

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



February 1, 2021

1 **BLUE RIBBON TRANSIT RECOVERY TASK FORCE**

2 **MONDAY, FEBRUARY 1, 2021, 5:05 PM**

3

4 **JAMES P. SPERING, CHAIR:** RUN THE ANNOUNCEMENT. DUE TO COVID-  
5 19, THIS MEETING WILL BE CONDUCTED AS A ZOOM WEBINAR, PURSUANT  
6 TO THE GOVERNOR'S EXECUTIVE ORDER N-29-20 WHICH SUSPENDS  
7 CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS MEETING IS BEING  
8 WEBCAST ON THE MTC WEB SITE. THE CHAIR WILL CALL UPON  
9 COMMISSIONERS, PRESENTERS, STAFF, AND OTHER SPEAKERS BY NAME,  
10 AND ASK THAT THEY SPEAK CLEARLY AND STATE THEIR NAMES BEFORE  
11 GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA WEBCAST  
12 AND ZOOM, WITH THEIR CAMERAS ENABLED, ARE REMINDED THAT THEIR  
13 ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS  
14 OF THE PUBLIC PARTICIPATING VIA ZOOM WISHING TO SPEAK SHOULD  
15 USE THE RAISED HAND FEATURE OR DIAL STAR NINE, AND THE CHAIR  
16 WILL CALL UPON THEM AT THE APPROPRIATE TIME. TELECONFERENCE  
17 ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR  
18 PHONE NUMBER. IT IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR  
19 NAMES AND ORGANIZATION, BUT PROVIDING SUCH INFORMATION IS  
20 VOLUNTARY. WRITTEN PUBLIC COMMENTS RECEIVED AT  
21 INFO@BAYAREAMETRO.GOV BY 5:00 P.M. YESTERDAY WILL BE POSTED TO  
22 THE ONLINE AGENDA AND ENTERED INTO THE RECORD, BUT WILL NOT BE  
23 READ OUT LOUD. IF AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD  
24 LIKE TO SPEAK, THEY ARE FREE TO DO SO, AND SHOULD RAISE THEIR  
25 HAND AND THE CHAIR WILL CALL UPON THEM ON THE APPROPRIATE



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

5

6 **JAMES P. SPERING, CHAIR:** FOR THE BROWN ACT THE COMMITTEE NEEDS  
7 TO TAKE A ROLL CALL.

8

9 **WALLY CHARLES, CLERK:** LIKE I DID IN THE LAST MEETING, IF ONLY  
10 THE BLUE RIBBON TASK FORCE MEMBERS, ONLY THE TASK FORCE  
11 MEMBERS COULD PLEASE RAISE THEIR HAND.

12

13 **WALLY CHARLES, CLERK:** THANK YOU VERY MUCH. WE HAVE 15 MEMBERS  
14 PARTICIPATING. WE HAVE NO ACTIONS TODAY.

15

16 **JAMES P. SPERING, CHAIR:** THANK YOU WALLY. IT'S GOOD TO SEE A  
17 LOT OF FAMILIAR FACES HERE. I'M COMMISSIONER JIM SPERING, I  
18 REPRESENT SOLANO COUNTY ON MTC, AND THERESE MCMILLAN, THE  
19 EXECUTIVE DIRECTOR IS HERE WITH ME TONIGHT. AND WE BOTH WANT  
20 TO WELCOME YOU TO THE LARGE OPERATORS' TASK FORCE UPDATE. I  
21 THINK EVERYBODY KNOWS COVID HAS TURNED THINGS UPSIDE DOWN, I  
22 DON'T KNOW WHETHER YOU LISTEN TO THE NEWS, WHETHER IT'S GOOD  
23 OR BAD, BUT IT'S REALLY CHALLENGING. WE'RE STRIVING TO ADDRESS  
24 THE CHALLENGE OF THIS MOMENT. ABOUT A YEAR AGO MTC IN A SMALL  
25 WAY ASKED OPERATORS, TRANSPORTATION, LABOR CIVIC SOCIAL



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1 JUSTICE LEADERS FROM ACROSS THE BAY TO SIT AS A BLUE RIBBON  
2 RECOVERY TASK FORCE TO TAKE A COMPREHENSIVE LOOK AT THE BAY  
3 AREA'S TRANSIT IN LIGHT OF THE COVID-19 CRISIS. AND AS YOU  
4 SAW, MANY OF THE TASK FORCE MEMBERS ARE WITH US THIS EVENING.  
5 WITH 27 PLUS TRANSIT OPERATORS, BOTH LARGE AND SMALL, BUS AND  
6 RAIL, RESIDENTS AND VISITORS ALIKE ARE FACED WITH A DAUNTING  
7 TASK TO MAKE SENSE OF IT IT'S LITTLE WONDER WHY PEOPLE STILL  
8 DRIVE. SINCE THE COMMENCEMENT OF THE MEETING THE LARGE  
9 OPERATORS HAVE STEPPED UP PUT IN PLACE UNIFORM SAFETY  
10 PROCEDURES PROTOCOL TO PROTECT THE PUBLIC AND BUILT CONFIDENCE  
11 IN RIDING TRANSIT. AND I WANT TO THANK PERSONALLY THE  
12 OPERATORS FOR THE EXTRAORDINARY WORK THEY HAVE DONE THIS LAST  
13 YEAR FOR THEM TO COME TOGETHER AND PUT TOGETHER A PLAN HAS  
14 BEEN VERY EFFECTIVE AND HATS OFF TO THE LARGE OPERATORS. NOW  
15 THE BLUE RIBBON COMMITTEE ALWAYS REALIZES WE NEED TO IMPROVE  
16 OUR CUSTOMER'S EXPERIENCE TO DELIVER A MUCH MORE SEAMLESS  
17 SERVICE AND ATTRIBUTES OF COMMON FARES AND DISCOUNTS BETTER  
18 ONE TRIP RIDES BETTER CONNECTIVITY WHEN TRANSFERS ARE NEEDED  
19 AND MUCH BETTER WAY FINDING AND INFORMATION THAT IS CONSISTENT  
20 AND IMPROVED. AS A PUBLIC SERVICE ONE PAID FOR BY THE TAXPAYER  
21 AND THE FARE PAYERS ALIKE, THE COVID-19'S IMPACT IS GOING TO  
22 BE WITH US FOR A LONG, LONG TIME, AND TO MEET THIS CHALLENGE  
23 MORE EFFECTIVELY TO GET THE BEST RETURN ON OUR INVESTMENT BY  
24 DOING THESE THINGS WE CAN COME BACK, HOPEFULLY, SOME NORMAL  
25 DELIVER OF OUR TRANSIT APPROXIMATE OPERATIONS. BUT WE THINK



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1 THAT'S GOING TO BE SOMETIME TO COME. SO TO ACHIEVE SOME OF THE  
2 CHALLENGES THAT ARE FACING US, IF THE BLUE RIBBON COMMITTEE IS  
3 LOOK AT MANAGEMENT, GOVERNANCE, FUNDING FOR TRANSIT, OPERATOR,  
4 ACROSS THE BAY, YOU KNOW, WE HAVE ASKED MTC TO REVIEW WHAT  
5 AUTHORITY THEY HAVE, SO WE CAN INFLUENCE RECOMMENDATIONS THAT  
6 WILL BE DEVELOPED BY THE TASK FORCE THAT WE WILL PASS ON BOTH  
7 TO MTC AND LEGISLATURE. AND I FIRMLY BELIEVE THAT THIS -- WHEN  
8 THIS PANDEMIC FINALLY PASSES OUR REGION WON'T BE GOING BACK TO  
9 NORMAL AS WE'LL BE ENTERING INTO A NEW ERA OF HOW WE DELIVER  
10 TRANSIT SERVICES THAT WE NEED TO TAKE ADVANTAGE OF. THIS  
11 EXTRAORDINARY MOMENT TO FIGURE OUT HOW WE CAN COME TOGETHER TO  
12 PROVIDE A MORE CONNECTED CONVENIENT AND EQUITABLE TRANSIT  
13 SYSTEM FOR THE REGION. WHILE DAUNTING TO SAY WE'RE STILL IN  
14 THE EARLY STAGES OF THIS COVID-19. ITS IMPACT WILL BE FELT FOR  
15 SEVERAL YEARS AND IN WAYS THAT WE KNOW AND REALLY DON'T KNOW.  
16 AND I CERTAINLY HOPE IN SOME GOOD WAYS. I AM SURE NO TRANSIT  
17 AGENCY WILL COME OUT OF THIS CRISIS DOING BUSINESS THEY HAVE  
18 IN THE PAST. AND IF THE BLUE RIBBON TASK FORCE DOES ITS JOB NO  
19 TRANSIT AGENCY WILL COME OUT OF THIS CRISIS WITHOUT MAKING  
20 CHANGES ABOUT HOW WE CAN PROVIDE TRANSIT IN THE BAY AREA.  
21 CHANGES LONG OVERDUE TO BENEFIT THE RIDERS, THE VISITORS AND  
22 ULTIMATELY TO STRENGTHEN THE TRANSIT OPERATIONS THEMSELVES.  
23 AGAIN, I WANT TO THANK EVERYBODY FOR ATTENDING THIS MEETING.  
24 THE AGENDA IS STRAIGHT FORWARD. MTC EXECUTIVE DIRECTOR THERESE  
25 W. MCMILLAN HAS A BRIEF PRESENTATION. WE'LL GO THROUGH THAT



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1 AND THEN WE'LL OPEN IT UP FOR QUESTIONS AND HAVE SOME  
2 DISCUSSION. WE HOPE TO FINISH BY 630. AND I WANT TO ENCOURAGE  
3 ALL OF YOU, EVEN AFTER THIS MEETING, TO PLEASE STAY ENGAGED,  
4 DIALOGUE WITH US, AS TO WHERE WE CAN COMMUNICATE WITH EACH  
5 OTHER. AND WITH THAT, THERESE IF YOU'RE READY I'M GOING TO  
6 PASS IT OVER TO YOU.

7

8 **THERESE MCMILLAN:** THAT SOUNDS GREAT. THANK YOU, JIM, AND MY  
9 THANKS TO ALL OF YOU FOR JOINING US, AS THE PRESENTATION IS  
10 BEING PULLED UP, THE ONLY OTHER THING I WOULD LIKE TO NOTE IS  
11 THAT, WE ALSO APPRECIATE THAT MANY OF YOU WORK IN PARTNERSHIP  
12 WITH OUR SMALLER TRANSIT OPERATORS WHO HAVE AN EQUIVALENTLY  
13 DIFFICULT JOB SERVING MANY RIDERS STRUGGLING AT A COMMUNITY  
14 LEVEL. WE MET WITH BOARD REPRESENTATIVES LAST WEEK, FROM THE  
15 SMALLER OPERATORS TO ENSURE THEIR VOICES, AS WELL AS YOURS  
16 ARE, AND YOU HAVE AN AUDIENCE WITH US, AND THE CONNECTIONS  
17 THAT YOU ALL MAKE ARE GREATLY APPRECIATED. LET'S GO TO THE  
18 NEXT SLIDE. SO THIS SLIDE UNDERSCORES WHAT A DRAMATIC LOSS OF  
19 RIDERSHIP THE REGION HAS FACED OVER ALL BUT EACH OF YOUR  
20 SYSTEMS HAS ITS OWN CIRCUMSTANCES AND SOME OF YOU HAVE SEEN A  
21 GREATER AND SUSTAINED LOSS THAN OTHERS MAKING THAT RECOVERY  
22 MUCH MORE CHALLENGING FROM A REGIONAL PERSPECTIVE. AND FOR  
23 THOSE WHOSE RIDERSHIP HASN'T FALLEN QUITE AS STEEPLY, YOU  
24 STILL FACE CHALLENGES OF SOCIAL DISTANCING, RIDERS AND THE  
25 LIKE. LET'S START WITH A QUICK OVERVIEW OF WHAT IS ON THE TASK



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1 FORCE. IT IS A DIVERSE GROUP OF 32 MEMBERS THAT INCLUDES TWO  
2 STATE LEGISLATORS FROM THE BAY AREA, ASSEMBLYMAN DAVID CHIU,  
3 AND NEWLY ELECTED STATE SENATOR DAVE CORTESE, AS WELL  
4 SECRETARY KIM. MYSELF AND EIGHT COMMISSIONERS ARE MEMBERS, AS  
5 WELL NINE TRANSIT AGENCY GENERAL MANAGERS, INCLUDING THREE  
6 SMALLER OPERATORS GENERAL MANAGERS, RICK RAMACIER, COUNTY  
7 CONNECTION, AND NANCY WHELAN FROM MARIN COUNTY, MARIN TRANSIT  
8 JOINING US TONIGHT, AND WE APPRECIATE YOU DOING THAT, AS WELL  
9 A CROSS SECTION OF STAKEHOLDERS SERVING MANY INTERESTS, SOCIAL  
10 JUSTICE, LABOR, AND BUSINESS AMONG OTHERS. SO, THE DIVERSITY  
11 OF OPINION REFLECTS THE DIVERSITY OF OUR REGION. LET'S GO TO  
12 THE NEXT SLIDE. NOW, THE FIRST PHASE OF THE TASK FORCE'S WORK  
13 IS BUILT ON THE SUCCESS OF THE CARES ACT FUNDING, WHICH HAS  
14 BEEN A LIFELINE TO DATE. AS YOU ALL ARE WELL AWARE, THE BLUE  
15 RIBBON TASK FORCE WAS CATALYZED BY NEEDING TO GET THIS MONEY  
16 DISTRIBUTED. WE ARE WORKING WITH OUR COMMISSION, DIRECTLY, ON  
17 THE NEXT WAVE OF THE CRISA FUNDING WHICH IS THE NEXT  
18 INSTALLMENT OF MAJOR COVID RELIEF FROM WASHINGTON. LET'S GO TO  
19 THE NEXT SLIDE. AS YOU KNOW THERE WAS MUCH INTEREST IN  
20 DISCUSSION ABOUT HEALTH AND SAFETY, AS YOU KNOW, IT WAS YOUR  
21 TRANSIT AGENCIES WHO REALLY PULLED TOGETHER TO CREATE A SHARED  
22 PROTOCOLS TO REDUCE RISK AND A PUBLICLY AVAILABLE DASHBOARD. I  
23 WOULD JUST NOTE THAT WITH THE NEW BIDEN HARRIS ADMINISTRATION  
24 WE'RE LEARNED SEEING A DIFFERENT LEVEL OF MESSAGING COMING  
25 FROM THE FEDERAL GOVERNMENT IN THIS SPACE. IN FACT, CDC AND



