



Transit Transformation 1-Year Report Card

A review of progress on fixing Bay Area transit,
one year on from the adoption of the
Transformation Action Plan

September 22, 2022

Transit Transformation 1-Year Report Card

Executive Summary

One year ago, on September 22, 2021, the Metropolitan Transportation Commission adopted the ambitious [Transformation Action Plan](#) (TAP) - a visionary blueprint for change to chart a path for public transit to recover and thrive in the Bay Area. The Plan's 27 Actions, developed by a 32-member Blue Ribbon Transit Recovery Task Force representing transit agency leaders, elected officials, and advocates, provided an excellent and long overdue reset of priorities for reforming the Bay Area's fragmented transit - made more urgent than ever due to the COVID-19 pandemic.

The adopted Transformation Action Plan was heralded as a major turning point by elected leaders and advocacy groups alike. One year later, it's important to take stock of how we are doing in implementing this plan.

The **Transit Transformation 1-Year Report Card** was developed by Bay Area transportation advocacy groups to track the status of all 27 actions of the plan based on public materials and conversations with staff at MTC and other agencies. The goals of the report card include recognizing where there has been progress, identifying which initiatives are at risk, and proactively identifying potential solutions. The report card was created by the groups that co-sponsored SB 917, the Seamless Transit Transformation Act, including Seamless Bay Area, SPUR, TransForm, Bay Area Council, Silicon Valley Leadership Group, and Joint Venture Silicon Valley; it is also supported by senior and disability groups Choice in Aging and the Silicon Valley Independent Living Center.

TRANSFORMATION ACTION PLAN CATEGORY	REPORT CARD ASSESSMENT
Fares and Payment	On Track
Mapping & Wayfinding	On Track
Transit Priority	At Risk
Bus/Rail Network Management	At Risk
Connected Network Planning	Lagging
Data Collection & Coordination	On Track
Accessibility	Lagging
Funding	On Track, Evolving

Summary of report card assessment for the eight main TAP categories.

Significant efforts are underway among MTC and transit agencies to advance the Transformation Action Plan initiatives, and unprecedented levels of collaboration are occurring. Cross-agency staff working groups have

been formed, MTC staff are internally restructuring to focus on the initiatives, and general managers have continued to meet weekly since the beginning of the pandemic.

The result has been impressive progress in particular in advancing fare coordination and integration initiatives, and good progress on mapping, wayfinding, and data.

However, our Report Card raises particular concerns about the status of important projects related to governance, equity, and service integration. Important studies critical to our transit system's future, including the Network Management Business Case and the Connected Network Plan, have fallen behind, and are at risk of being curtailed in ambition due to our underlying governance challenges, where no agency has a clear mandate and authority to advance integration.

Based on this Report Card, we offer five key recommendations for supporting the Transformation Action Plan's timely implementation:

- 1. Set up a unified, balanced, and transparent policy-making board for the Transformation Action Plan initiatives.**
- 2. Regularize reporting of Transformation Action Plan initiatives to Metropolitan Transportation Commission.**
- 3. Prioritize funding and incentives for transit priority roadway treatments that get transit vehicles out of traffic improving transit speed and reliability.**
- 4. Prioritize the Connected Network Plan**
- 5. Exercise MTC's full capability to lead the region, including using its existing authority to advance transit transformation**

The Report Card and its recommendations are explained in further detail in the remainder of this report and in the detailed table on page 4.

Background

The Bay Area's Transformation Action Plan (TAP) was adopted unanimously by the Blue Ribbon Transit Recovery Task Force in July 2022 and subsequently by MTC in September 2022. It was heralded as an essential blueprint for change for transit to recover from the pandemic and thrive in the Bay Area -- and as a key strategy to combat climate change and eroding housing affordability in the region.

The Plan identified the following vision for transit transformation:

“Design, adequately invest in, and effectively manage a public transit network that is equitable, inclusive, frequent, affordable, and reliable; is integrated with unified service, fares, schedules, customer information and identity; and services all Bay Area populations, resulting in increased ridership and reduced growth in vehicle miles traveled.”

The Plan's 27 recommendations cover a broad range of initiatives and span a variety of time scales. They include near term actions to make transit easier right away, such as fare integration and wayfinding pilots. But they also include initial strategic actions that get at the heart of long term governance and funding issues that have held the region's transit system back for decades.

