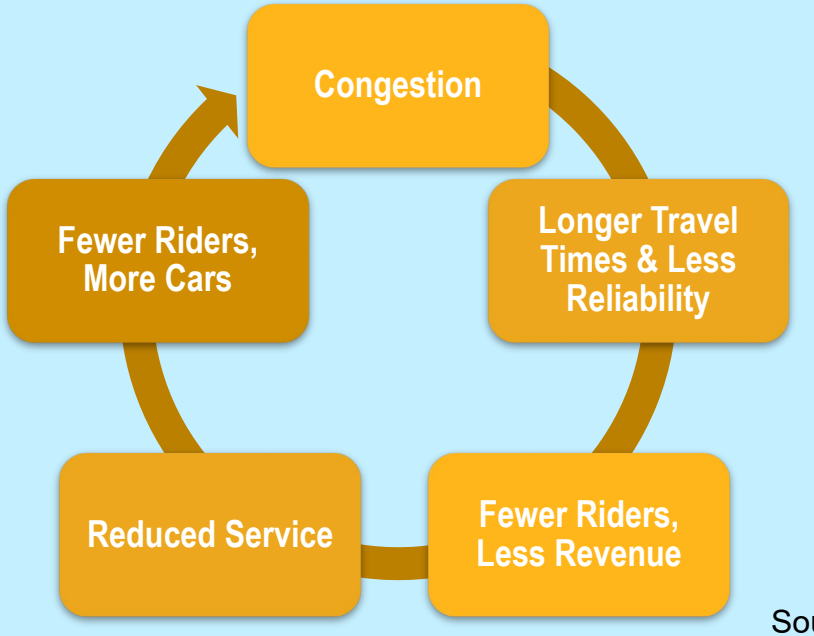
Mapping and Wayfinding – Funding Request

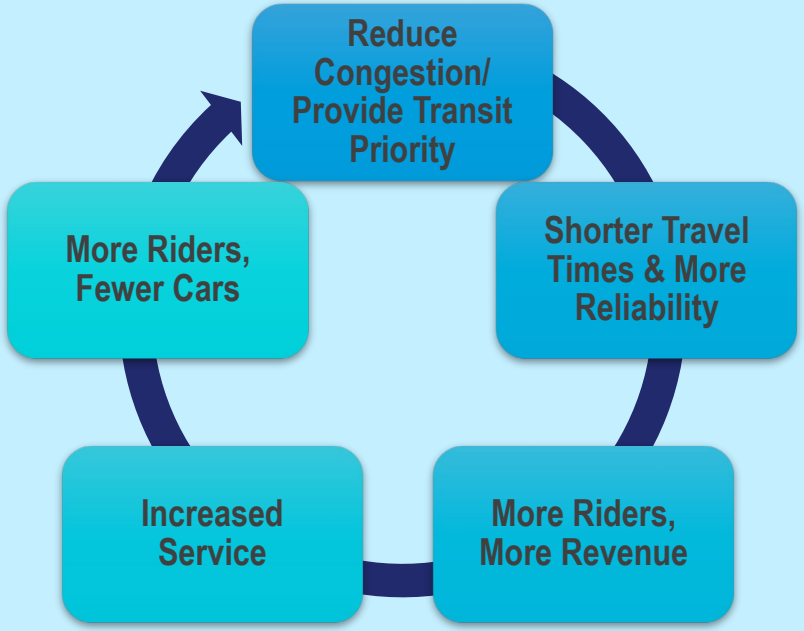
- **Leverage $4 M from Safe and Seamless**
- **Seek $26 M from Blue Ribbon to Deliver:**
  - Regional System Standards Design for Tier 3
  - Design, Protype, and Fund Implementation of 2-3 Subregional Pilots (Sonoma, Solano, E. County)
  - Digital Mapping and Data Services Platform
- **Longer Term needs:**
  - Implementation and Installation of Tier 3 Regional Mapping and Wayfinding Estimated at $100 million.

