



METROPOLITAN TRANSPORTATION COMMISSION

Meeting Transcript



FEBRUARY 10, 2023

METROPOLITAN TRANSPORTATION COMMISSION

EXECUTIVE COMMITTEE

FRIDAY, FEBRUARY 10, 2023 9:00 AM

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4
5 **ALFREDO PEDROZA, CHAIR:** GOOD MORNING, EVERYONE. MY NAME IS
6 ALFREDO PEDROZA, CHAIR OF THE METROPOLITAN TRANSPORTATION
7 COMMISSION, ALONG WITH NICK JOSEFOWITZ, OUR VICE CHAIR. I'M
8 GOING TO CALL TO ORDER THE MEETING FOR THE EXECUTIVE BOARD FOR
9 FRIDAY FEBRUARY 10TH AT 9:02 A.M. IF WE CAN PLEASE ROLL THE
10 BROADCASTING ANNOUNCEMENT? [RECORDED MEETING PROCEDURES
11 ANNOUNCEMENT] DUE TO COVID-19, THIS MEETING WILL BE CONDUCTED
12 AS A ZOOM WEBINAR PURSUANT TO THE PROVISIONS OF ASSEMBLY BILL
13 361 WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS
14 MEETING IS BEING WEBCAST ON THE MTC WEBSITE. THE CHAIR WILL
15 CALL UPON COMMISSIONERS, PRESENTERS, STAFF, AND OTHER
16 SPEAKERS, BY NAME, AND ASK THAT THEY SPEAK CLEARLY AND STATE
17 THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS
18 PARTICIPATING VIA WEBCAST AND ZOOM, WITH THEIR CAMERAS
19 ENABLED, ARE REMINDED THAT THEIR ACTIVITIES ARE VISIBLE TO
20 VIEWERS. COMMISSIONERS AND MEMBERS OF THE PUBLIC PARTICIPATION
21 BY ZOOM, WISHING TO SPEAK, SHOULD USE THE RAISE HAND FEATURE
22 OR DIAL STAR 9, AND THE CHAIR WILL CALL UPON THEM AT THE
23 APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE CALLED UPON
24 BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT IS REQUESTED
25 THAT PUBLIC SPEAKERS STATE THEIR NAMES AND ORGANIZATION, BUT,



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1 PROVIDING SUCH INFORMATION IS VOLUNTARY. WRITTEN PUBLIC
2 COMMENTS RECEIVED AT INFOATBAYAREAMETRO.GOV BY 5 P.M.,
3 YESTERDAY, WILL BE POSTED TO THE ONLINE AGENDA AND ENTERED
4 INTO THE RECORD, BUT WILL NOT BE READ OUT LOUD. IF AUTHORS OF
5 THE WRITTEN CORRESPONDENCE WOULD LIKE TO SPEAK, THEY ARE FREE
6 TO DO SO. THEY SHOULD RAISE THEIR HAND AND THE CHAIR WILL CALL
7 UPON THEM AT THE APPROPRIATE TIME. A ROLL CALL VOTE WILL BE
8 TAKEN FOR ALL ACTION ITEMS. PANELISTS AND ATTENDEES SHOULD
9 NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. IN ORDER TO GET THE
10 FULL ZOOM EXPERIENCE, PLEASE MAKE SURE YOUR APPLICATION IS UP
11 TO DATE.

12

13 **ALFREDO PEDROZA, CHAIR:** THANK YOU, IT TEAM. LET'S PROCEED TO
14 ITEM ONE, ROLL CALL PLEASE?

15

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

17

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

19

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

21

22 **NICK JOSEFOWITZ, V. CHAIR:** HERE.

23

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

25



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

2

3 **CLERK OF THE BOARD:** COMMISSIONER GLOVER? IS ABSENT.

4 COMMISSIONER RABBITT? IS ABSENT. COMMISSIONER SPERING?

5

6 **JAMES P. SPERING:** PRESENT.

7

8 **CLERK OF THE BOARD:** QUORUM IS PRESENT.

9

10 **ALFREDO PEDROZA, CHAIR:** PERFECT. ALL RIGHT. AT THIS POINT,

11 LET'S PROCEED TO ITEM TWO, WHICH IS OUR CONSENT CALENDAR.

12 COMMISSIONERS THIS INCLUDES ONE ITEM MINUTES FOR THE JANUARY

13 13TH MEETING. DO YOU HAVE ANY PUBLIC COMMENT WITH OUR CONSENT

14 CALENDAR?

15

16 **CAROL DUTRA-VERNACI:** I WAS GOING SAY DUTRA-VERNACI MOVES.

17

18 **JAMES P. SPERING:** SECOND, SPERING.

19

20 **ALFREDO PEDROZA, CHAIR:** FIRST BY COMMISSIONER DUTRA-VERNACI.

21 SECOND BY COMMISSIONER SPERING. AND DO WE HAVE ANY PUBLIC

22 COMMENT?

23

24 **CLERK OF THE BOARD:** I SEE NO RAISED HANDS FROM MEMBERS OF THE

25 PUBLIC AND I HAVE RECEIVED NOTHING IN WRITING FOR THIS ITEM.



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1

2 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. SO, ROLL CALL VOTE, PLEASE?

3

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

5

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

7

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

9

10 **NICK JOSEFOWITZ, V. CHAIR:** YES COMMISSIONER DUTRA-VERNACI?

11

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

13

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

15 IS ABSENT. COMMISSIONER RABBITT IS ABSENT. COMMISSIONER

16 SPERING?

17

18 **JAMES P. SPERING:** AYE.

