

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



DECEMBER 10, 2025

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ADMINISTRATION COMMITTEE

WEDNESDAY, DECEMBER 10, 2025, 9:40 AM

CHAIR, GINA PAPAN: HELLO, EVERYBODY. GOOD MORNING. WELCOME TO THE MTC ADMIN COMMITTEE I WOULD LIKE TO CALL THE MEETING TO ORDER. THE MEETING IS BEING WEBCAST ON THE MTC WEB SITE. REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL STAR NINE AND YOU WILL BE CALLED UPON AT THE APPROPRIATE TIME. ROLL CALL, PLEASE.

CLERK OF THE BOARD: CHAIR PAPAN?

CHAIR, GINA PAPAN: HERE.

CLERK OF THE BOARD: VICE CHAIR MANFREE?

V. CHAIR, AMBER MANFREE: HERE.

CLERK OF THE BOARD: COMMISSIONER NON-VOTING AMBUEL?

DAVID AMBUEL: HERE.

CLERK OF THE BOARD: FLEMING?



1 **VICTORIA FLEMING:** HERE.

2

3 **CLERK OF THE BOARD:** LEE? MELGAR? MILEY?

4

5 **NATHAN MILEY:** HERE.

6

7 **CLERK OF THE BOARD:** RAMOS? NON-VOTING SCHAFF?

8

9 **LIBBY SCHAAF:** HERE.

10

11 **CLERK OF THE BOARD:** WE HAVE QUORUM.

12

13 **CHAIR, GINA PAPAN:** GREAT TURN OUT. THANK YOU VERY MUCH. AGENDA

14 ITEM TWO IS OUR CONSENT CALENDAR. ITEMS 2A THROUGH 2D. ARE

15 THERE ANY COMMISSIONERS, BESIDES MYSELF, WANTING TO PULL

16 SOMETHING? [LAUGHTER] OKAY. SEEING NONE. I WOULD LIKE TO PULL

17 ITEM 2D. SO, CAN I GET A MOTION ON 2A THROUGH 2C?

18

19 **BELIA RAMOS:** SO MOVED. RAMOS.

20

21 **CHAIR, GINA PAPAN:** RAMOS MOVES.

22

23 **V. CHAIR, AMBER MANFREE:** SECOND, MANFREE.

24

25 **CHAIR, GINA PAPAN:** OKAY. DO WE HAVE ANY PUBLIC COMMENTS ON



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1 THIS?

2

3 **CLERK OF THE BOARD:** THERE IS NO MEMBER OF THE PUBLIC IN THE
4 ZOOM SPACE OR THE BOARDROOM WISHING TO SPEAK AND NO WRITTEN
5 CORRESPONDENCE RECEIVED.

6

7 **CHAIR, GINA PAPAN:** GREAT. ALL MEMBERS IN FAVOR SAY AYE.

