



**Metropolitan Transportation Commission  
Transit Sustainability Project**

California Transportation Commission  
January 8, 2013



TRANSIT  
SUSTAINABILITY  
PROJECT

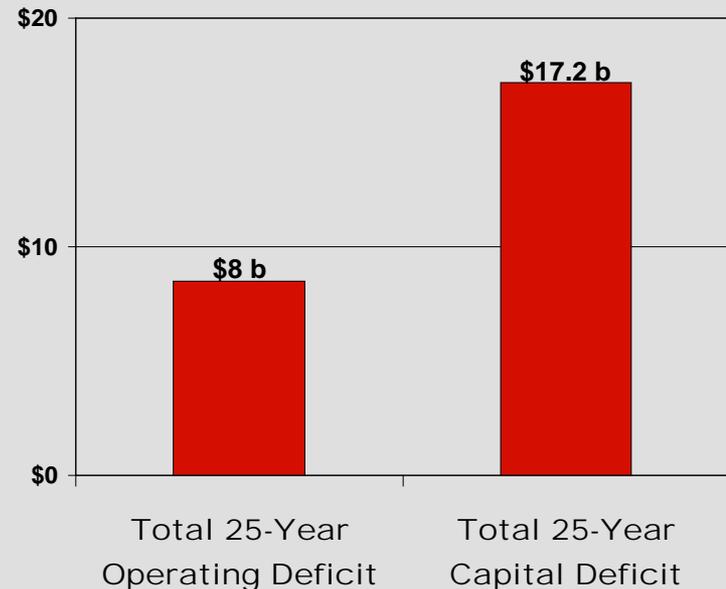
# Project Context



# Challenge for Bay Area Transit System

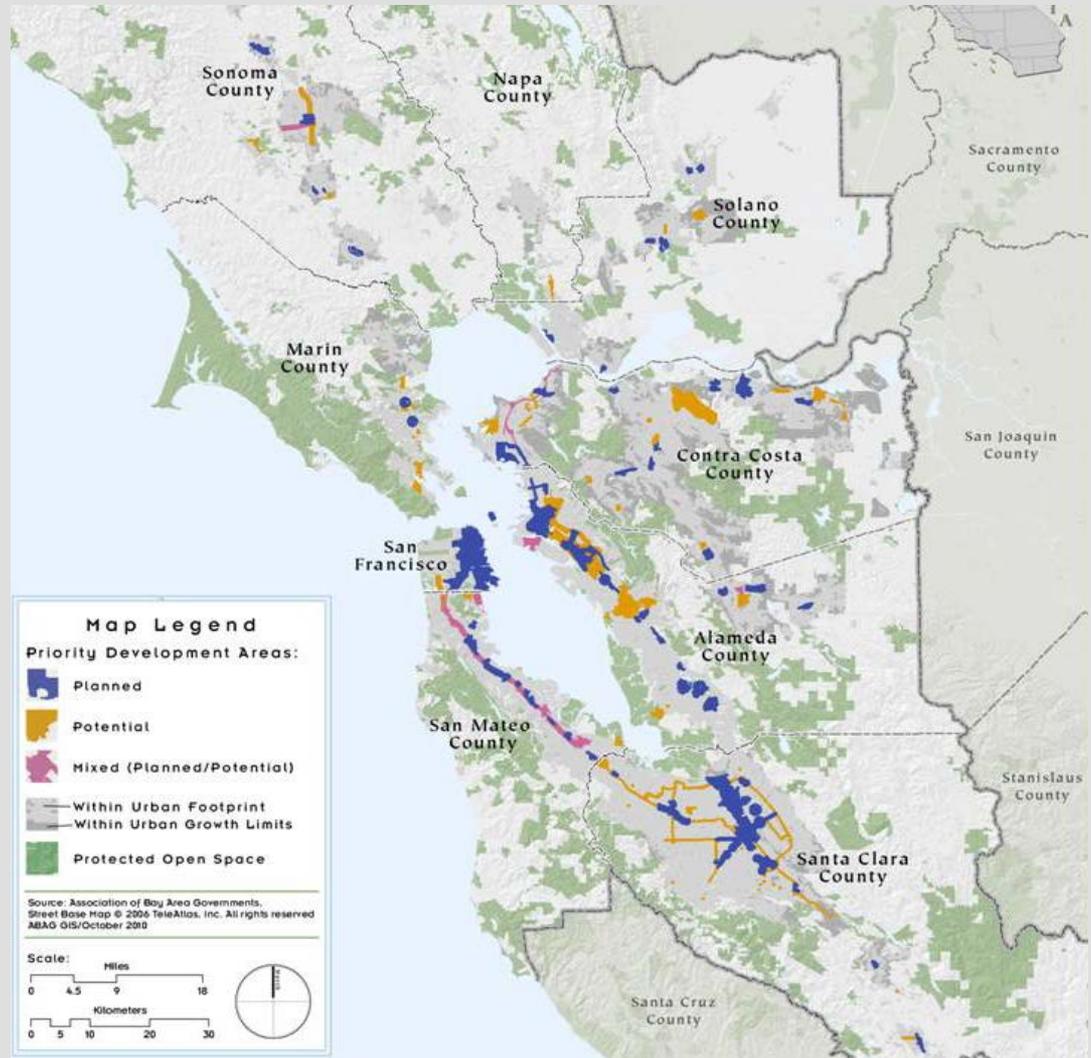


## Projected Deficits Transportation 2035



# 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.

# Challenges not unique to Bay Area

## CTC - 2011 Statewide Transportation System Needs Assessment

**Financial Challenge** – *“Transit operators across California have been struggling to balance their budgets in recent years. Ongoing increases in operating costs, increasing capital reinvestment backlogs, and recession induced reductions in state, regional, and local funding all have challenged operator budgets. Operators have been forced to address these challenges by cutting service, increasing fares, laying off staff, and deferring capital projects to rehabilitate and replace infrastructure. These measures have degraded the quality of service for many Californians who depend on public transportation to get to work, go to school, visit the doctor, and overall mobility.”*