Transit Priority

Andrew Fremier, MTC

Congestion and Transit: Vicious AND Virtuous Cycles





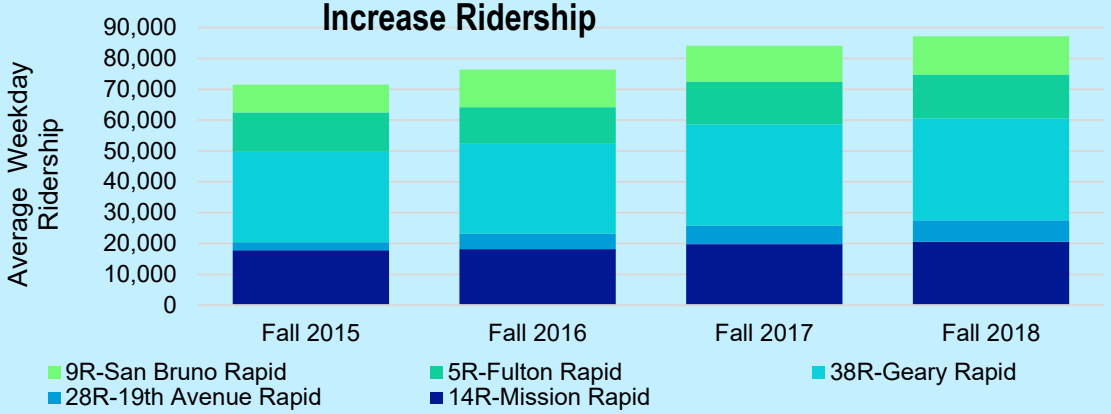
Source: MTC 2020, VTA, SFMTA

Slowing Routes Require More Buses

Buses needed for 15-minute service on Route 22

20% Reduction in speed over 30 years → **20%** Increase in operating costs

Transit Sustainability Project: Changes In Transit Speed, Reliability, And Frequency Can Increase Ridership



A History of Investment – Transit Priority Improvement

- Transit Operator investments and initiatives
- MTC's Transit Performance Improvement (TPI) and technical assistance funding programs
- Low-cost operational and capital investments that can be implemented rapidly to improve operations and customer experience on major transit corridors

Line 51 Corridor Delay Reduction and Sustainability Project (2018)

Increased Average bus speed by 2%

- Signal priority/ timing/ coordination
- Queue jump lanes and turn pockets
- Bus bulbs
- Bus stop relocations/ modifications
- Dedicated bus lanes
- Fiber optic communications

MUNI Forward

- **Ridership Increases 14% on Rapid Bus From 2016 to 2018**
- **Time Savings of 10% or More**

The Forwards Deliver Results

West Grand Ave On-Ramp Bus/HOV Lane

- 21 minutes saved
- 109% HOV volume increase

Vehicle Occupancy Detection – Pilot Phase 1

- 78% – 88% Overall system accuracy rate

WETA Ferry Service Enhancement

- 28% increase in Alameda/Oakland weekday ridership

Flexible On-Demand Transit Pilot with UCSF

- 10,000+ trips served during pilot
- 780+ unique users

Commute Management Platform

- 6 employers
- 10 locations
- Over 40,000 employees

AC Transit Double Deckers + Increased Service

- 50% reduction in overcrowded trips (2017)
- 40% reduction in overcrowded trips (2018)
- 7% increase in ridership (2018)

