

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



OCTOBER 26, 2022

1 **METROPOLITAN TRANSPORTATION COMMISSION**

2 **EXECUTIVE COMMITTEE**

3 **WEDNESDAY, OCTOBER 26, 2022 10:00 AM**

4

5 **ALFREDO PEDROZA, CHAIR:** THANK YOU TO MEMBERS OF THE PUBLIC AND  
6 COMMISSIONERS FOR HANGING IN THERE. I'M GOING TO CALL THE TO  
7 ORDER THE SPECIAL MTC EXECUTIVE COMMITTEE I'M ALFREDO PEDROZA,  
8 CHAIR, ALONG WITH NICK JOSEFOWITZ, VICE CHAIR. WITH THAT, CAN  
9 WE PLEASE ROLL THE ANNOUNCEMENT? [RECORDED MEETING PROCEDURES  
10 ANNOUNCEMENT] THIS MEETING WILL BE CONDUCTED AS A HYBRID  
11 MEETING A ZOOM WEBINAR LINK HAS BEEN PROVIDED AS WELL AS  
12 ACCOMMODATIONS FOR IN-PERSON ATTENDANCE. THIS MEETING IS ALSO  
13 BEING WEBCAST ON THE METROPOLITAN TRANSPORTATION COMMISSION  
14 WEB SITE. COMMISSIONERS AND MEMBERS OF THE PUBLIC  
15 PARTICIPATION BY ZOOM, WISHING TO SPEAK, SHOULD USE THE RAISE  
16 HAND FEATURE OR DIAL STAR 9, AND THE CHAIR WILL CALL UPON THEM  
17 AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE  
18 CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT  
19 IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND  
20 ORGANIZATION, BUT, PROVIDING SUCH INFORMATION IS VOLUNTARY.  
21 WRITTEN PUBLIC COMMENTS RECEIVED AT [INFO@BAYAREAMETRO.GOV](mailto:INFO@BAYAREAMETRO.GOV) BY 5  
22 P.M., YESTERDAY, WILL BE POSTED TO THE ONLINE AGENDA AND  
23 ENTERED INTO THE RECORD, BUT WILL NOT BE READ OUT LOUD. A ROLL  
24 CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND  
25 ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. IN



OCTOBER 26, 2022

1 ORDER TO PARTICIPATE, PLEASE MAKE SURE YOUR APPLICATION IS UP  
2 TO DATE.

3

4 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU FOR THAT. STAFF.  
5 LET'S MOVE TO ITEM ONE, ROLL CALL PLEASE.

6

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

8

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

10

11 **CLERK OF THE BOARD:** VICE CHAIR JOSEFOWITZ? VICE CHAIR? IS  
12 PRESENT IN THE BOARDROOM. I THINK HE JUST STEPPED AWAY FROM  
13 HIS MICROPHONE. COMMISSIONER DUTRA-VERNACI?

14

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

16

17 **CLERK OF THE BOARD:** COMMISSIONER GLOVER? IS ABSENT.  
18 COMMISSIONER LICCARDO?

19

20 **SAM LICCARDO:** HERE.

21

22 **CLERK OF THE BOARD:** THANK YOU. COMMISSIONER RABBIT?

23

24 **DAVID RABBIT:** HERE.

25



OCTOBER 26, 2022

1 **CLERK OF THE BOARD:** COMMISSIONER SPERING?

2

3 **JAMES P. SPERING:** PRESENT.

4

5 **CLERK OF THE BOARD:** COMMISSIONER WORTH?

6

7 **AMY R. WORTH:** HERE.

8

9 **CLERK OF THE BOARD:** THANK YOU. QUORUM IS PRESENT.

10

11 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. LET'S PROCEED TO ITEM TWO  
12 ON OUR AGENDA. WE HAVE CONSENT CALENDAR. ONE ITEM, MINUTES.  
13 I'LL LOOK FOR A MOTION.

14

15 **DAVID RABBIT:** SO MOVED, RABBIT. DUTRA-VERNACI DO THE DUTRA-  
16 VERNACI, SECOND.

17

18 **ALFREDO PEDROZA, CHAIR:** FIRST BY RABBIT, SECOND BY DUTRA-  
19 VERNACI. KIMBERLY DO WE HAVE ANY PUBLIC COMMENT?

20

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

24



OCTOBER 26, 2022

1 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. LET'S PROCEED WITH THE ROLL  
2 CALL.

3

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

5

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

7

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

9 COMMISSIONER DUTRA-VERNACI?

10

11 **AMY R. WORTH:** HE IS HERE. HE JUST STEPPED AWAY.

12

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

14

15 **CLERK OF THE BOARD:** COMMISSIONER DUTRA-VERNACI IS AN AYE.

16 COMMISSIONER GLOVER IS ABSENT. COMMISSIONER LICCARDO?

17

18 **SAM LICCARDO:** AYE.

19

20 **CLERK OF THE BOARD:** THANK YOU. COMMISSIONER RABBIT?

21

22 **DAVID RABBIT:** AYE.

23

24 **CLERK OF THE BOARD:** COMMISSIONER SPERING?

25



OCTOBER 26, 2022

1 **JAMES P. SPERING:** AYE.

2

3 **CLERK OF THE BOARD:** COMMISSIONER WORTH?

4

5 **AMY R. WORTH:** AYE.

6

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

9

10 **ALFREDO PEDROZA, CHAIR:** IT'S OKAY. IT'S BEEN A WHILE,  
11 KIMBERLY. THANK YOU VERY MUCH.

12

13 **CLERK OF THE BOARD:** THANK YOU.

14

15 **ALFREDO PEDROZA, CHAIR:** MOVING TO ITEM 3A, NOT MAKING LIGHT OF  
16 WHAT IS ON THE AGENDA FOR THE EXECUTIVE COMMITTEE MEETING. WE  
17 HAVE PUT A LOT OF WORK INTO IT AND WE HAVE HAD GREAT MEETINGS  
18 AROUND IT. PRECURSOR 3A IS THE TRANSFORMATION TRANSFORMATIVE  
19 ACTION PLAN THIS IS AN UPDATE. I'LL TURN IT OVER TO THERESE  
20 MCMILLAN OUR EXECUTIVE DIRECTOR WHO WILL KICK IT OFF.

21

22 **THERESE MCMILLAN:** THANK YOU ALL. I WILL BE SHARP AND TO THE  
23 POINT, GIVEN THE HOUR. THERE ARE THREE DIFFERENT PRESENTATIONS  
24 WE'RE BRINGING TO YOU TODAY AND I WANT TO CONNECT THE DOTS  
25 BETWEEN THEM BECAUSE THEY ARE MUTUALLY ENFORCING. FIRST WE'RE



OCTOBER 26, 2022

1 GOING PROVIDE AN UPDATE AND STATUS AND PROGRESS RELATED TO THE  
2 TRANCE TRANSFORMATIVE ACTION PLAN BRADLEY, AND THIS INCLUDES A  
3 PRESENTATION BY OUR TRANSIT PARTNERS AND AS PART OF THAT ONE  
4 THING WE WILL BE NOTING IS THE CONTINUING FINANCIAL AND POLICY  
5 OVERLAY OF THE PENDING FISCAL CLIFF THAT MANY OF OUR OPERATORS  
6 ARE FACING AND NECESSARILY PRESENTS A CONTEXT IN WHICH OUR  
7 PROGRESS NEEDS TO BE ASSESSED. THAT SAID, A SECOND ELEMENT OF  
8 OUR PRESENTATION IS BUILT ON A KEY FINDING OF THE  
9 TRANSFORMATIVE ACTION PLAN WHICH IS THAT IF WE'RE GOING  
10 IMPROVE TRANSIT FOR OUR CUSTOMERS, THAT IS GOING TO REQUIRE  
11 REFINING A BAD OF ACTIVITIES THAT MIGHT BE BEST DONE  
12 REGIONALLY, AS OPPOSED TO A FOCUS AT THE LOCAL LEVEL. THAT  
13 ASSESSMENT IS A CORE FOCUS OF THE REGIONAL NETWORK MANAGEMENT  
14 BUSINESS CASE, WHICH IS THE SECOND ITEM THAT WE WILL BE  
15 UPDATING YOU ON IN TERMS OF BRINGING UP TO SPEED ON THAT  
16 EFFORT. THIRD A RELATED EFFORT THAT FOCUSES ON A SUBSET OF  
17 REGIONAL ACTIVITIES AS IT MAY APPLY TO OUR REGIONAL RAIL  
18 OPERATORS. AND THESE, YOU KNOW, WHAT'S IMPORTANT TO RECOGNIZE  
19 AT THE OUTSET THERE, IS THAT BY DEFINITION, OUR RAIL OPERATORS  
20 HAVE A CLEAR REGIONAL, SOMETIMES MEGA REGIONAL FOOTPRINT,  
21 PHYSICALLY, AS WELL AS IN THEIR BROAD 40s, WE CONDUCTED A  
22 REGIONAL RAIL STUDY FOCUSED ON THE SUBSET IMPORTANTLY  
23 RECOGNIZED THAT THAT INTEGRATED INTO THE CONSIDERATIONS FOR  
24 THE REGIONAL NETWORK MANAGEMENT PROGRAM MORE BROADLY. IN TERMS  
25 OF ILLUSTRATING HOW THESE THREE EFFORTS ARE RELATED AND



OCTOBER 26, 2022

1 MUTUALLY REINFORCING STARTED WITH THE BROAD AND GOING DOWN TO  
2 THE MORE NARROW. WITH THAT I'LL TURN IT OVER TO STAFF AND OUR  
3 CHAIR.

4

5 **ALFREDO PEDROZA, CHAIR:** WE'LL TURN IT OVER TO MELANIE CHOY.

6

7 **MELANIE CHOY:** GOOD MORNING COMMISSIONERS. MELANIE CHOY STAFF  
8 JOINING ME TODAY, CAROLYN GONOT VTA DEN 'TIS M, GOLDEN GATE  
9 TRANSIT AND BOB POWERS WITH BART KICKING OFF THE PRESENTATION  
10 UPDATES ON THE ACTION PLAN TO THE TRANSIT AGENCY AND PROVIDING  
11 ADDITIONAL UPDATES ON THE COLLECTIVE COORDINATION EFFORTS.  
12 NEXT SLIDE. SO THE ACTION PLAN WAS ADOPTED LAST YEAR AND IT  
13 OUTLINES 27 ACTION ITEMS ACROSS FIVE OUTCOME AREAS WITHIN  
14 THESE ACTIONS -- OOPS. YEAH. WITHIN THESE ACTIONS WE HAVE  
15 IDENTIFIED THREE AREAS FOR ACCELERATED FOCUS. AND THESE ARE  
16 FARE COORDINATION, MAPPING, AND WAYFINDINGS, AND TRANSIT  
17 PRIORITY. AND BEFORE I GET INTO THE ACTION UPDATES I WANTED TO  
18 HIGHLIGHT SOME FOUNDATIONAL ELEMENTS THAT UNDERPIN THE SUCCESS  
19 OF THE ACTION PLAN. AND, SO, THE FIRST THING IS SECURING  
20 FUNDING. AND WHAT WE HAVE BEEN DOING IS WORKING TO SECURING  
21 FUNDS NEEDED TO IMPLEMENT THE ACTION PLAN. IF YOU WILL RECALL,  
22 WE SECURED AMERICAN RESCUE PLAN FUNDING LAST YEAR, AND THE  
23 COMMISSION SET-ASIDE ABOUT \$85 MILLION TO PROVIDE CRITICAL  
24 INITIAL FUNDING. SEQUENTIAL, WE'RE ALSO SECURED OBAG THREE  
25 FUNDS AND WE ARE CURRENTLY PURSUING REGIONAL EARLY ACTION PLAN





OCTOBER 26, 2022

1 FUNDING TO FULFILL THE THREE YEAR SCOPE OF THE TRANSIT  
2 TRANSFORMATION ACTION PLAN. SO, IN ADDITION TO SECURING NEW  
3 FUNDS, WE ARE CONTINUALLY EVALUATING EXISTING RESOURCES, AND  
4 ALSO REPRIORITIZING WORK TO MAKE EFFECTIVE USE OF OUR  
5 RESOURCES AT HAND. AND, AGAIN, THE ACTION PLAN IS TO SCOPE OUT  
6 ON A THREE YEAR TIME FRAME, BUT IN THE LONG-TERM, WE KNOW THAT  
7 THERE ARE ADDITIONAL FUNDING NEEDS TO COMPLETE AND ADVANCE  
8 THESE ACTIONS FURTHER. SO, IT WILL TAKE A COMBINATION OF  
9 REVIEWING OUR EXISTING RESOURCES, EXISTING FUNDING STREAMS,  
10 LOOKING AT UNCOMMITTED BUT ANTICIPATED SOURCES -- UNCOMMITTED  
11 BUT ANTICIPATED SOURCES, STATE AND FEDERAL FUNDING PROGRAMS,  
12 AS WELL AS FUNDING SUCH AS A REGIONAL MEASURE. AND THEN A  
13 SECOND IMPORTANT ASPECT OF THE PROGRAM AS IN MOBILIZATION AND  
14 SEQUENCING OF PRIORITIES WHICH IS FOCUSED ON IMPLEMENTATION OF  
15 THE ACTION PLAN ITSELF. WE HAVE FOCUSED ON ADVANCING THE  
16 ACTIONS THAT WERE WELL UNDERWAY, WHICH IS GENERALLY THE  
17 ACCELERATED ACTION ITEMS BUT MANY OF THE OTHER ITEMS ARE ALSO  
18 UNDERWAY, AS WELL. AND, THESE WERE THE MAPPING AND WAYFINDING  
19 PROJECTS, THE TRANSIT IMPROVEMENTS ON I-80 AND THE FARE  
20 COORDINATION EFFORTS. AND NOW THAT THOSE ARE WELL UNDERWAY WE  
21 ARE ADVANCING THE OTHER ACTION ITEMS THAT ARE NOT AS FAR ALONG  
22 IN THEIR SCOPING. THIRD COMPONENT OF SUPPORTING THE ACTION  
23 PLAN IS POLICY AND LEGISLATION, AND THESE ARE INTERWOVEN  
24 THROUGHOUT THE ACTION PLAN AN EXAMPLE WAS PASSAGE OF SB 922  
25 WHICH EXTENDS THE CEQA EXEMPTION FOR TRANSIT AND BIKE PED



OCTOBER 26, 2022

1 PROJECTS TO 2030. ON THE HORIZON IS 2023 STATE AND FEDERAL  
2 ADVOCACY PROGRAM. AND THE LAST COMPONENT TO HIGHLIGHT IS  
3 COLLABORATION AND PARTNERSHIP. SO, THIS WAS CENTRAL TO THE  
4 SUCCESS OF THE BLUE RIBBON TRANSIT RECOVERY TASK FORCE AND WE  
5 HAVE CONTINUED TO CARRY ON THAT THREAD THROUGH THIS WORK. ON A  
6 NUMBER OF PROJECTS WE ALSO HAVE BEEN WORKING WITH TRANSIT  
7 AGENCIES TO OUTLINE THE PROJECT MANAGEMENT APPROACHES WHICH  
8 ALSO DOES INCLUDE A COPROJECT MANAGEMENT OR OPERATOR ADVISER  
9 ROLES THAT ARE BUILT INTO THE PROJECT TEAM ITSELF. THE OTHER  
10 THING WE WANTED TO HIGHLIGHT IN TERMS OF COLLABORATION IS THE  
11 POLICY ADVISORY COUNCIL. WE HAVE REFORMULATED AN AD-HOC FARE  
12 COORDINATION INTEGRATION SUBCOMMITTEE OF THE POLICY ADVISORY  
13 COUNCIL, AND THAT HAS TURNED INTO THE TRANSIT TRANSFORMATION  
14 ACTION PLAN SUBCOMMITTEE. AND THE SUBCOMMITTEE IS COMPRISED OF  
15 BOTH POLICY ADVISORY COUNCIL MEMBERS, BUT ALSO REPRESENTATIVES  
16 FROM OTHER INTEREST GROUPS AND STAKEHOLDER GROUPS. NEXT SLIDE,  
17 PLEASE. SO, HERE IN THE NEXT SEVERAL SLIDES I'LL PROVIDE A  
18 HIGH-LEVEL UPDATE ON THE ACTION PLAN ACTIVITIES BEING LED BY  
19 STAFF THROUGHOUT MTC AND ALSO IN COLLABORATION WITH PARTNER  
20 AGENCIES. AS A REMINDER THE THREE PRIORITY ACCELERATED AREAS  
21 WERE FARE COORDINATION, MAPPING, WAYFINDING AND TRANSIT  
22 PRIORITY. FIRST, AID UNDER FARE COORDINATION WE INSTITUTED THE  
23 LAUNCH OF PASS PILOT PROGRAM NOW BRANDED AS CLIPPER BAY PASS  
24 SOLD AT FOUR EDUCATIONAL INSTITUTIONS LATER THIS MONTH IT'S  
25 PARTICIPATED THE PILOT WILL BE EXPANDING TO SELECTED



OCTOBER 26, 2022

1 AFFORDABLE HOUSING COMMUNITIES MANAGED BY MID-PEN HOUSING AND  
2 IN 2023 A FURTHER EXPANSION ANTICIPATED AT A WIDE RANGE OF BAY  
3 AREA EMPLOYERS FOR THE CLIPPER BAY PASS PILOT. ANOTHER MAJOR  
4 COMPONENT OF THIS WORK IS THE DEVELOPMENT OF A NO-COST REDUCED  
5 COST INTER-AGENCY TRANSFER POLICY AND THIS WAS ALSO A  
6 RECOMMENDATION FROM THE TRANSIT FARE POLICY VISION STATEMENT  
7 FROM 2020 AND 2021 TIME PERIOD. AND MOVING ON TO THE MAPPING  
8 AND WAYFINDING WORK, THERE ARE TWO MAIN COMPONENTS TO THIS  
9 EFFORT THAT WILL BE CLOSELY COORDINATED AND THE FIRST IS THE  
10 SYSTEMS PLANNING. THE MAPPING AND WAYFINDING DESIGN STANDARDS  
11 AND DEVELOPMENT PROTOTYPING AND SUBREGIONAL PILOT  
12 IMPLEMENTATION IS UNDER WAY. WE HAVE CONSULTANTS ON BOARD, AND  
13 THE PROJECT TEAM AND THE CONSULTANTS ARE DEVELOPING A DETAILED  
14 WORK PLAN AND STAKEHOLDER ENGAGEMENT APPROACH. AND THE SECOND  
15 UNDER PINNING COMPONENT OF THE MAPPING AND WAYFINDING IS  
16 PROCUREMENT FOR THE REGIONAL MAPPING AND DATA SERVICES  
17 PLATFORM. THE CONSULTANT IS ANTICIPATED TO BE SELECTED AT THE  
18 END OF THIS YEAR AND WHAT THIS, INITIALLY IT WILL DELIVER THE  
19 NECESSARY DIGITAL MAP SERVICE AREAS FROM CLOUD BASED DATA  
20 SYSTEM BUT OVER TIME IS ENVISIONED TO BECOME A COLLABORATIVELY  
21 MAINTAINED ONLINE MAPPING DATA RESOURCE FOR ALL REGIONAL  
22 STAKEHOLDERS THIS IS THE BACK END DATA SYSTEM TO SUPPORT THE  
23 CUSTOMER-FACING COMPONENTS FROM THE SYSTEM DESIGN. NEXT SLIDE  
24 PLEASE. SO, TRANSIT NETWORK IS OUR LARGEST OUTCOME CATEGORY,  
25 AND IT'S PROBABLY THE MOST COMPLEX IN OUR ACTION PLAN BY FAR.



