



EPA Climate Pollution Reduction Grants Program: Implementation Grants General Competition

Mobility Nexus: Integrating Mobility, Housing and Equity for Climate Action – Project Workplan

Project Summary

Mobility Nexus: Integrating Mobility, Housing and Equity for Climate Action (“Project”) initiates the transformation of a vulnerable and diffuse Bay Area transit system into a more connected, resilient, and user-focused network of multi-modal mobility hubs that will attract many more customers. It focuses on unfunded, near-term opportunities to transform transit stations into mobility hubs that will enable walking and biking connections to transit, shifting trips from single occupancy vehicles to sustainable and healthy ones, and turning transit stations into community centers to make transit more inclusive and resilient. The Project helps to meet the greenhouse gas (GHG) emission reduction and Justice40 Initiative goals shared by the Bay Area and the Environmental Protection Agency (EPA). Funding will be dedicated to comprehensively increasing transportation access for communities experiencing environmental injustice through three main components focused on existing transit stations:

1. Key capital improvements to transform 10 high-frequency Bay Area Rapid Transit ([BART](#)) stations located in CEJST [and](#) EPA’s IRA Disadvantaged Communities EJScreen layers into premier “mobility hubs,” which are community centers that bring together public transit, bikeshare, and other ways for travelers to get to where they want to go without a private vehicle. They offer a safe, comfortable, convenient, and accessible space to seamlessly transfer from one type of travel option to another. The Project will implement a cohesive set of improvements to provide improved customer experience, placemaking, safety, and accessibility, and enable walking and biking connections to transit, shifting trips from single occupancy vehicles to sustainable and healthy ones;
2. Increased access to electric bikes (ebikes), through the expansion of Bay Wheels bikeshare and incentives to purchase personal ebikes to reduce vehicle miles traveled (VMT) and GHG emissions by shifting trips from driving to biking to and from the hub area; and
3. A transformative new process for engaging and empowering community residents at the 10 mobility hubs to learn about and access the travel options, including discounted transit passes, free bikeshare memberships and ebike incentives.

Mobility hubs, ebike expansion, reduced costs and targeted outreach all work synergistically to support and increase ridership on transit. Transit is the most efficient and effective way to move the most people around the Bay Area and plays an important role in controlling emissions. Nationwide, transit saved 63 million metric tons of carbon dioxide equivalent (MMTCO_{2e}) emissions in 2018.¹ To increase its climate impact, the number of people taking transit instead of driving solo needs to increase. Measures to increase transit ridership have equity benefits as well, saving households money and providing access to essential activities. The Project, through its three components, is designed to increase transit use to reduce GHG emissions and increase access for low-income residents to economic opportunity.

However, the COVID-19 pandemic created the most serious and complex crisis for transit in Bay Area history. Stay-at-home orders and public health concerns resulted in a 67% drop in ridership, which still has not returned to pre-pandemic levels. The Metropolitan Transportation Commission’s (MTC) [Blue Ribbon Transit Recovery Task Force](#) developed the Bay Area [Transit Transformation Action Plan](#) to set a

¹ TCRP Research Report 226: An Update on Public Transportation's Impacts on Greenhouse Gas Emissions.
<https://www.trb.org/Main/Blurbs/181941.aspx>.

course for transit's recovery, identifying short- and long-term improvements. The task force included the California Transportation Secretary, state legislators, MTC commissioners, transit agency general managers, people with disabilities and representatives of business, labor, social justice, and transit advocacy groups.

With federal transit bailout funds no longer available, MTC and the region's transit agencies, including BART, are directing all available funding to retaining service for essential trips serving low-income and vulnerable riders, which the Task Force set as the highest priority. However, to grow ridership, there is also a complementary, critical need to create a more efficient, coordinated and customer-friendly system that attracts Bay Area residents and visitors of all income levels to confidently navigate the region's transit network and get to and from transit stations with speed and ease. Mobility hubs present an opportunity to integrate a variety of sustainable transportation options to enhance connectivity across the region, reduce GHGs, and provide essential mobility and access to communities made vulnerable by age, income, disability, and neighborhood disinvestment. Planning for a sustainable, resilient future must include transit bolstered by walking and biking connections to serve community needs.

Background

The Project's goal is to reduce GHGs and other emissions from personal vehicle travel by increasing access to and ridership of sustainable transportation choices – especially electric transportation – in historically disadvantaged communities. All funding will be dedicated to increasing access for low-income residents to use high-capacity transit service and emission free last-mile travel options. The Project's three main components will reduce GHG emissions by shifting single-occupancy vehicle trips to transit, walking, rolling, and biking. It focuses on key capital improvements at 10 mobility hubs located in CEJST and EPA's IRA Disadvantaged Communities EJScreen layers, including community plazas, wayfinding, bus shelters, lighting, accessibility upgrades, EV chargers, real time travel time displays, and upgraded pedestrian and bicycle access. Second, the Project will enhance and expand Bay Wheels bikeshare service and offer incentives to purchase personal ebikes. Lastly, the Project includes a transformative new process for empowering the community to access transit, bikeshare and ebike discounts at the 10 hubs. The Project builds on the transportation measure included in the Bay Area Air Quality Management District (BAAQMD)'s [Priority Climate Action Plan](#) (PCAP).

Confronted by climate-related perils ranging from sea level rise to drought, seasonal flooding, and wildfires, Bay Area governments have embraced more ambitious policies, positions, and programs. The Bay Area has a strong tradition of climate leadership. Nearly all Bay Area cities and counties are engaged in some form of climate action planning, with local climate action plans adopted by over 70 cities and counties as well as numerous policies and programs to reduce GHG emissions adopted and implemented by all 100+ jurisdictions in the region. The Air District's 2017 regional [Clean Air Plan](#) focuses on reducing regional GHG emissions, primarily through regional agency led initiatives. MTC's [Plan Bay Area 2050](#) (PBA50), the regional transportation plan and sustainable communities strategy, reduces GHG emissions through transportation investments, a compact land use development pattern and 35 strategies that focus on transportation, housing, environment, and the economy. Additionally, the State of California's [2022 Scoping Plan for Achieving Carbon Neutrality](#) lays out a strategy for making the state carbon neutral by 2045. These state, regional, and local efforts have all incorporated robust engagement with environmental justice and community organizations, reflecting commitment to equity in climate planning.

A transition to a clean energy economy – one that does not rely on fossil fuels – can provide significant health benefits and create new high-quality jobs to advance a more equitable future for residents of the

Bay Area.² As BAAQMD's submitted PCAP shows, GHG emissions for the Bay Area region in 2022 totaled 59.9 MMTCO₂e. For context, this represents about 16% of California's statewide GHG emissions.³ Transportation accounts for 35% of GHG emissions and is the largest contributing sector to the annual total.⁴ To reduce emissions from transportation, MTC identified strategies in PBA50 to accelerate the transition to clean transportation and environmental resilience guided by input from more than 20,000 Bay Area residents. The Plan achieves California's 19% per capita [GHG emissions reduction target](#) established by the California Air Resources Board, but requires a significant effort to implement all the strategies identified in the plan.

Since PBA50's adoption in October 2021, one key step to implement PBA50 relevant to the Project is the adoption of [MTC's Transit-Oriented Communities \(TOC\) Policy](#) in 2022. The purpose of the TOC Policy is to focus investment in areas that bring together high-quality transit with jobs, services, and affordable housing, and where 85% of the region's future growth will be located over the next 30 years.

By definition, each TOC station area is a future mobility hub, or a location that serves as a community anchor to enable travelers of all backgrounds and abilities to access multiple transportation options – including shared scooters, bicycles, cars, and transit – as well as supportive amenities in a cohesive space, oriented to the customer. MTC developed the [Mobility Hubs Implementation Playbook](#) to provide guidance on how to transform existing station areas focused only on transit operations, to community centers designed for the diversity of customer needs, mobility options, and services. Mobility hubs are critical, not only to help achieve GHG reductions, but also to increase the resiliency of the transportation system emerging from the global COVID-19 pandemic by increasing access to a variety of mobility options and activating the transit station by integrating it into the surrounding community. The Project's proposed elements are rooted in the Playbook.

Mobility hubs are ideal places for [Bay Wheels](#), the regional bikeshare program. Offering over 6,500 bicycles (both traditional bikes and electric bikes) at 550 stations, Bay Wheels provides strong connections to transit. In 2023, five of the top ten busiest Bay Wheels stations were located at regional transit stations, particularly BART. Launched in 2017, the system is managed by MTC and operated by Lyft in five cities and plays an important part in achieving MTC's regional environmental goals as bikeshare systems have been shown to reduce GHG emissions and air pollutants.⁵

While mobility hubs are critical to accessing transit, bikeshare and other travel options, these services must be affordable to residents. MTC has several discount programs to make Bay Area travel options more affordable to low-income riders by reducing the cost of transit and bikeshare through means-based programs. For most Bay Area households, transportation is the third-highest monthly expense, trailing the cost of housing and food.⁶ That is why MTC launched the [Clipper START](#) initiative in 2020. The pilot offers a 50% single-ride fare discount to adults who have a household income of 200% of the federal poverty level or less. [Findings from the two-year evaluation concluded that the program improved regional access to transit for residents earning a low income, and ridership increased at faster rate than overall](#)

² The USEPA uses the term 'High-quality' for the CPRG effort. Workforce development efforts in the Bay Area region and California use the term 'high-road'. Both terms refer to jobs that pay a sustaining wage with adequate benefits and provide training and upward mobility, among other factors.

³ California 2000-2021 GHG Inventory (2023 Edition), <https://ww2.arb.ca.gov/ghg-inventory-data>

⁴ Ibid.

⁵ Shaheen, S., Guzman, S., Zhang, H., 2010. Bikesharing in Europe, the Americas, and Asia. Transp. Res. Rec. J. Transp. Res. Board 2143, 159–167. <https://doi.org/10.3141/2143-20>

⁶ Public Policy Institute of California. Transportation Affordability in the Bay Area. <https://www.ppic.org/press-release/transportation-affordability-in-the-bay-area>.

