

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



MAY 2, 2022

1 **METROPOLITAN TRANSPORTATION COMMISSION**
2 **NETWORK MANAGEMENT BUSINESS CASE ADVISORY GROUP**
3 **MONDAY, MAY 2, 2022 1:00 PM**

4
5 **DENIS MULLIGAN, CHAIR:** GOOD AFTERNOON EVERYBODY. WALLY, WOULD
6 YOU PLEASE CALL THE ROLL AND CONFIRM WE HAVE A QUORUM.

7
8 **DENIS MULLIGAN, CHAIR:** PRESENT.

9
10 **THERESE MCMILLAN:** WALLY, YOU'RE ON MUTE. AND I BELIEVE WE HAVE
11 TO ROLL THE COVID ANNOUNCEMENT, AS WELL.

12
13 **CLERK OF THE BOARD:** CHAIR MULLIGAN, WOULD YOU LIKE TO DO THAT?

14
15 **DENIS MULLIGAN, CHAIR:** YES. PLEASE ROLL THE ANNOUNCEMENT FIRST
16 THEN WE'LL DO THE ROLL CALL. [RECORDED MEETING PROCEDURES
17 ANNOUNCEMENT] THIS MEETING WILL BE CONDUCTED AS A HYBRID
18 MEETING A ZOOM WEBINAR LINK HAS BEEN PROVIDED AS WELL AS
19 ACCOMMODATIONS FOR IN-PERSON ATTENDANCE. THIS MEETING IS ALSO
20 BEING WEBCAST ON THE METROPOLITAN TRANSPORTATION COMMISSION
21 WEB SITE. COMMISSIONERS AND MEMBERS OF THE PUBLIC
22 PARTICIPATION BY ZOOM, WISHING TO SPEAK, SHOULD USE THE RAISE
23 HAND FEATURE OR DIAL STAR 9, AND THE CHAIR WILL CALL UPON THEM
24 AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE
25 CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT



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1 IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND
2 ORGANIZATION, BUT, PROVIDING SUCH INFORMATION IS VOLUNTARY.
3 WRITTEN PUBLIC COMMENTS RECEIVED AT INFO@BAYAREAMETRO.GOV BY 5
4 P.M., YESTERDAY, WILL BE POSTED TO THE ONLINE AGENDA AND
5 ENTERED INTO THE RECORD, BUT WILL NOT BE READ OUT LOUD. A ROLL
6 CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND
7 ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. IN
8 ORDER TO GET THE FULL ZOOM EXPERIENCE, PLEASE MAKE SURE YOUR
9 APPLICATION IS UP TO DATE.

10

11 **DENIS MULLIGAN, CHAIR:** THANK YOU FOR ROLLING THE ANNOUNCEMENT.
12 GOOD AFTERNOON. I'M CALLING THE NETWORK MANAGEMENT BUSINESS
13 CASE ADVISORY GROUP TO ORDER. WALLY PLEASE CALL ROLL.

14

15 **CLERK OF THE BOARD:** CHAIR MULLIGAN?

16

17 **DENIS MULLIGAN, CHAIR:** PRESENT.

18

19 **CLERK OF THE BOARD:** VICE CHAIR JOHN-BAPTISTE?

20

21 **ALICIA JOHN-BAPTISTE, V. CHAIR:** PRESENT.

22

23 **CLERK OF THE BOARD:** BOUCHARD?

24

25 **MICHELLE BOUCHARD:** PRESENT.



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1

2 **CLERK OF THE BOARD:** CHURCHILL?

3

4 **BILL CHURCHILL:** PRESENT.

5

6 **CLERK OF THE BOARD:** CURRIER? MEMBER GONOT IS ABSENT. JIM

7 LAWSON IS HERE FOR GONOT.

8

9 **JIM LAWSON:** JIM LAWSON IS PRESENT.

10

11 **CLERK OF THE BOARD:** THANK YOU. MEMBER HURSH?

12

13 **MICHAEL HURSH:** HERE.

14

15 **CLERK OF THE BOARD:** LEVIN?

16

17 **ADINA LEVIN:** HERE.

18

19 **CLERK OF THE BOARD:** LINDSAY?

20

21 **SPEAKER:** PRESENT.

22

23 **CLERK OF THE BOARD:** MCMILLAN?

24

25 **THERESE MCMILLAN:** HERE.



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1

2 **CLERK OF THE BOARD:** POWERS?

3

4 **ROBERT POWERS:** HERE.

5

6 **CLERK OF THE BOARD:** SMITH?

7

8 **SUZANNE SMITH:** HERE.

9

10 **CLERK OF THE BOARD:** TUMLIN?

11

12 **JEFFREY TUMLIN:** HERE.

13

14 **CLERK OF THE BOARD:** WUNDERMAN?

15

16 **JIM WUNDERMAN:** HERE.

17

18 **CLERK OF THE BOARD:** WE HAVE QUORUM. THANK YOU.

19

20 **DENIS MULLIGAN, CHAIR:** THANK YOU. WELCOME EVERYBODY. THIS IS
21 OUR FIRST HYBRID MEETING THE BUSINESS CASE ADVISORY GROUP. ALL
22 MTC BROWN ACT MEETINGS WILL NOW BE HYBRID. ATTENDEES MAY OPT
23 IN TO BE HERE IN PERSON AT 375 BEALE STREET, AND MUST ADHERE
24 TO PUBLIC HEALTH PROTOCOLS WHILE IN THE BUILDING. THAT'S THE
25 VENUE HERE AND YOU CAN ALSO PARTICIPATE REMOTELY. WELCOME



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1 MADAM VICE CHAIR, ADVISORY GROUP MEMBERS AND THOSE PUBLIC WHO
2 ARE INTERESTED IN THIS TOPIC ABOUT TRANSIT IN THE BAY AREA'S
3 FUTURE. WE HAVE A FULL AGENDA TODAY DIVIDED INTO A COUPLE OF
4 SECTIONS. WE DID RECEIVE A LETTER TODAY IN REFERENCE TO THE
5 NETWORK MANAGEMENT BUSINESS CASES ADVISORY GROUP THAT LETTER
6 IS FROM THE DISABLED AND AGING COMMUNITIES URGING THAT WE
7 CENTER ACCESSIBILITY INTO THE NETWORK MANAGEMENT ANALYSIS. MTC
8 STAFF HAS COMMITTED TO FOLLOW UP WITH THE MEETING TO DISCUSS
9 THAT REQUEST FOR THOSE THAT SENT THE LETTER, AND DISCUSS A
10 PLANNED APPROACH MAKE SURE THE DISABLED AND ELDERLY
11 INDIVIDUALS RECEIVE APPROPRIATE CONSIDERATION IN THIS PROCESS.
12 WITH THAT THE CONSULTANT TEAM WILL BE PROVIDING A RECAP OF THE
13 PROJECT STATUS AND SCHEDULE AND A SUMMARY FEEDBACK FROM THE
14 LAST MEETING FOLLOWING FINDINGS FROM THE ANALYSIS STEMMING
15 FROM THE PROBLEM STATEMENT THAT WAS ORIGINALLY DEVELOPED BY
16 THE BLUE RIBBON TRANSIT RECOVERY TASK FORCE. NEXT COVER THE
17 ROLES AND RESPONSIBILITIES REQUIRED TO SERVICE IN THE BAY
18 AREA, AND PROPOSE DESIGN PRINCIPLES AND EVALUATION OF THE
19 NETWORK MANAGEMENT ENTITLES, IDENTIFYING KEY POINTS AND
20 SUSPECT AREAS THAT WILL NEED FURTHER AREAS OF CLARIFICATION WE
21 REQUEST SUFFICIENT TIME FOR SLIDES AT THE END OF EACH SECTION
22 I'LL CALL ON ADVISORY GROUP MEMBERS TO SPEAK. PUBLIC COMMENT
23 WILL BE CALLED UPON AT THE ENDS OF AGENDA ITEM SIX BEFORE WE
24 BEGIN REMEMBER AT THE MARCH ADVISORY GROUP MEETING I
25 RECOMMENDED CREATING AN AD HOC MATERIAL MEETING FOR REVIEW OF



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1 MATERIALS PRIOR TO PRESENTATION OF THIS BODY. DECISIONS WOULD
2 NOT BE MADE AT THE AD-HOC LEVEL BUT PROVIDE OPPORTUNITY TO
3 FOCUS ON ISSUES. SUPPORT FROM THE ADVISORY GROUP WE HAD THE
4 FIRST MEETING AFTER SIX TRANSIT -- EXCUSE ME THREE TRANSIT
5 OPERATORS THREE STAKEHOLDERS AND ONE MTC REPRESENTATIVE WERE
6 SELECTED FOR THE AD-HOC COMMITTEE GROUP WE HAVE HAD TWO
7 MEETINGS MOST RECENTLY LAST WEEK AND WE REVIEWED THE NETWORK
8 MANAGEMENT FUNCTIONAL AREAS AND PRINCIPLES THAT WILL HELP
9 GUIDE THE DEVELOPMENT OF THE REGIONAL NETWORK MANAGEMENT
10 CONCEPT. WE ENGAGED IN EXERCISES TO GAIN CLARITY ON POLICY
11 DELIVERY AND OPERATING DECISIONS ARE BEST MADE AT THE REGIONAL
12 LEVEL AND DESIGN PRINCIPLES KEY TO MODES OF NETWORK
13 MANAGEMENT. THERE WAS A LOT OF GOODS CONVERSATION AND DIALOGUE
14 THAT HELPED IDENTIFY AREAS OF AGREEMENT AND AREAS NEEDING
15 FURTHER EXPLORATION WHICH IS ONE WAY OF SAYING WE HAVEN'T
16 AGREED YET. AS PART OF THE CONSULTATION KEY TAKEAWAYS FROM
17 THOSE SESSIONS I WANT TO THANK THE ADVISORY GROUP MEMBERS WHO
18 PARTICIPATED IN THOSE SESSIONS. THIS WORK REFLECTS THE SHARED
19 INTEREST THAT WE HAVE IN STRIVING TO STRENGTHEN THE REGIONAL
20 TRANSIT NETWORK. WITH THAT I'LL TURN IT OVER TO OUR CONSULTANT
21 TEAM.

22

23 **CLERK OF THE BOARD:** CHAIR MULLIGAN, WE NEED TO DO THE CONSENT
24 CALENDAR FIRST.

25



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1 **DENIS MULLIGAN, CHAIR:** AH, THANK YOU. AGENDA ITEM THREE.
2 WALLY, AS ALWAYS, KEEPS US ON THE STRAIGHT AND NARROW. BEFORE
3 WE TURN IT OVER TO OUR CONSULTANT TEAM, WALLY WILL DO THE
4 CONSENT CALENDAR. THERE ARE ANY QUESTIONS FROM ANY OF THE
5 ADVISORY GROUP MEMBERS ON THE CONSENT CALENDAR? HEARING NONE,
6 I'LL ACCEPT A MOTION TO APPROVE THE CONSENT CALENDAR.

7

8 **ALICIA JOHN-BAPTISTE, V. CHAIR:** SO MOVED.

9

10 **MICHAEL HURSH:** SECOND, HURSH.

11

12 **DENIS MULLIGAN, CHAIR:** THANK YOU. ROLL CALL PLEASE.

13

14 **CLERK OF THE BOARD:** CHAIR MULLIGAN?

15

16 **DENIS MULLIGAN, CHAIR:** AYE.

17

18 **CLERK OF THE BOARD:** VICE CHAIR JAN BAPTIST?

19

20 **ALICIA JOHN-BAPTISTE, V. CHAIR:** AYE.

21

22 **CLERK OF THE BOARD:** MEMBER BOUCHARD?

23

24 **MICHELLE BOUCHARD:** AYE.

25



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1 **CLERK OF THE BOARD:** CHURCHILL.

2

3 **BILL CHURCHILL:** AYE.

4

5 **CLERK OF THE BOARD:** CURRIER?

6

7 **HAYLEY CURRIER:** AYE.

8

9 **CLERK OF THE BOARD:** LAWSON FOR GONOT.

10

11 **SPEAKER:** AYE.

12

13 **CLERK OF THE BOARD:** HURSH?

14

15 **MICHAEL HURSH:** AYE.

16

17 **CLERK OF THE BOARD:** LEVIN?

18

19 **ADINA LEVIN:** AYE.

20

21 **CLERK OF THE BOARD:** LINDSAY?

22

23 **JAMES LINDSAY:** AYE.

24

25 **CLERK OF THE BOARD:** MCMILLAN.



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1

2 **THERESE MCMILLAN:** YES.

3

4 **CLERK OF THE BOARD:** POWERS.

5

6 **ROBERT POWERS:** YES.

7

8 **CLERK OF THE BOARD:** TUMLIN?

9

10 **JEFFREY TUMLIN:** AYE.

11

12 **CLERK OF THE BOARD:** MOTION PASSES UNANIMOUSLY.

13

14 **DENIS MULLIGAN, CHAIR:** THAT BRINGS US TO AGENDA ITEM FOUR
15 EXISTING CONDITIONS AT THIS TIME I WOULD LIKE TO ASK THE
16 CONSULTING TEAM TO PRESENT A BRIEF SUMMARY AND DISCUSSIONS.

17

18 **KEVIN DESMOND:** WHAT WE WANT TO DO TODAY IN ABOUT 90 MINUTES
19 ALLOCATED ON THE AGENDA FOR OUR MATERIAL IS THREE THINGS WE
20 WANT TO CONFIRM WITH THE ADVISORY GROUP THAT WE MORE OR LESS
21 CAPTURED THE DEFINITION AND DESCRIPTION IN THE EXISTING
22 CONDITIONS. SO WE'LL HAVE SOME MATERIAL FOR THAT. WE VETTED
23 THAT, THIS, WITH THE AD-HOC COMMITTEE A COUPLE OF WEEKS AGO.
24 WE GOT GOOD FEEDBACK. SO WE WANT TO SHARE THE MATERIAL WITH
25 YOU HERE THIS AFTERNOON. SECONDLY, WE WANT TO REVIEW AND GET



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1 YOUR FEEDBACK, IN DISCUSSION, ON THE DELINEATION OF THE
2 FUNCTIONAL RESPONSIBILITIES AND ACCOUNTABILITIES BETWEEN THE
3 POTENTIAL REGIONAL NETWORK MANAGER, AND THE LOCAL OR EXISTING
4 TRANSIT AGENCIES, INCLUDING WHY THOSE RESPONSIBILITIES MAY
5 WELL BE SHARED IN ONE FORM OR ANOTHER. THEN, THIRDLY, WE WANT
6 TO GET THIS COMMITTEE'S FIRST IMPRESSION OF WHAT WE'RE CALLING
7 THE DESIGN PRINCIPLES FOR THE POTENTIAL REGIONAL NETWORK
8 MANAGEMENT ENTITY. NEXT SLIDE PLEASE. AS YOU CAN SEE FROM THIS
9 SLIDE, THE WAY WE ALLOCATING OUR TIME, I'M GOING TO TURN IT
10 OVER TO TAMIM RAAD IN A SECOND. HE IS GOING TO DISCUSS WHERE
11 WE ARE SO FAR AND THE ITEMS WE HAVE BEEN ASKED TO PURSUE.
12 TAMIM IS GOING TO GO THROUGH THE SLIDES QUICKLY. WE WANT TO
13 GET A SENSE DID WE GET IT RIGHT, IS ANYTHING MISSING AND
14 NUANCES YOU WANT TO BE SURE TO RUN DOWN THERE WILL BE A WHITE
15 PAPER IN THE WEEKS AHEAD TO SUMMARIZE ALL OF THE INFORMATION
16 AND LASTLY THE BULK OF THE DISCUSSION WE'RE HOPING TO HAVE
17 TODAY FOR ABOUT AN HOUR IS THIS DISCUSSION OF THE DELINEATION
18 OF THE FUNCTIONAL ROLES AND RESPONSIBILITIES AND START GETTING
19 INTO THE DESIGN PRINCIPLE. WE'RE HOPING TO SPEND 90 MINUTES
20 TODAY. WE'RE LOOKING FOR ROBUST FEEDBACK AND DIALOGUE HERE
21 WITH YOU TODAY. LET ME TURN IT OVER TO TAMIM TO KICK IT OFF
22
23 **TAMIM RAAD:** WE WANT TO PUT UP A RECAP REMINDER WE'LL BE DOING
24 THIS AT EACH OF THE ADVISORY GROUP MEETINGS AS OUR TOUCH STONE
25 OF WHERE WE'RE AT AND HERE WE ARE AT REGIONAL NETWORK



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1 ACCOUNTABILITIES, AND REVIEW, AND WE ARE SETTING KEY
2 COMPONENTS HERE TODAY FOR YOUR FEEDBACK. SOME OF THOSE WERE
3 PRESENTED AT THE AD HOC COMMITTEE AS MENTIONED. WE GOT SOME
4 GOOD FEEDBACK THERE AS WELL. WE'RE CURRENTLY AT THE STAGE
5 WHERE YOU SEE WE'RE HERE REFINING THE ACCOUNTABILITIES AND WE
6 REFER TO JOB DUTIES DECISIONS TO BE MADE BY THE REGIONAL
7 NETWORK MANAGEMENT ENTITY. WE'RE DOING THAT WORK NOW AND
8 THROUGH THE MONTH OF MAY INCORPORATING YOUR FEEDBACK TODAY
9 NEXT STEP IS THE MEATY BIT THE EVALUATION PROCESS, WE'RE GOING
10 TO COME UP WITH ALTERNATIVES FOR THE NETWORK MANAGEMENT ENTITY
11 AND SOME OF THOSE HAVE BEEN DISCUSSED AT PREVIOUS MEETINGS AND
12 WE'LL BE DEVELOPING THOSE IN FURTHER DETAIL WE'RE ALSO BE
13 GETTING INTO GREATER DETAIL ON DEVELOPING THE EVALUATIVE
14 CRITERIA WHICH WE ASSESSED THEM THAT'S A HEAVY LIFT MODE
15 HAPPENING THROUGH THE MONTH OF MAY AND JUNE. IMPORTANT STEPS
16 THAT COME JUST AFTER THAT, SO IN OUR FIRST KICK OF THE CAN IN
17 DOING AN EVALUATION OF ALTERNATIVES WE'RE GOING TO BE
18 REVIEWING DESIGN FLAWS AND PROCESSES SOME MAY BE INHERENT SOME
19 MAY BE FIXABLE. OUR GOAL IS TO TAKE OUT THE FIXABLE PROBLEMS
20 AND PUT EACH BEST FOOT FORWARD, SO TO SPEAK. IMPORTANT TO ALL
21 OF THIS IS, AND THEN OF COURSE AFTER THAT COMES THE
22 IMPLEMENTATION WORK, RECOMMENDATION ON PREFERRED ALTERNATIVE.
23 IMPORTANT TO ALL OF THIS IS THE COLLABORATIVE PROCESS WE'LL BE
24 SEEKING TO WORK WITH OPERATORS TO DEFINE AND STRESS TEST, WE
25 BELIEVE THAT'S AN IMPORTANT STEP AS WELL. NEXT SLIDE. THIS IS



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1 A REFERENCE SLIDE TO KEEP YOU UP-TO-DATE WHERE WE'RE AT IN THE
2 PROGRESS OF THE PROJECT. THERE ARE KEY CHANGES HERE I WON'T GO
3 THROUGH THE DETAILS, ONE IS THE RECOGNITION THIS PROCESS WILL
4 TAKE ENGAGEMENT FROM THOSE AROUND THE TABLE AND THE EXTENDED
5 CIRCLE OF STAKEHOLDER INTEREST, AND BENEFIT OF HAVING
6 ENGAGEMENT OF AD-HOC COMMITTEE FORMED AT THE LAST MEETING TO
7 USE AS A SOUNDING BOARD FOR THIS MATERIAL THAT HAS CERTAINLY
8 BEEN HELPFUL. AS WE GET INTO THE EVALUATIVE PROCESS WE WILL
9 ENGAGE IN THE BROADER CONSULTING TEAM, SAM SCHWARTZ, KEVIN HAS
10 BEEN ENGAGED AND TECHNICAL TEAM WILL BE ENGAGED AND THE STAFF
11 WHO WORKED WITH THE TASK FORCE, AND THE TEAM WILL BE COMING
12 TOGETHER THROUGHOUT THE SUMMER TO DIG DEEPER INTO THESE
13 ALTERNATIVES AND WHAT THE IMPLICATIONS ARE AND WE ALSO HAVE AN
14 EXTENDED BENCH OF SUBJECT MATTER WE'LL ALSO BE PUTTING TO
15 WORK. NEXT SLIDE. JUST SOME KEY PIECES OF FEEDBACK FROM THE
16 LAST SESSION WE'LL BE FOLLOWING UP ON, EQUITY OF COURSE AS WE
17 WERE HEARING EARLIER IN THIS MEETING HAS BEEN A CENTRAL
18 OBJECTIVE THERE HAS BEEN A LOT OF WORK THERE, BUT THERE'S A
19 REQUEST TO HAVE LOCAL AND REGIONAL CONTEXT REVIEWED AND
20 INCORPORATED INTO OUR CORE OBJECTIVES FOR THE ALTERNATIVES. WE
21 ALSO HAVE QUITE A BIT OF WORK STILL AHEAD TO DEFINE WHAT THE
22 REGIONAL NETWORK IS. I THINK THE REFERENCE POINT OF WHAT WE'RE
23 PLANNING FOR IS STILL A QUESTION IN MANY PEOPLE'S MINDS AS A
24 KEY STEP IN MAY AND JUNE AS WELL AS DISCUSSION CRITERIA HOW
25 ARE WE GOING TO BE EVALUATING THE ALTERNATIVES, AND METRICS,



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1 THOSE WILL BE IN DEVELOPMENT IN MAY AND JUNE AS WE GO THROUGH
2 NEXT STEPS OF THE PROPOSALS AND KEY INTEREST ON FOCUSING ON
3 THE CUSTOMER LOOKING AT THE RESEARCH TO DATE SOME OF THE
4 POTENTIAL INTEREST IN NEW SURVEYS, INTEGRATION WITH THE RAIL
5 GRANT WORK, AND THE IMPORTANT OF THE MEGA PROJECTS COMPONENT
6 AND RAIL PLANNING COMPONENT OF NETWORK MANAGEMENT, AND THEN,
7 OF COURSE, ADDITIONAL OPPORTUNITIES FOR ENGAGEMENT WHICH I HAD
8 ADDRESSED EARLIER IN THE WORK PROGRAM OVERVIEW. OKAY. SLIDE
9 EIGHT. AND, KEVIN, MAYBE WE JUST WANT TO PAUSE THERE TO SEE IF
10 THERE IS ANYTHING ON THE CONTEXT BEFORE I MOVE ON? WOULD YOU
11 LIKE ME TO GO ON TO THE NEXT BLOCK?