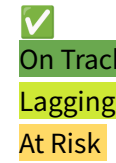
Actions associated with integrating fares, harmonizing transit wayfinding, and expanding the use of transit priority measures throughout the region were called out as the three 'accelerated' priorities within the plan. Seen as 'low hanging fruit' by the task force members because of significant efforts already underway, they were included in the plan with ambitious timelines for implementation. Of the [\\$152m that was set aside for implementation of all TAP initiatives](#), \$124m was earmarked for the accelerated priorities.

Transformation Action Plan 1-Year Anniversary Report Card

Detailed Assessment of all Actions - September, 22 2022

This is an assessment of the status of the Actions of the Transformation Action Plan one year since the plan was adopted by MTC. This is based on public materials and conversations with staff at numerous agencies, compiled by eight advocacy groups that have been deeply engaged in Bay Area transit advocacy. It is not an official status report from MTC or any other public body.

Legend



Complete
 On Track
 Minor Delays but otherwise proceeding smoothly / as planned
 Delayed with concerns of getting off track

Category	Category Assessment	Actions	TAP Target	Revised Timeline*	Action Assessment	Notes <i>Based on a combination of staff discussions and public presentations</i>
Fares and Payment	On Track	1. Act on the Fare Coordination and Integration Study (FCIS) recommendations	Late 2021	Late 2021	On Track	Fare Policy Vision Statement was adopted in late 2021; BayPass Pilot launched in 2022, free & reduced cost transfers will launch in 2023.
		2. Determine whether existing authority is sufficient for FCIS implementation	Late 2021	TBD	Lagging	MTC supported SB 917; Now MTC is waiting for Network Management Business Case to assess authority.
		3. Seek state legislation for additional authority, if needed	Mid-2022	TBD	Lagging	MTC supported SB 917; Now MTC is waiting for Network Management Business Case to assess authority or seek legislation if needed.
Mapping & Wayfinding	On Track	4. Fund and finalize regional mapping and wayfinding standards	Mid-2023	Mid-2023	On Track	Consultant has been hired and the project has kicked off.
		5. Fund and complete 1-3 subregional mapping & wayfinding pilot projects	Late 2024	TBD	On Track	Project coordinated with sub regional integration work in Sonoma County; first pilot will be in Sonoma in 2024; other pilots will follow.
		6. Fund and develop a regional mapping data services digital platform	Late 2023	TBD	On Track	Procurement in process. Consultant firm anticipated to be selected in Late 2022.
Transit Priority	At Risk	7. Request a Caltrans Deputy Directive on Design Exceptions	Late 2021	None	At Risk	Staff is considering whether this is the right strategy. Commission has not addressed this since approving the TAP.
		8. Sponsor legislation to remove barriers to implementation of Transit Priority	Early 2022	TBD based on 2023 priorities	At Risk	MTC supported, but did not sponsor SB 917, which supported transit priority action broadly. MTC did not sponsor action in 2022, and there is nothing yet proposed for 2023.
		9. Fund design and delivery of prioritized transit corridor projects	Mid 2022	TBD	Lagging	\$30 million in new funding has been programmed + \$15 million in existing funds. A call for projects process is in the works.
		10. Select near-term HOV lane operating policies to advance to the State	Mid 2022	TBD	Lagging	Under discussion with partners.
		11. Define a Cooperative Agreement process	Late 2022	TBD	At Risk	Process has not meaningfully begun.
		12. Fund, develop & adopt a Transit Priority Policy and Corridor Assessment	Mid 2022	2025	At Risk	Integrated with connected network plan development. Some funding dedicated but work just beginning.
Bus/ Rail Network Management	At Risk	13. Fund and complete a Network Management Business Case analysis	Mid 2022	Early 2023	At Risk	Project completion delayed. The project has been rescoped to focus initially on specific near-term changes instead of long-term structural reforms, raising some questions about the timeline for long-term structural reforms.
		14. Establish and support an advisory group to guide business case	Mid 2021	Late 2021	On Track	Complete.
		15. Provide financial incentives for Integration Efficiencies initiatives	Late 2021	Early 2022	On Track	Complete.
		16. Deliver Rail Partnership and Governance Assessment	Late 2021 (Ph 1) / Mid 2023 (Ph 2)	Spring 2022 (Ph 1) / Late 2022 (Ph 2)	On Track	Original dates were very conservative due to Caltrans grant. Phase 1 was later than expected but Phase 2 is expected to be complete much earlier.
		17. Adopt Transit Equity Principles and a process for applying them	Mid 2022	No timeline	At Risk	There is a lack of definition of what this action entails, and there has been little public discussion.
Connected Network Planning	Lagging	18. Fund, develop and adopt a Bay Area Connected Network Plan	Late 2023	Start Early 2023, end Late 2025	Lagging	Hiring and procurement needs have pushed project to begin in early 2023; capacity constraints and uncertainty of budget beyond first year limit pace of study. Via SB 917, MTC indicated it could not commit to completion of anything prior to late 2025. Ongoing risk of this project lacking clarity of objectives among different stakeholders.
		19. Adopt a transit hub toolkit to optimize station design and connectivity	Late 2023	No timeline	At Risk	Project's objectives / purpose has not been well defined; seeks to build off 2006-7 work.
Data Coll. & Coordination	On Track	20. Establish protocols and implement uniform Realtime and transit pathway data collection	Mid 2023	Mid 2023	On Track	Project appears to be proceeding and is staffed, though minimal info has been shared.
Accessibility	Lagging	21. Designate a Mobility Manager in each county	Mid 2022	Fall 2023	At Risk	MTC is advancing work, however there isn't agreement on the concept of or need for a mobility manager from all operators/counties.
		22. Fund one-seat paratransit ride pilot projects	Late 2022	Summer 2023	Lagging	Anticipated to award project funding for 3 pilot projects in Summer of 2023.
		23. Identify steps for ADA-paratransit integration on Clipper Next Generation	Late 2022	Ongoing	Lagging	Project is staffed and appears to be occurring - by 2023 expected to have at least one operator piloting Clipper.
		24. Identify paratransit challenges and recommend reforms	Early 2023	Early 2024	Lagging	Ambitious work, MTC approaching it very deliberately, taking longer than expected
		25. Adopt standardized eligibility practices for disability programs	Late 2022	Late 2022	On Track	MTC has met with all agencies and will recommend changes on eligibility practices in Fall 2022.
Funding	On Track, Evolving	26. Identify efficiencies and network management funding needs	Early 2022	TBD	Lagging	Part of Network Management business case, whose timeline has been pushed out.
		27. Convene stakeholders to guide transportation funding ballot measure	Late 2023	Convening will begin early 2023	On Track, Evolving	Major stakeholder engagement on a regional funding measure is expected to begin in early 2023. In parallel, MTC is advancing statewide strategy to advocate for additional operations funding to sustain the region to a future year ballot measure.