Bay Area ridership recovery, demonstrating success in improving transit access and affordability particularly for women of color.⁷

In 2017, MTC's Bay Wheels Bikeshare Outreach and membership discount pilot program was nationally-recognized for partnering with CBOs to deploy street teams to conduct direct outreach in low-income communities of color and gather feedback about the bikeshare program. The outreach was successful; 20% of all memberships were low-income members, among the highest of any bikeshare system in the country at the time.⁸ This Project will build on these best practices to conduct outreach and offer free memberships to low-income residents in the 10 mobility hub areas. In addition, MTC and local organizations throughout the region have piloted ebike incentives to lower the cost of personally owned ebikes. Sales of ebikes have outpaced the sales of electric vehicles, with close to one million personally owned ebikes purchased in the US and Canada, compared to 800,000 battery-electric cars.⁹ Using ebikes, whether personal or shared, with public transit for longer trips reduces household transportation expenses and gas use, favorably impacting air quality. For shared ebikes, the Jump Bike system in Sacramento, CA found ebike trips replaced single occupancy car trips at a rate of 0.8 miles traveled per ebike share trip¹⁰ and a review of ebike studies around the world found a range of 1.2 to 5.5 VMT reduced per day for individuals who own an ebike.¹¹ All three discount programs, Clipper Start, Bay Wheels Bikeshare Outreach and membership, and ebike incentives will be offered to the residents earning low-incomes in the 10 mobility hub areas.

To market these discount programs to the appropriate residents, MTC will build on our past community engagement efforts with low-income and minority users who have traditionally been under-represented in active and shared transportation outreach. This Project will demonstrate a new CBO partnership model, Power-building and Engagement (Pb+E), to assist with discount program enrollment. Pb+E was created and approved in November 2023 in response to [Justice40](#), [California Executive Order N-16-22 \(California for All\)](#), and [MTC's Equity Platform](#) directives. The Program aims to build street-level community resiliency and increase mobility, affordability, and safety of people most harmed, including Black, Indigenous and People of Color; people with disabilities, and elders. Pb+E leverages and builds community leadership for mobility, affordability, climate resilience, and safety in historically excluded communities by providing technical assistance, capacity building and community engagement grants.

In summary, the Project transitions stations into mobility hubs and expands the region's successful bikeshare, fare/membership discounts and ebike incentive pilot programs to reach considerably more low-income residents in the region. The customer-focused mobility hubs, bikeshare, outreach and incentives will reduce single-occupancy VMT and GHGs by making it easier for trips to be made by transit, biking, walking, wheelchair. The Project's Coalition is well experienced and excited to offer this multi-modal, community-centered approach in the 10 mobility hub areas. Without CPRG funding, the Coalition will not be able to implement this holistic approach responding to the travel requests directly from our residents with low incomes.

Section 1: Overall Project Summary and Approach

The Project advances EPA and PBA50 GHG reduction goals and aids in transit recovery and resilience by advancing short-term opportunities identified in the Transit Transformation Action Plan. The Project

⁷ MTC. Clipper START Key Findings and Lessons from the First Two Years of the Pilot. file:///C:/Users/ksinga/Downloads/3a_23-0580_Attachment_C_Clipper_START_Pilot_Key_Findings%20(1).pdf.

⁸ Transform, Bike Share For All Equity Outreach: Evaluation Report, 2018. <https://mtcdrive.box.com/s/g6ue3rk7ppgwu7x7ux7kyr47v6eoyc7m>

⁹ Ava Community Energy. Ebikes Are On a Roll. <https://avaenergy.org/news-and-events/ceos-desk/e-bikes-are-on-a-roll/>; North America E-Bike Market Size and Share. <https://www.mordorintelligence.com/industry-reports/north-america-e-bike-market>.

¹⁰ Fukushima, Fitch, & Handy, 2023. <https://www.sciencedirect.com/science/article/abs/pii/S1361920921002881>.

¹¹ Fitch-Polse D., 2023. <https://www.sciencedirect.com/science/article/pii/S0967070X23001725>.

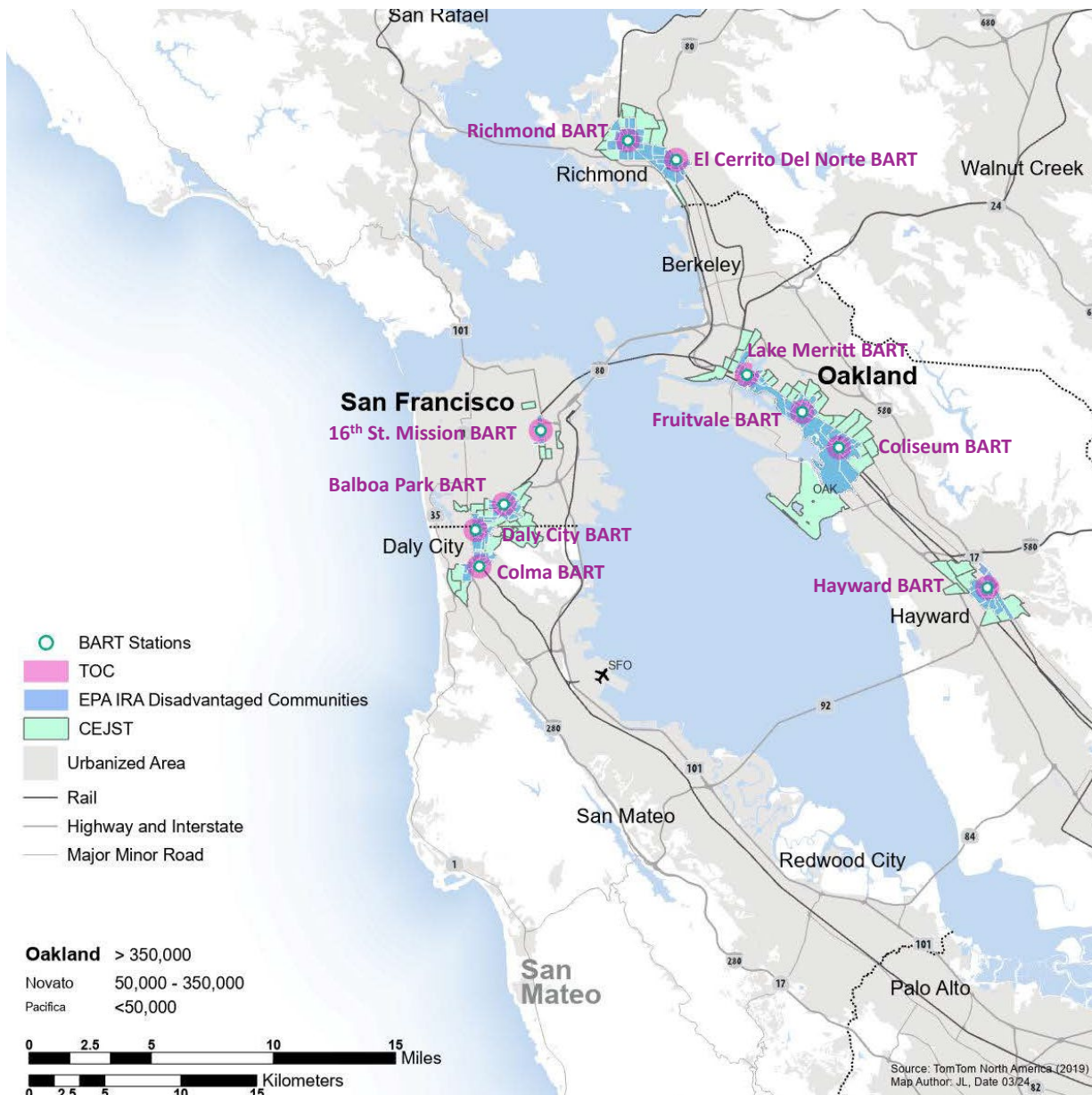
initiates the development of a customer-centric network of mobility hubs with uniform information and amenities so Bay Area residents can easily adapt to and understand the regional multi-modal system. The Project focuses on 10 Bay Area Rapid Transit ([BART](#)) rail stations. These 10 were prioritized for improvements because they are in the CEJST [and](#) the EPA's IRA Disadvantaged Communities EJScreen layers where the surrounding communities have seen little improvements or have suffered historic injustices (further detailed in Section 4b). Additionally, community outreach already has been undertaken in each of the 10 areas to enable mobility hubs to be completed within the required 5-year CPRG timeframe. Some of the station area improvements will catalyze development in TOC areas, particularly affordable housing development. Incentive programs, including Clipper START, ebike, and Bay Wheels bikeshare, will increase multi-modal ridership. In addition to the overarching goal of GHG reduction, the Project also seeks to accomplish the following goals:

- Reduce transportation costs and increase access for low-income residents to economic opportunity, medical facilities, schools, parks, grocery stores, and other daily needs;
- Reduce private vehicle ownership and VMT with access to a variety of electrified travel options and pedestrian and bike infrastructure improvements to connect to transit;
- Increase transit ridership by addressing safety concerns and focusing on customer experience, including specific improvements for travelers with disabilities;
- Catalyze affordable housing development around transit stations by making access improvements to reduce development costs; and
- Provide easy access to electric vehicle (EV) chargers and opportunity to transition to an EV for current residents of multi-family homes who need a personal vehicle due to mobility impairments but have no choice but to buy combustion engine models due to poor access to chargers;
- Strengthen community leadership to co-create a resilient and healthy future with public agencies.

Geographic Location and Project Setting

The focus of the project is on 10 BART stations located in TOC Policy areas that fall in the CEJST [and](#) the EPA's IRA Disadvantaged Communities EJScreen layers, as shown in Figure 1 and can be seen in this [interactive map](#) created especially for this application that overlays the layers with the TOC policy, BART stations, Regional Mobility Hubs program, and AT Network.

Project Hubs in TOC, CEJST and the EPA's IRA Disadvantaged Communities EJScreen Areas



Summary of Project Benefits









GHG Reduction

- Creates mobility hubs and provides additional electrified mobility options and connections, resulting in a reduction of:
 - 152,834 cumulative metric tons of GHG emissions from 2025 through calendar year 2030; and
 - 281,637 cumulative metric tons of GHG emissions from 2025 through calendar year 2050.
- BART's rail fleet uses 100% GHG-free generated electricity, recycled back into the line.
- Supports California's priority of decreasing the use of fossil fuel vehicles – the Project will design and install EV chargers and electrified bikeshare stations.



Partnership and Collaboration

- The Project's Coalition leverages strong, decades-long partnerships between:
 - [Ava Community Energy](#): public agency providing renewable energy at competitive rates to customers. For the Project, Ava will administer ebike incentives to low-income residents in their service area (Lake Merritt, Fruitvale, Coliseum and Hayward BART hubs) and install EV chargers in the Hayward BART hub.