12

13 **DENIS MULLIGAN, CHAIR:** SEEING NO HANDS RAISED, I WOULD ASK YOU
14 TO CONTINUE AND I ASK MEMBERS OF THE ADVISORY GROUP TO RAISE
15 YOUR HAND IF YOU WISH TO SPEAK.

16

17 **TAMIM RAAD:** GREAT. SLIDE EIGHT, OVER TO YOU KEVIN.

18

19 **KEVIN DESMOND:** THANKS TAMIM. I HOPE THAT WAS HELPFUL IN THE
20 STAGE OF THE PROJECT WE HAVE A LOT MORE UNFOLDING TO DO
21 OBVIOUSLY IN ENGAGEMENT. THIS NEXT SECTION FOR ABOUT 20
22 MINUTES AGAIN IT'S GOING TO BE A QUICK RUN THROUGH OF SLIDES
23 AND THEN CHAIR MULLIGAN, AFTERWARDS, ANY COMMENTS ACCIDENT
24 ABOUT THE EXISTING CONDITIONS, WHAT WE MIGHT HAVE MISSED, ANY
25 NUANCES THAT WE NEED TO CONTINUE TO TRACK DOWN. THE PURPOSE OF



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1 THIS, AS I YOU THINK WE HAVE HEARD, AND AS HAS BEEN DISCUSSED
2 AT THIS COMMITTEE AND ELSEWHERE IS TO ENSURE THAT THERE'S A
3 STARTING POINT, A COMMON UNDERSTANDING OF THE KEY FACTORS AND
4 CHALLENGES FACING THE REGION'S TRANSIT SYSTEM, WRIT LARGE,
5 WHETHER INDIVIDUAL TRANSIT AGENCY OR THE REGIONAL FUNCTION OF
6 THE SYSTEM THROUGHOUT THE ENTIRE BAY AREA AND ITS COUNTIES.
7 AND WITH THAT SET OF COMMON UNDERSTANDINGS, AND THIS
8 IDENTIFICATION OF THE SO-CALLED EXISTING CONDITIONS, THIS WILL
9 HELP VERY MUCH SUPPORT THE DESIGN PRINCIPLES IN THE EVALUATION
10 CRITERIA THAT WOULD BE BROUGHT TO BEAR FOR ANY REGIONAL
11 NETWORK MANAGEMENT CONCEPT CONSISTENT WITH THE GOALS AND
12 OBJECTIVES OF THE TASK FORCE. SO, AGAIN, THERE WILL BE A WHITE
13 PAPER THAT WILL COME OUT AFTER THIS THAT WILL BE AN ADDITIONAL
14 OPPORTUNITY FOR FOLKS IN THE TRANSIT AGENCY AND OTHERS TO
15 WEIGH IN AND PROVIDE COMMENTARY ON THE PAPERS. AND WE WANT TO
16 MAKE SURE AT THE HIGHEST LEVEL WE HAVE GOTTEN THESE RIGHT HERE
17 TODAY. TAMIM WHY DON'T YOU TAKE IT AWAY.

18

19 **TAMIM RAAD:** EXISTING CONDITIONS ARE COMPLEX WHAT WE HAVE TRIED
20 DO IN OUR REPORT IS EXPRESS KEY RELATIONSHIPS THAN IMPORTANT
21 TO CONSIDER IN EXISTING CONDITIONS AND SOME THINGS THAT MAY BE
22 ENABLING AND CONSTRAINING FACTORS. HERE YOU WILL SEE VARIOUS
23 TRANSIT TYPOLOGIES ACROSS THE REGION FOR TRYING TO DEFINE
24 GEOGRAPHICALLY AS WELL AS IN THEIR TYPE. SO, COUNTY
25 TRANSPORTATION AUTHORITY, PRIMARY OPERATORS SOMETIMES HAVING



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1 MULTIPLE SUPPORTING OPERATORS WITHIN. WE OFTEN USE THE TERMS
2 LOCAL AND REGIONAL AS THOUGH KIND OF RIGHT NOW AS THOUGH THE
3 REGION IS CURRENTLY ABSENT BUT WHAT WE SEE HERE IS THERE ARE
4 MANY INTERCOUNTY OPERATORS THAT ARE SUPPORTING REGIONAL
5 FUNCTIONS SOME REGIONAL SOME DEGREE PHOTOGRAPHICALLY
6 COMPREHENSIVE, BUT REGIONAL OPERATORS NONETHELESS AND MANY
7 RELATIONSHIPS EVEN SOMETIMES WITHIN THE COUNTY THAT WE SEE.
8 IT'S REALLY IMPORTANT TO NOTE THROUGH ALL OF THIS THAT THE
9 GENESIS STORY OF TRANSIT GOVERNANCE CAN IMPORTANT TO
10 UNDERSTAND WHAT CAN BE DONE AND WHAT ENABLING FACTORS IN
11 TRANSIT MANAGEMENT AND THESE ARE GEOGRAPHICALLY FUNDING
12 SOURCES THAT'S IMPORTANT TO NOTE BECAUSE PARTICULARLY IN THE
13 TRANSITION PHASE IN THE EARLY STAGES THOSE WILL BECOME
14 IMPORTANT FACTORS THAT MAY LIMIT, AND IN THE LONG-TERM CLEARLY
15 REGIONAL FUNDING WILL BE NEEDED TO ACHIEVE THAT
16 TRANSFORMATION. THERE IS YOU CAN SEE THE RIDERSHIP POPULATION
17 IN THE SECOND COLUMN THERE, THERE IS A LOT OF DIVERSITY IN THE
18 DISTRIBUTION OF POPULATION OF RIDERSHIP ACROSS THE COUNTIES.
19 SOME ARE VERY HEAVILY USED SERVICES AND VERY, VERY POPULOUS
20 SERVICES AND OTHERS ARE PROVIDING MORE OF THAT COVERAGE OF
21 SERVICES AND OF COURSE THERE ARE MANY CONTEXT AND LABOR
22 DELIVERY MODELS. SLIDE TEN. RIGHTFULLY SHOW, THERE IS A LOT OF
23 FOCUS ON DEFINING THE REGIONAL NETWORK BECAUSE IT DOESN'T
24 EXIST TODAY AND WE HAVE TRIED TO GEOGRAPHICALLY KIND OF
25 ORGANIZE SOME OF THE -- WELL, WE HAVE TRIED ORGANIZE THE



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1 FUNCTIONAL AND GEOGRAPHIC AND THE COUNTY OPERATORS, IT'S
2 IMPORTANT TO LOOK AT THE SEVEN OPERATORS CARRYING RIDERSHIP
3 NOT A SIGNIFICANT AMOUNT OF EFFORT GOING IN TO PROVIDING THE
4 SERVICES FOR THE REMAINING OPERATIONAL UNITS AND THE
5 IMPORTANCE OF THOSE SERVICES AND REALLY PROVIDING EQUITY
6 SERVICES, COVERAGE SERVICES TO THE REGION. SO, WHILE VOLUME IS
7 ONE MEASURE, THE IMPORTANCE OF REACHING THE REGION
8 CONNECTIVITY OF THOSE OTHER SERVICES IS REALLY IMPORTANT TO
9 HIGHLIGHT. KEY FOCUS FOR UPCOMING WORK IS TO EXTEND -- THERE
10 IS A VERY NATURAL AND KEY FOCUS ON DEFINING REGIONAL
11 BOUNDARIES FOR DEFINING WHAT IS REGIONAL AND WHAT'S LOCAL. SO
12 HAVING A GEOGRAPHIC BASED DEFINITION, I SHOULD SAY, FOR
13 DEFINING WHAT'S REGIONAL AND WHAT'S NOT. ONE IMPORTANT THING
14 WE'RE TRYING TO DO IN UPCOMING WORK IS MOVE TOWARD A
15 FUNCTIONAL DEFINITION OF WHAT THE REGIONAL NETWORK IS AND
16 FOCUS ON THE REGIONAL INTEREST THAT THE REGION SHOULD BE
17 ACHIEVING FACTORS VOLUME, FREQUENCY, CAPACITY, DISTRICT LEVEL
18 AND HUB CONNECTIVITY THOSE ARE THINGS THAT SHOULD DEFINE WHAT
19 THE REGIONAL INTEREST IS IN REGIONAL NETWORK. NEXT SLIDE.
20 SLIDE 11. TWO IDEAS WE'RE TRYING TO COMMUNICATE ON THE LEFT
21 AND RIGHT, ONE IS THE CURRENT SITUATION AND THE RIGHT IS SORT
22 OF THE POTENTIAL BROADER TRAVEL OPPORTUNITY. SO, ON THE LEFT-
23 HAND SIDE YOU SEE THE BASIC BREAK DOWN ON RIDERSHIP AND
24 TRANSFER VOLUME BETWEEN THE DIFFERENT ENTITIES MUNI YOU CAN
25 SEE THERE ARE SOME OPERATORS THAT HAVE PRIMARILY SINGLE SEAT



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1 RIDES BUT THE TRANSFER FUNCTIONS ARE NOT SIGNIFICANT BETWEEN
2 KEY REGIONAL OPERATORS IS IMPORTANT TO NOTE. AND ALSO
3 IMPORTANT TO NOTE IS REALLY THE HEAVY LIFTING AMONGST THEM AS
4 FM MUNI IS DOING IN PROVIDING SOME OF THOSE AGENCY TO AGENCY
5 TRANSFERS AND THAT'S UNDERSTANDABLE BECAUSE OF ITS CENTRAL
6 CITY FOCUS. ON THE RIGHT HAND SIDE WE WANT TO HIGHLIGHT THE
7 POTENTIAL, AND SO POTENTIAL WITHIN THE EXISTING TRAVEL MARKET
8 THAT IS GETTING MORE SEATS AS I SAY TO TRANSIT TO ADDRESS THE
9 CURRENT CONGESTION ACCESSIBILITY ISSUES, AND THEN KEY QUESTION
10 AS TO WHETHER THERE IS SOME INTER-AGENCY TRAVEL BEING LEFT ON
11 THE TABLE IT TELLS US WHAT IT IS ON THE LEFT BUT DOESN'T TELL
12 US WHAT THE FULL POTENTIAL IS AND OF COURSE AS YOU WELCOME 2
13 MILLION MORE USERS OVER THE NEXT DECADES, AND THE GROWTH
14 WITHIN THE REGION. NEXT SLIDE. THIS ONE, WE TRIED TO MAKE THIS
15 SIMPLE BUT THERE IS NO SIMPLE WAY OF COMMUNICATING THE FUNDING
16 COMPLEXITY ACROSS THE REGION BUT I WILL HIGHLIGHT A FEW LINES
17 THAT YOU CAN FOLLOW. ONE IS THE WIDE RANGE OF ALLIANCE ON FARE
18 BOX, YOU SEE HEAVY DEPENDENCE ON TWO OR THREE OPERATORS OF
19 FARE BOX REVENUE, MUNI AND BART IN PARTICULAR. LARGER
20 OPERATORS WITH LOWER FARE BOX REVENUE DEPEND ON LOCAL STATE
21 AND STATE TAXES AND PROPERTY TAXES TO SOME EXTENT. SO THOSE
22 ARE -- THOSE INCLUDE VTA AND AC TRANSIT, BUT, ALSO, BART WITH
23 A RELIANCE ON THOSE SOURCE AS WELL, AND OF COURSE SMALLER
24 OPERATORS BECAUSE OF THE COVERAGE WHO ARE MUCH MORE
25 SIGNIFICANTLY DEPENDENT ON THE MTC DISTRIBUTED FUNDS THAT ARE



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1 HIGHLIGHTED IN BLUE. AND, AGAIN, SOME OF THESE SOURCES ARE
2 COMPLEX, WHAT WE CALL HIGH HYPOTHECATED, AND COVID HAS UPENDED
3 THIS MODEL, THE RED LINES AT THE TOP HERE. SLIDE 13. HOPEFULLY
4 I'M NOT GOING THROUGH THIS TOO QUICKLY. AGAIN TRYING TO
5 SIMPLIFY A VERY COMPLEX SITUATION HERE AND I GET DIZZY LOOKING
6 AT THIS MYSELF, BUT IT HOPEFULLY DOES DO REASONABLY GOOD JOB
7 AT ORGANIZING IT ON A GEOGRAPHIC BASIS BY OPERATOR TYPE AND BY
8 FUNDING TYPE SO WE HAVE TRIED TO KIND OF YOU CAN SEE THE
9 LEGEND ON THE RIGHT HAND SIDE IS GETTING AT THE OPERATOR TYPES
10 IS THE VARIOUS BOXES AND DASH LINES ARE TRYING TO ORGANIZE
11 THEM BY BOTH FUNDING TYPE AS WELL AS GEOGRAPHY AND SERVICE
12 TYPE. SO, JUST TAKING, AS AN EXAMPLE, YOU WILL SEE THE
13 CALTRAIN JOINT POWERS AUTHORITY AT THE BOTTOM HERE. I WON'T GO
14 THROUGH ALL OF THEM BUT THEY'RE ENCOMPASSING SAN MATEO, SANTA
15 CLARA, AND CITY AND COUNTY OF SAN FRANCISCO GEOGRAPHIES, BUT
16 THEY HAVE VERY, VERY SPECIFIC FUNDING SOURCE THAT THEY DRAW
17 ON. THAT'S WHAT WE'RE TRYING TO GET AT IN THIS SLIDE. SO
18 HOPEFULLY YOU HAVE THAT IN YOUR DECK AND YOU CAN TAKE A CLOSER
19 LOOK. ALL RIGHT. AND, SO, I THINK ONE THING TO HIGHLIGHT HERE
20 THAT'S REALLY IMPORTANT IS, YOU KNOW, IT IS MESS TOW SAY THE
21 LEAST WHEN YOU ARE LOOKING AT IT FROM AN EXTERNAL PERSPECTIVE,
22 BUT THE FUNDING SOURCES, BECAUSE OF THE GROWTH OF THE REGION
23 AND GROWTH OF TRANSIT IN THE REGION HAS BEEN A KEY ENABLING
24 FACTOR IN HELPING TRANSIT TO GROW, BUT ON THE FLIP SIDE,
25 BECAUSE OF THE ACCOUNTABILITIES THAT ARE IMPLIED IN THOSE FROM



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1 PARTICULAR POLICY ACCOUNTABILITIES AND THE RESPECTIVE BOARDS
2 AND FUNDING IN PARTICULAR IT'S BEEN HOLDING BACK A MORE
3 REGIONAL APPROACH IT'S BEEN SUCCESSFUL AT MEETING LOCAL NEEDS
4 BUT NOT AT MEETING REGIONAL NEEDS I GUESS THAT GOES WITHOUT
5 SAYING BUT I THOUGHT I WOULD POINT IT OUT. SLIDE 14. THERE HAS
6 BEEN A TREMENDOUS AMOUNT OF COOPERATION TO DATE AND THIS SLIDE
7 REFLECTS THE SERVICE PLANNING INTERACTIONS THAT ARE HAPPENING,
8 LOCAL OPERATORS, AS WELL AS WHAT WE HAVE DEFINED TODAY AS
9 LOCAL OPERATORS, AND REGIONAL SERVICES. THERE IS THE
10 TREMENDOUS AMOUNT OF WORK THAT'S BEEN HAPPENING OVER THE PAST
11 COUPLE OF DECADES, DECADES PLUS ON CLIPPER, A TREMENDOUS
12 AMOUNT COOPERATION AND THE SCHEDULING WORK THAT'S BEEN DONE BY
13 THE OPERATOR ROUNDTABLE ALL IMPORTANT AND SOLID START FOR
14 REGIONAL AND COLLABORATION ON A REGIONAL NETWORK MANAGEMENT.
15 NEXT SLIDE. I THINK ONE OF THE KEY THINGS WE TRIED TO POINT
16 OUT IN THESE FIRST SET OF BULLETS I WON'T GO THROUGH THEM ALL
17 BUT TO MIGHT SEEM ILLOGICAL, BUT UNDERSTANDING THE REASONS
18 HELP UNDERSTAND WHAT CAN AND CAN'T BE DONE ABOUT IT ENABLING
19 AND CONSTRAINING FACTORS. THAT UNDERSTANDING OF THE STRUCTURE
20 INVOLVING INCREMENTALLY TO MEET THOSE COMMUNITIES NEEDS IS
21 REALLY IMPORTANT, THOSE FUNDING STRUCTURES ARE REALLY ROOTED.
22 THEY DO HAVE SOME FLEXIBILITY, BUT NOT A TREMENDOUS AMOUNT OF
23 FLEXIBILITY. SO THAT'S A MAIN AREA OF EXPLORATION IN THIS WORK
24 WHEN WE'RE PARTICULARLY LOOKING AT WHAT CAN BE DONE IN THE
25 NEAR-TERM BEFORE THERE ARE LARGE SIGNIFICANT FUNDING



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1 RESOURCES. YOU KNOW, WHAT IS DOABLE WITHIN THE EXISTING SOURCE
2 THROUGH SOME REALLOCATION, SOME CREATIVITY AND HOW THOSE CAN
3 BE MANAGED TOWARDS REGIONAL OBJECTIVES AND A LOT OF THOSE
4 REGIONAL OBJECTIVES ARE ALREADY BEING SPENT ON OR WORKED ON BY
5 LOCAL ENTITY SO IT MAY NOT INVOLVE A TREMENDOUS AMOUNT OF
6 REDISTRIBUTION THERE BUT IT IS A BIT OF A CHALLENGE. THE
7 EVOLUTION HAS CREATED GAPS AND OVERLAPS AND INCONSISTENCIES IN
8 THE CUSTOMER SERVING SPACE AND OF COURSE COVID HAS BEEN ANNE
9 ACCELERATE TO SOME OF THESE REGIONAL DISCUSSIONS BUT THIS
10 DIDN'T START AT THE BLUE RIBBON TASK FORCE IT IS ROOTED IN A
11 NEED AND PURPOSE THAT IS DECADES OLD. THERE IS A REAL SENSE
12 THAT NOW IS THE TIME, AS WELL WE'LL ADDRESS LATER ON. I'LL
13 PAUSE THERE AND TURN IT OVER TO YOU KEVIN FOR ANY DISCUSSION.
14 HOPEFULLY -- [INDISCERNIBLE]

15

16 **KEVIN DESMOND:** THANK YOU. MR. CHAIR, THERE ARE ANY COMMENTS?
17 ANY OBSERVATIONS WHERE THERE MAY BE SOME LACK OF CLARITY? OR
18 WHERE WE MIGHT HAVE MISSED SOMETHING ON EXISTING CONDITIONS?
19 WE WOULD LIKE TO TRY TO KEEP IT BRIEF SO WE CAN MANAGE THE
20 AGENDA.

21

22 **DENIS MULLIGAN, CHAIR:** FIRST I SEE THERESE MCMILLAN. THE BOARD
23 IS YOURS.

24



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1 **THERESE MCMILLAN:** I WANT TO COMPLIMENT THE TEAM ON THESE
2 GRAPHICS. THEY'RE INCREDIBLY ILLUSTRATIVE OF THE COMPLEXITY,
3 BUT IN A WAY WHEN YOU SPEND A LITTLE TIME WITH THEM, SOMETIMES
4 YOU NEED TO JUST SIT WITH THEM, TO HIGHLIGHT THE
5 INTERSECTIONS, AND THE OVERLAP. AND I THINK IT WOULD BE
6 PARTICULARLY HELPFUL FOR US GOING FORWARD, FOR EXAMPLE, BY
7 SAYING IN THIS MAZE, YOU SAY X OR Y IS OFF THE TABLE, FOR
8 WHATEVER REASONS. IT KIND OF SHOWS THE CONNECTIONS THAT WILL
9 BE IMPACTED BY THAT. SO, I WANT TO SAY, I THINK, INSTEAD -- IN
10 ADDITION TO BEING ILLUSTRATIVE, AND VERY HELPFUL AND, I'M
11 GOING TO BE SAVING THEM AND USING THEM PROBABLY IN OTHER
12 PRESENTATIONS, I THINK THEY WILL BE A HELPFUL REFERENCE TOOL,
13 AS WE LOOK AT, YOU KNOW, POTENTIAL DECISIONS AND TRADEOFFS.
14 SO, AGAIN, GRAPHICS, THUMBS UP FOR WHAT YOU PRESENTED. THANKS.

