

**METROPOLITAN
TRANSPORTATION
COMMISSION**

Meeting Transcript



JULY 27TH, 2026

**CLIPPER EXECUTIVE BOARD &
REGIONAL NETWORK MANAGEMENT COUNCIL
MONDAY, JULY 27TH, 2026**

CHAIR, ROBERT POWERS: I'M GOING TO CALL THIS MEETING TO ORDER.
AS I MENTIONED EARLIER, I'LL BE CHAIRING THE ENTIRE MEETING
BOTH THE CLIPPER PORTION AND NETWORK MANAGEMENT PORTION JUST
TO HELP WITH THE FACILITATION AND KEEP THE DISCUSSION AND
TOPICS MOVING. SO, WITH THAT BACKDROP MADAM CLERK WHY DON'T WE
CALL THE -- I WANT TO CALL THE MEETING TO ORDER AND THE AGENDA
ITEM NUMBER ONE IS TO CALL TO ORDER FOR THE CLIPPER EXECUTIVE
BOARD MEETING I WOULD LIKE TO CALL TO ORDER THE MEETING OF THE
CLIPPER EXECUTIVE BOARD THE MEETING SUCCESS BROADCAST ON THE
MTC WEBSITE REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE
THE RAISED HAND FEATURE OR DIAL STAR NINE AND I WILL CALL UPON
THEM AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE
CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER.
MADAM CLERK AGENDA ITEM NUMBER TWO ROLL CALL CLIPPER EXECUTIVE
BOARD.

BOARD CLERK: KIRSCHBAUM?

CHAIR, JULIE KIRSCHBAUM, CEB: HERE.

BOARD CLERK: VICE CHAIR MULLIGAN?



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1

2 **V. CHAIR, DENNIS MULLIGAN, CEB:** PRESENT.

3

4 **BOARD CLERK:** MEMBER CHAN?

5

6 **V. CHAIR, APRIL CHAN:** PRESENT.

7

8 **BOARD CLERK:** DELEGATE ALIX BOCKELMAN FOR MEMBER PREMIER.

9

10 **ALIX BOCKELMAN:** HERE DELEGATE GREG RICHARDSON FOR MEMBER
11 GONOT?

12

13 **GREG RICHARDSON:** HERE.

14

15 **BOARD CLERK:** LLAMAS?

16

17 **SAL LLAMAS:** HERE.

18

19 **BOARD CLERK:** POWERS?

20

21 **CHAIR, ROBERT POWERS:** HERE

22

23 **BOARD CLERK:** SCHNECK FOR SCHMITZ?

24

25 **SPEAKER:** HERE.



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1

2 **CHAIR, ROBERT POWERS:** THANK YOU FOR THAT COMPLEMENTARY TO THAT
3 IS THE SAME PROCEDURES FOR THE NETWORK MANAGEMENT I'M GOING TO
4 CALL TO ORDER THE MEETING OF THE REGIONAL NETWORK MANAGEMENT
5 COUNCIL THE MEETING IS ALSO BEING WEBCAST ON THE MTC WEBSITE
6 REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED
7 HAND FEATURE OR DIAL STAR NINE YOU WILL BEING CALLED UPON AT
8 THE APPROPRIATE TIME TO SPEAK. TELECONFERENCE ATTENDEES WILL
9 BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER.
10 LET ME GO OUT OF ORDER HERE AND DROP BACK TO DO ROLL CALL
11 CONFIRM QUORUM FOR NETWORK MANAGEMENT THEN DROP BACK HERE.
12 MADAM CLERK?

13

14 **BOARD CLERK:** CHAIR POWERS?

15

16 **CHAIR, ROBERT POWERS:** HERE.

17

18 **BOARD CLERK:** VICE CHAIR MEMBER CHAN?

19

20 **V. CHAIR, APRIL CHAN:** HERE.

21

22 **BOARD CLERK:** BOUCHARD?

23

24 **MICHELLE BOUCHARD:** HERE.

25



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1 **BOARD CLERK:** EDE?

2

3 **RACHEL EDE:** HERE.

4

5 **BOARD CLERK:** BOCKELMAN FOR --

6

7 **ALIX BOCKELMAN:** HERE.

8

9 **BOARD CLERK:** RICHARDSON FOR GONOT?

10

11 **GREG RICHARDSON:** HERE.

12

13 **BOARD CLERK:** LLAMAS?

14

15 **SAL LLAMAS:** HERE.

16

17 **BOARD CLERK:** MULLIGAN?

18

19 **V. CHAIR, DENNIS MULLIGAN, CEB:** PRESENT.

20

21 **BOARD CLERK:** MURPHY? KIRSCHBAUM?

22

23 **CHAIR, JULIE KIRSCHBAUM, CEB:** HERE.

24

25 **BOARD CLERK:** WE HAVE QUORUM.



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1

2 **CHAIR, ROBERT POWERS:** PARDON ME CHURCHILL WASN'T MENTIONED?

3

4 **BOARD CLERK:** I'M SORRY. MEMBER CHURCHILL. SORRY.

5

6 **CHAIR, ROBERT POWERS:** NOT INTENTIONAL, BILL. OKAY. JUST WANT
7 TO BEFORE WE GET TO AGENDA ITEM NUMBER FIVE ON BEHALF OF THE -
8 - I CHAIR NETWORK MANAGEMENT ON BEHALF -- I THINK EVERYBODY
9 AROUND THIS DAIS UP HERE UNDERSTANDS THAT BY BRINGING BOTH OF
10 THESE GROUPS TOGETHER IN GIANT MEETING IT'S OPPORTUNITY TO
11 SHARE PERSPECTIVES TO CHAIR TO SET OUR -- MAKE SURE WE'RE
12 ALIGNED IN THE RIGHT DIRECTION A LOT OF THEM THEY HAVE GOT
13 THESE TALKING POINTS THAT I'M SUPPOSED TO FOLLOW BUT LOOK AT
14 THE END OF THE DAY SUBJECT MATTERS FOR NETWORK MANAGEMENT AND
15 CLIPPER THERE IS A LOT OF OVERLAP HERE, RIGHT WE ARE HAVING
16 THIS JOINT MEETING ALLOWS US TO HAVE THAT DIALOGUE BACK AND
17 FORTH I WANT TO THANK EVERYBODY FOR BEING HERE THE FIRST TIME
18 WE'LL WORK THROUGH THE KINKS AND BUGS IN THE SYSTEM BUT I WANT
19 TO MAKE -- OPEN UP THIS MEETING BY THANKING EVERYBODY AND STAY
20 PATIENT WITH ME AS I NAVIGATE THIS THING AS BEST I CAN AND I
21 SEE MY VICE CHAIR OF THE CLIPPER -- WOULD LIKE TO SAY
22 SOMETHING.

23

24 **CHAIR, JULIE KIRSCHBAUM, CEB:** I WANT TO ECHO YOUR FEEDBACK AND
25 THANK YOU FOR DOING THE HEAVY LIFTING AT THE MEETING BUT THAN



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1 THIS IS A SHARED PRODUCTION BUT I ALSO WANT TO CLARIFY FOR
2 FOLKS HERE WHO MAY BE ON ONE COMMITTEE HERE BUT NOT THE OTHER
3 WE WANT YOUR FEEDBACK ON THE FULL AGENDA SO THIS ISN'T JUST
4 TIME EFFICIENCY WE'RE MAKING YOU SIT THROUGH ITEMS THAT DON'T
5 RELATE TO YOU. WE'RE HAVING THIS JOINT MEETING BECAUSE WE
6 BELIEVE THE TOPICS ARE RELEVANT TO THE SHARED GROUP AND WE
7 WANT YOUR COLLECTIVE FEEDBACK.