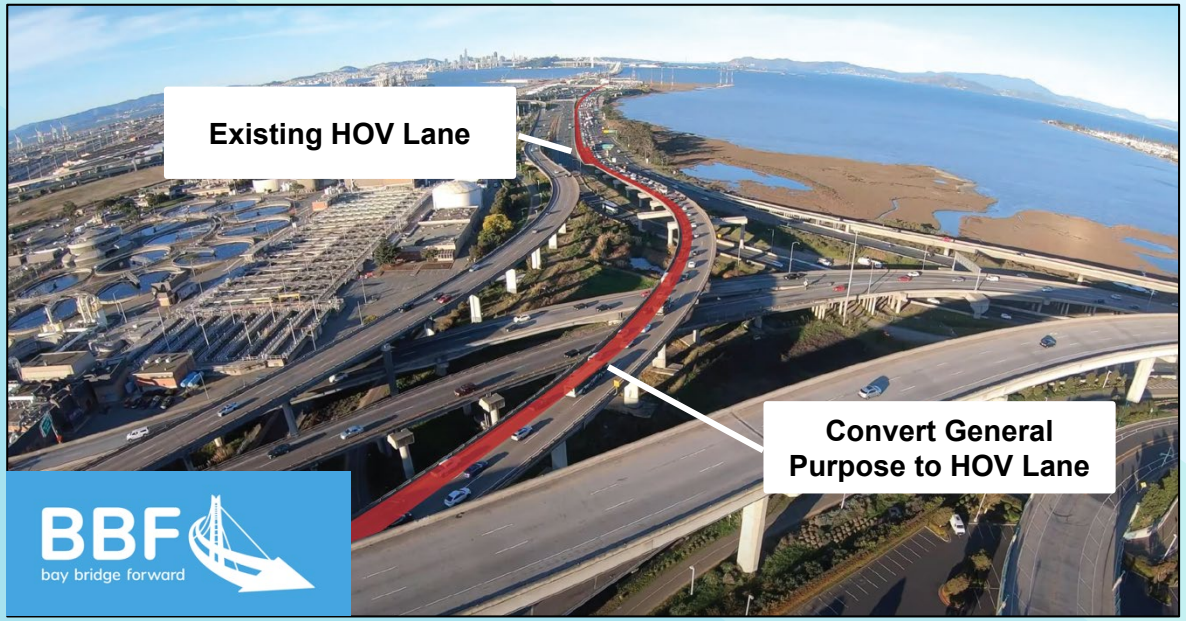
WestCAT Express Bus Double Decker

- 24% increase in daily passengers in June 2019
- 19% increase in average weekday passengers over 2018

General Purpose to HOV Lane Conversion

I-580 WB HOV Lane Extension (SR 24 to SFOBB)