15

16 **TAMIM RAAD:** THANK YOU.

17

18 **DENIS MULLIGAN, CHAIR:** THANK YOU, THERESE. NEXT JEFFREY
19 TUMLIN.

20

21 **JEFFREY TUMLIN:** I WOULD LIKE TO SECOND WHAT THERESE JUST SAID,
22 THE GRAPHICS ARE HELPFUL AND THEY HAVE ALLOWED ME TO EMPHASIZE
23 WHAT I HAVE TRIED TO SAY FROM THE BEGINNING WHICH IS FORM
24 FOLLOWS FINANCE. THE RAN FOR THE COMPLEXITY OF BAY AREA
25 TRANSPORTATION AGENCY FORMATION IS THAT, UNIQUELY, HERE IN



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1 CALIFORNIA, WE HAVE DEDICATED MOST TRANSIT FUNDING TO THE
2 COUNTY LEVEL OF GOVERNMENT. AND BECAUSE OF OUR UNIQUE TWO
3 THIRDS VOTE REQUIREMENT, OUR ABILITY TO GET ADDITIONAL
4 RESOURCES IS EXTREMELY CONSTRAINED AND REQUIRES A VERY NARROW
5 SET OF MEASURES THAT ARE UNIQUE TO EACH COUNTY. ANYTHING WE DO
6 HERE WE NEED TO MAKE SURE THAT WE'RE TAKING THESE UNIQUE
7 CHARACTERISTICS INTO ACCOUNT. THAT IN ORDER TO GET NEW
8 RESOURCES WE NEED TO VOTE, AND THE VOTERS ARE MUCH MORE LIKELY
9 TO TRUST THEIR LOCAL OPERATOR RATHER THAN SOME STRANGE
10 REGIONAL THING THAT THEY MAY NOT BE AWARE OF. I HOPE THAT YOU
11 REALLY DIG INTO THESE FACTORS THAT MAKE CALIFORNIA, GENERALLY,
12 AND THE BAY AREA, SPECIFICALLY, UNLIKE OTHER PARTS OF THE
13 WORLD THAT HAVE MORE BUREAUCRATIC AND FUNDING POSSIBILITY.

14

15 **DENIS MULLIGAN, CHAIR:** THANK YOU. ADINA, THE FLOOR IS YOURS.

16

17 **ADINA LEVIN:** SO, BRIEFLY BUILDING ON THOSE TOPICS, CERTAINLY
18 AGREE THAT IMPROVEMENT IS GOING TO NEED NEW FUNDING, IF YOU
19 LOOK AT THE SYSTEM TODAY, INTER-AGENCY LINKAGE ISN'T
20 COMPLETELY PROHIBITED, AND THERE IS PLENTY OF GOOD EXAMPLES OF
21 THE LINKAGES BETWEEN BART AND AC TRANSIT. VTA DID ITS NETWORK
22 THERE WAS VERY SPECIFIC DESIGN TO MAKE SOME ROUTES ESPECIALLY
23 CONNECT TO BART SO CLEARLY WE ARE NOT PROHIBITED AND ARE
24 ALLOWED TO DO SOME INTER-AGENCY FUNDING AND WHERE THE SYSTEM
25 ALLOWS PERMITS IS, IS WELCOME. AND LASTLY IN TERMS OF THE



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1 VOTERS, WE KNOW FROM REPEATED POLLS THAT HAVING A WELL
2 COORDINATED SYSTEM IS VERY POPULAR SO FOR HOW TO GET FUNDING
3 TO MAKE THE SYSTEM MORE COORDINATED THERE IS GOING TO BE
4 OPPORTUNITY TO DRILL DOWN AND SAY WHICH THINGS IN FACT WILL BE
5 POPULAR WITH THE VOTERS. THANK YOU.

6

7 **DENIS MULLIGAN, CHAIR:** THANK YOU ADINA. ANY OTHER ADVISORY
8 GROUP MEMBERS WITH THEIR HAND RAISED WHO WISH TO COMMENT?
9 SEEING NONE. JUST TO REMIND THE PUBLIC, PUBLIC COMMENT WILL BE
10 TAKEN AT THE END, NOT AT EACH BREAK IN THE MEETING. SO SEEING
11 NO ADVISORY GROUP MEMBERS THAT WISH TO WEIGH IN I'LL TURN IT
12 BACK OVER TO THE CONSULTANT TEAM.

13

14 **KEVIN DESMOND:** THANK YOU M CHAIR. TO THE SLIDES AGAIN. WE WILL
15 SEE THAT IN THE WHITE PAPER SO THERE ARE FURTHER OPPORTUNITIES
16 TO COMMENT. I TAKE THAT AS REASONABLE VALIDATION THAT WE SEEM
17 TO HAVE HIT THE HIGH POINTS WELL. NEXT SLIDE PLEASE. WE'LL GET
18 INTO CONVERSATION NOW. NEXT SLIDE PLEASE. STARTING TO TALK
19 ABOUT FUNCTIONAL AREA AND ACCOUNTABILITIES. YOU WILL SEE SOME
20 OF THE RESULTS OF THE GOOD CONVERSATIONS WE HAD WITH THE AD-
21 HOC AND THAT'S TO TRY TO FOCUS IN ON WHAT THIS SO-CALLED
22 REGIONAL NETWORK MANAGEMENT OR MANAGER ENTITY WOULD BE
23 RESPONSIBLE FOR. AND THE INTERSECTION BETWEEN THE SO-CALLED
24 NEW R AND M, AND THE LOCAL AGENCIES. WE WOULD LIKE TO TRY TO
25 GET OVER THE NEXT 20 TO 30 MINUTES ON THIS PORTION OF THE



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1 AGENDA, SOME SENSE, DID WE KIND OF GET IT RIGHT ON WHERE,
2 PRETTY GOOD CONSENSUS ON, YEAH, THESE MAKE SENSE IN AREAS OF
3 RESPONSIBILITIES FOR REGIONAL NETWORK MANAGER, YEAH THESE MAKE
4 SENSE AS THE REMAINING, OR FULL RESPONSIBILITY TO THE LOCAL
5 AND EXISTING TRANSIT AGENCIES, AND SORT OF IN THE MIDDLE,
6 WHERE WE STILL NEED SOME WORK, WHERE IT'S NOT CLEAR YET, WHERE
7 THERE MIGHT BE DIFFERENCES OF AGREEMENT. SO WE'RE REALLY
8 LOOKING FOR ADDITIONAL FEEDBACK HERE TODAY. ARE WE SETTLING IN
9 ON SOME AREAS OF CONSENSUS, AND WHERE CAN WE FOCUS OUR
10 ADDITIONAL ATTENTION AT THIS TIME? THAT BY WAY OF OVERVIEW OF
11 THIS NEXT SECTION IS ABOUT, AND WE'LL GO THROUGH THE SLIDES
12 AND MR. CHAIR WE'LL BE LOOKING FOR SOME GOOD QUESTION AND
13 ANSWER DIALOGUE FROM THE COMMITTEE.

14

15 **TAMIM RAAD:** NEXT SLIDE. HERE WE GO. OUR CHALLENGE IS HOW TO
16 GET FROM HERE TO THERE. AND WE ADDRESSED IN OUR PREVIOUS
17 DISCUSSION SORT OF NEAR-TERM LONG-TERM CHALLENGE WE FACE
18 BECAUSE OF THE FUNDING SITUATION WE TALK ABOUT, BECAUSE FUND
19 FOLLOWS FINANCE AND THE BIG EXTENT IF ANY NEW REGIONAL FUNDING
20 CAN BE BROUGHT TO BEAR TO ADDRESS SOME OF THE LONGER TERM
21 GOALS. THAT'S GOING TO BE ONE OF THE KEY CHALLENGES THERE IS
22 AN ACTION PLAN THAT'S BEEN HIGHLIGHTED CREATED THROUGH THE
23 BLUE RIBBON TASK FORCE, IT'S A VERY GOOD START. A SENSE THAT
24 WITH THE GROWTH OF THE REGION GETTING TO 2050 AND THE NEED FOR
25 TRANSIT WITH TOO MANY MORE PEOPLE COMING INTO THE REGION IS



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1 GOING TO BE SIGNIFICANT. SO OUR QUESTION WE'RE TRYING TO
2 ADDRESS THROUGH OUR CURRENT SESSION THROUGH THIS PIECE OF WORK
3 THROUGH MAY AND JUNE IS THE REGIONAL NETWORK MANAGEMENT ENTITY
4 CONSIDERATIONS FOR DESIGN WITHIN CONSTRAINTS OF WHAT THE
5 CURRENT INSTITUTIONAL AND FINANCIAL FUNDING ENVIRONMENT,
6 FINANCIAL ENVIRONMENT S ARE THERE CREATIVE SOLUTIONS TO
7 WORKING WITH WITHIN THAT AND IF AT ALL IT'S POSSIBLE TO CREATE
8 A NEW FUNDING REGIME THAT'S REGIONAL IN NATURE TO A SMALL
9 EXTENT, TO A LARGE EXTENT TO COME TO BEGIN TO MOVE FORWARD THE
10 AGENDA THAT'S THE MATHEMATICAL CHALLENGE AND THAT WHICH WILL
11 SET NETWORK MANAGEMENT FOR THE FUTURE AND SET TRANSFORMATIVE
12 AMBITIONS THAT THE BAY AREA HAS FOR TRANSIT. NEXT SLIDE. SKIP
13 THIS SLIDE. WHY IS IT IMPORTANT, ACCOUNTABILITIES AND JOB
14 DESCRIPTION. ACCOUNTABILITIES IS FINDING THE DUTIES OF THE
15 REGIONAL NETWORK MANAGER WE'RE TRYING TO FIND WHAT THOSE
16 DECISIONS ARE THAT ARE MATTERS OF REGIONAL INTEREST THAT ARE
17 CURRENTLY TAKEN UP BY THE 27 DIFFERENT ENTITIES TODAY WITH
18 SOME COORDINATION OF COURSE. INDEPENDENT AUTHORITY. WE LOOK AT
19 CENTRALIZED DESCRIPTIONS INTO A CENTRALIZED COORDINATED BODY
20 THAT HAS DEFINED DUTIES AND CLEAR AUTHORITY RESOURCES AND
21 TECHNICAL CAPABILITIES TO ACT ON. THAT'S OUR QUESTION AND HOW
22 CAN WE DEFINE. DEFINING THOSE WILL HELP DETERMINE THAT
23 ORGANIZATIONAL ALTERNATIVES AND GIVE US POINTERS TO EVALUATION
24 SITE BY WHICH WE EVALUATE THEM. KEY TERMS WE'LL BE USING
25 TODAY, KEY TO DEFINE IN THIS CONTEXT BETWEEN ACCOUNTABILITIES



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1 AND AUTHORITIES LOOKING AT ACCOUNTABLE PARTY OR DECISION
2 ACCOUNTABILITY WE'RE REALLY TALKING ABOUT ASSIGNING A PARTY
3 WITH A JOB TO DO AND THEN HOLDING THEM TO ACCOUNT FOR THOSE
4 ACTIVITIES AND RESULTS. AUTHORITY IS ABOUT THE TOOLS THAT WE
5 GIVE TO THE ACCOUNTABLE PARTY TO GIVE EFFECT TO THEIR DECISION
6 ACCOUNTABILITIES. OKAY? SO I'LL GIVE YOU A COUPLE OF EXAMPLES
7 IN THE CONTEXT OF TRANSPORTATION. NEWLY CREATED NETWORK
8 MANAGER ARTM MONTREAL TRANSPORTATION AUTHORITY I'LL GO THROUGH
9 THEIR PARTS OF ACCOUNTABILITY AND FRAMEWORK. ONE IS THEY HAVE
10 ACCOUNTABILITY OF HARMONIZED AND FARES PRODUCTS BETWEEN ITS
11 MANY OPERATORS SIMILAR TO THE BAY AREA IT HAS THE AUTHORITY TO
12 PLAN AND DECIDE SETTING FARE RULES PRODUCTS, AND ALSO HAS A
13 COMPLEX FINANCIAL MODEL AT LEAST BASELINE REVENUE GOES BACK TO
14 THE AGENCY TO SUPPORT ITS CORE OPERATIONS. IT HAS THE
15 ACCOUNTABILITY TO HARMONIZE AUTHORITY TO SET THE FARES
16 PRODUCT. WHERE THAT DOESN'T MATCH WITH OUR ACCOUNTABILITY AND
17 AUTHORITY, IS REGIONAL ROADSIDE SYSTEM, AND THE OTHER IS ON
18 INFRASTRUCTURE HARMONIZATION FOR EXAMPLE, SERVICE STANDARDS OR
19 INFRASTRUCTURE STANDARDS FOR NEW INFRASTRUCTURE BEING BUILT
20 FOR THE REGION IN FACT THE RESPONSIBILITY OF ONE OF OUR
21 ASSOCIATES AT ACCESS TO MANAGEMENT THIS ON BEHALF OF ARTM AND
22 THEY WERE FRUSTRATED BECAUSE THEY WOULD WALK INTO MEETINGS
23 WITHOUT AUTHORITY GIVEN TO THE EFFECT OF ACCOUNTABILITY AND
24 THE OPERATORS WERE FRUSTRATED, WHO ARE THESE PEOPLE IN THE
25 ROOM TELLING US HOW TO DO OUR JOBS WHEN THEY DON'T HAVE



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1 AUTHORITY. RECONCILING THESE ARE REALLY IMPORTANT IT'S
2 APPROPRIATE TO HAVE ACCOUNTABILITY AND AUTHORITY OR
3 ALTERNATIVE ARRANGEMENT NEEDS TO BE MADE. THESE ARE ALIGNED.
4 WE'RE GOING TO BE TAKING THE SENSE OF ACCOUNTABILITY WHERE IT
5 SHOULD BE HELD AND ENSURING AUTHORITY TO CARRY OUT DUTIES AND
6 OBLIGATIONS ACROSS DIFFERENT FUNCTIONAL AREAS IN THE SYSTEM
7 DOING THIS AT THE BROAD SYSTEM LEVEL HIGHEST NETWORK FUNCTION
8 TALKING ABOUT THIS IN BUCKETS OF PLANNING AND MAJOR
9 OPERATIONAL DELIVERY ELEMENTARY BASIS BY A FOUR WAYFINDING.
10 SKIP AHEAD. I'LL GET TO THAT IN A SECOND. ONE SLIDE A BIT
11 FURTHER. HERE, THIS IS A BIT OF AN EXPRESSION OF WHERE WE LEFT
12 OFF FROM LAST SUMMER. SO WE HAVE THESE ACCOUNTABILITIES THAT
13 ARE EXPRESSED WITHIN THESE VARIOUS FUNCTIONAL AREAS. SO
14 EVERYTHING FROM BRANDING, MARKETING, CENTRALIZED PROGRAM
15 ELIGIBILITY, ALL THE WAY UP THROUGH RAIL AND BUS AND MEGA
16 PROJECTS AND WHAT WE WANT TO BE ABLE TO DEFINE HERE IS THE
17 LEVEL OF CHALLENGE THAT GOES FROM ASSIGNING INCREMENTAL LEVELS
18 OF ACCOUNTABILITY, HIGHER LEVELS OF ACCOUNTABILITY FOR SOME OF
19 THE TOUGHER NETWORK PLANNING ELEMENTS. SO LET'S SAY MAKING A
20 DECISION ON THE RAIL NETWORK IS OBVIOUSLY A LITTLE BIT MORE
21 CHALLENGING TO DO IN THE CONTEXT OF THE BAY AREA, THAT WILL
22 REQUIRE MORE POWER, MORE COMPREHENSIVE AUTHORITY TO BE ABLE,
23 AND SIGNIFICANT DOLLARS TO BE ABLE TO GIVE THAT EFFECT. SO
24 IT'S AN IMPORTANT CONCEPT FOR US HERE IN TERMS OF THE JOB TO
25 DO FOR NETWORK MANAGERS IS HOW FAR CAN WE GO, BASED ON THE



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1 PROBLEM STATEMENT OF THE NETWORK MANAGER OVER TIME TO BE ABLE
2 TO TACKLE ALL THESE SIGNIFICANT IMPLICATIONS FOR THE AMOUNT OF
3 AUTHORITY THAT THE INT KEEP NEEDS TO BE ABLE TO ENACT ITS
4 ACCOUNTABILITIES. NEXT SLIDE. HERE IS A BIT OF THE FRAMEWORK
5 THAT WE HAVE BEEN USING TO BE ABLE TO STRUCTURE THE ANALYSIS.
6 SO WE HAVE BROKEN UP SYSTEM LEVEL ACCOUNTABILITIES INTO THESE
7 THREE BROAD SYSTEM LEVEL ACCOUNTABILITIES. POLICY AND
8 PLANNING. THINGS LIKE DEFINING THE NETWORK PRIORITIZING AND
9 FUNDING AND SETTING STANDARDS AND GUIDELINES THAT ARE
10 CONSISTENT. THE NEXT TWO BOXES ARE BOTH DELIVERY COMPONENTS
11 ONE IS DELIVERY FOR SOMETHING REALLY, REALLY VEXING IN THIS
12 REGION, IN PARTICULAR, WHICH IS MAJOR CAPITAL PROJECT DELIVERY
13 AND THE NEXT IS OPERATIONS WHICH INCLUDES CAPITAL IT'S RUNNING
14 DAY-TO-DAY AND BUDGET AND COMPLEXITY EVERYTHING FROM BUILDING
15 AND OPERATIONS AND BRAND-NEW OPERATIONS AND MAINTENANCE CENTER
16 TO COMPREHENSIVE FLEET RENEWAL IN BUS OR IN RAIL. AND THEN ON
17 THE RIGHT HAND SIDE, TAKING THOSE AND SHOWING HOW WE WOULD
18 APPLY THOSE ACCOUNTABILITIES IN DIFFERENT AREAS, DIFFERENT
19 FUNCTIONAL AREAS, PERHAPS RAIL FARES, WAY FINDING AND SO ON.
20 WE WORKED THROUGH AT THE AD-HOC COMMITTEE ASSIGNMENT OF THESE
21 RESPONSIBILITIES TO THE NETWORK MANAGER VERSUS OPERATING
22 ENTITY. AND I'LL SHOW YOU THE RESULTS. NEXT SLIDE. I'LL GO
23 THROUGH THESE IN SEQUENCE. WE ASKED A SERIES OF QUESTIONS
24 ASSIGNING STRATEGIC LEVELS ACCOUNTABILITIES TO LOCAL ENTITIES
25 TO OPERATOR ENTITIES AT A HIGH-LEVEL ACTIVITY IN SUMMER OF



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1 2021 AND A DEEPER DIVE THIS SUMMER OR SPRING WITH THE AD-HOC
2 COMMITTEE WE WANTED TO DO A DEEPER DIVE TO TEASE OUT THE
3 CHALLENGING EXAMPLES. YOU CAN SEE FROM LAST SUMMER A LOT OF
4 AGREEMENT AT THE STRATEGIC PLANNING LEVEL, GUIDELINES, FUNDING
5 PRIORITIZATION AND PROJECT FUNDING. YOU CAN SEE THE QUESTIONS
6 IN YELLOW IT WAS A CHALLENGING AREA IT'S COMPLEX AND INVOLVES
7 A LOT OF DOLLARS AND COMPETING AMBITIONS FOR NETWORK EXPANSION
8 AND INFRASTRUCTURE NETWORK DEVELOPMENT DESIGN DELIVERY AND
9 MEGA PROJECTS. THERE IS CONSISTENTLY AT THE LOCAL LEVEL FOR
10 LONG-TERM STRATEGIC PLANNING FOR INDIVIDUAL OPERATORS
11 OPERATIONS AND MAINTENANCE. DOING A DEEPER DIVE THIS SPRING
12 I'LL GIVE YOU SOME OF THE RESULTS THERE. I JUST LOST TRACK OF
13 MY SLIDE. ON SLIDE -- ARE WE AT SLIDE 24? NEXT SLIDE? SO, AT
14 THE NETWORK POLICY LEVEL, THE BROADEST HIGHEST LEVEL OF SYSTEM
15 LEVEL PLANNING, IT WAS PRETTY CLEAR TO THE AD-HOC GROUP WHEN
16 WE WERE GOING THROUGH THE ASSIGNMENT ON A SPECIFIC BASIS THAT
17 OPERATORS SHOULD UNDERTAKE THEIR OWN STRATEGIC PLANNING THIS
18 IS SENSIBLE IN LINE WITH THE FUNDING AND POLICY OBLIGATIONS,
19 SO ONCE AGAIN WE'RE FOLLOWING THE MONEY. AND THERE IS CLEAR
20 SUPPORT ACROSS THE BOARD AT THE NETWORK LEVEL THAT, YOU KNOW,
21 THE REGIONAL NETWORK LEVEL DEFINING THE NETWORK, PLANNING FOR
22 T DOING THE PRIORITIZATION FUNDING AND ADVANCING IT TO
23 IMPLEMENTATION, WHETHER THAT'S DONE BY A REGIONAL NETWORK
24 MANAGER OR ONE OF THE OPERATORS WAS ONE OF THAT REGIONAL
25 ACCOUNTABILITY, MAKING SURE THAT GETS DONE CONSISTENTLY ACROSS



