

**METROPOLITAN
TRANSPORTATION
COMMISSION**

Meeting Transcript



SEPTEMBER 12, 2022

**METROPOLITAN TRANSPORTATION COMMISSION
NETWORK MANAGEMENT BUSINESS CASE ADVISORY GROUP
MONDAY, SEPTEMBER 12, 2022 1:00 PM**

[RECORDED MEETING PROCEDURES ANNOUNCEMENT] DUE TO COVID-19, THIS MEETING WILL BE CONDUCTED AS A ZOOM WEBINAR PURSUANT TO THE PROVISIONS OF ASSEMBLY BILL 361 WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS MEETING IS BEING WEBCAST ON THE MTC WEBSITE. THE CHAIR WILL CALL UPON COMMISSIONERS, PRESENTERS, STAFF, AND OTHER SPEAKERS, BY NAME, AND ASK THAT THEY SPEAK CLEARLY AND STATE THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA WEBCAST AND ZOOM, WITH THEIR CAMERAS ENABLED, ARE REMINDED THAT THEIR ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS OF THE PUBLIC PARTICIPATION BY ZOOM, WISHING TO SPEAK, SHOULD USE THE RAISE HAND FEATURE OR DIAL STAR 9, AND THE CHAIR WILL CALL UPON THEM AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND ORGANIZATION, BUT, PROVIDING SUCH INFORMATION IS VOLUNTARY. WRITTEN PUBLIC COMMENTS RECEIVED AT INFOATBAYAREAMETRO.GOV BY 5 P.M., YESTERDAY, WILL BE POSTED TO THE ONLINE AGENDA AND ENTERED INTO THE RECORD, BUT WILL NOT BE READ OUT LOUD. IF AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD LIKE TO SPEAK, THEY ARE FREE TO DO SO. THEY SHOULD RAISE THEIR



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1 HAND AND THE CHAIR WILL CALL UPON THEM AT THE APPROPRIATE
2 TIME. A ROLL CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS.
3 PANELISTS AND ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS
4 NOT ACTIVE. IN ORDER TO GET THE FULL ZOOM EXPERIENCE, PLEASE
5 MAKE SURE YOUR APPLICATION IS UP TO DATE.

6

7 **DENIS MULLIGAN, CHAIR:** THANK YOU EVERYBODY. MY NAME IS DENIS
8 MULLIGAN I WANT TO WELCOME ALL OF YOU TO THE NETWORK
9 MANAGEMENT ADVISORY GROUP MEETING OF SEPTEMBER 12TH, 2022.
10 BEFORE I CALL FOR THE ROLL I WOULD LIKE TO ACKNOWLEDGE AND
11 RECOGNIZE THAT WE HAVE A NEW PERSON JOINING US TODAY AS A
12 MEMBER OF THIS GROUP. I WOULD LIKE TO WELCOME CHRISTINE
13 FITZGERALD TO THIS GROUP SHE HAILS FROM THE SILICON VALLEY
14 INDEPENDENT LIVING FACILITY. WELCOME CHRISTINE.

15

16 **CHRISTINE FITZGERALD:** THANK YOU.

17

18 **DENIS MULLIGAN, CHAIR:** WITH THAT I'LL ASK THE CLERK TO CALL
19 THE ROLL.

20

21 **CLERK, WALLY CHARLES:** CHAIR MULLIGAN?

22

23 **DENIS MULLIGAN, CHAIR:** PRESENT.

24

25 **CLERK, WALLY CHARLES:** VICE CHAIR BAPTIST?



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1

2 **ALICIA JOHN-BAPTISTE, V. CHAIR:** PRESENT.

3

4 **CLERK, WALLY CHARLES:** MEMBER BOUCHARD?

5

6 **MICHELLE BOUCHARD:** PRESENT.

7

8 **JIM WUNDERMAN:** I CAN'T HEAR ANYONE. CAN ANYONE HEAR ME?

9

10 **CLERK, WALLY CHARLES:** YES.

11

12 **JIM WUNDERMAN:** MY SPEAKER IS NOT WORKING FOR SOME REASON.

13

14 **CLERK, WALLY CHARLES:** MEMBER CHURCHILL?

15

16 **BILL CHURCHILL:** PRESENT.

17

18 **CLERK, WALLY CHARLES:** MEMBER FITZGERALD?

19

20 **CHRISTINE FITZGERALD:** HERE.

21

22 **CLERK, WALLY CHARLES:** MEMBER GONOT?

23

24 **CAROLYN GONOT:** HERE.

25



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1 **CLERK, WALLY CHARLES:** MEMBER HURSH?

2

3 **MICHAEL HURSH:** HERE.

4

5 **CLERK, WALLY CHARLES:** MEMBER LEVIN?

6

7 **ADINA LEVIN:** HERE.

8

9 **CLERK, WALLY CHARLES:** MEMBER LINDSEY?

10

11 **JAMES LINDSAY:** HERE.

12

13 **CLERK, WALLY CHARLES:** MEMBER MCMILLAN?

14

15 **THERESE MCMILLAN:** PRESENT.

16

17 **CLERK, WALLY CHARLES:** MEMBER POWERS? MEMBER SMITH?

18

19 **SUZANNE SMITH:** PRESENT.

20

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

22

23 **JEFFREY TUMLIN:** HERE.

24

25 **CLERK, WALLY CHARLES:** MEMBER WUNDERMAN?



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1

2 **ALIX BOCKELMAN:** WALLY, HE IS HERE. HE'S HAVING ISSUES WITH HIS
3 AUDIO.

4

5 **CLERK, WALLY CHARLES:** THANK YOU. WE HAVE QUORUM.

6

7 **DENIS MULLIGAN, CHAIR:** THANK YOU WALLY. I WANT TO WELCOME
8 EVERYONE BACK IT'S BANE WHILE SINCE THE ADVISORY GROUP MET. I
9 WANT TO WELCOME THE PUBLIC AS WELL AS THE MEMBERS OF THE
10 ADVISORY GROUP AND OUR NEW MEMBER CHRISTINE. I WANT TO REMIND
11 EVERYONE THAT WHILE WE HAVE BEEN AWAY FOR A WHILE WE ARE A
12 TIGHTLY DEFINED TIMELINE AHEAD OF US AND OUR GOAL IS TO BRING
13 SOME ACTION TO THE COMMISSION BY NEXT FEBRUARY AT LEAST FOR
14 THE INITIAL PHASES OF THIS EFFORT. WE HAVE HAD TIME TO
15 CONCENTRATE ON OTHER FACETS OF OUR LIFE. I WANT TO ACKNOWLEDGE
16 AND THANK MTC'S EXECUTIVE DIRECTOR THERESE MCMILLAN AND STAFF,
17 AND HER CONSULTING TEAM BECAUSE THEY HAVE BEEN SPENDING TIME
18 THIS PAST WEEK AND FEW MONTHS RESPONDING TO COMMENTS THAT WERE
19 MADE SINCE WE LAST MET. THERESE WILL PRESENT BUT BEFORE THAT I
20 WANT TO THANK THERESE FOR GETTING INVOLVED AND HER EFFORTS AND
21 LEADERSHIP, AND I WANT TO THANK STAKEHOLDER FOR THEIR SUPPORT
22 AND DISCUSSION. TODAY WE WILL EVALUATE THE LIST OF REGIONAL
23 NETWORK ROLES AND RESPONSIBILITIES IDENTIFIED BY THE BLUE
24 RIBBON TRANSIT RECOVERY TASK FORCE. THE TEAM WILL PROVIDE
25 PROOF OF CONCEPT OF THE METHODOLOGY AND REVIEW THE PATH. IT'S



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1 A TECHNICAL PRESENTATION. WHEN THEY MAKE THE PRESENTATION IF
2 THERE IS SOMETHING YOU DON'T UNDERSTAND PLEASE RAISE YOUR HAND
3 AND ASK THEM TO RESPOND. WE'LL HOLD OFF ON COMMENTS AND
4 THOUGHTS ON IT UNTIL AFTER THE ENTIRE PRESENTATION. WE'LL SAVE
5 THE INTERRUPTIONS FOR A MORE THOROUGH BETTER UNDERSTANDING OF
6 WHAT'S BEING PRESENTED. I WOULD LIKE TO THANK MY VICE CHAIR
7 ALICIA JOHN-BAPTISTE FOR ASSISTING IN THE REVIEW OF
8 INFORMATION FOR THIS MEETING. I WILL TURN TO THE MINUTES FROM
9 OUR LAST MEETING ITEM THREE ARE THERE ANY QUESTIONS OR
10 COMMENTS FROM OUR JUNE 6TH, 2022 MEETING.

11

12 **SUZANNE SMITH:** MOVE APPROVAL.

13

14 **MICHAEL HURSH:** SECOND, MIKE HURSH.

15

16 **DENIS MULLIGAN, CHAIR:** MOTION AND SECOND. WILL THE CLERK
17 PLEASE CALL THE ROLL?

18

19 **CLERK, WALLY CHARLES:** WALLY, YOU'RE MUTED. I'M GLAD IT'S NOT
20 ME FOR ONCE.

21

22 **CLERK, WALLY CHARLES:** SORRY. CHAIR MULLIGAN?

23

24 **DENIS MULLIGAN, CHAIR:** AYE.

25



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1 **CLERK, WALLY CHARLES:** VICE CHAIR BAPTIST?

2

3 **ALICIA JOHN-BAPTISTE, V. CHAIR:** AYE.

4

5 **CLERK, WALLY CHARLES:** MEMBER BOUCHARD?

6

7 **MICHELLE BOUCHARD:** AYE.

8

9 **CLERK, WALLY CHARLES:** MEMBER CHURCHILL?

10

11 **BILL CHURCHILL:** AYE.

12

13 **CLERK, WALLY CHARLES:** MEMBER FITZGERALD?

14

15 **CHRISTINE FITZGERALD:** AYE.

16

17 **CLERK, WALLY CHARLES:** MEMBER GONOT?

18

19 **CAROLYN GONOT:** AYE.

20

21 **CLERK, WALLY CHARLES:** MEMBER HURSH?

22

23 **MICHAEL HURSH:** AYE.

24

25 **CLERK, WALLY CHARLES:** MEMBER LEVIN?



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1

2 **ADINA LEVIN:** AYE.

3

4 **CLERK, WALLY CHARLES:** MEMBER LINDSEY?

5

6 **JAMES LINDSAY:** YES.

7

8 **CLERK, WALLY CHARLES:** MEMBER MCMILLAN?

9

10 **THERESE MCMILLAN:** HERE I MEAN, YES. YES. THAT'S WHAT YOU WANT.

11 THAT WORD.

12

13 **CLERK, WALLY CHARLES:** NO PROBLEM. MEMBER POWERS?

14

15 **ROBERT POWERS:** YES.

16

17 **CLERK, WALLY CHARLES:** MEMBER SMITH?

18

19 **SUZANNE SMITH:** YES.

20

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

22

23 **JEFFREY TUMLIN:** YES.

24



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1 **CLERK, WALLY CHARLES:** MEMBER WUNDERMAN? YOU CAN NOD IF WE
2 CAN'T HEAR YOU. THANK YOU. MOTION PASSES UNANIMOUSLY. THANK
3 YOU.

4

5 **DENIS MULLIGAN, CHAIR:** THANK YOU, WALLY. THAT BRINGS US TO THE
6 MEAT OF THE MEETING THE REGIONAL NETWORK MANAGEMENT UPDATED
7 EVALUATION METHODOLOGY. I INVITE THERESE MCMILLAN TO PRESENT
8 THIS ITEM AND SHE'LL BE HERE TO ANSWER ANY QUESTIONS
9 AFTERWARDS. I LOOK FORWARD TO THE DISCUSSION. I SUPPORT MTC'S
10 DECISION TO MODIFY THE EVALUATION APPROACH. I BELIEVE THAT
11 IT'S CONSISTENT WITH THE COMMENTS THAT OUR ADVISORY GROUP
12 SHARED AT THE LAST MEETING, AND I THINK THERE IS A STRONG
13 INTEREST IN A MORE TECHNOLOGICALLY DERIVED RATHER THAN BASED
14 ON DIFFERENT MODELS AS OPPOSED TO ORGANIZATIONAL COMPARISON.
15 I'M GOING TO TURN TO THERESE. IF YOU HAVE A QUESTION OR
16 COMMENT I'LL CALL UPON YOU ONCE THERESE HAS CONCLUDED. WITH
17 THAT, THERESE, THE FLOOR IS ALL YOURS

18

19 **THERESE MCMILLAN:** OKAY. AND IF WE CAN HAVE THE PRESENTATION
20 BROUGHT UP? GREAT. AND WE CAN GO TO THE NEXT SLIDE. AS WE'RE
21 GETTING STARTED, CHAIR MULLIGAN MADE A GREAT OBSERVATION THAT
22 THIS IS GOING TO BE A PRETTY TECHNICAL PRESENTATION, AND, SO,
23 I'M GOING TO SPEND MAYBE LONGER THAN NORMAL AMOUNT OF TIME,
24 SORT OF, REGROUNDED OURSELVES, AND TABLE SETTING THIS SESSION.
25 BECAUSE I THINK THAT IT'S BEEN A WHILE, AND IT'S IMPORTANT TO



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1 REFRESH SOME OF THE KEY REASONS, LIKE, WHY WE'RE HERE. I THINK
2 IT'S ALSO IMPORTANT TO RECOGNIZE THAT OUR TRANSIT OPERATORS
3 ARE FACED WITH SERIOUS CHALLENGES OVER HOW THEY'RE GOING TO
4 RECOVER FROM THE PANDEMIC. QUESTIONS ABOUT HOW RIDERSHIP WILL
5 EVOLVE IN THE FUTURE, ET CETERA, THAT CONTINUES TO BE A
6 FRONTLINE PERSPECTIVE, IN THE MEDIA, IN MANY OF OUR OTHER
7 MEETINGS. BUT, EVEN RECOGNIZING THAT IN THE WORK THAT WE'RE
8 DOING IN THAT SPACE, BETTER SERVING THE CUSTOMER IS ESSENTIAL
9 TO OUR SUCCESSFUL RECOVERY. SO, THE NEED TO FIGURE OUT HOW WE
10 CAN DO THAT TOGETHER, AS A REGION, REMAINS UNDISPUTED AND A
11 SHARED OBJECTIVE FOR THIS WORK. SO, THE GOAL OF THIS PROJECT
12 STILL REMAINS THE SAME. IDENTIFY A PREFERRED NETWORK
13 MANAGEMENT APPROACH IN A FRAMEWORK THAT WILL ESTABLISH AN
14 ADAPTABLE STRUCTURE FOR FUTURE IMPROVEMENTS, BUT IMPORTANTLY
15 WILL ALLOW OUR COMMISSION SOME FLEXIBILITY IN CHOOSING THE
16 MOST IMMEDIATE PRIORITIES FOR ACTION TO TRY TO MAKE THE
17 CUSTOMER EXPERIENCE BETTER AS QUICKLY AS WE CAN, WHEN WE CAN.
18 ALL THAT SAID, THOUGH, HOW WE GET THERE HAS BEEN DESERVING OF
19 A SHIFT IN THE APPROACH THAT WE WILL BE TAKING WITH THIS
20 REGIONAL NETWORK MANAGEMENT EXERCISE, TO BE RESPONSIVE TO A
21 NUMBER OF CONCERNS RAISED BY MEMBERS OF THE AG, OVER ABOUT A
22 YEAR. THE CONCERNS WERE MAINLY THAT THE UPCOMING EVALUATION,
23 AS WAS PRESENTED BACK IN JUNE, WOULD LACK SUFFICIENT
24 DIAGNOSTIC INFORMATION TO BEST INFORM A NETWORK MANAGEMENT
25 RECOMMENDATION TO THE COMMISSION BY JANUARY OF 2023. AGAIN,



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1 UNDERSCORING WHAT CHAIR MULLIGAN SAID AT THE BEGINNING, WE'RE
2 ON A TIGHT TIME FRAME, AND I THINK WE ALL WANT TO SEE SOME
3 REAL PROGRESS THAT CAN RESULT IN SOME REAL OUTCOMES. WE HAVE
4 THEREFORE WORKED WITH THE CONSULTANT TEAM TO ADAPT THEIR
5 EVALUATION METHODOLOGY, SO THAT IT DELVES FURTHER INTO WHICH
6 ELEMENTS OF OUR TRANSIT NETWORK WILL BENEFIT FROM REGIONAL
7 MANAGEMENT AND BUILD ITS NETWORK MANAGEMENT RECOMMENDATIONS
8 FROM THERE. SO, INSTEAD OF ADDRESSING ALL OF THE BLUE RIBBON
9 TASK FORCE ROLES -- THERE WERE 21, ALL BROKEN DOWN -- WE HAVE
10 PICKED SIX FOR THIS DEEPER DIVE, ACROSS A SPECTRUM TO INFORM
11 THE NETWORK MANAGEMENT MODELS THAT MAY BE CONSTRUCTED AND
12 EVALUATED GOING FORWARD. WHAT WE LEARN IN THESE AREAS WILL
13 HELP INFORM ANALYSIS OF THE REMAINING FUNCTIONAL ANALYSIS --
14 AREAS, AS WELL. WE'RE NOT TOSSING THEM OVER THE SIDE OF THE
15 BOAT. BUT I'M SATISFIED THAT TARGETING THE NUMBER OF
16 FUNCTIONAL AREAS, SUBJECT FOR A DEEPER QUANTITATIVE AND
17 QUALITATIVE ANALYSIS, WILL STILL PERMIT US TO MAKE CLEAR
18 ACTIONABLE RECOMMENDATIONS REGARDING A REGIONAL NETWORK
19 MANAGEMENT FRAMEWORK MORE BROADLY AND CRITICALLY PINPOINT
20 NEAR-TERM CHANGES TO AUTHORITY AND ACCOUNTABILITY NEEDED TO
21 IMPROVE REGIONAL MOBILITY FOR THOSE WHO NEED IT. SO, OVERALL,
22 I BELIEVE THESE ADJUSTMENTS WILL BE BOTH RESPONSIVE AND USEFUL
23 TO THE CONCERNS RAISED. BEFORE PROCEEDING TO THE NEXT SLIDE, I
24 DO WANT TO ACKNOWLEDGE THAT WE RECEIVED A LETTER FROM SEVERAL
25 TRANSIT ADVOCACY ORGANIZATIONS ON FRIDAY, SOME OF WHOM ARE



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1 REPRESENTED ON THIS ADVISORY GROUP, AND I WANTED TO ASSURE, AT
2 THE OUTSET, HAVING REVIEWED THE LETTER, THAT THE AUTHORS
3 CONCERNS WILL BE ADDRESSED IN THIS REFOCUS METHODOLOGY FOR THE
4 NETWORK MANAGEMENT BUSINESS CASE. AND I -- THE CONSULTANT'S
5 PRESENTATION, AMONG OTHER THINGS, WILL ACKNOWLEDGE THE
6 OVERLAPPING CONTRIBUTIONS BETWEEN AND AMONG FUNCTIONAL AREAS,
7 THE INTERSECTIONALITY ISSUE THAT WAS RAISED IN THE LETTER. AND
8 HOW THEIR OPERATING MODEL WILL FACTOR THAT IN. THIS WOULD
9 INCLUDE POTENTIAL BENEFITS BY SHIFTING ACCOUNTABILITIES AND
10 DECISION AUTHORITIES IN WHAT A FUTURE STATE MAY LOOK LIKE. AND
11 I THINK THE PRESENTATION WILL MAKE THIS MUCH MORE CLEAR. AND I
12 EXPECT THAT THE FRAMEWORK'S IMPLEMENTATION PATHWAY TO INCLUDE
13 -- WILL INCLUDE BUILDING BLOCKS TO ACHIEVE A CONNECTED
14 NETWORK, THAT IS A CLEAR OBJECTIVE, AND WILL CLEARLY DEFINE
15 AUTHORITIES, ACCOUNTABILITIES, AND RESPONSIBILITIES TO DELIVER
16 THAT. SO, LET'S GO ON TO THE NEXT SLIDE. OKAY. SO, AGAIN, AS A
17 REMINDER, THE UNIVERSE OF RULES AND RESPONSIBILITIES COMING
18 OUT OF THE TRANSFORMATIVE ACTION PLAN WAS ALONG 14 DIFFERENT
19 THEMES THAT ARE ILLUSTRATED IN THE BOX TO THE RIGHT. WHAT WE
20 ARE RECOMMENDING IS SIX FUNCTIONAL AREAS FOR A DEEPER DIVE,
21 FARE INTEGRATION, MAPS AND WAYFINDING, NETWORK PLANNING, RAIL
22 NETWORK MANAGEMENT, ACCESSIBLE SERVICES, AND BUS TRANSIT
23 PRIORITY. WITHIN THIS GROUP, WE WILL BE ABLE TO JUMP-START A
24 DEEPER DIVE FROM ALREADY DEVELOPED DATA AND BUSINESS CASE
25 ANALYSIS, WITH WHERE THE REGIONAL INTEREST HAS BEEN MORE