8

9 **CHAIR, ROBERT POWERS:** AND LAST POINT I'LL MAKE, AND THEN WE'LL
10 GET WITH TO THE AGENDA HERE IS, I THINK THE REGION KNOWS; I
11 THINK EVERYBODY IN THIS ROOM, AT SOME POINT, THESE TWO DATA
12 STREAMS ARE GOING TO INTERSECT AND THEY'RE GOING TO MERGE AND
13 WE'RE GOING TO MOVE FORWARD HERE. SO, JUST KIND OF SETTING THE
14 STAGE THERE. ALL RIGHT. SO, AGENDA ITEM FIVE, MADAM CLERK, IS
15 ON THE CLIPPER EXECUTIVE BOARD, CONSENT ITEM 5A THROUGH 5C,
16 CONSENT FOR CLIPPER EXECUTIVE BOARD MADAM CLERK. PUBLIC
17 COMMENT ON THE CONSENT ITEMS FOR THE CLIPPER EXECUTIVE BOARD?

18

19 **BOARD CLERK:** WE RECEIVED NOTHING IN WRITING. NO ONE HAS
20 APPROACHED THE PODIUM IN THE ROOM, BUT I DO HAVE A HAND RAISED
21 IN THE ZOOM SPACE HOW MUCH TIME WOULD YOU LIKE TO GIVE?

22

23 **CHAIR, ROBERT POWERS:** AS WE GO THROUGH FOR THE START LET'S GO
24 TWO MINUTES ON ALL PUBLIC COMMENT.

25



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1 **BOARD CLERK:** SOUNDS GOOD ROLAND YOU HAVE TWO MINUTES.

2

3 **SPEAKER:** I WOULD JUST LIKE TO BRING TO YOUR ATTENTION THERE
4 HAS BEEN SOME SUBSTANTIAL CHANGE TO ZOOM WITH REGARDS TO
5 TRANSCRIPTS. THERE IS NO WAY FOR ME TO ENABLE THE TRANSCRIPT
6 RIGHT NOW, AND I BROUGHT THE ISSUE TO THE ATTENTION OF MTC AT
7 LAST WEEK'S MEETING, AND I GAVE THEM SUBSTANTIVE INSTRUCTIONS
8 ON HOW TO RESOLVE THE ISSUE. I HOPE THIS CAN BE RESOLVED
9 BEFORE THIS MEETING CONCLUDES. THANK YOU.

10

11 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THAT PUBLIC COMMENT,
12 ROLAND. AND ONE OF OUR GOALS, COLLECTIVELY, IS PUBLIC
13 TRANSPARENCY, SO WE'RE GOING TO WORK TO MAKE SURE WE CAN TRY
14 TO RESOLVE THAT, HOPEFULLY BY THE END OF THE MEETING, IF NOT,
15 BY WHEN THE MEETING MINUTES GO OUT. SO, ALL RIGHT. NO OTHER
16 PUBLIC COMMENT. THIS IS AN ACTION ITEM. DO I HAVE A MOTION.

17

18 **SAL LLAMAS:** MOTION TO APPROVE.

19

20 **GREG RICHARDSON:** SECOND.

21

22 **CHAIR, ROBERT POWERS:** MOTION BY LLAMAS WITH AC TRANSIT, AND
23 SECOND WITH RICHARDSON WITH VTA. COMMISSIONERS, PUBLIC COMMENT
24 ON THIS ITEM -- PUBLIC COMMENT? COMMISSIONER COMMENTS ON THIS
25 ITEM? NOT SEEING ANY. ALL IN FAVOR, SAY AYE. [AYES]



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1

2 **CHAIR, ROBERT POWERS:** I'M SORRY. PASSES UNANIMOUSLY ON THIS
3 ITEM THERE. OKAY. SO, THAT CONCLUDES ITEM NUMBER FIVE. ITEM
4 NUMBER SIX, IT'S COMPLEMENTARY ITEM FOR NETWORK MANAGEMENT.
5 OUR CONSENT ITEM THERE MADAM CLERK ANY PUBLIC COMMENT ON
6 CONSENT ITEM NUMBER SIX NETWORK MANAGEMENT CONSENT CALENDAR?

7

8 **BOARD CLERK:** I HAVE RECEIVED NOTHING IN WRITING. NO ONE HAS
9 APPROACHED THE PODIUM, AND NO ONE IN THE ZOOM SPACE WITH THEIR
10 HAND RAISED.

11

12 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THAT. COMMISSIONERS,
13 I NEED A MOTION AND A SECOND; ACTION ITEM.

14

15 **V. CHAIR, DENNIS MULLIGAN, CEB:** I'LL MOVE IT.

16

17 **BILL CHURCHILL:** I'LL SECOND IT.

18

19 **CHAIR, ROBERT POWERS:** OKAY. WE HAVE A MOTION, MADAM CLERK,
20 FROM MULLIGAN, GOLDEN GATE BRIDGE AND SECOND FROM CHURCHILL
21 FROM COUNTY CONNECTION. ANY CONCERNS? COMMENTS? NOT SEEING
22 ANY. ALL IN FAVOR, SAY AYE. [AYES] ANY OPPOSITION? NOT SEEING
23 ANY. MADAM CLERK, FOR THE RECORD, PASSES UNANIMOUSLY, AGENDA
24 ITEM NUMBER SIX. OKAY. AGENDA ITEM NUMBER SEVEN, I GUESS I
25 SHOULD SAY, IT'S FORMERLY COMING OUT OF THE NETWORK MANAGEMENT



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1 PORTFOLIO BAD TERMINOLOGY, I THINK, GIVEN THAT THESE
2 PORTFOLIOS OVERLAP SO MUCH. BUT THE NEXT AGENDA ITEM UPON HERE
3 IS AN UPDATE ON REGIONAL MAPPING AND WAYFINDING. AND I THINK
4 EVERYBODY AT THE DAIS HAS BEEN BRIEFED ON THIS ITEM BEFORE,
5 BUT IT'S GOT A LOT OF AIR TIME. AND THERE IS A LOT OF GOOD
6 NEWS GOING HERE. AND COMMISSIONER KIRSCHBAUM AND I WERE IN
7 FRONT OF COMMITTEE MEMBER -- COMMITTEE SUBSET OF THE BOARD OF
8 SUPERVISORS, SAN FRANCISCO SUPERVISORS, AND IT WAS A VERY
9 LIVELY TOPIC ABOUT IMPROVING WAYFINDING THROUGHOUT THE SYSTEM.
10 AND MR. HANSON HELPED NAVIGATE A COUPLE OF THE Q&A'S THAT WERE
11 THERE. SO, THANK YOU FOR BEING THERE FOR THAT, GORDON. BUT I'M
12 GOING TO TURN THIS OVER TO GORDON HANSEN TO KIND OF RUN POINT
13 ON. GORDON?

14

15 **GORDON HANSEN:** YES, THANK YOU SO MUCH CHAIR POWERS. AND GOOD
16 MORNING TO ALL COUNCIL AND CLIPPER EXECUTIVE BOARD MEMBERS.
17 IT'S NICE TO BE WITH YOU TODAY. MY PARTNER IN THIS PROGRAM,
18 JUMANA NABTI IS RUNNING A BIT LATE, SO YOU WILL JUST HAVE ME
19 RUNNING POINT TODAY. BUT FOR THOSE OF YOU WHO DON'T KNOW OR
20 THOSE OF YOU FOLLOWING ALONG AT HOME, MY NAME IS GORDON HANSEN
21 AND I AM PROJECT MANAGER FOR REGIONAL MAPPING AND WAYFINDING.
22 SO WE'LL JUTS GO AHEAD TO THE NEXT SLIDE, PLEASE. THANK YOU SO
23 MUCH. TODAY'S UPDATE FOCUSES ON TWO MAJOR THEMES; THE FIRST IS
24 PROGRESS ADVANCING THE PILOT PROJECTS. AND OUR ONGOING
25 COLLABORATION WITH OUR TRANSIT AGENCY PARTNERS, LEADERSHIP OF



