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Memorandum

TO: Planning Committee

DATE: Revised August 29, 2011

FR: Deputy Executive Director, Operations

W. I.

RE: Authorization of Bay Area Infrastructure Financing Authority to Apply to CTC for Authority to Implement Express Lanes (MTC Resolution No. 4030)

At the September 9 Planning Committee, staff will ask the Committee to forward to the Commission MTC Resolution No. 4030, which authorizes the Bay Area Infrastructure Financing Authority (BAIFA) to submit an application to the California Transportation Commission (CTC) for authority to develop and implement an express lane facility on portions of I-80, I-880, I-680 and the Dumbarton and San Mateo-Hayward bridge approaches. This memo and the attached presentation slides provide background on the application. Staff will post the application on MTC's website in advance of the September 9 Planning Committee meeting to provide additional time for public comment.

In accordance with CTC guidelines, the application demonstrates the engineering, operational and financial feasibility of the express lane facility and value pricing program in broad terms. However, implementation of specific construction segments is subject to further detailed engineering, environmental and traffic and revenue studies. As such, the application does not commit the region to specific toll policies, operational policies, phasing or financing approaches. All of these issues will be the subject of subsequent MTC policy action after consultation with our partner agencies and opportunities for public comment.

Background

The region's current long-range transportation plan *Transportation 2035* calls for development of a seamless 800-mile system of express lanes (also called high occupancy toll or HOT lanes) throughout the Bay Area. Express lanes allow vehicles that do not qualify as carpools to use carpool lanes for a fee. Qualifying carpools and buses would continue to use the lanes for free. Tolls are collected electronically using FasTrak®, and rates are adjusted in real-time to keep the express lanes free flowing. When demand is low and there is little freeway congestion, toll rates are low; as congestion increases, toll rates rise to discourage too many non-carpool vehicles from using the lane. Express lanes operate today in many cities in the U.S., including in the Bay Area on I-680 over the Sunol Grade.

In July 2010, MTC staff reported to the Legislation Committee that the financial outlook for express lanes in the *Transportation 2035 Plan* was overly optimistic in light of downward economic trends, review of project delivery assumptions, and questions about the role of the Bay Area Toll Authority (BATA). Staff outlined a plan to update planning assumptions and pursue authorization from the CTC for a smaller, more financially feasible network. Under existing law (Streets and Highways Code

Section 149.7), regional transportation agencies can apply to the CTC for up to two express lane facilities in Northern California. The CTC's authority to approve proposals expires on December 31, 2011; however, there is no sunset date for implementation and operation of the express lanes approved by CTC.

Apart from CTC's ability to authorize express lanes, California law also directly authorizes four additional Bay Area express lane corridors, which could become part of the regional network through negotiated agreement:

- Sunol Smart Carpool Lanes Joint Powers Authority opened the region's first express lane on I-680 southbound over the Sunol grade in September 2010.
- The Alameda County Transportation Commission (ACTC) is developing express lanes on the I-580 corridor in the Tri-Valley.
- The Valley Transportation Authority (VTA) is developing express lanes in Route 237; the first portion of this corridor is scheduled to open in early 2012 on the I-880/Route 237 interchange
- VTA is also developing express lanes in the US 101/Route 85 corridor.

Principles adopted as part of the *Transportation 2035 Plan* memorialize commitments by these agencies, MTC/BATA, Caltrans and CHP to operate all the region's express lanes as a single, seamless system to best serve regional travelers.

Application Overview

Over the past year, MTC and Caltrans staffs have completed a series of technical analyses in support of this application to the CTC. Staff has also had numerous discussions with CMA staff from Alameda, Contra Costa, Solano and Santa Clara counties that inform the application.

Staff recommends the Commission authorize BAIFA to submit an application for authority to develop and implement an express lane "Facility" on portions of I-80, I-880, I-680 and the Dumbarton and San Mateo-Hayward bridge approaches, as shown in Attachment A. (See page 4 for discussion of BAIFA as applicant.) The Facility comprises 290 directional miles in total, including:

- 150 miles developed by converting existing HOV lanes to express lanes:
- 120 miles developed by constructing new lanes; and
- Operational strategies to enhance mobility on 20 miles of I-880 through Oakland, which has no existing HOV lane and no ready, affordable express lane solution. Operational strategies could include enhanced ramp metering, increased incident management capabilities, and improvements to major arterials that parallel the I-880 corridor. All of these strategies are being investigated in a separate ongoing study.

