

**METROPOLITAN  
TRANSPORTATION  
COMMISSION**  
**Meeting Transcript**



January 25, 2023

1 **METROPOLITAN TRANSPORTATION COMMISSION**

2 **WEDNESDAY, JANUARY 25, 2023 9:35 AM**

3

4 **ALFREDO PEDROZA, CHAIR:** I'M GOING TO TAKE IN THE MOMENT TO  
5 SOAK IN THE FACT THAT WE'RE BACK IN PERSON. IT FEELS SO GOOD  
6 TO SEE EVERYONE AND TO BE BACK IN THE BUILDING. IT'S SUCH AN  
7 INCREDIBLE FEELING. I KNOW IT TOOK A LOT OF WORK FROM STAFF TO  
8 PREPARE FOR THIS MOMENT. IT DOESN'T GO UNNOTICED. I KNOW WE  
9 MIGHT BE LATE BECAUSE OF IT, AND I KNOW THERE ARE  
10 COMMISSIONERS EN ROUTE. THANK YOU TO STAFF. MY NAME IS ALFREDO  
11 PEDROZA, CHAIR, ALONG WITH NICK V, VICE CHAIR. I'M GOING TO  
12 CALL THE MEETING TO ORDER F WE COULD PLEASE PLAY THE  
13 BROADCASTING ANNOUNCEMENT? I'M SO USED TO LOOKING AT THE ZOOM  
14 SCREEN AND WAITING FOR THAT; SO. JUST BEAR WITH US WHILE WE  
15 ADJUST TO HYBRID. THIS MEETING WILL BE CONDUCTED AS A HYBRID  
16 MEETING A ZOOM WEBINAR LINK HAS BEEN PROVIDED AS WELL AS  
17 ACCOMMODATIONS FOR IN-PERSON ATTENDANCE. THIS MEETING IS ALSO  
18 BEING WEBCAST ON THE METROPOLITAN TRANSPORTATION COMMISSION  
19 WEB SITE. COMMISSIONERS AND MEMBERS OF THE PUBLIC  
20 PARTICIPATION BY ZOOM, WISHING TO SPEAK, SHOULD USE THE RAISE  
21 HAND FEATURE OR DIAL STAR 9, AND THE CHAIR WILL CALL UPON THEM  
22 AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE  
23 CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT  
24 IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND  
25 ORGANIZATION, BUT, PROVIDING SUCH INFORMATION IS VOLUNTARY.



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1 WRITTEN PUBLIC COMMENTS RECEIVED AT INFO@BAYAREAMETRO.GOV BY 5  
2 P.M., YESTERDAY, WILL BE POSTED TO THE ONLINE AGENDA AND  
3 ENTERED INTO THE RECORD, BUT WILL NOT BE READ OUT LOUD. A ROLL  
4 CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND  
5 ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. IN  
6 ORDER TO PARTICIPATE, PLEASE MAKE SURE YOUR APPLICATION IS UP  
7 TO DATE.

8

9 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU FOR THAT. I'M  
10 GOING TO PROCEED WITH AN ANNOUNCEMENT FOR COMMISSIONERS THAT  
11 ARE IN-PERSON. YOU KNOW THE DRILL, RAISE YOUR LIGHT AND WE'LL  
12 CALL ON YOU FOR THOSE COMMISSIONERS THAT ARE ATTENDING  
13 VIRTUALLY PLEASE RAISE YOUR HAND SO WE CAN QUEUE YOU ON TIME.  
14 SAME FOR THOSE WHO ARE HERE IN-PERSON. FOR CALL IN ATTENDEES  
15 PLEASE DIAL STAR NINE AND WE'LL CALL ON YOU AT THE APPROPRIATE  
16 TIME. PROCEEDING TO ROLL CALL.

17

18 **CLERK OF THE BOARD:** PEDROZA?

19

20 **ALFREDO PEDROZA, CHAIR:** HERE.

21

22 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ ABSENT. ABE-KOGA?

23

24 **MARGARET ABE-KOGA:** HERE.

25



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1 **CLERK OF THE BOARD:** CANEPA?

2

3 **DAVID CANEPA:** HERE .

4

5 **CLERK OF THE BOARD:** CHAVEZ?

6

7 **CINDY CHAVEZ:** HERE .

8

9 **CLERK OF THE BOARD:** DUTRA-VERNACI IN .

10

11 **CAROL DUTRA-VERNACI:** HERE .

12

13 **CLERK OF THE BOARD:** EL-TAWANSY IS ABSENT. GIACOPINI?

14

15 **DOREN GIACOPINI:** HERE .

16

17 **CLERK OF THE BOARD:** GLOVER?

18

19 **FEDERAL D. GLOVER:** HERE .

20

21 **CLERK OF THE BOARD:** MAHAN?

22

23 **SPEAKER:** HERE .

24

25 **CLERK OF THE BOARD:** PAPAN?



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1

2 **GINA PAPAN:** IN THE BUILDING.

3

4 **CLERK OF THE BOARD:** THANK YOU. COMMISSIONER RABBITT?

5

6 **DAVID RABBITT:** HERE.

7

8 **CLERK OF THE BOARD:** COMMISSIONER RONEN?

9

10 **HILLARY RONEN:** HERE.

11

12 **CLERK OF THE BOARD:** SPERING?

13

14 **JAMES P. SPERING:** PRESENT.

15

16 **CLERK OF THE BOARD:** WE HAVE A QUORUM.

17

18 **ALFREDO PEDROZA, CHAIR:** THANK YOU. WE WILL ADD A NEW CATEGORY  
19 FOR IN THE BUILDING. PROCEEDING TO ITEM TWO, I'M GOING TO ASK  
20 COMMISSIONER WORTH AND COMMISSIONER PIERCE TO LEAD US IN THE  
21 PLEDGE JOINTLY. [ PLEDGE OF ALLEGIANCE ] "I PLEDGE ALLEGIANCE  
22 TO THE FLAG OF THE UNITED STATES OF AMERICA, AND TO THE  
23 REPUBLIC FOR WHICH IT STANDS, ONE NATION UNDER GOD,  
24 INDIVISIBLE, WITH LIBERTY AND JUSTICE FOR ALL."

25



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1 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONERS. WE'RE ANY TO  
2 PROCEED TO ITEM THREE, COMPENSATION ANNOUNCEMENT.

3

4 **CLERK OF THE BOARD:** AS AUTHORIZED BY STATE LAW I AM MAKING THE  
5 FOLLOWING ANNOUNCEMENT. EACH MEMBER OF THE BOARD HERE TODAY  
6 WILL BE ENTITLED TO RECEIVE \$100 PER MEETING ATTENDED UP TO A  
7 MAXIMUM OF \$500 PER MONTH PER AGENCY. THIS AMOUNT IS A  
8 PROVIDED AS A RESULT OF CONVENING A MEETING FOR WHICH EACH  
9 MEMBER IS ENTITLED TO COLLECT SUCH AMOUNT.

10

11 **ALFREDO PEDROZA, CHAIR:** THANK YOU, KIMBERLY. PROCEEDING TO  
12 ITEM FOUR, JOINT BAHFA MTC CONSENT CALENDAR. COMMISSIONERS DO  
13 WE HAVE ANY QUESTIONS ON OUR CONSENT CALENDAR? I DIDN'T SEE  
14 ANYONE IN-PERSON. KIMBERLY, ANY PUBLIC COMMENT?

15

16 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
17 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
18 ON THIS ITEM.

19

20 **ALFREDO PEDROZA, CHAIR:** LOOKING FOR A MOTION. CHAVEZ.

21

22 **CINDY CHAVEZ:** SECOND.

23

24 **ALFREDO PEDROZA, CHAIR:** FIRST BY COMMISSIONER SPERING SECOND  
25 BY COMMISSIONER CHAVEZ. ROLL CALL VOTE.



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1

2 **CLERK OF THE BOARD:** CHAIR PEDROZA?

3

4 **ALFREDO PEDROZA, CHAIR:** YES.

5

6 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ'S INTENT.

7 COMMISSIONER ABE-KOGA?

8

9 **MARGARET ABE-KOGA:** AYE.

10

11 **CLERK OF THE BOARD:** CHAIR ANN?

12

13 **EDDIE AHN:** YES.

14

15 **CLERK OF THE BOARD:** CHAVEZ?

16

17 **CINDY CHAVEZ:** YES.

18

19 **CLERK OF THE BOARD:** DUTRA-VERNACI?

20

21 **CAROL DUTRA-VERNACI:** AYE.

22

23 **CLERK OF THE BOARD:** FLEMING?

24

25 **VICTORIA FLEMING:** YES.



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1

2 **CLERK OF THE BOARD:** COMMISSIONER GLOVER?

3

4 **FEDERAL D. GLOVER:** AYE.

5

6 **CLERK OF THE BOARD:** COMMISSIONER MAHAN?

7

8 **SPEAKER:** AYE.

9

10 **CLERK OF THE BOARD:** MILEY?

11

12 **NATHAN MILEY:** YES.

13

14 **CLERK OF THE BOARD:** PAPAN? IS ABSENT. COMMISSIONER RABBITT?

15

16 **DAVID RABBITT:** AYE.

17

18 **CLERK OF THE BOARD:** COMMISSIONER RONEN?

19

20 **HILLARY RONEN:** AYE.

21

22 **CLERK OF THE BOARD:** COMMISSIONER SPERING? COMMISSIONER -- IS

23 ABSENT. MOTION PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT

24



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1 **ALFREDO PEDROZA, CHAIR:** THANK YOU. WE'RE GOING TO PROCEED TO  
2 ITEM FIVE, PUBLIC COMMENT. I'LL ASK IF THERE IS ANY PUBLIC  
3 COMMENT IN THE CHAMBERS AND VIRTUALLY AS WELL?

4

5 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
6 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
7 ON THIS ITEM.

8

9 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU VERY MUCH,  
10 KIMBERLY. WE'RE GOING TO PROCEED TO ITEM SIX. I'M GOING TO  
11 ADJOURN THE BAY AREA HOUSING FINANCE AUTHORITY. THAT MEETING  
12 IS NOW ADJOURNED. WE'RE GOING TO CONTINUE THE BALANCE OF OUR  
13 MTC AGENDA. UP NEXT AS UNFORTUNATE AS IT IS WE HAVE TO MOVE TO  
14 ITEM SEVEN AND WE HAVE A GREAT PROCLAMATION AT THIS POINT.  
15 BEFORE WE DO THAT. I WANT TO REMIND EVERYBODY. DUE THE  
16 GOVERNOR'S EMERGENCY COVID PROTOCOLS WILL BE SUNSETTING  
17 FEBRUARY 28TH, 2023, THE COMMISSION WILL RETURN TO IN-PERSON  
18 STARTING WITH MARCH 8TH. MEETINGS WILL BE IN-PERSON. FOR THOSE  
19 OF YOU WHO ARE CONSIDERING A.B. 2449, MORE GUIDANCE WILL  
20 FOLLOW AT FEBRUARY'S MEETING. I WANT TO THANK STAFF. WE HAVE  
21 TRIED TO BE AS ACCOMMODATING AS POSSIBLE. I WOULD LIKE TO  
22 WELCOME MAYORS TO THE FIRST COMMISSION MEETING. COMMISSIONERS,  
23 I KNOW I HAVE HAD A CHANCE TO TALK WITH COMMISSIONER MAHAN AND  
24 WE HAVE DISCUSSION WITH COMMISSIONER MAU, BUT DO WE HAVE ANY  
25 COMMENTS COMMISSIONERS?



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1

2 **SPEAKER:** WANT TO THANK YOU FOR ALL THE WORK YOU HAVE DONE  
3 LOOKING FORWARD TO BE PART OF THIS BODY AND MAKE THE BAY AREA  
4 A BETTER PLACE FOR ALL OUR RESIDENTS.

5

6 **ALFREDO PEDROZA, CHAIR:** THANK YOU. COMMISSIONER THAO? ANY  
7 COMMENTS?

8

9 **CLERK OF THE BOARD:** COMMISSIONER THAO IS ABSENT.

10

11 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT, WE'RE GOING TO PUT TO YOU  
12 WORK, ASK YOU TO SIT ON THE FRIDAY COMMITTEES, THE JOINT  
13 OPERATION PLANNING COMMITTEE ALONG WITH THE ADMINISTRATIVE  
14 COMMITTEE AND LEGISLATION COMMITTEE WE'LL MAKE SURE OUR STAFF  
15 REACHES OUT TO YOUR STAFF TO COORDINATE SCHEDULES FOR ANY  
16 QUESTIONS YOU MAY HAVE. THESE APPOINTMENTS WILL BE MADE BY OUR  
17 NEXT COMMISSION CHAIR. AT THIS POINT DO WE HAVE ANY PUBLIC  
18 COMMENTS ON THE COMMITTEE APPOINTMENTS?

19

20 **CLERK OF THE BOARD:** YES WE DO. I SEE ALETA DUPREE WITH HER  
21 HAND RAISED. HOW MUCH TIME WOULD YOU LIKE?

22

23 **ALFREDO PEDROZA, CHAIR:** ONE MINUTE ON THIS.

24



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1 **CLERK OF THE BOARD:** PLEASE UNMUTE YOURSELF. YOU WILL HAVE ONE  
2 MINUTE.

3

4 **SPEAKER:** I'M WAITING FOR THE TURN TO SPEAK ABOUT THE  
5 RESOLUTION FOR AMY WORTH?

6

7 **ALFREDO PEDROZA, CHAIR:** THAT'S COMING ALETA. DON'T WORRY.  
8 WE'LL MAKE SURE YOU'RE FIRST IN LINE.

9

10 **SPEAKER:** OKAY.

11

12 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT?

13

14 **CLERK OF THE BOARD:** NO ADDITIONAL HANDS ARE RAISED MR. CHAIR.

15

16 **ALFREDO PEDROZA, CHAIR:** THESE ARE TEMPORARY COMMITTEE  
17 APPOINTMENTS. WE'LL REACH OUT TO BOTH MAYORS TO INQUIRE MOVING  
18 FORWARD. COMMISSIONERS I DO NEED A MOTION? MOVED BY SPERING.  
19 SECOND BY CHAVEZ. ROLL CALL VOTE, PLEASE?

20

21 **CLERK OF THE BOARD:** CHAIR PEDROZA? VICE CHAIR JOSEFOWITZ?  
22 ABSENT. COMMISSIONER ABE-KOGA?

23

24 **MARGARET ABE-KOGA:** AYE.

25



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1 **CLERK OF THE BOARD:** COMMISSIONER AHN?

2

3 **EDDIE AHN:** YES.

4

5 **CLERK OF THE BOARD:** CANEPA?

6

7 **DAVID CANEPA:** YES.

8

9 **CLERK OF THE BOARD:** COMMISSIONER CHAVEZ?

10

11 **CINDY CHAVEZ:** YES.

12

13 **CLERK OF THE BOARD:** COMMISSIONER DUTRA-VERNACI?

14

15 **CAROL DUTRA-VERNACI:** AYE.

16

17 **CLERK OF THE BOARD:** COMMISSIONER FLEMING?

18

19 **VICTORIA FLEMING:** YES.

20

21 **CLERK OF THE BOARD:** COMMISSIONER GLOVER?

22

23 **FEDERAL D. GLOVER:** YES.

24

25 **CLERK OF THE BOARD:** COMMISSIONER MAHAN? MAT.



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1

2 **SPEAKER:** AYE.

3

4 **CLERK OF THE BOARD:** COMMISSIONER PAPAN?

5

6 **GINA PAPAN:** YES.

7

8 **CLERK OF THE BOARD:** RABBITT?

9

10 **DAVID RABBITT:** AYE.

11

12 **CLERK OF THE BOARD:** RONEN?

13

14 **HILLARY RONEN:** AYE.

15

16 **CLERK OF THE BOARD:** SPERING? THAO IS ABSENT.

17

18 **NATHAN MILEY:** I'M HERE. MILEY IS AN AYE.

19

20 **CLERK OF THE BOARD:** GOT YOU. THANK YOU.

21

22 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONERS. WE'RE GOING

23 TO PROCEED TO ITEM SEVEN, MTC RESOLUTION -- [INDISCERNIBLE]

24 EIGHT -- IT MIGHT BE MY FIRST RESOLUTION IN-PERSON. I CAN'T

25 THINK OF A BETTER PERSON TO DO IT FOR THAN COMMISSIONER WORTH.



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1 I'M NOT GOING TO READ ALL THE WHEREAS, OR WE'LL BE HERE UNTIL  
2 5:00 P.M. I'LL START HERE. WHEREAS MANY LEADERSHIP POSTS HELD  
3 BY AMY WORTH IN MTC SERVICE INCLUDED VICE CHAIR OF THE  
4 COMMISSION 2011 TO 2013 CHAIR OF THE COMMISSION FROM 2013 TO  
5 2015 AND CHAIR OF THE BAY AREA OVERSIGHT COMMITTEE FROM 2015  
6 TO 2022. WHEREAS AMY WAS A CHAMPION FOR CONTRA COSTA  
7 TRANSPORTATION IMPROVEMENTS SUCH AS E-BART, ANTIOCH, THAT  
8 BEGAN PASSENGER SERVICE IN 2018. DIRECT RAMPS BETWEEN STATE  
9 ROUTE 4 AND 160 THAT OPENED TO TRAFFIC IN 2016 INTERSTATE 680  
10 CONTRA COSTA PROJECTS BETWEEN WALNUT CREAM IN 2017 AND  
11 MARTINEZ AND WALNUT CREEK 2021 DURING THE LONG WAITED TUNNEL  
12 THAT OPENED IN 2013 AND FOR WHICH AMY WAS A CATALYST FOR  
13 COMPETITION IN WHICH SIX DECORATED MEDALLIONED BY ARTISTS WERE  
14 SELECTED TO DISPROPORTIONATELY. CHAIR OF MTC LEAD THE  
15 COMMISSION'S 2013 TO THE ADOPTION OF PLANNED BAY AREA REGION  
16 FIRST WHEREAS AMY LED THE BATA RECOVERY AD-HOC WORKGROUP LEAD  
17 TO FISCAL OPERATIONAL CHALLENGES CAN'T THINK OF A BETTER  
18 PERSON TO LEAD THAT GROUP THAN AMY. DISRUPTIONS CAUSED BY THE  
19 PANDEMIC WHEREAS AMY'S WARM AND NATURE HELPED BOND CAN  
20 COMMISSIONERS, REINFORCING RELATIONSHIPS WITH HER INTEREST IN  
21 LEARNING ABOUT THE BACKGROUND AND EXPERIENCES OF THOSE SHE  
22 ENCOUNTERS. NOW THEREFORE BE IT RESOLVED THAT THE STAFF AND  
23 COMMISSIONERS PAY TRIBUTE TO AMY FOR HER LONG AND ILLUSTRIOUS  
24 RECORD OF PUBLIC SERVICE, EXPRESS APPRECIATION FOR HER  
25 GENEROUS AND ENERGETIC SPIRIT BROUGHT TO THE PEOPLE'S WORK, IN



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1 HER COMMITMENT AND CONSTRUCTIVE SUPPORT, ADMIRE HER  
2 [INDISCERNIBLE] EFFORT TO IMPROVE HER FLUENCY IN SPANISH MUCH  
3 -- NOW STAFF IS GOING TO TEST ME BECAUSE I HAVE TO READ SOME  
4 THINGS IN SPANISH, TO AMY AND HER ENTIRE FAMILY [SPEAKING  
5 SPANISH] AS THEY PURSUED NEW ADVENTURES -- DON'T ASK ME TO  
6 TRANSLATE THAT. I ALWAYS ENJOYED AMY CHALLENGED ME TO SPEAK IN  
7 SPANISH ASKING ME ABOUT MY KIDS AND INQUIRING ABOUT THE FOOD  
8 OF THE MEXICAN CULTURE WHICH IS SO AMAZING. SO, AT THIS POINT,  
9 I WANT TO GIVE AMY HER RESOLUTION. AND I'LL JUST SAY WE OFTEN  
10 COME TO THESE BODIES AND WE'RE TASKED WITH WORKING WITH  
11 DIFFERENT PEOPLE, AND I LEARNED SO MUCH FROM AMY. THE SPIRIT  
12 OF PUBLIC SERVICE AND DOING GOOD. I'M NOT ALWAYS KEEPING SCORE  
13 BUT KEEPING SCORE FOR THE PEOPLE AND YOU LEARNED -- WHAT I  
14 LEARNED FROM YOU IS THAT IF YOU ARE A TRANSIT RIDER IN NAPA,  
15 ALAMEDA, SAN MATEO, IT'S ABOUT THE INTEGRITY OF WHAT WE DO  
16 EVERY DAY. SO AMY, THANK YOU VERY MUCH. [APPLAUSE]

17

18 **AMY R. WORTH:** IT'S ALWAYS GOOD FOR AN ELECTED OFFICIAL TO  
19 SPEND TIME ON THIS SIDE OF THE PODIUM. WONDERFUL. I WANT TO  
20 THANK YOU ALL SO MUCH. I AM SO OVERWHELMED BY THESE BEAUTIFUL  
21 WORDS. THANK YOU, MR. GOODMAN. WE BOTH WENT TO THE SAME HIGH  
22 SCHOOL. JOHN IS MUCH SMARTER THAN I AM. MUCH MORE ELOQUENT.  
23 AND OF COURSE, ATTENDED MANY, MANY YEARS AFTER I DID. I WANT  
24 TO THANK YOU SO MUCH FOR THIS HONOR AND REALLY THE HONOR OF  
25 SERVING ON THE METROPOLITAN TRANSPORTATION COMMISSION AND



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1 WORKING TOGETHER WITH ALL OF YOU OVER THE DECADES. IT REALLY  
2 HAS BEEN AN INCREDIBLE OPPORTUNITY, AND I'M REALLY HONORED TO  
3 BE JOINED BY MY DEAR FRIEND, JULIE PIERCE, PARTNER IN CRIME.  
4 [APPLAUSE] AND WE ALWAYS LAUGHED ABOUT HOW STEVE HEMINGER AND  
5 BRAD PAUL WOULD TURN TO ONE OF US AND SAY, HI JULIE, OR HELLO  
6 AMY, AND IT WAS THE OTHER PERSON. YOU KNOW? BECAUSE WE'RE KIND  
7 OF INTERCHANGEABLE, THE TAG TEAM FROM CONTRA COSTA COUNTY. I'M  
8 GLAD JULIE CAME HERE FROM LAS VEGAS TODAY TO CELEBRATE ME AND  
9 ALSO TO HONOR THERESE LATER TODAY. SO, BUT I JUST WANTED TO  
10 SAY WHAT AN HONOR IT IS TO HAVE SERVED ON MTC AND TO REPRESENT  
11 THE PEOPLE OF CONTRA COSTA COUNTY, AND, REALLY, THE WHOLE  
12 REGION. YOU KNOW, THE BAY AREA IS A UNIQUE PLACE, WITH THE 101  
13 CITIES AND NINE COUNTIES AND 27 TRANSIT AGENCIES AND WE ALL  
14 WORK TOGETHER TO SERVE ALL OF THE PEOPLE OF THIS REGION. AND  
15 MTC REALLY IS THE MODEL FOR THE WORKING TOGETHER, AND SEEING  
16 ALL OF YOU AND WORKING TOGETHER WITH ALL OF YOU OVER THE YEARS  
17 HAS BEEN AN INCREDIBLE EXPERIENCE. AND I WAS SO FORTUNATE. BOB  
18 McCLEARY WHO WAS A RETIRED EXECUTIVE DIRECTOR FOR CONTRA COSTA  
19 TRANSPORTATION AUTHORITY WHEN I WAS APPOINTED TO CONTRA COSTA  
20 AND MTC, HE TOOK ME ON A FIELD TRIP TO ALL OF THE COUNTIES  
21 MEETING ALL OF THE COMMISSIONERS AND EXECUTIVE DIRECTORS AND  
22 LEARNED ABOUT ALL OF THE PROJECTS AND PROGRAMS AROUND THE  
23 REGION AND REGION AND GOT AN INTIMATE LOOK AT ALL OF  
24 PRIORITIES AND PROGRAMS FOR EACH OF THE COUNTIES THAT WAS  
25 INVALUABLE. AND I THINK THAT WAS THE HALLMARK FOR ALL OF OUR



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1 COMMISSIONERS WHO UNDERSTAND THE PRIORITIES FOR RESIDENTS  
2 AROUND THE REGION AND THE LOCAL REGIONAL GOVERNMENT IT'S SO  
3 IMPORTANT A PART OF HOW THE BAY AREA FUNCTIONS AND IT'S UNIQUE  
4 AND IMPORTANT AS WE WORK TOGETHER TO IMPROVE THE LIVES OF OUR  
5 RESIDENTS, AND AS EXPLAINED TO THE CHRONICLE WHEN WE WERE  
6 PROMOTING OUR MEASURES REGIONAL BRIDGE MEASURES OUR SALES TAX  
7 MEASURES THAT PEOPLE ACROSS COUNTY AND CITY LINES IN THE  
8 REGIONS AND I WANT TO THANK OUR INCREDIBLE STAFF WHO WORK SO  
9 HARD TO SERVE THE PEOPLE OF THIS REGION, THE EXCELLENCE OF THE  
10 MTC ABAG STAFF IS JUST PHENOMENAL. THE MERGER THAT WAS PUT  
11 TOGETHER TO BRING THE STAFFS TOGETHER HAS JUST REALLY BEEN AN  
12 INCREDIBLE ENHANCEMENT IN TERMS OF THE FOLLOWING THROUGH ON  
13 DARYL STEINBERG'S VISION IN TERMS OF BRINGING TOGETHER  
14 TRANSPORTATION AND HOUSING AND AS WE PUT TOGETHER THE  
15 INTEGRATED TRANSPORTATION AND HOUSING PLANS FOR THE REGION,  
16 IT'S SO EVIDENT THAT AS WE GO TO THE FUTURE AND ADDRESS THE  
17 CHALLENGES, THAT THIS WISDOM OF DOING THIS IS GOING TO PAY OFF  
18 SO BEAUTIFULLY IN THE FUTURE. WHAT I REALLY WANT TO SAY IS  
19 WHAT A WONDERFUL HONOR IT'S BEEN TO WORK WITH THE STAFF  
20 BECAUSE OF THE SUPPORT WE HAVE RECEIVED AND THANKS TO KIMBERLY  
21 WHO HAS KEPT US GOING THROUGHOUT COVID -- [APPLAUSE] OH MY GOD  
22 -- SEAMLESSLY. THE PIVOT WENT FROM THE ONE DAY WE WERE ALL IN-  
23 PERSON AND THE NEXT DAY WE WERE ON HOLLYWOOD SQUARES. AND SHE  
24 DID IT WITHOUT MISSING A BEAT. AND I WANT TO THANK YOU ALL FOR  
25 ALL OF YOUR SUPPORT. IT'S VERY BITTER SWEET. I AM HAVING TO



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1 MOVE OUT OF THE EDITORIAL WE, WE'RE ACTUALLY GOING TO DO THIS.  
2 AND I'M LOOKING FORWARD TO WORKING TOGETHER. I'M GOING TO BE  
3 ON THE COUNTY CONNECTION BOARD AND LOOKING FORWARD TO WORK  
4 WITH ALL OF YOU. AS WE TRANSIT TOWARD THE FINANCIAL CLIFF  
5 SOLVING THIS TOGETHER. JUST REALLY WANT TO THANK YOU FOR THE  
6 HONOR OF BEING ABLE TO SERVE WITH YOU AND FOR THIS  
7 RECOGNITION. YOU ALL ARE AMAZING AND I'M HERE TO SUPPORT YOU  
8 IN ANY WAY I CAN IN THE FUTURE AND AGAIN THANK YOU, AGAIN. AND  
9 FINALLY I WANT TO THANK THE MEMBERS OF THE PUBLIC WHO  
10 PARTICIPATE WITH MTC COMING TO OUR MEETING, SPEAKING AT OUR  
11 MEETINGS, COMING TO OUR WORKSHOPS, ENGAGING, AND IT'S BEEN  
12 REALLY FUN TO THINK OVER THE YEARS, OF THE MEMBERS OF THE  
13 PUBLIC ARE WHO ARE HERE AND PROVIDING INPUT ON ALL THE WORK  
14 THAT WE DO; IT'S SO IMPORTANT. AND THE STAFF THAT DO THE  
15 OUTREACH TO ENGAGE THE PUBLIC, IT'S SO IMPORTANT IN THE WORK  
16 WE DO. THANK YOU ALL, VERY, VERY MUCH. THANK YOU.

