

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



MAY 2, 2022

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

4  
5   **DENIS MULLIGAN:** GOOD AFTERNOON. I WOULD LIKE TO CALL THE  
6 BUSINESS MANAGEMENT NETWORK MANAGEMENT BUSINESS CASE MEETING  
7 TO ORDER. MAY WE PLEASE HAVE THE ANNOUNCEMENT? [RECORDED  
8 MEETING PROCEDURES ANNOUNCEMENT] DUE TO COVID-19, THIS MEETING  
9 WILL BE CONDUCTED AS A ZOOM WEBINAR PURSUANT TO THE PROVISIONS  
10 OF ASSEMBLY BILL 361 WHICH SUSPENDS CERTAIN REQUIREMENTS OF  
11 THE BROWN ACT. THIS MEETING IS BEING WEBCAST ON THE MTC  
12 WEBSITE. THE CHAIR WILL CALL UPON COMMISSIONERS, PRESENTERS,  
13 STAFF, AND OTHER SPEAKERS, BY NAME, AND ASK THAT THEY SPEAK  
14 CLEARLY AND STATE THEIR NAMES BEFORE GIVING COMMENTS OR  
15 REMARKS. PERSONS PARTICIPATING VIA WEBCAST AND ZOOM, WITH  
16 THEIR CAMERAS ENABLED, ARE REMINDED THAT THEIR ACTIVITIES ARE  
17 VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS OF THE PUBLIC  
18 PARTICIPATION BY ZOOM, WISHING TO SPEAK, SHOULD USE THE RAISE  
19 HAND FEATURE OR DIAL STAR 9, AND THE CHAIR WILL CALL UPON THEM  
20 AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE  
21 CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT  
22 IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND  
23 ORGANIZATION, BUT, PROVIDING SUCH INFORMATION IS VOLUNTARY.  
24 WRITTEN PUBLIC COMMENTS RECEIVED AT [INFOATBAYAREAMETRO.GOV](mailto:INFOATBAYAREAMETRO.GOV) BY  
25 5 P.M., YESTERDAY, WILL BE POSTED TO THE ONLINE AGENDA AND



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1 ENTERED INTO THE RECORD, BUT WILL NOT BE READ OUT LOUD. IF  
2 AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD LIKE TO SPEAK,  
3 THEY ARE FREE TO DO SO. THEY SHOULD RAISE THEIR HAND AND THE  
4 CHAIR WILL CALL UPON THEM AT THE APPROPRIATE TIME. A ROLL CALL  
5 VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND  
6 ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. IN  
7 ORDER TO GET THE FULL ZOOM EXPERIENCE, PLEASE MAKE SURE YOUR  
8 APPLICATION IS UP TO DATE.

9

10 **DENNIS MULLIGAN, CHAIR:** THANK YOU BROADCAST TEAM. WALLY, WILL  
11 YOU PLEASE CALL THE ROLL AND CONFIRM THAT WE HAVE A QUORUM?

12

13 **CLERK, WALLY CHARLES:** YES. MEMBERS, I WILL CALL YOU BY LAST  
14 NAME ONLY. PLEASE BE READY TO UNMUTE. CHAIR MULLIGAN?

15

16 **DENNIS MULLIGAN, CHAIR:** PRESENT.

17

18 **CLERK, WALLY CHARLES:** VICE CHAIR JOHN-BAPTISTE IS ABSENT. FOR  
19 JOHN-BAPTISTE?

20

21 **SPEAKER:** PRESENT.

22

23 **CLERK, WALLY CHARLES:** BOUCHARD? CHURCHILL?

24

25 **BILL CHURCHILL:** HERE.



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1

2 **CLERK, WALLY CHARLES:** CURRIER IS ABSENT. GONOT IS ABSENT.

3 LAWSON FOR GONOT?

4

5 **SPEAKER:** PRESENT.

6

7 **CLERK, WALLY CHARLES:** HURSH?

8

9 **MICHAEL HURSH:** HERE.

10

11 **CLERK, WALLY CHARLES:** LEVIN?

12

13 **ADINA LEVIN:** HERE.

14

15 **CLERK, WALLY CHARLES:** LINDSEY?

16

17 **JAMES LINDSAY:** HERE.

18

19 **CLERK, WALLY CHARLES:** MCMILLAN?

20

21 **THERESE MCMILLAN:** HERE.

22

23 **CLERK, WALLY CHARLES:** POWERS?

24

25 **ROBERT POWERS:** HERE.



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1

2 **CLERK, WALLY CHARLES:** TUMLIN?

3

4 **JEFFREY TUMLIN:** PRESENT.

5

6 **CLERK, WALLY CHARLES:** WUNDERMAN?

7

8 **JIM WUNDERMAN:** PRESENT.

9

10 **CLERK, WALLY CHARLES:** ONE MORE TIME. BOUCHARD? I BELIEVE SHE  
11 IS HERE. WE HAVE QUORUM. THANK YOU. CHAIR MULLIGAN, YOU ARE --

12

13 **DENNIS MULLIGAN, CHAIR:** THANK YOU. AT LEAST ONCE A DAY. I WANT  
14 TO WELCOME MEMBERS OF THE ADVISORY GROUP AND MEMBERS OF THE  
15 MEETING TODAY. I WANT TO STATE WE DID NOT RECEIVE ANY  
16 CORRESPONDENCE BEFORE 5:00 P.M. YESTERDAY. THAT'S A STANDARD  
17 ANNOUNCEMENT THAT THE BROADCAST TEAM USES AND IF WE HAD WE  
18 WOULD HAVE MADE YOU AWARE OF IT WE HAVE A FULL AGENDA TODAY AS  
19 WE DO WITH EVERY MEETING. TODAY IS DIVIDED BOO TWO INTO TWO  
20 PARTS. WE WILL BE INTRODUCING TEAMS TO BE INVOLVED AT EACH  
21 STAGE THAT'S SOMETHING OF GREAT INTEREST TO THIS GROUP THUS  
22 FAR WE HAVE SEEN A FRACTION OF THE OVERALL TEAM. WE WILL  
23 PROVIDE A SUMMARY OF THE APPROACH FOR DEVELOPING THE NETWORK  
24 MANAGEMENT MODELS AND PRESENT A SUMMARY OUTLINE TO THE NETWORK  
25 MANAGER AND THE MANAGEMENT MODEL. NEXT PROVIDE A DESCRIPTION



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1 OF THE DRAFT EVALUATION CRITERIA AND THE PROCESS FOR  
2 DEVELOPING THE CRITERIA TO EVALUATE THE NETWORK MANAGEMENT  
3 ALTERNATIVES. I THINK THERE WILL BE A LOT OF DISCUSSION ON  
4 THAT ITEM. THE CONSULTANT TEAM WILL LOOK FORWARD TO YOUR  
5 FEEDBACK ON THE EVALUATION CRITERIA AND WHICH ONES MIGHT BE  
6 MOST IMPORTANT TO ASSESS AT THIS STAGE. IN THE INTEREST OF  
7 MAXIMIZING THE AMOUNT OF TIME FOR THE ADVISORY GROUP MEMBERS  
8 AND THE PUBLIC TO HAVE DISCUSSION ON THESE ITEMS, WE WILL  
9 ASSUME THAT ALL THE ADVISORY GROUP MEMBERS HAVE REVIEWED THE  
10 ITEMS THAT ARE GOING TO BE PRESENTED TODAY BEFORE TODAY  
11 MEETING. AND I WILL ALSO ASK THE CONSULTANTS TO BE PRECISE IN  
12 THE PRESENTATION SO WE CAN MAXIMIZE THE AMOUNT OF TIME THAT  
13 THE ADVISORY GROUP AND THE PUBLIC CAN WEIGH IN AND DISCUSS  
14 THESE ITEMS. I BELIEVE WE HAVE SUFFICIENT TIME FOR EACH OF US  
15 AND THE PUBLIC TO PARTICIPATE IN RESPONSE TO THE CONSULTANTS  
16 SLIDES. I WILL CALL ON EACH MEMBER TO SPEAK AND THE PUBLIC  
17 WILL BE INVITED TO COMMENT AT THE END OF AGENDA ITEM SIX. I  
18 LOOK FORWARD TO HEARING FROM ALL OF YOU TODAY SO THIS WORK  
19 REFLECTS SHARED INTEREST AND COLLABORATION OF ALL OF US AND  
20 STRENGTHENING OUR REGIONAL TRANSIT NETWORK. WITH THAT I'LL  
21 TURN IT OVER TO IT, TAMIM.

22

23 **CLERK, WALLY CHARLES:** WE NEED TO DO APPROVAL OF THE MINUTES.

24



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1 **DENNIS MULLIGAN, CHAIR:** ITEM THREE, CONSENT. BEFORE WE DO THAT  
2 ARE THERE ANY QUESTIONS ON THE CONSENT CALENDAR? SEEING NO  
3 HAND RAISED. DO WE I HAVE MOTION TO APPROVE THE CONSENT  
4 CALENDAR?

5

6 **SUZANNE SMITH:** SO MOVED, SMITH.

7

8 **THERESE MCMILLAN:** MCMILLAN SECONDS.

9

10 **DENNIS MULLIGAN, CHAIR:** MOTION AND SECOND. WALLY PLEASE CALL  
11 THE ROLL.

12

13 **CLERK, WALLY CHARLES:** YES. CHAIR MULLIGAN?

14

15 **DENNIS MULLIGAN, CHAIR:** AYE.

16

17 **CLERK, WALLY CHARLES:** TOLKOFF?

18

19 **SPEAKER:** AYE.

20

21 **CLERK, WALLY CHARLES:** BOUCHARD?

22

23 **MICHELLE BOUCHARD:** AYE.

24

25 **CLERK, WALLY CHARLES:** CHURCHILL? LAWSON FOR GONOT?



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1

2 **SPEAKER:** AYE .

3

4 **CLERK, WALLY CHARLES:** HURSH?

5

6 **MICHAEL HURSH:** AYE .

7

8 **CLERK, WALLY CHARLES:** LEVIN?

9

10 **ADINA LEVIN:** YES .

11

12 **CLERK, WALLY CHARLES:** LINDSEY?

13

14 **JAMES LINDSAY:** YES .

15

16 **CLERK, WALLY CHARLES:** MCMILLAN?

17

18 **THERESE MCMILLAN:** YES .

19

20 **CLERK, WALLY CHARLES:** SMITH?

21

22 **SUZANNE SMITH:** YES .

23

24 **CLERK, WALLY CHARLES:** TUMLIN?

25





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1 **JEFFREY TUMLIN:** YES.

2

3 **CLERK, WALLY CHARLES:** WUNDERMAN?

4

5 **JIM WUNDERMAN:** YES.

6

7 **CLERK, WALLY CHARLES:** PASSES UNANIMOUSLY.

8

9 **DENNIS MULLIGAN, CHAIR:** THANK YOU FOR KEEPING US ON SCHEDULE.

10 ITEM FOUR THE BUSINESS CASE EVALUATION METHODOLOGY MODELS.

11 I'LL ASK THE TEAM TO PRESENT THE OVERVIEW AND SUMMARY OUTLINE

12 AND WE'LL HAVE DISCUSSION FOLLOWED BY KEVIN. I'LL TURN IT OVER

13 TO THE CONSULTANT TEAM.

14

15 **KEVIN DESMOND:** THANK YOU. I AM LOOKING FORWARD TO A LOT OF

16 INTERACTION TODAY. WE'RE GOING TO BE AS LIGHT AS WE CAN GOING

17 THROUGHOUT SLIDES WHICH MEANS WE'LL GO QUICKLY THROUGH EACH

18 PARTICULAR SLIDE SO WE CAN MAXIMIZE THE TIME FOR DIALOGUE.

19 NEXT SLIDE PLEASE. SO, TODAY'S OBJECTIVES, THE OBJECTIVE

20 SLIDE. THE OBJECTIVES TODAY ARE THREE FOLD. I WANT TO GO

21 THROUGH WITH YOU THE BUSINESS CASE EVALUATION METHODOLOGY, GET

22 YOUR FEEDBACK ON THE METHODOLOGY, BEGIN TO TALK ABOUT THE

23 APPROACH TO SELECTING MODELS VERY IMPORTANT WHAT MODELS WE

24 WILL TAKE TO THE ANALYSIS PHASE OVER THE NEXT MONTH, 6 TO 8

25 WEEKS AND START TO GET INTO THE COORDINATION TODAY ABOUT



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1 EVALUATION CRITERIA. PARTICULARLY, THE MOST IMPORTANT  
2 EVALUATION CRITERIA. THIS IS A BIT OF A POLICY BUSINESS CASE  
3 WITH QUANTITATE AND I HAVE QUALITATIVE EVALUATION CRITERIA SO  
4 WE'RE GOING TO WANT TO GET YOUR THOUGHTS AND FEEDBACK ON THAT  
5 TODAY. NEXT SLIDE, PLEASE. AND THE CONTEXT OF THE AGENDA, GET  
6 A SENSE OF THE TIME ALLOCATION. THE FIRST SEGMENT WILL GIVE  
7 YOU A QUICK UPDATE AND REVISIT OF THE PROCESS THAT WE'RE  
8 FOLLOWING FOR THE PROJECT. WE WILL BE INTRODUCING SOME OF THE  
9 OTHER TEAM MEMBERS WHO YOU HAVEN'T ARE MET QUITE YET. GET A  
10 QUICK UPDATE, ACTUALLY, I THINK, FROM CHAIR MULLIGAN ON THE  
11 AD-HOC COMMITTEE MEMO, AND WE'LL OPEN IT UP FOR ANY FEEDBACK  
12 OR QUESTIONS YOU HAVE ON THE PROCESS. AND THE DIFFERENT TASKS  
13 ASSOCIATED WITH THE PROJECT. WE HOPE TO DO THAT ALL IN ABOUT  
14 TEN MINUTES. THEN WE'LL GO INTO THE MEAT OF THE MATERIAL. 45  
15 MINUTES, WE'LL ALLOCATE FOR GOING THROUGHOUT EVALUATION  
16 METHODOLOGY, AND POTENTIAL MODELS. WE WILL DO SLIDES FOR ABOUT  
17 TEN MINUTES WHICH WILL LEAVE MORE THAN HALF AN HOUR FOR WHAT I  
18 THINK WE'RE LOOKING FORWARD TO A REALLY GOOD CONVERSATION,  
19 GOOD DIALOGUE, GOOD IDEAS, GOOD QUESTIONS COMING FROM YOU, AND  
20 THEN THE FINAL 30 MINUTES WE'LL GO THROUGH THE EVALUATION  
21 CRITERIA, AND PROCESSES, AGAIN, VERY FEW SLIDES, AND WE WANT  
22 TO MAXIMIZE CONVERSATION. WITH THAT I'LL TURN IT OVER TO TAMIM  
23 FOR THE FIRST SET OF SLIDES THEN MOVE ON TO THE NEXT SECTION  
24 OF THE AGENDA. TAKE IT AWAY.  
25



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1 **TAMIM RAAD:** WE HAD TOUCH POINTS WHERE WE COMMITTED TO THE  
2 COMMITTEE WITH A LOT ON THE PLATE WE THOUGHT WE WOULD DO A  
3 LIGHT REMINDER OF THE PROCESS AND LOOK BACK. THERE WAS DEBATE  
4 OVER THE LAST DECADES ABOUT REGIONAL PUBLIC TRANSIT IN THE BAY  
5 AREA AND OF COURSE THERE WAS YOU WORK OF THE BLUE RIBBON TASK  
6 FORCE WE WON'T GO THROUGH ALL OF THE ELEMENTS OF THE PROBLEM  
7 STATEMENT. TODAY WE'RE LOOKING AT DIFFERENT METHODS FOR  
8 DECIDING AND ACTING WITH A REGIONAL VOICE ON REGIONAL TRANSIT.  
9 THAT'S THE KEY OF GOVERNANCE CHALLENGE THAT WE'RE WORKING  
10 TOWARDS. NEXT SLIDE PLEASE. SO WE HAVE PRESENTED OUR OVERALL  
11 WORK PROCESS OVER THE PAST NUMBER OF MEETINGS, AND WE'RE  
12 MARCHING FORWARD PAST THE FIRST COUPLE OF BOXES UP HERE WHICH  
13 IS THE CONDITIONS, ASSESSMENT, AND THE ASSESSMENT OF  
14 ACCOUNTABILITY THAT WERE ADDRESSED AT THE REGIONAL LEVEL FOR  
15 REGIONAL TRANSPORT AND WE'RE GOING TO DOING THE HEAVY LIFTING  
16 FOCUS OVER THE SUMMER FOCUSING ENERGY AND DEFINING WHAT  
17 GOVERNANCE MODELS LOOK LIKE AND EVALUATING THEM. SO WE'LL BE  
18 WALKING THROUGH THAT IN A BIT MORE DETAIL TODAY. BUT REALLY IS  
19 THE GRAY BOX THAT WE'LL BE FOCUSING ON TODAY. AND I WANTED TO  
20 HIGHLIGHT ONE THING, WHICH IS THE LITTLE RED FEEDBACK OVER AT  
21 THE EVALUATE PERFORMANCE AND OPTIMIZE MODELS. THIS IS REALLY  
22 IMPORTANT TO US BECAUSE WE KNOW IN OUR FIRST KICK OF THE CAN  
23 AND DEVELOPING THE MODELS AND EVALUATING THEM THERE ARE GOING  
24 TO BE DESIGN PROBLEMS AND CHALLENGES THAT CAN ALL STAND WITH  
25 SOME IMPROVEMENT AND HOPEFULLY THAT ASSESSMENT WILL YIELD SOME



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1 OF THOSE CHALLENGES AND OUR OBJECTIVE IS TO WORK  
2 COLLABORATIVELY WITH THE STAKEHOLDERS OPERATORS TO REALLY HAVE  
3 EACH OPPORTUNITY BE BEST DESIGNED TO PUT ITS BEST FOOT FORD.  
4 THAT'S PART OF OUR CORE METHODOLOGY, AND WHAT YOU WILL BE  
5 SEEING OVER THE COURSE OF THE SUMMER AS WE START TO DIG  
6 DEEPER. THIS IS OUR OVERALL WORK PROGRAM, AND WHILE THE BOXES  
7 KIND OF PRESENT THINGS AS A SEQUENTIAL PROCESS THERE'S A B  
8 QUITE A BIT OF FEEDBACK, AND STAGE FOUR, I WANT TO YOU IMAGINE  
9 THE FEEDBACK LOOP HAPPENING THERE THROUGH EVALUATION OF THE  
10 MODELS AND OUR WORK OVER JUNE AND JULY IS TO DO THAT WORK IN  
11 SETTING OUT THE INITIAL SKETCH MODELS, TRANSLATING THE  
12 CRITERIA THAT WE'RE GOING TO TALK ABOUT TODAY INTO VERY  
13 SPECIFIC METRICS FOR EVALUATION. AND WE'RE AT THE YELLOW DOT  
14 TODAY WHICH IS THE SITE AND MODEL INDICATIONS, AND WE'RE  
15 WORKING BY THE END OF JULY ADVISORY GROUP MEETING AS BEING  
16 ABLE TO PRESENT THE FULLY DEVELOPED MODELS, TO BE ABLE TO HAVE  
17 A BIT MORE DETAIL ON EVALUATION PROCESS AND, IN PARTICULAR, A  
18 LOT MORE SPECIFIC DETAIL ON THE METRICS. AND WE'RE ALSO HOPING  
19 THAT BY THAT TIME WE SHOULD HAVE SOME INDICATIVE ASSESSMENT  
20 THAT WE WILL BE ABLE TO SHOW YOU. YOU SEE THE BAR AT THE  
21 BOTTOM WHICH IS THE ONGOING COLLABORATION WITH STAFF AND  
22 STAKEHOLDERS THAT WILL INCLUDE FEEDBACK OVER THE NEXT COUPLE  
23 OF MONTHS TO ENSURE WE'RE INCORPORATING THE THOUGHTS OF OTHERS  
24 INTO THAT PROCESS. WE'RE ALSO, AS WE GET INTO THE HEAVIER  
25 LIFTING STAGE OF THE PROCESS, WE'RE DEVELOPING THE



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1 ALTERNATIVES AND GETTING INTO THE ASSESSMENT, DEPLOYING THE  
2 WIDER TEAM. OF COURSE, SPORTS ENGINEERING TRANSIT SERVICE  
3 IMPACTS KPMG IS GOING TO BE LOOKING AT THE FINANCIAL AND  
4 ORGANIZATIONAL IMPACTS, AND ASSESSMENTS AND INFRA-STRATEGIES  
5 IS GOING TO BE PROVIDING SUPPORT ON IMPLEMENTATION AND LABOR  
6 AND LEGISLATIVE STRATEGY. AND OF COURSE WE HAVE A BROADER  
7 BENCH OF SUBJECT MATTER EXPERTS THAT WE'LL BE EMPLOYING IN THE  
8 ANALYSIS. AND MAYBE THIS IS A GOOD OPPORTUNITY, WE HAVE THREE  
9 OF OUR PARTNERS HERE IN THE MEETING, AND MAYBE WE CAN JUST  
10 TAKE A QUICK MOMENT TO INTRODUCE THEM. YOU WILL BE SEEING A  
11 BIT MORE OF THEM THROUGH OUR ENGAGEMENTS IN THE NEXT COUPLE OF  
12 MONTHS AND AT THE NEXT ADVISORY GROUP MEETING. I'LL TURN IT  
13 OVER TO ANDREA AND GUY, AND JEFF TO INTRODUCE. JEFF MORALES  
14 WHO YOU HAVE MET BEFORE. ANDREA?

15

16 **SPEAKER:** GOOD AFTERNOON I'M GUY, WITH KPMG ADVISORY PRACTICE,  
17 AND AS MENTIONED WILL BE ASSISTING ON THE FINANCIAL ANALYSIS  
18 ORGANIZATION ASSESSMENT WE CAN A LOT OF WORK WITH CLIENTS  
19 ACROSS THE COUNTRY PARTICULARLY IN THE TRANSPORTATION AND  
20 TRANSIT SPACE WORKING WITH THEM ON ALL DESIGN AND GOVERNANCE  
21 ISSUES. SO VERY MUCH LOOKING FORWARD TO WORKING WITH YOU ALL  
22 TODAY. AND, ANDREA?

23

24 **SPEAKER:** THANKS GUY. HI EVERYONE I'M ANDREA, DIRECTOR IN KPMG  
25 INFRASTRUCTURE PRACTICE BASED IN LA, AND AS GUY SAID, HAVE A



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1 BROAD RANGE OF EXPERIENCE DEVELOPING BUSINESS CASE AND  
2 SUPPORTING GOVERNMENT AGENCIES THROUGH PROCUREMENT AND  
3 GOVERNANCE ISSUES. GREAT TO BE INVOLVED AND LOOKING FORWARD TO  
4 WORKING WITH YOU ALL.

5

6 **TAMIM RAAD:** I AM JEFF WITH STRATEGIES ALONG WITH MY COLLEAGUE  
7 CAROLYN WE'RE PROVIDING ADVISORY SUPPORT IN LEGISLATIVE  
8 AFFAIRS.

