METROPOLITAN TRANSPORTATION COMMISSION

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Yerba Buena Conference Room, 1st Floor

MEETING AGENDA

Date: Wednesday, October 28, 2026 | **Time:** 1 p.m.

Metropolitan Transportation Commission Workshop - Day 1

Chair: Sue Noack
Vice Chair: Stephanie Moulton-Peters
Clerk: Kimberly Ward

Day 1 of the Metropolitan Transportation Commission Workshop is scheduled to be held on Wednesday, October 28, 2026 at 1:00 p.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA 94105

Meeting attendees may opt to attend in person for public comment and observation. Attendees must adhere to posted public health protocols while in the building. A recording of the workshop will be made available at https://mtc.ca.gov--/meetings-events.

Members of the public may submit comments by email at info@bayareametro.gov by 5:00 p.m. two (2) business days before the scheduled meeting date. Please include the committee or board meeting name in the subject line. All comments received will be submitted into the record. The Chair may adjust the order and timing of all agenda items.

Roster

Sue Noack
Chair

Stephanie Moulton-Peters
Vice Chair

Margaret Abe-Koga
Pat Burt
Victoria Fleming
Barbara Lee
Mitch Mashburn
Doanh Nguyen*
Libby Schaaf

Eddie Ahn
Noelia Corzo
Dorene M. Giacopini*
Matt Mahan
Myrna Melgar
Gina Papan

Candace Andersen
Marilyn Ezzy Ashcraft
Alicia John-Baptiste
Amber Manfree
Nate Miley
Belia Ramos

**Non-Voting Members*

Agenda

1. Welcome

1a. Welcome and Introduction 26-2193

Commission Chair Sue Noack will welcome the group and Executive Director Andrew Fremier will present a brief strategic update on the agency's accomplishments to help set the stage for a facilitated conversation.

Action: Information

Presenter(s): Sue Noack, Commission Chair, Andrew Fremier, Executive Director

Attachments:

- 1a_26-2193_1_Day_1_Item_1_Summary_Sheet_Welcome_Introduction.pdf
- 1a_26-2193_2_Attachment_A_Presentation_Exec_Committee_August.pdf

2. Session Overview and Presentation of Findings

2a. Session Overview and Presentation of Findings 26-2194

The workshop facilitator will lead the Commission through a discussion of strategic leadership and the Commission's regional role, grounded in the agency's Strategic Framework and Plan Bay Area 2050+.

Action: Discussion

Presenter(s): Janette S. Williams, The Centre for Organization Effectiveness

Attachments:

- 2a_26-2194_1_Day_1_Item_2_Summary_Sheet_Session_Overview_Presentation_Findings.pdf
- 2a_26-2194_2_Day_1_Item_2_Attachment_A_Facilitated_Discussion.pdf

3. Facilitated Discussion

3a. Activity #1 26-2195

A facilitated discussion on how Commissioners balance their regional role with their local responsibilities, and how a regional approach can support them in meeting local challenges.

Action: Information

Presenter(s): Janette S. Williams, The Centre for Organization Effectiveness

Attachments:

- 3a_26-2195_Day_1_Item_3a_Summary_Sheet_Activity_1.pdf

Break

3b. **Activity #2** 26-2196

A facilitated discussion on the attributes of effective regional leadership and on fostering a culture of strong communication.

Action: Discussion

Presenter(s): Janette S. Williams, The Centre for Organization Effectiveness

Attachments:

- 3b_26-2196_Day_1_Item_3b_Summary_Sheet_Activity_2.pdf

4. Public Comment/ Other Business

5. Adjournment of Workshop Day 1 with Dinner to follow.

The Workshop will continue on Thursday, October 29, 2026 at 9:00 a.m.

Public Comment: The public is encouraged to comment on agenda items at meetings by completing a request-to-speak card (available from the Clerk) and passing it to the Clerk. 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 meeting body 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: 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 meeting body members, key staff and others as appropriate. Copies will be available at the meeting.

Metropolitan Transportation Commission
2026 Commission Workshop (Day 1)

October 28, 2026 **Agenda Item 1a-26-2193**

Welcome and Introduction

Subject:

Commission Chair Sue Noack will welcome the group and Executive Director Andrew Fremier will present a brief strategic update on the agency's accomplishments to help set the stage for a facilitated conversation.

Background:

Day 1 of the 2026 Commission Workshop convenes the Commission for a facilitated strategic discussion. To open the day, Commission Chair Sue Noack will welcome Commissioners, and Executive Director Andrew Fremier will present a brief update that looks at what the Commission has accomplished during their term. This will set the stage for the day's conversation about regional approaches to local challenges and where the Commission is best positioned to lead on these issues.

