



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

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Avoid “foreign entanglements...”

— George Washington,
1st U.S. President



Beware the “military-industrial complex...”

— Dwight Eisenhower,
34th U.S. President



A nighttime photograph of the Golden Gate Bridge in San Francisco. The bridge's towers and suspension cables are illuminated with warm yellow lights, creating a bright path of light. In the background, the San Francisco skyline is visible, with numerous skyscrapers lit up against a dark blue twilight sky. The water of the bay is dark and reflects some of the city lights.

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.”**

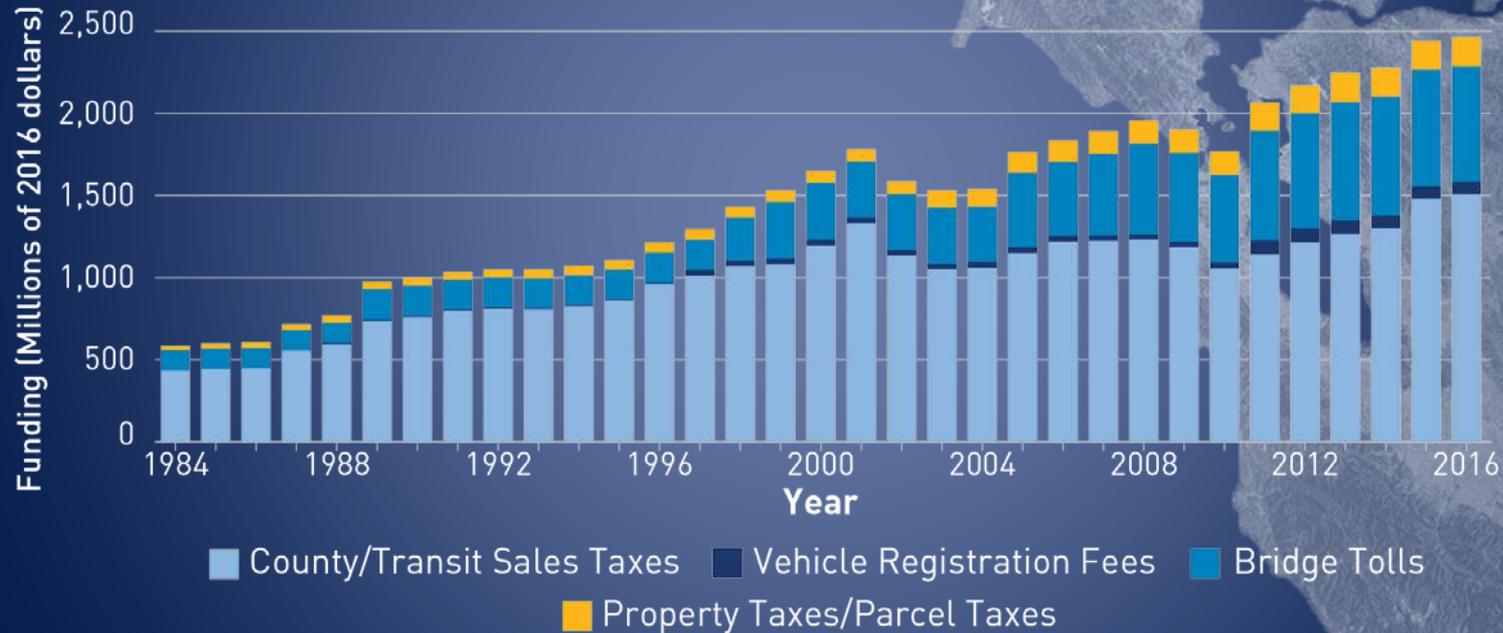
**— George H. W. Bush,
41st U.S. President**



“Self-Help” Generates Billions for Transportation

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

\$70 billion (in 2016 \$)