Based on initial discussions, staff thinks it likely that we could reach agreements with ACTC and Sunol Smart Carpool Lanes Joint Powers Authority to bring 70 miles of previously authorized lanes on I-680 and I-580 in Alameda County into the regional express lane program (with the Facility, referred to as the "Network".) As a result, the application states our intent to operate a "Value Pricing Program" that includes these corridors, subject to entering into agreements. Discussions with VTA have not progressed at this time, but the application does not in any way preclude similar arrangements with VTA at a later date.

The CTC application presents a strong, north-south backbone that adheres to goals for the much larger Network in the Transportation 2035 Plan and demonstrates similar benefits:

- **Connectivity:** Express lane toll revenue can help close gaps in the existing HOV lane system to increase travel time savings for carpools and buses.
- **Efficiency:** Express lanes will optimize throughput on freeway corridors to better meet current and future traffic demands, using excess capacity in the existing HOV system.
- **Reliability:** Express lanes provide a reliable, congestion-free transportation option.

The application, which will be posted in full prior to the Planning Committee meeting, includes several components, listed below and described briefly in Attachment B.

1. Project study report (PSR), which establishes potential design approaches, engineering feasibility, capital costs and operating and maintenance costs and Caltrans finding that the project meets state highway system requirements, including an assessment of operational impacts;
2. Financial analysis; and
3. Discussion of consistency with regional plans and community support, including demonstration of local support.

Attachment C includes responses by staff to questions and considerations that may arise in conjunction with this application, including some specific comments received to date. Staff expects to receive additional comments prior to the September 9 meeting and will summarize those comments and responses at that time.

Financial Analysis

The financial analysis has been prepared in order to demonstrate financial feasibility but it is important to note that the analysis does not commit the region to specific toll policies, phasing or financing approaches. To this point, the analysis demonstrates feasibility under a range of financial scenarios bounded by a “Base Case” and a “Conservative Case”. Toll policy will be the subject of future analysis and decision-making; however, revenue levels have a larger impact on financial feasibility than almost any other likely risk factor, and the two financial cases have been framed in terms of tolling policies that affect total revenue, as described in Attachment B. Both cases assume that current carpool occupancy requirements remain in place in the near future and are adjusted as individual corridors become crowded with qualifying carpools or, for the sake of consistency, as the Network becomes more connected. In the Conservative Case, this occurs as the Network is complete in 2035; in the Base Case it occurs earlier in 2020.

The proposed Network is feasible though not fully self-supporting, if the goal is to achieve complete implementation in the next 25 years. The Base Case could be mostly completed in 2025 with a final segment in 2030, and a grant amount of $400 million. By comparison, the Conservative Case requires a larger grant of $800 million; it also takes longer to build, with a substantial amount of mileage deferred to 2025 or later, and completion in 2035. The analysis identifies potential grant sources, including future state or federal programs, new or extended sales taxes, and/or BATA bridge tolls, which would be available only for capital outlays on certain eligible segments as defined in statute and in the Caltrans-BATA cooperative agreement. By way of comparison, the Plan Bay Area draft financial projections include $14 billion in anticipated, unspecified revenue through 2040.

These financial assumptions are significantly more pessimistic than those for the 800-mile Network in the current *Transportation 2035 Plan*. In the current Plan, the Network is assumed not only to be self-supporting but capable of generating $6 billion of net revenue over the next 25 years. We have revised our financial projections substantially due to higher estimated costs to build, operate and maintain the network as well as lower expected revenue associated with more moderate growth in jobs and economic activity.

Bay Area Infrastructure Financing Authority (BAIFA)
Toll operations, particularly start-up operations such as the Express Lane Network, carry a certain amount of inherent risk. Although MTC is eligible to apply to the CTC under S&H §149.7 on its own, MTC is also authorized by Streets and Highways Code §143(a)(4)(D) to consent to the submission of the application by a joint exercise of powers authority (JPA) within its jurisdiction. In order to protect MTC and regional transportation funds in the event of any financial shortfalls associated with the Express Lanes Network, staff recommends that BAIFA submit the application to develop and operate the Network. BAIFA is an existing JPA between MTC and BATA that was originally established to finance the state contribution to the toll bridge seismic retrofit program and other potential transportation improvement projects in the region.

