375 Beale Street, Suite
800
San Francisco, CA 94105

Meeting Agenda

Network Management Business Case Advisory Group

Denis Mulligan, Chair *Alicia John-Baptiste, Vice-Chair*

Michelle Bouchard, Bill Churchill, Hayley Currier,
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,
Therese McMillan, Bob Powers, Suzanne Smith,
Jeff Tumlin, Jim Wunderman

Monday, May 2, 2022 **1:00 PM** **REMOTE**

The Network Management Business Case Advisory Group is scheduled to meet on Monday, May 2, 2022 at 1:00 p.m., Remotely. In light of Governor Newsom's State of Emergency declaration regarding COVID-19 and in accordance with Assembly Bill 361's (Rivas) provisions allowing remote meetings, this meeting will be accessible via webcast, teleconference, and Zoom for all participants. A Zoom panelist link for meeting participants will be sent separately to committee, commission, or board members.

The meeting webcast will be available at
https://mtc.ca.gov/whats-happening/meetings/live-webcasts.
Members of the public are encouraged to participate remotely via Zoom at the following link or phone number:
Attendee Link: https://bayareametro.zoom.us/j/88540650486
Or iPhone one-tap: US: +13462487799,,88540650486# or +12532158782,,88540650486#
Or Join by Telephone: (for higher quality, dial a number based on your current location) US:
+1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or
+1 312 626 6799 or +1 646 876 9923 or +1 301 715 8592 or
877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)
Webinar ID: 885 4065 0486
International numbers available: https://bayareametro.zoom.us/u/kcdDSSngFJ

Detailed instructions on participating via Zoom are available at: https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom. Committee members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial "*9". In order to get the full Zoom experience, please make sure your application is up to date.

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

1. Roll Call / Confirm Quorum

A Quorum of this Advisory Group shall be a majority of its voting members (8)

2. Chair Comments

Chair Mulligan

3. Consent Calendar

22-0655 Minutes of the March 7, 2022 Meeting

Action: Approval

Attachments: Minutes of the March 7, 2022 Meeting

4. Existing Conditions

Review of the Network Management problem and opportunity, summary of key findings from existing conditions review, and analysis of implications for regional transit governance in light of the Blue Ribbon Transit Recovery Task Force Problem Statement.

22-0656 Existing Conditions

Action: Information

Presenter: VIA - A Perkins Eastman Studio

Attachments: Existing Conditions Presentation

5. Network Management Functional Areas

A presentation of the roles and responsibilities required to deliver transit service in the bay area grouped into functional areas, including defining regional interests, and design principles for developing the network management entity 'job description'.

22-0739 Network Management Functional Areas

Action: Information

Presenter: VIA - A Perkins Eastman Studio

Attachments: Network Management Functional Areas Presentation

6. Chair's Closing Remarks

Chair Mulligan

7. Public Comments / Other Business

22-0883 Public Comments

Attachments: Comment Letter Accessible Transportation and Network Management

8. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, June 6, 2022 at 1:00 p.m. remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章：MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.

375 Beale Street, Suite 800
San Francisco, CA 94105

Metropolitan Transportation Commission

Legislation Details (With Text)

File #:	22-0655	**Version:**	1	**Name:**	
Type:	Action Item			**Status:**	Committee Approval
File created:	3/28/2022			**In control:**	Network Management Business Case Advisory Group
On agenda:	5/2/2022			**Final action:**	
Title:	Minutes of the March 7, 2022 Meeting				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Minutes of the March 7, 2022 Meeting				

Date	Ver.	Action By	Action	Result

Subject:
Minutes of the March 7, 2022 Meeting

Recommended Action:
Approval

Attachments:

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Meeting Minutes - Draft

Network Management Business Case Advisory Group

Denis Mulligan, Chair ***Alicia John-Baptiste, Vice-Chair***

Michelle Bouchard, Bill Churchill, Hayley Currier, Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay, Therese McMillan, Bob Powers, Suzanne Smith, Jeff Tumlin, Jim Wunderman

Monday, March 7, 2022 **10:00 AM** **REMOTE**

1. Roll Call / Confirm Quorum

Present: 14 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, Member Currier, and Member Churchill

2. Chair Comments

Chair Mulligan

3. Welcome Remarks

MTC Chair Pedroza

4. Consent Calendar

Upon the motion by Member Hursh and second by Member Tumlin, the Consent Calendar was unanimously approved. The motion carried by the following vote:

Aye: 14 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, Member Currier and Member Churchill

22-0365 Minutes of the January 10, 2022 Meeting

Action: Approval

Attachments: Minutes of the January 10, 2022 Meeting

5. Project Context and Work Program Approach

The following individuals spoke on this Item:
Ian Griffiths

22-0368 Project Context and Work Program Approach

Action: Information

Presenter: VIA - A Perkins Eastman Studio and MTC Staff

Attachments: Project Context and Work Program Approach
Coordination with other Regional Transit Governance Efforts

6. Chair's Closing Remarks

7. Public Comments / Other Business

The following individuals spoke on this Item:
Jill Borders

22-0374 Public Comments

8. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, May 2, 2022 at 1:00 p.m. remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.

375 Beale Street, Suite 800
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Legislation Details (With Text)

File #:	22-0656	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
File created:	3/28/2022			**In control:**	Network Management Business Case Advisory Group
On agenda:	5/2/2022			**Final action:**	
Title:	Existing Conditions				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Existing Conditions Presentation				

Date	Ver.	Action By	Action	Result

Subject:
Existing Conditions

Presenter:
VIA - A Perkins Eastman Studio

Recommended Action:
Information

Attachments:

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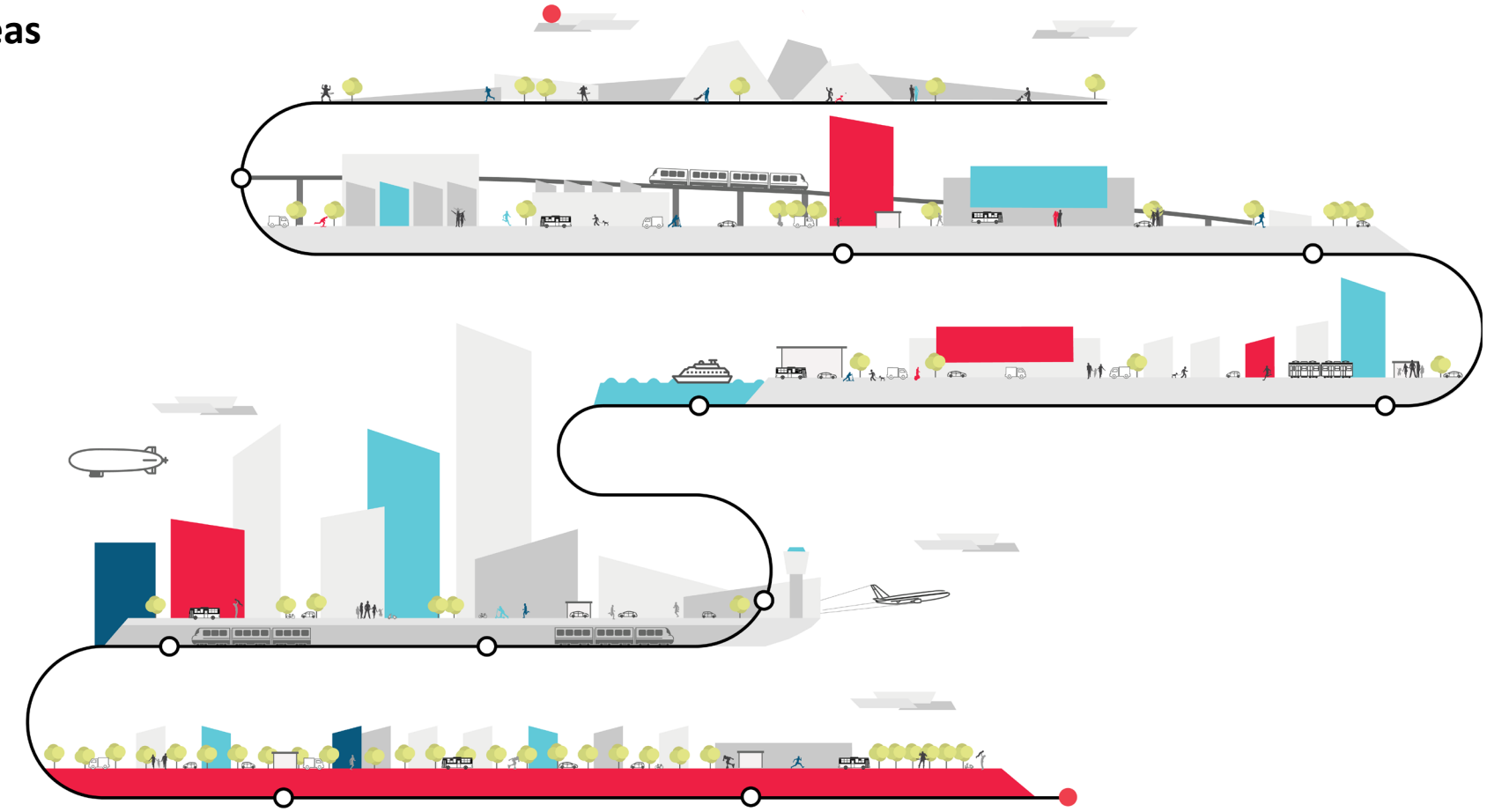
Network Management Business Case Advisory Group Meeting #3

