

**METROPOLITAN  
TRANSPORTATION  
COMMISSION**  
**Meeting Transcript**



NOVEMBER 18, 2022

1                                   **METROPOLITAN TRANSPORTATION COMMISSION**  
2                                   **POLICY ADVISORY COUNCIL TRANSIT TRANSFORMATION**  
3                                   **ACTION PLAN SUBCOMMITTEE**  
4                                   **FRIDAY, NOVEMBER 18, 2022 1:00 PM**

5  
6   **ADINA LEVIN, CHAIR:** GOOD AFTERNOON. THE MEETING OF THE POLICY  
7 COUNCIL ADVISORY PLAN IS CALLED TO ORDER. THIS MEETING WILL BE  
8 CONDUCTED AS A ZOOM WEBINAR PURSUANT TO 361, WHICH SUSPENDS  
9 CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS IS BEING  
10 BROADCASTED ON THE MTC WEBSITE. THEY'LL BE CALLED ON BY NAME  
11 AND ASK THAT THEY SPEAK CLEARLY AND STATE THEIR NAMES BEFORE  
12 GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA WEBCAST  
13 AND ZOOM WITH THEIR CAMERAS ENABLED ARE REMINDED THEIR  
14 ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS  
15 OF THE PUBLIC PARTICIPATING BY ZOOM WISHING TO SPEAK SHOULD  
16 USE THE RAISED HAND FEATURE OR DIAL STAR 9 AND THE CHAIR WILL  
17 CALL UPON THEM AT THE APPROPRIATE TIME. PUBLIC CONFERENCE  
18 ATTENDEES WILL BE CALLED UPON BY THE LAST 4 OF THE PHONE  
19 NUMBER. IT'S REQUESTED THAT THE SPEAKERS STATE THEIR NAMES AND  
20 ORGANIZATIONS BUT PROVIDING SUCH INFORMATION IS VOLUNTARY.  
21 WRITTEN PUBLIC COMMENTS BY 5:00 P.M. YESTERDAY WILL BE ENTERED  
22 INTO THE RECORD BUT WILL NOT BE READ OUT LOUD. IF AUTHORS OF  
23 THE WRITTEN CORRESPONDENCE WOULD LIKE TO SPEAK, THEY'RE FREE  
24 TO DO SO AND SHOULD RAISE THEIR HAND AND THE CHAIR WILL CALL  
25 UPON THEM AT THE APPROPRIATE TIME. A ROLL CALL VOTE WILL BE



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1 TAKEN FOR ALL ACTION ITEMS. PANELISTS AND ATTENDEES SHOULD  
2 NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. IN ORDER TO GET THE  
3 FULL ZOOM EXPERIENCE, PLEASE MAKE SURE YOUR APPLICATION IS UP  
4 TO DATE.

5

6 **ADINA LEVIN, CHAIR:** SO WE ARE GOING TO MOVE ON BY CALLING THE  
7 MEETING TO ORDER WITH A ROLL CALL TO CONFIRM WHETHER A QUORUM  
8 IS PRESENT.

9

10 **CLERK:** CHAIR LEVIN.

11

12 **ADINA LEVIN, CHAIR:** YES.

13

14 **CLERK:** WARREN CUSHMAN.

15

16 **WARREN CUSHMAN:** HELLO, I'M HERE.

17

18 **CLERK:** GERRY GLASER.

19

20 **GERRY GLASER:** I'M HERE.

21

22 **CLERK:** IAN GRIFFITHS.

23

24 **IAN GRIFFITHS** HERE.

25



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1 **CLERK:** DWAYNE HANKERSON.

2

3 **DWAYNE HANKERSON:** HERE.

4

5 **CLERK:** RICH HEDGES.

6

7 **RICH HEDGES:** HERE.

8

9 **CLERK:** JONATHAN KASS?

10

11 **JONATHAN KASS:** HERE.

12

13 **CLERK:** CARINA LIEU?

14

15 **CARINA LIEU:** HERE.

16

17 **CLERK:** EMILY LOPER.

18

19 **EMILY LOPER:** HERE.

20

21 **CLERK:** MONICA MALLON.

22

23 **MONICA MALLON:** HERE.

24

25 **CLERK:** PHILLIP PIERCE? PIERCE?



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1

2 **CLERK:** BRIAN STANKE? STANKE?

3

4 **CLERK:** ANNE ELDRED, ALTERNATE.

5

6 **ANNE ELDRED:** PRESENT.

7

8 **CLERK:** SEBASTIAN PETTY, ALTERNATE.

9

10 **SEBASTIAN PETTY** PRESENT.

11

12 **CLERK:** TERRY SCOTT, ALTERNATE?

13

14 **TERRY SCOTT:** PRESENT.

15

16 **CLERK:** I BELIEVE MEMBER PETTY WANTED TO SAY SOMETHING.

17

18 **SEBASTIAN PETTY:** GOING FORWARD I'LL BE THE PRIMARY MEMBER  
19 PARTICIPATING IN THE PANEL AND JONATHAN KASS WILL SUBSTITUTE  
20 AS AN ALTERNATE.

21

22 **ADINA LEVIN, CHAIR:** OKAY, THANK YOU. SHALL WE MOVE ON TO THE  
23 ITEM NUMBER 3 WHICH IS APPROVAL OF THE OCTOBER 24, 2022,  
24 MINUTE MEETINGS. DO I HAVE A MOTION AND SECOND?

25



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1 **RICH HEDGES:** APPROVAL OF THE MINUTES.

2

3 **ZACK DEUTSCH-GRASS:** SECONDED.

4

5 **ADINA LEVIN, CHAIR:** ANY DISCUSSION ABOUT THE MINUTES? I'M NOT  
6 HEARING ANY -- SORRY ABOUT THAT.

7

8 **GERRY GLASER:** I HAVE A QUESTION ABOUT MINUTES. I'VE BEEN  
9 LOOKING AT THE MINUTES THAT WE PUBLISHED AND THEY DON'T SEE  
10 SAY ANYTHING ABOUT THE MEETING.

11

12 **CLERK:** THEY'RE ACTION MINUTES BECAUSE THE VIDEO IS THE  
13 OFFICIAL RECORD. YOU CAN GO BACK AND WATCH THE VIDEO AND ALSO  
14 A TRANSCRIPTION OF WHAT OCCURRED.

15

16 **GERRY GLASER:** THANK YOU.

17

18 **ADINA LEVIN, CHAIR:** GOOD. ARE THERE ANY MEMBERS OF THE PUBLIC  
19 WHO HAVE COMMENTS ON THE MINUTES?

20

21 **CLERK:** THERE ARE NO MEMBERS OF THE PUBLIC WITH THEIR HANDS  
22 RAISED AND NO WRITTEN CORRESPONDENCE ON THIS ITEM.

23

24 **ADINA LEVIN, CHAIR:** WITH THAT, CAN THE CLERK HELP US VOTE?

25



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1 **CLERK:** CHAIR LEVIN?

2

3 **ADINA LEVIN, CHAIR:** YES.

4

5 **CLERK:** VICE CHAIR?

6

7 **WENDI KALLINS:** YES.

8

9 **CLERK:** BOB ALLAN?

10

11 **BOB ALLEN:** YES?

12

13 **CLERK:** WARREN CUSHMAN?

14

15 **WARREN CUSHMAN:** YES.

16

17 **CLERK:** THANK YOU. DEUTSCH-GRASS.

18

19 **ZACK DEUTSCH-GLASS:** YES.

20

21 **CLERK:** GERRY GLASER?

22

23 **GERRY GLASER** YES.

24

25 **CLERK:** VINITA GOYAL IS EXCUSED. IAN GRIFFITHS?



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1

2 **IAN GRIFFITHS:** YES.

3

4 **CLERK:** DWAYNE HANKERSON?

5

6 **DWAYNE HANKERSON:** AYE.

7

8 **CLERK:** RICH HEDGES?

9

10 **RICH HEDGES:** YES.

11

12 **CLERK:** CARINA LIEU?

13

14 **CARINA LIEU:** YES.

15

16 **EMILY LOPER?**

17

18 **EMILY LOPER:** YES.

19

20 **CLERK:** MONICA MALLON?

21

22 **MONICA MALLON** ABSTAIN.

23

24 **CLERK:** PHILLIP PIERCE?

25





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1 **PHILLIP PIERCE:** YES.

2

3 **CLERK:** BRIAN STANKE?

4

5 **BRIAN STANKE:** YES. IT PASSES WITH ONE ABSTENTION.

6

7 **ADINA LEVIN, CHAIR:** WE'VE BEEN WAITING FOR THE REGIONAL  
8 NETWORK MANAGEMENT BUSINESS CASE EVALUATION UPDATE WHICH WILL  
9 BE PRESENTED AS AN INFORMATION ITEM AND OUR STANDARD AGENDAS  
10 DO ALLOW US TO TAKE ACTION, WHICH HAS BEEN CLARIFIED BY  
11 READING THE FINE PRINT OF THE AGENDAS. LOOKING FORWARD TO THE  
12 PRESENTATION.

13

14 **SPEAKER:** THANK YOU. COULD WE PLEASE PULL UP THE SLIDES,  
15 PLEASE. GOOD AFTERNOON. I AM SCHRUTI HARI. I WAS HERE TO  
16 PROVIDE AN UPDATE ON THE NETWORK MANAGEMENT WORK. I DESCRIBED  
17 THE STEPS THAT WE ENVISIONED TO THE FRAMEWORK RECOMMENDATION.  
18 WHEN WE MET LAST I HAD INDICATED THAT THE NUMBER ADVISORY  
19 GROUP WAS SHAPING UP TO A KEY MEETING AS ADVISORY GROUP WAS  
20 GOING TO BE PRESENT WITH THE RESULTS FROM THE CURRENT STATE  
21 ASSESSMENT AND VERY FIRST DRAFT OF THE REGIONAL MANAGEMENT  
22 FRAMEWORK FOR DISCUSSION. AND THAT'S WHAT I'M HERE TO PRESENT  
23 TO YOU TODAY AND GET YOUR FEEDBACK AS WE HAVE THE FINAL  
24 RECOMMENDATION FOR DECEMBER. IF YOU COULD MOVE ON TO THE NEXT  
25 SLIDE, PLEASE. I WANT TO NOTE ALL OF THE SLIDES HERE ARE



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1 DIRECTLY WHAT WE -- WHAT THE CONSULTANT TEAM HAD PRESENTED TO  
2 THE ADVISORY GROUP AT THE NOVEMBER MEETING WHICH HAPPENED ON  
3 MONDAY. JUST BEFORE I GET INTO THE PRESENTATION, THIS MEETING  
4 AS I MENTIONED IT WAS -- IT REPRESENTED A PIVOTAL IN THE  
5 SHIFTED FROM ALLOT OF THE ANALYSIS TO LAYING FOUNDATION FOR  
6 ACTION WITH THE HELP OF FRAMEWORK RECOMMENDATION. AND THAT WAS  
7 PART OF THE REASON WE HAD EXTENDED THE LENGTH OF THE SESSION  
8 IN ORDER TO CREATE ROOM FOR SIGNIFICANT DISCUSSION THERE AND  
9 THE CONSULTANT HAD INTENTIONALLY BROUGHT FORWARD A SOLUTION TO  
10 BRING THAT MEANINGFUL CONVERSATION ON THE FRAMEWORK  
11 RECOMMENDATION AND CHAIR LEVIN WAS THERE AND WE DID HAVE A  
12 PRODUCTIVE DISCUSSION AND GOT A LOT OF FEEDBACK. FROM THAT  
13 FEEDBACK, AND FEEDBACK FROM TODAY, WE HOPE TO REFINE THE  
14 RECOMMENDATION THAT WE BRING TO THE DECEMBER ADVISORY GROUP  
15 MEETING. IF WE COULD MOVE ON TO THE NEXT SLIDE, I WILL NOTE  
16 THAT THE INITIAL FEW SLIDES ACTUALLY -- THE SLIDE AFTER THAT,  
17 IF YOU CAN MOVE ON TO THE SLIDE AFTER THAT, COMPLETION. A FEW  
18 OF THESE SLIDES I WENT THROUGH IN A SIGNIFICANT AMOUNT OF  
19 DETAIL AT THE LAST SUBCOMMITTEE MEETING BECAUSE THIS WAS  
20 MAINLY THE FOCUS TO WALK THROUGH THE ADJUSTED METHODOLOGY AS  
21 WE REACH THE FRAMEWORK RECOMMENDATIONS, SO I WON'T SPEND A LOT  
22 OF TIME ON THESE SLIDES UNLESS THERE ARE QUESTIONS. I'M HAPPY  
23 TO REFER BACK TO THESE QUESTIONS IF THEY COME UP. IF YOU COULD  
24 ACTUALLY MOVE ON TO THE NEXT SLIDE, PLEASE. I SPENT SOME TIME  
25 ON THIS SLIDE TO WALK THROUGH THE VARIOUS STEPS AS WE GET TO



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1 THE PREFERRED FRAMEWORK. WE NOW ARE IN THAT PLACE WHERE WE  
2 DEFINE THE SHIFTS NEEDING TO MOVE TOWARDS THE FUTURE STATE  
3 FRAMEWORK AND KNOW THAT THIS OPERATING MODEL FRAMEWORK THAT  
4 THE CONSULTANT TEAM ESTABLISHED IN STEP 2 AND REFINING NOW OR  
5 HAS BEEN REFINING IS IMPORTANT TO LOOK AT THE FUTURE OF THE  
6 STRUCTURE AS IT PROVIDES THE BASIS FOR HOW WE CONTINUE TO  
7 EVOLVE THE STRUCTURAL FRAMEWORK. THIS IS WHAT THEY USE FOR THE  
8 MANAGEMENT FRAMEWORK. THIS CONCEPT WHICH I CAN GET INTO A  
9 LITTLE BIT, THEY DEFINE THIS STRUCTURE AS WELL AS THE PATH FOR  
10 FUTURE EVOLUTION. AND WE WILL COME BACK WITH REFINEMENTS. AS  
11 YOU KNOW, AT THE NOVEMBER MEETING, WE DID AS I NOTED  
12 PREVIOUSLY WE DID PROVIDE A DRAFT AND BASED ON THE FEEDBACK  
13 FROM THE ADVISORY GROUP AND TODAY WE'LL COME BACK WITH  
14 REFINEMENTS AND A MORE FLESHED OUT FRAMEWORK IN DECEMBER. THE  
15 NEXT SLIDE, PLEASE. AND THAT INCLUDES STEPS. ON THE SLIDE I  
16 JUST REALLY QUICKLY NOTE IS THAT DECEMBER IS THE FINAL  
17 ADVISORY GROUP MEETING WHERE THE ADVISORY GROUP WILL GET TO  
18 WEIGH IN ON THE REFINED FRAMEWORK AND MORE OF THAT FEEDBACK  
19 WILL BE INCORPORATED AS WE PRESENT AND THE CONSULTANT TEAM  
20 PRESENTS THE RECOMMENDATIONS TO THE MTC COMMISSION IN JANUARY.  
21 AND THAT'S WHEN THE FIRST REVIEW WILL HAPPEN ON THE  
22 RECOMMENDATION AND THE COMMISSION WILL BE ASKED TO TAKE AN  
23 ACTION ON THE RECOMMENDATION IN FEBRUARY. GIVEN HOW IMPORTANT  
24 IT IS THE COMMISSION WILL GET A CHANCE TO REVIEW IT BEFORE  
25 ASKED TO TAKE ACTION. THAT'S MAINLY WHAT I WANTED TO NOTE ON