19

20 **CLERK OF THE BOARD:** MOTION PASSES UNANIMOUSLY BY ALL MEMBERS

21 PRESENT.

22

23 **ALFREDO PEDROZA, CHAIR:** THANK YOU VERY MUCH. AND WE'RE GOING

24 TO MOVE, PROCEED TO ITEM 3A, THIS IS MTC RESOLUTION 4564 NEAR-

25 TERM REGIONAL NETWORK MANAGEMENT FRAMEWORK RECOMMENDATIONS.



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1 THIS IS AN ACTION ITEM, COMMISSIONERS. I'M GOING TO PASS IT
2 OVER TO SCHRUTI HARI WHO WILL PRESENT THIS ITEM.

3

4 **SHRUTI HARI:** GOOD MORNING CHAIR, COMMISSIONERS, SCHRUTI HARI
5 FROM MTC STAFF, AND I APPRECIATE THE OPPORTUNITY TO BRING BACK
6 THE REGION UNTIL NETWORK MANAGEMENT FRAMEWORK RECOMMENDATIONS
7 THIS TIME FOR YOU'RE REVIEW AND REFERRAL TO THE COMMISSION FOR
8 APPROVAL. PLEASE PULL UP THE SLIDE DECK. WHILE WE'RE DOING
9 THAT AS A QUICK REMINDER STAFF PRESENTED AN UPDATE ON THIS
10 EFFORT AS WELL AS THE DRAFT RNM FRAMEWORK RECOMMENDATIONS FOR
11 THE EXECUTIVE COMMITTEE AND COMMISSION REVIEW IN JANUARY AND
12 AT THESE MEETINGS WE RECEIVED SUPPORT COMMENTS AS WELL AS SOME
13 IMPORTANT REFLECTED RECOMMENDATIONS BEFORE YOU TODAY. NEXT
14 SLIDE PLEASE. SO, BEFORE I DELVE INTO THE FRAMEWORK
15 RECOMMENDATIONS I WANTED TO TAKE A QUICK MOMENT TO REFLECT ON
16 THE ROOTS OF THE REGIONAL NETWORK MANAGEMENT EFFORT INCLUDING
17 THE REASONS AND BENEFITS OF EMBARKING ON THIS ENDEAVOR. SO, IN
18 MAY OF 2020 MTC CONVENED THE BLUE RIBBON TRANSIT RECOVERY TASK
19 FORCE TO ADDRESS SEVERAL YEARS OF DECLINING TRANSIT RIDERSHIP
20 MADE CATASTROPHIC BY THE ADVERSE IMPACTS OF THE COVID-19 IN
21 JULY THE FOLLOWING YEAR THE TASK FORCE APPROVED THE
22 TRANSFORMATION ACTION PLAN WHICH SOUGHT TO DRIVE SEVERAL
23 TRANSFORMATIONAL OUTCOMES FOR THE BAY AREA TRANSIT, SHOWN ON
24 THE SLIDE HERE ESSENTIALLY MAKE TRANSIT MORE ATTRACTIVE
25 INCREASE RIDERSHIP AND EQUITY IN THE REGION INCLUDING SIMPLER



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1 AND CONSISTENT EQUITABLE FAIR PAYMENT OPTIONS MAKING TRANSIT
2 EASIER TO NAVIGATE AND CONVENIENT TRANSIT SERVICES MANAGED AS
3 AN UNIFIED EFFICIENT RELIABLE NETWORK TRANSIT SERVICES BEING
4 COORDINATED EFFICIENTLY FOR OLDER ADULTS PEOPLE WITH
5 DISABILITIES AND THOSE WITH LOWER INCOMES USING OUR EXISTING
6 RESOURCE MORE EFFICIENTLY SECURE NEW DEDICATED REVENUE TO MEET
7 OUR FUNDING NEEDS. STAFF REQUESTED A STUDY TO COMPLETE
8 RECOMMENDED PREFERRED GOVERNANCE FOR FRAMEWORK REGIONAL
9 NETWORK MANAGEMENT THAT SUPPORTS THIS TRANSFORMATION AND MAKES
10 IT EASIER TO ACHIEVE THE DESIRED OUTCOMES ON THIS SLIDE. WE
11 HAVE BEEN WORKING WITH THE TRANSIT OPERATORS AND STAKEHOLDERS
12 TO IDENTIFY A FEASIBLE FUNDABLE REGIONAL NETWORK MANAGEMENT
13 FRAMEWORK TO ACHIEVE A MORE SEAMLESS INTEGRATED AND CUSTOMER
14 FRIENDLY REGIONAL TRANSIT NETWORK THAT WOULD NOT ONLY BOOST
15 RIDERSHIP BUT CURB THE GROWTH OF VEHICLE MILES TRAVELED. NEXT
16 SLIDE PLEASE. SO, THE RNM FRAMEWORK RECOMMENDATIONS ARE
17 CAPTURED IN MTC RESOLUTION NUMBER 4564 BEFORE YOU TODAY. AND
18 TODAY WE ARE SEEKING YOUR REVIEW OF THIS RESOLUTION AND
19 REFERRAL TO THE COMMISSION FOR APPROVAL. WHAT THIS RESOLUTION
20 DOES IS IT WOULD FORMALIZE POLICY SUPPORT FOR THE RNM
21 FRAMEWORK RECOMMENDATION AND INCLUDES THE FOLLOWING KEY
22 ELEMENTS OF BUILDING BLOCKS OF THE REGIONAL NETWORK MANAGEMENT
23 FRAMEWORK THAT I'LL WALK THROUGH -- AND I'LL WALK THROUGH
24 THESE TODAY IN THE NEXT FEW SLIDES. THESE INCLUDE THE MISSION
25 AND VISION OF THE RNM, THE INITIAL REGIONAL TRANSIT FOCUS