Next Steps:

The workshop continues with a session overview and presentation of findings led by the workshop facilitator.

Attachments:

- Attachment A: August 2026 Presentation to Executive Committee

Andrew B. Fremier, Executive Director

MTC Strategic Update and Look Ahead

Andrew B. Fremier
MTC-ABAG Executive Director

August 26, 2026

METROPOLITAN TRANSPORTATION COMMISSION

ASSOCIATION OF BAY AREA GOVERNMENTS
METROPOLITAN TRANSPORTATION COMMISSIO

Vision

A vibrant Bay Area that is connected, equitable and sustainable.

Mission

Advancing shared local and regional priorities for transportation, housing, and the environment.

Values

Collaboration – Commitment to partnership and valuing all voices and perspectives.

Equity – Advancing a fair, just, and inclusive Bay Area through policies, actions and investments.

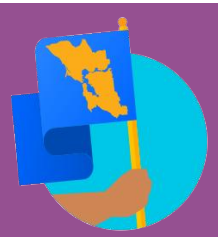
Excellence – Commitment to high-quality work products and services.

Innovation – Commitment to continuous improvement through exploration of new tools, technologies, and approaches.

Integrity – Be transparent, accountable and responsible in providing information and making decisions.

Presentation Outline

This presentation highlights MTC's accomplishments since 2025 across the goals of MTC-ABAG's Strategic Framework and provides a preview of what's coming next.

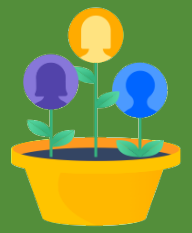


Regional Leadership

Initiate, empower, and drive collaborative solutions to cross-jurisdictional challenges in transportation, housing and the environment.

Operational Excellence

Approach work and align resources to ensure efficiency, impact, and continuous improvement.



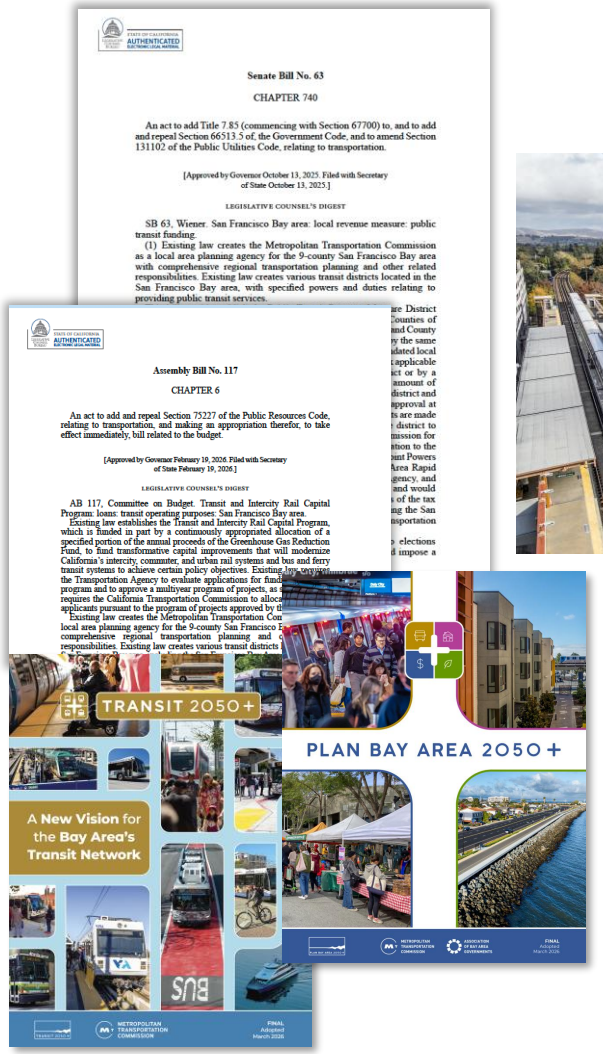
Healthy Workplace

Foster a collaborative, inclusive, and supportive work environment that promotes equity, account-ability and diverse perspectives.

Regional Leadership

Year in Review

- **Senate Bill 63** (2025) and state transit loan (2026)
- **Plan Bay Area 2050+**, including first-time long-range service-focused transit plan (Transit 2050+)
- **Regional Network Management:** Clipper BayPass, Mapping & Wayfinding, Transit Priority
- **BAHFA –** launched new programs and secured philanthropic grants
- **MTC-ABAG Community Advisory Council**
- **2025 Accessible Futures Conference**



Regional Leadership

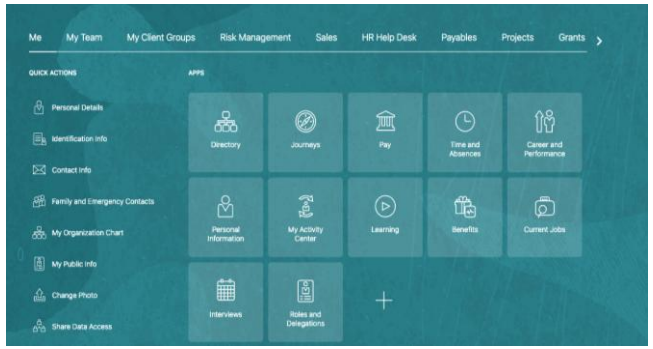
What's Next?

