METROPOLITAN TRANSPORTATION COMMISSION

Meeting Transcript

METROPOLITAN TRANSPORTATION COMMISSION

BLUE RIBBON TRANSIT RECOVERY TASK FORCE

MONDAY, JULY 26, 2021, 1:05 P.M.

JAMES P. SPERING, CHAIR: JESS, YOU CAN GO AHEAD AND RUN 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 "RAISE HAND" FEATURE OR DIAL *9, 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 IS 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

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AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD LIKE TO SPEAK, THEY ARE FREE TO DO SO AND SHOULD RAISE THEIR HAND AND THE CHAIR WILL CALL UPON THEM AT THE APPROPRIATE TIME. A ROLL CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. PANELISTS SHOULD NOTE THAT THE CHAT FEATURE IS ACTIVE.

JAMES P. SPERING, CHAIR: THANK YOU, JESS, AND WALLY, IF YOU'RE READY WOULD YOU TAKE THE ROLL CALL AND CONFIRM WE HAVE A QUORUM?

WALLY CHARLES, CLERK: YES. CHAIR SPERING?

JAMES P. SPERING, CHAIR: PRESENT.

WALLY CHARLES, CLERK: ASSEMBLY MEMBER CHIU?

DAVID CHIU: PRESENT.

WALLY CHARLES, CLERK: SECRETARY CHAD EDISON?

SPEAKER: PRESENT.

WALLY CHARLES, CLERK: STAFF MEMBERS I'LL CALL YOU BY LAST NAME ONLY. PLEASE BE READY TO UNMUTE. BAKER?

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SPEAKER: HERE.

WALLY CHARLES, CLERK: BOUCHARD?

SPEAKER: HERE.

WALLY CHARLES, CLERK: CHAVEZ?

CINDY CHAVEZ: HERE.

WALLY CHARLES, CLERK: GRIFFITHS?

IAN GRIFFITHS: HERE.

WALLY CHARLES, CLERK: GRISBY?

DARNELL GRISBY: HERE.

WALLY CHARLES, CLERK: HALLS?

DARYL HALLS: HERE.

WALLY CHARLES, CLERK: HURSH?

MICHAEL HURSH: HERE.

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WALLY CHARLES, CLERK: JOSEFOWITZ?

NICK JOSEFOWITZ: HERE.

WALLY CHARLES, CLERK: KINMAN? LINDSAY?

JAMES LINDSAY: PRESENT.

WALLY CHARLES, CLERK: THANK YOU. MAU?

SPEAKER: HERE.

WALLY CHARLES, CLERK: MCMILLAN?

THERESE MCMILLAN: HERE.

WALLY CHARLES, CLERK: MULLIGAN?

DENNIS MULLIGAN: HERE.

WALLY CHARLES, CLERK: MURPHY?

STACY MURPHY: HERE.

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WALLY CHARLES, CLERK: PAPAN?

GINA PAPAN: HERE.

WALLY CHARLES, CLERK: PEDROZA?

ALFREDO PEDROZA: HERE.

WALLY CHARLES, CLERK: POWERS?

ROBERT POWERS: HERE.

WALLY CHARLES, CLERK: RABBIT? RAMACIER?

RICK RAMACIER: HERE.

WALLY CHARLES, CLERK: ROTCHY?

SUSAN ROTCHY: HERE.

WALLY CHARLES, CLERK: TREE? TUMLIN?

JEFFREY TUMLIN: HERE.

WALLY CHARLES, CLERK: WHELAN?

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NANCY WHELAN: HERE.

WALLY CHARLES, CLERK: WORTH?

AMY R. WORTH: HERE.

WALLY CHARLES, CLERK: WU?

ELLEN WU: HERE.

WALLY CHARLES, CLERK: WUNDERMAN?

JIM WUNDERMAN: HERE.

WALLY CHARLES, CLERK: WE HAVE QUORUM. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU WALLY. GOOD AFTERNOON TASK FORCE MEMBERS AND WELCOME TO THE FINAL MEETING OF THE BLUE RIBBON TRANSIT RECOVERY TASK FORCE AND THE OPERATIVE WORD THERE WAS FINAL. THANK YOU FOR BEING HERE. THIS PAST YEAR YOUR ATTENDANCE HAS BEEN REMARKABLE, DEMONSTRATING ALL THE WORK THIS COMMITTEE HAS DONE TOGETHER. BEFORE WE GET STARTED, I WOULD LIKE TO EXTEND A WARM WELCOME TO CAROLYN G, VTA'S NEW MANAGER AND CEO RETURNING AFTER A TWO YEAR HIATUS AS THE

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EXECUTIVE DIRECTOR UTAH TRANSIT AUTHORITY GOOD TO YOU HAVE BACK IN THE BAY AREA.

SPEAKER: THANK YOU.

JAMES P. SPERING, CHAIR: I WANT TO OFFER MY THANKS TO EVELYNN TRAN WHO HAS WORKED WITH VTA AS MANAGER, THANK YOU FOR YOUR PARTICIPATION. I WOULD LIKE TO TAKE A MOMENT TO REFLECT ON THE PAST YEAR AND TOUCH ON HOW OUR WORK WILL BE CARRIED FORWARD. IT'S BEEN A CHALLENGING YEAR. MOST CHALLENGING. ONE THAT NONE OF US HAVE REALLY LIVED THROUGH. THE REGION'S TRANSIT AGENCIES DESERVE SPECIAL CREDIT FOR WORKING CLOSELY TOGETHER TO BETTER COORDINATE THEIR SERVICES, A HUGE POSITIVE FOR OUR TASK FORCE AND FOR THE BAY AREA TRANSIT RIDERS THAT WE WANT TO CONTRIBUTE TO INTO THE FUTURE. SO, THANK YOU, GENERAL MANAGERS, YOU HAVE BEEN GREAT THE WAY YOU GOT ORGANIZED AND THE WAY YOU BROUGHT US TOGETHER UNDER THESE VERY EXTRAORDINARY CIRCUMSTANCES. GOOD JOB. THANKS TO ALL OF YOU, THE COMMITTEE MEMBERS WHO SPENT OVER A YEAR DEEP IN COLLABORATIVE DIALOGUE, AND A RESPECTFUL SEARCH FOR A CONSENSUS. YOU KEPT THE BIG PICTURE IN MIND AND CONFRONTED LONG-STANDING ISSUES UNDER VERY TIGHT TIME FRAMES. SPECIAL APPRECIATION GOES TO THE TRANSIT AGENCY GENERAL MANAGERS ON THE TASK FORCE WHO ACTIVELY CONTRIBUTED THE TACKLING HISTORIC IMPACTS IN THEIR ORGANIZATIONS. THANK YOU TO THE STAFF OF MTC, AND TO ALL THE MANY STAFFERS THOSE TRANSIT

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AGENCIES AND STAKEHOLDERS, ALL OF WHOM MADE A SIGNIFICANT INVESTMENT OF TIME AND ENERGY TO SUPPORT THIS TASK FORCE. OUR WORK, YOUR WORK REPRESENTS A COLLECTIVE INITIATIVE AND SUCCESSFUL COLLABORATION. THERE ARE TWO OTHER VERY IMPORTANT GROUPS OF PEOPLE THEY WOULD LIKE TO THANK. FIRST ALL THE FRONTLINE TRANSIT WORKERS WHO HAVE BEEN OUT THERE EVERY DAY KEEPING OUR SYSTEM RUNNING. YOU ARE THE TRANSIT HERO WHO IS HAVE SERVED OUR COMMUNITY AND UPHELD THE REGION'S LIFELINE CENTER TOGETHER THROUGHOUT THIS PANDEMIC. GREAT JOB. SECONDLY I WOULD LIKE TO THANK THE RIDERS OF TRANSIT THOSE WHO ARE STARTING TO RETURN TO OUR SYSTEM AND ESPECIALLY THOSE FOR TRAINS BUSES AND FERRIES. CLAIM TO ESSENTIAL TRANSIT SYSTEM IT'S WU IN MIND THAT WE MOVE FORWARD WITH THE WORK WE'RE DOING. I'M GRATEFUL FOR ALL YOUR SERVICE AND I'M PROUD OF THE BLUE RIBBON'S SHARED ACHIEVEMENTS. OUT OF THIS TASK FORCE LAST SUMMER WE HELPED OPERATORS LAUNCH THE BAY AREA'S HEALTHY TRANSIT PLAN SHOWING UNIFIED COVID SAFETY COMMITMENTS. THAT IS ONLY ONE OF THE IMPORTANT WAYS IN WHICH WE RECOGNIZE THAT EQUITY MUST BE BUILT INTO ALL ASPECTS OF OUR TRANSIT PLANNING INVESTMENTS AND OPERATIONS. IN AUGUST, MTC AND THE TRANSIT OPERATORS WILL FULFILL ONE OF OUR KEY RECOVERY GOALS BY RUNNING A FULLY MESSAGE TESTED COMMUNICATIONS TAMP AN IN. IN YOUR PACKET THERE IS MORE INFORMATION ON THIS AND WE HOPE THIS IS GOING BRING PEOPLE BACK TO TRANSIT AND I THINK IT'S GOING TO BE A VERY POSITIVE MESSAGE FOR THE REGION. AS WE TACKLE OUR

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TASK FORCE GOALS, THAT RELATE TO THE MANAGEMENT OF THE TRANSIT NETWORK, WE REACHED AGREEMENT ON THE BAY AREA'S KEY TRANSPORTATION PROBLEMS AND ARE PRIMED TO ANSWER OPTIONS BETTER COMING OUT OF COVID. WE'RE ACCELERATING DELIVERY ON ONGOING CUSTOMER FOCUSED INITIATIVES. I'M CONFIDENT THAT WE ARE IN POSITION TO REACH NUMEROUS AGREEMENT TODAY ON A SET OF SPECIFIC NEAR-TERM ACTIONS THAT WILL BUILD MOMENTUM TOWARDS THE TRANSFORMATIONAL OUTCOME. THAT'S THAT 27 ITEMS YOU HAVE SEEN ON THAT SPREADSHEET. GREAT WORK DONE BY OUR STAFF. AS THIS COMMITTEE'S WORK ENDS THE ACTION BEGINS. AND IF YOU WILL ALLOW ME A PERCENTAGE REFLECTION, I THINK THE TASK FORCE TRIGGERED A NEED OF REVIEW OF COMMISSIONERS OF MTC'S EXISTING AUTHORITY. I BELIEVE, I ALSO SPEAK FOR CHAIR PEDROZA THAT WHEN I SAY THIS REVIEW WILL SERVE OUR COMMISSION, AND I THINK IT WILL SERVE OUR COMMISSION WELL. MTC NEEDS TO SYNC UP THE AUTHORITY IT HAS WITH THE INITIATIVES THIS COMMITTEE IS BRINGING FORWARD. AND I HOPE YOU ARE AS PROUD OF -- AS PROUD AS I AM OF THE STRIDES THAT WE'RE TAKING TO IMPROVE OUR TRANSIT SYSTEM, AND THAT YOU ARE AS COMMITTED AS I AM TO THE NEXT STAGES OF THIS WORK. AS WE CALL ON MTC TO MOVE FORWARD WITH THE NETWORK MANAGEMENT BUSINESS CASE, AND ADVISORY TO SUPPORT IT WHICH WE'LL DISCUSS IN ITEM FIVE IN TODAY AGENDA. AT THIS POINT I WOULD LIKE TO INVITE OUR STATE REPRESENTATIVE ASSEMBLYMEMBER DAVID CHIU AND SECRETARY KIM TO SHARE THEIR WORK ON THE TASK FORCE, AND WHAT THEY WOULD LIKE TO SEE COME

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OUT OF OUR WORK TODAY. AND FIRST, ASSEMBLYMEMBER CHU HAS BEEN A GREAT PARTNER AND ADVOCATE OF THIS COMMITTEE. COMMENTS FROM YOU TODAY?

DAVID CHIU: THANK YOU, MR. CHAIR. MY COMMENTS ARE GOING TO COME IN THE CATEGORY OF TWO THINGS. HUGE THANKS AND ENDORSEMENT OF WHERE WE ARE. LET ME START WITH THANKS FOR OUR FEARLESS LEADER THANK YOU COMMISSIONER SPERING FOR YOUR WORK IN PURSUIT OF THESE COMMON GOALS. WE ALL WONDERED WHERE IT WAS GOING TO GO. IT'S BEEN A DIFFICULT TASK. WE KNOW THAT WE HAVE MANY COMPETING OBJECTIVES AND MILESTONES THAT WE NEED TO HIT. BUT JIM, YOU HAVE DONE AN INCREDIBLE JOB OF HELPING TO BALANCE HUGE DIVERSITY PERSPECTIVES AND MOVING US FORWARD. AND I'M PERSONALLY GRATEFUL TO YOU FOR DEDICATING SO MUCH TIME AND ENERGY AND I THINK ON SPEAK ON BEHALF OF ALL OF US FOR BEING GRATEFUL THAT YOU ARE AT OUR HELM. I WANT TO THANK EACH AND EVERY MEMBER OF THIS TASK FORCE, AS WELL, WHEN I INTRODUCED OUR BILL A FEW YEARS AGO ON SEAMLESS TRANSIT, I DON'T THINK WE HAD ANY SENSE OF JUST HOW SIGNIFICANT THE CONVERSATION WOULD BECOME. AND THEN COVID HIT, AND THEN EVERYTHING ABOUT PUBLIC TRANSIT AND COMMUTE PATTERNS AND PEOPLE'S LIVES GOT COMPLETELY UPENDED. AND THIS TASK FORCE REALLY STEPPED IN TO NOT JUST HELP TO KICK START A TRANSIT REFORM CONVERSATION, AND A TRANSIT IMPROVEMENT CONVERSATION, BUT ALSO, TO CHART A PATH FOR HOW WE'RE GOING TO RECOVER. AND I KNOW, YOU KNOW, WE ALL

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KNOW THIS CONVERSATION IS NOT YET OVER, BUT EVERY PERSON ON THIS BODY HAS BURDEN SO COMMITTED TO RESTORING TRANSIT AND MAKING IT BETTER THAN IT WAS BEFORE COVID HIT. AND I JUST WANT TO SAY ON MY OWN PERSONAL BEHALF, THANK YOU ALL FOR INVESTING SO MUCH TIME, YOUR ENERGY, THOUGHTS, AND YOUR SPIRIT AND COLLABORATION THAT HAS BEEN PART OF THIS. AND THIS GETS TO MY ENDORSEMENT PART OF THIS I'M EXCITED FOR THE PART OF OUR REPORT OF THE CONSULTANT TEAM. I AM PLEASED AT HOW THOROUGH AND HIGH QUALITY THE ASSESSMENTS HAVE BEEN. I BELIEVE WE'RE HEAD INTO A STRONGER POSITION IN THE BUSINESS CASE AND I FEEL WE'LL BE ABLE TO HAVE A SET OF CREATION CRITERIA TO TACKLE WHAT KIND OF NETWORK WE WANT TO SEE IN THE BAY AREA AND I AM EXCITED ABOUT THAT. WE'RE GOING TO HAVE PRESENTATIONS TODAY ABOUT CONCRETE NEXT STEPS AND ACTION ITEMS TO TAKE TO KEEP THE MOMENTUM GOING I HAVE EVERY CONFIDENCE THESE ITEMS WILL BE ACCOMPLISHED AND I WANT TO STATE FOR THE RECORD THEY BELIEVE THE TRANSPORTATION ACTION PLAN IS A DOCUMENT WE SHOULD ALL BE EXTREMELY PROUD OF. IT REFLECTS A YEARS' WORTH OF ACTIVE ASSESSMENTS AND DELIBERATIONS BY ALL OF US ABOUT THE CHALLENGES WE FACE AND AREAS TO FOCUS ABOUT HOW TO SERVE RIDERS FIRST. I HAVE BEEN HONORED TO BE PART OF THIS BODY I LOOK FORWARD TO CONTINUE TO BE INVOLVED WHERE IT MAKES SENSE HOWEVER I CAN HELP, AND LOOK FORWARD TO ALL THE WORK WE'RE GOING TO DO TOGETHER. THIS IS THE GROUP THAT WILL MAKE IT HAPPEN IN THE COMING MONTHS AND YEARS, AND IT'S BEEN AN HONOR

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TO BE PART OF IT AND I KNOW WE'RE GOING TO KEEP WORKING TOGETHER. LOOKING FORWARD TO BEING PART OF THAT RIDE. BACK TO YOU, JIM.

JAMES P. SPERING, CHAIR: THANK YOU ASSEMBLYMEMBER CHU FOR ALL THE KIND WORDS. THANK YOU FOR YOUR LEADERSHIP WE'RE LOOKING FORWARD TO THAT IN THE FUTURE. SECRETARY KIM? COMMENTS?

DAVID KIM: I WOULD LIKE TO ECHO ASSEMBLY MEMBER CHIU'S COMMENTS ON YOUR INCREDIBLE LEADERSHIP BRINGING US ALL TOGETHER THESE PAST 14 OR 15 MONTHS, TO HAVE THE GROUP TACKLE THESE IMPORTANT ISSUES. THANK YOU FOR YOUR GREAT LEADERSHIP AND THANK YOU TO YOU AND OTHERS FOR INVITING ME TO BE A PART OF THE TASK FORCE IT'S BEEN AN HONOR TO JOIN YOU IN THIS EFFORT, AND I REALLY ADMIRE ALL THE GOOD WORK ALL OF YOU HAVE DONE OVER THESE PAST 14 MONTHS TO TACKLE THESE ISSUES, AND CHART A PATH FORWARD. I AM IN THE MIDDLE OF READING A BOOK ON THE HISTORY OF BART WHICH I AM SURE MANY OF YOU HAVE READ, EVERY BART EMPLOYEE AND MEMBER HAS READ T WHAT A FASCINATING STORY. AND I AM STRUCK BY THE SEEMINGLY IMPOSSIBLE CHALLENGES BART FACED IN THE EARLY DAYS WHEN THE SYSTEM WAS UNDER CONSTRUCTION IN THE 1960S. SO MUCH CRITICISM, SO MUCH CONTROVERSY, SO MANY NAYSAYERS WHO ARE ABSOLUTELY CONVINCED THE SYSTEM WOULD NEVER GET COMPLETED BUT OF COURSE IT DID AND IT'S HARD TO IMAGINE THE BAY AREA WITHOUT BART SO I THINK WE

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CAN ADD A CHAPTER TO THAT BOOK AND TALK ABOUT WHAT THIS GROUP DID TO LAY THE GROUNDWORK FOR A TRANSFORMATIONAL CHANGE IN TERMS OF HOW TRANSIT IS OPERATED IN THE BAY AREA. BECAUSE I THINK WE CAN LOOK BACK A DECADE OR TWO FROM NOW AND SAY IT WAS THIS GROUP HERE THAT GOT THE BALL ROLLING FOR BAY AREA TRANSIT TO RECOVER ECONOMICALLY AND TO TRANSFORM THE SYSTEM. AS A WAY TO BEAT THE HEAT IN SACRAMENTO, THIS WAS JULY 4TH WEEKEND, I SPEND THE DAY IN SAN FRANCISCO. I TOOK BART I WAS ABLE TO RIDE ONE OF YOUR RAIL CARS IT WAS EXCELLENT. GREAT TO SEE RIDERSHIP GO BACK UP. DENNIS, I WALKED ACROSS THE GOLDEN GATE BRIDGES, I HAVE DONE IT MANY TIMES IT'S ALWAYS A THRILL ESPECIALLY WHEN IT'S 50 DEGREES COOLER THAN IN SACRAMENTO. IT WAS A GREAT DAY THANKS TO ALL MADE POSSIBLE BY TRANSIT. AND THE GROUP BENEFITTED FROM THE ACTIVE PARTICIPATION AND PASSION OF ASSEMBLYMEMBER CHU YOUR VOICE AND LEADERSHIP HAVE SHARPENED OUR COLLECTIVE FOCUS AND IT'S NOT OFTEN THAT ELECTED OFFICIALS SUBSTANTIAL AT THE STATE LEVEL ARE INVOLVED IN THESE TASK FORCES YOU ARE AN EXCEPTION AND YOUR LEADERSHIP MEANS EVERYTHING. I WANT TO REITERATE A COUPLE OF POINTS I MADE TO THIS GROUP, FIRST WE AT CALSTA CONTINUE TO HAVE A BOLD VISION FOR IMPROVING THE REGIONAL AND STATEWIDE TRANSIT SYSTEM DESPITE ALL CHALLENGES WE HAVE FACED AS A RESULT OF THE PANDEMIC AND OF COURSE NEW CHALLENGES THANKS TO THE DELTA VARIANT THE TRANSPORTATION PACKAGE AND THE GOVERNOR'S MAY REVISE REFLECTS OUR DESIRE TO INVEST IN THAT IMPROVEMENT AS

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THE LEGISLATION WRAPS UP IN SEPTEMBER WE HOPE TO BE IN A POSITION TO INVEST RECORD FUNDING IN TRANSIT AND HIGH SPEED RAIL. CONTRARY TO WHAT THE MEDIA HAS REPORTED THE STATE BUDGET IS NOT QUITE DONE YET AND TRANSPORTATION IS ONE OF THOSE OUTSTANDING PIECES STILL A AWAITING FINAL LEGISLATIVE ACTION. WE HOPE THE LEGISLATURE WILL BE ABLE TO APPROVE THE ENTIRE TRANSPORTATION PACKAGE AND THE MAY REVISE, WHICH INCLUDES HIGH SPEED RAIL AND ALL OF THE OTHER TRANSIT INVESTMENTS SO THAT WE CAN, AGAIN, IMPLEMENT RECORD LEVELS OF INVESTMENT. THE OTHER POINT I WANT TO MAKE ON THE TRANSIT PRIORITY LANES STATE ROADS AND HIGHWAYS WE ARE WORKING TO ACCOMPLISH THIS AS QUICKLY AS POSSIBLE, AND WE'RE LOOKING FORWARD TO COLLABORATION WITH MUNI, AND MULTIPLE AGENCIES. AS I EMPHASIZED BACK IN MARCH CALSTA IS IT FOCUSED ON TRANSITIONING RAPIDLY TO ZERO-EMISSIONS TRANSIT AND TO ADDRESS GAPS IN RAIL AND TRANSIT SERVICE AND DO IT IN A WAY THAT TACKLES EQUITY ON A STATEWIDE BASIS. I THINK THE BOTTOM LINE, MR. CHAIR IS THAT WE ARE ENTHUSIASTIC ABOUT COLLABORATING AND COINVESTING AND IMPROVING THE TRANSIT NETWORK IN THE BAY AREA AND BEYOND. AND ALSO TO WORK TOGETHER TO ADVOCATE FOR OUR NEEDS AT THE FEDERAL LEVEL SO WE CAN MAKE MUCH NEEDED IMPROVEMENTS THROUGHOUT THE STATE INCLUDING THE BAY AREA, THANK YOU TO ALL, INCLUDING EVERYONE WHO HAS PROVIDED PUBLIC COMMENT ALL OF YOU PUT SUCH TREMENDOUS EFFORT INTO THIS TASK FORCE IT'S GOING TO SET THE STAGE FOR

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GREAT IMPROVEMENTS TO COME AND WITH THAT I TURN IT BACK OVER TO YOU CHAIR SPERING. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU SECRETARY KIM, THANK YOU FOR THOSE COMMENTS AND THE KIND WORDS IT'S VERY MUCH APPRECIATED. ON BEHALF OF THIS COMMITTEE -- AND I WANT TO THANK BOTH OF YOU FOR YOUR INSIGHT AND SUPPORT AND FOR YOUR STEADFAST PARTICIPATION IN THE TASK FORCE. YOU BOTH HAVE BEEN WITH US RIGHT FROM THE BEGINNING, WHICH IS INCREDIBLE TO HAVE SECRETARY KIM AND ASSEMBLYMEMBER CHU PARTICIPATING IN A MEANINGFUL WAY. THANK YOU TO BOTH OF YOU. APPRECIATE T LOOKING FORWARD TO WORKING WITH BOTH OF YOU. SECRETARY KIM THANK YOU FOR BRINGING UP THE TRANSIT PRIORITY THAT'S SOMETHING THAT'S VERY IMPORTANT TO THIS TASK FORCE, AND TO HEAR THAT YOU'RE COMMITTED TO THAT IS VERY ENCOURAGING. THANK YOU FOR THAT. SO WITH THAT SAID, LET'S GET STARTED. OUR FIRST ITEM HERE IS OUR CONSENT CALENDAR ITEMS, HOPEFULLY EVERYBODY HAS HAD AN OPPORTUNITY TO REVIEW THE CONSENT CALENDAR. AND WITH THAT I'LL ENTERTAIN A MOTION TO APPROVE.

ALFREDO PEDROZA: PEDROZA MOVES.

AMY R. WORTH: WORTH, SECOND.

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JAMES P. SPERING, CHAIR: OKAY. WE HAVE A MOTION AND SECOND. WALLY, TAKE THE ROLL CALL, PLEASE?