* Revised timeline based on assessment by the groups involved in this report card, based on public reports and conversations with staff. Revised timeline is not official.

One Year Assessment of Progress

Actions 1-3: Fares and Payment

Category	Category Assessment	Actions	TAP Target	Revised Timeline	Action Assessment
Fares and Payment	On Track	1. Act on the Fare Coordination and Integration Study (FCIS) recommendations	Late 2021	Late 2021 ✓	On Track
		2. Determine whether existing authority is sufficient for FCIS implementation	Late 2021	TBD	Lagging
		3. Seek state legislation for additional authority, if needed	Mid-2022	TBD	Lagging

The Fare Integration set of actions are ‘On Track’ with the schedule committed to in the TAP. The BayPass, a piloting of our region’s first multi-agency transit pass, launched in August, and free and reduced price transfers appear to be on schedule to be implemented across the region by 2023. The Seamless Transit Transformation Act, [SB 917](#) (Becker), though it did not become law, reinforced these deadlines. Because SB 917 did not pass, however, each of the region’s 27 transit agencies must still independently approve the upcoming fare policy changes for them to take effect, creating a risk of delay in the future that should be monitored.

Actions 4-6: Mapping & Wayfinding

Category	Category Assessment	Actions	TAP Target	Revised Timeline	Action Assessment
Mapping & Wayfinding	On Track	4. Fund and finalize regional mapping and wayfinding standards	Mid-2023	Mid-2023	On Track
		5. Fund and complete 1-3 subregional mapping & wayfinding pilot projects	Late 2024	TBD	On Track
		6. Fund and develop a regional mapping data services digital platform	Late 2023	TBD	On Track

Actions to create Mapping and Wayfinding standards and programs are also broadly “On Track”, following years of work in this area led by MTC in partnership with agencies. This initiative [builds off a recently completed Business Case](#), which found significant ridership and economic benefits of a regionally consistent transit wayfinding system. In July 2022, [MTC announced](#) they were awarding the region’s transit wayfinding standards contract to an award-winning UK firm [Applied Wayfinding](#). The project team is working to a plan that includes the original target dates from the Transformation Action Plan, though staff are cautious and note that those dates could change.

