Top Ten Ways to Be a Better MPO: A Farewell Address

Steve Heminger
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Avoid “foreign entanglements…”
— George Washington, 1st U.S. President

Beware the “military-industrial complex…”
— Dwight Eisenhower, 34th U.S. President
Metropolitan Transportation Commission

Metropolitan Planning Organization for the San Francisco Bay Area

- 9 counties, 12 urbanized areas, 101 cities and towns
- Population ~7.6 million
- Served by 27 independent transit operators
- 4 AMPO Board Presidents
10. RAISE MONEY
“Read my lips: No new taxes.”

— George H. W. Bush, 41st U.S. President
“Self-Help” Generates Billions for Transportation

Bay Area “Self-Help” Transportation Revenue, 1984 – 2016

$70 billion (in 2016 $)
9. SPEND MONEY
“It’s our money, and we’re free to spend it any way we please... If you have money you spend it, and win.”

— Rose Kennedy
One Bay Area Grant Program (OBAG)

County Distribution Formula
OBAG 2: FY18-19 – FY21-22

- Population 50%
- Production Total 12%
- RHNA Total 8%
- Production Affordable 18%
- RHNA Affordable 12%

Program Amounts
Millions $, rounded

<table>
<thead>
<tr>
<th>County</th>
<th>OBAG 1</th>
<th>OBAG 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda</td>
<td>$66</td>
<td>$77</td>
</tr>
<tr>
<td>Contra Costa</td>
<td>$48</td>
<td>$56</td>
</tr>
<tr>
<td>Marin</td>
<td>$11</td>
<td>$11</td>
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<tr>
<td>Napa</td>
<td>$7</td>
<td>$8</td>
</tr>
<tr>
<td>San Francisco</td>
<td>$39</td>
<td>$48</td>
</tr>
<tr>
<td>San Mateo</td>
<td>$28</td>
<td>$33</td>
</tr>
<tr>
<td>Santa Clara</td>
<td>$92</td>
<td>$104</td>
</tr>
<tr>
<td>Solano</td>
<td>$20</td>
<td>$21</td>
</tr>
<tr>
<td>Sonoma</td>
<td>$24</td>
<td>$28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$334</strong></td>
<td><strong>$386</strong></td>
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METROPOLITAN TRANSPORTATION COMMISSION
Housing Incentive Pool (Proposed)

Commission set aside
$76 million for top 15 producers/preservers of housing

- Targets 80,000 new and preserved units between 2015 and 2020
- Very Low (35,000 units), Low (22,000), Moderate (25,000)
  - Very Low/Low must be deed-restricted to receive credit towards challenge
- Units must be in Priority Development Areas (PDAs) or Transit Priority Areas (TPAs)
- Projects must be federal-aid eligible
8. SOLVE THE RIGHT PROBLEM
“The trouble is when the old problems reappear I reach for the old solutions.”
— Harold Wilson, former British Prime Minister
Managing Congestion

Causes of Congestion

- Bottlenecks: 50%
- Traffic Incidents: 25%
- Work Zones: 15%
- Bad Weather: 10%

FREEWAY MANAGEMENT

1. Incident Management
2. Toll Bridge Operations
3. Active Traffic Management
4. Managed Lanes
5. Pricing
6. Transportation Management System

METROPOLITAN TRANSPORTATION COMMISSION
The “Columbus Day” Effect

3% to 5% Lower Traffic Demand on Administrative Holiday Yields 50% to 70% Less Delay

[Graph showing traffic volume and delay for typical weekdays, Columbus Day, and Presidents Day for Alameda I-80 Eastbound.]
7. MAKE FRIENDS AND INFLUENCE PEOPLE
“It doesn’t matter how big a ranch you own, or how many cows you brand, the size of your funeral is still gonna depend on the weather.”

— Harry Truman, 33rd U.S. President
New Headquarters Houses Bay Area’s MPO, COG and Air Pollution Regulator Under One Roof
6. ASK FOR DIRECTIONS
“When you come to a fork in the road, take it.”

— Yogi Berra
CASA Overview

Leaders across the Bay Area building actionable political consensus to:

• increase housing **production** at all levels of affordability,
• **preserve** existing affordable housing and
• **protect** vulnerable populations from housing instability and displacement
5. TAKE RISKS
“In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

— Theodore Roosevelt, 26th U.S. President
Electronic Payment Responsibilities

Transit Fare Payment System

- CLIPPER
- SMART
- VINE
- WestCAT
- SolTrans
- CCCTA
- Golden Gate Transit & Ferry
- Marin Transit
- SFMTA
- AC Transit
- TriDelta
- Caltrain
- SamTrans
- VTA
- Sonoma County Transit
- Vacaville City Coach
- Santa Rosa City Bus

Bridge and Express Lane Tolling

- Carquinez
- Benicia-Martinez
- Antioch
- San Francisco-Oakland Bay
- Golden Gate
- Richmond-San Rafael
- I-680 Contra Costa Express Lanes
- I-580 Express Lanes
- I-80 Express Lanes
- SR-237 Express Lanes
- SFO
- San Mateo-Hayward
- Dumbarton
Clipper® and FasTrak® Today

- **952,000** Unique Cards Used Each Month
- **50%** Market Share
- **$46M** Monthly Transit Operator Revenue

Monthly average August 2016 to August 2017

- **1.2 million** Toll Tags Used Each Month
- **69%** Market Share
- **$51M** Monthly Toll Revenue Collected

Monthly average August 2016 to August 2017
4. PUSH THE BOARD, PUSH THE STAFF
“Success is not final; failure is not fatal. It is the courage to continue that counts.”