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1 THIS SLIDE. IF YOU COULD MOVE ON TO THE NEXT SLIDE, PLEASE.  
2 I'LL SKIP THROUGH SOME OF THESE SLIDES BECAUSE WE SPENT SOME  
3 TIME TALKING ABOUT THE STEPS IN THE CURRENT ASSESSMENT. IF WE  
4 COULD MOVE DIRECTLY TO SLIDE 9. SO THIS WAS A SLIDE THAT I  
5 ALSO TALKED ABOUT PREVIOUSLY AT THE LAST DTAP MEETING. THIS IS  
6 ONE OF THOSE KEY SLIDES. WHAT IS IMPORTANT ON THE SLIDE AND  
7 SEVERAL OF YOU TALKED ABOUT HOW YOU LIKE THE SLIDE AS WELL.  
8 THESE ARE THE QUESTIONS, THE QUESTIONS ON THIS SLIDE ARE WHAT  
9 THE CONSULTANT TEAM WAS ANALYZING AS THEY APPROACHED. AS THEY  
10 WERE DOING THEIR FUNCTION AREA ANALYSIS AND LOOKING AT AREAS  
11 TO REGIONALIZE OR ACCOUNTABILITIES THESE WERE THE QUESTIONS  
12 THEY WERE ASKING, WAS WHETHER THEY'RE REGIONALIZING WITHIN  
13 THIS FUNCTIONAL AREA AND IMPROVE THE CUSTOMER EXPERIENCE AND  
14 LOCK EFFICIENCY AND BE FEASIBLE. THESE WERE THE BROADER  
15 CATEGORIES THAT THEY WERE LOOKING AT AND WITHIN THE CATEGORIES  
16 THESE WERE THE QUESTIONS THEY WERE CONSIDERING. THESE THREE  
17 AREAS LARGELY REPRESENT THE GOALS IN MEASURABLE WAY THAT'S WE  
18 CAN TRANSLATE INTO QUANTIFIABLE MEASURES IN ORDER TO SEE HOW  
19 THE FRAMEWORK, HOW WELL THE FRAMEWORK IS DOING. SO THAT WE CAN  
20 EVOLVE THAT OVER TIME AND DO IT TO MAKE IT BETTER. NOW, NOTE  
21 THAT NONE OF THESE HERE ARE INTENDED TO BE CONSTRAINTS. WE  
22 HAVE AND DESIGN WITH THESE CONSIDERATIONS BUT NOT AS  
23 LIMITATIONS. SO I WANTED TO MENTION THAT. IF WE COULD MOVE ON  
24 TO THE NEXT SLIDE, PLEASE. SO THIS IS A BUSY SLIDE BUT AN  
25 ATTEMPT AT PAIRING DOWN. SO THE QUESTIONS THAT WERE ASKED IN



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1 THE PREVIOUS SLIDE, THERE WAS A SIGNIFICANT AMOUNT OF  
2 ANALYSIS, INTERVIEWS, SOME BUSINESS CASES WERE LOOKED AT,  
3 DESKTOP RESEARCH WAS DONE. AND ALL THIS CULMINATED INTO SOME  
4 OF THESE RESULTS THAT ARE PRESENT AT A VERY HIGH LEVEL HERE.  
5 AND THE BENEFITS THAT ARE SHOWN HERE -- FOR EXAMPLE, WHILE THE  
6 CUSTOMER EXPERIENCE MAY BE IMPACTED BY NEARLY ALL THE OUTCOMES  
7 HERE, THEY ESSENTIALLY TRIED TO HIGHLIGHT THE BEST CASES HERE.  
8 THE KEY TAKE IS ANALYSIS ON THESE AREAS AND KEEP IN MIND THE  
9 BOXES THAT YOU SAW IN THE PREVIOUS SLIDE RESULTED IN THOSE KEY  
10 TAKEAWAYS THAT TALKED ABOUT REGIONAL ENTITY, SETTING THE  
11 VISION AND CREATING AND WORKING TOWARDS WITH THE OPERATORS TO  
12 CREATE IMPLEMENTATION PLANS. EVEN THOUGH THEY WOULD BE  
13 INVOLVED THEY WOULD BE IN THE DECISION MAKING BUT THEY WOULD  
14 BE RESPONSIBLE FOR IMPLEMENTING THE REGIONAL POLICIES. AND  
15 THEN THE FRAMEWORK THAT THE CONSULTANT TEAM CAME UP WITH WOULD  
16 -- WAS BEING DESIGNED TO FACILITATE THE EFFECTIVE AND  
17 EFFICIENT INTERPLAY BETWEEN THE REGIONAL ROLE AND THE  
18 OPERATOR. IF YOU COULD MOVE ON TO THE NEXT SLIDE, PLEASE. AND  
19 THE SLIDE AFTER THAT. SO THIS SLIDE IS SOMETHING THAT I'LL  
20 SPEND 30 SECONDS ON. THIS IS A RETREAD OF THINKING THAT YOU'VE  
21 SEEN ALREADY. I THINK I DID PRESENT THIS AT THE LAST MEETING  
22 AS WELL. SO WHEN WE TALK ABOUT THE FRAMEWORK WHAT DOES THAT  
23 MEAN? THIS IS A GOOD VISUALIZATION OF WHAT A FRAMEWORK WOULD  
24 CONSTITUTE. IT HAS TO HAVE A CLEAR LINKAGE TO THE MISSION  
25 VISION. THEN AS YOU MOVE INTO THE NEXT ELEMENT OF THE FUNCTION



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1 AREA ACCOUNTABILITIES AND RESPONSIBILITIES WE SAW THAT ON THE  
2 PREVIOUS SLIDE AS TO HOW THEY WERE ADDRESSING THAT. BUT THOSE  
3 ACCOUNTABILITIES IN THE MIDDLE OF THE BOX HAVE A SIMPLE WAY OF  
4 DEFINING WHAT -- AND THEN FINALLY THIS OPERATING MODEL THAT  
5 WE'LL SPEND SOME TIME ON TODAY THAT -- YOU THINK OF IT AS A  
6 WAY OF DEFINING HOW THE RNM CAN DELIVER ON THOSE  
7 ACCOUNTABILITIES AND RESPONSIBILITIES THAT ARE DEFINED IN THE  
8 MIDDLE BOX. HOW CAN THEY GET DONE AND WHAT ARE THE ENABLERS  
9 THAT NEED TO BE IN PLACE FOR SUPPORT. WHAT ARE THE RIGHTS THAT  
10 NEED TO BE IN PLACE. WHAT ARE THE BEHAVIORS AND CULTURE IN  
11 TERMS OF COLLABORATION THAT THE RNM CAN ENSURE HAPPENS. WHAT  
12 ARE THE METRICS THAT CAN HELP MEASURE IT AND HOW CAN THEY  
13 INCENTIVIZE THE IMPLEMENTATION ACTIONS HAPPENING AT THE  
14 REGIONAL LEVEL. BASED ON PRODUCTION FROM THIS GROUP WE ADDED  
15 THE PUBLIC BENEFITS AND OTHER PUBLIC BENEFITS FOR NON RIDERS  
16 THAT INCLUDES THE HEALTH BENEFITS THAT WE ALL SEE AS A RESULT  
17 OF IMPROVING COMMON SPACES AND 'EM EMPLOYING BETTER LAND  
18 MANAGEMENT STRATEGIES. I GO THROUGH EACH OF THESE REALLY  
19 QUICKLY. THE FIRST BOX WAS THE RNM FRAMEWORK WAS THE MISSION  
20 AND VISION STATEMENT AND THIS IS THE MISSION AND VISION THAT'S  
21 SHOWN HERE IS THE CONSULTED ANT TEAMS WHAT THEY PUT FORWARD  
22 FROM ALL THE BENEFITS ANALYSIS SO THEY BROUGHT IT ALL TOGETHER  
23 AND THEY WANTED TO MAKE THEM CONCISE. MAYBE WITHOUT  
24 OVERSIMPLIFYING IT BUT MAKING SURE THEY'RE MEMORABLE AND  
25 ACTIONABLE AND THEY PROVIDE THAT FLEXIBILITY OVER TIME SO THAT



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1 THERE IS THAT FLEXIBILITY BUILT IN SO THEY CAN EVOLVE TO HELP  
2 MEET THE VISION. SO INTENTIONALLY MADE IT BROAD ENOUGH TO  
3 ACCOMMODATE THIS. THIS IS WHAT THE CONSULTANT TEAM PUT  
4 FORWARD. IF YOU SEE THE QUESTION BOXES HERE WE HAD THE  
5 ADVISORY GROUP TO START THINKING ABOUT WHETHER THESE  
6 EFFECTIVE. SO AS WE GO THROUGH EACH OF THE ELEMENTS OF THE  
7 FRAMEWORK THERE ARE QUESTIONS ON THE SLIDE FORGETTING FEED  
8 BACK FROM THE ADVISORY GROUP IN ORDER TO ENRICH AND REFINE THE  
9 RECOMMENDATION. IF YOU COULD MOVE ON TO THE NEXT SLIDE,  
10 PLEASE. SO THAT BRINGS US TO THIS OPERATING MODEL FRAMEWORK  
11 THAT I DESCRIBED PREVIOUSLY. AND THIS IS THE KEY TO THE RNM  
12 FRAMEWORK. THE OPERATING MODEL IS THE TOOL BY WHICH I THINK  
13 THAT THIS IS RECOMMENDED BY THE CONSULTANT BY WHICH WE CAN  
14 LOOK AT MAKING MEASURABLE SUSTAINABLE CHANGE WITH THE HELP OF  
15 THE RNM FRAMEWORK. WHEN THEY DID THE CURRENT STATE ASSESSMENT  
16 THAT REVEALED MANY CROSS CUTTING CHALLENGES ACROSS THE 6  
17 FUNCTIONAL AREAS THAT WE WERE HOPING IT WOULD ADDRESS. AND  
18 THIS OPERATING MODEL IS THE TOOL BY WHICH THEY WERE  
19 SYSTEMICALLY PLANNING TO ADDRESS THE CHALLENGES. IT'S A MADE  
20 UP OF 6 KEY AREAS, ALL NECESSARY TO CONSIDER IN ORDER TO -- IN  
21 THINKING HOW THAT CHANGE WORKS AND STICK OVER TIME AND MAKE  
22 THAT BETTER. EACH OF THESE ARE IMPORTANT, BUT WE'LL JUST WORK  
23 THROUGH IT IN A LOGICAL ORDER. SO THE FIRST TO BE CONSIDERED  
24 WAS THE DECISION RIGHTS AND UNDER THAT A NEED TO ESTABLISH  
25 MAYBE A SINGLE ENTITY TO COORDINATE OR DRIVE THAT REGIONAL



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1 DECISION MAKING, NEED TO PLACE EXISTING AND POTENTIAL  
2 CUSTOMERS AT THE FOREFRONT AND NEED TO PROVIDE AND HOLD THEM  
3 ACCOUNTABLE FOR DELIVERY AND IMPLEMENTATION WITH THE PUBLIC AS  
4 WELL AND NEED TO ESTABLISH THOSE OBJECTIVES. THAT WAS PART OF  
5 THE FIRST ASPECTS. THEN IF YOU MOVED ON, THE NEXT -- IF YOU  
6 COULD MOVE ON TO THE NEXT SLIDE. THE NEXT OPERATING MODEL  
7 COMPONENT IS PROCESSES AND THE KEY FINDINGS HERE WOULD IMPROVE  
8 OR INCLUDE THE NEED TO IMPROVE PLANNING AND COORDINATION  
9 PROCESSES AND THE NEED TO PROVIDE A SIMPLER INTERFACE FOR KEY  
10 STAKEHOLDERS AND RIDERS TO PROVIDE COORDINATE ACTIVITIES. NEXT  
11 SLIDE, PLEASE. SO THE NEXT OPERATING MODEL COMPONENT IS  
12 TECHNOLOGY. THE KEY FINDINGS ARE THE NEEDS TO ESTABLISH THOSE  
13 REGIONAL TOOLS. FOR EXAMPLE, THE REGIONAL TRAVEL MARKET OR  
14 TRAVEL MODELS AND THE NEED TO ESTABLISH COMMON LANGUAGE FOR  
15 COLLECTION AND REPORTING. IT'S VERY KEY. IF YOU CAN MOVE ON TO  
16 THE NEXT SLIDE. SO THE NEXT OPERATING MODEL COMPONENT IS THE  
17 BEHAVIORS AND CULTURE ELEMENT AND IS THE KEY FINDINGS OVER THE  
18 NEED TO PROMOTE COLLABORATION. AND THE TRUST BETWEEN THE  
19 POLICY FUNDING BOARD AS WELL AS THE IMPLEMENTATION BOARD AND  
20 THE NEED TO ENSURE THAT CROSS INTEGRATION OF REGIONAL  
21 PRIORITIES HAPPENS. NEXT SLIDE, PLEASE. AND THIS IS AGAIN THE  
22 ROLES AND STRUCTURE WHERE IT'S IMPORTANT TO LEVERAGE EXISTING  
23 RESOURCES CAPABILITIES AND CAPACITIES SO WE DO WHAT WE CAN  
24 UNDER THE EXISTING RULES AND STRUCTURES. BUT ALSO BUILDING AN  
25 ABILITY TO SCALE AND THE NEED TO INCLUDE A BROAD RANG OF





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1 STAKEHOLDERS IS IMPORTANT. IF YOU'LL MOVE ON TO THE FINAL  
2 PIECE OF THIS. THIS OPERATING MODEL COMPONENT HAS METRICS AND  
3 INCENTIVES AND THE KEY FINDINGS INCLUDE THE NEED TO ESTABLISH  
4 STANDARDIZED REGIONAL METRICS THAT CAN HELP US BUILD ON WHAT  
5 WE ARE DOING AND UNDERSTAND IF WHAT WE HAVE BUILT HERE IS  
6 SUCCESSFUL OR NOT AS WELL AS THE NEED TO GIVE THE RNM EQUALITY  
7 AND HELP THE RNM INCENTIVIZE, THROUGH MAYBE NEW APPROACHES TO  
8 FUNDING. THOSE WERE THE 6 KEY OPERATING MODEL COMPONENTS AS  
9 THEY WERE THINKING ABOUT THE RNM FRAMEWORK. IF YOU CAN MOVE ON  
10 TO THE NEXT SLIDE, PLEASE. SO TO ADDRESS THESE CHALLENGES THAT  
11 WERE DEFINED ON PREVIOUS SLIDES AND IDENTIFIED THE OPERATING  
12 FRAMEWORK ADDRESSED, THEY CAME UP WITH THESE 3 ELEMENTS AFTER  
13 THAT ANALYSIS THROUGH THE OPERATING MODEL FRAMEWORK, THEY  
14 IDENTIFIED THESE THREE ELEMENTS THAT ARE PRESENT, THE  
15 FUNDAMENTAL ORGANIZING PRINCIPLES AROUND ONE VISION TO  
16 MATURATION AND EXECUTION. THEY NEED TO BE PART OF THE OVERALL  
17 RECOMMENDATION. AND MOST OF THESE ARE TO A DEGREE SHARED ROLES  
18 AND RESPONSIBILITIES. IF YOU THINK -- IF WE LOOK AT THIS FROM  
19 THE TOP, REGIONAL VISION ELEMENT ENSURES THE OUTCOMES FOR THE  
20 CUSTOMERS. BE ACCOUNTABLE AND CREATING POLICIES AND PROVING  
21 NEW AND EXISTING FUNDING. WE DO NEED THAT REGIONAL VISIONING  
22 ELEMENT TO BE IN PLACE. AND WHILE THAT POLICY MAY INITIALLY BE  
23 SET AT THE HIGHEST LEVEL, THE STEERING ELEMENT AS WELL AS THE  
24 ADMINISTRATIVE ELEMENT BELOW WILL PROVIDE THAT FEED BACK AND  
25 CLARITY THROUGH EXECUTION. IT WILL INFORM AS WELT. ON THE



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1 STEERING ELEMENT AGAIN, THIS COMPONENT WILL HELP PROVIDE REACH  
2 -- WILL HELP REACH CONSENSUS ON POLICY RECOMMENDATIONS AND  
3 ACTUALLY BE USEFUL FOR THOSE RECOMMENDATIONS AND OPTIONS TO  
4 APPROVE. THEY WILL LONG AT PERFORMANCE METRICS ON OUTCOMES AND  
5 GUIDE THE EXECUTION AND WILL PROVIDE TO KEY STAKEHOLDERS. AND  
6 IT WOULD BE SUPPORT THE STEERING ELEMENT THROUGH EXECUTION AS  
7 WELL AS COORDINATION. AND AGAIN, THIS ELEMENT WILL ALSO  
8 PROVIDE KEY HOLDERS TO THE TRUST AND EXECUTES WHAT IS BEING  
9 DETERMINED BY THE VISIONING ELEMENT AS WELL AS THE STEERING  
10 ELEMENT. IF YOU COULD MOVE ON TO THE NEXT SLIDE, PLEASE  
11 HAVEN'T SO THESE ARE THE -- SO GIVEN THAT FRAMEWORK IN MIND,  
12 THESE ARE THE BUILDING BLOCKS ON THIS SLIDE IN TERMS OF  
13 STRUCTURE THAT THE CONSULTANT TEAM CAME UP THAT CAN DELIVER ON  
14 THE RULES DESCRIBED ON THE PREVIOUS PAGE. SO NOTE HERE THAT  
15 THIS HAS SPACE FOR MTC AS A GUIDANCE AND VISION SETTING  
16 ORGANIZATION. IN ADDITION TO THE OTHER STRUCTURES THAT IT  
17 NEEDS TO BE ALIGNED WITH. AND THEN THE STEERING ELEMENT  
18 CONSISTS -- WE'LL LONG AT THIS IN DETAIL ON THE NEXT SLIDE --  
19 WILL CONSIST OF THE RNM EXECUTIVE BOARD THAT WILL COMPRISE GM  
20 LEVEL OPERATORS AS WELL AS MTC REPRESENTATIVES WHO UNDERSTAND  
21 TRANSIT OPERATIONS AND CAN SORT OF PRESENT THE INTEREST OF THE  
22 STAKEHOLDERS AND MAKE CRITICAL DECISIONS ON REGIONAL POLICIES,  
23 PROVIDE THAT LEADERSHIP. THIS IS WHERE THE GROUP OF  
24 STAKEHOLDERS ARE PRESENT AND THEY CAN HELP INFORM DECISION  
25 MAKING WITH THE CUSTOMER IN MIND. SO THOSE TWO WILL BE START



