

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



April 27,2021

BLUE RIBBON TRANSIT RECOVERY TASK FORCE

MONDAY, 1:05 P.M., APRIL 26, 2021

1
2
3
4 **JAMES P. SPERING, CHAIR:** CAN YOU GO AHEAD AND RUN THE COVID
5 ANNOUNCEMENT? [RECORDED MEETING PROCEDURES ANNOUNCEMENT] DUE
6 TO COVID-19 THIS MEETING WILL BE CONDUCTED AS A ZOOM WEBINAR
7 PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDER
8 N-29-20 WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE BROWN ACT.
9 THIS MEETING IS BEING WEBCAST ON THE MTC WEB SITE. THE CHAIR
10 WILL CALL UPON COMMISSIONERS, PRESENTERS, STAFF, AND OTHER
11 SPEAKERS BY NAME AND ASK THAT THEY SPEAK CLEARLY AND STATE
12 THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS
13 PARTICIPATING VIA WEBCAST AND ZOOM WITH THEIR CAMERAS ENABLED
14 ARE REMINDED THAT THEIR ACTIVITIES ARE VISIBLE TO VIEWERS.
15 COMMISSIONERS AND MEMBERS OF THE PUBLIC PARTICIPATING BY ZOOM
16 WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE, OR DIAL
17 STAR NINE, AND THE CHAIR WILL CALL UPON THEM AT THE
18 APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE CALLED
19 UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT IS
20 REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND
21 ORGANIZATION, BUT PROVIDING SUCH INFORMATION IS VOLUNTARY.
22 WRITTEN PUBLIC COMMENTS RECEIVED AT INFO@BAYAREAMETRO.GOV BY
23 5:00 P.M. YESTERDAY WILL BE POSTED TO THE ONLINE AGENDA AND
24 ENTERED INTO THE RECORD BUT WILL NOT BE READ OUT LOUD. IF
25 AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD LIKE TO SPEAK,



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1 THEY ARE FREE TO DO SO. A ROLL CALL VOTE WILL BE TAKEN FOR
2 ALL ACTION ITEMS. PANELISTS AND ATTENDEES SHOULD NOTE THAT
3 THE CHAT FEATURE IS NOT ACTIVE.

4

5 **JAMES P. SPERING, CHAIR:** THANK YOU. WALLY, IF YOU ARE READY,
6 WOULD YOU TAKE THE ROLL, PLEASE?

7

8 **WALLY CHARLES, CLERK:** YES. CHAIR SPERING?

9

10 **JAMES P. SPERING, CHAIR:** PRESENT.

11

12 **WALLY CHARLES, CLERK:** NICHOLE RESTMEYER OR DAVID CHIU? MIKE
13 SHARIF? CHAD ADDISON OR SECRETARY DAVID KIM?

14

15 **SPEAKER:** PRESENT.

16

17 **WALLY CHARLES, CLERK:** TASK FORCE MEMBERS, I WILL CALL YOU BY
18 LAST NAME ONLY. PLEASE BE READY TO UNMUTE. BAKER?

19

20 **SPEAKER:** HERE.

21

22 **WALLY CHARLES, CLERK:** BOUCHARD.

23

24 **SPEAKER:** PRESENT.

25



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1 **WALLY CHARLES, CLERK:** CHAVEZ?

2

3 **CINDY CHAVEZ:** HERE.

4

5 **WALLY CHARLES, CLERK:** FORD?

6

7 **SPEAKER:** HERE.

8

9 **WALLY CHARLES, CLERK:** GRIFFITHS? **SPEAKER:** HERE. GRISBY?

10

11 **DARNELL GRISBY:** HERE.

12

13 **WALLY CHARLES, CLERK:** HALLS?

14

15 **DARYL HALLS:** HERE.

16

17 **WALLY CHARLES, CLERK:** HURSCH?

18

19 **SPEAKER:** MHERE.

20

21 **WALLY CHARLES, CLERK:** JOSEFOWITZ?

22

23 **COM. NICK JOSEFOWITZ:** HERE.

24

25 **WALLY CHARLES, CLERK:** KINMAN.



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1

2 **KAREN MITCHOFF:** PRESENT.

3

4 **WALLY CHARLES, CLERK:** LINDSAY?

5

6 **JAMES LINDSAY:** PRESENT.

7

8 **WALLY CHARLES, CLERK:** MAU?

9

10 **CARTER MAU:** HERE.

11

12 **THERESE MCMILLAN:** HERE. MCMILLAN.

13

14 **SPEAKER:** HERE.

15

16 **WALLY CHARLES, CLERK:** MULLIGAN? MURPHY?

17

18 **SPEAKER:** PRESENT.

19

20 **WALLY CHARLES, CLERK:** PAPAN?

21

22 **GINA PAPAN:** HERE.

23

24 **WALLY CHARLES, CLERK:** MENDOZA?

25



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1 **SPEAKER:** HERE.

2

3 **WALLY CHARLES, CLERK:** POWERS?

4

5 **ROBERT POWERS:** HERE.

6

7 **WALLY CHARLES, CLERK:** RABBIT IS OFF TODAY. RAMACIER?

8

9 **RICK RAMACIER:** HERE. ROTCHY?

10

11 **SUSAN ROTCHY:** HERE.

12

13 **WALLY CHARLES, CLERK:** TRAN?

14

15 **EVELYNN TRAN:** HERE.

16

17 **WALLY CHARLES, CLERK:** TREE?

18

19 **MICHAEL TREE:** HERE.

20

21 **WALLY CHARLES, CLERK:** TUMLIN?

22

23 **JEFFREY TUMLIN:** HERE.

24

25 **WALLY CHARLES, CLERK:** WHELAN?



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1

2 **NANCY WHELAN:** HERE.

3

4 **WALLY CHARLES, CLERK:** WORTH?

5

6 **AMY WORTH:** HERE.

7

8 **WALLY CHARLES, CLERK:** WU?

9

10 **ELLEN WU:** HERE.

11

12 **WALLY CHARLES, CLERK:** WUNDERMAN IS NOT GOING TO BE HERE TODAY.

13

14 **WALLY CHARLES, CLERK:** WE HAVE A QUORUM.

15

16 **JAMES P. SPERING, CHAIR:** THANK YOU, WALLY. I WANT TO WELCOME
17 EVERYONE BACK. TODAY'S MEETING IS OUR 12TH MEETING AND WE'RE
18 STARTING TO SEE THE LIGHT AT THE END OF THE TUNNEL AND AS WE
19 ROUND THIS CORNER OF OUR TASK FORCE WORK I WANT TO REFLECT
20 BRIEFLY ON HOW MUCH WE HAVE ACCOMPLISHED AND FIRST OF ALL I
21 WANT TO THANK ALL OF YOU AND THE TASK FORCE MEMBERS FOR ALL
22 THE WORK WE HAVE DONE. WE HAVE RECEIVED A -- WE HAVE REACHED A
23 CONSENSUS ON GOALS AND EQUITY PRINCIPLES AND NUMEROUSLY AGREED
24 LAST MONTH ON THE NETWORK MANAGEMENT PROBLEM STATEMENT WHICH
25 IS BRINGING US A STEP CLOSER TO RECOMMENDATIONS. I WANT TO



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1 CONTINUE THE WORK WE'RE DOING SO WE CAN STAY ON SCHEDULE HERE.
2 OUR GOAL TODAY IS TO DEFINE A LIST OF PRIMARY NETWORK
3 MANAGEMENT ROLES AND RESPONSIBILITIES COMBINED WITH OUR
4 APPROVED PROBLEM STATEMENT. THESE DEFINED ROLES WILL BECOME
5 THE FOCUS OF THE NETWORK MANAGEMENT EVALUATION. BY DEFINING
6 THAT LIST TODAY WE CAN SHARE IT BETWEEN THE ALWAYS AND
7 CONSULTANT WE KNOW THIS MEETING AND THE MAY MEETING WHEN OUR
8 CONSULTANT WILL JOIN US. OUR WORK IS WRAPPING UP WITH TASK
9 FORCE WORK GROUP SCHEDULED FOR JUNE 16TH AND BRINGING BACK THE
10 RESULTS OF THE TASK FORCE IN JUNE. AT THIS TIME I WOULD LIKE
11 TO INVITE ANY TASK FORCE MEMBERS WHO WISH TO SPLIT PROPOSALS
12 FOR NETWORK MANAGEMENT ALTERNATIVES TO DO SO, TO STEVE KINSEY
13 BY MAY 15TH SO THOSE CAN BE PROVIDED TO THE CONSULTANT WITH
14 OTHER BACKGROUND REFERENCE MATERIALS. WE HAVE SEEN SEVERAL
15 PROPOSALS YOU ABOUT IF YOU HAVE ONE THAT YOU THINK NEEDS BE
16 CONSIDERED GET THAT TO STEVE BY MAY 15TH SO WE CAN COMPILE ALL
17 THIS INFORMATION SO THE CONSULTANT CAN HIT THE GROUND RUNNING.
18 AS ALWAYS, I THANK ALL OF YOU FOR YOUR ATTENDANCE AND EFFORT
19 IN REACHING THIS GOAL OF THIS TRANSIT TRANSFORMATION THAT
20 WE'RE ALL STRIVING FOR. WE HAVE A FULL AGENDA AHEAD OF US BUT
21 FIRST I WOULD LIKE TO FORMALLY WELCOME THE TASK FORCE, BOTH
22 CARTER MAU AND ACTING GENERAL MANAGER CEO OF SAMTRANS MICHELLE
23 B BUT CHARD AND ACTING EXECUTIVE DIRECTOR OF CALTRANS THEY
24 WERE AT OUR LAST MEETING BUT WE'RE OFFICIAL MEMBERS TODAY.
25 WELCOME TO THE AGENDA FIRST RECEIVING UPDATED RESEARCH AND



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1 ENGAGEMENT EFFORTS BEING UNDERTAKEN AT THE BLUE RIBBON TASK
2 FORCE AND SUPPORTING OUR WORK, WE'LL RELIEF WANTS ON RESEARCH
3 AND BAY AREA COUNCIL HOSTING A RANGE OF FOCUS GROUPS, SURVEY
4 EMPLOYEE PLANS BRINGING EMPLOYEES BACK INTO THE OFFICE AND
5 RETURN TO TRANSIT TOOLKIT TO BE USED BY ALL REGIONS STARTING
6 THIS SUMMER. SARA FROM EMC RESEARCH IS HERE TODAY TO PRESENT
7 THE FINDING OF HER FIRM'S RESEARCH REVIEW OF OVER 90 RECENT
8 TRANSIT RELATED RESEARCH EFFORTS INCLUDING A PUBLIC OPINION
9 POLL AND FOCUS GROUPS TO HELP IDENTIFY COMMON FINDINGS AND
10 GAPS IN EXISTING RESEARCH. I HAVE MENTIONED THE NEXT AGENDA
11 ITEMS NETWORK MANAGEMENT ROLE AND RESPONSIBILITIES WHICH WILL
12 BE FOLLOWED BY REVEALING PRESENTATION BY THE SONOMA COUNTY
13 TRANSPORTATION AUTHORITY ABOUT WHAT IS POSSIBLE IN OUR PURSUIT
14 OF MORE CONNECTED EFFECTIVE CUSTOMER SERVING STRUCTURES. THIS
15 SAN EFFORT I HOPE I REPRESENT COUNTY OF SOLANO OPERATORS TO
16 LOOK AT CLOSELY. WITH THAT I WOULD LIKE TO GET STARTED WITH
17 OUR FIRST AGENDA ITEM CONSENT CALENDAR APPROVAL OF OUR MINUTES
18 FROM OUR LAST MEETING HOPEFULLY EVERYONE HAS HAD A MOMENT TO
19 REVIEW THAT. IF THERE IS NO QUESTIONS I WOULD ENTERTAIN A
20 MOTION TO APPROVE THE MINUTES.

21

22 **MICHAEL HURSH:** MOVE IT, HURSH.

23

24 **CINDY CHAVEZ:** SECOND. CHAVEZ.

25



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1 **JAMES P. SPERING, CHAIR:** MOTION AND SECOND. ANY PUBLIC
2 COMMENTS, WALLY?

3

4 **WALLY CHARLES, CLERK:** NO PUBLIC COMMENTS.

5

6 **JAMES P. SPERING, CHAIR:** WITH THAT WE'LL TAKE THE ROLL,
7 PLEASE?

8

9 **WALLY CHARLES, CLERK:** [ROLL CALL VOTE] MOTION PASSES
10 UNANIMOUSLY.

11

12 **JAMES P. SPERING, CHAIR:** ITEM FOUR RECOVERY CHALLENGES AND EMC
13 SUMMARY REPORT AND PRESENTATION. AND I THINK, STEVE, YOU'RE
14 GOING TO KICK THIS OFF?

15

16 **STEVE KINSEY:** YES, I AM CHAIR SPERING. GOOD AFTERNOON
17 EVERYONE. YOU'RE SO GREAT PROBABLY PICKED UP FIVE MINUTES ON
18 THE SHOW LET'S KEEP THE PROGRESS WORKING. THIS AFTERNOON
19 PRESENTATION IS A FOLLOW UP BASED ON THINGS THAT YOUR TASK
20 FORCE HAS REALLY WANTED TO LOOK INTO. IT RECOGNIZES YOUR FIRST
21 GOAL WHICH IS TO RECOGNIZE A CRITICAL CHALLENGE THAT FACES THE
22 TRANSIT AGENCIES AND THE SPECIFIC OBJECT OF SUPPORTING THE
23 RIDER RESEARCH TO HELP SHAPE THE RETURN TO TRANSIT MESSAGING
24 CAMPAIGN. YOUR TASK FORCE HAS ALSO REQUESTED A VIEW OF STUDIES
25 AND POLLS TO IDENTIFY WHAT COMMON FINDINGS THERE MAY BE BUT



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1 ALSO TO IDENTIFY POSSIBLE INFORMATION GAPS THAT NEED TO BE
2 ADDRESSED. THE -- THERE IS A HAND-OUT, WITH THE PACKET THAT
3 REALLY DESCRIBES A SUBSTANTIAL AMOUNT OF WORK. IT'S REALLY A
4 SIGNIFICANT CULMINATION OF A LOT OF RESEARCH THAT WAS DONE BY
5 EMC. IT'S GOING TO LEAD TOWARD A UNIFIED COMMUNICATIONS
6 CAMPAIGN LATER THIS SUMMER INCLUDING A TOOLBOX. I ENCOURAGE
7 YOU TO LOOK AT THAT MEMO. IT SHOWS AND DEMONSTRATES WHAT YOU
8 HAVE BEEN WORKING TOWARDS, WHICH IS COLLABORATION BETWEEN
9 PUBLIC AGENCIES, ALSO WITH SCHOOLS, AND AS WELL, WITH THE
10 BUSINESS COMMUNITY THAT HAS BEEN VERY ACTIVELY SUPPORTED AND
11 INVOLVED. IT ALSO IS, I THINK, AN EXCELLENT EXPRESSION OF YOUR
12 TASK FORCE'S COMMITMENT TO WORKING ON EQUITY, AND THE
13 PRINCIPLE ABOUT BEING INCLUSIVE, WHICH WILL BE ACHIEVED
14 THROUGH THESE DISCUSSIONS DIRECTLY WITH TRANSIT DEPENDENT
15 RIDERS AND TRANSIT RIDERS WITH DISABILITIES. SO THAT THEIR
16 VOICE IS A PART OF THE CONVERSATION WE HAVE IN PREPARATION OF
17 YOUR ACTION PLAN. THERE IS AN OPPORTUNITY FOR US TO LEARN A
18 WHOLE LOT MORE ABOUT IT RIGHT NOW I'M GOING TO INVITE SARA,
19 PRINCIPLE WITH EMC RESEARCH AND SHE'S GOING TO LEAD US THROUGH
20 THE RESEARCH VIEW OF AND THE UPCOMING ACTIVITIES THAT EMC IS
21 UNDERWAY ON. SO WITH THAT, SARA, AND YOUR PRESENTATION,
22 PLEASE.
23



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1 **SPEAKER:** GREAT. GOOD AFTERNOON EVERYONE. I BELIEVE THAT THERE
2 IS A PRESENTATION THAT'S GOING TO BE SHARED TO YOUR SCREEN.
3 PERFECT. THANK YOU.

4

5 **SARA LABATT:** I THINK MY SECTION STARTS A FEW SLIDES N IF YOU
6 DON'T MIND MOVING THAT FORWARD A FEW SLIDES. STEVE, I THINK
7 YOU COVERED MOST OF THIS, BUT MY PLAN WAS TO JUST TALK ABOUT
8 THIS PART WHICH IS THE REVIEW OF PRIOR RESEARCH. THANK YOU.
9 SO GOOD AFTERNOON. SARA LABATT EMC RESEARCH. I'M GOING TO GIVE
10 YOU A HIGH LEVEL WORK OF WHAT WE DID, THERE IS A COMPREHENSIVE
11 PORTION IN YOUR PACKET FOR REVIEW BUT I'M GOING TO GIVE A
12 PICTURE TODAY. THE PURPOSE OF THIS WORK, IN THIS RESEARCH
13 REVIEW WAS TO REALLY LOOK AT COMPREHENSIVE REVIEW OF THE
14 CHALLENGES FACED BY THE PUBLIC ON TRANSIT. PARTICULARLY
15 FOCUSING ON TRANSIT HERE IN THE BAY AREA. AND REALLY WHAT WE
16 WERE LOOKING FOR WAS TO KNOW IN THE PREPANDEMIC ENVIRONMENT,
17 WHAT WERE THE THINGS PEOPLE WERE LOOKING AT, HAVING CHALLENGES
18 WITH AROUND THEIR PERCEPTION OF TRANSIT IN THE BAY AREA, WHAT
19 ARE THEY LOOK FOR -- WHAT DO THAT I THINK THE STRENGTHS AND
20 WEAKNESSES ARE OF THE BAY AREA TRANSIT SYSTEM IN THE NORMAL
21 OPERATING ENVIRONMENT WHAT ARE THE GAPS THAT COULD BE USED FOR
22 FUTURE RESEARCH ABOUT TRANSIT AND AS WELL AS OBVIOUSLY ALL OF
23 THAT TO INFORM THE WORK OF THIS COMMITTEE. NEXT SLIDE PLEASE
24 AS WAS MENTIONED, WE REVIEWED 90 DIFFERENT STUDIES, ARTICLES,
25 AND REPORTS MOSTLY COVERING THE LEADING YEARS UP TO THE



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1 PANDEMIC BUT IF YOU RECALL WE HAD DONE A STUDY OF THE PANDEMIC
2 RESEARCH A COUPLE OF MONTHS AGO THIS IS STEPPING BACK FROM THE
3 PANDEMIC COVERAGE AND LOOKING AT THE BAY AREA THIS IS PULLED
4 TOGETHER FROM LOTS OF DIFFERENT AGENCIES MANY OF YOU PROVIDED
5 RESEARCH. I HAVE NOT REVIEWED EVERY QUESTION BUT WE ARE
6 PULLING TOGETHER INFORMATION FROM MANY RESOURCES INCLUDING
7 WIDE RANGE OF RESEARCH SOME OPINION, SOME WITH THE GENERAL
8 PUBLIC IS SOME MORE WITH STAKEHOLDERS OR INFORMED INDIVIDUALS.
9 A LOT OF REGIONAL RESEARCH, A FEW BAY AREA WIDE RESEARCH
10 PROJECTS, WITH RIDERS, NON-RIDERS, POTENTIAL RIDERS, THIS IS A
11 BROAD SCOPE OF USER RESEARCH AND WE WERE TRYING TO PULL
12 EVERYTHING TOGETHER TO REALLY UNDERSTAND WHAT'S THE TERRAIN
13 WORLD POTENTIALLY STANDING ON AS WE LOOK FORWARD AT TRANSIT
14 REFORM. A COUPLE OF QUICK NOTES ON THE DATA. I WON'T GO
15 THROUGH THIS IN A LOT OF DETAIL, BUT I WANT TO MAKE SURE WE'RE
16 CLEAR. A LOT OF THE REASON WE REVIEWED WASN'T NECESSARILY
17 REPRESENTATIVE EXAMPLE, PROJECTABLE QUANTITATIVE RESEARCH IN
18 THE SORT OF ROBUST CONTROLLED WAY. YOU KNOW? SOME OF IT WAS
19 DONE THROUGH OUTREACH ENGAGEMENT THROUGH TRANSIT RIDER LISTS
20 WHERE THEY WERE SENT A SURVEY AND ASKED TO OPT IN, IT WAS A
21 QUALITATIVE NATURE. AS A RESEARCHER, WHILE LOOKING AT THE DATA
22 AND IT'S ALL VALUABLE WE WANT TO BE CAREFUL AS RESEARCHERS
23 ABOUT PULLING IT ALL TOGETHER AND USING THE NUMBERS OF ACTUAL
24 ABSOLUTE FACTS BUT RATHER LOOKING AT A GENERAL CENSUS RUNNING
25 THROUGH THE RESEARCH. THERE IS AN EXTENSIVE RESEARCH LIST IN



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1 YOUR PACKET, WITHIN YOUR REPORT. I WANT TO CAUTION AS YOU LOOK
2 AT THE FULL REPORT, WE DID OUR BEST TO BRING TOGETHER A HUGE
3 BROAD SET OF RESEARCH INTO SOMETHING THAT, YOU KNOW, MADE
4 SENSE, AND WAS AS RELIABLE AS IT WOULD BE GIVEN ALL OF THESE
5 DIFFERENT METHODOLOGIES AND STRATEGIES THAT WERE USED. NEXT
6 SLIDE PLEASE. OKAY. SO WHAT DID WE LEARN AFTER REVIEWING ALL
7 OF THIS RESEARCH? NEXT SLIDE PLEASE. WE FOUND A LOT OF
8 CONSISTENCY LOOKING AT ALL THESE PIECES OF RESEARCH. THIS IS
9 UNIVERSAL AND I UNDERSTAND THIS FEELS BROAD WHEN WE ASKED THE
10 PUBLIC, WHEN THE PEOPLE IN THE RESEARCH WERE ASKED ABOUT
11 PUBLIC TRANSIT AND WHAT FACTORS INFLUENCING YOUR CHOICE TO USE
12 OR NOT USE IT WE HEAR LOTS OF VARIETIES, TIME, SPEED,
13 RELIABILITY, PREDICTABLE, FREQUENCY, EASE OF USE, SAFETY,
14 ACCESSIBILITY, COST, CLEANLINESS AND CONNECTION. THAT'S A LOT.
15 BUT YOUR RESEARCH SHOWS IT'S A LITTLE BIT OF EVERYTHING.
16 HOWEVER, AS WE DISCOVER DRILL DOWN, WE SEE -- WHAT PEOPLE
17 COUCHED AS CONVENIENCE RELATED FACTORS WERE SORT OF THE MOST
18 CONSEQUENTIAL IN DECIDING WHETHER TO USE PUBLIC TRANSIT. A LOT
19 OF CENSORING AROUND TIME SPEED RELIABILITY CONNECTIVITY AND
20 FIRST AND LAST MILE. CONVENIENCE WAS THE BLANKET TERM THAT CAN
21 KEPT COMING UP AS THE THING PEOPLE THOUGHT ABOUT WHEN THEY
22 THOUGHT ABOUT TRANSIT FOR A PARTICULAR TRIP. AND WHEN THEY
23 PERCEIVE LACK OF CONVENES FOR THEM THAT IS WHAT WOULD
24 UNDERMINE THEIR CHOICE TO RIDE TRANSIT. IT CAME UP MORE THAN
25 COST, CLEANLINESS, OR COMFORT AND MORE THAN SAFETY. IN TERMS



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1 OF REALLY ASKING PEOPLE TO DIG IN AND WHAT IS THE MAIN FACTOR
2 IT DOESN'T MEAN COST COMFORT AND SAFETY AREN'T IMPORTANT BUT
3 WHEN YOU LOOK AT ALL THIS RESEARCH BODY OF WORK WE REALLY SEE
4 THE PERCEPTIONS ON WHETHER OR NOT IT WILL MAKE THEIR LIVES
5 BETTER TO RIDE IN THAT DAY, IS REALLY WHAT THEY PERCEIVE AS
6 THE THING. SPEED, IN PARTICULAR, FACTORS THAT WOULD INFLUENCE
7 THE SPEED OF A TRIP LIKE MEANING THE LENGTH OF TIME IS NOT
8 NECESSARILY THE ACTUAL SPEED OF THE VEHICLE. RESIDENTS WANTED
9 TO SEE IMPROVEMENT MOSTLY IN FREQUENCY AND RELIABLE AND REALLY
10 THAT WAS ONE OF THE BIG PERCEPTIONS OF CONVENIENCE IS WHEN I
11 LEAVE, WHEN I GET THERE, WHAT'S TIME DIFFERENCE, DO I KNOW
12 WHEN I'M GOING TO GET THERE HOW LONG IT'S GOING TO SHOW UP AND
13 HOW LONG THE TRIP IS GOING TAKE. NEXT SLIDE. TRANSFERS AND
14 CONNECTIONS ARE AN AREA OF FRUSTRATION AND FOR MANY A
15 DISINCENTIVE TO RIDE PUBLIC TRANSIT. A LOT OF FRUSTRATION
16 VOIDS WITH CONNECTIONS THAT DON'T LINE UP, LONGER WAIT TIMES
17 WHERE RIDERS DON'T FEEL THE SPACE OR THE PERCEPTION THAT THEY
18 MIGHT HAVE TO DO THAT, THAT WOULD PRESENT THEM FROM STARTING
19 THAT TRIP. THERE ARE CONNECTIONS AND DATA AVAILABILITY ABOUT
20 CONNECTIONS IF THEY COULD KEEP TRACK OF DIFFERENT SYSTEMS AND
21 FARE STRUCTURES AND WHAT THEY NEED TO KNOW DO BOARD EACH
22 VEHICLE, HOW LONG AM I GOING TO HAVE TO WAIT AT THAT PLACE. IT
23 WAS A WIDE TERRAIN, CHALLENGING TO NAVIGATE. THE FACT THAT IF
24 THEY GET OFF THE BUS AND THERE'S NOT SOMETHING WAITING FOR
25 THEM GUESSING WHEN IS THE NEXT ONE COMING AND HOW DO I PAY.