17

18 **ALFREDO PEDROZA, CHAIR:** THANK YOU, AMY. WONDERFUL WORDS. I'M  
19 GOING TO OPEN IT UP FOR COMMISSIONERS AT THIS POINT.  
20 COMMISSIONER SPERING?

21

22 **JAMES P. SPERING:** YOU KNOW, I HAVE BEEN HONORING HER AT ALL OF  
23 THESE RETIREMENT PARTIES. AND, SO, SHE HAS CERTAINLY HEARD MY  
24 COMMENTS. AND OUT OF ALL THE COMMISSIONERS WHERE I HAVE SERVED  
25 AMY AND I HAVE MADE A LOT OF TOUGH DECISIONS AND HELPED MOVE A



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1 LOT OF PROJECTS. AMY'S LEGACY AND WORK SHE'S DONE TOUCHED THE  
2 LIVES OF THOSE IN THE BAY AREA. THANK YOU.

3

4 **ALFREDO PEDROZA, CHAIR:** THANK YOU. COMMISSIONER?

5

6 **SPEAKER:** AMY, YOU HAVE ALWAYS BEEN A MENTOR TO ME ALWAYS  
7 HEARING US OUT AND YOUR INSTITUTIONAL MEMORY IS GOING TO BE  
8 GREATLY MISSED. I WILL BE CALLING ON YOU. IT HAS BEEN A REAL  
9 HONOR TO WORK WITH YOU, AND WATCH YOUR LEADERSHIP IN THE  
10 COMMITTEES. I CAN'T SAY ENOUGH. YOU'RE GOING TO BE MISSED. BUT  
11 WE'RE STILL GOING TO BE CONNECTED. AND MY HOPE IS WORKING  
12 TOGETHER ON SOME MAJOR THINGS WE STILL HAVE TO DO. THANK YOU  
13 VERY MUCH FOR EVERYTHING.

14

15 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER PAPAN. VICE  
16 CHAIR JOSEFOWITZ?

17

18 **NICK JOSEFOWITZ, V. CHAIR:** IT'S BEEN VERY DIFFICULT TO DO THIS  
19 BECAUSE AMY HAS SAID THE NICEST THINGS ABOUT PEOPLE WHEN THEY  
20 RETIRE. SO I, SORT OF, FEEL LIKE -- I CAN NEVER LIVE UP TO  
21 THAT WITH WHATEVER I'M GOING TO SAY, AND AMY AND I LIKE  
22 TALKING ABOUT THE REAL FAMILY. AND WHEN AMY STARTED DOING HER  
23 INCREDIBLY GRACIOUS THING IT WASN'T ONLY WHEN PEOPLE RETIRED  
24 IT WAS WHEN WE HAD PRESENTATIONS AND ACHIEVEMENTS THERE WAS A  
25 BIT OF ROYALTY THAT CAME OUT, KIND OF GOING AROUND AND JUST



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1 YOU'RE SO GOOD AT THANKING PEOPLE AND REFLECTING ON THEIR  
2 CONTRIBUTIONS. BUT IF I WENT BACK TO SAN FRANCISCO AND TOLD  
3 THEM THAT THE PERSON THAT I PROBABLY LEARNED THE MOST FROM ON  
4 MTC WAS THE CITY COUNCIL FROM ORINDA, I DON'T THINK PEOPLE  
5 WOULD BELIEVE ME AND THEY WOULD MAKE SURE I NEVER GOT  
6 APPOINTED AGAIN. BUT IT'S TRUE. YOU HAVE TAUGHT ME THAT WE  
7 HAVE SO MUCH MORE IN COMMON ACROSS THIS COMPLICATED AND  
8 DIVERSE REGION THAN WE THINK. AND YOU CONTINUE TO TEACH ME  
9 THAT AND EVERY TIME WE HAVE GOTTEN INTO TOUGH SITUATIONS, THAT  
10 HAS COME OUT. AND I THINK YOU REALLY EMBODY THAT, AND I THINK  
11 MORE IMPORTANTLY THAN TEACHING ME THAT, YOU HAVE REALLY HELPED  
12 OVER THE YEARS MAKE SURE THAT MTC EMBODIES THAT VALUE. THAT IF  
13 THERE IS THIS, SORT OF, SHARED PURPOSE, THIS COMMONALITY THAT  
14 WE SHARE, AND WE JUST NEED, SOMETIMES IT DOESN'T APPEAR  
15 OBVIOUSLY, AND IMMEDIATELY, BUT WE JUST HAVE TO SPEND MORE --  
16 BUT IF IT DOESN'T, WE JUST HAVE TO SPEND MORE TIME AND WE HAVE  
17 TO WORK IT THROUGH AND WE'LL FIND IT. AND I'M GOING TO REALLY  
18 MISS THAT, MOST OF ALL, AND YOUR LEGACY OF KIND OF, OF  
19 REGIONALISM WILL CONTINUE, AND ON A -- AND EVERY TIME WE DRIVE  
20 ACROSS A BRIDGE THAT HAVEN'T FALLEN DOWN, WE'RE ALSO GOING TO  
21 BE GRATEFUL OF THAT LEGACY AS WELL. THANK YOU VERY MUCH FOR  
22 EVERYTHING THAT YOU HAVE TAUGHT ME, AMY, AND I LOOK FORWARD TO  
23 HELPING MAKE SURE THAT TRANSIT DOESN'T FALL OFF THE FISCAL  
24 CLIFF TOGETHER.

25



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1 **ALFREDO PEDROZA, CHAIR:** COMMISSIONER CHAVEZ?

2

3 **CINDY CHAVEZ:** YES. THANK YOU. AND I AM SO EXCITED, AMY, TO SEE  
4 AND YOU JULIE TOGETHER TODAY. I THINK WHEN I FIRST GOT  
5 INVOLVED IN REGIONAL GOVERNMENT WITH BOTH OF YOU, I SAW YOU,  
6 SORT OF, AS BOOK ENDS, AND IF YOU WERE IN BETWEEN THOSE BOOK  
7 ENDS, YOU WERE GOING TO BE MOVED IN A DIRECTION WHETHER YOU  
8 LIKED IT OR NOT. I SAY THAT WITH A LOT OF, JUST RESPECT FOR  
9 BOTH OF YOU. AND, ALSO, I TOO, WANT TO ECHO THIS IDEA AROUND  
10 BEING IN AN ENVIRONMENT WHERE PEOPLE DON'T SAY MY CITY OR MY  
11 REGION AND JUST WATCHING YOU BOTH EDUCATE A GENERATION OF  
12 LEADERS, AND WHAT LED TO COLLABORATION OF ABAG AND MTC AND  
13 LAID THE FOUNDATION FOR BAHFA AND SO MANY OTHER THINGS THAT BE  
14 HAPPENING THAT REST ON THE LEADERSHIP OF YOUR SHOULDERS AND I  
15 WOULD SAY JIM, AS WELL, IT'S DYNAMIC TRY OWE FOR SURE. THANK  
16 YOU TO BOTH OF YOU GOOD TO SEE YOU TOGETHER TODAY.

17

18 **ALFREDO PEDROZA, CHAIR:** COMMISSIONER?

19

20 **DAVID CANEPA:** AS YOU, SORT OF, ENTER THESE COMMISSIONS, SCOTT  
21 HAGGERTY WHO WE ALL KNOW, GREAT FRIEND, SAID LOOK YOU NEED TO  
22 TALK TO AMY AND WITH JIM SPERING, AND I THINK -- AND SCOTT HAS  
23 DONE -- YOU KNOW, HAD DONE SO MUCH WONDERFUL, WONDERFUL WORK  
24 IN PUTTING ALL OF THESE THINGS TOGETHER, YOU HAVE ALL WORKED  
25 COLLABORATIVELY AS A COMMISSION, BUT I JUST THINK WHEN IT



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1 COMES TO LEADERS WHEN IT COMES TO TRANSPORTATION, WHEN IT  
2 COMES TO THE BRIDGE, IT'S AMAZING WHAT THIS COMMISSION HAS  
3 REALLY BEEN ABLE TO ACCOMPLISH. IT'S AMAZING. AND EXPRESS TOLL  
4 WAYS, BUT JUST, THANK YOU. THANK YOU FOR CARING. THANK YOU FOR  
5 UNDERSTANDING THAT IT'S JUST NOT ABOUT YOUR COUNTY, BUT IT'S  
6 ABOUT THE REGION. AND, JUST SUPER APPRECIATIVE. THANK YOU.

7

8 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER. KIMBERLY,  
9 LET'S GO TO THE COMMISSIONERS VIRTUALLY.

10

11 **CLERK OF THE BOARD:** SURE. WE'LL START WITH COMMISSIONER DUTRA-  
12 VERNACI. YOU'RE FIRST ON MY SCREEN.

13

14 **CAROL DUTRA-VERNACI:** THANK YOU, KIMBERLY. SO, AMY YOU AND I  
15 HAVE KNOWN EACH OTHER FOR 25 YEARS. AND I AM SURE THE REST OF  
16 THE COMMISSION DON'T KNOW THAT. AMY AND I FIRST MET ON THE  
17 CALIFORNIA LEAGUE OF CITIES EAST BAY DIVISION AND WORKED  
18 TOGETHER AS OFFICERS. SO GOING BACK ALL THOSE 25 YEARS I CAN  
19 HONESTLY SAY THAT AMY HAS ALWAYS BEEN A ROLE MODEL TO ME, AND  
20 THAT CERTAINLY DID NOT DISAPPOINT WHEN I GOT ON TO MTC. AND I  
21 DO WANT TO ACKNOWLEDGE, JULIE, I WAS THRILLED TO HEAR THAT SHE  
22 IS HERE TODAY, BECAUSE PRE PANDEMIC, WHILE JULIE WAS ON THE  
23 COMMISSION, AMY AND JULIE WOULD DRIVE IN TOGETHER EARLY, AND I  
24 WOULD GET IN THERE EARLY, AND WE HAD OUR LITTLE COFFEE KLATCH  
25 OR WHATEVER YOU WANT TO CALL IT BEFORE THE MEETINGS AND THAT



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1 WAS JUST SO INVALUABLE, BECAUSE OF COURSE THE KLATCH WAS  
2 TALKING ABOUT BESIDES OUR OWN ISSUES IN OUR JURISDICTIONS BUT  
3 MTC ISSUES AND IT WAS A WEALTH OF KNOWLEDGE. AMY I'M THRILLED  
4 TO HEAR THAT YOU'RE GOING TO COUNTY CONNECTION THRILLED TO  
5 WORK WITH YOU IN THAT CAPACITY. AND THIS MORNING AS WE'RE  
6 HONORING AMY, I AM GOING TO KEEP HER PHONE NUMBER IN MY CELL  
7 PHONE BECAUSE SHE'S A HUGE RESOURCE BECAUSE WE HAVE SO MANY  
8 PROJECTS THAT HAVE HISTORICAL CONTENT THAT AMY IS THE ONE THAT  
9 HAS THE INFORMATION FOR. AMY I CAN'T THANK YOU ENOUGH, AND I  
10 ECHO EVERYBODY ELSE'S COMMENTS. YOU ARE A ROLE MODEL, AND  
11 THANK YOU SO MUCH FOR WORKING WITH YOU FOR THE LAST 25 YEARS.

12

13 **CLERK OF THE BOARD:** COMMISSIONER GLOVER?

14

15 **FEDERAL D. GLOVER:** THANK YOU. CERTAINLY IT'S AN HONOR AND A  
16 PLEASURE TO BE RECOGNIZING AMY WORTH TODAY. WE GO BACK FOR A  
17 NUMBER OF YEARS. MY WHOLE POLITICAL CAREER, AND SERVING ON  
18 CCTA IN CONTRA COSTA COUNTY. AMY HAS BEEN AN INDIVIDUAL THAT  
19 HAS FORMED RELATIONSHIP THAT HAS BEEN SO IMPORTANT TO THIS  
20 REGION. SHE WAS SPEAKING OF HER GOING OUT WITH BOB McCLEARY  
21 AND REALLY GETTING THE OPPORTUNITY TO ENGAGE IN EACH OF THE  
22 COUNTIES THAT ARE REPRESENTED, NOT ONLY COUNTIES, BUT CITIES  
23 AS WELL. AND THAT HAS BEEN ONE -- A MAIN FACTOR FOR WHAT'S  
24 BEEN SO IMPORTANT IN TERMS OF THAT LEADERSHIP BECAUSE IN TERMS  
25 OF LEADERSHIP BECAUSE OF THE PERSONAL RELATIONSHIPS NOT ONLY



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1 WITH COMMISSIONERS AND COMMUNITIES BUT ALSO WITH STAFF AND  
2 THAT IS SO VALUABLE WHEN WE CAN REMOVE OURSELVES AND REACH  
3 REGIONALISM. AMY, I THANK YOU FOR YOUR MENTORSHIP, AND YOUR  
4 LEADERSHIP AND RELATIONSHIP WITH ME. YOU'RE GOING TO BE TRULY  
5 MISSED AND YOU WILL NOT BE FORGOTTEN AND IT'S SO WONDERFUL  
6 THAT YOU'RE GOING TO CONTINUE TO SERVE ON COUNTY CONNECTION.  
7 BECAUSE THE INSTITUTIONAL KNOWLEDGE THAT YOU HAVE, I AM SURE  
8 ALL OF US WILL CONTINUE TO DRAW ON, AND IT'S REALLY, REALLY  
9 BEEN A PLEASURE WORKING WITH YOU DOWN THROUGHOUT YEARS. THANK  
10 YOU FOR YOUR LEADERSHIP.

11

12 **CLERK OF THE BOARD:** COMMISSIONER ABE-KOGA?

13

14 **MARGARET ABE-KOGA:** I WANT TO ADD MY THANKS TO AMY. WHEN I  
15 FIRST JOINED -- I'M PROBABLY THE LEAST -- KNOWN HER THE  
16 SHORTEST TIME. SHE WAS WARM AND WELCOMING, AND I HAVE HAD THE  
17 HONOR OF BEING HER VICE CHAIR ON BATA, AND I REALLY APPRECIATE  
18 YOUR MENTORSHIP, AND AGAIN, JUST YOUR GRACIOUSNESS, AND YOUR  
19 PATIENCE AND TEACHING ME AND SHOWING ME THE WAY. AND I KNOW WE  
20 HAVE BEEN MOSTLY ON ZOOM THE WHOLE TIME, BUT I REALLY FEEL  
21 LUCKY TO MEET YOU AT ONE OF THE LEAGUE OF CITIES EVENTS, AND,  
22 YOU KNOW, IN-PERSON EVEN MORE. YOU'RE SO WELCOMING, AND SO  
23 WARM. AND I WAS REALLY STRUCK BECAUSE AT OUR LAST MEETING,  
24 EVEN MEMBERS OF THE PUBLIC MENTIONED THE SAME THAT YOU HAVE  
25 MADE MTC A PLACE WHERE PEOPLE FELT AT HOME, AND THAT'S JUST A



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1 REALLY UNIQUE QUALITY THAT YOU HAVE, AND THANK YOU FOR YOUR  
2 LEADERSHIP. YOU ARE A ROLE MODEL, ESPECIALLY FOR US WOMEN. AND  
3 I JUST WISH YOU ALL THE BEST AND HOPE TO SEE YOU AROUND.  
4 THANKS.

5

6 **CLERK OF THE BOARD:** COMMISSIONER FLEMING?

7

8 **VICTORIA FLEMING:** THANK YOU, KIMBERLY. I WISH I WAS THERE  
9 TODAY TO SEND YOU AND OUR EXECUTIVE DIRECTOR OFF. AMY, THE  
10 THING THAT HAS REALLY STRUCK ME -- AND I HAVE NEVER MET YOU IN  
11 PERSON, BUT YET YOU STOOD OUT AMONG A SEA -- ALL COMMISSIONERS  
12 ARE ALL VERY, VERY GOOD -- BUT IT'S REALLY STRIKING TO ME AND  
13 GOOD TO HEAR EVERYBODY'S TAKE ON IT. YOU DID A GOOD JOB OF  
14 EXPLAINING THE WHY IN WAYS THAT MADE IT SEEM REASONABLE AND  
15 DOABLE. ALL THE COMMISSIONERS THAT I WISH THAT I COULD HAVE  
16 MET BEFORE THEY LEFT, IT'S, TO ME, A GREAT LOSS THAT I DIDN'T  
17 GET A CHANCE TO MEET YOU IN-PERSON AND IF I EVER MAKE IT OUT  
18 TO ORINDA, I WOULD LOVE TO HAVE A CUP OF COFFEE WITH YOU.  
19 BECAUSE I GOT TO LEARN SO MUCH FROM EFFECTIVE COMMUNICATION  
20 FROM YOU, AND IF I EVER GET TO BE HALF AS GOOD AS YOU ARE  
21 ABOUT ARTICULATING A POSITION, AND HOW WE GOT THERE AND WHERE  
22 WE NEED TO GO AND YOUR ABILITY TO BRING PEOPLE ALONG AND ALSO  
23 TO GIVE PEOPLE A LITTLE BIT OF A PUSH WHERE IT MIGHT BE  
24 UNCOMFORTABLE BUT IT NEEDS TO HAPPEN. IS JUST SUCH AN



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1 INCREDIBLE ABILITY, THANK YOU FOR SHOWING ME THE WAY, AND I  
2 HOPE THAT YOU ENJOY YOUR RETIREMENT.

3

4 **CLERK OF THE BOARD:** COMMISSIONER RABBITT?

5

6 **DAVID RABBITT:** I'LL ECHO SOME OF THE COMMENTS. THOSE WERE VERY  
7 APPROPRIATE. AMY WHEN I FIRST SAT AT THE DAIS YOU WERE SITTING  
8 BY AND USUAL VERY GRACIOUS AND WELCOMING. THAT'S NEVER CHANGED  
9 AND I VERY MUCH APPRECIATE THAT. AND THE OTHER THING THAT I  
10 HAVE LEARNED FROM YOU OVER THE YEARS AS JUST WAS SPOKEN BY  
11 COMMISSIONER FLEMING, WAS YOUR THOUGHTFUL LEADERSHIP AND THE  
12 WAY THAT YOU -- YOUR INFLUENCE WITH THE COMMISSION, BY REALLY  
13 ARGUING OR PUTTING THE POINTS FORWARD THAT WERE IMPORTANT TO  
14 LOOK AT THE ISSUE IN FRONT OF US, AND ALWAYS LOOKING AT IT  
15 FROM THE REGIONAL PERSPECTIVE, ALWAYS APPRECIATE THAT AND  
16 APPRECIATE THE WAY THAT YOU HAVE HANDLED YOURSELF IN THOSE  
17 SITUATIONS. THANK YOU FOR YOUR SERVICE. YOU'RE OBVIOUSLY GOING  
18 TO BE MISSED. AND WISH YOU THE BEST GOING FORWARD, AS DOES MY  
19 DOG NELLY.

20

21 **CLERK OF THE BOARD:** COMMISSIONER RONEN?

22

23 **HILLARY RONEN:** THANK YOU. AMY, YOU -- I CAN'T EVEN IMAGINE MTC  
24 WITHOUT YOU. WHEN I -- I'M LUCKY IN, LIKE COMMISSIONER  
25 FLEMING, IN THAT I GOT TO SERVE ON MTC BEFORE WE WENT REMOTE.



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1 SO, I GOT TO MEET AMY IN-PERSON. AND I REMEMBER MY FIRST DAY I  
2 WAS REALLY NERVOUS, I DIDN'T TRULY UNDERSTAND WHAT THE  
3 COMMISSION WAS ABOUT AND WHAT REGIONAL GOVERNMENT WAS ALL  
4 ABOUT, AND YOU JUST IMMEDIATELY TOOK ME AROUND YOUR WING AND  
5 WERE SO LOVING AND WELCOMING AND KIND AND YOU HAVE BEEN THAT  
6 WAY EVER SINCE. AND IT'S REALLY SPECIAL. I -- AND I THINK YOU  
7 CAN TELL FROM EVERYONE HERE TODAY, IT'S -- YOU JUST ABOVE AND  
8 BEYOND, AND YOU'RE NOT ONLY SUBJECT MATTER AND TECHNICALLY  
9 BRILLIANT, YOU ARE SOCIALLY BRILLIANT AND YOU MAKE US ALL FEEL  
10 COMFORTABLE AND PART OF A TEAM. AND I AM JUST GOING TO MISS  
11 YOU SO MUCH. AND HOPEFULLY WE'LL GET TO TALK ABOUT OUR MUTUAL  
12 LOVE OF SPAIN FOR MANY, MANY, MANY YEARS TO COME AND STAY  
13 CLOSE THROUGH THAT. BUT I JUST HAVE SO MUCH GRATITUDE TOWARDS  
14 YOU, SO MUCH AFFECTION, AND WANT TO WISH YOU THE BEST, BEST,  
15 BEST RETIREMENT, BUT PLEASE DON'T BE A STRANGER.

16

17 **CLERK OF THE BOARD:** COMMISSIONER GIACOPINI? COMMISSIONER  
18 GIACOPINI, ARE YOU THERE? I'LL MOVE ON --

19

20 **DORENE M. GIACOPINI:** I AM. I'M SORRY. I'M TRYING TO PUT MYSELF  
21 ON VIDEO AND TAKE MY MUTE OFF AND EVERYTHING. AMY, IT'S -- I  
22 CAN'T BELIEVE YOU'RE NOT GOING TO BE ON THE COMMISSION  
23 ANYMORE. I REMEMBER WHEN AMY JOINED THE COMMISSION. SHE, RIGHT  
24 AWAY, ASKED ME TO INTRODUCE HER MORE TO THE DISABILITY  
25 COMMUNITY, AND SHE CAME WITH ME TO THE OPENING OF THE ED



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1 ROBERTS CAMPUS, GOT TO MEET SO MANY PEOPLE THERE. I -- YOU  
2 KNOW, YOU DO NOT FIND SOMEBODY LIKE AMY VERY OFTEN WHO AS I  
3 THINK SOMEONE JUST SAID, HAS THE INCREDIBLE COMBINATION OF  
4 SUBJECT MATTER, AND ESPECIALLY THE SOCIAL ABILITY TO  
5 COMMUNICATE WITH PEOPLE. WE WERE FORTUNATE ENOUGH TO BE ON THE  
6 COMMISSION TOGETHER WHEN THERE WERE ALL KINDS OF IMPORTANT AND  
7 VERY COOL PROJECTS OPENING UP AND GOT TO ENJOY THE OPENINGS OF  
8 THOSE EVENTS, AND I'LL ALWAYS REMEMBER THAT, AMY. AND SO I  
9 JUST WANTED TO SAY THANK YOU VERY MUCH FOR EVERYTHING THAT YOU  
10 HAVE DONE FOR THE COMMISSION. THANK YOU FOR THAT AMAZING  
11 AMOUNT YOU HAVE DONE FOR THE COMMISSION. VERY MUCH FOR YOUR  
12 FRIENDSHIP, AND I LOOK FORWARD TO SEEING YOU IN THE FUTURE IN  
13 ORINDA.

14

15 **CLERK OF THE BOARD:** RANDI KINMAN, THEN WILL BE FOLLOWED BY  
16 JULIE PIERCE, IN-PERSON.

17

18 **RANDI KINMAN:** AMY EVERYBODY SAID ALL THE THINGS I COULD SAY  
19 ABOUT YOU INCLUDING YOUR WARMTH AND HOW YOU WELCOME PEOPLE NO  
20 MATTER WHO THEY ARE OR WHAT POSITION THEY HOLD. AS AN ADVISER  
21 TO THE COMMISSION I HAVE SPENT A NUMBER OF YEARS WATCHING THE  
22 COMMISSION GO THROUGH SOME REALLY DIFFICULT TASKS, REALLY HARD  
23 WORK, AND SOMETIMES IT'S LIKE BEING -- WATCHING YOUR PARENTS  
24 FIGHT, WHEN YOU WATCH THE COMMISSIONERS REALLY BATTLE FOR WHAT  
25 THEY WANT AND BATTLE FOR WHAT THEY FEEL IS GOOD, AND YOU WERE



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1 ALWAYS THE CALM VOICE IN THE ROOM THAT REMINDED US, AND  
2 REMINDED EVERYBODY AND KEPT US KIND OF GOING WITH THE IDEA  
3 THAT WE'RE HERE TO DO HARD THINGS AND HARD THINGS CAN BE DONE  
4 WITH GRACE AND A SMILE AND A WELCOMING ATTITUDE, AND I WANT TO  
5 THANK YOU FOR THAT. GOOD LUCK.

6

7 **CLERK OF THE BOARD:** AND JULIE PIERCE WILL BE FOLLOWED BY ALETA  
8 DUPREE.

9

10 **JULIE PIERCE:** JULIE PIERCE, PAST COMMISSIONERS, AND PROUD TO  
11 SAY I'M ONE OF AMY'S FRIENDS. AND WE HAVE SERVED TOGETHER FOR  
12 SO LONG AS REPRESENTATIVES OF CONTRA COSTA, AND I AM SO PROUD  
13 OF THE WORK THAT MY DEAR FRIEND AMY HAS DONE HERE AT MTC, BUT,  
14 ALSO, REPRESENTING, OVER THE YEARS MANY THINGS WE HAVE DONE IN  
15 CONTRA COSTA COUNTY. WE FIRST STARTED WORKING ON LIBRARIES  
16 TOGETHER AND RAN A CAMPAIGN IN 2,000, THEN WE WORKED ON WHAT  
17 WE CALLED SHAPING OUR FUTURE IN CONTRA COSTA, WHICH WAS OUR  
18 CONTRIBUTION TO THE BLUEPRINT PROJECT WAY BACK IN THE EARLY  
19 2000. WE HAD THE CHANCE TO DO LOCAL REGIONAL PLANNING SIDE BY  
20 SIDE FROM TWO OF THE SMALLEST CITIES IN THE BAY AREA AND WE  
21 QUICKLY LEARNED THAT YOU HAVE TO REPRESENT EVERYONE, BIG  
22 CITIES, LITTLE CITIES, EVERYONE. AND IT'S NOT ABOUT THE  
23 PAROCHIAL LINES THAT SO MANY PEOPLE PUT ON THEIR SERVICE. IT'S  
24 ALL ABOUT WHAT'S BEST FOR THE REGION AND FOR EVERYONE IN THE  
25 REGION. AND I AM JUST SO PROUD OF THE WORK THAT AMY HAS DONE.