OCTOBER 26, 2022

1 ANOTHER TRANSIT PRIORITY CATEGORY, WE HAVE ADVANCED THE DESIGN  
2 WORK ON THE I-880 TRANSIT PROJECTS ON THE BAY BRIDGE AND ALSO  
3 LEVERAGING PRIOR OBAG COMMITMENTS WE HAVE RECENTLY ISSUED A  
4 SUPPORT FOR INITIATIVES CALL FOR PROJECTS APPROXIMATELY 15 TO  
5 \$20 MILLION AS AN EARLY INVESTMENT FOR ARTERIAL TRANSIT  
6 PRIORITY PROJECTS AND THESE PROJECTS SHOULD BE SELECTED IN  
7 EARLY 2023. THE NEXT ITEMS ON THIS LIST TODAY, ALSO -- THE  
8 NEXT -- THE NETWORK MANAGEMENT ASSESSMENT AND THE RAIL  
9 PARTNERSHIP STUDY, WILL BE COVERED IN MORE DETAIL ON YOUR  
10 AGENDA AFTER THIS ITEM, BUT BOTH OF WHICH ARE ANTICIPATED TO  
11 DELIVER RECOMMENDATIONS LATER THIS YEAR AND ALSO EARLY NEXT  
12 YEAR. WITH RESPECT TO THE CONNECTED NETWORK PLAN, IT'S BEEN A  
13 REALLY IMPORTANT AND FUNDAMENTAL COMPONENT OF HIGH INTENSE  
14 DISCUSSION. MTC STAFF HAS BEEN WORKING WITH TRANSIT AGENCY  
15 STAFF FOR THE PAST SEVERAL MONTHS ON OUTLINING INITIAL DRAFT  
16 SCOPE, SCOPES AND SCHEDULES. STAFF HAS ALSO CONTINUED TO  
17 EXPLORE WAYS TO ADVANCE THE CONNECTED NETWORK PLAN INCOME A  
18 TIMELY AND EFFECTIVE MANNER, AND SO THIS DOES INCLUDE LOOKING  
19 AT POTENTIAL SYNERGIES BETWEEN THE CONNECTED NETWORK PLAN AS  
20 WELL AS PLANNED BAY AREA EFFORTS. SO, ADDITIONAL INFORMATION  
21 IS ANTICIPATED TO COME TO THE COMMISSION IN THE COMING MONTHS.  
22 AND THEN THE LAST UPDATE I WILL MENTION IN TERMS OF THE  
23 TRANSIT NETWORK CATEGORY OF PROJECTS IS REALTIME DATA, AND  
24 STAFF HAS BEEN WORKING ON DEVELOPING REGIONAL DATA STANDARDS,  
25 WE SURVEY OPERATORS AND ASSESSMENT IS UNDERWAY TO ASSESS THE



OCTOBER 26, 2022

1 STATUS OF THE DATA STANDARD COMPLIANCE LOOKING AT GAPS AND  
2 NEEDS. AND SO THIS IS UNDERWAY. AND WE HOPE TO HAVE SOME  
3 RECOMMENDATIONS EARLY NEXT YEAR. NEXT SLIDE PLEASE. IN TERMS  
4 OF THE -- THESE ARE THE LAST TWO CATEGORIES AND OUTCOME AREAS,  
5 ACCESSIBILITY, IN TERMS OF THE FOURTH CATEGORY OR FOURTH  
6 OUTCOME AREA, THE SET OF ACTIONS LISTED UNDER ACCESSIBILITY.  
7 WHAT WE HAVE DONE IS TO MOVE THESE ACTIONS FORWARD QUICKLY. WE  
8 HAVE BUNDLED THESE ACTIONS TOGETHER AS PART OF AN ACCESS AND  
9 MOBILITY WORK PLAN. SO THIS WORK PLAN HAS ALSO BEEN INTEGRATED  
10 WITH THE 2023 UPDATE OF THE COORDINATED PLAN, THE COORDINATED  
11 PUBLIC TRANSIT HUMAN SERVICES PLAN ALSO KNOWN AS THE  
12 COORDINATED PLAN KICKOFF ACTIVITIES HAPPENED THIS PAST SUMMER  
13 2022, AND IS ANTICIPATED TO WRAP UP IN EARLY 2024. CAT LAST  
14 DECEMBER WE HELD LISTENING SESSIONS TO HEAR PERSPECTIVES ON  
15 THE FUTURE OF FUNDING MEASURES AND HAD SEVERAL DISCUSSIONS  
16 WITH THE JOINT MTC ABAG LEGISLATION COMMITTEES STARTING IN  
17 FALL OF 2022, AND 2023 STAFF WILL BE COMMENCING STAKEHOLDER  
18 ENGAGEMENT AND ACTIVITIES WITH STAKEHOLDERS, TRANSIT  
19 TRANSPORTATION AGENCIES AND KEY ADVOCACY ORGANIZATIONS. STAFF  
20 IS MONITORING POTENTIAL QUESTIONS TO GAIN INSIGHT ON BAY AREA  
21 RESIDENTS CURRENT PRIORITIES WITH EXPECTATION OF  
22 TRANSPORTATION. THAT CONCLUDES MY PORTION OF THE UPDATE ON THE  
23 ACTION PLAN. AND I'M GOING TO TURN IT OVER TO DENIS MULLIGAN,  
24 WITH GOLDEN GATE TRANSIT TO KICKOFF THE OPERATOR PRESENTATION.  
25



OCTOBER 26, 2022

1 **DENIS MULLIGAN:** THANK YOU MELANIE. COULD WE CALL UP THE  
2 TRANSIT SLIDE DECK? WAITING FOR THAT. IS IT POSSIBLE FOR STAFF  
3 TO CALL UP OUR SLIDE DECK? I PROMISE WE WON'T GO THROUGH ALL  
4 THE SLIDES. THANK YOU. I WOULD BE REMISS IF I DIDN'T START OFF  
5 BY ACKNOWLEDGING AND THANKING MTC FOR YOUR LEADERSHIP.  
6 LEADERSHIP AND SUPPORT FOR TRANSIT IN THE REGION FOR LEADING  
7 THE BLUE RIBBON TRANSIT RECOVERY TASK FORCE DEVELOPING THE  
8 TRANSFORMATION ACTION PLAN AND IMPORTANTLY GRAVITATING IN  
9 PARTNERSHIP WITH THE TRANSIT OPERATORS FUNDING NECESSARY,  
10 SUSTAINING AND IMPROVING OUR REGIONAL TRANSIT NETWORK WE  
11 APPRECIATE THE COORDINATION AND ALSO RECOGNIZE THERE IS MUCH  
12 WORK AHEAD OF US. NEXT SLIDE PLEASE.

13

14 **ROBERT POWERS:** LET ME WALK THE BOARD THROUGH THIS NEXT SLIDE,  
15 HERE, BUT PRIOR TO DOING THAT, I JUST WANT TO GO ON RECORD AS  
16 THANKING MELANIE CHOY FOR A VERY THOROUGH PRESENTATION ON THE  
17 TRANSFORMATION ACTION PLAN AND THE PROGRESS BEING MADE ON THAT  
18 WITH HER LEADERSHIP. THANK YOU FOR THAT MS. CHOY. IN THE TITLE  
19 T THE WORD UNCERTAINTY, JUST TO TAKE A MOMENT TO REMIND  
20 EVERYONE THAT WE CONTINUE TO OPERATE IF A VERY MUCH, IN THE  
21 CONTEXT OF UNCERTAINTY. YOU KNOW, RIDERS, YOU CAN SEE THE  
22 GRAPH THERE, RIDERSHIP, SLOWLY IS INCREASING, BUT THE PATH TO  
23 RECOVERY HAS CERTAINLY BEEN BUMPY AND A BIT SLOWER THAN  
24 EXPECTED. AND YOU KNOW, THE BOXES BELOW GIVE THE PERCENTAGES  
25 AS A BASE OF PRECOVID RIDERSHIP THERE. AND IF YOU WERE TO



OCTOBER 26, 2022

1 COUPLE THAT UNCERTAINTY WITH SOME OF THE OTHER CHARGES, SUCH  
2 AS STAFFING, WHETHER IT'S AN OPERATOR OR STATION AGENT, IT  
3 JUST MAKES FOR A LEVEL OF UNCERTAINTY. AND WE JUST WANTED TO  
4 REMIND THE COMMISSIONERS OF THAT. AND IF WE GO TO THE NEXT  
5 SLIDE, NOT UNRELATED, COMMISSIONERS, TO THE UNCERTAINTY WITH  
6 RIDERSHIP, IS THE UNCERTAINTY WITH RESPECT TO THE FISCAL CLIFF  
7 THAT THE OPERATORS IN THE BAY AREA ARE CHALLENGED WITH IN KIND  
8 OF THE NEAR FUTURE HERE. SO, WE'RE VERY GRATEFUL IN WORKING  
9 WITH MTC AND OUR LOCAL FEDERAL AND STATE DELEGATION FOR THE  
10 FEDERAL FUNDS. AND AS THOSE FEDERAL FUNDS ARE EXPIRED, WE'RE  
11 NOW WORKING VERY CLOSELY WITH THE EXECUTIVE DIRECTOR OF MTC,  
12 AND HER TEAM, ABOUT WHAT THIS LOOKS LIKE GOING FORWARD. WHERE  
13 ARE THERE OPPORTUNITIES TO IDENTIFY POSSIBLE FUNDING SOURCE TO  
14 BE ABLE TO ADVOCATE FOR TRANSIT RESOURCES AT THE STATE AND THE  
15 FEDERAL LEVEL. AND YOU KNOW, I JUST WANT TO ASSURE THE  
16 COMMISSIONERS HERE ON THE CALL, WE'RE WORKING, THE OPERATORS  
17 ARE WORKING VERY, VERY CLOSELY WITH EXECUTIVE DIRECTOR  
18 MCMILLAN AND OTHERS ON YOUR TEAM, WITH RESPECT TO THE FISCAL  
19 CLIFF THAT'S RIGHT AROUND THE CORNER HERE. AND THEN THE NEXT  
20 SLIDE HERE, IF WEEKEND GO TO THE NEXT SLIDE, PLEASE? SO, YOU  
21 JUST HEARD MELANIE CHOY OUTLINE THE 27 ACTIONS THAT WERE  
22 IDENTIFIED IN THE BLUE RIBBON TASK FORCE, AND YOU KNOW, THE  
23 SLIDE IN FRONT OF YOU HAS GOT THE FIVE TRANSFORMATIONAL  
24 OUTCOMES THAT ARE PART OF THE 27 ACTIONS. AND, SO, THE  
25 PRESENTATION WE'RE GOING TO WALK YOU THROUGH, AS DENNIS JUST



OCTOBER 26, 2022

1 SAID, WE'RE NOT GOING TO WALK THROUGH ALL THE SLIDES WITH YOU,  
2 BUT WE'RE GOING TO GIVE YOU EXAMPLES OF EACH ONE OF THESE FIVE  
3 CATEGORIES HERE. YOU KNOW? THE REST OF THE INFORMATION IS IN  
4 THE DECK. WE'RE HERE TO DO Q&A WITH THE COMMISSIONERS, AS YOU  
5 SEE FIT. AND THEN THE LAST POINT I WANTED TO LEAVE YOU WITH ON  
6 THIS SLIDE IS TO REMIND YOU, OR TO RE-ESTABLISHED THE LEVEL OF  
7 COMMISSION OF THE COOPERATION THAT THE OPERATORS ARE WORKING  
8 TOGETHER RIGHT NOW, IS WE MEET WEEKLY EVERY MONDAY MORNING AND  
9 WE TALK ABOUT EVERYTHING FROM FINANCIAL STABILITY, PLANNING TO  
10 LEGISLATIVE ADVOCACY, TO OUR COMMUNICATIONS, AND IT'S THE  
11 GM'S. IT'S THE EXECUTIVE STAFF. IT'S THE STAFF, AND I WOULD  
12 JUST LIKE TO REPORT-OUT, THAT MEETING IS HELD IN VERY, VERY  
13 HIGH REGARD. AND IT'S ONLY ON A RARE OCCASION THAT A GM OR  
14 EXECUTIVE MEMBER DOES NOT ATTEND THAT MEETING FROM THE GENERAL  
15 MANAGER. SO, I JUST WANTED TO MAKE SURE THAT YOU WERE TRACKING  
16 ON THAT. NEXT SLIDE, PLEASE.

17

18 **CAROLYN GONOT:** IT'S CAROLE GONOT WITH VTA. I WANT TO TOUCH ON  
19 THE FUNDING AND LEGISLATIVE ADVOCACY. WE COORDINATE VERY  
20 CLOSELY WITH MTC AND APPRECIATE ALL THE WORK WE HAVE DONE IN  
21 THIS AREA AND BEING ABLE TO ADVOCATE FOR ADDITIONAL FUNDING  
22 AND EXPANDING OUR SERVICES. ALTHOUGH WE HAVE MADE GREAT  
23 PROGRESS IN THE LAST FEW YEARS AS BOB JUST MENTIONED, WE HAVE  
24 A WAYS TO GO, PARTICULARLY DUE TO THE FISCAL CLIFF THAT WE SEE  
25 COMING UP. SO, ONGOING ADVOCACY AND COORDINATION OVER THE NEXT





OCTOBER 26, 2022

1 YEAR WILL BE CRITICAL, MTC'S LEADERSHIP ROLE IN THIS WILL BE  
2 ESSENTIAL. AND PARTICULARLY, AS WE TRY TO SEEK A WAY TO A  
3 REVENUE AND BY WAY OF ALLOCATING FOR STATE FUNDS. NEXT SLIDE.  
4 ANOTHER AREA I WANT TO TALK ABOUT IS THE TRANSIT NETWORK  
5 PRIMARILY SERVICES AND SCHEDULES IN COORDINATION WITH THAT,  
6 AND THAT MIGHT SEEM LIKE SOMETHING WE SHOULD BE DOING ALL  
7 ALONG, AND WE WERE, BUT REALLY DIGGING INTO HOW WE DO THIS  
8 BETTER FOR THE ENTIRE REGION. THERE IS A LOT OF DETAILS AND  
9 TECHNICAL ASPECTS IN DEALING WITH THAT. SO COORDINATING THESE  
10 SCHEDULES WE KNOW IS IMPORTANT TO IMPROVING CONNECTIONS,  
11 IMPROVE BEING THE RIDERSHIP EXPERIENCE, AND PARTICULARLY WHEN  
12 THEY DO HAVE TO TRANSFER BETWEEN SERVICES TO GET TO WHERE THEY  
13 NEED TO GO. SO, WORKING ON THOSE PROCESSES REALLY HELP US MAKE  
14 THOSE CHANGES THAT ALIGN BETTER. NOT JUST FOR BETTER SCHEDULE  
15 COORDINATION, BUT ALSO JUST TOOLS FOR SUCCESS, PARTICULARLY IN  
16 THE WAYS WE COMMUNICATE TO OUR RIDERS. I'M GOING TO GIVE AN  
17 EXAMPLE THAT MIGHT NOT SEEM LIKE SOMETHING YOU WOULD THINK  
18 ABOUT, FOR EXAMPLE, A LOT OF OUR SCHEDULES, WHEN WE CHANGE OUR  
19 SCHEDULES, DO GOT ALIGN THROUGHOUT THE BAY AREA. SO VTA MAY  
20 CHANGE, HAVE A NEW SERVICE PLAN THAT'S COMING UP, OR TWEAKS TO  
21 THEIR SCHEDULE, AND BART MAY, AS WELL, BUT THEY DON'T ALIGN  
22 UP. SO, NOW WE ARE WORKING REALLY CLOSELY WITHIN OUR LABOR  
23 PARTNERS IN EACH OF OUR AGENCIES TO LINE UP OUR SIGN UP  
24 SCHEDULES TO MAKE SURE THOSE SERVICES HAPPEN AT THE SAME TIME  
25 AND ARE COMMUNICATED TO THE RIDING PUBLIC. IN ADDITION WE'RE



OCTOBER 26, 2022

1 PROVIDING ABILITY TO PLAN FOR THOSE CONNECTIONS AND THIS IS  
2 COMMUNICATING THOSE SERVICE CHANGES AT THE SAME TIME, HAVING A  
3 UNIFIED VOICE AND CANNOT PUBLIC INFORMATION THROUGHOUT THE BAY  
4 AREA. SO THIS IS REALLY WHERE OUR TEAMS, THROUGHOUT EACH OF  
5 OUR AGENCIES ARE WORKING CLOSELY TOGETHER TO HELP DO THAT. SO  
6 JUST WANT TO SAY HOW IMPORTANT THOSE CONNECTIONS ARE AND HOW  
7 WE'RE REALLY MOVING INTO, SORT OF, USING TECHNOLOGIES AS WE  
8 CAN TO HELP SUPPORT THOSE EFFORTS. NEXT SLIDE.

9

10 **DENIS MULLIGAN:** THIS IS DENIS MULLIGAN AGAIN WITH GOLDEN GATE.  
11 GETTING BUSES AND LIGHT RAIL THAT OPERATES ON STREETS OUT OF  
12 TRAFFIC IS CRITICAL. IF WE WANT TO MEET THE GREENHOUSE GAS  
13 EMISSION GOALS AND INCREASE TRANSIT RIDERSHIP IT'S VITAL TO  
14 SPEED UP BUS TRIPS AND LIGHT RAIL TRIPS ON STREETS F SOMEONE  
15 WHO CAN'T AFFORD A CAR IS STUCK ON A SLOW BUS RIDE THAT'S NOT  
16 CREDIBLE. MUCH MORE WORK IS NEEDED IN THIS AREA TO SPEED UP  
17 TRANSIT SO PEOPLE WANT TO RIDE TRANSIT. WE LOOK FORWARD TO  
18 WORKING WITH MTC, WITH CALTRANS AND WITH LOCAL CITIES TO  
19 CONTINUE TO MAKE PROGRESS TO GET PEOPLE ON FASTER RIDES ON  
20 TRANSIT. SKIP THE NEXT TWO SLIDES AND GO TO THE ONE AFTER,  
21 SLIDE EIGHT.

