



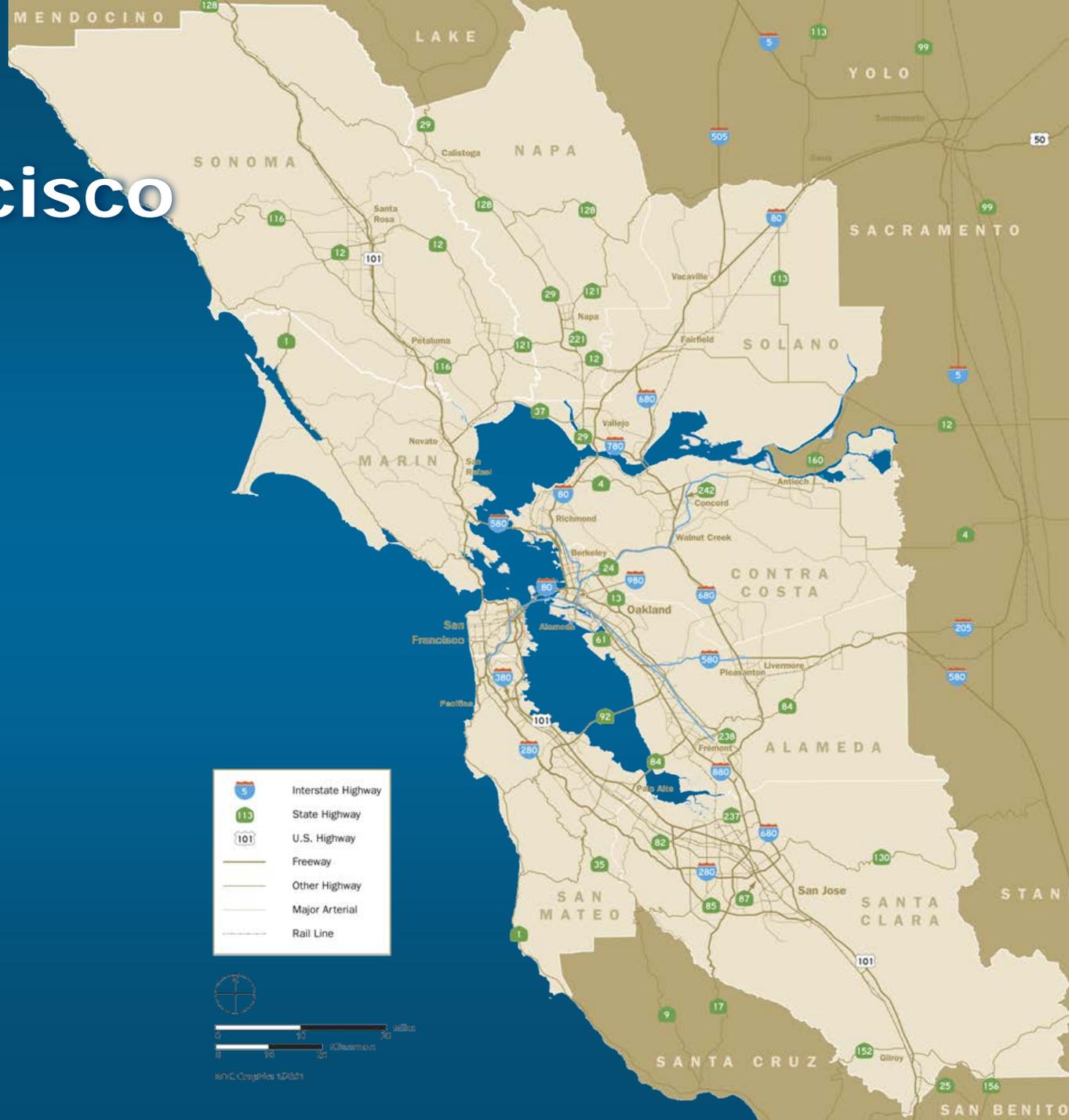
MTC Overview



October 15, 2012

San Francisco Bay Area Region

- 9 counties
- 101 cities



Bay Area Transportation Basics



- 7.1 million people
- More than 4.5 million cars
- Some 28 transit agencies with 4,500 buses, railcars and ferries
- 20,000 miles of local streets and roads
- 1,000 miles of bikeways
- 1,400 miles of highway
- 340 miles of carpool lanes
- Eight toll bridges

MTC: Three Agencies in One

- **Metropolitan Transportation Commission (MTC)** — Created by the Legislature in 1971. Planner, coordinator, manager and banker. Distribute over \$1 billion per year in local, state and federal funds to transportation projects and services.
- **Bay Area Toll Authority (BATA)** — Created by the Legislature in 1998 to administer the base toll on the bridges, BATA is now responsible for the entire \$4 toll, including overseeing the Toll Bridge Seismic Retrofit Program.
- **Service Authority for Freeways and Expressways (SAFE)** — Created by the Legislature in 1988. Oversees the region's network of call boxes and the Freeway Service Patrol, funded with vehicle registration fee. Partners with Caltrans and CHP on Freeway Incident Management.

BATA's Seven-Bridge System

Carquinez Bridge
 Opened 1927,
 1958 and 2003



Benicia-Martinez Bridge
 Opened 1962
 Widened 1991
 Second span opened in 2007



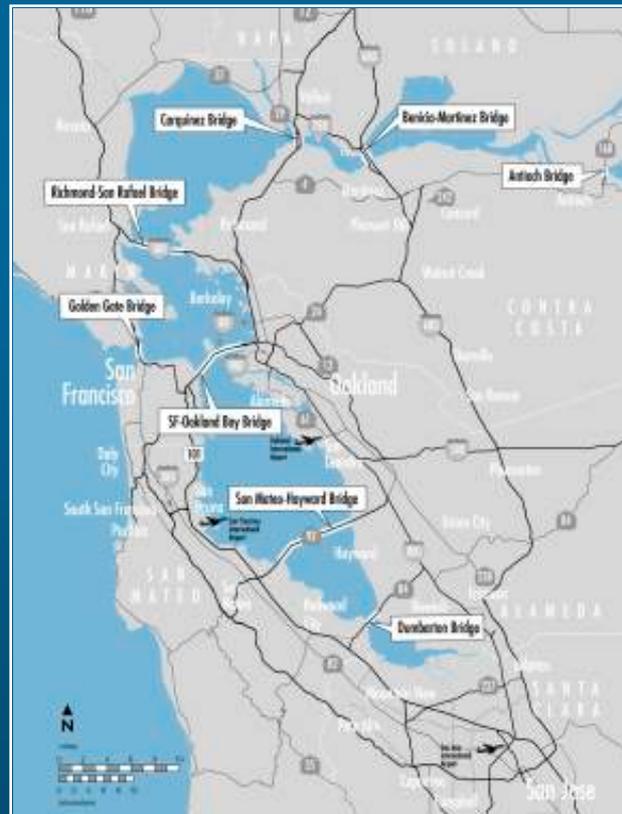
Antioch Bridge
 Opened 1926
 Replaced 1978