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1 YOU HAVE ALL CITED THE WAY THAT SHE CAN REACH ACROSS THE AISLE  
2 AND BRING PEOPLE TOGETHER AND THAT'S SOMETHING I HAVE BEEN  
3 HONORED TO DO WITH AMY FOR A LONG TIME, AND I AM SO EXCITED TO  
4 HAVE HER RETIRED SO WE CAN GO PLAY TOGETHER. BECAUSE HONESTLY,  
5 I DO NOT MISS IT. I MISS ALL OF YOU; I DO NOT MISS THE  
6 MEETINGS AND THE HARD WORK. SO I'M GLAD TO HAVE AMY BACK. SO,  
7 THANK YOU. THANK YOU, MY DEAR FRIEND. [APPLAUSE]

8

9 **CLERK OF THE BOARD:** NEXT UP IS ALETA DUPREE. GO AHEAD AND  
10 UNMUTE YOURSELF. YOU HAVE ONE MINUTE.

11

12 **SPEAKER:** THANKS CHAIR ALFREDO PEDROZA. ALETA FOR THE RECORD  
13 SHE AND HER. VERY GRATEFUL TO SPEAK. I HAVE BEEN FORTUNATE TO  
14 HAVE KNOWN AMY WORTH ABOUT SIX YEARS, AND WHAT DID I TAKE HOME  
15 MOST FROM MY TIME AT BATA OVERSIGHT MEETING AMY FOR THE FIRST  
16 TIME? IT WAS A WELCOME. A TRUE WELCOME. I STARTED COMING TO  
17 MANY MEETINGS OF MTC PANELS, AND THAT WELCOME WAS MOST  
18 MEANINGFUL TO ME. AMY SET THE PACE FOR WELCOME, WITH A SENSE  
19 OF CLASS AND STYLE. AND FROM A NATIONAL AND WORLD PERSPECTIVE,  
20 I WOULD SEE AMY'S WORKS AND THOUGHTS IN OTHER PLACES, SUCH AS  
21 NEW YORK. I WISH I COULD BE WITH YOU. I'M IN MY LAS VEGAS HOME  
22 RIGHT NOW. BUT I HOPE TO SEE YOU ALL AGAIN SOON. I WISH YOU  
23 WELL, AMY. AGAIN, THANK YOU.

24



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1 **CLERK OF THE BOARD:** THANK YOU. THERE ARE NO ADDITIONAL HAND  
2 RAISED, MR. CHAIR.

3

4 **ALFREDO PEDROZA, CHAIR:** THANK YOU, KIMBERLY. AMY?

5

6 **AMY R. WORTH:** MR. CHAIR, IF I JUST MAY SAY AGAIN, THANK YOU  
7 ALL TO ALL OF MY COMMISSIONER COLLEAGUES. THANK YOU FOR YOUR  
8 WONDERFUL COMMENTS. AND TO ALETA AND TO JULIE, THANK YOU FOR  
9 YOUR WONDERFUL WARM COMMENTS. I AM ABSOLUTELY OVERWHELMED AND  
10 SO TOUCHED. AND REALLY SO GRATEFUL FOR YOUR FRIENDSHIP AND  
11 YOUR WONDERFUL SUPPORT AND WORKING TOGETHER, COMMUNICATION IS  
12 TWO-WAY CONNECTION. AND I JUST REALLY IT'S BEEN AN HONOR TO  
13 WORK WITH EACH AND EVERY ONE OF YOU. YOU HAVE BROUGHT SO MUCH  
14 TO THE COMMISSION AND EACH COMMISSIONER CARES SO DEEPLY ABOUT  
15 THEIR COUNTY AND ALSO ABOUT THE REGION AND SERVING TOGETHER.  
16 AND I JUST -- IT'S BEEN A WONDERFUL EXPERIENCE, AND I AM SO,  
17 SO MOVED BY YOUR COMMENTS. I'M REALLY, REALLY JUST SO VERY,  
18 VERY HEARTENED, AND WANT TO THANK YOU ALL FROM THE BOTTOM OF  
19 MY HEART. AND I'M LOOKING FORWARD TO TODAY TO CELEBRATE OUR  
20 INCREDIBLE EXECUTIVE DIRECTOR. AND I JUST WANTED TO SAY, ONE  
21 OF MY GREATEST HONORS HAS BEEN WORKING WITH THERESE AND HER  
22 INCREDIBLE LEADERSHIP AND AS HER HUSBAND SAID, WHEN THERESE  
23 ANNOUNCED HER RETIREMENT AND JULIE MENTIONED BEING ABLE TO  
24 CELEBRATE, AND LAS VEGAS ISN'T FAR AWAY JULIE AND LOOKING  
25 FORWARD TO TIMES TOGETHER WITH MY GRANDCHILDREN, AND I JUST



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1 WANT TO THANK YOU, ALL, FOR THIS WONDERFUL, WONDERFUL  
2 AFFIRMATION TODAY, AND FOR YOUR SUPPORT AND FOR ALL OF YOUR  
3 LEADERSHIP, AND FOR YOUR WILLINGNESS TO CARRY ON THE CHARGE IN  
4 THE COMING YEARS AND SERVICE. SO, THANK YOU, AGAIN, FOR YOUR  
5 INCREDIBLE SUPPORT. SO, THANK YOU VERY MUCH, MR. CHAIR.

6 [APPLAUSE]

7

8 **ALFREDO PEDROZA, CHAIR:** A.M. E YOU HAVE GOT TO PROMISE US THAT  
9 YOU WON'T CHANGE YOUR CELL PHONE NUMBER. [LAUGHTER] AND I  
10 THINK THERE IS ONLY ONE PERSON THAT'S HAPPY THAT THIS IS  
11 HAPPENING AND IT'S JULIE PIERCE, BECAUSE EVERYONE ELSE IS NOT  
12 HAPPY ABOUT THIS MOMENT. BUT, AMY, THANK YOU FOR EVERYTHING  
13 THAT YOU HAVE DONE. YOU HAVE EARNED AND DESERVE EVERY WORD  
14 THAT WAS SAID. AND THERE IS NO OTHER COMMISSIONERS THAT CAN  
15 SPEAK, BECAUSE EVERYONE HAS SPOKE. SO WHAT A TRUE TESTAMENT.  
16 WE UNFORTUNATELY DO HAVE TO ACCEPT THE MOTION AND THIS IS  
17 RESOLUTION 4558.

18

19 **GINA PAPAN:** SO MOVED.

20

21 **ALFREDO PEDROZA, CHAIR:** FIRST BY COMMISSIONER PAPAN.

22

23 **NICK JOSEFOWITZ, V. CHAIR:** SECOND.

24



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1 **ALFREDO PEDROZA, CHAIR:** SECOND BY VICE CHAIR JOSEFOWITZ. ROLL  
2 CALL VOTE.

3

4 **CLERK OF THE BOARD:** PEDROZA?

5

6 **ALFREDO PEDROZA, CHAIR:** YES.

7

8 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ?

9

10 **NICK JOSEFOWITZ, V. CHAIR:** AYE.

11

12 **CLERK OF THE BOARD:** ABE-KOGA?

13

14 **MARGARET ABE-KOGA:** AYE.

15

16 **CLERK OF THE BOARD:** AHN?

17

18 **EDDIE AHN:** YES.

19

20 **CLERK OF THE BOARD:** CHAVEZ?

21

22 **CINDY CHAVEZ:** YES.

23

24 **CLERK OF THE BOARD:** DUTRA-VERNACI?

25



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1 **CAROL DUTRA-VERNACI:** AYE FLEMING?

2

3 **VICTORIA FLEMING:** YES.

4

5 **CLERK OF THE BOARD:** GLOVER?

6

7 **FEDERAL D. GLOVER:** YES.

8

9 **CLERK OF THE BOARD:** CHAIR MAHAN?

10

11 **SPEAKER:** AYE.

12

13 **CLERK OF THE BOARD:** MILEY? MOST LIKELY.

14

15 **NATHAN MILEY:** MILE YES.

16

17 **CLERK OF THE BOARD:** PAPAN?

18

19 **GINA PAPAN:** YES.

20

21 **CLERK OF THE BOARD:** RONEN?

22

23 **HILLARY RONEN:** AYE.

24

25 **CLERK OF THE BOARD:** SPERING?



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1

2 **JAMES P. SPERING:** AYE.

3

4 **CLERK OF THE BOARD:** COMMISSIONER THAO IS ABSENT. MOTION PASSES  
5 UNANIMOUSLY BY ALL MEMBERS PRESENT.

6

7 **ALFREDO PEDROZA, CHAIR:** THANK YOU, KIMBERLY. MOVING TO ITEM  
8 7B, MTC RESOLUTION 4559, THE ADOPTION OF THE EQUITY PLATFORM.  
9 COULDN'T THINK OF A MORE APPROPRIATE PERSON TO TURN IT OVER TO  
10 THAN OUR EXECUTIVE DIRECTOR THERESE MCMILLAN.

11

12 **THERESE MCMILLAN:** THANK YOU SO MUCH, MR. CHAIR. YOU KNOW, IN  
13 TALKING TO YOU ABOUT MY RETIREMENT SEVERAL TIMES. [LAUGHTER]  
14 PROBABLY AT 8:30 AT NIGHT WHICH IS OUR STANDARD CONNECTION.  
15 THE ONE THING TALKED TO YOU ABOUT THAT I REALLY WANTED TO,  
16 BEFORE I LEFT, WAS TO ADOPT THE EQUITY PLATFORM AT MTC AS A  
17 RESOLUTION. AND SINCE I INTRODUCED THE EQUITY PLATFORM AS A  
18 CENTRAL GUIDING FRAMEWORK FOR THE AGENCY AND, ALSO, FOR ABAG  
19 IN 2019, WE HAVE ACCOMPLISHED A LOT: CLIPPER START, THE  
20 FASTRAK EQUITY TOLLING PROGRAM, PLANNED BAY AREA 2050, WHERE  
21 EQUITY WAS A CROSS-CUTTING COMMITMENT ACROSS ALL OF THE  
22 STRATEGIES IN THAT PLAN. FURTHERING AFFORDABLE FAIR HOUSING  
23 FOR THE BAY AREA TO COMMUNITY AS PART OF RHNA. SHAPING AN  
24 EQUITY FRAMEWORK AS THE FOUNDATION FOR THE BAY AREA HOUSING  
25 FINANCING AUTHORITY, WHICH IS THE LATEST BIG HUGE HAT THAT WE



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1 ARE WEARING. AND MANY, MANY OTHER EXAMPLES. YOU WILL BE  
2 RECEIVING A REPORT A BIT LATER FROM NALUNGO CONLEY, WHO LEADS  
3 OUR ACCESSIBILITY, CULTURE, RACE, AND EQUITY OFFICE THAT I  
4 ESTABLISHED LAST YEAR. INTENTIONALLY, I SET UP THAT OFFICE TO  
5 REPORT DIRECTLY TO THE EXECUTIVE DIRECTOR TO REFLECT BEST  
6 PRACTICE FOR PURSUING DIVERSITY, EQUITY, AND INCLUSION IN THE  
7 PUBLIC SECTOR. BUT THE WORK IS NEVER DONE, AND THE VIGILANCE  
8 TO THE MISSION IS ESSENTIAL. THUS, I BELIEVE THAT FORMAL  
9 ADOPTION OF THE EQUITY PLATFORM MATTERS, AND I VERY MUCH WOULD  
10 LIKE TO TURN IT BACK TO YOU FOR SOME THOUGHTS ON THIS.

11

12 **ALFREDO PEDROZA, CHAIR:** PERFECT. THANK YOU, EXECUTIVE DIRECTOR  
13 MCMILLAN. AND WHAT I WILL TELL YOU, WHAT I HAVE ALWAYS BEEN  
14 IMPRESSED BY IS, WE DON'T JUST STOP AT PROCLAMATIONS OR  
15 STATEMENTS AND WE TRANSITION TO OUTWARDS, AND WHAT YOU HAVE  
16 DONE IS CREATE A PLATFORM THAT ALLOWS US TO HAVE A PLATFORM TO  
17 DO GOOD. AND I WANT TO SAY THANK YOU VERY MUCH TO OUR  
18 EXECUTIVE DIRECTOR. THIS IS RESOLUTION 4559 TO ADOPT THE  
19 PLATFORM AND I CAN'T THINK OF A MORE APPROPRIATE DAY EITHER TO  
20 DO THIS. ANY COMMENTS OR QUESTIONS? I DO NOT SEE ANY. KIMBERLY  
21 ANY PUBLIC COMMENT VIRTUALLY?

22

23 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
24 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
25 ON THIS ITEM. AND I SEE NO RAISED HANDS.



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1

2 **ALFREDO PEDROZA, CHAIR:** I PROMISE THERE IS MORE COMING FROM  
3 THERESE LATER TODAY. SO AT THIS POINT COMMISSIONERS IF THERE  
4 IS NO FURTHER COMMENTS I'LL LOOK FOR A MOTION.

5

6 **GINA PAPAN:** MOVE APPROVAL.

7

8 **FEDERAL D. GLOVER:** GLOVER APPROVES.

9

10 **ALFREDO PEDROZA, CHAIR:** MOTION BY PAPAN SECOND BY GLOVER. ROLL  
11 CALL VOTE, PLEASE?

12

13 **CLERK OF THE BOARD:** CHAIR PEDROZA?

14

15 **ALFREDO PEDROZA, CHAIR:** YES.

16

17 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ?

18

19 **NICK JOSEFOWITZ, V. CHAIR:** YES.

20

21 **CLERK OF THE BOARD:** COMMISSIONER ABE-KOGA?

22

23 **MARGARET ABE-KOGA:** AYE.

24

25 **CLERK OF THE BOARD:** COMMISSIONER AHN?



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1

2 **EDDIE AHN:** YES.

3

4 **CLERK OF THE BOARD:** CANEPA?

5

6 **DAVID CANEPA:** YES.

7

8 **CLERK OF THE BOARD:** CHAVEZ?

9

10 **CINDY CHAVEZ:** YES.

11

12 **CLERK OF THE BOARD:** DUTRA-VERNACI?

13

14 **CAROL DUTRA-VERNACI:** AYE.

15

16 **CLERK OF THE BOARD:** COMMISSIONER FLEMING?

17

18 **VICTORIA FLEMING:** YES.

19

20 **CLERK OF THE BOARD:** COMMISSIONER GLOVER?

21

22 **FEDERAL D. GLOVER:** YES.

23

24 **CLERK OF THE BOARD:** COMMISSIONER MAHAN?

25



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1 **SPEAKER:** YES.

2

3 **CLERK OF THE BOARD:** MILEY?

4

5 **NATHAN MILEY:** YES.

6

7 **CLERK OF THE BOARD:** COMMISSIONER PAPAN?

8

9 **GINA PAPAN:** YES.

10

11 **CLERK OF THE BOARD:** COMMISSIONER RABBITT?

12

13 **DAVID RABBITT:** AYE COMMISSIONER RONEN?

14

15 **HILLARY RONEN:** AYE UPON.

16

17 **CLERK OF THE BOARD:** COMMISSIONER SPERING? COMMISSIONER THAO IS  
18 ABSENT. MOTION PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT.

19

20 **ALFREDO PEDROZA, CHAIR:** THANK YOU VERY MUCH, KIMBERLY. AND I  
21 ASSURE YOU TO OUR EXECUTIVE DIRECTOR, THAT THIS IS JUST THE  
22 BEGINNING OF THE PLATFORM THAT WAS JUST PASSED. THANK YOU VERY  
23 MUCH. AT THIS POINT, WE'RE GOING TO MOVE ON TO ITEM EIGHT, THE  
24 AD-HOC NOMINATING COMMITTEE AND I'LL TURN IT OVER TO  
25 COMMISSIONER SPERING.



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1  
2 **JAMES P. SPERING:** THANK YOU MR. CHAIRMAN. THE MEMBERS OF THE  
3 NOMINATING COMMITTEE, MADE UP OF MYSELF, COMMISSIONER CAROL  
4 DUTRA-VERNACI AND COMMISSIONER FEDERAL GLOVER CONTEMPLATED  
5 MANY FACTORS AS WE PREPARED TO SUBMIT TODAY'S RECOMMENDATIONS  
6 FOR CHAIR AND VICE CHAIR FOR CONSIDERATION BY THE COMMISSION.  
7 MY COMMENTS ARE GONNA REFLECT THE -- MUCH OF THE DISCUSSION  
8 THAT THE COMMITTEE HAD. WHILE THIS DECISION IS, AT IT'S CORE  
9 FOCUS ON NEAR-TERM FUTURE OF COMMISSIONERS TO PREPARE FOR THIS  
10 FUTURE, IT IS EVER SO IMPORTANT THAT AT THIS JUNCTURE THAT WE  
11 REFLECT ON THE RECENT PAST AND AS MEMBERS OF THE NOMINATING  
12 COMMITTEE WE DID JUST THAT. THE LAST THREE YEARS HAVE BEEN  
13 CHALLENGING PERIOD AT MTC IN ALL THE YEARS THAT I HAVE SERVED  
14 ON THIS COMMISSION. INDIVIDUALLY, EACH OF US, AND OUR  
15 FAMILIES, HAVE BEEN IMPACTED BY THE COVID-19 PANDEMIC IN THE  
16 WAYS HARD TO IMAGINE BUT A FEW SHORT YEARS AGO, AS -- AS --  
17 AND AS MEMBERS OF THE COMMISSION ENGAGED IN OUR WORK, WE HAVE  
18 ALL COLLECTIVELY LOST SOMETHING TOO. THREE YEARS OF REMOTE  
19 MEETINGS HAVE MADE US MORE REMOTE FROM EACH OTHER. MANY OF US  
20 HAVE NOT HAD THE OPPORTUNITY TO GET TO REALLY GET TO KNOW ONE  
21 ANOTHER, AND WE HAVE NOT HAD THE OPPORTUNITY TO SEE HOW THE  
22 MANY PARTS CREATE A MORE IMPORTANT WHOLE. HALF OF THE ENTIRE  
23 COMMISSION HAS BEEN APPOINTED TO MTC SINCE OUR LAST FULL IN-  
24 PERSON MEETING IN FEBRUARY OF 2020, AND THAT DOESN'T EVEN  
25 COUNT THREE VACANCY POSITIONS THAT HAVE NOT YET BEEN



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1 OFFICIALLY FILLED. ALONG THE WAY, WE HAVE LOST DECADES OF  
2 INSTITUTIONAL MEMORY, AND THE LAST TWO MONTHS, ALONE,  
3 COMMISSIONER CONNOLY HAS MOVED ON TO THE ASSEMBLY,  
4 COMMISSIONER MAYOR LICCARDO AND MAYOR SCHAFF WERE TERMED OUT  
5 OF OFFICE AND THE COMMISSIONER AND FORMER CHAIR, AMY WORTH OF  
6 CONTRA COSTA CITIES, OPTED TO RETIRE FROM PUBLIC SERVICE AT  
7 OUR [INDISCERNIBLE]. WITH THEIR DEPARTURES, MTC LOST A  
8 COMBINED 38 YEARS OF EXPERIENCE, AND IT WILL TAKE TIME TO  
9 REPLACE THAT KNOWLEDGE LOST. THE COMMISSION HAS LONG PRIDED  
10 ITSELF ON WORKING TOGETHER TO MAKE OUR BAY AREA HOME BETTER  
11 BOTH FOR TODAY'S RESIDENTS AND FUTURE GENERATIONS. WE WORK  
12 HARD TOGETHER TO UNDERSTAND THAT OUR OWN VITAL LOCAL INTERESTS  
13 ARE OFTEN, IN FACT, REGIONAL PRIORITIES. UNDERSTANDINGS ARE  
14 FOUND WHEN WE BUILD A SHARED KNOWLEDGE OF LOCAL INTEREST AND  
15 MAKE IT MAKE POSSIBLE TO CRAFT WORKABLE REGIONAL SOLUTIONS TO  
16 THE VERY REAL PROBLEMS THAT OFTEN TRANSCEND OUR OWN CITIES OR  
17 COUNTY BOUNDARIES, AND WE HAVE A LONG AND SUCCESSFUL HISTORY  
18 OF DOING IT PATIENTLY TOGETHER. WHILE WE MIGHT BE DONE WITH  
19 COVID, IT CERTAINLY ISN'T DONE WITH US. THE COMMISSION LED BY  
20 ITS STAFF DID INCREDIBLY IMPORTANT WORK DURING THESE  
21 CHALLENGING TIMES. BILLIONS OF FEDERAL DOLLARS HAVE BEEN A  
22 LIFELINE, FOR SURE. BUT DIRE FINANCIAL STORM CLOUDS HOVER OVER  
23 OUR MANY OF OUR MOST IMPORTANT TRANSIT SERVICES. THE BLUE  
24 RIBBON COMMITTEE RECOMMENDATIONS, IF FULLY IMPLEMENTED, HAVE  
25 [INDISCERNIBLE] TO VASTLY IMPROVE THE BAY AREA'S



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1 INFRASTRUCTURE, TRANSIT SERVICES, AND THE COMMISSION'S  
2 UNFINISHED WORK IS TO IMPLEMENT A CUSTOMER-FOCUSED INTEGRATED,  
3 YET SEAMLESS BAY AREA TRANSIT SYSTEM. THIS IS A CRITICAL  
4 STRATEGY TO BRING TRANSIT BACK FROM THE BRINK. SO, THE  
5 NOMINATING COMMITTEE CONSIDERED THE FUTURE OF MTC, WE  
6 DETERMINED THAT IT'S ESSENTIAL THAT WE BRING COMMISSIONERS  
7 BACK TOGETHER. IT IS ESSENTIAL THAT WE GET TO KNOW EACH OTHER  
8 TO BUILD REAL RELATIONSHIPS AND RENEW OUR TRUST. WE FEEL THE  
9 BEST WAY TO ACHIEVE THESE GOALS AT THIS MOMENT OF SIGNIFICANT  
10 CHANGE ON THE COMMISSION ITSELF IS TO RECOMMEND CONTINUITY. WE  
11 RECOMMEND THAT THE COMMISSION SUPPORT EXTENDING THE TERMS OF  
12 THE CURRENT CHAIR AND VICE CHAIR, WHOSE LEADERSHIP IS BOTH  
13 INDISPENSABLE OVER THE PAST TWO YEARS, BUT WAS ALSO SHORT-  
14 CHANGED BY THE PANDEMIC, AS WELL. CHAIR PEDROZA IS WILLING TO  
15 COMMIT TO THE TIME AND ENERGY NEEDED TO SEE TO COMPLETION THE  
16 RECOMMENDATIONS OF THE BLUE RIBBON COMMITTEE IS RESPECTED. THE  
17 COUNTY SUPERVISOR WHO UNDERSTANDS THE PRESSURES OF ELECTED  
18 OFFICE, WHO IS COMMITTED TO PUT IN THE TIME AND EFFORT TO PLAY  
19 THE IMPORTANT ROLE OF A NEUTRAL ARBITRATOR OF SOME POTENTIALLY  
20 DIFFICULT CONVERSATION THAT ARE COMING OUR WAY AND SEEK TO SAY  
21 THE TRANSIT SYSTEM WE CURRENTLY HAVE, WHERE WE MAKE THE  
22 IMPORTANT PLANS TO GROW IT, AS WELL. THE NOMINATING COMMITTEE  
23 RECOMMENDS THAT THE COMMISSION SUPPORT EXTENDING THE TERMS FOR  
24 THE CURRENT CHAIR ALFREDO PEDROZA, AND VICE CHAIR, NICK  
25 JOSEFOWITZ TO LEAD THE COMMISSION FOR THE NEXT TWO YEARS. MR.



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1 CHAIRMAN, I BELIEVE MY OTHER TWO COMMITTEE MEMBERS WANTED TO  
2 SPEAK ON THIS ISSUE

3

4 **ALFREDO PEDROZA, CHAIR:** THANK YOU, COMMISSION SPERING. I'LL  
5 LOOK TO THE AD HOC COMMITTEE FIRST.

6

7 **FEDERAL D. GLOVER:** THANK YOU, MR. CHAIR. I THINK IT'S  
8 IMPORTANT TO NOTE THAT ALL THE COMMENTS MADE BY OUR CHAIR IS  
9 REFLECTED OF A VERY DEEP CONSIDERATION THAT THE COMMITTEE HAD  
10 AND WALKING THROUGH THE HISTORY AND WHERE WE ARE TODAY, AND  
11 WHAT A GREAT OPPORTUNITY IT IS TO CONTINUE WITH THE LEADERSHIP  
12 OF THE CHAIR AND VICE CHAIR AND MOVING THIS COMMISSION FORWARD  
13 THROUGH SOME VERY BIG CHANGING TIMES. SO, I AM VERY MUCH IN  
14 LINE WITH THE CHAIR. AND I WILL TURN IT TO MY OTHER COLLEAGUE,  
15 CAROL DUTRA-VERNACI.

16

17 **CAROL DUTRA-VERNACI:** THANK YOU VERY MUCH, FEDERAL. YES,  
18 EVERYTHING THAT JIM SAID, FEDERAL, JIM, AND I AGREE 100%. HIS  
19 COMMENTS WERE BASED ON THE IN DEPTH CONVERSATION THAT WE HAD  
20 ABOUT THE IMPORTANCE OF MOVING FORWARD THE NEXT TWO YEARS. THE  
21 THING I WOULD LIKE TO, ALSO, ADD, AS WAS TALKED ABOUT  
22 CONTINUITY, THE OTHER WORD THAT WASN'T USED IS STABILITY. WE  
23 KNOW WE HAVE GOT A NEW EXECUTIVE DIRECTOR GONNA BE COMING ON  
24 BOARD, AND WE KNOW WE'RE ADDING TODAY THE REGIONAL NETWORK  
25 MANAGEMENT. THE AGENCY CONTINUES TO GROW IN THE CONTINUITY AND



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1 STABILITY WE FELT WAS JUST SO IMPORTANT RIGHT NOW. AND THE  
2 OTHER POINT THAT WAS MENTIONED IS COVID. THAT CHANGED OUR LIFE  
3 AND CREDIBILITY. WE WENT FROM IN-PERSON TO ZOOM, AND NOW,  
4 FORTUNATELY, WE'RE GOING TO BE COMING BACK TO IN-PERSON. AND I  
5 THINK WE'LL ALL AGREE, BECAUSE WE'VE ALL LIVED IT THE LAST FEW  
6 YEARS, THAT THERE IS A DIFFERENT DYNAMIC BETWEEN ZOOM AND IN-  
7 PERSON MEETINGS. AND I THINK IT'S JUST SO IMPORTANT RIGHT NOW  
8 WITH THE CONTINUITY AND STABILITY AS WE CHANGE BACK TO IN-  
9 PERSON MEETINGS. SO, AGAIN, THANK YOU ALL, AND I APPRECIATED  
10 THE OPPORTUNITY TO SERVE ON THE NOMINATING COMMITTEE.

11

12 **ALFREDO PEDROZA, CHAIR:** GREAT. THANK YOU TO THE MEMBERS FROM  
13 [INDISCERNIBLE] COMMITTEE. I'LL SEE IF THERE IS ANY OTHER  
14 COMMENTS FROM COMMISSIONERS. COMMISSIONER PAPAN?