22

23 **CAROLYN GONOT:** I WANT TO TALK ABOUT THE ZERO-EMISSIONS BUS AND  
24 TRANSIT PARTICULARLY ON THE BUS SIDE FOR TRANSIT. WE'RE  
25 WORKING CLOSELY ON A REGIONAL LEVEL TO LOOK AT OUR FACILITIES



OCTOBER 26, 2022

1 AND TO BE ABLE TO PREPARE FOR GOING TO A ZERO EMISSION BUS  
2 FLEETS. MUCH OF THIS IS COORDINATING WITH MTC ON A REGIONAL  
3 STRATEGY FOR ZERO-EMISSIONS BUS IMPLEMENTATION. SO FOR  
4 EXAMPLE, WE'RE LOOKING AT BUS CHARGERS AT THE BART STATIONS  
5 THAT DIFFERENT AGENCY OPERATORS COULD GO TO SHOULD IT BE  
6 SHARED BY VARIOUS OPERATORS. WE'RE LOOKING AT THE SAME THING  
7 AT SOME OF OUR TRANSIT CENTERS AS WELL. WE'RE PUTTING TOGETHER  
8 A REGIONAL STUDY TO ACTUALLY HELP US MAP OUT THE  
9 IMPLEMENTATION OF ZERO EMISSION BUSES. WE'RE ALL MOVING IN THE  
10 SAME DIRECTION HERE, ALL OF THE TRANSIT OPERATORS, ALL OF THE  
11 BUS OPERATORS, THROUGHOUT THE REGION, BUT I REALLY JUST WANT  
12 TO MAKE SURE, THIS IS REALLY IMPORTANT TO ME, IS THAT WE'RE  
13 COORDINATED WELL, THAT WE'RE ALL IN FAVOR SUPPORTING EACH  
14 OTHER GOING FORWARD, AND THAT WE'RE REALLY ABLE TO BENEFIT  
15 FROM WHAT WE'RE LEARNING. THIS IS DIFFERENT FROM ANYTHING HOW  
16 WE'RE GOING TO DEVELOP OUR WORKFORCE AND LEARNING ZERO-  
17 EMISSIONS TECHNOLOGY, AND HOW DO WE PURCHASE THE BUSES AND IS  
18 IT POSSIBLE TO HAVE A PROCUREMENT THAT ALLOWS MANY AGENCIES TO  
19 PURCHASE FROM THAT SAME PROCUREMENT. SO WORKING CLOSELY WITH  
20 MTC IN THIS AREA, AS WELL AS AMONG THE TRANSIT OPERATORS. SO  
21 I'M GOING TO TURN THIS TO DENNIS TO CLOSE OUT OUR  
22 PRESENTATION.

23

24 **DENIS MULLIGAN:** WE HAVE MANY EXAMPLES IN OUR SLIDE DECK THAT  
25 OUTLINES THE WORK WE'RE ADVANCING, WE UNDERSTAND THE HOUR IS



OCTOBER 26, 2022

1 LATE. WE ENCOURAGE TO YOU REVIEW THE MATERIALS IN THE SLIDE  
2 DECK TO SEE MORE. THERE IS A LOT OF WORK UNDERWAY AND MORE TO  
3 COME. I WOULD LIKE TO CLOSE WITH KEY POINTS. PARTNERSHIP IS  
4 CRITICAL. THANK YOU MTC FOR PARTNERS WITH THE TRANSIT  
5 OPERATORS WE RECOGNIZE THE CHOICE YOU MAKE AND WE APPLAUD YOUR  
6 CHOICE. SECOND WE'RE ALL OPERATING IN THE FACE OF A FISCAL  
7 CLIFF CONTINUED COLLABORATION ON TRANSIT FUNDING IS VITAL TO  
8 MEET THE BAY AREA PLANNED BAY AREA 2050 GOALS AND KEEP PEOPLE  
9 MOVING. CUSTOMER SERVICE WE UNDERSTAND WE NEED TO WORK ON  
10 TRANSIT BETTER. WE RECOGNIZE WE HAVE MORE WORK TO DO TO MAKE  
11 TRANSIT EQUITABLE AND MORE ATTRACTIVE TO GROW RIDERSHIP BACK  
12 IN THE REGION WE LOOK FORWARD TO WORKING COLLABORATIVELY  
13 TOWARD AN IMPROVE THE REGIONAL TRANSIT NETWORK AND WORKING IN  
14 COORDINATION.

15

16 **ALFREDO PEDROZA, CHAIR:** THANK YOU DENNIS FOR YOUR  
17 PRESENTATION. THINKING OF MTC AND THE PARTNERSHIP IT'S ALSO A  
18 CHOICE YOU CHOSE AND HAVE BEEN ENGAGED TO PARTICIPATE AND WE  
19 ACKNOWLEDGE WE CAN'T DO BUSINESS AS USUAL AND THAT WE NEED TO  
20 MAKE CHANGES. TO THE COMMISSION LEADERSHIP, WE ACKNOWLEDGE THE  
21 FACT THAT YOU STAYED AT THE TABLE AND WANTED TO HAVE THESE  
22 CONVERSATIONS THAT WE NEED TO HAVE FOR THE BETTERMENT OF THE  
23 RIDERS AND THE DATA SHOWS WE NEED TO KEEP DOING IT, ALSO  
24 ACKNOWLEDGING THE FINANCIAL PRESSURES YOU FACE AND MAKING SURE



OCTOBER 26, 2022

1 WE CONTINUE TO PARTNER TO ADDRESS THOSE DEFICIENCIES. I'LL  
2 TURN TO VICE CHAIR JOSEFOWITZ TO KICK IT OFF.

3

4 **NICK JOSEFOWITZ, V. CHAIR:** FIRST I WANT TO THANK THE TRANSIT  
5 GMS AND TEAMS FOR STICKING WITH US ON THIS BOTH IN TODAY  
6 MEETING BUT MORE IMPORTANTLY OVER THE LAST TWO YEARS, AND FOR  
7 COMING HERE TO SHOW YOUR PERSPECTIVES AND ALL THE REALLY GOOD  
8 WORK. I JUST WANTED TO LIFT UP SOMETHING THAT DENNIS SAID  
9 ABOUT HOW SLOW BUSES ARE A REAL PROBLEM. YOU KNOW, TRANSIT  
10 PRIORITY WAS JUST A CENTRAL PART OF THE BLUE RIBBON TRANSIT  
11 RECOVERY TASK FORCE RECOMMENDATIONS. WE LAID OUT A BUNCH OF  
12 RECOMMENDATIONS IN THAT DOCUMENT, REQUEST THE CALTRANS  
13 DIRECTIVE THAT WOULD EXPEDITE STATE RIGHT OF WAY DESIGN  
14 DECISIONS, AND LEGISLATION TO REMOVE BARRIERS, APPROACHING  
15 IMPLEMENTATION EARLY 2022. OPERATING POLICIES TO ADVANCE TO  
16 THE STATE, MID-2022, DEFINE A COOPERATIVE AGREEMENT PROCESS  
17 THAT EXPEDITED TRAVEL IMPROVEMENTS ON BUS AND RIGHTS OF WAY.  
18 2022, AND THERE ARE OTHERS. AND I APPLAUD THE WORK THAT  
19 OAKLAND AND OBVIOUSLY SFMTA AND AC TRANSIT AND SAN FRANCISCO  
20 HAVE DONE IN PUTTING TRANSIT PRIORITY PROJECTS IN THE GROUND  
21 OVER THE LAST TWO YEARS AND IT'S MADE ENORMOUS DIFFERENCE TO  
22 THE BUS RIDERS ON THOSE ROUTES AND TO THOSE AGENCIES BUT IT  
23 DOESN'T FEEL LIKE WE ARE -- THIS IS SOMETHING THAT -- WE CAN'T  
24 JUST DO THE KIND OF LIKE WITH THE OPERATORS, AND MTC SITTING  
25 AROUND A ROOM, AND ALL THOSE ACTIONS THEY JUST READ OUT



OCTOBER 26, 2022

1 INVOLVE COORDINATING WITH PEOPLE WHO ARE NOT AROUND THAT  
2 TABLE, NOT JUST THE GM'S AND MTC. AND I JUST WANTED TO, SORT  
3 OF, YOU KNOW, EXPRESS THEY REALLY, REALLY HOPE THAT WE CAN  
4 PRIORITIZE THIS IN A DIFFERENT WAY GOING FORWARD. AND I WAS,  
5 YOU KNOW, I DON'T KNOW IF I SHOULD BE ASKING THIS TO DENNIS OR  
6 TO CAROLYN OR MTC STAFF, BUT HOW CAN WE REALLY MAKE MUCH MORE  
7 PROGRESS ON THIS. IT'S IMPORTANT FOR THE RIDERS BUT IT ALSO  
8 REDUCES THE COST FOR THE OPERATOR THE AND COULD BE ONE OF THE  
9 MOST EFFECTIVE WAYS OF REDUCING COST AS PART OF THIS, NOT TO  
10 AVOID THE FISCAL CLIFF BUT AS PART OF THE PACKAGE OF THINGS  
11 THAT WE NEED TO DO TO MAKE TRANSIT SUSTAINABLE FROM A FISCAL  
12 PERSPECTIVE IN THE LONG RUN.

13

14 **CAROLYN GONOT:** COULD I ANSWER THAT?

15

16 **NICK JOSEFOWITZ, V. CHAIR:** I WOULD BE THRILLED TO HEAR YOUR  
17 PERSPECTIVE.

18

19 **CAROLYN GONOT:** BEFORE I CAME BACK TO THE BAY AREA, I WAS TWO  
20 YEARS IN UTAH, UTAH WAS THE TRANSIT AGENCY, WE COORDINATED IN  
21 THE STATE AND THE STATE OWNED MOST OF THE ROADS IT WAS VERY  
22 DIFFICULT AND WE HAVE BEEN WORKING ON THAT FOR FOUR OR FIVE  
23 YEARS PART OF THIS IS THE TECHNOLOGY, AND I RECOGNIZE WORKING  
24 THROUGH THIS IN EL CAMINO REAL WHERE YOU'RE GOING THROUGH THE  
25 FIVE CITIES IS THE CITY'S PARTICIPATION AND EVEN STRUGGLE WITH



OCTOBER 26, 2022

1 THAT ON OUR LIKELY RAIL PRIORITY. AND WITH THAT, WE REALLY  
2 NEED TO PUT SOME KEY STAFF REALLY WORKING THROUGH THIS AND  
3 SOMEWHERE ALSO WE'RE SEEING BENEFITS TO THE CITIES. I THINK A  
4 LOT OF IT IS, ARE THE CITIES ABLE TO SEE A BENEFIT IN IT TOO,  
5 AND SOME OF THAT MAY BE INFRASTRUCTURE NEEDS THEY NEED TO  
6 UPGRADE THEIR SYSTEM AND THEN THEY WOULD PARTICIPATE MORE.  
7 IT'S ALMOST LIKE A CARROT FOR THEM, BUT WE NEED TO LOOK AT,  
8 YEARS AGO MTC WAS VERY INVOLVED IN SIGNAL TIMING AND MAYBE  
9 LOOKING AT THAT IN COORDINATION FOR THE BENEFITS OF THE CITIES  
10 AS WELL AS THE TRANSIT AGENCY. SO I MORE COORDINATED EFFORT  
11 THERE WOULD REALLY HELP.

12

13 **NICK JOSEFOWITZ, V. CHAIR:** I APPRECIATE THAT. AND I THINK IT  
14 IS, YOU KNOW, ESPECIALLY IN THESE MULTI-JURISDICTION ROUTES,  
15 IT'S COMPLEX. OF THE AND, PERSONALLY, IT'S DIFFICULT TO KIND  
16 OF JUSTIFY HOW ONE CITY ON EL CAMINO COULD AFFECT A BUS LINE  
17 ACROSS THE ENTIRETY OF BUS PROJECTS WHICH HAVE SUCH A  
18 FUNDAMENTAL REGIONAL CONSEQUENCE, AND IN 2030 WE'RE GOING TO  
19 SEE DEVELOPMENT ALONG CORRIDORS LIKE EL CAMINO AND WE NEED TO  
20 UPGRADING OUR BUS FREQUENCY. BUT IS THERE -- I'M JUST  
21 CONCERNED, I GUESS, ZOOMING OUT, DO WE NEED A DIFFERENT  
22 PROCESS TO ADDRESS THESE PRIORITY DEVELOPMENT? DO WE NEED A  
23 DIFFERENT SET OF STAKEHOLDERS? WHAT DO WE NEED SO WE'RE  
24 ACTUALLY MAKING PROGRESS ON TRANSIT PRIORITY KIND OF FASTER  
25 DELIVERING ON SOME OF THE COMMITMENTS WE MADE IN THE BLUE



OCTOBER 26, 2022

1 RIBBON TASK FORCE FAST PER THAN WE ARE AT THIS POINT? OR AM I  
2 THINK UNREASONABLE ASKING FOR THAT.

3

4 **DENIS MULLIGAN:** I'LL JUMP IN. I DON'T THINK IT'S UNREASONABLE.  
5 THERE ARE TWO DIFFERENT ARENAS WE OPERATE, ONE ON HIGHWAYS AND  
6 ONE ON CITY STREETS. ON STATE HIGHWAYS IT'S THE CALIFORNIA  
7 HIGHWAY PATROL MTC AND CALTRANS THAT HAVE TO AGREE TO CHANGE  
8 CARPOOLING HOURS, CARPOOL LANE OCCUPANCY AND THINGS LIKE THAT,  
9 WHILE ON CITY STREETS SOMETIMES IT'S ALSO CALTRANS AND CITIES  
10 AND THAT'S MUCH MORE DIFFICULT THOSE ARE TWO DIFFERENT SETS  
11 AND ARGUABLY STATE HIGHWAY IT SHOULD BE EASIER. THERE ARE TWO  
12 DIFFERENT GROUPS AND TWO DIFFERENT EFFORTS THAT NEEDS TO BE  
13 PURSUED ONE IS CALTRANS AND ONE IS CHP.

14

15 **MELANIE CHOY:** THROUGH THE CHAIR.

16

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

18

19 **MELANIE CHOY:** YOU MADE EXCELLENT POINT ON TRANSIT PRIORITY. WE  
20 STARTED TO TACKLE THOSE COMPLEXITIES ONE THING TO RECOGNIZE IS  
21 WE HAVE MADE A LOT OF STRIDES IN THIS AREA AND THE STRIDES  
22 THAT HAVE BEEN MADE ON PARTICULAR CORRIDORS ON PARTICULAR  
23 PROJECTS UNDER INDEPENDENT CIRCUMSTANCES AND ONE OF THE THINGS  
24 THE ACTION PLAN IS PULLING ALL COMPLEXITIES TOGETHER IN ONE  
25 PLACE AND I THINK YOUR SUGGESTION ON THE RIGHT FORUM AND





OCTOBER 26, 2022

1 THINKING THAT THROUGH I THINK THAT'S SOMETHING WE CAN TAKE  
2 BACK AND THINK THAT THROUGH ON HOW TO SET THAT STRUCTURE UP,  
3 BUT IT IS COMPLEX PLAYERS, COMPLEX ROADWAY SYSTEMS. THERE IS  
4 STATE, ARTERIAL, THERE IS SHARED STATE AND LOCAL ARTERIALS,  
5 RIGHT? AND SO THERE IS -- IT IS JUST TRYING TO, ONE OF THE  
6 THINGS WE ARE LOOKING AT IS FIGURING OUT THE WORK PLAN TO  
7 FIGURE OUT HOW TO ADDRESS AND SEQUENCE THESE ISSUES, BECAUSE  
8 IF WE TAKE THEM ON ALL AT ONCE IT'S JUST TOO LARGE TO TACKLE.  
9 SO ONE OF THE THINGS NOW THAT WE HAVE ADVANCED SOME OF THESE  
10 OTHER ACCELERATED ACTIONS SUCH AS GETTING THE DESIGN FOR I-880  
11 BRIDGE CORRIDOR WORK DONE NOW WE CAN FOCUS ON THESE THINGS AND  
12 SPEND A LITTLE BIT MORE TIME ON THAT.

13

14 **NICK JOSEFOWITZ, V. CHAIR:** I APPRECIATE THAT, AND I APPRECIATE  
15 THE COMPLEXITY, AND I THINK THAT IS MAYBE ONE OF THE REASONS  
16 I'M CALLING FOR US TO THINK ABOUT A DIFFERENT WAY OF MOVING IT  
17 FORWARD IF IT DOES, IF IT DOES HAVE THAT DEGREE OF COMPLEXITY,  
18 AS DENNIS SAYS, IF IT HAS THESE DIFFERENT AVENUES OF DEGREE OF  
19 DIFFERENT STAKEHOLDERS. LET'S BE REACTIVE TO THAT AND NOT TRY  
20 TO SHOE HORN IT INTO A PROCESS AND SET OF STAKEHOLDERS WHO  
21 AREN'T THE RIGHT PEOPLE TO DELIVER ON IT.

22

23 **ALFREDO PEDROZA, CHAIR:** COMMISSIONER PAPAN?

24



OCTOBER 26, 2022

1 **GINA PAPAN:** THANK YOU, MR. CHAIR. AND THANK YOU TO ALL THE  
2 OPERATORS. I CAN'T SUGAR COAT ALL OF THIS. YOU SAID CUSTOMER  
3 SERVICE AND IF WE WANT PEOPLE BACK ON TRANSIT IT HAS TO BE  
4 SAFE AND COMFORTABLE, AND CLEAN. I TOOK BART TO THE 50th  
5 ANNIVERSARY, AND SOMEBODY WAS YELLING AND SCREAMING AT THE  
6 PEOPLE INSIDE, VAPING, AND, YOU KNOW, IT'S JUST STILL NOT A  
7 PLEASANT EXPERIENCE, AND IF WE WANT PEOPLE BACK ON TRANSIT,  
8 THIS NEEDS TO BE DEALT WITH SOONER, RATHER THAN LATER. BECAUSE  
9 JUST IMAGINE IF IT WAS A WONDERFUL EXPERIENCE, THE PEOPLE  
10 WOULD BE WAITING IN LINE TO GET ON THE TRAINS, ON THE BUSES,  
11 EVERYWHERE. THIS HAS TO BE SOMEWHAT OF A -- ACTUALLY, IT NEEDS  
12 TO BE A PRIORITY. WE NEED TO GET PEOPLE BACK ON TRANSIT, AND  
13 THAT TYPE OF THING, AT THE STATIONS, OR ON THE TRAINS, NEEDS  
14 TO BE DEALT WITH. THANK YOU.

15

16 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER PAPAN.  
17 COMMISSIONER WORTH AND THEN COMMISSIONER RABBIT?