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1 OF THE STEERING ELEMENT AND ADMINISTRATION ELEMENT AS WE  
2 TALKED ABOUT IN THE PREVIOUS PAGES MOSTLY FOR EXECUTION AND  
3 HAVE A DEDICATED SUPPORT STAFF. WITH A BROAD RANG OF  
4 CAPABILITIES TO SUPPORT THE OPERATION AND ANALYSIS OF THE RNM.  
5 AND TASK FORCES AND SUBCOMMITTEES COULD BE ORGANIZED IN ORDER  
6 TO SCALE UP OR DOWN. IF YOU COULD MOVE ON TO THE NEXT SLIDE.  
7 THIS LARGELY IS THE RIGHT FUNCTION OF THE BOARDING CRITICAL TO  
8 MAKE LONG TERM IMPROVEMENTS TO THE MODEL. ON THIS SLIDE, THIS  
9 IS AN INDICATED STRUCTURE TO ADDRESS THE THREE ELEMENTS YOU  
10 SAW ON THE PREVIOUS TWO SLIDES AND INTENDED TO HIGHLIGHT HOW  
11 ROLLS COULD WORK. THIS IS A SOLUTION AS I WAS TALKING ABOUT  
12 AND NOT A FULLY LANDED RECOMMENDATION. BUT YOU SEE THE MTC AS  
13 VISIONING ELEMENT ON THE TOP. THE RNM EXECUTIVE BOARD AS  
14 STEERING ELEMENT. THERE WILL NEED TO BE A TON OF COLLABORATION  
15 IN ORDER TO ACTUALLY BRING IT TO A SUCCESSFUL IMPLEMENTATION.  
16 NOTE THAT THIS STRUCTURE IS DESIGNED TO ADDRESS ON THE ITEMS  
17 ON THE RIGHT AS MAJOR DESIGNING PRINCIPLES. WE TALKED ABOUT  
18 HOW IT'S IMPORTANT FOR THIS FRAMEWORK TO BE CUSTOMER FOCUSED.  
19 AND HOW IT NEEDS TO BE STRUCTURED FOR SCALE AND SO THAT'S WHY  
20 THE TASK FORCE AND SUB COMMIT ITS CAN BE ADDED OR SUBTRACTED  
21 AS I MENTIONED. BUT THAT TEAM OF DEDICATED SUPPORT STAFF CAN  
22 GROW OVER TIME TO PROVIDE NEEDED CAPACITY OVER TIME AND WE CAN  
23 HAVE JOINT TEAMS FOR STAFF AND ENABLE BE SOME OF THESE -- THIS  
24 EYE QUALITY WORK TO HAPPEN AND REACH THE BOARD DRIVING  
25 EFFECTIVE VIEWS OF THE GENERAL MANAGER. WE WOULD ALSO WANTED



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1 TO BALANCE THE SHORT TERM MOMENTUM. THAT WAS ONE OF THE DESIGN  
2 PRINCIPLES SO IT ALLOWS THE RNM TO BE STOOD UP QUICKLY AND  
3 ALLOWS EVOLUTION OVER TIME. THERE ASSET OF QUESTIONS THAT  
4 HELPED TO PROVIDE A FRAMEWORK TO THINK ABOUT THE INSTRUCTION  
5 AND HOW WE CAN IMPROVE THE INSTRUCTION AS WE HEAD INTO THE  
6 DRAFT FINAL BECAUSE THERE WILL BE ANOTHER ROUND OF FEED BACK  
7 THAT THE ADVISORY WILL PROVIDE. IF YOU COULD MOVE ON TO SLIDE  
8 25. WE WANTED TO GET THAT MOMENTUM GOING BUT IT SACRIFICES  
9 MANY THAT WE KNOW WE WOULD WANT ASK AND THAT IS CAPTURED ON  
10 THE OPPORTUNITIES ON THIS PAGE. THEY ROUGHLY BREAKDOWN IN THE  
11 TOP 3 RELATED ASPECTS AND THEN THE PROCESS OF COORDINATION  
12 ASPECTS AND DELIVERY CONSIDERATION CATEGORIES. IT'S IMPORTANT  
13 NOW TO BE THINKING ABOUT HOW TO BEST POSITION OURSELVES TO  
14 TAKE STEPS TOWARDS BETTER UNDERSTANDING WHAT THIS MEANS TO  
15 EVERYONE'S INVOLVEMENT GOING FORWARD. THESE ARE QUESTIONS EVEN  
16 THIS GROUP AND ADVISORY GROUP HAS BEEN DEBATING BUT THESE ARE  
17 EVOLUTION OPPORTUNITIES FOR THE FRAMEWORK. SO FOR -- ON ONE  
18 YOU HAVE FUNDING CAN HELP INCENTIVIZE THE POLICY  
19 RECOMMENDATION, THE LIMITED -- IT MAY LIMIT RECOMMENDATION BY  
20 ALL OPERATORS. CURRENT FUNDING MAY LIMIT THE FUNDING  
21 AUTHORITIES THAT WE HAVE TODAY AND MAY LIMIT THEIR ABILITY TO  
22 FULLY INCENTIVIZE SOME OF THESE OR ALIGN THESE OUTCOMES. RIGHT  
23 NOW WE HAVE LIMITED ABILITY TO ESTABLISH NEW FUNDING SOURCES.  
24 THERE'S A LARGE NUMBER OF ENTITIES THAT MAKE THAT COORDINATION  
25 AND STAKEHOLDER ENGAGEMENT CHALLENGING. THAT BALANCING OF THE



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1 ACCOUNTABILITY OF THE GENERAL MANAGER IS PARTICIPATE ON THE  
2 RNM EXECUTIVE BOARD BECAUSE THEY ARE REPORTING TO THEIR OWN  
3 LOCAL BOARDS AND BALANCING THAT WITH HOW THEY PARTICIPATE ON  
4 THE RNM EXECUTIVE BOARD WHERE THEY HAVE TO TAKE A PURELY  
5 REGIONAL PERSPECTIVE AND ALL OF THOSE ARE CHALLENGES WE'RE  
6 AWARE OF AND HOPEFULLY WE CAN -- OVER THE LONGER TERM AS WE  
7 EVOLVE THIS MODEL INTO A STRONGER MODEL OVER TIME, IT CAN TAKE  
8 INTO CONSIDERATION AND WORK TO ADDRESSING SOME OF THESE  
9 CHALLENGES THAT ARE SHOWN HERE. IF YOU CAN MOVE ON TO THE NEXT  
10 SLIDE, PLEASE. THIS IS ONE OF THE LAST SLIDES I WANTED TO  
11 LEAVE YOU WITH. SO AGAIN, NOTE HERE THAT WE ARE DESIGNING THE  
12 SHORT TERM FRAMEWORK WHILE KEEPING THE LONG TERM IN MIND.  
13 THAT'S BEEN ONE OF THE DESIGN PRINCIPLE GOALS. WE THINK WE  
14 HAVE A UNIQUE OPPORTUNITY HERE THROUGH COLLABORATION AND  
15 SHORTER TERM MODEL TO START WITH THAT TO EFFECTUATE  
16 TRANSFORMATION AND IN THE NEXT 4 YEARS AND SEE WHAT'S WORKING  
17 AND WHAT IS NOT AS WE HEAD INTO 2026 WE HOPEFULLY BEGAN MAYBE  
18 GENERATING SOME FUNDING. AS WE TRANSITION FROM THIS PHASE OF  
19 WORK TO THE FOLLOWING MONTHS WE'LL BE USING THIS OPERATING  
20 MODEL CONSTRUCT TO OUTLINE A SET OF INITIATIVES THAT WILL  
21 ALLOW US TO HEAD TOWARD THE GOAL AND THE FRAMEWORK THAT  
22 ADDRESSES MANY OF THE CHALLENGES THAT WE SAW IN THE PREVIOUS -  
23 - ON THE PREVIOUS PAGE. THERE MAY BE MORE. THESE AREN'T HARD  
24 AND FAST IN TERMS OF ORDER AND WHEN YOU LOOK AT THE VARIOUS  
25 ASPECT AS WE HEAD INTO THE LONGER TERM FRAMEWORK. THEY'RE NOT



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1 HARD AND FAST AND JUST SHOWS THE NATURE AND HOW WE WOULD WORK  
2 TO BUILD ON THIS. TO MOVE TO MAYBE THE MEDIUM OR THE LONGER  
3 TERM FRAMEWORK AND FOR IT TO BE A SUCCESSFUL AS A WHOLE  
4 CREATING THIS OPERATING MODEL FRAMEWORK THAT CAN EVOLVE OR BE  
5 STRUCTURED INCREMENTALLY AND EVOLVE OVER TIME IN RESPONSE TO  
6 TARGETED FEEDBACK WILL BE REALLY IMPORTANT. SO THAT'S WHAT I  
7 WANTED TO TALK ABOUT TODAY AND MAYBE LET'S SEE IF THERE IS  
8 ANYMORE SLIDES. I THINK WE JUST HAVE SOME NEXT STEP SLIDES  
9 THAT TALKS ABOUT WHAT'S COMING THROUGH IN DECEMBER BUT WE  
10 ALREADY SPENT SOME TIME ON THAT. RIGHT AFTER THIS  
11 PRESENTATION, AT THE ADVISORY GROUP, I THINK WE HAD 1/3 OF THE  
12 GROUP WAS MADE UP OF THE PRESENTATION AND 2/3 WAS GOOD  
13 DISCUSSION FROM THE ADVISORY GROUP ON THE QUESTIONS THAT WE  
14 HAD ASKED OF THEM OR ANYTHING ELSE THEY ESSENTIALLY SAW MIGHT  
15 BE CHALLENGING OR SOMETHING TO KEEP IN MIND AS WE IMPROVE UPON  
16 THIS FRAMEWORK RECOMMENDATION. AND THE SET OF QUESTIONS THAT  
17 ACTUALLY SHOW ON THE FINAL SLIDE, I THINK, BUT WITH THAT I'LL  
18 STOP HERE AND SEE IF THERE'S ANY QUESTIONS. AND LOOK FORWARD  
19 TO ALL OF YOUR FEED BACK ON THE STRUCTURE AND THE FRAMEWORK  
20 THE TEAM BROUGHT FORWARD.

21

22 **ADINA LEVIN, CHAIR:** I SEE THAT GERRY GLASER HAS A HAND.

23

24 **GERRY GLASER:** GERRY GLASER DOES HAVE A HAND. ONE THING IS THAT  
25 I DIDN'T SEE ANYPLACE IN HERE AS WE GET INTO INTEGRATING FAIRS



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1 IS THERE ANY WORK PRODUCT ON HOW WE ALLOCATED THEM BACK TO THE  
2 VARIOUS DISTRICTS. AND THAT WOULD SEEM TO BE ONE OF THE THINGS  
3 THAT OUGHT TO BE ON THE WORK LIST OF THINGS TO CONSIDER. I SAW  
4 ALSO -- THIS IS SOMETHING THAT I JUST WANTED AN EXPLANATION  
5 ON. I KEEP SEEING THAT WE HANDLE RAIL SEPARATELY FROM OTHER  
6 TRANSIT. I CAN UNDERSTAND BECAUSE THERE'S DEDICATED LAND  
7 RESOURCES ASSETS THAT ALONG WITH THE RAIL. BUT THE SAME THING  
8 WOULD BE TRUE FOR BRT IF WE EVER GET REAL BRT AND THAT OUGHT  
9 TO BE INCLUDED -- THAT OUGHT TO BE DEFINED ON WHAT IT DOES AND  
10 HOW IT DOES IT AS OPPOSED TO IT HAS A PIECE OF STEEL UNDER IT.  
11 IT WASN'T JUST IN YOUR PRESENTATION BUT I'VE SEEN IT EVERY  
12 PLACE AND BRT IS CHEAPER THAN RAIL AND ACHIEVES MANY OF THE  
13 SAME RESULTS. ON THE RESPONSIBILITIES AND ACCOUNTABILITIES, I  
14 SAW IT ON TWO SLIDES. THIS IS BETWEEN AGENCIES, BETWEEN  
15 DISTRICTS; IS THAT RIGHT? NOT JUST BETWEEN FUNDING AND  
16 OPERATING? IT'S ALSO BETWEEN THE VARIOUS AGENCIES.

17

18 **SPEAKER:** YES. IT'S BETWEEN THE REGIONAL AND LOCAL ASPECT.

19

20 **GERRY GLASER:** I SAW THAT -- I MAY NEED AN EXPLANATION LATER ON  
21 FROM SOMEBODY BECAUSE IN MY READING ANOTHER DOCUMENT THAT  
22 ADINA SENT TO ME, I HAVE REGIONAL AND LOCAL AND I DON'T KNOW  
23 WHERE THE DIVIDING LINE IS BETWEEN REGIONAL AND LOCAL AND IT'S  
24 JUST MY IGNORANCE LEVEL. YOU USE THE WORD "BETWEEN" AND MAYBE  
25 YOU WANT TO USE THE WORD "AMONG" THERE. ONE THING ON THE



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1 VISION IN THE MISSION IN OUR MEETING LAST TIME, THERE WAS A  
2 STATEMENT PUT FORWARD -- AND I THOUGHT THAT WAS A VERY GOOD  
3 MISSION STATEMENT. AND VISION STATEMENT. I'M WONDERING IF YOU  
4 MIGHT WANT TO LONG BACK AT THAT AND SEE IF YOU WANT TO  
5 CONSIDER USING THAT. AND LASTLY, I DIDN'T MAKE IT TO THE LAST  
6 FULL COUNCIL MEETING SO I WATCHED IT RECENTLY, BUT IT OCCURRED  
7 TO ME ON THE BOARD WHY WOULDN'T THERE BE AT LEAST ONE SEAT  
8 WHICH WOULD BE A REPRESENTATIVE FROM THE COMMUNITY THAT WOULD  
9 BE ON THE BOARD AND HAVE A VOTING SEAT. I OFTEN FIND IN OTHER  
10 PUBLIC THINGS THAT I DO WHEN STAFF REPORTS BACK WHAT HAPPENED  
11 BETWEEN HERE AND THERE, THAT THE WORDS GET MANGLED AND IT  
12 WOULD BE GREAT TO HAVE A REPRESENTATIVE AND THAT WAS ACTUALLY  
13 BROUGHT UP IN A LITTLE MORE DEFINITIVE TERM IN THE LAST FULL  
14 MEETING. THOSE ARE THE THINGS THAT I SAW THUS FAR. LOCAL  
15 VERSUS REGIONAL. COULD SOMEONE EXPLAIN THAT FOR ME REAL FAST  
16 SO I UNDERSTAND WHAT REGIONAL VERSUS LOCAL?

17

18 **ADINA LEVIN, CHAIR:** DO YOU WANT TO TAKE THAT?

