

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



MAY 8, 2026

1 **REGIONAL NETWORK MANAGEMENT COMMITTEE**

2 **FRIDAY, MAY 8, 2026, 11:30 AM**

3

4

5 **CHAIR, CANDACE ANDERSON:** AT THIS TIME I WOULD LIKE TO CALL TO  
6 ORDER THIS MEETING OF THE REGIONAL NETWORK MANAGEMENT  
7 COMMITTEE. THIS MEETING IS BEING WEBCAST ON THE MTC WEBSITE.  
8 REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED  
9 HAND FEATURE OR DIAL STAR NINE AND YOU WILL BE CALLED UPON AT  
10 THE APPROPRIATE TIME TO SPEAK. TELECONFERENCE ATTENDEES WILL  
11 BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER.  
12 AND A ROLL CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS DUE TO  
13 REMOTE COMMITTEE MEMBER PARTICIPATION TODAY. SO, IF WE COULD  
14 PLEASE START WITH THE ROLL CALL AND CONFIRM A QUORUM?

15

16 **CLERK OF THE BOARD:** WILL DO. CHAIR ANDERSEN?

17

18 **CHAIR, CANDACE ANDERSON:** I AM HERE.

19

20 **CLERK OF THE BOARD:** VICE CHAIR EZZY ASHCRAFT?

21

22 **V. CHAIR, MARILYN EZZY ASHCRAFT:** PRESENT.

23

24 **CLERK OF THE BOARD:** MEMBER AHN?

25



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1 **EDDIE AHN:** HERE.

2

3 **CLERK OF THE BOARD:** MEMBER BURT?

4

5 **PAT BURT:** HERE.

6

7 **CLERK OF THE BOARD:** MEMBER CORZO? IS ABSENT. NON-VOTING MEMBER  
8 GIACOPINI IS ABSENT. JOHN-BAPTISTE?

9

10 **ALICIA JOHN-BAPTISTE:** HERE.

11

12 **CLERK OF THE BOARD:** MEMBER LEE? IS ABSENT. MEMBER MAHAN? IS  
13 ABSENT. MEMBER MASHBURN?

14

15 **MITCH MASHBURN:** HERE.

16

17 **CLERK OF THE BOARD:** AT YOUR REMOTE LOCATION?

18

19 **MITCH MASHBURN:** YES AT MY REMOTE LOCATION ALL BY MYSELF.

20

21 **CLERK OF THE BOARD:** [LAUGHTER] THANK YOU, AND NON-VOTING  
22 MEMBER SHAW?

23

24 **DIANE SHAW:** HERE AT MY REMOTE LOCATION, ALL BY MYSELF, WITH MY  
25 CAT.



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1

2 **CLERK OF THE BOARD:** [LAUGHTER] THANK YOU. WE HAVE A QUORUM.

3

4 **CHAIR, CANDACE ANDERSON:** OKAY. THANK YOU SO MUCH, AND WE DO  
5 NOT HAVE COMMISSIONER GIACOPINI, SO, I WILL CONTINUE ON. I HAD  
6 HOPED SHE WOULD BE ABLE TO JOIN US TODAY. AGENDA ITEM NUMBER  
7 TWO A THROUGH C IS OUR CONSENT CALENDAR. DOES ANYONE HAVE  
8 ANYTHING THEY WISH TO PULL? OR WE COULD START BY A MOTION.

9

10 **ALICIA JOHN-BAPTISTE:** I WILL MOVE APPROVAL.

11

12 **SPEAKER:** I WILL SECOND. [LAUGHTER]

13

14 **CHAIR, CANDACE ANDERSON:** WITH A MOUTHFUL. WE DO HAVE A MOTION  
15 AND SECOND. ARE THERE ANY COMMITTEE MEMBERS WHO WOULD LIKE TO  
16 SPEAK TO THIS ITEM? DO WE HAVE ANY WRITTEN COMMENTS?

17

18 **CLERK OF THE BOARD:** THERE WAS NO WRITTEN CORRESPONDENCE  
19 RECEIVED ON ITEM NO ONE IN THE BOARDROOM OR ZOOM WISHING TO  
20 SPEAK.

21

22 **CHAIR, CANDACE ANDERSON:** ROLL CALL VOTE.

23

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

25



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1 **CHAIR, CANDACE ANDERSON:** AYE.

2

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

4

5 **V. CHAIR, MARILYN EZZY ASHCRAFT:** AYE.

6

7 **CLERK OF THE BOARD:** BURT?

8

9 **PAT BURT:** YES.

10

11 **CLERK OF THE BOARD:** CORZO? IS ABSENT. JOHN-BAPTISTE?

12

13 **ALICIA JOHN-BAPTISTE:** AYE.

14

15 **CLERK OF THE BOARD:** MEMBER MAHAN? IS ABSENT. MEMBER MASHBURN?

16

17 **MITCH MASHBURN:** AYE.

18

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

20 PRESENT.

21

22 **CHAIR, CANDACE ANDERSON:** OKAY THANK YOU SO MUCH WE'RE GOING TO

23 MOVE TO AGENDA ITEM 3A THIS IS GOING TO BE OUR REGIONAL

24 NETWORK MANAGEMENT FRAMEWORK REVIEW. IT'S AN INFORMATIONAL

25 ITEM AND WE HAVE HERE MELANIE CHOY OUR MTC STAFF. WE HAVE KATE



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1 HOWELL FROM PERKINS EASTMAN AND BRYAN BUNG OWE FROM KPMG, LLP  
2 AND THEY'RE GOING TO BE PROVIDING THE REPORT AND WE'RE GOING  
3 TO LEAD US OFF ANDY. OKAY LET'S LET ANDY START.

4

5 **ANDREW FREMIER:** THANK YOU CHAIR ANDERSON AND MEMBERS OF THE  
6 COMMITTEE. THIS IS A REAL GOOD OPPORTUNITY TO REALLY CHECK IN  
7 ON WHAT WE HAVE DONE. THE REGIONAL NETWORK MANAGEMENT  
8 FRAMEWORK IS REALLY AN OUT GROWTH OF PROBABLY THE MOST  
9 IMPORTANT ELEMENT OF THE TRANSFORMATION ACTION PLAN THAT THE  
10 COMMISSION DID SEVERAL YEARS AGO AND IT WAS REALLY DESIGNED TO  
11 BE SOMETHING THAT CONTINUED TO KIND OF GROW AND CHANGE OVER  
12 THE YEARS AND REALLY FOCUS A LOT ON, FIRST OF ALL, HOW COMPLEX  
13 OUR REGION IS, IN TERMS OF ALL THE DIFFERENT STAKEHOLDERS THAT  
14 HAVE, YOU KNOW, AN OPPORTUNITY TO PARTICIPATE IN THE WORK. I  
15 THINK IT'S BEEN AN EXCELLENT EXAMPLE WHERE WE HAVE REALLY COME  
16 TOGETHER WITH THE TRANSIT OPERATORS, WITH THE CTA'S AROUND THE  
17 REGION AND HAVE REALLY MOVED FORWARD SOME REALLY GOOD ACTIONS  
18 BUT WE KNOW THERE IS A LOT MORE TO DO AND WE WANT TO MAKE SURE  
19 WE'RE TAKING A LOOK WHAT THE WE HAVE DONE AND THEN GET YOUR  
20 INPUT ON HOW TO MANAGE ANY CHANGES. SO TODAY'S GOAL IS TO  
21 REALLY LOOK WHAT THE WE HAVE FOUND OUT OVER THE FIRST COUPLE  
22 OF YEARS AND REALLY FOCUS ON THE THINGS THAT ARE ACTIONABLE.  
23 WHAT WE THINK WE SHOULD STRENGTHEN AND MAYBE TALK ABOUT SOME  
24 MORE THEN BUILD ON AN ACTION PLAN THAT ALLOWS US TO IMPROVE ON  
25 CUSTOMER-FACING IMPROVEMENTS WHICH IS REALLY THE GOAL HERE. I



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1 WANT TO THANK ALL FOLKS WHO PARTICIPATED IN THE WORK OF COURSE  
2 THE SUPPORT WE HAVE HAD THROUGH MELANIE AND HER TEAM HAS BEEN  
3 FANTASTIC. WE WORK HARD AT THE REGIONAL NETWORK MANAGEMENT  
4 COUNCIL WHICH IS ALL OF MY COLLEAGUES TO REALLY KIND OF VET  
5 THAT INFORMATION COMING FORWARD TO YOU. SO HOPEFULLY THIS IS A  
6 REAL GOOD CHANCE FOR YOU TO SEE WHAT IS GOING ON AND GIVE US  
7 SOME ADVICE ON HOW TO MOVE FORWARD. AND WITH THAT, I'LL TURN  
8 IT OVER TO THE TEAM.

9

10 **MELANIE CHOY:** GREAT. THANK YOU, ANDY. GOOD MORNING  
11 COMMISSIONERS. MELANIE CHOY, DIRECTOR OF REGIONAL NETWORK  
12 MANAGEMENT. AND BEFORE I JUMP INTO THE PRESENTATION, I DID  
13 WANT TO HIGHLIGHT AN IMPORTANT MILESTONE. LAST TUESDAY WE  
14 CONVENEED THE RNM CUSTOMER ADVISORY GROUP, AND, AGAIN, THIS IS  
15 ONE WAS THE THREE BODIES THAT MAKE UP THE RNM STRUCTURE, AND  
16 THE IMPORTANT REASON WHY THIS IS IMPORTANT TO HIGHLIGHT IS  
17 THAT THIS IS A NEW FIRM THAT IS BEING STOOD UP, BUT WE ALSO  
18 OVER THE LAST SEVERAL MONTHS SINCE JANUARY HAVE BEEN COMING TO  
19 YOU WITH CHANGES WITH HOW WE'RE STRUCTURING THAT CUSTOMER  
20 ADVISORY GROUP WE NOW HAVE SIX MEMBERS FROM TRANSIT AGENCY  
21 COMMUNITY ADVISORY EQUIVALENT AGENCIES OR COMMUNITIES ADVISORY  
22 BODIES FROM TRANSIT AGENCIES AS PART OF THE MEMBERSHIP OF THE  
23 CAG GROUP PROVIDES THE ADVISORY GROUP PROVIDES DIRECT LINKAGE  
24 TO ALL OF YOU IN TERMS OF FEEDBACK ON THE CUSTOMER  
25 PERSPECTIVE, RIDER PERSPECTIVE. ONE OF THE THINGS OVER THE



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1 NEXT FEW MONTHS THE GROUP WILL ELECT A CHAIR AND VICE CHAIR  
2 AND ALSO WORK ON A WORK PLAN BUT FOR TODAY'S ITEM, THE CAG  
3 THEY HAVE NOT ELECTED A CARE AND VICE CHAIR SO I WILL BE  
4 GIVING THEIR UPDATE IN TERMS OF THE PRESENTATION IN TERMS ON  
5 THIS ITEM AND WE'LL ALSO INVITE ANY OF THIS HIGHLIGHTING  
6 NORMALLY THEY WOULD PROVIDE A REPORT TO ALL OF BUT IN LIEU OF  
7 THAT TODAY SINCE THEY DON'T HAVE A CHAIR I'LL BE PROVIDING  
8 SOME OF THEIR COMMENTS SUMMARIZING SOME OF THE COMMENTS THEY  
9 MADE. GOING TO THE PRESENTATION SHIFTING TO WHEN THE RNM  
10 STRUCTURE WAS APPROVED IN 2023 THEY CALLED FOR REVIEW OF TWO  
11 THINGS ONE WAS RNM STRUCTURE HOW WE'RE DOING THINGS SECONDLY  
12 PERFORM MEASURES ON THE NETWORK BENEFITS OF THE SYSTEM ITSELF  
13 LOOKING AT THE SYSTEM SO TODAY'S PRESENTATION PART ONE OF THE  
14 REVIEW LOOKING AT HOW WE'RE STRUCTURED AND LATER THIS YEAR  
15 COMING FORWARD TO YOU WITH PERFORMANCE MEASURES ON BENEFIT  
16 MEASURES AND THE SYSTEM. NEXT SLIDE. TODAY I'M JOINED BY KATE  
17 HOWE FROM PERKINS EASTMAN AND BRIAN BUNGO FROM KPMG THEY HAVE  
18 BEEN WITH US FOR THE LAST FIVE YEARS ON THIS JOURNEY AS WELL.  
19 BUT OUR GOAL TODAY IS TO SHARE FINDINGS. AND TOGETHER WE WILL  
20 HIGHLIGHT A LOT OF THIS WORK TOGETHER. BUT SHARE FINDINGS ALSO  
21 DISCUSS OPPORTUNITIES AS WELL AS ALIGN ON NEAR-TERM ACTIONS  
22 AND LONGER TERM CONSIDERATIONS WE ALSO HAVE DISCUSSION AND  
23 QUESTIONS WHICH WE CAN REVISIT AT THE END. NEXT SLIDE. FIRST  
24 HOW DID WE GET HERE, THE REGIONAL NETWORK MANAGEMENT TRACES  
25 BACK TO 2022 AS MENTIONED, AT THE ONSET OF THE PANDEMIC. AND



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1 DURING THAT MOMENT OF CRISIS, REGIONAL LEADERS, INCLUDING THE  
2 LEGISLATURE, MTC COMMISSIONERS, TRANSIT AGENCY EXECUTIVES,  
3 LABOR PARTNERS, BUSINESS LEADERS AND COMMUNITY STAKEHOLDERS  
4 FORMED THE BLUE RIBBON TRANSIT RECOVERY TASK FORCE AND ONE OF  
5 OUR COMMISSIONERS IN A PREVIOUS ROLE WAS ALSO PART OF THIS,  
6 COMMISSIONER JOHN-BAPTISTE THE CHARGE OF THE BLUE RIBBON TASK  
7 FORCE WAS TO DEVELOP A COORDINATED REGIONAL RESPONSE AND SEIZE  
8 THE OPPORTUNITY TO BUILD BACK BETTER THAT WAS THE MAIN FOCAL  
9 POINT OF THE TASK FORCE ONCE OVERLINING COVID WAS THAT REALLY  
10 THERE WAS SOMETHING THAT EMERGED WHICH WAS WE ARE DEEPLY  
11 INTERDEPENDENT SO IT DID BRING EVERYBODY TOGETHER AND NO  
12 SINGLE OPERATOR AGENCY OR ENTITY REALLY COULD MEET THAT  
13 CHALLENGE ALONE SO REALLY A FORCE THAT PULLED EVERYBODY  
14 TOGETHER FOR A COMMON CAUSE SO OUT OF THE TASK FORCE THERE WAS  
15 TWO MAJOR OUTCOMES ONE WAS THE ACTION PLAN WHICH WE HAVE BEEN  
16 PRESENTING TO ALL OF YOU OVER THE LAST TWO YEARS IN TERMS OF  
17 OUR WORK IN THAT SPACE AND SECONDLY IT WAS CREATION OF THE RNM  
18 STRUCTURE AND CHARGE WITH ADVANCING ALL OF THAT WORK OF THE  
19 ACTION PLAN ITSELF. WE HAVE BEEN DOING TWO THINGS STANDING UP  
20 THAT STRUCTURE AS COMMISSIONER JIM SPERING USED TO SAY, IT'S  
21 BUILDING THE PLANE WHILE FLYING IT SO WE HAVE BEEN STANDING UP  
22 THE STRUCTURE AND ADVANCING ALL THE DELIVERY OF THESE  
23 INITIATIVES AT THE SAME TIME. ON THE SLIDE WE HAVE HIGHLIGHTED  
24 THE TIMELINE OF OUR JOURNEY BUT ALSO WHAT THE JOURNEY IS  
25 ABOUT. AND WHAT WE HAVE FOCUSED ON OUT OF THE ACTION PLAN ARE



