METROPOLITAN TRANSPORTATION COMMISSION

Meeting Transcript

BATA RECOVERY AD HOC WORKING GROUP

FRIDAY, 2:00 P.M., MAY 14, 2021

AMY WORTH, CHAIR: I AM CHAIR AMY WORTH AND IT'S MY PLEASURE TO CALL TO ORDER THE MEETING OF THE BAY AREA TOLL AUTHORITY RECOVERY AD-HOC WORKING GROUP. I'LL ASK STAFF FOR THE COVID ANNOUNCEMENT. [RECORDED MEETING PROCEDURES 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 RAISED HAND FEATURE, OR DIAL STAR NINE, AND THE CHAIR WILL CALL UPON THEM AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND ORGANIZATION, BUT PROVIDING SUCH INFORMATION IS VOLUNTARY. WRITTEN PUBLIC COMMENTS RECEIVED AT INFO@BAYAREAMETRO.GOV BY 5:00 P.M. YESTERDAY WILL BE POSTED TO THE ONLINE AGENDA AND

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ENTERED INTO THE RECORD BUT WILL NOT BE READ OUT LOUD. IF AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD 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.

AMY WORTH, CHAIR: THANK YOU VERY MUCH. NOW, KIMBERLY, MAY I PLEASE TURN TO YOU FOR ROLL CALL AND CONFIRMATION OF THE QUORUM?

CLERK, KIMBERLY WARD: YES. CONNOLY?

DAMON CONNOLLY: HERE.

CLERK, KIMBERLY WARD: DUTRA-VERNACI?

CAROL DUTRA-VERNACI: HERE.

CLERK, KIMBERLY WARD: EL-TAWANSY? EL-TAWANSY IS ABSENT. JOSEFOWITZ?

COM. NICK JOSEFOWITZ: HERE.

CLERK, KIMBERLY WARD: WORTH?

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AMY R. WORTH, CHAIR: HERE.

CLERK, KIMBERLY WARD: QUORUM IS PRESENT.

AMY WORTH, CHAIR: THANK YOU VERY MUCH. WELL, WELCOME EVERYONE, ONCE AGAIN THANK YOU VERY MUCH FOR YOUR PARTICIPATION ON THIS AD-HOC COMMITTEE. AND THANK YOU TO STAFF FOR PULLING ALL THE INFORMATION TOGETHER FOR OUR MEETING. AS YOU ALL KNOW CHAIR HAGGERTY PULLED TOGETHER THIS COMMITTEE TO ASSIST THE AUTHORITY ON REALLY UNDERSTANDING BATA AS AN AND APPROACHES AS A RESULT OF THE COVID-19 PAN ADDICT AND PROVIDING GUIDANCE ON THE AUTHORITY IN CALTRANS AND ADDRESSING THE IMPACTS ON THE BRIDGE OPERATIONS MAINTENANCE AND REHABILITATION AND AFTER SEVERAL DEEP DIME MEETINGS STAFF PROVIDED AT OUR LAST MEETING APRIL 5TH AN UPDATE ON TOLL TRAFFIC AND REVENUE AND FOLLOWED BY AN ORAL PRESENTATION ON THE PROPOSED ACTION PLAN WHICH WE HAVE BEFORE US TODAY STAFF HAS PREPARED IN WRITTEN DETAIL A REPORT RECAPPING WORK FOR THE AD-HOC ALSO PROPOSED ALSO PLAN THAT WE HOPE TO BRING TO BATA IN JUNE TO ACCOMPANY THE BUDGET YESTERDAY WE HAD OUR OVERVIEW THAT BRIAN PROVIDED TO ALL OF OUR COMMITTEES AND BATA AND IN FACT THE FINANCIALS THIS THAT I THIS GROUP HAS BEEN LOOKING AT DURING THE COURSE OF OUR MEETING OUR GOAL TODAY IS TO FINALIZE THE REPORT AND SO WITH THIS GROUP'S RECOMMENDATION, WE CAN FORWARD IT ON TO BATA AT THE JUNE MEETING ALONG WITH THE '21/'22 MEETING. SO WITH THAT,

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I THINK THAT THIS WILL BE OUR LAST MEETING OF THE WORKING GROUP. ALTHOUGH, THAT'S NOT TO SAY WE DON'T HAVE A LOT OF WORK AHEAD OF US, WHICH WE DO. IN TERMS OF WORKING TO IMPLEMENT THESE RECOMMENDATIONS. AND I KNOW THIS GROUP, YOU KNOW, WILL BE ABLE TO PROVIDE -- THE COMMISSIONERS WILL BE ABILITY TO PROVIDE CONTINUED SUPPORT AS WE MOVE THROUGH THESE, THROUGH THE NEXT STEPS IN TERMS OF IMPLEMENTATION. BECAUSE I THING GROUP HAS BEEN REALLY POSITIONED TO HAVE A DEEP UNDERSTANDING OF THE FINANCES, OF THE OPERATIONS, THE MAINTENANCE PRIORITIES, AND AGAIN, I REALLY WANT TO THANK ALL OF YOU FOR YOUR TIME. I KNOW ALL OF YOU HAVE LOTS OF RESPONSIBILITIES BEYOND THIS, AND THE FACT THAT YOU'RE WILLING TO PUT IN THE TIME TO SERVE ON THIS AD HOC AND TO BE REALLY IMPORTANT PART OF THIS WORK JUST APPRECIATE IT, AND TO STAFF THE TREMENDOUS AMOUNT OF WORK THAT'S GONE INTO PUTTING TOGETHER THE INFORMATION BRINGING US IN ON THE INFORMATION A LOT OF TECHNICAL INFORMATION WHETHER IT'S MAINTENANCE BUDGET AND REALLY UNDERSTANDING IT APPRECIATE ALL THE WORK YOU HAVE DONE BECAUSE THE BRIDGES ARE SO IMPORTANT TO OUR REGION AND IT'S ALMOST LIKE WE NEED TO BE SORT OF THE COUNTY OR CTA THAT SUPPORTS THE BRIDGES BECAUSE THEY DO SPAN COUNTY LINES SO THAT PRESENTED A CHALLENGE IN TERMS OF KEEPING THEM AT THE FOREFRONT OF FUNDING IN TERMS OF MAINTENANCE. SO, ANYWAY, WITH THAT, I WOULD MOVE TO OUR ITEM AGENDA TWO, WHICH IS THE APPROVAL OF THE 2021 MEETING MINUTES. ARE THERE ANY

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CORRECTIONS OR ADDITIONS TO THE MINUTES? IF NOT, THEN I WOULD ENTERTAIN A MOTION FOR THEIR APPROVAL.

CAROL DUTRA-VERNACI: I WOULD BE HAPPY TO MOVE APPROVAL OF THOSE MINUTES.

DAMON CONNOLLY: SECOND.

AMY WORTH, CHAIR: MOVED BY DUTRA-VERNACI AND SECONDED BY COMMISSIONER CONNOLY. KIMBERLY MAY WE PLEASE HAVE A ROLL CALL?

CLERK, KIMBERLY WARD: AND I SEE NO MEMBERS OF THE PUBLIC WITH THEIR HAND RAISED AND I HAVE RECEIVED NOTHING IN WRITING FOR THIS ITEM.

CLERK, KIMBERLY WARD: [ROLL CALL VOTE] THANK YOU. MOTION PASSES UNANIMOUSLY.

AMY WORTH, CHAIR: KIMBERLY, THANK YOU VERY MUCH, AND YOU REMINDED ME, HAVE WE RECEIVED ANY CORRESPONDENCE FOR THIS MEETING IN GENERAL PRIOR TO THE MEETING?

CLERK, KIMBERLY WARD: NO. WE HAVE NOT.

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AMY WORTH, CHAIR: NEXT ITEM AGENDA ITEM THREE BATA AD-HOC RECOVERY COMMITTEE REPORT AND I'D LIKE TO TURN TO PETER LEE FOR THE REPORT.

PETER LEE: GOOD AFTERNOON PETER LEE BATA STAFF. ITEM THREE SUMMARIZED OUR WORK OVER THE LAST SEVERAL MONTHS AND PRESENTS AS ACTION PLAN FOR BATA AS WE RECOVER FROM COVID-19. PROPOSED ACTION PLAN THAT I'M GOING TO PRESENT IS GENERALLY THE SAME AS WE HAD PRESENTED LAST MONTH, ORALLY WE JUST HAVE BEEN SPENDING FOR THE LAST MONTH FINALIZING THE WRITTEN SUMMARY RECOMMENDATION FOR ADOPTION. WE SEEK TODAY BY THE AD-HOC WORKING GROUP TO APPROVE THE PROPOSED ACTION PLAN TIMELINE PRESENTATION TO THE BATA OVERSIGHT COMMITTEE THIS WILL BE OUR LAST MEETING AND WE WILL PRESENT TO BATA IN THE JUNE TIME FRAME ALONG WITH THE FY2021, '22 BATA BUDGET. NEXT SLIDE. WE MADE SOME UPDATES TO THE ACTION PLAN-BASED ON SOME WORK THAT BRIAN M HAS BEEN DOING IN HIS PRESENTATION LAST WEDNESDAY ON THE BATA ON THE BUDGET WORK OF BATA. JUST A COUPLE OF NOTES THAT WE WANT TO REMIND EVERYONE TRAFFIC IS STABILIZING AND HAS RETURNED TO A DEGREE AND HAS BEEN PICKING UP SINCE JANUARY OF 2020 BUT STILL BELOW OUR FY 2019 LEVELS. NEXT SLIDE. ONE GOOD THING, THOUGH, IS BRIAN IS PROJECTING A POSITIVE BUDGET SURPLUS FOR NEXT FISCAL YEAR OF APPROXIMATELY $90 MILLION. AND AS YOU'RE AWARE, WITH OUR -- PARTICULARLY WITH OUR TOLL BRIDGE REHABILITATION PROGRAM AND OUR [INDISCERNIBLE] CAPITAL

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1 PROGRAMS, ANY SURPLUS IS DEFINITELY BENEFICIAL TO THOSE
2 PROGRAMS TO HAVE THEM MOVE FORWARD. NEXT SLIDE. WITH THOSE
3 PROJECTIONS, WE HAVE BEEN WORKING WITH FINANCE TO UPDATE OUR
4 ACTION PLAN INCLUDING THE TOLL BRIDGE REHABILITATION PROGRAM.
5 AND AS DISCUSSED, OVER THE LAST MEETING, WE HAVE A MULTI-YEAR
6 ACTION PLAN TIMELINE, BUT THE FIRST ACTION THAT WE WILL BE
7 RECOMMENDING IS THE FY '21, '22 BUDGETS AS YOU SEE HERE ON THE
8 SLIDE. BUT WE HAVE A LONG-TERM PLAN TO SUPPORT, YOU KNOW, ALL
9 OUR NEEDS, AS WELL AS THE FUTURE PLAN OF FINANCE THAT HAS THE
10 PROPOSED TOLL INCREASE. FOR REHABILITATION. NEXT SLIDE. SO
11 OUR ACTION PLAN, AS PRESENTED LAST MONTH, IS A TWO-PRONGED
12 APPROACH. THE FIRST PRONG IS SEEKING A FUNDING -- IS FUNDING
13 AS WELL AS STATE OF GOOD REPAIR OF THE ASSETS THAT WE HAVE.
14 MOST IMMEDIATELY ACTION ITEM NUMBER ONE, WE'RE SEEKING
15 ADDITIONAL FUNDS FOR BATA FOR KEY CORE REHABILITATION PROJECTS
16 IN THE '21, '22 BUDGET AND ALSO COMPETING FOR SUPPLEMENTAL
17 STATE AND FEDERAL FUNDING THAT REQUIRE APPROVALS BY OTHERS,
18 CERTAINLY, OUR OWN BATA BUDGET WILL CERTAINLY REQUIRE BATA
19 APPROVAL IN THE PROCESS. NEXT STEPS TAKING AN ADDITIONAL DEEP
20 DIVES INTO THE AUTHORITY IN THE FUTURE TO HELP US IDENTIFY
21 REHABILITATION NEEDS IN THE FUTURE AND LOOKING AT RECOMMENDING
22 FUTURE STEPS SEEKING ADDITIONAL REVENUES COST SAVINGS AND
23 ASSET MANAGEMENT TO GIVE A BETTER COMPLETE PICTURE TO THE
24 BOARD WHAT OUR REHABILITATION NEEDS ARE INTO THE FUTURE AN
25 OPTION TO HELP FINISHED THAT INTO THE LONG-TERM. THIS WHOLE

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ENTIRE PROCESS IS DEFINITELY NOT IMMEDIATE, BUT OVER THE NEXT 1 TO 3 YEARS WITH OUR DEEP DIVES INTO ASSET MANAGEMENT. NEXT SLIDE. SO THIS WILL BE -- WE'RE STILL FINALIZING, BUT THIS IS UNDER ARREST PROPOSAL FOR THE FY '21/'22 TOLL BRIDGE REHABILITATION PROJECT. IN OUR PATH WE HAD $43 MILLION SET-ASIDE THAT WE HAD PLANNED TO SPEND AS OUR BASE AMOUNT FOR TOLL BRIDGE REHABILITATION FOR INSPECTION, PAINT, SOME OF OUR EXISTING PROJECTS AND PROGRAMS. WE'RE SEEKING AN ADDITIONAL $83 MILLION IN TOLL FUNDING FOR OUR BATA PROJECTS, FOCUS ON BRIDGE NEEDS LIKE THE FIRE SUPPRESSION SYSTEM ON THE YBI TUNNEL ON THE BAY BRIDGE AS WELL AS MOVING FORWARD WITH OUR OPEN ROAD TOLLING. THESE ARE OPEN ROAD TOLLING PROGRAM REPRESENTING THIS YEAR'S AMOUNT IN PARTICULAR PROJECTS SEEKING SUPPLEMENTAL FUNDING FROM OTHER PARTIES INCLUDING CALTRANS AND BATA AND MTC TO FOCUS ON PUTTING SOME OF OUR FORMER PROJECTS TO WORK. WE WILL BE COMPETING FOR SOME OF THESE FUNDS AS WELL AS BATA FUNDS AND THEY REQUIRE VOTES AND APPROVALS. THESE ARE OUR RECOMMENDATIONS THAT WILL BE PART OF THE BATA BUDGET REQUEST BUT WILL MOVE FORWARD FOR APPROVAL. NEXT SLIDE. SO THIS PRESENTS THE REHABILITATION PROGRAM IN LONGER TERM OVER THE NEXT TEN YEARS. WITH THE PROJECTED STABILIZATION OF TOLL TRAFFIC AND REVENUES AND POSSIBLE FUTURE TOLL INCREASE, WE VERY TRYING TO OTHER THAN TO OUR -- A MORE ROBUST REHABILITATION PROGRAM THAT GETS US BACK UP TO ABOUT THAT $100 MILLION MARK THAT WE HAD PREVIOUSLY TRIED TO FUND THAT, WE HAD