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1 FOR MANY THEY HAVE CLIPPER THAT HELPS EASE THE PAYMENT
2 MECHANICS, BUT THERE IS ALSO STILL THE QUESTION OF NOT KNOWING
3 HOW MUCH IT'S GOING TO COST OR WHETHER THEY'RE PAYING AGAIN OR
4 HOW MUCH. BETTER CONNECTIVITY AND COORDINATION ACROSS MODES
5 AND AGENCIES DEFINITELY STOOD OUT PARTICULARLY FOR PEOPLE THAT
6 WERE GOING ON TRIPS TO WHERE THEY WOULD HAVE TO TAKE MORE THAN
7 ONE VEHICLE, WHETHER IT WAS THE SAME AGENCY OR SWITCHING
8 AGENCIES THAT'S A GOOD WAY PEOPLE WOULD BRING UP IMPROVING
9 CONVENIENCE IN TRAVEL INCLUDING BETTER CONNECTIONS BETWEEN
10 MODE AND AGENCIES BETTER COORDINATION BETWEEN AGENCIES AND
11 FARES AND SCHEDULE AND COORDINATION WITH FIRST LAST MILE
12 OPTIONS. HOW DO I GET THERE TO BE ABLE TO KNOW WHERE I'M GOING
13 TO. TO BE ABLE TO KNOW ALL OF THAT IS ONE THAT THEY SAID THAT
14 STOPS ME FROM STARTING TRIPS ON TRANSIT BECAUSE THERE ARE THAT
15 MANY UNKNOWN IN MY TRIP. NEXT SLIDE PLEASE. FINALLY, ON COST,
16 YOU KNOW, THE RESEARCH DID REVEAL COSTS WELL IN CONSIDERATION.
17 IT'S FOR MOST LOWER LEVEL CONSIDERATION EXCEPT FOR THE
18 POPULATION THAT IS IT IMPACTS THE MOST WHICH IS GENERALLY LOW
19 INCOME RESIDENTS. THEY REALLY, IN A LOT OF THIS RESEARCH,
20 PEOPLE WOULD TALK ABOUT COST AS SORT OF A VALUE PROPOSITION.
21 IF THEY FELT THEY HAD ANOTHER OPTION THEN THEIR QUESTION WAS,
22 YOU KNOW -- OR IF THEY FELT THAT I DIDN'T HAVE ANOTHER OPTION
23 THEN THEY'RE ASKING CAN I AFFORD TO DO THIS. IF THEY FELT THEY
24 HAD OTHER OPTIONS THEY WOULD BE SAYING, IS THE COST SAVINGS
25 WORTH MY PERCEPTION OF THE REDUCTION OF CONVENIENCE IN MAKING



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1 THAT CHOICE. COST IS A FACTOR. CERTAINLY THE MORE COST LIMITED
2 IT IS THE MORE OF A FACTOR IT IS IN THE CHOICE WHETHER THAT I
3 WANT TO RIDE AND I WOULD SAY IT'S MORE COMPLICATED, COST IS
4 NOT THE DRIVING FACTOR FOR MOST RESIDENTS. BETTER USE OF
5 TECHNOLOGY TO COORDINATE TRAVEL, APPS SEEN AS A WAY TO IMPROVE
6 WHAT THEY SEE AS THE PERCEIVED PROBLEM, PREDICTABILITY,
7 REALTIME INFORMATION, SPEED, FIRST AND LAST MILE ISSUES.
8 RESEARCH, USING THE TECHNOLOGY TO MAKE THIS BETTER AND WHY
9 WE'RE NOT USING THE BEST TECHNOLOGY SELF SORT OF A GENERAL
10 CONFUSION ABOUT WHY WE COULDN'T DO BETTER ON THESE THINGS,
11 THAT SEEM TO BE SOMETHING GOOGLE AND OTHER APPS CAN DO. SOME
12 PERCEPTION, IN THE RESEARCH THERE WAS A PERCEPTION THAT
13 IMPROVEMENTS THAT MIGHT ATTRACT NEW RIDERS MIGHT BURDEN
14 TRANSIT DEPENDENT RIDERS, WHICH WAS SORT OF ADDRESSED IN A LOT
15 OF WAYS, BUT THAT WAS GENERALLY COUCHED WITH PEOPLE OF LOW
16 INCOME OR UNDERSERVED COMMUNITIES WHO DON'T HAVE AS MUCH
17 TRANSIT IN THEIR NEIGHBORHOOD OR AT RISK OF LOSING TRANSIT IN
18 THEIR NEIGHBORHOOD. RESEARCH ON THE TOPIC WAS MORE DIRECT AND
19 FASTER SERVICE AND MEANING NOT AS MUCH GEOGRAPHIC COVERAGE IF
20 WE BRING IN SMART PHONE DEPENDENT APPS MAYBE THOSE WHO DON'T
21 HAVE SMART PHONES IN THEIR POCKETS MIGHT BE EX-COLLIDED FROM
22 GETTING THAT IMPORTANT INFORMATION AND INCREASED PEAK HOUR
23 FREQUENCY MIGHT REDUCE OFF PEAK HOUR FREQUENCY WHICH MIGHT
24 IMPACT THE SHIFT WORKERS THAT MIGHT NOT NEED THE 8 TO 9 OR 5
25 TO 6 SERVICE BUT RATHER THE OUTSIDE SERVICE WEEKENDS AND



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1 OVERNIGHT. I WOULD SAY THAT NOT ALL OF THE RESEARCH WE LOOKED
2 AT HAD A FOCUS ON THIS AREA BUT TO THE DEGREE THAT IT WAS
3 BROUGHT UP IN THE RESEARCH WE CERTAINLY SAW SOME PERCEPTION
4 THAT YES I WANT SOMETHING BETTER BUT WE ALSO HAVE TO PROTECT
5 FOR THE PEOPLE THAT NEED IT, THE THINGS THAT THEY NEED. NEXT
6 SLIDE PLEASE. NEXT A REVIEW OF WHAT WE SEE AFTER LOOKING AT
7 ALL THE RESEARCH GAPS AND OPPORTUNITIES FOR USING RESEARCH IN
8 THE FUTURE. WHEN I SAY IN THE FUTURE, I MEAN WE'RE ALREADY
9 DOING SOME OF IT NEXT SLIDE PLEASE. WE SAW SORT OF THREE BIG
10 PICTURE AREAS TO EXPLORE. FIRST IS CONSISTENT REGIONAL DATA.
11 AS I SAID WE BROUGHT TOGETHER 90 DIFFERENT STUDIES, SOME OF
12 THEM WERE IN ONE COUNTY OR MULTIPLE COUNTIES, OR A SERVICE
13 AREA, SOME ARE BAY AREA WIDE. SOME IS WITH ALL RESIDENTS, SOME
14 ARE WITH TRANSIT REQUIRED U -- RIDERS, POTENTIAL RIDERS IT'S
15 INCLUDING DIFFERENT KINDS OF RESEARCH AND DIFFERENT
16 METHODOLOGIES LOOKING AT COMPARING. AN OPPORTUNITY WOULD BE A
17 REGION-WIDE APPROACH TO DOING RESEARCH ON THIS TOPIC AND
18 UNDERSTANDING WHAT ARE THE THINGS WE CAN SAY WITH CERTAINTY,
19 ARE QUANTIFIABLY DEFENSIBLE IN TERMS OF TRANSIT IMPROVEMENTS.
20 RIGHT? CONSISTENT AND LACK OF CONSISTENT REGION FALL DATA
21 GENERALIZING WHAT THE PUBLIC WANTS IN A GENERAL WAY AND
22 COMPARE THE PERCEIVED VALUE OF POTENTIAL IMPROVEMENTS AS WELL
23 AS COMPARE CONCERNS OR UNDERSTAND CONCERNS ABOUT HOW THOSE
24 CONCERNS MIGHT IMPACT VULNERABLE POPULATIONS. NEXT SLIDE
25 PLEASE. THE SECOND GAP WE NOTED IN THIS BODY OF RESEARCH IS



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1 RESEARCH WITH SPECIFICALLY TRANSIT DEPENDENT POPULATION. I
2 KNOW THAT'S A VAGUE TERM OR AT LEAST A VERY GENERAL TERM THAT
3 CAN MEAN A LOT OF THINGS. THERE WASN'T A LOT OF BODY IN THIS
4 WORK THAT JUST FOCUSED ON PEOPLE THAT DON'T HAVE OTHER OPTIONS
5 AVAILABLE TO THEM. THERE WERE SOME AND THERE IS MORE UNDERWAY
6 AT THIS TIME. BUT HOW CAN WE PRESERVE TRANSIT SERVICE FOR
7 THOSE DEPENDENT RIDERS WHILE ALSO MAKING IMPROVEMENT TO
8 ATTRACT NEW CHOICE RIDERS. RIGHT? SO HOW DO WE BALANCE THE
9 NEEDS OF THESE TWO POPULATIONS AND GO AFTER MORE BUT NOT
10 UNDERMINE THOSE THINGS YOU HAVE FOR TRANSIT RIDERS. TECHNOLOGY
11 LEVERAGED TO IMPROVE TRANSIT SERVICE SO THAT WAY EVERYBODY CAN
12 ACCESS WITHOUT LEAVING OUT POPULATIONS THAT MIGHT BE LESS TECH
13 SAVVY OR LESS LIKELY TO HAVE A SMART PHONE OR WAY TO ACCESS
14 THAT INFORMATION WHILE THEY'RE RIDING. AND PEAK HOUR CAPACITY,
15 ORIGINS DESTINATIONS VERSUS EXPANDING OFF PEAK SERVICE OR
16 SERVICE TO LOCATIONS. AND KEY THING CONSIDERING RESEARCH THAT
17 WOULD BE HELPFUL. THE LAST GAP WE IDENTIFIED IN LOOKING AT
18 THIS RESEARCH IS SPECIFICALLY RESEARCH WITH WHAT WE'RE CALL
19 REGIONAL OR MULTI-MODAL COMMUTERS. AND IT'S NOT LIMITED -- WE
20 WOULDN'T SAY TO TRANSIT RIDERS I'M THINKING OF REGIONAL
21 COMMUTERS WHO TRAVEL THROUGH DIFFERENT SERVICE AREAS SO THEY
22 CAN'T NECESSARILY BE SERVICED BY WOK VEHICLE OR ONE OPERATOR
23 RATHER IF THEY WANT TO TAKE TRANSIT THEY HAVE TO CHANGE
24 OPERATORS. WHAT WE HAVE SEEN IN RESEARCH IS WHEN SOMEONE IS
25 GOING ACROSS SERVICE AREAS THEY'RE LESS LIKELY TO TAKE TRANSIT



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1 BECAUSE OF THE PERCEPTION OF CONNECTIVITY AND LEAVING THEM IN
2 A BLACK HOLE LEAVING THEM WITH A VEHICLE OF UNKNOWN TIME RIVAL
3 MORE RESEARCH WITH THESE FOLKS THAT ACTUALLY MAKE THIS TRIP
4 WHETHER BY CAR NOW OR TRANSIT NOW OR THEY CHOOSE NOT TO MAKE
5 IT AT ALL BECAUSE IT'S TOO HARD TO GET THERE. YOU KNOW? WHO
6 ARE THOSE TRANSIT RIDERS DOING THIS, HOW CAN TRANSIT REFORM
7 MAKE IT EASIER FOR THE ONES ALREADY DOING IT AND WHO ARE THE
8 PEOPLE CHOOSING NOT TO TAKE TRANSIT BECAUSE OF THEIR
9 PERCEPTIONS OF WHAT THAT EXPERIENCE TO BE LIKE AND HOW CAN
10 TRANSIT REFORM HELP MAKE TRANSIT ESSENTIALLY MORE COMPETITIVE
11 WITH THE OPTION MOST OF THEM ARE PROBABLY CHOOSING RIGHT NOW
12 WHICH IS DRIVING. SO WHAT IS -- WHAT ARE THE THINGS THAT ARE
13 KEEPING THEM FROM TRYING TRANSIT FOR THE MULTI-MODAL TRIP OR
14 THAT REGIONAL TRIP AND WHAT REFORMS CAN HELP THEM SEE TRANSIT
15 AS COMPETITIVE WITH THE THING THAT THEY'RE DOING NOW WHICH WE
16 HAVE SEEN WITH A LOT OF OTHER RESEARCH IN THE BAY AREA IT'S
17 NOT LIKE PEOPLE LOVE DRIVING FROM ONE END OF THE BAY AREA TO
18 THE OTHER IT'S JUST THEY DO NOT FEEL TRANSIT IS ALWAYS A
19 VIABLE ALTERNATIVE FOR THEM IN TERMS OF TIME AND CONVENIENCE.
20 I THINK THAT'S MY LAST SLIDE. YEAH. THAT'S IT NEXT SLIDE,
21 PLEASE. I DON'T KNOW, STEVE, IF YOU HAVE ANY WRAP UP COMMENTS.
22 BUT THAT'S MY REPORT. AND THANK YOU FOR ALL OF YOUR TIME. AND
23 I THINK I'M SENDING IT BACK TO STEVE.
24
25 **STEVE KINSEY:** I'M GOING TO SEND IT, PLEASE, TO THE CHAIR.



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1

2 **JAMES P. SPERING, CHAIR:** WITH THE COMMITTEE'S PERMISSION, I
3 WOULD LIKE TO GO AHEAD AND HAVE GWEN LITVAK WITH THE BAY AREA
4 COUNCIL AND THEY HAVE JUST DONE THEIR ANNUAL POLL. I THOUGHT
5 GWEN COULD GIVE US AN UPDATE ON THAT AND LET GWEN AND SARA
6 BOTH TAKE QUESTIONS AT THE END OF THAT. SO IF EVERYONE'S OKAY
7 WITH THAT? AND, GWEN, YOU READY?

8

9 **GWEN LITVAK:** I'M READY.

10

11 **JAMES P. SPERING, CHAIR:** ALL RIGHT. THE FLOOR IS YOURS. GWEN.

12

13 **GWEN LITVAK:** THANKS CHAIR SPERING. THE BAY AREA COUNCIL
14 CONDUCTS AN ANNUAL AND REGIONAL POLL COVERING HOUSING
15 TRANSPORTATION HOMELESSNESS AND OTHER ISSUES THAT ARE TOP OF
16 MIND FOR BAY AREA RESIDENTS WE'LL RELEASE MORE INFORMATION
17 LATER THIS WEEK BUT I WANT TO SHARE AND HIGHLIGHT RESULTS
18 RELATED TO THESE ISSUES THAT THIS GROUP HAS BEEN DISCUSSING.
19 IT'S IMPORTANT TO NOTE THIS POLL WAS CONDUCTED BEFORE
20 RESTRICTIONS WOULD BE ANNOUNCED AND BEFORE WIDESPREAD VACCINE
21 ELIGIBILITY. THE FIRST QUESTION WAS AN OPEN-ENDED RESPONSE TO
22 THE SILVER LINING, TOP RESPONSE WAS TIME WITH FAMILY AND
23 FRIENDS 90% WORKING AT HOME OR NEW JOB OPPORTUNITY AT 10% AND
24 NO NEED TO TRAVEL AT 8%. 42% OF PEOPLE FEEL IT SAVE TO TAKE A
25 PLACE 58% UNSAFE 35% FEEL SAFE TAKING TRANSIT 64% FEEL UNSAFE



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1 TAKING TRANSIT. THIS NEXT QUESTION WAS ABOUT EASE OF
2 TRANSPORTATION IN THE BAY AREA. SO THINKING OF TRANSPORTATION
3 IN THE BAY AREA COMPARED TO A YEAR AGO IS IT HARDER EASIER OR
4 THE SAME TO GET AROUND. 23% HARDER TO GET AROUND FROM LAST
5 YEAR, 27% EASIER TO GET AROUND FROM LAST YEAR, 39%, THE SAME
6 AS 2020. NEXT QUESTION: I SUPPORT POLICIES THAT MAKE IT
7 EASIER TO BUILD NEW HOUSING IN TRANSIT IN COMMERCIAL AREAS. 71
8 SUPPORT, WHICH IS HIGH, BUT DOWN FROM 78% IN 2020. NEXT
9 QUESTION: WOULD YOU SUPPORT OR OPPOSE COMBINING BART AND
10 CALTRAIN INTO ONE INTEGRATED SYSTEM? 83% SUPPORT; 14% OPPOSE,
11 4% DON'T KNOW. AFTER READING POSITIVE MESSAGING ABOUT BART AND
12 CALTRAIN PROVIDING EFFICIENT, CONVENIENT SERVICE AROUND THE
13 BAY AREA, THAT NUMBER JUMPED TO 86 SUPPORT, 12% OPPOSED, TWO
14 DON'T KNOW. HERE'S BREAK DOWN BY SUBGROUP. 91% OF BART
15 CALTRAIN RIDERS SUPPORT, 8% OPPOSE ALAMEDA CONTRA COSTA NORTH
16 SAN FRANCISCO SAN MATEO AND SANTA CLARA VOTERS ALL HAD BETWEEN
17 81 AND 86 SUPPORT, 86% THE HIGHEST IN SAN FRANCISCO AND 81 IN
18 THE NORTH BAY. MODES OF TRANSPORTATION, CARPOOL BIKE, RIDE-
19 SHARE, TAXI DOWN FROM LAST YEAR. OVERALL PEOPLE THINK JUST
20 MOVING AROUND THE REGION LESS FREQUENTLY. THIS IS THE MODE OF
21 TRANSIT IN 2019 AND EXPECTED MODE AFTER THE PANDEMIC. CAR
22 DRIVE ALONE 76% BEFORE THE PANDEMIC, 74% POST. WALK OR BIKE,
23 43% BEFORE, 26 POST PANDEMIC. PUBLIC TRANSIT, 29% BEFORE; 20
24 POST PANDEMIC. CARPOOL AND RIDE-SHARE, 31% BEFORE; 19 POST
25 PANDEMIC. OVERALL 34% OF THOSE EMPLOYED STILL GOING INTO THE



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1 OFFICE LESS OFTEN AFTER THE PANDEMIC WAS OVER. WE HAVE A FEW
2 PRESS RELEASES COMING OUT IN THE NEXT WEEK SO I'LL SHARE WHAT
3 I CAN, BUT CERTAINLY HAPPY TO TAKE QUESTIONS AS WELL. THANKS,
4 CHAIR.

5

6 **JAMES P. SPERING, CHAIR:** THANK YOU GWEN. WHAT I WOULD LIKE TO
7 DO NOW IS OPEN IT UP FOR QUESTIONS. BUT I WOULD LIKE TO ASK A
8 QUESTION. I KNOW SOME OF THE MTC STAFF IS LISTENING, AND I SAW
9 URSULA THERE. THE QUESTION IS, WITH THE DATA THAT WE'RE
10 GATHERING, ARE YOU GOING TO BE ABLE TO TARGET THE CAMPAIGN FOR
11 THESE VARIOUS GROUPS? YOU KNOW, THE TRANSIT DEPENDENT, THE
12 CURRENT RIDE IS? HOW DO WE ATTRACT NEW RIDERS. ARE WE GETTING
13 ENOUGH INFORMATION AVAILABLE TO BE ABLE TO TARGET THESE
14 CONSTITUENTS?

15

16 **URSULA VOGLER:** I BELIEVE THAT SARA MENTIONED WE'RE DOING FOCUS
17 GROUPS WITH TRANSIT DEPENDENT RIDERS THIS WEEK, WE'RE
18 TARGETING TRANSIT CHALLENGES BUT ALSO TRYING TO GATHER SOME
19 ADDITIONAL INFORMATION FOR THIS CAMPAIGN WE'RE DEVELOPING IN
20 CONJUNCTION WITH THE TRANSIT OPERATORS. IT'S A TRICKY THING
21 BUT WE WILL BE SPEAKING TO PEOPLE WHO HAVE BEEN RIDING ALL
22 ALONG BUT ALSO SPEAKING TO PEOPLE WHO ARE COMING BACK TO
23 TRANSIT.

24



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1 **JAMES P. SPERING, CHAIR:** THIS IS TARGETING THESE SPECIFIC
2 GROUPS?

3

4 **URSULA VOGLER:** I -- THE WAY -- IT'S VERY EARLY DAYS, BUT WE
5 ARE LOOKING FOR ONE CAMPAIGN THAT BRIDGES EVERYTHING. WE HAVE
6 SEEN A CREATIVE TODAY WHERE IT'S VERY RECALL. WE CAN TARGET
7 DIFFERENT MESSAGES FOR DIFFERENT GROUPS IF THAT'S THE WAY WE
8 WANT TO GO BUT AT THIS POINT WE'RE GETTING THE OVERARCHING
9 BEGINNINGS OF OUR CAMPAIGN.

10

11 **JAMES P. SPERING, CHAIR:** IT SEEMS LIKE THE NEW RIDERS WE'RE
12 TRYING TO ATTRACT THAT MESSAGE IS GOING TO BE MUCH DIFFERENT
13 THAN FOR THE PEOPLE WHO ARE CURRENTLY RIDING AND THINGS THEY
14 WOULD LIKE TO SEE CHANGED. I WOULD LIKE STAFF TO CONSIDER HOW
15 WE TARGET THOSE GROUPS.

16

17 **URSULA VOGLER:** YES. DULY NOTED.

18

19 **JAMES P. SPERING, CHAIR:** TARGETING THOSE GROUPS ALSO.

20

21 **URSULA VOGLER:** OKAY.

22

23 **JAMES P. SPERING, CHAIR:** NOT SEEING ANY HAND RAISED. WALLY,
24 CAN YOU HELP ME OUT HERE?

25



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1 **WALLY CHARLES, CLERK:** YES. GINA PAPAN, AND THEN IAN GRIFFITHS.

2

3 **GINA PAPAN:** ALWAYS SEEMS LIKE I'M THE FIRST. I LOVE THE
4 REPORT THANK YOU SO MUCH FOR THE GREAT WORK GOING INTO ALL OF
5 THAT. JUST AMAZING. THANK YOU. A COUPLE OF THINGS HERE. WHEN
6 MENTIONING SURVEYING EMPLOYEES, YOU SAID 150. IS THERE ANY WAY
7 FOR US TO SEE WHICH EMPLOYERS WERE SURVEYED, WHICH TYPES OF
8 QUESTIONS WERE ASKED HERE FROM THE BAY AREA COUNCIL? I AM
9 ASSUMING THAT WAS A SUMMARY OF THE QUESTION AND NOT THE ACTUAL
10 ANSWER FROM THE QUESTION?

11

12 **GWEN LITVAK:** THERE ARE TWO THINGS IN PLAY, WE CAN SHARE THE
13 WHOLE SURVEY. WE'RE NOT ALLOWED TO SHARE THE NAMES OF
14 EMPLOYERS DUE TO CONFIDENTIALITY ISSUES, BUT WE PRESENTED THE
15 BAY AREA OWN ANNUAL RESULTS.

16

17 **GINA PAPAN:** I WONDER WHAT TYPE OF BUSINESSES, INDUSTRIES,
18 WHETHER STATE AND LOCAL GOVERNMENT WERE INCLUDED IN THAT AND
19 ALSO IF THE AIRPORTS WERE INCLUDED IN THAT? 43,000 PEOPLE WORK
20 AT SFO, SO JUST AS A MATTER OF COVERAGE, THAT IS INTERESTING
21 TO ME. AND ALSO, VERY -- WHAT WAS POLL NUMBER OF THE BAY AREA
22 COUNCIL?

23

24 **GWEN LITVAK:** WHAT WAS OUR SAMPLE SIZE?

25



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1 **GINA PAPAN:** YES SAMPLE SIZE.

2

3 **SPEAKER:** IT WAS 1,000 VOTERS.

4

5 **GINA PAPAN:** OKAY. I'M ALSO CURIOUS ABOUT THE CALTRAIN BART
6 MERGER THERE IS A LOT THAT GOES INTO THAT ESPECIALLY LOCALLY
7 WHEN MANY OF US HAVE NO SAY OR REPRESENTATION ON THE BART
8 BOARD. SO IT'S INTERESTING AS TO HOW THE QUESTIONS ARE
9 PRESENTED. IT COULD GIVE THE INFERENCE OF COORDINATION AND
10 THAT'S NOT NECESSARILY THE CASE. THOSE ARE ONE QUESTION. WE'RE
11 GETTING INTO NEW TECHNOLOGY, BUSES, BART CARS, STUFF LIKE
12 THAT, COULD WE BE SPECIFIC WHETHER ON THE TRAINS OR BUS THERE
13 IS REALTIME INFORMATION? OR IS THAT JUST AT STATION AREAS?
14 THANK YOU VERY MUCH.

15

16 **JAMES P. SPERING, CHAIR:** OKAY. I THINK WE HAVE IAN GRIFFITHS,
17 THEN THERESE AFTER IAN?

18

19 **IAN GRIFFITHS:** YES. I HAVE A QUESTION AND TWO COMMENTS. MY
20 QUESTION IS THE -- THERE WAS A -- THERE WERE A LOT OF
21 ATTACHMENTS IN THIS ITEM, AND THE FINAL ONE WAS -- I WOULD
22 JUST LIKE SOME EXPLANATION ABOUT WHAT IT APPEARS TO BE AN
23 UPCOMING SURVEY WITH A LOT OF QUESTIONS RELATED TO THE BLUE
24 RIBBON TASK FORCE. COULD EXPLAIN EXPLAIN WHAT THAT IS? AND



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1 WHEN THAT WILL BE HAPPENING? AND WHAT THE GOAL OF THAT IS? IF
2 THERE IS ATTACHMENT THREE OF THE ITEM FOUR ATTACHMENT THREE?
3

4 **URSULA VOGLER:** SARA DO YOU WANT ME TO RESPOND OR DO YOU WANT
5 SAY, THAT'S THE POLL.