- Plan Bay Area 2060 kick-off
- Regional Transit Measure implementation if approved by voters (November 2026 ballot)
- Bay Area Housing Finance Authority (BAHFA) potential clean-up legislation
- Mapping & Wayfinding Pilot deployments (year 1)
- State Route 37 and major corridor initiatives

Operational Excellence

Year in Review

- Toll Bridge Asset Management Plan
- Improved freeway operations through Express Lane extension and adaptive ramp metering
- Core Enterprise Resource Planning (ERP) System
- Operating Reserve Policy
- Bay Wheels growth in ridership
- Transit agency Financial Efficiency Review, Phase 1



Operational Excellence

What's Next?

- Richmond San Rafael Bridge Forward and Open Road Tolling
- Improving regional communication across Commissioners, elected and appointed colleagues, and constituents
- Stabilization of technology improvements including Clipper 2.0 and the Oracle ERP systems
- Technology modernization through investments including the FasTrak® back office and tolling systems

Healthy Workplace

Year in Review

- Advancing Equity & Inclusion: Trainings and equity coaching opportunities.
- Third-party recruitment audit and hiring of new Human Resources Director
- Supporting a healthy workplace: trainings focused on staff well-being and connection.
- Open Spaces, quarterly all staff meetings, cultural celebrations (e.g., disability pride event)
- Equity Infrastructure Pledge

Healthy Workplace

What's Next?

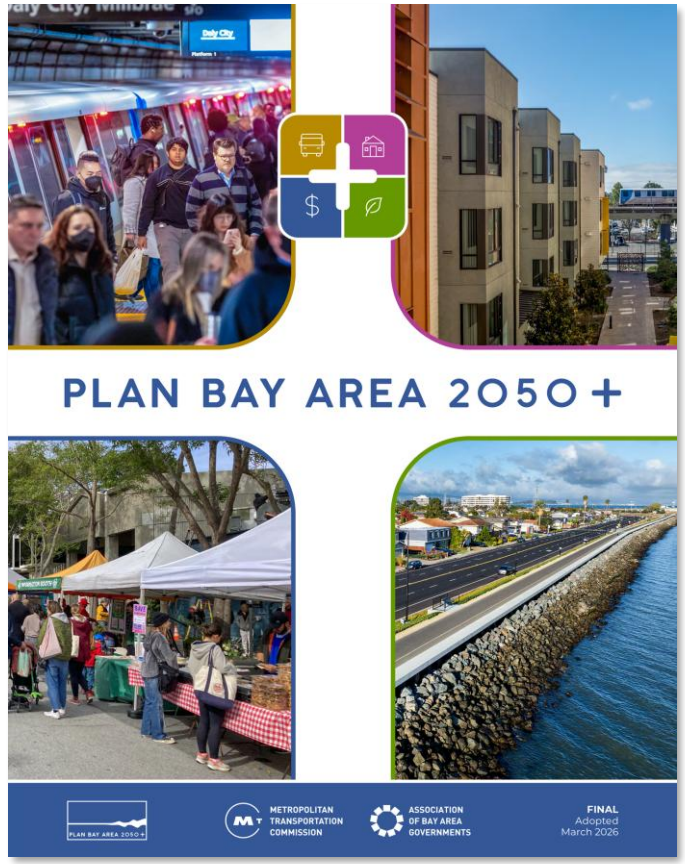
- Workforce development
- Succession planning
- Talent retention
- Continued culture-building and equity-inclusion efforts

Plan Bay Area 2060 is MTC's North Star

October Commission Workshop Preview

Key Discussion Topics

- Emerging opportunities and risks
- Areas where stronger Commission alignment & regional leadership could make a difference
- Priorities that would help advance MTC's strategic framework and the vision of Plan Bay Area 2050+



Metropolitan Transportation Commission
2026 Commission Workshop (Day 1)

October 28, 2026 **Agenda Item 2a-26-2194**

Session Overview and Presentation of Findings

Subject:

The workshop facilitator will lead the Commission through a discussion of strategic leadership and the Commission's regional role, grounded in the agency's Strategic Framework and Plan Bay Area 2050+.