	<ul style="list-style-type: none"> ○ BART: agency providing a multi-county heavy-rail public transit system. For the Project, BART will be transforming 10 of their transit stations into mobility hubs. ○ Contra Costa County Transportation Authority (CCTA): Contra Costa County's designated Congestion Management Agency. For the Project, CCTA will administer ebike incentives to qualified residents in their service area (El Cerrito Del Norte and Richmond BART hubs). ○ MTC: a federally designated Metropolitan Planning Organization and regional agency created by the California Legislature in 1970 to plan, finance and coordinate the Bay Area's transportation system and housing development. For the Project, MTC is the CPRG lead applicant and will coordinate bikeshare expansion, provide transit and bikeshare discounts, launch the Pb+E Community Mobility Ambassador Program, and evaluate the overall Project. ○ San Francisco Municipal Transportation Agency (SFMTA): agency responsible for the management of all ground transportation in San Francisco. For the Project, SFMTA will install EV chargers at the 16th and Mission BART hub. • Builds upon and advances CBO, cross-agency, and multi-sector partnerships in transportation, environmental justice, public health, and social services.
	Transformative Impact <ul style="list-style-type: none"> • Initiates the development of a customer- and community-centric mobility hubs network with uniform information so Bay Area residents can easily understand the various mobility options. • Electrifies bikeshare docking stations, reducing VMT from driving to replace bike batteries. • Introduces a new model for community-driven participation from diverse people and organizations and commitment to equitable processes, reporting, evaluation and outcomes. • Designs a knowledge platform to track changes in civic engagement and behavior change.
	Community Benefits <ul style="list-style-type: none"> • Dedicates all grant funding to long-needed transportation choice and access improvements for Bay Area residents with low incomes living within a half-mile of transit stations located in CEJST and EPA's IRA Disadvantaged Communities EJScreen areas and invests in civic engagement in accordance with Justice40 Initiative, regional and community priorities. • Catalyzes affordable housing development. Due to rising construction costs, developers of affordable housing are not able to implement the required travel access improvements and are therefore not able to build projects. This Project will make access and public realm improvements at the mobility hubs to attract developers to build affordable housing.
	Job Quality <ul style="list-style-type: none"> • Reduces cost of active and shared transportation which can expand access to better jobs. • Increases additional fair labor, unionized jobs. • Increases the number and size of contracts going to historically underutilized communities/businesses/residents surrounding the 10 mobility hubs helping with engagement and education.
	Customer Experience for Attracting Ridership <ul style="list-style-type: none"> • Centers on customer needs. Existing station areas typically have been designed for transit operations and this Project will place more importance on people and their needs, including ADA improvements focused on travelers with disabilities. • Responds to customer feedback on safety, which is a significant factor in the slow return to transit. The Project replaces fluorescent lighting with LEDs to provide stations and parking garages better visibility, security and energy efficiency.
	Implementation <ul style="list-style-type: none"> • Leverages Ava, BART, CCTA, MTC, and SFMTA's cumulative decades-long experience with engineering, design, construction, operations and maintenance for Project implementation and outreach to successfully deliver the Project in five years.
	Regional Alignment <ul style="list-style-type: none"> • Aligns with adopted regional policies that were shaped by wide-reaching stakeholder engagement, including: Plan Bay Area 2050, AT Plan, Complete Streets, Vision Zero, Transit-Oriented Communities, Transit Transformation Action Plan, MTC's Equity Platform, MTC's Resolution 4604 Community Action Resource and Empowerment Program, BART Station Access, BART Transit-Oriented Development, BART Sustainability, BART Safe Transit.

1a. Description of GHG Reduction Measures

The Project builds on the transportation measure included in BAAQMD's submitted [Priority Climate Action Plan](#) for the Northern and Central Bay Area Metropolitan Region, focusing on mobility hubs in MTC's TOC station areas, CEJST and the EPA's IRA Disadvantaged Communities EJScreen layers. The Project will be implemented by a coalition comprised of Ava Community Energy, BART, CCTA, and SFMTA, with MTC as the lead applicant. MTC will submit an MOA signed by all coalition members by July 1, 2024.

Proposed GHG Reduction Measures

As mentioned, the Project is comprised of three components: 1) key capital improvements at 10 mobility hubs; 2) expanded access to ebikes, through the expansion and enhancement of Bay Wheels bikeshare, and personal ebike incentives; and 3) a transformative new process for engaging and empowering community residents. The following sections detail these measures. Note that each station will not need all the measures listed in the tables below, as they may either already have the measure installed or the measure is not a good fit for the particular station due to land use conditions and densities. However, each station will have consistent customer experience elements so all residents and visitors can confidently navigate to, from, and within the hubs and across the Bay Area's transit system with speed and ease.

Component 1: Transitioning existing station areas into mobility hubs. The Project will transform 10 BART stations into premier mobility hubs, implementing a cohesive set of improvements to provide improved customer experience, safety, and accessibility. As detailed in the Mobility Hubs Implementation Playbook, successful hubs contain four key elements:

1. **Sustainable Access & Mobility:** supports mode shift and prioritize active and shared mobility by resolving access and connectivity challenges across travel options. Examples of elements that will be provided by this Project include: clear connections to bike and pedestrian networks, bikeshare stations, short- and long-term secure bike parking, and transit shelters and waiting areas.
2. **Public Realm:** moves beyond mobility to create welcoming and safe spaces through culturally relevant design that supports public life. Examples of elements that will be provided by this Project include: community-driven design elements and community plazas.
3. **Customer Experience:** improves the quality of the transit experience and the safety of people walking, rolling, and biking. Examples of elements that will be provided by this Project include: pedestrian-scale lighting and digital screens.
4. **Information:** gives customers an understanding of their mobility options and navigating the surrounding neighborhood. Examples of elements that will be provided by this Project include: real-time travel information, hub area maps, wayfinding.

Bicycle and Pedestrian Improvements. This project will install a variety of bicycle access improvements, including oversized eLockers wired for ebike charging, bicycle stairway channels and wayfinding improvements. Together, these measures will improve the convenience, security, safety and legibility of using bikes as a first- and last-mile connection to the mobility hub.

Tasks

- Install lockers, wayfinding improvements, develop a signage plan, design graphics, fabricate and install signage



Milestones

- Start: Q3 2025; End: Q2 2028

Risks

- Supply chain delays and material/labor costs increases could affect schedule and budget

Coalition Member Role (BART)

- Design, construct, operate and maintain

Implemented at following stations:

- Balboa Park, Colma, Daly City, Coliseum, El Cerrito Del Norte, Fruitvale, Hayward, Lake Merritt, Richmond

Transit-Oriented Development Plaza Elements. Upgrades will bring much needed revitalization to these highly populated neighborhoods, catalyze new development and provide community centers in areas that lack civic amenities. The project would add a new canopy over the plaza at Lake Merritt in Oakland, long-requested by the community, which will provide shelter for activities such as tai chi; support programmed events; and make the plaza space more usable. At 16th Street in San Francisco, the improvements will add paving and lighting. Making the mobility hub more welcoming and safer for everyone, activating the hub and attracting more transit riders.

Tasks

- Select third-party through RFP process
- Approve design; coordinate installation
- Inspect installation



Milestones

- Start: Q3 2024; End: Q3 2029

Risks

- Supply chain delays and material/labor costs increases could affect schedule and budget

Coalition Member Role (BART)

- Design, construct, operate and maintain

Implemented at following stations:

- 16th St. Mission, Lake Merritt

Accessibility Improvement Program's ADA Improvements. The Accessibility Improvement Program (AIP) main scope of work is to meet American with Disabilities Act (ADA) regulations and California Building Codes, providing improved and equal access for all riders regardless of mobility. Improvements include but are not limited to handrails, wall protrusions, curb ramps, passenger loading paving grades, accessible call boxes and hearing loops at station agent booths.

Tasks

- Develop design and complete contract documents
- Advertise and award contract
- Complete all ADA corrections



Milestones

- Start: Q2 2025; End: Q2 2026

Risks

- Supply chain delays and material/labor costs increases could affect schedule and budget

Coalition Member Role (BART)

- Manage 3rd party agreement
- Inspect installation
- Maintain

Implemented at ALL stations

Real Time Displays (RTDs). RTDs provide real-time departure information and service advisories from transit operators at the stations, enabling transit riders to have timely and accurate information guiding their journey. RTDs also help facilitate efficient transfers for riders requiring multi-modal transportation options.

Tasks

- Develop design and complete contract documents
- Advertise and award contract
- Fabricate and install RTDs



Milestones

- Start: Q1 2025; End: Q3 2026

Risks

- Supply chain delays and material/labor costs increases could affect schedule and budget

Coalition Member Role (MTC and BART)

- MTC to provide data feed of real-time information of various transit operators for displays.
- BART to install, operate and maintain

Implemented at following stations:

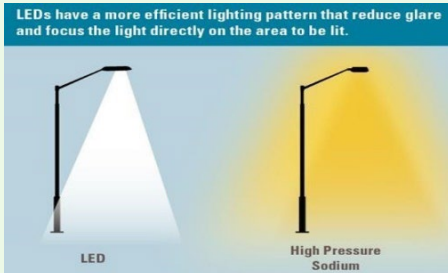
- 16th St. Mission, Balboa Park, Coliseum, Hayward, Lake Merritt, Richmond

Station Lighting. Replacing fluorescent lighting with LEDs will provide the hubs with better visibility, security, and station efficiency. Better illumination through stations and parking garages will provide improved visibility and security. BART has conducted extensive, multilingual outreach in these disadvantaged communities, asking how

the customer experience can be improved. The number one element riders would like to see is brightly lit stations for safety. Therefore, an increased sense of security is vital to attracting riders back to transit. In addition, LED lights use less energy, decreasing BART's GHG emissions. The switch from old high-pressure sodium (HPS) lights to modern light-emitting diode (LED) lights saves money on energy costs, reduces disposal of hazardous waste, and provides brighter, more reliable lighting to improve safety and security for riders.

Tasks and Milestones

- Procure materials
- Construction



Milestones

- Start: Q4 2025; End: Q2 2026

Risks

- Supply chain delays could extend project timelines

Coalition Member Role (BART)

- Manage 3rd party agreement for labor
- Inspect installation, maintain

Implemented at following stations:

- 16th and Mission, Balboa Park, Colma, Daly City, Coliseum, Fruitvale, Lake Merritt

Wayfinding. Improve access to transit and passenger experience by updating interior signage and wayfinding, using new regional standards from MTC's [Regional Mapping and Wayfinding Project](#) (available end of 2024). Interior station wayfinding includes: illuminated wayfinding directional and station identification signs, custom display cases and real-time displays. Wayfinding and transit information will be improved by replacing existing signs with new signs that provide consistent and understandable information by reducing written messages and using more pictograms, graphic symbols and operator logos.