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1 DECLARATIVELY DEFINED RELATED TO ISSUES ASSESSED. THAT WOULD
2 BE WEIGH FINDING AND REGIONAL RAIL. FOR A HIGH-LEVEL
3 QUALITATIVE CONSIDERATION OF REGIONAL INTEREST WILL BE
4 REQUIRED GIVEN THE TIME FRAME THAT WE HAVE. BUT IN COMBINATION
5 THESE ALL REPRESENT BOOK ENDS FOR THE WORK THAT WE'RE GOING TO
6 BE DESCRIBING FOR YOU. AS THE CONSULTANTS WILL EXPLAIN, WE
7 ANTICIPATE THIS APPROACH WILL PRODUCE INDICATORS THAT WILL
8 ALSO ALLOW SOME QUALITATIVE WRAP AROUND, BACK TO THE LARGER
9 NUMBER OF FUNCTIONAL AREAS, TO THE LEFT, OR AT LEAST SPEAK TO
10 PREFERRED MODELS FOR THEM AS WE MOVE FORWARD. NOW, I WANT TO
11 RECOGNIZE THAT THERE ARE INTERDEPENDENCIES, ACROSS THE SIX
12 AREAS LISTED FOR THE DEEPER DIVE AS WELL AS FOR THE BROADER
13 SET AS AN EXAMPLE REGIONAL VISION FOR TRANSIT PRIORITY
14 CONNECTED THAT WE'RE PLANNING IN INFLUENCE ACCOUNTABILITY
15 TRANSIT PRIORITY SERVICES DECISIONS ABOUT SERVICE LEVELS
16 WAYFINDING ET CETERA, ALL THE IS LINKED TOGETHER AND IS PART
17 OF THIS METHOD LOGICAL ASSESSMENT. OUR WORK WILL NEED TO
18 ACKNOWLEDGE THOSE INTERDEPENDENCIES IN ORDER TO ENSURE THAT
19 INTERRELATIONSHIPS ACROSS FUNCTIONAL AREA RESPONSIBILITIES ARE
20 TAKEN INTO ACCOUNT AND EFFICIENCIES ARE FULLY TAKEN ADVANTAGE
21 OF. NEXT SLIDE. SO, WHERE ARE WE GOING? THIS IS WHAT THIS
22 SLIDE IS INTENDED TO ILLUSTRATE. AS CONTEXT, WE NEED TO
23 REMEMBER THAT THIS IS NOT A TRADITIONAL BUSINESS CASE. WHILE
24 THIS METHOD LOGICAL SHIFT INTENTIONALLY INTRODUCES
25 QUANTITATIVE RIGOR, IT'S A POLICY INITIATIVE AND POLICY



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1 BUSINESS CASE THAT CANNOT BE REDUCED SOLELY THROUGH A
2 QUANTIFIABLE BENEFIT-COST ASSESSMENT, AS TYPICAL OF MORE
3 TRADITIONAL BUSINESS CASES. NOW, THAT MIGHT BE SOMETHING THAT
4 WOULD BE APPROPRIATE IN THE NEXT STEP'S IMPLEMENTATION, BUT WE
5 WANT TO RECOGNIZE THAT THERE WILL BE QUALITATIVE CRITERIA THAT
6 WILL INCLUDE BEST PRACTICES, REVIEWS, AND THE LIKE, AS PART OF
7 THIS ASSESSMENT. NOW, REGIONAL VERSUS LOCAL RESPONSIBILITIES
8 WITHIN AND ACROSS FUNCTIONAL AREAS IS A DYNAMIC THAT HAS BEEN
9 THREADED THROUGHOUT THIS CONVERSATION, AND WAS A REAL PIVOT
10 POINT FOR US IN ACHIEVING CLARITY ON HOW WE NEED TO MOVE
11 FORWARD DIFFERENTLY WITH THIS METHODOLOGY. FOUNDATIONAL TO THE
12 REVISED METHODOLOGY, THE CONSULTANT TEAM WILL INITIALLY DEFINE
13 AND DESCRIBE THE REGIONAL INTEREST AND REGIONAL BENEFITS. THAT
14 MEANING IMPROVED OUTCOMES FOR THE CUSTOMER THAT ARE ASSOCIATED
15 WITH THE SIX FUNCTIONAL AREAS. THE TEAM WOULD THEN CONSIDER,
16 AS ILLUSTRATED IN, LIKE, THE THIRD BOX HERE, HOW A CURRENT
17 ASSESSMENT OF THE SIX FUNCTIONAL AREAS MAY HAVE GAPS BETWEEN
18 WHERE WE ARE TODAY, THE CURRENT STATE, AND A FUTURE STATE THAT
19 WOULD BETTER DELIVER ON THE REGIONAL BENEFITS WE WANT. THIS
20 WORK WILL SUPPORT DEVELOPMENT OF RECOMMENDATIONS FOR THE
21 FUTURE ALLOCATION OF REGIONAL VERSUS LOCAL RESPONSIBILITIES,
22 ATTACHED TO THOSE SIX AREAS, INCLUDING THE POTENTIAL BENEFITS
23 OF SHIFTING ACCOUNTABILITIES, DECISION AUTHORITIES, AND OTHER
24 PROGRAMS AND PROCESSES. NOW, THAT WAS A LOT OF WORDS, AND OUR
25 CONSULTANTS ARE GOING TO BE ABLE TO WALK YOU THROUGH THIS IN A



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1 MUCH MORE CLARIFYING WAY. BUT, AT THE END OF THE DAY, THE
2 EFFORT WILL FOCUS ON CHANGES IN AREAS WITH THE GREATEST IMPACT
3 TO RECOMMEND A PREFERRED NETWORK MANAGEMENT FRAMEWORK AND AN
4 IMPLEMENTATION PATH FORWARD. THE FOCUS WILL BE ON CLOSING GAPS
5 IN THE NEAR-TERM TO MAKE THINGS HAPPEN WHILE WE'RE STILL
6 IDENTIFYING STRUCTURAL OR AUTHORITY REQUIREMENTS THAT WOULD
7 MORE FULLY ADDRESS THE REGIONAL FUTURE THAT WE WOULD LIKE TO
8 SEE. LET'S GO TO THE NEXT SLIDE. THIS IS A PROJECT SCHEDULE
9 WHICH HAS A SEQUENCE OF WORK BROUGHT FORWARD OVER THE NEXT FEW
10 MONTHS, WHICH GETS US TO COMPLETION BY BRINGING A PREVIEW
11 VERSION OF THE NETWORK MANAGEMENT FRAMEWORK TO THE ADVISORY
12 GROUP IN DECEMBER FOR INPUT. SO, THERE IS A LOT AHEAD OF US,
13 AND WE'RE ASKING FOR A LOT OF YOUR ATTENTION GOING FORWARD.
14 THEREFORE, WE WILL BE HAVING ADVISORY GROUP MEETINGS EVERY
15 MONTH, BETWEEN NOW AND THE END OF THE YEAR, AND THIS IT WILL
16 ALLOW YOUR FEEDBACK TO BE CONSIDERED BEFORE WE HAND THE
17 RECOMMENDATIONS OVER TO THE COMMISSION IN JANUARY FOR THEIR
18 FIRST REVIEW AND ACTION, ANTICIPATED -- FINGERS CROSSED -- IN
19 FEBRUARY. SO WITH THAT OVERVIEW, I WILL HAND IT OVER TO OUR
20 CONSULTANTS.

21
22 **DENIS MULLIGAN, CHAIR:** I WOULD PAUSE FOR A SECOND TO SEE IF
23 ANY ADVISORY GROUP MEMBERS HAVE QUESTIONS OR COMMENTS ON THE
24 MODIFICATION US THAT JUST DESCRIBED THEN WE'LL GO TO THE
25 CONSULTING TEAM FOR AGENDA ITEM NUMBER FIVE. YES, ADINA LEVIN?



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1

2 **ADINA LEVIN:** YES. SO, FIRST OF ALL, THANK YOU VERY MUCH FOR
3 THAT EXPLANATION. AND I'M VERY GLAD TO HEAR FROM THE WAY THAT
4 THERESE MCMILLAN DESCRIBED THINGS THAT'S SYNERGIES BETWEEN THE
5 DIFFERENT AREAS ARE BEING TAKEN INTO ACCOUNT, WHICH IS A VERY
6 IMPORTANT THING. SO, WHERE, YOU KNOW, HAVING INTEGRATED FARES
7 AND COORDINATED SCHEDULES, AND COORDINATING WAYFINDING HAVE
8 SYNERGISTIC BENEFITS, WHERE THE WHOLE IS GREATER THAN ITS
9 OTHER PARTS, SO I'M GLAD TO HEAR THAT. THE THING I DIDN'T
10 UNDERSTAND FROM THAT OVERVIEW, AND WILL BE LOOKING TO
11 UNDERSTAND IN THE PRESENTATION FOR UP FRONT NOW, IS, WHAT IS
12 MEANT BY CREATING A FRAMEWORK AND THE RELATIONSHIP BETWEEN THE
13 NEAR-TERM AND THE LONGER TERM STEP, IN LOOKING AT THE STAFF
14 PACKET. IT WAS NOT CLEAR WHETHER, YOU KNOW, WHAT IS BEING
15 PROPOSED IS TO HAVE SOME RECOMMENDATIONS THAT FOCUS ON NEAR-
16 TERM STEPS, AND THEN LEAVE THE CONSIDERATION OF THE LONGER
17 TERM STEPS TO SOME UNIDENTIFIED POINT IN THE FUTURE. OR
18 WHETHER WHAT IS BE PROPOSED IS SOMETHING THAT WILL INCORPORATE
19 BOTH CONTINUING TO WORK ON THE NEAR-TERM IMPROVEMENTS, WHICH
20 ARE EXCITING, LIKE THE FARE INTEGRATION THAT'S GOING FORWARD,
21 AS WELL AS IMMEDIATELY WORKING ON A -- SOMETHING THAT CAN
22 REALLY TAKE US TOWARD THE VISION THAT WE ALL COLLECTIVELY
23 HAVE. SO THAT'S MY KEY QUESTION THAT WASN'T ADDRESSED BY THE
24 INTRO. COULD WE BE DOING INCREMENTAL THINGS THEN STOPPING



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1 WHICH WOULD BE VERY DIFFERENT FROM WHAT WE'RE HOPING FOR OR
2 DOES THAT PICTURE LOOK DIFFERENT?

3

4 **THERESE MCMILLAN:** I'LL TALK A SHOT. BUT ADINA I THINK, AFTER
5 THE PRESENTATION A LOT OF WHAT YOUR REPRESENTING WILL BE
6 BROUGHT FORWARD. WE ARE STRIVING IN THESE NEXT FEW MONTHS TO
7 BRING FORWARD A MUCH MORE COMPREHENSIVE AND INFORMED VIEW
8 ABOUT WHAT IT TAKES TO ACTUALLY GET TO THE OUTCOMES. I THINK
9 THERE WAS AN ASSUMPTION THAT A NEW STRUCTURE, A NEW
10 ORGANIZATION DE FACTO WAS GOING TO DELIVER ON THESE OUTCOMES.
11 THIS WORK, I THINK, IS GOING TO BE MUCH MORE RIGOROUS IN TERMS
12 OF REALLY DEMONSTRATING THE WHAT DOES IT TAKE QUESTION. AND,
13 CLEARLY, AS YOU WILL SEE FROM THE WHEEL -- MY, SORT OF, FAMOUS
14 THING -- IN THE PRESENTATION, IS THAT THE ORGANIZATIONAL
15 STRUCTURE CLEARLY HAS AN ELEMENT IN IT. BUT IT'S NOT THE ONLY
16 THING. TO YOUR POINT THERE'S THESE SYNERGISTIC THINGS THAT
17 COMPREHENSIVELY NEED TO BE TAKEN INTO ACCOUNT, AND IN THE
18 DIAGNOSTIC SIX FUNCTIONAL AREAS WE'RE ANTICIPATING SEEING
19 PROGRAMMATIC INTERFACES THAT SUGGESTS HOW WE WOULD GO FORWARD
20 ON THOSE BUILDING BLOCKS TALKING ABOUT HOW DO WE GET THERE.
21 IT'S MORE COMPLICATED PICTURE THAN CHANGING THE ORGANIZATIONAL
22 STRUCTURE. IT'S A DIAGNOSTIC WHAT WE'RE SAYING ALSO IMPORTANT
23 INFORMATION ABOUT THINGS WE CAN CHANGE RIGHT NOW THAT WILL
24 IMPROVE THE CUSTOMER EXPERIENCE. AND THAT IS SOMETHING THAT WE



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1 SHOULDN'T WAIT FOR, WAITING FOR THE FINAL PERFECT VISION TO
2 HAPPEN. SO, WE'RE MOVING ON BOTH FRONTS.

3

4 **DENIS MULLIGAN, CHAIR:** THANKS THERESE. JEFF HAS HIS HAND UP
5 NEXT.

6

7 **JEFFREY TUMLIN:** I JUST WANTED TO THANK MTC STAFF AND THE
8 CONSULTING TEAM FOR LISTENING TO US. WE, GENERAL MANAGERS, ARE
9 ALL COMMITTED TO MAKING SURE WE COMPLETE ALL OF THE OUTCOMES
10 IN THE BLUE RIBBON TASK FORCE REPORT. AND I THINK WHAT WE'RE
11 GETTING IN THE REPORT IS THE BUSINESS CASE ANALYSIS THAT
12 ANSWER THE QUESTIONS, WHAT IS THE MOST COST EFFECTIVE WAY FOR
13 US TO ACHIEVE EACH OF THOSE OUTCOMES AND HOW DO WE GET TO THEM
14 MOST QUICKLY. SO, THANK YOU FOR THAT. AND, ALSO, THANK YOU FOR
15 CONTINUING ON THE AGGRESSIVE SCHEDULE. YOU MAY GET TO THIS IN
16 THE NEXT PART OF THE PRESENTATION. BUT I WANT TO MAKE SURE
17 THAT ALL OF US IN, AMONG THE TRANSIT OPERATORS, ARE GIVING
18 TEAM EVERYTHING THAT YOU NEED IN ORDER TO MEET THIS VERY
19 AGGRESSIVE DEADLINE. THERE IS A LOT OF WORK THAT IS GOING TO
20 BE NECESSARY BETWEEN NOW AND THE END OF THE YEAR, AND WE ARE
21 ALL HERE TO SUPPORT THIS EFFORT.

22

23 **DENIS MULLIGAN, CHAIR:** THANKS JEFF. WE'LL MOVE ON TO AGENDA
24 ITEM FIVE. THANKS TO THERESE AND YOUR TEAM IT'S NOT EASY FOR



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1 GOVERNMENT TO PIVOT, IT'S NOT GOVERNMENT'S FOR TODAY ALWAYS,
2 SO KUDOS.

3

4 **CLERK, WALLY CHARLES:** CHAIR MULLIGAN, I'M SORRY TO INTERRUPT,
5 I JUST WANT TO LET YOU KNOW THERE IS ONE HAND RAISED IN PUBLIC
6 COMMENTS.

7

8 **DENIS MULLIGAN, CHAIR:** UNDERSTOOD. THIS IS NOT AN ACTION ITEM.
9 SO WE'LL HOLD PUBLIC COMMENT TO THE APPROPRIATE AGENDA ITEM SO
10 THE CONSULTANT WILL HAVE TIME TO GET TO THE PRESENTATION.
11 THANK YOU WALLY. THIS BRINGS US TO ITEM FIVE EVALUATION OF
12 METHODOLOGY EXCLUSIVE CONCEPT REVIEW. WE'LL HAVE OUR CONCEPT
13 TEAM REPRESENTING THIS. GUY W IS A MEMBER OF THE CONSULTING
14 TEAM FROM KPMG AND WILL BEGIN THE PRESENTATION THEN JOINED BY
15 JOSH ALSO FROM KPMG. PLEASE HOLD COMMENTS UNTIL THE END OF THE
16 PRESENTATION IF YOU HAVE CLARIFYING QUESTIONS PLEASE RAISE
17 YOUR HAND, I'LL CALL UPON YOU. OTHERWISE WAITS YOUR HAND AT END
18 OF THE PRESENTATION THAT WAY WE WILL HAVE SUFFICIENT TIME TO
19 WEIGH IN ON IT. I'LL TURN IT OVER TO GUY.

20

21 **GUY WILKINSON:** GOOD AFTERNOON MY NAME IS GUY W FROM KPMG. I AM
22 A PARTNER IN SEARCH OF PROJECTS. I'M JOINED TODAY BY MY
23 COLLEAGUE JOSH, AND WE'RE GOING TO TAKE THROUGH OUR APPROACH
24 TO THE NEXT FEW MONTHS, WHAT YOU ARE LIKELY TO SEE AT A
25 DETAILED LEVEL. WE HAVE ALSO DEVELOPED WHAT WE WOULD LIKE TO



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1 CALL THE, SORT OF, PROOF OF CONCEPT. SO, YOU CAN START SEW
2 SEE, SORT OF, HOW TANGIBLE THE WORK AND EFFORTS WILL BEGIN TO
3 LOOK. SO WITH THAT, COULD SOMEBODY PERHAPS PLEASE PUT THE
4 PRESENTATION ON? THANK YOU VERY MUCH. MAYBE MOVE TO THE NEXT
5 SLIDE, PLEASE. THANK YOU. THIS FIRST SLIDE DEALS WITH THE
6 HIGH-LEVEL APPROACH THAT THERESE ARTICULATED EARLIER ON. WE
7 ARE CURRENTLY WORKING TO FOCUS ON THOSE SIX FUNCTIONAL AREAS,
8 AND WE'RE WORKING AND BUILDING ON EXISTING WORK PRODUCT THAT'S
9 BEEN DEVELOPED BY THE CONSULTING TEAM TO DATE. IN PARTICULAR,
10 UTILIZING EXISTING REPORTS AND ANALYSIS THAT HAVE BEEN DONE.
11 SO VERY MUCH WHAT WE'RE DOING IS GOING TO BE INFORMED BY,
12 INCLUDING EFFORTS LIKE THE REGIONAL NETWORK MANAGEMENT
13 STRUCTURES EVALUATION REPORT THAT CAME OUT IN SEPTEMBER OF
14 2021. WITH THAT, I'M GOING TO GO THROUGH THE PROCESS OF
15 EVALUATING THE OPERATIONAL LEVEL AND THAT WILL PROVIDE SOME
16 DEFINITION AROUND THE FRAMEWORK THAT CAN HELP DRIVE FORWARD
17 THE NETWORK MANAGEMENT GOALS. THAT FRAMEWORK LOOKS BOTH IN
18 TERMS OF THE NEAR-TERM OBJECTIVES, QUICK WINS, THAT CAN BE
19 ACTIONS IMMEDIATELY, REALLY, AND, ALSO, TAKES A LOOK AT LONG-
20 TERM FUTURE STATE, AS WELL. SO I WOULD EMPHASIZE THAT OUR
21 ANALYSIS AND WORK IS NOT JUST FOCUSED ON THE, SORT OF, SHORT-
22 TERM, BUT ALSO ON THE LONG-TERM PIECES, AS WELL. AND REALLY
23 FOCUSING ON TANGIBLE ELEMENTS TO ASSIST IN THE
24 OPERATIONALIZATION OF THE REGIONAL NETWORK FRAMEWORK. WE HAVE
25 ALSO GOT TO RECOGNIZE IN THE TOP THREE OF THE DOCUMENT, THE