Background:

Day 1 of the 2026 Commission Workshop opens with an overview and a presentation of findings led by an external facilitator, Janette S. Williams from The Centre for Organization Effectiveness. The Metropolitan Transportation Commission guides a region of more than 7.6 million residents across nine counties and 101 cities. The agency has a Strategic Framework to set its internal vision, goals and objectives and staff look to Plan Bay Area 2050+, the region's long-range plan, to guide its externally facing priorities through its four focus areas (transportation, housing, environment and economy), 35 strategies and 55 implementation actions.

The facilitator will set this regional and organizational context and present the key themes that frame the day's discussion, establishing a shared starting point for the Commission before it turns to the activities that follow, as shown in **Attachment A**.

Next Steps:

The themes presented in this item frame the facilitated activities that follow during the workshop.

Attachments:

- Attachment A: Presentation prepared by Janette S. Williams, The Centre for Organization Effectiveness

Andrew Fremier, Executive Director

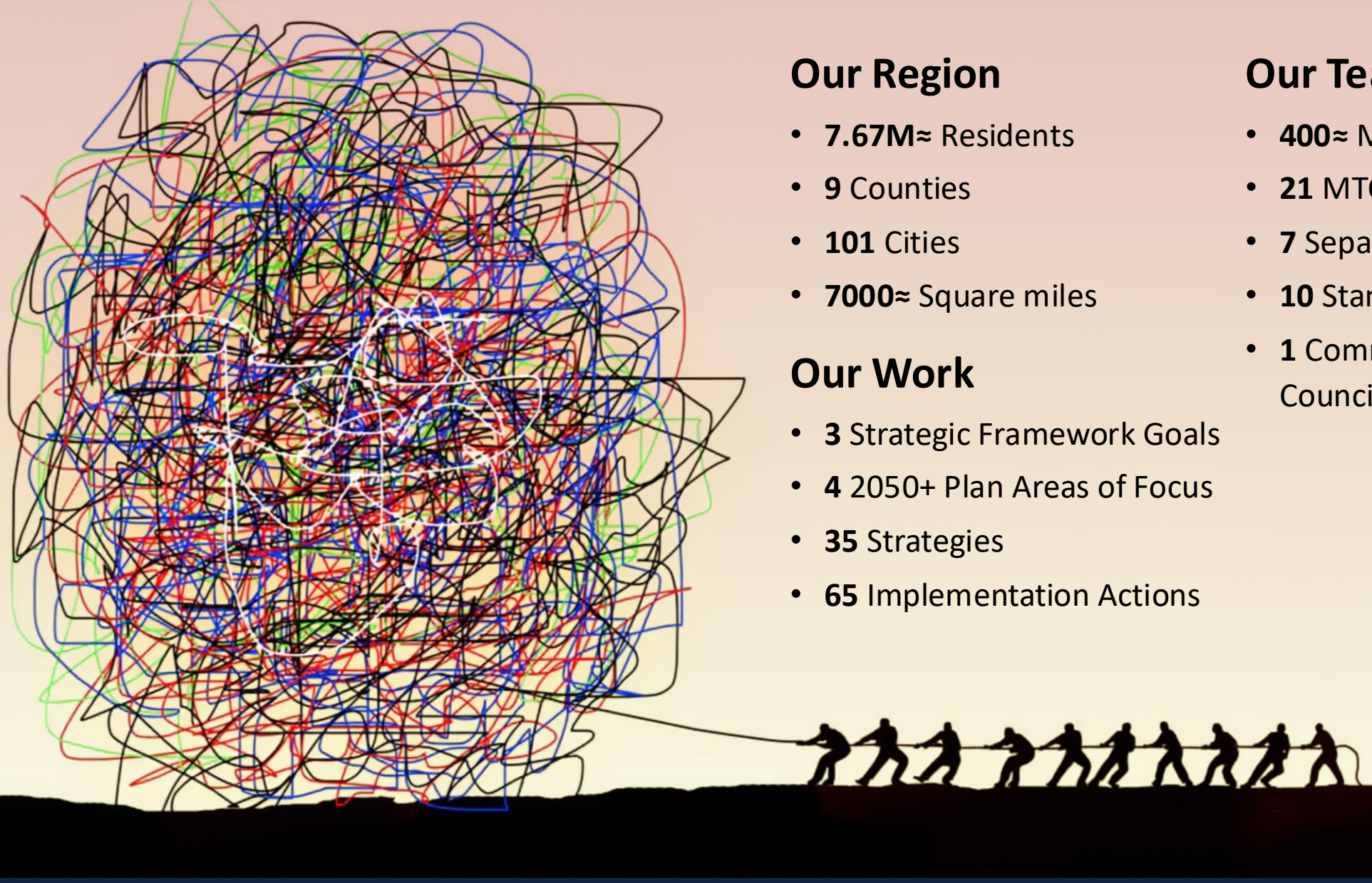
METROPOLITAN TRANSPORTATION COMMISSION

Facilitated Discussion

Commission Workshop, 2026

Prepared by Janette S. Williams IMBA, PhD

THE CENTRE FOR ORGANIZATION EFFECTIVENESS



Our Region

- **7.67M≈** Residents
- **9** Counties
- **101** Cities
- **7000≈** Square miles