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1 WHOM MANY IN THE ROOM TODAY, ACROSS THE BAY AREA, TO DELIVER
2 WAYFINDING IMPROVEMENTS IN THE IMMEDIATE TERM. NEXT SLIDE
3 PLEASE. THANK YOU SO MUCH. AT A HIGH-LEVEL, THIS PROJECT IS
4 CREATING A MORE INTUITIVE REGIONAL TRANSIT EXPERIENCE FOR
5 RIDERS OF ALL ABILITIES. SUCCESS FOR THIS PROJECT MEANS
6 REDUCING THE AMOUNT OF LOCAL KNOWLEDGE RIDERS NEED IN ORDER TO
7 TRANSFER BETWEEN SERVICES, AGENCIES, AND FACILITIES THROUGHOUT
8 THE BAY AREA. NEXT SLIDE PLEASE. OVER THE LAST SEVERAL YEARS,
9 WE HAVE PROGRESSED FROM RESEARCH AND PROTOTYPE TESTING, TO
10 RELEASING INITIAL DESIGN GUIDANCE AND PREPARING FOR OUR PILOT
11 IMPLEMENTATION. THESE PILOT PROJECTS REPRESENT THE BRIDGE
12 BETWEEN DEVELOPMENT OF STANDARD DESIGNS FOR THE ENTIRE REGION,
13 AND FUTURE REGION-WIDE IMPLEMENTATION, ALLOWING US TO VALIDATE
14 DESIGNS UNDER REAL OPERATING CONDITIONS BEFORE BROADER
15 ROLLOUTS. WITH THE RELEASE OF OUR INITIAL DESIGN GUIDES IN
16 FEBRUARY APPROVED BY THE REGIONAL NETWORK MANAGEMENT COUNCIL
17 WE'RE ASSISTING AGENCIES WHO ARE APPLYING THESE NEW GUIDANCE
18 TO REAL-WORLD CUSTOMER INFORMATION PROJECTS TODAY. NEXT SLIDE
19 PLEASE. WE'RE HAPPY TO REPORT THAT WE HAVE ACHIEVED A MAJOR
20 MILESTONE THIS SUMMER THIS WAS TO SECURE THE IMPLEMENTATION
21 TEAM NEEDED TO DELIVER OUR PILOT PROJECTS. NOW OUR OVERWHELM
22 CONSULTANT TEAM HAS THE SKILLS NEEDED TO BOTH PREPARE,
23 IMPLEMENT, AND THEN EVALUATE THESE PILOT PROJECTS. LET ME JUST
24 GO OVER THOSE IMPLEMENTATION PARTNERS. APPLIED WAYFINDING HAS
25 BEEN UNDER CONTRACT WITH US FROM THE BEGINNING. THEY CONTINUE



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1 TO LEAD THE PLANNING EFFORTS FOR THE NEW SIGNS, AS WELL AS DO
2 THE ARTWORK, THE DEVELOPMENT AND PREPARATION OF THE STANDARDS
3 THEMSELVES. WE HAVE A NEWLY AUTHORIZED CONTRACT WITH LC
4 GENERAL ENGINEERING AND CONSTRUCTION AND TRUE TO THEIR NAME
5 THEY ADD ENGINEERING CONSTRUCTION AND FABRICATION CAPACITY IN
6 ADDITION THEY HAVE EXTENSIVE EXPERIENCE WITH WAYFINDING AT
7 MANY OF OUR PILOT LOCATIONS INCLUDING PAST BART EFFORTS WE
8 HAVE A SECOND NEWLY AUTHORIZED CONTRACT THIS IS WITH WSP THEY
9 ADD COST ESTIMATION AND OVERSIGHT EXPERTISE TO GUIDE THE
10 PROJECT TEAM IN MANAGING THE DELIVERY OF THESE PILOTS, WORK IS
11 ALREADY UNDER WAY TO TRANSLATE HIGH-LEVEL CONCEPTS INTO
12 DETAILED SITE SPECIFIC IMPLEMENTATION PLANS FOR EVERY PILOT
13 LOCATION. ONE THING I WANT TO HIGHLIGHT HERE ESPECIALLY IN
14 FRONT OF ALL OF YOU TODAY, PUBLIC AGENCIES HAVE BEEN
15 SUPPORTING THE PROCUREMENT PROCESS AT ALL OF ITS STAGES WE
16 GREATLY APPRECIATE BART, VTA, AND CALTRAIN PROVIDED INPUT ON
17 OUR REQUEST FOR QUALIFICATIONS STAFF FROM BART AND SFO HELPED
18 US EVALUATE OUR PROPOSALS IN ADDITION PARTNER AGENCY SUPPORT
19 IS BEING OFFERED ADDS WE ADVANCE THE WORK. SO WE WANT TO SAY
20 THANK YOU SO MUCH AS WE MOVE FORWARD. NEXT SLIDE PLEASE. THESE
21 PILOT PROJECTS ARE BEING DEVELOPED HAND-IN-HAND WITH THE
22 AGENCIES THAT OWN AND OPERATE THE FACILITIES PARTNER AGENCY
23 STAFF ARE HELPING TO REVIEW DETAILED SIGN PLANS AS WELL AS
24 INFRASTRUCTURE DESIGNS TO MAKE SURE THAT OUR RECOMMENDATIONS
25 WORK OPERATIONALLY AT THESE LOCATIONS NOT JUST IN THEORY.



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1 WE'RE ALSO WORKING WITH AGENCIES ACROSS THE REGION TO
2 HARMONIZE CUSTOMER-FACING TERMINOLOGY, COVERING TOPICS SUCH AS
3 SERVICE AND DESTINATION NAMING ROUTE DIRECTIONALITY PAYMENT
4 LANGUAGE AND SPECIFIC TERMINOLOGY AT RAIL STATIONS. TOGETHER
5 THIS COLLABORATION HELPS TO ENSURE THAT THE STANDARDS REFLECTS
6 THE REALITIES OF OPERATING AGENCIES WHILE ALSO PROVIDING MORE
7 CONSISTENT EXPERIENCE TO RIDERS. NEXT SLIDE PLEASE. THE
8 REGIONAL NETWORK MANAGEMENT COUNCIL, AT OUR MEETING IN
9 FEBRUARY, APPROVED OUR INITIAL DESIGN GUIDES. WE'RE ALREADY
10 SEEING AGENCIES PUT THESE DESIGN GUIDES INTO PRACTICE, WHICH
11 IS REALLY COOL. FOR EXAMPLE, BART USED THE REGIONAL NETWORK
12 IDENTITY GUIDANCE FOR TEMPORARY WAYFINDING AT MILLBRAE WHILE
13 GOLDEN GATE TRANSIT AND SMART TOGETHER APPLIED THE NEW
14 ICONOGRAPHY TO IMPROVE PEDESTRIAN CONNECTIONS AT LARKSPUR AS
15 PART OF THE MASCOT'S IMPROVEMENTS. THESE EARLY ADOPT ERRS ARE
16 HELPING DEMONSTRATE HOW COMMON VISUAL LANGUAGE CAN BE APPLIED
17 ACROSS DIFFERENT TRANSIT ENVIRONMENTS AS WE SPEAK. NEXT SLIDE
18 PLEASE. BEYOND THE PILOTS WE'RE SUPPORTING AGENCY SPECIFIC
19 PROJECTS THAT ADVANCE ACCESSIBILITY AND CUSTOMER INFORMATION.
20 IN SAN FRANCISCO EARLIER THIS YEAR, IN JANUARY, IN FACT,
21 SFMTA, AND THE SF PUBLIC WORKS DEPARTMENT INSTALLED NEW
22 REGIONAL DESIGN DISTANCE SIGNAGE AT THE CASTRO STATION. I WANT
23 TO HIGHLIGHT AGAIN, WELL, THEY CAME, YOUR STAFF, DIRECTOR
24 KIRSCHBAUM CAME TO US BASED ON OUR EXISTING COLLABORATION AND
25 WE ARE EXTREMELY THANKFUL THAT WE WERE ABLE TO FINDER THE



