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METROPOLITAN TRANSPORTATION COMMISSION 1 POLICY ADVISORY COUNCIL TRANSIT TRANSFORMATION 2 ACTION PLAN SUBCOMMITTEE 3 MONDAY, OCTOBER 24, 2022 9:00 AM 4 5 CHAIR, ADINA LEVIN: THANK YOU VERY MUCH. AND GOOD MORNING TO 6 ALL. THIS IS THE OCTOBER 24TH MEETING OF THE POLICY ADVISORY 7 8 COUNCIL TRANSIT TRANSFORMATION ACTION SUBCOMMITTEE, AND CAN THE BROADCAST TEAM PLEASE PLAY THE MEETING ANNOUNCEMENT? 9 10 [RECORDED MEETING PROCEDURES ANNOUNCEMENT] DUE TO COVID-19, THIS MEETING WILL BE CONDUCTED AS A ZOOM WEBINAR PURSUANT TO 11 THE PROVISIONS OF ASSEMBLY BILL 361 WHICH SUSPENDS CERTAIN 12 REOUIREMENTS OF THE BROWN ACT. THIS MEETING IS BEING WEBCAST 13 14 ON THE MTC WEBSITE. THE CHAIR WILL CALL UPON COMMISSIONERS, 15 PRESENTERS, STAFF, AND OTHER SPEAKERS, BY NAME, AND ASK THAT 16 THEY SPEAK CLEARLY AND STATE THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA WEBCAST AND 17 ZOOM, WITH THEIR CAMERAS ENABLED, ARE REMINDED THAT THEIR 18 ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS 19 OF THE PUBLIC PARTICIPATION BY ZOOM, WISHING TO SPEAK, SHOULD 20 USE THE RAISE HAND FEATURE OR DIAL STAR 9, AND THE CHAIR WILL 21 CALL UPON THEM AT THE APPROPRIATE TIME. TELECONFERENCE 22 ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR 23 PHONE NUMBER. IT IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR 24 NAMES AND ORGANIZATION, BUT, PROVIDING SUCH INFORMATION IS 25

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VOLUNTARY. WRITTEN PUBLIC COMMENTS RECEIVED AT 1 INFOATBAYAREAMETRO.GOV BY 5 P.M., YESTERDAY, WILL BE POSTED TO 2 3 THE ONLINE AGENDA AND ENTERED INTO THE RECORD, BUT WILL NOT BE READ OUT LOUD. IF AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD 4 5 LIKE TO SPEAK, THEY ARE FREE TO DO SO. THEY SHOULD RAISE THEIR HAND AND THE CHAIR WILL CALL UPON THEM AT THE APPROPRIATE 6 7 TIME. A ROLL CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. 8 PANELISTS AND ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. IN ORDER TO GET THE FULL ZOOM EXPERIENCE, PLEASE 9 MAKE SURE YOUR APPLICATION IS UP TO DATE. 10 11 CHAIR, ADINA LEVIN: OKAY. WILL THE CLERK CALL ROLL AND CONFIRM 12 QUORUM. 13 14 15 CLERK, MARTHA SILVER: LEVIN? 16 17 CHAIR, ADINA LEVIN: HERE. 18 19 CLERK, MARTHA SILVER: KALLINS? GROSS? 20 21 ZACH DEUTSCH-GROSS: HERE. 22 23 CLERK, MARTHA SILVER: GOYAL IS EXCUSED. GRIFFITH? 24 IAN GRIFFITHS: HERE. 25



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1
    CLERK, MARTHA SILVER: HANKERSON? HARTMAN? HEDGES?
2
3
    RICHARD HEDGES: HERE.
4
5
    CLERK, MARTHA SILVER: KASS?
6
7
8
    JONOTHON KASS: HERE.
9
    CLERK, MARTHA SILVER: LIEU? LOPER?
10
11
    EMILY LOPER: HERE.
12
13
    CLERK, MARTHA SILVER: THANK YOU. MALLON? PIERCE? PIERCE?
14
    STANKE? ALTERNATE ELDRED?
15
16
    ANNE OLIVIA ELDRED: HERE.
17
18
19
    BRIAN STANKE: STANKE IS HERE.
20
    CLERK, MARTHA SILVER: SCOTT?
21
22
23
    TERRY SCOTT: HERE.
24
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CLERK, MARTHA SILVER: WE HAVE A QUORUM. ALTERNATES ARE NOT 1 2 NEEDED. 3 CHAIR, ADINA LEVIN: THANK YOU. WE'LL MOVE TO THE MINUTES OF 4 5 SEPTEMBER 30TH. MAY I HAVE A MOTION AND SECOND TO APPROVE THE MINUTES FROM SEPTEMBER 30TH? 6 7 8 IAN GRIFFITHS: GRIFFITHS MOVED. 9 RICHARD HEDGES: SECOND. 10 11 CHAIR, ADINA LEVIN: OKAY. IS THERE ANY DISCUSSION FROM MEMBERS 12 ON THIS ITEM? HEARING NONE. WILL THE CLERK LET US KNOW IF 13 THERE WERE ANY PUBLIC COMMENTS ON THIS ITEM? 14 15 16 CLERK, MARTHA SILVER: THERE ARE NO MEMBERS OF THE PUBLIC WITH THEIR HAND RAISED, AND THERE WAS NO PUBLIC COMMENT SUBMITTED 17 18 ON THIS ITEM. 19 CHAIR, ADINA LEVIN: ALL RIGHT. ANY MEMBERS OF THE PUBLIC WANT 20 TO GIVE PUBLIC COMMENT ON THE MINUTES? I'M HEARING NONE. SHALL 21 22 WE HAVE THE ROLL CALL VOTE? 23 CLERK, MARTHA SILVER: OKAY. CHAIR LEVIN? 24 25



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1
    CHAIR, ADINA LEVIN: YES.
2
3
    CLERK, MARTHA SILVER: VICE CHAIR KALLINS?
4
5
    V. CHAIR, WENDI KALLINS: YES. HERE.
6
7
    CLERK, MARTHA SILVER: THANK YOU. ALAN? CUSHMAN?
8
9
    WARREN CUSHMAN: YES.
10
11
    CLERK, MARTHA SILVER: THANK YOU. DEUTSCHE GROSS?
12
13
    ZACH DEUTSCH-GROSS: YES.
14
    CLERK, MARTHA SILVER: GLASER?
15
16
    GERRY GLASER: HERE.
17
18
19
    CLERK, MARTHA SILVER: GOYAL IS EXCUSED. GRIFFITHS?
20
21
    IAN GRIFFITHS: AYE.
22
23
    CLERK, MARTHA SILVER: HARTMAN? HEDGES?
24
    RICHARD HEDGES: YES.
25
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1 2 CLERK, MARTHA SILVER: KASS? 3 JONOTHON KASS: YES. 4 5 CLERK, MARTHA SILVER: THANK YOU. HARTMAN, DID YOU WANT TO VOTE 6 7 ON THE MINUTES? HART 8 9 SPEAKER: AYE. 10 CLERK, MARTHA SILVER: THANK YOU. LIEU? LOPER? LOPER? 11 12 13 **EMILY LOPER: YES.** 14 CLERK, MARTHA SILVER: MALLON? PIERCE? OKAY. STANKE? 15 16 BRIAN STANKE: AYE. 17 18 19 CLERK, MARTHA SILVER: THANK YOU. IT PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT. 20 21 22 CHAIR, ADINA LEVIN: ALL RIGHT. THANK YOU VERY MUCH. NOW WE'RE 23 UP TO THE REGIONAL NETWORK MANAGEMENT BUSINESS CASE, WHERE WE WILL HEAR A REPORT ON THE PROGRESS OF THAT STUDY, AND HAVE THE 24



OPPORTUNITY TO MAKE QUESTIONS AND COMMENTS. WE WILL HEAR FROM
 SCHRUTI HARI OF MTC STAFF.

3

SHRUTI HARI: GOOD MORNING COMMISSIONERS I'M SCHRUTI HARI FROM 4 5 THE FUNDING POLICY PROGRAMMING SECTION HERE TO PROVIDE AN UPDATE ON THE ONGOING NETWORK MANAGEMENT WORK TODAY. AS MANY 6 OF YOU KNOW SINCE THE COMMISSION ADOPTED THE BLUE RIBBON TASK 7 8 FORCE'S ACTION PLAN LAST SEPTEMBER, WE, STAFF, HAVE BEEN ASKED TO WORK FOUL SPEED ON INITIATIVES, THE REGIONAL TRANSIT 9 NETWORK MANAGEMENT EVALUATION AND THE OTHER REGIONAL RAIL 10 PARTNERSHIP STUDY AND WE'RE HERE TO PROVIDE AN UPDATE ON 11 EFFORTS TODAY. ON THIS ITEM, I PROVIDE A RECAP ON BACKGROUND 12 WORK AND PROGRESS SCHEDULE AND UPDATE ON THE NETWORK 13 MANAGEMENT EVALUATION PROCESS. IF SOMEONE COULD BRING UP THE 14 15 SLIDES, PLEASE? IF YOU COULD MOVE ON TO THE NEXT SLIDE? THANK 16 YOU. SO, THE, AGAIN, AS MANY OF YOU HERE MAY ALREADY BE AWARE, THE BLUE RIBBON TASK FORCE SET OUT THIS CHALLENGE OR PROBLEM 17 STATEMENT THAT TRANSIT IN THE BAY AREA IS NOT CURRENTLY 18 ORGANIZED TO OPTIMIZE CUSTOMER FRIENDLY INTER-AGENCY TRAVEL. 19 AS A RESULTED OF THE UNIQUE POLICIES, PROCEDURES, AND 20 OPERATING PRACTICES FOR EACH OF THE 27 TRANSIT OPERATORS IN 21 22 THE REGION. THAT MAKES IT HARD FOR THE OPERATORS TO COHESIVELY 23 SERVE THE CUSTOMERS IN THE REGION. THIS LEADS THE FUNCTION FOR EXPLORING SHIFTS IN NETWORK MANAGEMENT AUTHORITY TO HELP 24 BETTER DELIVER TRANSIT FOR ALL. THE TASK FORCE ACHIEVED 25

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SEVERAL IMPORTANT OBJECTIVES A UNANIMOUS AGREEMENT WAS REACHED 1 ON WHAT THE TRANSFORMATION PLAN SHOULD INCLUDE, CHALLENGES AS 2 3 PART OF THE PROBLEM, AND THE TASK FORCE CAME UP WITH A LIST OF THE MOST IMPORTANT NETWORK MANAGEMENT ROLES AND 4 5 RESPONSIBILITIES TO FOCUS ON IN THE NEAR-TERM. AND MTC, IN ORDER TO BUILD ON THE WORK OF THE BLUE RIBBON TASK FORCE, 6 UNDERTOOK A NETWORK MANAGEMENT EVALUATION THAT WOULD MAKE A 7 8 RECOMMENDATION OF THE PREFERRED ALTERNATE NETWORK MANAGEMENT TO ACHIEVE NEAR AND LONG-TERM REGIONAL GOALS. NEXT SLIDE, 9 10 PLEASE. SO, AGAIN, THE ACTION PLAN THAT THE COMMISSION APPROVED LAST DECEMBER SET IN MOTION THE NETWORK MANAGEMENT 11 BUSINESS CASE EVALUATION THAT BEGAN THIS PAST JANUARY AND TO 12 COME TO THE MTC, IN JANUARY OF 2023, AND THE COMMISSION 13 APPROVED A 14 PERSON ADVISORY GROUP COMPRISED OF TRANSIT 14 15 OPERATORS, REPRESENTATIVES OF EQUITY, SOCIAL JUSTICE, TRANSIT 16 RIDERS, BUSINESS AND LABOR TO PROVIDE GUIDANCE IN THIS 17 IMPORTANT PROCESS. SOME OF YOU ARE AWARE OF THIS, A FEW OF YOU ARE ON THE ADVISORY GROUP HERE THAT I CAN SEE. GIVEN THE 18 IMPORTANCE OF THIS MATTER TO THE FUTURE OF OUR TRANSIT 19 NETWORK, THE MTC COMMISSION RECEIVED AND DISCUSSED THE 20 RECOMMENDATION IN JANUARY, BUT IT'S SLATED TO TAKE ACTION AT A 21 SECONDS COMMISSION MEETING IN FEBRUARY. WE'LL BE PROVIDING AN 22 UPDATE NEXT INFORMING THE NETWORK MANAGEMENT EFFORT, BUT MORE 23 ON THE RAIL STUDY IN THE NEXT PRESENTATION. NEXT SLIDE PLEASE. 24 MIDWAY THROUGH THE STUDY, THROUGH THE NETWORK MANAGEMENT 25

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STUDY, THE HIDDEN INFLECTION POINT, AT THE JUNE ADVISORY 1 2 GROUP, OPERATORS WHO ARE STAKEHOLDERS IN THE ADVISORY GROUP 3 HAD RAISED CONCERNS THAT THE EVALUATION MIGHT BE INSUFFICIENTLY GROUNDED IN DATA TO INFORM A NETWORK MANAGEMENT 4 5 RECOMMENDATION. IN RESPONSE, THE MTC STAFF MET WITH THE STAKEHOLDERS IN THE -- FROM THE ADVISORY GROUP WHO HAD RAISED 6 THESE CONCERNS, AS WELL AS A CONSULTANT TEAM BEFORE APPROVING 7 8 A REFOCUSED EVALUATION PROCESS THAT WAS PRESENT AT THE SEPTEMBER ADVISORY GROUP MEETING. NOW, FOR THE FOLKS HERE, THE 9 10 MAIN DIFFERENCE AND APPROACH PROPOSED WAS AN INTENSIFICATION OF ANALYSIS FOR SIX NETWORK MANAGEMENT ROLES ACROSS THE 11 FUNCTIONAL SPECTRUM AND THE ASPECT MANAGEMENT ROLES HAVE 12 SIGNIFICANT REPRESENTATIVE POWER ACROSS THE 14 TASK FORCE 13 ROLES AND RESPONSIBILITIES THAT THE TASK FORCE IDENTIFIED LAST 14 YEAR. AND SO THE APPROACH WOULD BE INTENSIFICATION OF ANALYSIS 15 16 FOR THOSE ROLES WHILE CONTINUING TO CONSIDER SYNERGIES SELECTED BY THE BRTF, AND DECIDING THE MODIFICATION RESULTS IN 17 NETWORK MANAGEMENT AUTHORITIES AND ACCOUNTABILITIES AND 18 RESOLVED INNOVATION NETWORK MANAGEMENT FRAMEWORK. NEXT SLIDE 19 PLEASE. SO, FOR THE FOLKS THAT ARE PART OF THE ADVISORY GROUP 20 THAT ARE ON THIS CALL TODAY, SOME OF THIS MAY BE REPETITIVE, 21 BUT I WANT TO GO OVER AT A HIGH-LEVEL WHAT THE APPROACH IS FOR 22 THE REVISED METHODOLOGY AS WELL AS NEXT STEPS AS WE LEAD 23 TOWARD THE NETWORK MANAGEMENT FRAMEWORK RECOMMENDATION NO 24 25 DECEMBER. SO, THIS IS LAID OUT HERE IN TERMS OF THE HIGH-LEVEL

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TASK, AS WELL AS THE DELIVERABLES, BUT ON THE NEXT FEW SLIDES 1 2 IT'S MORE OF A GRAPHIC REPRESENTATION SO WHATEVER IS EASIER 3 FOR FOLKS TO DIGEST. THIS SLIDE, ITSELF, SHOW S THE HIGH-LEVEL TASKS INVOLVED. IN THE METHODOLOGY, THE TEAM WERE DESCRIBE AND 4 5 DEFINE THE BENEFITS ASSOCIATED WITH THE SIX FUNCTIONAL AREAS AS SELECTED, THEN ESTABLISH THE BUILDING BLOCKS OF THE 6 REGIONAL NETWORK MANAGEMENT FRAMEWORK. THE TEAM WOULD CONDUCT 7 8 A CURRENT AND FUTURE STATE ASSESSMENT OF THE SIX FUNCTIONAL AREAS TO IDENTIFY GAPS BETWEEN CURRENT STATE AND LEADING BEST 9 PRACTICES AND THAT WILL HELP US DETERMINE WHERE OPERATING 10 MODEL OR AUTHORITY SHIFTS COULD BE BENEFICIAL FOR EACH 11 FUNCTIONAL AREA AND THEN TOWARDS THE END IN THE FINAL STEP, 12 FINDINGS FOR EACH FUNCTIONAL AREA WOULD BE RECONCILED ACROSS 13 THE SIX AREAS AND TESTED ACROSS THE REST OF THE FUNCTIONAL 14 15 AREAS IN ORDER TO LEAD TO A COMPREHENSIVE NETWORK MANAGEMENT 16 FRAMEWORK. IF YOU COULD MOVE ON TO THE NEXT SLIDE, I CAN --17 THE NEXT FEW SLIDES WILL SHOW SOME OF WHAT I MENTIONED IN, SORT OF, A GRAPHICAL WAY. ON THE LEFT, IN THE LEFT-HAND SIDE, 18 YOU SEE THE SIX FUNCTIONAL AREAS THAT WERE SELECTED ACROSS THE 19 FUNCTIONAL AREA SPECTRUM FOR THE INTENSIFICATION ANALYSIS. AND 20 21 THIS IS WHERE THE FIRST STEPS MENTION DESCRIBING AND REFINE REGION BENEFITS ASSOCIATED WITHIN THIS GROUP AND AS SOME OF 22 YOU MAY KNOW WE WOULD BE ABLE TO DRAW FROM ALREADY DEVELOPED 23 DATA AND TAKE A DEEPER DIVE IN SEVERAL AREAS SUCH AS IN 24 25 INTEGRATION MAPS AND WAYFINDING FOR REGIONAL RAIL, OTHER MORE

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HIGH-LEVEL QUALITATIVE CONSIDERATION WOULD BE APPLIED AND 1 THESE REPRESENT THE BOOK ENDS OF THIS WORK. THE TEAM WOULD 2 3 THEN CONDUCT, AS I MENTIONED A CURRENT AND FUTURE STATE ASSESSMENT, WHAT IS SHOWN ON THIS SLIDE AS ILLUSTRATIVE ONLY, 4 5 OF THOSE SIX AREAS AND GAPS WILL BE IDENTIFIED IN EACH OF THE 6 FUNCTIONAL AREAS BETWEEN CURRENT STATE AND LEADING PRACTICES, AND AT THE END OF THIS, THAT'S HOW THE OPERATING MODEL SHIFTS, 7 8 OUR NETWORK MANAGEMENT SHIFTS, THAT COULD BE BENEFICIAL FOR EACH FUNCTIONAL AREA WOULD BE IDENTIFIED, AND THENS IN THE 9 10 FINAL STEP, AS MENTIONED, THE INTERDEPENDENCIES AND RISKS WOULD BE TAKEN ENTER CONSIDERATION AND WE COME UP WITH A 11 COMPREHENSIVE NETWORK MANAGEMENT FRAMEWORK ACROSS ALL OF THOSE 12 AREAS. IF YOU COULD MOVE TO THE NEXT SLIDE, ONCE WE HAVE THIS 13 OPERATING MODEL, I DID WANT TO WALK YOU THROUGH HOW WE LAND 14 15 WITH THE FRAMEWORK. ESSENTIALLY THIS OPERATE MODEL, OR WHAT WE 16 CALL IN THE OPERATING MODEL FRAMEWORK THAT YOU SAW IN THE PREVIOUS SLIDE, AS I MENTIONED, WOULD BE DEVELOPED FOR EACH OF 17 THESE SIX FUNCTIONAL AREAS THEN BROUGHT TOGETHER. NOW FOR THE 18 NETWORK TO BE SUCCESSFUL AS A WHOLE, CREATING A NEW OPERATING 19 MODEL IS GOING TO GUIDE THE IDENTIFICATION THE WAY WE 20 21 UNDERSTAND IT, OFF A NETWORK MANAGEMENT FRAMEWORK THAT CAN BE STRUCTURED INCREMENTALLY, THAT'S WHAT'S SHOWN HERE, EVOLVING 22 OVER TIME, IN RESPONSE TO TARGETED FEEDBACK. SO, ESSENTIALLY, 23 IN OTHER WORDS, THIS EFFORT IN CREATING GOING FROM THIS 24 OPERATING MODEL TO A REGIONAL NETWORK MANAGEMENT FRAMEWORK IN 25

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THE NEAR-TERM AS WELL AS LONGER TERM WHAT WE'RE DOING HERE IS 1 FOCUSING ON CHANGES TO AREAS WITH THE GREATEST IMPACT TO 2 3 RECOMMEND A PREFERRED REGIONAL NETWORK MANAGEMENT FRAMEWORK AND IMPLEMENTATION PATHWAY. THE RESULT MIGHT BE A REGIONAL 4 5 NETWORK MANAGEMENT FRAMEWORK THAT CAN CLOSE THE GAPS IN THE NEAR-TERM WITH EXISTING AUTHORITIES WHILE ALSO IDENTIFYING 6 STRUCTURAL AUTHORITATIVE REQUIREMENTS NEEDED TO FULLY 7 8 IMPLEMENT A COMPREHENSIVE RNM OVER TIME. NEXT SLIDE PLEASE. SO, THIS IS, WHEN WE TALK ABOUT THE END PRODUCT, OR THE REGION 9 NETWORK MANAGEMENT FRAMEWORK, WE SAY THAT QUITE A BIT. SO WHAT 10 IS THAT? THIS IS ESSENTIALLY A REPRESENTATION ON THIS SLIDE OF 11 WHAT THAT LOOKS LIKE FOR US TO BE ABLE TO DIGEST OUR MIND 12 AROUND THIS CONCEPT. THIS IS MADE UP, IF YOU LOOK AT IT 13 CLOSELY, THIS IS MADE UP OF THE OPERATING MODEL THAT WAS 14 DEVELOPED IN PREVIOUS STEPS THAT I JUST DESCRIBED. BUT WILL 15 16 ALSO BE COMBINED WITH THE FUNCTIONAL AREA ACCOUNTABILITIES AND 17 RESPONSIBILITIES, PLUS THE MISSION AND VISION STATEMENT, AND THAT, ALL OF THOSE THREE TOGETHER, CONSTITUTE THE RNM 18 FRAMEWORK. WHICHEVER WHAT I WE I THINK ABOUT STRUCTURING RNM 19 IN THE FUTURE IT'S IMPORTANT TO HAVE A CLEAR LINKAGE BACK TO 20 21 THE VISION MISSION, AND THAT'S SHOWN IN THE TOP BOX THERE, AND THE REST OF IT IS BROKEN INTO TWO AREAS. THE MIDDLE AREA IS 22 THE FUNCTIONING AREA ACCOUNTABILITIES AND RESPONSIBILITIES, 23 AND THE BOTTOM HALF IS THE OPERATING MODEL. SO, TO EXPLAIN 24 25 THIS BETTER, OF THE ACCOUNTABILITIES, WHAT'S SHOWN IN THE

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FUNCTIONAL AREAS RESPONSIBILITIES AND ACCOUNTABILITIES IN THE 1 MID-SECTION THERE ARE A SIMPLE WAY OF DEFINING WHAT SHOULD 2 LIVE A REGIONAL MODELS, AND OPERATING SHOWN BELOW IS DEFINING 3 HOW THAT CAN BE OPTIMALLY DONE, AND WHAT SCAFFOLDING 4 5 ESSENTIALLY BUILDERS NEEDED FOR SUPPORT S FOR EXAMPLE, MEASURING PROGRESS AND METRICS OR PROCESS FLOWS, ADJUSTED 6 GOVERNANCE, ALL OF THAT WOULD BE PART OF OPERATING BEHAVIOR. 7 8 AS I MENTIONED FUNCTIONALITY, ACCOUNTABILITIES IS THE WHAT AND OPERATING MODEL IS A SIMPLE WAY OF DEFINING HOW. OUT OF ALL OF 9 10 THIS, YOU'RE SEEING THIS DASHED BOX AND AROUND ALL OF THIS IS THE IDEA OF IMPLEMENTATION, AND THAT'S WHERE THE DASHED BOX 11 COMES INTO PLAY TO HELP US STAGE OR PHASE THE WORK AS WE NEED 12 TO CONSIDER CONSTRAINTS THAT ARE VERY MUCH PRESENT IN TERMS OF 13 FINANCIAL CONSTRAINTS, TIME CONSTRAINTS, OR LEGAL CONSTRAINTS. 14 15 AND THIS WOULD HELP US MAKE CHOICES AS TO PLACE EFFORTS TO 16 MAKE IMMEDIATE CHANGE HAPPEN AND BALANCE IT AGAINST THE 17 FEASIBILITY OF OVERCOMING A CONSTRAINT, FOR EXAMPLE, REDEFINING THE LEGAL NATURE OF A SPECIFIC ENTITY. SO, AGAIN, 18 THIS IS ESSENTIALLY A VISUALIZATION OF WHAT THAT FLAME WORK 19 WOULD LOOK LIKE. IF YOU COULD MOVE ON TO THE NEXT -- ALMOST 20 21 THE FINAL SLIDE HERE. I DID WANT TO, AS WE THINK ABOUT, AGAIN, ON ONE OF THE PREVIOUS SLIDES, I TALKED ABOUT CONSIDERATIONS 22 FOR REGIONALIZING ACROSS THE SIX FUNCTIONAL AREAS, RIGHT? AND 23 THESE ARE THE QUESTIONS, I DEPARTMENT TO SHOW THIS TO YOU. 24 THESE ARE THE QUESTIONS THE CONSULTANT TEAM WILL ANALYZE IN 25

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APPROACHING THE SHIFT IN ACCOUNTABILITIES. IN THE THREE BOXES 1 HERE WILL DRIVE THE WORK OF EVALUATING THE SIX FUNCTIONS 2 3 RELATIVE TO THE BEST STRUCTURE FOR NETWORK MANAGEMENT. IF YOU CAN MOVE ON TO THE FIND SLIDE? AND, FINALLY, I WANTED TO LEAVE 4 5 YOU WITH THE PROJECT SCHEDULE AND THE VARIOUS TOUCH POINTS, AND THE SCHEDULE HERE SHOWS THE SEQUENCE OF WORK BEING BROUGHT 6 FORWARD OVER THE NEXT COUPLE OF MONTHS TO THE ADVISORY GROUP, 7 8 ENDING WITH THE REGIONAL NETWORK MANAGEMENT FRAMEWORK RECOMMENDATION TO THE DECEMBER ADVISORY GROUP FOR INPUT. NOTE, 9 10 THE NEXT COUPLE OF MONTHS WILL BE ACTION-PACKED, AND SHAPING UP TO BE A KEY MEETING OF THE ADVISORY GROUP. IN FACT, IT'S 11 DETERMINED THAT MEETING WILL BE A THREE-HOUR LONG MEETING. IT 12 WILL BE IN-PERSON. THAT'S THE MEETING AT WHICH THE ADVISORY 13 GROUP WILL BE ABLE TO SEE THE RESULTS OF THE CURRENT STATE 14 15 ASSESSMENT OF THE SIX FUNCTIONAL AREAS, WORK THAT IS UNDER WAY 16 RIGHT NOW, AND LOOK AT WHERE THE OPERATING MODEL SHIFTS COULD BE BENEFICIAL, AND HOPEFULLY GET A GLIMPSE OF A VERY FIRST 17 DRAFT OF THE REGIONAL NETWORK PARLIAMENT FRAMEWORK. THIS WILL 18 ALLOW ADVISORY GROUP FEEDBACK TO BE CONSIDERED ESSENTIALLY 19 TWICE. SO THEY GET A FIRST LOOK AT THE RNM FRAMEWORK IN 20 21 NOVEMBER, GET FEEDBACK FROM THE ADVISORY GROUP, BUT THEN THE FINAL, OR THE DRAFT FINAL REGIONAL NETWORK MANAGEMENT 22 FRAMEWORK RECOMMENDATION COMES TO THE ADVISORY GROUP IN 23 DECEMBER, AT WHICH POINT THE ADVISORY GROUP FEEDBACK WILL BE 24 TAKEN INTO CONSIDERATION, AGAIN, INCORPORATED AND PRESENTED TO 25

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1 THE COMMISSION IN JANUARY. AND THERE IS A TWO STEP APPROACH 2 THEY TALKED ABOUT AS WELL WHERE THE COMMISSION, IN JANUARY, 3 THE COMMISSION WILL SEE IT FOR THE FIRST TIME, BE ABLE TO 4 DIGEST IT, ASK QUESTIONS, AND IN FEBRUARY ASKING FOR 5 RECOMMENDATION. WITH THAT, I WOULD LIKE TO STOP, PAUSE, AND 6 TAKE ANY QUESTIONS.