Richmond-San Rafael Bridge
 Opened 1956



San Mateo-Hayward Bridge
 Opened 1929
 Replaced 1967
 Widened 2003



San Francisco-Oakland Bay Bridge
 Opened 1936
 New East Span under construction

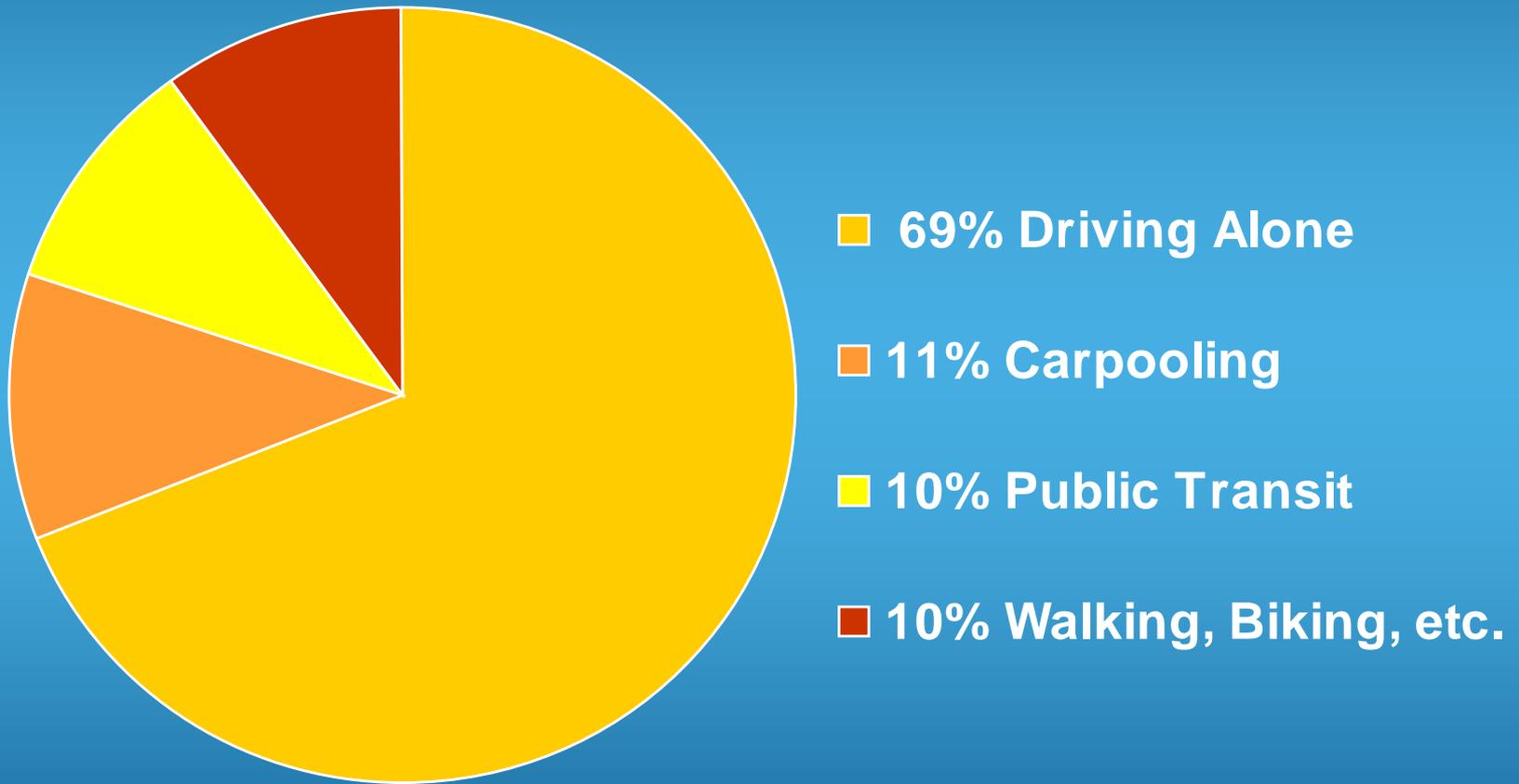


Dumbarton Bridge
 Opened 1927
 Replaced 1984



Bay Area Travel Modes

(All Daily Trips, 2005)



Many Players in the Region

- **Caltrans – Department of Transportation**
- **101 cities and nine counties**
- **Congestion Management Agencies (CMA) —** recommend projects in the STIP for each county
- **Sales tax authorities —** often the same as CMA, but not always
- **Transit agencies —** 28 agencies, but SF Muni carries almost half of all riders. BART carries 20%, AC Transit carries 14 %, VTA carries 8%
- **Bay Area Partnership Board** brings these entities together to review and advise on MTC policies

MTC Policy Board: 19 Commissioners

- 14 represent Bay Area cities and counties
- 2 represent regional Bay Area agencies
- 3 non-voting members represent state and federal agencies
- January 1, 2013: Commission set to add 2 new members per AB 57.

Staff: About 170

Examples of MTC Activities

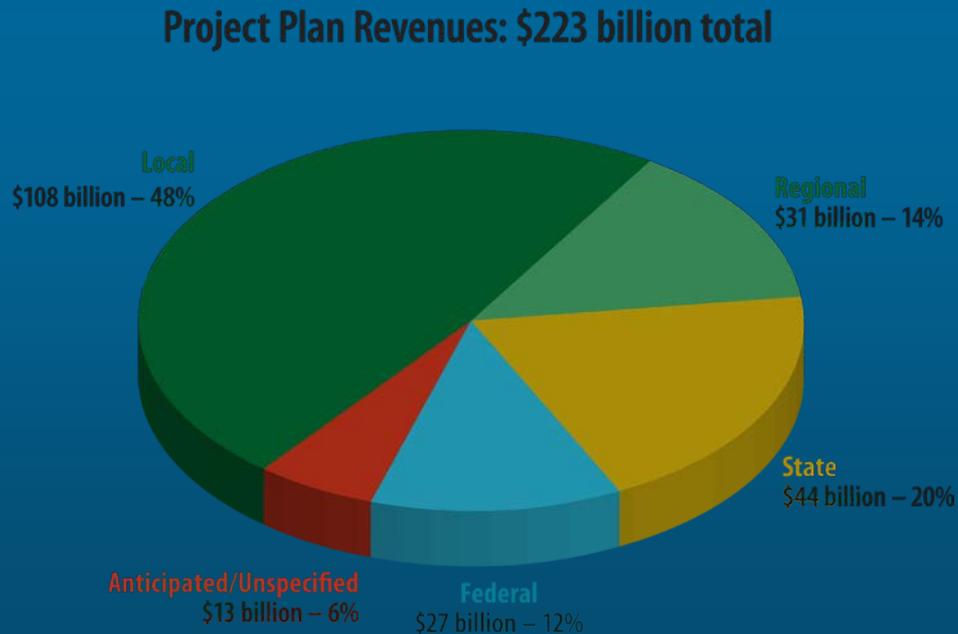
Planning

Funding Programs

Operational Projects

Regional Transportation Plan (RTP)

- Road map that guides region's transportation development over 25-year period
- Includes projects the region can afford and that help improve air quality
- Updated every 4 years



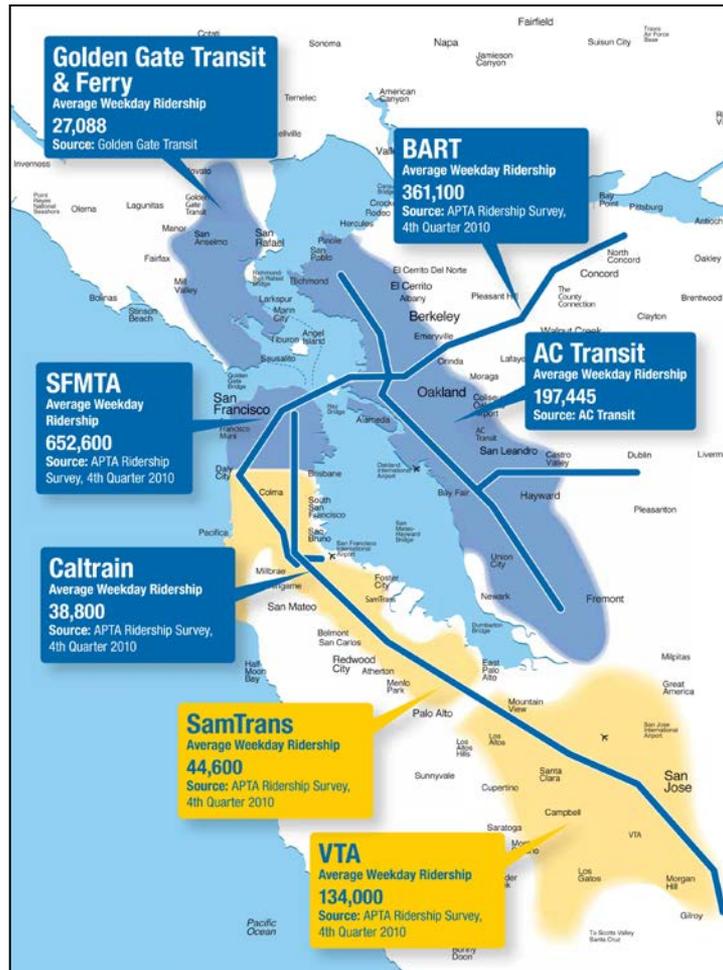
Plan Bay Area

The Next Generation RTP:

■ New Focus

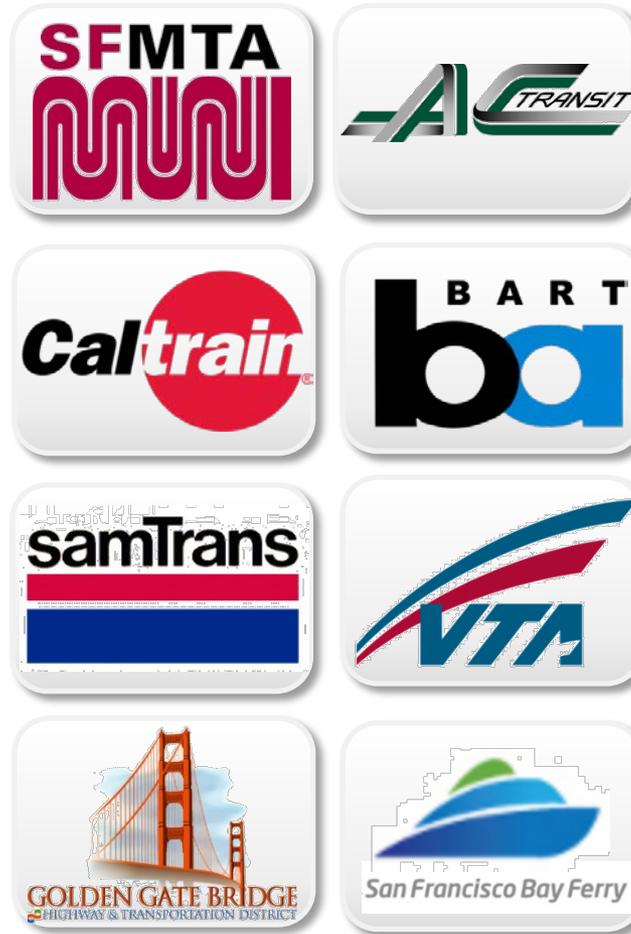
- Develop the Sustainable Communities Strategy (SCS) for the Bay Area
- Identify places for sustainable growth
- Accommodate regional housing need
- Strengthen existing communities
- Identify transportation infrastructure

Clipper[®] System-Program Overview



- Regional fare payment system
- Operating on 8 transit systems
- Operated by Cubic Transportation Systems, Inc. under contract to MTC
- Originally known as TransLink[®]
- Supports regional coordination mandate (SB1474)
- Program began in early 1990s
- Full rollout began in 2006
- Rapid growth since 2010

Current Program Scope



- 8 agencies carry **95%** of the 1.5 million daily transit boardings
- Planned expansion to ~20 additional agencies

Operating Details

Multimodal



Payment Configurations

- Flat fare
- Distance-based
- Zone-Based

Fare Policy

- 12,000 automated transfer combinations
- 4,000 unique fares
- 100 agency fare products
- 4 fare categories: adult, senior, youth, disabled
- 2 agencies use limited use tickets (SF Muni and GG Ferry)
- Cards cost \$3
- System allows negative balances

350+ participating retailers

Daily Financial Settlement

Payment and Vending Devices

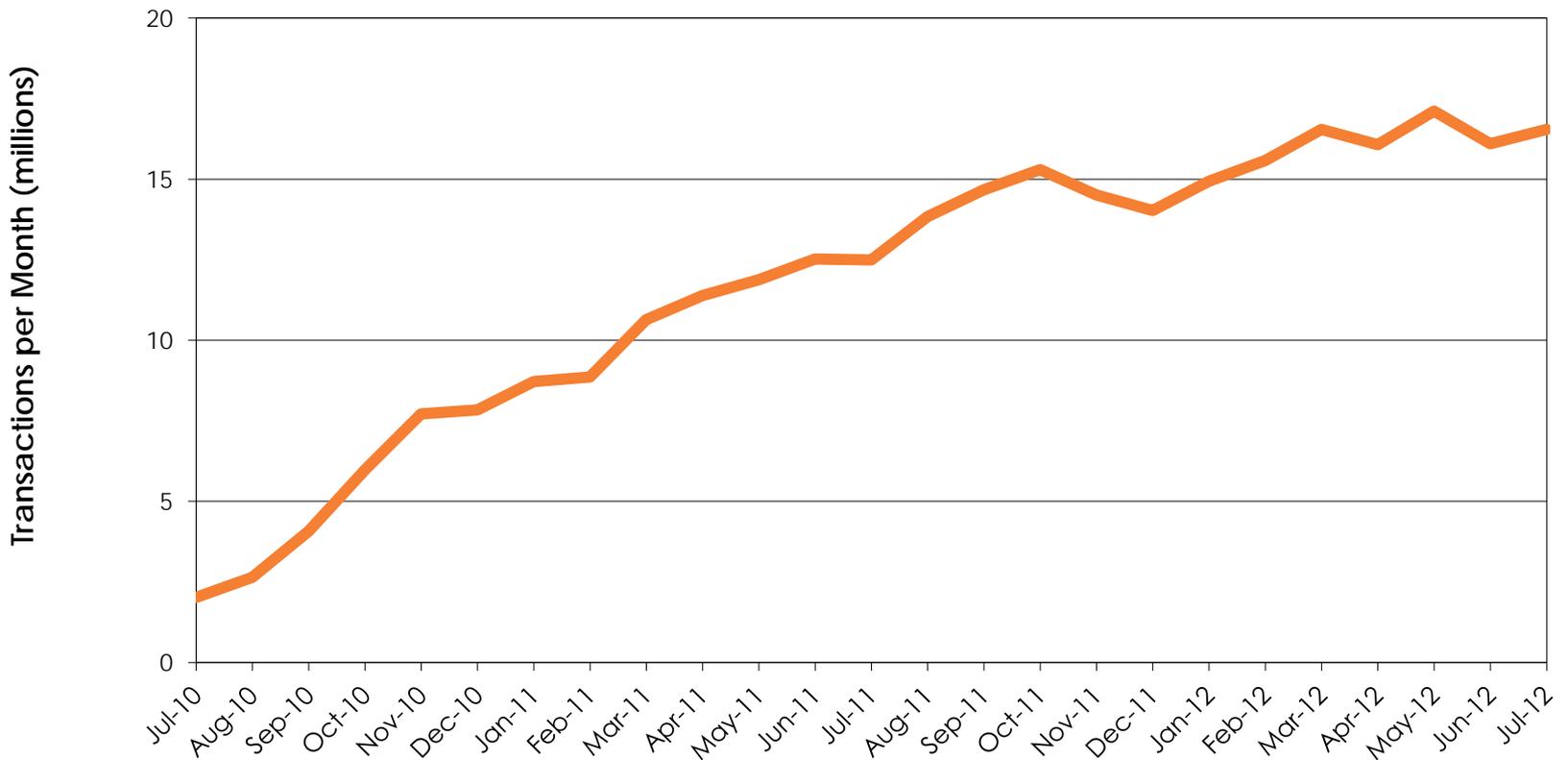


- Includes Clipper[®]-specific and integrated hardware
- Operators separately maintain agency-specific systems