Schedule for Application to CTC
The CTC's authority to approve express lanes expires on December 31, 2011. MTC and BAIFA action in September allows CTC to consider the application at its October meeting. Should the CTC fail to act at this meeting, CTC could consider the application again at its December meeting. By statute, CTC must also hold two hearings (one each in Northern and Southern California) following CTC's approval. The hearings are a relic from the original process, prior to amendments of Section 149.7 in 2009 that required legislative approval following CTC action.

September 2	MTC staff submits an advance copy of the application to CTC to start technical review. CTC staff understands the submittal is subject to approval by the Planning Committee and Commission in September
September 9	MTC Planning Committee considers the application (MTC Resolution No. 4030)
September 15	Informational presentation to CTC at their September meeting
September 28	MTC considers the application (MTC Resolution No. 4030) BAIFA considers the application
October 26-27	CTC considers the application First hearing (Northern California)
December 7-8	Last CTC meeting in 2011 Second hearing (Southern California)
December 31	CTC's authority expires

Andrew B. Fremier

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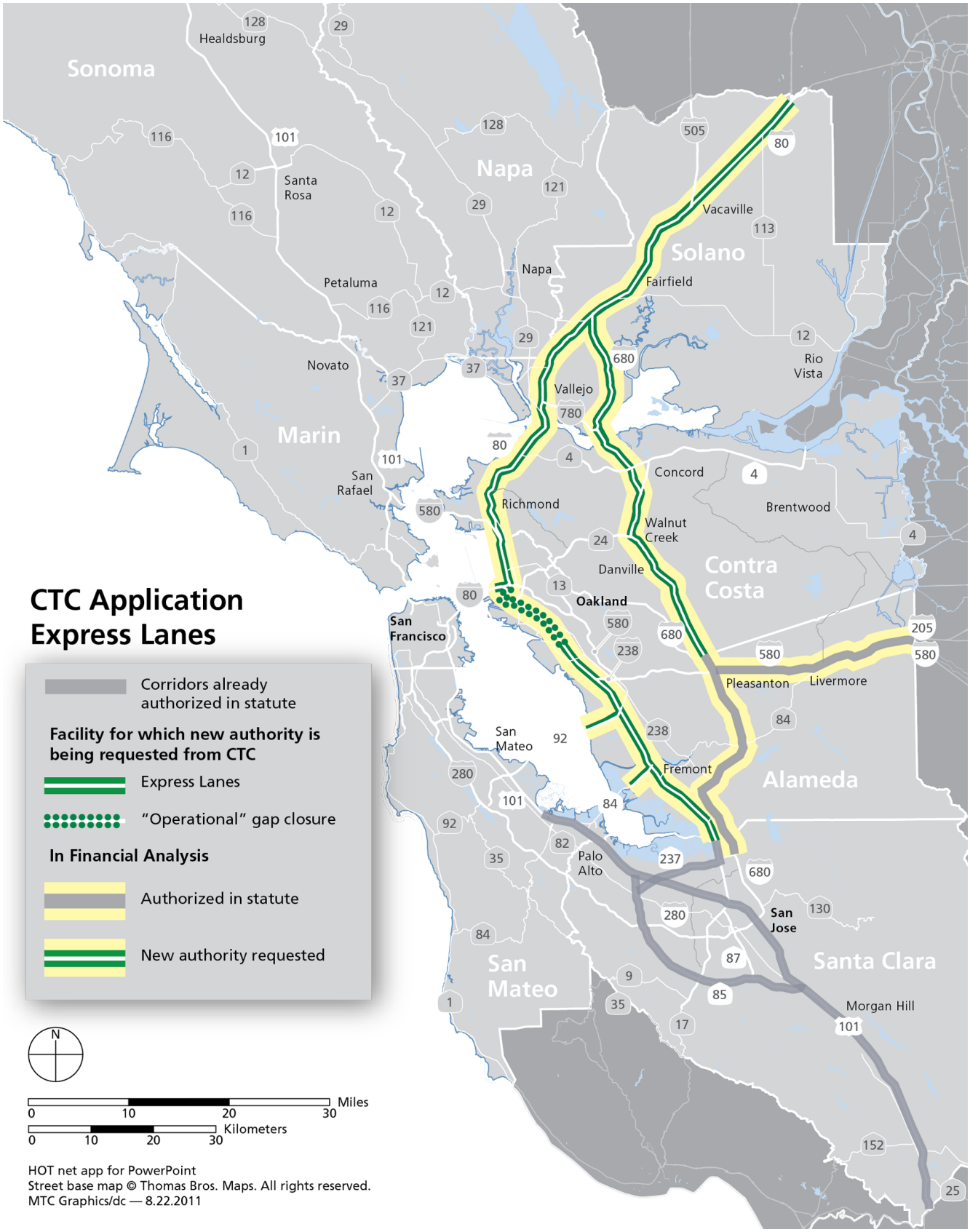
Attachment A
Express Lanes CTC Application Map



