# METROPOLITAN TRANSPORTATION COMMISSION Meeting Transcript





1	POLICY ADVISORY COUNCIL FARE COORDINATION
2	AND INTEGRATION SUBCOMMITTEE
3	MONDAY, NOVEMBER 2, 2020, 10:05 AM
4	
5	DUE TO COVID-19, THIS MEETING WILL BE CONDUCTED AS A ZOOM
6	WEBINAR. PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S
7	EXECUTIVE ORDER N-29-20, WHICH SUSPENDS CERTAIN REQUIREMENTS
8	OF THE BROWN ACT. THIS MEETING WILL BE WEBCAST ON HE MTC WEB
9	SITE. I WILL CALL UPON COMMISSIONERS, PRESENTERS, STAFF, AND
10	OTHER SPEAKERS BY NAME AND ASK THAT THEY SPEAK CLEARLY AND
11	RESTATE THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS
12	PARTICIPATING VIA ZOOM AND WEBCAST WITH THEIR CAMERAS ENABLED
13	ARE REMINDED THEIR ACTIVITIES ARE VISIBLE TO VIEWERS.
14	COMMISSIONERS AND MEMBERS OF THE PUBLIC PARTICIPATING BY ZOOM,
15	WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL
16	STAR NINE AND I WILL CALL UPON YOU AT THE APPROPRIATE TIME.
17	TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR
18	DIGITS OF THEIR PHONE NUMBERS. AND IT IS REQUESTED THAT PUBLIC
19	SPEAKERS RESTATE THEIR NAMES AND ORGANIZATIONS, BUT PROVIDING
20	SUCH INFORMATION IS VOLUNTARY. MEMBERS OF THE PUBLIC WISHING
21	TO ADDRESS THIS BODY WERE ASKED TO SUBMIT COMMENTS IN WRITING
22	AT INFO@BAYAREAMETRO.GOV. WRITTEN COMMENTS RECEIVED WILL BE
23	POSTED TO THE ONLINE AGENDA AND ENTERED INTO THE RECORD BUT
24	WILL NOT BE READ OUT LOUD. IF AUTHORS OF THE WRITTEN
25	COPRESPONDENCE MOULD LIKE TO SPEAK THEY ARE FREE TO DO ON THE



REFERENCED AGENDA ITEM OR ANY TOPIC THEY CHOOSE. SPEAKERS 1 SHOULD RAISE THEIR HAND, AND I WILL CALL UPON THEM AT THE 2 3 APPROPRIATE TIME. A ROLL CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. THE CHAT FEATURE IS ACTIVE, HOWEVER, PLEASE BE 4 5 AWARE THAT ANYTHING TYPED INTO THE CHAT WILL BE SUBJECT TO PUBLIC DISCLOSURE. THE CHAT FEATURE IS NOT AVAILABLE TO 6 7 ATTENDEES. IN ORDER TO GET THE FULL ZOOM EXPERIENCE, PLEASE 8 MAKE SURE YOUR APPLICATION IS UP TO DATE. 9 WENDI KALLINS, VICE CHAIR: GREAT. THANK YOU. AND WELCOME 10 11 EVERYBODY. THE MEETING HAS BEEN CALLED TO ORDER. CAN YOU PLEASE DO THE ROLL CALL? 12 13 CLERK OF THE BOARD: IT WILL BE BY LAST NAME. LEVIN IS EXCUSED. 14 15 KALLINS? 16 WENDI KALLINS, VICE CHAIR: HERE. 17 18 19 CLERK OF THE BOARD: ALAN? CARTER? 20 SPEAKER: HERE. 21 22 23 CLERK OF THE BOARD: COCHRAN?

24

25

ABIGAIL COCHRAN: HERE.



1	
2	CLERK OF THE BOARD: ELDRED?
3	
4	ANNE OLIVIA ELDRED: HERE.
5	
6	CLERK OF THE BOARD: KINMAN?
7	
8	RANDI KINMAN: HERE.
9	
10	CLERK OF THE BOARD: LITVAK?
11	
12	SPEAKER: HERE.
13	
14	CLERK OF THE BOARD: MALONE? I SEE HER HERE. ADRIENNE IS
15	EXCUSED. STANKE IS HERE. WE HAVE A QUORUM.
16	
17	ADINA LEVIN, CHAIR: THANK YOU. MAY I HAVE A MOTION TO APPROVE
18	THE SEPTEMBER 25TH, 2020 MINUTES. ANNE OLIVIA MOVED. AND
19	SECOND. IS THERE ANY COMMENT ON THIS ITEM.
20	
21	CLERK OF THE BOARD: NO MEMBERS OF THE PUBLIC WITH THEIR HAND
22	RAISED AND NO WRITTEN COMMENTS RECEIVED FOR THIS ITEM.
23	
24	ADINA LEVIN, CHAIR: THANK YOU. CONDUCT ROLL CALL PLEASE.
25	





- 1 CLERK OF THE BOARD: [ROLL CALL VOTE] IT PASSES UNANIMOUSLY BY
- 2 ALL MEMBERS PRESENT.

3

- 4 ADINA LEVIN, CHAIR: THANK YOU MARTHA. OKAY. MOVING TO AGENDA
- 5 ITEM FOUR UPDATE ON USER RESEARCH ACTIVITIES AND APPROACH.
- 6 WILLIAM BACON AND MICHAEL EISEMAN WILL PRESENT THIS ITEM. YOU
- 7 HAVE THE FLOOR. NO ACTION IS REQUIRED BY THE WAY.

- 9 MICHAEL EISEMAN: THANK YOU VERY MUCH. GOOD MORNING
- 10 SUBCOMMITTEE MEMBERS. MICHAEL EISEMAN FROM BART JOINED BY BILL
- 11 BACON OF MTC AND OUR STAFF PROJECT TEAM. BEFORE WE DIVE INTO
- 12 USER RESEARCH I'M GOING TO GET INTO A FEW WORDS OF THE BIG
- 13 PICTURE WHERE WE ARE IN THE STUDY AND WHAT WE'RE HOPING TO DO
- 14 IN TODAY MEETING. WE'RE GOING TO WALK THROUGH WORK AND PROJECT
- 15 DISCUSSION. MANY ON THIS PHONE CALL PARTICIPATED IN THE FARE
- 16 INTEGRATION TASK FORCE MEETING AND GAVE COMMENT THERE. SOME OF
- 17 WHAT WE'RE PRESENTING TODAY IS FROM THAT DISCUSSION BUT WE'RE
- 18 HOPING TO GET INTO MORE DETAIL TODAY AS WE MOVE INTO THE NEXT
- 19 PHASE OF THE STUDY. ARE WE SHOWING A POWERPOINT HERE. GOOD.
- 20 HERE ARE SEVEN PROJECT TASKS LISTED ON THE COLOR COLUMN ON THE
- 21 LEFT. WE'RE GOING TO BEGIN WITH A RUN THROUGH OF THE TOPIC OF
- 22 USER RESEARCH. FINDINGS FROM OUR INITIALLY PILOT NARRATIVE
- 23 WORK, AND NEXT STEPS FOR YOUR INPUT. THEN WE'RE GOING TO
- 24 DISCUSS WORK ON EXISTING CONDITIONS AND BACKGROUND RESEARCH,
- 25 TALKING BRIEFLY ABOUT THE TRAVEL MARKET ANALYSIS WE HAVE BEGUN



BUT WE WANT TO FOCUS ON THE PEER AGENCY REVIEW. WE'RE HOPING 1 THAT THIS GROUP CAN START TO THINK ABOUT THOSE EXAMPLES AND 2 3 THINK ABOUT HOW SIMILAR APPROACHES MIGHT ADDRESS CHALLENGES THAT YOU FACE AS TRANSIT RIDERS HERE IN THE BAY AREA. SO THE 4 5 NEXT SLIDE PLEASE. AGAIN, OUR DISCUSSION TODAY IS MEANT TO COMPLIMENT THE DISCUSSION OF INITIAL FINDINGS PRESENTED AT THE 6 FARE INTEGRATION TASK FORCE ON OCTOBER 19TH. WE'LL ASK FOR 7 8 YOUR INPUT, AGAIN USER RESEARCH AND COMPARISON IN DECEMBER WE'RE BRINGING MORE ANALYSIS AS WELL AS INTRODUCE FAME WORK OF 9 FOLLOWS INITIATIVES TO THE TASK FORCE. THERE WOULD BE FURTHER 10 IN THE FRAMEWORK, BUT I THINK WE'RE IN A POSITION TO HAVE A 11 PRODUCTIVE DISCUSSION ABOUT POLICY OPTIONS BASED AROUND 12 COMPARISONS WE HAVE FOR YOU TODAY. WITH THAT I'M GOING TO TURN 13 IT OVER TO BILL BACON TO TALK ABOUT USER RESEARCH. 14 15 16 WILLIAM BACON: THANK YOU. NEXT SLIDE PLEASE. AS MIKE MENTIONED WE WANT TO FOLLOW UP WITH THE SUBCOMMITTEE ABOUT THE RESEARCH 17 TASKS THAT THE PROJECT HAS UNDERTAKEN AND WILL BE UNDERTAKING 18 OVER THE COMING MONTHS. AT YOUR MEETING ON SEPTEMBER 25TH WE 19 HAD A PRETTY ROBUST DISCUSSION ABOUT USER RESEARCH AND WE 20 21 RECEIVED A LOT OF FEEDBACK FROM THE SUBCOMMITTEE THAT WAS VERY VALUABLE TO THE PROJECT TEAM IN TRYING TO IMPROVE AND REFINE 22 23 OUR USER RESEARCH APPROACHES. IF WE COULD GO ON TO THE NEXT SLIDE PLEASE. SO IF YOU WILL RECALL AT OUR MEETING IN 24

SEPTEMBER WE DID TALK QUITE A BIT ABOUT RECRUITMENT FOR OUR





- 1 USER RESEARCH PARTICIPANTS AND THE PROJECT TEAM EXPLAINED WE
- 2 WERE IN THE PROCESS OF TRYING TO BUILD UP A DATABASE OF AROUND
- 3 A THOUSAND BAY AREA TRANSIT USERS AND ACTUALLY NON-USERS AS
- 4 WELL WHO WOULD BE INTERESTED IN PARTICIPATING ON USER RESEARCH
- 5 ACTIVITIES ON THE PROJECT. IT IS NOT PUBLIC OUTREACH IT'S MORE
- 6 TRYING TO HELP THE PUBLIC OUTREACH TEAM TO EXPAND THE CURRENT
- 7 FARE SYSTEM, ADDRESSING POINTS OF FRICTION AND DIFFICULTY AND
- 8 WHERE IS THE SYSTEM TODAY. WE'LL TALK ABOUT THAT TO HELP US
- 9 REFINE OUR PROBLEM STATEMENT AND APPROACH TO DEVELOPING
- 10 ALTERNATIVES AND ONCE THE PROJECT TEAM BEGINS TO DEVELOP
- 11 ALTERNATIVES WE'LL CONTINUE OUR USER RESEARCH. AT OUR MEETING
- 12 ON THE 25th OF SEPTEMBER, WE HEARD OUITE A BIT OF FEEDBACK
- 13 FROM THE SUBCOMMITTEE ABOUT THE IMPORTANCE OF ENSURING OUR
- 14 USER RESEARCH REACHES THE BREADTH OF THE BAY AREA INCLUDING
- 15 ALL OF THE DIFFERENT -- EXCUSE ME -- ALL OF THE DIFFERENT
- 16 COMMUNITIES AND THE DIVERSITY OF OUR REGION. WHAT WE HAVE
- 17 INCLUDED HERE ON THIS SLIDE IS A BIT OF DEMOGRAPHIC DATA THAT
- 18 WE CAN SHOW, FIT ON ONE SLIDE HERE. WE HAVE ABOUT 540
- 19 RESPONSES SO FAR TO OUR USER RESEARCH, OUR SURVEY SO WE'RE
- 20 WELL ON OUR WAY TO GETTING TO A THOUSAND. YOU CAN SEE THE
- 21 COUNTY OF RESIDENTS THAT THE PARTICIPANTS HAVE IDENTIFIED. YOU
- 22 CAN SEE WE ARE LACKING IN CONTRA COSTA COUNTY AND SOME OF THE
- 23 NORTH BAY COUNTY IN PARTICULAR, SO THE PROJECT TEAM DEFINITELY
- 24 HAS OUR WORK CUT OUT FOR US TO EXPAND PARTICIPATION IN THOSE
- 25 PARTS OF THE REGION. WE DID, IN RESPONSE TO THE FEEDBACK FROM





- 1 THE SUBCOMMITTEE, ADD QUESTIONS TO OUR SURVEY, FOCUSED ON
- 2 HOUSING TENURE, FOCUSED ON ADDITIONAL LANGUAGE COMMUNITIES. SO
- 3 WE'RE REALLY -- WE'RE TRYING TO LISTEN TO YOUR FEEDBACK AND
- 4 MAKE SURE THAT WE INCORPORATE THAT AS WE MOVE FORWARD. MOVE ON
- 5 TO THE NEXT SLIDE PLEASE. IN THE BEGINNING OF OCTOBER, A
- 6 LITTLE LESS THAN A MONTH AGO WE CONDUCTED OUR FIRST USER
- 7 RESEARCHER ACTIVITY WHICH WAS OUR PILOT NARRATIVE WORK. THIS
- 8 WAS A TWO HOUR LONG EVENT WHERE WE INVITED TEN TRANSIT RIDERS
- 9 TO BREAK OUT INTO VERY SMALL SORT OF 2 TO 3 PERSON GROUPS
- 10 WHERE THERE WAS A FACILITATOR FOR EACH GROUP AND WE ORGANIZED
- 11 OURSELVES SHOW IN WHAT WAS A STORY CIRCLE. WE TALKED ABOUT TWO
- 12 DIFFERENT QUESTIONS IN TERMS OF HOW THE USERS EXPERIENCED
- 13 PAYING FOR FARES IN THE REGION AND THE GOAL OF THIS WAS TO
- 14 REALLY LISTEN TO THE TRANSIT USER EXPERIENCES TO UNDERSTAND
- 15 THE CONTEXT OF HOW THEY MADE DECISIONS ABOUT USING TRANSIT,
- 16 HOW THEY MADE DECISIONS ABOUT PAYING FOR TRANSIT, HOW THE
- 17 PRICE OF TRANSIT IMPACTED THEIR TRIP CHOICE AND WHETHER THEY
- 18 COULD EVEN TAKE THE TRIP AT ALL. SO, OUT OF THOSE SESSIONS, WE
- 19 HEARD ABOUT 80 INDIVIDUAL STORIES THAT USERS SHARED WITH US,
- 20 AND ALONG WITH OUR CONSULTANTS WE IDENTIFIED 11 MAIN ISSUES
- 21 AND EIGHT BROAD THEMES. AND THE GOAL OF THIS PILOT WORKSHOP
- 22 WAS REALLY TO TEST HOW THIS USER RESEARCH WOULD WORK IN AN ALL
- 23 ZOOM ENVIRONMENT WITH A COMPLETELY REMOTE RECRUITMENT
- 24 INITIATIVE AS WELL, IDEALLY BEFORE THE PANDEMIC THE PROJECT
- 25 TEAM WOULD HAVE ACTUALLY REACHED OUT TO TRANSIT USERS AT BUS





- 1 STOPS, ON TRANSIT VEHICLES, IN STATIONS, YOU KNOW, DIRECTLY
- 2 INTERFACING WITH PEOPLE USING THE SYSTEM, TO IDENTIFY
- 3 INDIVIDUALS TO PARTICIPATE. SO, WE WERE TRYING TO MOVE THE
- 4 CONCEPT HERE. WE CAN GO ON TO THE NEXT SLIDE PLEASE. I'M NOT
- 5 GOING TO WALK THROUGH EACH ISSUE HERE, BUT YOU CAN SEE THE 11
- 6 MAIN ISSUES THAT WE IDENTIFIED, THAT STOOD OUT ACROSS THE 80
- 7 STORIES THAT WE HEARD. I THINK IF YOU GLANCE THROUGH THESE
- 8 PROBABLY MANY OF THEM WILL BE FAMILIAR TO INDIVIDUALS WHO USE
- 9 THE SYSTEM REGULARLY. TRANSIT IS A REALLY IMPORTANT PART OF
- 10 THE BAY AREA FOR MANY PEOPLE AND PROVIDES ACCESS TO
- 11 OPPORTUNITY THROUGHOUT OUR REGION BUT THERE ARE A LOT OF
- 12 OPPORTUNITIES TO IMPROVE THE SYSTEM AND TO MAKE IT BETTER. I
- 13 THINK PARTICULARLY WHAT YOU LOOK AT FARES, THE SYSTEM, AND THE
- 14 WAY THAT PEOPLE PAY FOR IT CAN BE PERCEIVED AS SOMEWHAT
- 15 CONFUSING OR UNCLEAR. THERE CAN BE SITUATIONS WHERE IT'S VERY
- 16 OPAGUE FOR A CERTAIN TRIP OR A CERTAIN SYSTEM CHARGES ONE SET
- 17 OF FARES AND A DIFFERENT SYSTEM CHARGES A DIFFERENT SET OF
- 18 FARES BY WHAT'S PERCEIVED BY USERS TO BE SIMILAR TRIP. GO TO
- 19 THE NEXT SLIDE. EIGHT MAIN THEMES, THESE ARE REALLY IMPORTANT
- 20 FOR THE PROJECT TEAM IN TERMS OF IDENTIFYING HOW TO APPROACH
- 21 OUR WORK IN DEVELOPING ALTERNATIVES FOR THE PROJECT TO ANALYZE
- 22 FOR ALTERNATIVE FARE SYSTEMS FOR OUR REGION. AGAIN I'M NOT
- 23 GOING TO GO THROUGH EACH ONE, BUT THERE ARE A FEW THAT
- 24 PARTICULARLY STAND OUT, ONE THAT SURPRISED ME, WAS THE
- 25 FREQUENCY OF USERS WHO ACTUALLY DID COMPARE THE BAY AREA'S