Tasks

- Develop signage plan and contracting documents
- Advertise and award contract
- Fabricate and install signage



Milestones

- Start: Q1 2025; End: Q4 2029

Risks

- Supply chain delays and material/labor cost increases could affect schedule and budget

Coalition Member Role (BART)

- Design, construct, operate and maintain

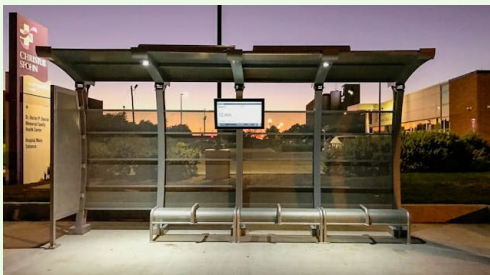
Implemented at following stations:

- Balboa Park, Colma, Daly City, Coliseum, Fruitvale, Hayward, Richmond

Bus Transfer Shelters. Improvements to the passenger experience for those transferring between BART and local buses through upgrades to on-site bus facilities. This project will focus on adding bus shelters where needed and improving existing ones. Updates will include replacing transit shelter glass with perforated metal art panels and repainting shelters.

Tasks

- Identify specific needs
- Contract artist
- Fabricate
- Install



Milestones

- Start: Q1 2026
- End: Q4 2029

Risks

- Supply chain delays and material/labor cost increases could affect schedule and budget

Coalition Member Role (BART)

- Design, construct, operate and maintain

Risks

- Supply chain delays and material/labor cost increases could affect schedule and budget


Coalition Member Role (BART)

- Design, construct, operate and maintain

Implemented at following stations:

- Colma, Daly City, Fruitvale, Hayward

Electric Vehicle Charging and Electrification. Supporting federal and state priorities to decrease the use of fossil fuel vehicles, this Project will design and install dual-port L2 EV charging stations and Direct Current Fast Chargers (DCFC). During the day, BART riders will have priority at these charging stations and on nights and weekends, they will be available to the local community. This will support EV adoption for current multi-family residents in the hub area who physically require a personal vehicle due to mobility needs but lack easy access to chargers, allowing them to transition away from combustion vehicles.

<p>Tasks</p> <ul style="list-style-type: none"> • Select 3rd party management contract • Approve initial site plan • Approve design • Coordinate installation • Inspect installation 	<p>Milestones</p> <ul style="list-style-type: none"> • Start: Q2 2025; End: Q2 2027 <p>Risks</p> <ul style="list-style-type: none"> • Lack of 3rd party interest in RFP would require a new procurement and cause significant delay • Necessary utility infrastructure upgrades may be extensive and cause project delays • Unexpected site conditions may cause project delays <p>Coalition Member Role (Ava)</p> <ul style="list-style-type: none"> • Install, operate and maintain chargers at the Hayward hub <p>Coalition Member Role (BART)</p> <ul style="list-style-type: none"> • Install, operate and maintain chargers at remaining hubs <p>Coalition Member Role (SFMTA)</p> <ul style="list-style-type: none"> • Install, operate and maintain chargers at the 16th St. Mission hub <p>Implemented at following stations:</p> <ul style="list-style-type: none"> • 16th St. Mission, Coliseum, El Cerrito Del Norte, Fruitvale, Hayward, Richmond
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Component 2: Improving multi-modal connections and decreasing travel costs. In addition to the capital improvements, the Project will provide bicycles to enable first- and last-mile connections to the hubs without needing a car. In addition, discount programs will be offered to reduce travel costs for low-income residents.

Bay Wheels Bikeshare Equipment Expansion. Bikeshare is an important complement to transit. In 2023, five of the top ten most used bikeshare stations were at regional transit stations, particularly at BART. The system is managed by MTC and operated by Lyft. This Project expands bikeshare, including in two new cities, to improve access to BART and bus service. 508 new ebikes, 35 new bikeshare stations, and 7 electrified bikeshare stations will be installed. The expanded equipment will create new opportunities for residents to access bikeshare, leading to new riders. Electrified stations reduce the battery swaps needed for ebikes (battery swaps account for approximately 20% of their operations costs). Installing new station hardware capable of connecting to the electrical grid will allow ebikes to charge while parked at a hub, eliminating VMT from manual recharging.

<p>Tasks and Milestones</p> <ul style="list-style-type: none"> • CBOs under contract (early 2025) • Engineering firm under contract (mid 2025) • Onboard new staff (mid 2025) • Equipment arrival (January 2026) • Deployment of ebikes and stations (Jan-June 2026) • Installation of charging stations (Jan-June 2026) • Outreach, distribution of memberships (ongoing) 	<p>Risks</p> <ul style="list-style-type: none"> • Supply chain issues could impact the deployment of ebikeshare and stations. MTC is confident that with the timeline buffer and lead time identified, supply chain issues will not impact deployment • MTC already is working with the local utility, PG&E, on electrical and civil work so station charging equipment can be installed upon arrival <p>Coalition Member Role (MTC)</p> <ul style="list-style-type: none"> • MTC will purchase the stations and new ebikes from Lyft; lead coordination with PG&E for the trenching, conduit, and meter installation; procure
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	<p>contractor for civil and electrical work; ensure work is on time and under budget</p> <ul style="list-style-type: none"> • Lyft will: install the stations and deploy the bikes; work with local cities to identify new station locations and obtain permits for all the stations <p>Implemented at following stations:</p> <ul style="list-style-type: none"> • 16th Street Mission, Balboa Park, Colma, Daly City, Lake Merritt, Fruitvale and Coliseum
<p>Bay Wheels Bikeshare Outreach and Free Memberships. To encourage use of bikeshare, the Project will fund 24 outreach events in each hub area each year to promote and encourage new riders, and fund 500 new memberships in each BART station area every year, for 17,500 total. In addition, the free membership will include \$10/month of credit to allow members to use the ebikes at an even lower price point. The outreach will include classes about biking and bikeshare (how to sign up, how to use the system) and tabling at community events to distribute the free memberships. This holistic approach will ensure the community members feel safe on a bike, understand how to use the bikeshare system, and can access the system. The events will also highlight Clipper Start discounts and ebike incentives (more detail below).</p>	
<p>Tasks and Milestones</p> <ul style="list-style-type: none"> • Distribution of memberships (ongoing) 	<p>Risks</p> <ul style="list-style-type: none"> • None <p>Coalition Member Role (MTC)</p> <ul style="list-style-type: none"> • MTC will partner with local bike advocacy organizations, such as San Francisco Bicycle Coalition, Silicon Valley Bicycle Coalition, and Bike East Bay, to engage with community members and distribute free memberships <p>Implemented at following stations:</p> <ul style="list-style-type: none"> • 16th Street Mission, Balboa Park, Colma, Daly City, Lake Merritt, Fruitvale and Coliseum
<p>Ebike Incentive and Outreach. Around 50% of all trips made in the U.S. are less than 3 miles and 28% of all trips are one mile or less¹² – distances that can easily be done by an ebike. Ebikes help to expand the mobility hub bike shed to 3+ miles. The ebike incentive component of the Project will offer up to \$1,000 toward the purchase of an ebike to residents living within 3 miles of the 10 hubs and who qualify for low-income assistance programs (and up to \$1,500 for cargo ebikes or adaptive ebikes for people with disabilities). Additionally, the incentives will apply only to UL-battery certified ebikes (the ebike Standard for Electrical Systems, which addresses fire safety concerns and provides a comprehensive approach to electrical system safety). UL-certified ebikes are higher quality than non-certified ebikes, easily available, and have access to servicing from a wider network of local bike shops compared to non-UL battery certified ebikes. With bike facilities, including high security e lockers and bike channels being implemented at the mobility hubs (as mentioned in Component 1 section above), participants can securely store their ebikes before riding, or take it to use at their destination. Bike retailers, CBOs, Ava and CCTA will provide multi-lingual (English, Spanish, Simplified Chinese) outreach and materials through in-person events and marketing. The events will also highlight Clipper Start and bikeshare discounts.</p>	
<p>Tasks and Milestones</p> <ul style="list-style-type: none"> • Implement contract with firm to implement (mid 2024) • Program soft launch (late 2024) • Program scaled launch (early 2025) • Outreach, application review, and distribution of ebike incentives (Ongoing) 	<p>Risks</p> <ul style="list-style-type: none"> • High program demand could require a slower release of funds and availability of ebikes • Bike infrastructure development does not keep pace with increase in bike commuting (realized and potential), thus limiting interest in the program due to concerns for safety <p>Coalition Member Role (Ava and CCTA)</p> <ul style="list-style-type: none"> • Ava will manage the ebike incentive program at Coliseum, Fruitvale, Hayward, Lake Merritt hubs

¹² The National Household Travel Survey (2017) (<https://nhts.ornl.gov/>)

<ul style="list-style-type: none"> • Program reports (monthly, quarterly, and annually) 	<ul style="list-style-type: none"> • CCTA will manage the ebike incentive program at El Cerrito Del Norte and Richmond hubs <p>Implemented at following hubs:</p> <ul style="list-style-type: none"> • Coliseum, Fruitvale, Hayward, Lake Merritt, Richmond, El Cerrito Del Norte
<p>Clipper START Transit Discounts and Outreach. Clipper START is a Bay Area-wide transit fare discount program, providing eligible adults aged 19-64, earning a low-income at or below 200% Federal Poverty Level, a 50% single-ride fare discount on all transit systems. Launched in July 2020 as a pilot, the program's success enabled funding to be secured to extend the program. MTC will use social media, email, and other channels to target the residents in all 10 mobility hub areas. The marketing will also highlight ebike incentives and Bikeshare for All, which also has the same income qualifying amount.</p>	
<p>Tasks and Milestones</p> <ul style="list-style-type: none"> • Simplify enrollment, making it easier for customers to participate • Outreach and distribution of memberships 	<p>Coalition Member Role (MTC)</p> <ul style="list-style-type: none"> • NOTE: MTC will provide the discounts to complement the Pb+E Community Mobility Ambassador Program. No funding for Clipper START discounts is being requested in this grant application <p>Implemented at ALL hubs</p>

Component 3: Community partnerships. The Project will use a multi-faceted outreach approach to continually engage, nurture, and reengage residents who qualify for travel incentives/discounts in the mobility hub areas. This approach is based on marketing best practices to maximize the number of times a resident hears about the discounts as it typically takes multiple touchpoints to result in enrollment. In addition to Bay Wheels, ebike incentive and Clipper START focused outreach events mentioned in the Component 2 section, MTC will demonstrate a new partnership model, the Pb+E Community Mobility Ambassador Program. This community-led engagement approach will ensure that qualifying low-income residents understand all the travel options and discounts available to them (Clipper START, ebike, and Bay Wheels bikeshare membership discounts), be able to sign up for all discounts concurrently, and receive education on how to ride a bike, access bikeshare, and use Clipper – from trusted members of the communities.