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1 AREAS, THE NEAR-TERM FRAMEWORK ELEMENTS OF THE RNM, AND THE
2 PROPOSED ROLES AND COMMITTEE COMPOSITION, AS WELL AS THE
3 PERFORMANCE AND LONG-TERM EVOLUTION OF THE RNM FRAMEWORK. NEXT
4 SLIDE, PLEASE. SO, AS I MENTIONED OVER THE NEXT SET OF SLIDES
5 I'LL WALK THROUGH KEY ELEMENTS OF THE RNM FRAMEWORK AND
6 ANCHORING THE REGIONAL NETWORK MANAGEMENT FRAMEWORK ARE
7 MISSIONS AND VISION STATEMENTS AND THESE ARE HIGHEST LEVEL
8 GUIDING PRINCIPLES TO KEEP FIND. THE MISSION OF THE RNM IS TO
9 DRIVE TRANSFORMATIVE IMPROVEMENTS IN CUSTOMER EXPERIENCE FOR
10 BAY AREA REGIONAL TRANSIT AND THE VISION FOR RNM EXISTS TO
11 ADVANCE REGIONAL GOALS EQUITY LIVABILITY CLIMATE AND
12 RESILIENCY THROUGH UNIFIED REGIONAL TRANSIT SYSTEM THAT
13 SERVICES THE BAY AREA POPULATION. NEXT SLIDE. THE RNM FOCUS
14 CENTERED ON DELIVERING OPERATIONAL CHANGES THAT WILL DIRECTLY
15 BENEFIT PRESENT AND FUTURE CUSTOMERS. INITIAL SET OF FOCUS
16 AREAS FOR RNM HAVE BEEN IDENTIFIED AS FARE INTEGRATION POLICY,
17 MAPPING AND WAYFINDING, ACCESSIBLE, BUS TRANSIT PRIORITY, RAIL
18 NETWORK MANAGEMENT, AND CONNECTED NETWORK PLANNING. IT IS NOT
19 A COINS THAT THE REGIONAL MANAGEMENT FRAMEWORK WAS BUILT TO
20 ADDRESS THE SAME CUSTOMER FOCUSED ACTION PLAN INITIATIVES THAT
21 WE HAVE SEEN ON THE SECOND SLIDE AND THAT'S BECAUSE THE BLUE
22 RIBBON TASK FORCE CONSENSUS WAS THAT THESE ARE THE HIGHEST
23 PRIORITIES FOR BETTER SERVING OUR CURRENT RIDERS AS WELL AS
24 ATTRACTING ADDITIONAL RIDERS. WITHIN THESE FOCUS AREAS THERE
25 ARE BEST PRACTICES THAT ARE MANAGED AT A REGIONAL LEVEL AND



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1 OTHERS THAT REMAIN UNDER LOCAL CONTROL THIS SLIDE PROVIDES AN
2 OVERVIEW OF REGIONAL ROLE OF EACH TRANSIT FOCUS AREAS SOME KEY
3 EMERGING THEM SELF ARE SETTING THE VISION, DEVELOPING REGIONAL
4 POLICIES MAKE SELECT FUNDING DECISIONS, CREATE IMPLEMENTATION
5 PLANS, AS WELL AS IMPLEMENT CERTAIN REGIONAL PROGRAMS WITH THE
6 HELP OF COORDINATING STAKEHOLDERS. NEXT SLIDE. MOVING INTO THE
7 NEAR-TERM REGIONAL NETWORK MANAGEMENT FRAMEWORK ELEMENTS WILL
8 NEED THREE KEY ELEMENTS TO BE SUCCESSFUL ONE IS A REGIONAL
9 VISIONING ELEMENT STEERING ELEMENT AS WELL AS ADMINISTRATIVE
10 OR OPERATIONAL ELEMENT. THE REGIONAL VISIONING ELEMENT WOULD
11 SET A STRATEGIC VISION FOR REGIONAL TRANSIT AND ENSURE
12 CUSTOMER OUTCOMES AND BE ACCOUNTABLE FOR REGIONAL NETWORK
13 POLICY AND PRIORITIES. COMPRISED OF THE MTC RNM COMMITTEE AND
14 A CUSTOMER ADVISORY COMMITTEE WHICH I'LL WALK THROUGH IN THE
15 NEXT FEW SLIDES. WHERE THE REGIONAL VISIONING ELEMENT
16 DETERMINE WHAT IS NEEDS TO BE DONE THE STEERING ELEMENT WILL
17 DETERMINE HOW IT WILL BE DONE BASED ON THE VISION SET BY THE
18 STEERING ELEMENT THE STEERING WILL DEVELOP AND REACH CONSENSUS
19 AND POLICY RECOMMENDATIONS AND GUIDE THE ADMINISTRATIVE
20 OPERATIONAL ELEMENT ON EXECUTION THAT'S COMPRISED OF THE RNM
21 COUNCIL THEN MOVING INTO THE ADMINISTRATIVE OPERATIONAL
22 ELEMENT WHICH WILL PROVIDE DEDICATED STAFF AND TOOLS TO ENABLE
23 EXECUTION AND SUPPORT THE DAY-TO-DAY OPERATIONS OF THE RNM.
24 NEXT SLIDE PLEASE. SO, THIS SLIDE IS INTENDED TO BE A VISUAL
25 REPRESENTATION OF THE VARIOUS ELEMENTS OF THE RNM FRAMEWORK I