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TO PULL BACK A LITTLE BIT WITH COVID-19. THE BULK OF THE FUNDING DOES GO BACK TOWARDS BRIDGE INTEGRITY PROJECTS IN THIS CASE A LOT OF OUR PAINT PROJECTS ON THE RICHMOND SAN RAFAEL PROJECT AND STARTING PROJECTS ON THE BAY BRIDGE AS WELL AS FUNDING SOME MORE STRUCTURAL NEEDS ON THE BRIDGES AS THAT I WE ANTICIPATE OVER THE NEXT FEW YEARS. THIS ALSO FULLY FUNDS THE REMAINDER OF THE OPEN TOLLING PROGRAM AS WELL AS BRIDGE NEEDS. WE'RE SEEKING COVID-19 RELIEF FUND FOR THE FEDERAL SIDE THROUGH THE DEPARTMENT FOR $94 MILLION FOR ADDITIONAL PAINT PROJECTS THIS WILL BE PART OF OUR OVERALL TEN YEAR PLANNING PROCESS AS WE MOVE FORWARD. NEXT SLIDE. THE SECOND PRONG OF OUR ACTION PLAN FOCUSES MORE ON EXTERNAL -- FOCUS MORE EXTERNALLY ON OUR PROGRAM ADMINISTRATION NEEDS. EXCUSE ME. I JUMPED THE GUN. SORRY. THIS IS -- OH I TAKE THAT BACK. IT WAS NOT THE SECOND PRONG. THIS IS JUST TO UPDATE THE BOARD. THIS IS WHAT WE PLAN TO DO INTERNATIONALLY, ACTUALLY, IS WHAT WE WANT TO DO AND WHAT WE HEARD LOUD AND CLEAR FROM OUR WORKING GROUP IS WE WANTED TO TAKE MORE TIME TO UPDATE THE AUTHORITY ON OUR NEEDS AND OUR REHABILITATION PROGRAM. WHAT WE'RE PROPOSING TO DO IS COME BACK MORE REGULARLY TO THE AUTHORITY TO PROVIDE PRESENTATIONS ON TRAFFIC AND REVENUE, SEEK COST SAVINGS MEASURES WITH THE DEPARTMENT, AND START OUR DEEP DIVE INTO THE ASSET MANAGEMENT PROGRAM, AND TO ALSO LOOK AT ADDITIONAL REVENUE OPTIONS TO ADDRESS THESE NEEDS THAT WE HAVE IN THE REHABILITATION PROGRAM AND RETURN TO THE BOARD IN THE

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FUTURE ON THAT. SORRY. NEXT SLIDE. SORRY. THIS IS OUR SECOND PRONG OF OUR ACTION PLAN, WHICH IS MORE EXTERNALLY FOCUSED ON PROGRAM ADMINISTRATION. IT'S THREE ITEMS HERE, STRENGTHENING OUR BATA CALTRANS PARTNERSHIP WITH A FOCUS ON OUR REVISED MASTER CO-OP AGREEMENT TO SEEK ADDITIONAL EFFICIENCIES AND PROJECT DELIVERY AS WELL AS IMPROVE OUR JOINT DECISION MAKING PROCESS AND OUR RISK MANAGEMENT PROJECTS THAT WE HAVE. ITEM NUMBER FIVE IS ADDRESSING EQUITY IN OUR FASTRAK POLICIES LAST WEDNESDAY AT THE BATA OVERSIGHT MEETING, WE DID TALK QUITE A BIT ON THE PROCESS, THE ELECTRONIC PAYMENTS SECTION IS START SUGGEST UP TO REVIEW SOME OF OUR FASTRAK POLICIES PARTICULARLY IN THE AREAS OF EQUITY, AND LASTLY, WE WANT TO LOOK AT LEVERAGING BILLS THAT ARE CURRENTLY IN THE WORKS TO ADVANCE SOME OF OUR TRANSIT PRIORITY OPPORTUNITIES. NEXT SLIDE. JUST QUICKLY SUMMARIZING THIS IS SOMEWHAT AN OVERLAP OF THE WORK THAT THE WORKING GROUP IS WORKING ON AS WELL AS THE BLUE RIBBON RECOVERY TASK FORCE, WE SEE AN AREA WHERE SOME OF OUR WORK IS DEFINITELY OVERLAPPING ESPECIALLY IN THE AREA OF TRANSIT PRIORITY, AND WITH A DIRECT FOCUS ON THE WORK ON THE BAY BRIDGE CORRIDOR WITH THE PROPOSED BOND AS WELL AS LOOKING AT IMPROVING OPERATIONS IN THE BEST OF MY KNOWLEDGE PORT SPECIFICALLY BAY BRIDGE. THIS RECAP BUT WAS BASICALLY THE SAME PLAN PRESENTED LAST MONTH BUT STAFF IS HERE TO TAKE ANY QUESTIONS. LAST SLIDE.

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THERESE MCMILLAN: HELLO. THERESE MCMILLAN, EXECUTIVE DIRECTOR. I JUST WANTED TO HIGHLIGHT O THAT LAST SLIDE, BEFORE YOU TOOK IT DOWN, IF YOU TO THE BRING IT BACK UP, THANK YOU. THERE HAS BEEN AN EXTRAORDINARY AMOUNT OF VERY IMPORTANT DISCUSSION AND WORK ATTACHED TO THIS. . AND AS YOU CAN SEE HERE, VERY SIMILAR AMOUNT OF VERY IMPORTANT DEEP DIVE EFFORTS ATTACHED, FOR EXAMPLE, TO THE BLUE RIBBON TRANSIT RECOVERY TASK FORCE. AND A LOT OF WORK, IN ADDITION THAT, COMING OUT OF PLANNED BAY AREA 2050, IF ANYONE HAS BEEN SITTING THROUGH, YOU KNOW, NOW THE MULTIPLE HOUR MEETINGS THAT WE HAVE AT PLANNING AND THAT WE HAVE AT PROGRAMMING AND THE LIKE. SO, MY -- JUST OBSERVATION HERE, IS THAT IT CAN BE REALLY EASY TO CONCLUDE THAT WE CAN ALL KEEP ALL OF THIS STUFF GOING IN PARALLEL. AND THAT'S NOT POSSIBLE. IT'S JUST -- IT'S NOT POSSIBLE FROM A FUNDING PERSPECTIVE. IT'S NOT POSSIBLE FROM AN INTERNAL STAFF RESOURCE PERSPECTIVE. IT'S NOT, YOU KNOW, POSSIBLE ON A NUMBER OF FRONTS, WHICH DOESN'T MEAN THAT ANY OF THIS STUFF IS MORE OR LESS IMPORTANT THAN THE OTHER, BUT ONE OF THE MOST CRITICAL THINGS THAT THE COMMISSION -- WHETHER YOU'RE SITTING WITH YOUR COMMISSION HAT OR YOUR BATA HAT, OR WHATEVER THE CASE MAY BE, HOW WE STAGE AND SEQUENCE AND SET PRIORITIES AMONG ALL OF THESE CRITICAL INITIATIVES IS HUGELY IMPORTANT. AND IT'S ONE OF THE -- YOU KNOW, FROM MY PERSPECTIVE, AS EXECUTIVE DIRECTOR, ALSO HAVING TO LOOK AHEAD AND TO WHAT BUDGETS AND WHAT NEW FUNDING SOURCES MAY COME UP AND HOW WE'RE GOING TO

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ASSIGN THOSE FUNDING SOURCES, IT'S JUST AN IMPORTANT AWARENESS THAT THERE IS GOING TO HAVE TO BE SOME PRIORITIES, SOMETIMES TRADEOFFS, AND WE CAN BEST MAKE THOSE WITH, YOU KNOW, THE TYPE OF GREAT INFORMATION THAT WEAVE RECEIVED TO DATE, AND WILL CONTINUE GOING FORWARD IN TERMS OF FURTHER ANALYSIS, AND WHAT NOT THAT, WE FLAGGED, YOU KNOW, FOR EXAMPLE, FOR YOU THIS MORNING, IN SOME OF THESE AREAS. BUT JUST WANTED TO, YOU KNOW, PUT THIS INCREDIBLY IMPORTANT WORK, SHOULDER TO SHOULDER WITH A LOT OF THE OTHER CRITICAL IMPORTANT WORK THAT WE HAVE REALLY BEEN LIFTING UP FOR YOU ALL AS, YOU KNOW, DECISION MAKERS, THIS LAST YEAR. SO, THANKS.

AMY WORTH, CHAIR: YOU KNOW, THERESE, THANK YOU VERY MUCH FOR THAT -- FOR THOSE COMMENTS. AND I THINK WHAT'S IMPORTANT TO RECOGNIZE, WE DO HAVE A LOT ON OUR PLATE. I THINK -- I KNOW STAFF HAS BEEN WORKING OVER THE YEARS ON THE BRIDGE, YOU KNOW, THE BRIDGES, BUT THIS IS THE FIRST TIME, REALLY THAT, WE HAVE RAISED THE BRIDGES BACK UP TO, REALLY A DEEP DIVE, IN TERMS OF THE COMMISSION MEMBERS ENGAGING IN DISCUSSIONS. IT'S KIND OF LIKE THE OLD DAYS OF BUILDING THE BAY BRIDGE. IT'S BACK ON THE FOREFRONT. AND I THINK THAT'S REALLY BEEN GREAT. I DID -- IF YOU WOULD BEAR WITH ME, I JUST HAD ONE QUESTION OVERALL, AND MAYBE STAFF COULD HIGHLIGHT FOR US I KNOW AT THE LAST MEETING WE TALKED A LOT ABOUT OUR ACTION PLAN, FOR EXAMPLE, THE FORWARD INITIATIVES AND, YOU KNOW, I KNOW THE STAFF REPORT

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DOES A REALLY GOOD JOB IN EXHIBIT 1 OF HIGHLIGHTING THE ACTION PLAN. SO I'M WONDERING IF YOU MIGHT BE ABLE TO GO THROUGH THOSE IN A LITTLE MORE DETAIL IN TERMS OF WHERE WE SEE THESE -- THE IMPORTANT ACTION ELEMENTS THAT WE'RE GOING TO -- THAT I THINK WILL HELP THE BATA REALLY GET A SENSE OF WHAT OUR PRIORITIES ARE. WE HAVE TALKED A LOT ABOUT IT, BUT I WONDER IF YOU COULD HIGHLIGHT. AND REALLY JUST AS HIGHLIGHTING THE ITEMS THAT ARE IDENTIFIED.

PETER LEE: IF YOU CAN BRING THE SLIDES BACK UP AND MOVE BACK FOUR OR FIVE SLIDES?

AMY WORTH, CHAIR: YEAH.

PETER LEE: WE'RE TRYING TO DO A VERY HIGH LEVEL TIMELINE. STARTING FROM THE LEFT TO RIGHT FOR FISCAL YEAR 2021 CERTAINLY WE WISH TO CONCLUDE THE WORKING GROUP'S REPORT BUT NUMBER ONE ENFORCES ADDRESSING OUR NEED AND WE WILL INCLUDE IN THE BUDGET REQUEST BRIAN WILL BE BRINGING TO THE COMMITTEE NEXT MONTH WE'LL COORDINATE WITH HIM ON THAT FUNDING THOSE CORE NEEDS AND ITEM TWO FOCUSED REVIEW IN AREAS OF TRAFFIC TRENDS, COST SAVINGS, STARTING OUR ASSET MANAGEMENT WORK, AS WELL AS LOOKING AT ALTERNATIVE REVENUE OPTIONS, I THINK THAT ALL IS WORK THAT WE WILL PUT A LOT OF FOCUS ON OVER THE NEXT YEAR TO INFORM THE BOARD OF WHERE WE STAND ON ALL THOSE THINGS IT'S

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IMPORTANT TO KEEP THEM AWARE HOW WE'RE PROGRESSING ON PROJECTIONS HOW WE'RE STARTING ON OUR ASSET MANAGEMENT PLAN TO GET A GOOD SENSE OF WHAT WE'RE WORKING ON WITH REHAB AND WITH BRIAN TO BRING BACK TO THE BOARD AS WE MOVE FORWARD AND THE DEEP DIVE INTO ASSET MANAGEMENT WHERE WE'RE GOING WORK CLOSELY WITH THE DEPARTMENT WE HAVE BEEN HAVING MEETINGS WITH THEM RECENTLY TO DETERMINE WHO IS DOING WHAT WORK AND TO TRY AND ACCELERATE THAT WORK AND GET IT DONE AS QUICKLY AS POSSIBLE SO WE CAN GIVE A COMPREHENSIVE VIEW TO OUR AUTHORITY ON THE BRIDGE NEEDS, AS WELL AS TO START IMPLEMENTING SOME OF OUR BEST PRACTICES, AND 55,000 ITEM FOUR IS SOMETHING WE HAVE TO DO ANYWAY IT'S THE MASTER COOPERATIVE REVISION WE SEE SIGNIFICANT OPPORTUNITIES THERE TO WORK WITH CALTRANS TO REVISE SOME OF OUR EFFICIENCIES AND PROJECT DELIVERY AS WELL AS SOME DECISION MAKING RISK MANAGEMENT ON PROJECTS. AND EQUITY ITEM FIVE FASTRAK POLICIES YOU WERE PRESENTED WITH THAT ON WEDNESDAY, BUT THEY ARE JUST STARTING THEIR DEEP DIVE ON THAT, AND TO LOOK AT OPPORTUNITIES TO ADDRESS FEES AND VIOLATION COSTS AND THAT AS IT RELATES TO EQUITY. I GUESS WE DON'T HAVE AN ITEM NUMBER SIX HERE WHICH IS THE LEGISLATION BUT AS THERESE NOTED WE WILL WORK ON THAT AS BEST WE CAN TO COORDINATE ALL OUR EFFORTS TO BE AS EFFICIENT AND EFFECTIVE AS POSSIBLE.

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AMY WORTH, CHAIR: GREAT. OKAY. THANK YOU PETER. MAY I TURN TO COMMISSIONER JOSEFOWITZ FOR A QUESTION?