Our Work

- **3** Strategic Framework Goals
- **4** 2050+ Plan Areas of Focus
- **35** Strategies
- **65** Implementation Actions

Our Team

- **400≈** MTC and ABAG Staff
- **21** MTC Commissioners
- **7** Separate Authorities
- **10** Standing Committees
- **1** Community Advisory Council

Not a job for the faint of heart

THE CENTRE FOR ORGANIZATION EFFECTIVENESS

Agenda

- **Themes from Interviews**
- **Regional Role + Local Responsibilities**
- **Strategic Leadership**

Themes from Interviews

Regional Priorities

The Whole vs. The Parts

Challenges we face

Affordability (regional), Sustainability (local), and Connection (data, organization, broader transportation & mobility issues)

What success looks like

Policies, Plans, and Implementation align and support our Regional Areas of Focus

Ways to be more effective

Communication, understanding the "why," and having difficult discussions and making tough decisions

Regional Role + Local Responsibilities

Both - And

THE CENTRE FOR ORGANIZATION EFFECTIVENESS

Both – And

What local challenges do you face and how can a regional approach help you overcome them?

Time for a **Break!**

15 min

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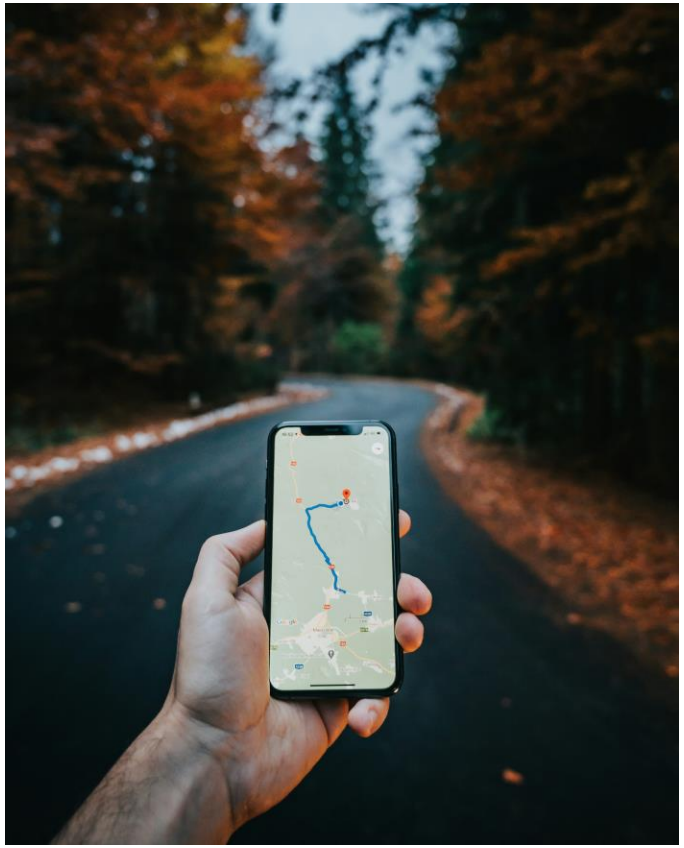
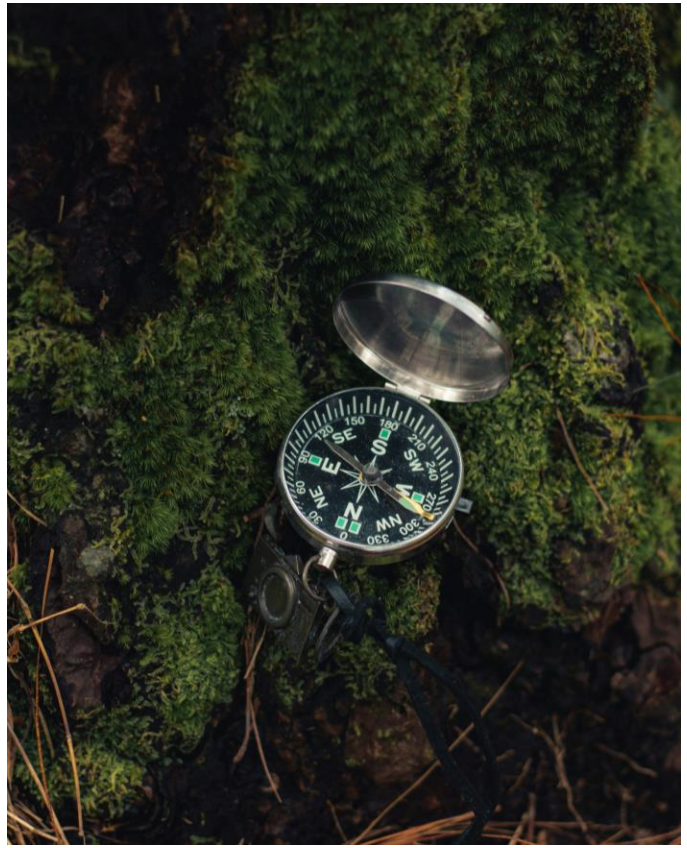
Leadership