WALLY CHARLES, CLERK: MOTION BY PEDROZA AND WORTH SECOND.

KATHLEEN KANE: DID WE ASK FOR PUBLIC COMMENT ON THAT?

JAMES P. SPERING, CHAIR: IS THERE ANY PUBLIC COMMENT?

WALLY CHARLES, CLERK: NO. THERE IS NO PUBLIC COMMENT.

KATHLEEN KANE: THANK YOU FOR THE TECHNICALITY.

WALLY CHARLES, CLERK: ONE MORE TIME, PEDROZA IS MOVED, AND SECOND BY WORTH?

AMY R. WORTH: YEP.

WALLY CHARLES, CLERK: [ROLL CALL VOTE] MOTION PASSES UNANIMOUSLY. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU WALLY. ITEM FOUR, THIS IS THE NETWORK MANAGEMENT EVALUATION. FIRST SIGNIFICANT ITEM ON OUR AGENDA TODAY. THIS IS THE CONSULTANT'S ASSESSMENT OF THE NETWORK MANAGEMENT ALTERNATIVES, DESPITE CONSTRAINED TASK

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FORCE TIMELINE THE TEAM LED BY VR ARCHITECTURES GAVE US A STRONG STARTING POINT FOR FUTURE WORK. THIS IS THE FINAL MEETING OF THE TASK FORCE I WOULD LIKE TO ACCEPT COMMENTS FROM THE CONSULTANT REPORT AND TO HAVE A MEETING WITH ALL PARTNERS IN ADVANCE OF OUR REPORT IN SEPTEMBER. STAFF KEEP FEEDING COMMENTS INTO STAFF AS YOU REVIEW THIS REPORT. AGAIN, I WOULD LIKE TO EMPHASIZE THAT THIS IS A STARTING POINT TO DELIVER A TRANSFORMATIVE TRANSPORTATION PLAN. AND AT THIS POINT, I'LL HAND IT OFF TO OUR FACILITATOR STEVE KINSEY TO PROVIDE ADDITIONAL CONTEXT. STEVE, ARE YOU READY?

STEVE KINSEY: SURE AM CHAIR, AND THANK YOU TO ALL MEMBERS, AND SECRETARY KIM AND ASSEMBLYMEMBER CHU THANK YOU APPRECIATE YOUR SUPPORT IN ALL OF THIS. REGARDING THE NETWORK MANAGEMENT EVALUATION, YOU ASKED ME TO MAKE A FEW INTRODUCTORY COMMENTS, I THINK PRIMARILY TO GIVE CONSULTANTS ONE MORE MINUTE OF CATCHING THEIR BREATH AFTER THE SCHEDULE TO HAND IN THE EVALUATION TODAY AS A TASK FORCE YOU ASKED THEM TO DO SEVERAL THINGS REVIEW YOUR PRIOR WORK AS A TASK FORCE AND THROUGH INTERVIEWS AND LISTENING CLOSELY, THE IDEAS THAT YOU HAD LEADING UP TO THEIR EVALUATION. WE ALSO ASKED THEM TO DEVELOP KEY EVALUATION CRITERIA AND PROVIDE THEIR OWN INDEPENDENT COMPARISON OF NETWORK MANAGEMENT OPTIONS. THEY WORKED WU ON THOSE EVALUATION CRITERIA, BUT ULTIMATELY, THIS IS THEIR OWN WORK. AND THEN WE ASKED THEM ALSO TO RECOMMEND WHAT WOULD BE

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THE NEXT STEPS FOR A MORE TECHNICAL BUSINESS CASE. AND I THINK ALL HEARD THEM TALK ABOUT THAT TODAY AS WELL. THERE HAVE BEEN SEVERAL OPPORTUNITIES IN THIS FAST PACED WORK TO BEGIN WITH CONSULTANTS AS YOU MANAGE NETWORK ROLES AND RESPONSIBILITIES THEY FOCUSED A LOT OF ATTENTION IN A WORKSHOP THEY LED AND BROUGHT THAT BACK TO THE ENTIRE WORKFORCE FOR YOUR JUNE MEETING TO TALK ABOUT DIFFERENT MANAGEMENT OPTIONS AS WELL AS EVALUATION CRITERIA THAT YOU COULD -- COULD BE USED. YOU MAY ALSO HAVE FELT THE CRUNCH OF TIME SINCE YOU HAVE HAD A FEW DAY REVIEW A SUBSTANTIAL REPORT. TODAY ISN'T GOING TO BE YOUR ONLY OPPORTUNITY, YOU JUST HEARD THE CHAIR MENTION THAT, AND YOU CAN CERTAINLY SEND FOLLOW UP SUGGESTIONS OVER THE NEXT FEW DAYS, THE CONSULTANTS WILL GIVE YOU MORE INFORMATION ABOUT THAT, BUT ALSO AS THE CHAIR MENTIONED MTC INTENDS TO CREATE SOME FORUM YET TO BE FULLY DEFINED BUT OPPORTUNITY FOR FURTHER DISCUSSION OF THE FINAL EVALUATION SUMMARY BEFORE THE COMMISSION HOLDS ITS WORKSHOP ON THE ACTION PLAN, AS EARLY AS SEPTEMBER IS WHAT I THINK I HEARD THE CHAIR JUST SAY. WITH THAT I'M GOING TO TURN IT OVER TO KATE HOWE AND HER TEAM TO GIVE THE MAXIMUM TIME AVAILABLE TO PRESENT THE ODYSSEY THEY'RE ON AND PATH FORWARD.

SPEAKER: THANK YOU. WE HAVE A PRESENTATION TO SHARE. WE'LL GET THAT UNDER WAY. AND I WANT TO SAY THANK YOU, AS WELL, IT'S BEEN A VERY EXCITING THREE MONTHS FOR US, AND I AM HERE

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REPRESENTING THE FULL CONSULTANT TEAM. WE HAVE MEMBERS FROM EACH OF OUR DIFFERENT FIRMS, VIA ACCESS PLANNING, INFRA-STRATEGIES AND KEVIN DESMOND WHO WILL HERE TO HAVE DISCUSSION WITH YOU ALL AT THE END OF OUR PRESENTATION. HERE WITH WE CAN GET STARTED. NEXT SLIDE. TODAY WE HAVE 60 MINUTES ON THE AGENDA. AND I THINK THAT, REALLY, OUR INTENTION IS TO PROVIDE YOU WITH A HIGH LEVEL CONVERSATION AND CONTEXT SETTING ABOUT OUR ASSESSMENT. YOU RECEIVED LAST WEEK, A COVER MEMO AS WELL AS THE FULL REPORT AND I THINK IT CLOCKED IN AT ABOUT 25 PAGES. SO HOPEFULLY YOU HAVE AT LEAST HAD SOME TIME, EITHER OVER THE WEEKEND OR THIS MORNING TO HAVE A LOOK AT THAT. SO, FIRST, JUST A RECAP THE TEAM FROM ACCESS PLANNING IS GOING TALK ABOUT PLANNING AND APPROACH ON ASSESSMENT AS WELL AS FINDINGS AND FOCUS DISCUSSION ON THOSE UNRESOLVED ISSUES AND QUESTIONS THAT REMAIN FOR EACH OPTION. AND THEN WE HAVE ABOUT 30 MINUTES FOR DISCUSSION. ACTUALLY E STEVE DID A GREAT JOB OF RECAPPING WHAT WE HAVE BEEN DOING. AS YOU REMEMBER, WE CAME TO YOU IN MAY WITH THIS FOUR ACCEPT PROCESS, WHY, WHAT, AND HOW, AND WE HAVE NOW REACHED THE END OF OUR SCOPE OF WORK. WE STARTED WITH AN AUDIT, CONFIRMING THE ROLES AND RESPONSIBILITIES AS WELL AS THE OUTCOMES IN MAY. WE DID CONDUCT A THREE HOUR NETWORK REGIONAL MANAGEMENT ON ACCOUNTABILITY AND DEEPER DIVE INTO LOCAL FUNCTIONS AROUND THE REGIONAL MANAGEMENT GOVERNMENT, AND OPTIONS AS WELL AS EVALUATION CRITERIA. WE HAVE HAD A NUMBER OF DIFFERENT TEAM

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CONVERSATIONS AND TODAY WE'RE HERE TO PRESENT WHERE WE LANDED WITH OUR PRELIMINARY ASSESSMENT REPORT. I'M GOING TO HAND IT OFF TO TAMIN.

SPEAKER: THANKS TO STAFF FOR YOUR ONGOING TRUST IN OUR TEAM AND CONTINUING THIS WORK FOR YOU. NEXT SLIDE. THANK YOU VERY MUCH. WE THINK IT'S ALWAYS GOOD BEGIN WITH THE END IN MIND A FEW SLIDES AND INTRODUCTION TO HELP REMEMBER, THIS SPACE INDICATES ONE UNTIE OVER TIME AS ONE URBAN PLACE AND THE AREA BEING BOUND TOGETHER BY SOCIO AND ECONOMIC DESTINY IS IMPORTANT WORK WE'RE DOING RECOGNIZE THE BAY AREA NETWORK IS A NETWORK OF COMMUNITIES, THE SUCCESSES CHALLENGES AND OPPORTUNITIES THAT YOU FACE DON'T CROSS JURISDICTION AT BOUNDARIES WITHIN THOSE LOCAL JURISDICTIONS AND THAT THE NEW CHALLENGES THAT YOU NOW FACE COVID THAT YOU'RE NOW STRUGGLING WITH BUT ALSO THOSE GENERATIONAL CHALLENGES AROUND EQUITY AND CLIMATE, AFFORDABILITY, AND ALSO THE CHANGING FACE OF TECHNOLOGY ALL BRINGING YOU AS A REGION TO A PLACE WHERE FURTHER COOPERATION AND COLLABORATION IS IMPORTANT. OKAY. NEXT SLIDE. AND OF COURSE, BEING IN THE TRANSPORTATION BUSINESS, WE KNOW AND LIKE TO THINK THAT MOBILITY IS A KEY REGIONAL CHALLENGE AND ALSO KEY TO UNLOCKING A REGION'S POTENTIAL FOR SUCCESS IN THE FUTURE. AND THE TRANSPORTATION SYSTEM REALLY NEEDS TO BE MANAGEABLE TO THE LOCAL AND REGIONAL SENSE AND THERE IS A REAL SENSE THAT THE LOCAL SYSTEM THAT DOES EXIST IN

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THE BAY AREA TODAY DOES MEET A LOT OF THE LOCAL NEEDS, THOSE LOCAL TRAVEL NEEDS THAT ARE GEOGRAPHIC SPECIFIC, DEMOGRAPHIC SPECIFIC, EXPRESSION OF LOCAL IDENTITY AND ABILITY TO MEET TAILORED EQUITY NEEDS AT THE LOCAL LEVEL AND ALSO IS HIGHLY RESPONSIVE TO LOCAL ACCOUNTABILITY AND FUNDING. IT'S ALSO BEEN DESCRIBED AS A SYSTEM OF PATCHWORK THAT THE SYSTEM LOOKS COHESIVENESS AND THE COSTS AND BENEFITS AND IMPACTS ACROSS REGIONAL BOUNDARIES AND THEY'RE NOT MANAGED AS WELL THIS TENSION THAT WE SEE AS GOVERNANCE PROFESSIONALS IS NOT NEW IT'S A LOCAL TENSION AND CHARACTERIZES MOST WHAT REGIONS CAN DO IS BALANCE THOSE TO HEALTHY REGIONAL AND LOCAL INSTITUTIONS THE SENSE RIGHT NOW IS THE BALANCE IS NOT BEING MET AND THE REASON THIS TASK FORCE IS UNDERTAKING THIS WORK IS TO LOOK FOR SYSTEMS BETTER IN THE BAY AREA IN OUR VIEW IT'S NOT LOCAL VERSUS REGIONAL CHOICE, AS WE HAVE BEEN SAYING IT'S NOT EITHER/OR CHOICE IT'S A BOTH AND CHOICE THAT NEEDS TO BE MADE BETWEEN LOCAL AND REGIONAL. NEXT SLIDE. THIS ONE IS GOING TO BE TRICKY. HOPEFULLY THE ANIMATION WORKS WE THOUGHT WE WOULD TAKE THIS METAPHOR OF A PATCHWORK AND TRY TO ADAPT IT INTO WHAT THE FUTURE VISION MIGHT BE AND REALLY THINK THIS METAPHOR OF MOVING FROM PATCHWORK TO PATCHWORK CAN BE USEFUL. AND WHAT WE WANT -- FOR THOSE QUILTERS IN THE CROWD IT'S A WAY OF ASSEMBLING PIECES INTO A GREATER WHOLE INTO A BIGGER PICTURE AND WHAT WE WANT TO KNOW AND DO IS THAT, LOOK AT THAT PICTURE AT THE NEIGHBORHOOD LEVEL, FOR EXAMPLE, AND CLICK TO THE NEXT

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NUMBER OF SLIDES, NEXT SENSE, AND THEN STATUTORY BUILD IT AT THE DISTRICT AND CITY LEVEL FIGURING OUT CONNECTION POINTS A BIT FURTHER AND NET THOSE INTO A COHESIVE WHOLE INTO FURTHEST PARTS AND CONNECTING THE BIGGER PICTURE INTO A TOTAL PICTURE THAT REFLECTS INTERCONNECTEDNESS AND COHESIVENESS FROM WHOLE TO PARTS AND REFLECTS INVENTIVENESS AND RESOURCEFULNESS IN THE BAY AREA. WE'RE GOING TO START TO GET INTO THE CONTENT AND PURPOSE TODAY IS REALLY TO SOLICIT THE TASK FORCE FEEDBACK ON OUR WORK TO DATE IT'S BEEN A BREAK NEXT SPEED AND WE HAVE BEEN TRYING TO KEEP UP WITH YOU IN PRODUCING WORK THAT HELPS HOPEFULLY ADDRESSES YOUR QUESTIONS AND SETS YOU UP FOR THE BUSINESS CASE STAGE WHERE WE COULD DO A DEEPER DIVE. I'LL PRESENT THE PIECE OF OUR WORK IN TWO PARTS HERE ONE IS OVERVIEW OF EVALUATION METHOD HOW WE HAVE DEVELOPED OPTIONS AND EVOLVED OPTIONS FROM THE LAST MEETING AND DEVELOPED THE EVALUATION CRITERIA SINCE THE LAST MEETING AND GIVE YOU A PEEK AT THE PRINCIPAL ASSESSMENT THIS IS I DRAFT FORM HOPEFUL YOU HAVE HAD OPPORTUNITY TO READ THE DRAFT DOCUMENT AND WHAT WE'LL DO IS GO OVER IT HERE AND FOCUS IN ON KEY DISCUSSION POINTS. NEXT SLIDE. IN TERMS OF THE EVALUATION, JUST SOME KEY PARAMETERS CAVEATS AND HIGHLIGHTS, TO LAY OUT INITIAL ASSESSMENT AND KEY REASON FOR THIS IS ON TO HOPEFULLY ADVANCE THE KEY CHOICES AND OPTIONS TO FOCUS ON IN THE BUSINESS CASE STAGE NOT TO SELECT AN OPTION BUT TO UNEARTH GOALS AND HOPEFUL UNDERTAKE QUANTIFICATION OF IMPACTS AND ZERO IN ON OPTIONS

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THAT ARE GOING TO BE MOST IMPACTFUL AND SALEABLE. ALL OF THE OPTIONS THAT WE BELIEVE ARE CAPABLE OF MATERIALLY ADVANCING THE NETWORK MANAGEMENT GOALS ALL HAVING VARIOUS DEGREE OF EFFECTIVENESS AND ALL PART OF THE BUSINESS CASE. THERE HAS BEEN A LOT OF DISCUSSION AROUND QUANTIFICATION. THAT IS AN IMPORTANT NEXT STEP. WE HAVEN'T HAD THE TIME -- OR PROBABLY WOULDN'T HAVE BEEN PARTICULARLY RELEVANT TO UNDERTAKE SIGNIFICANT QUANTIFICATION AND MONETIZATION OF IMPACTS BUT OUR OBJECTIVE REALLY IS TO HELP TO FOCUS THAT FUTURE ANALYSIS MORE ON THOSE OPTIONS THAT HAVE THE GREATEST OPPORTUNITY TO BE IMPLEMENTED. WE HAVE GATHERED A LOT OF INPUT AND OPTIONS FROM THE STRUCTURAL RECOMMENDATIONS SUBMITTED THIS REFLECT A SENSE OF OUR OPTIONS AND EVOLUTIONS OF THOSE IDEAS AS WELL AS OUR OWN IDEAS YOU WILL SEE LOTS OF COMPONENTS OF VARIOUS PROPOSALS CONTAINED IN THESE ORGANIZED A LITTLE BIT DIFFERENTLY AND THESE ARE OUR VIEW OF WHAT YOU SHOULD BE ABLE TO TAKE FORWARD INTO A FUTURE STAGE OF ANALYSIS TO HELP STRUCTURE THE KEY CHOICES AND TRADEOFFS. NEXT SLIDE. OKAY. I'M GOING TO SPEND A LITTLE BIT OF TIME HERE ON THIS SLIDE, BECAUSE SOME OF THE FOUNDATIONAL CONTENT THAT HELPED FRAME OUR EVALUATION OF THE OPTION US THAT WILL SEE SHORTLY, THAT YOU WOULD HAVE READ IN THE REPORT ARE REALLY BUILDING HERE ON WHAT WAS IN THE REPORT IN THE JUNE SESSION. IN THE JUNE SESSION WE PRESENTED TWO CHOICES. THE FIRST CHOICE, AND OUR CHOICE FOR WHAT WE CALL CHOICE FRAMEWORK IS WHAT WE THINK IS THE MOST SALIENT AND

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IMPORTANT CHOICE YOU NEED TO MAKE IS BETWEEN MANAGEMENT AND MANAGER OPTIONS. IF YOU LOOK AT FIGURE TWO ON PAGE FOUR OF THE REPORT YOU WILL SEE HIGHLIGHT OF CONTINUUM OF NETWORK RESPONSIBILITIES AND THAT CONTAINS FROM WAY FINDING TO RAIL AND EVERYTHING IN BETWEEN. THE EASIER NETWORK MANAGEMENT RESPONSIBILITIES CAN BE ACHIEVED THROUGH EXISTING STRUCTURES, AND THE HARDER ONES REQUIRE MORE -- RAIL INCLUDES TASK FORCE MANAGEMENT AND THAT REQUIRES AUTHORITY BECAUSE OF ISSUES. AND WERE SOME IN TEEN BUS TRANSIT PRIORITY AND FARES AT A PROGRAMMATIC LEVEL ARE CHALLENGING BUT THERE MAY BE INDIVIDUAL COMPONENTS THAT ARE EASIER TO DO UNDER ONE STRUCTURE. EASY ENOUGH TO DO UNDER ONE STRUCTURE THAN THE OTHERS. THE MANAGEMENT LIFT WHAT WE WANT TO DO IN THE LEGISLATION AND ORGANIZATION STRUCTURES THE MANAGER REPRESENTS A BIGGER IMPLEMENTATION IN TERMS OF LEGISLATIVE THEMES REQUIRES A LOT MORE EFFORT BUT THAT IS TO DELIVER MORE SINGULAR AUTHORITY THAT CAN DELIVER ON THE MORE CHALLENGING NETWORK MANAGEMENT RESPONSIBILITIES. THROUGH OUR WORK WE HAVE SEEN TWO BASIC CHOICES ONE IS TO UNDERTAKE THAT WITH THE MTC FAMILY AND ORGANIZATION OF POLICY OVERSIGHT AND THE OTHER IS TO CREATE AN INDEPENDENT ORGANIZATION, OR INDEPENDENT POLICY OVERSIGHT ASIDE THE MTC AND THE PURPOSE OF THAT IS TO SPECIALIZE IN THE FUNCTION ON THAT SCALE. ONE CHANGE WE MADE FROM THE FRAMEWORK IS THE MANAGEMENT OF TWO TRANSIT ALTERNATIVES YOU REMEMBER THE BROADER COUNCIL COMPOSITION COUNCIL AND OPERATOR, WE

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GOVERNANCE WORK FOCUSING ON CLARIFYING DOMAINS OF ACCOUNTABILITY AND WHAT WE A SET FROM OPERATOR ONE IS MINIMUM CAPABILITY TO ACHIEVE SOME OF THE TOUGHER NETWORK MANAGEMENT RESPONSIBILITIES UNDER PRIORITIZATION FUNDING, AND FEE CALCULATION BECAUSE THERE WAS NOT A NETWORK POLICY WHAT WE HAVE DONE IS TO MERGE THOSE TWO MANAGEMENT MODELS INTO ONE FRAMEWORK. ONE BROAD SET OF MODELS AND, TO HAVE AN OPERATOR BASED COUNCIL WHO BRINGS THE OPERATOR KNOW HOW AND EXPERTISE AS ONE MODEL FOR PROVIDING NETWORK MANAGEMENT OVERSIGHT AND THE OTHER BEING BROADER THAT BRINGS INTO IT REGIONAL DECISION MAKING WE ALIGNED BOTH OPTIONS UNDER THE ASSUMPTION THAT BOTH WOULD HAVE A REGIONAL BODY ACCOUNTABLE THAT THEY REFER TO. WE ANTICIPATED THIS TO BE MTC AS THE ONE THAT'S IDENTIFIED AND READY TO GO THAT COULD HAVE OTHER VARIANCE WITHIN MTC TO HAVE DIFFERENT TYPES OF COMPOSITION OR THERE COULD BE ANOTHER POLICY BODY THAT COULD BE IDENTIFIED ASIDE MTC TO PROVIDE OVERSIGHT BUT THAT POLICY OVERSIGHT IS IN ESSENTIAL CONDITION TO ENABLE THE FULL CAPABILITIES OF THAT MODEL. OKAY. NEXT SLIDE. SO, WITH THE OPTION IN PLACE, THE NEXT STEP IS THE CRITERIA. I'LL START TO MOVE AT A BIT OF A QUICKER PACE AS WE GO THROUGHOUT NEXT SLIDE. HERE WE HAVE LISTED OFF THE KEY CRITERIA AND WITHIN THESE THERE ARE A WHOLE SERIES OF SUBCRITERIA THAT ARE IMPORTANT WAYS TO DESCRIBE THE DETAILS OF THESE. FROM THE PUBLIC STATEMENT TO THE BLUE RIBBON TASK FORCE OUR RESEARCH OUT OF VARIOUS DISCUSSIONS WITH STAKEHOLDERS AND

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OPERATORS WE BELIEVE THAT AT THIS LEVEL OF ANALYSIS THESE ARE THE KEY ONES TO COVER. THROUGH OUR ANALYSIS HAVE DECIDED TO DEFINE WHAT WE THINK ARE A HANDFUL OF KEY AND DECISION RELEVANT CRITERIA THAT SHOULD DRIVE THE ESSENTIAL CHOICES AND FIRST AROUND EXTENT. SHOULD IT BE MANAGEMENT OR MANAGER WITHIN THE ACHIEVEMENT OF NETWORK MANAGEMENT RESPONSIBILITIES. THE KEY ONES FOR THAT ARE EVALUATING THE SYSTEM OUTCOMES, WE HEARD SPECIFICALLY THAT OUTCOMES ARE WHAT MATTERS THE MOST. WE THINK THE KEY DECISIONS ARE HOW MUCH OUTCOME DO YOU WANT TO BUY AT WHAT DIFFICULTY AND AT WHAT RISK TO THE REGION. THEN THERE ARE THE EVALUATIVE CRITERIA AROUND THE EXTENT TO WHICH THE MANDATE OF THE ORGANIZATION IS ENABLED THROUGH THE AUTHORITIES THAT ARE POSSIBLE AND FINALLY WHETHER IT'S POLITICALLY SUPPORTABLE. THOSE ARE THE KEY ONES. AN IMPORTANT FOOTNOTE FOR US IS AROUND FINANCIAL RELATED MATTERS. YOU SEE THOSE NESTED IN THREE DIFFERENT LOCATIONS FIRST IS UNDER SYSTEM OUTCOMES WE'RE LOOKING AT THE EXTENT TO WHICH THE NETWORK MANAGEMENT OPTION CAN REALLY SUPPORT THE GENERATION OF NEW FUNDING TO AND UNDERTAKE THAT ADVOCACY TO GENERATE THE FUNDING TO MOTIVATE PUBLIC SUPPORT FOR SYSTEM EXPANSION. ON THE ASSUMPTION THAT THOSE MORE ADVANCED NETWORK MANAGEMENT RESPONSIBILITIES ARE DESIRABLE. AND THE NEXT AREA IS UNDER FINANCIAL COST AND HERE WE'RE TRYING TO CAPTURE THE FINANCIAL RESOURCE IT IS TAKES FOR THE STRUCTURE TO DELIVER ON ITS OUTCOMES IN ITS STEADY STATE OPERATION 5 TO 10 YEARS OUT IS THIS AN EFFECTIVE WAY TO