19

20 **SPEAKER:** SORRY, IF I'M UNDERSTANDING THE QUESTION, ARE YOU  
21 SAYING WHAT ARE THE KINDS OF ACTIVITIES? IF YOU COULD PULL THE  
22 SLIDES BACK UP. MAYBE THIS WOULD BE ON -- LET'S SEE, SLIDE  
23 NUMBER 10, I THINK. WHERE WE WERE TRYING TO DETERMINE THE TERM  
24 FOR EACH OF THESE FUNCTIONAL AREAS. COULD SOMEBODY BRING THE  
25 SLIDES BACK UP, PLEASE. THAT HOPEFULLY WILL BE HELPFUL. SO





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1 ACTUALLY MAIN THIS WOULD BE THE SLIDE, YES. WHAT THE  
2 CONSULTANT TEAM DID ON EACH OF THESE FUNCTIONAL AREAS WHERE  
3 THEY DETERMINED -- BECAUSE RIGHT NOW MOST OF THIS IS HAPPENING  
4 ON AN AD HOC BASIS. IN TERMS OF WHAT THIS PROJECT IS ABOUT THE  
5 NETWORK MANAGEMENT ROLE CREATING A SEAMLESS EXPERIENCE WITH  
6 THE CUSTOMER, WE WERE TRYING TO DETERMINE WHETHER THE REGION  
7 NEEDS TO PLAY A STRONGER ROLE AND THAT SHOULD BE AN OPERATOR  
8 ROLE. THROUGH THIS ANALYSIS WHAT THEY DID, IF YOU GO BACK TO  
9 THE PREVIOUS SLIDE, THEY WERE TRYING TO USE THOSE BOXES TO  
10 DETERMINE WHICH ASPECTS OF THE ACCOUNTABILITIES OR  
11 RESPONSIBILITIES ON THOSE FUNCTIONAL AREAS SHOULD BE  
12 REGIONALIZED IT. WOULD IT BE FEASIBLE AND THAT MADE THE  
13 DETERMINATION FOR WHETHER THAT PARTICULAR ACCOUNTABILITY OR  
14 RESPONSIBILITY WOULD BE REGIONALIZED. IF IT DID NOT LEAD TO  
15 ANY OF THESE EFFICIENCIES OR IMPROVING THE CUSTOMER EXPERIENCE  
16 OR EVEN BE FEASIBLE THEN IT WAS KEPT AS A LOCAL  
17 RESPONSIBILITY.

18

19 **GERRY GLASER:** MY PROBLEM IS THIS. IN OTHER DOCUMENTS I READ,  
20 IT TALKS ABOUT REGIONAL TRANSIT DISTRICTS VERSUS LOCAL AND NOW  
21 WE'RE TALKING ABOUT A REGIONAL NEED VERSUS A LOCAL NEED AND  
22 THAT'S WHERE I GET CONFUSED.

23

24 **SPEAKER:** I THINK THE LATTER IS WHAT WE ARE OFFER IN TRYING TO  
25 DETERMINE WHERE A REGIONAL ROLE WOULD BE USEFUL ON THESE



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1 FUNCTIONAL AREAS TO IMPROVE THE CUSTOMER EXPERIENCE AGAIN TO  
2 UNLOCK EFFICIENCIES AND BE FEASIBLE. AND THAT THERE ARE SOME  
3 ASPECTS THAT THEY CONTINUE TO DO AND THEY NEED TO CONTINUE TO  
4 INCLUDE AND IMPLEMENT SOME OF THESE REGIONAL POLICIES.

5

6 **ADINA LEVIN, CHAIR:** THAT WAS A GOOD QUESTION, GERRY ABOUT  
7 WHERE IN OUR STAIR STEP THE REVIEW SHARING COMES UP -- LET ME  
8 PUT THAT AT THE BACK END. BECAUSE THAT'S GETTING INTO SOME  
9 DETAIL. I SEE THAT WARREN CUSHMAN HAS A QUESTION.

10

11 **WARREN CUSHMAN:** I WANT TO START OUT BY SAYING THAT I HAVE ALL  
12 KINDS OF QUESTIONS AROUND IMPLEMENTATION WITH REGARD TO SOME  
13 OF THE AREAS, INCLUDING WAY FINDING, FIXED ROUTE, PARA  
14 TRANSIT, ALL KINDS OF PIECES THAT I THINK WILL HAVE TO BE  
15 INVESTIGATED. BUT THAT'S NOT THE THRUST OF MY COMMENTS TODAY.  
16 I WANT TO SAY THAT I THINK THAT THE CURRENT STRUCTURE THAT WAS  
17 OUTLINED IN TERMS OF THE TIERED SYSTEM WHERE THE MTC WOULD BE  
18 THE TOP TIER AND THEN YOU'D HAVE THE OPERATORS BE THE -- I'M  
19 NOT SURE WHAT THE TERM WAS -- BUT THE SECOND TIER AND THE  
20 STAFF BEING THE FINAL TIER. THAT WHOLE STRUCTURE, IN MY  
21 OPINION, WOULD GIVE THE TRANSIT OPERATORS, THE GENERAL  
22 MANAGERS, A HUGE ADVANTAGE. WHAT YOU'RE BASICALLY TALKING  
23 ABOUT IS GIVING THE MANAGERS BOTH POLICY MAKING AND  
24 IMPLEMENTATION AUTHORITY AT THE SAME TIME. TO ME THAT IS A  
25 SERIOUS CHECKS AND BALANCES ISSUE. WE'VE GOT THEM MAKING



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1 POLICY AND AT THE SAME TIME IMPLEMENTING POLICY. THAT IS A  
2 SERIOUS CONCERN OF MINE. I'M SERIOUSLY CONCERNED ABOUT HOW THE  
3 STAKEHOLDER PROCESS WOULD WORK. I UNDERSTAND THERE IS A  
4 STAKEHOLDER PROCESS, BUT IT SEEMS TO BE LEFT TO THE SIDE AND  
5 NOT REALLY AT THE CENTER OF THE DECISION MAKING. WHERE THE MTC  
6 COMMISSION WOULD PLAY THE MAJOR ROLE AND OPERATORS WOULD THEN  
7 PLAY A ROLE RIGHT UNDER THAT AND THEN THERE'S THIS SORT OF  
8 NEBULOUS PIECE OF STAKEHOLDER PROCESS THAT'S NOT REALLY  
9 CONNECTED. THAT'S A PROBLEM FOR ME. I WANT TO URGE EVERYONE  
10 INVOLVED TO BE MUCH MORE CONCERNED ABOUT A STAKEHOLDER ROLE  
11 RIGHT AT THE TOP OF THE -- RIGHT AT THE TOP OF THE TIER. I'M  
12 SURE THERE WILL BE PLENTY OF IDEAS ON HOW TO DO THAT LATER,  
13 BUT FOR NOW I WANT TO RAISE THAT AS A DEEP CONCERN. I MAY HAVE  
14 OTHER COMMENTS LATER. THANK YOU.

15

16 **ADINA LEVIN, CHAIR:** RICH HEDGES.

17

18 **RICH HEDGES:** FIRST OF ALL THANK YOU TO WARREN AND GERRY. I  
19 THOUGHT THEY RAISED VERY GOOD ISSUES ESPECIALLY ON SOME OF THE  
20 MORE DETAILED OPERATIONS. I WANT TO DEAL A LITTLE MORE AT A  
21 HIGHER LEVEL OR OVERVIEW. WHAT I'M REALLY THINKING IS THE MOST  
22 IMPORTANT IS THE OPERATING MODEL. AND I'M SAYING THAT BECAUSE  
23 OF BEING ON THIS COMMITTEE AND OTHER COMMITTEES SO LONG, I  
24 REMEMBER TRANS LINK NEVER REALLY GOT IMPLEMENTED. I THINK BART  
25 WAS THE ONLY ONE THAT DID IT AND THERE WAS NO FULL DEFINITION



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1 OF HOW THE FAIRS WOULD BE THAT ANYONE COULD AGREE ON. I DON'T  
2 KNOW IF ANYONE REMEMBERS THIS BUT THERE WAS A 60-DAY PERIOD  
3 WHERE WE WERE STILL IN OAKLAND WHERE MTC DECIDED TO TRY TO GET  
4 AGREEMENT ON MERGING THE BIG 5 AND THAT ONLY LASTED ABOUT SIX  
5 DAYS. NOBODY WANTED TO DO IT. IF WE DON'T HAVE A NETWORK  
6 MANAGER WITH AUTHORITY THIS WILL BE BEDLAM. THEY NEED A LOT OF  
7 CARROTS AND A FEW STICKS. THE BEST INSTRUCTION OF WHAT WE NEED  
8 IS SLIDE 25. I THINK THAT REALLY SUMS IT UP BETTER THAN  
9 ANYTHING I'VE SEEN. BUT I'M ALSO VERY INTERESTED IN THE  
10 DETAILS. THOSE DETAILS ARE GOING TO MOVE AS WE GO THROUGH  
11 QUITE FRANKLY. I'VE REALLY LIKED THE 6 AREAS. THIS IS TOO BIG  
12 OF A PIECE OF TURKEY TO EAT ALL AT ONE TIME SO I THINK MAKING  
13 IT 6 AREAS MAKES IT WORKABLE WITHIN THOSE AREAS AND PEOPLE  
14 WILL ALSO BE MORE WILLING TO DO IT, I THINK. BUT THEN THE KEY  
15 IS GOING TO BE, THE NETWORKING MANAGER HAS THE POWER TO MAKE  
16 THESE WORK TOGETHER. SO ANYWAY, THANK YOU I'LL LEAVE IT THERE  
17 AND I MAY HAVE FURTHER COMMENTS.

18

19 **ADINA LEVIN, CHAIR:** IT'S HARD DONE TO MODERATE WHEN I NEED TO  
20 MUTE WHEN OTHERS ARE SOMETHING. DWAYNE HANKERSON.

21

22 **DWAYNE HANKERSON:** WHEN I LISTEN TO THIS PRESENTATION AND I  
23 THINK ABOUT HOW THE TRANSIT SYSTEM IS AND HOW BIG IT IS, AND  
24 THE DIFFERENCES IN EACH TRANSIT AGENCY, THIS SEEMS LIKE ALMOST  
25 IMPOSSIBLE TO HAPPEN. THERE'S SO MANY DIFFERENCES. THEY MIGHT



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1 BE HEADED TOWARDS THE SAME GOAL, BUT I MEAN, JUST THINKING  
2 ABOUT THE WAY THAT YOU HAVE TO INTEGRATE WITH EACH AGENCY IS  
3 ALMOST MINDBOGGLING TO ME. IT'S LIKE IF YOU TAKE ONE AGENCY  
4 AND THEY DO IT ONE WAY AND THEN ANOTHER AGENCY AND THEY DO IT  
5 ANOTHER WAY, HOW DO YOU MAKE THAT HAPPEN? EVEN WITH A NET  
6 MANAGER THERE HAS TO BE A CERTAIN AMOUNT OF RULES AND IF THE  
7 RULES ARE THE SAME FOR EVERYBODY, BUT OTHER AGENCIES DO IT  
8 DIFFERENT BECAUSE EVERYTHING CAN BE DONE IN A DIFFERENT WAY,  
9 HOW DO YOU MAINTAIN THAT? HOW DO YOU MANAGE THAT?

10

11 **ADINA LEVIN, CHAIR:** THANKS. MIGHT BRING THAT UP IN THE LAST  
12 ROUND OF QUESTIONS ALONG WITH MR. GLACIER'S IMPLEMENTATION  
13 QUESTIONS. I SEE THAT IAN GRIFFITHS HAS A HAND.

14

15 **IAN GRIFFITHS:** THANK YOU FOR BRINGING THIS FORWARD TO THE  
16 COMMITTEE. I KNOW THERE WAS A LONG MEETING ON MONDAY ABOUT  
17 THIS. YOU KNOW, I THINK SOME HIGH LEVEL -- I'VE ALREADY  
18 COMMUNICATED TO STAFF BUT I WANTED TO SHARE WITH THIS GROUP  
19 THAT I THINK ARE IMPORTANT TO BE CONSIDERED AS WE EVOLVE THIS  
20 ALTERNATIVE OR THIS PROPOSAL INTO SOMETHING THAT IS MORE  
21 REFINED. I THINK IT'S IMPORTANT THAT THIS BE A PRELIMINARY  
22 SET. THIS IS NOT THE PERMANENT FIX, THAT THIS IS AN  
23 INCREMENTAL STEP AND TO THE ISSUE RICHARD BROUGHT UP LIKE  
24 THERE IS PAST EXPERIENCE GOING DOWN THIS PATH. SO I THINK WE  
25 NEED TO NOT -- WE NEED TO MAKE SURE WE COMMIT OURSELVES YES,



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1 MAKING SOME OF THESE IMPLEMENTABLE CHANGES SO WE CAN DELIVER  
2 TO RIDERS ON THESE AREAS BUT NOT LOSE SIGHT -- AND MAYBE THIS  
3 IS WHAT DWAYNE WAS GETTING AT -- THE FACT THAT THIS IS  
4 DIFFICULT TO IMPLEMENT ALL THESE COORDINATED -- GETTING OVER  
5 TIME COORDINATING ALL THESE AGENCIES UNLESS WE RETHINK THE  
6 GOVERNMENT MORE STRUCTURALLY. THAT'S WHAT I SEE IT BEING. THIS  
7 TEMPORARY SOLUTION IS JUST TEMPORARY AND WILL FOCUS ON THE  
8 NEAR TERM ACTION BUT WE STILL HAVE TO ADDRESS THE FACT THAT  
9 THERE ARE 27 AGENCIES TO BEGIN WITH AND THAT IS WHY WE'LL BE  
10 THE FOLLOW-UP STUDY BEGINNING SOME TIME IN 2023 THAT LOOKS AT  
11 ONE OF THOSE FUNDAMENTAL CHANGES TO NETWORK MANAGEMENT ON A  
12 PERMANENT BASIS THAT WOULD VERY LIKELY TO REQUIRE LEGISLATION  
13 AS WELL AS NEW FUNDING TO DO, BUT ARE GOING TO MAKE A  
14 DIFFERENCE IN SIMPLIFY HOW AND ENABLING US TO BE MUCH MORE  
15 EFFECTIVE IN COORDINATION OVER THE LONG TERM. IT'S AN  
16 IMPORTANT PRINCIPLE. I THINK TWO OTHER THOUGHTS TO SHARE. OF  
17 THIS HERE AND I SHARED THIS COMMENT WITH STAFF ALREADY. BUT I  
18 THINK THERE'S JUST A LACK OF DEFINITION AROUND HA POLICY  
19 MAKING LEVEL OF MTC BEING THE UPPER TIER OF THE REGIONAL  
20 VISIONING ELEMENT AND I THINK THERE'S AN OPPORTUNITY TO HAVE  
21 CUSTOMER AND WRITER REPRESENTATIVES BE REPRESENTED AT THAT  
22 LEVEL, AND ALSO TO HAVE POLICYMAKERS THAT AREN'T JUST MTC  
23 POLICYMAKERS PARTICIPATE IN THAT PROCESS. PARTICULARLY TRANSIT  
24 AND THEY'RE IMPORTANT POLICYMAKERS AND NEEDED TO BE RESPONSIVE  
25 OF ALL THESE CHANGES AND THEY DON'T HAVE THE OPPORTUNITY TO



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1 PARTICIPATE IN THIS PROCESS RIGHT NOW. SO, I THINK THAT'S  
2 SOMETHING THAT WE COULD CONSIDER HAVING A NEW TYPE OF  
3 COMMITTEE THAT OVERSEES THIS WORK THAT MIGHT INCLUDE A FEW  
4 OTHER REPRESENTATIVES THAT WILL INCLUDE THE RIGHT STAKEHOLDERS  
5 AND CUSTOMER VOICES AND THE RIGHT POLICYMAKERS. THE LAST  
6 COMMENT I WANTED TO MAKE WAS GOING BACK TO THE VISION  
7 STATEMENT BUT DIDN'T GET A LOT OF DISCUSSION ON MONDAY. AND  
8 GERRY ALREADY BROUGHT IT UP WITH THIS GROUP. I DON'T THINK WE  
9 HAD IT NECESSARILY BUT IT WAS A STATEMENT. MAIN THERE ARE  
10 IDEAS IN THERE THAT ARE RELEVANT HERE. BUT IN MY VIEW THE  
11 SLIDE -- I THINK IT'S SLIDE -- WHATEVER SLIDE IT IS THAT'S  
12 SHOWING THE PROPOSED MISSION STATEMENT. CONSIDERING THESE  
13 STATEMENTS WILL BE WITH US FOR QUITE A WHILE AND GUIDE US FOR  
14 THE LONG TERM AND THAT WAS CLARIFIED -- I THINK THAT WAS THE  
15 UNDERSTANDING. IT'S MAY UNDERSTANDING IT'S A VISION STATEMENT  
16 THE NEXT 22 YEARS BUT THIS IS SUPPOSED TO BE GUIDING WHAT IS  
17 THE ROLE OF NETWORK MANAGEMENT AT ALL, TO ME THESE ARE LIKE  
18 DIRECTIONAL STATEMENTS BUT NOT DEFINITIVE IN TERMS OF OUTCOME  
19 WE WANT TO SEE. THEY'RE SAYING THE MISSION STATEMENT AS  
20 WRITTEN IS TO DRIVE CUSTOMER IMPROVEMENTS TO IMPROVE THE  
21 CUSTOMER EXPERIENCE AND THE VISION STATEMENT IS TO ADVANCE  
22 REGIONAL ROLES BUT TO ME I'M INTERESTED IN -- I FEEL LIKE IT  
23 WOULD IMPORTANT TO HAVE A MORE OUTCOME ORIENTED -- FIRST OF  
24 ALL THE VISION STATEMENT SHOULD BE A VISION OF THE TRANSIT  
25 SYSTEM SHOULD BE INTEGRATED, AFFORDABLE SYSTEM. THAT'S A



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1 VISION -- RIGHT NOW I SEE THE VISION STATEMENT IS ALSO A  
2 MISSION STATEMENT A LITTLE BIT. SO A VISION STATEMENT THAT IS  
3 THE VISION AND THE SYSTEM THAT WE WANT IS INTEGRATED AND  
4 ACCESSIBLE AND ALL THESE THINGS AND THEN THE MISSION STATEMENT  
5 SHOULD BE KIND OF FOCUSED ON DELIVERING THAT -- AND NOT JUST  
6 MOVING GENERALLY IN THAT DIRECTION. IF WE COULD SET UP A BOD  
7 CAN I THAT HELPS US MOVE THAT DIRECTION. BUT NOT ACCOUNTABLE  
8 FOR ACTUALLY DELIVERING IT ON. AND I THINK THAT HE AN  
9 IMPORTANT STRENGTHENING THAT TO ME WOULD ENCOURAGE US TO FOCUS  
10 ON HOW WE CAN MAKE THESE POSSIBLE. THANK YOU FOR THE  
11 OPPORTUNITY TO COMMENT.