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1 THE TSA ISSUED, ON JANUARY 29TH, SAFETY DIRECTIVES ON MANDATED  
2 MASK WEARING. SO, WE'LL BE SEEING HOPEFULLY, A CATCH UP OF THE  
3 NATION, TO THE GREAT WORK THAT YOU ALL WERE AHEAD OF THE CURVE  
4 O NEXT SLIDE. SHOWN HERE WE'RE IN THE THIRD STAGE OF THE TASK  
5 FORCE'S WORK FOCUSED ON THE TRANSPORTATION ACTION PLAN FOR  
6 ADOPTION IN JUNE. NEXT SLIDE. SO WHAT REALLY IS STAGE THREE  
7 WHERE WE ARE RIGHT NOW? FUNDAMENTALLY IT'S ABOUT IDENTIFYING  
8 THE ACTIONS NEEDED TO RESHAPE THE REGION'S TRANSIT SYSTEM INTO  
9 A MORE CONNECTED, EFFICIENT, AND USER FOCUSED MOBILITY NETWORK  
10 THAT BLUE RIBBON CHAIR JIM SPERING HIGHLIGHTED AT THE OUTSET.  
11 THE TASK FORCE HAS HEARD LOUD AND CLEAR THAT WE NEED TO GROUND  
12 THIS WORK IN THE REALITY THAT TRANSIT AGENCIES ARE STILL  
13 FACING MASSIVE RECOVERY CHALLENGES. WE ARE ALSO BEING  
14 INTENTIONAL IN HOW WE ARE ADVANCING THE EQUITY EFFORT AND  
15 PRINCIPLES TO GUIDE THE WORK OF THE TASK FORCE THAT WERE  
16 ADOPTED LAST WEEK. THE CONVERSATION IS CURRENTLY ON THE  
17 CONCEPT OF A TRANSIT NETWORK MANAGER THAT WOULD HAVE GREATER  
18 CENTRAL CONTROL TO DELIVER A MORE SEAMLESS TRANSIT EXPERIENCE  
19 FOR THE RIDER, AND LASTLY ENSURING THAT CURRENT INITIATIVES  
20 UNDERWAY IN THE REGION ARE INTEGRATED INTO THAT TRANSFORMATIVE  
21 ACTION PLAN. NEXT SLIDE. ON THAT LAST POINT, THERE ARE THREE  
22 TRANSIT INITIATIVES THAT ARE OF PARTICULAR IMPORTANCE TO THE  
23 WORK OF THE TASK FORCE AND ITS DISCUSSION OF A NETWORK  
24 MANAGER. TRANSIT FARE COORDINATION, THIS IS A MULTI-YEAR  
25 EFFORT MANAGED IN PARTNERSHIP WITH THE OPERATORS TO DEVISE





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1 WAYS TO BETTER INTEGRATE OUR FARES. THE REGIONAL MAPPING AND  
2 WAYFINDING PROJECT IS AN MTC LED EFFORT THAT AIMS TO DEVELOP A  
3 UNIFYING SYSTEM OF PHYSICAL AND DIGITAL MAPS, WAYFINDING AND  
4 BRANDING TO CREATE A SYSTEM THAT SUCH EASIER TO NAVIGATE AND  
5 TO UNDERSTAND, FOR RIDER -- THAT IS EASIER TO UNDERSTAND FOR  
6 THOSE RIDERS WITH THE GOAL OF ATTRACTING MANY MORE OF THEM.  
7 NOW THOSE TWO THEMATIC APPROACHES ARE TRADITIONALLY CONSIDERED  
8 UNDER THE CONCEPT OF A NETWORK MANAGER, A THIRD ONE IS THE  
9 WORK TO HELP SPEED UP BUS TRAVEL TIMES. THIS IS AN ARENA AS WE  
10 EXPLORE A NETWORK MANAGER WE WOULD LIKE TO DIVE A LITTLE BIT  
11 DEEPER INTO. NEXT SLIDE. THE CURRENT PHASE OF THE DISCUSSION  
12 IS ABOUT THE CONCEPT OF A NETWORK MANAGER, AND THIS IS AN IDEA  
13 THAT HAS BEEN PROPOSED BY ADVOCACY ORGANIZATIONS ON THE TASK  
14 FORCE INCLUDING SPUR AND SEAMLESS BAY AREA. MODELED ON  
15 INSTITUTIONS THAT HAVE BEEN AROUND FOR DECADE IN EUROPE AND  
16 MORE RECENTLY ARE BEING EXPLORED IN AUSTRALIA AND CANADA. THEY  
17 ARE ALSO KNOWN AS REGIONAL TRANSIT COORDINATORS. THE TASK  
18 FORCE WANTED TO MAKE SURE THAT BEFORE THE DISCUSSION REALLY  
19 DUG INTO THIS IDEA, WE FIRST TOOK THE TIME TO IDENTIFY WHAT  
20 PROBLEM OR PROBLEMS ARE WE TRYING TO SOLVE? A WORKING GROUP  
21 BRAIN STORMED ALL OF THE LIMITATIONS ASSOCIATED WITH OUR  
22 CURRENT SYSTEM OF 27 DIFFERENT TRANSIT OPERATORS, AND  
23 CHARACTERIZED THEM INTO FOUR MAIN BUCKETS: ORGANIZATIONAL AND  
24 INSTITUTIONAL, CUSTOMER EXPERIENCE, DISPARITIES FOR RIDERS,  
25 AND COSTS AND FUNDING. THERE WAS A MEMO IN YOUR PACKET, WHICH



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1 BEGINS AFTER THE PRESENTATION SLIDES, THAT INCLUDES THE DRAFT  
2 PROBLEM STATEMENT IN MORE DETAIL, AND A COMPLETE LIST OF  
3 ISSUES THE WORK IMPROVED IDENTIFIED UNDER EACH OF THE  
4 CATEGORIES HERE. NOW YOU MIGHT BE WONDERING DOESN'T MTC  
5 ALREADY SERVE THE ROLE OF A REGIONAL TRANSIT COORDINATOR? WE  
6 CAN POINT TO SOME BIG SUCCESSES SUCH AS CLIPPER AND 511 WHICH  
7 HAS MADE IT EASIER FOR RIDERS TO PAY FOR TRANSIT AND NAVIGATE  
8 ACROSS MULTIPLE OPERATORS AND WE HAVE BEEN GIVEN EXPLICIT  
9 COORDINATING RESPONSIBILITY IN STATE LAW THAT WE CAN ENFORCE  
10 THROUGH SIGNIFICANT SUMS OF REGIONAL STATE AND FEDERAL FUNDING  
11 THAT WE CONTROL. BUT CONTROL OVER FUNDING ESSENTIALLY  
12 WITHHOLDING IT IS A BLUNT TOOL SO OUR USE OF AUTHORITY IS  
13 LIMITED. OUR DECISION THAT COLLECTIVELY MAKE UP THE REGION'S  
14 TRANSIT SYSTEM ARE MADE BY EACH OF YOUR INDEPENDENT BOARDS AND  
15 MTC SERVES AS A FACILITATOR AND SOMETIMES A CAJOLER OF THAT  
16 COORDINATION. NEXT SLIDE. SO WHERE DOES THAT LEAVE US? TRANSIT  
17 FACES SOME SIGNIFICANT STRUCTURAL CHALLENGES, THAT WERE THERE  
18 BEFORE COVID-19. AND NEED TO BE ADDRESSED IF WE ARE TO  
19 GENERATED THE LEVEL OF RIDERSHIP ACHIEVING OUR CLIMATE EQUITY  
20 AND ECONOMIC GOALS REQUIRE. INSUFFICIENT FUNDING AND ROADWAY  
21 CONGESTION ARE TWO OF THEM, BUT ALSO ON THE LIST ARE NETWORK  
22 GAPS, CONNECTIVITY CHALLENGES AND CONFUSING FARES RESULTING  
23 FROM OUR CURRENTLY FRAGMENTED SYSTEM. NEXT SLIDE. AT THE TASK  
24 FORCE THIS WEEK -- OR LAST WEEK -- EXCUSE ME. WE REVIEWED KEY  
25 ITEMS THAT MIGHT FALL UNDER A NETWORK MANAGER, AND YOU CAN SEE



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1 THAT THEY FELL INTO TWO CAMPS, CUSTOMER-FACING CATEGORIES, OR  
2 ADMINISTRATIVE CONCEPTS THAT MIGHT RESULT IN BETTER  
3 PERFORMANCE BEHIND THE SCENES. WE WOULD LOVE TO HEAR YOUR  
4 THOUGHTS ABOUT THE ITEMS ON THIS LIST. NEXT SLIDE. LASTLY AS  
5 CHAIR SPERING MENTIONED THERE IS A GOOD DEAL OF INTEREST ON  
6 THIS TOPIC. ASSEMBLYMEMBER CHIU AGAIN INTEND TO PROPOSE THIS  
7 BILL AGAIN TO DELIVER A SEAMLESS BAY AREA TRANSIT SYSTEM AND  
8 IS EAGERLY WAITING PLANS AND WHERE THIS EFFORT LEADS AND TO  
9 AMEND A BILL LATER IN THE SESSION ONCE THE TASK FORCE HAS  
10 FINISHED ITS WORK.

11

12 **JAMES P. SPERING, CHAIR:** THANKS THERESE. MAYBE ONE OR TWO OF  
13 THE GENERAL MANAGERS COULD COMMENT ON THE WORK AND INVOLVEMENT  
14 THEY HAVE HAD IN THIS PROCESS AS WE MOVE FORWARD STARTING TO  
15 IDENTIFY BOTH THE PROBLEM AND THE NETWORK MANAGER, THE GENERAL  
16 MANAGER IS GOING TO PLAY A VERY IMPORTANT ROLE AND WE'RE  
17 CERTAINLY LOOKING FORWARD TO HEARING FROM THEM. JUST A FEW  
18 BRIEF COMMENTS BEFORE WE GET INTO QUESTIONS.

19

20 **MICHAEL HURSH:** I'LL LEAD OFF CHAIR SPERING. CERTAINLY  
21 DISCUSSION HAS GONE INTO THIS HOURS WITH SUPPORT STAFF ON THE  
22 VARIETY COMMITTEES. I HAVE BEEN INVITED TO JOIN THE AD HOC  
23 GROUP ON THE PROBLEM STATEMENTS AND WHAT THE POTENTIAL FOR  
24 WHAT A NETWORK MANAGER LOOKS LIKE. THERE IS LACK OF  
25 RECOGNITION FOR WHAT WE'RE DOING TRIPS, DISADVANTAGES AND



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1 AUTOMOBILE DEPENDENCE, THERE IS A CRITICAL OPPORTUNITY HERE  
2 BUT WE ENCOURAGE A LINK TO FUNDING TO FUND THESE POTENTIAL  
3 IMPROVEMENTS. DEFINITELY EXCELLENT WORK BY THE WORKING GROUP.  
4 I APPRECIATE THAT ITS DIVERSE AND INCLUDES NOT ONLY LABOR BUT  
5 COMMUNITY STAKEHOLDERS. HALF TO DOUBLE UNDERLINE THAT WE'RE  
6 STILL VERY MUCH IN THE RECOVERY, SPEAKING FOR AC TRANSIT WE'RE  
7 STILL LEAVING MANY RIDERS AT THE STOP BECAUSE OF SOCIAL  
8 DISTANCING AND CAPACITY.

9

10 **JAMES P. SPERING, CHAIR:** MICHAEL, THANK YOU FOR THOSE  
11 COMMENTS. YOU KNOW, FOR MYSELF, AND A LOT OF MY COLLEAGUES, I  
12 THINK THE WORK THAT THE GENERAL MANAGERS -- THE LARGE  
13 OPERATORS HAVE DONE IS HISTORICAL. IT REALLY IS. I HAVE NEVER  
14 SEEN THIS LEVEL OF COOPERATION AND COORDINATION. AND THE WORK  
15 YOU'RE DOING IS SOMETHING THAT WE CAN BUILD ON. SO I  
16 APPRECIATE THOSE COMMENTS BUT THERE IS A LOT OF US THAT DO  
17 APPRECIATE THE WORK YOU GUYS HAVE DONE, AND I THINK IT REALLY  
18 IS OUTSTANDING, AND SOMETHING THAT REALLY HAS BEEN BENEFICIAL  
19 TO THE BLUE RIBBON COMMITTEE. OTHER GENERAL MANAGERS?

20

21 **ROBERT POWERS:** AUDIO CHECK, COMMISSIONER SPERING, CAN YOU HEAR  
22 ME?

23

24 **JAMES P. SPERING, CHAIR:** YEAH. GO AHEAD.

25



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1 **ROBERT POWERS:** BOB POWERS JUDICIAL MANAGER OF SMART. THIS IS A  
2 COMPLEX EFFORT AND TARGET AS WE TRY TO GO FROM HERE AND BRING  
3 IT DOWN HERE, AND I THINK YOU WERE WELL CHOSEN BY MTC TO HEAD  
4 UP THIS EFFORT. SO, ONE, I WANTED TO THANK YOU PERSONALLY FOR  
5 THAT, AND YOU KNOW, STEVE KINSEY, YOU HAVE BEEN ASSIGNED A  
6 VERY DIFFICULT TASK OF TRYING TO ROUND UP ALL OF THESE  
7 DIFFERENT VIEWPOINTS, AND I WILL SAY THAT THERE ARE -- THERE  
8 ARE A LOT OF DIFFERENT VIEWPOINTS HERE, COMMISSIONER SPERING,  
9 AND A LOT OF DIFFERENT POINTS. SOME OF THEM ARE EMOTIONAL,  
10 SOME OF THEM ARE HISTORIC, AND SO, YOU KNOW, STEVE, YOU HAVE  
11 GOT A TOUGH JOB TO DO PULLING ALL THIS TOGETHER. BUT A COUPLE  
12 OF POINTS THAT MIKE MADE, JUST TO REITERATE, JIM, WE HAVE BEEN  
13 WORKING VERY, VERY CLOSELY TOGETHER. YOU KNOW, SINCE THE ONSET  
14 OF THIS PANDEMIC. AND I'M SURE THERE IS AREAS THAT, YOU KNOW,  
15 THE GENERAL MANAGERS CAN IMPROVE ON THE COORDINATION, BUT WE  
16 REALLY HAVE STEPPED IT UP IN THAT EFFORT. AND I THINK WE CAN  
17 BUILD ON MOVING FORWARD IT'S JUST HOW THOSE BUILDING BLOCKS  
18 ARE GOING TO GET BUILT UP INTO WHAT THAT LOOK LIKE THAT WE'RE  
19 JUST A LITTLE BIT CONCERNED AND I THINK NOW AS ALL THE  
20 BACKGROUND HAS BEEN DONE AND NOW THE PROBLEM STATEMENT AND  
21 REFINEMENT THERE, AND SCENARIOS, NOW THE DISCUSSIONS ARE  
22 REALLY GOING TO BE TIMELY AS WE GET INTO, I THINK, EVERYBODY'S  
23 BUDGET SEASON HERE, JIM. THIS IS GOING TO BE ROLLING THIS  
24 EFFORT INTO WHETHER IT'S MY BUDGET SEASON OR TUMLIN'S BUDGET



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1 SEASON OR MIKE HURSH'S ROLLING INTO THAT, WE JUST NEED TO KEEP  
2 THAT IN MIND AS WE GO FORWARD.