18

19 **AMY R. WORTH:** THANK YOU MR. CHAIR. FIRST OF ALL, I WANT TO  
20 ECHO THE THANKS TO OUR STAFF, AND TO THE TRANSIT AGENCIES WHO  
21 HAVE BEEN WORKING SO HARD TO IMPLEMENT THE BLUE RIBBON TASK  
22 FORCE RECOMMENDATIONS THAT WE ADOPTED, AND THE WORK PLAN. YOU  
23 KNOW, I JUST KIND OF WANTED TO PICK UP ON OUR VICE CHAIR'S  
24 COMMENTS, AND REALLY CONCUR WITH THOSE. LAST NIGHT, I WAS ON A  
25 ZOOM CALL WITH THE RICHMOND CITY COUNCIL, AND THE COUNCIL AND



OCTOBER 26, 2022

1 THE COMMUNITY IS EXPRESSING A LOT OF SERIOUS CONCERN ABOUT THE  
2 TRAFFIC CONGESTION ON THE RICHMOND SAN RAFAEL BRIDGE.  
3 OBVIOUSLY AS YOU KNOW TWO-THIRDS OF THE DRIVERS ON THAT BRIDGE  
4 ARE COMING FROM THE EAST BAY INTO THE WEST. THEY'RE LIVING IN  
5 THE EAST BAY, WORKING IN THE WEST. WE NEED ON FIGURE OUT LONG-  
6 TERM WAYS TO REDUCE THE CAR TRAFFIC ESSENTIALLY ON THAT BRIDGE  
7 TO GET PEOPLE MORE INTO TRANSIT, REDUCE THE CONGESTION ON THAT  
8 CORRIDOR. SO THIS SEEMS TO BE THE PERFECT, KIND OF, PERFECT  
9 EXAMPLE OF WHERE OUR EFFORTS WITH TRANSIT PRIORITY AS WELL AS  
10 EXPRESS BUSES, AND THE WORKING TOGETHER OF SEVERAL TRANSIT  
11 AGENCIES CAN RESULT IF A LONG-TERM FIX FOR A SYSTEMIC  
12 CONGESTION PROBLEM THAT CAUSES AIR QUALITY PROBLEMS. IT CAUSES  
13 NEIGHBORHOOD CONGESTION, AND, REALLY, SOMETHING THAT REALLY  
14 FITS, ALSO, VERY CLOSELY WITH OUR EQUITY PRIORITIES FOR MTC.  
15 AND, SO, I GUESS I HAD A COUPLE OF QUESTIONS. FIRST OF ALL, IS  
16 THERE A WAY FOR US TO REALLY INCREASE OUR STATE ADVOCACY  
17 RELATIVE TO TRANSIT PRIORITY? YOU KNOW? WE HAVE BEEN WORKING  
18 ON THE EAST -- IN THE 680 CORRIDOR TO TRY TO PASS LEGISLATION  
19 FOR TRANSIT PRIORITY, AND IT'S JUST BEEN -- IT'S BEEN A REAL  
20 CHALLENGE, SO I UNDERSTAND THE DIFFICULTY IN SACRAMENTO AND  
21 DEALING WITH STATE AGENCIES. AT THE SAME TIME, WHAT WE'RE  
22 TRYING TO DO REALLY FITS THE STATE TRANSIT AND ENVIRONMENTAL  
23 PRIORITIES. ANOTHER OTHER STATES IN THE COUNTRY DO THIS VERY  
24 SUCCESSFULLY. THE OTHER AREA I WANT TO ASK ABOUT IS WHERE  
25 OTHER AGENCIES SERVE ONE COMMUTE SHED WHETHER IT'S ON THE



OCTOBER 26, 2022

1 PENINSULA OR IN THE EAST BAY, WHAT KIND OF EFFORT IS GOING ON  
2 -- IF SOMEONE WANTED TO GET ON ONE BUS, WE DID THIS IN CONTRA  
3 COSTA COUNTY, WITH THE ONE BUS, THE ONE SEAT PARATRANSIT RIDE  
4 FOR ACROSS DIFFERENT TRANSIT AGENCIES. BUT, WHAT ARE WE DOING  
5 TO DO THAT? WHETHER IT'S DOWN THE EL CAMINO, OR OTHER AREAS?  
6 AND THE FINAL PIECE OF IT IS IN LOOKING AT BRT, BECAUSE I  
7 KNOW, WE GO TO MANY COUNTRIES AROUND THE WORLD AND BRT IS AN  
8 INCREDIBLY SUCCESSFUL TRANSIT TOOL WHICH RUNS FULL BUSES AND  
9 THEY'RE ABLE TO BE NIMBLE IN TERMS OF BUILDING IT, AND  
10 PROVIDING SERVICE. YOU KNOW, I KNOW WE, YEARS AGO, WE -- AS  
11 THE AC TRANSIT BRT PROGRAM MOVED FROM, YOU KNOW, THE EAST END  
12 OF OAK, SAN LORENZO, TO BERKELEY, IT STOPPED AT THE BERKELEY  
13 LINE. ARE WE ENCOURAGE EFFORTS TO COMPLETE THAT BRT PROJECT SO  
14 THAT IT CAN GET TO CAL? YOU KNOW, AGAIN, I THINK YOU HAVE GOT  
15 A HUGE JOB CENTERS STUDENTS, TENS OF THOUSANDS OF -- I DON'T  
16 KNOW THE EXACT STATISTIC, BUT WE HAVE GOT THIS JOB CENTERS,  
17 AND I THINK THAT'S ONE OF THE THINGS THAT WE HAVE BEEN TALK  
18 BANK ACCOUNT EAST BAY IS THE VARIOUS JOB CENTERS AND HOW DO WE  
19 PROVIDE ROBUST TRANSIT WITH THE GOAL OF GETTING PEOPLE BACK ON  
20 TO TRANSIT. ARE I LOOKED AT, IN THE HISTORY, CONTRA COSTA  
21 COUNTY, WHEN PEOPLE -- WHEN WE BUILT BART STATIONS PEOPLE  
22 CAME. PEOPLE CAME BECAUSE OF THE CONVENIENCE OF TRANSIT IN  
23 ORDER TO GET TO JOB CENTERS. MY COMMENTS ARE A COMBINATION OF  
24 STATEMENT AND QUESTIONS. I WANT TO THANK YOU FOR ALL THE WORK  
25 THAT YOU'RE DOING AND PARTICULARLY THE TRANSIT AGENCIES



OCTOBER 26, 2022

1 WORKING WITH OUR MTC STAFF TO MOVE THIS FORWARD WITH THE WHOLE  
2 GOALS TO PROVIDE INCENTIVE FOR PEOPLE TO GET BACK ON TO  
3 TRANSIT IN TERMS OF THE BAY AREA TRANSIT RIDERSHIP AND  
4 REDUCING THESE SERIOUS CONGESTION PROBLEMS THAT SEEM TO BE  
5 GETTING WORSE AS WE GET MORE CARS IN CORRIDORS RATHER THAN  
6 HISTORICALLY EVEN CORRIDORS WHERE WE HAD TRANSIT USE.

7

8 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER WORTH. AND I  
9 WILL NOTE, WE HAVE TWO OTHER ITEMS, AND I DON'T WANT TO GLOSS  
10 OVER THESE, AND I DON'T KNOW THAT WE ARE, BECAUSE THIS IS  
11 IMPORTANT WORK, AND I WANT TO MAKE SURE -- WE HAVE LOST IN  
12 COMMISSIONERS. SO, COMMISSIONERS MAYBE LET'S PROVIDE SOME  
13 FEEDBACK, AND I'LL WORK WITH THERESE AND OUR LEADERSHIP TO  
14 CREATE OPPORTUNITY TO SINK OUR TEETH INTO THIS MORE BUT CREATE  
15 TIME FOR OPERATORS TO TELL THE ENTIRE COMMISSION BODY WHAT'S  
16 GOING ON. THAT'S AN ENTIRE MISSION AS WELL. WE HAVE LOST A FEW  
17 TODAY. THESE ARE INFORMATIONAL ITEMS, LET'S BRING IT BACK  
18 LATER FOR MORE EXCHANGE. THIS IS IMPORTANT WORK WE'RE DOING  
19 AND WE CAN BE HERE UNTIL 5:00 P.M. WITHOUT A DOUBT BUT I KNOW  
20 THAT'S NOT POSSIBLE. SO LET'S JUST MOVE FORWARD WITH THAT  
21 DIRECTION. COMMISSIONER RABBIT, YOU DO NOT HAVE TO TAKE YOUR  
22 HAND DOWN. I KNOW YOUR HAND WAS UP. IT'S NOT TO ENCOURAGE  
23 ANYONE TO TAKE THEIR HAPPENED DOWN.

24

25 **DAVID RABBIT:** I DON'T KNOW, CHAIR, AFTER THAT SPEECH --



OCTOBER 26, 2022

1

2 **ALFREDO PEDROZA, CHAIR:** I HAVE UNTIL 5:00 P.M.

3

4 **DAVID RABBIT:** IF YOU FOR THE PARTNERSHIPS AND BEING AT THE  
5 TABLE AND DIVING INTO THESE THINGS AND DENNIS I USED YOUR LINE  
6 YESTERDAY IN OUR OWN BOARD MEETING, I THINK IT WAS YESTERDAY,  
7 WE HAD ALLOCATED SOME DOLLARS FOR CLIMATE RESILIENCY THROUGH  
8 OUR PGE SETTLEMENT, ABOUT 10 MILLION, AND YESTERDAY WE HAD OUR  
9 SECOND TRANCHE IN THE FARE FEE TRANSIT FOR YOUTH BUT WE ALSO  
10 TALK ABOUT THE EQUITY PIECE, FARES ALONE IS ONLINE ONE ELEMENT  
11 OF THAT, IF IT TAKES YOU FIVE HOURS TO GET TO WHERE YOU NEED  
12 TO GO THAT'S NOT EQUITABLE AT THE SAME TIME THIS CONVERSATION  
13 IS INTERESTING, BECAUSE OBVIOUSLY SUBURBIA, THERE IS THE OTHER  
14 SIDE OF THAT WHERE IT DOESN'T MAKE SENSE TO DRIVE AROUND EMPTY  
15 BUSES SO HOW DO YOU BALANCE THE TWO AND HOW CAN WE AFFORD TO  
16 MAKE SURE WE HAVE THAT CONVENIENCE FACTOR TAKEN CARE OF AT THE  
17 SAME TIME, YOU KNOW, BEING ABLE TO AFFORD THE PROGRAM OR THE  
18 TRANSIT PROGRAM THAT'S OUT THERE. SO I JUST WANT TO SAY THANK  
19 YOU FOR THAT. IF GOES TO SHOW YOU THAT WE'RE LOOKING AT  
20 EVERYTHING FROM THE LOCAL SERVICE, HAS REBOUNDED QUICKEST,  
21 WHICH INDICATES THE TRANSIT RIDERS HAVE HAD NO CHOICE YET  
22 COMMUTERS HAVE LOTS OF CHOICES AND HOW DO WE ACTUALLY DRAW  
23 MORE PEOPLE INTO THE CHOICE SO THAT TRANSIT IS THE FIRST --  
24 TRANSIT IS A FIRST CHOICE NOT THE LAST RESORT. SO, THANKS FOR  
25 ALL THE WORK.



OCTOBER 26, 2022

1

2 **ALFREDO PEDROZA, CHAIR:** THANK YOU COMMISSIONER RABBIT. YOUR  
3 POUND IS SPOT ON ABOUT LOOKING AT WHO IS NOT COMING BACK AND  
4 FACTORS IN THE FISCAL CLIFF AND HOW THAT MIGHT PRESENT  
5 CHALLENGES THAT'S WHY MORE OF A ROBUST CONVERSATION MIGHT BE  
6 PARENTED. COMMISSIONER SPERING?

7

8 **JAMES P. SPERING:** CHAIR THIS HIGH-LEVEL OF COORDINATION IS  
9 WHAT WE WERE LOOKING FOR THROUGH THE BLUE RIBBON COMMITTEE.  
10 AND IT'S AN EXAMPLE THAT WE HAVE SHOW, AS WE DEVELOP THIS  
11 ADVOCACY FOR THIS SHORTFALL OF OPERATING FUNDS THAT WE'RE  
12 DOING OUR PART AND I THINK THE WORK THAT THE THREE OF YOU ARE  
13 DOING IS EXTREMELY IMPORTANT TO MAKE THAT CASE. THIS WHOLE  
14 CAMPAIGN ABOUT ADVOCATING FOR THESE OPERATIONAL FUNDS, WE HAVE  
15 GOT TO ELEVATE THIS TO WHERE WE HAVE BOTH PUBLIC CAMPAIGN AND  
16 A LEGISLATIVE CAMPAIGN. FOR ME IT'S BEEN STEALTH AND WE HAVE  
17 TO START THINKING ABOUT BRINGING THIS FORWARD BEFORE THIS  
18 ISSUE IS AT OUR DOORSTEP. THE PRIORITIZING TRANSIT PRIORITY  
19 PROJECTS, WE HAVE TO COME UP WITH PROJECTS THAT WE FEEL ARE  
20 CRUCIAL TO IMPROVING THIS EXPERIENCE, GOOD EXPERIENCE RIDING  
21 TRANSIT, AND REDUCING THOSE TRAVEL TIMES, AND NICK AND I HAVE  
22 BOTH BEEN REALLY STRONG ADVOCATES FOR MOVING THIS FORWARD. BUT  
23 IT'S GOING TO TAKE THE BAY AREA FULL COURT PRESS TO MOVE  
24 CALTRANS AND TO GET THE LEGISLATURE TO HELP ON THIS ISSUE. BUT  
25 IT'S ABSOLUTELY SOMETHING WE NEED TO DO. I WANT TO COMMEND YOU



OCTOBER 26, 2022

1 FOR THE GREAT WORK. CONGRATULATIONS. IT'S SERVING THIS BAY  
2 AREA WELL. THANK YOU.

3

4 **ALFREDO PEDROZA, CHAIR:** THANK YOU, JIM. AT THIS POINT, LET'S  
5 GO TO PUBLIC COMMENT.

6

7 **CLERK OF THE BOARD:** OKAY. WE'LL START WITH THE WRITTEN  
8 PREPONDERANCE THAT WAS RECEIVED AND POSTED TO THE ONLINE  
9 AGENDA. IT'S A SINGLE LETTER FROM SAN DOCTOR LANE, FRANK  
10 WELTE, DAVEED M, ADINA LEVIN, AND DEBBIE TOFF. ONE MINUTE M  
11 CHAIR?

12

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

14

15 **CLERK OF THE BOARD:** FIRST UP IS RONA DAWSON, FOLLOWED BY  
16 RICHARD HEDGES.

17

18 **SPEAKER:** ROMA DAWSON, PRESIDENT OF THE LEAGUE OF WOMEN VOTERS  
19 ON OF THE BAY AREA THANK YOU FOR THE BLUE RIBBON TASK FORCE  
20 TRANSIT TRANSFORMATION ACTION PLAN. LEAGUE IS CONCERNED ABOUT  
21 THE DELAY IN ADDRESSING GOVERNANCE EQUITY AND ISSUES WE VALUE  
22 TRANSPARENCY AND ACCESSIBILITY AS ESSENTIAL TO MEANINGFUL  
23 PUBLIC ENGAGEMENT THAT'S A CHALLENGE WITH SO MANY DIFFERENT  
24 COMMITTEES INVOLVED. WE URGE TO YOU MAKE THIS IMPORTANT WORK  
25 MORE ACCESSIBLE TO THE GENERAL PUBLIC. WE BELIEVE ONE LEAGUE





OCTOBER 26, 2022

1 COMMITTEE FOR RESIDENTS CAN BE REGULARLY UPDATED AND COMMENTS  
2 HEARD ARE ESSENTIAL. CRITICAL TO REVIEW REVIEWING AND ENABLING  
3 STATE LEGISLATION AND FUNDING FOLLOWING FUTURE PROGRESS IN  
4 GOALS. THANK YOU.

5

6 **CLERK OF THE BOARD:** THANK YOU. NEXT UP IS RICH HEDGES.

7

8 **SPEAKER:** THANK YOU CHAIR PEDROZA. I'LL STICK WITH YOU UNTIL  
9 5:00 IF THAT'S WHAT YOU WANT TO DO. I WANT TO AGREE WITH  
10 COMMISSIONER PAPAN MOST OF MY FRIENDS WHO HAVE QUIT USING  
11 TRANSIT HAVE BEEN TRANSIT RIDERS WHO FEEL THAT TRANSIT ISN'T  
12 SAFE MOSTLY REVOLVING AROUND TRANSFERS TO BART. I TRAVEL THE  
13 NORTH HOLLYWOOD TO CHATSWORTH ON THE GOLD LINE AND THEY ONLY  
14 STOP AT ONE RED LINE BECAUSE THEY CAN CONTROL ALL THOSE  
15 LIGHTS. ALSO THE T LINE AND THE JUDEA LINE, OFTEN TIMES IT'S  
16 EASIER FOR ME TO WALK TO CALTRAIN AND MORE LIKELY TO MEET MY  
17 TRAIN THAN IT IS BECAUSE THEY STOP AT EVERY STOPLIGHT AND  
18 STATION OF COURSE. WE NEED TO LOOK AT STATE LEGISLATION TO  
19 DEAL WITH THE ABILITY FOR THE AGENCIES TO RUN AND EXTEND  
20 THROUGH GREEN LIGHTS JUST LIKE WE DID WITH WETA AND TORLAKSON  
21 WHEN WE CREATED THAT AGENCY. THANK YOU.

22

23 **CLERK OF THE BOARD:** THANK YOU. NEXT UP IS GEORGE SPECIES  
24 FOLLOWED BY ADINA LEVIN.

25



OCTOBER 26, 2022

1 **SPEAKER:** I AM A TRANSIT RIDER AND CAR FREE BY CHOICE. FROM THE  
2 TRANSIT PERSPECTIVE, AND THE TRANSIT ACTION PLAN ESPECIALLY  
3 FOR COORDINATION AS YOU GO FORWARD, QUESTIONS ARE GOING GET  
4 MORE DIFFICULT AND IN THE UNDERSTAND SOME OF THE DECISIONS ARE  
5 GOING TO REQUIRE RELINQUISHED POWER OR TO DEFER TO OTHER  
6 AGENCIES, THE NETWORK MANAGER NEEDS TO BE PURSUED AND MADE  
7 STRONG ENOUGH SO THAT IMPORTANT DIFFICULT DECISIONS THAT  
8 ADVANCES FORWARD ADVANCED TRANSIT IN THE BAY AREA ACTUALLY  
9 HAPPENS AND HAVING THE [INDISCERNIBLE] FOUNDER IS NOT A GREAT  
10 IDEA. THANK YOU.

11

12 **CLERK OF THE BOARD:** THANK YOU. ADINA LEVIN.