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1 THE REGION. THE ACCOUNTABILITIES TO EXPLORE AROUND SERVICING
2 STANDARDS AND REGIONAL NETWORK LEVEL BECAUSE OF THE INTERFACE
3 BETWEEN SERVICES BEING A BIT OF A CHALLENGE AND ALSO HOW
4 PROJECTS MIGHT BE NOMINATED CONSISTENT WITH LOCAL AND REGIONAL
5 PLANS. THERE ARE LOCAL AMBITIONS REGIONAL AMBITIONS AND
6 SOMETIMES THOSE PROJECTS MAY MATCH SOMETIMES NOT AND
7 RECONCILING THOSE CHALLENGES. AND GENERALLY AT THE NETWORK
8 POLICY PRIORITIZATION LEVEL THERE WAS A LOT OF CONSENT OF ALL
9 THE CAVEATS AND THE DEVIL IS IN THE DETAILS, AND THERE ARE
10 SPECIFIC EXCEPTIONS RULES AND INITIATIVES THAT WOULD NEED TO
11 PROBE TO DETERMINE WHERE THOSE PROBLEM AREAS NEED TO BE
12 RESOLVED. INFRASTRUCTURE DEVELOPMENT DESIGN DELIVERY AGAIN
13 THERE WAS GENERALLY AGREEMENT THE LOCAL RESPONSIBILITIES WAS
14 WHERE THERE WAS A LOT OF ALIGNMENT AND EVEN WITH RENEWAL, THE
15 OPERATOR AGENCIES PROBABLY KNOW BEST HOW TO PLACE A BART CAR
16 OR MUNI CAR OR BUSES TO MEET LOCAL AGENCY LEVEL OPERATIONAL
17 NEEDS. THERE WAS ALSO GENERAL AGREEMENT THAT THE KIND OF FROM
18 THAT'S EMERGED OVER TIME BECAUSE OF VARIOUS SPECIFIC AGENCY
19 LEVEL FUNDING DRIVES TO FUND MAJOR INFRASTRUCTURE TO STAND UP
20 DIFFERENT MULTIPLE ENTITIES TO DELIVERY MAJOR CAPITAL PROJECTS
21 PRESENTED A LOT OF CHALLENGES FROM ECONOMIC PERSPECTIVE, IN
22 TERMS OF REPEATING MAJOR TASKS AND FOR COORDINATION AND
23 HARMONIZATION AND STRUCTURE PLANNING AND DELIVERY. THERE IS
24 CLEAR NETWORK PLANNING RATIONALES AND CLEAR ECONOMY OF SCALE
25 RATIONALE, AND KIND OF CONSOLIDATING EXPERTISE RATIONALES FOR



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1 COMING UP WITH A STREAMLINED MODEL WHATEVER THAT MIGHT BE FOR
2 DELIVERING MAJOR CAPITAL. SO THERE WAS A LOT OF DISCUSSION
3 AROUND THIS AND ISSUES RELATED TO WHO SHOULD, WHERE SHOULD AT
4 WHAT LEVEL INFRASTRUCTURE GUIDELINES DELIVERY GUIDANCE SHOULD
5 BE SPECIFIED WAS A MAJOR POINT OF DISCUSSION BUT ALSO WHAT
6 MAJOR PROJECT TYPES SHOULD BE INCLUDED IN MAJOR PROJECT
7 DELIVERY. IS IT RAIL PROJECTS, POTENTIALLY VRT PROJECTS, IS IT
8 MAJOR HUB PROJECTS OR COMPLEX INTERFACE INITIATIVES BETWEEN
9 MULTIPLE AGENCIES? THOSE WERE ALL QUESTIONS AS THEY CAME UP,
10 AND NEED TO BE ADDRESSED. QUESTIONS AROUND SHOULD THERE BE A
11 SEPARATE DELIVERY AGENCY THAT'S SEPARATE FROM THE REGIONAL
12 NETWORK MANAGEMENT ENTITY? OR SHOULD IT BE WITHIN THE NETWORK
13 MANAGEMENT ENTITY AND ALSO THIS IMPORTANT BIFURCATION BETWEEN
14 CURRENT, PIPELINE, IN DELIVERY PROJECTS AND FUTURE PROJECTS,
15 IT MAY BE CHALLENGING TO BRING EXISTING PROJECTS INTO A NEW
16 PROJECT DELIVERY REGIME FOR THE REGION. SO IT WOULD IT INCLUDE
17 THOSE OR BE ON A GOING FORWARD BASIS FOR NEW REGIONAL
18 INITIATIVES AND SHARED SERVICES THAT A REGIONAL INFRASTRUCTURE
19 COULD DELIVERY SERVICE TO THE REGION. EVEN IF THERE WAS A
20 REGIONAL ACCOUNTABILITY FOR THE REGIONAL NETWORK SAY BUS
21 SERVICE THOSE MAY BE DELIVERED BY THE ENTITY ITSELF, OR
22 THROUGH A CONTRACT SERVICE AGREEMENT WITH ONE OF THE OPERATORS
23 THERE IS THAT KIND OF PRACTICE THAT DOES EXIST TODAY TO A
24 CERTAIN EXTENT THAT IT COULD BE FORMALIZED AND DONE ON A CASE
25 BY CASE OR A PROJECT BY PROJECT BASIS. AND THEN A LOT OF THOSE



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1 RATIONALES WOULD BE ECONOMIC RATIONALES FOR EFFICIENCY OF
2 SERVICE DELIVERY AND EFFECTIVENESS OF SERVICE DELIVERY BUT
3 ESSENTIALLY THE LOCAL OPERATIONS INCLUDING THE MAJOR CAPITAL
4 FOR LOCAL ENTITIES SHOULD STAY WITH THE OPERATORS AND THAT THE
5 REGIONAL ACCOUNTABILITIES FOR REGIONAL NETWORK SHOULD BE AT
6 THE KIND OF MEDIUM TO MEDIUM SHORT-TERM NETWORK LEVEL FOR
7 PLANNING FOR THE NETWORK, SETTING CONSISTENT GUIDELINES, BUT
8 THEN THAT WHOLE QUESTION OF WHERE THOSE OPERATED IS STILL AN
9 OPEN QUESTION AND BASICALLY DONE ON AN EFFICIENCY BASIS. OKAY.
10 NEXT SLIDE. SO THIS JUST KIND OF SUMMARIZES THE KEY AREAS OF
11 AGREEMENT. THERE ARE A LOT OF DETAILS. THERE IS A LOT OF
12 RISKS, EXCEPTIONS, ISSUES TO SORT THROUGH, BUT GENERALLY AT
13 THE HIGH-LEVEL THAT THE REGIONAL NETWORK MANAGEMENT ENTITY
14 SHOULD BE ACCOUNTABILITY FOR DEFINING THE REGION NETWORK
15 POLICIES PROJECTS AND PRIORITIES DEFINITIONAL COMPONENT AND
16 THE REGIONAL NETWORK SERVICE RESPONSIBILITY OF EITHER A
17 REGIONAL NETWORK MANAGEMENT OPERATIONS ENTITY OR OPERATIONS
18 ENTITY TO DEVELOP AND DELIVER THE INFRASTRUCTURE TO THE
19 DEFINED VISION, OPERATING IT, TALKING ABOUT DELIVERY
20 RESPONSIBILITIES FOR THE MAJOR PROJECTS THOSE ARE FOR THE
21 REGIONAL NETWORK NOT LOCAL NETWORK QUESTIONS TO WHETHER THOSE
22 RESPONSIBILITIES COULD BE DELEGATED FOR PLANNING FOR EXAMPLE,
23 TO AN OPERATING ENTITY. SIMILAR FOR DELIVERY AND FOR
24 OPERATIONS. NEXT SLIDE. SO, JUST SOME KEY TAKEAWAYS FROM THAT
25 VERY DEEP DISCUSSION. AREAS OF EMERGING CONSENSUS WAS REALLY



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1 AROUND THOSE AREAS I HIGHLIGHTED THOSE DECISION-MAKING
2 AUTHORITIES THAT SHOULD SIT WITH THE REGIONAL NETWORK MANAGER.
3 ALSO I THINK, A CLEAR CONSENSUS THAT WHILE THERE WAS
4 POTENTIALLY A REGIONAL NETWORK THAT COULD BE DEFINED THERE IS
5 PERHAPS A STRONG REGIONAL INTEREST IN SUPPORTING LOCAL NETWORK
6 THAT COULD EITHER SUPPORT FEEDER FUNCTIONS TO THE REGIONAL
7 NETWORK OR MIGHT SUPPORT BROADER SOCIAL OBJECTIVES,
8 CONSISTENCY OBJECTIVES IN MAINTAINING MINIMUM POLICY HEADWAYS
9 ON KEY CORRIDORS FOR EXAMPLE, BUT THOSE SHOULD BE REGIONALLY
10 SUPPORTED INITIATIVES. IN OTHER WORDS IF THERE WAS A REGIONAL
11 INTEREST, THOSE INITIATIVES SHOULD ALSO HAVE REGIONAL FUNDING
12 ATTACHED TO THEM. IMPORTANTLY, THE REGION IN THE NETWORK
13 MANAGEMENT HAS A ROLE IN SUPPORTING PROJECT DELIVERY. KEY
14 DISCUSSION POINTS I HIGHLIGHTED WERE ABOUT THE EXTENT OF THE
15 ROLE THAT THE NETWORK MANAGER MAY HAVE IN PROJECT DELIVERY
16 THIS COULD BE ANYMORE FROM A RESOURCE CENTER FOR DELIVERING
17 AND PROJECT DISTINCTION, AND THE IMPORTANT POINT OF SOMETIMES
18 IT DEPENDS ON WHAT THE REGIONAL NETWORK ACCOUNTABILITIES,
19 DEPENDING ON WHERE THE REGIONAL NETWORK ACTUALLY IS, THE
20 EXTENT OF THE REGIONAL NETWORK THAT'S GOING TO BE THE POINT
21 WHERE A LOT OF ISSUES COME TO HEAD IS WHERE WE START TO DEFINE
22 WHAT THAT REGIONAL NETWORK LOOKS LIKE, WHERE THE RUBS MAY
23 START TO EMERGE AND START TO ADDRESS THE CHALLENGING AND
24 QUESTIONS. ON THE MAJOR PROJECT DELIVERY SIDE REALLY
25 UNDERSTANDING HOW TO DEFINE THOSE REGIONAL NETWORKS THERE ARE



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1 VERY LARGE SYSTEMS CURRENTLY IN THE NETWORK NOW THAT PERFORM
2 REGIONAL FUNCTIONS. ARE THOSE LOCAL, REGIONAL? OR SOMETHING IN
3 BETWEEN AND IS THERE REGIONAL INTEREST IN SUPPORTING SOME OF
4 THOSE. AND, AGAIN, SOME OF THE ISSUES AROUND OTHER PROJECTS
5 SUCH AS BUS, ELECTRIFICATION INITIATIVES AND SO ON THAT NEED
6 TO GET SORTED THROUGH. NEXT SLIDE. OKAY. SO THAT'S THE
7 ACCOUNTABILITIES. AND THIS IS THE LAST SUBSTANTIVE PIECE THAT
8 I'M GOING TO GO THROUGH HERE THEN WE'LL PAUSE FOR DISCUSSION.
9 I KNOW IT'S A BRAIN FULL BUT WE'LL BE ABLE TO DIG INTO IT IN
10 GREATER DETAIL HERE. KEVIN, DID YOU WANT TO COVER THIS? OR WAS
11 I TO COVER THIS?

12

13 **KEVIN DESMOND:** ACTUALLY, WHAT I THINK WE SHOULD DO IS PAUSE
14 HE.

15

16 **TAMIM RAAD:** WOULD YOU PAUSE?

17

18 **KEVIN DESMOND:** YES. OKAY. AND GO BACK TO THE PRIOR SLIDE.

19

20 **TAMIM RAAD:** THIS SLIDE.

21

22 **KEVIN DESMOND:** AND GET SOME FEEDBACK ON THESE ROLES AND
23 RESPONSIBILITIES. I WANT TO JUST UNDERSCORE, TAMIM USED THE
24 AGREEMENT, EMERGING CONSENSUS SIMPLY REFLECTS THE CONVERSATION
25 AT THE AD-HOC COMMITTEE, I'M NOT TRYING TO PORTRAY THERE IS



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1 AGREEMENT ON AN APPROACH, BUT THIS IS KIND OF EMERGING THROUGH
2 A COUPLE OF CONVERSATIONS EMERGING WITH THE CONSENSUS. I WANT
3 TO THROW ONE MORE COMMENT OUT THAT DIDN'T SHOW UP IN THIS
4 SLIDE IT CAME UP IN THE LAST AD-HOC MEETING THE NOTION OF
5 REGIONAL LOCAL AGENCIES AND EXISTING AGENCIES AND THEIR
6 FUNDING SOURCES AND WHAT THEY'RE USING THE MONEY FOR, THE
7 CONCEPT OF WE SHOULDN'T START WITH AN APPROACH, THE TERM TO DO
8 NO HARM, TOLL THE EXISTING AGENCIES DOESN'T MEAN THAT IT'S NOT
9 REASON TO MAKE CHANGE. THAT'S OPINION IMPORTANT CONCEPT IT
10 GETS TO THE MEAT OF WHAT'S OBLIQUELY REFERRED TO IN THE BLUE
11 BOX, EMERGING CONSENSUS. WITH THAT, MR. CHAIR OPENING UP TO
12 COMMENTARY QUESTIONS OR OBSERVATIONS ON THE ROLES AND
13 RESPONSIBILITIES.

14

15 **DENIS MULLIGAN, CHAIR:** I ENCOURAGE ADVISORY GROUP MEMBERS TO
16 WEIGH IN. FIRSTHAND UP SUZANNE SMITH.

17

18 **SUZANNE SMITH:** THANK YOU, MR. CHAIR. AND THANK YOU TO THE
19 CONSULTING TEAM. THAT'S A LOT. RIGHT? AND, IT'S A LOT WITHOUT
20 -- IT FEELS A LITTLE BIT LIKE A LOT WITHOUT A LOT OF
21 DISCUSSION, AT LEAST FROM THE GROUP. I'M KIND OF CURIOUS WHAT
22 YOU WANT FROM US TODAY AND HOW? BECAUSE IT SEEMS TO ME IF YOU
23 WENT BACK ABOUT FIVE OR SIX SLIDES, AND WE COULD SPEND SOME
24 TIME AS A GROUP TALKING ABOUT EACH OF THEM, AND MAYBE THAT'S
25 WHAT YOU DID WITH THE AD-HOC AND THAT RESULTED IN THIS. BUT



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1 I'M TRYING TO UNDERSTAND PROCESS WISE, WHAT YOU WANT FROM US
2 TODAY GIVEN ALL THAT WAS JUST PRESENTED AND HOW WE -- I MEAN,
3 YOU KNOW, I HAVE SOME THOUGHTS, BUT I FEEL LIKE A DISCUSSION
4 ON EACH OF THOSE SLIDES WOULD BE HELPFUL WITH THIS GROUP.

5

6 **KEVIN DESMOND:** SUZANNE, THAT'S A GOOD POINT. AND THERE IS ONLY
7 SO MUCH TIME FOR THESE MEETINGS AND THAT'S TO THE DEGREE WHY I
8 THINK THE IDEA OF THE AD-HOC COMMITTEE PROPOSED AND WE PUT IN
9 PLACE WE WANTED TO USE WHERE WE HAD MORE TIME TO DIG IN AND
10 EXERCISE. SO APOLOGIES, YOU'RE RIGHT, YOU COULD DIG INTO EACH
11 AND EVERY ONE BUT I THINK WHAT WE'RE LOOKING FOR THIS
12 AFTERNOON IS JUST REACTIONS TO THESE ROLES AND
13 RESPONSIBILITIES. WHAT STRIKES ANY OF YOU? WHAT IS -- THIS
14 NEEDS TO STAY WITHIN THE LOCAL, YEAH, THIS REALLY MAKES SENSE
15 WITH THIS NEW REGIONAL ENTITY, OR IT'S EITHER SHARED, AND WE
16 NEED TO REALLY DIG IN, THIS IS TOO COMPLICATED, THERE ARE TOO
17 MANY VESTED INTERESTS. THERE ARE TOO MANY EXISTING POLICY
18 OPERATIONAL ISSUES.

19

20 **SUZANNE SMITH:** I GET IT. WHAT'S THE COMMENT WITH THAT, LET'S
21 SAY SOMEONE SAYS THE SKY IS BLUE AND SOMEONE SAYS IT'S ORANGE
22 AND WE GO ON TO THE NEXT SLIDE. I'M TRYING TO UNDERSTAND WHAT
23 WE'RE DOING. AND I'M NOT TRYING TO BE RUDE. I'M TRYING TO BE
24 CLEAR SO I'M DOING MY JOB HERE.

25



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1 **DENIS MULLIGAN, CHAIR:** SUZANNE, IF YOU SAW SOMETHING YOU
2 DISAGREE WITH WE SHOULD TALK ABOUT THAT. IF YOU SAW SOMETHING
3 THAT'S OKAY WE DON'T NEED TO SPEND AS MUCH TIME ON IT. THE
4 MEMBERS ARE GATHERING IDEAS AND TRYING TO FORGE FORWARD WITH
5 CONSENSUS THAT WE FEEL IS FEASIBLE. IF YOU SEE SOMETHING YOU
6 DO NOT UNDERSTAND OR AGREE WITH DEFINITIONS YOU SHOULD CHIME
7 IN. IT'S MOVING FAST. WE DON'T WANT TO GO DOWN THE ROAD ON
8 SOMETHING THAT FEELS THE SAME AS A PREDETERMINED OUTCOME
9 BECAUSE THAT'S NOT THE INTENTION. THE FLOOR IS YOURS.

10

11 **SUZANNE SMITH:** COOL. PERSONALLY, I WOULD LIKE TO GO BACK
12 SEVERAL SLIDES AND JUST TALK -- BECAUSE IT'S HARD TO TALK
13 ABOUT WHAT MY COMMENTS ARE OR WHAT MY THOUGHTS ARE, JUST NOW
14 WE HAVE REACHED THE END AND THIS IS THE CONCLUSION.

15

16 **DENIS MULLIGAN, CHAIR:** LET'S BACK UP.

17

18 **SUZANNE SMITH:** I DON'T KNOW WHAT TO SAY ABOUT THAT SLIDE. THAT
19 ONE IS TOTALLY OVERWHELMING. I'M JUST BEING HONEST. THESE ARE
20 THE ONES THAT REALLY WARRANT CONVERSATION AMONG THE GROUP
21 HERE. I MEAN, WHAT -- DO WE CONCUR THAT THESE ARE MORE LOCAL,
22 THESE ARE MORE SHARED AND THESE ARE MORE REGIONAL? AND MAYBE
23 I'M THE ONLY ONE THAT WANTS TO TALK THIS OUT, BUT IS EVERYBODY
24 ON BOARD WITH THE WAY THAT ALL OF THESE HAVE BEEN PUT
25 TOGETHER? I THINK IT'S INTERESTING DISCUSSION TO TALK ABOUT



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1 WHO LEADS, AND PLANNING, BUT WHEN YOU ARE A REGIONAL OPERATOR,
2 YOU LEAD THE LOCAL I GUESS. WHAT DOES IT MEAN FOR SETTING
3 SERVICE GUIDELINES? IS THAT TALKING ABOUT WHAT HEADWAYS SHOULD
4 BE? WHAT? I DON'T KNOW. WELL, THIS WAS A LOT, I STILL FEEL
5 THAT ALSO I COULD USE I LITTLE MORE. I'M CLEARLY DOMINATING
6 THIS AT THE MOMENT. SO I'LL STOP.

7

8 **KEVIN DESMOND:** SUZANNE WAS THERE ANYTHING IN THE MATERIAL. YES
9 IT WENT BY FAST. APOLOGIES. IS THERE ANYTHING THAT STRUCK YOU
10 AS WRONG OR THIS IS NOT COMPORTING WITH MY SENSIBILITIES OF
11 WHAT AN EMERGING REGIONAL NETWORK ENTITY MIGHT LOOK LIKE TODAY
12 USING THE EXISTING STRUCTURE WE HAVE TODAY ON ISSUES OF
13 OPERATIONS CAPITAL DELIVERY POLICY?

14

15 **SUZANNE SMITH:** I DON'T KNOW IF I THINK THERE IS ANYTHING
16 OVERTLY WRONG. I THINK THERE ARE CHALLENGES WITH THE WAY SOME
17 OF THE THINGS ARE LAID OUT. LOCAL TRANSIT VISION, IN MY
18 COUNTY, WE HAVE AN EXAMPLE OF VISION FOR TRANSIT IT DOESN'T
19 COMPORT NECESSARILY WITH THE REGION'S VISION IN SOME WAYS. HOW
20 DO WE RESOLVE THOSE CONFLICTS WHO HAS ACCOUNTABILITY THERE?
21 I'M NOT THE ONLY ONE IN THIS SITUATION. WHO DECIDES -- I
22 TOTALLY AGREE WITH JEFF'S COMMENT THAT FORM FOLLOWS FINANCE.
23 HOW DO WE ALIGN THOSE FINANCIAL RESPONSIBILITIES THAT WE HAVE
24 AT A LOCAL LEVEL OR AS A REGIONAL OPERATOR, WITH THE LARGER
25 REGION? AND WHO MANAGES THAT?



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1

2 **TAMIM RAAD:** MAY I SUGGEST WE BACK UP TWO MORE SLIDES. THIS ONE
3 IS NOT THE ONE THAT SHOULD BE A FOCAL POINT. I THINK IT'S THE
4 NETWORK PLANNING SYSTEM LEVEL STRATEGIC ONES OR THE ONE BEFORE
5 THAT. I THINK THAT WOULD BE BETTER FOR FOLKS IN THE
6 DISCUSSION. JUST GO TWO SLIDES BACK. YEAH THAT ONE. THIS IS
7 THE HIGHEST ORDER OF ACCOUNTABILITIES THAT SHOULD REST AT THE
8 REGIONAL LEVEL.