Started in 2021; anticipated completion by 2023



5 Minutes Saved for HOV

1 Minute Saved for Non-HOV

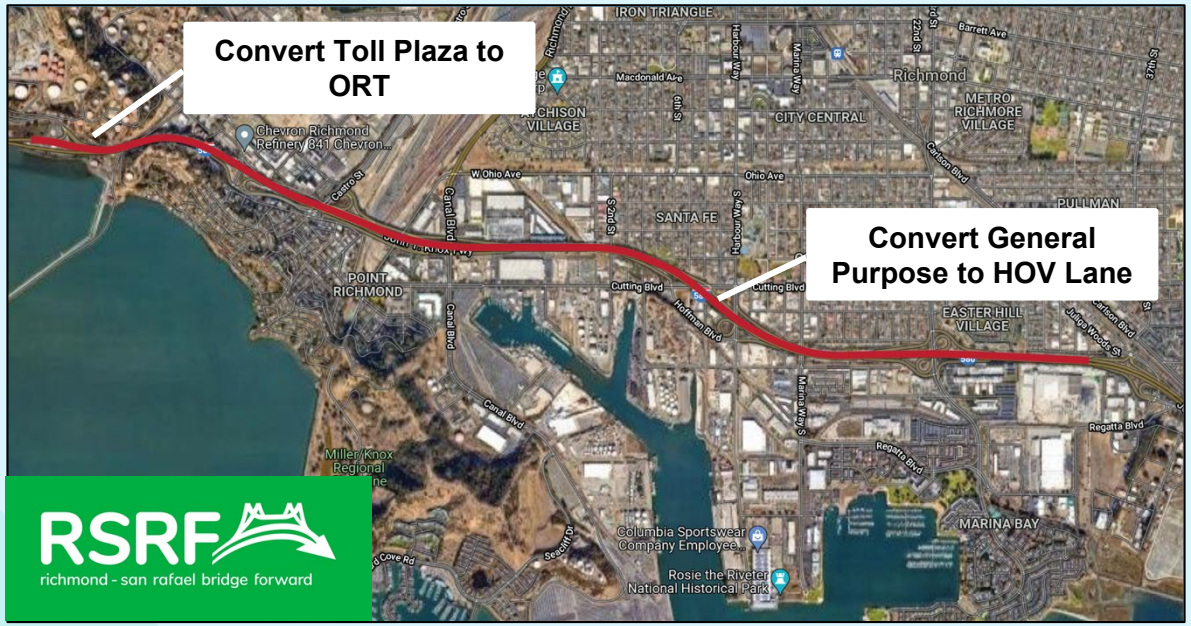
2% Mode Shift

Serve up to 16 Buses Per Hour

Increase Person Throughput by 10% - 14%

RSR Open Road Tolling/ I-580 WB HOV Lane

Started in 2020; anticipated completion by 2024

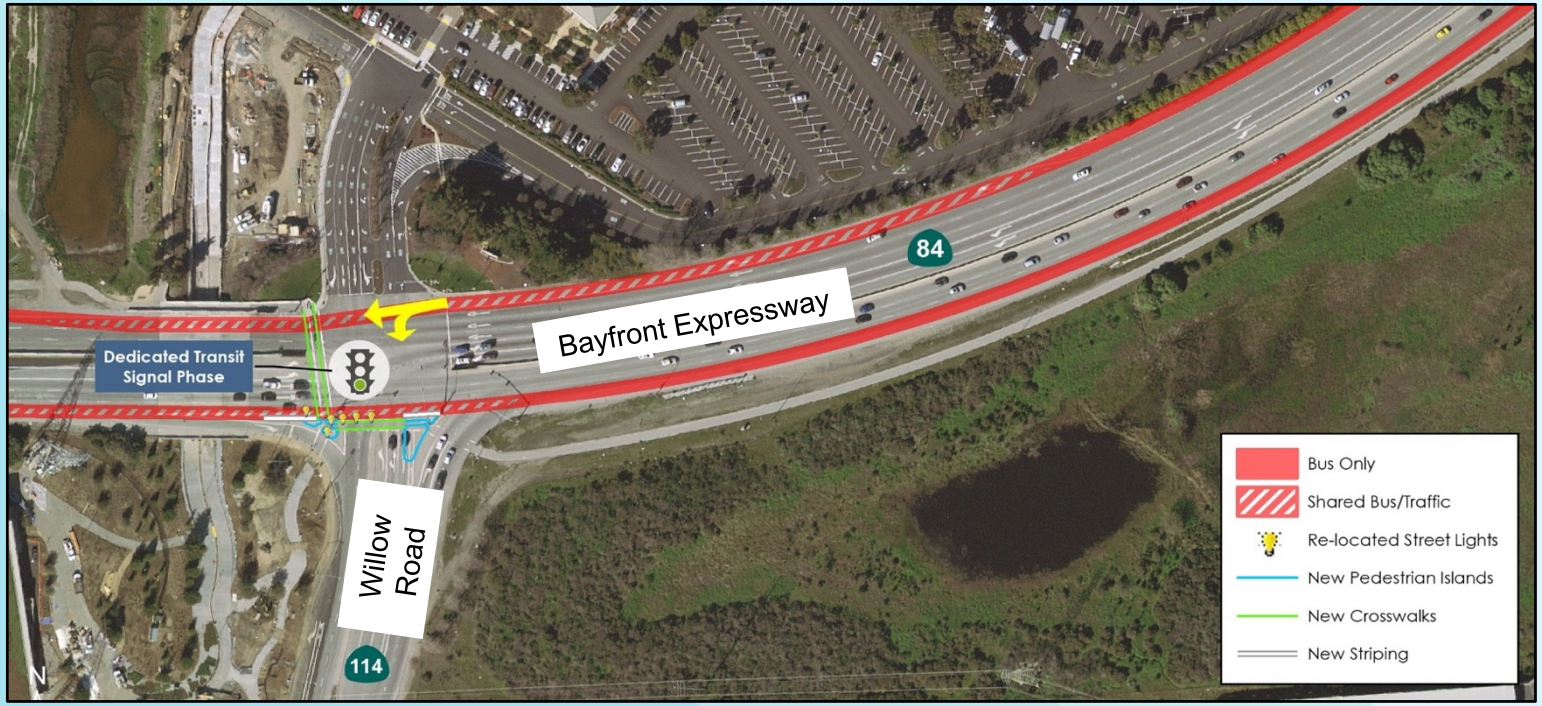


8 Minutes Saved for HOV

Improve Safety through the toll

6% Mode Shift

Dumbarton Forward: Part-Time Bus-Only Lane and Transit Signal Priority



DBF
dumbarton bridge forward

21%
Transit Travel Time Savings

7-10%
Transit Passenger Increase (AM)

- Convert outside shoulder to a Part-time Bus-only lane between west end of Dumbarton Bridge to Marsh Road
- Transit Signal Priority & Dedicated Bus Signals
- Projects started in 2018; anticipated completion by 2023

Recipe for Successful Project Delivery

- Collaborative Partnerships
- Forward-Thinking Solutions
- Commitment to Project Schedule
- Responsive
- Timely Decisions/Approvals
- Adaptable and Flexible

Examples:

BBF bay bridge forward

West Grand Avenue Bus/HOV Lane Extension (Year 2019 to 2022)

- Awaiting Caltrans approval for proposed multi-use path
- Awaiting Caltrans approval for non-standard lane/shoulder/median widths, lane merge, and sight distance