Customer Service Centers



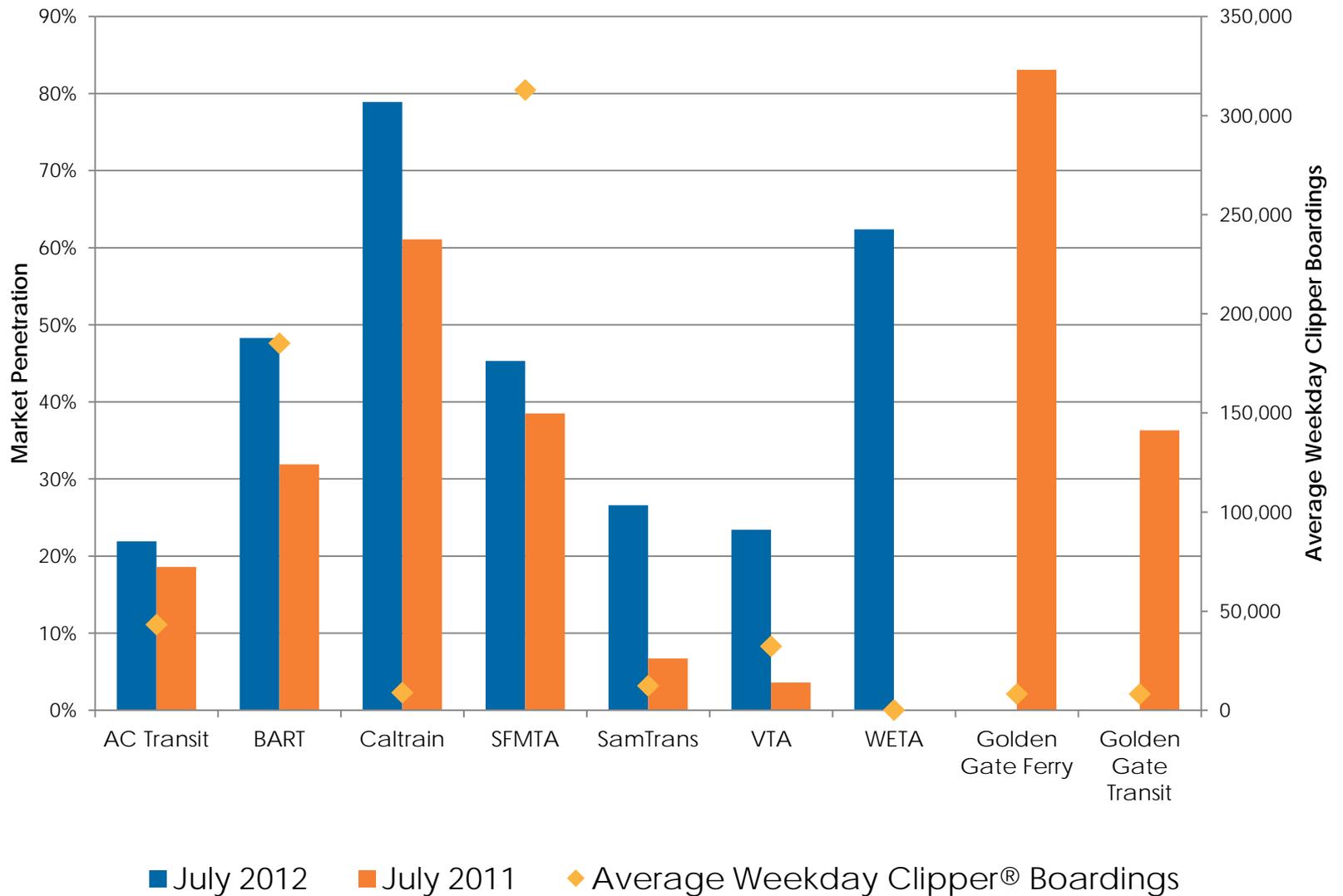
Monthly Transaction Growth



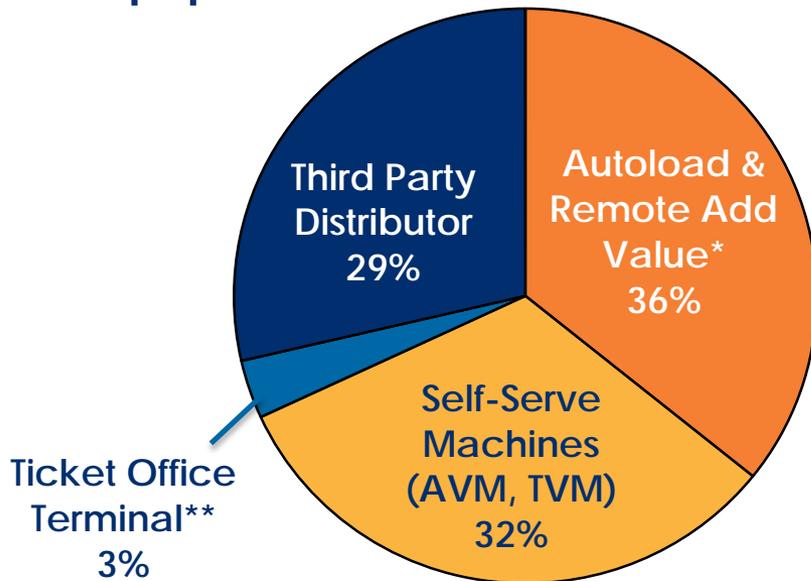
July 2010 to July 2012:

- MTC required transit agencies to phase out paper passes
- Transactions grew by more than **900%**
- From **1.6 million**/month to more than **17 million**/month.