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1 CURRENT STATE. THERE IS A LOT OF WORK THAT'S ALREADY UNDERWAY
2 BOTH AT THE REGIONAL AND THE OPERATOR LEVEL THAT NEEDS TO BE
3 RECOGNIZED. AND PART OF OUR ASSESSMENT WILL INVOLVE REVIEWING
4 PROCESS, ROLES, AND GOVERNANCE AROUND THOSE SIX FUNCTIONAL
5 AREAS AND HOW THEY OPERATE TODAY. THAT WILL ALSO LEAD TO
6 ANALYSIS AROUND WHAT WE CALL "GAP" ANALYSIS. TO REALLY
7 UNDERSTAND THERE HOW THAT CURRENT SLATE IS PERFORMING, WHERE
8 THE OPPORTUNITIES ARE FOR IMPROVEMENT AND REALIGNMENT OF ROLES
9 AND RESPONSIBILITIES. THAT VERY MUCH DEFINES THE FUTURE STATE.
10 SO, WORKING, AGAIN, IN CONSULTATION WITH ALL THE STAKEHOLDERS,
11 AND IDENTIFYING GAPS IN THE CURRENT OPERATING MODEL,
12 OPPORTUNITIES TO MITIGATE THOSE GAPS. BUT ULTIMATELY WILL
13 LEAD, AT THE END OF THIS YEAR, EARLY NEXT, TO DEFINE THE
14 NETWORK MANAGEMENT FRAMEWORK. THAT'S OUR GOAL. THAT WILL
15 CREATE TANGIBLE BUILDING BLOCKS TO CREATE NEAR-TERM ACTIONS
16 AND CREATE A FUTURE STATE NETWORK MANAGEMENT FRAMEWORK MODEL.
17 IF WE COULD MOVE TO THE NEXT SLIDE, PLEASE? WE WANT TO SPEND
18 TODAY MOVING AWAY FROM THE, SORT OF, THEORETICAL BECAUSE I
19 THINK SOME OF THESE CONCEPTS MAY BE NEW AND DIFFERENT TOWARDS
20 SOME OF THE IMPLICATIONS OF OUR APPROACH. AS MENTIONED WE HAVE
21 IDENTIFIED IN THOSE SIX AREAS, TWO AREAS TODAY, WAYFINDING AND
22 FARE INTEGRATION POLICY. WHICH WE WANT TO TAKE YOU THROUGH IN
23 MORE DETAIL HOW THESE PLAY INTO THE OPERATING MODEL FRAMEWORK,
24 AND HOW WE'RE GOING TO USE THEM TO EVALUATE A FUTURE STATE
25 NETWORK MANAGEMENT MODEL. WE HAVE SELECTED WAY FINDING AND



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1 INTEGRATION BECAUSE THEY'RE RICH IN DETAIL ALREADY, A LOT OF
2 GOOD WORK HAS BEEN DONE THERE. SO WE HAVE BEEN ABLE TO HIT THE
3 GROUND RUNNING AND DO SOME ADDITIONAL ANALYSIS HYPOTHESIS WE
4 WOULD LIKE TO PRESENT TO YOU NOW. BY NO MEANS IS IT COMPLETE
5 BUT IT'S HOPEFULLY IN LINE WITH WHAT YOU HAVE SEEN PREVIOUS
6 AND IN ANALYSIS TAKE TONE DATE. SHIFTING THEN TAKE YOU THROUGH
7 TODAY, WE'RE GOING TO WALK YOU THROUGH THINKING ABOUT HOW
8 DEFINING ACCOUNTABILITY AT THE REGIONAL LEVEL AND AT THE LOCAL
9 LEVEL. AND THEN APPLY THAT TO THE OPERATING MODEL AND THE
10 FUTURE OPERATING MODEL. SO, WITH THAT, COULD WE MOVE TO SLIDE
11 THREE, PLEASE? THE OPERATING MODEL FRAMEWORK LOOKING TO TRY
12 AND TESTED MODELS THAT USES METHODOLOGY HELPING CLIENTS
13 ESTABLISH ENTITIES AND FRAMEWORK TO DRIVE PROGRAMMATIC GOALS.
14 SO, THIS IS A FRAMEWORK THAT IS HOLISTIC IN NATURE AND
15 COMPREHENSIVE IN NATURE. THERE ARE COMPONENTS THAT FOCUS ON
16 ORGANIZATION BUT IT GOES MUCH FURTHER THAN THAT. AND IS USED
17 TO REALLY BEGIN TO BUILD-OUT VERY TANGIBLE CLEAR STRUCTURES
18 AND CHANGES TO THE EXISTING FRAMEWORK TO ENABLE USES TO
19 PROGRESS THE GOALS OF THE BLUE RIBBON TASK FORCE WORK. YOU
20 WILL SEE, REALLY, JUST, SORT OF, AROUND THIS, I'LL KIND OF
21 JUST WALK YOU THROUGH THE FRAMEWORK ITSELF. SO, THE FRAMEWORK
22 IS LOOKING AT GOVERNANCE AND DECISION RIGHTS. HOW DOES MTC
23 HAVE THE ABILITY TO MAKE DECISIONS, HOW THEY'RE ANALYZED,
24 CAPTURED, ACTIONS, THE EQUATIONS OF THE DECISION-MAKING, SO
25 THAT'S GOING TO GO INTO THE ANALYSIS. WHAT CORE PROCESSES



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1 EXIST TODAY, BUT, ALSO, WHAT PROCESSES DO WE NEED IN THE
2 FUTURE TO DELIVER ON THE COMMITMENT OF THE BLUE RIBBON REPORT
3 AND INCLUDE THE RIGHT PARTICIPANTS IN THE PROCESS AS WE MOVE
4 FORWARD. ARE THERE OPPORTUNITIES TO LEVERAGE EXISTING
5 TECHNOLOGY AND TOOLS, AS WELL, TO DRIVE TOWARDS THOSE
6 OUTCOMES, ENABLE BETTER DATA SHARING, AND HELP US SCALE TO
7 ACHIEVE THOSE NETWORK GOALS. SOME OF THIS IS ALSO ABOUT
8 BEHAVIORS AND CULTURE, AS WELL. SO, AS WE BEGIN TO DEFINE AND
9 DEVELOP THAT NETWORK MANAGEMENT MODEL, WHAT ARE THE, SORT OF,
10 CULTURE AND BEHAVIOR IMPLICATIONS OF THAT, SOMEWHAT LINKED TO
11 THAT AS WELL, WHAT ARE THE METRICS AND INCENTIVES THAT ENABLE
12 A PROGRESSIVE EVOLVING NETWORK MANAGEMENT MODEL, AND
13 FUNDAMENTALLY ORGANIZATIONS AND STRUCTURES WHAT KINDS OF
14 ORGANIZATIONS CAN WE LEVERAGE TODAY TO ENACT THIS AND MOVE
15 FORWARD. AND WHAT ARE THE NEEDS GOING FORWARD FOR THAT FUTURE
16 STATE VISION? THE FOCUS, REALLY, WITH THIS OPERATING MODEL IS
17 TO ESTABLISH A COMPREHENSIVE AND REGIONAL NETWORK FRAMEWORK.
18 IT REQUIRES HOLISTIC FOCUS ACROSS A RANGE OF CONSIDERATIONS TO
19 SUCCESSFULLY IMPLEMENT THE FRAMEWORK FROM THE BLUE RIBBON TASK
20 FORCE. MOVE TO SLIDE FOUR, PLEASE. PROOF OF CONCEPT ANALYSIS
21 TODAY IS GOING TO PRIMARILY FOCUS ON THREE COMPONENTS AROUND
22 DECISION RIGHTS AND GOVERNANCE, ROLES AND ACCOUNTABILITIES,
23 AND PROCESS TO UNDERSTAND VARIOUS OUTCOMES. AND IF WE COULD
24 MOVE TO THE NEXT SLIDE? I THINK THIS WAS RAISED IN SOME OF THE
25 COMMENTS EARLIER IN QUESTIONS. THE EARLIER OPERATING MODEL



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1 FRAMEWORK IS INTENDED TO DELIVER AN OPERATING MODEL THAT CAN
2 GROW INCREMENTALLY AND RECOGNIZES THAT THERE ARE -- THIS WILL
3 BE AN EVOLUTIONARY PROCESS. THERE ARE CLEAR NEAR-TERM GOALS OF
4 DEFINING AND DEVELOPING THAT OPERATING MODEL, FOCUSED ON
5 CLARIFYING NETWORK MANAGEMENT ROLES AND THEIR CURRENT
6 AUTHORITIES; FOCUSED ON TRYING TO BE PRACTICAL AND PRAGMATIC
7 ABOUT NEW SPENDING GOALS, FINDING WAYS TO DRIVE AND SUPPORT
8 CHANGES THROUGH EXISTING STRUCTURES. HIGHLIGHTING QUICK WINS
9 AT INITIATIVE AREAS WITH THE BIGGEST IMPACT. BUT THE MODEL
10 WILL GO ON THEN TO IDENTIFY MEDIUM TO LONGER TERM GOALS, THAT
11 ARE FULLY COSTED AND UNDERSTANDING FROM IDENTIFIABLE AND
12 UNDERSTOOD. AND WILL ADDRESS SOME PROGRAM PRIORITIES, AND,
13 OBVIOUSLY, ASSIST IN EXECUTION OF INITIATIVES. THE AIM,
14 REALLY, HERE IS TO GET MOMENTUM IN TERMS OF THE OPERATING
15 MODEL IN THE NEAR-TERM, BUT RECOGNIZE THAT THIS VISION WILL BE
16 EVOLUTIONAL ALONG THE WAY. WITH THAT, WE'RE GOING MOVE ON TO
17 THE PROOF OF CONCEPT, ITSELF, AND MY COLLEAGUE JOSH HESTERMAN
18 WILL BEGIN TO GO THROUGHOUT NEXT SLIDE DEFINING OPERATING AND
19 DEFINING THE POWER OF THE CURRENT STATE. DEFINING SOME OF THE
20 OPERATIONAL MODEL TOOLS THAT WE'LL NEED TO MAKE IT TO THE
21 FUTURE STATE VISION AND DEFINE HOW TO GIVE TO IT
22 IMPLEMENTATION. NEXT SLIDE PLEASE.

23

24 **JOSH HESTERMAN:** THANKS GUY. AS WE MOVE INTO THE IDEA OF PROOF
25 OF CONCEPT IT'S ALREADY BEEN MENTIONED THAT WE WANT TO



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1 IDENTIFY THESE AREAS FOR A VARIETY OF REASONS TO MAKE IT AN
2 EXCELLENT PILOT OR TEST CASE WITH THE DETAIL OF LEVEL OF WORK
3 THAT'S ALREADY BEEN DONE AND THE IMPORTANCE OF THE CROSS
4 CUTTING STANDPOINT TO THE OVERALL DEVELOPMENT OF THE NETWORK
5 MANAGEMENT MODEL THAT IS LARGELY THE RATIONALE OF WHAT WE'RE
6 TRYING TO DO WITH FARE INTEGRATION AND WITH WAYFINDING
7 THROUGHOUT THE REMAINDER OF THIS PRESENTATION. TO GIVE
8 EVERYONE A SAMPLE OF KIND OF THE BREADTH OF INPUT THAT WE USE,
9 SO WE DON'T RELY SOLELY ON ANY SPECIFIC PIECE OF DATA, BUT,
10 REALLY, KIND OF TRIANGULATE OUR EFFORTS THROUGH A VARIETY OF
11 DIFFERENT TYPES, TYPICALLY LOOKING TO PULL TOGETHER FROM A
12 COMBINATION ONE-ON-ONE INTERVIEWS, GROUP DISCUSSIONS, FOCUS
13 GROUPS, LEVERAGING EXISTING STUDIES, WHETHER THOSE ARE
14 PARTICULAR OR SPECIFIC TO THE FUNCTIONAL AREA, OR MORE
15 GENERAL, AS WELL, AND THEN LOOKING AT ANY, SORT OF, DATA OR
16 ANALYTICS THAT HAVE BEEN DONE TO FORM THE BACKBONE OF THIS
17 BUSINESS CASE IN THE FUTURE. WE LIKE TO BRING IN MULTIPLE
18 TYPES OF DATA AND REALLY PLAY THOSE OFF OF EACH OTHER TO MAKE
19 SURE WE'RE GETTING A REALLY ROBUST AND WELL ROUNDED PICTURE OF
20 WHAT THE OPERATING MODEL, BOTH THE CURRENT STATE AND THE
21 PROPOSED FUTURE STATE SHOULD LOOK LIKE. NEXT SLIDE PLEASE. AND
22 THIS WAS BROUGHT UP EARLIER ON IN SOME OF THE COMMENTARY. BUT
23 I THINK IT'S USEFUL TO KEEP IN MIND AS WE GO THROUGH EXAMPLES
24 WHAT WE'RE OPTIMIZING FOR AND MOVING TOWARDS. AND THIS SET OF
25 BENEFITS THAT ARE BOTH ACROSS AND UNIQUE TO EACH ONE OF THE



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1 FUNCTIONAL AREAS, AS WELL AS THOSE THAT ARE GOING TO BE
2 SYNERGISTIC AND ARE GOING TO RESULT FROM APPLYING A BROADER
3 NETWORK MANAGEMENT MODEL, AS WELL. AND, SO, I THINK THE FOCUS,
4 AS WE MOVE FORWARD THROUGH THIS PROCESS, IS TO CONTINUALLY
5 TEST OUR RECOMMENDATIONS IN THE WAY THAT WE'RE FORMING UP
6 ASPECTS OF THIS CURRENT STATE, THIS FUTURE STATE, AND THE GAPS
7 AND INITIATIVES TO SOLVE THOSE BY LOOKING BACK AT THE PROPOSED
8 BENEFITS. AND TO THE POINTS RAISED EARLIER, WE'LL CERTAINLY BE
9 AIMING TO, WHERE POSSIBLE, YOU KNOW, CLARIFY, AND CLEARLY
10 ARTICULATE WHAT THOSE BENEFITS COULD LOOK LIKE, AND THEN USE
11 THOSE TO, SORT OF, MAKE THE CASE FOR THE SPECIFIC CHANGE THAT
12 WE HAVE UNDER CONSIDERATION. AND, SO, YOU SEE HERE, YOU KNOW,
13 PER OUR FOCUS ON FARE INTEGRATION AND WAYFINDING AS THE PILOT
14 AREAS, YOU KNOW, TWO EXAMPLES OF THE DIFFERENT TYPES OF -- THE
15 DIFFERENT WAYS THAT YOU MIGHT CATEGORIZE AND IDENTIFY THE
16 BENEFIT TYPES. SO, HERE WE HAVE HIGHLIGHTED TWO OF THEM THAT
17 ALREADY HAVE QUITE A BIT OF WORK BEHIND THEM. YOU KNOW, THE
18 CUSTOMER BENEFITS, WHICH IN FARE INTEGRATION ARE, YOU KNOW,
19 LARGELY IN GETTING TO SOME OF THOSE MACRO ECONOMIC BENEFITS
20 AND BEING ABLE TO LOOK AT THE FARE REDUCTION THAT DIRECTLY
21 PACKET THE ABILITY TO RIDE AND UTILIZE OUR TRANSIT NETWORK.
22 AND THEN WAY FINDING, YOU KNOW, JUST IMPROVEMENTS TO THE
23 EXPERIENCE AND THE OVERALL NAVIGABILITY OF THE SYSTEMS TO MAKE
24 DAILY UTILIZATION AND SIMILARLY LOOKING AT NETWORK BENEFITS
25 ACHIEVING THE LONGER TERM GOALS THE APPLICATION AND



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1 IMPLEMENTATION OF THE POLICY VISION CAN TAKE PLACE AS WE
2 SOLIDIFY WHAT THIS FORWARD LOOKING OPERATING MODEL COULD BE,
3 AND THEN IN THE WAYFINDING ARENA, YOU KNOW, WHAT THE ABILITY
4 TO STREAMLINE AND IMPROVE THE OVERALL DELIVERY OF WAYFINDING
5 ARTIFACTS AND WAYFINDING, WAYFINDING FEATURES WE CAN MOVE
6 FORWARD. NEXT SLIDE PLEASE. AGAIN, TO ECHO SOME OF THE TALKING
7 POINTS UP FRONT, WE ARE ABOUT TO GET A LITTLE BIT MORE
8 TECHNICAL FURNISHINGS WILL, AND SO WE DID WANT TO PROVIDE A
9 BIT OF GROUNDING OR A COMMON LEXICON FOR HOW WE'RE LOOKING,
10 AND IF WE'RE LOOKING AND EVALUATING SOME ASPECTS OF THIS
11 OPERATING MODEL. AND, SO, AGAIN, THIS IS REALLY THE PIECE OF
12 THAT WHEEL FROM EARLIER FOCUSED ON DECISION RIGHTS. SO HOW
13 DECISIONS ARE TAKEN AND THE ACTIVITIES THAT ARE ASSOCIATE WITH
14 THOSE AND HOW YOU ACTUALLY BREAK THOSE DOWN TO UNDERSTAND THE
15 SPECIFIC ROLES THAT PEOPLE HAVE WITHIN GETTING THAT DECISION
16 PUSHED THROUGH AND ACTIVATED TO BE IMPLEMENTED AND MOVED
17 FORWARD. SO, YOU WILL SEE THAT THERE ARE FOUR MAIN DECISION
18 ROLE TYPES THAT WE LOOK AT. SO, THE FIRST IS RESPONSIBILITY.
19 SO THOSE WERE THOSE WHO EXECUTE THE ACTIVITY, SO, SAY, THE
20 DAILY WORK THAT HAS TO GET DONE TO MAKE PROGRESS IN A SPECIFIC
21 ACTIVITY. THE SECOND ONE IS ACCOUNTABILITY, THAT'S THE ENTITY
22 THAT MAKES THE ULTIMATE DECISION AND, SORT OF, PROSECUTES AND
23 TRANSITIONS A DECISION FROM THE THEORETIC CAL TO THE PRACTICAL
24 AND DELIVERABLE. THEN YOU HAVE CONSULTED IN THE BOTTOM RIGHT
25 HAND SIDE. SO, THAT INCLUDES THE ENTITIES THAT HAVE TO PROVIDE



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1 INPUT OF VARIOUS KIND, DATA, THINKING, COMMENTARY, ET CETERA,
2 TO MAKE SURE THAT THE DECISION IS ACTUALLY MADE IN ACCORDANCE
3 WITH THE GOALS THAT WE WANT TO ACHIEVE. AND THEN INFORMED. SO,
4 THAT INCLUDES ALL THE ENTITIES THAT HAVE TO RECEIVE THAT, SORT
5 OF, ONE-WAY COMMUNICATION ABOUT WHAT A DECISION COULD LOOK
6 LIKE, HOW IT COULD IMPACT THEM, AND WHAT THEY MAY NEED TO KNOW
7 MORE ABOUT IN THE FUTURE. SO, THAT JUST KIND OF PROVIDES US A
8 COMMON LEXICON TO DRAW FROM OVER THE NEXT FEW PAGES, WHICH WE
9 MENTIONED MAY BE A BIT TECHNICAL. BUT FOR OUR PURPOSES, WE'RE
10 REALLY GOING TO SIMPLIFY IT AND FOCUS ON THE TWO OF THE TOP.
11 RESPONSIBILITY ON THE TO THE LEFT IN THE LIGHT BLUE CORNER,
12 AND ACCOUNTABILITY, THE TEAL I'M GOING TO CALL THAT, AND IN
13 THE NEXT SLIDE THOSE COLORS WILL CONTINUE TO PERSIST AND WILL
14 BE A BIT OF A KEY OR LEGEND, AS WELL. MOVE ON TO THE NEXT ONE.
15 AND SO HERE, I KNOW THAT THIS IS EXTREMELY SMALL ON THE
16 SCREEN, AND, YOU KNOW, HAVE NO FEARS, WE WILL BE STEPPING
17 THROUGH THIS IN DETAIL WITH SOME MAGNIFIERS WITH SOME ZOOM
18 OUTS IN THE NEXT SEVERAL PAGES. BUT, REALLY, WHAT WE WANTED TO
19 HIGHLIGHT FOR EVERYONE IS THAT, THAT FRAMEWORK THAT YOU SAW ON
20 THE PRIOR PAGE OF HOW WE BREAK DOWN DECISION RIGHTS KIND OF
21 FORMS THE BACKBONE HOW WE THINK ABOUT THE PROCESS GETTING
22 THINGS DONE AND THE WHOLE. HERE WE HAVE A STRUCTURE FOR
23 BREAKING THESE DOWN AND KIND OF DECOMPOSING THE STIPULATES
24 THAT GO INTO MAKING AN ACTUAL DECISION REGARDLESS OF WHAT
25 FUNCTIONAL AREA YOU MIGHT BE LOOKING AT. AND, SO FOR EACH OF



