METROPOLITAN TRANSPORTATION COMMISSION

Meeting Transcript

METROPOLITAN TRANSPORTATION COMMISSION

BLUE RIBBON TRANSIT RECOVERY TASK FORCE

MONDAY, JUNE 28, 2021, 1:05 P.M.

JAMES P. SPERING, CHAIR: OKAY. JESS, WHENEVER YOU WANT TO RUN OUR ANNOUNCEMENT. 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 RAISE 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 READ OUT LOUD. IF AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD

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LIKE TO SPEAK, THEY ARE FREE TO DO SO. A ROLL CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS NOT ACTIVE.

JAMES P. SPERING, CHAIR: THANK YOU, JESS. WALLY, ARE YOU READY TO TAKE THE ROLL?

WALLY CHARLES, CLERK: YES, I AM. CHAIR SPERING?

JAMES P. SPERING, CHAIR: PRESENT.

WALLY CHARLES, CLERK: ASSEMBLYMEMBER CHIU?

DAVID CHIU: PRESENT.

WALLY CHARLES, CLERK: SECRETARY MARK SHORETT? CHAD EDISON FOR SECRETARY KIM?

CHAD EDISON: PRESENT.

WALLY CHARLES, CLERK: BAKER?

SPEAKER: HERE.

WALLY CHARLES, CLERK: BOUCHARD? CHAVEZ?

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CINDY CHAVEZ: HERE.

WALLY CHARLES, CLERK: GRIFFITHS?

IAN GRIFFITHS: HERE.

WALLY CHARLES, CLERK: GRISBY? HALLS?

DARYL HALLS: HERE.

WALLY CHARLES, CLERK: HURSH?

MICHAEL HURSH: HERE.

WALLY CHARLES, CLERK: JOSEFOWITZ?

COM. NICK JOSEFOWITZ: HERE.

WALLY CHARLES, CLERK: KINMAN?

RANDI KINMAN: HERE.

WALLY CHARLES, CLERK: LINDSEY?

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JAMES LINDSAY: PRESENT.

WALLY CHARLES, CLERK: MULLIGAN? PAPAN?

GINA PAPAN: HERE.

WALLY CHARLES, CLERK: MURPHY?

STACY MURPHY: HERE.

WALLY CHARLES, CLERK: PEDROZA?

ALFREDO PEDROZA: HERE.

WALLY CHARLES, CLERK: POWERS?

ROBERT POWERS: HERE.

WALLY CHARLES, CLERK: RABBIT?

DAVID RABBIT: HERE.

WALLY CHARLES, CLERK: RAMACIER?

RICK RAMACIER: HERE.

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WALLY CHARLES, CLERK: ROTCHY?

SUSAN ROTCHY: HERE.

WALLY CHARLES, CLERK: TRAN? TREE?

MICHAEL TREE: HERE.

WALLY CHARLES, CLERK: TUMLIN?

JEFFREY TUMLIN: HERE.

WALLY CHARLES, CLERK: WHELAN?

NANCY WHELAN: HERE.

WALLY CHARLES, CLERK: WORTH?

AMY R. WORTH: HERE.

WALLY CHARLES, CLERK: WU?

ELLEN WU: HERE.

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WALLY CHARLES, CLERK: WUNDERMAN? WE HAVE A QUORUM.

JAMES P. SPERING, CHAIR: THANK YOU WALLY. WELCOME TASK FORCE MEMBERS. I WANT TO THANK YOU FOR THE EFFORT TO THIS TASK FORCE GOAL. THANK YOU TO SECRETARY KIM, AND CHAD EDISON AND SECRETARY MEMBER CHIU WHO REALLY HAS ENCOURAGED US TO GO FORWARD, AND REALLY PARTICIPATE THEIR PARTICIPATION, AND ESPECIALLY THE HARD WORK OF ASSEMBLY MEMBER CHIU WHO HAS TAKEN THIS ISSUE YOU. DAVID THANK YOU FOR ALL THE WORK YOU HAVE DONE. BEFORE I GET STARTED, I WOULD LIKE TO MENTION SEVERAL THINGS THAT HAVE HAPPENED SINCE OUR LAST MEETING AND IMPORTANTLY I WANT TO TOUCH ON OUR WORK THAT MIGHT BE CARRIED FORWARD AFTER THE FAST APPROACHING CONCLUSION OF THE BLUE RIBBON TASK FORCE. LOOKING BACK ON OUR JUNE 10TH AND 21ST, ON BOTH JUNE 10TH, AND THE 21ST, WE GAVE PUBLIC UPDATES ON OUR WORK TO BOARD MEMBERS AND TOP LEADERSHIP OF MOST OF THE BAY AREA'S LARGE AND SMALL TRANSIT OPERATORS, AND I WAS REALLY ENCOURAGED BY THESE MEETINGS, BY THE SUPPORT EVERYONE EXPRESSED FOR THE TASK FORCE'S WORK, AND BY HOW COMMITTED OUR REGION'S TRANSIT OPERATORS ARE TO ADVANCING BETTER COORDINATION AND COLLABORATION AND MAKING TRANSIT BETTER FOR OUR RIDERS. IN BOTH OF THOSE MEETINGS, THAT WAS UNIVERSAL THROUGHOUT, EVERYONE WANTS TO IMPROVE THE SYSTEM AND START MAKING IT A MUCH BETTER EXPERIENCE FOR ALL THE RIDERS. THANK YOU ALL WHO PARTICIPATED IN THOSE MEETINGS. JUNE 16TH NETWORK

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1 MANAGEMENT EVALUATION CONSULTANTS LED AN AD-HOC WORKSHOP FOR
2 THE SUBSET OF THE TASK FORCE LOTS OF WORK WENT INTO THAT
3 WORKSHOP AND I WAS IMPRESSED BY MY COLLEAGUES ABILITY AND
4 ENTHUSIASM FOR THE EXERCISES THAT WE TACKLED. THE INFORMATION
5 GATHERED WILL HELP THE CONSULTANT TEAM LED BY VIA
6 ARCHITECTURE. OUR MEETING NEXT MONTH ON JULY 26TH, AND AS
7 MENTIONED AT OUR LAST MEETING, WE WOULD LIKE TO HAVE A MULTI-
8 STAKEHOLDER ADVISORY BODY TO CARRY ON THE WORK AFTER THE
9 CONCLUSION OF THE BLUE RIBBON. VARIOUS TASK FORCE MEMBERS HAVE
10 EXPRESSED SUPPORT FOR SUCH A BODY AS WELL. AND I AM GOING TO
11 RECOMMEND THE ADVISORY COMMITTEE BE PRIMARILY FOCUSED ON AS A
12 SOUNDING BOARD FOR THE BUSINESS CASE EVALUATION NETWORK
13 MANAGEMENT REFORMS. I SEE THIS BODY HAS CONSENSUS ORIENTED
14 FROM EQUAL CONSENSUS FROM TRANSIT OPERATORS AND STAKEHOLDERS
15 INCLUDING MTC BUSINESS EQUITY AND LANE TO MAIN THE GENERAL MIX
16 OF PERSPECTIVE OF THE BLUE RIBBON TASK FORCE. AND AFTER
17 CONSIDERING MANY SUGGESTIONS YOU HAVE MADE AND LEADING WITH
18 STAFF THE INITIAL PROPOSAL FOR THE PROPOSITION WOULD BE WE
19 WOULD HAVE SEVEN TRANSIT GM'S SELECTED BY THE OPERATORS, SEVEN
20 OTHER STAKEHOLDERS IDENTIFIED BY MTC THAT WOULD REPRESENT
21 PERSPECTIVES SUCH AS JUSTICE, EQUITY, BUSINESS AND LABOR. THE
22 TIMELINE OF THE BLUE RIBBON ADVISORY GROUP WITH A LIMITED TERM
23 OF 18 MONTHS. I WANT TO INTRODUCE THIS CONTENT TODAY TO ALLOW
24 YOUR INPUT IN THE COMING MONTHS SO WE CAN FINALIZE THIS
25 CONCEPT AT OUR JULY MEETING AND ALLOWING MTC TO FORMALIZE THE

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ADVISORY BODY IN SEPTEMBER TO BE IN PLACE AS THE BUSINESS CASE WORK COMMENCES. WE'LL BE SENDING SOMETHING OUT EVERYONE, SO YOU WILL HAVE OPPORTUNITY TO REVIEW BEFORE OUR NEXT MEETING, AND PROVIDE COMMENTS TO STEVE OR THERESE OR WHOEVER YOU FEEL THAT YOU NEED TO DIRECT THEM TO. AND FINALLY, I WANT TO EMPHASIZE THAT THE, ALTHOUGH OUR TASK FORCE IS QUICKLY APPROACHING ITS END, I GENERALLY BELIEVE THAT THE HARD WORK WE HAVE DONE CAN AND WILL HAVE A LONG LASTING POSITIVE IMPACT ON THE BAY AREA'S TRANSIT AND PUBLIC AND I REALLY LOOK FORWARD TO HANDING OFF OUR RECOMMENDATIONS TO CHAIR PEDROZA AND THE FULL COMMISSION. WITH THAT SAID, I WOULD LIKE TO GO AHEAD AND MOVE INTO THE AGENDA. WE HAVE A LOT OF WORK TO DO AHEAD OF US HERE TODAY. FIRST ITEM IS THE CONSENT CALENDAR. HOPEFULLY EVERYONE HAS HAD AN OPPORTUNITY TO REVIEW WHAT'S ON CONSENT. I'LL ENTERTAIN A MOTION TO APPROVE THE CONSENT CALENDAR.

ALFREDO PEDROZA: SO MOVED, PEDROZA.

JASON BAKER: SECOND, BAKER.

JAMES P. SPERING, CHAIR: MOTION AND SECOND. ANY DISCUSSION? WALLY, TAKE THE ROLL CALL, PLEASE?

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WALLY CHARLES, CLERK: YES. MOTION BY PEDROZA, SECOND BY BAKER. [ROLL CALL VOTE] TASK FORCE MEMBERS BY LAST NAME, PLEASE BE READY TO UNMUTE. [ROLL CALL VOTE] MOTION PASSES UNANIMOUSLY.

JAMES P. SPERING, CHAIR: THANK YOU WALLY. LET'S MOVE TO ITEM FOUR, OUR AGENDA TODAY INCLUDING TWO MAIN ITEMS, THEY ARE SUBSTANTIAL ONES AND I APPRECIATE COMMENTS, THE PRESENTATION WILL BE GIVEN BY THE CONSULTANT TEAM LED BY VIA ARCHITECTURE AFTER OUR FACILITATOR STEVE KINSEY WILL PROVIDE AN INTRODUCTION AND STEVE BEFORE I HAND IT OVER TO YOU THIS PRESENTATION IS IN TWO PARTS AND IF WE CAN PAUSE BETWEEN THE TWO PARTS TO SEE IF COMMITTEE MEMBERS HAVE ANY QUESTIONS AND WE'LL TRY TO ADDRESS SOME OF THOSE ISSUES IN BETWEEN THOSE PRESENTATIONS, IF THAT'S OKAY?

STEVE KINSEY: ABSOLUTELY. THANK YOU, MR. CHAIR. TO GET US GOING RIGHT ON TIME, I WANT TO MENTION THAT AFTER A VERY BUSY MONTH OF REVIEWING BOTH BACKGROUND MATERIAL OF THE TASK FORCE REACHING OUT TO A RANGE OF STAKEHOLDER WHO IS HAVE BEEN PARTICIPATING AND LEADING A SUBSET OF YOUR OWN TASK FORCE MEMBERS THROUGH AN EXTENDED WORKSHOP BY OUR ARCHITECTURE TEAM IS GOING TO PRESENT A SYNTHESIS OF THEIR UNDERSTANDING AND PROPOSED EVALUATION OF METHODOLOGY TODAY. EACH WILL SHARE THOUGHTS WHERE THEY'RE HEADED AND REMEMBERING THAT YOU HAVE A CONSULTING TEAM TO DEVELOP THEIR OWN INDEPENDENT ANALYSIS AND

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NEXT STEPS FOLLOWING THE RECOMMENDED NEXT STEPS OF THE COMPLETION OF THE TASK FORCE ACTION PLAN AND INITIATION OF BUSINESS CASE THAT WILL FOLLOW. TRANSFORMING PUBLIC TRANSIT IN THE BAY AREA ISN'T NECESSARILY ROCKET SCIENCE BUT IS A COMPLICATED CHALLENGE THAT WILL KEEP YOUR SYNAPSIS CLICKING, THAT'S FOR SURE. FACILITATING EVERYONE'S PRESENTATION, I ENCOURAGE YOU TO MAKE NOTE OF YOUR QUESTIONS AND SUGGESTIONS AND BE READY TO BRING THEM FORWARD. I'M GOING TO TURN THIS OVER TO KATE WHO WILL GIVE HER PRESENTATION FOR HER TEAM.

KATHERINE HOWE: OKAY. I'M GOING TO START US OFF HERE JUST TAKE A FEW MINUTES TO GO OVER WHERE WE ARE IN THE PROCESS AND WHAT WE HEARD AND WHAT WE DID ON THE JUNE 16TH AD-HOC SESSION. THEN, AS NOTED, WE ARE GOING TO MOVE INTO REVIEW OF THE STRUCTURES. AND THOSE ARE THE STRUCTURES FOR COMMENT THAT WE WILL BE EVALUATING IN THE NEXT PORTION OF THIS PROJECT IN JULY, AS WELL AS WE'LL CLOSE WITH SOME DISCUSSION OF OUR EVALUATION CRITERIA. OKAY. NEXT SLIDE. SO YOU WILL REMEMBER THIS FROM WHEN WE PRESENTED LAST TIME. WE ARE LOOKING AT THIS PROCESS AS SORT OF IN FOUR STEPS, AND OUR CURRENT FOCUS IS HERE IN STEP THREE, STRUCTURE DEVELOPMENT AND EVALUATION. SO THAT MEANS WE ARE DEFINING OUR REGIONAL, LOCAL, ACCOUNTABILITIES FOR ROLES AND RESPONSIBILITIES, SKETCH LEVEL NETWORK MANAGEMENT STRUCTURES AND DEVELOPING AND APPLYING OUR EVALUATION CRITERIA. WHEN WE FINISH THIS STEP, WE'LL BE MOVING

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INTO REALLY THE PHASING PRIORITIES AND PATHWAYS, AND THIS REPORT WILL HAPPEN AFTER WE PRESENT IN THE JULY TASK FORCE MEETING. NEXT SLIDE. SO WE SPENT, REALLY, AN INTERESTING THREE-HOUR SESSION, AND WHAT WE REALLY FOCUSED ON WAS REVIEWING LESSONS LEARNED FROM OTHER PLACES. SOME OF THE STUDIES WE DISCUSSED WERE MONTREAL AND LONDON WE REVIEWED KEY THEM SELF EMERGING FROM DIRECTIONS FROM OUR WORK RESULTING TO DATE INCLUDING INTERVIEWS AND CONVERSATION AROUND LITERATURE AND REVIEW STARTING TO TEST CONCEPTS AROUND FUNCTIONAL ABILITIES AND SPOKE ABOUT DEEPER DIVES ABOUT HOW ROLES AND RESPONSIBILITIES CAN BE BROKEN OUT BETWEEN FUNCTIONAL ACCOUNTABILITIES AND SYSTEMIC AND REGIONAL AND LOCAL. AS THE WORKSHOP WE PROVIDE A HIGH LEVEL OF FAMILY OF REGIONAL NETWORK MANAGER STRUCTURES FOR DISCUSSION AND GATHERED INPUT AND WE'LL GO OVER RESULTING STRUCTURE. AND THE NEW CRITERIA TODAY WILL REFLECT THOSE COMMENTS. NEXT SLIDE. THE NEXT COUPLE OF SLIDES PROVIDED A HIGH LEVEL WHAT WE HEARD AS PART OF THE DISCUSSIONS. AND THERE WERE A VARIETY OF AREAS OF CONVERGENCE. SO, WE DID HEAR THAT THE REGIONAL NETWORK MANAGER DESIGN NEEDS TO RESPOND, FIRST, TO THE HIGH PRIORITY PROBLEMS. WE REALLY NEED TO BE ABLE TO ENSURE THAT OPERATORS CAN DELIVER ON LOCAL PRIORITIES TO WHICH THEY'RE HELD ACCOUNTABLE, AND BE AWARE OF UNINTENDED CONSEQUENCES. UPON PRESENTATION OF THE FAMILY OF STRUCTURES, WE DID HEAR THAT, IN GENERAL, THIS WAS THE CORRECT FAMILY, AND WE HAVE MADE REFINEMENTS TO THESE STRUCTURES, BUT

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AS WE KNOW, THE DEVIL IS IN THE DETAILS. AND ONE OF THE THINGS WE KEPT RETURNING TO IN THE WORKSHOP AND IN THE CONVERSATIONS IS THERE WAS A VERY STRONG INTEREST IN VIABILITY, AND REALLY A PRAGMATIC INCREMENTAL STEPS TO IMPROVE THE COORDINATION AND CONSIDER HOW TO DO THIS AND WHAT TO DO FIRST TO CREATE A VIRTUOUS ACCOUNTABILITY CIRCLE. AND WHAT WE MEAN THERE IS BY GAINING SOME EARLY WINDS, AND THEN BY GAINING THE WIN, THEN YOU CONTINUE TO BUILD ON YOUR -- ON THESE OUTCOMES, REALLY BUILDING TRUST AND ACCOUNTABILITY. WE HEARD THROUGHOUT THE WORKSHOP THAT THERE IS A STRONG DESIRE TO ACT. HOWEVER, IN THAT THE DEVIL IS IN THE DETAILS WE'RE LOOKING IN FUTURE CASE PHASES TO FULL PROVE OUT THE CONCEPT. AS MENTIONED WE DID A FEW ACTIVITIES SPECIFIC TO ACCOUNTABILITIES TO GET FOLKS TO THINK THROUGH THINGS MAYBE GAIN NEW PERSPECTIVES AND BREAKOUT SESSIONS EVEN IN THE ONLINE ENVIRONMENT TO HAVE SOME GOOD CONVERSATIONS. WE DID TWO ACTIVITIES. FIRST WAS REALLY LOOKING AT THE OVERARCHING SYSTEM LEVEL ACCOUNTABILITIES, AND QUESTIONING WHAT IS REGIONAL AND WHAT IS LOCAL. AS YOU CAN SEE ON THE SLIDE, ON THE LEFT-HAND SIDE, THERE WERE STRONG AREAS OF AGREEMENT BOTH ON WHAT ARE REGIONAL ACCOUNTABILITIES, STRATEGIC VISION, PLANS, POLICY, STANDARD GUIDELINES, PROJECT FUNDING PRIORITIZATION, AS WELL AS ON THE LOCAL SIDE REALLY ABOUT LOCAL NETWORK SERVICE PLANNING OPERATIONS AND MAINTENANCE. WHERE THERE WAS AREAS THAT NEED FURTHER DISCUSSION IS REALLY IN THE MIDDLE, HERE, AND YOU CAN SEE THAT

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ON BOTH SIDES, IN THE GRAY AND YELLOW. AND THAT'S AROUND INFRASTRUCTURE, DEVELOPMENT AND DESIGN, AND INFRASTRUCTURE DELIVERY. SO, IN THE -- SO THE SYSTEM LEVEL ACCOUNTABILITY SORT OF GOT US SETUP TO LOOK SYSTEMATICALLY AT ACCOUNTABILITIES, THE SECOND ACTIVITY LET US LOOK -- DO A LITTLE BIT OF A DEEPER DIVE ON INDIVIDUALS ROLES AND RESPONSIBILITIES. AND WE TOOK THREE AS EXAMPLES, ONE WAS INFRASTRUCTURE, DELIVERING BUS PRIORITY, SERVICES, NETWORK PLANNING, AND POLICY. AND, SO, AGAIN, BOTH OF THEM TRACKED VERY SIMILARLY WITH AREAS OF AGREEMENT AROUND WHAT IS -- THERE IS A FAIR ABILITY OF AGREEMENT ABOUT SYSTEM LEVEL ACCOUNTABILITIES IN THESE ROLES AND RESPONSIBILITIES AS WELL AS OTHER AREAS THAT NEED FURTHER RESOLUTION AROUND DESIGN, DEVELOPMENT, AND DELIVERY. AND THE NEXT SLIDE ACTUALLY GOES INTO THIS IN SOME MORE DETAIL. NEXT SLIDE. THERE IS TENSION REMAINS BETWEEN LOCAL AND REGIONAL. I DON'T NEED TO TELL YOU GUYS THAT. HOWEVER, I THINK ONE THING THAT WE HEARD IS THAT PEOPLE DO AGREE THAT MEETING LOCAL AND REGIONAL GOALS IS NOT MUTUALLY EXCLUSIVE AND THAT WE FELT CONFIDENT THAT THE REGION IS ABLE TO MOVE FROM AN EITHER/OR MINDSET TO BOTH AND/OR MINDSET PREDICTING LOCAL NEEDS AS WELL AS BEING AWARE OF UNINTENDED CONSEQUENCES AS WELL AS ADVANCING REGIONAL GOALS THERE IS A DESIRE FOR THE REGIONAL NETWORK MANAGER TO HAVE THE TEETH TO GET THINGS DONE MAKING SURE THAT THE GOVERNANCE STRUCTURE HAS THE AUTHORITY TO MANDATE MEANING IT HAS THE

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AUTHORITY TO DO WHAT IT'S TASKED TO DO THERE ARE BROAD AREAS OF CONSENSUSES IN THE AREAS OF GREEN THEY JUST SHOWED WHAT TO DO WHEN AND HOW TO BUILD THOSE VIRTUOUS ACCOUNTABILITY CIRCLES THERE IS DISCUSSION AROUND FORM AND FINANCE REALLY ENSURING ACCOUNTABILITIES FOR TRANSIT MUST MATCH WORK AND SET REVENUES RAISED AND THAT ACCOUNTABILITIES AND STRUCTURES MUST HAVE RESOURCES TO DELIVER THE REGIONAL NETWORK MANAGER GOVERNANCE STRUCTURE USED TO MENTOR ITS SCOPE AND HAVE EFFECTIVE REPRESENTATION AND FUNDING NEEDS TO BE EXPLORED FOR REGIONAL SERVICES. THESE ARE A SCREENSHOT OF ACTIVITY HIGHLIGHTING SOME OF THOSE AREAS THAT WILL REMAIN UNRESOLVED IN OUR CONTINUED DISCUSSION POINTS AROUND PROJECT DELIVERY DISCUSSION ABOUT DEFINITION OF MAJOR PROJECTS AND REGIONAL PROJECTS WITH RESPECT TO FUNDING AND DELIVERY AROUND PRIORITIZATION AROUND FUNDING AND AGAIN THE DEVIL WILL BE IN THE DETAILS WE NEED MORE INFORMATION ON HOW THIS PROCESS WILL WORK IN THE FUTURE QUESTIONS ABOUT MONEY NEW OR EXISTING IF IT'S NEW MONEY OPINIONS MIGHT CHANGE AND LASTLY ABOUT EQUITY REALLY GETTING DOWN TO THINK THROUGH HOW TO SUPPORT RACIAL JUSTICE AND TRANSPORT ACCESS, AS WELL AS THE FUNDAMENTAL CHALLENGE OF GEOGRAPHIC EQUITY VERSUS RIDER EQUITY. SO WITH THAT, JUST IN TERMS OF A SUMMARY OF WHERE WE HAVE BEEN -- THE NEXT SLIDE, I'M GOING PASS IT OFF TO TAMIM, WHO WILL TALK ABOUT NETWORK MANAGEMENT.