HOT net app for PowerPoint
Street base map © Thomas Bros. Maps. All rights reserved.
MTC Graphics/dc — 8.22.2011

Attachment B
Summary of Application Elements

1. Project Study Report and Caltrans Finding

Over the past 12 months, MTC and Caltrans developed a program-level project study report (PSR) to demonstrate technical feasibility. The PSR identifies the purpose and need of the project, outlines potential design and operational approaches, assesses potential impacts on highway operations, and establishes a capital cost range. At the lower end of the range, "Design Variation 1", cost estimates reflect many of the practices commonly used when HOV lanes are retrofit onto existing freeways; the approach is to use wherever possible the existing pavement and right-of-way rather than obtaining additional right-of-way for pavement widening. At the high end, "Design Variation 2", the approach is to meet Caltrans design standards in almost all locations. Meeting full standards, is almost prohibitively expensive, at a total of $6.8 billion (2010$) for the network in the CTC application, and the lower Design Variation 1 cost estimate of $1.6 billion (2010$) is used in the financial analysis. While Caltrans cannot guarantee more detailed studies will justify the low-cost approach in every circumstance, it should be emphasized that the lower cost estimate is still conservative in so far as it includes a 40% contingency factor and reflects historic practices.

CTC guidelines also call for Caltrans to certify the application is consistent with state highway requirements. This includes an assessment of operational impacts from converting existing HOV lanes to express lanes. The Caltrans finding also reviews capacity available to toll and operational impacts of converting HOV occupancy from HOV2+ to HOV 3+ because the financial analysis demonstrates this has a tremendous impact on revenue and phasing. Caltrans finds this change is not likely to increase congestion in the general purpose lanes if tolling policies are established that keep the express lanes full; however, in some cases, the change may be driven by a desire to achieve consist policies on connected portions of the Network rather than because carpool lanes are becoming crowded.

2. Financial Analysis

Implementation of the Network will occur over a period of more than 20 years during which time adjustments will be made based on actual revenues, costs, and financing terms that cannot be predicted with certainty today. As a result, the financial analysis demonstrates feasibility under a range of circumstances defined by two cases: a "Base Case" and a "Conservative Case" reflecting significantly lower revenues. Revenue levels have a larger impact on financial feasibility than almost any other likely risk factor, so the Conservative Case can be seen to represent a spectrum of potential downside scenarios, such as increases in the costs of financing or construction, or policy decisions that might defer revenue available for building out the Network.

While toll policy will be the subject of future analysis and decision-making, the Base and Conservative cases are defined by a set of plausible policies, as follows:

Conservative Case

- Current HOV policies remain in place until HOV volumes begin to reach threshold capacity or 2035, whichever is earlier, at which time occupancy requirements increase to HOV3+
- Tolling operations during peak periods on weekdays and on weekend afternoons

Base Case

- Current HOV policies remain in place until HOV volumes begin to reach threshold capacity or 2020, whichever is earlier
- Tolling operations throughout the daytime (e.g., 6 am to 7 pm) and on weekend afternoons.

Both cases assume toll rates will be set to maximize mobility and throughput rather than revenue.

The Network is feasible under both scenarios, though neither is fully self-supporting if the goal is to achieve full completion in the next 25-years. As shown in the attached presentation slides, most of the Base Case could be completed in 2025 with a last segment in 2030, and a grant amount of $400 million. By comparison, the Conservative Case requires a larger grant of $800 million; it also takes longer to build, with a substantial amount of mileage deferred to 2025 or later, and with completion in 2035.