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DELIVER ON THE OUTCOME AND THIRD ONE IS DISTINCTION IN COVERING READINESS IS GETTING OFF THE GROUND, HOW EASY IS IT FUNDABLE OR IS THERE EXISTING ORGANIZATION TO RESOURCE IN THE NEAR-TERM. NEXT SLIDE. WHAT WE WOULD LIKE TO DO IN THIS IS JUST QUICKLY RUN THROUGH AT AN OVERVIEW LEVEL THE KEY PARAMETERS OF THE ASSESSMENT AND THE KEY FINDINGS. AND JUST IN TERMS OF OUR ASSESSMENT MODELING REFLECTING ON WHAT I JUST SPOKE ABOUT WHAT WE'RE ASSESSING IS THE END STATES. WE HAVE HEARD FROM THE TASK FORCE THAT THERE WAS A VERY KEEN INTEREST IN GETTING ON WITH AND IMPLEMENTING THE NEAR-TERM PRIORITIES, AND OUR VIEW IS THAT THE NEAR-TERM GOVERNANCE REFORM IS A LONG-TERM PROPOSITION AND EXPENSIVE THING IN TERMS OF TIME AND RESOURCES AND POLITICAL ENERGY TO GET UNDERWAY SO THE DESIGN OF THAT SHOULD BE FOCUSED ON THE LONG-TERM OBJECTIVES. HAVING HEARD OF THE NEAR-TERM PRIORITIES, OUR BELIEF IS THAT UNDER ANY ONE OF OPTION US THAT CHOOSE THE NEAR-TERM CAN ADVANCE BUT -- [INDISCERNIBLE] REFLECT BEING THE STATE OF ANALYSIS THAT WE'RE AT, WE CAME UP WITH A SIMPLE THREE POINT SCALE FOR UNDERTAKING THE ANALYSIS THERE IS A LOT OF CONVERSATION ABOUT WHETHER IT SHOULD BE A FIVE POINT SCALE OR WHETHER WE SHOULD HAVE OTHER QUANTITATIVE METRICS AND OUR VIEW IS THAT AT THIS LEVEL OF ANALYSIS THIS GOOD, BETTER, BEST KIND OF SCALE WOULD BE THE SIMPLEST MOST RELEVANT TO USE. WHAT YOU SEE IN ALL OF THESE IS WE'RE MEASURING NEUTRAL OR UNLIKELY TO BE BETTER THAN THE STATUS QUO, BETTER THAN THE STATUS QUO WITH PROS AND CONS

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AND SIGNIFICANTLY BETTER. WHAT IS THE STATUS QUO? PRETTY MUCH WHAT THE REGION IS DOING TODAY BUT WE ALSO WANTED TO SAY THAT THE NEW STATUS QUO HAS EMERGED OVER THE COURSE OF THE PAST YEAR OVER THE COURSE OF THE PANDEMIC RESPONSE. AND I THINK MY HAT GOES OFF TO THE OPERATORS FOR COMING TOGETHER TO REALLY FIND CREATIVE WAYS TO COLLABORATE AT THE REGIONAL SCALE AND BEGIN TO REALLY MAKE PROGRESS ON THOSE NETWORK MANAGEMENT DECISIONS THAT REQUIRE A HIGH LEVEL OF COLLABORATION BETWEEN THE OPERATORS. AND THERE IS ALSO EITHER COLLABORATION THAT HAD ALREADY BEEN UNDERWAY PRE PANDEMIC AT THE START OF THE FARE TASK FORCE, THE WAYFINDING WORK. THOSE ALL WOULD CONTINUE UNDER THE STATUS QUO UNDER A MORE FORMALIZED REGIME. CONTINUING TO MAKE PROGRESS AS WE TEST AGAINST THAT CURRENT LEVEL OF COLLABORATION THAT'S HAPPENS RIGHT NOW. NEXT SLIDE. WE'LL GET INTO THE INSTRUCTS AND THE PRELIMINARY ASSESSMENT. AND I THINK WE SHOULD TAKE ABOUT TEN MINUTES AND HOPEFULLY THAT WILL GIVE US TIME TO FINISH ON TIME. NEXT SLIDE. FIRST ONE IS THE COMBINATION OF THE NETWORK MANAGEMENT STRUCTURES, FORMALLY 1 AND 2, WE DIDN'T RENUMBER THEM JUST FOR THE PURPOSES OF BEING ABLE TO FOLLOW THE BOUNCING BALL. WHAT WE'RE DOING HERE IS WE'RE REALLY SAYING THERE'S A REGIONAL POLICY BODY FOR THE TIME BEING. IT IS MTC OR SOME DELEGATED POLICY BODY THAT'S FORMED UNDER THE MTC OR ONE ASIDE FROM IT. AND THERE ARE TWO FORMS OF KIND OF DAY-TO-DAY, WEEK TO WEEK MANAGEMENT THAT'S DELEGATED TO A COUNCIL, THAT CAN BE

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PRIMARILY CONSTITUTED OF OPERATORS AND THAT RINGS IN THE VIEW THAT SHOULD DRIVE THESE DECISIONS IS DAY-TO-DAY OPERATIONS EXPERTISE AND KNOWLEDGE OF THE SYSTEM, AND THAT COLLABORATION AT THE REGIONAL SCALE TO MAKE THOSE KIND OF LINKAGES. BROADER REPRESENTATION MODEL ARE BROADER INTEREST THAT COULD BRING KNOWLEDGE AND BENEFIT TO REGIONAL DECISION MAKING. WITH THAT CENTRALIZING GREATER DECISION MAKE UNDER A SENSE OF RESPONSIBILITIES THAT ARE MANDATED PROVIDED THROUGH MTC RESOLUTION THAT WOULD REALLY ARTICULATE THE PROGRAMS AND RESPONSIBILITIES OF THE DECISION BODY. AND IT WOULD ALSO, AT THE SAME TIME, BY AGREEMENT WITH THE PARTICIPATING AGENCIES SET CLEAR BOUNDARIES ABOUT WHERE EACH AGENCY'S REWARDS REMAIN SOVEREIGN WITH ACCOUNTABILITY AT THE LOCAL SCALE SO THE BOUNDARIES CAN BE DEFINED. THERE MAY BE SOME VARIANCE TO MTC ITSELF AS THE POLICY OVERSIGHT BODY BUT WE HAVEN'T DEALT WITH THAT AT THIS STAGE THAT WOULD REQUIRE FURTHER ANALYSIS AND INVESTIGATION. FROM A FUNDING PERSPECTIVE, WE ARE ASSUMING THAT SOME MATERIAL FUNDING WOULD COME THROUGH THE MTC'S FUNDING ALLOCATIONS AND THAT SOME FUNDING MAY COME THROUGH REALLOCATIONS FROM OPERATORS, FOR EXAMPLE, FUNDING IS ALREADY BEING ALLOCATED TO WAYFINDING, THOSE SHOULD BE REALLOCATABLE AND OVER TIME BEING ABLE TO TACKLE THE MORE EXPENSIVE NETWORK MANAGEMENT RESPONSIBILITIES I HAVE ALREADY DEALT WITH THE ISSUE OF REPRESENTATION WE CAN CLOSE THIS ONE OUT AND MOVE TO THE NEXT ONE. FROM THE EVALUATION PERSPECTIVE, AGAIN, THESE

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ARE HIGHLIGHTED IN DETAIL IN THE REPORT AND WE'LL GO THROUGH SOME OF THE KEY -- IF WE CAN FLIP TO THE NEXT SLIDE. SORRY. I'M -- YES, THANK YOU VERY MUCH. YOU'RE GOING TO HAVE TO USE YOUR IMAGINATION HERE BECAUSE SOME OF OUR SYMBOLS DIDN'T COME THROUGH IN THE FONTS. BUT IF YOU CAN IMAGINE A TWO BEING -- WE USE THE EMPTY CIRCLES, HALF, AND FULL CIRCLES, IF YOU CAN IMAGINE THE 2-0 WHEN YOU SEE IT BEING EMPTY CIRCLE TWO HALF CIRCLE AND FULL CIRCLE. IN TERMS OF SYSTEM OUTCOMES WE GAVE THIS ONE A HALF CIRCLE. AND IT REALLY DEPENDS ON THE STRENGTH OF COLLABORATION THAT'S POSSIBLE AND THE AGREEMENT THAT CAN BE ACHIEVED BETWEEN THE OPERATORS AND DEFINING REGIONAL VERSUS LOCAL RESPONSIBILITIES AND IT'S IN THE AGREEMENT WITH THE MTC, AND TOGETHER. AND IT ALSO DEPENDS ON BEING ABLE TO SOURCE SIGNIFICANT RESOURCES FROM WITHIN THE EXISTING -- [INDISCERNIBLE] SO THE QUESTION, I THINK, TO ANSWER THROUGH THE BUSINESS CASE IS NETWORK MANAGEMENT RESPONSIBILITY IMPORTANCE AND HOW FAR CAN THE STRUCTURE GO IN TERMS OF ACHIEVING THE NETWORK MANAGEMENT RESPONSIBILITIES. 75% OF BENEFIT AT 25% OF COST, OF COURSE THERE WILL BE A COMPELLING BENEFIT. LOOKING AT INSTITUTIONAL AUTHORITY, THE REPRESENTATION BY THE OPERATORS, PARTICULARLY UNDER THE OPERATOR MODEL, AND IN THE FIRST -- IN THE OPERATOR BASED MODEL, TO BRING SIGNIFICANT AMOUNT OF OPERATING EXPERTISE BUT UNDER ANY MODEL, THE BROAD REPRESENTATION OF OPERATORS IN DECISION MAKING HELPS TO BRING THAT POLICY CONTINUITY AND SOME

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OF THAT POLICY LINKAGES AT THE LOCAL AND OPERATING LEVEL. ONE OF THE CHALLENGES THAT WE DO SEE IN THE INSTITUTIONAL AUTHORITY CATEGORY HERE IS THAT THERE MAY BE SOME BLURRING OF LINES OF ACCOUNTABILITY AND MAY BE DIFFICULT TO DEFINE ACCOUNTABILITY DECISIONS AND SOME OF THAT FUZZINESS MAY PERSIST IN IMPLEMENTATION AND MAY CHALLENGE THE ACHIEVEMENT OF SOME OF THE MORE DIFFICULT DECISIONS THAT'S AN AREA OF ASSESSMENT. AND WITHIN TERMS OF PROS AND CONS OF FINANCIAL COST, LEVERAGING EXISTING RESOURCES WITHIN THE ORGANIZATIONS, IT MAY BE CHALLENGING WHEN IT GETS TO SOME OF THOSE TOUGHER NETWORK MANAGEMENT, RAIL NETWORK BUT MANAGEMENT IN TERMS OF DOING IN A COST EFFECTIVE WAY WITH MANY ACTORS INVOLVED IN DECISION MAKE. NEXT SLIDE IS REALLY JUST AROUND THE QUESTIONS. AND I WON'T WE LABOR THESE TOO MUCH JUST TO SAY THAT IT BUILDS ON SOME OF THE THEMES THAT WE TALKED ABOUT EARLIER, DEFINING THE BOUNDARY CONDITIONS WILL BE A BIG ISSUE. AND DEFINING THE RESPECT I DECISION ACCOUNTABILITIES TO THE VARIOUS BOARDS. HOW AND WHEN NEW FUNDING WOULD BE SECURED IF IT'S POSSIBLE FOR A NETWORK MANAGEMENT REGIME TO MOTIVATE SIGNIFICANT FUNDING WOULD BE SOMETHING TO ADDRESS. AND THEN HOW THAT NETWORK MANAGEMENT BODY WOULD TACKLE SOME OF THE MORE CHALLENGING INITIATIVES OR EVEN IF IT COULD TACKLE SOME OF THE MORE CHALLENGING TRANSFORMATIVE INITIATIVES SUCH AS RAIL NETWORK MANAGEMENT. OKAY. NEXT SLIDE. SO THE NETWORK MANAGER OPTION THREE THIS IS REALLY THE DESIGN PURPOSE OF THIS IS TO SIT

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ASIDE MTC TO PROVIDE AUTHORITY POWERS AND DELIVERY OF NETWORK MANAGEMENT RESPONSIBILITIES IT IS TO CREATE A DISTINCT TRANSIT ENTITY THAT HAS CLARITY PURPOSE AND INDEPENDENCE FROM THE OTHER MANDATES THAT THE MTC WOULD CARRY. IT'S NOT A NEW LAYER OF ORGANIZATION EVEN THOUGH IT INVOLVES THE CREATION OF A NEW ORGANIZATION IT IS THE CONSOLIDATION AND REASSIGNMENT OF THE REGIONAL LEVEL NETWORK MANAGEMENT RESPONSIBILITIES THAT ARE EITHER NOT BEING DONE NOT BEING DONE FULLY OR CONSISTENTLY BY THE TWO DOZEN OPERATORS TODAY. AND THAT'S NOT A CRITICISM, IT'S JUST A REALITY THAT THE OPERATORS, TODAY, HAVE A PRIMARY MANDATE FOCUSED ON THEIR OPERATING ACCOUNTABILITY. OKAY. SO THE DESIGN OBJECTIVES IS REALLY AS MUCH AS POSSIBLE TO PULL THOSE TOGETHER IT REQUIRES NEW LEGISLATION IT DOES REQUIRE NEW FUNDING AND IT DOES REQUIRE ORGANIZATION AS SET OUT IN THIS DESCRIPTION IT DOES REQUIRE THE CREATION OF A NEW POLICY BODY THAT HAS POLITICAL REPRESENTATION, EITHER THROUGH A NEWLY DESIGNED POLITICAL STRUCTURE THAT DEFINED ELECTED OFFICIALS POINTED, ELECTED OR THAT HAS DELEGATED REPRESENTATION BY ELECTED OFFICIALS SO THE PUBLIC POLICY OVERSIGHT IS CRITICAL GIVEN THE NATURE OF DECISIONS BEING MADE AND THE SCALE OF DECISIONS. GETTING THAT REPRESENTATION IS CRITICALLY IMPORTANT GETTING IT RIGHT IS CRITICALLY IMPORTANT THIS IS A REGIONAL VOICE SO THAT WILL BE A CHALLENGE BUT WILL HOPEFUL BE ABLE TO DELIVER ON THE REGIONAL MANDATE ONCE IT'S DEVELOPED. NEXT SLIDE ON EVALUATION. SO, IF YOU CAN IMAGINE THIS TO BE A FULL

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CIRCLE, FULL CIRCLE, HALF CIRCLE IN TERMS OF OUTCOMES THIS IS INTENDED BY DESIGN TO MAXIMIZE OUTCOMES IN TERMS OF ALL NETWORK MANAGEMENT RESPONSIBILITY AND PROVIDES CLEAR POLICY DIRECTION ON TRANSIT. SO WE ASSUME THAT IT SHOULD IN THEORY IF DESIGNED PROPERLY BE ABLE TO ACHIEVE MAXIMIZED ASSIGNMENT OF AUTHORITIES AND RESPONSIBILITIES AND OF COURSE IT WOULD HAVE FULL AUTHORITY IF DESIGNED PROPERLY THROUGH LEGISLATION TO ENACT, TO DELIVER ON ITS MANDATE, AND MAKE THE NETWORK MANAGEMENT DECISIONS NEEDED. IN TERMS OF ITS COST EFFECTIVENESS BECAUSE IT DOES INVOLVE A NEW ORGANIZATION IN RELATIVE TERMS IT IS IN THEORY MORE EXPENSIVE SO ONE OF THE KEY AREAS OF STUDY WOULD BE TO DETERMINE FROM A START UP PERSPECTIVE HOW MUCH EFFORT AND COST IS INVOLVED IN STANDING UP A NEW ORGANIZATION AND THAT IN A STEADY STATE OPERATION DOES THAT PAY OFF OVER THE LONGER TERM OF BENEFITS OF DELIVERABILITY BECAUSE OF THE MANDATE. SO, GOING FROM THAT, NEXT SLIDE, SOME OF THE KEY QUESTIONS, CAN THE NEW ENTITY BRING BOTH THE OUTCOMES THAT IT'S DESIGNED AROUND BUT ALSO EFFICIENCIES FROM CONSOLIDATING AND REALIGNING THE NETWORK ACTIVITY OF THE 26 AGENCIES WE HAD A LOT OF DEBATE IN THE CONSULTING TEAM TO THE EXTENT OF POSSIBILITY, AND CAPTURING SAVINGS TRANSFER TO THE NETWORK MANAGER OR WOULD IT EVEN MATTER OVER THE LONG-TERM. HOW AS A NEW ENTITY THE INTERFACE WOULD HAPPEN WITH THE OTHER BAY AREA AGENCIES, WHETHER THOSE POLICY LINKAGES WOULD BE ENRICHED OR WHETHER IT WOULD

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INTRODUCE POLICY COMPETITION FOR DECISION MAKING AUTHORITY, FOR EXAMPLE. AND THEN THIS STRUCTURE WOULD REQUIRE STRONG POLITICAL SPONSORSHIP AND THE QUESTION IS HOW AND WHEN WOULD THE STRUCTURE EMERGE IS IT POSSIBLE TO ACHIEVE THE LEGISLATIVE ENERGY TO BE ABLE TO CREATE A NEW ORGANIZATION AND THEN ALSO, IN CREATING THAT NEW ORGANIZATION, IMPACT THE MANDATE OF THE MTC PERHAPS AND OTHER ORGANIZATIONS. THOSE ARE THE BIG QUESTIONS THAT WOULD REQUIRE RESOLUTION. YOU WOULD DO THAT OF COURSE IF THE BUSINESS CASE DETERMINED THAT THERE IS A SIGNIFICANT BENEFIT AND YOU COULD GENERATE THE POLITICAL WILL TO BE ABLE TO ACHIEVE THAT BENEFIT. NEXT. THIS IS THE LAST ONE. AND A LOT OF KEY CONTENT I HAVE MOVED THROUGH, FRAMING CONTENT I HAVE MOVED THROUGH IN THE OTHER ONES. FLIP TO DESIGN OPTIONS FOUR. GREAT. THANK YOU. SO THE WHY ON THIS ONE IS SIMILAR TO THE NETWORK MANAGEMENT OPTION THREE, IT'S REALLY AROUND CREATING THE CENTRALIZED AUTHORITY THAT HAS THE FULL MANDATE TO BE ABLE TO ACHIEVE THE FULL NETWORK MANAGEMENT SPECTRUM OF ROLES AND RESPONSIBILITIES BUT THE LOGIC WITHIN MTC IS TO ACHIEVE POLICY INTEGRATION ACROSS THE RANGE OF DECISIONS MTC WILL BE MAKING FOR EXAMPLE, ON TOLLING OR OTHER REGIONAL TRANSPORTATION DECISIONS AND NOT ADDING A NEW LEVEL OF ORGANIZATIONAL BUREAUCRACY, ALTHOUGH THERE A NEW ENTITY AUTHORITY WOULD NEED TO BE CREATED WITHIN MTC SIMILAR OPTION NOT CREATING A NEW LAYER BUT INTEGRATING NETWORK MANAGEMENT INTO ONE ENTITY TO INTEGRATE RESOURCES. THIS WOULD DELIVER

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WITHIN NEW LEGISLATION WITH AMENDMENTS TO THE MTC LEGISLATION REQUIRING STANDING UP OF A NEW ORGANIZATION BUT MAY IMPACT OTHER AUTHORITIES OPERATORS AND AGENCIES MAY INCREASE OR REQUIRE RESOURCES NEW RESOURCES AT MTC BUT NO MORE SO OR LESS PRESUMABLY -- OR NO LESS THAN -- IT WOULD REQUIRE SOME OF THE RESOURCES THAT WOULD BE REQUIRED BY THE NETWORK MANAGER PROBABLY TO A LESSER DEGREE. AND THEN FINALLY THE ISSUE OF REPRESENTATION WOULD NEED TO BE ADDRESSED. NOTE MTC IS CURRENTLY STRUCTURED AND REPRESENTED TO REFLECT ITS CURRENT MANDATE THIS WOULD BE A SIGNIFICANT NEW MANDATE SO A QUESTION AROUND WHETHER THE OVERSIGHT, THE NEXT WORK MANAGER LEADING WITH A PURPOSE PERSPECTIVE REFLECT BROADER RANGE OF INTEREST WOULD NEED TO BE ADDRESSED FOR TRANSPARENCY, RESPONSIVENESS, AND FOR VOICE PURPOSES. TO THE EVALUATION SLIDE, NEXT. KEY HIGHLIGHTS FOR THIS IS THAT IT DOES BECAUSE OF ITS MANDATING, AS A NEW ENTITY ACHIEVING THE FULL RANGE OF NETWORK MANAGER RESPONSIBILITIES AND BECAUSE IT IS TO A LARGE EXTENT UTILIZING THE EXISTING RESOURCES OF THE MTC, IT DOES SCORE HIGHER ACROSS ALL OF THE KEY DECISION MAKING VARIABLES. THE ONE CHALLENGE THAT WE SEE WITHIN THIS, OR UNCERTAINTY IS REALLY TO THE EXTENT TO WHICH THE FINANCIAL BENEFITS ARE ACHIEVED OVER THE LIFE CYCLE SO THERE IS A BIT OF DEBATE WHETHER THIS WOULD BE A FULL CIRCLE OR HALF CIRCLE BUT THAT SHOULD BE DETERMINED THROUGHOUT BUSINESS CASE PROCESS WE SEE THAT ONE AS SHADES OF GRAY. SO THE TWO OPTIONS YOU WILL SEE SIDE BY SIDE SHORTLY AND

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WE'LL BE ABLE TO HIGHLIGHT SOME OF THE SALIENT DIFFERENCES BETWEEN THEM. FOR NOW WE'LL HIGHLIGHT KEY QUESTIONS FROM OPTION FOUR. NEXT SLIDE. GREAT. SO THOSE FLOW FROM SOME OF THE KEY QUESTIONS THAT MIGHT BE IDENTIFIED BY OTHERS, WILL THOSE EFFICIENCIES BEING REALIZED AND WILL THERE BE CHALLENGES FOR MAINTAINING CLARITY OF PURPOSES WITHIN AN ORGANIZATION THAT HAS MULTIPLE MANDATES, AND THEN WHAT WOULD BE THE IMPACTS ON POTENTIAL IMPACTS OR REQUIREMENTS OF THE MTC IN TERMS OF REPRESENTATION. OKAY. THE NEXT TWO SLIDES I'LL JUST PROVIDE A VERY QUICK READERS DIGEST SUMMARY VIEW. ASSESSMENT ON TWO SLIDES. FLIPPING TO THE NEXT SLIDE. I APOLOGIZE FOR THESE BEING REFLECTED IN THE NUMBERS YOU SHOULD PROBABLY JUST REFER TO THE REPORT THAT HAD THE PIES FILLED IN HERE. BUT REALLY WHAT THIS HIGHLIGHTS IF YOU LOOK DOWN THE NUMBER SET HERE IS THAT BETWEEN THE KEY DIFFERENCES ARE REALLY BETWEEN OPTIONS 1 AND 2 AND 3 AND 4 ARE REALLY ON SYSTEM OUTCOMES, INSTITUTIONAL AUTHORITY, AND FINANCIAL IMPACT. IT IS THAT THE HIGHER LEVELS OF AUTHORITY, THE HIGHER LEVELS OF LEGISLATION AND AUTHORITY, AGAINST THE WIDE RANGE OF ACCOUNTABILITY AND IN THE BUSINESS CASE PERSPECTIVE IS HOW MUCH IS THAT WORTH. AND THEN IN TERMS OF POLITICAL SUPPORTABILITY WE NOTED THAT IT WAS DIFFICULT TO ASSESS THE SPECIFIC EXTENT TO WHICH ONE OPTION IS MORE POLITICALLY SUPPORTABLE AT A STATE WITH THE EXCEPTION THERE MAY BE CONSTITUENCIES STRONGLY OPPOSED OR IN FAVOR OF OPTIONS AND EACH HAVE DIFFERENT PROS AND CONS IN TERMS OF

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SUPPORTABILITY AND CONSTITUENCY BUILDING, WHETHER LOOKING AT ADVOCATES OR FROM PUBLIC CONSTITUENCY PURPOSE. NEXT SLIDE THEN THE EVALUATION WILL BE COMPLETE. APOLOGIZE FOR THE NUMBERS INSTEAD OF THE CIRCLES, I'LL TRY TO HIGHLIGHT KEY DIFFERENCES SO YOU CAN FOLLOW IT. KEY DIFFERENTIATING FACTORS BETWEEN OPTIONS 1 AND 2, AND MANAGER, WITH RESPECT TO GOVERNANCE AND DURABILITY ARE THE CLARITY OF MANDATE AND INDEPENDENCE OF THE 3 AND 4 OPTIONS REALLY ABLE TO DELIVER GREATER OUTCOME AND CLARITY OF PURPOSE OVER TIME. BUT THAT ISN'T NEGOTIATED IT'S SET IN RELATIONS. COURSE THAT HAS AN IMPACT ON FLEXIBILITY BECAUSE IT'S SET IN LEGISLATION THE MANDATE OF THE ORGANIZATION MAY BE DIFFERENT, MORE CHALLENGING TO PURPOSE OVER TIME. IN TERMS OF DURABILITY OF VISION, THEY SHOULD ALSO BE ABLE TO SUSTAIN THAT OVER TIME. IN TERMS OF READINESS MANAGEMENT IS NOT DEPENDENT ON LEGISLATION AND IS ABLE TO STAND UP QUICKLY AND CAN DELIVER ON A NETWORK OF MANAGEMENT RANGE RESPONSIBILITY BUT HOW FAR CAN IT GO WITHIN THE INSTITUTION OF EXISTING RESOURCES. FINALLY ON CAPABILITY WE NOTE THAT EACH OPTIONS HAD STRENGTH AND WEAKNESS WITH ACCOUNTABILITY WITH NETWORK MANAGEMENT BEING ABLE TO TAP INTO EXISTING OPERATIONS ENTITY FOR OPERATIONAL EXPERTISE AND EXISTING STRUCTURE TO BE ABLE TO, AGAIN, GET OFF THE GROUND QUICKLY BUT THEN OVER TIME BOTH OF THE MANAGER OPTIONS WOULD BE ABLE TO PROCURE THE SPECIALIZED REGIONAL SCALE, ORGANIZATIONAL RESOURCES AND EXPERT KNOWLEDGE THAT ARE NEEDED

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TO DELIVER ON NETWORK MANAGEMENT RESPONSIBILITIES AND PARTICULARLY SOME OF THOSE MORE CHALLENGING NETWORK WIDE RESPONSIBILITIES ON RAIL OR BUS. SO, I'LL FLIP TO THE NEXT SLIDE AND WEE GOING TO TIE UP IN THE NEXT TWO OR THREE SLIDES. WE'LL SKIP OVER AND THEN I'LL HAND IT OVER TO KATE. THERE ARE RANGE OF VIABLE OPTIONS DEPENDING ON THE NETWORK MANAGEMENT RESPONSIBILITY BENEFIT AND IMPORTANCE. THOSE MAY WELL DRIVE DESIGN. THE OTHER POINT THAT WAS MADE EARLIER IS THAT EACH DESIGN CAN ACCOMMODATE STEPPINGSTONE ACTIONS ALL CAPABLE OF DELIVERING ON THE ACTION PLAN. DELIVER OF THE ACTION PLAN WON'T GET INTO THE WAY OF THE DELIVER ACTION PLAN REQUIREMENT OF ACTION PLAN AND NETWORK MANAGEMENT MAY BE A STEPPINGSTONE TO MANAGER OPTION BUT THAT SHOULD BE BY DESIGN. THE BIGGEST CHOICE WE'RE LAYING OUT IS HOW MUCH BENEFIT TO REACH FOR TO BE TESTED BY BUSINESS CASE AND THAT ACCOUNTABILITY AND VOICE REALLY MATTER WITHIN OUR REPORT I ENCOURAGE TO YOU LOOK AT THE SECTION AROUND GOOD GOVERNANCE AND WE HIGHLIGHT KEY TRADEOFFS AND CONSIDERATIONS AROUND REGIONAL AND LOCAL ACCOUNTABILITY AND POLICY, AND ACCOUNTABILITY AND REFLECTION OF MTC'S ROLES WENT REGION AND FINALLY THIS ISN'T A TECHNICAL EXERCISE IT'S A CHANGE MANAGEMENT EXERCISE IT HASN'T BEEN DONE YET BECAUSE IT'S REALLY HARD AND ALL OF YOU AROUND THE TABLE HERE, THE LEADERS HERE ARE THE PEOPLE THAT ARE GOING DRIVE CHANGE AND THE LEADERSHIP AT THAT SCALE IS WHAT'S GOING TO BE REQUIRED TO DELIVER THE LONG-TERM NEED. OKAY?