12

13 **ADINA LEVIN, CHAIR:** SEBASTIAN PETTY.

14

15 **SEBASTIAN PETTY:** I THINK LET ME SAY THAT THERE'S LET THAT'S  
16 POSITIVE IN THIS PRESENTATION AND PROPOSAL AND I THINK A LOT  
17 OF MY COMMENTS ARE ORIENTED LESS TOWARDS CRITIQUING WHAT'S IN  
18 THE PROPOSAL AND MORE TO THE KIND OF DETAIL THAT WOULD BE FOR  
19 TO SEE AS THIS COMES BACK IN A FUTURE ITERATION. IN THAT  
20 THEME, THE PROPOSAL HAS BEEN CHARACTERIZED AS BEING A SHORT OR  
21 TERM STEP IN A LONGER TERM EVOLUTION. SIMILAR TO IAN GRIFFITHS  
22 COMMENTS I THINK IT WOULD BE IMPORTANT TO PUT SPECIFIC  
23 DEFINITION AROUND THAT. ONE OF THE SLIDES TALKED ABOUT A 4  
24 YEAR TIME FRAME. BUT WHETHER THAT'S THE RIGHT TIME FRAME OR  
25 SOMETHING ELSE, I THINK IT WOULD BE CRITICAL TO DEFINE A





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1 PARTICULAR TERM FOR WHICH THIS WOULD BE THE INTERIM STRUCTURE  
2 AS WELL AS A VERY CLEAR SCOPE OF WORK THAT WOULD ALONG WITH  
3 WHAT THIS BODY WOULD BE CHARGED TO DO. I THINK THAT'S  
4 PARTICULARLY IMPORTANT IN LIGHT OF ANOTHER COMMENT THAT WAS  
5 MADE, WHICH IS, THERE ALSO NEEDS TO BE A DEFINED PROCESS FOR  
6 HOW WE THINK ABOUT EVALUATION OF THE STRUCTURE, WHETHER IT'S  
7 BEHAVING IN THE WAY HA WE WERE HOPING IT BEHAVES AND ACHIEVING  
8 THE RESULTS WE EXPECT AS WELL AS HOW WE THINK ABOUT IT  
9 POTENTIALLY EVOLVING INTO A MORE SUSTAINABLE OR PERMANENT OR  
10 FAR-REACHING CHANGE OF GOVERNANCE IN THE REGION. AND I THINK  
11 IT'S PARTICULARLY IMPORTANT THAT THAT PROCESS BE DEFINED AND  
12 BE CONDUCTED AND ADMINISTERED OUTSIDE OF THIS BODY. SINCE IT'S  
13 INHERENTLY DEALING WITH HOW THE BODY FUNCTIONS. SO I THINK  
14 IT'S -- HOW THAT WOULD OCCUR AS DETAILED WOULD BE CRITICAL TO  
15 SEE AS THE NEXT ITERATION IF THIS COMES BACK. BEYOND THAT I  
16 WOULD ECHO THE COMMENTS THAT THE BASIC STRUCTURE OF SORT OF  
17 HAVING VISIONARY REGIONAL POLICY DIRECTION COMING FROM MTC AND  
18 THAT BEING INTERPRETED AND STEERED BY A GROUP OF OPERATOR  
19 EXECUTIVES MAKES SENSE, BUT IT WOULD BE REALLY IMPORTANT TO  
20 SEE MORE DETAIL ABOUT HOW THAT WILL WORK IN PRACTICE. RIGHT  
21 NOW WE'RE KIND OF JUST SEEING A SLIDE THAT SHOWS LITTLE BOX  
22 THAT SAYS MTC WITH A DOTTED LINE COMING DOWN. SO UNDERSTANDING  
23 HOW THAT POLICY DIRECTION IS REALLY GOING TO BE EFFECTIVE IN  
24 PRACTICE AND HOW THAT ENGAGEMENT OCCURS SO THERE'S A BACK AND  
25 FORTH WE KNOW THIS STUFF IS REALLY CHALLENGING AND DIFFICULT



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1 AND IT'S NOT AS EASY AS GOING OUT AND IMPLEMENTING SO THERE  
2 WILL HAVE TO BE A BACK AND FORTH. AND WHETHER IT'S A  
3 SUBCOMMITTEE OR SOME OTHER MECHANISM IT WOULD BE IMPORTANT TO  
4 DEFINE THAT AND HOW WE BRING IN POLICEYMAKER EXPERTISE WHETHER  
5 THEY'RE FROM LOCAL AGENCY BOARDS OR OTHERS THAT CAN SUPPLEMENT  
6 COMMISSIONERS TO BRING THAT EXPERTISE IN. A JUST COUPLE MORE  
7 QUICK COMMENTS. I'M A LITTLE PUZZLED BY THE VOICE OF THE  
8 CUSTOMER COMMITTEE. IT WOULD BE GREAT TO SEE MORE DEFINITION  
9 ON WHAT THAT IS AND HOW IT'S SPECIFICALLY INTERACTING WITH THE  
10 NETWORKING MANAGEMENT BOARD AS WELL AS THE ROLE WITH THE MTC  
11 AND I'M CONCERNED THAT WE'RE MIXING AND MATCHING A LITTLE BIT  
12 THAT CHARACTERIZING WHAT I UNDERSTAND MIGHT BE A STAKEHOLDER  
13 COMMITTEE SEEMS A LITTLE OFF. CERTAINLY YOU CAN GET CUSTOMER  
14 INPUT BUT IN MY EXPERIENCE IT'S GENERALLY NOT THE BEST WAY TO  
15 GET INPUT FROM CUSTOMERS. IT'S NOT A SUBSTITUTE FOR ROBUST  
16 MARKET ANALYSIS, DATA ANALYSIS, ACTUAL CUSTOMER RESEARCH AND I  
17 THINK THAT'S ESSENTIAL AND I WOULD HOPE TO SEE THAT SORT OF  
18 FUNCTION MAYBE BETTER REPRESENTED IN THE ADMINISTRATIVE AND  
19 OPERATIONS LEVEL BECAUSE THAT'S SOMETHING THAT'S MISSING TO  
20 DATE AND I THINK IT WILL BE CRITICAL GOING FORWARD. FINALLY  
21 IT'S A HUGE STEP FORWARD THAT A DEDICATED STAFF IS BEING  
22 PROPOSED FOR THIS ENTITY. I THINK THAT'S A TREMENDOUSLY  
23 POSITIVE TURN OF EVENTS AND I THINK IT WILL ACCELERATE SOME OF  
24 THE NEAR TERM PROCESS THAT IS ABLE TO SEE MORE DEFINITION ON  
25 THAT. I'M ENCOURAGING THE ABILITY TO MIX AND KIND OF BLEND MTC



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1 AND OPERATOR STAFF. I THINK THAT'S AN EXCELLENT IDEA AND I'M  
2 POSITIVE ABOUT IT. THANK YOU.

3

4 **ADINA LEVIN, CHAIR:** EXCELLENT. THANK YOU VERY MUCH. SO, I SEE  
5 THAT ZACK DEUTSCH-GRASS HAS HIS HAND UP.

6

7 **ZACK DEUTSCH-GRASS:** I WOULD LIKE TO SEE MORE CLARITY AND HOW  
8 THOSE DOTTED LINES AND CONNECTIONS BETWEEN DIFFERENT BODIES  
9 WORK AND I THINK THAT'S IMPORTANT FOR TRUST AND TRANSPARENCY  
10 AS THESE DIFFERENT THINGS GET IMPLEMENTED. AT A HIGHER LEVEL,  
11 I UNDERSTAND THE NEED FOR KIND OF QUICK IMPLEMENTATION AND  
12 USING EXISTING STRUCTURES IN ORDER TO GET THERE. I THINK THE  
13 NETWORK MANAGER IS AN OPPORTUNITY TO THINK WHO WE ARE  
14 CENTERING IN THIS WORK AND THE SLIDES HELPED ME LIKE WE ARE  
15 REPURPOSING EXISTING BODIES WITHOUT BEING COGNIZANT OF  
16 COMMUNITIES TRYING TO BE LIFT UP AND WHO IS BEING SERVED AND  
17 REPRESENTED. WHILE THE CUSTOMER ADVISORY BODY IS ESPECIALLY  
18 GLARING IN THAT RESPECT, I THINK THERE IS OPPORTUNITY TO  
19 INCLUDE RIDERS AND REPRESENTATIVES ON THOSE COMMUNITIES AND  
20 MORE CENTRALLY TO THE NETWORK MANAGEMENT LIKE BODY. SO I WOULD  
21 MAKE THAT RECOMMENDATION AS WELL. TO SEBASTIAN'S POINT I DON'T  
22 THINK THAT'S A SUBSTITUTE FOR SURVEYS AND ANALYSIS. BUT A  
23 COMPLIMENT SO I THINK IT'S A QUESTION AS TO HOW TO INCLUDE  
24 RIDERS AND CUSTOMERS IN THESE PROCESSES.

25



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1 **ADINA LEVIN, CHAIR:** THANKS. WENDI KALLINS.

2

3 **WENDI KALLINS, VICE CHAIR:** YES, THANK YOU. A LOT OF GOOD  
4 COMMENTS. I FEEL AS THOUGH I'M MOSTLY GOING TO BE ECHOING  
5 RATHER THAN PROVIDING SOMETHING NEW. BUT I THINK IT'S  
6 IMPORTANT TO PUT SOME EXCLAMATION POINTS ON CERTAIN THINGS  
7 THAT PEOPLE HAVE SAID. SO, GOING BACK TO WARREN'S CONCERN THAT  
8 YOU HAVE GENERAL MANAGERS BOTH MAKING POLICY AND IMPLEMENTING  
9 POLICY AND I THINK THAT'S REALLY NUMBER ONE -- THE NUMBER ONE  
10 FATAL FLAW IS THAT YOU NEED POLICYMAKERS MAKING POLICY. THE  
11 GENERAL MANAGERS ARE THE ONES WHO WILL IMPLEMENT THEM, SO  
12 THEREIN IN THAT PARTICULAR STRUCTURE THAT NEEDS MAJOR  
13 REVISION. THE MOST IMPORTANT THING FOR ME IS WHERE IS THE  
14 CUSTOMER VOICE. AND I THINK -- I UNDERSTAND OF DOING GOOD  
15 MARKET RESEARCH GETS YOU INFORMATION FROM THE CUSTOMERS, BUT  
16 WE HAVE A NUMBER OF NGO'S IN THE BAY AREA THAT ARE  
17 POLICYMAKERS. THEY'RE THE KIND OF PEOPLE WHO SHOULD BE IN A  
18 DECISION-MAKING PROCESS WHO CAN REPRESENT VARIOUS  
19 CONSTITUENCIES THAT ARE NOT WELL REPRESENTED WHEN YOU'RE ONLY  
20 LOOKING AT STAFF AND POLICYMAKERS. AND SO, I THINK THAT IT'S  
21 NOT -- IT'S REALLY NOT GOOD ENOUGH TO HAVE THIS LOVELY  
22 ADVISORY COUNCIL OFF ON THE SIDE AS SOMEONE WHO SERVES ON AN  
23 ADVISORY COUNCIL, I KNOW HOW MUCH INFLUENCE WE REALLY HAVE.  
24 AND I DON'T HAVE ANY ILLUSIONS ABOUT THAT. WHEN I SEE SOME OF  
25 THE PEOPLE WHO ARE MORE NGO'S AND REPRESENTING POLICYMAKERS



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1 WHO SIT ON THESE COMMITTEES AND HAVE THE OPPORTUNITY TO SPEAK  
2 LIKE WE ARE NOW, AND BE PART OF THE VOTING BODY, IT MAKES A  
3 HUGE DIFFERENCE. SO THAT NEEDS TO BE INCLUDED AND WHO THAT IS  
4 AND HOW THAT IS FOLDED IN IS A MORE DETAILED DISCUSSION. BUT I  
5 THINK IT'S ON A HIGHER LEVEL WHERE WE ARE RIGHT NOW WE NEED TO  
6 AT LEAST HAVE SOME SLOTS ON THAT DECISION MAKING BODY OF  
7 MAKING POLICIES THAT ARE REPRESENTING THE PEOPLE WHO WILL  
8 ACTUALLY USE THE SYSTEM. THANKS.