7

8 CHAIR, ADINA LEVIN: WE'RE GOING TO START WITH QUESTIONS FROM 9 THE SUBCOMMITTEE AND THEN TAKE PUBLIC COMMENTS, AND THEN SEE 10 IF ANYBODY ELSE HAS ANY OTHER COMMENTS INCORPORATING THE 11 FEEDBACK FROM MEMBERS OF THE PUBLIC. BUT, THIS IS PRETTY 12 DENSE, SO, I WANT TO HAVE OPPORTUNITY FOR QUESTIONS. GERRY 13 GLASER?

14

GERRY GLASER: THANK YOU FOR THE PRESENTATION. IT CLARIFIED 15 16 OUITE A BIT FOR ME. I DIDN'T UNDERSTAND WHAT IT WAS ABOUT. I THINK ONE THING WE FORGET ABOUT IS ONE OF THE STAKEHOLDERS I'M 17 MOST CONCERNED ABOUT IS THOSE WHO DON'T USE TRANSIT AND DON'T 18 USE THE SYSTEM. IT'S DIFFICULT TO REACH OUT TO THEM. ALSO ON 19 THE NEXGEN HIGHWAY, AND THE USERS WE WANT ARE THE ONES ON THE 20 21 HIGHWAY, THAT WE DON'T WANT ON THE HIGHWAY. AND I DO NOT KNOW HOW WE REACH OUT TO THEM AND GET THEIR NEEDS. THERE WERE TWO 22 THINGS THAT OCCURRED TO ME. YOU TALKED ABOUT GAPS, AND I WOULD 23 LIKE FOR A GRAPH THAT SHOWS WHAT THE GAPS ARE TODAY. AND WHEN 24 I SCRIBBLE THAT DOWN IT OCCURRED TO ME SOMETHING THAT WOULD BE 25

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USEFUL GOING FORWARD IS A LIST OF KEY INDICATORS. THOSE THINGS
 THAT WE COLLECT, WHAT LEVEL WE'RE AT TODAY, WHAT LEVEL WE'RE
 HOPING TO ACHIEVE, AND WHERE WE ARE, AS WE PROGRESS WITH
 MAKING THE VARIOUS CHANGES. THANKS.

5

6 CHAIR, ADINA LEVIN: THANK YOU. WARREN C CUSHMAN.

7

8 WARREN CUSHMAN: THIS IS WARREN, AND I HAVE SEVERAL PLACES I WANT TO GO WITH THIS DISCUSSION. FIRST OF ALL, I THINK 9 BACKGROUND IS REALLY IMPORTANT. IN TERMS OF PEOPLE WITH 10 DISABILITIES AND SENIORS, SOME OF US, INCLUDING MYSELF, HAVE 11 BEEN FOLLOWING THIS PROCESS FOR TWO YEARS. FROM THE VERY 12 BEGINNING, THIS -- THE BRTF, AND LATER ON, THE BUSINESS CASE, 13 HAS BEEN QUITE A BIT OPERATOR CENTRIC. THERE HAS BEEN A LOT OF 14 15 CONCERN AROUND THAT, AND ONE OF THE EXAMPLES OF THAT IS THAT 16 THE CURRENT BUSINESS CASE COMMITTEE IS ALMOST HALF OPERATORS; 17 AND, SO, THERE IS CONCERN THAT OPERATORS ARE DOMINATING THE CONVERSATION. NOW, ONE EXAMPLE OF THAT IS, IN JUNE, THE 18 OPERATORS PUSHED BACK REALLY HARD WHICH, I BELIEVE TO BE, 19 ESSENTIALLY CONCERNS ABOUT FEASIBILITY AND FINANCES. 20 21 ESSENTIALLY THE OPERATORS FEEL LIKE THEY CAN'T DO SOME OF THE THINGS THAT THE RIDERS AND COMMUNITY WOULD LIKE THEM TO DO 22 BECAUSE THEY DON'T HAVE THE MONEY. MY VIEW IS THAT THIS 23 COMMITTEE -- AND I'M REALLY SPEAKING TO MY COLLEAGUES -- THIS 24 COMMITTEE REALLY NEEDS TO THINK ABOUT A VISION. WE NEED TO 25

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THINK ABOUT WHAT WE WANT IN TERMS OF NEED, WHAT WE WANT IN 1 TERMS OF EXPECTATION. WHERE I'M AT RIGHT NOW IS THAT WE NEED 2 3 TO THINK ABOUT WHAT THE NEEDS OF THE COMMUNITY ARE. FIRST OF ALL, OBVIOUSLY I'M BLIND, SO I'M GOING TO BE COMING IF A 4 5 DISABILITY PERSPECTIVE. BUT FROM A BROADER PERSPECTIVE, THE RIDERS, THE USERS OF THE SYSTEM, WHAT THEY NEED, AND WHAT THE 6 7 VISION IS, WHAT THE OVERALL VISION IS IN TERMS OF CHANGES. I 8 HAVE A LOT OF IDEAS AROUND THAT, I'M NOT GOING TO SHARE RIGHT AT THIS MOMENT, BUT BECAUSE OF THE COMPRESSED TIMELINE WE HAVE 9 IN THE NEXT COUPLE OF MONTHS WE HAVE TO SEND A STRONG MESSAGE. 10 THIS IS NOT FULLY BAKED, THERE NEEDS TO BE A LOT OF DISCUSSION 11 AROUND THIS, AND FRANKLY, THERE IS A LOT OF DISAPPOINTMENT IN 12 MY COMMUNITY ABOUT THE ENTIRE PROCESS, AND ONE OF THE 13 QUESTIONS IS ABOUT ACCESS. THERE IS SO MUCH MISSED OPPORTUNITY 14 RIGHT NOW IN TERMS OF ACCESS, AND WE NEED TO FIGURE OUT HOW 15 16 THAT'S GOING TO WORK. I HOPE SOME MEMBERS OF THE PUBLIC WILL ADDRESS THIS AS WELL, BUT I CERTAINLY WILL BE BACK AFTER THE 17 PUBLIC TO MAKE MORE COMMENTS. 18

19

20 CHAIR, ADINA LEVIN: WENDI KALLINS.

21

22 V. CHAIR, WENDI KALLINS: CAN YOU CLARIFY WHAT YOU MEAN BY
23 NETWORK PLANNING?

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SHRUTI HARI: THIS IS THE CONNECTED NETWORK PLANNING AREA. AND 1 IN FACT, I THINK WE HAVE ONE OF THE STAFF PEOPLE ON CONNECTED 2 3 NETWORK PLANNING HERE. ESSENTIALLY COMING FORWARD WITH A VISION OF A CONNECTED NETWORK PLAN WITH A PLAN FOR TRANSIT. 4 5 V. CHAIR, WENDI KALLINS: IS THIS ENSURING THAT WHEN BART HITS 6 SAN FRANCISCO MUNI, THERE IS SOME PLANNING FOR THE BUS THAT 7 8 PICKING UP PASSENGERS FROM BART THERE IS SOME SCHEDULING NETWORK PLANNING SO YOU DO NOT STAND THERE WAITING FOR HALF AN 9 10 HOUR FOR THE BUS. AM I CORRECT ON THAT? 11 SHRUTI HARI: THE LINES ON THE MAP SHOWS CONNECTION AND 12 OPERATIONAL SERVICE CONNECTIONS AS WELL. 13 14 V. CHAIR, WENDI KALLINS: THIS IS PROBABLY THE MOST COMPLEX 15 16 PART OF REALLY CREATING A SEAMLESS SYSTEM, WE HAVE BEEN 17 WORKING WITH THE LOW-HANGING FRUIT, FARE COORDINATION, WAYFINDING, THINGS LIKE THAT ARE NOT AS DIFFICULT TO DO. IT'S 18 VERY DIFFICULT FOR ME TO SEE HOW NETWORK PLANNING COULD REALLY 19 HAPPEN WITHOUT A NETWORK MANAGER. AND, I SHARE WARREN'S 20 21 CONCERN ABOUT THE INFLUENCE OF OPERATORS, NOTHING AGAINST OPERATORS, BUT, THEY ARE GOING TO BE COMING FROM THE 22 PERSPECTIVE OF BEING PEOPLE WHO REALLY KNOW HOW TO RUN THEIR 23 OWN SYSTEMS, BUT IT'S -- I DON'T SEE, YOU KNOW -- I DO NOT SEE 24 THEM BEING ABLE TO REALLY TAKE THE HIGH-LEVEL OF LOOKING AT 25

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HOW ALL THE INTERSECTIONS OF ALL OF THE NETWORKS, AND I THINK 1 THAT'S GOING TO TAKE SOMETHING MORE THAN JUST EVERYBODY 2 3 GETTING ALONG. AND, SO, I HAVE A CONCERN WITH THE WAY THIS HAS BEEN REFRAMED, IS, THAT THERE IS -- YOU KNOW, IS THERE A 4 5 DESIRE ON SOME PEOPLE'S PART TO NOT END UP WITH A NETWORK 6 MANAGER, END UP WITH A NETWORK MANAGER, WHICH IS ALL THE OPERATORS PLAYING NICE TOGETHER, AND I DON'T THINK THAT WILL 7 8 END UP BEING SOMETHING THAT WILL BE GOOD FOR THE RIDERS. 9 CHAIR, ADINA LEVIN: THANKS. IAN GRIFFITHS? 10 11 IAN GRIFFITHS: I HAVE COMMENTS WHICH WILL WAIT UNTIL THE 12 SECOND PERIOD. WHICH ARE YOU LOOKING AT I DON'T KNOW IF THERE 13 IS SPECIFIC QUESTIONS YOU WANT US TO FOCUS ON AS THE POLICY 14 15 ADVISORY COUNCIL SUBCOMMITTEE AREAS, WHERE YOU WANT US TO 16 SPECIFICALLY WEIGH IN? IT'S HARD TO KNOW HOW MUCH OF THIS IS 17 JUST, LIKE, YEAH, LIKE, ESSENTIALLY MOVING FORWARD NO MATTER WHAT OUR COMMENTS ARE? OR ARE THERE SPECIFIC AREAS WHERE THERE 18 IS THE OPPORTUNITY TO, LIKE, WHERE YOU ARE GENUINELY 19 INTERESTED IN WHAT WE HAVE TO SAY. SO, THAT WOULD BE HELPFUL. 20 21 OR IS THIS JUST AN INFORMATIONAL UPDATE SO WE KNOW WHAT'S GOING ON. 22

23

24 SHRUTI HARI: IAN THE ADVISORY GROUP WAS ESTABLISHED BY THE 25 COMMISSION TO PROVIDE INPUT AND A COUPLE OF FOLKS POLICY

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ADVISORY GROUP ARE ON HERE, SO WE HAVE BEEN PROVIDING GUIDANCE
 AND HAVE MET WITH THIS GROUP WHEN CONSIDERING THE REVISED
 METHODOLOGY AS WELL. TODAY I WAS CALLED IN TO PROVIDE AN
 UPDATE ON THIS WORK BUT OF COURSE HAPPY TO TAKE ANY FEEDBACK
 THAT YOU HAVE, BUT THE ADVISORY GROUP IS THE MAIN GROUP TO
 PROVIDE THAT, SORT OF, DETAILED GUIDANCE AND INPUT.

7

8 CHAIR, ADINA LEVIN: UH-HUH. THANK YOU VERY MUCH. AND I HAVE TWO OUESTIONS BEFORE BRINGING IT TO MEMBERS OF THE PUBLIC. SO, 9 THE FIRST IS THERE IS A SLIDE WITH THE SIX BOXES OF THE SIX 10 AREAS THAT ARE BEING DRILLED DOWN INTO, AND THERE IS ONE BOX 11 IS CALLED "ACCESSIBILITY" BUT THERE ARE A COUPLE OF DIFFERENT 12 SCOPES OF ACCESSIBILITY THERE COULD BE, THE TRANSFORMATION 13 ACTION PLAN BOX CALLED ACCESSIBILITY WAS REALLY ABOUT 14 PARATRANSIT AND DETERMINING ELIGIBILITY FOR PARATRANSIT AND 15 16 DISABILITIES BENEFITS THAT WAS A NARROW DEFINITION IT WASN'T ACCESSIBILITY TO THE ENTIRE FIXED ROUTE TRANSIT SYSTEM AND 17 OTHER ASPECTS OF THE PUBLIC TRANSIT SYSTEM. HOW IS 18 ACCESSIBILITY BEING LOOKED AT IN THIS STUDY? DO YOU KNOW? OR 19 IS THAT KIND OF UP FOR CONSIDERATION? 20

21

SHRUTI HARI: IT IS BROADER THAN THAT. IT IS BROADER THAN WHAT WAS DEFINED IN TERMS OF NEAR-TERM ACTIONS IN THE ACTION PLAN.
WE ARE ALSO CONSIDERING ACCESSIBILITY OF TRANSIT IN GENERAL ON BUS SYSTEMS AND RAIL SYSTEMS, AND I WANT TO MENTION THAT WE

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1 MET WITH SEVERAL ACCESSIBILITY SUBJECT MATTER EXPERTS, THE 2 GROUP THAT DRENNEN LEADS, SO BOTH WITH MTC AND AS WELL AS 3 OUTSIDE OF MTC, AND THEY HAVE, AGAIN, TO YOUR POINT, ADINA, 4 THEY HAVE BROUGHT THIS POINT UP AGAIN AND AGAIN, AND AS A 5 RESULT OF THAT, WE ARE CONSIDERING THAT DEFINITION TO BE 6 BROADER THAN JUST PARATRANSIT.

7

8 CHAIR, ADINA LEVIN: OKAY. THANK YOU VERY MUCH. AND THEN I HAVE ONE OTHER OUESTION, WHICH IS IN SLIDES 8 AND 9, THERE IS A --9 10 ACTUALLY E CAN YOU BRING UP EIGHT? ALL RIGHT. SO, ACCOUNTABILITY IS DESCRIBED AS A FUNCTIONAL AREA ABOUT WHAT 11 THE ACCOUNTABILITIES ARE, AND THEN AROUND OPERATING MODEL, IT 12 SAYS GOVERNANCE AND DECISION RIGHTS. IS THERE ANYWHERE IN 13 EITHER OF THOSE BOXES THAT WILL DESCRIBE HOW THE 14 15 ACCOUNTABILITY AND DECISION-MAKING WILL WORK WITH RESPECT TO 16 THE MEMBERS OF THE PUBLIC THAT ARE AFFECTED BY THE DECISIONS AND WANT TO PROVIDE FEEDBACK ON DECISIONS? 17

18

19 SHRUTI HARI: THE SHORT ANSWER, CHAIR, IS YES. THE

20 ACCOUNTABILITY IS GOING TO BE IMPORTANT. THAT'S BEING RAISED 21 BY YOU, AS WELL AS SOME OF THE OTHER ADVISORY GROUP MEASURES, 22 OF THE ADVISORY GROUP MEETINGS AS WELL. WHERE DO FOLKS GO FOR 23 THE BELIEVABILITY FOR THE REGIONAL SYSTEM, IS SOMETHING THAT 24 THE CONSULTANT TEAM HAVE BEEN ASKED TO CONSIDER. AND ONE OF 25 THOSE TWO YOU RIGHTLY POINTED OUT IS THE INDICATION, WHERE



WOULD THE PUBLIC GO IF THEY NEED ARTICULATION ON A PARTICULAR 1 2 ISSUE. 3 CHAIR, ADINA LEVIN: I SEE RICH HAS A HAND. RICH, IS THIS A 4 5 OUESTION? BECAUSE I WANT TO TAKE PUBLIC COMMENTS BEFORE WE GO 6 DO COMMENTS. 7 8 RICHARD HEDGES: JUST LIKE EVERYONE ELSE, I'M GOING TO ASK A OUESTION, ADINA. I THINK ADINA BROUGHT UP A GOOD POINT. AND 9 10 I'M WONDERING, ACCOUNTABILITY REQUIRES A JUDGE, WHAT ROLE A NETWORK MANAGER, IF WE HAVE ONE, HAVE IN THIS, AND WILL THEY 11 BE ABLE TO ENFORCE ACCOUNTABILITY? THANK YOU. 12 13 CHAIR, ADINA LEVIN: SCHRUTI, CAN YOU ADDRESS THAT QUESTION 14 ABOUT HOW THAT'S BEING CONSIDERED? 15 16 SHRUTI HARI: THE ENFORCING OF ACCOUNTABILITY, SPECIFICALLY, 17 RIGHT? THAT IS A OUESTION I WILL NOT BE ABLE TO ANSWER NOW. 18 THE ENFORCING HAS TO DO WITH THE DASHED LINES WHERE WE SHOWED 19 THERE ARE LEGISLATIVE CONSTRAINTS TODAY IN OUR CURRENT SYSTEM. 20 21 SO, IF WE DO, AS WE LEAD THE PATHWAY FOR THIS RNM OVER THE MEDIUM TO LONG-TERM, IF WE'RE ABLE TO SEE THERE IS PARTICULAR 22 ACCOUNTABILITY ASSOCIATED WITH A PARTICULAR STRUCTURE BUT IT 23 NEEDS LEGISLATIVE POWERS TO ENFORCE IT, THAT'S JUST AN 24 EXAMPLE, THEN THAT MIGHT HAVE TO COME LATER. WE WORK UNDER 25

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WHATEVER CURRENT AUTHORITIES THERE ARE TO MAKE THESE 1 ACCOUNTABILITIES SUCCESSFUL THAT WAS THE MEDIUM TO LONG-TERM 2 3 PATHWAY. WHATEVER CURRENT AUTHORITIES WILL BE DONE IT MAY BE LESSER ENFORCEABLE BUT IF IT NEEDS MORE AUTHORITY, THAT'S WHAT 4 5 WOULD BE LAID OUT IN TERMS OF THE MEDIUM TO NEAR-TERM FRAMEWORK. AND IF WE CAN IMPLEMENT THAT AUTHORITY BY 6 7 LEGISLATION THEN IT WOULD BE MORE FORCEABLE. 8 RICHARD HEDGES: I HAVE HEARD NOTHING RECENTLY ABOUT A NETWORK 9 MANAGER SO QUITE FRANKLY WITHOUT SOME BODY THAT TIES ALL THIS 10 TOGETHER, I THINK WE'RE GOING TO FIND SOME SAD RESULTS. THANK 11 YOU. 12 13 CHAIR, ADINA LEVIN: THANKS. BRIAN? 14 15 16 BRIAN STANKE: I THINK WENDI HAD HER HAND UP FIRST. 17 V. CHAIR, WENDI KALLINS: GO FIRST. THANK YOU. 18 19 BRIAN STANKE: THIS DISCUSSION BRINGS UP FOR ME A OUESTION, AS 20 21 THE -- YOU KNOW, WOULD -- WE ARE THE POLICY ADVISORY COUNCIL 22 TRANSIT TRANSFORMATION ACTION PLAN SUBCOMMITTEE TRANSFORMATION ACTION SUBCOMMITTEE. IF LEGISLATION IS NEEDED, LEGISLATIVE 23 CHANGES, WHICH, THEY INEVITABLY ARE. WHAT WE'RE TALKING ABOUT 24 25 THE OPERATORS, METROPOLITAN TRANSPORTATION COMMISSION, THESE

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ARE ALL, VERY MUCH HOW THEY'RE STRUCTURED, IS DEFINED BY STATE 1 2 LEGISLATION, AND CHANGES ARE NEEDED. WHAT IS -- I DO NOT 3 REALLY -- I HAVEN'T REALLY HEARD MUCH OF DISCUSSION OF WHAT ARE THE LIMITATIONS OF THE CURRENT LEGISLATION. WHAT ARE THE 4 5 POTENTIAL CHANGES? AND WHAT IS A POLICY OUESTIONS THAT ARE BEING BROUGHT TO THIS SUBCOMMITTEE FOR DISCUSSION? IT SEEMS 6 LIKE THAT WOULD BE A VERY IMPORTANT PART WE'RE NOT -- WE'RE 7 8 NOT DISCUSSING.

9

10 CHAIR, ADINA LEVIN: SCHRUTI, DO I COULD CORRECTLY THAT THAT 11 WILL BE IN THE NEXT COUPLE OF MEETINGS WHERE THAT WILL BE 12 BROUGHT FORWARD?

13

SHRUTI HARI: CORRECT. THE NEXT MEETING OF THE ADVISORY GROUP 14 15 WILL CONSIDER THE RESULTS OF THE CURRENT STATE ASSESSMENT AS 16 WELL AS WHERE YOU WOULD LIKE TO BE AND WHERE THOSE SHIFTS ESSENTIALLY NEED TO HAPPEN IN ORDER TO GET TO THE OUTCOMES 17 THAT WE ALL WANT TO GET TOWARDS. AND THAT'S WHERE IT WILL BE 18 IDENTIFIED AGAIN IN TERMS OF THE FRAMEWORK THAT WAS LAID OUT, 19 AND THIS WHOLE PHASED APPROACH IS WHERE WHAT WE CAN DO UNDER 20 21 THE CURRENT AUTHORITIES GIVEN WE MAY NOT GET LEGISLATION UNTIL TOMORROW, THAT IT WOULD BE LAID OUT, BUT SAY WE DO GET 22 LEGISLATION AND DIRECTION TO FURTHER THOSE INITIATIVES THEN 23 THAT WOULD BE PUT OUT AS A MEDIUM TO LONG-TERM PATHWAY, AS 24 WELL. SO, THAT'S WHERE, I THINK, MORE DISCUSSIONS WOULD NEED 25



TO HAPPEN IF LEGISLATIVE CHANGES AND MORE FUNDING IS NEEDED. 1 BECAUSE THAT'S OBVIOUSLY SOMETHING THAT CANNOT HAPPEN 2 3 OVERNIGHT. 4 5 CHAIR, ADINA LEVIN: THANKS. TERRY SCOTT? YOU ARE -- ARE YOU MUTED? 6 7 8 CLERK, MARTHA SILVER: HE IS MUTED. TERRY, YOU HAVE TO UNMUTE 9 YOURSELF. 10 11 TERRY SCOTT: I SHARE THE SAME CONCERNS THAT RICHARD AND WENDI EXPRESSED AND THAT IS THE NETWORK MANAGEMENT LEADERSHIP SEEMS 12 TO BE THE LAST THING THAT WE'RE COMING TO, WHERE, 13 INDIVIDUALLY, WE'RE CREATING TRANSIT MEMBERSHIP TEAM, IF YOU 14 WILL, WHERE WE HAVE REPRESENTATIVES OF ALL THE TRANSIT SYSTEMS 15 16 INVOLVED, BUT, WE'RE SAVING THE LEADERSHIP UNTIL THE LAST POINT. AND I THINK THAT THAT'S A CRITICAL PART OF GETTING TO 17 THE SOLUTION THAT WE'RE ALL SEEKING, AND THERE HAS TO BE 18 SOMEONE WHO HAS A RESPONSIBILITY AND THE ACCOUNTABILITY TO 19 WORK WITH THOSE INDIVIDUAL TRANSIT GROUPS TO ACHIEVE WHAT 20 WE'RE TRYING TO ACCOMPLISH. AND I -- I'M UNCOMFORTABLE LEAVING 21 22 THAT TO THE LAST THING WE DO, OR MUCH LATER IN THE PROCESS. 23



CHAIR, ADINA LEVIN: THANKS. WENDI, DO YOU HAVE ANOTHER 1 QUESTION BEFORE WE GO TO MEMBERS OF THE PUBLIC. BECAUSE WE'RE 2 3 GOING TO GET ANOTHER BITE AT THE APPLE HERE. 4 5 V. CHAIR, WENDI KALLINS: I HAVE A QUESTION. I HAVE A QUESTION ON THE PROCESS OF HOW WE'RE FRAMING THE DECISION TO PLACE. THE 6 BLUE RIBBON COMMITTEE, YOU KNOW, ESTABLISHED THE BUSINESS CASE 7 8 TO COME UP WITH A NETWORK MANAGEMENT. THERE WERE SEVERAL MEETINGS. AND AT THE LAST MEETING, THIS REFRAMING WAS 9 PRESENTED. I DO NOT RECALL IF THE PREVIOUS MEETING, IF THERE 10 WAS A PUBLIC DISCUSSION ABOUT ASKING FOR A REFRAMING. WAS 11 THERE A PUBLIC DISCUSSION AT THE PREVIOUS MEETING? OR DID THIS 12 HAPPEN AFTER THE MEETING AT THE REQUEST OF MEMBERS OF THE 13 14 COMMITTEE? 15 16 SHRUTI HARI: ARE YOU REFERRING TO THE ADVISORY GROUP MEETING? 17 V. CHAIR, WENDI KALLINS: NO. I'M REFERRING TO THE BUSINESS 18 19 CASE. 20 SHRUTI HARI: SO THE --21 22 V. CHAIR, WENDI KALLINS: MEMBERS -- MEMBERS. 23 24



SHRUTI HARI: THE METHODOLOGY BROUGHT TO THE SEPTEMBER ADVISORY 1 2 GROUP MEETING. 3 V. CHAIR, WENDI KALLINS: IT WAS BROUGHT THERE -- I'M ASKING 4 5 WHO DETERMINED THERE SHOULD BE A REVISION? DID SOMETHING TAKE PLACE AT THE PREVIOUS MEETING THAT DIRECTED STAFF? 6 7 8 SHRUTI HARI: CORRECT. 9 V. CHAIR, WENDI KALLINS: TO MAKE A REVISION? 10 11 SHRUTI HARI: YES. THIS WAS AT THE JUNE ADVISORY GROUP MEETING 12 WHERE SOME OF THE STAKEHOLDERS RAISED CONCERNS THAT THIS 13 EVALUATION WOULDN'T BE SUFFICIENTLY GROUNDED IN DATA TO INFORM 14 15 A NETWORK MANAGEMENT RECOMMENDATION. ESSENTIALLY, I THINK --16 THE MAIN THING THAT THEY BROUGHT UP WAS WE SHOULDN'T BE ASSUMING THAT THE ROLE OF A NETWORK MANAGEMENT ROLES THAT THE 17 18 BLUE RIBBON TASK FORCE IDENTIFIED WARRANT CREATING A STRUCTURE, AND CHOOSING BETWEEN THE THREE ALTERNATIVES THAT 19 THE CONSULTANT TEAM HAD AT THAT POINT, AND DOING AN 20 21 ORGANIZATION ASSESSMENT FOR BUILDING FROM THE GROUND UP, AND 22 BASED ON IN DEPTH ANALYSIS OF WHAT THE FUNCTIONAL AREAS, OR 23 WHAT THE ANALYSIS IN EACH OF THESE FUNCTIONING AREAS IS 24 SHOWING UP.