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1 OPPORTUNITY TO SHOWCASE THE NEW DESIGNS AT AN INCREDIBLY
2 VISUAL ICONIC SAN FRANCISCO LOCATION. SO WE REALLY APPRECIATE
3 THAT AND STAFF COMMITMENT TO THAT. AT THE SAME TIME, JUMANA
4 AND I ARE WORKING TOGETHER TO DEVELOP AND TEST TACTICAL BUS
5 STOP PANELS FOR TRANSFER HUBS INCORPORATING FEEDBACK FROM
6 RIDERS AND ACCESSIBILITY STAKEHOLDERS. THAT WORK WILL CONTINUE
7 WITH OUTREACH TO ACCESSIBILITY COMMUNITY, EXCUSE ME -- THE
8 DISABILITY COMMUNITY, LATER THIS FALL. THESE PROJECTS HELP US
9 REFINE BOTH THE DESIGN STANDARDS AS WELL AS HOW WE IMPLEMENT
10 PROJECTS BEFORE BROADER DEPLOYMENT. NEXT SLIDE PLEASE. SINCE
11 THE RELEASE OF THE TRANSIT STOP SIGNAGE DESIGN GUIDE, IN
12 PARTICULAR, BUS STOP SIGNAGE HAS BECOME ONE OF THE MOST ACTIVE
13 AREAS OF AGENCY COLLABORATION. ONE OF OUR BIGGER DEPLOYMENTS
14 TO DATE IS OUR PARTNERSHIP WITH SOLTRANS, SOLTRANS WILL BE
15 DEPLOYING THE NEW REGIONAL BUS STOP SIGN DESIGN ACROSS ITS
16 NETWORK THAT'S OVER 300 BUS STOPS AS PART OF ITS AUGUST
17 SERVICE REDESIGN LIVE ON AUGUST 2ND BASED ON COLLABORATION
18 WITH THEM JUST THIS MORNING WE SEE THAT SIGNS ARE ALREADY
19 BEING INSTALLED WHICH IS SUPER EXCITING. AND AS I SAY, COOL,
20 IN CONTRA COSTA ARE COUNTY MTC IS WORKING WITH COUNTY
21 CONNECTION WESTCAT AND TRI DELTA TRANSIT TO TEST SHARED STOP
22 SIGNAGE IN DOWNTOWN MARTINEZ WHERE THREE AGENCIES SERVE THE
23 THREE LOCATIONS OR THE SAME LOCATIONS, INITIAL FEEDBACK FROM
24 STAFF FROM COUNTY CONNECTION INDICATES THAT OPERATOR FEEDBACK
25 IS VERY HIGH SO WE'RE EXCITED TO GET THOSE SIGNS IN THE GROUND



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1 AS SOON AS WE CAN, AGAIN THESE EFFORTS HELP US UNDERSTAND HOW
2 REGIONAL STANDARDS CAN SUPPORT BOTH SINGLE AGENCY AND MULTI-
3 AGENCY OPERATING ENVIRONMENTS ALL THESE THINGS ARE HAPPENING
4 IN ADVANCE OF THE DELIVERY OF THE PILOT PROJECT. NEXT SLIDE
5 PLEASE. LASTLY, THE REGIONAL MAP, A MTC FLAGSHIP PRODUCT
6 DEVELOPED IN CLOSE COLLABORATION WITH OUR AGENCY STAFF FOR THE
7 PAST COUPLE OF YEARS, THIS IS ONE OF THE MOST VISIBLE EXAMPLES
8 OF THIS AGENCY PARTNERSHIP AROUND THIS PROGRAM THIS SPRING AC
9 TRANSIT PRINTED AND DISTRIBUTED NEW REGIONAL MAPS THAT JUMANA
10 HELPED COLLABORATE AND ENSURE THAT COULD BE INSTALLED AT 50
11 BART STATIONS THIS DEPLOYMENT GIVES RIDERS ACCESS TO A
12 CONSISTENT VIEW OF THE BROADER TRANSIT NETWORK WHETHER THEY
13 ARE IN OAKLAND, DOWNTOWN SAN FRANCISCO, OR ANYWHERE THAT BART
14 SERVES. NEXT SLIDE. LOOKING AHEAD TO NEXT STEPS, AS NOTED, OUR
15 IMMEDIATE FOCUS IS ON ONBOARDING OUR NEW PILOT IMPLEMENTATION
16 VENDORS SO THAT WE CAN START TO DEVELOP A FAZED DELIVERY
17 SCHEDULE FOR THOSE PILOT LOCATIONS. APPLIED WILL CONTINUE TO
18 WORK WITH US, AND WITH AGENCY STAFF, TO FINALIZE WHAT GOES ON
19 THOSE SIGNS, INCLUDING SPECIFIC LANGUAGE AND THE WAY THAT THEY
20 LOOK. IN THE MEANTIME, WE'LL CONTINUE TO SUPPORT AND ASSIST
21 AGENCY SIGNAGE PROJECTS WHILE ADVANCING PLANNING FOR THE
22 PILOTS. AS WE DID EARLIER THIS YEAR, WE CONTINUE TO LOOK
23 FORWARD TO COMING BACK LATER THIS YEAR WITH UPDATES ABOUT THE
24 PILOT IMPLEMENTATION SCHEDULE AS WELL AS OUR CONTINUED
25 COLLABORATION WITH OUR AGENCY PARTNERS FOR HARMONIZED CUSTOMER



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1 INFORMATION ACROSS THE REGION STARTING RIGHT NOW. AND WITH
2 THAT THANK YOU VERY MUCH FOR THE OPPORTUNITY TO SHARE THE GOOD
3 NEWS

4

5 **CHAIR, ROBERT POWERS:** OKAY THANK YOU FOR THE PRESENTATION, MR.
6 HANSON, AND WE'RE JOINED BY JUMANA AS YOUR PARTNER IN THIS
7 PRESENTATION, HERE. YES, JUMANA?

8

9 **JUMANA NABTI:** APOLOGIES FOR MY TARDINESS.

10

11 **CHAIR, ROBERT POWERS:** YOU'RE FINE AS LONG AS IT WASN'T BART
12 RELATED.

13

14 **JUMANA NABTI:** I CAN HAPPILY REPORT A 20 MINUTE DOOR-TO-DOOR
15 FROM BART HEADQUARTERS.

16

17 **CHAIR, ROBERT POWERS:** NICE. OKAY A NICE THOUGHTFUL PRINCESS
18 THERE. I'M SURE COMMISSIONERS HERE HAVE QUESTIONS BUT BEFORE,
19 MADAM CLERK LET'S GO TO THE PUBLIC AND SEE WHAT'S ON THEIR
20 IMPLIED HERE.

21

22 **BOARD CLERK:** I RECEIVED NOTHING IN WRITING BUT I DO HAVE ONE
23 MEMBER OF THE PUBLIC WISHING TO SPEAK IN THE BOARDROOM.

24

25 **CHAIR, ROBERT POWERS:** OKAY.



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1

2 **BOARD CLERK:** ALETA DUPREE, YOU WILL HAVE TWO MINUTES. THANK
3 YOU.

