



METROPOLITAN TRANSPORTATION COMMISSION

Meeting Transcript



March 5, 2021

BATA RECOVERY AD HOC WORKING GROUP

FRIDAY, MARCH 5, 2021, 2:00 PM

AMY WORTH, CHAIR: THIS IS AMY WORTH, CHAIR, AND IT'S MY PLEASURE TO CALL TO ORDER THE MEETING OF THE BATA AD-HOC RECOVERY WORKING GROUP. KIMBERLY, DO WE HAVE A VIDEO WE CAN PLAY FOR THIS? THANK YOU. DUE TO COVID-19 THIS MEETING WILL BE CONDUCTED AS A ZOOM WEBINAR PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDER N-29-20 WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS MEETING IS BEING WEBCAST ON THE MTC WEB SITE. THE CHAIR WILL CALL UPON COMMISSIONERS, PRESENTERS, STAFF, AND OTHER SPEAKERS BY NAME AND ASK THAT THEY SPEAK CLEARLY AND STATE THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA WEBCAST AND ZOOM WITH THEIR CAMERAS ENABLED ARE REMINDED THAT THEIR ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS OF THE PUBLIC PARTICIPATING BY ZOOM WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE, OR DIAL STAR NINE, AND THE CHAIR WILL CALL UPON THEM AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND ORGANIZATION, BUT PROVIDING SUCH INFORMATION IS VOLUNTARY. WRITTEN PUBLIC COMMENTS RECEIVED AT INFO@BAYAREAMETRO.GOV BY 5:00 P.M. YESTERDAY WILL BE POSTED TO THE ONLINE AGENDA AND ENTERED INTO THE RECORD BUT WILL NOT BE



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1 READ OUT LOUD. IF AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD
2 LIKE TO SPEAK, THEY ARE FREE TO DO SO. A ROLL CALL VOTE WILL
3 BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND ATTENDEES SHOULD
4 NOTE THAT THE CHAT FEATURE IS NOT ACTIVE.

5

6 **AMY WORTH, CHAIR:** TERRIFIC. WELCOME EVERYONE. AND MAY WE
7 PLEASE BEGIN WITH THE ROLL CALL TO CONFIRM OUR QUORUM.

8

9 **CLERK, KIMBERLY WARD:** SURE. COMMISSIONER CONNOLLY?

10

11 **DAMON CONNOLLY:** HERE.

12

13 **CLERK, KIMBERLY WARD:** COMMISSIONER DUTRA-VERNACI?

14

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

16

17 **CLERK, KIMBERLY WARD:** COMMISSIONER EL-TAWANSY IS ABSENT.

18 COMMISSIONER JOSEFOWITZ?

19

20 **COM. NICK JOSEFOWITZ:** HERE.

21

22 **CLERK, KIMBERLY WARD:** COMMISSIONER WORTH.

23

24 **AMY WORTH, CHAIR:** HERE.

25



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1 **CLERK, KIMBERLY WARD:** QUORUM IS PRESENT.

2

3 **AMY WORTH, CHAIR:** THANK YOU KIMBERLY, OUR FIRST ITEM IS ITEM
4 TWO OPENING REMARKS. AND I WANT TO THANK EVERYBODY FOR YOUR
5 HARD WORK ON THIS. THIS GROUP REPRESENTS OPPORTUNITIES FOR THE
6 BRIDGES THAT WE LOVE, AND TO REALLY BUILD FOR THE FUTURE IN
7 TERMS OF OPERATIONS, FINANCE, AND MAINTENANCE GOALS, AND
8 REALLY, YOU KNOW, ENHANCE THOSE. AND, SO, JUST TO RUN A
9 SUMMARY, AT OUR LAST MEETING IN JANUARY, THE WORKING GROUP
10 BEGAN TALKING ABOUT OUR RECOMMENDATIONS WHICH WILL FALL INTO
11 TWO MAIN CATEGORIES, THE FIRST CATEGORY AND OUR FOCUS IN
12 JANUARY LAYS OUT STEPS TO STRENGTHEN THE BATA CALTRANS
13 PARTNERSHIP TO ENSURE ROBUST MANAGEMENT AND SETUP A JOINT
14 EXECUTIVE TEAM. AND JOINING US WITH OUR EXPERIENCE AT THE BAY
15 BRIDGE WE KNOW THIS WORKS WELL HOPEFUL FOR THAT. AND TODAY
16 FOCUS IS ON SECOND CATEGORY TO PURSUE STRATEGY TO KEEP
17 PROJECTS MOVING FORWARD STRATEGY APPROVED BY BATA AS PART OF
18 THE FISCAL 2022 BUDGET. WE HAVE ADDED A WORKING GROUP MEETING
19 ON APRIL 5TH FOR STAFF TO PRESENT A WRITTEN REPORT ON ALL OF
20 THE RECOMMENDATIONS AND ANDY WILL SHARE THOUGHTS AFTER TODAY'S
21 MEETING ABOUT HOW TO APPROACH THE REPORT WITH THE GOAL OF
22 PRESENTING IT TO BATA IN APRIL OR MAY AND THAT WOULD BE A
23 PRELUDE TO THE 2022 BUDGET. THAT'S TO GET A SENSE OF WHERE WE
24 ARE TODAY AND WHERE OUR HOPE IS FOR THE COMING FUTURE. MOVING
25 TO AGENDA 2A WE HAVE APPROVAL OF THE JANUARY 2021st MINUTES.



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1 IF THERE ARE ANY CORRECTIONS OR ADDITIONS TO THE MINUTES?

2 OKAY. BEFORE WE TAKE THE VOTE, KIMBERLY I WANT TO GO BACK AND
3 ASK, I KNOW WE HAVE THE RECORDING BUT DID WE RECEIVE ANY
4 CORRESPONDENCE AHEAD OF THIS MEETING TODAY?

5

6 **CLERK, KIMBERLY WARD:** I HAVE RECEIVED NO WRITTEN COMMENTS FOR
7 THIS ITEM.

8

9 **AMY WORTH, CHAIR:** OUR PRACTICE IS IF WE DO GET ANYTHING AHEAD
10 OF TIME WE DISTRIBUTE IT TO THE COMMITTEE. WITH THAT I'LL
11 ENTERTAIN A MOTION FOR APPROVAL.

12

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

14

15 **AMY WORTH, CHAIR:** DUTRA-VERNACI. AND DO WE HAVE A SECOND?

16

17 **DAMON CONNOLLY:** SECOND.

18

19 **AMY WORTH, CHAIR:** MOTION MADE BY COMMISSIONER DUTRA-VERNACI,
20 AND SECOND BY COMMISSIONER CONNOLLY. KIMBERLY MAY WE HAVE A
21 ROLL CALL ON THE AGENDA?

22

23 **CLERK, KIMBERLY WARD:** YES. [ROLL CALL VOTE] MOTION PASSES
24 UNANIMOUSLY.

25



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1 **AMY WORTH, CHAIR:** ITEM THREE COVID RESPONSE FOR THE BATA TOLL
2 BRIDGE REHABILITATION PROGRAM. THERE ARE THREE ITEMS, 3A, AND
3 3A AS A RECAP BRIDGE TOLL REHABILITATION PROGRAM AND 3B IS
4 SHORT-TERM OUTLOOK AND ACTION PLAN. MAY I TURN TO STAFF FOR
5 THOSE ITEMS?

6

7 **PETER LEE:** WAITING FOR THE SLIDES TO COME UP. MY NAME IS PETER
8 LEE, BATA STAFF, AND I WILL BE PRESENTING THIS ITEM WITH
9 ROSALYNN AND WE'LL BE TALKING ABOUT THE BATA REHABILITATION
10 PROGRAM. NEXT ITEM. NEXT SLIDE. THIS IS THE AGENDA. NEXT
11 SLIDE. I WANT TO START ON THE PRESENTATION OF THE REHAB
12 PROGRAM FOLLOWING UP WITH THE THREE KEY TAKEAWAYS THAT WE WANT
13 TO PRESENTED TO THE COMMITTEE AS FOLLOW UP. OVERALL WE DID
14 HEAR FROM THE COMMITTEE TO MAINTAIN THE SAFETY OF THE BRIDGES
15 IS OF HIGHEST PRIORITY AND THAT IS THE FOCUS OF THE
16 PRESENTATION TODAY. WHILE WE HAVE HAD TO REPRIORITIZE OR
17 RECALIBRATE SOME OF THE WORK WE HAVE BEEN DOING WITH THE WORK
18 OF THE REHABILITATION PROGRAM WE ARE MAKING SURE THE BRIDGES
19 ARE KEPT IN A STATE OF GOOD REPAIR AND WE'RE MAINTAINING
20 OPERATIONAL RESPONSIBILITIES ON THE BRIDGES. AND THEN WE WANT
21 TO TALK A LITTLE BIT ABOUT OUR LOOK AHEAD ON THE PROGRAM LONG-
22 TERM AND SHORT-TERM. IN THE LONG-TERM WE HAVE BEEN WORKING
23 WITH THE BATA FINANCE DEPARTMENT LOOKING CLOSELY AT OUR
24 PROJECTS AS WELL AS THE BATA PLAN OF FINANCE AND WHAT WE HAVE
25 DETERMINED IS, GENERALLY, WE HAVE VERY GOOD CAPACITY IN THE



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1 LONG-TERM TO SUSTAIN THE TOLLING OPERATIONS OF MAINTAINING THE
2 BRIDGES IN A STATE OF GOOD REPAIR AND AS OF LONG-TERM BY THE
3 20 YEAR OUTLOOK, AND CERTAINLY WE'LL HAVE FUNDING AVAILABLE TO
4 MEET THOSE NEEDS. HOWEVER, IN THE SHORT-TERM, WE'LL BE TALKING
5 ABOUT HAVING TO MAKE REDUCTION IN OUR REHABILITATION PROGRAM
6 DUE TO THE REDUCTION IN TOLL REVENUE DUE TO COVID-19. AND WHAT
7 WE THINK WITH TRAFFIC STABILIZING AS WELL AS A LOOK AT THE
8 RETURN OF TRAFFIC, WE THINK WE HAVE THE ABILITY, RIGHT NOW, TO
9 RECOMMEND A DRAW UPON OUR TOLLING CAPACITY TO MAINTAIN SOME OF
10 THE MOMENTUM ON SOME OF THE PROJECTS THAT WE HAVE HAD TO
11 POSTPONE IN THE REHABILITATION PROGRAM IN THE SHORT-TERM AND
12 BRING US BACK ON THAT POINT. SO I'M GOING TO START WITH A
13 RECAP OF THE TOLL PROGRAM AND THAT END IT OFF TO ROSALYNN TO
14 TALK ABOUT OUR SHORT-TERM PROPOSAL THAT WE WANT TO BRING TO
15 THE BATA COMMITTEE IN APRIL OR MAY WITH THE BUDGET PROCESS FOR
16 FISCAL YEAR 2022. NEXT SLIDE. ONE MORE NEXT SLIDE. WE HAVE A
17 LOT OF FILLER SLIDES. SORRY. SO JUST A RECAP, ON THE BATA
18 LONG-TERM -- SORRY -- NEXT SLIDE -- JUST REMINDING YOU THAT
19 THE TOLL BILL REHABILITATION PROGRAM IS OUR MAJOR CAPITAL
20 PROGRAM BATA HAS TO MAINTAIN BRIDGES IN STATE OF GOOD REPAIR
21 AND JUST SINCE 2007 BATA HAS SPENT NEARLY A BILLION DOLLARS ON
22 THE PROJECT BRIDGES FOR THAT PURPOSE. NEXT SLIDE. I WANT TO
23 GIVE MORE CLARITY. THIS IS SOME INFORMATION WE HAVE PROVIDED
24 IN A PRIOR MEETING, BUT IN A MORE SUMMARIZED WAY. THIS IS A
25 CHART THAT SHOWS A SIMPLIFIED REPRESENTATION OF OUR PROCESS



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1 FOR THE REHABILITATION PROGRAM. AND THROUGH OUR NORMAL PROCESS
2 WITH CALTRANS WE MEET WITH THEM ON AN ONGOING BASIS TO DEVELOP
3 MULTI-YEAR PLANS TO BEST MEET THE NEEDS OF THE BRIDGES. AS YOU
4 CAN SEE HERE, MAINTAINING THE BRIDGES IS A FOREVER
5 RESPONSIBILITY FOR BATA AND CALTRANS, WE BASICALLY START WITH
6 THE BROAD KITCHEN SINK OF PROJECTS. WE HAVE IDENTIFIED TWO AND
7 A HALF BILLION DOLLARS OF PROJECTS. THAT LIST IS NOT YET
8 OPTIMIZED NOR IS IT REFINED BASED ON THE NEEDS, AS WELL AS THE
9 SCHEDULE OF THE PROJECTS THAT WE HAVE. THE OPTIMIZATION,
10 PRIORITIZATION HAPPENS BETWEEN CALTRANS AND BATA DURING BUDGET
11 AND PLANNING PROCESS WE'RE CURRENTLY IN THE PROCESS FOR FISCAL
12 YEAR 2022. AND TO GO BACK TO LAST YEAR OR THE PRIOR YEAR,
13 PRIOR TO PRECOVID THAT, PLANNING PROCESS RESULTED IN A \$750
14 MILLION PROGRAM THROUGH 2029, THAT WAS PRECOVID. AND THEN WITH
15 COVID, WE HAD TO ADOPT A MORE REFINED BUDGET AND WE HAD TO
16 SHARPEN OUR PENCILS OVER THE LAST YEAR THAT PRIORITIZED OUR
17 WORK IN OPERATIONS AND MAINTENANCE. IT'S A FUNNELING AND
18 NARROWING OF OUR PROJECT THAT WE HAVE IN THE PROCESS. NEXT
19 SLIDE. AS IT RELATES TO THE KITCHEN SINK OF PROJECTS, I WANT
20 TO STEP BACK MAYBE SOME IMPRESSION I HAVE LAST WITH THE
21 COMMITTEE OVER THE LAST COUPLE OF MEETINGS ON THE KITCHEN SINK
22 OF PROJECTS, THE TWO AND A HALF MILLION DOLLARS, I MADE THE
23 IMPRESSION THAT THE SKY IS FALLING IN TERMS OF LONG-TERM NEED
24 OF BRIDGES, I WANT TO RESTATE THAT THE BRIDGES ARE IN A STATE
25 OF GOOD REPAIR, GENERALLY, WE HAVE SPENT A BILLION DOLLARS IN