Direction(s)



Direction



Direction(s) — route you will take to get there

Direction — destination to which you are heading

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Strategic Leadership

- ✓ Direction
- ✓ Clear Expectations
- ✓ Intentional
- ✓ Purposeful
- ✓ Nimble
- ✓ Productive
- ✓ Follow-up

What other attributes describe Regional Leadership?

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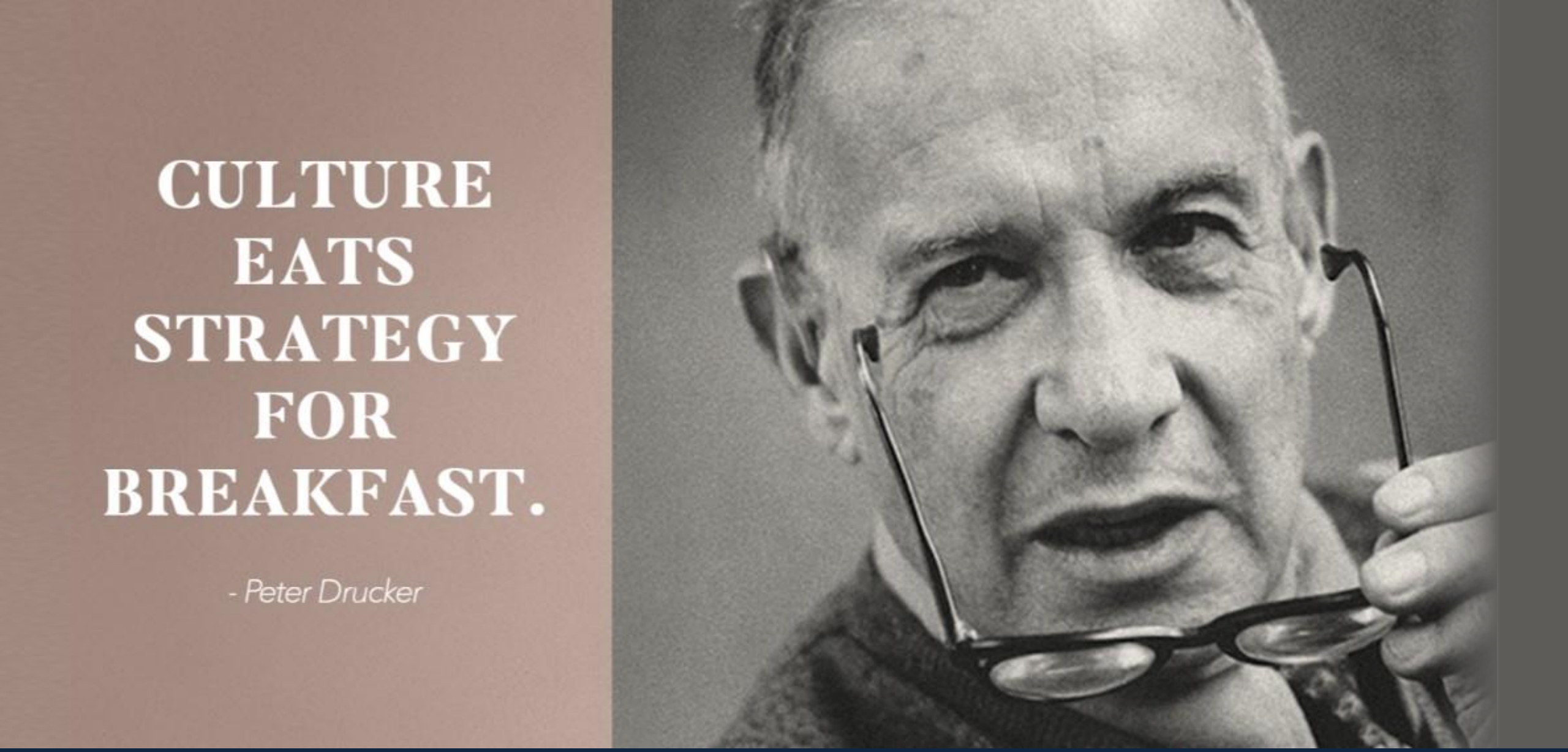

Why is that?