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1 DISCUSSED ON THE PREVIOUS SLIDE, AND THIS IS WHAT CONSTITUTES
2 THE SHORT OR THE NEAR-TERM RNM FRAMEWORK, AND IT SHOWS THE
3 ROLES, OR THE VARIOUS COMMITTEES THAT WILL BE PERFORMING THE
4 ROLES OF THESE VARIOUS ELEMENTS. SO, ON THE TOP, WE HAVE THE
5 VISIONING ELEMENT, WHICH IS COMPRISED OF THE MTC RNM
6 COMMITTEE, WHICH SAY COMMITTEE OF THE COMMISSION AND A
7 CUSTOMER ADVISORY COMMITTEE, WHICH WOULD BE A GROUP OF
8 STAKEHOLDERS WHO WOULD REPORT THE CUSTOMER. IN THE STEERING
9 ELEMENT ROLE WE HAVE THE RNM COUNCIL WHICH WOULD MOST LIKELY
10 BE A COMBINATION OF MTC AND GENERAL MANAGER LEVEL OPERATOR
11 REPRESENTATIVES WHO UNDERSTAND TRANSIT OPERATIONS AND CAN
12 PROVIDE LEADERSHIP AND CRITICAL INPUT ON REGIONAL POLICIES.
13 AND ON THE SIDE, WHERE YOU LOOK, SEE THE DEDICATED RNM SUPPORT
14 STAFF, AND THEN YOU ALSO HAVE THE TASK FORCES AND
15 SUBCOMMITTEES, THESE, TOGETHER, WOULD CONSTITUTE THE
16 ADMINISTRATIVE OPERATIONAL ELEMENT AND ENABLE EXECUTION AND
17 SUPPORT THE DAY-TO-DAY OPERATIONS OF THE RNM. AT ITS CORE THE
18 STRUCTURE ACHIEVES THREE CHECKMARKS ON THE RIDE GUIDING
19 PRINCIPLES THAT WERE KEPT IN MIND AS THE FRAMEWORK WAS
20 DESIGNED, CUSTOMER FOCUS, STRUCTURED FOR SCALE, AND BALANCING
21 SHORTED TERM MOMENTUM WITH LONG-TERM TRANSFORMATION. NEXT
22 SLIDE PLEASE. GOING INTO MORE DETAIL ON THE VARIOUS COMMITTEES
23 THAT MAKE UP THE RNM FRAMEWORK, THIS SLIDE IS INTENDED TO SHOW
24 MORE DETAIL ON THE PROPOSED STRUCTURE OF THE MTC RNM
25 COMMITTEE, AND THIS COMMITTEE STRUCTURE IS SIMILAR TO HOW MTC



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1 OPERATES TODAY. THESE COMMITTEES ARE NOT INTENDED TO BE AN
2 EXTRA LAYER BUT A FOCUS GROUP OF INDIVIDUALS FROM MTC WHO CAN
3 HELP DRIVE PROGRESS ON THIS. AND FOR THE MTC RNM COMMITTEE
4 WE'RE PROPOSING EIGHT SEATS FOR COMMISSION MEMBERS, TWO NON-
5 VOTING SEATS FOR TRANSIT AGENCY BOARD MEMBERS AND ONE NON-
6 VOTING SEAT FOR A STATE APPOINTEE. IT'S IMPORTANT ACKNOWLEDGE
7 HERE THAT THE RNM COMMITTEE MEMBERS WOULD NEED TO BE
8 GEOGRAPHICALLY DIVERSE AND REPRESENTATIVE OF THE CUSTOMER BASE
9 IN THE REGION. AND ALSO IMPORTANT TO ENSURE THAT THE TRANSIT
10 AGENCY BOARD MEMBERS ARE REPRESENTED AND HAVE A VOICE ON THE
11 COMMITTEE. AND THAT THIS IS BALANCED WITH THE NEED TO ENSURE
12 MTC COMMISSIONERS ARE ACTUALLY SETTING THE DIRECTION IN TERMS
13 OF FORMAL REGIONAL DECISION-MAKING. AND THE STATE APPOINTEE
14 WOULD HELP BRING EXISTING REGIONAL PRIORITIES AND KEY
15 INTERESTS FOR EXAMPLE, THE ONES BEING WORKED THROUGH UNDER THE
16 BUS TRANSIT PRIORITY. NEXT SLIDE. THIS SLIDE IS INTENDED TO
17 PROVIDE DETAILED STRUCTURE ON THE CUSTOMER ADVISORY COMMITTEE
18 WHICH IS A GROUP OF STAKEHOLDERS WHO REPRESENT THE CUSTOMER
19 AND CAN HELP INFORM DECISION-MAKING WITH THE CUSTOMER IN MIND.
20 AND HERE WE'RE CURRENTLY PROPOSING TO EFFECTIVELY REPURPOSE
21 THE TRANSIT TRANSFORMATION ACTION PLAN SUBCOMMITTEE WITH SOME
22 REFINEMENTS TO MEMBERSHIP TO BETTER SUPPORT THE MISSION AND
23 VISION OF THE RNM. THIS COMMITTEE WOULD INCLUDE EIGHT MEMBERS
24 FROM THE MTC'S POLICY ADVISORY COUNCIL AND NINE STAKEHOLDER
25 REPS THAT WILL REPRESENT A BROAD RANGE OF INTERESTS. NOW ONE