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1 MAINTENANCE, BUT THE LIST OF PRIVILEGES THAT WILL BE
2 MAINTAINED FOR REHABILITATION OVER THE LIFE OF THE PROJECTS
3 ALL PROJECTS THAT WE NEED TO ATTACK AND DEVELOPMENT OF THE
4 KITCHEN SINK PROJECT IN PRIORITY. THE SAN RAFAEL BRIDGE DECK
5 REPLACEMENT TWO AND A HALF MILLION DOLLARS BUDGET, HOWEVER
6 THOSE PROJECTS NEED TO BE FURTHER EVALUATED IN TERMS OF
7 CONDITION, FURTHER STUDY AND INSPECTION. IN OUR RECENT TESTING
8 IN RICHMOND SAN RAFAEL WITH NON-DESTRUCTIVE TESTING RADAR,
9 SONAR EVALUATION, WE HAVE DETERMINED THE DECK IS IN GOOD
10 CONDITION FOR A 60-YEAR-OLD DECK AND ASIDE FROM JOINT WORK
11 THAT HAD RECENT FAIL YOURS THAT ARE NOW BEING REPLACED, THE
12 BRIDGE DECK IS IN GOOD CONDITION. SO THESE SORTS OF ASSET
13 MANAGEMENT REVIEWS ARE HELPFUL TO DETERMINE A LIFE CYCLE
14 ANALYSIS OF BRIDGES THAT ATTEMPT TO WEIGH THE COST AND
15 BENEFITS OF ALL PROJECTS AND LOOK AT WHETHER WE WANT TO
16 REPLACE OR REHAB OR DO MINOR WORK ON THE BRIDGES AND THESE
17 REVIEW HAVE SIGNIFICANT IMPACTS ON THE PROJECTS THAT ARE IN
18 THE TWO AND A HALF BILLION DOLLARS LIST OF NEEDS WE WILL
19 FURTHER REFINE THAT OVER TIME AS WE WORK IN OUR ANNUAL BUDGET
20 CYCLE. LIKE WE HAVE SAID IN PAST MEETINGS WE PLAN TO DO MORE
21 ROBUST ASSET MANAGEMENT REVIEWS OF ALL PROJECTS TO NARROW THE
22 LIST OF PROJECTS TO GET A COMPREHENSIVE LIST AT ALL OUR
23 BRIDGES. NEXT SLIDE PLEASE. WHAT WE WANT TO DO IS BRING UP
24 SOME GOOD NEWS, THOUGH, IN THE LONG-TERM. THE BATA FINANCE
25 PLAN HAS CAPACITY, AND TRAFFIC HAS RETURNED TO A CERTAIN



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1 DEGREE ON THE BRIDGES, COMING BACK SLOWLY BUT IT HAS RETURNED
2 AND STABILIZED. GENERALLY WE ARE IN GOOD SHAPE IN THE LONG-
3 TERM AS NOTED EARLIER AND WITH THOSE PROJECTIONS AND HERE ARE
4 PROJECTIONS BRIAN IS USING, WE GET 2019 TRAFFIC BY 2028 WHICH
5 IS A FAIRLY CONSERVATIVE ASSUMPTION BRIAN HAS DETERMINED WE'RE
6 ABLE TO REFUND OUR LONG-TERM REHABILITATION PROGRAM BY FISCAL
7 YEAR 2026 AND POSSIBLE FUNDING FOR FUTURE BRIDGE REPLACEMENTS
8 OUT AND INTO THE FUTURE. I WANT TO NOTE, HOWEVER THAT THE PLAN
9 TO FINANCE DOES INCLUDE DISCUSSION OF TOLL INCREASE IN 2027
10 AND THAT'S IRRESPECTIVE OF RM3 BUT IN TERMS OF LONG-TERM NEEDS
11 OF BRIDGES WE FIND PROVIDES EFFICIENT FUNDING TO MAINTAIN
12 BRIDGES AND OPERATE BRIDGES IN A STATE OF GOOD REPAIR AS WELL
13 AS LOOK FORWARD INTO THE POSSIBLE REPLACEMENT INTO THE FUTURE.
14 SO I KNOW I WENT THROUGH THAT QUICKLY. WE WANT TO GET TO OUR
15 PROPOSAL AND SHORT-TERM NEEDS OF THE BRIDGES. SO IF THERE IS
16 ANY QUESTIONS BEFORE I PASS IT ON TO ROSALYNN.

17
18 **AMY WORTH, CHAIR:** OKAY. THERE ARE ANY QUESTIONS FROM ANYONE?
19 NICK. GOOD AFTERNOON.

20
21 **COM. NICK JOSEFOWITZ:** HI EVERYBODY. YOU KNOW, I APPRECIATE THE
22 BRIDGES ARE NOT FALLING DOWN, PETER, THANKS FOR SORT OF
23 CLARIFYING THAT, DO YOU HAVE A SENSE OF WHAT PERCENTAGE OF THE
24 BRIDGE ASSETS ARE IN A STATE OF GOOD REPAIR AND WHAT ARE NOT



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1 IN A STATE OF GOOD REPAIR? DO WE HAVE A QUANTIFICATION OF
2 STATE OF GOOD REPAIR FOR THESE BRIDGES?

3

4 **PETER LEE:** WE HAVE BROAD CONDITION REPORTS THAT WE GET FROM
5 THE DEPARTMENT. ALL OUR BRIDGES ARE VERY LONG LARGE SPAN
6 STRUCTURES WE HAVE AREAS WHERE IT DESERVES MUCH MORE ATTENTION
7 ON THE REHABILITATION PROGRAM AND THERE ARE OTHER AREAS THAT
8 DON'T. IT'S SOMEWHAT DIFFICULT TO NARROW IT DOWN TO ONE LITTLE
9 PARTICULAR FACTOR. LIKE ON THE DECK WE HAVE MILES OF DECK ON
10 RICHMOND SAN RAFAEL BRIDGE AND WITHOUT DOING ET A SMALL
11 PERCENTAGE OF THAT DEBT IS ACTUALLY IN BAD SHAPE BASED ON THE
12 CRITERIA THAT THEY USE. BUT SO IT'S GENERALLY IN VERY GOOD
13 SHAPE BUT THERE ARE SMALL PERCENTAGES AND IT'S THE SAME WITH
14 PAINT. WE HAVE MILLIONS OF SQUARE FEET OF PAINT AND IT'S
15 DIFFICULT TO BOIL IT DOWN TO ONE NUMBER, IT'S SOMEWHAT
16 DIFFICULT. BUT WE DO GET CONDITION REPORTS ON AN ANNUAL BASIS
17 FROM THE INSPECTION DEPARTMENT AS REQUIRED.

18

19 **COM. NICK JOSEFOWITZ:** AS PART OF THE RECOMMENDATIONS GOING
20 FORWARD, WE WILL END UP GETTING IT DOWN TO A NUMBER WHICH IS
21 LIKE ONE PERCENTAGE OF OUR ASSETS THAT ARE IN A STATE OF GOOD
22 REPAIR AND WHAT ARE NOT IN STATE OF GOOD REPAIR AND WE'RE
23 GOING HAVE A PLAN TO GET AS MANY AS POSSIBLE INTO A STATE OF
24 GOOD REPAIR? BECAUSE IT'S REALLY DIFFICULT FOR US AND I THINK
25 ALSO I IMAGINE FOR YOU TOO, TO KNOW HOW MUCH PROGRESS WE'RE



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1 MAKING WHEN SORT OF YOU DON'T HAVE SOME GUIDING LIGHT AROUND
2 THAT. I HAVE SPOKEN ABOUT THIS BEFORE. THAT'S MY -- THANK YOU.
3

4 **ANDREW FREMIER:** COMMISSIONER JOSEFOWITZ, ANDY FREMIER DEPUTY
5 DIRECTOR. I THINK THE POINT YOU HAVE BRINGING UP WITH AN ISO
6 KIND OF MODEL OR MODERN ASSET MANAGEMENT MODEL, WE WILL START
7 TO GET INTO PERCENTAGES OF ELEMENTS, LIKE YOU JUST DESCRIBED.
8 SO I THINK THAT'S EXACTLY WHAT WE'RE TRYING TO ACCOMPLISH IN
9 THE ASSET MANAGEMENT WORK.

10

11 **COM. NICK JOSEFOWITZ:** THANK YOU.

12

13 **AMY WORTH, CHAIR:** YEAH.

14

15 **PETER LEE:** TO FURTHER RESPOND I THINK FROM STAFF PERSPECTIVE
16 WHAT WE'RE HOPING TO DO, I DON'T WANT TO PROMISE RIGHT AWAY
17 BUT WE WANT TO COME BACK WITH REGULAR REPORTING ON OUR
18 REHABILITATION PROGRAM TO THE BATA OVERSIGHT COMMITTEE INTO
19 THE FUTURE LIKE YOU SIMILARLY GET FOR THE EXPRESS LANES AND
20 HOW WE USED TO GO ON ALMOST A MONTHLY BASIS ON THE SEISMIC
21 RETROFIT PROGRAM AND RM1 WHERE WE MAKE MORE PRESENTATION TO
22 THE COMMITTEE SO THAT'S CERTAINLY A POSSIBILITY TO MAKE SURE
23 YOU'RE BETTER INFORMED ON WHAT WE'RE DOING ON A MONTHLY OR
24 QUARTERLY BASIS ON THE BRIDGES.

25



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1 **AMY WORTH, CHAIR:** AND I GUESS, PICKING UP ON THAT, MY SENSE
2 IS, TOO, THE GOAL OF THIS COMMITTEE IS TO REALLY HONE IN ON
3 WHAT KIND OF MAINTENANCE OPERATIONAL PLANS WE WANT FOR THE
4 FUTURE, AND THEN FUND THEM, IN RECOGNIZING THAT WE ARE LOOKING
5 AT AN INCREASING RESOURCES THAT WILL GO INTO THE BRIDGES.

6

7 **PETER LEE:** RIGHT NOW OUR PLAN IS TO MAINTAIN THE OPERATION
8 MAINTENANCE EXPENSE AS THE HIGHEST PRIORITY.

9

10 **AMY WORTH, CHAIR:** RIGHT.

11

12 **PETER LEE:** AND THEN TO BRING BACK PUT SOME MOMENTUM BACK INTO
13 THE PROJECT THAT WE HAVE HAD TO SLOW DOWN OR POSTPONE. SO I
14 WILL HAND IT OFF TO ROSALYNN WHO HAS THE SHORT-TERM OUTLOOK AS
15 WELL AS AN ACTION PLAN, TO MOVE FORWARD WITH THAT. NEXT SLIDE
16 PLEASE. OR SLIDE AFTER.

17

18 **CLERK, KIMBERLY WARD:** COMMISSIONER WORTH, BEFORE WE MOVE O DO
19 YOU WANT TO TAKE PUBLIC COMMENT ON THAT ITEM?

20

21 **AMY WORTH, CHAIR:** YES. GREAT IDEA. THANK YOU KIMBERLY. I SEE
22 WE HAVE TWO PARTICIPANT COMMENTS THANK YOU KIMBERLY FOR
23 POINTING THAT OUT.

24

25 **CLERK, KIMBERLY WARD:** YOU'RE WELCOME.



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1

2 **AMY WORTH, CHAIR:** WELCOME ALETA DUPREE, THANK YOU FOR BEING
3 HERE TODAY, AND LOVE TO HEAR YOUR COMMENTS.

4

5 **SPEAKER:** THANK YOU CHAIR AMY WORTH AND MEMBERS, ALETA DUPREE
6 FOR THE RECORD. I'M PROBABLY GOING TO BE COMMENTING MANY
7 TIMES. BUT ON THIS SPECIFIC PIECE, I WOULD LIKE TO THINK THAT
8 THE CAPACITY EXISTS FOR US TO DO AS MUCH AS POSSIBLE, HEARING
9 THE GOOD NEWS OF GREATER VACCINE AVAILABILITY COMING ON,
10 POSSIBILITY THAT ALL OF AMERICA SHOULD BE ABLE TO GET
11 VACCINATED BY THE END OF MAY. SHOULD HOPEFULLY RESULT IN US
12 BEING ABLE TO HAVE MORE MOVEMENT IN THE COMMUNITY AND BRING
13 MORE VEHICLES ON TO THE BRIDGES, THAT EVEN WITH NEW NORMALS, I
14 THINK THERE IS STILL A PLACE FOR CARS ON THE BRIDGES BUT I
15 HOPE WE'RE NOT MAKING DECISIONS TO CUT PROGRAMS TOO
16 PREMATURELY, BECAUSE I THINK WE ARE ON THE MEND, AND
17 SURPRISINGLY SOONER THAN MANY WOULD THINK. THANK YOU.

18

19 **AMY WORTH, CHAIR:** THANK YOU VERY MUCH FOR YOUR COMMENTS. IS
20 OUR NEXT PERSON, ROLAND LEBRUN, WELCOME.

21

22 **SPEAKER:** THANK YOU MADAM CHAIR. AND THANK YOU KIMBERLY FOR
23 REQUIRING US. AND MY QUESTION TO THE CHAIR, IS REALLY A
24 QUESTION FOR DIRECTOR JOSEFOWITZ, TECHNICALLY COULD START
25 PROVIDING, PLEASE, INFORMATION ABOUT STRUCTURAL HEALTH



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1 MONITORING, AS YOUR EXAMPLE SHOWED, SPECIFICALLY WHETHER IT IS
2 IN PLACE ON ALL BRIDGES, IF NOT, WHY NOT? I'M GOING TO CLOSE
3 UP WITH AN EXAMPLE. I KNOW THAT HINDSIGHT IS ALWAYS 2020
4 VISION BUT HOW DO WE HAVE, IN PLACE AT THE TRANSIT CENTER, WE
5 WOULD HAVE DETECTED THE PROBLEM LONG TIME BEFORE THE CRACKS
6 STARTED DEVELOPING. THANK YOU.

7

8 **AMY WORTH, CHAIR:** ROLAND, THANK YOU. APPRECIATE YOUR COMMENTS.
9 AND THAT WILL BE GOOD INFORMATION TO INCORPORATE. SO
10 APPRECIATE IT. I THINK THE WHOLE IDEA TO THIS IS TO REALLY,
11 AGAIN, LOOK AT THAT LONG-TERM MAINTENANCE PRIORITY IN TERMS OF
12 THOSE LOOKING, YOU KNOW, THE KEY ISSUES. AND I SEE PETER
13 NODDING. SO THAT'S GREAT. SO, THANK YOU. OKAY. THEN IF THERE
14 ARE ANY OTHER COMMISSIONER QUESTIONS ON THIS ITEM? I KNOW
15 THESE ARE ALL RELATED. SO FEEL FREE TO JUMP IN AT THIS POINT
16 OR LATER. NEXT ITEM, WOULD YOU LIKE TO TAKE THIS? STAFF, NEXT
17 ITEM?

18

19 **PETER LEE:** YES STROLL BACK TO THE PRESENTATION, NEXT SLIDE.
20 AND THEN I'LL HAND IT OFF TO ROSALYNN.

21

22 **AMY WORTH, CHAIR:** GREAT. THANK YOU.

