

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



DECEMBER 12, 2025

1 **REGIONAL NETWORK MANAGEMENT COMMITTEE**

2 **FRIDAY, DECEMBER 12, 2025, 11:00 AM**

3

4

5 **V. CHAIR, CANDACE ANDERSON:** GOOD MORNING. IT'S STILL MORNING.

6 I WOULD LIKE TO WELCOME YOU TO OUR MEETING OF THE REGIONAL

7 NETWORK MANAGEMENT COMMITTEE OF FRIDAY DECEMBER 12TH. 2025.

8 THIS MEETING IS WEBCAST ON THE MTC WEB SITE REMOTE

9 PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED HAND

10 FEATURE OR DIAL STAR NINE AND YOU WILL BE CALLED UPON AT THE

11 APPROPRIATE TIME. TELECONFERENCE ATTENDEES CALLED UPON BY THE

12 LAST FOUR DIGITS OF THEIR PHONE NUMBER. ROLL CALL VOTE FOR ALL

13 ACTION ITEMS DUE TO REMOTE COMMITTEE MEMBER PARTICIPATION

14 TODAY. WILL THE CLERK CALL THE ROLL?

15

16 **BOARD CLERK:** JOHN-BAPTISTE IS ABSENT. ANDERSEN?

17

18 **V. CHAIR, CANDACE ANDERSON:** HERE.

19

20 **BOARD CLERK:** AHN?

21

22 **CHAIR EDDIE AHN, MTC PC:** HERE.

23

24 **BOARD CLERK:** BURT?

25



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1 **PAT BURT:** HERE.

2

3 **BOARD CLERK:** CANEPA?

4

5 **DAVID CANEPA:** HERE.

6

7 **BOARD CLERK:** EZZY ASHCRAFT? ABSENT. GIACOPINI NON-VOTING?

8

9 **DOREEN M. GIACOPINI:** HERE.

10

11 **BOARD CLERK:** LEE NON-VOTING IS ABSENT. MAHAN? IS ABSENT.

12 MASHBURN?

13

14 **MITCH MASHBURN:** HERE.

15

16 **BOARD CLERK:** SHAW, NOT VOTING?

17

18 **DIANE SHAW:** HERE.

19

20 **BOARD CLERK:** WE HAVE A QUORUM.

21

22 **V. CHAIR, CANDACE ANDERSON:** IT APPEAR REMOTE PARTICIPANTS ARE

23 NON-VOTE DOG WE NEED TO DO ROLL CALL VOTES?

24

25 **COUNSEL, KATHLEEN KANE:** YES.



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1

2 **V. CHAIR, CANDACE ANDERSON:** OKAY. SO BEFORE WE GO INTO OUR
3 AGENDA ITEMS TAKE A MOMENT TO CELEBRATE THAT MTC AND ABAG
4 THREAT OPERATORS ACHIEVED A VERY IMPORTANT MILESTONE THIS WEEK
5 FOR OUR NEXT GENERATION CLIPPER SYSTEM STARTING THIS PAST
6 WEDNESDAY CUSTOMERS WHO RODE ON ANY BAY AREA TRANSIT AGENCY
7 THAT ACCEPTS CLIPPER ARE ABLE TO USE THE CONTACTLESS DEBIT OR
8 CREDIT CARD TO PAY THEIR FARE AND ADDITIONAL FEATURES ARE
9 GOING TO CONTINUE TO BE. [ROLL CALL] ING OUT OVER THE NEXT
10 SEVERAL WEEKS. AGENDA ITEM TWO OUR CONSENT CALENDAR. AGENDA
11 ITEMS 2A THROUGH 2E DOES ANYONE WISH TO REMOVE ANY ITEM FOR
12 DISCUSSION? NOT SEEING ANY.

13

14 **DAVID CANEPA:** SO MOVED.

15

16 **CHAIR, ALICIA JOHN-BAPTISTE:** OKAY WE HAVE A MOTION AND A
17 SECOND TO GO FORWARD WITH THIS. IF WE COULD PLEASE DO A ROLL
18 CALL VOTE. OH PUBLIC COMMENT FIRST.

19

20 **BOARD CLERK:** THERE WAS NO WRITTEN CORRESPONDENCE RECEIVED ON
21 THIS ITEM AND THERE IS NO ONE IN THE BOARDROOM OR ZOOM WISHING
22 TO SPEAK ON THIS ITEM.

23

24 **V. CHAIR, CANDACE ANDERSON:** OKAY NOW CAN WE PLEASE HAVE A CALL
25 FOR THE VOTE.



1

2 **CLERK OF THE BOARD:** SURE. CHAIR JOHN-BAPTISTE IS ABSENT.

3 ANDERSEN?

4

5 **V. CHAIR, CANDACE ANDERSON:** YES.

6

7 **BOARD CLERK:** AHN?

8

9 **CHAIR EDDIE AHN, MTC PC:** AYE.

10

11 **BOARD CLERK:** BURT?

12

13 **PAT BURT:** YES.

14

15 **BOARD CLERK:** CANEPA?

16

17 **DAVID CANEPA:** AYE.

18

19 **BOARD CLERK:** EZZY ASHCRAFT? IS ABSENT. MAHAN? IS ABSENT.

20 MASHBURN? MOTION PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT.

21

22 **V. CHAIR, CANDACE ANDERSON:** OH.

23

24 **BOARD CLERK:** YOUR MIC.

25



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1 **V. CHAIR, CANDACE ANDERSON:** OKAY. I'M SORRY. I MISSED THAT.

2

3 **BOARD CLERK:** YOUR MIC WAS NOT ON.

4

5 **V. CHAIR, CANDACE ANDERSON:** MY MIC WAS NOT ON. PASSES

6 UNANIMOUSLY BY ALL MEMBERS PRESENT THANK YOU FOR REMINDING ME

7 TO TURN MY MIC BACK ON. NOW WE'RE GOING TO MOVE TO AGENDA ITEM

8 THREE A A VERY INTERESTING RELATIVE ITEM TRANSPORTATION

9 IMPACTS OF TRANSIT SERVICE INTERRUPTIONS WHICH UNFORTUNATELY

10 WE HAVE HAD SEVERAL OVER THE LAST FEW MONTHS. KEVIN CHEN IS

11 GOING TO PRESENT THIS INFORMATION ITEM.

12

13 **BOARD CLERK:** GOOD MORNING COMMISSIONER MY NAME IS KEVIN CHEN

14 MTC ABAG STAFF HERE TO PRESENT TRANSPORTATION IMPACTS OF

15 TRANSIT SERVICE INTERRUPTIONS. NEXT SLIDE. OUR TRANSPORTATION

16 SYSTEM IS REALLY A NETWORK WITH CARS, BUSES, TRANSIT BIKES AND

17 MORE REALLY WORKING TOGETHER TO MOVE PEOPLE. ANY INTERRUPTION

18 IN ONE MODE OF TRAVEL WHETHER ON HIGHWAY OR A MAJOR TRANSIT

19 SYSTEM LIKE BART IS REALLY GOING TO TRANSLATE INTO IMMEDIATE

20 IMPACTS ON THE REST OF THE SYSTEM. SO, TO DEMONSTRATE THE

21 INTERCONNECTEDNESS OF OUR TRANSPORTATION SYSTEM, WE DO HAVE

22 SOME INFORMATION FROM THE RECENT BART SERVICE INTERRUPTIONS TO

23 SHARE WITH YOU, AND THESE INCLUDE SYSTEM WIDE OUTAGES IN MAY,

24 ON MAY 9TH, AS WELL AS ON SEPTEMBER 5TH. BOTH OCCURRED ON

25 FRIDAY MORNINGS DURING THE COMMUTE HOURS. SO, WHILE THERE WERE



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1 ALSO OTHER LESS SEVERE SERVICE INTERRUPTIONS THROUGHOUT THE
2 YEAR, OUR FOCUS IS REALLY ANALYZING THOSE TWO PARTICULAR DAYS,
3 BECAUSE THEY HAD THE MOST SIGNIFICANT IMPACTS ON OUR SYSTEM. I
4 DO WANT TO ALSO PREFACE THAT THIS ANALYSIS IS NOT A VERY
5 EXTENSIVE COMPREHENSIVE STUDY STAFF DID ANALYSIS BASED ON
6 AVAILABLE DATA TO GIVE A SNAPSHOT OF WHAT HAPPENED OUT THERE.
7 THE ANALYSIS REALLY SHOWED THAT THIS, NOT SURPRISINGLY ON OUR
8 HIGHWAY, VEHICLE MILES TRAVELED HAD INCREASED BOTH DAYS. THE
9 ORIGINAL CONGESTION SPIKED ON FREEWAYS AND BRIDGES ACROSS THE
10 BOAR. OTHER TRANSIT OPTIONS ALSO CLIMBED REALLY DEMONSTRATING
11 THAT MANY OF THE RIDERS WERE SERVED BY OTHER TRANSIT OPTIONS
12 WHEN BART WAS OUT OF SERVICE. NEXT SLIDE PLEASE. SO, THIS
13 SLIDE SHOWS A COMPARISON OF THE BAY AREA-WIDE VEHICLE MILES OF
14 TRAVEL ON OUR HIGHWAY SYSTEM. ON THE LEFT-HAND SIDE WE HAVE
15 TYPICAL FRIDAY CONDITIONS FROM THE SPRING, THAT'S ON THE LEFT
16 MOST COLUMN, THAT'S ABOUT 90 MILLION FOR REGULAR FRIDAY IN THE
17 SPRING. AND THEN FOR FALL, THE SECOND DATA POINT IS ABOUT 92
18 MILLION. SO, WHEN BART HAD THE SERVICE INTERRUPTION ON MAY
19 9TH, THE REGIONAL VMT WAS INCREASED TO 93 MILLION, WHICH WAS
20 ABOUT 3% INCREASE. THEN ON SEPTEMBER 5TH, THE INCREASE WAS
21 EVEN MORE SIGNIFICANT, IT WENT UP TO 97 MILLION, AND THAT WAS
22 AN 8% INCREASE. I DO WANT TO EMPHASIZE THAT THE 3 AND 8%
23 INCREASE IS SIGNIFICANT TO VMT WE DO HAVE REGIONAL AND STATE
24 GOAL TO REDUCE VMT SO THIS IS DEFINITELY SOMETHING WE WANT TO
25 AVOID. NEXT SLIDE PLEASE. SO, NEXT WE LOOKED AT THE TRAFFIC ON



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1 OUR BRIDGES, IN PARTICULAR, SOME OF THE CONGESTED BRIDGE
2 CORRIDORS IN OUR REGION, INCLUDING THE BAY BRIDGE, HAYWARD SAN
3 MATEO BRIDGE AS WELL AS DUMBARTON BRIDGE. THESE PARTICULAR
4 CHARTS SHOWS TOTAL VEHICLE TRAFFIC FROM 5:00 IN THE MORNING
5 UNTIL NOON. GOING FROM LEFT TO RIGHT, THE BLUE BAR SHOWS THE
6 TYPICAL FRIDAY CONDITIONS WITHOUT REGULAR TRAFFIC, THEN THE
7 TWO FRIDAY THAT WE EXPERIENCED BART SERVICE DISRUPTIONS.
8 INCREASE ON BAY BRIDGE WAS 3 TO 7% FOR TWO DAYS, HAYWARD SAN
9 MATEO BRIDGE INCREASE 13% AND 2% RESPECTIVELY. LAST BUT NOT
10 LEAST WAS OF THE DUMBARTON BRIDGE INCREASE WAS 12% AND 9%. ON
11 THESE CORRIDOR ARE ONES AS WELL AS HIGHWAYS WHEN IT'S
12 CONGESTED ANY INCREASE IN VEHICLE TRAFFIC IS GOING TO TRIGGER
13 SIGNIFICANT INCREASE IN DELAY. WE ZOOM IN MORE TO LOOK AT
14 IMPACTS ON THE BAY BRIDGE DURING PEAK COMMUTE HOUR. THE BAY
15 BRIDGE IS DEFINITELY ONE OF THE MOST CONGESTED CORRIDORS IN
16 THE REGION, AND IT'S THE MOST HEAVILY USED BRIDGE IN THE BAY
17 AREA. SO, ON THE BRIDGE, ITSELF, THE INCREASED DELAY WAS ABOUT
18 NINE MINUTES. THE QUEUE GOT A MILE LONGER ON THE BRIDGE AND AS
19 WE LOOKED ON THE EAST BAY SIDE, WE HAVE THREE MAJOR APPROACHES
20 FEEDING ON TO THE BRIDGE. ON 880, THE INCREASE WAS DELAY THREE
21 MINUTES. THE QUEUE WAS ABOUT ANOTHER MILE LONGER, THEN ON THE
22 580 APPROACH, GOING TO THE BRIDGE, THAT HAD THE MOST
23 SIGNIFICANT DELAY INCREASE OF ABOUT 12 MINUTES. AND THE QUEUE
24 GOT LONGER BY ABOUT THREE AND A HALF MILES. LAST BUT NOT LEAST
25 WAS THE I-80 APPROACH ON THE BERKELEY AREA, AND THAT DELAY