9

10 **SPEAKER:** CAROLYN IS NOT WITH US TODAY. A NUMBER OF YOU HAVE  
11 MET CAROLYN IN OUR ENGAGEMENTS TOPIC. WE'LL WRAP UP THIS SLIDE  
12 AND HAPPENED IT BACK OVER TO THE CHAIR FOR HIS COMMENTS. KEY  
13 TAKEAWAYS FROM THE MAY ADVISORY GROUP MEETING AND THE AD-HOC  
14 COMMITTEE MEETING WE HAD IS FIRST RECOGNITION THAT THE  
15 REGIONAL NETWORK MANAGER, THE CREATION OF THE NETWORK MANAGER  
16 IS A LONG-TERM ENDEAVOR AND MORE INTO IT AN ESSENTIAL  
17 PRECONDITION TO SUCCESS IS LONG-TERM STABLE FUNDING. NEXT WILL  
18 BE A TRANSITION PERIOD IN THAT THE FUNDING DISTRIBUTION MODELS  
19 IN THE INTERIM TO GET THINGS STARTED REALLY NEED TO ENSURE  
20 THAT THE LOCAL SERVICE OBJECTIVES OF AGENCIES WOULD BE  
21 MAINTAINED. A LOT OF THAT FUNDING MAY BE PERCEIVED TO BE IN  
22 COMPETITION WITH LOCAL SERVICE FUNDING, PARTICULARLY THROUGH  
23 THIS KIND OF CHALLENGING AGE OF PERIOD OF TRANSITION THROUGH  
24 COVID. THERE IS GENERAL AGREEMENT ON THE DESIGN PRINCIPLES  
25 THAT WE HAD PUT FORWARD. THESE ARE BUILT ON THE EXISTING



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1    CONDITION WORK, AND YOU'RE GOING TO START TO SEE THAT THEY  
2    PROVIDE? INITIAL GUIDANCE WITH MODELS AND CRITERIA FOR  
3    EVALUATING. THE OTHER COMMENTS WERE AROUND THE ALL  
4    ACCOUNTABILITIES PRINCIPLE. UNFORTUNATELY, I THINK WE WORDED  
5    THIS TO SIMPLY AND TOO BROADLY SO IT LOST SOME OF ITS  
6    INTENTION THIS WAS HIGHLIGHTING THAT THE ENTITY SHOULD HAVE  
7    BROADER AUTHORITIES FOR EXECUTING ON THE FULL RANGE OF  
8    ACCOUNTABILITIES THAT WERE HIGHLIGHTED BY THE TASK FORCE AND  
9    AGAIN IT WAS WORDED TOO BROADLY SO WE'RE WORKING TO FINE TUNE  
10    THAT TO MAKE SURE IT'S APPLYING TO REGIONAL TRANSIT IN  
11    PARTICULAR TO DEFINE REGIONAL TRANSIT NOT TO ALL TRANSIT  
12    SERVICES. FINALLY ON ACCOUNTABILITY, THERE WAS SOME DISCUSSION  
13    ABOUT MEGA PROJECTS DELIVERY, ALWAYS A HOT TOPIC AND  
14    RECOGNIZING ITS COMPLEXITY. THERE WAS RECOGNITION THAT IT WAS  
15    A VERY, VERY COMPLEX PROCESS IN ITS OWN RIGHT. THERE ARE  
16    PARALLEL PROCESSES UNDERWAY, AND THERE MAY -- IT MIGHT BE A  
17    BIT TOO MUCH TO BITE OFF TO HAVE SPECIFIC RECOMMENDATIONS COME  
18    OUT OF THIS PROCESS REGARDING MEGA PROJECT DELIVERY, AND  
19    WHETHER IT'S EVEN ESSENTIAL FOR THE REGIONAL NETWORK  
20    MANAGEMENT FUNCTION TO HAVE DELIVERY FUNCTIONS RESOLVED.  
21    FINALLY, THERE WAS SOME DISCUSSION, DEBATE, ABOUT THE  
22    AUTHORITIES, IN PARTICULAR, IN CERTAIN AREAS, SUCH AS FARES  
23    WHERE THERE WAS A LOT OF WORK DONE AND REQUESTS TO MAKE SURE  
24    THAT WE INCORPORATE THE AGREEMENT THAT'S ALREADY BEEN IN PLACE  
25    ON SOME OF THOSE INTO THE -- INTO THE FINDINGS. ARE THERE ANY



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1 OTHER -- MAY WE HAND IT OVER TO CHAIR MULLIGAN AND SEE IF  
2 THERE ARE ANY OTHER THOUGHTS THAT WANT TO BE -- THAT NEED TO  
3 BE INCORPORATED INTO OUR SUMMARY OF PAST FEEDBACK?

4

5 **DENNIS MULLIGAN, CHAIR:** THANKS FOR THE SUMMARY, TAMIM AND  
6 KEVIN. DO ANY OF THE ADVISORY GROUP MEMBERS HAVE ANY COMMENTS  
7 ON THE RECAP? FIRSHTHAND I SEE RAISED IS ADINA. ADINA, THE  
8 FLOOR IS YOURS.

9

10 **ADINA LEVIN:** HI. I'M JUST GOING TO RECAP SOMETHING THAT I  
11 THINK THAT THE -- MAYBE JUST A WORDING NUANCE, BUT THAT WE  
12 HAVE HAD TO COME TO AN AGREEMENT WHICH IS THAT THIS IS ABOUT  
13 REGIONAL ADVISORY WORKING GROUP -- REGIONALLY SPECIFIC TOPICS  
14 FOR SOMEONE WITH DISABILITY WHO ONE DAY-NEEDS TO USE SAMTRANS  
15 AND ANOTHER DAY NEEDS TO USE VTA AND IT'S LOCAL TRIPS BOTH  
16 TIMES BUT HAVING THAT CONSISTENT EXPERIENCE, THAT IS REALLY  
17 COVERED ABOUT THE REGIONALLY SIGNIFICANT CUSTOMER EXPERIENCE.  
18 YOU KNOW, ALTHOUGH THAT IS A -- NOT A REGIONAL TRIP. SO JUST  
19 WANTED TO REINFORCE THAT IS WHAT I THINK THE SHARED  
20 UNDERSTANDING WAS.

21

22 **DENNIS MULLIGAN, CHAIR:** THERESE?

23

24 **THERESE MCMILLAN:** THANK YOU, DENNIS. I JUST WANTED TO COMMENT,  
25 BRIEFLY, ON THE MEGA PROJECTS ELEMENT. BECAUSE I THINK IT WAS





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1 AT THE AD-HOC, CERTAINLY, I TRIED TO MAKE IT EXTREMELY  
2 DEFINITIVE, AND THIS WAS REINFORCED WITH A MAJOR WORKSHOP THAT  
3 THE COMMISSION HAD AT THE END OF THE MONTH, IN MAY, ON, AGAIN,  
4 THIS DISTINCTION OF -- WELL, LET ME GO BACK. THE BLUE RIBBON  
5 TRANSIT RECOVERY TASK FORCE HAD LOOKED AT PRIMARY RULES AND  
6 RESPONSIBILITIES FOR NETWORK MANAGEMENT A YEAR AGO, AND VERY  
7 DISTINCTLY DID NOT INCLUDE PROJECT DELIVERY ON THE LIST AT  
8 THAT TIME. VERY SPECIFICALLY, DID NOT INCLUDE IT. AND THE  
9 REASON IT'S BEEN REINFORCED IN THE MEANTIME, IS THAT, THIS IS  
10 AN INCREDIBLY COMPLEX TOPIC, AS WAS MENTIONED. AND IF ANYONE  
11 WENT THROUGH THE TWO DAY IT IS OF WORKSHOP THAT WE HAD AT THE  
12 END OF THE MONTH, TWO DAYS, IT REINFORCED THAT THIS IS A  
13 CRITICAL REGIONAL FOCUS, BUT NEEDS ITS OWN LANE, SEPARATE AND  
14 APART FROM THIS BROADER SET OF PROJECTS SPECIFIC -- PROJECTS  
15 SPECIFIC ACCOUNTABILITIES, OF PLANNING PROJECTS, OF  
16 PRIORITIZING PROJECTS, AND, PARTICULARLY THERE ON FUNDING FOR  
17 PROJECTS AND PRIORITIZATION. THAT'S BEEN AN ORIGINAL  
18 ACCOUNTABILITY FOR A LONG TIME CENTRAL ACTUALLY TO THE  
19 COMMISSION, AND NETWORK MANAGEMENT. BUT THE DELIVERY OF  
20 PROJECTS ON THE GROUND HAS BEEN SEPARATE. AND WHILE THERE IS A  
21 NUMBER OF KEY CHALLENGES OF THAT ARE STRONG AND REINFORCED  
22 WITH OUR LEADERSHIP, THAT NEEDS TO BE CONTINUED IN ITS OWN  
23 LANE AND WE NEED TO FIGURE OUT WHAT IS THE REGIONAL INTEREST  
24 IF THAT SPACE, ON A WHOLE NUMBER OF LEVELS. AT SOME POINT,  
25 DOWN THE ROAD, THERE MAY BE AN INTERSECTION. BUT, FOR NOW,



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1 THEY NEED TO BE SEPARATE, AND I USE THE ANALOGY IF WE HAVE A  
2 BARGE HERE THAT WE DON'T WANT TO PUT COMMITTEE SANDBAGS ON  
3 BECAUSE IT WILL DRAG IT DOWN. AND THE CHALLENGE OF DELIVERING  
4 THESE SOMETIMES MULTI-BILLION DOLLARS PROJECTS IS AN EXAMPLE  
5 OF THAT, AND WE NEED TO BE REALLY CLEAR THAT FOR, YOU KNOW,  
6 THAT THIS NEEDS TO BE IN ITS OWN LANE, AND THE COMMISSION, YOU  
7 KNOW, IF ANYONE DOUBTS THE COMMISSION'S COMMITMENT TO  
8 CONTINUING TO FIGURE OUT WHAT THAT LOOKS LIKE, THE COMMISSION  
9 WORKSHOP, I THINK, WAS VERY CLEAR THAT THEY RECOGNIZE THE  
10 IMPORTANCE OF IT, BUT FIGURING OUT THE BEST WAY OF HOW TO  
11 HANDLE IT. SO JUST WANTED TO MAKE SURE THAT THAT WAS -- AND  
12 MAYBE THAT WAS OVERLY ELABORATED, BUT I THINK HELPFUL, GIVEN  
13 THE DISCUSSION THAT WE HAVE HAD TO DATE ON THE SUBJECT.

14

15 **DENNIS MULLIGAN, CHAIR:** THANKS, THERESE, FOR THAT  
16 CLARIFICATION. I KNOW THE BARGE ANALOGY IS AN IMPORTANT ONE.  
17 ANY TIME YOU HAVE A PROJECT, IN THIS WORLD WE'RE ALL PART OF A  
18 PROJECT TEAM EMBARK ON A TEAM TO IMPROVE A PROJECT IN THE BAY  
19 AREA, AND IF YOU DON'T HAVE WORK PLAN THAT EVERYONE BUYS INTO,  
20 PROBLEMS GET PILED ON, AND THE SCOPE AND SCHEDULE OF YOUR  
21 BUDGET IS AT RISK. I WANT TO REMIND EVERYBODY WE'RE AT THE  
22 MID-POINTED OF THE TIMELINE THAT WE OUTLINED FOR THIS GROUP.  
23 WHEN WE ALL VOLUNTEERED AND SAID YES WE'LL BE PART OF THIS  
24 GROUP, WE SAID HERE IS OUR WINDOW OF TIME, I THINK WE ADDED ON  
25 AN EXTRA MONTH TO IT, WE'RE AT THE MIDPOINT. I WOULD LIKE TO



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1 CAUTION ALL OF US THAT WHEN WE HAVE DIFFERENT IDEAS, LIKE THE  
2 MEGA PROJECTS WHICH THE REGION CLEARLY NEEDS TO ADDRESS, WE  
3 WANT TO ADDRESS THOSE AND GET THAT WORK DONE THAT WE EMBARKED  
4 UPON AND THE WORK WITH THE BLUE RIBBON TRANSIT RECOVERY STAFF.  
5 THE GROUP CREATED THE AD-HOC COMMITTEE WHO IS SUPPOSED TO ROLL  
6 UP THEIR SLEEVES AND MEET MORE FREQUENTLY AND HELP GUIDE THE  
7 CONSULTANT TEAM. THE AD-HOC COMMITTEE MET MAY 23RD, AND WE  
8 OFFERED INPUT BUT WE DON'T MAKE DECISIONS THOSE WHO ARE  
9 FORTUNATE OR UNFORTUNATE ENOUGH TO PARTICIPATE IN THE AD-HOC  
10 COMMITTEE JUST TO STRIKE A BALANCE, THE MEETING WAS PRODUCTIVE  
11 WE TOPICS WERE LIMITED BECAUSE WE RAN OUT OF TIME BUT THAT'S  
12 BECAUSE WE HAD DETAILED DISCUSSIONS ON THE FIRST TIME. THERE  
13 WAS EVALUATION ON THE METHODOLOGY AND EVALUATION OF CRITERIA,  
14 SOME OF WHICH WE HOPE WILL SHAPE TODAY, AND TAMIM WITH  
15 CONSULTING WITH THE TEAM WILL EXPLAIN WHY THE REGIONAL NETWORK  
16 REFERENCE CONCEPT AS NECESSARY AND WE'LL SEE A LOT OF THAT  
17 TODAY. THE ISSUE OF MEGA [INDISCERNIBLE] THERESE BROUGHT UP  
18 AND CLARIFY THAT, AND THE DISCUSSION OF THE ADVISORY AD-HOC  
19 GROUP ON THE METHODOLOGY WALKED THROUGH THE TEAM'S  
20 ALTERNATIVES EVALUATION METHODOLOGY ALCOHOL HAVE QUALITATIVE  
21 AND QUANTITATIVE COMPONENTS WHICH WE'LL DIVE INTO TODAY WE  
22 ALSO FELT BEST USE OF AD-HOC AND ADVISORY GROUP'S TIME IS TO  
23 FOCUS ON HIGH-LEVEL ASPECTS DIFFERENT ALTERNATIVES CREATING A  
24 FEW MODELS WITH SIGNIFICANT DISTINCTIONS RATHER THAN MANY  
25 MODELS WHICH IS A LITTLE BIT DIFFERENT SO WE CAN CLARIFY OUR



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1 DISCUSSIONS AS TO WHAT IT IS WE THINK IS THE BEST CASE FOR THE  
2 REGION. THE CONSULTANTS WILL THEN BE ABLE TO CONSIDER DETAILED  
3 NUANCES IN THEIR ANALYSIS INCLUDING ACCOUNTABILITY TO HIGH-  
4 LEVEL VISIONS SUCH AS ENVIRONMENTAL SUSTAINABILITY, ECONOMIC  
5 PROSPERITY, EQUITY, AND HAVING CLEAR LINES OF ENGAGEMENT. THE  
6 AD-HOC GROUP AGREED EVERY REGIONAL RESPONSIBILITY NEEDS TO BE  
7 IMPLEMENTED IMMEDIATELY AND PERHAPS IT'S USEFUL TO EVALUATE  
8 WHICH EACH MODEL CAN ACCOMPLISH IN THE FIRST FIVE YEARS THE  
9 NEXT FIVE YEARS AND FIVE YEARS AFTER AND SO ON BECAUSE NO  
10 MODEL IS GOING TO DO EVERYTHING OVERNIGHT BUT UNDERSTANDING  
11 HOW QUICKLY EACH MODEL MAY ACCOMPLISH THINGS MAY OR MAY NOT  
12 AFFECT PEOPLE'S PREFERENCE FOR WHICH MODEL MAKES THE MOST  
13 SENSE. THE TEAM AGREEING TO TAKE OUR FEEDBACK AND  
14 CONSIDERATION OUR FEEDBACK BEING THE AD-HOC GROUP IT'S THE  
15 ADVISORY GROUP'S FEEDBACK TODAY THAT MATTERS MOST. I'LL  
16 ENCOURAGE YOU ALL TO SHARE WHAT WE'RE THINKING TO PROCEED. AND  
17 I'LL TURN IT BACK OVER TO TAMIM.

18

19 **TAMIM RAAD.** THANK YOU. I'LL TURN IT TO THE NEXT SLIDE. WE'RE  
20 GOING TO TALK ABOUT THE TWO MAIN POINTS OF DISCUSSION HERE.  
21 WE'RE GOING TO TALK ABOUT OUR R AND M MODEL PROCESS AND THE  
22 CRITERIA. WHAT WE HAVE DONE IN THE NEXT 4 TO 5 SLIDES IS SET  
23 OUT THE FOUR STAGES. IF YOU CAN GO BACK TO THE PREVIOUS SLIDE  
24 I'LL REST ON THIS ONE FOR A SECOND THEN GO THROUGHOUT OTHER  
25 ONES QUICKLY. THE FOUR STAGES OF DEVELOPMENT WE WANT TO FOCUS



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1 ON THE PURPOSE OF OUR ASSIGNMENT IS SELECTING A PREFERRED  
2 ALTERNATIVE WORKING ON THE NETWORK MANAGEMENT BENEFITS AND  
3 COMPARING MODELS IN HELPING US TO MOVE TOWARDS NETWORK  
4 MANAGEMENT THAT'S OUR PURPOSE TODAY WE'RE GOING TO IN TODAY'S  
5 DISCUSSION FOCUS ON THE TWO MIDDLE BOXES OF EVALUATION  
6 FRAMEWORK, FIRST TWO BOXES DEFINITION AND EVALUATION FRAMEWORK  
7 SUBSEQUENT STEPS WILL COME LATER AND WE'LL GET INTO MORE  
8 DETAIL THEN. NEXT SLIDE. TWO PROJECTS IN THE DEFINITION  
9 COMPONENT STAGE DEFINING WHAT TO GOVERN AND HOW TO GOVERN.  
10 WHAT TO GOVERN IS CREATING THIS REGIONAL NETWORK REFERENCE  
11 CONCEPT TO BE ABLE TO KNOW WHAT THE NETWORK MANAGER NEEDS TO  
12 BE ABLE TO HAVE CAPABILITIES AND AUTHORITIES FOR, WE NEED TO  
13 KNOW WHAT THE NETWORK LOOKS LIKE THERE ISN'T A NETWORK PLAN IN  
14 PLACE NOW. SO OUR TASK IS TO CREATE AN ILLUSTRATION OF WHAT  
15 THE NETWORK CONCEPT MIGHT LOOK LIKE AND DEFINE JOB DUTIES. WE  
16 WILL START TO DEFINE WHAT ORGANIZATIONAL MODELS LOOK LIKE AND  
17 WE'LL GO THROUGH A COMMON SET OF BUILDING BLOCKS FOR THOSE,  
18 PROCESSES, FUNCTIONS, AND CAPABILITIES, WE CALL THEM GOVERNING  
19 ELEMENTS AND THE ORGANIZING ELEMENTS FOR THE ORGANIZATION  
20 ITSELF AND WE'LL HAVE AN OUTPUT DOCUMENT WHICH WILL DESCRIBE  
21 THE REQUIREMENTS FOR THE VARIOUS MODELS. NEXT SLIDE. THIS IS  
22 REALLY ABOUT THE EVALUATION FRAMEWORK WE HAVE SEEN A LOT OF  
23 THIS, A LOT OF EVALUATION FRAMEWORKS IN THE CONTEXT OF LINEAR  
24 INFRASTRUCTURE PROJECTS BUT RAIL PROJECTS, BRTS THIS IS  
25 DIFFERENT BECAUSE WE'RE TRYING TO CREATE A COMPLEX



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1 ORGANIZATIONAL COMPARISON OF HOW DIFFERENT ORGANIZATIONAL  
2 MODELS PERFORM RELATIVE TO ONE ANOTHER. WHAT WE WANT TO DO IS  
3 CREATE MODELS FOR COMPARISON DEFINE CASE BASE AND HAVE TWO OR  
4 THREE HIGHLY DIFFERENTIATED MODELS TO ESTABLISH BOOKS ENDS FOR  
5 ANALYSIS WE UNDERSTAND THERE WILL BE PERMUTATIONS REFINEMENTS,  
6 WE WILL PUT OUT TWO OR THREE OR FOUR HIGH-LEVEL MODELS FOR  
7 EVALUATION CRITERIA. WE WILL FIGURE OUT WHICH ARE MOST  
8 DECISION RELEVANT AND MOST IMPORTANT TO HELP DIFFERENTIATE THE  
9 MODELS. THESE WILL BE, AGAIN, SUMMARIZED INTO AN EVALUATION  
10 CRITERIA METRICS DOCUMENT. WE'LL TODAY GET A LOOK AT WHAT  
11 WE'RE CALLING THE HEADLINE CRITERIA, THE MAJOR CATEGORIES OF  
12 CRITERIA, THE MOST IMPORTANT ONES TO COMPARE AGAINST AND OUT  
13 OF THESE WILL COME SOME VERY SPECIFIC METRICS AND WE'LL SEE  
14 THOSE AS WE MOVE INTO JULY AND APPROACH THE NEXT ADVISORY  
15 GROUP MEETING. NEXT SLIDE. THIS IS THE PROCESS THAT INVOLVES  
16 ITERATION WE'LL UNDERTAKE EVALUATION AND SEEK TO OPTIMIZE  
17 MODELS. AS WE DO THE EVALUATION THIS WILL GIVE US INDICATIONS  
18 OF WHETHER STRONG AND WEAK AND OUR OBJECTIVE IS TO STAND EACH  
19 UP TO STRONGEST POSSIBLY AND HAVING THEM PUT BEST FOOT FORWARD  
20 FOR FINAL ASSESSMENT. NEXT SLIDE. FINALLY IMPLEMENTATION STAGE  
21 WE'LL HOPEFULLY BE WORKING WITH A SINGLE POINT MODEL AT THAT  
22 TIME AND WE'LL TRY TO FOCUS THE ANALYSIS ON STARTING TO DEFINE  
23 THE IMPLEMENTATION REQUIREMENTS, THE TRANSITION NEEDS FOR  
24 MOVING FROM THE BASE CASE TODAY INTO AT LEAST AN INITIAL  
25 STATE. IF IT'S NOT IN ITS FINAL STATE AT LAUNCH AND ALSO BEING