1	V. CHAIR, WENDI KALLINS: AND WAS THERE ANY DISCUSSIONS OUTSIDE
2	OF THE MEETING WITH MEMBERS OF THE COMMITTEE ABOUT THAT?
3	
4	SHRUTI HARI: WE DID BEFORE THE SEPTEMBER ADVISORY GROUP
5	MEETING, THIS REVISED METHODOLOGY, WE HAD DISCUSSED AT BOTH,
6	WITH MOST OF THE MEMBERS OF THE ADVISORY GROUP BEFORE WE
7	BROUGHT TO THE SEPTEMBER ADVISORY GROUP, OFFICIALLY, SO THIS
8	WE DISCUSSED WITH THE OPERATORS GROUP, AS WELL AS THE OTHER
9	HALF OF THE ADVISORY GROUP BEFORE THE SEPTEMBER MEETING.
10	
11	V. CHAIR, WENDI KALLINS: THANK YOU.
12	
13	CHAIR, ADINA LEVIN: THANK YOU VERY MUCH. I WOULD LIKE TO GO TO
14	MEMBERS OF THE PUBLIC. GEORGE SPIES.
15	
16	CLERK, MARTHA SILVER: GO AHEAD.
17	
18	SPEAKER: I AM GEORGE SPIES. I AM A USER OF AC TRANSIT, BART,
19	SF MUNI, AND FERRY, AND OCCASIONALLY OTHER SYSTEMS IT'S
20	IMPORTANT FOR THIS PROCESS TO UNDERSTAND THE RIDER SHIP VIEW
21	THAT THE GOALS OF SEAMLESSNESS ARE CRITICALLY CENTRAL TO USERS
22	SUCCEEDING WITH THE SYSTEM AND ADOPTING THE SYSTEM AS THE
23	FIRST ADVISORY COUNCILMEMBER MENTIONED IT'S THE PEOPLE WHO ARE
24	NOT USING THE SYSTEM, THAT NEED TO BE THOUGHT OF AS WELL, TO
25	BRING THEM IN. AND I ESPECIALLY WANT TO FOCUS ON MY CONCERN

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THAT SEEMS TO BE SHARED BY SOME OF THE SUBCOMMITTEE MEMBERS 1 2 THAT THE MOST IMPORTANT PART OF ALL OF THIS, THE NETWORK MANAGEMENT FUNCTION, WHICH IS BASICALLY THE STRUCTURE THAT 3 ALLOWS EVERYTHING ELSE TO HAPPEN, IS BEING DRAGGED OUT AND PUT 4 5 OFF, AND SUBSUMED TO THE INTEREST OF CURRENT OPERATORS. AGAIN, NOTHING AGAINST THE OPERATORS, BUT THEY'RE REALLY GOOD AT 6 DOING WHAT ALREADY HAPPENS, AND WE SHOULD NOT ASSUME THAT 7 8 THEY'RE THE ONES WHO ARE REALLY GOOD AT DOING WHAT NEEDS TO HAPPEN, WHICH IS TO CREATE CHANGE IN THE SYSTEM. SO, IN ORDER 9 TO HAVE A LIGHTER, FRIENDLY, AND MORE COORDINATED SYSTEM, WE 10 REALLY DO NEED A NETWORK MANAGEMENT FUNCTION THAT IS 11 INDEPENDENT OF AND ABOVE THE INDIVIDUAL OPERATING SYSTEMS. AND 12 THEY NEED TO BE ACCOUNTABLE TO THE RIDERS AND FOR THE 13 RIDERSHIP TO UNDERSTAND THERE IS ACCOUNTABILITY THERE IS ONE 14 15 PLACE TO GO TO ACHIEVE THAT ACCOUNTABILITY AND THAT SHOULD BE 16 NETWORK MANAGEMENT FUNCTION. THANK YOU VERY MUCH.

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18 CHAIR, ADINA LEVIN: THANK YOU. I SEE THAT DAVE SORREL HAS A19 HAND.

20

21 CLERK, MARTHA SILVER: DAVE, GO AHEAD AND UNMUTE YOURSELF,
22 WHENEVER YOU ARE READY.

23

24 SPEAKER: THANK YOU VERY MUCH. THANK YOU ADINA, AND EVERYBODY
25 DAVID SORE REALLOCATED TRANSPORTATION NETWORK MANAGER AT UC

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BERKELEY AS WELL AS OUTGOING PRESIDENT OF NORTHERN CALIFORNIA 1 2 ASSOCIATION FOR COMMUTER TRANSPORTATION. I HAVE BEEN FOLLOWING 3 THE PROCESS, AND THANK YOU ALL FOR THE UPDATE, AS WELL, AND I THINK TO JUST KIND OF REITERATE WHAT GEORGE HAD MENTIONED. I'M 4 5 A RIDER OF AC TRANSIT, WHEELS, BART, AND OCCASIONALLY THE 6 FERRY MYSELF, AND THERE WILL BE SOME DAYS WHERE I WILL BE USING OTHER FORMS OF TRANSIT BECAUSE I REFUSE TO DRIVE GOING 7 8 TO MEETINGS AND WORKING ON BEHALF OF THE UNIVERSITY. AND I CAN ONLY EXPLAIN THIS SO CLEARLY THAT, YOU KNOW, OUR SUCCESSES 9 10 ARE, YOU KNOW, TIED TO THE EFFECTIVENESS OF A NETWORK MANAGER. AND I THINK THAT, YOU KNOW, NOT ONLY BETWEEN THE STUDENTS, 11 MANY OF THEM HAVE TRANSPORTATION INSECURITY, HOUSING 12 INSECURITY, FINANCIAL INSECURITY, YOU KNOW, WE'RE ALSO HAVE TO 13 BE CONCERNED ABOUT THE RIDERS, WHETHER OR NOT THOSE ARE CHOICE 14 15 RIDERS, THOSE THAT CAN'T AFFORD TO CROSS THE BRIDGE EVERY DAY. 16 YOU KNOW, TARGETING THEM IS IMPORTANT. BUT, ALSO, THOSE THAT NEED TO GET TO WHERE THEY NEED TO GO, BUT ALSO DOING IT AS 17 INEXPENSIVELY AND EFFICIENTLY AS POSSIBLE. SO IT IS CRITICAL 18 THAT WE CONTINUE THE EFFORTS AND HAVING THE MTC CONTINUE TO 19 LEAD THOSE EFFORTS AND TO ENFORCE THOSE EFFORTS SEE THIS WE 20 21 CAN THINK, YOU KNOW, BIG PICTURE, BEING A REGIONAL MODEL, AN ACTUAL FUNCTIONAL REGIONAL MODEL WITHOUT HAVING TO PRECLUDE 22 LOCAL IDEALS, AND LOCAL EXECUTION. AND I THINK THAT IT DOES 23 REQUIRE US TO CONTINUE WORKING FORWARD TOWARDS THAT. SO I 24 25 WOULD CONTINUE TO OFFER THAT PRESENCE. THANK YOU, AND I YIELD.

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1 CHAIR, ADINA LEVIN: THANK YOU VERY MUCH. ARE THERE ANY OTHER 2 3 MEMBERS OF THE PUBLIC WHO WOULD LIKE TO COMMENT ON THIS ITEM? I'M NOT SEEING ANY. AND, IF NOT, I WANT TO COME BACK TO -- AND 4 5 WERE THERE ANY WRITTEN COMMENTS ON THIS ITEM? 6 CLERK, MARTHA SILVER: THERE WAS NO WRITTEN CORRESPONDENCE 7 8 RECEIVED BY THE 5:00 P.M. DEADLINE FOR THIS ITEM. 9 CHAIR, ADINA LEVIN: OKAY. I WANT TO BRING IT BACK TO THE GROUP 10 AND SEE IF ANYBODY HAS COMMENTS. ANNE OLIVIA. 11 12 ANNE OLIVIA ELDRED: THANK YOU, CHAIR. SO, I WAS LISTENING TO 13 THIS AND REALLY THINKING ABOUT MY OWN TRANSIT HABITS, AND 14 15 REALIZED THAT I AM A PERSON WHO DOESN'T TAKE PUBLIC 16 TRANSPORTATION BECAUSE OF TIMING AND SEQUENCING OF BUSES AND HOW IT JUST OFTEN DOESN'T WORK FOR ME. AND THEN AT OTHER 17 TIMES, I DO TAKE PUBLIC TRANSPORTATION. AND I WAS TRYING TO 18 FIGURE OUT WHAT WAS MY TRIGGER TO GET ON TO THESE THINGS AND 19 IT'S INEFFICIENCIES IN BOTH SYSTEMS THAT DRIVE ME FROM ONE TO 20 THE OTHERS. AND THE THING THAT DRIVES ME TO PUBLIC 21 TRANSPORTATION IS CONGESTION, AND THE OTHER THING THAT GETS ME 22 OFF OF PUBLIC TRANSPORTATION IS TIME BETWEEN BUSES OR THE 23 HOURS THAT BUSES RUN OR FREQUENCY THAT BUS RUN THOSE 24 25 INEFFICIENCIES PUT ME BACK IN MY CAR AND CONGESTION PUTTING ME

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BACK ON TRANSIT. SO THE NETWORK MANAGEMENT PIECE, I'M -- JUST,
I WANT TO REITERATE HOW IMPORTANT THIS IS FROM A NUMBER OF
PERSPECTIVES, ESPECIALLY SINCE WE, IF OUR GOAL IS TO INCREASE
RIDERSHIP, THAT, HOW ESSENTIAL THAT COMPONENT, LIKE, OUR TIME
IS OFTEN ONE OF THE MOST VALUABLE THINGS. AND IT WOULD BE
GREAT TO SEE THAT EXPANDED, JUST WANTED TO SUPPORT THE FOLKS
MAKING THOSE COMMENTS. THAT'S ALL.

8

9 CHAIR, ADINA LEVIN: GERRY GLASER.

10

GERRY GLASER: CLEARLY THE WORK BEING DONE NETWORK MANAGEMENT 11 IS CORE TO THE ASSIGNMENT AS A TEAM, I HOPE TO HEAR REGULAR 12 UPDATES ON THAT PART. AND ANNE OLIVIA MADE HER COMMENT, I'LL 13 COME BACK TO THE POINT AGAIN ABOUT KEY INDICATORS. I THINK 14 THERE IS A LIST OF KEY INDICATORS. EVERY TIME SOMEBODY SPEAKS 15 16 IS THEY TALK ABOUT WELL I NEED THIS OR I NEED THAT, THERE IS AN INDICATOR BELOW THAT BEHIND THAT THAT SHOWS US WHERE WE'RE 17 SUCCEEDING WHERE WE'RE NOT SUCCEEDING WHERE THERE ARE GAPS, 18 AND I THINK WE SHOULD BE DRIVEN BY THAT, MEASURED BY IT, AND 19 HAVE A LIST. LET PEOPLE SPEAK TO IT AND SAY, "DO YOU HAVE AN 20 INDICATOR THAT'S IMPORTANT TO ME." FREQUENCY IS IMPORTANT TO 21 ME; COST IS NOT. FOR OTHER PEOPLE, IT IS; THE OPERATORS. AND I 22 THINK FROM ALL PARTIES, THE KEY INDICATORS ARE CORE TO OUR 23 ABLE TO KNOW WHERE WE ARE AND WHERE WE'RE GOING. THANKS. 24

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1	CHAIR, ADINA LEVIN: THANK YOU. I SAW, BRIEFLY, ANOTHER HAND
2	FROM A MEMBER OF THE PUBLIC THAT I WOULD LIKE TO GO TO, IF
3	MICHELLE HAYES STILL HAS A COMMENT? AND MICHELLE, I DON'T SEE
4	YOUR HAND ANYMORE, SO IF YOU HAVE A COMMENT, RAISE IT, AND I
5	WILL TAKE IT BEFORE WE ARE DONE. MICHELLE?
6	
7	CLERK, MARTHA SILVER: YOU WANT TO DO PUBLIC COMMENT AGAIN
8	RIGHT NOW? OR DO YOU WANT TO LET THE COUNCIL MEMBERS GO AGAIN
9	THEN DO ANOTHER ROUND OF PUBLIC COMMENT?
10	
11	CHAIR, ADINA LEVIN: CAN I TAKE THE PUBLIC HANDS BEFORE
12	CONTINUING UP THE MEMBER COMMENTS?
13	
14	CLERK, MARTHA SILVER: OKAY. GO AHEAD AND UNMUTE.
15	
16	SPEAKER: OKAY. HELLO EVERYONE. I AM WITH THE COMMISSION ON
17	AGING, RICHMOND, AND I HAVE HAD THE WONDERFUL OPPORTUNITY TO
18	HAVE THE CHARGE OF HAVING A TRANSPORTATION COMMISSION, AND IT
19	WAS SO CONVOLUTED WITH SYSTEMS AND ALL OF THAT, I WAS SO HAPPY
20	TO HEAR ABOUT THE SEAMLESS EAST BAY EFFORTS AND IT'S
21	DEFINITELY SOMETHING THAT IS NEEDED. AND THIS WEEKEND I HAVE
22	HAD OPPORTUNITY OF TAKING BART TO SAN FRANCISCO, AND IT WAS
23	REALLY A NICE EXPERIENCE. YOU KNOW? I WAS ABLE TO GET WHERE I
24	NEEDED TO GO. BUT THEY DID HAVE, YOU KNOW, WHATEVER ISSUES,

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IT'S IMPORTANT. AND FOR SENIORS AND DISABLED, AND WE 1 DEFINITELY NEED TO CARVE A SPOT FOCUSING ON SENIORS AND JUST 2 3 PEOPLE WITH DISABILITIES. BECAUSE THAT'S GOING TO BE THE MAIN PEOPLE WHO WILL DRIVE IF THEY FEEL SAFE, AND IF THEY FEEL THEY 4 5 WILL BE ABLE ON GET WHERE THEY NEED TO GO, YOU KNOW, WITHOUT ANY ISSUES. I THANK YOU FOR ALL THE EFFORTS, AND I STILL WILL 6 7 BE PUSHING AND CHEERING YOU ON. THANK YOU 8 9 CHAIR, ADINA LEVIN: THANK YOU. JOHNNY PARKER? MR. PARKER? 10 SPEAKER: YES, I JUST WANTED TO COMMEND MS. HARI AND HER TEAM 11 ON PARTICIPATING IN THIS COMPLEX AND LARGE-SCALE PROJECT. I 12 UNDERSTAND THE CHALLENGE COMING UP WITH A SEAMLESS AND PRIMARY 13 14 SYSTEM, AND I DO UNDERSTAND THE CONCERN FROM THE SUBJECT 15 COMMITTEE, BUT I DO LIKE THE APPROACH OF THE PROJECT SO FAR. 16 THANK YOU. 17 18 CHAIR, ADINA LEVIN: THANK YOU VERY MUCH. I'M GOING TO BRING THIS BACK TO THE SUBCOMMITTEE AGAIN, AND I SEE THAT WARREN 19 20 CUSHMAN HAS A HAND. 21 22 WARREN CUSHMAN: ALL RIGHT. THANK YOU, ADINA. I DO HAVE A COUPLE OF THOUGHTS. FIRST OF ALL, I DO WANT TO AGREE WITH MY 23

25 DO FEEL THAT WE HAVEN'T GOTTEN NEARLY FAR ENOUGH IN TERMS OF A

COLLEAGUES WHO RAISED THE CONCERN OF THE NETWORK MANAGEMENT. I

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STRONG MESSAGE AROUND NETWORK MANAGEMENT, AND I THINK WE AS A 1 COMMUNITY NEED TO DIAL IN ON THAT. AND I FEEL THAT THERE ARE A 2 3 LOT OF GAPS THAT NEED TO BE ADDRESSED. MY BIGGEST CONCERN AT THIS POINT IS THE TIMELINE. THERE ARE A COUPLE OF MONTHS, TWO 4 5 OR THREE MONTHS BEFORE A PACKAGE IS GOING GO BEFORE MTC, AND SO MY QUESTION TO THE CHAIR IS, HOW CAN WE DIAL IN ON ALL OF 6 THIS IN SUCH A SHORT TIMELINE? AND WHAT IS THE RELATIONSHIP OF 7 8 THE POLICY ADVISORY COUNCIL? ARE WE GOING TO -- IS THIS PROCESS GOING TO GO, FEED INTO THE POLICY ADVISORY COUNCIL AND 9 THEN HOW WILL THAT REFLECT IN TERMS OF -- WHAT MESSAGE WE NEED 10 TO TAKE TO THE BUSINESS CASE SCENARIO BY, ESSENTIALLY, 11 JANUARY? THANK YOU. 12

13

14 CHAIR, ADINA LEVIN: THANKS. GOOD POINT. AND I WANT TO PICK
15 THAT UP BEFORE WE ARE DONE. AND I SEE THAT IAN GRIFFITHS HAS A
16 HAND.

17

IAN GRIFFITHS: I HAVE MADE COMMENTS ON THIS STUDY IN THE OTHER 18 MEETINGS. SO I WANTED TO -- IT SEEMS -- I HAVE SHARED CONCERNS 19 THAT MANY OTHERS HAVE BROUGHT UP, SO I DO NOT NEED TO REPEAT 20 21 THOSE. WHAT SEEMS LIKE COULD BE BENEFICIAL COMING FROM THIS BODY AND WHAT IS MISSING FROM THE CURRENT APPROACH, THE 22 SHIFTED METHODOLOGY, IS A POSITIVE STATEMENT AROUND WHAT WE 23 BELIEVE NETWORK MANAGEMENT SHOULD PROVIDE, IN TERMS OF 24 ACCOUNTABILITY FOR THE SYSTEM, OVERALL. THE CURRENT FRAMEWORK 25

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SEEMS TO BE, YOU KNOW, IN TERMS OF DOING THIS GAP ANALYSIS 1 THAT IS FOCUSED ON THESE INDIVIDUAL SIX FUNCTIONAL AREAS 2 3 SAYING, WELL, WHERE DO WE WANT TO GET TO, WHAT'S CURRENT STATE AND WHAT A THE GAP IN GETTING THERE. WHAT'S MISS SUGGEST THE 4 5 PUBLIC EXPECTATION FOR AN OVERALL ACCOUNTABLE SYSTEM, AND I THINK THAT WOULD BE HELPFUL STATEMENT FOR THIS COMMITTEE TO 6 POTENTIALLY ADOPT IN THE RESOLUTION THAT STATES THE 7 8 AFFIRMATIVE I DRAFTED SOMETHING AND WANTED TO REACH OUT TO SEE WHETHER THERE IS INTEREST IN WEIGHING IN THAT WAY FROM THIS 9 COMMITTEE. I WOULD PROPOSE THIS STATEMENT, THAT THIS GROUP 10 ADOPT THE STATEMENT SOMETHING LIKE "THE NETWORK MANAGEMENT 11 BUSINESS CASE SHOULD PRIORITIZE MUNICIPALITY TOWARDS A NETWORK 12 MANAGEMENT STRUCTURE FOR BAY AREA TRANSIT THAT ESTABLISHES ONE 13 GOVERNING BODY THAT IS FULLY ACCOUNTABLE FOR THE PERFORMANCE, 14 CONNECTIVITY, ACCESSIBILITY, AND USER EXPERIENCE OF BAY AREA 15 16 TRANSIT." SO THAT'S A VERY BROAD STATEMENT AND LEAVES A LOT STILL TO BE DETERMINED IN TERMS OF THE LIKELY STUDY TO DO THE 17 WORK. BUT TO ME, IT'S AN IMPORTANT PRINCIPLE THAT SHOULD BE 18 GUIDING THE EVALUATION OF ANY ALTERNATIVES THAT ARE DEVELOPED. 19 AND IT'S COMING FROM THE PERSPECTIVE OF THE RIDER THAT WANTS 20 21 ACCOUNTABILITY FOR ALL OF THAT TOGETHER, NOT IN INDIVIDUAL FUNCTIONAL SILOS. I DON'T KNOW WHAT THE PROCESS OF ADOPTING 22 SOMETHING LIKE THAT, BUT THE GENERAL CONCEPT OF WHAT I HAVE 23 THERE, I WANT TO PROPOSE FOR OTHERS TO CONSIDER. SHOULD THAT 24 BE A MOTION? SHOULD I MAKE A MOTION THAT WE ADOPT A STATEMENT 25



LIKE THAT, OR DO I JUST WAIT FOR SOMEONE ELSE TO PROPOSE THAT
 AFTER I WE HEAR FEEDBACK FROM THE REST OF THE COMMITTEE?
 3

CHAIR, ADINA LEVIN: IN GENERAL, WITH THE PRACTICE OF THE 4 5 POLICY ADVISORY COUNCIL, THE TRADITION IS THAT IT IS POSSIBLE TO MAKE MOTIONS, AND I WOULD LIKE TO CONNECT THAT TO WHAT 6 WARREN SAID IN TERMS OF WHAT THE POLICY ADVISORY COUNCIL COULD 7 8 DO. BECAUSE THIS IS A SUBCOMMITTEE OF THE COUNCIL WITH SOME EXTRA ADDITIONAL PUBLIC MEMBERS. SO, I THINK THAT IF THIS 9 GROUP HAD A RESOLUTION, THAT COULD BE BROUGHT BACK TO THE 10 POLICY ADVISORY COUNCIL FOR POTENTIAL FULL SUPPORT OF THE 11 POLICY ADVISORY COUNCIL, FOR RECOMMENDATION TO MTC. SO, I 12 THINK THAT SOUNDS LIKE A GOOD AND REASONABLE APPROACH, BUT I 13 WOULD FIRST LIKE TO TAKE THE OTHER COMMENTS FROM THE OTHER 14 15 MEMBERS OF THIS BODY ON THE GENERAL TOPIC BEFORE COALESCING ON 16 TO WHAT RECOMMENDATION WE MAY WANT TO MAKE TO POLICY ADVISORY 17 COUNCIL TO POTENTIALLY TAKE UP AND RECOMMEND TO THE COMMISSION. SO, I SEE THAT WENDI HAS A HAND. 18

19

20 WENDI KALLINS: THANK YOU. I REALLY LIKE WHAT ANNE OLIVIA HAD 21 TO SAY. I THINK THAT REALLY ENCAPSULATES A LOT OF WHERE MY 22 CONCERNS ARE COMING FROM AS SOMEONE WHO HAS REALLY COME FROM 23 THE PLACE OF TRANSPORTATION DEMAND MANAGEMENT, AND WHAT DOES 24 IT TAKE TO INCREASE RIDERSHIP. I THINK IT'S IMPORTANT TO SERVE 25 EXISTING RIDERS, ESPECIALLY PEOPLE WHO ARE TRANSIT DEPENDENT,

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AND TO MAKE A SYSTEM THAT WORKS FOR THEM. BUT AT THE SAME 1 TIME, IT'S ALSO REALLY IMPORTANT TO CREATE A SYSTEM THAT WILL 2 3 ATTRACT NEW RIDERS, NOT JUST A FEW, BECAUSE THERE IS AN I NICE LITTLE CONTEST GOING ON, BUT BECAUSE THE SYSTEM IS ACTUALLY --4 5 HAS FREQUENT TRANSIT, EASE OF USE, AND IF YOU LOOK AT PEOPLE, THE STUDIES THAT HAVE BEEN DONE ABOUT WHAT ATTRACTS PEOPLE TO 6 PUBLIC TRANSIT, WHO ARE NOT TRANSIT DEPENDENT, IT IS EASE OF 7 8 USE IS FREQUENCY. THE FARE STRUCTURE IS ACTUALLY NOT THE MOST IMPORTANT THING FOR THOSE PEOPLE WHO HAVE THE MEANS AND WHO 9 HAVE A CAR. THAT'S WHY I THINK ALL OF US ARE A LITTLE 10 CONCERNED ABOUT THE SWITCH -- THE CHANGE OF FOCUS. NOW, THE 11 TIMELINE SEEMS TO BE SOMEWHAT TRUNCATED. IT'S NOT AS IF THIS 12 IS GOING TO GO ON FOR ANOTHER YEAR. FROM WHAT YOU HAVE SHOWN 13 US, WE'RE GOING TO HAVE A DECISION BY THE END OF THE YEAR. 14 15 AND, SO, I THINK THAT MAKES IAN'S PROPOSAL THAT MUCH MORE 16 IMPORTANT, TO MAKE SURE THAT THE FULL COMMITTEE UNDERSTANDS 17 WHAT THE ADVISORY COUNCIL WANTS TO SEE COME OUT OF THIS, SO THAT THEY CAN TAKE THAT INTO CONSIDERATION. AND, AGAIN, THE 18 CONSIDERATION IS NOT JUST -- IS FOR WHAT SERVES EXISTING 19 TRANSIT RIDERS, AND WHAT ATTRACTS NEW RIDERS. AND, IAN, IF YOU 20 21 CAN INCORPORATE THAT INTO YOUR RESOLUTION, THAT WOULD BE 22 GREAT.