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SPEAKER: THANKS. SO IF YOU GO BACK ONE SLIDE. THANK YOU. I KNOW WE'RE RUNNING SHORT ON TIME FOR DISCUSSION, SO I'LL MAKE THIS BRIEF. PLEASE, YOU KNOW, REVIEW THE REPORT, AND LET US KNOW, IF YOU CAN, ONE OF THE THINGS WE'RE LOOKING FOR COMMENTS ON JULY 28TH WHICH IS COMING UP ARE APPROACH ON MODELING, THE NEXT STEPS WILL BE TO TAKE AND PRODUCE THE FINAL SUMMARY REPORT AND WE'LL BE DELIVERING THAT FINAL REPORT BY AUGUST 9TH. WHAT THAT WILL CONTAIN IS A LITTLE BIT MORE INFORMATION ON, REALLY, WHAT WE HEARD DURING THE PROCESS FROM OUR INTERVIEWS AND CONVERSATIONS, AS WELL AS WE'LL HAVE A LAST CHAPTER THAT IS THE RECOMMENDATIONS FOR THOSE NEXT STEPS AND BUSINESS CASE PREPARATIONS. TO GIVE YOU A PREVIEW YOU CAN SEE ON THE SLIDE WHERE WE ARE, WE END WITH THIS FINAL REPORT AND IT'S THE IDEA OF STAGING THE BUSINESS CASE AND SOME OF THE THINGS THAT WE RECOMMEND THAT WOULD HAPPEN IN THE NEAR-TERM BEFORE THAT BUSINESS CASE GETS STARTED UP IS REALLY THIS SENSE OF SCOPING AND DEFINING THE VALUES, WHICH I THINK TAMIM HAS SPOKEN ABOUT IN HIS PRESENTATION, IS HAS IDEAS OF WHAT ELEMENTS ARE MOST IMPORTANT TO DRIVE PROGRESS AND WHAT DO WE MOST -- WHAT IS THE EXCEPT OF THE NETWORK MANAGEMENT AND THE STATE OF LONG-TERM. WE SEE THERE BEING A PROCESS TO REFINE THESE STRUCTURE OPTIONS THESE ARE HIGH LEVEL SKETCH LEVEL STRUCTURE OPTIONS. THERE IS ROOM TO EXPLORE THESE PERMUTATIONS LISTED IN THE REPORT WE WANT TO SEE BEST FOOD FORWARD FOR EACH

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OPTION TO GO INTO THE BUSINESS CASE. AT THAT TIME THERE WILL BE DEEP OPPORTUNITY FOR MONETIZATION RELATIVE TO THE STATUS QUO OR BASE CASE WHICH WE DISCUSSED EARLIER AND AGAIN, JUST THING TO BE THINKING ABOUT IS THIS IS A LONG-TERM PROCESS THIS IS ABOUT CHANGE MANAGEMENT OF ANY ORGANIZATION IN ORDER TO ACHIEVE THAT CHANGING TO THE REGIONAL NETWORK MANAGEMENT REGIME AS WELL AS CONSTITUENCY BUILDING. SO, IF YOU GO JUST TO THE LAST SLIDE IN THE DECK. NEXT SLIDE. THERE ARE JUST A FEW QUESTIONS WE DO WANT TO LEAVE YOU WITH THAT ARE THINGS TO BE CONSIDERING AS WE MOVE FROM THIS SCOPE OF WORK INTO THE NEXT ONE, ANYTIME NEXT PHASE OF THE BUSINESS CASE IT'S REALLY A QUESTION AROUND THE EXTENT OF THE REGIONAL NETWORK MANAGEMENT SCOPE, WE SPOKE ABOUT THIS IN TERMS OF OPTIONS WHERE SHOULD REGIONAL POLICY ACCOUNTABILITY REST AND WHERE ARE THE GAPS AND WHAT DO WE WANT TO STUDY IN DEPTH IN THE BUSINESS CASE. SO WITH THAT I THINK WE CAN STOP THE SCREEN SHARE AND OPEN BACK UP TO STEVE TO MANAGE THE QUESTIONS.

JAMES P. SPERING, CHAIR: THANK YOU. BEFORE WE GET INTO COMMITTEE MEMBER COMMENTS, MAYBE THIS QUESTION IS FOR STEVE, TALKING ABOUT NEXT STEPS PEOPLE WANT TO CONSIDER OPTION 1 AND 2 SEPARATELY AND HAVE DISCUSSION ON THAT. HOW DO YOU SEE THIS GOING FORWARD? YOU'RE GOING TO HAVE THE ADVISORY COMMITTEE AND MTC COMMISSIONERS ARE GOING TO BE INVOLVED. SO WHAT ARE KIND OF THE NEXT STEPS FOR THIS PROCESS.

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AND FOR CLARITY?

>>STEVE KINSEY: THERESE?

THERESE MCMILLAN: I'LL PROVIDE OUTLINE AND STEVE CAN FILL IN THE DETAILS. THIS IS THEIR PRESENTATION OF THEIR PROFESSIONAL ASSESSMENT TAKING IN ALL OF THE INPUT OVER THESE CONCENTRATED LAST COUPLE OF MONTHS OF WHERE THAT I THINK THE SORT OF PARADIGMS OF THE NETWORK MANAGEMENT REST. THIS IS A LOT OF INFORMATION TO CHIU THROUGH, THINK THROUGH, SO BETWEEN NOW AND IN SEPTEMBER -- -- IN SEPTEMBER, WE WERE EXPECTING THE COMMISSION TO BE ABLE TO TAKE A VERY IMPORTANT STEP OF OUTLINING WHAT THE BUSINESS CASE SCOPE WOULD BE, WHICH, OF COURSE, CENTERS AROUND WHAT WOULD BE CONSIDERED. BETWEEN NOW AND THEN, I THINK WHAT WE HOPE WOULD HAPPEN IS WE WOULD ESTABLISH SOME KIND OF FURTHER DISCUSSION FORUM TO BE ABLE TO DIVE A LITTLE BIT DEEPER INTO ALL THIS RICH INFORMATION. AND MAKE SOME FURTHER RECOMMENDATIONS TO THE COMMISSION, IMPORTANTLY, AS TO WHAT THE SCOPE OF THE NETWORK MANAGEMENT, YOU KNOW, WOULD BE, INCLUDING, AS YOU JUST INDICATED CHAIR SPERING IS THE CONSULTANT'S PRESENTATION OF THE BLENDED ONE, PLUS TWO, AND 3 AND 4, THAT THE COMMISSION COULD CONSIDER IN TERMS OF ULTIMATELY STUDYING WHAT THE SCOPE COULD BE. THAT WAS MY UNDERSTANDING OF WHERE THE CONTINUUM WE'RE GOING.

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STEVE KINSEY: I CERTAINLY AGREE WITH ALL OF THAT, AND THINK THAT YOU WILL GET A BETTER FEEL IN SEPTEMBER AS TO HOW IT WILL MOVE FORWARD THROUGH THE BUSINESS CASE, AND THAT AN ADVISORY BODY WILL BE A SOUNDING BOARD FOR THAT. AND AGAIN THE POINT WAS TO GET A NETWORK MANAGEMENT COMPARISONS, NOT A RECOMMENDATION. YOUR COMMENTS TODAY IF YOU HAVE THOUGHTS, THESE WOULD BE IMPORTANT TO THE CONSULTANTS AS THEY WRAP UP EVALUATION BUT ESPECIALLY IMPORTANT AS YOU DEVELOP THE PRINCIPLES ON THE PROGRAM FOR THE BUSINESS CASE.

THERESE MCMILLAN: AND KATE REMIND US AGAIN OF THE DATE, AUGUST 2ND?

SPEAKER: JULY 28TH. WE'LL BE PRODUCING THE DRAFT MATERIALS AND THEN JULY 9TH DELIVERING THE FINAL REPORT.

STEVE KINSEY: YEAH, BUT AS THE EXECUTIVE DIRECTOR SAID, IT'S GOING TO BE USEFUL TO HAVE THIS DOCUMENT IN ITS FINAL FORM AND CREATE SOME OPPORTUNITY FOR ALL PARTIES THAT ARE INTERESTED TO HAVE A FURTHER DISCUSSION ABOUT THE IMPLICATIONS OF IT SO THIS IS BY NO MEANS A ONE TIME OPPORTUNITY. AND WITH THAT, I THINK CHAIR SPERING, IF YOU WANT TO TAKE COMMENTS, THIS WOULD BE THE TIME TO SORT OF MANAGE THOSE WHO WOULD WISH TO SPEAK. COMMITTEE MEMBERS RAISE YOUR HANDS. THANK YOU THERESE FOR

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CLARIFYING. IT'S ADJUSTING THE RECOMMENDATIONS THAT ARE COMING FORWARD TO THE MTC OR ADVISORY COMMITTEE YOU'RE GOING TO HAVE OPPORTUNITY TO LOOK AT ALL OPTIONS WITH THESE CONSIDERATIONS. COMMITTEE MEMBERS, IF YOU WANT TO RAISE YOUR HAND. WALLY, I DON'T SEE ANY HANDS RAISED. IAN GRIFFITHS. GO AHEAD.

IAN GRIFFITHS: THANK YOU FOR THE EXCELLENT ANALYSIS. AND I IS SUPPORT. BRINGING TOGETHER OPTIONS 1 AND 2 MAKES SENSE TO ME. I AGREE WITH THAT AND THINKING OF IT THAT WAY HELPS TO MAKE THOSE SIMILAR CONCEPTS EASIER TO UNDERSTAND. MY MAIN COMMENT ON THIS IS I SORT OF DON'T QUITE UNDERSTAND THE DIFFERENCES SHOWING UP BETWEEN OPTIONS 3 AND 4, WITH RESPECT TO THE EVALUATION. I MORE OR LESS AGREE WITH THE DISTINCTIONS BETWEEN DRAWING BETWEEN NETWORK MANAGEMENT OPTIONS AND RELATIVE ADVANTAGES OF 3 AND 4. BUT, I THINK ONE OF THE CRITERIA THAT'S LISTED WHERE THREE IS SIGNIFICANTLY LESS STRONG THAN FOUR IS, IS FINANCIAL COST EFFECTIVENESS, AND THE DISCUSSION IS, YOU KNOW, IMPLYING IT'S A WHOLE SUITE OF NET NEW STAFF EVEN THOUGH, YOU KNOW, I DON'T QUITE SEE WHY THAT'S A NECESSARY OUTCOME UNDER THREE BUT NOT FOUR WHEN IN REALITY IN 3 AND 4, YOU'RE GOING TO BE REPURPOSING SOME NUMBER OF STAFF FROM EXISTING AGENCIES, YOU KNOW, AND THEY MAY RESIDE WITHIN MTC OR OUTSIDE MTC BUT I'M NOT UNDERSTANDING WHY THREE REQUIRES SIGNIFICANTLY MORE RESOURCES THAN FOUR. AND I ALSO THINK THAT THREE DOESN'T FULLY -- IT'S DISCUSSED IN THE TEXT THAT A

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VARIANT OF THREE WOULD BE AN OPERATOR LED NETWORK MANAGER. SO AN EXISTING OPERATOR OR PERHAPS MERGER OF REGIONAL OPERATOR, BECOME INSTITUTE NETWORK MANAGER IS ONE OF THE POSSIBLE VARIANTS OF OPTION THREE. AND THAT'S SIGNIFICANTLY DIFFERENT FROM A STANDALONE ENTITY THAT'S NOT -- THAT'S LIKE A 28TH ORGANIZATION IN THE BAY AREA. SO I DON'T KNOW IF THAT JUSTIFIES SPLITTING APART OPTION A INTO 3A, AND 3B FOR A DIFFERENT EVALUATION COMING OUT SLIGHTLY DIFFERENTLY ON THOSE OR IT REQUIRES MORE NUANCE IN THE EVALUATION. MAYBE THERE IS A RANGE OF POSSIBLE CIRCLES ON THAT DEPENDING ON THE RANGE THE VARIANT. AND THE IDEA OF HAVING AN OPERATOR LED NETWORK MANAGER THAT BOTH MANAGES THE NETWORK AND OPERATES THE REGIONAL SYSTEM ITSELF IS ON ADAPTABILITY WHERE, I THINK THERE IS THE POTENTIAL THAT AS PURPOSE BUILT NETWORK MANAGER, THAT IS ALSO AN OPERATOR COULD BE HIGHLY ADAPTABLE AND THAT IT'S MAKING POLICY DECISIONS ABLE TO IMPLEMENT THEM IMMEDIATELY ON THE NETWORKS THAT IT DIRECTLY OPERATES. IN MY EXPERIENCE THAT CAN BE EXTREMELY NIMBLE AND ADAPTABLE TO CHANGE AND ACTUALLY AN AREA WHERE I'M NOT SURE OPTION FOUR SHOULD GET A FULL CIRCLE ON ADAPTABILITY, OPTION FOUR IS TAKING ON SO MANY FUNCTIONS, OPTION FOUR MIGHT BE LESS ADAPTABLE THAN A PURPOSE DRIVEN THREE. THOSE ARE MY COMMENTS. THANK YOU FOR THE GREAT ANALYSIS.

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JAMES P. SPERING, CHAIR: THANK YOU. ADINA, DO YOU WANT COMMENT?

ADINA LEVIN: ADINA LEVIN SPEAKING ON BEHALF OF RANDI KINMAN OF THE POLICY ADVISORY COUNCIL WHO IS NOT ABLE TO MAKE TODAY'S MEETING DUE TO A SERIOUS FAMILY EMERGENCY. AND, FIRST OF ALL, AS A MEMBER OF THE POLICY ADVISORY COUNCIL WATCHING THIS PROCESS, I WANTED TO CONVEY MY THANKS TO RANDI FOR ABLY REPRESENTING WHAT THE POLICY ADVISORY COUNCIL HAS BEEN SAYING CONSISTENTLY AS THIS PROCESS HAS GOTTEN INITIATED, AND THEN MOVED TOWARDS THESE CONCLUSIONS. SO, THANKS TO RANDY AND FOR THE ENTIRE BODY MOVING THIS FORWARD. AND THE COMMENT I WOULD LIKE TO MAKE REPRESENTING THE POLICY ADVISORY COUNCIL IS IN THE INTEREST OF MOVING BEYOND STATUS QUO AND PRIORITIZING RIDERS AND EQUITY AND PEOPLE WHO DEPEND ON TRANSIT AND PRIORITIZING CLIMATE AND WITH REGARD TO THOSE THINGS PUSHING TO OUTCOMES THAT MOVE THOSE NEEDS, IN THE HIGH LEVEL ASSESSMENT THAT THIS BODY IS LOOK AT TODAY, THE QUOTE WAS THAT THE FULL SUITE OF OUTCOMES WOULD BE CHALLENGING WITH THE NETWORK MANAGEMENT OPTIONS COMPARED TO THE NETWORK MANAGER OPTIONS. SO, AS THIS MOVES FORWARD, KIND OF TELEGRAPHING WHAT THE COUNCIL HAS BEEN TALKING ABOUT, YOU KNOW, WE WOULD BE LEANING TOWARDS ANY -- THE FEASIBLE OPTIONS THAT WE GET CLOSER TO THE FULL SUITE OF OUTCOMES THAT ARE DESIRABLE HERE. THANK YOU VERY MUCH.

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JAMES P. SPERING, CHAIR: THANK YOU. JASON BAKER.

SPEAKER: I HAVE A QUESTION ABOUT THE FINANCIAL COST EFFECTIVENESS ASSESSMENT. I GUESS, THROUGHOUT BUSINESS CASE, AND CURRENTLY, SOME OF THE OPTIONS HAVE BETTER STRENGTHS IN TERMS OF OUTCOMES AND I WONDER IF THERE IS GOING TO BE TIME TO ASSESS WHETHER THOSE OUTCOMES MIGHT THE END UP WITH EITHER A BETTER CHANCE AT PASSING MEASURES GETTING VOTERS TO FUND MEASURES OR ATTRACTION TO STATE OR FEDERAL FUNDING BECAUSE IT ACHIEVES THOSE OUTCOMES. I DON'T KNOW IF THAT'S IN THE SCOPE OR NOT, BUT I WONDER IF THAT'S SOMETHING YOU ALL WILL BE LOOKING AT GOING FORWARD.

JAMES P. SPERING, CHAIR: OKAY. I DON'T SEE ANY OTHER HANDS. STEVE WOULD LIKE TO RESPOND?

STEVE KINSEY: I THINK KATE WOULD LIKE TO RESPOND.

SPEAKER: TAMIM?

SPEAKER: AM I RESPONDING TO THE MOST RECENT COMMENT?

SPEAKER: YES.

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SPEAKER: JUST ON THE COST EFFECTIVENESS, I THINK THAT WOULD BE THE PURPOSE OF THE BUSINESS CASE WOULD BE TO DETERMINE THE COST AND IMPACT AND FEASIBILITY -- I MIGHT BE GETTING QUESTIONS CONFUSED.

SPEAKER: I WANT TO KNOW IF PART OF THE ASSESSMENT OF COST EFFECTIVENESS OF ANY OPTION WOULD HELP US GET MORE MONEY EITHER FROM FEDERAL OR STATE? WITH GETTING BETTER OUTCOMES IS THERE A CHANCE THAT GETS US MONEY FROM SOMEWHERE?

SPEAKER: TAMIM, YOU NEED TO UNMUTE.

SPEAKER: SORRY ABOUT THAT, I THINK I WAS AUTOMATICALLY MUTED. YOU ARE SEEING IN THE CRITERIA A NUMBER OF DIFFERENT CRITERIA THAT TRY TO CAPTURE SYSTEM OUTCOMES. ONE OF THEM IS, DOES THAT -- DOES THE SYSTEM OUTCOME OF BEING INHERENTLY MORE FUNDABLE EITHER BECAUSE THE ORGANIZATION CAN PUSH INITIATIVES MORE FORWARD IN A WAY THAT GARNERS STATE, FEDERAL, FUNDING, BUILDS CONSTITUENCY FOR BALLOT MEASURES THAT MAY BE BROUGHT FORWARD, THOSE -- THAT COMPETENCE OF THE ORGANIZATION AND CAPABILITY OF THE ORGANIZATION TO GENERATE THAT ENTHUSIASM AND ALSO GENERATE THAT SUPPORT IS SOMETHING THAT SHOULD BE EVALUATED. SO THAT MAY BE MORE OR LESS POSSIBLE UNDER CERTAIN STRUCTURES DEPENDING ON COMPREHENSIVENESS NETWORK VERSUS MANAGER. AND IS OVERSIGHT STRUCTURE CAPABLE OF GENERATING THAT CONFIDENCE IN

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IMPLEMENTATION THAN THE OTHER. THAT SHOULD BE EVALUATED IN THE BUSINESS CASE AND OF COURSE IS SOMETHING THAT WOULD BE HIGHLY SUBJECTIVE BUT WOULD BE AN IMPORTANT THING TO EVALUATE.

JAMES P. SPERING, CHAIR: OKAY. CINDY CHAVEZ?

CINDY CHAVEZ: THANK YOU. AND THANKS FOR THE WORK. THIS WAS REALLY AN AMAZING TEAM THAT MTC PUT TOGETHER TO RESPOND TO THIS. IN THE FINAL REPORT, I THINK IT WOULD BE REALLY IMPORTANT TO EVALUATE THE -- AND I THINK YOU TRIED TO DO THIS, BUT TO BE BETTER ABLE TO EVALUATE THE PERFORMANCE REGIONALLY OF ALL OF OUR SYSTEMS RELATIVE TO THE NEW GOVERNANCE MODEL. AND I THINK, IN PARTICULAR, HOW WOULD WE LOOK AT THINGS LIKE INCREASED RIDERSHIP, DECREASED CONGESTION. BECAUSE IN THE END, ACTUALLY AS JASON WAS TALKING ABOUT, WHEN WE ARE TALKING TO THE BROAD PUBLIC THOSE ARE REALLY THE QUESTIONS THAT THEY'RE ASKING US. AND THE SECOND THING IS, I THINK IT WOULD BE REALLY IMPORTANT TO HAVE THE LINES OF ACCOUNTABILITY RELATIVE TO RESOURCES DEFINED IN THE REPORT. AND I WANT TO COMMENT ON SOME OF THE ITEMS OF THE ASSESSMENTS OF RESOURCES. I WASN'T AS SURE ABOUT -- I WASN'T AS SURE ABOUT THE -- HOW I WOULD RATE THEM BASED ON NOT UNDERSTANDING THE LINES OF ACCOUNTABILITY. BECAUSE ULTIMATELY, AND COLLEAGUES, SOMETHING THEY SHARED WHEN I WAS INTERVIEWED, I THINK THE PUBLIC REALLY WANTS TO BETTER UNDERSTAND WHEN MONEY IS BEING SPENT, HOW ARE WE ULTIMATELY

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ACCOUNTABLE TO THEM FOR DOING A GOOD JOB OR NOT A GOOD JOB RELATIVE TO RESOURCES. AND PART OF THE REASON I WAS ASKING ABOUT THE TOGGLING BETWEEN THE LOCAL AND THE REGIONAL IS THAT I DO THINK THAT'S JUST A VERY REAL PRESSURE THAT WE'RE GOING TO ALL NEED TO BETTER UNDERSTAND. AND I DON'T HAVE A SOLUTION FOR T BUT I WOULD BE INTERESTED IN THE REPORT MAKERS GIVING US FEEDBACK IN THE FINAL REPORT. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU CINDY. OTHER COMMENTS? JIM WUNDERMAN.