Existing Conditions and Functional Areas

May 2, 2022



VIA — A PERKINS EASTMAN STUDIO

ACCESS.

KPMG

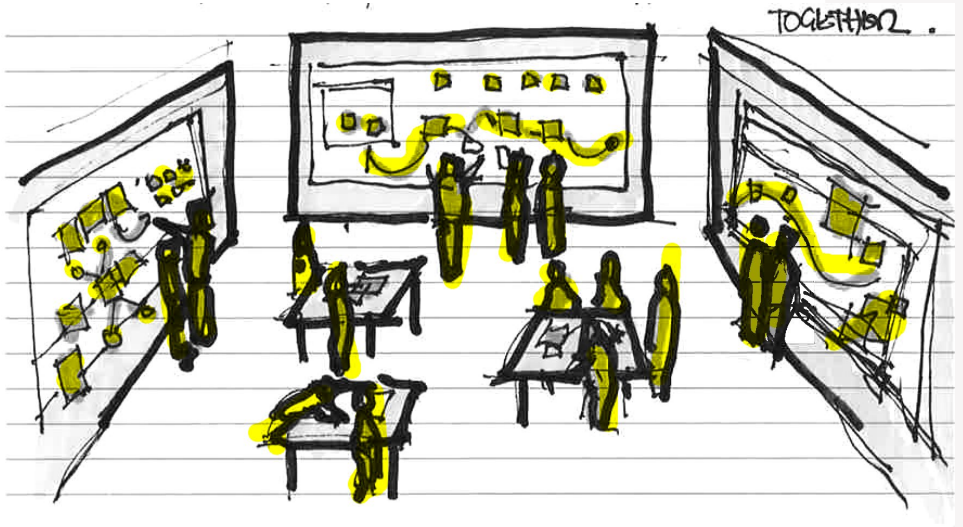
Sam Schwartz

InfraStrategies

Today's Objectives

1. Confirm existing conditions and key themes - context for Regional Network Management

2. Define regional accountabilities, including Regional Network Management design principles



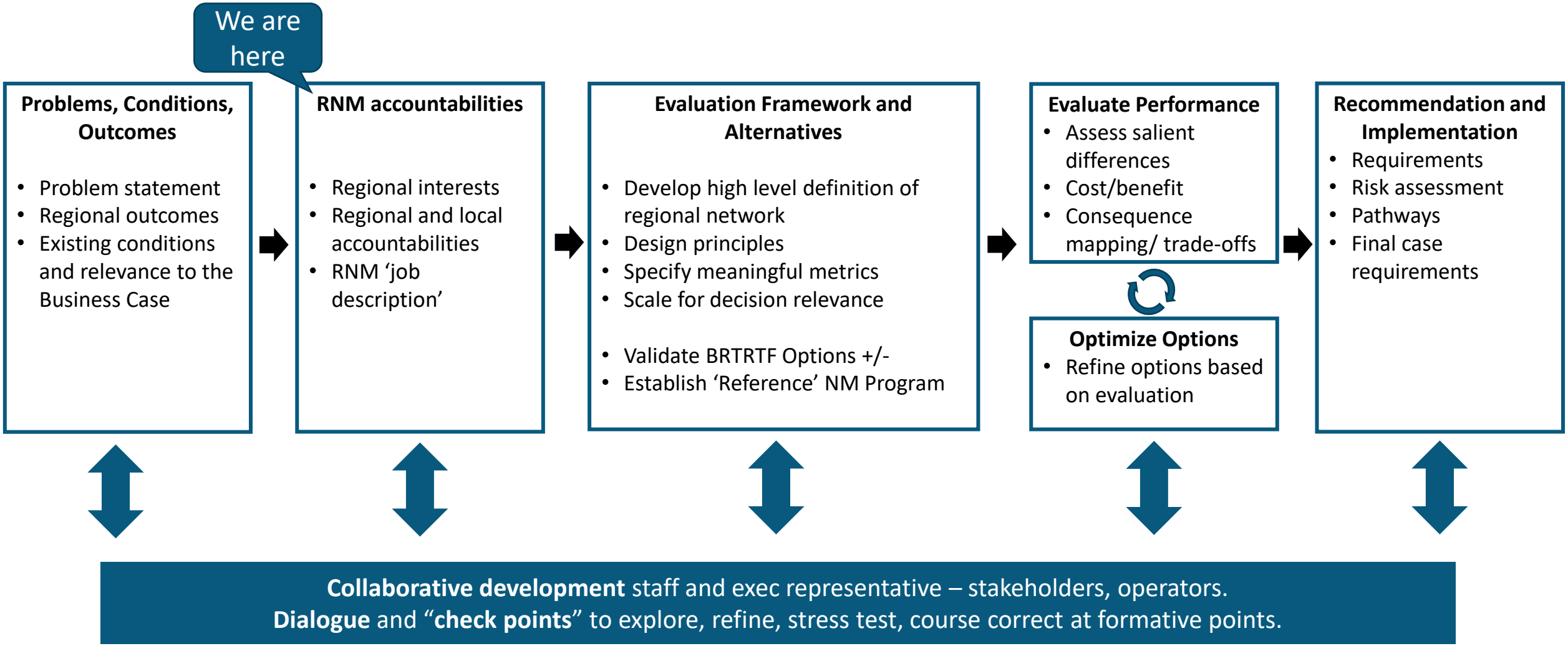
VIA — A PERKINS EASTMAN STUDIO ACCESS. KPMG Sam Schwartz InfraStrategies