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1 THESE, WE ARE LOOKING AT WHAT WE'RE CALLING THE, SORT OF,
2 LEVEL ONE, HIGHER LEVEL CATEGORIZATION DECISION, LEVEL TWO
3 STITCHING ACTIVITIES THAT GO INTO THAT, AND THEN IDENTIFYING
4 WHAT THAT CURRENT STATE LOOKS LIKE, AND THIS IS GOING TO BE A,
5 SORT OF, JUMPING OFF POINT FOR US TO DESCRIBE, TO PAINT THE
6 PICTURE OF A CURRENT STATE, AND THEN EVENTUALLY, AS WE LOOK AT
7 FUTURE STATE, WE WILL BE ABLE TO REVISIT THIS AND TALK ABOUT
8 WHERE WILL THESE BOXES, WHERE WILL ALL THESE COLORS EITHER
9 CHANGE OR HAVE TO BE SUPPLEMENTED TO ACHIEVE THAT FUTURE
10 STATE. AND, SO THIS GIVES US THAT VERY FIRST COMMON DATABASE
11 OF HOW DECISIONS PROGRESS THROUGHOUT THEIR ACTIVITIES, AND GET
12 MADE SO THAT WE CAN HAVE THAT TO LOOK BACK ON AS WE CONTINUE
13 TO IMPLEMENT THOSE CHANGES AND THINK THROUGH THESE DECISIONS
14 IN THE FUTURE. NEXT PAGE. IN THE NEXT FEW PAGES WE'LL BE
15 STEPPING INTO THE DETAILS OF PARAMETERS CREATED AROUND THIS
16 DATABASE OF DECISION-MAKING. FIRST ONE IS LOOKING AT LEVEL ONE
17 ACCOUNTABILITY. THIS IS MEANT TO BE A HIGHER AND OVERARCHING
18 LEVEL OF DECISION-MAKING, AS YOU WILL SEE IN THE BLOW UP, YOU
19 HAVE THE PROGRAM LEVEL AREA OF, SORT OF, PLANNING AND PROGRAM
20 DEVELOPMENT, AND THEN THE LEVEL ONE CATEGORY THAT FOLLOWS IS
21 AROUND DEVELOPING AND BEING ABLE TO COMMUNICATE A REGION-WIDE
22 VISION. SO, YOU KNOW, THIS FORMULATES, AS YOU STEP, SORT OF,
23 FROM TOP TO BOTTOM OR FROM LEFT TO RIGHT, THROUGH A PROCESS,
24 AND YOU FOLLOW A DECISION THROUGH ITS NATURAL LIFE CYCLE FROM
25 INCEPTION TO ACTION, YOU'RE GOING TO JUST NATURALLY PROGRESS



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1 THROUGH THIS, AND THE QUESTION WILL BE, YOU KNOW, HOW DO WE
2 ALLOCATE, HOW DO WE LOOK AT THE VARIOUS PIECES OF THE
3 DECISION, AND HOW THAT IS COMPRISED AS WE MOVE THROUGHOUT. IF
4 WE CAN GO TO THE NEXT SLIDE. AND SO AS I SAID, THIS BRINGS US
5 TO THE LEVEL DIRECTLY BELOW. SO YOU CAN THINK OF THIS AS A
6 DOUBLE CLICK OR A DRILL DOWN ON THE ACTIVITY SET THAT
7 COMPRISES A SPECIFIC DECISION. AND, SO, IF YOU LOOK, THIS KIND
8 OF FOLLOWS A NATURAL PROGRESSION, AS YOU GO TOP TO BOTTOM, OF
9 LOOKING AT WHAT THE OVERALL REGION-WIDE VISION MIGHT LOOK
10 LIKE, YOU KNOW, GOING THROUGH THE COMMUNICATIONS, STAKEHOLDER
11 ENGAGEMENT PLANNING PROCESS, LOOKING AT THE -- HOW TO CONDUCT
12 RESEARCH ON RIDERSHIP, ALL THE WAY DOWN TO THE ACTUAL APPROVAL
13 PIECE AND THE COMMUNICATION THAT FOLLOWS THAT TO MAKE SURE
14 THAT ALL STAKEHOLDERS ARE WELL AWARE OF HOW THAT CHANGE MIGHT
15 EVENTUALLY TRICKLE DOWN TO THEM AND WHAT, SORT OF -- WHAT,
16 SORT OF, ALTERATIONS, AND THEIR PERSONAL, YOU KNOW, THEIR
17 PERSONAL PROCESS MIGHT ACTUALLY TAKE PLACE. AND, SO, FOR EACH
18 OF THESE LEVEL-ONE AREAS, YOU WILL SEE THAT WE HAVE A VARIETY
19 OF KIND OF ACTIVITIES THAT WE BREAK DOWN TO MAKE SURE THAT
20 WE'RE APPROPRIATELY CAPTURING THAT CURRENT STATE. BECAUSE
21 WITHIN ANY OF THOSE SPECIFIC ACTIVITIES THERE MIGHT BE ISSUES
22 WHERE THERE MAY BE A MORE BENEFICIAL WAY OF US STRUCTURING THE
23 DECISION FROM A RESPONSIBILITY OR ACCOUNTABILITY PERSPECTIVE
24 TO MAKE SURE WE'RE GETTING EVERYTHING OUT OF IT THAT WE
25 POSSIBLY CAN, AND REALLY KEEPING US AIMED TOWARDS THOSE



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1 OBJECTIVES AND ACHIEVING THOSE GOALS. OKAY. WE CAN MOVE TO THE
2 NEXT ONE. AND THEN HERE IS THE -- I WOULD SAY THE, SORT OF,
3 MOST IMPACTFUL PIECE OF THE ANALYSIS, AS WE GO FORWARD. SO,
4 THIS REALLY HIGHLIGHTS, IF YOU THINK ABOUT THAT, SORT OF, A
5 PIE CHART A FEW PAGES AGO, ACROSS EACH OF THESE SPECIFIC
6 PROCESS ELEMENTS ACTUALLY WHO IS DOING THE WORK AS A REGIONAL
7 LOCAL STANDPOINT. IT BECOMES CLEAR HERE AS YOU MOVE THROUGH
8 THAT THERE ARE AREAS WHERE THE OPERATOR OR MTC MAY BE TAKING
9 THE LEAD IN THE DELIVERY OF THE WORK, AND CERTAINLY AREAS
10 WHERE ONE OR THE OTHER MAY BE TAKING THE LEAD IN ACTUALLY
11 SIGNING OFF AND APPROVING AND DELIVERING THE DECISION, WRIT
12 LARGE, AND THIS IS KIND OF A WAY FOR US TO KEEP TABS ON THAT
13 AND AS WE UNDERSTAND AND MOVE THROUGH THESE INDIVIDUAL PROCESS
14 ELEMENTS, YOU KNOW, HOW THAT IS BEING HANDLED AND ORGANIZED,
15 AND AS I MENTIONED A SECOND AGO, IT GIVES US THE BASIS FOR
16 FIGURING OUT WHERE, ALONG THIS, IF YOU WERE TO HIGHLIGHT
17 SPECIFIC ASPECTS OF THE DECISION RIGHTS PROCESSES, WHERE WE
18 WOULD BE MAKING CHANGES. AND YOU WOULD SEE EITHER ADDITIONAL
19 RS, OR A CHANGE IN WHO IS RESPONSIBLE WITHIN ACCOUNTABILITY.
20 THIS GIVES US A REALLY STRONG FOUNDATION OF KIND OF A DATA
21 BASED VIEW OF THE OVERALL ACTIVITIES THAT THEN WE CAN VISIT TO
22 UNDERSTAND WHERE CHANGES MIGHT NEED TO BE MADE. OKAY? WE CAN
23 MOVE TO THE NEXT ONE. MOST IMPORTANTLY TIED TO THE LAST PIECE
24 IS MAKING SURE WE CAN CONTEXTUALIZE ALL OF THE UNDERLYING
25 INFORMATION AND I MENTIONED HOW WE TRIANGULATE AND UTILIZE



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1 MULTIPLE SOURCES OF DATA TO HAVE A STRONG BACKING FOR ANY OF
2 THE CURRENT STATE WORK OR FUTURE WORK THAT WE UNDERTAKE. AND
3 THIS IS LOOKING AT THE KIND OF ANECDOTAL DATA, BUT BEING
4 LOOKING AT WHAT WE HAVE GOTTEN FROM DISCUSSIONS, FOCUS GROUPS,
5 ET CETERA, BUT ALSO SPECIFIC WORK PRODUCT THAT'S ALREADY BEEN
6 PRODUCED IN ALL THESE DIFFERENT AREAS. SO BRINGING ALL THOSE
7 TOGETHER IS, AGAIN, WHAT ALLOWS US TO KIND OF MAKE THESE
8 STATEMENTS AROUND EITHER THE CURRENT OR FUTURE STATE, AND WE
9 WANT TO MAKE SURE WE'RE APPROPRIATELY CAPTURING THAT BUT
10 OFTENTIMES IT'S NOT ONE OVERRIDING PIECE OF DATA OR
11 INFORMATION THAT'S LEADING US TO A CONCLUSION BUT A CAREFULLY
12 WEIGHING BALANCE OF WHAT WE'RE HEARING ACROSS MULTIPLE INPUTS
13 AND THAT MAKES A RICHER AND WELL INFORMED DECISION BUT ALSO
14 SPEAKS TO THE WAY THAT WE LIKE TO ENGAGE TO ACTUALLY GET
15 THROUGH THIS TYPE OF PROCESS AND MAKE SURE EVERYONE IS HAVING
16 A CHANCE TO TOUCH IT AND PROVIDE INPUTS WHETHER THIS'S
17 ACTUALLY SPEAKING WITH SOMEONE OR INCLUDING PRIOR WORK THEY
18 WOULD LIKE TO SUBMIT TO MAKE SURE THAT WE INCLUDING IT
19 APPROPRIATELY. THIS HIGHLIGHTS FOR US THE MULTIPLE DATA STREAM
20 LEADING TO WHAT WE HOPE ARE ANSWERS THAT CERTAINLY POINT US IN
21 THE RIGHT DIRECTION TOWARD THAT NETWORK MANAGEMENT
22 RECOMMENDATION AND EVENTUAL MODEL MOVING FORWARD. OKAY? NEXT
23 SLIDE. AND, OBVIOUSLY, WHAT WE JUST SAW OVER THE LAST SEVERAL
24 PAGES IS QUITE A BIT IN TERMS OF WORK PRODUCT, BUT WE DID WANT
25 TO HIGHLIGHT FOR EVERYONE THAT THERE WILL BE, SORT OF,



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1 SYNTHESIS BOTH EARLY ON AND KIND OF AS WE GO FORWARD. SO, YOU
2 KNOW, THINKING BACK TO SOME OF THE COMMENTARY AT THE BEGINNING
3 OF THE DISCUSSION HERE, YOU KNOW, WE WILL BE LOOKING TO PULL
4 IN ALL THESE PIECES OF -- ALL THESE PIECES OF DATA, AND THEN
5 THINK ABOUT THE WAYS IN WHICH WE CAN KIND OF ARTICULATE OR
6 DEVELOP A CURRENT STATE ASSESSMENT THAT REALLY REFLECTS
7 TODAY'S VERSION OF THE WORLD, AND THEN BE ABLE TO
8 APPROPRIATELY PIVOT TO GET US TO A FUTURE STATE, AS WELL. BUT,
9 THIS IS PRIMARILY JUST TO GIVE EVERYONE AN EXAMPLE, AS WE GET
10 INTO MORE DEPTH OF WHAT THAT CURRENT STATE IS GOING TO LOOK
11 LIKE -- IS GOING TO LOOK LIKE FOR EACH OF THE SIX AREAS, AND
12 THE LEVEL OF DETAIL THAT WE'RE GOING TO BE ABLE TO PROVIDE AS
13 WE'RE GETTING INTO MORE DECISION-MAKING, REGARDING IT, LATER
14 ON. OKAY? WE CAN GO TO THE NEXT SLIDE. SO I HAVE ALREADY
15 REFERENCED A COUPLE OF TIMES THE PIVOT FROM CURRENT STATE TO
16 WHAT THE FUTURE STATE WILL LOOK LIKE. AND, SO, A FEW WAYS IN
17 WHICH WE REALLY WANT TO ALSO BREAK THIS DOWN AND THINK ABOUT
18 IT. I JUST WANT TO WALK THROUGH THIS SPECIFIC, SORT OF,
19 TEMPLATE EXAMPLE OF EVERYTHING GRAYED OUT, AND THEN WE'LL LOOK
20 AT WHAT IT POTENTIAL MEANS WHEN YOU APPLY IT TO ONE OF THE
21 PILOT AREAS IN JUST A MOMENT. BUT YOU WILL SEE THERE THAT,
22 SIMILAR TO THE WAY THAT WE TEED UP THE CONVERSATION, EACH OF
23 THOSE, SORT OF, ELEMENTS OF THE OPERATING MODEL WILL GET ITS
24 OWN DUE. AND SO THERE WILL BE THE SUMMATION OF THE CURRENT
25 STATE ASSESSMENT THAT WILL LOOK TO, SORT OF, SYNTHESIZE AT THE



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1 HIGHEST LEVEL WHILE STILL HAVING A LOT OF THAT BACKING
2 INFORMATION THAT WE COVERED ON THE MORE TECHNICAL ROLES AND
3 RESPONSIBILITIES PAGES. BUT THEN WE'LL THINK VERY QUICKLY
4 ABOUT WHAT THAT FUTURE STATE LOOKS LIKE. AND, AGAIN, TRYING TO
5 PARSE OUT, YOU KNOW, WHAT ASPECTS OF GOVERNANCE AND DECISION
6 RIGHTS OR CORE PROCESS AND TECHNOLOGY OR TOOLS, FOR EXAMPLE,
7 WOULD IDEALLY BE POSITIONED, OR WOULD BEST KIND OF PROVIDE US
8 BEST OUTCOMES IN A REGIONAL VERSUS A LOCAL MODEL. AND SO, IF
9 YOU SEE THERE, WE HAVE GOT THE TWO COLUMNS THAT HELP US TO DO
10 THAT, TO KIND OF PULL THOSE APART A BIT AND HIGHLIGHT WHAT THE
11 CONTRIBUTIONS WOULD BE FROM A REGIONAL AND A LOCAL ASPECT, IN
12 A POTENTIAL FUTURE STATE. AND THEN ON THE FAR RIGHT HAND SIDE
13 OF THE PAGE, YOU WILL SEE, WE ACTUALLY PARSE THAT A LITTLE BIT
14 FURTHER INTO INITIATIVES. AND THOSE ARE CRITICAL, BECAUSE
15 THOSE ARE THE ONES -- THOSE INITIALLY ARE REALLY INTENDED TO
16 HELP CLOSE THAT GAP, SO YOU COULD ALMOST THINK OF THEM AS THE
17 BRIDGE BETWEEN THE CURRENT STATE ASSESSMENT AND WHAT WE THINK
18 THAT FUTURE STATE WILL LOOK LIKE. SO AS WE GO FORWARD AND KIND
19 OF EVOLVE AND MATURE OUR FINDINGS HERE, WE'LL CONTINUE TO
20 UNDERSTAND WHAT INITIATIVES HAVE TO BE HAVE TO BE TABULATED
21 AND TAKEN INTO ACCOUNT, AND HOW THOSE WILL EVENTUALLY HAVE
22 IMPACTS ON THE SPECTRUM OF REGIONAL VERSUS LOCAL ROLES IN THE
23 FUTURE. WE WOULD LIKE TO PROVIDE AN EXAMPLE OF WHAT THE FUTURE
24 STATE COULD LOOK LIKE, AND AS NOTED ON THE SLIDE, IT'S
25 REPRESENTATIVE OF AN ONGOING PROCESS, SO TO SOME DEGREE WE



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1 WANT TO MOVE QUICKLY AND TREAT THESE AS TRUE PROOF CONCEPTS OR
2 PILOTS AND GIVE A SENSE OF WORK PRODUCT COMING OUT OF THIS,
3 AND CERTAINLY IN TERMS OF MAKING SURE THAT IT REPRESENTS THE
4 RIGHT KIND OF SETS OF INITIATIVES. BUT YOU WILL SEE HERE AS WE
5 BEGIN TO PARSE OUT THOSE REGIONAL VERSUS LOCAL ROLES, WE'LL
6 LOOK AT A COUPLE OF EXAMPLES HERE UNDER CORE PROCESS, FOR
7 EXAMPLE, YOU SEE A REAL DELINEATION BETWEEN THE MANAGEMENT OF
8 THE REGIONAL FARE CARD SYSTEM ITSELF, AND THE, PROBABLY
9 SYSTEMATIC DISTRIBUTION OF FUNDS WITHIN THE LOCAL ROLE OF
10 RESPONSIBILITY, THE MANAGEMENT OF THE FARES THEMSELVES, AND A
11 COMPLIANCE WITH TITLE SIX, ALONG WITH THE TACTICAL
12 INSTALLATION AND MAINTENANCE OF THE COLLECTION OF EQUIPMENT
13 ITSELF. SO, THAT, I THINK, IS JUST ONE EXAMPLE, AMONG MANY, OF
14 KIND OF HOW WE WOULD -- WE WOULD BEGIN TO TEASE THESE OUT AND
15 HIGHLIGHT THE ROLES OR THE ACTIVITIES THAT WOULD BE MOST
16 APPROPRIATE AT A REGIONAL VERSUS A LOCAL, KIND OF LOCAL
17 CONTROL. AND THEN, AS MENTIONED, ON THE RIGHT HAND SIDE ARE A
18 SET OF INITIATIVES THAT IT WOULD HELP YOU CLOSE THAT GAP,
19 HELPING MOVE FROM THE CURRENT STATE TO THE FUTURE STATE. AS
20 I'M SURE A FEW PEOPLE ARE QUITE FAMILIAR WITH, THE ONGOING
21 WORK RELATED TO CLIPPER AND ITS ACCOUNT BASED TRANSITION, THE
22 STATEMENT OF A BROADER AND MORE WELL UNDERSTOOD SET OF
23 TRANSFER AND AGENCY PASS AGREEMENTS AND THINGS OF THAT NATURE.
24 SO THAT ALL OF THOSE WILL BE ABLE TO HIGHLIGHT THE WAYS IN
25 WHICH THOSE KIND OF DO THAT JOB OF MOVING FROM THE CURRENT TO



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1 THE FUTURE STATE, AND WHAT WE REALLY NEED TO DO IS TO MAKE
2 SURE THAT, AS WE DEVELOP THOSE, THAT THEY ARE ALL -- THAT
3 WE'RE MAKING SURE THAT THEY KIND OF PUSH US IN THE RIGHT
4 DIRECTION, AND THEY ARE GOING TO ACHIEVE MANY OF THE BENEFITS
5 OR THE OUTCOMES THAT WE THOUGHT ABOUT TOWARD THE TOP OF THE
6 PRESENTATION. I'LL PAUSE FOR QUESTIONS.

7

8 **DENIS MULLIGAN, CHAIR:** I'LL CALL UPON CHRISTINE FITZGERALD.

9

10 **CHRISTINE FITZGERALD:** A LOT OF TECHNICAL QUESTIONS IN THE
11 SENSE OF WORDING. IN THE SENSE OF WONDERING, TWO THINGS REALLY
12 QUICKLY, AND THEY CAN BE ANSWERED TOWARDS THE END IF YOU
13 CHOOSE, ONE, WHEN YOU DO THE IN-PERSON STUDIES, THE FOCUS
14 GROUPS, ET CETERA, ET CETERA, ARE YOU LOOKING AT, SPECIFICALLY
15 AT, THE DISABILITY COMMUNITY THAT'S MOST BEING IMPACTED BY ALL
16 OF THIS? THE OTHER QUESTION I HAVE IS, GOING FORWARD, ALSO
17 LOOKING AT THE OTHER SIDE OF IT, WHERE THIS BODY ENDS, HAVING
18 ANOTHER BODY COME ON, AND AS CONSULTANTS, WHAT'S DONE,
19 ADVISERS, IF YOU WILL, TO THE ENTITY, MAKING SURE THAT PEOPLE
20 HAVING LIVED EXPERIENCE ARE ON THAT BODY? THANK YOU.

21

22 **DENIS MULLIGAN, CHAIR:** THANKS CHRISTINE. I'LL TURN IT OVER TO
23 JOSH AND GUY TO PROVIDE SOME CLARIFICATION.