Due to ongoing coordination work among agencies within Sonoma county, the project anticipates that one of key subregional pilot projects will be in Sonoma county, with other pilot locations to be selected. Procurement is underway for the consultant that will complete the regional mapping data services platform, Action 6.

Actions 7-12: Transit Priority

Category	Category Assessment	Actions	TAP Target	Revised Timeline	Action Assessment
Transit Priority	At Risk	7. Request a Caltrans Deputy Directive on Design Exceptions	Late 2021	None	At Risk
		8. Sponsor legislation to remove barriers to implementation of Transit Priority	Early 2022	TBD based on 2023 priorities	At Risk
		9. Fund design and delivery of prioritized transit corridor projects	Mid 2022	TBD	Lagging
		10. Select near-term HOV lane operating policies to advance to the State	Mid 2022	TBD	Lagging
		11. Define a Cooperative Agreement process	Late 2022	TBD	At Risk
		12. Fund, develop & adopt a Transit Priority Policy and Corridor Assessment	Mid 2022	2025	At Risk

Transit priority received an unusual degree of consensus and enthusiasm among Blue Ribbon Task Force members. The ambitious deadlines with an understanding that swift action would yield immediate rider and transit agency benefits. While all stakeholders remain committed to transit priority as a near term focus, many items are considered “At Risk” because they haven’t made enough progress to reveal a clear path to full delivery. In other words, we haven’t yet learned where things may go wrong. MTC is working to expand staff capacity to build momentum on this issue.

Actions 13-17: Bus/Rail Network Management

Category	Category Assessment	Actions	TAP Target	Revised Timeline	Action Assessment
Bus/ Rail Network Management	At Risk	13. Fund and complete a Network Management Business Case analysis	Mid 2022	Early 2023	At Risk
		14. Establish and support an advisory group to guide business case	Mid 2021	Late 2021 ✓	On Track
		15. Provide financial incentives for Integration Efficiencies initiatives	Late 2021	Early 2022 ✓	On Track
		16. Deliver Rail Partnership and Governance Assessment	Late 2021 (Ph 1) / Mid 2023 (Ph 2)	Spring 2022 (Ph 1) / Late 2022 (Ph 2) ✓	On Track
		17. Adopt Transit Equity Principles and a process for applying them	Mid 2022	No timeline	At Risk

This category of Transformation Action Plan is listed as “At Risk” primarily due to the uncertain state of the Network Management Business Case (Action 13), which [recently underwent a scope change](#) that will delay completion of the study until Early 2023.

The Blue Ribbon Task Force had identified that “insufficient network management resources and authority” was one of the root causes of the Bay Area’s poorly coordinated transit system. The Network Management Business Case was intended to address this by analyzing potential network management reforms and selecting “a preferred structure for regional network management.”

The recent scope change refocuses the study on near-term changes instead of long term-structural reforms, raising questions about the timeline for longer-term governance reform.

A complementary study, the Rail Partnership and Governance Assessment appears to be on track and may identify valuable governance and project delivery reforms that may be relevant to the Network Management Business Case. However, unlike the Network Management Business Case, there is no public advisory body for the Rail Partnership study.

Last but not at all least, during the Blue Ribbon Task Force, significant effort went into developing a set of guiding Transit Equity Principles that could guide future transit network planning. Action 17 called for these principles to be formally adopted and applied. Unfortunately, there is still a lack of definition on what this entails, so this initiative is considered “At Risk”.

Actions 18-19: Connected Network Planning

Category	Category Assessment	Actions	TAP Target	Revised Timeline	Action Assessment
Connected Network Planning	Lagging	18. Fund, develop and adopt a Bay Area Connected Network Plan	Late 2023	Start Early 2023, end Late 2025	Lagging
		19. Adopt a transit hub toolkit to optimize station design and connectivity	Late 2023	No timeline	At Risk

There have been significant delays to the proposed Connected Network Plan (CNP) for Bay Area transit, Action 18 of the TAP, originally targeted for completion by “late 2023”. One of the core problems identified during the Blue Ribbon Task Force was the Bay Area’s lack of a clear vision for transit service across the region.

A clear service vision has been an important component of success of other regions that have successfully integrated transit and advanced governance reforms - it is also a central component of the California State Rail Plan. The Bay Area CNP is intended to provide a vision of connectivity at a regional scale, so that the region can more effectively advance service improvements, projects, and institutional changes that provide the most network benefits.