COM. NICK JOSEFOWITZ: YEAH. THANK YOU. AND, YOU KNOW, IT'S EXCITING WE'RE COMING TO THEN OF THIS PROCESS, WITH A SORT OF REAL SET OF RECOMMENDATIONS. YOU KNOW, AT THE LAST MEETING, I EXPRESSED A LITTLE BIT OF FRUSTRATION THAT WE WEREN'T BEING BOLDER ABOUT THE RECOMMENDATIONS WE WERE MAKING COMING OUT OF THIS REPORT. AND THE TWO RECOMMENDATIONS THAT SORT OF CONTINUE TO RISE TO THE TOP, FOR ME, AS SORT OF REALLY CRITICAL, AND THE FIRST ONE IS THAT, I REALLY THINK WE SHOULD BE DOING FORWARD PROJECTS FOR ALL OF OUR BRIDGES. BECAUSE THOSE HAVE BEEN -- THOSE HAVE REALLY LAID OUT, FOR THE BRIDGES THAT WE HAVE DONE FORWARD, FOR THAT WE HAVE DONE AND WE ARE DOING WITH PROJECTS, THOSE ARE REALLY LAID OUT, A VISION FOR HOW WE CAN KIND OF USE THESE ASSETS TO DELIVER ON SO MANY OF OUR GOALS AROUND -- AND ESPECIALLY AROUND KIND OF VMT REDUCTION AND SUSTAINABILITY, BUT ALSO AROUND EQUITY. AND DOING THOSE FORWARD PROJECTS IN BOTH DIRECTIONS BECAUSE BAY BRIDGE FORWARD HAS PROJECTS IN ONE DIRECTION. I DON'T EXPECT IT TO HAPPEN IN THE NEXT SIX MONTHS BUT LAY OUT COMMITMENT TO DO THOSE PROJECTS WOULD BE FROM MY PERSPECTIVE SOMETHING I WOULD REALLY LIKE TO SEE IN THIS REPORT. THE SECOND ISSUE THAT WE SPOKE ABOUT, AND IT VERY MUCH RELATES TO THESE FORWARD PROJECTS RELATES TO EVERYTHING THAT'S IN THIS REPORT IS THAT WE HAVE

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HAD A BUNCH OF DISCUSSIONS ABOUT HOW IN 2027, THOSE CURRENTLY BUDGETED -- CURRENTLY IN THE BUDGET, I THINK IT'S IN 2027, WE HAVE -- THERE IS CURRENT BUDGET PROJECTIONS WOULD BE THAT WE NEED TO DO A DOLLAR TOLL INCREASE AT THIS POINT. AND YOU KNOW ONE OF THE THINGS THAT WE HAVE TALKED A BUNCH ABOUT IN THIS COMMITTEE IS KIND OF REALLY USING THE -- IT'S COMING OUT OF THIS COMMITTEE, REALLY SETTING OURSELVES UP TO BE ABLE TO DO HAVE A DISCUSSION ABOUT, NOT JUST WITH OURSELVES, BUT WITH OUR STAKEHOLDERS AND WITH IMPACTED COMMUNITIES AND WITH THE REGION ABOUT THAT BRIDGE TOLL INCREASE. AND HAVE IT SORT OF BE A LOT MORE OPEN AND EXPLICIT ABOUT IT. AND ALSO HAVE A CONVERSATION ABOUT WHETHER WE SHOULD BE BRINGING THAT BRIDGE TOLL INCREASE FORWARD. AND WHETHER IT SHOULD ALSO -- WHETHER WE SHOULD BE THINKING ABOUT THIS AS SOMETHING THAT CAN SUPPORT NOT ONLY THE KIND OF STRAIGHT UP ASSET MANAGEMENT PRIORITIES THAT WE HAVE, BUT ALSO THE SORT OF, THE FORWARD PROJECTS, WHICH ARE JUST ABSOLUTELY CRITICAL TO KIND OF BRIDGE OPERATIONS. AND, YOU KNOW, NOW THAT WE HAVE GOT THAT PRESENTATION THIS MORNING, AT THE ADMINISTRATION COMMITTEE, THERE ARE, FOR THE PAST FIVE YEARS ON THE BAY BRIDGE ALONE THERE, HAVE BEEN OVER 50,000 INCIDENTS, RIGHT? THAT'S OVER ONE MAJOR REPORTABLE INCIDENT A YEAR -- SORRY -- ONE MAJOR REPORTABLE INCIDENT A DAY ON THE BRIDGE I DON'T KNOW HOW MANY HAVE RESULTED IN CRASHES OR INJURIES OR THE KIND OF TRAVEL TIMES OF THOSE IMPACTS ARE SO FOR FIVE YEARS I DON'T KNOW WHAT THE RATES ARE ON OTHER

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BRIDGES ANYWAY SO THAT'S SOMETHING THAT'S NEW. BUT I JUST REALLY THINK THAT THIS IS -- I WOULD HAVE REALLY LIKED TO SEE THIS REPORT KIND OF COME OUT WITH MUCH MORE DIRECTION ON BOTH OF THOSE ISSUES. AND I KNOW -- THIS IS NOT THE FIRST TIME I HAVE BROUGHT IT UP, AND I JUST WANTED TO GET, YOU KNOW, BOTH FELLOW COMMISSIONERS REACTION AS WELL AS YOU KNOW, WONDER WHY WE DIDN'T MOVE MORE FORCEFULLY IN THAT DIRECTION

THERESE MCMILLAN: I COULD GO?

AMY WORTH, CHAIR: PLEASE. YEAH.

THERESE MCMILLAN: SO, THIS ACTUALLY IS INTERESTING, BECAUSE I THINK IT TIES DIRECTLY BACK TO THE COMMENTS I JUST MADE. WHICH IS, I BELIEVE THAT WE APPROACHED THIS WORK KNOWING THAT THERE IS A WHOLE OTHER PORTFOLIO OF WORK THAT WE'RE DOING IN SOME OF THESE OTHER AREAS. AND SIGNIFICANT NEXT STEP POLICY DIRECTION AS YOU SUGGEST, COMMISSIONER JOSEFOWITZ, HERE, IS HOW DO YOU WANT SCENARIO-BUILD QUOTE THESE PRIORITIES ONE WAY THAT WOULD BE TO DO IT IF THE DIRECTION WAS -- LET'S TAKE THE BAY BRIDGE -- OR THE FORWARD, RIGHT, LET'S SAY FOR THE NEXT TEN YEARS THESE PROJECTS WILL SUPERSEDE ANY MTC OR BATA DRIVEN CAPITAL INVESTMENTS FOR THE NEXT TEN YEARS. OVER EVERYTHING ELSE IN THE REGION. WE COULD SCENARIO BUILD WHAT THAT WOULD LOOK LIKE FOR STATE FUNDING FOLLOWER FUNDING MATCHING FUNDS,

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THE WHOLE THING. WHEN WE SAY IMPORTANTLY, PART OF THE QUESTION FOR ME STRATEGICALLY IS, WHAT MEANT BY THAT. IF IT'S TRULY, THIS NEEDS TO BE COMPLETELY AT THE FRONT OF THE LINE, IF FRONT OF ANYTHING ELSE, COUNTY PRIORITIES, YOU KNOW, FOR MATCHING FUNDS, WHATEVER THE CASE MAY BE, THAT'S THAT GIVES DIRECTION OF HOW WE MIGHT APPROACH THIS PRIORITY SEQUENCING TYPE OF WORK. FROM AN EXAMPLE SENSE THAT'S THE TYPE OF LENS THAT WOULD BE HELPFUL FOR US TO BE ABLE TO PROVIDE YOU A PICTURE OF WHAT THAT WOULD LOOK LIKE GIVEN THE INFORMATION THAT WE KNOW TODAY AND WHAT ELSE IS ON THE TABLE TODAY?

COM. NICK JOSEFOWITZ: YEAH. SO SPECIFICALLY ABOUT THE FORWARD PROJECTS, YOU KNOW, I WOULD SAY THAT THE PLANNING WORK FOR THESE FORWARD PROJECTS, AT LEAST FOR ME, DOES FEEL LIKE IT'S A PRIORITY. I WOULDN'T GO SO FAR AS TO SAY THAT IT'S OUR TOP PRIORITY THAT SUPERSEDES A LOT OF PRIORITIZE. I WOULDN'T SAY THAT. I'M NOT EVEN SURE WHAT I WOULD SAY IS THE PRIORITY THAT SHOULD SUPERSEDE ALL OTHER PRIORITIES IF THAT EXISTS. WE HAVE TO DEAL WITH MANY CONCURRENT PRIORITIES. BUT CERTAINLY LAYING OUT A SORT OF MULTI-YEAR PLAN. IT CAN BE A LONG MULTI-YEAR PLAN. I'M NOT SAYING IT HAS TO BE DONE BY TUESDAY OF, LIKE, YOU KNOW, EACH OF OUR BRIDGES WHICH ARE INCREDIBLY CORE ASSETS AND WHICH HAVE -- WE ARE GOING TO, SORT OF, OVER THE NEXT -- I DON'T KNOW WHAT IT IS -- FIVE YEARS, TEN YEARS, DEVELOP A FORWARD PLAN FOR THEM, SO THAT WE HAVE THESE PROJECTS. WE KNOW

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WHERE WE WANT TO GO WITH THESE BRIDGES WHEN WE HAVE THESE PROJECTS READY TO GO. YOU KNOW, I THINK THAT'S THE FIRST STEP TO BE ABLE TO KIND OF MAKE THESE BRIDGES OPERATE THE WAY WE WANT THEM TO. AND WHEN IT COMES TO ACTUALLY FUNDING THE PROJECTS, I THINK WE WOULD WANT TO GO, WE WOULD WANT TO ASSESS, DO THE TYPES OF RIGOROUS COST BENEFIT ASSESSMENT THAT WE DO SO WELL AT MTC AROUND PLANNED BAY AREA, AND HOW TO KIND OF PRIORITIZE THEM BASED ON, KIND OF, THE IMPACT THAT WE'RE GOING HAVE IN OUR REGION AND THE WAY WE PRIORITIZE OTHER PRIVILEGES BUT UNLESS WE'RE DOING THE UPFRONT PLANNING WORK WE'RE NOT GOING TO BE ABLE TO PUT THEM INTO THE SYSTEM. AND I THINK 2027 IS -- YOU KNOW, SO THAT'S -- YOU KNOW, THAT'S AT LEAST MY PERSONAL PERSPECTIVE ON THE BRIDGE PRIORITY PROJECTS, AND YOU KNOW, TO GIVE YOU JUST A VERY SPECIFIC EXAMPLE, ALMOST ALL THE BAY BRIDGE PRIORITY PROJECTS ARE WESTBOUND. WE DON'T EVEN HAVE THE LIKE SET OF PROJECTS IN THE EASTBOUND DIRECTION WE HAVE THE TRANSBAY TERMINAL WHICH I GUESS YOU COULD WRAP UP AS A KAI -- WE WAY OF MAKING THAT BRIDGE WORK BETTER BUT WE DON'T EVEN HAVE THE PLAN FOR THAT PROJECT YET SO WE CAN'T EVEN FEED THEM INTO THE KIND OF THE PROCESS. AND ONE THING, THIS IS A COMMITTEE AND I'M JUST EXPRESSING MY OWN OPINION. BUT I WANT TO MAKE SURE WE ADDRESS THIS BRIDGE TOLL ISSUE THAT'S RELATED IN MY MIND. MAKING SURE THAT WE HAVE SAFE AND SECURE, THAT WE HAVE SAFE BRIDGES IN A STATE OF GOOD REPAIR, AND IN SORT OF DELIVERING THE OPERATIONAL IMPROVEMENTS WE NEED MANY OF WHICH

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COME OUT OF THE BAY FORWARD PROJECTS TO MAKE THESE BRIDGES OPERATE PROPERLY.

AMY WORTH, CHAIR: NICK, THANK YOU FOR THAT. AND WE'LL CONTINUE TO DISCUSS THIS, BUT IF I CAN TAG ON TO THE COMMENTS ABOUT REVENUE. YOU KNOW, WE HAVE POTENTIALLY, FROM RM3, 2 TOLL INCREASES. WE HAVE THE RN TWO INCREASE, AND I GUESS WHERE I'M ALSO COMING FROM, AND I THINK IT'S REALLY IMPORTANT THAT IT IS OUTLINED IN HERE, WE HAVE AN ACTION PLAN TO PURSUE ADDITIONAL DOLLARS FOR THESE BRIDGES BEYOND THE TOLL PAYERS. AND, YOU KNOW, I THINK IT IS REALLY IMPORTANT THAT WE ARE NOT SHY ABOUT ADVOCATING FOR THESE DOLLARS. PETER LAID OUT IN THE SUMMARY SHEET, YOU KNOW, TO THE STATE AND THE FEDERAL GOVERNMENT FOR DOLLARS, FOR THIS. BECAUSE I DO NOT BELIEVE THAT SINCE TOLL PAIRS ARE PAYING FOR A LOT OF PROJECTS, THAT IT IS INCUMBENT UPON US AS A REGION AND STATE TO PROVIDE REGIONAL AND STATE AND FEDERAL DOLLARS FOR THESE BRIDGES ALSO. SO I THINK THAT IF WE TALK ABOUT A TOLL INCREASE TO DO MAINTENANCE WE ALSO REALLY HAVE TO TALK ABOUT STATE DOLLARS, LIKE LEVERAGED THE SALES TAX DOLLARS IN THE COUNTIES. AND THAT'S ONE THING THAT I THINK IS REALLY IMPORTANT TO TALK IN TANDEM. THE ACTION PLAN OUTLINES THAT. WE NEED TO BE BOLD ON THAT BECAUSE I BELIEVE IT'S -- THIS IS A REGION -- THIS IS A REGIONAL RESPONSIBLE. YOU KNOW? IT -- OUR -- ALL THE THINGS WE DO IN TERMS OF MOBILITY REALLY DEPENDS ON HAVING THESE BRIDGES THAT FUNCTION WELL BOTH IN

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TERMS OF PHYSICAL INTEGRITY AS WELL AS OPERATIONAL. AND I DO WISH THAT IT'S -- THAT WE HAVE A CHALLENGE GETTING ADDITIONAL FUNDING. AS I SAID EARLIER WE DON'T HAVE A COUNTY THAT OWNS THEE BRIDGES. THE WAY THE SALES TAX FUNDING SELF-HELP COUNTY'S STRUCTURE WAS PUT IN PLACE, THE BRIDGES ENDED UP AS ONE OF THE UNINTENDED CONSEQUENCES OF HAVING SORT OF COUNTY SPECIFIC FUNDING WHICH IN ITSELF IS GOOD, WE GET VOTERS APPROVED SALES TAX THAT WE CAN LEVERAGE AND OUR SYSTEM KNITS TOGETHER LIKE A HONEYCOMB SO WE WORK TOGETHER COOPERATIVELY. ANOTHER THING THAT'S REALLY IMPORTANT IS THIS CONCEPT OF UPDATING THE WAY BATA AND CALTRANS DO BUSINESS. WHETHER IT'S AS LAID OUT EITHER IN THE CO-OP AGREEMENT OR IN THE ASSET MANAGEMENT PROCESS, YOU KNOW, IT'S INTERESTING, JUST THE OTHER DAY, AND AS YOU KNOW, IN MEXICO CITY, THERE WAS THIS TRAGEDY, A SITUATION WHERE THE RAIL CAR FELL. YOU KNOW, WE HAVE ALL DEALT WITH THESE CRISIS, AND IN OUR EXPERIENCES OVER THE YEARS WITH THE BRIDGES, THE PARTNERSHIP WITH BATA HAS WITH CALTRANS BENEFITS THE PUBLIC AND IT BENEFITS BOTH ORGANIZATIONS BECAUSE YOU'RE ABLE TO HAVE THIS OPEN DISCUSSION OF ISSUES AND SOLUTIONS THAT THE PUBLIC CAN PARTICIPATE IN PLUS THE DECISION MAKING MODEL THAT CAME FROM THE BAY BRIDGE CONSTRUCTION PROJECT WHERE YOU HAD THE GROUPS TOGETHER, THE ENTITIES TOGETHER IN A SMOOTH WORKING PROCESS WHERE COMMUNICATION WAS FASTER. AND WE WERE ABLE TO SHARE, YOU KNOW, DECISION MAKING. SO I THINK THAT'S ALSO, NICK, TO YOUR POINT ABOUT MOVING FORWARD WITH SOME OF THESE