Market Share July 2012

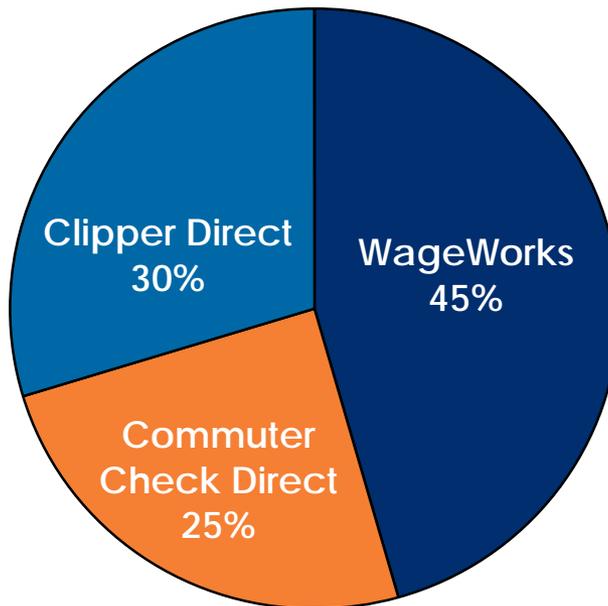


Clipper[®] Sales



July 2012 Percentage of Clipper[®] Sales by Channel

Total Clipper[®] sales: \$32,603,167

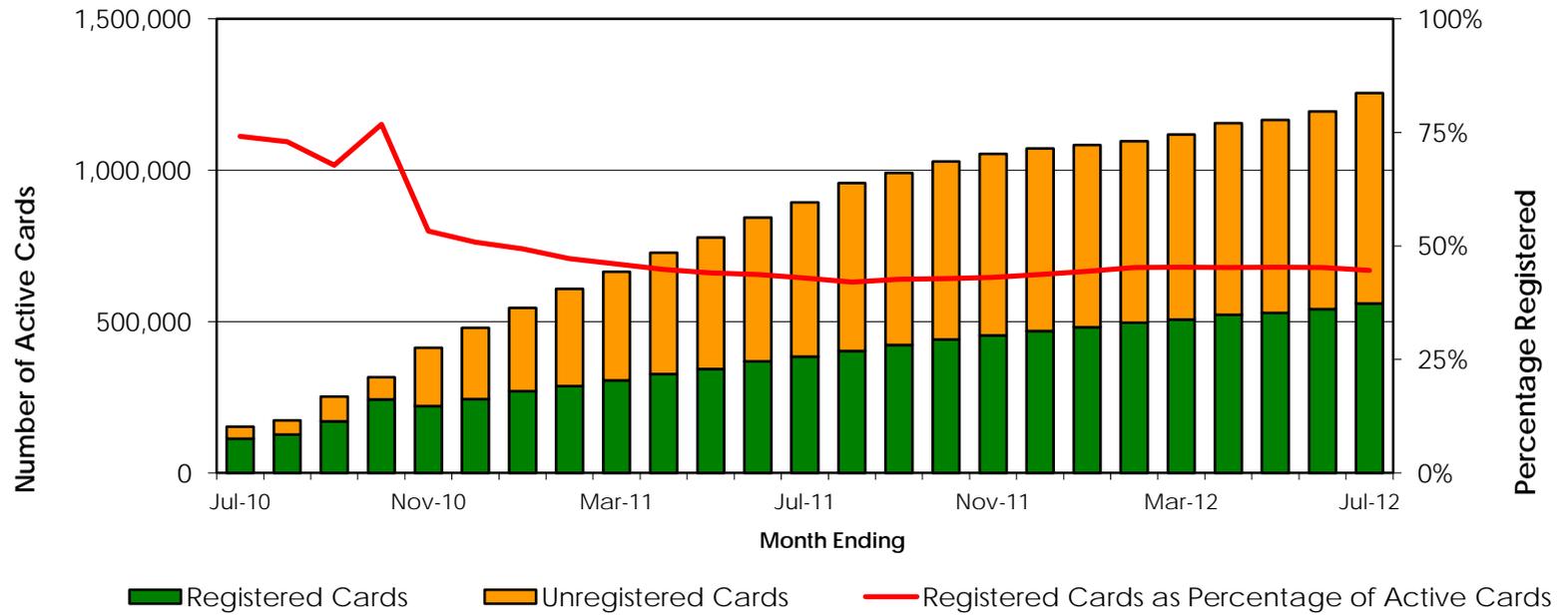


July 2012 Total Order Value by Employer Program

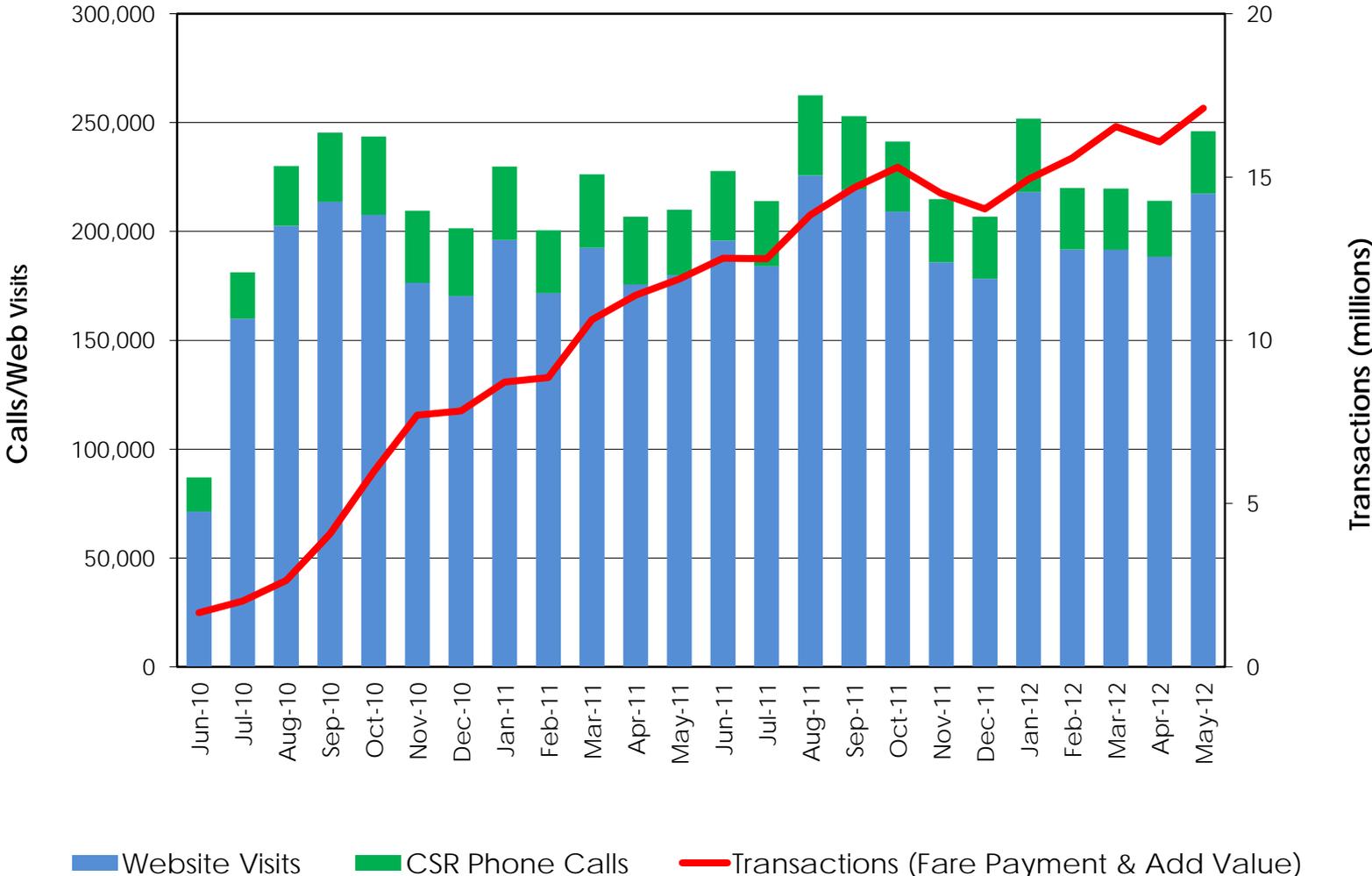
Total value ordered: \$3,209,098
9.8% of all sales



Card Registration



Demand for Customer Service



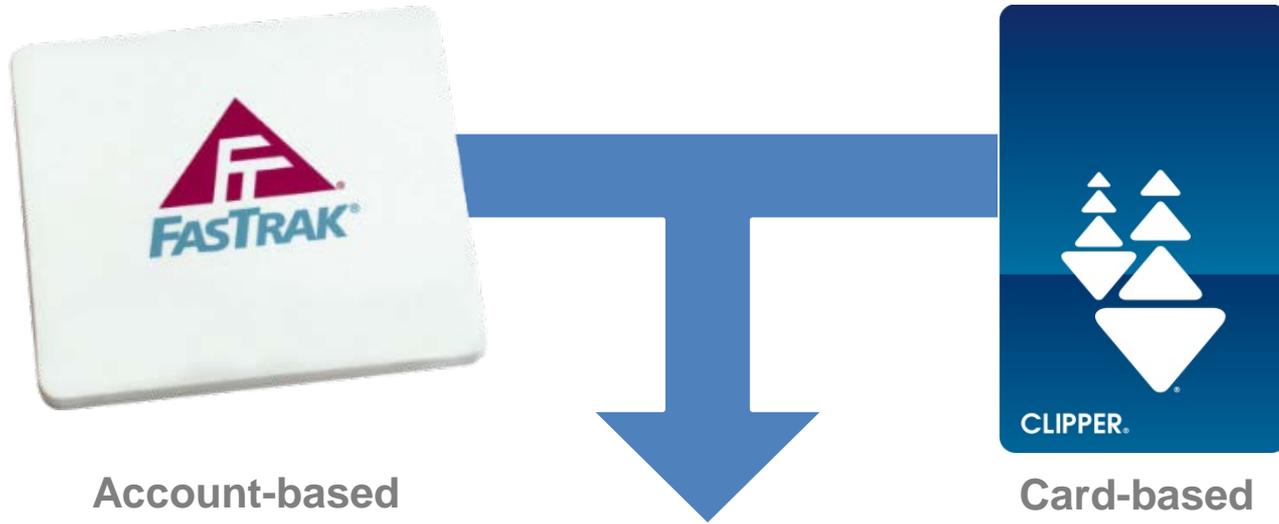
Future Initiatives

- Smart phone apps/Near Field Communications



Future Initiatives

- Integrated regional transportation payment



Account-based

CLIPPER.