9

10 **DENIS MULLIGAN, CHAIR:** I THINK IT IS A BETTER SLIDE. BUT WE'LL
11 COME BACK TO YOU AGAIN SUZANNE. I THINK IT'S WORTHWHILE TO
12 GIVE YOU OPPORTUNITY TO WEIGH IN AND THINK ABOUT IT. NEXT UP
13 IS THERESE MCMILLAN.

14

15 **THERESE MCMILLAN:** I WAS GOING TO SUGGEST YOU DO WHAT WE JUST
16 DID. HAVING PARTICIPATED IN ONE OF THE AD-HOC GROUPS, WE DID
17 HAVE THE, YOU KNOW, PRIVILEGE AND LUXURY OF HAVING A LITTLE
18 MORE TIME TO DEEP DIVE AND KIND OF GO BACK AND FORTH. SO,
19 PERHAPS JUST HAVING SEEN THE WHOLE PICTURE, IF WE HAVE THE
20 OPPORTUNITY TO KIND OF LET PEOPLE SIT WITH THIS, READ IT
21 AGAIN, AND THEN OFFER THEIR PERSPECTIVES, THAT MIGHT HELP. AND
22 ALSO, I'LL JUST SAY, BECAUSE I HAD TO REVIEW THIS IN MY OWN
23 HEAD, MAKE SURE THAT WHEN YOU READ THE GREEN AND YELLOWS ON
24 THE SLIDE THAT YOU ATTACH IT TO THE LABEL. BECAUSE THERE IS
25 ACTUALLY SOME IMPORTANT DISTINCTIONS IN LOCAL AND REGIONAL



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1 ACCOUNTABILITIES AND THIS YELLOW UNCERTAINTIES THAT ARE
2 DISTINCT FOR WHETHER YOUR NETWORK VISION POLICY PRIORITIZATION
3 OR PROJECT DEVELOPMENT OR NETWORK OPERATION, SO JUST A THING
4 THERE. AND THE LAST THING I WOULD SAY, AS WE VIEW THIS, THAT I
5 DO BELIEVE THAT THE DEFINITION OF WHAT IS OF REGIONAL INTEREST
6 IS REALLY KEY -- AND I CAN GIVE ONE EXAMPLE IT'S NOT ONE OF MY
7 POPULAR ONES, BUT I'LL THROW IT OUT THERE -- AND IT CAN
8 CHANGE, SO, FOR EXAMPLE, IF YOU HAVE A BIG PROJECT THAT IS
9 100% FUNDED WITH TOTALLY LOCAL MONEY, YOU COULD MAKE THE CASE
10 THAT IT IS OF LOCAL INTEREST. HOWEVER, IF THAT PROJECT
11 UNDERScores SOME MAJOR COST INCREASES THAT THEN SUBSEQUENTLY
12 DEMANDS, OR YOU KNOW, THERE IS AN ASK FOR REGIONAL,
13 OVERSUBSCRIBED MONEY TO FILL THAT TANK, I'M POSITIVE THAT BY
14 DEFINITION MAKES IT A REGIONAL INTEREST. SO EVEN THOUGH THE
15 PROJECT ITSELF MAY BE SOMEWHAT CONTAINED THE CIRCUMSTANCES
16 AROUND IT HAVE CHANGED. JUST THE NOTION THAT WHAT DEFINES A
17 REGIONAL INTEREST IS A VERY KEY ONE IN LOOKING AT THESE
18 COMPARISONS. THANKS.

19

20 **DENIS MULLIGAN, CHAIR:** BEFORE WE GO TO JIM, THERESE, YOU
21 TALKED ABOUT PROJECTS WOULD YOU APPLY THAT TO OPERATIONS AND
22 TRANSIT WE HAVE TWO THINGS MIXED TOGETHER HERE TRANSIT
23 OPERATIONS YOU TALKED ABOUT PROJECTS IF SOME COUNTY FUND
24 AROUND TRANSIT SYSTEM ARE YOU SAYING THAT'S LOCAL OR REGIONAL
25 INTEREST?



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1

2 **THERESE MCMILLAN:** THAT'S WHY DISCUSSING THIS ACCORDING TO THE
3 LABELS IS REALLY IMPORTANT BECAUSE IT WAS A NETWORK VISION BUT
4 IF YOU GO TO THE NEXT ONE JUST FOR CLARITY SAKE JUST SO I'M
5 NOT SOUNDING STUPID, IF YOU GO TO THE NEXT SLIDE,
6 INFRASTRUCTURE DESIGN DEVELOPMENT DELIVERY WITH THAT PROJECT
7 TYPE THING, DELIVERY MEANS PROJECT, BUT THEN THE NEXT ONE IS
8 OPERATIONS. SO TO YOUR POINT DENNIS, YOU ACCOUNTED ASK THE
9 QUESTION UNDER EACH FLAG AND IT MAY BE DIFFERENT DEPENDING.

10

11 **DENIS MULLIGAN, CHAIR:** NEXT.

12

13 **SPEAKER:** I WAS PART OF THE AD-HOC GROUP, A HANDFUL OF PEOPLE
14 LOOKING AT ALL OF THIS, AND INTERESTINGLY COMING, TO AFTER ALL
15 THE WORK THE GROUP HAS PUT IN, A REASONABLE AMOUNT OF WHAT
16 ACCOUNTED LOOK LIKE CONSENSUS ON A NUMBER OF ISSUES, WITH, YOU
17 KNOW, CERTAINLY A LOT OF OTHER DETAILS TO BE WORKED OUT. AND
18 COMPLEXITIES TO BE ADDRESSED SO I COULD SEE WHY TO SUZANNE'S
19 POINT THAT MIGHT BE SCARY TO FOLKS, SAYING, OH MY GOODNESS,
20 THEY'RE MAKING PROGRESS HERE, AND I THINK THERE IS STILL A LOT
21 -- REALLY A LOT OF WORK TO BE DONE, I THINK, TO GO BACK TO
22 WHAT JEFFREY TUMLIN SAID EARLY ON, AND SUZANNE SPOKE TO, THE
23 FORM FOLLOWS FINANCE. JUST BACK TO HISTORY A LITTLE BIT IS
24 THAT WHEN WE RAN THE CAMPAIGN FROM FASTER WHICH WAS THE IDEA
25 OF PUTTING IN A SUBSTANTIAL AMOUNT OF FUNDING TALKING ABOUT A



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1 \$100 BILLION, ON A NINE COUNTY REGIONAL BASIS WHAT WE FOUND IN
2 THE PROCESS OF THAT, WITH THE PUBLIC, WAS VERY INTERESTED IN
3 DOING THAT AT THE TIME. BUT WAS VERY SUSCEPTIBLE TO CONCERNS
4 BEING RAISED ABOUT THE SYSTEM THAT WE HAVE, NOT BEING AN
5 ACTUAL SYSTEM. IT ACTUALLY DIDN'T GET THEM WHERE THAT I WANTED
6 -- THAT I WANTED TO GO. WHICH WAS REALLY THE BIG ISSUE. THE
7 PROCESS, COMPLEXITY LEADING TO LOTS AND LOTS OF DIFFICULT
8 COMPLEXITY SPEAK TO THE CHALLENGE WE HAVE DEVELOPED OVER TIME.
9 WE HAVE DEVELOPED THESE VARYING FINANCIAL METHODOLOGIES THAT,
10 TO VARYING DEGREES SUPPORTING RESPONSIBILITIES, AND
11 CONNECTIVITIES AND RESPONSIBILITIES. AND THAT'S WHERE WE FIND
12 OURSELVES TODAY AND THAT'S THE CHALLENGE THAT PUBLIC HAS WITH
13 MASS TRANSIT IN THE BAY AREA REGION IT DOESN'T WORK WELL FOR A
14 LOT OF PEOPLE A LOT OF THE TIME. AND I THINK WHAT THE
15 CONSULTANTS HAVE DONE WITH THE SUPPORT OF EVERYBODY IN THIS
16 GROUP AND THE AD-HOC COMMITTEE, IS THAT WE HAVE KIND OF COME A
17 LONG WAY TO DEFINING WHAT THE WORLD OF THE POSSIBLE MIGHT LOOK
18 LIKE, AND ADDRESSING WHAT COULD BE REGIONAL AND HOW TO DEFINE
19 THAT AND WHAT COULD BE LOCAL, AND HOW TO DEFINE THAT, AND
20 WHERE THE GRAY AREAS ARE, AND WHAT'S THE DEFINED CONTINUED
21 WORK. I JUST WANT TO SPEAK TO THE PROGRESS OF THE WHOLE THING.
22 I THINK IT'S BEEN GOOD, IT'S REALLY IMPORTANT TIMELY SET OF
23 DISCUSSIONS THAT WE HAVE HAD TO GET US HERE, AND I DON'T WANT
24 TO, TO THE FOLKS WHO DIDN'T TAKE PART IN THE AD-HOC GROUP, I
25 DON'T THINK ANYBODY SHOULD GET TOO WORRIED BECAUSE THERE IS A



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1 LONG WAY TO GO FROM HERE AND WE NEED TO DIG DEEP DOWN INTO
2 THESE VARIOUS ELEMENTS. I DID HAVE A QUESTION, AND I YOU THINK
3 IT WAS SLIDE 24, WHICH HAD A COMMENT ABOUT FARES. AND I THINK
4 IT BASICALLY SAID FARES WOULD BE DEVELOPED LOCALLY. AND I
5 THOUGHT THAT WE WERE ON A PATH, AND I THOUGHT THAT MTC WAS ON
6 A PATH TOWARD FARE INTEGRATION PROCESS WHERE WE WERE HEADED
7 TOWARD, AT LEAST FARE STANDARDIZATION AT REGIONAL SCALE. SO,
8 MAYBE WHAT I READ ON THAT SLIDE DIDN'T SAY THAT, BUT I WOULD
9 LIKE CLARIFICATION ON THAT ONE. BECAUSE I DON'T REMEMBER A
10 CONVERSATION THAT REALLY LED US DOWN THAT PATH TO SAY THAT
11 FARES WOULD BE DEVELOPED LOCALLY. I THINK THE FARE STRUCTURES
12 DIFFER DEPENDING ON THE SYSTEM AND USE. BUT I THOUGHT ONE OF
13 THE BIG ACCOMPLISHMENTS COMING OUT OF THIS WOULD BE TO HAVE A
14 RATIONALIZED FARE STRUCTURE ON A REGIONAL BASIS. THE OTHER
15 THOUGHT IS THAT IF WE WERE TO APPLY A MAJOR REGIONAL INFUSION
16 OF FUNDING, WHICH I HOPE THAT WE CAN DO THAT THEN WE'RE NOT
17 HAVING IMPORTANT CONVERSATION AND SPENDING A LOT OF TIME ON
18 NOTHING, BUT WE CAN, AND I THINK WE SHOULD, THEN A CERTAIN
19 AMOUNT FUNDING RAISED COULD GO TO OFFSET FARES AND THAT SEEMS
20 LIKE ONE WAY TO CREATE EQUITY THROUGHOUT THE SYSTEM. AND, SO,
21 YOU KNOW, I WOULD THINK THAT WE COULD BE MOVING MORE IN A
22 DIRECTION IN WHICH REGIONAL FUNDING COULD BE USED AS THE BASIS
23 TO STARE A NATIONAL FARE SYSTEM THAT'S MORE ATTRACTIVE TO
24 RIDERSHIP TO GET PEOPLE OUT OF THEIR CARS AND ON TO MASS



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1 TRANSIT. SO, ANYWAY, I'LL STOP WITH THAT. SO THERE IS A
2 QUESTION ON THAT FARE STRUCTURE.

3

4 **TAMIM RAAD:** I DON'T THINK WE HAD ENOUGH CONVERSATION ABOUT
5 THAT TO CONCLUSIVELY AGREE TO THAT. WE DIDN'T GET DOWN TO THE
6 NUANCES. SO THE GENERAL TENOR OF THE DISCUSSION WE HAD AT THAT
7 POINT, BUT IN PREVIOUS MEETINGS WAS MORE AROUND SETTING FARE
8 PRICES. BECAUSE OF TWO AGENCY LEVEL INTEREST ONE IS AROUND
9 REVENUE THAT IT BRINGS IS, IS IMPORTANT TO SOME ENTITIES, AND
10 THEN THE BROADER SOCIAL OBJECTIVES AROUND EQUITY. SO SOME
11 ENTITIES MAY HAVE DIFFERENT FARE EQUITY PRIORITIES. SO AGAIN
12 WHETHER THOSE ARE TWO, WHETHER THERE IS LOCAL ACCOUNTABILITY
13 OR REGIONAL ACCOUNTABILITY SEEMS LIKE THERE IS DISCUSSION TO
14 BE HAD.

15

16 **DENIS MULLIGAN, CHAIR:** MICHELLE.

17

18 **MICHELLE BOUCHARD:** I'M NOT QUITE SURE WHETHER I HAVE A
19 QUESTIONS OR WHETHER IT'S A SERIES OF REACTIONS AND COMMENTS.
20 TAMIM I AGREE WITH YOU. THIS IS THE THING I WOULD LIKE TO CURL
21 UP A LITTLE BIT MORE. I CAN APPRECIATE THE COMPLEXITY OF
22 HAVING TO PRESENT IT. I THINK MY COMMENTS GENERALLY WANT TO
23 CIRCLE AROUND THE ISSUE OF DEALING BOTH WITH NETWORK
24 MANAGEMENT FROM AN OPERATIONS PERSPECTIVE, AND CAPITAL PROJECT
25 DELIVERY AND CAPITAL PROJECT FUNDING IN THE SAME BUCKET.



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1 BECAUSE I THINK THERE ARE TWO VERY DIFFERENT DISCUSSIONS THAT
2 ARE TO BE HAD, AND, YOU KNOW, CAL TRAINS, IN PARTICULAR,
3 SENSITIVITY IS HOW DO YOU DEAL WITH A REGIONAL DELIVERY
4 PERSPECTIVE WHEN YOU HAVE POTENTIALLY REAL OPERATING IMPACTS
5 ON A PARTICULAR RIGHT OF WAY OR A PARTICULAR SYSTEM. SO I'M
6 REALLY INTERESTED IN HOW THAT CONVERSATION IS GOING TO
7 CONTINUE, AND I THINK IT WOULD BE REALLY IMPORTANT, YOU HAD
8 MENTIONED A COUPLE OF TIMES THE INTERSECTION BETWEEN THIS WORK
9 AND THE REGIONAL RAIL WORK THAT'S GOING ON, PARTICULARLY WITH
10 RESPECT TO PROJECT DELIVERY, AND IF NOT, IN THIS MEETING, IT
11 WOULD BE REALLY IMPORTANT TO TRY AND FLESH OUT WHAT THAT
12 INTERSECTION IS, WHICH ONE OF THE EFFORTS IS GOING TO BE MORE
13 OF A DECISION-MAKING EFFORT, IF YOU WILL, AROUND PROJECT
14 DELIVERY, AND, SO JUST WANT TO UNDERSTAND THAT A LITTLE BIT
15 MORE CLEARLY.

16

17 **DENIS MULLIGAN, CHAIR:** DO THE CONSULTANTS WANT TO REACT TO
18 THAT NOW OR THINK ABOUT IT AND REACT LATER.

19

20 **TAMIM RAAD:** WHAT WE HAD DISCUSSED AT PREVIOUS MEETINGS AND
21 THIS IS FOR MTC PROJECT MANAGER TO OPINE ON, BUT OUR
22 UNDERSTANDING IS THE RAIL GRANT WILL BE COMING UP WITH
23 OBSERVATIONS ON RAIL PROJECT DELIVERY AND NOT RECOMMENDATIONS.
24 AND THAT WE WOULD BE DEALING WITH THE NETWORK MANAGEMENT
25 LEVEL, THE, TAKING THAT INPUT INTO THIS PROCESS AND DEALING



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1 WITH BROADER STRATEGIC RECOMMENDATIONS INCORPORATED INTO THE
2 BUSINESS CASE FOR THE BROADER NETWORK IN THIS PROCESS.

3

4 **DENIS MULLIGAN, CHAIR:** THANKS.

5

6 **KEVIN DESMOND:** [INDISCERNIBLE] I WAS JUST GOING TO SAY, THE
7 TWO, MICHELLE, WILL CONVERGE AT A CERTAIN POINT. THE RAIL
8 NETWORK GRANT PROJECT STARTED A LITTLE BIT BEFORE THIS ONE. SO
9 THEY'RE A LITTLE BIT AHEAD OF US. BUT WE UNDERSTAND IN LARGE
10 MEASURE WILL BE SIGNIFICANT INPUT INTO THIS WORK AND INTO THE
11 BROADER GOVERNANCE CONVERSATION.

12

13 **MICHELLE BOUCHARD:** THANK YOU.

14

15 **DENIS MULLIGAN, CHAIR:** NEXT UP IS HAYLEY CURRIER.

16

17 **HAYLEY CURRIER:** WHAT I'M THINKING ABOUT ACCOUNTABILITY I'M
18 THINKING ABOUT IT FROM THE RIDER'S PERSPECTIVE. THE NETWORK
19 MANAGER SHOULD BE ENSURING FROM THE RIDER'S PERSPECTIVE, THAT
20 IS THE RESPONSIBILITY. THAT'S WHY WE'RE CREATING THIS NEW
21 POWER WE WOULD WANT TO CREATE THIS NEW POWER AND ANY STANDARDS
22 THAT ARE CREATED TO ENHANCE THAT EXPERIENCE, INCREASE THE ONE
23 FRONT OR ONE CUSTOMER SERVICE ONE FARE PRODUCT ONE MAP ONE
24 TRANSIT, IF WE CARRY OUT AND HAVE A VISION SET BY A NETWORK
25 MANAGER SOME CENTRALIZED BODIES AND THE AGENCIES ARE ALL



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1 CREATING THEIR OWN POLICIES TO THAT EFFECT WE ESSENTIALLY
2 WOULD HAVE CREATED THE CURRENT SYSTEM. I ALSO THINK THE
3 NETWORK MANAGER SHOULD BE IDENTIFYING THE NEEDS OF THE SYSTEM
4 AND HOW TO MAKE THE REACH OF THE SYSTEM EQUITABLE, IF THERE IS
5 HIGH DENSITY LOW-INCOME RESIDENTS FOR EXAMPLE IN ONE AREA FOR
6 TRANSIT SERVICE THAT'S A REGIONAL RESPONSIBILITY NOT A LOCAL
7 ONE BECAUSE WE ARE ADDRESSING OUR EQUITY ISSUES AS A REGION
8 AND WE KNOW THERE ARE CONCENTRATIONS OF LOW-INCOME PEOPLE IN
9 CERTAIN AREAS BECAUSE OF HOW OUR REGIONAL POLICIES, AND THE
10 LETTER THAT WAS PUT TOGETHER BY THE DISABILITY COMMUNITY IT'S
11 IMPORTANT TO ENSURE THAT THERE IS ACCOUNTABILITY AND PLANNING
12 ACCESSIBILITY, AND STANDARDS THAT GO BEYOND ADA. AND
13 ACCESSIBILITY PLANS ARE NOT ENOUGH AND THIS IS HUGE
14 OPPORTUNITY TO ENSURE THIS TRANSIT IS MADE ACCESSIBLE. THIS IS
15 THE ONLY POINT FOR THE PUBLIC TO ENGAGE, AND I WOULD LIKE TO
16 INVITE THAT AT FUTURE MEETINGS.

17

18 **DENIS MULLIGAN, CHAIR:** THANK YOU. VICE CHAIR ALICIA.

19

20 **ALICIA JOHN-BAPTISTE, V. CHAIR:** THANK YOU. JUST BUILDING OFF
21 OF WHAT HAYLEY WAS OFFERING. AND I THANK YOU FOR PUTTING THAT
22 SLIDE UP. IF YOU CAN GO BACK TO THE SLIDE THAT SHOWS THE
23 NETWORK VISION, POLICY, ET CETERA, PLEASE? WHEN I THINK ABOUT
24 WHAT IT IS WHILE WE'RE GETTING TO THAT SLIDE, THAT WE'RE
25 TRYING TO ACCOMPLISH HERE. STARTING AT THE HIGHEST LEVEL OF



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1 GOAL, TO ME, THE HIGHEST LEVEL OF GOAL IS, IN ORDER TO MEET
2 OUR CLIMATE OBJECTIVES, EQUITY OBJECTIVES, ECONOMIC
3 OBJECTIVES, WE HAVE TO GET TO A POINT WHERE OUR TRANSPORTATION
4 SYSTEM FUNCTIONS IN SUCH A WAY THAT TRANSIT IS PEOPLE'S TOP
5 CHOICE, TRANSIT AND ACTIVE TRANSPORTATION ARE THE TOP CHOICES
6 FOR PEOPLE. AND, SO TO DO THAT, THERE'S A WHOLE BUNCH OF
7 DIFFERENT STEPS THAT WE FEEL TAKE UNDERNEATH THAT TO ALLOW
8 TRANSIT TO BE EASY TO CHOOSE AND THAT'S THE QUESTION WHAT SAY
9 REGIONAL INTEREST, TO ME IT'S ALL REGIONAL INTEREST SO TO ME I
10 HAVE A HARD TIME BETWEEN THE DISTINCTION OF LOCAL AND
11 REGIONAL, LOCAL HAS TO PERFORM IN A PARTICULAR WAY OR WE'RE
12 GOT GOING TO GET THERE. I WOULD BE INTERESTED IN SPENDING TIME
13 IN THIS MIDDLE CATEGORY WHEN WE'RE TALKING ABOUT OUR
14 OBJECTIVES AND HOW THAT GETS IMPLEMENTED ON THE GROUNDED I
15 THINK THAT WHAT WE'RE REALLY TRYING TO SAY IS WHO EX-ACCUSED
16 AND WHAT DECISIONS ARE BEING MADE BUT IN ORDER TO UNDERSTAND
17 WHO EXECUTES IT WE HAVE TO DIVE INTO THE CONNECTIVITY BETWEEN
18 A REGIONAL VISION AND A LOCALITY IMPLEMENTATION STRATEGY.
19 BECAUSE, ALSO, IF WE DON'T DO THAT, AND WE SAY, OKAY WE'RE
20 GOING TO HAVE A NETWORK MANAGER THAT'S GOING TO BE RESPONSIBLE
21 FOR THE REGIONAL VISION AND THAT NETWORK MANAGER IS GOING TO
22 LOOK AROUND THE REGION AND SAY OH I SEE GAPS HERE, I SEE GAPS
23 THERE, THIS ISN'T FUNCTIONS TO MEET OUR HIGHER GOALS, WE'RE
24 GOING TO END UP WITH DUPLICATIVE SYSTEM. I WOULD REALLY LIKE
25 TO SPEND TIME IN THE MIDDLE COLUMN AND THE SECOND IS BUILDING



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1 OFF OF WHAT JIM WAS SAYING, I DON'T THINK THAT WE AT ALL
2 DISCUSSED THE SHARED SETTING, AND I THINK LIKE JIM WAS
3 THINKING THERE WAS A DIFFERENT CONVERSATION HOW FARES GET SET
4 FOR THE REGION.