Agenda

1. Introduction • Project status/schedule • Follow-up from March Advisory Group	5 minutes
2. Existing Conditions • Summary • Key themes for Regional Network Management • Q and A	20 minutes
3. Network Management Functional Areas • RNM functional areas and key accountabilities • Entity design principles • Discussion	60 minutes
4. Wrap-up and next steps	5 minutes

VIA — A PERKINS EASTMAN STUDIO ACCESS. KPMG Sam Schwartz InfraStrategies

Engagement Shapes RNM process



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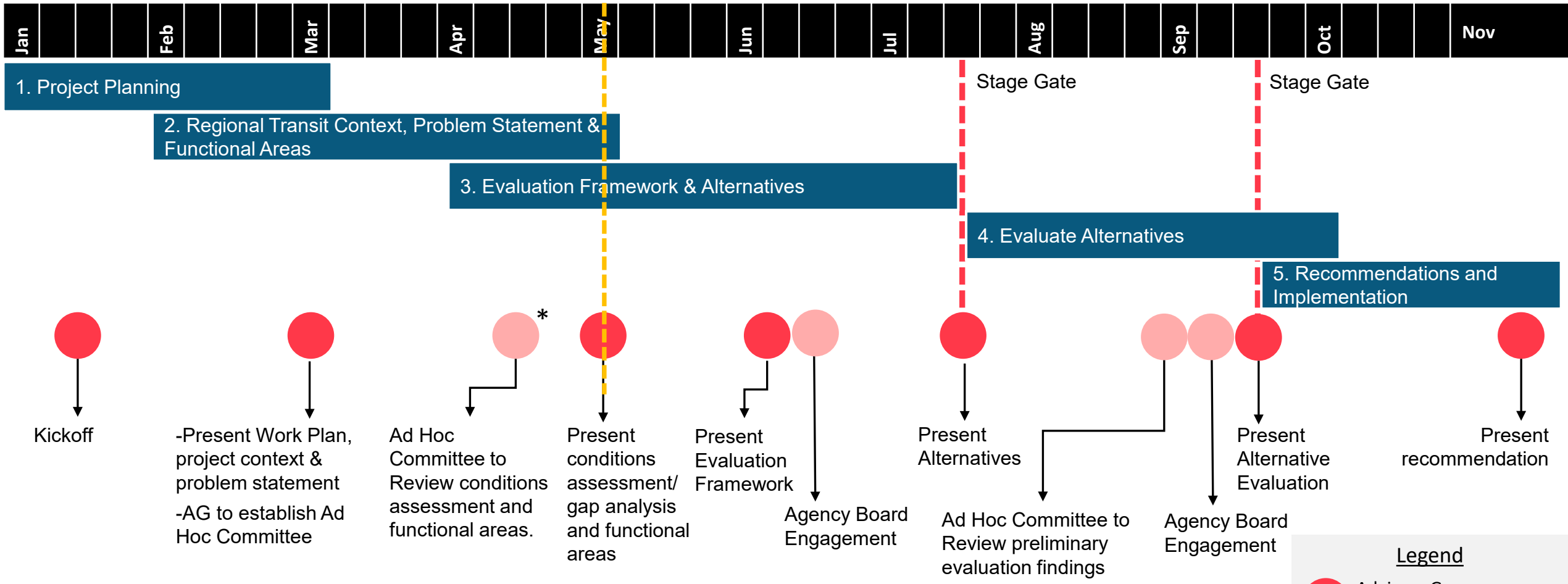
Schedule



Ongoing engagement with Staff and Stakeholders

* Additional ad hoc meetings as needed, up to 1 per month

Legend

- Advisory Group Engagement
- Other key stakeholder engagement
- Staff & Stakeholder engagement

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Feedback and follow-up

- Requests from last meeting:
  - Investigate existing agency work on equity
  - Define the regional network – interest in how that will be done
  - Public outreach to understand issues from a customer perspective
  - Interest in deeper dive on major project development/delivery
  - Look for opportunities for additional engagement, noting that these will mean schedule changes/additional time to complete the work

Existing Conditions

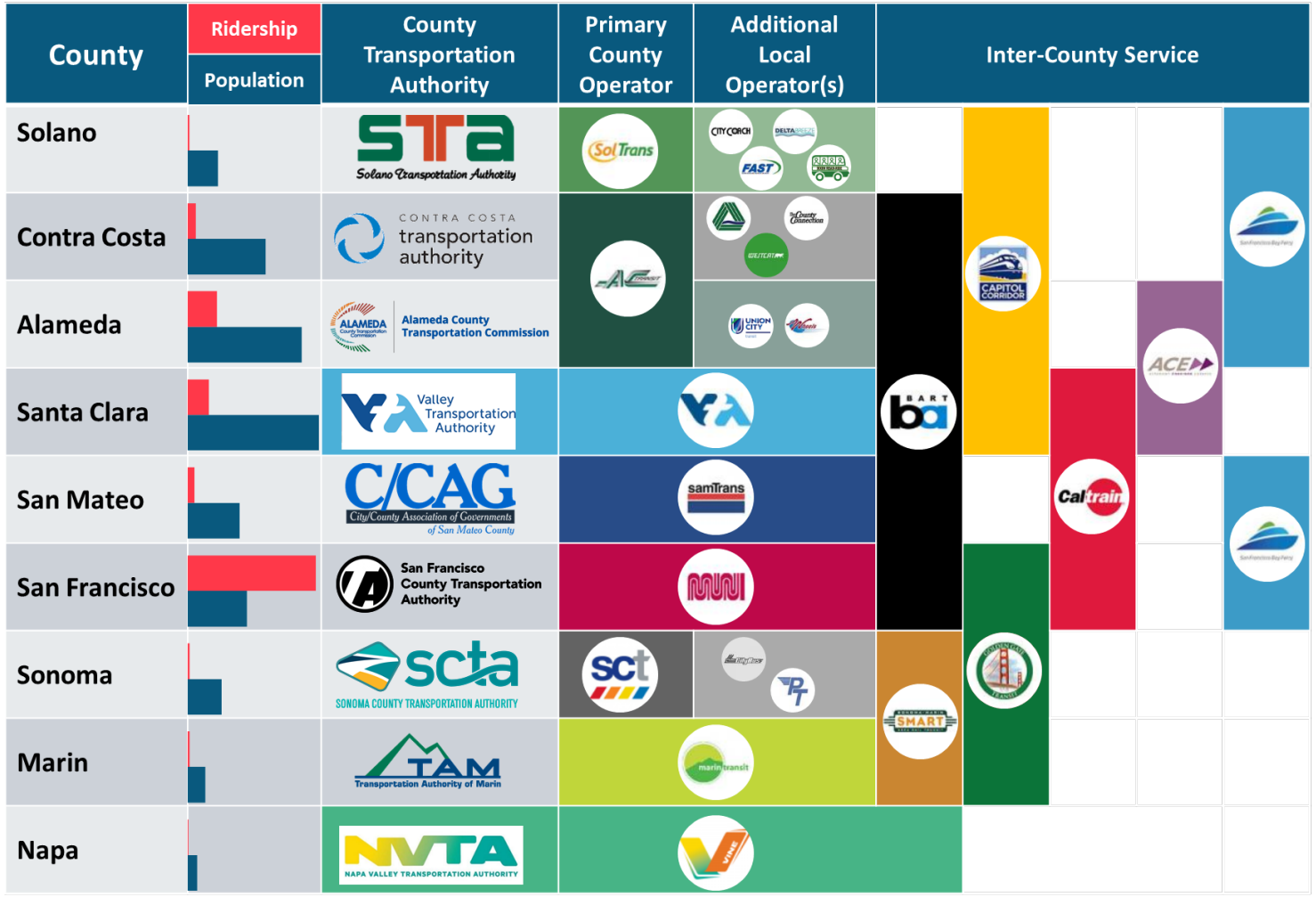
Existing Conditions/Problems

How Will This Help?