24



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1 **GUY WILKINSON:** YEAH, SO, JUST IN TERMS OF THAT QUESTION AROUND
2 DISABILITY. I MEAN, THE INTENT, OBVIOUSLY, AS WE GO THROUGH
3 THIS IS THAT WE'LL HAVE ALL, SORT OF, STAKEHOLDERS WHO HAVE AN
4 ACTIVE INTEREST PARTICIPATING IN SOME OF THE DISCUSSIONS ON
5 THIS. THERE IS A FUNCTIONAL AREA, AS WELL, THAT FOCUSES
6 SPECIFICALLY ON ACCESSIBILITY, AS WELL, BUT OBVIOUSLY WE'LL
7 TOUCH ON THAT THEME. SO, THAT'S CERTAINLY THE INTENT THAT WE
8 WOULD HAVE PERSPECTIVE, FROM AN DIVERSE RANGE OF PERSPECTIVES
9 FORMING OUR ANALYSIS.

10

11 **DENIS MULLIGAN, CHAIR:** THANK YOU, GUY.

12

13 **JOSH HESTERMAN:** THAT SOUNDS RIGHT. AND CHRISTINE, WE'LL GET
14 INTO THE IMPLEMENTING AND THE PROGRAMMATIC WAY THAT WE TAKE
15 FORWARD THE WORK IN JANUARY AND FEBRUARY AND BEYOND. SO WE'LL
16 MAKE SURE TO PULL THAT OUT AT THE VERY END IF THAT WORKS. I
17 THINK WE CAN GO AHEAD AND MOVE ON TO THE NEXT PAGE QUICKLY. SO
18 THIS, AGAIN, IS IN-PROCESS WORK RELATED TO WAYFINDING, AND
19 SIMILAR TO THE FARE INTEGRATION EXAMPLE ABOVE WE'LL CONTINUE
20 TO VET AND WORK THROUGH THIS BUT IN THE SAME GENERAL PROCESS
21 AND WAYS THAT WE'RE THINKING ABOUT, THINKING ABOUT MAKING THE
22 TRANSITION BETWEEN A CURRENT STATE, AND FUTURE STATE, AND HOW
23 DO THAT BRIDGING ACTION. SO I THINK THAT WE'LL CONTINUE TO
24 REFINE THIS CERTAINLY, AND IT WILL -- I DON'T KNOW IF I'M
25 GETTING FEEDBACK HERE -- [AUDIO DIFFICULTIES] ONE SECOND.



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1 OKAY. SORRY ABOUT THAT. AND I THINK THAT THE SAME GENERAL KIND
2 OF PROCESS AND METHODOLOGY WILL BE APPLIED HERE. WE'LL
3 CONTINUE TO THINK ABOUT THE BEST WAY TO KIND OF TEASE OUT OR
4 SEPARATE THE REGIONAL AND THE LOCAL SETS OF RESPONSIBILITIES,
5 AND ALONG THAT SPECTRUM, YOU KNOW, DETERMINE HOW TO CRAFT A
6 SET OF INITIATIVES THAT ARE GOING TO GET US TO THE ANSWER THAT
7 WORKS, AND PROVIDES US THAT -- YOU KNOW, THE COST EFFECTIVE
8 BENEFITS FOCUSED SOLUTION THAT WE'RE ALL CERTAINLY LOOKING
9 FOR. I THINK WE CAN GO AHEAD AND GO TO THE NEXT ONE. AND,
10 HERE, THIS IS A BIT KIND OF BRINGING IT FULL CIRCLE, OR FULL
11 WHEEL, I GUESS, AS WE WERE KIND OF TALKING ABOUT IT EARLIER.
12 BUT IF YOU THINK AGAIN ABOUT THE INTERDEPENDENT NATURE AS WAS
13 TALKED ABOUT AT THE BEGINNING OF MANY OF TEASE OPERATING MODEL
14 ELEMENTS, I THINK IT'S CLEAR EVEN WITH THE RELATIVELY SIMPLE
15 SET OF INITIATIVES IN PROGRESS IN ANY ONE OF THESE AREAS,
16 TAKING INTO ACCOUNT THE INTERDEPENDENT ASPECTS, BECAUSE IN OUR
17 EXPERIENCE IT'S ALMOST IMPOSSIBLE TO MAKE, SORT OF, A SILOED
18 OR STRUCTURAL CHANGE CONSIDERING ASPECTS OF PROCESS HOW YOU
19 MEASURE SPECIFIC CHANGE IN ROLE, IT BECOMES A VERY, SORT OF,
20 TECHNICALLY RIGOROUS DESIGN PROCESS THAT YOU HAVE TO FOLLOW TO
21 MAKE SURE THAT THESE, AGAIN, QUOTE, UNQUOTE "INITIATIVES" MAY
22 HAVE UNINTENDED CONSEQUENCES OR RIPPLE EFFECTS SO YOU REALLY
23 HAVE TO SPEND A LOT OF TIME THINKING THROUGH THE DESIGN FOR
24 THAT SPACE. AS YOU SEE HERE, A FEW EXAMPLES OF THIS ARE THERE
25 ON THE PAGE WHERE YOU WILL SEE SOME WHERE, LIKE, THE CLIPPER



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1 TWO, THE MIGRATION TO THE CLIPPER TWO ACCOUNT BASED SYSTEM IS
2 SOMETHING THAT LIKELY IMPACTS THE ENTIRE OPERATING MODEL THAT
3 WE'LL BE DESIGNING FOR IN THE FUTURE. SO IT REQUIRES A LOT OF
4 VERY DELIBERATE THOUGHT ON HOW SOMETHING LIKE THAT MIGHT
5 IMPACT ALL OF THE STAKEHOLDERS, AND ON THE OTHER END OF THAT
6 SPECTRUM, YOU MAY HAVE, SORT OF, MORE POLICY-FOCUSED ASPECTS
7 THAT STILL, THEORETICALLY, ARE HOUSED KIND OF IN THE DECISION
8 RIGHTS BUCKET, BUT CERTAINLY HAVE LOTS OF PROCESS RELATED AND
9 METRICS RELATED KNOCK-ON EFFECTS THAT HAVE TO BE CONSIDERED
10 LOOKING AT TYPES OF PERFORMANCE MANAGEMENT STANDARDS, AND
11 REPORTING ON FARES, OR REVENUES THAT MIGHT BE NEEDED AT
12 DIFFERENT LEVELS OF OPERATION TO MAKE SURE EVERYONE
13 UNDERSTANDS WHAT THOSE KIND OF, SORT OF, WATER FALL EFFECTS OR
14 CASCADING EFFECTS COULD LOOK LIKE. SO THIS IS REALLY US JUST
15 TRYING TO PUT SOME STRUCTURE AROUND THE PROCESS OF DOING THE
16 DESIGN SO THAT WE CAN SOLVE FOR AS MANY OF THOSE POTENTIAL
17 CONSEQUENCES, AS WE CAN, AND REALLY UNDERSTAND THE ENTIRETY,
18 THE TOTALITY OF WHAT A DESIGN CHANGE MIGHT LOOK LIKE BEFORE WE
19 REALLY ENTER INTO THE DETAIL SPECKS OF IT. OKAY. WE CAN MOVE
20 TO THE NEXT SLIDE.

21
22 **GUY WILKINSON:** I'M PICKING THIS ONE UP. SO THERE IS ALSO
23 CONSIDERATION AROUND, YOU KNOW, YOU CAN DESIGN THE FUTURE
24 STATE OPERATING MODEL, BUT ULTIMATELY, WE NEED TO BE
25 SUCCESSFUL IN EXECUTION AND IMPLEMENTATION OF THAT. SO, THE



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1 WORK IS GOING TO PIVOT TOWARDS IMPLEMENTATION AS WE MOVE
2 TOWARDS THE ENDS OF THIS YEAR. AND JUST, MAYBE WHAT WE MEAN BY
3 THAT, IN TERMS OF HIGHLIGHTING THAT, THERE ARE SOME ENABLERS,
4 FOR EXAMPLE, RIGHT, THAT CAN ACHIEVE THAT, AND SUPPORT
5 IMPLEMENTATION OF A SUCCESSFUL OPERATING MODEL. THERE IS A
6 PROGRAM MANAGEMENT FUNCTION, POTENTIALLY REQUIRED, THAT'S
7 RESPONSIBLE FOR OVERSIGHT, COMPLIANCE, AND TRACKING TO ENSURE
8 THAT REAL PROGRESS, TANGIBLE PROGRESS IS MADE, GOALS ARE
9 ACHIEVED, AND THERE IS MEASURES OF SUCCESS. THERE IS A CHANGE
10 MANAGEMENT PROCESS, AS WELL, RIGHT. SO PROCESSES AND
11 TECHNIQUES IN PLACE TO PREPARE AND SUPPORT CHANGE. AND THAT --
12 THOSE TECHNIQUES, WILL BE FURTHER DEFINED AS WE MOVE THROUGH
13 THIS PROCESS, AGAIN CRITICAL IN ORDER TO ACTUALLY TRANSITION
14 TO THE FUTURE MODEL. WE'LL ALSO BE GETTING EVERYBODY ON THE
15 SAME PAGE, RIGHT? SO COMMUNICATIONS AND HAVING A CLEAR
16 COHERENT COMMUNICATION PLAN ASSOCIATED WITH THAT IS INCREDIBLY
17 IMPORTANT, ESPECIALLY WITH SO MANY STAKEHOLDER GROUPS
18 REPRESENTED, THAT HAVE A KEY INTEREST IN THE SUCCESSFUL
19 OUTCOME OF THIS PROGRAM. SO, YOU CAN'T LOSE SIGHT OF THOSE
20 IMPORTANT IMPLEMENTATION CONSIDERATIONS THAT REALLY HELP THE
21 PROGRAM ACHIEVE SUCCESS, AND MAKE WHAT WE'RE PUTTING INTO
22 PLACE, ULTIMATELY STICK, AND CHANGE STICK. WITH THAT, WE'RE
23 GOING TO WRAP UP WITH ONE MORE SLIDE HERE, AND I THINK, TAKE
24 THEN TAKING COMMENTS AND QUESTIONS. BUT OBVIOUSLY, NEEDED NEXT
25 STEPS, GETTING FEEDBACK ON APPROACH AND METHODOLOGY. WE'RE IN



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1 THE PROCESS, AS JOSH EXPLAINED ALREADY, OF GATHERING
2 INTERVIEWS, DATA COLLECTION, CONSULTATION, TO SUPPORT OUR
3 ANALYSIS AROUND THE SIX FUNCTIONAL AREAS IN TERMS OF CURRENT
4 STATES, AND THEN OUR FUTURE STATE ASSESSMENTS. AND WE'RE IN
5 THE PROCESS, OBVIOUSLY, LOOKING FOR TO UPDATING THE AG, IN THE
6 FUTURE ON THE TEMPLATES AND THE ANALYSIS TO SUPPORT OUR
7 ANALYSIS OF CURRENT AND FUTURE STATE. SO, WITH THAT, THAT
8 CONCLUDES THE FORMAL PART OF OUR PRESENTATION TODAY, AND HAPPY
9 TO TAKE QUESTIONS AND COMMENTS.

10

11 **DENIS MULLIGAN, CHAIR:** THANK YOU JOSH AND GUY. THAT WAS A VERY
12 DETAILED AND THOROUGH PRESENTATION. I'LL CALL ON THE ADVISORY
13 GROUP MEMBERS IN THE ORDER THAT YOU RAISE YOUR HANDS.
14 FIRSTHAND I SEE IS CHRISTINE. CHRISTINE, PLEASE GO AHEAD.

15

16 **CHRISTINE FITZGERALD:** I WOULD LIKE TO DO A DEEPER DIVE ON THE
17 QUESTION I HAD BEFORE AND SAY, HOW WILL THESE NEW DISCUSSIONS
18 WITH RIDERS BE CONDUCTED? THE REASON THEY ASK IS, FOR
19 INSTANCE, BEING A PART OF THE CTMA HERE IN SANTA CLARA COUNTY,
20 I HEAR FROM A LOT OF PEOPLE WHO RIDE PARATRANSIT AND HAVE A
21 LOT OF GOOD AND BAD EXPERIENCE IN THEIR INTERACTIONS, AND
22 WOULD CAPTURING THAT PARTICULAR GROUP OF PEOPLE, WOULD BE OF
23 TREMENDOUS BENEFIT TO THIS PROCESS, BECAUSE YOU CAN GET A
24 BETTER PICTURE OF HOW THIS COUNTY WORKS VERSUS OTHER COUNTIES.
25 SO, I JUST WANTED TO PUT THAT OUT THERE.



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1

2 **GUY WILKINSON:** THERESE, DO YOU WANT TO COMMENT FURTHER?

3

4 **THERESE MCMILLAN:** I DO. THANK YOU, CHRISTINE FOR THAT

5 OBSERVATION. I THINK THAT KIND OF FEEDBACK WILL SHAPE WHEN WE

6 LOOK AT THE ACCESSIBILITY FUNCTIONAL AREA THAT WILL BE RUN

7 THROUGH IN LARGE PART THROUGHOUT ANALYTIC TRAPS THAT WE HAD

8 THE PRESENTATION ON TODAY. IF YOU RECALL THE SOURCES OF DATA

9 AND INFORMATION FEEDBACK CAN BE ON MULTIPLE LAYERS AND I THINK

10 WHAT YOU'RE SPEAKING TO IS YOU WANT TO ASSURE THAT RIDERS

11 USING THE SYSTEM ARE SOMEHOW BUILT INTO WHERE YOU GET THE

12 INFORMATION FROM, THAT HELPS SETUP, ULTIMATELY THE DIAGNOSTIC

13 WE SEE. I SEE A NODDING HEAD. SO I THINK THIS'S WHAT YOU ARE

14 ASKING. YES.

15

16 **DENIS MULLIGAN, CHAIR:** THANKS THERESE. NEXT UP IS MR. JIM

17 WUNDERMAN. YOU ARE MUTED, JIM.

18

19 **JIM WUNDERMAN:** CAN YOU HEAR ME OKAY NOW?

20

21 **DENIS MULLIGAN, CHAIR:** YES WE CAN.

22

23 **JIM WUNDERMAN:** SO SORRY ABOUT THAT. SOME TECHNICAL ISSUES.

24 BOTTOM LINE, QUITE AN ANALYTICAL PRESENTATION. I'M QUITE WORN

25 OUT JUST LISTENING TO IT. BUT, YOU KNOW, I GUESS I FEEL LIKE



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1 WE HAVE BEEN AT THIS FOR QUITE A WHILE, AND I THINK, YOU KNOW,
2 IT'S OBVIOUSLY BEEN THOUGHT THROUGH QUITE A BIT BY PEOPLE WHO
3 ARE, YOU KNOW, VERY PROFESSIONAL, AND IN ALL ARE WELL
4 INTENDED, AND THERE IS A LOT OF COMPLEX INTERRELATIONSHIPS AND
5 INTERSECTIONS HERE THAT I THINK HAVE TO BE CONSIDERED, AND I
6 THINK THAT KIND OF COMES OUT IN THE ANALYSIS. AND I AGREE WITH
7 THAT. THERE IS, I GUESS THERE IS, IN ANYTHING LIKE THIS, THERE
8 IS A LOT OF CONSIDERATION FOR THE VARIOUS ORGANIZATIONS THAT
9 ARE INVOLVED, AS THERE SHOULD BE. YOU KNOW, I KIND OF WENT
10 FROM A PURE BUSINESS CASE, I WONDER ABOUT IF WE'RE REALLY
11 THINKING ABOUT THE CUSTOMER ENOUGH, AND I WANT TO MAKE SURE
12 THAT AS WE GO FORWARD WE ARE, BECAUSE ULTIMATELY THAT'S WHAT
13 THIS REALLY IS ABOUT IS ENSURING THAT THE CUSTOMERS WHO RELY
14 ON THESE SYSTEMS, WHO WE WANT TO BRING IN OR RETAIN, OR GROW
15 THE BUSINESS, YOU KNOW, HAVE THAT OPPORTUNITY. BECAUSE THEY
16 UNDERSTAND IT BETTER, AND THE SYSTEM PRESENTS ITSELF BETTER.
17 THE FARES ARE FAIRER, ALL OF THOSE KINDS OF THINGS THAT WE'RE
18 TALKING ABOUT ACHIEVING. AND I GUESS, AS WE GO THROUGH THIS
19 VERY HEAVY ANALYTICAL, PROCESS, PIECE BY PIECE, LET'S NOT MAKE
20 A MISTAKE. LET'S DO IT RIGHT ANALYZE EVERYTHING APPROACH, I
21 THINK WE'LL LOSE MOMENTUM. SO I GUESS I THINK THIS IS SIMILAR
22 TO WHAT ADINA RAISED EARLIER. YOU KNOW, WE'RE WATCHING, AND WE
23 CARE, AND WE WANT TO MAKE SURE THAT AT THE, YOU KNOW, THAT
24 THIS PROCESS GAINS THE RESULTS THAT WE ALL TALKED ABOUT. AND I
25 THINK, YOU KNOW, WE HAD BUILT A LOT OF MOMENTUM TOWARDS, AND,



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1 I HOPE THAT'S WHERE WE'RE CONTINUING TO GO HERE. SO, WITH
2 THAT, YOU KNOW, I'LL KIND OF LEAVE IT AT THAT. I DON'T REALLY
3 NEED YOU TO RESPOND TO T BECAUSE I THINK -- IF YOU DON'T
4 UNDERSTAND WHAT YOU MEAN, THEN YOU CAN ASK ME. BUT, OTHERWISE,
5 I'M GOING -- I THINK MY PHONE IS GOING TO DIE SOON. SO IF MY
6 PHONE DROPS OFF, IT'S NOT DUE TO LACK OF INTEREST. THANK YOU
7 FOR THE WORK. IT'S VERY IMPRESSIVE WORK. ALTHOUGH I WOULD HAVE
8 THOUGHT WAY BACK WHEN I STUDIED BUSINESS MANAGEMENT BACK IN
9 THE 1970S, THAT YOU COULDN'T DELEGATE RESPONSIBILITY AND
10 ACCOUNTABILITY. I GUESS SOMEWHERE WE REVERSED ACCOUNTABILITY
11 AND RESPONSIBILITY, BUT IT'S REALLY NOT IMPORTANT TO THIS
12 DISCUSSION. THANK YOU.

13

14 **DENIS MULLIGAN, CHAIR:** THANKS JIM. NEXT PERSON, ADINA LEVIN.