23

24 CHAIR, ADINA LEVIN: THANKS. AND I SEE THAT ZACK DUETSCH-GROSS
25 HAS A HAND.

1

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ZACH DEUTSCH-GROSS: I SHARE THE FEELINGS A LOT OF OTHER THINGS 2 3 FOLKS HAVE SPOKEN AROUND THE NEED FOR PRIORITIZING IMMEDIATE LONG-TERM GOALS AND IT FEELS LIKE THIS PRODUCT DOESN'T MEET 4 5 THOSE NEEDS OR SET A VISION FOR HOW TO GET OR TIMELINE OF HOW TO GET THOSE FULL INTEGRATION, REALLY, FORWARD THINKING 6 THROUGH THINGS THAT MAY NOT BE WITHIN OUR BUDGET RIGHT NOW BUT 7 8 SETTING AN AGENDA AND VISION FOR WHERE WE NEED TO GO AND WHAT IT WILL TAKE TO GET BACK RIDERS. I THINK GIVEN THE TIMELINE 9 THAT MAY NOT FALL WITHIN THE EXISTING SCOPE WE HAVE. BUT 10 COMING OUT OF A SETTING, A TIMELINE VISION FOR WHAT THOSE 11 MEDIUM AND LONG-TERM GOALS ARE IS REALLY IMPORTANT, AND WHO 12 WILL BE DEVELOPING THOSE, WHAT THE PROCESS IS THERE, I THINK 13 THAT'S PRETTY IMPORTANT TO GIVE FOLKS TRUST THAT THOSE WILL BE 14 15 TAKEN UP AND NOT JUST SHELVED. YOU'RE ON MUTE, ADINA. 16

17 CHAIR, ADINA LEVIN: RICH HEDGES?

18

19 RICHARD HEDGES: THANK YOU. I ABSOLUTELY AGREE WITH IAN'S 20 MOTION OR IDEAS ON HOW THIS SHOULD WORK WITH THE NETWORK 21 MANAGER. I THINK THE ONE THAT MAY BE LEFT OUT OF IT IS SAFETY. 22 THE VERY PRIMARY REASON THAT PEOPLE TELL ME THEY HAVE STOPPED 23 USING THE SYSTEMS IS THEY FEEL UNSAFE. AND I'M NOT GOING TO 24 TROUBLE YOU WITH SOME EXAMPLES I HAVE GIVEN IN THE PAST, THEY 25 JUST EXIST. AND, SO, I WOULD MOVE IAN'S MOTION, IF HE HASN'T



ALREADY MOVED T AND IF HE HAS, I WOULD SECOND IT. THANK YOU. 1 2 WOULD YOU LIKE TO RESTATE IT, IAN? 3 IAN GRIFFITHS: I CAN, IF THE CHAIR WANTS ME TO. 4 5 CHAIR, ADINA LEVIN: UH-HUH, UM, WOULD YOU BE OKAY IF WE TOOK 6 7 THE LAST COUPLE OF COMMENTS AND THEN MOVE ON TO DISCUSSING THE 8 MOTION OF A RECOMMENDATION? AND, GERRY GLASER? 9 GERRY GLASER: A COUPLE OF THINGS. ONE WAS WENDI'S COMMENT 10 11 ABOUT THE COST OF THE -- OF TRANSIT. I'M RECENTLY NEW TO THIS AND SOME OF THE THINGS WE TALK ABOUT IS HOW MUCH TRANSIT COSTS 12 THAT'S NOT WHAT KEEPS ME FROM TRANSIT, IT'S FREQUENCY. I'M 13 WITH RICH I WOULD SECOND, I THINK WE SHOULD SEND IAN'S 14 RECOMMENDATION TO THE FULL POLICY ADVISORY COUNCIL THEN SEND 15 16 TO THE BOARD. I THINK THAT'S A GREAT WAY TO STATE IT. GREAT MOVE FORWARD. 17 18 RICHARD HEDGES: GOOD IDEA. 19 20 GERRY GLASER: DO YOU WANT TO FIGHT OVER IT? 21 22 23 RICHARD HEDGES: NO. THAT'S A GOOD IDEA. 24



CHAIR, ADINA LEVIN: I WOULD LIKE TO HEAR FROM TISHA DEE
 HARTMAN.

3

TISHA DEE HARTMAN: THANK YOU ADINA. I I FEEL THE SAME 4 5 SENTIMENTS WE CAN TALK ALL WE WANT ABOUT ACCOUNTABILITY AND INSTILLING THAT BUT IF THERE IS NO LEADERSHIP TO MANAGE IT 6 THEN THAT ACCOUNTABILITY IS JUST WIND. SO, I DO THINK THAT'S 7 8 SOMETHING WE NEED TO ADDRESS AND FAIRLY QUICKLY, BECAUSE IT DOES TIE BACK INTO THE COSTS AND HOW WE'RE GOING TO BUILD THE 9 STRUCTURE. SO, YOU CAN'T REALLY BUILD THE HOUSE UNTIL WE HAVE 10 THE FRAME. AND LEADERSHIP IS PART OF THAT FRAME, IT'S PART OF 11 THE COST WHICH IS SOMETHING THAT'S EVER PRESENT ON ALL THE 12 OPERATORS AND RIDERS MINDS. I ALSO FELT, IN LISTENING TO THE 13 14 COMMENTS, THAT SAFETY WAS ABSENT FROM THOSE, AND SO I WAS 15 REALLY GRATEFUL FOR THE LAST COMMENT IN THAT, I DO THINK IN SPEAKING TO MY OWN HESITATIONS IN WRITING, THE PEOPLE I 16 ASSOCIATE W ELDERLY POPULATIONS, DISABLED, THEY'RE MOST 17 IMPACTED BY THOSE SAFETY CONCERNS WHEN WE TALK ABOUT RIDERSHIP 18 AND INCREASING AND IMPROVING THAT EXPERIENCE WE CAN'T LEAVE 19 SAFETY OUT OF THAT DISCUSSION. I THINK THAT'S A CRITICAL 20 21 MARKER AS MUCH AS IT IS IN SIMPLIFYING THE INTERFACES AND ALL OF THAT. SO, AND I ALSO ECHO IAN'S DEMAND FOR US BRINGING 22 SOMETHING BACK TO THEM ABOUT CREATING A REAL OAR IN THE WATER 23 ABOUT DIRECTION, BECAUSE SCHRUTI, AS YOU PRESENTED, I FEEL 24



THAT'S ALSO ABSENT HERE. JUST ECHOING MAINLY WHAT EVERYBODY
 SAID AND WANTING TO PUT ON THE TABLE.

3

CHAIR, ADINA LEVIN: I WOULD MAKE A RECOMMENDATION WHICH IS 4 5 ANOTHER PROCESS ELEMENT IF WE COME UP WITH SOMETHING THAT WE AGREE ON TO BRING TO POLICY ADVISORY COUNCIL AND THEN PROPOSE 6 TO BRING UP TO MTC IS THAT THERE ARE A NUMBER OF US THAT ARE 7 8 ALSO ON THE ADVISORY BODY TO THE STUDY, AND, SO, WHILE WE DON'T HAVE A COLLECTIVE VENUE TO DO THAT, AND, LIKE, ON THE 9 10 ONE HAND, WE DON'T HAVE ENOUGH PEOPLE TO VIOLATE THE BROWN ACT, BUT, ON THE OTHER HAND, WE ALSO DON'T HAVE A COLLECTIVE 11 VENUE TO BRING IT THERE, BUT THOSE OF US WHO HAVE AGREED ON 12 SOMETHING INDIVIDUALLY COULD POSSIBLY BRING IT FORWARD THERE 13 AS WELL, WHICH WOULD ALSO BE A USEFUL WAY OF COMMENTING INTO 14 15 THE PROCESS. SO, WITH THAT, WOULD LIKE TO ENTERTAIN MOTIONS 16 AND WE CAN DISCUSS AND REFINE A VOTE.

17

18 RICHARD HEDGES: MY HAND IS UP, ADINA.

19

20 CHAIR, ADINA LEVIN: YEAH. RICH HEDGES?

21

RICHARD HEDGES: I WOULD LIKE IAN TO RESTATE HIS RESOLUTION OR MOTION. AND I'M WITH GERRY THAT WE NEED TO HAVE AN IMPACT THAT GOES TO THE POLICY ADVISORY COUNCIL AS A WHOLE. GERRY THANK YOU FOR THAT GOOD IDEA. IAN I'M MOVING YOUR MOTION. I WANT YOU



TO RESTATE IT SO EVERYONE UNDERSTANDS IT, AND LOOK FOR A
 SECOND.

3

IAN GRIFFITHS: SURE. SO THIS DOESN'T INCORPORATE THE SUGGESTED 4 5 AMENDMENTS THIS IS JUST, SORT OF, THE BASIC LANGUAGE THAT COULD BE REFINED FURTHER BY THE POLICY ADVISORY COUNCIL TO 6 INCORPORATE SOME OF THE OTHER ELEMENTS." THE NETWORK 7 8 MANAGEMENT BUSINESS CASE SHOULD PRIORITIZE MUNICIPALITY TOWARD A NETWORK MANAGEMENT STRUCTURE FOR BAY AREA TRANSIT 9 ESTABLISHED BY ONE GOVERNING BODY THAT IS FULLY ACCOUNTABLE TO 10 11 THE PUBLIC" -- I'LL ADD THAT -- FOR THE PERFORMANCE, CONNECTIVITY, ACCESSIBILITY, AND USER EXPERIENCE OF THE BAY 12 AREA TRANSIT." AND SAFETY IS A SUBCOMPONENT OF USER EXPERIENCE 13 WE COULD CALL IT OUT SPECIFICALLY, BUT ANYWAY, THAT'S THE 14 BASIC MOTION. 15

16

17 GERRY GLASER: SO YOU'RE MOVING THAT WE SEND THAT, ADVISE THE 18 ADVISORY -- POLICY ADVISORY COUNCIL TO ADOPT THAT AND SEND 19 THAT TO THE BOARD.

20

21 IAN GRIFFITHS: YEAH. THE PROPOSAL WOULD BE, YES, TO SEND THAT,
22 AS A DRAFT STATEMENT TO THE POLICY ADVISORY COMMITTEE TO
23 CONSIDER FULL ADOPTION, AND ANY FURTHER AMENDMENTS AND
24 ULTIMATELY ADOPTION AS A RECOMMENDATION TO THE NETWORK
25 MANAGEMENT BUSINESS CASE.



1 2 GERRY GLASER: I SECOND THAT. 3 RICHARD HEDGES: YEAH GERRY THAT'S MY, TO SEND TO THE POLICY 4 5 ADVISORY COUNCIL. 6 GERRY GLASER: I KNOW I'M JUMPING IN, I THINK, AS A TASK GROUP, 7 8 IS OUR ROLE IS -- AS ADINA HAS TRIED TO CLARIFY -- IS TO SEND THOSE THINGS TO THE POLICY ADVISORY COUNCIL SO THEN THE POLICY 9 10 ADVISORY COUNCIL CAN THEN RECOMMEND. 11 CLERK, MARTHA SILVER: GOING TO PAUSE AND ALLOW NALUNGO CONLEY 12 FROM THE EXECUTIVE OFFICE TO SPEAK. 13 14 NALUNGO CONLEY: GOOD MORNING EVERYONE. HI. SORRY FOR JUMPING 15 IN LATE. BUT, MARTHA JUST HAD A QUESTION. YOU GUYS CAN 16 17 ACTUALLY NOT TAKE AN ACTION ON AN INFORMATION ITEM. SO, WHAT YOU CAN DO, CHAIR LEVIN, IS MAKE, YOU KNOW, SAY, IN YOUR 18 CHAIR'S REPORT, THAT THIS CAME UP, AND THAT'S SOMETHING THAT 19 YOU WOULD LIKE TO RECOMMEND TO BE AGENDAIZED. BUT BROWN ACT 20 21 DOESN'T ALLOW YOU TO TAKE ACTION ON ANYTHING THAT HASN'T BEEN AGENDAIZED PROPERLY. SO YOU CAN'T ACTUALLY TAKE A VOTE ON AN 22 INFORMATION ITEM. AND THE REASON BEING IS THAT THE PUBLIC MAY 23 WANT TO WEIGH IN ON THIS, AND IF SOMEONE THINKS THIS WAS 24 INFORMATION ONLY AND YOU WERE, VERSUS TAKING ACTION THEY MAY 25



NOT HAVE PARTICIPATED IN THE SAME WAY. SO, ROBUST DISCUSSION,
 AND THEN YOU CAN MAKE YOUR STATEMENTS OR RECOMMENDATIONS IN
 YOUR CHAIR'S REPORT.

4

5 CLERK, MARTHA SILVER: ADINA. YOU ARE MUTED.

6

7 CHAIR, ADINA LEVIN: WHAT WE CAN DO IS DISCUSS AND HAVE A STRAW 8 POLL THAT WILL IS NOT THE SAME AS I FORMAL VOTE, THAT I CAN THEN REPORT TO THE COUNCIL ABOUT HOW MUCH OR LITTLE AGREEMENT 9 10 THAT THERE MAY HAVE BEEN TO PURSUE THIS APPROACH, AND THEN, ALSO AT A LATER DATE, ALSO DISCUSS WITH STAFF ABOUT MAYBE 11 ALIGNING OUR NORMS ABOUT ITEMS AND THE ABILITY TO MAKE MOTIONS 12 TO ALIGN WITH THE BROADER POLICY ADVISORY COUNCIL, BUT SINCE 13 WE HAVE WHAT WE HAVE RIGHT NOW, WE WILL SURELY FOLLOW WHAT 14 NALUNGO CONLEY HAS SAID. COMMENTS ON THE CONTENT THAT IAN 15 16 PROPOSED AS A STRAW HOLDER FOR THE POLICY ADVISORY COUNCIL? LET'S SEE. I SEE WENDI KALLINS HAS A HAND. 17

18

19 V. CHAIR, WENDI KALLINS: ACTUALLY THIS, IS A QUESTION. SINCE 20 WE CAN ONLY DOLL IT AS A REPORT, FOR THE NEXT POLICY ADVISORY 21 COUNCIL, THEN WE CANNOT -- DOES THAT MEAN WE CANNOT HAVE A 22 VOTE ON IT AND AGENDAIZE IT UNTIL THE DECEMBER MEETING? AND 23 THEN WILL THAT BE TOO LATE FOR IT TO EVEN INFLUENCE THE 24 OUTCOME?

CHAIR, ADINA LEVIN: SO WE DO THE -- IN GENERAL, AS POLICY 1 ADVISORY COUNCIL, WE HAVE A STANDING TRADITION THAT WE CAN 2 3 MAKE MOTIONS ON ITEMS, AND THAT WILL BE BROUGHT TO POLICY ADVISORY COUNCIL. SO, EVEN IF THIS BODY DOESN'T HAVE A FORMAL 4 5 VOTE, IF THERE IS A, YOU KNOW, BROAD GENERAL SENSE OF THE BODY, WE CAN GET -- I THINK WE CAN GET TO THE RECOMMENDATION 6 7 OF THE POLICY ADVISORY COUNCIL, WHETHER OR NOT WE HAVE VOTED 8 HERE TODAY, AND --

9

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

V. CHAIR, WENDI KALLINS: THAT'S NOT MY QUESTION. YEAH. I
UNDERSTAND THAT PART OF IT. MY CONCERN IS, WE HAVE ALREADY
CREATED THE AGENDA FOR NOVEMBER'S POLICY ADVISORY COUNCIL. I
DON'T KNOW IF THIS COULD BE ADDED TO THAT AGENDA IN ORDER TO
TAKE A VOTE ON IT IN NOVEMBER. WHICH MEANS WE WOULDN'T BE ABLE
TO VOTE ON IT UNTIL DECEMBER, AND I'M WONDERING IF THAT'S TOO
LATE TO ACTUALLY INFLUENCE THE PROCESS.

17

18 CHAIR, ADINA LEVIN: AND MAYBE -- SO -- I DO BELIEVE IN POLICY 19 ADVISORY COUNCIL, WE HAVE A TRADITION THAT WE CAN BRING 20 MOTIONS AND WE DON'T NEED IT -- AND, LIKE, AND, LET'S TAKE 21 THIS AS CHAIRS AND VICE CHAIRS OFFLINE TO WORK WITH STAFF TO 22 SEE WHAT WE MIGHT BE ABLE TO BRING FORWARD AT THE NOVEMBER 23 POLICY ADVISORY COUNCIL MEETING. OKAY. RICH HEDGES?

24

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RICHARD HEDGES: YEAH. I DON'T WANT TO LOSE THE IDEA OF WHAT 1 2 IAN SAID. AND I'M IN DISAGREEMENT WITH MS. CONNOLY. WE'RE NOT 3 TAKING AN ACTION ITEM THAT GOES TO THE COUNCIL, WE'RE JUST REFERRING SOMETHING TO BE AGENDAIZED TO THE POLICY ADVISORY 4 5 COUNCIL AT THEIR NEXT MEETING. THIS IS NOT -- I MEAN, IF WE'RE -- IF THIS IS NOT OUR ROLE, THEN WE SHOULDN'T BE HERE TO 6 ADVISE THE COUNCIL ON WHAT SHOULD BE ON THE AGENDA. SO, I 7 8 DISAGREE. AND I THINK THE MOTION SHOULD STAND AS AN ADVICE TO THE ADVISORY COUNCIL. 9

10

CHAIR, ADINA LEVIN: AND I THINK WE CAN DO THAT AS A STRAW 11 POLL, AND, LIKE, LIKE, I AM NOT FEELING UP TO HAVING A DEBATE 12 WITH ADMINISTRATIVE STAFF AND COUNSEL, AND I THINK THAT BY 13 TAKING A STRAW POLL, WE CAN ACHIEVE WHAT WE'RE TRYING TO 14 ACHIEVE, AND I THINK THAT THE SUBSTANCE OF THE MATTER, THAT 15 16 IAN HAS BROUGHT FORWARD AND THAT NUMEROUS PEOPLE HAVE BEEN AGREES WITH A SENSE OF, I WANT US TO MOVE FORWARD ON THAT 17 SUBSTANCE AND WORK OFFLINE AND CLARIFYING OUR PROCESS AT A 18 LATER DATE. 19

20

21 RICHARD HEDGES: I DON'T WANT TO LOSE IT.

22

23 CHAIR, ADINA LEVIN: OKAY. BEING THAT YOU ARE ALSO A MEMBER OF 24 THE POLICY ADVISORY COUNCIL WITH ME, AS ARE MANY OF THE PEOPLE 25 HERE, I THINK THAT IT IS -- THIS SEEMS HIGHLY UNLIKELY THAT WE



3

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ARE GOING TO FORGET BY THE TIME WE HAVE OUR NEXT POLICY
 ADVISORY COUNCIL MEETING. GERRY GLASER?

GERRY GLASER: I THINK WENDI'S OUESTION IS PROBABLY ONE THAT 4 5 STAFF CAN ANSWER RIGHT NOW IS WHETHER WE CAN AGENDAIZE AN ITEM FOR THE NEXT POLICY -- THERE IS TWO QUESTIONS HE ASKED. ONE S 6 CAN WE AGENDAIZE AN ITEM, STILL. AND I THINK WE'RE WITHIN THE 7 8 TWO WEEK PERIOD, LEAVING THAT AS A REQUIREMENT NOTIFYING THE PUBLIC ON THIS SO THE PUBLIC HAS TIME TO COMMENT. AND THE 9 SECOND QUESTION SHE HAD WAS, WELL, IF WE DO IT THROUGH THE 10 PROCESS WE WERE JUST ATTEMPTING TO DO AND WE AGENDAIZE IT FOR 11 OUR NEXT MEETING AND THEN IT WENT TO THE POLICY ADVISORY 12 COUNCIL -- AND THIS IS A QUESTION, SCHRUTI, YOU CAN ANSWER, 13 WILL IT HAVE THE IMPACT WE WOULD LIKE TO HAVE. I THINK STAFF 14 15 CAN ANSWER THAT?

16

17 CHAIR, ADINA LEVIN: YEAH. SO, MY UNDERSTANDING, AND, NALUNGO, 18 PLEASE CLARIFY IF I AM WRONG -- BUT THE TRADITION OF THE 19 POLICY ADVISORY COUNCIL WAS THAT -- LIKE, ANY ITEM IS ALREADY 20 PRECONFIGURED SO THAT WE WOULD BE ABLE TO MAKE A MOTION AND 21 TAKE A VOTE. DO I UNDERSTAND THIS CORRECTLY?

22

23 NALUNGO CONLEY: SO YOUR MEETING -- ARE YOU ASKING IF THIS 24 PARTICULAR ITEM IS ALREADY ON THE POLICY ADVISORY COUNCIL 25 AGENDA?



1 GERRY GLASER: NO ONE QUESTION IS CAN WE ADD IT TO THE AGENDA. 2 3 CHAIR, ADINA LEVIN: WE ALREADY HAVE REPORTS WEEP DON'T NEED TO 4 5 ADD IT TO THE AGENDA. WE HAVE A REPORT ON THE TRANSFORMATION ACTION PLAN SUBCOMMITTEE. LET ME NARROW THE QUESTION. WHICH IS 6 THAT DO, SINCE WE ALREADY HAVE A REPORT OF THE TRANSFORMATION 7 8 ACTION PLAN SUBCOMMITTEE ON THE AGENDA, DO WE NEED TO DO ANYTHING ELSE TO EXPLICITLY EFFECT THAT AGENDA IN ORDER TO BE 9 ABLE TO TAKE A VOTE AT POLICY ADVISORY COUNCIL? 10 11 RICHARD HEDGES: YES. 12 13 NALUNGO CONLEY: YES. 14 15 16 CHAIR, ADINA LEVIN: OKAY. GREAT. WELL THEN AS CHAIR OF THIS SUBCOMMITTEE, THEN I WOULD ASK FOR SUPPORT OF THE VICE CHAIR 17 AND ANYBODY ELSE ON THE COMMITTEE, TO COMMUNICATE TO THE CHAIR 18 OF THE POLICY ADVISORY COUNCIL, AND TO STAFF, THAT THAT IS THE 19 WILL OF THIS GROUP, THAT WE WISH TO AGENDAIZE THE REPORT FROM 20 21 THIS AS AN ACTION ITEM, SO THAT THE POLICY ADVISORY COUNCIL CAN VOTE. AND IT IS WELL BEFORE 72 HOURS IN ADVANCE. SO, I 22 DON'T BELIEVE THAT THERE IS ANY ADMINISTRATIVE BARRIER TO 23 DOING THAT. AM I CORRECT? 24

25

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NALUNGO CONLEY: CORRECT. YES. SO WHAT WE'LL DO, WE CAN WORK
 WITH YOU AND YOUR VICE CHAIR TO GET THE SPECIFIC LANGUAGE THAT
 WE NEED TO PUT, BECAUSE IT WILL ACTUALLY NOT BE YOUR CHAIR'S
 REPORT, IT WILL ACTUALLY BE AN ACTION ITEM UNDER THAT YOU CAN
 BRING FORWARD AND MAKE VOTE. WE'LL MAKE SURE TO GET THAT
 AGENDAIZED.

7

8 CHAIR, ADINA LEVIN: THANK YOU VERY MUCH FOR HELPING TO CLARIFY
9 AND NAVIGATE THE NARROW WATERS OF OUR PROCESS. JONATHON KASS?
10

JONOTHON KASS: THANK YOU. I, JUST, ON THE SUBSTANCE OF THE 11 STATEMENT, WHICH I DON'T KNOW IF I FULLY GOT DOWN, I'M JUST 12 WONDERING ABOUT THE WORDING THAT SOUNDS LIKE IT'S JUMPING TO 13 CONCLUSIONS IN THE MIDST OF SOME EVALUATION ANALYSIS. AND IN 14 PARTICULAR, THE, SORT OF, ONE GOVERNING BODY CONCEPT. I'M NOT 15 16 SURE HOW TO INTERPRET THAT, BUT I OBVIOUSLY -- THE NETWORK MANAGEMENT BUSINESS CASE IS DEEP INTO DISCUSSING WHAT 17 AUTHORITIES MIGHT MAKE MORE SENSE AT THE LOCAL LEVEL VERSUS 18 WHAT AUTHORITIES MIGHT MAKE MORE SENSE AT THE REGIONAL LEVEL 19 AND WHETHER THIS STATEMENT MAY BE INTERPRETED TO SUGGEST THAT, 20 21 THAT LINE SHOULD BE SHIFTED ALL TOWARD THE REGIONAL LEVEL, NOTWITHSTANDING THE EVALUATION UNDERWAY RIGHT NOW. LIKE, IS 22 THIS STATEMENT PREEMPTING THE ASSESSMENT OF WHAT SHOULD BE 23 REGIONAL VERSUS WHAT SHOULD BE LOCAL? 24

25



CHAIR, ADINA LEVIN: CAN THE MAKER OF THE MOTION, OR THE
 DRAFTER OF THE STATEMENT SPEAK TO THAT QUESTION?