- Deeper understanding of transit system context, challenges and perspectives
- Identify key enabling and constraining factors for designing RNM entity (creating “design principles” to guide option development)
- Establish the current state condition as a baseline to measure against (develop evaluation criteria)

Complex institutional environment for transit

- Services and structures have evolved over time to be tailored to local need
- Form of agencies and structures closely tied to funding arrangements
- Systems have each achieved successes, and fulfilled the purposes for which they were created
- Level of integration (and lines of decision accountability vary from county to county)
- Agencies are responsible for many and varied labor agreements and service delivery models



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No agreed definition of ‘regional network’

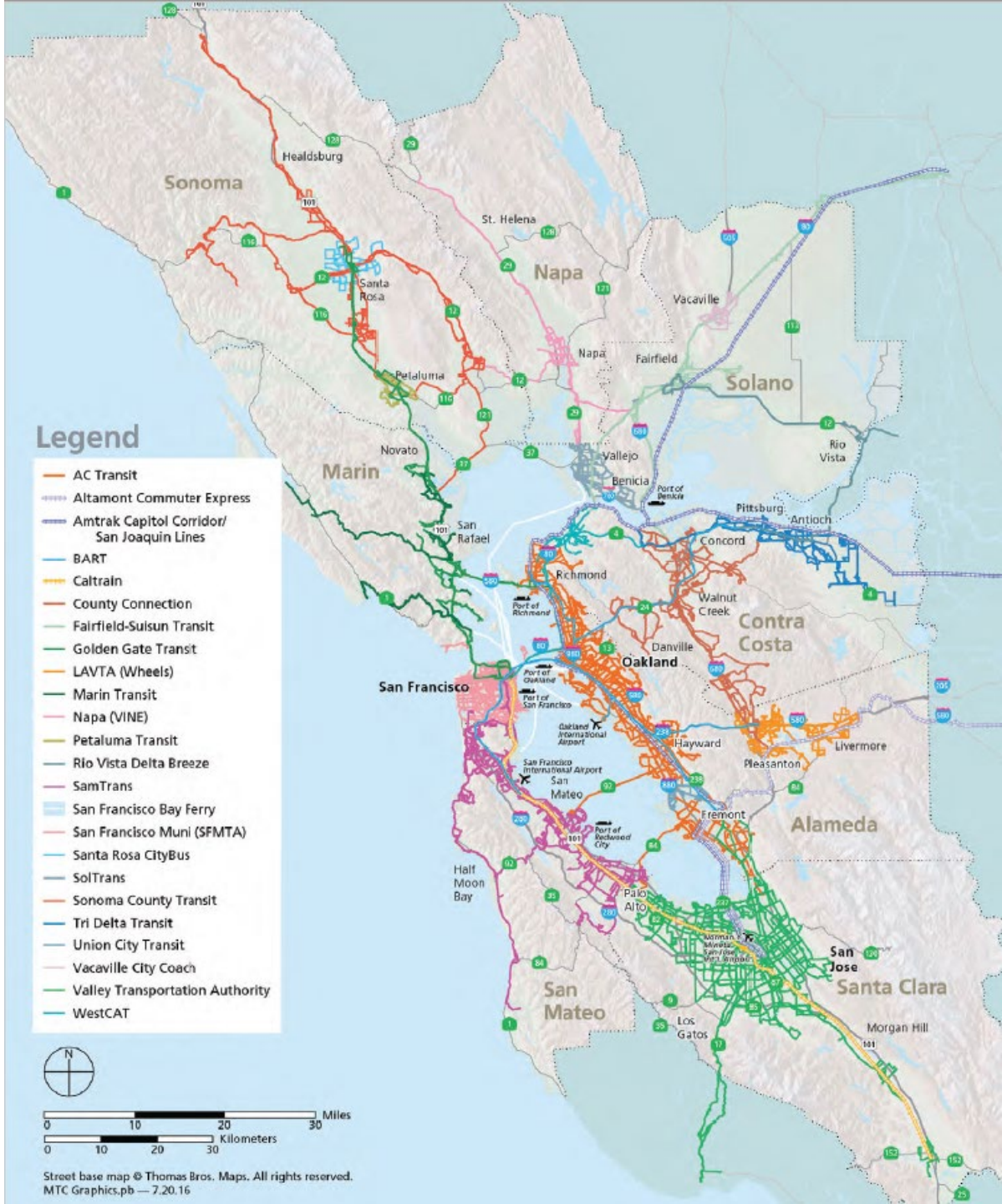
- Regional Operators?
- Regional Routes?
- Regional Interest in the transit network