**Demographics, Incomes and GHG Reduction Goals** – *“Although costs are rising and revenues are declining, there is a growing demand to provide more transit service due to our aging population, lower median incomes, and California’s new greenhouse gas reduction goals in AB 32 and SB 375”*

# Project Overview

## ■ Oversight/Leadership

- Select Committee of MTC Commissioners on Transit Sustainability
- Policy Steering Committee (21 members that provided executive-level input from transit agencies, labor, business, environmental and equity perspectives)
- Additional input provided by MTC Policy Advisory Committee as well as multiple public events and forums sponsored by interested parties

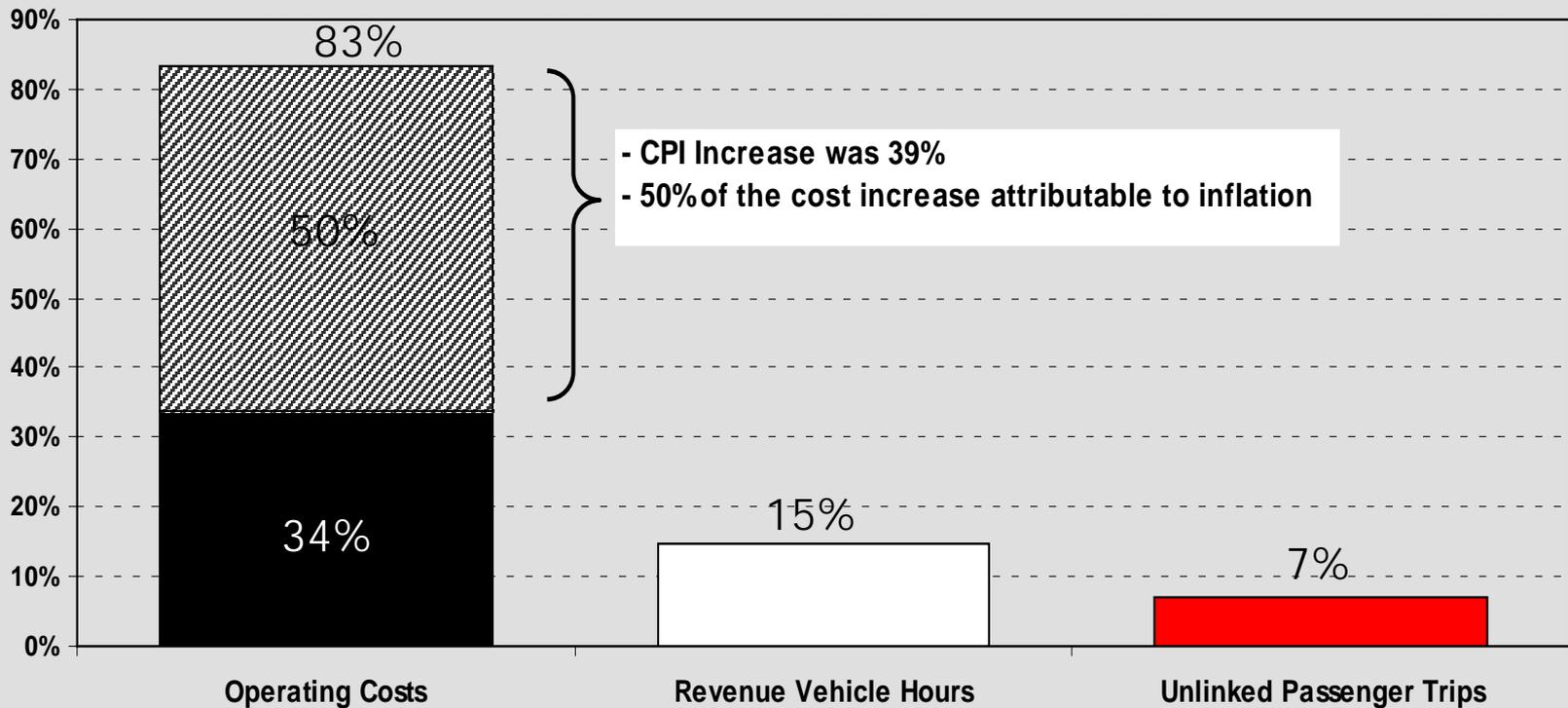
## ■ Approach

- Reform and revenue agenda
- 2+ year project effort led to findings in the following areas: Financial; Service; and Institutional

## Recommendations

- 1) Performance Measures and Targets
- 2) Transit Performance Initiative
- 3) Service, Institutional, and Paratransit

# 1) 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.

# 1) 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

## 2) 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



TRANSIT  
SUSTAINABILITY  
PROJECT

### 3) 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.



### 3) Institutional Recommendations

- Complete service consolidations underway (Soltrans and ferry services).
- 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.

# 3) 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
- Implement Conditional Eligibility
- Create one or more sub-regional Mobility Managers (e.g. CTSA)

## Regional

- Improve Fixed-Route Transit
- Implement Plan Bay Area programs that improve access and mobility options



# Transit Sustainability Project – Lessons Learned

1. Involve partners and stakeholders early and often
2. Focus on the Customer
3. Implementation of recommendations and achievement of targets will require a focused and collaborative partnership throughout region