4

5 **ALETA DUPREE:** THANK YOU. GOOD MORNING CHAIR BOB POWERS AND
6 MEMBERS. ALETA DUPREE FOR THE RECORD, SHE AND HER WITH TEAM
7 FOLDS. I'M LOOKING FORWARD TO SEEING MORE OF THIS. I ALWAYS
8 LIKED THE DESIGN OF THESE SIGNS, ESPECIALLY WITH THE DARK BLUE
9 AND LIGHT BLUE, WHICH ARE VERY SIMILAR TO THE COLORS OF TEAM
10 FOLDS. SO, I GET TO BE REMINDED OF THAT WHEREVER I GO. HOW DO
11 WE SPREAD THESE IN MORE PLACES? OBVIOUSLY IT'S GOING TO COST
12 SOME MONEY. BUT I THINK IT'S AN INVESTMENT, BECAUSE I LIKE
13 CONSISTENCY LOOKING AT THESE DIFFERENT SIGNS, AND I UNDERSTAND
14 THEM. BUT IT'S BETTER WHEN THINGS ARE THE SAME, JUST LIKE THEY
15 ARE IN NEW YORK. BUT IN NEW YORK, IT'S BECAUSE THERE IS ONE
16 SYSTEM. WELL, FOR THE MOST PART THERE IS ONE SYSTEM, THE
17 SUBWAY AND THE BUSES. WELL, PASS AND NJ TRANSIT, THEY HAVE
18 THEIR OWN SIGNS. AND BUT HOW DO WE ALSO MAKE SURE THAT WE ARE
19 NOT DOING AWAY WITH CERTAIN HISTORICAL ELEMENTS AND I THINK
20 THAT THE NEW SCIENCE AND HISTORICAL ELEMENTS CAN COEXIST, JUST
21 AS THEY DO IN NEW YORK. THE NEW, THE OLD BOROUGH HALL STATION,
22 1908, JUST MADE FULLY ACCESSIBLE. THEY ALSO WENT THROUGH A LOT
23 OF STRUCTURAL WORK FIXING THE CEILING. BUT THEY REDID THE ART
24 WORK IN THAT FAMOUS STATION WITH THE MOSAICS AND ALL THE 1908
25 FEATURES. WE DON'T HAVE ANYTHING THAT OLD HERE BUT CERTAINLY



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1 WHAT DOES OUR SYSTEM FROM YEARS PAST LOOK LIKE? I HOPE WE
2 DON'T ERASE THAT BUT WE DON'T HAVE A TRANSIT MUSEUM HERE LIKE
3 THEY DO IN NEW YORK WHERE YOU CAN SEE OLD SIGNS BUT I HOPE TO
4 SEE THAT BUS STATION WHERE THEY HAVE N2 AND S2 WHERE THOSE
5 SIGNS ARE REMINISCENT OF THE OLD TRACK NUMBER SIGNS IN GRAND
6 CENTRAL TERMINAL.

7

8 **BOARD CLERK:** THANK YOU ALETA. CHAIR POWERS WE HAVE NO FURTHER
9 COMMENT IN THE BOARDROOM OR ZOOM SPACE.

10

11 **CHAIR, ROBERT POWERS:** OKAY WE'LL CLOSE PUBLIC COMMENT ON
12 AGENDA ITEM NUMBER SEVEN. COMMISSIONERS COMMENTS CONCERNS
13 ADVICE FOR GORDON, JUMANI? GREG RICHARDSON, VTA IT LOOKS LIKE
14 MICHELLE BOUCHARD, THEN KIND OF DO EYE CONTACT COMING AROUND
15 HERE. GREG.

16

17 **GREG RICHARDSON:** THANK YOU, CHAIR. FIRST OF ALL, THANK YOU FOR
18 THE PRESENTATION AND I'M APPRECIATIVE OF WHAT I'M SAYING BUT
19 THERE IS A COUPLE OF QUESTIONS AND I WILL SAY THAT THIS WHEN I
20 ASK THESE QUESTIONS, I'LL MAKE SURE THAT I GET WITH CAROLYN
21 AND THE TWO OF US WILL CONNECT WE'LL BE ON THE SAME PAGE SO
22 THAT WE HAVE TO ASK SOME OF THE SAME QUESTIONS, POTENTIALLY,
23 AS THESE MEETINGS GO ON. FIRST WANT TO MAKE SURE I'M CLEAR ON
24 THE TERM "PILOT" AND WHEN I THINK "PILOT," I THINK OF



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1 EVALUATION, IDENTIFYING THAT'S EITHER MOVE FORWARD OR NOT. CAN
2 YOU CLARIFY, THE PILOT IS MEANT TO DO WHAT?

3

4 **GORDON HANSEN:** PILOT IS MEANT TO CONTINUE TO TEST AND EVALUATE
5 THE DESIGNS AS WELL AS MEANS OF IMPLEMENTATION. SO I THINK
6 ABOUT THIS IN TERMS OF PROTOTYPES AND PILOTS. PROTOTYPES WERE
7 FIRST STAGE OF EVALUATION. THEY HELPED US TO DETERMINE IF THE
8 OVERALL DESIGN STRATEGY THAT WE WERE TAKING WAS ON THE RIGHT
9 TRACK. SO, COLORS, SYMBOLS, THE HIERARCHY OF INFORMATION ON
10 SIGNS, AND THE FEEDBACK FOR THAT WAS, YES, WE'RE ON THE RIGHT
11 TRACK. WHAT THE PROTOTYPES DID NOT ALLOW US TO DO WAS TO
12 IMPLEMENT AT SCALE MAJOR COMPLEX LOCATIONS. EL CERRITO DEL
13 NORTE WE INSTALLED MAYBE AT LESS THAN HALF OF DECISION-MAKING
14 POINTS AT THAT FACILITY. WE DIDN'T TOUCH THE PARKING GARAGE,
15 FOR EXAMPLE. SANTA ROSA WAS MORE COMPLETE, BUT IT'S A SPECIAL
16 TYPE OF LOCATION, SO THE PILOTS ALLOW US TO CONTINUE TO TEST
17 FULL DEVELOPMENT OF THE NEW REGIONAL WAYFINDING STANDARDS AS
18 THEY EXIST NOW AT A VARIETY OF DIFFERENT, ABOVE GROUND,
19 UNDERGROUND COMPLEX LOCATIONS. TECHNICALLY, IF WE GET
20 SOMETHING COMPLETELY WRONG WITH THE PILOTS, WE COULD SWAP OUT
21 MATERIALS. WE'RE HOPING THAT'S NOT THE CASE. BUT THEY STILL
22 ALLOW US TO BE ABLE TO MAKE ADJUSTMENTS BEFORE WE NAIL DOWN OR
23 IDENTIFY WHAT THE FULL REQUIREMENTS AND RECOMMENDATIONS ARE
24 FOR FULL REGION-WIDE DEPLOYMENT. DOES THAT HELP?

25



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1 **GREG RICHARDSON:** YES, AND IF I CAN CLARIFY, SO THE ONE ITEM
2 THEN IS IF SOMETHING'S DEEMED TO BE NOT WORKING WELL, THAT
3 WILL BE ACKNOWLEDGE FROM EITHER THE OPERATORS OR POTENTIALLY
4 CUSTOMERS WHO HAVE FLAT-OUT CONFUSED AS TO WHAT THEY'RE
5 SAYING?

6

7 **GORDON HANSEN:** YEAH LET ME CLARIFY YOUR QUESTION REAL QUICK SO
8 LIKE THE PROTOTYPES WE ALSO INTEND TO DO EVALUATION EFFORT
9 THAT ENGAGES FULLY WITH RIDERS AND IN PARTICULAR THE
10 DISABILITY COMMUNITY AS WELL AS OPERATOR STAFF AND BY
11 EXTENSION LEADERSHIP WE'RE PLANNING TO IDENTIFY A SUBSET OF
12 THE PILOT LOCATIONS TO DO THAT FULL-SCALE EVALUATION BUT IT'S
13 LIKE THEY WILL INCLUDE SOME STOPS ALONG THE PENINSULA. JUMANA
14 DO YOU WANT TO ADD MORE?