6

7 **JAMES P. SPERING, CHAIR:** THAT'S THE MTC POLL, RIGHT?

8

9 **URSULA VOGLER:** IT IS OUR POLL. IT'S OUT IN THE FIELD NOW. IT
10 HAS A THOUSAND -- WE'RE TARGETING A THOUSAND COMPLETES. SARA
11 WE'RE CLOSE TO GETTING THOSE THOUSANDS COMPLETES, AND SARA
12 WILL BE BACK TO THIS GROUP NEXT MONTH TO PRESENT THE RESULTS
13 OF THAT POLL. IF THAT ANSWER YOUR QUESTION.

14

15 **IAN GRIFFITHS:** MY OTHER COMMENT IS THEY VERY MUCH AGREE, THIS
16 WAS A FASCINATING SET OF RESEARCH. THANK YOU VERY MUCH FOR
17 PULLING IT TOGETHER. I THINK THE OBSERVATION THAT WE NEED
18 REGIONAL, SOME KIND OF REGIONAL STANDARDIZATION OF THE -- OR
19 REGIONALIZATION OF OUR MARKET RESEARCH IS A VERY GOOD
20 OBSERVATION. IT'S SURPRISING THAT THERE WERE THIS MANY SURVEYS
21 HAPPENING INDEPENDENTLY ACROSS THE REGION AND VERY FEW WERE
22 DONE BY MTC OUR REGIONAL AGENCY MOST WERE DONE AT SUBREGIONAL
23 OR LOCAL LEVEL AND I THINK THAT SPEAKS TO THE NEED OF THIS
24 SORT OF CENTERED EXCELLENT MARKET RESEARCH AND CUSTOMER
25 RESEARCH. NOT ONLY DID IT GET BETTER VALUE TO MAKE SURE WE'RE



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1 DOING THINGS IN A COORDINATED WAY TO COMPARE APPLES TO APPLES
2 ACROSS THE REGION BUT ALSO TO HAVE A SHARED UNDERSTANDING OF A
3 CONDITION AND RATHER THAN BE ASKING THE SAME QUESTIONS IN
4 DIFFERENT PARTS OF THE REGION AND NOT SHARING THOSE
5 CONCLUSIONS. LOOKING TOWARDS NETWORK MANAGER FUNCTIONS
6 ILLUMINATES THE NEED FOR A CORE FUNCTION OF NETWORK MANAGER
7 AND I SUPPORT THE GAP IN OPPORTUNITY OF RESEARCHING THE TRIP
8 NOT TAKEN AND I WOULD STRESS THAT I THINK IT'S IMPORTANT TO
9 THINK OF THOSE AS MULTI-AGENCY TRIPS, NOT TAKEN, NOT JUST
10 THINK OF THOSE AS, YOU KNOW, OF REGIONAL TRIPS. BECAUSE THE
11 FASTEST WAY OF GETTING FROM SOMEWHERE IN ALAMEDA CAN'T
12 OFTENTIMES INVOLVES TAKING BART AND AC TRANSIT AND A THIRD
13 TRANSIT AGENCY AND THAT'S NOT NECESSARILY A REGIONAL TRIP BUT
14 IT IS A MULTI-AGENCY TRIP. SO FULLY SUPPORT LOOKING FURTHER
15 INTO THAT ISSUE. THANK YOU.

16

17 **JAMES P. SPERING, CHAIR:** GOOD COMMENT. THERESE THEN ALFREDO
18 AND WALLY CHECK I'M NOT MISSING SOMEONE.

19

20 **THERESE MCMILLAN:** MAYBE I MISSED IT, FOR THE DATA THAT YOU
21 SHARED WITH US ON THE BAY AREA POLL, THAT IS AVAILABLE WHERE?
22 IS IT ON YOUR WEB SITE THAT WE CAN ACTUALLY GET THE RESULTS?
23 BECAUSE I WASN'T WRITING FAST ENOUGH TO TAKE ALL OF IT DOWN.

24



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1 **GWEN LITVAK:** NO PROBLEM. THE BAY AREA POLL ISN'T ON OUR WEB
2 SITE BUT WE'LL BE ISSUING RELEASES LATER THIS WEEK.

3

4 **THERESE MCMILLAN:** IT'S FORTHCOMING?

5

6 **GWEN LITVAK:** YES THIS IS A SPECIAL PREVIEW.

7

8 **THERESE MCMILLAN:** OH OKAY. THEN GLAD WE SHOWED UP, RIGHT?

9 [LAUGHTER] OTHER THING, MAYBE IT'S AN OBSERVATION, YOU KNOW,
10 SARA, YOU CAN COMMENT -- I'M GOING TO CREATE A NEW TERM. WE
11 HAVE BEEN HEARING ABOUT VACCINE HESITANCY, IT SOUND LIKE THERE
12 IS ALSO IN PARTLY WHAT YOU OBSERVE, TRANSFER HESITANCY, RIGHT?
13 LIKE, THOSE, OH MY GOD, I HAVE TO TRANSFER. BUT ONE OF THE
14 THINGS THAT YOU MENTIONED IN YOUR COMPARISON WAS SORT OF THESE
15 COMPETING ELEMENTS IN THIS BROAD CONSTRUCT OF CONVENIENCE.
16 LIKE YOU CAN HAVE A ONE SEAT RIDE THAT MEANS I DON'T HAVE TO
17 TRANSFER, IN THEORY, WHICH IS IMPOSSIBLE, QUITE FRANKLY FOR A
18 LONG -- A LOT OF TRIPS IN THE REGION. SOME LEVEL OF TRANSFER
19 IS PROBABLY INEVITABLE, BUT JUST IN THEORY, YOU KNOW, YOU
20 COULD TAKE A LONG MEANDERING TRIP SO YOU DON'T NEED TO
21 TRANSFER, VERSUS THE, YOU KNOW, THE SPEED, RIGHT? THE SPEED OF
22 THE TRIP, WHICH WAS SEEN AS A MAJOR THING. IF YOU COULD
23 CONQUER THE TRANSFER CONCERN, MAYBE SPEAKS TO HOW YOU WOULD
24 STRUCTURE THE CONSISTENT SURVEY GOING FORWARD EVALUATING THE
25 LARGER FAMILY OF CONVENIENCE, THE BATTLE AND TRADEOFFS OF THAT



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1 WHICH WOULD POTENTIALLY NEED TO BE DEALT WITH, THAT WAS THE
2 DEEPER DIVE I WAS TAKING NOTES WITH. AND THAT IAN MENTIONED
3 THE TAKE AWAY FROM THIS IS A MORE CONSISTENT DATABASE SO YOU
4 CAN DEVELOP TREND LINES YOU CAN LOOK AT IF WE MOVE IN THIS
5 DIRECTION OF NETWORK MANAGEMENT WE CAN'T ASSUME IT'S ALL GOING
6 TO WORK LIKE WHAT WE THINK IT IS WE'RE GOING TO HAVE TO TRACK
7 OUTCOME. AND SO A VERY CAREFUL STRUCTURING OF WHAT IS THE
8 CUSTOMER EXPERIENCE COMING OUT OF THIS WILL BE VERY IMPORTANT.
9 AND THE ONLY OTHER THING I WOULD NOTE IS THAT GOOD CONSISTENT
10 DATA IS NOT CHEAP. SO, IF WE WALK THIS SPACE, THAT IS
11 SOMETHING THAT WE'LL ALSO NEED TO CONSIDER IS, IS THE PRIORITY
12 ATTACHED TO ESTABLISHING A REALLY GOOD BASE OF DATA AS AN
13 INVESTMENT, REALLY, AS PART OF OUR WORK. SO, THANKS. ON

14

15 **SARA LABATT:** I DON'T THINK ANY OF THAT WAS FOR ME TO RESPOND
16 TO, BUT 100% AGREE.

17

18 **JAMES P. SPERING, CHAIR:** QUESTION AND SARA IF YOU COULD BE
19 SUCCINCT WITH YOUR ANSWERS BEFORE WE RUN OUT OF TIME, I WANT
20 TO ANSWER AS MANY QUESTIONS AS POSSIBLE. ALFREDO THEN LINDSAY.

21

22 **ALFREDO PEDROZA:** SARA GREAT PRESENTATION. AS WE GET THE NEW
23 POLL THAT'S OUT IN THE FIELD IT WOULD BE GREAT TO BE ABLE TO
24 SHARE ON TOP OF WHAT YOU ALREADY SHARED WOULD BE GOOD FOR
25 CONTINUUM. AND ONE THING, I DON'T KNOW IF THIS HAS COME UP



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1 BEFORE BUT THE PERCEPTION THAT BY ATTRACTING NEW RIDERS IT CAN
2 IMPACT THOSE WHO ARE TRANSIT DEPENDENT, LOW INCOME. IS THAT A
3 GRAVE CONCERN. IS THAT NEW OR SOMETHING THAT HAS ALWAYS BEEN
4 HERE? I HAVEN'T SEEN THAT RISE TO THE KIND OF TOP LINE.

5

6 **SARA LABATT:** SOME OF THE RESEARCH ADDRESSED THAT QUESTION AND
7 THE RESEARCH THAT HAD THAT MORE EXPLICITLY DISCUSSED TENDED TO
8 NOT BE WITH THE GENERAL PUBLIC, BUT TENDED TO BE WITH MAYBE
9 ADVOCATES OR STAKEHOLDERS. I WOULD SAY IT'S RARE THAT WE
10 ENCOUNTERED A PUBLIC OPINION POLL MORE OFTEN AND QUALITATIVE
11 RESEARCH WHERE THAT TRADEOFF WOULD COME UP. IT WANT ASKED IN
12 EVERY POLL BUT IF THEY DIDN'T LEARN IT IT'S BECAUSE THEY
13 DIDN'T ASK.

14

15 **ALFREDO PEDROZA:** AS WE'RE TAKING ON THESE BOLD INITIATIVES I
16 WANT TO MAKE SURE IT'S RELATED TO ALL USERS NOT PERCEIVED AS
17 FOR ONE GROUP BECAUSE I THINK THAT COULD BE A DANGEROUS
18 UNDERLINING TO SOME OF OUR EFFORTS. THANK YOU FOR THAT.

19

20 **JAMES P. SPERING, CHAIR:** JAMES LINDSAY THEN RANDI KINMAN.

21

22 **JAMES LINDSAY:** SARA ARE THOSE INTER-AGENCY CONNECTIONS? WHERE
23 IS THE FUNDING COMING FROM?

24



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1 **SARA LABATT:** THE PART I CAN ADDRESS IS WHAT WAS TALKED ABOUT
2 IN THE RESEARCH I CAN'T ADDRESS WHERE THE MONEY COMES FROM.
3 WHAT WE LEARNED FROM THE PUBLIC IS, FOR THE MOST PART, THAT --
4 IT WAS SOME OF BOTH, I WOULD SAY THAT BART RESEARCH --
5 RESEARCH ABOUT RIDING BART AND TRANSFERRING TO ANOTHER BART
6 TRAIN THERE WAS WORRY ABOUT WHETHER TRANSFERRING TO A TRAIN
7 BUS TO BUS IS SOMETHING OFTEN MORE OFTEN CHANGING AGENCY WHERE
8 WE SAW CONCERN ABOUT COMING UP WITH THE PERCEPTION THAT THERE
9 AREN'T DISCONNECTIONS.

10

11 **JAMES P. SPERING, CHAIR:** YEAH. I WAS DISAPPOINTED, TOO, YOU DO
12 NOT KNOW WHERE THE MONEY IS COMING FROM. RANDI KINMAN AND
13 SUSAN ROTCHY.

14

15 **RANDI KINMAN:** THANK YOU. I WANT TO ADD A PLUS ONE TO THE
16 REGIONAL DATA COLLECTED IT'S ONE OF THE MOST FRUSTRATING
17 THINGS WE HAVE HAD IN TRYING TO HELP PROVIDE INPUT TO THE
18 COMMISSION AND EQUITY MEASURES AND ISSUES BECAUSE WE DON'T
19 HAVE THE DATA FOR TRANSIT DEPENDENT LOW INCOME RIDERS ACROSS
20 DIFFERENT NETWORKS. EVERYBODY DOES THEIR OWN DATA GATHERING
21 AND IT'S NOT HELPFUL FOR US TO DO IT THAT WAY ANYMORE. SO I
22 HOPE THAT THIS RAISES THAT ISSUE UP. I ALSO WANTED TO PLUS ONE
23 ON THE IDEA OF TARGETED STUDIES BECAUSE WE HAVE A CONSIDERABLE
24 AMOUNT OF THE POPULATION THAT'S SHIFTING JOB MODES AND
25 SHIFTING JOBS DUE TO THE PANDEMIC AND OPENING UP THE ARENA OF



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1 PUBLIC TRANSIT SO THEY CAN ACTUALLY REACH OUT AND GO TO NEW
2 JOBS IN OTHER AREAS IS SOMETHING THAT I THINK WE NEED TO TAKE
3 INTO ACCOUNT. I WOULD ALSO LIKE TO POINT OUT THAT WE NEED
4 STUDIES, NOT JUST OF VOTERS, BUT OF CITIZENS, OF, NOT
5 NECESSARILY PEOPLE WHO GO TO THE POLLS, BUT THE PEOPLE WHO ARE
6 POTENTIAL RIDERS AND CURRENT RIDERS OF TRANSIT. THANK YOU.

7

8 **SARA LABATT:** THE SURVEY WE'RE CURRENTLY DOING FOR MTC IS WITH
9 ADULT RESIDENTS OF THE BAY AREA, NOT JUST VOTERS. IT'S THE BAY
10 AREA COUNCIL'S RESEARCH WITH VOTERS ONLY. SO THEY'RE A LITTLE
11 BIT --

12

13 **RANDI KINMAN:** THANK YOU.

14

15 **JAMES P. SPERING, CHAIR:** THANK YOU SARA. SUSAN ROTCHY THEN
16 JEFF TUMLIN.

17

18 **SUSAN ROTCHY:** HI. THIS IS SUSAN ROTCHY. CAN YOU HEAR ME?

19

20 **JAMES P. SPERING, CHAIR:** YEAH. I HEAR YOU. YOU'RE --
21 [INDISCERNIBLE] BUT GO AHEAD.

22

23 **SUSAN ROTCHY:** I WANT TO SAY THANK YOU FOR THE REPORT. AND I
24 WANTED TO -- I KNOW THAT SOLANO COUNTY HAS A CALL CENTER, AND
25 I KNOW OUR CONSUMER IN SOLANO REALLY APPRECIATE THAT CALL



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1 CENTER. WE DO NOT HAVE A CALL CENTER FOR THE REGION, WHICH
2 WOULD BE REALLY GREAT, SO IF A CONSUMER IS CONFUSED OR WAS
3 REALLY UNSURE ON WHICH BUS TO GET OFF, AND THEY'RE
4 TRANSFERRING, THE CALL CENTER WOULD BE A HUGE, HUGE ASSET.

5

6 **JAMES P. SPERING, CHAIR:** TUMLIN?

7

8 **JEFFREY TUMLIN:** THE EASIEST WAY TO MAKE TRANSIT FAST AND
9 RELIABLE IS TO PROTECT IT FROM CONGESTION. SAN FRANCISCO HAS
10 TRANSIT ONLY LANES ON SEVEN CORRIDORS DURING COVID AND LAST
11 WEEK WE LEGISLATED PUTTING HOV LANES ON US101 AND CALIFORNIA
12 ONE IN SAN FRANCISCO. WE WOULD INVITE THE REST OF THE REGION
13 JOIN WITH US IN PRIORITIZING THE MOST EFFICIENT AND EFFECTIVE
14 FORM OF TRANSPORTATION THROUGHOUT THE REGION.

15

16 **JAMES P. SPERING, CHAIR:** POWERS THEN JOSEFOWITZ.

17

18 **ROBERT POWERS:** ANY THOUGHTS FROM YOU OR WUNDERMAN, YOUR DATA
19 SAID THERE WAS PREDIRECTION FROM THE GOVERNOR AND PREMAYBE THE
20 VACCINES TAKING HOLD, PEOPLE GETTING OUT THERE. IS THERE ANY
21 POST PROCESSING THAT YOU'RE GOING TO DO GOING BACK UNDER
22 DIFFERENT ISSUES THAT ARE UPON US NOW?

23

24 **GWEN LITVAK:** I DON'T THINK THERE IS SOMETHING IN THE WORKS TO
25 RETEST AND THE INITIAL RETURN.



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1

2 **ROBERT POWERS:** OKAY.

3

4 **JAMES P. SPERING, CHAIR:** NICK JOSEFOWITZ.

5

6 **COM. NICK JOSEFOWITZ:** I WAS GOING TO SAY THE SAME THING THAT
7 JEFF SAID, THAT YOU KNOW, IT MAKES A LOT OF SENSE THAT PEOPLE
8 WANT A FAST RELIABLE CONVENIENT FORM OF TRANSPORTATION. AND
9 THE BEST WAY TO DO THAT IS TO STRIPE LANES AND TO GET BUSES
10 OUT OF TRAFFIC. IF BUSES ARE STUCK IN TRAFFIC THEY'RE NEITHER
11 GOING TO BE FAST OR RELIABLE. I'M ENCOURAGED THAT THIS BLUE
12 RIBBON TASK FORCE IS FOCUSING ON THAT AND I HOPE THAT LATER IN
13 THIS MEETING AS WE HAVE ALL THESE OTHER THINGS THAT WE CAN
14 CONSIDER THAT WE CONTINUE TO PRIORITIZE THE KIND OF PRIORITY
15 THE CHAIR SAID. I ALSO WANT TO RAISE UP -- I DO NOT HAVE ANY
16 SPECIFIC TO ASK TO DO -- IT'S A STUNNINGLY HIGH PERCENTAGE OF
17 VOTERS THAT THINK THAT MERGING BART AND CALTRAIN IS A GOOD
18 IDEA.

19

20 **SPEAKER:** THE WORD WAS INTEGRATION.

21

22 **COM. NICK JOSEFOWITZ:** CREATING AN INTEGRATED SYSTEM. AND I
23 DON'T KNOW IF YOU COULD GET 86% MUCH THE REGION TO SUPPORT
24 PUTTING APPLE IN APPLE PIE OR SOMETHING. SO I JUST WANTED TO
25 RAISE THAT UP AND MAKE SURE THAT DIDN'T GET LOST IN THE



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1 BARRAGE OF NUMBERS. AND I DON'T KNOW QUITE WHAT TO DO WITH IT
2 BUT WANTED TO RAISE IT.

3

4 **JAMES P. SPERING, CHAIR:** SARA CAN OTHER COMMITTEE MEMBERS
5 SHOOT YOU E-MAILS IF YOU HAVE QUESTIONS, YOU'RE BOTH AVAILABLE
6 TO TAKE QUESTIONS ABOUT THAT?

7

8 **GWEN LITVAK:** OF COURSE.

9

10 **SARA LABATT:** NO PROBLEM.

11

12 **JAMES P. SPERING, CHAIR:** AND I WANT TO ASK, SAY A HOW DID THE
13 PEOPLE THAT WERE POLLED, HOW DID THEY VIEW COORDINATION? WHAT
14 DO YOU THINK THEY THOUGHT THAT MEANT?

15

16 **SARA LABATT:** I THINK IT CAN MEAN A LOT OF THINGS, AND AGAIN,
17 THIS IS REALLY 90 PIECES OF RESEARCH SO THERE IS NOT ONE
18 ANSWER EVEN IN ONE PIECE OF RESEARCH TO THAT. BUT A LOT OF
19 WHAT WE HAVE HEARD OR READ HAS BEEN, THAT IT'S EASY -- IT'S
20 PREDICTABILITY, I THINK IS A BIG PIECE OF IT I KNOW WHEN I GET
21 TO STATIONS -- THE STATION, THE NEXT THING IS THEY WILL BE
22 WAITING OR I KNOW WHEN IT'S COMING. I THINK THE PERCEPTION IS
23 THAT THERE IS THE RISK OF FALLING INTO A GAP. YOU KNOW? I
24 THINK THAT BETWEEN VEHICLES THAT PEOPLE TALK ABOUT WHEN THEY
25 TALK ABOUT COORDINATION. YOU KNOW, THERE ISN'T ONE ANSWER. I



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1 THINK THE WORK WE'RE DOING FOR MTC NOW, THE POLL NOW HAS MORE
2 SPECIFIC QUESTIONS TO GET OUT THE PIECES OF THAT. YOU KNOW?
3 BUT WHAT THEY TALK ABOUT IS, I WANT TO KNOW WHEN THE NEXT
4 THING IS COMING THAT I CAN GET ON. I WANT IT TO BE EASY FOR ME
5 TO GET TO ONE FROM THE OTHER. A LOT OF IT IS ABOUT THE TIMING.
6 SOME OF IT IS ABOUT THE DATA AVAILABILITY, LIKE, WHY ISN'T
7 THERE ONE PLACE I CAN GO TO KNOW WHAT I NEED TO DO? AND WHERE
8 THE -- WHEN THE NEXT BUS IS COMING. AND TO ADDRESS A QUESTION
9 THAT CAME UP EARLIER, APP-BASED REALTIME INFORMATION VERSUS,
10 LIKE, MARQUIS, IT WAS SOME OF BOTH, CERTAINLY THAT'S BEEN
11 BROUGHT UP IN MANY OF THESE PIECES TOO. WE'RE TRYING TO DRILL
12 INTO THE QUESTION TO BETTER UNDERSTAND WHAT PEOPLE ARE LOOKING
13 FOR

14

15 **JAMES P. SPERING, CHAIR:** THAT'S AN IMPORTANT QUESTION. WHEN
16 YOU TALK TO PEOPLE EVERYBODY HAS A DIFFERENT INTERPRETATION OF
17 WHAT THAT MEANS. IT RELATES TO CONNECTIVITY AND CONVENIENCE IT
18 SEEMS LIKE IT COMES UNDER THAT UMBRELLA OF COORDINATION. THANK
19 YOU TO BOTH OF YOU, SARA AND GWEN. COMMITTEE MEMBERS IF YOU
20 HAVE QUESTIONS OR WOULD LIKE ADDITIONAL INFORMATION PLEASE
21 SHOOT THEM AN E-MAIL AND WE HAVE HEARD A LOT OF GOOD RESEARCH
22 HERE TODAY REGARDING INFORMATION RESTORING TRANSIT AND GETTING
23 RIDERS. WE'LL MOVE TO ITEM FIVE.

24



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1 **WALLY CHARLES, CLERK:** CHAIR SPERING, WE DO HAVE PUBLIC
2 COMMENT. I DON'T KNOW IF YOU WANT TO WAIT UNTIL THE END?
3

4 **JAMES P. SPERING, CHAIR:** LET'S DO THOSE RIGHT NOW. THANK YOU
5 FOR REMINDING ME. I WAS GOING TO MOVE INTO THE NEXT ITEM.
6

7 **WALLY CHARLES, CLERK:** MEMBERS OF THE PUBLIC PARTICIPATING BY
8 TELECONFERENCE WITH PUBLIC COMMENTS PLEASE USE THE RAISED HAND
9 FEATURE OR DIAL STAR NINE NOW. I'LL CALL UPON TO YOU SPEAK.
10 EACH SPEAKER WILL HAVE ONE MINUTE AND 20 SECONDS TO SPEAK
11 PLEASE RAISE YOUR HAND IN THE NEXT 60 SECONDS TO BE RECOGNIZED
12 AS A SPEAKER. ROLAND, YOU'RE FIRST. UNMUTE YOURSELF.
13

14 **SPEAKER:** GOOD AFTERNOON. THE KEY PROBLEM THAT NEEDS TO BE
15 ADDRESSED AS A TOP PRIORITY, THE SMART PHONE DEPENDENT APPS
16 COULD EXCLUDE THOSE WHO CANNOT ACCESS TECHNOLOGY. TOP
17 PRIORITY. MOST PEOPLE ALREADY HAVE THE DATA ON HOW TO USE IT
18 AND THIS IS WHERE WE NEED TO GO NEXT. I FOUND OUT ON BART MANY
19 PEOPLE KNOW HOW TO USE GOING MAPS TO NAVIGATE THEIR CAR THERE
20 IS MAP OF TRANSIT RIGHT NEXT TO IT. MY RECOMMENDATION IS TO
21 ASK GOOGLE AND APPLE TO RENAME THE MAPS FROM MAPS TO TAKE ME
22 THERE. AND BY THE WAY MOST PEOPLE RUN GOOGLE ON THEIR IPHONES
23 AND THE DISCOUNTS ON THE TTF, AND THE CAMPAIGN TO THE NINE BAY
24 AREA COUNTIES BASICALLY YOU CLICK ON THE YOUTUBE BOOM YOU GOT
25 YOUR FIVE MINUTE COMMERCIAL. YOUTUBE CHANNEL WITH SHORT 30



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1 MINUTE CLIPS SHOWING HOW TO USE THIS. YOU WILL HAVE YOUR TRIP
2 NOT TAKEN RIGHT THERE, BECAUSE PEOPLE CLICKED ON THE WRONG
3 ICON OR CLICKED ON BOTH AND THEY END UP ON CLICKING ON PLEASE
4 E-MAIL NAVIGATING ME TO MY DEFINITE BY CAR. AND IN CLOSING
5 BART CALTRAIN INTEGRATION IS CRAZY. THESE POLLS ARE BASICALLY
6 USELESS YOU WENT AFTER TRANSIT RIDERS NOT NON-TRANSIT RIDERS.
7 PHASE ONE APPROACH, REPLACE SAMTRANS BART ADMINISTRATION AND
8 HAVE A LONG-TERM DISCUSSION ABOUT POTENTIAL INTEGRATION.