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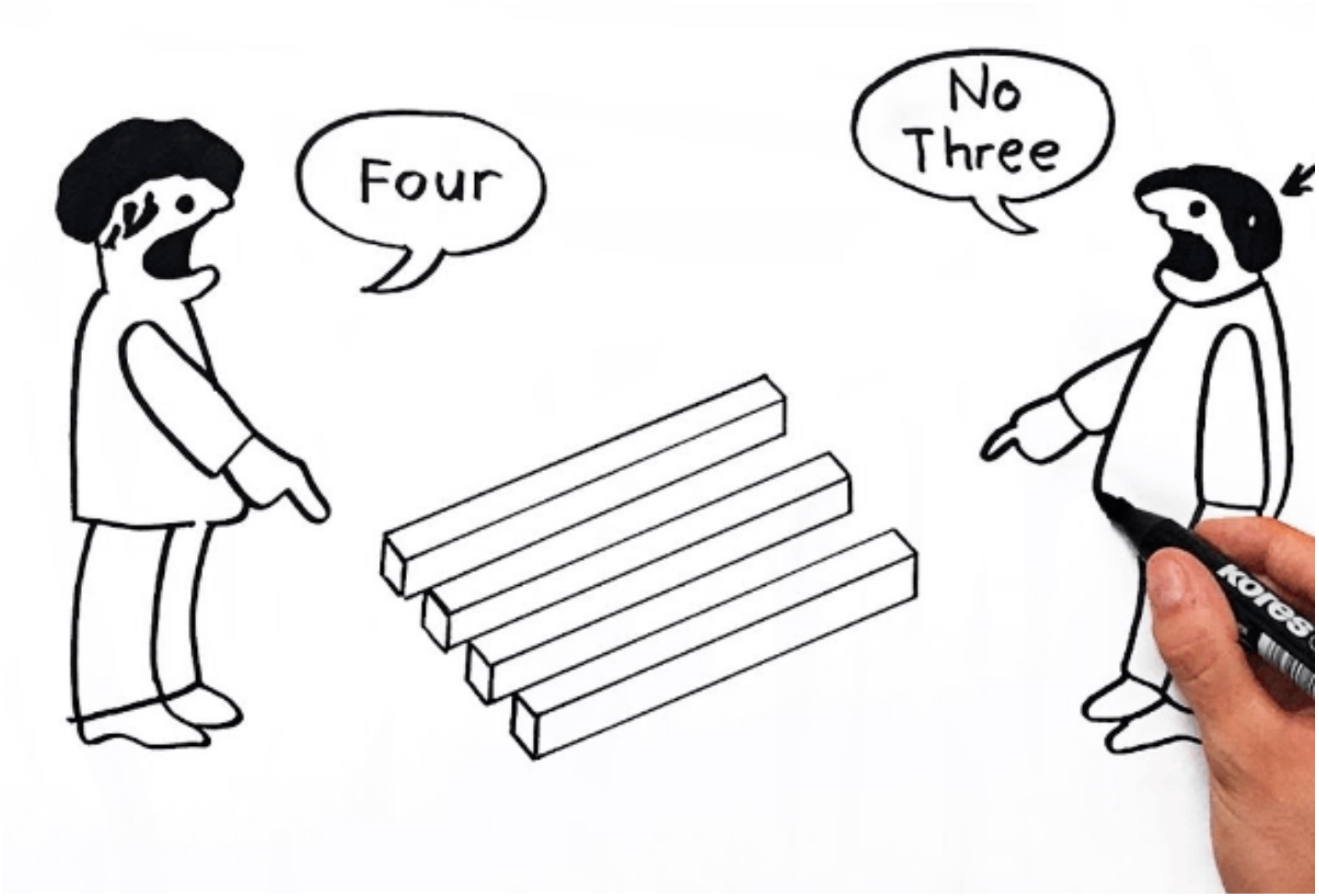

We see things differently… but is that a bad thing?

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Communication

Turning Towards

Turning Away

Turning Against

Culture of Strong Communication

What do you need more and less of?