23

24 **ROSALYNN CHONGCHAIKIT:** GOOD AFTERNOON COMMISSIONERS MY NAME IS
25 ROSALYNN CHONGCHAIKIT WITH BATA STAFF I'M GOING REVIEW THE



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1 SHORT-TERM OUTLOOK AND ACTION PLAN. AS A REMINDER, THE ADOPTED
2 FISCAL YEAR 2021 REHAB BUDGET RECALIBRATED NEAR-TERM PROJECT
3 PRIORITIES AND FOCUSED ON FOUNDATIONAL PROJECTS IN RESPONSE TO
4 COVID-19 FUNDING CONTINUED FOR ONGOING OPERATIONS,
5 MAINTENANCE, INSPECTION, COMPLETING PROJECTS AND CONSTRUCTION,
6 AND FUNDING PROJECTS NEAR DELIVERY. NO PROJECTS WERE CANCELLED
7 BUT SOME WERE RESCOPED AND POSTPONES. NEXT SLIDE. SOME OF THE
8 BIGGEST ADJUSTMENTS TO PROJECTS WERE DELAY OF OPEN ROAD
9 TOLLING, STATE ROUTE 37 DUE DILIGENCE AND CONTRACTS CAN BE
10 RESUMED QUICKLY IF ADDITIONAL AN FUNDING IS IDENTIFIED. WE
11 HAVE ACTIVE PROJECTS IN HAYWARD RICHMOND SAN RAFAEL PROJECT
12 ALL WITHIN OUR APPROVED 2021 BUDGET. WITH REGARDS TO OPEN ROAD
13 TOLLING I WANT TO POINT OUT THAT THE CURRENTLY ADOPTED BUDGET
14 ALLOWS SOME WORK AND WE NEED BUDGET BATA ON THE OPEN ROAD
15 SCHEDULE THAT WAS PRESENTED OF FEBRUARY. NEXT SLIDE. LOOKING
16 FORWARD, WE ARE ABOUT A YEAR IN COVID ENVIRONMENT, AND WE
17 PROPOSE THE FOLLOWING SHORT-TERM ACTION PLAN STARTING IN
18 FISCAL YEAR 2022. WE WANT TO DRAW UPON TOLL CAPACITY FROM
19 PROJECTED RETURN OF TRAFFIC AND RESERVES AS NEEDED TO MAINTAIN
20 MOMENTUM ON CORE BATA BRIDGE SAFETY AND OPERATIONS PROJECTS
21 INCLUDING ANNUAL CONTINGENCY FOR EMERGENCY WORK AND OPEN ROAD
22 TOLLING. ANOTHER ACTION IS TO SEEK STATE AND FEDERAL SUPPORT
23 IN THE FORM OF PURSUING SUPPLEMENTAL FUNDING TO STRETCH TOLL
24 DOLLARS IS UPDATING PARTNERSHIP WITH CALTRANS FOR JOINT
25 DECISION MAKING COMMITMENT TO ROBUST ASSET MANAGEMENT PROGRAMS



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1 AND CONTINUING OPERATIONS TO LEVERAGE AGENCY DEFINE STAFF AND
2 CONTRACT JOBS. LASTLY, WE WILL CONTINUE TO MONITOR ARE THE
3 RETURN OF TRAFFIC AND ADJUST PLANS IF NEEDED. NEXT SLIDE. PART
4 OF THE SHORT-TERM ACTION PLAN SUPPLEMENTAL FUNDING INCLUDES
5 PRIORITIZING BAY BRIDGE FORWARD AND OPEN ROAD TOLLING OR BATA
6 BASED LOCAL PARTNERSHIP PROGRAM FORMULA FUND ALSO SEEKING
7 STATE AND FEDERAL FUNDING FOR STRUCTURAL PAINTING ON RICHMOND
8 SAN RAFAEL AND BAY BRIDGES THAT ARE HIGH DOLLAR TOP
9 PRIORITIES, AND BAY SKYWAY AND STATE ROUTE 37, WHEN IT COMES
10 TO ADVOCATING FOR STATE FUND THERE ARE PRIORITIES MTC WILL
11 NEED TO CONSIDER. WHILE SUPPLEMENTAL FUNDS ARE NOT CERTAIN WE
12 ADVISE OPPORTUNITIES FOR FUNDING WHILE WE'RE STILL IN RECOVERY
13 TRAFFIC IS NOT STABLE OR GUARANTEED AND SUPPLEMENTAL FUNDS
14 WILL HELP MANAGE RISK. BATA LOSS REVENUE IN THE FEDERAL RELIEF
15 COVID PACKAGE AND SPECIFICALLY TALKS ABOUT LOST TOLL REVENUE
16 AND IF WE REVIEW PROJECTS SOONER THEY WILL COST LESS AND WE'LL
17 BE ABLE TO PUT MORE PEOPLE TO WORK. NEXT SLIDE PLEASE. ON THIS
18 SLIDE WE WANT TO GO OVER THE FUNDING POSSIBILITIES. IF YOU
19 LOOK CLOSELY, YOU CAN SEE THE SENATE BILL LOCAL PARTNERSHIP
20 PROGRAM FORMULA STATE FUNDS, POSSIBILITY OF OTHER MTC FUNDING
21 AND ADVOCACY THAT ARE FEDERAL FUNDS FOR EXAMPLE, FIXED --
22 [INDISCERNIBLE] WE HAVE STATE HIGHWAY AND OPERATION PROGRAM
23 THROUGH CALTRANS MIX OF STATE AND FEDERAL FUNDS. WE HAVE
24 FEDERAL COVID RELIEF HIGHWAY FUNDING THROUGH FEDERAL FUND AND
25 FEDERAL REAUTHORIZATION FOR FEDERAL FUNDS. MTC HAS CHOICE WITH



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1 THE LOCAL PARTNERSHIP PROGRAM FORMULA FUNDS AND OTHER MTC
2 FUNDING THOUGH THERE ARE TRADEOFFS TO CONSIDER. THE STATE HAS
3 SOME FUNDS, THE SHOP IN COVID RELIEF FUNDING TO CONSIDER THE
4 COVID FUNDING RELIEF AMOUNTS ARE THOSE DISCUSSED IN DECEMBER
5 2020 STATE AND REGIONAL SPLIT ARE UNDERWAY AND ELIGIBILITY ON
6 THE STATE SIDE IS STILL AN OPTION WE HAVE A GOOD LIST OF
7 PROJECTS FOR STATE OWNED FACILITIES LIKE BRIDGE CONTRACT WORK
8 AND WE HAVE POTENTIAL FEDERAL FUNDING NOT AUTHORIZED AND WE'LL
9 CONTINUE TO MONITOR FOR ELIGIBILITY OF BATA PROJECTS. OVERALL
10 WE FIND THAT FORWARD SF37 HAVE A VARIETY OF ELIGIBLE SOURCES
11 AND FOR CONTRACTED BRIDGE PAINT PROJECTS WE ARE IN PARTNERSHIP
12 WITH CALTRANS FOR THEM TO USE ELIGIBLE STATE FUNDING SUCH AS
13 SHOP TO ALLOW FOR CALTRANS TO PERFORM WORK SOONER THAN THE
14 CURRENT PLAN RICHMOND SAN RAFAEL AND BAY BRIDGE. NEXT SLIDE
15 PLEASE. HAVING REVIEWED THE OUTLOOK FOR THE BRIDGE NEEDS AND
16 FUNDING OPPORTUNITIES BATA STAFF PROPOSES THE FOLLOWING SHORT-
17 TERM PLAN TO GUIDE ACTIVITIES MOVING FORWARD. DECISIONS TO BE
18 MADE AS EARLY AS FALL ON ALLOCATIONS AND JUNE ADOPTION FOR
19 FISCAL YEAR 2022 BUDGET. TO AN EXTENT THIS PLAN BRINGS BACK
20 FUNDING LEVELS THAT WERE REDUCED RESTORING OPEN ROAD TOLLING
21 AND CONTINGENCIES FOR EMERGENCY WORK THIS SLIDE IS NOT THE
22 FULL TEN YEAR BUDGET FUNDS WE SEEK TO RESTORE THE PROJECTS
23 THAT WERE DELAYED. IF YOU LOOK, THE PRIORITY PROJECTS WE WILL
24 ADD TO THE CURRENT BUDGET PLAN ABOUT 155 MILLION IN BATA
25 FUNDED CORE FROM TOLLS WE MAY BE ABLE TO FUND SOME OF THIS



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1 FROM DIRECT TOLL REVENUE WHEN TRAFFIC PICKS BACK UP THE
2 REMAINDER WOULD BE TARGETED DRAW FROM RESERVE. IN ADDITION
3 NON-TOLL FUNDING ABOUT 79 MILLION FOR BRIDGES TOLL OPERATIONS
4 MAINTENANCE 100 MILLION NEEDED FOR EMERGENCY WORK AND REPAIR,
5 AND MAINTENANCE PROJECT PART OF 2020 TOLL BRIDGE REHAB PROJECT
6 FUNDED BY TOLL. WE WOULD SEEK SUPPLEMENTAL FUNDING FOR THESE
7 BRIDGE INTEGRITY PROJECTS SUCH AS FROM COVID-19 RELIEF FUNDS
8 FOR PREVENTIVE MAINTENANCE SUCH AS PAINT ON RICHMOND SAN
9 RAFAEL AND SAN FRANCISCO BAY BRIDGE. THE OPEN ROAD TOLLING
10 PROJECT RECEIVED 76 MILLION OF THAT 62 MILLION FROM TOLL
11 REVENUE SUPPLEMENTED WITH COMMITMENT FROM LOCAL PARTNERSHIP
12 PROGRAM FORMULA FUNDS IN APRIL AND PART OF THAT ACTION IS TO
13 RECOMMEND 5 MILLION IN LOCAL PARTNERSHIP FORMULA FUNDS TO BAY
14 BRIDGE FORWARD. BAY BRIDGE FORWARD FEDERAL FUNDS HAVE YET TO
15 BE SECURED THROUGH MTC'S QUICK STRIKE PROGRAM FOR WHICH ACTION
16 IS PLANNED IN APRIL AS WELL. THERE ARE LOTS OF PROJECTS
17 ELIGIBLE FOR THAT PROGRAM AND IF WE DON'T GET THAT FUNDING
18 WE'LL NEED TO REVIEW OPTIONS. WE ARE PIVOTING ON NEEDS AND
19 TOLL BRIDGE NEEDS FROM PRECOVID TO NOW VISUAL OF PAST PRESENT
20 AND FUTURE THE ORANGE LINE DISPLAYS THE BATA RECOVERY PLAN FOR
21 THE NEXT NINE YEARS, ADOPTED PRIOR TO COVID, THE FISCAL YEAR
22 2020 ADOPTED BUDGET. YOU CAN SEE HOW THE EXPENDITURES WERE
23 FRONT LOADED IN TRYING TO AVERAGE ABOUT 100 MILLION A YEAR
24 OVER A TEN YEAR PERIOD. THE BLUE LINE SHOWS ADJUSTMENTS NEEDED
25 IN THE ADOPTED FISCAL YEAR 2021 BUDGET FUNDING MINIMAL FIRST



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1 FOUR YEARS AND RETURN TO 100 MILLION A YEAR BY 2029 AND YELLOW
2 LINE IS WHERE WE THINK WE COULD GO WITH FISCAL YEAR 2022
3 BUDGET. IT REFLECTS BUDGETS FROM TOLL REVENUE WITH THE DASHED
4 YELLOW REPRESENTING POSSIBLY SUPPLEMENTAL FUNDING THE RESULT
5 100 MILLION PER YEAR. NEXT SLIDE PLEASE. TO CLOSE OUT OUR
6 PRESENTATION, KEY TAKEAWAYS THAT PETER MENTIONED OVERALL BATA
7 IS FOCUSED ON FOUNDATIONAL NEEDS, STATE OF GOOD REPAIR, TOLL
8 COLLECTION, MAINTENANCE OPERATIONS, SAFETY OF BRIDGES WILL NOT
9 BE COMPROMISED. LONG-TERM BATA HAS CAPACITY TO SUSTAIN TOLLING
10 OPERATIONS AND MAINTAIN BRIDGES IN A STATE OF GOOD REPAIR.
11 SHORT-TERM ACTION PLAN WE SHARED WITH YOU TODAY, WE WILL DRAW
12 ABOUT TOLL CAPACITY FROM THE PROJECTS RETURN OF TRAFFIC IN
13 RESERVE AS NEEDED AND MAINTAIN CORE BATA OPERATIONS IN BRIDGE
14 PROJECTS AND MAINTAIN MOMENTUM ON OTHER PRIORITIES. THANK YOU.

15

16 **AMY WORTH, CHAIR:** GREAT. SO LET ME JUST -- IF I MAY JUMP IN,
17 TAKE THE CHAIR'S PRIVILEGE. YOU KNOW, I'M LOOKING AT THESE
18 NUMBERS, AND I GUESS A COUPLE OF THINGS. I REALIZED WHEN I
19 LOOKED AT THE SHORT FALL BECAUSE OF THE TOLLING, WE LOST TWO
20 AND A HALF YEARS OF OUR PLANNED MAINTENANCE PROGRAM. THAT'S IT
21 LITERALLY. THAT'S DOING NOTHING. SO I GUESS WHAT I WANT TO
22 KNOW IS HOW ARE THESE NUMBERS RELATED TO THE CONE? I LOVE THE
23 CONE. I LOVE ALL THE DIFFERENT GRAPHICS. BECAUSE IT WAS MY
24 UNDERSTANDING THAT WE'RE REALLY LOOKING TO SUBSTANTIVELY
25 INCREASE THE INVESTMENT IN BOTH THESE OPERATIONAL IMPROVEMENTS



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1 THAT NEED TO BE MADE WITH THE ACCELERATION OF THE OPEN ROAD
2 TOLLING, AND THE FORWARDS, AND ALSO TO INCREASE THE
3 MAINTENANCE INVESTMENT IN THESE BRIDGES. SO WE DON'T HAVE
4 THESE SURPRISES, LIKE THE FIRE SUPPRESSION IN THE TUNNEL,
5 THINGS THAT ARE VERY IMPORTANT TO DO, BUT THAT WE'RE ABLE TO,
6 YOU KNOW, REALLY UNDERSTAND WHAT OUR BEST MAINTENANCE IS. AND,
7 AGAIN, SO I GUESS, WITH THAT, I'M WONDERING HOW THIS RELATES
8 TO GETTING TO THAT 2.5 BILLION. I THINK WE STILL SEEM TO BE
9 LOOKING AT WHAT, WHAT, YOU KNOW, WHAT DO WE DO. AND I HATE TO
10 USE THE WORD IDEAL, BECAUSE REALLY IT IS WHAT SHOULD WE BE
11 DOING. NOT THAT WE'RE NOT DOING THINGS, BUT HOW DO WE MAKE
12 SURE WE HAVE -- YOU KNOW, THAT WE REACH THE TARGETS FOR THE
13 GOALS THAT WE NEED?

14

15 **PETER LEE:** MAY I?

16

17 **AMY WORTH, CHAIR:** GO AHEAD.

18

19 **PETER LEE:** MY UNDERSTANDING FOR THE PLAN OF FINANCE AT THIS
20 POINT IS THAT THINGS HAVE RECOVERED AND WITH THE PROJECTIONS
21 AND CALCULATIONS THAT BRIAN HAS USED, IS THAT YOU SHOULD HAVE
22 SUFFICIENT FUNDS IN THE LONG-TERM TO MEET OUR TWO AND A HALF -
23 - ALL THE PROJECTS IN THAT TWO AND A HALF BILLION DOLLARS
24 LIST, OVER TIME. AND IN FACT, YOU PROBABLY EVEN MORE MONEY TO
25 GO OUT WE HAVE THE HUNDRED YEAR MODEL TO FUND THE



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1 REHABILITATION PROGRAM AS WELL AS THE LONG-TERM REPLACEMENT OF
2 THE BRIDGES AS FINANCING COMES OFF THE BOOKS. THAT'S THE LONG-
3 TERM LOOK WE FEEL STRONGLY. WHAT HAPPENED WITH COVID WITH THE
4 REDUCTION IN REVENUE, WITH THAT CHART THAT ROSALYNN HAD, THE
5 CHART, OUR NEAR-TERM WE HAVE FRONT LOADED THE REHABILITATION
6 PROGRAM QUITE A BIT AND THE CUT FOR COVID WAS SIGNIFICANT FOR
7 US, AND THAT'S WHY PROJECT WITH ORT WERE SOMEWHAT DELAYED AND
8 PUSHED OUT. THE SHORT-TERM REALLY WAS THE CHALLENGE WE HAD
9 WHEN WE STEPPED BACK AND EVALUATED WHERE WE ARE, THE SHORT-
10 TERM NEEDS WHAT WE WANT TO DO IS MAKE SURE WE CAN FUND AND GET
11 THOSE ORT PROJECTS OUT OF THE WAY AS WELL AS MAKE SURE WE ARE
12 DOING WHAT WE NEED TO DO ON THE BRIDGES. ACCELERATION OF SOME
13 OF THE PROJECTS IN THE TWO AND A HALF BILLION DOLLARS LIST IS
14 NOT NECESSARILY -- IT'S VERY PROJECT DEPENDENT. WE SHOULD
15 CONTINUE TO PAINT THE BRIDGES ON AN ONGOING BASIS AS
16 PREVENTATIVE MAINTENANCE AND WE ARE CONTINUING TO FUND STATE
17 PAINTERS TO PAINT THE BRIDGES, BUT PROJECTS LIKE LET'S REPLACE
18 THE RICHMOND SAN RAFAEL DECK OR BAY BRIDGE DECK YOU DON'T WANT
19 TO START THOSE PROJECTS UNTIL YOU REALLY NEED TO DO IT. IT'S
20 DEPENDENT ON INSPECTION AND LOOKING AT IT. YOU DON'T WANT TO
21 START A PROJECT OF THAT MAGNITUDE UNTIL YOU ARE READY. BUT YOU
22 WILL EVENTUALLY HAVE TO DO THINGS LIKE REPLACE A DECK OR
23 RESURFACE THE DECK THAT'S WHY THE KITCHEN SINK PROJECT IS SUCH
24 A LARGE LIST. WE WANT TO MAKE A PROPER ANALYSIS OF ALL OF THE
25 PROJECTS TO DETERMINE WHETHER WE SHOULD REPLACE IT TODAY OR