15

16 **JUMANA NABTI:** YEAH ONE OF THE ADDITIONAL THINGS THAT WE'LL BE
17 TESTING WITH THE PILOTS IS THAT WITH THE FULL BUILD-OUT OF ALL
18 STATION SIGNAGE AND THAT WILL BE DETERMINING WHETHER ARE THERE
19 ANY SIGN TYPES MISSING, THE SPECIFIC NOMENCLATURE THAT GOES ON
20 EACH SIGN, WHETHER THAT DIFFERS BETWEEN ONE AGENCY OR ANOTHER
21 DEPENDING THEIR PRACTICES, SO WE'LL BE REFINING THE STANDARDS
22 FOR STATION SIGNAGE THROUGH THESE PILOTS AND THAT'S NOT
23 SOMETHING WE WERE FULLY ABLE TO DO WITH THE PROTOTYPES BECAUSE
24 WE WERE NOT DOING THE FULL BUILD-OUT OF THE STATION ACROSS
25 MULTIPLE DIFFERENT AGENCY OWNERSHIPS.



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1

2 **GREG RICHARDSON:** AND THEN QUESTION TWO, POST PILOT, AND JUST
3 REMIND ME AGAIN, AS FAR AS THE MECHANISM FOR THE FUNDING --
4 TRYING TO REMEMBER FROM PAST CONVERSATIONS -- IN THEORY, WILL
5 THIS BE ON THE OPERATORS, FOR INSTANCE, WITH VTA, WE'RE GOING
6 TO HAVE MORE BUS STOPS THAN ANYTHING ELSE THAN WE'RE GOING TO
7 HAVE TO BE WORRIED ABOUT AS FAR AS SIGNAGE WHICH EVERYONE
8 UNDERSTANDS SOME OF THE COMMENTS THAT HAVE BEEN MADE IN THE
9 PAST ABOUT THE BUS STOPS IS THAT ON OUR DIME? JUST NEED TO
10 MAKE SURE I'M UNDERSTANDING THAT AS IT IS SCHEDULED TODAY?

11

12 **MELANIE CHOY:** MELANIE CHOY DIRECTOR OF REGIONAL NETWORK
13 MANAGEMENT IN TERMS OF THE FINANCIAL COMPONENTS POST PILOT
14 BECAUSE WE HAVE DISCUSSED THE PILOTS ARE FUNDED, ONE OF THE
15 THINGS WE ARE LOOKING FORWARD TOWARDS IS THINKING THROUGH HOW
16 SIGNS ARE CURRENTLY FUNDED IN YOUR SYSTEMS, TRYING TO LEVERAGE
17 THE EXISTING FUNDS THAT AGENCIES ARE ALREADY CURRENTLY USING
18 TO MAINTAIN AND UPDATE ALL OF YOUR SIGNAGE JUST AS PART OF
19 YOUR REGULAR PROGRAM, BUT IN ADDITION TO THAT, IF THERE ARE
20 OTHER ADDED COMPONENTS AND ADDED COST ONE OF THE THINGS WE'RE
21 COMMITTED TO IS SEEKING OTHER SOURCES TO BRING SO THAT'S
22 REALLY A COMBINATION OF SOURCES THERE IS NO ONE SOURCE THAT'S
23 GOING TO HELP US FUND AND IMPLEMENT THIS ENTIRE PROGRAM UNLESS
24 FROM IS A WINDFALL OF SOURCES [LAUGHTER] THAT WE ALL LAND ON
25 BUT OUR INTENT IS POST PILOT REALLY ON WORK ON A LOT OF



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1 STRATEGIES TO FIGURE OUT THE FUNDING ACTUAL IMPLEMENTATION
2 STRATEGY LIKE SEQUENCING WHAT MAKES SENSE TO DO IN WHAT TIME
3 FRAME AND WHAT KIND OF FEEDBACK WE HAVE RECEIVED OR BASED ON
4 THE FEEDBACK WE HAVE RECEIVED ON WHAT IS MOST EFFECTIVE AND SO
5 IT'S THINKING THROUGH WHAT THE PRIORITIZATION POST
6 IMPLEMENTATION ON ALL FRONTS.

7

8 **GREG RICHARDSON:** AND MY LAST THING MORE OF JUST A STATEMENT
9 THAT I MIGHT HAVE SAID IN THE PAST, SHOULD WE FIND OURSELVES
10 IN A POSITION WHERE WE DO HAVE ADDITIONAL FUNDS THAT ARE THERE
11 TO PROVIDE ASSISTANCE FOR THIS PROCESS AND THEY ARE IN A
12 BUCKET OF WAYFINDING THAT'S TRANSIT SIGNAL PRIORITY
13 POTENTIALLY, I JUST WANT TO MAKE SURE WE'RE BALANCING BEST USE
14 OF FUNDS AS WE MOVE FORWARD AND THAT IN SOME CASES WAYFINDING
15 MAY NOT BE THE MOST CRITICAL PIECE FROM A FUNDING PERSPECTIVE
16 TRANSIT SIGNAL PRIORITY MIGHT BE. SO IN THAT SAME BUCKET
17 TRYING TO IDENTIFY THE BEST BALANCE OF THOSE FUNDS FOR
18 RESPECTIVE AGENCIES I HOPE WE ARE ABLE TO HAVE THAT
19 CONVERSATION AND PRIORITIZE EFFECTIVELY?

20

21 **MELANIE CHOY:** YES CERTAINLY.

22

23 **GREG RICHARDSON:** THANK YOU.

24



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1 **CHAIR, ROBERT POWERS:** OKAY LET ME COME AROUND THE DAIS HERE
2 MICHELLE BOUCHARD, GM FOR CALTRAIN. MICHELLE?

3

4 **MICHELLE BOUCHARD:** THANK YOU CHAIR AND MY COMMENTS ARE, SORT
5 OF, ALONG THE LINES OF WHAT MEMBER RICHARDSON WAS TALKING
6 ABOUT AND FIRST OF ALL I WANT TO THANK YOU SO MUCH FOR THE
7 PRESENTATION IT ALWAYS BLOWS MY MIND HOW ACTUALLY COMPLEX SUCH
8 SEEMINGLY EASY ISSUE IS, AND SO I'M GRATEFUL FOR ALL THOUGHT
9 EFFORT AND THAT'S BEEN PUT IN NOT ONLY TO DEVELOPING THE
10 PILOTS BUT ALSO ASSESSING TO GET US ON THE RIGHT TRACK. I DO
11 WANT TO MAKE SURE THAT FINDING AND IDENTIFYING HOW THESE
12 THINGS WILL BE MAINTAINED POST PILOT, WHO WILL MAINTAIN, WHAT
13 FUNDING WILL BE USED. I THINK THIS GROUP THAT'S DOING THIS
14 PILOT WORK SHOULD ALSO WORK ON, YOU KNOW, MORE CONCRETE
15 OPTIONS FOR THAT FUNDING. I WOULD HATE FOR US TO ROLL
16 SOMETHING OUT THAT WE AREN'T ABLE TO MAINTAIN, YOU KNOW? WE
17 WANT TO MAKE SURE THAT THIS IS A LEG UP FOR ALL OF OUR
18 SERVICES. AND DIRECTOR CHOY, I TOTALLY UNDERSTAND THAT YOU'RE
19 LOOKING AT POTENTIALLY USING SOME FUNDS THAT ARE USED FOR
20 EXISTING SIGNAGE. BUT I THINK, AS I UNDERSTAND THIS, THIS IS
21 GOING TO BE -- THIS IS GOING TO BE FUNDAMENTALLY MORE SIGNS
22 THAN ARE CURRENTLY OUT THERE. SO, I THINK WE CAN EXPECT TO SEE
23 ADDITIONAL FUNDS NEEDED. I JUST DON'T WANT US WAITING FOR POST
24 PILOT TO ACTUALLY START IDENTIFYING HOW WE WOULD GO ABOUT
25 MAINTAINING THESE THINGS. THANK YOU.



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1

2 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU. YES?