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1 KEY INITIAL INITIATIVES, AND I WANTED TO HIGHLIGHT THAT THESE  
2 ARE THE KEY ONES THAT WERE PRIORITIZED AS PART OF THE ACTION  
3 PLAN, FARES AND PAYMENTS, CUSTOMER INFORMATION FOCUSED ON  
4 MAPPING, SIGNAGE, AND WAYFINDING. AND THEN WE'RE ALSO  
5 PRIORITIZING THE TRANSIT NETWORK. HOW DO BUS TRANSIT PRIORITY  
6 -- HOW DO BUSES RUN THROUGH THE CONNECTED NETWORK OF THE  
7 ROADWAY SYSTEM. AND THEN LASTLY IS ACCESSIBILITY, WHICH, WHILE  
8 IT STAND ON ITS OWN IT'S ALSO THREADED THROUGHOUT ALL OF  
9 THESE. IMPORTANT THING IS THIS IS OVERLAY ON THE TRANSIT  
10 SYSTEM THAT IS CURRENTLY BEING PROVIDED BY THE TRANSIT  
11 AGENCIES SO WITHOUT THE SERVICE ITSELF ALL OF THIS IS REALLY  
12 IN THE A STANDALONE THING IT REALLY HAS TO WORK TOGETHER WITH  
13 ALL OF THE OPERATIONS OF THE TRANSIT AGENCIES ARE PROVIDING.  
14 SO, WITH THAT, I MEAN, IT SUMMARIZES A LOT OF THINGS, I DID  
15 ALSO WANT TO GIVE A NOD AND RECOGNIZE THAT ALL THE  
16 CONTRIBUTIONS OF THIS WORK DID NOT START IN 2020. THERE IS A  
17 LOT OF THREADS AND EFFORTS THAT BEGAN BEFORE ALL OF THIS. AND,  
18 SO, WHAT THIS WORK REALLY DID WAS PULL IT ALL TOGETHER AND  
19 ACCELERATE IT. AND THIS JOURNEY HAS BEEN LONG-STANDING, EVEN  
20 BEFORE 2020, AND A LOT OF FOLKS HAVE PUT A LOT OF EFFORT INTO  
21 GETTING US TO WHERE WE ARE HERE TODAY. NEXT SLIDE. SO, THIS IS  
22 JUST A QUICK REMINDER OF WHY WE'RE HERE TODAY. WE'RE HERE  
23 BECAUSE THE AUTHORIZING RESOLUTION FOR THE RNM FRAMEWORK,  
24 WHICH WAS IN 2023, CALLED FOR A BIENNIAL REVIEW, AND SO WHAT  
25 WE'RE GOING TO PRESENT TO YOU TODAY IS IN TWO PARTS. KATE AND



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1 BRYAN ARE GOING TO PRESENT THE CONSULTANT'S ASSESSMENT THEN AT  
2 THE EPISODE I'M GOING TO ROUND OFF WITH STAFF AND AGENCY  
3 ASSESSMENT ON OUR RECOMMENDATIONS COMING OUT OF KPMG AND  
4 PERKINS EASTMAN'S ASSESSMENT OF THIS WORK. WITH THAT TURNING  
5 OVER TO KATE AND BRYAN.

6

7 **KATE HOWE:** THANK YOU MELANIE. HELLO EVERYONE MY NAME IS KATE  
8 HOWE I'M A PROJECT MANAGER FOR PERK I KNOWS AND EASTMAN.  
9 ADVANCE TO THE NEXT SLIDE. TWO SLIDES. NEXT SLIDE. I'M GOING  
10 TO INTRODUCE OUR REPORT. SO, I HAVE HAD THE OPPORTUNITY TO  
11 PARTICIPATE IN MUCH OF THIS JOURNEY REALLY STARTED WORKING TO  
12 PROVIDE TECHNICAL ASSISTANCE TO MTC AND THE BROADER BLUE  
13 RIBBON ACTION COMMITTEE BACK IN 2020, 2021. SO, HERE WE ARE,  
14 ASSESSING THE FIRST TWO YEARS, AS MELANIE MENTIONED, WITH  
15 REALLY THE OBJECTIVE HERE IS TO TAKE A LOOK AND ANSWER SOME OF  
16 THE QUESTIONS THAT YOU SEE ON THE SLIDE HERE, REALLY, IN TERMS  
17 OF ASSESSING HOW THE RNM FRAMEWORK, WHICH IS THE ORGANIZATION  
18 CONSISTING OF THIS BODY, OF THE RNM COUNCIL, AND TRANSIT  
19 PRAYERS AS WELL AS THE CAG AND THE FRAMEWORK GRAPHIC YOU SEE  
20 ON THE LEFT HAND OF THE SLIDE WAS ORIGINALLY PUBLISHED IN 2023  
21 HELPS US UNDERSTAND HOW THIS FRAMEWORK OPERATING TOGETHER FROM  
22 MISSION AND VISION WHICH PUBLISHED THEN AMBITIOUS IDEA OF  
23 SEAMLESSNESS IN THE REGION RESPONSIBILITIES OF THE FRAMEWORK  
24 AS WELL AS OPERATING MODEL WHICH ARE HOW DOES THAT GET DONE  
25 THEN GREEN BENEFITS MEASURABLE ITEMS THAT SHOULD RESULT FROM



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1 THE FRAMEWORK THOSE ASSESSMENTS BRYAN WILL WALK US THROUGH BUT  
2 REALLY THE TIE TO THAT OPERATING MODEL, MISSION AND VISION AND  
3 RESPONSIBILITIES, DOES THE RNM HAVE THE RIGHT ALLOCATION OF  
4 RESPONSIBILITIES TO ACHIEVE ON ITS MISSION AND VISION THEN IS  
5 THE OPERATING AS THE RNM OPERATING EFFECTIVELY AND EFFICIENTLY  
6 TO DELIVER ON ITS RESPONSIBILITIES. I WANT TO CALL YOUR  
7 ATTENTION TO THE ORANGE BOX WHICH IS ABOUT THE CONSTRAINTS OF  
8 OUR REGION WHEN WE ASK THESE THREE QUESTIONS WE TRY TO ATTEND  
9 TO THOSE CONSTRAINTS FINANCIAL CONSTRAINTS TIME CONSTRAINTS  
10 AND LEGAL CONSTRAINTS THAT REALLY INFLUENCE HOW THE RNM REMIND  
11 FRAMEWORK OPERATING AND MIGHT LIMIT ITS MISSION AND VISION,  
12 RESPONSIBILITIES OR OPERATING MODEL. WITH THAT I'M GOING TO  
13 TURN TO MY COLLEAGUE BRIAN BUNGO FROM KPMG.

14

15 **BRIAN BUNGO:** BRIAN BUNGO FROM KPMG, IF YOU GO TO THE NEXT  
16 SLIDE ONE MORE WE HAVE ONE SLIDE SUMMARIZING EACH OF THOSE  
17 THREE FUNDAMENTAL QUESTIONS LOOKING TO ANSWER THROUGH THE  
18 REPORT WE'LL TALK TO EACH OF THOSE HIGH-LEVEL THEN COME BACK  
19 TO KATE TO GIVE OVERARCHING FINDINGS AND CONCLUSIONS FROM OUR  
20 ASSESSMENT. FIRST QUESTION AROUND THE MISSION AND VISION  
21 TRYING TO UNDERSTAND IS THE RNM ACHIEVING DESIRED BENEFITS  
22 FROM SUCCESS STANDPOINT WE FOUND THE MISSION AND VISION  
23 STATEMENTS HAVE BROAD BUY-IN AS BEING AMBITIOUS FITTING FOR  
24 WHAT THE RNM IS TRYING TO ACHIEVE THEN ALIGNING THE RNM  
25 ACTIVITIES TO THE TAP OUTCOMES KIND OF THE FIVE OVERARCHING



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1 AREAS WITHIN THE TAP WE FOND THAT AS EFFECTIVE TO TAKE THE TOP  
2 LEVEL OF MISSION AND VISION TRANSLATE DOWN TO MORE DISCRETE  
3 TANGIBLE OUTCOMES FOR OVERALL AMBITION WITHIN THE FIRST FEW  
4 YEARS THE RNM HAS BEEN ABLE TO DELIVER SOME SUCCESSES IN LINE  
5 WITH THAT MISSION AND VISION THINGS LIKE BAY PASS, TRANSIT  
6 PRIORITY POLICY MAPPING WAYFINDING PROTOTYPES. HOWEVER, THERE  
7 ARE CHALLENGES WHEN IT COMES TO MISSION AND VISION. WE HAVE  
8 HEARD THERE ARE DIFFERENT PERSPECTIVES AS TO WHETHER OR NOT  
9 THE RNM IS ACHIEVING OUTCOMES AT THE SPEED AND SCALE THAT'S  
10 DESIRED. SECOND, THERE ARE LIMITED STAKEHOLDER AWARENESS ABOUT  
11 THE ACHIEVEMENTS THAT HAVE BEEN ACCOMPLISHED TODAY, BOTH FROM  
12 PUBLIC PERSPECTIVE LOOKING AT CLIPPER START AVAILABILITY OF  
13 SOME OF THE PROGRAMS COMING OUT OF RNM EFFORTS, THINGS AROUND  
14 DECISION MAKERS, LEGISLATORS, AND COUNTIES TO UNDERSTAND  
15 WHAT'S THE PURPOSE OF RNM, WHAT'S IT ACCOMPLISHED, WHAT ARE  
16 THE NEXT STEPS. THEN THIRD, TAKING THAT HIGH-LEVEL MISSION AND  
17 VISION HAVING MUCH MORE OF THE KIND OF TANGIBLE OUTCOMES  
18 AGAINST WHICH PROGRESS CAN BE MEASURED. THIS CONTRIBUTES TO  
19 THE FIRST POINT AROUND DIFFERING PERSPECTIVES ON WHETHER OR  
20 NOT THIS IS ACHIEVING THE MISSION AND VISION WHAT WE HEARD  
21 DESIRE TO TRANSLATE THAT MISSION AND VISION KIND OF EVEN  
22 FURTHER INTO DISCRETE OUTCOMES BOTH FROM LEVELS OF INTEGRATION  
23 AROUND REGIONAL NETWORK MANAGEMENT THINGS LIKE INTEGRATION DO  
24 YOU WANT TO DO CAPITAL PLANNING INTEGRATED FARES STRUCTURES  
25 BUT ALSO AROUND SERVICE STANDARDS RELIABILITY SPEED HEADWAY



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1 SETTING AT REGIONAL LEVEL AS WELL AS PROGRESS CAN BE MEASURED  
2 KIND OF TWO OVERARCHING OPPORTUNITIES WHEN IT COMES TO MISSION  
3 AND VISION, AND SECOND ONE IS AROUND FURTHER DETAILING VISION  
4 TO BE ABLE TO MEASURE PROGRESS MORE TANGIBLY IF YOU JUMP TO  
5 THE NEXT SLIDE ASSESSMENT AREA AROUND RESPONSIBILITIES OF THE  
6 RNM UNDERSTANDING DOES THIS HAVE THE RIGHT ALLOCATION OF  
7 RESPONSIBILITY IN ORDER TO ACHIEVE THE MISSION AND VISION FROM  
8 SUCCESS STANDPOINT. WE FOND THE INITIAL FOCUS ON DELIVERING  
9 THE TAP OUTCOMES HELPED DELIVER TANGIBLE BENEFITS IN THE SHORT  
10 PERIOD OF TIME ALSO BUILD CREDIBILITY FOR THE RNM AS A VENUE  
11 TO ADVANCE SOME OF THE REGIONAL INITIATIVES ADDITIONALLY HAVE  
12 DEDICATED DIRECTOR AND STAFF FOCUSED ON THIS KIND OF  
13 COORDINATION BETWEEN DIFFERENT AGENCIES BETWEEN MTC AND  
14 OPERATORS TO DELIVER ON THESE OUTCOMES SOMETHING THAT IS SEEN  
15 BY STAKEHOLDERS AS KIND OF POSITIVE THING AS HELPED DRIVE  
16 IMPLEMENTATION OF THESE INITIATIVES FROM A CHALLENGE  
17 PERSPECTIVE WE HEARD MAYBE UNTAPPED POTENTIAL BY HAVING THESE  
18 BODIES FOCUS ON PROJECT IMPLEMENTATIONS IN THE FIRST TWO  
19 YEARS. WE HAVE HEARD DESIRE TO INCREASE THE USE OF THESE  
20 BODIES TO DRIVE MORE OF THAT VISION SETTING, THE REGIONAL  
21 POLICY DEVELOPMENT, VERSUS WHAT'S BEEN THE FOCUS SO FAR.  
22 SECOND WE HEARD THERE IS SOME OVERLAP BETWEEN THE EXISTING  
23 BODIES WITHIN THE REGION TODAY, THINGS LIKE THE RNM COUNCIL  
24 AND CLIPPER EXECUTIVE BOARD, IN PARTICULAR, WHERE THERE ARE  
25 OVERLAPPING MEMBERSHIP MAYBE OVERLAPPING RESPONSIBILITIES IN