5

6 **DENIS MULLIGAN, CHAIR:** THANKS. NEXT WE HAVE ADINA LEVIN

7

8 **ADINA LEVIN:** I WANTED TO AGREE AND BUILD UPON THE SEVERAL
9 PREVIOUS COMMENTS. I WANTED TO ECHO THE PREVIOUS COMMENTS AND
10 CONCERNS ABOUT SEEING THE FARE LEVELS BEING CLEARLY LOCAL AND
11 CLEARLY OPERATOR, HAVING BEEN SUPPORTING THE REGIONAL FARE
12 COORDINATION AND INTEGRATION STUDY THAT CAME OUT WITH A STRONG
13 FARE POLICY VISION THAT DID INCLUDE A SET OF INTEGRATED
14 STRATEGIES THAT ARE GOING TO NEED FUNDING TO CARRY THEM OUT,
15 AND ARE THINGS THAT HAVE DEFINED COORDINATION AS OPPOSED TO
16 DEFAULTING BACK TO EVERY AGENCY DOING THEIR OWN WHICH IS THE
17 OPPOSITION OF COORDINATION AND INTEGRATION. IN TERMS OF THE
18 LOCAL AND OPERATOR STANDARD TO ALIGN WITH THE REGIONAL POLICY
19 AND VISION, I WANTED TO CALL BACK TO THE LETTER FROM THE
20 DISABILITY COMMUNITY AS AN EXAMPLE OF THIS. SO, FOR EXAMPLE,
21 IF WE WANT TO HAVE AUDITORY QUEUES FOR DISABLED PEOPLE, THEN
22 WE WOULD WANT TO HAVE THE LOCAL STANDARDS AND OPERATOR
23 STANDARDS TO ALIGN WITH THE REGIONAL POLICY AND VISION. AND IF
24 IT IS NOT DOING THAT THEN IT IS NOT HELPING, FOR EXAMPLE, A
25 BLIND PERSON WHO MAY ONE DAY USE AC TRANSIT, AND ANOTHER DAY



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1 MAY USE BART. SO I THINK THAT THERE IS THAT CLEARLY THAT NEED
2 TO BE ALIGNED ACROSS MULTIPLE OPERATORS. ALSO ON THIS SLIDE,
3 HAVING JUST REWATCHED SPUR'S EXCELLENT FORUM ON CONNECTED
4 VISION FOR A REGIONAL NETWORK AND THIS QUESTION ABOUT
5 NOMINATING REGIONAL FUNDS FOR LOCAL PROJECTS, THIS FIRST AND
6 LAST MILE INCLUDING ACTIVE TRANSPORTATION, THERE ARE OFTEN
7 PROJECTS THAT ARE SERVING LOCAL NEEDS AND ALSO ARE PROVIDING
8 IMPORTANT TRANSIT ACCESS FUNCTION THAT YOU WOULD WANT TO
9 PROMOTE AND ELEVATE BECAUSE THEY HAVE THIS EXTRA BENEFIT. SO,
10 I THINK THAT THESE ARE ALL POINTING AT ALICIA'S HIGHER LEVEL
11 POINT ABOUT THE FACT THAT THERE ARE REGIONAL INTERESTS IN
12 MOBILITY AND CLIMATE AND EQUITY THAT ARE REALLY CROSS CUTTING.
13 THANKS

14

15 **TAMIM RAAD:** MAYBE WHAT I COULD DO IS OFFER A MEA CULPA ON THAT
16 ONE. WE ARE TRYING TO GIVE ILLUSTRATIVE EXAMPLES ON FARES. BUT
17 IT'S A BIT OUT OF CONTEXT. IF WE CAN BACK UP TO THE SLIDE, THE
18 BLUE ONE, THE FARES WE DID NOT DISCUSS IN DETAIL AT THIS AD-
19 HOC. WE WERE KIND OF SUMMARIZING -- MAYBE TO THE NEXT ONE --
20 WE WERE SUMMARIZING WHAT WE HEARD AT LAST SUMMER'S AD-HOC
21 COMMITTEE, WHEN WE WENT THROUGH AN EXTENSIVE FARE EXERCISE ON
22 THE RIGHT, WE DIDN'T DO THIS AT THIS AD-HOC MEETING. THERE ARE
23 LESSONING FROM BOTH OF THOSE SESSIONS WE WERE TRYING TO BUILT
24 BUILD ON AND NOT REPEAT THAT H AND LOOKING AT THE AD-HOC, JUST
25 THAT ONE SPECIFIC ISSUE OF SETTING THE FARE LEVEL THERE WAS



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1 CONSENSUS AT THAT MEETING THAT THAT FARE PRICING SHOULD SIT AT
2 THE OPERATOR LEVEL. HAVING SAID THAT, WE DID NOT HAVE A
3 DISCUSSION AT THIS AD-HOC AND IT LOOKS LIKE AN AREA WHERE WE
4 NEED TO DO MORE REVISITING OF THAT CONVERSATION. CONSCIOUS
5 MUCH TIME, I WANTED TO MAKE SURE I ADDRESS THAT AND THAT WE
6 DON'T GET SIDE TRACKED ON THIS ONE, THAT'S OUR LITTLE SLIP AND
7 HAVING THAT EXAMPLE IN THERE.

8

9 **KEVIN DESMOND:** MR. CHAIR, IF THERE ARE FEEDBACK FROM OTHER
10 MEMBERS OF THE COMMITTEE, WE WOULD LOVE TO HEAR IT, BUT I
11 THINK A TAKE AWAY FROM THIS, STARTED BY SUZANNE, AND THANK YOU
12 FOR THAT, TO A DEGREE. BUT I THINK A BIT OF A TAKE AWAY WE
13 NEED TO BE COGNITIVE OF MOVING FROM THEORY ETIC AND TO
14 SPECIFICS, AND GROUNDING REALLY INTO WHAT DOES THAT REALLY
15 MEAN THIS CONVERSATION STRIKES ME THAT'S A BIT OF A CHALLENGE
16 WITH HOW WE'RE TRYING TO SET THIS UP BECAUSE ALL OF THAT GOES
17 TO WHAT DOES THAT MEAN FOR FARES, PARATRANSIT, PARATRANSIT
18 POLICY, POLICY FOR SERVICES, PEOPLE WITH DISABILITIES,
19 DISADVANTAGED, ET CETERA. I THINK WE NEED TO DO A BETTER JOB
20 OF LINKING UP THE THEORY ET CAL RESPONSIBILITIES. I THINK WE
21 WILL TAKE THIS FEEDBACK AND I THINK IMPROVE ON TRYING TO FIND
22 THOSE DELINEATIONS. BUT I AM CURIOUS IF ANYONE ELSE ON THE
23 COMMITTEE HAS ANY PARTICULAR OBSERVATIONS ABOUT THE ROLES AND
24 RESPONSIBILITIES FROM A NEW REGIONAL, AND LOCAL OR FAIR SHARE
25 OF THE WORK ANY FEEDBACK?



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1

2 **DENIS MULLIGAN, CHAIR:** SUZANNE DO YOU WANT TO THE CHIME IN ONE
3 MORE TIME? SUZANNE, THE FLOOR IS YOURS.

4

5 **SUZANNE SMITH:** I APPRECIATE THE SORT OF THE THEORY VERSUS
6 PRACTICE. AND I DON'T KNOW, WE PROBABLY ALL JUST WANT TO GET
7 TO THE PRACTICE. SO I APPRECIATE YOU TRYING TO GIVE US THE
8 UNDERPINNINGS OF THE THEORY.

9

10 **DENIS MULLIGAN, CHAIR:** SEEING NO OTHER HANDS. PLEASE CONTINUE.

11

12 **KEVIN DESMOND:** LET'S MOVE AHEAD TO THE DESIGN PRINCIPLES. WE
13 ONLY HAVE ABOUT MAYBE 15 MINUTES FOR THIS, PROBABLY. SO, YOU
14 KNOW, THIS IN AND OF ITSELF CAN TAKE LOTS OF CONVERSATION. WE
15 EXPECT IT TO BE LOTS OF CONVERSATION. WE SPENT A LITTLE TIME
16 WITH THE AD-HOC ON THIS TOPIC. THIS REALLY IS FOR FEEDBACK,
17 INITIAL FEEDBACK. THERE WILL BE PLENTY OF OTHER OPPORTUNITY TO
18 TRY TO LAY OUT WHAT ARE THE ESSENTIAL COMPONENTS OF WHAT THIS
19 NEW ENTITY MIGHT BE, FROM AN ACCOUNTABILITY/AUTHORITY
20 PERSPECTIVE, FROM HOW IT'S FUNDING TO CAPABLE OF RAISING
21 ADDITIONAL FUNDS TO ITS ORGANIZATIONAL CAPACITY. WE WANT TO
22 TRY TO CREATE, BEGIN TO CREATE CERTAIN AMOUNT OF BOOK ENDS
23 ASSOCIATED WITH WHAT THIS ENTITY MIGHT LOOK LIKE. SO, IN THE
24 NEXT SLIDE, IS REALLY THE EIGHT PRINCIPLES. AND I WANT TO HAVE
25 TAMIM TO WALK THROUGH THOSE, LEAVING TIME FOR INITIAL



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1 FEEDBACK, HOW THIS IS STRIKING FOLKS. IS IT UNCLEAR? IS IT
2 CONFUSING? OR YEAH THAT OBVIOUSLY MAKES SENSE THAT'S SOMETHING
3 THIS NEW ENTITY NEEDS TO BE RESPONSIBLE FOR. TAMIM WHY DON'T
4 YOU SUMMARIZE THE EIGHT.

5

6 **TAMIM RAAD:** WE'RE TRYING TO BUILD OFF OUR UNDERSTANDING OF THE
7 PROBLEM, THE PROBLEM STATEMENT AND ALSO SOME OF THOSE
8 CONSISTING CONDITIONS AND TRY TO PUT SOME GOALPOST IN PLACE SO
9 THE ENTITY DESIGN HAS SOMETHING TO SHOOT FOR THAT IS
10 ACHIEVABLE. I WON'T READ THESE OUT BUT GO THROUGH BY ONE AND
11 TELL YOU THE IMPLICATIONS. FIRST ONE IS ALL AROUND
12 ACCOUNTABILITY. WE TOUCHED ON THIS IN THE EARLIER
13 PRESENTATION, WE WANT TO IDENTIFY THOSE ACCOUNTABILITIES TO
14 ADDRESS THE FULL RANGE IDENTIFIED BY THE TASK FORCE. THEY MAY
15 NOT BE POSSIBLE RIGHT OFF THE BAT, BUT THE DESIGN TO BE
16 CAPABLE OF TRANSFORMATION ADDRESSING ALL THE ROLES RECOGNIZING
17 SOME ARE GOING TO BE HARDER TO TACKLE IN THE EARLY YEARS.
18 SECOND IS MATCHING AUTHORITY WITH ACCOUNTABILITY LOOKING AT
19 THE FULL RANGE OF ACCOUNTABILITIES THE ENTITY NEEDS TO HAVE
20 FULL LEGAL FUNDING TECHNICAL CAPABILITIES TO BE ABLE TO MATCH
21 THE AUTHORITIES, THE CAPABILITIES ASSIGNED TO IT. THESE NEXT
22 2, 3, AND 4 ARE ABOUT POLICY MANAGEMENT LEVEL GOVERNANCE.
23 FIRST ONE, NUMBER THREE IS ABOUT VOICE AND ENSURING THAT AS WE
24 CREATING THIS NEW ENTITY IT SHOULD REFLECT THE REGIONAL VOICE,
25 REGIONAL INTEREST AROUND POLICY, FUNDING, GEOGRAPHY, BALANCE



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1 OF THE USER INTEREST, THERE WAS A LOT OF DISCUSSION ABOUT THAT
2 TODAY. THERE IS A SENSE, AND WE HAVE HEARD ABOUT THIS AT THE
3 PREVIOUS TASK FORCE MEETINGS AND THROUGH THIS PROCESS THE
4 CURRENT REGIONAL FRAMEWORK DOESN'T FULLY BALANCE WHAT'S NEEDED
5 FROM A TRANSIT PERSPECTIVE, AND IF THERE IS A NEW FUNCTION
6 CREATED WITHIN THE REGION IT REQUIRES QUITE A BIT OF CARE IN
7 THIS AREA IN PARTICULAR. THIS IS REALLY ABOUT POLICY
8 ACCOUNTABILITY AND REPRESENTATION. NEXT 1, 4, IS ABOUT
9 MANAGEMENT COMPETENCE AND HAVING THE RIGHT CAPABILITIES,
10 AMOUNT OF RESOURCE COMPETENCE TO BE ABLE TO MAKE IMPORTANTLY,
11 TIMELY DECISIONS. AUTHORITY ABOVE MANAGEMENT AUTHORITY
12 SUBSTITUTES AT THE END OF THE DAY NEED TO BE ABLE TO SPEAK AS
13 ONE AND BE ABLE TO MAKE A UNIFIED DECISION. 5 AND 6 ARE
14 RELATED. I'M GOING TO START WITH SIX FIRST BECAUSE IT'S WITH
15 THE END IN MIND, HAS TO BE CAPABLE OF TRANSFORMATION AND LONG-
16 TERM FUNDING, ACCEPTING CHALLENGES THAT HAVE BEEN RAISED
17 AROUND THE TRADITIONALLY AND LOCALLY, IT'S GOING TO NEED
18 REGIONAL FUNDING TO THE EXTENT POSSIBLE. WE NEED TO MAKE A
19 DETERMINATION IF IT'S POSSIBLE BUT THE LONG-TERM FUNDING PIECE
20 IS CRITICAL TO ANY REGIONAL ENTITY. REQUIRES BREAKING OUT OF
21 THE GEOGRAPHICALLY SPECIFIC AND FUNCTIONALLY SPECIFIC FUNDING
22 TO BE ABLE TO TACKLE THOSE TOUGHER THINGS AND IN THE NEAR-
23 TERM, WE HAVE THE REALITIES THAT WE'RE DEALING WITH TODAY AND
24 THE IDEA IS TO ACHIEVE WHAT'S POSSIBLE WITHIN THE FUNDING
25 SOURCES, POSSIBLE, AGAIN, AS KEVIN WAS SAYING EARLIER, THERE



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1 WAS A LOT OF DISCUSSION OF DO NO HARM, DOES IT MOON DO
2 NOTHING, AND IN THIS CONTEXT WE PUT IN SPECIFIC WORDING WHILE
3 MAINTAINING THE INTEGRITY OF LOCAL SERVICE OBJECTIVES WE DON'T
4 WANT TO ROB PETER TO PAY PAUL WE WANT POSSIBILITY WITHIN
5 EXISTING FUNDING TO ADVANCE THE IMPLEMENTATION. AND AROUND
6 TRANSITION, OBJECTIVES OF BEING ABLE TO DO THINGS OVER TIME
7 REALLY BEING ABLE TO GET THINGS STARTED, AND CAPABLE EVER
8 MEETING THE AMBITIOUS REGIONAL AGENDA, AND DISCUSSION ABOUT
9 THE REGIONAL BODIES TO MAKE REGIONAL DECISIONS TRANSIT
10 DECISIONS OPERATING DECISIONS THAT CAPABILITY DOES NOT EXIST
11 TODAY TO THE EXTENT THAT IT'S REQUIRED. AND THIS PRINCIPLE,
12 THE ENTITY DESIGN PRINCIPLE IS REALLY ABOUT GETTING STARTED WE
13 SAW THAT WITH SAM TRANSIT, TRANSLINK METRO VANCOUVER, IS
14 IMPORTANT FOR THE LONG-TERM VIABILITY OF A REGIONAL TRANSIT
15 PLANNING, AND THESE ARE HIGHLIGHTS DEFINITELY NOT
16 COMPREHENSIVE, WORTH GETTING THINGS STARTED.

17

18 **KEVIN DESMOND:** AT THIS POINT I JUST THINK WE CAN PROBABLY JUST
19 LEAVE THIS SLIDE UP AND JUST GET SOME REACTIONS FROM FOLKS.
20 AGAIN, WE SPENT MAYBE ABOUT AN HOUR, 15 MINUTES WITH THE AD-
21 HOC COMMITTEE, AND ACTUALLY HELPED WITH REPHRASING SOME OF
22 THESE SHOULD STATEMENTS, IF YOU WILL. BUT ARE THERE AREAS OF,
23 LIKE, HEY, I AGREE WITH THAT, OR DEFINITELY NOT? OR NEEDS A
24 LOT MORE EXPLANATION AMONGST ANY OF THESE EIGHT PARTICULAR
25 AREAS? WE CAN ALSO GIVE EXAMPLES, IF YOU WANT. WHILE ON,



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1 AUTHORITY, YOU KNOW, NUMBER TWO, WHAT DOES THAT MEAN? WHAT
2 DOES IT MEAN TO DEFINE REGIONAL ACCOUNTABILITY, IF YOU WANT TO
3 EXPLORE A COUPLE OF IFS, IF THENS. WE'RE LOOKING FOR QUICK
4 REACTION INITIAL REACTION HOW DO THESE TERMS SOUND IN THE CORE
5 PRINCIPLES FOR THIS ENTITY.

6

7 **DENIS MULLIGAN, CHAIR:** THANKS. I'LL CALL ON YOU AS YOU RAISE
8 YOUR HAND. I ENCOURAGE YOU TO FIND THE RAISE YOUR HAND
9 FEATURE. AND WE NEED TO RESERVE TIME FOR PUBLIC CONVERSATION
10 AFTER THIS. I'LL START WITH THERESE.

11

12 **THERESE MCMILLAN:** JUST REALLY QUICKLY, AND, AGAIN, I HAD THE
13 VALUE OF THE AD-HOC DISCUSSION. SO, I, PULLING BACK, I THINK
14 THIS IS A GOOD COMPREHENSIVE OF THE ESSENTIAL ELEMENTS. YOU
15 COULD HAVE 20 OF THEM UP HERE. BUT I THINK YOU DID CAPTURE THE
16 ESSENTIAL ONES. I THINK IT'S ALSO REALLY IMPORTANT FOR ALL OF
17 US TO UNDERSTAND AND TAKE A MOMENT, THIS GETS TO THE SORT OF
18 THAT SOMETIMES SQUISHY PLACE BETWEEN THE THEORETICAL, AND THE
19 ACTUAL PRACTICALITY. BUT THIS IS ABOUT, I THINK, ASKING THE
20 QUESTION OF DO WE SERVE FOR WHERE WE SHOULD BE SEPARATE AND
21 APART FROM THE QUESTION OF WHAT WOULD IT TAKE TO GET THERE.
22 BECAUSE I THINK WHAT HAPPENS OFTEN IS WE LOOK AT THIS AND SAY
23 WE'RE NOT THERE YET, THEREFORE THIS MUST NOT BE THE RIGHT
24 PLACE TO BE. AND I THINK IT'S IMPORTANT FOR US TO SAY, IN A
25 WAY SOME OF THIS MIGHT BE STRETCH GOALS OF, YOU KNOW, THIS IS



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1 WHERE WE SHOULD BE HEADED WITHOUT YET DETERMINING WHETHER
2 WE'RE THERE YET, WHAT IT TAKES TO GET THERE, AND WHO IS
3 INVOLVED IN RIDING THAT TRAIN. SO I WOULD JUST OFFER THAT. AND
4 THE LAST THING I WOULD SAY, THE ONE THING I WOULD SAY, I
5 COMMENTED BEFORE, I'M STILL A LITTLE BIT UNCERTAIN ABOUT
6 NUMBER ONE, THE "ALL ACCOUNTABILITIES" ELEMENT TO THE DEGREE
7 THAT, AND I JUST OFFER THE DISTINCTION THAT WE HAVE TO BE
8 CAREFUL IN SOME INSTANCES IT DOESN'T NECESSARILY MEAN THAT THE
9 NETWORK MANAGER LEADS IN EVERY CASE WITH ALL ACCOUNTABILITIES
10 IN SOME ESSENTIAL PLACES THEY MAY BE A PARTNER NOT NECESSARILY
11 THE LEADER ACCIDENT BUT THEIR ROLE IS TO ENSURE THAT ALL
12 ACCOUNTABILITIES ARE ACCOUNTED FOR. THAT WOULD BE MY ONE ADD
13 THERE.