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That’s a Wrap

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Plan Bay Area 2050+

4 Areas of focus

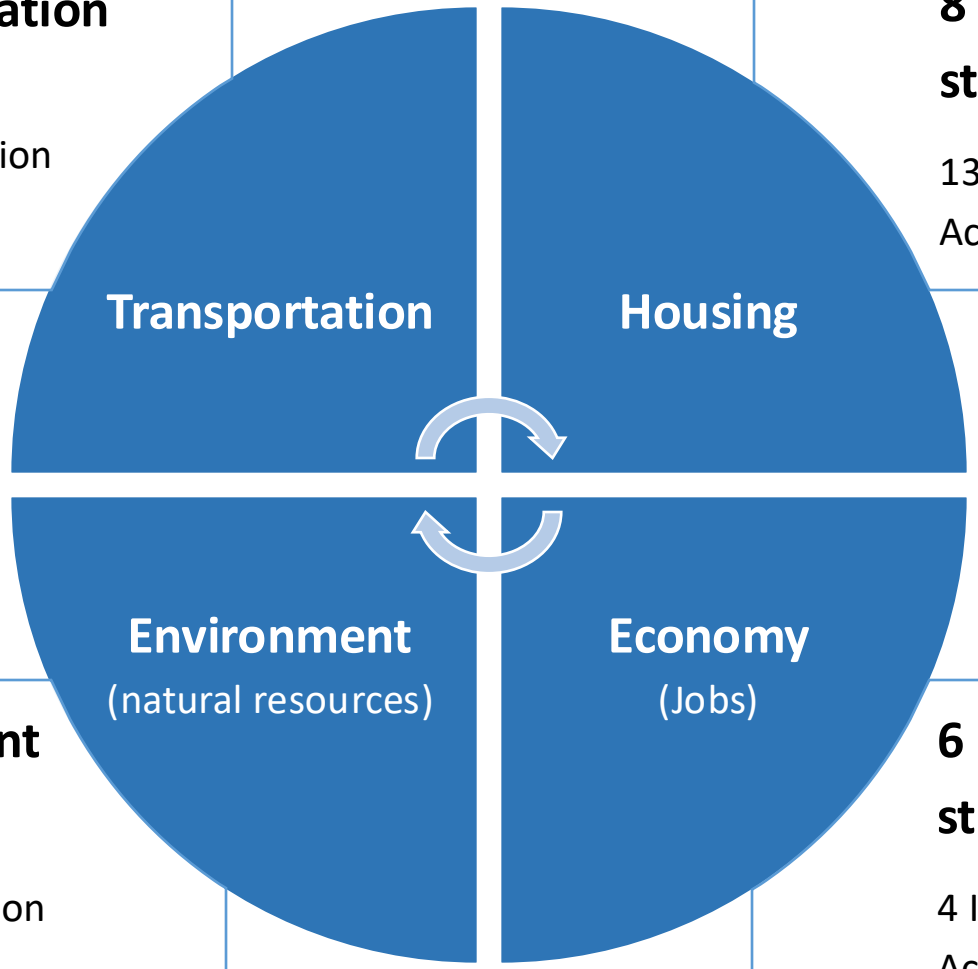
35 strategies

55 implementation actions

10 Cross-Cutting Implementation Actions

12 transportation strategies —
26 Implementation Actions

8 housing strategies –
13 Implementation Actions



9 environment strategies –
12 Implementation Actions

6 economy strategies –
4 Implementation Actions

THE CENTRE FOR ORGANIZATION EFFECTIVENESS

Metropolitan Transportation Commission
2026 Commission Workshop (Day 1)

October 28, 2026 **Agenda Item 3a-26-2195**

Activity #1

Subject:

A facilitated discussion on how Commissioners balance their regional role with their local responsibilities, and how a regional approach can support them in meeting local challenges.

Background:

Commissioners serve a dual role: advancing the interests of the region as a whole while representing the communities they come from. These responsibilities often coexist, and the strongest regional outcomes depend on reconciling them. In this facilitated discussion, Commissioners will consider the local challenges they face and how a coordinated regional approach can support their efforts to address them, grounded in the agency's Strategic Framework and Plan Bay Area 2050+.

Next Steps:

Input from the discussion will inform the Commission's shared understanding of its regional role and carry into the strategic leadership conversation that follows.

Issues:

None identified.

Attachments:

- None

Andrew B. Fremier, Executive Director

Metropolitan Transportation Commission
2026 Commission Workshop (Day 1)

October 28, 2026 **Agenda Item 3b-26-2196**

Activity #2

Subject:

A facilitated discussion on the attributes of effective regional leadership and on fostering a culture of strong communication.

Background:

Building on the day's earlier discussion, Commissioners will consider the attributes that define strong regional leadership and the role that open, consistent communication plays in advancing the Commission's shared priorities. The conversation aims to strengthen alignment on how the Commission leads, and how Commissioners work together, for the region in the years ahead.

Next Steps:

The themes from the discussion will inform the Commission's approach to its shared priorities and ongoing collaboration.

Issues:

None identified.

Attachments:

- None

Andrew B. Fremier, Executive Director