- 1 FARE SYSTEM TO THEIR EXPERIENCES VISITING OTHER CITIES, EITHER
- 2 WITHIN THE UNITED STATES OR OTHER COUNTRIES. PEOPLE DID
- 3 COMPARE HOW FARE POLICY OUTREACH IS IMPLEMENTED VERSUS HOW
- 4 IT'S DEPLOYED IN OTHER PLACES. PEOPLE OFTEN PERCEIVE THE FARES
- 5 AS SOMEWHAT UNFAIR, AND AGAIN, I TOUCHED ON THAT A MOMENT AGO
- 6 WHERE A CERTAIN SYSTEM MIGHT CHARGE A FARE THAT COULD BE
- 7 CONSIDERABLY MORE FOR A CERTAIN DISTANCE AND PEOPLE COULDN'T
- 8 UNDERSTAND WHY THAT WAS EXACTLY THE CASE BUT ON THE FLIP SIDE
- 9 OF THAT, THERE WERE ALSO BROAD OPINIONS THAT WE HEARD THAT
- 10 TRANSIT OVERALL IS A GOOD DEAL EVEN IF THE FARES BETWEEN
- 11 INDIVIDUAL SYSTEMS CAN SEEM UNFAIR. SO, FOR EXAMPLE, AGAIN,
- 12 WHY WOULD ONE SYSTEM OFFER A MONTHLY PASS AND THEN ANOTHER
- 13 SYSTEM NOT OFFER A MONTHLY PASS AND THAT MIGHT CREATE A
- 14 PERCEPTION OF PRICE DIFFERENCE IF YOU USE THE SYSTEM EVERY DAY
- 15 FOR A MONTH. BUT EVEN CONSIDERING ALL OF THAT, PEOPLE GET THAT
- 16 TRANSIT WAS STILL A GOOD DEAL, AND A WORTHWHILE INVESTMENT OF
- 17 THEIR DOLLARS IN TERMS OF THE MOBILITY AND THE ACCESS THAT IT
- 18 PROVIDES. YOU CAN GO ON TO THE NEXT SLIDE. SO IN TERMS OF NEXT
- 19 STEPS, AND AGAIN, I TOUCHED ON THIS BRIEFLY AT THE BEGINNING
- 20 OF THESE SET OF SLIDES, BUT THE PROJECT TEAM, RIGHT NOW IS
- 21 REALLY FOCUSED ON USING THOSE THEMES TO DEVELOP SPECIFIC
- 22 INTERVIEW QUESTIONS WE WANT TO GO INTO MORE DETAIL WITH
- 23 TRANSIT USERS. SO WE'RE GOING TO BE DOING AROUND 20, 1-ON-ONE
- 24 INTERVIEWS WITH A VARIETY OF DIFFERENT USERS FROM DIFFERENT
- 25 PARTS OF THE REGION AND DIFFERENT CONSTITUENCIES TO BETTER





- 1 UNDERSTAND THEIR SPECIFIC EXPERIENCES, AND AGAIN, TO HELP US
- 2 VALIDATE WHERE THE REAL PAIN POINTS ARE IN THE SYSTEM AND HOW
- 3 CAN THE PROJECT FOCUS OUR ALTERNATIVES ON REALLY ADDRESSING
- 4 THOSE. AND I THINK, REALLY IMPORTANT FOR EVERYONE TO
- 5 UNDERSTAND, IS BEYOND THIS INITIAL USER RESEARCH IN TERMS OF
- 6 IDENTIFYING THOSE SORT OF PRESSURE POINTS AND PAYING POINTS
- 7 USING THE SYSTEM WE WANT TO ADDRESS AND ANALYZE THREE OR FOUR
- 8 DIFFERENT FARE ALTERNATIVE SYSTEMS FOR THE BAY AREA THE PLAN
- 9 WILL ANALYZE FROM A DETAIL AND RIDERSHIP STANDPOINT AND FROM A
- 10 USER EXPERIENCE STANDPOINT. AND THAT'S WHERE THIS NEXT USER
- 11 RESEARCH COMES IN. SO LOOKING TO OUR DATABASE OF A THOUSAND
- 12 INDIVIDUALS ACROSS THE REGION, WE'LL BE ABLE TO WORK WITH THEM
- 13 TO HELP -- TO SEE HOW THEY UNDERSTAND THE PROPOSED FARE
- 14 SYSTEMS. WE'RE LOOKING TO PROTOTYPE FARE PRODUCTS, AND MAPS,
- 15 AND OTHER COLLATERAL THAT A USER MIGHT EXPERIENCE IF THEY WERE
- 16 IN A STATION, ON A BUS, AT A BUS STOP, TRYING TO UNDERSTAND
- 17 WHAT THE FARE THEY WOULD PAY IS. AND THIS IS REALLY CRITICALLY
- 18 IMPORTANT TO UNDERSTANDING HOW CHANGES TO OUR FARE SYSTEM
- 19 ACCOUNTED IMPROVE USER EXPERIENCE AND THEIR DRIVE TRANSIT
- 20 RIDERSHIP INCREASES, WHICH IS ONE OF OUR OVERALL GOALS FOR
- 21 THIS WORK. SO THERE IS A LOT OF WORK. I WOULD SAY THREE
- 22 QUARTERS OR MORE OF OUR TOTAL USER RESEARCH WORK IS STILL TO
- 23 COME. SO THERE IS A LOT THAT'S COMING DOWN THE LINE. I'LL STOP
- 24 THERE, AND ANSWER ANY QUESTIONS, OR ANY CONCERNS THAT



SUBCOMMITTEE MEMBERS HAVE BEFORE WE MOVE ON TO THE NEXT 1 2 SECTION OF THIS PRESENTATION. 3 WENDI KALLINS, VICE CHAIR: THANK YOU. I SAW THAT ALETA HAD 4 5 RAISED HER HAND, BUT I'M NOT SEEING IT. 6 7 CLERK OF THE BOARD: ALETA STILL HAS HER HAND RAISED. 8 WENDI KALLINS, VICE CHAIR: YEAH. I'M NOT SEEING IT ON MY SIDE 9 BAR HERE. WHY AM I NOT SEEING THE HAND RAISED? 10 11 CLERK OF THE BOARD: YOU HAVE TO CLICK ON PARTICIPANTS. 12 13 WENDI KALLINS, VICE CHAIR: I AM THERE. 14 15 16 CLERK OF THE BOARD: ALETA, GO AHEAD AND UNMUTE YOURSELF. HOW MUCH TIME DO THE SPEAKERS HAVE WIND? 17 18 WENDI KALLINS, VICE CHAIR: IS SHE A MEMBER OF THE 19 SUBCOMMITTEE? 20 21 22 CLERK OF THE BOARD: RIGHT. BUT YOU HAD MENTIONED HER NAME. 23 WENDI KALLINS, VICE CHAIR: YEAH. SO SHE HAS UNLIMITED TIME, 24

25

CORRECT?





1 CLERK OF THE BOARD: NO. SHE'S NOT A MEMBER. SHE'S A MEMBER OF 2 3 THE -- SHE'S AN ATTENDEE. 4 5 WENDI KALLINS, VICE CHAIR: OH I'M SORRY. THAT'S WHY I DIDN'T 6 SEE IT. ANYBODY -- WE'LL START WITH MEMBERS OF THE COMMITTEE, 7 CORRECT? 8 CLERK OF THE BOARD: YES, BUT THEY DON'T HAVE THEIR HAND 9 10 RAISED. THERE ARE NO MEMBERS OF THE COMMITTEE WITH THEIR HAND RAISED. 11 12 WENDI KALLINS, VICE CHAIR: OKAY. THEN ALETA YOU HAVE TWO 13 14 MINUTES. 15 16 SPEAKER: THANK YOU VICE CHAIR WENDI KALLINS AND MEMBERS. ALETA DUPREE FOR THE RECORD. AS I GIVE COMMENT, GREAT PRESENTATION 17 TODAY. I WOULD LIKE TO SEE THESE STORIES BE DEVELOPED IN THE 18 PUBLIC RECORD SO THAT WAY WE CAN LEARN FROM THEM. THIS IS VERY 19 GOOD LEADERSHIP WHEN WE ARE HAVING DEEPER CONVERSATIONS ABOUT 20 THIS. BECAUSE I CAN WRITE LETTERS, AND I CAN SAY WHAT I CAN IN 21 22 TWO MINUTES AND I APPRECIATE T BUT TO REALLY DO THE DEEP DIVE WITH THIS ON PEOPLE WHO USE THE SYSTEM ON A DAILY BASIS AND 23 TRYING TO BRING THEM BACK TO TRANSIT IS GOING TO PAY A LOT OF 24

DIVIDENS BECAUSE THE MORE PEOPLE WE CAN ENGAGE, AND THE MORE



- 1 ANSWERS WE CAN HAVE TO OUR OUESTIONS. CERTAINLY THIS WORK
- 2 NEEDS TO CONTINUE, BECAUSE I'M STILL TRYING TO SEE WHAT FARE
- 3 INTEGRATION LOOKS LIKE, AND I SUPPORT IT, BECAUSE I HAVE HAD
- 4 MANY SITUATIONS OF COMPETING SYSTEMS WITH DISPARATE FARE
- 5 STRUCTURES. AND I'LL LEAVE IT THERE FOR NOW. THANK YOU.

6

- 7 WENDI KALLINS, VICE CHAIR: THANK YOU A LITE A DO WE HAVE
- 8 ANYBODY ON OUR SUBCOMMITTEE HERE WHO WISHES TO ASK A QUESTION
- 9 OR MAKE A COMMENT? BECAUSE AT THIS POINT I DON'T SEE ANY HANDS
- 10 RAISED.

11

12 WILLIAM BACON: OKAY WELL -- OH, I SEE A QUESTION.

13

14 CLERK OF THE BOARD: RICH RAISED HIS HANDS.

15

16 WENDI KALLINS, VICE CHAIR: RICH, YOU --

17

- 18 RICHARD HEDGES: I WAS CURIOUS IF WE COULD GET MORE DETAIL ON
- 19 HOW PEOPLE FELT THE SYSTEM WAS CONFUSING FOR THEM. BECAUSE I
- 20 AGREE, BUT I WONDER WHAT THEY THOUGHT ABOUT IT.

- 22 WILLIAM BACON: GOOD QUESTION. BASED ON OUR NARRATIVE PILOT
- 23 WORKSHOP WE HAD, I CAN ONLY SPEAK TO THE INDIVIDUALS IN MY
- 24 COFACILITATION SESSION WITHIN THAT WORKSHOP. BUT WHAT I HEARD
- 25 FROM THOSE STORIES WAS THE CONFUSION IN THE SYSTEM STEMS FROM



- 1 HOW EACH OPERATOR, TODAY, HAS ITS OWN APPROACH TO FARES. SO,
- 2 ONE SYSTEM MIGHT HAVE A ZONAL SYSTEM, LIKE CALTRAIN, ANOTHER
- 3 SYSTEM MIGHT HAVE A FLAT FARE LIKE SFMTA OR AC TRANSIT, AND
- 4 FOR USERS MAKING TRANSFERS IN THE SYSTEM THEY HAVE TO SORT OF
- 5 BE ON IT TO UNDERSTANDS HOW MUCH FARE THEY HAVE ON THEIR
- 6 CLIPPER CARD, WHAT ARE THEY GOING TO BE ASKED TO PAY WHEN THEY
- 7 MAKE A TRANSFER BETWEEN SYSTEMS AND THAT WAS WHAT STOOD OUT TO
- 8 FOLKS I WAS SPEAKING TO AS MOST CONFUSING, AND MY SENSE IS
- 9 THERE WAS A SIMILAR STORY FROM OTHER GROUPS WITHIN OUR
- 10 NARRATIVE WORKSHOP, AND THOSE STORIES SORT OF GOT DISTILLED
- 11 INTO THAT OVERALL THEME THAT IT CAN BE CONFUSING.

12

- 13 RICHARD HEDGES: AND WERE THEY ALSO CONFUSED ABOUT HOW THE
- 14 ROUTES RUN AND HOW THEY CONNECT, AS WELL, BETWEEN SYSTEMS?

15

- 16 WILLIAM BACON: RICH, IN MY GROUP I DIDN'T HEAR THAT BUT I
- 17 WOULDN'T BE SURPRISED IF OTHER GROUPS WITHIN OUR WORKSHOP HAD
- 18 THAT MESSAGE.

19

- 20 RICHARD HEDGES: YEAH BECAUSE ALMOST EACH SYSTEM, GOOGLE HAS AN
- 21 OVERALL ROUTE PLANNER BUT EACH SYSTEM HAS THEIR OWN OVERALL
- 22 ROUTE SYSTEM. IF PEOPLE DON'T UNDERSTAND THE BETTER SYSTEM
- 23 LIKE GOOGLE THEN THEY MAY NOT BE ABLE TO CONNECT ALL THE
- 24 ROUTES. THANK YOU.



WENDI KALLINS, VICE CHAIR: OKAY. RANDI? YOU'RE MUTED. 1 2 3 RANDI KINMAN: THANK YOU. ADINA HAD SENT ME SOME COMMENTS THAT SHE WANTED TO HAVE DISCUSSED, FROM THE USER RESEARCH, FARE 4 5 INTEGRATION IS PORTRAYED AS AN ISSUE WITH INTERCOUNTY TRIPS BUT THERE ARE MANY ISSUES WITH INTERCOUNTY TRIPS SUCH AS 6 CONNECTIONS WITH VTA SAMTRANS CALTRAIN AND BART DATA SHOWING 7 8 MOST COMMUTE TRIPS ARE MOSTLY SINGLE AGENCY MAY BE IMPACTED BY THE LACK OF FARE INTEGRATION CALTRAIN EQUITY STUDY SHOWED THAT 9 LOW INCOME PEOPLE WERE MORE LIKELY TO NEED TRANSIT TO GET TO 10 CALTRAIN AND LACK OF FARE AND SCHEDULE INTEGRATION WAS A 11 BARRIER SIMILARITY IN SAMTRANS USER RESEARCH TOP PRIORITY 12 CURRENT SAMTRANS USERS LARGELY WAS BETTER CONNECTION TO RAIL. 13 14 THROWING THOSE OUT THERE. 15 16 WENDI KALLINS, VICE CHAIR: OKAY. ANY RESPONSE FROM STAFF? 17 WILLIAM BACON: I'M NOT SURE I HAVE A RESPONSE, BUT THAT'S AN 18 IMPORTANT POINT, AND MIKE WILL SPEAK TO THAT IN A MOMENT. DATA 19 HAS SHOWN THAT THE VAST MAJORITY OF TRANSIT USERS DURING A 20 TYPICAL WEEKDAY MORNING BEFORE THE PANDEMIC WERE ONLY 21 TRAVELOGUE ONE SYSTEM BUT PART OF WHAT WE'RE CONTINUING TO GET 22 23 AT IS EXACTLY WHAT ADINA WAS ASKING IS BECAUSE OUR SYSTEM IS SETUP THAT WAY AND IT DISCOURAGES MAKING THAT TRANSFER, FOR A 24

VARIETY OF REASONS, TO RICH'S POINT ABOUT THE NETWORK



- 1 CONNECTIVITY AND SCHEDULES, YOU KNOW, OR ON TOP OF THAT FARE
- 2 POLICY, THERE IS A VARIETY OF REASONS THAT THAT'S KNOW ISSUE.
- 3 SO I THINK IT'S AN IMPORTANT POINT. AND, YOU KNOW, IT'S PART
- 4 OF WHAT WE'RE TRYING TO ANSWER IN OUR STUDY.

5

- 6 RANDI KINMAN: AND I DO WANT TO THROW ON TOP OF THAT, VTA RUNS
- 7 ITS OWN CARD. SO I THINK THAT WE'RE LOSING DATA POTENTIALLY
- 8 THERE, BECAUSE IF I USE MY VTA CARD FOR SPECIAL DISCOUNTS THAT
- 9 I ONLY GET ON VTA BUT I'M ACTUALLY GOING TO SAN FRANCISCO AND
- 10 RIDING TWO OTHER SYSTEMS, YOU'RE NOT CAPTURING THAT
- 11 INTERCONNECTIVITY. SO, THROWING THAT INTO THE MIX.

12

- 13 WENDI KALLINS, VICE CHAIR: OKAY. THANK YOU. ANNE OLIVIA HAS
- 14 HER HAND RAISED. BE SURE TO UNMUTE YOURSELF PLEASE.

- 16 ANNE OLIVIA ELDRED: THANK YOU. ON THAT, FOLKS LIKE ME WHO JUST
- 17 CAN'T MAKE IT TO THE -- LIKE I CAN'T MAKE IT FROM MY HOUSE TO
- 18 THE BART STATION WITH ANY KIND OF GOOD -- LIKE THERE IS NO
- 19 GOOD CONNECTION, THERE IS NO ANYTHING LIKE THAT, SO I HAVE TO
- 20 DRIVE IF I'M GOING TO TAKE THE BART AND ESPECIALLY WITH HOURS
- 21 SETUP AT NIGHT, IF I WANT TO COME HOME, I HAVE TO SIT FOR AN
- 22 HOUR IN WHATEVER NEIGHBORHOOD THAT ISN'T MY HOUSE --
- 23 [INDISCERNIBLE] SO THERE MIGHT BE A LOT MORE PEOPLE WHO WOULD
- 24 DO MULTIPLE CONNECTIONS, IF IT WERE SETUP IN SUCH A WAY THAT
- 25 WE COULD. MY ROOMMATE ACTUALLY WALKS BECAUSE IT'S SO EXPENSIVE



- 1 FOR 45 MINUTES FOR EACH DIRECTION TO GET TO A PLACE THAT HE
- 2 CAN AFFORD THE FARE. SO JUST WANTED TO THROW THAT OUT THERE.
- 3 THERE WAS ONE OTHER COMMENT THAT ADINA SENT IN THAT HAD
- 4 COMPARISON TO OTHER REGIONS. SOME OF THE REGIONS HAVE SYSTEMS
- 5 BASED ON TRANSFERS THAT MAINTAIN THE STATUS QUO AS MUCH AS
- 6 POSSIBLE, INTEGRATED SYSTEMS THAT ARE EASIER FOR RIDERS I
- 7 THINK WE SHOULD PUSH FOR A SYSTEM THAT IS EASIER AND MORE
- 8 AFFORDABLE FOR RIDERS. WE SHOULD ANSWER THE QUESTION IN GOALS
- 9 OF REACHING RIDERSHIP BETTER CUSTOMER EXPERIENCE, BETTER
- 10 AFFORDABILITY AND ACCESS. WHEN STAFF ASKED WHAT'S BEST FOR THE
- 11 BAY AREA IT'S POSSIBLE WE'RE BEING STEERED TO AN AREA THAT'S
- 12 WHAT IS SIMILAR TO THE STATUS QUO WITH CHANGE WE SHOULDN'T
- 13 ACCEPT THAT REGIONS AROUND THAT HAVE WORKED WITH INTEGRATED
- 14 SYSTEMS STARTED OUT FRAGMENTED -- [AUDIO DIFFICULTIES] THAT IS
- 15 INTEGRATED AND EQUITABLE FOR RIDERS.
- 17 WENDI KALLINS, VICE CHAIR: YOU WENT OUT THERE A LITTLE BIT.
- 18 CAN YOU READ THAT LAST SENTENCE AGAIN?
- 20 ANNE OLIVIA ELDRED: SURE. BASICALLY, THE JEST OF THE IDEA -- I
- 21 BELIEVE SHE'S TRYING TO APPROACH IT FROM AN EQUITY AND
- 22 INTEGRATED SYSTEM.
- 24 RANDI KINMAN: ANNE OLIVIA, OR WENDI, I CAN READ THE LAST TWO
- 25 SENTENCES. REGIONS AROUND THE WORLD WITH INTEGRATED SYSTEMS

16

19



- 1 START OUT FRAGMENTED AND BECAME INTEGRATED, I THINK WE SHOULD
- 2 ASSERTIVELY ASK FOR A SYSTEM THAT IS INTEGRATED AND EQUITABLE
- 3 FOR RIDERS.