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1 INCREASE WAS ABOUT SEVEN MINUTES, AND THE QUEUE WAS MUCH
2 LONGER THERE CLOSE TO SEVEN MILES OR SO. THESE ARE THE -- ALSO
3 I MENTION THAT EACH OF THESE APPROACHES GOING TO THE BRIDGE
4 ALSO SERVE A NUMBER OF TRANSBAY ROUTES. FOR EXAMPLE, THE 880
5 DOES SERVE ROUTES FROM ALAMEDA, LIKE THE O AND W FROM AC
6 TRANSIT, THE 580 APPROACH SERVES A LOT OF ROUTES FROM OAKLAND,
7 INCLUDING ANNEXES AND THE PS AND THE V'S. THE 880 APPROACH HAS
8 THE MOST BUSES, INCLUDING A LOT OF BUSES FROM AC TRANSIT, AS
9 WELL AS THE WESTCAT TRANSBAY SERVICES, WITH OVER TEN BUSES AN
10 HOUR, SO NOT ONLY THEY'RE IMPACTING TRAFFIC BUT IMPACTING OUR
11 BUSES. NEXT SLIDE. THIS IS A DIFFERENT WAY OF LOOKING AT
12 IMPACT. THE CHART ON THE LEFT SHOWS TRAVEL TIMES BASICALLY
13 THROUGHOUT THE DAY ON THE BAY BRIDGE FROM THE TOLL PLAZA TO
14 SAN FRANCISCO NEARBY 101 INTERCHANGE. AGAIN FOCUS ON WESTBOUND
15 DIRECTION IN THE MORNINGS ARE COMPARING TO TYPICAL FRIDAY.
16 TYPICAL FRIDAY BLUE LINE AT THE BOTTOM, ON A REGULAR DAY ON
17 FRIDAY PEAK TRAVEL TIME 7 TO 8:00 IT PICKS UP ABOUT 15 MINUTES
18 INTO THEN YOU START TO EASE CONGESTION AFTER THAT BUT DURING
19 THOSE DAYS WITH BART'S SERVICE INTERRUPTIONS WE SAW
20 SIGNIFICANT INCREASE IN DELAY DURING THE PEAK AND EVEN MORE SO
21 DURATION OF CONGESTION GOT LONGER INTO THE DAY. CONGESTION ON
22 MAY 9TH AND SEPTEMBER 5TH, GOING UP WELL INTO THE LATE MORNING
23 IN TERMS OF TRAVEL TIME THEN DON'T RECOVER TO FREE FLOW
24 CONDITIONS THENS AFTERNOON CONGESTION WOULD PICK UP AFTER THAT
25 THEN WE HAVE INCREASE IN PEAK HOUR DELAY AS WELL AS MUCH



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1 LONGER DURATION OF CONGESTION ON THOSE TWO DAYS. THE DOTTED
2 LINE SHOWING MAY 9TH WHERE YOU CAN SEE THE SHARP SPIKE IN
3 TRAVEL TIME STARTING AT 10:00 THERE WAS AN INCIDENT NEARBY ON
4 THE TOLL PLAZA THAT EXACERBATED THE CONGESTION THERE ON THAT
5 DAY. NEXT SLIDE. SHIFTING TO TALK ABOUT TRANSIT THESE CHARTS
6 SHOW COMPARISON OF CLIPPER CARD TRANSACTION DATA IT REPRESENTS
7 THE VAST MAJORITY OF RIDERSHIP BUT NOT ALL, CASH PAYER ARE NOT
8 ACCOUNTED FOR HERE BUT IT DOES ACCOUNT FOR THE MAJORITY OF THE
9 TRANSIT RIDERSHIP. MAY 9TH, THE CHART ON THE LEFT-HAND SIDE
10 SHOWS THAT THE BART RIDERSHIP WAS DOWN BY ABOUT 39%, AND THEN
11 THE AC TRANSIT RIDERSHIP WAS UP BY ABOUT 18% ON THAT DAY. MUNI
12 WAS SLIGHTLY DOWN, PROBABLY BECAUSE THERE IS LESS RIDERS THAT
13 MADE IT INTO THE CITY. FERRY, A PRETTY SIGNIFICANT INCREASE OF
14 ABOUT 31%. ON SEPTEMBER 5TH, THE TREND WERE MORE OR LESS THE
15 SAME. NEXT, PLEASE. ONE MORE POINT ON THE PREVIOUS SLIDE,
16 WHILE WE SAW A LOT OF TRAFFIC SHIFT TO DRIVING THAT RESULTED
17 IN INCREASE IN TRAFFIC, WE ALSO SAW A LOT OF INCREASE TO THE
18 TRANSIT, TO OTHER TRANSIT MODES AND FORTUNATELY OUR SYSTEM HAS
19 THE RESILIENCE TO REALLY ABSORB THE ADDITIONAL RIDERS ON THOSE
20 DAYS. SO, NOW ON THIS SLIDE, WE WANT TO TALK A LITTLE BIT MORE
21 ABOUT THE MORNING COMMUTE ON THE TRANSBAY BUS ROUTES. THE
22 CHART ON THE LEFT SIDE SHOWS TRAVEL TIMES ON SOME OF THE --
23 LET'S JUST SAY REPRESENTATIVE ROUTES. SO WE PICKED A FEW
24 ROUTES THAT HAVE FAIRLY GOOD RIDERSHIP AND FREQUENT SERVICE,
25 EAST BAY FOLKS COMING INTO THE CITY. ON ROUTE NL, ONCE THEY



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1 GOT ON TO THE FREEWAY, NORMALLY TAKES ABOUT 15 MINUTES ON A
2 FRIDAY BUT ON THOSE TWO FRIDAY IT TOOK AN EXTRA FIVE MINUTES,
3 AND THAT'S A 33% INCREASE IN TRAVEL TIME, PRETTY SIGNIFICANT.
4 WE ALSO LOOKED AT ROUTE O AND F BOTH ALSO HAVE INCREASE IN
5 DELAY DURING THOSE FRIDAY. THE CHARTS ON THE RIGHT SIDE IS THE
6 HEAT MAP THAT SHOWS THE SPEEDS OF THE BUSES ON, BASICALLY FOR
7 THE ROUTE BETWEEN OAKLAND, OAKLAND EMERYVILLE IN SAN
8 FRANCISCO. THIS IS KIND OF LIKE WHAT YOU SEE ON GOOGLE MAPS IN
9 TERMS OF TRAFFIC BUT THIS IS SPECIFICALLY HOW THE SPEEDS OF
10 THE TRANSIT BUSES EXPERIENCE. SO THE CHART ON THE TOP SHOWS
11 THAT ON A TYPICAL FRIDAY ONCE ON THE FREEWAY THERE IS NOT MUCH
12 CONGESTION BUT SEPTEMBER FIVE 5TH CONGESTION RIGHT AROUND
13 EMERYVILLE, AT THE CURVE THERE AS WELL AS ADDITIONAL DELAYS
14 RIGHT AFTER THE TOLL PLAZA AREA. THEN THE CHART ON THE LOWER
15 LEFT CORNER SHOWS THE BUS RIDERSHIP FOR ALL THE TRANSBAY
16 ROUTES FROM AC TRANSIT. SO, ON MAY 5TH -- SORRY -- MAY 9TH,
17 RIDERSHIP INCREASED FROM AROUND 12 HELPED TO 3200 ON THAT
18 FRIDAY. THAT WAS 150% INCREASE. THEN SEPTEMBER FOR THE BART
19 SERVICE OUTAGE INCREASE WAS ABOUT 58%. I WANT TO NOTE THE DATA
20 WE WERE ABLE TO GET FROM AC TRANSIT IN SEPTEMBER 5TH, ACTUALLY
21 HAD SOME DATA LIMITATIONS OR THE ACTUAL RIDERSHIP WOULD HAVE
22 BEEN MUCH HIGHER IF WE WERE ABLE TO ACCOUNT FOR ALL OF THE
23 RIDERSHIP DATA. NEXT SLIDE PLEASE. SO, IN CLOSING, I JUST WANT
24 TO REITERATE AGAIN THAT OUR TRANSPORTATION SYSTEM IS REALLY A
25 NETWORK WORKING TOGETHER. AND WE REALLY NEED TO HAVE A ROBUST



1 AND CONTINUAL SYSTEM MANAGEMENT APPROACH SO THAT WE CAN MORE
2 EFFECTIVELY SERVE THE TRAVELERS IN THE BAY AREA. WE NEED TO
3 HAVE SOME REDUNDANCY IN OUR TRANSPORTATION SYSTEM SO THAT WHEN
4 INTERRUPTIONS LIKE THESE HAPPEN TO ONE MODE OF TRAVEL, WE HAVE
5 OTHER RELIABLE OPTIONS TO CONTINUE TO SERVE OF THE PUBLIC. AND
6 REALLY BE RESILIENT DURING THOSE CIRCUMSTANCES. MOVING FORWARD
7 WE WILL CONTINUE TO COLLECT DATA AND MONITOR TRAFFIC
8 CONDITIONS OUT THERE WHICH WILL HELP US BETTER UNDERSTAND OUR
9 SYSTEM AND THEN TO REALLY ALLOWS TO COLLABORATE WITH OUR
10 PARTNERS TO IDENTIFY AND PRIORITIZE IMPROVEMENTS THAT REALLY
11 ALIGN WITH PLANNED BAY AREA. MTC IS ALSO LEADING A NUMBER OF
12 REGIONAL TRANSIT PRIORITY EFFORTS, INCLUDING THE DEVELOPMENT
13 OF A REGIONAL TRANSIT PRIORITY POLICY. WE ALSO HAVE PLANNING
14 EFFORTS, SUCH AS THE TRANSIT PRIORITY ROADWAY ASSESSMENT,
15 WHICH EVALUATE HOW TRANSIT IS PERFORMING ON ROADWAYS
16 THROUGHOUT THE REGION AND COMBINED WITH PLANNED BAY AREA 2050+
17 THAT WILL INFORM OUR FUNDING PRIORITIES. WE ALSO HAVE A GRANT,
18 TECHNICAL ASSISTANCE PROGRAM, TO HELP LOCAL AGENCIES TO
19 DELIVER TRANSIT PRIORITY PROJECTS. LAST BUT NOT LEAST WE'RE
20 ALSO LEADING THE DELIVERY OF A NUMBER OF FORWARD PROJECTS
21 FOCUSING ON THE CONGESTED BRIDGE CORRIDORS SUCH AS BAY BRIDGE
22 FORWARD, RICHMOND SAN RAPHAEL FORWARD AND THEN FORWARD
23 PROJECTS THOSE FOCUS ON TRANSIT PRIORITY HOW WE REDUCE DELAY
24 TIME FOR BUSES AND CAR SO THAT WE CAN ENCOURAGE YOUR DRIVE. SO
25 THIS CONCLUDES MY PRESENTATION NEXT ITEM ON THE AGENDA IS



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1 REGIONAL TRANSIT COMMUNICATIONS TOUCHING ON TRANSIT AGENCIES
2 INFORMING RIDERS ABOUT TRAVEL ALTERNATIVES DURING SERVICE
3 INTERRUPTIONS. HAPPY TO ANSWER QUESTIONS

4

5 **V. CHAIR, CANDACE ANDERSON:** ANY QUESTIONS? SHAW?