15

16 **GINA PAPAN:** I WANT TO THANK -- I KNOW THIS IS ALWAYS A TOUGH  
17 DECISION. BUT I REALLY APPRECIATE THE STATEMENT THAT THE CHAIR  
18 MADE THERE, AND GREATLY APPRECIATE THE WORK OF OUR CURRENT  
19 CHAIR AND VICE CHAIR, THAT THEY HAVE PUT IN THE DEDICATION AND  
20 COMMITMENT. A LOT OF PEOPLE OUT THERE DON'T REALIZE HOW MUCH  
21 TIME GOES INTO EACH AND EVERY ASPECT OF THE LEADERSHIP HERE,  
22 AND I THINK I -- NO, I DON'T THINK -- I DO AGREE HERE. BECAUSE  
23 WE ARE GOING TO HAVE A TRANSITION WITH OUR EXECUTIVE DIRECTOR.  
24 I THINK THIS IS AN IMPORTANT DECISION, AND I SUPPORT THE  
25 RECOMMENDATION OF THE SUBCOMMITTEE MOVING FORWARD.



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1

2 **ALFREDO PEDROZA, CHAIR:** THANK YOU, COMMISSIONER PAPAN.  
3 COMMISSIONER CHAVEZ?

4

5 **CINDY CHAVEZ:** YES. THANK YOU. AND THANK YOU VERY MUCH TO THE  
6 COMMITTEE. YOU KNOW, ON THE ONE HAND IT'S EASY FOR, I THINK,  
7 ALL OF US TO SAY, "WELL, WHEN IS IT GOING TO BE MY TURN?"  
8 MEANING, LIKE, OUR COUNTIES AND THIS KIND OF PUSHES THAT TIME  
9 BACK. BUT I THINK THAT EXTRAORDINARY TIMES CALL FOR  
10 EXTRAORDINARY MEASURES. AND I WILL SAY THAT, YOU KNOW, EVEN AT  
11 OUR COUNTY BOARD, WE HAVE DONE THIS WHERE WE USED TO HAVE ONE-  
12 YEAR TERMS, AND WE ACTUALLY HAD ONE PERSON SERVE THREE-YEAR  
13 TERMS BECAUSE OF THE AMOUNT OF CHANGE THAT WAS HAPPENING  
14 WITHIN THE COUNTY AT THE TIME. SO, I THINK THIS IS A VERY WISE  
15 -- YOU KNOW, IT'S VERY WISE, AND, I THINK, STABILIZING THE  
16 ORGANIZATION WHILE WE'RE ONBOARDING SO MANY NEW PEOPLE REALLY  
17 IS, I THINK, MAKES A LOT OF SENSE AND REALLY APPRECIATE THAT  
18 THE COMMITTEE THOUGHT THIS THROUGH AND CAME OUT OF THIS  
19 UNANIMOUS. SO, THANK YOU FOR THAT WORK.

20

21 **ALFREDO PEDROZA, CHAIR:** THANK YOU, COMMISSIONER CHAVEZ. AND  
22 WE'LL GO TO COMMISSIONER CANEPA?

23

24 **DAVID CANEPA:** I REALLY WANT TO THANK THE NOMINATING COMMITTEE.  
25 WE ARE LIVING IN -- WE LIVED THROUGH A PANDEMIC; UNPRECEDENTED



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1 TIMES. AND, I THINK THERE WAS A WORD USED, "CONTINUITY." AND I  
2 HAVE BEEN ON THIS BOARD, THIS IS THE FIRST TIME I HAVE BEEN IN  
3 THIS BOARD MEETING. AND, SO, IT'S SHOCKING WHEN YOU THINK  
4 ABOUT IT. AND SO WE LOOK AT STABILITY, WE LOOK AT CONTINUITY,  
5 I THINK CHAIR PEDROZA HAS DONE AN INCREDIBLE JOB. I THINK THE  
6 VICE CHAIR HAS DONE AN INCREDIBLE JOB, AND THERE IS NO OTHER  
7 PEOPLE WHO I CAN THINK OF ON THIS BODY, RIGHT NOW, THAT CAN  
8 LEAD US MOVING FORWARD. I THINK SUPERVISOR CHAVEZ BROUGHT UP A  
9 REALLY GOOD POINT. YOU KNOW, WE'RE ALWAYS WAITING FOR OUR  
10 TURN. RIGHT? WE'RE ALWAYS -- PEOPLE ARE WAITING FOR THEIR  
11 TURN, BUT I THINK ONE OF THE THINGS THAT WE HAVE TO THINK  
12 ABOUT IS, YOU KNOW, HOW DO WE MAINTAIN WHAT WE HAVE IN PLACE.  
13 WE HAVE SO MANY BIG INITIATIVES THAT ARE COMING BEFORE US, AND  
14 I THINK STEADY LEADERSHIP RIGHT NOW IS CRITICALLY IMPORTANT  
15 FOR US TO ADVANCE THESE INITIATIVES. BUT I REALLY WANT TO  
16 THANK THE NOMINATING COMMITTEE FOR REALLY, YOU KNOW, REALLY  
17 BEING THOUGHTFUL. AND, REALLY, NOT JUST THINKING OF, YOU KNOW,  
18 THINKING OF THEMSELVES, BUT THINKING ABOUT OTHER COMMISSIONERS  
19 WHO ARE NEW. SO, THANK YOU SO MUCH, CHAIR SPERING.

20

21 **ALFREDO PEDROZA, CHAIR:** GREAT. THANK YOU, COMMISSIONER CANEPA.  
22 KIMBERLY, DO WE HAVE ANY [INDISCERNIBLE]

23

24 **CLERK OF THE BOARD:** YES. CHAIR -- EXCUSE ME -- COMMISSIONER  
25 RONEN.



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1  
2 **HILLARY RONEN:** THANK YOU VERY MUCH. I WANT TO THANK CHAIR  
3 PEDROZA FOR HIS EXTRAORDINARY WORK OVER THE LAST COUPLE OF  
4 YEARS AND DURING THE PANDEMIC. I AGREE THAT CHAIR PEDROZA HAS  
5 BEEN AN EXTRAORDINARY LEADER. I DO HAVE A SLIGHTLY DIFFERENT  
6 POINT OF VIEW HERE. AND IT'S ALMOST AS MUCH A FORM ISSUE AS A  
7 FUNCTION ISSUE. I REALLY WISH THAT WE HAD BEEN GIVEN A HEADS  
8 UP. BOTH CHAIR -- VICE CHAIR JOSEFOWITZ AND MYSELF  
9 REPRESENTING -- AND COMMISSIONER AHN, REPRESENTING SAN  
10 FRANCISCO. AND THE WAY THAT THIS COMMISSION HAS ALWAYS WORKED  
11 IS THAT, YOU KNOW, IT'S WITH, OF COURSE, THE SUPPORT OF THE  
12 COMMISSIONERS, THE VICE CHAIR DOES BECOME THE CHAIR, AND I  
13 DON'T ARGUE THAT THERE ARE GOOD REASONS FOR GOING THIS ROUTE.  
14 I JUST WISH THAT IT WOULDN'T HAVE BEEN SPRUNG UPON ME OR UPON  
15 THE COMMISSIONERS IN THIS WAY. I WISH THERE WAS SOME REACHING  
16 OUT BEFOREHAND. AND I THINK IT'S IMPORTANT TO SAY THAT. THESE  
17 ARE GOING TO BE EXTRAORDINARY TIMES. THERE ARE EXTRAORDINARY  
18 TIMES THAT THE TRANSPORTATION -- PUBLIC TRANSPORTATION SYSTEM,  
19 ALL OVER THE COUNTRY, IS FACING HARDSHIPS LIKE WE HAVE NEVER  
20 SEEN BEFORE. AND I JUST, YOU KNOW, ONE THING THAT I  
21 APPRECIATED SO MUCH ABOUT THIS BODY HAS BEEN THE COLLEGIALITY  
22 ACROSS CITIES, ACROSS COUNTIES, AND THIS FORUM THAT THIS HAS  
23 BEEN DONE REALLY ISN'T IN THAT NORMAL VEIN OF TALKING TO ONE  
24 ANOTHER, GIVING US A HEADS UP, NOT SPRINGING THINGS UPON ONE



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1 ANOTHER. SO, I JUST HAVE TO PUT ON THE RECORD THAT I'M  
2 SURPRISED BY THIS -- BY THIS MOVE.

3

4 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER RONEN.

5

6 **CLERK OF THE BOARD:** COMMISSIONER RABBITT?

7

8 **DAVID RABBITT:** I WANT TO THANK THE AD-HOC COMMITTEE. AND TO  
9 THE POINT, I THINK WE ARE HAMSTRUNG ON PROCESS WITH THE CHARGE  
10 OF THE AD-HOC, I BELIEVE, AND THE BROWN ACT, THAT THIS PUBLIC  
11 FORUM IS SOMETIMES THE ONLY PLACE WHERE THIS PROCESS DOES COME  
12 FORWARD. SO, I COMPLETELY UNDERSTAND, YOU KNOW, A HEADS-UP.  
13 BUT AT THE SAME TIME, THE PROCESS THAT WE HAVE IN PLACE IS THE  
14 PROCESS THAT WE'VE HAD IN PLACE FOR QUITE A WHILE. I DO  
15 APPRECIATE THE LEADERSHIP TEAM AND BELIEVE THAT WE HAVE BEEN  
16 WELL SERVED, AND BELIEVE THAT WE CAN BE CONTINUED TO BE WELL  
17 SERVED. AND DO AGREE, IN SPITE OF MY NOT BEING THERE IN PERSON  
18 TODAY. I LOOK FORWARD TO GETTING RID OF OPENING UP THE COMMUTE  
19 TIME THAT IS HEAVILY SCHEDULED TO ALLOW FOR THE IN-PERSON  
20 MEETINGS COMING FORWARD. BUT I DO BELIEVE THAT FOR THE WORD  
21 STATED BY THE -- BY COMMISSIONER SPERING, THE CONTINUITY AND  
22 STABILITY. AND WE DO HAVE PRECEDENT, QUITE HONESTLY, EVEN AT  
23 OUR SISTER ORGANIZATION ABAG, AND WITHIN OUR OWN COUNTY, THIS  
24 IS NOT AN UNUSUAL THING WE HAVE DONE WHEN TIMES ARE DIFFICULT.  
25 I HAVE SERVED AS CHAIR TWICE, OR TWO YEARS IN A ROW, AT OUR



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1 COUNTY FOR THE FIRST TIME IN OVER 60-SOMETHING YEARS BECAUSE  
2 OF THE UNUSUAL TIMES THAT WE WERE IN. SO, I DO APPRECIATE THE  
3 CONVERSATION AND APPRECIATE THE LEADERSHIP THAT WE'VE HAD AND  
4 THE RECOMMENDATION PUT FORWARD BY THE AD-HOC NOMINATING  
5 COMMITTEE MOVING FORWARD. THANK YOU.

6

7 **ALFREDO PEDROZA, CHAIR:** THANK YOU, COMMISSIONER RABBITT.

8

9 **CLERK OF THE BOARD:** THERE ARE NO ADDITIONAL HAND RAISED FROM  
10 THE COMMISSION.

11

12 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. COMMISSIONER JOSEFOWITZ?

13

14 **NICK JOSEFOWITZ, V. CHAIR:** I JUST WANTED TO ALSO THANK THE  
15 NOMINATING COMMITTEE. YOU KNOW, NONE OF US WHO SERVE IN PUBLIC  
16 OFFICE ARE HERE FOR OURSELVES. WE'RE HERE FOR THE REGION AND  
17 SOMETIMES WE CAN ALL GET CAUGHT UP IN OUR OURSELVES A LITTLE  
18 BIT TOO MUCH. AND I KNOW THAT I'VE REALLY -- IT'S BEEN AN  
19 HONOR TO SERVE AS VICE CHAIR OF THIS COMMISSION, AND I FEEL  
20 THAT I HAD A TERRIFIC WORKING RELATIONSHIP WITH OUR CHAIR,  
21 ALFREDO, AND I AM REALLY LOOKING FORWARD, IF IT'S THE PLEASURE  
22 OF THIS COMMISSION, TO CONTINUING AS VICE CHAIR. AND IT WOULD  
23 BE A POSITION THAT I TAKE INCREDIBLY SERIOUSLY AND CONTINUE TO  
24 BE SUPPORTIVE OF THE CHAIR AND THE COMMISSION AND I'M REALLY  
25 LOOKING FORWARD TO THAT OPPORTUNITY. WE HAVE GOT A LOT OF BIG



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1 OPPORTUNITIES BEFORE US. WE CAN DELIVER THE LARGEST INVESTMENT  
2 IN AFFORDABLE HOUSING IN THIS REGION'S HISTORY, WE CAN  
3 SEAMLESSLY INTEGRATE OUR TRANSIT NETWORKS IN A WAY THAT'S  
4 NEVER BEEN DONE BEFORE. WE CAN PUT THIS REGION'S TRANSIT  
5 NETWORKS NOT JUST INTO -- NOT JUST HELPING TO SURVIVE BUT PUT  
6 ON A FOOTING TO THRIVE. WE CAN, WITH OUR BRIDGES MAKE SURE  
7 THAT THEY ARE SAFE AND MAINTAINED FOR THE NEXT GENERATION. WE  
8 ALSO HAVE A HUGE AMOUNT OF CHALLENGES TO FACE TOGETHER FROM  
9 THE FISCAL CLIFF ONWARDS. AND ALFREDO, I'M LOOKING FORWARD TO  
10 TAKING THIS ON AS YOUR VICE CHAIR IF THAT'S THE PLEASURE OF  
11 THE COMMISSION AND WORKING WITH ALL OF YOU TO DO THAT  
12 SUCCESSFULLY.

13

14 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU VICE CHAIR  
15 JOSEFOWITZ. DO WE HAVE ANY PUBLIC COMMENT ON THIS ITEM?

16

17 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
18 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
19 ON THIS ITEM.

20

21 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU VERY MUCH. I'LL  
22 JUST SAY TO THE AD-HOC COMMITTEE, THANK YOU FOR YOUR TRUST.  
23 THESE ARE INCREDIBLY DIFFICULT TIMES. BUT WE HAVE LEARNED YOU  
24 HAVE TO BE THE RIGHT PERSON AT THE RIGHT TIME AND HAVE THE  
25 RIGHT TEAM AT THE RIGHT TIME. AND I THINK VICE CHAIR



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1 JOSEFOWITZ WILL ATTEST THAT WE HAVE BEEN INCLUSIVE WITH  
2 OPPORTUNITIES WE HAVE HAD. BUT WITH THIS REGION, THERE IS  
3 INCREDIBLE OPPORTUNITY TO CREATE VALUE FOR THE BAY AREA AND TO  
4 HAVE THE OPPORTUNITY TO BE PART OF THE LEADERSHIP TEAM. I TAKE  
5 THAT SERIOUSLY, AND THANK YOU FOR THE VOTE OF CONFIDENCE BUT  
6 WE HAVE MORE WORK TO DO. I APPRECIATE THIS OPPORTUNITY AND  
7 KNOW WHAT IT MEANS TO THIS REGION. BUT WE HAVE A HISTORY OF  
8 GETTING THINGS DONE IN THIS REGION FOR THE BETTERMENT OF ALL  
9 THOSE THAT ARE PART OF OUR REGION. THANK YOU FOR THIS  
10 CONTINUED OPPORTUNITY. I, TOO, LOOK FORWARD TO SEEING YOU ALL  
11 IN-PERSON. IT'S ALWAYS DISTINGUISHED THIS ORGANIZATION, THIS  
12 ABILITY TO LOOK EACH OTHER IN THE EYE AND WORK TOGETHER. AND  
13 THAT'S NOT GOING TO CHANGE FOR MYSELF AND VICE CHAIR  
14 JOSEFOWITZ, WE PROCEED TO HAVE THAT COMMITMENT TO DO GOOD. BUT  
15 WE HAVE A LOT TO TALK ABOUT. GOT TO GET BACK TO WORK, WHICH IS  
16 WHAT WE INTEND TO DO. AT THIS POINT, I BELIEVE COMMISSIONER  
17 SPERING MADE A MOTION.

18

19 **SPEAKER:** I'LL SECOND.

20

21 **JAMES P. SPERING:** MR. CHAIRMAN, THIS IS THE RECOMMENDATION  
22 COMES BEFORE THE COMMISSION AT OUR NEXT EXECUTIVE COMMITTEE.

23

24 **ALFREDO PEDROZA, CHAIR:** IS THAT CORRECT?

25



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1 **KATHLEEN KANE:** YES. THIS IS AN INFORMATION ITEM TODAY.

2

3 **ALFREDO PEDROZA, CHAIR:** PERFECT. OKAY.

4

5 **JAMES P. SPERING:** SO, ON THE AGENDA, THERE WILL BE THIS  
6 RECOMMENDATION.

7

8 **ALFREDO PEDROZA, CHAIR:** THANK YOU VERY MUCH. SO AT THIS POINT  
9 I THANK THE AD-HOC COMMITTEE FOR THEIR HARD WORK AND WE'RE  
10 GOING TO PROCEED TO OUR NEXT ITEM. THIS IS AGENDA ITEM NINE,  
11 POLICY ADVISORY COUNCIL.

12

13 **RANDI KINMAN:** THANK YOU, CHAIR AND GOOD MORNING COMMISSIONERS.  
14 I WANT TO START OFF FIRST BY EXTENDING MY -- AND ON BEHALF OF  
15 MY GROUP, OUR HEARTFELT CONDOLENCES TO MEMBERS OF SAN MATEO  
16 COUNTY AND TO THE MEMBERS WHO REPRESENT SAN MATEO COUNTY. YOU  
17 HAVE STOOD BY OTHER COMMUNITIES WHEN WE WERE IN PAIN, AND  
18 WE'RE ONE BAY AREA, WE STAND WITH YOU NOW. THE POLICY -- I'LL  
19 KEEP THIS SHORT. THE POLICY ADVISORY COUNCIL MET THIS MONTH.  
20 WE HAD TWO MAJOR ITEMS ON OUR AGENDA. THE FIRST WAS BIKESHARE,  
21 AND REVIEWING THE PROGRAM FOR THAT. THE GENERAL CONSENSUS FROM  
22 OUR GROUP IS, YES, PLEASE, MORE. AND CONSIDER MAKING THIS A  
23 TRUE REGIONAL BIKESHARE PROGRAM AND MAKING SURE THAT IT IS  
24 FUNDED. WITH THAT, WE WANT TO MAKE SURE THAT IT GOES TO THE  
25 SUBCOMMITTEE THAT HANDLES THE TRANSFORMATION ACTION PLAN



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1 FOLLOW-UP SO THAT WE CAN ASSURE OURSELVES THAT WE'RE CREATING  
2 A VIABLE SYSTEM THAT WILL LEARN FROM THE MISTAKES OF THE PAST  
3 AND TAKE ADVANTAGE OF WHAT WAS SUCCESSFUL. THE OTHER THING WE  
4 HAD ON OUR AGENDA WAS STAKEHOLDER OUTREACH FOR POTENTIAL BAY  
5 AREA TRAP MEASURE AND THE BODY AS A WHOLE IS IN GENERAL  
6 AGREEMENT THAT WE NEED TO MAKE OUR OWN MONEY AND NOT DEPEND ON  
7 STATE OR FEDERAL FUNDS AS MUCH AS WE CAN AND GET AWAY FROM  
8 THAT SO WE WILL LOOK FORWARD TO FUTURE WORK. THANK YOU.

9

10 **ALFREDO PEDROZA, CHAIR:** THANK YOU. ANY COMMENT OR QUESTIONS  
11 FROM THE COMMISSION? KIMBERLY DO WE HAVE ANY PUBLIC COMMENT?

12

13 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
14 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
15 ON THIS ITEM.

16

17 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU. RANDI, THANKS  
18 FOR BEING WITH US TODAY. WE'RE GOING TO PROCEED TO ITEM NINE,  
19 THIS IS OUR EXECUTIVE DIRECTOR'S REPORT. THERESE, TAKE IT  
20 AWAY.

21

22 **THERESE MCMILLAN:** THANK YOU VERY MUCH, MR. CHAIR. LET ME  
23 START, AGAIN, JUST BY SAYING SO GLAD THAT AMY IS HERE. AND TO  
24 SAY THAT, YOU KNOW, ON BATCH OF STAFF, WE, AS WELL, WILL  
25 TREMENDOUSLY MISS HER AND EVERYTHING THAT SHE HAS GIVEN TO US,



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1 INCLUDING THE FIRST THING THAT I WOULD LIKE TO INTRODUCE WHICH  
2 IS A REPORT FROM NALUNGO CONLEY, CHIEF OF STAFF, AND ALSO OUR  
3 -- EXCUSE ME -- OUR OFFICE OF ACCESSIBLE, CULTURE, RACE, AND  
4 EQUITY, AS I MENTIONED IN MY REMARKS ON THE EQUITY PLATFORM,  
5 WE HAVE DONE A LOT. AND WE HAVE -- ARE PUTTING TOGETHER A VERY  
6 COMPREHENSIVE STUDY OF WHAT OUR ACCOMPLISHMENTS HAVE BEEN TO  
7 DATE AND A ROADMAP FOR WHERE WE WANT TO GO. SO WHAT I WOULD  
8 LIKE TO DO IS TURN IT OVER TO HER FOR A VERY BRIEF HIGHLIGHT  
9 OF THAT WORK AND THERE WILL BE MORE INFORMATION PROVIDED  
10 LATER. NALUNGO?

11

12 **NALUNGO CONLEY:** THANK YOU VERY MUCH THERESE, COMMISSIONERS I  
13 APOLOGIZE I'M NOT ABLE TO JOIN YOU IN-PERSON BUT UNFORTUNATELY  
14 CIRCUMSTANCES CAME UP. HOPEFULLY WILL BE ABLE TO GET TOGETHER  
15 SOON. MY NAME IS NALUNGO CONLEY, CHIEF WILL OF STAFF AND  
16 DIRECTOR OF THE ADMINISTRATION OF HUMAN DEVELOPMENT DEPARTMENT  
17 BUT ALSO DIRECTOR OF OUR ACCESSIBILITY CULTURAL AND RACIAL  
18 EQUITY OFFICE OR ACRE FOR SHORT SINCE WE LOVE OUR ACRONYMS  
19 HERE AT MTC ABAG. BEFORE I JUMP INTO THE PRESENTATION I WANT  
20 TO ACKNOWLEDGE JUDIS SANTOS THE PROJECT MANAGER OF THE EQUITY  
21 ASSESSMENT AND ROADMAP PROJECT HER EQUITY ASSESSMENT AND  
22 ROADMAP GOT HER WORK AND DEDICATION HAVE GOT US TO WHERE WE  
23 ARE TODAY, AND KY-NAM MILLER, SUPPORT AND FEEDBACK TO BRING  
24 THIS TO FRUITION AND OUR CONSULTANT TEAM FROM NELSON NYGAARD  
25 NAOMI AND EMILY WHO WERE RESPONSIVE TO OUR DEMANDS AND GET US



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1 THIS PRODUCT TO US THAT WE HAVE TODAY. BRING UP THE FIRST  
2 SLIDE. AS THERESE MENTIONED EARLIER SHE CREATED THE ACRE  
3 OFFICE IN JULY OF 2022. SO I THINK IT'S ABOUT EIGHT OR NINE  
4 SHORT MONTHS AGO. THIS SLIDE HAS A DESCRIPTION OF HOW WE CAME  
5 TO BE. A LITTLE BIT OF OUR ORIGIN STORY, AND AS WELL AS A  
6 SHORT DESCRIPTION OF WHAT THE EQUITY PLATFORM IS AND WHAT IT  
7 REPRESENTS, FOR THOSE WHO ARE NOT FAMILIAR. WE HAVE A TON OF  
8 RESOURCE MATERIAL ABOUT THAT, AND HAPPY TO COME BACK AT A  
9 LATER DATE AND TALK TO YOU ABOUT IT. BUT WITH YOUR RECENT  
10 APPROVAL OF THE EQUITY PLATFORM RESOLUTION, IT MAKES PERMANENT  
11 REALLY THE UNDERSTANDS OFFING OF HOW IMPORTANT THIS FRAMEWORK  
12 IS TO THE AGENCY AND THE EQUITY ASSESSMENT HIGHLIGHTS THE  
13 CRITICAL ROLE OF THE PLATFORM PLAYING IN REINFORCING EQUITY  
14 ACTIVITIES AND FRAMING. THIS IS REALLY IMPORTANT BECAUSE  
15 WITHOUT THIS CONTEXT IT WOULD BE REALLY DIFFICULT TO SPEAK  
16 ABOUT OUR SUCCESSES, OUR CHALLENGES AND LESSONS LEARNED OTHER  
17 THAN ONE OFF EVENTS SO IT'S THE CONNECTIONS AND INTERSECTIONS  
18 THAT ARE VITAL TO ENSURING SUCCESSFUL EQUITY OUTCOMES AND  
19 WITHOUT IT COULD HAMPER OUR CONTINUED EFFORTS TO MOVE THE  
20 EQUITY NEEDLE FORWARD. ALSO TO ACKNOWLEDGE THAT PRIOR TO  
21 THERESE JOINING THE AGENCY IN 2019, WE KNOW THAT THE AGENCY  
22 DID EQUITY WORK. BUT WITH THE GIFT OF THIS FRAMEWORK WE'RE  
23 ABLE TO IT WILL A MORE POWERFUL STORY AND THAT LANGUAGE  
24 CONSISTS OF A COMMON FUNCTION SO AS WE CARRY OUT OUR  
25 INITIATIVES THEY DON'T EXIST IN A SILO IN WAYS WE CAN SHOW UP



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1 IN THE EQUITY SPACE AND USE THAT TO BUILD UPON AS WE LOOK INTO  
2 THE FUTURE. NEXT SLIDE PLEASE. THIS SLIDE SHOWS THE  
3 QUANTITATIVE OUTCOMES OF OUR ASSESSMENT OF THE INFORMATION  
4 THAT WAS PROVIDED. THE OVERALL NUMBER OF PROJECTS CAPTURED, 41  
5 UNDER LISTEN AND LEARN 52 UNDER DEFINE AND MEASURE, 109 AROUND  
6 FOCUSED AND DELIVER AND 40 UNDER TRAINING AND GROW REPRESENT A  
7 SNAPSHOT OF TIME IN EQUITY ACTIVITIES AND HOW THEY RELATE TO  
8 PILLARS OF THE EQUITY PLATFORM THESE NUMBERS REPRESENT BOTH  
9 LARGE AND SMALL PROJECTS SO THEY DON'T FULLY CAPTURE THE DEPTH  
10 AND BREADTH OF THE SCOPE OF LARGER REGIONAL EFFORTS LIKE  
11 PLANNED BAY AREA 2050 AND RHNA, WHICH GET COUNTED AS A SINGLE  
12 PROJECT UNDER THE PILLARS BUT REPRESENT A HUGE AMOUNT OF  
13 ACTIVITY HOWEVER WHAT THE SLIDES ILLUSTRATE AND NUMBERS  
14 ILLUSTRATE IS THAT PROGRAMS THAT MIGHT SEEMINGLY BE  
15 DISCONNECTED IN SCOPE REALLY DO HAVE SIMILAR ACTIVITIES THAT  
16 CAN BE CAPTURED WITHIN THE FRAMEWORK OF THE EQUITY PLATFORM  
17 AND THAT COMMONALITY, THAT, SORT OF, DEFINABLE METRIC IS  
18 VITALLY IMPORTANT TO HELP US, YOU KNOW, SUPPORT GREATER  
19 COLLABORATION, CONVERSATION, HELP US DEVELOP MORE AUTHENTIC  
20 RELATIONSHIPS WITHIN OUR REGIONAL COMMUNITIES AROUND THIS  
21 WORK. WHICH COULD POSSIBLY LEAD TO PULLING OF RESOURCES TO  
22 WORK TO MORE SHARED GOALS AND EQUITY OUTCOMES. NEXT SLIDE  
23 PLEASE. SO, THIS IS THE FINAL SLIDE AND WHAT I THINK OF AS,  
24 SORT OF, THE HEART OF THIS PRESENTATION. THIS REALLY  
25 ILLUSTRATES THE COMMON THEMES THAT WE HAVE DISCOVERED IN OUR



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1 ASSESSMENT OF OUR EQUITY ACTIVITIES THAT ESSENTIALLY WERE  
2 EMBEDDED WITHIN ALL THE WORK THAT WE HAVE DONE AND WHAT WAS  
3 CAPTURED ON THE PREVIOUS SLIDE. SO YOU SEE AFFORDABLE AND  
4 WEALTH CREATION, ACCESS TO OPPORTUNITY, CIVIC ENGAGEMENT, AND  
5 COMMUNITY POWER BUILDING AS WELL AS CLIMATE ADAPTION. SO THESE  
6 THEMES ARE IMPORTANT FOR A NUMBER OF REASONS. MOST NOTABLY  
7 THAT THEY'RE IN ALIGNMENT WITH OTHER PRIORITIES AT THE  
8 FEDERAL, STATE, AND LOCAL LEVEL AND SHOULD SERVE AS A POSITIVE  
9 INDICATOR THAT WE ARE MOVING IN THE RIGHT DIRECTION. SO,  
10 REALLY, IN CONCLUSION, THIS PRESENTATION IS DESIGNED TO  
11 REITERATE THE IMPORTANCE OF BEING ABLE TO HAVE A UNIFYING  
12 FRAMEWORK THAT COULD TRACK OUR ACTIVITIES AN AWAY FOR US TO  
13 SHARE AND RESOURCE OUR EQUITY EFFORTS BOTH INTERNALLY AND  
14 EXTERNALLY. AND THE EQUITY PLATFORM IS THE FOUNDATION OF THAT  
15 FRAMEWORK. SO HAVING THAT SOLID FOUNDATION WITH EQUITY AS A  
16 GUIDING PRINCIPLE FOR ALL OUR ACTIVITIES IN THE REGION IS NO  
17 LONGER ASPIRATIONAL, BUT ABSOLUTELY NECESSARY AND CRITICAL TO  
18 BRING ABOUT REAL CHANGE AND DOING THE WORK OF DISMANTLING  
19 THESE HARMFUL RACIST SYSTEMS THAT ARE STILL NEGATIVELY  
20 IMPACTING SO MANY COMMUNITIES THROUGHOUT THE REGION. SO, THAT  
21 CONCLUDES MY BRIEF PRESENTATION. HAPPY TO TURN IT OVER TO  
22 THERESE, OR HAPPY TO ANSWER ANY QUESTIONS IF YOU HAVE THEM.