Card-based

- Customer Service
- Retail
- Website
- Back-end

- Leverage system similarities
- Provide value for customers
- Simplify program oversight

Key Information Resources

- ABCs of MTC
- Transportation 2035 Plan
- MTC Web Site:
<www.mtc.ca.gov>
- MTC/ABAG Library
(510.817.5836)
- Transactions Newsletter
- MTC Annual Report





Transit Sustainability Project Final Recommendations

Caltrans Transportation Planning Workshop
October 15, 2012



TRANSIT
SUSTAINABILITY
PROJECT

Overview

1. Project Context
2. Project Findings
3. Performance Measures and Targets
4. Transit Performance Initiative
5. Service, Institutional and Paratransit Recommendations



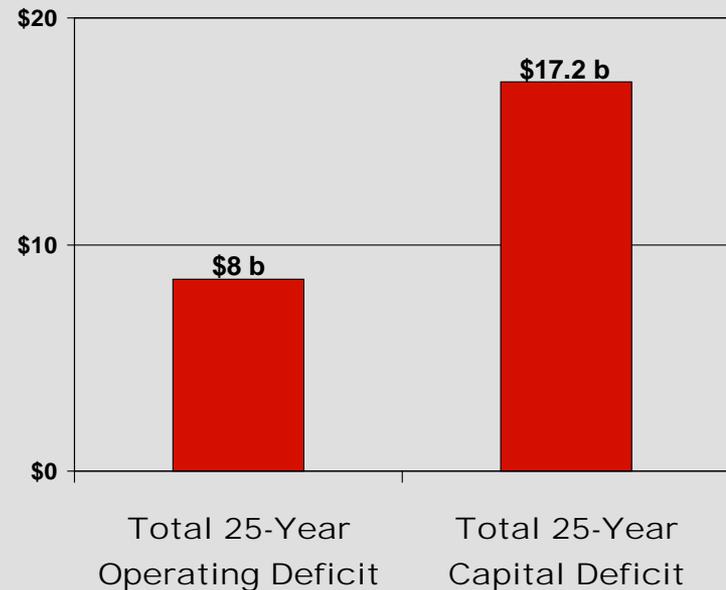
Project Context



Challenge for Bay Area Transit System

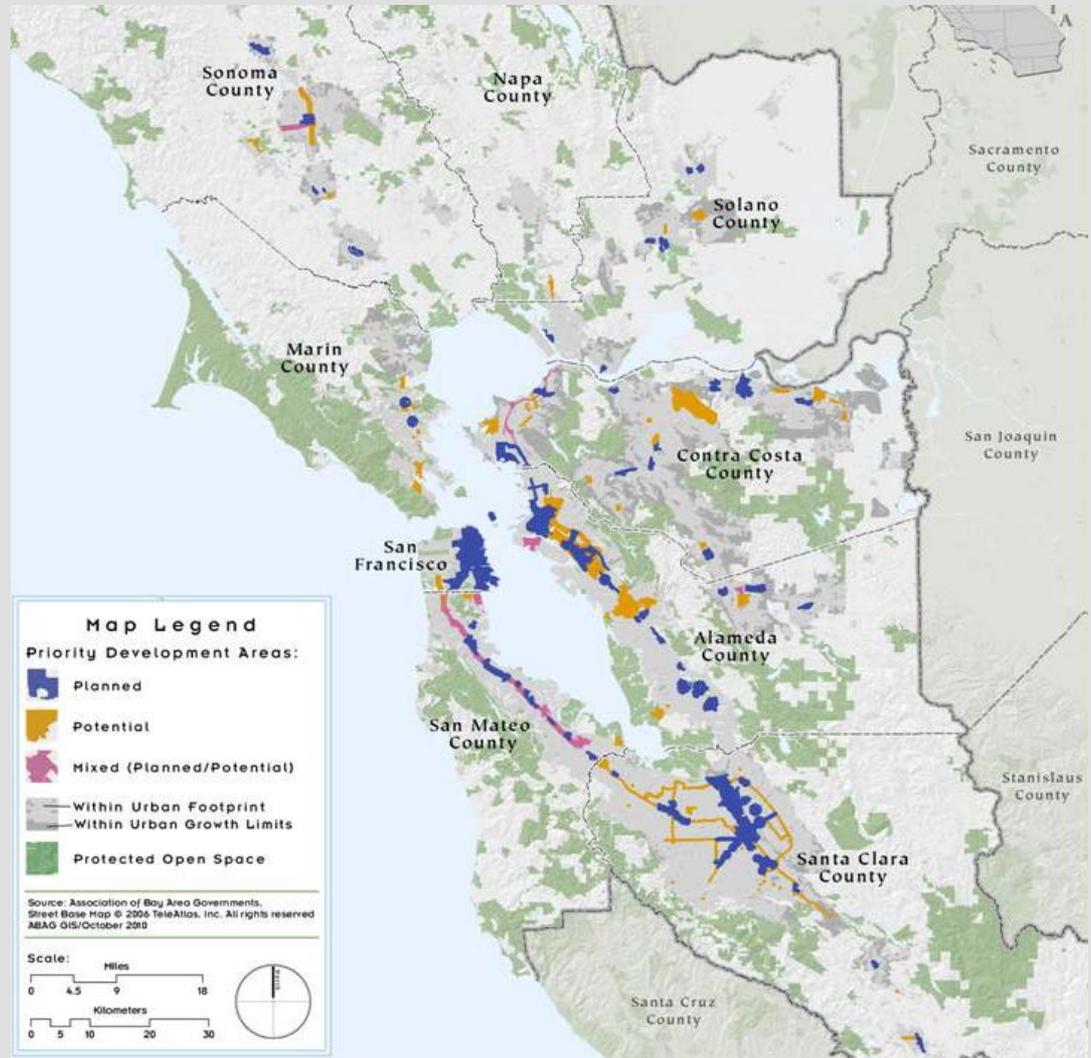


Projected Deficits Transportation 2035



Opportunity for Bay Area Transit System

- Bay Area seeks to focus growth around transit
- Plan Bay Area forecast growth in Priority Development Areas:
 - 74% new housing
 - 67% new jobs
- More intense development near high quality transit



What is Important for Transit's Success?

- **Improve financial position:** Contain costs, cover a greater percentage of operating and capital costs with a growing share of passenger fare revenues; secure reliable streams of public funding.
- **Improve service for the customer:** Strengthen the system so that it functions as an accessible, user-friendly and coordinated network for transit riders, regardless of mode, location or jurisdiction.
- **Attract new riders to the system:** Strengthen the system so that it can attract and accommodate new riders in an era of emission-reduction goals, and is supported through companion land use and pricing policies.

How can the Bay Area Continue to Improve?

- Control costs – building on recent successful efforts
- Reinvest savings in service
- Build public confidence
- Attract additional revenue
- Invest strategically to improve customer experience and attract more passengers
- Interagency initiatives focused on the customer and cost reductions

Project Findings

Financial Findings

1. Operator base wage appears reasonable when compared to national peers and Bay Area wage indices.
2. Fringe benefits are a major cost driver in the short and long term, as is true for most all government sectors.
3. Changes in work rules and business model provide meaningful opportunities for cost savings.
4. Bay Area Paratransit cost structure performs better than national peers but faces increasing cost pressure through future growth in demand.
5. Sales tax receipts, the single largest source of non-fare subsidy in the Bay Area, have been flat in real terms over the past decade.