3

4 **JAMES P. SPERING, CHAIR:** THANK YOU BOB. ANY OTHER GENERAL  
5 MANAGER COMMENT? OKAY. LET'S OPEN IT UP FOR QUESTIONS. WE HAVE  
6 A LOT OF PARTICIPANTS AND ON WE WOULD LIKE TO HEAR FROM YOU,  
7 ANYTHING THAT WE CAN ANSWER. I SEE CHARLES STONE. CHARLES HAS  
8 GOT HIS HAND RAISED.

9

10 **SPEAKER:** THANK YOU. AND THANK YOU VERY MUCH FOR HAVING US. I  
11 APPRECIATE IT I'M THE CHAIR OF THE BOARD OF THE SAN MATEO  
12 COUNTY TRANSIT DISTRICT AND I ALSO SERVE ON THE CALTRAIN  
13 BOARD. THIS TASK FORCE HAS BEEN EVEN A HECK OF A CHARGE, AND  
14 IT SOUNDS LIKE YOU'RE OFF AND RUNNING, AND I APPLAUD YOU FOR  
15 THAT. I HAD A FEW COMMENTS. I DON'T THINK IT'S FAIR TO SAY  
16 THAT THE EFFECTS OF COVID WILL BE WITH US FOR A LONG, LONG  
17 TIME. IT'S LIKELY WE THINK THAT RIGHT NOW. WE DON'T KNOW IT.  
18 I'M JUST OLD ENOUGH TO HAVE LIVED THROUGH SEVERAL WORK-FROM-  
19 HOME REVOLUTIONS THAT NEVER FULLY MATERIALIZED. AND EVERYONE I  
20 KNOW THAT'S WORKING FROM A HOME OFFICE ABSOLUTELY HATES IT AT  
21 THIS POINT, AND A LOT OF THE EMPLOYERS AREN'T IN LOVE WITH IT  
22 EITHER I DON'T THINK WE SHOULD ASSUME THAT PEOPLE ARE NOT  
23 GOING TO BE GOING BACK TO WORK. I THINK THAT WOULD BE FOOL  
24 HEARTY. ALSO I WANT TO NOTE THAT WHILE MTC SERVES A VERY  
25 IMPORTANT ROLE, THEY DON'T HAVE CUSTOMERS. IF ANYTHING, US,



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1 YOUR AGENCIES ARE YOUR CUSTOMERS, WE HAVE RIDERS, YOU DON'T.  
2 AND TO THE EXTENT THAT THIS CONVERSATION BECOMES ABOUT RESTING  
3 LOCAL CONTROL FROM LOCAL TRANSPORTATION AGENCIES, THAT KNOW  
4 THEIR COMMUNITIES, THEIR COST, AND THEIR BUDGETS BEST, I THINK  
5 THE COMMITTEE SHOULD BE CAUTIOUS AND PAY SPECIAL HEED TO THE  
6 GENERAL MANAGERS WHO REALLY DO KNOW WHAT THEY'RE TALKING  
7 ABOUT. I WILL NOTE WHAT THE GENERAL MANAGER NOTED MANY  
8 AGENCIES HAVE BEEN WORKING HARD ON EQUITY INITIATIVES THAT  
9 WILL LEAD TO GREATER CONNECTIVITY. IT SEEMS THIS COMMITTEE IS  
10 EITHER UNAWARE OF THEM OR UNWILLING TO ACKNOWLEDGE THEM. THAT  
11 MAY NOT BE THE INTENT BUT THAT'S WHAT I'M HEARING. UNFUNDED  
12 MANDATES ARE AN ANATHEMA TO GOOD GOVERNMENT. AND THERE IS  
13 PRETTY UNIVERSAL AGREEMENT THAT'S, IF WE'RE GOING TO ASK YOU  
14 TO DO SOMETHING IT WOULDN'T BE FAIR TO ASK YOU TO DO IT IF  
15 IT'S GOING TO COST MONEY AND NOT PROVIDE YOU WITH THAT MONEY.  
16 I HAVE YET TO HEAR ANYBODY TALK ABOUT WHERE THAT MONEY MIGHT  
17 COME FROM. TO THE EXTENT THE COMMITTEE IS GOING TO BE MAKING  
18 RECOMMENDATIONS THAT IMPOSE AT SUBSTANTIAL COST TO THE  
19 OPERATORS, I CERTAINLY HOPE THOSE RECOMMENDATIONS COME WITH A  
20 FUNDING SOURCE. THE SLIDE WITH THE RIDERSHIP DROPS WOULD BE A  
21 LOT EASIER TO VIEW AND UNDERSTAND IF VARIOUS COLORS WERE USED  
22 INSTEAD OF GRADIENTS OF GREEN AND BLUE. THAT MADE IT TOUGH FOR  
23 ME. ONE MORE THING TO NOTE AND THEN I'LL GET OUT OF YOUR HAIR.  
24 I THINK WE SHOULD BE CAREFUL THAT WE DON'T ENDS UP ELIMINATING  
25 THE NIMBLENESS THAT SOME OF THE LOCAL OPERATORS HAVE. CALTRANS



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1 AND SAMTRANS BOTH GOT TIRED THE BOARDS GOT TIRED OF WAITING  
2 FOR CLIPPER CARD 2.0, WHICH, I'M SORRY, RESPECTFULLY, HAS NOT  
3 BEEN VERY QUICK, RIGHT? AND I THINK WE ALL KNOW THAT. SO  
4 RATHER THAN WAIT FOR CLIPPER CARD 2.0 WE FORMED MOBILE APPS  
5 WHICH MADE OUR RIDERS ABLE TO PURCHASE FARES QUICKER, EASIER  
6 AND A LOT EVER RIDERS ARE USING THOSE APPS. IF WHAT I'M  
7 HEARING GENERALLY IS ACCURATE THE WORLD YOU ALL ARE  
8 ENVISIONING WOULDN'T ALLOW US TO DO THAT TO MEET OUR RIDERS  
9 NEEDS. THAT'S AN ANECDOTES. AND IT'S INTERESTING YOU FOLKS  
10 SEEM TO HAVE FORMED THE FRAMEWORK FOR A SOLUTION BUT YOU ONLY  
11 HAVE A DRAFT PROBLEM STATEMENT. NOW WITH ALL THAT, I REALLY DO  
12 WANT TO EMPHASIZE THAT I REALLY APPRECIATE THE TREMENDOUS  
13 AMOUNT OF WORK THAT'S GOING INTO THIS EQUITY, FREQUENCY,  
14 RELIABILITY, THOSE ARE GOALS THEY THINK OF EVERY  
15 TRANSPORTATION AGENCY AND SO IT'S CERTAINLY IMPORTANT STUFF.  
16 THANKS.

17

18 **JAMES P. SPERING, CHAIR:** THANK YOU CHARLES. I DISAGREE WITH  
19 YOU THAT A SOLUTION HAS BEEN PROPOSED BECAUSE THAT'S NOT THE  
20 CASE AND WE'RE TAKING INPUT ON IT. AND IF YOU LOOK AT OUR BAY  
21 PLAN 2050 THERE IS BILLIONS OF DOLLARS OF FUTURE REVENUES THAT  
22 WE'RE PLANNING TO COME INTO THIS SYSTEM. AND SO -- AND I THINK  
23 WE WOULD REALLY BE REMISS IF WE SIT HERE AND SAY THIS TRANSIT  
24 SYSTEM IN THE BAY AREA DOESN'T NEED IMPROVEMENT. I THINK  
25 THAT'S VERY SHORTSIGHTED AND THE CUSTOMERS CERTAINLY DON'T





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1 AGREE WITH THAT. IT'S GOING TO BE AN EFFORT THAT WE'RE ALL  
2 GOING TO HAVE TO WORK TOGETHER, AND TO PORTRAY IT THAT  
3 EVERYTHING IS OKAY, I THINK IS MISLEADING. I JUST USE MY  
4 COUNTY. IT IS SO DYSFUNCTIONAL, THAT IT NEEDS TO BE FIX SAID.  
5 AND YOU KNOW, I DON'T THINK WE HAVE THE LUXURY OF JUST LOOKING  
6 THE OTHER WAY ANYMORE. AND SO THERE IS AREAS WE CAN BUILT ON  
7 BUT AREAS THAT NEED TO BE CHANGED. THIS COMMITTEE WILL DO  
8 THAT, BUT WE'RE NOT GOING TO DO IT WITHOUT THE LARGE OPERATORS  
9 WITHOUT THEIR COOPERATION AND WORKING TOGETHER. I REALLY DO  
10 BELIEVE WE CAN MAKE THIS A MUCH BETTER SYSTEM. WE HAVE  
11 LEGISLATORS THAT REALLY WANT TO DO SOMETHING ABOUT IT  
12 ASSEMBLYMEMBER CHIU IS SAYING WE HAVE TO MAKE CHANGES AND HE'S  
13 WILLING TO PRESENT LEGISLATION THAT WILL HELP DEAL WITH THAT  
14 PROBLEM. AND HOPEFULLY EVERYBODY ON THIS, YOU KNOW, ZOOM HERE,  
15 IS GOING HELP US FORMULATE WHAT THAT LEGISLATION OR WHAT MTC'S  
16 ACTIONS ARE GOING TO LOOK LIKE IN THE FUTURE. BUT THERE ARE NO  
17 SOLUTIONS THAT ARE ALREADY DECIDED ON. THAT JUST ISN'T THE  
18 CASE. SO WITH THAT, IS THAT GWENETH?

19

20 **SPEAKER:** YES. I WANT TO ASSOCIATE MY COMMENTS WITH DIRECTOR  
21 STONE OBVIOUSLY HE HAS A VERY LARGE AGENCY THAT REPRESENTS  
22 LARGE POPULATION IN SAN FRANCISCO. BEING ABLE TO OPERATE  
23 EFFECTIVELY AS AN AGENCY WITH REVENUES IS BASIC THINGS WE'RE  
24 CONCERNED ABOUT. AND WE SEE OURSELVES AS WE MAKE CHANGES  
25 PEOPLE DON'T HAVE THE CAPACITY FOR ORGANIZATIONAL CHANGES THE



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1 CUSTER WANT US TO PERFORM WELL, AND PEOPLE WANT TO RETURN TO  
2 WORK THEY'RE SICK OF WORKING FROM HOME AND THE OPPORTUNITY TO  
3 WIN THEM BACK IS WHEN THEY MAKE THAT FIRST TRIP FROM THEIR  
4 HOME TO THEIR JOB, HOW COMPLICATE IT IS, HOW LONG IT TAKES FOR  
5 THE BUSS IF THEY HAVE TO CHANGE BUSES OR TRAINS TO GET TO  
6 THEIR JOB, HOW MUCH TIME THAT TRIP MAKES IS GOING MAKE ALL THE  
7 DIFFERENCE SO WHAT WE NEED TO BE FOCUSED ON AT THIS POINT IS  
8 HOW WE CAN HELP WITH THE CONNECTIVITY OF OUR SERVICES SO THAT  
9 PEOPLE WHEN THEY GO BACK TO WORK TAKING ADVANTAGE OF THE FACT  
10 THAT PEOPLE HAVE BEEN WORKING AWAY FROM HOME THAT WE ARE  
11 CONNECTED WITH OUR SCHEDULES SO PEOPLE CAN GET FROM WHEREVER  
12 THEY ARE, TO THEIR DESTINATION AND BACK AND NOT SAY GOD THAT'S  
13 HORRIBLE, I DON'T WANT TO DO THAT ANYMORE, NO THAT'S GREAT. I  
14 WANT TO DO THAT FIVE TIMES A WEEK. I THINK THERE ARE THINGS WE  
15 CAN WORK O THE PASSENGER WAYFINDING, THE INFORMATION, THE  
16 BRANDING, CLEAR POLICY CHANGES WITH DEDICATED LANES ON THE  
17 BRIDGES, AND ON THE HIGHWAYS SO THAT OUR TRANSIT CAN MOVE MORE  
18 FAST. BUT I JUST THINK WE HAVE TO MAKE SURE THAT WE'RE NOT  
19 GOING TO GET OURSELVES BOGGED DOWN AND TO A COMPLICATED  
20 GOVERNANCE STRUCTURE THAT WE AREN'T ACTUALLY ABLE TO FOCUS ON  
21 THE CORE ISSUES WHICH WE HAVE ALREADY STARTED TO DO. THERE IS  
22 A LOT OF GREAT WORK BUILDING ON THE MEETING THAT IS THE  
23 OPERATORS HAVE HAD, THE GENERAL MANAGERS HAVE HAD IN  
24 COORDINATION. AND I THINK WE HAVE A SPIRIT THERE AND DESIRE  
25 THERE TO COORDINATE. SO I THINK WHAT'S REALLY HELPFUL IS WE



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1 CAN EMPOWER THAT GROUP TO CONTINUE DOING THE WORK THAT IT'S  
2 DOING AND FOCUS ON AREAS LIKE SCHEDULE AND LINING UP UNIONS  
3 AND THEIR WORKING HOURS AND ALL THOSE THINGS. AND I THINK THAT  
4 WOULD BE GREAT AND WHERE REGION COULD HAPPEN IS THE BIGGER  
5 PICTURE HOW DOES THIS LOOK FOR THE OUTSIDER, IT DOESN'T  
6 NECESSARILY MATTER IF IT'S BRAND MUNI BUT JUST FOR A CONSUMER  
7 WHO WANTS TO TAKE TRANSIT THAT IT'S CLEAR HOW THEY CAN DO SO  
8 IF WE CAN ACHIEVE THAT IT WOULD BE A VICTORY I CAUTION US  
9 MOVING TOO QUICKLY TOO FAST IN AN APPROACH WHERE YEAR TRYING  
10 TO REGION LIES A BIG STRUCTURE THAT OVERSEES ALL OF THE AGENCY  
11 AND DOESN'T ALLOW US LIKE FOR US WE CONTROL THE STREETS AND  
12 MICRO MOBILITY, TO DOTS WORK THAT WE NEED TO DO. THAT'S WHAT I  
13 THINK. I'M VERY SUPPORTIVE GENERALLY OF THE IDEA OF A NETWORK  
14 MANAGER AND HOW WE CAN WORK TOGETHER.