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THINGS. I THINK DECISION MAKING IS A BIG PART OF HOW WE DO BUSINESS. AND, WHICH INCLUDES BOTH THE ROUTINE MAINTENANCE, WHEN YOU SAID ROUTINE PAINTING, I SAY IT'S CRITICAL TO KEEPING INTEGRITY OF STEEL AS WELL AS DECK WORK. WHEN THE CONCRETE STARTED FALLING ON THE RICHMOND SAN RAFAEL YELL BRIDGE WE HAD A CONTRACTOR AND WERE ABLE TO MOVE NIMBLY TO DO THAT REPAIR AND WE NEED TO EFFICIENTLY UTILIZE PUTTING INTO THE BRIDGES ON EQUAL FOOTING WITH OTHER TRANSPORTATION PROJECTS AROUND THE BAY AREA IN TERMS OF ISSUES LIKE OVERHEAD AND THAT SORT OF THING. I CONCUR THAT WE NEED TO KEEP THIS IN THE FRONT BURNER WHICH STAFF IS PROPOSING BUT I WOULD LOVE TO HEAR FROM OTHER COMMISSIONERS, IN TERMS OF COMMENTS FORGIVE ME FOR SPEAKING SO LONG WE HAVE SPENT SO MUCH TIME, WE REALLY WANT TO DO ALL WE CAN FOR THE BRIDGES. DAMON.

DAMON CONNOLLY: CHAIR WORTH -- AND I'LL MAKE SOME MORE GENERAL COMMENTS IN A WHILE BUT I WANT TO TAG ON TO YOUR POINT ON THE BATA CALTRANS PARTNERSHIP. VERY INTERESTED? THAT TOPIC. INCLUDING IF STAFF COULD PROVIDE A ROADMAP WHERE WE SEE THAT PROCESS GOING AND IN PARTICULAR THE MASTER COOPERATIVE AGREEMENT WITH VISION PROCESS THAT IS ENVISIONED, I THINK THAT IS A KEY COMPONENT OF WHERE WE GOING ON THAT.

PETER LEE: WE'RE REQUIRED TO HAVE A MASTER CO-OP AGREEMENT BETWEEN CALTRANS AND BATA WE HAVE HAD ONE IN PLACE SINCE 1998

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WHEN WE STARTED. I WILL BE HONEST IT HAS SERVED US WELL BUT HASN'T BEEN UPDATED TOO MUCH OVER THE LAST 20 YEARS. PRIMARILY WHEN WE HAVE TAKEN ON NEW ASSIGNMENTS WITH THE TOLL COLLECTORS -- NOT TOLL COLLECTION BUT TOLL ACCOUNTING COMING OVER WITH A BIG CHANGE IN 2005 AND WITH THE SEISMIC PROGRAM COMING IN WE MADE QUITE A FEW REVISIONS CERTAINLY NOW IS THE TIME TO UPDATE IT AND WE HAVE HAD TIME TO REVIEW IT TO FIND PLACE WHERE IS WE NEED TO IMPROVE, LIKE COMMISSIONER WORTH SAID. YOU KNOW, SOME OF THE DECISION MAKING PROCESS, AND REVAMPING THAT BECAUSE WE HAVE A NEW RELATIONSHIP SINCE COMPLETION OF THE RETROFIT PROGRAM. AND WE HAVE IT IN PLACE FOR ANOTHER FIVE YEARS BUT WE'RE WORKING IN THE PROCESS TO REVISE IT AND SEEKING AREAS WHERE WE CAN PUSH SOME OF THE ENVELOPE OF PROJECT DELIVERY AND TRYING TO STEAM LINE IT BECAUSE BEYOND THESE MASTER AGREEMENTS, WE ENDS UP HAVING TO CONTINUE TO DO PROJECT LEVEL AGREEMENTS TO PURSUE PROJECTS WHICH ALL TAKE ADDITIONAL TIME, AND THEY DON'T SERVE TO NECESSARILY STREAMLINE OUR EFFORTS, HONESTLY, THEY JUST PROVIDE A MECHANISM FOR REIMBURSEMENT, HONESTLY. BUT WE ARE IN THE PROCESS OF DOING THAT. AND WE HOPE TO BRING BACK SOMETHING SOONER, BUT AT THIS POINT IT WOULD PROBABLY BE TOWARDS THE END OF THIS CALENDAR YEAR FOR A FIRST REVISION AT LEAST.

CAROL DUTRA-VERNACI: MAY I SPEAK NOW AMY.

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AMY WORTH, CHAIR: YES.

CAROL DUTRA-VERNACI: I APPRECIATE EVERYONE'S COMMENTS. WHAT I WAS THINKING ABOUT -- IT SEEMS LONGER THAN A COUPLE OF DAYS AGO BUT WHEN WE WERE GOING OVER THE BUDGET FOR ALL OF THE ENTITIES WHEN BRIAN GAVE THE BUDGET REPORT FOR BATA IT KIND OF STRUCK ME BECAUSE ON THIS AD-HOC COMMITTEE AND AS WE HAVE BEEN TALKING ABOUT THIS MORNING, THERE IS NOT ENOUGH REVENUE COMING IN AND WE NEED TO REACH OUT TO THE OTHER SOURCES, STATE, FEDERAL, WHAT HAVE YOU, FOR ALL OF THESE PROJECTS, AND FOR THE BUDGET PIECE, BRIAN, FROM A COUPLE OF DAYS AGO, YOU OF COURSE WERE TALKING ABOUT OUR IMMEDIATE BUDGET, BUT IT SEEMS TO ME AS WE TALK ABOUT THESE PROJECTS IT SHOULD ALSO BE MENTIONED THAT, FOR THE LONGER TERM, WE DO NEED THE ADDITIONAL FUNDING AND TO MAKE THOSE COMMENTS WHEREVER APPROPRIATE OR POSSIBLE, SO THAT THE PUBLIC STARTS TO UNDERSTAND THAT THERE IS A NEED THAT WE NEED MORE REVENUE FROM WHEREVER THE SOURCES MAY BE. THANK YOU AMY THAT'S MY COMMENTS BECAUSE EVERYONE ELSE HAS ALREADY SPOKEN ABOUT THE OTHER POINTS.

AMY WORTH, CHAIR: THOSE ARE REALLY THOUGHTFUL POINTS. ARE SAYING IS WE NEED TO FLESH OUT A COST PLAN AND REVENUE PLAN SO THAT WE CAN REALLY PROACTIVELY PURSUE ALL OF THESE ELEMENTS. AGAIN WE TALKED ABOUT THE OPERATIONAL AND THE MAINTENANCE IMPROVEMENTS AS WELL AS THE IMPORTANCE OF THE CO-OP AGREEMENT,

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AND THE WORK, YOU KNOW, THE DECISION MAKING PROCESS FOR THESE BRIDGES. AND I'M ALSO REALLY GLAD TO SEE INCLUDED IN THAT US PURSUING FEDERAL FUNDS. THIS IS A PERFECT EXAMPLE OF AN ENTITY THAT HAS SUFFERED IN TERMS OF THE COVID-19 IN THE FACT THAT WE RELY ON BRIDGE TOLLS TO PROVIDE MAINTENANCE FUNDS. AND CRITICAL MAINTENANCE FUNDS FOR THESE BRIDGES, AND THAT WE HAVE GOT -- YOU KNOW, IT'S LIKE A RESTAURANT, WE HAVE 250 -- WE'RE UP TO $270 MILLION THAT IS GONE. IT'S NOT GOING TO COME BACK. PEOPLE AREN'T GOING TO GO ACROSS THE BRIDGE THREE TIMES TO MAKE A DIFFERENCE. AND WE HAVE A CASH FLOW PROBLEM. BEFORE THIS BEFORE COVID WE WERE LOOKING AT THE MAINTENANCE OF THE BRIDGES, THE OPERATIONAL IMPROVEMENTS, AND HOW DO WE GO ABOUT FUNDING THOSE. SO, I DON'T KNOW. LET ME JUST TURN TO YOU ALL. WOULD THE COMMITTEE --

DAMON CONNOLLY: I WOULD BE HAPPY TO MAKE SOME KIND OF -- DO WE WANT TO -- PUBLIC COMMENTS --

AMY WORTH, CHAIR: LET'S DO THAT. LET'S SEE. BECAUSE I KNOW WE HAVE GOT INTERESTED PUBLIC PARTICIPATING IN THIS DISCUSSION, WHICH WE REALLY APPRECIATE. SINCE IT'S AD-HOC WE'RE A LITTLE BIT MORE INFORMAL THAT THE TRADITIONAL COMMISSION MEETINGS. DO WE HAVE ANY PUBLIC COMMENTS?

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CLERK, KIMBERLY WARD: THERE ARE NO MEMBERS OF THE PUBLIC WITH THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED ON THIS ITEM.

AMY WORTH, CHAIR: GREAT. WELL THANK YOU VERY MUCH. JUST ASKING ONE MORE TIME IF THERE ARE ANY MEMBERS OF THE PUBLIC HERE THAT WOULD LIKE TO COMMENT ON ANY OF THESE ITEMS? OKAY. WITH THAT, THEN WE'LL BRING IT BACK TO THE COMMITTEE FOR CONTINUED DISCUSSION AND ANY OTHER QUESTIONS AND COMMENTS.

ANDREW FREMIER: CHAIR WORTH, ANDY FREMIER DEPUTY DIRECTOR. I APPRECIATE COMMISSIONER JOSEFOWITZ SAYING WE'RE NOT REACHING FAR ENOUGH BECAUSE WE ALWAYS FEEL THAT OURSELVES BUT MAYBE THE TECH GROUP COULD PULL UP SLIDE NINE AND WE COULD SPEND JUST A LITTLE BIT OF TIME ON THAT. BECAUSE I THINK IT'S IMPORTANT TO REMEMBER A COUPLE OF THINGS BEFORE WE KIND OF GET STARTED. AND THAT IS, ONE OF THE BIG TASKS THAT WE HAVE IN FRONT OF US BOTH CALTRANS IS KEEPING THE BRIDGES OPERATING ON A DAILY BASIS AND THAT IN AND OF ITSELF TAKES A CONSIDERABLE AMOUNT OF TIME AND ENERGY AND WE HAVE ALL SEEN THE STRUGGLES IN THE CONVERSION OF MANAGEMENT OF ELECTRONIC TOLLING WHERE WE HAVE TO STRUGGLE TO KEEP UP WITH THE CALLS THAT TAKES AN AWFUL LOT OF RESOURCE AND TAKING OUR EYE OFF OF THAT BALL CREATES OTHER POTENTIAL PROBLEMS. IN THIS SLIDE, WE HAVE IDENTIFIED A SERIES OF PRETTY SIGNIFICANT MOVES THAT WE WANT TO PUT SOME ENERGY IN AND,

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AGAIN, REMEMBER THE IDEA IS TO KEEP THE FULL AUTHORITY OF WHERE WE TRYING -- AWARE OF WHERE WE TRYING TO GO, AND I THINK WHAT WE HAVE ALL LEARNED IN THIS GROUP IS THE DEEP DIVE IS VERY COMPLICATED AND ONE OF THE FRUSTRATIONS I THINK WE HAVE HAD IS JUST EXPLAINING BATA BY ITSELF HAS CONSUMED SIX MONTHS. AND REMEMBER, PART OF OUR ORIGINAL INTENT IN SETTING THIS GROUP UP WAS TO REMIND OURSELVES OF THE OVERLAP OF THE EXPRESS LANE PROGRAM, THAT THE NORTH BAY COUNTIES, AND ALAMEDA HAVE WITH US, AND THEIR IMPORTANT ROLE IN THE NEXT PHASE OF PLANNED BAY AREA. WE ALSO HAVE ALL THE OPERATIONS ITEMS WE TALKED ABOUT AND I APPRECIATE COMMISSIONER JOSEFOWITZ'S TIME, THE INCIDENT MANAGEMENT DISCUSSION WE HAD TODAY, TO THIS DISCUSSION, BECAUSE THAT'S ALSO GERMANE NOT JUST ON THE BRIDGES, YOU SEE IT FEEL IT PROBABLY MORE ON THE BRIDGES BECAUSE THEY'RE SO VISIBLE BUT IT CERTAINLY AFFECTS THE ENTIRE HIGHWAY NETWORK THIS IS WHAT WE'RE COUNTING ON TO MOVE PEOPLE AND GOODS. AND THEN I DON'T THINK WE CAN UNDERESTIMATE HOW DIFFICULT THIS EVOLUTION OF OUR RELATIONSHIP WITH THE CALTRANS FOLKS IS. YOU KNOW, IF YOU GO BACK AND READ THE COOPERATIVE AGREEMENT, IT'S PRETTY CLEAR AS IT'S SORT OF SPELLED OUT IN LAW THAT THE FIRST ORDER OF BUSINESS WAS CALTRANS AS OWNER OPERATOR TOLD US WHAT TO DO. WE COLLECTED SOME OF THE MONEY AND PROGRAMMED IT. AS TIME WENT ON, WE TOOK ON MORE AND MORE RESPONSIBILITIES AND ONE OF THE THINGS THAT WE HAVE TRIED TO MAKE SURE THAT CAME FORWARD IN THESE DISCUSSIONS IS A