Service and Institutional Findings

Service

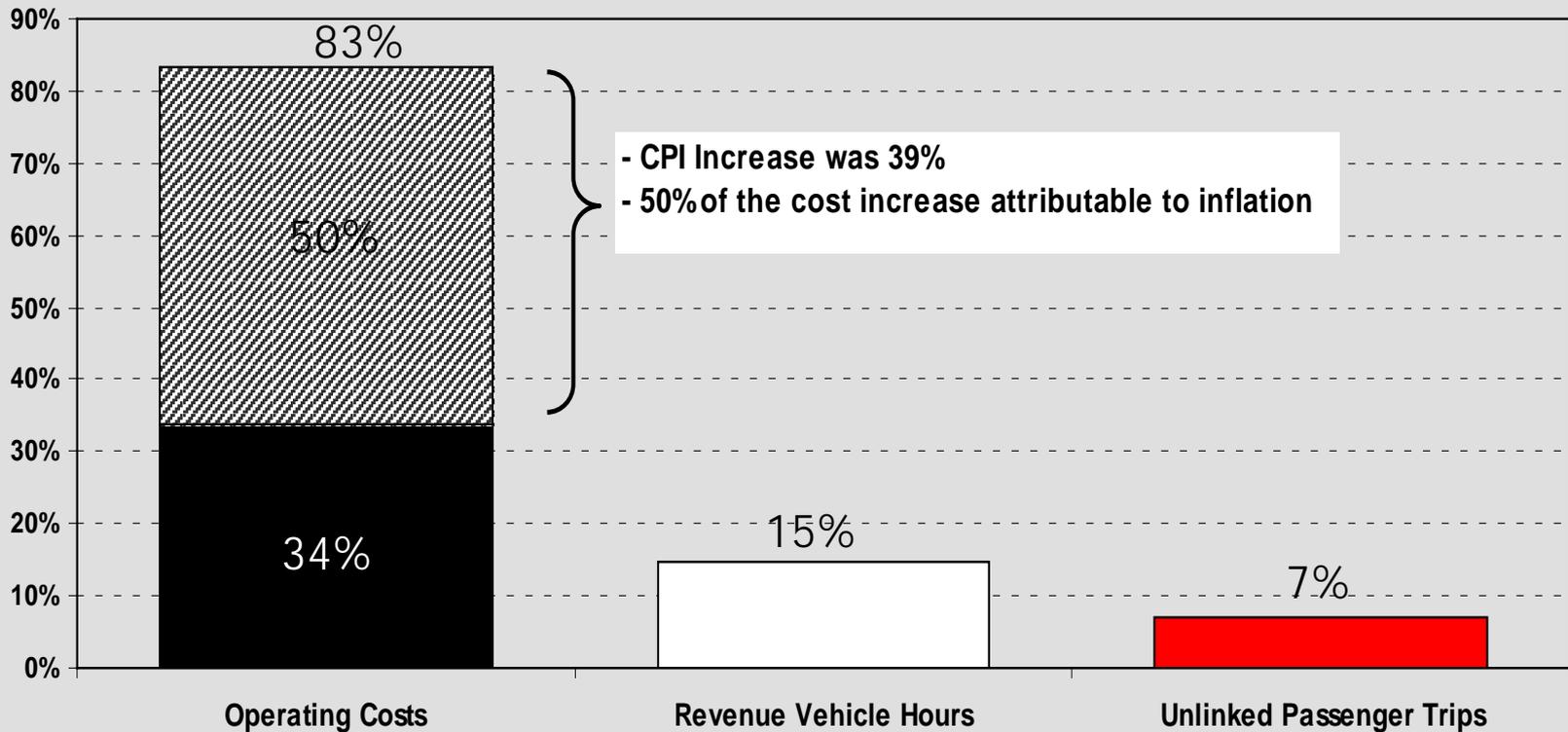
6. Improving transit travel times on major corridors will provide significant gains in productivity.
7. Integrated land-use/transportation planning will attract new transit riders.
8. A consistent fare structure across multiple transit systems can boost transit ridership and improve the customer experience.

Institutional

9. Integrated transportation policy decision making, across jurisdictions and across modes (transit, arterial management, parking, etc), can lead to more effective investment and service decisions.
10. Bay Area transit administrative costs are higher than national peers, owing in part to the existence of multiple operators serving a metropolitan region of this size.

Recommendations: Performance Measures and Targets

Bay Area Large Operators: Percent Change in Cost and Performance Indicators (1997 – 2008)



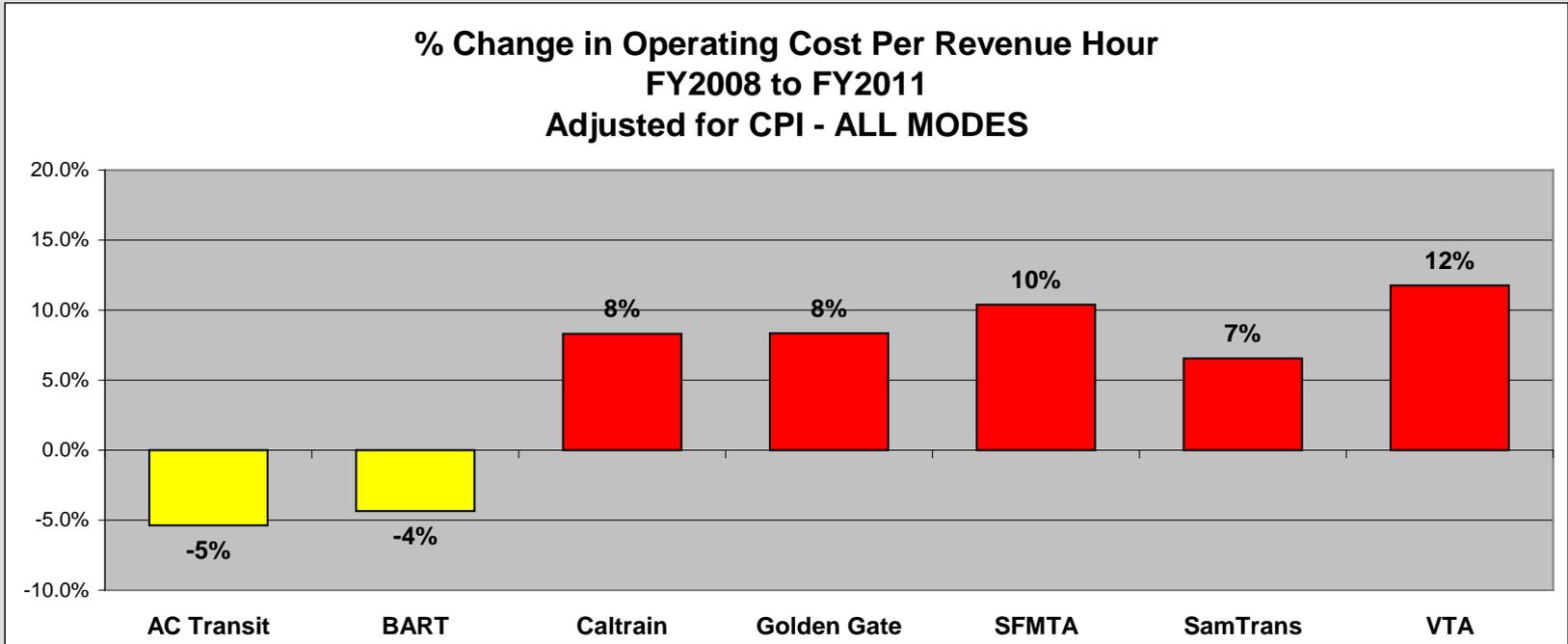
Source: National Transit Database, "Big 7" only.
Excludes ferry, cable car and paratransit.