4

- 5 WENDI KALLINS, VICE CHAIR: THANK YOU. OKAY. I DON'T SEE ANY
- 6 OTHER HANDS RAISED. I HAVE A COUPLE OF QUESTIONS. WERE YOU --
- 7 IN YOUR DATABASE, ARE YOU SEPARATING OUT FOR INCOME AND RACIAL
- 8 DIFFERENTIATION IN RESPONSES?

9

- 10 WILLIAM BACON: YEAH. SO OUR SURVEY, IT'S ACTUALLY A TWO STEP
- 11 SURVEY SO USERS INITIALLY RESPOND BY PROVIDING RELATIVELY HIGH
- 12 LEVEL DEMOGRAPHIC INFORMATION. SO, THEIR COUNTY OF RESIDENCE
- 13 AND CONTACT INFORMATION AND THEY RECEIVE A FOLLOW UP SURVEY
- 14 THAT GETS INTO MORE DETAIL ASKING QUESTIONS ABOUT INCOME, WITH
- 15 ETHNICITY, THEY IDENTIFY WITH HOUSING TENURE, A VARIETY OF
- 16 QUESTIONS, WHETHER THEY IDENTIFY AS HAVING A DISABILITY, DO
- 17 THEY USE PARATRANSIT SERVICES. IT'S A DETAILED SURVEY SO WE'RE
- 18 TRYING TO COLLECT RELATIVELY RICH DEMOGRAPHIC DATA ABOUT THE
- 19 USER PARTICIPANTS SO WE CAN REALLY TARGET OUR USER RESEARCH TO
- 20 CONSTITUENCIES AS WE MOVE FORWARD.

21

- 22 WENDI KALLINS, VICE CHAIR: FROM YOUR PRELIMINARY RESEARCH, YOU
- 23 HAVE FOUND THAT CONCERNS AND COMMENTS EXPRESSED ARE DIFFERENCE
- 24 DEPENDING ON INCOME AND RACIAL IDENTITY?



WILLIAM BACON: I DON'T THINK I CAN SPEAK TO THAT YET. I THINK 1 2 WE HAVE MORE TO DO TO BETTER UNDERSTAND THAT. 3 WENDI KALLINS, VICE CHAIR: OKAY. AND THE OTHER THING -- AND I 4 5 THINK I ASKED THIS AT THE FULL COMMITTEE MEETING, ARE YOU REACHING OUT TO NON-TRANSIT USERS TO SEE WHETHER OR NOT 6 7 THEY'RE USING THE SYSTEM AND WHETHER FARE INTEGRATION IS AN 8 ISSUE THERE. 9 WILLIAM BACON: THAT'S PART OF THE SCOPE, WE'RE TARGETING 10 FREQUENT AND INFREQUENT USERS AS PART OF THE STUDY. 11 12 WENDI KALLINS, VICE CHAIR: ANY OTHER SPEAKERS? 13 14 15 CLERK OF THE BOARD: NONE AT THIS MOMENT. 16 WENDI KALLINS, VICE CHAIR: WE'LL MOVE ON TO THE NEXT AGENDA 17 18 ITEM. WILLIAM AND MICHAEL WILL CONTINUE PEER FARE REGION POLICY RESEARCH AND DISCUSSION OF APPROACH TO DEVELOPING 19 POLICY ALTERNATIVE UPDATES. THIS IS FOR INFORMATION. NO ACTION 20 21 IS REQUIRED OF THE SUBCOMMITTEE. TAKE IT AWAY. 22 23 MICHAEL EISEMAN: THANK YOU WENDI. MICHAEL EISEMAN HERE. OH PARDON ME. I LOST MY VIDEO HERE FOR A SECOND. I'M GOING TO 24

BEGIN WITH A VERY BRIEF DISCUSSION OF SOME OF OUR TRAVEL





- 1 MARKET INSIGHTS. FOLKS WHO JOINED OUR FARE INTEGRATION TASK
- 2 FORCE MEETING ON THE 19th, WE SPENT SOME TIME ON TRAVEL MARKET
- 3 ANALYSIS. IF YOU COULD -- LET'S SEE, CAN WE SHOW SLIDE 11 FROM
- 4 THE PRESENTATION? YEAH. JUST THE NEXT ONE AND THEN ONE MORE
- 5 AFTERNOON THAT. YEAH. SO WHAT WE HAVE FOR YOU TODAY ON THAT,
- 6 I'M GOING TO TOUCH ON IT VERY BRIEFLY, SOME HIGH LEVEL SUMMARY
- 7 OF KEY FINDINGS AND NEXT STEPS. FOR THOSE INTERESTED IN MORE
- 8 DETAIL, WE'RE GOING TO POST A LINK TO THE TASK FORCE MEETING
- 9 PACKET IN THE CHAT AND I ENCOURAGE YOU TO CHECK OUT WHAT WE
- 10 HAVE IN THERE INCLUDING THE APPENDIX WHICH HAS DETAILED
- 11 DESTINATION LEVELS. JUST A HIGH MARKET ANALYSIS SO FAR HAS
- 12 FOCUSED ON INTERCOUNTY TRAVEL BY MODES. WE USE PROCOVID DATA.
- 13 LOOKING AT THE SCALE A FEW MARKETS STAND OUT. TRAVEL BETWEEN
- 14 THE FIVE LARGEST ADJACENT COUNTIES ACCOUNTS FOR HALF OF TRAVEL
- 15 IN THE REGION. THE INTERCOUNTY IS DOMINATED BY TRAVEL BETWEEN
- 16 TO AND FROM SAN FRANCISCO AND ALAMEDA COUNTY THAT HAS HIGHEST
- 17 MARKET SHARE AT 65 PERCENT. THOSE SAME COUNTIES STAND OUT
- 18 LOOKING AT WORK TRIPS. ONE THING THAT'S NOTABLE, SOME OF OUR
- 19 LARGEST EMPLOYMENT MARKETS HAVE LOW RATES OF INTERCOUNTY
- 20 TRANSIT COMMUTING. I THINK WE WANT TO ACKNOWLEDGE THAT MUCH OF
- 21 THE DIFFERENCES BETWEEN TRAVEL PATTERNS IN OUR VARIOUS MARKETS
- 22 REALLY HAS TO DO WITH THE DENSITY OF TRANSIT ACCESSIBLE
- 23 LOCATIONS AND THE SCALE OF THE TRANSIT SERVICE PROVIDED, AS
- 24 MANY HAVE OBSERVED, EVEN TODAY. WE ARE GOING TO BE LOOKING AT
- 25 THE WAYS TRANSIT FARE POLICY INFLUENCES HOW PEOPLE TRAVEL AND



CERTAINLY AT THE MARGIN AND HOW THOSE CAN BE -- THOSE MARKETS 1 CAN BE PROMOTED STRONGEST AND WEAKEST MARKETS CAN BE PROMOTED 2 3 BY BETTER INTEGRATED AND COORDINATED FARES. WORTH NOTING TODAY ABOUT NINE OUT OF TEN PEAK PERIOD TRANSIT TRIPS USING CLIPPER 4 5 USE JUST ONE AGENCY. WE DO KNOW THAT MANY CLIPPER USERS USE MORE THAN ONE AGENCY OVER THE COURSE OF A MONTH THOUGH, AND 6 WE'LL BE DIVING INTO MORE DETAIL ON METHOD OF PAYMENT AND 7 8 INTER-AGENCY PATTERNS AS WE MOVE INTO THE NEXT PHASE HERE. A MENTIONED, WE'LL BE DIGGING INTO POLICY OUESTIONS OF HOW FARE 9 10 POLICY CAN BE USED TO BUILD ON OUR STRONGEST MARKETS, IMPROVE THE WEAKEST ONES AND MAYBE I'LL STOP THERE AND ASK IF ANYBODY 11 HAS ANY OUESTIONS BEFORE WE MOVE INTO PEER COMPARISONS. 12 13 WENDI KALLINS, VICE CHAIR: ANYBODY HAVE ANY QUESTIONS SO FAR? 14 15 I DON'T SEE ANY HAND RAISED. 16 17 RANDI KINMAN: OH. 18 WENDI KALLINS, VICE CHAIR: RANDI? 19 20 RANDI KINMAN: THANK YOU. HAVE WE DISCUSSED WITH THE TECH 21 COMPANIES POST COVID -- AND I KNOW THAT THEY'RE TELLING THEIR 22 PEOPLE THAT THEY CAN STAY HOME, BUT IT SEEMS THE DATA THAT WE 23 CAN COLLECT FROM THEM IS TO WHERE THEIR PRIVATE BUSES RAN TO 24

AND FROM, WOULD BE BENEFICIAL IN US LOOKING AT HOW WE COULD DO



- 1 A BETTER INTEGRATED FARE SYSTEM -- OR JUST A BETTER INTEGRATED
- 2 SYSTEM PERIOD THAT WOULDN'T REQUIRE THEM REINSTITUTING AND
- 3 REIMPLEMENTING THEIR BUSES BECAUSE EVEN IF THEY GO BACK ON A
- 4 PART-TIME BASIS, I'M CURIOUS TO KNOW IF THEIR EMPLOYEES ARE
- 5 USING VEHICLES, THEIR PRIVATE VEHICLES, OR IF THEY'RE USING
- 6 TRANSIT.

7

- 8 MICHAEL EISEMAN: RANDI, IT'S A GOOD POINT, THE PRIVATE SYSTEM
- 9 IN SAN MATEO AND SANTA CLARA COUNTY ARE A BIG CHUNK OF THE
- 10 REGIONAL TRANSIT SYSTEM. SO FAR WE FOCUS ON THE NATIONAL
- 11 TRAVEL SURVEY, WE'RE GOING TO BE MOVING INTO THE PUBLIC
- 12 TRANSIT AGENCY DATA SETS. OUR DATA ON THE PRIVATE OPERATORS,
- 13 WE HAVE LESS GOOD DATA THERE, WE SHOULD THINK ABOUT HOW, TO
- 14 WHAT EXTENT THAT CAN BE FOLDED INTO THE ANALYSIS THOUGH. IT'S
- 15 NOT CURRENTLY A BIG FOCUS IN OUR PLAN.

16

- 17 RANDI KINMAN: I BRING THIS UP BECAUSE I HAVE TWO CAMPUSES
- 18 SETUP TO ACCOMMODATE TRANSIT, AND THE ENABLE FOR PEOPLE TO GET
- 19 -- BOTH OF MY CAMPUSES WIND UP BEING PARKING LOTS FOR PEOPLE
- 20 WHO ARE USING SHUTTLES, WHO ARE USING HIGH TECH SHUTTLES, SO
- 21 WE HAVE VTA CONNECTIONS ON BOTH CAMPUSES BUT THAT TELLS ME
- 22 THERE IS A NEED SOMEWHERE FOR SOMETHING THAT WASN'T PROVIDED
- 23 IN THE PAST. SO IF WE COULD POLL THOSE PEOPLE SOMEHOW AND SEE
- 24 WHAT THEY PLAN ON DOING.





1 WENDI KALLINS, VICE CHAIR: OKAY. ANY RESPONSE ON THAT? NOT -- 2

- 3 MICHAEL EISEMAN: JUST TO ACKNOWLEDGE THAT IT'S A FAIR POINT.
- 4 WE SHOULD THINK ABOUT HOW TO FOLD IN THAT TYPE OF INFORMATION.

6 WENDI KALLINS, VICE CHAIR: OKAY. JONATHON KASS HAS HIS HAND

7 RAISED.

8

5

- 9 JONATHON KASS: THANK YOU. I WANTED TO UNDERSTAND BETTER THE
- 10 UPPER RIGHT CELL, UNTAPPED OR SUR PRESSED DEMAND IN THE FOUR
- 11 OD PAIRS WITH THE LOW TRANSIT MODE SHARE. THAT'S THE FOUR OD
- 12 PAIRS WITH THE LOWEST TRANSIT MODE SHARE OR AMONG SOME SET OF
- 13 HIGHER POTENTIAL OD PAYERS, THOSE WITH SURPRISING LOW MODE
- 14 SHARE?

- 16 MICHAEL EISEMAN: YEAH, THIS MAY BE MAKING REFERENCE TO
- 17 DETAILED INFORMATION THAT'S NOT ACTUALLY IN THIS PACKET HERE.
- 18 ONE OF THE POINTS WE PRESENTED TO THE TASK FORCE WAS, WE
- 19 PULLED OUT SOME OF THE HIGHEST -- THE MARKETS WITH THE LARGEST
- 20 INTERCOUNTY FLOWS THAT HAD REALLY LOW TRANSIT MODE SHARE. SO,
- 21 IN PARTICULARLY FOR THE WORK -- IN TRAVEL BETWEEN ALAMEDA AND
- 22 SANTA CLARA COUNTIES THERE IS A LOT OF PEOPLE MAKING THOSE
- 23 TRIPS AND VERY FEW ARE MAKING THEM ON TRANSIT. WE CERTAINLY
- 24 HOPE AS BART SILICON VALLEY GETS BUILT OUT THAT WILL TAKE A
- 25 BIG CHUNK OF THE MODE SHARE THERE ARE WORK TRIP LOCATIONS



- 1 BEING MADE TO SANTA CLARA COUNTY THAT ARE NOT TRANSIT
- 2 ACCESSIBLE THAT MAYBE SERVING OF THE SYSTEM, NEXT STEP IS TO
- 3 SEE HERE ARE THERE MARKETS WHERE THE FARE SYSTEM IN
- 4 PARTICULAR, MAY BE SUPPRESSING DEMAND AND WHAT IF ANYTHING CAN
- 5 WE DO ABOUT IT.

6

7 WENDI KALLINS, VICE CHAIR: OKAY. BRIAN STANKE.

8

- 9 BRIAN STANKE: THANKS. JUST ON THE QUESTION ABOUT DIFFERENT
- 10 DATA SETS, ARE YOU DISTURB MENTIONED YOU'RE USING THE CENSUS
- 11 DATA ARE YOU ALSO LOOKING AT SORT OF THE AVAILABLE SOURCES OF,
- 12 LIKE, CELL PHONE DATA FOR SHOWING TOTAL TRAVEL, DEMAND,
- 13 THROUGH THESE MARKETS?

- 15 MICHAEL EISEMAN: WE ARE NOT -- WE DID THINK ABOUT THAT. WE --
- 16 OUR METHODOLOGY HERE, ACTUALLY RELIES, FOR THAT TYPE OF
- 17 ANALYSIS WE'RE GOING TO RELY ON THE PRINCIPLE NATIONAL TRAVEL
- 18 SURVEY SO WE'RE NOT PLANNING TO PULL IN A LOT OF CELL PHONE
- 19 DATA. OUR PLAN FOR THE NEXT STAGE IS TO DIAL IN ON THE
- 20 OPERATOR DATA. SO ORIGIN DESTINATION DATA, THAT AGENCIES HAVE,
- 21 AND BOARDING AND TRYING TO UNDERSTAND IN MORE DETAIL HOW
- 22 PEOPLE ARE USING THE SYSTEM. WE'RE ALSO GOING TO BE COMPARING
- 23 WHAT WE FIND WITH THAT WITH OUTPUTS FROM THE MTC TRAVEL MODEL.
- 24 SO AT THIS STAGE WE'RE NOT PLANNING TO EMPHASIZE CELL PHONE
- 25 DATA.



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1

- 2 BRIAN STANKE: I'M JUST THINKING ABOUT THE BOTTOM RIGHT,
- 3 PRIORITIZE EXPLORATION OF HIGH VOLUME TOTAL TRIP MARKETS WITH
- 4 TRANSIT MODE SHARE, AND MAKING SURE WE'RE DON'T MISS THAT.

5

- 6 MICHAEL EISEMAN: YES. YEAH. SO THE OTHER ANGLE ON THAT THAT
- 7 WE'RE GOING TO HAVE TO CONSIDER IS WE'RE AT THIS TIME THINKING
- 8 ABOUT HOW TO ADDRESS THE CURRENT, THE POST COVID WORLD, AND
- 9 TRYING TO DEAL WITH THE UNCERTAINTY OF HOW PEOPLE ARE
- 10 TRAVELING NOW AS COMPARED TO THE PRE COVID PATTERNS. SO WE TRY
- 11 TO INTEGRATE THINKING ON THAT AS WELL.

12

- 13 WENDI KALLINS, VICE CHAIR: OKAY. I DON'T SEE ANY OTHER HANDS
- 14 RAISED FROM THE COMMITTEE, IS THERE ANY MEMBERS OF THE PUBLIC
- 15 WHO HAVE OUESTIONS?

16

- 17 CLERK OF THE BOARD: THERE IS ONE MEMBER OF THE PUBLIC WITH HER
- 18 HAND RAISED. ALETA DUPREE.

19

20 WENDI KALLINS, VICE CHAIR: ALETA.

- 22 SPEAKER: THANK YOU VICE CHAIR WENDI KALLINS. ALETA DUPREE FOR
- 23 THE RECORD. THANK YOU FOR BRINGING UP THE MATTER OF
- 24 INTERCOUNTY TRAVEL. AND I HAVE TRAVELED AS MANY AS FOUR
- 25 COUNTIES IN THE BAY AREA IN A SINGLE DAY ON TRANSIT. AND THE



- 1 CHALLENGE OF APPORTIONMENT ISN'T EASY. BUT WE CAN LOOK TO
- 2 STATES THAT HAVE INTERSTATE TRAVEL, WASHINGTON, D.C. METRO IS
- 3 A THREE STATE JURISDICTION SYSTEM, DC, MARYLAND, VIRGINIA, AND
- 4 COMMUTERS FROM PHILADELPHIA AND NEW JERSEY, BOSTON, YOU HAVE
- 5 RHODE ISLAND, NEW HAMPSHIRE AND MAIN, AND I HAVE DONE IT
- 6 MYSELF LEAVING NEW JERSEY GOING TO PORT AUTHORITY BUS TERMINAL
- 7 AND TAKING SUBWAY TO GRAND CENTRAL TERMINAL AND A TRAIN TO
- 8 CONNECTICUT. WE CAN SEE WHAT THEY'RE DOING IN OTHER STATES.
- 9 BECAUSE EVEN THOUGH WE'RE IN ONE STATE, CALIFORNIA, I
- 10 CERTAINLY THINK THE STATE LEVELS EXAMPLES CAN HELP IN DEALING
- 11 WITH COUNTY MATTERS. THANK YOU.

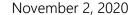
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- 13 WENDI KALLINS, VICE CHAIR: OKAY. DO YOU WANT TO CONTINUE WITH
- 14 YOUR PRESENTATION? I THINK YOU SAID THERE WAS MORE TO COME.

15

- 16 MICHAEL EISEMAN: YES. THANKS, THAT COMMENT IS A GOOD SEGUE
- 17 INTO OUR NEXT TOPIC WHICH IS PEER COMPARISONS.