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1 SOME WAYS, AND THEN THIRD IS WHAT WE HEARD IS KIND OF A  
2 PERSPECTIVE THAT IT FEELS LIKE THERE IS AN INCONSISTENCY  
3 BETWEEN THE SCOPE OF THE RNM BODIES AND WHAT WE FOUND HERE IS  
4 THE COMMITTEE HAS A MUCH BROADER SCOPE WHEN IT COMES TO  
5 REGIONAL NETWORK MANAGEMENT WHEREAS MAYBE THE COUNCIL AND  
6 CUSTOMER ADVISORY GROUP HAVE A MORE DIRECT TRANSIT RELATED  
7 ACTIVITIES AND REALLY TRYING TO HELP PEOPLE UNDERSTAND HOW  
8 THOSE BODIES FIT TOGETHER AND HOW THE BROADER EFFORTS OF THE  
9 COMMITTEE HELP THE COUNCIL AND CUSTOMER ADVISORY GROUP WHERE  
10 THERE NEEDS TO BE MORE UNDERSTANDING FROM FOLKS TO REALLY  
11 UNDERSTAND HOW TO USE THESE DIFFERENCE BODIES TO ADVANCE  
12 INITIATIVES. SO REALLY KIND OF OPPORTUNITY HERE IS AROUND  
13 MAXIMIZING UTILIZATION OF THE STRUCTURE, THE COUNCIL, THE  
14 COMMITTEE, THE CUSTOMER ADVISORY GROUP THAT ALREADY EXISTS TO  
15 HELP ADVANCE THE PRIORITIES OF THE RNM. NEXT SLIDE. THIRD AND  
16 FINAL AREA IS AROUND THE OPERATING MODEL FOR THE RNM. HERE  
17 WE'RE TRYING TO UNDERSTAND IS THE RNM OPERATING EFFICIENTLY  
18 AND EFFECTIVELY TO DELIVER THOSE RESPONSIBILITIES AND ACHIEVE  
19 THAT MISSION AND VISION. AND AS MELANIE SAID ONE OF THE KEY  
20 THINGS WE FOUND IS IN THESE FIRST TWO YEARS OR EVEN BUILDING  
21 THE PLANE AS WE HAVE BEEN PLYING IT AND PEOPLE HAVE  
22 APPRECIATED THAT FACT HAVE BEEN ABLE TO DELIVER SUCCESSES  
23 WHILE STANDING UP NEW STRUCTURES NEW PROCESSES, NEW DATA  
24 REPORTING. THERE HAS BEEN UNANIMOUS SUPPORT FOR THE COPM MODEL  
25 AS WELL THAT PAIRS MTC FOLKS WITH OPERATORS TO DELIVER THESE



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1 INITIATIVES BRINGING THOSE TWO PERSPECTIVES TOGETHER TO HELP  
2 ADVANCE THOSE INITIATIVES. AND ALSO ONE OF THE KEY THINGS  
3 AROUND KIND OF THE ORIGINAL PURPOSE OF BUILDING THE RNM WAS TO  
4 HELP BUILD SOME COLLABORATION AND TRUST BETWEEN MTC AND THE  
5 OPERATORS. WE HAVE HEARD A LOT OF POSITIVE PROGRESS IF THAT  
6 AREA AS WELL WITHIN THE FIRST TWO YEARS. A COUPLE OF  
7 CHALLENGES WHEN IT COMES TO THE OPERATING MODEL. FIRST ONE,  
8 AND ARGUABLY THE BIGGEST IS AROUND LIMITED CAPACITY AND THAT  
9 53 IN TWO PLACES, ONE IS FROM KIND OF STAFFING AND RESOURCE  
10 PERSPECTIVE. YOU KNOW, BOTH BETWEEN THE OPERATORS, MTC, AND  
11 THE RNM ITSELF, THERE IS ONLY SO MANY PEOPLE THAT EXIST TODAY  
12 AND SO MANY THINGS THOSE PEOPLE CAN ACCOMPLISH IN A GIVEN TIME  
13 FRAME BUT ALSO THE SECOND PART OF THIS IS AROUND THE FUNDING  
14 ASPECT, ARE AS WELL. YOU KNOW, IN A PERFECT WORLD YOU HAVE  
15 UNLIMITED MONEY TO DO ALL THINGS YOU WANT TO DO BUT THERE ARE  
16 CONSTRAINTS AROUND THAT THAT ARE TRUE AND HAVE TO BE MANAGED  
17 AND THAT'S LIMITED OVERALL CAPABILITY OF WHAT'S ABLE TO BE  
18 ACHIEVED IN LINE WITH THAT MISSION. SECOND THING WE HEARD  
19 THERE CAN BE SOME LACK OF CLARITY OR ADDITIONAL TIME THAT'S  
20 REQUIRED TO GET DECISIONS MADE OR UNDERSTANDING HOW DECISIONS  
21 GET MADE BETWEEN THE COUNCIL, ARE THE COMMITTEE, THE DIFFERENT  
22 BODIES WITHIN MTC, ITSELF. THIRD IS AROUND DATA AND  
23 TECHNOLOGY. WE HEARD A DESIRE FOR -- IN A COUPLE OF DIFFERENT  
24 WAYS -- ONE IS AROUND HAVING A CENTRAL LOCATION FOR SOME OF  
25 THE INFORMATION DATA THIS'S COMING THROUGH THE RNM THROUGH



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1 DIFFERENT INITIATIVES HAVING A CENTRAL CLEARING HOUSE FOR  
2 THINGS LIKE CLIPPER DATA AS WELL MAKING THINGS EASIER TO  
3 COLLABORATE WORK TOGETHER ON THESE REGIONAL INITIATIVES  
4 BETWEEN MTC AND THE OPERATORS. FOURTH ONE IS AROUND  
5 PERFORMANCE MEASURES THEMSELVES IF YOU RECALL YOU ADOPTED TWO  
6 DIFFERENT TYPES OF PERFORMANCE MEASURES FOR THE RNM. TO DATE  
7 HAVEN'T BEEN FULLY ABLE TO CLOCK THOSE TRANSIT RIDER OUTCOMES  
8 IN PARTICULAR AN AREA WHERE PEOPLE WANT TO SEE PROGRESS,  
9 PRIORITIES TO BE TRACKED, HOW WE'RE MAKING PROGRESS AGAINST  
10 THOSE OUTCOMES FOR RIDERS AT THE END OF THE DAY AND LAST THING  
11 AROUND THE THREE DIFFERENT BODIES AND A DESIRE TO HAVE MORE  
12 INTERACTION KIND OF DIRECTLY BETWEEN THOSE MEMBERS, IN  
13 PARTICULAR, YOU KNOW, FOR THINGS LIKE SETTING THAT VISION FOR  
14 COMING UP WITH THOSE PRIORITIES. AND REALLY GETTING A BETTER  
15 CHANCE TO COLLABORATE INTERNALLY WITHIN THE RNM ITSELF. SO  
16 KIND OF ON OVERARCHING OPPORTUNITIES HERE LOOKING FOR  
17 OPPORTUNITIES TO INCREASE SPEED AND SCALE OF DELIVERY WITH THE  
18 RNM AND SECOND ONE AROUND CONTINUING IMPROVE COLLABORATION  
19 BETWEEN THE BODIES THEMSELVES. I'LL TURN IT BACK TO KATE  
20  
21 **SPEAKER:** THANKS BRIAN. NEXT SLIDE. I THINK OUR CONSULTANT  
22 TEAM, OUR ASSESSMENT, WE DID A LOT OF THINKING ABOUT HOW TO  
23 SET UP THE ASSESSMENT AND I, SORT OF, SKIPPED THROUGH THIS  
24 SLIDE. SORRY. APOLOGIES ABOUT THAT. ALL OF THESE THINGS REALLY  
25 CAME FROM A BROAD ARRAY OF FOLKS THAT ARE INVOLVED IN THOSE



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1 THREE BODIES REALLY THROUGH A SERIES OF SURVEYS, THROUGH ON  
2 ONE INTERVIEWS WITH SOME OF YOU HERE IN THE ROOM TODAY. WE  
3 ALSO DID LOOK AT BENCHMARKING, LOOKING AT HOW THIS REGION  
4 OPERATES AGAINST OUR GLOBAL PEERS, REALLY. AND WE WORKED WITH  
5 OUR RNM STAFF AND LOOKED AT THOSE INITIATIVES AND TRIED TO  
6 COME UP WITH A WAY TO SYNTHESIZE THOSE TWO YEARS OF EFFORT AND  
7 HOW WE CAN ASSESS AND CONSIDER WHAT THIS MEANS IN THE TWO  
8 YEARS FOR FUTURE OF THE RNM BECAUSE I THINK WHAT YOU HEARD AS  
9 ANDY SET US UP ALSO MELANIE, THIS FOUNDATIONAL RNM STRUCTURE  
10 WAS INTENTIONALLY SET UP QUICKLY BUT WITH THE THOUGHT THAT IT  
11 WILL EVOLVE IN THE FUTURE SO YOU HAVE IN YOUR PACKET THE  
12 REPORT THAT REALLY TRY TO SYNTHESIZE THAT YOU HAVE IN YOUR  
13 REPORT THE OUTCOMES OF SURVEY OF 77 PARTICIPANTS AND I THINK  
14 YOU KNOW FOR US WE FELT LIKE IN THE FIRST TWO YEARS THE RNM  
15 HAS BEEN ESTABLISHED AS A SOLID FOUNDATION IT HAS DELIVERED  
16 TANGIBLE BENEFITS IN LINE WITH ITS MISSION. IT'S AMBITION  
17 MISSION AND VISION HOWEVER AS MENTIONED IT MAY NOT BE  
18 DELIVERING THOSE BENEFITS AT THE SPEED AND SCALE NECESSARY WE  
19 DID ASSESS THE WHOLE HOST OF DIFFERENT OPPORTUNITIES THOSE  
20 OPPORTUNITIES THAT BRIAN WENT OVER ARE TRANSLATE INTO A SERIES  
21 OF NEAR-TERM ACTIONS AND REALLY ABOUT LEADING INTO THAT  
22 CONSIDERATION OF LONG-TERM AND FUTURE OF THE RNM AND I THINK I  
23 WANT TO CALL YOUR ATTENTION TO THE LAST ARROW ON THE ORANGE  
24 HERE REALLY ABOUT CREATING AND FACILITATING COORDINATION WITH  
25 THESE FINDINGS AND BAY AREA LEADERSHIP DETERMINING IF NEAR-



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1 TERM ACTIONS ARE SUFFICIENT OR IF MORE SUBSTANTIAL TRADEOFF OF  
2 THE RNM SHOULD BE CONSIDERED. WITH THAT BACK TO MELANIE.

3

4 **MELANIE CHOY:** THANK YOU, KATE AND BRIAN. SO THE NEXT SEVERAL  
5 SLIDES IS STAFF KEY TAKEAWAYS FROM STAFF AND RECOMMENDATIONS  
6 FROM STAFF IN TERMS OF WHAT ASPECTS AND WHAT ACTIONS WE ARE  
7 PROPOSING TO MOVE FORWARD WITH. NEXT SLIDE PLEASE. SO, HERE  
8 ARE A FEW THINGS THAT WE WANT TO ELEVATE AND UPLIFT FROM THE  
9 ASSESSMENT FROM PERKINS EASTMAN AND KPMG WHICH IS REITERATING  
10 AND WE ALSO FEEL IF THERE IS A SOLID FOUNDATION THAT HAS BEEN  
11 BUILT FOR REGIONAL COORDINATION AND WE ALSO RECOGNIZE THERE  
12 ARE REFINEMENTS. THIS ENTIRE PROCESS IS AN EVOLUTIONARY  
13 PROCESS. SO, FOR US, WE LOOK TO SOME OF THE THINGS THAT ARE  
14 BEING CALLED OUT BY PERKINS EASTMAN AND KPMG IF TERMS OF  
15 STRENGTHENING OUR PROCESS AND REFINING WHAT WE HAVE. THING TO  
16 CALL OUT FOR US IS THE LONG-TERM VISION AND GOAL IN TERMS OF  
17 DISCUSSION ON THAT AT THE RIGHT TIME. SO, FOR US, WHAT -- FOR  
18 US TRANSLATING ALL OF THIS INTO WHAT THIS MEANS FOR US IN  
19 TERMS OF NEXT STEPS. AND WE'RE CAPTURING IT IN THREE BANDS. IT  
20 DOESN'T NECESSARILY SAY IT ON THE SLIDE ITSELF, BUT REALLY THE  
21 KEY PIECE FOR US IS NEAR-TERM ACTIONS AND CONTINUING BUILD ON  
22 WHAT WE HAVE ESTABLISHED AND CONTINUING ACHIEVE THE DELIVERY  
23 OF THOSE THINGS WE STARTED, THAT IS IN THE NEAR-TERM. PART OF  
24 OUR CURRENT PLANS AND GOALS, AND STAY THE COURSE ON THAT. THE  
25 SECOND PIECE IS THERE ARE -- THERE WAS FEEDBACK DURING THE



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1 REPORT, ITSELF, THAT RECOMMENDED SOME TOOLS OR THINGS THAT WE  
2 COULD DO WITH DATA. THOSE DISCUSSIONS, IN TERMS OF IMPROVING  
3 THE SYSTEM REQUIRES A BROADER DISCUSSION IN LINE WITH ALL THE  
4 OTHER PRIORITIES WE HAVE. AND, SO, WE PROPOSE TO HAVE THAT AS  
5 PART OF OUR CONVERSATION IN TERMS OF DISCUSSING IT IN AT THE  
6 MID-TERM AND NEXT PHASE AND SEQUENCING OF THE WORK AND COMING  
7 BACK TO ALL OF YOU WITH THAT. LASTLY THIS LONG-TERM DISCUSSION  
8 ABOUT LONG-TERM VISION, MISSION AND GOALS FOR THE RNM AND  
9 WHERE WE WANT TO GO. AND THAT IS A LONG-TERM DISCUSSION AT THE  
10 RIGHT TIME TO HAVE. AND SO WE WOULD LIKE TO AT LEAST FRAME OUR  
11 RECOMMENDATIONS AND NEXT STEPS IN THAT VEIN OF THE THREE  
12 BANDS, NEAR, MID-AND LONGER TERM DISCUSSIONS. NEXT SLIDE  
13 PLEASE. SPECIFICALLY ON THIS SLIDE WE HAVE SPECIFICALLY  
14 ACTIONS IF TERMS OF KEY THINGS TO FOCUS ON AGAIN, I WILL  
15 CAPTURE ALL OF THESE THEY'RE LABELED A, B, C, D, AND E, BUT  
16 I'LL CAPTURE IN NEAR, MISSED, AND LONG-TERM AND OUR PURPOSE IN  
17 PRESENTING THIS TO YOU TODAY IS TO GET YOU'RE FEEDBACK. SO  
18 FIRST ONE IS IMPROVING PUBLIC COMMUNICATIONS AS WE CONTINUE TO  
19 HEAR CLEARLY FROM ALL OF YOU AS WELL AS OUR PARTNERS AND  
20 TRANSIT AGENCIES AND STAKEHOLDERS THAT WE NEED TO DO A BETTER  
21 JOB AT TELLING THE STORY WHAT WE HAVE DELIVERED HOW IT'S  
22 WORKING WHY IT MATTERS AND WHILE THE WORK IS HAPPENING  
23 AWARENESS IS JUST NOT WHERE IT NEEDS TO BE SO OUR FOCUS WILL  
24 BE OUR FOCUS AND PROPOSAL IS TO DO MORE IN THIS SPACE IT'S NOT  
25 NECESSARILY MORE OF THE SAME BUT IT'S THINKING THROUGH WHAT