9

10 **WALLY CHARLES, CLERK:** THANK YOU. ADINA LEVIN.

11

12 **ADINA LEVIN:** GOOD AFTERNOON TASK FORCE MEMBERS. ADINA LEVIN
13 WITH SEAMLESS BAY AREA. SO IT'S REALLY EXCITING TO SEE THE
14 COLLATION OF ALL THESE RESEARCH RESULTS AROUND THE REGION. IT
15 WOULD BE EXTREMELY HELPFUL TO HAVE AN ENTITY THAT WOULD BE
16 RESPONSIBLE FOR RESEARCH ON AN ONGOING BASIS AS WELL AS A
17 CONSISTENT PLACE WHERE THE RESEARCH WOULD BE REPORTED AND
18 IMPLICATION FOR DISCUSSION ON A REGIONAL BASIS GOING FORWARD
19 AND SUPPORTING CONCEPT OF STUDY OF TRIP NOT TAKEN IT'S BINARY
20 NOT NECESSARILY GOOD FOR PEOPLE WHO USE TRANSIT OR DON'T. ONE
21 TRANSIT RIDER FORUM THEY PARTICIPATED IN WAS SOMEONE SAYING I
22 DON'T GET TO SEE MY GRANDCHILDREN AS OFTEN AS I WOULD LIKE TO
23 BECAUSE THAT TRIP BETWEEN OAKLAND AND SONOMA COUNTY COST TOO
24 MUCH FOR ME AND TAKES TOO LONG. SO IT'S NOT THAT THE SEEM --
25 [INDISCERNIBLE] NOT SEE YOUR GRANDCHILDREN OFTEN ENOUGH, OR A



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1 YOUTH IN PALOS ALTO WHO DID NOT TAKE AN INTERNSHIP OPPORTUNITY
2 BECAUSE THEY HAD NO WAY OF GETTING TO THAT OPPORTUNITY THAT
3 THEY COULD AFFORD. IT WAS NOT THAT THEY NEVER USE TRANSIT BUT
4 IT'S THAT THERE WAS AN INTERNSHIP OPPORTUNITY THAT THEY COULD
5 NOT AFFORD TO TAKE AND THAT'S AN IMPORTANT TO DRILL DOWN TO
6 INCLUDING PEOPLE WHO USE TRANSIT BUT WHAT OPPORTUNITIES DO
7 THEY FOREGO IN THEIR LIVES FOR NOT BEING ABLE TO HAVE
8 CONVENIENT AFFORDABLE TRANSIT. THANK YOU.

9

10 **WALLY CHARLES, CLERK:** THANK YOU. RICH HEDGES, PLEASE UNMUTE
11 YOURSELF.

12

13 **RICHARD HEDGES:** THANK YOU VERY MUCH. I WANT TO THANK GWEN AND
14 EVERYONE FOR THE REPORT. ESPECIALLY GWEN. I THOUGHT IT WAS
15 COMPREHENSIVE. I WOULD LIKE TO GIVE RILE LIFE EXAMPLES TO WHAT
16 YOU FACE WHEN YOU COMMUTE. I WOULD LEAVE SAN FRANCISCO, COST
17 ME ON MY PHONE TRYING TO CHECK TO MAKE SURE THE SHUTTLES WOULD
18 BE THERE AT THE BART STATION IN MILLBRAE BECAUSE OFTENTIMES
19 THEY COULDN'T STAFF IT BECAUSE PEOPLE HAD TAKEN ANOTHER JOB
20 AND DIDN'T SHOW UP BECAUSE IT COSTS SO MUCH MONEY TO LIVE
21 HERE. TRYING TO FIGURE OUT WHERE I COULD BEST, AT WHICH
22 STATION, TO GET OFF TO CATCH THE MOST CONVENIENT RIDE, CLOSER
23 TO MY HOME, THE LAST MILE IN OTHER WORDS. AND EVERYBODY FACE
24 THIS IS WHO IS RIDING TRANSIT BETWEEN MULTIPLE MODES. USUALLY
25 THREE, SOMETIMES FOUR MODES FOR ME E ESPECIALLY GOING TO THE



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1 EAST BAY. I WANT TO TALK FOR A MINUTE ABOUT WHAT IT MEANS TO
2 BE LOW INCOME AND HOW YOU FIGURE WHETHER TO TAKE TRANSIT OR
3 DRIVE. MOST PEOPLE WHO ARE LOW INCOME FIGURE OUT THAT DAY ON
4 HOW MUCH CASH THEY HAVE IN THEIR POCKET AND IF IT TAKES TWO
5 GALLONS OF GAS TO GO TO OAKLAND, AND ONE BRIDGE TOLL IT'S
6 CHEAPER ON THAT PARTICULAR DAY, NOT THE LONG-TERM COST, BUT
7 THAT PARTICULAR DAY, IT'S CHEAPER TO DRIVE THAN IT IS TO TAKE
8 \$30 OUT OF YOUR POCKET BE TO DO A RUNAWAY TRIP FROM OAKLAND TO
9 SAN MATEO COUNTY. SO IN ORDER TO FIX THIS YOU HAVE TO THINK
10 THE WAY PEOPLE THINK WHO DON'T HAVE BANK ACCOUNTS. ONE OTHER
11 THING. IF YOU GOOGLE OR DO 511 IT DOESN'T TELL WHAT YOU IT
12 COSTS TO DRIVE. IN LA, WHEN YOU DO A TRIP FINDER IT TELLS YOU
13 NOT ONLY WHAT IT COSTS FOR TRANSIT BUT WHAT THE TOTAL COST IS
14 FOR DRIVING A CAR. WE NEED TO FIGURE OUT HOW TO DO THAT HERE
15 MAYBE JUST BY TALKING TO LA. THANK YOU.

16

17 **WALLY CHARLES, CLERK:** THANK YOU. ALETA DUPREE.

18

19 **SPEAKER:** THANK YOU CHAIR SPERING. ALETA DUPREE FOR THE RECORD.
20 GREAT REPORT. MAINTAIN TO YOU ANYBODY CAN BECOME TRANSIT
21 DEPENDENT I'M LIVING THROUGH AN UBER AND LYFT SHORTAGE RIGHT
22 NOW HALF THE TIME I CAN'T GET A VEHICLE. PEOPLE WHOSE CARS ARE
23 IN THE REPAIR SHOP OR STOLEN BECOME TRANSIT DEPENDENT. PEOPLE
24 WHO HAVE PHYSICAL DISABILITIES. EVEN OF A TEMPORARY NATURE
25 SUCH AS COMING HOME FROM A MEDICAL PROCEDURE, BECOME TRANSIT



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1 DEPENDENT. NOT EVERYONE HAS SMART PHONES, THOUGH THEY ARE
2 BECOMING COMMON, AND YOU CAN GET FREE SMART PHONES SO THERE
3 SHOULD BE WAYS PEOPLE CAN USE THEIR NON-SMART PHONES TO
4 RECEIVE AUDIO MESSAGES TO GET THE APPROPRIATE INFORMATION EVEN
5 PROGRAMS WHERE PEOPLE CAN SPEAK THERE THEIR PHONES WOULD BE
6 HELPFUL FOR THOSE WHO ARE VISUALLY IMPAIRED OR JUST DON'T WANT
7 TO BE MESSING AROUND KEYING THINGS INTO THEIR PHONE. SO THESE
8 ARE ALL OPTIONS. AS FAR AS BART AND CALTRAIN, I WOULD SUPPORT
9 THEM FORMING A JOINT VENTURE TO FORM A SECOND TUNNEL UNDER THE
10 BAY. SUCH TUNNEL WOULD NEED TO HAVE TWO DIFFERENT TRACK
11 CHANGES AND TWO DIFFERENT POWER SYSTEMS. IT SHOULDN'T BE
12 DIFFICULT WE HAVE TRACK CHANGES AND TUNNELS AROUND THE WORLD,
13 HOPEFULLY WE CAN RUN BART VEHICLES AND STANDARD GAUGE
14 PASSENGER VEHICLES AND HOPEFULLY THIS TUNNEL WILL BE HIGH
15 ENOUGH FOR DOUBLE GAUGE DOUBLE STACK.

16

17 **WALLY CHARLES, CLERK:** THANK YOU. NO MORE PUBLIC SPEAKERS.

18

19 **JAMES P. SPERING, CHAIR:** STEVE LET'S MOVE TO ITEM FIVE AND
20 NETWORK MANAGEMENT NEAR-TERM ROLES.

21

22 **STEVE KINSEY:** ABSOLUTELY HAPPY TO DO THAT. OBVIOUSLY
23 COMMUNICATIONS AND COMMUNICATE RESEARCH IS IMPORTANT AND WE
24 GAVE AN EXTRA HALF HOUR ON THE AGENDA TODAY. THAT FIVE MINUTES
25 GOT LOST QUICKLY. THIS IS AT THE CORE OF WHAT YOU'RE TRYING TO



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1 IDENTIFY NETWORK MANAGEMENT ALTERNATIVE STRUCTURES AND FOCUSED
2 RESPONSIBILITIES. NEXT SLIDE. NEXT SLIDE. WHAT WE ARE TALKING
3 ABOUT HERE ARE A TWIN SET OF AMBITIOUS GOALS FOR TODAY
4 MEETING. WE WANT TO AGREE ON A LIST OF NETWORK MANAGEMENT
5 RESPONSIBILITIES TO PROVIDE TO THE NETWORK EVALUATION
6 CONSULTANT WHEN THEY JOIN US IN THE MAY MEETING. AND SECONDLY
7 TO GET THERE WE WILL BE REVIEWING THE ENTIRE LIST OF POTENTIAL
8 DUTIES THAT YOU BEGAN WITH AND DECIDE WHICH ONES ARE EITHER OF
9 NOT PRIMARY FOCUS FOR THIS INITIAL EVALUATION OR THAT THEY'RE
10 CURRENTLY BEING ADDRESSED THROUGH EXISTING PUBLIC AGENCY
11 COLLABORATION. AT YOUR LAST MEETING, A NUMBER OF YOU
12 ENCOURAGED A MORE TIGHTLY FOCUSED NETWORK MANAGEMENT
13 EVALUATION, NOT THE ENTIRE 20 PLUS LIST AT THIS TIME. YOU
14 ALSO MADE IT CLEAR THAT YOU WANTED THE TASK FORCE
15 RECOMMENDATIONS TO BE ORGANIZED IN A WAY THAT ONE COULD SEE
16 THE OUTCOMES AND NOT JUST THE TASKS THAT ARE INVOLVED. NEXT
17 SLIDE PLEASE. SO, THIS SLIDE DOES ILLUSTRATE WHERE WHY MANY
18 OF YOU ARE DONE REVIEWING ROLES AND RESPONSIBILITIES WE HAVE
19 GIVEN THIS A FAIR AMOUNT OF ATTENTION OVER THE NEXT OF MONTHS
20 AND BEGAN VERY EARLY IN YOUR TEN US AS TASK FORCE AND YOU HAVE
21 CONSIDERED ONE ASPECT OR ANOTHER DURING THE LAST THREE
22 MEETINGS TODAY IS YOUR OPPORTUNITY TO WRAP UP AND SEND YOUR
23 THOUGHTS TO THE NETWORK MANAGEMENT CONSULTANT SO THEY CAN
24 SHARE YOUR PERSPECTIVE. NEXT SLIDE PLEASE. IT'S IMPORTANT TO
25 SHOW THAT WHILE YOU ARE USING SOME CATCH PHRASES TO CAPTURE



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1 BROAD RANGING AND FAIRLY DIVERSE ELEMENTS OF NETWORK
2 MANAGEMENT ROLES AND RESPONSIBILITIES, THAT THIS ISN'T THE
3 ONLY OPPORTUNITY THAT YOU OR THIS PROCESS WILL HAVE TO GET TO
4 GREATER AND GREATER LEVELS OF SPECIFICITY. THE SUPPLEMENT,
5 THERE WAS A SUPPLEMENT I WANTED TO MENTION THAT WAS POSTED
6 TODAY BECAUSE SOME OF YOU WERE VERY CONCERNED ABOUT NOT
7 KNOWING EXACTLY WHAT SOME OF THESE PHRASES REALLY RELATED TO.
8 I WANT TO POINT TO YOUR ATTENTION, THAT POSTED TODAY BEFORE
9 THE MEETING WAS A LIST OF A HANDFUL OF DEFINITIONS. IN
10 ADDITION THAT, YOU SHOULD KNOW THAT THE HIGHLIGHTED OR DARKER
11 BLUE IMAGES DARKER BLUE TASKS AND ROLES AND RESPONSIBILITIES
12 THAT YOU HAVE SEEN IN THE LAST FEW MONTHS ARE THE ONES THAT
13 MTC AND ITS PARTNER AGENCIES HAVE BEEN WORKING ON SO FOR THE
14 DEFINITION OF THOSE WE'RE RELYING ON THE SCOPING THAT HAS BEEN
15 DONE FOR THOSE PROJECTS. ALSO, WHEN A BUSINESS CASE ANALYSIS
16 IS DONE AFTER THE WORK OF THE TASK FORCE BUT MOVING FORWARD ON
17 THE IMPLEMENTATION, GREATER AND GREATER REFINEMENT IN DETAIL
18 WILL BE PROVIDED. NEXT SLIDE, PLEASE. SO SOME OF THE KEY
19 POINTS TO MAKE ON THIS. LAST MONTH, YOU UNANIMOUSLY APPROVED A
20 PROBLEM STATEMENT. AS THE CHAIR SAID, CONGRATULATIONS FOR
21 ACHIEVING THAT MILESTONE. DEFINING A NEAR-TERM NETWORK
22 MANAGEMENT ROLES IS THE NEXT STEP IN EVALUATING THE
23 ALTERNATIVES WAY TO ADDRESS THOSE PROBLEMS THAT YOU HAVE
24 AGREED ARE CENTRAL TO THIS TRANSIT TRANSFORMATION. I WANT TO
25 EMPHASIZE THAT BY IDENTIFYING THE HIGHEST PRIORITY ROLES TO



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1 EVALUATE NOW, THE OTHER ONES AREN'T LOST. THEY WILL BE ABLE TO
2 BE INTEGRATED INTO ANY REFORM MANAGEMENT AS TIME GOES ON, IN
3 ADDITION THAT, WHILE THE NETWORK MANAGEMENT CONSULTANT
4 EVALUATION WILL FOCUS ON THESE PRIMARY ROLES, THEY WILL HAVE
5 AN OPPORTUNITY TO CONSIDER ANYTHING ON THE LIST IF IT AIDS IN
6 THEIR COMPARISON. NEXT SLIDE. THIS EQUITY SLIDE IT HERE
7 BECAUSE AT THE LAST MONTH'S MEETING IT WAS RAISED BY A TASK
8 FORCE MEMBER AS TO WHETHER OR NOT EQUITY SHOULD BE ADDED TO
9 THE LIST OF ROLES AND RESPONSIBILITIES. IT'S A POSITIVE SIGN
10 THAT THE ISSUE WAS RAISED. IT SHOWS THAT YOU'RE CONSIDERING AS
11 IT'S YOUR GOAL TO ADVANCE EQUITY WHENEVER YOU CAN. HOWEVER,
12 I'M GOING TO BE RECOMMENDING THAT YOU NOT IDENTIFY EQUITY AS A
13 SPECIFIC ROLE. BECAUSE IT'S ACTUALLY A CORE VALUE AND IT
14 TRANSCENDS ANY SPECIFIC SET OF RESPONSIBILITIES THAT YOU WOULD
15 HAVE. IT NEEDS TO BE AT THE FOREFRONT OF ALL YOUR POLICY AND
16 BUSINESS DISCUSSIONS AND ULTIMATE DECISIONS. SO, SINCE IT WAS
17 RAISED BY YOUR TASK FORCE, I HAVE ADDED HERE, YOU CAN
18 CERTAINLY WEIGH IN IF YOU THINK IF YOU WOULD DO IT
19 DIFFERENTLY, BUT FOR MYSELF, I THINK AUTO A HIGHER OVERARCHING
20 RESPONSIBILITY. THIS IS A TOUCH STONE SLIDE THE ONE THAT YOU
21 SAW AT THE MARCH MEETING. THE SLIDE EMPHASIZED IN THE DARK
22 BLUE THESE ONGOING MTC AND PARTNER INITIATIVES THAT ARE
23 UNDERWAY AND SUGGESTS A FEW ROLES IN THE RED THAT YOU MIGHT
24 CONSIDER DEFERRING. IT SHOWS AS YOU MOVE TOWARDS THE NEXT FEW
25 SLIDES WHERE THIS LIST CAME FROM. IT BEGAN ACTUALLY IN JULY OF



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1 LAST YEAR BUT YOU HAVE BEEN WORKING ON IT FOR SEVERAL MONTHS
2 AND LAST MONTH WAS VERY PRODUCTIVE. IF WE TAKE A LOOK AT THE
3 NEXT SLIDE. OKAY. THIS SLIDE SHOWS WHAT WE HEARD FROM YOU AT
4 THE LAST MONTH' MEETING. THE LIGHT BLUE FOCUSES ON THE AREAS
5 THAT IN ADDITION TO THE DARKER BLUE SLIDES WHICH WERE THE
6 ONGOING INITIATIVES MANY OF YOU SPOKE TO THE VALUE OF
7 INCLUDING THESE ROLES AND RESPONSIBILITIES IN THE NETWORK
8 MANAGEMENT EVALUATION. THERE WERE CONFLICTING COMMENTS, SOME
9 MEMBERS THOUGHT ONE WAY AND OTHERS ANOTHER WAY THE BOLD ITEMS
10 HERE WITH THE HEAVY QUESTION MARK NOTES DIFFERENCES OF OPINION
11 THAT WERE DISCUSSED WHERE WE WANT TO RESOLVE THE IMPORTANCE
12 RELATIVE TO THE UPCOMING NEAR-TERM EVALUATION AND FINALLY THE
13 ITEMS THAT HAVE NOT GOT A COLOR CODING AT THIS TIME ARE GOING
14 TO BE PART OF OUR DISCUSSION TODAY TO CONFIRM IF ANY OF THEM
15 ARE A NEAR TERM PRIORITY OR NOT. NEXT SLIDE. THIS MAY LOOK
16 LIKE ANOTHER COMPLICATION BUT IT'S EXACTLY THE SAME LIST IN
17 THE SECOND COLUMN WHERE YOU LOOK AT ROLES AND
18 RESPONSIBILITIES, WHERE YOU TALKED ABOUT AND POINTED DIRECTION
19 FOR THIS EVALUATION IN YOUR MARCH MEETING. TO THE LEFT, YOU
20 ARE GOING TO SEE THAT THERE ARE A NUMBER OF OUTCOMES THAT WE
21 HAVE DEFINED THAT ASSOCIATE WITH THOSE ROLES AND
22 RESPONSIBILITIES, WHICH IS REALLY OUR WAY OF SAYING TO YOU, WE
23 HEARD YOU, THAT YOU REALLY DON'T WANT TO JUST CONCENTRATE ON
24 WHAT ARE THESE DIFFERENT NETWORK MANAGEMENT JOBS. YOU WANT TO
25 SAY, WHAT ARE THEY GOING TO LEAD TO? WHAT ARE THE OUTCOMES



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1 THAT WE CAN EXPECT TO ACHIEVE. I WANT YOU TO LOOK AT THOSE. IT
2 DOESN'T SURPRISE ME AND IT PROBABLY WON'T SURPRISE YOU THAT
3 THESE OUTCOMES COMPARE WITH MANY OF THE EARLIER TRANSIT
4 COORDINATION EFFORTS THAT HAVE GONE O SO I WOULD SAY IT'S
5 IMPORTANT FOR YOU TO LOOK AT THOSE BUT WHAT'S MOST IMPORTANT
6 TO ME IS THAT YOUR MOST IMPORTANT CONTRIBUTION AS A TASK FORCE
7 WILL BE TO BE ABLE TO DEFINE AN ACTION PLAN AND THE MANAGEMENT
8 REFORMS THAT WILL OVERCOME THIS HISTORIC INERTIA THAT HAS
9 PREVENTED THESE IDEAS FROM BEING REALIZED. I ENCOURAGE TO YOU
10 GO OVER THE OUTCOMES AND MAKE SURE THEY ADD UP TO THE
11 TRANSFORMATION THAT YOU REALLY ARE SEEKING FOR OUR BAY AREA.
12 NEXT SLIDE. I WANT YOU TO FOCUS ON THE YELLOW SLIDES ON -- OR
13 THE YELLOW LINES ON THIS PARTICULAR SLIDES. THEY REPRESENT AND
14 HIGHLIGHT ROLES AND RESPONSIBLES THAT MIGHT BE ABLE TO BE
15 CONTINUED TO BE MANAGED AS THEY'RE BEING DONE TODAY AS THIS
16 EFFORT TO CONSIDER NETWORK MANAGEMENT CHANGES. AS I MENTIONED
17 EARLIER BEING CONTINUED IN THE WAY THEY FUNCTION TODAY DOESN'T
18 PRECLUDE FUTURE OPPORTUNITY TO INTEGRATE THEM. AND IT'S LIKELY
19 THERE WILL BE SOME ASPECTS OF THOSE NETWORK MANAGEMENT ROLES
20 THAT THE EVALUATION CONSULTANT WILL WANT TO INTEGRATE INTO
21 THEIR CONSIDERATION EVEN NOW. BUT BECAUSE A NUMBER OF YOU
22 WANTED TO MORE TIGHTLY FOCUS THE EVALUATION THAT'S UPCOMING,
23 WE'RE TRYING TO DECIDE, TODAY, ON WHERE THESE ROLES THAT ARE
24 IDENTIFIED IN YELLOW FIT N ARE THEY ABLE TO CONTINUE FOR THE
25 TIME BEING AS THEY ARE CURRENTLY BEING MANAGED? DO THEY NEED



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1 TO BE INCLUDED IN THE MORE DETAILED FOCUSED EVALUATION GOING
2 FORWARD? NEXT SLIDE. SO THESE ARE THE QUESTIONS THAT I WANT
3 YOU TO BE THINKING ABOUT AND RESPONDING TODAY TO, AS A TASK
4 FORCE. IT WOULD BE VERY HELPFUL FOR US. DO THE ROLES IN BLUE
5 BELONG ON THE PRIMARY FOCUS LIST? WE TALKED ABOUT THEM LAST
6 MONTH. MANY OF YOU SPOKE AND ADDED THOSE BUT THIS IS A LAST
7 CHANCE AND OPPORTUNITY IN EFFECT TO SAY BEFORE WE HAND THIS TO
8 THE EVALUATION CONSULTANT THAT THESE ARE REALLY WHERE YOU WANT
9 THE FOCUS TO BE. BY NEXT MONTH, ANY OF THE ITEMS THAT ARE
10 IDENTIFIED IN YELLOW OR RED WILL NO LONGER SHOW UP IN THE
11 NEAR-TERM, WE'LL REALLY CONCENTRATE ON THE ITEMS THAT ARE IN
12 ONE OF THE TWO SHADES OF BLUE. AND THEN, ARE ANY OF THE ROLES
13 THAT SHOW UP TODAY, IN YELLOW, IMPORTANT ENOUGH THAT THEY
14 SHOULD BE ADDED TO THE LIST OF THE ONES THAT ARE CURRENTLY
15 SHOWN IN BLUE? AND THEN, FINALLY IF WE HAVEN'T TALKED ABOUT
16 THESE ENOUGH, AND YOU CAN THINK OF ANY OTHER ROLE OR
17 RESPONSIBILITY THAT REALLY IS IMPORTANT, THIS IS YOUR LAST
18 BEST CHANCE TO SAY, IT SHOULD BE ADDED TO THE LIST. I WILL BE
19 AVAILABLE FOR CLARIFYING QUESTIONS, BUT I THINK THE MOST
20 IMPORTANT THING IS TO ALLOW YOU TO HAVE YOUR OWN DISCUSSION.
21 I'M GOING TO ASK THAT THE PREVIOUS SLIDE BE BROUGHT BACK UP,
22 AND USED FOR REFERENCE DURING YOUR DISCUSSION. SO IF THERE ARE
23 QUESTIONS ABOUT HOW TO READ IT, YOU COULD ASK ME. I THINK IT'S
24 AN OPPORTUNITY, CHAIR SPERING, FOR YOU TO FACILITATE THE
25 DISCUSSION WITH THE TASK FORCE.



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1

2 **JAMES P. SPERING, CHAIR:** OKAY. STEVE, ON THE YELLOW -- I'M NOT
3 SAYING THAT NONE OF THIS IS NOT MOVING FORWARD, IT'S JUST
4 UNDER WHO AND UNDER WHAT AUTHORITY IT WOULD MOVE FORWARD. IS
5 THAT CORRECT?

6

7 **STEVE KINSEY:** IT ILLUSTRATES, CHAIR, THESE ARE THINGS THAT ARE
8 GOING ON TODAY, IF YOU TAKE MARKETING AND PUBLIC INFORMATION,
9 WE JUST TALKED ABOUT HOW IMPORTANT THAT IS, AT THE SAME TIME
10 THOSE EFFORTS ARE UNDERWAY YOU JUST SAW THE QUALITY BETWEEN
11 MTC AND AGENCIES. IT DOESN'T SAY THEY'RE NOT IMPORTANT TO
12 NETWORK MANAGEMENT IT JUST SUGGESTS THAT THE NEAR-TERM ITEMS
13 THAT ARE IDENTIFIED AND CODED IN BLUE BECOME THE MOST
14 IMPORTANT THINGS FOR THIS EVALUATION IN COMPARISON AT THIS
15 TIME.

16

17 **JAMES P. SPERING, CHAIR:** SO, STEVE, ON THE YELLOW, I MEAN, ARE
18 WE REALLY TALKING ABOUT A CAPACITY ISSUE FOR THE NETWORK
19 MANAGEMENT THAT CAN ONLY TAKE ON SO MUCH TO BE EFFECTIVE TO
20 BEGIN WITH? IS THAT PART OF THIS DISCUSSION?