- 19 WILLIAM BACON: THIS IS BILL BACON AGAIN WITH THE PROJECT TEAM
- 20 AND MTC STAFF. I'M GOING TO WALK US THROUGH OUR PEER REGION
- 21 ANALYSIS. SO IF WE CAN GO ON TO THE NEXT SLIDE. SO, IN THIS
- 22 SECTION, WE REALLY WANT TO HAVE AN IN DEPTH CONVERSATION WITH
- 23 THE SUBCOMMITTEE TO UNDERSTAND, I THINK, YOUR CONCERNS ABOUT
- 24 HOW FARE POLICY IMPACTS TRAVEL. AND BY USING THESE PEER
- 25 REGIONS AS AN EXAMPLE OF HOW OTHER PARTS OF THE COUNTRY OR





- 1 OTHER CITIES AROUND THE WORLD HAVE APPROACHED FARE
- 2 COORDINATION AND INTEGRATION, WE WANT TO UNDERSTAND IF THERE
- 3 ARE EXAMPLES THERE THAT YOU THINK, IN YOUR OPINION, AS
- 4 REPRESENTATIVES OF DIFFERENT CONSTITUENCIES IN OUR REGION,
- 5 THAT WOULD HELP ADDRESS THOSE CHALLENGES IN THE BAY AREA. SO I
- 6 THINK, KEEP THAT IN MIND, AS WE GO THROUGH THESE SLIDES, AND
- 7 IN THE END IF WE WANT TO HAVE A DISCUSSION. BUT AGAIN, PLEASE
- 8 FEEL FREE TO INTERRUPT DURING THE PRESENTATION IF YOU HAVE
- 9 SPECIFIC OUESTIONS OR IF YOU WOULD LIKE CLARIFICATION ABOUT
- 10 ANY OF THE EXAMPLES THAT WE'RE TALKING ABOUT. WE CAN GO ON TO
- 11 THE NEXT SLIDE PLEASE. SO, RIGHT NOW, THE PROJECT TEAM IS
- 12 STUDYING SIX DIFFERENT PEER REGIONS TO BETTER UNDERSTAND THE
- 13 RANGE OF POLICIES AND PRODUCTS, AND THE GOVERNANCE APPROACH,
- 14 THAT THEY USE. AND THREE OF THESE REGIONS ARE LOCATED WITHIN
- 15 THE U.S., THE WASHINGTON, D.C. METRO SYSTEM, LOS ANGELES
- 16 METRO, AND SAM TRANSIT IN SEATTLE AND THREE ARE LOCATED
- 17 OUTSIDE OF THE U.S., ONE IN SOUTH WALES WHICH IS A STATE
- 18 ENTITY, AND AUSTRALIA, ONE IS MONTREAL IN OUEBEC AND CANADA,
- 19 AND THE FINAL IS ZURICH REGION REPRESENTED BY THE LOGOS TO THE
- 20 LIST OF THIS SLIDE. WE'RE THINKING ABOUT THE REGIONS IN
- 21 SEVERAL DIFFERENT WAYS, IN TERMS OF PRICES AND POLICIES THAT
- 22 REGIONS HAVE IMPLEMENTED TO ADVANCE FARE INTEGRATION, HOW HAVE
- 23 THEY APPROACHED THAT INTEGRATION ITSELF IN TERMS OF WHAT ARE
- 24 THE APPROACHES AND HOW EXTENSIVE IS THE INTEGRATION ACROSS
- 25 THEIR SYSTEMS, AND HOW ARE THE REGIONS INTEGRATION APPROACHES





- 1 MAINTAINED, HOW ARE THEY GOVERNED, HOW DOES THE SYSTEM EVOLVE
- 2 OVER TIME. SO IF YOU WANT TO THINK OF EACH OF THESE THREE
- 3 ISSUES AS A SPECTRUM THAT'S WHAT WE'RE TRYING TO REPRESENT
- 4 HERE ON THIS SLIDE STARTING WITH THE OUESTION AT THE TOP: HOW
- 5 ARE TRIPS PRICE SAID. -- PRICED. THERE ARE DIFFERENT WAYS OF
- 6 LOOKING AT INTEGRATION. YOU SEE A CENTRALIZED APPROACH, AN
- 7 OVERARCHING STRUCTURE FOR TRIPS IN THE REGION. AN EXAMPLE
- 8 COULD BE ZONE BASED OR FARE BASED, REGARDLESS OF WHAT OPERATOR
- 9 YOU ARE ON OR WHERE YOU'RE TRAVELING WITHIN THE REGION THERE
- 10 IS A SINGLE STRUCTURE INSTEAD OF POLICIES THAT APPLY. ANY TYPE
- 11 OF LOCAL BUS TRIP ANYWHERE IN THE REGION WOULD BE TREATED
- 12 EXACTLY THE SAME, SO THE PRICE MIGHT BE THE SAME, YOU'RE
- 13 TRAVELING THROUGH A CERTAIN NUMBER OF ZONES, YOU WOULD BE
- 14 PAYING THAT AMOUNT REGARDLESS OF WHERE YOU WERE IN THE REGION.
- 15 AND AS YOU MOVE DOWN THAT SPECTRUM OR CROSS THE SPECTRUM TO
- 16 THE RIGHT YOU SEE APPROACH TO INTEGRATION OF PRICE, IT'S
- 17 FOCUSING MORE ON REDUCING BARRIERS TO TRAVEL BETWEEN SYSTEMS
- 18 OR BETWEEN VEHICLES, IF YOU ARE TRAVELING WITHIN THE SAME
- 19 OPERATOR. SO THIS APPROACH WOULD POTENTIALLY ALLOW OPERATORS
- 20 TO HAVE THEIR OWN UNIQUE FARES, BUT IT CREATES CONSISTENT
- 21 RULES AND POLICIES AROUND MAKING THOSE TRANSFERS BETWEEN
- 22 VEHICLES OR SYSTEMS OR OPERATORS AS SEAMLESS AS POSSIBLE. SO
- 23 THAT COULD INCLUDE DISCOUNTS, CAPS ON WHAT I TRIP COULD COST,
- 24 PASSES THAT INCLUDE MULTIPLE AGENCIES. THERE IS DIFFERENT
- 25 APPROACHES. BUT I THINK IT'S IMPORTANT FOR ALL OF US TO THINK





- 1 ABOUT HOW INTEGRATION CAN BE ACHIEVED IN VARIOUS WAYS. THAT'S
- 2 THE CONCEPT WE'RE TALKING ABOUT. THE NEXT IS WHAT IS THE
- 3 EXTENT OF INTEGRATION, AGAIN, LOOKING TO THE LEFT ON THIS
- 4 SPECTRUM, THAT WOULD INCLUDE ALL AGENCIES WITHIN A REGION
- 5 EXISTING UNDER A SINGLE SET OF RULES AND POLICIES. AS WE GO
- 6 THROUGH THE PEER EXAMPLES IN A MOMENT, YOU WILL SEE IN THE SIX
- 7 DIFFERENT REGIONS EACH OF THEM FALLS ON THE SPECTRUM IF
- 8 DIFFERENT PLACES AND SOME OF THEM MAY NOT BE WHERE YOU WOULD
- 9 EXPECT THEM TO FALL. IT'S IMPORTANT TO THINK ABOUT HOW OTHER
- 10 PARTS OF THE WORLD, AND THE PARTS OF THE UNITED STATES HAVE
- 11 ACHIEVED INTEGRATION AND HOW THEY HAVE ADAPTED TO THEIR UNIQUE
- 12 SITUATION. AND I THINK THAT'S IMPORTANT FOR US, IN THE BAY
- 13 AREA, AS WE THINK ABOUT DEVELOPING OUR ALTERNATIVES THAT WE
- 14 WANT TO ANALYZE TO THINK ABOUT WHAT WE WANT THOSE ALTERNATIVES
- 15 TO LOOK LIKE SO WE CAN TEST HOW DIFFERENT APPROACHES MIGHT
- 16 WORK HERE. SO, AGAIN, LOOKING ON THE EXTENT OF INTEGRATION
- 17 PERSPECTIVE -- LOOKING AT EXTENT OF INTEGRATION PERSPECTIVE
- 18 THERE, ON THE FAR RIGHT, YOU HAVE AN APPROACH THAT'S MORE
- 19 FOCUSED ON INDIVIDUAL AGENCIES, OR GROUPS OF AGENCIES WORKING
- 20 TOGETHER TO REDUCE FRICTION IN TERMS OF TRANSFER BETWEEN THEIR
- 21 SYSTEMS. AND THEN THE FINAL ROW HERE, HOW ARE INTEGRATION
- 22 PRICING DECISIONS MADE, THIS IS REALLY TALKING ABOUT
- 23 GOVERNANCE. HOW ARE DECISIONS MADE IN TERMS OF INTEGRATION. TO
- 24 THE LEFT YOU SEE THE MUCH MORE CENTRALIZED APPROACH WHERE AN
- 25 AGENCY OR GROUP OF AGENCIES ACTING TOGETHER AS ONE WOULD





- 1 CREATE A SINGLE PRICING SYSTEM, AND AS YOU MOVE TO THE RIGHT
- 2 THERE ACROSS THE SPECTRUM, AN ALTERNATIVE WOULD BE INTEGRATION
- 3 APPROACHES FOCUSED ON BILATERAL MULTI-LAT RULES AND AGREEMENTS
- 4 THAT WORK WITH AGENCIES ON REDUCING FRICTION. WHAT'S IMPORTANT
- 5 IN KEEPING OUR EYES FOCUSED, IS WITH THE DIFFERENT SPECTRUMS
- 6 THE SAME AGENCY CAN BE LOCATED TO DIFFERENT ENDS OF THE
- 7 SPECTRUM DEPENDING ON THE DIFFERENT TIERS. YOU MIGHT HAVE A
- 8 VERY OVERARCHING STRUCTURE THAT'S A ZONE BASED SYSTEM, YOU
- 9 MIGHT BE FAR TO THE LEFT ON HOW TRIPS ARE PRICED BUT WHEN IT
- 10 COMES TO THE DECISION MAKING PROCESS, THE FINAL ROW YOU MIGHT
- 11 BE FAR TO THE RIGHT WHERE YOU MIGHT HAVE A SERIES OF MULTI-
- 12 LATERAL AGREEMENTS AND NOT HAVE A SINGLE AGENCY THAT'S MAKING
- 13 DECISIONS FOR THE WHOLE REGION. SO JUST KEEP YOUR EYES ON THAT
- 14 AS WE GO THROUGH THESE SLIDES. GO ON THE NEXT ONE. SO, AGAIN,
- 15 THERE ARE A FEW KEY OUESTIONS WE WOULD LIKE EVERYONE TO THINK
- 16 ABOUT TODAY. SO THE FIRST ONE IS HOW MIGHT BE FARE TYPES AND
- 17 PRODUCTS THAT ARE DETAILED IN THESE PEER REGIONS TRANSLATE TO
- 18 THE BAY AREA, AND WHICH OF THOSE ARE MOST COMPLIMENTARY FOR
- 19 THE REGION IN YOUR OPINION. AND FOR THE EXPERIENCE OF THE
- 20 CONSTITUENTS THAT YOU REPRESENT HERE ON THE SUBCOMMITTEE. AND
- 21 THEN TWO, WHAT WOULD THE IMPLEMENTATION OF FARE TYPES AND
- 22 PROJECTS BE FOR THE BAY AREA USERS. WHICH WOULD THEY BENEFIT -
- 23 I'M SORRY -- WHICH POLICIES WOULD BENEFIT THE REGION THE
- 24 MOST AND FOR WHICH COMMUNITIES AND FOR DIFFERENT TYPES OF
- 25 RIDERS OR RIDER ARCH TYPES THEY WOULD BENEFIT. DIFFERENT





- 1 APPROACHES TO DIFFERENT INTEGRATION AND OUR WORK IS TO MAKE IT
- 2 EASIER FOR PEOPLE TO USE TRANSIT. WE WANT TO THINK ABOUT ARE
- 3 THE TYPES OF POLICIES THAT WOULD BE MOST EFFECTIVE IN DOING
- 4 THAT. KEEP THAT IN MIND AS WE GO THROUGH HERE. NEXT SLIDE
- 5 PLEASE. SO OUR FIRST PEER REGION IS THE WASHINGTON, D.C. AREA.
- 6 AND THE WASHINGTON, D.C. REGION HAS 11 TRANSIT OPERATORS, SO
- 7 IN SOME WAYS IT'S SIMILAR TO THE BAY AREA, IN THAT IT HAS A
- 8 WIDE NUMBER OF AGENCIES, AND IT HAS A HEAVY RAIL METRO SYSTEM
- 9 THAT'S VERY SIMILAR TO BART IN THE SENSE THEY WERE BUILT AT
- 10 THE SAME TIME, THEY USE VERY SIMILAR TECHNOLOGY. ONE THING
- 11 THAT'S DIFFERENT IN THE DC AREA IS THE METRO SYSTEM ITSELF IS
- 12 BY FAR THE DOMINANT AGENCY IN THE REGION, IT CARRIES THE
- 13 OVERWHELMING MAJORITY OF TRANSIT TRIPS. SO IT IS A LITTLE BIT
- 14 DIFFERENT THAN THE BAY AREA WHERE WE HAVE A NUMBER OF AGENCIES
- 15 THAT ARE OUITE LARGE ON THEIR OWN, AND THERE ISN'T A SINGLE
- 16 AGENCY THAT SORT OF IS LARGER THAN ALL THE OTHERS. SO THE DC
- 17 REGION HAS A MIX OF FARE TYPES THAT ARE ON OFFER. SO THE METRO
- 18 RAIL SYSTEM USES A DISTANCE BASED FARE, IT ALSO USES PEAK
- 19 PRICING, SO THERE IS A SURCHARGE FOR TRAVELING DURING THE
- 20 MORNING PEAK PERIOD, AND THEN A LOWER PRICE PAID FOR THE REST
- 21 OF THE DAY AND DURING THE WEEKEND, AND ACROSS MOST BUS SYSTEMS
- 22 IS A FLAT FARE APPROACH WHERE THERE IS A SINGLE PRICE TO RIDE
- 23 THE BUS FOR A DEFINED PERIOD OF TIME. THIS IS WHERE THINGS GET
- 24 INTERESTING WHICH YOU LOOK AT DIFFERENT TYPES OF PRODUCT IN
- 25 THE DC AREA. I'M GOING TO JUMP DOWN TO USER EXPERIENCE HERE.



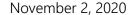


- 1 AND WE HAVE HIGHLIGHTED DIFFERENT FARE POLICIES OR PRODUCTS
- 2 FOR EACH OF THE PEER REGIONS AND WE WANT TO HIGHLY THESE AS AN
- 3 EXAMPLE OF HOW THEIR APPROACH MIGHT BE SOMETHING FOR THE BAY
- 4 AREA TO THINK ABOUT WHEN WE CONSTRUCT ALTERNATIVES. THE
- 5 EXAMPLE I'M GOING TO HIGHLY HERE IS ARLINGTON TRANSIT WHICH IS
- 6 A BUS OPERATOR SERVING ARLINGTON VIRGINIA VIRGIN ACROSS THE
- 7 RIVER FROM DOWNTOWN WASHINGTON ITSELF. IF YOU ARE RIDING AN
- 8 ART BUS IT'S CALLED IN TRANSFERRING TO RAIL YOU WOULD RECEIVE
- 9 A \$0.50 DISCOUNT WHEN TRANSFERRING TO METRO. TO SOME OF YOU
- 10 THAT MIGHT SEEM FAMILIAR TO SOME OF THE DISCOUNTS BAY AREA
- 11 BUSES OFFER WHEN TRANSFERRING TO DO ANOTHER OPERATOR. THIS IS
- 12 WHERE DC TAKES IT TO THE OTHER LEVEL IN TRYING TO ADVANCE
- 13 INTEGRATION, WHAT THEY HAVE IS ACROSS ALL OF THEIR BUS
- 14 OPERATORS 11 DIFFERENT AGENCIES THAT OFFER SOME TYPE OF BUS
- 15 SERVICE BECAUSE METRO ITSELF OPERATES BUS SERVICE TOO, THEY
- 16 CHARGE A TWO THERE BUS FARE YOU HAVE I CAN'T BUS FARE
- 17 REGARDLESS OF WHERE YOU ARE IN THE REGION. THERE ARE
- 18 TRANSFERRING BETWEEN BUSES SO IF YOU ARE TRAVELING FROM ONE
- 19 BUS TO ANOTHER, YOU ARE ALLOWED TO MAKE THAT TRANSFER
- 20 REGARDLESS OF WHICH OPERATOR YOU'RE USING, AND I THINK THIS IS
- 21 IMPORTANT, REGARDLESS OF WHICH OPERATOR YOU'RE TRANSFERRING
- 22 FROM, THERE IS ALWAYS A \$0.50 DISCOUNT WHEN TRANSFERRING TO A
- 23 RAIL SYSTEM. SO THIS IS AN EXAMPLE OF AN APPROACH THAT'S
- 24 REALLY BASED ON A SERIES OF AGREEMENTS BETWEEN AGENCIES. THEY
- 25 HAVE DEVELOPED AN APPROACH WHERE THEY SET I CAN'T PRICE FOR





- 1 LOCAL BUS FARES, AND WHERE THEY DESIGNED A SYSTEM TO OFFER A
- 2 CONSISTENT DISCOUNT WHEN MAKING TRANSFERS BETWEEN SYSTEMS
- 3 WHETHER IT BE FREE BUS TO BUS OR WITHIN ACCOUNT TRANSFER.
- 4 WITHIN THAT THEY HAVE BEEN ABLE TO DEVELOP PASS PRODUCTS, TO
- 5 PROVIDE PASS TO TRAVEL FOR THEIR SPECIFIC NEED SO FOR REGION
- 6 WIDE BUS PASS AND A REGION WIDE PASS THAT INCLUDES TRAVEL ON
- 7 RAIL AT A SPECIFIC PRICE LEVEL. SO AGAIN THINK ABOUT THOSE
- 8 EXAMPLES, AS WE CONTINUE THROUGH THE PRESENTATION. WE'LL MOVE
- 9 ON TO THE NEXT SLIDE PLEASE. SO LOS ANGELES COUNTY AND
- 10 SOUTHERN CALIFORNIA IS PROBABLY A PLACE MANY OF YOU ARE
- 11 SOMEWHAT FAMILIAR WITH, HAVING LIKELY VISITED SOUTHERN
- 12 CALIFORNIA AT SOME POINT IT IS A MUCH LARGER METROPOLITAN AREA
- 13 THAN THE BAY AREA, LOS ANGELES COUNTY ALONE HAS MORE THAN 10
- 14 MILLION PEOPLE MORE THAN THE ENTIRE BAY AREA. AND SIMILAR TO
- 15 WASHINGTON, IT DOES HAVE A SINGLE DOMINANT OPERATOR THAT
- 16 CARRIES THE MAJORITY OF TRIPS AND THAT'S THE LOS ANGELES METRO
- 17 WHICH WE'RE HIGHLIGHTING HERE AND LOS ANGELES COUNTY HIS MORE
- 18 THAN TWO DOZEN TRANSIT OPERATORS AS WELL, SO THE BAY AREA IS
- 19 KNOWN FOR HAVING MORE THAN TWO DOZEN AGENCIES SERVING OUR NINE
- 20 COUNTIES. HERE IN LOS ANGELES, IN ONE COUNTY THERE ARE ABOUT
- 21 26 AGENCIES, AND THIS MIGHT SOUND SORT OF LIKE AN ODD EXAMPLE
- 22 OF INTEGRATION BUT WE WANT TO HIGHLY HOW THERE ARE PLACES
- 23 OPERATING IN CONTEXT IN THE SAME POLITICAL ENVIRONMENT THAT WE
- 24 ARE HAS APPROACHED INTEGRATION AND WORKING BETWEEN OPERATORS.
- 25 SO, LA METRO ITSELF USES, FOR THE VAST MAJORITY OF ITS