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1 TEN YEARS FROM NOW OR 20 YEARS FROM NOW. AND VERY SIMILAR TO
2 THE WORK WE DID ON RICHMOND, IT REALLY DEPENDS ON WHEN YOU
3 PLAN TO REPLACE THE RICHMOND SAN RAFAEL BRIDGE IF THAT'S THE
4 CHOICE WE WANT TO MAKE OR IF THE AGENCY WISHES TO MAKE. THE
5 BRIDGE IS REACHING MORE THAN 60 YEARS OLD AND IT WILL PROBABLY
6 TAKE 20 YEARS TO REPLACE, LOOKING AT THE HISTORY WE HAVE WITH
7 THE BAY BRIDGE, AND YOU MAY WANT TO GO FASTER. YOU MAY WANT TO
8 GO SLOWER. BUT WE DID FIND WITH THE ASSET MANAGER AT WORK IT
9 IS CHEAPER AND MORE COST EFFECTIVE HONESTLY TO MAINTAIN THE
10 BRIDGE IN ITS CURRENT STATE THAN IT IS TO REPLACE IT JUST
11 BECAUSE IT'S CHEAPER TO MAINTAIN AN OLD CAR THAN IT IS TO GO
12 BUY A NEW CAR. THOSE ARE THE TRADEOFFS THAT WE WANT TO MAKE
13 AND BRING BACK TO THE BOARD AS WE MOVE FORWARD. I WAS SAYING
14 EARLIER WITH THE FUNDING FINANCE WE HAVE CAPACITY TO MEET
15 LONG-TERM FUNDING NEEDS. BUT WE WANTED, PRIOR TO COVID, WE
16 WERE VERY COMFORTABLE WITH THE \$750 MILLION PROGRAM THAT WE
17 HAD, AND WITH THE CUT THAT WE EXPERIENCED DUE TO COVID, YOU
18 KNOW, WE FELT IT WAS IN OUR PART TO BRING BACK A PROGRAM OF
19 SIMILAR SIZE AND START THERE. LOOK, WE CAN ALWAYS USE MORE
20 MONEY THAT, IS. [LAUGHTER] WE CAN ALWAYS TRY TO SPEND MORE
21 MONEY THAT'S NOT A PROBLEM. BUT IN THE LONG-TERM WE'RE FINE.

22

23 **ANDREW FREMIER:** COULD I ADD?

24

25 **AMY WORTH, CHAIR:** SURE.



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1

2 **ANDREW FREMIER:** ONE OF THE KEYS IN THE WORK WE'RE TALKING
3 ABOUT I KNOW WE KEEP REPEATING TERMS BUT I THINK IT'S BECAUSE
4 IT'S SO IMPORTANT BUT THAT IS THE \$2.5 BILLION ESTIMATE IS
5 REALLY BUILT OFF A COUPLE OF THINGS. IT'S A LIST OF PROJECTS
6 THAT HAVE BEEN IDENTIFIED OVER THE YEARS THROUGH THE BRIDGE
7 INSPECTIONS THAT ARE ACTUALLY VERY HARD TO DETERMINE HOW REAL
8 THEY ARE IN TERMS OF WHEN THEY MIGHT CROP UP AS BEING NEEDED
9 THAT'S SORT OF THE TALK THAT PETER WAS MAKING OF THE DECK
10 REPAIR. IF WE CAN GET BETTER AT ASSET MANAGEMENT AND THAT IS
11 THE FOCUS OF A LOT OF OUR EFFORTS, WE'RE GOING TO HAVE A
12 BETTER IDEA ABOUT WHAT FORECAST WORK WE REALLY NEED TO DO AND
13 WHEN WE NEED TO DO IT, AND I THINK THAT GIVES US MORE
14 ASSURANCE ON THE REALITY OF THE 2.5 BILLION AND WHAT IT NEEDS
15 TO BE INVESTED IN TO BE CORRECT. I THINK THE FACT THAT WE HAVE
16 TRADITIONALLY FRONT LOADED THE TEN YEAR PLAN IS THAT WE DO
17 NEED BILLION DOLLARS TO KEEP THE BRIDGE IN SHAPE AND WE HAVE
18 THE NAVIGATION OF THAT PATH BECAUSE. CONSISTENCY IN REVENUE
19 THE WAY WE ARE SURE THE 2.5 BILLION MAKES SENSE IS LOOKING AT
20 THE PROJECTS IDENTIFIED AND COMPARING TO BRIAN'S STATISTICAL
21 MODELS AND THEY ROUGHLY MANAGE BUT WE WOULD LIKE TO GET BETTER
22 THAN THAT SO THAT WE'RE NOT KIND OF STILL BUMPY AND WE'RE ABLE
23 TO STAY IN FRONT OF THE PROBLEMS BEFORE THEY BECOME
24 EMERGENCIES. WHICH HOPEFULLY THAT'S A LITTLE BIT MORE.

25



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1 **AMY WORTH, CHAIR:** THAT'S PERFECT. AND THE WAY TO UNDERSTAND IS
2 THAT THE WAY WE'RE GOING TO FINANCE WHAT WE INTENDED TO, IS
3 TWO-WAYS. WE NEED TO GET THIS OTHER MONEY, NON-TOLL REVENUE
4 MONEY, AND WE NEED TO DIP INTO OUR SAVINGS A LITTLE BIT. AND
5 WE CANNOT DO THESE THINGS WITHOUT THAT INDEPENDENT MONEY.

6

7 **ANDREW FREMIER:** CORRECT. NOT IN THE PACE WE'RE THINKING. AND
8 WHAT BRIAN'S MODEL SHOWS IS THAT IF WE'RE PATIENT WE'LL
9 PROBABLY HAVE TO PAY MORE EITHER BECAUSE AS ROSALYNN
10 MENTIONED, THE COST OF PROJECTS GOES UP OVER TIME BUT ALSO
11 WHAT SHE DIDN'T MENTION THAT WE TACKED -- TALKED ABOUT BEFORE
12 IS THAT DETERIORATION BECOMES MORE EXPENSIVE IF YOU DON'T MAKE
13 THE REPAIR, NOT ONLY MORE EXPENSIVE BUT THE PROJECT SCOPE
14 GROSS.

15

16 **AMY WORTH, CHAIR:** WE HAD THIS \$250 MILLION HOLE AND BRIDGES
17 ARE RUSTING AS WE SPEAK. SO WE NEED TO BE DOING THE WORK WE
18 NEED TO DO. NICK?

19

20 **COM. NICK JOSEFOWITZ:** YEAH, I MEAN, SORT OF BUILDING ON WHAT I
21 THINK YOU'RE GETTING AT, CHAIR, I -- YOU KNOW, I FEEL LIKE WE
22 HAVE GONE THROUGH LIKE 20 HOURS OF MEETINGS AT THIS POINT. WE
23 HAVE ESTABLISHED THAT WE HAVE A BIG BUDGET HOLE AND NOW WE'RE
24 JUST SAYING WELL, WE'LL FIX IT WE'LL KIND OF, YOU KNOW,
25 WHATEVER, WE'LL DEAL WITH THIS LATER. YOU KNOW, WE'LL TRY TO



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1 GET A LITTLE BIT OF FUNDING TO PLUG A LITTLE HOLE BUT WE STILL
2 END UP WITH A BIG BUDGET HOLE, WE ARE STILL DELAYING CRITICAL
3 SAFETY PROJECTS WHICH ARE ONLY GOING TO GET MORE EXPENSIVE AS
4 YOU WAIT FOR THEM NOT JUST BECAUSE CONSTRUCTION COSTS ARE
5 GOING TO GO UP BUT BECAUSE THE ASSETS THEMSELVES ARE GOING TO
6 DETERIORATE. WE'RE NOT GETTING ANY REAL COMMITMENTS AROUND HOW
7 WE'RE GOING TO IMPROVE OUR ASSET MANAGEMENT OTHER THAN WE'RE
8 JUST GOING TO IMPROVE T SO I'M NOT LEAVING THIS -- WE DON'T
9 HAVE ANY COMMITMENTS AROUND HOW WE'RE GOING TO ROLL OUT, KIND
10 OF, FORWARD PROJECTS, BOTH TO THE FORWARD PROJECT, BOTH OF THE
11 BRIDGES WE'RE CURRENTLY ADDRESSING NOW AND THE FOR THE REST OF
12 THE BATA BRIDGES, CONGESTION IS CONTINUING TO GETTING WORSE,
13 MUNI BUSES ARE DELAYED 20% MORE THAN THEY WERE PRECOVID. I'M
14 NOT COMING OUT OF THIS FEELING LIKE WE GOT A REALLY KIND OF
15 AGGRESSIVE PLAN TO DEAL WITH THE CHALLENGES THAT ARE IN FRONT
16 OF US. AND I HATE TO SAY THAT, BECAUSE, LIKE, I THINK WE HAVE
17 HAD A LOT OF INTERESTING CONVERSATIONS, BUT I WOULD HAVE HOPED
18 THAT WE WOULD BE ABLE TO COME OUT OF THIS WITH A PLAN WHICH IS
19 MUCH MORE SPECIFIC ON THE ASSET MANAGEMENT, WHICH WAS REALLY
20 LOOKING AT BRINGING THAT TOLL INCREASE FORWARD SO WE COULD GET
21 THESE PROJECTS GOING NOW, WHEN WE REALLY NEED THEM. A PLAN
22 AROUND HOW WE'RE GOING TO KIND OF EXPAND AND DELIVER ON OUR
23 FORWARD PROJECT. AND THEN MY THING, WHICH EVERYBODY HAS GOING
24 ON ABOUT FOREVER WHICH IS REAL GIVEN THIS BATA PLAN, THE
25 RECOVERY TASK FORCE, DEAL WITH THE ISSUE OF KIND OF FINES AND



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1 FEES AND THE SORT OF THE 3 MILLION TOLL PAYERS OR 3 MILLION
2 TOLL TRANSACTIONS THAT ARE CURRENTLY IN SORT OF COLLECTION OF
3 SOME POINT AND ACCRUES INCREASE FEES WHICH AFFECT THE MAJORITY
4 OF LOW INCOME PEOPLE. I WAS JUST HOPING FOR SOMETHING WHICH
5 WAS MUCH MORE SIGNIFICANT COMING OUT OF THIS PROCESS. AND I
6 HOPE NOTHING THEY HAVE SAID HERE IS GOING TO BE A SURPRISE TO
7 ANYONE BECAUSE IT'S STUFF I HAVE REPEATED ALMOST EVERY MEETING
8 AND I'M NOT CLEAR WHERE WE HAVE KIND OF GONE THROUGH THIS
9 WHOLE PROCESS AND BASICALLY ENDED UP WITH, WE'RE FIND WE'LL
10 JUST KEEP GOING.

11

12 **ANDREW FREMIER:** COMMISSIONER I CAN TAKE A QUICK STAB AT IT.
13 ONE, I DON'T DISAGREE WITH WHAT YOU SAID, I THINK FROM THE
14 STANDPOINT OF THE FOLKS WORKING ON THE BRIDGES WE HAVE
15 PROBABLY GONE FROM A RED LIGHT TO A YELLOW LIGHT AND WHAT I
16 THINK WE'RE TALKING ABOUT IN 2022 IS A STABILIZATION OF A BIG
17 HOLE WE SAW KIND OF DESPERATE RESPONSES TO. SO I THINK THE
18 FACT THAT WE ARE, YOU KNOW, CONTINUING TO PURSUE EFFICIENCIES,
19 IS EXTREMELY IMPORTANT IN THE DISCUSSION, WHICH IS REALLY SORT
20 OF THE ASSET MANAGEMENT PIECE, AND SOME OF THE SMALLER PARTS
21 THAT WE'RE DOING. I HAVE TO ADMIT A LITTLE BIT THAT THE FACT
22 THAT WE ARE KEEPING OUR PROJECTS MOVING THROUGH A TOLLING AND
23 SOME OF THE CONCEPTS OF THE FORWARDS MOVING TO US IS ACTUALLY
24 A VICTORY. SO I'M KIND OF HAPPY THAT YOU'RE NOT THINKING THAT
25 THAT'S ENOUGH. BECAUSE I WOULD LIKE TO TRY TO CONTINUE TO DO



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1 MORE IN THAT ENVIRONMENT. I THINK WE TAKE THAT CHARGE. I THINK
2 THE BOTTOM LINE, THOUGH, IS WE'RE OFFERING STABILITY IN 2022,
3 THAT MAYBE BUYS US SOME TIME TO CONTINUE THE DISCUSSION THAT'S
4 PROBABLY BROADER THAN THIS AD-HOC RECOVERY GROUP. AND THAT IS
5 WHETHER OR NOT THE COMMISSION WANTS TO ATTACK AN EARLIER TOLL
6 INCREASE TO DEAL WITH REHABILITATION. AND I THINK WHERE YOU
7 NEED OUR HELP IS THE ASSET MANAGEMENT WORK. AND I KNOW THAT
8 YOU INDICATED THAT THAT SEEMS TO BE JUST SORT OF, YOU KNOW,
9 SOFT INFORMATION, BUT I'M HOPEFUL THAT YOU REGULAR THE WORK
10 THAT WE DID OVER THE LAST COUPLE OF YEARS IN THE RICHMOND SAN
11 RAFAEL BRIDGE AS AN EXAMPLE OF HOW WE WOULD LIKE TO MOVE
12 FORWARD. THAT WAS A DEEP DIVE AND TECHNICAL DISCUSSION THAT
13 WENT OVER SEVERAL BATA OVERSIGHT MEETINGS WHERE WE SHOWED THE
14 KINDS OF TOOLS THAT WE THINK CAN IMPROVE OUR LOOK AT THE
15 INVENTORY. WE HAD QUITE A BIT OF RESISTANCE FROM, REALLY, EVEN
16 THE DEPARTMENT ON HOW TO JUMP INTO THAT GAME APPROPRIATELY,
17 AND IT KIND OF TOOK US A WHILE TO GET STARTED. I THINK THE
18 RESULTS THAT WE PRODUCED ON THE RICHMOND PROJECT WERE BOTH
19 COMFORTING FROM THE DEPARTMENT'S POINT OF VIEW AND OURS, THAT
20 THAT IS THE PLACE TO START DOING SOME REAL WORK ON KEEPING AN
21 EYE ON THE CONDITION OF THE ENTIRE INVENTORY. AND WHILE AT
22 SEVEN CROSSINGS IT'S ACTUALLY ABOUT 11 BRIDGES AND A WHOLE
23 BUNCH OF OTHER SUPPORT STRUCTURES SO THAT INFORMATION TO YOUR
24 POINT, WE NEED TO DO SOME WORK IN THAT ARENA TO GIVE YOU SOME
25 CREDIBILITY AS TO WHY WE NEED MORE. I THINK THAT WILL TAKE A