15

16 **MICHAEL HURSH:** JIM YOU'RE ON MUTE.

17

18 **JAMES P. SPERING, CHAIR:** ELSA, THANK YOU.

19

20 **SPEAKER:** THANK YOU JIM. I THINK THAT MR. STONE AND GWENDOLYN  
21 RAISED SOME CONCERNS THAT ARE VERY VALID. THE CONCEPT OF  
22 SEAMLESS IS VERY GOOD BUT THE DEVIL WILL BE IN THE DETAILS.  
23 LET ME ALLOW TO RAISE SOME CONCERNS THAT THE DETAILS HAVEN'T  
24 BEEN EXPLAINED. ON THE ISSUE OF GOVERNANCE, I DON'T THINK IT'S  
25 BEEN EXPLAINED WHAT IS THIS GOVERNANCE MANAGER. WE, FOR



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1 EXAMPLE, ARE A SPECIAL DISTRICT. WE ARE AN ELECTED BOARD. DOES  
2 THAT MEAN THAT THE GOVERNANCE WILL BE REMOVED FROM THE ELECTED  
3 BOARD AND THEY WILL MAKE POLICY DECISIONS? FOR EXAMPLE, THE  
4 FARES IS A POLICY DECISION THAT AN ELECTED BOARD MAKES. THEN  
5 FUNDING. HOW IS THE REIMBURSEMENT GOING TO BE HAPPENING FOR  
6 EACH AGENCY? WE HAVE LOCAL MEASURES THAT WERE APPROVED BY THE  
7 VOTERS, HOW DID THAT PLAY INTO THIS FUNDING AND REIMBURSEMENT?  
8 BECAUSE THOSE LOCAL MEASURES, LIKE IN ALAMEDA COUNTY, WE HAVE  
9 THE MAJOR BB AND ALL THE STUFF THAT PROVIDE SPECIFIC FUNDING  
10 FOR PROGRAMS. NOW EACH OF THESE AGENCIES HAVE THEIR OWN LABOR  
11 CONTRACTS. HOW WILL THOSE CONTRACTS BE NEGOTIATED? WORK RULES,  
12 SALARIES, BENEFITS? SOMEBODY MENTIONED THAT WE'RE FOLLOWING  
13 EUROPEAN. THAT I WANT A EUROPEAN STYLE. WELL, IN OUR, THINGS  
14 LIKE BENEFITS AND RETIREMENT ARE GIVEN BY THE GOVERNMENT, NOT  
15 BY SPECIFIC TRUSTED AGENCIES. SO HOW DOES THAT PLAY INTO THE  
16 LABOR CONTRACTS? WILL THE MANAGER NEGOTIATE -- WHO WILL  
17 NEGOTIATE THOSE CONTRACTS? WILL THE MANAGER BE NEGOTIATING?  
18 BECAUSE THOSE CONTRACTORS, A LOT OF ISSUES LIKE, WHERE DO THEY  
19 SERVE, WHERE DO THEY -- THE DRIVERS, WHERE DO THEY GO? HOW DO  
20 -- SO, AGAIN, FOR EXAMPLE, AC TRANSIT, MOST OF OUR RIDERS RIDE  
21 WITHIN A FOUR MILE RADIUS. HOW WILL THAT THEN ASSEMBLE  
22 CONNECTIVITY THROUGHOUT THE BAY AREA BENEFIT OUR RIDERS. THOSE  
23 ARE CONCERNS THAT I HAVE AND SOME OF MY FELLOW BOARD MEMBERS  
24 HAVE. AND I THINK THAT IT WILL BE HELPFUL AND I DON'T KNOW  
25 WHETHER THE DETAILS WILL BE PUT INTO THE LEGISLATION THAT



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1 ASSEMBLYMAN IS GOING TO CARRY? OR ARE THOSE DETAILS, ALL THOSE  
2 QUESTION MARKS BE PROVIDED TO THE AGENCY, THE TRANSIT AGENCIES  
3 THAT ARE GOING TO BE IMPACTED BY THIS?

4

5 **JAMES P. SPERING, CHAIR:** THANK YOU ELSA. REBECCA.

6

7 **SPEAKER:** THANK YOU. I'M REBECCA, VICE PRESIDENT OF THE BOARD,  
8 AND MARK FOLEY IS HERE AS WELL, THANK YOU FOR THE WORK YOU  
9 HAVE DONE AND INVITING US HERE THIS EVENING. WE WERE THE FIRST  
10 TRANSIT AGENCY WHO UNANIMOUSLY SUPPORTED THE TRANSIT  
11 PRINCIPLES. WE KNOW THAT THERE IS A PROBLEM. WE HAVE ACTUALLY  
12 BEEN WORKING TO ADDRESS IT FOR A LONG TIME. WE HAVE A  
13 COMMITTEE BETWEEN BART AND AC TRANSIT THAT HAS BEEN GOING ON  
14 EIGHT YEARS SO WE HAVE BEEN WORKING AT LEAST WITH THOSE TWO  
15 AGENCIES TO MAKE THOSE AGENCIES WORK TOGETHER BUT WITH HOW  
16 MANY AGENCIES ARE THERE, WE CAN'T REALLY SCALE THAT UP SO JUST  
17 WITH BART I'M HAPPY TO SEE THIS MOVING FORWARD AT THE REGIONAL  
18 LEVEL. SO WE SUPPORT THE CONCEPT AND YOU KNOW, JUST AS OTHERS  
19 HAVE SAID, IT'S JUST ABOUT HOW IT'S DONE AND ENSURING WHILE WE  
20 TRY TO SOLVE ONE PART WE DON'T INCREASINGLY ANOTHER PROBLEM  
21 THAT TURNS PEOPLE OFF FROM TRANSIT. SO WE CAN GET ALL THE  
22 SYSTEMS SYNCED UP AND WE CAN MAKE THE FARES ALL THE SAME. AND  
23 IF THAT IMPACTS ANY OF OUR BUDGETS IN ANY OF THE OPERATORS  
24 HAVE TO REDUCE SERVICE BECAUSE OF THAT, ALL OF IT FALLS APART.  
25 SO I THINK THE FUNDING BACKSTOP IS PROBABLY ONE OF THE MOST



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1    IMPORTANT THINGS. AND FIGURING OUT HOW TO HAVE THAT FUNDING  
2    BACKSTOP SO WE'RE NOT ALL FIGHTING EACH OTHER FOR SCRAPS, BUT  
3    THAT THERE IS ENOUGH TO REALLY MAKE ALL OF THE AGENCIES WHOLE.  
4    AND THAT IS REALLY IMPORTANT IN THE NEXT SEVERAL YEARS  
5    ESPECIALLY BECAUSE I KNOW AT BART I DON'T KNOW WHAT OTHER  
6    AGENCIES ARE PROJECTING WE DON'T THINK WE'RE GOING TO GET BACK  
7    TO 100 PERCENT RIDERSHIP FOR MANY, MANY YEARS. WE DON'T KNOW  
8    WHEN, BUT WE KNOW IT'S NOT ANY TIME SOON, NOT IN TWO OR THREE  
9    YEARS AND FOR BART RIDERSHIP IS A HUGE PART OF OUR BUDGET SO  
10    IT MAKES A REALLY BIG DIFFERENCE. SO THESE ARE THINGS THAT WE  
11    NEED TO THINK ABOUT. I THINK DIRECTOR ORTIZ'S COMMENTS ABOUT  
12    LABOR ARE VERY IMPORTANT TO DEAL WITH. WE -- WE'RE IN  
13    CONTRACTS. WE CAN'T BREAK THOSE CONTRACTS. SO WE NEED TO MAKE  
14    SURE THAT THOSE ARE GOING TO BE HONORED, ONGOING, AND WE'LL  
15    STILL HAVE THE POWER TO CREATE LABOR CONTRACTS IN THE FUTURE,  
16    WHERE OUR UNION PARTNERS WHO, I'M SURE THIS HAS BEEN THE CASE  
17    AT ALL OF YOUR AGENCIES, BUT THEY HAVE DONE SO MUCH THIS PAST  
18    YEAR, DURING THE PANDEMIC, WORKING SO CLOSELY WITH OUR GENERAL  
19    MANAGER, AND HIS TEAM. I MEAN, THEY HAVE COME TO THE TABLE,  
20    CHANGED WORK RULES, CHANGED SCHEDULES, DONE EVERYTHING THEY  
21    COULD, AND BEEN SO -- SUCH WILLING PARTNERS AND SO WE NEED TO  
22    MAKE SURE THEY DON'T GET HURT IN THIS PROCESS. ONE OTHER THING  
23    TO CONSIDER IS, THE NETWORK MANAGER IS EITHER MTC OR THROUGH  
24    MTC, WE HAVE A BIG PROBLEM OF ACCOUNTABILITY. BECAUSE TWO OF  
25    OUR LARGEST TRANSIT OPERATORS, BART AND AC TRANSIT NOT ONLY



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1 DON'T HAVE A SEAT ON MTC, WE HAVE NO WAY OF GETTING A SEAT ON  
2 MTC WE ARE THE ONLY ONES THAT HAVE NO POSSIBILITY OF GETTING  
3 IT, BECAUSE THE WAY THE OTHER OPERATORS ARE STOOD UP THEY HOLD  
4 DIFFERENT SEATS, THIS IS SOMETHING AC TRANSIT HAS BEEN WORKING  
5 ON FOR LONGER THAN I'M ON THE BART BOARD WE ALMOST GOT THERE  
6 WITH FTA BUT THAT RULEMAKING DIDN'T GO THROUGH SO THAT'S  
7 SOMETHING THAT'S REALLY IMPORTANT THAT WE NEED TO MAKE SURE  
8 THAT THERE IS REPRESENTATION IN ALL OF THE OPERATORS, YOU  
9 KNOW, CONCERNS ARE BEING CONSIDERED. SO, ARE A LOT TO FIGURE  
10 OUT. BUT THAT SAID, I'M STILL REALLY EXCITED ABOUT THIS MOVING  
11 FORWARD IT JUST NEEDS TO BE DONE IN A VERY DELIBERATE WAY TO  
12 ENSURE THAT WE'RE HAVING REAL BENEFITS FOR RIDERS, FOR THE  
13 AGENCIES, AND NOT CREATING OTHER PROBLEMS THAT ENDS UP BEING  
14 WORSE IN THE END. THANK YOU.

15

16 **JAMES P. SPERING, CHAIR:** THANK YOU REBECCA. I'LL GO TO CAROLE  
17 GROOM, AND THEN ALFREDO AFTER CAROL. CAROL? CAROL, YOU NEED TO  
18 UNMUTE.

19

20 **DIR. CAROLE GROOM:** YEAH. THANK YOU VERY MUCH JIM. MY NAME IS  
21 CAROLE GROOM. AND I AM A SAN MATEO COUNTY SUPERVISOR AND I  
22 SERVE ON THE SAMTRANS BOARD OF DIRECTORS. I WANT TO TALK ABOUT  
23 LOCAL CONTROL. LOCAL PEOPLE TAKE TRANSIT, LOCAL PEOPLE KNOW  
24 BOARD MEMBERS OF TRANSIT, AND ARE ABLE TO COMMUNICATE WITH  
25 THEM, AND LET US KNOW WHEN THE SERVICE IS WORKING, LET US KNOW



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1 WHEN IT'S NOT WORKING. AND SO AS WE GROW -- AND I THINK THIS  
2 IS A VERY INTERESTING CONVERSATION THAT WE SHOULD CONTINUE TO  
3 HAVE, BUT I HAVE CONCERNS ABOUT A VERY LARGE AGENCY AND HOW WE  
4 GET DOWN TO THE PERSON WHO, YOU KNOW, BUYS THERE BUS PASS AND  
5 GETS ON THE BUS EVERY DAY TO GO TO WORK. THANK YOU VERY MUCH  
6 FOR LETTING ME SPEAK.

7

8 **JAMES P. SPERING, CHAIR:** THANK YOU CAROL. ALFREDO.

9

10 **ALFREDO PEDROZA:** THANK YOU JIM. ALFREDO PEDROZA, MTC AND NAP  
11 COUNTY SUPERVISOR. JIM THANK YOU FOR YOUR WORK, AND I WANT TO  
12 ECHO YOUR COMMENTS, IT'S BEEN GOOD TO BE IN THIS MEETING TO  
13 HEAR THE EXPRESSED CONCERNS OF THE OPERATORS AND I WANT TO SAY  
14 WE WANT TO BUILD ON THE GOOD SUCCESS OF OUR SYSTEMS THIS ISN'T  
15 ABOUT DISMANTLING THE SYSTEM. COVID HAS PROVIDED AN  
16 OPPORTUNITY TO LISTEN TO THE OPERATORS SO WE HAVE A  
17 SUSTAINABLE TRANSIT SYSTEM FOR THE FUTURE AND ONE OF THE  
18 COMMITMENTS WE HAVE TO DO THIS WITH YOU ALL TO LISTEN BUT ALSO  
19 BE HONEST AND UNCOMFORTABLE WHERE WE CAN MAKE THE SYSTEM  
20 IMPROVEMENTS SO WE'RE RESTORING RIDERSHIP IN A SUSTAINABLE WAY  
21 THIS IS NOT ABOUT REACTING TO TRENDS IT'S A SYSTEM THAT'S  
22 SUSTAINABLE FINANCIALLY AND CONSUMERS WANT TO RIDE. I  
23 APPRECIATE EVERYONE'S COMMENTS. THOSE ARE STRONG OPINIONS BUT  
24 WHAT I WOULD ASK IS TO CONTINUE TO BE ENGAGED SO YOU CAN BE  
25 PART OF THE FUTURE AND WHERE WE'RE GOING. AGAIN, THIS IS





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1 INTENDED TO BE DONE WU, NOT AT YOU. BUT AGAIN, I THINK THIS  
2 HAS BEEN A GOOD LISTENING SESSION FOR ME AS ONE OF THE  
3 COMMISSIONERS FOR MTC, AGAIN, MR. CHAIR, THANK YOU FOR  
4 FACILITATING THIS AS WELL.

5

6 **JAMES P. SPERING, CHAIR:** THANK YOU ALFREDO. DEV DAVIS.