14

15 **DENIS MULLIGAN, CHAIR:** JEFFREY TUMLIN NEXT.

16

17 **JEFFREY TUMLIN:** THERE IS KEY ROLES THAT WE NEED TO DISCUSS
18 WHICH IS REPRESENTATIVENESS. AS WE DEAL WITH REGIONAL TRANSIT
19 PLANNING TRADEOFFS, WE NEED TO MAKE TRADEOFFS BETWEEN
20 GEOGRAPHIC VERSUS RIDER ENTITY AND WE NEED TO HAVE MANAGEMENT
21 STRUCTURES THAT ARE REFLECTIVE AND REPRESENTATIVE BOTH OF
22 RIDERS AS WELL AS POPULATION. AND THIS IS A PARTICULAR
23 CHALLENGE FOR THIS REGION. AS YOU SAW FROM THE EARLY CHARTS,
24 MUNI REPRESENTS MORE THAN HALF OF THE TRANSIT RIDERS IN THE
25 REGION, ARE JUST ON MUNI, AND ABOUT THREE QUARTERS OF THE



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1 TRANSIT TRIPS IN THE NINE COUNTY BAY AREA HAVE A SAN FRANCISCO
2 ORIGIN OR DESTINATION. SAN FRANCISCO IS JUST 10% OF THE
3 POPULATION. SO, WHO IS GOING TO BE MAKING THE DECISIONS ABOUT
4 TRANSIT INVESTMENT AND TO WHAT DEGREE OR HOW DO WE BALANCE THE
5 NEED FOR GEOGRAPHIC EQUITY, INCLUDING CRITICAL NEEDS FOR RURAL
6 OPERATORS, VERSUS A VERY DIFFERENT SET OF NEEDS FOR THE MOST
7 URBAN OPERATORS, AND HOW DO WE ESTABLISH A SENSE OF FAIRNESS
8 THAT ALLOWS THE REGION TO HOLD COHESION DESPITE VERY DIFFERENT
9 PERSPECTIVES.

10

11 **KEVIN DESMOND:** IF I COULD ASK JEFF, BECAUSE I THINK TO MY
12 READ, AT LEAST, NUMBER THREE ON THIS LIST ATTEMPTED TO GET AT
13 THAT MAYBE NOT NEARLY AS SMARTLY AS YOU IDENTIFIED. BUT AT THE
14 SAME TIME IN THE PREVIOUS DISCUSSION ON THE ROLES AND
15 RESPONSIBILITIES, WHAT WE'RE TRYING TO GET AT, WHICH I THINK
16 IN MY MIND ATTEMPTS TO ADDRESS YOUR POINT, THE EXISTING
17 AGENCIES, THE LOCAL AGENCIES, LET'S CALL THEM, THEY'RE NOT ALL
18 JUST LOCAL AGENCY. LET'S CALL THEM LOCAL AGENCY, THEY WOULD
19 RETAIN A SIGNIFICANT PORTION, MAYBE EVEN A MAJORITY PORTION
20 OVER SETTING THEIR OWN STRATEGIC DIRECTION. AND THERE WOULD BE
21 THEREFORE DE FACTO DE JURE LOOKING AFTER THOSE VARIOUS
22 DIFFERENT NEEDS, AND I THINK YOU HIT ON IT IN THE CONCEPT OF
23 VOICE IS WHO IS THE REFEREES, WHO IS THE ARBITER, HOW DO WE
24 BRING TOGETHER THE LOCAL OBJECTIVE THE IMPORTANT LEGITIMATE
25 LOCAL OBJECTIVES, THE VARIOUS DIFFERENT STAKEHOLDER GROUPS



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1 WITHIN THE REGION, WITHIN THIS REGIONAL CONCEPT OF MOVING AS A
2 REGION AS WELL. SO I THINK WE NEED TO DIG INTO THAT MORE IT
3 GETS INTO THE AUTHORITY VOICE AND THE ALL ACCOUNTABILITY TO
4 THE POINT THERESE WAS MAKING. AND I THINK WE NEED TO DIG IN A
5 BIT MORE IN THE SORT OF VOICE CONCEPT. I THINK THIS'S WHAT I'M
6 INTERPRETING.

7

8 **TAMIM RAAD:** APPROPRIATE REGIONAL BALANCE AND WHAT THAT
9 REPRESENTS YOU RATTLED A FEW THAT ARE REALLY IMPORTANT AND NOT
10 REPRESENTED TODAY SO IF WE CREATE A NEW ENTITY FOR IT TO BE
11 COMPETENT AT DOING ITS JOB IT NEEDS TO APPROPRIATELY REFLECT
12 THAT AND ALSO NEEDS TO REFLECT INTERESTS AND WHERE FUNDING IS
13 COMING FROM. WE WOULD NEED TO SPEND A BIT OF TIME TO FIND OUT
14 EXACTLY WHAT THOSE ARE.

15

16 **DENIS MULLIGAN, CHAIR:** ADVISORY GROUP MEMBERS THAT WISH TO
17 COMMENT? THERE WILL BE TRADEOFFS IF RESOURCES ARE NOT
18 SUFFICIENT BETWEEN PROVIDING SERVICE FOR SCHOOL KIDS ON THE
19 BUS IN THE LOCAL COMMUNITY, OR RESOURCES TO PROVIDE CONNECTORS
20 FOR SERVICE TO GET FROM BART TO SAN FRANCISCO JOBS. WHEN YOU
21 ARE ACCOUNTABILITY YOU HEAR ACCOUNTABILITY TO WHAT MY VALUES
22 ARE, AND AS THIS IS DISCUSSED YOU DISCUSS DESIGN PRINCIPLES
23 WHAT WE'RE TALKING ABOUT IS ACCOUNTABILITY DECISION-MAKING BUT
24 HOW DO YOU ENSURE THAT DECISIONS REFLECT VALUES OF THE ENTIRE
25 COMMUNITY, FOR THE ELDERLY, DISABLED, CHILDREN AND PEOPLE WHO



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1 NEED TRANSPORTATION, VERSUS SOMEONE WHO NEEDS TO GET TO WORK
2 EVERY DAY. WHILE A LOT OF TRIPS TO SAN FRANCISCO ARE SHORT
3 TRIPS PEOPLE WHO CANNOT AFFORD TO LIVE IN SAN FRANCISCO
4 ANYMORE MAY COME IN ON MULTIPLE SYSTEMS FROM VERY FAR AWAY AND
5 WE WANT TO MAKE SURE THAT THOSE THAT HAVE BEEN DISPLACED HAVE
6 ACCESS TO GOOD QUALITY JOBS IN DOWNTOWN SAN FRANCISCO AS PART
7 OF THE EFFORTS THAT UNFOLD IN THIS PROCESS. I WAS TRYING GET
8 TO SOMEONE ELSE TO RAISE THEIR HAND WITH THAT STATEMENT.
9 SEEING NO TAKERS. THEN WE'LL GO TO PUBLIC COMMENT. AT THIS
10 JUNCTURE I'LL CALL PEOPLE IN THE ORDER OF HANDS RAISED. THE
11 FIRST PERSON I SEE IS WENDI KALLINS, AND I'LL TURN IT OVER TO
12 WALLY TO START THE TIMER.

13

14 **CLERK OF THE BOARD:** WENDI, YOU WANTED TO SPEAK?

15

16 **WENDI KALLINS:** THANK YOU. I HAD TO UNMUTE. MY NAME IS WENDI
17 KALLINS. I AM BACK UP TO ADINA LEVIN ON THIS COMMITTEE, FOR
18 THE POLICY ADVISORY COUNCIL. THANK YOU FOR THE OPPORTUNITY TO
19 SPEAK. I WANT TO EMPHASIZE WHAT HAS ALREADY BEEN SUGGESTED
20 THAT THE PUBLIC BE GIVEN MORE OPPORTUNITY TO RESPOND. BECAUSE
21 THIS IS A LOT TO RESPOND TO. I AGREE WITH A LOT OF PEOPLE WHO
22 ARE SAYING THAT THIS IS VERY COMPLICATED. IT'S A LITTLE HIGH-
23 LEVEL, WHICH IS HAS TO BE. WE'RE TRYING TO FIGURE OUT HOW TO
24 CREATE A SYSTEM. BUT I DON'T WANT US TO LOSE SIGHT OF WHAT
25 WE'RE TRYING TO ACCOMPLISH WHICH IS CREATE A SYSTEM THAT IS S



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1 CORRECTIVE AND COMPETITIVE WITH THE AUTOMOBILE, SO THAT MORE
2 PEOPLE WOULD USE TRANSIT, AND AT THE SAME TIME OFFERS A
3 SEAMLESS SYSTEM FOR PEOPLE WHO ARE TRANSIT DEPENDENT OR ARE
4 ALREADY USING TRANSIT. PEOPLE ARE TALKING ABOUT FARE
5 INTEGRATION. I THINK THAT'S A VERY IMPORTANT ONE. I WANT TO
6 BRING UP SCHEDULED INTEGRATION. AND HOW IMPORTANT IT IS TO BE
7 ABLE TO GO FROM ONE SYSTEM TO ANOTHER SYSTEM WITHOUT THERE
8 BEING A 15 MINUTE OR SOMETIMES A HALF HOUR WAIT FOR THE NEXT
9 VEHICLE TO COME ALONG ESPECIALLY WHEN YOU ARE CONNECTING WITH
10 REGIONAL SYSTEMS, LIKE RAIL AND FERRY SYSTEMS TO BE ABLE TO
11 GET THERE WITH ENOUGH TIME TO BE ABLE TO GET ON THE BUS AND ON
12 THE TRAIN OF WHERE YOU'RE GOING AND GET ON THE TRAIN TO STILL
13 CATCH THE BUS TO WHERE YOU'RE TRYING TO GO TO FROM THERE. AND
14 A LOT OF TIMES THE SYSTEM IN THE BAY AREA DOESN'T WORK THAT
15 WAY. THIS IS PART OF NETWORK SCHEDULING -- THERE I WHOA I'M
16 DONE.

17

18 **DENIS MULLIGAN, CHAIR:** THANKS WENDI. WALLY HAS THE TIMER
19 WORKING. SO THE NEXT SPEAKER IS GEORGE SPEAS.

20

21 **CLERK OF THE BOARD:** ARE WE USING TWO MINUTES OR ONE AND A HALF
22 SINCE WE HAVE TEN MORE SPEAKERS.

23

24 **DENIS MULLIGAN, CHAIR:** WE'LL GIVE PROVIDE TWO MINUTES. BE
25 CONCISE. APPRECIATE IT.



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1

2 **SPEAKER:** HI. MY NAME IS GEORGE SPEAS, I AM A TRANSIT RIDER IN
3 THE EAST BAY I USE AC TRANSIT, BART, SF MUNI, AND THE FERRY
4 SYSTEM, AND I WANT TO ADVOCATE FOR YOU FOLKS TO KEEP THE
5 RIDERS IN MIND. I REALLY APPRECIATE THAT A LOT OF THE
6 PERSPECTIVES HERE REST IN LINE WITH THE NEED FOR A USER
7 CENTRIC MODEL THAT MAKES ADOPTING AND USING THE SYSTEM MORE
8 SUCCESSFUL. BECAUSE I WOULD ADD THAT WE WANT TO BE ABLE TO
9 TAKE CARE OF EXISTING RIDERS ON THE SYSTEM MANY OF WHOM ARE
10 TRANSIT DEPENDENT, LIKE MYSELF, BUT WE ALSO WANT TO BE ABLE TO
11 ENCOURAGE MORE PEOPLE BACK TO TRANSIT, OR TO ADOPT TRANSIT FOR
12 FIRST TIME. AND THE SEAMLESS DISCIPLINE, THE SIMPLICITY OF USE
13 IS GOING TO BE A MAJOR FACTOR THERE, AND I WOULD ALSO SAY,
14 SLIGHTLY AND COUNTER TO THE POINT ABOUT SAN FRANCISCO BEING
15 THE CENTER OF THE BAY AREA UNIVERSE, THAT'S OBVIOUSLY
16 CHANGING, AND WE ALSO HAVE TO THINK OURSELVES FORWARD INTO THE
17 FUTURE. AND THERE IS GOING TO BE A LOT MORE CROSS TRAVEL, AND
18 THERE IS GOING TO BE A DESPERATE NEED TO MOVE PEOPLE OUT OF
19 THEIR CARS AND BE ABLE TO SERVE PEOPLE ACROSS THE REGION IN
20 ALL DIRECTIONS USING TRANSIT AND NOT USING INTERNAL
21 COMBUSTION. I ENCOURAGE PEOPLE TO NOT ONLY THINK ABOUT WHAT
22 THE HISTORICAL PATTERN HAS BEEN BUT WHAT THE FUTURE PATTERN
23 NEEDS TO BE AS WE GO FORWARD AND TO MAKE SURE THAT RIDERS HAVE
24 A USER CENTRIC EXPERIENCE THAT ENCOURAGES THEM TO PARTICIPATE
25 IN THE SYSTEM. THANK YOU.



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1

2 **CLERK OF THE BOARD:** THANK YOU.

3

4 **DENIS MULLIGAN, CHAIR:** THANKS GEORGE. NEXT SPEAKER IS DAVEED
5 MANDELL.

6

7 **SPEAKER:** GOOD AFTERNOON I'M DAVEED REPRESENTING THE AMERICAN
8 COUNCIL OF THE BLIND TRANSPORTATION COMMITTEE. NO MATTER WHAT
9 FORM OF GOVERNANCE HAS BEEN CHOSEN FOR THE BAY AREA REGIONAL
10 TRANSIT SYSTEM THE NETWORK MANAGER MUST ENSURE TOTAL FIXED
11 TRANSIT PARATRANSIT ACCESSIBILITY FOR EVERYONE INCLUDING
12 PEOPLE WITH DISABILITIES AND SENIORS. IT'S MUST DEVELOP STRICT
13 UNIVERSAL DESIGN STANDARD. IT'S OFTEN DIFFICULT TO FIND BUS
14 STOPS BECAUSE MOST CUSTOMER SERVICE AGENTS ARE UNABLE TO GIVE
15 ACCURATE DIRECTIONS. THE U.S. HAS NO BUS STOP INDICATORS FOR
16 BLIND PEOPLE UNLIKE AUSTRALIAN JURISDICTIONS. NO REQUIRED
17 ADVANCED RESERVATIONS OR HAVING TO PAY AT LEAST TWICE THE
18 AVERAGE NON-DISCOUNTED ON FIXED ROUTE TRANSIT FARE.
19 PARATRANSIT RIDERS MUST HAVE THE REGIONAL ON DEMAND SERVICE
20 24/7, 365 ENCOMPASSING THE ENTIRE BAY AREA LINK TO THE
21 INABILITY TO DRIVE RATHER THAN FIXED ROUTE TRANSIT. IT'S
22 ESTIMATED THAT 65% OF AMERICANS DRIVE CARS THEY OFTEN TAKE
23 SPONTANEITY FOR GRANTED. PUBLIC TRANSIT MUST BE AVAILABLE DAY
24 AND NIGHT IN ALL URBAN, SUBURBAN AND RURAL AREAS. TO SUM UP,



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1 DON'T JUST TALK ABOUT EQUITY, PROVE IT. MAKE IT HAPPEN. THANK
2 YOU.

3

4 **CLERK OF THE BOARD:** THANK YOU.

5

6 **DENIS MULLIGAN, CHAIR:** THANKS DAVEED. NEXT UP JOE KUNZLER.

7

8 **SPEAKER:** I NOTICED THERE WAS NO DISCUSSION TO ADDRESS CURRENT
9 THREAT OF COVID-19, THE LEADERSHIP OF DIRECTOR POWERS AND LISA
10 TROST, THE BART BOARD ADOPTED A MASK MANDATE LAST THURSDAY,
11 LISA SAID, SHE SAID ON TRANSIT CENTER, BASICALLY SPORTS CENTER
12 OF TRANSIT BRANDS, SHE SAID COULDN'T DO IT. WE HAVE PEOPLE
13 RELYING ON US. THEY SUPPORT MASK MANDATES LET'S DO THIS. AND
14 THEY YOU NEED TO PROTECT RIDERS AND THE EMPLOYEES EQUALLY.
15 THAT'S WHY YOU NEED THIS. I CALL UPON ALL DIRECTORS ESPECIALLY
16 DIRECTOR TUMLIN TO IMPOSE A MASK MANDATE ON YOUR TRANSIT
17 SYSTEMS IMMEDIATELY. THERE IS NO EXCUSE ON GOD'S GREEN EARTH
18 WHY YOU SHOULD BE A PETER ROGOFF OR THE DIRECTOR OF AC TRANSIT
19 AND SAY I PRIORITIZE OPERATORS SAFETY OVER MASK MANDATE
20 BECAUSE A MASK MANDATE PROTECTS THE OPERATOR AND THE
21 PASSENGERS ESPECIALLY THOSE WHO ARE IMMUNOCOMPROMISED AND
22 THOSE WHO DEPEND ON TRANSIT THE MOST. I AM ASKING YOU I AM A
23 IMPLOING YOU TO CENTER THOSE CLOSE TO THE [INDISCERNIBLE]
24 PLEASE PASS A MASK MANDATE AND LET'S GET A REGIONAL SYSTEM
25 WHERE PUBLIC SAFETY IS FIRST THANK YOU FOR TAKING MY COMMENTS



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1 I ENCOURAGE THE WORK TO CONTINUE AND I SPEAK ONLY FOR MYSELF.
2 THANK YOU.

3

4 **DENIS MULLIGAN, CHAIR:** THANKS JOE. NEXT SPEAKER IS ALETA
5 DUPREE.

6

7 **SPEAKER:** THANK YOU, AGAIN, CHAIR DENIS MULLIGAN, ALETA DUPREE
8 FOR THE RECORD SHE AND HER. ALWAYS GOOD TO BE BACK WITH YOU.
9 THIS IS HEAVY, COMPLICATED, I THOUGHT FARE INTEGRATION WAS
10 HARD. THANK YOU FOR BRINGING THIS FORWARD. I MAINTAIN TO YOU
11 THAT I AM SIMPLY AN ORDINARY USER OF TRANSIT SYSTEMS. I AM IN
12 THE BAY AREA RIGHT NOW, AND I USE MULTIPLE SYSTEMS IF IN A
13 DAY, TWO OR THREE USUALLY. AND CERTAINLY FARE INTEGRATION IS A
14 BIG PART OF THIS, BUT I THINK ABOUT THE CAPITAL AND OPERATIONS
15 IN HELPING TO MAKE THESE SYSTEMS LESS DISJOINTED BECAUSE I DO
16 A LOT OF TRANSFERS. TRANSFERS ARE HARD TO DO BECAUSE WHEN ONE
17 VEHICLE LEAVES BEFORE ANOTHER IT ONLY FAVORS A CERTAIN TYPE OF
18 TRANSFER, OTHERWISE THEN YOU HAVE TO HOLD VEHICLES FOR A LONG
19 TIME AND THAT'S JUST NOT GOING TO WORK. SO I LOOK FORWARD TO
20 SEEING HOW SCHEDULE INTEGRATION AND TRANSFERS CAN FALL INTO
21 THIS. AND I THINK ABOUT MORE CONSISTENT METHODS OF OPERATIONS
22 AMONG OUR SYSTEM, WHETHER IT BE TYPES OF VEHICLES, FARE
23 PAYMENT PROTOCOLS, ALL THESE THINGS WHERE I CAN FEEL LIKE I'M
24 RIDING ON ONE SYSTEM, INSTEAD OF 20 DIFFERENT SYSTEMS. WHAT
25 THE'S HAPPENING HERE ISN'T UNIQUE, BUT I EVEN SEE IT IN NEW



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1 YORK, WHERE YOU HAVE ONE BIG AGENCY THAT RUNS SEVERAL SMALLER
2 SYSTEMS WITHIN T SO I LOOK FORWARD TO HAVING MORE MEETINGS
3 ABOUT THIS AND CONTINUING TO DEVELOP THIS JUST AS WE HAVE WITH
4 FARE INTEGRATION. IT MAY BE CLEAR AS MUD RIGHT NOW, BUT IT
5 WILL BE CLEARER OVER TIME. THANK YOU.

6

7 **DENIS MULLIGAN, CHAIR:** THANK YOU ALETA. NEXT UP IS WARREN
8 CUSHMAN.

9

10 **SPEAKER:** CAN YOU HEAR ME? CAN YOU HEAR ME? HELLO?

11

12 **DENIS MULLIGAN, CHAIR:** YES WE CAN. PLEASE PROCEED.