21

22 **STEVE KINSEY:** I THINK IT IS. IT ALSO RELATES TO THE IDEA THAT
23 THOSE THAT ARE IDENTIFIED IN BLUE REALLY WILL CAPTURE THE
24 PRIMARY MANAGEMENT REFORM AND GOVERNANCE AND STRUCTURAL REFORM
25 IDEAS. AND THAT THE ONES THAT ARE IN YELLOW WILL MORE EASILY



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1 INTEGRATE INTO A STRUCTURE ONCE IT'S DECIDED. SO IT ALLOWS FOR
2 THE CONCENTRATED FOCUS ON ANY KIND OF REFORM TO HAPPEN WITH A
3 SMALLER SET OF VARIABLES.

4

5 **JAMES P. SPERING, CHAIR:** OKAY. YEAH. AND JUST FOR -- I JUST
6 WANTED THAT FOR CLARIFICATION. BECAUSE I THINK IT'S IMPORTANT
7 THAT, YOU KNOW, THE NETWORK MANAGEMENT OR MANAGER REALLY HAS A
8 FOCUSED AGENDA TO BEGIN WITH. A LOT OF THIS, I THINK OTHER
9 AREAS AND RESPONSIBILITIES ARE CERTAINLY GOING TO BE EFFECTIVE
10 IN ACCOMPLISHING THAT. MICHAEL HURSH, DO YOU WANT KICK US OFF?

11

12 **MICHAEL HURSH:** AS SPEAKING AS THE CHAIR OF THE FARE
13 INTEGRATION TASK FORCE I SUPPORT A FARE POLICY SPECIFICALLY IN
14 EQUITABLE FARES. I THINK THIS SHOULD BE YELLOW. WE SHOULD LET
15 THE TASK FORCE DO THEIR WORK. I ALSO DON'T WANT TO BURN UP ALL
16 OF THE NEW CONSULTANT HOURS BECAUSE THERE IS A LOT OF
17 TENTACLES WHEN YOU LOOK AT VARIOUS BOARDS THAT SET FARE
18 POLICY, TAX MEASURES, THAT WERE AWARDED BY VOTERS IN CERTAIN
19 AREAS. I THINK IT'S TOO BIG AND WE SHOULD LET THE FARE
20 INTEGRATION TASK FORCE FINISH THEIR WORK FIRST.

21

22 **JAMES P. SPERING, CHAIR:** I CONCUR. BUT WHAT WAS THE ITEM THAT
23 -- MICHAEL, CAN YOU -- THE ITEM YOU --

24

25 **MICHAEL HURSH:** FARE POLICY. THE VERY FIRST LINE.



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1

2 **JAMES P. SPERING, CHAIR:** OKAY. VERY GOOD. OKAY. OKAY. NANCY
3 WHELAN, NANCY, I THINK YOU'RE NEXT.

4

5 **NANCY WHELAN:** GREAT. THANK YOU. I APPRECIATE THE OPPORTUNITY
6 TO WEIGH IN ON THIS TOPIC. A COUPLE OF POINTS. FIRST TO
7 EMPHASIZE HOW IMPORTANT IT IS TO CLEARLY DEFINE THE ROLES THAT
8 HAVE BEEN IDENTIFIED FOR THE TRANSIT NETWORK MANAGEMENT THE
9 CURRENTLY ROLES AND RESPONSIBILITIES REPRESENT FAIRLY BROAD
10 CATEGORIES THAT CAN BE INTERPRETED DIFFERENTLY BY EACH OF US
11 PARTICULARLY AS IT RELATES TO THE RESPONSIBILITY FOR NETWORK
12 MANAGEMENT. IT WOULD BE A CRITICAL FIRST STEP FOR CONSULTANTS
13 TO SCOPE THE WORK TO DEFINE THE NETWORK MANAGEMENT ROLES AND
14 RESPONSIBILITIES FOR EACH OF THE PRIORITY AREAS SO WE CAN HAVE
15 A MEANINGFUL DISCUSSION AS WE MOVE FORWARD. I THINK SOME ARE
16 STILL CONFUSED ABOUT SOME THINGS. I APPRECIATE THAT BEING IN
17 THE SCOPE OF WORK. SECONDLY I WOULD LIKE TO UNDERSCORE THE
18 IMPORTANCE OF BUS TRANSIT PRIORITY. THE TRANSIT OPERATORS FEEL
19 THIS IS THE NUMBER ONE PRIORITY TO ATTRACT THE RIDERS BACK TO
20 THE REGION'S TRANSIT SYSTEM AND TO ATTRACT NEW RIDERS. AS FAR
21 AS DEFINITION WE WANT TO MAKE SURE IT DOES INCLUDE BUS
22 PRIORITY LINES UNDER MAJOR BRIDGE APPROACHES, BUS LANES
23 DEDICATED LANES TO MAJOR ARTERIAL SPOTS ON SHOULDER, PLUS
24 RAPID TRANSIT CONNECTIONS MAJOR INTERMODAL TRANSIT STATIONS
25 EXPRESSES AND EXPRESS BUSES ON HOV EXPRESS LANE FACILITY



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1 BASICALLY A VERY BROAD DEFINITION OF TRANSIT PRIORITY AND TO
2 KEEP THIS ONE IN THAT VERY DARK BLUE HIGH PRIORITY CATEGORY.

3

4 **JAMES P. SPERING, CHAIR:** ARE YOU OKAY WITH THE CATEGORIES
5 THEY'RE IN?

6

7 **NANCY WHELAN:** I THINK SO. AND THERE ARE OTHERS IN OUR GROUP OF
8 GENERAL MANAGERS THAT ARE GOING TO SPEAK ON SOME OF THESE I'LL
9 PASS ON THOSE TO OTHERS.

10

11 **JAMES P. SPERING, CHAIR:** MICHAEL, ARE YOU OKAY WITH THE YELLOW
12 CATEGORY AS TO WHERE THEY WERE ASSIGNED?

13

14 **MICHAEL HURSH:** I THINK SO.

15

16 **JAMES P. SPERING, CHAIR:** OTHER AND SPEAKERS, UNDER THE YELLOW
17 IN ADDITION HIGH PRIORITY, UNLESS I'M HEARING DIFFERENT WHAT'S
18 MARKET IN DARK BLUE, WE'LL STAY THERE. DARNELL, YOU'RE NEXT
19 THEN JEFFREY TUMLIN.

20

21 **DARNELL GRISBY:** THANK YOU CHAIR. I HAVE A CLARIFYING QUESTION,
22 PROBABLY FOR STEVE. I NOTICED THAT MICRO MOBILITY INTEGRATION
23 HAS BECOME PUBLIC MOBILITY INTEGRATION. IS THERE A DISCERNIBLE
24 DEFINITION DIFFERENCE THERE THAT LEAD TO THAT CHANGER?

25



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1 **STEVE KINSEY:** I THINK, DARNELL, THAT IT'S A REFLECTION OF THE
2 LANGUAGE THAT MTC IS DEVELOPING PART OF THEIR PLANNED BAY
3 AREA. AND SO THEY REQUESTED THAT WE SHIFT THAT FROM MICRO
4 MOBILITY TO PUBLIC MOBILITY. I THINK IT ALSO REFLECTS THE IDEA
5 THAT IT'S THE PUBLIC PORTION. BUT I WOULD HAVE TO DEFER TO AN
6 MTC STAFF MEMBER FOR ANY FURTHER CLARIFICATION. I THINK THAT'S
7 IT.

8

9 **MELANIE CHOY:** STEVE, THIS IS MELANIE CHOY. I CAN ADD SOME
10 CLARIFICATION IN TERMS OF MICRO MOBILITY WE WANTED TO BROADEN
11 TO ENCOMPASS ALL SORTS OF MOBILITY INTEGRATION TO TRANSIT.
12 IT'S A BROADER TERM.

13

14 **DARNELL GRISBY:** IT WOULD INCLUDE LYFT AND UBER SERVICES FOR
15 EXAMPLE?

16

17 **MELANIE CHOY:** CORRECT.

18

19 **JAMES P. SPERING, CHAIR:** JEFFREY TUMLIN THEN AMY WORTH.

20

21 **JEFFREY TUMLIN:** I SUPPORT THE PREVIOUS COMMENTS AND I WOULD
22 ALSO SUGGEST, AT THE BOTTOM THERE ARE TWO LINES BUS NETWORK
23 MANAGEMENT REFORM AND RAIL NETWORK MANAGEMENT REFORM I SUGGEST
24 WE CHANGE THE LANGUAGE OF THAT TO SEAMLESSLY INTO THE MTC
25 STUDY AND CALL THAT NETWORK MANAGEMENT BUSINESS CASE SO THAT



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1 IS CLEAR WHAT EXACTLY THAT MEANS AND THAT IT FEEDS INTO THE
2 STUDY WORK THAT IS COMING UP SHORTLY.

3

4 **JAMES P. SPERING, CHAIR:** OKAY. AMY WORTH?

5

6 **AMY R. WORTH:** THANK YOU MR. CHAIR. AND THANK YOU FOR ALL THE
7 PREVIOUS REPORTS. I THINK THIS HAS BEEN AN INCREDIBLE
8 OPPORTUNITY TO REALLY UNDERSTAND THE DATA OUT THERE AND WHAT
9 OUR OPPORTUNITIES ARE. I WANTED TO PICK UP ON SOME OF THE
10 POINTS. FIRST OF ALL IN TERMS OF THE SCHEDULE AS IT'S OUTLINED,
11 THE COLORS, I WOULD CONCUR WITH IT'S -- YOU KNOW, THE COLOR
12 CODING WITH A COUPLE OF THOUGHTS AND IDEAS. I DO THINK THAT
13 STATION HUB DESIGN IS GOING TO BE A CENTRAL PART. WHEN WE LOOK
14 AT THE BRICKS AND MORTAR OF ENHANCING OUR REGIONAL
15 TRANSPORTATION NETWORK. FOR EXAMPLE, WE'RE EXPERIENCING THIS
16 AS THESE BART STATIONS ARE BEING RETROFITTED YOU HAVE TO HAVE
17 AN ABSOLUTE HAND IN GLOVE COORDINATION BETWEEN TRANSIT THAT'S
18 ON THE STREET AND THE RAIL. I THINK THOSE KINDS OF PEDESTRIAN,
19 ALL OF THE BICYCLES THAT ACCESS THESE POINTS. I THINK THAT'S
20 SOMETHING THAT ACROSS THE BOARD CAN BE REALLY HELPFUL. I THINK
21 AT THE SAME TIME, I THINK MOST OF THE YELLOW LINES CAN SAY
22 SCHOOL SERVICES IT'S A LOCALIZED SERVICE THAT GOES ALL THE WAY
23 DOWN TO BEALL TIME SO I THINK THAT THE LOCAL AGENCIES ARE
24 PREPARED TO ADDRESS THE BEST EXCELLENT HOME TO SCHOOL
25 TRANSPORTATION SYSTEM SERVICE THAT IS SO VITAL TO OUR



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1 COMMUNITIES. I WANT TO ADD, RELATED TO OUR CASCADE OF SENDING
2 THIS TO OUR CONSULTANT TEAM TO BRING BACK RECOMMENDATIONS TO
3 US, I HAVE HEARD A LOT ABOUT TRANSIT PRIORITY, ABOUT OUTCOMES
4 IN OTHER WORDS WE CAN TALK ABOUT GOVERNANCE AND STRUCTURES BUT
5 THE BOTTOM LINE IS WE WANT OUTCOMES AND I WANT TO OFFER A
6 SUGGESTION TO THINK ABOUT. AS ANOTHER PLACE TO SORT OF HOUSE
7 AND HOST THE NETWORK MANAGEMENT FUNCTION WOULD BE THE BAY AREA
8 TOLL AUTHORITY. AND THE REASON I SUGGEST THAT IS THAT WHEN WE
9 HAVE DONE OUR WORK WITH THE BOTH THE BLUE RIBBON TASK FORCE AS
10 WELL AS THE BATA TASK FORCE, A LOT OF WHAT NANCY HAS JUST SAID
11 HAS BECOME FRONT AND CENTER. IN OTHER WORDS, WE NEED TO MAKE
12 OUR BRIDGES WORK MORE EFFICIENTLY FOR TRANSIT. ONE OF THE WAYS
13 THAT WE ARE GOING TO GET PEOPLE BACK ON TO TRANSIT -- AND I'M
14 KIND OF SEPARATING RIGHT NOW, LOCAL, YOU KNOW, BLOCKED
15 TRANSIT, AS OPPOSED TO THE REGIONAL TRANSIT NETWORK, AND IF
16 WE'RE GOING TO ENHANCE AND EXPAND OUR REGIONAL TRANSPORTATION
17 NETWORK, YOU KNOW, THIS TRANSIT PRIORITY IS GOING TO BE
18 PARTICULARLY IMPORTANT. SO IN OUR WORK ON THE BRIDGES WE'RE
19 LOOKING AT ENHANCING TRANSIT ACCESS ON TO THE BRIDGE
20 APPROACHES. WE'RE LOOKING AT USING OUR, BUILDING OUT OUR
21 EXPRESS NETWORK AS THE PRIMARY REASON IS ENHANCING AND REALLY
22 PROVIDING A VITAL NETWORK FOR OUR EXPRESS BUSES. THE ONLY WAY
23 WE CAN DO THAT -- SO MY THOUGHT IS THAT WE SHOULD CONSIDER --
24 AND I CAN PROVIDE STAFF WITH SOME ADDITIONAL THOUGHTS ON THIS,
25 IS THE CONSULTANT CONSIDERS, BUT WHEN YOU LOOK AT THE GRUDGE



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1 FORWARD, YOU LOOK AT THE 680 WORKING TO CREATE THE EXPRESS
2 NETWORK AT THE TRANSIT AGENCIES, THE CMA, AND THE BAY AREA
3 TOLL AUTHORITY, THEY'RE ALL WORKING TOGETHER TO ACHIEVE THESE
4 CORRIDORS. SO, I THINK THAT -- AND LISTENING TO SECRETARY
5 KIM'S COMMENTS WITH US LAST MONTH, IT REALLY FOCUSED ON HOW
6 CAN THE STATE HIGHWAY RESOURCES COME TO BEAR TO ENHANCE, AND
7 REALLY BE AN INCREDIBLE PLATFORM FOR INCREASED TRANSIT ACROSS
8 OUR REGION. SO, AGAIN, I THINK THAT THAT EXPRESS NETWORK IS
9 GOING TO BE VITAL ACROSS OUR REGION. WE'RE DOING IT IN, YOU
10 KNOW, A NUMBER OF OUR COUNTIES, WHETHER IT'S 37 OR 101 OR 680.
11 SO JUST WANT TO THROW THAT OUT FOR CONSIDERATION AND SOMETHING
12 THAT PERHAPS THE CONSULTANTS CAN LOOK AT AS WE CONTEMPLATE
13 BRINGING SORT OF THESE MANAGEMENT MODELS BACK TO THIS
14 COMMITTEE FOR REVIEW.

15

16 **JAMES P. SPERING, CHAIR:** THANK YOU AMY. STEVE, I THINK YOU
17 HAVE YOUR FIRST SUBMITTAL FOR YOUR PROPOSAL FROM NETWORK
18 MANAGEMENT AND MANY OTHERS. THANK YOU AMY. AND I AGREE ON THE
19 BUS TRANSIT PRIORITY. THAT'S A GOOD CONNECTION. EVELYNN TRAN
20 AND THEN RANDI KINMAN?

21

22 **EVELYNN TRAN:** THANK YOU. BEFORE I GET TO THE ITEM I WANTED TO
23 COMMENT O I JUST WANT TO SAY THAT I CONCUR WITH ALL OF THE
24 THINGS THAT HAVE ALREADY BEEN PREVIOUSLY SAID BY THE GENERAL
25 MANAGERS, JEFF NANCY, MIKE. MY COMMENT RELATES TO THE MAKE UP



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1 PROJECT DELIVERY AND OVERSIGHT WHICH IS CURRENTLY IN THE LIGHT
2 BLUE I THINK BEFORE THE MARCH MEETING IT WAS RED. I WOULD
3 ADVOCATE FOR IT TO BE MOVED TO YELLOW BECAUSE CURRENTLY THE
4 TRANSIT AGENCY'S ALREADY DOING THAT, AND/OR MAYBE BACK TO RED.
5 THE PERSPECTIVE FROM VT, WE'RE DELIVERING ON THE BART
6 EXTENSION TO SILICON VALLEY WHICH IS PRESUMABLY A MEGA PROJECT
7 AND GENERALLY SUBJECT TO FEDERAL PROJECT PARTICIPATION
8 MANAGEMENT OVERSIGHT AND ONE OF THE REQUIREMENTS IS MAKING
9 SURE THE PROJECT OWNER HAS EXECUTED THIRD PARTY AGREEMENT AND
10 THESE WOULD BE AGREEMENTS WITH THE LOCAL MUNICIPALITIES, THE
11 UTILITIES ACCOUNTABLE TO REGULATORS SUCH AS CPUC,
12 COORDINATING, WE HAVE CONTRACTS IN PLACE WITH BART. WE'RE
13 COORDINATING WITH CALTRAIN, HIGH SPEED RAIL, AND OF COURSE,
14 WE'RE ACCOUNTABLE TO OUR BOARD AND TO THE TAXPAYERS. AND IN
15 THAT REGARD, YOU KNOW, WE'RE THERE ARE SO MANY LAYERS IN
16 PROJECT DELIVERY AND OVERSIGHT AND MY SUGGESTION IS I WOULD
17 ADVOCATE FOR THAT TO BE MOVED INTO YELLOW OR INTO RED. THANK
18 YOU.

19

20 **JAMES P. SPERING, CHAIR:** AND WHICH ONE WAS THAT IN THE LIGHT
21 BLUE?

22

23 **EVELYNN TRAN:** MEGA PROJECT DELIVERY AND OVERSIGHT. IS.

24



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1 **JAMES P. SPERING, CHAIR:** MEGA PROJECT DELIVERY AND OVERSIGHT.

2 YES.

3

4 **STEVE KINSEY:** BEFORE YOU GO ON, I WOULD ENCOURAGE OTHER TASK
5 FORCE MEMBERS EITHER AS YOU HAVE BEEN DOING, TO SUSPECT THESE
6 INDIVIDUAL SUGGESTIONS OR YOUR OWN OTHER ALTERNATIVES THAT
7 WOULD BE HELPFUL. WE'RE NOT TAKING VOTES TODAY BUT GETTING A
8 SENSE OF THE GROUP ON SOME OF THESE IDEAS ESPECIALLY THE
9 CHANGER IDEAS WOULD BE HELPFUL.

10

11 **JAMES P. SPERING, CHAIR:** STEVE WHAT I WAS HOPING TO DO IS
12 AFTER WE TAKE ALL COMMENTS IS DO A RUN THROUGH REAL QUICKLY TO
13 MAKE SURE WE HAVE CONSENSUS ON THOSE.

14

15 **STEVE KINSEY:** GREAT.

16

17 **JAMES P. SPERING, CHAIR:**

18

19 **RANDI KINMAN:** I THINK I HEARD THE POTENTIAL TO DOWNGRADE FARE
20 POLICY BECAUSE WE HAVE AN INTEGRATION FARE TASK FORCE RUNNING.
21 SO I'M CAUTIOUS ABOUT SUPPORTING ANY DOWNGRADING OF THAT FROM
22 DASH BLUE TO LIGHT BLUE BECAUSE I WOULDN'T SEE HOW THE TASK
23 FORCE THAT HAS BEEN WORKING FOR MONTHS FLOWS INTO THIS. MY
24 OTHER CONCERN IS DATA COLLECTION AND COORDINATION IS LIGHT
25 BLUE AS OPPOSED TO DARK BLUE AND I THINK WE CAN ALL AGREE WE



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1 NEED A BETTER DATA COLLECTION SYSTEM THAT WE'RE DOING THAT IS
2 COORDINATED ACROSS THE BOARD. WITHOUT THE DATA COLLECTION WE
3 CAN'T ACTUALLY DO, ACROSS DISTRICT SERVICE ANALYSIS. WE
4 COULDN'T LOOK AT WHAT GOES ON FROM ONE AREA TO THE OTHER
5 REALLY L SO I WOULD JUST LIKE TO CONSIDER BUMPING THAT UP. AND
6 I KNOW THAT'S A MONEY THING BUT I'M NOT GOING TO -- I'M
7 LOOKING AT THIS AS WE'RE GOING TO FIGURE OUT HOW TO FUND IT
8 BUT WHAT OUR PRIORITIES ARE, MY PRIORITY IS SUPPORTING EQUITY
9 STANDARDS.

10

11 **JAMES P. SPERING, CHAIR:** DARYL HALLS AND IAN GRIFFITHS.

12

13 **DARYL HALLS:** I WANT TO ECHO DATA COLLECTION IS CRITICAL. I WAS
14 GOING TO SAY I'M GLAD IT'S LIGHT BLUE BUT MAYBE DARK BLUE
15 WOULD BE MORE APPROPRIATE. I GENERALLY SUPPORT THE ITEMS IN
16 YELLOW AND ALSO THE GENERAL MANAGER'S COMMENTS AS WELL. THANK
17 YOU.

18

19 **JAMES P. SPERING, CHAIR:** THANK YOU DARYL. IAN. GRATIFY GIVE
20 THE WAY I READ THIS, THERE IS NO DIFFERENCE IN PRIORITY
21 BETWEEN DARK BLUE AND LIGHT BLUE TO ME THAT'S JUST INDICATING
22 WHAT ADDITIONAL THINGS WERE ADDED AT THE LAST MEETING. IF
23 THAT'S NOT CORRECT AS AN INTERPRETATION, THEN I WOULD
24 APPRECIATE THAT CLARIFICATION. SO I'M NOT GOING TO SPLIT HAIRS
25 BETWEEN WHETHER SOMETHING IS LIGHT BLUE OR DARK BLUE I'M



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1 INTERPRETING THOSE BEING EQUAL, OF EQUAL IMPORTANCE. SO I
2 DISAGREE WITH RANDY'S CONCERN ABOUT DOWNGRADING OR HAVING FARE
3 POLICY BECOME SOMETHING THAT'S NOT A RESPONSIBILITY OF THE
4 NETWORK MANAGER. I THINK CASE STUDIES FROM AROUND THE WORLD IN
5 THE REGION HAVE SUCCEEDED IN INTEGRATING FIERCE AND BY
6 EXPANDING RIDERSHIP BY DOING THAT HAVE CENTRALIZED NETWORK
7 MANAGEMENT UPPED THEIR POLICY THAT'S AT ODDS WITH THE CURRENT
8 TASK FORCE. FARE POLICY HAS TO BE A PRIORITY FOR UNDERSTANDING
9 HOW THAT IS GOVERNED AND THAT'S NOT JUMPING AHEAD OF THE WORK
10 OF THE TASK FORCE SO THAT SHOULD ABSOLUTELY REMAIN AS A CORE
11 FOCUS OF THE NETWORK MANAGER AND I ALSO THINK SIMILARLY WITH
12 MEGA PROJECT AND OVERSIGHT, I DISAGREE WITH HAVING THAT TAKEN
13 OUT OF THE NETWORK MANAGER RESPONSIBILITIES. OF COURSE WE HAVE
14 ALL EXISTING PROJECT UNDERWAY TO HONOR THAT COMMITMENT THAT
15 SHOULDN'T PREVENT US FROM IDENTIFYING A BETTER PROJECT
16 DELIVERY STRUCTURE. THIS IS A HUGE OPPORTUNITY AHEAD OF US
17 WITH ALL OF THE PROJECTS THAT ARE IDENTIFIED IN THE BAY AREA
18 AND THERE IS A NEW STIMULUS BILL COMING OUT OF THIS. THIS IS
19 THE TIME TO FIGURE OUT HOW TO DO OUR WORK PROJECT DELIVERY
20 MUCH MORE EFFECTIVELY. THE ONE YELLOW CURRENTLY THEY WILL
21 CONSIDER TO BE BROUGHT UP TO BLUE IS MARKETING AND PUBLIC
22 INFORMATION. WE JUST HEARD ABOUT HOW EASE OF USE IS A BIG
23 BARRIER TO USING TRANSIT AND THE PROMOTION OF THE TRANSIT
24 SYSTEM IS ACTUALLY TO CUSTOMERS AND TO RIDERS A HUGE
25 OPPORTUNITY. IF WE'RE GOING TO GO TO THE TROUBLE OF REFORMING



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1 GOVERNANCE, LET'S PUT IN PLACE THE INFRASTRUCTURE TO
2 COMMUNICATE, THEN, HOW EASY IT IS TO USE TO RIDERS, AND HAVE
3 THIS NETWORK MANAGER HAVE A FUNCTION THAT CAN BE SOME
4 CENTRALIZED WAY OF PROMOTING OUR TRANSIT SYSTEM. I THINK IF WE
5 DON'T DO THAT, WE'RE LEAVING SOMETHING ON THE TABLE HERE AND
6 WE'RE NOT GOING TO SEE THAT BUMP IN RIDERSHIP WE HOPE WE CAN
7 ACTUALLY GET BY IMPROVING THE SERVICE. LET'S MARKET THAT AND
8 PROVIDE PUBLIC INFORMATION IN A CONSISTENT WAY. I SCHEDULED
9 THAT BE BROUGHT UP TO A FOCUS OF THE NETWORK MANAGER IN THE
10 NEAR-TERM.

11

12 **JAMES P. SPERING, CHAIR:** I WANT TO CLARIFY DARK BLUE ISN'T UP
13 FOR DISCUSSION, WE ARE PRETTY DECIDED ON IT AND NOT THE LIGHT
14 BLUE WE'LL HAVE MORE DEFINITION AS WE GET THE CONSULTANT ON
15 BOARD BUT WE WANT TO FOCUS ON THE YELLOW BUT GOOD COMMENTS,
16 AND I THINK WE'LL GO BACK AND VISIT A COUPLE OF THESE COMMENTS
17 THAT HAVE BEEN MADE BUT I DON'T SEE US MOVING IN THE DARK BLUE
18 AND THE LIGHT BLUE UNLESS THERE'S A COMPELLING REASON TO DO
19 THAT. THERESE?