7

8 **SPEAKER:** HI I'M DEV DAVIS, CALTRAIN AND ALSO A CITY  
9 COUNCILMEMBER FOR THE CITY OF SAN JOSE. I WANT TO ECHO  
10 COMMENTS AND AMPLIFY THOSE FROM CHARLES STONE. WE'RE ALL IN  
11 FAVOR OF INCREASED USER ABILITY OF THE SYSTEM. I COMPLETELY  
12 AGREE THAT THE DEVIL IS IN THE DETAILS AND ESPECIALLY WHEN IT  
13 COMES TO FUNDING. I HAVE A LOT OF QUESTIONS. I ALSO FEEL LIKE  
14 THIS IS NOT A FULLY FORMED IDEA. SO I HAVE -- I JUST REALLY  
15 DON'T UNDERSTAND WHERE WE'RE GOING WITH THIS. AND SO THAT'S  
16 WHY MY QUESTION IS REALLY WHERE HAS THIS BEEN DONE BEFORE,  
17 SPECIFICALLY IN THE UNITED STATES? AND HOW HAS IT WORKED? AND  
18 THAT WOULD BE MY FIRST TWO QUESTIONS. AND THEN MY THIRD ONE  
19 IS, AND HOW LONG DID IT TAKE? SO, I WAS, MANY YEARS AGO, NOW  
20 OVER 20 YEARS AGO, AN INTERN IN COLLEGE AT PIERCE TRANSIT IN  
21 WASHINGTON STATE AND I THINK THEY HAD BEEN MEETING FOR, I  
22 BELIEVE IT WAS, AT THAT POINT, ALMOST TWO DECADES WITH THE  
23 KING COUNTY TRANSIT TO TRY TO COORDINATE JUST THOSE TWO  
24 AGENCIES. AND WE HAVE GOT ORDERS OF MAGNITUDE MORE HERE WITH  
25 27 TRANSIT AGENCIES. SO I'M A LITTLE BIT AT A LOSS AS TO HOW



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1 ALL OF THIS CAN GET WORKED OUT IN A WAY THAT DOESN'T LOSE  
2 SIGHT OF THE LOCAL TRANSIT CONSUMER COMING FROM A VERY BIG  
3 COUNTY WHERE MOST OF THE PEOPLE WHO TAKE TRANSIT ARE TRAVELING  
4 WITHIN OUR COUNTY. AND THAT'S, AS A VTA ALTERNATE BOARD  
5 MEMBER, NOT JUST AS A CALTRAIN PERSON WHERE MANY PEOPLE ARE  
6 STILL ACTUALLY STAYING WITHIN THEIR OWN COUNTY OF ONE OF THE  
7 THREE COUNTIES THAT THEY SERVE. SO THOSE ARE -- I JUST HAVE  
8 MORE QUESTIONS THAN I HAVE OPINIONS, AT THIS POINT, AND I KNOW  
9 THIS WAS -- IT WAS BILLED AS GIVE US SOME FEEDBACK. SO ALL MY  
10 FEEDBACK IS, I JUST -- I THINK WE HAVE A LOT MORE WORK DO TO  
11 SEE WHAT'S BEEN DONE IN OTHER PLACES THAT WE CAN LEARN FROM,  
12 IN WE'RE GOING TO GO FORWARD AND WHAT THAT MIGHT BE. I WOULD  
13 LIKE TO SEE A TIMELINE, FUNDING PLAN, AND HOW WE'RE GOING TO  
14 REALLY KEEP THE FOCUS ON, AGAIN, THE LOCAL TRANSIT RIDER, AS  
15 THE BULK OF TRANSIT RIDERS ARE. THANK YOU.

16

17 **JAMES P. SPERING, CHAIR:** THANK YOU FOR YOUR COMMENT. ANYBODY?  
18 I DON'T SEE ANY OTHER HANDS. AND, YOU KNOW, THE PURPOSE OF  
19 THIS MEETING, AS I SAID EARLIER, MARK FOLEY. MARK. LET'S GO TO  
20 MARK.

21

22 **SPEAKER:** THANKS JIM. I APPRECIATE THAT. AND THANK YOU FOR THIS  
23 FORUM. IT'S IMPORTANT FOR US TO HAVE THE OPPORTUNITY TO GET  
24 TOGETHER AND TALK ABOUT REALLY CRITICAL ISSUES THAT ARE  
25 AFFECTING US ALL. AND I HAVE HEARD EARLIER SOME DIRECTORS



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1 MENTION THAT EMPLOYERS MAY NOT LIKE TELECOMMUTING, BUT WE  
2 REALLY CAN'T CONTROL WHEN RIDERS WILL RETURN. THEY MAY CHOOSE  
3 TO DRIVE TO WORK. THEY MAY FEEL THAT THAT'S THE SAFEST FORM OF  
4 TRANSPORTATION. THEY MAY CHOOSE TO RELOCATE WHERE THEY WORK  
5 AND MAKE IT CLOSER TO HOME TO AVOID HAVING TO COMMUTE EVERY  
6 DAY. I MEAN, I DO THINK, JUST AS THOUGH WE ADVERTISE  
7 OPPORTUNITY -- AS WE HAVE THE OPPORTUNITY TO RETHINK WHAT WE  
8 DO AND WHERE WE WORK I THINK THE AVERAGE WORKER IS ALSO  
9 LOOKING AT DO I NEED TO COMMUTE, THE SAME WAY. I'M IN FAVOR OF  
10 THIS APPROACH BUT WHAT'S OR SHORT-TERM, MID-TERM, AND LONG-  
11 TERM STEPS? FOR ME WHAT I'M HEARING AS A SHORT-TERM STEP IS,  
12 "IS TRANSIT SAFE?" THAT'S THE ONE THING THAT'S STOPPING FOLKS  
13 FROM GETTING ON BART OR BUS IS, IS IT SAFE, AND PEOPLE WEARING  
14 MASKS AND SOCIAL DISTANCING TOUCHLESS AND ADDRESSING THOSE. I  
15 DON'T THINK PEOPLE RETURN TO PUBLIC TRANSIT MID-TERM. AND  
16 HOMELESSNESS, THE STATE HAS FAILED US AND WE'RE ALL TRYING TO  
17 REINVENT THE WHEEL AND WE ALL NEED TO WORK TOGETHER TO COME UP  
18 WITH A SOLUTION THAT INVOLVES CITIES AND COUNTIES SO THAT WE  
19 ARE ABLE TO PROVIDE THE SERVICES THAT HOMELESS INDIVIDUALS  
20 NEED. BUT ALSO PROVIDE A -- RIDES THAT ARE PERCEIVED AS SAFE,  
21 AND WE JUST HAVE TO BE MINDFUL ABOUT THE PERCEPTION VERSUS THE  
22 REALITY THERE. AND I ALSO THINK THAT COORDINATED SCHEDULING IS  
23 TREMENDOUSLY IMPORTANT. IT REDUCED COMMUTE TIME. AND IT ALLOWS  
24 FOR FOLKS TO REALLY MAKE A REASONABLE APPROACH OF THEIR  
25 COMMUTE, AND I THINK LASTLY, LONG-TERM, SEAMLESS FARES,



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1 SUSTAINABLE FUNDING FOR PUBLIC TRANSIT AND THAT HAS -- THAT'S  
2 THE BIG ISSUE OUT THERE, IS HOW DO WE PREVENT THESE PEAKS AND,  
3 IN THIS CASE, DROPS IN RIDERSHIP, GOING FORWARD. AND LASTLY,  
4 WE HAVE HEARD IT BEFORE BUT LOCAL CONTROL. AS EVERYONE ELSE  
5 HERE, I WAS ELECTED TO REPRESENT CONSTITUENTS. THOSE  
6 CONSTITUENTS MIGHT WANT NO FARES FOR YOUTH AND DISABLED  
7 RIDERS. THEY MAY WANT A TEN PERCENT RAISE FOR THEIR EMPLOYEES.  
8 HOW DO I BALANCE THAT WITH THE DIRECTION I MIGHT RECEIVE FROM  
9 AN AGENCY. SO THOSE ARE SOME OF MY CONCERNS. I APPRECIATE THE  
10 OPPORTUNITY AND THANK YOU.

11

12 **JAMES P. SPERING, CHAIR:** THANK YOU MEASURING. GOOD  
13 PERSPECTIVE. GINA PAPAN.

14

15 **GINA PAPAN:** THANK YOU MR. CHAIR. I AGREE WITH A LOT OF WHAT  
16 MARK SAID HERE. IT WAS SAID WE DON'T HAVE CUSTOMERS. WE  
17 ABSOLUTELY HAVE CONSTITUENTS AND THOSE ARE THE PEOPLE WE'RE  
18 HEARING FROM AT THIS POINT IN TIME, AND AS MARK POINTED OUT,  
19 THEY DON'T FEEL SAFE AND SECURE, THEY WILL NOT GET BACK ON  
20 PUBLIC TRANSIT, AND IT'S BEEN A STRUGGLE THROUGHOUT. WE TALK,  
21 AND MY COMPLIMENTS TO THE BIG PROVIDERS ON THE COORDINATION,  
22 BUT THIS SHOULD HAVE BEEN DONE A LONG TIME AGO AND WE WERE  
23 TOLD IT COULDN'T BE DONE. I'M SPEAKING BETWEEN BART AND  
24 CALTRAIN I REPRESENT THE CITY OF MILLBRAE AND ALL THE 20  
25 CITIES AND SAN MATEO COUNTY AND THE COORDINATION HASN'T BEEN



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1 THERE, IS WE NEED TO TALK ABOUT STATIONS AS WELL AS THE TRAINS  
2 AND THE BUSSES AND EVERYTHING ELSE THERE. FROM THE BART  
3 DIRECTORS TOO, SOME OF US DON'T HAVE REPRESENTATION ON BART SO  
4 WE HAVE BEEN FRUSTRATED FAIR VERY LONG TIME. THERE ARE ISSUES  
5 HERE. WE ALL HAVE THE COMMON GOAL. WE WANT TO GET PEOPLE BACK  
6 ON TRANSIT AND THAT IS SOMETHING WE CANNOT GO BACK TO THE OLD  
7 WAYS. WE HAVE TO, AS YOU'RE SHOWING US, WHAT CAN BE DONE, THE  
8 COORDINATION AND WORKING TOGETHER TO MAKE IT CONVENIENT FOR  
9 THE RIDERS. AND I THINK THE RIDERS HAVE BEEN PUSHED ASIDE FOR  
10 WAY TOO LONG. IT IS THEIR QUALITY OF LIFE WHEN THE SCHEDULES  
11 DON'T MATCH UP. WHEN THEY DON'T HAVE ACCESS TO THE STATIONS,  
12 TO THE CONNECTIONS. AND WE KNOW, NOW, FROM WHAT YOU'RE DOING,  
13 IT CAN BE DONE, AND WE WANT TO MAKE SURE THAT'S SUSTAINABLE. I  
14 THINK, AS WE METHAMPHETAMINE FORWARD -- AS WE MOVE FORWARD  
15 HERE, SOME OF THE GREAT THINGS THE BLUE RIBBON TRANSIT  
16 RECOVERY TEAM IS DOING HERE WORKING WITH SO MANY OF YOU, TO  
17 REALLY MAKE THE SYSTEM -- I THINK, WHAT IT SHOULD HAVE BEEN TO  
18 BEGIN W BUT I THINK EVEN BETTER THAN BEFORE AND IT IS GOING TO  
19 TAKE A LOT OF WORK TOGETHER HERE. AND WE WANT TO MAKE THAT  
20 HAPPEN. SO, AGAIN, THERE IS NO ESTABLISHED -- THIS IS WHAT THE  
21 MANAGER IS GOING TO DO, WE'RE WORKING TOGETHER TO SEE WHAT CAN  
22 HAPPEN HERE. AND SEE WHAT TYPE OF LEGISLATION WILL MAKE THIS  
23 WORK IN THE LONG RUN BECAUSE SOME OF US FEEL LIKE LEGISLATION  
24 NEEDS TO BE ENACTED TO BRING SOME AGENCIES TOGETHER HERE. SO  
25 WE'RE WORKING WITH EVERYBODY HERE. NOBODY -- NO FINAL



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1 DECISIONS HAVE BEEN MADE. BUT WE DEFINITELY HAVE IDENTIFIED A  
2 LOT OF PROBLEMS AND SUGGESTED MANY DIFFERENT AREAS TO WORK ON  
3 HERE. IT'S JUST THAT, WHEN WE SAY, YOU GUYS SAY YOU MET  
4 TOGETHER FOR HOW MANY YEARS NOW, ON COORDINATION, AND IT  
5 HASN'T REALLY HAPPENED. SO, I'M HOPEFUL THAT WE CAN CONTINUE  
6 TO WORK TOGETHER, BUT REALLY HAVE SUSTAINABLE CHANGE. WITH THE  
7 OPERATORS, AND AT THE STATIONS. THANK YOU, MR. CHAIR.

8

9 **JAMES P. SPERING, CHAIR:** THANK YOU GINA. JAMES LINDSAY AND  
10 CHARLES, I'LL COME BACK TO YOU HERE IN JUST A MINUTE. ALL  
11 RIGHT? JAMES?

12

13 **SPEAKER:** YES THANK YOU CHAIR SPERING, JAMES LINDSAY OF THE  
14 UNION, AND I SIT ON THE BLUE RIBBON TASK FORCE AND WHAT I HEAR  
15 IS A LOT OF STUFF THEY HEAR AT THE NEGOTIATION TABLE WHEN ALL  
16 THE GENERAL MANAGERS ARE THERE, AND ASSIGNEES, ALL OF THOSE  
17 ARE HOT TOPIC ISSUES AT THE NEGOTIATING TABLE AND I COULDN'T  
18 IMAGINE THIS BEING ANY DIFFERENT HERE. IT PROBABLY IS GOING TO  
19 BE A TOUGH TASK, STEVE, YOU'RE GOING TO HAVE A TOUGH ROW TO  
20 HOW BECAUSE THIS IS GOING TO BE THE FINE LINE BETWEEN LOCAL  
21 CONTROL AND FUNDING. I KNOW THE ASSEMBLY MEMBERS ARE GOING TO  
22 HAVE PROBLEMS WITH GETTING EXTRA FUNDING FROM THE STATE. IN MY  
23 CONVERSATIONS WITH THE GOVERNOR'S OFFICE THEY'RE NOT LOOKING  
24 TO GIVE MUCH MORE MONEY TO TRANSIT IN THE FUTURE AS THEY'RE  
25 LOOKING TO OTHER ITEMS. NOT SURE WHERE THE FUNDING AM COME



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1 FROM MAYBE SOME FEDERAL FUNDING MIGHT COME IN BUT THAT MIGHT  
2 NOT BE A LONG-TERM SUSTAINABLE FUNDING SOURCE. SO, WE'LL HAVE  
3 TO LOOK AT THESE ITEMS, DIVE DEEP INTO IT, FOR SURE. THANK  
4 YOU.