8 OPPOSED? ABSTENTIONS? NONE. OKAY. MOVING ALONG. OKAY. ITEM 2D

9 ON OUR AGENDA IS IMPORTANT, THIS IS OUR FIRST STEP RELATED TO

10 SB63. SO, THIS IS THE FIRST COMMITTEE, OUR THIRD-PARTY

11 CONSULTANT, SOMEBODY WANT TO SUMMARIZE A LITTLE MORE FOR ME

12 HERE?

13

14 **SHRUTI HARI:** GOOD MORNING COMMISSIONERS. YEAH, THIS IS SCHRUTI

15 HARI FROM MTC STAFF, AND I'M HAPPY TO SUMMARIZE THE

16 RECOMMENDATION IN FRONT OF YOU TODAY. WE'RE HERE TODAY TO

17 REQUEST YOUR APPROVAL CONTRACT WITH NELSON NYGAARD IN THE

18 AMOUNT OF ABOUT 294K TO PERFORM THE PHASE ONE FINANCIAL

19 EFFICIENCY REVIEW REQUIRED UNDER SB63. NOW AS A QUICK

20 REMINDER, SB63 REQUIRES MTC COMMISSION TO PHASE ONE OF

21 FINANCIAL EFFICIENCY REVIEW BY APRIL 1ST, 2026 AND FOR TWO OR

22 THREE BASICALLY THREE THINGS, ONE DOCUMENTING COST SAVING

23 MEASURES IMPLEMENTED BY FOUR OPERATORS, AC TRANSIT, BART,

24 CALTRAIN, AND MUNI, SINCE THE START OF THE PANDEMIC. TWO,

25 IDENTIFYING EARLY ACTION STRATEGIES THAT OPERATORS CAN



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1 IMPLEMENT WITHIN EXISTING RESOURCES TO IMPROVE SERVICE AND
2 CUSTOMER EXPERIENCE. AND, THIRDLY, THIS WORK ALSO INCLUDES
3 REAL PROPERTY ASSET SCAN TO IDENTIFY REDEVELOPMENT
4 OPPORTUNITIES AT A PRELIMINARY LEVEL. THE STATUTORY TIMELINE
5 WAS TIGHT. THE WORK NEEDS TO START IN JANUARY AND WRAP UP BY
6 APRIL AND BECAUSE OF THIS TIGHT TIMELINE WE CONDUCTED AN
7 INFORMAL PROCUREMENT IN OCTOBER INVITING QUALIFIED FIRMS WHO
8 HAD EITHER DONE SIMILAR FINANCIAL EFFICIENCY REVIEW STUDIES IN
9 THE PAST OR HAD THE CAPACITY TO DO. WE RECEIVED SIX PROPOSALS
10 AND INTERNAL EVALUATION PANEL REVIEWED ALL SUBMISSIONS AND
11 NELSON/NYGAARD EMERGED AS STRONGEST FIT FOR PHASE ONE OF THE
12 FINANCIAL EFFICIENCY REVIEW THAT THIS PARTICULAR SCOPE. THERE
13 ARE TWO MAIN REASONS FOR THIS RECOMMENDATION. FIRSTLY,
14 NELSON/NYGAARD DEMONSTRATED THE CLEAREST ALIGNMENT WITH THE
15 GOALS AND CONSTRAINTS OF PHASE ONE. THEIR TEAM ESSENTIALLY
16 BRINGS SIGNIFICANT BAY AREA OPERATIONAL AND INSTITUTIONAL
17 KNOWLEDGE. THEIR PROPOSED PROJECT MANAGER HAS EXPERIENCE WITH
18 SIMILAR PROJECTS FISCAL SUSTAINABILITY RELATED, ALSO
19 EXPERIENCE WITH OPERATIONAL EFFECTIVENESS AND TRANSIT AGENCY
20 LEADERSHIP. THOSE SKILLS WILL BE CRITICAL AS THE CONSULTANT
21 COORDINATES WITH FOUR OPERATORS AND OVERSIGHT COMMITTEE. THEIR
22 TEAM KATHLEEN KELLY CONSULTING STRATEGIC ECONOMICS AND ACCESS
23 PLANNING ALL IN THEIR OWN WAYS ADD DEPTH TO THE BAY AREA
24 TRANSIT OPERATIONS KNOWLEDGE ORGANIZATIONAL EFFICIENCY AND
25 REAL PROPERTY ASSESSMENT PIECE, ALL NECESSARY COMPONENTS OF



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1 THE PHASE ONE SCOPE. I WANT TO HIGHLIGHT SOME OF THE PAST
2 REGIONAL WORK, BART'S ROLE IN THE REGION REPORT, REIMAGINED
3 SAMTRANS SUPPORT, MARIN, SONOMA, COORDINATION WORK ALL SHOWS
4 ABILITY TO TELL THE CLEAR STORY GROUNDED IN LOCAL REALITIES,
5 WHICH IS IMPORTANT FOR PHASE ONE. OVERALL NELSON/NYGAARD'S
6 APPROACH SEEMED WELL SUITED TO A PROJECT THAT MUST BE
7 ANALYTICAL ALSO COLLABORATIVE AND DELIVERED UNDER COMPRESSED
8 SCHEDULE ONE. I WOULD LIKE TO HIGHLIGHT THAT WE ARE USING NON-
9 FEDERAL MTC FUNDS FOR THIS ANALYSIS WITH REIMBURSEMENT TO MTC
10 DEPENDENT ON PASSAGE OF THE REGIONAL TRANSPORTATION MEASURE.
11 NOTE THAT WE'RE PROCEEDING DESPITE UNCERTAINTY BECAUSE OF
12 STATUTORY DEADLINE REQUIREMENT REQUIRES MTC TO DO ANALYSIS. IN
13 ANY CASE, TO SUMMARIZE FOR REASONS THAT I MENTIONED STAFF
14 RECOMMENDS THAT THE ADMINISTRATION COMMITTEE APPROVE SELECTION
15 OF NELSON/NYGAARD TO PERFORM PHASE ONE OF THE FINANCIAL
16 EFFICIENCY REVIEW IN THE AMOUNT 293,000,869 AND AUTHORIZED MTC
17 EXECUTIVE DIRECTOR TO ENTER INTO CONTRACT WITH NELSON/NYGAARD
18 FOR PHASE ONE FINANCIAL EFFICIENCY. THANK YOU.