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SPEAKER: I'M JOINING FROM VANCOUVER, WHERE THEY ARE HAVING THE HOTTEST SUMMER ON RECORD. I'M IN THE DARK HERE. THIS IS HIGHLIGHTING WHY THE WORK YOU'RE DOING IS SO IMPORTANT. SO IMPORTANT TO THE BAY AREA BUT ALSO THE REST OF US GLOBALLY. A LOT OF THE INFORMATION WAS POSTED IN YOUR PACKAGE, SO I WON'T GO THROUGH IT IN A TREMENDOUS AMOUNT OF DETAIL. I'LL WALK THROUGH IT QUICKLY AS A MEANS OF ORIENTING YOU TO THE OVERALL MATERIAL THAT'S IN THE DECK. AND JUST BUILDING, BEFORE WE HEAD INTO THE NEXT SLIDE, I WANTED TO PROVIDE OVERVIEW OF CONTEXT COMMENTS. JUST BUILDING ON WHAT KATE WAS TALKING ABOUT, THE ACCOUNTABILITIES MAPPING WORK WE FEEL IS CRITICALLY IMPORTANT TO THE STRUCTURES CHALLENGES HIGHLIGHT THROUGH ALL DISCUSSION IN REVIEWING MATERIAL THAT WE HAVE HAD AND OF COURSE YOUR HISTORY OVER THE PAST DECADES, WE EFFECTIVELY HAVE TWO NETWORK MANAGERS RIGHT NOW AND ALL ARE ACTIVELY UNDERTAKING DUTIES, AND USUALLY WITH SPECIFIC OUTCOMES. THINKING ABOUT NETWORK MANAGEMENT MORE HOLISTICALLY WE HAVEN'T FOUND REGIONS ACHIEVING WHAT YOU ARE SEEKING TO ACHIEVE WITHOUT HIGH LEVEL REGIONAL INTEGRATED NETWORK MANAGEMENT COORDINATION. FIRST STEP IS FOCUSING ON WHAT A NETWORK MANAGER SHOULD DO AND THAT WORK WAS DID LONE BY THE TASK FORCE AND SECOND STEP IS REALLY WHO IS MAKING NETWORK MANAGEMENT DECISIONS. AND HAVING THE STRONG UNIFIED VOICE FOR THE NETWORK MANAGEMENT FUNCTIONS IS CRITICAL AND OPERATORS AND NETWORK MANAGEMENT FUNCTION AT THE END OF THE DAY WILL ALL HAVE ROLES TO PLAY. THE STRUCTURES

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YOU'RE ABOUT TO SEE IS TO HONOR THE NETWORK MANAGEMENT ENTITY OR GROUP WITH AS MUCH OF THE RESOURCES AND DECISION AUTHORITIES THAT YOU CAN TO GIVE IT -- [INDISCERNIBLE] OKAY. NEXT SLIDE. [AUDIO DIFFICULTIES] OUR ASSIGNMENT IS REALLY TO SUPPORT THE TASK FORCE AT THIS STAGE IN DEVELOPING AN EVALUATIVE FRAMEWORK NOT TO SELECT A PREFERRED OPTION. SO, AGAIN, GOING THROUGH ROLES AND RESPONSIBILITIES STRUCTURE OPTIONS EVALUATIVE CRITERIA FOR INITIAL SCREENING AND ALSO TO DEVELOP A BUSINESS CASE FRAMEWORK THAT CAN BE USED FOR THE BASIS OF YOU EVALUATIVE WORK LATER ON THAT DETAIL IS COMING LATER AND RECOGNIZING THAT DETAILED ASSESSMENT IS COMING LATER. OUR PROPOSAL IS RELATIVELY HIGH LEVEL WE WANT TO GET CONCURRENCE THAT OPTIONS AVAILABLE ARE THE RIGHT ONES RIGHT NOW LOOKING AT OPTIONS AND FAMILIES AND OPTIONS CHARACTERIZATION IN WAYS THAT HELPS POINT OUT THE MAIN OPPORTUNITIES AND CHALLENGES OF EACH OF THE RESPECTIVE MODELS. NEXT SLIDE. THE BASIS FOR THE WORK WE HAVE DONE TO DATE HAS BEEN THE SUBMISSIONS OF THE OPERATORS, MTC, AND ADVOCATES AND WORK OF THE BLUE RIBBON TASK FORCE AND OUR REVIEW, BEST PRACTICES, SCANS AND REVIEW OF THE BAY AREA MATERIAL THAT'S BEEN GENERATED OVER THE PAST NUMBER OF YEARS, AND, IN FACT, FURTHER BACK THAN THAT. THERE ARE TWO KEY ELEMENTS CHOICE THAT WE WANT TO SET OUT ONE IS APPROACH OF NETWORK MANAGEMENT VERSUS NETWORK MANAGER. AND WITHIN MTC, OPTIONS VERSUS THOSE ARE INDEPENDENT OF MTC. AND I THINK THE SECOND SET IS PRETTY

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OP OBVIOUS FIRST MANAGEMENT VERSUS MANAGER WE THOUGHT IT WOULD BE HELPFUL TO PROVIDE A DEFINITION OF WHAT THOSE MEAN. AND REALLY MANAGEMENT IN THE WAY THAT WE HAVE DEFINED HERE IS A MUCH HIGHLIGHTER LIFT IN TERMS OF BOTH ORGANIZATIONAL AND LEGISLATIVE REQUIREMENTS THAT KEEPS MOST OF THE AUTHORITIES INTACT. VERSUS THE MANAGER ROLE WHICH IS A MUCH MORE INTENSIVE PROCESS FROM A RESOURCE PERSPECTIVE, LEGISLATIVE PERSPECTIVE, AND ORGANIZATIONAL PERSPECTIVE. AND IT'S SOMETHING YOU WOULD DO IF YOU ARE GOING TO REALLY MORE AMBITIOUSLY TACKLE THE FULL SUITE OF REGIONAL NETWORK MANAGEMENT RESPONSIBILITIES. WE HAVE LAID OUT IN THE SLIDE REALLY FEATURES OF THOSE TWO MODELS FROM A DESIGN FOCUSED PERSPECTIVE, FROM AN AUTHORITY PERSPECTIVE, FROM THE ORGANIZATIONAL PERSPECTIVE, RESOURCES AND EVOLUTIONARY PERSPECTIVE. I'M GOING TO GO THROUGH THESE IN A BIT MORE DETAIL BUT HERE IS A SUMMARY SLIDE THAT INDICATES AS YOU MOVE FROM ONE TO THE OTHER IT REQUIRING A HIGH LEVEL OF INN TENSITY RESOURCE AND ORGANIZATION, AND WITH THAT LEGISLATIVE FUNDING SUPPORT TO BE ABLE TO GIVE FULL EFFECT TO THE MANDATE OF THE ORGANIZATION. OF COURSE, TO DO THAT, YOU WOULD REQUIRE A LOT MORE POLITICAL WILL AND TIME. OKAY. NEXT SLIDE. SO THERE IS A LOT OF INFORMATION ON THIS SLIDE. SO WHAT I'M GOING TO DO HERE TO MAKE IT MORE STRAIGHT FORWARD IS TO LAY OUT TO YOU WHAT'S IN EACH ROW, ROW BY ROW, AND TO GIVE YOU A SENSE OF THE KEY FEATURES OF THE OPTIONS THAT WE'RE PRESENTING. SO, OF COURSE, AS THE STATUS QUO AS MUCH AS WE'RE

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OBSERVING THE SITUATION TODAY THERE IS COLLABORATION HAPPENS FROM THE FARE INTEGRATION TASK FORCE AND WAYFINDING COLLABORATION, THERE IS A LOT OF PROGRESS MADE ON THESE AND THAT'S NOTED BY THE TASK FORCE AND OTHERS, BUT WHAT THE REAL CHALLENGE HERE IS IT DEPENDS ON THE GOOD WILL OF THOSE PARTICIPATING AND ALSO AVAILABLE RESOURCES TO IMPLEMENT. NEXT ROW IS OPTIONS 1 AND 2, NETWORK MANAGEMENT FOCUS ON FORMALIZING THE LIBRATION IN ITS EXISTENCE AS IT'S HAPPENING TODAY THROUGH THE VARIOUS -- A COUPLE OF DIFFERENT MODELS AND TALKING ABOUT HAVING A DEFINED WORK PROGRAM STILL WORKING WITHIN THE EXISTING AUTHORITY BUT GOING AS FAR AS THAT MODEL CAN GO WITHIN THE BOUNDS OF CURRENT TUTOR UNDERTAKE THOSE NETWORK MANAGEMENT FUNCTIONS WITHOUT A REALLY LARGE LEGISLATIVE CHANGE. SO THE COLLABORATION REALLY HAPPENS BY AGREEMENT OR BY DELEGATION OF AUTHORITY OR DECISION RESPONSIBILITY TO A GROUP THAT CAN BE ENTRUSTED WITH THAT. SOME LEGISLATION MIGHT HAPPEN OVER TIME BUT IT'S NOT REQUIRED ON DAY ONE AND IT'S NOT REQUIRED AT ALL. THESE OPTIONS CAN BE BOTH INSTATE AS WELL AS TRANSITIONAL STRUCTURES ARE AND THESE COULD POTENTIALLY OVER TIME SET THE TABLE FOR REMOVE MOVE A MORE ENHANCED MODEL OPTIONS 3 AND 4. AROUND DEVELOPING A FULL SERVICE NETWORK MANAGEMENT NEEDS TO BE SUCCESSFUL LEGISLATIVE TOOLS TO BOTH DECIDE AND DELIVER AND THIS CAN ENABLE A FULLER SUITE OF MORE CHALLENGE NETWORK MANAGEMENT RESPONSIBILITIES. NEXT SLIDE. SO WHAT I'M GOING TO DO IS WALK THROUGH JUST A

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MODEL THAT WE HAVE PRESENTED TO KIND OF JUST TEASE OUT THE SALIENT DIFFERENCES. AND WE'RE KIND OF GIVING THIS AS A BIT OF A CHOICE FRAMEWORK TO DEMONSTRATE THE KEY DIMENSIONS OF DISTINCTION BETWEEN THE DIFFERENT MODELS. ONE OF THEM IS HOW MUCH AUTHORITY DOES THE MODEL HAVE. SO THIS IS THE MANAGEMENT VERSUS MANAGER MOVING UP TO DOWN REQUIRING ADDITIONAL AUTHORITIES RESOURCES LEGISLATION AND WANT TO MOVE FROM MANAGEMENT TO MANAGER. THIS ALSO REQUIRES SOME ALIGNMENT OF NETWORK MANAGEMENT AUTHORITIES FROM MANY OF THE AGENCIES THAT EXIST TODAY TO FEWER AGENCIES BUT ONLY FOR THOSE NETWORK MANAGEMENT FUNCTIONS THEN THERE IS THE CHOICE BETWEEN WHERE AUTHORITIES REST WITHIN MTC AND THERE IS A COUPLE OF MODELS OF MANAGEMENT VERSUS MANAGER FOR DOING THAT AND A SIDE FOR MTC THROUGH AN INDEPENDENT AUTHORITY. WE'RE NOT HANDING OFF THE KEYS TO BE A SINGLE USE VEHICLE HERE, FOR SOMETHING LIKE BUS TRANSIT PRIORITY NETWORK MANAGER WILL HAVE KEY ROLES IN THE DRIVER'S SEAT AT CERTAIN STAGES, OPERATORS WILL HAVE KEY ROLES AND SOMETIMES SEATS SHIFT AS ONE TAKES ON PRIMARY RESPONSIBILITY FOR THAT NETWORKS MANAGEMENT FUNCTION. IT'S HIGH-OCCUPANCY VEHICLE SOMEBODY IS DRIVING, BUT NO ONE CAN HAVE THEIR HANDS ON THE STEERING WHEEL AT THE STATEMENT TIME WE SHOULD HAVE TWO GAS PEDALS AND BREAKS. ONE DESIGN FEATURES OF THE STRUCTURES ARE, WHAT WE HAVE PRESENTED IS A SERIES OF FOUR URBANIZATION STRUCTURES WITH KEY ELEMENTS HIGHLIGHTED WITHIN EACH ONE OF THEM. AND I'LL WALK THROUGH THOSE IN SENSE.

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IF WE CAN PUT THE SLIDE UP, FIRST ONE IS STATUS QUO. WHAT I WANT TO YOU DO IN THESE DIAGRAMS IS PAY ATTENTION TO THE ONES WITH THE SOLID LINES AND DASHED LINES THE SOLID ONES DEPICT DIRECT OVERSIGHT AND DASHES REPRESENT RELATIONSHIPS OR CLOSE COLLABORATION THE DESIGN OBJECTIVE IS SIMPLE IT DOESN'T INVOLVE A LOT OF CHANGE AND REALLY CAN WORK WITHIN THE EXISTING AUTHORITIES WITHOUT A LOT OF DISRUPTION TO EXISTING AUTHORITIES. IT IS LARGELY WHAT'S HAPPENING, AGAIN TODAY WITH RESPECT TO THE TASK FORCE FOR FARE INTEGRATION AND WAYFINDING. AMPING THAT UP THE PUTTING NETWORK MANAGEMENT ON A BIT MORE OF AN AGGRESSIVE KIND OF TILT TOWARDS IMPLEMENTATION IN THE NEXT SLIDE IS REALLY ONE OF THE MODELS IS OPERATOR BASED MANAGEMENT. SO THESE TWO MANAGEMENT FUNCTIONS ARE, AGAIN, SIMILAR IN LOTS OF WAYS, EXCEPT ONE IS OPERATOR LED AND ONE IS MTC LED. PRIMARY OBJECTIVE IS WORKING WITHIN THE EXISTING LEGISLATIVE FRAMEWORK AND FOCUSING ON MOVING TOWARDS NEAR-TERM PRIORITIES. GROUNDED IN A PROPOSAL THAT WAS SUBMITTED BY THE OPERATORS COLLECTIVELY TO FORMALIZE WHAT WE ARE SEEING TODAY TO GIVE STRONG EFFECT IS TO PROVIDE ADDITIONAL AUTHORITIES BY AGREEMENT TO THAT GROUP TO MAKE DECISIONS ON BEHALF OF THE WHOLE. AT THE END OF THE DAY, THOSE OPERATOR AGENCIES WOULD OBTAIN ULTIMATE AUTHORITY CREATING THAT GOOD WILL AGREEMENT IS REALLY IMPORTANT TO BEING ABLE TO EXPRESS THE COLLECTIVE VOICE OF THAT ENTITY. THERE IS A LIMITED, BECAUSE THERE ISN'T DIRECT LINKAGES --

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SPEAKER: AS A NOTE, WE NEED TO CHANGE THE SLIDE FORWARD ONE.

SPEAKER: THANK YOU. THIS IS NOT A POLICY BODY. BECAUSE IT'S HELD ASIDE FROM THE MTC OR OTHER REGULATED POLICY BODIES, SO THAT'S REFLECTED IN ITS REPRESENTATION. IT WILL NOT BE ABLE TO, IN OUR VIEW, BE ABLE TO FORM PUBLIC POLICY AROUND FUNDING AND SO ON. OKAY. NEXT SLIDE. NEXT VARIANT ON THIS MTC BASED MANAGEMENT THIS WOULD BE HOUSED WITHIN THE MTC. THIS TRIES TO TAKE ADVANTAGE OF THE EXISTING INFRASTRUCTURE, PLANNING INFRASTRUCTURE, WITHIN THE MTC, AND AGAIN HAS A FOCUS ON NEAR-TERM PRIORITIES. BECAUSE WE HAVE HEARD A LOT OF MTC'S POWER NOT BEING FULLY USED OR UTILIZED, WHAT THIS MODEL REALLY DOES IS IT TRIES TO LEVERAGE THOSE EXISTING AUTHORITY THAT IS THE MTC HAS TO BE ABLE TO GIVE TO EFFECT IMPLEMENTATION. SO THROUGH ITS FUNDING PERCENT, AND PLANNING POWERS AND WHAT WE SEE AS BEING REQUIRED TO GIVE THIS MODEL FULL EFFECT IS NOT NEW POWERS BUT THE AFFIRMATION OF HOW MTC'S POWERS WILL BE USED TO SUPPORT IMPLEMENTATION AND PRIORITY SETTING AND PLANNING AT A REGIONAL SCALE. IT WOULD REQUIRE SOME NEW RESOURCES FOR SUPPORTING THE PLANNING WORK, AND FUNDING FOR THAT WOULD NEED TO BE SOUGHT AND WE SEE THAT AS A RESOLVABLE NEAR-TERM ISSUE. SIMILAR TO WITH THE OPERATOR BASED MODEL. AND THIS WOULD NEED TO BE SUPPORTED BY A CONSULTATIVE COUNCIL NOT UNLIKE THIS TASK FORCE TODAY, THAT HAS BROAD REPRESENTATION

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FROM OPERATORS FROM THE MTC AND FROM STAKEHOLDERS. THE BALANCE OF THAT REPRESENTATION, NUMBER OF OPERATORS, STAKEHOLDERS, MTC, COULD VARY DEPENDING ON THE OBJECTIVES OF THE MODELS SO THAT WEIGHTING IS REALLY IMPORTANT. NEXT STRUCTURE. NEXT WE'RE MOVING TO, BECAUSE THE POLICY AUTHORITIES ARE A LITTLE MORE LIMITED PARTICULARLY IN OPTION ONE AND MANAGEMENT AUTHORITIES ARE MORE LIMITED WITHIN OPTIONS 1 AND 2, THE IDEA HERE IS TO REALLY SUPPORT THE IMPLEMENTATION OF THE FULLER SUITE OF NETWORK MANAGEMENT RESPONSIBILITIES MORE FULLY. EVERYTHING FROM COORDINATED SCHEDULES THROUGH TO DELIVERY -- OR THROUGH TO PLANNING AND PRIORITIZATION OF BUS NETWORKS AND BUS INFRASTRUCTURE. SO, THIS MODEL, HERE, IS -- GIVES AUTHORITY TO THE NETWORK MANAGER VIA LEGISLATION TO DECIDE ON BEHALF OF THE FULL SUITE OF NETWORK MANAGEMENT RESPONSIBILITIES. THERE ARE CLEAR RELATIONSHIPS TO OPERATORS AND ALSO TO THE MTC. BUT THESE ARE AT ARM'S LENGTH OR DOTTED LINE RELATIONSHIPS. THESE NETWORK MANAGEMENT RESPONSIBILITIES THERE WOULD BE DIRECT AUTHORITY THAT REQUIRES HIGH LEVEL COORDINATION BUT ALSO REQUIRES STANDING UP A NEW ORGANIZATION THAT HAS THE FULL SUITE OF TECHNICAL, MANAGEMENT, PLANNING RESOURCES TO BE ABLE TO DELIVER ON A COMPLEX FULL SPECTRUM POLICY PLANNING AND IMPLEMENTATION PROGRAM. THIS WOULD REQUIRE TIME TO ESTABLISH BOTH FOR GETTING THE REQUISITE OF LEGISLATION AS WELL AS THE RESOURCES TO IMPLEMENT. OKAY. NEXT SLIDE. SO THE FINAL ONE IS, IN OUR STRUCTURES, IS NETWORK MANAGEMENT WITHIN THE MTC,

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WHEREAS THE PREVIOUS MODEL REALLY SETS UP A SEPARATE STRUCTURE, WE HAVE TWO POLICY AUTHORITIES, THIS CONSOLIDATES POLICY AUTHORITY WITHIN ONE ENTITY THIS IS REALLY ESTABLISHING A NEW ADMINISTRATIVE UNIT WITHIN THE MTC TO TAKE ON THAT NETWORK MANAGEMENT ROLE. SO THIS IS A MODEL THAT'S SIMILAR TO OTHERS ACROSS NORTH AMERICA. AND WHAT THIS WOULD REQUIRE, THOUGH, IS SIGNIFICANT ENHANCEMENTS IN THE LEGISLATION, OR ALL NEW LEGISLATION TO BE ABLE TO SUPPORT IT. AND, AGAIN, AS WITH THE PREVIOUS MODEL, IT REQUIRES A FULL SUITE OF PLANNING AND DELIVERY AND OPERATIONS EXPERTISE TO BE HOUSED WITHIN THE ORGANIZATION. BECAUSE THIS IS A PUBLIC POLICY -- BECAUSE THIS HAS WITHIN THE PUBLIC POLICY BODY THE BOARD OR THE COUNCIL ITSELF COULD BE REPRESENTED OF NON-ELECTED OFFICIALS, SIMILAR TO THE TASK FORCE TODAY. SO, SOME CONSIDERATIONS TO ALL OF THESE MODELS IS THEY'RE NOT STATIC. THEY COULD HAVE VARIOUS PERMUTATIONS TO THE STRENGTH OF LEGISLATION THAT UNDERPINS THEM TO BOARD COMPOSITION WE DID ADDRESS THAT WAS NOT NECESSARILY IN THE OPTIONS IS FULL CONSOLIDATION WE BELIEVE THOSE ARE ADDED OPTIONS TO THE MODELS SO THEY CAN WORK AS STANDALONE PURE OPERATIONS PURE NETWORK MANAGERS OR THEY COULD BE ENHANCED IF THAT WAS AN OBJECTIVE WITH OPERATING UNITS UNDER AN OWNER OPERATOR MODEL. ANOTHER IMPORTANT CONSIDERATION IN ALL OF THESE, OPTIONS 1 AND 2, NETWORK MANAGEMENT COULD NETWORK MANAGEMENT STATES WITHIN THEMSELVES AND SETUP AS NETWORK MANAGEMENT FUNCTIONS AND LIVE WITH THAT FOR FIVE OR

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TEN OR FEN YEARS MORE GENERATION COULD BE SEEN AS STEPPING STONES TO THE DEVELOPMENT OF A NETWORK MANAGER FUNCTION THAT MIGHT BE MADE WITH LEGISLATION IN THREE OR FOUR YEARS HOWEVER LONG IT TAKES TO GET THAT LEGISLATION PASSED. NEXT SLIDE. THIS IS OUR LAST SLIDE FOR THE ACCOUNTABILITIES -- SORRY -- FOR THE STRUCTURES SECTION AND WE THOUGHT IT WOULD BE USEFUL TO BRING IT BACK TO THE ACCOUNTABILITIES THAT WE HAD HIGHLIGHTED EARLIER IN THE PRESENTATION AND HAVE BEEN DISCUSSED BY THE BLUE RIBBON TASK FORCE EARLIER IN ITS MANDATE. AGAIN NETWORK MANAGEMENT ACCOUNTABILITIES ARE WELL-DEFINED BY THE TASK FORCE. WE THOUGHT WE WOULD MAP THEM HERE FROM EASY TO DIFFICULT. THIS IS A LITTLE BIT SUBJECTIVE. BUT WE DON'T LOOK AT IT, STAND UP FAR AND SQUINT WHILE LOOKING AT IT. THERE ARE THINGS THAT ARE EASIER THAN OTHERS AND SOME THAT ARE MODERATELY OR MORE DIFFICULT. AND ALSO MAYBE FOR IMPACT IT'S PROBABLY TRUE TO SAY THAT A LOT OF THE THINGS THAT ARE AT THE LOWER END OF THE LIST, HERE, IF YOU COULD TACKLE THEM, FROM A REGIONAL PERSPECTIVE, WOULD HAVE SIGNIFICANT IMPACT FROM A REGIONAL PROJECT DELIVERY AND NETWORK MANAGEMENT PERSPECTIVE, AND OUTCOMES PERSPECTIVE. ON THE RIGHT HAND SIDE, OF COURSE, WE'RE MAPPING THAT TO THE POWERS THAT ARE REQUIRED TO DELIVER ON FUNCTION SO THAT EASIER THINGS CAN BE DONE MORE COLLABORATIVELY AS YOU MOVE DOWN IS THE SCALE AND REFLECT THE TASK FORCE BECOMES MORE CHALLENGING AND THAT INVOLVES MORE COMPREHENSIVE POWERS, FEWER VOICES IN THE DECISION PROCESS, SO

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THAT DECISIONS COULD BE MADE WITH A SINGULAR -- WITH A SINGLE VOICE. AND, OF COURSE, THERE ARE VARIATIONS ON A THEME WITHIN THESE. FOR EXAMPLE, WE IS SEE THAT WITHIN BUS TRANSIT PRIORITY ONE OF THE THINGS WE'RE HEARING IS THAT BUS TRANSIT PRIORITY IS HIGHEST PRIORITY BUT IT'S CHALLENGING TO GET MULTIPLE BUS LANES THROUGH MULTIPLE JURISDICTIONS THERE IS LOW-HANGING FRUIT WITHIN BUS TRANSIT PRIORITY, WITHIN A CITY YOU COULD GET SOME NOTABLE IMPLEMENTATIONS OF BUS LANES. OUR SENSE IS FOR A COMPREHENSIVE NETWORK BASED IMPLEMENTATION A BUS TRANSIT PRIORITY WOULD REQUIRE SIGNIFICANTLY MORE COORDINATION AND AUTHORITY. AND SIMILARLY WITH FARES. AND THEN OF COURSE, IF YOU WERE TO TREAT THEM AS A FULL SUITE OF RESPONSIBILITY OF COURSE TO TACKLE THEM ALL AS A COMPREHENSIVE SET OF INTERDEPENDENT PLANNING AND DELIVERY NEEDS WITHIN THE REGION, THEN THAT, OF COURSE, WOULD REQUIRE A MORE COMPREHENSIVE SET OF POWERS AND MORE PLANNING AUTHORITY AND SUPPORT RESOURCES TO BE ABLE TO IMPLEMENT. ALL RIGHT. SO THAT WAS A LOT FOR STRUCTURES, AND WE'LL JUST PAUSE THERE. AND I THINK OUR KEY QUESTION HERE IS HAVE WE GOT THE RIGHT BOOK ENDS WITH THE STRUCTURES, ARE THERE ANYTHING MISSING WITHIN THE STRUCTURES AND DO THEY REPRESENT A REASONABLE BASIS FOR BEGINNING THE EVALUATION?