- 1 SERVICE, ITS LIGHT RAIL SERVICE LOCAL BUS SERVICE, A FLAT
- 2 FARE. AND ALL OF THE LOCAL BUS OPERATOR IN LOS ANGELES COUNTY,
- 3 WHO SERVE A DIFFERENT CITIES, SO FOR EXAMPLE, THE CITY OF
- 4 SANTA MONICA OR THE CITY OF LONG BEACH THEY ALSO HAVE A FLAT
- 5 FARE FOR LOCAL BUS TRIPS. THERE ARE A FEW OPERATORS IN THE
- 6 REGION THAT ARE PRIMARILY, YOU KNOW, A MORE COMMUTER BASED
- 7 SERVICE THAT USE SOME TYPE DISTANCE BASED FARE. METROLINK
- 8 WHICH IS THE REGIONAL COMMUTER RAIL OPERATOR USES A DISTANCED
- 9 BASED FARE AND LA METRO COMMUTER EXPRESS BUSES ALSO USE A
- 10 DIFFERENT FARE PRODUCT. NOW, AGAIN, THIS IS WHERE SOUTHERN
- 11 CALIFORNIA IS A BIT DIFFERENT FROM US AND I'LL HIGHLY THAT
- 12 USER RESEARCH EXAMPLE, IS THERE THROUGHOUT THE REGION THERE IS
- 13 A PRODUCT OFFERED THAT THEY CALL THE EASY TRANSIT PASS. AND IT
- 14 IS A MONTHLY PASS THAT OFFERS UNLIMITED RIDES ON UP TO ALL 26
- 15 OF THE TRANSIT OPERATORS, AND ACTUALLY, AS A CUSTOMER, YOU CAN
- 16 DECIDE WHICH AGENCIES YOU WANT INCLUDED OR WHICH VALUE OF TRIP
- 17 YOU WANT INCLUDED. SO YOU CAN PAY SORT OF A SCALE BASED ON HOW
- 18 MANY AGENCIES YOU WANT INCLUDED. YOU CAN BUY THE MONTHLY PASS.
- 19 SO THIS ALLOWS INDIVIDUALS, EMPLOYERS, INSTITUTIONS, TO MAKE A
- 20 DECISION TO BUY A PRODUCT THAT WOULD ALLOW THEMSELVES OR THEIR
- 21 CONSTITUENTS, AND COMMUNITY MEMBERS TO ACCESS TRANSIT
- 22 THROUGHOUT ALL OF LOS ANGELES COUNTIES. AND, AGAIN,
- 23 HIGHLIGHTING AN APPROACH THAT'S BASED ON INTER-AGENCY
- 24 AGREEMENTS AND COOPERATION, THERE IS AN EXTENSIVE SET OF
- 25 COMMON TRANSFER RULES THAT EXISTS ACROSS THE OPERATORS. AND I





- 1 WOULD NOTE THAT UNLIKE WASHINGTON, D.C., THE LOCAL BUS
- 2 OPERATOR IN LOS ANGELES DO NOT ALL CHARGE THE SAME FARE. THEY
- 3 DO CHARGE DIFFERENT FARES. BUT THERE IS A CONSISTENT DISCOUNT
- 4 OF \$0.50 THAT APPLIES WHEN MAKING A TRANSFER BETWEEN AGENCIES.
- 5 SO LOS ANGELES IS PROBABLY NOT TOO FAR ALONG THE LINE OF
- 6 INTEGRATION COMPARED TO SOME OF THE OTHER REGIONS THAT WE'RE
- 7 GOING TO HIGHLY, BUT THEY DO OFFER PRODUCTS AND HAVE SOME
- 8 CONSISTENT POLICIES THAT ALLOW INDIVIDUALS AND INSTITUTIONS TO
- 9 REALLY MAKE USE OF THE ENTIRE TRANSIT SYSTEM IN THE REGION NOT
- 10 JUST WITH A SINGLE OPERATOR. SO I THINK THAT'S IMPORTANT TO
- 11 CONSIDER, GIVEN THAT THEY'RE OUR NEIGHBORS HERE IN CALIFORNIA.
- 12 GO ON TO THE NEXT SLIDE PLEASE. SO LOOKING TO THE NORTH HERE
- 13 ON THE WEST COAST, WE COME TO THE GREATER PUGET SOUND AREA,
- 14 SOUND TRANSIT SERVES SEATTLE AND TACOMA AND AREAS AROUND
- 15 WASHINGTON STATE, THE TERRITORY THAT SOUND TRANSIT COVERS
- 16 INCLUDES NINE OTHER TRANSIT OPERATORS, MOST NOTABLY KING
- 17 COUNTY METRO, WHICH IS THE LOCAL BUS OPERATOR IN SEATTLE
- 18 ITSELF, AND WITHIN KING COUNTY WHERE SEATTLE IS LOCATED. SOUND
- 19 TRANSIT AND THE OTHER OPERATORS WITHIN THEIR REGION USE BOTH
- 20 DISTANCE BASED FARES AND FLAT FARES. SO FOR EXAMPLE, THE LIGHT
- 21 RAIL SYSTEM IN SEATTLE THAT IS OPERATED BY SOUND TRANSIT USES
- 22 DISTANCE BASED FARE WHEREAS KING COUNTY TROLLEY AND LOCAL BUS
- 23 SERVICE USE A FLAT FARE. NOW AGAIN HIGHLIGHTING THE USER
- 24 RESEARCH EXAMPLE -- SORRY -- USER SEARCH EXAMPLE HERE, SEATTLE
- 25 WAS A PIONEER HERE IN THE UNITED STATES OF IMPLEMENTING A





- 1 MULTI-OPERATOR UNLIMITED TRAVEL PASS, AND THIS GOES BACK ABOUT
- 2 20 YEARS NOW, AND THEY CALL IT THE PUGET PASS, AND IT IS A
- 3 REGIONAL MONTHLY PASS THAT ALLOWS UNLIMITED RIDES ON ANY OF
- 4 THE OPERATORS, AND IT'S A LITTLE CONFUSING TO EXPLAIN, BUT I
- 5 THINK IF YOU WERE TO SEE IT ON A CHART IT WOULD MAKE A LOT OF
- 6 SENSE. BUT WHAT YOU DO IS YOU BUY A PASS BASED ON THE VALUE OF
- 7 THE TRIP THAT YOU TAKE. SO, FOR EXAMPLE, IF YOUR MOST FREQUENT
- 8 TRANSIT TRIP COST \$3 EACH WAY FROM POINT A TO POINT B, WOULD
- 9 YOU BUY A PUGET PASS THAT WOULD COVER ALL TRIPS UP TO A
- 10 REGULAR CASH PRICE OF \$3 A TRIP. SO YOU CAN SEE, IN THE
- 11 EXAMPLE, IN SEATTLE, THAT WOULD COST \$108 A MONTH AND THAT
- 12 WOULD GIVE YOU 100 RIDES AS LONG AS THE TRIP PRICE WAS LESS
- 13 THAN \$3, IF YOU WERE TAKING A TRIP THAT COST \$4 USING THE ORCA
- 14 CARD SIMILAR TO OUR PASS IN SEATTLE, YOUR PASS WOULD BE
- 15 CHARGED AN ADDITIONAL DOLLAR FOR THAT TRIP, BECAUSE YOUR PASS
- 16 IS VALIDATED FOR THE FIRST \$3. SEATTLE ALLOWS LOCAL AGENCIES
- 17 TO CONTROL FARE PRICES OF THEIR FARE POLICIES AND OF THE
- 18 STRUCTURE THAT THEY WANT TO USE, WHETHER IT'S A DISTANCE BASED
- 19 FARE OR FLAT FARE THAT ALLOWS TO BE USED ACROSS THE REGION.
- 20 THERE CHARGE IS UPFRONT MONTHLY CHARGE REQUIRING A SIGNIFICANT
- 21 INVESTMENT AT THE BEGINNING OF A 30 DAY PERIOD AND THERE ARE A
- 22 LOT OF EQUITY CONCERNS AROUND HAVING TO MAKE THAT DECISION.
- 23 AND I THINK THAT'S WHY YOU ARE SEEING A LOT OF THE BEST
- 24 PRACTICE AROUND THE WORLD MOVE TOWARDS A CAP BASED APPROACH
- 25 WHICH DOESN'T REQUIRE USERS TO MAKE AN INVESTMENT AT THE





- 1 BEGINNING OF THE MONTH AND ALWAYS ENSURES THEY GET THE BEST
- 2 VALUE. IT'S A LITTLE BIT HARD TO DO THAT WITH THE PUGET PASS
- 3 APPROACH BECAUSE IT'S BASED ON THE VALUE OF THE TRIP. BUT WE
- 4 WANT TO HIGHLY THIS AS AN EXAMPLE OF HOW THE U.S. REGION HAS
- 5 APPROACHED ACROSS A WIDE RANGE OF PROVIDERS WITH DIFFERENT
- 6 APPROACHES. IF YOU GO TO THE NEXT SLIDE THIS WILL BE OUR LOOK
- 7 OUTSIDE THE U.S. TRANSFER THROUGHOUT WALES IS A STATE AGENCY
- 8 THAT IS RESPONSIBLE FOR RAIL, BUSES, FERRIES AND OTHER SURFACE
- 9 TRANSIT ACROSS THE SYDNEY METROPOLITAN AREA IN AUSTRALIA IT'S
- 10 REALLY ONE AGENCY IN THAT SENSE IT'S QUITE A FEW DIFFERENT
- 11 FROM THE BAY AREA IN THAT WE HAVE MANY OPERATORS. BUT, EVEN
- 12 THOUGH IT IS ONE AGENCY, FOR MOST OF ITS HISTORY, YOU KNOW,
- 13 THE SYDNEY AREA HAS HAD VERY DIFFERENT PRICES, AND POLICIES,
- 14 THAT EXIST ACROSS ITS DIFFERENT TRANSIT MODES. FOR EXAMPLE,
- 15 TAKING THE FERRY, WHICH IS A VERY HEAVILY USED MODE IN SYDNEY
- 16 GIVEN ITS LARGE HARBOR AND ITS RELATIVELY COMPLEX GEOGRAPHY,
- 17 IF YOU WERE TRANSFERRING FROM THE FERRY TO A BUS YOU FACE
- 18 DIFFERENT FARE POLICY AND PRICES THAT MADE IT DIFFICULT AND
- 19 EXPENSIVE. STARTING ABOUT TEN YEARS AGO THE STATE GOVERNMENT
- 20 OF SOUTH WALES PUT OUT A DIRECTIVE TO TRANSPORT FROM NEW SOUTH
- 21 WALES AND TO THE LOCAL GOVERNMENT PARTNERS TO REALLY IMPROVE
- 22 THE TRANSIT EXPERIENCE. AND, AGAIN, I'LL HIGHLY A SINGLE
- 23 EXAMPLE HERE. BUT WITH THE OPAL CARD WHICH IS AGAIN THEIR
- 24 EQUIVALENT OF OUR CLIPPER CARD, YOU CAN -- EXCUSE ME -- YOU
- 25 CAN TRAVEL AS MUCH AS YOU WANT ON ANY OF THE MODES, WHETHER IT





- 1 BE METRO SYSTEM, TRAINS, BUSES, FERRY LIGHT RAIL ANY SERVICE,
- 2 AND YOU CAN PAY A SINGLE -- I SHOULD SAY YOU WOULD NEVER PAY
- 3 MORE THAN \$11.50 A DAY, \$36 A WEEK OR JUST \$5.75 ON A PUBLIC
- 4 HOLIDAY THIS IS AN EXAMPLE OF HOW A FARE CAP WOULD WORK. EACH
- 5 INDIVIDUAL MODE IN SYDNEY STILL HAS ITS FARE APPROACH. FARE
- 6 BASED SYSTEMS ON RAIL, FERRIES, OFF PEAK FARES THAT ARE
- 7 DIFFERENT FOR DIFFERENT MODES DIFFERENT PEAKS FOR DIFFERENT
- 8 MODES. THEY HAVE WEEKEND FARES AND WEEKEND PRICING AND EVEN
- 9 WITH ALL OF THAT INDIVIDUAL COMPLEXITY WITHIN EACH OF THEIR
- 10 MODES AND DIFFERENT POLICIES THAT EXIST, AS A USER, YOU KNOW
- 11 THAT YOU WOULD NEVER BE FACED WITH PAYING MORE THAN, FOR
- 12 EXAMPLE, \$35 A WEEK, FOR USING TRANSIT, EVEN IF YOU TOOK, YOU
- 13 KNOW, THE MOST EXPENSIVE TRANSIT MODE DAY AFTER DAY BECAUSE IT
- 14 WAS THE MOST RELIABLE OR FASTEST, THAT WOULD BE YOUR CAP, AND
- 15 THEY ALSO VERY DELIBERATELY WANTED TO INCENTIVIZE THE PUBLIC
- 16 TO USE TRANSIT AT A TIME WHEN THERE WAS A LOT OF CAPACITY AND
- 17 FOR RECREATIONAL TRIPS. ON THE WEEKS AND HOLIDAYS, THEY MADE
- 18 TRANSIT VERY AFFORDABLE BY SAYING THE MOST YOU WOULD PAY ALL
- 19 DAY IS ONLY \$5.75. IT'S SOMETHING YOU HAVE HEARD IN THE BAY
- 20 AREA IS THAT OFTENTIMES BEFORE THE PANDEMIC THE CONGESTION ON
- 21 THE BRIDGE CORRIDOR COULD BE HIGH BUT PEOPLE FELT THE TRANSIT
- 22 OPTIONS THAT WERE AVAILABLE TO CROSS THE CORRIDOR OR BART OR
- 23 BUS OR FERRY MIGHT EXPENSIVE FOR A RECREATIONAL TRIP
- 24 ESPECIALLY IF YOU'RE A GROUP OR FAMILY, THAN DRIVING, IF YOU
- 25 HAVE ACCESS TO A CAR. SYDNEY WANTED TO SAY WE DON'T WANT YOU





- 1 TO GET IN YOUR CARROT -- CAR, ON THE WEEKEND, WE WANT IT TO BE
- 2 AFFORDABLE. INCENTIVES ARE IMPORTANT WHEN WE DEVELOPMENT OUR
- 3 APPROACH FOR THE REGION. NEXT SLIDE PLEASE. THIS IS MONTREAL
- 4 IN CANADA AND MONTREAL, IS AGAIN, AN INTERESTING EXAMPLE. IN
- 5 SOME OF THE SUBURBAN AREAS OUTSIDE OF THE ISLAND OF MONTREAL,
- 6 THE CITY PROPER, THERE ARE AREAS THAT ARE RELATIVELY SMALL
- 7 BUSINESS SERVICES, BUT WHAT I WANT TO HIGHLY HERE IS, AGAIN, A
- 8 TIME OF DAY APPROACH. AND HOW MONTREAL IS STILL VERY MUCH ON
- 9 THE ROAD TO UNDERSTANDING HOW THEY SHOULD PROMOTE INTEGRATION.
- 10 SO, MONTREAL HAS A VERY EXTENSIVE METRO SYSTEM THAT RUNS
- 11 THROUGH THE CITY ITSELF SO THIS IS A HIGH QUALITY UNDERGROUND
- 12 HEAVY RAIL SYSTEM, AND THEY OFFER AN UNLIMITED PASS EACH
- 13 EVENING THROUGH THE NEXT DAY THAT IS ABOUT \$4.17. SO BASICALLY
- 14 IF YOU TAKE TWO TRIPS EVERYTHING ELSE IS FREE. FOR METRO, WE
- 15 WANT TO HIGHLY HOW A REGION IS DEFINITELY TRYING TO IMPROVE.
- 16 MONTREAL HAS ABOUT 700 DIFFERENT FARE PRODUCTS, AND THE
- 17 PROVINCIAL GOVERNMENT IN QUEBEC SAID THIS ISN'T OKAY WE NEED
- 18 TO FIGURE OUT A BETTER APPROACH, AND THE COORDINATING AGENCY
- 19 ARTM NOTED ON THE SLIDE IS IN THE PROCESS OF CREATING A WHOLE
- 20 NEW FARE STRUCTURE WORKING IN PARTNERSHIP WITH THE MAIN
- 21 TRANSIT OPERATOR IN MONTREAL, AND WITH THE SMALLER SUBURBAN
- 22 BUS OPERATOR IN THE BROADER MONTREAL REGION. AND THEIR GOAL IS
- 23 TO WHITTLE DOWN THE 700 FARE PRODUCTS FOR A SIMPLE APPROACH TO
- 24 TRANSIT. TODAY THEY OFFER A REGIONAL PASS WHICH WAS A MAJOR
- 25 CHANGE TO WHAT THEY HAD PREVIOUSLY OFFERED WHICH WAS JUST AN





- 1 INDIVIDUAL PRODUCT FOR THE SYSTEMS, SO THE CITY FOR MONTREAL
- 2 AND THE INDIVIDUAL SMALL SUBURBAN AGENCIES. AGAIN THIS IS AN
- 3 EXAMPLE OF HOW A PLACE HAS MADE A DECISION THAT THEY'RE GOING
- 4 TO CHANGE. IN THIS EXAMPLE IT CAME FROM HIGHER LEVELS OF
- 5 GOVERNMENT. BUT WE WANTED TO HIGHLY IT AGAIN AS SORT OF A
- 6 NORTH AMERICAN EXAMPLE OF HOW AN APPROACH TO CHANGE HAS
- 7 HAPPENED. SO WE CAN GO ON TO THE NEXT EXAMPLE. THIS IS OUR
- 8 LAST REGION EXAMPLE. SO THIS IS IN ZURICH IN SWITZERLAND AND
- 9 YOU'RE READING THAT RIGHT THAT THERE ARE OVER 40 TRANSIT
- 10 OPERATORS IN THE ZURICH REGION OR THE SORT OF STATE OF ZURICH,
- 11 IT'S HOME TO 1.4 MILLION PEOPLE, WITH FOUR AGENCIES. YOU DON'T
- 12 HAVE TO FEEL TOO BAD WITH OUR DOZEN AGENCIES ACROSS 8 MILLION
- 13 PEOPLE. BUT ZURICH HAS AN APPROACH THAT IS VERY MUCH
- 14 APPROACHED ON CREATING A CONSISTENT SET OF POLICIES THAT APPLY
- 15 ACROSS THE ENTIRE METROPOLITAN AREA. AND IN THIS MAP, YOU CAN
- 16 SEE ON THIS SLIDE, IS AN EXAMPLE OF A NON-LINEAR OR CONCENTRIC
- 17 ZONE BASED SYSTEM. SO EACH OF THESE DIFFERENT COLORS THAT YOU
- 18 CAN SEE REPRESENT A ZONE. SO IF YOU TRAVEL BETWEEN A CERTAIN
- 19 NUMBER OF ZONES, THAT DETERMINES THE PRICE FOR YOUR TRIP. IT
- 20 DOESN'T REALLY MATTER WHAT MODE YOU'RE TAKING. YOU KNOW, WHAT
- 21 TIME OF DAY YOU'RE TAKING IT, THERE ARE A SET OF POLICIES NO
- 22 MATTER WHERE YOU ARE IN THE ZURICH REGION, THAT DETERMINE YOUR
- 23 FARE BASED ON THOSE NUMBER OF ZONES YOU HAVE CROSSED. YOU CAN
- 24 SEE IN THIS EXAMPLE UNDER USER EXPERIENCE IF A PASSENGER TAKES
- 25 FIVE ZONES, THAT COULD BE A TRIP THAT INVOLVES THREE DIFFERENT