15

16 **ADINA LEVIN:** OKAY. SO, I WANTED TO BUILD ON SOME THINGS THAT
17 JIM WUNDERMAN AND CHRISTINE FITS JUST SAID AND MAKE A COMMENT
18 ON SLIDE 14, AND THEN I WANT TO MAKE SOME COMMENTS ABOUT THE
19 FRAMEWORK, LOOKING AT SLIDE SEVEN. SO IF SOMEBODY COULD BRING
20 UP 14? IN 14, I THINK THIS'S THE ONE THAT TALKED ABOUT FOCUS
21 GROUPS. BUT WHAT I DID NOT SEE ON THERE WAS FOCUS GROUPS, AS
22 RELATED TO THE GOVERNANCE AND ACCOUNTABILITY QUESTIONS, AND
23 THERE ARE A VARIETY OF TYPES OF CUSTOMERS AS IN JIM
24 WUNDERMAN'S CONSTITUENTS CITIES, CUSTOMERS DEPENDENT ON THE
25 TRANSIT SYSTEM, HOW THE CUSTOMERS LOOK AT VARIABLES AND



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1 DIFFERENT PROPOSALS ADDRESSING THE SYSTEM BEING ACCOUNTABLE TO
2 THOSE CUSTOMERS, LIKE THE EXAMPLE OF THE WAYFINDING WHERE THE
3 DISABILITY COMMUNITY LOOKED AT THE SCOPE OF THE STUDY AND
4 FOUND SOMETHING THAT WAS MISSING, BUT FOUND IT LATE, IS AN
5 EXAMPLE OF SOMETHING WHERE HAVING THE TYPE OF CUSTOMER
6 INVOLVEMENT IN A FOCUS GROUP ASKING, IS THIS ACCOUNTABILITY
7 STRUCTURE LIKE, WILL THAT WORK FOR US AT THE END OF THE DAY, I
8 THINK THAT'S REALLY IMPORTANT. SO, AND IT'S NOT ONLY, AS
9 CHRISTINE HAD MENTIONED, AT THE ADVISORY LEVEL, BUT
10 POTENTIALLY AT THE DECISION-MAKING LEVEL, ITSELF, THE TRANSIT
11 CENTER HAS DONE SOME REALLY ROBUST WORK ON REPRESENTATION AT
12 THE LEVEL OF TRANSIT GOVERNANCE AND HOW IMPORTANT THAT CAN BE
13 IN TERMS OF HAVING A SYSTEM THAT MEETS THE NEEDS OF ITS RIDERS
14 AND CUSTOMERS. IF YOU CAN GO TO THE SLIDE SEVEN, BECAUSE I
15 HAVE A COUPLE OF OTHER POINTS ABOUT THE STRUCTURE HERE, AS IT
16 RELATES TO THE THINGS ON HERE. SO, ONE OF THEM IS IN TERMS OF
17 THOSE CUSTOMER BENEFITS, HOPING THAT THE FRAMEWORK IS LOOKING
18 AT BIGGER SCALE, RIDERSHIP, AND VEHICLE MILES TRAVELED
19 REDUCTION, THAT WE REALLY NEED TO BE ABLE TO ADDRESS OUR
20 CLIMATE CRISIS. AND, LIKE, WHAT ARE THE TYPES OF STRUCTURES
21 THAT WILL BE MOST CONDUCIVE TO GETTING TO THOSE RIDERSHIP AND
22 CLIMATE BENEFITS ONE OF THE THINGS I WANT TO SEE IN THIS SLIDE
23 THAT IS A LITTLE BIT CONCERNING IS THAT BOTH OF THESE
24 MENTIONED TIER THREE ON THE FARES AND TIER THREE ON THE
25 WAYFINDING. WHEN THOSE STUDIES WERE CONDUCTED, THERE WAS A,



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1 FOR EXAMPLE, THE HIGHEST LEVEL OF WAYFINDING BENEFIT WAS FOUND
2 AT THIS GREATEST HIGHEST TIER FOUR, BUT THE CONCLUSION WAS
3 THAT WE DIDN'T YET HAVE A KIND OF GOVERNANCE IN PLACE THAT
4 WOULD BE ABLE TO DELIVER TIER FOUR, SO THE RECOMMENDATION WAS
5 MADE TO STOP AT TIER THREE. BUT IF, IN THE MEDIUM TO LONGER
6 TERM, WE HAVE A GOVERNANCE MODEL IN MIND THAT COULD GET US TO
7 THE BEST OUTCOMES, I THINK THAT DOOR SHOULD BE OPENED, NOT IN
8 TERMS OF CHANGING THE IMMEDIATE PROJECT THAT'S BEING WORKING
9 ON NECESSARILY, BUT TO BE ABLE TO LOOK AT HOW WE GET TO THAT
10 BEST GOAL. AND SIMILARLY TO THE FARE INTEGRATION THE
11 RECOMMENDATION WAS STOPPING AT TIER THREE BECAUSE WE DIDN'T
12 HAVE THE GOVERNANCE THAT IT WAS ENABLING GETTING TO THE
13 DEEPEST LEVEL WITH THE GREATEST AMOUNT OF EQUITY, AND DO THAT
14 ALSO REQUIRED FUNDING. BUT IF WE ARE LOOKING AT THE BEGIN AND
15 END IN MIND WHERE WE WANT TO LOOK AT OPTIONS WHERE OUTCOMES
16 THAT WE WANT TO BE, THOSE DOOR FOR THE BEST OUTCOMES SHOULD BE
17 OPENED. THANK YOU.

18
19 **DENIS MULLIGAN, CHAIR:** THANK YOU ADINA. TO THE CONSULTANTS,
20 THERESE, DO WE WISH TO RESPOND OR CONTINUE WITH COMMENTS?

21
22 **THERESE MCMILLAN:** I THINK WE SHOULD CONTINUE TAKING NOTES AND
23 MAYBE THERE IS SOME WRAP UP WE CAN DO AT THE END. DOES THAT
24 MAKE SENSE?



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1 **DENIS MULLIGAN, CHAIR:** THAT MAKES A LOT OF SENSE. THANKS. IN
2 THE ORDER THAT I SAW HANDS RAISED, NEXT UP IS MADAM VICE
3 CHAIR.

4

5 **ALICIA JOHN-BAPTISTE, V. CHAIR:** THANK YOU CHAIR MULLIGAN. AND
6 TO THE TEAM, I LOOKED AT ALL THE MATERIALS IN ADVANCE, AND
7 IT'S REALLY HARD TO ABSORB THAT LEVEL OF INFORMATION WITHOUT
8 SOMEBODY WALKING YOU THROUGH T SO THIS WAS REALLY HELPFUL TO
9 GET AN UNDERSTANDING OF WHAT EXACTLY IS MEANT BY THIS
10 APPROACH. AND I HAVE PERSONALLY BEEN SUPPORTIVE OF TAKING ON A
11 DIFFERENT TACK ON THIS WORK, THERE IS SO MUCH TO GET INTO AND
12 GETTING INTO THE TANGIBLE CONVERSATIONS ABOUT THE SPECIFICS OF
13 WHAT WE MEAN WHEN WE MEAN NETWORK MANAGEMENT, REGIONAL NETWORK
14 MANAGEMENT, I THINK, IS REALLY HELPFUL. SO DEFINITELY
15 SUPPORTIVE OF THE PIVOT. I HAVE A COUPLE OF THOUGHTS SIMILAR
16 TO THE POINTS ADINA WAS RAISING. ONE IS WHEN I LOOK AT THE
17 FINAL SUMMARY SLIDE WHEN YOU LOOK INTO IMPLEMENTATION, AND YOU
18 HAVE THE SIX THINGS LISTED OUT, AND THEY LOOK LIKE INDIVIDUAL
19 WORK STREAMS, BUT IT OCCURS TO ME THAT FOR SOME OF US WHEN WE
20 IMAGINE A REGIONAL NETWORK MANAGEMENT FUNCTION WE IMAGINE
21 THOSE WORK STREAMS THAT SIT UNDERNEATH THAT FUNCTION SO WHEN
22 WE THINK ABOUT IMPLEMENTATION AND THINKING ABOUT HOW THIS
23 MOVES FORWARD, IT OCCURS TO ME THAT IT WILL BE IMPORTANT TO
24 ALSO HAVE AS PART OF OUR IMPLEMENTATION STRATEGY, THE
25 STRUCTURING AND CREATION OF THAT FUNCTIONING ITSELF, PARTLY,



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1 IF WE HAVE SIX WORK STREAMS SOMEBODY NEEDS TO OWN THOSE AND
2 THEY ALL NEED TO HAVE A WAY TO MUFF FORWARD. PARTLY BECAUSE AT
3 THE END OF THE DAY WE'RE TRYING TO GIVE OURS THE CAPACITY TO
4 DO THIS WORK CONSISTENTLY AND AT SCALE. AND, SO, YOU DON'T
5 NEED TO RESPOND TO THAT NOW, BUT I THINK IT'S IMPORTANT TO
6 CONSIDER MOVING FORWARD. THE OTHER THING THAT JUMPED OUT TO ME
7 GOING THROUGHOUT PRESENTATION TODAY, THEY HADN'T CONSIDERED IN
8 PRIOR CONVERSATIONS WAS JUST, I THINK THAT THE -- IT WILL BE
9 IMPORTANT FOR US TO BALANCE THE KIND OF PRACTICAL NATURE OF
10 NEEDING TO BE ABLE TO TAKE STEPS FROM WHERE WE ARE TODAY,
11 AGAINST WHAT I THINK MAY END UP BEING BE A DYNAMIC OF
12 PRIVILEGE EXISTING STRUCTURES BY TAKING AN INCREMENTAL
13 APPROACH. I THINK THERE MAYBE SITUATIONS STRONGEST WOULD BE A
14 COMPLETE DEPARTURE FROM THE WAY WE DO THINGS TODAY BUT IF WE
15 ASK OURSELVES WHAT'S THE INCREMENTAL STEPS FROM WHAT WE ARE
16 DOING NOW TO WHAT WE WANT TO BE DOING SOMETIMES WE MIGHT MISS
17 THAT AND, SORT OF, FORE CLOSE POSSIBILITIES. I JUST WANT TO
18 RAISE AWARENESS THAT WE CAN BE CONSCIOUS AND INTENTIONAL ABOUT
19 THAT GOING FORWARD. AND FINALLY TO THE POINT OF WHO IS
20 INVOLVED IN THIS WORK, WHICH HAS COME UP A FEW TIMES IN THE
21 COMMENTS, IT MIGHT BE HELPFUL FROM THE CONSULTANT TEAM TO
22 SHARE WHO YOU ARE INCLUDING IN FOCUS GROUPS AND INTERVIEWS AND
23 ET CETERA, AND THAT MIGHT ANSWER A LOT OF THOSE QUESTIONS FOR
24 PEOPLE. THANK YOU.

25



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1 **DENIS MULLIGAN, CHAIR:** THANK YOU ALICIA. THE NEXT SPEAKER IS
2 THERESE MCMILLAN.

3

4 **THERESE MCMILLAN:** GREAT. AS IS OFTEN THE CASE SOMETIMES I'M
5 PICKING UP ON SOMETHING ALICIA SAID IN TERMS OF THIS. BUT ONE
6 OF THE THINGS -- AND THIS IS REALLY MAYBE AN INTERPRETIVE
7 QUESTION PICKING UP SOME OF THE CONCERNS I'M HEARING. IF WE
8 COULD GO TO SLIDE 16 OR 17, EITHER ONE OF THOSE? OKAY THIS
9 ONE. AND I KNOW IT'S REALLY DENSE, BUT I WANT TO MAKE SURE I
10 WAS PICKING UP THE LARGER PICTURE HERE. BECAUSE WHEN I COULD
11 SIT WITH THESE A LITTLE BIT MORE IT BECAME REALLY INSTRUCTIVE.
12 SO, GUY AND JOSH, YOU TELL ME IF I HAVE THIS RIGHT OR NOT.
13 IMAGINING THIS, THIS IS A CULMINATION -- AGAIN, THIS IS A
14 DRAFT, AND I KNOW THIS IS THE PROOF OF CONCEPT AND WHAT NOT,
15 BUT, LET'S ASSUME FOR THE MOMENT THAT THIS IS AN OUTCOME OF
16 THE DELIBERATIVE PROCESS. WHAT WE HAVE IS A REALLY IMPORTANT
17 MATRIX SHOWING. HERE IS WHERE WE ARE IN THE CURRENT STATE,
18 LIKE, TODAY, BUT IDEALLY CONSIDERING HOW WE WANT TO MAKE
19 IMPROVEMENTS FOR THE CUSTOMER EXPERIENCE, WE'RE RECOMMENDING
20 THAT WE WOULD ADJUST THE REGIONAL AND LOCAL
21 ACCOUNTABILITY/RESPONSIBILITIES IN THE MANNER YOU SEE UNDER
22 THE POTENTIAL FUTURE STATE. RIGHT? THAT, THAT WOULD BE THE
23 SHIFT, BASED ON THE ANALYTICS THAT WE HAVE DONE, YOU WOULD
24 REALLY WANT TO CONSIDER THIS. THEN THE QUESTION IS, PULLING
25 BACK, WHAT ORGANIZATIONAL STRUCTURE COULD YOU ENVISION TO PUT



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1 IN PLACE TO GET THAT DONE? WHAT DOES THAT LOOK LIKE? SO, ADINA
2 HAD BEEN ASKING WHAT'S THE RELATIONSHIP BETWEEN, KIND OF THE
3 WORK THAT WE'RE DOING RIGHT HERE, AND THE KIND OF LARGER
4 ORGANIZATIONAL CONSIDERATIONS WE HAD BEFORE. TO ME, I SEE THAT
5 AS THE RELATIONSHIP, THAT, BEFORE YOU START TALKING ABOUT WHAT
6 ORGANIZATIONAL STRUCTURE SHOULD YOU LAND ON, YOU NEED TO SAY,
7 BUT WHAT IS IT THAT YOU WANT IT TO DO. AND I'M LOOKING AT THIS
8 FUTURE STATE AS SAYING, WHATEVER -- YOU KNOW, WHETHER IT'S AN
9 EXISTING ORGANIZATIONAL STRUCTURE, OR STRUCTURES, OR WHETHER
10 IT'S A DIFFERENT COLLABORATION BETWEEN THOSE STRUCTURES,
11 WHETHER IT IS IMPORTANT AS SOMETHING, ALICIA'S TOTALLY NEW AND
12 DIFFERENT, WHAT'S IT GOING TO TAKE TO DELIVER ON WHAT THE
13 FUTURE STATE SAYS? IS THAT A FAIR ASSESSMENT OF HOW THAT WOULD
14 BE USED TO ANSWER THAT QUESTION?

15

16 **GUY WILKINSON:** THAT IS CORRECT, AGAINST THE -- AND, AGAIN,
17 WE'RE USING, AS IF YOU ARE OPERATING MODEL COMPONENTS ON THE
18 LEFT-HAND SIDE, THAT ULTIMATELY WILL BE INFORMING THE DESIGN
19 OF THAT FUTURE STATE FRAMEWORK, BOTH IN SHORT-TERM, BUT ALSO
20 IN ACKNOWLEDGING THE POTENTIAL OF ALL OTHER ELEMENTS THAT WILL
21 NEED TO EVOLVE OVER TIME AND DEFINING IT FOR THE LONGER TERM,
22 AS WELL.

23

24 **THERESE MCMILLAN:** AND THE WAY I SEE IT, IN CARRYING IT OUT,
25 ALSO IS TO HOW THE INITIATIVES BECOME REALLY IMPORTANT, THAT



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1 FACILITATION TO TRANSITION OF A FUTURE STATE, SOMETIMES IN
2 DECIDING WHAT YOUR STRUCTURE NEEDS TO BE, YOU NEED TO RUN IT
3 THROUGH PACES, LIKE, CAN IT DO THIS STUFF? WHAT DOES IT TAKE
4 TO DELIVER THESE INITIATIVES? WHAT DOES THAT LOOK LIKE. SO
5 IT'S NOT JUST A THEORETICAL, LIKE, WELL THIS IS THE IDEAL
6 THING THAT'S SHOULD BE DONE COMPARED TO TORONTO, IT'S
7 COMPARING TO INITIATIVES THAT WHAT THINGS LOOK LIKE.

8

9 **GUY WILKINSON:** THAT'S RIGHT. YOU USE THE GUIDING PRINCIPLES AS
10 THE FRAMEWORK, BUT YOU ALSO TAYLOR TO SITUATIONS AND I THINK
11 THE CHALLENGE WITH THE APPROACH TO TRY TO, YOU CAN LEVERAGE IN
12 PRACTICE AND LOOK AT EXAMPLES FROM OTHER JURISDICTIONS THAT'S
13 VERY IMPORTANT, AS WELL, BUT ULTIMATELY, THIS NEEDS TO BE
14 DEVELOPED, SORT OF, GROUND UP IN TERMS OF BEING ABLE TO DEFINE
15 WHAT IT WILL TAKE. AND THAT WHAT IS REALLY DEFINED BY THE
16 DEFINITION, YOU KNOW, GREATER DEFINITION AROUND THE OPERATING
17 MODEL. IT'S STILL TO COME. BUT I THINK YOU HAVE SEALED THE
18 INGREDIENTS HERE TO INFORM. LIKE, WHERE DOES THE
19 RESPONSIBILITY LIE, AND YOU CREATE INITIATIVES TO JIM'S POINT,
20 BUT YOU ALSO, THEN WE'RE GOING TO HAVE TO LAYER IN THE
21 DEFINITION AROUND WHAT THAT OPERATING MODEL LOOKS LIKE.

22

23 **THERESE MCMILLAN:** RIGHT. THANK YOU.

24



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1 **GUY WILKINSON:** JOSH, I DON'T KNOW WHETHER YOU WANT TO ADD
2 ANYTHING ELSE TO THAT?

3

4 **JOSH HESTERMAN:** I WAS GOING TO COMMENT, THAT AS WE LOOK
5 TOWARDS THE LATTER STAGES OF THE ASSESSMENT AND BRING
6 EVERYTHING TOGETHER, YOU ALMOST GO BACK AND LOOK AT THE
7 PRINCIPLES AND DO SOME ORGANIZATIONAL STRESS TEST OR LITMUS
8 TEST AND SAY HERE ARE THE DESIGN ASPECTS THAT WE'RE KIND OF
9 CHANGING TO MAKE NECESSARY THE OUTCOMES THAT WE'RE ALL TALKING
10 ABOUT BUT LET'S RUN IT THROUGH ITS PACES AND KIND OF SEE IF
11 IT'S WATER TIGHT ALMOST. LIKE, HERE ARE THE SKETCHED OUT
12 DESIGNS, AND LINING FROM A TO B THAT'S THE CRITICAL PIECE OF
13 WHAT WE WANT TO DO. THESE INITIATIVES ARE GOING TO BE
14 IMPORTANT ALL ON THEIR OWN WITHIN THE SIX FUNCTIONAL AREAS BUT
15 THEY'RE ALSO GOING TO BE IMPORTANT WHEN YOU STITCH THEM ALL
16 TOGETHER, LOOKING AT BIGGER OUTCOMES AND GETTING THE WORK
17 DONE.

18

19 **THERESE MCMILLAN:** AND JUST TO WRAP UP MY THOUGHTS AND THEN
20 I'LL TURN IT OVER, I THINK, JOSH, YOU PICKED UP ON AN
21 IMPORTANT QUESTION THAT WAS PUT OUT AT THE BEGINNING THAT, IF,
22 YOU KNOW, IF WE WERE TO TAKE SOME OF MY BREAKING IT DOWN,
23 CONNECTING THE DOTS KIND OF THING, RIGHT, FOR THE WAYFINDING,
24 AND THE FARE INTEGRATION, AND THE, YOU KNOW, THE OTHER FOUR,
25 WE GO THROUGH THAT, WHAT WOULD BE REALLY INTERESTING IN THE,



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1 YOU KNOW, WHAT DOES IT TAKE, FOR EXAMPLE, AMONG OTHER THINGS,
2 IN ORDER TO ACHIEVE ALL OF THESE OPERATING ELEMENTS, RIGHT,
3 AND ONE OF THE CORE QUESTIONS, HOW YOU CAN DELIVER THAT, IF
4 YOU SEE THE SAME RESONATING THEMES COMING UP AMONG EACH OF THE
5 SIX, THAT TELLS YOU A LOT. RIGHT? OH, OKAY, WE HAVE LANDED ON
6 EITHER COMMON STRENGTHS OR COMMON WEAKNESSES FROM THE CURRENT
7 STATE. THAT'S ONE THING I WANTED TO -- THAT ONE THING I'M
8 GOING TO BE EXPECTING IS HUGE HELPFUL, THAT INFORM, THEN, A
9 BROADER EXPANSION OF THIS IN TERMS OF THE FINDINGS, IF THAT
10 MAKES SENSE.

11

12 **GUY WILKINSON:** YES.

13

14 **DENIS MULLIGAN, CHAIR:** THANK YOU THERESE. NEXT SPEAKER IS
15 CHRISTINE FITZGERALD.

16

17 **CHRISTINE FITZGERALD:** THANK YOU. WELL, I KNOW THAT THIS IS A
18 MAJOR, MAJOR UNDERTAKING. AND I WOULD LIKE TO OFFER ONE VERY
19 CRITICAL COMPONENT THAT, HOPEFULLY WON'T GET LOST IN THE
20 SHOVEL, AND THAT IS A GOOD FOR INSTANCE, CONTRA COSTA COUNTY,
21 IF I'M NOT UPON MISTAKEN -- HAS ROUGHLY FIVE OR SIX DIFFERENT
22 PARATRANSIT COMPANIES, BIG AND SMALL, THAT COVER THAT REGION,
23 MY CONCERN -- ONE OF MY CONCERNS IS, THEY DON'T KNOW HOW THEIR
24 SYSTEM REALLY WORKS. DO THEY HAVE AN OVERALL HEARING FOR THEIR
25 COMPONENTS? IF SO LET'S MAKE SURE THEY ALL GET SEATED AT THIS



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1 TABLE, BECAUSE ALL OF THE PARATRANSIT SYSTEMS HAVE TO COMPLY
2 WITH ADA, THAT'S NOT THE ONLY THING THEY'RE LOOKING AT. AND I
3 WOULD BE VERY INTERESTED TO MAKE SURE THAT EVERYBODY'S BEST
4 PRACTICES ARE LOOKED AT, AND WORST-CASE SCENARIO, SO THAT WE
5 COULD GO [INDISCERNIBLE] OTHER THINGS AND MAKE SURE ALL WORK
6 SHOULD BE PUT ON THE TABLE. THANK YOU CHRISTINE. ADINA?