JAMES P. SPERING, CHAIR: THANK YOU GOOD PRESENTATION. I'M GLAD YOU CLARIFIED THAT BUS TRANSIT PRIORITY BECAUSE I FELT IT

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SHOULD BE A BIT HIGHER KNOWING THE CONSENSUS WE'RE BUILDING THROUGHOUT REGION. I WOULD LIKE TO TAKE QUESTIONS FROM THE COMMITTEE THEN WE'LL TAKE QUESTIONS FROM THE PUBLIC AFTER WE DO THE EVALUATION SO THE PUBLIC CAN COMMENT ON BOTH. SO WITH THAT, I WOULD LIKE TO GO AHEAD AND ASK COMMITTEE MEMBERS, RAISE YOUR HAND WITH QUESTIONS OR COMMENTS YOU HAVE. AND THERESE, LEAD US OFF.

THERESE MCMILLAN: SURE THING. THANKS JIM. SO, WITH THE MODELS, ONE OF THE THINGS THAT WASN'T ENTIRELY CLEAR TO ME WOULD BE, YOU KNOW, I THINK WORTH MAYBE SOME FURTHER EXPLANATION ON THE THINKING IS THE DISTINCTION IN AUTHORITIES BETWEEN 3 AND 4. BECAUSE THEY READ -- WHEN I READ THESE AUTHORITIES IN BOTH, THEY SEEM KIND OF THE SAME. I'M HAVING A HARD TIME PULLING THOSE APART. BUT IT'S A -- IT WOULD BE SORT OF A FOUNDATIONAL TO THE DISTINCTION BETWEEN A FULLY INDEPENDENT BODY AND ONE THAT'S KIND OF WITH MTC, PARTICULARLY, LIKE, WHO CONTROLS THE MONEY? AND WHO CAN OVERRIDE CERTAIN DECISIONS. SO COULD YOU SPEAK TO THAT A LITTLE MORE?

TAMIM RAAD: IF YOU GO BACK TO 3 AND 4 AND SPLIT THE STRUCTURES YOU WILL SEE ONE HAS A DIRECT LINE RELATIONSHIP TO THE MTC, AND ONE SITS ASIDE FROM MTC. WHAT WE SEE AS THE DISTINCTION IS WITHIN THE TWO MODELS, WITHIN MTC MODEL WOULD HAVE ALL OF THOSE AUTHORITIES WITHIN ONE ORGANIZATIONAL UNIT. THE SETTING

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UP WITH SEPARATE REGIONAL NETWORK MANAGER, PRESUMPTION IS MTC WOULD STILL LARGELY RETAIN ITS AUTHORITIES IT HAS TODAY, THAT COULD BE QUESTIONED BUT SO THERE WOULD BE TWO AUTHORITIES THAT HAVE RESPONSIBILITIES. AND THERE COULD BE SOME AREAS OF OVERLAP BETWEEN THOSE. THAT WOULD BE FROM A DESIGN PERSPECTIVE SOMETHING THAT WOULD NEED TO BE THOUGHT THROUGH VERY, VERY CAREFULLY. BUT --

SHARUTI HARI: MAYBE PULL UP THE SLIDES?

JAMES P. SPERING, CHAIR: THERESE, DID THAT ANSWER YOUR QUESTION?

THERESE MCMILLAN: I THINK IT HIGHLIGHTED WHERE I WAS GOING. IS THAT DISTINCTION IS NOT NECESSARILY EASY OR CLEAN. BECAUSE YOU DON'T START WITH A BLANK SLATE. YOU START FROM WHERE YOU ARE RIGHT NOW, SO WHAT I THINK I HEARD IS, IN EITHER ONE -- WELL, PARTICULARLY FOR NUMBER THREE, WHETHER THERE ARE OVERLAPPING AUTHORITIES? ARE THERE CONFLICTING AUTHORITIES? HOW WOULD YOU RESOLVE THEM. SEEMS TO BE THE CHALLENGE, IF I'M UNDERSTANDING CORRECTLY.

SPEAKER: I WOULD SO THOSE ARE CONSIDERATIONS THAT WOULD -- THOSE ARE OBSERVATIONS THAT ARE GOOD ONES TO MAKE AT THIS STAGE. I THINK JUST LOOKING AT THEM OBJECTIVELY, IF MTC

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RETAINS POWERS AS AN MPO WITH THE REGION IT WOULD CARRY WITH IT THOSE POWERS FOR MANAGING THE REGIONAL TRANSPORTATION FUNDING, AND THAT WILL SET OFF A DIME BETWEEN THOSE TWO, BETWEEN THOSE TWO ENTITY THAT WOULD NEED TO BE MANAGED SO THE QUESTION IS HOW WOULD WE OPTIMIZE AND REDUCE OVERLAPS AND CONFUSION TO THE EXTENT THEY WOULD BE MANAGED THROUGH LEGISLATION AND TO WHAT EXTENT THEY WOULD EXIST IN OUR STRUCTURE AND SOMETHING THAT NEEDS TO GET REFLECTED AS A CON IN THE EVALUATION AGAINST THAT STRUCTURE.

THERESE MCMILLAN: THANKS.

JAMES P. SPERING, CHAIR: MICHAEL HURSH, AC TRANSIT?

MICHAEL HURSH: THIS QUESTION MAY BE APPROPRIATE FOR THE NEXT SECTION OF THIS PRESENTATION. BUT THIS IS GOOD. IT HELPS ME GET MY -- IT'S LIKE A MENU, IT HELPS ME GET MY HANDS AROUND WHAT SOME OF OUR OPTIONS ARE. BUT FOR ME, WHENEVER WE PRESENT GOING FORWARD I WOULD LIKE THAT WE ALSO INCLUDE A DISCUSSION ON HOW EQUITY IS PRESERVED, WHICH IS BETTER FOR EQUITY IN INDIVIDUAL AREAS, WHICH MAY HAVE LESS CONTROL OVER HOW WE MAKE SURE WE'RE EQUITABLY SERVING EVERYBODY. AND THEN THE OTHER THING IS, I THINK THEY ALL NEED TO RAMP UP, EVEN IF WE DON'T KNOW THE DOLLAR AMOUNT, I WOULD LIKE TO SEE IF WE PUT $1 SIGN OR TWO OR FOUR, SO WE HAVE A ROUGH IDEA IF ONE COST MORE THAN

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THE OTHER, AND I DON'T THINK WE HAVE ENOUGH EMPHASIS, NO MATTER WHICH WAY WE END UP, THERE HAS TO BE MORE RESOURCES MORE DOLLARS. WE PUT A LOT OF STAFF TIME IN OVER THE LAST YEAR AND I'M CONCERNED IF THIS IS ONGOING, THERE HAS GOT TO BE RECOGNITION THAT THERE NEEDS TO BE SOME TYPE OF FUNDING FOR US TO CONTINUE THIS WORK. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU MICHAEL. IAN GRIFFITHS?

IAN GRIFFITHS: YES, THANKS. I'LL TRY TO GET THROUGH MY COMMENTS AND QUESTIONS AS QUICKLY AS POSSIBLE. FIRST, I JUST WANT TO SAY, YOU KNOW, THANK YOU FOR THIS EXCELLENT WORK. IT'S REALLY EXCITING TO FINALLY GET TO THIS POINT IN THE TASK FORCE. IT'S BEEN REALLY GOOD DISCUSSION. I APPRECIATE WE'RE FINALLY HERE AT THE CRUX OF THE ISSUE THAT CAN HELP US ADDRESS THE PROBLEM STATEMENT THAT WE ALL AGREED TO AND I'M REALLY EXCITED TO MOVE FORWARD SOME OF THESE CONCEPTS. I ALSO WANT TO ACKNOWLEDGE THE TREMENDOUS AMOUNT OF PUBLIC COMMENTS THAT WERE RECEIVED, AND I THINK MOST, WHILE THEY'RE LISTED UNDER OTHER BUSINESS, I THINK THEY MOSTLY PERTAIN TO THIS ITEM. I COUNTED 71 MEMBERS OF THE PUBLIC WHO WROTE IN AND EXPRESSED SUPPORT FOR A NETWORK MANAGER AND SOME OF THE OPTIONS THAT WERE LISTED HERE. SO I WOULD JUST DRAW EVERYONE'S ATTENTION TO THOSE. THANKS TO ME FOR CLARIFYING THAT, YOU KNOW, IT'S POSSIBLE FOR OPTIONS 1 AND 2, TO BE EITHER CONSIDERED AS END STATES, OR AS

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WELL AS STEPPING STONES TOWARDS 3 AND 4. I REPEAT THEY SHOULD NOT BE CONSIDERED AS END STATES, DELIVERING ON 3 AND 4 BASICALLY BETTER DELIVERING AT GREATER CAPACITY AND SOME ACCOUNTABILITY. WITH REGARD TO THERESE'S COMMENT OR QUESTION I THINK IN TERMS OF OPTION THREE AND HAVING TWO DIFFERENT POLICY BOARDS VERSUS ONE, I THINK THERE ARE SEVERAL EXAMPLES OF THIS IN THE U.S. SOUND TRANSIT IS NOT THE MPO IT BALANCES RESPONSIBILITIES WITH RESPONSIBILITIES AND REGIONAL COUNCIL. IT WOULD BE INTERESTING TO LEARN IF THERE IS OVERLAP THERE, IF THERE IS GOOD DEFINITION BETWEEN THE RESPONSIBILITIES OF THE SO-CALLED NETWORK MANAGER AND THE MPO ON THE OTHER HAND, THE RELATIONSHIP BETWEEN STAG OR LA METRO AND TRY MET AND PORTLAND METRO FOR EXAMPLE, THERE ARE CERTAINLY THINGS WE NEED TO BE CLEAR ABOUT IN OPTIONS AS WE DEVELOP FURRING IF WE GO WITH OPTION THREE NOT TO CREATE OVERLAP OR DUPLICATION BUT HOPEFULLY CLARITY AROUND RESPONSIBILITIES. I THINK THIS IS THE RIGHT BOOK ENDS FOR THE ANALYSIS. I'LL RESPOND TO THAT QUESTION; AGAIN, I THINK THE FOCUS OUGHT TO BE ON 3 AND 4 IN TERMS OF A BUSINESS CASE. BUT IN OPTION THREE. ONE QUESTION WAS, THERE IS SOMETHING REGARDING THE GOVERNMENT -- THE THING THAT'S -- SLIDE 17 REPRESENTATION, R AND M BOARD READS AS POLICY BODY OVERSIGHT IS PRIMARILY BY ELECTED REPRESENTATIVES AND DELEGATES. I WANT TO CLARIFY WHY -- WHAT EXACTLY THAT MEANS AND WHY. IS THAT A RECOMMENDATION? OR SORT OF AN ASSUMPTION AROUND, LIKE, THIS WOULD BE A NEW THING OR NEW

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ENTITY THAT WE WOULD CREATE, PERHAPS COMBINING MULTIPLE AGENCIES, WHY IS IT THAT THAT'S IMPORTANT? WHY YOU HAVE MADE THAT -- WHY DON'T YOU ELABORATE ON THAT SENTENCE A BIT.

SPEAKER: SLEPT QUESTION. AND I GUESS IT DEPENDS ON THE AUTHORITY. SO OUR ASSUMPTION IS THAT THE ENTITY WHICH WOULD AND SHOULD HAVE RESPONSIBILITY TO, FOR INVESTMENT PRIORITY SETTING, FROM MANAGEMENT OF PUBLIC TAXPAYER RESOURCES FOR IMPLEMENTATION, ARE TWO PRIMARY PUBLIC ACCOUNTABILITIES FOR RESOURCE MANAGEMENT AND DOLLARS. WITHOUT EXISTING WE NEED DIRECT LINE OF ACCOUNTABILITY TO AN ELECTED BODY FOR GOVERNANCE IN THIS EXAMPLE IF IT DOES NOT HAVE A SOLID LINE RELATIONSHIP TO THE MTC THE QUESTION IS -- AND THIS MIGHT BE RESOLVABLE TO WHAT PUBLIC BODY IS IT ACCOUNTABILITY, AND OUR ASSUMPTION IS THIS WOULD NEED TO BE A PUBLICLY ACCOUNTABLE BODY IF THAT DOESN'T ALREADY EXIST SO PUBLIC OFFICIALS WOULD EITHER NEED TO BE BY DIRECT APPOINTMENT OR ELECTED OFFICIALS OR BY ELECTED OFFICIALS OF THIS BOARD TO HAVE THAT PUBLIC RESPONSIVENESS OF ACCOUNTABILITY. IN OUR MINDS YOU WOULD NOT BE ABLE TO HAVE A BOARD THAT IS APPOINTED REPRESENTATIVES OF STAFF REPRESENTATIVES AT THE GENERAL MANAGER LEVEL AND STILL HOLD ACCOUNTABILITY FOR THOSE MATTERS THAT'S DESIGN PERMUTATION THAT MIGHT HAVE SOME WAYS TO RESOLVE IT. IF THERE ARE SUGGESTIONS THAT WOULD BE GOOD TO ENTERTAIN RIGHT NOW.

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IAN GRIFFITHS: I CAN CLARIFY ONE FINAL THING WHICH IS, IS IT POSSIBLE THAT -- IS THAT STATING A PREFERENCE BETWEEN THE BOARD BEING ACTUALLY ELECTED REPRESENTATIVES AS OPPOSED TO APPOINTEES, SAY, APPOINTED BY THE GOVERNOR, OR APPOINTED BY -- THEY MAY NOT BE ACTUAL -- ARE YOU SAYING THEY NEED TO BE OFFICIALS OR HAVE SOME ACCOUNTABILITY TO AN ELECTED OFFICIAL.

SPEAKER: THERE NEEDS TO BE SOME ACCOUNTABILITY TO AN ELECTED OFFICIAL, SO THE PUBLIC NEEDS TO BE ABLE TO MAKE THEIR VOICE HEARD TO AN ELECTED OFFICIAL AND HAVE THAT ELECTED OFFICIAL RESPOND TO IT. SO ALONG THE LINES THAT YOU JUST DISCUSSED, ARTM IS A GOOD MODEL -- IN MONTREAL, THAT HAS SOME MIX MUCH MAYORAL APPOINTEES AND MIX OF PRIVATE APPOINTEES SO THAT COULD WORK.

JAMES P. SPERING, CHAIR: RANDI KINMAN?

RANDI KINMAN: THANK YOU. I APPRECIATE THE STEPPING STONES STATEMENT. BECAUSE THIS'S REALITY WHAT THE POLICY ADVISORY COUNCIL FOR MTC HAS BEEN LOOKING AT. ONE IN TWO -- THE -- WE NEED TO GET THROUGH STEPPING STONES, OR WE NEED TO REACH THAT END GOAL THAT ALLOWS A NETWORK MANAGER SYSTEM, NOT MANAGEMENT. WE NEED IT TO BUILD ON THE -- AND THIS HAS BEEN THE PREFERENCE FOR THE POLICY ADVISORY COUNCIL ALL ALONG. WE NEED TO PUT INTO PLACE AN AUTHORITY THAT HAS RESPONSIBILITY THAT DOESN'T

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CONFLICT AND CREATE A BODY THAT IT CONFLICTS WITH EXISTING RESPONSIBILITIES OR FUNDING OR POLICY MAKING, BECAUSE WE ALREADY HAVE THAT, YOU KNOW, SOMEBODY WILL COME TO MY MEETING AND COMPLAIN ABOUT SOMETHING, AND I'LL HAVE TO TELL THEM THAT'S AN ABAG THING, NOT MINE OR THAT'S AN AIR DISTRICT THING WE WANT TO MAKE SURE WE'RE NOT CREATING CONFUSION WITH THE GENERAL PUBLIC. WE NEED TO MAKE SURE WHATEVER STRUCTURE IS DEVELOPED INCLUDES PEOPLE OUTSIDE OF THE TRANSIT AGENCIES, INCLUDES ADVOCATES, INCLUDES PEOPLE WHO ARE DOING THE WORK ON THE GROUND, FOR A REALLY FULL REPRESENTATION, WHEN YOU'RE DEVELOPING POLICY. AND WE THINK THAT THAT'S JUST REALLY IMPORTANT. THANK YOU.

JAMES P. SPERING, CHAIR: ASSEMBLY MEMBER CHIU, DID YOU HAVE YOUR HAND RAISED?

DAVID CHIU: I ADOPT TO HEAR WHAT JEFF HAS TO SAME BUT I ADOPT TO MAKE A COMMENT.

JAMES P. SPERING, CHAIR: WE ALL WANT TO HEAR WHAT JEFF HAS TO SAY. JEFF?

JEFFREY TUMLIN: LET'S KEEP IN MIND THAT FOREIGN -- [INDISCERNIBLE] I WOULD LIKE TO SEE HOW EACH OF THESE DIFFERENT OPTIONS IS MOST EFFICIENTLY ABLE TO IMPLEMENT THE

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TASKS THAT YOU HAVE ENUMERATED OUT. WHAT'S SIMPLEST MECHANISM OF ACHIEVING OUR GOALS. SECONDLY AND IMPORTANTLY NEEDS TO FOLLOW FINANCE. SO AS HAS ALREADY BEEN STATED, TRANSIT IS FUNDED BY A WHOLE VARIETY OF DIFFERENT SOURCES, AND WE EACH NEED TO HAVE A PUBLIC BOARD THAT IS ACCOUNTABLE FOR SPENDING THAT MONEY. SO, PART OF MY BUDGET NEEDS TO BE APPROVED BY OUR SALES TAX AUTHORITY. PART OF MY BUDGET NEEDS TO BE APPROVED BY OTHER ENTITIES, PARTS OF GOLDEN GATE TRANSIT'S BUDGET NEEDS TO BE ACCOUNTABLE TO THE BOARD THAT COLLECTS BRIDGE TOLLS. IS THIS NEW ENTITY BRINGING IN MONEY? IT CAN'T BE ACCOUNTABLE TO MONEY THAT IS BEING RAISED LOCALLY. SO HOW IS THIS ENTITY ACTUALLY SIMPLIFYING DECISION MAKING ABOUT HOW WE ALLOCATE LIMITED HOURS OR IS THIS SIMPLY A NEW BUREAUCRACY THAT IS ADDING GREATER COMPLEXITY BUT WITHOUT NECESSARILY ADDING CON COMMONALITY? AND ANOTHER POINT IS FOR ANY OF THESE ENTITIES, THEY HAVE TO BE STAFFED. SO OPTION ONE, WHICH IS A STRENGTHENED CLIPPER EXECUTIVE BOARD BASICALLY THAT NEEDS TO BE STAFFED. QUESTION S WHO IS THAT STAFF REPORTING TO? HOW IS IT HIRED? AND HOW IS THAT SETUP? IN ORDER TO GET ANY OF THIS DONE IT REQUIRES A SUBSTANTIAL SHARED AMOUNT OF STAFFING RESOURCE.

JAMES P. SPERING, CHAIR: THANK YOU, JEFF. DID YOU OR KATE WANT TO RESPOND TO THAT?

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SPEAKER: I AGREE WITH THE POINTS ON FINANCE, AND THE IDEA WITH THE NEW REGIONAL NETWORK MANAGERS IS THE OPTIONS 3 AND 4 IS TWOFOLD WITH RESPECT TO ACCOUNTABILITY AND POLICY ACCOUNTABILITY, ONE IS PRIORITY SETTING FOR INVESTMENT IS A PUBLIC ACCOUNTABILITY MATTER AND TWO IS THAT THE DOLLARS THAT FOLLOW THAT, AND THAT ARE USED FOR IMPLEMENTATION WOULD NEED TO BE NEW DOLLARS TO SUPPORT AN ENTITY THAT HAS A PROGRAM THAT'S THAT AMBITIOUS THAT ACCOUNTABILITY WOULD BE TO THE NEW REVENUE SOURCES NOT TO THE EXISTING ACCOUNTABILITIES AND AUTHORITIES THAT EXIST WITHIN THE LOCAL TRANSIT AUTHORITIES. SO IT IS A DIFFERENT ACCOUNTABILITY AND THOSE ISSUES AROUND DUPLICATION OF AUTHORITY -- AND ADDING NOT DUPLICATION BUT ADDING NEW LAYERS OF AUTHORITY NEEDS TO COME INTO THE EVALUATION, AND THE OTHER THING WITH RESPECT TO THE RECOMMENDATION EVALUATIONS IN THE BUSINESS CASE IS WE WANT TO DO AN OVERALL EVALUATION OF STRUCTURE OPTIONS PERFORMANCE BUT ALSO THAT STRUCTURE OPTIONS MAY PERFORM DIFFERENT THAN INDIVIDUAL PRIORITIES OF THE TASK FORCE, AND A TWO STEP EVALUATION PROCESS THAT HAS AN OVERALL EVALUATION OF THE STRUCTURE BUT ALSO GETTING THE LEAD OF HOW THEY PERFORM WITH RESPECT TO HIGH PRIORITIES WOULD BE CONSIDERED.

JAMES P. SPERING, CHAIR: ASSEMBLYMEMBER DAVID CHIU DID YOU WANT TO COMMENT AT THIS TIME?

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DAVID CHIU: I'LL JUMP IN WITH A FEW THOUGHTS. FIRST I WANT TO THANK THE TASK FORCE FOR YOUR ENGAGEMENT AND THOROUGH PRESENTATION FOR HOW WE MOVE THIS FORWARD. THIS CONVERSATION AROUND NETWORK MANAGEMENT REFORMAT WHICH I THINK FOR ALL OF US IS REALLY THE HEART OF WHAT WE ARE TRYING TO CONSIDER HERE. YOU KNOW, AS I HAVE SAID FOR A NUMBER OF MONTHS FROM MY PERSPECTIVE, OUR REGION, WE NEED A CLEAR LEAD AGENCY AND ENTITY WITH A CLEAR MANDATE AND ACCOUNTABILITY FOR ALL THE THINGS THAT WE WANT. AND, YOU KNOW, I HAVE HEARD IN THE LAST FEW MINUTE THIS IS IDEA THAT POTENTIALLY OPTIONS 1 AND 2 AROUND FORMALIZED COLLABORATION MIGHT BE CONSIDERED AS STEPPING STONES WHICH MIGHT BE APPROPRIATE. I HAVE HEARD A LOT OF SKEPTICISM BEFORE THIS MEETING THAT OPTIONS 1 AND 2 WOULDN'T BE ABLE TO LEAD TO THE RESULTS THAT I THINK THE PUBLIC IS EXPECTING TO HAVE FROM US AND AS OPTIONS ARE EVALUATED WE REALLY TAKE INTO ACCOUNT THE IMPACT OF THE EXTREME, SORT OF THE DISPERSED DECISION MAKING THAT GOT US HERE AND COULD CONTINUE UNDER THOSE OPTIONS I THINK 3 AND 4 WOULD BOTH GET TO THE POINT CHANGE THAT THE PUBLIC IS LOOKING FOR AND I SUGGEST VIA ALL OF US AND STAKEHOLDERS THAT WE TAKE TIME TO VET ALL OPTION BECAUSE OBVIOUSLY THEY'RE GOING TO BE LABOR INTENSIVE OPPOSED TO 1 AND 2. AND MY APOLOGIES, I HAVE TO JET TO PRESENT A BILL TO THE COMMITTEE AND VOTE ON THE FLOOR. JEFFREY TUMLIN SAID AS WE THINK ABOUT EVALUATION CRITERIA TO INCLUDE SOME ELEMENT AROUND -- JEFF REFERRED TO

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SIMPLIFICATION, I MIGHT SUGGEST, HOW WE REALLY PUSH FORWARD REFORM FASTER. REALLY, SPEED OF CHANGE, WHICH STRUCTURE CAN ENABLE US TO MAKE FASTER, NIMBLER DECISIONS. I THINK THE CHALLENGE WITH A LOT OF THE FORMALIZED COLLABORATION, THE CHALLENGES ARE THAT THOSE DECISIONS WILL BE SLOW, AND INCREMENTAL. AND I THINK FOR MANY OF US WE DON'T HAVE THE LUXURY OF TIME, BOTH BECAUSE WE DON'T, BUT ALSO, I THINK IF WE'RE GOING TO GET PEOPLE TO HAVE CONFIDENCE AGAIN, IN TRANSIT, AND REALLY SHIFT TRANSPORTATION BEHAVIORS SIGNIFICANTLY IN A SHORT PERIOD OF TIME TO ADDRESS OUR CLIMATE, TO ADDRESS OUR ECONOMIC NEEDS, TO ADDRESS THE REGION WE HAVE TO FIGURE OUT HOW TO MOVE FAST. I KNOW THERE IS GOING TO BE DISCUSSION AROUND REFINING CRITERIA BUT TO FIGURE OUT HOW TO DO THIS IN A WAY TO LEAD NOT JUST EFFECTUATE RESULTS BUT TO DO IMPLEMENTATION IN A QUICK WAY AND DRIVE FORWARD ALL THAT SAID LOOKING FORWARD TO THE FINAL EVALUATION AND I APPRECIATE EVERYONE EFFORT ON THIS.