13

14 **ADINA LEVIN:** GOOD AFTERNOON COMMISSIONERS AND STAFF. IT'S  
15 REALLY GOOD TO SEE THE COMPREHENSIVE OVERVIEW OF THE  
16 TRANSFORMATION ACTION PLAN PROGRESS TO DATE WITH THE  
17 COLLABORATION AMONGST THE AGENCIES AND WITH MTC, WHICH IS  
18 GOING TO BE ESSENTIAL TOWARD ADDRESSING THE FISCAL CLIFF, AND  
19 REGROW TRANSIT RIDERSHIP IN ORDER TO BE ABLE TO ACHIEVE OUR  
20 ENVIRONMENTAL GOALS AND EQUITY GOALS AND ALL THE GOALS THAT WE  
21 HAVE AS A REGION. IT IS REALLY GREAT TO SEE THIS COMMITTEE  
22 GETTING ITS OVERVIEW AND THEN BEING ABLE TO DIG INTO THE  
23 PROGRESS ON THE TRANSFORMATION ACTION PLAN AS A WHOLE. AND NOW  
24 THAT WE HAVE A SINGLE ADVISORY COMMITTEE THIS'S LOOKING AT THE  
25 TRANSFORMATION ACTION PLAN IT WOULD BE GREAT TO HAVE MTC



OCTOBER 26, 2022

1 ITSELF HAVE A COMMITTEE THAT REGULARLY GETS COMPREHENSIVE  
2 OVERVIEWS IN ORDER TO BE ABLE TO SEE THE PROGRESS AND MONITOR  
3 GOING FORWARD. THANK YOU.

4

5 **CLERK OF THE BOARD:** THANK YOU. DAVEED, FOLLOWED BY IAN  
6 GRIFFITHS?

7

8 **SPEAKER:** I'M SORRY. MY SCREEN READER IS ACTING UP.  
9 COMMISSIONERS, LADIES AND GENTLEMEN. CAN YOU HEAR ME?

10

11 **CLERK OF THE BOARD:** YES.

12

13 **SPEAKER:** COMMISSIONERS LADIES AND GENTLEMEN MY NAME IS DAVEED  
14 MADELI SERVE ON THE AMERICAN COUNCIL OF THE BLIND MTC USUALLY  
15 DESIGNS PROJECTS AND STUDIES WITHOUT USUALLY INCLUDING  
16 ACCESSIBILITY, A CIVIL RIGHT AS AN INTEGRAL ELEMENT SUCH  
17 PROJECTS INCLUDE THE NETWORK MANAGEMENT STUDY WAYFINDING  
18 PROJECT AND THE COMPLETE TRANSIT TRANSFORMATION ACTION PLAN AS  
19 A RESOLUTION TO THIS SERIOUS PROBLEM I PROPOSE MTC ESTABLISH  
20 AN ACCESSIBILITY TASK FORCE COMPRISED OF PAID PROFESSIONALS  
21 WITH DISABILITIES TO WORK HAND AND HAND WITH STAFF TO HELP  
22 UNDERSTAND THE ACCESSIBILITIES. IT'S TIME TO PAY ATTENTION.  
23 THANK YOU.

24

25 **CLERK OF THE BOARD:** NEXT UP IS IAN GRIFFITHS.



OCTOBER 26, 2022

1

2 **IAN GRIFFITHS:** THIS IS IAN GRIFFITHS WITH SEAMLESS BAY AREA  
3 JUST WANT TO BUILD OFF OF FIRST AGAIN RECOGNIZING THE GREAT  
4 PROGRESS AND HELPER ON THIS TRANSIT TRANSFORMATION ACTION PLAN  
5 BUT RECOGNIZING IN ORDER TO PURSUE THIS PACKAGE OF REFORMS IT  
6 WOULD BE HELPFUL TO NOT ONLY HAVE THESE INITIATIVES BE  
7 REPORTED NOT ONLINE ON A REGULAR BASE TO THE COMMISSION BUT  
8 ALSO HAVE ONE SINGLE ADVISORY BODY THAT BRINGS TOGETHER THE  
9 NETWORK MANAGEMENT BUSINESS CASE AD-HOC ADVISORY BODY, THE  
10 CLIPPER EXECUTIVE BOARD, THE FARE INTEGRATION TASK FORCE INTO  
11 ONE ADVISORY BODY OF A COMBINATION OF STAKEHOLDERS TO REALLY  
12 OVERSEE THE FULL PACKAGE OF TRANSFORMATION ACTION PLAN  
13 INITIATIVES ANALOGOUS TO HOW THE POLICY ADVISORY COUNCIL  
14 COMMITTEE HAS BEEN FORMED. IT WOULD HELP US SEE IS THE  
15 SYNERGIES AND INTERRELATIONSHIPS BETWEEN THE DIFFERENT  
16 TRANSFORMATIVE ACTION PLANS. THANK YOU FOR THE SUPPORT.

17

18 **CLERK OF THE BOARD:** ROBIN?

19

20 **SPEAKER:** I AM WITH SILICON VALLEY JOINT ADVENTURE REGIONAL  
21 THINK TANK. TOWER THANK YOU FOR YOUR LEADERSHIP IN THIS  
22 PROCESS. I WANT TO SPEAK IN SUPPORT OF THE PROPOSALS TO  
23 PROVIDE REGULAR UPDATES ABOUT THE PROGRESS OF THE  
24 TRANSFORMATION ACTION PLAN AND TO FORM A SINGLE POLICY BODY.  
25 AND ALSO TO PLEASE CONTINUE TO REPORT ON DIFFERENT ITEMS AT



OCTOBER 26, 2022

1 DIFFERENT COMMITTEES TO REFRAIN FROM HAVING DIFFERENT  
2 COMMITTEE REPORTS. AND THEN TO PULL THEM TOGETHER. BECAUSE  
3 IT'S HARD FOR THE COMMUNITY TO KEEP TRACK. AND THAT'S ALL I  
4 HAVE GOT. THANKS FOR YOUR WORK IN PROGRESS.

5

6 **CLERK OF THE BOARD:** THANK YOU. AD-ADRIAN, FOLLOWED BY ALIX,  
7 AND THEN NAME KRAEMER IN THE BOARDROOM.

8

9 **SPEAKER:** THANK YOU. I WANT TO ECHO THE EXCELLENT COMMENTS MADE  
10 BY PRIOR SPEAKERS. I ALSO WANTED TO SHARE, AS MANY OF YOU  
11 MIGHT BE AWARE, THAT IN GERMANY, THEY HAVE THIS NOTION OF WHAT  
12 THEY CALL A [INDISCERNIBLE] AND THAT IS WHERE EVERY REGION  
13 SUCH AS THE BAY AREA EVERY CONGLOMERATION OF CITIES THAT ARE  
14 SIMILAR TO THE BAY AREA WHERE THEY'RE ALL IN ONE KIND OF BIG  
15 MEGA REGION, WOULD BE GOVERNED BY A SET OF SINGLE TARIFFS,  
16 SINGLE SET OF RULES, SINGLE SET OF FARES AND COORDINATED  
17 SCHEDULES. WHAT WE HAVE NOW IS AKIN TO HAVING MOTORISTS HAVING  
18 A DIFFERENT VEHICLE CODE FOR EVERY SINGLE CITY OR COUNTY. THAT  
19 I WANT DIFFERENT GASOLINE RULES AND TESTS. IT'S INSANE. THE  
20 WORLD'S BEST PRACTICES CAN BE FOUND IN EUROPE AND THAT WHAT'S  
21 WE NEED TO BEST EMULATE, COPY, AND PASTE. THANK YOU.

22

23 **CLERK OF THE BOARD:** THANK YOU. ALIX MITRA, FOLLOWED JANE  
24 KRAEMER. THEY HAVE PUT THEIR HAND DOWN. JANE KRAEMER, GO TO  
25 THE PODIUM.



OCTOBER 26, 2022

1

2 **SPEAKER:** THIS IS ALIX MITRA. I WANTED TO THANK EVERYBODY FOR  
3 THEIR WORK.

4

5 **CLERK OF THE BOARD:** ALIX, IF YOU ARE THERE, WE CAN'T HEAR YOU  
6 ANYMORE. YOU ARE MUTED. THERE YOU GO. GO AHEAD. OKAY. GO  
7 AHEAD, MS. CHAMBER, I'LL RESTART THE CLOCK FOR YOU.

8

9 **SPEAKER:** OKAY. ONE OF MY FAVORITE MANTRAS. IF YOU WANT THE  
10 COMMUNITY -- IF YOU WANT YOUR PROJECTS TO BE SUCCESSFUL, YOU  
11 WANT TO INSTILL OR CREATE COMMUNITY OWNERSHIP. AND ONE OF THE  
12 WAYS OF DOING THAT IS FINDING WAYS OF WHAT? DRAWING OUT THE  
13 PEOPLE IN INDIVIDUAL LOCAL COMMUNITIES, WHO ARE THE PROBLEM  
14 SOLVERS AND THE WHAT-IFFERS, CREATIVE TYPE OF PEOPLE, WHO KNOW  
15 THEIR OWN COMMUNITY. BECAUSE WHAT YOU DON'T WANT TO END UP  
16 DOING, AFTER YOU HAVE BUILT SOMETHING IS SAY, "OH, IF I HAD  
17 ONLY KNOWN THAT, I WOULD HAVE DONE IT DIFFERENTLY."

18

19 **CLERK OF THE BOARD:** THANK YOU MS. CHAMBER. I SEE NO ADDITIONAL  
20 HANDS RAISED, MR. CHAIR.

21

22 **ALFREDO PEDROZA, CHAIR:** THANK YOU, KIMBERLY. ALL RIGHT. I'LL  
23 BRING IT BACK TO THE COMMISSION. ANY FINAL COMMENTS. JIMMIE  
24 SEE YOUR HAND RAISED. CARRY OVER JIM? ALL RIGHT THAT CONCLUDES  
25 THIS ITEM. AGAIN TO CAROLYN, BOB, AND DENNIS, THANK YOU VERY



OCTOBER 26, 2022

1 MUCH FOR PARTICIPATING AND BEING PART OF THIS THOUGHTFUL  
2 DISCUSSION, AND MELANIE AS WELL. WE'RE GOING TO PROCEED TO  
3 ITEM 3B, THIS IS A NETWORK MANAGEMENT UPDATE. SHRUTI IS GOING  
4 TO GIVE AN UPDATE. THIS IS AN INFORMATIONAL ITEM ONLY.

5

6 **SHRUTI HARI:** GOOD AFTERNOON COMMISSIONERS SHRUTI HARI MTC  
7 STAFF HERE TO PROVIDE AN UPDATE ON THE ONGOING NETWORK  
8 MANAGEMENT WORK TODAY. AS THERESE SAID AT THE BEGINNING, SINCE  
9 THE COMMISSION ADOPTED THE BLUE RIBBON TASK FORCE LAST SUMMER  
10 THE TASK FORCE HAS BEEN ASKED TO WALK AT FULL SPEED INTO  
11 RELATED INITIATIVES REGIONAL TRANSIT NETWORK AND EVALUATE  
12 PARTNERSHIP STUDY HERE TO PROVIDE AN UPDATE. I'M HERE TO  
13 PROVIDE A RECAP, AND PROVIDE SCHEDULE DEVELOPMENT UPDATE ON  
14 THE REGIONAL NETWORK MANAGEMENT EVALUATION PROCESS: CAN  
15 SOMEONE BRING THE SLIDES DECK UP PLEASE? THANK YOU. NEXT  
16 SLIDE. THE BLUE RIBBON TASK FORCE SET OUT TO CHALLENGE AND  
17 LAID THE FOUNDATION FOR SHIFTING NETWORK MANAGEMENT AUTHORITY  
18 TO HELP DELIVER BETTER TRANSIT FOR ALL. AND THE TASK FORCE  
19 ACHIEVED SEVERAL IMPORTANT OBJECTIVES AND RELEVANT TO THIS  
20 EFFORT UNANIMOUS AGREEMENT WAS REACHED ON THE VISION OF WHAT A  
21 TRANSIT TRANSFORMATION WOULD INCLUDE ACKNOWLEDGING THAT  
22 INSTITUTIONAL CHALLENGES ARE PART OF THE PROBLEM AND THREE A  
23 LIST OF THE MOST IMPORTANT REGIONAL NETWORK MANAGEMENT ROLES  
24 AND RESPONSIBILITIES TO FOCUS ON IN THE NEAR-TERM. AND THE MTC  
25 IN ORDER TO BUILD ON THE WORK OF THE TASK FORCE UNDERTOOK A



OCTOBER 26, 2022

1 NETWORK MANAGEMENT EVALUATION THAT WOULD MAKE A RECOMMENDATION  
2 AND THAT'S THE GOAL OF THIS PROJECT THAT WOULD MAKE A  
3 RECOMMENDATION OF THE PREFERRED ALTERNATIVE FOR REGIONAL  
4 NETWORK MANAGEMENT TO ACHIEVE NEAR AND LONG-TERM REGIONAL  
5 GOALS. SO, THE ACTION PLAN THAT YOUR COMMISSION APPROVED LAST  
6 DECEMBER SET IN MOTION THE NETWORK MANAGEMENT BUSINESS CASE  
7 EVALUATION THAT BEGAN THIS PAST JANUARY. AND TO MAINTAIN THE  
8 INCLUSION OF INTEREST, YOU HAD APPROVED A 14 PERSON ADVISORY  
9 GROUP COMPRISED OF TRANSIT OPERATORS, REPRESENTATIVES FOR  
10 EQUITY, SOCIAL JUSTICE, TRANSIT RIDERS, BUSINESS AND LABOR TO  
11 PROVIDE GUIDANCE AND INPUT WHILE DIRECTING THAT THE  
12 CONSULTANTS ARE INDEPENDENTLY CHARGED WITH BRINGING THEIR  
13 REGIONAL MANAGEMENT NETWORK RECOMMENDATION TO YOUR COMMISSION.  
14 IS GIVEN THE IMPORTANCE OF THIS MATTER FOR THE FUTURE OF ALL  
15 TRANSIT NETWORK YOUR COMMISSION WILL RECEIVE AND DISCUSS THE  
16 RECOMMENDATION THIS COMING JANUARY BUT NOT CONSIDERED FOR  
17 ACTION UNTIL THE FEBRUARY COMMISSION MEETING TO ENSURE  
18 SUFFICIENT CONSIDERATION. NEXT SLIDE PLEASE. SO, AS I  
19 MENTIONED, WE BEGAN THE STUDY IN JANUARY. MIDWAY THROUGHOUT  
20 STUDY WE HIT AN INFLECTION POINT AT THE JUNE ADVISORY GROUP  
21 STAKEHOLDERS IN THE ADVISORY GROUP RAISED CONCERNS THAT THE  
22 EVALUATION WOULD BE INSUFFICIENTLY GROUNDED IN DATA TO  
23 DETERMINE IN A TRUE COST BENEFIT WOULD RESULT FROM CHANGES IN  
24 THE WAY TRANSIT IS MANAGED TODAY. IN RESPONSE, MTC STAFF  
25 POSTPONED THE JULY ADVISORY GROUP MEETING AND MET WITH THE





OCTOBER 26, 2022

1 OPERATOR GENERAL MANAGERS, STAKEHOLDERS, AND THE CONSULTANTS  
2 BEFORE APPROVING A REFOCUSED EVALUATION PROCESS THAT WAS  
3 PRESENTED IN SEPTEMBER. WILL NOW, THE MAIN DIFFERENCE IN  
4 APPROACH PROPOSED WAS AN INTENSIFICATION OF ANALYSIS FOR SIX  
5 NETWORK MANAGEMENT ROLES AND RESPONSIBILITIES THIS IS ACROSS  
6 THE FUNCTIONAL AREA SPECTRUM THESE SIX AREAS WERE SELECTED  
7 BECAUSE THEY HAD SUFFICIENT REPRESENTATIVE POWER SO THAT  
8 INTENSIFICATION ANALYSIS WOULD HAPPEN ON THE SIX ROLES AND  
9 RESPONSIBILITIES WHILE STILL CONTINUING TO CONSIDER SYNERGIES  
10 WITH THE LARGER UNIVERSE OF FUNCTIONAL AREAS SELECTED BY THE  
11 TASK FORCE. OTHERWISE ASSUMING THE RANGE OF REGION AND A HALF  
12 NETWORK MANAGEMENT ROLES WARRANTED CREATING A STRUCTURE AND  
13 CONCENTRATING ON CHOOSING, AMONG THE THREE ALTERNATIVES WITHIN  
14 THE TASK FORCE AT THAT TIME, THE TASK FORCE WOULD EXTENSIVELY  
15 EXAMINE FUNCTIONS AND BUILD A MOVEMENT DELIVER OF FUNCTIONS  
16 BUILDING FROM THE GROUND UP, IT'S IMPORTANT TO EMPHASIZE THIS  
17 MODIFICATION WOULD STILL RESULT IN RECOMMENDATION FOR CHANGES  
18 IN OUR REGIONAL NETWORK MANAGEMENT AUTHORITIES AND  
19 ACCOUNTABILITIES. NEXT SLIDE PLEASE. SHOWN HERE IS A HIGH-  
20 LEVEL APPROACH THAT LAID OUT NEXT STEPS AND TASKS FOR A FUTURE  
21 STATE OF REGIONAL NETWORK MANAGEMENT FRAMEWORK. I CAN WALK YOU  
22 32 STEPS IN DETAIL IN THE NEXT COUPLE OF SLIDES BUT NOTE HERE  
23 ON THE SLIDE THE CONSULTANT TEAM HAS COVERED SUBSTANTIAL  
24 GROUND ON THE APPROACH AND IS CURRENT ASSESSING THE CURRENT  
25 STATE OF PROCESS ROLES AND GOVERNANCE ET CETERA FOR THE SIX