3

IAN GRIFFITHS: SURE. I MEAN, I -- I CAN RESTATE THE STATEMENT 4 5 AGAIN. AS, COMING FROM THE PERSPECTIVE OF RIDERS AND MEMBERS OF THE PUBLIC -- SURE, THERE IS ASSESSMENT GOING ON THE 6 BUSINESS CASE IS DOING THEIR WORK, AND THEY HAVE A SCOPE OF 7 8 WORK, AND THEY'RE STUDYING THINGS. I DO NOT THINK MAKING A STATEMENT FROM THE PERSPECTIVE OF RIDERS THAT THERE SHOULD BE 9 ONE GOVERNING BODY THAT'S ACCOUNTABLE FOR THE ENTIRE TRANSIT 10 SYSTEM. THAT'S ACKNOWLEDGE FROM THE PERSPECTIVE OF THE RIDER 11 AND OF THE PUBLIC, AND I THINK THAT'S A VERY BASIC PREMISE 12 THAT IS -- I MEAN, I DON'T -- IF OTHERS DISAGREE WITH THE 13 SPIRIT OF THAT -- THIS IS, SORT OF, A PLAIN LANGUAGE STATEMENT 14 15 OF LIKE WHAT MOST PEOPLE THINK ABOUT WHEN THAT I THINK OF 16 GOVERN AND ACCOUNTABILITY. SO I THINK THAT WORDING IS 17 APPROPRIATE, AND ESPECIALLY COMING FROM THIS BODY, AND THE UNDERSTANDING OF MOST MEMBERS OF THE PUBLIC OF WHAT GOVERNANCE 18 MEANS, AND WHAT ACCOUNTABILITY REALLY MEANS. SO, DO YOU WANT -19 - I'LL JUST RESTATE IT ONE MORE TIME IN CASE FOLKS ARE MAYBE 20 21 FORGETTING EXACTLY OF THE WORDING I PROPOSED AND THIS IS FURTHER FOR THE POLICY ADVISORY COUNCIL TO REFINE. THE NETWORK 22 MANAGEMENT PRIORITIZING MUNICIPALITY TOWARDS MANAGEMENT 23 STRUCTURE FOR BAY AREA TRANSIT ESTABLISHING ONE GOVERNING BODY 24 FULLY ACCOUNTABLE TO THE PUBLIC FOR PERFORMANCE CONNECTIVITY 25

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ACCESSIBILITY AND USER EXPERIENCE OF BAY AREA TRANSIT. AND 1 JUST TO FINALLY STATE IS THAT THIS IS NOT -- THERE IS NOTHING 2 3 IN THIS STATEMENT THAT SAYS WE ARE ONLY ONE GOVERNING BODY WOULD EVER EXIST, IT'S NOT IMPLYING MERGERS, IT'S NOT IMPLYING 4 5 -- IT'S THE INTENT OF THIS IS THAT THERE IS ONE BODY RESPONSIBLE FOR THE ENTIRE SYSTEM, AND THERE WILL CONTINUE TO 6 BE OTHERS, BUT AGAIN THE OVERARCHING HIGH-LEVEL ACCOUNTABILITY 7 8 IS THE GOAL OF THIS STATEMENT.

9

10 CHAIR, ADINA LEVIN: IT SEEMS LIKE I'M GETTING MUTED AS I'M
11 STARTING TO TALK, AND THAT IS STRANGE.

12

13 CLERK, MARTHA SILVER: EVERYONE GETS MUTED WHEN THEY'RE NOT
14 ACTIVELY SPEAKING, BECAUSE ZOOM IS SENSITIVE BECAUSE IT PICKS
15 UP BACKGROUND NOISES WHEN YOU ARE SHUFFLING PAPERS, IF YOUR
16 ANIMAL BARKS, WHEN YOU'RE DRINKING, SO IF YOU'RE NOT ACTIVELY
17 SPEAKING, YOU ARE MUTED.

18

19 CHAIR, ADINA LEVIN: WHILE TAKING OTHER COMMENTS, I WOULD LIKE 20 THE DRAFTER TO THINK ABOUT THAT STATEMENT, AND TO SEE IF IT 21 COULD POSSIBLY BE MISCONSTRUED BY PEOPLE IN TRANSIT AGENCIES 22 WHO HAVE -- BRING UP THE STRAW MAN CASE OF, WELL, IF THERE WAS 23 A NETWORK MANAGER SOMEONE MIGHT DECIDE TO MOVE A BUS STOP AWAY 24 FROM A SENIOR CENTER, WHICH I THINK IS A STRAW MAN ARGUMENT, 25 AND IS NOT SOMETHING ANYBODY WOULD DO BUT TAKE A LOOK AT THE



STATEMENT AND SEE IF IT COULD POSSIBLY BE MISCONSTRUED FOR
 THAT STRAW MAN ARGUMENT. RICH HEDGES?

3

RICHARD HEDGES: ADINA I EXCUSE THE EXPRESSION BUT I THINK 4 5 THAT'S PETTY FOGGING THIS. I'M CONCERNED SINCE THE VERY FIRST MEETING OF THE NETWORK MANAGER WHERE THERE WAS A LOT OF 6 OBJECTION TO IT FROM THE OPERATORS VOICE. AND THAT'S SAKE LOOK 7 8 THIS IS A GOOD IDEA THERE ARE SYSTEMS I RIDE AROUND THE COUNTRY THEY'RE ALL ONE SYSTEM, LA IS ONE EXAMPLE, SOME OTHERS 9 10 HAVE THEIR SMALL SYSTEMS, BUT OPERATES PRETTY UNIFORMLY, I CAN GO ANYWHERE I WANT TO, WHEN I LEAVE ON THE BLUE LINE FROM LONG 11 BEACH, I DON'T HAVE TO LOOK AT A SCHEDULE, IT RUNS EVERY SEVEN 12 MINUTES AND IT HOOKS UP AT SEVENTH STREET IN LA WITH SEVERAL 13 DIFFERENT MODES OF TRANSPORTATION THAT I CAN TAKE. SO, I WOULD 14 LIKE FOR SOME WAY, IN SOME FORM, EVEN IF IT'S NOT IN NEW 15 16 LIFETIME FOR THIS PARTICULAR AREA TO HAVE AN EXPERIENCE THAT'S 17 NEARLY AS GOOD AS I HAVE IN LOS ANGELES. AND SAYING THAT, IT'S ALMOST LIKE AN OXYMORON, BECAUSE PEOPLE IN LOS ANGELES DON'T 18 EVEN REALIZE HOW GOOD IT IS THANK YOU. 19

20

21 CHAIR, ADINA LEVIN: ALL RIGHT. THANKS. GERRY GLASER, AND THEN 22 I WOULD LIKE TO TAKE, LIKE, ANY FINAL COMMENTS, OR A STRAW 23 POLL ON WHETHER THE -- LIKE, WHETHER THE CHAIR AND VICE CHAIR 24 SHOULD WORK ON AGENDAIZING A MOTION TO THE POLICY ADVISORY 25 COUNCIL. GERRY GLASER?

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2 GERRY GLASER: AS THE NON-SECONDER OF THE MOTION FOR THE 3 CLARIFICATION OF JONATHON, THE WAY I READ AND EXPECT THIS IS THE VARIOUS AGENCIES WILL STILL BE RESPONSIBLE FOR PIECES. BUT 4 5 A CENTRAL ENTITY IS THERE THAT KIND OF REVIEW WHAT IS'S GOING ON TO MAKE SURE EVERYBODY IS DOING WHAT EVERYBODY IS SUPPOSED 6 TO BE DOING THEN THEY GET AGREEMENT. THE CENTRAL AGENCY MIGHT 7 8 BE CONSTRUCTED OF THE VARIOUS AGENCIES AS WELL, THAT'S NOT SPECIFIED IN THE MOTION, OR IN THE PUSH. IT'S THAT THERE'S A 9 10 CENTRAL ENTITY THAT'S LOOKING AT IT SAYING, WE'RE SERVING THE PUBLIC THE WAY WE'RE SUPPOSED TO SERVE THE PUBLIC REGIONALLY, 11 AND I THINK THAT'S APPROPRIATE. AND I THINK IAN NAILED IT. SO 12 I LIKE HIS WORDING SO FAR AND THERE IS A LIST THAT FOLLOWS IT, 13 THIS INCLUDES, BLAH, BLAH, BLAH, AND I THINK THAT WILL BE 14 15 WORKED OUT BY THE POLICY ADVISORY COUNCIL.

16

1

CHAIR, ADINA LEVIN: OKAY. COOL. SO, CAN I ASK FOR A SHOW OF 17 18 HANDS ABOUT WHETHER THERE IS SUPPORT FOR THE CHAIR AND VICE CHAIR TO BRING TO POLICY ADVISORY COUNCIL LEADERSHIP AND 19 STAFF, AN ITEM TO DISCUSS AND VOTE AT THAT BODY? OKAY. SO, I 20 21 THINK THAT THE PEOPLE WHO WERE HERE FOR THE DISCUSSION ARE IN GENERAL AGREEMENT WITH THIS. I DON'T SEE A HAND FROM WARREN 22 CUSHMAN. SO, WARREN, SPEAK UP IF YOU HAVE ANY CONCERNS ABOUT 23 THIS. AND OTHERWISE I HEARD YOU SAY BEFORE YOU'RE IN ALIGNMENT 24 WITH THAT. AND THAT THE VICE CHAIR AND CHAIR HAVE SOME 25



DIRECTION FROM THIS GROUP FOR WHAT TO SEEK AT THE NEXT POLICY
 ADVISORY COUNCIL MEETING. DID I SEE A HAND FROM NALUNGO OR WAS
 THAT JUST AN ARTIFACT?

4

5 NALUNGO CONLEY: NO. I ACTUALLY WAVED MY HAND. JUST SO YOU KNOW, BECAUSE I KNOW YOU'RE JUST TRYING TO GET INFORMATION 6 FROM YOUR MEMBERS. A POLLING -- STRAW POLL HANDS IS AN ACTION. 7 8 I THINK NEXT TIME WHEN YOU KIND OF WANT FEEDBACK, SINCE YOU ALL, SORT OF, CHIMED IN ON THE TOPIC AT HAND, IT MIGHT BE THE 9 10 CASE OF, YOU KNOW, IF ANYONE ELSE WOULD NOT AGREE TO MOVE THIS FORWARD, JUST MAKE YOUR COMMENT. VERSUS TAKING A VOTE. JUST 11 ASK FOR THE COMMENTS, VERSUS A POLL. JUST, IN THE FUTURE. SO. 12 BUT, I KNOW WHAT YOU'RE TRYING TO DO SO WE WON'T RECORD IT IN 13 14 THE MINUTES AS AN ACTION ITEM.

15

16 CHAIR, ADINA LEVIN: RIGHT. IT'S NOT AN ACTION ITEM. IT'S AN INFORMAL OF GAUGING THE INFORM MALL SENSE OF PEOPLE'S GENERAL 17 COMMENTS THAT THEY HAVE MADE. THANK YOU VERY MUCH. FOLLOWING 18 THIS SUBSTANTIVE DISCUSSION ABOUT AN IMPORTANT AND WEIGHTING 19 TOPIC, I'M REALLY LOOKING FORWARD TO THE NEXT AGENDA ITEM 20 21 HERE, ALSO; WHICH IS THE FIRST REPORT OF THE BAY AREA RAIL PARTNERSHIP STUDY OF THE PRELIMINARY FINDINGS OF THIS REALLY 22 IMPORTANT STUDY THAT'S BEEN GOING ON, KIND OF A LITTLE BIT OUT 23 OF PUBLIC VIEW. SO, WE'LL WANT TO RECEIVE A REPORT FROM 24 SCHRUTI HARI OF MTC, AND PATRICK MILLER OF STEER TO HEAR ABOUT 25



THE BAY AREA REAL PARTNERSHIP STUDY AND WHAT THE PRELIMINARY
 FINDINGS ARE.

3

SHRUTI HARI: SCHRUTI HARI ON THE STUD HERE WITH PATRICK MILLER 4 5 FROM THE STEER TEAM AND TOGETHER TODAY WE'LL PRESENT A DRAFT PRELIMINARY FINDINGS FROM THE REGIONAL RAIL PARTNERSHIP STUDY 6 IN ORDER TO RECEIVE FEEDBACK FROM ALL OF YOU TO FORM THE FINAL 7 8 STUDY DELIVERABLES. IF YOU COULD BRING UP THE SLIDE. NEXT SLIDE. IN DECEMBER 2021, THAT WAS WHEN MTC AND THE BAY AREA 9 RAIL PARTNERS LAUNCHED THE REGIONAL RAIL PARTNERSHIP STUDY. 10 AND THIS STUDY IS AND WAS ALWAYS INTENDED TO BE A 11 COLLABORATIVE EFFORT SPANNING RAIL OPERATORS AND PUBLIC 12 AGENCIES INVOLVED WITH THE PASSENGER RAIL SERVICE IN THE BAY 13 AREA. THE OBJECTIVES OF THE STUDY ARE TO EXPLORE AND MAKE 14 15 RECOMMENDATIONS ON HOW AGENCIES CAN COLLABORATE RAIL AGENCIES 16 CAN COLLABORATE MORE EFFICIENTLY AND EFFECTIVELY ON RAIL 17 DECISION-MAKING SYSTEM OPERATIONS AND PROJECT DELIVERY. NOW, MTC AND ITS RAIL PARTNERS HAVE COMMITTED TO, WORKING TOGETHER 18 TO EXPLORE HOW EVOLUTION ACROSS THESE THREE AREAS THAT ARE 19 SHOWN IN THE LEFT HAND BOX HERE, CAN HAVE A POSITIVE IMPACT ON 20 21 THE RAIL NETWORK, WHETHER THAT'S A BETTER EXPERIENCE FOR 22 RIDERS, REDUCTION OF RISK, INCREASED ATTRACTIVENESS TO FUNDING PARTNERS, OR IMPROVED VALUE FOR MONEY. SO, ON THIS SLIDE, WE 23 WANTED TO GIVE YOU A QUICK OVERVIEW OF THE KEY ELEMENTS OF THE 24 25 STUDY, WHICH, AGAIN, AS I MENTIONED EXPLORED THREE AREAS THAT

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GUIDE PLANNING AND DELIVERY OF RAIL PROJECTS. SO THE FIRST 1 THEME SHOWN IN A ARE HOW ARE DECISIONS MADE IN THE RAIL 2 3 ECOSYSTEM TODAY AND BY WHO. B, HOW DO WE ORGANIZE RAILWAY ACTIVITIES IN THE REGION. SO ONCE A DECISION IS MADE, HOW DO 4 5 WE ORGANIZE OURSELVES DELIVER THAT. OR, FOR THE SERVICE OF THE 6 GROUND, AND, C, HOW DO WE DELIVER MEGA RAIL PROJECTS. THE 7 CONSULTING TEAM USED A COMBINATION OF DESKTOP RESEARCH 8 INCLUDING LESSONS FROM ELSEWHERE. AS WELL OUR WORKING GROUP'S ATTACK WAS ESTABLISHED MADE UP THE RAIL OPERATORS AND PUBLIC 9 AGENCIES IN OUR REGION TO EXPLORE PAST SUCCESSES AND 10 CHALLENGES AND IDENTIFY POTENTIAL AREAS FOR THE REVIEW. IN 11 GREEN, HIGHLIGHTED KEY OUTCOMES OF THE STUDY. THERE ARE KEY 12 AREAS ACROSS EACH TEAM THAT WE WILL DISCUSS TODAY WHERE THERE 13 ARE OPPORTUNITIES FOR REGIONALIZATION. FOR THESE OPPORTUNITY 14 15 WE PRESENT A SHORT LIST OF OPTIONS FOR THE RAIL PARTNERS AS 16 WELL AS THE MTC COMMISSION TO STUDY FURTHER AND WE'RE ALSO DEVELOPING PILOTS THAT CAN TEST THE FINDINGS OF THE STUDY IN 17 THE NEAR-TERM. AS WE EXPLORE FINDING TODAY, I'LL PASS IT ON TO 18 PATRICK IN A BELT TO GO INTO DETAILS FOR EACH FINDINGS FOR 19 EACH AREAS, AND THE LESSONS IN WHITE FOR THE SUBCOMMITTEE TO 20 USE IS THESE FINDINGS OF INTENDING TO SHAPE FUTURE STUDIES. 21 OPTIONS IDENTIFIED HERE WILL REQUIRE MORE ANALYSIS BEFORE 22 MAKING A DECISION ON ANY CHANGES TO IMPLEMENT. NEXT SLIDE 23 PLEASE. NOW THIS SLIDE HERE, AS MENTIONED IN THE PREVIOUS 24 SLIDE EXPANDS ON THE THREE THEMATIC AREAS AND HOW WE FRAMED 25

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THE STUDY TO BE EXPLORED AND EVALUATED. THESE ARE DECISION-1 2 MAKING, ORGANIZATIONAL CAPABILITIES AS WELL AS MEGA PROJECT 3 DELIVER. FINDING IN THIS DECK IDENTIFIED BY AREA AND FOR EASE OF UNDERSTANDING COLOR CODED. A DECISION-MAKING TEAM, BLUE 4 5 ORGANIZING CAPABILITIES AND ACTION, RAIL SERVICE ORGANIZATION, THAT'S B, AND RED, C, DELIVER MODELS. NOTE HERE THE THEMATIC 6 AREAS, A AND B WILL INFORM THE ONGOING MANAGEMENT NETWORK 7 8 MANAGEMENT EFFORT AND AS MENTIONED IN THE PREVIOUS PRESENTATION THE NETWORK MANAGEMENT EFFORT IS TRYING TO FIGURE 9 10 OUT WHERE THERE IS MOST BENEFIT IN REGIONALIZING ACROSS RAIL CAPABILITIES ALONG WITH OTHER AREAS ON DECISION-MAKING 11 PERSPECTIVES BUT ALSO FROM THE PERSPECTIVE OF WHO SHOULD CARRY 12 IT OUT. THESE ARE THE THEMATIC AREA A AND B WILL BE INFORMING 13 HOW AND WHERE THE NETWORK MANAGEMENT BUSINESS SCENARIO. NEXT 14 15 SLIDE. THE STUDY WAS INITIATED WITH THE DEVELOPMENT OF A 16 SOLUTION AGNOSTIC STUDY STATEMENT. AS I MENTIONED THE STUDY WAS EXPLORATORY IN NATURE COMING TOGETHER WITH THE RAIL 17 AGENCIES AND EXPLORING WHAT CAN BE DONE BETTER. NOW, WE WORKED 18 WITH THE RAIL TASK ESTABLISHED TO PROVIDE GUIDANCE IN THIS 19 PROCESS TO DEVELOP FOUR LINES TO CAPTURE POTENTIAL AREAS OF 20 21 IMPROVEMENT AND RISK. FOUR LINES OF INQUIRY SHOWN ON THE SLIDE BUT THE GIST IS THAT ONE IS ABOUT ENSURING THAT THE FUTURE 22 NETWORK INCLUDES STRONG PROJECTS THAT ARE PRIORITIZED 23 EFFECTIVELY, AND, TWO, IS ABOUT MAKING SURE THAT AS THE 24 NETWORK GROWS BOTH CONNECTIONS AS WELL AS SERVICE PROVIDE 25

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EXCELLENT CUSTOMER EXPERIENCE. THE THREE, AREA THREE IS ABOUT 1 DELIVERING PROJECTS EFFECTIVELY WITH STRONG VALUE FOR MONEY 2 3 AND INQUIRY FOUR IS ABOUT DEVELOPING LABOR AND INNOVATION THAT REGIONAL RAILWAYS REOUIRE. AND THAT HELPED US EXPLORE THE 4 5 BREAKING DOWN IN LINES OF INOUIRY HELPING TO EXPLORE THEMATIC AREAS AND IDENTIFY POTENTIAL TRADEOFFS OR BENEFITS AND RISKS 6 FOR ANY OF THE CHANGES WITHIN EACH AREA. AND I WOULD LIKE TO, 7 8 AT THIS POINT, INVITE PATRICK MILLER FROM THE STEER TEAM TO GO OVER EACH OF THE THEMATIC AREAS AND FINDINGS, AND WE CAN CLOSE 9 10 IT UP. THANKS.

11

SPEAKER: THANK YOU SHRUTI AND MEMBERS OF THE COMMITTEE. WE 12 LOOK FORWARD TO YOUR DISCUSSION. THIS ARE OUR DRAFT FINDINGS 13 ENSURING THESE FINDINGS INCLUDE DIFFERENT MEMBERS OF TASK AND 14 MEMBERS OF THE RAIL AND COMMUNITY IN THE BAY AREA SOLICITING 15 16 FEEDBACK ONCE COLLECTED REVISING THE REPORT AND MATERIALS COMING OUT OF IT YOU WILL EXPECT TO SEE MOVEMENT ON FINDINGS 17 BASED ON DISCUSSIONS IN OUR REPORTING. 80% PRODUCT TO 18 CRYSTALLIZE AND SOLIDIFY FURTHER ANALYSIS AS WE CLOSE THE 19 STUDY OUT IN COMING WEEKS. SLIDE FIVE. DECISION-MAKING. IN OUR 20 21 STUDY WE DIFFERENTIATED DECISION-MAKING WHO MAKES THE DECISION FROM WHO CARRIES OUT A GIVEN ACTION IN THE NETWORK. SOMETIMES 22 23 IN THESE TYPES OF GOVERNANCE STUDIES WE CAN CONFLATE THE AGENCY THAT DOES THE WORK WITH THE GROUP THAT MAKES DECISIONS. 24 WE WANTED TO SEPARATE THOSE AND EXPLORE BENEFITS FOR 25

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REGIONALIZATION WHEN WE TALK ABOUT DECISION MAKING WHEN WE SAY 1 SOMETHING IS REGIONALIZED THAT COULD MEAN A SINGLE REGIONAL 2 3 DECISION MAKER DECISIONS WHICH ARE BINDING ACROSS THE AGENCIES. LEVEL AGENCY, DECISIONS CAN BE MADE WITHIN THAT 4 5 AGENCY BEEN ITS OWN GOVERNANCE. GIVEN THE RAILWAY DECISION-MAKING IS A COMPLEX TOPIC WE WANTED TO DEFINE DECISIONS THAT 6 MIGHT BE MADE INTO TEN CATEGORIES SHOWN ON THE RIGHT ALONG 7 8 WITH COLOR CODING AND THE PURPLE AGENCY LEVEL MEDIUM PURPLE SHARED DECISION-MAKING BETWEEN REGIONAL AND AGENCY DECISION 9 MAKERS AND PURPLE WHERE THERE WOULD BE ONE REGION-WIDE 10 DECISION MAKER. WE HAVE THEN CATEGORIES AND HAVE APPLIED LINES 11 OF INOUIRY TO IDENTIFY IF THERE ARE ANY DECISIONS THAT CAN BE 12 MADE AT A REGION-WIDE LEVEL. SO CREATION OR ENHANCEMENT OF A 13 REGION-WIDE DECISION MAKER THAT WOULD HAVE FULL AUTHORITY TO 14 15 MAKE BINDING DECISIONS ACROSS ALL RAILWAYS IN THE REGION. WE 16 IDENTIFIED THAT THERE WERE THREE OR FOUR OF THESE TYPES OF DECISIONS THAT MAY BENEFIT MOST FROM A SHIFT FROM REGION-WIDE 17 DECISION-MAKING EXPANDING WHICH PROJECTS TO INCLUDE IN FUTURE 18 NETWORK, WHICH ORDER TO BUILD, HOW DO WE PAY WHO IS 19 RESPONSIBLE FOR DELIVERING TO PAY AND HOW DO WE DELIVERY. WE 20 21 IDENTIFIED REGION-WIDE DECISION-MAKING, TO BALANCE DIFFERENT NEEDS. FOR EXAMPLE, NETWORK POLICIES THERE ARE POLICIES THAT 22 23 ARE BEING EXPLORED IN THE REGION LIKE FARE COORDINATION AND INTEGRATION THAT MIGHT BENEFIT FROM A REGION WIDE PERSPECTIVE 24 WHILE OTHER POLICIES THAT AGENCIES MIGHT USE TO OPERATE 25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