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1 ABLE TO ARTICULATE WHAT SOME OF THE RISKS AND MITIGATIONS  
2 MIGHT BE FOR IMPLEMENTATION OF THE MODEL. AND, REALLY, MOST  
3 IMPORTANTLY, AS THIS IS, YOU WILL HAVE SEEN THE BUSINESS CASE  
4 LIFE CYCLE SLIDE IN THE RESOURCE SECTION. WE HAVE PRESENT THAT  
5 IN THE PAST. THE DECISION DOES NOT GET MADE NECESSARILY AT THE  
6 STRATEGIC CASE STAGE, A DIRECTIONAL DECISION MIGHT BE  
7 SUPPORTED COMING OUT OF THIS, BUT REALLY THERE IS A LOT MORE  
8 DETAILED QUANTIFICATION, MONETIZATION OF A PREFERRED MODEL  
9 THAT NEEDS TO BE DONE TO DOT ALL THE EYES AND CROSS THE TS TO  
10 MAKE SURE IT'S IMPLEMENTABLE. NEXT SLIDE. NOW I'M GOING TO  
11 QUICKLY MOVE INTO, PROBABLY ABOUT TEN MINUTES OF ARTICULATING  
12 THE PROCESS FOR THE DEVELOPMENT OF THE MODELS. SO, IF WE SLIP  
13 INTO THE NEXT SLIDE HERE. WE'RE REALLY TAKING OUR, AS A  
14 STARTING POINT, THE DIRECTION FROM LAST YEAR'S TASK FORCE.  
15 CONCLUSIONS WHICH IS THAT SOME FORM OF NETWORK MANAGEMENT IS  
16 NEEDED. SO, AGAIN, THERE ARE A WHOLE RANGE OF BENEFITS STILL  
17 TO ARTICULATE FOR THAT, AND THEY CAN BE DUG INTO IN GREATER  
18 DETAIL AS YOU GET TO A MORE ADVANCED BUSINESS CASE STAGE BUT  
19 DIRECTIONALLY IS WE NEED A NETWORK MANAGER AND SETTING THE  
20 STAGE TO COMPARE THE BEST MODEL FOR IMPLEMENTATION. THIS IS  
21 THE PROCESS TO TAKE A NUMBER OF DIFFERENT MODELS AND COMPARE  
22 EFFICACY FOR THE NEXT STAGE OF WORK WHICH IS TO DEFINE IN  
23 GREATER DETAIL. NEXT SLIDE. WE HAVE BROKEN THE JOB DUTIES OF  
24 THE NETWORK MANAGER INTO THREE BROAD CATEGORIES OF SYSTEM  
25 LEVEL ACCOUNTABILITY, POLICY AND PLANNING OPERATIONS AND



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1 NETWORK DELIVERY AND OBVIOUSLY FROM A NETWORK MANAGER'S  
2 PERSPECTIVE, NETWORK MANAGEMENT PERSPECTIVE AT THE REGIONAL  
3 LEVEL THERE SEEMS TO BE CONSENSUS EMERGING ABOUT THE SPECIFIC  
4 FUNCTIONAL AREAS OF ACCOUNTABILITY INCLUDING NETWORK --  
5 REGIONAL PLANNING, ACCOUNTABILITY FOR THE BROAD RANGE OF MODES  
6 THAT ARE OPERATED IN THE REGION. BUT THE INTERFACE ELEMENTS  
7 THAT ARE LISTED HERE, AS WELL AS FUNDING FOR THE REGIONAL  
8 SYSTEM. THERE IS LESS OF A SENSE OF THE EXTENT OF  
9 ACCOUNTABILITY, PARTICULARLY IF THERE AREN'T OBVIOUS  
10 CONSOLIDATIONS OR MEGA PROJECT DELIVERY FUNCTIONS THAT EXTEND  
11 TO THE NETWORK MANAGERS ACCOUNTABILITY IN THOSE AREAS AND  
12 THERESE'S COMMENT ABOUT THE MAJOR PROJECT DELIVERY IN  
13 PARTICULAR, AND THE REGIONAL NETWORK MANAGER OPERATIONAL  
14 DELIVER RESPONSIBILITIES FOR EXAMPLE, THOSE COULD BE DONE BY  
15 THE REGIONAL BUS NETWORK OR A CONTRACTED SERVICE.  
16 UNDERSTANDING THE EXTENT OF NETWORK ACCOUNTABILITY AND  
17 DESCRIBING SPECIFICATIONS AND SIMILARITY PROJECT DELIVERY OF  
18 MEGA PROJECTS, THERE IS CLIPPER TWO, PROJECT PRIORITY  
19 INITIATIVES AND OTHER INFRASTRUCTURE INITIATIVES RELATED TO  
20 THE REGIONAL NETWORK AND WANT TO TAKE A LOOK AT THAT TO MAKE  
21 SURE WE'RE NOT LEAVING ANYTHING ON THE TABLE. THERE IS A  
22 CONSENSUS OF A BROAD BUCKET ACCOUNTABILITY, TO CONFIRM AROUND  
23 FARES, MEGA PROJECTS, THE ISSUE AROUND FUNDING IS REALLY  
24 IMPORTANT THERE HAVE BEEN COMMENTS THAT THE FUNDING THE GOVERN  
25 MODEL MAY BE DEPENDENT ON WHETHER FUNDING IS ACHIEVABLE AT A





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1 MATERIAL LEVEL AT THE REGIONAL SCALE IS SOMETHING YOU MIGHT  
2 WANT TO TEST. NEXT SLIDE. AGAIN, ACCOUNTABILITIES WILL DEVELOP  
3 THE SKETCH MODELS, WE'LL HAVE THESE BROKEN DOWN INTO THREE  
4 STEPS THAT I'LL DIVE INTO IN FURTHER DETAIL. THE FIRST SLIDES  
5 LOOKS AT COMMON FEATURES ACROSS THE MODELS THERE IS A LOT OF  
6 MOVING PARTS WE'RE TRYING TO ISOLATE THE THINGS THAT ARE  
7 ESSENTIAL AND HOLD COMMON TO THE MODELS KEY THINGS THAT WE --  
8 THAT ARE IMPORTANT TO DO THAT FOR. AND THE SECOND IS THAT WE  
9 WANT TO OUTLINE A COMMON SET OF BUILDING BLOCKS. THESE ARE  
10 WHAT WE'RE CALLING ESSENTIAL ELEMENTS FOR THE MODELS AND LOOK  
11 AT THE DIFFERENT MODELS IN THE DIFFERENT RATING FEATURES AND  
12 EACH ONE THAT HELP US TO POINT TO WHAT THE PERFORMANCE  
13 DIFFERENCES ARE BETWEEN THE KEY CONTENDERS. NEXT SLIDE. SO,  
14 I'M MOVING INTO THE FIRST ELEMENT. ELEMENTS TO HOLD CONSTANT.  
15 WE HAVE THESE TWO COMPONENTS THAT WE TALKED ABOUT AT PREVIOUS  
16 MEETINGS. THE NETWORK THAT ALL THE MODELS SHOULD STRIVE FOR.  
17 WE THINK THAT THERE WAS A NETWORK PLAN, THAT SHOULD BE THE  
18 CONSISTENT AMBITIOUS PLAN THAT THE NETWORK MANAGEMENT MODEL  
19 SHOULD WORK TOWARDS. SO BEING ABLE TO ARTICULATE THAT AT A  
20 HIGH-LEVEL IS REALLY IMPORTANT. AND THE SECOND IS THAT, YOU  
21 KNOW, IF THERE'S A REGIONAL OBJECTIVE FOR A NETWORK MANAGER TO  
22 WORK TOWARDS THE ENTITIES OR MODELS SHOULD HAVE SIMILAR SETS  
23 OF AUTHORITIES, PROCESSES IN TERMS OF HOW IT MAKES DECISIONS,  
24 AND HOW IT GIVES THOSE EFFECTS, THOUGH, THROUGH RESOURCES, AND  
25 FUNDING FOR EXAMPLE. THEY DO NOT HAVE TO HAVE THE EXACT NUMBER



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1 OF RESOURCES, THE EXACT AMOUNT OF FUNDING, BUT THEY SHOULD BE  
2 ABLE TO ARTICULATE HOW THOSE WILL BE REALIZED. THESE ENTITY  
3 PRINCIPLES ARE ARTICULATED KIND OF AS A PRECURSOR YOU SEE THE  
4 CRITERIA APPEARING HERE AND THE CRITERIA AS WE GET INTO THAT  
5 LATER ON. NEXT SLIDE. IN TERMS OF HOW WE'LL BUILD UP THE MODEL  
6 THE KEY THINGS WE'LL DESCRIBE THINKING ABOUT THIS AS A TABLE  
7 OF CONTENTS. THIS IS NOT EXHAUSTIVE BY ANY STRETCH OF THE  
8 IMAGINATION. WHAT WE'RE TRYING TO DO HERE IS HIGHLIGHT THE TOP  
9 LINE FEATURES. WITHIN EACH THEY WILL HAVE A DESIGN INTENT. SO  
10 WE HAVE TALKED ABOUT MANAGEMENT VERSUS MANAGER MODELS,  
11 CHEERILY ONE WILL LEAN MORE ON A COLLABORATIVE DECISION-MAKING  
12 APPROACH, BUT THEN THE EXISTING INFRASTRUCTURE, GOVERNANCE  
13 INFRASTRUCTURE THAT EXISTS ORGANIZATION AT INFRASTRUCTURE, AND  
14 THE OTHER IS MORE A KIND OF BIGGER BANG MODEL THAT TRIES TO  
15 MORE CENTRALIZE DECISION-MAKING. AND OBVIOUSLY THESE WILL EACH  
16 HAVE DIFFERENT IMPACTS IN TERMS OF BENEFITS AND COST THAT  
17 WE'LL NEED TO EVALUATE. THE OTHER IS BEING ABLE TO ARTICULATE  
18 HOW THE OVERSIGHT AND MANAGEMENT STRUCTURES WOULD WORK AT BOTH  
19 THE POLICY LEVEL AND AT THE ORGANIZATIONAL, AND AT THE  
20 MANAGEMENT LEVEL. AND THEN IMPORTANTLY, HOW AUTHORITY IS  
21 CONFERRED TO EACH OF THE MODELS. THIS WOULD BE THROUGH FORMAL  
22 ARRANGEMENTS LEGISLATION, IT MAY NOT REQUIRE LEGISLATION  
23 ACCIDENT BUT IT WILL PROBABLY REQUIRE AGREEMENTS AND  
24 SUPPORTING INCENTIVES AND DISINCENTIVES WE'LL GO THROUGH AND  
25 DESCRIBE THOSE AS WELL AS ENABLING TOOLS SUCH AS FUNDING THIS



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1 COULD BE A CATEGORY WITHIN ITSELF AND FINALLY THE  
2 ORGANIZATIONAL ELEMENTS WE'LL NEED TO DESCRIBE THESE WILL NEED  
3 TO HAVE THE BASIC INFRASTRUCTURE THAT ANY ORGANIZATION, IT CAN  
4 LEAN ON EXISTING ORGANIZATIONS TO BE ABLE TO PROVIDE THAT  
5 THROUGH THE CORPORATE FUNCTIONS, PLANNING, FINANCE, AND SO ON,  
6 OR IT MAY NEED TO CREATE THOSE FROM SCRATCH, AND THEN OF  
7 COURSE, THE RESOURCE IN TERMS OF STAFFING AND FUNDING WILL  
8 NEED TO BE DESCRIBED. OKAY. IN TERMS OF THE MODELS -- AND I  
9 THINK WE'RE CLOSE TO THE END, BEFORE WE GET TO THE DISCUSSION  
10 HERE. NEXT SLIDE. THERE WERE TWO BROAD FAMILIES OF MODELS THAT  
11 HAVE BEEN DESCRIBED, REGIONAL NETWORK MANAGEMENT WHICH IS  
12 AGAIN THIS COLLABORATION BETWEEN AGENCIES AND LIKELY  
13 FORMALIZED WITH AGREEMENT, NOT CLEAR WHETHER IT WOULD REQUIRE  
14 LEGISLATION OR NOT, TO YOU ABOUT MAKE SURE DECISIONS WITH ONE  
15 VOICE IS THE INTENT. AND THE OTHER WOULD BE A MORE CENTRALIZED  
16 REGIONAL NETWORK MANAGER MODEL TO OVERSEE DECISIONS WITHIN ONE  
17 ENTITY AND OF COURSE IN CONSULTATION WITH OTHERS BUT IT'S MORE  
18 OF AN INDEPENDENT BODY. AND THE THINGS THAT ARE COMBINATIONS  
19 AND PERMEATIONS TO THOSE ARE THINGS WE WILL ASSESS SEPARATELY  
20 THOSE COULD BE THE POLICY BODY COMPOSITION WORK WHERE IT SITS  
21 WITHIN, AND EXISTING POLICY COMPOSITION AND REPORTING  
22 STRUCTURE OF THE MANAGEMENT BODY. THESE REFINEMENT  
23 PERMUTATIONS IS KIND OF BIG ENOUGH THAT MAY SPAWN ALTOGETHER  
24 IN ALTOGETHER MODEL. THIS IS A STARTING POINT. AND OF COURSE  
25 THERE ARE GOING TO BE ISSUES TO LOOK AT AND THE MANAGEMENT



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1 ENTITY, DOES IT SIT WITHIN THE MTC POLICY INFRASTRUCTURE IS IT  
2 MULTI-BODY REPORTING DOES IT SIT OUTSIDE. LOOKING AT OPERATORS  
3 AND SEEKING TO ADVANCE WITH ADDITIONAL AUTHORITY AND  
4 CAPABILITY TO MAKE SURE IT'S AS EFFECTIVE AS POSSIBLE BUT ALSO  
5 LOOKING AT MORE SUBSTANTIAL CHANGES IN TERMS OF CREATING A NEW  
6 BODY ALTOGETHER. ONE THING THAT MIGHT BE AN INTERESTING  
7 DEVELOPMENT WE KNOW THERE HAS BEEN LOTS OF DISCUSSION ABOUT  
8 REGIONAL RAIL CONSOLIDATION SO WE MIGHT ASK THE QUESTION IF  
9 THERE IS SOMETHING THAT'S MORE LIVE AND EVIDENT THAT IT MIGHT  
10 APPEAR IN THE NEAR-TERM WE MIGHT WANT TO TEST SOME OF THESE TO  
11 SEE IF THEY GIVE RISE TO AN OPPORTUNITY FOR AN ORGANIZATIONAL  
12 CONSOLIDATION GIVING RISE TO ENABLE NETWORK MANAGEMENT  
13 FUNCTIONS THAT MIGHT ACCOMPANY IT. THAT MIGHT BE A NEW  
14 ALTERNATIVE ALTOGETHER, AS WELL. NEXT SLIDE. OH

15

16 **KEVIN DESMOND:** THIS IS WHERE IT'S YOUR TURN COMMITTEE. WE HAVE  
17 FRAMED UP THESE THREE QUESTIONS ASSOCIATED WITH THE MATERIAL  
18 THAT. TAMIM RAN THROUGH QUICKLY. APOLOGIZE FOR THE SPEED, BUT  
19 WE WANT TO GET INTO THE DISCUSSION. YOU CAN READ THE QUESTIONS  
20 BUT IN SHORT FURTHER DIALOGUE ON THE PRESUMED RESPONSIBILITIES  
21 AKA ACCOUNTABILITY FOR THE POTENTIAL REGIONAL NETWORK MANAGER  
22 ENTITY. ANY FEEDBACK AT THIS POINT ON THE RESPONSIBILITIES  
23 THAT SHOWED UP ON SLIDE 17. HAVE WE CAPTURED THE MOST  
24 ESSENTIAL BUILDING BLOCKS THAT'S THE MATERIAL THAT'S LARGELY  
25 ON SLIDE 20. FOR THE PURPOSE MODEL EVALUATION, AND FOR ANY



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1 OTHER PERMUTATIONS OF POTENTIAL MODELS. WE WOULD BE ALL EARS  
2 THIS AFTERNOON FOR THE NEXT HALF HOUR OR SO DURING THE  
3 DIALOGUE ON THOUGHTS ABOUT THE DIFFERENT TYPES OF MODELS  
4 WHETHER THEY'RE AROUND THE MANAGEMENT APPROACH OR THE MANAGER  
5 APPROACH. CHAIR MULLIGAN I'LL TURN IT OVER TO YOU TO MAYBE  
6 START SOLICITING COMMENTS, FEEDBACK FROM THE COMMITTEE.

7

8 **DENNIS MULLIGAN, CHAIR:** SURE. AND I THINK ADINA'S EARLIER  
9 QUESTION WAS LINKED TO THE FIRST BULLET HERE. JUST TO PUT THAT  
10 OUT THERE. SHE HASN'T RAISED HER HAND FIRST, BUT I BELIEVE SHE  
11 WAS ASKED ABOUT THAT. BUT I'LL CALL ON JEFF SINCE HE HAS HIS  
12 HAND UP FIRST.

13

14 **JEFFREY TUMLIN:** THANK YOU. I HAVE SOME HIGHER LEVEL QUESTIONS  
15 AND CONCERNS THEY WOULD LIKE TO PRESENT BEFORE WE GET INTO THE  
16 DETAILS AND QUESTIONS. I AM VERY CONCERNED THAT THIS APPROACH  
17 IS AN ORGANIZATIONAL ASSESSMENT RATHER THAN A BUSINESS CASE  
18 STUDY. I FEAR THAT THE OVERALL WORK SCOPE IS BEING STRUCTURED  
19 AROUND ASKING THE QUESTION WHAT'S THE STRONGEST BUREAUCRACY,  
20 RATHER THAN QUESTIONS ABOUT WHAT'S THE MOST COST EFFECTIVE  
21 PATH FOR DELIVERING UPON THE AGREED UPON OUTCOMES THAT WE  
22 AGREED TO IN THE BLUE RIBBON TASK FORCE. AND I DON'T KNOW HOW  
23 TO GET THE BUSINESS CASE ANALYSIS THAT I THINK THE REGION  
24 NEEDS. AND I MAY BE FOCUSED ON THIS BECAUSE I'M COMING  
25 PRIMARILY FROM THE PRIVATE SECTOR, BUT I WANT TO MAKE SURE



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1 THAT AT THE END OF THIS STUDY, WE HAVE AN AGREED UPON APPROACH  
2 FOR HOW TO MOST COST EFFECTIVELY DEAL WITH THE GOALS THAT WE  
3 ALL ESTABLISHED AROUND SPECIFIC OUTCOMES, LIKE SCHEDULE  
4 COORDINATION, TRANSIT, SYSTEM GAP CLOSURE, WAYFINDING. I WANT  
5 TO UNDERSTAND WHAT THE APPROACH THAT GENERATES HIGHEST TRANSIT  
6 RIDERSHIP FOR THE REGION. WHAT'S THE APPROACH THAT DELIVERS  
7 UPON THE MOST EQUITABLE OUTCOMES FOR OUR RIDERS AND FOR THE  
8 PRIMARY FUNDING AGENCIES. AND THEN I ALSO WANT TO UNDERSTAND  
9 HOW DO WE GET THERE IN TERMS OF PHASING AND SEQUENCING. AND  
10 THIS SCOPE IS NOT DELIVERING ON THAT, AT LEAST AS I CAN SEE.  
11 THE SCOPE IS STARTING WITH THE BUREAUCRATIC STRUCTURE AND THEN  
12 BACKING INTO THE DESIRED BUSINESS OUTCOMES. AM I MISSING  
13 SOMETHING?

14

15 **KEVIN DESMOND:** TAMIM DO YOU WANT TO JUMP ON THAT?

16

17 **SPEAKER:**

18

19 **SPEAKER:** THAT'S CERTAINLY NOT THE INTENT. ONCE WE GET INTO THE  
20 CRITERIA, A LOT OF THE CRITERIA FOR DESIGN OF THE  
21 ORGANIZATIONS ARE REFLECTING EXACTLY WHAT YOU TALKED ABOUT,  
22 JEFF. SO WE'RE NOT STARTING WITH AN ORGANIZATIONAL ASSESSMENT,  
23 WE DO NEED TO BE ABLE TO UNDERSTAND THE REQUIREMENTS OF  
24 ORGANIZATIONS TO GIVE EFFECT TO THE DECISIONS WHAT THOSE COSTS  
25 ARE. BUT IN TERMS OF THE BENEFITS SIDE OF THE EQUATION, WE



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1 DEFINITELY CAPTURED THAT IN OUR EVALUATION CRITERIA AND  
2 HOPEFULLY WE'LL SEE THAT ONCE WE GET TO THE NEXT SECTION.  
3 KEVIN, I DON'T KNOW IF YOU HAVE ANYTHING TO ADD TO THAT?

4

5 **KEVIN DESMOND:** I WAS GOING TO REFER TO THE LATTER PART OF  
6 TODAY'S DISCUSSION ABOUT THE EVALUATION CRITERIA AND THE  
7 METRICS AND BUILD THAT TO BE ABLE TO EVALUATE VARIOUS  
8 DIFFERENT MODELS AGAINST THE MOST IMPORTANT OUTCOMES THAT ARE  
9 SOUGHT BY THE REGION, SUGGESTED BY THIS COMMITTEE. TWO OR  
10 THREE, JEFF, WHICH YOU JUST MENTIONED, COST EFFECTIVE,  
11 CUSTOMER EXPERIENCE OUTCOMES, RIDERSHIP OUTCOME, EQUITY  
12 OUTCOMES, SO FORTH. WHEN WE GET TO THAT PORTION OF THE  
13 DISCUSSION THOSE ARE THE OUTCOMES WHATEVER THE MODEL, THAT  
14 MODELS THAT ARE EVALUATED AND EVENTUALLY SELECTED NEED TO BE  
15 ABLE TO RESPOND TO THE MOST IMPORTANT OUTCOMES THAT ARE SOUGHT  
16 BY THE REGION.

17

18 **TAMIM RAAD:** WE DON'T WANT IT TO BE PERCEIVED AS AN  
19 ORGANIZATIONAL ASSESSMENT FOR TERMS OF COST EFFECTIVENESS WE  
20 HAVE MODELS THAT WILL BE DISCUSSED COSTS ASSOCIATED, IS  
21 IMPLEMENTED COST REQUIRED TO PROCURERS RESOURCES WITHIN  
22 ORGANIZATIONS, THE FOUR PARTS OF THE ANALYSIS, AND ON THE  
23 BUSINESS SIDE CAPTURED IN THE EFFECT OF THE CRITERIA DEVELOPED  
24 AROUND THE DECISION MAKING ABILITY AND ANY OUTCOMES THAT ARE



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1 PARTICULARLY IMPORTANT WE WANT THOSE TO FLOAT TO THE TOP.  
2 EQUITY WE HAVE HEARD ABOUT, AND RIDERSHIP OUTCOMES AND SO ON.

3

4 **DENNIS MULLIGAN, CHAIR:** THERESE?