<p>Pb+E Community Mobility Ambassador Program. The Ambassador Program will be a development opportunity for community members to gain leadership skills to increase and advocate for multi-modal travel options in their communities. 10 community ambassadors will be available at each of the 10 mobility hubs and will engage with residents who qualify for travel discounts. Selected Ambassadors will earn stipends for participating and supporting facilitation of virtual/in-person training sessions and accompanying workshops. Trainings may cover how to use a multi-modal transit system, how to sign-up and use Clipper START, bikeshare, and ebike discounts, how to create and support community walking, biking, multi-modal efforts, and how to talk to their city about infrastructure/transit/multi-modal changes. This outreach will cover all travel options to be comprehensive. Community members are encouraged to apply, including community residents, community leaders, and/or faith groups; youth leaders, 15 years of age and up; school or school district staff, school leaders, or parents, grandparents and/or caregivers; others committed to leadership development and mobility. In addition, MTC will build a client relationship management (CRM) system for the ambassadors to track progress towards engagement goals, and to optimize and diversify their engagement campaigns. Through the tool and in-person engagement, MTC will provide assistance and support to the ambassadors on their outreach methods and on how to adapt their methods to better suit the needs and preferences of their communities.</p>	
<p>Tasks and Milestones</p>	<p>Risks</p> <ul style="list-style-type: none"> • New approach but expected to create more participation in discount programs by using a

<ul style="list-style-type: none"> • Setting up a participatory group structure and process (Community Advisory Working Group) to guide and inform a participatory outreach process. • Issue Call for partnerships; Community Mobility Ambassador Program (Summer 2025) • Award and Kick-off (October 2025) 	<p>grassroots approach to engage disadvantaged populations in the 10 mobility hubs</p> <p>Coalition Member Role (MTC)</p> <ul style="list-style-type: none"> • Develop the ambassador client relationship management system • Hire one dedicated staff person from a historically marginalized community to manage the Pb+E Ambassador Program • Hire 20 ambassadors from communities surrounding the 10 mobility hub <p>Implemented at ALL hubs</p>
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1b. Demonstration of Funding Need

The Project implements key regionally-identified mobility access improvements that otherwise would not be funded. The region is currently directing all available resources to retaining transit operating service for essential trips serving low income and vulnerable riders. Without CPRG funding, the Coalition will not be able to implement the Project in the communities deeply in need of documented infrastructure and mobility improvements. MTC's long range plan, PBA50, identifies a \$1 billion need for mobility hubs, bikeshare and targeted outreach over the 30-year period.¹³ Potential funding sources for this significant investment, such as ballot bond measures or increasing sales tax allocations for transportation, are not secured or available in the foreseeable near-term future.

Mobility Hubs. The Bay Area's transit services are typically designed from an operations perspective. For example, transit stations are planned for vehicle staging areas and vehicle-passenger separation, which are important, but can lead to circuitous station access for customers. Generally, an operating focus does not consider the customer experience, such as how a passenger enters the station area and the path of travel to board the transit service, how to process information about available service and connections, how to understand what other mobility options are available within the station area besides transit (i.e. bikeshare), and whether the station area feels safe after dark. Due to the devastating effects COVID-19 had on transit throughout the nation, and the Bay Area in particular, limited funding in the post-pandemic environment has left transit operators fighting to keep transit service running, especially in CEJST and EPA's IRA Disadvantaged Communities. Because of this, there is no available funding for critical capital improvements that are essential to both keeping current transit riders feeling comfortable and safe while navigating the station area and drawing new riders to the system, further reducing GHG.

Pre-pandemic, BART utilized some of its operating funding capacity to reinvest in critical capital improvements. Post-pandemic, however, BART received \$1.6B in federal emergency assistance to fill its revenue gap through early 2025 and received additional support from the State of California. Even with this stop-gap funding, BART faces a structural deficit with little to no room to finance the critical capital improvements identified in this grant.¹⁴ While small-scale local, regional or state funding programs exist that may be able to finance one-off elements of the improvements outlined in this Project, true VMT and GHG reduction impacts occur when all improvement can be made together to transform a station area into a mobility hub. This is a crucial step in attracting former and new customers back to transit.

Bay Wheels Bikeshare. While the Bay Wheels program has been operating since 2017, the original contract had no public funding so opportunities to expand the system were limited. If compared to transit,

¹³ Plan Bay Area 2050.

https://www.planbayarea.org/sites/default/files/documents/Plan_Bay_Area_2050_Environment_October_2021.pdf.

¹⁴ <https://mtc.legistar.com/LegislationDetail.aspx?ID=6390455&GUID=2CC289A7-A335-4E17-8407-AB0C047E6D45>

Bay Wheels ridership would be the eighth largest transit system in the Bay Area, and it currently operates in just five cities. The system is therefore successful in reducing vehicle trips, especially to BART stations, but with limited opportunities to be even more effective. Given that for-profit companies have different incentives and goals, a major shift towards a publicly owned bikeshare system is needed. In 2023, MTC made a crucial step in that direction, with the first public investment into the system: \$20M to add ebikes across the entire system (previously only available in San Francisco and San Jose) and to pilot electrified stations. However, to become a fully publicly owned system, like in Washington DC and Boston, an investment of at least \$45 million would be needed. As such, MTC is applying to this grant to further shift Bay Wheels into a public model, expand station electrification and increase station density around BART, to directly respond to community interest and support for bikeshare, especially in communities that have suffered environmental injustice. Additionally, CPRG funding will allow for Bay Wheels Bikeshare outreach and free memberships to be provided as currently no funding for Bay Wheels Bikeshare outreach is available after the previous outreach nationally-recognized efforts ended in 2017.¹⁵

Ebike Incentives. While ebikes rise in popularity, disparities exist regarding who is able to afford them. Those who commute by bike are disproportionately male (2-to-1), white (61%), and affluent (25% earn more than \$225,000/year).¹⁶ This is in part why Ava and CCTA will be offering ebike rebates to low-income residents within several of the mobility hub areas. CCTA requests funding as their current ebike rebate program is set to expire on June 30, 2024. New funding will allow continuous marketing of incentive opportunities, otherwise the agency will not be able to offer the program to income-qualified residents in the El Cerrito Del Norte and Richmond hub areas. CCTA assessed its ebike incentive pilot program over a 3-year period and found 85% of incentive recipients routinely replaced vehicle trips with ebikes.¹⁷ Given the success of the program, it is important the program continues, especially around transit hubs. Ava, the project's second ebike incentive Coalition member, is seeking funding to offer ebike incentives to the income-qualified residents in the Lake Merritt, Fruitvale, Coliseum, and Hayward hub areas. Investment from this grant for ebike incentives in these communities will contribute to closing the gender, racial, and income gaps in ebike use and ownership, and would not be offered if not for CPRG funding.

Pb+E Community Mobility Ambassador Program. Power-building and Engagement (Pb+E) funding is needed to invest in CBOs and other community-rooted organizations to advance this new and transformative approach to community engagement. MTC has a strong history in community-focused work and lessons learned to effectively guide the implementation of the new approach. Outreach, particularly for the Clipper START is currently underfunded, with \$800,000/year needed to fill the gap. For this Project, funding would be used to hire a dedicated staff person recruited from a historically marginalized community and/or has lived experience of populations experiencing vulnerabilities. Responsibilities include tracking progress towards CBO partnering and capacity building strategic goals; developing, implementing and managing the Community Mobility Ambassador Program; evaluation; and serving as a subject matter expert on CBO partnering activities as a regional resource. Without this staff person to manage the program, there is no capacity to launch the Pb+E effort.

1c. Transformative Impact

The Project initiates the transformation of a vulnerable and diffuse transit system into a more connected, resilient, and user-focused network of multi-modal mobility hubs that attracts many more users. The Bay Area has 27 transit agencies, each with its own maps, branding and schedules. While the number of transit agencies may be unique to the Bay Area, the practice of agencies having their own policies and operating practices unsupportive of customer-friendly, inter-agency travel, is an issue throughout the U.S. The

¹⁵ Transform. OakMob 101: A Case Study in Expanding Access to Shared Mobility. https://drive.google.com/file/d/1_akNQY_YFvUZ6CwR30PtZI7TsW4Vn5q2/view (2017).

¹⁶ <https://www.sfchronicle.com/bayarea/philmatier/article/One-place-where-white-men-still-reign-supreme-15084274.php>

¹⁷ <https://511contracosta.org/wp-content/uploads/2023/11/Three-Year-Report-511CC-E-Bike-Rebate-Program.pdf>.

Project proposes to create a unified, efficient, and reliable mobility hubs network with transit and other active and shared travel services integrally managed, and using consistent mapping, signage and real-time schedule information to make transit easier to navigate and more convenient for both new and existing riders. The Project will provide a blueprint to use in other TOC areas throughout the Bay Area and the U.S.

In addition to infrastructure improvements, the Project will use the new Pb+E model as described above. Pb+E was developed to provide technical assistance and capacity building for local organizations to:

- Strengthen local coordination, leadership, expertise, and access to resources with the goal of helping to develop or increase their ability to independently compete for grants and implement projects;
- Leverage new or existing community gathering and resources sites for education, engagement activities, leadership development or community assessment and readiness; and
- Build relationships for collaboration on outreach and education with a variety of stakeholders, including public agencies.

Ebikes offer the independence that cars allow, while providing 12-18 times more efficiency on a per-mile basis than EVs, are fraction of the cost to own and maintain,¹⁸ and provide important personal and public health benefits. As mentioned above, an evaluation conducted by Coalition member CCTA, that assessed its ebike incentive pilot program over a 3-year period, found 85% of incentive recipients routinely replaced vehicle trips with ebikes.¹⁹ After one year, 47% of participants reported using their ebikes to replace vehicle trips one or more times per week. Survey data shows that people are using their ebikes for work, shopping, errands, appointments, restaurants, volunteering, school, and getting to BART.

Lastly, electric bikeshare catalyzes the transportation revolution needed to help to reach the region's mode shift and GHG reduction goals and mandates. With Bay Wheels bikeshare ridership constituting the 8th largest transit system in the Bay Area in 2022, even without any public investment, this grant offers an opportunity for deeper GHG reductions and equity-informed service decisions through public investment. Giving residents the ability to easily try an ebike helps to foster interest in purchasing an ebike, while also helping people access their destination quickly and despite any moderate physical limitations. Additionally, electrification of Bay Wheels stations will be new for industry, with Chicago as the only other Lyft-operated city demonstrating electrified stations. The Project's electrified stations will be a big step toward scalability and reducing VMT from vehicles driving to replace individual ebike batteries.