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1 ARE WE DOING AND IT'S FILLING IN THE GAPS OF THAT REACH. THE  
2 SECOND B ITEM IS ALSO NEAR-TERM. THERE ARE OPERATIONAL  
3 IMPROVEMENTS THAT WE'RE PROPOSING TO FOCUS ON IN TERMS OF  
4 PRACTICAL IMPROVEMENTS TO BRING TO ADVANCE THE STRONG  
5 COLLABORATION THAT WE ALREADY HAVE IF PLACE AND FIRST ONE IS  
6 ALIGNING ON POLICY DIRECTION AND STRATEGIC PRIORITIES ACROSS  
7 THE RIM REM BODIES. THIS MIGHT INCLUDE AMONG THE THREE BODIES,  
8 THE RNM CUSTOMER ADVISORY GROUP AS WELL AS THE RNM COUNCIL.  
9 BASED ON FEEDBACK FROM THE REPORT THERE WAS INTEREST IN MORE  
10 INTERACTION BETWEEN THE THREE BODIES THIS MIGHT INCLUDE THINGS  
11 LIKE CONVENING A JOINT STRATEGY SESSION BETWEEN THE BODIES.  
12 THERE IS PROBABLY SOME OTHER SPECIFICALLY IDEAS THAT'S REALLY  
13 TRYING TO FIGURE OUT HOW TO TACKLE THAT IN TERMS OF ALIGNING  
14 THE BODIES. THE SECOND PIECE IS WORKING ON STRENGTHENING  
15 PROCESSES AND COLLABORATION TOOLS ACROSS AGENCY STAFF AND SO  
16 THESE ARE THINGS THAT WE DO ON THE BACK END IN TERMS OF HOW WE  
17 OPERATE CROSS AGENCY-WIDE CROSS INTERNALLY AND ALL THINGS THAT  
18 WE HAVE AVAILABLE TO US OPERATIONALLY. THIRD COMPONENT OF B IS  
19 PURSUING INTEGRATION OF THE CLIPPER EXECUTIVE BOARD AND RNM  
20 COUNCIL. CLIPPER EXECUTIVE BOARD EXISTED PRIOR TO THE  
21 STANDARDS UP OF THE RNM AND THAT IS A SUBSET OF GENERAL  
22 MANAGERS, AS WELL AS ANDY F, FROM YOURS AS WELL THE RNM  
23 COUNCIL IS A SIMILAR BODY AND SIMILAR MAKE UP NOT EXACTLY THE  
24 SAME. THE CLIPPER EXECUTIVE BOARD IS FOCUSED ON CLIPPER  
25 OPERATIONS AND SOLELY CLIPPER AND RNM COUNCIL FOCUS ON A



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1 BROADER SUITE. THERE IS OVERLAP BETWEEN THE TWO BODIES AND OUR  
2 RECOMMENDATION IS TO PURSUE WHAT IT WILL TAKE TO INTEGRATE AND  
3 MERGE THE TWO BODIES. AND THEN THE LAST BULLET ON HERE IS  
4 DIRECTLY OR INDIRECTLY EXPANDING RNM CAPACITY. AND THIS IS  
5 JUST DOING MORE. WE HAVE BEEN DOING WHAT WE CAN WITH EXISTING  
6 RESOURCES, BUT THIS AMPLIFIES THAT IN TERMS OF THINKING THAT  
7 THROUGH IN TERMS OF LEVERAGING RESOURCES THAT MAY BE OUT  
8 THERE, TRANSIT AGENCY EXPERTISE ON THINGS THAT WOULD HELP THE  
9 OVERALL SPEED AND SCALE OF DELIVERY. IT'S LOOKING AT  
10 INTERNALLY AT MTC THINKING THROUGH WHERE THERE ARE GAPS IN  
11 RESOURCES AND HAVING DISCUSSION IN TERMS OF ADVANCING  
12 DELIVERY. AND THEN C AND D ARE MORE MID-TERM LEVEL. C IS  
13 LOOKING AT SUSTAINABLE FUNDING STRATEGIES FOR ALL THIS WORK  
14 THAT WE'RE DOING. WE ARE CURRENTLY PROCEEDING ON THIS WORK  
15 WITH ONE TIME INFUSION OF FUNDS, THROUGH WHEN WE WERE STANDING  
16 UP THE ACTION PLAN, AND, SO, IN THE LONG-TERM, WE WILL NEED TO  
17 HOOK AT THAT IN TERMS OF THE SUSTAINABLE FUNDING STRATEGY. D  
18 IS ALSO LOOKING AT OUR EXISTING ACTION PLAN AND THINKING  
19 THROUGH WHAT IS IN THE ACTION PLAN, AND THE PRIORITIES WITHIN  
20 IT. AND OUR PROPOSAL IS AT THE RIGHT JUNCTURE NEXT YEAR, THINK  
21 THROUGH WHAT THE EXISTING EXPERIMENTS ARE, AS WELL AS THINK  
22 THROUGH THE FEEDBACK THAT WE RECEIVED FROM THE REPORT, PULL  
23 THAT ALL TOGETHER, AND UPDATE THE ACTION PLAN. AND AGAIN,  
24 THAT'S MID-TERM, C AND D ARE MID-TERM. LAST ONE IS REFINING  
25 LONG-TERM MISSION AND VISION OF THE RNM WHICH WE HAVE ALREADY



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1 MENTIONED AND FLAGGING OUT THERE THAT THIS IS PART OF THE  
2 EVOLUTION JOURNEY AND WE WANT TO MAKE SURE IT'S RECOGNIZED,  
3 BUT REALLY THAT IT'S AT THE RIGHT TIME AND IN THE LONG-TERM.  
4 SO, WITH THAT, I THINK I MIGHT HAVE ONE MORE SLIDE. NEXT  
5 SLIDE. SO, WITH THAT, I WANTED TO JUST HIGHLIGHT WHERE WE HAVE  
6 BEEN, AND ALSO PROVIDE COMMENTS FROM THE RNM COUNCIL, AS WELL  
7 AS CUSTOMER ADVISORY GROUP IN TERMS OF FEEDBACK WE HAVE  
8 RECEIVED. SO WE PRESENTED TO THE RNM COUNCIL AND CUSTOMER  
9 ADVISORY GROUP A COUPLE WEEKS AGO SO SOME OF THE FEEDBACK THAT  
10 WE RECEIVED THERE WAS A LOT OF ECHOING SOME OF THE THINGS THAT  
11 HAVE BEEN CALLED OUT COMMUNICATIONS COMPONENTS STRENGTHENING  
12 ALIGNMENT BETWEEN BODIES THERE WAS A LOT OF INTEREST IN THAT  
13 AND A FEW KEY THINGS I'LL HIGHLIGHT IN TERMS OF WHAT THE RNM  
14 COUNCIL FOCUSED ON. THERE WAS A FOX ON HOW DO WE CONTINUE TO  
15 BUILD ON THAT PARTNERSHIP BETWEEN US AND THE TRANSIT AGENCIES  
16 IN THIS SPACE AND THE WORK AND LEVERAGE RESOURCES. THE OTHER  
17 THING THAT THE RNM COUNCIL BROUGHT UP WAS A PERFORMANCE  
18 MEASURES AND REALLY HOW CAN WE BUILD THAT IN AND ELEVATE THAT,  
19 I THINK THAT ALSO CAME OUT THROUGH THE CONSULTANT REPORT THAT  
20 WE NEED TO -- OR THAT WE SHOULD THINK THROUGH HOW WE'RE  
21 BRINGING IN THE PERFORMANCE METRICS INTO THIS WORK. SO WE  
22 HEARD THAT FROM THE COUNCIL. FROM THE CUSTOMER ADVISORY GROUP  
23 THE MEMBERS UNDERSCORE THE IMPORTANCE OF THINKING ABOUT  
24 ADVANCING THE NEAR-TERM TISSUE OR THE CUSTOMER ADVISORY GROUP  
25 MEMBERS EMPHASIZED THERE IS AN INTEREST IN LONG-TERM POLICY



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1 DISCUSSION BUT NOT TO GET BOGGED DOWN IN THAT DISCUSSION  
2 BECAUSE THERE IS SOME NEAR-TERM THINGS THAT WE SHOULD FOCUS ON  
3 THAT REALLY DO IMPACT THE CUSTOMER EXPERIENCE. AND THEN THERE  
4 WAS ALSO A RECOGNITION OF THE SCALE AND DELIVERY SPEED AND  
5 SCALE OF DELIVERY OF THE PROGRAMS THAT IT IS NOT AS QUICK AS  
6 THEY WOULD LIKE TO SEE. AND THEN MAYBE THE LAST THING FROM THE  
7 CUSTOMER ADVISORY GROUP THAT I'LL HIGHLIGHT IS THERE WAS  
8 INTEREST TO DIVE DEEPER INTO SOME OF THE THINGS, SO FOR  
9 EXAMPLE, ON THE COMMUNICATIONS. REALLY WHAT IS, ARE WE NOT  
10 REACHING THE RIGHT AUDIENCES SO TO UNPACK THAT A LITTLE BIT  
11 MORE, THERE WAS AN INTEREST IN HAVING THAT DISCUSSION. BUT  
12 OVERALL THE BODIES SUPPORTED THE PROGRESS WE MADE AND THEY  
13 ALSO RECOGNIZED A LOT OF THE CHALLENGES THAT HAVE BEEN CALLED  
14 OUT AS WELL. BUT OVERALL, THEY'RE POSITIVELY ENCOURAGED IN  
15 TERMS OF WHERE WE ARE GOING AND THE DIRECTION ALL THIS IS  
16 HEADED. AND THEY WERE VERY ENGAGED IN TERMS OF HOW TO  
17 CONSTRUCTIVELY AND ADVANCE AND EVOLVE THE RNM. SO, WITH THAT,  
18 I WILL CLOSE OUT THE PRESENTATION. AND OPEN IT UP FOR  
19 QUESTIONS.

20

21 **CHAIR, CANDACE ANDERSON:** LET'S START WITH QUESTIONS FROM  
22 MEMBERS OF THE COMMITTEE. SUE IS THAT WITH YOUR MICROPHONE?  
23 PLEASE.

24

25 **SUE NOACK:** YOU WANT COMMENTS AS WELL AS QUESTIONS.



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1

2 **CHAIR, CANDACE ANDERSON:** I'M HAPPY TO, SORT OF, INTEGRATE THE  
3 TWO BECAUSE OFTEN TO ME A COMMENT IS, SORT OF, A QUESTION  
4 ANYWAY. SO HAPPY TO HAVE BOTH AND THEN I WANT TO SEE IF ONLINE  
5 WE DO HAVE MEMBERS OF THE COMMUNITY ADVISORY GROUP ALSO SO WE  
6 CAN HEAR INPUT THEY HAVE. GO AHEAD.

7

8 **SUE NOACK:** I USED TO SIT ON THE RNM BEFORE BECOMING CHAIR SO  
9 THIS HAS BEEN INVOLVED FOR A WHILE SO I DO APPRECIATE THE  
10 REPORT I THINK IT POINTS OUT A LOT OF THINGS THAT I WOULD  
11 ABSOLUTELY AGREE WITH AND ONE WAS THE BIGGEST ONES IS PROBABLY  
12 LIMITATION ON FUNDING AND CONSTRAINTS BEING ABLE TO MOVE  
13 THINGS FORWARD AS FAST OR AS LARGE OR EXPANSIVE AS WE WOULD  
14 LIKE. THERE ARE TWO THINGS GOING FORWARD THAT I THINK WE NEED  
15 TO THINK ABOUT AND ONE IS, OBVIOUSLY, DEPENDENT ON WHAT  
16 HAPPENS WITH SB63, AND THE FINANCIAL EFFICIENCY OF THE  
17 OVERSIGHT AND RECOMMENDATIONS THERE. BECAUSE I THINK THOSE TWO  
18 WILL INTERSECT IN SOME AREAS. AND I THINK IT'S REALLY  
19 IMPORTANT THAT THAT BE CONSIDERED IN THE LONG-TERM. OBVIOUSLY  
20 A LARGE PART OF THIS IS TRYING TO DRIVE REVENUE UP, BUT IT'S  
21 ALSO TRYING TO INTEGRATE AND MAKE THE WHOLE SYSTEM MORE  
22 EFFICIENT. AND, SO, HOPEFULLY THERE WILL BE SOME THINGS COMING  
23 OUT OF THE FINANCIAL EFFICIENCY THAT CAN BE INCLUDED IN HERE  
24 TO MOVE FORWARD. SO PART OF THAT LONG-TERM VISION THAT YOU ARE  
25 THINKING OF, THAT WE NEED TO, SORT OF, ADDRESS NOW, SINCE



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1 WE'RE, SORT OF, SEVERAL YEARS PAST THE BLUE RIBBON TASK FORCE,  
2 I THINK IS SUPER IMPORTANT. I THINK IT IS IMPORTANT TO KEEP  
3 THE PUBLIC INFORMED. IT WORRIES ME A LITTLE BIT, BECAUSE OF  
4 OUR CAPACITY CONSTRAINTS, THE PUBLIC IS NOT SEEING AS MUCH  
5 BECAUSE OF OUR CONSTRAINTS AND NOT BEING ABLE TO DO IT. RIGHT?  
6 IT'S NOT NECESSARILY WE HAVE TO INFORM THEM OF WHAT WE HAVE  
7 DONE HOPEFULLY IT'S EVIDENT TO THEM WHAT WE HAVE DONE AND WE  
8 DON'T HAVE TO TELL THEM WHAT WE HAVE DONE SO THIS'S PART OF  
9 OUR CAPACITY CONSTRAINTS AND MAYBE THAT'S WHAT WE NEED TO  
10 COMMUNICATE MORE THAN ANYTHING IS THAT GAP FROM WHAT WE HAVE  
11 BEEN ABLE TO ACCOMPLISH AND THAT THEY WOULD SEE IT MORE IF WE  
12 WERE ABLE TO DO IT ON LARGER SCALE. THOSE ARE MILE COMMENTS.

13

14 **CHAIR, CANDACE ANDERSON:** THANK YOU. LET'S GO DOWN.