Seven ‘large’ operators carry 95% of the ridership

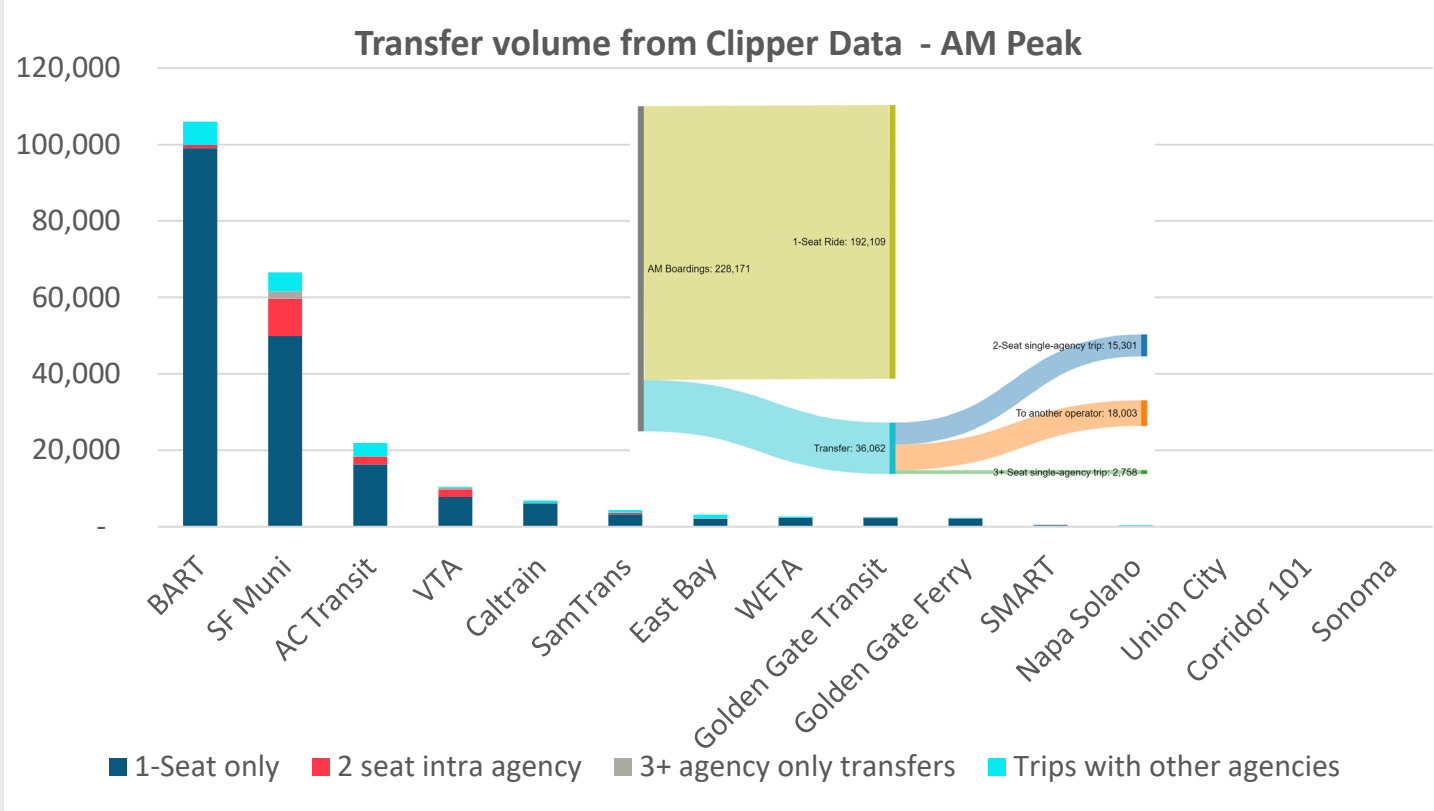
6 Rail Agencies

7/8 ‘inter-county’ operators carry 32% of ridership

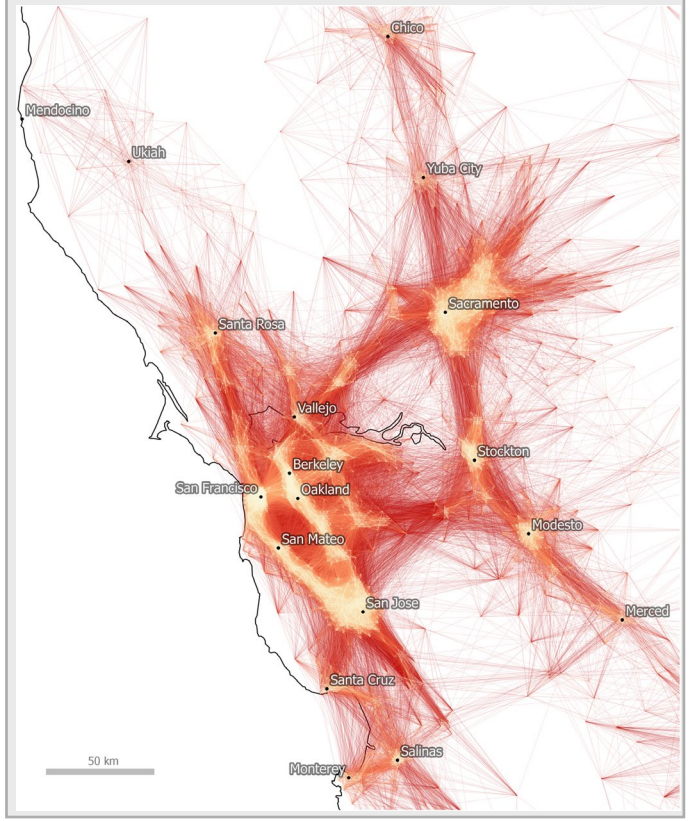
19 county-wide and local bus operators carry 68% of ridership



Current agency transit ridership and regional transit travel patterns

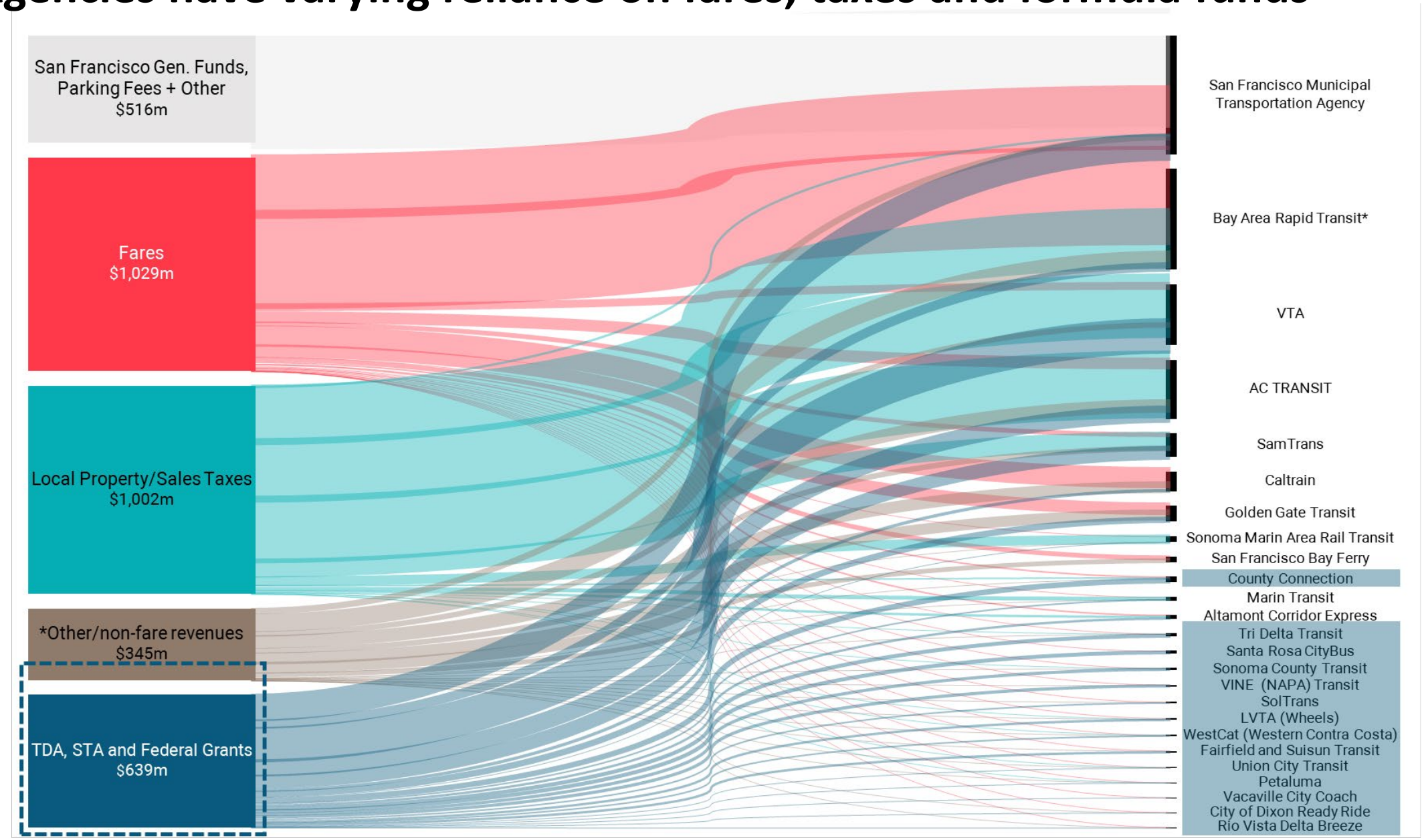


…However, there is substantial regional travel demand within and beyond the Bay Area Agglomeration