Section 2: Impact of GHG Reduction Measures

The Project will reduce a total of **152,834 mtCO₂e** from 2025 through 2030 and a total of **281,637 mtCO₂e** from 2025 through 2050, compared to the BAAQMD's PCAP estimates of 172,000 mtCO₂e by 2030 and 471,000 mtCO₂e by 2050. This is significant considering that the Project excludes several components submitted in the PCAP. Cost-effectiveness of this grant request – calculated at **\$766/mtCO₂e over 2025-2030** and **\$416/mtCO₂e over 2025-2050** – is consistent with other transportation sector investments. Typical cost-effectiveness for GHG-reducing investments in the U.S. transportation sector ranges from \$200/mtCO₂e to over \$27,000/mtCO₂e, according to Infrastructure Investment and Jobs Act (IIJA) research.²⁰ Comparing the sectoral average of \$5,038/mtCO₂e to the Project's \$766/mtCO₂e (2025-2030) demonstrates the strong cost-effectiveness of the grant proposal. The GHG Methodology Technical Appendix contains further detail on the GHG reduction and cost-effectiveness calculations.

¹⁸ <https://www.sciencedirect.com/science/article/abs/pii/S1361920922000438?via%3Dihub>.

¹⁹ <https://511contracosta.org/wp-content/uploads/2023/11/Three-Year-Report-511CC-E-Bike-Rebate-Program.pdf>.

²⁰ Georgetown Climate Center. Estimating the Greenhouse Gas Impact of Federal Infrastructure Investments in the IIJA. https://www.georgetownclimate.org/files/report/IIJA_Figures.pdf.

Section 3: Environmental Results

3a. Expected Outputs and Outcomes

Outputs	Outcomes: 1-5 years
<ul style="list-style-type: none"> • Average daily trips on bikeshare on new ebikes: approximately 914 • Number of: <ul style="list-style-type: none"> ○ Bikeshare ebikes: up to 508 ○ Charging electrified bikeshare stations installed: up to 7 ○ Non-charging bikeshare stations installed within a ½ mile radius of identified BART stations: up to 35 ○ Outreach events held, by BART station area: up to 840 total ○ Distributed free annual bikeshare memberships in BART station area: up to 17,500 total ○ Level 2 EV chargers: up to 386 ○ DC Fast EV Chargers: up to 20 ○ Bike eLockers: up to 36 ○ Bicycle stairway channels: up to 6 hubs ○ Real-time departure displays: up to 16 ○ LED lights replacing fluorescents: up to 3,580 ○ New wayfinding signs: up to 241 ○ Ebike incentives provided: up to 3,608 people ○ Clipper START cards distributed: up to 25,000 people • Public realm improvements at 2 stations • Pb+E Community Mobility Ambassador Program grant for paid training on educational and engagement strategies to improve mobility, safety, affordability, and climate resilience – up to 10 grants 	<ul style="list-style-type: none"> • Reduction in cumulative metric tons of GHG emissions from 2025 through calendar year 2030: 152,834 mtCO₂e • Reduction in cumulative metric tons of GHG emissions from 2025 through calendar year 2050: 281,637 mtCO₂e • Unified, efficient, and reliable mobility hubs network • Increased transit ridership, decreased solo driving and car ownership • EV adoption, for people in multi-family units who cannot charge at home and need a car due to mobility impairments • Access to a variety of cheaper travel options for low-income residents • 2 new cities added to the Bay Wheels system • Increased physical activity • Reduced prevalence of asthma (by reduction in exposure to hazardous air pollution) • Catalyzed TOC development and neighborhood revitalization • Bike access from TOC area to BART train door • Improved visibility and security • Energy-efficiency (from LED lights), decreasing BARTs GHG production • Timely and accurate information to facilitate efficient transfers between multi-modal options • ADA and California Building Code compliance, providing improved, equal access for all riders • Consistent mapping, signage and real-time schedule information to make transit easier to navigate and more convenient for both new and existing riders • Allowing people of all ages and fitness levels to enjoy bicycling with access to ebikes (ebikes are less physically demanding on joints and muscles) • Access to cheaper transportation options • Growth in community leadership and civic engagement, foster inclusive multisector collaboration between public agencies CBOs, and enable community-based leadership to implement projects

3b. Performance Measures and Plan

The Project Coalition collectively has decades of experience monitoring and evaluating transportation programs and will track the following performance measures:

Overall Project Performance Metrics
<ul style="list-style-type: none"> • Age-diversity of hub users and surrounding community • Racial diversity of hub users and surrounding community • Income diversity of hub users and surrounding community • Percentage of income spent on transportation • Increased transit ridership • Workforce development: number of jobs added
Mobility Hubs
<ul style="list-style-type: none"> • Number of daily transit boardings

<ul style="list-style-type: none"> • Number of bikeshare trip starts and ends at mobility hub (average daily, monthly, and annual) • Average daily bike parking utilization rate • Arrival mode share to hub • Mode shift from solo driving to active or shared travel option • Average access distance (miles) of hub user • EV charger utilization (average daily vehicles charged) and charge time • Average household vehicle ownership within ½ mile of the station area • Annual collisions, serious injuries and deaths within ½ mile of station • Public realm activation (number and duration of people in public spaces)
Bay Wheels Bikeshare
<p><u>GHG emissions reductions from additional ebikes and stations, calculated from:</u></p> <ul style="list-style-type: none"> • Daily trips from new e-bikes: trip counts are provided monthly by Lyft • Bike Availability: number of ebikes on the ground and available provided by Lyft monthly <p><u>Bikeshare Memberships (free memberships for those experiencing environmental injustice)</u></p> <ul style="list-style-type: none"> • Number of memberships redeemed • Memberships redeemed by event - tracked to determine if certain events are more successful than others and work with CBOs to adjust event type and schedule accordingly • Number of outreach events and number of sign-ups <p><u>Electrified Stations GHG Emissions Reduced</u></p> <ul style="list-style-type: none"> • Number of daily battery swaps for ebikes, by station: for each ebike parked at a station, how many battery swaps were performed each month to estimate VMT and GHG emission reductions • Number of average battery swaps for non-electrified stations to be used as the baseline
Clipper START Incentives and Outreach
<ul style="list-style-type: none"> • Average trip length of new Clipper START card customers • Clipper START card distribution by event • Travel cost savings from what recipients would have spent compared to Clipper START card usage • Engagement with CBOs with no current relationship with MTC • Engagement with residents with no current relationship with MTC • Diversity of cultural-specific strategies conducted for outreach and engagement
Ebike Incentives
<ul style="list-style-type: none"> • Number of incentives redeemed • Average trip length of new ebike owners • Ebike incentives distribution and redeemed by type of bike and marketing channel • Trips made by ebike that would have been made by car • Access to services (medical facilities, schools, parks, grocery stores, and other daily needs) • Travel cost savings from what recipients would have spent on auto trips compared to ebike trips

3c. Authorities, Implementation Timeline, and Milestones

Project Management - MTC
<ul style="list-style-type: none"> • MTC will be responsible for overall coordination, ensuring the project is on time and within budget • MTC will submit progress reports on a semi-annual basis. Reports will include a summary of technical progress, accomplishments, and milestones achieved including a description of outputs and outcomes, equity metrics, planned activities for the next six months, and a summary of expenditures to date • As part of the second semi-annual report, MTC will provide quantified benefits to low-income and disadvantaged communities, including changes in co-pollutant emissions. The report also will include an update on ongoing and planned community engagement • MTC will evaluate performance of all Project components • MTC will submit a final report to EPA within 120 calendar days of the period of performance completion
Mobility Hubs - BART
<ul style="list-style-type: none"> • Bicycle and Pedestrian Improvements <ul style="list-style-type: none"> • Start: Q3 2025; End: Q2 2028 • Transit-Oriented Development Plaza Elements

- Start: Q3 2024; End: Q3 2029
- Accessibility Improvement Program's ADA Improvements
 - Start: Q2 2025; End: Q2 2026
- Real Time Displays (RTDs)
 - Start: Q1 2025; End: Q3 2026
- Station Lighting
 - Start: Q4 2025; End: Q2 2026
- Wayfinding
 - Start: Q1 2025; End: Q4 2029
- Mode Transfers
 - Start: Q2 2025; End: Q2 2027

Bay Wheels Bikeshare - MTC

- Late 2024
 - MTC will initiate a contract with Lyft to buy bikes, ebikes and docking stations with a guaranteed delivery date: 15 months
 - MTC will begin coordination with partner cities. Daly City and Colma will require a three-party contract because they do not currently have Bay Wheels service: 5 months
 - MTC will work to enter into a contract with CBOs to support outreach/engagement activities: 3-6 months
 - MTC will begin the hiring process for an additional staff: 3-6 months
 - MTC will begin coordination with BART, Lyft and PG&E for electrified stations. Coordination may include cities if they are the right-of-way owners: 15 months
- Early 2025
 - MTC will work with San Francisco and Oakland to identify station locations and begin the station permitting process: 6-8 months
 - **Milestone:** Station siting outreach to distribute free annual memberships and ebike credits with the goal of 500 memberships distributed each year
 - MTC will contract with electrical engineering firm or construction firm to lead the electrical and construction work for the electrified stations: 6-9 months
- Mid 2025
 - **Milestone:** MTC will onboard new staff
 - **Milestone:** MTC will have electrical firm under contract and station electrification work begins
- Early 2026
 - **Milestone:** Equipment will arrive and deployment of ebikes and non-charging stations will begin – installed at a rate of four per week
- Mid 2026
 - **Milestone:** All ebikes and stations (charging and non-charging) will be deployed by mid-2026

Pb+E Community Mobility Ambassador Program – MTC

- Early 2025
 - MTC will initiate a contract for Pb+E Community Mobility Ambassador Program with CBOs and local government located at the 10 mobility hubs: 4 months
 - MTC will work to enter into a contract with CBOs to support outreach/engagement activities: 3-6 months
 - MTC will begin the hiring process for an additional community/staff person: 3-6 months
 - MTC will issue call for application for membership into Community Advisory Working Group (CAWG) to guide design, goals, set metrics
 - **Milestone:** CAWG set up and conduct 1-3 meetings
- Summer/Mid 2025
 - **Milestone:** MTC initiates call for partnerships/projects
 - **Milestone:** MTC will have Pb+E contractor under contract
- Early 2026
 - **Milestone:** Community Mobility Ambassador Program operational at each of the 10 mobility hubs
- Early 2028
 - **Milestone:** All Community Mobility Ambassador Program projects completed
- Mid 2028

<ul style="list-style-type: none"> ○ Evaluation on impact of engagement and capacity building; track additional mobility and climate/ community resiliency projects submitted by community coalitions/government partners for additional competitive funding and award
Ebike Incentives and Outreach – Ava, CCTA
<ul style="list-style-type: none"> ● Early/Mid 2025 <ul style="list-style-type: none"> ○ Ava and CCTA will initiate a contract with a vendor to establish the point-of-sale incentive platform and begin engaging & contracting with local bike shops to participate in the program ○ Ava and CCTA will develop a marketing plan to outreach and engage participants in the program ● Late 2025 <ul style="list-style-type: none"> ○ Ava and CCTA will complete user acceptance testing on the platform to ensure it's ready for the soft launch ○ Milestone: Testing of the platform successfully cleared for use by participants and local bike retailers ○ Milestone: Pilot Program launch with incentives distributed monthly ● Early 2026 <ul style="list-style-type: none"> ○ Ava and CCTA will evaluate soft launch period and prepare for the scaled launch with vendor and partners ○ Milestone: Full launch of the program and outreach

Section 4: Low-Income and Disadvantaged Communities

4a. Community Benefits

The Project's multi-modal approach has the potential to increase physical activity and minimize negative environmental outcomes associated with motorized transport.²¹ The Project also strengthens local connections to public transit, improving access to jobs, schools, and other essential services.²² The Project focuses on communities within a half-mile of 10 mobility hubs that are disadvantaged according to both CEJST and EPA's IRA Disadvantaged Communities data and methodology. The benefits of the Project's GHG reduction measures will be assessed regularly throughout the performance period.