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1 BENEFIT TIME AND I AM HOPEFUL THAT STABILIZING IN 2022 VERSUS
2 RED AS WE WERE LOOKING AT IT WHEN WE WERE BUILDING THE 2021
3 BUDGET WILL ALLOW US THAT OPPORTUNITY TO GIVE YOU MORE
4 INFORMATION WITHOUT REALLY LOSING TRACK OF THE CONDITION OF
5 THE BRIDGES. BECAUSE THEY DON'T DETERIORATE OVERNIGHT. I DO
6 TRY TO REMIND FOLKS THAT IT'S A SLOW CURVE IN A LOT OF WAYS,
7 WITH SOME OF THESE LARGE REHAB PROBLEMS THAT WE HAVE, AND IF
8 YOU IGNORE IT YOU HAVE A REAL PROBLEM. IF YOU START PAYING
9 ATTENTION TO IT, WE THINK WE CAN MAKE SOME PROGRESS. SO I'M
10 NOT DISAGREEING WITH WHAT YOU'RE SAYING. BUT I AM SUGGESTING
11 THAT GETTING TO YELLOW IN THIS YEAR IS PROBABLY A GOOD PIECE
12 OF WORK AND CONTINUING TO USE THE FULL BATA OVERSIGHT
13 COMMITTEE ON THIS BIGGER QUESTION ABOUT WHETHER WE NEED TO DO
14 MORE, REALLY SHOULD GET FED SOME MORE ENGINEERING DATA TO SORT
15 OF SUPPORT WHAT YOU'RE ASKING. AND I DON'T THINK WE HAVE LOST
16 SIGHT OF ANY OF THE ITEMS THAT WE THINK ARE IMPORTANT RELATIVE
17 TO THE EQUITY CONCERNS THAT YOU HAVE MENTIONED. AND I THINK WE
18 ARE UNDERWAY WITH TRYING TO FEED THE PROPER INFORMATION TO
19 MAKE THE PROPER DECISIONS. I GUESS THE OTHER THING I WOULD
20 MENTION MAYBE IN CLOSING IS WHAT WE WERE ALSO HOPING TO DO IS
21 GET A GOOD SORT OF STABLE OF COMMISSIONERS THAT WERE BRIEFED
22 ON THE VERY DETAILS THAT YOU TALKED ABOUT IN THE 20 HOURS OF
23 MEETINGS BECAUSE IT'S VERY HARD TO KEEP THE ENTIRE BATA
24 OVERSIGHT COMMISSION OR BATA AUTHORITY AS EDUCATED AS YOU ALL



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1 ARE NOW. I'M SORRY IF THAT FEELS LIKE IT'S SHORT BUT WE DO
2 FEEL WE HAVE MADE SOME PROGRESS IN RELATIVELY LIMITED TIME.

3

4 **COM. NICK JOSEFOWITZ:** YOU KNOW, I THINK IF YOU -- IF THE
5 RECOMMENDATIONS COMING OUT OF THIS COMMITTEE WAS A CLEAR
6 TIMELINE FOR WHEN WE WERE GOING TO KIND OF, WITH SPECIFICS OF
7 WHAT YOU JUST SAID, SO, OVER THE NEXT YEAR WE'RE GOING TO
8 IMPLEMENT THIS TYPE OF ASSET MANAGEMENT SO THAT BY JUNE WE'RE
9 GOING TO HAVE THE ISO CERTIFICATION WE'RE GOING TO KNOW WHAT
10 OUR NEEDS ARE, AND THEN WE'RE GOING TO MAKE A DECISION AND
11 WE'RE GOING TO BRING TO THE COMMISSION IN JUNE, OR WHATEVER,
12 START A PROCESS IN JUNE, TO EXPLORE WHETHER WE WANT TO
13 INCREASE TOLLS TO FUND SOME OF THESE PROJECTS EARLY. AND IF IT
14 WAS JUST LIKE, IF THE REPORT-OUT WAS JUST A LOT CLEARER ABOUT
15 WHAT YOU JUST SAID ANDY WITH TIMELINES AND SPECIFICS, I DON'T
16 EXPECT US TO MAKE ALL OF THE DECISIONS HERE. I JUST WANT MORE
17 CLARITY AND SPECIFICITY OF WHAT'S GOING HAPPEN IN THE FUTURE,
18 AND NOT JUST LIKE IN THE FAR FUTURE, BUT WHAT ARE WE GOING TO
19 DO OVER THE NEXT TWO YEARS, OR YEAR AND TWO YEARS TO BE ABLE
20 TO GET US INTO A POSITION TO BE ABLE TO DECIDE AS A
21 COMMISSION, AS A REGION IF WE WANT TO ACCELERATE SOME OF THIS
22 WORK WHETHER IT'S ON THE BRIDGE REHAB ON THE FUNDING ON THE
23 TOLL ON THE FORWARD PROJECTS, FOR THESE BRIDGES FOR THE OTHER
24 BRIDGES THAT DON'T HAVE PROJECTS, TO DO THE WORK. THAT'S WHAT
25 I WANT TO SEE OUT OF THIS. I'M NOT SEEING THIS HERE. I THINK



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1 IT'S IN SOMEONE'S HEAD, AND I THINK WE NEED TO HAVE IT WRITTEN
2 DOWN. AND SORT OF COLLECTIVELY BE ABLE TO GRAPPLE WITH THIS AS
3 AN AD-HOC COMMITTEE AND TO BE ABLE TO FORWARD THAT ON IN VERY
4 SPECIFIC TERMS TO THE OVERSIGHT COMMITTEE AND THE COMMISSION.

5

6 **ANDREW FREMIER:** THAT'S A FAIR JUDGMENT AND I AM HOPEFUL THAT
7 THAT'S WHAT WE'RE PROPOSING WHEN WE SUBMIT A WRITTEN REPORT
8 THAT YOU GUYS WILL HOPEFULLY BLESS. I THINK I JUST NEED TO
9 SORT OF, AGAIN, REITERATE THE FACT THAT, AT THE START OF --
10 WHEN WE WERE BUILDING OUR BUDGET LAST YEAR, BOTH CALTRANS AND
11 MTC, BATA, WE WERE NOT ANTICIPATING COVID. COVID CREATED QUITE
12 A CRISIS. WE HAVE DONE, I THINK, SOME PRETTY INCREDIBLE THINGS
13 WITH THE CONVERSION TO ALL ELECTRONIC TOLLING, CONTINUING TO
14 COLLECT THE TOLL REVENUE, REALLY GETTING INTO THE NUTS AND
15 BOLTS OF THE PARTS AND PIECE OF THE REHAB PROGRAM, AND OUR JOB
16 NOW IS TO DO EXACTLY WHAT YOU DESCRIBED. AND I AM HOPEFUL THAT
17 WE'RE GOING TO BE ABLE TO PUT THAT TOGETHER WITH THE KIND OF
18 DETAIL THAT YOU'RE LOOKING FOR.

19

20 **AMY WORTH, CHAIR:** IF I CAN ADD TO THAT. NICK, ARE YOU
21 FINISHED?

22

23 **COM. NICK JOSEFOWITZ:** NO. I APPRECIATE THAT ANDY. AND I THINK
24 YOU HAVE DONE A GREAT JOB RESPONDING TO COVID, AS YOUR TEAM
25 BUILDS ON THAT.



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1

2 **AMY WORTH, CHAIR:** YEAH. I THINK THAT'S IT I AGREE WITH THE
3 SCHEDULE. I THINK IT WOULD BE REALLY IMPORTANT. I THINK WE
4 HAVE TWO THINGS. WE'RE GOING TO FILL UP THE HOLE THAT CAME
5 BECAUSE OF COVID, THE LOST REVENUE. COVID HAS ACCELERATED AND
6 POINTED OUT ISSUE IN SO MANY DIFFERENT AREAS TRENDS THAT WERE
7 ALREADY HAPPENING AND ACCELERATED. WE NEED TO LOOK AT
8 COMPREHENSIVE PIECES AND LOOK AT REFORMS THAT WE HAVE TALKED
9 ABOUT THE CAL CORPORATIVE AGREEMENTS THE NEW SETTING UP THE
10 MANAGEMENT STRUCTURE THE CALTRANS PARTNERSHIP THE FACT THAT WE
11 HAVE DECISIONS THAT ARE MADE AT THE LOCAL DISTRICT LEVEL AND
12 DECISION THAT IS MADE AT THE STATE LEVEL AND THE FACT THAT WE
13 WANT EVERYBODY TO COME TOGETHER LIKE WE DID WITH THE BAY
14 BRIDGE AND I SEE DR. MULRONI ON THE PHONE HERE JOINING US
15 TODAY, WHAT A TREAT. I THINK WHEN YOU LOOK AT WHAT THAT DID
16 MOVING FORWARD, WE HAVE NOT ONLY THE MONEY PIECE AND
17 IDENTIFIED WE NEED ADDITIONAL FUNDS BEYOND THE TOLLS AND
18 THAT'S THE FAIR THING TO DO LIKE THE CMAS AND THE COOPERATIVE
19 AGREEMENT, AND ALSO THE MANAGEMENT, SO DECISION MAKING MOVING
20 FORWARD. WE CAN DO THIS. AND I AGREE WITH NICK ON THE URGENCY,
21 WE HAVE HAD A COUPLE OF YEARS TO GET THIS DONE, AND TO SET A
22 TEMPLATE FOR THE FUTURE. LET ME, NEXT, LET ME SEE IF THERE ARE
23 ANY OTHER QUESTIONS. IF NOT, I WOULD LOVE TO TAKE PUBLIC
24 COMMENT, TOO. WAIT A MINUTE. I SEE WE HAVE TWO MEMBERS OF THE
25 PUBLIC THAT WANT TO COMMENT. ANY OTHER COMMISSIONERS HAVE



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1 QUESTIONS? I KNOW WE HAVE KIND OF MIXED QUESTIONS AND
2 COMMENTS. ANY OTHER COMMISSIONERS WHO WOULD LIKE TO SPEAK. LET
3 ME TURN THEN TO THE PUBLIC. WELCOME, AGAIN, ALETA DUPREE.

4

5 **SPEAKER:** THANK YOU, CHAIR AMY WORTH. ALETA DUPREE FOR THE
6 RECORD. I'M SEEING MIXED SIGNALS HERE. AT THE OVERSIGHT
7 COMMITTEE MEETING WE WERE PLANNING TO WRAP UP OUR OPEN ROAD
8 TOLLING BY FISCAL YEAR 2026. BAY BRIDGE WOULD BE THE LAST. AND
9 NOW I'M SEEING FISCAL YEAR '29. I CERTAINLY WOULD LIKE TO SEE
10 SPECIFICITY IN THE TIMELINE OF WHERE EACH OF THESE SEVEN
11 PROJECTS ARE GOING TO FALL, ESPECIALLY BECAUSE THE THREE
12 NORTHERN BRIDGES HAVE HAD THEIR PROJECTS APPROVED, AS FAR AS I
13 CAN TELL. INTEREST RATES ARE STILL LOW, AS FAR AS I CAN TELL,
14 WHICH ALLOW FOR US TO TRY TO REFINANCE SOME MORE BEFORE
15 INTEREST RATES POSSIBLY GO BACK UP. BUT COMPARED TO SOME OTHER
16 VERY LARGE PROJECTS SUCH AS THE FLORIDA TURN PIKE OR THE NEW
17 YORK STATE THOR WAY, I THINK OUR WORK IS SMALLER. I UNDERSTAND
18 THE BAY BRIDGE WILL HAVE TO BE LAST BECAUSE IT'S A LARGE
19 COMPLEX FACILITY BUT I WOULD LIKE TO THINK THAT THE THREE MAIN
20 NORTHERN BRIDGES AND TWO SOUTHERN BRIDGES I HOPE COULD BE DONE
21 BY 2023. OPEN ROAD TOLLING ISN'T JUST ABOUT A BETTER WAY TO
22 COLLECT MONEY AND PUT UP GANTRIES AND NEW EQUIPMENT BUT IT'S A
23 SAFETY ISSUE. TWO CRASHES ON THE JERSEY TOLL PIKE IN TOLL
24 BOOTHS LAST MONTH. I THINK WE SHOULD CLARIFY OUR SCHEDULE AND



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1 CONTINUE TO PRIORITIZE THIS VISION ZERO SAFETY PROJECT. THANK
2 YOU.

3

4 **AMY WORTH, CHAIR:** GREAT. ALETA THANK YOU VERY MUCH FOR YOUR
5 COMMENTS. NEXT SPEAKER IS ROLAND LEBRUN.

6

7 **SPEAKER:** THANK YOU, MADAM CHAIR. SO, FIRST OF ALL, I 100%
8 AGREE WITH PETER AND ANDY, THAT THE LAST STRUCTURE, THE EIFFEL
9 TOWER WILL LITERALLY LAST FOREVER IF IT'S MAINTAINED PROPERLY.
10 WITH REGARD TO REVENUES AND TOLLS, I THINK WE HAVE GOT A HIGH
11 URGENCY TO COME UP WITH RM3. I WOULD LIKE TO CIRCLE BACK ON
12 WHY WE COULD GET IT FUNDED. WE ALL KNOW THERE IS AN EARTHQUAKE
13 COMING AND IT'S GOING TO BE A BIG ONE WE DON'T KNOW WHEN IT'S
14 GOING TO HAPPEN TOMORROW OR IN 20 YEARS BUT WHERE THIS COMES
15 IN, IS RIGHT AFTER THE EARTHQUAKE, YOU WILL KNOW IMMEDIATELY
16 WHICH BRIDGE NEED INSPECTING, NOT ONLY WHICH BRIDGES, BUT
17 WHICH SECTIONS OF WHICH BRIDGES NEED INSPECTING. SO IN
18 CLOSING, I THINK WE HAVE AN OPPORTUNITY TO GO TO THE FEDS AND
19 IMPRESS ON FEMA, THAT IF THEY COULD COME UP WITH A FUNDING FOR
20 FHM IN THE BAY AREA, IN THE AREA OF BRIDGES WE COULD MAKE
21 SUBSTANTIAL SAVINGS RIGHT AFTER AN EARTHQUAKE BY IMMEDIATELY
22 IDENTIFYING SPECIFICALLY WHICH BRING NEED ATTENTION. THANK
23 YOU.

24



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1 **AMY WORTH, CHAIR:** GREAT. ROLAND, THANK YOU. THANK YOU VERY
2 MUCH.

3

4 **ANDREW FREMIER:** COULD I ADD A COUPLE MORE?

5

6 **AMY WORTH, CHAIR:** YES ANDY.