- 1 TRANSIT OPERATORS, THEY WOULD PAY A FARE THAT'S EQUIVALENT OF
- 2 \$11. AND THAT'S DETERMINED, AGAIN, BASED ON THE NUMBER OF
- 3 ZONES THEY'RE CROSSING, NOT BASED ON WHEN THEY'RE TAKING THE
- 4 TRIP, THE LOCATION THAT THEY ARE IN THE REGION, THE NUMBER OF
- 5 OPERATORS THEY'RE USING, THE TRANSFER BETWEEN MODES, IT IS A
- 6 CONSISTENT SET OF POLICIES AND EXPERIENCES THAT APPLY
- 7 REGARDLESS OF OPERATOR AND LOCATION. AND I'LL NOTE THAT THIS
- 8 EXAMPLE, I THINK, IS SOMEWHAT SIMILAR TO A PROPOSAL THAT
- 9 SEAMLESS BAY AREA UNVEILED LAST WEEK IN THAT IT CREATES A ZONE
- 10 BASED APPROACH IN THE BAY AREA. AND I'LL DEFER TO IAN
- 11 GRIFFITHS FROM SEAMLESS IF HE WANTS TO TALK ABOUT THAT IN HIS
- 12 COMMENTS. BUT I WANT TO NOTE THIS EXAMPLE IS SOMEWHAT SIMILAR
- 13 TO THAT FOR THOSE OF YOU WHO MIGHT HAVE REVIEWED THAT
- 14 PROPOSAL. NEXT SLIDE. AGAIN ON THIS SPECTRUM WE'RE TRYING TO
- 15 SHOW HOW DIFFERENT AGENCIES HAVE APPROACHED COORDINATION AND
- 16 INTEGRATION. IF YOU LOOK AT THE X AXIS HERE, TOWARDS THE
- 17 BOTTOM, YOU CAN SEE THE DIFFERENT TYPES OF INTEGRATION. SO A
- 18 MUCH MORE STRUCTURE-BASED APPROACH, TO THE RIGHT, OR AN
- 19 APPROACH THAT'S BASED UPON EASING THE FRICTION BY TRANSFERRING
- 20 BETWEEN VEHICLES OR OPERATORS TO THE LEFT. YOU CAN SEE WHERE
- 21 DIFFERENT AGENCIES, AND WE HAVE HIGHLIGHTED A FEW OTHER
- 22 REGIONS ON HERE TOO JUST OUT OF INTEREST AND FOR YOUR OWN
- 23 COMPARISON. AND IF YOU LOOK AT THE Y AXIS MOVING UP-AND-DOWN
- 24 YOU CAN SEE AGENCIES THAT ARE MORE CENTRALIZED WHERE THERE IS
- 25 A SINGLE OPERATOR OR COORDINATING FUNCTION TO AGENCIES THAT





- 1 HAVE MORE OF AN ALLIANCE BASED APPROACH WHICH IS RELATIVE IN
- 2 SWITZERLAND, LIKE IN NORTHWESTERN GERMANY, AND AN APPROACH
- 3 THAT'S BASED MORE ON BILATERAL AND MULTI-LATERAL AGREEMENTS
- 4 BETWEEN AGENCIES, IS THE LOWER PORTION OF THAT. SO I THINK
- 5 IT'S INTERESTING TO SEE WHERE THESE AGENCIES ARE SORT OF
- 6 PLOTTED AND HOW THEY COMPARE BASED ON APPROACHES, LEVELS OF
- 7 INTEGRATION AND APPROACH TO ACHIEVING INTEGRATION. SO AGAIN, I
- 8 TOLD CALL YOUR ATTENTION IN TERMS OF HOW WE SHOULD REALLY
- 9 APPROACH EVALUATING DIFFERENT FARE POLICIES AND PRODUCTS WHEN
- 10 IT COMES TO USER EXPERIENCE, WHAT'S MOST IMPORTANT, WHICH MAKE
- 11 THE MOST SENSE, WHAT MAKES THE LEAST SENSE, AND WE WANT TO,
- 12 AGAIN, THE PROJECT TEAM WILL BE WORKING OVER THE NEXT TWO
- 13 MONTHS, REALLY, TO DEVELOP THOSE ALTERNATIVES AND REFINE THEM
- 14 BASED ON FEEDBACK WE HEAR FROM THIS GROUP, FROM OUR FARE
- 15 INTEGRATION TASK FORCE, AND EARLY IN 2021, WE INTEND TO REALLY
- 16 FORMULATE THOSE ALTERNATIVES, YOU KNOW, PRESENT THEM FOR
- 17 ADDITIONAL REVIEW AND THEN MOVE FORWARD WITH OUR ANALYSIS,
- 18 TRYING TO UNDERSTAND HOW THEY WOULD IMPACT USERS, HOW THEY
- 19 WOULD IMPACT THE FINANCES OF HOW WE OPERATE AND PAY FOR OUR
- 20 TRANSIT SYSTEM, AND WHAT IT COULD MEAN FOR RIDERSHIP; COULD WE
- 21 GROW RIDERSHIP FROM ABOVE PRE PANDEMIC LEVELS IDEALLY, BUT IN
- 22 THE NEAR TO MEDIUM TERM, HOW COULD CHANGES TO FARE SYSTEM
- 23 REALLY ENCOURAGE PEOPLE TO COME BACK TO TRANSIT ONCE THE
- 24 PANDEMIC IS IMPROVING, AND ENSURE THAT OUR SYSTEMS ARE ROBUST



1

# November 2, 2020

MOVING FORWARD. SO I'LL STOP THERE. AND I LOOK FORWARD TO YOUR

2 THOUGHTS AND QUESTIONS ON THESE PEER EXAMPLES. 3 ADINA LEVIN, CHAIR: THANK YOU BILL. SO WE HAVE A NUMBER OF 4 5 HANDS UP. AND RICHARD HEDGES, YOU ARE FIRST. 6 RICHARD HEDGES: SO JUST A COUPLE OF THINGS, BECAUSE I HAVE 7 8 USED SOME OF THESE SYSTEMS. FIRST, THE LA SYSTEM, I HAVE USED BOTH THE ONE IN LONG BEACH, AND THEN I USE THE METRO SYSTEM 9 THERE ALL THE TIME. THE FLAT FARE THERE IS QUITE GOOD MUCH 10 IT'S INEXPENSIVE AND IT ALLOWS YOU TO USE THE DIFFERENT METRO 11 SYSTEMS AND EVEN THE LONG BEACH SYSTEM WHEN YOU GET OFTEN THE 12 METRO SYSTEM IF LONG BEACH, THEY HAVE SMALLER BUSES THAT ARE 13 FREE THAT RUN YOU ABOUT TWO MILES AROUND THE DOWNTOWN AREA. SO 14 15 THERE IS NO EXTRA COST FOR THAT. AND THE MONTREAL SYSTEM, I 16 HAVE A QUESTION FOR ON YOU THAT. IF YOU HAVE EVER BEEN TO THE

MONTREAL SYSTEM, YOU WILL KNOW THAT THE RAIL -- FIRST OF ALL

IT'S A FRENCH TYPE SYSTEM WITH RUBBER WHEELS, THEY'RE VERY,

VERY QUIET, AND I THINK ONE OF THE REASONS FOR THAT IS, THERE

IS HUGE SHOPPING AREAS, IN THE UNDERGROUND MAINLY BECAUSE OF

THE WEATHER IN MONTREAL, I THINK, BUT THIS MUST GIVE SOME

INCOME TO THE SYSTEM THAT WOULD ALLOW THEM TO KEEP FARES

- 3 LOWER, BECAUSE THE AMOUNT OF RETAIL GOES FOR MILES IF YOU
- 23 LOWER, BECAUSE THE AMOUNT OF RETAIL GOES FOR MILES IF YOU
- 24 WANTED TO WALK IT ALONG THE TRACKS. IT'S QUITE AN EXPANSIVE

17

18

19

20

21



- 1 SYSTEM. SO DO YOU KNOW ANYTHING ABOUT THAT IT'S USEFUL. I KNOW
- 2 THERE IS MANAGE LIKE THAT IN CHICAGO.

3

- 4 WILLIAM BACON: THANK YOU. DON'T HAVE ANY SPECIFIC DATA ABOUT
- 5 HOW REVENUE FROM LEASING OR RETAIL SPACE SUPPORTS THE RAIL
- 6 SYSTEM. I THINK IN FUTURE STAGES OF THE PEER REGION ANALYSIS
- 7 THE FARE INTEGRATION TASK FORCE HAS ASKED US TO COME BACK TO
- 8 THEM WITH A SORT OF HOLISTIC VIEW OF HOW REGIONS PAY FOR
- 9 TRANSIT AS A WHOLE, WHAT IS THE PUBLIC SUBSIDY, WHAT ROLE TO
- 10 FARES PLAY IN PAYING FOR THE SYSTEM. SO I THINK THAT'S DATA
- 11 WE'LL BE COMING BACK TO THE FARE INTEGRATION TASK FORCE WITH
- 12 AND WE'LL SHARE WITH THIS GROUP AS WELL.

13

- 14 RICHARD HEDGES: I WANT TO EMPHASIZE HOW HUGE THE RETAIL
- 15 SYSTEMS ARE IN MONTREAL. THANKS.

16

- 17 WENDI KALLINS, VICE CHAIR: STILL A NUMBER OF HANDS UP.
- 18 JONATHON KASS IS UP NEXT. IAN GRIFFITHS HANDS ON DECK.

- 20 JONOTHON KASS: THANK YOU. THIS WAS A FANTASTIC SUMMARY, VERY
- 21 THOUGHT PROVOKING. THANK YOU. I HAVE SEVERAL QUESTIONS BUT
- 22 I'LL PRIORITIZE. I'M WONDERING, WHAT, IF YOU EXPECT THE
- 23 PRESENTATION ULTIMATELY, TO DECISION MAKERS, TO TALK A LOT
- 24 ABOUT THE KINDS OF POLICY STRUCTURES, AND AUTHORITIES THAT
- 25 ACTUALLY DELIVER THE INTEGRATION THAT WAS SOUGHT? I MEAN, YOU



TALKED ABOUT THE MONTREAL EXAMPLE WHERE THEY TRIED AND ARE 1 STILL TRYING APPROACHES, BUT TO WHAT DEGREE DO YOU EXPECT 2 3 WE'LL LEARN SOMETHING ABOUT WHERE VOLUNTARY EFFORTS WERE ATTEMPTED BUT FAILED OR WHERE CERTAIN STRUCTURES WERE TOO SLOW 4 5 TO DELIVER WHAT THEY WERE TRYING TO DO, TO WHAT DEGREE CAN WE LEARN ABOUT WHAT INSTITUTIONAL REFORMS WE NEED TO TAKE TO 6 7 AVOID MAYBE SOME OF THE WASTED EFFORTS THAT HAVE HAPPENED? 8 WILLIAM BACON: THANK YOU JONATHON. I THINK WHAT WE'RE TRYING 9 TO HIGHLY IN THIS INFORMATION IS HOW DIFFERENT REGIONS HAVE 10 APPROACHED GOVERNANCE AND WHAT THAT MEANS FROM A USER 11 EXPERIENCE STANDPOINT. AND I THINK THAT WAS OUR FOCUS MORE 12 TODAY. BUT I THINK MOVING FORWARD, WE DO WANT TO DRAW MORE 13 ATTENTION TO HOW THE LEVEL WITHIN INTEGRATION CAN VARY BASED 14 ON THE APPROACH, AND HOW QUICKLY INTEGRATION CAN BE ACHIEVED 15 16 TOO, SO I THINK THAT'S ANOTHER IMPORTANT ELEMENT WE WANT TO HIGHLY, A PLACE LIKE ZURICH HAS BEEN WORKING TO ACHIEVE 17 INTEGRATION FOR A LONG TIME AND HAS HAD IT IN EFFECT FOR A 18 LONG TIME TOO, BUT WHAT IS THE PROCESS THAT LEAD TO THAT. FOR 19 AN EXAMPLE LIKE SOUND TRANSIT IN SEATTLE, WHAT WAS OF THE 20 21 PROCESS THAT LEAD TO THE CREATION OF PUGET PASS AND HOW IS IT 22 ACHIEVED AND MAINTAINED. WHAT WE WANT TO CONVEY TO ALL OF OUR STAKEHOLDER IN THIS WORK IS THAT, YOU KNOW, THE END GOAL OF 23 INTEGRATION, WHATEVER THAT MEANS TO EACH OF US, THERE ARE 24

DIFFERENT WAYS TO DEFINE IT, THAT CAN BE ACHIEVED IN DIFFERENT



- 1 WAYS, AND IT DOESN'T NECESSARILY REOUIRE CHANGES IN HOW THE
- 2 SYSTEM IS DELIVERED, BUT IT DOES REQUIRE A DELIBERATE FOCUS ON
- 3 MAKING A SYSTEM WORK AS SEAMLESSLY AS POSSIBLE BY REDUCING THE
- 4 FRICTION TO MOVING TO DIFFERENT PARTS OF THE SYSTEM. YOU CAN
- 5 HAVE A SINGLE TRANSIT OPERATOR, ONE AGENCY THAT SERVES AN
- 6 ENTIRE AREA LIKE SYDNEY WHERE IT'S VERY CENTRALIZED. BUT IF
- 7 YOU DON'T HAVE A SET OF POLICY IN PLACE THAT SAY YOU CAN GO
- 8 BETWEEN DIFFERENT PARTS OF OUR SYSTEM IN A SEAMLESS WAY IT
- 9 DOESN'T MANY MUCH TO A USER TO HAVE A CENTRALIZED SYSTEM. AND
- 10 CONVERSELY, YOU COULD HAVE SEATTLE WHERE THERE IS A VARIETY OF
- 11 DIFFERENT SYSTEMS THAT THEY HAVE FOCUSED ON CREATING A SINGLE
- 12 CONSISTENT APPROACH TO HAVING A PASS PRODUCT THAT LETS YOU
- 13 TRAVEL AROUND THE REGION. WE WANT TO HIGHLY THAT DICHOTOMY
- 14 AROUND THIS TO CALL THAT OUT IN DECISION MAKING AND ANALYZE
- 15 THAT IT'S LIKELY THAT WE'LL HAVE AMBITIOUS ALTERNATIVES AND
- 16 ALTERNATIVES THAT ARE MAYBE MY SCALED BACK AND WITHIN THAT
- 17 DISCUSSION IS REALLY THE OUESTION OF HOW GOVERNANCE AND
- 18 IMPLEMENTATION COMES OUT. SO I THINK THAT IS SORT OF MORE TO
- 19 COME AND IT'S GOING TO BE A BIT ITERATIVE AND OUR
- 20 CONVERSATIONS WITH THIS GROUP AND WITH OUR TASK FORCE WILL
- 21 REALLY DRAW THAT OUT MORE IN TERMS OF WHAT ARE THEIR
- 22 GOVERNANCE APPROACHES THAT FIT DIFFERENT LEVELS OF INTEGRATION
- 23 WE MIGHT ACHIEVE.



WENDI KALLINS, VICE CHAIR: JONATHON DID YOU HAVE MORE 1 2 QUESTIONS? 3 JONOTHON KASS: I'LL WAIT. 4 5 WENDI KALLINS, VICE CHAIR: IAN YOUR NEXT. 6 7 8 IAN GRIFFITHS: THE QUESTION PUT TO US AT THE BEGINNING OF THOSE EXAMPLES IS WHICH OF THESE SEEM LIKE THE MOST RELEVANT 9 10 EXAMPLES. AND, I GUESS I FEEL LIKE, YOU KNOW, WE DON'T KNOW REALLY HAVE ENOUGH INFORMATION TO MAKE SUCH AN ASSESSMENT. I 11 THINK THE OUESTION REALLY WOULD BE WHICH OF THESE FARE SYSTEMS 12 BEST ALIGNS WITH THE GOALS OF THIS PROJECT, WHICH, THE 13 OVERARCHING GOAL OF HIGH RIDERSHIP HAS BEEN EXPRESSED BUT 14 THERE IS A TASK THAT WE HAVEN'T DEFINED WHAT THE SET OF GOALS 15 16 ARE FOR THIS PROJECT AND WONDERING WHAT WE'RE GOING TO GET CONFIRMATION OF WHAT OUR GOALS ARE. AND THIS IS IMPORTANT TO 17 MAKE A MORE ACCURATE ASSESSMENT OF THE RELEVANCE OF THE 18 EXAMPLES IS WE NEED TO KNOW WHICH OF THE SYSTEMS ARE ASSOCIATE 19 SAID WITH EXCELLENT CUSTOMER EXPERIENCE IN HIGH RIDERSHIP. 20 THOSE ARE TWO OF THE MAIN GOALS WE'RE TRYING TO ACHIEVE HERE 21 AND WHAT DO CUSTOMERS THINK OF THE FARES IN THE REGION? WHAT 22 KIND OF DATA IS SATISFACTORY IN THESE REGIONS. AND I HAVE 23 LOOKED AT WHAT THE RIDERSHIP IS OF THESE SIX DIFFERENT 24

REGIONS, MONTREAL HAS 18 PERCENT TRANSIT RIDER SHARE ZURICH IS





- 1 ABOVE 25 TO 30 PERCENT OF ALL TRIPS WHEREAS THE BAY AREA IS AT
- 2 FIVE PERCENT OF ALL TRIPS LOS ANGELES IS LOWER THAN THAT,
- 3 SEATTLE IS ABOUT LOWER THAN THAT AND DC IS LOWER THAN THAT. SO
- 4 WE'RE LOOKING AT THREE EXAMPLES THAT HAVE TRANSIT MODE SHARE
- 5 OF OVERALL TRANSIT MODE SHARE OF FIVE PERCENT OR UNDER
- 6 COMPARED TO THREE INTERNATIONAL EXAMPLES THAT HAVE TRIPPER OR
- 7 MORE MODE SHARE OF THE BAY AREA. I APPRECIATE THE DISTINCTION
- 8 BETWEEN THE GOVERNANCE AND THE ACTUAL POLICIES THAT UNDERLIE
- 9 THESE THINGS AND I KNOW THESE ARE DIFFERENT MODELS, BUT I'M
- 10 WARY OF DISMISSING SOME OF THE SYSTEMS THEY MAY LOOK VERY
- 11 DIFFERENT FROM WHAT WE HAVE RIGHT NOW, BECAUSE THEY'RE NOT ALL
- 12 SHOWING AS EQUAL LEVELS OF INTEGRATION OR EQUAL LEVELS OF A
- 13 GOOD SYSTEM; WE HAVE GOT. SYDNEY IS AN EASY ONE TO DISMISS
- 14 BECAUSE IT'S ONE AGENCY. IT WASN'T ALWAYS THAT WAY, AND SOUTH
- 15 WALES CREATED LESS THAN TEN YEARS AGO, AND ONE OF THE REASONS
- 16 WHY IT WAS CREATED WAS TO PROMOTE INTEGRATION. SO I WOULD SEE
- 17 THIS PROJECT AS BEING -- AND THE DESIRE TO ACHIEVE FARE
- 18 INTEGRATION BEING ONE OF THE THINGS THAT COULD DRIVE MAJOR
- 19 INSTITUTIONAL REFORM SO WE REALLY CAN'T TAKE ANYTHING OFF THE
- 20 TABLE AT THIS POINT. EVEN THOUGH WHAT WE HAVE RIGHT NOW IN
- 21 TERMS OF GOVERNANCE MAY NOT LOOK LIKE WHAT SOME OF THESE
- 22 EXAMPLES ARE, YOU KNOW, HAVE. AND WE CAN ABSOLUTELY INFORM THE
- 23 LEGISLATIVE CHANGES OF THE OTHER POLICY CHANGES, MAYBE NOT
- 24 LEGISLATION, BUT OTHER THINGS THAT MIGHT SEEM DIFFICULT TO