5

6 **JAMES P. SPERING, CHAIR:** THANK YOU JAMES FOR YOUR COMMENT AND  
7 YOUR PERSPECTIVE. CHARLES, I'LL COME BACK TO YOU. DO YOU HAVE  
8 A SPONSOR ADDITIONAL COMMENT? GO AHEAD CHARLES.

9

10 **SPEAKER:** THANKS. JUST BRIEFLY. I THINK EVERYONE HERE KNOWS  
11 NOTHING IS PERFECT THERE IS GREAT ROOM FOR IMPROVE. AND I  
12 DON'T THINK ANYONE COULD SAY THERE HASN'T BEEN MAJOR  
13 IMPROVEMENT ALREADY, LOOK AT CALTRANS AND THE NUMBER OF RIDERS  
14 IT WAS TAKING IN 2,000 VERSUS THE NUMBER OF RIDERS IT WAS  
15 CARRYING PANDEMIC IT'S EXTRAORDINARILY. I WANT TO POINT OUT, I  
16 WOULD LIKE TO NOT HEAR THE WORDS, LIKE DYSFUNCTIONAL SO MUCH.  
17 BECAUSE IN SAN MATEO COUNTY, SANTA CLARA COUNTY AND SAN  
18 FRANCISCO COUNTY OVER A MILLION VOTERS REPRESENTING 70 PERCENT  
19 OF THE VOTERS WHO VOTED IN THE NOVEMBER ELECTION THOUGHT THAT  
20 TRANSIT WAS GOOD ENOUGH THAT THEY WERE GOING TO VOTE TO TAX  
21 THEMSELVES FOR CALTRAIN, AND SO I JUST WANTED TO POINT THAT  
22 OUT AS A COUNTER NARRATIVE. YES THERE IS A LOT OF ROOM FOR  
23 IMPROVE. YES WE CAN ALWAYS DO BETTER, BUT WE HAVE BEEN DOING  
24 PRETTY GOOD IN A LOT OF WAYS. THAT'S ALL.

25



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1 **JAMES P. SPERING, CHAIR:** GOOD COMMENTS. AND I AGREE WITH A LOT  
2 OF WHAT YOU JUST SAID. RANDI KINMAN. RANDI? RANDI, YOU HAVE TO  
3 UNMUTE.

4

5 **RANDI KINMAN:** ALWAYS THAT'S GOING TO BE CARVE ODDS MY TOMB  
6 STONE, I THINK. I'M RANDI KINMAN, AND I CHAIR MTC POLICY  
7 ADVISORY COUNCIL. AND I HAVE A FEW COMMENTS BASED ON WHAT I  
8 HAVE HEARD HERE TONIGHT FIRST OF ALL NOBODY'S CALLING ANY  
9 AGENCY DYSFUNCTIONAL WHAT WE'RE TRYING TO ADDRESS AND WHAT HAS  
10 COME UP CONSISTENTLY IS LONG-STANDING PREPANDEMIC COMPLAINTS  
11 BY THE COMMUNITY AT-LARGE THAT WHILE THEY CAN GET AROUND ON  
12 THEIR LOCAL TRANSIT SYSTEM, THERE IS NO CONNECTIVITY THAT THEY  
13 CAN COUNT ON, THERE IS NO FARE RATE THAT THEY CAN COUNT ON.  
14 THERE IS NO CONSISTENCY ACROSS THE BOARDS. POST PANDEMIC THEY  
15 WEREN'T ABLE TO COUNT INITIALLY ON THE SAME AMOUNT OF CARE AND  
16 CONCERN THAT WAS GIVEN TO ANY MODE OF TRANSPORTATION REGARDING  
17 HEALTH AND SAFETY CONCERNS. SO THIS IS MORE OF A -- AND I HOPE  
18 THAT PEOPLE TAKE THIS AWAY, THAT THIS IS MORE OF A, WE KNOW  
19 THAT YOU HAVE BEEN DOING A GOOD JOB AND YOU HAVE COME TOGETHER  
20 EXTREMELY QUICKLY AND EXTRAORDINARILY WELL TO ADDRESS PROBLEMS  
21 BUT WE WANT TO HAVE A CONVERSATION ABOUT HOW WE MAKE THE  
22 SYSTEM WORK ACROSS THE BAY AREA ON A CONSISTENT LEVEL. HOW CAN  
23 WE HELP YOU DO THAT? HOW CAN YOU REACH OUT TO OTHER PEOPLE. I  
24 HAVE HEARD A LOT OF COMPLAINTS ABOUT WHAT DOESN'T WORK AND  
25 SOME GOOD THINGS ABOUT WHAT DOES WORK. BUT THE ISSUE IS POST





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1 PANDEMIC. WE HAVE TO HAVE A SYSTEM IN PLACE. BECAUSE YOUR DATA  
2 SHOWS A LOT OF RIDERSHIP WITHIN YOUR OWN SYSTEMS. WHAT YOU'RE  
3 NOT SEEING IS THE RIDERSHIP YOU'RE MISSING BECAUSE SOMEBODY  
4 CAN'T REASONABLY GET FROM ONE COUNTY TO ANOTHER ON TRANSIT. I  
5 AM SOMEBODY WHO COMMUTES FROM SAN JOSE TO SAN FRANCISCO, AND  
6 IT TAKES ME MULTIPLE MODES OF TRANSPORTATION OR TRANSIT, AND I  
7 WILL TELL YOU, THAT AS A GROWN UP ADULT, WHO HAS BEEN DOING  
8 THIS FOR YEARS IT'S REALLY CONFUSING AND IT'S REALLY DIFFICULT  
9 AND IT'S NOT SEAMLESS AND IT'S EXPENSIVE. IF WE WANT EVERYBODY  
10 TO OPERATE BETTER AND MAINTAIN THEIR LOCAL CONTROL AND TAKE  
11 BASK TO THE TASK FORCE IS THINGS THAT WOULD HELP DO THAT JOB  
12 BETTER. I TRULY APPRECIATE EVERYTHING I HAVE HEARD HERE  
13 TONIGHT LISTENING TO THE SMALL OPERATOR AND LARGE OPERATORS.  
14 IF THERE IS INFORMATION YOU'RE MISSING MTC WILL BE GLAD TO GET  
15 IT TO YOU.

16

17 **JAMES P. SPERING, CHAIR:** THANK YOU. ANY OTHER COMMENTS? JIM  
18 HARTNETT. JIM, GOOD TO HEAR FROM YOU.

19

20 **JIM HARTNETT:** THANK YOU MR. CHAIR. I JUST WANTED TO COMMENT ON  
21 A COUPLE OF THINGS. FIRST, I THINK, FROM A GENERAL MANAGER  
22 PERSPECTIVE, THERE ARE THINGS THAT WE ALL PREACH WITHIN OUR  
23 OWN AGENCIES, AND I THINK REGIONALLY, THAT ARE KEY TO OUR  
24 SUCCESS, IS FREQUENCY, RELIABLE, AND TIME. AND TO THE EXTENT  
25 THAT WE WORK TOGETHER ON THINGS TO HELP INCREASE FREQUENCY



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1 PROVIDE RELIABILITY, DECREASE THE LENGTH OF TIME THAT IT TAKES  
2 TO GET FROM ONE PLACE TO ANOTHER WE WORK TOGETHER WOULD BE  
3 THAT MUCH MORE SUCCESSFUL. AND TO BE DATA DRIVEN I THINK THE  
4 INPUTS TO THE BLUE RIBBON, SOME OF THE DATA FROM THE FARE  
5 INTEGRATION TASK FORCE WORK HAS GATHERED DATA NOT JUST ON  
6 FARES BUT WHAT ARE THE TOP OBSTACLES TO FOLKS RIDING TRANSIT.  
7 AND THIS IS DATA THAT IS NOT ONE AGENCY SPECIFIC BUT IS  
8 REGIONALLY RELEVANT. AND I THINK, AS WE LOOK AT THAT DATA,  
9 IT'S GOING TO HELP INFORM THE DECISIONS AS TO WHAT IS BEST TO  
10 FOCUS ON IN TERMS OF INCREASING RIDERSHIP. WHERE IS IT THAT WE  
11 COULD INVEST MORE AND HAVE GREATER SUCCESS? IS IT ON THE  
12 FREQUENCY AND RELIABILITY AND TIME OVERALL FOR THE AGENCIES?  
13 IS IT ON CONNECTIVITY? THE FARE INTEGRATION TASK FORCE DATA  
14 TALKS ABOUT HOW MANY PEOPLE CONNECT FROM ONE SYSTEM TO  
15 ANOTHER, WHERE THEY CONNECT, WHAT ARE FEEDER SYSTEMS. AND I  
16 THINK THAT KIND OF INFORMATION IS NOT WIDELY KNOWN TO THE  
17 BOARD MEMBERS OF ALL THE VARIOUS TRANSIT AGENCIES, BUT IT'S  
18 AVAILABLE. AND I THINK PART OF THAT IS GOING TO BE HELPFUL IN  
19 GUIDING DECISIONS DOWN THE LINE.

20

21 **JAMES P. SPERING, CHAIR:** VERY GOOD. THANK YOU, JIM. AMANDA?

22

23 **SPEAKER:** THANK YOU SO MUCH, JIM. AND IT'S GREAT TO BE HERE  
24 WITH EVERYONE. MY NAME IS AMANDA EAKEN, VICE CHAIR OF SFMTA IN  
25 SAN FRANCISCO. I ACKNOWLEDGE A LOT OF WHAT I'M HEARING FROM



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1 PEOPLE ON THIS CALL AND A PROBLEM OF SUPPORT IF THE HIGH LEVEL  
2 VISION OF THE BAY AREA. AND I THINK IT'S GOING TO GET HARDER  
3 WHEN WE START TALKING ABOUT THE SPECIFIC SOLUTIONS. I'M  
4 HEARING A LOT OF PROBLEMS AND NOT A LOT ON SOLUTIONS. I THINK  
5 WE NEED TO KEEP ASKING OURSELVES WHAT ARE THE PRIORITIES, WHAT  
6 ARE THE TRADEOFFS INVOLVED IN EACH OF THE SOLUTIONS, AND ALSO  
7 HOW DO WE PAY FOR ALL OF THIS. I ALSO WANT TO NOTE, AND I  
8 DON'T REALLY NEED TO REMIND ANYBODY OF, THIS BUT I THINK IT'S  
9 IMPORTANT TO REMEMBER THE LARGER CONTEXT AND MOMENT IN TIME  
10 WE'RE IN AS WE CONSIDER THIS PARTICULAR CHALLENGE. SOME OF THE  
11 SOLUTIONS THAT, AT 50 MIGHT APPEAR REALLY INTUITIVE TO THIS  
12 CHALLENGE SUCH AS FARE INTEGRATION ARE EXTREMELY EXPENSIVE.  
13 AND WE ALL -- WE HAVE MASSIVE BUDGET SHORTFALLS COMING RIGHT  
14 AROUND THE CORNER AT OUR AGENCY, I KNOW ALL OF YOU DO TOO. SO  
15 IS THIS THE TIME TO TAKE ON SOMETHING THAT'S VERY, VERY  
16 EXPENSIVE? I ALSO JUST, I HAVE TO IMAGINE THAT GETTING THIS  
17 RIGHT AND REALLY THINKING ABOUT NETWORK INTEGRATION WILL TAKE  
18 A HUGE AMOUNT OF STAFF TIME. AND THIS IS, AT THE SAME TIME  
19 WHILE STAFF ARE BEING ASKED TO INNOVATE SOLUTIONS IN AN  
20 UNPRECEDENTED CRISIS FROM THE PANDEMIC. SO I PERSONALLY WANT  
21 TO BE COGNIZANT OF HOW MANY MOUNTAINS WE'RE ASKING STAFF TO  
22 CLIMB AT THIS CHALLENGING MOMENT AND ACKNOWLEDGING ALL OF THE  
23 AMAZING WORK OF STAFF AT ALL THE AGENCIES IN RESPOND TO GET  
24 UNPRECEDENTED CHALLENGES FROM THE PANDEMIC. IT SEEMS THE BEST  
25 PATH FORWARD RIGHT NOW IS TO BUILD ON SOME OF THE HISTORIC



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1 COORDINATION THAT, JIM, THAT YOU PENSION SAID, THAT YOU HAVE  
2 SEEN DURING THIS PANDEMIC, THE WEEKLY MEETINGS OF THE GENERAL  
3 MANAGERS IT SEEMS LIKE A LOT OF THESE CHALLENGES IT SEEMS THE  
4 NEAR-TERM CHALLENGES AND SOLUTIONS CAN BE ADDRESSED WITH  
5 BETTER COORDINATION AMONG OPERATORS WITH MAYBE A MORE TARGETED  
6 APPROACH THAT RECOGNIZES SOME OF THE NUANCES OF EXISTING  
7 OPERATING AGENCIES. AND MAYBE JUST BUILD UPON, THINK ABOUT IT  
8 AS A GREAT STARTING POINT AND FOUNDATION AND THINK ABOUT THAT  
9 COORDINATION AND RECOGNIZE ALL THE CHALLENGES TRANSIT AGENCIES  
10 ARE FACING AT THIS POINT. THANK YOU EVERYBODY.

11

12 **JAMES P. SPERING, CHAIR:** THANK YOU. DAVID PINE? GINA I'LL GET  
13 BACK TO YOU IF YOU WANT TO SPEAK AGAIN. DAVID?

14

15 **DAVE PINE:** I WANT TO ECHO AMANDA'S COMMENT. I WAS THINKING  
16 HERE ABOUT HOW FRAGILE THE TRANSIT SYSTEMS ARE RIGHT NOW. YOU  
17 KNOW, I THINK MAKING PROGRESS ON THESE ISSUES WOULD HAVE BEEN  
18 A LOT EASIER, IN NORMAL TIMES, AND OF COURSE THEY WOULD BE  
19 DIFFICULT IN NORMAL TIMES BUT RIGHT NOW IS REALLY A DIFFICULT  
20 ENVIRONMENT TO MAKE CHANGE NOT TO SAY WE SHOULDN'T TRY, BUT  
21 THE NECESSITY TO MAKE SURE THAT THERE IS SOME FUNDING THAT  
22 COMES WITH THESE NEW REQUIREMENTS I THINK IS ABSOLUTELY  
23 ESSENTIAL, BECAUSE THE TRANSIT AGENCIES ARE STRUGGLING TO  
24 SURVIVE FOR THE NEXT YEAR OR TWO. SO THAT HAS TO BE THEIR TOP  
25 PRIORITY. THANK YOU.