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RECOGNITION OF HOW MUCH RISK THAT IS TO THE AUTHORITY ITSELF AND I THINK YOUR POINT ON MAKING SURE IF WE'RE GOING BACK FOR ADDITIONAL TOLL REVENUES REGARDLESS OF WHAT THEY'RE FOR THEY HAVE GOT TO HAVE A REAL PUBLIC BENEFIT TO DO THAT. AND I THINK WE HAVE IDENTIFIED A COUPLE WAYS THAT WE CAN LEARN FROM THAT, BUT I ASSURE YOU GETTING CONSENSUS ON THIS MOVE FROM PURE OWNER OPERATOR AT THE STATE LEVEL TO WHERE WE REALLY OPERATE TODAY WHERE WE HAVE A FINGER IN A LOT OF MAINTENANCE ACTIVITIES, WE DO A LOT MORE WITH THE PROJECTS THAT ARE IN THE BRIDGE APPROACHES, AND FRANKLY, WE HAVE BEEN ASKED OVER THE LAST COUPLE OF YEARS TO DO A LOT OF TECHNICAL WORK IN TERMS OF ROAD RATINGS AND SOME OTHER ITEMS THAT TRADITIONALLY HAVE BEEN IN THAT OWNER OPERATOR ROLE AND I WOULD SUGGEST THAT WE'RE GOING HAVE A HARD TIME NEXT YEAR COMING TO TERMS IN AGREEMENTS WITH THE DEPARTMENT WITH HOW THAT REALLY DOES CHANGE IF IT DOES CHANGE. BECAUSE IT'S WRITTEN IN A CERTAIN WAY IN THE CURRENT COOPERATIVE AGREEMENT. I THINK WE ALSO HAVE TO BE MINDFUL OF THE FACT THAT THE BRIDGES THEMSELVES ARE VERY WELL-DEFINED. BUT WHEN WE START TALKING ABOUT THE FORWARD PROJECTS, WE ARE, AS CHAIR WORK SAID, REALLY GETTING INTO AN AREA WHERE THERE IS ALL KIND OF AVAILABLE FUND SOURCES THAT WE'RE ELIGIBLE FOR, AND I THINK THERE SHOULD BE SOME WAY TO GET SOME ASSISTANCE FROM THE FEDERAL AUTHORITIES AS WELL AS THE STATE TO HELP US BRING BACK THESE PROGRAMS AND WORK ON THE ENTIRE SLATE OF WORK THAT WE'RE TALKING ABOUT. SO I JUST DON'T WANT

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TO UNDERESTIMATE THE CHALLENGES THAT ARE IN FRONT OF US. I THINK THIS SLIDE KIND OF POINTS OUT THAT IN ADDITION DOING OUR DAY-TO-DAYS ABOUT OF KEEPING THEM OPERATING, WE WANT TO PUT ENERGY IN THESE FOUR AREAS AND SHARPEN OUR PENCIL TO THE POINT WHERE WE CAN MAKE BIG EFFICIENCY CHANGES, SAVE SOME MONEY THAT WE CAN DIRECT TO SOME NEW PROGRAMS OR GET SOME ADDITIONAL RESOURCES, BUT ALSO, CARVE OUT A WAY TO DO BUSINESS DIFFERENTLY IN THE FUTURE. AND ONE OF THE THEMES THAT WE HAVE TRIED TO GET ACROSS IN THE DISCUSSION TOO IS THE BRIDGES ARE A LITTLE BIT OF A SLOW MARCH THEY'RE WELL CONDITIONED TAKEN GOOD CARE OF. CALTRANS SPENT A LOT OF TIME PAYING ATTENTION TO WHAT THE DETAILS ARE WE RECOGNIZE THERE ARE SHORTFALLS IN IT, BUT THERE'S A LONG PROCESS WITH TRYING TO MAKE THESE IMPROVEMENTS THAT WE'RE ACTUAL QUALIFIED TO WAIT FOR A LITTLE BIT. SO I THINK A LITTLE BIT OF ORGANIZATION AT THE START IS ALSO HELPFUL. MAYBE, IN ADDITION, ADDING TO SIGNIFICANT QUESTIONS THAT WERE SPECIFICALLY BROUGHT UP, YOU KNOW, COMMISSIONER JOSEFOWITZ TALKED ABOUT THE FORWARDS ON THE BAY BRIDGE IN PARTICULAR, JUST GOING IN THE EASTBOUND OR WESTBOUND DIRECTION IN SAN FRANCISCO AND ONE OF THE ACTIVITIES THAT WE'RE TRYING TO INCORPORATE INTO THIS DEEP DIVE LOOK INTO THE I80 CORRIDOR IS TAKING ADVANTAGES OF THE ELECTRONIC TOLLING TO SEE IF THAT PRICING MIGHT HELP US IN THE DIRECTION COMING OUT OF SAN FRANCISCO BECAUSE THOSE OPTIONS ARE LIMITED AND THERE ARE PLACES IN THE BRIDGE CORRIDOR TO LOOK AT WHERE SOME WORK WILL

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BE DONE AND IN SOME RESPECTS COMING OUT OF THE PRIORITY PROJECTS WHERE YOU START TO OVERLAY WHAT THE RIGHT ORDER OF THINGS THERE IS TO DO. IN TERMS OF ADVOCATING ADDITIONAL TOLL REVENUE WE HAVE DONE OUR BEST TO TALK ABOUT IT BUT HAVEN'T DONE ANYTHING ADMINISTRATIVELY OFFICIALLY. SO ONE OF THE THINGS THAT I HAVE BEEN STARTING TO DO WITH OUR FUNDING PARTNERS ON THE OTHER SIDE OF MTC'S HOUSE IS FIGURE OUT HOW YOU CAN MAKE AN OFFICIAL ASK. OUR STEP NOW IS TO GO AFTER THAT $94 MILLION IN EITHER FEDERAL OR STATE MONEY TO KEEP OUR BRIDGES IN GOOD ORDER AND I THINK THAT IS A SIGNIFICANT PIECE OF WORK THAT'S ALSO IN FRONT OF US AND I DO THINK THOSE ELEMENTS KIND OF POINT TO AN APPROPRIATE LEVEL WORKLOAD, TO THERESE'S POINT. I THINK WE WANT TO MAKE SURE WE'RE NOT GRABBING TOO MUCH. THAT WE'RE GRABBING THINGS THAT WE CAN ACTUALLY DELIVER AND HOPEFULLY BUILD ON SUCCESS TO CONTINUE TO MOVE IN THAT DIRECTION AND I THINK THAT'S WHAT THE RESULT OF THIS REPORT IS SAYING. I DO THINK IT'S MISSING CERTAIN ELEMENTS AS COMMISSIONER JOSEFOWITZ SAID. AND PART OF THAT, I THINK, IS OUR LIMITED TIME TO SPEND WITH YOU ALL, BECAUSE IT WOULD HAVE BEEN, I THINK, A GOOD EXERCISE TO GET INTO SIGNIFICANT INCIDENT MANAGEMENT WORK WHICH IS BROADER THAN JUST THE BRINGS AND OVERLAY SOME OF THE SUCCESSFUL PARTNERSHIPS WE HAVE WITH CALTRANS AND THE HIGHWAY PATROL IN TASK MANAGEMENT WORK IN INCIDENT RESPONSE AND IN THOSE KINDS OF AREAS WHERE YOU REALLY INTERFACE WITH THE LOCAL

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JURISDICTIONS BECAUSE THEY NEED TO GET INVOLVED IN SOME OF THE INCIDENTS ESPECIALLY ONES WHERE THERE IS AN UNFORTUNATE DEATH. SO I DO THINK THERE IS MORE HERE THAT WE HAVE GRABBED ON TO THAN MEETS THE EYE. BUT I DO THINK TO CONTINUE TO CHALLENGE IS IMPORTANT.

AMY WORTH, CHAIR: THANKS ANDY. NICK?

COM. NICK JOSEFOWITZ: I HADN'T FULLY UNDERSTOOD WHAT WAS IN THAT 2D ON THIS SLIDE. SO I APOLOGIZE FOR BEING FRUSTRATED ABOUT NOT BEING -- ABOUT THE -- WHAT I THOUGHT WAS NOT IN THERE, WHICH ACTUALLY IS MORE CLEARLY HIGHLIGHTED THAN I THOUGHT IT WOULD BE. ON THE REVIEW REVENUE OPTIONS AND ANDY SPOKE TO THAT AND I WANT TO APOLOGIZE FOR NOT FULLY UNDERSTANDING WHAT I THOUGHT WAS ENVISIONED BY STAFF IN THAT CONTEXT.

AMY WORTH, CHAIR: YOU KNOW, AND, ANDY, TO THE -- AND, NICK, THANK YOU VERY MUCH FOR THAT CLARIFICATION. AND ANDY, TO THAT -- TO THE POINT, THOUGH, ABOUT REVENUE, SO THIS IS A GREAT -- THIS IS A GREAT SLIDE BECAUSE IT REALLY DOES KIND OF LOOK AT BOTH OPERATIONAL AS WELL AS MAINTENANCE AND REVENUE. SO, SO ESSENTIALLY WE'RE GOING ASSESS IT AND I ASSUME WHEN IT SAYS REVIEW OPTIONS IT WILL INCLUDE -- I THINK IT MIGHT BE HELPFUL TO INCLUDE BEFORE YOU TALK ABOUT A TOLL INCREASE, TO TALK

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ABOUT OTHER REVENUE SOURCES. YOU KNOW, REVENUE SOURCES THAT, THAT, LEVERAGE, I GUESS THAT'S THE BIG TERM WE USE, RIGHT? WHERE THE TOLL REVENUE IS ABLE TO LEVERAGE STATES AND FEDERAL FUNDING. BECAUSE, YOU KNOW, WE KNOW IN OUR CTAS WE BUILD THESE PROJECTS THAT ARE HIGHLY DEPENDENT UPON THE LAYER CAKE, YOU KNOW, OF -- OF PAYING FOR -- PAYING FOR PROJECTS, AND SO I THINK THAT MIGHT BE HELPFUL TOO. SINCE THAT'S, REALLY, ALSO WHAT WE'RE TALKING ABOUT. YOU KNOW, I WISH WE WERE LIKE THE VINCENT THOMAS BRIDGE WHERE THE STATE JUST WROTE THE CHECK FOR THE BRIDGE. AND I KNOW THE BAY AREA HAD TO FIGHT TO EVEN GET A PORTION ON THE STEP TO PAY FOR THE NEW BECAUSE BRIDGE SO YOU KNOW, I THINK THERE IS PRECEDENT FOR THE STATE FUNDING THESE BRIDGES AND IT'S REALLY IMPORTANT THE ELEMENTS AND THE FORWARDS WHETHER, FOR EXAMPLE, THE DUMBARTON, A PERFECT EXAMPLE, CAROL'S BRIDGE WHERE WE'RE LOOKING AT LESS PRIORITY WORK THAT'S ON THE LAND, BEFORE YOU GET TO THE BRIDGE, AND I KNOW NICK HAS POINTED OUT THE OTHER BRINGS -- BRIDGES, DOWN THE ROAD AND ENVISIONS AN ELEMENT THAT WE HOPE TO TALK ABOUT WHERE TO GO ARE THE OTHER BRIDGES TOO. RECOGNIZING THAT THESE ARE KIND OF THE FIRST ONES THAT WE HAVE PLANNED TO PURSUE. BUT, NICK, YOUR HAND IS STILL UP. SO I WANTED TO CALL ON YOU AGAIN.

COM. NICK JOSEFOWITZ: YEAH. I JUST WANTED TO SAY IF THAT -- WHAT YOU JUST SAID, I THINK WOULD ADDRESS MY CONCERNS AROUND

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PUTTING IN PLACE SOMETHING IN HERE. AND I DON'T KNOW IF THIS IS EXACTLY WHAT YOU HAD IN MIND, MAYBE SAYING OVER THE NEXT 6 TO 12 MONTHS COMING BACK WITH A PLAN TO SORT OF THINK ABOUT THE FORWARD PROJECTS COMPREHENSIVELY FOR ALL THE BRIDGES, NOT TO DO THE FORWARD PROJECTS OVER THE NEXT 6 TO 12 MONTHS BUT TO COME UP WITH A PLAN FOR HOW TO PROJECTS WHAT WE WANT TO DO OVER THE COMING -- SORT OF ENVISIONS THE PROJECTS OVER THE COMING YEARS.

AMY WORTH, CHAIR: LOOKING AT THE TRANSIT PRIORITY BLUE RIBBON TASK FORCE REALLY IS LOOKING AT THE ELEMENTS IN THE BRIDGES, I USE 680 AS AN EXAMPLE, WE CROSS THE NORTHERN BRIDGES TO DO THAT. SO WHAT ARE THE TRANSIT PRIORITY ELEMENTS WE NEED. IF THAT WOULD BE FEASIBLE, I THINK THAT WOULD BE A GOOD THING JUST TO INCLUDE BECAUSE THAT WILL BE A QUESTION, SINCE WE'RE A REGION THAT COVERS ALL THE BRIDGES, PEOPLE WILL BE LOOKING FOR THOSE, JUST, IN THE FUTURE. THERESE?

THERESE MCMILLAN: COMMISSIONER JOSEFOWITZ, WHAT WE HAVE JUST BEEN TALKING ABOUT WAS BEFORE I WAS HEADING WITH MY OPENING COMMENTS AND ALSO MAYBE PUT FORWARD AN ANALOGY THAT I HAVE BEEN THINKING ABOUT -- SO PLEASE DON'T TAKE THIS AS A FINAL RECOMMENDATION. BUT FOR THOSE OF YOU THAT REMEMBER, RESOLUTION 3434, WHICH WAS A RECOGNITION BY THE COMMISSION THAT THERE WERE A LOT -- THERE WAS A TON OF RAIL PROJECTS THROUGHOUT THE

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ENTIRE REGION THAT WE WANTED TO PUT TOGETHER, AND WE WANTED TO DELIVER BUT WHAT BECAME PATENTLY CLEAR -- IF YOU HAD 15 -- I DON'T REMEMBER WHAT THE NUMBER WAS -- NOT ALL OF THEM COULD GET NEW STARTS MONEY NOT ALL OF THEM COULD GET STATE COMPETITIVE MONEY SOME OF THEM HAD SALES TAX REVENUE. WHAT WAS IMPORTANT ABOUT THAT WAS YOU HAD A PACKAGE OF LIKE INVESTMENTS WITH IMPORTANT INTERRELATED PIECES TO IT, AND YOU MAPPED OUT WHAT PRIORITY FUNDING WOULD BE ASSIGNED TO DELIVER THAT PORTFOLIO AND PACKAGE OF PROJECTS. AND I THINK, WHAT I'M HEARING AND WHAT ACTUALLY RESONATES CAN ME, IS A SIMILAR EXERCISED HERE, THAT IF YOU WERE TO TAKE THE FORWARDS, AND, AMY TO YOUR POINT, VERY IMPORTANTLY, WHAT ARE THE COMPANION INVESTMENTS THAT NEED TO BE REVEALED THAT MIGHT NOT JUST BE THE BRIMMING ELEMENT BUT YOU CAN'T HAVE THIS WITHOUT X. MUCH LIKE ANDY TALKED ABOUT HERE. WE HAVE TO HAVE AET SOLID AS A ROCK BEFORE EXAMPLE WE CAN BUILD ON TOP OF IT THERE ARE SYNERGISTIC RELATIONSHIP BETWEEN INVESTMENT FUSS LAY THOSE OUT AND WHAT TO SPEAK TO AVAILABLE TO MEET SPECIFIC LIKE YOU CAN ONLY USE SHOP FUNDING ON X AND SOME OF FEDERAL STIMULUS WOULD BE EXTREMELY FLEXIBLE SO IT'S VERY IMPORTANT QUESTION WOULD YOU USE IT FOR THIS PORTFOLIO OR ARE THERE OTHER COMMISSION PRIORITIES THAT MIGHT HAVE TO BE THOUGHT ABOUT FOR THAT. THAT TYPE OF CROSSWALKING WHAT ARE THE NEEDS, WHAT ARE THE OPTIONS AND IF IT'S A PRIORITY, WHAT ARE THE WATER FALL RAMIFICATIONS FOR OTHER THINGS THAT COULD BE DONE? WOULD BE A THOUGHTFUL