6

7 **DIANE SHAW:** THIS IS GOOD NOTHING HERE IS SURPRISING BUT IT'S
8 GOOD TO SEE ON PAPER I HAVE A QUESTION ON SLIDE FIVE WHERE YOU
9 TALK ABOUT DELAY I THINK IT WAS 12 MINUTES ON THE BRIDGE I
10 THINK 580 CORRIDOR AND WITH THEN NINE MINUTES ELSEWHERE THAT
11 DELAY REALLY WAS 12 PLUS NINE CORRECT BECAUSE IT WAS NINE
12 MINUTES DELAY ON THE BRIDGE 12 MINUTES ON 580. SO THE EFFECT
13 TO THE DRIVER WAS REALLY 21 MINUTES. AM I UNDERSTANDING THAT
14 CORRECTLY.

15

16 **SPEAKER:** THAT'S CORRECT WANT TO ADD THAT THESE ARE INCREASED
17 DELAY COMPARED TO TYPICAL FRIDAY.

18

19 **DIANE SHAW:** I WILL POINT OUT CAN MAKES A HUGE DIFFERENCE
20 BECAUSE WE OBVIOUSLY DON'T HAVE AS MANY PEOPLE GOING INTO THE
21 OFFICE I HAPPEN TO BE ON 580 THAT DAY, WAY DOWN BY ALAMEDA
22 ACCORDING TO ALAMEDA IN TRAFFIC THAT DAY WAS BACKED UP SO A
23 WHOLE BUNCH OF DELAY JUST ON THE 580 CORRIDOR BECAUSE IT
24 BACKED UP TRAFFIC ALL THE WAY TO 238 INTO THE 680s WHICH WAS
25 WAY DOWN THAT DOESN'T REFLECT THAT. BUT IT'S IMPORTANT TO HAVE



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1 THESE SYSTEMS PEOPLE CAN RELY ON, FOR AC TRANSIT WE SAW 18%
2 INCREASE ON ONE OF THOSE DAYS. WE HAD GOTTEN RID OF SOME OF
3 OUR TRANSBAY ROUTES. SO, THE TRANSBAY ROUTES WE HAVE ARE MOST
4 HE IN THE NORTH BAY, WE GOT RID OF ALL THE ONES WE HAD IN THE
5 SOUTH BAY BECAUSE WE WERE TRYING NOT TO DUPLICATE SERVICES,
6 BUT I THINK THIS KIND OF SHOWS HOW -- AND WE'RE HAVING TO ADD
7 MORE TRANSBAY SERVICE, SO, EFFECTIVE IN JANUARY WE'RE ADDING
8 MORE BECAUSE OUR BUSES ARE OVERCROWDED ON THREE DIFFERENT
9 LINES. I THINK THAT THIS SHOWS HOW IMPORTANT IT IS TO BE ABLE
10 TO HAVE THAT RESILIENT SERVICE IN BOTH -- HAVE BOTH THINGS
11 THERE IN CASE SOMETHING HAPPENS TO EITHER ONE OF THE TRANSIT
12 SYSTEMS. AND THEN MY LAST QUESTION FOR YOU IS, YOU HAVE EVER
13 DONE -- BECAUSE IN -- LIKE I SAID THIS IS GOOD TO SEE, YOU
14 HAVE EVER DONE THIS WHEN THERE IS A MAJOR ISSUE ON THE
15 HIGHWAY, ON WHAT THE EFFECT IS AND WHETHER PEOPLE MOVED WHEN
16 THERE WAS A BIG ACCIDENT ON THE BAY BRIDGE FOR EXAMPLE, DID
17 MORE PEOPLE MOVE OVER TO TRANSIT TO GET TO WORK THAT DAY? YOU
18 HAVE EVER DONE THAT I THINK ABOUT DOING NA IN THE FUTURE I
19 THINK IT WOULD BE BREASTING TO SEE IF WE HAD A MAJOR DELAY ON
20 ONE OF THE BRIDGES WHAT THE EFFECT WAS.

21

22 **KEVIN CHEN:** YEAH, HI. THE SHORT ANSWER IS WE LOOK AT IMPACTS
23 FROM TIME TO TIME DEPENDING ON THE SEVERITY OF THE
24 INCIDENTALY AND LEVEL OF IMPACT. BUT WE WENT DO HAVE THAT IN
25 THIS PRESENTATION, BUT SOMETHING WE DEFINITELY ARE VERY



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1 MINDFUL AND TRY TO BE READY, ON THE GO TO EVALUATE THOSE OF
2 SITUATIONS.

3

4 **DIANE SHAW:** IT WOULD BE GOOD IF WE COULD SEE THAT WHEN WE DO
5 THIS. IT WILL INEVITABLY BE SOMETHING IN THE FUTURE IT WOULD
6 BE GREAT TO SEE THE SAME TYPE OF ANALYSIS DONE. THANK YOU VERY
7 MUCH. I APPRECIATE IT.

8

9 **V. CHAIR, CANDACE ANDERSON:** OKAY. THANK YOU SO MUCH DIANE. ANY
10 OTHER COMMENTS? I'LL GO PUBLIC COMMENT DO WE HAVE PUBLIC
11 COMMENTS?

12

13 **GINA PAPAN:** MAY I?

14

15 **V. CHAIR, CANDACE ANDERSON:** PLEASE.

16

17 **GINA PAPAN:** THANK YOU VERY MUCH. DO WE EVER LOOK AT FINANCIAL
18 IMPACT? SO THIS NEGATIVELY AFFECTED MUNI WHO IS HURTING
19 GREATLY, AND I KNOW WE DON'T GET INTO THE WHY OF ALL THIS,
20 BUT, AS FAR AS REPORTING THE FINANCIAL IMPACTS, DO WE GET INTO
21 IT? DO WE WANT TO GET INTO IT? BECAUSE, I MEAN, I UNDERSTAND
22 SOME OF THESE, SAN FRANCISCO, THE BUSINESSES WERE HURT
23 GREATLY, MUNI, AGAIN, IS ON LIFE SUPPORT, SORRY TO SAY
24 [LAUGHTER] BUT, YEAH, THE OVERALL IMPACT.

25



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1 **LISA KLEIN:** GOOD AFTERNOON. GOOD MORNING -- AFTERNOON NOW.
2 LISA KLEIN DEPUTY EXECUTIVE DIRECTOR FOR MOBILITY. WE
3 TYPICALLY HAVEN'T LOOKED AT ECONOMIC IMPACT IT'S SOMETHING WE
4 SECOND POTENTIALLY LOOK AT, BUT IT'S NOT SOMETHING IN OUR
5 REGULAR SCOPE. SO, IT'S SOMETHING WE COULD THINK ABOUT. YOU
6 KNOW, I THINK THE IMPACT FROM ONE TIME EVENT IS A ONE TIME
7 EVENT, TO THE EXTENT THAT WE ARE REALLY THINKING ABOUT HOW
8 IMPORTANT TRANSIT IS TO OUR REGIONAL ECONOMY, I THINK THAT
9 THERE IS, YOU KNOW, A LOT OF INTEREST THERE, AND MAYBE THAT'S
10 THE CONNECTION. IN FACT I DO, I BELIEVE THAT SB63 LEGISLATION
11 DOES REQUIRE A LOOK AT THE IMPORTANT OF TRANSIT TO THE
12 REGION'S ECONOMY, THE ROLE OF TRANSIT.

13

14 **GINA PAPAN:** IF I CAN, I'M VERY SURE THAT THEY HAVE NOSE
15 NUMBERS IT WOULDN'T BE DIFFICULT TO OBTAIN THEM. THEY'RE MORE
16 THAN WILLING TO SHARE WHAT MONEY THEY LOST THAT DAY. I THINK
17 SEVERAL OTHER OPERATORS WERE IMPACTED. IT GIVES US AN
18 OVERVIEW. WE DON'T WANT TO SEE ANYBODY FAIL, BUT WE ALSO HAVE
19 TO BE AWARE OF THE BOTTOM LINE FOR A LOT OF THESE. AND AS
20 DIANE POINTED OUT, THERE WAS IMPACT THAT WASN'T COVERED THAT
21 REALLY IS IMPORTANT TOO, BECAUSE IT HITS THEIR BOTTOM LINE. SO
22 IT'S SOMETHING -- I KNOW THE INFORMATION IS AVAILABLE, BECAUSE
23 THEY ALL ARE WAVING THE FLAG, AS TO WHAT THIS IS WHAT IT COST
24 US THAT DAY. BUT I THINK TO BE MORE INFORMATIVE, THAT
25 INFORMATION MIGHT BE HELPFUL TO THIS GROUP AS WE MOVE FORWARD.



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1

2 **LISA KLEIN:** YEAH, I APPRECIATE THE CLARIFICATION. I REALIZE, I
3 WAS TALKING ABOUT THE ECONOMIC IMPACT ON BUSINESSES.

4

5 **GINA PAPAN:** THAT WAS MY FAULT.

6

7 **LISA KLEIN:** AND YOU'RE TALKING ABOUT REVENUE LOSSES TO THE
8 OPERATOR. THAT INFORMATION IS READILY AVAILABLE AND WE CAN GET
9 IT.

10

11 **GINA PAPAN:** THAT WAS MY FAULT. I DID MENTION THAT.

12

13 **SUE NOACK:** I WANT TO EXPAND ON THAT. THE ECONOMIC IMPACT OF AN
14 INTERRUPTION LIKE THAT OR LONG-TERM INTERRUPTION WOULD BE
15 GREATER ECONOMICALLY FOR BUSINESSES THAN IT NECESSARILY IS FOR
16 THE TRANSIT AGENCY. SO, I JUST WANTED TO MAKE SURE WHAT WE
17 WERE ANALYZING THERE. SO, THANKS.

18

19 **V. CHAIR, CANDACE ANDERSON:** THANK YOU SO MUCH. DO WE HAVE ANY
20 PUBLIC COMMENT?

21

22 **BOARD CLERK:** THERE IS NO WRITTEN CORRESPONDENCE RECEIVED ON
23 THIS ITEM. WE HAVE ONE MEMBER OF THE PUBLIC IN THE BOARDROOM
24 THAT WOULD LIKE TO SPEAK, AND TWO MEMBERS IN ZOOM. HOW MUCH
25 TIME WOULD YOU LIKE TO GIVE?



1

2 **V. CHAIR, CANDACE ANDERSON:** LET'S TO ONE MINUTE, PLEASE.

3

4 **BOARD CLERK:** ONE MINUTE. OKAY. FIRST UP IS GOING TO BE ADINA
5 LEVIN. FOLLOWED BY ADINA D, THEN ROLAND.

6

7 **ADINA LEVIN:** ADINA LEVIN, CHAIR OF THE REGIONAL MANAGEMENT
8 CUSTOMER ADVISORY GROUP SPEAKING WITH A SEAMLESS HAT, THE
9 INTRO TAKES UP HALF MY TIME. AND I JUST WANTED TO, ON THIS
10 TOPIC, WITH A SEAMLESS HAT TO POINT OUT WHAT YOU PROBABLY
11 ALREADY KNOW WHICH IS THE REAL VISIBILITY OF THESE ISSUES,
12 ESPECIALLY THIS YEAR, THIS COMING YEAR, WITH THE BALLOT
13 MEASURE BEING SLATED FOR NOVEMBER. WE GOT SOME PRESS CALLS ON
14 THIS, AND, YOU KNOW, ONE OF THE THINGS THAT THIS REALLY
15 EMPHASIZES IS MAKING SURE THAT OUR PUBLIC TRANSPORTATION
16 SYSTEM KEEPS RUNNING BECAUSE WHEN THERE IS AN OUTAGE, YOU CAN
17 SEE THE COST AND INCONVENIENCE IN TRAFFIC CONGESTION AS WELL
18 AS FOR PEOPLE THAT CAN'T USE TRANSIT. ANOTHER THING THAT WAS
19 HELPFUL WAS THE BART BOARD HEARD A REALLY IN-DEPTH UPDATE ON
20 THE INVESTIGATION INTO THE ROOT CAUSE AND WHAT THEY WERE DOING
21 TO ADDRESS WHICH IS REALLY IMPORTANT FOR PEOPLE TO HAVE
22 PERCEPTION THAT OUR SYSTEM IS TAKING THESE VERY RESPONSIBLY
23 AND ADDRESSING THE ISSUES. THANK YOU.