7

8 **ADINA LEVIN:** IF YOU COULD PUT UP THE SLIDE THAT WAS JUST ON
9 THE TABLE. I HAVE A QUESTION ON BUILDING WHAT ALICIA HAD SAID
10 TO MAKE SURE I UNDERSTAND WHERE WE ARE. SO, IN THE RIGHT-MOST
11 COLUMN, WHAT I SEE IS A POTENTIAL INITIATIVE WHERE IT IS
12 CONTINUE FARE INTEGRATION TASK FORCE, OR EXPLORE SUCCESSOR.
13 SO, WHAT I AM -- THE WAY THAT I AM READING THIS IS THAT THE
14 ASSUMPTION OF A POTENTIAL INITIATIVE IS THAT CONTINUING THE
15 FARE INTEGRATION TASK FORCE IS A DEFAULT, AND MAYBE AFTER WE
16 GO THROUGH ALL OF THE ANALYSIS AND SUGGEST THAT THERE WOULD BE
17 CHANGES NEEDED BEYOND THE CURRENT FARE INTEGRATION TASK FORCE
18 STRUCTURE, THEN WE WOULD EXPLORE A SUCCESSOR AND EXPLORING A
19 SUCCESSOR WOULD BE AFTER THIS EXERCISE. WE WOULD NEED A
20 COMPLETELY FOLLOW-ON EXERCISE TO ADDRESS A FOLLOW UP TO THE
21 FARE INTEGRATION TASK FORCE. WHAT THE STRUCTURE IS, THERE IS A
22 SENIOR STAFF THAT ARE CRAFTING POLICIES THAT THEN NEED TO GO
23 TO 27 BOARDS THAT NEED TO BE RATIFIED, BUT ANY OF THE 27
24 BOARDS COULD DECIDE TO NOT FOLLOW THAT PATH AND THE THING
25 COULD IMplode. SO, DO I UNDERSTAND CORRECTLY THAT EXPLORING



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1 ANY KIND OF SUCCESSOR TO THAT WOULD BE SOMETHING THAT WOULD BE
2 DONE AS A FOLLOW ON STEP, AS OPPOSED TO PART OF THIS EXERCISE?
3

4 **THERESE MCMILLAN:** I THINK ONE THING THAT'S IMPORTANT, THE
5 FOLLOW ON IS MAYBE FIVE MONTHS FROM NOW. IT'S NOT LIKE IT'S
6 FIVE YEARS FROM NOW, OR FIVE MONTHS -- YOU KNOW, OR SOME
7 UNGODLY AMOUNT OF TIME. IT IS ALLOWING THIS PROCESS TO BE
8 ABLE, AS I TRIED TO DESCRIBE, TO GIVE US AN ASSESS OF
9 RESONATING THEMES, CONSISTENT PLACES TO GO, A COMMON SENSE OF
10 WHERE A CHANGE IN ONE AREA HAS POSITIVE RIPPLE EFFECTS IN
11 OTHERS. WE'RE GOING TO HAVE A MUCH BETTER SENSE OF THAT, SUCH
12 THAT, I WOULD THINK, WE HAVE A MORE INFORMED WAY OF ANSWERING
13 YOUR QUESTION, ADINA, WHICH IS, AGAIN, SORT OF, TAKING THIS
14 SHEATH, IF AMONG OTHER THINGS, ONE OF THE THINGS WE WANT TO DO
15 IS NOT LOSE MOMENTUM FOR BEING ABLE TO ACCOMPLISH SOME OF THE
16 GREAT THINGS LIKE THE RECENT BAY PASS, WHICH IS NOW ON THE
17 STREET FOR CUSTOMERS, WE'RE GOING TO WANT TO CONTINUE THE FARE
18 INTEGRATION TASK FORCE AND KEEP MOVING. OKAY? BUT BEYOND THAT,
19 ONCE WE HAVE THIS ANALYSIS, WE'LL HAVE A BETTER BASIS FOR
20 DETERMINING, IS THERE SOMETHING BETTER.

21

22 **ADINA LEVIN:** OKAY. SO ABSOLUTELY LOVE THE BAY PASS, NO DESIRE
23 TO MAKE THAT HAPPEN ANY SLOWER. I THINK THAT'S AWESOME. AND
24 THE FARE COORDINATION AND INTEGRATION STUDY DID SOME ANALYSIS
25 CONCLUDING THAT IN ORDER TO ACHIEVE SOME OF THE



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1 RECOMMENDATIONS SOME CHANGES TO GOVERNANCE WOULD BE NEEDED BUT
2 HERE IT LOOKS LIKE WE'RE SAYING WE NEED TO LOOK AT THAT AGAIN
3 TO SEE IF WE STILL AGREE WITH IT BEFORE WE GO AHEAD AND ACT
4 UPON IT. SO, I'M GOING TO, LIKE, ADVOCATE WANTING TO GET
5 THINGS DONE AS FAST AS POSSIBLE, BUT NOT FASTER. I'M GOING TO
6 TAKE A DEEP BREATH, BECAUSE IT DOES SEEM LIKE OBLIGATE A
7 TREADMILL THAT'S GOING A LITTLE FASTER THAN WE'RE RUNNING. BUT
8 THANK YOU FOR ADDRESSING THAT QUESTION.

9

10 **DENIS MULLIGAN, CHAIR:** THANKS ADINA. THE NEXT UP IS CAROLYN
11 GONOT.

12

13 **CAROLYN GONOT:** THANK YOU. I JUST WANT TO APPRECIATE THE WORK
14 YOU HAVE DONE IS, GUY AND JOSH, ON THIS WORK. ONE OF THE
15 THINGS THEY REALLY APPRECIATE, TRUTHFULLY IS THIS JUST. I KNOW
16 THERE WERE DECISIONS MADE OUT OF THE BLUE RIBBON TASK FORCE
17 AND OTHER STUDIES THAT HAVE BEEN DONE BUT THE FACT THAT WE
18 SPENDING TIME AS A REGION. IT'S VERY COMPLICATED FOR THAT
19 REASON WE ARE LOOKING AT SIMPLIFYING THINGS, FOR THAT REASON
20 IT TAKES A LOT OF WORK TO SIMPLIFY AND I APPRECIATE THE
21 THINKING THROUGH EACH OF THE AREAS AND ROLES AND HAVING A MORE
22 IN DEPTH LOOK AT OPERATING IN THE REGION AND HOW WE CAN MOVE
23 FORWARD, AND WITH THE MOVING FORWARD WITH THE WAY FINDING AND
24 INTEGRATION, I THINK WE'LL HAVE A BETTER IDEA OF WHERE WE'RE
25 AT AND WHERE WE NEED TO GO BY DOING THIS KIND OF ANALYSIS



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1 THROUGHOUT. SO I REALLY APPRECIATE THE THOUGHTFULNESS THAT WAS
2 PUT INTO THIS. AND, YOU KNOW, I THINK IT'S WELL WORTH THE TIME
3 SPENT AND AS THERESE SAID WE MAY SEE COMMON STRENGTHS AND
4 WEAKNESSES THAT CAN BE ADDRESSED AND I THINK IT'S SO MUCH
5 BETTER THAN WHERE WE SHOULD HAVE BEEN WHETHER WE STARTED THIS
6 EXERCISE. I THINK THIS GIVES EVERYBODY MORE CONFIDENCE
7 PARTICULARLY THE OPERATORS MORE CONFIDENCE IN MOVING FORWARD.
8 SO, I WANT TO THANK ALL THE THOUGHT AND PROCESS. I KNOW IT'S
9 ALSO MTC STAFF AND SOME OF THE OTHER TRANSIT OPERATOR AND
10 OTHERS. I APPRECIATE IT.

11

12 **DENIS MULLIGAN, CHAIR:** THANKS CAROLYN. NEXT UP IS BOB POWERS.

13

14 **ROBERT POWERS:** THANKS, CHAIRPERSON MULLIGAN. I GUESS A
15 COMMENT, AND THEN A QUESTION. FIRST, THE COMMENT PORTION IS TO
16 THERESE AND SCHRUTI, AND GUY, YOU KNOW, BART IS IN FULL
17 SUPPORT OF THIS PIVOT AND WHERE YOUR TAKING THIS IN THE
18 ANALYSIS OR IN THIS BUSINESS CASE PROCESS, SO, IN FULL SUPPORT
19 OF THAT, I THOUGHT THE DECK AND MATERIALS THAT YOU PUT
20 TOGETHER, THE TEAM YOU PUT TOGETHER WAS VERY COMPREHENSIVE AND
21 VERY THOUGHTFUL AND RESPONSIBLE. I JUST WANT TO MAKE THAT
22 COMMENT. IT IS A VERY COMPLICATED DATA SET AND TO THE VICE
23 CHAIR'S POINT, HAVING IT ARTICULATED FROM GUY AND OTHERS
24 DURING THIS MEETING, AND THAT, YOU KNOW, YOUR PREAMBLE,
25 THERESE, WAS VERY HELPFUL. THAT'S JUST THE COMMENT PORTION.



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1 MORE PRESSING, ON THE QUESTION PORTION, I GUESS THE QUESTION I
2 WOULD PUT TO SCHRUTI AND TO GUY, COULD YOU JUST ELABORATE
3 BRIEFLY -- AND YOU DON'T HAVE TO ACTUALLY, BUT IF YOU CAN,
4 THAT WOULD BE GREAT. ON WHAT YOU'RE THINKING ABOUT ON THE 17th
5 WHEN YOU'RE TALKING ABOUT A QUESTION AND BENEFIT STATEMENT. I,
6 JUST, KIND OF GET MY MIND THINKING A LITTLE BIT ABOUT THAT FOR
7 THE NEXT MONTH HERE GOING INTO THIS. TODAY IS THE 12th, WE'RE
8 ROUGHLY A MONTH AWAY FROM THAT MEETING, IF YOU COULD, SCHRUTI,
9 OR GUY?

10

11 **SHRUTI HARI:** SURE. I CAN JUMP IN. THANK YOU, BOB, FOR THE
12 QUESTION. SO THE PURPOSE OF THAT WORK IS TO OUTLINE THE
13 PROBLEM STATEMENT, ESSENTIALLY AS WE'RE DOING THE DEEPER DIVE
14 IN THE SIX FUNCTION AREAS. THE CONSULTANT TEAM HAS BEEN
15 WORKING ON DEFINING WHAT THE PROBLEM STATEMENT IS FOR EACH OF
16 THE FUNCTIONAL AREAS AND THEN WHAT THE ACTUAL BENEFITS OF
17 REGIONALIZATION OF THE SIX FUNCTIONS, ACROSS THE BOARD, WHAT
18 THE BENEFITS ARE, AND WHAT THE RESOLUTION ACCOUNTABILITIES ARE
19 REQUIRED TO ACHIEVE THE OUTCOMES. THAT WOULD BE THE PURPOSE,
20 DEFINING THE PROBLEM STATEMENT, RECOGNIZING BENEFITS OF
21 REGIONALIZATION AREAS, AND THE ACCOUNTABILITIES REQUIRED TO
22 REALIZE THE DESIRED OUTCOMES. AS THEY'RE LOOK AT IT THE
23 TEMPLATE IS THERE, YOU SAW FROM THE FARE INTEGRATION
24 WAYFINDING, THEY'RE GOING TO BRING INFORMATION ON THAT TO THE
25 APCO MEETING. IN FACT, THE MEMO WE'RE CALLING IT THE



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1 DEFINITION OF ACCOUNTABILITY MEMO, WILL GO OUT TO THE OCTOBER
2 ADVISORY GROUP MEETING SO ALL THE ADVISORY GROUP FOLKS CAN
3 LOOK AT IT AND REVIEW THAT DOCUMENT THEN THE HIGHLIGHTS WILL
4 BE BROUGHT TO THE OCTOBER MEETING.

5

6 **ROBERT POWERS:** SO SCHRUTI, JUST A QUICK FOLLOW UP THEN I'LL
7 TURN IT BACK TO YOU CHAIRPERSON -- CAN I GET A FOLLOW UP
8 CHAIRPERSON MULLIGAN ARE YOU OKAY WITH THAT?

9

10 **DENIS MULLIGAN, CHAIR:** GO AHEAD BOB.

11

12 **ROBERT POWERS:** THANK YOU. SCHRUTI, THAT MAKES SENSE, I'M JUST
13 TRACKING ON THAT, WILL THOSE ELEMENTS BE THE FOCUS OF THESE
14 INTERVIEWS THAT GUY ALLUDED TO IN HIS LAST SLIDE ON THIS DECK,
15 ON THE DECK EARLIER?

16

17 **SHRUTI HARI:** EXACTLY. THOSE ARE WHERE WE GETTING INFORMATION
18 TO INFORM THE PROBLEM STATEMENT, THE REGIONAL BENEFITS OF
19 REGIONALIZATION AND ACCOUNTABILITY.

20

21 **ROBERT POWERS:** I HAD A QUESTION, PROBLEM CONNECTING THOSE TWO
22 DOTS. THANK YOU.

23

24 **SHRUTI HARI:** NO PROBLEM. AS MENTIONED, THE BUSINESS CASE WE'RE
25 DOING IN A COUPLE OF DAYS WILL ALSO PROVIDE INSIGHT.



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1

2 **ROBERT POWERS:** THANK YOU.

3

4 **DENIS MULLIGAN, CHAIR:** BILL CHURCHILL. YOU ARE MUTED.

5

6 **BILL CHURCHILL:** THAT WAS ANOTHER ROCK ROOKIE MOVE. THANK YOU,
7 CHAIR MULLIGAN. THANK YOU BOB FOR YOUR INPUT. I WANT TO ADD
8 ON. BEFORE I DO THAT 50 I WANT TO THANK BOTH TEAMS, MTC AND
9 THE GATE SET OF CONSULTANTS. IT WAS A BIT OVERWHELMING FOR ME,
10 AND THE PRESENTATION HELPED ME GRASP IT MORE I APPRECIATE THAT
11 EFFORT. AS I WAS LOOKING AT THE LAST SLIDE, CLEARLY THERE IS A
12 LOT MORE WORK TO DO, WHO IS GOING TO BE INTERVIEWED IN THAT
13 PROCESS? AND I THINK THIS IS MAYBE FOR SHRUTI. DO YOU HAVE
14 IDEAS WHERE THIS INFORMATION IS GOING TO COME FROM? WHO OF US
15 WILL BE INTERVIEWED? AND HOW THAT PROCESS WILL UNFOLD

16

17 **SHRUTI HARI:** SO FAR I HAVE SEEN THE CONSULTING TEAM TAKING
18 THOSE AREAS OF INTEGRATION MAPPING AND WAYFINDING THEY ARE
19 GOING THROUGH BUSINESS CASE ANALYSIS BUT ARE MEETING WITH MIKE
20 EISEMAN, FROM BART, AND BILL BACON, AND ALSO INTERVIEWED FOLKS
21 INVOLVED IN THE MAPPING AND WAYFINDING EFFORT, ERIN FROM AC
22 TRANSIT, AND SEAN TO GET THEIR PERSPECTIVE, AND AS WE ARE
23 DETERMINING THE AREAS IN THE DEEPER DIVE WE ARE AS WE SPEAK
24 GOING THROUGH A LIST OF FOLKS IMPORTANT TO INTERVIEW. AND
25 CHRISTINE YOUR COMMENT ON ACCESSIBILITY WAS HELPFUL MOVING



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1 AROUND THAT PERSPECTIVE. BUT SO FAR AROUND THIS AREA THERE
2 HAVE BEEN STUDIES CONDUCTED, AND I MYSELF WAS A PROJECT
3 MANAGER FOR THAT EFFORT, SO THERE IS WORK ALREADY BEEN DONE,
4 WE ARE USING THAT AND TALKING TO FOLKS INVOLVED WITH EFFORTS,
5 EXTENSIVELY, BUT AS MENTIONED THERE IS ROOM FOR QUALITATIVE
6 ANALYSIS, BUT RIGHT NOW WE'RE INTERVIEWING THE BEST PEOPLE TO
7 BE WORKING WITH, AND WE HAVE ALSO BEEN TALKING TO THE TRANSIT
8 CAUCUS, THE GROUP HEADED BY VAL FROM BART THAT GROUP IS
9 INVOLVED. AND FINALLY I WANT TO MENTION WE DO CLARIFY THE
10 SCOPE OF THE WORK WE'RE NOT FOCUSING ON DOING MAJOR DIRECT
11 RIDER INTERVIEWS, SO THE ADVISORY GROUP IS A PRIMARY
12 STAKEHOLDER GROUP THAT WE WERE HOPING WOULD PROVIDE INPUT INTO
13 THIS EFFORT AND JUST A QUICK NOTE THE PUBLIC WAS ENGAGED
14 THROUGH THE FOCUS GROUP AS PART, AND A LOT OF THE OUTCOMES AND
15 FUNCTION AREAS ROLES AND RESPONSIBILITIES FOR NETWORK
16 MANAGEMENT WERE DETERMINED BY THESE EFFORTS THAT DETERMINED
17 THE WHAT AND THIS IS THE HOW OF THE EFFORTS SO THEY'RE NOT
18 GOING TO BE DOING EXTENSIVE RIDER INTERVIEWS AT THIS POINT.
19 AND THAT'S NOT COVERED IN THE SCOPE.

20

21 **BILL CHURCHILL:** THAT WAS HELPFUL. THANK YOU.

22

23 **DENIS MULLIGAN, CHAIR:** THANKS BILL AND SCHRUTI FOR THE
24 ANSWERS. LAST CHANCE TO RAISE YOUR HAND BEFORE WE GO TO ITEM
25 SIX AND HEAR FROM THE PUBLIC. SEEING NO ADDITIONAL HAND RAISED



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1 BY THE ADVISORY GROUP MEMBERS. WE'LL GO TO AGENDA ITEM SIX. I
2 WOULD LIKE TO OPEN THE MEETING FOR PUBLIC COMMENT. THOSE
3 WISHES TO SPEAK WILL HAVE TWO MINUTES PER PERSON AND WE'LL
4 BEGIN WITH THOSE WHO ARE PRESENT IN OUR INTERNET SPACE, AND
5 THEN TO THE OTHERS.

6

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

8

9 **SPEAKER:** HELLO CAN YOU HEAR ME?

10

11 **CLERK, WALLY CHARLES:** YES.

12

13 **SPEAKER:** HI. IAN GRIFFITHS FROM SEAMLESS BAY AREA. THANK YOU
14 FOR ACKNOWLEDGING THE LETTER THAT WAS SUBMITTED BY FIVE
15 GROUPS, INCLUDING US, AS WELL AS SEVERAL OTHERS, AND I AM
16 PLEASED TO HEAR THAT, YOU KNOW, SOME OF THE CONSIDERATIONS
17 THAT WE RAISED ARE GOING TO BE ADDRESSED IN PARTICULAR OF THE
18 SYNERGIES BETWEEN THE DIFFERENT FUNCTIONAL AREAS. YOU KNOW, I
19 SHARE THE CONCERN, I MEAN THE QUESTIONS ABOUT WHO WILL BE
20 INTERVIEWED IN FILLING OUT THESE DIFFERENT VALUATION OF THESE
21 FUNCTIONS. I WOULD ENCOURAGE YOU TO INTERVIEW NOT JUST AGENCY
22 STAFF, AND THOSE THAT HAVE BEEN WORKING ON THIS FROM A STAFF
23 PERSPECTIVE, BUT TO INTERVIEW, YOU KNOW, MEMBERS OF THE
24 ADVISORY GROUP, AND MEMBERS, IN PARTICULAR, OF -- THAT DO
25 REPRESENT RIDERS. I THINK THAT IS AN IMPORTANT PART OF



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1 ASSESSING HOW WELL CRITICAL SYSTEMS ARE FUNCTIONING, AND ALSO
2 THE END GOAL. I HEARD A LOT ABOUT OUTCOMES AND THE IMPORTANCE
3 OF OUTCOMES AT THE LAST MEETING, IN JUNE 6TH, AND THAT THIS
4 ALL SHOULD BE DRIVEN BY OUTCOMES. AND I THINK SOME OF THE
5 OUTCOMES, THE CUSTOMER BENEFITS THAT WERE ARTICULATED ON THE
6 OUTCOME SLIDES ARE QUITE CONSERVATIVE IN TERMS OF ASPIRATIONS.
7 I THINK WE NEED TO KEEP IN MIND THE HIGH-LEVEL MODE SHIFT
8 GOALS CLIMATE GOALS THAT ARE WITHIN OUR PLANNED BAY AREA
9 WITHIN OUR STATE PLANS, RECENTLY ADOPTED VERY AGGRESSIVE
10 TARGETS FOR REDUCING VEHICLE MILES TRAVELED THAT REALLY NEEDS
11 TO BE ONE OF THE CENTRAL DRIVING GOALS OF ALL OF THIS WORK AND
12 I DIDN'T SEE THAT REFLECTED NECESSARILY IN THIS NEW
13 METHODOLOGY. AND PRIOR TO THE CONSULTANT'S WORK, IS THAT WE
14 NEED TO DESIGN THIS FRAMEWORK FOR THE HARDEST FUNCTIONAL
15 AREAS. OKAYING AT SIX COMMONALITIES I THINK WE NEED TO PLAN
16 FOR THE LOWEST COMMON DENOMINATOR. AND THAT MIGHT MEAN THERE
17 IS ONE PARTICULAR FUNCTIONAL AREA THAT WE CONSIDER A DECISION-
18 MAKING FRAMEWORK, EVEN THOUGH IT MAY NOT BE COMMON ACROSS THE
19 SIX FUNCTIONAL AREAS THAT WE LOOK AT.