5

6 **THERESE MCMILLAN:** I WASN'T INTENDING TO COMMENT FIRST. I WILL  
7 WOULD LIKE TO OFFER MY PERSPECTIVE. FOR ANYONE WHO HAS WORKED  
8 WITH TRANSIT OPERATORS IN THE REGION, I THINK IT'S A FAIR  
9 STATEMENT TO SAY IT'S IMPOSSIBLE TO SEPARATE THE  
10 ORGANIZATIONAL STRUCTURE QUESTIONS FROM THE DECISION-MAKING  
11 STRUCTURES. IT'S JUST PART OF THE STRUCTURE OF WHO WE ARE, AND  
12 HAS BEEN FOR DECADES. JUST THINK ABOUT, YOU KNOW, THE  
13 QUESTIONS THAT CONSTANTLY COME UP. YOU KNOW, THE COMMISSION'S  
14 AUTHORITIES, VERSUS THE OPERATOR'S AUTHORITY. REGIONAL  
15 OPERATING SERVICES VERSUS LOCAL OPERATING SERVICES. WHO SITS  
16 ON WHAT BOARD. THESE HAVE BEEN KEY QUESTIONS THAT MAYBE IF  
17 THEY'RE NOT NECESSARILY THE DRIVERS THEY'RE JUST INHERENT TO  
18 THE DISCUSSION. WHAT WE HAVE BEEN TRYING TO DO AT LEAST FROM  
19 MY PERSPECTIVE IS TO ACKNOWLEDGE THAT AND OWN IT, BUT MOVING  
20 BEYOND JUST TALKING ABOUT THE CHAIRS, AND HOPEFULLY NOT ON THE  
21 TITANIC, AND YOU KNOW, PROCEED, INSTEAD, TO SAY IF WE HAVE GOT  
22 THESE CHAIRS, HOW DO WE PUT THEM TOGETHER SUCH THAT THEY'RE  
23 AROUND THE RIGHT TABLE. I'M REALLY MIXING METAPHORS HERE. THE  
24 RIGHT CHAIRS AROUND THE ABLE TO GET TO THE DECISIONS THAT WILL  
25 BE MOST EFFECTIVE TO DELIVER OUTCOMES. THAT'S HOW I SEE IT,





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1 AND HOW THERE IS THIS INEXPLICABLE LINK. SO AS FRUSTRATING AS  
2 IT MAY SEEM, IT'S JUST PART OF THE EQUATION, AND I THINK WE'RE  
3 IN A POSITION TO MOVE BEYOND IT. BUT THE OTHER THING I WANTED  
4 TO SAY THAT I THINK WOULD WARRANT SOME FURTHER DISCUSSION  
5 ABOUT THE RESPONSIBILITIES IS THERE HAS BEEN A LOT OF  
6 DISCUSSION ABOUT THE INSTINCTIVE LINES TO DRAW BETWEEN POLICY  
7 DECISIONS, MANAGEMENT DECISIONS, AND THEN OPERATING DECISIONS.  
8 THE POINT ABOUT OPERATIONS OF THE SERVICES IS HOW THAT VESTS  
9 IN THESE DIFFERENT MODELS, I THINK HAS BEEN A VERY IMPORTANT  
10 QUESTION. AND I WOULD LIKE TO JUST GET A REFRESHER ON HOW THAT  
11 MAY BE DISTINCT FROM DECISION-MAKING ACCOUNTABILITIES ATTACHED  
12 TO POLICY MANAGEMENT AND FUNDING TO SOME DEGREE. THAT'S WHAT I  
13 WANTED TO PUT OUT THERE.

14

15 **DENNIS MULLIGAN, CHAIR:** BOB POWERS?

16

17 **ROBERT POWERS:** YEAH. HI, CHAIRPERSON MULLIGAN. JUST A  
18 DIFFERENT TAKE ON WHAT TUMLIN WAS SAYING. AND I GUESS MY  
19 COMMENTS ARE TO YOU, DENNIS. I GUESS PART OF MY COMMENTS ARE  
20 TO ON YOU, AND PART OF THEM ARE TO, I GUESS, SCHRUTI, AS THE  
21 KIND OF PROJECT MANAGER HERE. IT WOULD BE HELPFUL, THIS -- TO  
22 ME, TOO, IT FEELS LIKE WE'RE GOING THROUGH AN ORGANIZATIONAL  
23 ASSESSMENT. AND NOT WHAT CAME OUT OF THE BLUE RIBBON TASK  
24 FORCE IN AUGUST. AND, YOU KNOW, MAYBE YOU COULD PUT YOUR HANDS  
25 ON THE SCOPE OF WORK THAT WE'RE WORKING THROUGH RIGHT NOW. I



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1 DON'T KNOW IF YOU HAVE IT. I DON'T HAVE A COPY OF THE SCOPE OF  
2 WORK, BUT THAT WOULD BE HELPFUL FOR ME. WHEN I SEE, YOU KNOW,  
3 THAT ON -- I DON'T KNOW, KNOW WHO OF THE SLIDES, SLIDE 21 THAT  
4 WE'RE GOING TO BE LOOKING AT ORGANIZATIONAL CONSOLIDATION,  
5 THAT'S THE FIRST I HEARD OF THAT, AND THAT MAY BE A GOOD THING  
6 OR BAD. I DON'T KNOW. BUT IS THE TEAM TALKING TO US, RIGHT  
7 NOW, SCOPED TO DO ORGANIZATIONAL CONSOLIDATION REVIEW? I  
8 THOUGHT THAT WAS BEING DONE BY MS. BOCKELMAN UNDER A  
9 GOVERNANCE STUDY. AND SO IT WOULD BE GOOD FOR ME, AS THE BART  
10 GENERAL MANAGER TO UNDERSTAND WHAT IS THE SCOPE OF WORK THAT  
11 WE'RE WORKING TOWARDS RIGHT NOW, AND THEN I CAN DECIDE FOR  
12 MYSELF IF I THINK IT'S GOING IN THE WAY OF AN ORGANIZATIONAL  
13 ASSESSMENT OR A BUSINESS CASE ANALYSIS THAT WE TALKED ABOUT  
14 COMING FROM THE BLUE RIBBON TASK FORCE. SO, I'LL LEAVE --  
15 YOU'RE THE CHAIR OF THIS COMMITTEE, SO, I'LL LEAVE THAT TASK  
16 WITH YOU, SIR.

17

18 **DENNIS MULLIGAN, CHAIR:** THANKS BOB. I'LL BE HONEST, I DON'T  
19 HAVE A COPY OF THE SCOPE OF WORK. YOU KNOW, I'LL -- MAYBE IT  
20 WOULD BE HELPFUL IF A COPY OF THE SCOPE OF WORK OR THE  
21 CONTRACT WAS SHARED WITH ALL OF THE ADVISORY GROUP MEMBERS SO  
22 WE ALL HAVE A COMMON UNDERSTANDING OF WHAT IT IS THAT THEY'RE  
23 TASKED WITH. OBVIOUSLY, YOU KNOW, AT TIMES IT DOES SEEM LIKE  
24 THINGS ARE BOUNCING AROUND A LITTLE BIT WITH MEGA PROJECTS IN,  
25 MEGA PROJECTS OUT, CONSOLIDATIONS AND SO IT MIGHT BE HELPFUL



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1 IF WE ALL HAD THAT. BECAUSE I SPOKE EARLIER TO THE FACT THAT  
2 IF WE HAVE SCOPE, WE'RE NOT GOING TO GET DONE NOT ON SCHEDULE  
3 NOT ON BUDGET SO IT WOULD BE HELPFUL FOR US TO ACTUALLY TAKE A  
4 LOOK AT THAT AND MAYBE AT THE NEXT AD-HOC COMMITTEE AT THE AD-  
5 HOC GROUP TAKE A LOOK AT IT AND ALL NOD OUR HEADS IF THIS IS  
6 IT. WE HAVE MAYBE SIX MONTHS LEFT. BUT NO, BOB, I HAVEN'T SEEN  
7 A COPY OF THE SCOPE

8

9 **ROBERT POWERS:** THAT WOULD BE HELPFUL. AND I'M ASKING THE AS  
10 THE BETTER GENERAL MANAGER, AND HOWEVER YOU WORK THIS WHETHER  
11 THAT'S WITH THE MTC TEAM, THAT'S YOUR BUSINESS, BUT IT WOULD  
12 BE HELPFUL TO ME. A COUPLE OF OTHER COMMENTS HERE, I'M NOT --  
13 ONE, I'M THANKFUL THAT KPMG IS ON THIS CALL WITH US TODAY,  
14 BECAUSE AT THE HEART OF COMING OUT OF THE BLUE RIBBON TASK  
15 FORCE WAS THIS BUSINESS CASE ANALYSIS. SO, I'M GLAD THAT GUY  
16 AND ANDREA ARE ON THIS CALL WITH US, AND THEY, YOU KNOW, CAN  
17 START, YOU KNOW, PLUGGING INTO THOSE DISCUSSIONS. AND I THINK  
18 IT WOULD BE GOOD AT SOME POINT TO HEAR FROM THEM, IN THIS  
19 MEETING, TODAY, DENNIS, ON WHAT'S THEIR THINKING ON THE  
20 BUSINESS CASE ANALYSIS ASSOCIATED WITH THIS EFFORT. I THINK  
21 THAT WOULD BE GREAT TO HEAR FROM THEM. BECAUSE, I GUESS MY  
22 LAST COMMENT IS TO SCHRUTI, SCHRUTI, I'LL BE REACHING OUT TO  
23 YOU TO SETUP SOME TIME TO MEET WITH ANDRE AND TO MEET WITH GUY  
24 TO SEE WHAT THEIR THINKING IS ON THIS. SO I'LL PUT THAT ON  
25 YOUR RADAR. I HAD A COUPLE OF OTHER DISCUSSIONS BUT THE LAST



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1 ONE IS -- DENNIS, AT SOME POINT, I DON'T KNOW WHO SAID IT, BUT  
2 THERE WAS THESE MODELS THAT WERE GOING TO GET EVALUATED IN  
3 BUSINESS CASE ANALYTICS, LOOKED AT AGAINST EACH OTHER IN A  
4 BUSINESS CASE, RIGHT, THAT'S MY PENDING. AND AT THE LAST  
5 MEETING CHAIRPERSON THERE WAS A DISCUSSION THAT WE WERE GOING  
6 TO GET AN EXISTING CONDITIONS REPORT. YOU KNOW, I THINK THAT  
7 WAS SAID AT THE LAST MEETING WAS A FEW DAYS AWAY. THE MEETING  
8 WAS ON A MONDAY, OH WE'RE GOING TO GET A DRAFT OF THIS  
9 EXISTING CONDITIONS REPORT-OUT, AND IF I MISSED IT T I TOTALLY  
10 APOLOGIZE TO YOU, CHAIRPERSON MULLIGAN, BUT I HAVEN'T SEEN  
11 THAT, AND I THINK THAT THAT'S GOING TO BE INSTRUMENTAL, AS  
12 WELL, AS PART OF THIS MODELING ASSESSMENT THAT THE TEAM IS  
13 GOING TO BE DOING. IS THERE ANY UPDATE ON THAT THAT YOU MIGHT  
14 SHARE WITH THE COMMITTEE MEMBERS HERE?

15

16 **DENNIS MULLIGAN, CHAIR:** I'LL DEFER TO MTC STAFF ON THAT LIST  
17 ITEM.

18

19 **SHRUTI HARI:** YES WE'LL WORKING ON SETTING UP A MEETING WITH  
20 YOU AND KPMG ON THE SCOPE OF EXISTING CONDITIONS, WE WERE  
21 PLANNING TO CIRCULATE THE EXISTING CONDITIONS REPORT THIS WEEK  
22 TO THE ADVISORY COMMITTEE MEMBERS BUT ALONG WITH THAT WE'LL  
23 ALSO CREATE THE SCOPE OF WORK THAT WILL DEFINITELY BE SENT OUT  
24 TO YOU. I THINK TO YOUR QUESTION ABOUT THE CONSOLIDATIONS,  
25 THEY WOULD WERE LOOKED AT AS AN OPTION I DON'T THINK THERE



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1 WILL BE A BUSINESS CASE ON CONSOLIDATION I'LL LET THE  
2 CONSULTING TEAM RESPOND TO THAT AND ON THE EVALUATION  
3 CRITERIA, HOPEFULLY WE'LL GET TO THE QUESTIONS YOU BROUGHT UP.  
4 HOPEFULLY THAT HELPS BUT I'LL BE HAPPY TO ANSWER QUESTIONS.

5

6 **TAMIM RAAD:** SCHRUTI, I'LL AS IF WE CAN GO TO SLIDE 21, THE  
7 ASTERISK ON SLIDE 21, ORGANIZATIONAL CONSOLIDATIONS AND  
8 PROJECT DELIVERY GOVERNANCE ARE FOCUSED ON FUTURE STUDY AND  
9 WE'RE GOING TO BE MAKING SURE WE HAVE A SENSE OF WHAT  
10 POTENTIAL IMPLICATIONS MIGHT BE RATHER THAN FOR ORGANIZATIONAL  
11 OR DIFFERENT PROJECT DELIVERY MODELS THAT MAY BE COMING OUT OF  
12 OTHER STUDIES NOT LOOKING AT THEMSELVES WE DON'T HAVE TIME OR  
13 RESOURCES TO DO THAT WITHIN THE SCOPE OF THE PROCESS.

14

15 **ROBERT POWERS:** SCHRUTI, I SAW THAT ASTERISK ON THE SLIDE AS IT  
16 WAS PRESENTED. THANK YOU FOR THAT.

17

18 **DENNIS MULLIGAN, CHAIR:** THANK YOU. NEXT UP IS BILL CHURCHILL.

19

20 **BILL CHURCHILL:** THANK YOU. I DON'T WANT TO BELABOR THE POINT.  
21 BOB COVERED A LOT OF WHAT I WAS GOING TO SAY. MAYBE THIS IS  
22 OPERATOR APPROACH VERSUS CONSULTING, OR EVEN MTC APPROACH. SO  
23 IN MY OWN MIND, I GUESS I'M TRYING TO PROVIDE CLARITY AS TO  
24 WHERE THERE IS CONFUSION, AND JEFF, I APPRECIATE WHAT YOU  
25 SAID. BECAUSE FOR ME, IT WAS ALMOST AN EPIPHANY. SO, AT LEAST



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1 FROM AN OPERATOR'S PERSPECTIVE, YOU WORK FORWARD IN A VERY  
2 LINEAR FASHION WHEN YOU'RE TRYING TO SOLVE A PROBLEM. SO, FOR  
3 EXAMPLE, I GUESS, I WAS EXPECTING THAT THERE WOULD BE MUCH  
4 EARLIER ON, A LIST OF THE EXISTING CONDITIONS, WHICH WOULD  
5 THEN INFORM THE DEVELOPMENT OF A NETWORK PLAN, WHICH WOULD  
6 THEN RESULT IN HOW DO YOU SOLVE THAT. JEFF HOW YOU PUT IT, IT  
7 FEELS LIKE THE CART IS BEFORE THE HORSE, AND AS I'M LOOKING  
8 THROUGH THE DOCUMENTS I'M HAVING TO WORK BACKWARD. I WANT TO  
9 UNDERSCORE WHY SOME OF US MAY BE FEELING THE WAY WE ARE, AND  
10 I'LL LET IT GO AT THAT AND JUST KEEP IT SIMPLE.

11

12 **DENNIS MULLIGAN, CHAIR:** THANKS BILL. NEXT UP ADINA LEVIN.

13

14 **ADINA LEVIN:** THANKS. SO, THE POINTS I'M GOING TO MAKE ARE SOME  
15 MORE ITEMS ON THAT FIRST BULLET, AND IT MAY BE THAT EVERYONE  
16 IS IN AGREEMENT WITH THE WAY THAT I'M GOING TO ARTICULATE  
17 THESE THINGS THAT HAVE COME UP BEFORE. I JUST WANTED TO SAY  
18 THEM. SO, THE -- SO, IN, WITH MEGA PROJECTS, I LIKE THE  
19 DISTINCTION IN THE PREVIOUS SLIDE ABOUT CONTRASTING THE  
20 PLANNING FROM THE PROJECT DELIVERY, WHICH IS A FOLLOW ON STEP,  
21 BUT I DO THINK THAT THERE ARE SOME ELEMENTS TO, YOU KNOW,  
22 PLANNING AND NETWORK AS A NETWORK, WHERE A NETWORK MANAGEMENT  
23 STRUCTURE WOULD BE EVEN MORE PROACTIVE. SO, FOR EXAMPLE,  
24 HAVING STANDARDS FOR A SUBSTATION, SO YOU WOULDN'T BE, YOU  
25 KNOW, AS A DEFAULT, DEFINING A MAJOR, A HUB STATION, WHICH



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1 MIGHT BE A MEGA PROJECT, SO THAT IT WOULD HAVE A SHORT WALKING  
2 TRANSFER BETWEEN SOME OF THE SERVICES THAT WILL HAVE  
3 CONNECTIONS THAT'S GETTING INTO THE DEPTH AND DETAIL OF WHAT  
4 THE STANDARDS SHOULD BE MORE THAN WHAT HAS EXISTED IN THE  
5 PAST. ANOTHER TOPIC IN TERMS OF -- OBVIOUSLY, THIS EXERCISE IS  
6 NOT THE CONNECTED NETWORK PLAN. THAT IS A SEPARATE ITEM ON THE  
7 TRANSFORMATION ACTION PLAN, BUT IN A CONNECTED NETWORK PLAN, I  
8 WOULD HOPE TO SEE A STANDARDS FOR CONNECTIONS BETWEEN, FOR  
9 EXAMPLE, YOU KNOW, A BUS SERVICE, AND AC TRANSIT -- SO, RIGHT  
10 NOW, TODAY, WE HAVE A LOT OF REALLY IMPORTANT CONNECTIONS WITH  
11 AC TRANSIT BUSES THAT CONNECT TO BART OR A COUNTY CONNECTION  
12 BUS THAT CONNECTS TO BART, AND THOSE AC TRANSIT AND COUNTY  
13 CONNECTION BUSES ARE ALSO SERVING OTHER PURPOSES. BUT A REALLY  
14 GOOD THING WHEN PEOPLE CAN USE A BUS TO, YOU KNOW, TO CONNECT  
15 FROM POINT A TO POINT B, OR USE IT TO MAKE A TRANSFER TO BART  
16 BUT IT WOULD INCLUDE HAVING A -- WHEN IT'S DECIDED THIS IS AN  
17 IMPORTANT CONNECTION TO MAKE, TO BE ABLE TO IDENTIFY FUNDING  
18 TO BE ABLE TO MAKE THOSE CONNECTIONS. AND ANOTHER THING THAT  
19 WAS ON THE PREVIOUS SLIDE IN TERMS OF ACCESSIBILITY IS, I  
20 THINK THAT IT'S A SHARED UNDERSTANDING THAT WE'RE LOOKING AT  
21 ACCESSIBILITY, NOT AS A SILO TO BE ABOUT THE PARATRANSIT  
22 SYSTEM OVER THERE, BUT TO BE ABOUT ACCESSIBILITY TO, GENERAL  
23 PURPOSE PUBLIC TRANSPORTATION SYSTEM, AND TO TRIPS THAT MIGHT  
24 CROSS MULTIPLE MODES, INCLUDING PARATRANSIT, BUT ACCESSIBILITY  
25 IS NOT ONLY ABOUT PARATRANSIT, IT'S ABOUT THE REST OF THE



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1 SYSTEM. AND, LET ME SEE IF I HAD ANY OTHER EXAMPLES THAT I  
2 THINK WOULD BE COVERED. I THINK THOSE ARE THE EXAMPLES THAT I  
3 WANTED TO MAKE, THAT THEY'RE, HOPEFULLY THERE IS SHARED  
4 UNDERSTANDING OF THESE THINGS WOULD BE INCLUDED.

5

6 **DENNIS MULLIGAN, CHAIR:** TAMIM OR KEVIN, WOULD YOU LIKE TO  
7 RESPOND?

8

9 **SHRUTI HARI:** CHAIR MULLIGAN, IF I COULD JUMP IN REALLY QUICK,  
10 THE QUESTION ABOUT THE EXISTING CONDITIONS. THE EXISTING  
11 CONDITIONS WORK, WAS BROUGHT TO THE MAY ADVISORY GROUP MEETING  
12 THAT WAS WHAT THE CONSULTING TEAM STARTED WITH TAKING STOCK OF  
13 THE EXISTING CONDITIONS AND THE TRANSIT SYSTEM, THEY WERE  
14 HOPING TO GET TO THAT TODAY BEFORE GETTING TO THE FINAL  
15 REPORT, THEY WILL BE SENDING OUT THE EXISTING CONDITIONS  
16 REPORT, THE FINALIZED REPORT BY THE END OF THIS WEEK. I'LL  
17 TURN IT OVER TO TAMIM AND KEVIN.

18

19 **TAMIM RAAD:** THOSE ARE THE THINGS THAT WE'LL BE BUILDING IN THE  
20 EVALUATION OF THE MODELS, LOOKING TO THE RESPONSIBILITIES OF  
21 THE NETWORK MANAGER. AND I WANT TO POINT BACK TO THE  
22 DISCUSSION POINTS AROUND THE RESPONSIBILITIES FOR CLARITY IN  
23 THE PURPOSE OF DEVELOPMENT OF THE MODEL IS THE QUESTION THAT  
24 YOU WERE TRYING TO RESPOND TO, ADINA?

25





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1 **ADINA LEVIN:** I'M SORRY. I DON'T UNDERSTAND YOUR QUESTION.

2

3 **TAMIM RAAD:** YOU WERE TRYING TO HIGHLIGHT THE IMPORTANCE OF  
4 CERTAIN RESPONSIBILITIES THAT YOU FELT WERE IMPORTANT FOR THE  
5 NETWORK MANAGER.

6

7 **ADINA LEVIN:** EXACTLY. SEVERAL EXAMPLES OF THINGS THAT ARE OF  
8 REGIONAL INTEREST FOR THE CUSTOMER-FRIENDLY SYSTEM.

9

10 **TAMIM RAAD:** I ABSOLUTELY AGREE AND WE'LL MAKE SURE THOSE ARE  
11 INCORPORATED INTO THE CAPABILITY BUILD UP FOR THE  
12 ORGANIZATIONAL GOALS.

13

14 **DENNIS MULLIGAN, CHAIR:** THANK YOU. NEXT IS LAURA TOLKOFF.

15

16 **SPEAKER:** HI EVERYBODY. I AM AWARE OF THE SCOPE CREEP THAT  
17 OTHERS HAVE SPOKEN ABOUT EARLIER BUT I ALSO OFFER THAT IT'S A  
18 LITTLE BIT WORRISOME TO ONLY HAVE SKETCH MODELS BECAUSE IT  
19 TENDS TO MAKE A PRETTY BINARY CONVERSATION, AND THE  
20 CONVERSATION WE'RE HAVING OR DISCUSSION WE'RE HAVING IS NOT  
21 TECHNICALLY CONSTRAINED BUT SOMETHING THAT'S POLITICALLY  
22 CONSTRAINED AND CONSTRAINED BY FUNDING AND WHERE THERE ARE A  
23 LOT OF UNCERTAINTIES. JUST A GRAY AREA. I'M HOPING WE CAN EXIT  
24 THIS PROCESS BOTH WITH A DIRECTIONAL UNDERSTANDING, BUT ALSO A  
25 REALLY CONCRETE STRATEGIC UNDERSTANDING OF THE SHORT-TERM



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1 LAWYER -- STEPS AND PATHWAYS AND WHAT CIRCUMSTANCES NEED TO  
2 EMERGE IN ORDER TO MAKE THE OPTIONS VIABLE. THANK YOU.

3

4 **DENNIS MULLIGAN, CHAIR:** THANKS LAURA. AND I THINK IT WAS  
5 REFERRED TO EARLIER THE POSSIBILITY OF SPAWN FROM THE  
6 PROPOSALS. BUT I'LL LET THERESE SPEAK TO THAT.

7

8 **THERESE MCMILLAN:** WHAT WAS THAT AGAIN? SPAWN?

9

10 **DENNIS MULLIGAN, CHAIR:** YEAH. WE HAVE TWO PROPOSALS AND THERE  
11 MAY BE ANOTHER PROPOSAL THAT SHAKES OUT FROM THEM?