24

25 **BOARD CLERK:** OUR NEXT SPEAKER IS GOING TO BE ALETA DUPREE



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1 FOLLOWED BY ROLAND. ALETA GO AHEAD AND UNMUTE YOURSELF.

2

3 **SPEAKER:** THANK YOU TO THE CHAIR. ALETA ADMIT FOR THE RECORD,
4 SHE AND HER WITH TEAM FOLDS REPRESENTING SKIRT FOLDS. THIS
5 ISN'T EASY. IT REALLY IS. IT'S MOSTLY ABOUT BART AND IT'S NOT
6 EASY BECAUSE I LIKE BART A LOT, I LIKE BART ALMOST AS MUCH AS
7 THE NEW YORK CITY SUBWAY AND I DO ENGAGE WITH BART ABOUT
8 IMPACTS OF SERVICE DISRUPTIONS AND SERVICE DISRUPTIONS HAPPEN
9 ON MANY DIFFERENT SYSTEMS AND YES FROM TIME TO TIME THEY DO
10 HAPPEN IN NEW YORK. BUT WHERE DO WE GET REDUNDANCY IN NEW YORK
11 YOU CAN OFTEN GET AROUND THE PROBLEM BECAUSE THEY HAVE A LOT
12 OF DIFFERENT ROUTES AND SERVICES AND THEY HAVE EXPRESS TRACKS
13 AND ALM KIND OF INTERSECTIONS THAT THEY CAN USE TO MOVE TRAINS
14 AROUND THE. WE CAN'T DO THAT HERE. I WAS IN THE PENINSULA THAT
15 DAY BUT THAT STILL KEPT ME FROM ACKNOWLEDGE TO SAN FRANCISCO.
16 THANK YOU.

17

18 **BOARD CLERK:** THANK YOU. OUR LAST SPEAKER IS GOING TO BE
19 ROLAND. GO AHEAD AND UNMUTE YOURSELF.

20

21 **SPEAKER:** THANK YOU. AND, REALLY, THANK YOU FOR THIS REPORT. I
22 THINK THIS IS WONDERFUL BUSINESS CASE FOR ANOTHER TRANSBAY
23 RAIL CROSSING THAT USES DIFFERENT TECHNOLOGY, BUT WE DON'T
24 HAVE \$20 BILLION LAYING AROUND RIGHT NOW. SO, I'M GOING TO
25 VERY QUICKLY INTRODUCE YOU TO CROSS RAIL, MIGHT HAVE A



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1 SOLUTION. IT'S A LINE THAT CONNECTS A RAIL TO COMMUNITIES ON
2 EAST SIDE OF LONDON 70 MILES LONG EIGHT NEW UNDERGROUND
3 STATIONS OVER 13 MILES OF TUNNELS AND CENTRAL LONDON CURRENT
4 RIDERSHIP IS 800,000 A DAY OR 30% ABOVE PROJECTIONS ADDRESSING
5 THIS IN ADDITION TO -- TRANSFER LONDON OWNS ASSETS AND
6 MAINTAINS CONTROL OF THE SCHEDULES THE LINE IS OPERATING UNDER
7 CONCESSION AGREEMENT FOR \$250 MILLION A YEAR 507 YEAR CON
8 SENSATION WENT TO HONG KONG MTR BUT THERE WERE ISSUES WITH
9 FUNCTIONALITY TO THE NEW CONCEPTION AWARDED TO TOKYO SUMITOMO.
10 THANK YOU.

11

12 **BOARD CLERK:** THAT WAS OUR LAST PUBLIC SPEAKER.

13

14 **V. CHAIR, CANDACE ANDERSON:** THANK YOU. ANYONE ELSE WISHING TO
15 MAKE FINAL COMMENTS? WITH THAT THANK YOU FOR THE PRESENTATION
16 THIS IS ACTION ITEM 3B. WE HAVE KHRISTINA WENZINGER OF MTC,
17 ALICIA TROST OF BART, ARE GOING TO PRESENT THIS INFORMATION
18 ITEM FOR US.

19

20 **KHRISTINA WENZINGER:** GOOD MORNING COMMITTEE MEMBERS. MY NAME
21 IS KHRISTINA WENZINGER, I'M PRINCIPLE PUBLIC INFORMATION
22 OFFICER HERE AT MTC AND HERE WITH ALYSHA TROST.

23

24 **SPEAKER:** I'M ALICIA TROST BART CHIEF COMMUNICATIONS OFFICER I
25 HAVE BEEN AT BART FOR 14 YEARS DOING COMMUNICATIONS.



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1

2 **KHRISTINA WENZINGER:** NEXT SLIDE. TODAY'S FOCUS IS GOING TO

3 DESCRIBE OUR COMMUNICATIONS EFFORTS RELATED TO FOUR TOPICS I'M

4 GOING TO GIVE AN OVERVIEW OF COMMUNICATIONS RELATED TO RETURN

5 OF TRANSIT AND THE TRANSIT TRANSFORMATION ACTION PLAN

6 INITIATIVES. AND ALICIA WILL TOUCH ON THE TRANSIT AGENCY LED

7 COMMUNICATIONS BEFORE WE CIRCLE BACK TO A LOOK AHEAD TO NEXT

8 YEAR. I WANT TO HIGHLIGHT THE PHOTO ON THE SLIDE. THE PICTURE

9 OBVIOUSLY HAS ALICIA IN IT OF AN EVENT WE REALLY HELD IN

10 SEPTEMBER. WE STARTED TO HAVE AN ANNUAL EVENT RELATED TO

11 TRANSIT MONTH IN WHICH WE HAVE A RIDE-ALONG, A MULTI-MODAL

12 RIDE ALONG IN WHICH THE PUBLIC IS INVITED TO JOIN US, GM'S

13 FROM THE TRANSIT AGENCIES, MTC LEADERSHIP AND OTHERS TO ASK

14 QUESTIONS, TAKE A TRIP AROUND THE REGION AND THIS ONE WENT

15 FROM OAKLAND TO SAN FRANCISCO INTO MARIN COUNTY. NEXT SLIDE.

16 SO, FOCUS BEING ON THE RETURN TO TRANSIT COMMUNICATIONS. NEXT

17 SLIDE PLEASE. NEXT SLIDE. THANK YOU. SO, THE PHOTO ON THE

18 SLIDE SHOWS IS ONE PERSON, ALONE, WEARING A MASK ON A TRAIN,

19 WIPING DOWN A SEAT. AND THIS IS, SORT OF, A REMINDER OF WHERE

20 WE WERE WHEN THE CHANGES TO OUR REGIONAL TRANSIT

21 COMMUNICATIONS APPROACH WERE INITIATED. IN 2020, WE

22 FUNDAMENTALLY CHANGED HOW MTC AND THE TRANSIT AGENCY STAFF

23 WORKED TOGETHER. PREVIOUSLY, COMMUNICATIONS WERE OFTEN SILOED.

24 EACH AGENCY DEVELOPED ITS OWN MESSAGES AND MATERIALS

25 INDEPENDENT HE AND INFORMATION WAS NOT SHARED OR BUILT IN



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1 COORDINATION. AND AS A RESULT OF THE PANDEMIC, AND AT THE
2 REQUEST OF THE BLUE RIBBON TRANSIT RECOVERY TASK, STAFF AT MTC
3 AND THE TRANSIT AGENCY STARTED TO MEET MONTHLY ON AN AD-HOC
4 BASIS TO REALLY WORK, SHOP MESSAGE IDEAS, SHARE DATA AND PLAN
5 OUR COMMUNICATIONS TOGETHER. SO THESE COORDINATED MEETINGS
6 CONTINUE TO THIS DAY AND ARE LED BY ALYSHA, AND IT'S A WAY TO
7 EXPAND TO INCLUDE JOINT PRESS EVENT JOINT COMMUNICATIONS TOOL
8 KITS FOR INITIATIVES LARGE AND SMALL. OUR COMMUNICATIONS
9 EFFORT IS REALLY GROUNDED IN ONE SHARED GOAL TO INCREASE
10 AWARENESS OF TRANSIT AND ENCOURAGE MORE PEOPLE TO RIDE. WE
11 CONTINUE TO WORK ON THIS GOAL VIA TWO MESSAGES ONE GROUNDED IN
12 THE FIRST MESSAGE THAT'S EXISTED SINCE THE START IS BASICALLY
13 WHEREVER YOU'RE GOING BAY AREA TRANSIT WILL GET YOU THERE. A
14 SECOND MESSAGE ADDED THIS YEAR TO FOCUS ON THE FACT THAT
15 RIDERSHIP NUMBERS ARE UP AND THAT AGENCIES ARE MAKING STRIDES
16 TO IMPROVE SAFETY, CLEANLINESS AND RELIABILITY. NEXT SLIDE. SO
17 THIS SLIDE DIVES INTO THE TACTICS AND THE PLATFORMS THAT WE
18 USE TO REACH THE PUBLIC. AND I WANT TO HIGHLIGHT THREE TACTICS
19 IN PARTICULAR. ONE, WE FOCUS ON REACHING POTENTIAL RIDERS AND
20 INFREQUENT RIDERS. TWO, WE COMMUNICATE ABOUT BAY AREA TRANSIT,
21 RATHER THAN SPECIFIC AGENCIES WE'RE REALLY TALKING ABOUT
22 TRANSIT, THE REGIONAL TRANSIT SYSTEM. AND, THREE, WE'RE USING
23 A SINGLE UNIFIED MESSAGE AND LOOK AND FEEL ACROSS PLATFORMS
24 AND FROM THE DIFFERENT AGENCIES TO GET OUR MESSAGE ACROSS. WE
25 DO THIS BY DISTRIBUTING OUR COMMUNICATIONS IN LOTS OF



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1 DIFFERENT WAYS, THE LIST ON THE RIGHT SHOWS VARIOUS PLATFORMS,
2 WHETHER IT'S PAID ADVERTISING AND EARNED MEDIA, TO MORE
3 TRADITIONAL AUDIO OR RIDER-FOCUSED EVENTS. NEXT SLIDE. SO, IN
4 2020, THE BLUE RIBBON TRANSIT TASK FORCE TASKED MTC STAFF AND
5 TRANSIT AGENCIES WITH DEVELOPING A COORDINATED PUBLIC
6 INFORMATION EFFORT WITH ONE GOAL, TO ACCELERATE THE RETURN TO
7 PUBLIC TRANSIT BY BAY AREA RESIDENT WHO IS HAD STOPPED RIDING
8 SINCE THE COVID-19 PANDEMIC. AND THE GOAL OF THE CAMPAIGN WAS
9 SIMPLE, TO HAVE ONE UNIFIED MESSAGE THAT MTC AND THE TRANSIT
10 AGENCIES COULD USE TO SPEAK TO THE PUBLIC ABOUT GETTING ON
11 TRANSIT. BUT THE TASK WAS REALLY CHALLENGING. WE HAD TO
12 DEVELOP A MESSAGE AND A DESIGN LOOK AND FEEL THAT NOT ONLY
13 RESONATED WITH THE PUBLIC, BUT THAT ALL OF THE PARTNERS WOULD
14 BE WILLING TO GET BEHIND AND USE. SO, WE ULTIMATELY LANDED ON
15 THE ALL ABOARD BAY AREA TRANSIT CONCEPT, WHICH THERE IS AN
16 IMAGE OF THAT INITIAL AD EARLY ON, FROM THAT CAMPAIGN IN EARLY
17 2021. AND WE AIMED TO CONVEY TO INDIVIDUALS THROUGH THE
18 VISUALS AND TEXT THAT THE IDEA WAS EVERYONE IS INVITED BACK ON
19 TRANSIT AND WITH THAT WE SHOULD ALL MOVE TOGETHER AS A
20 COMMUNITY. WE USED RESEARCH FOCUS GROUPS TO INFORM THE MESSAGE
21 AND CONCEPT TESTING AND THEN ONCE THE PAID EFFORT WENT LIVE WE
22 REALLY WERE PRESENTING A UNIFIED MESSAGE ACROSS THE BAY AREA
23 TRANSIT'S CHANNEL, AS WELL AS MTC. ONE OF OUR KEY OBJECTIVES
24 WAS TO REACH RESIDENTS WITH A CULTURALLY COMPETENT MESSAGE SO
25 WE PRODUCED THIS MESSAGE IN FIVE LANGUAGES, ENGLISH, SPANISH,