19

20 **CHAIR, GINA PAPAN:** THANK YOU. VERY NICELY DONE. AND THE REASON
21 I PULLED THIS IS THAT IT'S VERY IMPORTANT TO ALL OF US. I
22 WANTED TO MAKE SURE WE'RE CLEAR ON THE SCOPE AND BEING TOTALLY
23 TRANSPARENT. SO, OF COURSE, IF YOU'RE HIRING ANYBODY LIKE
24 THIS, THEY HAVE WORKED FOR OTHER OPERATORS. SO THAT IS OUT
25 THERE AND EVERYBODY KNOWS THAT. YOU HAVE NOTED THEIR



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1 EXPERIENCE IN SO DOING I DID WANT TO MAKE SURE THAT WE DIDN'T
2 LOSE THE WORK THAT WAS DONE BY THE NGO BECAUSE THERE WAS A LOT
3 THAT WAS REALLY QUICKLY DONE AND A LOT OF GOOD INFORMATION IN
4 THERE THAT I HOPE WE CAN BUILD ON WE KNOW THE OPERATORS ARE
5 TRYING ON MANY DIFFERENT LEVELS HERE I THINK IT'S IMPORTANT
6 THAT SHOWS UP IN THE REVIEW BUT BEFORE I GET INTO SOME DETAILS
7 HERE MTC IS SUPPORTED TO DO A REPORT TO THE LEGISLATURE IS
8 THIS SAME MARCH 31ST 2016.

9

10 **ALIX BOCKELMAN:** THERE IS ANOTHER EFFORT MARCH 31ST DEADLINE I
11 THINK THIS ONE IS APRIL 1ST THAT ONE IS TIED TO OUR LONG RANGE
12 PLAN LOOKING AT RIDERSHIP IMPACTS FOR THESE OPERATORS BASED ON
13 PLANNED CAPITAL INVESTMENTS THAT ARE IN OUR LONG RANGE PLAN
14 BAY AREA 2050.

15

16 **CHAIR, GINA PAPAN:** OKAY I DON'T WANT TO GET INTO THAT. AGAIN
17 THE MGO REPORT, I WANT TO MAKE SURE THAT THIS CONSULTANT KNOWS
18 THAT WE'RE HOPING THAT THE EFFORTS THAT WERE NOTED IN THIS
19 REPORT THAT THE OPERATORS WILL BUILD ON AND I DO BELIEVE THAT
20 I HOPE WE CAN GET MORE CLEAR UNDERSTANDING OF THE REVENUE
21 SOURCES THAT OPERATORS HAVE TO DATE SO IT WAS NOTED PARKING
22 REVENUE, BUT I DON'T THINK WE GOT INTO OTHER THINGS LIKE
23 THIRD-PARTY CONTRACTS, ADVERTISING, I MEAN EVERYTHING THAT
24 AFFECTS THE BOTTOM LINE IN ORDER TO BE COMPLETELY TRANSPARENT
25 I HOPE THAT THEY WILL ENCOURAGE THE OPERATORS TO BE VERY