9. SPEND MONEY





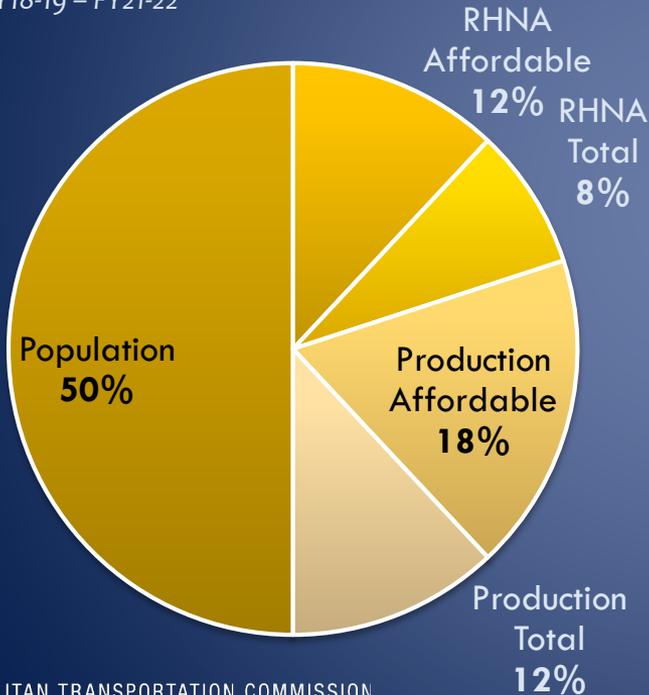
*“It’s our money, and we’re free
to spend it any way we
please... If you have money
you spend it, and win.”*
— Rose Kennedy



One Bay Area Grant Program (OBAG)

County Distribution Formula

OBAG 2: FY18-19 – FY21-22



Program Amounts

Millions \$, rounded

	OBAG 1	OBAG 2
Alameda	\$66	\$77
Contra Costa	\$48	\$56
Marin	\$11	\$11
Napa	\$7	\$8
San Francisco	\$39	\$48
San Mateo	\$28	\$33
Santa Clara	\$92	\$104
Solano	\$20	\$21
Sonoma	\$24	\$28
Total	\$334	\$386



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

An aerial, grayscale map of the San Francisco Bay Area, showing the coastline, the bay, and surrounding landmasses. The map is overlaid on a dark blue gradient background.

8. SOLVE THE RIGHT PROBLEM





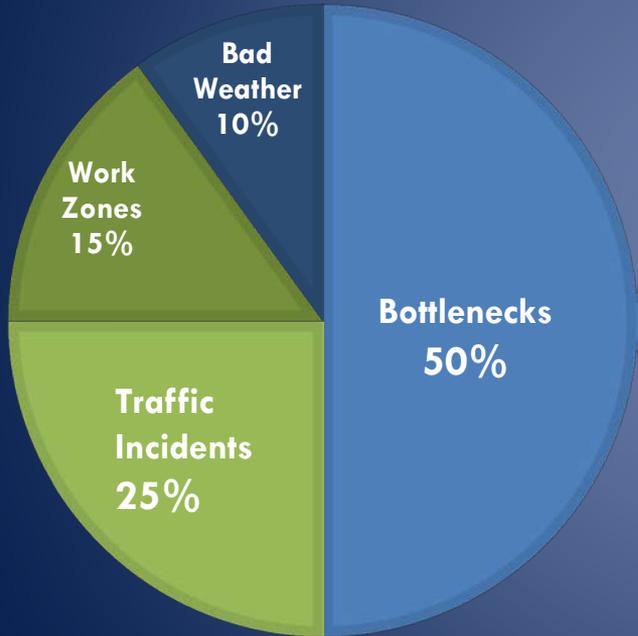
“The trouble is when the old problems reappear I reach for the old solutions.”