OCTOBER 26, 2022

1 FUNCTIONAL AREAS BUT WE EXPECT TO HAVE A MEETING IN NOVEMBER  
2 TO DISCUSS WHERE OPERATOR MODEL SHIFTS ARE NEEDED TO  
3 ACCOMPLISH BENEFICIAL OUTCOMES. NEXT SLIDE PLEASE. SO, THE  
4 PREVIOUS SLIDE LAID OUT THE HIGH-LEVEL APPROACH IN TASKS, BUT  
5 I JUST WANTED TO GRAPHICALLY LAY THE REVISED METHODOLOGY OUT  
6 SO IT'S EASIER TO UNDERSTAND. UNDER THE REVISED METHODOLOGY,  
7 THE TEAM WILL DEFINE AND DESCRIBE THE REGIONAL INTEREST AND  
8 BENEFITS ASSOCIATE WITH THE SIX FUNCTIONAL AREAS, AND WITHIN  
9 THIS GROUP DEVELOP DATA TO TAKE A DEEPER DIVE IN FUNCTIONAL  
10 AREAS MAPPING AND WAYFINDING, REGIONAL RAIL, FOR HIGH-LEVEL OF  
11 QUALIFICATION, THOSE PRESENT BOOK ENDS OF THIS WORK. THE TEAM  
12 WOULD CONDUCT CURRENT AND FUTURE STATE ASSESSMENT OF FUTURE  
13 FUNCTIONAL AREAS TO DEFINE GAPS BETWEEN CURRENT STATE AND  
14 LEADING PRACTICES ACROSS THE BUILDING BLOCKS SHOWN IN THE  
15 OPERATING MODEL TO THE RIGHT AND THIS WILL HELP US DETERMINE  
16 WHERE OPERATING SHIFTS COULD BE BENEFICIAL FOR EACH  
17 FUNCTIONING AREA. THE OPERATING MODEL RESULTS ACROSS SIX AREAS  
18 WOULD BE RECONCILED UNDER INTERDEPENDENCES AND RISKS  
19 IDENTIFIED, AND THAT WILL LEAD TO NETWORK MANAGEMENT FRAMEWORK  
20 THAT WILL INFORM RECOMMENDED CHANGES TO THE NETWORK MANAGEMENT  
21 STRUCTURE. FOCUSSED ON CHANGES TO GREATEST IMPACT FOR  
22 REGIONAL NETWORK MANAGEMENT FRAMEWORK AND AN IMPLEMENTATION  
23 PATHWAY. KNOW THAT ALSO WE'LL BE WORKING TOWARDS REGIONAL  
24 NETWORK MANAGEMENT FRAMEWORK THAT CAN CLOSE GAPS IN THE NEAR-  
25 TERM WITHIN EXISTING AUTHORITIES WHILE ALSO IDENTIFYING



OCTOBER 26, 2022

1 STRUCTURE OR AUTHORITY REQUIREMENTS NEEDED TO FULLY IMPLEMENT  
2 A COMPREHENSIVE NETWORK MANAGEMENT FRAMEWORK OR STRUCTURE OVER  
3 TIME. NEXT SLIDE. SO WHEN WE TALK ABOUT THE END PRODUCT BEING  
4 REGIONAL NETWORK MANAGEMENT FRAMEWORK WHAT ARE WE TALKING  
5 ABOUT? I THOUGHT THIS IT WOULD BE A GOOD SLIDE FOR VISUALIZING  
6 THIS. THE OPERATING RESULTS THEY MENTIONED IN THE PREVIOUS  
7 SLIDE INFORM THE BOTTOM HALF THAT'S SHOWN HERE,  
8 ACCOUNTABILITIES AND RESPONSIBILITIES WILL BE LATER ON, AND  
9 WHICHEVER YOU THINK ABOUT STRUCTURING REGIONAL NETWORK  
10 MANAGEMENT IN THE FUTURE, IT HAS TO HAVE A CLEAR LINKAGE BACK  
11 TO COMMISSION. THESE MAKE UP THE FRAMEWORK, MISSION AND  
12 VISION, ACCOUNTABILITY ARE RESPONSIBILITIES WHICH ARE A SIMPLE  
13 WAY OF DEFINE BEING, REGIONALLY, AND LOCALLY, AND DEFINING HOW  
14 THAT CAN GET DONE AND WHAT ENABLERS ARE NEEDED FOR SUPPORT.  
15 NOTE ON THIS SLIDE AROUND ALL OF THIS IS THIS IDEA OF  
16 IMPLEMENTATION WHERE THIS DASHED BOX COME INTO PLAY THAT HELPS  
17 US PHASE THE WORK TO CONSIDER CONSTRAINTS SUCH AS FINANCIAL,  
18 TIME AND LEGAL. THESE HELP US MAKE CHOICES TO EFFORTS TO MAKE  
19 IMMEDIATE CHANGE AND BALANCE AGAINST FEASIBILITY OF OVERCOMING  
20 CONSTRAINT. NOTING CONSTRAINTS ARE THERE NOT TO LIMIT OUR  
21 THINKING BUT TO PUSH US INTO CONSIDERING HOW TO PRIORITIZING  
22 AIM OUTSIDER TOWARDS THE RIGHT CONSIDERATIONS. NEXT SLIDE.  
23 BEFORE I LAY OUT THE SCHEDULE IN THE ATTACHED POINTS I TALKED  
24 ABOUT THE PRIORITY AREAS AND REGIONAL BENEFITS, THE CONSULTANT  
25 TEAM WILL REGIONALIZE CONSIDERATIONS AS THE ROLES SHIFT IN



OCTOBER 26, 2022

1 ACCOUNTABILITIES IMPROVEMENTS IN CUSTOMER SERVICE, GREATER  
2 EFFICIENCIES AND WHETHER SUCH SHIFTS ARE FEASIBLE. THESE SHOWN  
3 HERE IN SUMMARY ARE DRIVING OF THE SIX FUNCTIONS RELATED TO  
4 THE BEST STRUCTURE FOR NETWORK MANAGEMENT. FINAL SLIDE PLEASE.  
5 SO THIS SLIDE HERE SHOWS THE SEQUENCE OF WORK BEING BROUGHT  
6 FORD OVER THE NEXT COUPLE OF MONTHS TO THE ADVISORY GROUP,  
7 BRINGING AN RMN REGIONAL NETWORK MANAGEMENT ADVISORY TO THE  
8 COMMISSION FOR INPUT AFTER THAT THE ADVISORY GROUP WILL HAND  
9 RECOMMENDATIONS TO THE COMMISSION IN JANUARY FOR FIRST REVIEW  
10 WITH FINAL ACTION ANTICIPATED FROM YOU IN FEBRUARY. AND THIS  
11 WILL ALLOW YOUR FEEDBACK TO BE CONSIDERED TWICE ON THE RNM  
12 FRAMEWORK ONCE AS AN INFORMATION ITEM IN JANUARY AND CONCLUDE  
13 IN FEBRUARY. WITH THAT I'LL TAKE QUESTIONS OR COMMENTS.

14

15 **ALFREDO PEDROZA, CHAIR:** THANK YOU FOR THE UPDATE. I HAVE BEEN  
16 IN MEETING WITH US THANK YOU FOR ALL THE WORK YOU HAVE DONE  
17 WITH STAFF AND CONSULTANTS TO OPERATORS. WE HAVE HAD THOSE  
18 POINTS EVER REFLECTION AND ALWAYS ARE GUIDING IN THE RIGHT  
19 WAY. SO MY COMMENTS, COMMISSIONERS, SAME THING JUST MORE  
20 COMMENTS AND QUESTIONS. REALLY FOCUSING ON WHAT WE WANT TO DO  
21 AND THE OUTCOMES, I THINK IT'S THE RIGHT FOCUS AND THEN  
22 TALKING ABOUT HOW WE DO IT. TO ME THAT WAS A CRITICAL PART IN  
23 TERMS OF WHAT WE'RE FOCUS FOCUSING ON WHERE WE STARTED AND  
24 WHERE WE'RE AT NOW PRODUCES SOMETHING WE CAN START WORKING ON  
25 NOW VERSUS JUST NEBULOUS CONCEPTS THAT ARE SO EASY TO GET



OCTOBER 26, 2022

1 DISTRACTED BY. JUST GENERAL COMMENTS. COMMISSIONERS ANY  
2 COMMENTS OR QUESTIONS? ALL RIGHT. LET ME GO TO PUBLIC COMMENT  
3 THEN I'LL BRING IT BACK TO THE COMMISSION. KIMBERLY?

4

5 **CLERK OF THE BOARD:** I HAVE RECEIVED NOTHING IN WRITING AND I  
6 SEE ONE MEMBER OF THE PUBLIC WITH THEIR HAND RAISED. ADINA  
7 LEVIN, GO AHEAD AND UNMUTE YOURSELF. YOU WILL HAVE ONE MINUTE.

8

9 **SPEAKER:** GOOD AFTERNOON COMMISSIONERS. ADINA LEVIN, SERVING ON  
10 THE POLICY ADVISORY COUNCIL AND SUBCOMMITTEE, BUT IN THIS  
11 CASE, SPEAKING FOR THE COALITION LETTER THAT APPLIED TO  
12 SEVERAL OF THESE ITEMS. SPEAKING TO, FIRST OF ALL, IN TERMS OF  
13 ANALYZING THOSE SIX FUNCTIONS FOR HOW NETWORK MANAGEMENT WOULD  
14 BE ABLE TO HOLD ACCOUNTABILITY AND A COORDINATED SYSTEM. WE  
15 HEARD FROM STAFF IN OUR MEETING THAT ACCESSIBILITY WOULD BE  
16 THE DEFINED BROADLY, WHICH IS IMPORTANT NOT JUST TO  
17 PARATRANSIT BUT TO ACCESSIBILITY TO THE SYSTEM AS A WHOLE. AND  
18 LOOKING AT THE SYNERGY BETWEEN ITEMS WHERE FARE AND SCHEDULE  
19 AND TRANSIT PRIORITY ARE RELATED TO EACH OTHER IN ORDER TO  
20 MAKE THAT EASY TO USE AND CONVENIENT. THANK YOU.

21

22 **CLERK OF THE BOARD:** THANK YOU. THE NEXT SPEAKER IS ROMA  
23 DAWSON, FOLLOWED BY IAN GRIFFITHS.

24



OCTOBER 26, 2022

1 **SPEAKER:** ROMA DAWSON LEAGUE OF WOMEN VOTERS, BAY AREA, WE TAKE  
2 ACTION ON ISSUES THAT AFFECT MORE THAN ONE COUNTY. WE STRONGLY  
3 SUPPORT PLANNED BAY AREA, AND THEREFORE BELIEVE MTC SHOULD  
4 EXPEDITE THE STRUCTURE ON REGIONAL NETWORK MANAGEMENT. WE  
5 SUPPORT THE REPORT CARD ESPECIALLY REGULATORY AND PRIORITIZING  
6 THE CONNECTED NETWORK PLAN. WE HAVE HAD MEMBERS IN LEAGUE OF  
7 WOMEN VOTERS BAY AREA, WHO HAVE WORKED ON MTC ABAG ISSUES FOR  
8 ALMOST 30 YEARS AND WE WANT TO ACKNOWLEDGE THE COMPLEXITY OF  
9 THE STAFF AND ESPECIALLY THANK THE TRANSIT OPERATORS AND  
10 OTHERS, HOWEVER WE URGE TO YOU MOVE FORWARD MORE AGGRESSIVELY  
11 ON THE GOVERNANCE ISSUE. THANK YOU.

12

13 **CLERK OF THE BOARD:** THANK YOU. IAN GRIFFITHS.

14

15 **IAN GRIFFITHS:** IAN GRIFFITHS, SEAMLESS BAY AREA. JUST WANT TO  
16 HIGHLIGHT THAT ONE OF THE CONSEQUENCE OF THE SHIFT IN  
17 METHODOLOGY NOT ONLY HAS BEEN AN EXTENSION IN THE TIMELINE,  
18 BUT ALSO IT'S FOCUSING REALLY ONLY ON THE NEAR-TERM SHIFTS  
19 THAT WE CAN MAKE AND THE SCOPE HAS BEEN SHIFTED TO PUT OFF  
20 IDENTIFYING WHAT IS THE LONG-TERM NETWORK MANAGEMENT FRAMEWORK  
21 OR THE LONG-TERM GOVERNANCE STRUCTURE THAT WE SHOULD HAVE, TO  
22 A FUTURE PHASE OF WORK. I WANTED YOU ALL TO BE AWARE OF THAT  
23 BECAUSE IT'S VERY IMPORTANT THAT AS WE CONCLUDE THIS SCOPE OF  
24 WORK AND THIS BODY OF WORK THAT WE THEN MOVE TO SWIFTLY  
25 IDENTIFYING WHAT IS THE LONG-TERM STRUCTURE AND IDENTIFYING,



OCTOBER 26, 2022

1 YOU KNOW, BECAUSE THAT'S GOING TO TAKE TIME TO ADVANCE AND THE  
2 WORK HAS BEEN RESCOPE TO FOCUS ON IMPORTANT ANALYSIS. BUT WE  
3 DON'T SEE THAT THE WORK SENDING, WITH THIS CURRENT SCOPE OF  
4 WORK. WE HAVE TO THINK ABOUT THE NEAR OPPORTUNITIES BUT ALSO  
5 LONG-TERM SHIFTS.

6

7 **CLERK OF THE BOARD:** WE HAVE NO OTHER SPEAKERS.

8

9 **ALFREDO PEDROZA, CHAIR:** THIS IS A FOCUS TRYING GET THINGS DONE  
10 IN THE MOMENT AND TAKE ADVANTAGE OF THE SITUATION FOR THE  
11 BETTERMENT OF THE RIDERS. ANY QUESTIONS OR COMMENTS? SCHRUTI,  
12 THANK YOU VERY MUCH. JIM, CLOSE IT OUT.

13

14 **JAMES P. SPERING:** SCHRUTI, VERY GOOD WORK. I SUPPORT IT. I  
15 LIKE THE DIRECTION WE'RE GOING. THOSE ARE BRIEF COMMENTS FOR  
16 THE SAKE OF TIME.

17

18 **JAMES P. SPERING:** THANK YOU, JIM. MOVING TO 3C REGIONAL RAIL  
19 PARTNERSHIP STUDY. SCHRUTI, YOU'RE ALSO TAKING THIS ONE. TAKE  
20 IT AWAY. THIS IS AN INFORMATION ITEM ONLY.

21

22 **SHRUTI HARI:** SCHRUTI HARI, AGAIN ON THE STUDY. IF SOMEBODY  
23 COULD PULL UP THE SLIDE DECK PLEASE. I'M HERE WITH PATRICK  
24 MILLER FROM THE STEER TEAM TO PRESENT THE DRAFT FINDINGS FROM  
25 THE REGIONAL RAIL PARTNERSHIP STUDY AND RECEIVE FEEDBACK IF



OCTOBER 26, 2022

1 ANY TO INFORM THE FINAL STUDY DELIVERABLES AND POTENTIAL NEXT  
2 STEPS. NEXT SLIDE PLEASE. IN DECEMBER 2021, MTC AND REGIONAL  
3 RAIL PARTNERS LAUNCHED THE REGIONAL RAIL PARTNERSHIP STUDY AND  
4 THE STUDY IS AND ALWAYS INTENDED TO BE A COLLABORATIVE EFFORT  
5 SPANNING OPERATORS AND PUBLIC AGENCIES INVOLVING PASSENGER  
6 RAIL SERVICE IN THE BAY AREA. THE OBJECTIVES OF THE STUDY ARE  
7 TO EXPLORE AND MAKE RECOMMENDATIONS ON HOW REAL AGENCIES CAN  
8 COLLABORATE EFFICIENT HE AND EFFECTIVELY ON DECISION-MAKING  
9 ORGANIZATIONAL OPERATIONS AND PROJECT DELIVERY. AND MTC AND  
10 ITS RAIL PARTNERS EARLY ON IN THIS PROCESS COMMITTED TO  
11 WORKING TOGETHER TO EXPLORE HOW EVOLUTION ACROSS THESE AREAS  
12 CAN HAVE A POSITIVE IMPACT ON THE RAIL NETWORK. WHAT'S HERE ON  
13 THE LEFT SIDE OF THE BOX LAYS OUT THREE THEMATIC AREAS THAT  
14 GUIDE THE STUDY AND GUIDE DELIVERY OF THE PROJECTS. THESE  
15 AREAS ARE, A, HOW DECISIONS ARE MADE BY RAIL AND WHO? B, HOW  
16 DO WE ORGANIZE RAIL ACTIVITIES IN THE REGION AND C HOW DO WE  
17 DELIVER MEGA PROJECTS. USING A COMBINATION OF DESKTOP RESEARCH  
18 INCLUDING LESSONS ELSEWHERE, AS WELL AS WORKING GROUPS, A TAC  
19 WAS ESTABLISHED. IN GREEN ON THIS SLIDE WE HIGHLIGHT THE KEY  
20 OUTCOMES OF THE STUDY THERE ARE TUNE FOR REGIONALIZATION  
21 ACROSS EACH THEME WHICH WE WILL DISCUSS TODAY AND FROM THESE  
22 OPPORTUNITIES THE CONSULTANT TEAM HAS PROPOSED A SHORT LIST OF  
23 OPTIONS FOR MTC AND PARTNERS TO STUDY FURTHER INCLUDING PILOT  
24 THAT CAN TEST FINDINGS FURTHER IN THE NEAR-TERM. IN EXPLORING  
25 FINDINGS, THE LENS WE INVITE COMMISSIONERS TO USE HERE IS THAT





OCTOBER 26, 2022

1 INITIAL FINDINGS ARE INTENDED TO SHAPE FUTURE STUDIES AND  
2 OPTIONS IDENTIFIED HERE DO REQUIRE MORE INFORMATION BEFORE WE  
3 MAKE A DECISION ON ANY CHANGES TO IMPLEMENT NOTE THESE CHANGES  
4 ARE IN CONJUNCTION WITH THE NETWORK MANAGEMENT BUSINESS, TO  
5 DEVELOP THE BROADER REGIONAL TRANSIT NETWORK MANAGEMENT  
6 EVALUATION. NEXT SLIDE PLEASE. THIS SLIDE EXPANDS ON THE THREE  
7 AREAS AND FRAMING OF THE STUDY TO BE EXPLORED AND EVALUATED.  
8 THESE ARE DECISION MAKING, WHO MAKES DECISIONS AND APPLYING AT  
9 THE REGIONAL LEVEL, TO SPECIFIC AGENCIES, CAPABILITIES LABOR  
10 ACTIVITIES ORGANIZATION IN THE REGION, AND PROJECT DELIVERY  
11 LOOKING AT MODELS THAT WOULD BE USED TO PROCURE AND DELIVER A  
12 NEW MEGA PROJECTS. FOR EASE OF UNDERSTANDING FINDINGS IN THIS  
13 DECK ARE DISTINCTLY COLOR CODED. A DECISION-MAKING, BLUE  
14 CAPABILITIES AND RED C DELIVERING MODELS. NOTE A AND B ON THIS  
15 SLIDE HAVE BEEN INFORMING THE ONGOING NETWORK MANAGEMENT  
16 EFFORT AND AS MENTIONED IN THE PREVIOUS PRESENTATION NETWORK  
17 MANAGEMENT IS TRYING TO FIGURE OUT WHERE THERE IS BENEFIT IN  
18 REGIONALIZING ACROSS CAPABILITIES, BOTH FROM AUTHORITY  
19 DECISION MAKE PERSPECTIVE AND ALSO FROM THE PERSPECTIVE OF WHO  
20 SHOULD CARRY IT OUT. NEXT SLIDE PLEASE. WE ISSUED THE STUDY  
21 WITH DEVELOPMENT SOLUTION FOUR POTENTIAL AREAS FOR  
22 IMPROVEMENT. NOTED ON THE SLIDE IN SUMMARY EQUITY ONE WAS  
23 ABOUT ENSURING FUTURE NETWORK INCLUDING STRONG PROJECTS THAT  
24 ARE PRIORITIZED EFFECTIVELY. TWO WAS ABOUT MAKING SURE THAT AS  
25 THE NETWORK GROWS WHAT PHYSICAL CONNECTIONS AS WELL AS SERVICE



OCTOBER 26, 2022

1 PROVIDE EXCELLENT CUSTOMER SERVICE FROM THAT CUSTOMER SERVICE  
2 POINT OF VIEW AND THREE WAS ABOUT DELIVERING PROJECTS  
3 EFFECTIVELY WITH STRONG VALUE FOR MONEY AND EQUITY FOUR WAS  
4 ABOUT DEVELOPING LABOR AND INNOVATION THAT THE REGIONS  
5 REQUIRE. THIS ALLOWED US TO EXPLORE THEMATIC AREAS, TRADEOFFS  
6 AND BENEFITS FOR CHANGES WITHIN THE AREA. AT THIS POINT I  
7 WOULD LIKE TO PASS TO THE PM FROM THE CONSULTANT TEAM. PATRICK  
8 MILLER WHO WILL WALK YOU THROUGHOUT AREAS AND FINDINGS.