20

21 **THERESE MCMILLAN:** ARE YOU PROVIDED THE BYPASS FOR ME ON THE
22 BLUES. FROM MY PERSPECTIVE, THE BLUES ARE IN. THERE HAS BEEN
23 COMMITMENT OF RESOURCES AND CAPABILITIES AND COMMITMENT TO
24 LIFT AND DELIVER. WITH THE LIGHT BLUE AS SUBJECT WITH THE
25 CONSULTANT I'LL CALL IT CONSULTANT WHEN IT'S TO A REAL



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1 ASSESSMENT, DO WE HAVE THE APPROPRIATE AUTHORITY, FINANCIAL
2 RESOURCES TECHNICAL CAPABILITIES TO DELIVER THIS AND THE
3 PUBLIC WELL AROUND THE "NETWORK MANAGEMENT" MAYBE THE RISK
4 ASSESSMENT OF THOSE FOUR ELEMENTS AND THE CONSULTANT WOULD
5 KNOW WHERE WE ARE IN ORDER TO BE ABLE TO ADD AND SORT THAT OF
6 THE DARK BLUE CORE. I HAVE BEEN VERY CONSISTENT ABOUT THIS AND
7 I THINK THERE NEEDS TO BE CRITICAL LENS ON THE AUTHORITY
8 FINANCE TECHNICAL POLITICAL WELL BECAUSE I CHAFE UNDER HUGE
9 OPPORTUNITIES AHEAD AROUND WHAT'S RARELY FOLLOWED UP BY AN
10 ASSESSMENT OF RESOURCES THAT ARE CAPABLE TO ACHIEVE AND EXCEL
11 IN THOSE ARENAS. I SEE THE CONSULTANT'S WORK OF EVALUATING THE
12 LIGHT BLUES AS IMPORTANT AND ALL INTO THE DEEPER DIVE OF
13 BUSINESS CASE IN ORDER TO ACTUALLY PUT THIS STUFF ON THE
14 GROUND. SO JUST WANT TO OFFER MY PERSPECTIVE ON THAT WORK.

15

16 **JAMES P. SPERING, CHAIR:** THANK YOU THERESE. I THINK THAT'S
17 IMPORTANT CLARIFICATION. AND I WANT TO EMPHASIZE AGAIN THE
18 THINGS IN YELLOW ARE ONGOING AND WE'RE STILL COMMITTED TO IT
19 AND AS WE GO THROUGH THIS PROCESS IT MAY FIT IN UNDER THE
20 NETWORK MANAGER OR MANAGEMENT. AND NOTHING'S BEEN SET-ASIDE.
21 CINDY AND GIN A.

22

23 **CINDY CHAVEZ:** THERESA THANK YOU FOR YOUR PERSPECTIVE. ONE OF
24 THE OUTCOMES I'M LOOKING FORWARD IS BETTER UNDERSTANDING OF
25 THE RESPECTIVE OF NETWORK MANAGER WHAT CAN BE DONE IN THE TIME



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1 FRAME AND HOW TO PRIORITIZE THOSE SO IT HAS THE BIGGEST IMPACT
2 TO THE OVERALL SYSTEM. SO THANK YOU FOR THAT. I HAD A COMMENT
3 THEN A QUESTION. ON THE FUNDING ADVOCACY, I DO SEE THAT AS A
4 CENTRAL ROLE OF MTC NOW WORKING WITH ALL OF OUR DIFFERENT
5 AGENCIES, AND SO I WAS HAVING A HARD TIME UNDERSTANDING WHY WE
6 [INDISCERNIBLE] DARK BAILOUT OF THE BOX AND I WAS WONDERING IF
7 SOMEBODY KNEW THE ANSWER TO THAT?

8

9 **STEVE KINSEY:** THIS IS STEVE, COMMISSIONER. WE FELT THAT IT'S A
10 VERY IMPORTANT ROLE, IT WILL STAY AS A -- AN IMPORTANT ROLE
11 THAT MTC COULD POTENTIALLY PROVIDE A ROLE AS A CONVENER
12 INCLUDING COMMUNITY PARTNERS, PUBLIC AGENCIES, AND GOVERNMENTS
13 ALSO PUBLIC PRIVATE PARTNERS. IT'S A BIG CONVERSATION THAT HAS
14 TO TAKE PLACE. WE THINK IT'S OUTSIDE OF THE NETWORK MANAGEMENT
15 EVALUATION BY THE CONSULTANT. BECAUSE IT INVOLVES THE
16 DEVELOPMENT OF A FUNDING PLAN AND A POLITICAL ACTION PLAN FOR
17 TAKING SOMETHING TO THE VOTERS, WHICH WE SEE AS NEEDING TO BE
18 DEVELOPED BY A BROAD CONSENSUS EVEN AS THE NETWORK MANAGEMENT
19 EVALUATION IS DONE IN A MORE TECHNICAL WAY.

20

21 **CINDY CHAVEZ:** SO I WOULD PUT THE FUNDING ADVOCACY -- JIM, GO
22 AHEAD.

23

24 **JAMES P. SPERING, CHAIR:** ANOTHER THING ABOUT THE FUNDING
25 ADVOCACY, IT'S DIRECTLY LINKED TO OUR PLANNED BAY AREA 2050



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1 ALL FOUNDERING STRATEGIES IN THAT PLAN AND WE HAVE TO ACTUALLY
2 INITIATE MANY OF THOSE FUNDING SOURCES IN ORDER TO IMPLEMENT
3 THE PLAN. AND SO THERE'S A REAL STRONG, YOU KNOW, ADVOCACY,
4 AND COMPELLING REASONS TO FOLLOW-THROUGH ON THAT. THAT IS NOT
5 GOING TO GET LOST. THAT'S A HIGHER PRIORITY FOR MTC AND ABAG
6 IN ORDER TO IMPLEMENT THE PLAN. SO THAT WAS ANOTHER REASON WHY
7 WE FELT IT DIDN'T FALL UNDER THE NETWORK MANAGER THAT REALLY
8 IS A RESPONSIBILITY OF MTC TO FOLLOW-THROUGH ON THAT.

9

10 **CINDY CHAVEZ:** I GUESS WHAT I WOULD DO IS DECOUPLE ANY KIND OF
11 BALANCE STRATEGY FROM OUR WORK WITH THE FEDERAL AND STATE
12 GOVERNMENT EVEN AS WE'RE COMING OUT OF COVID-19. OF COURSE MTC
13 HAS PLAYED SUCH A CRITICAL ROLE AND PERHAPS I'M NOT ENTIRELY
14 UNDERSTANDING THE NETWORK MANAGEMENT ROLE AS I'M SAYING THIS
15 OUT LOUD JIM, AND YOU'RE DESCRIBING THIS TO ME THERE ARE PATHS
16 TO TAKE TO INCREASE RESOURCES AND WE SHOULDN'T FORGET ONE AS
17 WE'RE TRYING TO WORK ON -- NOT THAT WE WOULD FORGET THEM, BUT
18 I'M CONCERNED THAT I THINK IT'S A CRITICAL ROLE. BECAUSE
19 WHAT'S GOING MAKE THIS INTERESTING TO OUR PARTNERS IS FOR MTC
20 TO CONTINUE TO PLAY THAT LEADERSHIP ROLE AND ADVOCACY FOR
21 RESOURCES AT FEDERAL AND STATE LEVEL NOT NECESSARILY AT THE
22 BALLOT BOX. I WANT TO ASK JEFFREY TUMLIN A QUESTION. I DIDN'T
23 UNDERSTAND JEFF'S DISTINCTION RELATIVE TO THE BUSINESS PLAN ON
24 THE NETWORK MANAGEMENT, YOU KNOW, FOR BUS AND RAIL. BUT I WAS



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1 HOPING THAT MAYBE HE COULD EXPLAIN JUST FOR ABOUT A MINUTE
2 WHAT HE WAS REFERRING TO.

3

4 **JEFFREY TUMLIN:** RATHER THAN JUMPING STRAIGHT TO MANAGEMENT
5 REFORM, THE MTC WORK ON THE NEXT PHASE OF THEIR CONSULTANT
6 WORK ON NETWORK MANAGEMENT IS THE BUSINESS CASE ANALYSIS SO
7 THAT'S GOING TELL US OF ALL OF THE THINGS WE CAN DO TO ADVANCE
8 NETWORK MANAGEMENT, WHAT HAS THE HIGHEST RETURN ON INVESTMENT.
9 I JUST WANT TO EMPHASIZE THE IDEA OF BUSINESS CASE DRIVING OUR
10 DECISION MAKING RATHER THAN, YOU KNOW, WHAT MAKES US
11 COMFORTABLE.

12

13 **CINDY CHAVEZ:** THANK YOU. AND THAT WAS FOR BOTH BUS AND RAIL.

14

15 **JEFFREY TUMLIN:** THAT'S RIGHT. AND I THINK IT'S FINE TO MERGE
16 BUS AND RAIL BECAUSE WHILE THERE ARE WAY IN WHICH THEY'RE
17 SEPARATE AGAIN WE WANT TO MAKE SURE THE WHOLE SYSTEM WORKS
18 TOGETHER.

19

20 **CINDY CHAVEZ:** THAT'S SUPER HELPFUL JEFF. BECAUSE WHAT
21 CONSIDERED ME IS, IN THE SECOND BOX LOOKING AT RELIABLE
22 INTEGRATED CUSTOMER FOCUSED TRANSIT AND THEN TRANSIT IN THE
23 LIGHT RAIL WE'RE LOOKING AT REFORMS IT FELT BACKWARDS LIKE
24 SHOULD ACTUALLY BE SIMILAR LANGUAGE. I THINK THAT'S REALLY
25 GOOD.



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1

2 **JAMES P. SPERING, CHAIR:** CINDY, WITH NETWORK MANAGER AND
3 MANAGEMENT WE DIDN'T WANT CONSTRAINT FOR RECOMMENDATIONS
4 BECAUSE THERE ARE GOING TO BE RECOMMENDATION THAT IS GOING TO
5 REQUIRE FUNDING THROUGH THE NETWORK MANAGEMENT AND MTC WE'RE
6 GOING TO HAVE TO FIND THE FUNDING TO IMPLEMENT.

7

8 **CINDY CHAVEZ:** I SEE THAT JIM. AND I COULD ALSO SEE HOW IT WILL
9 FEEL LIKE A DISTRACTION. I HEAR WHAT YOU'RE SAYING. ON THAT
10 FRONT, IT'S GOING TO BE ONE OF THE REASONS WHY I'M GOING TO
11 PRIORITIZE, TO TAKE OFF THE MEGA PROJECTS THAT'S A BODY OF
12 WORK THAT IS REALLY SIGNIFICANT AND I FELT THE SAME WAY ABOUT
13 THE STATION RUB DESIGN REVIEW TO ME ADDING ONE MORE LAYER OF
14 REVIEW WAS NOT NEARLY AS IMPORTANT AS THE INTEGRATED RELIABLE
15 BUSINESS CASES. BECAUSE I THINK THAT COMES IF A -- YOU KNOW,
16 COULD COME FROM A DIFFERENT ENTRY POINT. BUT THANK YOU. THANKS
17 JIM, THANKS FOR THE FEEDBACK.

18

19 **JAMES P. SPERING, CHAIR:** THANKS CINDY. GINA PAPAN, AND THEN
20 CARTER.

21

22 **GINA PAPAN:** THANK YOU MR. CHAIR. PERFECT FOLLOW UP HERE. THE
23 MEGA PROJECT AND THE STATION HUB DESIGN THINGS, I STILL THINK
24 ARE EXCEPTIONALLY SIGNIFICANT. STATIONS HAVE BEEN A PROBLEM
25 ALL ALONG LOOKING AT CALTRAIN AND HIGH SPEED PLANS AWFUL THESE



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1 -- ALL OF THESE THINGS ARE GOING TO IMPACT STATIONS
2 SPECIFICALLY AT INTERMODAL STATION LOOK AT LA AND THE ACADEMY
3 AWARDS AT GRAND CENTRAL STATION. OURS NEEDS SIGNIFICANT
4 IMPROVEMENTS AS FAR AS ACCESS, AS FAR AS CONNECTABILITY. THE
5 LIGHT BLUE LOOKING AT CONNECTING NETWORK STATION HUB DESIGN
6 STILL EXIST YOU STATIONS AS OPPOSED TO NEW STATIONS AS WELL
7 ISSUE DEEPLY IMPORTANT AND I FIGURED WE'RE TALKING ABOUT
8 STATIONS AT SOME POINT IN TIME, IN THE YELLOW YOU HAVE SCHOOL
9 SERVICES I UNDERSTAND KEEPING IT IN YELLOW BUT ALL THESE
10 PIECES INTERACTING AS FAR AS CONNECTIVITY AND THE SURVEYS WE
11 GOT I THINK ARE VERY IMPORTANT AND THE DARK BLUE I'M TOTALLY
12 FINE WITH AND LIGHT BLUE I'M ABSOLUTELY SAY MUST STAY AND I'M
13 OKAY WITH THE YELLOW.

14

15 **JAMES P. SPERING, CHAIR:** CARTER.

16

17 **CARTER MAU:** ON THE POLICY CATEGORY I'M STILL NOT ENTIRELY
18 SURE WHAT THE DEFINITION OF THIS CATEGORY IS. MIKE HURSH SAID
19 WE ARE RIGHT IN THE MIDDLE OF OUR INTEGRATION OF TASK FORCE.
20 WITH THE PROGRAMS AND FARES, AND I ENCOURAGE THE TASK FORCE TO
21 WORK ITSELF OUT AND DETERMINE WHAT THE ROLE OF MANAGER HAS
22 BEEN DELIVERING THAT PROGRAM NETWORK, AND IT WOULD BE HELPFUL
23 TO HAVE A DEFINITION OF WHAT FARE POLICY IS RATHER THAN ALL OF
24 US MAKING ASSUMPTIONS ABOUT WHAT THAT ENTAILS. I'M THINKING
25 ABOUT IT FROM A NETWORK MANAGEMENT VIEWPOINT RATHER THAN FARE



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1 INTEGRATION ACTIVITY RATHER THAN SETTING POLICIES LIKE WHAT DO
2 WE CHARGE FOR SERVICE OR SENIOR DISCOUNTS. THAT'S DIFFERENT.
3 WITH REGARDS TO MEGA PROJECT DELIVERY, THERE IS NO DOUBT
4 THAT'S A CRITICAL ASPECT I'M JUST NOT SURE THAT REALLY FITS
5 INTO THE NETWORK MANAGEMENT RESPONSIBILITIES. IT SEEMS TO ME
6 MAYBE THAT'S A DIFFERENT ENTITY IN DEALING WITH MAJOR PROJECT
7 DELIVERY AND MEGA CAPITAL PROJECTS AND A NETWORK MANAGER MIGHT
8 BE MORE FOR OPERATIONAL STUFF.

9

10 **JAMES P. SPERING, CHAIR:** THANK YOU. BOB POWERS.

11

12 **ROBERT POWERS:** THANKS COMMISSIONER. I WANT TO, A COUPLE OF
13 COMMENTS HERE, COMMISSIONER SPERING. ONE, STARTING ON THE
14 FIRST ROW, FARE POLICY. AGAIN, I THINK I WANT TO ASSOCIATE
15 MYSELF WITH THE COMMENTS, YOU HAVE HEARD FROM MANY IF NOT ALL
16 OF THE OPERATORS ON THE CALL HERE, I'M A LITTLE CONCERNED
17 ABOUT HOW WE'RE DEFINING FARE POLICY. AND I THINK THAT, IN
18 ITSELF, IS LEADING TO A LITTLE BIT OF CONFUSION THERE,
19 COMMISSIONER SPERING. BUT, YOU KNOW, MIKE HURSH IS THE
20 COMMITTEE CHAIR ON THE FARE INTEGRATION WORK THAT'S GOING ON
21 RIGHT NOW, AND THAT'S GOING QUITE WELL, AND IT'S REPORTED TO
22 THIS BOARD. SO I YOU THINK WE LET THAT -- IN MY OPINION, WE
23 LET THAT FINISH AND REPORT BACK TO THE BOARD. SO I'M NOT SURE
24 THAT THAT -- YOU KNOW, NOT UNDERSTANDING THE DEFINITION OF
25 FARE POLICY, MAYBE THAT GOES YELLOW UNTIL WE SEE WHAT'S COMING



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1 OUT OF THAT STUDY. SO I JUST WANTED TO START THERE. THE OTHER
2 YELLOW ONES, I'M PRETTY GOOD WITH AS WE GO DOWN. AND I WOULD
3 SECOND AND CENTER MYSELF WITH THE COMMENCE MADE FROM
4 COMMISSIONER CHAVEZ REGARDING STATION HUB DESIGN REVIEW AND
5 MEGA PROJECT DELIVERY OVERSIGHT, THEY'RE BOTH IN LIGHT BLUE P
6 I WOULD SUGGEST, AND THAT THEY MOVE TO, RIGHT NOW, TO RED, AND
7 LET'S PUT THOSE, SET THOSE ASIDE RIGHT NOW AND JUST FOCUS ON
8 WHERE THERE IS GOING TO BE A RETURN ON OUR INVESTMENT GIVEN
9 EVERYTHING THAT WE'RE LOOKING AT RIGHT NOW. AND YOU HEARD A
10 LITTLE BIT FROM VTA AND ALL THE WORK THAT'S ALREADY BEEN GOING
11 ON, WHETHER IT'S PHASE TWO OR DIRIDON STATION DOWN THERE. SO I
12 WANT TO ASSOCIATE MYSELF WITH THOSE COMMENTS AS WELL, AND THEN
13 THE TWO THAT MR. TUMLIN BROUGHT UP, I THINK ARE VERY
14 IMPORTANT. YOU KNOW, THE BUS NETWORK MANAGEMENT, THE UP FROM
15 THE BOTTOM, JIM, YOU KNOW, THOSE LIGHT BLUE ONES THERE, AND AS
16 THE CONSULTANT COMES ON BOARD, AGAIN, LOOKING AT THE
17 DEFINITION OF THOSE, BUT TYING THOSE TO THE BUSINESS CASE THAT
18 MTC AND THE STAFF, I MEAN, THAT'S RIGHT AROUND THE CORNER IN
19 THE NEXT COUPLE OF MONTHS HERE, SO THOSE KIND OF LEND
20 THEMSELVES TO THE WORK THAT WE HAVE ALREADY MAPPED OUT AS FAR
21 AS THE BUSINESS CASE GOES. SO I WANTED TO KIND OF REINFORCE
22 THAT AS WELL. AND THEN THE REST OF THE YELLOW, COMMISSIONER
23 SPERING, YOU KNOW, BART'S GOOD WITH.

24

25 **JAMES P. SPERING, CHAIR:** OKAY. THANK YOU. NICK JOSEFOWITZ.



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1

2 **COM. NICK JOSEFOWITZ:** THANK YOU. YEAH. I ALSO WANTED TO -- YOU
3 KNOW, AS I'M READING THIS, I JUST WANTED TO NOTE THAT I KNOW A
4 LOT OF THIS WORK FEELS LIKE IT'S BUILDING ON A LOT OF THE WORK
5 THAT'S ALREADY STARTED AND THE OPERATORS HAVE ALREADY STARTED
6 DOING YEARS AND MONTH'S WORTH. A FEW THINGS, I WANT TO
7 ASSOCIATE MYSELF WITH JEFF COMMENTS ABOUT NET RAIL AND NETWORK
8 MANAGEMENT AND ASSOCIATES OURSELVES IN THE BUSINESS CONCEPT. I
9 WANT TO RAISE THIS ISSUE A NUMBER OF PEOPLE HAVE BROUGHT UP
10 AROUND MEGA PROJECT DELIVERY AND OVERSIGHT AS I THINK ABOUT
11 THIS IN A BUSINESS CASE MOLD THE ABILITY TO SAY BILLIONS OF
12 DOLLARS AND DECADES ON DELIVERING LARGEST AND REGIONALLY MOST
13 SIGNIFICANT INFRASTRUCTURE PROJECTS WOULD CERTAINLY SEEM
14 SOMETHING THAT COULD RISE TO THE TOP OF PROJECTS THAT WOULD BE
15 COST EFFECTIVE TO DO AND DELIVERY A LOT OF BENEFITS. I
16 UNDERSTANDS, OF COURSE, BECAUSE A LOT OF PEOPLE HAVE RAISED
17 CONCERNS AT THIS MEETING AND PREVIOUS MEETINGS THAT MAYBE THE
18 NETWORK MANAGER ROLE IS NOT NECESSARILY THE BEST ONE TO
19 OVERSEE CONCERN MEGA PROJECT DELIVERY AND OVERSIGHT AND THE
20 OPERATORS ARE HAVE DISCUSSIONS ABOUT HOW TO COORDINATE MORE
21 EFFECTIVELY AROUND WHETHER IT'S THE NETWORK MANAGEMENT
22 EVALUATION. MAYBE TO SAY IT'S NOT THE BEST PLACE TO LAND BUT
23 WE THINK IT'S REALLY IMPORTANT SHOULD IT LAND SOMEWHERE ELSE
24 OR THIS IS REALLY IMPORTANT BUT THIS IS NOT THE RIGHT PLACE



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1 FOR IT. PUT IT ASIDE AND THINK ABOUT ANOTHER THING. HOW IS
2 THAT PROCESS GOING TO WORK?

3

4 **JAMES P. SPERING, CHAIR:** THAT IS GOING TO BE THE EVALUATION.
5 WE'RE HOPING THE CONSULTANT WILL HELP US IDENTIFY WHERE SOME
6 OF THESE THINGS FIT IN. AND IT'S LIKE ON THE BUSINESS NETWORK
7 AND MANAGEMENT REFORM, I THINK WHEN WE BRING THE CONSULTANT ON
8 BOARD WE OUGHT TO MENTION THAT WE FEEL IT SHOULD FIT INTO THE
9 BUSINESS CASE AND ACTUALLY EVALUATE THAT. THE COMMENTS WE'RE
10 HEARING I THINK ARE VERY APPROPRIATE. WE WANT TO FOCUS ON
11 TODAY, I DON'T SEE US MOVING ANYTHING OUT OF THE DARK BLUE.
12 THE LIGHT BLUE IS THAT GROUP, AS YOU CAN SEE, IT'S A
13 RESPONSIBILITY THAT'S GOING TO BE CONFIRM AS WE GO THROUGH THE
14 PROCESS AND WE REALLY WANT TO FOCUS ON THE YELLOW, AND YOU
15 KNOW, THE SUGGESTIONS O YOU KNOW, THE MARKETING AND PUBLIC
16 INFORMATION, THE DATA COLLECTION, YOU KNOW, THAT IS IN THE
17 LIGHT BLUE THAT CERTAINLY COULD BE A HIGH PRIORITY BUT THE
18 CONSULTANT IS GOING TO HELP US NAVIGATE THROUGH THOSE
19 RECOMMENDATIONS. AND AS THERESE SAID, AND I COMMENTED FIRST,
20 WE CAN'T MAKE THIS WHERE WE CAN'T ACHIEVE ANYTHING. THAT IS SO
21 BOGGED DOWN THAT, WE CAN'T FOCUS ON VERY SPECIFIC THINGS THAT
22 CAN BE DONE. SO THAT IS ANOTHER CONCERN. AND THAT'S REALLY
23 WHAT HAS DRIVEN THIS DARK BLUE LIGHT BLEW AND YELLOW. THAT WAS
24 THE WHOLE PURPOSE. AND I WANTED TO GET CONSENSUS TODAY AND MY
25 RECOMMENDATION TODAY IS WE'RE NOT MOVING ANYTHING OUT OF THE



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1 DARK BLUE BUT THE CONSULTANT I BELIEVE JEFF'S COMMENTS ON THE
2 BUSINESS CASE THOSE ARE VERY GOOD COMMENTS AND SHOULD BE
3 RELATED TO THE CONSULTANT.

4

5 **COM. NICK JOSEFOWITZ:** THAT'S HELPFUL. I WANT TO MAKE ONE LAST
6 POINT. I UNDERSTAND WHY CAPITAL PROJECT PRIORITIZATION IS IN
7 RED AND IT MIGHT MAKE SENSE TO KEEP IT IN RED THAT'S KIND OF A
8 CORE FUNCTION OF MTC. I WOULD LIKE TO SEE, WHEN THIS
9 EVALUATION HAPPENS, TO SEE, FOR THE CONSULTANT TO GRAPPLE WITH
10 HOW CONNECTED NETWORK PLANNING IS, IN MY MIND CONNECTED
11 NETWORK PLANNING FOR REGION FALL TRANSIT NOT TRANSIT FOR ALL
12 THE REGION BUT REGIONAL TRANSIT BUT HOW THAT WOULD INTERACT
13 WITH THE KIND OF CAPITAL PROJECT PRIORITIZATION FUNCTION IN
14 THAT MTC HOLDS FOR THE TRANSIT FOR THE REGION. JUST A COMMENT
15 AND NOT REQUEST.

16

17 **JAMES P. SPERING, CHAIR:** THANK YOU. RAMACIER?