15

16 **SPEAKER:** I WOULD CONCUR WITH THAT ONE I THINK THE  
17 RECOMMENDATIONS OF THE ADVISORY GROUPS ARE VALUABLE ALSO I  
18 THINK THE LETTER WE RECEIVED FROM SEAMLESS BAY AREA REALLY HAD  
19 A LOT OF THE SAME POINTS BUT ONES THAT FIRST I WOULD EMPHASIZE  
20 IS THIS IMPORTANCE OF TAKING THE NEAR-TERM SUCCESSES WE HAVE  
21 HAD EVEN IF THEY ARE LIMITED, AND REALLY COMMUNICATE AND  
22 CELEBRATE THEM AS EXAMPLES OF WHAT WE CAN DO AS OPPOSED TO  
23 THAT THEY IN THEMSELVES ARE ALREADY SIGNIFICANT ACHIEVEMENTS  
24 BUT THEY SHOW THE SORTS OF THINGS THAT ARE POSSIBLE. IN  
25 PARTICULAR, I THINK THAT THE SUBREGIONAL COLLABORATION IS VERY



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1    IMPORTANT. BECAUSE IF WE TRY TO CONTROL FROM MTC THIS  
2    COMPREHENSIVE APPROACH THAT GETS REAL COMPLICATED BUT WE CAN  
3    GET A LOT OF SUCCESSES, AND I THINK THE REAL FRICTION POINTS  
4    ARE SUBREGIONAL, THE GREATEST FRICTION POINTS ARE. I WAS  
5    THINKING ABOUT THE METAPHOR ON WHETHER TO FLY A PLANE, AND  
6    WHILE WE'RE STILL BUILDING IT, AND I THINK IT'S MORE THAT WE  
7    HAVE BEEN TRYING TO FIGURE OUT OKAY WHAT ARE ALL THE CONTROLS  
8    IN THE COCKPIT, HOW DO WE TAXI DOWN A RUNWAY BEFORE WE TRY TO  
9    FLY THE PLANE? WE'RE NOT TRYING TO FLY IT YET WE'RE A WAYS  
10    FROM TAKING OFF REALLY BUT WE WANT TO GET THERE. I WOULD  
11    ENCOURAGE US TO NOT LEAP INTO TRYING TO RESOLVE THE LONG-TERM  
12    VISION UNLESS EVERYBODY WANTS TO 43 WITH MY VISION, YOU KNOW.  
13    IT'S POTENTIALLY CONTENTIOUS WE DON'T WANT THAT TO INTERFERE  
14    WITH US REALLY SHOWING WHAT WE CAN DO AND LEARNING FROM OUR  
15    OWN PROGRESS. LASTLY, I -- SOMETHING I THINK IS VALUABLE  
16    FUNCTION GOING FORWARD WE CAN ACTUALLY DO I DO WANT THINK OF  
17    IT AS PRIMARILY TO INCREASE REVENUE THAT'S NOT MY FOREMOST  
18    OUTCOME THAT I WOULD LIKE TO SEE IS IT MAKE OUR SYSTEM MAKE  
19    OUR TRANSIT AGENCIES FUNCTION MORE AS A SYSTEM AND THEREFORE  
20    TRANSIT FUNCTION BETTER. AS BEING ON THIS COMMITTEE, I DON'T  
21    FEEL LIKE, AND YOU KNOW, I HAVE ONLY BEEN ON IT FOR A MATTER  
22    OF MONTHS BUT I DON'T FEEL AS VERSED IN ALL THE NUANCES AS I  
23    WOULD LIKE TO BE, AND I DON'T THINK THIS HEARING IS THE PLACE  
24    TO BECOME BRIEFED. SO I WOULD REALLY LIKE TO ASK WHETHER, FOR  
25    MYSELF, WHETHER OTHERS WOULD WELCOME GETTING A DEEPER DIVE



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1 OFFLINE AND BE ABLE TO HAVE SOME BETTER UNDERSTANDING AND  
2 INDIVIDUAL FEEDBACK GOING FORWARD. THANK YOU.

3

4 **CHAIR, CANDACE ANDERSON:** THANK YOU SO MUCH. EDDIE? NO.

5

6 **ALICIA JOHN-BAPTISTE:** THANK YOU, CHAIR. I JUST WANT TO ECHO  
7 THE APPRECIATION FOR STOPPING AND DOING THE ASSESSMENT. I  
8 THINK IT'S SUPER IMPORTANT AND IT HELPS US JUST FIGURE OUT HOW  
9 TO ADJUST SO THAT WE CAN ACCOMPLISH ALL OF OUR LOFTY GOALS.  
10 SO, THANK YOU FOR THAT. I HAVE A FEW THOUGHTS. I AGREE WITH  
11 WHAT MY FELLOW COMMITTEE MEMBERS ARE FLAGGING ON. I THINK  
12 THERE IS REAL RISK IN STOPPING AND DOING A BIG REVISIONING  
13 EXERCISE, I THINK IT BECOMES INCREDIBLY TIME CONSUMING AND IT  
14 DOESN'T NECESSARILY ACTUALLY RESULT IN ANY ON THE GROUND  
15 CHANGE WHEREAS IF WE REALLY DECIDE, EXPLICITLY, THAT WHAT WE  
16 WANT TO DO OVER THE NEXT COUPLE OF YEARS IS REALLY EMPHASIZE  
17 OUR EFFORTS ON IMPLEMENTATION, WE CAN LEARN A LOT BY  
18 EVALUATING WHAT WORKS AND WHAT DOESN'T WORK IN THE  
19 IMPLEMENTATION, THE ACTIVE IMPLEMENTATION. AND I WOULD BE  
20 CURIOUS IN THAT VEIN, WHEN WE TALK ABOUT THE DIFFERENCE  
21 BETWEEN WHAT WE HOPE FOR ON SPEED AND SCALE AND WHAT WE'RE  
22 EXPERIENCING, WHETHER WE COULD ACTUALLY IDENTIFY HOW MUCH OF  
23 THAT -- WE ALWAYS POINT TO FUNDING AND KIND OF STAFF CAPACITY,  
24 AND I ALSO SUSPECT THAT PART OF WHAT STANDS IN OUR WAY IS OUR  
25 LACK OF CLARITY ON GOVERNANCE AND OUR LACK OF ALIGNMENT ON THE



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1 SPECIFICS OF DIRECTION THAT WE'RE TAKING WE GET STUCK IN A  
2 SWIRLS OF DECISION-MAKING OVER AND OVER AND OVER AGAIN. SO IF  
3 THAT'S THE CASE WE MIGHT ACTUALLY, WHILE WE'RE THINKING ABOUT  
4 LONG-TERM FUNDING STRATEGIES AND ALL THE REST OF IT, WE MIGHT  
5 ACTUALLY BE ABLE TO MAKE A LOT OF DIFFERENCE IF WE COULD  
6 GRAPPLE WITH GETTING MORE CLEAR ABOUT OUR DECISION MAKE  
7 STRUCTURES. FROM THAT STANDPOINT, I ABSOLUTELY THINK THAT  
8 HAVING A -- YOU KNOW, MAYBE A ANNUAL OR SEMI-ANNUAL CONVENING  
9 OF THE VARIOUS ENTITIES THAT TOUCH REGIONAL NETWORK MANAGEMENT  
10 WOULD BE SUPER VALUABLE, GET EVERYBODY IN THE SAME ROOM,  
11 HAVING THE SAME CONVERSATION, BUT I ALSO THINK WE HAVE TO SAY  
12 WHAT THE ROLE IS OF EACH OF THOSE GROUPS AND WE NEED TO BE  
13 EXPLICIT ABOUT IT, AND FROM I SIT, WHAT MAKES THE MOST SENSE  
14 TO ME IS THAT THE CUSTOMER ADVISORY GROUP, AS THE USERS OF THE  
15 SYSTEM, ARE THE ONES WHO ARE REALLY HELPING US UNDERSTAND THE  
16 GOALS AND THE PRIORITIES THAT THIS COMMITTEE, AS THE POLICY  
17 MAKERS AND THIS COMMITTEE WAS DESIGNED TO INCLUDE  
18 REPRESENTATION FROM ORGANIZATIONS THAT DON'T OTHERWISE SIT ON  
19 MTC BECAUSE OF THE SPECIAL NATURE OF THIS WORK, THAT THIS  
20 COMMITTEE REALLY SETS THE STRATEGY TO ACHIEVE THOSE GOALS. AND  
21 THEN THE COUNCIL IS IN CHARGE OF THE TACTICS AND EXECUTION.  
22 AND OBVIOUSLY ALL THREE OF THOSE THINGS HAVE TO SPEAK TO EACH  
23 OTHER. YOU COUNTY SET STRATEGIES THAT DON'T HAVE THE EXECUTION  
24 CAPACITY WHICH THE OPERATORS HAVE THE BEST VIEW INTO, OR, YOU  
25 KNOW, YOU DON'T GET ANYWHERE, RIGHT? BUT THAT, TO ME, IS KIND



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1 OF THE BLOCKING AND TACKLING WE ALL NEED TO BE HOLDING. I ALSO  
2 THINK THAT THIS COMMITTEE SHOULD HAVE AN ANNUAL AGENDA. THIS  
3 IS THE KIND OF WORK THAT'S FORWARD LOOKING ENOUGH THAT WE  
4 COULD SAY, OKAY, OVER THE NEXT 36 MONTHS, THIS IS WHERE WE'RE  
5 TRYING TO GO, AND SO THEREFORE LET'S BACK INTO THE DISCUSSIONS  
6 AND THE DECISION MAKING THAT NEEDS TO HAPPEN IN THIS COMMITTEE  
7 SETTING SO WE KNOW WHAT WE'RE TRYING TOWARDS OVER A 12-MONTH  
8 PERIOD OF TIME SO IT DOESN'T FEEL DISCONNECT WHEN THINGS COME  
9 IN BITS AND PIECES. MY OTHER EDITORIALIZING ON THE SCOPE OF  
10 THIS COMMITTEE IT'S CONFUSING TO HAVE THE REGIONAL NETWORK  
11 MANAGEMENT COMMITTEE ALSO DO THINGS LIKE HIGHWAY SAFETY MAYBE  
12 WE SHOULD PULL THOSE THINGS APART BUT THAT'S -- NOW I'M  
13 OUTSIDE OF MY PAY GRADE SO JUST THROW THAT OVER TO STAFF TO  
14 THINK ABOUT. I HAVE A SLIGHTLY DIFFERENT POINT OF VIEW ON THE  
15 COMMS. I THINK A NORMAL PERSON WHO OPERATES OUTSIDE OF THE  
16 TRANSPORTATION ECOSYSTEM WOULD LOOK AT SOME OF THE THINGS  
17 WE'RE TRYING TO DO THROUGH THIS EXERCISE AND BE VERY CONFUSED  
18 AS TO WHY IT DOESN'T ALREADY EXIST. AND SO TO STAY, LIKE, WE  
19 HAVE GOT A SHARED PROTOTYPE OF A MAP FEELS REALLY OVERSELLING,  
20 IN TERMS OF WHAT A NORMAL PERSON MIGHT EXPECT US TO BE ABLE TO  
21 ACCOMPLISH. I THINK THAT THE NARRATIVE AND THE COMMS IS  
22 ACTUALLY BETTER ORIENTED TOWARDS THE ACTORS INVOLVED IN THIS  
23 SPACE. LET'S TELL THE STORY TO OURSELVES OF WHERE WE HAVE SEEN  
24 SUCCESS. AND THE FLIP SIDE OF THAT IS HOW WE'RE LEARNING FROM  
25 WHERE WE'RE, YOU KNOW, FINDING GAPS, AS WELL, RIGHT? SO THAT,



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1 IS MY SLIGHT TWEAK ON THAT. LET ME SEE IF FROM IS ANYTHING  
2 ELSE? I GUESS I'LL ECHO WHAT COMMISSIONER BURT WAS SAYING ON  
3 THE THINKING ABOUT SUBREGIONAL AS A -- YOU KNOW, AS A KIND OF  
4 AN OPERATING ENVIRONMENT THAT MAYBE WE COULD GET A LITTLE BIT  
5 MORE PROGRESS TOWARDS, SEE WHERE THOSE OPPORTUNITIES EXIST. I  
6 THINK, YOU KNOW, MOSTLY WE WANT TO TRY TO REALLY SET OURSELVES  
7 UP FOR SUCCESS SO BITING OFF THINGS THAT WE CAN ACTUALLY CHEW  
8 AND THEN STARTING TO BUILD THAT STORY OF, OKAY, THIS DOES  
9 WORK, TO ME SEEMS LIKE AN APPROACH WE COULD TAKE. THANK YOU  
10 FOR THAT.

11

12 **CHAIR, CANDACE ANDERSON:** OKAY. GO AHEAD, MARILYN, PLEASE.

13

14 **MARILYN EZZY ASHCRAFT:** COULD I JUST SAY THAT FOLLOWING  
15 COMMISSIONER JOHN-BAPTISTE IS ALWAYS -- [LAUGHTER] --  
16 CHALLENGING. BUT, NO, I SO APPRECIATE THE WAY YOU SO ELEGANTLY  
17 AND GRACEFULLY ARTICULATE THESE IMPORTANT PRINCIPLES. SO, I'M  
18 NEW I TO THIS EFFORT BUT NONETHELESS IT MAKES SO MUCH SENSE  
19 THAT WE SHOULD BE DOING THIS AND I DO WANT TO STOP AND SAY  
20 THANK YOU SO MUCH TO THE AUTHOR'S STUDIES AND SO MUCH  
21 INFORMATION AND ANALYSIS AND LOOKING TRULY ALL OVER THE WORLD  
22 AT DIFFERENT SYSTEMS. I ALSO WANT TO THANK THE COMMUNITY  
23 ADVISORY GROUP. I HAD A NICE CONVERSATION YESTERDAY WITH ADINA  
24 LEVIN, I HOPE YOU'RE LISTENING, AND I APPRECIATE THE LETTER  
25 AND THE REPORT, WITH THE STATEMENT THEY SENT, WITH JUST FROM A



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1 HIGH-LEVEL, WHAT STRIKES ME IS THAT THIS IS A GREAT  
2 OPPORTUNITY, AND NOT JUST AN OPPORTUNITY TO SAY, OKAY, LET'S  
3 COME BACK IN ANOTHER TWO YEARS AND LOOK AT THIS. HERE WE ARE,  
4 TWO YEARS OUT. THIS IS THE FIRST OPPORTUNITY TO LOOK BACK AT  
5 THE MEASUREMENTS THAT HAVE TAKEN PLACE. AND I THINK IT IS  
6 ALSO, I THINK THERE IS A SILVER LINING IN SOME CLOUDS THAT YOU  
7 WE HAVE BEEN DEALING WITH. THE PRICE OF GASOLINE IN OAKLAND, I  
8 MEAN, NEAR THE WEST OAKLAND BART STATION, I DROPPED MY HUSBAND  
9 OFF AT BART THE OTHER DAY, AND THE SHELL STATION ON 7TH, THE  
10 GAS PRICES WERE APPROACHING \$7 A GALLON. YOU HEAR ON THE  
11 NATIONAL NEWS THAT THEY'RE GETTING UP TO FOUR. WE WOULD DRIVE  
12 SOMEWHERE TO GET GAS AT \$4 A GALLON. BUT IT ALSO -- YOU COULD  
13 SEE IT. I SEE IT AS AN OPPORTUNITY THAT PEOPLE ARE -- AND  
14 WE'RE SEEING THAT PASSENGER RAIL IS SEEING HIGHER RIDERSHIP  
15 NOW BECAUSE PEOPLE LOOK AT THE EQUIVALENT COST OF DRIVING THAT  
16 TRIP OR GETTING ON TRANSIT. SO, WE HAVE THIS OPPORTUNITY, AND,  
17 YES, WE DO NEED THAT GREATER CONNECTIVITY, THE SUBNATIONAL  
18 COOPERATION AND OPPORTUNITIES THAT ARE THERE. SO, OF COURSE,  
19 WE ALSO HAVE FUNDING AND STAFFING ISSUES. AND CHAIR NOACK IS  
20 RIGHT, SB63 LOOMS LARGE OVER EVERYTHING. BUT THAT'S NOT A  
21 REASON TO NOT DO ANYTHING. AND WE, I THINK WE NEED TO SET SOME  
22 GOALS FOR OURSELVES TO BE -- TO ACTUALLY BE AMBITIOUS. THIS IS  
23 AN OPPORTUNITY. SO, LET'S USE THE EXISTING RESOURCES WE HAVE.  
24 I THINK -- I THINK WHAT TRANSIT USERS -- AND I'M ONE OF THEM,  
25 WOULD REALLY APPRECIATE, IS THAT SEAMLESS INTEGRATION, AMONG