SERVICES THAT ARE NOT AGENCY SPECIFIC AND DON'T NEED REGION-1 WIDE CONTEXT. ESSENTIALLY WHAT WE'RE TRYING TO DO IS EXPLORE 2 3 IF THERE ARE ANY DECISIONS YOU MIGHT WANT TO UPLOAD TO A REGION-WIDE LEVEL AND ONES YOU MIGHT WANT TO MAINTAIN AT A 4 5 LOCAL LEVEL STUDY WAS DEFINED BY CHARACTERISTICS OF THE DECISION-MAKING BODY. WE CAN HAVE A BRIEF DISCUSSION ON SLIDE 6 SIX GIVEN TYPES OF DECISIONS IDENTIFIED FOR REGION-WIDE 7 8 CONSIDERATION AND IDENTIFIED FOR SHARED RESPONSIBILITY ON THE SLIDE IN FRONT OF YOU, THREE CHANGE MECHANISMS MTC PARTNERS 9 ARE COULD CONSIDER. DEVELOPING AGREEMENT DRIVEN FORM AGENCIES 10 GETTING TOGETHER AND A DECISION-MAKING ABLE TO TACKLE REGION-11 WIDE ISSUES, CREATE A DECISION-MAKING BODY OR EMPOWER A 12 DECISION-MAKING BODY BY LEGISLATION. LOTS OF MECHANISMS TO 13 CHANGE TO CREATE THAT REGION-WIDE CONTENT THE STUDY 14 15 IDENTIFIED. I WANT TO REMIND THE GROUP TODAY THAT THE STUDY 16 IDENTIFIED POTENTIAL BUT FURTHER ANALYSIS IS REALLY REQUIRED TO TEST AND CHALLENGE THESE FINDINGS AND REVIEW THE CASE FOR 17 ANY, SORT OF, CHANGE THESE ARE HERE TO HELP SHORTEN THE FIELD 18 OR CONSTRAIN THE FIELD FOR FURTHER STUDY AS IT IS A VERY 19 COMPLEX TOPIC. SLIDE SEVEN WE SHOULD HAVE A CONVERSATION ON 20 STUDY AREA B WHICH IS HOW DO WE ORGANIZE ALL CAPABILITIES TO 21 CARRY OUT THOSE DECISIONS BEFORE WE WERE TALKING ABOUT THE 22 GROUP OF INDIVIDUALS WHO COULD MAKE DECISIONS THAT WOULD BIND 23 AGENCIES IN THE REGION TO ACT. WE CAN NOW TALK ABOUT STUDY 24 AREA B WHICH IS ABOUT HOW WE CAN REORGANIZE ORGANIZATIONS IN 25

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THE REGION DEVELOP REGION-WIDE DECISIONS. WE BROKE DOWN ALL 1 THE ACTIONS THAT ARE TAKEN BY AGENCIES ON DAY-TO-DAY BASIS AND 2 3 DIVIDED INTO FIVE FAMILIES IN FRONT OF OUT SCREEN. SIMPLIFICATION OF EFFORTS IT TAKES TO PLAN DESIGN BUILD 4 5 OPERATE MAINTAIN PASSENGER RAILWAY SERVICE AND PROVIDE DISCUSSIONS FOR OPPORTUNITIES FOR REDISTRIBUTION AND ALIGN 6 WITH REGION-WIDE DECISION-MAKING. WHERE YOU SEE THINGS COLORED 7 8 AS DARK BLUE THAT'S WHERE WE IDENTIFIED OPPORTUNITIES TO CONSOLIDATE CAPABILITIES OR CREATE A BROADER OR STRONGER FORM 9 OF REGIONAL COLLABORATION. TEAL COLORS ON THE SLIDE IS WHERE 10 WE IDENTIFIED THERE MAY BE POTENTIAL BENEFITS BUT THEY'RE 11 AREN'T AS COMPELLING AS THOSE IN DARK BLUE AND AREAS IN GREEN 12 LOWEST POTENTIAL BENEFIT IN A CURRENT STATE NOT TO SAY THERE 13 WILL BE NEVER BE BENEFIT, BUT IN THE GREEN SLIDES AND AREAS 14 WHERE WE SEE PRIORITIES IN STUDIES BASED ON RANGE OF DIFFERENT 15 16 CHALLENGES. THIS ILLUSTRATES TO THE GROUP THAT WHEN IT COMES 17 TO THINGS LIKE SUPPORTING NETWORK DECISIONS, FORECASTING 18 DEVELOPING ALTERNATIVES ASSESSMENTS THERE A STRONGER ROLE FOR REGIONALIZED BODY WHEN IT COMES TO LONG-RANGE PLANNING OR 19 INFRASTRUCTURE SERVICE DOING POLICY DEVELOPMENT AND ANALYSIS 20 21 THERE IS REGION FOR REGIONALIZED BODY HOWEVER WHEN IT COMES TO 22 DAY-TO-DAY OPERATIONS OF SERVICE TRAINS OUT OF THE DEPO, 23 GETTING TRAINS OUT OF THE DEPO AND ON TRACK, ROSTERING DRIVERS, THAT SORT OF THING WE FOUND THOSE CAPABILITIES GIVEN 24 THE CONFIGURATION OF THE BAY AREA RAIL NETWORK HAVE LOWER 25

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POTENTIAL AT THIS TIME. IF WE THINK ABOUT THE SLIDE IN A 1 2 DIFFERENT WAY WE CAN GO TO SLIDE EIGHT, WHICH ORGANIZES 3 INFORMATION INTO A SET OF OPTIONS THAT MTC AND PARTNERS MAY CONSIDER MOVING FORWARD. THESE OPTIONS MOVE FROM LEFT TO RIGHT 4 5 AND PROGRESSIVELY CONSOLIDATE MORE AND MORE OF THOSE CAPABILITIES IN THE REGION. WE HAVE BROKEN OFF CAPABILITIES. 6 WE'LL TALK ABOUT THOSE IN A MOMENT. THERE IS SOME CAPABILITIES 7 8 THAT WE WANT TO DEPLOY REGIONALLY BUT DIFFERENT WAYS WE CAN DEPLOY THEM REGIONALLY. COLOR CODING HERE RUNNING FROM POLITE 9 BLUE TO DARK BLUE MODELS TO ORGANIZE REGIONAL CAPABILITIES 10 DARK BLUE ALL ACTION HAPPENING FROM ONE AGENCY THAT AGENCY 11 WOULD TAKE FULL RESPONSIBILITY FOR CARRYING OUT DECISIONS IN. 12 MEDIUM BLUE THAT'S WHERE YOU WOULD HAVE ONE AGENCY LEADING 13 MULTIPLE AGENCIES BUT THEY HAVE THAT ACCOUNTABILITY TO CARRY 14 OUT DECISIONS SO THEY WOULDN'T NECESSARILY CONSOLIDATE ALL 15 16 STAFF AND FUNCTIONS IN ONE AGENCY BUT WOULD CERTAINLY LEAD A MULTITUDE OF AGENCIES IN CARRYING OUT ACTIONS AND LIGHT BLUE 17 COLLABORATION DRUNK PROCESS APPOINTED DESIGNATED AGENCY THAT 18 REPORTS BACK TO DECISION MAKERS AND SAYS DID WE DO IT DID WE 19 NOT DO IT BUT AGENCIES STILL RETAINING A CERTAIN DEGREE OF 20 21 AUTONOMY. IF WE FOLLOW THE FRAMING LEFT TO RIGHT FOUR OPTIONS 22 THAT START WITH PROPOSED OPTION FOR CONSIDERATION WHERE ALL OF 23 THE LONG RANGE REGIONAL PLANNING AND ABILITY TO REPORT TO DECISION MAKERS AT A REGION-WIDE LEVEL WOULD BE CONSOLIDATED 24 AND WE LEAVE THEM SELF LIKE EARLY PRODUCT DEVELOPMENT EARLY 25

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FEASIBILITY ASSESSMENT FOLLOWS DEVELOPMENT CUSTOMER ENGAGEMENT 1 AS A COLLABORATIVE COMMUNITY ACTIVE PROCESS, TO THE RIGHT, AND 2 3 ACROSS THE SCREEN ON THE RIGHT EMBEDDED WITHIN A SINGLE AGENCY REPORTING REGION-WIDE TO DECISION MAKERS, OPTIONS FOR MTC TO 4 5 CONSIDER AND FURTHER SIGNIFICANT ANALYSIS REOUIRED GIVEN COMPLEX ORGANIZATION TODAY AND PATHWAY OF DECISION-MAKING WE 6 DISCUSSED IN STUDY AREA A. ANOTHER NOTE IS THERE WOULDN'T BE 7 8 CHANGES IN THE MODEL DAY-TO-DAY SERVICE DELIVERY GETTING 9 TRAINS OUT OF DEPO WOULD REMAIN AT AGENCY LEVEL ACROSS ALL OPTIONS. FINAL STUDY AREA SLIDE NINE, DELIVER MODELS THIS 10 REVIEW TRIES TO IDENTIFY IF THERE ARE DIFFERENT WAYS THE BAY 11 AREA COULD COLLABORATE ON THE DELIVERY OF OUR PLANNED MEGA 12 PROJECTS. MAJOR INITIATIVES UNDERWAY TODAY AND ARE EXPECTED TO 13 CONTINUE INTO THE FUTURE. OUR TEAM TRIED TO WORK WITH 14 15 DIFFERENT ENTITIES INVOLVED IN DELIVERY AND IDENTIFY IF THERE 16 COULD BE ANY CHANGES OR NEW MODELS THAT COULD BE DEPLOYED IN THE BAY AREA. WHEN WE SAY DELIVERY MODEL THAT'S THE WAY OF 17 ORGANIZING SKILLS, KNOWLEDGE, CAPABILITIES AND ORGANIZING INTO 18 19 PRIVATE SECTOR PROJECT FROM LINE TO CONCRETE STEEL CONSTRUCTION. FOUR MODELS TO CONSIDER FURTHER. MODEL ONE 20 21 EXISTING MODEL EACH AGENCY CONTINUES TO PLAY A ROLE IN 22 DELIVERING MEGA PROJECTS BUT WE HAVE AUGMENTED TO INCREASE COLLABORATION. SECOND MODEL PORTFOLIO MANAGER, A REGION WIDE 23 ENTITY THAT COULD BE CREATED TO WORK WITH ALL AGENCY AGENCIES 24 WITHIN THE REGION DELIVERING PROJECTS TO GUIDE AND PROVIDE 25

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CONSISTENCY ACROSS THE WHOLE PORTFOLIO OF PROJECTS. WE HAVE A
 THIRD OPTION, CREATION OF A BIG DELIVERY ENTITY THAT WOULD
 CARRY OUT THE DELIVERY OF MOST OR ALL MEGA PROJECTS, AND
 FOURTH MODEL PURPOSE DELIVERY VEHICLE DEPLOYED TO CREATE A NEW
 AGENCY TO DELIVER A SPECIFIC PROJECT OR SET OF PROJECTS.

7 V. CHAIR, WENDI KALLINS: EXCUSE ME. WE'RE NOT LOOKING AT SLIDE
8 NINE.

9

SPEAKER: OH THANKS FOR RAISING YOUR HAND. APOLOGIES FOR THAT. 10 RECAP ON THIS FOUR DELIVERY MODELS MODIFYING EXISTING 11 CONDITIONS FINDING NEW WAYS TO COLLABORATE CREATING A 12 PORTFOLIO MANAGER THAT COULD OVERSEE EXISTING MODEL OR MOVING 13 TO A COMPREHENSIVE ENTITY THAT WOULD DELIVER ALL PROJECTS OR 14 DEPLOYING SPECIFIC ENTITIES FOR SPECIFIC PROJECTS. WE FOUND 15 16 THESE ARE VIABLE STARTING POINTS BUT FURTHER ANALYSIS SHOULD BE CARRIED OUT AND MANY MODELS ARE NOT EXCLUSIVE YOU MIGHT 17 NEED A MULTITUDE OF MODELS AND LOOKING AT PEER MASTER PROGRAMS 18 TYPICALLY MODIFIED PROGRAMS OVER TIME BASED ON LESSONS 19 LEARNED. WE DON'T WANT TO IMPLY THERE IS A SINGLE WAY TO 20 21 DELIVER FROM A REGION PERSPECTIVE BUT RATHER A MULTITUDE OF APPROACHES THAT COULD BE CONSIDERED EACH HAVE MERITS PROS AND 22 CONS THAT CAN BE COMBINED IN A NUMBER OF WAYS. TO CLOSE IT 23 OUT, OUR STUDY REVIEWED IF THERE IS APPETITE TO ADVANCE ANY OF 24 THESE CHANGES, SLIDE TEN, WHAT MIGHT BE THE DIFFERENT WAYS WE 25

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COULD DO THAT AND WE IDENTIFIED THAT A PHASED APPROACH MAY BE 1 MOST APPROPRIATE FOR MANY OF THESE FINDINGS. PHASED APPROACH 2 3 LOOKING AT SHORTER TERM AND LONGER TERM WINDOW PRIORITIZING CHANGES ACROSS DECISION TYPES, ORGANIZATIONS STANDING TO 4 5 BENEFIT THE REGION THE MOST FROM THE BENEFITS OF TRANSIT 6 OPTIMIZING THINGS LIKE GHG REMISSIONS, EQUITABILITY AND LOOKING AT THE NEEDS OF CUSTOMERS IDENTIFIED THERE SHOULD BE 7 8 CONSIDERATION OF A SHORTER TERM FOCUS CHANGE BEFORE A LONGER TERM BROADER CHANGE ACROSS THE REGION AS THE STUDY ADVANCES 9 10 FURTHER. NO DECISION HAS BEEN MADE ON WHAT THE PHASING COULD LOOK LIKE OR WHETHER THAT WILL BE ADVANCED BUT OUR EMERGING 11 FINDS IS THAT THERE IS VALUE ON BREAKING THIS COMPLEX CHANGE 12 INTO TANGIBLE STEPS TO START DELIVERING SOME OF THOSE BENEFITS 13 EARLY RATHER THAN TRYING TO GO FOR A BIG BANG APPROACH THAT 14 15 WOULD TAKE LONGER TO DELIVER. THANK YOU FOR YOUR TIME TODAY 16 THAT'S A RAPID OVERVIEW. I'LL PASS IT BACK OVER TO SCHRUTI.

17

18 SHRUTI HARI: THANK YOU FOR PROVIDING THE PRESENTATION ON THESE EFFORTS. I HAVE A HARD STOP SO I'LL HAVE TO JUMP OFF IN A 19 MOMENT. THESE FINDINGS HAVE BEEN PRESENTED TO YOU TODAY AND 20 21 WERE ALSO PRESENTED TO THE RAIL TASK A MONTH AGO. THE CONSULTING TEAM IS WORKING ON THE KNOW FIND DRAFT REPORT WHICH 22 WILL BE SENT TO THE TASK FOR FEEDBACK THAT'S THE IMMEDIATE 23 NEXT STEP. WE'RE ALSO PRESENTING AN UPDATE ON THE STUDY ALONG 24 WITH THE NETWORK MANAGEMENT EFFORT TO THE EXECUTIVE COMMITTEE 25

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THIS WEDNESDAY. AND AS I MENTIONED EARLIER, SOME OF THESE 1 FINDINGS ON ESPECIALLY THEMATIC AREAS IN B INFORM THE EFFORT, 2 3 BEYOND THAT WE IDENTIFIED TWO ACTIONS FOR THE MTC COMMISSION TO CONSIDER. ONE IS EXPLORING IF ANY OF THESE FINDINGS CAN BE 4 5 PILOTED MOVING FROM CONCEPTUAL STUDY TO DEVELOPMENT TO TEST HOW THINGS ARE GOING, AND TWO CONDUCTING FURTHER BENEFIT-COST 6 ANALYSIS THROUGH TEST OR CHALLENGE OR EXPAND UPON SOME OF 7 8 THESE FINDINGS WITH AN EYE TOWARDS IMPLEMENTATION. AND ONE OF THE THINGS THAT WE ALSO WANT TO DO IS PRESENT SOME OF THIS 9 ALONG WITH THE EXEC COMMITTEE TO SOME OF THE POLICY MAKERS, 10 LEADERSHIP, AND ANY IDEAS THAT RESONATE WITH THE POLICY MAKERS 11 WE WILL TAKE UP FOR EVALUATION OR SUBSEQUENT STUDY FOR PILOT 12 PROJECTS. I'LL HAVE TO JUMP OFF, BUT MAYBE WILL TAKE ONE QUICK 13 14 QUESTION BEFORE I JUMP OFF.

15

16 CHAIR, ADINA LEVIN: I WOULD LIKE TO START WITH A PROCESS QUICK 17 QUESTION, WHICH IS, BEYOND THE MEETING ON WEDNESDAY, WHERE THE 18 MTC EXECUTIVE COMMITTEE IS GETTING THE REPORT, IS THERE ANY 19 SCHEDULE OF NEXT STEPS REGARDING THE DECISIONS ABOUT THE PILES 20 AND FUTURE STUDIES WHO WOULD MAKE THAT? AND WHEN WOULD THAT 21 HAPPEN?

22

23 SHRUTI HARI: CHAIR, AS I MENTIONED, WE PRESENT AN UPDATE TO
24 GET THE EXEC COMMITTEE'S FEEDBACK. WE ARE ALSO MEETING WITH
25 OUR RAIL PARTNERS, AS WELL AS LEADERSHIP, SOME OF THESE

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MEETINGS ARE YET TO HAPPEN OVER THE NEXT MONTH TO SOCIALIZE 1 SOME OF THE FINDINGS OF THE STUDY. AND THERE IS A COUPLE OF 2 3 DIFFERENT WAYS WE CAN APPROACH THIS. ANY IDEAS THAT RESONATE IN TERMS OF PILOTS THAT WE'RE COMING WITH WE WILL TRY TO 4 5 IMPLEMENT AND TEST. ANY OTHER STUDIES THAT WILL SAY THIS IS A GOOD FINDING FROM THE STUDY LET'S TAKE THIS FURTHER, WE'LL 6 TAKE THAT FORWARD INTO THE NEXT STEP BENEFIT-COST EVALUATION. 7 8 BUT THAT FEEDBACK, WE HAVE NOT RECEIVED YET, WE HAVE GOTTEN FEEDBACK FROM THE TASK TO INFORM THE REPORT, BUT IN TERMS OF 9 THE NEXT STEPS, WE WOULD BE LOOKING TO THE POLICY MAKERS FOR 10 IMPLEMENTATION RELATED NEXT STEPS. 11

12

13 CHAIR, ADINA LEVIN: OKAY. THANK YOU VERY MUCH. AND IF YOU NEED 14 TO HEAD OFF, IS THAT SOMETHING THAT PATRICK CAN TAKE NOTE AND 15 THAT IF THIS WILL BE RECORDED THAT YOU CAN WATCH THE RECORDING 16 TO MAKE SURE THAT WHAT WE'RE SAYING IS IMPLEMENTED INTO 17 FEEDBACK?

18

19 SHRUTI HARI: ABSOLUTELY THANK YOU CHAIR AND VICE CHAIR, AND
20 MEMBERS FOR YOUR FEEDBACK TODAY. SORRY I THOUGHT I WOULD BE
21 DONE BY 10:30 I'LL HAVE FOLLOW ON DISCUSSION WITH PATRICK.
22 PATRICK THANK YOU FOR TAKING THE REST OF THE QUESTIONS.

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CHAIR, ADINA LEVIN: THANK YOU. SO, AT THIS POINT, WE'LL TAKE
 QUESTIONS AND COMMENTS FROM MEMBERS OF THE SUBCOMMITTEE,
 STARTING WITH TISHA DEE HARTMAN.

4

5 TISHA DEE HARTMAN: THANK YOU. THIS PRESENTATION WAS VERY GOOD. I LIKE TO SEE THIS AS MORE MEAT AND POTATO FROM THE DIRECTION 6 I WOULD LIKE TO SEE US START MOVING N WITH REGARDS TO SLIDE 7 8 FIVE AND THE DECISION MAKING AND WHAT THE STUDY CAME UP WITH, I JUST WOULD LIKE TO COMMENT THEY DON'T BELIEVE, AS MUCH AS WE 9 WOULD LIKE TO SAY THAT OPERATIONS AND MAINTENANCE SHOULD FALL 10 DOWN ON THE AGENCIES. IT'S A HUGE PART OF RELIABILITY AND 11 SAFETY, WHICH IS A HUGE PART OF THE CUSTOMER EXPERIENCE. AND, 12 SO, I DO THINK THAT THAT NEEDS TO BE MOVED TO A REGION-WIDE 13 MODEL. PERHAPS NOT WHERE THE REGION IS MAKING ALL OF THE 14 DECISIONS AND HIRING AND DAY-TO-DAY, BUT CERTAINLY LEADING 15 16 THOSE DECISIONS, PERHAPS UNDER OPTION FOUR WITH THE LEADERSHIP IS CONSOLIDATED BUT THE DAY-TO-DAY IS COLLABORATIVE AND DONE 17 BY THE AGENCIES. SO, I WOULD LIKE TO PUT THAT AS A COMMENT. 18 AND THEN AS FAR AS THE PHASED APPROACH IS CONCERNED, I THINK 19 THAT'S GREAT. I LIKE THAT THE TARGETED COUNTIES WERE THE 20 21 PRIMARY AREAS FOR THE METROPOLITAN. BUT I THINK WE NEED TO HAVE A DATE AS A TARGET GOAL SO WE CAN BE MORE INCLUSIVE FOR 22 ALL OF NORTHERN CALIFORNIA. SO I THINK, YEAH, THAT'S GREAT. 23 THANK YOU. THOSE ARE MY COMMENTS. 24



CHAIR, ADINA LEVIN: THANK YOU. AND RICH HEDGES? RICH, ARE
 MUTED?

3

RICHARD HEDGES: YEAH. I'M GOOD. NO. I HAD TO SHUT OFF A PHONE 4 5 CALL THAT JUST CAME IN. SO, MS. HARTMAN'S COMMENTS, I REALLY SUPPORT THOSE. I THOUGHT THEY WERE GREAT. I JUST WANT TO ADD 6 TO HER COMMENTS THAT THE LATTER PART OF THE PRESENTATION ABOUT 7 8 THE LARGE PROJECTS THAT WE HAVE HERE IN THE REGION, BOTH IN THE SAN FRANCISCO REPORT FROM THE GRAND JURY, WITH THE MASS 55 9 OVERRUNS OF THE GEARY STREET AND T LINES AND THE OVERRUNS FOR 10 BART TO SAN JOSE AND NOW CALTRAIN. JUST A PERSONAL EXPERIENCE 11 WITH CALTRAIN, MEASURE A COMMITTEE, I THINK WE'RE ON OUR THIRD 12 SET OF CONSULTANTS, A RECOMMENDATION I HAVE, IN OUR AREA, 13 THERE IS ONE ENTITY THAT ACTUALLY MANAGES THE HUGE 14 INFRASTRUCTURE PROJECTS. BECAUSE YOU COME TO SOMETHING LIKE 15 16 THE CALTRAIN LINE OR BART, OR, ESPECIALLY, IN MUNI, WHERE YOU HAVE ONCE IN A COUPLE OF DECADES LARGE PROJECT AND CHANGES 17 HAVE TAKEN PLACE THROUGHOUT THOSE TIMES ON WHO MANAGES THE 18 SYSTEM THEY JUST DON'T HAVE THE EXPERTISE TO MANAGE THE 19 SYSTEMS NOR THE EXPERTISE TO HIRE THE CONSULTANTS TO MANAGE 20 FROM CALTRAIN THAT ONE THING I WOULD ADD IS THERE NEEDS TO BE 21 A REGION-WIDE ENTITY THAT TAKES ON THE MANAGEMENT OF THESE 22 PROJECTS ALONG WITH COLLABORATION FROM THE SPECIFIC AGENCIES. 23 THANK YOU. 24



CHAIR, ADINA LEVIN: YOU CAN'T HEAR ME. IAN GRIFFITHS IS THE
 NEXT HAPPENED I SEE.

3

IAN GRIFFITHS: THANKS. SO, ON STUDY AREA OF A AND B, THE 4 5 DECISION-MAKING AND ORGANIZING CAPABILITIES PARTS, THIS IS A -- SO, THERE WERE, LIKE, THREE DIFFERENT OPTIONS THROWN OUT FOR 6 STUDY AREA A, AND THEN FOUR DIFFERENT OPTIONS THROWN OUT FOR 7 8 STUDY AREA B. AND I THINK THE WAY IT WAS PRESENTED, YOU KNOW, THESE ARE ALL AREAS FOR FUTURE EXPLORATION. SO, THE ONES FOR 9 STUDY AREA A -- I'M JUST LOOKING AT SLIDE SIX RIGHT NOW -- WAS 10 THAT WE NEED SOME REGIONAL WIDE DECISION-MAKING BODY AND IT 11 LISTS THREE OPTIONS FOR THAT: AN AGREEMENT GRINCH FORUM A NEW 12 DECISION-MAKING BODY, OR AN EMPOWERED DECISION-MAKING BODY. 13 AND, THEN, JUST, AGAIN, ON THE FOUR OPTIONS THAT WERE PUT OUT 14 15 THERE FOR STUDY AREA B, AGAIN, ON SLIDE EIGHT ARE, WE HAVE 16 FOUR OPTIONS COORDINATING ENTITY OF RAIL, PROJECT AUTHORITY, ALL THE WAY TO THE OPTION FOR CONSOLIDATED BAY AREA RAIL 17 AUTHORITY. SO, MY QUESTION -- THIS IS A QUESTION -- YEAH, I 18 WOULD HOPE, I GUESS, I'M WONDERING WHETHER -- IS THIS STUDY 19 GOING TO ACTUALLY EVALUATE THESE OPTIONS AND PROVIDE ANY SENSE 20 OF THE RELATIVE EFFECTIVENESS OF SELECT BEING BETWEEN THESE 21 OPTIONS? I KNOW IT IS NOT THE ROLE OF THIS STUDY TO RECOMMEND 22 A PREFERRED OPTION TO MOVE FORWARD, UNLIKE THE NETWORK 23 MANAGEMENT BUSINESS CASE, BUT IT DOES SEEM LIKE -- LIKE, I'M 24 LACKING INFORMATION HERE, AND SUSPECT IF THIS IS TO THE LEVEL 25

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OF DETAIL THAT'S PROVIDED TO THE DECISION MAKERS IT DOES -- IT 1 IS -- I THINK IT WOULD BE HELPFUL IF THERE WAS SOME SENSE OF 2 3 THE EVALUATION OF EACH OF THESE SEVEN OPTIONS IN TERMS OF NUMBER OF CRITERIA, IN TERMS OF EFFECTIVENESS, YOU KNOW, 4 5 RESILIENCE, YOU KNOW? LIKE, TO USE THE FIRST THREE AS AN 6 EXAMPLE, AN AGREEMENT-DRIVEN FORUM SEEMS LIKE A LESS EFFECTIVE, YOU KNOW -- AND LESS RESILIENT, WAY OF MAKING 7 8 REGIONAL DECISIONS THAN A NEW DECISION-MAKING BODY OR AN EMPOWERED EXISTING DECISION-MAKING BODY. SO, I DON'T KNOW --9 10 MY QUESTION IS, IS THERE GOING TO BE MORE EVALUATION OF THESE THAT'S INCLUDED IN THE FINAL REPORT THAT WE GIVE DECISION 11 MAKERS SOME ABILITY TO DIRECT STAFF ON WHICH OPTIONS MAY BE 12 WORTH MORE EXPLORATION IN THE NEXT PHASE, SO THAT WE'RE NOT, 13 YOU KNOW -- SO THAT WE NARROW THESE THINGS DOWN AND WE'RE NOT 14 SPENDING TIME, YOU KNOW, STUDYING OPTIONS THAT ARE KNOWN TO BE 15 16 LESS EFFECTIVE AT THIS POINT IN TIME?