ACHIEVE IF WE FEEL LIKE THERE IS A STRONG CASE FOR INCREASING 1 2 TRANSIT RIDERSHIP THAT COULD COME FROM THAT. 3 WENDI KALLINS, VICE CHAIR: JUST TO ADD TO THAT INFORMATION, 4 5 IAN, WERE THERE OTHER VARIABLES BESIDES FARE INTEGRATION THAT 6 CAUSED THE HIGH RATE OF RIDERSHIP IN THOSE AREAS? 7 8 IAN GRIFFITHS: CERTAINLY. MINE I'M NO EXPERT ABOUT ALL OF THOSE AREAS, BUT IT'S NOT FARES -- MANY FACTORS WHEN USE AND 9 10 HISTORICALLY HIGH LEVELS OF ADJUSTMENTS I DON'T WANT TO INSINUATE THAT INTEGRATION FARES ARE THE REASONS FOR HIGH 11 LEVELS OF RIDERSHIP. FAIR POINT. 12 13 WENDI KALLINS, VICE CHAIR: WILLIAM, DO YOU WANT TO RESPOND? 14 15 16 WILLIAM BACON: THANK YOU IAN FOR THOSE COMMENTS. I THINK THE QUESTION AROUND MODE SHARE PARTICULARLY AROUND DIFFERENT 17 REGIONS IS IMPORTANT. I WANT TO CLARIFY, ADINA HAD A COMMENT 18 EARLIER THAT WAS SHARED, IN WRITING, AND I AM HEARING IT FROM 19 YOU AS WELL, I DON'T THINK THE PROJECT TEAM IS IN ANY WAY 20 21 WRITING ANYTHING OFF IN OUR ANALYSIS. AND I DON'T THINK THE SUBCOMMITTEE SHOULD INTERPRET AS WHAT WE'RE PRESENTING AS THIS 22 23 IS WHAT WE SUGGEST MOVING FORWARD WITH IN OUR ANALYSIS, AND THIS IS SOMETHING WE DON'T SUGGEST. WE'RE REALLY JUST TRYING 24

TO PRESENT SPECTRUMS OF DIFFERENT APPROACHES FROM DIFFERENT



- 1 PARTS OF THE WORLD. AND I THINK, AS YOU HIGHLIGHTED IAN, THERE
- 2 ARE VERY CLEAR DIFFERENCES IN TERMS OF THE MODE SHARE OF
- 3 TRANSIT IN DIFFERENT CITIES, AND LOS ANGELES BEING QUITE
- 4 DIFFERENT THAN ZURICH, AND THE LANE USE DIFFERENCES, YOU KNOW,
- 5 THERE IS A VARIETY OF FACTORS THAT INFLUENCE THE CHANGES IN
- 6 MODE SHARE THAT YOU WILL SEE BETWEEN THE CITIES, AND I THINK
- 7 WE COULD DO MORE TO HIGHLY HOW THE SYSTEMS IN THESE DIFFERENCE
- 8 CITIES HAVE IMPROVED THE USER EXPERIENCE AND HAVE SEEN
- 9 RIDERSHIP CHANGE AS A RESULT OF THEIR APPROACHES, AND I THINK
- 10 THAT'S SOMETHING THAT WOULD BE USEFUL FOR THE FARE INTEGRATION
- 11 TASK FORCE TO SEE AS WELL IN TERMS OF IF POSSIBLE HOW YOU CAN
- 12 PINPOINT FARE POLICY'S ROLE IN IMPROVING RIDERSHIP. AN EXAMPLE
- 13 OF SOMETHING WE COULD TRY TO HIGHLY, LOOKING AT SYDNEY, IS HOW
- 14 HAS WEEKEND RIDERSHIP CHANGED ON THEIR SYSTEMS AFTER MOVING TO
- 15 A SYSTEM THAT REALLY INCENTIVIZES USING TRANSIT ON THE
- 16 WEEKEND. THANK YOU FOR HIGHLIGHTING THAT.
- 18 WENDI KALLINS, VICE CHAIR: OKAY. HARTMAN IS UP, AND RANDI, YOU
- 19 ARE NEXT.

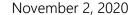
17

- 21 TISH HARTMAN: HI. I HAVE RIDDEN FOUR OF THE TRANSIT, SOUTH
- 22 WALES, LA, AND PUGET SOUND, AND I APPRECIATED NEW SOUTH WALES
- 23 BUT WE DON'T HAVE ENOUGH INFORMATION TO LOOK AT LONGEVITY. WE
- 24 NEED TO THINK ABOUT THE FUTURE WHEN WE MAKE THESE DECISIONS
- 25 AND FROM MY PERSPECTIVE, THE THINGS I WOULD LIKE TO SEE TO



- 1 EXPAND ON WHAT SOME OF IAN HAD SAID, IS I THINK WE NEED TO SEE
- 2 WHAT RIDER USAGE HAS DONE IS BEFORE AND AFTER ADOPTION. WE
- 3 NEED TO LOOK AT WHAT WAS OF THE PROCESS AND WHAT WERE THE
- 4 FARES CONSTRUCTION AND STRUCTURES PRIOR TO ADOPTION SO WE HAVE
- 5 SOME CONTEXT. ALSO, OPERATOR PROFITABILITY, HOW DID THESE
- 6 IMPACTS CHANGE THE PROFITABILITY? WHAT DID THAT MEAN FOR THE
- 7 SUBSIDIES? IS THE PUBLIC GOING TO BE FOOTING MORE OF THE BILL?
- 8 DID IT MAKE THEM MORE INDEPENDENT, AND WHEREVER AVAILABLE, OF
- 9 COURSE, RIDER SATISFACTION AND GOING OUT AND SURVEYING THOSE.
- 10 SO I THINK THOSE ARE SOME COMPONENTS WE NEED TO KEEP IN MIND
- 11 TO LOOKING TOWARD WHETHER WE'RE BUILDING SOMETHING SUSTAINABLE
- 12 FROM A PROFITABILITY STANDPOINT, RIDER INCLUSIVE STANDPOINT,
- 13 AND RIDERSHIP.
- 14
- 15 WENDI KALLINS, VICE CHAIR: RANDI YOU'RE NEXT THEN BRIAN STANKE
- 16 AFTER THAT.

- 18 RANDI KINMAN: THANK YOU. I WANT TO RAISE UP THE ISSUE OF WHAT
- 19 OUR GOALS ARE. BECAUSE I DON'T THINK WE HAVE CLARIFIED REALLY
- 20 WHAT OUR GOALS IN THIS PROCESS ARE. SO WE NEED TO NAIL THAT
- 21 DOWN BEFORE WE GET MUCH FARTHER ALONG ON THIS PROCESS. WHAT
- 22 I'M HEARING, OUR GOALS REALLY ARE TO MAKE A RIDERSHIP
- 23 EXPERIENCE SOMETHING THAT GROWS THE RIDERSHIP SO THAT IT'S
- 24 EASY, IT'S AFFORDABLE, PEOPLE CAN FIGURE OUT WHERE THEY NEED
- 25 TO GO, AND THAT, IN ITSELF, IS GOING TO GROW RIDERSHIP,





- 1 THEORETICALLY. TO THAT END ONE OF THE THINGS WE HAVE LOOKED AT
- 2 AS PART OF THE POLICY ADVISORY COUNCIL YEARS AGO WAS A WEEKEND
- 3 FARE SYSTEM, THAT WOULD ENCOURAGE, ESPECIALLY FAMILIES TRYING
- 4 TO DO WEEKEND ACTIVITIES, TO HAVE A FLAT RATE WHERE THEY COULD
- 5 GET BACK AND FORTH ACROSS THE BAY AREA. IT WILL BE REALLY
- 6 GREAT, FOR INSTANCE, WHEN IT'S 104 IN CONCORD, TO BE ABLE TO
- 7 GO AHEAD AND HIT THE BEACH WITHOUT HAVING TO CROSS BRIDGES IS
- 8 PAY TOLLS AND PAY PARKING. AND TO ATTEND EVENTS IN ANY OF THE
- 9 COUNTIES, TO BE ABLE TO HEAD UP TO THE WINE COUNTRY. THAT WAS
- 10 PART OF ONE OF OUR PROJECTS THAT WE LOOKED AT AS A POTENTIAL
- 11 FOR RAISING RIDERSHIP, BUT IT REALLY DEPENDED ON US BEING ABLE
- 12 TO HAVE FLAT RATE GOALS. THE OTHER QUESTION -- TWO QUESTIONS
- 13 THAT ARE GOING TO COME UP, AND WE NEED TO MAKE SURE THESE ARE
- 14 INTEGRATED IS, THE TRANSIT AGENCIES ARE SO FREAKED OUT ABOUT
- 15 MONEY RIGHT NOW, THAT YOU REALLY HAVE TO BE CLEAR, AS WE GO
- 16 ALONG, WHAT THE COST OF THIS IS. YOU KNOW, WHAT DID IT COST
- 17 THESE OTHER AGENCIES? WHAT DID IT COST THESE OTHER AREAS?
- 18 BECAUSE IF THEY DON'T HEAR THAT, THEY'RE JUST GOING TO BE
- 19 AFRAID TO MAKE ANY MOVE THAT MIGHT ACTUALLY BENEFIT THEM. AND
- 20 THEN THAT ALSO LEADS TO THE GOVERNANCE QUESTION, WHICH I
- 21 THINK, IT ALL HAS TO BE PART OF A PACKAGE DEAL. WE CAN'T
- 22 DISCUSS THESE SEPARATELY; BECAUSE, I THINK THE GOVERNANCE
- 23 OUESTION IS SOMETHING ELSE THAT THE TRANSIT AGENCIES ARE
- 24 REALLY DUG IN ABOUT AND TRYING TO MAINTAIN THEIR OWN -- AND
- 25 THAT GOES ALONG WITH BEING AFRAID OF THE MONEY -- BUT THEY'RE



- 1 SO DUG IN THAT WAY THAT WE REALLY NEED TO MAKE A PATH FOR THEM
- 2 TO UNDERSTAND THIS. AND THOSE ARE JUST MY GENERAL COMMENTS.
- 3 THANK YOU.

4

- 5 WENDI KALLINS, VICE CHAIR: THANK YOU RANDI. DOES STAFF HAVE
- 6 ANY RESPONSE TO THAT? NO. OKAY. SO BRIAN STANKE IS NEXT, AND
- 7 JONATHON MAKES A REPEAT PERFORMANCE.

- 9 BRIAN STANKE: THANK YOU. I WOULD JUST LIKE TO SECOND OR THIRD,
- 10 ADDING ON TO WHAT IAN AND RANDI WERE SAYING. I THINK IT IS
- 11 REALLY IMPORTANT THAT WE CONSIDER WHAT THE GOALS ARE OF THIS
- 12 PROCESS. AND BILL, YOU WERE SAYING WE'RE NOT RULING ANYTHING
- 13 OUT BUT WE DON'T HAVE UNLIMITED TIME AND RESOURCES SO I THINK
- 14 WE HAVE TO BE GUIDED BY OUR GOALS AND WHAT WE LOOK AT AND WHAT
- 15 WE DON'T LOOK AT. IF WE'RE LOOKING AT BETTER INTEGRATION THAT
- 16 LEADS TO INCREASED RIDERSHIP, WE NEED TO BE LOOKING AT AND
- 17 FOCUSING ON THOSE REGIONS THAT HAVE DONE THAT. AND IF WE HAVE
- 18 REGIONS LIKE LA, WHERE THEY'RE NOT VERY INTEGRATED, AND THEY
- 19 HAVE BEEN LOSING RIDERSHIP FOR YEARS, LIKE, WHY ARE WE
- 20 SPENDING RESOURCES LOOKING AT THAT? THAT'S NOT GOING TO GET US
- 21 WHERE WE WANT TO GO. THE STATUS QUO ISN'T WORKING IN THE BAY
- 22 AREA. IT WASN'T WORKING BEFORE COVID AND IT'S DEFINITELY NOT
- 23 WORKING NOW. I THINK WE DEFINITELY NEED TO REALLY DIG IN ON
- 24 SORT OF THE TWO THINGS, WHERE HAVE REGIONS DONE FARE
- 25 INTEGRATION CHANGES THAT HAVE INTEGRATED RIDERSHIP? AND



- 1 LOOKING INTO THAT, HOW DID THEY GET THERE? YOU KNOW, IF SYDNEY
- 2 WAS FRAGMENTED AND NOW THEIR ONE AGENCY, OKAY, WHAT WAS THEIR
- 3 PROCESS FOR GETTING THERE? WHAT WAS THE RIDER IMPACT OF THAT?
- 4 WHEREAS LIKE MONTREAL AND TORONTO THAT ARE GOING FROM
- 5 FRAGMENTED TO INTEGRATED, HOW ARE THEY DOING THAT AND WHAT'S
- 6 THE IMPACT ON RIDERSHIP? I THINK WE NEED TO BE PRUNING AND
- 7 TAKING OUT REGIONS THAT AREN'T GOING TO GET US THERE. BECAUSE,
- 8 WE ONLY HAVE SO MUCH TIME AND RESOURCES AND WE REALLY NEED TO
- 9 BE FOCUSED ON THOSE GOALS. YOU KNOW, THE IMPROVEMENT RIDERSHIP
- 10 EXPERIENCE THAT GROWS RIDERSHIP, AND ULTIMATELY, GETS US OUR
- 11 SUSTAINABILITY IN TRANSIT, AND OUR CLIMATE GOALS AND MOBILITY
- 12 GOALS.

13

- 14 WENDI KALLINS, VICE CHAIR: THANK YOU BRIAN. JONATHON KASS IS
- 15 NEXT, AND THEN RICHARD HEDGES.
- 17 JONOTHON KASS: I AGREE WITH WHAT HAS BEEN SIDE. THE COMMENT
- 18 ABOUT SOME OF THE MORE INTEGRATED FARE SYSTEMS WHERE YOU MAY
- 19 HAVE -- YOU MAY LOSE DISTINCTION IN PRICING BASED ON THE
- 20 TRANSIT MODE AND HAVE MORE OF A MODE AGNOSTIC PRICING SYSTEM.
- 21 I THINK FOR A LOT OF PEOPLE THAT'S SOMETHING WE'RE NOT USED
- 22 TO, AND MAYBE THAT DISCUSSION IS WORTH TALKING ABOUT SOME OF
- 23 THE REASONS THAT WE DO THAT, THAT THE REASONS THAT MODE
- 24 CHARGES DIFFERENT -- MODES CHARGE DIFFERENT AMOUNTS IN SOME
- 25 CASES, I THINK IT'S A PREMIUM SERVICE, IT'S NICER, FASTER AND



- 1 THEREFORE PEOPLE FEEL WE SHOULD CHARGE MORE IN SOME CASES, AND
- 2 THEREFORE MAY BE MORE COSTLY TO SUPPLY AND WE'RE TRYING TO
- 3 RECOVER COST, AND IN SOME CASES IT'S OVERCROWDED AND WE NEED
- 4 TO MATCH DEMAND WHEN THERE ARE ALTERNATIVES AND I THINK SOME
- 5 OF THOSE REASONS MAY STILL APPLY BETTER THAN OTHERS APPLY IN
- 6 THIS DAY AND AGE WHEN WE'RE REALLY TRYING TO ELEVATE EQUITY.
- 7 AND SO, JUST FOR THAT SPECIFIC PIECE, WHERE IT'S PRETTY NEW
- 8 FOR SOME PEOPLE, I FEEL LIKE IT MAY BE WORTH, JUST A LITTLE --
- 9 A LITTLE BIT OF THE POLICY OBJECTIVES FOR CHARGING DIFFERENT
- 10 AMOUNTS THAT WE'RE NOT.
- 12 WENDI KALLINS, VICE CHAIR: THANK YOU. RICHARD.
- 14 RICHARD HEDGES: YES. THANK YOU. I REALLY HAVE ENJOYED
- 15 LISTENING TO EVERYBODY. I HAVE ALREADY SO MUCH FROM EVERYBODY.
- 16 GOOD QUESTIONS. I REALLY WANT TO FOCUS ON SOMETHING THAT RANDI
- 17 SAID. I THINK IT'S GOING TO BE VERY DIFFICULT TO GET THE
- 18 OPERATORS TO AGREE ON A PRICE STRUCTURE. PEOPLE ARE VERY
- 19 WORRIED ABOUT HOW THEY'RE GOING TO FUND IT BUT EVEN BEFORE OUR
- 20 CURRENT PROBLEM WE CAN JUST LOOK TO THE TRANCE LINK ISSUE, OUR
- 21 FIRST CARD THAT PRE DATED THE CLIPPER CARD, TEN YEARS TO TRY
- 22 TO IMPLEMENT IT, AND MOST OF THE ARGUMENT WAS OVER HOW THE
- 23 FARES WERE GOING TO BE COLLECTED, AND HOW THEY'RE GOING TO BE
- 24 DISBURSED. SO I THINK THAT'S INSTRUCTIVE, ESPECIALLY TO STAFF

11



- 1 THAT'S BEEN AROUND FOR A WHILE, ON HOW WE GET THROUGH THIS AND
- 2 GET IT IMPLEMENTED. THANK YOU.