18

19 **RICK RAMACIER:** I WANT TO ASSOCIATE MY COMMENTS WITH GM'S AND
20 CEOS TITLING A COUPLE OF THINGS I'M RIGHT THERE WITH JEFFREY
21 TUMLIN IN TERMS OF HIS SUGGESTION RELATIVE TO BUS NETWORK
22 MANAGEMENT REFORM AND RAIL NETWORK REFORM AND TYING TO THE
23 BUSINESS CASE TO SEE WITH THE CONSULTANT AND TO UNDERSTAND
24 WHERE WE'RE GOING AND GET THE BEST OUT OF THIS. I HAVE A
25 QUESTION AROUND FARE INTEGRATION TASK FORCE YOU HAVE TAKEN



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1 TIME, REALLY DOING GOOD WORK. I SUGGEST WE MOVE FROM BLUE --
2 LEAVE IT IN THE BLUE AND CHANGE THE WORD FROM POLICY. ON THE
3 MEGA PROJECTS AS SOMEBODY WHO HAS NEVER BUILT ONE OF THOSE IN
4 MY CAREER I KNOW PLENTY OF TRANSIT OPERATORS WHO HAVE DONE
5 THAT AND I WILL HUMBL Y SAY OUR FOLKS DO A BETTER JOB AND OFTEN
6 GIVEN CREDIT FOR JUST REACHING THIS REGION IS VERY DIFFICULT
7 IT'S NOT BEEN A SMOOTH PROJECT ALL THE TIME VTA BART PROJECT
8 IN PARTICULAR IS A GREAT EXAMPLE OF HOW OUR OPERATOR WORK
9 TOGETHER TO BRING A MEGA PROJECT HOME ONCE WE HAVE CONSENSUS
10 AMONGST OUR CONSTITUENTS THAT WE WANT THOSE PROJECTS.

11

12 **JAMES P. SPERING, CHAIR:** THANK YOU. JOHN?

13

14 **JOHN FORD:** PLUS ONE FOR IAN'S COMMENTS EARLIER. AND I WOULD
15 POINT OUT THAT IN THE BLUE WHERE IT'S BRANDING MAPPING AND
16 WAYFINDING, BRANDING AND MARKETING GO HAND IN HAND IT'S TOUGH
17 TO SEPARATE THOSE FOR GET ING CUSTOMER INFORMATION AND
18 ATTRACTING MORE RIDERS I'M NOT SURE HOW SEPARATE BRANDING FROM
19 MARKETING.

20

21 **JAMES P. SPERING, CHAIR:** ALFREDO OUR FINAL HAND UP.

22

23 **ALFREDO PEDROZA:** GREAT COMMENTS. MR. CHAIR WAS THE IDEA TO GET
24 COMMENT, GATHER THOSE COMMENTS, AND SHARE THEM WITH THE
25 CONSULTANT. THE WAY I'M LOOKING AT THIS IS STARTING WITH



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1 OUTCOMES, WHAT WE WANT TO ACHIEVE AND MANY ROLES AND
2 RESPONSIBILITIES RUN INTO THAT IS THERE ANY FEEDBACK WE CAN
3 PROVIDE TODAY TO THE CONSULTANT?

4

5 **JAMES P. SPERING, CHAIR:** ABSOLUTELY. EVERYTHING ON THIS LIST
6 IS GOING TO BE LOOKED AT BY THE CONSULTANT IN SOME CAPACITY
7 FOR SURE. BUT I THINK JEFFREY TUMLIN'S COMMENTS, I REALLY
8 THINK THAT WE OUGHT TO HAVE THE CONSULTANT LOOK AT THAT AS
9 PART OF THE BUSINESS CASE AND JUST KIND OF VERIFY THAT THAT'S
10 THE RIGHT PLACE FOR THAT. WHICH I THINK IT IS BUT WHAT WE'RE
11 TRYING TO DO TODAY IS FOCUS ON THE YELLOW, MOVING FORWARD WITH
12 THOSE, AND I THINK WE HAVE GOT A PRETTY GOOD IDEA OF WHAT --
13 [INDISCERNIBLE] TODAY. I'M GOING TO ASK STEVE TO WRAP IT UP
14 BUT I WOULD LIKE TO GET CONSENSUS ON THIS BEFORE WE DO FINISH
15 THIS TODAY.

16

17 **ALFREDO PEDROZA:** I'LL SAY, MR. CHAIR, STAYING FOCUSED ON THE
18 OUTCOMES WE WANT TO ACHIEVE. I THINK JUST LOOKING AT THE RULES
19 AND RESPONSIBILITIES WITHOUT TYING TO OUTCOMES I THINK CAN
20 TAKE US ON A DIFFERENT PATH BUT AGAIN I GENERALLY SUPPORT WHAT
21 WAS SAID TODAY. THANK YOU.

22

23 **JAMES P. SPERING, CHAIR:** STEVE, ON THE COMMENT ABOUT THE FARE
24 POLICY FARE INTEGRATION, WHAT ARE YOUR THOUGHTS ON THAT.

25



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1 **STEVE KINSEY:** CONSISTENCY AS WE HAVE SAID, THE DARK BLUE FARE
2 INTEGRATION TASK FORCE WORK THE SCOPE WOULD BE COMPATIBLE WITH
3 THAT. CHANGING THE TERM TO FARE INTEGRATION IF IT INCREASES
4 CLARITY THAT WOULD BE FINE BUT I WANT TO POINT OUT THAT THE
5 FARE INTEGRATION STAFF IS HEADED TOWARD A SERIES OF
6 RECOMMENDATIONS WITHOUT UNDERSTANDING AS OF YET IF THERE WAS
7 IMPLEMENTATION WITH THE AGREEMENT AND WILL CREATE OPPORTUNITY
8 FAIR NETWORK MANAGEMENT EVALUATION TO REALLY IDENTIFY WHAT DO
9 YOU DO WITH THESE RECOMMENDATIONS AND MAKE SURE THEY'RE
10 IMPLEMENTED AND MOVE FORWARD IN A TIMELY WAY. IF IT STAYS DARK
11 BLUE THAT'S APPROPRIATE BUT IT'S EXACTLY THE SAME SCOPE AND
12 BUILDS ON THE FARE INTEGRATION TASK FORCE'S WORK PLAN WHICH WE
13 EXPECT TO RELIEF THE RECOMMENDATION SOMETIME IN THE MIDDLE OF
14 THE SUMMER. I WOULD SAY SOME OF THE OTHER IDEAS.

15

16 **JAMES P. SPERING, CHAIR:** BEFORE WE MOVE ON, COULD WE SAY FARE
17 POLICY SLASH INTEGRATION? I DON'T WANT TO LOSE THE WORD POLICY
18 IN THE DARK CATEGORY.

19

20 **STEVE KINSEY:** AGAIN. I THINK THERE IS NO PROBLEM. WHAT WE'RE
21 DOING IS CREATING THIS LIST. WE WERE GOING TO TRY TO ADD SOME
22 DEFINITION AS TASK FORCE MEMBERS WE SAID THE PRAYER IN
23 PARTICULAR, BUT I THINK ALL OF YOU ARE INTERESTED IN GETTING
24 MORE SPECIFICITY ABOUT THESE DESCRIPTIONS SO WE CAN KEEP FARE
25 POLICY OR FARE INTEGRATION POLICY. WE'RE HANDING THIS OFF TO



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1 THE CONSULTANT AND NEXT MONTH WE WANT TO GIVE THEM AN
2 OPPORTUNITY TO ASK THEIR OWN QUESTIONS OR GIVE THEIR OWN
3 THOUGHTS ABOUT THESE ROLES AND RESPONSIBILITIES AND HOW THEY
4 RELATE TO THE EVALUATION AND THE COMPARISON OF ALTERNATIVE
5 STRUCTURES THAT THEY'RE GOING TO UNDERTAKE.

6

7 **JAMES P. SPERING, CHAIR:** OKAY SO YOU WANT TO SUMMARIZE WHAT
8 YOU HEARD REAL QUICK STEVE?

9

10 **STEVE KINSEY:** IF I COULD, AND I DON'T KNOW IF YOU WANT TO TAKE
11 PUBLIC COMMENT FROM OTHER SPEAKERS BUT I'M GOING TO GO DOWN
12 THE LIST RIGHT NOW. I THINK THERE WAS THE FARE POLICY FARE
13 INTEGRATION DISCUSSIONS. THERE WAS SOME COMMENT ABOUT BRINGING
14 THE MARKETING AND PUBLIC INFORMATION INTO THE BLUE AND
15 AFFILIATING WITH THE BRANDING. BUT THERE ALSO WAS SOME, YOU
16 KNOW, IT'S IN YELLOW BECAUSE THERE IS A FAIR AMOUNT OF
17 ACTIVITY ALREADY GOING ON TO COORDINATE. THERE WAS THE
18 DISCUSSION ABOUT THE BUS NETWORK MANAGEMENT REFORM AND RAIL
19 NETWORK MANAGEMENT REFORM REALLY BEING TIED TOGETHER AND
20 REALLY BASED ON THE BUSINESS CASE EVALUATION. AND I THINK
21 THAT'S GOING TO BE FINE TO DO. I WILL POINT OUT THAT THE
22 BUSINESS CASE EVALUATION WILL TAKE PLACE AT THE COMPLETION OF
23 AND AFTER THE TASK FORCE. AND SO IT WILL ALSO BE A SEPARATE
24 CONTRACT. SO WHILE THERE IS A CONSULTANT THAT'S COMING INTO DO
25 EVALUATION THEY MAY OR MAY NOT BE A PART OF THAT. I THINK



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1 THAT'S IMPORTANT FOR TASK FORCE MEMBERS TO UNDERSTAND. THERE
2 HAS BEEN A RANGE OF -- RANGE OF OPINIONS ABOUT THE MEGA
3 PROJECT DELIVER OVERSIGHT. I THINK RATHER THAN BOGGING
4 DOWNRIGHT NOW AS A TASK FORCE, WE COULD MAKE THAT POINT TO THE
5 CONSULTANT AND GET THEIR THOUGHTS BEFORE YOU TACK FINAL ACTION
6 WHICH YOU WILL HAVE TO ACTUALLY DECIDE ON OUT OF THE NEAR-TERM
7 EVALUATION AND THAT WOULD BE NEXT MONTH. THERE IS CLARIFYING
8 DESCRIPTIONS THAT THOSE WILL BE PREPARED AND SOME MEDIUM ON
9 THE DIRECTION THAT WAS ADDED TO YOUR PACKET TODAY AND
10 COMMISSIONER WORTH'S SUGGESTION ABOUT CONSIDERING A BATA ROLE
11 AND DOES THAT FIT INTO THE ALTERNATIVE MANAGEMENT STRUCTURES
12 AND I'LL WORK WITH HER AND ANYONE SHE WANTS TO WORK WITH TO
13 FLESH THAT OUT AND GET IT DEVELOPED ENOUGH THAT IT CAN BE
14 PROVIDED TO THE CONSULTANTS. LASTLY, I DON'T WANT TO IGNORE
15 THE FUNDING ADVOCACY. I THINK THAT IT WAS BROUGHT UP. I THINK
16 IT IS ABSOLUTELY IMPERATIVE THAT IT PROCEED AT THE SAME TIME
17 SO THERE IS NO DEFERRAL IT'S JUST THAT MUCH OF THAT WORK WILL
18 BE DONE THROUGH MTC AND ITS PARTNERS COMMUNITY PUBLIC AND
19 PRIVATE AS WELL AS RESPONSIBILITY OF CONSULTANT WEIGH IN.

20

21 **JAMES P. SPERING, CHAIR:** I THINK CINDY IS SATISFIED WITH THAT
22 AND IT'S NOT AN ISSUE THAT IS GOING TO BE OVERLOOKED. IS
23 THERE, CAN THE COMMENT STEVE JUST MADE THAT WE'LL CERTAINLY
24 RELAY EVERYBODY'S COMMENTS TO THE CONSULTANT SO THEY
25 UNDERSTAND THE ISSUES THAT ARE RAISED, THAT WHAT'S IN DARK



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1 BLUE AND LYING BLUE AND WHAT'S IN YELLOW IS WHAT WE'LL MOVE
2 FORWARD AS WE MEET WITH THE CONSULTANT. IS THAT -- IS THERE
3 ANYBODY THAT'S ABSOLUTELY OPPOSED TO THAT? IF YOU WOULD RAISE
4 YOUR HAND, THIS WOULD BE THE TIME. OKAY. I DON'T SEE ANY HAND
5 RAISED. STEVE, IF YOU K JUST MAKE SURE THAT THE COMMENTS THAT
6 WE HEARD FROM THE BUSINESS CASE, AND DATA COLLECTION, ALL OF
7 THOSE COMMENTS, MAKE SURE THOSE ARE RECORDED AND THAT IS
8 RELAID TO THE CONSULTANT SO WE HAVE CLARITY ON THAT.

9

10 **STEVE KINSEY:** I WILL DO THAT YOU SHOULD SEE THOSE REFLECTED IN
11 THE MEETING MINUTES NEXT MONTH WHICH WILL BE SHARED WITH THE
12 CONSULTANT.

13

14 **JAMES P. SPERING, CHAIR:** I DON'T SEE ANY HAND RAISED. I
15 BELIEVE WE HAVE ACCOMPLISHED THE DISCUSSION. THANK YOU.
16 LOOKING FORWARD TO GETTING OUR CONSULTANT ON BOARD. WALLY, I'M
17 GOING TO TAKE PUBLIC COMMENTS AFTER WE HEAR FROM SONOMA COUNTY
18 SO WE'LL TAKE PUBLIC COMMENT ON BOTH OF THOSE. STEVE, DID YOU
19 HAVE ANYTHING TO WRAP UP ON BEFORE I MOVE TO THE SONOMA COUNTY
20 PRESENTATION.

21

22 **STEVE KINSEY:** I WANT TO THANK EVERYONE FOR WEIGHING IN AND
23 PROVIDING YOUR FLEXIBILITY THIS IS GOING TO PROVIDE ADDITIONAL
24 CLARITY. THANK YOU.

25



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1 **JAMES P. SPERING, CHAIR:** FOR THE FINAL ITEM, SUSAN SMITH,
2 THANK YOU FOR YOUR PATIENCE TODAY. I KNOW WE RAN A LITTLE BIT
3 OVER AND YOU HAVE GOT SOME OTHER THINGS PLANNED. SHE'LL BE
4 GIVING US A PRESENTATION ON TRANSIT INTEGRATION AND EFFICIENCY
5 STUDY THAT SEEKS THE APPROVAL HERE IN SONOMA COUNTY. SUSAN,
6 WITH THAT, THE FLOOR IS YOURS FOR YOUR PRESENTATION AND WE
7 LOOK FORWARD TO THE GOOD WORK YOU'RE DOING THERE.

8

9 **SUZANNE SMITH:** THANK YOU MR. CHAIR, DO I HAVE SOME SLIDES IF I
10 COULD HAVE THOSE PUT UP. I'M SUSAN SMITH EXECUTIVE DIRECTOR
11 OF THE SONOMA COUNTY TRANSPORTATION AUTHORITY AND THE REGIONAL
12 CLIMATE PROTECTION AUTHORITY. NEXT SLIDE PLEASE. THANK YOU TO
13 MTC AND THE BLUE RIBBON TASK FORCE AND TO CHAIRMAN SPERING FOR
14 THE OPPORTUNITY TO SHARE WU TODAY SOME OF THE WORK WE'RE DOING
15 IN SONOMA COUNTY WITH OUR LOCAL BUS OPERATORS TO RECOVER FROM
16 THE PANDEMIC WITH A MORE INTEGRATED AND EFFICIENT SERVICE THAT
17 WILL ATTRACT MORE RIDERS TO THE SYSTEM. I WILL SHARE HOW WE
18 GOT HERE. HOW OUR EFFORTS WERE INTERRUPTED BY COVID AND HOW WE
19 PLAN TO SPRING FORWARD OUT OF PANDEMIC THAT IS UNIFIED AROUND
20 INTEGRATION SERVICE PLANNING AND CUSTOMER SERVICE IS
21 MARKETING. WE HAVE TWO REGIONAL OPERATOR IN SONOMA COUNTY,
22 SMART RAIL SERVICE AND GOLDEN GATE TRANSIT BUT WE'RE STARTING
23 THIS EFFORT WITH OUR THREE LOCAL BUS OPERATORS AND CONTINUE
24 COORDINATION WITH THE REGIONAL OPERATORS. NEXT SLIDE PLEASE.
25 IN LATE 2019, THE SONOMA COUNTY TRANSPORTATION AUTHORITY BOARD



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1 OR THE STA BOARD ADOPTED THE TRANSIT INTEGRATION AND
2 EFFICIENCY STUDY THAT WE HAD COMMISSIONED IN PARTNERSHIP WITH
3 MTC TO HELP ASSESS HOW WE COULD BETTER SERVE OUR CURRENT
4 TRANSIT RIDERS AS WELL AS ENTICE NEW RIDERS TO TRANSIT. NEXT
5 SLIDE PLEASE. SONOMA COUNTY HAS SIX TRANSIT SYSTEMS SERVING
6 OUR COMMUNITIES. THE TIDES STUDY, WHICH IS WHAT WE CALL THE
7 TRANSIT INTEGRATION AND EFFICIENCY STUDY FOCUSES ON THE
8 GOVERNING AND STRUCTURAL OPERATIONS OF THE THREE BUS OPERATORS
9 SONOMA COUNTY TRANSIT CITY BUS AND PETALUMA TRANSIT. LOOKING
10 AT OPPORTUNITIES FOR IMPROVEMENT THROUGH COORDINATION OR
11 INTEGRATION USING EXISTING LEVELS OF FUNDING FOR OPERATIONS WE
12 DO ASPIRE TO GROW OUR RIDERSHIP AND GHG REDUCTION GOALS AND
13 HAVE ASPIRATIONS FOR GREATER RESOURCES AVAILABLE FOR
14 OPERATION. WITH CONSOLIDATION AND ONGOING COMMUNICATION AND
15 COLLABORATION. WE'RE NOT STARTING FROM SCRATCH. IN THE PAST 25
16 YEARS WE HAVE CONSOLIDATED TRANSIT SERVICES WITH THE CITIES OF
17 SEBASTOPOL HEALDSBURG AND CLOVERDALE COMING UNDER THE UMBRELLA
18 OF SONOMA COUNTY TRANSIT. COORDINATING ON SERVICES AND PUBLIC
19 INPUT. TYING INTO SEAMLESS TRANSIT SERVICE THAT IMPROVED
20 PASSENGER EXPERIENCE REDUCES OPERATING AND CAPITAL COST AND
21 BETTER INTEGRATES THE EXISTING OPERATION SYSTEM. OUR
22 ASPIRATION IS THAT INCREASED EFFICIENCY AND REDUCED COST COULD
23 LEAD TO GREATER CAPACITY TO INCREASED SERVICE AND OUR STUDY
24 RECOMMENDATIONS ARE SETUP FOR A PHASED APPROACH EACH PHASE
25 BUILDING UPON EARLIER PHASES AS WE PROGRESS TO MORE COMPLEX



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1 ACTION OF CONTINUUM ACTIONS STARTING WITH COMMUNICATION
2 COORDINATION COLLABORATION AND CONSIDERATION OF CONSOLIDATION.
3 NEXT SLIDE. FOLLOWING THE ADOPTION OF THE STUDY THE OPERATORS
4 BEGIN TO START WORK WITH THE TASKS ASSOCIATED WITH THE FIRST
5 PHASE OF ENHANCED COMMUNICATION THEN WE WERE HIT IN 2019 WITH
6 THE WILDFIRES AND MARX MASS EVACUATIONS AND SONOMA COUNTY AND
7 MORE THAN A THIRD OF OUR COUNTY WAS EVACUATED AND THEN THE
8 PANDEMIC HIT AND WE WERE SENT INTO A TAILSPIN. AND THE FAX
9 IMPACT AND REVENUE, RIDERSHIP IS DOWN DRAMATICALLY CONCERNS
10 ABOUT SAFETY HAVE LEAD TRANSIT RIDERS TO FIND OTHER WAYS TO
11 TRAVEL THINGS LIKE WORKING FROM HOME ONLINE SCHOOL CANCELLED
12 EVENTS SOCIAL GATHERING AND ONLINE SHOPPING HAVE DRASTICALLY
13 CHANGED THE WAY PEOPLE TRAVEL AND IN OUR CASE TOURISM IS DOWN
14 AS WELL SO THAT'S CHANGED TRAVEL PATTERNS. NEXT SLIDE PLEASE.
15 IN SONOMA COUNTY THE IMPACT ON SERVICE FOR BUS OPERATORS WAS
16 GREAT. NOT UNLIKE EVERY OTHER OPERATOR IN THE REGION BUT IT
17 WAS NOT QUITE AS SEVERE AT SOME OF OUR COMMUTE ORIENTED SYSTEM
18 IN THE REGION. SERVICE LEVELS DROPPED TO LESS THAN HALF OF
19 PREPANDEMIC LEVELS IN SPRING OF 2020 BUT SLOWLY CLIMBING BACK
20 AND WITH RESTORED SERVICE AT 70%. RIDERSHIP JUST UNDER 50% OF
21 PREPANDEMIC LEVELS AS WE SERVE LOW INCOME AND ESSENTIAL
22 WORKERS IN OUR COUNTY. WE ARE EAGER TO GO BEYOND THE
23 PREPANDEMIC LEVELS OF SERVICE AND RIDERSHIP IN ORDER TO HELP
24 ADDRESS OUR GHG REDUCTION GOALS. NEXT SLIDE PLEASE. LAST
25 SEPTEMBER, THE FCTA ESTABLISHED AN AD-HOC COMMITTEE OF ITS



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1 BOARD OF DIRECTORS TO DISCUSS THE FUTURE OF TRANSIT. THE BOARD
2 WANTS TO ACCESS HOW PRIORITIZES SHOULD SHIFT DUE TO CHANGE IN
3 THE PANDEMIC AND THE CLIMATE IMPERATIVE TO REDUCE EMISSIONS
4 FROM THE TRANSPORTATION SECTOR LINKING COORDINATION TO THE
5 GREATER BAY AREA TRANSIT TRANSFORMATION ACTION PLAN BEING
6 DEVELOPED THROUGH YOUR TASK FORCE AND ASKING HOW CAN WE BUILD
7 BACK BETTER AND WHAT ARE OUR GOALS FOR TRANSIT RECOVERY AND
8 BEYOND. NEXT SLIDE PLEASE. OUR VISION, FOR THE FUTURE OF
9 TRANSIT IN OUR COUNTY IS A SHARED SERVICE PLANNING MODEL FOR
10 IMPROVE THE SERVICE COORDINATION AND CONNECTED COMMUNITIES,
11 SIMPLIFIED OR COMMON FARE POLICY STRUCTURE AND MEDIA SINGLE
12 POINT TECHNOLOGY SOLUTIONS FOR TRIP PLANNING AND REALTIME
13 INFORMATION SIMPLIFIED ACCESS ON CUSTOMER SERVICE ASSISTANCE
14 WITH STAFF CROSS TRAINING AND MULTI-OPERATOR ISSUES
15 IDENTIFICATION AND RIDER COMMUNICATIONS AND MAPS. IN THE
16 PRESENTATION TODAY ABOUT THE SURVEY DATA I FELT LIKE I WAS
17 HEARING ALL OF THE THINGS I JUST TALK ABOUT AND HOW THAT WILL
18 HELP US GROW RIDERSHIP. NEXT SLIDE PLEASE. FCTA'S AD-HOC
19 COMMITTEE WORKING WITH OPERATORS AND MTC STAFF WANT TO PURSUE
20 A UNIFIED BRAND AROUND WAYFINDING DISCUSSIONS. WE HAVE REFINED
21 A THREE PHASE APPROACH THAT ALLIANCE WITH THE IS IT STUDIES.
22 OPERATORS CURRENTLY WORKING ON PHASE ONE STEPS TO IMPROVE
23 COORDINATED SERVICE PLANNING FARE TECHNOLOGY CUSTOMER SERVICE
24 PUBLIC INFORMATION MARKETING AND YOU SEE DETAIL THERE WITH
25 STRATEGIES AND RECOMMENDATIONS THAT WE'RE CURRENTLY WORKING



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1 ON. NEXT SLIDE PLEASE. PROGRESS HAS DEFINITELY BEEN MADE.
2 CUSTOMER SERVICE -- CUSTOMER INFORMATION AND SERVICE IS
3 STREAMLINED NOW WITH A SINGLE EASY PHONE TRANSFER OPTION
4 BETWEEN OPERATORS. REDUCED RIDERSHIP AND SERVICE DURING THE
5 PANDEMIC PROVIDED OPPORTUNITY TO APPLY A ONE SEAT PARATRANSIT
6 RIDES ACROSS SERVICE AREAS AND THAT HAS BEEN VERY SUCCESSFUL
7 IN ADDITION ENSURING FARE PROGRAMS WERE CONSISTENT OPERATORS
8 COLLABORATED ON PUBLIC COMMUNICATION AROUND FARE REINSTATEMENT
9 CLIPPER START PROGRAM AND FARE RIDES TO VACCINATION
10 APPOINTMENTS. PHASE TWO BUILDING FOUNDATION TO SUPPORT BETTER
11 SERVICE AND UNIFIED BRANDS RAMPS UPS FURTHER FORMATIONS
12 IMPROVED CUSTOMER SERVICE MARKETING INTEGRATION SERVICE
13 CLEANING EXAMPLES WORK TO BE COMPLETED IN THIS PHASE MOBILE
14 PARTICULATE CLIPPER INTEGRATION SIGNAGE AND REALTIME
15 INFORMATION ABOUT STOPS AND SINGLE WEB SITE FOR ALL THREE
16 OPERATORS IN ADDITION WE'RE WORKING ON REGIONAL MAPPING AND
17 WAYFINDING EFFORTS THAT WOULD BUILD ON THE CONVERSATION IN THE
18 SECOND PHASE. NEXT SLIDE. DEEPER DIVE ON SERVICE PLANNING AND
19 COORDINATION SO RIDERS HAVE LESS TO THINK ABOUT SHOULD THEY
20 NEED TO TRANSFER BETWEEN SYSTEMS AND FCTA BUS OPERATORS WILL
21 SEEK FUNDING AND OUTSIDE EXPERTISE TO ENSURE ROLL OUT OF PHASE
22 TWO IS ACCOMPLISHED OVER AN 18 MONTH TIME FRAME. NEXT SLIDE
23 PLEASE. PHASE THREE IS WHERE WE ULTIMATELY MERGE WITH THE
24 REGIONAL EFFORT AND PERFORM THE TASKS NEEDED TO MAKE THE
25 SERVICE APPEAR VERY CLEARLY TO THE PUBLIC AS A UNIFIED BRAND.