Potential sources of grants include one or more of the following:

- New or future federal, state or local programs to the extent funding is available or prioritized;
- New or extended local sales taxes not yet enacted; and/or
- Bay Area Toll Authority (BATA) bridge tolls, which would only be available for capital outlays on certain eligible segments as defined in statute and in the cooperative agreement between BATA and Caltrans.

Attachment B-1 outlines major assumptions underlying costs, revenue and financing assumptions in the financial analysis. The assumptions are deliberately conservative given the programmatic nature of the analysis to date. For example, capital costs assume a 40% contingency. Revenues are similarly conservative insofar as they are based on current ABAG demographic projections, which have been adjusted to reflect more moderate growth in jobs and economic activity. In addition, the financing assumptions reflect conventional debt instruments.

The financial section of the application also includes a benefit-cost analysis using the Caltrans Cal-B/C model. It should be noted that the methodology for this analysis differs from the approach to be used in the Plan Bay Area project-level performance assessment.

3. Consistency with Regional Transportation Plan & Community Support

This section of the application documents consistency with the Transportation 2035 Plan, existing transportation system including express bus service, and major regional programs studies such as the Freeway Performance Initiative and 511 Regional Rideshare Program. This section also describes, in programmatic terms, impacts on safety, mobility and air quality as well as the impacts of the Network on the region's economy. Finally, the application will demonstrate local support through inclusion of letters of support by the affected CMAs, which are expected to be submitted before the end of September.

Attachment B-1
Summary of Financial Analysis Assumptions

Revenue

- Based on latest economic projections (ABAG Projections 2011), which are consistent with work to date on Plan Bay Area, and do not assume induced demand.
- Limited access, restricting on and off movements
- Effect of peak-hour spreading not considered (may increase revenues by 5%)
- 20%/10% ramp-up adjustment during first 2 years
- Toll rates generally consistent with I-680 (14 miles)
  - Current rate: maximum $7.50 ($0.53 per mile); average peak $3.00 ($0.21 per mile)
  - 2020: maximum $7.90; average peak $6.00.
  - Compare with $1.00 per mile for SR 91 in 2011.
- Tolls set to maximize travel time savings, not revenue

Costs

- Substantial level of detail for capital costs:
  - Each corridor analyzed in 1/5th mile segments
  - Detailed estimates based on unit cost data averaged from active and planned express lane projects
- Caltrans HOV guidelines used to prioritize lane & shoulder reductions
- Caltrans Life-Cycle Cost Manual for pavement rehabilitation
- Operations and maintenance (O&M) costs from active and planned express lane facilities
- Frequent CHP enforcement areas, video license plate detection & violations processing
- 40% contingency factor applied to capital, 25% contingency to O&M

Financing

- System finance credit assumed (across phases of implementation and across corridors)
- Conventional debt: toll revenue, current interest bonds (BBB credit assumed) and subordinated TIFIA loan
- Interest rates from derived forward curves – used 7/2011 rates before recent financial market events and increased volatility
- Minimum debt service coverage ratios: 2.0x senior; 1.1x total (averages <u>much</u> higher)

Attachment C
Questions and Considerations

The following is a list of major questions and considerations staff expects may arise in conjunction with this application, including some specific comments received to date. Staff expects to receive additional comments prior to the September 9 meeting, and will summarize those comments and responses at that time.

General Questions that May Arise

1. How does the CTC application relate to Plan Bay Area?
   Response: The application establishes the feasibility of a Network of express lanes but does not dictate what the Commission must include in Plan Bay Area; the latter decision will be made after consideration of trade-offs later this year. All projects under consideration for inclusion in Plan Bay Area must undergo performance assessment and demonstrate financial feasibility. MTC will conduct project-level benefit-cost and targets assessment of the Network in the CTC application as well as of other express lane projects submitted for consideration; preliminary results for the CTC application will be available by 9/9. Thus, the Commission could decide to include projects in the Plan that are not in the CTC application or could elect to include only a subset of the CTC application within in the Plan.