12

13 **TAMIM RAAD:** I LAID THAT OUT. JUST TO BE CLEAR, LAURA THANKS  
14 FOR THE DEFINING COMMENT. WE HAVE TWO BROAD FAMILIES AND THERE  
15 ARE THINGS THAT WE LOOK AT FROM PERM PERMUTATIONS, AND WITHIN  
16 MTC, OUTSIDE OF MTC, AND A WHOLE SERIES OF POTENTIAL  
17 OPERATIONAL ACCOUNTABILITIES THAT MIGHT ARISE FROM THAT WHERE  
18 MANAGEMENT AUTHORITY IS HELD. SO IF ANY ONE OF THOSE SEEMS  
19 IMPORTANT ENOUGH TO DISTINGUISH IT AS ALTERNATIVE UNTO ITSELF,  
20 WE WOULD HIGHLIGHT THAT AS SEPARATE. SO JUST TO GIVE YOU AN  
21 EXAMPLE, UNDER THE STRONG MANAGER FUNCTION, WE KNOW THAT THERE  
22 IS POTENTIAL POSSIBILITY THAT MANAGER FUNCTION COULD BE HOUSED  
23 WITHIN THE MTC, THAT'S SOMETHING THAT'S BEEN TALKED ABOUT IN  
24 THE PAST, AND WE KNOW THERE COULD BE AN INDEPENDENT BOARD  
25 ALTOGETHER, THAT COULD BE INDEPENDENTLY GOVERNED. THAT MIGHT



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1 BE IN THE MANAGER FAMILY TO BE DEEMED IMPORTANT ENOUGH TO HOLD  
2 THEM IN TWO SEPARATE OPTIONS WE'LL GO THROUGH THE PROCESS IF  
3 IT SEEMS BIG ENOUGH OR IMPORTANT ENOUGH IF IT CREATES A  
4 SEPARATE OPTION ALL TOGETHER COST AND BENEFITS RELATED TO  
5 GOVERNANCE ORGANIZATIONAL OPTIONS AND MATERIAL IMPACTS AND  
6 BENEFITS TO BE REALIZED WE WOULD ADDRESS THEM AS SEPARATE  
7 OPTIONS THIS GETS US TO THE CRITERIA THAT WE'RE TRYING TO  
8 ACHIEVE WHICH WE'RE GOING TO GET TO SHORTLY, AND BUILDING UP  
9 THESE ORGANIZATIONS SO WE CAN UNDERSTAND FROM A DECISION  
10 AUTHORITY PERSPECTIVE AND ORGANIZATIONAL AUTHORITY PERSPECTIVE  
11 ON FUNCTIONALITY. BUT IT'S LIKELY MORE THAN TWO OPTIONS BUT  
12 THERE WILL BE SPAWNS FROM THESE TWO BROAD FAMILIES OF OPTIONS  
13 IS THE WAY THAT WE SEE IT.

14

15 **DENNIS MULLIGAN, CHAIR:** I THINK WE'RE GENERATING GOOD  
16 DISCUSSION. AND, SO, NEXT HAND RAISED IS POWERS.

17

18 **ROBERT POWERS:** CHAIRPERSON MULLIGAN, ONE TIME ON THE SCHEDULE  
19 OF THIS OVERALL EFFORT THAT WE HAVE BEFORE US HERE.

20

21 **DENNIS MULLIGAN, CHAIR:** MY RECOLLECTION WE'RE SUPPOSED TO  
22 COMPLETE THE WORK IN NOVEMBER. I'LL DEFER TO SHRUTI TO  
23 CORRECT ME.

24

25 **SHRUTI HARI:** THAT IS CORRECT.



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1

2 **ROBERT POWERS:** END OF NOVEMBER, BEGINNING OF NOVEMBER. WHAT'S  
3 TIMELINE?

4

5 **SHRUTI HARI:** WE WERE HOPING TO WRAP UP SOMETIME IN NOVEMBER  
6 WITH THE COMMISSION TAKING ACTION IN NOVEMBER, SO IF THE  
7 COMMISSION TAKES ACTION BY END OF NOVEMBER.

8

9 **ROBERT POWERS:** THAT MEANS WE HAVE TO BE WRAPPED UP IN OCTOBER  
10 FOR SOMETHING FOR THE COMMISSION TO TAKE ACTION ON, RIGHT?

11

12 **SHRUTI HARI:** THAT'S RIGHT.

13

14 **ROBERT POWERS:** THANK YOU.

15

16 **DENNIS MULLIGAN, CHAIR:** NEXT HAND ADINA LEVIN.

17

18 **ADINA LEVIN:** I WANTED TO REINFORCE WHAT LAURA T SAID ABOUT  
19 PHASING, BECAUSE WHAT WE'RE TALKING ABOUT IS A PRETTY  
20 CAPACIOUS SET OF IMPROVEMENTS TO BE ABLE TO PLAN AND RUN A  
21 WELL COORDINATED SYSTEM THAT, YOU KNOW, IS LIKELY TO TAKE MORE  
22 THAN ONE STEP TO GET THERE AND I CERTAINLY WOULDN'T WANT TO,  
23 YOU KNOW, NOT MOVE FORWARD WITH THINGS THAT WERE ALREADY  
24 MOVING FORWARD BECAUSE WE DON'T HAVE THE CONFIGURATION THAT  
25 WOULD MAKE IT EVENTUALLY THE BEST, BUT I THINK, YOU KNOW,



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1 THINKING EXPLICITLY ABOUT PHASING MIGHT BE HELPFUL. AND THE  
2 OTHER THING IS IN TERMS OF PERMUTATIONS, SEAMLESS IS ON RECORD  
3 AS DESIRING CONSIDERATION OF OPERATOR-LED NETWORK MANAGER  
4 OPTIONS IN ADDITION TO MTC CENTRIC NETWORK MANAGER OPTIONS. I  
5 JUST WANTED TO PUT THAT ON THE TABLE.

6

7 **DENNIS MULLIGAN, CHAIR:** THANKS ADINA. BILL CHURCHILL.

8

9 **BILL CHURCHILL:** I STARTED TALKING WITHOUT UNMUTING. SPEAKING  
10 TO THIS PART OF IT, WE'RE ALL THINKING ABOUT THESE VARIOUS  
11 PERMUTATIONS AS STATIC OPTIONS AND MAYBE YOU CAN ADDRESS AND  
12 CLARIFY THIS FOR ME, BUT TO ME WHATEVER WE COME UP WITH  
13 DOESN'T NECESSARILY HAVE TO BE STATIC ACROSS ALL PERMUTATIONS  
14 WE COULD COME UP WITH A SOLUTION AT SOME POINT THAT THEN COULD  
15 EVOLVE WITH TIME. AND MAYBE -- AND I'M NOT SAYING THIS IS IT -  
16 - I'M JUST SAYING THEORETICALLY, WE PUT FORWARD A MANAGEMENT  
17 OPTION THAT HAS, MAYBE, THIS LEVEL OF AUTHORITY, BUT, OVER  
18 TIME, IN RECOGNIZING THAT WE WANT TO SOLVE MORE, AND AS PEOPLE  
19 BUY INTO IT MORE, IT CAN DO THIS. SO, I DON'T KNOW IF WE HAVE  
20 THOUGHT ABOUT IT THAT WAY, AND I DON'T KNOW THAT WE NEED TO  
21 THINK ABOUT IT AS JUST STATIC OPTIONS. ANY THOUGHTS?

22

23 **TAMIM RAAD:** THEY'RE NOT INTENDED TO BE STATIC OPTIONS BY ANY  
24 EXTENT OF THE IMAGINATION. IT'S A LONG-TERM INVESTMENT. YOU  
25 DON'T DO IT FOR JUST A FEW YEARS THIS IS GOING TO BE AN



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1    IMPORTANT INVESTMENT OF INFRASTRUCTURE IN THE REGION WE NEED  
2    TO HAVE AN END IN MIND BUT THERE NEEDS TO BE AN EVOLUTIONARY  
3    PATH. AND PROGRESS WITH STEPPING STONES IT MIGHT PROGRESS OVER  
4    TIME WITH MORE MODERATE AMOUNT OF ACCOUNTABILITY WITHIN THE  
5    AUTHORITY THAT ARE DOABLE WITHIN THE EXISTING ORGANIZATIONAL  
6    AND LEGISLATIVE INFRASTRUCTURE. IT MIGHT EVOLVE OVER TIME AS  
7    WELL AS TRANSITIONS WE'LL LOOK AT AS PART OF THAT  
8    IMPLEMENTATION PHASE. IF THERE IS AN EVOLUTIONARY MODEL THAT  
9    IS DISTINCT AND SEPARATE FROM THE OTHERS AS A MODEL THAT WE  
10    NEED TO EVALUATE ITSELF, THAT MAY BE AN OPTIONS WE PUT FORWARD  
11    IN THE MODEL PICTURE.

12

13    **BILL CHURCHILL:** I WOULD ADD AT THIS SECTION, WE GET TO THE  
14    EVALUATION AND CRITERIA AS SOMETHING THAT COULD WORK OVER A  
15    PHASED PERIOD OF TIME IS AN ELEMENT OF EVALUATION CRITERIA  
16    WHICH WE CALL READINESS AND WE'LL TALK ABOUT THAT IN A FEW  
17    MINUTES AS WELL.

18

19    **TAMIM RAAD:** WE ALWAYS STRUGGLE WHEN WE PUT THE EVALUATION  
20    CRITERIA FIRST, THERE IS A BIT OF THE CHICKEN AND EGG BETWEEN,  
21    I THINK THAT WHERE WE FACING THAT BIT OF THE CONVERSATION.

22

23    **DENNIS MULLIGAN, CHAIR:** JIM WUNDERMAN?

24



MAY 2, 2022

1 **JIM WUNDERMAN:** I THINK WE HAVE DONE A FAIR JOB IN PUTTING OUT  
2 DIRECTIONS AND OPTIONS, IT'S LARGELY AN ORGANIZATIONAL  
3 QUESTION. HOW DO YOU STRUCTURE THIS AND WE ARE THINKING ABOUT  
4 HOW TO CREATE A NEW BUREAUCRACY, WHETHER YOU LIKE IT OR NOT.  
5 BUT THE POINT IS TO CREATE BETTER OUTCOME FOR THE PUBLIC WHO  
6 RELY UPON PUBLIC TRANSIT AND HAVE OUR SYSTEM BECOME MORE  
7 ATTRACTIVE TO FUNDING, AND USE. SO, YOU KNOW, I GUESS MY WORRY  
8 IS, THERE IS -- YOU KNOW, THERE IS A TENDENCY TO SAY, WELL,  
9 YOU KNOW, LET'S NOT BITE OFF TOO MUCH. AND I THINK SOMETIMES  
10 THAT'S RIGHT. I THINK THAT CAPITAL PROJECTS, MEGA PROJECTS,  
11 DISCUSSIONS ARE A GOOD EXAMPLE OF WHERE WE COULD DO THAT, BUT  
12 IN GENERAL, I WOULD SAY, YOU KNOW, LET'S NOT BITE OFF TOO  
13 LITTLE. YOU DON'T GET THESE OPPORTUNITIES ALL THE TIME. AND  
14 IT'S NOT EASY TO GO BACK AND SAY, WELL, YOU KNOW, MAYBE  
15 WEEKEND HAVE DONE MORE. SO, YOU KNOW, I THINK THERE IS A LOT  
16 OF WORK THAT'S GONE INTO THIS FOR GOOD REASON, AND I THINK IT  
17 BEHOOVES US TO TAKE THE BIGGEST BITE WE CAN TAKE, THAT'S A  
18 MEASURED BUT REALISTIC AND NEEDED SHOT AT THIS ONE, THIS TIME.  
19 THANKS.

20

21 **DENNIS MULLIGAN, CHAIR:** THANKS, JIM. DO ANY OF THE OTHER  
22 ADVISORY GROUP MEMBERS WISH TO WEIGH IN AT THIS JUNCTURE? OR  
23 SHOULD WE GO TO THE CHICKEN OR EGG, OR WHATEVER IT IS THAT  
24 COMES NEXT?

25



MAY 2, 2022

1 **MICHAEL HURSH:** I HAVE COMMENTS. BUT KEVIN SAID THERE WAS STUFF  
2 WE'RE GOING TO COVER. I WOULD LIKE TO HOLD OFF ON MY COMMENTS  
3 TO SEE WHAT UNFOLDS.

4

5 **DENNIS MULLIGAN, CHAIR:** OKAY.

6

7 **KEVIN DESMOND:** AS WE TRANSITION TO THE NEXT SECTION, CHAIR.  
8 AND MIKE THANKS FOR THAT. TO ME WHAT I HAVE HEARD OVER THE  
9 LAST HALF HOUR WITH FEEDBACK, AS JEFF OPENED UP, THE  
10 ORGANIZATIONAL AND ASSESSMENT, SHOULD WE BE FOCUSED ON THE  
11 OUTCOMES MAYBE WE HAVE FLIP THE MATERIAL BUT THIS NEXT SECTION  
12 WHICH WE'LL GO OVER BRIEFLY THEN REOPEN FOR CONVERSATION IS  
13 ABOUT THE OUTCOMES. IT'S THE CRITERIA FOR EVALUATING THIS NEW  
14 ENTITY, AS JIM POINTS OUT, WE HAVE TO BE EVALUATING SOME  
15 ENTITIES AGAINST THE BASE CASE, AND THE BASE CASE IS  
16 ESSENTIALLY WHAT EXISTS TODAY, CORRECT. AND WHAT -- HOW COULD  
17 WE ENVISION DIFFERENT MODELS FOR WHAT THE BLUE RIBBON TASK  
18 FORCE SET US UP TO DO IS TO CREATE -- IS TO CONSIDER A NEW  
19 ENTITY, OR MAYBE A TRANSITION TO A NEW ENTITY THAT COULD  
20 ACHIEVE THOSE VARIOUS DIFFERENT REGIONAL OUTCOMES THAT ARE  
21 SHOWN IN SLIDE 17, OR A MEANS TO THE END. THOSE ARE THE MEANS  
22 TO THE END, WHICH IS IMPROVE REGIONAL EXPERIENCE FOR THE  
23 CUSTOMER AND THEREFORE IMPROVE REGIONAL RIDERSHIP FOR TRANSIT  
24 AND MULTI-MODAL. SO THIS NEXT SECTION REALLY IS GOING TO START  
25 TALKING ABOUT WHAT ARE THOSE CRITERIA, WHAT ARE THE MOST





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1    IMPORTANT CRITERIA, AND WHAT ARE THE BEST OUTCOMES, SO WE CAN  
2    COME BACK TO THOSE DISCUSSIONS OF OUTCOMES THAT WE CAN MEASURE  
3    AGAINST, MEASURE THE MODELS AGAINST. SO, MR. CHAIR, THEN I  
4    THINK, MAYBE LET'S MOVE ON TO THE NEXT SLIDE. TAMIM.

5

6    **DENNIS MULLIGAN, CHAIR:** THANK YOU. WE'LL MOVE IT OVER TO  
7    TAMIM. I THINK YOU INTRODUCED IT NICELY.

8

9    **TAMIM RAAD:** WE'LL MOVE TO THE NEXT FOCUS ON CRITERIA ELEMENTS  
10    THAT ARE GOING TO MAKE THE MOST IMPORTANT DIFFERENCE IN THE  
11    PERFORMANCE MODELS AND RELATIONS THE INTEGRATED NETWORK AND  
12    JEFF THIS SPEAKS TO WHAT YOU WERE TRYING TO GET AT FIRST AND  
13    MOST IMPORTANT QUESTION IS WHICH MODEL HELPS US TO MOVE THE  
14    NEEDLE ON REGIONAL OUTCOMES TO HELP US CREATE THE AMBITIOUS  
15    PATH NETWORK THAT YOU'RE LOOKING FOR, AND ARTICULATING THOSE  
16    OUTCOMES WHICH THE TASK FORCE HAS DONE SOME MAY BE POWER MORE  
17    IMPORTANT THAN OTHERS IN TERMS OF RIDERSHIP, AND NEAR-TERM  
18    RIDERSHIP RECOVERY WHICH IS MAYBE A 5 TO 10 YEAR PERIOD,  
19    EQUITY IS IMPORTANT. SOME REGIONAL OUTCOMES ARE GOING TO BE  
20    MORE IMPORTANT THAN OTHERS IF TERMS OF THE DESIGN AND WE'LL  
21    WANT TO KNOW ABOUT THAT AND IN TERMS OF HOW DO WE GET TO THE  
22    OUTCOMES, WELL, WE WANT TO UNDERSTAND HOW WE CAN GET THEIR  
23    MORE QUICKLY AND EFFICIENTLY IN THE DECISION-MAKING AT WHAT  
24    COST THIS IS WHERE WE NEED HAVE A SENSE OF WHAT THE  
25    ORGANIZATIONAL MOLE ELSE LOOK LIKE. THE GOVERNING ELEMENTS WE



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1 WERE TALKING ABOUT IN THE PREVIOUS SLIDES IS HOW CAN WE GET  
2 THERE QUICKLY AND EFFICIENTLY AND THE ORGANIZING ELEMENTS  
3 REALLY GET AT THE COST AND COST EFFECTIVENESS OF DOING IT.  
4 SOME ARE GOING TO BE MORE OR LESS COST EFFECTIVE AND OTHERS  
5 MIGHT BE MORE OR LESS IMPACTFUL. AND, AGAIN, DRAWING ON SOME  
6 OF THOSE THEMES THAT WE TALKED ABOUT IN THE LAST CONVERSATION,  
7 COST EFFECTIVENESS, FUNDABILITY, AND IS IT MOVABLE OVER TIME,  
8 AND IN THE NEAR-TERM, IF THERE IS A DIFFERENT END STATE THAT  
9 ISN'T ACHIEVABLE OVER THE FIRST TIME, CAN IT MATURE REASONABLY  
10 OVER A PERIOD OF TIME. AND THE FINAL ONES ARE IMPORTANT. IS IT  
11 POSSIBLE TO GENERATE THE CONFIDENCE SO THAT LONG-TERM  
12 SUSTAINABLE FUNDING IS POSSIBLE TO SUPPORT THE LONGER TERM  
13 AMBITIONS THAT'S WHAT THE CRITERIA SHOULD SPEAK TO. MAYBE ON  
14 THE NEXT SLIDE WE'LL START TO DIG INTO THEM. AGAIN THESE ARE  
15 THE HEADLINE CRITERIA. WE NEED TO DEVELOP METRICS AND WE'RE  
16 STARTING OUR WORK ON THAT. WE HAVE BEEN HAVING DISCUSSIONS  
17 WITH STAKEHOLDERS AND OPERATORS THAT ARE PARTICIPATING IN THE  
18 PROCESS. AND YOU ALSO SEE THAT IN OUR BUSINESS CASE RESOURCING  
19 SLIDE, WE'RE SETTING THESE CRITERIA UP TO HELP US TO DO THE  
20 EVALUATION AT THIS CASE IN THE BUSINESS CASE LIFE CYCLE. NOW,  
21 USUALLY, ESPECIALLY WHEN WE'RE IN THE MANY OPTIONS STAGE OF A  
22 BUSINESS CASE LIFE CYCLE. IT IS THE, THE CRITERIA WILL BE AT A  
23 STRATEGIC LEVEL SUPPORTED BY ENOUGH FINANCIAL AND  
24 IMPLEMENTATION DETAILS SO YOU CAN SUPPORT ANALYSIS ON A  
25 HANDFUL OF ALTERNATIVES AND ONCE YOU NARROW THE ALTERNATIVES



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1 WE DO THE DEEPER DIVE INTO FEASIBILITY AND SUPPORTING OVER  
2 TIME THE SUBSEQUENT BUSINESS CASE ZEROING IN ON TWO OPTIONS OR  
3 MORE WITH IN DEPTH FINANCIAL IMPLEMENTATION INFORMATION AS  
4 YOU'RE MOVING FROM A STRATEGIC CASE INTO A MORE DETAILED  
5 BUSINESS CASE. AND YOU WILL SEE THAT IN YOUR RESOURCE, SECOND  
6 OR THIRD SLIDE IN YOUR RESOURCE SLIDES IF YOU FLIP AHEAD. WE  
7 HAVE BROKEN THESE DOWN INTO EFFECTIVENESS CRITERIA IN OUTCOMES  
8 AND THE ABILITY TO GET TO OUTCOMES. YOU SEE THIS ONE OVER HERE  
9 REGIONAL OUTCOMES, AND IT'S CAPABILITY OVER TIME TO ACHIEVE  
10 THOSE REGIONAL INTEGRATED NETWORK GOALS, CUSTOMER EXPERIENCE,  
11 RIDERSHIP, RIDERSHIP RECOVERY, EQUITY, AND SO ON. AND, SO WE  
12 WANT TO, ALSO, CAPTURE THE EFFECTIVENESS OF THE MODEL BEING  
13 ABLE TO GET THERE, SO ENSURING IT HAS BOTH THE ACCOUNTABILITY  
14 AND THE EFFECTIVENESS INFRASTRUCTURE TO BE ABLE TO GET THERE:  
15 AND THEN, ALSO, THE CAPABILITY, PARTICULARLY AS SOME OF THE  
16 COMMENTS HAVE POINTED OUT, AND IT'S TRANSITION STATE, AND IN  
17 ITSELF LONG-TERM STEADY STATE. IN MANY GOVERNMENTS ACROSS  
18 NORTH AMERICA THERE IS A KIND OF GERM THAT GETS PLANTED AND  
19 WATERED AND IT GROWS, YOU WANT TO KNOW WHAT TYPE OF TREE AND  
20 FRUIT WE WANT. WE ARE GEARING UP FOR EFFECTIVENESS, AND  
21 CALLING OUT THE LIMITATION CRITERIA, REALLY THE COST OF DOING  
22 IT AND LEGISLATION WHAT ARE FINANCIAL COSTS BEING ABLE TO  
23 IMPLEMENT IT. IN TERMS OF DEVELOPING OUR CRITERIA THEY REALLY  
24 SHOULD BE A REASONABLE NUMBER SO WE CAN HAVE A FOCUSED  
25 CONVERSATION WE DON'T WANT THEM TO BE SO MANY SO WE'RE NOT



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1 ABLE TO FOCUS ON FACTORS THAT MATTER THE MOST AND IN THOSE KEY  
2 THINGS HIGHLIGHTING THE DIFFERENCES AND DECISIONS RELEVANT TO  
3 THE TWO OPTIONS. NEXT SLIDE. SO, WE'LL END OFF WITH THIS ONE  
4 HERE AND FOCUS ON THE METRICS THAT ARE MEANINGFUL TO THE STAGE  
5 OF ANALYSIS IN THE STRATEGIC CASE AND THAT DOES INCLUDE  
6 QUANTIFY AND MONETIZE METRICS WE'LL BE RIGHT BACK DOING THIS  
7 AT THE SCALE ANALYSIS TO HELP WITH THE CHOICE. WE'RE ALSO  
8 INCLUDING QUALITATIVE METHODS BECAUSE IN TERMS OF DECISION-  
9 MAKING AND MEASURING DECISION-MAKING EFFECTIVENESS SOME OF  
10 THOSE ARE GOING TO DEPEND ON QUALITATIVE SUBJECTIVE  
11 ASSESSMENTS AND WE'LL USE BEST PRACTICES. WE'RE ROLLING UP  
12 WHAT WE CALL CONSEQUENCE EVALUATION, THIS IS WE HAVE DIFFERENT  
13 MODELS, SOME OF THE PERFORMANCE METRICS MAY BE QUALITATIVE  
14 BASED ON PRECEDENCE AND SO ON AND STATE OF PRACTICE. AND WE'LL  
15 HAVE SOME SORT OF SCALE TO BE ABLE TO DO THAT. WE MIGHT HAVE  
16 QUANTITATIVE METRICS, TIME, PERCENTAGES OF CHANGE AND SO ON  
17 THING FINANCIAL METRICS WHICH SHOULD BE THE MOST TANGIBLE  
18 METRICS IN ADDITION TO SUPPORTING SOME OF THE OUTCOME METRICS  
19 THAT WE'LL BE ABLE TO GAUGE. SO, WHAT ARE THE APPROPRIATE  
20 METRICS? THOSE ARE THE ONES THAT ARE GOING TO BE FOCUSED ON  
21 THE DECISION CRITERIA THAT MATTER THE MOST. WE NEED TO -- WE  
22 ALSO THOUGHT THIS AS A BIT OF COMMENTARY AS WE WERE HAVING  
23 DISCUSSION WITH SOME OF THE STAKEHOLDERS YOU KIND OF NEED TO  
24 SEE WHAT THE MODELS ARE LIKE TO KNOW CRITERIA AND METRICS THAT  
25 ARE BEST TO MEASURE THOSE, AND THOSE PROCESSES ARE HAPPENING



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1 IN TANDEM AS WE ENGAGE WITH STAFF AND STAKEHOLDERS OVER THE  
2 NEXT MONTH AS WE'RE UNDERTAKING OUR TECHNICAL WORK. KEVIN,  
3 UNLESS YOU HAVE ANYTHING ELSE, I'M GOING TO PAUSE RIGHT THERE.  
4 I'M NOT SURE IF YOU HAVE ANY OTHER COMMENTS BEFORE WE TURN IT  
5 OVER TO YOU QUESTIONS.