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WAY OF APPROACHING THIS IN TERMS OF A FIVE YEAR, TEN YEAR WINDOW, AS AN EXAMPLE

AMY WORTH, CHAIR: WHERE YOU KIND OF LAY IT OUT T MAKES SENSE. YOU ARE BRINGING UP THAT ANCIENT HISTORY, THERESE. AND IT'S GOOD. I'M MINDFUL OF JUST USING AN EXAMPLE THEY KNOW IS MARIN COUNTY AND CONTRA COSTA COUNTY WORKING TOGETHER ON OPERATIONAL IMPROVEMENTS FOR THE RICHMOND SAN RAFAEL BRIDGE. BOTH COUNTIES, WE HAVE RESIDENT THAT IS COMMUTING BACK AND FORTH ON THAT BRIDGE AND THE TWO COUNTIES, AS AN EXAMPLE WHEN WE WERE DEVELOPING RM3 EXPENDITURE LIST BOTH COUNTIES GOT TOGETHER AND SAID OKAY WE WOULD LIKE X NUMBER OF DOLLARS TO BE USED FOR OPERATIONAL IMPROVEMENTS ON THE BRIDGE BUT HAVING THAT LONG-TERM PLAN AND RECOGNIZING YOU HAVE GOT TO MAKE PRIORITY CHOICES. ANDY YOU HAVE YOUR HAND UP TOO.

ANDREW FREMIER: I WANT TO MENTION A COUPLE OF THINGS IF YOU ALL WILL ALLOW ME TO. ONE ASK REMEMBER IS, WHEN THE BAY AREA TOLL AUTHORITY TOOK ON THE RESPONSIBILITY IDENTIFIED BEFORE WE REALLY TOOK ON THE RESPONSIBILITY FOR FINANCING WORK ON THE BRIDGES. I DON'T THINK THAT CHANGES HOUR IMPORTANT THAT INFRASTRUCTURE IS TO THE STATE OF CALIFORNIA AND THE FACT THAT IT DESERVES RECOVERY LIKE OTHER PLACES AND THAT'S WHAT OUR ARGUMENT IS IT'S NOT THAT WE'RE SHIRKING OUR RESPONSIBILITY WE'RE ACKNOWLEDGING PROPERTIES AROUND THE UNITED STATES

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INCLUDING TRANSIT THAT WE NEED A HAND RIGHT NOW AND THAT'S A GOOD PLACE TO GOOD IT. ALSO RECOGNIZING THE FORWARDS ARE ELIGIBLE FOR ANY FUND SOURCE COMING OUR WAY YET EVERYBODY SEEMS TO BE COMFORTABLE PUSHING SOME OF THAT MONEY TO THE BAY AREA TOLL AUTHORITY TO STEP FORWARD AND I THINK WE NEED TO HAVE A FRANK CONVERSATION ABOUT HOW ELIGIBLE THESE PROGRAMS ARE FOR STATE AND FEDERAL FUNDING COMING TO THE REGION SO WE CAN ADVANCE THEM AS QUICKLY AS POSSIBLE AND NOT AFFECT THE INVESTMENT IN KEEPING THE BRIDGES HEALTHY JUST AS A NATURAL COURSE. LAST THING, AS A REMINDER, TOO, IS HOW COMPLICATED OUR FORWARD PROJECTS ARE IN THIS ENVIRONMENT WHERE WE'RE UPGRADING THE TOLLING SYSTEM IN THE LANES. WE'RE REMOVING PLAZAS AND MAKING THE SYSTEMS OPERATE MORE EFFICIENTLY, WE'RE COMBINING THAT WITH OPERATIONAL IMPROVEMENTS ON A STATE HIGHWAY SYSTEM THAT ALLOW FOR TRANSIT PRIORITY AND LEISURE AND SINGLE OCCUPANCY VEHICLES TRYING TO MAKE SURE WE COLLECT ALL THAT TOLL FOR THE PEOPLE WHO ARE DRIVING THROUGH AND I CAN'T UNDERESTIMATE HOW FAR THAT REACH IS ACROSS OUR AGENCY YOU HAVE DIRECTORS BRIAN AND I IN THE SUBJECT, IT'S BECAUSE BATA IS COMPLICATED IN THAT SENSE AS WELL AND TRYING TO KEEP ALL OF THESE BUT ALSO IN THE AIR ALONG WITH OUR PARTNERSHIP WITH THE DEPARTMENT, THAT HAS THE SAY ON HOW DO YOU THIS STUFF, AND HOW QUICKLY YOU CAN ACTUAL PLEA AFFECT IT AND WHAT THE SCOPE IS, IS A DAUNTING CHALLENGE, AND WE ARE IN THE COOPERATIVE AGREEMENT TRYING TO STREAMLINE SOME OF THAT SO THAT THAT

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BURDEN OF, YOU KNOW, KIND OF PLAYING LEVEL WORK VERSUS DELIVERY LEVEL WORK DOESN'T OVER-- DOESN'T OUTPACE US. AND WE WANT TO GET TO THAT DELIVERY WORK AS QUICKLY AS POSSIBLE. BUT IT'S -- IT'S JUST A COMPLICATED RUBRIC, I GUESS, I'LL SAY. AND THOSE THREE ELEMENTS ARE WHAT'S SORT OF DRIVING OUR WORK GOING FORWARD. NOT TO USE THE SAME TERM, BUT, YOU KNOW, TO ALLOW US TO GO FORWARD, JUST THOSE THREE ELEMENTS IS GOING TO BE A SIGNIFICANT AMOUNT OF WORK UP AND ABOVE THE DAILY OPERATIONS. AND I JUST WANT TO BE MINDFUL OF, WHICH I THINK WORKS WELL WITH THERESE'S STATEMENTS AND A LOT OF THE STUFF BRIAN IS TALKING ABOUT RELATIVE TO WHAT WE CAN AND CAN'T DO THEN OF COURSE DIRECTORS THAT WE HAVE THAT ARE ACTUALLY KEEPING THESE THINGS MOVING I THINK HAVE A SIMILAR AMOUNT OF ANGST THAT IS CREATED BY THIS PRETTY SIGNIFICANT WORK PLAN. I DON'T THINK WE SHOULD MINIMIZE WHAT WE HAVE PRESENTED AS A WORK PLAN.

AMY WORTH, CHAIR: GREAT. THANK YOU ANDY. NO. I AGREE. I MEAN, I CAN JUST -- I WANT -- YOU ALL WERE SITTING IN HANCOCK'S OFFICE WHEN THE CONCEPTS WERE DEVELOPED TO BRING TOGETHER THIS NEW MANAGEMENT APPROACH TO THE BRIDGES. AND WE ARE AT THAT SORT OF SIMILAR POINT IN TIME NOW REALLY TO, OKAY, HOW DO WE GO TO THE NEXT LEVEL IN THE WAY WE DO BUSINESS THE WAY THIS PARTNERSHIP WORKS AND WHERE THE MONEY COMES TO AND WHAT ARE THE INVESTMENTS THAT WE NEED AS YOU MENTIONED BOTH OPERATIONAL AND MAINTENANCE, TO MAKE THOSE IMPROVEMENTS. AGAIN,

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RECOGNIZING THAT WHEN WE LOOK AT, AS DENNIS MULLIGAN SAID IN TERMS OF TRANSIT PRIORITIES HE SAID HEY, YOU WANT US TO BE MORE EFFICIENT, WE NEED TO HAVE THE CORRIDORS TO DO IT. AND I WAS ON THE CALL YESTERDAY WITH A GENERAL MANAGER FOR WESTCAT, SAME THING. THEY'RE THRILLED WITH THE BAY BRIDGE FORWARD PROJECTS THEIR GOAL IS TO GET THOSE WEST CAP BUSES ON TO THE BRIDGE OVER THE TRANSBAY TERMINAL. THIS THERE IS A LOT OF SUPPORT FOR THIS, AND I KNOW THE COUNTIES HAS PUT MONEY IN, CONTRA COSTA IN THE QUICK START WITH THE RICHMOND BRIDGE AND A PIECE OF IT IS REQUEST FOR ALLOCATION. SO ANDY, YOU AND THERESE REALLY SUMMED UP KIND OF WHERE, FROM YOUR PERSPECTIVE, WHERE WE NEED TO HEAD, RECOGNIZING THIS IS A HUGE -- A BIG ADDITION, THIS IS A MUCH MORE SUBSTANTIVE PORTFOLIO IN TERMS OF WHAT BATA, MOVING FORWARD WITH BATA, THAN WE HAVE IN THE PAST, WE'RE JUST TAKING THIS OPPORTUNITY TO REALLY LOOK AT THESE ISSUES. DAMON?

DAMON CONNOLLY: THANK YOU CHAIR. I'LL CONCUR WITH ANDY. IS A WORTHWHILE BODY OF WORK. DOES IT ADDRESS EVERY CONCEIVABLE ISSUE, NOT NECESSARILY. BUT GREAT JOB, STAFF. MY COLLEAGUES, I THINK WE HAVE MOVED THE BALL FORWARD. AND VERY MUCH APPRECIATE BEING ABLE TO PARTICIPATE IN THIS. SO JUST SOME SUMMARY REMARKS FOR OUR LAST MEETING HERE. INCLUDING A LOT TO LIKE ABOUT THE FINAL PRODUCT. THE TIMELINES, I THINK MAKE SENSE. THE FACT THAT THEY'RE COUPLED WITH ACTIONABLE ITEMS

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PRIORITIZING STATE OF GOOD REPAIR, THE BREAD AND BUTTER IN OUR BRIDGES WITH SHORT AND LONG-TERM ASSET MANAGEMENT. AS AMY KNOWS, I HAVE PARTICULAR INTEREST IN THE RICHMOND SAN RAFAEL BRIDGE. LET'S FACE IT, AN OLD STRUCTURE, YET A WORKHORSE, AND REALLY FIGURING OUT HOW CAN WE BEST USE IT NOW, BUT ALSO LOOKING BEYOND 20 YEARS OUT WHERE IT'S LIKELY TO HAVE TO BE REPLACED. SO JUST STRATEGIES AROUND THAT. NUMBER TWO, SOON-TO-BE THINKING ALONG THOSE LINES. I AGREE WITH NICK IN A STRONG EMPHASIS ON THE FORWARD PROGRAMS. THAT'S NOT TO DIMINISH ANY OF THE OTHER PRIORITIES, BUT I THINK WE ACTUALLY HAVE A CONSENSUS, IT SOUNDS LIKE, ON THE BENEFITS OF THESE PROGRAMS. I'LL QUOTE SOMETHING ANDY OFTEN SAYS AND THAT IS, YOU KNOW, SQUEEZING MORE CAPACITY OUT OF OUR FINITE ASSETS, AND CERTAINLY I THINK THE FORWARD PROGRAMS DO THAT WHILE, YOU KNOW, FOCUSING ON OTHER GOALS WE HAVE, LIKE CLIMATE AND EQUITY. I LIKE THE IDEA OF SOME SORT OF ADD-ON PROCESS TO FURTHER DEVELOP THE FORWARDS AGAIN CONCURRING WITH NICK, AND I VERY MUCH APPRECIATED THERESE'S ELABORATION ON THAT, AS A PATHWAY FORWARD. THE BATA CALTRANS PARTNERSHIP. YEAH. I THINK OVER THE YEARS, WE HAVE HOW ALL THAT WORKS BUT WE ALSO CAN BE STRENGTHENED AND BETTER UNDERSTOOD IN A WAY AND BECOME MORE TRANSPARENT AND PERHAPS, THUS THE TIMING OF A DEEPER DIVE ON THE MASTER COOPERATIVE AGREEMENT, AND POTENTIALLY REVISING THAT MAKES A LOT OF SENSE. AN EMPHASIS ON EQUITY IS CRUCIAL. AND AGAIN THIS TIES INTO OTHER THINGS WE'RE PURSUING LIKE

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MEANS-BASED, TRANSIT FARE DISCOUNTS THROUGH CLIPPER, TOLL, DISCOUNT PILOT, THROUGH FASTRAK, FINES AND FEES AND CONTINUING TO LOOK AT THOSE. I DO AGREE, AND IT SOUND LIKE THE GROUP IS IN CONCURRENCE NOW, AND THANK YOU NICK FOR TEEING UP THE ISSUE. BUT I THINK IT IS PREMATURE TO TALK ABOUT A TOLL INCREASE AROUND TYING IT TO PARTICULAR ASPECTS OF THIS PLAN. THAT'S GOING TO BE A BROADER CONVERSATION AROUND REVENUE SOURCES AND NEEDS, LOOKING AT ALL THE DIFFERENT THINGS THAT MTC IS WORKING ON, BUT THIS AD-HOC TASK FORCE IS TEED UP A NUMBER OF ISSUES THAT WILL BE AN IMPORTANT PART OF THAT. THANKS.

AMY WORTH, CHAIR: GREAT. WELL, NICK, THANK YOU VERY MUCH FOR THOSE SUMMARY COMMENTS. AND IT'S REALLY HELPFUL TO HEAR THAT IN THAT SUMMARY WAY. ANY OTHER -- ANY OTHER COMMENTS FROM COMMISSIONERS?

COM. NICK JOSEFOWITZ: I HAVE TWO COMMENTS. AND AGAIN I'M SORRY THEY CAME OFF A BIT STRONG IN THE BEGINNING BUT THIS IS HEADING -- WITH THE COMMENTS BEING MADE I THINK THIS IS VERY MUCH HEADED WHERE I THINK THIS IS GOING TO BE JUST TERRIFIC. I JUST WANTED TO ASK, IS THERE -- IS THE FULL TIMELINE ALSO AN APPROPRIATE TIMELINE TO COME BACK WITH A DECISION ABOUT WHETHER WE'RE GOING TO BE ADOPTING ISO5500 STANDARDS?

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ANDREW FREMIER: WHAT WAS THE TIMELINE? I MISSED THE TIMELINE.