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1 VIETNAMESE, TAGALOG, AND CHINESE AND WE USED TRUSTED CHANGES
2 FOR ALL THE DIFFERENT COMMUNITIES. THE RESULT WAS THAT WE HAD
3 ACTIVATIONS ON RADIO STATIONS, OUT OF HOME INVENTORY, DIGITAL
4 AND PRINT ADVERTISING, ON NEWS OUTLET'S, ALL EXAMPLES THAT ARE
5 ON THIS SLIDE. NEXT SLIDE. SO, WE CONTINUE TO USE THE ALL
6 BOARD CONCEPT TO THIS DAY, AND THE SLIDE SHOWS EXAMPLES OF
7 BILLBOARDS AND DIGITAL DISPLAY ADS THAT WE HAVE USED TO
8 CONTINUE TO EXPAND OUR MESSAGE. AND WE HAVE EXPAND OUR TOOLS.
9 SO, SOMETIMES WE HAVE BILLBOARDS ADJACENT TO MAJOR HIGHWAYS,
10 WE HAVE INCLUDED SHORT AND LONG FORM VIDEOS AND ARE INCLUDED
11 MORE DIGITAL RADIO, AS WELL. NEXT SLIDE. SO, THE CUMULATIVE
12 IMPACT OF ALL OF THESE CAMPAIGNS, COME WE HAVE RUN AT LEAST IN
13 THREE LANGUAGES, EVERY YEAR, SINCE 2021, IS THAT OUR PAID ADS
14 HAVE BEEN SEEN OR HEARD OVER 135 MILLION TIMES. NEXT SLIDE.
15 AND WE CONTINUE TO USE THIS ESTABLISHED ALL ABOARD LOOK AND
16 FEEL FOR OUR REGIONAL TRANSIT COMMUNICATIONS. IT HAS EXPANDED
17 TO THE SAMPLES ON THE SLIDE, WHETHER IT'S THE BIG SYNC, WHICH
18 ALICIA WILL TOUCH ON A LITTLE BIT, OUR EFFORTS TO REALLY MAKE
19 SURE THAT TRANSIT OPERATIONS WERE SUPPORTED IN THE STATE
20 BUDGET A FEW YEARS AGO, FOR THINGS LIKE TRANSIT DAY OR THE
21 RIDE-ALONG THAT I MENTIONED EARLIER, WE'RE CONTINUING TO USE
22 THE SAME LOOK AND FEEL TO TELL A COHESIVE STORY SO THAT NONE
23 OF THE AGENCIES ARE SINGLED OUT BUT WE'RE TALKING ABOUT BAY
24 AREA TRANSIT TO EVERYONE. NEXT SLIDE. ANOTHER COMPONENT OF
25 OTHER THAN TO TRANSIT MESSAGING IS REALLY DIALING IN ON



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1 TRANSIT MONTH. SO, MTC HAS BEEN A SPONSOR OF TRANSIT MONTH,
2 WHICH IS LED BY SEAMLESS BAY AREA AND THE SAN FRANCISCO
3 TRANSIT RIDER SINCE 2023. WE SUPPORT, MAINLY, THROUGH DIGITAL
4 PROMOTION OF THE EVENTS, ALONG WITH COHOSTING EVENTS FROM TIME
5 TO TIME. THE IMAGE ON THE RIGHT IS A SAMPLE OF THE AD THAT WE
6 RAN THIS YEAR ON SPOTIFY TO ENCOURAGE FOLKS TO KNOW ABOUT
7 TRANSIT MONTH AND PARTICIPATE. AND THE BAR GRAPH IN THE MIDDLE
8 SHOWS THIS YEAR'S PAID PROMOTION WAS SEEN OR HEARD OVER EIGHT
9 AND A HALF MILLION TIMES. NEXT SLIDE. THIS NEXT SECTION WE'LL
10 DIVE INTO OUR SUPPORT AROUND TRANSIT TRANSPORTATION ACTION
11 PLAN INITIATIVES. NEXT SLIDE. SO, IN 2023, STAFF AT MTC AND
12 THE TRANSIT AGENCIES DEVELOPED A UNIFIED MESSAGE FOCUSED ON
13 SECURING FUNDING IN THE STATE BUDGET. AND THE SAMPLES ON THE
14 SLIDE SHOW THE SOCIAL MEDIA POST FROM MTC, CALTRAIN, AND MUNI.
15 AND AS AN EXAMPLE OF HOW WE USE COORDINATED MESSAGING AND
16 GRAPHICS WHICH WERE BUILT ON THE ALL BOARD BAY AREA CONCEPT TO
17 CARRY OUT OUR MESSAGE TOGETHER. NEXT SLIDE. WE ALSO, IN
18 JANUARY 2024, LAUNCHED THE IDENTITY FOR THE REGIONAL MAPPING
19 AND WAYFINDING PROJECT. SO, THE SLIDE SHOWS SOME OF MTC'S
20 SOCIAL MEDIA POSTS ABOUT THE NEW COLORS AND IDENTITY, AND THE
21 TRANSIT AGENCIES ALSO PUSHED OUT THIS INFORMATION TO REALLY
22 CREATE BUZZ ONLINE, NOT ONLY FROM OUR TRANSIT ENTHUSIASTS, BUT
23 ALSO LOCAL MEDIA AS WELL. SOME OF OUR COMMUNICATIONS INCLUDED
24 A NEWS RELEASE, SOCIAL MEDIA POST, AS MENTIONED, EARNED MEDIA
25 WHICH INCLUDES AN ARTICLE IN THE SF CHRONICLE WHICH PICKED UP



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1 THE GRAPHICS THAT MTC HAD CREATED AND USED THEM AS PART OF
2 THEIR ARTICLE AND LOTS OF OTHER COVERAGE. NEXT SLIDE. WE HAVE
3 CONTINUED THIS WORK AS WE MOVED INTO THE PROTOTYPE PHASE. SO
4 WITH THE LAUNCH OF THE TWO MAPPING AND WAYFINDING TEST SITES
5 AT EL CERRITO DEL NORTE AND SANTA ROSA IT WAS A COORDINATE THE
6 EFFORT BETWEEN MTC AND THE AGENCIES THAT SERVE THOSE
7 LOCATIONS. EACH TEST LOCATION HAD A JOINT NEWS HOMELESS, PRESS
8 EVENT, TAKE ONES FOR TRANSIT CUSTOMERS ABOUT THE NEW SIGNS AND
9 MAPS, AND ORGANIC AND PAID SOCIAL MEDIA POSTS TO INVITE THE
10 PUBLIC TO VISIT THE SITES BUT ALSO TO TELL US WHAT THEY
11 THOUGHT ABOUT THE NEW SIGNS AND WAYFINDING IN AN ONLINE
12 SURVEY. WE ALSO CREATED A SOCIAL MEDIA TOOLKIT SO THAT
13 EVERYONE WAS USING THE SAME MESSAGING AND LOOK AND FEEL ABOUT
14 THE PROTOTYPE. WE KNOW WE GET MORE ATTENTION WHEN WE WORK
15 TOGETHER AS A GROUP THAN WHEN AN INDIVIDUAL AGENCY GOES ALONE
16 ON, AND THAT THE COORDINATION DOESN'T JUST BENEFIT THE PROJECT
17 BUT WE'RE ABLE TO SHARE LIMITED RESOURCES AND MAKE THEM GO
18 FARTHER AND ALSO NOT DUPLICATE EFFORTS. NEXT SLIDE. THIS IS
19 ALSO ANOTHER EXAMPLE OF SOME OF THE WORK THAT WE HAVE BEEN
20 DOING ON CLIPPER BAY PASS. SO, WE HAVE REALLY BEEN WORKING
21 TOGETHER TO INCREASE THE AWARENESS OF THE BAY PASS PROGRAM AND
22 ALSO HELP THE TEAM GENERATE NEW LEADS FOR POTENTIAL
23 ORGANIZATIONS THAT MIGHT SIGN UP TO PROVIDE BAY PASS TO THEIR
24 EMPLOYERS. MTC HAS RUN PAID PROMOTIONS FOR CLIPPER BAY PASS TO
25 HELP WITH THE RECRUITMENT EFFORTS, AND WITH TAILORED MESSAGES



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1 BOTH TO EMPLOYERS AND TO EMPLOYEES WHO MIGHT BE INTERESTED IN
2 THE PROGRAM. THE IMAGE ON THE LEFT SHOWS A SAMPLE THAT WE USE
3 TO REACH A DECISION MAKER SUCH AS HMM THE R PROFESSIONALS AND
4 ENCOURAGES THEM TO SUBMIT AN INTEREST FORM. TO DATE, OUR PAID
5 EFFORTS HAVE DRIVEN OVER 44,000 CLICKS WITH THE CLIPPER BAY
6 PASS INTEREST FORM, AND THE BAY PASS TEAM REPORTS ANECDOTALLY
7 THAT OUR EFFORTS HAVE LED TO REALLY STRONG LEADS FROM
8 INTERESTED QUALITY ORGANIZATIONS DURING THE TIME THAT WE HAVE
9 RUN OUR ADS. NEXT SLIDE. FINALLY, I JUST WANTED TO GIVE SOME
10 EXAMPLES OF THE SOCIAL MEDIA POSTS AND NEWS STORIES THAT WE
11 HAVE WORKED ON TO PROMOTE CLIPPER START AND TO HIGHLIGHT THE
12 WORK GOING ON WITH TRANSIT 2050+. WE'RE MAKING SURE THAT THE
13 PUBLIC KNOWS ABOUT THE START PROGRAM AND THESE TWO SAMPLE
14 POSTS SHOW WHEN WE LAUNCHED THE PROGRAM, AS WELL AS AN UPDATE
15 WHEN THE COMMISSION MADE AN ONGOING FARE PRODUCT, AS WELL AS
16 LETTING FOLKS KNOW ABOUT THE NEW NETWORK. SO, WITH THAT, I'LL
17 TURN IT OVER TO ALICIA TO GIVE AN OVERVIEW OF THE TRANSIT
18 AGENCY LED COMMUNICATIONS.

19

20 **V. CHAIR, CANDACE ANDERSON:** AND ALICIA, I DON'T MEAN TO RUSH
21 YOU, BUT I'M GOING TO LOSE MEMBERS IN ABOUT 15 MINUTES. SO
22 GIVE US THE HIGHLIGHTS AND WE WANT TO GIVE OPPORTUNITY FOR OUR
23 FINAL REPORT, AS WELL.