20

21 **CLERK, WALLY CHARLES:** NEXT SPEAKER IS RANDI KINMAN. RANDI
22 KINMAN, UNMUTE YOURSELF. I'LL GO ON TO THE NEXT SPEAKER.
23 ANDREA HORBINSKI.

24



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1 **SPEAKER:** HI. THANKS FOR ALL THE WORK FROM THE MTC STAFF AND
2 THE CONSULTANTS, A REALLY DETAILED BRIEFING. I'M A TRANSIT
3 RIDER IN THE EAST BAY AND A MEMBER OF THE TRANSBAY COALITION,
4 I WANTED TO ECHO THE CONCERNS OF SEAMLESS BAY AREA, AND SOME
5 OTHER PEOPLE WHO HAVE SPOKEN UP IN THE COMMENT LETTER. THESE
6 ARE ALL REALLY GREAT GOALS IN AND OF THEMSELVES, BUT I YOU
7 THINK THERE IS A REAL DANGER AT THE TRANSIT RIDER THAT THIS
8 MIGHT BE ON THE ROAD TO STUDIED TO DEATH, ALONG THE WAY, THE
9 HIGHER GOALS OF THE BLUE RIBBON TRANSFORMATION, LOOKING AT A
10 NETWORK MANAGER ENTITY OR NETWORK MANAGER MODEL WITH
11 OVERARCHING AUTHORITY TO MAKE MORE RADICAL CHANGES THAT WE
12 NEED TO IMPROVE OUR TRANSIT SYSTEM AND TO MEET THE STATE'S
13 CLIMATE GOALS, ARE REALLY IN DANGER OF BEING LOST. SO, YOU
14 KNOW, I APPLAUD THE GOAL OF, YOU KNOW, LOOKING FOR COMMON
15 DENOMINATORS AND ALL OF THAT, BUT I REALLY THINK THAT THE
16 OVERARCHING ANALYSIS, LOOKING, YOU KNOW, NOT JUST, SORT OF,
17 TOWARDS MICRO IMPLEMENTATION, BUT ALSO TOWARDS THE LARGER
18 GOALS OF A NETWORK MANAGER, AND A MORE RADICAL TRANSFORMATION
19 NEED TO BE RETAINED. AND I WOULD ALSO SAY THAT I ECHO THE
20 CONCERNS THAT WE WANT TO HEAR FROM RIDERS AND NOT JUST FROM
21 STAFF MEMBERS OF THE TRANSIT AGENCIES. SO, THANK YOU FOR ALL
22 THIS WORK, AND AT THE SAME TIME I REALLY THANK -- YOU KNOW,
23 PLEASE KEEP THE GOALS OF THE BLUE RIBBON TASK FORCE IN MIND.
24 YOU KNOW, KEEP THAT STAGE FOUR, THAT TIER FOUR GOALS AND
25 BENEFITS IN MIND, AND PLEASE DON'T JUST, YOU KNOW, SORT OF,



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1 COMPLEXIFY THIS TO DEATH. IT IS A COMPLEX REGION, BUT NOT
2 UNIQUELY SO. MONTREAL CAN DO THIS, SO CAN WE. SO, YEAH. THANKS
3 FOR ALL YOUR HARD WORK, AND, AGAIN, PLEASE CONTINUE WORKING
4 TOWARDS THE RADICAL TRANSFORMATION THAT WE NEED. THANK YOU.

5

6 **CLERK, WALLY CHARLES:** THANK YOU. NEXT SPEAKER, WENDI. WENDI,
7 UNMUTE YOURSELF.

8

9 **SPEAKER:** TOOK ME A MINUTE TO UNMUTE.

10

11 **CLERK, WALLY CHARLES:** NO PROBLEM.

12

13 **SPEAKER:** THANK YOU. MY NAME IS WENDI KALLINS. I AM PART OF THE
14 POLICY ADVISORY COUNCIL, AND VICE CHAIR OF THE TTAP, A
15 SUBCOMMITTEE WHICH WILL BE LOOKING AT ALL THE DIFFERENT THINGS
16 RELATED TO TRANSIT THAT CAME OUT OF THE BLUE RIBBON COMMITTEE.
17 A COUPLE OF QUESTIONS: ARE WE GOING TO BE GETTING AN
18 ABBREVIATED VERSION OF THIS PRESENTATION AT OUR MEETING ON
19 SEPTEMBER 30TH? I'M CURIOUS TO KNOW IF THIS CHANGE IN APPROACH
20 IS WHY THE LEGISLATION WAS SHELVED. AND THEN, FINALLY, ONE OF
21 THE THINGS I CONTINUALLY NOTICED THAT KEEPS GETTING MISSING,
22 IS THE SCHEDULE INTEGRATION. I RECOGNIZE A LOT OF THE THINGS
23 THAT YOU'RE LOOKING AT FOR THE SHORT-TERM ARE AREAS THAT ARE
24 ALREADY IN THE WORKS, BUT AS FAR AS RIDER EXPERIENCE IS
25 CONCERNED, ONE OF THE WORST THINGS THAT HAPPENS TO A RIDER IS



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1 THE LONG WAIT TIMES. AND I RECOGNIZE THAT BUS TO BUS
2 INTEGRATION IS VERY COMPLEX, AND IS GOING TO PROBABLY GOING TO
3 HAVE TO WAIT UNTIL THE LONG-TERM, BUT RAIL TO BUS AND BUS TO
4 RAIL INTEGRATION I THINK IS SOMETHING THAT COULD BE DONE IF
5 THE SHORT-TERM. I DON'T KNOW IF THAT'S INCLUDED IN RAIL
6 INTEGRATION SO I AM CURIOUS TO KNOW IF IT IS. AND IF NOT, IF
7 IT COULD BE. MY BIG PET PEEVE IS, OF COURSE, I'M FROM MARIN
8 COUNTY, THE BUS 40 TO BART ARRIVES TWO MINUTES AFTER THE BART
9 LEAVES, AND IF YOU ARE COMING BACK, THE 40 LEAVES TWO MINUTES
10 BEFORE THE BART ARRIVES. SO IT'S DEFINITELY NOT INTEGRATED.
11 THANK YOU.

12

13 **CLERK, WALLY CHARLES:** THANK YOU. RICK NAHASS.

14

15 **SPEAKER:** HI. MY NAME IS RICK, I LIVE IN PACIFICA, MY COMMENTS
16 ON THIS ARE BASED ON THE LENS OF HAVING WORKED AT VISA FOR 15
17 YEARS. I'M RETIRED NOW. AND I KIND OF SEE ON SLIDE 19 WHERE
18 YOU HAVE THOSE SIX AREAS, THOSE, AS SAND BOXES, YOU CAN VERY
19 EASILY PUT ABOVE THERE, THIS IS THE NETWORK MANAGER. SO I KIND
20 OF LIKE THAT THIS IS AN EVOLVING PROCESS. THE ONE DISTINCTION
21 BETWEEN HOW THE PAYMENT SYSTEMS WORK, AND HOW WE'RE TALKING
22 HERE IS THAT, AT VISA, IF YOU HOLD A CREDIT CARD, YOUR
23 CUSTOMER IS NOT VISA, IT'S THE BANKS. SO IF THE NETWORK
24 MANAGER, FOR EXAMPLE, BUS TRANSIT PRIORITY, IF, SAY, SAMTRANS,
25 AND AC TRANSIT, AND MUNI GOT TOGETHER AND SAID, WE HAVE THESE



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1 POLICIES AND WE WANT TO DO SOME REGIONAL BUSES, AND WE'RE
2 AGREEING ON OUR OWN TO FOLLOW THEM, THEY ARE BUILDING ON THIS
3 AND THEY ARE THE NETWORK MANAGER, AND OPERATORS THEY FOLLOW
4 THEIR POLICY. BUT THEY'RE NOT CUSTOMERS OF THE RIDERS, THEY'RE
5 CUSTOMER OF THE NETWORK OPERATORS. SO THE NETWORK MANAGER
6 DOESN'T SAY PUT RIDERS FIRST. IT ONLY SAYS PUT RIDERS FIRST
7 BECAUSE THE OPERATORS SAY PUT RIDERS FIRST. AND I SEE THIS
8 EVOLVING BECAUSE IN A FEW YEARS IF THEY HAVE CREATED THIS
9 REGIONAL TRANSIT POLICY, AND SOMEBODY CAN'T FOLLOW IT, THEY
10 NEED TO DO A CHANGE. RIGHT? SO THEY MIGHT START SAYING, WELL,
11 INSTEAD OF HAVING SAND BOXES MAYBE WE NEED PEOPLE TO START
12 POURING SOME CONCRETE. I THINK THIS IS A POSSIBLE WAY TO
13 EVOLVE TO WHAT THE NETWORK MANAGER IS. THANKS.

14

15 **CLERK, WALLY CHARLES:** THANK YOU. RANDI KINMAN?

16

17 **RANDI KINMAN:** THANK YOU. FINALLY GOT THE TECHNOLOGY WORKING.
18 I'M RANDI KINMAN WITH THE POLICY ADVISORY COUNCIL. I
19 APPRECIATE PRESENTATION. EXTREME DEPTH TO IT, AND I APPRECIATE
20 ALL THE COMMENTS. I DO WANT TO RAISE UP THE IDEA THAT ON SLIDE
21 SEVEN WE'RE NOT JUST SETTTLING FOR LEVEL THREE, BUT HOW WE'RE
22 GOING TO GET TO TIER FOUR. IT SHOULD BE INCLUDED IN THIS
23 PROCESS. AND I WANT TO EMPHASIZE THE NEED FOR INPUT FROM
24 RIDERS AT EVERY STEP, WHILE IT MAY BE APPARENT TO STAFF, HOW
25 PEOPLE VIEW THE HOW, WE DECIDED WHAT THE WHAT IS, WITHOUT



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1 ACTUALLY TALKING TO RIDERS, THE HOW IT IS GETTING IMPLEMENTED
2 FROM THE CUSTOMER'S POINT OF VIEW, IS GOING TO GET LOST. I CAN
3 GUARANTEE IT FROM PAST EXPERIENCE. AND WE JUST REALLY DON'T
4 WANT SOMETHING THIS IMPORTANT TO HAPPEN WITH THIS. SO, I WOULD
5 APPRECIATE IT IF THAT WOULD HAPPEN. IF YOU WOULD FORWARD A
6 LIST BESIDES THE STAFF MEMBERS OF WHO WE'RE INTENDING TO
7 INCLUDE, AND TO, PLEASE, TAKE ADVANTAGE OF THE FACT THAT YOU
8 HAVE A 27 MEMBER BODY REPRESENTING ALL NINE BAY AREA COUNTIES.
9 WE HAVE SEPARATE SUBCOMMITTEES, INCLUDING OUR NEW
10 TRANSFORMATION ACTION PLAN SUBCOMMITTEE, THAT CAN HELP YOU VET
11 SOME OF THIS, AND HELP BE THE VOICE OF THE COMMUNITY. THANK
12 YOU.

13

14 **CLERK, WALLY CHARLES:** THANK YOU. EUGENE BRADLEY?

15

16 **SPEAKER:** GOOD AFTERNOON COMMITTEE MEMBERS. EUGENE BRADLEY,
17 SILICON VALLEY TRANSIT USERS. I SPEAK AS SOMEBODY THAT STILL
18 RIDES VTA IN SANTA CLARA COUNTY ALSO RIDES CALTRAIN DESPITE
19 THE FACT THAT I'M LIVING IN MONTEREY COUNTY. THERE IS
20 SOMETHING I LEARNED A FEW YEARS AGO, IF YOU WANT SOMETHING TO
21 NOT BE DONE BY GOVERNMENT YOU HAVE THE GOVERNMENT STUDY IT.
22 THAT'S WHAT I'M SEEING HERE SO FAR. I HAVE TO ECHO COMMENTS
23 MADE, THE PUBLIC REALLY NEEDING TO BE ENGAGED IN THIS PROCESS.
24 I HAVE SPOKEN TO PEOPLE WHO HAVE NEVER HEARD OF MTC AND THEN
25 SHOCKED THAT A LOT OF WHAT WORKING GUYS DO, THE DECISIONS ARE



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1 MADE IN SAN FRANCISCO, REGIONALLY. SO, JUST THE IDEA OF
2 INTEGRATING ALL THESE BAY AREA TRANSIT AGENCIES, ALL 27 OF
3 THEM TO SOMEBODY THAT DOES NOT UNDERSTAND BEYOND THEIR OWN
4 UNDERSTANDING IT'S INTIMIDATING. THERE IS ONE OR TWO AT BEST
5 WITH THE BAY AREA'S 27 TRANSIT AGENCIES, PEOPLE HAVE TROUBLE
6 JUST REMEMBERING THE ONE THAT SERVES THEIR LOCAL AREA. IT'S
7 HARD AND DIFFICULT TO TRANSFER BETWEEN, WHICH IS WHAT YOU HAVE
8 TO DO IF YOU WANT TO GO TO PLACES LIKE SAN FRANCISCO AND
9 BEYOND. I ECHO THE COMMENCE, LET'S INCLUDE THE ENTIRE PUBLIC
10 FROM THE SENIORS AND DISABLED TO PEOPLE LIKE ME, WHO ARE
11 PRIVILEGED TO BE ABLE TO GET UP AND BASICALLY GO AROUND AND
12 VOTE. SO LET'S GET EVERYBODY INVOLVED AND LET'S MAKE THIS
13 NETWORK MANAGEMENT THING HAPPEN THE RIGHT WAY TO SERVE
14 EVERYBODY IN THE BAY AREA. WE DESERVE IT. THANK YOU.

15
16 **CLERK, WALLY CHARLES:** THANK YOU. RICHARD HEDGES.

17
18 **RICHARD HEDGES:** THANK YOU. I HOOKED ON HERE TODAY, ACTUALLY,
19 TO SAY THAT I AGREE WITH RANDI KINMAN, AND SOME OF MY OTHER
20 POLICY ADVISORY COUNCIL MEMBERS. BUT I WANT TO SAY THAT I HAVE
21 SEEN, NOT AS FULL AN ATTEMPT, BUT BEGINNING AN ATTEMPT THAT
22 ONCE FAILED, I'M FEELING VERY HOPEFUL ABOUT THIS AND I HOPE
23 THAT WE GET TO A POINT WHERE THE SYSTEM IS INTEGRATED AND
24 RATIONAL WHERE WE ACTUALLY HAVE A NETWORK MANAGER THAT HAS
25 SOME AUTHORITY. BECAUSE WITHOUT IT WE'RE GOING TO CONTINUE



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1 ALONG THE SAME VEIN AS WE ALWAYS HAVE. IT'S NOT WORKING
2 CORRECTLY, AND WITH EMPHASIS GETTING PEOPLE BACK ON TRANSIT,
3 WE HAVE TO MAKE THIS WORK. THANK YOU.

4

5 **CLERK, WALLY CHARLES:** THANK YOU. THERE ARE NO MORE PUBLIC
6 COMMENTS.

7

8 **DENIS MULLIGAN, CHAIR:** THANKS WALLY. I WOULD LIKE TO THANK ALL
9 THE ADVISORY GROUP MEMBERS AND ALL THE PUBLIC FOR YOUR
10 ATTENTION TODAY THERE WAS A LOT. CLEARLY A LOT OF DETAIL, AND
11 YOU PAID ATTENTION AND PROVIDED THOUGHTFUL COMMENTS. THANK
12 YOU. VERY APPRECIATIVE FOR THAT. I'M GRATEFUL TO STAFF AND THE
13 CONSULTANT TEAM ESPECIALLY THERESE FOR HER LEADERSHIP. I WOULD
14 ALSO LIKE TO REMIND ALL OF YOU THAT WE'RE ABOUT TO GET REALLY
15 BUSY IN THE NEXT FEW MONTHS. I WOULD LIKE TO THANK YOU ALL IN
16 ADVANCE FOR YOUR WORK. IT'S GOING TO BE A PRETTY FAST PACE
17 MOVING FORWARD HERE TO GET THINGS DONE. I SHOULD -- MAYBE I'LL
18 PAUSE. ADINA HAS HER HAND RAISED. YOU WANT TO OFFER COMMENTS.

19

20 **ADINA LEVIN:** I WANT TO REFINE WHAT SOME OF MY POLICY ADVISORY
21 COUNCIL COLLEAGUES HAVE SAID IN TERMS OF INCORPORATING THE
22 FEEDBACK OF RIDERS. I UNDERSTAND THAT THAT'S NOT AN EASY THING
23 TO DO FOR SOMETHING THAT WE'RE DOING THAT'S SO ANALYTICAL AND
24 SO ABSTRACT AND MOST PEOPLE THAT ARE TRANSIT RIDERS OR
25 CUSTOMERS GRAVITATE TOWARDS THIS SPECIFIC AND CONCRETE, SO



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1 CREATING A FOCUS GROUP FORMAT THAT WILL GET SOMETHING
2 MEANINGFUL OUT OF PEOPLE ISN'T EASY. IT'S NOT EASY TO DO BUT
3 IT IS IMPORTANT. THERE IS SOME KINDS OF THINGS IN TERMS OF,
4 ARE YOUR NEEDS BEING MET BY THE STRUCTURES THAT ARE IN PLACE,
5 OR WHAT IS MISSING, THAT'S REALLY IMPORTANT TO HEAR FROM OUR
6 DIFFERENT KINDS OF CUSTOMERS. AND, SO, I TRUST THAT WITH THE
7 EXPERIENCE, PEOPLE CAN COME UP WITH A WAY TO HEAR FROM THE
8 DIFFERENT ELEMENTS OF THE CUSTOMER BASED TO INFORM THIS.

9

10 **DENIS MULLIGAN, CHAIR:** THANK YOU ADINA. AND KRISTIN A I'LL
11 TURN IT BACK OVER TO YOU. IF YOU COULD BE BRIEF WE'RE PAST OUR
12 TIME.

13

14 **CHRISTINE FITZGERALD:** THOSE ON THE COMMITTEES THAT SERVE
15 TRANSIT CAN ASSIST A GATHERING PEOPLE TOGETHER. I HAVE BEEN
16 THROUGH WHAT WE DO FOR WORK, SERVING ON THESE DIFFERENT
17 COMMITTEE ENTITY. THANK YOU.

18

19 **DENIS MULLIGAN, CHAIR:** THANKS CHRISTINE. THANK YOU EVERYBODY,
20 CONSULTING TEAM, TRUDY, AND THERESE MCMILLAN. I LOOK FORWARD
21 TO ALL THE GREAT WORK AHEAD IN THE NEXT FEW MONTHS. TO REMIND
22 EVERYBODY, OUR NEXT MEETING WILL BE OCTOBER 17TH AT 10:00 A.M.
23 SO UNTIL THEN, TAKE CARE AND BE SAFE. [ADJOURNED]

24

25

26

27



Broadcasting Government