2. Will there be net revenue to invest in transit operations or other projects to improve corridor travel?
   Response: It is premature, at this level of study, to count on net revenue for transit operations or other projects. The financial analysis is predicated on building out the entire system and shows no net revenues accruing prior to 2030 or later under some scenarios. Should excess revenue be projected after further detailed analysis and having established a track record through operations, BAIFA would, as required in statute, adopt an expenditure plan for uses eligible under state and federal law. This plan would be developed through a public process and in consultation with the affected congestion management agencies (CMAs) and Caltrans.

   While it is premature to commit to funding expanded transit operations, the Network does offer to substantially improve travel time for existing express buses by closing gaps in the HOV system. The region already operates robust bus service over many parts of the Network, with some sections carrying as many as 40 peak period buses a day. Reducing travel time on these segments will not only benefit existing riders (as shown in the attached slides), it may also attract new riders.

3. Is financial feasibility dependent on increasing HOV occupancy requirements and how does this impact mobility?
   Response: As shown in the attached slides, many of the region's HOV lanes are expected to become crowded by 2035, and some locations will crowd as soon as 2020. Due to revised economic and demographic projections, current travel forecasts show crowding will occur later than prior analyses. The financial analysis demonstrates the Network would still be feasible if HOV occupancy increases are deferred until 2035 but could be completed sooner if occupancy requirements are increased earlier. Review by Caltrans, based on current travel forecasts, suggests increases in the minimum HOV occupancy requirement will not necessarily create additional congestion in the general purpose lanes if tolling policies are established that keep the express lanes full; however, they recommend increases in

occupancy be deferred in some cases until the Network becomes physically connected. The phasing outcomes of the two financial analysis cases are consistent with this Caltrans recommendation.

4. Do local jurisdictions support the application?
   Response: Support by local jurisdictions will be demonstrated by letters of support submitted by each of the affected CMAs.

5. How will CMAs, local governments and others have input to future planning, implementation and operations?
   Response: Getting authority from CTC is just the first step in implementing express lanes. The studies undertaken to support the application, while substantial, demonstrate feasibility at the program level. Upon approval of the application, BAIFA, in consultation with regional partners, would need to undertake additional steps to establish the Network, including:
   - *Enter into agreements regarding inclusion of previously authorized express lanes in the Network, if desired;*
   - *Assign responsibilities for project development and undertake further engineering studies and environmental documentation for each construction project;*
   - *Conduct more detailed analyses of traffic and revenue for each project; and*
   - *Develop tolling policies, phasing and financing plans.*

   Accordingly, MTC Resolution No. 4030 calls for BAIFA to establish policies and procedures for consultation with Caltrans, CHP and county congestion management agencies prior to major policy decisions such as those listed above.

Specific Questions and Considerations Brought to Staff's Attention to Date

1. Comments from Transform, transmitted via email on August 11, 2011 (See letter attached.)

   a) Network should be consistent with Plan Bay Area targets
   Response: MTC will conduct project-level benefit cost and targets analysis for the network; preliminary results will be available by 9/9.

   b) Focus on conversions and limit expansion; consider taking a general purpose lane
   Response: Application demonstrates financial feasibility of higher-cost, widening approaches; this does not preclude a lower-cost approach in the future, subject to approval by Caltrans and consistency with state law, which currently prohibits taking a general purpose lane for express lanes.

   c) Fund transit operations; provide mechanisms to reduce costs to low-income residents such as affordable transit and/or transit passes
   Response: First and foremost the network benefits express bus and carpools by providing a connected, priority right-of-way. While too early to commit net revenue now, the Commission could, after securing authority and more detailed study, make a policy

decision to slow build out in order to fund other priorities, such as additional transit service. It is unclear why low-income subsidies would be required since use of the express lanes by toll-paying motorists is a choice each motorist would make.

2. Affected CMAs in Alameda, Contra Costa, Solano and Santa Clara counties will consider letters of support in September. CMA's may ask for clarification or assurance on issues of particular interest. A preliminary list includes:

   a) VTA, as documented in staff memo to Santa Clara Valley Transportation Authority Policy Advisory Committee, dated August 1, 2011.
      i. Application does not diminish VTA's authority to develop, implement, own and operate express lanes or approve expenditure plans;
      ii. Include in the RTP all express lanes in the county transportation plan.