24

25 **ALICIA TROST:** ALL RIGHT. I CAN TELL YOU, I HAVE BEEN AT BART



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1 FOR 14 YEARS SO YOU CAN TRUST ME WHEN I TELL YOU THAT THE
2 TRANSIT AGENCIES, MTC, INCLUDES CLIPPER STAFF ARE COORDINATING
3 NOW MORE THAN EVER BEFORE. WE NOT COMPETING FOR HEADLINES
4 WE'RE SHARING HEADLINES IT'S A WONDERFUL THING WE KNOW WE'RE
5 STRONGER TOGETHER IT'S REALLY GRIT FOR THE SMALLER AGENCIES
6 BECAUSE THEY MAY NOT HAVE THE SOCIAL MEDIA FOLLOWING OR
7 RESOURCES OR BRAND RECOGNITION SO WHEN THE BIG AGENCIES TAKE
8 THE LEAD ON HELPING MAKE ALL THIS COLLATERAL THEN WE GIVE IT
9 TO THE SMALLER AGENCIES OR WHEN WE PLAN THESE HUGE JOINT
10 EVENTS, WHICH NEVER HAPPENED BEFORE, FOR EXAMPLE, BUILD HYPE
11 FOR SUPERBOWL, I HAD THE IDEA IF BART IS A "WEAR YOUR FAVORITE
12 SPORTS JERSEY DAY" FOR THE FIRST DAY OF FANFEST. INSTEAD OF
13 JUST FOR BART -- NO-NO. NO. IT'S ALL-TRANSIT. ALL TRANSIT
14 AGENCIES, LET'S DO THIS TOGETHER. WE'LL MAKE THE GRAPHICS IN
15 ALL-ABOARD BRANDING. EVERYONE DOES IT. IT'S WEAR YOUR FAVORITE
16 JERSEY TO BUILD HYPE ABOUT HOW IMPORTANT TRANSIT IS. THESE ARE
17 THE TYPES OF EXAMPLES OF WHAT WE'RE DOING NOW, AND NEVER DONE
18 BEFORE.

19

20 **BELIA RAMOS:** SORRY. I THOUGHT WE WERE --

21

22 **ALICIA TROST:** WE HAVE A SHARED CALENDAR SOMETHING SO BASIC AND
23 SIMPLE. SO WE DON'T HAVE A PRESS CONFERENCE ON THE SAME DAY OR
24 WHEN WE KNOW THERE IS TRACK WORK GOING ON AND WE NEED EACH TO
25 OTHER HELP COMMUNICATE THAT, ALL OF THAT IS IF PLACE. THIS



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1 ISN'T THINGS WE'RE WORKING ON. IT'S IN PLACE, AND IT'S WORKING
2 AND SHE MENTIONED OUR MONTHLY MEETING THAT I LEAD AND THIS'S
3 SO GREAT BECAUSE WE'RE INSPIRING EACH OTHER. I LITERALLY SAY
4 ARE YOU DOING A TOP ACCOMPLISHMENTS OF THE YEAR. REGIONAL
5 COORDINATION BETTER BE IN IT. I'M REMINDING THEM OF THESE
6 THINGS. THAT'S IMPORTANT. SO WE'RE -- LET'S GO TO THE NEXT
7 SLIDE. WE'RE ALSO LIKE TELLING THE STORY AND USING THE -- OH,
8 I'M SORRY. GO BACK ONE. I'M SO EXCITED, I DIDN'T REALIZE YOU
9 HAD ALREADY -- SO, IT'S THE WORDS WE'RE USING ALSO. THAT'S SO
10 IMPORTANT. WE ACTUALLY HAVE TO SAY REGIONAL COORDINATION AND
11 WORKING AS ONE NETWORK, WHEN PEOPLE ARE PAYING ATTENTION SO
12 SPEEDING CAR ON HIGHWAY FOUR RAMS RIGHT INTO THE ANTIOCH
13 TRACKS EVERY MEDIA OUT LET IS THERE WHAT I'M DOING INTERVIEWS
14 WITH MEDIA I'M SAYING THIS IS AN EXAMPLE OF REGIONAL
15 COORDINATION BECAUSE COUNTY CONNECTION AND TRI DELTA TRANSIT
16 CAME TO THE RESCUE AND WITH GOT EVERYONE FROM ANTIOCH TO BART
17 SERVICE WE COULDN'T DO IT WITHOUT THEM THEY WERE READY TO GO
18 WE KNOW WHO TO CALL THESE ARE -- THIS IS HOW WE CAN DO THIS
19 WORK. WHEN CHANNEL FIVE WANTED TO DO AN INTERVIEW WITH ME
20 ABOUT TRANSIT MONTH INSTEAD OF BEING SELFISH AND TALKING ABOUT
21 HOW GREAT BART IS I USE THIS AND SAY WE'RE ALL WORKING
22 TOGETHER AS ONE NETWORK SYNCING OUR SCHEDULES WHEN YOU DO
23 INTRODUCE DON'T HAVE NARROW FOCUS YOU HAVE TO HELP TELL THE
24 STORY FOR THE ENTIRE REGION SPECIFICALLY SAY THE WORDS ONE
25 NETWORK REGIONAL TRANSPORTATION -- REGIONAL COORDINATION. ALL



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1 RIGHT. LET'S GO TO THE NEXT SLIDE. SO, WE MADE SOMETHING AS
2 BORING AS SCHEDULE COORDINATION SUPER EXCITING, SUPER SNAPPY,
3 WE GAVE IT A FUN ATTENTION GETTING AND MEMORABLE TERM. THE BIG
4 SYNC. THE MEDIA LOVES IT, THE BOARD MEMBERS REMEMBER IT, AND
5 USE IT, AND THE PUBLIC GETS IT. LIKE, OH, I GET IT. YOU'RE
6 SINKING UP YOUR SCHEDULES, AND THEN YOU BLAST THAT EVERYWHERE
7 AND THAT'S HOW WE'RE ABLE TO COMMUNICATE THINGS LIKE FASTER
8 DOOR-TO-DOOR TRIPS. THEN WE TOOK IT TO THE NEXT LEVEL WHERE,
9 INSTEAD OF WHEN IN AUGUST 2025, WE HAD IDENTIFIED SEVERAL
10 TRANSFER HUBS THAT WERE GOING TO GET THE BIG DOOR-TO-DOOR
11 IMPROVEMENTS AND INSTEAD OF SHOWING THAT ON GOOGLE MAPS OR
12 BART MAP KNOW THIS MUNI MAP, NO, WE USED THIS REGIONAL MAPPING
13 AND WAYFINDING REGIONAL MAP. WE USED THOSE LACK AND FEEL TO DO
14 IT SO IT'S NOT OVERLOADED WITH LOGOS ON. THIS IS THE WHOLE NEW
15 WAY OF COORDINATING AND WE'RE JUST GETTING STARTED WITH THIS
16 REGIONAL MAPPING AND WAYFINDING. WHEN WE LOCK IN THE REGIONAL
17 MAP IT'S A GAME CHANGE FOR SHOWING HOW TO GET AROUND THE BAY
18 AREA AND THINKING TRAINS BUSES AND NOT SO MUCH SPECIFIC
19 AGENCIES SO WE'RE INTEGRATING EVERYWHERE INCLUDING THINGS LIKE
20 MAPPING. NEXT SLIDE. WE'RE ALSO ENGAGING ON NEW SOCIAL MEDIA
21 PLATFORMS AND CALTRAIN DESERVES ALL THE CREDIT. IT WAS
22 ABSOLUTELY BRILLIANT THEY SET UP THE BAY AREA TRANSIT DISCORD
23 SERVER IF YOU DON'T KNOW WHAT DISCORD IS IT'S VERY POPULAR FOR
24 ALL AGES ESPECIALLY GEN Z AND EVEN YOUNGER HONESTLY OWE IT'S A
25 NETWORKING SITE FOR PEOPLE WHO HAVE SHARED INTEREST YOU DON'T



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1 USUALLY KNOW EACH OTHER YOU'RE JUST ON THE SAME SERVER THINK
2 GAMING, MUSIC SPORTS, GUESS WHAT? THERE IS A LOT OF PEOPLE WHO
3 LOVE TRANSIT. AND CALTRAIN THEY SAW A GAP WHEN TWITTER BECAME
4 X AND FOLKS WERE ABANDONING THE PLATFORM BECAUSE THEY NO
5 LONGER FELT SAFE AND WANTED TO IDENTIFY WITH IT WE WERE
6 HEARING THAT FOLKS WERE STILL ON X ONLY TO GET AUTOMATED
7 TRANSIT ALERTS THERE WAS THE ONLY REASON THEY WERE STILL ON IT
8 WE TOOK ADVANTAGE AND SAID WE'RE GOING TO CRATE NEW SPACE
9 THAT'S SAFE FOR YOU TO COME CALTRAIN SET UP EVERY SINGLE
10 AGENCY THAT OFFERS AUTOMATED TRANS-ALERTS THAT ARE IN THE
11 DISCORD SERVER AND EVERY AGENCY THAT WANTED TO PARTICIPATE SET
12 UP THEIR OWN CHANNEL THEN STAFF THAT WANT TO PARTICIPATE ARE
13 ON THERE AND SO PEOPLE CAN ACTUALLY AT @ALICIA, AND I'LL
14 ANSWER THEM. THE TRANSIT ENTHUSIASTS LOVE THAT ACCESS. WE
15 SHARE EVENTS. IT'S GREAT. TEENAGERS ARE ON THIS PLATFORM. MY
16 DAUGHTER USES IT. HER SCHOOL PLAY, WHICH DEBUTS TONIGHT,
17 EVERYONE IN THE PLAY, TECH CREW, DIRECTOR, THAT'S HOW THEY
18 COORDINATE EVERYTHING. SO, EVERYONE IS USING DISCORD, BUT NO
19 OTHER TRANSIT AGENCIES, I THINK IN THE COUNTRY, ARE USING IT
20 IN THE WAY WE IN THE BAY AREA. SO NEXT SLIDE. THE COOLEST
21 THING ABOUT MASCOTS, THIS GRAPHIC THAT THEY MADE. THIS GRAPHIC
22 SHOWS YOU THESE FUNDAMENTAL SHIFT WE MADE TO MOVE AWAY FROM A
23 FRAGMENTED SYSTEM. THAT'S BECAUSE OF WHAT IT DOESN'T SHOW.
24 WHAT'S MISSING FROM THIS MASCOT GRAPHIC TREATMENT? WHAT'S
25 MISSING? CAN YOU TELL? LOGOS. BEFORE THE PANDEMIC, I GUARANTEE



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1 YOU THAT GRAPHIC WOULD HAVE BEEN BLAST AT THE BOTTOM ALL THE
2 LOGOS, THERE WOULD HAVE BEEN A FIGHT ABOUT WHOSE LOGO IS FIRST
3 DID THEY EVEN USE THE LOGO CORRECTLY; PROBABLY NOT. THE BUSES
4 AND SMART TRAIN AND BUSES -- I LOVE THIS SHOWS THAT WE'RE
5 TAKING THIS SERIOUSLY. NEXT SLIDE. THIS ONE IS PROBABLY ONE OF
6 THE MOST IMPORTANT SLIDES THERE IS. MOST TRANSIT RIDERS DON'T
7 JUST TAKE ONE MODE THEY TRANSFER EVERY DAY. SO ALL AGENCIES
8 ARE TRYING EVERYTHING THEY CAN TO CREATIVELY IMPROVE TRANSIT.
9 SO, ON BART NOW, AND PAY ATTENTION TO THE SCREEN BECAUSE YOU
10 MAY NOT HAVE SEEN THAT WE UPDATED IT, FOR EXAMPLE, POWELL
11 STREET STATION PULLING INTO POWELL YOU TRANSFER TO MUNI T
12 SERVICE OR CABLE CARS, AND WHEN YOU GET OFF THE PLATFORM THERE
13 IS A SIGN THAT POINTS HOW TO GET TO THE MUNI T SERVICE, BREAD
14 CRUMBS ALONG THE WAY AND MESSAGING FOR THE CHASE CENTER.
15 MILLBRAE WE WANT TO SHOW YOU EXACT TIME TRAINS LINE UP ALL THE
16 TRAINS AREN'T MEANT TO LINE UP AUTO FRUSTRATING FOR RIDERS SO
17 WE SHOWED THESE ARE THE TRAINS THAT ARE MEANT TO LINE UP HERE
18 IS THE WAIT TIME AND SMART AND GOLDEN GATE TRANSIT GOLDEN GATE
19 FERRY DO THE SAME THING THAT'S THE FOURTH PICTURE AS WELL AS
20 THEIR BREAD CRUMBS IT'S THE IDEA HOW TO MAKE THINGS AS EASY AS
21 POSSIBLE GOING TO BE IMPORTANT FOR MEGA EVENTS. LEANING INTO
22 THIS MORE. NEXT SLIDE. THIS ONE IS NEAR AND DEAR TO MY HEART
23 RELATED TO THE LAST PRESENTATION. SO, WE HAVE REALLY IMPROVED
24 THE TOOLS FOR WHEN SYSTEMS GO DOWN AND ESPECIALLY BART, TAKING
25 FULL ACCOUNTABILITY AND OWNERSHIP. 511 ALWAYS THE MAIN