9

10 **ADINA LEVIN, CHAIR:** THANK YOU VERY MUCH. I'LL PUT MYSELF IN  
11 THE CUE AT THIS POINT BUILDING ONGOING SOME THINGS THAT OTHERS  
12 HAVE SAID. SO REALLY WANT TO ECHO THE CONCERNS ABOUT HOW THE  
13 PROPOSAL HAS THE GENERAL MANAGERS BEING BOTH IN AN EXECUTION  
14 AND MORE OF A POLICY MAKING ROLE WITH THE MTC HAVING THE  
15 OVERALL APPROVAL AT THE END OF THE DAY. BUT IF THE END OF THE  
16 DAY IS TOO LATE AND THERE HASN'T BEEN POLICY MAKING NOT IN THE  
17 MICROMANAGING AND MEDDLING LEVEL BUT AT THE RIGHT GUIDANCE  
18 LEVEL, THEN THE ONLY CHOICE OF THE POLICEYMAKER IS TO RUBBER  
19 STAMP WHAT HAS BEEN REALLY CRAFTED AND BAKED. WHAT THIS MODEL  
20 SEEMS TO LEAVE OUT BEING PRETTY FAMILIAR WITH HOW MTC WORKS,  
21 THE HEAVY LIFTING IN TERMS OF THE POLICY GUIDANCE AT MTC TAKES  
22 PLACE AT THE LEVEL OF MTC'S WORD COMMITTEES WHERE THE REALLY  
23 ROBUST DISCUSSION HAPPENS AT THE OPERATIONS COMMITTEE AND  
24 PROGRAMMING AND ALLOCATIONS, SO THE COMMISSIONERS DON'T ALWAYS  
25 BEGIN. BUT WHEN THEY BEGIN THE DEEPEST DIGGING HAPPENS IN



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1 THOSE COMMITTEES AND THEN LIKE UNLESS SOMETHING IS REALLY  
2 CONTROVERSIAL THEN IT'S THE MTC THAT APPROVES WHAT THE  
3 COMMITTEE HAS COME UP WITH. AND THAT LEVEL IS MISSING ON THIS  
4 CHART. AND I THINK THAT PROVIDES THE POTENTIAL TO BRING  
5 TOGETHER SOME OF THE THINGS THAT PEOPLE HERE HAVE BEEN SAYING,  
6 WHICH IS TO CREATE AN MTC COMMITTEE-LEVEL COMMITTEE WITH  
7 COMMISSIONERS AND THEN ALSO POTENTIALLY TO BRING IN THE  
8 TRANSIT BOARD -- TRANSIT BOARDS WITH APPOINTED MEMBERS. SOME  
9 OF THEM HAVE MTC REPS ALREADY. BUT THE ELECTED BOARDS REALLY  
10 DON'T. SO IT WOULD HAVE THE POTENTIAL TO BRING IN THE MEMBERS  
11 OF THE ELECTED BOARDS AS WELL AS CUSTOMER REPRESENTATIVES AT  
12 THAT POLICY LEVEL. THAT KIND OF -- LIKE OUR COMMITTEE IS AN  
13 EXAMPLE OF A MIXED COMMITTEE WHERE MANY OF US ARE FROM THE  
14 POLICY ADVISORY COUNCIL AND THEN WE HAVE SOME OTHER  
15 STAKEHOLDERS. AND I THINK THIS IS A MODEL THAT IS USED IN SOME  
16 OTHER REGIONAL BODIES AS WELL. SO, BY CREATING AND STRUCTURING  
17 THAT KIND OF MTC COMMITTEE LEVEL POLICY COMMITTEE, I THINK  
18 THAT WOULD PROVIDE, IN THIS INTERIM PHASE, A GOOD LEVEL OF  
19 POLICY GUIDANCE WITHOUT MICROMANAGEMENT AND BRING IN THOSE  
20 VOICES THAT I THINK SEVERAL PEOPLE HAVE BEEN SAYING WERE ALSO  
21 INSUFFICIENTLY REPRESENTED IN THE CURRENT PROPOSAL. THE OTHER  
22 -- COUPLE OTHER COMMENTS ABOUT THE PROPOSAL. A NUMBER OF THE  
23 BOXES ARE GETTING SUN STAN ATE WITH SOMETHING THAT ALREADY  
24 EXISTS AND THE VOICE OF THE STAKEHOLDER GROUP SEEMS LIKE IT  
25 COULD BE SOMEWHAT BE -- THIS BODY THAT HAS POLICY ADVISORY



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1 COUNCIL PEOPLE AND ADDITIONAL STAKEHOLDERS, RATHER THAN  
2 RECREATING THIS BODY, IT WOULD SUGGEST MAYBE UTILIZING THIS  
3 BODY AND MAKING ANY TWEAKS TO IT TO HAVE IT SERVE THAT ROLE  
4 BETTER. ANOTHER THING THAT I WANT TO DRAW OUT FROM PEOPLE THAT  
5 HAVE SAID SO FAR IS THAT OUR COMMENTS ARE A MIX OF SAYING,  
6 YES, THIS IS -- THIS DIRECTION IS A TEMPORARY DIRECTION, AND  
7 THEN PEOPLE ARE SAYING, WELL, HERE'S OUR COMMENTS ABOUT WHAT  
8 WE DO NOT WANT TO LOSE SIGHT OFF FOR A MORE LONG LASTING  
9 DIRECTION. IN TERMS OF SUMMARIZING, WE WOULD WANT A PARCEL  
10 THOSE THINGS OUT TO THINGS WE COULD DO SOONER AND THOSE THINGS  
11 THAT WE WANT TO MAKE SURE THAT ARE HAPPENING LATER. WITH  
12 REGARD TO THAT IN TERMS OF THE TIME FRAME, THIS HAS BEEN  
13 MENTIONED IN THE CONTEXT OF REGIONAL FUNDING. HAVING REGIONAL  
14 FUNDING THAT CAN GO PARTICULARLY TO MAKING SURE THAT THE  
15 REGIONAL STANDARDS AND INTEGRATION CAN HAPPEN, COULD  
16 POTENTIALLY GO A LONG WITH MORE LONGER LASTING GOVERNANCE  
17 CHANGES, INCLUDING POLICY GUIDANCE ON THIS POT OF MONEY. SO  
18 WOULD WANT TO SEE A TIMING OF THAT LONGER LASTING SOLUTIONS TO  
19 BE TIMED WITH THE FUNDING THAT IT WOULD POTENTIALLY HAVE THE  
20 FIDUCIARY RESPONSIBILITY OVER AND AT THE SAME TIME ADDRESS THE  
21 FIDUCIARY RESPONSIBILITY CONFLICTS THAT WE HAVE RIGHT NOW.  
22 OKAY, SO WE'LL STOP THERE. AND MAIN WE'LL SEE AT THE END OF  
23 THE DAY IF THERE IS ANYTHING WE WANT TO SUMMARIZE TOGETHER  
24 VERSUS HAVING STAFF TAKE DOWN SEPARATELY. I SEE THAT GERRY  
25 GLASER HAS A HAND. BEFORE TAKING THE NEXT QUESTION, I WANT TO



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1 MAKE SURE THAT WE ADDRESS AT LEAST TO SOME LEVEL FROM STAFF  
2 THE QUESTION ABOUT WHERE IN THIS BIG PICTURE OF THINGS WE DO  
3 SOONER AND LATER THAT WE ADDRESS THE QUESTION ABOUT WHERE DO  
4 WE HAVE THE GOVERNANCE STRUCTURE THAT CAN HANDLE INTEGRATED  
5 FAIRS AND OPERATING MODEL THAT CAN WORK. SO, CAN STAFF RESPOND  
6 TO WHERE THAT SITS WITHIN THIS STAIR STEP OF PROGRESS?

7

8 **SPEAKER:** ARE YOU REFERRING TO THE TO3 OF THE FAIR INTEGRATION  
9 PROJECT?

10

11 **ADINA LEVIN, CHAIR:** SO IN THE FAIR -- I READ IT ENOUGH AND YOU  
12 WOULD THINK I KNOW IT ENTIRELY BY HEART. BUT IN THE FAIR  
13 COORDINATION AND INTEGRATION STUDY, IT DID SAY THERE WERE SOME  
14 THINGS THAT CAN BE DONE WITHIN THE CURRENT GOVERNANCE  
15 STRUCTURES AND OTHER THINGS THAT MIGHT NEED SOME ADDITIONAL  
16 CAPABILITY. SO I'M ASKING WHERE THAT FITS. WHERE THAT SECOND  
17 PIECE FITS.

18

19 **SPEAKER:** THE SECOND PIECE WOULD FIT IN THE EVOLUTION OF THE  
20 FRAMEWORK WE TALKED ABOUT WHERE I THINK THROUGH THE ITERATION  
21 ON THE OPERATING MODEL WE'LL HAVE TO ESTABLISH SOME OF THE  
22 LEADERSHIP, THE TOOLS AS WELL AS SOME AUTHORITIES. I THINK --  
23 IT'S ONGOING IF YOU DON'T PULL THE SLIDE UP BUT IT'S IN YOUR  
24 PACKET SLIDE NUMBER 26. SOME OF THE REGIONAL GOALS THAT'S





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1 WHERE SOME OF THIS GETS ADDRESSED. SOME OF THOSE HARDER  
2 ASPECTS CAN BE TAKEN ON.

3

4 **ADINA LEVIN, CHAIR:** ONGOING. THANK YOU. AND BACK TO GERRY  
5 GLASER FOR -- WAS THAT A SATISFYING ANSWER AND WHAT ADDITIONAL  
6 QUESTION OR COMMENT DID YOU HAVE AND THEN TERRY SCOTT AND THEN  
7 PUBLIC COMMENT.

8

9 **GERRY GLASER:** ADDITIONAL COMMENT AND I LIKE THE EXCLAMATION  
10 POINT. SEBASTIAN, I'LL APOLOGIZE IF I PUT WORDS IN YOUR MOUTH.  
11 YOU SAID SOMETHING. WE HAVE A DOCUMENT THAT TALKS ABOUT A  
12 PROJECT AND TAKING THIS FROM POINT A TO POINT B. BUT THEN  
13 AFTER WE MADE IT TO POINT B WE HAVE A PROCESS. AND I THINK A  
14 LOT OF THE DISCUSSION THAT WE HAD TODAY IS TALKING ABOUT SOME  
15 OF IT IS TALKING ABOUT THE PROCESS AND SOME OF IT IS TALK BEEN  
16 ABOUT THE PROJECT. IT TAKES US THROUGH 27 DISTINCT AGENCIES  
17 AND TRYING TO INTEGRATE THOSE. THE PROCESS SAYS LATER OKAY,  
18 WE'RE INTEGRATED AND HOW DO WE MANAGE THAT AT THIS POINT?  
19 HIGHLIGHTING THAT IN THE PROGRAM SO THAT YOU SHOW THAT THERE  
20 ARE TWO SEPARATE THINGS AND IT MIGHT EVEN BE DIFFERENT  
21 GOVERNING BODIES BECAUSE THE NEED FOR MAKING CHANGE HAS TO  
22 INTEGRATE AND INCLUDE EVERYBODY WHO IS SEPARATE TODAY. BUT  
23 LATER ON WHEN WE HAVE THE PROCESS, MAYBE THAT'S NOT THAT  
24 IMPORTANT. MAYBE IT'S MORE IMPORTANT TO HAVE THE INPUT FROM  
25 THE YOU COMMUNITY AND NGO'S THAN FROM EACH ONE OF THE SEPARATE



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1 OPERATING ENTITIES. AND LOOK AT THOSE TWO SEPARATE AS PROJECT,  
2 SEBASTIAN, NOD YOUR HEAD IF I DID CAPTURE WHAT YOU WERE SAYING  
3 OR SHAKE YOUR HEAD AND SAY NO, I WAS SAYING SOMETHING  
4 DIFFERENT. I'M NOT SURE. BUT I THOUGHT THAT WAS WORTH  
5 EMPHASIZING THAT WE HAVE A PROJECT AND A PROCESS. AND THEY'RE  
6 DISTINCT. THE PROJECT HAS TO BE FIRST AND THE PROCESS HAS TO  
7 FOLLOW LATER ON AND MIGHT NEED A DIFFERENT STRUCTURE.

8

9 **SEBASTIAN PETTY:** I THINK YOU'RE IN THE BALLPARK.

10

11 **GERRY GLASER:** I DIDN'T COME BACK TO THE OTHER PART ABOUT FAIRS  
12 IS ASSOCIATED WITH FAIR INTEGRATION. HOW DO WE ALLOCATED FUNDS  
13 BACK TO THE 27 DIFFERENT ENTITIES. AND THAT'S NOT ANYPLACE IN  
14 ANY OF THE PLANS THAT I'VE SEEN, NOT EVEN IN FAIR INTEGRATION.  
15 I CAN'T SEE ANYBODY DISCUSSING THAT YET AND THAT'S PROBABLY  
16 GOING TO BE A BOTTLENECK.

17

18 **ADINA LEVIN, CHAIR:** THE ANSWER SAID WE MIGHT NEED MORE  
19 GOVERNANCE WORK IN ORDER TO DO THAT AND THAT'S WHAT SHE WAS  
20 SAYING IT MIGHT FIT INTO ONE OF OUR UPCOMING GOVERNANCE STEPS.

21

22 **GERRY GLASER:** SO MUCH FOR MY EXCLAMATION POINT.

23

24 **ADINA LEVIN, CHAIR:** TERRY SCOTT.

25



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1 **TERRY SCOTT:** MY COMMENTS ARE KIND OF I THINK LINKED TO BOTH  
2 WHAT GERRY HAS SAID AND I SUPPORT THAT AS WELL AS WHAT RICHARD  
3 SAID EARLIER REGARDING THE NETWORK MANAGER. I THINK THAT ROLE  
4 AND THE AUTHORITY NEEDS TO BE IMPLEMENTED SOONER RATHER THAN  
5 LATER IN THE PROCESS. DURING THE POLICY MAKING PROCESS.  
6 BECAUSE I THINK THAT WITH THE RIGHT INCUMBENT THAT INDIVIDUAL  
7 -- AND I PREFER THINKING OF IT AS AN INDIVIDUAL AS OPPOSED TO  
8 A TEAM OR WHATEVER BECAUSE I FIND THAT SEEMS TO BE MORE  
9 EFFECTIVE IN GETTING THINGS DONE. IN REGARDS TO THE  
10 PRESENTATION, WHICH I THOUGHT WAS EXCELLENT, WHAT YOU TERM AS  
11 VIABLE -- OR YOU USE THE TERM FEASIBLE AND I WAS THINKING  
12 VIABLE. AND I SEE THAT'S DIFFERENT THAN WHAT IS ACTUAL DOABLE  
13 AND WHAT IS DOABLE I THINK WE HAVE TO HAVE INPUT FROM A  
14 SPECIFIC PERSON WHO HAS THE RESPONSIBILITY AND AUTHORITY TO DO  
15 IT. THAT TAKES ME BACK TO THE NETWORK MANAGER AND THAT SEEMS  
16 TO BE TOO FAR DOWN THE PROCESS IN ESTABLISHING. I THINK THAT  
17 THAT POSITION NEEDS TO BE IDENTIFIED AND FULFILLED VERY EARLY  
18 IN THE PROCESS BECAUSE THEY CAN BE INSTRUMENTAL IN MAKING  
19 THINGS DOABLE RATHER THAN JUST VIABLE.

20

21 **ADINA LEVIN, CHAIR:** CAN YOU TALK ABOUT THE SENIOR STAFF ROLE  
22 THAT IS IDENTIFIED WITHIN THOSE BOXES ON THE SLIDES? BECAUSE I  
23 THINK THERE IS -- IT DOESN'T GO ALL THE WAY -- TERRY, AS  
24 YOU'RE SAYING. BECAUSE TO GO ALL THE WAY MAY TAKE LEGISLATION  
25 AND IF WE SAID LET'S WAIT TO PASS LEGISLATION BEFORE WE MAKE



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1 IMPROVEMENTS FOR CUSTOMERS, THAT'S PROBABLY TOO SLOW. BUT IN  
2 TERMS OF THE STAFF AND SOMEONE WITH AN EMPOWERED POSITION,  
3 SCHRUTI, DO YOU WANT TO DESCRIBE THAT?

4

5 **SPEAKER:** YES. I THINK THIS WAS SLIDE 23. YOU ARE TALKING ABOUT  
6 THE BOARD STAFF AND THERE WOULD BE A DIRECTOR THAT WOULD BE IN  
7 CHARGE OF TAKING THE POLICY RECOMMENDATIONS THAT ARE COMING  
8 OUT OF THE POLICY BODY AS WELL AS THE IMPLEMENTATION ACTIONS  
9 OR PLANS THAT ARE BEING UP BY THE RNM EXECUTIVE BOARD. IT  
10 COULD BE A NUMBER OF STAFF BUT EACH OF THESE AREAS BUT  
11 ESSENTIALLY AND IT COULD BE A JOINT TEAM IN ORDER TO MAKE THE  
12 -- BRING THOSE POLICIES TO IMPLEMENTATION.

13

14 **ADINA LEVIN, CHAIR:** THANKS. IN THE MEETING ON MONDAY. JEFF  
15 TOMLIN, WHO IS THE HEAD OF FMTA, WAS BRAINSTORMING OFF THAT.  
16 IAN GRIFFITHS, YOU HAVE ADDITIONAL COMMENTS AND THEN WE'LL GO  
17 TO THE PUBLIC.