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1 QUICK NOTE HERE IS THAT WHILE THE CUSTOMER ADVISORY COMMITTEE
2 IS A CRITICAL COMPONENT FOR PUTTING CUSTOMERS AT THE FOREFRONT
3 OF DECISION-MAKING, THE NEAR-TERM RNM FRAMEWORK WAS
4 INTENTIONALLY STRUCTURED TO CREATE MULTIPLE ENGAGEMENT POINTS
5 FOR THE VOICE OF THE CUSTOMER AT ALL THREE LEVELS. THIS IS THE
6 VISIONING ELEMENT LEVEL, AS WELL AS AT THE STEERING, AS WELL
7 AS THE ADMINISTRATIVE OR OPERATIONAL ELEMENT LEVEL. AND THIS
8 IS GOING TO BE EITHER THROUGH STAKEHOLDERS WHO REPRESENT THE
9 CUSTOMER OR IN THE FORM OF DATA AND ANALYTICS FOR REAL ON THE
10 GROUND INFORMATION. NEXT SLIDE, PLEASE. SO, MOVING ON NOW TO
11 THE STEERING ELEMENT, WHICH WOULD BE COMPRISED OF THE RNM
12 COUNCIL. THIS IS LIKELY TO BE, AS I MENTIONED, A COMBINATION
13 OF GENERAL MANAGER LEVEL TRANSIT OPERATOR REPRESENTATIVES AND
14 MTC REPRESENTATIVES, MOSTLY TRANSIT OPERATOR GENERAL MANAGERS
15 THOUGH WHO UNDERSTAND TRANSIT OPERATIONS, AND CAN REPRESENT
16 INTEREST OF THE STAKEHOLDERS, BUT, IMPORTANTLY PROVIDE
17 LEADERSHIP AND CRITICAL INPUT ON REGIONAL POLICIES. AND THE
18 THOUGHT HERE IS THAT THE MTC EXECUTIVE DIRECTOR WOULD ASSEMBLE
19 THE COUNCIL WITH ANTICIPATED PARTNERSHIPS INCLUDING LARGE AND
20 SMALL TRANSIT OPERATOR, GENERAL MANAGERS AND CEO. NEXT SLIDE
21 PLEASE. SHIFTING TO THE FOCUS ON PERFORMANCE AND LONG-TERM
22 EVOLUTION ASPECT OF THE REGIONAL NETWORK MANAGEMENT FRAMEWORK.
23 THIS IS A KEY ELEMENT OF THE FRAMEWORK AS IT'S ESSENTIAL TO
24 UNDERSTAND HOW THE FRAMEWORK IS FUNCTIONING WHETHER IT'S
25 ACHIEVING OUTCOMES THAT WE SET OUT TO ACHIEVE AND ALSO



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1 ENSURING THAT THE FRAMEWORK IS CONTINUOUSLY IMPROVING AND
2 MEETING THE EVOLVING NEEDS AND CAN DEMANDS OF REGIONAL TRANSIT
3 OVER TIME. AS WE CONSIDERATE FRAMEWORK IN THE SHORT-TERM IT'S
4 IMPORTANT IN EVOLUTION TOWARDS LONG-TERM CLEARLY IN FOCUS AND
5 EVOLVING OVER TIME IN RESPONSE TO ON THE GROUND FEEDBACK. THE
6 PERFORMANCE MONITORING AND RECURRING REVIEWS TO DRIVE
7 CONTINUOUS IMPROVEMENT AND EVOLUTION AND OVER TIME IT'S
8 ILLUSTRATIVE HERE INCLUDING SCALING RULES, EXPANDING TOOLS,
9 REFINING PROCESSES AND SHARPENING AUTHORITIES. NOTABLY THE KEY
10 PERFORMANCE INDICATORS WHICH WOULD BE ESTABLISHED AT THE
11 OUTSET WOULD ALLOW MTC TO ASSESS THE ACHIEVEMENT OF DESIRED
12 BENEFITS AND OUTCOMES AS WELL AS HOW THE STRUCTURE ITSELF IS
13 PERFORMING. IN SHORT THE RNM NEEDS TO DEMONSTRATE BENEFITS FOR
14 RIDERS AND CUSTOMERS AS WELL AS OPERATIONAL EFFICIENCY. NEXT
15 SLIDE. THAT BRINGS ME TO THE END BEFORE I WRAP UP I WOULD LIKE
16 TO NOTE IN CONSIDERATION OF THE FEEDBACK RECEIVED IN JANUARY
17 STAFF RECOMMEND, ARE RECOMMENDING, TODAY, THAT THE COMMISSION
18 APPROVE AND MOVE FORWARD THE RNM FRAMEWORK RECOMMENDATION THIS
19 MONTH WITH THE THREE AREAS NOTED ON THE SLIDE WARRANTING
20 REFINEMENT AND ADDITIONAL CONSIDERATION UNDER THE RNM
21 IMPLEMENTATION PLAN. THE FIRST IS THE IMPLEMENTATION TIMELINE,
22 WHERE WE ARE RECOMMENDING BEING AMBITIOUS BUT ALSO REALISTIC
23 WHEN DEVELOPING THE IMPLEMENTATION PLAN AND TIMING IT WITH THE
24 INVOLVEMENT OF THE NEW MTC EXECUTIVE DIRECTOR. THERE MAY BE
25 SOME BUDGET PROCESSES AND SOME NEAR-TERM ORGANIZATIONAL



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1 CHANGES THAT WE WOULD NEED TO ALIGN WITH AS WELL IN ORDER TO
2 OPTIMIZE RESOURCES AND MINIMIZE DISRUPTION. SECONDLY, WE ARE
3 RECOMMENDING STAFF IS RECOMMENDING ENSURING A FIRM FUNDING
4 APPROACH BEFORE STANDING UP THE RNM, AND HOPEFULLY THIS CAN
5 SERVE AS THE BRIDGE UNTIL A NEW ONGOING FUNDING SOURCE BECOMES
6 AVAILABLE. NOW, NOTE THAT THE NEAR-TERM FUNDING NEEDED TO
7 STAND UP THE RNM IS ANTICIPATED TO BE 1 TO \$2 MILLION ANNUALLY
8 AND WE ARE -- OR WE WILL CONTINUE TO ANALYZE OPTIONS THAT
9 WOULD INVOLVE MTC MAKING MEANINGFUL CONTRIBUTIONS TOWARDS
10 THIS, BUT ALSO DISTRIBUTING THE REMAINING EQUITABLY ACROSS
11 OPERATORS IN A WAY THAT DOES NOT IMPACT SERVICES PROVIDED BY
12 THEM. FINALLY STAFF WILL CONTINUE TO ENGAGE WITH TRANSIT
13 AGENCY BOARDS AND PROVIDE INFORMATION ABOUT THE RNM FRAMEWORK
14 AND THE IMPLEMENTATION PLAN. THE IMPLEMENTATION PLAN WILL
15 FURTHER DETAIL HOW AND ON WHAT TIMELINE SUPPORT FOR THE RIM
16 REMIND WILL BE FORMALIZED WITH OPERATOR BOARDS. NEXT SLIDE
17 PLEASE. FINALLY BEFORE WRAPPING UP I WOULD JUST LIKE TO ADD
18 THAT THE HIGHLIGHTS OF THE FRAMEWORK, THIS RNM FRAMEWORK
19 BEFORE YOU TODAY ARE THAT IT PROVIDES A DEDICATED FORUM AND
20 STAFF RESOURCING TO ADDRESS REGIONAL TRANSIT NEEDS AND
21 EMPOWERS A DECISION-MAKING STRUCTURE THAT LEVERAGES THE
22 EXISTING AUTHORITIES OF THE ADOPTION AND INDIVIDUAL TRANSIT
23 AGENCIES TO IMPLEMENT NEEDED CUSTOMER IMPROVEMENTS QUICKLY
24 HARNESS EXPERTISE OF TRANSIT GENERAL MANAGERS, ELEVATES THE
25 VOICE OF THE CUSTOMER THROUGHOUT THE FRAMEWORK AND FINALLY