   Response: (i) the application will not diminish VTA's authority; (ii) all non-committed projects in the RTP must demonstrate financial feasibility and are subject to performance assessment.

   b) CCTA, based on discussions with staff
      i. CMAs should be involved in planning and implementation;
      ii. Detailed financing plans need to be developed;
      iii. Excess revenues should be invested in the tolled corridors, perhaps prior to building-out the Network;
      iv. Sales tax funds for HOV improvements should not be directed to express lanes.

   Response: (i) MTC Resolution No. 4030 states a commitment to consulting with CMAs prior to major policy decisions; (ii & iii) following authorization, MTC would develop detailed financing and phasing plans; (iv) MTC will defer to the responsible agency administering the sales tax on this question.

TRANSFORM

WORLD-CLASS PUBLIC TRANSPORTATION. WALKABLE COMMUNITIES.

Dear MTC Chair Tissier and Commissioners,

TransForm, and many of our partners, are concerned that the Express Lane Network that is currently being developed for the Bay Area by MTC's consultants and staff will not help our region meet Commission-approved targets for the Sustainable Communities Strategy (SCS). This "Backbone Network," as it is referred to, is in fact likely to work against many of them. We are also concerned that the process has lacked meaningful public input and discussion including from you, the Commissioners.

In planning such a massive regional transportation project, arguably the most significant "single" project in the SCS, it is paramount that any Express Lane Network proposal use the adopted Plan Bay Area targets to as explicit goals. It is particularly urgent that the Express Lane Network help meet the following three targets:

- Reduce per-capita CO2 Emissions from cars and light-duty trucks by 15% by 2035,
- Decrease by 10% the share of low-income and lower-middle-income residents' household income consumed by transportation and housing,
- Decrease automobile vehicle miles traveled (VMT) per capita by 10%.

The urgency to evaluate the proposal is only increased by the impending request to the California Transportation Commission (CTC) to authorize the development of this network, due by the end of 2011. Whatever proposal goes to the CTC needs to outline key policy prescriptions to ensure that the network achieves those targets.

We hold out hope that implemented well, a focused, strategic and probably more limited Express Lane Network along some corridors can move the region toward our targets. To do that we would need to ensure that:

- **Each express lane corridor get a simultaneous and parallel improvement in rapid transit service**. Operations for these services need to be supported by revenues generated in each corridor.
- **Mechanisms to reduce the transportation costs for low-income residents** are included, including increasing the availability of low-cost transit and low-income transit and fast-passes.
- **The plan focuses on conversion and limits highway expansion.** The Express Lane Network should first focus on converting existing HOV lanes to Express Lanes. Secondary planning should focus on sections of roadway with eight mixed-flow lanes but no HOV, such as portion of I-880 and 101. These could, with authorization, be converted to six mixed-flow lanes and an express lane.

In 2009/10, TransForm voiced our concerns about the original 800-mile HOT network. There was broad resistance to the plan's focus on building new roadways over providing transportation, and the legislation did not pass. While the proposed Backbone Network addresses some of the original concerns, many significant ones remain.

TransForm is appreciative that MTC's staff has been willing to meet with us, and give us what little information has been made public. However we are also frustrated that eighteen months after we began discussions, the Commission and the broader public have yet to have any significant discussion on the policy and planning goals of this project.

As we write, it appears that the express lane project will move forward in a dual track process. It is our understanding that the details of the network, including which corridors it will be implemented in, lane configurations, etc., will be developed during the RTP/SCS process. On a parallel timeline, an application will be submitted to the CTC in October that proposes a broad network that staff hopes will allow for flexibility in the planning phase.

Given this process, it is imperative that the CTC application delineate the specific programmatic goals and objectives for the network, as well as key policies that will guide the planning process. A failure to do so will result in a project that is adrift from the goals of the Commission, causing confusion rather than providing direction and sending the message that this project is about maximizing the miles of express lanes at the expense of the Plan Bay Area targets.

With the application to CTC due shortly, it is imperative that the Commission insist that the focus on achieving regional targets, and policies to help that happen, are included in proposal.

We look forward to finally seeing staff's proposals for a recommended Express Lane program. We are interested and willing to work intensively over the next few months to identify a system that helps our region achieve its adopted goals, and to be the national leader it should be in creating transportation system that is sustainable, and equitable, and efficient.

Sincerely,

Stuart Cohen	Jeff Hobson	John Knox White
Executive Director	Deputy Director	Program Director