— often attributed to Winston Churchill, former British Prime Minister
Association of Bay Area Governments (COG) + Metropolitan Transportation Commission (MPO)

CONSOLIDATION

- 1 staff serving 2 boards
- 291 staff strong
3. BE RELEVANT
“They can love you or hate you, but the worst thing they can do is ignore you.”

— attributed by me to Richard Nixon, 37th U.S. President
MTC Staff Serve Multiple Agencies

- **MTC** — Created by the Legislature in 1970. Planner, coordinator, manager and banker. The Metropolitan Transportation Commission distributes over $1 billion per year in local, state, federal funds to transportation projects and services.

- **BATA** — Created by the Legislature in 1998, Bay Area Toll Authority is responsible for building, managing and financing the seven state-owned toll bridges. BATA also has joint oversight of the Toll Bridge Seismic Retrofit Program (with Caltrans and the California Transportation Commission).

- **SAFE** — Created by the Legislature in 1988. Service Authority for Freeways and Expressways oversees the region’s network of call boxes and the Freeway Service Patrol. Partners with Caltrans and CHP on Freeway Incident Management.

- **ABAG** — Formed in 1961, the Association of Bay Area Governments is the regional planning agency and council of governments for the nine counties and 101 cities and towns of the San Francisco Bay Region. MTC staff serve as staff through a contract for services as of 2017.
2. DIVERSIFY
“You can fool all the people some of the time, and some of the people all of the time, but you cannot fool all the people all the time.”

— Abraham Lincoln, 16th U.S. President
The Bay Area’s Seven-Bridge System

Carquinez Bridge
Opened 1927, 1958 and 2003

Richmond-San Rafael Bridge
Opened 1956

San Francisco-Oakland Bay Bridge
Opened 1936
New East Span opened 2013

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

Antioch Bridge
Opened 1926
Replaced 1978

San Mateo-Hayward Bridge
Opened 1929
Replaced 1967
Widened 2003

Dumbarton Bridge
Opened 1927
Replaced 1984
Advantage of Bridge Tolls

- **Regional by Nature** — Span Counties
- **Flexible by Mode** — Road, Transit, Bikes
- **Flexible by Use** — Capital or Operating
- **Low Borrowing Costs** — AA-Rated Credit
- **Fees Not Taxes** — Majority Vote, Manage Demand
1. PLAN FOR THE FUTURE...
NOT THE PAST
“The (future) really belongs to those who will build it. The future can be promised to no one.”

— Pierre Trudeau, former Prime Minister of Canada
Three Futures – Horizon Project

What if... new technologies and a national carbon tax enabled greater telecommuting and distributed job centers?

What if... the federal government cuts spending and reduces regulations, leaving more policy decisions to states and regions?

What if... an economic boom and new transportation options spur a new wave of development?
## Summary: External Forces

<table>
<thead>
<tr>
<th>#</th>
<th>FUTURE NAME</th>
<th>IMMIGRATION AND TRADE</th>
<th>NATIONAL TAXES AND FUNDING</th>
<th>NATIONAL GROWTH</th>
<th>LAND USE PREFERENCES</th>
<th>NATIONAL ENVIRONMENTAL POLICY</th>
<th>NEW TECHNOLOGIES</th>
<th>NATURAL DISASTERS</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>Clean and Green</td>
<td>Similar to today</td>
<td>Higher funding via carbon tax</td>
<td>Similar to today</td>
<td>Housing: more urban</td>
<td>Stricter regulations (a' SLR)</td>
<td>Widespread</td>
<td>Magnitude 7.0 Hayward Fault earthquake</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jobs: more dispersed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Rising Tides, Falling Fortunes</td>
<td>Reduced</td>
<td>Lower funding due to tax cuts</td>
<td>Limited</td>
<td>Housing: more urban</td>
<td>Relaxed regulations (3' SLR)</td>
<td>More limited</td>
<td>Magnitude 7.0 Hayward Fault earthquake</td>
</tr>
<tr>
<td>C</td>
<td>Back to the Future</td>
<td>Increased</td>
<td>Similar to today</td>
<td>Rapid</td>
<td>Housing: more dispersed</td>
<td>Similar to today (2' SLR)</td>
<td>Widespread</td>
<td>Magnitude 7.0 Hayward Fault earthquake</td>
</tr>
</tbody>
</table>

**COLOR LEGEND**
- Lower value
- Higher value
“The man who tries to make the flag an object of a single party is a greater traitor to that flag than any man who fires at it.”

— David Lloyd George, former British Prime Minister