23

24 **THERESE MCMILLAN:** THANK YOU NA LANGUAGE OWE I'LL JUST SAY KEEP  
25 WATCH OVER THIS PROGRAM AND KEEP IT ADVANCING. WE'RE AT THE



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1 TIP OF THE SPEAR IN A NUMBER OF AREAS, BUT SOMETIMES WE'RE AT  
2 THE BACK OF THE PAC AND NEED TO CATCH UP. I'M JUST GRATEFUL  
3 THAT NALUNGO IS HEAD OF THIS, AND I AM GRATEFUL TO THE ENTIRE  
4 EXECUTIVE TEAM AND STAFF WHO ARE SO COMMITTED TO THIS WORK, SO  
5 THANK YOU. ALONG THESE LINES, BATA IN LATE DECEMBER ANNOUNCED  
6 TWO NEW BRIDGE TOLL ASSISTANCE PROGRAMS THAT WILL BENEFIT  
7 CUSTOMERS FROM LOW-INCOME HOUSEHOLDS AS WELL AS ELIGIBLE  
8 MILITARY VETERANS BEGINNING IN 2023. THIS INCLUDES OUR LOW-  
9 INCOME COVID WAIVER PROGRAM THAT ALLOWS QUALIFIED MOTORISTS TO  
10 REQUEST A WAIVER OF OUTSTANDING BRIDGE TOLL PENALTIES. AND  
11 ANOTHER PROGRAM GRANTING ELIGIBLE VETERANS U.S. ARMED FORCES  
12 FREE TOLLS IN CALIFORNIA ACROSS OUR BRIDGES WE ANNOUNCED THESE  
13 ARE HAPPENING IN 2023 WE HAD NUMEROUS PRESENTATIONS AT BATA  
14 ABOUT THE TIMELINE BUT UNDER LEGISLATION OF ASSEMBLYMEMBER  
15 TING THE PROGRAM HAS TO BE IN PLACE BY JULY 1ST IF I'M  
16 RECALLING CORRECTLY. SO WE'RE MARCHING FORWARD ON THAT. BIG  
17 NEWS FROM THE FUNDING FRONT FROM OUR NATION'S CAPITAL, THE  
18 U.S. CONGRESS LATE DECEMBER OMNIBUS SPENDING BILL INCLUDED  
19 SIGNIFICANT FUNDING FOR CALTRAIN, BART, AND VTA EXPRESS LANES  
20 WHICH WERE SOME OF OUR FIRST AWARDS CONSISTENT WITH THE GRANTS  
21 STRATEGY FOR THE BIL, THE BIPARTISAN INFRASTRUCTURE LAW THAT  
22 THE COMMISSION PULLED TOGETHER, SO THAT WAS QUITE EXCITING. AS  
23 WELL AS ON MONDAY THE CHAIR AND VICE CHAIR WERE PRESENT WITH  
24 SECRETARY BUTTIGIEG TO ANNOUNCED THE \$400 MILLION AWARD TO THE  
25 GOLDEN GATE HIGHWAY AND TRANSPORTATION DISTRICT FOR THE



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1 SEISMIC PROGRAM FOR THE GOLDEN GATE BRIDGE WAS A HUGE  
2 SIGNIFICANT EFFORT. THE NEXT THING I WOULD LIKE TO COMMENT ON  
3 BRIEFLY. CLIPPER HAS 4 MILLION ACTIVE CARDS. WE THINK OF  
4 CLIPPER AS THIS THING THAT HAPPENS THAT EVERYONE USES NOW BUT  
5 THERE IS A LOT OF WORK THAT GOES INTO THAT ENTERPRISE. AND I  
6 THINK IT'S EXCITING TO SEE THAT OVER THE LAST 12 MONTHS 4  
7 MILLION PEOPLE ARE TAPPING INTO THE SYSTEM SO THAT'S QUITE  
8 EXCITING. FINALLY I WOULD NOTE EXECUTIVE DIRECTOR ANDY FREMIER  
9 WAS SERVING AS FIRST VICE CHAIR OF THE INTERNATIONAL BRIDGE  
10 TUNNEL TURNPIKE ASSOCIATION AND NOW WILL BE PRESIDENT GOING  
11 INTO 2023. AND I WAS A GUEST ON KQED FORUM RADIO PROGRAM ON  
12 JANUARY 9TH DISCUSSING THE EVER RELEVANT TOPIC, THE BAY AREA  
13 TRANSIT AGENCIES AND THE FISCAL CLIFF AND HOW CRITICALLY  
14 IMPORTANT IT WILL BE TO KEEP THOSE SYSTEMS AFLOAT. SO, WITH  
15 THAT, I WILL CONCLUDE MY LAST EXECUTIVE DIRECTOR'S REPORT TO  
16 YOU, MR. CHAIR.

17

18 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU, THERESE. AND  
19 GOING OUT IN STYLE. SO, THANK YOU VERY MUCH. AND THANK YOU  
20 NALUNGO FOR YOUR PRESENTATION, AS WELL. AT THIS POINT,  
21 COMMISSIONERS, ANY QUESTIONS? I DO NOT SEE ANY IN-PERSON.  
22 KIMBERLY DO WE HAVE ANY VIRTUALLY?

23

24 **CLERK OF THE BOARD:** I SEE NO RAISED HANDS FROM MEMBERS OF THE  
25 COMMISSION OR MEMBERS FROM THE PUBLIC.



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1

2 **ALFREDO PEDROZA, CHAIR:** AT THIS POINT WE'RE GOING TO PROCEED  
3 TO OUR NEXT ITEM. TEN. COMMISSIONER COMMENTS? I DON'T SEE ANY  
4 FROM COMMISSIONERS. I WILL NOTE THAT MYSELF AND VICE CHAIR  
5 JOSEFOWITZ HAD OPPORTUNITY TO ATTEND THE CELEBRATION WITH  
6 SECRETARY AND ALSO REPRESENTATIVES OF CONGRESS. WHAT A GREAT  
7 MOMENT. SO ICONIC TO BE THERE AND SEE THE BAY BRIDGE BUT ALSO  
8 TO SHOW WHAT OUR FEDERAL DELEGATION IS DOING TO TRY TO BRING  
9 MORE RESOURCES INTO OUR COMMUNITY. 400 MILLION FOR THE GOLDEN  
10 GATE BRIDGE WAS INCREDIBLE START. WE'RE GOING TO PROCEED TO  
11 OUR CONSENT CALENDAR. ITEM 11 THROUGH 12A THROUGH 12B. MOTION  
12 BY CHAVEZ SECOND BY SPERING. KIMBERLY PUBLIC COMMENT ON OUR  
13 CONSENT CALENDAR?

14

15 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
16 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
17 ON THIS ITEM.

18

19 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. FIRST BY CHAVEZ SECOND BY  
20 SPERING. ROLL CALL VOTE, PLEASE?

21

22 **CLERK OF THE BOARD:** CHAIR PEDROZA?

23

24 **ALFREDO PEDROZA, CHAIR:** YES.

25



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1 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ?

2

3 **NICK JOSEFOWITZ, V. CHAIR:** YES.

4

5 **CLERK OF THE BOARD:** COMMISSIONER ABE-KOGA?

6

7 **MARGARET ABE-KOGA:** AYE.

8

9 **CLERK OF THE BOARD:** COMMISSIONER AHN?

10

11 **EDDIE AHN:** AYE.

12

13 **CLERK OF THE BOARD:** CHAIR CANEPA?

14

15 **DAVID CANEPA:** AYE.

16

17 **CLERK OF THE BOARD:** CHAVEZ?

18

19 **CINDY CHAVEZ:** AYE.

20

21 **CLERK OF THE BOARD:** DUTRA-VERNACI?

22

23 **CAROL DUTRA-VERNACI:** AYE.

24

25 **CLERK OF THE BOARD:** FLEMING?



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1

2 **VICTORIA FLEMING:** AYE.

3

4 **CLERK OF THE BOARD:** GLOVER?

5

6 **FEDERAL D. GLOVER:** AYE.

7

8 **CLERK OF THE BOARD:** PAPAN?

9

10 **GINA PAPAN:** YES.

11

12 **CLERK OF THE BOARD:** RABBITT?

13

14 **DAVID RABBITT:** AYE RONEN?

15

16 **HILLARY RONEN:** AYE.

17

18 **CLERK OF THE BOARD:** SPERING?

19

20 **JAMES P. SPERING:** AYE.

21

22 **CLERK OF THE BOARD:** THAO IS ABSENT. MOTION PASSES UNANIMOUSLY

23 BY ALL MEMBERS PRESENT.

24



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1 **ALFREDO PEDROZA, CHAIR:** THANK YOU, KIMBERLY. WE'RE GOING TO  
2 PROCEED TO COMMITTEE REPORT. FIRST PROGRAMMING AND  
3 ALLOCATIONS. TURNING IT OVER TO CHAIR RABBITT?

4  
5 **DAVID RABBITT:** THANK YOU VERY MUCH. APPRECIATE IT. PROGRAMMING  
6 AND ALLOCATIONS MET REMOTELY JANUARY 11TH, 2023 AND REFERS THE  
7 FOLLOWING TO THE COMMISSION FOR APPROVAL MTC RESOLUTION 4487  
8 REVISED ADOPTING 2023 REGIONAL ACTIVE TRANSPORTATION CYCLE SIX  
9 PROGRAM FOR PROJECTS WHICH PROGRAMS 143 MILLION IN NEW FUNDING  
10 CAPACITY COVERING FISCAL YEAR 2023, 2024 THROUGH FISCAL YEAR  
11 26 AND 27, AND MTC RESOLUTION 4505 REVISED WHICH INCLUDES  
12 REVISIONS TO THE ONE BAY AREA GRANT THREE INCLUDING  
13 PROGRAMMING OF ABOUT 302 MILLION WITHIN THE COUNTY AND LOCAL  
14 PROGRAM AND \$300,000 TO MTC ACTIVE TRANSPORTATION TECHNICAL  
15 ASSISTANCE PROGRAM. AND I SO MOVE.

16  
17 **ALFREDO PEDROZA, CHAIR:** THANK YOU.

18  
19 **DAVID CANEPA:** SECOND.

20  
21 **ALFREDO PEDROZA, CHAIR:** SECOND BY CANEPA. COMMISSIONERS ANY  
22 QUESTIONS? COMMENTS? ALL RIGHT. KIMBERLY, DO WE HAVE ANY  
23 COMMISSIONERS VIRTUALLY?

24  
25 **CLERK OF THE BOARD:** I SEE NO RAISED HANDS FROM THE COMMISSION.



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1

2 **ALFREDO PEDROZA, CHAIR:** AND NO PUBLIC COMMENT?

3

4 **CLERK OF THE BOARD:** I SEE NO -- ACTUALLY, ONE JUST WENT UP.

5 BUT BEFORE I DO THAT, WE DID RECEIVE A NUMBER OF WRITTEN

6 CORRESPONDENCE. I'LL GO AHEAD AND READ THOSE INTO THE RECORD.

7 POSTED AS A SINGLE FILE. THEY ARE FROM MARK BRENNER, SCOTT

8 ELLIS, JOHN AND MARY EVERETT, JOHN AND ABBY FIELDER, LORI

9 GOODWIN, RICHARD BUCKLEY HUGHES, JIM JOYCE, ANNE JOYCE,

10 PATRICIA KENNEDY RISKY, BOB LARUE, DAVID AND DORY ALVERO, GARY

11 RISKY, CHRISTINE SCHNELLER, CAROLYN, RACHAEL, TIM SCHNELLE,

12 CAROLE SINCLAIR AND GARY. WITH THAT, WE HAVE RAISED HANDS FROM

13 NUMBERS OF THE PUBLIC. GARY RISKY IS THE FIRST MEMBER OF THE

14 PUBLIC. GO AHEAD AND UNMUTE YOURSELF. YOU WILL HAVE ONE

15 MINUTE. MR. RISKY? ARE YOU THERE? SOUNDS LIKE HE'S HAVING

16 TROUBLE.

17

18 **ALFREDO PEDROZA, CHAIR:** WE'LL COME BACK.

19

20 **SPEAKER:** YES I'M HERE.

21

22 **CLERK OF THE BOARD:** GO AHEAD MR. RISKY.

23

24 **SPEAKER:** HELLO?

25



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1 **CLERK OF THE BOARD:** YES. WE CAN HEAR YOU. WE'RE GOING TO GO  
2 AHEAD AND MOVE TO THE NEXT SPEAKER. THAT WILL BE JAY ELLIS. GO  
3 AHEAD AND UNMUTE YOURSELF. YOU WILL HAVE ONE MINUTE.

4

5 **SPEAKER:** HI. CAN YOU HEAR ME.

6

7 **CLERK OF THE BOARD:** YES. WE CAN HEAR YOU.

8

9 **SPEAKER:** ACTUALLY, GARY CHRISTI WOULD LIKE TO CEDE HIS TIME  
10 TO. ME IS IT POSSIBLE FOR ME TO GET TWO MINUTES FOR MY PUBLIC  
11 COMMENT BEFORE YOU START THE CLOCK?

12

13 **CLERK OF THE BOARD:** THAT'S TO THE CALL OF THE CHAIR.

14

15 **ALFREDO PEDROZA, CHAIR:** LET ME ASK STAFF. IS THAT A PRACTICE  
16 WE HAVE ALLOWED BEFORE?

17

18 **SPEAKER:** NO, IT IS NOT, MR. CHAIR.

19

20 **ALFREDO PEDROZA, CHAIR:** OKAY, LET'S HAVE HER SPEAK, AND TRY TO  
21 GET MR. [INDISCERNIBLE] CHRISTI -- IF THAT WAS HIS NAME, BACK  
22 ONLINE. SO, YOU HAVE ONE MINUTE, MA'AM. GO AHEAD.

23

24 **SPEAKER:** THANK YOU. MY NAME IS JEANNE. I AM ONE OF THE MANY  
25 CITIZENS WHO STRONGLY OBJECTS TO MTC'S RECOMMENDATION TO FUND



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1 AN OBAG THREE GRANT FOR THE CITY OF LAFAYETTE. THE PROJECT  
2 TOUCHES THREE COMPONENTS: SCHOOL STREET, TOPPER LANE, AND  
3 SAINT MARY'S ROAD AND APPLICATION SITES AFFECTING STUDENTS  
4 WALKING TO SCHOOL, THE ENTIRE CONNECTION WILL CONNECT DOWNTOWN  
5 PDA AREA AND AFFECTS THE REGIONAL BIKE NETWORK THIS ONLY  
6 AFFECTS SCHOOL STREET AND NOT OTHER COMPONENTS THE PROJECT  
7 SCORED WELL DURING THE EVALUATION PROCESS AND STAFF DOES NOT  
8 ASSESS INDIVIDUAL SCOPE ELEMENTS INDIVIDUALLY BUT I WANT TO BE  
9 CLEAR WHAT SCORED WELL DURING THE EVALUATION PROCESS WAS  
10 SCHOOL STREET. THEY SECURED 3 MILLION OF ADDITIONAL FUNDING  
11 THROUGH THE PROJECT AND WE DON'T BELIEVE THIS IS FAIR AND  
12 ACCURATE TO HAVE THE CITY APPLICATION SCORED AND EVALUATED  
13 SOLELY ON THE MERIT OF SCHOOL STREET TO FUND WORK FOR THESE  
14 OTHER COMPONENTS I ASK TO ADDRESS OUR CONCERNS. THANK YOU.

15

16 **CLERK OF THE BOARD:** THERE ARE NO ADDITIONAL RAISED HANDS MR.  
17 CHAIR.

18

19 **ALFREDO PEDROZA, CHAIR:** HAVE WE TRIED TO REACH THE PREVIOUS  
20 SPEAKER.

21

22 **CLERK OF THE BOARD:** HE DROPPED.

23

24 **ALFREDO PEDROZA, CHAIR:** I WOULD JUST NOTE AT THE COMMITTEE WE  
25 ALSO HELD OPPORTUNITY TO PROVIDE PUBLIC COMMENT AS WELL.



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1

2 **GINA PAPAN:** MR. CHAIR.

3

4 **ALFREDO PEDROZA, CHAIR:** BACK TO THE COMMISSIONERS FOR COMMENT.

5

6 **GINA PAPAN:** WE HAVE HAD SEVERAL DISCUSSIONS AND I HAVE TALKED  
7 TO STAFF IT'S A MATTER OF PERCEPTION IN THE WAY THE EVALUATION  
8 PANELS WERE SET UP NOT TO SAY THAT THE FUNDING WOULD CHANGE AT  
9 ALL BUT IT NEEDS TO BE MORE TRANSPARENCY. WE HAVE, IF YOU LOOK  
10 AT THE CHARTS HERE, THERE ARE SO MANY FROM ALAMEDA, NAPA, ONE  
11 FROM SAN MATEO. IT'S GOING TO BE HELPFUL. AND STAFF IS GOING  
12 TO WORK US MOVING FORWARD HERE. IF THE REGION'S PRESENTED  
13 APPLICANTS INSTEAD OF STAFF JUST SELECTING, THAT WAY WE CAN  
14 TRY TO ENSURE GREATER REPRESENTATION OF OUR DISTRICTS MOVING  
15 FORWARD HERE. AND NONE OF US WANT A PERCEPTION OF THIS DOESN'T  
16 LOOK RIGHT; AND THAT'S KIND OF WHAT EXISTS NOW. SO, I LOOK  
17 FORWARD TO WORKING WITH STAFF AS WE MOVE FORWARD. THIS IS AN  
18 ENORMOUS PROJECT. AND SO MANY GREAT THINGS COME OUT OF IT. WE  
19 JUST FEEL A LITTLE MORE WELCOME AS PART OF THE PROCESS IF THAT  
20 WERE TO BECOME A REALITY HERE. AND I THANK ALIX FOR HER TIME  
21 AND HOPEFULLY WORKING WITH US IN THE FUTURE.

22

23 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER PAPAN. YOU HAVE  
24 BEEN CONSISTENT IN RAISING THAT ISSUE. AND IT'S SOMETHING YOU  
25 RAISED AT THE COMMITTEE LEVEL AND WE HAVE TALKED WITH STAFF



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1 ABOUT THE PERCEPTION ISSUE, AND ALSO ONE OF TRANSPARENCY FOR  
2 ALL THE RIGHT REASONS TO YOUR POINT. IT MIGHT NOT CHANGE  
3 OUTCOME, BUT IT'S THE PROCESS. WE TAKE THAT AND WILL FOLLOW UP  
4 ON THAT.

5

6 **GINA PAPAN:** THANK YOU.

7

8 **ALFREDO PEDROZA, CHAIR:** VICE CHAIR JOSEFOWITZ?

9

10 **NICK JOSEFOWITZ, V. CHAIR:** I ALSO WANTED TO ECHO THE COMMENTS  
11 OF COMMISSIONER PAPAN. IT WAS SOMETHING, YOU KNOW, I THINK  
12 EVERYBODY WHO ENTERS THE SCORING PROCESSES AND SCORES PROJECTS  
13 DOES WITH THE BEST OF INTENTIONS. BUT YOU KNOW IF YOU HAPPEN  
14 TO PICKING ON A ROAD REGULARLY, YOU'RE SORT OF, PARTICULARLY  
15 AWARE OF THE CHALLENGES ON THAT PLACE OR IF YOU KNOW IT WELL,  
16 YOU MIGHT SORT OF JUST NOT INTENTIONALLY, BUT SORT  
17 UNINTENTIONALLY BE SORT OF MORE FOCUSED ON TRYING TO FIX THAT  
18 PROBLEM. SO, I'M REALLY HOPEFUL THAT WE CAN MAKE SURE THAT IS  
19 SOMETHING WE CAN FIX GOING FORWARD. I ALSO WANTED TO THANK  
20 ALIX AND THERESA ROMMEL AND KEN KAO FOR MEETING IN SAN  
21 FRANCISCO WITH THE HOWARD STREET PROJECT WE HAVE A BIG FEDERAL  
22 GRANT, WHICH IS OF THAT PROJECT AND THE DEVELOPER FEES AS I  
23 MENTIONED IN COMMITTEE THAT WERE EARMARKED TO BE THE LOCAL  
24 MATCH FOR THAT AND NOT, SORT OF, GOING TO BE REALIZED BECAUSE  
25 OF THE DOWNTURN IN, SORT OF, DEVELOPMENT IN SAN FRANCISCO. SO,



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1 FINDING ALTERNATIVE WAYS TO MAKE SURE THAT, THAT FEDERAL GRANT  
2 DOESN'T DISAPPEAR INTO THE ETHER AND GO BACK INTO THE SORT OF  
3 FEDERAL GOVERNMENT'S POCKETS IS SOMETHING WE'RE VERY GRATEFUL  
4 TO FEEL YOUR SUPPORT ON. THANK YOU VERY MUCH.

5

6 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER JOSEFOWITZ. WE  
7 HAVE A MOTION FROM COMMISSIONER RABBITT AND SECOND FROM  
8 CANEPA. SEEING NO FURTHER DISCUSSION. WE CAN PROCEED WITH ROLL  
9 CALL.

10

11 **CLERK OF THE BOARD:** CHAIR PEDROZA?

12

13 **ALFREDO PEDROZA, CHAIR:** YES.

14

15 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ? COMMISSIONER ABE-  
16 KOGA?

17

18 **MARGARET ABE-KOGA:** YES.

19

20 **CLERK OF THE BOARD:** AHN?

21

22 **EDDIE AHN:** YES.

23

24 **CLERK OF THE BOARD:** CHAVEZ?

25



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1 **CINDY CHAVEZ:** AYE.

2

3 **CLERK OF THE BOARD:** DUTRA-VERNACI?

4

5 **CAROL DUTRA-VERNACI:** AYE FLEMING?

6

7 **SPEAKER:** AYE.

8

9 **CLERK OF THE BOARD:** MAHAN?

10

11 **SPEAKER:** AYE.

12

13 **CLERK OF THE BOARD:** PAPAN?

14

15 **GINA PAPAN:** YES.

16

17 **CLERK OF THE BOARD:** RABBITT?

18

19 **DAVID RABBITT:** AYE RONEN?

20

21 **HILLARY RONEN:** AYE.

22

23 **CLERK OF THE BOARD:** SPERING?

24

25 **JAMES P. SPERING:** AYE.



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1

2 **CLERK OF THE BOARD:** THAO IS ABSENT. MOTION PASSES UNANIMOUSLY  
3 BY ALL MEMBERS PRESENT.