COM. NICK JOSEFOWITZ: THE FULL 2021 TIMELINE THE TIMELINE WHERE YOU'RE GOING TO BE COMING BACK TO US WITH A BUNCH OF OTHER STUFF.

ANDREW FREMIER: I CAN, THE INTERESTING THING COMMISSIONER IS THE STATE ABOUT SAME PAGE WHETHER THAT TYPE OF ANALYSIS WITH THE ISO AND DEALING WITH SIMILAR APPROACHES DO YOU THAT LIKE WITH TESTING TOO LIKE CALTRANS TESTING METHODS AREN'T THE SAME AS STANDARDS OF TESTING THEY'RE SIMILAR JUST HAVE DIFFERENT NUMBERS. I THINK WE CAN DO A LOT TO ACHIEVE THE GOALS OF THAT INTERNATIONAL STANDARD. I DON'T THINK THERE IS A WHOLE LOT OF DIFFERENCE OF OPINION ABOUT HOW YOU UPGRADE YOUR ASSET MANAGEMENT PROPERLY. I THINK THERE ARE SOME DIFFERENCES OF OPINION ABOUT HOW YOU ACTUALLY DELIVER THE PROGRAM BUT I THINK WE CAN GIVEN YOU ENOUGH IN THE FALL THAT AT LEAST WILL GIVE YOU AN ASSURANCE THAT WE'RE ON THAT PATH AND THAT WE'RE ON THAT PATH CONSISTENT WITH THE GOALS OF WHAT A PROGRAM LIKE THE INTERNATIONAL STANDARDS ARE.

COM. NICK JOSEFOWITZ: I THINK THAT'S HELPFUL. AND THE INTERNATIONAL STANDARDS FOR ME ARE PARTLY LIKE, THIS IS THE WAY TO DO IT BUT IT ALSO GIVES STAKEHOLDERS COMFORT THAT YOU GET CERTIFIED THAT WE ARE DOING AT THE RIGHT WAY. IF YOU SHOW

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ME A LIST OF WHAT YOU'RE DOING, LIKE, WHATEVER, I'M JUST NOT THE EXPERT. AND THEN, I WOULD JUST ASK, IF THERE WAS ANY -- IF IT WAS POSSIBLE TO INCLUDE SOME -- I DON'T KNOW EXACTLY WHAT IT WOULD BE, BECAUSE THIS IS SOMETHING THAT JUST REALLY CAME ACROSS OUR DESK THIS MORNING, BUT IF THERE IS SOMETHING TO BE INCLUDED ABOUT INCIDENT MANAGEMENT IN THE FINAL REPORT, AS SOMETHING THAT WE CAN KIND OF, YOU KNOW, NOT A, THIS IS WHAT WE WILL DO TO FIX INCIDENT MANAGEMENT -- BUT MAYBE KIND OF SOMETHING IN THAT TIMELINE TO KIND OF REPORT BACK ON, ON A SPECIFIC ON SOME ACTIONS THAT WE COULD TAKE AROUND INCIDENT MANAGEMENT ON THE BRIDGES.

ANDREW FREMIER: YOU KNOW, CHAIR WORTH, MAYBE -- I KNOW WE HAVE ASKED TO YOU APPROVE THE REPORT THAT'S THE ACTION HERE BUT I THINK YOU COULD GIVE US ADDITIONAL DIRECTION THAT WE CAN SUPPLEMENT NOW TO CAPTURE SOME OF THESE COMMENTS WE HEARD FOCUSED REVIEW ON ALTERNATIVE FUND SOURCES THAT'S THAT 94 MILLION OR WHATEVER THAT NUMBER WAS WE TALKED ABOUT TRYING TO FIND WAYS TO LEVERAGE THE FORWARD IN DIFFERENT PROGRAMS AND I HAVE PUT TOGETHER A SCHEDULE OF WHAT WE HAVE COBBLED TOGETHER SO FAR. BECAUSE I KNOW ASHLEY TEAM HAS DONE A PRETTY FANTASTIC JOB OF BEG, BORROW, AND STEALING TO GET THOSE PROJECTS AS FAR ALONG AS THEY HAVE, AND WE JUST GOT TO MAKE SURE WE GET THEM OVER THE FINISH LINE BUT WE HAVE TO PRESENT SOME INFORMATION THAT SEW SPECIFICALLY SHOWS WHAT THAT IS AND HOPEFULLY FOLKS

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WOULD BE WILLING TO PAY OUT OF BRIDGE TOLL FARES. AND WITH BRINGING BACK TO THE ASSET MANAGEMENT ENVIRONMENT AND PLAN AND APPROPRIATE SPEED OF PROGRESS ON AND LAST INNOCENT MANAGEMENT I AGREE WITH YOU THAT'S SOMETHING THAT'S MISSING FROM A LOT OF OUR CONVERSATIONS IF YOU CAN'T KEEP THESE LANES CLEAR YOU CAN'T GET ANYTHING THROUGH AND WE SAW THAT THIS MORNING DIRECTLY WITH SOME OF THE ACCIDENT REPORTS THAT SARA B AND HER TEAM WORKED WITH, THE MAINTENANCE DEPUTY FOR CALTRANS THAT'S ANOTHER PLACE WE HAVE A GREAT RELATIONSHIP WITH ON BOTH THE HIGHWAY PATROL AND MAINTENANCE WE DON'T THINK ABOUT IT AND IS A GOOD PARTNERSHIP. WE CAN COME BACK TO BATA OVERSIGHT WITH AN AMENDED REPORT THAT INCLUDES REFERENCES TO THIS POINT.

AMY WORTH, CHAIR: ANDY YOU MAY HAVE CAPTURED WHEN YOU TALKED ABOUT THE FORWARD, BUT SOME KIND OF PAGE OR LIST THAT ANTICIPATES FUTURE FORWARDS THAT RIGHT NOW WE'RE CLEAR WE'RE WORKING ON THESE FOCUSED ONES RIGHT NOW BUT KIND OF A LITTLE ROADMAP FOR, YOU KNOW, WHERE -- ESPECIALLY IN LIGHT OF THE FACT THAT IT DOES TIE IN WITH THE TRANSIT PRIORITY DISCUSSION.

ANDREW FREMIER: I GOT TWO MORE FORWARDS FOR YOU. WE HAVE BEEN TALKING TO ANNE RICHMAN AND TAM AND DENIS MULLIGAN TO TALK ABOUT THE GOLDEN GATE BRIDGE AND THE 101 CORRIDOR TO SEE WHAT WE CAN DO TO GET BUSES BACK IN BUSINESS AND SMART A LITTLE BIT BETTER AND ALSO COMMISSIONERS AND STUFF THE POINT ABOUT SAN

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FRANCISCO. IF WE COULD ACCELERATE THE ADMINISTRATIVE REBATE OR WHATEVER IT IS WE'RE CALLING IT TO BE MORE EQUAL ON PAR WITH REST OF THE STATE'S FUNDING PARTNERS THAT'S ENOUGH MONEY TO STUDY THE QUESTION THE COMMISSIONER ASKED US TO STUDY, IN ONE YEAR. SO WE COULD GET A LOT OF WORK DONE IF WE CAN START TO CREATE SOME BENEFITS OF EFFICIENCIES THERE AND THAT HAS NO IMPACT ON SEAN IS HIS TEAM. THEY HAVE THE SAME NUMBER OF RESOURCES COMING TO THEM. IT'S REALLY SOMETHING THAT'S OVER AND ABOVE AND OUT OF HIS CONTROL BUT IT DOESN'T AFFECT THAT TAKING RESOURCES AWAY FROM THEM WHICH I KNOW ARE CRITICAL.

AMY WORTH, CHAIR: THAT REALLY POINTS IT OUT. AND YOU KNOW, AGAIN, FAIR, EVEN PLAYING FIELD THE CTSS EXPERIENCE RIGHT NOW WITH THEIR PROJECTS AND SALES TAX. IT MAKES A LOT OF SENSE. IT SHOWS WHERE YOU CAN TAKE SOME OF THAT MONEY AND REALLY PUT IT INTO THE BRIDGES IS MAKE A PLAN AND BE EFFECTIVE THAT'S A GOOD SUMMARY, ANDY IN TERMS OF ANY KIND OF MOTION TO ADOPT THE REPORT AND MOVE IT FORWARD TO BATA. DOES THAT KIND OF SUMMARIZE EVERYBODY'S FEELING. IF SOMEONE WOULD MAKE -- NICK, DOES THAT COVER TOO? I KNOW YOU RAISED SOME ISSUES. AND YOU HAVE GOT YOUR THUMB'S UP.

COM. NICK JOSEFOWITZ: TWO THUMBS UP. THIS WAS GREAT.

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THERESE MCMILLAN: CHAIR WORTH MAYBE A SMALL POINT, AND I WAS TRYING TO SCAN THROUGH OUR REPORTS UNTIL I FOUND IT. ANDY HAD NOTED, INTENTIONALLY INCORPORATING THE INCIDENT MANAGEMENT WORK WHICH IS AN ESSENTIAL PART OF THE OPERATIONS, BUT I WAS TRYING TO FIND, YOU KNOW, WHETHER IT WAS JUST ASSUMED, OR MAYBE SHOULD BE EXPLICIT THAT THE ENTIRE, ALSO, OPERATING NEED FOR THE MANAGEMENT OF THE OCCUPANCY, THE VEHICLE OCCUPANCY MANAGEMENT ELEMENTS OF THE BRIDGE OPERATIONS IS ALSO HUGELY IMPORTANT. AND, YOU KNOW, THAT'S GOT TO BE INTEGRATED, YOU KNOW, IN A REALLY IMPORTANT TIMED FASHION, IN THE CAPITAL CLOSET ALSO AND I WANT TO MAKE SURE THAT WE TIE THAT IN AS WELL.

ANDREW FREMIER: THERESE, I THINK THAT'S A GOOD POINT I THINK WE COULD ADD THAT IN THE FORD DISCUSSION EASILY. WHEN WE TALK ABOUT FORWARD WE TALK ABOUT PLAZAS WHICH INCLUDE ORTS AND TECHNOLOGY UPGRADES AND THINGS LIKE THAT.

DAMON CONNOLLY: I AGREE.

AMY WORTH, CHAIR: THERESE YOU'RE ALSO REFERRING TO COMPLIANCE.

THERESE MCMILLAN: WE'RE TESTING RIGHT NOW AND WHEN WE DECIDE WE'RE DOING IT THAT WHOLE SIDE HAS AN INVESTMENT AND PRIORITY SEQUENCY THAT NEEDS TO BE WORKED IN.

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AMY WORTH, CHAIR: GREAT. WE WILL ADD THAT AND WITH ANDY'S COMMENTS ALSO INCORPORATING THE MOTION. ADDING THERESE'S COMMENTS ABOUT THE OCCUPANCY ISSUES, IS THERE A MEMBER OF THE TASK FORCE THAT WOULD LIKE TO MAKE A MOTION?

COM. NICK JOSEFOWITZ: I'LL MAKE A MOTION.

AMY WORTH, CHAIR: SO MOVED. IS THERE A SECOND?

SPEAKER: SECOND.

AMY WORTH, CHAIR: OKAY OF THE MOVED AND SECONDED. AND WE HAVE HAD PUBLIC COMMENT ON THE ITEM. I THINK THE ADDITIONS ARE CONSISTENT WITH OUR STAFF REPORT INCORPORATING THAT. SO MAY WE PLEASE HAVE A ROLL CALL VOTE, KIMBERLY?

CLERK, KIMBERLY WARD: YES. WE HAVE A MOTION BY JOSEFOWITZ AND A SECOND BY CONNOLY. [ROLL CALL VOTE] MOTION PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT

AMY WORTH, CHAIR: ANDY, YOU TALKED ABOUT NEXT STEPS DO YOU HAVE ANYTHING TO ADD TO YOUR SUMMARY COMMENTS.

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1 **ANDREW FREMIER:** WHAT I WOULD LIKE TO FIRST DO IS THANK YOU ALL
2 FOR LISTENING TO THE WORK THAT WE PUT FORWARD. I THINK YOU'RE
3 FINDING A LOT OF TIMES WHEN WE GET TO REGULAR COMMITTEE
4 MEETINGS WE'RE ONLY TALKING ABOUT THE TOP OF THE ICEBERG AND
5 THIS IS A PRETTY BIG ICEBERG THIS WE'RE TRYING TO UNRAVEL AND
6 I AND STAFF APPRECIATE THE OPPORTUNITY TO GET INTO SOME OF THE
7 DETAILS EVEN IF IT WAS SHORTER IN TERMS OF REACH MAYBE THAN WE
8 HAD HOPED FOR IN START BUT I THINK YOUR ATTENTION TO THIS
9 SHOWING UP IN THE NEXT MONTH IS REALLY WELL APPRECIATED AND
10 THE WORK AS MENTIONED IS ACROSS MULTIPLE BOUNDARIES OF OUR
11 AGENCY AND OVERSIGHT BY CALTRANS AND THEY DID A GET JOB OF
12 PRESENTING ITEMS EARLY ON, SO THE BIG THANK YOU PART, I THINK,
13 IS THE FIRST STEP. THE SECOND PART IS, I REALLY DO THINK WE
14 APPRECIATE THE MOTION. IT GAVE US SOME REALLY GOOD DIRECTION.
15 NOT ONLY DID IT SUPPORT THE WORK THAT WE PUT IN THE REPORT, IT
16 GAVE US, I THINK, SOME GOOD DIRECTION ABOUT PLACES WE WOULD
17 LIKE TO TRY TO GET SOME DEFINITION ON SO WE COULD REALLY PICK
18 OUR PATH AND STAY ON IT. BECAUSE ONE OF THE THINGS WE STRUGGLE
19 WITH IS KIND OF THE MEANDERING PATH HAPPENS TO US SOMETIMES AS
20 WE TRY TO GET CREATIVE. IF WE CAN CREATE AN OVERALL MAP HERE I
21 THINK WE'LL BE IN GOOD SHAPE. AND THE LAST THING I WOULD SAY
22 IS, I WOULD JUST -- WOULD LIKE TO MAKE SURE THAT WE EMPHASIZE
23 THE FACT AND SUPPORT THE FACT THAT OUR RELATIONSHIP ON THE
24 BRIDGES HAS CHANGED. SO WE'RE NOT JUST DOING THE MONEY
25 ANYMORE. WE'RE DOING AN AWFUL LOT. AND YOU HAVE GOT A TON OF

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RESPONSIBILITY THAT DESERVES THAT LEVEL OF EFFORT. SO YOU'RE CONTINUED SUPPORT THERE IS ALSO REALLY WELL APPRECIATED. AND I THINK WE FELT IT DURING OUR DISCUSSION. BUT I JUST WANTED TO MAKE MENTION OF THAT ONCE TOO, BECAUSE WE DO HAVE SOME CHALLENGES IN FRONT OF US. THIS IS NOT AN EASY TASK. GREAT. THANK YOU ANDY FOR THOSE COMMENTS. THERE ARE ANY COMMISSIONER QUESTIONS WITH REGARDS TO ANDY'S COMMENTS? I WANT TO ASK IF THERE IS ANY PUBLIC COMMENT ON THIS ITEM? I DON'T SEE ANY.