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1

2 **JAMES P. SPERING, CHAIR:** THANK YOU DAVID. GINA, I'LL COME BACK  
3 TO YOU.

4

5 **GINA PAPAN:** THANK YOU, MR. CHAIR. I DO AGREE WITH AMANDA, IN  
6 THAT COORDINATION IS PROBABLY THE SINGLE MOST IMPORTANT THING,  
7 AND PROBABLY THE EASIEST THING, AND YOU HAVE SHOWN US RIGHT  
8 NOW THAT CAN HAPPEN, AND WE REALLY HOPE THAT CONTINUES. ONE  
9 THING, I'M SORRY, I DON'T SEE ANYONE HERE FROM THE AIRPORTS.  
10 PART OF YOUR SERVICES CONNECT WITH THE INTERNATIONAL AIRPORTS,  
11 AND I CAN TELL YOU RIGHT NOW, IN THE GOOD DAYS, SFO EMPLOYED  
12 43,000 EMPLOYEES AND YET WE HAD TO FIGHT TO GET BETTER  
13 CONNECTIONS THERE. SO I WISH THEY WERE KIND OF A PART OF THIS,  
14 BECAUSE THOSE ARE THE TYPE OF PEOPLE, TOO, THAT REALLY,  
15 TELECOMMUTING IS NOT GOING TO WORK FOR. SO THOSE ARE  
16 SIGNIFICANT POPULATIONS, WE NEED TO WORK WITH AS WELL, AND SO  
17 HOPEFULLY THEY WILL COME INTO THIS DISCUSSION AT SOME POINT IN  
18 TIME. THANK YOU.

19

20 **JAMES P. SPERING, CHAIR:** OKAY. I DON'T SEE ANY OTHER HANDS.  
21 YOU KNOW, I DO WANT TO REMIND EVERYONE THAT, YOU KNOW, THIS IS  
22 A BLUE RIBBON TRANSIT RECOVERY TASK FORCE. YOU KNOW, WE WANT  
23 TO DO A RECOVERY. YOU'RE RIDERS, AND GET THEM BACK IN YOUR  
24 SYSTEM. THAT'S OUR HIGH OF THE PRIORITY. AND WE'RE VERY  
25 CONCERNED ABOUT ALL THE THINGS YOU'RE TALKING ABOUT, YOU KNOW,



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1 ADDITIONAL FUNDING. THERE IS A LOT OF THINGS THAT CAN BE DONE,  
2 THAT DON'T COST, YOU KNOW, A LOT OF MONEY. AND JUST LOOK AT  
3 THE WORK THE GENERAL MANAGER HAS DONE. FOR SOMEONE TO GETS ON  
4 A BUS IN SOLANO COUNTY AND GO ALL THE WAY TO SAN FRANCISCO OR  
5 DOWNTOWN SAN JOSE AND KNOWING EVERY SYSTEM THEY GET ON IS  
6 GOING TO BE SAFE THEY HAVE PROTOCOLS AND CONSISTENCY  
7 THROUGHOUT. WE DIDN'T HAVE THAT. TO THE CREDIT OF THESE  
8 GENERAL MANAGERS WE HAVE IT TODAY. SO PEOPLE HAVE THAT ACTUAL  
9 ASSURANCE THAT, YES, THIS IS GOING TO BE A SAFE RIDE. THOSE  
10 ARE THE TYPES OF THINGS THAT REALLY NEED TO BE CONTINUED AND  
11 TALKING ABOUT FARE INTEGRATION, WAYFINDING, HOW DO WE GET  
12 THOSE BUSES THAT THEY'RE NOT SITTING IN CONGESTION, YOU LOOK  
13 AT A LOT OF THE INFRASTRUCTURE IMPROVEMENTS AND MTC IS TRYING  
14 TO FIGURE OUT HOW WE ADVANCE THOSE PROJECTS. OUR BUSES ARE  
15 FREE FLOWING, AND IT'S A DESIRABLE WAY TO GET TO WORK. YOU  
16 KNOW, THIS WAS A LOT OF PIECES TO THIS. YOU KNOW, AND THE  
17 PURPOSE OF THIS MEETING, TONIGHT, IS TO GIVE YOU A BRIEFING AS  
18 TO WHERE THE BLUE RIBBON COMMITTEE IS AT THIS MOMENT, WHAT ARE  
19 THE TYPES OF THINGS THAT ARE BEING CONSIDERED AND YOUR  
20 FEEDBACK IS CRITICAL WHAT WE'RE HEARING TONIGHT IS WE DON'T  
21 HAVE A LOT OF ANSWERS TO THE THINGS YOU BROUGHT UP TONIGHT AND  
22 MANY ARE VALID AND CHALLENGING AND I DON'T THINK ANYTHING IS  
23 GOING TO CHANGE BETWEEN NOW AND JUNE SOME OF THE THINGS YOU'RE  
24 TALKING ABOUT. THE HIGH PRIORITY IS WE DON'T WANT ANY LOSS OF  
25 JOBS WE WANT TO MAKE SURE ALL THE TRANSIT OPERATORS ARE ABLE



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1 TO MAINTAIN WORKFORCE AS WE BUILD OUR RIDERSHIP BACK UP. AND I  
2 AGREE WITH GINA, WE DO HAVE A RESPONSIBILITY. WE'RE HEARING  
3 FROM A LOT OF YOUR DUST MERS. AND MTC, I DON'T THINK WE HAVE  
4 THE LUXURY TO LOOK THE OTHER WAY AND SAY, NO, THESE ARE NOT A  
5 PROBLEM. AND WHEN I SAID THE WORD DYSFUNCTION ALLY WASN'T  
6 REFERRING TO A SPECIFIC OPERATOR. I WAS JUST TALKING ABOUT  
7 WHEN WE HAVE SOME OF THE SMALLER TRANSIT OPERATORS THAT  
8 DISCONTINUE RIDES NOBODY'S NOTIFIED, THEY DISCONTINUE SERVICES  
9 THEY TONIGHT SERVE OUR DISADVANTAGED COMMUNITIES, LOW INCOME,  
10 THAT'S A PROBLEM AND SOMETHING WE WANT TO ADDRESS. I WANT TO  
11 ENCOURAGE EVERYBODY THAT THIS IS THE BEGINNING OF A LONG  
12 PROCESS. AND WE'RE NOT GOING TO BE ABLE TO DO IT WITHOUT THE  
13 LARGE OPERATORS. THEY'RE THE KEY OPERATOR THAT'S GOING HELP US  
14 GET THROUGH THIS WHOLE PROCESS. WE'RE NOT GOING TO DO IT, NOT  
15 COOPERATING, WORKING TOGETHER. YOU'RE INPUT IS ABSOLUTELY  
16 CRITICAL WE'RE CERTAINLY ENCOURAGING THE TRANSIT OPERATORS,  
17 THE LARGE OPERATORS TO GET ENGAGED WITH THIS NEXT PROCESS  
18 WHERE WE'RE IDENTIFYING, YOU KNOW, WHAT BOTH THE PROBLEM IS  
19 AND WHAT THE NETWORK MANAGER MIGHT BE ABLE TO DO. I WAS HOPING  
20 WE WOULD LOOK AT IT AS AN ADDED VALUE TO YOUR SYSTEM NOBODY IS  
21 LOOKING TO TAKE OVER YOUR SYSTEM THAT IS NOT AN OBJECTIVE IT'S  
22 NOT REALISTIC AND THERE IS NO WAY THAT'S GOING TO HAPPEN. BUT  
23 THERE ARE GOING TO BE FUTURE FUNDING IN 2050 THERE ARE  
24 BILLIONS OF NEW DOLLARS THEY HAVE INDICATED TO US AND IT'S  
25 CLEAR, IF YOU WANT CHANGE AND IMPROVEMENT THE TRANSIT SYSTEM



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1 FOR THE FUTURE GENERATION, AND THIS COVID HAS BROUGHT  
2 OPPORTUNITY TO ADDRESS SOME OF THESE ISSUES. I HOPE NOBODY IS  
3 THREATENED. LET'S WORK TOGETHER. LET'S ADDRESS THESE VERY  
4 IMPORTANT ISSUES. LET'S TRY TO COORDINATE, COOPERATE WITH EACH  
5 OTHER AND EXPAND THE WORK THAT THE GENERAL MANAGERS HAVE DONE  
6 UP TO THIS POINT. AND AS I SAID IN MY OPENING COMMENTS IT'S A  
7 FOUNDATION WE CAN BUILD ON THAT WE HAVEN'T SEEN IN THIS REGION  
8 IN A LONG TIME. SO THOSE ARE THE PIECES WE'RE LOOKING AT, BUT  
9 IF MTC IS NOT ONLY JUST LOOKING AT SOME OF THE PROBLEMS THAT  
10 YOU'RE HAVING WITH YOUR RIDERS, WE'RE LOOKING AT WHAT IS THE  
11 INFRASTRUCTURE THAT SUPPORT WHAT IS DO YOU AND HELPS ENHANCE  
12 WHAT YOU DO. SO, PLEASE, CONTINUE TO GIVE US YOUR FEEDBACK.  
13 THESE COMMENTS TONIGHT WERE REALLY GOOD. AND IT'S NICE TO KNOW  
14 HOW YOU'RE THINKING OR HOW YOU SEE WHAT WE'RE DOING. AND SO  
15 WE'RE GOING TO BE ABLE TO, YOU KNOW, HOPEFULLY COME UP WITH  
16 SOME RECOMMENDATION IN JUNE THAT WILL ENHANCE THE SERVICES  
17 THAT YOU'RE PROVIDING AND REALLY HELP MAKE THE SYSTEM A MUCH  
18 BETTER SYSTEM IN THE FUTURE. SO I JUST WANTED TO KIND OF PUT  
19 IT IN THAT CONTEXT. OUR GOAL IS TO HELP YOU RECOVER YOUR LIFE.  
20 THAT'S OR GOAL AND TO DO IT IN AN EFFICIENT WAY AND IF WE CAN  
21 HELP FACILITATE AND BRING EVERYBODY TOGETHER WITH TRANSIT  
22 MANAGERS, NETWORK MANAGER, THOSE ARE THINGS THAT HAVE TO BE  
23 DISCUSSED WITH ALL OF YOU, IS TO WHAT THAT ROLE IS. AND I  
24 CAN'T EXPRESS ENOUGH THAT YOU NEED TO LOOK AT WHAT THAT  
25 NETWORK MANAGER ROLE CAN BE, OR HOW IT COULD HELP ENHANCE OR





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1 ASSIST YOUR OPERATION, WOULD BE VERY HELPFUL AND THAT'S  
2 EXACTLY THE FEEDBACK WE'RE LOOKING FOR. SO KNOWN I DON'T KNOW  
3 IF ANYBODY HAS ANYTHING THAT I WANT TO ADD. I JUST WANT TO  
4 KIND OF PUT IT IN CONTEXT. THE WAY THIS TASK FORCE IS  
5 RECOVERED IS THE FIRST CARES ACT ALLOCATION HAD SOME  
6 INEQUITIES IN IT, SO WE ADJUSTED THAT, AND YOU KNOW, WE JUST  
7 DID A TRUE-UP, AS MOST OF YOU ARE FAMILIAR WITH AND THE  
8 VIABILITY OF THESE OPERATIONS IS CRITICAL TO MTC AND WE WANT  
9 TO HAVE EVERYBODY PARTICIPATE AND WE HAVE TO COORDINATE AND  
10 WORK TOGETHER MUCH BETTER THAN WE HAVE IN THE PAST AND THIS  
11 COVID HAS GIVEN US THE OPPORTUNITY TO ADDRESS THESE KEY  
12 ISSUES. THERESE, DID YOU HAVE ANY COMMENTS? YOU HAVE HEARD A  
13 LOT OF THE COMMENTS THAT YOU HAVE HEARD TODAY. VERY VALID  
14 ISSUE THAT IS BEING RAISED AND VERY CHALLENGING.

15

16 **THERESE MCMILLAN:** I AGREE, JIM, WITH YOUR COMMENT. I THINK I  
17 WOULD LIKE TO JUST, NOTE, AS WELL, YOU KNOW, THE COMMISSION IS  
18 GOING TO BE TAKING UP SOME IMPORTANT DECISIONS ABOUT THE  
19 DISTRIBUTION OF THE NEXT ROUND OF THE CRISA FUNDING. I MENTION  
20 THAT IN MY REPORT, AND QUITE FRANKLY, HOW THAT IS FAIRLY DONE  
21 ACROSS THE REGION, NOT ONLY THE LARGE OPERATORS BUT ALSO THE  
22 NEEDS OF OUR SMALLER OPERATORS WILL BE INCREDIBLY ESSENTIAL.  
23 AND SO, PLEASE TRACK THAT. I THINK THE OBSERVATION OF DATA AND  
24 HOW THAT PLAYS INTO OUR DECISIONS GOING FORWARD IS EXTREMELY  
25 IMPORTANT. ONE OF THE VERY CRITICAL THINGS IS KNOWING WHO HAS



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1 COME BACK IN THESE LAST TEN MONTHS. THE RIDERSHIP RETURN  
2 PATTERNS ARE VERY, VERY DIFFERENT IN THE REGION. THEY'RE NOT  
3 THE SAME. CALTRAIN IS STILL DOWN 95 PERCENT. AND WHAT WE'RE  
4 SEEING WITH AC TRANSIT, AS AN EXAMPLE, IS THEY'RE BACK UP TO  
5 ABOUT 60 PERCENT THIS TIME LAST YEAR. SO THERE IS SOMETHING  
6 GOING ON WHERE WE NEED TO DIVE A LITTLE BIT DEEPER TO FIND OUT  
7 WHERE WE ARE TODAY, AND HOW THAT INFORMATION HELPS US BUILD UP  
8 TO WHAT OUR RIDERS NEED, PARTICULARLY, OUR MOST VULNERABLE  
9 RIDERS. I THINK THAT IS SOMETHING THAT'S BEEN A DRIVING  
10 MESSAGE FROM THIS COMMISSION IS THAT EQUITY FOR THOSE WHO MOST  
11 NEED OUR SYSTEM HAS GOT TO CONTINUE TO BE A FRONT FACING  
12 CONCERN AS WE BUILD UP. AND THAT'S ACROSS THE BOARD. SO,  
13 AGAIN, I JUST THANK YOU FOR YOUR CANDOR. AND LOOKING FORWARD,  
14 AGAIN, TO CONTINUING TO WORK WITH MY PEERS, THE GENERAL  
15 MANAGERS ACROSS THE AGENCY IN GETTING THE INFORMATION WE NEED  
16 TO MAKE THE BEST COLLECTIVE DECISIONS WE CAN, GOING FORWARD.  
17 THANK YOU.