4

5 **ALFREDO PEDROZA, CHAIR:** THANK YOU VERY MUCH. PROCEEDING TO  
6 ITEM 15, MTC EXECUTIVE COMMITTEE REPORT. COMMISSIONERS BEAR  
7 WITH ME. I'LL PROVIDE THE UPDATE REGIONAL NETWORK MANAGEMENT  
8 SHORT-TERM NEAR-TERM FRAMEWORK PROPOSED IMPLEMENTATION PLAN  
9 EVALUATION FRAMEWORK. I WANT TO REMIND COMMISSIONERS WE HAVE  
10 THIS ITEM AT OUR NEXT COMMISSION MEETING AND TAKE A DEEPER  
11 DIVE TODAY'S HIGH-LEVEL OVERVIEW WE'LL HEAR FROM DEPUTY  
12 EXECUTIVE DIRECTOR ALIX BOCKELMAN WHOLE PROVIDE A POWERPOINT,  
13 AND WE WILL HAVE MORE. TODAY IS MORE ABOUT A QUICK UPDATE IN  
14 ANTICIPATION OF OUR NEXT MEETING. SO, THE EXECUTIVE COMMITTEE  
15 DID MEET FEBRUARY 13TH TO DISCUSS THE NETWORK MANAGEMENT  
16 FRAMEWORK AND RECOMMENDATIONS COMING OUT OF THE BUSINESS CASE  
17 EVALUATION JOINED BY CHAIR OF ADVISORY GROUP DENIS MULLIGAN  
18 WHO HAS DONE A TREMENDOUS JOB LEADING THAT GROUP AND THE  
19 CONSULTANT TEAM WITH KPMG GUY WILKERSON. I WAS ENCOURAGED BY  
20 THE RECOMMENDATIONS AND STRONG SUPPORT FROM THE NETWORK  
21 MANAGEMENT ADVISORY GROUP WHICH WAS DONE STRATEGICALLY AND  
22 INCLUSIVELY WE HEARD FROM STAFF ABOUT THE INITIAL REVIEW OF  
23 RECOMMENDATIONS AND KEY IDENTIFICATIONS FOR CONSIDERATION. AS  
24 I SHARED THIS HAS BEEN A THREE YEAR EFFORT LED BY THE MTC IN  
25 COLLABORATION WITH OPERATORS AND EXECUTIVES AND I WANT TO



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1    UNDERScore PARTICIPATION OF THE TRANSIT OPERATORS THEY HAVE  
2    ATTENDED THESE MEETINGS IN GOOD FAITH AND REALLY ENGAGED AND  
3    CHALLENGED THEMSELVES TO PARTICIPATE IN OUTCOMES OF WHAT THIS  
4    INITIATIVE COULD BE. WHILE THE NETWORK MANAGER AND BUSINESS  
5    CASE CONCENTRATE ON ASSIGNMENT OF REGIONAL TRANSPORTATION  
6    RESPONSIBILITIES AND DECISION-MAKING IT'S IMPORTANT IF ARE ME  
7    THAT THE TRANSFORMATION ACTION PLAN IMPLEMENTATION DELIVERS  
8    BENEFITS TO PRESENT AND FUTURE CUSTOMERS AS A REMINDER FOR  
9    SPECIFIC NEAR-TERM ACTIONS THAT WE ALL PARTICIPATED IN AS PART  
10   OF CRAFTING THE REGIONAL TRANSPORTATION SYSTEM. THE EXECUTIVE  
11   COMMITTEE EXPRESSED GENERAL SUPPORT FOR THE RECOMMENDATIONS  
12   PRESENTED AND SUPPORTED SENDING UP THE REGIONAL TRANSIT  
13   NETWORK KEY TO SUCCESS AND FORMALIZING COLLABORATION. IT HAS  
14   BEGUN AND WHAT YOU WILL SEE COMMISSIONERS IS A PHASED APPROACH  
15   OF ACTION OF ACHIEVING SHORT-TERM GOALS THAT LEAD TO THE  
16   BETTERMENT OF THE CONVERSATION. TODAY, ALIX OF MTC STAFF WILL  
17   COVER THE PREVIOUS SLIDES PRESENTED TO THE COMMISSION. WE  
18   WELCOME YOUR PARTICIPATION AND ASK YOU TO ASK THE KEY  
19   QUESTIONS TODAY SO WE'RE COME PREPARED IN FEBRUARY. I'LL TURN  
20   IT OVER TO ALIX BOCKELMAN.

21

22   **ALIX BOCKELMAN:** THANK YOU COMMISSIONERS AND TEAM MEMBERS IF  
23   YOU COULD PULL THE PRESENTATION?

24

25   **CAROL KEUSTER:** HI. IT'S CAROLE. HOW ARE YOU.



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1

2 **ALFREDO PEDROZA, CHAIR:** IF WE CAN MUTE?

3

4 **ALIX BOCKELMAN:** THANK YOU. IF WE CAN GO TO THE NEXT SLIDE.

5 I'LL START WITH THE SLIDE THAT HIGHLIGHTS FUNCTIONAL ANALYSIS

6 AND PROVIDES OVERVIEW OF THE REGIONAL ROLE WITHIN EACH

7 FUNCTIONAL AREA. AND KEY TAKEAWAYS FROM THIS ANALYSIS,

8 INCLUDING THAT THE REGIONAL ENTITY WOULD SET THE VISION, MAKE

9 SELECT FUNDING DECISIONS DEVELOP REGIONAL POLICIES AND CREATE

10 IMPLEMENTATION PLANS AND IMPLEMENT REGIONAL PROGRAMS. IT ALSO

11 NOTED OPERATORS WILL BE HIGHLY INVOLVED IN REGIONAL DECISION-

12 MAKING PROVIDING LOCAL STAKEHOLDER PERSPECTIVES NEEDS AND

13 IMPLEMENTING REGIONAL POLICIES. AN RNM FRAMEWORK WILL BE

14 DESIGNED TO FACILITATE THE EFFECTIVE AND EFFICIENTLY IN

15 INTERPLAY BETWEEN THESE TWO ROLES. TO ADDRESS THE CROSS-

16 CUTTING CHALLENGES IDENTIFIED IN FUNCTIONAL ANALYSIS REGIONAL

17 NETWORK MANAGEMENT FRAMEWORK WILL NEED THREE KEY ELEMENTS

18 FIRST, A REGIONAL VISIONING ELEMENT; SECOND, A STEERING

19 ELEMENT; AND THIRD, AN ADMINISTRATIVE OPERATIONAL ELEMENT. THE

20 REGIONAL VISIONING ELEMENT WILL BE COMPRISED OF AN MTC

21 REGIONAL NETWORK MANAGEMENT COMMITTEE TO HELP SET THE REGIONAL

22 VISION FOR TRANSIT AND DRIVE THE DIRECTION OF THE RNM AND

23 VOICE OF THE CUSTOMER ADVISORY COMMITTEE WHICH WILL BE A GROUP

24 OF STAKEHOLDERS WHO REPRESENT THE CUSTOMER AND CAN INFORM

25 DECISION MAKING. THE STEERING ELEMENT WILL BE COMPRISED OF RNM



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1 COUNCIL WHICH BE A COMBINATION OF GENERAL MANAGER LEVEL  
2 OPERATORS AND AN MTC REPRESENTATIVE WHO UNDERSTAND TRANSIT  
3 OPERATIONS AND CAN MAKE CRITICAL DECISIONS WHILE PROVIDING KEY  
4 LEADERSHIP. THE ADMINISTRATIVE OPERATIONAL ELEMENT WILL BE  
5 COMPRISED OF DEDICATED RNM STAFF THAT WILL SUPPORT DAY-TO-DAY  
6 OPERATIONS OF THE RNM AND PROVIDE CRITICAL CAPACITY TO SUPPORT  
7 THIS EFFORT. AS WELL, TASK FORCE AND SUBCOMMITTEES CAN BE  
8 PULLED TOGETHER AS NEEDED TO SUPPORT THE WORK. THIS SLIDE IS A  
9 REPRESENTATION OF THE VARIOUS ELEMENTS THAT ARE INCLUDED IN  
10 THIS REGIONAL NETWORK MANAGEMENT FRAMEWORK. AT ITS CORE, THE  
11 RNM STRUCTURE ACHIEVES THE THREE CHECKMARKS ON THE RIGHT,  
12 BEING CUSTOMER FOCUSED, BEING STRUCTURED FOR SCALE AND  
13 BALANCING SHORT-TERM MOMENTUM WITH LONG-TERM TRANSFORMATION.  
14 NEXT SLIDE. THIS IS IMPORTANT FOR THE COMMISSION, OBVIOUSLY.  
15 BECAUSE IT SHOWS DETAIL OF A PROPOSED STRUCTURE OF A NEW MTC  
16 REGIONAL NETWORK MANAGEMENT COMMITTEE. AS YOU KNOW COMMITTEES  
17 ARE A PART OF HOW MTC OPERATES TODAY; IT'S NOT AN EXTRA LAYER,  
18 BUT IT'S A FOCUSED GROUP OF INDIVIDUALS FROM MTC WHO HELP  
19 DRIVE PROGRESS. FOR THE MTC RNM COMMITTEE THE PROPOSAL  
20 INCLUDES EIGHT VOTING SEATS FOR MTC COMMISSION MEMBERS, TWO  
21 NON-VOTING SEATS FOR TRANSIT AGENCY BOARD MEMBERS, AND ONE  
22 NON-VOTING SEAT FOR STATE APPOINTEE. NOTE THAT IT'S IMPORTANT  
23 FOR THE RNM COMMITTEE MEMBERS TO BE GEOGRAPHICALLY DIVERSE AND  
24 REPRESENTATIVE OF CUSTOMER BASE. ALSO IMPORT TO ENSURE THAT  
25 THE TRANSIT AGENCY BOARD MEMBERS ARE REPRESENTED AND HAVE A



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1 VOICE ON THE COMMITTEE AND ENSURE BALANCE WITH MTC  
2 COMMISSIONERS TO SET THE DIRECTION IN TERMS FOR FORMAL  
3 DECISION MAKING. THE STATE APPOINTEE WILL HELP BRING EXISTING  
4 PRIORITIES AND KEY INTERESTED TO THE TABLE, SUCH AS  
5 IMPORTANTLY BEING WORKED THROUGH FOR TRANSIT BUS PRIORITY.  
6 NEXT SLIDE. WHILE THE VOICE OF THE CUSTOMER ADVISORY COMMITTEE  
7 IS CRITICAL COMPONENT FOR PUTTING CUSTOMERS FIRST IN THIS  
8 RECOMMENDATION, THIS RECOMMENDATION WAS INTENTIONALLY  
9 STRUCTURED TO CREATE MULTIPLE ENGAGEMENT POINTS FOR THE VOICE  
10 OF THE CUSTOMER. AT THE MTC RNM COMMITTEE THERE WILL BE  
11 CUSTOMER PERSPECTIVES BROUGHT FROM THE CONSTITUENTS THAT YOU  
12 ALL REPRESENT, THE DEDICATED RNM STAFF WILL FOCUS ON BRINGING  
13 BOTH QUALITATIVE AND QUANTITATIVE CUSTOMER EXPERIENCE INSIGHTS  
14 AND DATA ANALYTICS. THE RNM COUNCIL BRING KEY CUSTOMER  
15 PERSPECTIVES FROM LOCAL AGENCIES AND LEVERAGE DATA FROM THE  
16 RNM STAFF, AND TASK FORCES AND SUBCOMMITTEES BRING ADDITIONAL  
17 CUSTOMER PERSPECTIVES OVER TIME. NEXT SLIDE. THE  
18 RECOMMENDATION RECOGNIZES THAT THE NEAR-TERM REGIONAL NETWORK  
19 MANAGEMENT FRAMEWORK HAS LIMITATIONS THAT WILL NEED TO BE  
20 ADDRESSED OVER TIME. SO AS WE STAND UP THE MODEL IN THE SHORT-  
21 TERM WE'RE KEEPING EVOLUTION TOWARDS LONG VIEW IN FOCUS. THE  
22 REGIONAL NETWORK FRAMEWORK ESTABLISHES PERFORMANCE MONITORING  
23 AND RECURRING REVIEWS TO DRIVE CONTINUOUS IMPROVEMENT AND  
24 EVOLUTION. OVER TIME THIS EVOLUTION IS EXPECTED TO INCLUDE  
25 SCALING ROLES, EXPANDING TOOLS, REFINING PROCESSES, AND



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1 SHARPENING AUTHORITIES. NOTABLY KEY PERFORMANCE INDICATORS  
2 WILL ALLOW MTC TO ASSESS THE ACHIEVEMENTS OF DESIRED BENEFITS  
3 AS WELL AS PROGRAM PERFORMANCE AGAINST OPERATION EXPECTATIONS.  
4 IN SHORT THE RNM NEEDS TO DEMONSTRATE BENEFITS FOR RIDERS AND  
5 CUSTOMERS. NEXT SLIDE. SO, OVERALL, STAFF IS RECOMMENDING THAT  
6 THE COMMISSION CONSIDER MOVING FORWARD IN THE COMING MONTHS TO  
7 IMPROVE THE NEAR-TERM RNM RECOMMENDATION AS PROPOSED THROUGH  
8 THIS RECOMMENDATION FROM THE CONSULTANTS. HOWEVER WE BELIEVE  
9 THREE AREAS WARRANT REFINEMENT AND ADDITIONAL CONSIDERATION.  
10 TIMING OF IMPLEMENTATION, THE FUNDING AND RESOURCE COMMITMENT  
11 AND CONFIRMATION AND STRATEGIC COMMITTEE CONSIDERATIONS. IN  
12 THE AREA OF TIMING OF IMPLEMENTATION, IT OBVIOUSLY COMES AS NO  
13 SURPRISE TO YOU ALL THAT THERE IS -- THERE ARE MAJOR  
14 TRANSITIONS GOING ON AT THE AGENCY, WITH A NEW EXECUTIVE  
15 DIRECTOR EXPECTED IN THE COMING MONTHS WE THEREFORE  
16 RECOMMENDING AMBITIOUS BUT REALISTIC AND TIMING THE LAUNCH AND  
17 IMPLEMENTATION AROUND A NEW EXECUTIVE DIRECTOR COMING ON  
18 BOARD. WE THINK THERE ARE OPPORTUNITIES TO ENSURE THE  
19 IMPLEMENTATION ALIGNS WITH THE MTC BUDGET PROCESS AND ANY  
20 OTHER, SORT OF, ORGANIZATIONAL CHANGES THAT MAY BE UNDER  
21 CONSIDERATION. FOR RESOURCE AND FUNDING COMMITMENT, WHILE THE  
22 NEAR-TERM FUNDING NEED IS ANTICIPATED TO BE FAIRLY MODEST AT 1  
23 TO 2 MILLION ANNUALLY, IT DOES SEEM WISE TO ENSURE THAT WE  
24 HAVE A FIRM FUNDING APPROACH BEFORE STANDING UP THE RNM THAT  
25 CAN BRIDGE TO A NEW LONGER TERM FUNDING SOURCE. SO STAFF IS



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1 EXPLORING OPTIONS THAT REALLY ENSURE JOINT CONTRIBUTION BY MTC  
2 AND OPERATORS AS WELL AS EQUITABLE CONTRIBUTIONS THAT DO NOT  
3 HARM SERVICE PROVISION. LASTLY STAFF IS OPEN TO FEEDBACK ON  
4 THE COMMITTEE CONSIDERATIONS, DOES THE VISION, STEERING, AND  
5 VOICE OF THE CUSTOMER RESONATE AS AN APPROPRIATE FOR SUCCESS  
6 AND ARE THERE ANY SPECIFIC COMMENTS ON THE RECOMMENDATION  
7 AROUND THE NEW MTC COMMITTEE FOCUSED ON THE RNM. NEXT SLIDE.  
8 THIS SHOWS YOU THE KEY MILESTONES AND NEXT STEPS THAT WE  
9 ANTICIPATE. OBVIOUSLY WE'RE HERE TODAY TO HEAR SOME INITIAL  
10 FEEDBACK. AS CHAIR PEDROZA MENTIONED WE WILL BE BACK TO THE  
11 MTC EXECUTIVE COMMITTEE SCHEDULED FOR FEBRUARY 10TH NOT SHOWN  
12 ON THIS DIAGRAM, AND WE WOULD EXPECT FOR THE EXECUTIVE  
13 COMMITTEE TO CONSIDER REFERRING APPROVAL OF THIS NEAR-TERM  
14 FRAMEWORK TO THE COMMISSION FOR ACTION IN FEBRUARY, 22nd,  
15 SUBSEQUENTIAL STAFF WILL PRESENT THE RNM IMPLEMENTATION AND  
16 LAUNCH THE PLAN FOR APPROVAL IN THE SPRING THAT TIMING IS  
17 SUBJECT TO.

18

19 **ALFREDO PEDROZA, CHAIR:** COMMISSIONER PAPAN.

20

21 **GINA PAPAN:** WE WANT TO KEEP THIS WORK MOVING. THANK YOU VERY  
22 MUCH ON THAT FRONT. THERE WAS A DISCUSSION WE HAD HERE, TO  
23 STAFF AND GENERAL ADMINISTRATION BUT WHAT WE DON'T HAVE ARE  
24 THE BOARDS. AS WE MOVE THIS FORWARD AND WE WANT TO MOVE THIS  
25 FORWARD, WE NEED THEIR BUY-IN. THE GENERAL MANAGERS WERE PART



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1 OF THE BLUE RIBBON TRANSIT RECOVERY THEY SIGNED OFF ON IT BUT  
2 YET IF YOU ASK THEIR BOARDS, THEY DON'T KNOW ANYTHING ABOUT  
3 IT. I WOULD LOVE TO SEE US PREPARE SOME, SORT OF, RESOLUTION  
4 TO BE PRESENTED TO ALL OF THESE BOARDS JUST IN CONCEPT I'M NOT  
5 ASKING THEM TO GO SPENDS MONEY HERE, BUT WE NEED THEIR BUY-IN  
6 ON THESE PRELIMINARY FOCUS AT SOME TIME, WAYFINDING, MAPPING  
7 AND WAYFINDING FARE INTEGRATION THESE NEED TO BE PRESENTED TO  
8 THEM SO WHEN THEY TALK TO THEIR GENERAL MANAGERS -- WELL, MY  
9 BOARD HASN'T QUITE APPROVED OF THAT -- WE DID. AND ABSOLUTELY  
10 MUST HAVE THEM ACCEPTING THIS KIND OF FRAMEWORK IN POLICY AND  
11 SECONDLY, AS WE MOVE FORWARD, TO LEGISLATORS, WE KNOW -- [  
12 AUDIO DISTORTION ]. [NO AUDIO ] [PLEASE STAND BY] [MEETING  
13 WILL RESUME SHORTLY]

14

15 **NALUNGO CONLEY:** OKAY. UNFORTUNATELY, IT LOOKS LIKE THE ZOOM  
16 DIED IN THE BUILDING. SO, THE CONTROL ROOM IS WORKING TO GET  
17 THAT BACK UP SHORTLY.

18

19 **BRAD PAUL:** SO THAT'S THE THING WE ALL HAVE IN COMMON IS WE'RE  
20 NOT IN THE BUILDING?

21

22 **NALUNGO CONLEY:** YEP. DUTRA-VERNACI DO THE SO I ASSUME THOSE IN  
23 THE BUILDING CAN'T HEAR AND ARE NOT CONNECTED.

24

25 **NALUNGO CONLEY:** KIMBERLY, ACTUALLY, HAS UP ON HER SCREEN.



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1

2 **KATHLEEN KANE:** THEY'RE PAUSING WHILE WE'RE RECONNECTING?

3

4 **NALUNGO CONLEY:** YES. I'LL CHECK IN AND PROVIDE YOU AN UPDATE  
5 SHORTLY. [MEETING WILL BEGIN SHORTLY] [MEETING WILL RESUME  
6 SHORTLY]

7

8 **NALUNGO CONLEY:** JUST SO EVERYONE KNOWS, THE COMMISSIONERS WENT  
9 INTO RECESS WHILE THEY'RE TRYING TO FIX THE PROBLEM. AND  
10 HOPEFULLY WE'LL BE ABLE TO COME BACK ONLINE AS SOON AS THAT I  
11 GET IT UP.

12

13 **KATHLEEN KANE:** DO YOU KNOW IF THIS IS STILL CONTINUED TO BE  
14 BROADCAST OR IS IT STILL IN THE BOARDROOM?

15

16 **NALUNGO CONLEY:** I DON'T THINK IT'S BEING BROADCAST AT ALL. THE  
17 ENTIRE SERVER WENT DOWN SO CAN'T BE BROADCAST. (PLEASE STAND  
18 BY) [MEETING WILL RESUME SHORTLY]

19

20 **KATHLEEN KANE:** I WOULD LIKE TO NOTE FOR THE RECORD FOR ANYBODY  
21 FOLLOWING ALONG IS WE HAD TECHNICAL DIFFICULTIES DURING  
22 BROADCAST AND THE MEETING WAS SUSPENDED DURING THE TIME WE  
23 WERE NOT ABLE TO CONTINUE THE WEBINAR. NO ACTION HAPPENED NO  
24 FURTHER DISCUSSION WAS TAKING PLACE WHILE THAT PAUSE WAS ON  
25 AND WE'RE RESUMING WHERE WE LEFT OFF WHICH WAS WITH



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1 COMMISSIONER PAPAN'S COMMENTS JUST BEFORE THE TECHNICAL  
2 DIFFICULTIES. THANK YOU.

3

4 **ALFREDO PEDROZA, CHAIR:** THANK YOU. OUR COUNSEL WAS GIVING THE  
5 COMMISSIONER A BITE OF THE APPLE. COUNSEL THANK YOU FOR THE  
6 DISCLAIMER. WE'RE ON ITEM 16 WE HAD JUST FINISHED WITH VICE  
7 CHAIR JOSEFOWITZ COMPLETING COMMENTS. AND WE'RE NOW WITH VICE  
8 CHAIR CHAVEZ.

9

10 **CINDY CHAVEZ:** ARE WE GOOD? ALL RIGHT. ALL RIGHT. SO, THANK YOU  
11 FOR THE PRESENTATION. AND I JUST WANTED TO REINFORCE A POINT  
12 THAT GINA RAISED ABOUT MAKING SURE WE'RE GETTING BUY-IN FROM  
13 OUR JURISDICTIONS AND ONE RECOMMENDATION IS NOT SO MUCH HAVING  
14 PEOPLE GIVE BUY-IN ON EXACTLY WHAT'S BEING DISCUSSED BECAUSE I  
15 KNOW IT'S GOING TO BE ITERATIVE. BUT GETTING PEOPLE'S FEEDBACK  
16 ON IT, I THINK THAT'S WHAT SUPERVISOR -- OR JIM WAS SAYING, IS  
17 WE'RE REALLY LISTENING TO PEOPLE, AND ONE THING WANT TO  
18 EMPHASIZE IS ONE OF THE IMPORTANT ISSUES YOU ALL HAVE RAISED  
19 TO US ABOUT NETWORK DESIGN IS BEING CLIENT-CENTERED CUSTOMER  
20 FOCUSED AND I'M NOT SURE THE STRUCTURE REALLY REFLECTS THE  
21 INTENT AROUND THAT. AND WHAT I MEAN BY THAT IS, I KNOW THERE  
22 ARE PROBABLY MANY, MANY WAYS TO DO IT, NOT NECESSARILY HAVING  
23 PEOPLE SITTING ON COMMISSIONS, BUT I THINK HAVING SOME  
24 DISCUSSION ABOUT THE FACT THAT YOU'RE GOING TO BE PRIORITIZING  
25 THE CUSTOMER EXPERIENCE AND WHAT ARE THE TOOLS AVAILABLE TO



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1 YOU, YOU KNOW, FOCUS GROUP, ALL OF THAT. BECAUSE I THINK  
2 ABSENCE OF IT, IT LOOKS LIKE WE'RE NOT REALLY THINKING ABOUT  
3 THAT AND I KNOW YOU ARE, AND DOING IT ALL THE TIME BUT GIVING  
4 YOU TOOLS AND POSITIONS YOU WOULD USE, SO THE PUBLIC  
5 UNDERSTANDS WHAT ROLE THEY WOULD HAVE. AND THE LAST THING I  
6 THINK IS REALLY IMPORTANT IS -- AND THIS KIND OF GOES TO THE  
7 CUSTOMER FOCUS -- IS THAT WE REALLY ARE TALKING ABOUT  
8 PRIORITIZING RIDERSHIP. AND I DON'T KNOW HOW THE BEST WAY TO  
9 HAVE THAT EXPRESSED IN THE DOCUMENTS, BUT THAT ULTIMATELY  
10 THAT'S THE WHOLE GOAL IS GETTING -- AND NOW WE'RE IN AN EVEN  
11 DIFFERENT POSITION THAN WE WERE PRECOVID IN TERMS OF  
12 RIDERSHIP, SO IN SOME SWAYS WHATEVER OUR GUIDING LIGHT IS OR  
13 OUR PRIMARY OUTCOME IS THAT BEING ABLE TO SAY THIS SO WE CAN  
14 HOLD OURSELVES BEING ABLE IS GOING TO BE HELPFUL. I REALLY  
15 APPRECIATE THE SLIDES ON THIS AND UNDERSTANDING THAT YOU ARE  
16 TALKING ABOUT THIS.

17

18 **ALFREDO PEDROZA, CHAIR:** THANK YOU. TO THE COMMENTS MADE BY  
19 COMMISSIONER PAPAN, I AGREE THAT HAVING THE IN MIND IS  
20 CRITICAL BUT THE TALKING ABOUT THE WHY IF WE DO THIS GOING TO  
21 ELECTED'S, I HAVEN'T HEARD A NETWORK MANAGEMENT POTENTIALLY SO  
22 TO COME IN WITH A FRAMEWORK COULD BE COMPLICATED. SO I THINK  
23 THE FRONT LOADING WHY WE'RE DOING THIS CAN BE CRITICAL TO THE  
24 BENEFITS WHAT WE'RE DOING. I THINK FRONT-LOADING THAT REALLY  
25 SETS THE STAGE FOR THIS DISCUSSION. BECAUSE IF I'M A LOCAL



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1 ELECTED I'M GOING TO THINK IN THAT WAY FOR MY LOCAL COMMUNITY,  
2 WHICH NETWORK MANAGER WILL BENEFIT. IT'S MORE ABOUT THE  
3 FRAMING CONTEXT. I DON'T SEE ANY COMMISSIONERS WITH THEIR HAND  
4 LIGHTS ON. KIMBERLY, DO WE HAVE ANY COMMISSIONERS VIRTUALLY?

5

6 **CLERK OF THE BOARD:** I SEE NO RAISED HANDS FROM MEMBERS OF THE  
7 COMMISSION. AND I DO HAVE SOME MEMBERS OF THE PUBLIC  
8 VIRTUALLY. THE FIRST HERE IN THE BOARDROOM, JANE KRAMER, GO  
9 AHEAD AND TAKE THE PODIUM. YOU WILL HAVE ONE MINUTE.

10

11 **SPEAKER:** JAYNE KRAEMER. I KIND OF TUNED INTO THE LAST  
12 COMMISSIONER'S COMMENT. COMMISSIONER PAPAN SAID THAT BASICALLY  
13 THAT WHEN PEOPLE FIND PUBLIC TRANSPORTATION MORE CONVENIENT  
14 THAN THEIR CAR, THEY WILL BEGIN TO USE IT. FROM MY OWN  
15 PERSONAL PERSPECTIVE, NINE YEARS AGO, I BOUGHT A CAR INTENDING  
16 TO KEEP IT FOR 15 TO 20 YEARS, JUST A LITTLE PUDDLE JUMPER,  
17 BUT IT GETS ME FROM A TO B. I LOVE TO DRIVE, BUT I FIND MYSELF  
18 MORE AND MORE TAKING PUBLIC TRANSPORTATION BECAUSE, ONE, IT'S  
19 TOO EXPENSIVE TO DRIVE MY CAR DOWN THE STREET. OKAY? SO, I  
20 DON'T DRIVE HERE FROM ALAMEDA. IT TAKES ME 45, 50 MINUTES TO  
21 GET HERE IF I TAKE PUBLIC TRANSPORTATION. YOU CAN'T BEAT THAT  
22 ON A CAR. OKAY? I SUSPECT THAT A LOT OF PEOPLE, JUST FROM  
23 PERSONAL EXPERIENCE, DON'T -- WOULD TAKE PUBLIC TRANSPORTATION  
24 OVER A CAR, IF IT COSTS LESS TO RUN A CAR. AND THEN THEIR CAR  
25 WILL LAST THEM LONGER, WHICH IS INCREASED SAVINGS. AND I WOULD



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1 ALSO SUSPECT THAT IF YOU HAVE TO DRIVE THOSE LONG DISTANCES ON  
2 A WORK DAY TO AND FROM WORK YOU'RE GOING TO GET REALLY TIRED  
3 OF HAVING TO DRIVE, AND YOU WOULD RATHER LET SOMEBODY ELSE DO  
4 THE DRIVING FOR YOU. SO FOR ALL THOSE REASONS, I HAVE A  
5 FEELING THAT IN THE LONG RUN, PEOPLE WILL APPRECIATE WELL  
6 CONSIDERED, WELL IMPLEMENTED INTER-REGIONAL TRANSPORTATION  
7 SYSTEM. THANK YOU.