CLERK, KIMBERLY WARD: I DON'T SEE ANY RAISED HANDS, AND AGAIN, I HAVE RECEIVED NOTHING IN WRITING.

AMY WORTH, CHAIR: THANK YOU. THANK YOU VERY MUCH. YOU KNOW, I WANT TO THANK YOU, AND ANDY THANK YOU FOR THOSE SUM COMMENTS. I ALSO THINK IT'S IMPORTANT TO REMEMBER THAT BATA IS THE PUBLIC'S OPPORTUNITY TO VIEW AND ENGAGE WITH THE BRIDGES. IT'S VERY IMPORTANT, AND HAVING CHAIRED BATA, I HAD REALLY THAT OPPORTUNITY TO HOW THIS IS THE PUBLIC FACE OF THESE BRIDGES. DAMON TALKED ABOUT TRANSPARENCY AND PRIORITY AND THE FACT IS THE PUBLIC AGENCY, THE STATE OF CALIFORNIA DOESN'T HAVE THE SIMILAR PUBLIC AGENCIES ADDRESSING THIS OBVIOUSLY THE MEETINGS ARE PUBLIC BUT THE BATA PROVIDES REALLY GOOD WINDOW FOR THE PUBLIC INTO THE GREAT WORK THAT'S BEING DONE ON THE BRIDGES. I WANT TO MOVE INTO MY FINAL COMMENTS. I HAVE A FEW. FIRST I WANT TO THANK STAFF FOR PUTTING THIS AD-HOC TOGETHER. I THINK

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YOU'RE RECOGNIZING THAT WE HAVE SOME -- OBVIOUSLY WE STARTED WITH -- WE HAVE A FUNDING CRISIS. WE'RE TALKING ABOUT OPERATIONALLY AND MAINTENANCE, I KNOW THAT CALTRANS AND OUR STAFF WERE ALREADY TALKING BEFORE THE COVID ABOUT MAINTENANCE ISSUES AND HOW DO WE PROVIDE ADDITIONAL RESOURCES TO DO THE WORK WE NEEDED TO DO. AND I KNOW, WHEN JIM DAVIS WAS ON THE COMMISSION FOR A WHILE REPRESENTING CALTRANS, AS HE HAS MENTIONED HAS HAD CONVERSATIONS SITING NEXT TO EACH OTHER AT BATA MEETINGS AND THIS WAS A REAL PRIORITY AND OF COURSE HE GOT BUMPED UP STAIRS INTO -- YOU KNOW, TO THE STATEWIDE, BUT I DO THINK THAT IT REALLY SHOWS THE IMPORTANT PARTNERSHIP THAT WE HAVE WITH CALTRANS AND THE FACT THAT IT IS EVOLVING AND THIS RELATIONSHIP THAT CALTRANS HAS WITH ALL THE CTAS AND TRANSIT AGENCIES OVER THE DECADES HAS REALLY EVOLVED I THINK TO THE BENEFIT OF OUR STATE. SO, I JUST THINK -- YOU KNOW, I THINK THAT IN ADDITION TO THE WORK THAT'S IN THE ACTION PLAN AS WELL AS THE ADDITIONAL ELEMENTS THAT WE INCLUDED IN OUR STAFF DIRECTION WITH THE MOTION, I THINK THAT THIS HAS REALLY BEEN -- HAS REALLY GIVEN AN OPPORTUNITY FOR STAFF AND THE COMMISSIONERS TO ENGAGE ON THESE ISSUES. AND I KNOW THAT WE HAVE BEEN PUSHING, ALL OF US COMMISSIONERS HAVE BEEN, LET'S GO FOR IT. GO FOR IT. I THINK YOU HAVE A LOT OF SUPPORT, AND WE'LL CARRY THAT ROLE ON, AT THE COMMISSION, AT THE BATA AUTHORITY MEETING, RECOGNIZING THAT THERE ARE A LOT OF PRIORITIES, AND IT'S -- AS ONE OF MY DAUGHTER'S TEACHERS SAID,

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IT'S THE NEED TO FIND THE SEQUOIAS AMONG ALL THE TREES, THAT THERE ARE A LOT OF IMPORTANT PRIORITIES AND WE HAVE GIVEN SOME REAL INFORMATION TO UNDERSTAND HOW IMPORTANT THESE BRIDGES ARE, BOTH MAINTENANCE AND OPERATIONALLY. AND, YOU KNOW, THE OTHER THING IS I'M GRATEFUL FOR THE COMMISSIONERS WHO SPAN BOTH DAYS. SO WE HAVE OPERATIONS, AND WE HAVE BAIFA, AND WE HAVE THE OPPORTUNITY TO KIND OF REALLY BLEND TOGETHER, YOU KNOW, THESE FUNCTIONS, SO WHEN WE MOVE FORWARD, AND NICK'S COMMENTS TODAY ABOUT THE INCIDENT MANAGEMENT, THAT INFORMATION WAS PHENOMENAL AND I WOULD LIKE TO INCORPORATE IT INTO THE FORWARD COMMISSION BECAUSE IT'S REALLY COMPELLING WORK THAT'S BEEN DONE AND INFORMATION THAT HOW WE CAN IMPROVE T AND I RECOGNIZE IT'S ALSO DRAWING THE CONNECTIONS ACROSS NETWORK MANAGEMENT, TRANSIT PRIORITY, EQUITY, AND EXPRESS LANES. IT ALL -- THE WORK THIS GROUP HAS DONE HAS SORT OF WOVEN IT TOGETHER. SO AS WE PRESENT IT TO BATA, IT WILL BE REALLY HELPFUL THAT THAT HAS HAPPENED. SO YOU KNOW, AGAIN, I JUST REALLY WANT TO THANK EVERYBODY. AND I KNOW OUR WORK ISN'T DONE. WE'RE GOING TO CONTINUE, AND THIS GROUP WILL CONTINUE TO BE ADVOCATES FOR THESE CONCEPTS AND THE PROJECTS THAT ARE IN THE PLAN THAT WE'LL BE PRESENTING AND RECOMMENDING TO BATA. SO, WITH THAT, IF ANYONE HAS ANY COMMENTS ON MY COMMENTS. I APOLOGIZE FOR COMMENTING A LOT TODAY. AND I KNOW WE HAVE ALL BEEN, YOU KNOW, SUPERVISOR ENGAGED IN THIS PROCESS. SO I WANT TO THANK OVERBOARD THIS SCREEN, ALL THE STAFF, ALL THE

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COMMISSIONERS, OUR CALTRANS PARTNERS AND EVERYONE WHO HAS REALLY WORKED HARD AT THIS AND WILL CONTINUE TO DO SO. SO IS THERE ANY -- LET ME TURN TO PUBLIC COMMENT. DO WE HAVE ANY PUBLIC COMMENT? AND OUR FIRST SPEAKER IS ALETA DUPREE. WELCOME.

SPEAKER: THANK YOU. CHAIR AMY WORTH. ALETA DUPREE FOR THE RECORD, SHE AND HER. GOOD MEETING TODAY A LOT'S BEEN SAID IT'S WONDERFUL TO SEE THIS GROUP DISSOLVING I'VE ENJOYED THE RIDE WITH YOU BUT I KNOW THIS IS JUST THE BEGINNING OF ANOTHER CHAPTER THAT WE'RE GOING TO DO GREAT THINGS AND I THINK OUR TRAFFIC IS GOING TO COME BACK AND I WISH THIS PANDEMIC NEVER HAPPENED IN THE FIRST PLACE BUT I THINK WE'RE ALL LEARNING A LOT FROM IT AND HOW WE INCORPORATE NEW NORMALS AND NOT GETTING TRAPPED BY OLD WAYS I BELIEVE THERE ARE OPPORTUNITY IN OUR FUTURE FOR POSSIBILITIES OF AUTONOMOUS VEHICLES WHICH A LOT OF PEOPLE REALLY HAVEN'T GIVEN THOUGHT TO, AND TO BUILD A CASE SYSTEM THAT'S MORE USER FRIENDLY AND SEAMLESS SUCH AS WHEN I GO TO THE AMAZON STORES IN SAN FRANCISCO AND I WALK IN AND TAKE MY STUFF AND WALK OUT AND IT BILLS ME. IT FEELS LIKE SHOPLIFTING AT FIRST BUT IT'S PERFECTLY LEGAL BECAUSE THEY'RE CHARGING ME FOR THE STUFF. SAME WITH ALL ELECTRONIC TOLLING WHERE YOU DRIVE-THRU YOU GET BILLION DOLLARS AND YOU DON'T HAVE TO STOP AND WAIT IN LINE AND RIDING ON THE NEW YORK CITY SUBWAY AND TAPPING YOUR PHONE. AND I THINK AGENCIES ARE

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LEARNING FROM US AND WATCHING US, EVEN THOUGH WE HAVEN'T DONE ANY OF THE HARD CONSTRUCTION YET. HOPEFULLY THAT WILL BE SOON. SO I LOOK FORWARD TO THE WORK CONTINUING AND BRINGING THIS FORWARD. THANK YOU.

AMY WORTH, CHAIR: ALETA THANK YOU FOR YOUR COMMENTS AND YOUR ENGAGEMENT IN THIS COMMITTEE'S WORK IT'S HELPFUL HAVING MEMBERS OF THE PUBLIC ENGAGED IN WHAT WE'RE DOING APPRECIATE YOUR COMMENTS. NEXT SPEAKER ROLAND LEBRUN. WELCOME ROLAND.

CLERK, KIMBERLY WARD: I THINK HE MAY HAVE CHANGED HIS MIND. ARE YOU THERE MR. LEBRUN?

COM. NICK JOSEFOWITZ: ROLAND CHANGED HIS MIND?

AMY WORTH, CHAIR: ROLAND IF YOU'RE TRYING TO GET ON -- AND HAVE ANY THOUGHTS PLEASE FEEL FREE TO SEND US -- THERE HE GOES. HE'S BACK.

CLERK, KIMBERLY WARD: THERE.

SPEAKER: SORRY ABOUT THAT. OKAY. SO -- ONE THING -- SO, FIRST OF ALL, MADAM CHAIR, I WANT TO ECHO WHAT YOU SAID ABOUT THIS MEETING, TO THANK STAFF AND EVERYBODY ELSE FOR THE WORK THEY DID HERE. BUT I ONE THING I WANT TO TALK TO YOU ABOUT IS

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POTENTIAL WAYS TO IMPROVE THE WAY WE DO OUR MEETINGS. THE FIRST SUGGESTION I WOULD LIKE TO MAKE IS THAT WE USE PIECE OF BLACK REAL ESTATE AT THE TOP OF THE MEETING AND USE THAT TO INDICATE TO TALK TO PARTICIPATES. AND THE OTHER THING IS I USE CLOSED CAPTIONING EXTENSIVELY IT'S AN EXTRAORDINARILY POWERFUL TOOL. I JUST USE THIS BECAUSE OF THE REMARKS THERESE MADE ABOUT THE A.B. 34, WHICH I THINK IS PRIOR TO MY TIME, AND IT WAS SO POWERFUL, THAT I SAVED THE SCRIPT. WHAT I'M ASKING AND MOVING FORWARD IS THAT WE CONSIDER SAVING THESE SCRIPTS IN LEGISTAR AND MAKING THEM SEARCHABLE. AND THAT WOULD CREATE A MASSIVE KNOWLEDGE BASE THAT WE COULD SEARCH, AND IF YOU LOOK FOR A PARTICULAR ITEM THAT MAY NOT HAVE BEEN AGENDAIZED WE WOULD LOCATE THE SCRIPT AND THE SCRIPT WOULD IDENTIFY WHICH VIDEO CORRESPONDS TO THE SCRIPT, BUT THE SCRIPT, IF YOU LOOKED AT IT, WITH THE TIMESTAMP, AND THAT IN TURN MAKES IT POSSIBLE TO GET DIRECTLY INTO THE VIDEO IS FIND ONE PARTICULAR SECTION AND SAVE IT AND LOOK AT IT AND WHATEVER. SO IF THE COMMISSION COULD CONSIDER THIS. I WOULD REALLY APPRECIATE IT. THANK YOU VERY MUCH, AND HAVE A NICE WEEKEND.

AMY WORTH, CHAIR: THANK YOU. ROLAND, THANK YOU FOR YOUR COMMENTS AND FOR YOUR COMMENTS AT THE COMMISSION MEETING I KNOW YOU'RE UP AT 3:00 A.M. LOOKING AT OUR ITEM. SO I THINK EVERYTHING THAT WE CAN DO TO ENGAGE AND ENCOURAGE PUBLIC INVOLVEMENT IN THE WORK THAT WE DO I DID -- TODAY'S REPORT ON

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THE INCIDENT MANAGEMENT WORK WAS SO FASCINATING, THAT I'M GOING TO WATCH THAT AGAIN, SO THEY CAN REALLY GET A LOT MORE OF THE DETAILS AND ALSO BRIAN'S FINANCIAL REPORTS WHICH ARE LIKE TAKING A COLLEGE COURSE IN ECONOMICS. AGAIN APPRECIATE IT. THANK YOU FOR THOSE PUBLIC COMMENTS. I DON'T SEE ANY OTHER COMMENTS. SO, JUST, THEN THE NEXT ITEM IS ITEM SIX, AND ANY PUBLIC COMMENT OR ANY OTHER BUSINESS? LET ME TURN TO KIMBERLY, DO WE HAVE ANY OTHER PUBLIC COMMENTS OR ANY WRITTEN CORRESPONDENCE?

CLERK, KIMBERLY WARD: I HAVE RECEIVED NOTHING IN WRITING AND I HAVE NO ADDITIONAL HANDS RAISED.

AMY WORTH, CHAIR: BEFORE WE ADJOURN, I WANT TO THANK OUR COMMITTEE CLERK. KIMBERLY THANK YOU VERY MUCH FOR YOUR INCREDIBLE WORK WITH THIS EFFORT. AND YOU DO JUST SUCH A FABULOUS JOB AND KEEP US ON THE STRAIGHT AND NARROW, KEEPING THE PUBLIC ENGAGED MAKING SURE EVERYBODY HAS AN OPPORTUNITY TO SPEAK AND THAT WE ALL ABLE TO PARTICIPATE. SO, THANK YOU AGAIN. VERY, VERY MUCH.

CLERK, KIMBERLY WARD: YOU ARE MOST WELCOME. THANK YOU.

AMY WORTH, CHAIR: WITH THAT, OUR MEETING IS ADJOURNED. THANK YOU. [ADJOURNED]

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