7

8 **ANDREW FREMIER:** COMMISSIONER JOSEFOWITZ, I REALLY DO TAKE TO
9 HEART WHAT YOU SAID, I HOPE I'M BEING SUPPORTIVE OF WHAT YOU
10 SAID BECAUSE FRANKLY I WOULD LIKE TO DO EXACTLY WHAT YOU ARE
11 ARTICULATING. YOU HAVE GOT THREE SETS OF PROJECTS THAT I THINK
12 WE'RE FOCUSED ON IN THIS DECISION. AND IT'S BECAUSE IT'S
13 BROADER THAN JUST BATA AT THE END OF THE DAY, THE FIRST IS THE
14 HEALTH AND CONDITION OF THE BRIDGE STRUCTURE ITSELF. AND THE
15 SECOND IS HOW THE BRIDGE OPERATES, WHICH IS SORT OF THE ORT
16 ENVIRONMENT, AND THEN THE APPROACHES, WHICH MATTER VERY MUCH
17 IN HOW THE SYSTEM WORKS, IS SORT OF A THIRD LAYER. WHEN WE
18 CAME TO YOU AT THE BEGINNING OF THE YEAR, AND REALLY STARTED
19 TALKING ABOUT OUR CONCERNS, WE WERE CONCERNED WE WERE NOT EVEN
20 GOING TO BE ABLE TO KEEP UP WITH THE BRIDGES THEMSELVES, THAT
21 WE WERE GOING TO FALL BEHIND DRAMATICALLY. WE WERE ABLE TO
22 KEEP THE OPEN ROAD TOLLING PROJECTS AND THE FORWARD PROJECTS
23 MOVING BECAUSE OF FUNDS NOT SECURED IN THIS BUDGET BUT FUNDS
24 THAT HADN'T BEEN EXPENDED IN THE PREVIOUS BUDGET. AND THAT
25 SAVED US SOME TIME THAT WE DIDN'T ACTUALLY HAVE TO SHUT THEM



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1 DOWN AND SHELF THEM FOR A WHILE SO WE WERE ABLE TO KEEP THEM
2 GOING. BRIAN'S ANALYSIS HAS SHOWN THAT REVENUE AND TOLL
3 TRAFFIC HAS BEEN COMING BACK AND WE HAVE BEEN SUCCESSFUL TO
4 MANAGE THE ALL ELECTRONIC ENVIRONMENT HAS SECURED THAT REVENUE
5 GOING FORWARD QUITE A BIT -- WITH MORE CONTENT AND THAT THEN
6 ALLOWED US TO BRING THE OPEN ROAD TOLLING PROJECTS BACK INTO
7 REALLY THE IMMEDIATE BUDGET DISCUSSIONS SUCH THAT WE CAN KEEP
8 THEM ON TRACK AND I'M ALSO MINDFUL OF MS. DUPREE'S COMMENTS
9 THAT WE SHOULD BE ABLE TO GO FASTER. BUT REMEMBER, WE WERE
10 MAKING ESTIMATES ON A LOT OF THESE DATES AND TIMES BASED ON
11 NOT REALLY ANY REVENUE TO KEEP THEM GOING. AND SO I DO THINK
12 SOME TIME TO KIND OF REEVALUATE WHERE WE ARE BASED ON
13 RELATIVELY NEW INFORMATION FROM THE TRAFFIC COMING BACK AND
14 SUCCESS OF THE CONVERSION TO ALL ELECTRONIC TOLLING, AT LEAST
15 SO FAR, GIVES US A LOT MORE AMMUNITION TO PLAY WITH. A LOT
16 MORE TOOLS TO PLAY WITH, AND A LOT OF THE CONCEPTS THAT ARE
17 BEING OVERLAID ARE, I THINK, EXTREMELY HELPFUL, IN NAVIGATING.
18 I THINK ALSO THE STATE HAS TO ACKNOWLEDGE SOME RESPONSIBILITY,
19 ESPECIALLY AS WE GO FURTHER FROM THE BRIDGE. SO THIS IDEA OF
20 THE FORWARD PROJECTS IS IMPORTANT, NOT ONLY TO THE REGION, BUT
21 ALSO TO THE STATE OF CALIFORNIA. AND I DO CONTINUE TO HOPE
22 THAT BY GOING AFTER AVAILABLE FUNDS FROM FEDERAL OWNED STATE
23 SOURCES AND APPLYING THEM IN AREAS THAT ARE ELIGIBLE IS
24 ANOTHER WAY TO BUY US SOME ENERGY TO MAYBE FOCUS ON
25 ACCELERATION OF PROJECTS THAT YOU'RE TALKING ABOUT. AND AGAIN



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1 THE EFFICIENCY THING I DON'T THINK CAN BE LOST BECAUSE WHILE
2 IT'S NOT A LARGE NUMBER AT THE END OF THE DAY A LOT OF THE
3 WORK WE'RE TALKING ABOUT DOESN'T TAKE LARGE NUMBERS TO BE
4 SUCCESSFUL. SO IF WE COULD SAVE SEVERAL MILLION DOLLARS A YEAR
5 BY MAKING ADMINISTRATIVE ADJUSTMENT, TO WHAT WE SEND BACK TO
6 THE STATE OF CALIFORNIA, WE CAN ACCELERATE THE ASSET
7 MANAGEMENT WORK THAT GIVES US A BETTER IDEA OF WHAT'S
8 HAPPENING IN THE OTHER TEN STRUCTURES THAT WE HAVEN'T REALLY
9 STARTED TO WORK ON. SO I GUESS I TEND TO THINK YOU HAVE
10 PLANTED SOME GOOD SEEDS HERE, BUT YOU ALSO HAVE GOT TO GIVE
11 THEM SOME TIME TO GROW.

12

13 **AMY WORTH, CHAIR:** SO IT SOUND LIKE, ANDY, YOU'RE THINKING IN
14 TERMS OF A SCHEDULE, ALSO, AND MAYBE ARTICULATING THAT WOULD
15 BE HELPFUL, EXACTLY WHAT YOU SAID. IN ADDITION THE -- YOU
16 TALKED ABOUT THE MANAGEMENT STRUCTURE, THE CO-OP AGREEMENT. I
17 WOULD RATHER SPEND A MILLION DOLLARS ON PAINT, THAN ON
18 COMMUNICATIONS BACK AND FORTH BETWEEN HERE AND SACRAMENTO AND
19 WHO IS IN CHARGE AND THAT. YOU HAVE GOT GOOD PEOPLE DOING THE
20 WORK, BUT, LIKE, LET'S PUT EVERYBODY IN THE SAME ROOM, AND
21 LET'S, YOU KNOW -- BECAUSE I THINK THAT'S ONE OF THE
22 CHALLENGES. I WASN'T AROUND WHEN YOU GUYS MADE THE BRILLIANT
23 DECISION TO PUT TOGETHER THE WORKING GROUP FOR THE BRIDGE.
24 BUT. [LAUGHTER] YOU KNOW, WHEN YOU SAW THE RESULTS OF THAT, IT
25 WAS PHENOMENAL. AND I SAW IT APPOINTED IN CRISIS. I SAW IT



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1 WORK SO WELL AT THE TIME WHEN WE HAD THE BOLT FAILURE WE HAD
2 THIS STRUCTURE IN PLACE WHERE ALL THE PEOPLE WERE IN THE ROOM
3 TOGETHER TO SAY HERE'S THE ISSUE WHAT'S PROBLEM AND HOW DO WE
4 SOLVE T AND I THINK WE COULD DO, WE CAN ENHANCE THE WORK WE
5 CAN DO, THAT'S THE OTHER THING, THE CO-OP AGREEMENT AND THE
6 MANAGEMENT STRUCTURE THAT YOU TALKED ABOUT FOR DECISION
7 MAKING, MOVING FORWARD AROUND THE BRIDGES. BECAUSE WE ARE
8 PROBABLY THE ONLY PLACE IN THE WORLD WHERE YOU HAVE GOT ONE
9 ENTITY THAT HAS THE MONEY, AND THE OTHER ENTITY THAT OWNS THE
10 PROPERTY. AND IT'S LIKE WE KIND OF NEED TO -- AND WE SORT OF
11 ENGAGED BUT WE REALLY NEED TO SORT OF MARY THOSE PARTNERSHIPS
12 MUCH MORE CLOSELY. IT SEEMS THOSE ARE ONE OF THE THINGS YOU
13 IDENTIFIED MOVING FORWARD.

14

15 **ANDREW FREMIER:** THE FACT THAT YOU ALL ARE PAYING ATTENTION TO
16 IT AND THAT COMMISSIONER EL-TAWANSY IS ALSO INVOLVED IS A WAY
17 TO SHARE HOW MUCH WE ALL BELIEVE THE ACCELERATING PROJECT
18 DELIVERY IS A KEY GOAL ACROSS THE REGION. AND I LOVE THE FACT
19 THAT WE'RE GETTING PRESS TO GO FASTER. I THINK THAT'S
20 IMPORTANT. AND I THINK WE HAVE TRIED TO ARTICULATE AT A HIGH
21 LEVEL SO FAR WHERE SOME OF THOSE RESTRICTIONS ARE. I THINK WE
22 CAN ADD SOME VERY SPECIFIC INFORMATION ABOUT HOW THESE
23 PROJECTS ARE SCHEDULED TO PLAY OUT, THAT WILL ANSWER SOME OF
24 THE QUESTIONS THAT YOU ASKED, COMMISSIONER JOSEFOWITZ. I DO
25 THINK THAT THE ASSET MANAGEMENT DISCUSSION SORT OF PLAYS INTO



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1 ROLAND LEBRUN'S QUESTION ABOUT MODERATING. I DON'T DISAGREE
2 WITH HIM AS A SUBJECT BUT THE QUESTION IS WHAT IS YOUR SCOPE?
3 WHEN YOU LOOK ACROSS THE WORLD THERE ARE BRIDGES INSTRUMENTED
4 TO THE NTH DEGREE THAT ARE PROBABLY PUMPING OUT MORE
5 INFORMATION THAT YOU COULD EVER DIGEST THEY ALSO HAVE TO BE
6 MAINTAINED BUT THE STRUCTURAL HEALTH MONITORING WHICH WE DON'T
7 HAVE ON THE BRIDGES I AGREE THERE NEEDS TO BE ADDITIONAL WORK
8 DONE THERE IT NEEDS TO BE THE RIGHT AMOUNT SO THAT WE'RE
9 FEEDING INFORMATION THAT WE CAN TURN IN TO REAL HEALTH
10 MONITORING SPECIFIC ELEMENTS AND THAT'S A SPECIFIC GOAL OF THE
11 ASSET MANAGEMENT WORK. HOW CAN WE MAKE SURE THAT THE SEISMIC
12 DETAILS LIKE THE BEARINGS, AND THE DAMPERS, THAT WE KNOW
13 WHAT'S GOING ON WITH THEM, SO THAT WE DON'T FIND OUT THAT THE
14 DAMPERS ARE LEAKING AND OIL RUNNING INTO THE STREET IN SAN
15 FRANCISCO THAT WE HAVE INFORMATION TELLING US WE SHOULD HAVE
16 THOSE PARTICULAR ELEMENTS THAT WILL HELP US DRIVE THE PROPER
17 REPAIR AND SOLUTIONS. SO I APPRECIATE YOU'RE COMMENTS, AND I
18 THINK WE CAN GO A LONG WAYS TOWARDS ADDRESSING SOME OF THEM IN
19 THE REPORT THAT WE'RE FEVERING TO, WITH SOME OF THE
20 SPECIFICITY THAT YOU'RE TALKING ABOUT.

21

22 **AMY WORTH, CHAIR:** NICK I'M TURNING TO YOU TO SEE IF YOU HAVE
23 ANY COMMENT?

24

25 **CAROL DUTRA-VERNACI:** THIS IS CAROL.



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1

2 **AMY WORTH, CHAIR:** GO AHEAD.

3

4 **CAROL DUTRA-VERNACI:** I APPRECIATE THIS CONVERSATION BECAUSE IT
5 STARTED MONTHS AGO WHERE WE WERE GIVEN DEEP DIVE DETAILS THAT
6 STAFF WAS FACING SO THE RESULT WAS THE TASK FORCE AND WE'RE
7 SUPPOSED TO COME BACK TO THE FULL COMMISSION WITH WHAT
8 APPEARED TO BE AT THE TIME SOME MAGICAL SOLUTION, AND AS WE'RE
9 BEING TALKED ABOUT TODAY, THERE IS NO MAGICAL SOLUTION, BUT WE
10 CERTAINLY DO NEED TO COME BACK WITH SOMETHING. AND I
11 APPRECIATE THAT WE'RE GOING QUANTIFY IT IN TERMS OF TIMELINES.
12 AND BECAUSE IT'S THE SAME THING WITH ANY KIND OF BUDGET OR
13 SITUATION. IT'S LIKE, RAISE MORE REVENUE AND DECREASE
14 EXPENSES. AND IN THIS CASE, OR MORE EFFICIENT USE OF REVENUE
15 WE HAVE, WHICH IN THIS CASE WE'RE TALKING ABOUT ASSET
16 MANAGEMENT. SO I APPRECIATE ALL OF THIS BECAUSE WE DON'T HAVE
17 THE BANDWIDTH TO HAVE A FULL COMMISSION LISTEN TO THESE 20
18 HOURS OF CONVERSATIONS. SO I APPRECIATE THE PART OF THE GROUP
19 THAT HAS DONE THIS, AND I HAVE STARTED TO TALK TO FOLKS AND I
20 HEAR THEM SAYING YOU KNOW WHAT BRIDGE DON'T LAST FOREVER SO
21 WE'RE HAVING CONVERSATIONS ABOUT WHAT TO DO ABOUT THAT. SO
22 IT'S BEEN VERY DELICATE.

23

24 **DAMON CONNOLLY:** I CONCUR WITH THAT. I THINK COMMISSIONER
25 JOSEFOWITZ LAID OUT WHAT WE ALL AGREE IS THE POSTURE RIGHT



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1 NOW. YOU KNOW, WHAT I WAS HAPPY TO SEE IS, YOU KNOW, GIVEN THE
2 ONGOING CONSTRAINT PICTURE BEING PAINTED, THAT WE ARE
3 CONTINUING TO PRIORITIZE THINGS LIKE THE FORWARD PROJECTS. I
4 WOULD LIKE TO SEE -- AND IT SOUNDS LIKE THE GROUP IS IN FULL
5 CONCURRENCE, MORE SPECIFIC TIMELINES AROUND SOME OF THESE, AS
6 WE GO FORWARD. BUT YEAH THIS WAS A GOOD DISCUSSION TODAY.

7

8 **AMY WORTH, CHAIR:** YEAH. OKAY. GREAT. YEAH I CONCUR WITH THAT.
9 AND, AGAIN, I THINK THE MESSAGE IS, THE COMMISSIONERS ARE
10 SUPPORTING A STRONG MOVING FORWARD. WE HAVE THIS CRISIS, WE
11 HAVE A MOMENT IN TIME. AND IT'S ALWAYS SO CHALLENGING TO MAKE
12 INSTITUTIONAL CHANGES, OR TO DO THINGS DIFFERENTLY. HOW DO WE
13 APPROVE IT. IT WAS INTERESTING, I HEARD A TALK YESTERDAY AT
14 BERKELEY A HISTORY PROFESSOR THEY WERE TALK BY THE TIME
15 PANDEMIC IMPACT IN INSTITUTIONAL DECISION MAKING AND THEY
16 TALKED ABOUT THE ROMANS IN 380AD THEY HAD A PLAYING AND IT
17 RESULTED IN SIGNIFICANT DECISION MAKING CHANGES BY THE ROMAN
18 EMPIRE. I THINK WE CAN SAY, I THINK WE HAVE AN OPPORTUNITY
19 RIGHT NOW TO REALLY MOVE THIS FORWARD. AND NOT BE SHY ABOUT
20 IT, BUT REALLY BE BOLD. AND BECAUSE I FIRMLY BELIEVE IF WE'RE
21 GOING TO ULTIMATELY NEED TO GO BACK TO OUR TOLL PAYERS FOR
22 ADDITIONAL FUNDS, WE HAVE GOT TO HAVE THE BASIS FOR, A PLAN,
23 AND ASSET MANAGEMENT, AND ALSO THE MANAGEMENT KIND OF
24 STRUCTURAL DECISION MAKING ELEMENTS IN PLACE SO THAT WE CAN
25 SAY TO THEM, YES YOUR THERE IS GOING TO BE SPENT PRUDENTLY AND



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1 EFFECTIVELY AND THIS SHOULD WHAT IT'S GOING TO DO. I KNOW THAT
2 WE DID TWO THINGS. ONE, WE'RE LOOKING AT THE GAP, THE \$250
3 MILLION GAP. HOW DO WE MAKE THAT UP, BUT THEN THE OPPORTUNITY
4 IS TO LOOK MOVING INTO THE FUTURE, ISSUES THAT WE KNEW WERE
5 PROBLEMS THAT NEED TO BE RESOLVED, WE CAN DO THAT ALSO. AND
6 RECOGNIZING, ANDY, WHAT YOU HEAR YOU SAYING, AND I THINK YOUR
7 SUMMARY WAS GOOD, YOU KNOW, AND KNOWING WHAT THE TIMELINE IS
8 GOING TO BE FOR THAT. SO THAT WAS GREAT. AND I THINK THIS
9 POINTS OUT THE FACT THAT THIS IS A REALLY IMPORTANT
10 PARTNERSHIP BETWEEN BATA AND CALTRANS. BECAUSE WE DO -- WE ARE
11 IN THIS TOGETHER. AND WE SERVE THE GOALS OF THE REGION AND THE
12 FOLKS THAT ARE DRIVING ACROSS THE BRIDGES, EVERY DAY. SO I
13 THINK EVERYBODY IN THIS WORLD TAKES THIS PERSONALLY, TOO, IN
14 TERMS OF WANTING TO DO WHAT'S BEST FOR THE BRIDGES, AND THE
15 TOLL PAYERS. SO LET'S SEE. WE ARE NOW -- WE ARE NOW MOVING TO
16 ANDY. YOU HAD NEXT STEPS. YOU MAY HAVE ALREADY DELIVERED NEXT
17 STEPS IN RESPONSE TO THE QUESTIONS. BUT YOU -- HOPEFULLY YOU
18 HAVE A FEELING -- YOU HAVE RECEIVED THE MESSAGE THAT YOU HAVE
19 A VERY SUPPORTIVE GROUP OF COMMISSIONERS HERE WHO WANT TO
20 SUPPORT WHAT YOU'RE DOING AND SAY, KEEP GOING. YOU KNOW.
21 [LAUGHTER] DON'T -- BE BOLD, AS THEY SAY.