JAMES P. SPERING, CHAIR: THANK YOU ASSEMBLYMEMBER. APPRECIATE THOSE COMMENTS. AMY WORTH, JIM WUNDERMAN, AND THEN ALFREDO. AMY, DID YOU STILL WANT TO COMMENT?

AMY R. WORTH: THANK YOU, MR. CHAIR. YEAH. I JUST WANT TO FOLLOW UP, IN LOOKING AT THESE FOUR MODELS FROM KIND OF A STRUCTURAL STANDPOINT, IT LOOKS LIKE WE HAVE TWO MODELS THAT

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SORT OF TAKE THE -- AND THEN I'M FOLLOWING UP ON ASSEMBLY MEMBER CHU'S WORDS, SORT OF THIS FORMALIZED COLLABORATION, WHERE YOU TAKE SOMETHING LIKE FARE INTEGRATION OR EXPRESS LANE NETWORK DEVELOPMENT AND PUT SOME INCENTIVE IN IT PUT SOME TEETH INTO THE OUTCOMES OF THOSE TASK FORCES, SO THE TRANSIT AGENCIES AND COMMUNITY MEMBERS AND STAKEHOLDER AGENCIES WORKING TOGETHER THE GOAL WOULD BE THAT PROCESS WOULD ULTIMATELY RESULT IF A POSITIVE DELIVERABLE OUTCOME. AND THEN IT SEEMS TO ME THE OTHER, 2, 3, AND 4, ARE TOP DOWN, WHERE YOU HAVE AN ENTITY THAT DECIDE WHAT IS THE PRIORITIES ARE GOING TO BE AND THEN THAT'S -- THEN REQUIRING THE VARIOUS PARTICIPANT IN THAT BE EITHER NETWORK OR PROCESS TO DO IT. I'M TRYING TO UNDERSTAND, IS THAT SORT OF A DISTINCTION IN COMPARING THE SORT OF THE FOUR MODELS? AND I -- JUST -- AND AGAIN, WHAT I HEAR PEOPLE SAYING IS, OBVIOUSLY WE WANT TO HAVE -- WE WANT TO HAVE ACTION EARLY. AND, SOME OF 3 AND 4 WOULD REQUIRE, YOU KNOW, PROBABLY A NUMBER OF YEARS OF LEGISLATIVE EFFORTS TO CREATE A DIFFERENT LEGISLATIVE STRUCTURE. SO I'M JUST CURIOUS, WOULD THAT BE KIND OF A FAIR ASSUMPTION IN TERMS OF THE WAY THESE TWO GROUPS REPRESENT KIND OF A STRUCTURE? THANK YOU.

SPEAKER: I THINK AT A BASIC LEVEL, YEAH, THAT CAPTURES, THE HARDER THE TASK IN TERMS OF MORE LEGAL AND FINANCIAL RESOURCES AND THE COOPERATION STRUCTURE AND ORGANIZATIONAL STRUCTURE SO THE QUESTION IS, I SUPPOSE, HOW FAR DO YOU WANT GO AND HOW

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QUICKLY. AND ARE THERE THOSE STEPS STONES FOR YOU TO BE ABLE TO GET THERE IS MORE COMPREHENSIVE LONGER TERM REFORMS ARE MORE IMPORTANT OR HOW DOES THAT BALANCE TOWARDS MAKING NEAR-TERM STEPS IN OUR VIEW THEY'RE NOT MUTUALLY EXCLUSIVE BUT YOU HAVE TO HAVE A CLEAR PLAN.

JAMES P. SPERING, CHAIR: JIM WUNDERMAN.

JIM WUNDERMAN: I WANT TO REFLECT ON ASSEMBLY MEMBER CHIU'S COMMENTS. IT'S IMPORTANT THAT WHEN THE DUST SETTLES ON THIS, WE GOT DOWN THE ROAD TO THE POINT WHERE WE FEEL A LOT BETTER ABOUT OUR ABILITY TO DELIVER ON ALL OF THIS, AND GETTING IT DONE, AND IN A REASONABLE AMOUNT OF TIME IS IMPORTANT. TO MR. TUMLIN'S COMMENT, I CERTAINLY AGREE, THERE NEEDS TO BE PROPER RESOURCE IN PLACE TO DO THE PROPER JOB. AND THE CHALLENGE, I THINK IS WE HAVE A BIT OF A CHICKEN AND EGG ISSUE. AT LEAST FROM OUR PERSPECTIVE AT THE BAY AREA COUNCIL, WE CAME INTO THIS ON THE HEELS OF FASTER WHERE THE GOAL REALLY WAS TO DELIVER A SUBSTANTIAL AMOUNT OF INCREASED FUNDING TO DEAL WITH THE OPERATIONAL AND CAPITAL NEEDS A SYSTEM THAT CLEARLY NEEDS INVESTMENT AND SHORING UP. AND THE WRINKLE IN IT WAS THE PUBLIC'S RESPONSE IN FEELING THAT WE HAD A SYSTEM, AN OVERALL SYSTEM THAT WASN'T CAPABLE OF DELIVERING, AND FILLING HOLES IN THAT SYSTEM. YOU KNOW, SO WE'RE TRYING TO SOLVE FOR THAT PROBLEM. AND MY WHOLE VISUAL IS TO STILL BE ABLE TO GO THROUGH

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WITH SOMETHING LIKE THAT, BUT I THINK WE HAVE TO BE ABLE TO SAY TO THE PUBLIC THAT WE ADDRESS THAT CONCERN BEFORE WE GO TO THEM LOOKING FOR A VOTE ON SUCH A SUBSTANTIAL INFUSION OF CAPITAL. CERTAINLY THE ARTICLE OVER THE WEEKEND ABOUT MEGA PROJECTS AND HOW MUCH IT'S COST US TO BE ABLE TO DELIVER ON WE THOUGHT WERE GOING TO COST A LOT LESS AND HAPPEN A LOT SOONER DOESN'T HELP THE CAUSE OF DOING SOMETHING ABOUT THAT PROBLEM AND RELATED ISSUES. I THINK THREE OR FOUR, I'M NOT REALLY LEANING TOWARD ONE OR THE OTHER, BUT I THINK THREE OR FOUR ARE REALLY WHERE WE SHOULD FOCUS, AND I THINK THE PRESENTATION HAS BEEN GOOD IN KIND OF SORTING OUT WHAT THE OPTIONS ARE, AND I HOPE WE CAN COME TO A SOLUTION HERE THAT'S MEANINGFUL, NOT JUST A SOLUTION, BECAUSE WE HAVE BEEN AT THIS FOR A WHILE, SO WE HAVE GOT TO DO SOMETHING, BUT BECAUSE IT MAKES SENSE TO DO IT. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU, JIM. ALFRED E THEN CINDY CHAVEZ.

ALFREDO PEDROZA: THANK YOU, CHAIR. GREAT PRESENTATION E AND I APPRECIATE HOW YOU BROKE IT DOWN BY PRESENTATION ADMINISTRATION AND I THINK JEFFREY TUMLIN HIT IT ON THE HEAD LOOKING AT THE OPTIONS AND MEASURES AGAINST THE OUTCOMES WE'RE TRYING TO ACHIEVE LOOKING AT THIS I'M INTERESTED IN THE PERFORMANCE OF OPTIONS COMPARED TO OUTCOMES. AND I THINK MIKE

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HURSH MADE COMMENTS IN THE BEGINNING ABOUT COST ABOUT WHAT IT COSTS TO OPERATE SOME OF THESE OPTIONS SO THAT TYPE OF ANALYSIS WOULD BE VERY BENEFICIAL. AND THE ONLY OTHER LAYERS I WOULD ASK, TOO, IS THE TIME FRAME FOR DELIVERING OUTCOMES HOW DOES THAT PERFORM IN SOME OF THESE OPTIONS. I BELIEVE WE STRUCTURED IT RIGHT BUT THE REASON WE STARTED THIS WAS TO CREATE OUTCOMES NOT PRESIDENT PROCESS PERSPECTIVE WHICH IS IMPORTANT, BUT IN IMPLEMENTATION AND DELIVERY STATE. THANK YOU FOR THE PRESENTATION.

JAMES P. SPERING, CHAIR: GINA?

GINA PAPAN: THANK YOU, MR. CHAIR. YEAH, THE TIMING IS OF CONCERN TO ME. 18 MONTHS, THAT COULD BE A HUGE AMOUNT OF TIME IF WE'RE NOT GOING IN THE RIGHT DIRECTION. I DID LIKE THE STEPPINGSTONE ASPECT OF THIS, BUT I THINK OUR BEST RESULTS MAY BE IN THREE OR FOUR HERE. AS TO THE ELECTED REPRESENTATION, THAT IS AN ABSOLUTE MUST FOR ME. I DON'T WANT ANOTHER HIGH SPEED RAIL AORTA WHO -- AUTHORITY WHO ARE NOT ACCOUNTABLE TO THE JURISDICTIONS. MR. TUMLIN, COMMON SENSE ASPECT OF THIS WHEN YOU HAVE SPECIFIC FUNDING SOURCES HERE I HOPE WHATEVER OUTCOMES WE HAVE COME UP WITH ACTUALLY FIT INTO THOSE FUNDING SOURCE OR THOSE OBLIGATIONS BECAUSE WE'RE LOOKING FOR COMMON SENSE. WE'RE REALLY LOOKING FOR OUTCOMES AND RESULTS AS QUICKLY AS POSSIBLE. THIS IS NOT AN EASY DECISION BY ANY MEANS

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BUT WE STILL WANT TO BE EFFICIENT AND WE WANT TO BE RESULTS ORIENTED. SO, THE DELIVERABLES ARE KEY HERE, AND I DO THINK THREE OR FOUR IS GOING TO BE LEADERSHIP, WHICH WE STILL DESPERATELY NEED. AND I THINK IT WILL ACTUALLY, MAYBE EVEN PROVIDE COVERAGE FOR THOSE OPERATORS THAT HAVE BOARDS THEY HAVE TO DEAL WITH, AND TO ME IT SEEMS A LITTLE MORE THAT'S THE WAY TO GO. THANK YOU.

JAMES P. SPERING, CHAIR: I'M GOING TO TAKE CINDY CHAVEZ, AND IF EVERYONE'S OKAY, I WOULD LIKE TO MOVE INTO THE EVALUATION, AND IF YOU HAVE A QUESTIONS ON THE STRUCTURES PART, YOU CAN INTRODUCE IT THERE. CINDY, GO AHEAD AND THEN WE'LL MOVE INTO THE STRUCTURE PRESENTATION.

CINDY CHAVEZ: THANK YOU, JIM, AND I'LL MAKE MY QUESTION BRIEF. WHAT I WANTED TO ASK -- FIRST OF ALL I WANT TO SAY, I DON'T KNOW WHO AND HOW WE GOT THIS TEAM, BUT THEY'RE AMAZING. THANK YOU, THE WORK IS REALLY WELL DONE. ONE OF MY QUESTIONS WAS, REALLY, JUST TO THE DESIGNERS OF THIS, IF YOU TAKE 1 AND 2 AND 3 AND 4 AS A TEAM, DID YOU DO THAT BECAUSE THE DISTINCTION BETWEEN 1 AND 2 WAS SO CLOSE THAT YOU DIDN'T WANT TO SEPARATE THEM? OR -- LIKE, DID YOU ORIGINALLY START OUT WITH 1, 2, 3, 4, AND WENT OH LOOK THESE ARE SO CLOSE WE COULDN'T MAKE A DISTINCTION BETWEEN THEM.

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SPEAKER: THERE WAS QUITE A BIT OF DEBATE WITHIN THE TEAM WHETHER THEY WERE DISTINCT OPTIONS. THE APPROACH CAME FROM FRAMEWORK AND ACTUALLY BEING ABLE TO DIFFERENTIATE BETWEEN BOTH THE LIKENESS OF THE MODEL AND PERHAPS THE PROS AND CONS THAT COME ALONG WITH THAT WE'LL GET TO IN THE EVALUATIVE STAGE AND ALSO WHO OWNS THE MODEL WITHIN THE REGION WHERE IT'S PART OF THE CURRENT REGIONAL TRANSPORTATION PLANNING INFRASTRUCTURE, OR WHETHER ITS NEEDS ARE SO UNIQUE THAT IT SHOULD SIT IN A SEPARATE ENTITY ALL TOGETHER. SO WE DID HAVE SOME DISCUSSION ABOUT WHETHER THERE WAS A MATERIAL DIFFERENCE BETWEEN THE OPERATOR'S PROPOSAL, AND THE MTC PROPOSALS THAT WE REVIEWED. AND, I GUESS, THE KEY DIFFERENCE IS THE OWNERSHIP. FOR EXAMPLE, WITHIN THE MTC MODEL, IT COULD BE PLAUSIBLE THAT THAT COULD HAVE GREATER REPRESENTATION FROM OPERATORS ON THAT COMMITTEE, AND YOU COULD BALANCE THE NUMBER OF INDIVIDUALS REPRESENTED AND HOW IT'S CONSTITUTED BETWEEN OPERATORS, ADVOCATES AND WITHIN MTC, BUT ULTIMATELY AT THE END OF THE DAY IT WOULD REPORT TO MTC THAT WOULD BE A BOARD POLICY PROVIDING OVERSIGHT WITH THE LIMITED TOOLS IT HAS TODAY. BUT IF THAT HELPS ANSWER YOUR QUESTION, THAT, I THINK PULSE UP THE KEY DISTINCTION BETWEEN 1 AND 2. BUT IN TERMS OF --

CINDY CHAVEZ: BUT --

SPEAKER: GO AHEAD.

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CINDY CHAVEZ: TAMIM, JUST TO SAY THAT 1 AND 2 ESSENTIALLY BECAME ONE -- I'M NOT -- I DON'T WANT TO CONFUSE EVERYBODY. BUT IF I'M LOOKING AT THIS, TO DO THE ANALYSIS IN THE FRAMEWORK THAT YOU DID. 1 AND 2 IS ITS OWN STEP AND 3 AND 4 IS ITS OWN STEP BECAUSE THERE IS SUCH A LOT OF OPPORTUNITY TO, FRANKLY, TO GROW OR TO CONTRACT WITHIN THOSE STEPS.

SPEAKER: YEAH, AND I THINK I UNDERSTAND YOUR QUESTION. IF THE KEY DISTINCTION, I THINK, BETWEEN 1 AND 2, IS BOTH WHO OWNS IT, BUT ALSO WHO OWNS THE PROCESS, THE BODIES THAT OWN THE PROCESS WHETHER IT'S AN EXISTING POLICY BODY OR THE OWNER OPERATORS AS OPERATORS OF MANY POLICY BODIES. SO THAT'S ONE CHOICE. AND THEN THE MTC ALSO DOES HAVE SOME IMPLEMENTATION AUTHORITIES TODAY. SO THAT WOULD BE AUGMENTED WITHIN THAT BODY. SO IT HAS MORE FUNDING TOOLS AT ITS DISPOSAL, MORE LEGAL TOOLS AT ITS DISPOSAL. SO IF THERE ARE ANY AUTHORITIES MISSING WITHIN OPTION ONE THOSE WOULD HAVE TO COME THROUGH IN FUTURE LEGISLATIVE AMENDMENT AND KEY THING BETWEEN 2, 3, AND 4 WOULD BE THE INTENT OF THREE IS FOUR IS REALLY TO IMPLEMENT A FULL SUITE OF PROGRAMS, MORE AUTHORITY, AND THAT WOULD REQUIRE LEGISLATION, RESOURCES AND NEW ORGANIZATIONAL INFRASTRUCTURE.

CINDY CHAVEZ: YEAH. I UNDERSTOOD THAT PART. BUT THANK YOU FOR LETTING ME KNOW YOU GUYS WERE WRESTLING WITH IT TOO THAT MAKES

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MORE SENSE AND A LITTLE BIT BASED ON THERESE'S QUESTION EARLIER. THANK YOU, TAMIM.

SPEAKER: THERE ARE SHADES OF AGREE. FOR SURE. YEAH.

JAMES P. SPERING, CHAIR: STEVE LET'S GO AHEAD AND MOVE INTO THE STRUCTURE'S PRESENTATION. WHO IS GOING TO LEAD THIS?

TAMIM RAAD: THIS PRESENTATION IS SHORT. I'LL GO THROUGH IT QUICKLY BECAUSE YOU ALL HAVE IT IN THE MATERIAL IN YOUR PACKET. THIS TOUCHES ON THE PRIORITIES THAT CAME OUT IN THE DISCUSSION THAT WE JUST HAD, SO NEXT STEPS MOVING FROM STRUCTURES IS TO WHAT'S IMPORTANT TO THE CONSTITUENTS IN THE BAY AREA IN TERMS OF EVALUATING THE IMPACT OF THESE. SO WHAT WE'RE TRYING TO DO IS REALLY, AGAIN, THAT 30,000 FOOT LEVEL OF REALLY ASSESS THE RELATIVE STRENGTHS AND WEAKNESSES IN THE KEY OBJECTIVES THAT YOU SET OUT AS A TASK FORCE RECOGNIZING A MORE DETAILED EVALUATION IS COMING LATER. SO WE HAVE BROKEN THEM OUT INTO TWO CATEGORIES OF EVALUATION. ONE IS REALLY OF EFFECTIVENESS, HOW DOES EACH RESPECTIVE OPTION ADVANCE THE GOALS AND OUTCOMES STATED BY THE BLUE RIBBON TASK FORCE, AND THE SECOND BUCKET IS IN IMPLEMENTATION, HOW, WHAT IS REQUIRED TO ACTUALLY GET THAT STRUCTURE OVER THE FINISH LINE. THESE REAL ISSUE SEEING IN YOUR VOICES IN THE EVALUATION CRITERIA FOR THE MOST PART, THESE WILL RESULT IN QUALITATIVE UNLESS AT

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SKETCH LEVEL QUALITATIVE ANALYSIS AND SKETCH LEVEL ASSESSMENTS AT THIS STAGE RECOGNIZING A MORE DETAILED ASSESSMENT IS GOING TO COME LATER SO LOOKING AT FROM HIGH LEVEL CONSEQUENCES AND TRADEOFFS OF THE VARIOUS MODELS AND AS WE GET TO THE BUSINESS CASE WE'LL BE LOOKING AT MORE DETAILS AT THIS STAGE IS IT RELATIVELY COMPLETE IN STAGES. NEXT SLIDE. I'LL QUICKLY WALK THROUGH -- OH THIS IS THE SLIDE I JUST WENT THROUGH, SO THIS SLIDE, EVALUATION CRITERIA. AT THE TOP OF THE EFFECTIVENESS CRITERIA IS OF COURSE THE SYSTEM LEVEL OUTCOMES THAT YOU ARE STRIVING TO ACHIEVE AS A -- AS A REGION. AND THESE HAVE BEEN WELL ARTICULATED IN THE WORK YOU HAVE DONE TO DATES. WE JUST CAST THESE RECOGNIZING THERE ARE HALF A DOZEN TO A DOZEN KEY ONES THAT ARE ARTICULATED IN YOUR PROBLEM STATEMENT THIS ONE IS SIMPLY STATED AS IMPROVES THE LOCAL AND REGIONAL MOBILITY OUTCOMES THAT THE TASK FORCE HIS SET OUT INCLUDING RIDERSHIP AND USER EXPERIENCE AND INTEGRATION. THE OTHER ONE THAT CAME UP EARLIER AND MIKE HURSH MENTIONED THIS IS FOCUS ON EQUITY THIS IS AN IMPORTANT DRIVER FOR MOST REGIONS NOW. IT'S AS IMPORTANT AS THE BUM IN SEATS AS WE SAY EQUITY, AND MANY DIFFERENT AREAS FROM A SYSTEM LEVEL TO ORGANIZATION AND IMPLEMENTATION AT THIS LEVEL FROM A SYSTEM OUTCOME PERSPECTIVE LOOKING AT PUBLIC CONFIDENCE. KEY CRITERIA, OVERSIGHT SYSTEMS EM BODYING SOUND PRINCIPLES FOR RESPONSIVENESS, ACCOUNTABILITY, TRANSPARENCY, PRIORITY FUNDING LEVEL POLICY ACCOUNTABILITIES IN RESPECTIVE STRUCTURES AND APPROPRIATELY

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ALIGNING OVERSIGHT, POLITICAL VERSUS MANAGEMENT LEVEL DECISIONS BEING ALIGNED WITH WHETHER THEY ARE PUBLIC POLICY OR OPERATIONAL DECISIONS. INSTITUTIONAL AUTHORITY IS ABOUT HAVING TWO THINGS ONE DIRECT TOOLS AND LEGISLATIVE FINANCIAL RESOURCES TO IMPLEMENT AND THE SECOND ONE THAT WE THINK IS IMPORTANT WE'RE SEEING IN REGIONS THAT HAVE REALLY ROBUST REGIONAL INSTITUTIONS IS LINKAGES TO OTHER IMPLEMENTATION OF GROWTH MANAGEMENT ECONOMIC DEVELOPMENT AND ENVIRONMENTAL STEWARDSHIP. IS THIS FOR A GOOD TIME OR A LONG TIME? DOES IT SUPPORT NEW TERM IMPLEMENTATION AND REALLY JUST FIZZLES OUT AT NEAR-TERM IN TERMS OF WAYFINDING AND PRIORITIES OR IS IT COMPATIBLE AND REALLY HELP TO DEVELOP THE MISSION OVER A LONGER TERM AND RECOGNIZING THOSE IMPLEMENTATION PRIORITIES ARE CRITICALLY IMPORTANT DOES IT HELP TO ADVANCE THE BROAD SUITE THE NETWORK MANAGEMENT RESPONSIBILITIES OF THE TASK FORCE HAS OUTLINED FINANCIAL IS THE IMPLEMENTATION OF THIS COST EFFECTIVE IN TERMS OF REALIZING THE OUTCOMES AS DIFFERENT, IS IT A COST EFFECTIVE WAY TO DELIVER AN ORGANIZATION. IN TERMS OF THE OUTCOMES ARE WE GETTING MORE COST EFFECTIVE TRANSIT INFRASTRUCTURE ARE WE GETTING MORE COST EFFECTIVE TRANSIT SERVICE AND GETTING MORE BANG FOR THE BUCK AT LOWER DOLLAR IN TERMS OF SYSTEMS HEALTH THAT ARE FLAGGED UP TOP AND REMAINING CRITERIA AROUND READINESS. ASSEMBLY MEMBER CHIU MENTIONED INITIATION, AND TECHNICAL CAPACITY THROUGH ORGANIZATIONAL AND TRANSITION, STEPPINGSTONE MODELS AND

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CRITERIA AROUND ADAPTABILITY. CAN THIS SUPPORT CAPACITY BUILDING IN THE NEAR-TERM AND ACCOUNTABILITY STRUCTURES AS PROOF OF CONCEPT OF WHAT GOOD TRANSPORTATION REGIONALISM MEANS AND IS IT COMPATIBLE IF YOU WISH TO INVOLVE THE TRANSPORTATION AGENCY TO A BROADER MULTI-MODAL MANDATE OVER TIME. AND THE FINAL ONE IS OBVIOUS, IS IT PUBLICLY AND POLITICALLY SUPPORTABLE IN TERMS OF GAINING SUPPORT NECESSARY TO BUILD A ROBUST INSTITUTION. THERE IS A BIT OF OVERLAP BETWEEN THESE, AND WE WILL, AGAIN, BE DOING QUALITATIVE ANALYSIS AND TRYING TO ASSESS THINGS SUCH AS COST, AND RIDERSHIP ON SOME RELATIVE SCALE BUT WE WENT BE DOING ANY FINANCIAL OR RIDERSHIP MODELING THAT'S AN IMPORTANT POINT OF REFERENCE. WE'RE, AGAIN, LOOKING FOR FEEDBACK FROM THE COMMITTEE ON, IS THIS COMPLETE, IS THERE ANYTHING THAT'S WORTH GREATER OR LESS EMPHASIS OR PRIORITY, AND ARE THESE RELEVANT TO THE DECISIONS THAT YOU NEED TO MAKE AT THIS STAGE OF COMPARING BROAD STRUCTURAL OPTIONS BETWEEN ONE ANOTHER. THAT'S IT FOR THAT PORTION. I'LL TURN IT OVER TO YOU M, MR. CHAIR.