6

7 **KEVIN DESMOND:** NO. LET'S GO TO THE QUESTIONS. THE NEXT SLIDE.  
8 WE'LL REOPEN IT UP. I THINK WE STILL HAVE A GOOD HALF AN HOUR  
9 TO CONTINUE THE CONVERSATION, AND TO REALLY DIVE INTO A LITTLE  
10 BIT MORE WHAT THE CRITERIA ARE. ARE WE MISSING ANY CRITERIA?  
11 REALLY IMPORTANT, MAYBE HEARING FROM YOU WHAT ARE THE MOST  
12 IMPORTANT CRITERIA. AND I THINK WE BEGAN TO TOUCH ON THAT IN  
13 THE PREVIOUS DIALOGUE THAT WE JUST ENDED. I THINK A LOT OF  
14 IDEAS WERE ON THE TABLE ABOUT THE DIFFERENT TYPES OF CRITERIA,  
15 OUTCOMES, PROCESS, QUALITATIVE VERSUS QUANTITATIVE METRICS AND  
16 INTERESTS AND SUGGESTIONS ON THE TYPE OF METRICS THAT COULD BE  
17 BROUGHT TO BEAR AGAINST WHICH WE CAN EVALUATE THE MODELS.  
18 WE'LL TURN IT BACK OVER TO YOU, CHAIR, TO CONTINUE THE  
19 CONVERSATION

20

21 **DENNIS MULLIGAN, CHAIR:** WE'LL START WITH THERESE MCMILLAN.

22

23 **THERESE MCMILLAN:** BACK TO THE SLIDE BEFORE THE PROPOSED  
24 HEADLINE CRITERIA. YOU KNOW, THE CHALLENGE, I'M SURE, WITH ANY  
25 HEADLINE IS SOMETIMES YOU HAVE TO READ THE ACTUAL STORY, ONE



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1    THING MTC STAFF HAS BEEN HEARING PARALLEL TO THIS EFFORT IS  
2    CONCERN TO SPECIFIC RIDER GROUPS, NOT JUST RIDERS AT-LARGE,  
3    BUT ELDERLY RIDERS, YOUTH RIDERS, LOW-INCOME RIDERS, MAY HAVE  
4    VERY DISTINCT AND DIFFERENT NEEDS AND THEREFORE  
5    ACCOUNTABILITIES TO THEM. SO I WAS WONDERING HOW THAT WOULD BE  
6    FACTORED INTO THE TERMS OF METRIC DEVELOPMENT. IN OTHER WORDS,  
7    UNDER EACH ONE OF THESE HEADLINES MAYBE SUBSETS OF A SPECIFIC  
8    CONCERN THAT MAY THEMSELVES SPEAK TO DIFFERENT PRIORITIES THAT  
9    MAY BE INVOLVED. SO I'M JUST WONDERING HOW THAT WOULD BE  
10   DETAIL WITH IN THIS NEXT STAGE.

11

12   **TAMIM RAAD:** THE NEXT STAGE OF THE METRIC IS THE CRITERIA  
13   BECAUSE THERE ARE A WHOLE RANGE OF OUTCOMES THAT THE TASK  
14   FORCE OTHER AND STAKEHOLDERS WANT TO ENUMERATE. AND FROM A  
15   DESIGN PERSPECTIVE FOR THE MODEL IS ARE ANY OF THOSE KEY  
16   OUTCOMES FOR ISSUES THAT THE NETWORK MANAGER NEEDS WITH  
17   RESPECT TO AUTHORITY RESOURCES TO BE ABLE --

18

19   **THERESE MCMILLAN:** TAMIM, WHEN YOU SAY THE OUTCOME ONES ARE YOU  
20   REFERRING TO THE CRITERIA LISTED ON 25?

21

22   **DENNIS MULLIGAN, CHAIR:** MAYBE PUT THE SLIDE UP IF WE COULD?  
23   WHEN SOMEONE HAS A DISCUSSION ON THE SLIDE.

24

25   **THERESE MCMILLAN:** THE OUTCOME CRITERIA IS WHAT --



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1

2 **TAMIM RAAD:** WE'RE MENTIONING EGS BEING PARTICULARLY IMPORTANT.  
3 SO IF THERE ARE SOME OUTCOMES THAT ARE PARTICULARLY IMPORTANT  
4 IN THE DRIVE DESIGN, WE WILL WANT TO HIGHLIGHT THOSE AND  
5 DEVELOP SOME METRICS AROUND THEM.

6

7 **KEVIN DESMOND:** THERESE WERE YOU THINKING CRITERIA  
8 RESPONSIVENESS TO SPECIFIC RIDER NEEDS? THIS NOTION OF  
9 SUBELEMENTS OF THE VERY, VERY COMPLEX RIDER CONSTITUENCIES? IS  
10 THAT WHAT YOU'RE GETTING AT?

11

12 **THERESE MCMILLAN:** LET ME EXPLAIN WHERE MY CONFUSION IS. I  
13 THOUGHT IT I WAS READING THE TABLE IN THE RIGHT WAY. AND, SO,  
14 WHEN I LOOK AT THIS TABLE, AND I SEE UNDER CRITERIA,  
15 "ACCOUNTABILITY" AND THEN I READ IN THE DESCRIPTION  
16 "ACCOUNTABLE TO USERS AND THE PUBLIC AT-LARGE." I'M READING  
17 THAT AS A DESIRED OUTCOME, CORRECT?

18

19 **SPEAKER:** THAT'S RIGHT.

20

21 **THERESE MCMILLAN:** THAT MIGHT BE HELPFUL. WHEN YOU SAY  
22 DESCRIPTION IT DIDN'T SAY OUTCOME SO MAYBE IT'S JUST  
23 NOMENCLATURE. IN FACT, THAT IS THE OUTCOME. THE POINT THAT I  
24 WAS MAKING IS THAT USERS AND THE PUBLIC AT-LARGE EMBRACES VERY  
25 SPECIFIC SUBSETS OF USERS UNIQUE AND DISTINCT NEEDS THAT MAY



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1 HAVE HIGHER PRIORITIES ON A POLICY BASIS SUCH AS LOW-INCOME  
2 RIDERS, RIDERS WITH DISABILITIES, ET CETERA. AND MY QUESTION  
3 IS, A, TO SEE TO, THAT, IN FACT, BECAUSE THESE ARE HEADLINES,  
4 THOSE SUBSET DISTINCTIONS ARE SOMETHING TO BE RECOGNIZED. AND,  
5 B, THERE IS A PROCESS FOR DOING THAT IN TERMS OF PRIORITIZING  
6 AND BUILDING THEM INTO THIS EVALUATIVE CRITERIA?

7

8 **SPEAKER:** YES.

9

10 **DENNIS MULLIGAN, CHAIR:** THANKS THERESE. NEXT HAND RAISED IS  
11 JEFFREY TUMLIN.

12

13 **JEFFREY TUMLIN:** AGAIN, I REITERATE MY PREVIOUS COMMENT WHEN I  
14 LOOK AT THE EVALUATION CRITERIA, WHAT I SEE ARE ORGANIZATIONAL  
15 ASSESSMENT CRITERIA. HOW DO YOU BUILD THE STRONGEST POSSIBLE  
16 BUREAUCRACY. THESE ARE NOT BUSINESS CASE ANALYSIS CRITERIA.  
17 AND TO BE EXTENT THAT THEY ARE, THEY NEED TO BE UNPACKED. SO,  
18 THE PROBLEM THAT I THOUGHT WE WERE SOLVING FOR WAS THE  
19 REGIONAL OUTCOMES LYING THERE UNDER CRITERIA, UNDER  
20 EFFECTIVENESS. BUT WE FEED TO DEFINE THOSE REGIONAL OUTCOMES,  
21 AND THE ANALYSIS NEEDS TO QUANTIFY THE DEGREE TO WHICH WE MOVE  
22 THE NEEDLE ON THOSE OUTCOMES, AND THEN WE NEED TO DIVIDE BY  
23 COST. BUSINESS CASE AND ANALYTICS ARE ALWAYS ABOUT COST  
24 EFFECTIVENESS. HOW DO WE TAKE, WHAT I'M PRESUME SUGGEST A  
25 FIXED AMOUNT OF PUBLIC FUNDS DEDICATED TO PUBLIC





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1 TRANSPORTATION, AND HOW DO WE REARRANGE THOSE FUNDS IN ORDER  
2 TO ACHIEVE BETTER OUTCOME FOR THE PUBLIC AND I THOUGHT THAT'S  
3 WHAT THIS WHOLE STUDY WAS ABOUT, AND I HAVE NOT YET OBTAINED  
4 THAT. AND THE OTHER THING I THOUGHT WAS ABSOLUTELY CRITICAL TO  
5 EVALUATING IS HOW FUNDABLE ARE THESE IDEAS? WE GOT INTO THIS  
6 PROBLEM BECAUSE CALIFORNIA DECIDED TO DELEGATE TO COUNTIES THE  
7 FUNDING OF TRANSIT OPERATIONS. AND, WE'RE STUCK IN THIS  
8 SITUATION OF HAVING TO GET A TWO THIRD'S VOTE IN ORDER TO GET  
9 THE TRANSIT SERVICE THAT WE NEED. AND I WOULD HOPE THAT WE'RE  
10 DOING A LITTLE BIT OF POLLING OR SOMETHING IN ORDER TO  
11 DETERMINE WHETHER A DIFFERENT APPROACH TO FUNDING TRANSIT WILL  
12 BETTER HELP US ACHIEVE THAT TWO THIRD'S VOTE. AND I CAN TELL  
13 YOU, HERE IN SAN FRANCISCO, THE POLLING THAT WE HAVE DONE  
14 SUGGESTS THAT, AT LEAST SAN FRANCISCO VOTERS ARE MUCH MORE  
15 RELUCTANT TO SUPPORT REGIONAL TRANSIT FUNDING THAN THEY ARE  
16 LOCAL TRANSIT FUNDING, AND THAT'S SOMETHING THAT MAKES ME VERY  
17 NERVOUS. I WANT TO MAKE SURE THAT WE'RE GROWING THE PIE RATHER  
18 THAN RISKING SHRINKING THE PIE.

19

20 **DENNIS MULLIGAN, CHAIR:** THANKS JEFF. ANY THOUGHTS FROM KEVIN  
21 OR TAMIM?

22

23 **KEVIN DESMOND:** IF I UNDERSTAND YOUR POINT THAT WHAT'S MISSING  
24 IN THIS WORK IS THE NORTH STAR OUTCOMES THAT THE REGION WANTS.  
25 SO, LET'S JUST SAY, FOR SAKE OF ARGUMENT, BY 2050, THAT



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1 REGIONAL TRANSIT RIDERSHIP, WRIT LARGE, IS QUADRUPLE, IN ORDER  
2 TO MEET THE 2050 BAY AREA OBJECTIVES. VERY AMBITIOUS  
3 OBJECTIVES. THAT COULD BE THE CRITERIA. WHAT IS THE BEST WAY  
4 TO GET THERE. AND THEN TO EVALUATE MODELS AGAINST THOSE  
5 OUTCOMES, OR, YOU KNOW, INCREASE CUSTOMER SATISFACTION WITH  
6 THEIR EXPERIENCE IN THE TRANSIT SYSTEM BY 15 PERCENTAGE  
7 POINTS, OR SOMETHING, IF IT'S 70% NOW ACROSS THE REGION, MAKE  
8 IT 85%. OR, IMPROVE ACCESS TO TRANSIT, OR DISADVANTAGED  
9 COMMUNITIES, OR FOR UNDERSERVED COMMUNITIES BY X PERCENTAGE  
10 POINTS. THERE ARE ANY NUMBER OF SORT OF OUTCOME METRICS. NONE  
11 OF WHICH, OTHER THAN WHAT PERHAPS IS IN THE PLANNED BAY AREA  
12 2050, YOU KNOW, TO MY UNDERSTANDING, FUNDAMENTALLY EXISTS FROM  
13 A REGIONAL PERSPECTIVE. BUT IS THAT WHAT YOU'RE GETTING AT?  
14 AND MAYBE IF YOU COULD SUGGEST OR PROVIDE TO US, FOR THIS  
15 CONVERSATION, WHAT SOME OF THOSE BIG HEADLINE OUTCOMES OUGHT  
16 TO BE TO HELP GUIDE THESE CRITERIA AND THE EVALUATION METRICS?

17

18 **JEFFREY TUMLIN:** WELL, I THINK THAT'S A FUNDAMENTAL QUESTION,  
19 AS WELL IS, WHAT'S TIME HORIZON THAT WE'RE SPEAKING ABOUT.  
20 BECAUSE I THINK IT'S A VERY DIFFERENT QUESTION FOR JUST  
21 LOOKING AT SOME ABSTRACT 2050 HORIZON, AS OPPOSED TO THINKING  
22 ABOUT WHAT ARE WE GOING TO BE DOING IN 2027, AND HOW DO WE GET  
23 THERE. I'M HOPING THIS STUDY WOULD BE PRAGMATIC AND ABOUT  
24 BUSINESS CASE ANALYTICS AND ABOUT HOW DO WE ACHIEVE OUR SHARED  
25 GOALS COST EFFECTIVELY RATHER THAN ANOTHER ABSTRACT EXERCISE



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1 ABOUT SOME PERFECT VISION FOR THE YEAR 2050? SO, YOU KNOW, I  
2 WANT TO SEE, GIVEN OUR CURRENT RESOURCES, HOW DO WE RESTORE  
3 TRANSIT RIDERSHIP MOST EFFECTIVELY AND MOST EQUITABLY? AND,  
4 GIVEN OUR CURRENT RESOURCES, HOW DO WE ACHIEVE, YOU KNOW, AND  
5 WE HAVE ALREADY GONE THROUGH THE EXERCISE OF AGREEING TO ALL  
6 OF THE REGIONAL OUTCOMES AS PART OF THE TRANSIT NETWORK  
7 MANAGER WORK WE HAVE DONE TO DATE, THOSE JUST NEED TO BE  
8 QUANTIFIED, AND, YOU KNOW, I'M FINE LOOKING AT THE SOME  
9 HYPOTHETICAL IN THE YEAR 2050, BUT I THINK ALL OF US WANT TO  
10 ACTUALLY GET SOMETHING DONE OVER THE NEXT COUPLE OF YEARS. SO,  
11 I AM INTERESTED IN WHAT SHOULD WE BE DOING NOW IN ORDER TO,  
12 AGAIN, IMPLEMENT WHAT WE ALL AGREE UPON AS THE REGIONAL VISION  
13 FOR A MUCH MORE SEAMLESS CONNECTED BAY AREA.

14

15 **KEVIN DESMOND:** YEAH AND THAT'S THE READINESS AND ABILITY TO  
16 MOVE QUICKLY IS ONE OF THE CRITERIA'S WE CAN SEE ON THE SLIDE.  
17 BUT, THOSE ACTIONS NEEDED TO RESTORE RIDERSHIP TO, YOU KNOW,  
18 TO, IF NOT BEYOND PRECOVID LEVELS WAS, I THINK, BY INFERENCE,  
19 IF -- OR PERHAPS, EXPLICITLY, WHAT THE WORK PROGRAM OF THE  
20 BLUE RIBBON TASK FORCE FROM LAST SUMMER REVEALED. AND, WHICH  
21 THIS PROJECT IS TRYING TO RESPOND TO. YOU KNOW? THOSE KEY  
22 ROLES AND RESPONSIBILITIES, AS THEY WERE CALLED, TO IMPROVE  
23 CUSTOMER EXPERIENCE, THAT CAN THEN RESTORE AND GROW RIDERSHIP  
24 IN THE REGION. SO, IF THOSE OUTCOMES ARE STILL VALID, WE HAD  
25 THOSE ON AN EARLIER SLIDE. I THINK SLIDE 17. IF THERE ARE



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1 DIFFERENT ONES WE NEED TO DRILL DOWN WITH EVERYONE WHAT ARE  
2 DIFFERENT AND WHAT NEEDS BE ADDED TO THE LIST OF  
3 RESPONSIBILITIES FOR THE SO-CALLED REGIONAL NETWORK MANAGER TO  
4 MOVE QUICKLY AND TO ALSO BEGIN TO RESTORE AND GROW RIDERSHIP  
5 IN THE BAY AREA. BUT WE'RE WORKING OFF OF THOSE INITIATIVES  
6 THAT THE BLUE RIBBON TASK FORCE AGREED TO LAST SUMMER.

7

8 **TAMIM RAAD:** YEAH. AND I THINK THIS IS ABOUT SCOPE AND SCOPE  
9 FOCUS TO INVOKE WHAT DENNIS WAS SAYING EARLIER. AS WE'RE  
10 TAKING ON WHERE THE REGION HAS BEEN THE STARTING POINT AND  
11 WE'RE BEING ASKED A VERY SPECIFIC QUESTION IN THIS ANALYSIS  
12 WHICH IS ABOUT WHAT ARE THE BEST -- WHAT ARE THE BEST  
13 GOVERNANCE MODELS, ORGANIZATIONAL MODELS IN TERMS OF  
14 AUTHORITY, AND THE ORGANIZATIONAL MODELS THEMSELVES TO DELIVER  
15 ON THE OUTCOMES. SO, I THINK THERE, MAYBE, JEFF, YOU'RE ASKING  
16 A QUESTION ABOUT HELPING TO CREATE THAT VISION AND ARTICULATE  
17 THE VISION AND TIME FRAME, WHICH ARE ALL VALID QUESTIONS. SOME  
18 OF THOSE WE'LL BE ABLE TO HANDLE AT A -- TO A CERTAIN EXTENT  
19 IN CREATING THIS NETWORK, THE ILLUSTRATIVE NETWORK CONCEPT  
20 WHICH WE'LL BE ABLE TO ARTICULATE SOME HIGH-LEVEL BENEFITS  
21 FOR. BUT THAT'S NOT OUR CHARGE IN THIS ASSIGNMENT, WE'RE  
22 LOOKING AT A COMPARATIVE APPROACH BETWEEN THE BEST MODELS TO  
23 HELP REALIZE THE NETWORK MODELS.

24



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1 **JEFFREY TUMLIN:** THAT'S NOT A BUSINESS CASE ANALYSIS IN MY  
2 WORLD THAT'S AN ORGANIZATIONAL ASSESSMENT.

3

4 **DENNIS MULLIGAN, CHAIR:** OUR NEXT SPEAKER IS BOB POWERS.

5

6 **ROBERT POWERS:** CHAIRPERSON, DO WE -- ARE EITHER GUY OR ANDREA  
7 ON THE CALL, STILL, WITH US FROM KPMG?

8

9 **DENNIS MULLIGAN, CHAIR:** YES THEY ARE.

10

11 **ROBERT POWERS:** ANDREA IS THE PRINCIPLE, AND GUY IS THE  
12 DIRECTOR. WITH THIS ANALYTIC AND COST BENEFIT ASSESSMENT, YOU  
13 HAVE HEARD I LITTLE BIT HERE ABOUT WHAT THE PROPOSED THINK  
14 SUGGEST HERE. CAN WE HEAR FROM GUY OR ANDREA?

15

16 **GUY WILKINSON:** THIS HAS BEEN HELPFUL FOR US AS WELL LISTENING  
17 AND HEARING THE PERSPECTIVE OF THE GROUP I APPRECIATE IT'S  
18 BEEN VERY HELPFUL. WHAT JIM WAS TALKING ABOUT IN HAVING SOME  
19 CLARITY AROUND THE TIME HORIZON, AND HOW THE MODEL WILL LIKELY  
20 NEED TO EVOLVE AND ADAPT, I THINK IS SORT OF RECOGNIZED.  
21 RIGHT? ANY NETWORK MODEL LIKE THIS WILL NEED TO -- AND THE  
22 STUDY AND THE BUSINESS CASE WILL NEED TO APPRECIATE THAT THE  
23 MODEL WILL LIKELY NEED TO ADAPT AND CHANGE OVER TIME. AND  
24 ANOTHER ASPECT OF THE BUSINESS CASE, AS WELL, IN TERMS OF  
25 CONSIDERING THE VARIOUS OPTIONS AVAILABLE IS AROUND COST. ALL



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1 RIGHT. SO I THINK HEARING THAT LOUD AND CLEAR HERE, THAT'S  
2 WHAT GETS DEVELOPED AND ROLLED OUT, NEEDS TO BE SOMETHING THAT  
3 IS DELIVERABLE IN A COST EFFECTIVE RESOURCE AND WITH KPMG THE  
4 CONSULTING TEAM MORE BROADLY WILL BE FAMILIAR WITH AND WILL BE  
5 USED TO WORKING WITH, AS WELL. WE HAVE BEEN DOING SIMILAR  
6 STUDIES FOR AMTRAK AND MBTA, TRANSPORT FOR LONDON FOR QUITE A  
7 FEW YEARS NOW, SO WE'RE FAMILIAR WITH THAT ASPECT AND THOSE  
8 COMPONENTS OF ANY BUSINESS CASE.

9

10 **ROBERT POWERS:** AND THE GUY, ALSO ON THE COST, IT WILL BE THE  
11 BENEFIT. WHOLE CONCEPT IS COST BENEFIT.

12

13 **GUY WILKINSON:** THIS IS ABOUT DELIVERING AN OPTIMAL MODEL THAT  
14 ACHIEVES AND MEETS YOUR STRATEGIC GOALS AND GOALS ESTABLISHED  
15 WITH THE BLUE RIBBON REPORT AND ALIGNING THAT. I MEAN,  
16 FUNDAMENTALLY, ANY MODEL LIKE THIS NEEDS TO BE ALIGNED TO  
17 THOSE STRATEGIC GOALS, THOSE REGIONAL OUTCOMES THAT WE HAVE  
18 BEEN TOUCHING ON EARLIER ON, BUT, ALSO, DONE IN A WAY THAT IS  
19 ACHIEVABLE AND DELIVERABLE WITHIN A TIME FRAME. AND THAT'S ON  
20 HORIZON.