9

10 **SPEAKER:** THANK YOU SCHRUTI AND COMMISSIONERS. TALKING THROUGH  
11 THE FOUR CORE AREAS OF THE STUDY. YOU CAN CONSIDER THE NEXT  
12 SET OF SLIDES AS A DASHBOARD THAT PROVIDES OVERSIGHT OF THE  
13 STUDY. SLIDE FIVE PLEASE. ON SLIDE FIVE, DECISION-MAKING  
14 FOCUSED ON HOW DECISIONS ARE MADE IN THE BAY AREA, PERSPECTIVE  
15 RAIL, AND WHO MAKES THEM. WE BROKE THE QUESTION DOWN INTO TEN  
16 DECISION AREAS SHOWN ON THE RIGHT OF THE SLIDE COVERING RANGE  
17 OF DECISIONS MADE THROUGH PLANNING DELIVERY AND PASSENGER RAIL  
18 SERVICES THOSE ARE FAIRLY IN THE BAY AREA AND AROUND THE WORLD  
19 AS CONCEPTUAL DECISIONS WE CAN USE TO ADVISE THE STUDY. WE  
20 STARTED WITH QUESTIONS, WHETHER MADE AT THE AGENCY LEVEL  
21 WHETHER A SINGLE AGENCY CAN MAKE BINDING DECISIONS WITH  
22 RESPECT TO DECISIONS IN THEIR OWN SERVICE AREA AND THOSE MADE  
23 REGIONALLY OR COLLABORATIVELY THROUGH REGION-WIDE BODIES AND  
24 AGENCIES. APPLYING LINES OF INQUIRY, TO SEE IF DECISIONS COULD  
25 BE MADE AT THE REGION-WIDE LEVEL, FOR SINGLE DECISION MAKE OR



OCTOBER 26, 2022

1 BINDING DECISIONS APPLICATION. HIGHLIGHTED IN THE DARK PURPLE,  
2 DECISIONS THAT ARE REALLY ABOUT ADVANCING THE LONG-TERM PLAN  
3 FOR A REGION THINGS LIKE PROJECT INCLUDED IN A FUTURE NETWORK  
4 WHEN WE HAVE A FUTURE NETWORK HOW DO WE ADVANCE TOWARD  
5 SEQUENCING AND DELIVERY, FINANCING PROJECTS, AND DETERMINATION  
6 OF WHO IS BEST SUITED TO DELIVER PROJECTS. RANGE OF OTHER  
7 DECISIONS NO NOTED HERE A SHARED LEVEL, STUDY DETAIL OPERATING  
8 BUDGETS MAINTENANCE BUDGETS THOSE DECISIONS HAVE HIGHEST  
9 POTENTIAL TO REMAIN AT THE AGENCY LEVEL WORK REQUIRED TO  
10 ANALYZE FURTHER WE SEE THESE AS A STARTING POINT FOR FURTHER  
11 REVIEW AND DECISION MAKING. SLIDE SIX APPROACHES USED TO  
12 CREATE SUCH A DECISION MAKING BODY HOOKING AT THE BLEND OF  
13 DECISIONS TO BE MADE AT A REGION-WIDE LEVEL AND THOSE MADE  
14 COLLABORATIVELY WE IDENTIFIED THREE APPROACHES FOR AUGMENTS  
15 DECISIONS. AGREEMENT DRIVEN FORUM INDIVIDUAL AGENCIES MAKE TO  
16 A NEW FORUM TO REGION-WIDE PERSPECTIVE, LEGISLATION TO CREATE  
17 A DECISION-MAKING BODY OR USING LEGISLATION TO EMPOWER A  
18 DECISION-MAKING BODY TO TAKE ON THESE DECISIONS ACROSS THE  
19 REGION OF COURSE EACH METHODS AND MODELS REQUIRES FURTHER  
20 STUDY WE HAVE TRIED TO TAKE A LONGER LIST OF POTENTIAL IDEAS  
21 FOR FOCUS IN MTC'S FUTURE CONSIDERATION. SLIDE SEVEN WE GET  
22 INTO THE QUESTION OF HOW DO WE ORGANIZE ACTIVITIES IN THE  
23 REGION. A IS ABOUT IF WE WERE TO CHANGE HOW DECISIONS ARE MADE  
24 HOW DO WE DO THAT, B, ONCE DECISIONS ARE MADE ORGANIZING  
25 ACTIVITIES WITHIN A REGION TO EFFECTIVELY ACTION THOSE



OCTOBER 26, 2022

1 DECISIONS. WE BROKE ACTIVITIES IN THE REGION INTO FIVE  
2 CATEGORIES THAT PLAN DELIVER AND OPERATE RAILWAY SERVICES IN  
3 THE REGION INCLUDING DEVELOPMENT OF MEGA PROJECTS, WE ASKED OF  
4 QUESTION OF HIGHER BENEFITS OF POTENTIALLY COORDINATED ACROSS  
5 THE BAY AREA AND AT AGENCY LEVEL. TO THE PERSPECTIVE OF  
6 POTENTIAL BENEFITS, THERE ARE AREAS IN THE BAY AREA THAT MIGHT  
7 CREATE BENEFITS ACROSS THE FOUR LINES OF INQUIRY IF WE HAD  
8 STRONGER REGIONAL COORDINATION OR REGIONAL CONSOLIDATION IN  
9 THE DARK BLUE AND SUPPORTING NETWORK DECISIONS ADVISING  
10 DECISION MAKERS TO ADVISE NEW PROJECTS HOW TO COORDINATE AND  
11 MANAGE FUNDING AND LONG RANGE PLANS FOR INFRASTRUCTURE AND  
12 SERVICE POINT OF VIEW AND LONGER RANGE POLICIES DEVELOPING  
13 PROPOSALS FOR POLICIES THAT MIGHT AUGMENT SUCCESS OF THE  
14 NETWORK. CAPABILITIES WE IDENTIFIED HAVE LOWER POTENTIAL IF  
15 EXECUTED EIGHT FULLY REGIONALIZED MODEL MIGHT WORTH  
16 CONSIDERING FURTHER, CUSTOMER ENGAGEMENT DAY-TO-DAY  
17 OPERATIONAL SERVICE PLANNING EARLY WORK ON PRODUCT DEVELOPMENT  
18 NOT QUITE DETAILED ENGINEERING BUT SOME EARLY PLANNING  
19 ADVANCEMENT OF PROJECTS FOR EXAMPLE. IF WE COMBINE DIFFERENT  
20 CAPABILITIES THAT MIGHT BENEFIT APPROACHES, WE LAND ON SLIDE  
21 EIGHT OPTIONS THE STUDY TEAM HAS DEVELOPED FOR CONSIDERATION  
22 THESE ARE ORGANIZATIONAL OPTIONS THAT WOULD COMBINE AGENCY  
23 STAFF INTO A NEW AGENCY OR STRENGTHEN AN EXISTING AGENCY BY  
24 EXPANDING THEIR MANDATE AND THEIR STAFFING LEVELS. FOUR  
25 OPTIONS ON THE SLIDE OWE ORGANIZATION OF INFORMATION, IF YOU



OCTOBER 26, 2022

1 READ THE SLIDE TOP TO BOTTOM SHOWING DIFFERENT CAPABILITIES  
2 YOU MIGHT CONSOLIDATE OR REGIONALIZE, DIFFERENTLY OPTIONS LEFT  
3 TO RIGHT INCREASING CONSOLIDATION WITHIN EACH OF THE OPTIONS.  
4 COLOR CODING HERE AS WELL TO TALK DIFFERENT MODELS FOR ACTIONS  
5 OR CAPABILITIES WITHIN THE RAIL SYSTEM DARKEST COLOR MODEL ONE  
6 SINGLE WIDE ENTITY FOR ALL ACTIONS AND LIGHTER SHADE  
7 COLLABORATION BETWEEN A COMMUNITY OF AGENCIES. THE SPHERE OF  
8 THE FOUR OPTIONS IS DEFINED MUTUALLY EXCLUSIVE IN DIFFERENT  
9 WAYS UNDERSTANDING WHAT ARE NEXT STEPS FOR ORGANIZATION THE  
10 REGION COULD LOOK LIKE. EACH OF THEM REQUIRE FURTHER STUDY BUT  
11 THEY DO PRESENT MTC SOME OPPORTUNITIES TO CONSIDER WHAT MIGHT  
12 IT LOOK LIKE IF WE REALLY CONSOLIDATED SOME PIECES OF SOME OF  
13 THE ACTIONS TAKEN TO DEVELOP THE RAILWAY NETWORK AND ALSO  
14 KEEPING THINGS COLLABORATIVE AND DIVERSITY THERE, IMPORTANT TO  
15 NOTE IN GRAY ALONG THE BOTTOM OUR STUDY DIDN'T DEFINE IN THE  
16 SHORT-TERM HIGH POTENTIAL FOR CONSOLIDATING DAY-TO-DAY  
17 OPERATIONS OR COMBINING DAY-TO-DAY OPERATIONS WITHIN THE RAIL  
18 REGION, GETTING TRAINS OUT OF THE DEPOT, AND BACK AT THE END  
19 OF THE NIGHT WOULD NOT INCLUDE HIGH PEOPLE FOR CONSOLIDATION  
20 AT A REGIONAL SCALE. SLIDE NINE WE CAN TALK ABOUT THE THIRD  
21 AND FINAL STUDY AREA, C, WHICH LOOKS AT APPROACHES TO MEGA  
22 PROJECTS. DEVELOPING AND DELIVERING MEGA PROJECTS IN THE BAY  
23 AREA. THIS SLIDE ILLUSTRATES MODELS, TOOLS AND PROPOSE TO  
24 DELIVERING PROJECTS IN THE REGION, STARTING AT A CORRIDOR  
25 LEVEL -- SORRY -- INDIVIDUAL PROJECT LEVEL MOVING TO A



OCTOBER 26, 2022

1 CORRIDOR LEVEL AND PORTFOLIO LEVEL TRYING TO UNDERSTAND  
2 EFFORTS TO DELIVER MODELS THAT MIGHT NOT BE IN PLACE AND  
3 THAT'S THE IDEA OF A PORTFOLIO MANAGER TO LOOK OVER PROJECT  
4 AND IDENTIFY IF REGIONAL BENEFITS TO PROJECTS ARE BEING  
5 DELIVERED IN AN OPTIMAL WAY AND MAKING SURE WE UNDERSTAND HOW  
6 PROJECTS FIT TOGETHER NOT ONLY JUST IN DELIVERY BUT IN  
7 OPERATIONS AND COREALIZE BENEFITS AND MAKING SURE WE'RE  
8 HEARING LESSONS LEARNED FROM PROJECTS MOVING FORWARD.  
9 ULTIMATELY FRAMED ON LISTENING TO OUTCOMES, HAVING AN  
10 INCREASED OUTCOME THAT CONNECTS RIDERSHIP. FROM OUR STUDY  
11 WE'RE LOOKING AT DELIVERY, BENEFITS AND DELIVERY OF NEW  
12 ELEMENTS OF THE NETWORK. OPTIONS FOR DELIVERY MODELS, SHORTER  
13 LIST OF OPTIONS, ALL REQUIRE FURTHER CONSIDERATION. FOUR  
14 OPTIONS NUMBER ONE IN THE WHITE BOX WITH THE AGENCY EXAMPLES  
15 INCLUDED WHICH IS ABOUT OPTIMIZING EXISTING MODEL WHERE YOU  
16 HAVE MULTIPLE AGENCIES DELIVERING THE PROJECTS, MEGA PROJECTS  
17 IN THE REGION. SECOND ONE WOULD BE EXPLORING PORTFOLIO MANAGER  
18 TOUCHING ON THEMES WE DISCUSSED IN THE PREVIOUS SLIDE AROUND  
19 CREATING A BODY THAT CAN UNDERSTAND THE BENEFITS WE'RE TRYING  
20 TO REALIZE WITH RAIL DEVELOPMENT, DELIVERING PROJECTS WITHOUT  
21 ERODING BENEFITS. ENTITY CHANGES, FOR OWNERSHIP ROLES,  
22 CREATING DELIVERY VEHICLES CREATED TO FOCUS MAYBE ON ONE  
23 PROJECT OR A COUPLE OF CONNECTED PROJECTS. KEY TAKEAWAYS, WHEN  
24 WE THINK ABOUT DELIVERY MODELS YOU THINK ABOUT NOT ONLY  
25 PRODUCTS WE'RE TRYING TO BUILD NOW BUT THE REGIONAL PORTFOLIO



OCTOBER 26, 2022

1 ON A WHOLE, WE CAN'T THINK ABOUT INDIVIDUAL PROJECTS IN  
2 ISOLATION AS THE SCALE OF PROJECTS INCREASES. IF WE DON'T TAKE  
3 A WHOLE PORTFOLIO VIEW AS WE DELIVER THESE PROJECTS WE COULD  
4 END UP WITH A SUBOPTIMAL DELIVERY AND PROJECTS AS  
5 CONSIDERATION FOR REVIEWING THESE MODELS MOVING FORWARD. WE'LL  
6 MOVE TO SLIDE 11 AT THIS POINT AND ONE OF THE THINGS I'LL  
7 SHARE ON THIS ONE IS A KEY FINDING FROM THE STUDY WAS THIS  
8 TENSION BETWEEN DELIVERING ANY KIND OF DECISION MAKING,  
9 ORGANIZATIONAL DELIVER MODEL CHANGE AND BIG BANG APPROACH SO  
10 APPLYING TO EVERYTHING AT ONCE OR APPLYING IN A PHASED SENSE.  
11 AMONG STUDIES CURRENTLY REACHED IS GIVEN EFFECTS CONTEMPLATED  
12 THERE MAY BE VALUE IN DELIVERING SOME CHANGES IN AN APPROACH  
13 FOCUSING ON I SUBSET OF COUNTIES IN THE BAY AREA BASED ON THE  
14 SIZE OF PROJECTS NETWORK INTEGRATION, CONSIDERATIONS TO SEE IF  
15 WE CAN REALIZE BENEFITS OF DECISION MAKE, AND BENEFITS SOONER  
16 AS WE GO FOR MODEL ON A SMALLER SCALE. TALKING ABOUT QUESTIONS  
17 THAT MAY BE EXPLORED IN FUTURE STUDIES. GIVEN THE FOCUSED TIME  
18 TODAY WE HAVEN'T HAD A CHANCE ON GO THROUGH EVERYTHING THAT  
19 MIGHT BE EXPLORED IN FUTURE STUDIES BUT WE HAVE IDENTIFIED  
20 AREAS FOR MTC TO CONSIDER FURTHER. FIRST LOOKING AT EACH OF  
21 THE AREAS, A, B, AND C, AND COMBINATION, SOME PILOTS MY BE IN  
22 COLLABORATION WITH OTHER RAIL AGENCIES WITHIN THE REGION, A  
23 STUDY MODE TO GAIN PROOF POINTS FOR BENEFITS. THINKING ABOUT  
24 AREAS FOR FURTHER STUDY ACROSS A, B, AND C, AND COMBINED  
25 STUDIES, WHETHER COLLABORATES WITH AGENCIES FOR FURTHERING



OCTOBER 26, 2022

1 STUDY. WITH THAT, THAT CONCLUDES MY PRESENTATION. I'LL TURN IT  
2 BACK TO SHRUTI.

3

4 **SHRUTI HARI:** COMMISSIONERS GIVEN TIME TODAY WE PRESENTED THE  
5 HIGHLIGHTS OF THE STUDY THIS WAS A COMPLEX STUDY RAIL IS  
6 COMPLEX AND WE INTENTIONALLY LIMITED THIS TO THE HIGHLIGHTS.  
7 WE ARE CURRENTLY IN TERMS OF THE STATE AS WE'RE CURRENTLY  
8 CLOSE TO FINALIZING THE STUDY AS A WHOLE, THE TAC HAS BEEN IN  
9 DEVELOPMENT, AND THE TEAM IS FINALIZING THE DRAFT REPORT AND  
10 WILL BE SENDING TO THE RAIL TAC FOR FEEDBACK, AND THERE HAS  
11 BEEN A LOT OF COORDINATION, BEYOND THAT WE HAVE IDENTIFIED  
12 NEXT STEP ACTIONS FOR MTC TO CONSIDER ONE IS EXPLORING IF  
13 STUDIES CAN BE PILOTED MOVING FROM PRACTICAL TO DEVELOPMENT  
14 OPTION TO TEST, AND TWO CONDUCTING FURTHER ANALYSIS TO TEST OR  
15 CHALLENGE OR EXPAND UPON THE STUDY FINDINGS, AND WE LOOK  
16 FORWARD FOLLOWING DISCUSSION AND ANY QUESTIONS YOU MAY HAVE.  
17 THANK YOU.

18

19 **ALFREDO PEDROZA, CHAIR:** THANK YOU VERY MUCH FOR THE  
20 PRESENTATION. CAN WE GO TO THE GALLERY. WHAT I'LL SAY IS EVEN  
21 AT 2:00, I GET EXCITED ABOUT THIS TOPIC. THAT'S SAYING A LOT.  
22 THANK YOU FOR THAT. FOR US IN THIS LOCAL OFFICE WE DO STUDIES  
23 THEN PUT THEM ON A SHELF. I WANT TO MAKE SURE THIS DOESN'T  
24 HAPPEN WITH THAT. I WANT YOU TO COME BACK WITH SOME SHORT-TERM  
25 THINGS WHAT CAN WE DO NOW FOR THE BETTERMENT OF THE CUSTOMER





OCTOBER 26, 2022

1 AND I WANT TO GO BACK TO THE NETWORK MANAGEMENT EXPERIENCE, IN  
2 THE WHOLE PRESENTATION WE NEED TOO START WITH THE BASIC  
3 QUESTION OF WHY WE'RE DOING THIS NOW. AND WE TALKED ABOUT WHAT  
4 WE'RE STUDYING AND SO FORTH, BUT I WANT EVERYONE TO BUY INTO  
5 WHY WE'RE DOING THIS, AND THAT HAS SERVED US WELL AS WE HAVE  
6 GONE ON THIS NETWORK MANAGEMENT JOURNEY, GETTING FOLKS TO  
7 DOUBLE DOWN ON THE REASONING, AND SAME GOES FOR RAIL, FRONT  
8 LOADING THAT WOULD SERVE AS WELL THAT'S NOT SOMETHING THAT'S  
9 GOING GO AWAY TOMORROW IT'S SOMETHING THAT'S GOING TO CONTINUE  
10 FOR SOMETIME. WHAT PROBLEM WE'RE TRYING TO SOLVE WOULD SERVE  
11 AS WELL. VICE CHAIR JOSEFOWITZ?