8

9 **CLERK OF THE BOARD:** THANK YOU MS. KRAEMER. BROADCAST TEAM, IF  
10 YOU COULD PLEASE MAKE ME A COHOST SO I CAN SHARE THE CLOCK?  
11 THANK YOU. WITH THAT WE HAVE A COUPLE OF MEMBERS OF THE PUBLIC  
12 WITH THEIR HAND RAISED, ADINA LEVIN, FOLLOWED BY SEBASTIAN  
13 PETTY, AND I WILL NOTIFY YOU OF THE TIME AS I'M NOT ABLE TO  
14 SHARE MY CLOCK. ADINA LEVIN? OKAY. WE'LL MOVE ON TO SEBASTIAN  
15 PETTY. IF YOU ARE THERE GO AHEAD AND UNMUTE YOURSELF.

16

17 **SPEAKER:** GOOD MORNING CHAIR PEDROZA --

18

19 **ALFREDO PEDROZA, CHAIR:** GO AHEAD.

20

21 **CLERK OF THE BOARD:** WE CAN HEAR YOU.

22

23 **SPEAKER:** GOOD MORNING VICE CHAIR PEDROZA, JOSEFOWITZ I'M  
24 SEBASTIAN WITH SPUR, SUPPORTING THE PROPOSAL TO ESTABLISH A  
25 REGIONAL NETWORK MANAGEMENT FOR THE BAY AREA, THE BAY AREA HAS



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1 MORE THAN TWO DOZEN TRANSIT OPERATORS RESULT OF DECADES OF  
2 INTENTIONAL CHOICES BY POLICY MAKERS AND COMMUNITIES  
3 THROUGHOUT THE REGION, DIFFERENT TRANSIT AGENCIES HAVE  
4 DISTINCT TERRITORIES GOVERNANCE MODELS AND FINISHING STREAMS  
5 BUT MANY OF THE CUSTOMERS IT COULD SERVE IN THE FUTURE DON'T  
6 LIVE THEIR LIVES IN THE SAME AS ADMINISTRATIVE BOUNDARIES.  
7 NETWORK MANAGEMENT APPROACH HAS BEEN USED SUCCESSFULLY AROUND  
8 THE WORLD AND IN REGIONS IN COORDINATED PRODUCTIVE SYSTEMS.  
9 ONE THAT CAN WORK ONE HERE, WITH PLANNED BAY AREA DESIGNATING  
10 MORE THAN 80% OF FUTURE HOUSEHOLD GROWTH TO TRANSIT-RICH AREAS  
11 GROWING ROBUST COORDINATED REGIONAL TRANSIT IS NECESSARY. SPUR  
12 COMMENDS POLICY MAKERS AND STAFF AT MTC AND INDIVIDUAL TRANSIT  
13 AGENCIES FOR TACKLING THESE DIFFICULT ISSUES. WE URGE YOU TO  
14 KEEP GOING.

15

16 **CLERK OF THE BOARD:** ADINA LEVIN?

17

18 **SPEAKER:** THANK YOU. GOOD MORNING. ADINA LEVIN SERVING ON THE  
19 POLICY ADVISORY COUNCIL AND ON THE STAKEHOLDER GROUP. WANTED  
20 TO ECHO SEBASTIAN PETTY SAID IN TERMS OF SUPPORTING THIS  
21 IMPORTANT STEP FORWARD TO ADVANCE THE INITIATIVES TO MAKE OUR  
22 PUBLIC TRANSPORTATION SYSTEM MORE CONVENIENT, MORE RIDER  
23 FRIENDLY, MORE EQUITABLE, AND ACCESSIBLE. WANTED TO REALLY  
24 SUPPORT WHAT SUPERVISOR CHAVEZ SAID IN TERMS OF IN THE  
25 COMMUNICATION REALLY MAKING IT CLEAR THAT THIS IS ABOUT



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1 PRIORITIZING RIDERSHIP, PARTICULARLY FOR LOCAL ELECTED  
2 OFFICIALS WHO ARE LESS FAMILIAR WITH WHAT'S BEEN DONE SO FAR,  
3 AND LASTLY, IN TERMS OF SETTING THE STAGE FOR NEXT STEPS,  
4 THERE HAS BEEN A ROADMAP COME FORWARD ABOUT PREPARATION FOR A  
5 REGIONAL FUNDING MEASURE, WHICH WILL BE ESSENTIAL TO DELIVER  
6 WITH OPPORTUNITIES TO REFINE NETWORK MANAGEMENT TO MAKE SURE  
7 THAT IT DELIVERS ON THE OUTCOMES OF THE FUNDING. THANK YOU.

8

9 **CLERK OF THE BOARD:** THANK YOU. THE NEXT SPEAKER IS VEDA  
10 FLOREZ. ARE YOU THERE MS. FLOREZ? OKAY. THERE ARE NO  
11 ADDITIONAL HANDS RAISED, MR. CHAIR

12

13 **ALFREDO PEDROZA, CHAIR:** GREAT. KIMBERLY, THANK YOU FOR THAT.  
14 THANK YOU TO MEMBERS OF THE PUBLIC FOR YOUR PARTICIPATION.  
15 COMMISSIONERS ANY FINAL THOUGHTS OR COMMENTS. THIS WAS AN  
16 INFORMATIONAL ITEM THAT WE SHARED. I DON'T SEE ANY.  
17 COMMISSIONERS APPRECIATE YOUR THOUGHTFUL COMMENTS ON THIS.  
18 NOTE IT WILL COME BACK AT FEBRUARY'S MEETING TO TAKE A DEEPER  
19 DIVE INTO IT. ALIX THANK YOU FOR YOUR THOUGHTFUL LEADERSHIP TO  
20 SUPPORT THIS AS WELL. NOW WE'RE ON TO OUR LAST ITEM FOR THE  
21 COMMISSION. 15A MTC RESOLUTION 4560 RESOLUTION IN APPRECIATION  
22 FOR EXECUTIVE DIRECTOR THERESE MCMILLAN ON HER OCCASION OF HER  
23 RETIREMENT FROM MTC AFTER NEARLY FOUR DECADES OF INNOVATIVE,  
24 INCLUSIVE INSPIRATIONAL PUBLIC SERVICE. NATURALLY I'M NOT  
25 GOING TO TRY TO A PROCLAMATION THAT HAS WHEREAS THAT REFLECTS



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1 THERESE'S 39 YEARS OF PUBLIC SERVICE BECAUSE WE WOULD BE HERE  
2 FOR QUITE SOMETIME. AND I WILL NOTE WE DO HAVE A GATHERING TO  
3 GO TO AT 2:00 P.M. BUT I'M GOING TO TRY TO DO IT JUSTICE.  
4 WHEREAS A TESTAMENT TO THERESE'S CAREER AND DEDICATION TO  
5 ENSURING EQUITY IN COMMUNITIES HAVE BEEN READ INTO THE RECORD  
6 BY U.S. REPRESENTATIVE FORMER MTC COMMISSIONER MARK DESAULNIER  
7 MAKING IT UNNECESSARY TO REPEAT ALL HER REMARKABLE  
8 ACCOMPLISHMENTS BUT I WILL TRY, LIKE WE EQUITY PLATFORM,  
9 STEADFAST CHAMPIONING THROUGH THE COVID PANDEMIC, THE  
10 FORMATION OF THE BLUE RIBBON TASK FORCE EFFORTS TO SOLVE THE  
11 LONG-STANDING HOUSING AFFORDABILITY, CHAMPIONING TRANSIT  
12 ORIENTED COMMUNITIES POLICY, IMPLEMENTED PLANNED BAY AREA 2050  
13 AND HOW COMPLICATED THAT WAS AT NUMEROUS PUBLIC OUTREACH  
14 MEETINGS KEEPING EVERYONE IN THE SAME DIRECTION FOR THE  
15 GREATER GOOD. ADOPTING HER WORK ON REGIONAL TRANSIT EXPANSION  
16 POLICY ADOPTING RESOLUTION 3434 WITH A MAJOR PROJECT POLICY I  
17 REMEMBER ALL THOSE DISCUSSIONS. THERESE MAKES OTHERS FEEL SEEN  
18 HEARD AND CARED FOR CONSISTENTLY REMEMBERING AND CELEBRATING  
19 BIRTHDAYS, MARRIAGES, BABY SHOWERS, AND OTHER LIFE MOMENTS,  
20 UNWAVERING WILLINGNESS TO MEET WITH STAFF MEMBERS, ONE-ON-ONE.  
21 WHEREAS THERESE PUTS EXCEPTIONAL EFFORT INTO STAFF DEVELOPMENT  
22 WHICH WE CAN ALL ATTEST TO, IN DEVELOPMENT OF OUR STAFF  
23 ENCOURAGING AGENCY EXECUTIVES TO LET HER KNOW THEIR THOUGHTS  
24 AND TO WORK COLLABORATIVELY TOGETHER FOR THE REGION. WHEREAS  
25 THERESE DEMONSTRATED TO PARENTS AND SOON TO BE PARENTS HOW TO



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1 BALANCE A HIGH POWERED CAREER WHILE RAISING TWO YOUNG AMAZING  
2 WOMEN THAT BEGUN REGISTERING THEIR OWN RECORDS OF ACHIEVEMENTS  
3 AND AS A PARENT I UNDERSTAND HOW PROUD THAT MAKES YOU. I HAVE  
4 TWO LITTLE ONES. THERESE'S CREATIVE COMPASSION AND ARTISTRY  
5 SPINNING THROUGH THE RANGES FROM DANCE TO POETRY AND JEWELRY  
6 CRAFTING. AT MY HOUSEHOLD WE GOT TO KNOW 8:30 AS THERESE'S  
7 TIME. IN LEADERSHIP IT REQUIRES DEDICATION AND THIS  
8 OPPORTUNITY TO CONTINUE LEAD SUGGEST SOMETHING WE DON'T TAKE  
9 FOR GRANTED BUT IT WAS HARD AND THERESE YOU ALWAYS FOUND A WAY  
10 TO MEET ME WHERE IT MET AND WHERE IT WORKED TO ME THAT WAS  
11 8:30 IN OUR HOUSEHOLD AND YOU WOULD SAY EQUITY AND THE KIDS  
12 WOULD SAY WHAT'S EQUITY, OR FISCAL CLIFF. WE HAD A CHANCE TO  
13 ENGAGE, BUT YOU ENGAGED IN HUMANIZING THE WORKING RELATIONSHIP  
14 AND ANY TIME SOMEONE HAS OPPORTUNITY TO LEAD THE COMMISSION  
15 YOU NEED A GREAT EXECUTIVE DIRECTOR THAT YOU ALWAYS HAD THIS  
16 COMPASS FOR WHAT WAS RIGHT FOR THE REGION, THE PEOPLE, AND THE  
17 DECISIONS MADE ALWAYS WENT BACK TO THE PEOPLE THERESE AND  
18 THAT'S WHAT I'M ALWAYS GOING TO REMEMBER THERESE SO YOU MADE  
19 ME A BETTER SUPERVISOR FOR YOUR RELATIONSHIP. THANK YOU VERY  
20 MUCH. THE LAST WHEREAS UNFORTUNATELY I HAVE TO READ WHEREAS  
21 THE STAFF AND COMMISSION AND THERESE'S CALL TO FIND SPACE FOR  
22 GRATITUDE AND THANK YOU FOR DECADES OF DEVOTION AND DURING  
23 POLICIES AND PRACTICES ORIGINATED AND NURTURED AND INSTITUTED,  
24 WE EXTEND TO THERESE AND HER WHOLE FAMILY THE VERY BEST ON  
25 WHATEVER THE NEXT CHAPTER MAY BE. COMMISSIONERS, WE HAVE TO



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1 ACCEPT THIS RESOLUTION MUCH AT THIS POINT I'M GOING TO TURN IT  
2 OVER IT THERESE THEN COMMISSIONERS. THE FLOOR IS YOURS.

3

4 **THERESE MCMILLAN:** THANK YOU SO MUCH, CHAIR PEDROZA, VICE CHAIR  
5 JOSEFOWITZ, COMMISSIONERS. YOU KNOW, I WOULD LIKE TO TAKE A  
6 FEW MINUTES TO SPEAK TO THE ARC OF MY CAREER AS A PUBLIC  
7 SERVANT, SOMETHING I HAVE ALWAYS BEEN AND HOW IT SHAPED ME  
8 OVER 39 YEARS. ROUND ONE, MTC FROM PLANNER TO DEPUTY EXECUTIVE  
9 DIRECTOR OVER 25 YEARS UNDER TWO PRIOR EXECUTIVE DIRECTORS,  
10 LARRY DOMS WHO MENTORED ME AND STEVE HEMINGER WHO CHALLENGED  
11 ME. I EMERGED FROM THAT QUARTER CENTURY WITH AN EXTRAORDINARY  
12 TECHNICAL CORE AND INVALUABLE EXPERIENCE BUILDING PARTNERSHIPS  
13 WITHIN THE INFAMOUSLY DIVERSE LANDSCAPE OF THE BAY AREA. ROUND  
14 TWO, FEDERAL TRANSIT ADMINISTRATION AS A POLITICAL APPOINTEE  
15 UNDER PRESIDENT BARACK OBAMA. WASHINGTON REIGNITED MY PASSION  
16 AND REINFORCED MY CONFIDENCE. I BROKE THROUGH THE SAN  
17 FRANCISCO BAY, CALIFORNIA BUBBLE AND WAS THROWN HEAD LONG INTO  
18 THE DEEP END OF THE POLICY AND POLITICAL POOL OF WASHINGTON,  
19 D.C. I OFTEN EMPHASIZED THE EXPERIENCE AS HAVING TO CREATE  
20 SOMETHING MEANINGFUL FOR BOTH NORTH DAKOTA AND GEORGIA, TEXAS  
21 AND COLORADO LEXINGTON MASSACHUSETTS AND LEXINGTON KENTUCKY  
22 AND LEXINGTON SOUTH CAROLINA, WHICH I DIDN'T KNOW WAS ON THE  
23 MAP. IT WAS A PENULTIMATE EXPERIENCE OF PERSONAL SACRIFICE AND  
24 OF UNIMAGINABLE OPPORTUNITY THAT I WILL NEVER FORGET ANCHORED  
25 WITH TREASURED FRIENDS. ROUND THREE, LA METRO, UNDER THE



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1 INCOMPARABLE ALLYSHIP OF CEO PHIL WASHINGTON, AND AN  
2 INCREDIBLE TEAM OF COLLEAGUES AT THE THIRD LARGEST TRANSIT  
3 AGENCY IN THE NATION. IN A RELATIVELY SHORT TIME, I EMBRACED  
4 COURAGE. COURAGE AND CONVICTION TO TAKE RISK ANCHORED IN DATA  
5 AND BELIEF, TO MOVE SWIFTLY AND DECISIVELY IN ONE OF THE MOST  
6 DYNAMIC CITIES WITHIN THE GLOBE DURING FORTUITOUS TRANSITION  
7 WITH A HUGE MEASURE THAT BROUGHT BRINGING ENORMOUS RESOURCES  
8 TO TRANSPORTATION. IT WAS EXHILARATING AND A PLACE I  
9 ANTICIPATED RUNNING OUT MY CAREER, BUT FOR A CALL TO RETURN TO  
10 THE BAY AREA. ROUND FOUR, HERE WITH YOU. AS EXECUTIVE DIRECTOR  
11 OF MTC WITH ALL ITS HATS AND ABAG. MUCH WAS FAMILIAR BUT MUCH  
12 MORE WAS DECIDEDLY NEW. ALL THAT I HAD LEARNED BEFORE I  
13 BELIEVE COALESCED AS WELL EARNED WISDOM BROUGHT TO BEAR  
14 TACKLING THIS REGION'S DEEP SEATED CHALLENGES. I EXPERIENCED  
15 WITH YOU NOTABLE SUCCESSES, BUT MORE SO ENORMOUS LEARNING ON A  
16 ROAD THAT IS NOT YET ENDED. IF I HAD TO CHOOSE ONE LESSON THAT  
17 THREADS THROUGH AND WRAPS AROUND THIS ARC, IT IS THIS: THAT  
18 AMBITION IS NOT LEADERSHIP; AMBITION IS ABOUT SELF-ADVANCEMENT  
19 AND SELF-AFFIRMATION, WHICH ISN'T NECESSARILY A BAD THING. BUT  
20 MY PERSONAL PHILOSOPHY BORN OUT THROUGH EXPERIENCE IS THAT  
21 TRUE LEADERS DO NOT STAND ALONE IN CARRYING OUT THEIR  
22 RESPONSIBILITIES. THEY LEAD A TEAM, AND I HAVE AN  
23 EXTRAORDINARY ONE HERE THAT I AM SO PROUD OF AND INDEBTED TO.  
24 AND WHILE THE LEADER ULTIMATELY BEARS THE WEIGHT OF A FINAL  
25 DECISION AND ITS INTENDED OUTCOMES, ANY SUCCESS IS A SHARED



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1 ONE. THE VERY BEST LEADERS INSPIRE, NOT JUST COMMAND, OTHERS  
2 TO CREATE LASTING POSITIVE CHANGE BIGGER THAN ANY SINGLE  
3 PERSON. DEPENDING ON THE MOMENT, A LEADER WALKS WITH THEIR  
4 TEAM BEHIND THEM, BESIDE THEM, AND SOMETIMES IN FRONT OF THEM,  
5 LISTENING, GUIDING, TEACHING, AND PASSING THE BATON AT THE  
6 RIGHT TIME. LEADERS KNOW THAT RESPECT IS NOT OWED TO YOUR  
7 TITLE, BUT IS EARNED THROUGH YOUR ACTIONS. SO, IN REFLECTION,  
8 I'M READY TO PASS THE BATON. I HOPE I HAVE INSPIRED OTHERS TO  
9 SEEK OUT AND PROTECT THE PUBLIC INTEREST, AND THAT I HAVE MADE  
10 THROUGH MY ACTIONS, THE PLACES AND PEOPLE I TOUCHED THAT ARE  
11 AS A RESULT. AT THE END OF THE DAY, I HAVE BEEN BLESSED, AND I  
12 AM SO GRATEFUL FOR THE JOURNEY. SO, THANKS TO YOU ALL.

13 [APPLAUSE]

14

15 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT COMMISSIONERS. IT IS OUR  
16 TIME TO EXPRESS OUR GRATITUDE FOR OUR EXECUTIVE DIRECTOR. WHO  
17 WANTS TO KICK IT OFF? COMMISSIONER CHAVEZ THEN COMMISSIONER  
18 SPERING.

19

20 **CINDY CHAVEZ:** SO, WOW, THERESE, I HAVE SUCH APPRECIATION FOR  
21 YOU. AND IN THE WORLD OF TRANSIT FOR A VERY LONG TIME -- AND  
22 ESPECIALLY WHEN YOU STARTED YOUR CAREER -- WOMEN WEREN'T  
23 PLAYING A LEADERSHIP ROLE AT ALL. AND IN EACH AREA OF YOUR  
24 WORK, I HAVE WATCHED YOU ENCOURAGE NOT JUST WOMEN, BUT WOMEN  
25 IN PARTICULAR, TO MAKE SURE THEIR VOICES ARE HEARD, THAT THEY



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1 FEEL CONFIDENT AT THE TABLE, THAT THEY'RE NOT AFRAID TO TAKE  
2 RISKS. I HAVE NEVER SEEN YOU DO ANYTHING THAT DOESN'T  
3 ENCOURAGE YOUR TEAM. AND I JUST WANT TO MAKE THIS POINT. I  
4 KNOW A LOT OF PEOPLE ARE GOING TO SPEAK, SO I'M GOING TO BE  
5 VERY BRIEF. I'M GOING TO HUG YOU LATER, AND I'M GOING TO BE  
6 CRYING. I FIND THIS OBSERVATION SO PROFOUND THAT OFTEN WHEN  
7 LEADERS LEAVE ORGANIZATIONS, YOU FEEL THAT THE WEIGHT AND THE  
8 DEFICIT OF THAT LEADER UNLESS WHAT THEY HAVE DONE IS BUILT UP  
9 A TEAM THAT CAN KEEP GOING. AND TO ME, THE BIGGEST SIGNAL OF A  
10 LEADER'S SUCCESS IS HOW THE ORGANIZATION FUNCTIONS WITHOUT  
11 THEM. AND I THINK YOU HAVE PLAYED SUCH A BIG ROLE IN HELPING  
12 THINK ABOUT THE FUTURE EVERY SINGLE TIME YOU TOOK AN ACTION  
13 THAT THIS ORGANIZATION AND THROUGH GENERATIONS TO COME,  
14 REALLY, PEOPLE WILL BE THE BENEFICIARIES OF THE LEADERSHIP AND  
15 THE WORK THAT YOU HAVE INSPIRED IN THE OH ORGANIZATION. AND  
16 JUST KNOW YOU ARE BELOVED.

17

18 **ALFREDO PEDROZA, CHAIR:** SPERING?

19

20 **JAMES P. SPERING:** THERESE YOU AND I GO YEARS BACK YOUR HUSBAND  
21 ROAD IS ONE OF THE BEST PLANNERS I WORKED WITH HERE AT MTC.  
22 BUT, YOU KNOW, YOU'RE AN EXTRAORDINARY PERSON SURROUNDED BY AN  
23 EXTRAORDINARY STAFF ACCOMPLISHING EXTRAORDINARY  
24 ACCOMPLISHMENTS IN THIS REGION. YOU ARE A REAL SUCCESS. AND I  
25 SAY THIS ABOUT PUBLIC SERVANTS, IS THE NUMBER OF PEOPLE THAT



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1 YOU HAVE TOUCHED THEIR LIVES IN A POSITIVE WAY. THAT IS THE  
2 REAL SUCCESS OF ANY PUBLIC SERVANT, AND YOU HAVE DONE AN  
3 OUTSTANDING JOB WITH THAT. AT YOUR RETIREMENT PARTY THERE WILL  
4 BE LOTS MORE COMMENTS. I WANT TO PERSONALLY THANK YOU FOR MY  
5 TIME HERE AT MTC, YOU HAVE SET A GREAT EXAMPLE, RESOURCES I  
6 CERTAINLY HAVE RELIED ON HERE OVER THE YEARS AND I WAS REALLY  
7 HAPPY THAT YOU CAME BACK TO MTC TO END YOUR CAREER HERE. THANK  
8 YOU.

9

10 **ALFREDO PEDROZA, CHAIR:** COMMISSIONER PAPAN?

11

12 **GINA PAPAN:** THANK YOU. I DON'T LIKE THESE -- I'M NOT AS  
13 ARTICULATE AS EVERYONE -- I GET TOO EMOTIONAL. BUT THERESE,  
14 YOU WERE HERE WHEN I STARTED AND IT WAS SUCH A WARM WELCOME.  
15 AND YOU REACHING OUT TO EVERYONE MAKING EVERYONE FEEL INCLUDED  
16 AND GUIDING US THROUGHOUT PROCESS BECAUSE SOMETIMES WE ALL GO  
17 OFF ON ALL KIND OF, BRINGING US BACK, I ADMIT IT, AND I  
18 TOTALLY ADMIT IT. [LAUGHTER] AND I APPRECIATE THE GRACE IN  
19 WHICH YOU KEEP US MOVING FORWARD AND AS JIM SAID EARLIER, A  
20 LEADER FOR OUR TIME. AND YOU REALLY STEPPED IF AT THE RIGHT  
21 TIME AND ALL THAT IS BEFORE US RIGHT NOW TO TRY TO MOVE  
22 FORWARD, THE EQUITY FORUM, THE GUIDELINES, THE BLUE RIBBON,  
23 EVERYTHING. YOUR LEGACY IS JUST AMAZING. AND YOU, AS A PERSON,  
24 IT'S JUST SO WONDERFUL. IT'S SO GREAT TO SEE YOU AGAIN IN-  
25 PERSON TOO. [LAUGHTER] I JUST LOVED EVERY MINUTE OF IT. AND I



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1 WANT TO THANK YOU SO VERY MUCH. AND I DO HOPE ALL THESE  
2 RELATIONSHIPS CONTINUE INTO THE FUTURE. YOU LOOK SO MUCH MORE  
3 RELAXED NOW. [LAUGHTER] BUT ENJOY EVERYTHING. FAMILY, FRIENDS,  
4 EVERYTHING. BECAUSE YOU DESERVE IT. AND THE GRATITUDE THAT WE  
5 HAVE, I HOPE YOU CAN FEEL IT, AND YOU WILL SEE, HOPEFULLY WE  
6 MAKE THIS EVEN GRANDER. THANK YOU FOR ALL THE STAFF YOU HAVE  
7 PUT INTO PLACE. THE TEAM YOU HAVE DEVELOPED. IT'S AMAZING. SO,  
8 THANK YOU SO VERY MUCH. AND LOOKING FORWARD TO THE PARTY.

9

10 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER. AN.  
11 COMMISSIONER CANEPA?

12

13 **DAVID CANEPA:** THANK YOU VERY MUCH FOR DESCRIBING YOUR CAREER  
14 AND THE ARC, AND LUCKILY WE HAVE THAT ON VIDEO, BECAUSE I  
15 THINK THAT WAS JUST AMAZING, AND YOU THINK ABOUT HOW YOU  
16 DEFINE LEADERSHIP. THAT WAS PRETTY, PRETTY, PRETTY PROFOUND. I  
17 WANT TO THANK YOU FOR A COUPLE OF THINGS. ONE, PLANNED BAY  
18 AREA. I THINK US MOVING FORWARD THAT DOCUMENT IS SOMETHING,  
19 EVEN WHEN YOU LEAVE THIS AGENCY, THAT WILL CONTINUE TO STAY  
20 WITH US. WE TALKED ABOUT EARLIER, ABOUT, YOU KNOW, NETWORK  
21 MANAGEMENT, FARE INTEGRATION, REALLY WORKING ON THESE REALLY  
22 STRATEGIC BIG PARTICULATE ITEMS, AND HOW YOU HAVE GONE ABOUT  
23 IT AND HOW YOU HAVE BEEN ABLE TO BE INCLUSIVE AND TO BRING  
24 PEOPLE ALONG WITH YOU ON THIS JOURNEY, PROBABLY JR. MEMBER ON  
25 THIS BOARD, AND HOW YOU HAVE PUT IT ALL TOGETHER. PERSONALLY,



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1 I JUST WANT TO THANK YOU FOR YOUR ACETOSOLUBILITY. I HAVE HAD  
2 QUESTIONS, AND TEXTED YOU DURING MEETINGS -- AND I APPRECIATE  
3 --

4

5 **SPEAKER:** IT COMES OUT --

6

7 **DAVID CANEPA:** EXCUSE ME COMMISSIONER SPERING. IT WASN'T ON  
8 AGENDA ITEMS, AS YOU CAN IMAGINE. BUT NO I JUST REALLY WANT TO  
9 THANK YOU. AND WHAT I THINK IS REALLY IMPORTANT IS WHAT YOU  
10 MENTIONED, SUPERVISOR CHAVEZ, SUCCESSION PLANNING. I THINK WE  
11 HAVE AN INCREDIBLE STAFF HERE AT MTC, AND I FIRMLY BELIEVE YOU  
12 HAVE LAID THE FOUNDATION FOR WHAT THE FUTURE IS, AND YOU  
13 SHOULD TAKE GREAT PRIDE IN THAT. THANK YOU.

14

15 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. KIMBERLY, DO WE HAVE ANY  
16 COMMISSIONERS VIRTUALLY?

17

18 **CLERK OF THE BOARD:** YES, MR. CHAIR, WE DO. BUT FIRST  
19 COMMISSIONER DUTRA-VERNACI?