JIM WUNDERMAN: THANK YOU. I AGREE WITH CINDY. GREAT BODY OF WORK. AND WHILE I HAVE THE CHANCE, THANK YOU CHAIR SPERING FOR ALL THE EFFORT YOU PUT INTO THIS TO KEEP DRIVING EVERYBODY ALONG. IT'S REALLY IMPORTANT. I WAS WONDERING ABOUT KIND OF RECOMMENDATION THREE AND A HALF. SO, YOU KNOW, ONE OF THE POINTS OF VIEW OF ATTRACTIVENESS OF PUTTING THIS WITH MTC IS YOU DON'T HAVE TO RECREATE THE WHEEL. AND SO THERE IS SOME FINANCIAL ADVANTAGES OF THAT, AND A LITTLE BIT OF UNCERTAINTY ABOUT THAT. ON ONE HAND, MTC MAY NOT BE THE PERFECT CREATURE TO DO IT BECAUSE IT WASN'T REALLY ORGANIZED FOR THIS PURPOSE, AND SO IS IT POSSIBLE TO KIND OF GRAB OF THE BEST OF BOTH WORLDS BY SUGGESTING THAT THERE MIGHT BE SOME RESTRUCTURING OF MTC TO BRING IT MORE IN LINE WITH THE BODY OF FUTURE WORK THAT WOULD BE INVOLVED? YOU KNOW, MAYBE MAKING IT A LITTLE BIT MORE

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OF A REGIONAL AGENCY ITSELF IN TERMS OF THE WAY PEOPLE FIND THEIR WAY ON TO THE BOARD, AND SOME ISSUES LIKE THAT, BECAUSE MTC WAS CREATED A LONG TIME AGO FOR DIFFERENT THINGS. AND YOU KNOW, I THINK WE ALL HAVE AN APPRECIATION FOR THE LEADERSHIP OF THE BOARD AND THE STAFF, AND THE WORK -- AND THE WORK THAT'S BEING DONE, BUT AT THE SAME TIME, YOU KNOW, THIS IS A REALLY BIG UNDERTAKING FOR THE FUTURE. AND WHATEVER THE AGENCY IS THAT OVERSEES THIS NEEDS TO BE ORIENTED FOR THE PURPOSE, IN A PROFOUND WAY. SO THAT'S SORT OF WHAT YOU GET WITH A NEW AGENCY. FOR RESTRUCTURING MAYBE LESS EFFICIENT THAN RELYING ON THE EXISTING AGENCY AND NOT HAVING TWO AGENCIES THAT ARE SORT OF SIDE BY SIDE. I DON'T EXPECT YOU TO NECESSARILY ANSWER IT BUT I THROW IT OUT AS A -- AS WHAT CROSSED MY MIND.

JAMES P. SPERING, CHAIR: THANK YOU, JIM. I HOPE WE'RE NOT DOING ANYTHING THAT PRECLUDES LOOKING AT IT FROM THAT PERSPECTIVE. I DON'T THINK WE ARE. AND HOPEFULLY THAT'S SOMETHING THAT SHOULD BE CONSIDERED. I DON'T SEE ANY OTHER HANDS. DO WE HAVE PUBLIC COMMENTS, WALLY?

WALLY CHARLES, CLERK: YES, WE DO. MEMBERS OF THE PUBLIC PARTICIPATING BY TELECONFERENCE WITH COMMENTS, PLEASE USE THE RAISED HAND FEATURE OR DIAL STAR NINE NOW, AND I WILL CALL UPON YOU TO SPEAK. EACH SPEAKER WILL HAVE ONE MINUTE AND 30 SECONDS TO SPEAK. PLEASE RAISE YOUR HAND IN THE NEXT 60

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SECONDS TO BE RECOGNIZED AS A SPEAKER. WE HAVE THREE SPEAKERS SO FAR. FIRST EUGENE BRADLEY, THEN RICH HEDGES. EUGENE?

SPEAKER: GOOD AFTERNOON MEMBERS OF THE COUNCIL. CAN EVERYBODY HEAR ME?

WALLY CHARLES, CLERK: YES.

SPEAKER: MY NAME IS EUGENE BRADLEY FOUNDER AND CEO OF SILICON VALLEY TRANSIT USERS. I WAS READING THIS NICE REPORT THAT MTC STAFF HAD BASICALLY COME UP WITH. IT'S A GREAT IDEA AND IT'S A LONG OVERDUE IDEA TO HAVE A NETWORK MANAGER. REGARDING CONFLICTS AND REGIONAL PROJECTS WHERE THEY CLASH WITH ONE ANOTHER, A PERFECT EXAMPLE OF THIS, VTA PROPOSING THAT BART GO FROM DOWNTOWN SAN JOSE INTO SANTA CLARA WHEN THEY HAVE HAD CORRIDORS THAT HAVE HAD RAIL SERVICE SINCE 1865 TO HAVE THAT NETWORK MANAGER SAY RECONSIDER THIS, ALSO A SIMILAR VTA PROPOSAL TO RUN PENINSULA UP TO SANTA CLARA TO MILLBRAE WHEN YOU HAVE CALTRAIN AND HIGH SPEED RAIL BEING PROPOSED. I AGREE WITH WHAT CHAVEZ AND ALSO ONE OF THE OTHER COMMITTEE MEMBERS SAID, WHY CAN'T THERE BE AT LEAST A MERGER BETWEEN 3 AND 4? HAVE THE BEST OF THE BOTH WORLDS AND HAVE THE NETWORK MANAGER BE INDEPENDENT. WHAT YOU DON'T WANT, A NETWORK MANAGER THAT IS TOO POLITICALLY BOUND FOR WHATEVER REASON, AND THAT, REALLY, THE VOTERS SHOULD BE BETTER EDUCATED ABOUT WHAT MTC IS AND

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WHAT A NETWORK MANAGER CAN DO TO REALLY HELP SYNCHRONIZE EVERYTHING. YOU CAN'T HAVE 27 PROBLEMS AND STILL HAVE -- YOU CAN'T HAVE 27 NATIVES -- [INDISCERNIBLE] THE SAME PROBLEM. THIS CAN'T HAPPEN. THIS HAS TO CHANGE. AND THIS IS A GOOD START. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. NEXT RICHARD HEDGES. PLEASE SPEAK. HEDGES.

SPEAKER: THIS HAS BEEN QUITE AN UNDERTAKING. FOUR IS THE BEST BUSINESS CASE FOR A REGIONAL MANAGER AND BEST AT CREATING REGIONAL MANAGEMENT THAT REALLY WORKS TO MANAGE ALL OF OUR FACILITIES REGIONALLY. I WAS INTRIGUED BY JIM WUNDERMAN'S SUGGESTION OF THREE AND A HALF. I'M NOT WHETTED TO FOUR, OBVIOUSLY, BUT INTERESTED IN HAS IDEA. I WILL SAY THIS, WHATEVER SYSTEM WE HAVE HAS TO TAKE STRONG INTEREST IN REGIONAL ISSUES BUT NOT DELVE INTO THE LOCAL ISSUES FOR LOCAL TRANSIT ORGANIZATIONS. I THINK THAT WOULD BE A BIG MISTAKE BOTH POLITICALLY AND MANAGEMENT-WISE, AND I'LL SAY, FINALLY, IN CONCLUSION, THAT IT'S GOT TO BE A SYSTEM THAT TAKES ALL OF OUR ASSETS INTO CONSIDERATION. LET ME GIVE AN EXAMPLE. I USED TO USE 511 TO FIND A WAY TO REGIONAL TRANSIT AND IT WOULD TELL ME TO WALK HALF A MILE TO THE BART STATION WHICH IS ABOUT 25

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MILES FROM MY HOUSE AND TAKE IT AROUND THE HORN TO SAN FRANCISCO TO GET INTO SAN FRANCISCO. I STUMBLED ACROSS COMMUTE.ORG YEARS AGO WHICH TOLD ME TO WALK ACROSS THE STREET TO PICK UP A SHUTTLE TO TAKE TO CALTRAIN BUT THAT WASN'T PRESENTED ON 511 STILL ISN'T. JOHN FORD NOW MANAGES THE SYSTEM AND WAS ABLE TO GET ALL OF THESE DIFFERENT SHUTTLES ON TO GOOGLE, AND NOW I CAN DO MY TRIP PLANNING FROM GOOGLE AND IT GETS ME TO WHERE I WANT TO GO. WE HAVE TO TAKE ALL ASSETS INTO CONSIDERATION AND NOT LEAVE ANY OF THEM OUT IT'S SO IMPORTANT FOR THE LAST MILE. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. LAURA TOLKOFF. PLEASE SPEAK.

SPEAKER: THANK YOU COMMISSIONER SPERING, GENERAL MANAGERS, ASSEMBLYMEMBER CHU AND OTHERS OF THIS TASK FORCE. MY NAME IS LAURA T, AND I AM THE TRANSPORTATION POLICY DIRECTOR FOR SPUR LET ME SAY HOW MUCH WE APPRECIATE HOW HARD YOU HAVE WORKED DURING THESE EXTRAORDINARY TIMES AS WE MOVE FORWARD WITH FURTHER STUDY WE AGREE THAT WITH THE ASSESSMENT THAT WE HEARD TODAY THAT THE MORE TRANSFORMATIVE CHANGES IN OUR REGION WILL HAPPEN WHEN WE ESTABLISH A REGIONAL NETWORK MANAGER THAT CAN REALLY BETTER HARMONIZE OUR SYSTEM. TO THAT END IT'S OUR HOPE THAT THE NETWORK MANAGER CAN TAKE ON SOME OF THE MORE DIFFICULT ASPECTS OF THE REGIONAL NETWORK MANAGEMENT OVER TIME AND THAT THOSE CONVERSATIONS REALLY START TO PROCEED NOW. WE

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ALSO ENCOURAGE YOU NOT TO UNDERESTIMATE THE IMPORTANCE OF READINESS. WE ARE EMERGING FROM THIS PANDEMIC ONLY TO FIND OURSELVES REALLY HEATING UP AND DRYING OUT AT RECORD BREAKING RATES ALL THE WHILE PEOPLE ARE HAVING AN IMPOSSIBLE TIME GETTING BY. WHAT YOU'RE SETTING IN MOTION IS NOT ONLY INTENDED TO INOCULATE US FROM THE NEXT FISCAL CRISIS BUT TO INOCULATE US FROM THE WORST OF CLIMATE CHANGE AND INEQUALITY. THANK YOU FOR YOUR WORK AND MOVING FORWARD QUICKLY FOR A SOLUTION FOR THE REGION. THANK YOU.

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

JAMES P. SPERING, CHAIR: THANK YOU WALLY. STEVE, COMMITTEE MEMBERS CAN SUBMIT ADDITIONAL COMMENTS IN WRITING TO THE CONSULTANT, AND THAT GOES UNTIL WHEN?

STEVE KINSEY: THROUGH THE 28TH. SO FOR THE NEXT FEW DAYS THEY CAN SUBMIT COMMENTS TO ME OR TO THE CONSULTANTS THEY'RE WELCOME TO DO THAT. THERE WILL ALSO BE OPPORTUNITIES AS I SAID, FOLLOWING THAT, SO IT'S NOT A HARD LINE BUT IN TERMS OF BEING ABLE TO INFLUENCE THE TEXT OR THOUGHTS THAT CONSULTANTS HAVE PRESENTED TODAY, THE NEXT FEW DAYS WOULD BE IMPORTANT TO GET YOUR COMMENTS IN.

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JAMES P. SPERING, CHAIR: OKAY. SO WE CAN MOVE ON TO OUR NEXT ITEM. I JUST WANTED CLARITY. AT THIS TIME, WE APOLOGIZE FOR PUSHING THIS AS FAST AS WE CAN. THE CONSULTANT HAS DONE A GREAT JOB FOR THE TIME THAT THEY HAVE BEEN ALLOTTED. WE WILL CONTINUE TO TAKE YOUR COMMENCE AS THIS GOES TO THE ADVISORY COMMITTEE YOU WILL HAVE OPPORTUNITY TO CONTINUE DISCUSSION.

JAMES P. SPERING, CHAIR: NEXT ITEM.

STEVE KINSEY: ITEM FIVE NEXT STEPS IF WE COULD GET THE POWERPOINT PRESENTATION UP THAT WOULD BE HELPFUL. NEXT SLIDE. SO IT SHOULDN'T BE ANY SURPRISE TO YOU THAT TODAY IS IMPORTANT. CONCLUSION TO THE TASK FORCE ISN'T ENDING, BUT A MILESTONE. YOU WILL BE VOTING ON A SPECIFIC LIST OF ACTIONS, 27, OF NEXT STEPS AS PART OF THE AGENDA ITEM, ESSENTIALLY THEY ARE YOUR PLAN. IN ADDITION, IF YOU WISH, YOU CAN COMMENT ON THE SUPPORTING TEXT THAT WILL BE THE FOLLOWING ASPECT, OR THE FOLLOWING AGENDA ITEM, 6B, AND YOU CAN SEND ANY COMMENTS THAT YOU HAVE ON THAT UNTIL AUGUST 2ND. MTC STAFF IS GOING TO COMPLETE THE FINAL PLAN'S PRODUCTION AND THEY WILL SEND A COPY TO EACH OF YOU ON THE TASK FORCE AND ALSO POST IT ON THE MTC WEB SITE LATER IN AUGUST. NEXT SLIDE. WHAT I'M GOING TO WALK YOU THROUGH NOW ARE THE NEXT FEW MONTHS, THROUGH THE END OF THE YEAR REALLY MAKING THE POINT THAT THERE IS SIGNIFICANT MOMENTUM THAT YOU HAVE CREATED THAT YOU WILL BE CONTINUING

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WITHOUT A LAG IN SEPTEMBER THE COMMISSION GOING TO ACCEPT THE PLAN THAT YOU ARE RECOMMENDING TO THEM AND GIVE THEIR INITIALLY THOUGHTS ON HOW IT SHOULD BE ADDRESSED THEY WILL BE CONFIRMING ONE OF YOUR RECOMMENDED ACTIONS ASSOCIATED WITH THE BUSINESS CASE WHICH IS TO CREATE AN ADVISORY GROUP TO SERVE AS A MULTI-STAKEHOLDER TECHNICAL SOUNDING BOARD FOR THE NETWORK MANAGEMENT BUSINESS CASE ANALYSIS THAT IS A CRITICAL NEXT STEP TO REACHING THE GOALS THAT YOU SET OUT AS A TASK FORCE AROUND NETWORK MANAGEMENT REFORMS. IN A FEW MINUTES, ALIX BOCKELMAN WILL TALK MORE ABOUT THAT ADVISORY GROUP. THERE WILL ALSO BE AN OPPORTUNITY TO REVIEW THE VIA TEAMS AND ALL OF THE CONSULTANTS THAT PARTICIPATED IN VIA'S ARCHITECTURE'S TEAM AND THEIR EVALUATION WORK MORE CLOSELY. AS I HAVE BEEN SAYING YOU WILL HAVE MORE OF AN OPPORTUNITY TO OPINE ON THAT WORK AS WELL. NEXT SLIDE. IN OCTOBER, CHAIR PEDROZA HAS CALLED FOR A FULL COMMISSION WORKSHOP THAT WILL FOCUS A PORTION OF THE TIME TO GIVE A MORE DETAILED DIRECTION TO THE STAFF ON KEY ASPECTS OF IMPLEMENTING THE PLAN. WHAT FUNDING NEEDS ARE THERE, WHAT FUNDING SOURCES ARE THERE, WHAT ARE THE STAFF RESOURCES NEEDED, BOTH BY MTC STAFF TO IMPLEMENT THESE ACTIONS, AND BY OTHERS, PERHAPS, AND WHAT COMMITTEES OF MTC WILL BE TAKING RESPONSIBILITY FOR THE DIFFERENT ACTIONS THAT ARE IDENTIFIED HERE. THE COMMISSION IS ALSO EXPECTED IN OCTOBER TO BE SELECTING THE CONSULTANT TEAM THAT WILL TAKE THE NEXT STAGE IN THE BUSINESS CASE ANALYSIS AND GET THEM ON BOARD. NEXT SLIDE.

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THE BUSINESS CASE ANALYSIS, BY THE WAY, IS ANTICIPATED TO TAKE 6 TO 8 MONTHS TO PUT TOGETHER, ALLOWING IT TO BE DONE IN TIME THAT IT CAN INFLUENCE POTENTIAL LEGISLATION FOR NEXT YEAR. BEFORE THE YEAR OUT, THE ACTION PLAN'S IMPLEMENTATION WILL REALLY BE UNDERWAY. THERE IS GOING TO BE AN ADVISORY GROUP, AS WE SAID, THAT WILL BE ORGANIZED TO SUPPORT THE EFFORT, THEY WILL HAVE MET WITH THE CONSULTANTS THAT HAVE BEEN SELECTED TO DO THE BUSINESS CASE ANALYSIS, SPECIFIC FUNDING ACTIONS THAT ACCELERATE EXISTING INITIATIVES AND OTHERS THAT ALLOW FOR THINGS TO BEGIN, BASED ON THE DIRECTION THAT THEY GET AT THE OCTOBER WORKSHOP. SO THAT OCTOBER WORKSHOP WILL BE IMPORTANT FOR ALL OF YOU TO CONSIDER ENGAGING IN, PARTICIPATING IN, AT THAT TIME. THE INITIAL OPPORTUNITY TO WE'VE TOGETHER THE ACTION PLAN AND THE RAIL GRANT WILL ALSO BE AN IMPORTANT LINKAGE BETWEEN THESE TWO EFFORTS THAT ARE OBVIOUSLY VERY ASSOCIATED TO A TRANSIT TRANSFORMATION. AND ALL OF THIS IS INTENDED TO ILLUSTRATE TO YOU THAT THE WORK THAT YOU HAVE BEEN DOING OVER THE LAST 15 MONTHS IS NOT GOING TO JUST STALL. IT'S GOING TO KEEP MOVING FORWARD AT A FAIRLY IMPRESSIVE PACE BEING FURTHER REFINED AS IT GOES OVER THE COURSE OF THE NEXT YEAR. AND WITH THAT I'M GOING TO GIVE YOU THE OPPORTUNITY TO HEAR FROM ALIX ABOUT THE ADVISORY GROUP AND ITS PURPOSE AND COMPOSITION. ALIX?

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ALIX BOCKELMAN: THANK YOU, STEVE. NEXT SLIDE. SO I REALLY WANTED TO JUST REITERATE AND BUILD UPON THE PROPOSAL THAT CHAIR SPERING OUTLINED LAST MONTH FOR AN ADVISORY GROUP TO, AGAIN, I THINK AS MANY PEOPLE HAVE SAID, TO KEEP UP THE MOMENTUM AS WE TRANSITION TO THE NETWORK MANAGEMENT BUSINESS CASE. FIRST WE WANT TO -- WE PROPOSE TO CONTINUE THE ROUGHLY EQUAL REPRESENTATION OF TRANSIT OPERATORS, AND KEY STAKEHOLDERS WITH BROAD TRANSIT INTEREST AND WE WOULD REALLY LIKE TO FOCUS THE ADVISORY GROUP ON THE IMPORTANT WORK OF PROVIDING TECHNICAL INPUT TO THE NETWORK MANAGEMENT BUSINESS CASE. NEXT SLIDE. IN TERMS OF COMPOSITION THE VISUAL SHOWS THE TOTAL PROPOSED MEMBERSHIP OF 14 WITH SEVEN TRANSIT OPERATOR GENERAL MANAGERS AND SEVEN STAKEHOLDER MEMBERS, INCLUDING MTC THAT WOULD BRING PERSPECTIVES FROM A BROAD RANGE OF TRANSIT INTERESTS INCLUDING EQUITY, SOCIAL JUSTICE, TRANSIT RIDER, BUSINESS, AND LABOR. MTC WILL ESTABLISH THIS GROUP AND SELECT SEVEN STAKEHOLDER REPRESENTATIVES AND INCLUDE TRANSIT OPERATORS FOR THE SEVEN REPRESENTATIVES THAT THEY NOMINATE. NEXT SLIDE. THE PURPOSE OF THE ADVISORY GROUP IS TO PROVIDE TECHNICAL INPUT AND WORK TO DO THE BUSINESS MANAGEMENT CASE. THE ADVISORY GROUP WILL ALSO BE ASKED TO MAKE PERIODIC UPDATES TO THE COMMISSION ABOUT THE WORK AND THE INPUT THAT THEY'RE PROVIDING ON THIS BUSINESS CASE. AND WE WANT TO GET MOVING QUICKLY SO WE'RE LOOKING TO FORM THE ADVISORY GROUP IN SEPTEMBER SO IT WILL BE READY TO JUMP INTO THE BUSINESS CASE

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WORK IN THE OCTOBER, NOVEMBER TIME FRAME. AND WE NOTE HERE THAT THIS WILL BE A TIME LIMITED ADVISORY GROUP, AND WE SAID UP TO 12 MONTHS BUT WE DO EXPECT THAT THE BUSINESS CASE WILL PROBABLY NEED TO MOVE FASTER THAN THAT TO BE MOST HELPFUL IN TERMS OF ITS TIME FRAME. SO IT MAY BE LESS THAN 12 MONTHS. SO THAT CONCLUDES MY BRIEF OVERVIEW OF THE ADVISORY GROUP. SO STEVE AND I WILL TAKE ANY QUESTIONS ON NEXT STEPS.

STEVE KINSEY: BACK TO YOU CHAIR SPERING IF YOU WANT TO TAKE QUESTIONS OR COMMENTS, WE WOULD BE HAPPY TO ANSWER THEM. ON MUTE.

JAMES P. SPERING, CHAIR: SORRY, STEVE. MY MUTE WAS ON. IAN GRIFFITHS, I'LL START WU.

IAN GRIFFITHS: I'M WONDERING IF THERE IS ANY WAY -- WE BENEFITTED SO MUCH WHEN WE GOT THE CONSULTANT ON BOARD FOR THE BLUE RIBBON TASK FORCE HAVING THEM ON BOARD WAS SO INCREDIBLY HELPFUL FOR BEING ABLE TO ADVANCE THE WORK AND I WANT TO ASK THE QUESTION, IS THERE ANY POSSIBLE WAY WE COULD GET A NEXT CONSULTANT ON BOARD THAT WOULD BE INFORMING THE BUSINESS CASE ADVISORY GROUP ANY SOONER IF THAT IS IN FACT ONE OF THOSE THINGS THAT IS PREVENTING US FROM STARTING IT SEEMS LIKE STARTING A CONTRACT IN OCTOBER, IF THERE IS ANY WAY TO GET THAT GOING I THINK IT WOULD POSITION US TO BE ABLE TO BE READY

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FOR POTENTIAL THINGS THAT COULD INFLUENCE LEGISLATION AND RECOMMENDATIONS SOONER. AND IT SEEMS LIKE THAT -- IT SEEMS TO BE CONSCIENCE US THAT WE AGREE THAT THERE NEEDS TO BE A SCOPE OF WORK AWARDED AND DO WE NEED TO WAIT FOR THE WORKSHOP AND THE OTHER THINGS TO MOVE FORWARD WITH THAT? MY OTHER COMMENT IS A PROPOSAL FOR THE PROPOSED ADVISORY COMMITTEE. YOU KNOW, I AGREED, GENERALLY, WITH THE CONCEPT OF EQUIVALENCE OF PERSPECTIVES I SEE STAKEHOLDERS AND GROUPS AND ALL THOSE LISTED IT'S AS THOUGH MTC IS ONE OF THE PUBLIC AGENCY STAKEHOLDERS. I REALLY SHOULDN'T BE OCCUPYING ONE OF THE SEATS FOR OTHER TYPES OF STAKEHOLDERS I THINK IT'S IMPORTANT IF THERE ARE GOING TO BE SEVEN STAKEHOLDERS FROM DIFFERENT STAKEHOLDER GROUPS THOSE SEVEN COULD BE DIFFERENT STAKEHOLDER GROUPS AND MTC COULD BE A STANDALONE OR ONE OF THE PUBLIC AGENCY REPRESENTATIVES. BUT THAT FEELS LIKE IT'S MAINTAINING THIS GENERAL VALUE OF PRINCIPLE OF EQUIVALENCE OF PERSPECTIVES THAT ENSURES WE COULD HAVE GREATER NUMBER OF POTENTIAL STAKEHOLDER GROUPS IN THE REGION AND DIFFERENT CONSTITUENCY THOSE ARE MY THOUGHTS.

JAMES P. SPERING, CHAIR: THANK YOU. GINA.