I-580 WB HOV Extension (SR24 to SFOBB) (Year 2021 to 2023)

- Awaiting Caltrans approval of technical memos – critical for federal funding deadline

DBF dumbarton bridge forward

Part-time Bus-Only Lane (PTBOL) and Transit Signal Priority (TSP) (Year 2018 to Year 2023)

- Awaiting Caltrans approval of traffic analysis for PTBOL project
- Awaiting execution of Operations Agreement for TSP project
- Awaiting Caltrans approval of encroachment permit for TSP project

RSRF richmond - san rafael bridge forward

ORT & I-580 WB HOV Lane (Year 2020 to Year 2024)

- Continue with PID process in anticipation of Caltrans' decision on streamlined DEER process

Forwards & Transit Priority – Funding Request

- **Leverage $7M for BBF and $15M for Arterials available from current OBAG2 funds**

- **Seek $20M from Blue Ribbon to Deliver:**
  - I-80 HOV Lane Access Modifications & Enforcement
  - SFOBB & I-80 HOV Lane Hours of Operations
  - Transit access improvements at freeway interchanges along I-80
  - Dynamic Transit Routing/Integrated Bridge Corridor 2.0
  - Hwy 101 in Marin HOV Hours of Operations

- **Seek $19M for transit priority on arterials:**
  - Transit data, analytics, and corridor assessments
  - Transit access improvements at transit centers along I-80
  - Design & deliver transit priority projects on arterials

Other Actions – Keeping the Momentum

Keeping the Momentum on All Actions

- **Funding** - Set aside funding for all other actions
- **Prioritize** - Focus on initiating action items that establish foundations for future actions or directly support operational improvements in the near-term.

Other Actions

Project	Anticipated Initiation
Network Management Business Case	December 2021
Rail Partnership and Governance Assessment	Underway
Advancing Equity Principles	Early 2022
Connected Network Plan	Early 2022
Project selection for One-Seat ride Paratransit Pilots	Mid-2022
Coordinated Plan – Paratransit recommendations	Underway
Regional Transit Connection integration with Clipper	Mid-2022
Convene Listening Session for Regional Funding Measure	December 10, 2021

Estimated Funding Needs

- **Near-Term (1-3 years) Funding Needs estimated to be $152 million.**
  - Approximately 80% of the need is for supporting accelerated projects.
  - Combination of existing funds and Blue Ribbon funding capacity meets 85% of the needs
  - Other near-term sources are needed to fully fund the needs
- **Project-based staffing support**
  - A set- aside of $9 Million to support staffing (MTC and Transit Operator) resources is being proposed
  - Evaluate existing staff resources and possible reprioritization
- **Longer-term Needs for full implementation of Action Plan**
  - Continued funding and collaboration needed to advance initiatives

Estimated Near-term Funding Needs

Category	Committed	Blue Ribbon Funding Capacity*	Other Sources**	Total
Fare Integration	**—**	**$ 28 million**	**TBD**	**$ 28 million**
Mapping and Wayfinding	**$ 4 million**	**$ 18 million**	**$ 13 million**	**$ 35 million**
Transit Priority	**—**	**—**	**—**	**$ 61 million**
Forwards/ HOV Policies	**$ 7 million**	**$ 10 million**	**$ 10 million**	—
Arterial Investments	**$ 15 million**	**$ 16 million**	**$ 3 million**	—
All Other Actions	$ 5 million	$ 8 million	$ 6 million	$ 19 million
Staffing Support	—	$ 5 million	$ 4 million	$ 9 million***
Total Funding Request:	**$ 31 million**	**$ 85 million**	**$ 36 million**	**$152 million**

~80% of Needs

*Funding source may change, subject to project eligibility review.
**Includes regional discretionary funding subject to near term actions
*** Equivalent to approximately 10 full time equivalent staff for 3 years.