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1 A NEW PHYSICAL LOOK FEEL TO GO ALONG WITH THE BACK ROOM
2 COORDINATION THAT HAS ALREADY HAPPENED. SO SIGNAGE, BUS WRAPS,
3 MAPPING, SCHEDULES, WEB SITES, ET CETERA. IN ADDITION WE'LL
4 HAVE FORMAL AGREEMENTS ABOUT HOW TO OPERATE AND MAINTAIN THE
5 COLLABORATIVE APPROACH AND IN ADDITION WE'RE GOING TO PROBABLY
6 LOOK AT AGREEMENTS THAT WILL FORMALIZE THE EXISTING AGREEMENTS
7 WE HAVE IN PRACTICE RIGHT NOW RELATED TO EMERGENCY RESPONSE.
8 NEXT SLIDE PLEASE. AS WE'RE DEVELOPING PHASES 2 AND 3 WE WILL
9 TRACK METRICS FOR SUCCESS RELATED TO RIDERSHIP USE AND
10 ADMINISTRATION. NEXT SLIDE. SO WHAT'S NEXT? NEXT SLIDE? THE
11 OPERATORS ARE WRAPPING UP THE WORK ON THE REMAINING WORK ON
12 PHASE ONE. SO, AGAIN, HARMONIZATION, CROSS TRAINING STAFF
13 CONSISTENCY WEB SITES AND INITIAL WORK ON THE INTEGRATED
14 SERVICE PLANNING. NEXT SLIDE. SUMMARY OF UNIFIED BRAND
15 APPROACH WILL WRAP UP IN PHASE ONE AND THAT WILL HAPPEN IN THE
16 NEXT 2 TO 3 MONTHS AND THOUSAND WE'RE EXCITED ABOUT HEADING
17 INTO A PHASE TWO BUT WE'RE SEEKING REGIONAL SUPPORT AND
18 PARTNERSHIP WE WOULD NEED SIGNIFICANT PUBLIC OUTREACH AND
19 PUBLIC ENGAGEMENT IN PHASES 2 AND 3 FOR THOSE WHO DON'T TAKE
20 TRANSIT WHICH WE ASPIRE TO GROW RIDERSHIP AND WE ASPIRE TO A
21 PHASE OF 2 TO 3 MONTHS. NEXT SLIDE. REGION IS CRITICAL TO
22 SUCCESS AND DEFINITELY IN LINE WITH THE WORK ON THE BLUE
23 RIBBON TASK FORCE AND MAPPING AND WAYFINDING. WE HAVE INVESTED
24 OUR LOCAL RESOURCES IN THE PHASE ONE WORK BUT WE NOW NEED
25 SUPPORT FROM MTC TO PERFORM THE WORK. WE HAVE ESTIMATED WE



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1 NEED \$750,000 AND LOOK FORWARD TO THE OPPORTUNITY TO PARTNER
2 WITH MTC. IN CLOSING WE'RE REALLY EXCITED ABOUT BEING ABLE TO
3 PROVIDE NEW SERVICE AND ATTRACT NEW RIDERS AS WELL AS WORK
4 WITH THE REGION ON MAPPING AND WAY FINING EFFORTS. APPRECIATE
5 THE OPPORTUNITY TO BE HERE WITH YOU TODAY AND I AM HAPPY TO
6 TAKE QUESTIONS OR COMMENTS. AND I BELIEVE OUR LOCAL OPERATORS
7 FROM THE THREE BUS SERVICES ARE ON AS WELL, SHOULD YOU HAVE
8 MORE SPECIFIC QUESTIONS THEY CAN'T ANSWER. SO WITH THAT, THANK
9 YOU, MR. CHAIR.

10

11 **JAMES P. SPERING, CHAIR:** THANK YOU SUSAN AND THANK YOU TO YOUR
12 BUS OPERATORS. FOR THE COMMITTEE, ONE OF THE REASONS WE WANTED
13 THIS PRESENTATION. WE'RE HOPING THAT THE BLUE RIBBON COMMITTEE
14 WILL MAKE THE RECOMMENDATION FOR THE DEVELOPMENT OF CRITERIA
15 FOR THE SMALLER OPERATORS THAT THERE'S A HIGHER LEVEL OF
16 COOPERATION AND COORDINATION IN SOME CASES, CONSOLIDATION AND
17 IN CONTRA COSTA WE HAVE DONE A LOT OF WORK IN THE PAST AND THE
18 OUTLIER THAT THIS REALLY NEEDS TO BE ADDRESSED AND I'M HOPING
19 THIS IS SOMETHING THE BLUE RIBBON COMMITTEE WILL BE TAKING O
20 SUSAN GREAT WORK. AND I THINK MTC IS GOING TO BE A GREAT
21 PARTNER. AMY, DID YOU WANT TO COMMENT?

22

23 **AMY R. WORTH:** I WOULD, MR. CHAIR. SUSAN FIRST OF ALL, I WANT
24 TO SAY WHAT AN INSPIRING A THIS PRESENTATION IS, BECAUSE WE
25 HAVE TALKED IN GLOBAL TERMS ABOUT THESE CONCEPTS AND TO SEE



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1 THE WORK THAT SONOMA COUNTY HAS BEEN DOING ALREADY HAS BEEN
2 DONE AND WILL CONTINUE DOING PAINTS THE PICTURE HOW LOCAL
3 TRANSIT AGENCIES WORKING TOGETHER BRINGING TOGETHER RESOURCES
4 CAN DO WHAT YOU HAVE SAID, IS IMPROVE CURRENT SERVICE AND
5 ATTRACT NEW RIDERS. AND I THINK YOUR REPORT SUMS UP A LOT OF
6 THE DATA THAT SAY WAS AN ABLE TO PRESENT FROM EMC IN TERMS OF
7 WHAT PEOPLE ARE LOOKING FOR IN TERMS OF TRANSIT AND THE
8 OPPORTUNITIES. WHAT I THINK DO -- AND I APPRECIATE THE CLARITY
9 OF WHAT YOU ALL ARE GOING TO NEED IN TERMS OF RESOURCES TO
10 MOVE THIS FORWARD INTO CONCRETE IMPLEMENTATION. AND I THINK IT
11 SPEAKS WELL TO THE FACT THAT ONE OF THE THINGS THAT WE HAVE
12 SAID, YOU KNOW, WITHIN THE CONTEXT OF THIS TASK FORCE IS THAT
13 THESE GOALS ARE SO IMPORTANT TO OUR REGION AND THAT WE WANT TO
14 BE ABLE TO PROVIDE THE FUND SO THAT THE TRANSIT AGENCIES CAN
15 DO THE KIND OF WORK THAT NEEDS TO BE DONE. AND SO I REALLY
16 THINK THAT THIS REPORT, AGAIN, IT'S REALLY INSPIRING. I KNOW
17 THAT IT WAS REFLECTING, WHEN I WAS PREPARING FOR TODAY MEETING
18 AND READING YOUR REPORT RECOGNIZING THAT THE, AS CHAIR SPERING
19 INDICATED, A NUMBER OF CONTRA COSTA AGENCIES ARE A RESULT OF
20 MERGING CITY SERVICES INTO A BROADER SERVICE AREA, AND THAT
21 HAS WORKED OUT EXTREMELY WELL IN TERMS OF ENSURING THAT LOCAL
22 RIDERS HAVE THE SERVICES THAT THEY HAVE REGARDLESS OF THE SIZE
23 OF THE CITY, THE NEEDS OF THE TRANSIT FOR EACH INDIVIDUAL
24 AREA. SO I JUST THINK THIS IS REALLY INSPIRING. AND THANK YOU



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1 FOR THIS, WHICH GIVES US A REAL CONCRETE EXAMPLE OF THE WORK
2 YOU'RE DOING. SO THANK YOU.

3

4 **SUZANNE SMITH:** THANK YOU COMMISSIONER.

5

6 **JAMES P. SPERING, CHAIR:** THERESE W. MCMILLAN?

7

8 **THERESE MCMILLAN:** SUPER QUICK. THANK YOU MR. CHAIR. SO SUSAN,
9 ON YOUR SPECTRUM OF COMMUNICATION, COORDINATION,
10 COLLABORATION, CONSOLIDATION, DO YOU SEE THE ROLL OUT OF YOUR
11 PHASES 1, 2, AND 3 SORT OF HELPING MOVE ALONG THAT SPECTRUM?
12 OR ARE THEY DIFFERENT?

13

14 **SUZANNE SMITH:** NO. I DEFINITELY THINK THEY TRACK WITH THAT. I
15 MEAN, THE COMMUNICATION PIECE IS DEFINITELY HAPPENING. AND SO
16 I THINK THAT'S SORT OF, THAT'S ALMOST PHASE ZERO. SO, YOU
17 KNOW, I THINK PHASES 1, 2, AND THREE ARE ALL ENCAPSULATED INTO
18 THE COORDINATION AND COLLABORATION PIECE. AND MY BOARD IS SO
19 ENTHUSIASTIC ABOUT THIS AND WHILE WE DON'T RUN THE TRANSIT
20 SERVICE AT THE FCTA, THEY ARE FULLY ENGAGED AND OUR OPERATORS
21 ARE VERY SUPPORTIVE AND INTERESTED IN THIS. AND SO, WE HAVE
22 NOT GONE SO FAR AS TO SAY WE KNOW CONSOLIDATION IS THE END
23 GAME, SO THAT'S WHERE WE KIND OF, I WOULD SAY, HAVE A LITTLE
24 BIT OF A FENCE UP BEFORE WE GET TO CONSOLIDATION. WE WANT TO
25 TRY TO FORMALIZE COLLABORATION AND WHAT WE'RE TERMING A



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1 UNIFIED BRAND SO THAT WE WANT TO TRY THAT FIRST AND SEE HOW
2 THAT WORKS. SO THAT THERE IS STILL SOME LOCAL GOVERNANCE
3 AROUND SOME OF THIS, BUT THAT THE FORMALIZATION AROUND FARES,
4 AROUND SERVICE PLANNING, IS IN PLACE AND SORT OF MONITORED,
5 FOR LACK OF A BETTER TERM, AND I THINK THAT'S WHERE THE FCTA
6 BOARD WILL BE VERY INVOLVED.

7

8 **JAMES P. SPERING, CHAIR:** THANK YOU SUSAN. WE'LL HEAR FROM
9 ALFREDO PEDROZA. AND ALFREDO'S COUNTY HAS GONE TO A SINGLE
10 OPERATOR. SO ALFREDO?

11

12 **ALFREDO PEDROZA:** YEAH AND I'M WILLING TO GET CREDIT TO OUR
13 NEIGHBORING COUNTIES FOR A GREAT JOB. GOOD JOB SUSAN. I
14 APPRECIATE THE SLIDE WHEN YOU TALK ABOUT METRIC OF SUCCESS I
15 THINK THAT'S IMPORTANT TO TALK ABOUT IS HOW TO MEASURE
16 SUCCESS. HOUR YOU GOING TO BE REACHING OUT TO USERS TO ENGAGE
17 HOW THEY'RE MEASURING YOUR SUCCESS IN THE PERFORMANCE. DO YOU
18 HAVE AN OUTREACH PLAN?

19

20 **SUZANNE SMITH:** WE DON'T HAVE AN EXTENSIVE ONE YET BUT
21 LISTENING TO THE DISCUSSION TODAY WAS KIND OF INSPIRING AND
22 DAUNTING AT THE SAME TIME BECAUSE THE QUALITY OF DATA IS BASED
23 ON THE LEVEL OF EFFORT YOU PUT INTO IT AND WE WANT TO TALK TO
24 -- HONESTLY, IT'S THE DRIVERS, AS WELL AS THE RIDERS, BUT THEN
25 THE FOLKS WHO DON'T TAKE IT SO HOW DO WE GET A GOOD CROSS



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1 SECTION OF FOLKS AREN'T LOOKING TO TAKE TRANSIT OR WHO ARE
2 MAYBE LOOKING AT IT BUT FIND DAUNTING. SO I THINK MY ANSWER S
3 WE DON'T QUITE HAVE THAT PLAN IN PLACE YET BUT THAT IS WHAT WE
4 WILL PUT TOGETHER AS PART OF PHASE TWO SO THAT WE ARE ABLE TO
5 TRY AND ASCERTAIN WHAT -- HOW PEOPLE ARE VIEWING THIS EFFORT
6 AND WHAT WILL BRING THEM -- YOU KNOW, WHAT WAS INTERESTING
7 ABOUT THE EARLIER PRESENTATION, WHAT WAS INTERESTING IS HOW
8 UNIVERSAL IT WAS. IT WAS, I THINK YOU COULD APPLY IT TO ANY
9 COUNTY IN THE REGION DEAR BUT THERE ARE GOING TO BE -- YEAH,
10 ANY COUNTY WITHIN THE REGION, BUT I THINK THERE ARE GOING TO
11 BE CERTAIN THINGS THAT TRIGGER DIFFERENTLY IN SONOMA THAN THEY
12 WOULD IN ALAMEDA. AND SO FIGURING OUT WHAT THOSE ARE, FIGURING
13 OUT WHETHER IT'S THE HEADWAYS, OR THE HOURS OF SERVICE, THE
14 REALTIME INFORMATION. YOU KNOW, WE DON'T HAVE BART. WE HAVE --
15 WE DON'T HAVE THE FREQUENCIES, SO HOW ARE WE REACHING OUT TO
16 PEOPLE TO FIND OUT THE TEN THINGS THAT MATTER, HOW DO THEY
17 RANK THOSE TEN THINGS.

18

19 **ALFREDO PEDROZA:** I APPRECIATE THAT. I THINK IT'S SUCH
20 IMPORTANT INFORMATION FOR THE REGION TO HAVE FOR THOSE THAT
21 ARE DOING IT SO AGAIN I COMMEND YOU FOR THAT. THANK YOU.

22

23 **JAMES P. SPERING, CHAIR:** IAN, YOU CAN WRAP THIS UP AND YOU CAN
24 BE OUR FINAL COMMENTER.

25



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1 **IAN GRIFFITHS:** I WANT TO COMMEND YOU. THANK YOU FOR SHARING
2 THIS. I THINK IT'S EXCITING WORK AND THE WAY YOU PRESENTED IT
3 IT'S SO CLEAR AND I REALLY APPRECIATE THE LEADERSHIP THAT YOUR
4 COUNTY IS SHOWING. AND I THINK WHAT'S MY OBSERVATION IS THE
5 FACT THAT, IT OCCURS TO ME THAT IT WOULD BE VERY DIFFICULT TO
6 HAVE THE REGIONAL OPERATORS, YOU MENTIONED SMART AND GOLDEN
7 GATE WERE NOT PART OF YOUR STUDY AND THAT MAKES SENSE BECAUSE
8 THEY GO BEYOND THE BORDERS OF YOUR COUNTY AND IT MAKES IT
9 DIFFICULT FOR ANY SINGLE COUNTY TO TAKE ON THE INTEGRATION OF
10 REGIONAL OPERATORS. THAT'S A UNIQUE ROLE THAT THIS LOOKS AT
11 THE SPECTRUM OF OPPORTUNITIES BUT REALLY FOCUSING ON REGIONAL
12 OPERATORS THAT NO INDIVIDUAL COUNTY CAN TAKE ON THOSE ISSUES
13 AND MTC IS UNIQUELY POSITIONED TO LOOK AT THAT. THANK YOU
14 AGAIN. I LOOK FORWARD TO SEEING THE METRICS COMING OUT OF THIS
15 WORK.

16

17 **SUZANNE SMITH:** THANK YOU.

18

19 **JAMES P. SPERING, CHAIR:** SUSAN. I APPRECIATE IT. IF I CAN HANG
20 ON FOR A MINUTE WE'LL TAKE PUBLIC COMMENTS ON THE LAST TWO
21 ITEMS AND THERE ARE ANY QUESTIONS. IF THE SPEAKERS COULD KEEP
22 THEIR COMMENTS DOWN TO A MINUTE OR MORE, WE WOULD APPRECIATE
23 IT. IF YOU NEED MORE THAT'S FINE TOO.

24

25 **WALLY CHARLES, CLERK:** ROLAND THEN ADINA. ROLAND, YOU FIRST.



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1

2 **SPEAKER:** CAN YOU HEAR ME?

3

4 **JAMES P. SPERING, CHAIR:** YES.

5

6 **SPEAKER:** OKAY. HANG ON. BEFORE I GET STARTED, I WANT TO SPEAK
7 ABOUT BART AND CALTRAIN INTEGRATION RIGHT NOW CALTRAIN ARE
8 HAVING MEETINGS [INDISCERNIBLE] LET ME START WITH THE NETWORK
9 MANAGER. I WOULD SAY THAT THE PROCEDURES FROM SONOMA COUNTY IS
10 ALL YOU NEED TO PROVE TO YOU THAT YOU DO NOT NEED A NETWORK
11 MANAGER. SO I WOULD SAY MOVING FORWARD LET'S SEE IF ANYBODY
12 CAN BE ON THEIR BEST BEHAVIOR AND FROM SONOMA COUNTY'S EXAMPLE
13 THEN WE'LL TALK ABOUT THE [INDISCERNIBLE] HAPPENING. ON THE
14 CAPITAL PROJECT, I WOULD -- TO YOU -- YOU DO NOT KNOW THIS
15 UNLESS YOU HAVE BEEN READING THE CORRESPONDENCE, THE PROJECT -
16 - [INDISCERNIBLE] IS A CATASTROPHE, 100% OVER BUDGET AND OVER
17 [INDISCERNIBLE] BUDGET WHEN YOU INCLUDE -- AM I DONE?

18

19 **JAMES P. SPERING, CHAIR:** NO. FINISH.

20

21 **SPEAKER:** LET ME WRAP UP HERE. OKAY. LET ME WRAP UP. THANK YOU.

22

23 **WALLY CHARLES, CLERK:** THANK YOU.

24

25 **SPEAKER:** I 'M DONE. THANK YOU.



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1

2 **JAMES P. SPERING, CHAIR:** OKAY. THANK YOU. ROLAND.

3

4 **WALLY CHARLES, CLERK:** ADINA.

5

6 **SPEAKER:** I'M GOING TO SPEAK AS THE -- [INDISCERNIBLE] POLICY
7 ADVISORY COUNCIL BODY FOR THE FARE INTEGRATION STUDY I WANT TO
8 REPORT A SIMILAR THING THEY REPORTED TO THE BODY AND POLICY
9 ADVISORY COUNCIL WHICH IS THAT THE BODY [AUDIO DIFFICULTIES]
10 [INDISCERNIBLE] IN THE STUDY HAS CONSISTENTLY SAID THAT THE
11 THINGS THAT RIDERS AND REPRESENTATIVES OF DIFFERENT GROUPS OF
12 RIDERS WANT TO SEE IS A GREATER LEVEL OF USER CONVENIENCE, A
13 GREATER LEVEL OF EASE OF USE, MORE INTEGRATION AND MORE EQUITY
14 EVEN IF IT REQUIRES MORE CHANGE OF OPERATORS. AND THEREFORE, I
15 WAS REALLY GLAD TO HEAR WHAT MR. KINSEY AND SPERING HAD TO SAY
16 IN TERMS OF MAINTAINING A FARE INTEGRATION BECAUSE WHILE THAT
17 STUDY HAS YET TO COME OUT WITH ITS RECOMMENDATIONS, WHEN THOSE
18 RECOMMENDATIONS COME OUT, THERE NEEDS TO BE WAYS OF
19 IMPLEMENTING. SO, HAVING A NETWORK MANAGEMENT BUSINESS CASE
20 STUDY -- [AUDIO DIFFICULTIES] [INDISCERNIBLE] IF THERE ARE
21 SOME MORE COMPREHENSIVE OPTIONS THAT ARE RECOMMENDED, THAT
22 THERE IS THE OPPORTUNITY TO HAVE INTUITIONS TO BE ABLE TO
23 DELIVER THE RESULTS THAT THAT MAY STUDY MAY RECOMMEND. THANK
24 YOU.

25



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1 **JAMES P. SPERING, CHAIR:** THANK YOU. WALLY?

2

3 **WALLY CHARLES, CLERK:** THERE IS NO MORE PUBLIC SPEAKERS.

4

5 **JAMES P. SPERING, CHAIR:** OKAY. THANK YOU. STEVE, REAL FAST.

6 DID YOU HAVE ANY WRAP UP COMMENTS? WE GOT EVERYBODY A LITTLE
7 OVERTIME HERE.

8

9 **STEVE KINSEY:** THANK YOU. NEXT MONTH I'LL GIVE YOU A PRELUDE
10 THAT WE WILL BE INTRODUCING THE CONSULTANT THAT WILL BE
11 WORKING WITH US WE'LL ALSO BE TAKING FIND ACTION ON THE
12 PRIMARY FOCUS FOR THE EVALUATION YOU MADE A LOT OF PROGRESS
13 TODAY. WE WILL MAKE SURE THERE ARE INCREASED DESCRIPTIONS TO
14 ADD MORE CLARITY AND WE'LL REPORT ON THE ONGOING INITIATIVES
15 THAT MTC AND THE PARTNERS ARE WORKING ON. WE'RE ALSO GOING TO
16 HAVE INPUT FROM THE DISCUSSION GROUPS THAT ARE HAPPENING
17 BETWEEN NOW AND THE NEXT MEETING, THAT WILL BE DISCUSSION
18 GROUPS OF TRANSIT DEPENDENT RIDERS AND THOSE WITH
19 DISABILITIES. AND WE WILL GET A REPORT FROM EMC ON THE POLL
20 RESULTS. SO ANOTHER ACTION PACKED MEETING. GREAT WORKING WITH
21 YOU TODAY.

22

23 **JAMES P. SPERING, CHAIR:** DO ANY TASK FORCE MEMBERS HAVE ANY
24 CLOSING COMMENT? WALLY, I CAN'T SEE A HAND RAISED.

25



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1 **WALLY CHARLES, CLERK:** IAN GRIFFITHS.

2

3 **JAMES P. SPERING, CHAIR:** IAN.

4

5 **IAN GRIFFITHS:** THIS IS ASSUMING THIS IS OTHER BUSINESS OR ALSO
6 THE RIDERSHIP REPORT THAT WAS SUBMITTED. SO SINCE OUR LAST
7 TASK FORCE MEETING THERE HAS BEEN SOME PRETTY MAJOR CHANGES IN
8 TERMS OF WHAT WE UNDERSTAND ABOUT RECOVERY, IN TERMS OF TIMING
9 OF, YOU KNOW, THE CALIFORNIA REOPENING, CLARITY ON
10 VACCINATIONS, PHASE TWO OF THE TRANSIT WORK WAS TRANSIT
11 RECOVERY AND HOW IT'S REOPENING AND THE TRANSIT SYSTEM AND I
12 DON'T KNOW IF THIS IS APPROPRIATE, BUT IT SEEMS LIKE AN
13 OPPORTUNITY TO REALIGN THE REOPENING OF TRANSIT SYSTEMS
14 PARTICULARLY WITH THE RECENT ANNOUNCEMENT OF BART BRINGING
15 BACK A SUBSTANTIAL AMOUNT OF NEW SERVICE IN AUGUST AND
16 SEPTEMBER AND THE OPPORTUNITY FOR COORDINATION EVER BRINGING
17 BACK SERVICE AMONG ALL THE OPERATORS AND THEN A COORDINATED
18 COME BACK TO TRANSIT PLAN THAT GOES ALONG WITH THAT TO
19 COMMUNICATE TO RIDERS THAT TRANSIT WILL BE THERE, AS YOU GO
20 BACK TO SCHOOL AS YOU GO BACK TO WORK. I'M SURE THESE EFFORTS
21 ARE GOING ON, BUT I FEEL LIKE GIVEN THIS IS A CORE GOAL OF THE
22 TASK FORCE, IT WOULD BE GREAT TO EITHER KNOW THAT THERE IS AN
23 OPPORTUNITY TO HEAR AN UPDATE ON WHAT THAT COME BACK TO
24 TRANSIT IS LOOKING AT THE FALL, AND/OR WHETHER IF THIS'S GOING



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1 TO HAPPEN AT MTC SEPARATELY, TO KNOW WHEN THAT IS GOING TO
2 HAPPEN. SO THAT'S MY COMMENT.

3

4 **JAMES P. SPERING, CHAIR:** YEAH. WE CAN GET A REPORT AT OUR NEXT
5 MEETING. THAT'S GOOD. AND I WANT TO THANK BOB POWERS FOR
6 RESTORING SERVICE AFTER THIS COMMITTEE, THE TASK FORCE
7 FINISHES IT'S WORK. APPRECIATE THAT BOB. WE'RE NOT DOING IT IN
8 JULY. THANK YOU FOR THE REPORT. ANY OTHER SPEAKERS.

9

10 **WALLY CHARLES, CLERK:** NO MORE SPEAKS.

11

12 **JAMES P. SPERING, CHAIR:** I WANT TO SAY THANK YOU TO EVERYONE
13 SUSAN GREAT REPORT. EVERYBODY, I APPRECIATE IT. WE
14 ACCOMPLISHED A LOT TODAY AND I LOOK FORWARD TO OUR NEXT
15 MEETING. IF YOU HAVE COMMENT GET THEM OFF TO STEVE PROPOSALS
16 ON NETWORK MANAGEMENT AND GET THOSE PROPOSALS TO STEVE BECAUSE
17 WE WOULD LIKE INVENTORY OF THOSE. THANK YOU EVERYONE. WE'LL
18 SEE YOU ALL AT OUR NEXT MEETING. [ADJOURNED]

19



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