GINA PAPAN: TO KEEP THESE EFFORTS MOVING HERE AND TO BE ADAPTABLE HERE WE'RE TALKING ABOUT ONE YEAR WE WANT TO MAKE SURE THAT WHOEVER IS A PART OF THE GROUP, IT'S GOING TO BE

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VERY HARD WHEN WE MAKE THE APPOINTMENTS HERE TO KEEP EVERYTHING MOVING FORWARD ALONG THOSE LINES, I WONDER IF WE HAVE BUILT-IN ADAPTABILITY IF SOMETHING'S NOT WORKING OR NOT MOVING US FORWARD? I KNOW THIS IS PRETTY EARLY. SO I JUST WANTED TO POINT THAT OUT. AND I KIND OF AGREE WITH IAN THERE. IT WOULD BE REALLY NICE TO HAVE A CONSULT BE GROUP TO BE A PART OF THIS, TO GUIDE THE PROCESS EVEN FURTHER, AS FAR AS BEING PRODUCTIVE. SO, I LIKE THAT IDEA. THANK YOU.

JAMES P. SPERING, CHAIR: I'LL ASK ALIX TO COMMENT ON THAT IN A MINUTE. ADINA?

ADINA LEVIN: YEAH. SO SPEAKING AS, FOR RANDI KINMAN, FOR THE POLICY ADVISORY COUNCIL, THERE WAS A PRETTY EXTENSIVE DISCUSSION AT THE LAST POLICY ADVISORY COUNCIL MEETING, AND A VOTE TO SUPPORT HAVING THE POLICY ADVISORY COUNCIL CONTINUE TO PLAY A ROLE IN THIS ADVISORY COMMITTEE GOING FORWARD. THIS IS SOMETHING THAT WE FEEL WELL WITHIN THE PURVIEW AND THE MANDATE THAT WE HAVE TO ADVISE THE COMMISSION. AND HAVE A BODY THAT DOES HAVE A BROAD INTEREST AND GEOGRAPHICAL REPRESENTATION. AND THEREFORE ARE STRONGLY SUPPORTIVE OF CONTINUING IN THIS STAKEHOLDER PROCESS MOVING FORWARD. AND, SECOND, CERTAINLY WE AGREE THERE SHOULD BE MTC REPRESENTATION IN THIS PROCESS, BUT IT DOES SEEM STRANGE TO HAVE MTC AS A GOVERNMENT BODY TO BE IN THE BUCKET OF STAKEHOLDERS, RIDERS CUSTOMERS, ORGANIZATIONS

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THAT DEPEND ON THE TRANSIT SYSTEM, SO THAT EARLIER COMMENT TO HAVE MTC BEING GROUPED WITH THE INSTITUTIONS AND HAVING THE STAKEHOLDERS BE CONSISTING OF GROUPS AND BODIES THAT ARE USERS AND OTHER STAKEHOLDERS OF THE GOVERNMENT BODIES, THAT RECOMMENDATION ALSO MAKES SENSE. THANK YOU.

JAMES P. SPERING, CHAIR: ALFREDO, DO YOU WANT COMMENT?

ALFREDO PEDROZA: THANK YOU, MR. CHAIR. I WANT TO THANK STEVE FOR THIS PRESENTATION, AND ALIX, WELL DONE, I THINK THE TITLE OF KEEPING THE MOMENTUM IS REALLY ILLUSTRATED IN WHAT YOU HAVE DONE HERE BY OUTLINING WHAT WE'RE GOING TO DO IN AUGUST, OCTOBER, AND WHAT WE'RE GOING TO DO IN SEPTEMBER AND BEFORE THE END OF THE YEAR. I'M REALLY SUPPORTIVE OF THAT AND AS WE SHARE WE CONTINUE THE WORK THAT THE BLUE RIBBON TASK FORCE CREATED AND REALLY LOOK FORWARD IN TERMS OF THE COMMISSION IN ANSWERING QUESTIONS, THERE IS GOING TO BE PLENTY OF OPPORTUNITY FOR PUBLIC PARTICIPATION BUT IT'S ALSO ACKNOWLEDGEMENT FROM MTC LEADERSHIP THAT WE WANT TO GET THINGS DONE AND WE'RE STRUCTURING OPPORTUNITIES TO GET THINGS DONE THIS IS THE BEGINNING STAGES, THANK YOU, JIM, YOU HAVE DONE A GREAT JOB OF NAVIGATING ROCKY WATERS, AND YOUR LEADERSHIP IS GOING TO BENEFIT THE GOALS. THANK YOU VERY MUCH. IS.

JAMES P. SPERING, CHAIR: THANK YOU.

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SPEAKER: I WAS WONDERING IF THIS PROCESS INCLUDED CONVERSATIONS ABOUT THE REGIONAL MEASURES, I WONDERED IF THAT'S GOING TO BE A SEPARATE PROCESS ABOUT THE BUSINESS CASE IF THERE IS GOING TO BE A PUBLIC PROCESS. MANY QUESTIONS IN THERE.

JAMES P. SPERING, CHAIR: A LOT OF QUESTIONS THERE BUT WE'RE GOING HAVE TO SYNC UP ANY FUNDING MEASURE WITH OUR PLAN SO I'M NOT QUITE SURE THIS IS THE FUNDING GROUP THAT WE'RE PUTTING TOGETHER BUT IT'S GOING TO BE PART OF THE CONVERSATION. CINDY CHAVEZ, COMMENTS?

CINDY CHAVEZ: THANK YOU. AND JIM, I WANT TO SHARE MY CONGRATULATIONS WU, YOU HAVE BEEN HOPPING IN AND OUT OF THE WAY, TWO THINGS I WOULD LIKE TO HAVE FULLY VETTED AS THIS MOVES THROUGHOUT PROCESS AND THAT IS TO DEFINE A LITTLE BIT MORE THE EXPERTISE, WHEN WE'RE TALKING ABOUT TECHNICAL ADVISORY COMMITTEE, MORE SPECIFICALLY, WHAT DO WE MEAN WHEN WE SAY TECHNICAL COMMITTEE? AND THE REASON I ASK THAT IS BECAUSE OF THE INTERESTING QUESTION OF WHO IS AT THE TABLE AND IT GOT ME THINKING ALSO A BIGGER QUESTION IS, WHAT'S THE BODY OF WORK THAT'S GOING TO BE BEFORE THEM, AND THEREFORE HOW DOES THE COMMITTEE THAT IS -- I'M SORRY -- THE MEMBERSHIP REFLECT THAT? AND SECOND, IF THERE IS A PROCESS THAT WE WANT TO BE ROBUST

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WITH INPUT, I THINK, IN ADDITION WHATEVER KIND OF TECHNICAL COMMITTEE GETS SETUP, THAT IT WOULD BE GOOD TO EXPLAIN TO THE BOARD -- YOU KNOW, TO THE MTC COMMISSION, WHAT ARE THE PROCESSES BY WHICH WE'LL BE ABLE TO GET ONGOING INPUT FROM RIDERS? FOR EXAMPLE, THE LABOR MOVEMENT. ALL OF OUR PARTNERS. BECAUSE THE TRUTH OF THE MATTER IS THAT, OUR PARTNERS, AS WE'RE TALKING ABOUT STRATEGIES FOR FUNDING, THAT THE BUY-IN, IS THE PROCESS WE'RE IN RIGHT NOW IT WILL BE EVERY COMMITTEE WE PUT FORWARD AND OUTREACH THAT WE DID BECAUSE IF WE DO THAT RIGHT AND WELL WE'RE GOING TO BE HAVING PEOPLE OUTSIDE OF THE PROCESS NOT PARTICIPATING. THOSE ARE SOME INITIALLY THOUGHTS. THANK YOU.

JAMES P. SPERING, CHAIR: DENNIS MULLIGAN.

DENNIS MULLIGAN: I WOULD LIKE TO THANK THERESE AND STEVE FOR THIS ITEM AND ALL THE PEOPLE WHO CONTRIBUTED, GREAT WORK I WANT TO THANK YOU FOR THE EXTRA TIME TO PROVIDE WRITTEN COMMENTS. WE GOT A LOT OF INFORMATION FAST, AND GIVES US TIME TO COLLECT OUR THOUGHTS AND PUTTING THEM IN WRITING, I WANT TO THANK YOU FOR THAT PROCESS.

JAMES P. SPERING, CHAIR: THANK YOU. ARE THERE OTHER COMMENTS? I DON'T SEE ANY OTHER HANDS. I WANT TO RESPOND TO THE MAKE UP OF THE COMMITTEE I THINK IT IS APPROPRIATE THAT MTC HAS A

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SEAT. WE ARE A STAKEHOLDER. IT'S CLEAR. IT'S SIMILAR TO WHAT WE DID WITH THIS BLUE RIBBON COMMITTEE, WE MADE MTC THE EXECUTIVE DIRECTOR, A VOTING MEMBER TO WHERE MTC CAN WEIGH IN. MTC HAS A LOT AT STAKE HERE, I THINK THE COMMITTEE BEING PROPOSED IS GOOD IT'S GOING TO HAVE FURTHER DISCUSSION WHEN IT GOES TO THE COMMISSION SO THERE WILL BE OPPORTUNITY FOR ADDITIONAL COMMENT. I HOPE THAT WE CAN CONTINUE THIS CONSENSUS THAT WE HAVE BEEN ABLE TO BUILD AND LOOK AT THE BIG PICTURE, AND AS I SAID THERE IS GOING TO BE OPPORTUNITY TO TALK ABOUT THE MAKE UP OF THE COMMITTEE. THE -- YOU KNOW, I THINK THE CHARGE IS GOING TO BE WHAT WE'RE PROPOSING HERE, TAKING THE CONSULTANT'S WORK FORWARD TO THE ADVISORY COMMITTEE, AND THEY CERTAINLY WILL BE REFINING THAT, THERE IS GOING TO BE, THAT STATEMENT IS GOING TO BE IDENTIFIED BY THE FULL COMMISSION AS IT GOES TO THIS COMMITTEE. SO I THINK THERE IS GOING TO BE OPPORTUNITY FOR FURTHER DISCUSSION. AND I JUST DON'T WANT TO LOSE THE MOMENTUM THAT WE HAVE OVER THE MAKE UP OF THIS COMMITTEE. I THINK WHAT'S BEING PUT TOGETHER IS GOING TO BE VERY WORKABLE, REPRESENTATIVE, AND HOPEFUL WE'LL SEE THE RESULTS THAT WE'RE LOOKING FOR. BUT THEIR CLEAR CHARGE WILL BE IDENTIFIED BY THE COMMISSION HERE IN THE NEXT MONTH. ALIX, BEFORE WE MOVE ON, MAYBE YOU OR THERESE CAN TALK ABOUT BRINGING THE CONSULTANT ON QUICKER. I CERTAINLY THINK THAT IS A VALID COMMENT, AND I DON'T KNOW IF EITHER ONE OF YOU WANT TO COMMENT ON THAT?

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THERESE MCMILLAN: WELL, I WILL HAVE ALIX ADDRESS THAT QUESTION, CHAIR SPERING. I JUST WANTED TO ADD A COUPLE OF THINGS TO WHAT YOU JUST SAID ABOUT THE COMMITTEE, IT'S IMPORTANT AND ALONGSIDE OF THE SPIRIT OF WHAT YOU SAID. AS A TECHNICAL COMMITTEE, ONE OF THE -- WE WILL BE HAVING THE CHANCE TO FURTHER, I THINK, DEFINE THE PARAMETERS OF WHAT THAT GROUP WILL BE LOOKING AT AND WHAT THEY WON'T BE LOOKING AT. TO MEMBER CHAVEZ'S POINT, WHEN WE HAVE OPPORTUNITY BETWEEN NOW AND SEPTEMBER, WHEN THE COMMISSION TAKES ACTION, I THINK WE'LL HAVE THE CHANCE TO COLLECTIVELY HAVE MORE CLARITY ABOUT THAT. I THINK THERE IS ALSO JUST THIS SENSE THAT, YOU KNOW, WITH THE 7 AND 7, WE'RE EXPECTING COLLABORATION ACROSS THE BOARD, AS WE GO INTO THAT WORK, I THINK THAT CONSENSUS APPROACH IS CENTRAL TO IT, WHICH IS IMPORTANT FOR ALL OF US TO RECOGNIZE. AND WITH 7 AND 7, ANYONE WHO SITS IN THAT SEAT IS GOING TO HAVE ALMOST A REQUIRED SORT OF LIAISON OPPORTUNITY TO REACH OUT AND, YOU KNOW, GET MORE INFORMATION FROM OTHER FOLKS. AND PARTICULARLY IN THE STAKEHOLDER GROUP BUT ALSO ON THE TRANSIT OPERATOR SIDE, WE HAD A LOT OF, YOU KNOW, NANCY AND RICK, DID AN EXTRAORDINARILY JOB, YOU KNOW, REACHING OUT TO OTHER SMALL OPERATORS TO BRING THOSE PERSPECTIVES TO THE TABLE, BECAUSE WE DIDN'T HAVE 150 SEATS FOR THE BLUE RIBBON, WE HAD 37. SO I THINK THAT SPIRIT IS GOING TO BE EXPECTED OF WHATEVER GROUP IS PULLED TOGETHER AND JUST WANTED TO MAKE THAT COMMENT ALONGSIDE

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YOUR OBSERVATIONS. SO I'LL TURN IT OVER TO ALIX FOR THE CONSULTANT WORK.

ALIX BOCKELMAN: YEAH, I WILL JUST NOTE, I HEAR EVERYONE'S, YOU KNOW, PUSH TO MOVE FASTER, SO IF THERE IS ANY WAY FOR US TO DO IT FASTER THAN OCTOBER, WE'LL DO THAT, BUT I THINK RIGHT NOW, WE THINK THAT IS THE FASTEST WE CAN DO, WE ARE FORTUNATE TO HAVE A BENCH OF CONSULTANTS BUT WE STILL NEED TO GO THROUGH THE PROCESS OF SELECTING A CONSULTANT FOR THIS IMPORTANT EFFORT WE'LL DO THE BEST WE CAN AND IF WE CAN DO IT FASTER THAN OCTOBER, WE WILL.

JAMES P. SPERING, CHAIR: WE'LL BE GLAD TO TAKE YOUR COMMENTS PLEASE KEEP FEEDING THEM INTO STEVE OR THROUGH MTC OR THE CONSULTANT. SO LET'S MOVE ON. IF THERE IS NO FURTHER BURNING COMMENTS. IS THERE ANY PUBLIC COMMENTS ON THIS, WALLY, BEFORE WE MOVE ON TO ITEM SIX.

WALLY CHARLES, CLERK: YES, THERE IS PUBLIC COMMENTS. TWO PUBLIC COMMENTS. EUGENE BRADLEY, AND VEDA FLOREZ. EUGENE, ARE YOU READY TO SPEAK?

SPEAKER: GOOD AFTERNOON COMMITTEE MEMBERS, THIS IS EUGENE BRADLEY FOUNDER AND CEO OF SILICON VALLEY TRANSIT USERS. YES, I BELIEVE WE NEED TO HAVE A BALANCE OF ELECTED OFFICIALS, ARE

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AS WELL AS TRANSIT RIDERS, LABOR AND BUSINESS, THAT'S DEFINITELY A BALANCE THAT WILL BE NEEDED TO HELP AT LEAST MAKE THIS OVERDUE NETWORK MANAGER HAPPEN. I LOOK FORWARD TO READING THE RESULTS AND THEN LEARNING ABOUT RESULTS OF HOW THIS NETWORK MANAGER WHICH IS DESPERATELY NEEDED WILL COME ABOUT IN THE NEXT FEW MONTHS. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. NEXT VEDA FLOREZ.

VEDA FLOREZ: THANK YOU. THIS IS VEDA FLOREZ, AND I AM A MEMBER OF THE PUBLIC ADVISORY COUNCIL, AND I URGE INCLUSION OF MTC, BRINGING AREAS WE ARE TALKING ABOUT LABOR DISABILITY AND THE BIKING COALITION. AT THE LAST MEETING, AS A MATTER OF FACT THE PUBLIC ADVISORY COUNCIL MADE A MOTION TO SEND TO THE COMMISSION FOR THIS VERY MATTER TO INCLUDE A MEMBER OF TWO WITHIN THIS NEW WORKING GROUP. AND SECONDLY, I'M INTERESTED TO KNOW WHEN THE GENERAL PUBLIC WILL WEIGH IN ON THE PROCESS. AND IT'S IMPORTANT TO CONTINUE TRANSPARENCY AND PUBLIC INPUT AND I ENCOURAGE HOLDING A WORKING GROUP EVENT AS YOU HAVE IN THE PAST AS WE HAVE COME FURTHER IN THE PROCESS. THANK YOU VERY MUCH, AND I APPRECIATE ALL THE WORK THAT THE TEAM HAS PUT TOGETHER IN THIS PROCESS.

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

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JAMES P. SPERING, CHAIR: OKAY. LET'S MOVE ON TO ITEM NUMBER SIX. THIS IS THE TRANSFORMATION ACTION PLAN. THIS IS AN ACTION ITEM, AND THIS NEXT MILESTONE ITEM IS OUR OPPORTUNITY TO APPROVE A SPECIFIC TIME TARGETED LIST OF ACTIONS TO HELP ACHIEVE THE OUTCOMES THAT WE HAVE AGREED THAT, UPON CONSTITUTES SUBSTANTIAL PROGRESS TOWARDS A TRANSIT TRANSFORMATION VISION WE HAVE IDENTIFIED TOGETHER. WE SHOULDN'T FORGET THAT THE ACTION PLAN SUPPORTED AND SURROUNDED BY OTHERS ONGOING NETWORK MANAGEMENT ISSUES AND EFFORTS LED BY THE OPERATORS AND BY MTC. AS WE CONSIDER THESE 27 ACTION ITEMS, I LOOK FORWARD TO, YOU KNOW, OUR DISCUSSION, AND OPEN TO HEARING SUBSTANTIVE AMENDMENTS, BUT I WOULD LIKE TO DISCOURAGE WORDSMITHING AT THIS STAGE OF THE GAME, AND IF THE ESSENCE OF THE ACTION, SO WE CAN CAPTURE THE ESSENCE OF THE ACTION TODAY AND HOPEFULLY WE CAN BE UNITED IN ADVOCATING THESE ACTIONS. THESE 27 ACTION ITEMS REALLY IS A GOOD SUMMARY OF ALL THE WORK WE HAVE DONE AS A COMMITTEE, AND VERY MUCH APPRECIATE THE WAY IT'S BEEN FORMATTED SO WE CAN SEE WHAT'S BEING PROPOSED AND WHAT'S COME OUT OF THAT. SO, HOPEFUL E WE CAN UNIT IN ADVOCATING FOR THESE ACTIONS. JIM WUNDERMAN, DID YOU WANT TO COMMENT HERE? OKAY. STEVE I'LL HAND IT OVER TO YOU.

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1 **STEVE KINSEY:** THANK YOU, MR. CHAIRING. TURN ON THE REVERB,
2 BECAUSE THIS IS THE MAIN EVENT, MAIN EVENT, MAIN EVENT, THIS
3 IS WHAT YOU HAVE BEEN WORKING FOR SOMETIME IT'S THE ONLY
4 ACTION YOU WILL BE TAKE TODAY AND MORE IMPORTANTLY THE ACTIONS
5 BEING PRESENTED FOR YOUR CONSIDERATION ARE A CULMINATION OF
6 THE STEPS YOU HAVE TAKEN ON GET OVER THE PAST 15 MONTHS. IF
7 SOMEONE COULD BRING UP THE PRESENTATION? THANK YOU. AND MOVE
8 TO THE NEXT SLIDE, PLEASE. I'M GOING TO BEGIN BY CONNECTING
9 YOU WITH REVISIONS THAT CONNECT WITH COMMENTS AT THE LAST
10 MEETING AND PRIOR TO T A FULL LOG OF COMMENTS, TWO DOZEN, THAT
11 WERE MADE, IN YOUR AGENDA PACKET, YOUR ACTION RELATES TO THE
12 FIVE OUTCOMES AND THE 27 SPECIFICS SUPPORTIVE ACTIONS WITH
13 COMPLETION TARGET DATES ASSOCIATED WITH THEM. THE DRAFT
14 ACTION PLAN THAT'S SUPPORTED IN THE NEXT AGENDA ITEM OR
15 PROVIDED THERE CAN BE FURTHER CONSIDERED AND COMMENTS RECEIVED
16 THROUGH AUGUST 2ND. THOUGH THE CORE OF THE PLAN IS REFLECTED
17 IN THESE ACTIONS AND WE'LL GO TO THE NEXT SLIDE. WHILE THE
18 ACTION PLAN IS VERY SPECIFIC, THERE ARE THESE OVERARCHING KEY
19 ELEMENT THAT IS THE FUNCTION FOR THIS PLAN. MOST IMPORTANTLY,
20 I THINK IT'S THE ESSENTIAL INGREDIENT FOR SUCCESS WILL RELY ON
21 TRUST AND COLLABORATION THAT WE HAVE BEEN SEEING BEING BUILT
22 BUT THERE IS WORK TO CONTINUE IT GOING FORWARD BETWEEN MTC,
23 OPERATORS, AND STAKEHOLDERS, KEEP IT GOING. THE PLAN WILL BE
24 MORE THAN THE SUM OF ITS PARTS BECAUSE IT TARGETS OUTCOMES
25 THAT YOU'RE TRYING TO ACHIEVE. OUTCOMES THAT LEAD TO THAT

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TRANSFORMATION. IN AND OF THEMSELVES, THEY DON'T EQUATE TO THE TRANSFORMATION BUT THEY BUILD TO THE MOMENTUM AND POINT TO THE WAY OF WHERE YOU'RE HEADED. IT'S FOCUSED ON THE NEAR-TERM AS A RESULT TO TRYING TO THINK ALL THE WAY OUT, BECAUSE I THINK YOU NEED TO TAKE SPECIFIC ACTIONS TODAY THAT BUILD TOWARDS THAT LONGER TERM TRANSFORMATION. IT ANTICIPATE THAT IS IT WILL REQUIRE EXISTING SOURCES OF FUNDED TO BE AUGMENTED WITH NEW SOURCES OF FUNDING TO REACH THE DESIRED LEVELS OF SERVICE AND THE QUALITY THAT WILL ATTRACT MORE RIDERS. MANY OF THE ACTIONS WILL PROCEED THREE STAFF AND COMMITTEE ASSIGNMENTS AND MANY NETWORK REFORM WILL BE PRESENT AFTER A THOROUGH REVIEW DURING THE RECOMMENDED BUSINESS CASE ANALYSIS. NEXT SLIDE. THIS SLIDE SUMMARIZES THE REVISIONS INCORPORATED SINCE THE DRAFT YOU SAW IN JUNE. GIVEN TIME I'M NOT GOING TO GO THROUGH THESE BUT THEY ARE VISIBLY IDENTIFIED IN THE MATRIX THAT YOU HAVE SEEN IN THE COLOR CODED ASPECTS. FOR THOSE NOT COLOR CODED, THOSE SUGGESTIONS ARE AVAILABLE TO BE USED IN FUTURE WORK THEY CAN ALSO BE CONSIDERED WHEN THE COMMISSION WORKSHOP IDENTIFIES HOW TO GO THROUGH ITS BUSINESS CASE ANALYSIS. SO THANK YOU TO AWFUL YOU WHO DID SUBMIT COMMENTS, SPECIFIC AS THEY WERE. NEXT SLIDE. THE NEXT SEVEN SLIDES IDENTIFY SPECIFIC ACTIONS THAT ARE ALIGNED WITH THE FIVE CORRESPONDING OUTCOMES IDENTIFIED IN THE TASK FORCE. AND THIS FIRST ONE IS RELATED TO, AND THESE FIRST SEVERAL SLIDES ARE RELATED TO ACCELERATED ACTIONS, ACTION THAT IS PART OF INITIATIVES THAT HAVE BEEN ONGOING THAT

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YOUR TASK FORCE IS ELEVATING AND RECOMMENDING, PROVIDING ADDITIONAL RESOURCES, AND CREATING A STRONG PRIORITY FOR THEM TO BE ACHIEVED. GIVEN OUR TIME, AND WE ARE A BIT BEHIND THE TIME THAT WE WANTED TO HAVE FOR YOU TO HAVE THE CONVERSATION, AND GIVEN THAT YOU HAVE SEEN A LOT OF THIS, INCLUDING THIS POWERPOINT IN PREPARATION FOR THIS, I'M GOING TO TAKE THE ACTION OF JUST GOING THROUGH THEM VERY BRIEFLY HERE IN THE NEXT FEW MINUTES TO ALLOW MORE TIME FOR YOU TO HAVE CONVERSATION. SO THE ACCELERATED ACTIONS ARE FARES AND PAYMENT TECHNOLOGIES, THEY COORDINATE WELL WITH EXISTING CLIPPER SERVICES THAT ARE UNDERWAY. NEXT SLIDE, PLEASE. CUSTOMER INFORMATION, CUSTOMER FOCUS, HAS BEEN A KEY POINT THAT YOU HAVE MADE AND IDENTIFIED IN THE PROBLEM STATEMENT AND RECOGNIZED THE IMPORTANCE OF MOVING FORWARD. ONGOING INITIATIVES THAT MTC AND TRANSIT OPERATORS HAVE BEEN WORKING ON FOR SEVERAL YEARS WOULD LEAD TO FUNDING AND FINALIZING MANY OF THESE AND IMPLEMENTING PILOT PROJECTS. IT ALSO ACKNOWLEDGES THAT THERE ARE SOME PRETTY EXCITING STUFF HAPPENING AROUND THESE WAYFINDING PILOT PROJECTS IN THE EAST BAY, AND WANTING TO SEE HOW TO BUILD ON THAT GOING FORWARD. IN ALL THESE THINGS, REALTIME INFORMATION, FARE PAYMENTS TO MOBILE TECHNOLOGIES AND SUCH, DATA COLLECTION, AND INFORMATION SERVICES, WORKING OFF A COORDINATED PLATFORM IS GOING TO BE REALLY IMPORTANT. NEXT SLIDE. YOU ALL, FROM THE VERY BEGINNING, JOINED TOGETHER AROUND THE CRITICAL IMPORTANCE OF