Longer-term Funding Summary

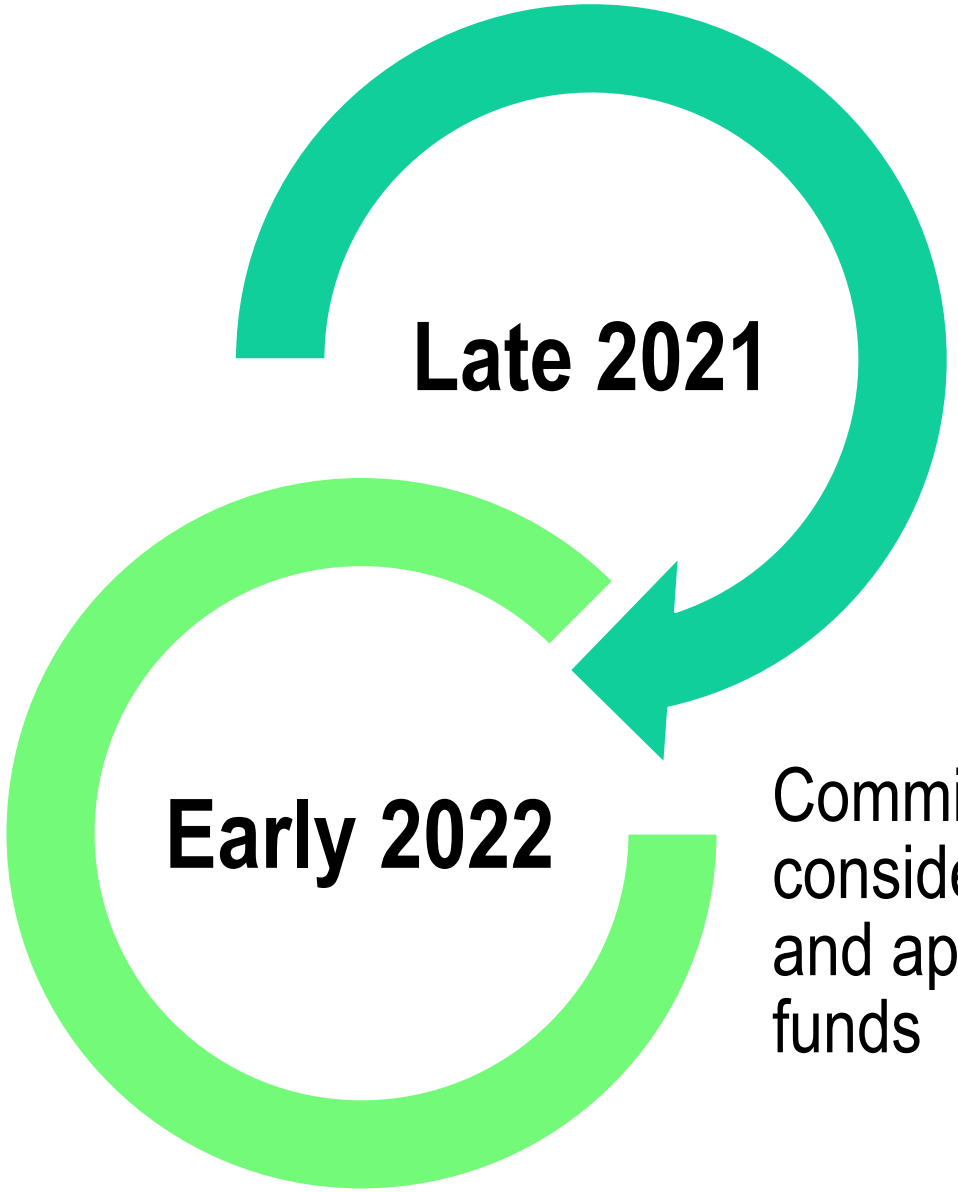
Future Funding Needs –
Projects with Anticipated Significant Needs in Mid-Term

Action	Funding Need
Fare Integration	Up to $70 M/year (Revenue Loss)
Mapping and Wayfinding	~$100 M Capital
Transit Priority	>$150 M Capital
Network Management	TBD
Connected Network Plan	TBD
Transit Hub Improvements	TBD
Transit Data Collection and Uniformity	TBD
Mobility Management/ Paratransit	TBD

Potential Funding Options

- **Existing Funding Streams** (e.g. STA, TDA, OBAG)
- **RM 3 Programmatic Categories**
- **Federal Discretionary Programs**
- **State Discretionary Programs**
- **New Regional Measure**

Next Steps



Refine proposed funding commitments and program

Commission to consider acting and approving funds

Discussion Questions

- Are the most important Action Plan elements being prioritized?
- Does the assignment of Blue Ribbon funds among programs set the implementation plan up for success?
- Should some portion of MTC and operators' increased staff costs to support Action Plan implementation receive Blue Ribbon funding?

www.mtc.ca.gov/TransitActionPlan