13

14 **SPEAKER:** GREAT. OKAY. MY NAME IS WARREN CUSHMAN, AND I AM HERE
15 TO TALK ABOUT A COUPLE OF THINGS. FIRST OF ALL, I WANT TO
16 HIGHLIGHT WHAT I APPRECIATE. I APPRECIATE DAVEED MANDELL'S
17 COMMENTS. I APPRECIATE JOE KUNZLER'S COMMENTS, AND I
18 APPRECIATE THE FACT THAT THE BUSINESS FOLKS AND THE EQUITY
19 FOLKS ARE REFLECTIVE OF EACH OTHER'S POSITIONS THAT'S EXCITING
20 TO ME. NOW I WANT TO TALK ABOUT THE CONCERNS I HAVE. THE
21 DISABILITY COMMUNITY WROTE A LETTER TO MTC AND ALSO TO YOU ALL
22 TO TALK ABOUT THE FACT THAT WE'RE NOT AT THE TABLE. THERE ARE
23 A LOT OF ISSUES. BUT WE WANT TO ENGAGE ON, AS WAS SAID
24 EARLIER, THIS IS HEAVY STUFF. AND I HAVE BEEN FOLLOWING THIS
25 PROCESS SINCE THE BLUE RIBBON TASK FORCE STARTED ALMOST TWO



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1 YEARS AGO. TRYING TO WEIGH IN TRYING TO BE AT THE TABLE AND
2 BECAUSE OF THE FACT THAT WE'RE NOT AT THE TABLE RIGHT NOW IS
3 VERY DIFFICULT FOR US TO WEIGH IN. WAYFINDING MEANS DIFFERENT
4 THINGS TO DIFFERENT PEOPLE. I HAVE HEARD DISCUSSION OF FARE
5 INTEGRATION, HOW IMPORTANT FARE INTEGRATION IS TO THIS
6 PROCESS. PARATRANSIT IS OF COURSE A MAJOR COMPONENT OF WHAT
7 WE'RE TRYING TO GET OUT FROM THE DISABILITY COMMUNITY. WITH
8 REGARD TO THIS PROCESS, THIS IS DISTURBING. I HOPE IT CHANGES
9 QUICKLY. I HOPE WE REFLECT EQUITY. MANY DIFFERENT KINDS OF
10 EQUITY, AND THAT WE REFLECT THE DISABILITY COMMUNITY AND BRING
11 THE STAKEHOLDERS INTO THE PROCESS AND CREATE A WAY SO THE
12 STAKEHOLDERS CAN BE A PART OF THIS LONGER THAN JUST HAVING A
13 ONE MINUTE, TWO MINUTE QUICK DISCUSSION. THANK YOU.

14

15 **DENIS MULLIGAN, CHAIR:** THANK YOU. OUR NEXT SPEAKER IS RICHARD
16 HEDGES. RICHARD, PLEASE UNMUTE YOURSELF AND PROCEED. RICHARD
17 IS HAVING TROUBLE TO UNMUTE HIMSELF. WE'LL GO TO JOHN.

18

19 **RICHARD HEDGES:** THANK YOU. MY NAME IS RICH HEDGES, AND I LOVE
20 RIDING TRANSIT. I WANT TO TELL YOU, I THINK THIS IS DIFFICULT
21 BECAUSE OF ALL THE AGENCIES THAT HAVE OPERATORS SO
22 INDEPENDENTLY OVER THE YEARS. I THINK WE MIGHT LOOK TO A MODEL
23 FOR THIS EVEN THOUGH IT'S BLESSED WITH BETTER TOPOGRAPHY IS
24 THE LA TRANSIT SYSTEM WHICH HAS INDEPENDENT OPERATORS, BUT
25 OPERATES A BROAD AREA OF TRANSPORTATION NETWORK OF LIGHT RAIL,



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1 HEAVY RAIL, BUS, EXPRESS LANES, AND SOME BUS. SO, I WOULD LIKE
2 TO MERGE FIGURE WE CAN GET THAT DONE. THE MAJOR REGIONAL
3 TRANSIT SYSTEMS, FOR INSTANCE, AC, VTA, CALTRAIN, BART, MUNI,
4 AND MAYBE SMART, AND TRYING TO GET A SYSTEM TO COMPUTERIZE TO
5 REFRESH THEIR FUNDING THROUGH THE USAGE WITHIN THE SYSTEM FOR
6 A ONE TIME FARE FOR A REGIONAL FARE. I USE THAT SYSTEM IN LA
7 AND OCCASIONALLY WE'LL HAVE TO GET ON ANOTHER SYSTEM IT'S VERY
8 SIMPLE. I USE MY TAP CARD THERE WITH EXTRA CHANGE TO PAY FOR
9 THE SYSTEM. IT WORKS MUCH BETTER THAN THE SYSTEM. I'M SO
10 CHARGED TO TRYING TO TACKLE THIS AS A REGIONAL PROBLEM THAT WE
11 HAVE THAT WE USE REGIONALLY.

12

13 **DENIS MULLIGAN, CHAIR:** THANK YOU. NEXT SPEAKER IS JOHN.

14

15 **SPEAKER:** JOHN MEAN EFFORT OFFICER WITH THE EAST BAY TRANSIT
16 RIDERS UNION SPEAKING FOR MYSELF. I THE PRESENTATION MAKES
17 SENSE, TRANSIT FOR DISABLED RIDERS NEEDS TO BE INCORPORATED. I
18 WANT US TO FOCUS ON THE OUTCOMES AND THE EFFECTIVENESS OF THE
19 ARRANGEMENT THAT WILL RESULT IN THE OUTCOMES. WE HAVE TO
20 REMEMBER THAT THE CURRENT EXPERIENCE OF BAY TRANSIT WHEN
21 YOU'RE USING MORE THAN ONE IS OBJECTIVELY A REALLY BAD
22 EXPERIENCE COMPARED TO JUST THE AVERAGE SIMILARLY SIZED METRO
23 AREA WITHIN THE UNITED STATES. SO THE FARE INTEGRATION
24 SCHEDULE INTEGRATION REALLY NEED TO BE IMPLEMENTED UNDER THE
25 NEW STRUCTURE. I CAN TELL YOU THAT WE HEAR A LOT OF SUPPORT



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1 FOR THOSE GOALS, WHEN IT GETS TAKEN BACK TO THE AGENCIES IT
2 GETS VERY PAROCHIAL, WHAT IF IT TAKES AWAY OUR AUTHORITY. IF
3 WE FAIL TO MAKE CHANGES WE'RE FAILING RIDERS AND ARE NOT IN A
4 POSITION FOR THE LOW CARB FUTURE WE NEED FOR THE SAKE OF THE
5 WORLD AND FOR FUTURE GENERATIONS. I WANT TO NOTE IT WILL BE
6 IMPORTANT TO HAVE ACCOUNTABILITY SPECIFICALLY TO THE RIDERS
7 WHO USE AN INTEGRATED SYSTEM, FOR EXAMPLE, IF THEY EXPECT A
8 TRANSFER AND DO NOT GET IT IF THEY SWIPE THERE CAR AND INCUR
9 THE CHARGES THE USUAL AMOUNTS. THERE NEEDS TO BE ONE CLEAR
10 PLACE TO GO TO. THANK YOU.

11

12 **DENIS MULLIGAN, CHAIR:** NEXT SPEAKER IS NSHANT.

13

14 **SPEAKER:** THANK YOU. I AM SUPPORTIVE OF INTEGRATED FARES BACK
15 BEFORE CORONAVIRUS I USED TO COMMUTE FROM BERKELEY TO THE DOG
16 PATCH, THAT TOOK AN HOUR 15 MINUTE MINUTES, REQUIRING AC
17 TRANSIT TRANSFER TO BART TRAIN, YOU HAD TO MAKE DECISIONS
18 ABOUT SWITCHING TRANSFERS FOR THE BEST INTEGRATION SYSTEM. I
19 THINK I SAVED \$0.50 GETTING ON MUNI TRANSFERS FROM BART FOR
20 EXAMPLE. AND THESE ARE THE KINDS OF PROBLEMS THAT PEOPLE
21 ENCOUNTER ALL THE TIME IN PARTICULAR WITH BART AS THE SPINE OF
22 THE NETWORK AND I THINK WE SHOULD CONSIDER ALL OF THESE
23 PERSPECTIVES, FARE INTEGRATION OBVIOUSLY IS SOMETHING BEING
24 PUSHED BUT THE SYSTEM INTEGRATION PROBLEMS ARE IMPORTANT. FOR
25 EXAMPLE, CALTRAIN TO BART TRANSFER AT MILLBRAE OR ALONG MARKET



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1 STREET, YOU HAVE TO GO UP-AND-DOWN THE STAIRS, ESPECIALLY IF
2 YOU HAVE TIGHT HEADWAYS AND ONE WAY TRANSFER SOMETIMES RUNNING
3 DOWN THE STAIRS IS THE DIFFERENCE BETWEEN COSTING YOU 15
4 MINUTES ONCE OR TWICE CAN BE TROUBLESOME. THESE ARE EVERYDAY
5 PROBLEMS WITH TRYING TO BUILD A SEAMLESS SYSTEM. AND I AGREE
6 WHOLEHEARTEDLY WITH THE COMMENTS MADE ABOUT ACCESSIBILITY,
7 ABOUT TRANSFERS, FUNDING, FROM THE FINANCIAL SIDE. ABOUT, YOU
8 MISSED A TRANSFER, YOU GOT CHARGED EXTRA, THREE OR \$4 FOR A
9 RIDE ON THE BUS OR TRAIN OR SOMETHING LIKE THAT. WE SHOULD TRY
10 TO CENTRALIZE THE SERVICE EVEN IF IT'S RUN BY MULTIPLE
11 AGENCIES THAT'S A GOOD WAY TO RUN BY DIFFERENT AGENCIES.

12

13 **DENIS MULLIGAN, CHAIR:** THANK YOU. NEXT SPEAKER IS SID
14 KOTAPATI.

15

16 **SPEAKER:** THANK YOU. SYD, I'M A TRADITION RIDER IN SAN JOSE
17 THANK YOU FOR THE OPPORTUNITY TO SPEAK HAPPY TO SEE MAN
18 STAKEHOLDERS LOOKING AT THIS FROM A RIDER CENTRIC VIEWPOINT. I
19 WANT TO NOTE SCHEDULING IS JUST AS IMPORTANT AS FARE
20 INTEGRATION. THERE ARE A LOT OF HIGH QUALITY TRANSIT ROUTES IN
21 THE BAY AREA BUT WHEN YOU ARE OFTEN FACED WITH HALF HOUR WAITS
22 TRANSFERRING BETWEEN THEM AS I OFTEN HAVE AS A TRANSIT RIDER
23 IT'S HARD TO BE COMPETITIVE WITH A CAR COMBINED WITH HIGH
24 COST, MAKES TRANSIT COMMUTE PRETTY HARD ESPECIALLY FOR THE
25 WORKING CLASS PEOPLE PUSHED OUT OF THE INNER BAY AREA BY HIGH



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1 HOUSING COSTS. AND AS MENTIONED EARLIER IN THE PRESENTATION,
2 RIGHT NOW THE CURRENT NUMBER OF INTER-AGENCY TRANSFERS IS
3 SMALL THIS IS DUE TO LACK OF FARE INTEGRATION SCHEDULE
4 COORDINATION AND LACK OF REGIONAL NETWORK PLANNING
5 STANDARDIZING ACCESSIBILITY IS VERY IMPORTANT THIS HELPS
6 SECURE TRANSIT FOR FUTURE IN A POST-COVID ERA. I AM REALLY
7 EXCITED TO SEE THAT WE'RE DISCUSSING THIS REGIONAL
8 INTEGRATION. THANK YOU.

9

10 **DENIS MULLIGAN, CHAIR:** THANK YOU, SYD. OUR NEXT SPEAKER IS IAN
11 GRIFFITHS.

12

13 **SPEAKER:** GOOD AFTERNOON. THIS IS IAN GRIFFITHS FROM SEAMLESS
14 BAY AREA. STRONGLY WOULD AGREE WITH THE COMMENT MADE BY VICE
15 CHAIR JOHN-BAPTISTE ABOUT THE IMPORTANCE OF THE GOAL OF ALL OF
16 THIS WORK TO PROMOTE TRANSIT USE. THE FRAMING AT THE BEGINNING
17 OF THESE SESSIONS, JUST A REMINDER OF THAT WOULD BE HELPFUL
18 THAT OUGHT TO BE EMPHASIZED AT EVERY ONE OF THIS MEETINGS,
19 WHATEVER THE PROBLEM STATEMENT AND ARTICULATION OF THE
20 OBJECTIVE IS IMPORTANT WAY OF SPEAKING IN THE CONVERSATION.
21 ALSO OBVIOUSLY SUPPORT THAT WE NEED TO MAKE THESE DECISIONS
22 WITH RIDERS IN MIND AND THAT THERE ISN'T A CLEAR DISTINCTION
23 BETWEEN LOCAL RIDERS AND REGIONAL RIDERS. I'M A LOCAL ONE DAY
24 REGIONAL THE NEXT DAY AND USING ALL THOSE SERVICES ALMOST
25 EVERYONE IN THE BAY AREA IS A LOCAL RIDER ONE DAY REGIONAL



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1 RIDE A DIFFERENT DAY. I WANT TO ALSO NOTE THAT JUST ON THE WAY
2 THE SLIDE IS FRAMED LOCAL ACCOUNTABILITIES VERSUS REGIONAL
3 ACCOUNTABILITIES, I WANT TO BE CLEAR AND REMIND THAT TO HAVE
4 LOCAL ACCOUNTABILITY DOESN'T NECESSARILY MEAN THAT WE THAT'S
5 LIKE IN THE LOCAL BOARDS THAT WE CURRENTLY HAVE. THERE IS --
6 IT'S POSSIBLE TO HAVE LOCAL ACCOUNTABILITY BUT WITHIN A
7 REGIONAL ENTITY OR AN ENTITY THAT COVERS MORE THAN ONE COUNTY
8 OR ONE CITY FOR EXAMPLE, ARE TRANSLINK IN VANCOUVER IS AN
9 ENTITY THAT COVERS OF THE ENTIRE REGION THAT PROVIDES SERVICE
10 ACROSS THE REGION BUT THERE ARE LOCAL PLANNING TEAMS WITHIN
11 TRANSLINK EVEN THOUGH IT COVERS THE WHOLE REGION THAT HAS
12 RELATIONSHIPS WITH ALL LOCAL CITIES ALL LOCAL AGENCIES. THEY
13 DO DETERMINE WHERE THE LOCAL SCHOOL SERVICE AND BUS STOPS ARE
14 BUT THE FACT THEY'RE A REGION-WIDE ENTITY DOESN'T PREVENT THEM
15 FROM DOING THAT THEY BUILT THAT CAPACITY UP OVER THE YEARS SO
16 LOCAL ACCOUNTABILITY SHOULDN'T EQUATE TO THE EXACT LOCAL
17 BOARDS WE HAVE NOW WE NEED TO HAVE ASSESSMENT OF ALL OPTIONS
18 AS WE GET TOWARDS THE ALTERNATIVES PHASE HERE AND AS A DESIGN
19 PRINCIPLE I THINK LEGIBILITY TO THE PUBLIC IS REALLY AN
20 IMPORTANT IDEA THAT SHOULD BE CONSIDERED HOW EASY IS IT FOR A
21 MEMBER OF THE PUBLIC TO UNDERSTAND WHERE THEY NEED TO GO I
22 DIDN'T SEE THAT REFLECTED IN THE DESIGN PRINCIPLES FOR THE
23 NETWORK MANAGER.
24



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1 **DENIS MULLIGAN, CHAIR:** THANK YOU. OUR NEXT SPEAKER IS KRISTINE
2 FITZGERALD.

3

4 **SPEAKER:** GOOD AFTERNOON. I'M KRISTINE FITZGERALD, INDEPENDENT
5 LIVING CENTER. CONCUR WITH POINTS OF VIEW SPOKEN BEFORE ME,
6 DAVEED, AND OTHERS. ALSO ONE OBSERVATION, WE HAVE HEARD SO
7 MANY PEOPLE SPEAK ABOUT DIFFERENT TRANSIT SYSTEMS. HERE IN THE
8 UNITED STATES, AND CANADA, LOOKING AT EXAMPLES OF SYSTEMS
9 OUTSIDE OF THE UNITED STATES AND CANADA, SUCH AS GERMANY,
10 FRANCE, SWEDEN, ALL OF THE EUROPEAN SYSTEMS, THESE SYSTEMS
11 HAVE BEEN LONG IN ACTION, AND THEY HAVE DEVELOPED A SYSTEM TO
12 MAKE EVERYTHING INTEGRATED. WHEN YOU LOOK AT INTEGRATING
13 STRAIGHT SYSTEMS, THAT YOU LEAVE 2 TO 5 MINUTES, FOR A RIDER
14 TO GET FROM ONE POINT TO ANOTHER. BECAUSE HAVING TO RUN UP
15 THOSE STAIRS, HAVING TO GET UP ON THE ELEVATOR, HAVING TO GET
16 UNHOOKED FROM A BUS WHEN YOU ARE A WHEELCHAIR RIDER ADDS TIME
17 TO YOUR COMMUTE. GETTING FROM SYSTEM TO SYSTEM, BUS, TRAIN,
18 WHATEVER, PLEASE KEEP THAT IN MIND, AS WE MOVE FORWARD. THANK
19 YOU.

20

21 **DENIS MULLIGAN, CHAIR:** THANK YOU, KRISTINE. OUR LAST SPEAKER
22 IS GAMILEL.

23

24 **SPEAKER:** CAN YOU HEAR ME?

25



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1 **DENIS MULLIGAN, CHAIR:** YES WE CAN.

2

3 **SPEAKER:** HI MY NAME IS MARILYN LAMPY. I AM EXECUTIVE DIRECTOR
4 OF GENESIS. I DON'T KNOW WHY THAT'S COMING UP. I APOLOGIZE FOR
5 THAT. WE HAVE LEADERSHIP LOCATED ALL OVER ALAMEDA COUNTY
6 CONTRA COSTA COUNTY AND THE NORTH BAY GENESIS REPRESENTS MANY
7 WHO RELY ON TRANSIT AS THEY ARE ESSENTIAL WORKERS AND WE ARE
8 ALSO ON THE COORDINATING COMMITTEE OF VOICES FOR PUBLIC
9 TRANSPORTATION. I AM IN SUPPORT OF CENTERING EXPERIENCE AND
10 NEEDS OF PEOPLE WITH DISABILITIES OUR TASK FORCE'S FOCUS IS ON
11 MAKING TRANSIT POLICY DECISIONS TO MAKE IT EASIER AND
12 ACCESSIBLE. I AM A LOCAL RIDER BUT MOST IMPORTANTLY A PARENT
13 OF A TEEN WHO RECEIVES A FREE MONTHLY USE PASS FROM HER SCHOOL
14 FOR AC TRANSIT, BECAUSE OF HER NORMAL BEHAVIOR, FORGETTING
15 KEYS, FORGETTING HER WALLET, FORGETTING THINGS, WE OFTEN
16 RELIES ON FREQUENT SERVICE TO MAKE IT TO SCHOOL ON TIME, SHE
17 WILL ALSO TAKE AC TRANSIT AND BART WHICH CAUSES A HICCUP IN
18 SCHEDULING. WE AS A FAMILY WOULD APPRECIATE BETTER INTEGRATION
19 AND FARES AND SCHEDULES. THANK YOU FOR YOUR WORK ON THIS. WE
20 HAVE A LOT OF YOUTH THAT ARE INVOLVED WITH OUR ORGANIZATION,
21 THAT BECAUSE OF SUPPORT AND FREQUENT SERVICE, THEY WILL BE
22 LIFE-LONG TRANSIT USERS, WHICH WILL HELP ALL OF US. THANK YOU.

23

24 **DENIS MULLIGAN, CHAIR:** THANK YOU. THAT CONCLUDES PUBLIC
25 COMMENT. I WOULD LIKE TO THANK EVERYONE FOR YOUR PATIENCE. I



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1 APOLOGIZE FOR THE TIME LIMIT. WE PROBABLY LOST A FEW PEOPLE
2 ALONG THE WAY. I WANT TO TURN IT OVER TO BE KEVIN FOR NEXT
3 STEPS.

4

5 **DENIS MULLIGAN, CHAIR:** WE HAD GOOD FEEDBACK TODAY. WISH WE HAD
6 MORE TIME TO DELVE INTO THESE ISSUES. MOVING TO THE EARLY PART
7 OF THE MEETING, WE WILL BEGIN TO PUT TOGETHER CONCEPTS THAT
8 FOLKS CAN START REACTING TO MAYBE MORE CONCRETELY OF MOVING
9 FROM THEORY TO REALITY. THAT'S REALLY MY MAIN TAKE AWAY FROM
10 TODAY. IS THAT WE PUT A LOT OF THEORY OUT THERE, AND I THINK
11 THERE IS A HUGE AMOUNT OF ENERGY AROUND, WELL, WHAT DOES IT
12 MEAN CONSISTENT PARATRANSIT POLICY AND FARE POLICY AND PRICING
13 ACROSS THE REGION. LOOKING AT STRUCTURES AND EVALUATION
14 CRITERIA, AND START PUTTING THIS IS FRONT OF THIS BODY.

15

16 **DENIS MULLIGAN, CHAIR:** THANK YOU KEVIN. BEFORE WE ADJOURN FOR
17 OUR NEXT MEETING WHICH IS JUNE 6TH AT 1:00 P.M. IT WILL BE IN
18 HYBRID FORMAT UNLESS YOU HEAR OTHERWISE. DOES ANYONE ON THE
19 ADVISORY GROUP HAVE ANY LAST COMMENT OR THOUGHT BEFORE WE
20 ADJOURN? SEEING NONE. THANK YOU ALL VERY MUCH FOR YOUR TIME
21 ATTENTION AND THOUGHTFUL COMMENTS TODAY AND THE JOURNEY
22 CONTINUES WITH OUR NEXT MEETING ON JUNE 6TH. THANK YOU.

23 [ADJOURNED]

24

25

26

27



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