21

22 **ROBERT POWERS:** I GUESS A COMMENT TO YOU, GUY, AND ANDREA, AND  
23 MAYBE SCHRUTI, IS I WAS CONCERNED WHEN I HEARD, WELL, WE HAVE  
24 GOT TO MATCH UP THE MODELS WITH THE PERFORMANCE CRITERIA, OR  
25 HOW THEY'RE GOING TO GET MEASURED. AND TO ME, AND I MIGHT HAVE



MAY 2, 2022

1 MISHEARD THAT FROM THE CONSULTANT TEAM ON THE PHONE HERE THAT  
2 WE HAVE GOT TO UNDERSTAND THE MODELS THEN WE'RE GOING TO PUT  
3 TOGETHER THE PERFORMANCE CRITERIA ASSOCIATED. TO ME THAT  
4 DOESN'T SEEM QUITE RIGHT, AND HOPEFULLY I HEARD THAT WRONG.  
5 THAT, YOU KNOW, THE BUSINESS -- THE PERFORMANCE CRITERIA,  
6 WHATEVER MODEL GETS FED IN AND RUN THROUGH THE MECHANICS, AND  
7 THE PERFORMANCE CRITERIA SHOULD BE AGNOSTIC TO THAT, TIED TO  
8 THE COST BENEFIT. I HOPE, KNOWING WHAT THE MODELS ARE AND  
9 HAVING THAT DISCUSSION, ISN'T GOING TO INFLUENCE THE  
10 PERFORMANCE MEASURES ON, YOU KNOW, WHAT GETS MEASURED. I THINK  
11 THERE SHOULD BE SOME INDEPENDENCE THERE. THANKS GUY. I'LL TURN  
12 IT BACK TO YOU, CHAIRPERSON.

13

14 **DENNIS MULLIGAN, CHAIR:** NEXT UP IS ADINA LEVIN.

15

16 **ADINA LEVIN:** SO, A FEW DIFFERENT THINGS RESPONDING TO THE  
17 QUESTIONS. FIRST OF ALL, I WANTED TO EXPRESS THANKFULNESS TO  
18 THERESE MCMILLAN FOR ELEVATING THE POINT ABOUT ACCOUNTABILITY  
19 AND, PARTICULARLY, ACCOUNTABILITY TO, YOU KNOW, PEOPLE AND  
20 GROUPS THAT MAY HAVE BEEN HISTORICALLY LEFT OUT OF PREVIOUS  
21 CONSIDERATIONS. AND I THINK THERE IS NUANCE IN TERMS OF  
22 THINKING ABOUT HOW THAT ACCOUNTABILITY WILL PROVIDE  
23 REPRESENTATION AND THERE IS ISSUES OF REPRESENTATIONS TO  
24 PEOPLE IN DENSE URBAN AREAS, REPRESENTATIONS TO PEOPLE IN MORE  
25 URBAN AND RURAL AREAS THAT NEED A CONNECTED SERVICE, ALTHOUGH



MAY 2, 2022

1 THE KIND OF SERVICE THAT IS APPROPRIATE IS DIFFERENT FROM THE  
2 DENSEST URBAN AREAS. I AM GLAD TO SEE THAT CALLED OUT AS A  
3 FIRST CLASS THING AND CONSIDERATION OF REPRESENTATION OF  
4 ASPECT OF ACCOUNTABILITY. IN TERMS OF COST AND BENEFITS I'M  
5 GLAD TO SEE THAT'S INCLUDED AND THAT THE CONSULTANTS WITH THE  
6 GLOBAL EXPERIENCE WILL BE LOOKING AT THE BENEFITS OF, YOU  
7 KNOW, AS ACCRUED IN REGIONS AROUND THE WORLD THAT HAVE WELL  
8 COORDINATED RIDER-FRIENDLY SERVICE AND HOW THAT COULD HELP  
9 POTENTIALLY ACHIEVE OUR RIDERSHIP GOALS AND ENVIRONMENTAL  
10 GOALS. I HAVE A QUESTION ABOUT THE COST, HIDDEN COST, BECAUSE  
11 WHEN YOU HAVE A PURELY COLLABORATIVE MODEL IN ORDER TO GET  
12 SOMETHING DONE YOU MIGHT NEED TO HAVE 30 DIFFERENT MEETINGS  
13 AGAINST DIFFERENT CONSTELLATIONS OF PEOPLE IN DIFFERENT  
14 TRANSIT AGENCIES AND MTC, AND IF THERE WAS SOME TIGHTER  
15 ORGANIZATION, IT MIGHT BE FEWER MEETINGS, BUT RIGHT NOW,  
16 BECAUSE THOSE MEETINGS ARE DONE BY PEOPLE WHO HAVE SOME OTHER  
17 JOB, IT MIGHT NOT BE EASY TO MEASURE THAT. SO, I HAVE SOME  
18 QUESTIONS ABOUT HOW THOSE HIDDEN COSTS WOULD BE ASSESSED. ONE  
19 REALLY STRONG POINT I WOULD LIKE TO MAKE IS ABOUT THE BOTTOM  
20 TWO ROWS IN THE TABLE ABOUT READINESS AND POLITICALLY  
21 SUPPORTABLE. BECAUSE I WOULD HOPE THE WAY THAT WE ADDRESS  
22 THOSE ISSUES ARE WAYS THAT DO NOT LOCK US INTO A STATUS QUO  
23 BIAS. BECAUSE IF YOU SAY DELIVERABLE IN THE NEAR-TERM, AND YOU  
24 SAY, OKAY, WELL, I NEED TO BE ABLE TO ACHIEVE WHAT I CAN  
25 ACHIEVE NEXT WEEK, THAT IS, BASICALLY, YOU KNOW, CONSTRAINING





MAY 2, 2022

1 US TO WHAT WE HAVE TODAY. AND, YOU KNOW, IN THAT PREVIOUS  
2 SLIDE IT GAVE -- THERE WERE SLIDES THAT SAY ACHIEVING MANAGE  
3 IN ONE YEAR SEEMS TO BE GOOD BUT THERE ARE THINGS WE CAN'T  
4 ACHIEVE IN ONE YEAR, FOR EXAMPLE, AC TRANSIT BOARD WANTED TO  
5 DO INTRA-AGENCY TRANSFERS WHICH WILL MATCH NICELY WITH THE  
6 INTER-AGENCY FREE TRANSFERS THAT WERE AGREED ON IN THE  
7 COORDINATION AND INTEGRATION STUDY BUT BECAUSE OF ROLL OUT OF  
8 CLIPPER TWO PROJECT IT'S GOING TO BE UNTIL 2024 TO BE ABLE TO  
9 DO THAT. LIMITING US TO THINGS THAT EVEN THINGS THAT WE WANT  
10 TO DO WE CAN'T DO IMMEDIATELY. SO, I THINK THAT LEVEL OF  
11 READINESS NEEDS TO TAKE INTO ACCOUNT THAT IT TAKES SOME AMOUNT  
12 OF TIME TO DO SOMETHING. I THINK WE ALL DON'T WANT TO HAVE  
13 SOMETHING THAT WILL TAKE 20 YEARS TO DO ANYTHING AT ALL. BUT I  
14 THINK WE NEED A DEFINITION OF READINESS THAT DOESN'T LOCK US  
15 INTO THE STATUS QUO, AND LIKEWISE, AND I THINK, ALSO, RELATING  
16 TO WHAT JEFFREY TUMLIN WAS TALKING ABOUT, I THINK POLITICALLY  
17 SUPPORTABLE, YOU KNOW, SHOULDN'T CONSTRAIN US TO WHAT SOMEONE  
18 MIGHT GET BECAUSE THERE MIGHT BE SOMETHING THAT WILL TAKE SOME  
19 CHANGE, BUT, ALSO, HAS TREMENDOUS BENEFITS. AND WE NEED TO  
20 HAVE THE OPPORTUNITY FOR MEMBERS OF THE PUBLIC AND DECISION  
21 MAKERS TO REALLY LOOK AT WHAT THOSE BENEFITS MIGHT BE, AND  
22 WHAT IT WOULD TAKE, AND THEN SAY, DO I SUPPORT THIS OR NOT, AS  
23 OPPOSED TO, KIND OF, QUIETLY GUESSING. THE OTHER THING ABOUT  
24 THAT, POLITICALLY SUPPORTABLE IN TERMS OF FUNDING IS THAT,  
25 OVER TIME, HAVING A, YOU KNOW, WELL COORDINATED CONVENIENT



MAY 2, 2022

1 SEAMLESS SYSTEM HAS POLLED EXTREMELY HIGH. AND, SO, I THINK,  
2 YOU KNOW, THERE IS SOME ASSESSMENT, YOU KNOW, ABOUT HOW THAT  
3 WOULD POTENTIALLY RELATE TO FUNDING. I'M ALSO REALLY PUZZLED  
4 ABOUT THE CASE ABOUT THE FUNDING IS, YOU KNOW, CAN ONLY BE  
5 GENERATED ON A LOCAL LEVEL. YOU KNOW, SAN FRANCISCO VOTERS  
6 VOTED, YOU KNOW, VERY -- AT A VERY HIGH-LEVEL TO SUPPORT  
7 MEASURE RR DURING CALTRAIN PANDEMIC LOCKDOWN IT WAS ABOUT 75%  
8 DURING THE RECESSION, BART MEASURE RR WAS 80% SOMETHING LIKE  
9 THAT, AND THAT WAS FOR AGENCY SPECIFIC. AND I WOULD -- JIM  
10 WUNDERMAN MAY HAVE SOME IDEAS ABOUT HOW TO ASSESS THE  
11 POLITICAL SUPPORT. BUT, I THINK THAT -- I THINK IT'S IMPORTANT  
12 TO LOOK AT THAT NOT AS A STATUS QUO BIAS, BUT AS A WAY OF HOW  
13 CAN WE ASSESS AND, YOU KNOW, SHOW PEOPLE THE OPPORTUNITY OF,  
14 YOU KNOW, WHAT YOU CAN GET FOR SOMETHING YOU CAN'T DO TODAY.  
15 IS THOSE ARE MY THOUGHTS.

16

17 **DENNIS MULLIGAN, CHAIR:** THANKS ADINA. NEXT HAND RAISED IS  
18 MICHAEL HURSCH.

19

20 **MICHAEL HURSH:** I'M GOING TO TRY HERE, AND I'M NOT GOING TO BE  
21 AS ARTICULATE IN PARTICULAR AS YOU AND JEFF. I'M STRUGGLING.  
22 I'M ALL ON BOARD, BUT I JUST DON'T SEE HOW WE GET THERE FOR  
23 OCTOBER. WHAT'S BEEN PLAYING THROUGH MY HEAD AND THE BELL RANG  
24 AGAIN TIME TO YOU DO YOU PLAN FOR THIS I'M A VISUAL GUY, AND I  
25 HAVE BEEN THINKING ABOUT HYPOTHETICALLY FOR EXAMPLE, THE



MAY 2, 2022

1 MERGER OF RAIL SYSTEMS AND HAVING WORKED AT VTA, I HAVE HAD A  
2 GLIMPSE, IT'S NOT A TECHNICAL PROBLEM, I DO NOT SEE HOW THIS  
3 CRITERIA LEADS TO SELECTING A NETWORK MANAGER MODEL THAT WOULD  
4 ENABLE US TO DO THAT IF WE DECIDED THAT'S WHAT WE WANTED TO  
5 DO. I DON'T WANT TO START ANY RUMORS. I'M JUST PICKING AN  
6 EXAMPLE AND SHARING MY FRUSTRATION THAT I DO NOT SEE -- FOR  
7 EXAMPLE, FINANCIAL. I GET THAT THE MODEL NEEDS TO NOT COST A  
8 FORGOTTEN, AND IT NEEDS TO BE EFFECTIVE, BUT THEN WHEN I LOOK  
9 AT REGIONAL OUTCOMES, I DON'T SEE HOW THIS PROCESS DETERMINES  
10 THOSE, AND THEN LINKS THEM TO A CRITERIA TO BE ABLE TO  
11 EVALUATE ONE MODEL OVER ANOTHER MODEL. ON THE WHOLE SUBJECT  
12 OF, YOU KNOW, ONE OF THE THINGS THAT CAME OUT OF BLUE RIBBON  
13 WAS THE POSSIBILITY OF SOME SYSTEMS MERGING. AND I THINK ABOUT  
14 THE EXAMPLE THEY JUST PUT ON THE TABLE WITH RAIL, BUT THEN I  
15 THINK, I LOOK AT HOW WELL BART AND E BART WORK, AWESOME  
16 SYSTEM, UNDER ONE BODY. THEN I THINK ABOUT SMALLER TRANSIT  
17 AGENCIES AND HOW WE HAVE THIS CRITERIA THOSE TWO DIFFERENT  
18 STYLE OF MERGERS, I DO NOT SEE US GETTING THERE, AND I DO NOT  
19 SEE US GETTING THERE BY OCTOBER. NOT A QUESTION. SORRY IF I  
20 FEELS LIKE I'M VENTING. THIS JUST GOING IN THE WRONG  
21 DIRECTION. THOSE ARE MY COMMENTS.

22

23 **DENNIS MULLIGAN, CHAIR:** THANKS MIKE. NEXT UP IS THERESE  
24 MCMILLAN.

25



MAY 2, 2022

1 **THERESE MCMILLAN:** I CERTAINLY APPRECIATE THE CONCERNS AND  
2 PERSPECTIVES THAT MIKE JUST ISSUED ABOUT GETTING FROM HERE TO  
3 THERE. AND I THINK IT'S DEFINITELY WORTH UNPACKING ALL OF THIS  
4 AND DECIDING WHETHER THERE NEEDS TO BE MORE TIME TO DO IT  
5 RIGHT. HOWEVER, THIS IS -- I GUESS -- I JUST WANT TO PULL BACK  
6 AND OFFER A COUPLE OF THOUGHTS. FOR ME, THIS WHOLE EXERCISE,  
7 AT ITS CORE, SHOULD BE ABOUT ESTABLISHING BETTER DECISION-  
8 MAKING TO THE BENEFIT OF OUR CUSTOMERS. THAT'S FOUNDATIONALLY  
9 WHY WE'RE HERE. BUT I ALSO WANT TO SAY THAT DIVORCING THAT  
10 BETTER DECISION-MAKING FROM THE BODIES THAT HAVE TO MAKE THOSE  
11 DECISIONS, IT'S JUST NAIVE. IT'S LINKED TO THAT. AND, SO, I'M  
12 REALLY DOUBLED BY THESE -- TO MY MIND, ARTIFICIALLY BRIGHT  
13 LINES BETWEEN AN ORGANIZATIONAL ASSESSMENT VERSUS BUSINESS  
14 CASE ASSESSMENT. YOU NEED BOTH OF THOSE ELEMENTS IF YOU ARE  
15 GOING TO UNPACK BETTER DECISION MAKING PARTICULARLY IN THIS  
16 WILDLY COMPLEX FRAGMENTED REGION. I'LL JUST PUT IT OUT THERE.  
17 I THINK THE OTHER THING -- I THINK WHAT'S REALLY IMPORTANT,  
18 THAT GUY KIND OF HELPED US FRAME IS THAT THE TEMPORAL IMPACTS  
19 OF WHAT WE DECIDE IS VERY IMPORTANT. I MEAN, I TAKE ISSUE WITH  
20 THIS NOTION THAT, PERHAPS, THIS ONLY SHOULD BE THINKING ABOUT,  
21 YOU KNOW, WHAT WE CAN ACCOMPLISH WITH OUR GIVEN REVENUE  
22 SOURCES NOW, WHEN, EVERY SINGLE ONE OF THE OPERATORS ON THIS  
23 CALL IS GRAPPLING, ALONG WITH US, HURDLING TOWARD A FISCAL  
24 CLIFF, IN THE NEXT 2 TO 3 YEARS, WHEN ALL THE FEDERAL  
25 OPERATING MONEY RUNS OUT WHAT WE'RE GOING TO DO ABOUT IT AND



MAY 2, 2022

1 WHAT OUR TRANSIT SYSTEM LOOKS LIKE. THAT, TO ME SPEAKS TO THE  
2 NEED TO BE REALLY THINKING THROUGH, BOTH, SOME SCENARIOS,  
3 SHORT-TERM, MEDIUM, LONGER TERM. AND, YOU KNOW, FINANCIAL.  
4 LIKE, ARE WE LITERALLY GOING TO RUN OUT OF MONEY? OR WHAT ARE  
5 WE GOING TO DO? AND HOW MUCH MIGHT WE GET? SETTING UP THAT  
6 SCENARIO LANDSCAPE, AND THEN SAYING WHAT PERFORMANCE METRICS  
7 DO WE NEED TO SETUP THAT CAN CHANGE AND ADJUST TO THOSE, AND  
8 HOW THOSE, THAT METRIC SETTING AND EVALUATION AND DECISIONS  
9 ATTACHED TO THEM, WHAT THEN DOES THAT NETWORK MANAGEMENT LOOK  
10 LIKE. TO ME, THAT'S WHERE WE NEED TO GO. AND I JUST DON'T  
11 THINK IT'S THIS REALLY STARK DIFFERENCES. I THINK THERE ARE  
12 THESE VARIOUS ELEMENTS THAT HAVE TO BE BROUGHT TO THE TABLE,  
13 IF FOR NO OTHER REASON, THE ENVIRONMENT THAT THIS IS, IS  
14 UNCERTAIN, STILL. I JUST WANTED TO PUT THAT TOGETHER AS ONE OF  
15 THE TIME FRAMES THAT I'M TAKING AWAY WITH, AND YOU DON'T NEED  
16 TO ANSWER TODAY, BUT I THINK PARTICULARLY, GUY'S OBSERVATIONS  
17 WERE HELPFUL. IN SAYING, YOU HAVE GOT TO BRING THOSE TYPES OF  
18 DIMENSIONS INTO THE PICTURE. THANKS.

19

20 **DENNIS MULLIGAN, CHAIR:** THANKS THERESE. NEXT UP, JIM  
21 WUNDERMAN.

22

23 **JIM WUNDERMAN:** THANKS, MR. CHAIRMAN. I WASN'T GOING TO SPEAK  
24 AGAIN BUT I THOUGHT THE CRITERIA THE CONSULTANTS PUT FORWARD  
25 WERE REASONABLE CRITERIA GIVEN OUR CIRCUMSTANCES, AND ADINA



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1 INVITED ME TO SAY SOMETHING ABOUT THE POLITICS SO I THOUGHT I  
2 SHOULD RAISE MY HAND THEN THERESE SAID EVERYTHING I REALLY  
3 WANTED TO SAY. SO, WHAT I REALLY WANTED TO SAY IS THAT WE ARE  
4 HURDLING TOWARD A CLIFF. WE HAVE GOT RIDERSHIP ON MANY OF YOUR  
5 SYSTEMS THAT'S LESS THAN 50%. WE'RE NOT PROVIDING THE SERVICE  
6 TODAY THAT THE PUBLIC NEEDS, AND, YOU KNOW, WHAT WAS A PROBLEM  
7 THAT WE SAW A FEW YEARS AGO, WHICH LEAD US TOWARD THE FASTER  
8 INITIATIVES, WHICH WAS A WAY TO FUND REGIONAL TRANSIT, AND  
9 REGIONAL TRANSIT REALLY MET A COMBINATION OF REGIONAL SYSTEMS  
10 AND LOCAL SYSTEMS, WHAT WE FOUND WAS, AND I HAVE SAID THIS A  
11 NUMBER OF TIMES WHAT WE FOUND IS THE PUBLIC'S DISSATISFACTION  
12 WITH THE REGIONAL CONNECTIVITY OF THE SYSTEM. THEY LIKE PUBLIC  
13 TRANSIT, THEY DO NOT LIKE THE WAY OUR SYSTEM OPERATES. I LIKEN  
14 THIS, LET'S GO BACK TO 1965; IN 1965 BCDC WAS CREATED, THROUGH  
15 LEGISLATION. WHY? BECAUSE WE WERE LOSING. IT HAD A TERRIBLE  
16 SYSTEM FOR MANAGING DEVELOPMENT AROUND THE BAY AND LOCAL  
17 GOVERNMENTS FOR PERMITTING AND ALL KIND OF PURPOSES. IT WAS  
18 DESTROYING, WE CREATE A REGIONAL AGENCY TO OVER SUE AND  
19 DEVELOP AND CREATE ORGANIZATIONAL RESTRUCTURING. WE WERE  
20 LOSING THE BAY. SO WE WERE LOSING THE TRANSIT SYSTEM, FOLKS.  
21 WE'RE LOSING IT RIGHT NOW. WE'RE FALSELY OPERATING WITH MONEY  
22 WE WENT HAVE IN THE FUTURE. WHAT WOULD HAVE HAPPENED IF WE HAD  
23 A DIFFERENT PRESIDENT, OR A DIFFERENT CONGRESS, I DON'T EVEN  
24 WANT TO THINK ABOUT IT. YOU DON'T HAVE TO LOOK FAR DOWN THE  
25 TRACK HERE TO SEE WHAT'S POSSIBLE. I BELIEVE WE'RE GOING TO



MAY 2, 2022

1 NEED TO GO FORWARD WITH THE REGIONAL MEASURE FOR FUNDING THE  
2 SYSTEM THAT WE GOT OPERATIONALLY, I THINK THAT'S WHERE WE'RE  
3 HEADED. IT WOULD BEHOOVE US TO COME UP WITH A SOLUTION THAT'S  
4 NOT PERFECT AND WE AGREE TO SHOW THE PUBLIC THAT WE'RE CAPABLE  
5 OF CREATING SOMETHING THAT FEELS LIKE MORE OF A SYSTEM THAT  
6 SPEAKS WITH ONE VOICE AND COME UP WITH A SOLUTION. BECAUSE  
7 WE'RE GOING TO NEED TO GO ON THAT BALLOT AND ASK THEM FOR A  
8 BUNCH OF MONEY TO OPERATE THE SYSTEM THAT WE HAVE TODAY OR  
9 FACE LOSING THAT. I DON'T WANT TO GET TOO CAUGHT UP IN SOME OF  
10 THESE THINGS. WE START TO MISS THE POINT. WE'RE TRYING TO  
11 ACHIEVE WHAT WE STARTED OUT WITH THE BLUE RIBBON TASK FORCE,  
12 AND WE CONCLUDED THE NETWORK MANAGER SOLUTION WAS PROBABLY THE  
13 BEST THING TO DO GOING FORWARD, AND DELIVER THAT KNOWING THAT  
14 NOT EVERYBODY IS GOING TO LOVE IT IT'S NOT GOING TO SERVE  
15 EVERYBODY'S NEEDS EQUALLY, WE'RE GOING TO GET A LOT OF DEBATE  
16 BUT IF WE DON'T DO SOMETHING. IT'S BASICALLY TRUE, THE PUBLIC  
17 DOESN'T LIKE FUNDING FOR THESE KINDS OF THINGS, THEY'RE  
18 INITIALLY RELUCTANT AND WHAT WE FOUND IN THE POLLING, TO  
19 ADINA'S QUESTION, IS THEY'RE GOING TO BE MORE SUSCEPTIBLE TO  
20 SUPPORT IT IF THEY FEEL WE'RE DELIVERING SOMETHING NEW AND  
21 DIFFERENT AND BETTER. THAT'S WHAT WE HAVE FOUND. MAYBE A  
22 COUPLE OF YEARS LATER MAYBE THEY WILL THINK DIFFERENT. WE WILL  
23 FIND THAT OUT. AND WE SAW THAT STRONGLY A FEW YEARS AGO, TO  
24 PUT FORWARD, FACING SUSCEPTIBLY BEING DEFEATED, WE WANTED TO



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1 PUT UP A LITTLE MONEY AND SAYING DON'T INVEST MORE IN THIS  
2 BROKEN SYSTEM.