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BUS TRANSIT PRIORITIES. WE HAVE ADDED SOME GREATER DETAIL. WE HAVE INCREASED SOME OF THE TIMELINES TO BE ACTING MORE QUICKLY HERE, AND WE HAVE MORE SPECIFIC ACTIONS RELATED TO COMPONENTS OF THE PLAN GIVEN THE IMPORTANCE YOU HAVE PLACED ON IT. I THINK THESE TERMS, THESE SPECIFIC ACTIONS, I'LL POINT OUT, REQUIRE INCREDIBLE COLLABORATION, AND A WILLINGNESS. IT WAS EXCITING TO HEAR SECRETARY KIM ANNOUNCE HIS DEDICATION TO THIS WORK AND AS WE FOLLOW THROUGH TO GET CALTRANS TO BUILD A INSTITUTIONAL COMMITMENT IN MODIFICATION TO THESE, THERE IS A LOT OF WORK TO BE DONE; SOME OF THESE THINGS ARE GOING TO BE EASIER TO DO. NEGOTIATION IN THESE SPECIFIC CAPITAL AND OPERATOR CHANGES, THERE ARE SOME REALLY IMPORTANT PLANNING EFFORTS THAT YOU HAVE BUILT INTO YOUR ACTION PLAN. THE MOST IMPORTANT RELATED ONE IS WHAT WE HAVE BEEN TALKING ABOUT IN TERMS OF A BUSINESS CASE ANALYSIS OF WHETHER NETWORK MANAGEMENT REFORMS ARE WARRANTED AND IF SO UNDER WHAT MANAGEMENT. BUT FOLLOWING THROUGH AT DETAILED LEVEL OF FINDING WHAT IS A CONNECTED NETWORK AND HOW DOES IT RELATE TO LOCAL COMMUNITY SERVING ROUTE SCHEDULES AND SERVICES THOSE ARE REALLY IMPORTANT ALONG WITH HOW THE HUBS FUNCTION WITHIN A CONNECTED NETWORK DURING THE COURSE OF YOUR TASK FORCE YOU SAW AN OUTSTANDING PRESENTATION FROM SONOMA COUNTY ABOUT WORK THEY HAVE BEEN DOING TO INTEGRATE SERVICES AMONG SOME OF THEIR SMALLER OPERATORS AND YOUR ACTION PLAN INCLUDES PROVIDING FINANCIAL INCENTIVES TO BOTH SOLANO AND SONOMA WHERE THEY HAVE

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A NUMBER OF OPERATORS WITHIN THEIR COUNTY TO HELP THEM INTEGRATE THOSE OVER THE NEXT PERIOD OF TIME. THIS ALSO RECOGNIZES THE VALUE OF BRINGING TOGETHER THE REAL PARTNERSHIP WORK IN THAT GRANT THAT MTC IS ASSESSING. BECAUSE TO DATE YOU HAVEN'T HAD OPPORTUNITY TO TAKE A FOCUSED LOOK AT RAIL AND ITS INCREDIBLY IMPORTANT RELATION TO TRANSIT TRANSFORMATION. AND AS YOU SET OUT IN YOUR WORK AS A TASK FORCE RECOGNIZE THE IMPORTANCE OF EQUITY AT THE CORE OF PLANNING, OPERATIONS, FUNDING, AND PROCESS, AND THE PRINCIPLES THAT YOU DEVELOPED, YOU'RE PASSING ON, NOT TO BE EMBRACED WHOLEHEARTEDLY BUT TO SAY SIMILARLY MTC SHOULD HAVE THEIR OWN PARTNERING PRINCIPLES TO MAKES A COMMITMENT TO A PATH OF INCLUSION. NEXT. THE THESE ARE THINGS THAT WE SORT OF TALKED ABOUT IN TERMS OF THE NETWORK CONNECTION AND DATA COLLECTION THAT GOES ALONG WITH IT, SYNCHRONIZING THIS WORK HAS BEGUN, THE OPERATORS CAME TOGETHER THROUGH THE CRISIS CREATED BY COVID AND IT REALLY STARTED TO REFLECT WHAT YOU CAN ACHIEVE BY STAYING MORE CLOSELY IN COMMUNICATION AND WORKING TOGETHER TOWARDS OUTCOMES. AND I THINK OVER AND OVER, THAT THEME OF COLLABORATIVE WORK IS WHAT IT'S GOING TO TAKE TO HIT THE HIGH BAR OF SUCCESS YOU ALL ARE SEEKING. NEXT SLIDE, PLEASE. THIS SLIDE REFLECTS THAT COMMUNICATION WE RECEIVED FROM ADVOCATES, AS WELL AS YOUR OWN COMMENTS GIVEN THE LIMITED TIME THAT WE HAD TO WORK ON THE SPECIFIC ACTIONS AS A TASK FORCE, THE INFORMATION WE RECEIVED FROM OTHERS WHO HAVE BEEN FOLLOWING

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THE PROCESS AND CONTRIBUTING, HAS CAUSED US TO ADD SOME ADDITIONAL ACTIONS TO THIS. ONE IMPORTANT THING TO NOTE IS THAT YOUR WORK IS VERY TIMELY, BECAUSE A COORDINATED PLAN, WHICH IS A KEY DOCUMENT THAT OUTLINES IMPORTANT STEPS TOWARDS ACCESSIBILITY, IMPROVEMENTS AND PARATRANSIT SERVICES, IS ON THE VERGE OF BEING UPDATED SO YOUR ACTIONS ARRIVED JUST IN TIME TO GET INTEGRATED INTO THAT COORDINATED PLAN UPDATE, AS WELL AS GIVING IMPORTANCE TO THE SUBREGIONAL EFFORT THAT IS ALREADY UNDERWAY IN THE EAST BAY AND THINKING HOW THEY CAN BE EXPANDED TO OTHER JURISDICTIONS. IMPORTANT IN FUNDING IS YOU CAN'T ACHIEVE WHAT YOU SET OUT TO WITHOUT ADDITIONAL MONEY AND THE VOTERS HAVE SAID THEY WANT TO SEE A PROGRAM THAT TAKES THE BEST USE OF THE EXISTING RESOURCES IN CONJUNCTION WITH ANY FUND THAT'S GOING TO COME IN. THAT'S AN IMPORTANT OPPORTUNITY THAT CAN BE EVALUATED IN THE BUSINESS CASE AS TO WHETHER THERE ARE EFFICIENCIES THAT MAKE SENSE AND THEN TO WHATEVER EXTENT FUNDING IS NEEDED, BEGIN TO DISTINGUISH THAT. THE OTHER THING, AND THIS IS SOMETHING THAT A NUMBER OF YOU HAVE COMMENTED ON, IS THE IMPORTANCE OF BRINGING TOGETHER STAKEHOLDERS TO IDENTIFY PRIORITIES, AND EFFECTIVELY SET A FRAMEWORK FOR A FUTURE TRANSPORTATION FUNDING BALLOT MEASURE, AND YOU KNOW, THAT MEASURE WILL BE BROADER THAN TRANSIT, AND THE RESPONSIBILITY TO DEVELOP SOMETHING LIKE THAT GOES FAR BEYOND ANY ONE AGENCY INCLUDING MTC, BUT YOU'RE ASKING THEM TO CONSIDER A CRITICAL ROLE OF HELPING TO ORGANIZE STAKEHOLDERS

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TO GET THEM FOCUSED ON HOW TO DEVELOP THAT PLAN IN TIME FOR IT TO BE READY FOR A BALLOT MEASURE IN 2024. SOME OF YOU HAVE COMMENTED ABOUT THE TIMING SO I THINK THERE IS SOME ROOM TO TALK ABOUT THAT TODAY BUT ALSO THOSE ARE THE KINDS OF THINGS THAT WOULD BE REALLY IMPORTANT TO FLESH OUT IN THE COMMISSION'S WORKSHOP IN OCTOBER. NEXT SLIDE. SO THIS IS MY FINAL REMINDER TO ALL OF YOU THAT COLLABORATION IS THE KEY WORD AND TO GET TO COLLABORATION AND TO EXPAND IT, I WILL JUST SAY THAT YOU NEED TO BUILD IT COLLABORATION HAPPENS AT THE SPEED OF TRUST, AND TRUST IS BUILT THROUGH COLLABORATION AND COORDINATION. AS A TASK FORCE YOU HAVE DONE A REMARKABLE JOB TO DATE REACHING CONSENSUS FROM GOALS TO PRINCIPLES AROUND EQUITY TO YOUR PROBLEM STATEMENT TO THE NETWORK MANAGEMENT RULES AND RESPONSIBILITIES AND NOW YOU HAVE THE OPPORTUNITY TO COME TOGETHER AROUND THESE 27 ACTIONS THAT SUPPORT THESE FIVE OUTCOMES. WE'RE AVAILABLE TO ANSWER YOUR QUESTIONS, BUT THIS IS REALLY YOUR TIME TO SPEAK ABOUT THOSE 27 ACTIONS, MAKE ADJUSTMENTS IF NEEDED, AND THEN TAKE A VOTE. BACK TO YOU, CHAIR SPERING.

JAMES P. SPERING, CHAIR: THANK YOU, STEVE, THAT'S A GREAT OVERVIEW OF THE WORK OF THIS TASK FORCE. AND WITH THAT, LET'S GO AHEAD AND TAKE COMMENTS. DENNIS MULLIGAN, KICK IT OFF.

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DENNIS MULLIGAN: THANK YOU. I WOULD LIKE TO COMMEND STEVE AND THE ENTIRE TASK FORCE THAT PROPOSED THIS ACTION ITEM. I RECOGNIZED THAT WE COULD SPEND A LOT OF TIME WORDSMITHING IT. I MADE SUGGESTIONS FOR THINGS TO BE DIFFERENT BUT WITH RESPECT TO COLLABORATION, I WOULD LIKE TO MOVE TO PUT FORWARD.

JAMES P. SPERING, CHAIR: WE'LL TAKE THAT MOTION AND HOLD IT FOR A SECOND OR TWO. LET ME TAKE A FEW MORE MINUTES THEN WE'LL HOLD FOR A SECOND.

DARYL HALL: I WANT TO SECOND. I APPRECIATE THE WORK OF STAFF. SOLANO COUNTY HAS UNIQUE CHALLENGES, AS OPERATORS WE CONSOLIDATING THE SERVICES. I RECOGNIZE THE WORK AND I WILL MAKE THE SECOND.

JAMES P. SPERING, CHAIR: GINA?

GINA PAPAN: THANK YOU, MR. CHAIR AND EVERYBODY FOR THE PARTICIPATION IN THIS. I KNOW WE'RE GOING TO GET THERE. I HOPE WE GET TO SOMETHING SOONER RATHER THAN LATER ONE POINT BEING WAY FINDING AND MAPPING DOESN'T SEEM TO BE A DIFFICULT THING BUT ALONG THOSE LINES OF 2023 AND 2024 SEEM FAR OUT I HOPE WE CAN GET TO THEM SOONER RATHER THAN LATER. WE'RE NOT SUPPOSED TO WORDSMITH HERE BUT I FEEL WE CAN GET FARTHER, ATTACHMENT 6A HAS WORDING THAT'S CONFUSING REFERRING TO LOCAL COMMUNITY, I

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WISH WE COULD CHANGE THAT TO LOCAL GOVERNMENT SO THERE IS NO CONFUSION MOVING FORWARD. IT'S ON THAT ATTACHMENT. THANK YOU, MR. CHAIR.

JAMES P. SPERING, CHAIR: OKAY. THANK YOU, GINA. AMY WORTH? AIM?

AMY R. WORTH: THANK YOU, MR. CHAIR, I HAVE A COUPLE OF BRIEF COMMENTS. 50 I WANT TO THANK OUR CHAIR FOR BRINGING TOGETHER THIS TASK FORCE DURING THE TREMENDOUS CRISIS WE HAVE BEEN FACING WITH COVID IN THE BAY AREA AND REALLY HAVING THE OPPORTUNITY TO BRING RIDERS BACK IN A SAFE WAY AND LOOKING FORWARD TO LONGER TERM. I APPRECIATE MOVING THIS INITIATIVE FORWARD, AND I WANT TO THANK THE PUBLIC AND THE TRANSIT OPERATORS WHO HAVE BEEN ENGAGED IN THIS AND HELPED US UNDERSTAND THE OPPORTUNITIES AND CHALLENGES, AND I THINK THE POINT THAT EVERY PERSON WHO HAS BEEN INVOLVED IN THIS HAS USED THIS AS AN OPPORTUNITY TO GET THE WORD OUT AND BRING OUR WHOLE REGION TOGETHER TO MOVE FORWARD. SO I THINK WE HAVE SOME REAL OPPORTUNITY HERE, MOVING FORWARD, BUT I REALLY WANT TO CLOSE IN EXTENDING MY DEEP APPRECIATION TO OUR CHAIR WHO HAS DONE A FABULOUS JOB IN BRINGING US TOGETHER, AND BRINGING US ALONG. LOOKING FORWARD TO NEXT STEPS. THANK YOU.

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

MICHAEL HURSH: I HAVE NO PROBLEM VOTING FOR THE ITEM TONIGHT BUT I WANT TO CONTINUE TO BE A BROKEN RECORD ABOUT EQUITY AND OUR LOCAL SYSTEM I YOU THINK THE PLAN FOUNDATIONALLY IS STRONG BUT WE NEED TO CONSTANTLY BE REMINDED OF THE IMPORTANCE OF LOCAL SERVICE, EQUITY, AND THE DISADVANTAGED COMMUNITIES THAT AC TRANSIT SERVES MOVING FORWARD I HOPE WE KEEP THE EQUITY LENS AND SUPPLEMENTAL SCHOOL SERVICE STILL FOCUSED AND FOREFRONT, PARATRANSIT SERVICE. I'M ALL FOR THE POTENTIAL IMPROVEMENTS. THERE IS SOME GREAT WORK HAPPENING, BUT I'LL JUST REMIND US THAT WE NEED TO REALLY KEEP IN THE FOREFRONT OUR TRANSIT DEPENDENT POPULATION. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU, MICHAEL. AND WITH YOUR ASSISTANCE, WE HAVE WOVEN EQUITY INTO ALL OF THESE PRINCIPLES, SO THANK YOU FOR KEEP REMINDING US OF THAT MICHAEL. IAN GRIFFITHS?

IAN GRIFFITHS: THANKS. GENERALLY, I THINK THIS IS AN EXCELLENT PLAN AND SET OF RECOMMENDATIONS. AND I REALLY APPRECIATE THE INCLUSION OF MTC CONVENING STAKEHOLDERS REGARDING A PUBLIC PROCESS TO ALIGN ALL THE DIFFERENT STAKEHOLDERS IN THE REGION TOWARDS FUNDING AND SETTING US UP FOR SUCCESS WITH RESPECT TO

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THAT. THE ONE THING THEY SEE AS MISSING IN THIS AS I TAKE A STEP BACK AND THINK OF OUR PROBLEM STATEMENT IS ANY ACKNOWLEDGEMENT OF WHAT WE'RE DOING ON MEGA PROJECT DELIVERY. AND I KNOW WE HAD DISCUSSION A COUPLE OF MONTHS AGO ABOUT HAVING IT NOT BE A NEAR-TERM RESPONSIBILITY OF NETWORK MANAGER AND I AGREE WITH THAT HOWEVER TO ME WE SHOULD BE IDENTIFY SOMETHING NEXT STEP ON THAT IN THIS TRANSFORMATION ACTION PLAN. WE RECOGNIZE THAT IT'S A COMPLEX THING. IT'S GOING TO TAKE TIME. BUT WE NEED TO BE MAKING STEPS ON THAT WITHIN THE NEXT THREE YEARS AND THAT'S THE TIME FRAME OF THIS. SO IT COULD BE SOMETHING IN THE LINE ITEM GRAND, BUT HAVING A STANDALONE 28, AS MUCH AS I WANT TO STICK TO THE NUMBER OF 27 ACTIONS IN THIS ACTION PLAN, I THINK REGIONAL PROJECT DELIVERY IS SIGNIFICANT AND IS SUCH A MAJOR DRIVER OF OUR COSTS MOVING FORWARD, AND A REGIONAL FUNDING EFFORT AND MERITS ACTION WITH RESPECT TO ACKNOWLEDGEMENT OF NEXT STEP OF PROJECT DELIVERY TO IDENTIFY A PLAN AND MAYBE PUT IN AS IN COORDINATION WITH THE REGIONAL RAIL GRANT. SO THAT WOULD BE MY REQUEST FOR CHANGE TO THIS ACTION PLAN, OTHERWISE IT LOOKS VERY STRONG.

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

ROBERT POWERS: THANK YOU, CHAIR SPERING. I JUST WANTED TO LEND MY SUPPORT TO THE MOTION FROM DENNIS MULLIGAN TO THE PLAN AS LAID OUT BY STEVE KINSEY. I THINK IT'S WELL THOUGHT THROUGH,

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AND I THINK US MOVING FORWARD, AND YOU KNOW, WRAPPING UP THE BLUE RIBBON TASK FORCE COMMITTEE, THIS COMMITTEE, AND MOVING FORWARD WITH THIS ACTION ITEM. I JUST WANTED TO THANK YOU COMMISSIONER SPERING, AND YOU STEVE KINSEY ON HAS LEADERSHIP AT THE HELM HERE. AND SHOUT OUT TO MELANIE CHOY FROM MTC STAFF SHE HAS BEEN ON THIS ACTION PLAN THE ONE FRAMING THIS UP AND PUTTING THIS MATRIX TOGETHER AND GETTING EVERYTHING SO EVERYBODY CAN SEE IT. SO, MELANIE, THANK YOU FOR YOUR LEADERSHIP, YOUR PROFESSIONALISM, AND BEING RESPONSIVE. THANK YOU FOR YOUR DUE DILIGENCE. MR. CHAIR, I'M HAPPY TO SUPPORT THE MOTION AS PRESENTED BY MR. MULLIGAN.

JAMES P. SPERING, CHAIR: THANK YOU. ADINA LEVIN?

ADINA LEVIN: YEAH. SPEAKING FOR RANDI KINMAN FOR POLICY ADVISORY COUNCIL, WANTED TO EXPRESS THANKS FOR THE INCLUSION AND UPLEVELLING OF THE ACCESSIBILITY AND PARATRANSIT ITEMS, AS WELL AS THE TRANSIT PRIORITY ITEMS. IN TERMS OF THE CONVENING OF STAKEHOLDERS FOR WITH REGARD TO A FUTURE BALLOT MEASURE, I -- IT'S NOT THE GOAL OF THIS TO WORDSMITH, BUT I SUSPECT THAT THERE IS A -- THE SLIDE READS UNINTENTIONALLY WHERE YOU CAN EITHER READ IT AS CONVENING THE STAKEHOLDERS BY 2023, WHICH IS TOO LATE FOR A POTENTIAL 2020 BALLOT MEASURE, OR TO HAVE THE PRIORITIES IDENTIFIED BY 2023, WHICH IS PROBABLY WHAT IS INTENDED, SO, CLARIFYING THAT TIMELINE WOULD BE WELCOME. AND

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LASTLY, ON THE HOW TO INTEGRATE PROJECT DELIVERY, BECAUSE MEGA PROJECT DELIVERY AND GOVERNANCE ARE INCLUDED IN THAT POSITION OF THE PROJECT THAT'S COMING TO MTC ON WEDNESDAY, I AM WONDERING WHETHER THERE MIGHT BE SOME KIND OF INTERSECTION BETWEEN THE GOVERNANCE ASPECTS OF THAT AND THE MEGA PROJECT DELIVER ASPECT OF THAT WITH THE NETWORK MANAGEMENT STUDY GOING FORWARD AND THE ADVISORY GROUP THAT'S ADVISING THAT STUDY. SO IF THAT CAN FEED IN, IN SOME WAY, BECAUSE THOSE THINGS ARE VERY CLEARLY LINKED, AS PROJECT DELIVERY IS A POTENTIAL LONGER TERM FUNCTION OF A NETWORK MANAGER, AND THE GOVERNANCE ASPECT OF REGIONAL RAIL AS THEY RELATE TO HAVING A NETWORK MANAGER IN CHARGE OF A COORDINATED TRANSIT. THANK YOU.

JAMES P. SPERING, CHAIR: ELLEN WU.

ELLEN WU: THANK YOU. I WANT TO REITERATE WHAT ADINA SAID AND WAS POINTED OUT IN LETTERS SUBMITTED AROUND DISCUSSING THE REGIONAL TRANSPORTATION MEASURE BY 2023, THERE IS SOME VAGUENESS ABOUT THE PROCESS TIMELINE, AND I THINK IT WOULD BE HELPFUL TO CLARIFY WHEN THAT PROCESS WILL START. WE'RE ASSUMING THAT THE 2023 IS THE END DATE OF THAT, AND, YOU KNOW, MANY OF US HAVE ALREADY BEEN WORKING ON IT THE LAST COUPLE OF YEARS AND DEFINITELY DON'T WANT TO UNDERESTIMATE HOW MUCH MORE WORK WE NEED TO GET TO BEFORE WE ACHIEVE CONSENSUS AND LEGISLATION, YOU KNOW, START ON THAT AS PART OF A BROADER

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INCLUSIVE EQUITABLE PROCESS THAT WOULD BE HELPFUL. SO REALLY IDENTIFYING WHEN THAT PROCESS IS GOING TO START. ALL RIGHT. JOHN FORD.

JOHN FORD: THANK YOU, CHAIR. I TOO, SUPPORT THE MOTION AS PRESENTED. I WOULD ALSO LIKE TO THANK YOU FOR YOUR LEADERSHIP. AND FOR YOU AND STAFF ALLOWING ME TO REPRESENT THE TDM COMMUNITY ON THIS COMMITTEE THIS PAST YEAR WE PROBABLY WEREN'T THE FIRST CHOICE OF MANY BUT I DO APPRECIATE THE OPPORTUNITY. I WOULD ALSO LIKE TO POINT OUT THAT THE COLUMN ON THE ACTION ITEMS, THE KEY ACTION PARTNERS I WANT TO REMIND ALL OF YOU THAT THE TDM COMMUNITY WHETHER IN THE PRIVATE OR PUBLIC SECTOR THE TDMS IN THE BAY AREA ARE HERE TO SUPPORT TO GET AS MANY PEOPLE AS POSSIBLE TO REDUCE VMT, CALL ON YOUR LOCAL PARTNERS IF YOU HAVE QUESTIONS ABOUT WHERE TO FIND IT. DM PARTNER IN YOUR AREA PLEASE REACH OUT TO ME.

JAMES P. SPERING, CHAIR: THANK YOU JOHN. I APPRECIATE THOSE COMMENTS. RICK RAMACIER?

RICK RAMACIER: THANK YOU, MR. CHAIR, FIRST LET ME COMMEND YOU FOR OVERSEEING THIS TREMENDOUS PROGRESS. GIVEN HOW MANY ATTEMPTS WE HAVE MADE IN THIS REGION, YOU AND I COMBINED HAVE BEEN AROUND FOR 60 YEARS. I WANT TO SHARE THAT WITH YOU TODAY. I WANT TO COMMEND MY FELLOW OPERATORS THE WORK WE HAVE DONE IN

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THE LAST 16 MONTHS HAS BEEN EXTRAORDINARY, AND I WANT TO THANK STEVE KINSEY FOR HELPING US STRONG WILLED INDIVIDUALS. STEVE, THANK YOU. AND I AM READY TO VOTE FOR THE MOTION, MR. CHAIR.

JAMES P. SPERING, CHAIR: JIM WUNDERMAN.