22

23 **ANDREW FREMIER:** ACTUALLY I DON'T THINK THE ROMAN EMPIRE ASKED
24 PERMISSION FOR MUCH.

25



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1 **AMY WORTH, CHAIR:** [LAUGHTER]

2

3 **ANDREW FREMIER:** I'M ALSO MINDFUL. I AM READING THE EMPIRE AND
4 THE HUDSON WHICH IS THE BOOK STEVE GAVE TO ME ABOUT THE NEW
5 YORK PORT AUTHORITY AND THEY SLOWLY GRABBED MORE AND MORE
6 AUTHORITY. SO MAYBE THAT'S WHAT YOU'RE ASKING US TO REALLY
7 CONSIDER. BUT IT DID TAKE DECADES FOR THEM TO GET THAT. I DO
8 TAKE TO HEART THAT WE PROBABLY WEREN'T THINKING AS DIRECTLY
9 ABOUT GIVING YOU SPECIFICITY AROUND PROJECT DELIVERY SCHEDULES
10 AND SOME ASSUMPTIONS AND SOME OTHER KINDS OF IDEAS THAT WE'RE
11 TALKING ABOUT. SO WE WILL CERTAINLY WORK ON THAT. I DO THINK,
12 AGAIN, THAT I KIND OF WALKED INTO THIS DISCUSSION THINKING,
13 GOING FROM RED TO YELLOW WAS A GOOD THING. YOU'RE SAYING YOU
14 WANT US TO KEEP PUSHING TOWARDS GREEN, AND I THINK THAT'S GOOD
15 ADVICE THAT WE'LL TRY TO INCORPORATE WITH DISCUSSION. I DO
16 THINK IT'S IMPORTANT TO RECOGNIZE, THOUGH, THAT THE SHORT-TERM
17 OUTCOME, IT'S ALL ABOUT TOLL REVENUE AT THE END OF THE DAY, I
18 KNOW MR. MAYHEW GETS MORE IS MORE CONCERNED AS WE MOVE FURTHER
19 AWAY FROM THE BRIDGES. IF WE COULD USE LOCAL BATA MONEY TO
20 DELIVER MOVING FORWARD WE COULD SHAVE OFF A YEAR BECAUSE THERE
21 IS LITTLE FEDERAL INVOLVEMENT BUT THAT'S NOT AN EASY EQUATION
22 SO THERE MIGHT BE OPPORTUNITY IN THE COMING MONTHS TO DO WHAT
23 WE HAVE TRIED TO DO WHICH IS MARRY THE BLUE RIBBON DISCUSSION
24 WITH THE SEAMLESS DISCUSSION AND BATA RECOVERY DISCUSSION. I
25 THINK WE HAVE FORECAST THAT ALLOWS US TO DIG DEEPER INTO THE



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1 HARD DECK TO SOLVE SOME OF THE IMMEDIATE PROBLEMS IS REALLY
2 BIG. I THINK THE FACT THAT YOU ALL ARE SUPPORTING BEING
3 AGGRESSIVE ABOUT GOING AFTER FEDERAL AND STATE MONEY COULD
4 BACKFILL THAT \$250 MILLION OF MISSING MONEY IS ALSO VERY
5 POSITIVE. SO WHILE MAYBE WE DIDN'T GO AS FAR AS YOU WOULD LIKE
6 US TO GO, YOU HAVE GIVEN US QUITE A BIT OF LEASH THAT WE'RE
7 LOOKING FORWARD TO TAKING ADVANTAGE OF, AND WE WILL CONTINUE
8 TO TAKE THE AGGRESSIONS OF ADVICE ON HOW TO DO BETTER. I THINK
9 I HAD A COUPLE OF SLIDES. I DON'T -- I THINK WE CAN PUT THEM
10 UP AND I CAN GO RIGHT TO THE LAST ONE. IF THE TEAM COULD DO
11 THAT FOR ME. YEAH, SO THIS REHASH -- THERE YOU GO. THAT LAST
12 ONE. SO COMMISSIONER JOSEFOWITZ, I HOPE THIS SORT OF AT LEAST
13 GIVES YOU THE HIGH LEVEL IT'S JUST A POWERPOINT SLIDE BUT WE
14 ARE EXPECTING THE REPORT THAT COMES BACK TO YOU, IN APRIL,
15 EARLY APRIL, WILL HELP US GET READY NOT ONLY FOR THE COME
16 BUDGET EXERCISES THAT YOU START IN MAY, BUT THE ADOPTION OF
17 THE BUDGET IN JULY THAT ALLOWS US SOME RUNNING ROOM FOR THE
18 FISCAL YEAR, TO REALLY MAKE SOME PROGRESS IN THE SUBJECT
19 MATTER THAT WE'RE TALKING ABOUT. THAT HOPEFULLY DOES PRODUCE
20 MORE OF THAT EXPLICITICITY THAT YOU'RE LOOKING FOR, BUT IN
21 SIMPLE TERMS I THINK WE HAVE GOTTEN A LOT OF SUPPORT AROUND
22 MAKING SURE WE GET MORE SYNERGIES OUT OF THE VARIOUS
23 COMMISSIONS WITH THE TRANSIT PRIORITY TOLLING, PRICING
24 OPERATIONS AND THAT'S BATA OVERSIGHT COMMITTEE AND BAIFA
25 WHETHER WE ALIGN THEM IN A DAY OR BETTER DEFINE TO GET THOSE



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1 THREE COMMITTEES AND AUTHORITIES ALL ON THE SAME PAGE WILL BE
2 IMPORTANT. I THINK WE HAVE MADE A GOOD TIE THERE. THE
3 COOPERATIVE AGREEMENT WAS GOING TO BE A GOOD CHALLENGE NOW
4 WE'RE TALKING ABOUT A DOCUMENT THAT IS WRITTEN AGREED TO BY
5 POLICY MAKERS IN THE DEPARTMENT AND STATE OF CALIFORNIA WHO
6 OWN THE BRIDGES IN BATA. WE HAVE COME UP WITH SOME IDEAS THAT
7 ARE IMPORTANT BUT I HAVE NEVER FOUND A COOPERATIVE AGREEMENT
8 WITH SUBSTANTIVE CHANGES HAPPENING VERY QUICKLY. SO THAT MAY
9 BE A PLACE WHERE WE CAN SOLICIT SUPPORT FROM YOU ALL BECAUSE
10 THOSE CAN BE A CHALLENGE. THERE HAS GOT TO BE A DIRECT
11 RELATIONSHIP TO WHAT THE LAW SAYS AND THEN THERE IS
12 FLEXIBILITY ABOUT WHAT THE PARTNERS ARE WILLING TO EXCHANGE
13 MOVING FORWARD. WE DO NEED TO BUILD ON THOSE IDEAS AND WE HAVE
14 NOT HAD TIME TO DO THAT YET, BUT THAT IS SOME SPECIFICITY THAT
15 IS REQUIRED. WE DO THINK THAT LEGISLATIVE CHANGES TAKE A
16 COUPLE OF YEARS TO GET RESOLVED. HOWEVER, ONE OPPORTUNITY IS
17 IN FRONT OF US. THERE IS A BILL ON THE BAY BRIDGE, THE BONTA
18 BILL THAT MAY BE AN OPENING TO DO SOME THINGS. I HAVE NO IDEA
19 IF WE CAN DO SOME THINGS TO MOVE FORWARD QUICKLY ENOUGH, BUT
20 THAT IS A VEHICLE THAT WILL GIVE US MORE FLEXIBILITY SOONER
21 WHICH IS ULTIMATELY WHAT YOU'RE ASKING FOR. AND LAST IS TRYING
22 TO MAKE SURE WE FUND THE MOST CRITICAL SAFETY IMPROVEMENTS AND
23 AS ANOTHER REMINDER, THIS YEARS'S FISCAL BUDGET DID NOT HAVE
24 THE REPAIR THAT IS NECESSARY AT YBI ISLAND OR THE TUNNEL OR
25 SOME OF THE DIRECTOR ORDERS THAT HAVE POPPED UP IN RECENT TIME



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1 INCLUDING THE WORK WE STILL NEED TO DO AT RICHMOND WITH THE
2 LOWER DECK JOINTS. SO THAT'S A BIG WIN ALL BY ITSELF, THAT
3 NEXT YEARS' BUDGET IS GOING TO KEEP US A BUNCH OF THE
4 EMERGENCIES THAT WE HAVE IDENTIFIED BETWEEN THIS YEAR'S BUDGET
5 AND LAST YEAR'S BUDGET AND THE CONVERSATION ABOUT HOW TOLL
6 INCREASES TAKE PLACE AND THE POINT YOU MADE WHETHER CPI IS
7 USED FOR A AND B WHICH IS REHAB AND SUPPLEMENTAL INVESTMENTS
8 OR RELATIVE TO SUPPLEMENTAL INVESTS I THINK THAT'S A KEY TO
9 MOVING FORWARD. WE DEFINITELY APPRECIATE THE INFORMATION
10 PRESENTED BACK TO US FROM YOU ALL, AND THE INDICATION ABOUT
11 WHETHER OR NOT WE'RE MOVING IN THE RIGHT DIRECTION.

12

13 **AMY WORTH, CHAIR:** NICK?

14

15 **COM. NICK JOSEFOWITZ:** I THINK THIS IS A GOOD START. IF YOU
16 WOULDN'T MIND JUST PUTTING IT BACK UP SO THEY CAN -- BUT, I
17 THINK, YOU KNOW, TO ME, THE -- YOU KNOW, I HOPE THAT THIS
18 REPORT COMES BACK WITH SORT OF MORE SPECIFICITY ON WHAT WE CAN
19 EXPECT FROM THE ASSET MANAGEMENT PROGRAM AND ON WHAT TIME
20 FRAME. BECAUSE, YOU KNOW, I'M -- COMMITTING TO A ROBUST ASSET
21 MANAGEMENT PROGRAM IS REALLY DIFFERENT TO SAYING, LIKE, BY
22 JUNE, WE'RE GOING TO V YOU KNOW, THIS TYPE OF ASSET MANAGEMENT
23 PROGRAM IN PLACE, AND WE'LL BE KIND OF ON TRACK TO GET ISO
24 CERTIFICATION OR WHATEVER IT IS RIGHT? AND THAT VERY MUCH --
25 AND I THINK YOU KNOW, THE ASSET MANAGEMENT PROGRAM IS BOTH



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1 ABOUT SORT OF LIKE DOING THE ASSET MANAGEMENT BETTER,
2 GENERATING THE CONFIDENCE IN ALL OF US AND OUR CONSTITUENCIES
3 THAT WE'RE DOING THE ASSET MANAGEMENT AS WELL AS WE COULD, AND
4 GENERATING THE INFORMATION OUT OF THAT ASSET MANAGEMENT
5 PROGRAM THAT IS GOING TO ALLOW US TO MAKE BETTER DECISIONS
6 ABOUT SORT OF FUNDING ALLOCATION IN PARTICULAR. AND I THINK,
7 YOU KNOW, I WOULD REALLY LIKE TO GET SOME CERTAINTY ON WHEN,
8 HOW THAT IS GOING TO PROCEED, WHAT ARE GOING TO BE THE DATES,
9 BECAUSE THAT REALLY, SORT OF LINKS UP TO THE ISSUE OF WHEN ARE
10 WE GOING TO GO OUT AND TRY TO GET THIS TOLL INCREASE. OR WHEN
11 ARE WE GOING TO GO OUT AND GET THIS TOLL INCREASE IS IT GOING
12 TO BE IN 2027, 2024 OR LATER. TO ME THERE WAS NO MAGIC IN 2027
13 THAT WAS THE DATE IN BRIAN'S MODELS. BUT MY INCLINATION IS,
14 SHOULD IT BE SOONER? MAYBE IT NEEDS TO BE LATER BUT THERE
15 NEEDS TO BE A DECISION MAKING STRUCTURE INFORMATION TO HELP US
16 WITH THAT AND I DON'T FEEL COMFORTABLE THAT I REPORTING BACK
17 THAT WE'RE JUST GOING TO KEEP TRACK OF 2027 TOLL INCREASE I
18 DON'T HAVE INFORMATION THAT THAT'S THE BEST TIME TO DO IT. AND
19 IT RELATES NOT ONLY TO ASSET MANAGEMENT BUT TO ALL THE THINGS
20 IN NUMBER ONE. OR IN THAT FIRST BULLET. AND I DON'T KNOW
21 EXACTLY WHAT YOU MEAN THERE, BECAUSE PROMOTE SYNERGY THROUGH
22 COMMITTEE STRUCTURE, I DON'T KNOW IF THAT'S -- IF THE ACTION
23 ITEM THERE IS THAT WE HAVE A DIFFERENT COMMITTEE STRUCTURE AT
24 MTC OR IF THE ACTION ITEM IS THAT WITHIN A YEAR WE'LL HAVE A
25 FUNDING PLAN FOR OUR TRANSIT PRIORITY PROJECTS AND A PLAN HOW



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1 TO ADDRESS INEQUITIES AND TOLLING VIOLATION POLICIES I THINK A
2 SPECIFICITY ABOUT THAT IN PLANNING WOULD BE GOOD.

3

4 **ANDREW FREMIER:** I THINK THOSE ARE GREAT OBJECTIVES AND GOALS,
5 AND BACK TO DR. MARRONY, THE REASON WE BROUGHT IT BACK IS TO
6 HELP US WITH THE SPECIFICITY IN ASSET MANAGEMENT RELATED TO
7 BRIDGES THAT'S BRIAN'S EXPERTISE AND WE'RE GOING TO TAKE
8 ADVANTAGE OF HIS WILLINGNESS TO WORK WITH US. I THINK HIS
9 QUESTION ABOUT THE SYNERGIES IS IN THE COMMISSION'S COURT AND
10 WE CAN ADOPT TO EITHER WAY THAT IT GOES WE HAVE PROVIDED SOME
11 OPTIONS FORWARD FOR YOU ALL TO CONSIDER. AND THE EQUITY
12 MEASURES WHICH YOU AND I HAVE TALKED ABOUT AND WE HAVE TALKED
13 ABOUT OVERSIGHT WE HAVE A PLAN OVER THE COURSE OF THE SPRING
14 TO BRING SOME REAL INFORMATION FORWARD THAT SHOULD HELP YOU
15 JUDGE WHAT ARE THE PROPER CHANGES TO MAKE TO DEAL WITH THAT
16 SECOND BULLET. SO I THINK THERE IS MORE THAN ONE SLIDE THAT WE
17 HAVE ACTUALLY THOUGHT ABOUT, BUT ONE SLIDE IS WHAT WE HAVE
18 PRESENTED.