Garrett and Nelson 2016

Agencies have varying reliance on fares, taxes and formula funds



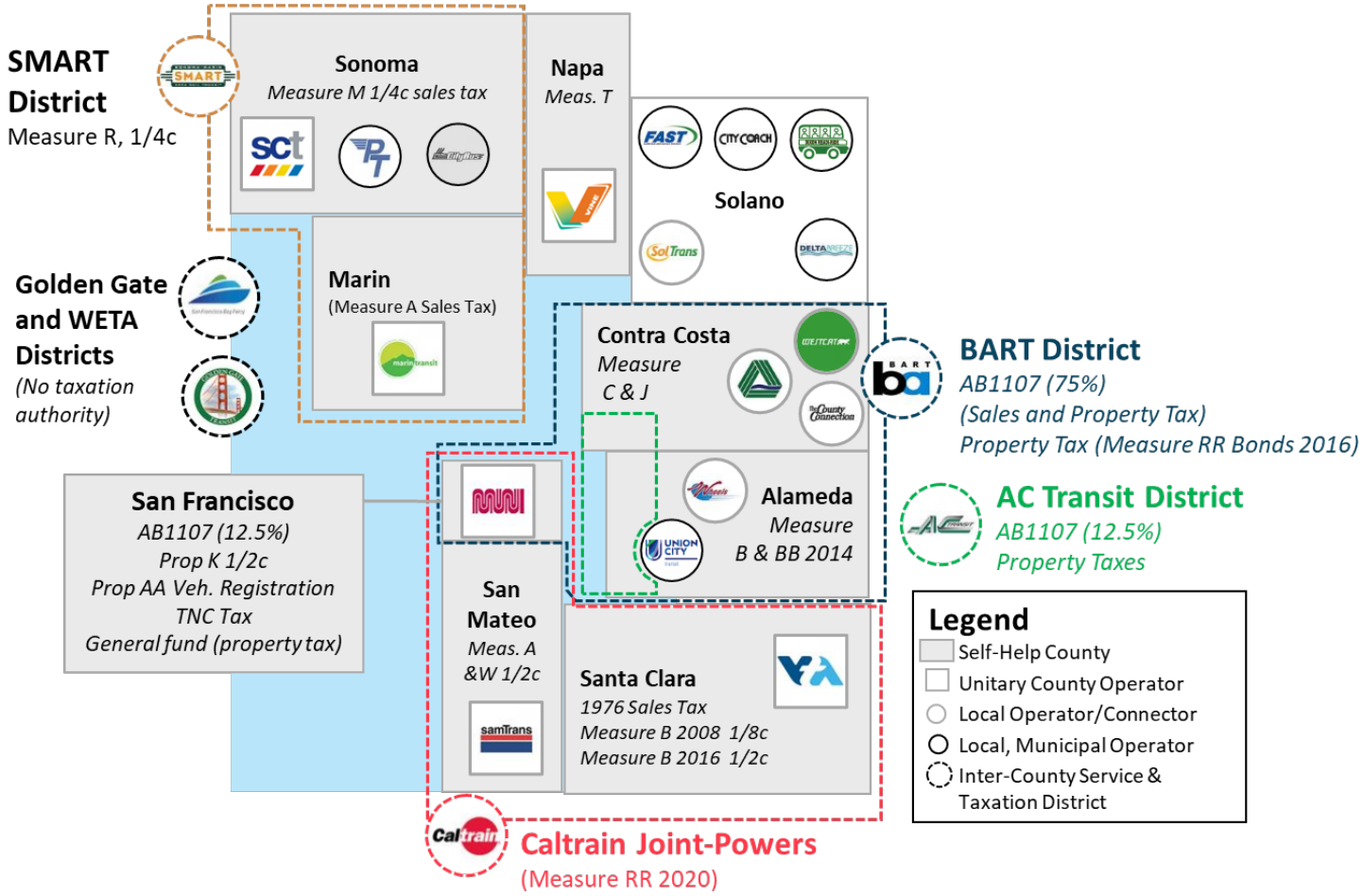
MTC Pass-thru Funds

Operators with >50% of through TDA, STA or Grants

* An unspecified proportion of 'other' revenues are from regional measures and bridge tolls

Most funds locally derived for specific purpose

- Countywide or district wide sales taxes are a key source of revenue for many operators
- The volume of funds and proportions that are allocated to transit vary across the region.
- MTC administers about 18% of transit operating funds (E.g. TDA & STA)
- Truly 'regional' funds are only RM2 & RM3 Bridge tolls, (not sales taxes) but are also hypothecated/ committed.



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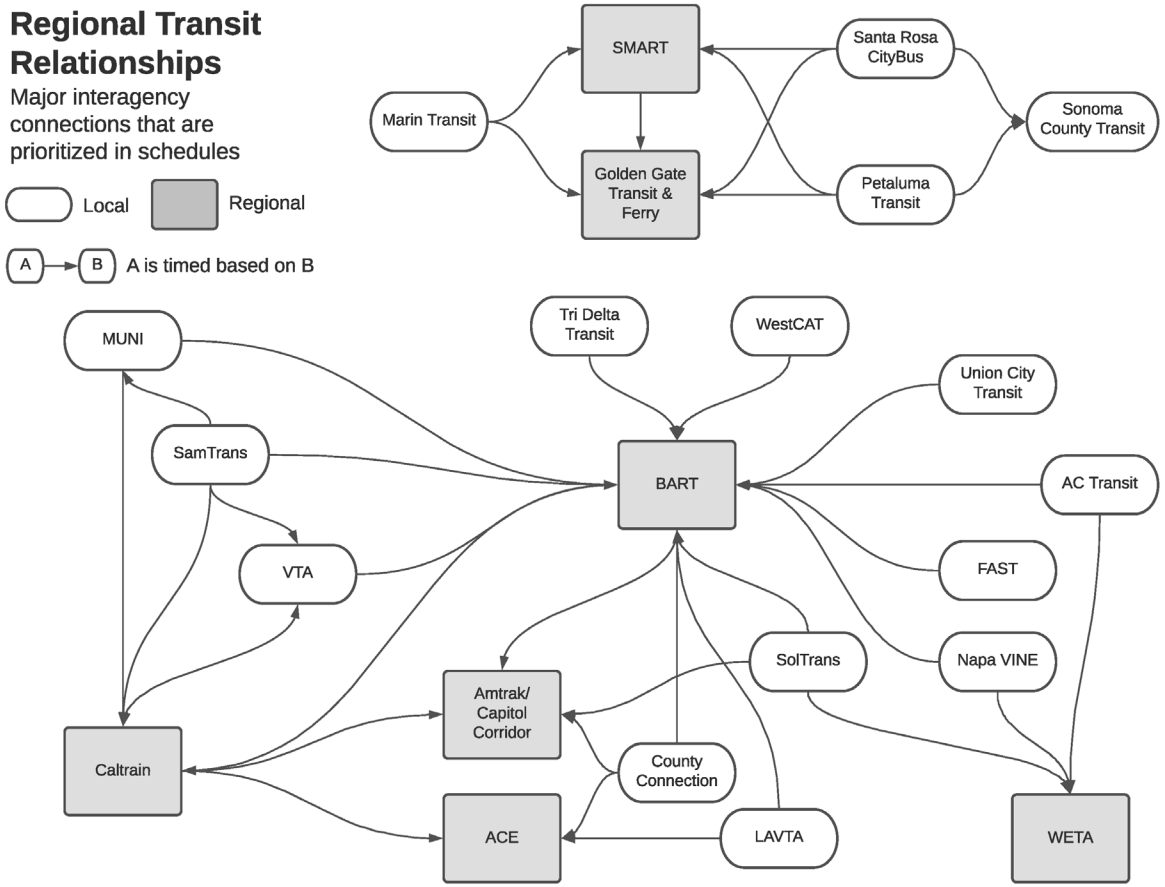
Unprecedented coordination in pandemic period

- Formalized cooperation of transit operator staff, GMs and MTC since COVID/2020.
- Work by the FITF Task Force and Clipper Executive Board to pilot interagency pass programs in 2022, expand in 2023
- Service coordination to time transfers at major hubs, ensuring timed meets; and renumbering routes to avoid duplication.