JAMES P. SPERING, CHAIR: THANK YOU. COULD WE LEAVE UP THE SLIDE, PLEASE? THERESE.

THERESE MCMILLAN: I ALWAYS SEEM TO JUMP TO THE FRONT OF THE LINE, THIS IS INFORMED BY THE DISCUSSION WE HAD BEFORE WHICH I THOUGHTS WAS REALLY GOOD, THERE'S DURABILITY WHICH IS ONE THEY

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THOUGHT WAS QUITE INTERESTING BUT I WONDER IF THERE IS A FLIP SIDE TO IT. I WAS GOING TO CALL IT ADAPTABILITY. WE WOULD DEFINE ADAPTABILITY WITH A DIFFERENT SET OF TERMS. I WAS THINKING MORE ABOUT THE IDEA THAT, AS CIRCUMSTANCES CHANGE, DOES THE -- DOES THE GOVERNING BODY HAVE THE ABILITY TO PIVOT TO RESPOND TO THAT CHANGE EFFECTIVELY? SO, FOR EXAMPLE, YOU COULD THINK OF MANDATES THAT ARE SO PRESCRIPTIVE, I'M TALKING HYPOTHETICALLY HERE, THAT, YOU KNOW, MAJOR TECHNOLOGICAL SHIFT, OR MAJOR CRISIS, OR WHAT NOT, HAPPENS, THAT THE GOVERNING STRUCTURE IS INCAPABLE OF 55ING ON THE QUICKLY ENOUGH TO RESPOND TO IT EFFECTIVELY. I'M NOT SURE THAT'S BEEN CAUGHT IN THIS OUTLINE.

SPEAKER: WE TRYING TO DO THE BEST WE CAN WITH THE NUMBER OF WORDS WE CAN PUT UP ON A POWERPOINT PRESENTATION. BUT I THINK THAT'S AN IMPORTANT CONSIDERATION FOR US TO CARRY FORTH. PARTICULARLY FOR OPTIONS 3 AND 4 THAT ARE INHERENTLY LESS FLEXIBILITY BECAUSE THEY WOULD BE BUILT ON A LEGISLATIVE FRAMEWORK, SO TO THE EXTENT WHICH FLEXIBILITY AND DURABILITY AND ADAPTABILITY IS ACQUIRED OVER TIME AND HOW LEGISLATION MIGHT AFFECT THAT. IN THE DIFFERENCE BETWEEN TERMS OF HOW YOU DESCRIBE THE CRITERIA THERE YOU'RE INTERESTED IN, BETWEEN, 1, 2, 3, 4?

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THERESE MCMILLAN: IT WAS REALLY FROM A PERSPECTIVE OF EVALUATION CRITERIA IRRESPECTIVE OF 1, 2, 3, OR FOUR, HOW DOES THAT, AGAIN, THE ABILITY TO PIVOT, AND I AM DRAWING SPECIFICALLY ON HOW NARROW AND PRESCRIPTIVE, OR BROAD AND MALLEABLE YOUR AUTHORITIES ARE TO ACCOMMODATE THAT. I MEAN, YOU CAN -- EXTREMES -- THINK IN EXTREMES, YOU DON'T WANT SOMETHING THAT'S SO OPEN THAT YOU HAVE NO DIRECTION, RIGHT? THAT'S JUST FLAILING. ON THE OTHER HAND YOU DO NOT WANT SOMETHING THAT'S SO TIGHT AND SO PRESCRIPTIVE, THAT IF SOMEBODY UNEXPECTED HAPPENS, YOU CAN'T MOVE FAST ENOUGH TO RESPOND. SO THAT'S THE CONCEPT I WAS TRYING TO PUT OUT THERE.

SPEAKER: THERESE IT SOUNDS LIKE YOU ARE TALKING ABOUT RESPONSIVENESS ONCE THE MODEL IS IN PLACE. IT'S NOT ABOUT GETTING TO THE MODEL, BUT ONCE THE MODEL EXISTS CAN IT BE RESPONSIVE TO CHANGING CONDITIONS?

THERESE MCMILLAN: YES. EXACTLY.

SPEAKER: PROBABLY UNDER IMPLEMENTATION WE COULD ADD A RESPONSIVE METRIC IN THERE SOMEWHERE.

JAMES P. SPERING, CHAIR: BEFORE I GO ON TO IAN, WALLY, I WOULD LIKE TO ASK, ANYONE IN THE PUBLIC THAT WANTS TO COMMENT ON THIS, TO GET YOUR HAND RAISED NOW. WE NEED TO GET A COUNT OF

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HOW MANY PEOPLE WOULD LIKE TO COMMENT ON THIS. AND SO, IF YOU COULD, PLEASE, RAISE YOUR HAND, SO WALLY CAN GET IT.

WALLY CHARLES, CLERK: THERE IS NINE.

JAMES P. SPERING, CHAIR: THANK YOU, WALLY. IAN?

IAN GRIFFITHS: FIRST, I FULLY AGREE, I WAS GOING MAKE THE SAME POINT WITH THE CRITERIA AND ABILITY OF RESPONSIVENESS BEING REFLECTED SOMEWHERE IN HERE. BUT THE OTHER THING -- COMMENT I WAS GOING TO MAKE, I INTERPRETED ASSEMBLY MEMBER CHIU'S COMMENT REALLY DIFFERENTLY, BUT NOT IN THE DELIVERABLE NEAR-TERM I THINK THAT'S A GOOD CRITERIA BUT WHAT I UNDERSTOOD FROM ASSEMBLY MEMBER CHU'S COMMENT IS MORE HOW LONG DOES IT TAKE US TO DELIVER -- HOW LONG DOES IT TAKE US TO IMPLEMENT PROJECTS AND MAKE DECISIONS ON AN ONGOING BASIS, NOT JUST HOW LONG DOES IT TAKE US TO SETUP THIS NEW STRUCTURE, BUT ONCE IT'S SETUP, HOW QUICKLY CAN WE MOVE? DOES IT TAKE US TEN YEARS TO PILOT, YOU KNOW, A FARE INTEGRATION PROGRAM? OR CAN WE DO THAT IN A MATTER OF MONTHS BECAUSE WE HAVE GOT AN APPROPRIATE DECISION MAKING STRUCTURE? I AGREE THAT CRITERIA OF HOW QUICKLY DOES THIS ENTITY IN ITS PERMANENT STATE MAKE DECISIONS IS A REALLY IMPORTANT -- SHOULD BE -- ISN'T REALLY IN HERE RIGHT NOW -- ISN'T IN MY MIND COVERED BY THE READINESS CRITERIA AND SHOULD

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BE REFLECTED AS AN IMPORTANT EVALUATION CRITERIA AND SOMETHING THAT 3 AND 4 REALLY PERFORM BETTER ON AS OPPOSED TO 1 AND 2.

SPEAKER: JUST TO GET EXPEDITIOUS, I THINK WHAT YOU'RE SAYING IS HAVING ALL THE AUTHORITIES NEEDED TO INDEPENDENTLY -- [INDISCERNIBLE] WOULD THAT BE A CORRECT?

IAN GRIFFITHS: SURE. I THINK THE WORD EXPEDITIOUS IS A GOOD ONE. THAT WILL WORK.

SPEAKER: WOULD THAT WORK?

IAN GRIFFITHS: UH-HUH.

JAMES P. SPERING, CHAIR: JEFFREY TUMLIN?

JEFFREY TUMLIN: I THINK BUILDING ON THERESE'S COMMENT. I WOULD LOVE TO ADD A QUITE THEY ACTUALLY CALL NIMBLENESS. AND IT IS THE SORT OF OPPOSITE WHOLE INDEPENDENCE AUTHORITY AND I THINK IT'S A GREAT EXAMPLE WHERE EACH OF THE -- SOME OF THE DECISIONS THAT WERE BEING MADE IN THE REGION WERE REQUIRING INDIVIDUAL COUNTY HEALTH DIRECTORS AS WELL AS DIFFERENT EMERGENCY OPERATIONS THROUGHOUT THE REGION. THE COUNCIL VERSION OF ALL THE OPERATORS, WE WERE ABLE TO EXCHANGE INFORMATION REALLY QUICKLY BUT ALSO ACT WITH PHENOMENAL SPEED

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DURING THE PANDEMIC THAT WOULDN'T HAVE BEEN POSSIBLE IF WE WERE TRYING TO COULDN'T THROUGH A SINGLE AUTHORITY. THAT THE INDEPENDENCE OF OUR ACTION AND THE INNOVATION THAT WE WERE ABLE TO IMPLEMENT SUPER QUICKLY BECAUSE OF OUR BUILT RELATIONSHIPS WAS VERY POWERFUL DURING THE PANDEMIC AND I WANT TO MAKE SURE THAT REGARDLESS OF THE INSTITUTIONAL STRUCTURES THAT WE'RE NOT SIMPLY LAYERING ON ANOTHER LEVEL OF COMPLEX BUREAUCRACY ON TOP OF THE EXISTING BUREAUCRACIES NONE OF WHICH GO AWAY IN ANY OF THESE MODELS.

JAMES P. SPERING, CHAIR: THANK YOU, JEFF. BOB POWERS? BOB?

ROBERT POWERS: THANKS COMMISSIONER SPERING. I GUESS MY COMMENT IS MORE DIRECTLY TO THERESE, AND TO KATE AND MAYA. AS I UNDERSTAND THE EFFORT NOW WAS TO KIND OF BOOK END THE TRANSIT MANAGEMENT, KIND OF THAT FIRST DECK THAT WE JUST WENT THROUGH, JIM, AND THEN THIS IS THE SECOND PIECE WAS TO PULL SOME EVALUATION CRITERIA TOGETHER, THEN THE NEXT TEAM, WHOEVER THAT IS, WOULD COME IN AND DO THE BUSINESS CASE. SO I'M JUST A LITTLE BIT CONCERNED ON, AND I'M GOING TO TRY TO KEEP MY EYE OPEN FOR, THAT THE EVALUATION CRITERIA THAT'S LISTED HERE IS, IN MY OPINION, FROM BART'S PERSPECTIVE, MEANS VERY HEAVILY ON THE QUALITATIVE ASPECTS, AND IF THIS IS GOING TO BE HANDED OFF TO SOMEBODY TO DO THE BUSINESS CASE AND DO THE RIGOROUS ANALYSIS ON T IT'S LACKING SOME OF THE QUANTITATIVE AND MAYBE

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DOESN'T HAVE TO HAVE ALL OF THOSE IN HERE, JIM, BUT THE DATA DRIVEN DECISIONS, I'M GOING TO BE KEEPING MY EYE O AS THIS GOES FORWARD, THAT THERE IS SOME QUANTITATIVE METRICS IN THERE, AND THAT THIS IS NOT ALL QUALITATIVE. SO THIS WAS A LITTLE BIT EYE OPENING FOR ME, AS I WAS LISTENING THROUGH THIS THING. SO, I GUESS THAT'S JUST A COMMENT TO THERESE, AND TO KATE FROM VIA.

JAMES P. SPERING, CHAIR: AND, BOB, WOULD YOU HAVE A QUICK EXAMPLE OF WHAT YOU'RE REFERRING TO THERE?

ROBERT POWERS: YEAH, WHAT IS IT IN RIDERSHIP -- IT DOESN'T NEED TO BE -- IT NEEDS TO BE THE PERFORMANCE MEASURE AN INCREASE IN RIDERSHIP OR INCREASE IN THIS OR SOME SPECIFIC PERFORMANCE MEASURES THAT GETS HANDED OFF TO THE NEXT TEAM. THESE ARE FINE, BUT THEY'RE VERY QUALITATIVE IN DISCUSSION. YOU KNOW? AND DON'T HAVE ANY -- YOU KNOW, KIND OF TO WHAT ALFREDO AND A COUPLE OF THE OTHER COMMISSIONERS WERE TALKING ABOUT, A LITTLE MORE TEETH TO THEM SO WHEN YOU GO TO COMPARE 1, 2, 3, AND 4, AND ON THE BOOK ENDS, JIM, THAT THERE IS QUANTITATIVE AND QUALITATIVE COMPARISONS AND I THINK WE'RE PRETTY LIGHT ON THE FRONT END AND HEAVY ON THE BACK END.

JAMES P. SPERING, CHAIR: GOOD CRITICISM.

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ROBERT POWERS: IT'S MORE TO THERESE AND TO KATE TO MAKE SURE THAT WE'RE FOLLOWING THROUGH ON WHAT ACTUALLY THE SCOPE WAS HERE.

KATHERINE HOWE: I CAN ANSWER THAT, BOB. WHERE WE GOING TO END UP IN JULY IS GOING TO BE A QUALITATIVE EVALUATION AND WHAT IT IS BLUE RIBBON WILL BE DOING IS ACTUALLY DECIDING WHICH STRUCTURES GO FORWARD INTO THE BUSINESS CASE FOR A DIFFERENT TYPE OF RIGOROUS EVALUATION. SO WHAT WE'RE DOING IS SETTING UP THE FRAMING, BUT THERE WILL BE FURTHER EVALUATION IN THAT NEXT PHASE. SO OUR SCOPE OF WORK DOESN'T TAKE US THROUGH, BEYOND, YOU KNOW, THIS NEXT MEETING IN JULY.

ROBERT POWERS: NO. I'M WU. AND I COMPLETELY AGREE THAT YOU'RE NOT DOING THE -- YOU'RE NOT SCOPED RIGHT NOW TO DO THE BUSINESS CASE, BUT I THOUGHT AT THE FROND ENDS OF THIS THING THERE WAS GOING TO BE AN EVALUATION CRITERIA PULLED TOGETHER BOTH ON THE QUALITATIVE AND THE QUANTITATIVE AND THAT LATTER IS WHAT I'M ASKING YOU AND THERESE ABOUT A LITTLE BIT HERE.

SPEAKER: MAYBE I HAVE ONE OTHER THING TO ADD. THESE ARE THE EVALUATIVE CRITERIA THAT WE'RE GOING TO USE OVER THE NEXT FEW WEEKS TO BETTER DESCRIBE THE PERFORMANCE OF THESE OPTIONS THAT YOU SEE BEFORE YOU. ANOTHER PIECE THAT WE HAVEN'T DELIVERED YET BECAUSE IT'S OUR END OF JULY DELIVERABLE IS OUTLINING THAT

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BUSINESS CASE PROCESS AND IN THAT, WE WILL BE MAKING RECOMMENDATIONS ON THE TYPES OF -- NOT THE SPECIFIC METRICS THEMSELVES BUT THE TYPES OF METRICS WE NEED FOR QUANTITATIVE METRICS AROUND COST AND SO O TO SUPPORT THE BUSINESS CASE PROCESS. SO THAT WILL COME --

ROBERT POWERS: I'LL KEEP THAT -- THANKS -- BUT I'LL KEEP MY EYE ON THAT TO MAKE SURE THERE IS SOME QUANTITATIVE EVALUATION CRITERIA AS PART OF THIS AS WELL.

JAMES P. SPERING, CHAIR: THANK YOU, CINDY?

CINDY CHAVEZ: WHEN I LOOK AT THE ADAPTABILITY CRITERIA, I WAS ALSO THINKING A LOT ABOUT SPEED. YOU KNOW, SPEED TO THE OUTCOMES. AND ACTUALLY, I'M ALSO LOOKING AT SYSTEMS OUTCOMES. SO ONE OF THE ISSUES THAT WERE KIND OF TOGGLING BACK AND FORTH BETWEEN ALL OF THESE, WHICH GETS YOU TO POINT A, POINT B, POINT C, AND POINT D I KNOW THIS IS AN ITERATIVE PROCESS BUT FROM MY PERSPECTIVE NOT UNDERSTANDING HOW THESE ALL ALIGN IN TERMS OF THE OUTCOMES RELATIVE TO INCREASING RIDERSHIP. WHEN WE SAY ADVANCING GOALS RELATIVE TO RACIAL AND DISTRIBUTIVE EQUITY AND I'M NOT SURE WHAT THAT MEANS BUT LOOKING AT EQUITY AND CORE COMPONENT FOR PEOPLE TO WORK TRANSIT DEPENDENT WHAT'S THE IMPACT OF EACH OF THESE AND MY CONCERN, ULTIMATELY IF WE WANT TO GET TO FOUR I DON'T KNOW IF IT MAKES SENSE TO TRY TO

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SKIP STEPS 1, 2, AND 3. BECAUSE I'M NOT SURE THAT'S FASTER. AND I'M NOT SURE THAT'S FASTER, BECAUSE IF YOU LOOK AT, YOU KNOW, SUPPORTABILITY, YOU'RE USING THE TERM POLITICAL SUPPORTABILITY. WHEN YOU BREAK THAT DOWN, WE HAVE SOME KEY STAKEHOLDERS, AND I WOULD ALMOST ADD, THERE IS POLITICAL SUPPORT, AND THERE IS REALLY STAKEHOLDER SUPPORT. ASSOCIATION ANYWAY, THAT WOULD JUST BE MY THINKING ALONG THOSE LINES, AND REALLY THAT SPEED TO IMPROVED SERVICE IS SORT OF THE KIND OF THE OVERARCHING -- ACTUALLY, IT WAS ONE OF THE OVERARCHING THINGS I WOULD BE INTERESTED IN LEARNING HOW TO EVALUATE. ONE OTHER COMMENT I WOULD JUST MAKE ON THIS IS THAT, I THINK ONE OF THE GOALS THAT WE MUST HAVE AS WE'RE MOVING THROUGH THESE, AND YOU SHOWED IT EARLIER, WHAT COULD A MORE INTEGRATED ORGANIZATION DO THAN A LESS INTEGRATED ORGANIZATION. ONE THING I WANT TO MAKE SURE WE DON'T LOSE, FOR THESE THERE HAS TO BE QUANTITATIVE IMPROVEMENTS IN EACH OF OUR REGIONS, BECAUSE WHEN I HEARD JIM SAY EARLIER THAT FASTER BROUGHT US HERE, I WAS THINKING ABOUT, HOW WOULD I TALK TO THE TAX PAYERS OF SANTA CLARA COUNTY ABOUT THIS, AND IT GOT ME THINKING A LOT ABOUT THE, YOU KNOW, HOW -- YOU KNOW, HOW EACH REGION IS GOING TO LOOK AT THIS. BECAUSE WE WANT TO BE BOTH REGIONAL -- YEAH. WE WANT TO BE REGIONAL AT-LARGE, AND WE WANT TO BE CONNECTED LOCALLY. I WANT THESE TO BE EXPANDED A BIT AND I WANT TO SAY ONE LAST THING THERESE I THOUGHT YOUR POINT ABOUT AGILITY AND RESPONSIVENESS WAS RIGHT O NO ONE PLANNED ON COVID-19. SO WE

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ACTUALLY HAVE A REAL LESSON RIGHT NOW WE'RE ALL LIVING THROUGH. THANK YOU FOR THAT.

JAMES P. SPERING, CHAIR: THANK YOU CINDY FOR THOSE COMMENTS. TO KIND OF RUN ALONG WITH THAT, YOU HAVE POLITICALLY SUPPORTABLE, WHERE DOES THE RESPONSIBLE SUPPORT COME INTO THIS? ALL OF THE ACTIONS WE'RE TALKING ABOUT IS ADDITIONAL FUNDING AND IF WE DON'T HAVE THE PUBLIC SUPPORT WE'RE NOT GOING TO GET THE FUNDING? OPTION 1 AND 2 DOESN'T SUPPORT OUR POLLING SHOWED US THAT.

SPEAKER: POLITICAL SUPPORT WE CAN MAKE IT WORK WITH IT -- [INDISCERNIBLE] PUBLIC STAKEHOLDERS -- [INDISCERNIBLE] TO MAKE WITH THAT.

JAMES P. SPERING, CHAIR: I THINK IT'S IMPORTANT POLITICIANS ARE THE ONES THAT SCREWED UP THE SYSTEM. I DON'T WANT JUST BE LOOKING TO THEM FOR THAT SUPPORT.

SPEAKER: WE CAN CALL THAT SUPPORT.

JAMES P. SPERING, CHAIR: THAT WOULD BE GOOD. THE FASTER OPTION WAS REALLY LOOKING AT PUBLIC SUPPORT FOR CHANGES AND WHAT IT WOULD TAKE TO MAKE THE SYSTEM BETTER. FOR ME, THE 1 AND 2, THE STATUS QUO ON MTC BASE REALLY SHOULD BE AN INTERIM STEP. 3 AND

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4 SHOULD BE AND HOPE WHERE WE ARE ENDING UP. I THINK IT WOULD BE AN ABSOLUTE TRAVESTY IF WE JUST END UP WITH 1 AND 2 WITH ALL THE THINGS WE HAVE GONE THROUGH THIS YEAR, THE OPPORTUNITY THAT WE HAVE TO CHANGE AND WE LOOK AT THE POLLING DATA IT DOESN'T SUPPORT 1 AND 2 AT ALL. IF WE ARE GOING TO RESTORE A RIDERSHIP AND BUILD A WORLD CLASS SYSTEM IT'S GOING TO TAKE CHANGE. WE ALWAYS SEEM TO LOOK THROUGH THIS LENS OF HOW IT IS TODAY, ESPECIALLY WITH THE FUNDING. WE KEEP HEARING EVERYBODY SAY, OH, ADDITIONAL FUNDING, AND THERE ARE THINGS WE CAN DO BUT THE EXISTING FUNDING THAT THE OPERATORS ARE UTILIZING TODAY SHOULDN'T BE A HURDLE, IT SHOULD BE, YOU KNOW, AN OPPORTUNITY TO MOVE SOME OF THESE INITIATIVES FORWARD WITHIN THOSE ORGANIZATIONS. SO I JUST HOPE WE DON'T, YOU KNOW, MAKE ALL OUR DECISIONS ON, WELL, WE DON'T HAVE ANY FUNDING, OR WE CAN'T CHANGE HOW WE'RE USING EXISTING FUNDING THAT'S GOING TO BE SHORT SITING. THAT'S THE PROBLEM WE HAVE FACED FOR THE LAST 40 YEARS. THAT'S THE ISSUE THAT KEEPS COMING UP AT SOME POINT WE HAVE TO ADDRESS THAT OR AT LEAST LOOK AT HOW WE CAN CHANGE THAT DYNAMIC. WITH THAT, WALLY, HOW MANY SPEAKERS DO YOU HAVE?

WALLY CHARLES, CLERK: I HAVE EIGHT.

JAMES P. SPERING, CHAIR: EIGHT SPEAKERS. LET'S SEE IF THEY CAN DO IT IN ONE MINUTE AND IF THEY RUN OVER A BIT IT WILL BE OKAY.

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WALLY CHARLES, CLERK: MEMBERS OF THE PUBLIC PARTICIPATING BY TELECONFERENCE WITH COMMENTS PLEASE RAISE YOUR HAND OR USE THE DIAL STAR NINE FEATURE I'LL CALL EACH SPEAKER YOU WILL HAVE ONE MINUTE. FIRST SPEAKER IS RICH HEDGES.

RICHARD HEDGES: THANK YOU VERY MUCH. YOU GUYS ARE DOING REALLY HARD WORK. I WANT TO SUPPORT RANDI KINMAN'S COMMENT, SEE'S ALWAYS VERY SUCCINCT ALSO CHIU AND WUNDERMAN'S. MY DETERMINATION IS WE HAVE TO HAVE THREE OR FOUR BUT I WANT TO CELEBRATE THE COMMENCE MADE BY COMMISSIONER PAPAN. THERE HAS TO BE BOTH INDEPENDENCE IN THOSE, BUT ALSO POLITICAL ACCOUNTABILITY TO THE VOTERS AND THE ELECTED'S. SO, THIS IS A TOUGH JOB DO. BUT I KNOW YOU CAN DO IT. WE HAVE TO MOVE ON TO 3 AND 4 IS REALLY THE ONLY WAY TO GO BOTH IN THE POLLING, BUT ALSO TO CREATE AN INDEPENDENT SYSTEM THAT DOES NOT TAKE AWAY FROM THE GOOD POINTS OF THE LOCAL SYSTEMS. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. KEITH FOX ARE YOU READY TO SPEAK?

SPEAKER: SORRY. THAT WAS AN ACCIDENTAL RAISE OF HAND. MY APOLOGIES.

WALLY CHARLES, CLERK: THANK YOU. JOE K?

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SPEAKER: I SUPPORT STRONGLY THE CONCEPT OF A REGIONAL TRANSIT MANAGER THE BAY AREA NEEDS TO HAVE A SEAMLESS SYSTEM. HOWEVER THE BUREAUCRACY AND OVERHEAD, EVERY DOLLAR NOT SPENT ON TRANSIT SERVICE IS ONE MORE SPENT ON [INDISCERNIBLE] YOU HAVE ALL THESE DIFFERENT TRANSIT AGENCIES -- AT SOME POINT YOU NEED ONE CONDUCTOR AND THAT'S WHY ONE TRANSIT IS NEEDED AND THIS NEW NETWORK MANAGER SHOULD BE INSIDE MTC AND SOMEONE WHO HAS CLEAR LINES OF ACCOUNTABILITY AND SOMEONE WITH THE EXPERTISE TO DO IT AND I WOULD NOMINATE IAN GRIFFITHS FOR THAT POSITION. THANK YOU FOR TAKING MY COMMENTS.