Environment
<ul style="list-style-type: none"> ● Ebikes (provided through incentives and Bay Wheels) help reduce traffic congestion by providing an alternative to driving, resulting in reduced GHG emissions, noise pollution and fine particulate matter.²³ Low-income and disadvantaged communities benefit most from reduced car trips, as they are more likely to be impacted by air pollution. The communities that MTC is focusing on are experiencing exposure to air toxins at rates higher than the nationwide average, particularly PM2.5, according to CEJST data.
Physical Health
<ul style="list-style-type: none"> ● Walking and cycling are forms of active transportation. Numerous studies show the benefit of regular physical activity in preventing several chronic diseases including cardiovascular disease, diabetes, cancer, obesity and depression.²⁴ Recent research finds that ebikes can contribute as an active transportation mode to meet required physical activity guidelines.²⁵ Residents in half of the 10 hubs suffer from disproportionately high rates of diabetes and asthma when compared to the rest of the nation, according to CEJST data. The walking and biking infrastructure improvements, as well as access to ebikes, offer an opportunity to increase physical activity, either for commute trips or recreational purposes.
Access
<ul style="list-style-type: none"> ● Bikeshare programs provide a low-cost transportation alternative, improving accessibility by connecting people to jobs, schools and essential services, particularly for those without access to a car. 20% of low-income households within the 10 hubs do not have access to a car. Data from micromobility providers show that shared bikes expand the reach of public transportation by serving as a first-last-mile connection that links riders to transit.²⁶ In 2023, four of the 10 most used stations in the Bay Wheels system are located at a BART station. This is why MTC is focusing the GHG emissions reduction measures on communities within half-mile of BART.
Lower Transportation Costs

²¹https://www.researchgate.net/publication/46439835_Bikesharing_in_Europe_the_Americas_and_Asia_Past_Present_and_Future.

²² https://99432001-f5f4-4643-ac9d-f48b39dfcd0.usrfiles.com/ugd/994320_2811c6f417f6474aa242012b0c62b224.pdf.

²³ <https://www.sciencedirect.com/science/article/abs/pii/S0013935121010033?dgcid=author>.

²⁴ Warbuton, 2006 <https://www.cmaj.ca/content/174/6/801>

²⁵ <https://www.sciencedirect.com/science/article/abs/pii/S2214140516303930>

²⁶ https://99432001-f5f4-4643-ac9d-f48b39dfcd0.usrfiles.com/ugd/994320_2811c6f417f6474aa242012b0c62b224.pdf

- 500 free annual Bay Wheels bikeshare memberships will be distributed to community members within each mobility hub area each year to encourage new riders and lower the financial barrier to access.
- Clipper START cards offer 50% off all Bay Area transit services.
- Up to \$1,000 ebike incentive at the point-of-sale for new ebikes, nearly 80% off the average ebike price

Equity

- Studies support the conclusion that there are disparities in transit, ebike incentive redemption, bikeshare use and EV adoption by race, income, gender, age and education level.²⁷ Simply installing a bikeshare station in a disadvantaged neighborhood does not guarantee the station's use. Bike lanes and bikeshare stations may often be seen as a contributor to gentrification in low-income neighborhoods and communities of color.²⁸ As such, the Project is focusing on doing extensive cultural and demographic specific outreach, community engagement and leadership development via power-building in each mobility hub area. This involves not only focusing on education/training (i.e. how to ride a bike, understand how to purchase ebikes with the incentive, using bikeshare stations and transit), but also helps the community identify how to improve walking, rolling, biking, and riding transit by raising awareness and working with local agencies to make infrastructure improvements. Critically, this grant will provide dedicated funding for this vital outcome-oriented, engagement model.

CEJST and the EPA's IRA Disadvantaged Communities EJSscreen IDs within ½ mile of the BART mobility hubs are listed in the following table and can be seen in this [interactive map](#) created especially for this application overlaying the IDs with the TOC policy, BART stations, mobility hubs, and AT Network.

BART Mobility Hub	CEJST Tract IDs	EPA IRA GeoID		
16th St/Mission	<ul style="list-style-type: none"> • 020101 • 020102 • 020801 • 020802 	<ul style="list-style-type: none"> • 060750201011 • 060750201012 • 060750201021 • 060750201022 	<ul style="list-style-type: none"> • 060750201023 • 060750202022 • 060750207013 • 060750208011 	<ul style="list-style-type: none"> • 060750208012 • 060750208021 • 060750208022
Balboa Park	<ul style="list-style-type: none"> • 025501 • 026004 • 026100 • 026202 • 026301 • 031201 • 031202 • 031401 • 031402 	<ul style="list-style-type: none"> • 060750255011 • 060750255012 • 060750260041 • 060750261001 • 060750261002 • 060750261003 	<ul style="list-style-type: none"> • 060750261004 • 060750262021 • 060750263011 • 060750263012 • 060750312011 • 060750312012 	<ul style="list-style-type: none"> • 060750312021 • 060750312022 • 060750314011 • 060750314021
Coliseum	<ul style="list-style-type: none"> • 407300 • 408800 • 408900 • 409000 • 409500 	<ul style="list-style-type: none"> • 060014073001 • 060014073002 • 060014088001 • 060014088002 	<ul style="list-style-type: none"> • 060014088003 • 060014088004 • 060014089001 • 060014089002 	<ul style="list-style-type: none"> • 060014090001 • 060014090003 • 060014095001
Colma	<ul style="list-style-type: none"> • 600502 • 601301 • 601302 • 601400 	<ul style="list-style-type: none"> • 060816005022 • 060816013011 • 060816013012 	<ul style="list-style-type: none"> • 060816013013 • 060816013021 • 060816013022 	<ul style="list-style-type: none"> • 060816014001 • 060816014004
Daly City	<ul style="list-style-type: none"> • 026201 • 031302 • 031401 • 600501 • 600600 • 600701 • 600702 	<ul style="list-style-type: none"> • 060750262013 • 060750313022 • 060750313023 • 060750314012 	<ul style="list-style-type: none"> • 060816005013 • 060816006001 • 060816006003 • 060816007011 	<ul style="list-style-type: none"> • 060816007012 • 060816007013 • 060816007021 • 060816007022
El Cerrito del Norte	<ul style="list-style-type: none"> • 381000 • 382000 • 386000 	<ul style="list-style-type: none"> • 060133810001 • 060133810002 • 060133820001 • 060133820002 	<ul style="list-style-type: none"> • 060133820003 • 060133830001 • 060133860001 • 060133860001 	<ul style="list-style-type: none"> • 060133860002 • 060133860003
Fruitvale	<ul style="list-style-type: none"> • 406100 • 406202 • 407101 • 407200 • 407300 	<ul style="list-style-type: none"> • 060014061001 • 060014061002 • 060014061003 • 060014061004 	<ul style="list-style-type: none"> • 060014062022 • 060014062023 • 060014071011 • 060014072001 	<ul style="list-style-type: none"> • 060014072002 • 060014072003 • 060014072004 • 060014073002
Hayward	<ul style="list-style-type: none"> • 436301 • 436302 • 436500 • 436601 	<ul style="list-style-type: none"> • 060014354002 • 060014355002 • 060014363011 • 060014363012 	<ul style="list-style-type: none"> • 060014363021 • 060014363022 • 060014363023 • 060014365001 	<ul style="list-style-type: none"> • 060014366011 • 060014366012
Lake Merritt	<ul style="list-style-type: none"> • 402900 	<ul style="list-style-type: none"> • 060014029001 	<ul style="list-style-type: none"> • 060014033012 	<ul style="list-style-type: none"> • 060014060001

²⁷ https://ppms.trec.pdx.edu/media/project_files/NITC_RR_884c_BreakingBarriersUserSurvey_Final_-_NewCover.pdf

²⁸ https://99432001-f5f4-4643-ac9d-f48b39dfcd0.usrfiles.com/ugd/994320_2811c6f417f6474aa242012b0c62b224.pdf

BART Mobility Hub	CEJST Tract IDs	EPA IRA GeoID		
	<ul style="list-style-type: none"> • 403000 • 403301 • 403302 • 405302 • 406000 	<ul style="list-style-type: none"> • 060014029002 • 060014030001 • 060014030002 • 060014030003 • 060014033011 	<ul style="list-style-type: none"> • 060014033021 • 060014033022 • 060014033023 • 060014034013 • 060014053021 	<ul style="list-style-type: none"> • 060014060002 • 060014060003 • 060014060004
Richmond	<ul style="list-style-type: none"> • 373000 • 374000 • 375000 • 376000 • 377000 • 379000 • 381000 	<ul style="list-style-type: none"> • 060133730001 • 060133730002 • 060133740003 • 060133740004 • 060133750001 • 060133750002 • 060133750003 	<ul style="list-style-type: none"> • 060133760001 • 060133760003 • 060133760004 • 060133770001 • 060133770002 • 060133770003 • 060133770004 	<ul style="list-style-type: none"> • 060133790001 • 060133790002 • 060133790003 • 060133810003 • 060133810004

4b. Community Engagement

Mobility Hubs. The Project is designed based on feedback from low-income and disadvantaged communities. Extensive, multilingual outreach has been conducted in the disadvantaged communities and with BART riders over the years on how best to improve customer experience at station areas. The types of engagement include town halls, community meetings, homeowner association meetings, open houses, farmers markets, chamber of commerce meetings, online surveys and in-station events. From the outreach, the top priorities are consistently personal safety and security, mobility, and accessibility. The elements that riders would like to see are 1) brightly lit stations for safety; 2) wayfinding and real time displays on how to get to and from the station, navigate within the station and know real-time arrival information; 3) a path of travel that is easy, comfortable and direct, especially for those who have physical challenges; and 4) walking and biking be just as important and safe as driving. These are the improvements CPRG will be funding to transition the 10 station areas into mobility hubs. As the improvements are being implemented, BART will regularly engage stakeholders and riders for input or provide information.