Conclusions – existing conditions

- The Bay Area's multiplicity of operators has a clear rationale, and poses constraints
  - Structure evolved incrementally to meet community, functional or modally specific needs
  - Funding arrangements that founded them have firm structures
  - Little flexible existing regional funding source to enhance regional transit services.
  - Small amount of multi-agency trips suggests the lack of a regional system
- Evolution has created gaps, overlaps and lack of consistency in services/customer interface
- COVID-19 has accelerated the push for regional transit coordination; increased uncertainty
- Labor coordination challenges solvable; longer term concern re: mergers, or RNM authority over labor rules
- Plan Bay Area 2050 provides aspiration of what RNM should achieve
- Defining the regional interest and roles in the transit network is key to designing an entity to advance RNM.

Next Step for existing conditions

- Existing conditions report distributed in May - prior to next advisory group meeting

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Metropolitan Transportation Commission

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File #:	22-0739	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
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On agenda:	5/2/2022			**Final action:**	
Title:	Network Management Functional Areas				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Network Management Functional Areas Presentation				

Date	Ver.	Action By	Action	Result

Subject:
Network Management Functional Areas

Presenter:
VIA - A Perkins Eastman Studio

Recommended Action:
Information

Attachments:

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Network Management Functional Areas and Key Accountabilities

From Current State to Future State

- Unanimous agreement to advance near term and long-term initiatives together
- Action Plan ‘down payment’ on longer-term objectives
- All the regional roles matter
- Recognition - achieving some outcomes more challenging than others
- Lots of barriers to address
- ‘Time is now’ – lots of need and momentum for change

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Key Terms

- Accountable Party/Decision Accountability – Holding the obligation to ensure the outcome is achieved, and account for its activities and results.
- Authority/Decision Authority: Holding the institutional power and tools to enable the accountable party to carry out its assigned duties/obligations.
- Functional Areas
  - System Level – Highest order network functions for the transit system (Planning, Delivery, Operations)
  - Transit Element – A category of functions required to deliver a particular aspect of transit service (e.g. Fares, Wayfinding, Major Projects, Transit Priority etc.)

Why is it important to define accountabilities?

- Outline the types of decisions that are clear regional or local interests vs. shared or unclear responsibilities
- Provide the core set of decision accountabilities for regional network management
- Set out framework for aligning accountabilities with agency responsibility, authority, and capability
- Decision accountabilities define the RNM's 'job description/duties' and will drive alternatives and evaluation framework developments
- Accountability includes decision authority, but does not mean that the accountable party must carry out the action

RECAP: How Far Can RNM Go? Consequences? Tradeoffs?

Easier

More Difficult

Network Management Accountabilities
Marketing/Public Information
Branding, Mapping and Wayfinding
Centralized Program Eligibility
Accessible Services (including Paratransit)
Technology and Mobile Standards (Real Time Info)
Data Collection and Coordination
Station Hubs
Fare Integration/Policy
Funding
Connected Network Planning
Rail Network Management
Bus Network Management
Megaprojects

Can Be Delivered Collaboratively

- Collaborative Frameworks
- Agreements/Delegated Decisions
- Small to Moderate Implementation $

- Direct Authority
- Direct Policy Level Accountability
- Significant Implementation $

Requires More Comprehensive Powers

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Defining where accountability is held

- Workshop activities with ad hoc committee

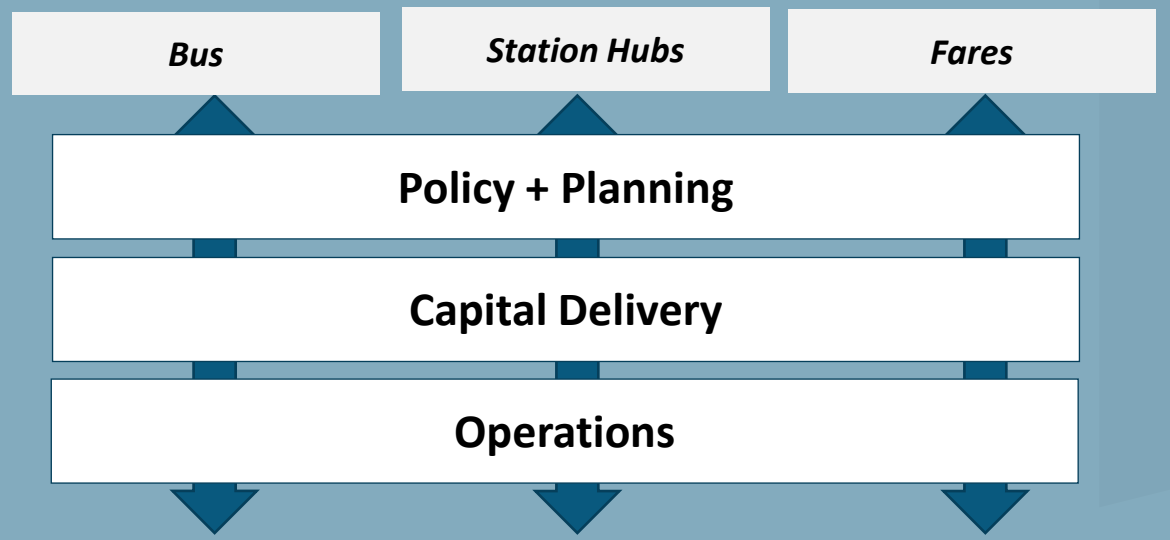
Discussion A: *Explored Broad System Level Accountabilities, Local or Regional*

Policy + Planning
- Define network + policies
- Prioritize/Fund
- Standards /Guidelines

Delivery (major capital)
- Advanced Design/Dev't
- Options/Procure
- Delivery

Operations
- Operations & Maintenance
- Capital renewals
- Renewal / Good Repair

Discussion B: *Explored Transit Examples - Bus, Rail and Fares*



Accountability Explorations, Then and Now

BRTRTF, Summer 2021

- **Strategic Vision/Plan**
- **Standards and Guidelines**

- **Project Prioritization**
- **Project Funding**

- **Infra Development & Design**
- **Infra Delivery**

- **Local network vision**
- **Local network service planning**
- **Operations & maintenance**

Current

- Explore accountabilities for key functional areas
- Purpose: to understand where there is consensus on where accountabilities lie, and where accountabilities are shared or unclear
- Following slides show preliminary groupings of accountabilities as per discussions in the ad hoc meetings

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Network Vision, Policy, and Prioritization

Clear local/operator accountabilities

- Set local/operator transit vision, strategy, and plan
- Set supporting policies (fare levels)

Shared or unclear accountabilities

- (Unclear) Define local/operator standards to align with regional policy and vision
- (Shared) Nominate regional funds-supported local projects, consistent with regional vision

Clear regional accountabilities

- Set regional transit vision, strategy, and plan
- Undertake system-wide monitoring and reporting for regional and local networks
- Identify, screen, and prioritize major regional investments
- Advance funding strategy and fund regionally identified priorities

Infrastructure development, design, and delivery

Clear local accountabilities

- Set local transit vision, strategy, and plan
- Develop/design/deliver major operating capital (e.g. system renewal, fleet)

Shared or unclear accountabilities

- (Shared/Unclear) Specify the requirements for delivery of major* new-build regional infrastructure

Clear regional accountabilities

- Define network vision/plan for major initiatives
- Define scope and timing of major infrastructure projects to Vision/Plan and regional guidelines
- Undertake conceptual and advanced planning/design for regional projects
- Ensure adherence to requirements for major regional infrastructure delivery
- Procure/deliver major new-build capital initiatives

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*"major" infrastructure to be defined

Network operations

Clear local accountabilities

- Lead medium- and short-term planning for local networks
- Set service standards for local service
- Operate and maintain local/operator services

Shared or unclear accountabilities

- (unclear) Operate and maintain regional services to defined specifications

Clear regional accountabilities

- Lead medium- and short-term planning for regional network
- Set service guidelines, policies for regional service

Emerging consensus and areas to explore

Emerging Consensus

RNM accountable for the regional network at all stages

Planning: Define regional network policies, projects, and priorities

- Define network, policies, and standards
- Prioritize
- Fund
- Project alternatives/concept design

Delivery: Develop and deliver major regional projects

- Procurement
- Detailed design
- Delivery
- Stakeholder signoff
- Risk Management

Operation

- Specify requirements for operating and maintaining the Regional Network

Areas to explore

Allocation of responsibility explored in alternatives design

Planning

Are there responsibilities that could be delegated to existing agencies?