— Harold Wilson,
former British Prime Minister



Managing Congestion

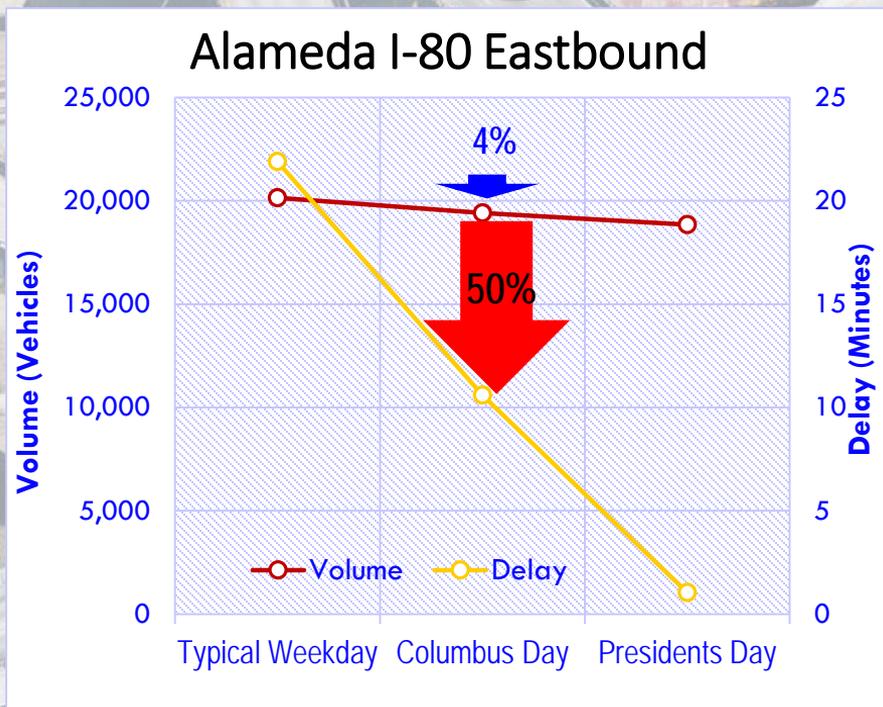
Causes of Congestion



The “Columbus Day” Effect

**3% to 5% Lower Traffic Demand on
Administrative Holiday Yields**

50% to 70% Less Delay





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



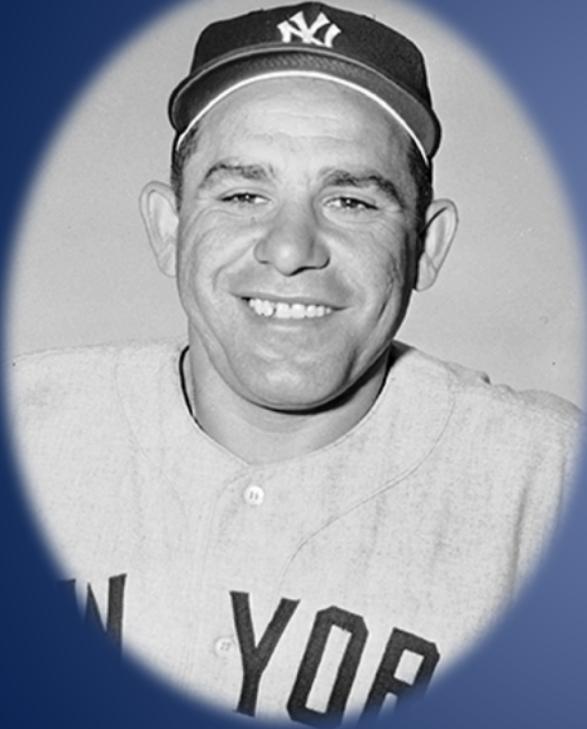
New Headquarters Houses Bay Area's MPO, COG and Air Pollution Regulator Under One Roof





6. ASK FOR DIRECTIONS





*“When you come to a
fork in the road,
take it.”*

— Yogi Berra



CASA Overview



Fred
Blackwell



Leslye
Corsiglia



Michael
Covarrubias

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



COMMITTEE TO HOUSE
THE BAY AREA



5. TAKE RISKS





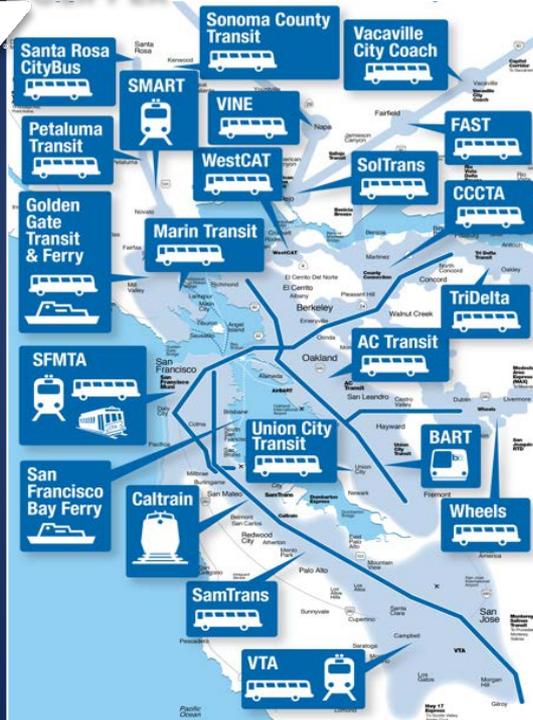
*“In any moment of decision,
the best thing you can do is
the right thing, the next
best thing is the wrong
thing, and the worst thing
you can do is nothing.”*