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1 SYSTEMS, I MEAN, I CAN GET EASILY FROM ALAMEDA, WHERE I LIVE,  
2 TO OAKLAND, TO SAN FRANCISCO, BUT MAYBE I WANT TO GO OVER TO  
3 MARIN TO DO SOMETHING, AND IT TAKES A LITTLE MORE SEARCHING,  
4 GOOGLE MAP, HOW CAN I DO THIS. AND I'LL JUST GIVE THE EXAMPLE  
5 OF BEING IN SISTER LANDS A FEW YEARS AGO, I THINK WE WERE IN  
6 LUCERNE, AND WE WANTED TO GO SOME PLACE, SUN AND, YOU WALKED  
7 TO THE TRAIN STATION, TO THE TRAIN, TO THE BOAT, TO THE BOAT  
8 ACROSS THE LAKE, BUS THAT TOOK YOU TO THE TRAM AND TOOK IT UP  
9 AND THERE WAS ALMOST NO WAIT TIME AND JUST WE'RE NOT THERE YET  
10 BUT IT'S SOMETHING THEY THINK WE SHOULD THINK IS POSSIBLE. AND  
11 AGAIN LET'S DOTS BASICS THAT WE NEED TO PROVIDE THAT CLEAN,  
12 SAFE SERVICE THAT'S WHAT KEEPS PEOPLE COMING BACK. AND WE'LL  
13 GET A NEW USER TO CONTINUE IN BEING A FUTURE USER. BUT I WANT  
14 US TO SET OUR SITES, TO SET OUR GOALS HIGH. THIS IS AN  
15 OPPORTUNITY. AND I THINK WITH THE CURRENT STATE OF THE  
16 ECONOMY, IT'S AN OPPORTUNITY FOR TRANSIT TO INCREASE ITS  
17 RIDERSHIP. SO, I LOOK FORWARD TO HEARING FROM MY FELLOW  
18 COMMISSIONERS AND FROM THE PUBLIC. THANK YOU.

19

20 **CHAIR, CANDACE ANDERSON:** OKAY. JANICE, WELCOME.

21

22 **SPEAKER:** THIS WAS REAL FAST. THANK YOU. ALL RIGHT.

23

24 **JANICE LI:** ECHOING WHAT EVERYONE ELSE WAS SAYING THANK YOU  
25 VERY MUCH TO KPMG AND STAFF FOR THE WORK YOU HAVE DONE



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1 ASSESSING THE RNM FRAMEWORK I'M GOING TO TAKE A MOMENT TO  
2 GLAZE AND SAY MORE THAN ANYTHING I WANT TO THANK YOU ADVOCATES  
3 WHO BELIEVE IN THIS WORK. I WANT TO THANK MTC AND  
4 COMMISSIONERS AND PAST COMMISSIONERS WHO ENGAGED IN THE BLUE  
5 RIBBON TASK FORCE, LISTEN TO ADVOCATE SUPERVISOR ADVANCED  
6 REGIONAL TRANSIT COORDINATION THROUGH THE REGIONAL NETWORK  
7 MANAGEMENT FRAMEWORK YEARS AGO. AS AN EX OFFICIO MEMBER  
8 REPRESENTING BART ON THIS BODY, WE NOW HAVE HINDSIGHT AS  
9 EXTENSIVE REPORT THAT MAKES IT CLEAR IT WAS ABSOLUTELY RIGHT  
10 DECISION TO FORM THE RNM TO INVEST EFFORTS INTO DEEPER  
11 INSTITUTIONALIZED REGIONAL TRANSIT COORDINATION I SEE THIS  
12 WORK AS INVESTMENT INTO TRANSIT, BELIEF THAT STRONG HIGH  
13 QUALITY COORDINATED TRANSIT SYSTEM LIKE THIS IS NECESSARY IT'S  
14 NOT WE'LL DO IT WHEN WE CAN WHEN WE HAVE MONEY, IT'S NICE TO  
15 DO THIS AS A MUST I THINK ALL OF THIS WORK YOU KNOW I  
16 GENUINELY WANT TO THANK ALL OF THE UPHOLD HAD CRITICALITY OF  
17 PUBLIC TRANSIT THROUGH RNM WITH THAT SAID I'M AWARE OF THE  
18 HUGE AMOUNT OF STAFF TIME THAT MAKES ALL THIS WORK, THERE IS  
19 ENORMOUS NUMBER OF MEETINGS PREPARATIONS THAT GO INTO  
20 MEETINGS, MEETINGS ON TOP OF MEETINGS, IT IS A LOT. THE HOPE  
21 WAS FOR RNM THAT, ALL OF THIS WOULD ALLOW US TO BE MORE  
22 NIMBLE, TO FIND NEW WAYS TO ADVANCE INITIATIVES, TO COORDINATE  
23 AND FIND NEW STRUCTURES TO WORK QUICKLY, AND I WANT TO MAKE  
24 SURE THE STRUCTURE OF THIS FRAMEWORK IS NOT BOGGING US DOWN. I  
25 AGREE WITH OTHERS NOW IS NOT THE TIME TO OVERHAUL RNM AND



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1 START BRAND-NEW PLANNING EXERCISE, FUTURE STRUCTURE IS GOING  
2 TO LOOK LIKE WE HAVE TO MAKE SURE WE'RE MAKING WORK EASIER NOT  
3 HARDER SO WE CAN GET TO GOALS WE'RE TRYING TO ACHIEVE I AM  
4 ALIGNED WITH COMMENTS MADE BY COMMISSIONER JOHN-BAPTISTE. I'M  
5 INTRIGUED ABOUT THIS AGENDA OF THINGS TO TACKLE, THERE IS A  
6 WORK PLAN, BUT THE WORK PLAN -- MAYBE COMMENTS FOR ANOTHER  
7 TIME -- BUT IT FEELS BOTH LIKE NOT AMBITIOUS ENOUGH AND MAYBE  
8 TOO BROAD, I FEEL LIKE ANNUAL AGENDA MIGHT BE EASIER TO BITE  
9 OFF NAMING THINGS THAT YEAR WE'RE GOING TO TACKLE. SO, WITH  
10 THAT, I DO SUPPORT MERGING THE CLIPPER EXECUTIVE BOARD INTO  
11 THE RNM COUNCIL THERE'S SO MUCH OVERLAP OF BOTH PEOPLE IN  
12 POLICY AREAS THAT JUST MAKES A LOT OF SENSE I DO HAVE A COUPLE  
13 RECOMMENDATIONS AND APPRECIATE MELANIE BRIEFING YOU HAVE HEARD  
14 MY COMMENTS ON THIS. I THINK WE NEED TO UPDATE PERFORMANCE  
15 MEASURES TO HAVE QUANTITATIVE AND QUALITATIVE WAYS TO  
16 DETERMINE WHETHER THE RNM STRUCTURE IS SUCCESSFUL. YOU NAMED A  
17 BUNCH OF OPERATIONAL IMPROVEMENTS ON SLIDE 15 BUT HOW ARE YOU  
18 MEASURING THAT HOW ARE YOU MEASURING STREAMLINING,  
19 COLLABORATION, OR EXPANDING CAPACITY? I HAVE SAID AND HEARD  
20 TIME AND TIME AGAIN RNM HAS BEEN GREAT FINALLY TRANSIT  
21 AGENCIES AND MTC STAFF AND COMMISSIONERS ARE TALKING MORE THAN  
22 EVER NEW MEETINGS ARE HAPPENING SCHEDULING COORDINATION I HEAR  
23 GENERALLY WOW WE'RE TALKING THIS IS GREAT BUT HOW ARE YOU  
24 MEASURING THAT VIBE? REALTIME? LIKE, IT HAS TO BE SOMETHING  
25 THAT WE CAN SAY, LIKE OH WE'RE DOING A BETTER JOB AT



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1 COORDINATION BECAUSE THIS PROCESS IS HAPPENING FASTER AND IN  
2 THE PAST WE CAN ONLY DO LIKE FIVE WIDGETS OF THIS PROCESS A  
3 YEAR NOW WE'RE DOING FIVE. I REVIEWED THE PERFORMANCE THAT  
4 WERE APPROVED BACK IN MAY 2024 THAT WAS PART OF THE ATTACHMENT  
5 IF YOU RECALL THERE WERE TWO MEASURES TYPE ONE WAS TRANSIT  
6 RIDER OUTCOMES OTHER WAS RNM AND TRANSIT OPERATIONS FOR THE  
7 SECOND PIECE SPECIFICALLY UNDERSTAND RNM CAPABILITIES AND  
8 NEEDS WOULD BE MOST RELEVANT TO WHAT I'M SAYING DIDN'T FIND  
9 ANY OF THE INITIAL PERFORMANCE MEASURES AS REALLY ADEQUATE TO  
10 BETTER UNDERSTANDING DOES THIS FRAMEWORK LET US DO MORE STUFF  
11 COOLER STUFF FASTER STUFF LIKE COORDINATED STUFF HOW ARE WE  
12 MEASURING WHETHER THAT'S HAPPENING OTHERWISE I'M AFRAID WE'RE  
13 INVESTING A LOT OF TIME AND ENERGY WHICH IS GREAT IN SOME WAYS  
14 INTO DOING STUFF THAT WOULD HAVE ALREADY HAPPENED THAT'S NOT  
15 HAPPENING BUT WE HAVE TO BE ABLE TO MEASURE AND SHOW WE CAN  
16 KEEP IMPROVING FRAMEWORK AND PROCESS THE, SORT OF, TAKE IT OR  
17 LEAVE IT IDEA OF THINKING IF MTC IS TO MOVE IN ORDER WITH  
18 TRYING TO BE MORE PUBLIC-FACING COMMUNICATE MORE ABOUT WHAT'S  
19 BEING DONE I DO THINK THERE IS NEED TO EITHER REBRAND RNM OR  
20 CREATE SOME, SORT OF, BRANDING FOR PUBLIC-FACING EFFORT RNM  
21 YOU KNOW, WHO KNOW WHAT IS IT IS, RIGHT? IF WE'RE GOING TO  
22 TALK ABOUT GREAT EFFORTS AND FEEL VERY COMMON SENSE AND  
23 OBSTACLE YOU KNOW IT'S INCREASING ACCOUNTABILITY AND  
24 STREAMLINING EFFICIENCIES ALL OF THAT WE SHOULD HAVE A NAME  
25 FOR THAT EFFORT AND I THINK WE JUST HAVE ALL THESE INDIVIDUAL



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1 BRANDED EFFORTS THAT ARE ALL, SORT OF, PART OF THE RNM WORLD  
2 WE HAVE CLIPPER START, BAY PASS WE HAVE -- YOU CAN KEEP NAMING  
3 REGIONAL THINGS YOU KNOW MIGHT BE WORTH THINKING ABOUT DO WE  
4 BRAND THIS EFFORT TO THE PUBLIC BECAUSE I JUST DON'T THINK RNM  
5 WILL DO IT BUT THAT MIGHT BE WHAT IS FUNCTIONAL FOR US. THANK  
6 YOU.

7

8 **CHAIR, CANDACE ANDERSON:** THANK YOU. DIANE THEN MITCH IF YOU  
9 HAVE COMMENTS WE'LL GO TO YOU NEXT.

10

11 **DIANE SHAW:** A LOT OF WHAT I WAS GOING TO SAY HAS ALREADY BEEN  
12 SAID I WILL TALK ABOUT A COUPLE OF THINGS FIRST I AGREE THE  
13 STAFF DOING THIS ASSESSMENT I AGREE WITH WHAT'S PUT IN THERE  
14 ONE OF THE THINGS WHEN WE TALK ABOUT FINANCES AND BEING ABLE  
15 TO DO THIS I THINK A LOT OF PEOPLE DON'T REALIZE WHAT IT TAKES  
16 TO DO I THINK AS WE MOVE FORWARD I'M HOPING THERE WILL BE  
17 PLACES IDENTIFIED WHERE WE CAN GET FUNDING TO DO THIS AND PUT  
18 TOGETHER SOME REAL ESTIMATES AS TO WHAT IT'S TAKING BECAUSE I  
19 THINK THE PROJECTS THAT WE HAVE BEEN TAKEN ON ALLOWING WITH  
20 MULTI-AGENCIES AND MTC STAFF HAVE BEEN SUCCESSFUL I AGREE WITH  
21 HOW YOU MEASURE THAT AND I THINK THAT WHEN WE TALK ABOUT  
22 METRICS SOMETHING WE NEED TO LOOK AT BECAUSE I THINK WE'RE  
23 DOING SOME OF THESE THINGS QUICKER AND BETTER BUT WE NEED TO  
24 FIGURE OUT HOW WE DO THAT I DO LIKE THE IDEA OF REGIONAL  
25 APPROACH IT WAS MENTIONED IN THERE A COUPLE OF PEOPLE HAVE