WALLY CHARLES, CLERK: THANK YOU. WENDI KALLINS?

WENDI KALLINS: CAN YOU HEAR ME?

WALLY CHARLES, CLERK: YES.

WENDI KALLINS: THANK YOU. I AM EXCITED ABOUT THE WORK BEING DONE AND I WANT TO COMMEND THE COMMISSION AND STAFF. I'M BRINGING IT FORWARD, AND I REALLY AGREE WITH MANY OF THE COMMISSIONERS WHO SEE THE ULTIMATE GOAL OF HAVING A REALLY ROBUST TRANSIT SYSTEM. OBVIOUSLY IT'S TO GO WITH EITHER THREE OR FOUR WITH THE NETWORK MANAGER. AND I DON'T SEE THAT AS BEING REALLY IN CONFLICT WITH WHAT OTHER COMMISSIONERS, WHAT

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THEY WERE TALKING ABOUT STEPPING STONES, BECAUSE I DO BELIEVE THAT, AS LONG AS THE GOAL IS GETTING TO EITHER THREE OR FOUR, THEN SOME OF THE ELEMENTS OF 1 AND 2 CAN BE STEPPING STONE. THEY CAN BE WORK THAT'S ALREADY BEING DONE BY MTC AND STUDIES, AND THE COOPERATION THAT EXISTS, I THINK THERE ARE CERTAIN PROGRAMS THAT COULD BE BROUGHT FORWARD TO TAKE THOSE FIRST BABY STEPS. BUT ULTIMATELY, WE LOOK FORWARD TO GETTING A WORLD CLASS TRANSIT SYSTEM OUT OF THIS. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. ADINA LEVIN.

ADINA LEVIN: THANK YOU VERY MUCH. GOOD AFTERNOON TASK FORCE MEMBERS. ADINA LEVIN. I'M A MEMBER OF THE MTC POLICY ADVISORY COUNCIL, CHAIR OF THE BAY AREA STUDY ADVISORY GROUP, I AM SPEAKING FOR MYSELF. I WANT TO SUPPORT WHAT REASONED K SAID IN TERMS OF SUPPORTING DIRECTION IN OPTIONS 3 AND 4 IN TERMS OF HAVING AN ENTITY THAT HAS THE AUTHORITY AND ACCOUNTABILITY TO RIDERS. IN THE WORK THEY DO AS A TRANSIT ADVOCATE, THERE ARE DECISIONS THAT REQUIRE RIDERS AND CUSTOMERS TO HAVE TO GO TO TWO OR THREE OR FOUR BOARDS TO ADDRESS SOME KIND OF ISSUE, AND THESE ARE IMPORTANT THINGS WHERE THERE SHOULD BE ONE PLACE TO GO TO ADDRESS THOSE SYSTEM ISSUES. AND, ON THE FORM FOLLOWS FUNDING MEASURE RR SUPPORTS THE CALTRAIN BUSINESS PLAN, WHICH CALLED FOR A MORE INTEGRATED SYSTEM WITH LOCAL AND REGIONAL TRANSIT, AND IT WOULD BE DISAPPOINTING AND SHOCKING IF THE

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IDEA THAT THERE IS EXISTING FUNDING THAT SOMEHOW CAN NO LONGER BE ABLE TO BE USED FOR SYSTEM COORDINATION, I SUSPECT THERE IS MORE SUPPORT ACROSS THE REGION TO BE ABLE TO USE EXISTING FUNDING FOR EXISTING GOALS AND THE BENEFIT AND GREAT DESIRE FOR NEW FUNDING AND BIGGER GOALS. THANK YOU.

WALLY CHARLES, CLERK: DERRICK?

SPEAKER: HI, THIS IS DERRICK SAGEHORN, CALLING IN FOR SUPPORT ON 3 AND 4 OPTIONS AND THE ONGOING STUDIES. IT'S IMPORTANT THAT WE HAVE A NETWORK MANAGER ON THE TABLE AS THE END RESULT STEPS STONES MIGHT BE USEFUL BUT IN THE INTERIM ULTIMATELY WE NEED TO HAVE A SYSTEM THAT'S RESPONSIVE TO NEEDS IRRESPECTIVE OF PAROCHIAL CONCERNS. I'M LOOKING FORWARD TO THE CONTINUED STUDY AND LOOKING FORWARD TO SUPPORTING ANY ADDITIONAL REVENUE NECESSARY TO GET OVER THE FINISH LINE. THANK YOU.

WALLY CHARLES, CLERK: LAUREN CUSHMAN.

SPEAKER: ZOOM WEBINAR ON THE --

SPEAKER: CAN YOU HEAR ME.

CLERK OF THE BOARD: YES.

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SPEAKER: MY NAME IS WARREN CUSHMAN, AND I AM TOTALLY BLINDS, WHICH IS WHY YOU CAN'T SEE MY SCREEN. I WANT TO POINT OUT THESE CONCEPTS ARE NOT EASY TO UNDERSTAND FROM A LAY PERSON'S PERSPECTIVE. FOR BLIND FOLKS WHEN I REPRESENT AND GO TO THEM IT'S DIFFICULT TO EXPLAIN THIS. I WANT TO SUPPORT A LARGER APPROACH OPTION 3 AND 4. I SUPPORT THAT IDEA. I WOULD SAY THAT TRANSIT DEPENDENT NEED TO BE VOICED HERE, SO I DO SUPPORT RANDI KINMAN'S SUGGESTION, THAT WE WANT TO MAKE SURE THIS IS AS BROAD BASED AS POSSIBLE, TO HAVE AS MANY VOICES AT THE TABLE AS WE CAN, AND THE CONVERSATION TENDS TO BE NARROWED SOMETIMES AND I WANT TO MAKE SURE THAT WE HAVE THAT EQUITY FLAVOR AND AS MANY VOICES AS WE CAN. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. REMI?

SPEAKER: HELLO?

WALLY CHARLES, CLERK: WE CAN HEAR YOU.

SPEAKER: I WANT TO COMMENT, THE STUDY LOOKED LIKE IT WAS THOROUGH, BUT I AGREE WITH COMMISSIONERS, IT NEEDS TO HAVE MORE QUALITATIVE THINGS, AS WELL AS QUANTITATIVE INFORMATION ON THERE. AND I WOULD LIKE TO JUST VOICE CONCERN TO THE PUBLIC THAT, YOU KNOW, WE REALLY WANT TO GET SEAMLESS, FAST TRANSIT, AND WHEN WE SPEND, YOU KNOW, MONEY ON BIG MEGA PROJECTS THAT

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THERE WAS PROJECTS THAT COULD GET DELIVERED IF A TIMELY MANNER. THE CENTRAL SUBWAY IN SAN FRANCISCO IS A 15 YEAR PLUS PROJECT, THE BART VENICE GOING ON TEN YEARS, AND THIS'S RIDICULOUS. CHINA HAS BUILT HIGH SPEED RAIL 25,000 MILES SYSTEM IN THE SPAN OF TEN YEARS. SO WE HAVE GOT TO DELIVER THE PROJECT ON THE MEGA PROJECTS, AND THE BEST WAY TO DO THIS IS TO HAVE A SINGLE ENTITY THAT'S REGIONAL IN THE BAY AREA THAT CONTROLS ALL OF THE RAIL AND THE BUS SYSTEMS SO THAT THEY COORDINATE WELL. WE HAVE ONE GOVERNING BODY THAT'S ANSWERABLE TO ALL OF THE NINE -- 15 COUNTIES, IF YOU INCLUDE THE CENTRAL VALLEY, AND RUN IT IF A VERY STREAMLINED MANNER. SO I'M -- YOU KNOW, REALLY CONCERNED THAT THESE STUDIES, EVEN STUDYING THIS IS TAKING A LONG TIME, AND MAYBE WE SHOULD LOOK TO COUNTRIES AND, YOU KNOW, CHINA, SINGAPORE, TAIWAN, JAPAN, AND WESTERN EUROPE, THAT'S DELIVERED ON HIGH QUALITY TRANSIT, AND THEY DO IT IN A FAST AND TIMELY MANNER, AND COST EFFECTIVE MANNER. SO LET'S NOT TRY TO REINVENT THE WHEEL, LET'S LOOK AT WHAT EVERYBODY HAS ELSE DONE AND COPY THE BEST THINGS. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. THERE ARE NO MORE PUBLIC COMMENTS.

JAMES P. SPERING, CHAIR: THANK YOU WALLY. STEVE, OR KATE OR KAREN? YOU HAVE HEARD A LOT OF COMMENTS, AND I WANT TO ENCOURAGE COMMITTEE MEMBERS TO SEND YOU MORE INFORMATION,

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WHAT'S THE NEXT STEPS? YOU KNOW, I WANT TO MOVE ON TO THE NEXT ITEM, BUT HOW DO WE FEED INTO THIS? IS

RANDI KINMAN: I'LL LET KATE RESPOND TO THAT. CLEARLY THEY HAVE BEEN LISTENING, YOU HAVE ALL DONE AN EXCELLENT JOB OF REFERRING TO SPECIFIC THINGS. KATE DO YOU WANT EXPLAIN HOW YOU'RE GOING TO TAKE THIS INFORMATION AND USE IT?

SPEAKER: YES WE'RE LOOKING FOR INPUT AND COMMENTS ON THE EVALUATION CRITERIA AND STRUCTURES BACK TO THE CONSULTING TEAM BY JULY 2ND. SO WE CAN SEND THAT THROUGH. WHAT WE WILL BE DOING OVER THE NEXT MONTH, WE COME BACK TOGETHER THE LAST WEEK IN JULY, SO WE WILL BE, AFTER JULY 2ND, THAT NEXT WEEK, WE ARE GOING TO START TESTING OUR STRUCTURES AGAINST THE CONFIRMED EVALUATION CRITERIA AND DURING THE MONTH WE MAY ALSO BE CONDUCTING IN INFORMAL INFORMATION SEEKING TO FILL OUR UNDERSTANDING GAPS THAT, WE HAVE AN UNDERSTANDING AND SORT OF WORK WITH YOU ALL AS RESOURCES DURING THIS TIME. AS YOU ALSO KNOW, WE WILL BE STARTING THE PROCESS OF DEVELOPING THAT OUTLINE FOR THE FUTURE BUSINESS CASE BUILDING FROM THE WORK THAT WE'RE DOING IN JULY, AND WE'LL ALSO BE DEVELOPING AN OUTLINE FOR THAT FINAL REPORT. SO.

JAMES P. SPERING, CHAIR: SO KATE, IF YOU'RE MODIFYING THE CRITERIA, YOU CAN MAKE SURE THAT GETS OUT TO ALL OF THE

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COMMITTEE MEMBERS SO WE HAVE TIME TO LOOK AT IT AND GIVE YOU FEEDBACK BEFORE THE MEETING? SO PEOPLE HAVE AN OPPORTUNITY TO WEIGH IN ON SOME OF THE CHANGES?

SPEAKER: YES. BUT AGAIN, WE WOULD LIKE TO HAVE -- I THINK THAT ANY COMMENTS SHOULD BE ON THE CRITERIA, AS IT WAS PRESENTED TODAY, BECAUSE WE'RE LOOKING FOR COMMENTS BY JULY 2ND, SO WE CAN START THE EVALUATION PROCESS THE FOLLOWING WEEK. SO THIS WILL BE, WELL, YOU KNOW, WORK WITH THIS, AND WHAT WE HEARD TODAY.

JAMES P. SPERING, CHAIR: SO EVERYBODY HAS THEIR HOMEWORK ASSIGNMENT. JULY 2ND. SO PLEASE GO THROUGHOUT INFORMATION AND GET IT TO -- AND WE ALL HAVE YOUR CONTACT INFORMATION, IF YOU DON'T CONTACT STEVE, HE WILL TELL YOU HOW TO. STEVE, YOU HAVE THE TRANSFORMATION ACTION PLAN KIND OF THE PRESENTATION ABOUT THE FRAMEWORK.

STEVE KINSEY: A JET IS FLYING OVER RIGHT NOW AS WE SPEAK CHAIR SPERING. THIS IS REALLY EXCITING. YOU WILL BEGIN REVIEWING THE OUTGROWTH OF THE LAST 11 MONTHS OF YOUR TASK FORCE WORK, SETTING THE STAGE FOR THE ACTION PLAN. NEXT SLIDE. ON THE RIGHT OF THE SLIDE YOU'RE GOING TO SEE OUR GOAL FOR OUR AGENDA TODAY. WE'RE GOING TO BE PRESENTING TO YOU 24 POTENTIAL ACTIONS INTENDED TO ADVANCE TOWARDS THE FIVE OUTCOMES THAT

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HAVE BEEN DEFINED BY YOUR TASK FORCE OVER THE NEXT SEVERAL YEARS. WE WILL NOT BE TAKING ACTION ON THESE TODAY, BUT THIS WILL BE THE MOST APPROPRIATE TIME FOR YOU TO OFFER INPUT BEFORE THE FINAL DRAFT PLAN IS PRESENTED FOR YOUR DISCUSSION AND ACTION AT THE JULY 26TH MEETING. FOLLOWING TODAY'S SESSION, I WILL ACCEPT E-MAILED COMMENTS ON THE ACTIONS TO BE INCLUDED, WHETHER THEY ARE THE ONES THAT ARE PRESENTED TODAY, OR OTHERS THAT YOU THINK SHOULD BE ADDED THROUGH JULY 8TH. WHAT I'M INTERESTED THIS IS WHETHER THE SUM OF THESE NEAR-TERM ACTIONS ARE THE RIGHT ONES TO KEEP MOVING TOWARD A SIMPLER MORE CONVENIENT MORE CONNECTED NETWORK ACROSS THE BAY AND BEYOND THE BAY AREA. THERE ARE OVERARCHING POINTS WE NEED TO DIVE INTO SPECIFIC ACTIONS JUST AS YOU HAVE ALL WORKED IN GOOD FAITH TO REACH FOR CONSENSUS IN YOUR TASK FORCE'S WORK IT'S ESSENTIAL FOR ULTIMATE SUCCESS TO CONTINUE EXPANDING THE COLLABORATION AMONGST THE OPERATORS, MTC AND THE PUBLIC THIS IS THE STRUCTURAL CHANGE THAT WILL BE THE SECRET SAUCE TO YOUR SUCCESS. ACTIONS FOCUSED WILL BE REACHING KEY OUTCOMES THAT YOUR TASK FORCE HAS IDENTIFIED AS NECESSARY. THEY CONCENTRATE ON NEXT STEPS THAT ARE NEEDED NOW AND IN THE NEXT FEW YEARS INTO THE FUTURE, ALLOWING FOR LONGER TERM REFORMS TO BUILD ON THEM OVER TIME. SO, AS YOU TALKED ABOUT STEPPING STONES. THE FINAL DRAFT WILL INCLUDE TARGET COMPLETION AND A RELATIVE UNDERSTANDING OF FUNDING NEEDED TO GET THE JOB DONE AS TASK FORCE MEMBER HURSH REQUESTED. THE VALUE OF CONTINUOUS

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IMPROVEMENT MANAGING THE RESOURCES TO RUN TRANSIT TODAY WHILE MAKING CLEAR FUNDING WILL BE NECESSARY TO ACHIEVE THE AMBITIOUS GOALS FOR RECOVERY AND INCREASED RIDERSHIP AND CONSISTENT WITH YOUR ADOPTED GOALS THE ESSENTIAL FOLLOW-THROUGH ON THE ACTION PLAN WILL BE A TECHNICALLY SOUND AND INCLUSIVE REVIEW OF MANAGEMENT, AND GOVERNANCE ALTERNATIVES TO DETERMINE FEASIBLE AND VALUE BEFORE ANY INTUITIONAL CHANGES ARE MADE. AND I THINK THAT AS TAMIM AND KATE POINTED OUT IN THE COMMENTS OF MR. POWERS, THE TECHNICAL METRICS WILL CLEARLY NEED TO BE IDENTIFIED IN THE NEXT STAGE. NEXT SLIDE. THERE IS A LOT OF INFORMATION ON HERE BUT FORTUNATELY IT'S ALL INFORMATION YOU HAVE ALREADY ADOPTED I INCLUDED THIS SLIDE PRIMARILY TO DOCUMENT THAT WE MADE SOME REFINEMENTS TO THE OUTCOMES. WORDING HAS BEEN REFINED BUT SUBSTANCE HAS NOT CHANGED IN ADDITION THE NETWORK MANAGEMENT ROLES AND RESPONSIBILITIES ARE SHOWN ON THE RIGHT HAND SIDE OF THE SLIDE ONES YOUR TASK FORCE ADOPTED LAST MONTH AND THEY MATCH WITH ONE OR MORE OF THE OUTCOMES MAKING THIS A COMPREHENSIVE TARGET TO AIM FOR. NEXT SLIDE. THE NEXT SEVEN SLIDES PRESENT THE FULL SUBSTANCE OF RECOMMENDED ACTIONS TO INCLUDE IN YOUR PLAN FIRST THREE SLIDES DELINEATE WHAT ARE BEING CALLED ACCELERATED ACTIONS DISTINGUISHED IN THIS WAY BECAUSE THEY ALIGN WITH THE INITIATIVES THAT ARE ALREADY UNDERWAY AT MTC AND THAT YOU EMBRACED WHOLLY AT YOUR MEETING LAST MONTH. THEY HAVE BEEN REVIEWED AND APPROVED BY YOUR TASK FORCE AND THEY REINFORCE

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THE VALUE OF CUSTOMER FOCUSED IMPROVEMENTS AS SOON AS POSSIBLE. WORK CURRENTLY BEING JOINTLY MANAGED BY BART AND MTC WILL RESULT IN RECOMMENDATIONS AROUND FARE INTEGRATION THIS SUMMER. THE ACTION PLAN WILL ENSURE THAT THEY'RE ACTUALLY IMPLEMENTED IN A TIMELY WAY AND IF THERE ISN'T CENTRALIZED UNIFORMITY TO IMPLEMENT THEM IT CALLS FOR MTC SUPPORT AND LEGISLATION NEXT YEAR TO CLOSE THE GAP THAT'S POLICY WORK WE HEARD ABOUT SO MUCH IN THE TASK FORCE'S RECOMMENDATION NEXT SUMMER. SECOND ACCELERATED ACTION RELATE TO THE WORK MTC HAS BEEN LEADING FOR SELF YEARS INCLUDING NUMBER OF OPERATORS TO UNIFY MAPPING WAYFINDING INFORMATION YOU SAW THE PRESENTATION FROM THE SONOMA COUNTY TRANSPORTATION AUTHORITY ILLUSTRATED SOME OF THE THINGS THEY ARE ALREADY WORKING ON IN CONJUNCTION WITH MTC THE PLAN WILL CALL ON STARTING SEVERAL PROJECTS NEXT YEAR AND PRODUCING A BLUEPRINT FOR REGION-WIDE DEPLOYMENT INCLUDING UNIFIED MAPS WITHIN THREE YEARS. I'M MOVING QUICKLY THROUGH THESE BECAUSE YOU HAVE HAD OPPORTUNITY TO READ THEM AND I'LL BE AVAILABLE TO ANSWER QUESTIONS AS WE REACH THE END OF THIS PRESENTATION. NEXT SLIDE RELATED TO BUS TRANSIT PRIORITY. THERE HAVE BEEN UNANIMOUS TASK FORCE SUPPORT FOR FINDING WAYS TO GIVE PUBLIC BUSES A TRAVEL TIME ADVANTAGE ON BOTH CITY STREETS AND KEY STATE HIGHWAY CORRIDORS. THAT AMBITION IS WIDELY SHARED, BUT THE CHALLENGES THAT GO WITH IT ARE REALLY QUITE SUBSTANTIAL BECAUSE OF THE NUMEROUS JURISDICTIONS AND OVERLAPPING GOVERNANCE AUTHORITIES. ACCORD

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OTHER TO ACHIEVE THIS, THERE ARE A NUMBER OF SPECIFIC ACTIONS IDENTIFIED, BEGIN WELCOME A DIRECT REQUEST TO THE CALTRANS DIRECTOR TO PUBLIC AGENCY WIDE DIRECTIVE. YOU MAY BE FAMILIAR WITH DEPUTY DIRECTIVE SUCH AS THOSE THAT REINFORCE COMPLETE STREETS CLIMATE CHANGE CONSIDERATION IN ALL PROJECTS AND THIS DIRECTIVE WOULD SIMPLIFY AND EXPEDITE CALTRANS APPROVAL OF THE TRANSIT PRIORITY IMPROVEMENTS ON THE STATE HIGHWAY SYSTEM. THE REQUEST WOULD BE REINFORCED WITH SPONSORSHIP OF LEGISLATION THAT DISMANTLES THE BARRIERS TO TRANSIT PRIORITY PROJECTS SOME HAVE BEEN MOVING THIS YEAR BUT CLEARLY LEGISLATION IS ANOTHER TOOL TO MAKE THE TRANSIT NETWORK MORE EFFICIENT IN TERMS OF TRAVEL TIMES. AND LEVERAGING STUDIES THAT MTC HAS BEEN DOING IN CONJUNCTION WITH ITS BRIDGE FORWARD PROGRAM, THIS PLAN WOULD RECOMMEND THAT MTC SUFFICIENTLY FUND SEVERAL OF THESE PROJECTS TO DELIVER THE IMPROVEMENTS WITHIN THE NEXT TWO YEARS. AND, AS POINTED OUT, WE WILL HAVE SPECIFIC DATE TARGETS FOR ALL OF THE ACTIONS. I THINK THAT'S AN IMPORTANT PART OF A GOOD ACTION PLAN. THERE ARE REASONS TO MAKE THE REGION'S HOV LANES MORE EFFICIENT BY EXPANDING HOURS AND BY INCREASING POSSIBLY CARPOOL SIZE REQUIREMENTS AND THAT'S ONE OF THE ACTIONS THAT'S IDENTIFIED HERE, AND FINALLY THE BUS PRIORITY PROJECTS THAT WILL TRAVEL NUMEROUS JURISDICTIONS THE BRT PROJECTS WE HAVE ATTEMPTED TO MOVE FORWARD COULD BE DAUNTING WITH CHALLENGES BECAUSE JURISDICTIONS HAVE DIFFERENT STANDARDS THE DEPARTMENTS WORKING

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TOGETHER WITH OPERATORS AND LOCAL GOVERNMENT REPRESENTATIVES TO PROMOTE DEVELOPMENT OF A STANDARDIZED TEMPLATE FOR THE LEGAL AGREEMENTS THAT COULD REDUCE TIME AND FRICTION IN IMPLEMENTING THESE BUS PRIORITY EFFORTS. NEXT SLIDE. SO, IN SOME, THIS ACTION PLAN IS FOCUSED ON CUSTOMER IMPROVEMENTS AND NETWORK MANAGEMENT REFORMS NEEDED TO ACHIEVE THEM. FROM THE BEGINNING OF THIS TASK FORCE A NUMBER OF YOU HAVE TALKED ABOUT THE INSTITUTIONAL CHANGES TO SUPPLEMENT VOLUNTARY COORDINATION ON PORTIONS OF THE NETWORK THAT LINK INDIVIDUAL AGENCY SERVICES WITH SUBREGIONAL BAY AREA WIDE TRIPS THAT CUSTOMERS WANT AFFORDABLE AND TIMELY ACCESS TO. BUSINESS CASE ANALYSIS CONFIRM WHICH NETWORK MANAGEMENT REFORMS COULD DELIVER BENEFICIAL CUSTOMER COST EFFECTIVE RESULTS IT ALSO REQUESTS A MULTI-STAKEHOLDER ADVISORY GROUP IDENTIFY TO SERVE AS THE SOUNDING BOARD FOR CONSULTANT'S WORK IN THE BUSINESS CASE AND MTC ADOPT CLEAR EQUITY PRINCIPLES THAT ARE GOING TO GUIDE THE STUDY. YOU AS THE TASK FORCE HAVE ADOPTED EQUITY PRINCIPLE IN YOUR WORK AND THIS WOULD BE CONSIDERING MTC TO CONSIDER THOSE BUT TO ADOPT ITS OWN EQUITY PRINCIPLES. WHILE THE STUDY IS UNDER WAY THE PLAN CALLS FOR SUFFICIENT INVESTMENT IN TWO NORTH BAY COUNTIES WISHING TO WORK WITH THEIR INTRA-MULTI-COUNTY OPERATORS TO FUNCTIONALLY INCREASE CONSISTENCY AND CUSTOMER CONVENIENCE OF THEIR LOCAL OPERATIONS. IT ALSO ADDRESSES THE NEED TO LINK GOVERNMENT WORK AROUND THIS ACTION PLAN THAT'S SOMETHING WE HAVEN'T SPENT A LOT OF TIME TACKING