3

4 WENDI KALLINS, VICE CHAIR: THANK YOU RICHARD. IAN?

5

6 IAN GRIFFITHS: YEAH, I'LL BE BRIEF. CAN YOU HEAR ME?

7

8 WENDI KALLINS, VICE CHAIR: YEAH. YOU'RE GOOD.

- 10 IAN GRIFFITHS: I JUST ACTUALLY WANTED TO FINISH WITH A
- 11 QUESTION, WHICH WAS, IT SEEMED LIKE IN THE -- YOU HAD
- 12 HIGHLIGHTED THAT TIME OF DAY DISCOUNTS OR PEAK DISCOUNTS WERE
- 13 A FEATURE OF SOME OF THE SYSTEMS AND I AM CURIOUS -- MY
- 14 PERCEPTION IS THAT A SYSTEM THAT ARE UNIFIED SINGLE SYSTEM
- 15 MORE TOWARD THAT END OF THE SPECTRUM, THEY HAVE GREATER ABLE
- 16 TO DO TIME OF DAY PRICING OR PEAK PRICING THAT'S APPLICABLE
- 17 ACROSS ALL TRANSIT AGENCIES AND THAT'S LIKE AN ADVANTAGE OF
- 18 THAT TYPE OF SYSTEM, BUT I'M CURIOUS WHAT YOU -- IF YOU THINK
- 19 THAT'S AN ACCURATE ASSESSMENT OF SOME OF WHAT YOU HAVE LEARNED
- 20 FROM SOME OF THESE CASE STUDIES IS THE MORE BILATERAL
- 21 APPROACHES KIND OF MAKE IT MORE DIFFICULT OR ARE LESS LIKELY
- 22 TO BE ASSOCIATED WITH THOSE KINDS OF PRICING POLICIES THAT
- 23 MIGHT, YOU KNOW, PROVIDE DISCOUNTS DURING THE MIDDLE OF THE
- 24 DAY, OR PROVIDE SORT OF SPECIAL WEEKEND THINGS THAT APPLY
- 25 UNIVERSALLY.



1 WILLIAM BACON: I THINK TIME OF DAY PRICING AND OTHER PRICING 2 3 STRUCTURES LIKE THAT REALLY FIT INTO MORE OF A STRUCTURE BASED APPROACH TO INTEGRATION RATHER THAN A BILATERAL OR MULTI-4 5 LATERAL SORT OF AGREEMENT BASED APPROACH. SO, AGAIN, IN THAT AGREEMENT-BASED APPROACH, THE FOCUS IS AROUND REDUCING 6 BARRIERS, TO TRANSFERRING BETWEEN AGENCIES OR TRANSFERRING 7 8 BETWEEN SYSTEMS, IT'S LESS SO ABOUT HOW DO WE CREATE A STRUCTURE, A NEW FARE POLICY THAT SORT OF APPLYING ACROSS THE 9 SYSTEM. SO THEY MIGHT STILL HAVE -- YOU KNOW, BOTH APPROACHES 10 MIGHT HAVE THE SAME GOAL TRYING TO MAKE IT EASIER TO USE 11 TRANSIT BUT THEY GO ABOUT IT IN VERY DIFFERENT WAYS. BASED ON 12 WHAT I UNDERSTAND FROM OUR USER RESEARCH AND THE CONSULTING 13 OUR TEAM HAS DONE, PRICE SUGGEST A BASED APPROACH, IT'S A 14 15 POLICY THAT FITS IN WHEN YOU HAVE A NEW PARADIGM OF SETTING 16 POLICY, AS OPPOSED TO LET'S MAKE IT EASIER TO TRANSFER BETWEEN BUSES OR BETWEEN SYSTEMS. 17 18 MICHAEL EISEMAN: ON THAT, MICHAEL EISEMAN, JUST TO HIGHLY, WE 19 OFFER DC, RAMADA AS AN EXAMPLE REGION, AS A BILATERAL 20 21 APPROACH, THEY HAVE TIMES OF DAY PRICING FOR METRO RAIL. 22 ALTHOUGH THEY ARE -- THAT'S A SITUATION SLIGHTLY DIFFERENT THAN THE BAY AREA, BECAUSE METRO IS SUCH A DOMINANT PLAYER IN 23

24

25

THAT MARKET.



WENDI KALLINS, VICE CHAIR: OKAY. I WOULD LIKE TO DIRECT MY 1 2 QUESTIONS, NOT TO THE CONSULTANTS, BUT TO MTC STAFF. BASED ON 3 THE DISCUSSIONS WE'RE HAVING, A NUMBER OF PEOPLE HAVE ASKED ABOUT, YOU KNOW, WHAT ARE THE GOALS OF THE STUDY. AND I THINK 4 5 ANOTHER THING THAT HAS BEEN COMING UP IS, FARE INTEGRATION IS ONE INGREDIENT FOR INCREASING RIDERSHIP, BUT THERE ARE OTHER 6 INGREDIENTS, AND HOW IN THE COURSE OF THIS STUDY WILL WE BE 7 8 ABLE TO INTEGRATE THESE OTHER PIECES OF THE INFORMATION, SO THAT WE REALLY CAN TAKE A BROAD-BASED APPROACH OF WHAT IS 9 10 NECESSARY FOR REALLY TO INCREASE TRANSIT RIDERSHIP OVERALL? 11 MICHAEL EISEMAN: I CAN JUMP IN ON THAT ONE. MICHAEL EISEMAN 12 FROM BART AND THE PROJECT TEAM T WE HAVE NOTED HERE, WE STILL 13 HAVE REFINEMENT OF OUR PROJECT GOALS TO DO. I WANT TO HIGHLY, 14 15 WE, INCLUDING THIS, SPENT A FAIR AMOUNT OF TIME ON THE PROJECT 16 STATEMENT, AND THAT'S SORT OF STRUCTURE IN TERMS OF ISSUES AND THEN CHALLENGES TO INVESTIGATED. AND TO ME THE ISSUES WE HAVE 17 IDENTIFIED SERVE AT THE MOMENT AS SORT OF THE KEY COMPONENTS 18 OF OUR INITIAL WORKING PROJECT GOALS, JUST AS A REMINDER, WE 19 HAVE CUSTOMER VALUE, CONSISTENT VALUE FOR ALL CUSTOMERS IS 20 21 IDENTIFIED AS A POTENTIAL ISSUE IN THE CURRENT SYSTEM, AND I ALSO THINK OF THAT AS A KEY COMPONENT CONSIDERING CUSTOMER 22 VALUE, AND EXPERIENCE PAYMENT, PRODUCTS, PASSES, TECHNOLOGY, 23 AND THE ELIGIBILITY THERE OF, EQUITY IS THE THIRD, AND WHAT WE 24 HAD CAPTURED AS FUTURE TRANSIT, OPTIMIZING THE VALUE OF 25



7

11

19

November 2, 2020

- 1 PROPOSED INVESTMENTS. SO THOSE ARE WHAT WE HAVE BEEN CALLING
- 2 ISSUES SO FAR. WE HAVE IDENTIFIED A NUMBER OF SUBISSUES WE
- 3 WANT TO INVESTIGATE, AND I THINK THE PROCESS HERE CALLS FOR US
- 4 TO REFINE THOSE ISSUE STATEMENTS AS GOALS AS WE MOVE FORWARD
- 5 CERTAINLY WITH YOUR INPUT. BUT THOSE ARE THE WORKING GOALS, I
- 6 WOULD SAY, FOR THE PROJECT TEAM, AS IT IS TODAY.

8 WENDI KALLINS, VICE CHAIR: AND ARE THOSE GOALS COMING FROM THE

- 9 TEAM? OR IS IT COMING FROM THE FARE INTEGRATION COMMITTEE IN
- 10 WHICH WE'RE A SUBCOMMITTEE?
- 12 MICHAEL EISEMAN: THOSE ARE, AT THE MOMENT, WE PHRASE THOSE AS
- 13 ISSUES, OR PROBLEMS, I SUPPOSE, WITH THE CURRENT SYSTEM,
- 14 COMPONENTS OF THE PROBLEM STATEMENT, THAT PROBLEM STATEMENT
- 15 WAS ADOPTED BY THE FARE INTEGRATION TASK FORCE AND REFINED
- 16 WITH INPUT FROM THIS GROUP. BUT, AGAIN, WE ADOPTED IT AS A
- 17 WORKING PROBLEM STATEMENT TO BE REFINED ITERATED ON AS WE MOVE
- 18 IN AND THROUGH THE STUDY.
- 20 WENDI KALLINS, VICE CHAIR: WHAT I'M HEARING FROM THE
- 21 DISCUSSION IS THAT THE GOALS COULD INFLUENCE THE RESEARCH, AND
- 22 SO IT'S IMPORTANT TO HAVE THE GOALS HERE. SO, I THINK THAT'S
- 23 ONE OF THE -- ONE OF THE ISSUES THAT, FROM AN ADVISORY
- 24 COMMITTEE, THAT WE WOULD LIKE TO BE BROUGHT TO THE FULL FARE
- 25 INTEGRATION COMMITTEE, TO ADDRESS. AND THEN THE SECOND



- 1 OUESTION THAT HAS COME UP, IS HOW DO WE TAKE THIS INFORMATION?
- 2 WE FOCUSED ON FARE INTEGRATION, THAT IS ONLY ONE ASPECT OF
- 3 WHAT CAN INCREASE RIDERSHIP. WHERE -- HOW AND WHERE WILL WE
- 4 TAKE MORE THAN JUST FARE INTEGRATION INTO ACCOUNT IN ORDER TO
- 5 REALLY COME UP WITH A LONG-TERM GOAL? I ASSUME THAT WOULD BE
- 6 AT THE BLUE RIBBON LEVEL?

7

- 8 WILLIAM BACON: THIS IS BILL BACON, MTC STAFF. YEAH, THIS
- 9 PROJECT, WENDI, YOU KNOW, IS SPECIFICALLY FOCUSED ON FARE
- 10 INTEGRATION AND COORDINATION. THAT'S OUR CHARGE. I THINK THE
- 11 BROADER QUESTIONS, IN THE REGION, AROUND IMPROVING TRANSIT
- 12 RELIABILITY, FREQUENCY, SAFETY, AND ALL OF THE ABOVE --

13

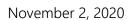
14 WENDI KALLINS, VICE CHAIR: CONNECTIVITY --

15

- 16 WILLIAM BACON: EXACTLY. THOSE ARE QUESTIONS THE BLUE RIBBON
- 17 TASK FORCE IS REALLY FOCUSED IN ON. WE'RE ONE COMPONENT OF
- 18 THAT, BUT WE RECOGNIZE, AND I THINK OUR PROJECT'S PROBLEM
- 19 STATEMENT RECOGNIZES THAT FARES ARE ONE PIECE OF THAT. AND WE
- 20 HAVE HEARD THAT FEEDBACK FROM THIS GROUP AS WELL. SO THANK
- 21 YOU.

22

- 23 WENDI KALLINS, VICE CHAIR: OKAY. DO WE HAVE ANY HANDS UP IN
- 24 THE PUBLIC?





- 1 CLERK OF THE BOARD: SORRY. THERE IS ONE MEMBER OF THE PUBLIC
- 2 WITH THEIR HAND RAISED. I BELIEVE IT'S ROLAND. ROLAND, GO
- 3 AHEAD AND UNMUTE YOURSELF.

4

5 WENDI KALLINS, VICE CHAIR: ROLAND, YOU HAVE TWO MINUTES.

- 7 SPEAKER: THANK YOU. YES. THIS IS ROLAND. THANK YOU FOR THE
- 8 PRESENTATION. MUCH APPRECIATE IT. I WOULD LIKE TO TOUCH ON TWO
- 9 THINGS FIRST OF LET'S TALK ABOUT RIDERSHIP AND MODE SHIFT.
- 10 MODE SHIFT HAPPENS ONCE YOU PROVIDE A PROJECT THAT PEOPLE ARE
- 11 INTERESTED IN SHIFTING TO. I'LL GIVE YOU AN EXAMPLE, I KNOW
- 12 PEOPLE WHO CURRENTLY DRIVE BETWEEN SAN JOSE, SAN FRANCISCO,
- 13 WHO WILL BE WILLING TO PAY \$20, EACH WAY, IF THERE WAS A WAY -
- 14 I'M GETTING BACKGROUND NOISE HERE -- IF THERE WAS A WAY TO
- 15 MAKE THE TRIP IN 30 MINUTES. BUT I WOULD PUT IT TO YOU, IT'S
- 16 REASONABLE TO EXPECT PEOPLE TO HAVE THAT KIND OF SERVICE AS A
- 17 BUS FARE. ONE THING I FEEL IS MISSING FROM THE PRESENTATION IS
- 18 ULTIMATELY WHAT WE END UP WITH WOULD HAVE TO BE SUSTAINABLE.
- 19 AND BY SUSTAINABLE MEANS THAT WE'RE GOING TO BE ABLE TO PAY
- 20 FOR IT. I'LL GIVE YOU AN EXAMPLE, YOU KNOW CALTRAIN AND BART,
- 21 60 TO 70 PERCENT, THAT'S A PRETTY GOOD START, BUT WHAT I'M NOT
- 22 SEEING -- WHAT I WOULD REALLY LIKE TO SEE FOR EACH ONE OF
- 23 THESE SYSTEMS IS TO SEE WHAT THE FARE BOX RECOVERY S I'M GOING
- 24 TO GIVE YOU AN EXAMPLE. IN LONDON, THERE IS ONLY ONE AGENCY.
- 25 IT'S TRANSPORT FOR LONDON. THAT ALL THE BUS OPERATORS ARE



- 1 PRIVATE COMPANIES, AND THE AVERAGE RECOVERY FOR THESE
- 2 COMPANIES IS 66 PERCENT RECOVERY. I WOULD LIKE TO SEE THAT AS
- 3 PART OF THE CONVERSATION AND COME UP WITH A BEST COMPROMISE OF
- 4 WHAT WE'RE TRYING TO ACHIEVE VERSUS HOW WE'RE GOING TO BE ABLE
- 5 TO PAY FOR T THANK YOU.

6

7 WENDI KALLINS, VICE CHAIR: THANK YOU.

8

- 9 CLERK OF THE BOARD: THERE ARE NO OTHER MEMBERS OF THE PUBLIC
- 10 WITH THIS HAND RAISED AND NO PUBLIC COMMENT WAS SUBMITTED ON
- 11 THIS ITEM.

12

- 13 WENDI KALLINS, VICE CHAIR: THANK YOU. I WANT TO THANK OUR
- 14 PRESENTERS TODAY. AND ASK IF THERE IS ANY NEW BUSINESS FROM
- 15 MEMBERS OF THE SUBCOMMITTEE THAT YOU WANT TO BRING UP FOR
- 16 DISCUSSION OR ADDITION TO A FUTURE AGENDA? I DO NOT SEE ANY
- 17 HANDS RAISED. WITH THAT I'LL ASK THE CLERK TO PROVIDE NAMES OR
- 18 ORGANIZATIONS OF ANY GENERAL WRITTEN PUBLIC COMMENT RECEIVED
- 19 AT INFO@BAYAREAMETRO.GOV, AND I WOULD ASK IF THERE IS ANY
- 20 PUBLIC COMMENT ON ITEMS NOT RELATED TO ITEMS ON THE AGENDA. IF
- 21 SO PLEASE RAISE YOUR HAND.

- 23 CLERK OF THE BOARD: NOTHING RECEIVED UNDER GENERAL PUBLIC
- 24 COMMENT IF THERE IS SOMETHING RECEIVED IT WILL BE POSTED LATER
- 25 TODAY. WE HAVE A PUBLIC SPEAKER. ALETA DUPREE.





1 WENDI KALLINS, VICE CHAIR: ALETA, YOU HAVE TWO MINUTES. 2 3 SPEAKER: THANK YOU WENDI KALLINS, CHAIR. I APPRECIATE THE 4 5 PERSPECTIVES FROM OTHER PLACES BROUGHT INTO THE MIX. FARE INTEGRATION CONTINUES TO BE A HEAVY LIFT AND I'M LOOKING 6 FORWARD TO THE DAY WHEN WE CAN PRESENT SOMETHING THAT WE WILL 7 8 BE ABLE TO PUT ON OUR CLIPPER CARDS AND HOPEFULLY WE'LL HAVE A CLIPPER APP SOON. AND IT OPENS UP THE IDEA OF HOW DO WE GET 9 EVERYONE ABLE TO PARTICIPATE IN TECHNOLOGY? AND SO CLIPPER 10 TIES INTO THIS, BECAUSE THERE IS NO WAY THAT THIS WORK FARE 11 INTEGRATION CAN BE DONE WITH PAPER TICKETS, NOR SHOULD WE TRY 12 TO GO THERE BECAUSE I THINK WE SHOULD GET RID OF PAPER TICKETS 13 AND GET EVEN THE PEOPLE OF MOST MODEST MEANS BEING ABLE TO 14 15 ANTICIPATE -- PARTICIPATE IN USING A CLIPPER CARD. IT BRINGS 16 UP THE BIGGER ISSUE, HOW DO WE GET PEOPLE TO PUT MONEY ON THEIR CLIPPER CARD. BECAUSE WE SHOULD HAVE MORE CREDIT UNION 17 AND LESS COFFEE CANS. PEOPLE SHOULDN'T HAVE TO BE KEEPING 18 THEIR MONEY IN COULD HAVE FEE CANS SO THEY BEING KEEP IT IN 19 SAFE PLACES LIKE THE CREDIT UNION AND THE BANK. OPEN SOURCE 20 21 PAYMENT I WOULD HOPE IS SOMETHING WE CAN BRING INTO THE MIX WITH FARE INTEGRATION, BECAUSE REALLY, IF WE DON'T EVEN HAVE 22 TO CONVERT THE DOLLARS INTO SPECIFIC TICKET MONEY, WE CAN HAVE 23 PEOPLE FROM ALL OVER PARTICIPATING IN FARE INTEGRATION WITHOUT 24

HAVING TO GET SPECIALIZED MEDIA AND SIGN UP FOR THESE



PROGRAMS. SO, THIS WILL OPEN UP THE DOOR FOR A LOT OF GOOD 1 2 THINGS, WHICH WILL ENSURE FULL PARTICIPATION, ALL ACROSS THE 3 BOARD. THANK YOU. 4 5 WENDI KALLINS, VICE CHAIR: THANK YOU. WITH THAT, DO WE HAVE THE DATES FOR THE NEXT FARE INTEGRATION COMMITTEE? AND DO WE 6 7 HAVE A DATE FOR A POLICY ADVISORY COUNCIL, FARE? DO WE HAVE 8 THAT YET? 9 CLERK OF THE BOARD: NO WE DON'T. UNFORTUNATELY THE 2021 10 11 CALENDAR HAS NOT BEEN SUBMITTED YET. BUT WE WILL SOON SO WE CAN OUERY DATES FOR THE FUTURE, NOT JUST ONE MONTH. SO IT WILL 12 BE FOR A FEW MONTHS. 13 14 WENDI KALLINS, VICE CHAIR: BUT THERE IS A DECEMBER MEETING OF 15 16 THE FULL FARE INTEGRATION COMMITTEE, CORRECT? 17 WILLIAM BACON: YES. 18 19 CLERK OF THE BOARD: YES. 20 21 22 WENDI KALLINS, VICE CHAIR: AND THAT DATE IS IN. 23

WILLIAM BACON: DECEMBER 7TH. MONDAY DECEMBER 7TH.

24



- 1 WENDI KALLINS, VICE CHAIR: OKAY. GREAT. THANK YOU. WITH THAT,
- 2 WE ARE ADJOURNED. AND SUBCOMMITTEE WILL BE HELD AT A TIME AND
- 3 DATE TO BE DULY NOTICED. THANK YOU ALL. [ADJOURNED]



Broadcasting Government