3

4 **SPEAKER:** THANK YOU CHAIR POWERS. AND I APPRECIATE THE PRIOR
5 COMMENTS. I THINK THOSE ARE WELL MADE. I WANT TO TAKE A MINUTE
6 TO APPRECIATE GORDON AND JUMANA AND ALL WORK THAT'S BEEN DONE
7 WE CONTINUE TO RECEIVE A LOT OF POSITIVE FEEDBACK ON THE
8 PROTOTYPE SIGNAGE IN SANTA ROSA, THE CARE AND COLLABORATION
9 THAT YOU HAVE TAKEN IN THE APPROACH IS VERY APPRECIATED AND WE
10 LOOK FORWARD ON BEHALF OF THE SONOMA COUNTY OPERATORS VERY
11 MUCH LOOKING FORWARD TO WORKING WITH YOU ALL FOR THE PILOT
12 PHASE IN SONOMA COUNTY. THANKS.

13

14 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS COMING
15 AROUND, ANYBODY? SAL AC TRANSIT?

16

17 **SAL LLAMAS:** THANK YOU CHAIR POWERS. ECHO WHAT MY COLLEAGUES
18 ALREADY SAID I WANT TO SAY THANK YOU TO STAFF FOR INVOLVING
19 THE TRANSIT AGENCY AND I THINK IT'S A CLEAR EXAMPLE OF
20 REGIONAL NETWORK COLLABORATION WHERE WE ALL WORK TOGETHER AND
21 WE DEPLOY TEST PILOTS OR WHATEVER YOU WANT TO CALL IT, ACROSS
22 THE REGION TO REALLY EXPLORE THE VAST DIFFERENT TYPES OF
23 OPERATING NETWORKS WE HAVE. I'M CURIOUS IF WE HAVE ANY
24 INITIALLY FEEDBACK THAT WAS DESIGN PHASE TRANSIT OPERATORS
25 HAVE CONCERNS DIFFERENT STYLES AND COLORS AND FONTS YOU HAVE



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1 ANYTHING WITH INITIALLY PILOTS YET THAT ARE STAND OUT THAT ARE
2 WORTH SHARING?

3

4 **JUMANA NABTI:** YOU MEAN FOR THE PILOT DEVELOPMENT FOR THE SIGNS
5 AND ONES THAT ARE THERE?

6

7 **SALVADOR LLAMAS:** YES FOR THE PILOTS THAT ARE CURRENTLY IN THE
8 DESIGN PROCESS?

9

10 **JUMANA NABTI:** WE CONTINUE TO MAKE A LOT OF -- A LOT OF LESSONS
11 THAT WE ARE CONTINUING LEARN SUCH AS WHICH SIGNS, WHAT
12 NOMENCLATURE THAT GOES ON EACH SIGN WHAT'S THE ORIENTATION SO
13 WE'RE MAKING ADJUSTMENTS TO THOSE AS WE GO AND HAVE OBVIOUSLY
14 YOU KNOW THEY HAVEN'T STARTED IMPLEMENTATION YET FOR THE ONES
15 THAT WE HAVE IMPLEMENTED THROUGH THE PROTOTYPES WE HAVE
16 CONTINUED TO BUILD ON LESSONS LEARNED AS PART OF THE PILOTS SO
17 YEAH I CAN'T ACTUALLY SAY LIKE HOW SPECIFIC INSTANCES IT'S
18 JUST CONTINUAL WITH EVERYTHING THAT WE DO WE'RE LEARNING AND
19 APPLYING THOSE LESSONS TO THE NEXT PHASE.

20

21 **GORDON HANSEN:** I CAN ADD ONE I REFERENCED THIS EARLIER WITH
22 COUNTY CONNECTION BUT OUR MAIN CONTACT AT COUNTY CONNECTION
23 SAYS THEY HAD AN EMPLOYEE OPEN HOUSE RECENTLY AND ONE OF THE
24 THINGS THEY HAVE BEEN HIGHLIGHTING IS THE NEW PILOT AND THE
25 NEW SIGNAGE HE SAID YOU WILL BE HAPPY TO HEAR THAT WE HAVE



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1 RECEIVED NOTHING BUT POSITIVE FEEDBACK FROM OUR BUS OPERATORS
2 ON THE NEW SIGN DESIGN AND ESPECIALLY FROM THE BUS OPERATORS
3 WHICH THEY'RE A MAJOR LAYER IN THIS, RIGHT? THEY'RE RIDERS WHO
4 ARE USING THE NEW SIGNS AND OPERATORS WHO NEED TO SEE THEM IN
5 ORDER TO DO THEIR JOBS AND FOR US IT'S A REAL BADGE OF HONOR
6 TO CREATE A BADGE OF HONOR TO CREATE A DESIGN THAT'S SUPER
7 VISIBLE AND DESIGN THAT'S SUPER VISIBLE AND STARTING TO GARNER
8 THAT PRAISE STARTING TO GARNER THAT PRAISE FROM OPERATORS.
9 FROM OPERATORS.

10

11 **SAL LLAMAS:** FANTASTIC. I

12

13 **SAL LLAMAS:** FANTASTIC. I LOVE TO HEAR THAT AND I THINK LOVE TO
14 HEAR THAT AND I THINK THE OTHER PART I'M SURE THAT'S THE OTHER
15 PART I'M SURE THAT'S PART OF THE PLAN HEARD YOU SAY PART OF
16 THE PLAN HEARD YOU SAY SOMETHING SIMILAR TO THAT IS SOMETHING
17 SIMILAR TO THAT IS WHEN WE STARTED TO SURVEY OR GET WHEN WE
18 STARTED TO SURVEY OR GET FEEDBACK FROM RIDERS, RIDERS ARE
19 FEEDBACK FROM RIDERS, RIDERS ARE ACTUALLY ON TRANSIT VEHICLES
20 AT ACTUALLY ON TRANSIT VEHICLES AT STATIONS AND TRANSIT STOPS
21 SO WE STATIONS AND TRANSIT STOPS SO WE CAN ENGAGE WITH THEM
22 AND THAT'S CAN ENGAGE WITH THEM AND THAT'S THE BEST FEEDBACK
23 WE CAN GET WE THE BEST FEEDBACK WE CAN GET WE LEARNED THROUGH
24 SURVEY LEARNED THROUGH SURVEY ANECDOTALLY YOU JUST DON'T
25 ANECDOTALLY YOU JUST DON'T REALLY KNOW WHO IS REALLY REALLY



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1 KNOW WHO IS REALLY RESPONDING SO I THINK THAT'S RESPONDING SO
2 I THINK THAT'S GOING TO BE IMPORTANT AND THE GOING TO BE
3 IMPORTANT AND THE OPERATORS, KEY POINTS THAT WE OPERATORS, KEY
4 POINTS THAT WE WANT TO GET FEEDBACK FROM THE WANT TO GET
5 FEEDBACK FROM THE LAST COMMENT I WANT TO MAKE TO LAST COMMENT
6 I WANT TO MAKE TO SUPPORT WHAT COMMENTS ALREADY SUPPORT WHAT
7 COMMENTS ALREADY MADE IS THE PILOT PART SHOULD BE MADE IS THE
8 PILOT PART SHOULD BE TO DETERMINE HOW WE'RE GOING TO TO
9 DETERMINE HOW WE'RE GOING TO KEEP THIS FUNDED FOR LONG-TERM
10 KEEP THIS FUNDED FOR LONG-TERM SO IT DOESN'T FALL TO THE SO IT
11 DOESN'T FALL TO THE WAYSIDE JUST BECAUSE IF AGENCIES WAYSIDE
12 JUST BECAUSE IF AGENCIES STRUGGLE WITH SUPPORTING FUNDING
13 STRUGGLE WITH SUPPORTING FUNDING AND CONSISTENCY OF THE WORK
14 AND CONSISTENCY OF THE WORK THAT'S BEING DELIVERED THEN WE
15 THAT'S BEING DELIVERED THEN WE START THAT CYCLE LIFE CYCLE
16 START THAT CYCLE LIFE CYCLE HAPPENS AGAIN YOU KNOW WE HAVE
17 HAPPENS AGAIN YOU KNOW WE HAVE DONE SO MUCH YOU HAVE CREATED
18 AN DONE SO MUCH YOU HAVE CREATED AN EXTRAORDINARY PROGRAM HERE
19 I EXTRAORDINARY PROGRAM HERE I THINK THE LAST PART OF IT IS TO
20 THINK THE LAST PART OF IT IS TO FIND WAYS TO FUND IT AND FIND
21 WAYS TO FUND IT AND CONTINUE TO HAVE A PROCESS WHERE CONTINUE
22 TO HAVE A PROCESS WHERE FUNDING IS IDENTIFIED THROUGHOUT
23 FUNDING IS IDENTIFIED THROUGHOUT THE BUDGET CYCLES SO WHATEVER
24 THE BUDGET CYCLES SO WHATEVER BUDGET PROGRAMS WE HAVE ALREADY
25 BUDGET PROGRAMS WE HAVE ALREADY SO THAT WE DON'T START TO LOSE