18

19 **IAN GRIFFITHS:** I JUST WANTED TO ADD TO WHAT GERRY WAS SAYING  
20 AND CROSS REFERENCING TO SEBASTIAN'S COMMENTS AND JUST THIS  
21 DISTINCTION BETWEEN THE PROJECT AND THE PROCESS AND REALLY THE  
22 DELIVERING ON THESE NEAR TERM INITIATIVES THAT ARE GOING TO  
23 PROVIDE ON THE GROUND IMPROVEMENTS FOR RIDERS SOON LIKE  
24 DELIVERING ON FREE TRANSFERS AND EXECUTING ON THE WAY PLANNING  
25 STRATEGY AND I SEE THE STEERING ELEMENT OF THIS STRUCTURE



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1 BEING WELL POSITIONED TO DO THAT AND THE APPROPRIATE LEVEL OF  
2 THE RIGHT PEOPLE FOR THE MOST PART WITH CUSTOMER INPUT AND  
3 GOOD RELATIONSHIP AND OPPORTUNITIES FOR RIDERS TO PARTICIPATE.  
4 BUT IN TERMS OF WHAT IS THE PROCESS FOR DEFINING THE WHOLE  
5 SUITE OF TRANSFORMATION TO ME I WANT TO BE CLEAR I VIEW THAT  
6 AS BEING -- THIS WOULD BE A SHIFT FROM HOW WE'RE DOING IT  
7 RIGHT NOW, AS BEING ONE OF THE PRIMARY ROLES FOR THAT UPPER  
8 TIER POLICY MAKING BODY, THE REGIONAL VISIONING ELEMENT AND TO  
9 ME THE NETWORK MANAGEMENT BUSINESS CASE OR WHATEVER THE NEXT  
10 STEP OF THE STUDY IS, WHETHER IT'S FUTURE GOVERNANCE STUDY OR  
11 ANALYZING CONSOLIDATIONS FOR SETTING UP A NEW STRUCTURE THAT  
12 IS A QUESTION FOR POLICYMAKERS. AND RIGHT NOW THE ADVISORY  
13 GROUP THAT IS OVERSEEING THAT PROCESS I DON'T THINK IT'S -- I  
14 THINK THIS PROCESS TO ME HAS ONLY EMPHASIZED THAT YOU HAVE TO  
15 -- YOU CAN'T EXPECT GENERAL MANAGERS TO BE ABLE TO DRIVE THAT  
16 ANALYSIS OR SCOPE THAT ANALYSIS. SO I REALLY HOPE -- I WANT  
17 TON CLEAR THAT I HOPE THAT IN TERMS WHERE DOES THIS SPECIFIC  
18 MANAGEMENT NETWORKING OR THAT FUTURE STUDY OF WHAT THE LONG  
19 TERM GOVERNANCE CHANGE THAT THE STEERING BODY FOR THAT IS NO  
20 LONGER THE NETWORKING MANAGEMENT ADVISORY GROUP OR THIS NEW  
21 EXECUTIVE BOARD. BUT IT IS REALLY THE POLICEYMAKERS OF THE  
22 REGION WITH THE OPPORTUNITY FOR CUSTOMERS ALSO TO PARTICIPATE  
23 IN THAT AND THAT WE -- BECAUSE IF WE -- I THINK IT IS  
24 INEVITABLE IF WE PUT THAT QUESTION TO GENERAL MANAGERS,  
25 UNFORTUNATELY THERE WILL NOT BE -- THEY'RE NOT AS YOU SAID



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1 MANY TIMES THEY'RE NOT POLICYMAKERS. THEY'RE JUST NOT  
2 POSITIONED TO REALLY ENGAGE IN THAT CONVERSATION. IN A WAY  
3 THAT THE POLICYMAKERS THAT DO HAVE THAT ACCOUNT ABILITY AND  
4 WHO ARE AWARE AND HEARING IT WANT TO BE ENGAGED IN THAT  
5 CONVERSATION. THAT'S A SPECIFIC TASK THAT WOULD BE AT THAT  
6 UPPER LEVEL THAT I WOULD LIKE TO BE CLEARLY DEFINED. PERHAPS  
7 WHETHER THIS COMES BACK THERE IS A CLEAR SET OF PROJECTS OR  
8 SETS OF RESPONSIBILITIES THAT GET ATTACHED TO THOSE VARIOUS  
9 LEVELS. AND THAT WOULD BE I HOPE ONE THAT IS PRIMARILY IN THAT  
10 UPPER TIER WITH OF COURSE OPPORTUNITIES FOR THE AGENCIES  
11 THEMSELVES AND GENERAL MANAGERS TO INPUT INTO THAT PROCESS  
12 TOO.

13

14 **ADINA LEVIN, CHAIR:** THANKS. I SEE THAT THERE ARE A COUPLE  
15 MEMBERS OF THE PUBLIC WITH THEIR HANDS RAISED. DO WE HAVE ANY  
16 WRITTEN PUBLIC COMMENT FOR THIS ITEM?

17

18 **CLERK:** THERE WAS NO WRITTEN CORRESPONDENCE. HOW MUCH TIME  
19 WOULD YOU LIKE TO GIVE THE MEMBERS?

20

21 **ADINA LEVIN, CHAIR:** WE HAVE TWO MINUTES.

22

23 **CLERK:** OKAY. FIRST UP IS CHRIS FITZGERALD. GO AHEAD AND UNMUTE  
24 YOURSELF, YOU HAVE TWO MINUTES.

25



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

2

3 **CLERK:** YES.

4

5 **SPEAKER:** JUST TO START OUT, I'VE BEEN ON MTC COMMITTEES AND  
6 ONE OF THEM IS THE BUSINESS CASE MANAGEMENT GROUP. AND RIGHT  
7 NOW I'M REPRESENTING MYSELF AND PEOPLES WITH DISABILITIES.  
8 THERE ARE SEVERAL THINGS I'M VERY CONCERNED WITH IN LONGING AT  
9 THIS. THERE HAS BEEN MENTIONED THAT THERE SHOULD BE SURVEYS  
10 DONE AND STUDIES DONE INVOLVING COMMUNITY INVOLVEMENT BUT ONLY  
11 LIMITED TO THAT SECTION MAYBE PUTTING PEOPLE INTO THIS NEW  
12 COMMITTEE. I THINK THAT IS PROBABLY -- NOT PROBABLY. IT IS THE  
13 WRONG WAY TO GO. YOU CAN STRUCTURE SURVEYS AND SUCH THAT PING  
14 UP A LOT OF INFORMATION. HOWEVER, TO GET A FULL FLAVOR OF WHAT  
15 EVERYBODY IS CONCERNED WITH WE HAVE TO LOOK AT THE DIFFERENT  
16 ENTITIES AND DIFFERENT CONSTITUENCIES THAT ARE INVOLVED. SO  
17 LOOKING AT PEOPLE WITH DISABILITIES AND THE BIKE COALITION AND  
18 THE PEDESTRIANS ALL THESE DIFFERENT GROUPS COME TOGETHER. IT  
19 MAY NOT BE IN THE BODY OF ONE PERSON. IT MAY BE THE BODY OF  
20 SEVERAL PEOPLE. SO HAVING ONE OR TWO REPRESENTATIVES JUST  
21 DOING SURVEYS OR WHATEVER, VERSUS HAVING A ROBUST COMMITTEE  
22 WITH A LOT OF DIFFERENT CONSTITUENCIES DOES NOT MAKE SENSE. I  
23 DO ALSO AGREE WITH WARREN IN HAVING THE GENERAL MANAGERS AS  
24 ALSO POLICY MAJORS --

25



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1 **CLERK:** THANK YOU, CHRIS. OKAY, NEXT UP IS HOWARD WOG. GO AHEAD  
2 AND UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

3

4 **SPEAKER:** THANK YOU. CAN YOU HEAR ME?

5

6 **CLERK:** YES.

7

8 **SPEAKER:** I THINK THERE ARE SOME IMMEDIATE COORDINATION THAT  
9 CAN BE ACCOMPLISHED THROUGHOUT THE REGION THE CULTURE OF  
10 DESIGNED QUALITY. WHEN YOU LOOK AT OR RIDE THE GREAT TRANS IT  
11 SYSTEMS AROUND THE WORLD, ONE OFTEN SEES A REALLY FIRST CLASS  
12 VISUAL AESTHETIC IMAGERY. SO THERE'S AESTHETICS, COLORS,  
13 GRAPHICS, DETAILING, HOW YOU SELECT TRAINS, THE RAILINGS, THE  
14 CHAIRS. SO I THINK HAVING A DESIGN CULTURE OF ART AND BEAUTY  
15 WHERE STATIONS ARE REALLY WELL DESIGNED AND TRAINS ARE WELL  
16 SELECTED AND DETAILED. MEXICO CITY I WAS IN A COUPLE WEEKS  
17 AGO. THEIR BRT DOUBLE DECK RED BUSES AND FIRST CLASS STATIONS  
18 AND VERY NICE AND DIGITAL IMAGERY. FOR LOW INCOME PEOPLE,  
19 PEOPLE SEEM TO FEEL LIKE THEY'RE REALLY SPECIAL. ALSO IN THE R  
20 & M PLAN, I THINK MORE GRAPHICS AND PHOTOS TO VISUALIZE THE  
21 CONCEPTS WOULD BE VERY GOOD. SO THAT YOU COULD HAVE LARGE  
22 HEADERS WITH CATEGORIES AND ASSOCIATE THAT WITH IMAGERY THAT  
23 MAKES YOUR POINT. AND FINALLY, I THINK IT'S IMPORTANT TO LINK  
24 THE TRANSIT TRANSPORTATION SUBCOMMITTEE WITH THE EQUITY AND  
25 BEEN ACCESS SUBCOMMITTEE. THERE IS A BIG, BIG OVERLAP AND WE





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1 SHOULD'N'T SEPARATE THEM IN REGARDS TO THIS IMPORTANT TOP INCH.

2 THANK YOU VERY MUCH.

3

4 **CLERK:** THERE ARE NO OTHER MEMBERS OF THE PUBLIC.

5

6 **ADINA LEVIN, CHAIR:** THANKS. I WANTED TO BUILD ON SOMETHING  
7 THAT HOWARD WOG SAID AND A FEW OTHER PEOPLE SAID IN TERMS OF  
8 WITH THE STAFF LEVEL FUNCTIONS AND CAPABILITIES, IT WAS WHAT  
9 SEBASTIAN WAS SAYING, HAVING DESIGN, USER EXPERIENCE AND  
10 CUSTOMER RESEARCH, LIKE REALLY ELEVATING THOSE DISCIPLINES AS  
11 A REGIONAL SCALE DISCIPLINE ACROSS ALL OUR AGENCIES AND  
12 SERVICES, I THINK THAT WOULD SERVE US WELL IN THE WAY THAT  
13 EACH OF OUR AGENCIES IS TOO SMALL TO DO A REALLY GOOD JOHN. IF  
14 THEY DO IT IT'S WITH A FRACTION OF A PERSON AND NOT AT A HIGH  
15 LEVEL OF ATTENTION. SO I WANT TO CONSOLIDATE ALL THOSE  
16 COMMENTS INTO THAT ONE COMMENT. DOES STAFF FEEL LIKE YOU HAVE  
17 SOME GOOD GUIDANCE FROM WHAT WE HAVE SEPARATELY SAID AND DO  
18 YOU FEEL LIKE WE WANT TO TRY AND DO SOMETHING COLLECTIVE OR  
19 LEAVE THE COMMENTS THAT WE HAVE MADE WITH ALL OF THEIR THEMES  
20 ABOUT WHAT WE WANT TO DO TO IMPROVE WHAT'S HAPPENING IN THE  
21 IMMEDIATE TERM AND TO CLARIFY AND DEFINE AND INSURE WHAT WE'RE  
22 DOING IN THE LONGER TERM? WARREN CUSHMAN.

23

24 **WARREN CUSHMAN:** I WANTED TO POINT OUT ONE PIECE. HOWARD  
25 MENTIONED THE EQUITY AND ACCESS COMMITTEE. I SPEAK A LOT ABOUT



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1 DISABILITY-RELATED ISSUES FOR OBVIOUS REASONS, BUT THE EQUITY  
2 PIECE IS JUST AS IMPORTANT AND VALUABLE. I WANT TO SAY IN THE  
3 TERMS OF THE STRUCTURE AND HOW WE GO ABOUT THIS, THE EQUITY  
4 VOICE IS VERY IMPORTANT. HOW THAT HAPPENING I THINK IS  
5 SOMETHING WE CAN DISCUSS, BUT I DO WANT TO BE CLEAR THAT IN  
6 ADDITION TO THE DISABILITY VOICE THE EQUITY VOICE SHOULD BE  
7 PART OF THE TABLE AND I THINK I'M VERY CLEAR THAT AS WE MOVE  
8 FORWARD, THOSE VOICES HAVE TO HAPPEN AT THE TOP LEVEL AND NOT  
9 JUST OFF TO THE SIDE BUT IT NEEDS TO BE AT THE TOP OF THE  
10 TABLE AND I'D BE INTEREST TO DO HEAR IF FOLKS HAVE SOME  
11 PROPOSALS. I WOULD BE INTERESTED IN HEARING PROPOSALS THAT  
12 FOLKS MAY HAVE IN TERMS OF WHAT THEY MAY WANT TO RECOMMEND.  
13 THANK YOU.

14

15 **ADINA LEVIN, CHAIR:** DOES ANYBODY WANT TO TRY OR DOES STAFF  
16 WANT TO TRAY TRY TO RECAP OR SHOULD WE ALLOW STAFF TO COME IN  
17 AND TAKE NOTES AND PRESENT THEM IN DECEMBER? ALIX HAS A HAND  
18 UP.

19

20 **ALIX BOCKELMAN:** I JUST WANT TO MAKE SURE AND YOU PROBABLY  
21 ALREADY COVERED THIS BEFORE I GOT ON, BUT WE ARE GOING TO BE  
22 BRINGING THIS ITEM TO THE POLICY ADVISORY COUNCIL IN DECEMBER.  
23 WE ARE TAKING IN A LOT OF THE INPUT BOTH FROM THE ADVISORY  
24 GROUP AS WELL AS THIS BODY AND THERE WILL BE REFINEMENTS THAT  
25 WILL BE PRESENTED TO THE DECEMBER ADVISORY GROUP, WHICH I



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1 THINK IS TWO DAYS BEFORE THE POLICY ADVISORY COUNCIL, IT'S  
2 DECEMBER 12TH. SO I DID WANT TO HIGHLIGHT THERE WILL BE -- I  
3 EXPECT THAT THERE WILL BE QUITE A BIT MORE CLARIFICATION WHERE  
4 THERE WERE MAYBE NOT ENOUGH DETAIL IN THE ORIGINAL PROPOSAL.  
5 AND I EXPECT IT WILL ALSO BE REFINED BASED ON THE INPUT THAT  
6 WE REED. SO I JUST WANTED TO MAKE SURE THAT THAT WAS KNOWN ASK  
7 THERE WILL BE AN OPPORTUNITY FOR THE POLICY ADVISORY COUNCIL  
8 TO ADDITIONAL INPUT AT ITS MEETING IN DECEMBER.

9

10 **ADINA LEVIN, CHAIR:** WOULD HOPE THOSE REFINEMENTS INCLUDE  
11 TAKING INTO ACCOUNT WHAT MEMBERS OF THIS BODY HAVE  
12 COLLECTIVELY SAID ABOUT STRENGTHENING AND FILLING IN THE  
13 POLICY-MAKER COMPONENT THAT IS SEPARATE FROM THE GENERAL  
14 MANAGERS AND THEN TO HAVE THE CLEAR DEFINITION AND TIME  
15 BOUNDEDNESS OF THE LONGER TERM SOLUTIONS. DOES ANYBODY ELSE  
16 HAVE ANYTHING THAT THEY WOULD LIKE TO SHARE BEFORE WE, AS A  
17 WORLD RECORD, END AT 93 MINUTES?

18

19 **WENDI KALLINS, VICE CHAIR:** HAND UP.

20

21 **ADINA LEVIN, CHAIR:** YEAH, WENDI

22

23 **WENDI KALLINS, VICE CHAIR:** WHEN YOU ASKED IF WE WANTED TO  
24 CONSOLIDATE OUR RECOMMENDATIONS AND I THINK THAT WOULD BE VERY  
25 HELPFUL TO HAVE SOME VERY SPECIFIC RECOMMENDATIONS TO STAFF



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1 FOR WHAT WE WOULD LIKE TO SEE CHANGED WHEN IT'S BROUGHT BACK  
2 TO THE POLICY ADVISORY COMMITTEE. I'M JUST THINKING WHAT THAT  
3 WOULD BE. AND I THINK -- I THINK IT WOULD ENCOMPASS WHAT THE  
4 POLICY DECISION MAKING BODY MAKE-UP WOULD BE, I THINK, ONE OF  
5 THE KEY ELEMENTS THAT PEOPLE ARE TALKING ABOUT OVER AND OVER  
6 AGAIN. IF WE COULD GIVE SOME VERY DIRECT DIRECTION FOR THAT.

7

8 **ADINA LEVIN, CHAIR:** SO ONE WAY TO DO THIS, AND THIS IS WHAT --  
9 SO, LAST NIGHT THE BART BOARD HEARD THIS ITEM AND THEY WERE  
10 INTERESTED IN HAVING CONCRETE GOALS AS WELL AS SPECIFICITY ON  
11 THE NEXT STEPS. THEY WANTED TO SEE ESPECIALLY ELECTED TRANSIT  
12 BOARD MEMBERS AT THAT LEVEL AND STRENGTHENING AT THAT POLICY  
13 LEVEL. WHAT THEY DID RATHER THAN WORDSMITHING AT A BOARD  
14 MEETING IS AUTHORIZED A LETTER TO BE SENT AND I THINK THEY HAD  
15 THEIR PRESIDENT AND VICE PRESIDENT AND MAIN SOME OTHER PERSON  
16 ON THE BOARD AT A SMALLER THAN A BROWN ACT PROBLEM TO WORK ON  
17 IT. I WOULD BE HAPPY TO WORK WITH WENDI, IF YOU'RE INTERESTED,  
18 AND ANY SMALL NUMBER OF PEOPLE, WORK ON SOMETHING OFFLINE TO  
19 BRING TO THE POLICY ADVISORY COUNCIL AND MAYBE AS A PREVIEW TO  
20 THE STAKEHOLDER ADVISORY GROUP, WHICH IS BEFORE POLICY  
21 ADVISORY COUNCIL. IAN?