— Theodore Roosevelt,
26th U.S. President



Electronic Payment Responsibilities

Transit Fare Payment System CLIPPER



Bridge and Express Lane Tolling



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)

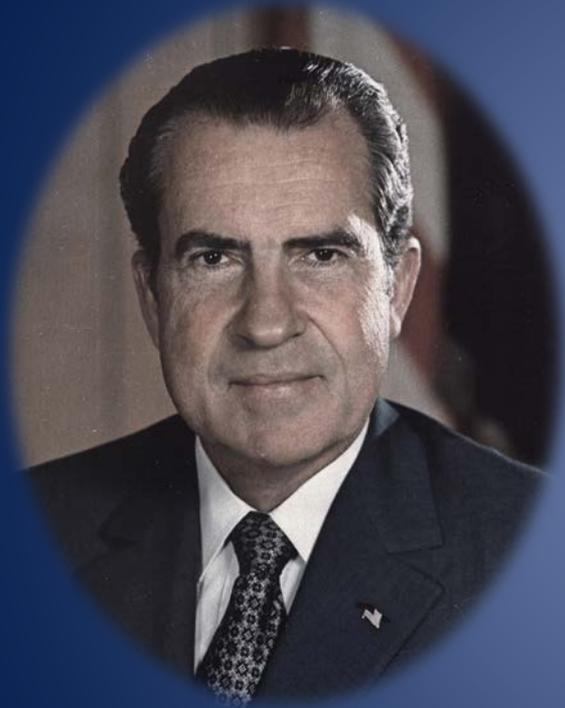
CONSOLIDATION

- 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

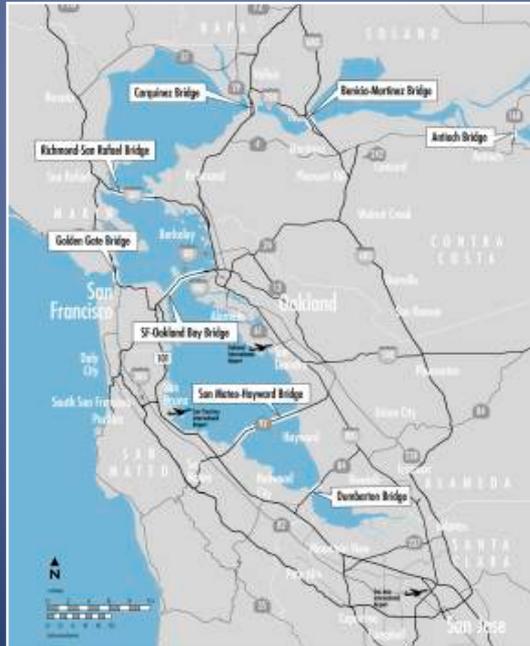


Benicia-Martinez Bridge
Opened 1962
Widened 1991
Second span
opened in 2007



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
opened 2013



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

A



*Clean
and Green*

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

B



*Rising Tides,
Falling
Fortunes*

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

C



*Back to
the Future*

What if... an economic boom and new transportation options spur a new wave of development?

Summary: External Forces

#	FUTURE NAME	IMMIGRATION AND TRADE	NATIONAL TAXES AND FUNDING	NATIONAL GROWTH	LAND USE PREFERENCES	NATIONAL ENVIRONMENTAL POLICY	NEW TECHNOLOGIES	NATURAL DISASTERS
A	 Clean and Green	Similar to today	Higher funding via carbon tax	Similar to today	Housing: more urban	Stricter regulations (1' SLR)	Widespread	Magnitude 7.0 Hayward Fault earthquake
					Jobs: more dispersed			
B	 Rising Tides, Falling Fortunes	Reduced	Lower funding due to tax cuts	Limited	Housing: more urban	Relaxed regulations (3' SLR)	More limited	Magnitude 7.0 Hayward Fault earthquake
					Similar to today			
C	 Back to the Future	Increased	Similar to today	Rapid	Housing: more dispersed	Similar to today (2' SLR)	Widespread	Magnitude 7.0 Hayward Fault earthquake
					Jobs: more urban			

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