17

18 CHAIR, ADINA LEVIN: PATRICK MILLER, YOU CAN PLEASE ADDRESS 19 THAT QUESTION, INCLUDING WHETHER IAN'S QUESTION WILL BE 20 ADDRESSED IN THIS STUDY? WHETHER IT WILL BE MOVED OVER TO 21 NETWORK MANAGEMENT TO ADDRESS THAT QUESTION IN THAT STUDY AS 22 IT'S FEED IN, OR WHETHER THAT QUESTION WOULD BE PART OF THE 23 FOLLOW UP STUDIES THAT ARE BEING -- THAT ARE PART OF THE 24 CONCLUSION OF THIS STUDY? WHERE WOULD THAT LIVE?

25

METROPOLITAN TRANSPORTATION

Meeting Transcript

COMMISSION

PATRICK MILLER: THANK YOU IAN GRIFFITHS AND CHAIR LEVIN FOR 1 THE CLARIFICATION. THE THREE DECISION MAKING OPTIONS COULD 2 3 LINK UP TO ANY FOUR OF THE ORGANIZATIONAL OPTIONS, YOU HAVE THE DECISION-MAKING, THEN THE OPTIONS, THOSE ARE MEANT TO BE 4 5 SEPARATE CONSIDERATIONS. IN TERMS OF WHAT WE'LL EVALUATE, WHAT WE DID IN THIS STUDY IS WE HAD A LONGER LIST OF OPTIONS AND 6 NARROWS DOWN TO ONES WE IDENTIFIED AS HAVING PYRE POTENTIAL 7 8 FOR FUTURE CONSIDERATIONS IN THE STUDY. IF YOU ARE LOOKING AT SLIDE EIGHT THAT WOULD HAVE BEEN LIGHT BLUE THE ENTIRE WAY, 9 AND WE THOUGHT IS THAT REALLY AN OPTION, AND SHIFTING TO 10 POTENTIAL WITH MEANINGFUL DIFFERENCES, RESOURCEFULNESS AND 11 SCALES FOR THE PROJECT AND PRODUCT GOALS DETAILED BENEFITS 12 ANALYSIS AND IMPLEMENTATION, OPTIONS FOR FINAL REPORTING WILL 13 GO INTO THE LOGIC OF HOW WE ARRIVED AT THE FOUR DECISION 14 15 MAKING MODELS AND THOSE SET-ASIDE FOR FURTHER CONSIDERATION OR 16 DEPRIORITIZED FOR FURTHER CONSIDERATION, BUT WE WOULD DO DETAILED ANALYSIS. TO CHAIR LEVIN QUESTION, WHAT WILL BE 17 INCLUDE THE IN THE NETWORK MANAGEMENT BUSINESS CASE WE DEFER, 18 IF FURTHER STUDY IS TO BE CONDUCTED ON THE FINDINGS OF THE 19 PARTNERSHIP STUDY, GIVEN THE DELIVERY MODELS AND ORGANIZATIONS 20 MODELS ON SLIDE EIGHT AND THE THREE CHANGES TO DECISION-MAKING 21 ON SLIDE SIX FOR DETAILED ANALYSIS WHICH COULD RANGE, LEGAL, 22 FINANCIAL, ORGANIZATIONAL EFFICIENCY, AND INTEGRATION, LOTS OF 23 DIMENSIONS THAT MAY BE PRESENTED CUSTOMER PERSPECTIVES, 24

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POLICY, MANY OPERATIONS THAT WOULD NEED TO BE DISCOVERED IN
 FURTHER DELL. THANK YOU FOR THE QUESTION.

3

4 CHAIR, ADINA LEVIN: THANK YOU. GERRY GLASER?

5

GERRY GLASER: LET ME START, FROM OUR OTHER MEETINGS AND THE 6 MEETINGS OF THE POLICY ADVISORY COUNCIL, WE TALK ABOUT HOUSING 7 8 AND HOUSING FUNDING AND OFTEN CONSTRAINTS ARE TIED TO, IS THERE RAIL IN PROXIMITY, AND WHAT FUNDING HAPPENS WITH THAT. I 9 HAVE STARTED THINKING ABOUT RAIL AS BEING OTHER THAN MODES OF 10 TRANSPORTATION PUBLIC TRANSIT, AND IT OCCURS TO ME THAT WE'RE 11 TRYING TO INTEGRATE EVERYTHING SO RAIL NOW NEEDS TO INTEGRATE 12 WITH BUSES AND OTHER FORMS OF TRANSIT GETS PEOPLE TO VARIOUS 13 PLACES. WHAT MAKES RAIL DIFFERENT THAN OTHER MODES OF 14 TRANSPORTATION? WHY DO WE TREAT IT DIFFERENTLY? THE ONLY THING 15 16 I CAME UP WITH IS THERE IS DEDICATED LAND WITH RAIL WHEREAS WITH OTHER MODES OF TRANSPORTATION WE DON'T HAVE DEDICATED 17 LAND ASSOCIATED WITH T BUT WE NEED TO COORDINATE THE TRIPS AND 18 THAT'S ONE QUESTION -- ANOTHER QUESTION I HAD WAS, WHY IS 19 SERVICE PLANNING NOT CONSIDERED TO BE REGIONAL? PERHAPS IT 20 21 NEEDS TO BE REGIONAL SO THAT WE CAN COORDINATE THE ROUTES AND OPERATIONS. AND OPERATIONS BEING THE TIMING OF A RAIL TRIP 22 WITH A BUS TRIP. AND, LASTLY, SINCE I'M IN SONOMA, I NOTICED 23 SHORT-TERM SONOMA WASN'T INCLUDED, AS PERHAPS THINKING 24 25 REGIONALLY, WHEN I FIRST MET ADINA SHE WAS HOT ON LET'S

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1 ELECTRIFY TRAINS. [LAUGHTER] AND THE RAIL SYSTEM THAT WE JUST
2 PUT IN SONOMA COUNTY RUNS ON DIESEL. AND, IF WE WERE TRYING TO
3 ADDRESS REGIONAL GOALS, THAT WOULD HAVE BEEN ON THE PLATE
4 IMMEDIATELY OF, YOU KNOW, IT'S A REGIONAL RESOURCE. AS A
5 REGIONAL RESOURCE, DO WE WANT TO PUT MORE DIESEL IN PLACE. SO,
6 WHY WOULD WE NOT INCLUDE SONOMA EVEN THOUGH IT DOESN'T TIE TO
7 THE REST OF THE RAIL SYSTEM? THANKS.

8

9 CHAIR, ADINA LEVIN: THANKS. AND, WARREN CUSHMAN?

10

WARREN CUSHMAN: YES. HELLO. FIRST OF ALL, I WANT TO THANK 11 GERRY FOR RAISING THAT THOUGHT PROVOKING OUESTION AROUND RAIL. 12 I ALSO WAS WONDERING AROUND THAT. AND THE SERVICE DELIVERY AND 13 CONNECTIVITY WITH OTHER MODES OF TRANSIT, THAT'S AN 14 15 INTERESTING QUESTION. AND I THINK WE SHOULD MEDITATE ABOUT 16 THAT AND THINK ABOUT THAT. BUT I ALSO WANT TO SAY THAT THIS RAIL STUDY WE'RE CURRENTLY SPEAKING ABOUT TODAY, LITERALLY, 17 HAS BEEN THE FIRST TIME I HAVE HEARD ABOUT THIS SUBJECT, AND I 18 UNDERSTAND USED BEEN MOVING THROUGH MTC'S PROCESS FOR A YEAR. 19 AS A DISABILITY ADVOCATE, AND WHAT I FEEL TO BE SOMEONE 20 21 ENGAGED IN THE PROCESS, TO FIND THAT THIS PROCESS HAS GONE GOING ON FOR A YEAR, COULD NOTE THAT I WOULDN'T BE THE ONLY 22 ONE IN THE DISABILITY COMMUNITY THAT WAS SUFFERING FROM THAT 23 FATE. SO I WOULD WANT TO ASK PATRICK, WHAT WAS THE METHOD OF 24 CONNECTING DISABILITY ACCESS TO THIS STUDY? HOW DID THAT 25



HAPPEN? AND AT WHAT LEVEL DID THE COMMUNITY -- FROM THE 1 DISABILITY COMMUNITY ENGAGE IN THIS PROCESS? 2 3 CHAIR, ADINA LEVIN: AND, AS -- WOULD LIKE TO HAVE PATRICK 4 5 ANSWER THAT OUESTION JUST FACTUALLY IN TERMS OF WHETHER THERE 6 HAS BEEN ANY INPUT TO DATE FROM MEMBERS OF THE DISABILITY COMMUNITY. AND ALSO PATRICK IS FROM STEER AND NOT WITH THE MTC 7 8 THAT'S DEFINING THIS PROCESS MUCH SO I DON'T WANT TO PUT THAT ALL ON PATRICK AND I ALSO WANT HAVE PROCESS COMMENTS WHEN I 9 GET TO SPEAKING. PATRICK, IF YOU CAN JUST TAKE THAT AS A 10 FACTUAL QUESTION ABOUT WHETHER THERE HAS BEEN ANY INPUT FROM 11 THE DISABILITY COMMUNITY. 12

13

PATRICK MILLER: THANK YOU FOR THE QUESTION. ON THE CONSULTANT 14 SIDE WE HAVE BEEN EXECUTING SPECIFIC SCOPE OF WORK FOR MTC 15 16 ENGAGEMENT WAS FOCUSED ON SELECT STAKEHOLDER WITH ENGAGEMENT FROM AGENCIES AND GOVERNMENT MEMBERS. I DON'T THINK THERE WAS 17 SPECIFIC ENGAGEMENT WITH THE DISABILITY COMMUNITY. I WOULD PUT 18 THAT TO MTC TO PROVIDE INSIGHT TO THE STUDY PROCESS THAT THE 19 CONSULTANTS, THAT OCCURRED, BUT THAT WAS NOT PART OF OUR SCOPE 20 21 OF WORK.

22

23 CHAIR, ADINA LEVIN: THANK YOU. I'M GOING TO JUMP IN
24 EDITORIALLY, AS CHAIR OF THIS SUBCOMMITTEE, WHICH IS A REASON
25 WHY THIS WAS -- GOT STARTED AND HAD ITS SCOPE INCREASED FROM

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FARE INTEGRATION TO THE TRANSFORMATION ACTION PLAN WAS TO
 PROVIDE A FORUM FOR THIS ITEM AND OTHERS MOVING FORWARD, AND
 WARREN, I SHARE YOUR CONCERN THAT THIS IS THE FIRST TIME THAT
 THIS IS PUBLICLY SURFACING, AND WE'LL HOPE THAT THIS BODY CAN
 BE PART OF THAT PROCESS OF HAVING THIS COME PUBLICLY FORWARD
 AND GET FEEDBACK. BRIAN STANKE?

7

8 BRIAN STANKE: THANK YOU, ADINA. [AUDIO DIFFICULTIES] SEVERAL OUESTIONS. FIRST, STARTING OFF WITH -- SO, MORE OF THE 9 10 PROCESS. I WOULD ECHO SEVERAL OF THE OTHER COMMITTEE MEMBERS THAT HAVE -- JUST BEING HERE, THE FIRST PRESENTATION ON THIS, 11 THE LEVEL OF DETAIL THAT WE'RE SEEING, IT REALLY ISN'T ENOUGH 12 TO UNDERSTAND THE OPTIONS AND THE RECOMMENDATIONS AND PROVIDE 13 FEEDBACK ON IT. YOU KNOW? WHILE WE SEE THESE VARIOUS MODELS, 14 15 WE LITERALLY NEED TO UNDERSTAND, YOU'RE TALKING ABOUT THE 16 FINAL REPORT WILL CONTAIN THE LOGIC BEHIND THE RECOMMENDATIONS AND THE ASSUMPTIONS AND, YOU KNOW, THE ANALYSIS IT'S BASED ON, 17 BUT, IF WE ONLY SEE THOSE WHEN THE FINAL REPORT IS DONE, YOU 18 KNOW, THERE IS NO TIME TO COMMENT UNDERSTANDING THOSE 19 ASSUMPTIONS AND THE LOGIC THAT'S GUIDING THE ANALYSIS. SO, 20 21 IT'S REALLY MUCH MORE PRODUCTIVE TO SEE THAT WHILE -- YOU KNOW, TO USE THAT TO COMMENT. GOING THROUGH SOME OF THE 22 SLIDES, I HAD A OUESTION ON SLIDE, BOTH 7 AND 8, THERE ARE TWO 23 ITEMS. THERE IS, "LONG RANGE SERVICE PLANNING, AND SERVICE 24 PLANNING" AND THOSE ARE DIVIDED AND TREATED DIFFERENTLY. I'M 25



1	NOT UNDERSTANDING WHAT THAT DISTINCTION IS. AND, YOU KNOW,
2	COMING FROM THE ALL THIS DISCUSSION ABOUT REGIONAL
3	COORDINATION AND NETWORK MANAGERS, AND SERVICE, AND
4	[INDISCERNIBLE] [AUDIO DIFFICULTIES] ON SLIDE SEVEN. SO, I
5	THINK SOMETHING WHERE
6	
7	CHAIR, ADINA LEVIN: BRIAN, YOU'RE BREAKING UP A LITTLE BIT.
8	IT'S GETTING HARD TO UNDERSTAND YOU.
9	
10	BRIAN STANKE: [AUDIO DIFFICULTIES]
11	
12	CHAIR, ADINA LEVIN: YOU SOUND LIKE YOU ARE UNDER WATER.
13	
14	BRIAN STANKE: OKAY. DO YOU HEAR ME NOW?
15	
16	CHAIR, ADINA LEVIN: YES.
17	
18	BRIAN STANKE: SO, THE SERVICE I'M SEEING THIS PUT ON MODEL
19	EIGHT I'M SORRY MODEL FOUR, UNDER CAPABILITIES, ON SLIDE
20	EIGHT, AND THAT SEEMS TO BE VERY DIFFERENT FROM THE WHOLE
21	NETWORK MANAGER DIRECTION. AND THEN ON THE STUDY AREA C, SLIDE
22	NINE, THIS IS I'M REALLY STRUGGLING TO PROVIDE COMMENT.
23	IT'S VERY DIFFICULT TO UNDERSTAND WHAT ARE THE FOUR OPTIONS
24	BEING LOOKED AT, AND WHAT ANALYSIS IS BEING DONE, AND WHAT IS
25	BEING [INDISCERNIBLE].



1 2 **SPEAKER:** -- [AUDIO INTERFERENCE] 3 BRIAN STANKE: YEAH. SO, AGAIN, I KNOW THERE HAS BEEN A LOT OF 4 TALK ABOUT DELIVERY ENTITIES, REGION-WIDE. I'M THINKING, FROM 5 6 SLIDE FIVE, THAT WAS AN AREA WHERE PROJECT DELIVERY APPROACH IS BEING SUGGESTED REGION-WIDE. SO, IT SEEMS SLIDE FIVE SHOWS 7 8 WE'RE GOING IN A DIRECTION, AND SLIDE NINE SAYS, WELL, WE MADE A MIXTURE OF ALL FOUR. SO, AGAIN, IT'S VERY DIFFICULT TO 9 COMMENT ON THESE WITHOUT A CLEARER UNDERSTAND OF WHAT'S BEING 10 DESCRIBED AND WHAT ARE THE -- WHAT ARE THE -- WHAT DECISIONS 11 ARE BEING MADE NOW, THAT WOULD BE -- [INDISCERNIBLE] LATER? 12 13 CHAIR, ADINA LEVIN: UH --14 15 16 BRIAN STANKE: AND FINALLY ON SLIDE 10 AND 11, WELL, THERE IS A QUESTION OF, WHAT EXACTLY THE SCOPE IS. WE HAVE ABOUT FIVE OR 17 SIX DIFFERENT RAIL OPERATORS IN THE BAY AREA, BUT I'M NOT 18 SEEING IF THIS IS JUST FOCUSED ON CALTRAIN AND VTA? OR THIS 19 COVERS ALL OF THE OTHER OPERATORS? YOU MENTIONED, SPAR --20 21 [INDISCERNIBLE] ACE, CAPITAL CORRIDOR, WHAT IS THE SCOPE OF THIS REGIONAL PLANNING? 22 23 CHAIR, ADINA LEVIN: SO, PATRICK, I THINK THERE ARE A FEW 24 QUESTIONS IN THERE THAT WILL BE HELPFUL STARTING WITH WHAT'S 25



THE DISTINCTION BETWEEN THE PLANNING AND LONG-RANGE PLANNING
 AND ANY -- IT WILL BE HELPFUL TO HAVE ANYTHING ELSE THAT YOU
 CAN, LIKE, SPEAK TO.

4

5 PATRICK MILLER: THANK YOU FOR THE QUESTIONS. WE'RE CONSTANTLY REFINING THE LANGUAGE ON HERE THAT REFINES CLARIFIES AND 6 SIMPLIFIES A LOT OF THE IDEAS. ARE I THINK WE MAY HAVE MISSED 7 8 THE MARK HERE. WHEN WE SAY LONG RANGE SERVICE PLANNING THAT'S BEEN IDENTIFIED FOR CONSOLIDATION ACROSS THE MODELS OVER THE 9 10 NEXT 15 TO 20 YEARS, THE LONGER TERM HORIZON, WHAT KIND OF RAIL SERVICES DO WE NEED IN THE REGION AS A WHOLE, THE LONG-11 RANGE PLANNING. SLIDE EIGHT, OPTIONS ACROSS THE SERVICE PLANS, 12 THAT'S OPERATIONAL PLANNING, SO WORKFORCE MANAGEMENT, ASSET 13 MANAGEMENT, FIGURING OUT, AGAIN, WHICH TRAIN IS COMING INTO 14 15 THE DEPO AT WHAT TIME, WHO THE DRIVER S HOW MANY SERVICES YOU 16 DEPLOY ON A GIVEN DAY, HOW YOU ROSTER. SO YOU CAN REALLY THINK OF THAT AS OPERATIONAL PLANNING, HOW DO WE DEPLOY A SET LEVEL 17 OF SERVICE, WHEREAS REGIONAL, HOW MANY SERVICES DO YOU WANT ON 18 THE DIFFERENT CORRIDORS, A INSPIRATION OR VISION FOR RAIL, THE 19 SCOPE OF THAT PLAN WOULD BE IN THE -- WEE WORKING ON THE 20 21 LANGUAGE.

22

BRIAN STANKE: IN THIS INDUSTRY SERVICE PLANNING, AND WHEN DO
WE SEND IN THE BUSES AND TRAINS, AT MILLBRAE DO THEY ACTUALLY
MEET OR NOT. WHEN IT'S ABOUT STAFFING AND SHIFTS AND STUFF, IT



WOULD BE MUCH MORE CLEAR IF IT WAS IN A DIFFERENT TERM AND 1 2 SERVICE PLANNING, AGENCIES ADOPT SERVICE PLANS ALL THE TIME 3 THAT ARE THE FREQUENCY AND THE WHENS AND THE WHERES. 4 5 PATRICK MILLER: THANK YOU FOR THE FEEDBACK. WE ARE REFINING THE STUDY AND WE WILL TAKE THAT FEEDBACK. 6 7 8 CHAIR, ADINA LEVIN: PATRICK, ANYTHING YOU WANT TO SPEAK TO. 9 SPEAKER: SLIDE NINE BRIAN YOU RAISED QUESTIONS ON THE FEEDBACK 10 AND MODELS, WE CAN CLARIFY HOW THOSE ARE COMMUNICATED IN OUR 11 FINAL REPORTS. EACH OF THESE REOUIRE FURTHER ANALYSIS. IF I 12 HEARD YOU CORRECTLY, APOLOGIES FOR SOME OF THE STATIC I WAS 13 PICKING UP, IF THERE WAS INTEREST IN DELIVERY IN THE REGION 14 15 AND FURTHER ANALYSIS TO DETERMINE HOW THAT ANALYSIS WOULD WORK 16 THIS EXPLORES FURTHER ANALYSIS BUT FOR THE DURATION OF TIME AVAILABLE WE WOULDN'T BE ABLE TO DEFINE WHETHER A IS THE 17 SPECIFIC OPTION TO BE USED IN THE REGION. WE'RE NARROWING THE 18 FIELD TO CREATE KNOWLEDGE TO ENABLE MTC AND PARTNERS TO 19 ACCELERATE THE NEXT SET OF ANALYSIS. IF A PEER JURISDICTION 20 21 TENDS TO USE A RANGE OF DELIVERY MODELS DEPENDING HOW THEIR PORTFOLIO EVOLVES MAYBE DELIVERING FIVE OR SIX MEGA PROJECTS 22 THEY MIGHT SHIFT TOWARDS A DELIVERY ENTITY BUT IF A PORTFOLIO 23 CHANGES AND THERE IS ONE OR TWO PROJECTS THEY MIGHT WIND DOWN 24 25 THAT ENTITY AND CREATE SPECIAL PURPOSE VEHICLES OR DO

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1 DIFFERENT CHANGES BUT CERTAINLY IN OUR FUTURE REPORTS WE'LL 2 ADD MORE CLARITY ON THAT ONE. I WANT TO MAKE SURE I ANSWERED 3 YOUR QUESTIONS. AGAIN, I WAS HAVING A BIT OF TROUBLE HEARING 4 WITH THE TROUBLE OF THE STATIC. IS THERE ANYTHING YOU WANT ME 5 TO GO OVER AS WELL, BRIAN?

6

7 CHAIR, ADINA LEVIN: WHICH AGENCIES WERE INCLUDED WAS THAT
8 COVERING, MUNI, LIGHT RAIL? OR WAS THIS THE HEAVY RAIL
9 SERVICES? WHAT AGENCIES AND SERVICES WERE ENCOMPASSED IN THIS
10 STUDY?

11

SPEAKER: THANK YOU FOR THE CLARIFICATION. THE DEFINITION WE 12 USE FOR RAIL IN THIS WOULD BE THE LARGER HEAVY RAIL OPERATORS, 13 CALTRAIN, SMART, BART, WE INCLUDED INNER CITY JPA SERVICES IN 14 15 THE GROUP WHICH SERVE NOT ONLY THE BAY AREA BUT AREAS ADJACENT 16 TO THE BAY AREA. WE HAD REPRESENTATION FROM SOME OF THE OTHER AGENCIES ON THE TASK, LIGHT RAIL SERVICES OPERATED BY MUNI OR 17 VTA WERE NOT INCLUDED IN THE DEFINITION OF REGIONAL RAIL USED 18 IN THIS STUDY. 19

20

21 BRIAN STANKE: THANK YOU. IT GETS CONFUSING ON SLIDE NINE WITH 22 THE VTAS. TO THE PROCESS, WOULD THE FULL DRAFT WORK BE 23 AVAILABLE FOR COMMENTERS TO BETTER UNDERSTAND THE LOGIC AND 24 ASSUMPTIONS AND THE REASONING BEHIND THE DRAFT RECOMMENDATION 25 REPORT BEFORE IT'S FINALIZED OR WE WOULD WANT JUST WORK OFF



THE POWERPOINT? IT'S MUCH EASIER IF THERE IS A DRAFT REPORT 1 2 TEXT. 3 CHAIR, ADINA LEVIN: I'M GOING TO ASK THAT IN A MORE POINTED 4 5 WAY. WHEN IT IS AVAILABLE, CAN THE DRAFT TEXT BE MADE 6 AVAILABLE FOR REVISION AND COMMENT? 7 8 PATRICK MILLER: IN TERMS OF WHICH MATERIALS ARE SHARED, I BELIEVE THAT'S ON MTC'S DISCRETION, BUT WE ARE PREPARING 9 MATERIALS AND I BELIEVE THE INTENTION IS TO SHARE SOME OR ALL 10 MATERIALS WIDELY. I KNOW SCHRUTI IS OFFLINE I'M NOT SURE IF 11 COLLEAGUES FROM MTC WOULD LIKE TO COMMENT ON THAT BUT THERE 12 ARE EFFORTS TO SHARE MATERIALS OVER TIME. 13 14 CHAIR, ADINA LEVIN: IS THAT SOMETHING DAVE VAUTIN COULD SPEAK 15 16 TO? OR SOMETHING WE NEED TO RAISE ELSEWHERE WITHIN MTC? 17 DAVE VAUTIN: GOOD MORNING BOARD MEMBERS. I CAN PASS THAT ALONG 18 TO SCHRUTI, BUT THIS IS NOT A PROJECT THAT I AM DIRECTLY 19 INVOLVED IN SO I AM HAPPY TO PASS ALONG THAT REQUEST. 20 21 22 CHAIR, ADINA LEVIN: OKAY. THANK YOU. AND RICH HEDGES? 23 RICHARD HEDGES: YEAH, IF YOU HAVE MENTIONED IT, PATRICK, I 24 MESSED T THERE IS A LOT OF BUZZ GOING ON WITH LINK 21 WHICH IS 25

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A COORDINATION OF RAIL AND THE BAY AREA AND A SECOND TUNNEL.
 IS THIS -- ANY OF THESE SLIDES ENVISIONS THAT PROCESS? DO YOU
 UNDERSTAND MY QUESTION?

4

5 PATRICK MILLER: UH-HUH. JUST BEING MINDFUL OF PROTOCOL WASN'T 6 SURE IF THE QUESTION SHOULD COME FROM THE CHAIR OR I SHOULD 7 ANSWER DIRECTLY?