Two hubs will receive plaza improvements to correct historic injustices. The Lake Merritt station was once the heart of Oakland Chinatown before it was displaced by the I-880 freeway and BART. The Chinese American community have asked BART repeatedly for plaza improvements to have access to a space they lost, be able to come together for tai chi, dance classes and other uses, and to make it feel vibrant and safe for everyone, including transit riders from BART and AC Transit. The 16th St. Mission Station is the heart of the Latino/Latina/Hispanic community in San Francisco, and the plaza has been their living room for decades, alive with performances and other activities. Historic underinvestment transitioned the plaza to an unsafe space. They have repeatedly requested improvements not only for safety and security but also to catalyze much-needed affordable housing growth in the area and increase BART ridership.

Bay Wheels Bikeshare. MTC has funded several community engagement efforts designed to focus on low-income and minority users who traditionally have been underrepresented in bikeshare membership. The most prominent of these efforts ended in 2017. As mentioned, the outreach program worked in partnership with CBOs to deploy street teams to conduct direct outreach in low-income communities of color and to gather feedback about the bikeshare program. At the conclusion, 20% of all bikeshare memberships were discounted memberships for low-income riders, among the largest share of any bikeshare system in the country. A survey found that 77% of respondents were more likely to try bikeshare after attending an outreach event.²⁹ Additional findings revealed a high degree of interest in bikeshare programs, though the lack of stations in their neighborhoods made it difficult for respondents to access bikeshare. MTC used feedback from low-income and disadvantaged communities to inform the outreach strategies and station locations proposed in this Project.

²⁹ Transform. OakMob 101: A Case Study in Expanding Access to Shared Mobility. https://drive.google.com/file/d/1_akNQY_YFvUZ6CwR30PtZl7TsW4Vn5q2/view (2017).

Ebike Incentives. In planning for this program, Ava and CCTA engaged with local stakeholders (i.e., CBOs, bike retailers) to inform program design and will continue to do so in developing the marketing & implementation plans. Communications will be available in at least English, Spanish, and Simplified Chinese.

Section 5: Job Quality

The Project Coalition is committed to supporting the creation of high-quality jobs:

- Enabling station transformation to mobility hubs will result in additional fair labor, unionized jobs at BART and for contractors. BART's Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) programs stipulate full union access to persons performing work. BART also assists DBEs and SBEs in broadening their technical capacity and long-term stability.
- As the administrator of the Bay Wheels contract, MTC requires that any bikeshare operator and sub-contractor be in compliance with applicable prevailing wage requirements in each city ([Section 3.5](#)). Further, the bikeshare operator is required to secure payment of workers' compensation to its employees in accordance with section 3700 of the California Labor Code. In addition, Lyft currently contracts with a third-party, Motivate, to conduct on-the-ground operations for Bay Wheels. Motivate employs approximately 100 regular wage, W-2 staff, including rebalancers, bicycle mechanics and station technicians. The operations team is represented by Transit Workers Union Local 320, the largest bikeshare workers union in the country. Operations staff are hired locally, in partnership with community-based nonprofits including the [Oakland Private Industry Council](#) and the [Delancey Street Foundation](#). These nonprofits make use of second-chance hiring policies, connecting re-entry workers to quality jobs. The bikeshare equipment and deployment will directly lead to hiring two new full-time, unionized employees.
- MTC will hire 1 dedicated staff person from a historically marginalized community to manage the Pb+E Community Mobility Ambassador Program and the 20 ambassadors from communities surrounding the 10 mobility hubs
- Ava's Administrative Procurement Policy includes special procurement preferences for awarding work located in their service area, located in disadvantaged communities, utilizing union labor, and for disabled-veteran owned businesses. For the ebike incentive program specifically, priority will be given in the program design and contracting with local bike shops that serve residents of that community.
- The Project will evaluate job quality on an annual basis.

Section 6: Programmatic Capability and Past Performance

6a. Past Performance

For over 50 years, MTC has successfully completed large-scale, multi-million-dollar projects funded by federal grants. The Commission's strong record of achievement and project management is especially well suited to this grant. MTC works with over 100 governmental agencies, community benefit organizations and research institutions to plan and implement a wide range of projects and programs. MTC has experience in:

- Issuing subaward agreements with carefully detailed work scopes, schedules and deliverables, including progress reports that provide timely information on project outputs and outcomes;
- Overseeing and compiling information for the grant progress reports, submitting to funding agencies in a timely fashion; and
- Monitoring project progress, costs and achievements, working in close collaboration with subrecipients and funding agencies to ensure projects are completed on time, within budget, and on target to achieve the desired environmental outcomes.

Past Performance History (MTC and BART)

Funder	Grant #	Grant Project Title	Amount	Start Date	End Date
FHWA	Pending	Enhancing Bay Area Support for Safety	\$12,500,000	Pending	Pending
FTA	CA79-1001	Bay Area Core Capacity Transit Study	\$2,000,000	1/2014	9/2017
FTA	CA-2020-268	Transit Oriented Development Planning	\$1,582,000	09/17/20	12/02/22
FTA	CA-2022-103	Rail Car Replacement Program	\$126,236,166	07/19/22	02/19/24

Additionally, MTC plays a critical role in how federal transportation dollars are spent in the Bay Area. With nine county transportation agencies, 27 transit agencies and 100+ local jurisdictions competing for the same resources, MTC created a process to make sure federal dollars go to the projects with the most significant impact for Bay Area residents:

- Federal Highway Administration Grants (FHWA): MTC distributes FHWA funds to projects throughout the Bay Area that have been identified in PBA50.
- Federal Transit Administration Grants (FTA): MTC distributes money to Bay Area transit agencies to maintain and modernize the region's transit network.

Organizational and Team Experience

For over 50 years, MTC has provided planning, funding, coordination and technical assistance to cities, counties, transit agencies and other partners to make the Bay Area's transportation system more resilient. MTC has evolved to take on additional responsibilities and to ensure transportation investments work closely with housing and development. In addition to planning, MTC operates several programs, including Clipper and Bay Wheels, complemented with robust in-house marketing and outreach expertise. BART has also been in operation for over 50 years running a high-capacity, reliable rail service, experienced with construction and maintenance of a large, multi-jurisdictional system. BART has evolved to take on transit-oriented development on its property to help ease the Bay Area's housing crisis and focus housing and jobs near transit to accommodate growth while minimizing associated congestion and environmental impacts. SFMTA has installed 100s of EV chargers throughout San Francisco and has experience working with utilities to implement and maintain the equipment. Ava and CCTA have piloted incentive programs within their communities, working with local community groups to achieve high participation rates. The Coalition is therefore well experienced in delivering the Project components. The staff involved are (in alphabetical order):

<i>Tim Chan, Group Manager, Stations Planning, BART:</i> Tim Chan has 23 years of transportation and land use planning experience. At BART, he and his team advance the BART's policies and programs to address the regional housing crisis and to increase affordability and improve how people get to the stations in an equitable and sustainable way. This includes overseeing multi-modal access planning, land use/TOD planning, station modernization, and customer experience.
<i>Colin B. Clarke, AICP - Regional Transportation Planner, CCTA:</i> Colin leads CCTA's accessible active transportation planning (e.g., people bicycling and walking), collaborating with the public and private sector and stakeholders in Contra Costa County and the Bay Area.
<i>Laura Krull – Principal Planner, MTC:</i> Laura manages the bikeshare programs at MTC, including Bay Wheels and the Bikeshare Capital Grant Program, with a background in spatial analytics and active transportation. She brings strong coordination and collaboration skills, both with the local jurisdictions and the private operator.
<i>Joseph Lipkos – Principal Architect, LEED AP, BART:</i> Joseph is a licensed California Architect and has experience in the design and construction management of numerous BART Capital Projects. He has acted as Project Manager and/or Principal Architect overseeing design, preparation of Contract Documents, and Construction of BART Wayfinding Improvement Projects Phase 2, 3, and 4.
<i>Heath Maddox – Manager of Access Programs, BART:</i> Heath Manages BART's bicycle and micromobility access programs. He has extensive experience planning, designing, implementing and operating local and regional public bicycle parking, shared active mobility projects and programs, and bikeway projects.
<i>Monica Meagher – Sustainability Group Manager, BART:</i> Monica has over 15 years of experience designing and implementing clean energy and sustainability projects and programs. Monica authored and received unanimous

Board approval for her Electric Vehicle Charging Policy that covers BART's 47,000 customer parking spaces, non-revenue vehicle fleet, and employee charging.
<i>Jumana Nabti – Manager of Access Programs, BART:</i> Jumana manages the bus areas and loading zones at all BART stations, the station access signage program, and is the transit operator representative on the Regional Mapping & Wayfinding project team.
<i>Judis Santos – Equity Officer/Assistant Director – Evidence and Impact, MTC:</i> Judis serves as lead collaborator for MTC's multi-modal means-based policies/projects and co-leads the agency's Community Action Resource & Empowerment Program. Judis serves as a National Culture of Health Fellow.
<i>Krute Singa – Principal Planner, MTC:</i> Krute's experience is in the design and implementation of transportation demand management programs. Her programs include the Regional Mobility Hubs Program, Transportation Electrification, Parking Management, behavior change campaigns and implementing mobility hubs in affordable housing communities.
<i>Brett Wiley – Senior Program Associate, Ava:</i> Brett leads residential electric mobility initiatives, including the largest ebike ownership & lending program in California, accelerating EV access beyond early adopters in Ava's Alameda and San Joaquin County service areas. He brings over 15 years of experience centered on community power and implementing climate change mitigation solutions.

Section 7: Budget and Timely Expenditure of Grant Funds

The Project is requesting \$117,139,014 to implement Mobility Nexus: Integrating Mobility, Housing and Equity for Climate Action, including funding for new staff, mobility hubs improvements, ebike incentive, bikeshare equipment, community outreach ambassadors, outreach, and evaluation. The Project will leverage secured funding to support the Project for success:

- MTC is setting aside \$8 million a year of State Transit Assistance Population-Based funds to support Clipper START operations including reimbursements to operators, operation of the customer service center to provide customer Clipper START eligibility verification
- MTC has allocated \$20 million in Carbon Reduction Program funds for bikeshare's initial public investment (Project proposes funding for expansion)

MTC staff use project management tools to coordinate partnerships and ensure timely delivery of outputs. The Project team will meet regularly over the course of the grant period and MTC will support Coalition members in task development and completion, and troubleshooting any challenges that arise. MTC has a large finance department that tracks monthly revenues and expenditures for all fund sources throughout the agency. MTC Finance staff provide monthly expenditure reports to project managers who have access to revenue and expenditure information through the agency's financial system. Please refer to the budget narrative for additional information.