JIM WUNDERMAN: THANKS MR. CHAIR, I'LL REITERATE MY THANKS TO YOU FOR YOUR LEADERSHIP AND TO MR. CONSISTENCY FOR HIS STEADY HAND THROUGHOUT. NOT AN EASY TASK. I APPRECIATE ALL MY COLLEAGUES ON THIS TASK FORCE WHO HAVE BEEN WITH THIS FROM BEGINNING TO END AND WE ALL KNOW HOW IMPORTANT THIS IS IT'S BEEN A GREAT BODY OF WORK AND I WILL CERTAINLY VOTE TO SUPPORT IT. I WOULD SAY, ON THE -- I WANT TO AGREE WITH COMMISSIONER PAPAN ON TRYING TO MOVE THINGS UP AS MUCH AS THEY CAN BE MOVED UP, BECAUSE THE WORLD DOESN'T NECESSARILY WANT TO WAIT, AND ALSO, SECONDING HER COMMENT ON THAT SLIGHT CHANGE OF THE WORD COMMUNITY TO LOCAL COMMUNITY TO LOCAL GOVERNMENT, I THINK THAT'S A PRACTICAL SUGGESTION, WHICH I HOPE THE COMMITTEE AGREES WITH. IN TERMS OF THE BUSINESS COMMUNITY OF THE BAY AREA, I THINK YOU KNOW, BUT I'LL JUST SAY, THERE IS A TREMENDOUS AMOUNT OF CONSTERNATION OUT THERE AT THIS POINT IN TIME, AS, YOU KNOW, VERY FEW PEOPLE HAVE -- YOU KNOW, A SURVEY WE DID A FEW WEEKS AGO SHOWED THAT 58% OF EMPLOYERS, THEY'RE EMPLOYEES WERE REPORTING TO THE OFFICE OR TO THEIR WORKSITE ZERO DAYS A WEEK, 58% ZERO DAYS A WEEK MAYBE IT'S GOTTEN

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BETTER SINCE, WITH THE DELTA VARIANT MAYBE NOT, WITH OUR NEW HOURS AND SERVICE AND DESTINATION IT'S BEEN GOOD BUT DECLINED A LITTLE BIT THERE IS A LITTLE BIT OF DUST IN THE AIR BUT IN TERMS OF A REGIONAL MEASURE FROM OUR POINT OF VIEW BEFORE WE REALISTICALLY COULD GET THE ATTENTION OF THE BUSINESS COMMUNITY I THINK THERE ARE OTHER MATTERS THAT HAVE TO GET SETTLED OUT, BUT THE NOTION OF GETTING STARTED AND GETTING THOSE CONVERSATIONS, IT'S NOT AN OVERNIGHT PROCESS, AND I THINK WE CAN DO -- I THINK WE CAN DO A GOOD JOB AS A GROUP THAT IS WORKING TOGETHER ON BUILDING TOWARD A CONSENSUS AND HOW TO DO THAT. AND WE'LL BE EXCITED TO WORK WU ON THAT, SO, THANK YOU, AGAIN, FOR EVERYBODY'S HELP IN BRINGING THIS ALONG, AND LET'S PRODUCE A TRANSIT NETWORK THAT'S REALLY SECOND TO NONE. I THINK WE SHOULD HOLD OUR COMMON INTEREST IN HIGH REGARD. SO, THANK YOU, VERY, VERY MUCH, FOR ALL OF THIS.

JAMES P. SPERING, CHAIR: THANK YOU, JIM, AND THANK YOU FOR ALL THE WORK YOU HAVE DONE OVER THE YEARS IN THE REGION. REALLY APPRECIATE T HOPEFULLY THIS WILL BRING A LOT OF YOUR EFFORTS TO FRUITION AS WE MOVE FORWARD. NICK JOSEFOWITZ?

NICK JOSEFOWITZ: THANK YOU. I WANT TO ECHO EVERYBODY'S THANKS AND I WANT TO PARTICULARLY RAISE UP HOW I'M SO EXCITED THAT TRANSIT PRIORITY IS GIVEN THE PRIORITY THAT IT DESERVES IN THIS -- IN THIS MOMENT. BECAUSE I THINK IT'S -- THIS'S

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SOMETHING THAT THERE IS SUCH COMMON GROUND ON AND IT'S GOING TO BE CRITICAL TO GETTING SO MANY OF OUR TRANSIT AGENCIES TO BE SUCCESSFUL OVER THE COMING YEARS. THANK YOU, AND CONGRATULATIONS AND THANK YOU, JIM, AND EVERYBODY ELSE HELPING US LAND ON THIS IMPORTANT STEP.

JAMES P. SPERING, CHAIR: NICK, I WANT TO THANK YOU. YOU HAVE BEEN PUSHING THIS BUS PRIORITY FOR A LONG TIME. SEEING THIS FINALLY COME TO THE FOREFRONT. I AM SURE YOU ARE VERY SATISFIED. IT'S VERY IMPORTANT. I'M GOING TO THANK YOU FOR ALL OF YOUR EFFORTS. I'M GOING TO LET THERESE SPEAK AND THEN HAVE CHAIR PEDROZA WRAP IT UP.

THERESE MCMILLAN: REALLY QUICK. I WANT TO OFFER AN COMMENT ON THE OBSERVATION OF THE NUMBER OF SPEAKERS WHO HAVE COMMENTED ON THE PROJECT DELIVERY ONE THING AS WE MOVE FORWARD ON THE BUSINESS CASE, ONE OF THE KEY EVALUATIVE QUESTIONS IS, WHAT EXACTLY ARE THE APPROPRIATE REGIONAL NETWORK ROLES AND FUNCTIONS? WHAT IS THAT SCOPE? AND, YOU KNOW, A QUESTION COULD BE, IS THE DELIVERY OF MEGA PROJECTS IN THAT BUCKET OF STUFF? SO IN THAT CONTEXT, THAT'S AN -- YOU KNOW, IN A FUNCTIONAL CONTEXT, I THINK THAT'S ONE PLACE WHERE, YOU KNOW, IT COULD BE ASKED THE QUESTION, IF THE REGIONAL NETWORK MANAGEMENT STRUCTURE BRINGS SOME VALUE ADD TO MANAGING THAT ISSUE. IN ADDITION THAT, AS ALIX, I THINK, HAD POINTED OUT, IN PARALLEL

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WE'RE DOING THIS REGIONAL RAIL STUDY THAT WILL BE TAKING A LOOK AT PAST CHALLENGES ON DELIVERY OF MEGA PROJECTS, LESSONS LEARNED AND BRINGING THAT FORWARD, AND FINDING OF THOSE EFFORTS WOULD BE MOST APPROPRIATE TO GET TO AND THEN WE COULD CONSIDER HOW IT MIGHT MAKE SENSE TO BRING IT INTO THE TRANSFORMATIVE ACTION PLAN. THOSE ARE MY THOUGHTS ON OVERLAP BUT WE DON'T NEED TO ADD IT TODAY. IT'S IMPORTANT WHEN WE TAKE OUR VOTES WE NEED TO UNDERSTAND THERE IS LOTS OF STUFF ON THE MARGIN THAT COULD BE BROUGHT IN BUT WE HAVE THE SOLID CORE AS WE ARE RIGHT HERE. THANKS.

JAMES P. SPERING, CHAIR: THANK YOU, THERESE. I WANT TO REMIND EVERYONE THIS IS THE BEGINNING SO A LOT OF THESE ISSUES WILL BE ADDRESSED AND AS I SAID REPEATEDLY WE'RE GOING TO HAVE TO SYNC ACTION WITH A FUNDING MEASURE. WE HAVE TIMING CONSTRAINTS IN ORDER TO GET IT ON THE BALLOT DECISIONS HAVE TO BE MADE. AND I AM SURE STAFF IS GOING TO MOVE THESE TIMELINES AS QUICKLY AS POSSIBLE AND I AM SURE MY CONSTITUENTS WILL DO THE SAME AND COMMITTEE MEMBERS AND ADVOCATES, AND I KNOW MANY TRANSIT OPERATORS KNOW HOW IMPORTANT THIS FUNDING PACKAGE IS GOING TO BE TO DELIVER ON THE THINGS WE'RE TALKING ABOUT. WITH THAT ALFREDO I'LL LET YOU WRAP IT UP. THEN WE'LL TAKE PUBLIC COMMENTS.

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ALFREDO PEDROZA: THANK YOU, JIM, I WANT TO THANK ALL THE SMALL OPERATOR, YOU ARE THE ONES THAT PARTICIPATED THAT CREATED THIS PRODUCT I WANT TO THANK YOU ALL. YOU CHALLENGED YOURSELF TO THINK DIFFERENTLY AND THAT WHAT'S WE HAVE HERE IN TERMS OF THE ACCELERATED ACTION PLANS, STEVE, THANK YOU FOR FOCUSING ON THE OUTCOMES BUT THE NEXT STEP IS FOCUSING ON WHAT THIS MEANS TO THE RIDER IN TERMS OF EXPERIENCE. AS WE TURN THIS OVER TO THE COMMISSION WORKSHOP WHERE THEY'RE GOING TO BE TALKING ABOUT, DO WE HAVE THE AUTHORITY, WHAT ARE THE OUTCOMES, BREAKING IT DOWN ONE STEP FURTHER BECAUSE OF THE RIDERS. AND I WANT TO BE SUPER MINDFUL OF WHAT WE'RE TRYING TO CREATE SO MAKING SURE THAT GETS PULLED UP AND TO THE DISCUSSIONS AROUND FUNDING MEASURES WHAT WE'RE TALKING ABOUT AT THIS WORKSHOP WE'RE GOING TO IDENTIFY RESOURCES WE HAVE, GAPS, AND START IDENTIFYING THERE SAY RESOURCE NEED AND THAT'S THE RIGHT APPROACH TO TAKE SO TO CHAIR SPERING'S POINT THIS IS THE BEGINNING BUT WE'RE CREATING THE PLATFORMS TO HAVE THESE DISCUSSIONS AND AS YOU SAID IT'S GOING TO BE DONE WU AS WE HAVE DEMONSTRATED HERE. THANK YOU CHAIR SPERING FOR YOUR EXPERIENCE AND I CAN'T WAIT TO SEE WHAT'S NEXT TERMS OF COLLABORATION.

JAMES P. SPERING, CHAIR: CAN WE GET CLARITY ON THE LOCAL COMMUNITIES AND WANTING TO SHARE IT TO LOCAL GOVERNMENT? ALIX? OR CAN SOMEONE RESPOND TO WHERE THAT IS?

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ALIX BOCKELMAN: I THINK STEVE MIGHT WANT TO RESPOND.

JAMES P. SPERING, CHAIR: STEVE?

STEVE KINSEY: YEAH. JUST GIVE ME -- ABSOLUTELY. WHAT --

JAMES P. SPERING, CHAIR: STEVE, LET ME ASK YOU THIS QUESTION. THAT WAS ONE OF THE RECOMMEND CHANGES. THAT DOESN'T CHANGE ANYTHING, I THINK IT PUTS FOCUS ON LOCAL GOVERNMENT.

STEVE KINSEY: BE IT'S ACTION NUMBER 19 AND IT'S MAKING CLEAR THAT LOCAL COMMUNITY REALLY RELATES TO THE LOCAL GOVERNMENT THAT HAS THE RESPONSIBILITY FOR LAND USE AND OTHER COMMUNITY ACCESS POLICIES AROUND THESE TRANSIT HUBS. I DO NOT SEE ANY REASON THAT YOU COULDN'T INCLUDE THAT WITHOUT ANY SIGNIFICANT [INDISCERNIBLE]

JAMES P. SPERING, CHAIR: OKAY. YEAH I THINK -- SO THE MAKER OF THE MOTION AND SECOND, ARE YOU OKAY WITH THAT CHANGE?

DENNIS MULLIGAN: I AM OKAY WITH THAT CHANGE. THIS IS DENNIS MULLIGAN.

SPEAKER: SECOND.

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JAMES P. SPERING, CHAIR: WALLY, ANY PUBLIC COMMENT?

WALLY CHARLES, CLERK: YES. WE DO HAVE PUBLIC COMMENTS. WE HAVE THREE PUBLIC COMMENTS. PETER STRAUSS, YOU ARE FIRST. YOU ARE READY TO SPEAK.

SPEAKER: I WAS READY BUT MUTED. PETER STRAUSS, I AM ON THE BOARD OF SAN FRANCISCO TRANSIT RIDERS AND VOICES FOR PUBLIC TRANSPORTATION. I WANT TO THANK THE STAFF MEMBERS FOR THEIR WORK THROUGHOUT THIS PROCESS, I WANT TO FOCUS ON ONE ITEM THAT IS RESTORING OUR SYSTEMS THAT'S SOMETHING WE ALL KNOW IS NECESSARY BUT SEEMS TO BE DISCUSSED ONLY BRIEFLY. OUR AGENCIES ARE IN TROUBLE AND WITHOUT STABLE FUNDING ALL ELSE IS MOOT. SAN FRANCISCO IS PURSUING LOCAL MEASURES HOPING FOR RESTORATION FINALLY FEDERAL OPERATING ASSISTANCE A LOT OF US HAVE BEEN WORKING ON A REGIONAL BALLOT MEASURE SINCE 2017 AT THIS STAGE WE DON'T KNOW HOW ALL OF THESE WILL PLAY OUT SO IT'S IMPORTANT THAT WE PURSUE ALL OF THESE IN PARALLEL. TO THIS END WE'RE GLAD TO SEE THAT THE PLAN RECOGNIZES THE NEED TO PREPARE OURSELVES FOR A POTENTIAL 2024 BALLOT MEASURE SPECIFICALLY WE HOPE ONE THAT EMBODIED EQUITY PRINCIPLES, PROGRESSIVE FUNDING SOURCES AND FUNDING FOR OPERATIONS AS WELL AS CAPITAL. AS ELLEN AND ADINA POINTED OUT THIS NEEDS TO BE CLARIFIED IT'S ESSENTIAL THAT THIS PROCESS BE CONVENED EARLY IN 2022, AND I AM ONE OF THOSE WHEN I FIRST READ THIS I

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THOUGHT THAT'S NOT WHAT YOU WERE SAYING THAT'S EXTREMELY IMPORTANT AND NEEDS TO BE CLARIFIED. I SPEAK FOR MYSELF, THE ADVOCACY COMMUNITY OVERALL STANDS READY TO PARTNER WITH ANY EFFORT THAT SHARES THOSE GOALS. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. NEXT IS LAURA TOLKOFF, PLEASE.

SPEAKER: HI. THANK YOU. LAURA T, TRANSPORTATION POLICY DIRECTOR FOR SPUR. CONGRATULATIONS, THE BREADTH OF THIS TRANSFORMATION ACTION PLAN AND CHANGES TO BE MADE IN RESPONSE TO THE COMMENT TODAY ARE GREAT. PIGGYBACKING ON COMMENTS WE HAVE HEARD TODAY WE APPRECIATE THE TIMELINE FOR THE REGIONAL CONNECTED NETWORK PLAN HAS BEEN MOVED UP AND ENCOURAGE IT TO BE COMPLETED IN EARLY 2023 INSTEAD OF LATE 2023 IF AT ALL POSSIBLE. THE REASON FOR THIS IS THAT VOTERS REALLY WANT TO SEE A TRANSIT NETWORK WITH HIGH FREQUENCY AND RELIABLE SERVICE AND WE BELIEVE THAT THOSE CONNECTED NETWORK PLAN CAN HELP OUTLINE THE VISION PRIORITIZE SERVICES AND CAPITAL PLANNING AND HELP US UNDERSTAND RESOURCES WE'RE GOING TO NEED POWER THAT SERVICE AND RELATE PUBLIC SUPPORT FOR FUTURE FUNDING MEASURES WHICH WE KNOW WILL BE CRITICAL. THANK YOU.

WALLY CHARLES, CLERK: THANK YOU. NEXT IS EUGENE BRADLEY.

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SPEAKER: AFTERNOON, ONCE AGAIN, COMMITTEE MEMBERS, EUGENE SILICON VALLEY TRANSIT USERS. I ECHO THE PRIOR TWO COMMENTERS ABOUT THE NEED FOR, BASICALLY E EQUITY, WELL AS PURSUING REGIONAL MEASURES IN PARALLEL. ONE THING THAT'S BEEN EMITTED FROM THIS PLAN I KNOW THAT RANDY K FROM THE POLICY ADVISORY COUNCIL COMMITTEE TALKED ABOUT LAST WEEK, THE NEED FOR FUNDING IN CASE OF A CATASTROPHIC FAILURE IN A TRANSIT AGENCY, AS WAS SEEN, UNFORTUNATELY, BY VTA MAY 26TH. IT'S SAID THAT NEGOTIATION ON THAT DATE THAT NO ONE HAS TALKED ABOUT PUBLICLY, CURRENTLY MORE THAN 4,000 TRANSIT RIDERS WHO USED TO TAKE LIGHT RAIL HAVE NO AFFORDABLE ALTERNATIVES, THIS CANNOT HAPPEN IN ANY KIND OF DISASTER, PERHAPS THERE IS A PYRE THAT TAKES OUT TRANSBAY OR SOMETHING HAPPENS AT A GARAGE AT AC TRANSIT THERE IS CURRENTLY NO BACK UP FOR THAT, I WOULD ALSO LIKE TO SEE IN THE DRAFT PLAN FUNDING PROVIDED BY AT LEAST A BACKUP OF WHAT HAPPENS WHEN A TRANSIT AGENCY HAS COLLAPSED AND THEY HAVE NO RESOURCES OF THEIR OWN TO PROPERLY PROVIDE TEMPORARY SERVICE IN CASE OF AN OUTAGE WHETHER IT'S A NATIONAL TRAGEDY OR IN THE CASE THE 26TH, MAN CAUSED. PLEASE TRACK CHALLENGES WITH THE PLAN. THANK YOU.

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

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JAMES P. SPERING, CHAIR: THANK YOU. BEFORE WE TAKE THE VOTE, I WANT TO THANK THE PUBLIC COMMENTS THAT WE RECEIVED, BUT I WANT TO REMIND ALL OF THE COMMITTEE MEMBERS THAT WE HAVE HEARD WHAT YOU HAVE SAID. WE WILL CONSIDER ALL YOUR COMMENTS, AND THIS DOES NOT CONCLUDE, AS WE MOVE FORWARD ON THIS, AS I REPEATEDLY SAID, THIS IS THE BEGINNING, AND THOSE COMMENTS THAT YOU HAVE MADE THAT YOU FEEL SOME BE INCORPORATED WILL BE ADDRESSED AS WE MOVE FORWARD AND THERE WILL BE PLENTY OF OPPORTUNITY TO DO THAT. I HOPE WE CAN CLOSE ON CONSENSUS AS WE HAVE ALL ALONG, TAKE THE FIRST STEP, I HAVE BEEN INVOLVED FOR A LONG TIME ON THE COMMISSION, AND I HAVE NEVER SEEN THIS TYPE OF PROGRESS IN THE REGION MADE TO WHERE WE BROUGHT THIS MANY DIVERSE GROUPS TOGETHER AND THE TRANSIT OPERATORS PULLING IN THE SAME DIRECTION TO BRING FORWARD SUBSTANTIVE CHANGES. SO I WANT TO THANK ALL OF THE COMMITTEE MEMBERS. AND AT THIS POINT, WALLY, WE HAVE A MOTION AND A SECOND. TAKE THE ROLL PLEASE.

WALLY CHARLES, CLERK: THANK YOU. [ROLL CALL VOTE] THE VOTE PASSED UNANIMOUSLY. PEDROZA, WE WERE NOT ABLE TO UNMUTE. IS THAT THE PROBLEM? OR IS HE GONE?

ALFREDO PEDROZA: VOTE YES. SORRY ABOUT THAT.

WALLY CHARLES, CLERK: THE MOTION PASSES UNANIMOUSLY.

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JAMES P. SPERING, CHAIR: ASSEMBLYMEMBER CHU DID YOU WANT TO COMMENT ON THIS HISTORICAL VOTE THIS'S MOVING FORWARD.

DAVID CHIU: I MADE MY COMMENTS AT THE BEGINNING OF THE MEETING GRATEFUL FOR ALL THE HARD WORK, I AM SUPER PLEASED AND EXCITED ABOUT THE OUTCOME. BUT OBVIOUSLY THIS IS ONE STEP OF THE WAY WHERE WE'RE AT ONE TRAIN STATION STOP, I SEE LIGHT FAR AT THE END OF THE TUNNEL, AND WE'RE AHEAD, LET'S KEEP GOING AND I LOOK FORWARD TO WORKING WITH EVERYONE ON NEXT STEPS. AND KUDOS TO YOU JIM AND THE TREMENDOUS WORK OF THE TASK FORCE HERE.

JAMES P. SPERING, CHAIR: THANK YOU FOR THOSE COMMENTS. LET'S MOVE TO PUBLIC COMMENTS. WALLY DO YOU HAVE ANYONE WHO WANTS TO SPEAK AROUND PUBLIC COMMENT.

WALLY CHARLES, CLERK: NO PUBLIC COMMENT.

JAMES P. SPERING, CHAIR: IN YOUR PACKET THE RETURN TO REGIONAL TRANSIT CAMPAIGN TOOLKIT AND THE JULY BAY AREA TRANSIT RIDERSHIP UPDATE. AND, STEVE, DID YOU HAVE ANY REAL BRIEF CLOSING COMMENTS BEFORE I CLOSE IT OUT?

STEVE KINSEY: THANK YOU, CHAIR. YOU WOULD JUST THANK ALL OF YOU FOR THE HARD WORK YOU PUT N EACH OF YOU DESERVES CREDIT FOR REACHING CONSENSUS. AS THE CHAIR POINTED OUT THERE ARE

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GOING TO BE MANY OPPORTUNITIES TO CONSIDER ADDITIONAL THINGS. I WOULD SAY ONE OTHER THING WHICH IS REALLY, THAT THE PLAN THAT SURROUNDS THE ACTIONS DOES BEGIN WITH A MOMENT OF SOMBER GRATITUDE TO THE TRANSIT OPERATOR WHO IS WORKED THROUGHOUT THIS COVID TO DELIVER TRANSIT TO ESSENTIAL WORKERS AND WE ALL NEED TO REFLECT ON HOW DEVASTATING THIS COVID PANDEMIC HAS BEEN AND HOW RESPONSIVE THE OPERATORS HAVE BEEN IN REALLY DIFFICULT TIMES AND TO STAY WITH US THROUGH THIS. SO GOING FORWARD, I THINK THERE IS AN OPPORTUNITY TO REFLECT APPRECIATION FOR THAT, AND STILL MAKE TRANSFORMATION A PART OF THE FUTURE. THANK YOU.

JAMES P. SPERING, CHAIR: THANK YOU, STEVE. SO, THIS IS MOVING ON TO OUR LAST ITEM. AND NORMALLY, I WOULD BE ANNOUNCING OUR NEXT MEETING UPDATE. THANK YOU TO YOU ALL, THIS IS JUST ASTONISHING, THE ATTENDANCE WE HAVE HAD IS EXTRAORDINARY. BEFORE WE ADJOURN I WANT TO THANK MTC STAFF FOR ALL THEIR GOOD WORK REPORTING TO BLUE RIBBON, AND STAFF IS STRETCHED, ALIX, AND MELANIE CHOY AND WALLY CHARLES FOR HER SUPPORT, WE DIDN'T VIOLATE THE BROWN ACT AND SHE SCHEDULED ALL OUR MEETINGS WALLY THANK YOU FOR YOUR WORK. MICHELLE STONE, FOR ALL THE GRAPHICS YOU HAVE SEEN MICHELLE IS IN THE BACKGROUND PUTTING TOGETHER ALL THE PRESENTATIONS. THANK YOU FOR ALL THE WORK, AND KAREN FOR WRITING MY COMMENTS AND TACKLING THESE ISSUES. AND FINALLY CIVICKNIT STEVE KINSEY, AND OUR MODERATOR STEVE I DON'T THINK

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WEEKEND HAVE DON'T GO A BETTER CONSULTANT THAT UNDERSTOOD AND COULD BRING THIS GROUP TOGETHER. WHEN WE FIRST STARTED THIS STEVE TOLD ME THERE WERE TWO THINGS I NEEDED TO DO ONE WAS TO BUILD A CONSENSUS AND ESTABLISH A WORKING RELATIONSHIP THAT WE COULD BUILD ON AND BRINGING EVERYBODY TOGETHER AND I THINK WE HAVE ACCOMPLISHED THAT AND I AM ENCOURAGED AT OUR FUTURE WORK RELATIONSHIP. AND AGAIN, THANK ALL OF YOU FOR ALL OF YOUR EFFORTS AND MANY OF THE COMMENTS. YOU HAVE ALL HELPED STEER THIS IN THE RIGHT DIRECTION. I THINK THIS IS JUST ONE OPPORTUNITY THAT WE HAVE TAKEN ADVANTAGE OF, AND I THINK IT'S GOING TO MAKE TRANSIT A MUCH BETTER SYSTEM FOR THE RIDERS IN THE REGION. AND SO WITH THAT, I SINCERELY HOPE THAT WE WILL SEE ALL OF YOU. WE'RE GOING TO HOST A RECEPTION FOR THE BLUE RIBBON COMMITTEE IN SEPTEMBER. I THINK THAT DATE WILL COME OUT HERE SHORTLY. SO I HOPE YOU CAN ALL PUT THAT ON YOUR CALENDAR THAT WE CAN ALL GET TOGETHER AND JUST SAY THANK YOU FOR ALL THE GOOD WORK. WITH THAT, WE'RE NOW OFFICIALLY ADJOURNED, AND, AGAIN, THANK YOU. I JUST CAN'T THANK YOU ALL ENOUGH. SO, THANK YOU. [ADJOURNED]

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