8

9 CHAIR, ADINA LEVIN: THAT'S SOMETHING TO TAKE ON WHERE THAT
10 WOULD APPLY? R: ! GROUP OF BUSINESS PEOPLE ON THIS, SO THEY'RE
11 MOVING FORWARD WITH IT.

12

CHAIR, ADINA LEVIN: OKAY. SO, I WOULD LIKE TO INSERT MYSELF IN 13 THE STACK. AND THEN WE WILL GO TO ANY PUBLIC COMMENT THAT MAY 14 15 BE. SO, A COUPLE OF COMMENTS. A FEW COMMENTS AND QUESTIONS. 16 ONE, I WAS REALLY GLAD TO SEE THAT IT WAS LOOKING FAVORABLE TO REGIONALIZE A LONG-RANGE PLANNING AND PROJECT DELIVERY. 17 PROJECTS TAKE TOO LONG. THEY COST TOO MUCH, AND IN THE 18 FRAGMENTS WAY WE HAVE BEEN DOING PLANNING IT'S NICE TO SEE 19 THINGS BEING DONE IN AN INTEGRATED FASHION. WITH REGARD TO THE 20 21 MORE FINE GRAIN SERVICE PLANNING, AS MAY COME UP IN THE CONNECTED NETWORK PLAN, WHICH I THINK WE'RE ABOUT TO GET A 22 REALLY BRIEF DESCRIPTION OF, THAT PIECE, WHICH IS RIGHT NOW 23 BEING DESCRIBED AS A POTENTIAL HYBRID, I AGREE WITH THE 24 QUESTION AND CONCERN THAT THAT SEEMS AT ODDS WITH WHERE THE 25

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NETWORK MANAGEMENT STUDY IS. AND, ALSO, IN TERMS OF DESCRIBING 1 THAT AS A HYBRID, IT SEEMS TO ME THAT THAT IS BURYING SOME 2 3 REALLY IMPORTANT DETAILS WITHIN THOSE 70 PAGES. SO, FOR EXAMPLE, IF YOU LOOK AT, YOU KNOW, SERVICE AND OPERATING 4 5 PRACTICES, WITH BART AND CALTRAIN, I THINK I CARE OUITE A LOT ABOUT WHETHER THERE IS A GOOD TRANSFER AT MILLBRAE AND WHETHER 6 WE HAVE A REGIONAL SPAN OF SERVICE ALIGNMENT, BUT I PROBABLY 7 8 CARE LESS ABOUT THEIR POLICIES ABOUT WHETHER YOU CAN HAVE A SANDWICH ON THE TRAIN. AND, SO, IT'S DESCRIBING, LIKE, IT'S 9 HANDLING BOTH OF THOSE THINGS TOGETHER, AND THEN AND THEN 10 VARYING WHICH OF THOSE SHOULD BE REGIONALIZED INTO THE 70 11 PAGES OUT OF THE POWERPOINT, AND THAT IS SOMETHING THAT IS 12 REALLY IMPORTANT THAT SHOULD NOT BE BURIED IN THE 70 PAGES OF 13 DETAIL, BUT, ALSO, IS A REASON WHY IT WOULD BE BENEFICIAL TO 14 15 PROVIDE THAT 70 PAGE REPORT AVAILABLE TO THE PUBLIC TO SEE 16 BEFORE IT IS DONE. ALSO, HAVE A QUESTION ABOUT, IS THERE ANYTHING THAT IS KNOWN, YET, QUESTION TO PATRICK, ABOUT WHICH 17 ELEMENTS MIGHT BE CONSIDERED FOR PILOTING? I'M GOING TO STOP 18 AND ASK THAT, AND THEN I WILL HAVE ONE OTHER QUESTION AND 19 COMMENT AND THEN GO TO THE PUBLIC. ANY THOUGHTS ON WHICH 20 21 THINGS MIGHT BE CONSIDERED FOR PILOTING?

22

23 PATRICK MILLER: THANK YOU, CHAIR LEVIN, FOR THE QUESTION ON
24 PILOTS. ONE OF THE INTENTIONS WE HAD IN RECOMMENDING THE PILOT
25 TO MTC IS THAT GOVERNANCE STUDIES, DECISION-MAKING STUDIES ARE

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CONCEPTUAL. WE CAN ALMOST WE CAN ALMOST FALL INTO A TRAP OF 1 TRYING TO MASTER PLAN AND NEW GOVERNANCE MODEL WITHOUT TRYING 2 3 DIFFERENT APPROACHES THAT CAN BE UTILIZING WITHIN EXISTING RELATIONSHIPS OR EXISTING POWERS, SO THE IDEA OF PILOTS AND 4 5 BREAKING APART FINDINGS ACROSS THE STUDY A. B, AND C, TO SEE IF EITHER CAN BE DEPLOYED, WITHIN THE EXISTING ENVIRONMENT IN 6 A NON-BINDING WAY, EXPLORING IF WE GOT DECISION MAKERS 7 8 TOGETHER FROM DIFFERENT ORGANIZATIONS TO TACKLE AN ISSUE, WHAT WOULD THAT LOOK LIKE, AND THE PROCESS FOR PILOTING DIFFERENT 9 WAYS OF AGENCIES COLLABORATING, IT'S HARD TO SAY A PILOT A 10 WHOLESALE CONSOLIDATION OF AGENCIES TO THE SPIRIT OR WOULD BE 11 TO THE SPIRIT OF WHAT THE OPTIONS ARE TRYING TO CAPTURE. FOR 12 EXAMPLE, IF WE WERE SAYING WE THINK THERE IS VALUE IN 13 CONSOLIDATING LONG RANGE SERVICE PLANNING. IS THERE A WAY TO 14 TRY A CONSOLATION OF LONG RANGE SERVICE PLANNING WITHOUT GOING 15 16 THROUGH ANY ORGANIZATIONAL CHANGES. OR IF WE THINK THERE IS VALUE IN REACHING REGIONAL DECISIONS ON THE STATE OF THE 17 FUTURE NETWORK, COULD WE TRY TO MAKE A FEW DECISIONS EITHER 18 19 ILLUSTRATIVE OR BINDING PERHAPS IN A PILOT SENSE TO LEARN HOW THESE MODELS WOULD WORK IN PRACTICE IN THE BAY AREA WHILE 20 21 OTHER STUDIES ARE GOING ON. RECOGNIZING YOU NEED BOTH YOU NEED THE AMBITION REVIEW THROUGH DETAILS AND ROBUST STUDY BUT YOU 22 NEED TO LEARN HOW THESE THINGS WORK AND PILOTS ARE A GREAT WAY 23 TO GET THE KIND OF DAY-TO-DAY AND BREAKING DOWN THE CONCEPTUAL 24



MODE WHILE WORK CONTINUES WE WOULD BE LOOKING AT PILOTS ACROSS 1 2 ALL THREE STUDY AREAS SPECIFICS STILL BE EXPLORED. 3 CHAIR, ADINA LEVIN: THANK YOU FOR THAT LAST BIT. THE LAST 4 5 THING IS THE OUESTION ABOUT WHY DO WE TREAT RAIL DIFFERENTLY FROM OTHER KINDS OF TRANSIT? AND IS IT BECAUSE IT IS FIXED 6 GUIDEWAY, LIKE, IF WE HAD MORE, FOR EXAMPLE, YOU KNOW, A BUS 7 8 RAPID TRANSIT TYPE SERVICE THAT WAS RELIABLE, WOULD WE ALSO BE LOOKING AT IT AT THE SAME -- LIKE, WHY IS RAIL BEING LOOKED AT 9 10 SEPARATELY? 11 SPEAKER: SO I UNDERSTAND YOUR OUESTION, WHY IS THIS STUDY 12 FOCUSED ON RAIL AND SEPARATED FROM OTHER MODES? 13 14 15 CHAIR, ADINA LEVIN: YEAH. 16 SPEAKER: I THINK THE SCOPE OF THE STUDY WAS ALWAYS FOCUSED ON 17 RAIL AND DID GOT PROVIDE CLARIFICATION ON THAT BUT WE HAVE 18 WORKED WITH MTC AND PARTNERS TO EXPLORE SOME OF THE 19 CHARACTERISTICS THAT MAKE RAIL UNIQUE THAT SHOULD INFORM THE 20 STUDY. WE LOOKED AT A RANGE OF FACTORS INCLUDING HIGH CAPITAL 21 COST ASSOCIATED WITH PROJECTS, LONGER DELIVERY PERIODS. 22 COMPLEXITY AND DESIGN DEVELOPMENT OF THE PROJECTS, LEVEL OF 23 EXPERTISE REQUIRED TO PLAN SUBWAY ON DIFFERENT SCALES OTHER 24 THAN VRT NOT TO SAY THAT BUS PLANNING AND TRANSIT AREN'T 25

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ROBUST IN THEIR OWN WAY BUT AT A DIFFERENT SCALE WHEN LOOKING 1 2 AT RANGE OF FACTORS INVOLVED ALSO GIVEN VOLUME DEMAND ON 3 SERVICES YOU HAVE SING DEMAND ON A SINGLE CORRIDOR, THOSE ARE FACTORS WE LOOKED AT, AND THESE ARE FROM OUR WORKING GROUPS 4 5 WHEN WE TALKED ABOUT RAIL, PLEASE DON'T TAKE THESE AS BINDING DEFINITIONS IN THE STUDY, HISTORIC CALTRAIN REVENUE TO COST 6 RATIO, REVENUE RECOVERY OF SERVICES AS WELL A RANGE OF FACTORS 7 8 THAT ARE UNIQUE. IN OUR FRAMING OF THE STUDY WE WERE ASKED THAT OUESTION AT TASK AND OUR RESPONSE WAS WE'RE LOOK AT RAIL 9 IN THIS STUDY SOME FINDINGS MAY BEL VANITY IN EXPLORATION OF 10 LIGHT RAIL, VRT AND IT'S NOT SAY WE'RE NOT TAKING THESE 11 FINDINGS TO DEFINE COMPLETELY INTO ANOTHER MODE BUT PROVIDING 12 -- [INDISCERNIBLE]. 13

14

CHAIR, ADINA LEVIN: THANK YOU FOR THE CLARIFICATION, TO THE 15 16 MULTI-BILLION DOLLAR MEGA-PROJECT. THE RAIL IS FAIRLY DISTINCTIVE AND IN TERMS OF SOME OF THE MORE OPERATIONAL 17 COORDINATION ASPECTS THERE MIGHT BE SIMILARITY THAT DESERVES 18 GETTING WOVEN INTO THE NETWORK MANAGEMENT CONSIDERATION. I 19 DON'T SEE ANY OTHER HANDS FROM MEMBERS OF THE BODY. I'M GOING 20 TO SEE IF THERE ARE ANY MEMBERS OF THE PUBLIC WHO WOULD LIKE 21 TO COMMENT ON THIS ITEM? I SAW ONE A MOMENT AGO, BUT THEY PUT 22 THEIR HAND DOWN. ANY MEMBERS OF THE PUBLIC WISH TO COMMENT? OR 23 HAS THERE BEEN ANY COMMENT SUBMITTED IN WRITING? 24



CLERK, MARTHA SILVER: THERE IS NO WRITTEN CORRESPOND RECEIVED
 BY THE 5:00 P.M. DEADLINE FOR THIS ITEM.

3

CHAIR, ADINA LEVIN: OKAY. SO, THEN, THANK YOU VERY MUCH TO 4 5 PATRICK AND CONVEY OUR THANKS TO SCHRUTI FOR, AND, SORRY WE 6 DIDN'T GET TO HAVE HERE -- HER HERE ALL THE WAY THROUGH THE END. BUT, WILL -- IT SEEMS LIKE THERE IS -- ARE MULTIPLE STEPS 7 8 YET TO COME ON THIS. AND I THINK, GIVEN THE INTEREST IN THIS TOPIC, WOULD BE GOOD AT A LATER DATE, TO BRING IT BACK WHEN 9 10 IT'S CLOSER TO DECISIONS TO BE MADE ABOUT THE INFORMATION, AS WELL AS THE -- MORE OF THE DETAIL THAT WE'RE NOT YET SEEING. 11 MOVING ON TO AGENDA ITEM SIX, CONNECTED NETWORK PLANNING 12 UPDATE. AND I KNOW THAT IT IS, YOU KNOW -- WE HAVE BEEN HERE 13 FOR A WHILE, AND WE'RE GOING TO HEAR MORE ABOUT THE CONNECTED 14 15 NETWORK PLAN, I THINK, AT OUR NEXT MEETING. SO IT WOULD BE 16 GREAT TO JUST GET AN OVERVIEW OF THIS, AT THIS POINT, AND THEN CAN GET TO REALLY DIVE IN, I THINK WE'RE SCHEDULED FOR 17 NOVEMBER. SO WE'LL HEAR FROM KARA VUICICH. KARA, I'M 18 MISPRONOUNCING YOUR NAME. 19

20

21 KARA VUICICH: THAT'S OKAY. I MISPRONOUNCE IT TODAY. WE'RE HERE 22 TODAY TO GIVE YOU A HEADS UP IN TERMS OF WHAT'S COMING TO 23 CONNECTED NETWORK PLANNING. AND AS THE CHAIR SAID WE'RE GOING 24 TO BE DIVING MUCH MORE DEEPLY INTO THIS TOPIC NEXT MONTH. BUT 25 THAT SAID, WE DID WANT TO LET YOU KNOW THAT THIS IS COMING

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AND, SORT OF, WHAT'S HAPPENING FOR THE NEXT COUPLE OF MONTHS 1 BOTH AT THIS SUBCOMMITTEE, AS WELL AS AT THE POLICY ADVISORY 2 3 COUNCIL, AND AT SOME OF THE MTC COMMITTEES. SO, I THINK AS MOST OF YOU KNOW, CONNECTED NETWORK PLAN SUGGEST PART OF THE 4 5 TRANSIT TRANSFORMATION ACTION PLAN ACTION NUMBER 18 AND CALLS FOR MTC AND THE TRANSIT OPERATORS TO FUND AND DEVELOP AND 6 ADOPT A BAY AREA CONNECTED NETWORK PLAN THAT INCLUDES TRANSIT 7 8 SERVICE HUB CATEGORIES CORE SERVICE NETWORKS RAPID TRANSIT AS WELL AS FUNDING REOUIREMENTS AND NEXT STEPS. WHAT WE WILL BE 9 10 DOING, AGAIN, WE'LL BE BRINGING A MORE IN DEPTH ITEM TO THE POLICY ADVISORY COUNCIL, AT THE NOVEMBER 9TH MEETING AND 11 COMING BACK FOR IN DEPTH DISCUSSION AND PRESENTATION AND 12 DISCUSSION ON THIS AT THE SUBCOMMITTEE MEETING IN NOVEMBER. 13 14 WE'LL ALSO BE GOING TO THE JOINT MTC PLANNING ABAG 15 ADMINISTRATIVE COMMITTEE AT THEIR DECEMBER MEETING WITH AN 16 UPDATE ON THIS. AND THE FOCUS IS GOING TO BE ON ESSENTIALLY KIND OF WHAT WE ARE PLANNING IN TERMS OF SCOPE AND APPROACH 17 FOR CONNECTED NETWORK PLANNING, AND, PARTICULARLY SOME 18 OPPORTUNITIES AND POTENTIAL SYNERGIES THAT WE SEE WITH THE 19 FORTHCOMING KICKOFF OF THE PLANNED BAY AREA 2050 UPDATE, WHICH 20 IS ALSO KNOWN AS PLANNED BAY AREA 2050 PLUS. SO THAT WILL BE 21 KIND OF THE TOPICS THAT WE'RE GOING TO BE GETTING INTO MUCH 22 MORE DETAIL IN NEXT MONTH AND DECEMBER AND THE FOLLOWING 23 MONTHS SO WE WILL BE BACK QUITE A FEW TIMES IN THE FUTURE. AND 24

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THAT'S BASICALLY JUST, YEAH, AND THAT'S KIND OF JUST THE
 CONTENT FOR TODAY. WITH MUCH MORE TO COME.

3

4 CHAIR, ADINA LEVIN: THANK YOU VERY MUCH FOR THAT APPETIZER.
5 KNOWING THAT WE'RE GOING TO BE DIGGING IN ON NOVEMBER 9TH,
6 DOES ANYBODY HAVE ANY QUESTIONS AT THIS SUPER HIGH-LEVEL,
7 BEFORE WE HAVE A MORE SUBSTANTIVE DISCUSSION ON NOVEMBER 9TH?
8 IAN? IAN, IS THAT A HAND?

9

IAN GRIFFITHS: YES, IT IS. I COULDN'T FIND MY RAISED HAND. I 10 WOULD -- I REALLY THINK THIS IS GREAT THAT WE HAVE THIS 11 TRANSFORMATION ACTION PLAN SUBCOMMITTEE. I THINK THESE THREE 12 TOPICS LIKE WE HAVE GOTTEN TODAY IT'S REALLY HELPFUL TO HEAR 13 14 THEM ALL IN THE SAME PLACE TO BE ABLE TO IDENTIFY INTERDEPENDENCIES. THAT'S GREAT. I'M REALLY PLEASED TO SEE 15 16 THAT. MY COMMENT IS REALLY SOMETHING FOR THE -- PROBABLY FOR THE POLICY ADVISORY COMMITTEE TO CONSIDER AT THEIR UPCOMING 17 MEETING, CONSIDERING THEY'RE THE BODY THAT MAKES 18 RECOMMENDATIONS TO MTC, WHICH IS THAT I THINK THE MTC SHOULD 19 BE -- THE, WHATEVER THE RELEVANT COMMITTEES ARE, OF THE MTC, 20 21 AS A WHOLE, LIKE, THE -- WHETHER IT'S PROGRAMMING AND 22 ALLOCATIONS OR POLICY -- I CAN'T EVEN REMEMBER ALL OF THE COMMITTEES -- BUT RIGHT NOW THESE ACTION PLAN INITIATIVES ARE 23 DEVELOPING UP TO A VARIETY OF COMMITTEES THAT DON'T 24 25 NECESSARILY HAVE THE SAME MEMBERS AND THEN THE FREQUENCY THAT

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THEY'RE GOING UP TO THE COMMISSION AS A WHOLE, OR THE 1 EXECUTIVE COMMITTEE IS ALSO -- I DON'T KNOW -- I MEAN, IT'S 2 3 BEEN VERY DIFFICULT TO FOLLOW TODAY AND I DON'T KNOW IF THERE MAY BE SOME WORK UNDERWAY TO IDENTIFY THAT AND RATIONALIZE IT, 4 5 BUT IT SEEMS WE'RE RECEIVING -- THIS ONE PLACE, WHERE THE PUBLIC IS WEIGHING IN, I THINK OUR DECISION MAKES MAKERS 6 SHOULD HAVE A SIMILAR VENUE AND WONDERING IF THE POLICY 7 8 ADVISORY COUNCIL COULD CONSIDER THAT, OR IF THERE ARE UPDATES ON THAT, BRIEFING THE POLICY ADVISORY COUNCIL COMMITTEE ON 9 WHAT THOSE ARE, BEFORE THE NEXT OCCASION, THEY PROBABLY ARE 10 STILL UNDERWAY ALREADY, BUT I THINK THAT COULD IMPROVE HELP 11 DECISION MAKERS SEE THE INTERRELATEDNESS OF THE NETWORK 12 MANAGEMENT BUSINESS CASE REGIONAL RAIL STUDY AND DIFFERENT 13 INITIATIVES AS DIFFERENT PIECES OF THE TRANSFORMATION ACTION 14 15 PLAN, AND AS DECISIONS ARE NEEDED ON THESE STUDIES FOR NEXT 16 STEPS, AND IT CAN BE MANAGED IN A COHERENT WAY THAT MANAGE OPPORTUNITIES FOR NEXT STEPS ON THE NEXT STEP OF NETWORK 17 MANAGEMENT BUSINESS CASE AS NEXT STEP OF REGIONAL STUDY OR THE 18 PILOTING OF THE REGIONAL DECISION-MAKING THAT WAS A 19 RECOMMENDATION THAT WE JUST HEARD FROM PATRICK COULD BE THIS 20 21 CONNECTED NETWORK PLAN COULD BE OPPORTUNITY FOR THE PILOTING OF THAT REGIONAL DECISION-MAKING BUT THE ONLY REASON I'M ONLY 22 ABLE TO TIE THOSE TWO THINGS TOGETHER IS THEY CAME TO THE SAME 23 PLACE AND PURPOSE, SORT OF, PRESENTED AS ONE PIECE OF THAT. SO 24 THAT'S JUST A COMMENT. NOT EXPECTING A RESPONSE RIGHT NOW, BUT 25



JUST WOULD ENCOURAGE THAT TO BE DISCUSSED AT THE UPCOMING
 POLICY ADVISORY COMMITTEE MEETING.

3

CHAIR, ADINA LEVIN: UH-HUH. THANKS FOR THAT REALLY INSIGHTFUL 4 5 COMMENT. AND I THINK THIS MIGHT BE SOMETHING THAT THE CHAIR AND VICE CHAIRS CAN TALK ABOUT IN TERMS OF INTERACTING WITH 6 STAFF AND ASKING WHAT, SORT OF, TIMELINE, LIKE, MULTI-7 8 TRANSFORMATION ACTION PLAN ITEM TIMELINE CAN BE PROVIDED TO THIS COMMITTEE SO THAT WE SEE, LIKE, HERE IS WHAT THE NEXT 9 STEP IS ON FARE INTEGRATION, AND THE NEXT STEP ON NETWORK 10 CONNECTED PLAN, AND THE NEXT STEP ON THE REGIONAL RAIL, SO 11 THAT THERE IS, LIKE, ONE PLACE FOR THAT, THAT WE DON'T HAVE TO 12 INDIVIDUALLY STITCH THOSE THINGS TOGETHER. I THINK THAT WOULD 13 BE QUITE HELPFUL. OKAY. ANY OTHER COMMENTS OR QUESTIONS FROM 14 MEMBERS OF THIS BODY BEARING IN MIND THAT IT'S 11:30 AND WE'LL 15 16 GET A LOT MORE DETAIL ON NOVEMBER 9TH. I'M NOT SEEING ANY. AND ARE THERE ANY MEMBERS OF THE PUBLIC THAT HAVE COMMENTS ON 17 THIS, BEARING IN MIND THAT THERE IS GOING TO BE A LOT MORE 18 INFORMATION TO TALK ABOUT ON NOVEMBER 9TH? I AM NOT SEEING 19 ANY. AND DOES STAFF HAVE ANY COMMENTS IN WRITING ON THIS ITEM? 20 21

22 CLERK, MARTHA SILVER: THERE WAS NO WRITTEN CORRESPONDENCE
23 RECEIVED BY THE 5 O'CLOCK P.M. DEADLINE, FOR THIS ITEM.

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CHAIR, ADINA LEVIN: UH-HUH. OKAY. GREAT. MOVING ON TO AGENDA
 ITEM SEVEN. NEW BUSINESS OR MEMBERS OF THE SUBCOMMITTEE MAY
 BRING UP NEW BUSINESS FOR DISCUSSION OR ADDITION TO A FUTURE
 AGENDA. ARE THERE ANY SUCH? I AM NOT SEEING ANY HANDS. GERRY
 GLASER?

6

7 GERRY GLASER: ONE THING FOR US TO CONSIDER IN THE FUTURE FOR 8 ITEMS NOT TO BE INFORMATIONAL. SO, IF WE WANT TO HAVE A VOTE 9 ON THEM, WE CAN. I SENT YOU A LITTLE NOTE SAYING, MAYBE THEY 10 CAN JUST ASK US A QUESTION AND WE CAN EITHER ANSWER IT OR NOT 11 ANSWER IT, JUST SO THAT DOESN'T HAPPEN AGAIN.

12

CHAIR, ADINA LEVIN: YES, VERY GOOD POINT. AND ANY OTHER ITEMS 13 OF NEW BUSINESS? SEEING NONE. IS THERE ANY MEMBERS OF THE 14 15 PUBLIC THAT HAVE COMMENT ON NEW BUSINESS? ALSO NOT SEEING ANY. 16 MOVING ON TO GENERAL PUBLIC COMMENT, ITEM EIGHT WHICH IS TO READ THE NAMES OF ANY COMMENT RECEIVED BY 5:00 P.M. YESTERDAY 17 SENT TO INFO@BAYAREAMETRO.GOV AND ANY MEMBERS OF THE PUBLIC 18 WHO MAY HAVE GENERAL PUBLIC COMMENTS ON ITEMS THAT WERE NOT ON 19 TODAY AGENDA? OKAY. ALSO SEEING NONE. WE ARE MOVING ON TO 20 21 ADJOURNMENT TO THE NEXT WHICH MEETING WHICH WILL BE HELD ON --22 I'M CONFUSED. THIS SAID FRIDAY NOVEMBER 18TH, AND I HEARD KARA 23 MENTION NOVEMBER THE 9TH. SO IS IT THE 9TH? OR THE 18th? 24



CLERK, MARTHA SILVER: THE 9TH IS THE COUNCIL MEETING. THE 18th IS THE SUBCOMMITTEE MEETING. CHAIR, ADINA LEVIN: GOT IT. OKAY. SO THE 9TH CONNECTED NETWORK PLAN WILL BE BROUGHT FORWARD TO THE FULL POLICY ADVISORY COUNCIL. NOW I'M CON- -- WE -- UM -- HMM... CLERK, MARTHA SILVER: IF YOU'RE WONDERING ABOUT THE AGENDA, WE CAN FIX THAT, BUT THE NEXT SUBCOMMITTEE MEETING IS ON THE 8TH. CHAIR, ADINA LEVIN: WELL THAT'S GREAT. THE NEXT SUBCOMMITTEE MEETING WILL BE THE 18th. STAY TUNED FOR INFORMATION ABOUT OUR AGENDA INCLUDING WHEN WE WILL GET DETAILS ON THE CONNECTED NETWORK PLAN. HAVE A GOOD REST -- 18 MORE MINUTES THIS MORNING, AND GOOD REST OF THE DAY. [ADJOURNED]. 



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