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1 PROVIDING FLEXIBILITY TO EVOLVE AND STRENGTHEN OVER TIME
2 ALLOWING THE COMMISSION TO UNDERSTAND WHAT IS WORKING WELL AND
3 WHAT CHANGES MAY BE NEEDED AS WE NAVIGATE THE YEARS AHEAD.
4 WITH THAT STAFF RECOMMENDS THAT THE EXECUTIVE COMMITTEE REFER
5 MTC RESOLUTION 4564 TO THE COMMISSION FOR APPROVAL SHOULD THE
6 COMMISSION APPROVE THE REGIONAL NETWORK MANAGEMENT FRAMEWORK
7 RECOMMENDATION IN FEBRUARY AND RNM IMPLEMENTATION PLAN GUIDING
8 IMPORTANT ACTIVITIES TO STAND UP AND BRING FORWARD FOR THE
9 COMMISSION APPROVAL AS MENTIONED IN THE TIMELINE BEING SUBJECT
10 TO THE PARTICIPATION OF THE NEW MTC EXECUTIVE DIRECTOR. THANK
11 YOU. HAPPY TO ANSWER QUESTIONS.

12

13 **NICK JOSEFOWITZ, V. CHAIR:** THANK YOU FOR THE PRESENTATION AND
14 FOR ALL YOUR HARD WORK OVER THE PAST YEARS AND I THANK STAFF
15 PAST AND PRESENT FOR SHEPHERDING US THROUGH THE COURSE OF THIS
16 COMMISSION, COMMISSIONER SPERING LAUNCHING US ON THIS
17 ADVENTURE HELPING US GET TO THE ROLLER COASTER I GUESS WE
18 ACTUALLY HAVE TO GO DOWN IT, AND IT REALLY GETS EXCITING.
19 COMMISSIONER SPERING?

20

21 **JAMES P. SPERING:** THANK YOU, MR. VICE CHAIRMAN. SCHRUTI, HAS
22 THIS BEEN PRESENTED TO THE OPERATORS? ARE THEY IN AGREEMENT
23 WITH THIS APPROACH?

24



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1 **SHRUTI HARI:** YES. AS YOU REMEMBER, COMMISSIONER SPERING, THE
2 OPERATORS, GENERAL MANAGERS WERE PART OF THE ADVISORY GROUP
3 AND HAVE BEEN FOLLOWING THIS PROCESS ALONG, AND WE HAVE, ON
4 TWO OCCASIONS IN NOVEMBER AS WELL AS DECEMBER, GOTTEN THE
5 REPORT ON THIS FRAMEWORK, AND THAT INPUT HAS BEEN REFLECTED IN
6 THE RECOMMENDATION FOR YOU TODAY.

7

8 **JAMES P. SPERING:** HOW ARE THE NOT VOTING SEATS OF THE TRANSIT
9 AGENCY BOARDS, HOW ARE THEY APPOINTED? WHO APPOINTS THEM?

10

11 **ALIX BOCKELMAN:** THROUGHOUT CHAIR, ALIX BOCKELMAN, EXECUTIVE
12 DEPUTY DIRECTOR IN POLICY THAT'S SOMETHING WE'LL BE FURTHER
13 DEVELOPING IN THE IMPLEMENTATION PLAN. ONE THING WE HAVE
14 BEFORE YOU TODAY, WE DO THINK IT'S IMPORTANT THAT THE
15 EXECUTIVE DIRECTOR OF MTC ASSEMBLE THE COUNCIL, AND SO I
16 THINK, YOU KNOW IT'S TO BE FURTHER DEFINED IN THE
17 IMPLEMENTATION PLAN BUT I THINK AS IT STANDS NOW, THE
18 EXECUTIVE DIRECTOR WOULD MAKE SURE TO HAVE -- TO MAKE -- TO
19 INVITE PARTICIPATION, AND MAKE SURE THAT THERE IS GEOGRAPHIC
20 BALANCE AMONG THE SMALLER OPERATORS, AND I ASSUME WE'LL ALSO
21 SEEK THE INPUT OF SMALLER OPERATORS IN TERMS OF THEIR INTEREST
22 AND PARTICIPATION.