12

13 **NICK JOSEFOWITZ, V. CHAIR:** I WANT TO ECHO THE COMMENTS. I'M  
14 NOT USUALLY THE PERSON THAT SAYS THIS PRESENTATION IS TOO  
15 COMPLICATED BUT THIS PRESENTATION IS TOO COMPLICATED AND IT'S  
16 NOT CLEAR TO ME WHAT WE SHOULD BE ACTUALLY BE DOING HERE. I'M  
17 GOING TO PROVIDE LOTS OF OPTIONS AND BLUE COLORED BOXES AND  
18 ORANGE COLORED BOXES AND PURPLE COLORED BOXES AND THAT'S KIND  
19 OF HELPFUL BUT I WANT STAFF TO COME BACK TO US AND SAY, OKAY  
20 WE HAVE DONE THE STUDY, WHAT CAN WE DO. I HOPE ONE OF THE  
21 PLACES WE CAN START IS HOW WE CAN DELIVER MEGA PROJECTS MORE  
22 SUCCESSFULLY. IT'S SUCH A HUGE PROBLEM. WE SPENT I DON'T KNOW  
23 HOW LONG THIS MORNING REALIZING THAT WE DON'T HAVE ENOUGH  
24 MONEY. AND THIS IS SOMETHING WHERE WE CAN KIND OF HELP MAKE  
25 SURE THAT OUR MEGA PROJECTS COST LESS SO THAT MAYBE WE WILL



OCTOBER 26, 2022

1 HAVE ENOUGH MONEY FOR THEM. AND, SO, I WOULD REALLY LIKE TO  
2 HEAR FROM STAFF HOW, YOU KNOW, WHAT ARE SOME TANGIBLE NEXT  
3 STEPS HERE TO BRING US BACK, TANGIBLE, MEANINGFUL ACTIONS THAT  
4 WE CAN TAKE BASED ON THE RECOMMENDATIONS COMING OUT OF THIS  
5 STUDY?

6

7 **ALFREDO PEDROZA, CHAIR:** LET'S GO THROUGH ALL COMMISSIONER  
8 COMMENTS THEN SCHRUTI WILL ANSWER. COMMISSIONER DUTRA-VERNACI  
9 THEN COMMISSIONER SPERING.

10

11 **CAROL DUTRA-VERNACI:** THANK YOU, CHAIR PEDROZA, AND VICE CHAIR  
12 JOSEFOWITZ. I APPRECIATE BOTH OF YOUR COMMENTS. BECAUSE, FOR  
13 YOU, ALFREDO TO SAY, LET'S GO BACK TO THE BASIC QUESTION OF  
14 WHY ARE WE DOING THIS, WHAT WAS IT WE WERE TRYING TO  
15 ACCOMPLISH. BECAUSE TO MIXED COMMENTS, AS I LISTENED TO THE  
16 PRESENTATION AND LOOKED AT THE SLIDES, IT WAS THE SAME THING,  
17 BEING MESMERIZED WITH ALL OF THE DIFFERENT BOXES OF THIS,  
18 THAT, AND THE OTHER, AND REALIZING HOW COMPLEX IT IS SO, AS  
19 THIS ANALYSIS GOES FORWARD, CERTAINLY I WANT SOMETHING TO COME  
20 OUT OF IT THAT'S GOING TO BENEFIT THE AREA, AND THE QUESTION  
21 BECOMES HOW DO WE DO THAT? DO WE JUST TAKE, WHAT WAS THAT  
22 BASIC QUESTION, AND DO WE COME UP WITH OPTIONS THAT GETS US TO  
23 WHAT THAT WAS, OR DO WE FOCUS ON SOME OF THE OTHER THINGS THAT  
24 WERE BROUGHT UP ALONG THE WAY? SO, YEAH, IT WAS LIKE THIS WAS  
25 A GREAT FIRST PASS AT ALL THE INFORMATION AND THOU WE HAVE TO



OCTOBER 26, 2022

1 DISTILL IT AND FIGURE HOW TO MOVE SOMETHING FORWARD. THANK  
2 YOU.

3

4 **ALFREDO PEDROZA, CHAIR:** JIM?

5

6 **JAMES P. SPERING:** I LOOK AT THIS AND IT DOESN'T SEEM SO  
7 COMPLICATED TO ME, BECAUSE IT'S KIND OF DEJA VU. I WORKED WITH  
8 LEGISLATURE. ASSEMBLYMEMBER HANNIGAN AND SENATOR KOPP ON THE  
9 CAPITAL CORRIDOR AND MANY OF THE THINGS WE'RE LOOKING AT NOW  
10 ARE THE SAME THINGS WE'RE CONSIDERED BACK THEN ALMOST 25 YEARS  
11 AGO. AND I APPRECIATE THE WORK THAT'S BEING DONE ON THIS  
12 ETHICAL LEVEL UNDERSTANDING THE OPERATIONS IS IMPORTANT AS YOU  
13 MOVE INTO THE GOVERNANCE, IT'S IMPORTANT TO HOW WE MANAGE THE  
14 SYSTEM. AFTER THE CAPITAL CORRIDOR WORKING GROUP GOT THE  
15 TECHNICAL INFORMATION OUR CONCLUSION WAS THAT GOVERNANCE  
16 CHANGE HAD TO TAKE PLACE. CALTRANS WAS RUNNING THE INTERCITY  
17 RAIL SERVICE AT THE TIME, AND THEY WERE NOT MEETING THE LOCAL  
18 JURISDICTIONS NEEDS FOR RAIL SERVICE OR ESPECIALLY WASN'T  
19 MEETING THE NEEDS OF THE CUSTOMERS, AND THE ADVANTAGE WE HAVE  
20 IN THIS CORRIDOR IS THAT I DON'T THINK IT'S GOING TO TAKE THE  
21 LEGISLATION TO EXPLORE THESE CONSOLIDATIONS OR TAKE STEPS TO  
22 MAKE THIS DECISION-MAKING PROCESS A LITTLE MORE EFFICIENT THAN  
23 IT IS AND, SO, I WOULD ENCOURAGE THAT WE TAKE A LOOK AT THE  
24 CAPITAL CORRIDOR EXAMPLE, AS AN AGREEMENT THAT SHOULD BE  
25 CONSIDERED, AND YOU KNOW, MODEL THAT, DEVELOP A STRONG



OCTOBER 26, 2022

1 ADVOCACY. YOU KNOW, YOU LOOK AT THE WAY WE STRUCTURED IT, AND  
2 YOU KNOW, I TAKE A LOT OF PRIDE IN WORKING IN DOING THAT, BUT  
3 WE GOT ALL THE WAY UP TO SANTA CLARA ADVOCATING THAT SYSTEM  
4 AND I SEE SAME THING ON A SMALL SCALE FOR THE PENINSULA. SO I  
5 ENCOURAGE WHAT'S GOING FORWARD AND LOOKING AT THE GORGE, NOT  
6 JUST RECOMMENDATIONS COMING IN, BUT HELPING TO DRIVE SOME OF  
7 THOSE CONSIDERATIONS. THANK YOU.

8

9 **ALFREDO PEDROZA, CHAIR:** THANK YOU. ALIX DO YOU WANT TO GO  
10 BEFORE WE TAKE PUBLIC COMMENT?

11

12 **ALIX BOCKELMAN:** I CAN WAIT UNTIL AFTER PUBLIC COMMENT. THANKS.  
13 LET'S GO TO PUBLIC COMMENT. KIMBERLY DO WE HAVE ANY MEMBERS.  
14 PUBLIC THAT WISH TO PROVIDE PUBLIC COMMENT?

15

16 **CLERK OF THE BOARD:** YES. I SEE THREE HANDS AT THIS TIME.  
17 FIRST, THERE WERE NO WRITTEN PUBLIC COMMENTS RECEIVED. FIRST  
18 SPEAKER IS HOWARD WONG. PLEASE GO AHEAD AND UNMUTE YOURSELF,  
19 MR. WONG. YOU WILL HAVE ONE MINUTE.

20

21 **SPEAKER:** THIS IS A SUBJECT THAT'S DEAR TO MY HEART. AS AN  
22 ARCHITECT WHO WORKED ON MANY PROJECTS AND PROGRAMS, FOR THE  
23 DEPARTMENT OF PUBLIC WORKS IN SAN FRANCISCO, THERE ARE CERTAIN  
24 CONCEPTS THAT I FOUND VERY HELPFUL. ONE OF THEM IS THAT YOU  
25 REALLY HAVE TO HAVE A GOOD TEAM, AND A GOOD TEAM THAT



OCTOBER 26, 2022

1 COMMUNICATES REALLY WELL. I ALSO THINK SIMPLICITY, AND AS  
2 EARLY AS POSSIBLE. AND, THROUGHOUT THE PROJECT. SIMPLICITY FOR  
3 PROGRAMMATIC NEED. AND IN ANY PHASE OF THE WORK DONE THE WORK  
4 HAS TO BE ACCUMULATIVE, IT ISN'T JUST A STUDY. WHATEVER YOU DO  
5 IT HAS TO FIT IN AND CONTINUE WORKING TOWARD THE GOAL. AND  
6 FINALLY YOU HAVE TO LOOK AT BEST PRACTICES. THANK YOU.

7

8 **CLERK OF THE BOARD:** THANK YOU. THE NEXT SPEAKER IS ADINA  
9 LEVIN, FOLLOWED BY IAN GRIFFITHS.

10

11 **SPEAKER:** GOOD AFTERNOON. ADINA LEVIN, WANTED TO THANK THE  
12 COMMISSIONERS WHO SPOKE UP IN FAVOR OF USING THE MATERIAL IN  
13 THIS STUDY TO MOVE FORWARD WITH IMPORTANT NEXT STEPS. WOULD  
14 LOVE TO SEE PILOTS MOVE FORWARD, ESPECIALLY IN THE AREAS THAT  
15 WOULD HELP REGROW TRANSIT RIDERSHIP THAT'S BEEN EXTREMELY  
16 IMPACTED BY THE PANDEMIC AND FOCUSING ON THAT NEAR-TERM FIVE  
17 COUNTY LEVEL. THERE IS A LOT OF POTENTIAL IN MOVING THAT  
18 FORWARD. AND, SECONDLY, MOVING FORWARD, ADDITIONAL PILOTS AND  
19 STUDIES IN THE AREA OF IMPROVING THE MEGA PROJECTS SO WE GET  
20 MORE DONE MORE QUICKLY WITH LESS MONEY THAT CREATES A BETTER  
21 AND STRONGER MORE CONVENIENT RAIL NETWORK. THANK YOU.

22

23 **CLERK OF THE BOARD:** THANK YOU. IAN GRIFFITHS?

24



OCTOBER 26, 2022

1 **SPEAKER:** THIS IS IAN GRIFFITHS, SEAMLESS BAY AREA. IF I WERE  
2 TO SIMPLIFY WHAT I'M HEARING IN THESE SLIDES, YOU KNOW, WHAT I  
3 AM SEEING IN THIS ANALYSIS IS THAT THERE IS MAJOR BENEFITS IN  
4 REGIONALIZING DECISION-MAKING, THERE IS MAJOR POTENTIAL  
5 BENEFITS IN CONSOLIDATING KEY CAPABILITIES OF OUR RAIL SYSTEM,  
6 AND THERE IS REAL VALUE IN POTENTIALLY MOVING AT FORWARD AT A  
7 FIVE COUNTY LEVEL. TO THE RANGE OF STUDIES, WE COULD SPEND  
8 YEARS OF ANALYZING WITH STUDIES OF WHAT TO DO NEXT BUT I WOULD  
9 ENCOURAGE TO YOU FOCUS ON THE TRANSFORMATIONAL ITEMS THAT WE  
10 COULD DO AND REALLY THINKING ABOUT CONSOLIDATIONS AND A STUDY  
11 FOCUSING ON A REALISTIC CONSOLIDATION THAT WE CAN ADVANCE TO  
12 ADVANCE THESE GOALS, REDUCE LAYERS OF COMPLEXITY, AND DELIVER  
13 BETTER TRANSIT FOR RIDERS.

14

15 **CLERK OF THE BOARD:** THANK YOU. THERE ARE NO ADDITIONAL HANDS  
16 RAISED, MR. CHAIR.

17

18 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. THANK YOU, KIMBERLY. I'LL  
19 BRING IT BACK TO THE BOARD. ALIX, OUR DEPUTY DIRECTOR.

20

21 **ALIX BOCKELMAN:** I SEE COMMISSIONER SPERING'S HAND UP. SHOULD I  
22 LET YOU GO FIRST? OH, IT'S DOWN. THANK YOU VERY MUCH CHAIR  
23 PEDROZA, AND I JUST WANT TO APPRECIATE THAT ALL OF YOU STILL  
24 FIND THIS UPON TOPIC EXCITING AT 2:20 TODAY. SO I REALLY  
25 APPRECIATE THAT. AND I APPRECIATE THAT YOU ARE CHALLENGING US



OCTOBER 26, 2022

1 TO COME BACK WITH CONCRETE AND TANGIBLE NEXT STEPS. I DID WANT  
2 TO RESPOND A LITTLE BIT TO THE POINT ABOUT, SORT OF, WHY NOW,  
3 AND KIND OF WHAT ARE WE LOOKING FOR HERE. AND SLIDE FOUR DID  
4 TRY TO CAPTURE SOME OF THAT IN THE LINES OF INQUIRY E BUT I'LL  
5 JUST NOTE, YOU KNOW, REALLY TRYING TO MAKE SURE THAT WE ARE  
6 GETTING THE CUSTOMER OUTCOMES AND EXPERIENCE THAT WE WANT FOR  
7 RAIL, REALLY LOOKING AT, AS YOU WENT THROUGH THIS MORNING, HOW  
8 DO WE BEST SEQUENCE THESE IMPORTANT PROJECTS, LOOKING AT HOW  
9 WE CAN DELIVER ON THIS AMBITIOUS PORTFOLIO OF MAJOR CAPITAL  
10 PROJECTS, AND ALONG WITH THAT, WITH THE MOST EFFICIENT USE OF  
11 LABOR AND COMPETENCE AROUND DELIVERING THESE PROJECTS. SO I  
12 JUST WANTED TO CALL THOSE OUT A LITTLE BIT, AND AGAIN FLAG  
13 THAT THIS IS A REALLY IMPORTANT INPUT INTO THE NETWORK  
14 BUSINESS MANAGEMENT CASE, AND I FEEL IT CAN PROVIDE IMPORTANT  
15 INFORMATION INTO OUR RISK MANAGEMENT AND STAGE-GATE FOR THE  
16 MAP, THEN AGAIN JUST TO OUR COMMITMENT TO COME BACK TO YOU  
17 WITH MORE TANGIBLE NEXT STEPS AROUND MAYBE SOME PILOT  
18 OPPORTUNITIES, ESPECIALLY AROUND MAJOR CHALLENGES THAT ARE  
19 UNIQUE TO RAIL, AND THAT THEY ARE FACING RIGHT NOW. SO, THANK  
20 YOU.

21

22 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. COMMISSIONERS, ANY FINAL  
23 THOUGHTS? QUESTIONS? SCHRUTI, THANK YOU VERY MUCH FOR DOING  
24 THIS AT THIS HOUR. AGAIN, ALL GREAT TAKE-AWAY'S. SO,  
25 COMMISSIONERS, THANK YOU FOR HANGING IN THERE TOWARD THE VERY



OCTOBER 26, 2022

1 END. AGAIN IMPORTANT TOPICS THAT WE COVERED. AT THIS POINT  
2 WE'RE GOING TO MOVE TO ITEM FOUR, PUBLIC COMMENT. KIMBERLY DO  
3 WE HAVE ANY PUBLIC COMMENT AT THIS TIME?

4

5 **CLERK OF THE BOARD:** YES. THERE IS ONE MEMBER OF THE PUBLIC  
6 WITH THEIR HANDS RAISED. RICH HEDGES. GO AHEAD AND UNMUTE  
7 YOURSELF. YOU WILL HAVE ONE MINUTE.

8

9 **SPEAKER:** YES I HAVE ALSO BEEN EXCITED BY TODAY. AND I WANTED  
10 TO TAKE A MOMENT UNDER GENERAL PUBLIC COMMENT. AND I WANT TO  
11 TELL YOU HOW THANKFUL I AM FOR THE WORK OF MTC AND SOME OF THE  
12 THOUGHTFUL COMMENTS I HAVE HEARD TODAY FROM COMMISSIONERS. AND  
13 I UNDERSTAND YOU'RE DEALING WITH 27 OR 29 DIFFERENT AGENCIES  
14 WITH THEIR EXECUTIVES, BOARDS, AND CONSTITUENTS. AND JUST TO  
15 SAY THAT IF WE'RE NOT MAKING TRANSIT MORE CONVENIENT, EASIER  
16 ACCESS TO REGIONAL TRAVEL, AND A FEELING AND ACTUAL REAL  
17 FEELING OF SAFETY OF PEOPLE WHO BOARD TRANSPORTATION, AND I  
18 THINK THE ONLY WAY WE'RE GOING TO GET THERE IS THROUGH A  
19 STRONG NETWORK OVERSIGHT, WHETHER WE CALL IT A REGIONAL  
20 MANAGER, OR WHETHER WE CALL IT THE CZAR, BUT WE HAVE TO GET  
21 THERE. THANK YOU VERY MUCH.

22

23 **CLERK OF THE BOARD:** THANK YOU. THERE ARE NO ADDITIONAL HANDS  
24 RAISED, MR. CHAIR.

25





OCTOBER 26, 2022

1 **ALFREDO PEDROZA, CHAIR:** ALL RIGHT. COMMISSIONERS, THAT  
2 CONCLUDES OUR AGENDA FOR TODAY. WE'RE GOING TO ADJOURN TO OUR  
3 NEXT MEETING TO BE SCHEDULED AT I TIME TO BE NOTICED. THANK  
4 YOU ALL FOR YOUR PARTICIPATING TODAY. [ADJOURNED]

5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41



*Broadcasting Government*