20

21 **CAROL DUTRA-VERNACI:** THANK YOU, KIMBERLY. AND THANK YOU  
22 COMMISSIONER PEDROZA. THERESE, YOUR TIME HERE HAS BEEN  
23 IMMEASURABLE. YOUR EXPERIENCE THAT YOU BROUGHT IS DESCRIBED BY  
24 YOUR OWN COMMENTS, REALLY MOVED US FORWARD, AND ESPECIALLY AT  
25 THIS UNPRECEDENTED TIME OF COVID. WE HAD SO MUCH TO



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1 ACCOMPLISH, AND YOU KEPT THE BALL ROLLING. I'M NOT GOING TO BE  
2 ABLE TO BE THERE THIS AFTERNOON, UNFORTUNATELY, FOR THE  
3 CELEBRATION PARTY. SO I JUST WANTED TO LET YOU KNOW THAT FROM  
4 THE VERY MOMENT WE INTERVIEWED YOU AND THEN HIRED YOU, AND  
5 THEN YOU WALKED IN THE DOOR, YOU HAD A PRESENCE THAT WAS SO,  
6 SO EASY TO WORK WITH. YOU WERE APPROACHABLE. YOU WERE JUST  
7 LIKE TALKING TO ONE OF US COMMISSIONERS, AS OPPOSED TO THE  
8 EXECUTIVE DIRECTOR. IT WAS -- IT WAS -- IT WAS A WELCOMING  
9 FEELING. AND I DO HAVE TO SAY THAT I AGREE WITH ALL OF THE  
10 COMMENTS THAT HAVE BEEN BROUGHT FORTH BEFORE ME, HERE, YOU  
11 HAVE BEEN A TREMENDOUS ASSET TO THIS OPERATION. YOUR KNOWLEDGE  
12 AND YOUR FRIENDSHIP, REALLY, IS REALLY JUST ENRICHED ALL OF  
13 OUR LIVES. SO, THANK YOU SO MUCH. AND ENJOY EVERY SINGLE  
14 MINUTE OF YOUR RETIREMENT, BECAUSE YOU HAVE EARNED EVERY  
15 SECOND OF IT. THANK YOU SO MUCH, THERESE.

16

17 **CLERK OF THE BOARD:** COMMISSIONER GIACOPINI, FOLLOWED BY  
18 COMMISSIONER RONEN?

19

20 **DORENE M. GIACOPINI:** THERESE, IT HAS BEEN SUCH A PLEASURE TO  
21 BE ABLE TO WATCH YOUR CAREER. IT'S JUST BEEN AMAZING. I AM SO  
22 IN AWE OF YOU, AND -- AND SO FORTUNATE TO CONSIDER YOU A  
23 FRIEND. I THINK THAT WHEN I JOINED THE COMMISSION YOU, I  
24 BELIEVE, WERE HEAD OF THE LEGISLATION DEPARTMENT AND WHATEVER  
25 WE CALLED IT THEN, AND YOU HAD TWO LITTLE ONES. VERY LITTLE



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1 ONES. AND -- AND I HAVE HAD THE OPPORTUNITY TO SEE, YOU KNOW,  
2 YOU GO THROUGH ALL OF THE -- ALL OF THE POSITIONS THAT YOU  
3 JUST E -- ENUMERATED, AS WELL AS THE TRIALS AND TRIBULATIONS  
4 AND HAPPINESS WITHIN YOUR FAMILY, AND I VALUE YOU VERY MUCH. I  
5 HOPE WE GET TO STAY IN TOUCH, AND I'LL SEE YOU THIS AFTERNOON.  
6 THANK YOU.

7

8 **CLERK OF THE BOARD:** COMMISSIONER RONEN, FOLLOWED BY  
9 COMMISSIONER ABE-KOGA?

10

11 **HILLARY RONEN:** THERESE, FIRST I WANT TO SAY I'M SO SAD I CAN'T  
12 BE THERE PERSONALLY TODAY. I HAVE TO CHAIR A COMMITTEE THIS  
13 AFTERNOON. I WANT TO SAY HOW GRATEFUL I AM TO HAVE CROSSED  
14 PATHS WITH YOU AND WATCH AND BENEFIT FROM YOUR LEADERSHIP ON  
15 THIS BODY. YOU ARE AN EXTRAORDINARY PERSON WITH EXTRAORDINARY  
16 STYLE. I THINK NOBODY HAS MENTIONED YOUR GRACE AND STYLE. I  
17 JUST WANT TO EXPRESS MY GRATITUDE FOR YOUR LIFETIME OF SERVICE  
18 TO THIS REGION, THIS COUNTRY. THANK YOU SO MUCH FOR  
19 EVERYTHING. I HOPE YOU JUST ENJOY, ENJOY, NOT HAVING THIS  
20 MAJOR, MAJOR JOB ON YOUR SHOULDERS AND GET TO SPEND TIME  
21 RELAXING WITH YOUR FAMILY. SO MUCH LOVE.

22

23 **CLERK OF THE BOARD:** COMMISSIONER ABE-KOGA FOLLOWED BY RANDI  
24 KINMAN.

25



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1 **MARGARET ABE-KOGA:** THANK YOU, THERESE. IT'S BEEN AN HONOR AND  
2 PLEASURE TO WORK WITH YOU. IF THERE IS ANYTHING, I REGRET THAT  
3 IT'S THE SHORT AMOUNT OF TIME. I HAVE CERTAINLY LEARNED SO  
4 MUCH FROM YOU. AND JUST HEARING ABOUT ALL THAT YOU HAVE  
5 ACCOMPLISHED, IT'S REALLY INSPIRING FOR ME. I REMEMBER YOU  
6 FIRST CAME DOWN TO THE SOUTH BAY AND INTRODUCED YOURSELF WITH  
7 BRAD TO OUR CITY'S ASSOCIATION IN SANTA CLARA COUNTY, I THINK  
8 THAT WAS MAYBE THE FIRST TIME, AT LEAST IN A LONG TIME, THAT  
9 WE SAW A DIRECTOR COME DOWN, AND I REALLY APPRECIATED THAT.  
10 AND, FRANKLY, JUST YOUR ACCESSIBILITY THROUGHOUT. AND I  
11 APPRECIATE YOUR WORDS OF ENCOURAGEMENT ESPECIALLY AS A WOMAN  
12 LEADER, AND IT'S REALLY GREAT TO SEE YOU AND TO SEE YOUR  
13 ACCOMPLISHMENTS. IT'S SOMETHING FOR US TO ASPIRE TO. BUT THANK  
14 YOU, AGAIN, FOR EVERYTHING. I WAS GOING TO TRY TO MAKE IT DOWN  
15 FOR YOUR RECEPTION, OR UP FOR YOUR RECEPTION, BUT IF I DON'T,  
16 I JUST WANT TO SAY THANK YOU AND BEST WISHES TO YOU. AND, YES,  
17 I HOPE THAT WE CAN KEEP CONNECTED. THANKS SO MUCH.

18

19 **CLERK OF THE BOARD:** NEXT UP IS RANDI KINMAN, AND AFTER MS.  
20 KINMAN IS IT ALL RIGHT IF I MOVE TO PUBLIC COMMENT?

21

22 **ALFREDO PEDROZA, CHAIR:** YES. THEN WE'LL BRING IT BACK TO THE  
23 COMMISSION.

24

25 **CLERK OF THE BOARD:** THANK YOU.



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1

2 **RANDI KINMAN:** THANK YOU. THERESE, I WANT TO SAY HOW MUCH I  
3 APPRECIATE THE WORK THAT YOU HAVE DONE REGARDING EQUITY ACROSS  
4 THE BOARD. FOR THOSE OF THE COMMISSIONERS AND THE PUBLIC WHO  
5 WEREN'T HERE, WE WOULD CREATE PLANNED BAY AREA AND THEN WE  
6 WOULD COME BACK IN AFTERWARD AND TRY TO DO AN EQUITY ANALYSIS.  
7 AND THAT'S KIND OF A BACKWARD WAYS OF LOOKING AT IT, BECAUSE  
8 IT WAS TRYING TO ADD ON AFTER THE FACT, AFTER WE HAD CREATED A  
9 PROGRAM OR POLICIES INCLUSIONED FOR OUR DISABLED, FOR OUR  
10 SENIORS, FOR OUR LOW-INCOME, FOR OUR COMMUNITIES OF COLOR. IN  
11 JUST A FEW SHORT YEARS, YOU HAVE MANAGED, AND DURING THE  
12 PANDEMIC, TO TURN THAT AROUND SO THAT, THAT INCLUSION IS  
13 THOUGHT OF AT EVERY STEP OF THE WAY. SO, IT'S REALLY A  
14 WONDERFUL EXPERIENCE NOW TO SIT IN MEETINGS WITH STAFF AND TO  
15 SIT IN POLICY MEETINGS AND HAVE THAT FRAMEWORK ESTABLISHED  
16 WITHIN THE FRAMEWORK THAT WE DO. SO, I WANT TO SAY THANK YOU  
17 FOR THAT. IT IS JUST BEEN AN AMAZING EXPERIENCE. AND BEST OF  
18 LUCK TO YOU.

19

20 **CLERK OF THE BOARD:** COMMISSIONER GLOVER? FOLLOWED BY AMY  
21 WORTH.

22

23 **FEDERAL D. GLOVER:** THANK YOU. THERESE, IT REALLY IS BEEN A  
24 PLEASURE OF MINE TO HAVE WORKED WITH YOU. YOU REALLY SET THE  
25 STANDARD, FOR ME, IN TERMS OF MTC. I NEVER WILL FORGET YOUR



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1 VISIT TO MY OFFICE WHEN FIRST STARTED WITH MTC AND YOU CAME  
2 OUT AND SHARED WITH ME MTC AND WHAT IT WAS ALL ABOUT. YOU  
3 KNOW, YOUR PASSION FOR THIS WORK IS SOMETHING THAT REALLY  
4 ENGAGED ME TO WANT TO BE AN ACTIVE PART OF MTC. SO, I JUST  
5 WANT TO THANK YOU FOR YOUR LEADERSHIP. I THINK THAT YOU HAVE  
6 BEEN A FRONT-RUNNER IN TERMS OF WHAT HAPPENS ON THE REGIONAL  
7 AND NATIONAL LEVEL FOR THE TRANSPORTATION NETWORK. AND I JUST  
8 WANT TO APPRECIATE ALL THE VALUE THAT YOU HAVE BROUGHT TO MTC  
9 IN THIS REGION, AND YOUR LEADERSHIP AND MENTORSHIP OF SO MANY  
10 OF US ALONG THE WAY. SO, CONGRATULATIONS ON YOUR RETIREMENT  
11 AND WE WISH YOU THE BEST.

12

13 **CLERK OF THE BOARD:** NEXT UP IS AMY WORTH, FOLLOWED BY ADINA  
14 LEVIN.

15

16 **AMY R. WORTH:** THANK YOU VERY MUCH. I AM SO GRATEFUL TO BE HERE  
17 IN-PERSON TO CONGRATULATE THERESE ON HER RETIREMENT AND TO  
18 JUST SAY HOW BLESSED WE ALL ARE TO HAVE BEEN ABLE TO WORK WITH  
19 HER. AND I REMEMBER THE LAST TIME WE CELEBRATED HER RETIREMENT  
20 FROM MTC, REMEMBER IN THE OLD BUILDING, IN THE OLD CONFERENCE  
21 ROOM, AND SHE WAS HEADED OFF TO WASHINGTON, D.C., AND IT WAS  
22 TRULY BITTER SWEET. IT WAS SAD TO HAVE HER LEAVE MTC, BUT WE  
23 WERE SO THRILLED THAT SHE WAS HEADED OFF, AND THAT PRESIDENT  
24 OBAMA HAD MADE SUCH A BRILLIANT DECISION IN HIRING HER. BUT  
25 WANT YOU ALL TO KNOW THAT SHE WAS VERY CLEAR THERE WAS NO



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1 CONFLICT OF INTEREST. ANY TIME WE NEEDED HELP, WE ONLY NEEDED  
2 TO CALL ONE OF HER COLLEAGUES. BUT WE WERE THRILLED TO VISIT  
3 HER WHEN WE WENT BACK TO WASHINGTON, D.C. WITH OUR HANDS OUT  
4 FOR HELP. THERESE IT'S BEEN SUCH A JOY WORKING WITH YOU OVER  
5 THE DECADES AND YOU HAVE TRULY HAVE BEEN AN INSPIRATION TO ALL  
6 OF US. AND I THINK MY COLLEAGUE, COMMISSIONER GLOVER REALLY  
7 SAID IT WELL, YOU HAVE INSPIRED EACH OF US TO DO THE BEST WE  
8 CAN AS COMMISSIONERS AND REALLY BE COMMITTED TO IT. AND YOU  
9 ARE TRULY ONE OF THE STARS OF THE UNIVERSITY OF CALIFORNIA.  
10 AND AS YOU KNOW, I'M A GREAT FAN OF THE UNIVERSITY. AND THERE  
11 IS NOBODY FROM THIS UNIVERSITY WHO HAS DONE MORE TO BUILD  
12 PRIDE OF UNIVERSITY THAN YOU. IN YOUR EXPERIENCE, YOUR  
13 PROFESSION, AND BROUGHT GREAT PRIDE AT THE UNIVERSITY THROUGH  
14 YOUR TREMENDOUS ACCOMPLISHMENTS AND SERVICE TO THE PEOPLE OF  
15 CALIFORNIA. ONE OF THE THINGS YOU HAVE DONE SO WELL TO THE  
16 COMMISSION IS WHENEVER WE GET INTO A TOUGH STRAIGHT AROUND  
17 THIS DAIS AND WE HAVE TO FIGURE SOMETHING OUT, WE TURN TO YOU  
18 KIND OF SAYING, OKAY, HELP GET US OUT OF THIS. AND YOU SPEAK  
19 SO ELOQUENTLY, AND, NUMBER ONE, YOU HAVE IN DEPTH KNOWLEDGE OF  
20 THE ISSUES WE'RE FACING AND CAN COME FORWARD AND PROVIDE  
21 COMMENTS THAT BRING SUCH CLARITY TO THE ISSUE THAT WE HAVE  
22 BEEN ABLE TO COME TO A DECISION ABOUT A TOUGH POINT WE HAVE TO  
23 BRING. AND, THE OTHER THING IS YOU WERE SO INSPIRING TO THE  
24 PEOPLE THAT YOU MEET WITH AND TALK TO. AND I HAVE SEEN -- ONE  
25 OF THE THINGS I JUST LOVE IS WHEN YOU ARE WORKING WITH YOUNG



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1 PEOPLE AND YOU SPEAK TO THEM AND THEIR FACES LIGHT UP AND THEY  
2 SAY, YOU KNOW, AS COMMISSIONER CHAVEZ SAID, THESE YOUNG --  
3 ESPECIALLY THE YOUNG GIRLS -- YOU HAVE WORKED WITH WTS, AND  
4 YOU SPEAK TO THEM AND THEY SAY, "I CAN DO THIS TOO. I CAN DO  
5 THIS TOO." AND I KNOW THAT IS ONE OF THE THINGS THAT YOU DO --  
6 DO REALLY, REALLY ENJOY DOING AND YOUR -- THE STAFF MENTORING  
7 THAT YOU HAVE DONE. AND I KNOW THE STAFF IS GOING TO MISS YOU.  
8 BUT YOU WILL BE THERE IN THEIR HEARTS, IN, IN THERE. AND I  
9 FEEL SO LUCKY, SINCE YOU AND I LIVE RIGHT ON EITHER SIDE OF A  
10 HILL, SO WE'RE GOING TO GET TO PLAY TOGETHER. AND AS ROD SAID,  
11 THE BEADS ARE BACK. [LAUGHTER] THAT'S, SORT OF, AN IN-JOKE FOR  
12 THE HOBBIES ARE BACK, AND WE'RE LOOKING FORWARD TO BEING  
13 TOGETHER. AND I JUST WANT TO EXPRESS MY PERSONAL THANKS TO YOU  
14 FOR YOUR LEADERSHIP, FOR YOUR MENTORSHIP, FOR YOUR SUPPORT,  
15 AND YOUR FRIENDSHIP. AND YOUR REGION, THE STATE OF CALIFORNIA  
16 AND THE NATION ARE SO FORTUNATE THAT YOU HAVE DEVOTED YOUR  
17 ENTIRE CAREER TO SERVICING OUR NATION, AND OUR STATE, AND OUR  
18 REGION THROUGH YOUR EXCELLENCE AND YOUR BRILLIANCE. THANK YOU  
19 SO MUCH.

20

21 **CLERK OF THE BOARD:** ADINA LEVIN, FOLLOWED BY VEDA FLOREZ.

22

23 **ADINA LEVIN:** GOOD AFTERNOON COMMISSIONERS. ADINA LEVIN ON  
24 POLICY ADVISORY COUNCIL. WANTED TO EXPRESS MY GRATITUDE AND  
25 ADMIRATION TO THERESE MCMILLAN FOR HER LEADERSHIP FOR THE



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1 REGION AND THE STATE AND THE NATION. FOR THE REALLY DIFFICULT  
2 WORK OVER THE YEARS, AND HELPING OUR REGION AND OUR  
3 TRANSPORTATION SYSTEM GRAPPLING WITH THE PANDEMIC AND  
4 RESPONDING TO THAT DISASTER WITH INITIATIVES TO RECOVER OUR  
5 PUBLIC TRANSPORTATION SYSTEM AND MAKE IT A BETTER IN RESPONSE  
6 TO THE DISASTER AND THE THOROUGH GOING WORK TO REVIEW AND  
7 IMPROVE HOW MTC HANDLES EQUITY THROUGH EVERYTHING THAT IT DOES  
8 AND LOOKING FORWARD TO THE LEGACY BEING LEFT BEHIND ON ALL  
9 THIS WORK OVER YOUR CAREER. CONGRATS ON YOUR RETIREMENT.

10

11 **CLERK OF THE BOARD:** VEDA FLOREZ?

12

13 **VEDA FLOREZ:** HELLO CAN YOU HEAR ME.

14

15 **CLERK OF THE BOARD:** YES. WE CAN HEAR YOU.

16

17 **VEDA FLOREZ:** FANTASTIC. GOOD AFTERNOON COMMISSIONERS. AND I'M  
18 THRILLED. I'M THRILLED TO HAVE THE OPPORTUNITY TO HAVE WORKED  
19 WITH THE OUTGOING EXECUTIVE DIRECTOR. IT HAS JUST BEEN SUCH A  
20 PLEASURE TO LISTEN TO YOU AND THE WAY THAT YOU CRYSTALLIZE  
21 INFORMATION AND DETAILS AND BEING A MEMBER OF THE PUBLIC  
22 POLICY COUNCIL, HOW YOU NEVER SPOKE DOWN TO US. YOU TALKED TO  
23 US AS IF WE WERE INTELLIGENT INDIVIDUALS, LAID OUT THE  
24 INFORMATION, AND WERE VERY DIRECT AND CLEAR WITH  
25 CONSIDERATIONS THAT WE SHOULD MAKE. AND I APPRECIATE THAT. AND



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1 YOUR VISION HAS REALLY TAKEN THE ENTIRE BAY AREA BY STORM AND  
2 ALLOWED US TO SEE INTO THE FUTURE WHERE WE WANT TO GO AND I AM  
3 SO EXCITED TO -- FOR THE EQUITY PLATFORM TO MOVE FORWARD, AND  
4 I APPRECIATE YOU BEING HERE WITH US AT MTC. SO, THANK YOU VERY  
5 MUCH.

6

7 **CLERK OF THE BOARD:** THANK YOU. AND I ALMOST FAILED TO MENTION  
8 THE LETTER WE RECEIVED A RESOLUTION OF APPRECIATION FROM CCAG  
9 FOR THERESE. SO.

10

11 **ALFREDO PEDROZA, CHAIR:** THANK YOU. BRINGING IT BACK TO THE  
12 COMMISSION. COMMISSIONER JOSEFOWITZ?

13

14 **NICK JOSEFOWITZ, V. CHAIR:** EVERYBODY SAID SO MUCH. IT'S NOT  
15 MUCH TO SAY AT THE END. I REALLY APPRECIATED WORKING WITH YOU.  
16 I HAVE LEARNED SO MUCH FROM YOU AND YOU HAVE BEEN INCREDIBLY  
17 GENEROUS AS A, SORT OF, A TEACHER AND A MENTOR AND TO ME, AND  
18 I AM INCREDIBLY GRATEFUL. I AM ALSO INCREDIBLY GRATEFUL FOR  
19 HOW YOU HAVE THE ABILITY TO, SORT OF, JUST TRUTH-TELL ABOUT  
20 THINGS AND DO IT IN A WAY IN WHICH BRINGS PEOPLE TOGETHER AND  
21 DOESN'T, SORT OF, TEAR PEOPLE APART AND YOU HAVE BEEN ABLE TO  
22 DO THAT ON THINGS WE HAVE FACED EXTERNALLY, WHETHER IT'S ALL  
23 THESE DIFFERENT TRANSIT AGENCIES THAT AREN'T WORKING TOGETHER  
24 THAT SOMETIMES MADE US FEEL LIKE THAT DOESN'T MATTER YOU COULD  
25 JUST CUT THROUGH THAT, AND WE EXPECT TO BE ABLE TO BUILD ALL



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1 OF OUR PROJECTS OR WE JUST HOPE THAT TRANSIT WILL CONTINUE TO  
2 RUN WITHOUT ENOUGH RIDERS AND WITHOUT ENOUGH REVENUE AND YOU  
3 HAVE ALWAYS BEEN ABLE TO TELL THE TRUTH THAT FOCUSES MINDS AND  
4 BRINGS US TOGETHER INTERNALLY WITHIN THE ORGANIZATION AND JUST  
5 BUILT UP, SORT OF, A REMARKABLE STAFF BUT ALSO DONE THE  
6 DIFFICULT THINGS INTERNALLY THAT DON'T GET THE ATTENTION OF,  
7 SORT OF, YOU KNOW, REALLY FIXING SOME OF THE -- AND PUTTING IN  
8 THE, SORT OF, PROCESSES THAT ARE NEEDED TO RUN A BIG  
9 ORGANIZATION. AND ALL OF THOSE THINGS ARE GOING TO BE YOUR  
10 LEGACY, THE THINGS THAT PEOPLE ARE GOING TO -- THE RIDERS ARE  
11 GOING TO EXPERIENCE EVERY DAY THAT THEY CAN ACTUALLY EASILY  
12 CONNECT BETWEEN TWO DIFFERENT AGENCIES, BUT ALSO THE KIND OF  
13 THE FACT THAT YOU HAVE LEFT A MORE FUNCTIONAL AGENCY THAN YOU  
14 INHERITED, AND THOSE ARE THINGS THAT NO ONE WILL PROBABLY SEE  
15 OTHER THAN THOSE PEOPLE WHO WORK FOR THE AGENCY, AND I THINK  
16 WE ALL ON THIS COMMISSION, AND THE WHOLE REGION OWES YOU A  
17 DEBT OF GRATITUDE FOR DOING THOSE THINGS.

18

19 **ALFREDO PEDROZA, CHAIR:** THANK YOU VICE CHAIR JOSEFOWITZ. YOU  
20 KNOW, THERESE, YOU KNOW, I ECHO ALL THE COMMENTS THAT WERE  
21 SHARED BY MY COLLEAGUES. AND I'LL JUST SAY THIS. ONE OF THE  
22 BIGGEST COMPLIMENTS I CAN GIVE YOU IS I HAVE A THREE YEAR-OLD  
23 DAUGHTER AND I TOLD HER WHAT YOU HAVE DONE AND WITHOUT  
24 PROMPTING, SHE SAID THAT'S INSPIRATIONAL. SHE IS A SUNRISE  
25 MONTESSORI, IT'S A GREAT SCHOOL; BUT I DON'T GIVE THEM CREDIT.



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1 I GIVE THEM CREDIT BECAUSE I TELL HER WHAT THOSE 8:30 CALLS  
2 ARE ABOUT. IT'S TO BE A FATHER TO A DAUGHTER THAT'S GROWING UP  
3 IN THIS WORLD YOU'RE A GREAT ROLE MODEL. THAT'S ONE OF THE  
4 BEST COMPLIMENTS I CAN GIVE YOU. WITH THAT SAID, WE DO NEED TO  
5 MOVE ON WITH THE RESOLUTION. COMMISSION, I'LL LOOK FOR A  
6 MOTION TO APPROVE RESOLUTION 4560.

7

8 **CINDY CHAVEZ:** SO MOVED, CHAVEZ.

9

10 **ALFREDO PEDROZA, CHAIR:** FIRST BY CHAVEZ, SECOND BY SPERING.  
11 ROLL CALL VOTE, PLEASE?

12

13 **CLERK OF THE BOARD:** CHAIR PEDROZA?

14

15 **ALFREDO PEDROZA, CHAIR:** YES.

16

17 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ?

18

19 **NICK JOSEFOWITZ, V. CHAIR:** ABE-KOGA?

20

21 **MARGARET ABE-KOGA:** YES.

22

23 **CLERK OF THE BOARD:** CHAVEZ?

24

25 **CINDY CHAVEZ:** YES.



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1

2 **CLERK OF THE BOARD:** DUTRA-VERNACI?

3

4 **CAROL DUTRA-VERNACI:** YES.

5

6 **CLERK OF THE BOARD:** FLEMING?

7

8 **VICTORIA FLEMING:** YES.

9

10 **CLERK OF THE BOARD:** MAHAN? IS ABSENT. MILEY?

11

12 **NATHAN MILEY:** YES.

13

14 **CLERK OF THE BOARD:** PAPAN?

15

16 **GINA PAPAN:** YES.

17

18 **CLERK OF THE BOARD:** RABBITT?

19

20 **DAVID RABBITT:** AYE.

21

22 **CLERK OF THE BOARD:** RONEN?

23

24 **HILLARY RONEN:** AYE.

25



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1 **CLERK OF THE BOARD:** SPERING?

2

3 **JAMES P. SPERING:** YES.

4

5 **CLERK OF THE BOARD:** THAO IS ABSENT. MOTION PASSES UNANIMOUSLY  
6 BY ALL MEMBERS PRESENT.

7

8 **ALFREDO PEDROZA, CHAIR:** WE'RE GOING TO TAKE A QUICK PICTURE  
9 WITH THERESE AND HER FRIEND.

10

11 **ALFREDO PEDROZA, CHAIR:** THANK YOU, COMMISSIONERS. AND WE DO  
12 HAVE A LONG DAY. WE'RE GOING TO PROCEED WITH THE BALANCE OF  
13 OUR AGENDAS. COMMISSIONERS, THERE ARE SNACKS IN THE GREEN  
14 ROOM. PLEASE TAKE BREAKS AS NEEDED. BUT WE DO HAVE A 2:00  
15 WE'RE GOING TO TRY TO GET TO. AT THIS POINT PROCEEDING TO ITEM  
16 16, PUBLIC COMMENT.

17

18 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WITH  
19 THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED  
20 ON THIS ITEM.

21

22 **ALFREDO PEDROZA, CHAIR:** THANK YOU, KIMBERLY. AT THIS POINT,  
23 WE'RE GOING TO ADJOURN TO OUR NEXT MEETING WHICH WILL BE  
24 WEDNESDAY FEBRUARY 22ND. MEETING ADJOURNED. THANK YOU ALL.

25 [ADJOURNED]



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1



**NTT**

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