23

24 **JAMES P. SPERING:** YEAH, AND I APPRECIATE THAT BALANCE. I THINK
25 THE SMALLER OPERATORS HAVE TO HAVE SOME INPUT AS WE GO THROUGH



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1 THIS. IT'S JUST NOT DOMINATED BY THE LARGE OPERATORS. AND I --
2 THIS VERY GOOD PRESENTATION, A LOT OF WORK WAS DONE. I THINK
3 THIS IS A TREMENDOUS FIRST STEP. AND WE'RE GOING TO LEARN A
4 LOT IN THE NEXT TWO YEARS IF THIS EVOLVES. THE LAST QUESTION I
5 HAVE, YOU KNOW, WITH THE TRANSIT PRIORITY, THE BUS PRIORITY,
6 THAT I REALLY HOPE THAT THAT ISSUE DOESN'T GET BOGGED DOWN IN
7 THIS PROCESS, THAT MTC IS PURSUING, YOU KNOW, BUS PRIORITY,
8 AND REALLY IDENTIFYING SOME PROJECTS THAT WE CAN DELIVER MUCH
9 FASTER AND, I HATE TO SEE SOMETHING LIKE THAT GET WRAPPED UP
10 IN THIS, AS THIS IS DEVELOPING, BUS PRIORITY, IT'S KIND OF,
11 YOU KNOW, OUR SECOND PRIORITY FOR US. AND, SO, YOU KNOW ANY
12 ISSUES LIKE THAT, I HOPE THAT MTC AGGRESSIVELY PURSUES, YOU
13 KNOW, OUTSIDE OF THIS PROCESS, ESPECIALLY THE BUS PRIORITY.
14 THANK YOU MR. CHAIRMAN.

15

16 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER SPERING. LET'S
17 GO TO COMMISSIONER DUTRA-VERNACI.

18

19 **CAROL DUTRA-VERNACI:** YES. THANK YOU. MAYBE THIS WAS ALREADY
20 ADDRESSED IN THE PRESENTATION, BUT I DID HAVE TO STEP AWAY FOR
21 A COUPLE OF MINUTES TO TALK TO THE FURNACE GUY. IF SO, I
22 APOLOGIZE. IN OUR LAST CONVERSATIONS WE WERE TALKING ABOUT THE
23 FUNDING PORTION FOR THE SMALLER OPERATORS THAT MIGHT BE
24 NEGATIVELY IMPACTED, DEPENDING ON HOW WE CHOOSE TO ROLL OUT
25 THE FUNDING INITIALLY FOR THE \$1 MILLION. I AM READING THE



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1 LANGUAGE IN THE SLIDE THAT TALKS ABOUT EQUITABLE ACROSS
2 OPERATORS THAT DOES NOT IMPACT SERVICES PROVIDED BY THEM. SO,
3 IS THAT REFERRING TO THAT PART OF THE CONVERSATION WHERE WE
4 SAID LET'S FIGURE SOMETHING OUT?

5

6 **SHRUTI HARI:** THAT IS CORRECT, COMMISSIONER.

7

8 **CAROL DUTRA-VERNACI:** OKAY. GREAT. THANK YOU.

9

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

11

12 **NICK JOSEFOWITZ, V. CHAIR:** THANK YOU. I, IN MY ENTHUSIASM TO
13 GET IT OVER TO COMMISSIONER SPERING, I WANT TO THANK THE
14 REGIONAL NETWORK MANAGEMENT TASK FORCE, IF THAT'S THE RIGHT
15 NAME, INCLUDING TASK FORCE MEMBER DENIS MULLIGAN, GOLDEN GATE
16 BRIDGE DISTRICT, I KNOW THEY PUT IN A LOT OF HOURS ON THIS. I
17 ALSO WANT TO -- I ALSO THINK THIS IS REALLY EXCITING. I'M
18 REALLY GLAD THAT WE'RE HERE, A LOT OF WORK HAS GONE INTO THIS
19 AND NOW WE NEED TO DO IT AND I ALSO ECHO COMMISSIONER
20 SPERING'S COMMENTS. WE CAN'T LET TRANSIT PRIORITY GET BOGGED
21 DOWN IN THIS. I THINK WE NEED A BIG VISION COMING OUT OF THIS
22 FOR TRANSIT PRIORITY I THINK THIS'S CRITICAL TO, SORT OF, MAKE
23 TRANSIT WORK FOR THE FUTURE, BUT, WE NEED TO KIND OF, YOU
24 KNOW, KEEP ON DELIVERING TRANSIT PRIORITY PROJECTS AS QUICKLY
25 AS POSSIBLE IN THE NEAR-TERM, AS WELL.



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1

2 **ALFREDO PEDROZA, CHAIR:** THANK YOU VICE CHAIR JOSEFOWITZ. I
3 DON'T SEE ANY OTHER COMMISSIONER COMMENTS. AND, KIMBERLY,
4 REMIND ME, HAVE WE TAKEN PUBLIC COMMENT?

5

6 **CLERK OF THE BOARD:** NOT YET.

7

8 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. LET'S PROCEED WITH PUBLIC
9 COMMENT AT THIS TIME.

10

11 **CLERK OF THE BOARD:** THANK YOU. AND HOW MUCH TIME DO YOU WANT
12 TO GIVE?

13

14 **ALFREDO PEDROZA, CHAIR:** HOW MANY SPEAKERS DO WE HAVE?

15

16 **CLERK OF THE BOARD:** RIGHT NOW, THERE IS TWO.

17

18 **ALFREDO PEDROZA, CHAIR:** OKAY. LET'S DO STAND TIME. TWO
19 MINUTES.

20

21 **CLERK OF THE BOARD:** YOU GOT IT. WITH THAT, LET'S GO TO THE
22 FIRST SPEAKER, IT'S SEBASTIAN PETTY FOLLOWED BY HANNAH KAHN.
23 GO AHEAD AND UNMUTE YOURSELF, MR. PETTY, YOU HAVE TWO MINUTES

24



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1 **CLERK OF THE BOARD:** GOOD MORNING CHAIR PEDROZA, VICE CHAIR
2 JOSEFOWITZ, AND MEMBERS OF THE COMMITTEE MY NAME IS SEBASTIAN
3 PETTY TRANSPORTATION POLICY MANAGER SPUR NETWORK MANAGEMENT IS
4 APPROACHED SUCCESSFULLY AND USED AROUND THE WORLD AND REGIONS
5 WITH DIFFERENT TRANSIT OPERATORS TO CHIEF MORE COORDINATED
6 PRODUCTIVE SYSTEMS. MORE WORK CAN BE DONE HERE WITH PLANNED
7 BAY AREA DESIGNATED ABILITY% OF FUTURE HOUSEHOLD GROWTH AND
8 TRANSIT AREAS GOING TO ROBUST COORDINATED REGIONAL TRANSIT
9 SYSTEM NECESSARY FOR OUR REGION, REBUILDING RIDERSHIP CONTROL
10 COSTS AND SEEK SOURCES OF FUNDING ESTABLISHING A REGIONAL
11 NETWORK MANAGEMENT STRUCTURE IS CRITICAL THE WORK SUPPORTING
12 THE PROPOSAL TO ESTABLISH AND EVOLVE A REGIONAL NETWORK
13 MANAGER FOR THE BAY AREA WE HEARD THE COMMUNITY REFER TO THE
14 PROPOSAL TO THE COMMISSION FOR APPROVAL.