Delivery

Responsibility could be delegated to:

- Regional project delivery agency
- Operator project delivery

Operation

- Responsibility could be delegated to operator

Key takeaways from ad hoc discussions

Emerging consensus

- RNM should have accountability and decision-making authority for the regional network and policies
- RNM will have an interest in supporting local service that feeds the regional network
- RNM has an important role in supporting project delivery

Key Discussion

- Definition of regional interests, network, policies is key to defining required RNM authorities
- Extent of role of RNM in project delivery (spectrum: resource to delivery agent)

Questions and challenges

- Need to support regional network without compromising local objectives
- What types of projects can/should be delivered regionally?
  - Regional network projects?
  - Other projects (e.g. local BRT, electrification infrastructure)

Entity design principles – how will they be used

- Will guide the development of the RNM
- “Should statements” – design attributes that the entity should reflect
- Reflect the problem statement and the Existing Conditions Assessment:
  - tells us what the entity should strive for
  - reflects how it will address enabling factors and overcome constraining factors

Introducing Entity Design Principles

RNM accountabilities:

1. All Accountabilities: able to substantively assume all accountabilities (easy to hard), over a reasonable timeframe
2. Authority: sufficient authority to define and execute regional accountabilities, long term goals
3. Voice: policy body reflects equity in planning and decision making and an appropriate balance of regional transit interest
4. Effectiveness: management body is capable of making evidence-based decisions and initiating action, in timely and effective manner

Funding:

5. Near term – capable of reasonably reallocating funds to begin substantive advancement of RNM, while maintaining integrity of local service objectives
6. Long term: capable of generating operational efficiencies and substantive new regional funding to support regional and local networks

Transition, Capacity and Resources:

7. Forward compatible – entity designed to be capable of 'getting started' to materially address current needs, and also evolve to meet ambitious regional agenda
8. Capacity and resources – capable of generating shared commitment to providing starting technical capacity and building new long-term regional transit competency

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Summary of Ad Hoc Feedback – Design Principles

- All Accountabilities: Some accountabilities may remain with MTC/Operators
- Funding: Reallocation needs to take into account the realities of inflexible local funding
- Region needs to be able to support development of multiple high-complexity projects
  - Current system for developing projects has engendered innovation and parallel project development
- Regional standards/guidance shouldn't restrict innovation by cities or operators

The RNM Entity ‘Job Description’ Themes

Closing discussion on key points of:

- Agreement
- Disagreement
- Points for further clarification, exploration

Next Steps

Near term - Spring

- Distribute Existing Conditions for Review
- Further Develop the Design Principles
- Complete/sort accountabilities for RNM (the RNM 'job description'):
  - Accountabilities (decision making authorities)
  - Responsibilities (duties)

Later Spring/Summer - Initiate Evaluation and Alternatives Development

- Define 'Regional Network Reference Concept'
- Develop RNM entity models
- Develop evaluation framework and evaluation metrics

375 Beale Street, Suite 800
San Francisco, CA 94105

Metropolitan Transportation Commission

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April 26, 2022

Network Management Business Case Advisory Group
Bay Area Metro Center
375 Beale Street, Suite 800
San Francisco, CA 94105-2066

Dear Chair Mulligan, Vice-Chair John-Baptiste, and the Network Management Business Case Advisory Group,

We are writing to discuss the interests and priorities of the thousands of people with disabilities and elders who live, work, and travel in the Bay Area. The needs of this community have long been underrepresented in transportation planning in this region, and we are seeking to work with you to ensure that accessible transportation is central to the analysis being conducted as part of the Network Management Business Case Study at MTC. We know that equity has been stated as central to the approach of MTC's planning work, and it is essential that people with disabilities be included in that framework.

We are glad to see that the region's Network Management Business Case Study will be evaluating institutional options with goals of delivering more integrated approaches to fares, accessibility, customer information, network planning, and funding, in order to deliver a public transportation system that is more rider-friendly and provides more equitable access. We are pleased to see paratransit is included in the scope of Network Management priorities.

As the project team continues its analysis, it will be essential that the metrics and evaluation criteria include specific measures of accessibility. A network management plan is not successful if it is not able to lead to key improvements for people with disabilities and the aging population. In particular, the analysis must show how the preferred network management alternatives perform against outcomes that are priorities for the disability and aging community.

These priorities include:

- A centralized, singular point of entry for eligibility for and access to discounts, passes, paratransit, and other services;

- Centralized mobility planning that includes a variety of modes and services that people with disabilities and elders use to meet their mobility needs;
- Centralized dispatch, customer service, and trip planning to ensure all residents, including people with disabilities, can access and navigate the system;
- Regionally coordinated paratransit service, with one-seat rides and same-day service with expanded reach to all those who need it;
- Robust, frequent, reliable fixed-route transit service that serves the needs of transit-dependent riders all day and night, not just the 9-5 commuter population, in urban, suburban, and rural areas;
- Uniform accessibility standards across the region that support providing accessible and consistent service to all customers, including wayfinding and audio/visual/tactile cues for multiple disabilities;
- All modes of transit, including paratransit, are affordable to people with disabilities and elders with low incomes;
- Safe, accessible pathways to transit stations and stops, including uniform standards for accessible pedestrian signals;
- A central policy-making body for critical elements of coordination of the regional public transportation system, with accessible decision-makers who are responsive and accountable to community members.

We request that at future meetings of the Network Management Business Case Advisory Group, information is shared that shows how the analysis is taking these outcomes into account.

We are also concerned about the lack of representation from people with lived experience with disability and paratransit in the Network Management Business Case process. In order to ensure that the Business Case recommendations take into account the needs and priorities of people with disabilities and elders, we strongly recommend the inclusion of two representatives from the disability and aging communities on the Network Management Business Case Advisory Group. In addition, any outreach associated with the development of the Business Case and any associated ongoing work should include people with lived experience with disabilities and aging. The final policy-making body developed as an outcome of the Network Management work should also include a person with a disability who can speak directly to that experience in governance and planning decisions.

We are watching this process closely and look forward to working with MTC, the Advisory Group, and all project team members to ensure accessible transportation is central to the region's governance reform efforts.

Sincerely,

Daveed Mandell
Member, Transportation Committee
American Council of the Blind

Sheri Burns
Executive Director
Silicon Valley Independent Living Center

Warren Cushman
Member
California Council of the Blind

Frank Welte
MTC Policy Advisory Council

Sandra Lang
Senior Transit Advocate

Debbie Toth
President & CEO
Choice in Aging

Adina Levin
Executive Director
Friends of Caltrain

Hayley Currier
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Mary Lim-Lampe J.D.
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