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ABOUT BUT MTC'S GRANT IS JUST ABOUT GETTING STARTED ON REAL GOVERNANCE AND THAT'S A FUNDAMENTAL PART OF A CONNECT NETWORK TO BE LOOKING FORWARD TO. NEXT SLIDE. THE ACTIONS PLAN RECOGNIZES THE NEED THAT THERE WILL BE SEVERAL IMPORTANT PLANS THAT FOLLOW TO SHAPE THE CONNECTED NETWORK OF THE FUTURE. IT WILL NEED TO DEFINE THE GEOGRAPHIC AND SERVICE BOUNDARIES OF THE NETWORK. AND THAT, AS YOU KNOW, REALLY NEEDS TO DISTINGUISH BETWEEN COMMUNITY SERVICES THAT MAY CONTINUE TO BE FULLY UNDER THE PURVIEW OF THE LOCAL AGENCIES FROM THOSE THAT EITHER CONNECT TO OR OPERATE ON BATCH OF A MORE CONNECTED REGIONAL SYSTEM. TO IDENTIFY THE PRIORITY HUBS AND THE -- AND TO SUPPORT THE BUS PRIORITIES, THERE NEEDS TO BE MORE WORK DONE TO FIGURE OUT WHICH OF THESE CORRIDORS ARE REALLY THE MOST VIABLE FOR MAKING NEAR-TERM IMPROVEMENTS AND THE HUBS AND HOW THOSE HUBS FUNCTION. AND ALSO TO MAKE SURE THAT THE HUBS ARE DESIGNED IN CONCERT WITH ALL AGENCIES SERVING THEM AND THE LOCAL COMMUNITIES IN WHICH THEY'RE LOCATED, AND THAT'S A POINT THAT, YOU KNOW, TASK FORCE MEMBER PAPAN HAS CONSISTENTLY BROUGHT UP, AND I THINK THE TASK FORCE HAS AGREED IS REALITY AN IMPORTANT PART OF WORKING ON THESE TRANSIT HUBS TO MAKE THEM MORE EFFICIENT AND MORE UNDERSTANDABLE FOR THE CUSTOMER, AND ALSO MORE RESPECTFUL OF THE COMMUNITY IN WHICH THEY'RE LOCATED. NEXT SLIDE. SO, THE TASK FORCE HASN'T REALLY HAD DETAILED CONVERSATIONS ABOUT ACCESSIBILITY ISSUES. BUT YOU HAVE STRONGLY SUPPORTED ELEVATING THE NEEDS OF THIS POPULATION

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IN YOUR GOALS AND ALSO SHOULD BE IN THE ACTION PLAN. THE SPECIFIC ACTION THAT IS IDENTIFIED HERE WERE DEVELOPED OVER THE PAST YEAR BY A GROUP OF PUBLIC AGENCIES AND SOCIAL SERVICE AGENCIES THAT HAVE BEEN UPDATING MARIN -- I MEAN MTC'S COORDINATED SERVICES PLAN, WHICH SUPPORTS THOSE KINDS OF ACTIVITIES. THERE IS AN EXCITING ONE SEAT PARATRANSIT RIDE PILOT PROJECT IN EAST CONTRA COSTA COUNTY THAT HAS BEEN DISCUSSED AND IT'S REALLY NICE TO SEE THE KIND OF INITIATIVE BEING TAKEN VOLUNTARILY BY THOSE AGENCIES. THERE ARE ALSO THREE BAY AREA COUNTIES THAT HAVE ALREADY CONFIRMED THE VALUE OF THE MOBILITY MANAGER AS A CENTRALIZED SOURCE OF INFORMATION FOR SENIORS AND DISABLED TO HELP THEM MOVE ALONG AND THEN CONSISTENT WITH YOUR SELECTED NETWORK MANAGEMENT ROLES THE PLANNING INCLUDES PRODUCTION OF A STANDARDIZED PROGRAM TO CONFIRM ELIGIBILITY TO ACCESS THESE SERVICES. NEXT SLIDE. FROM THE BEGINNING, YOUR TASK FORCE HAS HIGHLIGHTED THAT BOTH MAXIMIZING OPERATIONAL AND ADMINISTRATIVE EFFICIENCIES AND SECURING NEW FUNDING IS ESSENTIAL TO MAKE SIGNIFICANT PROGRESS. TO ACHIEVE NEW FUNDING, THE PLAN CALLS FOR GETTING THE REGION READY TO VOTE ON THE SOURCE OF THOSE FUNDS IN TIME TO GET AN ANSWER FROM VOTERS DURING THE 2024 PRESIDENTIAL ELECTION CYCLE. NEXT SLIDE. SO THESE ARE THE NEXT STEPS. TODAY, AS I SAID, IS YOUR BEST OPPORTUNITY TO COMMENT ON THE PLAN, AND YOUR COMMENTS WILL LEAD TO REVISIONS THAT ARE BROADLY SUPPORTED. GIVEN THAT, FEEL FREE TO ALIGN WITH OTHER

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TASK FORCE MEMBER'S COMMENTS, WHEN YOU MAKE YOUR OWN. THE FINAL PLAN WILL SYNCHRONIZE THE EVALUATION CONSULTANT'S WORK THAT WE HAVE BEEN HEARING ABOUT EARLIER TODAY, INTO THE WORK OF THE PLAN. YOU WILL BE SEEING A FINAL DRAFT ACTION PLAN BEFORE YOUR MEETING NEXT MONTH, AND WITH SOME POTENTIAL FOR ON THE SPOT REVISIONS. YOU WILL BE VOTING TO ADOPT THE ACTION PLAN, AND SEND IT TO THE MTC COMMISSION WITH THE REQUEST THAT THEIR ACTION ON THE PLAN AS A WHOLE BE TAKEN IN SEPTEMBER OR OCTOBER. THE ANTICIPATED BUSINESS CASE EVALUATION SHOULD BEGIN AS SOON AS POSSIBLE THIS FALL IDEALLY WITH THE ADVISORY GROUP THAT WILL OVERSEE AND COMMENT ON IT. THE BUSINESS CASE WHILE ADVISORY GROUP IS BEING SUGGESTED TO EXTEND FOR UP TO 18 MONTHS TO OVERSEE AND SUPPORT THE ACTION PLANS IMPLEMENTATION, THE BUSINESS CASE SHOULD STRIVE TO BE COMPLETE IN TIME TO INFLUENCE LEGISLATION NEXT YEAR IF WARRANTED. AND AS I MENTIONED AT THE BEGINNING, SUGGESTIONS, QUESTIONS, OR OTHER CONCERNS, CAN BE SHARED WU ME BY SENDING ME AN E-MAIL ON OR BEFORE JULY 8TH. WITH THAT, THAT WAS A QUICK FLY OVER OF A LOT OF HARD WORK YOU HAVE DONE AND ALL OTHERS INCLUDING OPERATORS AND MTC STAFF HAVE CONTRIBUTED. I'M GOING TO TURN IT TO YOU CHAIR SPERING TO MANAGE THE QUESTIONS AND COMMENTS. THANK YOU.

JAMES P. SPERING, CHAIR: OKAY. WE'LL TAKE QUESTIONS. YOU KNOW, BEFORE WE GET INTO THE QUESTIONS, STEVE, I WANT TO THANK AND YOU STAFF FOR MENTIONING THAT SOLANO AND SONOMA COUNTY. YOU

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KNOW, WE SAW AT THE PRESENTATION THAT SCTA MADE, AND THE EFFORTS ON LOCAL BUS UNIFICATION, THAT THEY'RE MOVING FORWARD THAT PHASE TWO, AND ALL OF THOSE ACTIONS ARE ALIGNED WITH OUR OBJECT IS. YOU KNOW, YOU LOOK AT THIS PHASE FOR BRINGING THAT -- IT DEALS WITH MULTIPLE TRANSIT SERVICES INTEGRATION. THE FINAL PHASE DEALS WITH FARE INTEGRATION COORDINATION OF SCHEDULES ACCESSIBILITY, ITERATION OF ALL TRANSIT SYSTEMS WAYFINDING AND I HOPE THIS COMMITTEE RECOMMENDS TO MTC TO ALLOCATE THAT $750,000 AS SOON AS POSSIBLE SO THEY CAN ACCOMPLISH THESE OBJECTIVES. IT'S AN EXAMPLE WHERE WE HAVE REALLY MADE A DIFFERENCE. AND I DON'T KNOW IF COMMITTEE MEMBER RABBIT WANTS TO COMMENT REALLY QUICKLY BUT A LOT OF WORK HAS BEEN DONE AND I THINK IT DEMONSTRATES THE WILLINGNESS TO MAKE THE SYSTEM BETTER. DAVID DO YOU HAVE COMMENTS ON THAT?

DAVID RABBIT: THANK YOU VERY MUCH CHAIR. I APPRECIATE THAT. JUST THIS MORNING, I'LL GIVE YOU AN EXAMPLE, I WAS ON A SERIES OF ZOOM CALLS, WE CONSOLIDATING OUR FIRE SERVICE DELIVERY HERE IN SONOMA COUNTY. WE HAD 46 SEPARATE AGENCY THAT PROVIDE FIRE SYSTEM. TODAY WE HAVE 32 AND, HOPEFULLY, WITHIN A COUPLE OF WEEKS WE'LL HAVE 18. I IMPRESSION THAT BECAUSE IT'S MUCH THE SAME WITH OUR TRANSIT AGENCIES IT TAKES SOME INTUITION OF CASH TO GET THEM OVER THE FINISH LINE IT PROVIDES FOR MORE EFFICIENT EFFECTIVE CONSOLIDATED INTEGRATED SYSTEM. AND I SEE IT NO DIFFERENTLY I THINK IT'S REALLY IMPORTANT. YOU CAN DO

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THE LOW-HANGING FRUIT, CAN DO SOME OF THAT STUFF IN-HOUSE YOU CAN WORK IT INTO YOUR BUDGET BUT IT GETS TO THE POINT WHERE YOU CANNOT AFFORD IT AND YOU NEED A SMALL INFUSION OF CASH TO BE ABLE TO BRING YOU OVER THE FINISH LINE AND I THINK IT'S ESPECIALLY WITH WHAT THE TASK FORCE HAS DONE TALKING ABOUT FOR THESE MONTHS TO REALLY KIND OF CARRY THROUGH ON WHAT WE HAVE BEEN TALKING ABOUT BRINGING THAT NUMBER DOWN INTO A SMALLER NUMBER OVERALL. I APPRECIATE YOU BRINGING THAT UP, MR. CHAIR.

JAMES P. SPERING, CHAIR: IT'S A MODEST INVESTMENT WITH TREMENDOUS REWARDS AND FOR EXAMPLE, MY CAN'T WHICH IS STRUGGLING WITH THIS TOO, AND WE'RE BRINGING THESE INITIATIVES FORWARD. ANYWAY, DAVID, I WANT TO LET YOU KNOW, WE ENCOURAGE TO YOU ALLOCATE THAT 750,000. AS AN EXAMPLE OF HOW WE CAN WORK TOGETHER. STACY?

STACY MURPHY: I WANT MORE INFORMATION ON THE ONE SEAT PARATRANSIT RIDE. ARE YOU TALKING ABOUT AN UBER OR LYFT VEHICLE THAT JUST MOVES ONE PERSON.

RANDI KINMAN: STACY, RICK RAMACIER'S AGENCY HAS BEEN TAKING THE LEAD ON THAT. IF RICK WANTS TO TALK TO YOU MORE SPECIFICALLY OR TALK TO YOU OFFLINE ABOUT IT, BUT IT'S INTENDED TO BRING SEVERAL OPERATORS TOGETHER SO THAT, IF YOU LEAVE, YOU KNOW, ANTIOCH, YOU CAN MAKE IT ALL THE WAY TO

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OAKLAND WITHOUT HAVING TO TAKE THREE DIFFERENT SERVICES. RICK, DID YOU WANT TO GIVE ANY BRIEF EXPLANATION OF WHAT YOU HAVE GOT GOING?

RICK RAMACIER: THANKS, STEVE, YOU CAPTURED IT REALLY WELL. IT'S THE FOUR EAST BAY SUBURBAN OPERATORS TESTING THE CONCEPT OF THE CUSTOMER GETTING ON THE FIRST VEHICLE THEY GO TO THEIR DESTINATION ON THE SAME VEHICLE REGARDLESS OF TRANSIT BOUNDARIES.

JAMES P. SPERING, CHAIR: SOLANO COUNTY IS DOING THE SAME THING. JEFF?

JEFFREY TUMLIN: THESE ARE EXACTLY THE SORT OF THINGS THAT OUR CUSTOMERS NEED IN ORDER TO MOVE ABOUT THE REGION SEAMLESSLY. SO I HOPE THAT GIVEN OUR LIMITED FUNDING RESOURCES IN THIS REGION AND STAFF RESOURCES AT THESE AGENCIES THAT WE'RE GOING TO PRIORITIZE IMPLEMENTATION OF THE STUFF THAT OUR CUSTOMERS WANT. AND I ALSO HOPE THAT WE CAN ALLOCATE SOME REGIONAL RESOURCES THAT ARE GOING TO HELP FACILITATE THIS IN A WAY THAT DOESN'T REQUIRE US TO CUT OUR OPERATIONAL RECOVERY IN ORDER TO MAKE THESE THINGS HAPPEN. WE AS OPERATORS ARE EAGER TO GET MOVING WE HAVE LOTS OF COMMENTS ON THE DETAILS BUT I THINK WE'RE ENTHUSIASTIC IN HELPING OUR REGION TO IMPLEMENT AWFUL

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THESE PROGRAMS SO THE BOUNDARY ISSUES THAT WE FULLY ADMIT ARE REMOVED FOR OUR CUSTOMERS.

JAMES P. SPERING, CHAIR: THANK YOU, YOU JEFF. DENNIS MULLIGAN.

DENNIS MULLIGAN: ONE OF THE THINGS THAT GETS OVERCOMPLICATED IN THIS PROCESS IS SPEEDING UP TRANSIT. IF WE'RE GOING TO TRULY ADDRESS A CLIMATE EMERGENCY A SLOW BUS TRIP DOESN'T ENTICE PEOPLE OUT OF THEIR CARS. IT'S VITAL WE DO THAT, AGENDA ITEM 4A SLIDE FIVE AS AN EXAMPLE PUT INTO INFRASTRUCTURE AS OPPOSED TO BUS PRIORITY UNDER POLICY THERE IS A LOT OF AREAS WHERE THERE IS NO INFRASTRUCTURE NEEDS TO SPEEDS UP BUSES IF I WERE TO REFLECT BACK AND DO A DEBRIEF ON THE LAST FEW MONTHS WE ARE THE TASK FORCE THAT WAS CREATED BY THE PANDEMIC TO ADDRESS THE PANDEMIC SFMTA THIS HAS SPED UP TRIPS ON CITY STREETS AND IS THE STATE HIGHWAY SYSTEM HASN'T MADE ANY CHANGES. SAN FRANCISCO HAS SPED UP OUR BUSES OUR BUSES WERE STUCK IN CARPOOLS LANES THAT DID NOT FUNCTION YOU WANT TO TALK ABOUT AGILITY, AND ACCOUNTABILITY, MTC, CHP AND CALTRANS HAS THE AUTHORITY TO CHANGE THOSE CARPOOL LANES YOU CAN SPEED UP OUR BUSES. NO FUNDING NECESSARY OTHER THAN PERHAPS CAMPAIGN TO EXPLAIN TO THE PUBLIC THAT WE WANT TO MOVE PEOPLE OUT OF CARS. IT'S A LOT OF SIMPLE THINGS EASY THINGS THAT WE AS A REGION CAN DO QUICKLY IT DOESN'T COST MONEY OR TAKE SALES TAX AND WE CAN SPEED UP BUS WHICH IS MAKES MORE PEOPLE WANT TO RIDE THE

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BUS, IT'S A MUCH BETTER EXPERIENCE WHEN YOU GET TO WORK ON TIME. THANKS.

JAMES P. SPERING, CHAIR: THANK YOU, DENNIS, FOR THOSE COMMENTS. I CAN'T AGREE WU MORE. IT IS SOMETHING WE CAN ACHIEVE IN THE SHORT-TERM. WE SHOULD PUSH TO DO THAT.

JAMES P. SPERING, CHAIR: MR. CHAIR, BEFORE IAN, COULD MR. MULLIGAN SAY WHETHER OR NOT HE THINKS THE ACTION ITEMS WE HAVE IDENTIFIED SOME OF WHICH ARE POLICY BASED AROUND HOV HOURS AND NUMBERS OF PERSON IN A CARPOOL. WHEN WE'RE HITTING OR MISSING ANYTHING, DENNIS THAT YOU THINK COULD CHANGE THE OUTCOME FOR SPEED.

DENNIS MULLIGAN: YOU DILUTE IT, THE DEPUTY DIRECTOR OF DESIGN EXCEPTIONS IGNORES THE EXISTING INFRASTRUCTURE THAT'S OUT THERE, STRIPED FOR CARPOOL HAS THE WRONG HOURS. THE ONE OCCUPANCY -- [INDISCERNIBLE] REMOVED WITHOUT AN INFRASTRUCTURE PROJECT. I THINK IF WE GET SO FOCUSED ON THE BIG PROJECTS THERE ARE LOTS OF LITTLE PROJECTS WE COULD BE WORKING ON. DURING THE PANDEMIC WHICH IS WHY WE'RE ALL HERE BUSES HAVE BEEN SPED UP ON SAN FRANCISCO STREETS THAT WILL LAST LONG AFTER THE PANDEMIC I ENCOURAGE US TO LOOK ELSEWHERE. SO WE CAN EFFECT MEANINGFUL CHANGE AT NOMINAL COST THAT DEMONSTRATES TO THE PUBLIC THAT WE THEY GIVE US MONEY, WE'LL SPEND IT WISELY.

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WHEN WE DON'T NEED MONEY, WE WON'T ASK FOR IT. THERE IS LOTS WE CAN DO. AND I THINK IT'S A GOOD MESSAGE.

STEVE KINSEY: THE FOURTH BULLET IN THE BUS PRIORITY TALKS ABOUT THOSE POLICIES AND WE WILL FOLLOW UP TO GET YOUR SUPPORT. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU, STEVE. IAN?

IAN GRIFFITHS: YEAH. A FEW THINGS. FIRST, I'M VERY HAPPY TO SEE DEADLINES FOR THE BUSINESS CASE, YOU KNOW, IN EARLY 2022, I THINK THAT'S THE APPROPRIATE TIME FRAME, I JUST WANT TO -- I'M A LITTLE CONCERNED ABOUT THE -- YOU KNOW, I GUESS WHAT CHAIR SPERING SAID AT THE BEGINNING OF THE MEETING THE PROPOSED COMPOSITION OF THE ADVISORY BODY WITH EQUAL ADVISORY BODY HALF OF IT BEING REPRESENTATIVE -- [AUDIO DIFFICULTIES] [INDISCERNIBLE] I'M NOT SURE THAT'S THE RIGHT DISTRIBUTION OF FOLKS FOR AN ADVISORY BODY. I THINK -- ANYWAY, I WOULD LIKE TO HAVE FURTHER DISCUSSION ABOUT THAT. I THINK THAT SETS UP POTENTIAL FOR A BUNCH OF SPLIT VOTES ON THINGS THAT TRANSIT AGENCIES WANT TO DO AND OTHER THINGS EVERYONE ELSE WANTS TO DO, THE COMPOSITION OF THIS TASK FORCE IN PROPORTION IS WHAT WE SHOULD BE STRIVING FOR IN TERMS OF ADVISORY BODY NOT 32 MEMBERS BUT SOME KIND OF APPROPRIATE DISTRIBUTION WHETHER IT'S NO CONSTITUENCY THAT HAS THE SORT OF MAJORITY OF VOTES OR EVEN

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HALF OF THE VOTES TO BLOCK CERTAIN INITIATIVES IF THERE IS A FORDED BY THE MAJORITY EVER MEMBERS. SPUR SUBMITTED A LETTER, STRONGLY AGREE WITH THE IDEA IDENTIFIED HERE A BAY AREA CONNECTED NETWORK PLAN THIS IS THE YESTERDAY THAT WE NEED A GUIDED SERVICE VISION DESPERATELY AND REALLY HAPPY TO SEE THAT INCLUDED IN THE PLAN BUT IT'S IDENTIFIED FOR BEING COMPLETED BY LATE 2024 WHEN IN REALITY I THINK HAVING A SERVICE VISION OF WHAT LEVELS OF SERVICE WE WANT TO ACHIEVE IN WHAT CORRIDORS, THAT CAN ACTUALLY -- IT'S NEEDED BEFORE THAT BECAUSE IT CAN REALLY HELP JUSTIFY WHERE WE'RE GOING TO ALL THIS TROUBLE OF GOVERNANCE REFORM AND DELIVERY REFORM. I THINK WE HAVE TO MOVE THAT AHEAD, THE PROPOSAL BY 2023, THINKING ABOUT HOW THAT SUPPORTS SOME OF THE OTHER MOVES THAT WE WANT TO HAVE IN PLACE AND PARTICULARLY CASTING A REGIONAL FUNDING MEASURE IN 2024 IT WOULD BE NICE HAVE A SERVICE VISION APPROVED THAT WE CAN TAKE TO THE VOTERS AND ACTUALLY ASK THEM TO VOTE FOR WHICH SUGGESTS MOVING THAT UP A LITTLE BIT. ON THE FUNDING MEASURE AGAIN HAPPY TO SEE THAT REFLECTED. THIS IS SOMETHING THAT VOICES FOR PUBLIC TRANSPORTATION AND OTHERS HAVE BEEN ASKING FOR. I WOULD LOVE TO SEE AN INTERIM STEP OF SEEING A PUBLICLY LED MULTI-STAKEHOLDER PROCESS IN 2022 AS THE FIRST STEP OF BEING ABLE TO ACHIEVE THAT TIMELINE OF A NOVEMBER 2024 BALLOT MEASURE. AND THEN THE LAST THING T LOOKS LIKE MY CONNECTION IS SPOTTING. SO I APOLOGIZE IF I AM CUTTING IN AND OUT. IT'S JUST ON THE PARATRANSIT AND ACCESSIBILITY

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RECOMMENDATIONS, HAPPY TO SEE THIS. I REALLY DON'T THINK THERE HAS BEEN ENOUGH DISCUSSION OF THIS AREA AND I KNOW THERE IS A TREMENDOUS AMOUNT OF TASKS FROM THE ADVOCATES ON PROGRESS TOWARDS A MORE INTEGRATED ACCESSIBLE TRANSIT SYSTEM AND PARATRANSIT SERVICES. FROM WHAT I HAVE HEARD FROM ADVOCATES, DISABILITY ADVOCATES THESE RECOMMENDATIONS DON'T GO NEARLY FAR ENOUGH AND THERE NEEDS TO BE A WHOLESALE RETHINKING OF THE PARATRANSIT SYSTEM THAT GOES BEYOND JUST IDENTIFYING A MOBILITY MANAGER IN EACH COUNTIES. THERE NEEDS TO BE ACCOUNTABILITY FOR PARATRANSIT SERVICES AT A REGIONAL SCALES. THAT'S VERY MUCH MISSING RIGHT NOW, AND, YOU KNOW, I WOULD BE INTERESTED TO LEARN WHERE DOES THIS CONVERSATION GO AFTER THE BLUE RIBBON TASK FORCE? BECAUSE I DON'T THINK IT'S BEEN GIVEN ENOUGH -- I DON'T THINK WE HAVE HAD THE TIME TO HAVE A DEEP ENOUGH DISCUSSION ABOUT IT HERE, BUT I WANT TO MAKE SURE THAT IT DOES GO ON SOMEWHERE ELSE, AND I THINK THERE IS QUITE A FEW DISABILITY ADVOCATES WHO WOULD LIKE TO SEE A TRANSFORMATIVE VISION FOR PARATRANSIT MOVE FORWARD. THANKS.