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1 FORTHRIGHT IN WHAT'S HAPPENING HERE. I WILL NOTE THAT SOME OF
2 THE OPERATORS WERE VERY FORWARD THINKING IN THE FIRST REPORT
3 AS TO AVENUES THEY WERE GOING TO PURSUE HERE. AND I THINK
4 THAT'S IMPORTANT AS WE GO DOWN THIS AVENUE HERE. CALTRAIN, IN
5 PARTICULAR, HAD NOTED EXPLORING REVENUES FOR OPTIC SYSTEM,
6 FIBER OPTIC, TOD, EG CHARGING, EV CHARGING -- SORRY -- SOLAR.
7 THERE IS A WHOLE LOT OF OPPORTUNITY OUT THERE, AND WE WOULD
8 HOPE THAT GIVEN EVEN LIMITED RESOURCES THAT THE OPERATORS ARE
9 EXPLORING NEW AVENUES TO BE MORE SUSTAINABLE, BECAUSE A LOT OF
10 THIS IS ABOUT THAT, AND WE HAVE ALSO MADE EFFORTS WITH OUR
11 REGIONAL MANAGEMENT COMMITTEE, INCREASED COLLABORATION AND
12 CONNECTIVITY HAVE PAID OFF. SO, TO BE COMPLETELY TRANSPARENT,
13 I WOULD HOPE THAT THIS CONSULTANT REALLY SETS THE SCOPE THAT
14 THE OPERATORS ARE MAKING CLEAR PRESENTATIONS OF EVERYTHING ON
15 THE TABLE, REVENUE WISE, THINGS THAT ARE WORKING IN THEIR
16 FAVOR, WE ASSUME -- OR WE KNOW SOME OF THE NEW FARE GATES ARE
17 PROVIDING MORE REVENUE. WE ALSO KNOW THERE WAS AN ANNOUNCEMENT
18 FROM CALTRAIN RAISING THEIR RATES. SO, ALL OF IT IS A PART OF
19 THIS AGENCY GETTING A REALLY VALID REPORT. SO, I, AGAIN, I
20 WOULD ENCOURAGE THAT WE'RE NOT JUST ASKING FOR WHAT ARE YOU
21 DOING LATELY, WHAT -- BECAUSE WE KNOW THERE ARE THINGS THAT
22 ARE BEING DONE RIGHT NOW THAT HAVE NOT BEEN INCLUDED, OR
23 ACTUALLY EXPRESSED. SO, LET'S BUILD ON WHAT THE MGO REPORT
24 HAD, WHAT SOME OF THE OPERATORS SAID THERE, AND WHAT THE
25 POSSIBILITIES ARE. BECAUSE THE POSSIBILITIES RELATE TO



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1 TRANSPORTATION IN OUR FUTURE. AND WE WANT TO ENCOURAGE THAT
2 ASPECT OF IT. SO, CLEARLY EVALUATING ALL OF THAT, AND, AGAIN,
3 LOOKING CLOSELY AT WHAT THE PREVIOUS REPORT DID ON OPERATING
4 EXPENDITURES. BECAUSE THERE WAS SOME DISCREPANCY. AGAIN, THIS
5 ONE WAS DONE IN A RUSH TOO. WE GET THAT. BUT EVERYBODY HAS HAD
6 TIME AT THIS POINT TIME. WHAT ARE YOUR COST SAVING MEASURES. I
7 MEAN SOME OF THEM THAT WERE LISTED PREVIOUSLY WERE HIRING
8 FREEZES AND OPEN VACANCIES. DON'T KNOW IF THAT CAN CONTINUE,
9 BUT, I MEAN, THAT WAS JUST ONE. AND WE LEARNED TAKING A
10 TRANSPORTATION TRIP TO PORTLAND -- THIS WILL NOT NECESSARILY
11 APPLY, BUT THE STATIONS IN NEW YORK FOUND THAT HAVING A BAR IN
12 THE STATION REALLY WORKED WELL. [LAUGHTER] NOT NECESSARILY
13 HERE. I DO KNOW IT WORKS ON OUR FERRIES. BUT, AGAIN, REALLY
14 WANT TO MAKE SURE THAT PEOPLE ARE FORWARD THINKING, THAT WE
15 KNOW EFFORTS ARE BEING MADE, THAT NEEDS TO BE EXPOSED FOR
16 EVERYONE TO SEE WHAT'S WORKING AND HOW THEY'RE DOING BETTER,
17 WHAT'S HAPPENING HERE. I DON'T WANT TO GO BACK AND SAY, WELL
18 WHY DON'T YOU INCLUDE THIS. WHY DON'T YOU INCLUDE THAT.
19 IMPORTANT TO EMPHASIZE, THIS IS IMPORTANT FOR EVERYONE,
20 PARTICULARLY THIS AGENCY, MOVING FORWARD AS TO LEADERSHIP, IN
21 ALL ASPECTS. SO, AGAIN, I HAVE NO PROBLEM WITH THE CONSULTANT
22 HERE. WANTED TO GET OUT, WE ALL KNOW THEY HAVE WORKED FOR
23 OTHERS AND THE OPERATORS TOO, I DON'T WANT ANYBODY COMING AND
24 SAY, HEY, THERE'S A CONFLICT. THIS IS HOW WE'RE MOVING
25 FORWARD. BUT, PLEASE, LET'S NOT WASTE WHAT WE HAVE ALREADY