In the course of discussions around setting deadlines for the CNP within SB 917, MTC staff have expressed reluctance about committing to complete the CNP prior to December 2025, over three years from now, and two years later than indicated in the TAP. Lack of staff capacity, the need for ‘stakeholder engagement’, and uncertainty of sufficient funding for the study are cited as reasons for extending the timeline. This timeline extension prevents the CNP from being of use in the near term in building support for a regional funding measure (Action 27), as well as in demonstrating the need for network management reforms.

Action 20: Data Collection & Coordination

Category	Category Assessment	Actions	TAP Target	Revised Timeline	Action Assessment
Data Coll. & Coordination	On Track	20. Establish protocols and implement uniform Realtime and transit pathway data collection	Mid 2023	Mid 2023	On Track

Developing common data standards was another target policy of SB 917 and is known to be staffed and moving forward, approximately consistent with the original target dates in the Transformation Action Plan.

Actions 21-25: Accessibility

Category	Category Assessment	Actions	TAP Target	Revised Timeline	Action Assessment
Accessibility	Lagging	21. Designate a Mobility Manager in each county	Mid 2022	Fall 2023	At Risk
		22. Fund one-seat paratransit ride pilot projects	Late 2022	Summer 2023	Lagging
		23. Identify steps for ADA-paratransit integration on Clipper Next Generation	Late 2022	Ongoing	Lagging
		24. Identify paratransit challenges and recommend reforms	Early 2023	Early 2024	Lagging
		25. Adopt standardized eligibility practices for disability programs	Late 2022	Late 2022	On Track

The accessibility-related TAP actions are all moving forward, though more slowly than originally anticipated. Regular reports on these initiatives are being given to the Equity and Access Subcommittee of MTC’s Policy Advisory Committee, making them easy to track. Staff report that a consultant has recently been brought on to assist.

Action 21, “Designate a Mobility Manager in each county” is an important action intended to identify who is responsible in each county for accessible transportation, which can support improved coordination and ensure riders, including those who use paratransit, do not fall through the cracks. However, this action is considered “At Risk” because it appears that the need to designate a mobility manager in each county is not universally understood across the region, and it’s unclear whether there is the necessary political will or staff capacity to advance that action.

Actions 26-27: Funding

Category	Category Assessment	Actions	TAP Target	Revised Timeline*	Action Assessment
Funding	On Track, Evolving	26. Identify efficiencies and network management funding needs	Early 2022	TBD	Lagging
		27. Convene stakeholders to guide transportation funding ballot measure	Late 2023	Convening will begin early 2023	On Track, Evolving

The Transformation Action Plan includes actions to pursue funding for transit service and integration at a regional level.

The funding set of actions are identified as “On Track, Evolving” due to the shifting political landscape and emerging strategy on ensuring financial stability for transit agencies. Major stakeholder engagement on a regional funding measure is expected to begin in early 2023, led by MTC. In parallel, MTC is advancing a strategy, in partnership with transit operators from across the state, to advocate for additional operations funding to sustain the region to a future year ballot measure.

Recommendations

Transit agencies and MTC should be commended for significant progress in advancing many initiatives within the Transformation Action Plan, even within the first year. Getting programs off the ground involves significant administration, including allocating funding, hiring staff, procuring consultants, setting up working groups, and reorganizing staff. Timeline shifts due to such issues are to be expected.

Implementing the TAP is everyone's collective responsibility. Transit agencies, MTC, advocacy groups, and elected officials must work together to make it happen. Yet, at this particular moment in time, the Metropolitan Transportation Commission has the most critical role to play in helping address the challenges presented in this report card of initiatives that are 'at risk' of stalling further or being scaled back.

The following are five recommendations primarily for MTC to consider, focused on helping keep up the momentum of the Transformation Action Plan after one year, and ensuring the 'at risk' projects continue to move forward and live up to the expectations of the public and the Blue Ribbon Task Force:

1. Set up a unified, balanced, and transparent policy-making board for the Transformation Action Plan.

The delays of several of the TAP initiatives demonstrate the need for a better decision-making structure for regional transit coordination issues - both in the interim, and permanently through network management reforms. Current bodies, including the Clipper Executive Board, Fare Integration Task Force, and the Network Management Business Case Advisory Committees are obscure, single-issue decision-making bodies that are difficult to access for riders. They are also dominated by transit general managers who, while knowledgeable, have a predisposition toward the status quo. By contrast, the now defunct The Blue Ribbon Task Force was actually a relatively successful model that elevated the appropriate issues - composed of a balance of elected officials (from both the state and local levels), transit agency leaders, civic groups and advocates.