19

20 **AMY WORTH, CHAIR:** GREAT. THANK YOU. BEFORE I MAKE ANY CLOSING
21 COMMENTS OR QUESTIONS, CAROL OR DAMON, LET ME JUST TURN TO THE
22 TWO OF YOU TO SEE IF YOU HAVE ANY ADDITIONAL THOUGHTS.

23

24 **CAROL DUTRA-VERNACI:** I DO NOT. THANK YOU.

25



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1 **AMY WORTH, CHAIR:** GREAT. ALL RIGHT. WELL, GOOD. YOU KNOW, I
2 REALLY WANT TO THANK EVERYONE FOR THIS DISCUSSION TODAY. AND
3 I'M GOING TO TAKE ON THE CLOSING REMARKS FROM THE CHAIR. HERE
4 WE GO. ITEM FIVE. LET ME JUST ASK -- DID WE TAKE -- HAVE WE
5 TAKEN PUBLIC -- ANY PUBLIC COMMENT ON ANDY'S COMMENTS? I DON'T
6 SEE ANYBODY, ANY HERE. AND I THINK THAT --

7

8 **CLERK, KIMBERLY WARD:** WE DID NOT TAKE COMMENT FOR ITEM FOUR.

9

10 **AMY WORTH, CHAIR:** LET ME ASK IF THERE IS ANY PUBLIC COMMENT ON
11 THIS ITEM? I DON'T SEE ANY. SO I WILL CLOSE THE PUBLIC COMMENT
12 AND COME BACK. AND I REALLY, FIRST OF ALL, YOU CAN GO BACK,
13 PULL BACK UP THAT FINAL SLIDE, ANDY, THAT WOULD BE HELPFUL.
14 THE SUMMARY SLIDE THAT YOU HAD. SO I CAN LOOK AT THAT AGAIN. I
15 THINK WE TALKED ABOUT A TIMELINE. I THINK IS A GOOD TIMELINE.
16 YOU KNOW MY FEELING IS I THINK WE NEED TO PROVIDE THE ASSETS,
17 THE MONEY TO DO THE WORK THAT NEEDS TO BE DONE BOTH IN TERMS
18 OF MAINTENANCE AS WELL AS OPERATIONS. AND I DO THINK IT'S
19 ABSOLUTELY APPROPRIATE FOR US TO BE LOOKING AT THE FORWARD
20 INITIATIVES GO ON THE FREEWAY FARTHER OUT IF WE CAN HAVE eBART
21 ON RM3 WE CAN LOOK AT THOSE BRIDGE FORWARD INITIATIVES. AND I
22 DO. AND I GUESS THE OTHER THING IS I WOULD LIKE TO PICK UP ON
23 ANDY'S SUGGESTION ABOUT ANY EXISTING LENGTH THAT WE MIGHT BE
24 ABLE TO UTILIZE -- TO BE ABLE TO TRY TO ACCOMPLISH SOME OF
25 THESE GOALS THAT WE HAVE. BECAUSE I WOULD LOVE TO, INSTEAD OF



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1 2 TO 3 YEAR, MOVE THAT INTO THE NEXT YEAR CATEGORY, THE
2 LEGISLATIVE ADMINISTRATIVE REMEDIES. BECAUSE, AS YOU USE IT IN
3 EXAMPLE ANDY, THE IDEA THAT IF YOU COULD JUST CHANGE SOME OF
4 THE PIECES OF THE CO-OP AGREEMENT OR CHANGE A LITTLE ABOUT THE
5 LEGISLATION, WE CAN ACCELERATE SOME OF THESE FORWARD
6 INITIATIVES BY A YEAR. THAT'S A LOT OF TIME. AT THE SAME TIME
7 OUR TRANSIT IS IN REAL CRISIS AND ONE OF THE THINGS THAT WE'RE
8 GOING TO ABSOLUTELY NEED TO DO TO GET PEOPLE BACK ON THE BUSES
9 IT'S A GOOD DEAL. IT'S BETTER. YOU'RE GOING TO GET PEOPLE
10 ACROSS THE BRIDGE FASTER ON A BUS OR YOU'RE GOING TO GET TO
11 WHERE YOU NEED TO GO. I THINK WE NEED TO BE ASSERTIVE ABOUT
12 THE SCHEDULE. PEOPLE START TO EXPERIENCE THIS, OH THINGS ARE
13 NORMALIZING, AND WE LOSE THE MOMENTUM. I WOULD BE RELUCTANT TO
14 START TALKING ABOUT A TOLL INCREASE UNTIL WE HAVE ACCOMPLISHED
15 THESE OTHER THINGS IN TERMS OF GETTING THE MONEY FROM THE
16 APPROPRIATE -- YOU KNOW, THE OTHER SOURCES. I JUST -- I THINK
17 THAT WE HAVE GOT TO GET THE BRIDGES, DESERVE THEIR FAIR SHARE
18 OF THE STATE AND FEDERAL MONEY AND WE NEED TO LOOK AT COT OP
19 AGREEMENT AND THE MANAGEMENT, THE OWNERS AND THE FUNDERS
20 TOGETHER, AND DO THESE, SOME OF THIS WORK. AND JUST SEEMS LIKE
21 WE'RE ALL REALLY EAGER TO DO IT NOW AND RECOGNIZING THAT
22 WE'RE, IN THE PAST, WE'RE USED TO MOVING AT A LITTLE BIT
23 SLOWER PACE, AND I THINK IT SOUND LIKE THE STAFF, COMMITTEE
24 STAFF AND THE COMMISSIONERS REALLY, THAT WE RECOGNIZE THAT,
25 LET'S SEIZE ON THE OPPORTUNITY TO MOVE AS DELIBERATIVELY AS WE



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1 CAN. AND I THINK WE'LL HAVE SUPPORT. THE OTHER POINT -- ONE
2 OTHER FINAL POINT ON THE MONEY. AND I KNOW I KEEP FOCUSING ON
3 THE ADDITIONAL SOURCES OF FUNDING THAT WE'RE GOING TO PURSUE.
4 I THINK IT'S IMPORTANT TO GET THE MESSAGE ACROSS, THAT IF WE
5 CAN'T GET THIS ADDITIONAL MONEY, SHORT OF THE MAINTENANCE
6 STUFF, WE CAN'T DO IT. I MEAN, I -- I THINK WE NEED TO REALLY
7 PRESS THE POINT THAT WE NEED THE SB1 FUNDS. WE NEED THE
8 FEDERAL FUNDS, WHATEVER, TO DO THIS WORK. BECAUSE I THINK,
9 WHERE AS YOU SAID, WE'RE TAKING IT OUT OF -- SOME OUT OF
10 SAVINGS, WE'RE TAKING IT, YOU KNOW, WE'RE -- SOME OF OUR
11 REVENUE IS RESTORED, BUT WE'RE LOOKING AT ADDITIONAL COST. I
12 MEAN, WE DIDN'T HAVE THE OPEN ROAD TOLLING INVESTMENTS LAST
13 YEAR, IN THE TIME FRAME IT IS. SO THAT'S THE OTHER PIECE. I
14 REALLY THINK WE HAVE TO MAKE THE COMPELLING ARGUMENT NOT ONLY
15 TO OUR OWN COMMISSIONERS, BUT TO THE STATE, AND THE CALIFORNIA
16 TRANSPORTATION COMMISSION, WHOEVER IS ALLOCATING THOSE
17 DOLLARS, THAT THIS IS -- THESE ARE VERY, VERY IMPORTANT. AND
18 THE OTHER THING IS, IN THIS FEDERAL REAUTHORIZATION IF THERE
19 IS LANGUAGE THAT WE NEED TO MAKE SURE IS IN THE FEDERAL
20 REAUTHORIZATION TO PROVIDE THE FUNDING FOR APPROACHES AND
21 BRIDGE CORRIDORS WE HAVE A BRILLIANT LEGISLATIVE TEAM AT MTC I
22 THINK THAT WOULD BE HELPFUL TO MAKE SURE WE GET WHAT WE NEED
23 IN THESE BILLS THAT ARE ALREADY MOVING. SO WITH THAT, I WANT
24 TO THANK EVERYONE FOR YOUR COMMENTS. NEXT ITEM, WE MOVE TO
25 PUBLIC COMMENT FOR -- ASK IF THERE ARE ANY PUBLIC COMMENTS FOR



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1 ITEMS THAT ARE BEFORE THIS COMMITTEE, BUT POTENTIALLY NOT ON
2 THE AGENDA. AND ALETA DUPREE, WELCOME.

3

4 **SPEAKER:** THANK YOU CHAIR AMY WORTH AND MEMBERS. ALETA DUPREE
5 FOR THE RECORD. YOU KNOW, I LOVE A GOOD PUBLIC MEETING. CAN'T
6 SEEM TO GET ENOUGH OF THEM. AND THIS IS A TIME TO REACH, AND
7 CRISIS OFTEN DEFINES IT. I REMEMBER THE FISCAL CRISIS OF 1975
8 IN NEW YORK, AND THE BRIDGE FAILURE IN CONNECTICUT, IN '83 AND
9 IN UPSTATE NEW YORK IN '87 AND THE CONSTRUCTION GOING ON AND
10 NEW THE CHALLENGES OF TODAY AND TOLL INCREASES AND I
11 APPRECIATE THE FACT THAT THIS AGENCY IS PROBABLY DOING MORE
12 PRODUCTIVE DISCUSSION ABOUT THIS TYPE OF WORK THAN PROBABLY
13 JUST ABOUT ANYBODY. AND SO THANK YOU FOR BRINGING THIS FORWARD
14 INTO THE PUBLIC REALM. I THOUGHT ABOUT BEING A TOLL COLLECTOR
15 ONCE, OUT OF HIGH SCHOOL, AND NOW THAT'S GOING INTO THE PAST,
16 AND I DON'T REGRET IT. MOVING ON. BUT MORE SO, I APPRECIATE
17 THE FACT THAT THE PUBLIC COMMENT PROCESS ALLOWS TO BE A PART
18 OF THE CONVERSATION RATHER THAN SITTING IN A BOOTH AND
19 COLLECTING MONEY ALL DAY. LOOKING FORWARD TO YOUR NEXT MEETING
20 AND THE OTHER BATA GROUPS CONTINUING THEIR WORK THIS MONTH.
21 THANK YOU.

22

23 **AMY WORTH, CHAIR:** THANK YOU ALETA, FOR YOUR COMMENTS. WE
24 REALLY APPRECIATE YOUR PARTICIPATION IN THIS PROCESS. YOUR
25 COMMENTS ARE VERY THOUGHTFUL AND WE REALLY ARE GRATEFUL FOR



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1 YOU BEING A PART OF THIS. SO KEEP IT UP. AND THANK YOU. YES? I
2 -- YOU KNOW, I SEE A HAND UP.

3

4 **MUTHANNA OMRAN:** YEAH, JUST TO PUT A COMMENT ON OUR NOTE. THE
5 SF MANAGEMENT IMPROVEMENTS THAT WE ARE ALL LOOKING FOR IT'S
6 ACTUALLY DEVELOPING AND WE'RE TAKING THE LEAD ON THAT WE HAVE
7 MUCH MORE DETAILS THAN WE PRESENTED A COUPLE OF MONTHS AGO SO
8 I WOULD LIKE TO GIVE YOU A PIECE OF MIND THAT THAT PARTICULAR
9 TASK IS IN THE WORKS.

10

11 **AMY WORTH, CHAIR:** GREAT. THANK YOU VERY MUCH FOR THAT. WE LOOK
12 FORWARD TO HEARING MORE DETAILS AND HOW WE CAN INCORPORATE
13 THAT INTO OUR RECOMMENDATIONS, TOO. SO THANK YOU VERY MUCH. SO
14 IF THERE ARE NO OTHER -- AGAIN, I REALLY WANT TO THANK
15 EVERYONE. I THINK THIS WORKING GROUP HAS BEEN INCREDIBLY
16 EFFECTIVE. AND I REALLY WANT TO THANK, AGAIN, THIS ALL STARTED
17 WITH STAFF IDENTIFYING THAT HERE WE WERE FACING A CRISIS OF
18 OUR, YOU KNOW, THE TOLL REVENUE THAT WE RELY ON TO DO THE
19 MAINTENANCE WORK, AND THEN REALLY A DEEPER ANALYSIS AND DIVE
20 INTO WHAT POTENTIALLY CAN WE DO MOVING FORWARD. YOU KNOW, AS
21 THE SUNRISES, AND WE WANT TO CONTINUE TO TAKE CARE OF THESE
22 BRIDGES IN THE BEST WAY POSSIBLE BOTH FROM A MAINTENANCE
23 STANDPOINT AS WELL AS OPERATIONAL STANDPOINT. SO, AGAIN, I
24 WANT TO THANK STAFF, AND THANK THE COMMITTEE, AND WE WILL LOOK



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1 FORWARD TO THAT. AND WE WILL ADJOURN THIS MEETING, IF THERE
2 ARE NO FURTHER COMMENTS. LOOKING AROUND. YES, NICK?

3

4 **COM. NICK JOSEFOWITZ:** ARE WE GOING TO SEE A COPY OF THE
5 WRITTEN REPORT BEFORE IT GOES TO THE COMMISSION?

6

7 **AMY WORTH, CHAIR:** YEAH.

8

9 **COM. NICK JOSEFOWITZ:** DO WE HAVE ANOTHER MEETING FOR THAT?
10 ANOTHER MEETING. OKAY.

11

12 **AMY WORTH, CHAIR:** WE'RE GOING SEE A SIGN OFF ON IT. AND I
13 THINK THAT'S GOING TO BE REALLY IMPORTANT THAT THIS REPORT
14 COMES FROM OUR -- WITH OUR RECOMMENDATION. YEAH.

15

16 **ANDREW FREMIER:** I WAS GOING TO LOOK TO LISA BUT I ASSUME
17 THAT'S REALLY WHAT THE APRIL MEETING IS ALL ABOUT?

18

19 **SPEAKER:** THAT'S RIGHT.

20

21 **LISA KLEIN:** WE'LL HAVE A DRAFT OF THE WRITTEN REPORT AT THE
22 APRIL 5TH AD-HOC MEETING THAT'S THE DATE THAT'S BEEN SET.
23 WE'LL TAKE YOUR EDITS AND DIRECTION, AND REVISIONS AS NEEDED.
24 AND THEN WE'LL TAKE IT FROM THERE.

25



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1 **AMY WORTH, CHAIR:** TERRIFIC. GREAT LISA. THANK YOU VERY MUCH.
2 AND THANK YOU FOR YOUR HARD WORK ON THIS. I KNOW YOU'RE DOING
3 THIS AND EXPRESS LANES, AND -- A LOT GOING ON HERE, WHICH IS
4 ALL -- WHICH IS GREAT. SO THANK YOU VERY MUCH. AND IF THERE
5 AREN'T ANY FURTHER DISCUSSION OR QUESTIONS, WE WILL ADJOURN TO
6 MONDAY APRIL 5TH. AND THE MEETING IS ADJOURNED. THANK YOU.
7 [ADJOURNED]
8



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