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1 RESOURCE. I LITERALLY KNOW WHO TO CALL AT 430 IN THE MORNING
2 AT 511 IF BART ISN'T GOING TO RUN. THEY WILL PUT OUT THEIR
3 96LE ALERT WHICH HAS MASSIVE SERVICE BEYOND BART ADVISORY
4 REACH. THEY'RE GOING TO HELP US GET THE MESSAGE OUT. BART TRIP
5 PLANNER IS MULTI-MODAL IT DOESN'T PREFER BART. IF IT'S FAST
6 TORE TAKE AC TRANSIT IT WILL TELL TO YOU TAKE AC TRANSIT. IF
7 BART GOES DOWN IT WILL ROUTE YOU TO THE ALTERNATIVES. YOU CAN
8 ALSO TAKE BART OUT OF THE EQUATION IF FOR SOME REASON OUR
9 TECHNOLOGY ISN'T MATCHING UP WITH TECHNOLOGY HAPPENING ON THE
10 GROUND IN SERVICE THIS'S WHAT TAKES BART OUT OF THE EQUATION
11 TELLS YOU TAKE AC TRANSIT, BUS, OR FERRIES. AND THE MAP ON
12 TOP, FOR PEOPLE, I DON'T WANT TO USE I MAP, I'M CONFUSED BY
13 IT. I'M A VISUAL LEARNER, I NEED A MAP. THAT MAP EPICALLY
14 AWESOME SHOWS YOU EVERY TRANSBAY AC TRANSIT BUS LINE THAT YOU
15 CAN GET TO WALKING DISTANCE FROM A BART STATION, THAT WILL GET
16 YOU INTO SAN FRANCISCO INCLUDING FOR EXAMPLE, IF YOU TAKE LAKE
17 MERRITT BART DEPENDING ON WHAT PART OF THE SERVICE IS DOWN
18 THEN WALK TO SQUARE THEN FERRY RIGHT. MAP IS ON THE WEB SITE,
19 BART.GOVTRANSBAY ALTERNATIVES GETS TO YOU THIS MAP. WHEN THE
20 SERVICE GOES DOWN CONTROL CENTER HAS ALL NUMBERS THEY CALL
21 OTHER AGENCIES SO AGENCIES CAN SCALE UP IF THEY CAN. FOR
22 EXAMPLE, THE FERRY WAS ABLE TO PUT OUT EXTRA BOATS OR LET'S
23 GET THE BIGGER VESSELS THAT'S WHAT THE SOCIAL MEDIA GRAPHIC IS
24 IT'S IMPORTANT WE HAVE TO KEEP REFINING AND MAKING THIS
25 BETTER. SO THAT -- AND I'M HAPPY TO ANSWER QUESTIONS ABOUT THE



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1 SERVICE DISRUPTIONS AND MORE ABOUT WHAT YOU'RE LOOKING AT
2 HERE. I'LL TURN IT BACK TO CHRISTINA TO WRAP IT UP

3

4 **V. CHAIR, CANDACE ANDERSON:** WE'RE GOING TO DEPUTIZE CHAIR
5 NOACK TO FILL IN. BECAUSE I'M DROPPING PEOPLE. I'M LOSING
6 OTHER ONE IN THREE MINUTES. SO PLEASE GO AHEAD. THIS IS AN
7 AMAZING PRESENTATION AND I'M SO SORRY TO RUSH YOU. SO,
8 CONTINUE, PLEASE.

9

10 **SPEAKER:** THIS'S OKAY. WE'RE AT THE END. NEXT SLIDE.

11

12 **SUE NOACK:** I'M FINE BEING DEPUTIZED.

13

14 **SPEAKER:** SO THIS IS JUST A LIST OF ALL PLANS WE HAVE FOR 2026
15 RELATED TO COMMUNICATIONS. IT JUST SHOWS THAT WE'RE PLANNING
16 TO CONTINUE THE EFFORTS THAT WERE DESCRIBED EARLIER WHETHER
17 RETURN TO TRANSIT HIGHLIGHTING ALL THE TRANSFORMATION ACTION
18 PLAN INITIATIVES TRANSIT AGENCY INITIATIVES, AND OF COURSE
19 ELEVATING ALL INFORMATION AROUND NEXGEN CLIPPER WE'RE WORKING
20 ON BENEFITS OF A TRANSIT REPORT SO WE'LL BE HIGHLIGHTING THAT
21 INFORMATION TO COME NEXT YEAR ALONG WITH PUBLIC INFORMATION
22 RELATED TO THE MEASURE AND THE MEGA EVENTS THAT ALICIA
23 MENTIONED, SUPER BOWL AND FIFA.

24

25 **V. CHAIR, CANDACE ANDERSON:** THANK YOU VERY MUCH. DIANE?



1

2 **DIANE SHAW:** ALYSHA KNOWS I'M ONE OF HER BIGGER SUPPORTERS
3 SHOW'S MADE AN AMAZING DIFFERENCE IN WHAT WE HAVE DONE THIS
4 LAST YEAR. I LOVE WHAT THEY'RE DOING. MY QUICK QUESTION IS, WE
5 ARE TALKING HERE A LOT ABOUT IMPRESSIONS AND SOME OF THE WORK
6 THEY HAVE DONE WE GET TRANSIT ENTHUSIASTS, WHICH HAS BEEN
7 POPULAR, HAVE WE BEEN ABLE TO TIE INTO OF THIS INTO RIDERSHIP
8 AND WILL WE BE ABLE TO FIGURE OUT HOW THESE CAMPAIGNS, LOVE
9 THE LOOK AND FEEL, HOW THESE CAMPAIGNS ARE HELPING MORE PEOPLE
10 GET ON OUR TRANSIT SYSTEMS?

11

12 **SPEAKER:** TWO DATA SETS ARE SUPER IMPORTANT IT'S RIDERSHIP
13 INCREASING ACROSS THE BOARD FOR ALL TRANSIT AGENCIES AND
14 CUSTOMER SATISFACTION WHICH IS ALSO INCREASING ACROSS THE
15 BOARD BECAUSE WE'RE NOT LIKE MANY THINGS WHERE IT'S LIKE CLICK
16 ON THIS AD THEN PURCHASE A CLIPPER IT DOESN'T EXIST WE CAN'T
17 HAVE THAT, SORT OF, INSTANT GRATIFICATION THERE IS A LOT OF
18 POLLING GOING ON AND CERTAINLY THAT TYPE OF THING WE COULD ADD
19 TO A POLLING QUESTION. YOU KNOW, WHAT WAS IT THAT FINALLY MADE
20 YOU DECIDE TO TAKE THE FERRY TRAIN OR BUS TO THE CITY INSTEAD
21 OF DRIVING.

22

23 **DIANE SHAW:** THANK YOU.

24

25 **V. CHAIR, CANDACE ANDERSON:** I THINK WE'RE GOING TO DEPUTIZE



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1 GINA PAPAN NOW. AND, AGAIN, WE'RE GOING TO -- THIS IS AMAZING,
2 LET'S GO TO PUBLIC COMMENT.

3

4 **GINA PAPAN:** WAIT.

5

6 **V. CHAIR, CANDACE ANDERSON:** I'M SORRY, DID YOU HAVE A COMMENT.

7

8 **GINA PAPAN:** AMEN, BEING PART OF THE BLUE RIBBON TRANSIT
9 COMMITTEE, THANK YOU, BLESS YOU, FINALLY, THIS IS GREAT. I'M
10 GOING TO BE REALLY FAST HERE, YOU'RE LOSING RIDERSHIP AT THE
11 AIRPORT BECAUSE THEY'RE UNDER CONSTRUCTION. YOU NEED -- THOSE
12 OF US WHO WENT TO PORTLAND, THANK YOU VERY MUCH FOR THE
13 OPPORTUNITY, THEY HAD A PILOT PROGRAM AND YOU HAD ONE SLIDE
14 THAT KIND OF SHOWS THE SAME THING, YOU NEED THOSE STICKERS ON
15 THE GROUND JUST TO GET PEOPLE AT THE AIRPORT TO BART. IT'S
16 VERY DIFFICULT TO FIND. BECAUSE THEY'RE UNDER CONSTRUCTION. SO
17 PLEASE TALK TO THE AIRPORT ABOUT THAT.

18

19 **SPEAKER:** WE DO. WE MEET WITH THE AIRPORT QUARTERLY.

20

21 **GINA PAPAN:** JUST TELL THEM YOU'RE GOING TO DO IT.

22

23 **SPEAKER:** IT'S NOT US WE NEED THE AIRPORT TO DO THOSE BREAD
24 CRUMBS FOR BART. THAT'S WHAT WE NEED WE'LL MAKE THE CALL.

25



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1 **GINA PAPAN:** PLEASE DO. OKAY. REAL FASTER YOU NEED THIS MAP
2 NEEDS TO INCLUDE AIR WE HAVE GOT THOSE BIG EVENTS WE NEED TO
3 SEE THE LITTLE AIRPLANE SOMEWHERE YOU HAVE GOT OAKLAND SAN
4 FRANCISCO SAN JOSE WE NEED TO INCORPORATE THAT WE'RE NOT
5 REALLY ONE, AS YOU CALL IT, WITHOUT THOSE AIRPORTS. HOW DO YOU
6 GET THERE, AND WAYFINDING FOR ELECTRIC BIKES WE ALL WENT TO
7 DALY CITY EVENT THE GUY THIS OWNS THE BIKES COULDN'T FIND HIS
8 OWN BIKES COMING OUT OF THE DALY CITY STATION. SO, HE'LL
9 PROBABLY PAY FOR THE STICKERS FOR YOU TO DIRECT PEOPLE HOW TO
10 GET TO THE ELECTRIC BIKES. SO, PLEASE TRY TO WORK WITH THEM ON
11 A SIMILAR ASPECT. YOU DO HAVE A LITTLE BIKE SIGN. JUST PUT AN
12 ARROW WITH IT SO THEY FIND OUT HOW TO GET THERE. THEN ONE
13 OTHER THING, I DO GET THE BART ALERTS AND THEY ARE VERY GOOD.
14 IS THERE A WAY FOR, LIKE, TO KNOW WHAT IF MUNI IS DOWN OR
15 SOMETHING? IS THERE ONE APP THAT WOULD SEND EVERYBODY? OR
16 MAYBE IT'S JUST BART'S DOWN ALL THE TIME. BUT I WANT TO GIVE
17 YOU THE BENEFIT OF THE DOUBT -- [LAUGHTER] DON'T HAVE AN
18 ANSWER TO THAT NOW BUT WOULD BE GREAT.

19

20 **GINA PAPAN:** 511.

21

22 **V. CHAIR, CANDACE ANDERSON:** PUBLIC COMMENT.

23

24 **BOARD CLERK:** WE RECEIVED NO WRITTEN CORRESPONDENCE ON THIS
25 ITEM WE HAVE ONE MEMBER OF THE PUBLIC IN THE BOARDROOM WOULD



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1 WHO WOULD LIKE TO SPEAK ON THIS ITEM. ADINA LEVIN. YOU HAVE
2 ONE MINUTE.

3

4 **ADINA LEVIN:** THE REGIONAL NETWORK MANAGEMENT CUSTOMER ADVISORY
5 GROUP HAS BEEN ENCOURAGING THIS DIRECTION AND WILL BE HAPPY TO
6 SEE THIS PROGRESS AND HAPPY TO SEE THIS PROGRESS. WITH A
7 SEAMLESS HAT, THIS IS A FANTASTIC DIRECTION. LOVE THE BETTER
8 TOGETHER MESSAGING. THE DATA IS STARTING TO SHOW THAT THE
9 BETTER TOGETHER -- THIS IS SUCH AN IMPORTANT YEAR FOR THIS.
10 THE INSTITUTIONS AND MTC AGENCIES CAN'T BE GOING OUT AND
11 SAYING SIGN THIS AND VOTE FOR THAT. THE ADVOCATES CAN, THE
12 INSTITUTIONS CAN'T. BUT WHAT THE INSTITUTIONS CAN DO IS MAKE
13 IT REAL CLEAR WHAT THE SERVICE IS AND HOW IT'S GETTING MORE
14 CONVENIENT AND USER FRIENDLY AND THE POLLING SHOWS THAT IF
15 SOMEONE MOVES FROM BEING A REALLY INFREQUENT USER TO A MORE
16 FREQUENT USER, THEY HAVE MORE POLITICAL SUPPORT. SO, BY DOING
17 THE THINGS IN THE AGENCY'S LANE ACCIDENT THIS IS SOMETHING
18 THAT CAN HELP INCREASE THE RIDERSHIP AND SUPPORT FOR TRANSIT.
19 THANK YOU.