15

16 **CLERK, MARTHA SILVER:** THANK YOU. HANNAH KAHN, YOU HAVE TWO
17 MINUTES.

18

19 **SPEAKER:** THANK YOU VERY MUCH FOR THE PRESENTATION. I JUST HAD
20 A COUPLE OF QUESTIONS. SO, DOES THIS RNM PLAN IMPACT TRANSIT
21 CONSTRUCTION AT ALL? AND THEN I HAVE ANOTHER QUESTION. IS THE
22 FUNDING GOING SPECIFICALLY TO THE IMPLEMENTATION PLAN ONLY? OR
23 WILL ANY OF THE FUNDING BE GOING TOWARDS ANY SPECIFIC
24 INFRASTRUCTURE OR TRANSIT CONSTRUCTION?

25



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1 **CLERK, MARTHA SILVER:** THANK YOU. I SEE NO ADDITIONAL HANDS
2 RAISED, MR. CHAIR.

3

4 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. LET ME BRING IT BACK TO THE
5 COMMISSION. SHRUTI OR ALIX, DO YOU MIND ADDRESSING THE
6 COMMENTS OR QUESTIONS THAT WERE RAISED BY THE LAST SPEAKER?

7

8 **SHRUTI HARI:** ALIX, DO YOU WANT ME TO GO? WELL THIS -- SURE,
9 I'LL DO THAT. SO, THE GOAL OF THIS PROGRAMMING IS TO ACHIEVE A
10 MORE INTEGRATED COORDINATED CUSTOMER FRIENDLY REGIONAL TRANSIT
11 SYSTEM. AND SOME OF THE INITIAL TRANSIT FOCUS AREAS THAT WE
12 IDENTIFIED WERE SHOWN ON THE SLIDE. WE -- THE RNM FRAMEWORK,
13 OR THE RNM ENTITY WOULD BE SETTING THE REGIONAL VISION AND
14 CREATING AN IMPLEMENTATION PLANS AROUND DELIVERING ON SOME OF
15 THOSE INITIAL TRANSIT FOCUSED AREAS. IVE DON'T EXACTLY KNOW
16 WHAT THE CALLER MEANT BY CONSTRUCTION, BUT IF THERE IS ANY
17 CONSTRUCTION ACTIVITY THAT'S NEEDED IN ORDER TO DELIVER SOME
18 OF THESE OUTCOMES THAT WERE ON THE SLIDE, THEN WE WOULD NEED
19 TO PUT FUNDING TOWARDS THAT. NOW, THE OTHER QUESTION WAS ABOUT
20 FUNDING THE RNM, IF FOR IMPLEMENTATION, THAT'S CORRECT. WE ARE
21 TRYING TO IDENTIFY FUNDING FOR STANDING UP THE REGIONAL
22 NETWORK MANAGEMENT FRAMEWORK, AND WE HAVE ESTIMATED THAT THIS
23 INITIAL START-UP COST WOULD BE 1 TO \$2 MILLION ANNUAL E JUST
24 FOR THE DEDICATED STAFF TO SUPPORT THIS EFFORT.

25



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1 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT, SCHRUTI, THANK YOU VERY
2 MUCH. ALL RIGHT, COMMISSIONERS, ANY FINAL QUESTIONS? IF NOT,
3 I'LL LOOK FOR A MOTION.

4

5 **JAMES P. SPERING:** SPERING WILL MOVE THE MOTION, MR. CHAIRMAN.

6

7 **CAROL DUTRA-VERNACI:** DUTRA-VERNACI SECONDS.

8

9 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT FIRST BY SPERING, SECOND BY
10 COMMISSIONER DUTRA-VERNACI. ROLL CALL VOTE, PLEASE.

11

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

13

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

15

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

17

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

19

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

21

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

23

24 **CLERK OF THE BOARD:** COMMISSIONER GLOVER IS ABSENT.

25 COMMISSIONER RABBITT IS ABSENT. COMMISSIONER SPERING?



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1

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

3

4 **CLERK OF THE BOARD:** THANK YOU. MOTION PASSES UNANIMOUSLY BY
5 ALL MEMBERS PRESENT.

6

7 **ALFREDO PEDROZA, CHAIR:** THANK YOU, KIMBERLY. AGAIN, I'LL ECHO
8 THE COMMENTS. THANKS TO THE STAFF BUT TO ALSO ALL THE TRANSIT
9 OPERATORS WHO HAVE BEEN WORKING IN GOOD FAITH TO ACHIEVE THESE
10 OUTCOMES FOR THE BENEFIT OF THE RIDERS. MOVING TO ITEM FOUR,
11 PUBLIC COMMENT. I'LL ASK THE CLERK IF WE HAVE RECEIVED PUBLIC
12 COMMENT?

13

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

17

18 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. COMMISSIONERS, AT THIS
19 POINT, WE'RE GOING TO ADJOURN TO OUR NEXT EXECUTIVE COMMITTEE
20 MEETING WHICH WILL BE HELD AT A DATE AND TIME DULY NOTED.
21 THANK YOU ALL, COMMISSIONERS. STAFF, THANK YOU. [ADJOURNED]

22



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