3

4 **DENNIS MULLIGAN, CHAIR:** APPRECIATE THE COMMENTS. NEXT UP, BOB  
5 POWERS?

6

7 **ROBERT POWERS:** JUST TO FOLLOW UP ON A COUPLE OF WORDS I HEARD.  
8 THE OTHER PART COMING OUT OF THE BLUE RIBBON TASK FORCE, WHICH  
9 WE WERE ASKED TO DO WAS A BUSINESS CASE ASSESSMENT OF THIS,  
10 AND I'M NOT GOING TO GET INTO THE ORGANIZATIONAL OR BUSINESS  
11 CASE ASSESSMENT BUT THE NEXT STEP COMING OUT OF THE BLUE  
12 RIBBON TASK FORCE COMING FROM COMMISSIONER SPERING, AND  
13 ALFREDO PEDROZA, THAT'S OUR TASK TO DO A BUSINESS CASE  
14 ASSESSMENT THAT'S WHAT WE WERE ASKED TO DO. AND THERESE, I  
15 GENUINELY TRY TO LISTEN TO YOU AND LEARN, I'M WITH YOU.  
16 WHETHER THE ORGANIZATIONAL ASSESSMENT AND THE BUSINESS CASE  
17 ASSESSMENT, THEY BOTH HAD TO GET DONE. I'M NOT DISAGREEING  
18 WITH YOU AT ALL ON THAT. MAYBE THE ORGANIZATIONAL ASSESSMENT  
19 FEEDS INTO THE BUSINESS CASE FROM THE MODEL. I THINK YOU'RE  
20 RIGHT THAT BOTH NEEDED TO BE DONE. I GUESS -- I GUESS I'M JUST  
21 TRYING TO ARTICULATE THAT WE HAVE BEEN INTO THIS SIX MONTHS  
22 NOW, AND WE'RE STILL ON THE BUSINESS CASE AND NOT ON THE WHAT  
23 I WAS -- WHAT WE WERE ASKED BY CHAIRPERSON SPERING AND PEDROZA  
24 TO DO, AND, SO, I JUST WANT TO MAKE SURE THAT YOU -- THAT  
25 THAT'S MY CONCERN, THAT WE'RE SIX MONTHS INTO THIS. AND LET'S





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1 GET GOING ON THE BUSINESS PIECE OF THIS THING. SO, THAT'S ALL  
2 I -- YOU KNOW, I JUST WANTED TO PUT OUT TO YOU ON YOUR  
3 COMMENTS THERE, BECAUSE I AGREE, THAT YEAH, BOTH NEED TO BE  
4 DONE.

5

6 **THERESE MCMILLAN:** I APPRECIATE THAT. CERTAINLY.

7

8 **DENNIS MULLIGAN, CHAIR:** THANKS BOB. NEXT UP JEFFREY TUMLIN.

9

10 **JEFFREY TUMLIN:** I WANT TO MOSTLY AGREE WITH WHAT BOTH THERESE  
11 MCMILLAN AND JIM WUNDERMAN JUST SAID. I WANT TO MAKE SURE THAT  
12 EVERYONE KNOWS, WE'RE IN DEEP AGREEMENT WITH THE DESIRED  
13 OUTCOMES THAT CAME OUT OF THE BLUE RIBBON TASK FORCE O AND,  
14 PLEASE DON'T TAKE ANY OF OUR COMMENTS AS BEING RESISTANT TO  
15 CHANGE. WE KNOW CHANGE NEEDS TO HAPPEN, BUT WE ALSO KNOW HOW  
16 FRAGILE THE SYSTEM IS RIGHT NOW, AND WE WANT TO MAKE SURE THAT  
17 AS WE CHANGE, THAT WE DON'T CAUSE HARM, THAT WE ACTUALLY  
18 CREATE THE GREATEST OPPORTUNITY FOR ACHIEVING THE DESIRED  
19 OUTCOME. THAT'S WHY IT'S SO IMPORTANT TO ME THAT WE DEFINE THE  
20 REGIONAL OUTCOMES DEFINED ON THIS SLIDE TO DEFINE CLEARLY  
21 QUANTITATIVE ANALYSIS. AND ALSO DOING DIFFERENT LEVELS OF  
22 FUNDING. SO ASSUMING NOW THERE IS NOT NECESSARILY GOING TO BE  
23 [INDISCERNIBLE] IN REGIONAL OPERATING LEVELS FOR SOMETIME, AND  
24 WHAT HELPS US BEST GET THE OPERATING FUNDS THAT ARE REALLY THE  
25 PRIMARY OBSTACLE TO OUR SHARED GOALS. THAT PART, THAT LAST



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1 PART, THAT FUNDING, THAT IS WHAT WE NEED TO STAY FOCUSED ON,  
2 TO WHAT GETS US THE FUNDING. THE ORGANIZATIONAL CHANGES, YOU  
3 KNOW, I THINK THEY HELP AROUND THE MARGINS. BUT THE BIGGEST  
4 THING I HEAR FROM VOTERS IS THE DESIRE FOR A BETTER SYSTEM,  
5 AND THE PROBLEM THAT WE FACE IS ONE OF FUNDING, FAR MORE SO  
6 THAN ONE OF ORGANIZATIONAL CAPACITY.

7

8 **DENNIS MULLIGAN, CHAIR:** THANKS JEFF. I DON'T SEE ANY MORE HAND  
9 RAISED. WE CONCLUDED AGENDA ITEMS 4 AND 5, AND 6 CLOSING  
10 REMARKS. I'LL BE BRIEF. I'LL REMIND EVERYONE WE ONLY TOOK  
11 ACTION ON ONE THING TODAY APPROVED OUR MINUTES FROM THE LAST  
12 MEETING WE EMBARKED ON A DIVERSE DISCUSSION ABOUT THE CHICKEN  
13 AND EGG SCENARIO. WE'LL GO TO THE PUBLIC AGENDA ITEM SEVEN SO  
14 THEY WILL HAVE OPPORTUNITY TO WEIGH IN AND BUILD UPON THE  
15 CONVERSATION. WE'LL MOVE TO AGENDA ITEM SEVEN AND CALL ON THE  
16 MEMBERS OF THE PUBLIC IN THE ORDER THEY RAISED THEIR HAND.  
17 FIRST IS FRANK WELTE. I APOLOGIZE IF I MISPRONOUNCE YOUR NAME.

18

19 **FRANK WELTE:** THIS IS FRANK WELTE. I AM A MEMBER OF THE POLICY  
20 ADVISORY COUNCIL AND LIVE IN SAN LEANDRO CALIFORNIA. AND I  
21 ALSO HAPPEN TO BE A PERSON WHO IS BLIND. IS DURING YEAR ON THE  
22 COUNCIL, I HAVE LEARNED QUITE A BIT, AND OBSERVED THAT THE  
23 PLANNING PROCEDURES AND METHODS IN PLACE HERE WHEN IT COMES TO  
24 REGION TRANSPORTATION DO NOT DO A GOOD JOB OF CAPTURING THE  
25 CONCERNS OF PEOPLE WITH DISABILITIES. THIS IS BASED ON MY



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1 EXPERIENCE READING THE PLANNED BAY AREA 2050, THE BLUE RIBBON  
2 TASK FORCE REPORT AND THE IMPLEMENTATION PLAN. AND I DON'T  
3 BELIEVE EITHER OF THOSE THREE DOCUMENTS ADEQUATELY ADDRESS  
4 DISABILITY CONCERNS. AND, AS WAS MENTIONED BY MS. LEVIN AND  
5 MS. MCMILLAN, I THINK THE ISSUE MAKING SURE THAT THE CORRECT  
6 ISSUES ARE ADDRESSED IN THE MODELS AND IN THE SUCCESS  
7 CRITERIA. I WANT TO GIVE YOU SOME STATS HERE. AS I UNDERSTAND  
8 IT, THERE ARE OR SOON WILL BE ABOUT 8 MILLION PEOPLE IN THE  
9 BAY AREA. AND THAT PROBABLY MEANS THAT ABOUT A MILLION AND A  
10 HALF OF US ARE PEOPLE WITH DISABILITIES. SO THEORETICALLY, YOU  
11 COULD HAVE A MODEL, IF IT DOESN'T CAPTURE THE CONCERNS OF  
12 PEOPLE WITH DISABILITIES, THAT WOULD TELL YOU THAT MIGHT HIDE  
13 THE POSSIBILITY THAT, SAY, THE 6.5 MILLION NON-DISABLED PEOPLE  
14 MIGHT SAY THAT THE RESULTING MODEL THAT YOU CHOOSE, THE  
15 RESULTING NETWORK MANAGEMENT PLAN WILL END UP MAKING LIFE 100%  
16 BETTER FOR THEM. WELL, THE 1.5 MILLION PEOPLE WITH  
17 DISABILITIES WOULD SAY IT HASN'T DONE ANYTHING. AND YOU WILL  
18 SEE THE STICKS AND SAY, OH, WE HAVE 80% IMPROVEMENT FOR  
19 RIDERS; ISN'T THAT WONDERFUL. AND IF YOU DON'T BREAK THOSE  
20 NUMBERS OUT YOU YOU'RE NOT GOING TO KNOW THE MISTAKES YOU'RE  
21 MAKING AND THAT'S SOMETHING I HAVE CHRONICALLY SEEN IN THE  
22 TRANSPORTATION SYSTEM IN THE BAY AREA. SO YOU HAVE THE ABILITY  
23 TO BUILD THOSE DISABILITY SPECIFIC CONCERNS INTO YOUR MODELS  
24 AND CRITERIA AT THIS STAGE IN YOUR PLAN I WOULD SUGGEST YOU DO  
25 SOMETHING TO CHOOSE A NETWORK MANAGEMENT MODEL FROM A BUSINESS



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1 STANDPOINT THAT DOES THE BEST IT CAN TO MEET THE NEEDS OF  
2 PEOPLE WITH DISABILITIES, AND ALSO KEEP THESE THINGS IN MIND  
3 SO YOU CAN WORK WITH PLANNING STAFF AND WITH YOUR OWN STAFFS  
4 AND YOUR ORGANIZATIONS TO DO A BETTER JOB OF ADDRESSING  
5 DISABILITY CONCERNS WITH STRONG, ROBUST PLANNING  
6 METHODOLOGIES.

7

8 **DENNIS MULLIGAN, CHAIR:** THANKS THANK YOU, FRANK, FOR YOUR  
9 COMMENTS. NEXT SPEAKER IS IAN GRIFFITHS.

10

11 **IAN GRIFFITHS:** GOOD AFTERNOON IAN GRIFFITHS WITH SEAMLESS BAY  
12 AREA. A COUPLE OF COMMENTS WERE MADE ABOUT TIME HORIZON. I DO  
13 THINK IT'S IMPORTANT. AND I THINK MY FIRST -- I THINK IT'S  
14 REALLY IMPORTANT THAT THIS BE LOOKING AT A LONG RANGE TIME  
15 HORIZON WITH THE GOAL OF BEING ABLE TO DELIVER THINGS ALSO  
16 SOONER, BUT WE CAN'T ONLY LOOK AT THE NEAR-TERM TIME HORIZON.  
17 THIS IS THE OPPORTUNITY WE HAVE BEFORE THE NEXT GENERATION TO  
18 BE ABLE TO, AND IN FACT IT'S ONE OF OUR LAST OPPORTUNITIES TO  
19 BE ABLE TO STRUCTURE THINGS IN SUCH THAT WE CAN MEET OUR  
20 PLANNED BAY AREA 50 GOALS. HOW DO WE POSITION DECISION MAKING  
21 IN THIS REGION TO RESULT IN THAT QUADRUPLING OF TRANSIT  
22 RIDERSHIP OR WHATEVER THAT LONG-TERM GOAL IS WE HAVE TO HAVE  
23 THAT AS A PRIMARY HORIZON CONSIDERATION AND WORK BACK FROM  
24 THERE. TO MAKE SURE NOT JUST TO HAVE FOCUS ON THE NEAR-TERM  
25 TIME HORIZON, BUT THE LONG-TERM, AS WELL. THE I THINK IN TERMS



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1 OF CRITERIA, AGREE THAT READINESS AND POLITICAL SUPPORTABILITY  
2 REALLY SHOULDN'T BE DRIVING, YOU KNOW, THE INITIAL, THE FIRST  
3 PASS ASSESSMENT OF OPTIONS. WE NEED TO BE FOCUSING ON THE  
4 UPPER FIVE CRITERIA, AND PARTICULARLY, THE OUTCOMES AROUND  
5 WHICH OPTIONS CAN INCREASE TRANSIT RIDERSHIP, WHICH OPTIONS  
6 CAN CREATE THE MOST CAPABILITY. AND THIS'S REALLY -- ONCE YOU  
7 HAVE THAT CLARITY AROUND THE REGION'S BEST OUTCOMES, THEN  
8 POLL, THEN ASK WHICH ONES CAN BE DELIVERED MOST QUICKLY BUT  
9 STARTING WITH WHICH ONE CAN BE DELIVERED MO QUICKLY WITHOUT  
10 CLARITY ON WHICH ONES CREATE THE OUTCOMES, IS A BACKWARDS WAY,  
11 AND COULD PREMATURELY TAKES OPTIONS OFF THE TABLE. I'M EXCITED  
12 TO SEE THE ALTERNATIVES. IT IS CONFUSION AND DIFFICULT BUT I  
13 APPLAUD THE IMPORTANT CONVERSATION.

14

15 **DENNIS MULLIGAN, CHAIR:** NEXT SPEAKER IS RICK NAHASS.

16

17 **SPEAKER:** IT SEEMS LIKE THERE ARE A WHOLE BUNCH OF PROJECTS IN  
18 THE WORKS THAT ARE GOING ON AT THE SAME TIME. YOU'RE TRYING TO  
19 UNDERSTAND WHAT IS THIS NETWORK MANAGEMENT THING. I THOUGHT IT  
20 WAS THIS GIANT AUTHORITY THAT HAD ALL THE MONEY OR IT WAS JUST  
21 A FACILITIZATION ORGANIZATION. THE ORGANIZATION WITH THE  
22 ACCOUNTABILITY IS THE ORGANIZATION WITH THE MONEY. SO, IF IT  
23 STARTED AS PURELY FACILITATION FUNCTION, PERHAPS THE FIRST  
24 PROJECT COULD BE, WELL, ALL OF THE OPERATORS THINK THAT WE  
25 SHOULD HAVE A REGION BASED ON WHAT CAME OUT OF THE BLUE RIBBON



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1 TASK FORCE, NOW, WILL CONTRIBUTE A PERSON A LITTLE MONEY TO  
2 DETERMINE WHAT IS OUR FIRST POLICY GOVERNANCE MODEL FOR WHEN  
3 WE WANT TO DO ANYTHING. RIGHT? AND THEN IT COULD EVOLVE AS THE  
4 NETWORK MANAGEMENT FUNCTION GETS MORE TRUSTED, MAYBE THEY GET  
5 BIGGER. BUT I SEE IT AS THEY'RE PURELY FACILITATION OR YOU  
6 JUST GET ALL THE MONEY IN THE WORLD AND THE AUTHORITY. THOSE  
7 ARE MY THOUGHTS.

8

9 **DENNIS MULLIGAN, CHAIR:** THANK YOU. NEXT SPEAKER IS GEORGE  
10 SPEAS.

11

12 **SPEAKER:** HI. THANK YOU FOR THE PRESENTATION AND FOR THE  
13 ABILITY TO ADDRESS ALL OF YOU. I AM A TRANSIT USER MYSELF, I  
14 TRAVEL ALL THROUGHOUT OAKLAND USING TRANSIT, AND I WOULD LIKE  
15 TO POINT US AWAY FROM THE IDEA THAT POLITICAL ATTAINABILITY  
16 SHOULD BE A PRIMARY FACTOR IN YOUR THINKING. DEVELOPING A PLAN  
17 AND A SYSTEM THAT DELIVERS WHAT IT IS THAT THE REGION NEEDS  
18 SHOULD BE THE OVERRIDING PURPOSE. AND I THINK THOSE  
19 EFFECTIVENESS CRITERIA REALLY GO TO THAT. YOU KNOW, I TOOK THE  
20 TIME RECENTLY TO GO BACK LOOK AT VARIOUS BOND MEASURES OVER  
21 THE PAST YEARS THAT HAVE BEEN ON THE BALLOT, AND I SEE, WHAT I  
22 SEE IS THAT WELL-CONSIDERED FUNDING BONDS THAT DELIVER VALUE  
23 ARE THE ONES TO PASS, AND DEVELOPING A STRONG VALUE  
24 PROPOSITION PUT DOWN SCALING AND I ENCOURAGE YOU TO FINDING



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1 THE BEST SOLUTIONS AND LETTING THAT BEST SOLUTION CONVINCED  
2 THOSE -- [INDISCERNIBLE] THANK YOU.

3

4 **DENNIS MULLIGAN, CHAIR:** THANK YOU, GEORGE. THE NEXT SPEAKER IS  
5 THERESA PEDROZA.

6

7 **SPEAKER:** MY NAME IS THERESA PEDROZA. I AM STUDENT BODY  
8 PRESIDENT -- [INDISCERNIBLE] COLLEGE. TO ME, IF YOU WANT TO --  
9 ELDERLY DISABLED FAMILIES AT LOW-INCOME RATES. [INDISCERNIBLE]  
10 BACK TO SCHOOL BUT CAN'T AFFORD IT. WITH GAS PRICES GOING UP  
11 AND PEOPLE CAN'T AFFORD GAS WE WILL GET MORE RIDERS ON BUS.  
12 AND I THINK WE NEED AFFORDABLE RATES FOR EVERYBODY. IT'S HARD  
13 FOR ALL OF US, ME, I'M DISABLED, AND STUDENTS AT THE COLLEGE.  
14 I THINK AFFORDABLE RATES FOR EVERYBODY. EV PASS THAT DOESN'T  
15 HELP IT TAKES OUT OF STUDENT DEBT THAT -- [INDISCERNIBLE] THEY  
16 HAVE FOR OTHER COLLEGES, HIGH SCHOOL, AND ELEMENTARY SCHOOLS.  
17 THAT'S ALL I GOT TO SAY.

18

19 **DENNIS MULLIGAN, CHAIR:** THANK YOU THERESA. OUR NEXT SPEAKER IS  
20 RICHARD HEDGES.

21

22 **RICHARD HEDGES:** THANK YOU VERY MUCH. I LOOK BACK AT THE DAYS  
23 WHEN I WAS A YOUNG KID BEING ABLE TO GO ANYWHERE IN MY  
24 COMMUNITY ON A STREETCAR THAT I WANTED TO GO IN KANSAS CITY,  
25 AND FOR YEARS NOW I HAVE WISHED FOR A MORE RATIONAL AND



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1 COMPLETED SYSTEM. AND I'M VERY HOPEFUL FOR WHAT WE'RE DOING. I  
2 HAVE FOLLOWED THIS WHOLE PROCESS ALL THE WAY THROUGH. AND I  
3 HAVE TO AGREE WITH JIM WUNDERMAN. PLEASE DO NOT LET THE  
4 PERFECT KILL THE GOOD. I HAVE SEEN THAT HAPPEN SO MANY TIMES  
5 IN THE BAY AREA. AND I AM SO PROUD OF ADINA LEVIN, AND HER  
6 REPRESENTATION OF THE POLICY ADVISORY COUNCIL. SHE'S DOING A  
7 GREAT JOB, AND I AGREE WITH MOST OF THE THINGS SHE HAS BEEN  
8 SAYING. I AM LOOKING FORWARD TO THE OUTCOME OF THIS, AND,  
9 AGAIN, DO NOT LET THE PERFECT OVERRIDE THE GOOD. THANK YOU.

10

11 **DENNIS MULLIGAN, CHAIR:** THANK YOU, RICHARD. OUR NEXT SPEAKER  
12 AND FINAL SPEAKER IS WENDI KALLINS.

13

14 **WENDI KALLINS:** THANK YOU. WENDY K, ALSO THE POLICY ADVISORY  
15 COUNCIL, I'M SO HAPPY WE'RE GOING THROUGH THIS PROCESS OF  
16 TRYING TO DETERMINE HOW WE CAN MAKE A BETTER SYSTEM AND AS  
17 SOMEONE IN MY PROFESSIONAL CAPACITY WHO WORKS IN ENCOURAGING  
18 PEOPLE TO USE OTHER FORMS OF TRANSPORTATION, AND SEAMLESS  
19 TRANSFERS WHAT ARE'S IMPORTANT TO PEOPLE ESPECIALLY COMING  
20 FROM THE SUBURBAN AREAS, IT'S DIFFICULT FOR PEOPLE TO USE  
21 TRANSIT WHEN THEY CAN'T FIGURE OUT HOW TO USE IT AND THEY HAVE  
22 TO WAIT A HALF HOUR JUST TO WAIT TO TRANSFER TO ANOTHER BUS OR  
23 TRAIN OR WHEREVER THEY'RE GOING. SO WHEN YOU'RE LOOKING FOR  
24 HOW TO PUT TOGETHER A MANAGEMENT SYSTEM, I THINK ONE OF THE  
25 MOST IMPORTANT THINGS IS HOW TO COORDINATE SCHEDULING. AND I





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1 THINK IT'S WORTH ACHIEVING THE MOST AMBITIOUS IMPACTFUL  
2 INTEGRATED REGIONAL NETWORK, AND INCLUDE SCHEDULING, I NEVER  
3 HEARD IT SPECIFICALLY CALLED OUT, BUT IT'S NOT ONLY SCHEDULING  
4 BETWEEN THE SYSTEMS AND SCHEDULING WITHIN SYSTEMS AND GETTING  
5 RID OF DUPLICITY IN THE SYSTEM BUT WE NEED TO FIND A WAY  
6 THAT'S EASY FOR PEOPLE TO USE TRANSIT IF YOU WANT THEM TO NOT  
7 JUST USE IT BUT PROVIDE THE FUNDING TO CREATE IT. THANK YOU.

8

9 **DENNIS MULLIGAN, CHAIR:** I WOULD LIKE TO COMMENT ALL OF THE  
10 PUBLIC MEMBERS FOR YOUR THOUGHTFUL COMMENTS TODAY AND ALL OF  
11 THE ADVISORY GROUP MEMBERS FOR YOUR ATTENTION TO THIS WORK.  
12 BEFORE WE ADJOURN DO WE HAVE ANY COMMENTS OR WORDS OF WISDOM?  
13 I THINK WE HAD LOTS OF GOOD THOUGHTS AND WORDS OF WISDOM  
14 EARLIER SO IT'S NOT SURPRISING. WITH THAT WE ARE ADJOURNED.  
15 OUR NEXT MEETING IS JULY 25TH. THANK YOU ALL VERY MUCH.

16 [ADJOURNED]

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*Broadcasting Government*