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1 DONE, LET'S BUILD ON THAT AND LET'S BE ENCOURAGING ON ALL
2 ASPECTS. ANY -- CHAIR? NOACK?

3

4 **SUE NOACK:** I WANT TO POINT OUT FOR EVERYBODY THIS IS JUST
5 PHASE ONE OF THE FINANCIAL EFFICIENCY, AND YOU KNOW, AS
6 EXPLAINED WHAT IS SET FORTH TO BE DONE IN THE FIRST PHASE IS,
7 SORT OF, LEGISLATIVELY DONE THEN IT WILL COME TO THIS
8 FINANCIAL EFFICIENCY OVERSIGHT COMMITTEE, INCLUDES PEOPLE FROM
9 THE TRANSIT AGENCIES, AND ALSO OUTSIDE EXPERTS, AND THEN THEY
10 WILL TAKE ALL THAT INFORMATION AND MAKE SOME RECOMMENDATIONS,
11 AND THEN WE'LL MOVE FORWARD WITH PHASE TWO. SO, I JUST WANT TO
12 BE CLEAR THAT THIS PHASE ONE IS, SORT OF, SET FORTH IN THE
13 LEGISLATION AS TO WHAT NEEDS TO BE DONE, AND THEN THAT
14 COMMITTEE WILL TAKE A LOOK AT ALL THAT INFORMATION AND MAKE
15 RECOMMENDATIONS FOR PHASE TWO. SO, I WANT TO BE CLEAR ABOUT
16 THIS PROCESS. WE'RE NOT TRYING TO GET EVERYTHING DONE IN PHASE
17 ONE.

18

19 **CHAIR, GINA PAPAN:** YEAH, UNDERSTOOD. AND AGAIN, I REALLY WANT
20 TO SEE US LEVERAGING THE WORK THAT'S ALREADY BEING DONE, AND
21 THE EFFORTS, SO THAT WE'RE DOING EVEN BETTER THAN THE LAST
22 TIME. OKAY? ALL RIGHT. ANYBODY? OKAY. I WILL MOVE APPROVAL OF
23 ITEM 2D.

24

25 **SPEAKER:** SECOND.



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1

2 **CHAIR, GINA PAPAN:** OH, SORRY. PUBLIC COMMENT. WELL, I NEED A
3 SECOND FIRST. ALL RIGHT. SECOND BY ABE-KOGA. ANY COMMENTS?

4

5 **CLERK OF THE BOARD:** NO WRITTEN CORRESPONDENCE RECEIVED, NO ONE
6 IN THE BOARDROOM WISHING TO SPEAK, AND NO ONE -- OH, WE HAVE
7 ONE HAND IN THE ZOOM SPACE. HOW MUCH TIME WOULD YOU LIKE TO
8 PROVIDE?

9

10 **CHAIR, GINA PAPAN:** CAN WE DO ONE MINUTE? WE HAVE OTHER --
11 SORRY. ONE MINUTE HERE, PLEASE.

12

13 **CLERK OF THE BOARD:** HOWARD WONG, IF YOU COULD PLEASE UNMUTE
14 YOURSELF?