20

21 **BOARD CLERK:** DON'T GO FAR. OUR NEXT SPEAKER WILL BE ALETA
22 DUPREE.

23

24 **SPEAKER:** THANK YOU TO THE CHAIR. ALETA DUPREE FOR THE RECORD,
25 SHE AND HER WITH TEAM FOLDS. THERE IS REALLY TWO KIND OF



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1 COMMUNICATION. ONE IS COMMUNICATION IN THE MOMENT WHEN YOU
2 HAVE A SITUATION, AND THE OTHER IS COMMUNICATION TO GET PEOPLE
3 INTERESTED. WE HAVE TO REACH BEYOND OUR BAY AREA. A LOT OF
4 PEOPLE, THEY COME TO THE BAY AREA AND THEY DON'T KNOW ABOUT
5 CLIPPER. THEY DON'T EVEN KNOW ABOUT ALL THE DIFFERENT SYSTEMS.
6 THAT HAS TO CHANGE. OPEN PAYMENT CERTAINLY HELPS. NOW PEOPLE
7 DON'T HAVE TO GO OUT AND GET SPECIAL CARDS AND ALL KINDS OF
8 OTHER THINGS. THEY CAN JUST TAP TO RIDE. BUT WE HAVE AN A
9 LARGE CONSTITUENCY THAT COMES FROM BEYOND THE BAY AREA. I'M
10 ONE OF THEM. I WISH I COULD BE WITH YOU IN-PERSON TODAY, BUT
11 I'M TOO FAR AWAY. AND REALTIME COMMUNICATIONS IS ONLY AS GOOD
12 AS THOSE WHO ENTER THE INFORMATION INTO THE APP. SO, WE HAVE
13 TO BE REALTIME. WE JUST HAVE TO STAY ON IT. THANK YOU.

14

15 **V. CHAIR, CANDACE ANDERSON:** OKAY. THANK YOU. SO, AGAIN. THANK
16 YOU SO MUCH. I'M HOPING THAT THIS WILL BE PRESENTED TO THE
17 FULL MTC COMMISSION AT SOME POINT TOO. IT'S JUST GREAT WHAT
18 YOU ARE DOING. I THINK ALL OF US ARE VERY ENTHUSIASTIC JUST BY
19 RUSHING YOU THROUGH YOUR REPORT. AND AGAIN I APOLOGIZE FOR
20 THAT. OKAY WE'RE GOING TO GO ON TO OUR FINAL AGENDA ITEM.
21 ADINA IF YOU WANT TO COME FORWARD. I'M GOING ENCOURAGE TO YOU
22 KEEP IT SHORT BECAUSE I HAVE COMMISSIONERS WHO ARE READY TO
23 RUN OUT THE DOOR.

24

25 **ADINA LEVIN:** ALL RIGHT I'M NOT GOING TO SAY EVERYTHING IN THE



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1 WRITTEN REPORT AND WILL GO IN A DIFFERENT ORDER BECAUSE THERE
2 IS A TRANSITION IN THE CUSTOMER ADVISORY GROUP TO A NEXT
3 GENERATION OF THE BODY. WE THANK THE PEOPLE WHO HAVE BEEN
4 SERVING IN THE MOST LATEST ITERATION. THERE IT WAS A
5 PRESENTATION ON THE FARE PROGRAMS, AND A LOT OF EAGERNESS TO
6 BOTH SUPPORT FOR WHAT'S BEING ROLLING OUT WITH CLIPPER2,
7 WANTING TO SEE METRICS AND REPORTS, AND WANTING TO SEE MORE
8 PROGRESS ON CLIPPER START INTERIMS OF MAKING IT EASIER TO SIGN
9 UP AND MAKING THAT THAT ACCESSIBLE WITH PEOPLE PAYING WITH A
10 CREDIT. AND A DEBIT CARD, AND I THINK I WILL STOP THERE.

11

12 **V. CHAIR, CANDACE ANDERSON:** THANK YOU SO MUCH AND FOR ALL YOU
13 DO AND FOR BEING AT ALL OF OUR MEETINGS. DO WE HAVE ANY PUBLIC
14 COMMENT ON THIS?

15

16 **BOARD CLERK:** THERE IS NO WRITTEN CORRESPONDENCE RECEIVED ON
17 THIS ITEM AND THERE IS NO ONE IN THE BOARDROOM OR ZOOM WISHING
18 TO SPEAK ON THIS ITEM.

19

20 **V. CHAIR, CANDACE ANDERSON:** THANK YOU VERY MUCH. GENERAL
21 PUBLIC COMMENT IS THERE ANYONE WISHING TO MAKE ANY GENERAL
22 PUBLIC COMMENT ON AN ITEM NOT ON TODAY'S AGENDA BUT UNDER THE
23 PURVIEW OF THE RNM COMMITTEE?

24

25 **ADINA LEVIN:** I WILL ADD SOMETHING.



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1

2 **V. CHAIR, CANDACE ANDERSON:** OH PLEASE DO.

3

4 **ADINA LEVIN:** THAT CAME FROM UP OUR NOTES, AND IN PARTICULAR,
5 WITH THE OPEN PAYMENT. THE MEMBERS OF THE BODY WERE
6 ENTHUSIASTIC ABOUT HOW IT WOULD BE HELPFUL FOR VARIOUS
7 DIFFERENT REASONS, INCLUDING VISITORS, BUT ALSO INCLUDING
8 PEOPLE THAT ARE LOW-INCOME AND DON'T, YOU KNOW, HAVE TROUBLE
9 KEEPING A BALANCE ON A CLIPPER CARD, AND THAT REALLY, YOU
10 KNOW, PEOPLE DID WANT TO BE ABLE TO SEE PEOPLE GET ACCESS TO
11 THEIR BENEFITS WITH OPEN PAYMENT, AS WELL AS WITH CLIPPER,
12 ITSELF, HAVING MORE LOCATION FOR PEOPLE TO ADD FUNDS IN THOSE
13 LOCAL LOCATIONS AND REALLY EMPHASIZE THE ACCESSIBILITY OF THE
14 CLIPPER SYSTEM IN VARIOUS DIFFERENT AREAS, INCLUDING LOW-
15 INCOME, FOR LOW-INCOME FOLKS.

16

17 **V. CHAIR, CANDACE ANDERSON:** THANK YOU SO MUCH ADINA.

18

19 **ADINA LEVIN:** YEAH THAT WAS AN ADD-ON TO THE REPORT.

20

21 **V. CHAIR, CANDACE ANDERSON:** ADD-ON TO YOUR REPORT, NOT PUBLIC
22 COMMENT. ARE YOU ALSO DOING PUBLIC COMMENT ON ITEMS --
23 [LAUGHTER] OKAY. IS THERE ANYONE ONLINE WISHING TO DO PUBLIC
24 COMMENT ON ITEMS NOT ON THE AGENDA?

25



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1 **BOARD CLERK:** YES WE HAVE TWO MEMBERS OF THE PUBLIC WISHING TO
2 SPEAK. ROLAND LEBRUN FOLLOWED BY ALETA DUPREE. YOU HAVE ONE
3 MINUTE.

4

5 **SPEAKER:** THANK YOU AND I'M HAPPY TO SEE THE DIRIDON STATION. I
6 WOULD LIKE TO BRIEFLY WRAP UP COMMENTS I MADE EARLIER BECAUSE
7 I HAD TO CUT OFF SO MANY SOUND BITES TO AVOID THE ONE MINUTE
8 ON GUILLOTINE. PROBABLY DIDN'T MAKE A LOT OF SENSE. THE KEY
9 POINT IS THAT TOKYO METRO IS THE NEW OPERATOR FOR ELIZABETH
10 LINE IN LONDON. THE TARGET IS 99% OF RIDES WITHIN 18 SECONDS
11 OF SCHEDULE. AND WE HAVE A UNIQUE OPPORTUNITY TO REPLICATE
12 THIS WITH CALTRAIN, BECAUSE THE OPERATING CONTRACT FOR
13 CALTRAIN IS DUE FOR RENEWAL RIGHT NOW. AS AN EXPERIMENT, AND
14 IF IT PANS OUT AND WE GET BETTER FUNCTIONALITY ON CALTRAIN
15 THAN BART AT THE TIME IT COULD POTENTIALLY EXTEND THAT
16 CONTRACT TO TOKYO METRO TO ACTUALLY OPERATE THE CAR SYSTEM.
17 THANK YOU.

18

19 **BOARD CLERK:** THANK YOU. NEXT SPEAKER ALETA DUPREE. YOU HAVE
20 ONE MINUTE.

21

22 **SPEAKER:** ALETA DUPREE FOR THE RECORD SHE AND HER WITH TEAM
23 FOLDS. GOOD MEETING TODAY. I HOPE WE CAN REPEAT THESE
24 PRESENTATIONS BECAUSE I WANT MORE. I CAN ONLY SHARE THINGS AS
25 I KNOW THEM. I'M NOT AN EXPERT BUT I HAVE 55 YEARS OF USING



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1 THE NEW YORK CITY SUBWAY. BUT NETWORKING IS ESSENTIAL. AND
2 SOME DAY I HOPE TO SEE THE SANTA ROSA BUS STATION THERE.
3 BECAUSE FROM SEEING THE PICTURES SOME OF THE BUS SIGNS ARE
4 VERY REMINISCENT OF THE OLD TRACK NUMBER SIGNS IN GRAND
5 CENTRAL TERMINAL. SO, I'M VERY ENCOURAGED BY US TRADING OFFER
6 HISTORY AND TRADITION IN OUR SIGNAGE AS I ENGAGE WITH YOU ON
7 THAT. GRAND CENTRAL TERMINAL IS, OF COURSE, LOCATED IN NEW
8 YORK CITY. I OFTEN SHARE OF OTHER SYSTEMS BECAUSE I THINK WE
9 CAN ALL LEARN TOGETHER FROM OTHER SYSTEMS. WE CAN SHOW PEOPLE
10 HOW IT'S DONE AS WELL. BUT WE JUST HAVE TO KEEP NETWORKING.
11 HOPE TO SEE YOU SOON. THANK YOU.

12

13 **V. CHAIR, CANDACE ANDERSON:** THANK YOU SO MUCH. OKAY. SO, I'M
14 ASSUMING THAT'S THE END OF OUR PUBLIC COMMENT.

15

16 **CLERK OF THE BOARD:** CORRECT.

17

18 **V. CHAIR, CANDACE ANDERSON:** OKAY. SO THAT TAKES US TO THE END.
19 WE'RE GOING TO ADJOURN. OUR NEXT MEETING OF OUR REGIONAL
20 NETWORK MANAGEMENT COMMITTEE WILL BE HELD ON FRIDAY JANUARY
21 9TH, 2026 AT NOON, RIGHT HERE, AS YOU SAID, SAME CHANNEL, SAME
22 PLACE. ANY CHANGES TO THE SCHEDULE WILL BE DULY NOTICED TO THE
23 PUBLIC. AND SO WE ARE NOW ADJOURNED. THANK YOU ALL FOR
24 STICKING IT OUT. AND SEE YOU -- AND HAVE A MERRY CHRISTMAS, A
25 HAPPY HOLIDAY, HAPPY HANUKKAH, WHATEVER YOU ARE CELEBRATING,



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1 PLEASE ENJOY IT.

2

3 **DAVID CANEPA:** AND REMEMBER, ALL ON BOARD. [ADJOURNED]