JAMES P. SPERING, CHAIR: IAN, JUST REAL QUICKLY, ON THE COMMITTEE, YOU KNOW, WE REALLY WANT TO HAVE IT WHERE IT'S CONSENSUS ORIENTED. I DON'T WANT TO END UP WITH THESE CONFLICTING VOTES AND ALL. AND I WOULD HOPE THAT WHEN IT COMES TO THE COMMISSION, THAT YOU HAVE A MINORITY WHITE PAPER, A MINORITY POINT OF VIEW ON AN ISSUE. I THINK IT'S VERY

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IMPORTANT THAT WHOEVER IS ON THAT COMMITTEE WORKS TOGETHER, IS FAITHFUL TO THE PROCESS, THAT THEY'RE NOT OUT DOING END RUNS ON EACH OTHER, AND SO, YOU KNOW, WE'LL HAVE THAT DISCUSSION AS WE PUT THIS COMMITTEE TOGETHER. BUT I THINK IT'S EXTREMELY IMPORTANT THAT IT'S BUILT ON CONSENSUS BECAUSE THAT'S HOW WE'RE GOING TO MOVE THESE CHANGES FORWARD, AND THE PUBLIC IS LOOK FOR THAT. AND SO, YOU KNOW, I WOULD REALLY LIKE TO TRY AND AVOID THESE CONFLICTING SEVEN, YOU KNOW, 8, 7 VOTES. IT HAS TO BE BASED ON CONSENSUS. AND I THINK THAT'S EXTREMELY IMPORTANT AS WE MOVE FORWARD. WITH THAT SAID, NICK, YOU'RE UP. WE HAVEN'T HEARD FROM YOU ALL DAY, NICK, AND WE WERE HOPING THAT YOU WERE FEELING OKAY. IT'S GOOD TO HEAR FROM YOU.

COM. NICK JOSEFOWITZ: I APPRECIATE THE CONCERN, JIM. I WOULD JUST ADD, THAT IF YOU ARE GOING TO SERVE ON THIS COMMITTEE, I HOPE YOU KIND OF TAKE MY LEAD AND DON'T SPEAK THAT MUCH IN THESE COMMITTEE HEARINGS, SO THEY CAN KIND OF FINISH QUICKLY.

JAMES P. SPERING, CHAIR: YOU HAVEN'T DEMONSTRATED THAT IN SPEAKING MAYBE THIS IS A NEW BEGINNING. I DON'T HAVE JOSEFOWITZ SO I JUST WANTED TO SORT OF ASSOCIATE MYSELF WITH JEFF'S COMMENTS. JEFFREY TUMLIN, THAT I THINK THIS IS, LIKE, THE SPECIFICS OF THIS ARE JUST WHERE WE SHOULD BE GOING AND WE SHOULD BE FOCUSING ON THESE SPECIFICS. I THINK THE TRANSIT -- THE EMPHASIS ON TRANSIT PRIORITY IS INCREDIBLY IMPORTANT. AND

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I THINK -- I VERY MUCH WHAT DENNIS SAID, THERE ARE STEPS WE CAN TAKE WITH HOV OPERATING HOURS ON THE 101, BUT ALSO, A LOT OF OTHER WAYS THAT WE CAN KIND OF SPEED UP TRANSIT WITH KIND OF RELATIVELY MINOR INTERVENTIONS. AND SORT OF HAVING A PROCESS WHERE WE CAN IDENTIFY WHERE BUSES ARE MOST STUCK IN TRAFFIC, AND AROUND THE REGION BASED ON KIND OF LIKE WHAT ARE THE MOST CRITICAL BUS ROUTES WILL ALLOW US, I THINK, TO KIND OF REALLY PRIORITIZE THOSE INTERVENTIONS WHETHER JUMP LANES OR SORT OF THE VARIETY OF INTERVENTIONS THAT WE MAKE ON STREETS FOR BUSES. I THINK THAT WOULD BE GREAT. AND I THINK IT WOULD BE GOOD TO ISSUE A DEPUTY DIRECTIVE AS WELL. I WANT TO ECHO WHAT IAN SAID ABOUT THIS CONNECTED NETWORK VISION WHICH IS INCREDIBLY IMPORTANT. BUT IF WE'RE GOING TO SORT OF TAKE CONTROL OVER OUR OWN DESTINY AS A REGION FOR A TRANSPORTATION FUNDING MEASURE IN 2024 WE NEED TO DO THIS CONNECTED NETWORK PLAN BY 2023, SO THAT WE CAN THEN HAVE THIS TO GO TO THE LEGISLATURE TO GET ENABLING LEGISLATION TO ALLOW US TO PUT SOMETHING ON THE BALLOT IN 2024. AND I KNOW IT'S A REALLY QUICK TURN AROUND BUT IF WE WANT TO GO RAISE MONEY IN 2024, I THINK WE HAVE GOT TO WORK BACKWARDS FROM THAT AND FIND THE RESOURCES TO MOBILIZE AROUND THAT TIME FRAME.

JAMES P. SPERING, CHAIR: THANKS, NICK FOR THOSE COMMENTS. JASON BAKER?

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JASON BAKER: MAYBE THIS LEADS UP TO PART OF THE ACTION PLAN, AND IN 2024, AS WE TALK ABOUT THIS AS ONE THING IT'S NOT THAT'S WAYFINDING IS SUDDENLY GETTING BETTER AND BUS TRANSIT'S BUS PRIORITIES SUDDENLY GETTING BETTER BUT IT DOESN'T HAVE TO BE TRANSIT ROARING BACK BUT SOME WAY TO TALK AND SPEND MONEY TALKING TO THE PUBLIC ABOUT, HEY WE'RE DOING THIS WE ARE MAKING TRANSIT BETTER ACROSS THESE SEVERAL DIFFERENT AREAS. WE NEED TO FIND A WAY TO LET THE PUBLIC KNOW WE'RE DOING THAT. BECAUSE THEY DON'T COME TO THIS MEETING THAT OFTEN AND I THINK THEY CAN SEE THESE ITEMS AND IT'S MUCH BETTER TO SEE THEM AS AN OVERALL EFFORT THAT THEIR REGION IS STEPPING UP AND DOING WHAT'S RIGHT TO MAKE TRANSIT BETTER TO GET THEM TO COME BACK TO TRANSIT. IN TERMS OF THE 77 VOTE, THAT KIND OF CONCERNS ME A BIT. I AGREE THAT CONSENSUS IS THE GOAL. BUT YOU CAN'T REALLY HAVE A MINORITY AND MAJORITY WHITE PAPER, IF THERE IS NO MINORITY MAJORITY IT'S A MATTER OF PUTTING RESEARCH AND POLICY GROUP. ALFREDO.

ALFREDO PEDROZA: WE HAVE BEEN TIME TALK BY THE TIME OUTCOMES WE WANT TO ACHIEVE. HERE THEY ARE FOR THE PUBLIC THESE ARE THINGS WE WANT TO ACCOMPLISH NOW AND AS CHAIR OF THE COMMISSION I FULLY INTEND TO BRING THIS TO THE COMMISSION SO WE CAN TALK ABOUT THOSE OUTCOMES FOR THE BENEFIT OF THE USER. I WANT TO THANK STEVE FOR FRAMING THIS IN THE WAY THAT HERE IS

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WHAT WE WANT TO DO NOW AND HERE IS THE PLAN FOR CONTINUING THE WORK I THINK THE PLAN LAYS THAT PATHWAY. THANK YOU.

JAMES P. SPERING, CHAIR: RANDI KINMAN?

RANDI KINMAN: I WANT TO RAISE UP IAN'S COMMENTS ABOUT THE PARATRANSIT AND REPRESENTING OUR DISABLED COMMUNITY THAT IS TRANSIT DEPENDENT. I DON'T THINK WE HAVE HAD ENOUGH DISCUSSION AROUND SPECIFICS OF WHAT WE'RE AIMING FOR IF WE'RE LOOKING AT IT COMPREHENSIVELY IN THE 2024 ELECTION CYCLE WE SHOULD BE ORGANIZING A COMPREHENSIVE LOOK AT WHAT THAT MEANS FOR THE GROUP THAT WE SERVE AND WE COULD PEEL OFF THROUGH THE EQUITY AND ACCESS SUBCOMMITTEE FOR THE POLICY ADVISORY COUNCIL AS WE DID WITH FARE INTEGRATION A WORKING GROUP THAT BRINGS PEOPLE TOGETHER IN A FULL MANNER TO MAKE SURE THAT, AS WE MOVE FORWARD, THIS ISN'T A SECONDARY THOUGHT. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU RANDY. STEVE, YOU GOT SOME PRETTY GOOD INPUT. A LOT OF SUPPORT. ANY COMMENTS ON WHAT YOU HEARD?

STEVE KINSEY: WELL, NO. I ABSOLUTELY GOT IT ALL WRITTEN DOWN, AND I THINK THERE IS A LOT OF COMMONALITY THERE. I WILL JUST WEIGH IN, MYSELF, THEY REALLY THINK THAT WHEN YOU GET INTO THE BUSINESS CASE EVALUATION, YOU REALLY CAN'T DO A WHOLE LOT IF

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YOU UNDERSTAND UP WITH DEEPLY DIVIDED BODY. YOU'RE GOING TO NEED THEM TO WORK TOWARDS CONSENSUS. SO I DON'T KNOW WHETHER THAT ODD NUMBER IS AS IMPORTANT AS SOME HAVE SAID BUT I THINK YOU AND YOUR COLLEAGUES ARE ULTIMATELY GOING TO MAKE THAT DECISION. I DO HAVE A FEW THOUGHTS ON SUMMARIZING THE MEETING. ARE THERE ANY PUBLIC COMMENTS?

WALLY CHARLES, CLERK: FIVE.

STEVE KINSEY: COULD I TAKE THOSE, CHAIR SPERING, BEFORE I WRAP IT UP?

JAMES P. SPERING, CHAIR: YES. WE'RE GOING TO TAKE THEM RIGHT NOW. GO AHEAD AND CALL ON THE PUBLIC SPEAKERS.

WALLY CHARLES, CLERK: OKAY. MEMBERS OF THE PUBLIC PARTICIPATING BY TELECONFERENCE WITH COMMENTS, PLEASE USE THE RAISED HAND FEATURE OR DIAL NINE NOW AND I WILL CALL UPON YOU TO SPEAK. RAISE YOUR HAND SO I CAN RECOGNIZE YOU AS SPEAKER. FIRST SPEAKER, LAURA TOLKOFF.

SPEAKER: GOODS AFTERNOON. LAURA T TRANSPORTATION POLICY DIRECTOR FOR SPUR. WE ENCOURAGE THE TASK FORCE TO COMMITTEE A NETWORK CONNECTED PLAN IN 2023 PRIOR TO THE TRANSPORTATION FUNDING MEASURE IN 2024, KNOWING HOW MUCH PUBLIC SUPPORT THERE

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IS FOR FREQUENT AND RELIABLE NETWORK AND THE IMPORTANCE OF TO THE PREVIOUS ITEM FORUM FOLLOWING FINANCE THE CONNECTING THE PLAN TO GENERATE PUBLIC CONFIDENCE IN THE OUTCOMES FOR FUTURE FUNDING MEASURES ALCOHOL HELP BRING IN THE REVENUE NEEDED TO ACHIEVE THE GOALS. THE TRANSIT PRIORITY POLICY WE REALLY BELIEVE THIS IS PART AND PARCEL OF CONNECTING THE WORK PLAN AND FURTHER AGREE WITH THE COMMENTS THAT WE CAN GO FURTHER. ALSO INCLUDE THE PLACES THAT WILL REALLY BENEFIT FROM COORDINATED EFFORTS TO TACKLE IMPEDIMENTS WITH SIGNAL PRIORITY. WE THINK THIS IS AN OPPORTUNITY TO LOOK AT POLICY AND DESIGN PROCESSES FEES FOR DELIVERY OF HOV PROJECTS TO BE MORE COORDINATED AND COST EFFECTIVE.

WALLY CHARLES, CLERK: ADINA LEVIN?

ADINA LEVIN: THANK YOU, VERY MUCH. ADINA LEVIN, MEMBER OF THE POLICY ADVISORY COUNCIL AND FARE INTEGRATION SUBCOMMITTEE SPEAKING FOR MYSELF. IN TERMS OF THE -- I WANTED TO SUPPORT WHAT SEVERAL MEMBERS OF THE BODY HAD SAID REGARDING THE BENEFIT OF HAVING A CONNECT NETWORK PLAN BEFORE 2024, IN ORDER TO BE ABLE TO HAVE SOMETHING THAT CAN BE IMPLEMENTED SOONER AND THAT CAN BE MOTIVATING TO VOTERS TO PAY FOR THE FUNDING TO DELIVER THAT, AND WITH REGARD TO THE FARE ITEM, REALLY GLAD TO SEE THE TIMELINE FOR POTENTIAL LEGISLATION TO IMPLEMENT THE RECOMMENDATIONS OF THE FARE STUDY SHOULD THEY REQUIRE

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LEGISLATION. THOSE RECOMMENDATIONS ARE COMING FORWARD SHORTLY, AND THE STAFF, TO DATE, HAS SUGGESTED THERE MIGHT BE LEGISLATION NEEDED. SO SEEING THAT IS VERY GOOD. AND LASTLY WITH REGARD TO THE COMPOSITION OF ADVICE, I WOULD SEE THAT LESS OF IT -- THE WAY THEY WOULD SEE THAT IS WANTING TO REPRESENTATION FROM RIDERS, FROM CUSTOMERS FROM TRANSIT DEPENDENT PEOPLE, THE VARIOUS GROUPS OF RIDERS AND USERS OF THE SYSTEM TO BE ABLE TO HAVE THOSE VOICES BE ABLE TO VALIDATE, WHETHER SOLUTIONS ARE DELIVERING WHAT MAY BE MISSING FROM TERMS OF WHAT RIDERS AND USERS OF THE SYSTEM NEED. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. NEXT IS REM E THEN WARREN CUSHMAN, AND ROLAND. REMI, ARE YOU READY TO SPEAK?

SPEAKER: HI REMI TAN MEMBER OF PACIFICA AND LOCAL ARCHITECT MEMBER OF THE PENINSULA FOR EVERYONE. SPEAKING FOR MYSELF. I AGREE WITH ALL THE SPEAKERS BEFORE, AS WELL AS THE BOARD MEMBERS WHO SAID WE REALLY NEED TO MOVE UP THIS NETWORK PLAN. I DON'T UNDERSTAND WHY IT TAKES THREE YEARS FOR A PLAN THAT YOU GUYS HAVE ALREADY BEEN WORKING ON FOR ABOUT A YEAR. AND, I MEAN, IT LOOKS LIKE YOU HAVE ENOUGH INFORMATION TO ACTUALLY GET THAT DONE BY THE END OF THE YEARS, JUST LOOKING AT THE SCHEDULE FROM THE LAST AGENDA ITEM. SO I DEFINITELY CONCUR, WE SHOULD MOVE IT UP, AND THEN THERE WILL BE ENOUGH TIME TO

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COORDINATE THAT WITH ALL THE FUNDING THAT WAS DISCUSSED IN 2023, AND 2024. I WOULD ALSO LIKE TO COMMENT ON THE BUS SPEEDING UP THE BUSES. AND, YOU KNOW, WE REALLY NEED TO FOCUS ON THE BUS LANES AND TRANSIT SIGNAL PRIORITY. TRANSIT SIGNAL PRIORITY HAS BEEN TALKED ABOUT AT A LOT OF THE BUS LANE VRT AND LIGHT RAIL PROJECTS BUT NEVER SEEMS TO BE IMPLEMENTED IT'S A HUGE GAP AND IT'S NOT VERY COMPLICATED. YOU CAN HAVE A SIMPLE SYSTEM WHERE YOU JUST HAVE A TRANSPONDER IN THE TRAFFIC LIGHT, AND THE BUS DRIVER CAN PUSH A BUTTON. SO WE DON'T HAVE TO GET ALL THAT FIANCE COMPUTERIZED. LIGHT TURNS GREEN AND THE BUS ROLLS THROUGH. I WOULD LIKE TO SEE MORE OF THAT HAPPEN IN THE BUS LANES, AS YOU DESCRIBE. SAN FRANCISCO HAS BEEN DOING A FAIRLY GOOD JOB OF THAT.

WALLY CHARLES, CLERK: WARREN CUSHMAN?

SPEAKER: THE ZOOM WEBINAR --

SPEAKER: HELLO. IT TOOK ME A SECOND. HELLO MEMBERS OF THE TASK FORCE. MY NAME IS WARREN CUSHMAN, AND FIRST I WANT TO UPLIFT IAN GRIFFITH AND RANDI KINMAN'S COMMENTS, I AM A PARATRANSIT DEPENDENT PERSON I USE TRANSIT A LOT. THERE ARE PEOPLE WITH DISABILITIES AND SENIORS WHO WOULD LIKE TO WEIGH IN ON THIS DISCUSSION. I AM STILL TRYING TO FOLLOW THE SPECIFICS OF THIS PIECE AND WHERE THIS DISCUSSION IS GOING. I DO THINK WE SHOULD

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HAVE AN OPPORTUNITY AS ADVOCATES TO WEIGH IN ON THE PARATRANSIT DISCUSSION. I AM LOOKING FAIR ROBUST CHANGE IN PARATRANSIT. A REGION-WIDE ROBUST CHANGE. WE ARE LOOKING FOR SOME SPECIFICS, AND SOME OPPORTUNITIES TO WEIGH IN, SO THAT'S A BIG PLACE, WHETHER THAT BE THROUGH THE EQUITY AND ACCESS SUBCOMMITTEE OR THROUGH ANOTHER AVENUE, WE DO NEED AS ADVOCATES SOME PLACE TO WEIGH IN. I SUPPORT FARE INTEGRATION AND WAY FINDING AND THE MEGA MEASURE. I SUPPORT IAN'S COMMENTS AROUND THAT AS L IF WE'RE GOING TO GO TO 2024, WE NEED TO THINK -- WE NEED TO PLAN AS SOON AS POSSIBLE. THANK YOU.

WALLY CHARLES, CLERK: ROLAND IN.

SPEAKER: THANK YOU. AND THROUGH THE CHAIR, I WOULD LIKE TO MAKE A COUPLE OF REALLY QUICK COMMENTS ON THIS ITEM, I WAS NOT ABLE TO COMMENT O BECAUSE CALTRAIN AND [INDISCERNIBLE] HAS MEETINGS AT THE SAME TIME AS THIS ONE. I DO SEE OPTION ZERO AS A STEPPING STONE FOR OPTIONS 1 AND 2. AND WITH REGARDS TO OPTIONS 3 AND 4, I HOPE THAT EVERYONE IS CONCERNED, COMMENTS MADE BY SUPERVISOR CHAVEZ AND TUMLIN ABOUT PROMISES MADE TO VOTERS. MOVING TO THE CURRENT ITEM, I AM CONCERNED ABOUT THE FIVE MONTH DEADLINE TO COME UP WITH RECOMMENDATIONS WHICH IS CLEARLY DRIVEN BY THE LEGISLATIVE CYCLE RATHER THAN A CONSENSUS BETWEEN MTC AND ITS PARTNERS. WITH REGARDS TO FUNDING, YOU HAVE SEEN THE ARTICLES OVER THE WEEKEND, I

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BELIEVE THAT WE CAN UNLOCK LITERALLY BILLIONS OF THERE IS, IF WE START GETTING SMARTER ABOUT THE WAY WE DELIVER MEGA PROJECTS, WHILE -- [INDISCERNIBLE] TRYING TO GET MORE TAXES FROM OTHER PEOPLE. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. THERE IS NO MORE PUBLIC COMMENTS.

JAMES P. SPERING, CHAIR: OKAY. WHILE WE'RE ON PUBLIC COMMENTS, I WANTED TO MENTION THAT CHAIR PEDROZA AND I HAVE BEEN TALKING ABOUT HOSTING A RECEPTION TO SHOW OUR APPRECIATION TO ALL OF YOU AND OUR GREAT STAFF SUPPORT ON THIS EFFORT. AND WE HAVE ASKED COMMISSIONER JOSEFOWITZ TO LOOK INTO IF WE COULD USE THE FERRY TERMINAL AND HOPEFULLY JEFFREY TUMLIN CAN LOOK INTO THAT FOR US WE THOUGHT IT WOULD BE A GOOD OPPORTUNITY TO SHOW ACTIVITY IN SAN FRANCISCO AND SHOW OUR APPRECIATION. PROBABLY SOMETIME IN AUGUST. SO EVERYBODY PUT THAT ON YOUR RADAR SCREEN AND LOOK FORWARD TO AN INVITATION IN THE FUTURE.

COM. NICK JOSEFOWITZ: IT WILL BE A GREAT PARTY. IT WILL BE GREAT.

JAMES P. SPERING, CHAIR: GREAT PARTY. THANK YOU NICK. AND I'LL MAKE YOU AND JEFF OUR PARTY COORDINATORS. WITH THAT, STEVE, I'M GOING TO TURN IT BACK OVER TO YOU, AND YOU ALL HAVE IN

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YOUR REPORT THE BAY AREA TRANSIT RIDERSHIP UPDATE THAT WAS INCLUDED IN YOUR PACKET HOPEFUL YOU HAVE HAD OPPORTUNITY TO LOOK AT THAT, AND SEE THAT WE'RE TRENDING IN THE RYE DIRECTION. WITH THAT, STEVE I'LL HAND IT BACK TO YOU FOR CLOSING COMMENTS.

STEVE KINSEY: I THINK YOU AS A TASK FORCE DID A REMARKABLE JOB WEIGHING IN ON AND WADING THROUGH A LOT OF INFORMATION TODAY. I KNOW THE VIA TEAM AS WELL AS MYSELF APPRECIATE THE WAY YOU HAVE GIVEN CONSTRUCTIVE COMMENTS. GOOD INPUT ON THE STRUCTURES AND THE EVALUATION CRITERIA. JUST A REMINDER THAT YOU HAVE UNTIL JULY 2ND TO OFFER ANY COMMENTS TO THE VIA TEAM. ALSO IT WAS SURPRISING TO ME HOW UNIVERSALLY THE SUPPORT WAS THERE FOR THREE OR FOUR AND HOW FEW SUPPORT THERE WAS FOR ITEMS ONE OR TWO ALTHOUGH COMMENTS ABOUT STEPPINGSTONE ACTIONS MAYBE THAT WILL BE WHERE THEY HAVE A ROLE TO PLAY ON THE ACTION PLAN ELEMENTS THEMSELVES. YOU TALKED ABOUT THE COMPOSITION OF THE ADVISORY GROUP AND I AM SURE, CHAIR SPERING, AND CHAIR PEDROZA ARE LISTENING CLOSELY ON THAT. MANY OF YOU SPOKE ABOUT INCREASING THE SPEED OF WHICH THE NETWORK CONNECTIVITY PLAN WOULD BE DEVELOPED ALSO A NUMBER OF YOU COMMENTED ON THE DETAILS AND THE INVOLVEMENT OF PARATRANSIT USERS ON THE ACCESSIBILITY ITEMS AND I THINK WE NEED TO GET BACK TO YOU WITH SOME MORE INFORMATION ON THE LEVEL OF ACTIVITY THAT HAS GONE ON, AND THE LEVEL OF PARTICIPATION IN DEVELOPING THE

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COORDINATED PLAN MOST RECENTLY. AND THEN, FINALLY, YOU KNOW, THE IDEA THAT THERE CAN BE QUICKER, MORE EFFECTIVE LOW-HANGING, IF YOU WILL, POLICY ACTIONS ON TRANSIT ADVANTAGE. YOU CAN KNOW THAT I'M GOING TO BE FOLLOWING UP WITH SOME OF YOU, WHO HAVE MENTIONED THAT, TO SEE IF YOU CAN BE MORE SPECIFIC WITH YOUR OWN SUGGESTIONS, BECAUSE IT'S CLEARLY SOMETHING THAT THE TASK FORCE HAS REALLY EMBRACED. AND SO WITH THAT, WE'RE IN THAT FINAL MONTH, AND WE'RE GOING TO WORK HARD TO GIVE YOU SOMETHING THAT REFLECTS THE LEVEL OF COMMITMENT THAT YOU HAVE MADE, AND SETS THE STAGE IN THE NEXT FEW YEARS OF REALLY DRAMATIC IMPROVEMENTS IN RECOVERY AND TRANSFORMATION. THANKS, JIM.

JAMES P. SPERING, CHAIR: OKAY. AND OUR NEXT MEETING WILL BE THE 26TH. AND I WANT TO THANK EVERYONE FOR YOUR PARTICIPATION TODAY. GOOD FEEDBACK, AND GREAT WORK BY THE CONSULTING TEAM. AND SO, THANK YOU, LOOK FORWARD TO HEARING MORE FROM YOU. IF THERE IS NO CLOSING COMMENTS, OR DOES ANYBODY HAVE ANYTHING THEY WANT TO SAY IN CLOSING? IF NOT, THEN WE'RE GOING TO GO AHEAD AND ADJOURN THE MEETING, AND I'LL SEE YOU ALL ON JULY 26TH. THANK YOU. [ADJOURNED]

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