15

16 **HOWARD WONG:** HOWARD WONG OF THE MTC ADVISORY COUNCIL, SPEAKING
17 AS AN INDIVIDUAL. I ALSO WANT TO SECOND COMMISSIONER PAPAN'S
18 COMMENTS THAT, AS A PROJECT MANAGER FOR THE CITY AND COUNTY OF
19 SAN FRANCISCO IN THE PAST, IT WAS VERY IMPORTANT THAT I ALWAYS
20 ADVOCATED THAT ANY CONSULTANT WORK BUILT ON THE PAST, THERE IS
21 A TENDENCY FOR CONSULTANTS TO USE SOMEWHAT THEIR PAST WORK,
22 AND BOILER PLATE WORK, WHICH IS WHY EXPERIENCE DOES COUNT, BUT
23 THEY DO SOMETIMES TEND TO OVERUSE THEIR OWN PAST WORK, SO TO
24 BUILD ON OTHER'S PAST WORK, I THINK IT'S A WISE THING TO DO.

25



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1 **CHAIR, GINA PAPAN:** THANK YOU VERY MUCH. ANY FURTHER COMMENT?

2

3 **CLERK OF THE BOARD:** NO FURTHER PUBLIC COMMENT. AND JUST TO
4 CONFIRM THAT WAS A MOTION MOVED BY CHAIR PAPAN AND SECOND BY
5 COMMISSIONER ABE-KOGA.

6

7 **CHAIR, GINA PAPAN:** CORRECT. ALL IN FAVOR, SAY AYE. [AYES] ANY
8 OPPOSED? SORRY. WAIT UNTIL I FINISH. LEGAL COUNSEL HAS HER
9 HAND UP.

10

11 **COUNSEL, KATHLEEN KANE:** NO. I WAS TRYING TO TIME IT FOR AFTER
12 THIS VOTE. [LAUGHTER]

13

14 **CHAIR, GINA PAPAN:** OKAY. ANY OPPOSITION? ABSTENTION? SEEING
15 NONE. MOTION PASSES UNANIMOUSLY WITH ALL BOARD MEMBERS
16 PRESENT.

17

18 **CHAIR, GINA PAPAN:** OKAY. MOVING ON.

19

20 **COUNSEL, KATHLEEN KANE:** THROUGH THE CHAIR, SORRY TO INTERRUPT,
21 WE JUST HAD KIND OF A COMPUTER GLITCH ON THE PRIOR PART OF THE
22 CONSENT CALENDAR, SO FOR ITEMS 2A THROUGH 2C IF WE COULD
23 CONFIRM, AS I BELIEVE IT PASSED UNANIMOUSLY BY ALL MEMBERS
24 PRESENT?

25



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1 **CHAIR, GINA PAPAN:** YES.

2

3 **COUNSEL, KATHLEEN KANE:** AND THE MAKER OF THE MOTION WAS WHOM?

4

5 **CHAIR, GINA PAPAN:** 2C. WHO MADE THE FIRST GO ROUND? WHO MADE
6 THE MOTION ON THE EARLIER PART?

7

8 **COUNSEL, KATHLEEN KANE:** 2A THROUGH 2C.

9

10 **SPEAKER:** I SECONDED.

11

12 **CHAIR, GINA PAPAN:** BELIA; SECONDED BY MANFREE.

13

14 **COUNSEL, KATHLEEN KANE:** THANK YOU. APPRECIATE IT.

15

16 **CHAIR, GINA PAPAN:** NO PROBLEM. OKAY. WE HAVE CLEARED LEGAL ON
17 ALL OF THIS. MOVING TO ITEM THREE PUBLIC COMMENT, ITEMS NOT ON
18 THE AGENDA. DO WE HAVE PUBLIC COMMENTS?

19

20 **CLERK OF THE BOARD:** NO WRITTEN CORRESPONDENCE RECEIVED. NO ONE
21 IN THE ZOOM SPACE, AND NO ONE IN THE BOARDROOM.

22

23 **CHAIR, GINA PAPAN:** THANK YOU VERY MUCH. ITEM FOUR ADJOURNMENT.
24 OUR NEXT MEETING OF THE ADMIN COMMITTEE IS SCHEDULED FOR 9:40
25 A.M. AT THE BAY AREA METRO CENTER 375 BEALE STREET SAN



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1 FRANCISCO ON WEDNESDAY JANUARY 14TH. ANY CHANGES TO THE
2 SCHEDULE WILL BE DULY NOTICE. AND AGAIN, FROM THE ADMIN
3 COMMITTEE, HAPPY HOLIDAYS EVERYONE. [LAUGHTER] WE ARE
4 ADJOURNED. [ADJOURNED]