22

23 **IAN:** I THOUGHT I HEARD ALIX SAY THERE ALREADY WILL HAVE BEEN -  
24 - I JUST DON'T KNOW IF THE TIMING OF THAT WORKS. ISN'T THERE  
25 GOING TO BE REFINEMENT. IF IT'S GOING TO BE USEFUL, IT NEEDS



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1 TO BE FASTER THAN THAT. I WILL JUST SAY THAT I'M -- I TRUST  
2 THAT STAFF IS -- I'M NOT AS CONCERNED, I GUESS. I THINK WE  
3 MADE SOME CLEAR POINTS AND SO I WOULD BE FINE IF WE -- IF  
4 PEOPLE WANT TO VOLUNTEER TO CONSOLIDATE THIS THAT'S GREAT BUT  
5 I'M COMFORTABLE TO LEAVE IT TO STAFF TO RECONCILE AND NOT ONLY  
6 OUR FEEDBACK BUT OTHER PEOPLE ABOUT THE REFINEMENT OF THE  
7 STRUCTURE.

8

9 **SPEAKER:** I'VE BEEN TAKING NOTES AS WELL. THAT COMBINED WITH  
10 THE ADVISORY GROUP FEEDBACK WOULD GO A LONG WAY, ALL THE GREAT  
11 FEEDBACK -- THANK YOU FOR THE GREAT FEEDBACK ON THE STRUCTURE  
12 AND RECOMMENDATION.

13

14 **ADINA LEVIN, CHAIR:** OKAY. SO I MEAN, IN THE INTEREST OF HAVING  
15 MORE OF A HOLIDAY TIME NEXT WEEK, THAT SEEMS LIKE I WOULD BE  
16 OKAY WITH THAT WITH HAVING STAFF TO DIGEST THE FEEDBACK. ANY -  
17 - LET'S SEE, WHAT DO WE HAVE NEXT? SO WITH THAT, I WANT TO  
18 MOVE ON TO NEW BUSINESS. ITEM NUMBER 5 MEMBERS MAY BRING UP  
19 NEW BUSINESS FOR DISCUSSION OR ADDITIONS TO FUTURE AGENDAS.  
20 ANY ADDITIONAL -- I SEE THAT WARREN CUSHMAN HAS HIS HAND UP.

21

22 **WARREN CUSHMAN:** JUST SO THAT I'M CLEAR, BEFORE I DO ANYTHING  
23 ELSE ARE WE EXPECTED WAY FINDING IN DECEMBER?

24



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1 **ADINA LEVIN, CHAIR:** THAT IS WHAT I AM RECOLLECTING FROM THE  
2 AGENDA PLANNING.

3

4 **WARREN CUSHMAN:** CLEARLY IT'S AN INTEREST OF MINE. BUT I THINK  
5 WE MAY HAVE DISCUSSED THIS BEFORE AND THAT IS THE WHOLE  
6 TRANSIT NETWORK AND ALL AROUND TRANSPORTATION NETWORK AND HOW  
7 WE DEAL WITH THAT. I DON'T KNOW IF THAT'S COMING UP IN JANUARY  
8 BUT I KNOW -- THE QUESTION OF HOW WE DEAL WITH THE WHOLE  
9 TRANSIT NETWORK AND HOW THAT FITS INTO OUR WORK HERE WAS  
10 SOMETHING THAT WAS BROUGHT UP BEFORE BUT SOMETHING THAT I'M  
11 INTERESTED IN.

12

13 **ADINA LEVIN, CHAIR:** AND IF STAFF -- IF THAT REFERS TO THE NEXT  
14 STEP IN THE CONNECTED NETWORK PLAN WHERE THE POLICY ADVISORY  
15 COUNCIL AS A WHOLE GOT AN UP DATE ABOUT THAT AT OUR LAST  
16 MEETING AND THE STAFF PROPOSAL WAS TO WEAVE THAT INTO THE PLAN  
17 AREA AND INTENSE WORK IN THE FIRST QUARTER OF NEXT YEAR AND IF  
18 STAFF CAN PROVIDE ANYMORE CLARITY ABOUT WHAT THE NEXT STEP  
19 WOULD COME BACK TO THIS GROUP OTHER THAN THAT HIGH LEVEL THAT  
20 I SUMMARIZED, THAT WOULD BE HELPFUL IF IT'S KNOWN.

21

22 **ALIX:** I THINK IT'S A FIRST QUARTER OF 2023 WHEN WE'LL BE  
23 COMING BACK BUT I DON'T HAVE A DETAILED MONTH SO WE'LL HAVE TO  
24 FOLLOW UP WITH THE PROJECT MANAGER.

25



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1 **MELANIE:** WHAT IS SCHEDULED ON THE CALENDAR FOR THIS  
2 SUBCOMMITTEE IS ON THE MAPPING AND WAY FINDING PROGRAM AND  
3 MOST OF THAT IS NOT NECESSARILY ON THE SCENE OF WORK IN DETAIL  
4 BECAUSE THAT'S BEING DEVELOPED BUT MORE ABOUT THE STAKEHOLDER  
5 ENGAGEMENT PROCESS. SO IT'S WHAT IS ANTICIPATED FOR DECEMBER  
6 FOR THIS SUBCOMMITTEE.

7

8 **ADINA LEVIN, CHAIR:** OKAY. THANK YOU VERY MUCH. AND I SEE THAT  
9 GERRY GLASER HAS A HAND UP.

10

11 **GERRY GLASER:** SOME TIME IN THE FUTURE I'D LIKE TO HAVE A  
12 DISCUSSION ON FAIR THAT'S WOULD INCENTIVIZE PEOPLE TO USE  
13 PUBLIC TRANSIT. RICH BROUGHT UP A DAY FAIR. I JUST CAME BACK  
14 FROM EUROPE AND WAS IN ROME AND IN AMSTERDAM AND THERE YOU CAN  
15 BUY TICKETS TO GO FROM POINT A TO POINT B, BUT ALSO BUY --  
16 WHICH EVERYBODY USES -- THE 90-MINUTE TICKET IN ROME OR THE 3-  
17 HOUR TICKET IN AMSTERDAM, AND YOU CAN USE WHATEVER TRANSIT TO  
18 GET FROM POINT A TO POINT B. I TOOK THE REPORT THAT YOU  
19 FORWARDED TO ME, ADINA, AND EVERYTHING. I USED THIS PHRASE  
20 ONCE WITH A CEO I WORKED FOR WAS THINKING OUR FAIR ANALYSIS IS  
21 LINEAR TO WHERE THEY ARE TODAY AS OPPOSED TO ADDRESSING THE  
22 QUESTION OF WHAT MAKES IT COMPELLING AND WHAT MAKES IT SO EASY  
23 YOU'D HAVE TO BE STUPID TO GET IN THE CAR. I'M HOPING WE CAN  
24 HAVE DISCUSSION ABOUT FAIRS THAT MAKE IT YOU HAVE TO BE STUPID  
25 TO GET A CAR. SO FAR I HAVEN'T SEEN IT IN THE PROPOSAL BECAUSE



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1 IT'S SOMEWHAT TRANSPARENT TO SEE THAT I WOULD GET A DISCOUNT  
2 AND THIS IS THE WAY I WOULD BE GOING. I'D LIKE TO HAVE THAT IN  
3 OUR DISCUSSION IN THE NEXT YEAR OR SO.

4

5 **ADINA LEVIN, CHAIR:** LET ME TRY SOMETHING WHICH MAY OR MAY NOT  
6 ADDRESS WHAT YOU'RE SUGGESTING IN A DIFFERENT WAY. I THINK  
7 SUGGESTING DIRECTLY LET'S REOPEN THE FAIR COORDINATION AND  
8 INTEGRATION STUDY THAT TOOK A COUPLE OF YEARS AND A LOT OF  
9 WHALING AND GNASHING OF TEETH, LET ME PROPOSE A REFRAMING THAT  
10 MAY OR MAY NOT HELP. SINCE EVEN THAT STUDY WAS STARTED, WE HAD  
11 A PANDEMIC. WE HAVE HAD A GREAT DECREASE IN RIDERSHIP AND SLOW  
12 RIDERSHIP REGROWTH AND ONE CHALLENGE IS RIDERSHIP REGROWTH.  
13 SO, IT SEEMS TO BE LIKE IN THE SPIRIT OF WHAT WE ARE DOING TO  
14 HAVE SOME DISCUSSION ABOUT STRATEGIES THAT MIGHT INCLUDE FAIRS  
15 OR MIGHT INCLUDE OTHER THINGS TO REGROW TRANSIT RIDERSHIP.  
16 IT'S SOMETHING THAT IS REALLY HELPFUL TO HAVE THE AGENCIES  
17 THEMSELVES DOING BUT MAYBE THIS BODY COULD DO SOME  
18 BRAINSTORMING THAT COULD FEED INTO THAT CONSIDERATION. GERRY,  
19 HOW DOES THAT HELP? AND STAFF, DOES THAT SOUND LIKE A HELPFUL  
20 THING OR KIND OF OFF INTO OUTER SPACE?

21

22 **GERRY GLASER:** THAT'S WHERE I'M GOING. WE OUGHT TO LOOK AT  
23 OTHER PLACES IN THE WORLD. WHEN SOMEONE CHANGED SOMETHING WHEN  
24 DID IT MAKE AN IMPACTFUL DIFFERENCE. I'M SURE RICH HAS  
25 SOMETHING TO SAY ABOUT THIS.





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1

2 **ADINA LEVIN, CHAIR:** IF STAFF WANTS TO THINK ABOUT THIS AND SEE  
3 IF THERE'S A WAY TO MAKE THAT FIT, THEN IT WOULDN'T EVEN  
4 CONSTRAIN US TO ONLY FAIRS AS A WAY OF BRAINSTORMING RIDERSHIP  
5 REGROWTH STRATEGIES THAT COULD FIT INTO THE MILL.

6

7 **MELANIE CHOY:** I WENT TO THE CTA CONFERENCE AND THAT WAS THE  
8 SIMILAR THREAD. IN TERMS OF RIDERSHIP AND HOW DO WE TACKLE  
9 THIS IN THE FUTURE AND ALL THE DIFFERENT STRATEGIES OUT THERE.  
10 SO IT IS A VERY TIMELY CONVERSATION AND CROSS CUTTING AND NOT  
11 JUST ON FAIRS BUT JUST AN ALL DIFFERENT AVENUES IN TERMS OF  
12 HOW TO ADDRESS THIS. AND SO, I THINK THAT WE SHOULD, YEAH,  
13 TAKE THESE COMMENTS IN. WE CAN BRAINSTORM ON HOW TO BRING THIS  
14 BACK AND WHAT VENUES SO WE CAN FOLLOW UP ON THIS WITH YOU. AND  
15 ANY OTHER POLICY ADVISORY COUNCIL OFFLINE.

16

17 **ADINA LEVIN, CHAIR:** THANK VERY MUCH AND THANKS, GERRY FOR THE  
18 DIRECTIONAL THOUGHTS. RICH HEDGES.

19

20 **RICH HEDGES:** QUITE FRANKLY, THERE ARE MORE ISSUES THAN THAT.  
21 IN A SYSTEM THAT'S WELL INTEGRATED LIKE LOS ANGELES THERE ARE  
22 A FEW LOCAL TRANSIT AGENCIES BUT THEY'RE SMALL. WE HAVE TWO  
23 BUS LINES THAT ARE TOTALLY INDEPENDENT OF AUTOMOBILES. ONE  
24 RUNS FROM NORTH HOLLYWOOD TO WOODLAND HILLS AND THE OTHER RUNS  
25 FROM SAN PEDRO INTO DOWNTOWN. THEY'RE ACTUALLY PRETTY AMAZING.



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1 AND YOU HAVE 95 MILES OF LIGHTRAIL AND 20 MILES OF HEAVY RAIL  
2 SUBWAY. THE DAY PASS IS VERY APPROPRIATE BECAUSE IT'S  
3 INTEGRATED. AND QUITE FRANKLY, I CAN BUY A DAY PASS AS SENIOR  
4 AND IT'S A BARGAIN AND I DON'T HAVE TO LOOK AT A SCHEDULE  
5 BECAUSE THEY RUN EVERY 7 MINUTES. WHEN I LEAVE SAN FRANCISCO,  
6 I'M LONGING AT A GROUP OF SHUTTLES, TRYING TO MAKE SURE SHOWS  
7 SHUTTLES ARE POPULATED BECAUSE THE INABILITY TO GET DRIVERS  
8 FOR THE AND SEEING WHETHER THEY'RE MORE CONVENIENT AND SEEING  
9 WHICH TRANSIT LINES ARE AVAILABLE. TRANSFERRING FROM BART TO  
10 CAL TRAIN WHICH IN THE PAST WAS OFTEN A 45 MINUTE WAIT. SO  
11 IT'S NOT A SURPRISE PEOPLE AREN'T RIDING TRANSIT. YOU HAVE TO  
12 BE VERY DEVOTED AND WILLING GO BEYOND WALKING INTO YOUR GARAGE  
13 AND TURNING YOUR IGNITION AND SETTING YOUR GPS AND FORGETTING  
14 ABOUT IT.

15

16 **ADINA LEVIN, CHAIR:** SO THIS ITEM MAY BRING UP NEW BUSINESS OR  
17 FUTURE AGENDA. SO WHAT ARE YOU PROPOSING BE BROUGHT?

18

19 **RICH HEDGES:** DAY PASS AND WEEKLY PASS. AND IF I'M DOING A  
20 LITTLE PREACHING WITH IT, THAT'S OKAY.

21

22 **ADINA LEVIN, CHAIR:** OKAY. YES, AS PART OF WHENEVER WE GET THE  
23 NEXT FAIR INTEGRATION UPDATE, IT WOULD BE GOOD TO GET STAFF TO  
24 TALK TO STAFF ABOUT WHERE THOSE KINDS OF IDEAS WILL FIT IN THE  
25 TRAJECTORY THAT WE HAVE FOR INTEGRATIVE FAIRS.



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1

2 **RICH HEDGES:** IT'S UNSAFE SO THAT AFFECTS THE CONNECTING LINES  
3 BECAUSE NOBODY GETS ON THEM TO CONNECT WITH BART. THAT'S IT  
4 FOR ME. I'M HANGING UP.

5

6 **ADINA LEVIN, CHAIR:** ANYONE HAVE ANY NEW ITEMS OF NEW BUSINESS  
7 OR DISCUSSION, AND ARE THERE ANY MEMBERS OF THE PUBLIC THAT  
8 WANT TO COMMENT ON THIS TOPIC? I'M NOT SEEING ANY. SO WE'RE  
9 MOVING ON TO ITEM NUMBER 6, GENERAL PUBLIC COMMENT ON OTHER  
10 BUSINESS AND WE'LL ASK CLERK TO READ AND ORGANIZATION OF ANY  
11 GENERAL WRITTEN COMMENT RECEIVED BY 5:00 P.M. YESTERDAY AND  
12 TAKE ANY GENERAL PUBLISH COMMENTS ON ITEMS NOT ON TODAY'S  
13 AGENDA FROM MEMBERS OF THE PUBLIC.

14

15 **CLERK:** NO WRITTEN CORRESPONDENCE AND NO MEMBERS OF THE PUBLIC  
16 WITH THEIR HANDS RAISED.

17

18 **ADINA LEVIN, CHAIR:** OKAY. SO WITH THAT WE'D LIKE TO MOVE ON TO  
19 AGENDA ITEM NUMBER 7, WHICH IS ADJOURNMENT TO THE NEXT MEETING  
20 WITH WILL BE HELD ON THURSDAY DECEMBER 22ND AT 1:00 P.M. WHERE  
21 ANY CHANGES WILL BE DULY NOTICED AND THIS MEETING IS  
22 ADJOURNED. THANK YOU.

23

24

25

26

27



*Broadcasting Government*