Within the next six months, and upon completion of the work of the Network Management Business Case advisory committee, we recommend replacing existing single-purpose decision-making and/or advisory bodies for the Transformation Action Plan initiatives with a unified, balanced and diverse advisory body that prioritizes the public good. A scaled down version of the Blue Ribbon Task Force, where members include a range of representing civic and rider groups, transit agencies, elected officials, and independent transportation experts, should be considered as an interim decision-making structure to advise the full MTC commission on TAP initiatives.

2. Regularize reporting of TAP Initiatives to Metropolitan Transportation Commission.

Currently, updates on TAP initiatives are reported through many different MTC committees. Reporting is irregular and can be difficult to follow, and as a result, the relationships between the different related TAP initiatives - such as between Wayfinding and Fare Integration, or between the Network Management Business Case and Rail Study - are not easy to spot. The Commission as a whole has only received an update about the full Transformation Action Plan once, in late 2021, shortly after it was adopted.

To build political will for the reforms and recommendations that come out of the TAP initiatives, the reporting of TAP initiatives should be more aligned and reported directly to the full commission on a regular basis. This can help ensure that project risks that arise can be proactively addressed, and that when action is needed by the full commission, it will be fully informed.

3. Prioritize funding and incentives for transit priority roadway treatments that get transit vehicles out of traffic improving transit speed and reliability

All transit priority recommendations are behind schedule. Roadway transit priority projects that get transit vehicles out of traffic will yield immediate speed and reliability benefits to transit riders and cost savings to transit operators. In addition, getting buses out of traffic is a prerequisite for delivering more coordinated service. For this reason, transit priority elements of the transformation action plan must be bold and should be prioritized for early delivery.

4. Prioritize the Connected Network Plan

The extension of the projected timeline for the Connected Network Plan is of particular concern. MTC and transit agencies must prioritize completing the Connected Network Plan as expeditiously as possible - this long overdue service vision can be accelerated by a year, and completed by mid-2024 - with a small commitment of additional resources. If needed, the plan should be split into phases in order for the region to be able to benefit from an adopted long-term service vision that can support funding advocacy and inform discussions around potential governance reforms, while giving the public an inspiring, unifying vision of the future of public transportation in our region.

5. Exercise MTC's full capability to lead the region, including using its existing authority to advance transit transformation

MTC has significant authority to advance coordination. Commissioners have already called on MTC staff to be 'bold and unflinching'. They must call on MTC staff to use the agency's prerogative to advance coordination as quickly as possible - shifting from the role of a 'facilitator' of coordination to a leader. This doesn't need to mean cutting short the opportunity for public and rider input - but rather put clear bounds on inter-agency stakeholder consultation, which historically has been allowed to continue indefinitely.

About the Report Card Organizations

Seamless Bay Area's mission is to transform the Bay Area's fragmented public transit into a world-class, unified, equitable, and widely-used system by building a diverse movement for change and promoting policy reforms.

www.seamlessbayarea.org

The **Bay Area Council** engages business and civic-minded leaders to solve the most pressing regional issues to ensure the Bay Area is the most innovative, sustainable, inclusive and globally competitive place in the world.

www.bayareacouncil.org

TransForm promotes walkable communities with excellent transportation choices to connect people of all incomes to opportunity, make California affordable, and help solve our climate crisis. With diverse partners we engage communities in planning, run innovative programs, and win policy change at the local, regional, and state levels.

www.transformca.org

The **Silicon Valley Leadership Group**, representing over 350 tech and innovation economy companies throughout Silicon Valley, holds an unmatched record leading and co-leading successful ballot measures to raise billions of dollars in funding for public transit throughout the Bay Area. www.svlq.org

SPUR is a member-supported, nonprofit organization promoting "good planning and good government" in the San Francisco Bay Area through research, education and advocacy. www.spur.org

Established in 1993, **Joint Venture Silicon Valley** provides analysis and action on issues affecting the Silicon Valley economy and quality of life. The organization brings together established and emerging leaders—from business, government, academia, labor and the broader community—to spotlight issues, launch projects and work toward innovative solutions.

www.jointventure.org

Choice in Aging is non-profit organization that offers a variety of programs to help elders and people with disabilities in Contra Costa, Solano, Napa, and Sacramento counties.

www.choiceinaging.org

The **Silicon Valley Independent Living Center** is a private, consumer-driven, nonprofit corporation that offers quality services to individuals with disabilities in Silicon Valley.

www.svilc.org

For more information, contact Ian Griffiths, Policy Director, Seamless Bay Area, ian@seamlessbayarea.org