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1 MENTIONED IT TAKING OFF THE SMALLER PIECE, BITE OFF THE APPLE,  
2 I THINK IS REALLY GOOD AND WORKING TOGETHER AS COMMISSIONER  
3 JOHN-BAPTISTE SAID SHE'S RIGHT I THINK IT WOULD BE GOOD FOR  
4 ALL OF US TO GET TOGETHER WE HAVE CLEAR ROLES BUT MAKE SURE  
5 THAT'S DEFINED REALLY THINK ABOUT THAT WOULD BE POSITIVE FOR  
6 ALL OF US TO WORK ON THAT TOGETHER WHAT SHORT-TERM LOOKS LIKE  
7 ALLOW PEOPLE ON THE COUNCIL DOTS WORK WHERE WE STICK WITH THE  
8 STRATEGY BUT AT LEAST WE'RE ALL IN AGREEMENT WITH THE ROAD  
9 WE'RE ON. THE OTHER THING IS THE RUBRIC DIAGRAM, THEY IN THERE  
10 MY PASSWORD HAS BEEN ON CAPABILITY MATURITY MODELS WHEN I  
11 LOOKED AT THAT THAT'S WHAT I THOUGHT OF WHEN I SAW THAT REALLY  
12 ABOUT HOW MATURE ARE YOU IN YOUR PROCESS I THINK THAT'S ONE  
13 WAY TO MEASURE WE COULD BE MEASURING IT AT REGIONAL  
14 PERSPECTIVE WE COULD BE MEASURING AT LOCAL PERSPECTIVE BUT I  
15 THINK THIS'S HOW WE SEE CHANGE IN ORGANIZATIONAL CHANGE THAT  
16 NEEDS TO HAPPEN IN ORDER TO MAKE SOME OF THESE THINGS MORE  
17 PART OF WHAT YOU DO EVERY DAY IT'S NOT JUST ABOUT METRICS TO  
18 ME IT'S ABOUT OUTCOME SO METRICS COULD BE CLIPPER START WE  
19 WERE ABLE TO INCREASE THE NUMBER OF PEOPLE SIGNED UP BY 20%  
20 THAT'S GREAT. BUT WHAT DOES THAT MEAN? DOES THAT MEAN WE HAD  
21 20% MORE RIDERS? SAME WITH THE WAYFINDING. WE ALL AGREE THAT  
22 THAT WAS NEEDED, BUT HOW DO YOU MEASURE THE OUTCOMES OF THAT?  
23 AND THEN COMMUNICATE THAT? AND THEN THE BAY PASS, WE HAVE  
24 TALKED ABOUT THIS BEFORE THAT WE NEED TO COMMUNICATE WHAT IT  
25 MEANS TO THE RIDER. SO, I WOULD LOVE US, WHEN WE DO OUR



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1 COMMUNICATION SHOWING HOW THE BAY PASS IS ALLOWING, YOU KNOW,  
2 STUDENTS GO FROM ONE REGION TO ANOTHER REGION REALLY EASILY,  
3 AND THE CONNECTIONS ARE THERE BECAUSE WE HAVE MADE A CHANGE  
4 AND THEY KNOW HOW TO GET FROM ONE CONNECTION TO ANOTHER  
5 BECAUSE OF OUR WAYFINDING SIGNS. AND SHOWING HOW ALL THAT FITS  
6 TOGETHER, I THINK, IS SOMETHING THAT EVERYBODY CAN LOOK AT.  
7 BECAUSE I DO AGREE WITH [LAUGHTER] -- WITH COMMISSIONER  
8 BAPTIST ABOUT THE IDEA THAT, YOU KNOW, OKAY WE HAVE A  
9 WAYFINDING CHANGE AND A LOT OF PEOPLE ARE GOING TO GO, WELL, I  
10 WOULD ASSUME YOU HAD THAT A LONG TIME AGO, AND I AGREE THAT'S  
11 NOT SOMETHING WE WANT TO COMMUNICATE. WE WANT TO COMMUNICATE  
12 WHAT IT MEANS TO THE RIDER IN THE END. AND, SO, THIS'S REALLY  
13 WHAT -- AND SO I DO LOOK FORWARD TO HAVING THOSE TYPES OF  
14 CONVERSATIONS MORE AND FIGURING OUT HOW WE DO TAKE ON THE NEXT  
15 COUPLE OF YEARS AS WE LOOK AT HOW THIS MOVES FORWARD. BUT I DO  
16 THINK I HAVE SEEN PROGRESS WITHIN FROM AN AGENCY STANDPOINT OF  
17 US ALL WORKING TOGETHER WAY BETTER THAN WE USED TO. SO THAT'S  
18 REALLY BEEN VERY POSITIVE. THANK YOU.

19

20 **CHAIR, CANDACE ANDERSON:** THANKS DIANE. MITCH, ANYTHING YOU  
21 WISH TO ADD? YOU DON'T HAVE TO, JUST IF YOU WANT TO.

22

23 **MITCH MASHBURN:** RIGHT. THERE IS NOT A LOT TO ADD. THERE HAS  
24 BEEN A LOT OF STUFF SAID [LAUGHTER] I DO APPRECIATE STAFF'S  
25 WORK AND ALL THE TIME THEY PUT INTO THIS AS WE DO MOVE FORWARD



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1 WITH THESE WHETHER WE'RE TACKLING BIG REGIONAL ISSUES OR  
2 BITING OFF SMALLER CHUNKS TO CREW ON TO GET STUFF DONE. FROM  
3 MY PERSPECTIVE, I'M A DOER, I DON'T LIKE TO SIT AND TALK ABOUT  
4 IT AND HAVE 15 MEETINGS OVER IT. I LIKE TO GET IT DONE. THE  
5 OTHER PIECE WE HAVE TO CONSIDER, THAT I DID WANT HEAR BROUGHT  
6 UP, BUT THAT WE HAVE TO THINK ABOUT MOVING INTO THE FUTURE, IS  
7 THE CHANGES THAT ARE GOING TO COME ABOUT, IN THIS INDUSTRY AND  
8 ON THESE PROJECTS, AS A RESULT OF AI, AND AS A RESULT OF THE  
9 WAY THAT AFFECTS HOW PEOPLE COMMUNICATE, HOW PEOPLE GATHER  
10 INFORMATION AND HOW INFORMATION IS PROVIDED TO PEOPLE AND HOW  
11 THAT'S GOING TO AFFECT TRANSIT AND HOW THAT'S GOING TO AFFECT  
12 THE MOVEMENT OF PEOPLE. AND BODIES AND WORKERS IN OUR BAY AREA  
13 REGION. WE HAVE TO HAVE THAT AS PART OF THE CONSIDERATION FOR  
14 THIS, AS WELL. AS WE MOVE FORWARD ON ALL OF THESE PROJECTS.  
15 BUT, ANYWAY, THAT'S ALL I HAD TO ADD. [INDISCERNIBLE]

16

17 **CHAIR, CANDACE ANDERSON:** THANK YOU BEFORE WE GO TO PUBLIC  
18 COMMENT I WANT TO ADD I THINK EVERYBODY'S POINTS ARE EXTREMELY  
19 WELL TAKEN. I THINK THERE IS A LOT MORE WE CAN DO TO BETTER  
20 BRANDS THE RNM BECAUSE THE INITIALS THEMSELVES EVEN WHEN YOU  
21 SPELL THAT DON'T REALLY TELL THE WHOLE STORY. I AM REALLY BIG  
22 THESE DAYS ON DASHBOARDS, AND I WOULD LOVE TO SEE US HAVE A  
23 DASHBOARD ASSUMING WE AGREE UPON THE METRICS WHAT WE'RE  
24 MEASURING BUT I WOULD LOVE TO HAVE SOMETHING ON THE MTC  
25 WEBSITE THAT TALKS ABOUT ALL THE INITIATIVES THAT WE HAVE THAT



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1 CAN SHOW OUR PROGRESS THAT WE CAN LOOK TO, TO MEASURE OUR  
2 PROGRESS, BUT ALSO FOR SOMEONE DOING THE AI SEARCH OF WHY DO  
3 WE HAVE SO MANY TRANSIT AGENCIES IN THE BAY AREA AND HOW DO  
4 THEY CONNECT OR WHATEVER THAT MESSAGING IS. I THINK IT WOULD  
5 BE HELPFUL TO COME UP WITH A CLEAN DYNAMIC DASHBOARD THAT  
6 WE'RE REGULARLY LOOKING FOR TO MEASURE WHERE WE'RE GOING WHAT  
7 WE'RE TRYING TO ACCOMPLISH. SO THAT WOULD BE ONE THING IN  
8 CONJUNCTION WITH EVERYTHING EVERYONE ELSE HAS ADDED. LET'S GO  
9 TO PUBLIC COMMENT. AND I WOULD LOVE TO START IF WE HAVE ANY  
10 MEMBERS OF OUR COMMITTEE PRESENT, AND I DON'T KNOW IF YOU CAN  
11 TELL ONLINE IF THEY WANT TO RAISE THEIR HAND FIRST OTHERWISE  
12 WE'LL GO STRAIGHT TO PUBLIC COMMENT.

13

14 **CLERK OF THE BOARD:** OKAY WE HAVE RECEIVED CORRESPONDENCE FROM  
15 SEAMLESS BAY AREA AND WE DO HAVE ONE MEMBER OF THE CAG  
16 COMMITTEE MEMBER. SEBASTIAN PETTY.

17

18 **CHAIR, CANDACE ANDERSON:** WELCOME SEBASTIAN WE WOULD LOVE TO  
19 HEAR FROM YOU.

20

21 **CLERK OF THE BOARD:** WOULD YOU LIKE TO TIME.

22

23 **CHAIR, CANDACE ANDERSON:** I'M NOT GOING TO TIME PUBLIC I WILL  
24 TIME SIMPLY BECAUSE THEY'RE NOT MEMBERS OF THE COMMITTEE SO  
25 PLEASE GO I MEAN WITHIN REASON [LAUGHTER] GOOD MORNING.



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1

2 **SPEAKER:** GOOD AFTERNOON CHAIR ANDERSEN AND THANKS FOR HAVING  
3 ME TO BE CLEAR I'M SEBASTIAN PETTY WITH SPUR I'M ON THE  
4 CUSTOMER ADVISORY COMMITTEE BUT SPEAKING ON BEHALF OF MYSELF  
5 50 APPRECIATE THE THOUGHTFUL CONVERSATION ON THE DAIS AND  
6 AGREE WITH MANY OF THE OBSERVATIONS THAT HAVE BEEN MADE ALSO  
7 REALLY APPRECIATE THE WORK OF THE CONSULTANT TEAM ON THE  
8 REPORT AND FRANKLY THE WORK REFLECT THE IN THE REPORT WHICH  
9 WAS REALLY TWO PLUS YEARS OF A LOT OF WORK BY MTC STAFF AND  
10 OPERATORS TO PUT TOGETHER A STRUCTURE I THINK I WOULD LEAVE  
11 YOU WITH TWO OVERARCHING THOUGHTS I THINK THE FIRST JUST THIS  
12 WORK EVEN IS IN SOME WAYS MOVES FITS AND STARTS TAKES A WHILE  
13 TO BREAK THE SERVICE IT'S CRITICALLY IMPORTANT SO I'M HAPPY TO  
14 HEAR FOLKS AT MTC CONTINUE TO LEAN INTO THIS WORK I THINK IT'S  
15 IMPORTANT THAT MTC CONTINUE TO REALLY LEAD ON IT FOR THE  
16 REGION AND CONTINUE TO REALLY WORK IN PARTNERSHIP WITH  
17 OPERATORS AND MAKE THE MOST OUT OF THAT I THINK THAT'S  
18 PARTICULARLY IMPORTANT BECAUSE WE'RE AT SUCH A PRECARIOUS  
19 MOMENT FOR TRANSIT IN OUR REGION RIGHT NOW. THE OTHER POINT OF  
20 REFLECTION I WOULD MAKE IS AGAIN ECHOING A NUMBER OF THE  
21 COMMENTS I WOULD BE WARY OF JUMPING INTO TRYING TO REINVENT  
22 THE WHEEL AT THIS POINT IN TERMS OF OVERALL VISION FOR RNM I  
23 THINK WE HAVE DONE A LOT OF WORK SETTING UP AN EXISTING  
24 STRUCTURE AND THERE IS QUITE A BIT OF CEILING GOING IN TERMS  
25 OF GETTING THE MOST OUT OF THAT STRUCTURE HAVING TO CONTINUE



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1 THE PERFECT OPERATIONS OF HOW THAT WORKS HAVING LESS TIME AND  
2 ENERGY TO GO INTO IT AND GETTING TO A PLACE WHERE WE'RE  
3 GETTING STRENGTH AND OUTCOMES I THINK THE ROLE CLARITY AND  
4 PROCESS CLARITY NOT THAT DOESN'T EXIST NOW BUT I THINK THERE  
5 IS ROOM FOR IMPROVEMENT THERE WE'LL GO A LONG WAY TO MAKING  
6 THAT HAPPEN I THINK IT'S GOING TO BE DIFFICULT TO HAVE BIG  
7 PICTURE VISION UNTIL WE HAVE A BIT MORE SOLIDITY AROUND BIGGER  
8 FUTURE OF TRANSIT WITHIN THAT THE OTHER THING EMPHASIZE AND  
9 APPRECIATED CHAIR NOACK BRINGING THIS TO THE POINT FORESEEABLE  
10 THERE WILL BE AN INTERSECTION KIND OF THESE QUESTIONS AROUND  
11 TRANSIT THAT ARE RISING UP TO THE FOREFRONT THAT ISSUE EVEN WE  
12 GET EVERY REVENUE MEASURE PASSED THAT'S GOING TO BE FRONT AND  
13 CENTER ISSUE I THINK BEGINNING TO DO THE THINKING HOW DOES  
14 THAT INTERSECT WITH THE MISSION OF RNM WHAT ARE WAYS THAT RNM  
15 CAN CONTRIBUTE TO AN EFFICIENT BAY AREA TRANSIT SYSTEM EVEN AS  
16 THERE ARE MANY WAYS TO DEFINE THAT IT'S IMPORTANT FOR THIS  
17 BODY FOR OTHERS INVOLVED IN THE PROCESS TO THINK ABOUT. THANK  
18 YOU FOR YOUR TIME.

19

20 **CHAIR, CANDACE ANDERSON:** THANK YOU VERY MUCH. DO WE HAVE  
21 ANYONE IN CHAMBERS WHO WISH TO SPEAK.

22

23 **CLERK OF THE BOARD:** NOT IN CHAMBERS BUT WE HAVE ADINA LEVIN  
24 MEMBER OF THE RNM CAG.

25



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1 **CHAIR, CANDACE ANDERSON:** ADINA YOU GET YOUR UNLIMITED TIME  
2 WITHIN REASON.