Performance Measures and Targets - Big 7 Operators

Reduce “real” operating cost per service hour, cost per passenger, or cost per passenger mile by 5% within **5** years

- Financial targets would be set compared to the highest cost per hour experienced by each agency between 2008 and 2011 to include savings from labor agreements since 2008
- Based on evaluation and possible savings in areas including:
 - Fringe Benefits
 - Work Rules and Business Model
 - Administrative Costs
- Cost per passenger or cost per passenger mile target could also be achieved by a combination of attracting more passengers and operating efficiencies
- Existing and new operating and capital funds administered by MTC may be linked to progress towards target

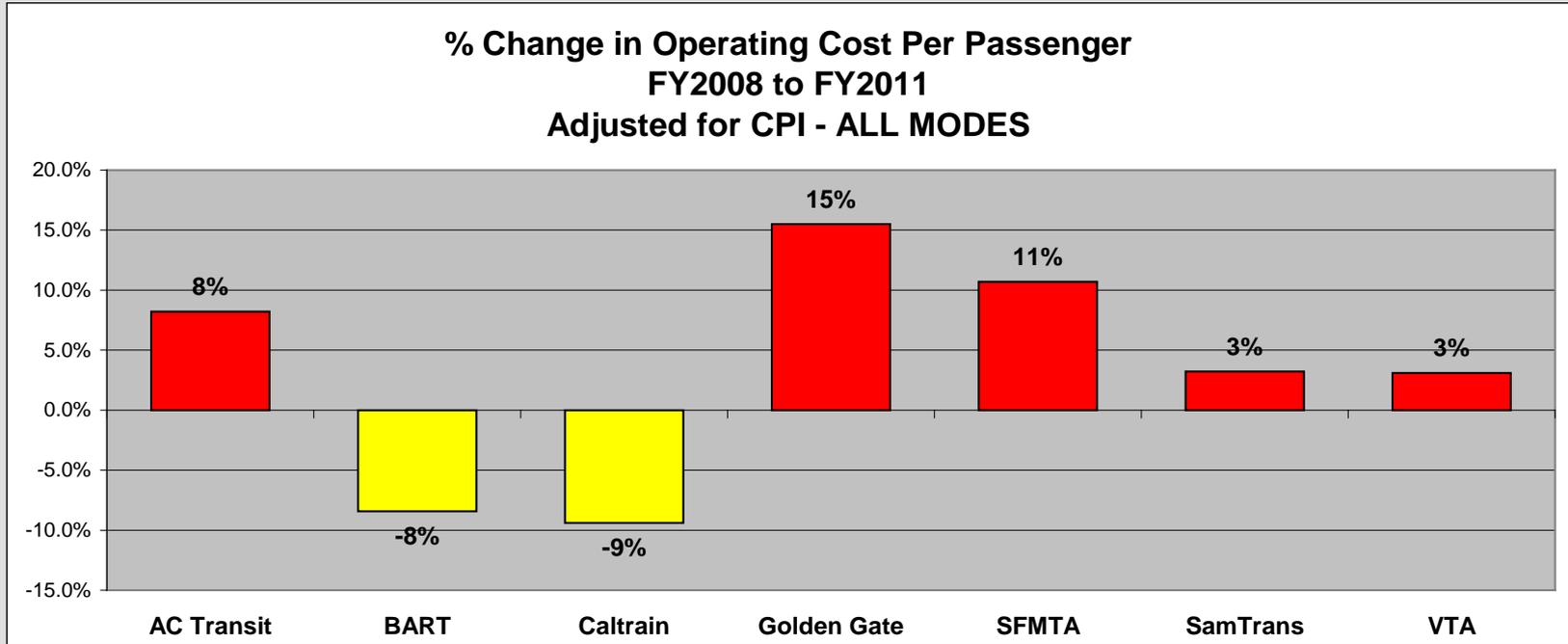
Cost Per Hour - Some Operators are on Track



Cost	↓ -5%	↓ -11%	↑ 4%	↑ 6%	↑ 6%	↓ -7%	↓ -4%
Hours	↑ 1%	↓ -7%	↓ -4%	↓ -2%	↓ -4%	↓ -13%	↓ -14%

- 1) Data from TDA submittals; except SamTrans FY 2010-11 (audited actuals), Caltrain from CAFRs and NTD reports
- 2) FY2011-12 data will be revised to reflect audited final numbers

Cost Per Passenger - Some Operators are on Track



Cost	↓ -5%	↓ -11%	↑ 4%	↑ 6%	↑ 6%	↓ -7%	↓ -4%
Passengers	↓ -12%	↓ -3%	↑ 15%	↓ -8%	↓ -4%	↓ -10%	↓ -7%

- 1) Data from TDA submittals; except SamTrans FY 2010-11 (audited actuals), Caltrain from CAFRs and NTD reports
- 2) FY2011-12 data will be revised to reflect audited final numbers

Recommendations: Transit Performance Initiative

Transit Performance Initiative

Investment and incentive approach to achieve improved service performance

Investment

1. Regional investment in supportive infrastructure to achieve performance improvements in major transit corridors

Incentive

2. Reward agencies that achieve improvements in ridership and service productivity



Investment

- Initial Round:

MTC approved roughly \$28 million pilot program focused on major transit corridors of AC Transit, SFMTA, SamTrans and VTA.

- Future Rounds:

If pilot successful, future rounds could include projects with high benefit/cost such as additional major bus and light rail corridors, BART Metro and Caltrain operational improvements



Incentive – All Operators

Financial reward for improved ridership and productivity

- Formula program that rewards actual growth in annual passengers and productivity improvement as well as total ridership
 - Link to existing regional funding sources – roughly \$20 million
 - Link to a new funding source (e.g. regional gas tax)
- Proposal for specific formula distribution to be brought back to the Commission – including at least one alternative that does not reduce current funding levels for small operators



Recommendations: Service, Institutional and Paratransit Policies

Service Recommendations

- Integrate bus/rail scheduling software to facilitate schedule coordination and customer travel planning. Establish a regional schedule change calendar.
- Conduct multi-agency Short Range Transit Plans (SRTPs) at the county or subregion-level to promote interagency service and capital planning.
- Support transit agency operations on major corridors by requiring local jurisdictions to consider transit in project development (per OneBayArea grant).
- Consider fare policies focused on the customer that improve regional/local connections.



Service Recommendations (cont.)

▪ Marin/Sonoma

- Adopt countywide Short Range Transit Plan in Sonoma County
- Adopt two-county corridor transit plan integrating SMART train service
- Conduct multi-agency Short Range Transit Plans (SRTPs) at the county or subregion-level to promote interagency service and capital planning.



▪ Solano

- Adopt countywide Short Range Transit Plan
- Complete Soltrans merger
- Adopt coordinated fare policy
- Consider expanding Soltrans to include additional member cities



Institutional Recommendations

- Complete service consolidations for Soltrans and ferry services (Vallejo, Alameda-Oakland, and Harbor Bay).
- Apply lessons learned from existing consolidations to pursue benefits of functional and institutional consolidation among smaller operators, including coordinated service planning and fare policy setting.
- Integrate multiple transportation functions (transit operating, planning, sales tax, etc) to make more integrated transportation policy decisions.
- Expand regional capital project planning/design to include sharing existing expertise (e.g., BRT) and facilities (e.g., maintenance shops).
- Formalize joint procurement of services and equipment through the region's transit capital priorities process.

Paratransit Recommendations

Agency-Specific

- Consider Fixed-Route Travel Training and Promotion to Seniors
- Consider Charging Premium fares for trips that exceed ADA Requirements

Regional or Sub-area

- Consider Enhanced ADA Paratransit Certification Process which may include in-person interviews and evaluation of applicant's functional mobility to confirm rider eligibility.
- Implement Conditional Eligibility for paratransit users who are able to use fixed-route service for some trips
- Create one or more sub-regional Mobility Managers (e.g. CTSA) to better coordinate resources and service to customers

Regional

- Improve Fixed-Route Transit to provide features that accommodate more trips that are currently taken on paratransit.
- Implement Plan Bay Area programs that improve access and mobility options for ADA eligible transit riders

TSP Next Steps

1. Ongoing – Implementation and monitoring of Transit Sustainability Project performance measures, targets and policies
2. Fall 2012 – Inner East Bay Comprehensive Operational Analysis Recommendations – AC Transit and BART Boards to commence discussions related to draft recommendations
3. Fall 2012 – In coordination with transit operators, staff will develop a distribution formula for TPI Incentive program, for Commission consideration in late 2012.