18

19 **JAMES P. SPERING, CHAIR:** STEVE KINSEY, YOU CAN COMMENT JUST SO  
20 EVERYBODY KNOWS THE PROCESS THAT WE'RE GOING TO BE GOING INTO  
21 COLLECTING DATA AND GETTING INFORMATION ON THE VARIOUS  
22 PROPOSALS THAT ARE BEING MADE?

23

24 **STEVE KINSEY:** SURE. WE ARE WORKING VERY CLOSELY, NOW, WITH ALL  
25 OF YOU GENERAL MANAGERS, AND OPERATORS, TO MAKE SURE THAT WE



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1 REALLY ARE CLEAR ABOUT WHAT IS THE PROBLEM THAT WE'RE TRYING  
2 TO TACKLE. I HEARD SOMEONE SAY WE HAVE GOT THE SOLUTION BEFORE  
3 WE KNOW THE PROBLEM. THAT'S NOT TRUE. WE WANT TO FIRST MAKE  
4 SURE THAT THE PROBLEM IS SOMETHING THAT YOU ALL CAN AGREE TO.  
5 WE'RE ALSO GOING TO BE MAKING SURE THAT THE TYPES OF  
6 RESPONSIBILITIES ARE ONES THAT ALL OF YOU CAN IDENTIFY AS  
7 BEING USEFUL IN A NETWORK MANAGEMENT. AND AS FOR THE  
8 INSTITUTIONAL AND GOVERNANCE ISSUES, AS A TASK FORCE, WE ARE  
9 GOING TO BE RELYING ON MORE DISCUSSION WITH ALL OF THE TASK  
10 FORCE MEMBERS AS WELL AS THE WISDOM OF A CONSULTING GROUP THAT  
11 CAN DO SOME ANALYSIS OF THE OPTIONS. I WILL SAY THAT ONE THING  
12 THAT WAS MADE CLEAR IS THAT WE NEED TO HAVE A BUSINESS CASE  
13 FOR ANY CHANGES. SO, THE CONCERNS THAT SOME OF YOU RAISED  
14 ABOUT WHERE'S THE MONEY, IS GOING TO HAVE TO BE AN  
15 ECONOMICALLY VIABLE APPROACH. I ALSO THINK I HEARD PEOPLE SAY,  
16 YOU KNOW, THIS IS THE WRONG TIME. THE CHAIR HAS MADE IT CLEAR  
17 THAT THERE IS, YOU KNOW, OPPORTUNITY BUILT IN THIS CRISIS TOO.  
18 AND I THINK WHAT WE NEED TO LOOK AT RATHER THAN SAYING IT'S  
19 THE WRONG TIME, IS, WHAT CAN WE DO IN THIS TIME THAT WILL BE  
20 USEFUL IN FUTURE TIMES?

21

22 **JAMES P. SPERING, CHAIR:** YEAH. THANK YOU STEVE. SO, THAT  
23 CONCLUDES OUR MEETING. DOES ANYBODY HAVE ANY CLOSING COMMENTS  
24 OR ANYTHING? I WAS TELLING MY STAFF EARLIER, I WAS SAYING THIS



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1 IS GOING TO BE A TOUGH CROWD TONIGHT. BUT I REALLY APPRECIATE  
2 ALL YOUR COMMENTS.

3

4 **WALLY CHARLES, CLERK:** CHAIR SPERING, WE DO HAVE PUBLIC  
5 COMMENTS, AS WELL.

6

7 **JAMES P. SPERING, CHAIR:** I WAS GOING TO GO INTO THAT. GO AHEAD  
8 WALLY.

9

10 **WALLY CHARLES, CLERK:** SHOULD REBECCA SALTZMAN SPEAK FIRST?

11

12 **JAMES P. SPERING, CHAIR:** REBECCA, GO AHEAD AND THEN WE'LL TAKE  
13 PUBLIC COMMENT.

14

15 **SPEAKER:** JUST BRIEFLY, IT WOULD BE HELPFUL, EVEN IF YOU DON'T  
16 KNOW TONIGHT, IS TO JUST LET US KNOW THE BEST WAYS TO ENGAGE.  
17 I THINK THIS WAS REALLY HELPFUL, BUT IF THERE ARE GOING TO BE  
18 OTHER OPPORTUNITIES LIKE THIS, AND EVEN IF IT'S NOT A MEETING  
19 WITH ALL OF US, I SEE THE MEETING AGENDAS COME OUT FOR THE  
20 TASK FORCE, BUT IF THERE ARE OTHER WAYS THAT WE CAN ENGAGE,  
21 THAT WOULD BE HELPFUL TO KNOW, FROM YOU.

22

23 **JAMES P. SPERING, CHAIR:** THAT'S A GOOD SUGGESTION, REBECCA.  
24 AND AFTER THIS MEETING TONIGHT, I FEEL LIKE WE'RE GOING TO  
25 NEED TO HAVE ANOTHER MEETING, VERY SIMILAR TO THIS, AS WE GO



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1 ALONG. AS WE DEVELOP SOME OF THE RECOMMENDATIONS. SO THANK  
2 YOU, REBECCA. GO AHEAD WALLY. GO AHEAD TO THE PUBLIC COMMENT.

3

4 **WALLY CHARLES, CLERK:** MEMBERS OF THE PUBLIC PARTICIPATING BY  
5 TELECONFERENCE WITH COMMENTS, PLEASE USE YOUR RAISED HAND  
6 FEATURE OR DIAL STAR NINE NOW, AND I WILL CALL UPON YOU TO  
7 SPEAK. EACH SPEAKER WILL HAVE ONE MINUTE AND 30 SECONDS TO  
8 SPEAK. PLEASE RAISE YOUR VIRTUAL HAND IN THE NEXT 60 SECONDS  
9 TO BE RECOGNIZED AS A SPEAKER. AND, PLEASE, ALSO SAY YOUR FULL  
10 NAME WHEN YOU START SPEAKING. SEAMLESS BAY AREA, ARE YOU  
11 READY?

12

13 **SPEAKER:** YES. SORRY. THE INTERFACE IS NOT LETTING ME CHANGE MY  
14 NAME. THIS IS ADINA LEVIN. AND I AM -- CAN YOU HEAR ME?

15

16 **JAMES P. SPERING, CHAIR:** YES.

17

18 **ADINA LEVIN:** WITH FRIENDS EVER CALTRAIN, AND THE TNC SAN MATEO  
19 TRANSIT JUSTICE COALITION. AND HAVING WORKED MOST RECENTLY ON  
20 MEASURE RR, I'M HELPING TO COORDINATE GRASSROOTS GROUPS TO DO  
21 THE PHONE BANKING TO GET THAT PATH, AS WELL AS BEFORE THAT, ON  
22 MEASURE W WITH THE NETWORK OF GRASSROOTS ORGANIZATIONS ALSO  
23 DOING THE GRASSROOTS OUTREACH IN SUPPORT A BALLOT MEASURE,  
24 COORDINATE AGREE MORE WITH THE CONCERN ABOUT UNFUNDED MANDATES  
25 AND THERE SHOULD CERTAINLY NEED TO BE FUNDING FOR ANYTHING



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1 THAT COSTS MONEY. AND WHAT WE ARE SEEING OVER AND OVER AGAIN  
2 FROM POLLING IS THAT VOTERS WANT A SEAMLESS SYSTEM, AND HAVING  
3 PLANNING IN PLACE TO ENABLE FUNDING TO GO TO ENABLE  
4 SEAMLESSNESS IS SOMETHING THAT WOULD BE EXTREMELY POWERFUL FOR  
5 BRINGING IN FUTURE REVENUE TO IMPROVE THE SYSTEM. AND THEN,  
6 SECONDLY, IN RESPONSE TO SOME OF THE QUESTIONS ABOUT LOW  
7 INCOME USERS, I SERVE ON THE ADVISORY BOARD FOR THE REIMAGINE  
8 SAMTRANS, THE --

9

10 **WALLY CHARLES, CLERK:** ADINA YOU HAVE TO WRAP IT UP. I'M SORRY.  
11 MY RINGER IS NOT WORKING RIGHT NOW.

12

13 **ADINA LEVIN:** ALL RIGHT. THANK YOU.

14

15 **WALLY CHARLES, CLERK:** ROLAND?

16

17 **SPEAKER:** THANK YOU. SO IT'S VERY DIFFICULT NOT TO ECHO MUCH OF  
18 WHAT'S SAID TONIGHT, BUT I ADOPT TO CLOSE WITH A POTENTIAL  
19 LITTLE SOLUTION FOR MOVING FORWARD. SO WHAT I'M HEARING IS  
20 EVERYBODY BASICALLY AGREES THERE IS A PROBLEM. AND NOBODY  
21 REALLY WANTS TO AGREE ON THE SOLUTION THAT'S GOING TO BE  
22 IMPOSED ON THEM BY LEGISLATION, AND THE SHOW ME THE MONEY  
23 QUESTION, I THINK IS WELL UNDERSTOOD BY EVERYBODY AROUND THE  
24 TABLE. AS FAR AS I CAN SEE, THIS IS NOT THE TIME TO ROCK A  
25 BUNCH OF LEAKY BOATS. AND I THINK WE HAVE ALL THE GOOD PEOPLE



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1 THAT WE'RE GOING TO EVER NEED AROUND THE TABLE RIGHT NOW. AND  
2 MOVING FORWARD, ONE POTENTIAL SOLUTION WOULD BE TO START AT  
3 THE FOOD CHANGE, START WITH THE LARGE OPERATORS, CALTRAIN, AND  
4 CAPITAL CORRIDOR AND MAKE THE SYSTEMS WORK TOGETHER, BUT WITH  
5 EVERYBODY ELSE WATCHING, THE VTA, AC TRANSIT, ET CETERA, AND  
6 THEN MOVE FORWARD. BUT I STRONGLY DISCOURAGE YOU FROM FORCING  
7 SOME KIND OF LEGISLATION OVER THESE AGENCIES, THAT WOULD NOT  
8 BE THE WAY TO GO RIGHT NOW. THIS IS NOT THE TIME TO DO IT.  
9 THANK YOU.

10

11 **WALLY CHARLES, CLERK:** THANK YOU. RICHARD HEDGES.

12

13 **RICHARD HEDGES:** THANK YOU. THIS WAS A VERY GOOD MEETING. I'M  
14 SO HAPPY EVERYBODY'S GETTING THEIR ISSUES WITH THIS OUT ON THE  
15 TABLE. WE KNOW IT WASN'T GOING TO BE EASY. I THINK ONE OF THE  
16 BIGGEST ISSUES THAT JUST MAKES IT EASIER FOR WAYFINDING AROUND  
17 THE REGION. I TRAVEL REGIONALLY OFTEN. I AM BLESSED IN MY AREA  
18 THERE ARE SEVERAL SHUTTLES FROM MY FRONT DOOR THAT GOES TO  
19 CALTRAIN AND BART, AND THE SAMTRANS, 250 AND 251 BUS GO TO  
20 CALTRAIN FROM MY HOUSE AND IT'S A FAIRLY SHORT WALK FROM THE  
21 STOP TO MY HOUSE AND THEY RUN HALF HOUR HEADWAYS COULD BE 15  
22 MINUTES BUT USUALLY CALTRAIN LAND IN THE MIDDLE OF THE  
23 SCHEDULE. I'M FAIRLY BLESSED. THE PROBLEM IS THAT 511 DOESN'T  
24 HAVE THE SHUTTLES, BUT GOOGLE DOES IN OUR AREA. I CARRY THREE  
25 TRANSIT PASSES WITH ME, FOR THE LARGER SYSTEMS, AND FOR THE



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1 PERSON FIRST STARTING TO RIDE, THEY'RE OVERWHELMED. I REMEMBER  
2 ON FOUR DIFFERENT VEHICLES WE HAD TO TAKE TO MEASURE, TO  
3 TREASURE ISLAND FROM AN EVENT, I TOOK A CITY COUNCILMAN WITH  
4 ME, AND HE THOUGHT IT WAS REAL EASY, BUT THAT'S BECAUSE I  
5 MAPPED OUT THE SITUATION FOR HIM, HE WASN'T A TRANSIT RIDER  
6 AND WOULD HAVE BEEN LOST OTHERWISE. I THINK THE SYSTEM CAN GO  
7 A LONG WAY TO REGIONALIZE THE SYSTEM TO MAKE IT EASIER TO RIDE  
8 REGIONALLY. THANK YOU FOR THE WAY YOU RAN THIS MEETING. YOU'RE  
9 VERY ACCEPTING OF OTHER IDEAS.

10

11 **JAMES P. SPERING, CHAIR:** THANK YOU, RICH. WALLY, ANY OTHER  
12 SPEAKERS?

13

14 **WALLY CHARLES, CLERK:** NO MORE PUBLIC SPEAKERS. THANK YOU.

15

16 **JAMES P. SPERING, CHAIR:** OKAY. AMANDA, DID STEVE KINSEY ANSWER  
17 YOUR QUESTION ABOUT NEXT STEPS? ALL RIGHT, VERY GOOD. AGAIN. I  
18 WANT TO THANK YOU FOR ALL OF YOUR INPUT STEVE KINSEY HAS A JOB  
19 AHEAD OF HIM. I CAN'T THANK THE GENERAL MANAGERS ENOUGH, YOU  
20 CAME TOGETHER WHEN WE NEEDED TO, AND THE FOUNDATION TO BUILD,  
21 THANK YOU. THE PROTOCOLS AND SAFETY MEASURES YOU PUT IN PLACE  
22 HELPING TO BUILD THE CONFIDENCE WE HAVE IN THE SYSTEM I DON'T  
23 WANT TO GO WITHOUT SAYING THANK YOU, AGAIN. WITH THAT, THE  
24 MEETING IS ADJOURNED. I AM SURE WE WILL BE HAVING ANOTHER





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1 MEETING WITH THIS GROUP IN THE FUTURE, AS WE IDENTIFY WHAT THE  
2 NEXT STEPS ARE. SO, THANK YOU ALL. [ADJOURNED]  
3



*Broadcasting Government*