3

4 **ADINA LEVIN:** ADINA LEVIN MEMBER OF THE CAG DID SEND A LETTER  
5 FROM SEAMLESS BAY AREA I WILL DISCLOSE THAT I'M NOT IN THE  
6 ROOM BECAUSE I HAVE BEEN SUPPORTING AN AFFORDABLE HOUSING  
7 MONTH EVENT WITH SIGNATURE GATHERING FOR THE CONNECT BAY AREA  
8 BALLOT MEASURE AND THERE ARE PLENTY OF PEOPLE THAT HAVE NOT  
9 ALREADY SIGNED SO GLAD TO BE ADDRESSING YOU FROM SANTA CLARA  
10 COUNTY. THE -- WANTED TO REALLY THANK THE MEMBERS OF THE  
11 COMMITTEE FOR THE SUPPORT FOR THE WORK TO DATE, AND, ALSO,  
12 ENCOURAGING, YOU KNOW, TAKING THE NEXT STEPS, AS WE SAID IN  
13 THE LETTER, AND THE PEOPLE ON THE CAG HAVE SAID, WE WOULD LIKE  
14 -- THE BODY HAS BEEN MAKING USEFUL PROGRESS AND IT WOULD BE  
15 HELPFUL TO HAVE MORE SURE FOOTED AND THEREFORE FASTER AND MORE  
16 STREAMLINED IMPLEMENTATION. YOU KNOW, THIS YEAR, ESPECIALLY,  
17 IMPLEMENTATION AND RESULTS ARE EXTRAORDINARILY AND  
18 EXISTENTIALLY IMPORTANT. YOU KNOW, BEING ABLE TO SAY THE  
19 BALLOT MEASURE WILL FUND 14 YEARS OF FREE TRANSFERS TO HELP  
20 INCREASE RIDERSHIP AND MAKE THE SERVICE MORE CONVENIENT, IT'S  
21 A REALLY USEFUL THING TO BE ABLE TO SAY OUT IN THE FIELD. AND  
22 ON THE THEME OF IMPLEMENTATION, ONE OPPORTUNITY TO MAKE  
23 PROGRESS ON, BUILDING ON THE COMMENTS IN THE REPORT ABOUT THIS  
24 SUBREGIONAL PLAN, THERE REALLY ARE SIGNIFICANT OPPORTUNITIES  
25 TO ADVANCE THE ABILITY TO MAKE MORE COST EFFECTIVE



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1 IMPROVEMENTS TO THE SYSTEM WITH THINGS LIKE, EVEN SO THAT,  
2 LIKE, THE MASCOT'S PLAN, THAT HAD A SUBREGIONAL PLAN IN THE  
3 NORTH BAY, REORGANIZING ALL THE AGENCIES TO WORK TOGETHER WAS  
4 GOOD BUT THE TRAIN COMES EVERY 32 MINUTES AND THERE WAS A  
5 SMALL PROJECT TO HELP RUN IT AT 30 MINUTES AND THEREFORE HELP  
6 THOSE CONNECTIONS BUT THERE IS NOT YET A SYSTEMATIC WAY OF  
7 PRIORITIZING THE VERY COST EFFECTIVE THAT THESE INITIATIVES  
8 IDENTIFY. SO I THINK THERE ARE OPPORTUNITIES BY DOING THE  
9 SUBREGIONAL PLANS TO IDENTIFY COST EFFECTIVE IMPROVEMENTS AND  
10 LINK THEM VERY TIGHTLY TO FUNDING IMPLEMENTATION SO NOT JUST A  
11 10 AND 15 YEAR LONG-TERM VISION BUT TO VERY TIGHTLY LINK THEM  
12 TO THE FUNDING AND IMPLEMENTATION TO GET IT DONE. DO AGREE  
13 THAT COMMUNICATION IS REALLY IMPORTANT FOR PEOPLE TO  
14 UNDERSTAND. ONE OF THE CHALLENGES IN GETTING SB63 PASSED WAS A  
15 LACK OF UNDERSTANDING AMONGST THE STAKEHOLDERS. SO, I THINK  
16 THAT IS REALLY IMPORTANT TO BE ABLE TO DO MORE OF. AND ALSO  
17 WANTED TO THANK THE MEMBERS OF THE BODY TO SPEAK UP FOR  
18 PLAYING A LEADERSHIP ROLE AND AS COMMISSIONER JOHN-BAPTISTE  
19 MENTIONED, THAT STRATEGY ROLE LOOKING AT, YOU KNOW, WHAT TO  
20 DO, AND THEN LOOKING AT THE OUTCOMES, LOOKING AT THE METRICS,  
21 THE ENABLING INDICATORS, AND THE OUTCOME INDICATORS, AND THEN  
22 THE ORGANIZATIONAL CHANGES, THAT WILL KEEP IMPROVING THE  
23 PROCESSES TO BE ABLE TO DELIVER. IN THE LONGER RUN, WHEN IT'S  
24 NOT A BALLOT MEASURE YEAR, THERE ARE OPPORTUNITIES TO LOOK AT  
25 SOME OF THE LARGER CHANGES THAT WOULD HELP BE ABLE TO MAKE



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1 MORE PROGRESS. SO, THAT IS SOMETHING THAT WOULD BE ON THE  
2 TABLE FOR THE FUTURE WHERE IN THE NEAR-TERM, THERE IS A REAL  
3 OPPORTUNITY TO BUILD ON THE CURRENT PROGRESS WITH A LASER  
4 FOCUS ON IMPLEMENTATION OUTCOMES AND BUILDINGS ON THE CHANGES  
5 ALREADY DONE. THANK YOU.

6

7 **CHAIR, CANDACE ANDERSON:** THANK YOU. ANYONE ELSE ONLINE?

8

9 **CLERK OF THE BOARD:** YES, WE HAVE A REGULAR MEMBER OF THE  
10 PUBLIC THAT WOULD LIKE TO SPEAK ON THIS ITEM. VALERIE.

11

12 **CHAIR, CANDACE ANDERSON:** OKAY. IF WE COULD DO TWO MINUTES.  
13 THANK YOU.

14

15 **CLERK OF THE BOARD:** UH-HUH. GO AHEAD VALERIE.

16

17 **SPEAKER:** HI. THIS IS MY FIRST TIME COMING TO THESE MEETING AND  
18 MAYBE A CAME IN A LITTLE LATE AND I'M NOT SURE IF IT WAS ON  
19 THIS ITEM OR IF ON ANYTHING. SO I WANTED TO TALK ABOUT CLIPPER  
20 SO IF THERE IS A LATER PUBLIC COMMENT TIME FOR ME TO SPEAK I'M  
21 HAPPY TO DO THEN.

22

23 **CHAIR, CANDACE ANDERSON:** THAT WOULD BE OUR MORE GENERAL  
24 CLIPPER COMMENT FOR ITEMS NOT ON TODAY'S AGENDA IF YOU DON'T  
25 MIND WAITING JUST A MINUTE OR TWO, THAT WOULD BE TERRIFIC.



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1

2 **SPEAKER:** THANK YOU.

3

4 **CHAIR, CANDACE ANDERSON:** ARE THERE OTHER CALLERS ONLY ON THIS  
5 ITEM.

6

7 **CLERK OF THE BOARD:** THERE ARE NO MEMBERS OF THE PUBLIC WISHING  
8 TO SPEAK ON THIS ITEM.

9

10 **CHAIR, CANDACE ANDERSON:** THANK YOU. ANY ADDITIONAL COMMENTS.  
11 ONE THING THAT DID COME TO MIND AS WE'RE TALKING ABOUT THE RNM  
12 BRANDING I MEAN MAYBE WE JUST NEED TO HAVE TAG LINE UNDER IT  
13 THAT SAYS SOMETHING REALLY SIMPLE LIKE STREAMLINING TRANSIT  
14 THROUGHOUT THE BAY AREA JUST A LITTLE TAG LINE WHEN SOMEONE  
15 SEES RNM WE SPELL OUT REGIONAL NETWORK MANAGEMENT PEOPLE I  
16 THINK PEOPLE THINK OF NETWORK, THEY THINK OF THE INTERNET,  
17 THEY THINK OF A CLOUD BASED. I THINK I THINK WE REALLY JUST  
18 WANT TO, WHOEVER OUR MARKETING GURUS ARE, MAYBE LET'S HAVE A  
19 TAG LINE UNDER THERE THAT MAKES A LITTLE BIT CLEARER. ANY  
20 OTHER COMMENTS GREAT THIS WAS AN INFORMATIONAL ITEM I DO NOT  
21 BELIEVE WE NEED TO TAKE ACTION OTHER THAN WE HAVE GIVEN YOU A  
22 LOT OF FEEDBACK AND I APPRECIATE ALL OF THE COMMISSIONERS  
23 BEING SO ENGAGED. OKAY WE'RE GOING TO GO BACK -- OH I THOUGHT  
24 YOU WERE GOING TO ADD ANOTHER COMMENT. OKAY. NEXT ITEM ON THE  
25 AGENDA -- AND I APOLOGIZE, MY iPad IS HAVING FUN. IT IS NOW



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1 PUBLIC COMMENT FOR ITEMS NOT ON TODAY'S AGENDA BUT UNDER THE  
2 PURVIEW SO OUR CALLER WHO WISHED TO SPEAK ABOUT CLIPPER CARD  
3 NOW WOULD BE THE PERFECT TIME TO RAISE YOUR HAND.

4

5 **CLERK OF THE BOARD:** VALERIE, GO AHEAD, YOU'RE GOING TO BE OUR  
6 FIRST SPEAKER. FOLLOWED BY ALETA DUPREE.

7

8 **SPEAKER:** HI. THANK YOU. THE REASON THAT I CAME TO THE MEETING  
9 TODAY IS BECAUSE THE ONGOING CLIPPER UPGRADES HAVE BEEN REALLY  
10 DIFFICULT TO DEAL WITH. I KNOW THAT THERE HAS BEEN TIMES THAT,  
11 YOU KNOW, MONEY THAT WAS ON MY ACCOUNT HAS COMPLETELY  
12 DISAPPEARED. I KNOW THAT WHEN I HAVE TRIED TO PULL REPORTS, I  
13 HAVE NOT BEEN ABLE TO PULL CLEAN REPORTS. I HAVE E-MAILED, AND  
14 TRY TO SPEAK WITH SUPERVISORS, AND WHILE I HAVE GOTTEN SOME  
15 MESSAGES BACK, I NEVER GET ANY FOLLOW THROUGH. I'M VERY  
16 DISAPPOINTED IN THAT, I AND I WANTED TO MAKE A PUBLIC COMMENT  
17 THAT THAT INFORMATION IS OUT THERE, BECAUSE TALKING TO  
18 CUSTOMER SERVICE ISN'T HELPING. THANK YOU.

19

20 **CHAIR, CANDACE ANDERSON:** AND IF YOU CAN LEAVE YOUR CONTACT --  
21 WELL, LET'S SEE -- I DON'T THINK WE HAVE THE CHAT ENABLED. DO  
22 YOU HAVE MORE OF HER CONTACT INFORMATION? I WOULD LOVE TO HAVE  
23 SOMEONE DIRECT FROM OUR STAFF TO GET BACK TO HER TO SEE IF WE  
24 CAN ENSURE HER ISSUES ARE RESOLVED.

25



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1 **CLERK OF THE BOARD:** IF YOU CAN SEND ME AN E-MAIL, THEN I CAN  
2 CONNECT YOU WITH THE RIGHT PEOPLE.

3

4 **SPEAKER:** OKAY, WHERE WOULD I SEND IT?

5

6 **CLERK OF THE BOARD:** TO M SILVER AT BAYAREAMETRO.GOV.

7

8 **SPEAKER:** OKAY. THANK YOU.

9

10 **CLERK OF THE BOARD:** YOU'RE WELCOME. OUR NEXT SPEAKER WILL BE  
11 ALETA DUPREE.

12

13 **SPEAKER:** THANK YOU, CHAIR CANDACE ANDERSEN AND MEMBERS. ALETA  
14 DUPREE FOR THE RECORD, SHE AND HER WITH TEAM FOLDS. WISH I  
15 COULD BE WITH YOU TODAY. I'M STILL RECOVERING FROM A BUSY TIME  
16 OF THREE WEEKS IN NEW YORK CITY. I FLEW HOME ABOUT A WEEK AGO.  
17 I HAVE BEEN INVOLVED IN SPEAKING BEFORE THE NETWORK  
18 MANAGEMENT, BASICALLY SINCE ITS INCEPTION. AND I ENJOY THE  
19 IDEA OF NETWORKS, ESPECIALLY WHEN IT COMES TO MATTERS OF  
20 CLIPPER. AND WE'RE GOING TO HAVE A CLIPPER EXECUTIVE BOARD  
21 MEETING COMING UP SOON. AND HOW TO MAKE OUR NETWORKS  
22 INTERESTING TO PEOPLE. I'M NOT -- I'M JUST AN ORDINARY USER OF  
23 PUBLIC TRANSPORTATION WHO BEGAN -- I HAVE BEEN USING PUBLIC  
24 TRANSPORTATION SINCE 1970, BEGINNING IN THE NEW YORK CITY  
25 SUBWAY. AND PUBLIC TRANSPORTATION SHOULD BE INTERESTING. NOT



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1 SOMETHING TO BE -- JUST TO BE USED, BUT ALSO SOMETHING THAT  
2 CAN BE ENJOYED. I WISH THAT YOU WERE IN NEW YORK TO SEE ME IN  
3 MY ELEMENT WHEN I WAS ON THE SUBWAY. HOW CAN WE BRING THAT  
4 HERE? AND I WAS USING THE OMNI SYSTEM SUBWAY, AND I'M LOOKING  
5 FORWARD TO COMING BACK AND USING CLIPPER. AND CLIPPER HAS  
6 GENERALLY WORKED FOR ME. THAT'S MY EXPERIENCE. CAN'T SPEAK FOR  
7 ANYBODY ELSE. AND I JUST TRY TO SPREAD THE WORD ABOUT THE  
8 IMPORTANCE OF PUBLIC TRANSPORTATION. IN A NUMBER OF PLACES.  
9 AND I THINK BACK, I WENT TO THE MTA MEETINGS LAST MONTH, AND I  
10 WE'RE A SHIRT THAT SAYS GRAND CENTRAL, AND I STOOD UP THERE,  
11 AND I SAID "GRAND CENTRAL." AND HOW CAN WE GET THIS HERE IN  
12 OUR NETWORK TO BRICK PEOPLE TOGETHER TO ENJOY PUBLIC  
13 TRANSPORTATION? IT'S MY HOPE TO SEE YOU ALL IN YOUR ELEMENT  
14 SOON. THANK YOU.

15

16 **CHAIR, CANDACE ANDERSON:** THANK YOU. AND ANY OTHER PUBLIC  
17 COMMENTS?

18

19 **CLERK OF THE BOARD:** THERE ARE NO OTHER MEMBERS OF THE PUBLIC  
20 WISHING TO SPEAK UNDER GENERAL PUBLIC COMMENT.

21

22 **CHAIR, CANDACE ANDERSON:** THANK YOU ALL AND THE NEXT MEETING OF  
23 THE REGIONAL NETWORK MANAGEMENT COMMITTEE WILL BE HELD FRIDAY  
24 JUNE 12TH, 2026. SAME PLACE, SAME STATION. WE'LL SEE YOU THEN.  
25 ANY CHANGES TO THE SCHEDULE WILL BE DULY NOTICED TO THE PUBLIC



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- 1 ACCORDINGLY. THANK YOU SO MUCH. THE REGIONAL NETWORK
- 2 MANAGEMENT COMMITTEE IS ADJOURNED. [ADJOURNED]