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1 SO THAT WE DON'T START TO LOSE SUPPORT FOR THIS AND I AGREE IT
2 SUPPORT FOR THIS AND I AGREE IT SHOULD NOT COMPETE WITH OTHER
3 SHOULD NOT COMPETE WITH OTHER PROGRAMS THAT ARE IMPORTANT TO
4 PROGRAMS THAT ARE IMPORTANT TO KEEP TRANSIT VEHICLES MOVING
5 KEEP TRANSIT VEHICLES MOVING THROUGHOUT THE REGION. THROUGHOUT
6 THE REGION.

7

8 **CHAIR, ROBERT POWERS:** THANK

9

10 **CHAIR, ROBERT POWERS:** THANK YOU ALIX BOCKELMAN MTC? YOU ALIX
11 BOCKELMAN MTC?

12

13 **ALIX BOCKELMAN:** THANK YOU I

14

15 **ALIX BOCKELMAN:** THANK YOU I WANT TO AGAIN APPRECIATE THE WANT
16 TO AGAIN APPRECIATE THE LIFT UP FROM COLLABORATION WITH LIFT
17 UP FROM COLLABORATION WITH TRANSIT OPERATORS IT'S EXCITING
18 TRANSIT OPERATORS IT'S EXCITING TO SEE THE DEPLOYMENT THAT'S
19 TO SEE THE DEPLOYMENT THAT'S HAPPENING YOU KNOW FROM THE
20 HAPPENING YOU KNOW FROM THE CASTRO TO COMING TO SOLTRANS TO
21 CASTRO TO COMING TO SOLTRANS TO THE CONTRA COSTA OPERATORS SO
22 THE CONTRA COSTA OPERATORS SO I'M JUST REALLY EXCITED TO SEE
23 I'M JUST REALLY EXCITED TO SEE THAT THE DESIGN GUIDELINES THAT
24 THAT THE DESIGN GUIDELINES THAT WERE APPROVED ARE KIND OF
25 BEING WERE APPROVED ARE KIND OF BEING PUT INTO -- OUT FOR THE



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1 PUT INTO -- OUT FOR THE REAL-WORLD TO ENJOY. SO I WANT REAL-
2 WORLD TO ENJOY. SO I WANT TO APPRECIATE THAT AND I ALSO TO
3 APPRECIATE THAT AND I ALSO WANT TO, YOU KNOW, I KNOW YOU'RE
4 WANT TO, YOU KNOW, I KNOW YOU'RE TAKING A LOT OF CARE TO MAKE
5 TAKING A LOT OF CARE TO MAKE SURE THAT YOU'RE LEARNING AND
6 SURE THAT YOU'RE LEARNING AND INCORPORATING BEST PRACTICES FOR
7 INCORPORATING BEST PRACTICES FOR ACCESSIBILITY, AND I THINK
8 ACCESSIBILITY, AND I THINK THAT'S REALLY IMPORTANT AND I
9 THAT'S REALLY IMPORTANT AND I KNOW THAT YOU'RE SPENDING A LOT
10 KNOW THAT YOU'RE SPENDING A LOT OF TIME ON THAT, AND I THINK
11 OF TIME ON THAT, AND I THINK THAT IS TIME WELL SPENT. SO, THAT
12 IS TIME WELL SPENT. SO, THANK YOU. THANK YOU.

13

14 **CHAIR, ROBERT POWERS:** THANK

15

16 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. BILL YOU
17 FOR THOSE COMMENTS. BILL CHURCHILL, COUNTY CONNECTION
18 CHURCHILL, COUNTY CONNECTION GENERAL MANAGER. GENERAL MANAGER.

19

20 **BILL CHURCHILL:** THANK YOU,

21

22 **BILL CHURCHILL:** THANK YOU, BOB. FIRST OF ALL, I JUST WANT BOB.
23 FIRST OF ALL, I JUST WANT TO, GORDON AND JUMANA, THANK YOU TO,
24 GORDON AND JUMANA, THANK YOU BOTH FOR THIS INCREDIBLE EFFORT
25 BOTH FOR THIS INCREDIBLE EFFORT THAT YOU HAVE TAKEN ON. WHAT'S



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1 THAT YOU HAVE TAKEN ON. WHAT'S BEEN FASCINATING FOR ME IS MY
2 BEEN FASCINATING FOR ME IS MY STAFF OVER THE COURSE OF THE
3 STAFF OVER THE COURSE OF THE LAST COUPLE OF YEARS HAS SHOWN
4 LAST COUPLE OF YEARS HAS SHOWN ME THE, SORT OF, EVOLUTIONARY
5 ME THE, SORT OF, EVOLUTIONARY ITERATION OF THE SIGNAGE, AND I
6 ITERATION OF THE SIGNAGE, AND I HAVE BEEN ITCHING TO GET THOSE
7 HAVE BEEN ITCHING TO GET THOSE SIGNS OUT IN OUR SERVICE AREA,
8 SIGNS OUT IN OUR SERVICE AREA, BUT BEING HELD BACK WAITING.
9 BUT BEING HELD BACK WAITING. AND I HAVE TO ADMIT THAT, YOU AND
10 I HAVE TO ADMIT THAT, YOU KNOW, I WANTED THEM OUT, OVER A
11 KNOW, I WANTED THEM OUT, OVER A YEAR AGO, BUT WHAT I SEE
12 TODAY, YEAR AGO, BUT WHAT I SEE TODAY, COMPARED TO WHAT THOSE
13 INITIAL COMPARED TO WHAT THOSE INITIAL DESIGN STYLES WERE,
14 IT'S A VAST DESIGN STYLES WERE, IT'S A VAST IMPROVEMENT. SO,
15 I'M SEEING, IMPROVEMENT. SO, I'M SEEING, LITERALLY, THAT
16 EVOLUTIONARY LITERALLY, THAT EVOLUTIONARY PROCESS AT WORK.
17 AND, SO, YOU PROCESS AT WORK. AND, SO, YOU KNOW, THAT'S
18 HAPPENING THROUGH A KNOW, THAT'S HAPPENING THROUGH A VERY,
19 VERY DEEP LEVEL OF VERY, VERY DEEP LEVEL OF COLLABORATION.
20 EVEN WITHIN OUR COLLABORATION. EVEN WITHIN OUR OWN STAFFS.
21 BECAUSE THEY'RE OWN STAFFS. BECAUSE THEY'RE RUNNING IT BY
22 OPERATORS AND RUNNING IT BY OPERATORS AND GETTING THEIR
23 PERCEPTIONS, GETTING THEIR PERCEPTIONS, BEFORE THEY THEN TURN
24 AROUND AND BEFORE THEY THEN TURN AROUND AND HAND IT ON TO YOU.
25 HAND IT ON TO YOU. I THINK, FOR ME, THE MOST I THINK, FOR ME,



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1 THE MOST FUNDAMENTALLY IMPORTANT THING FUNDAMENTALLY IMPORTANT
2 THING ABOUT THIS IS THIS IS THE COPM ABOUT THIS IS THIS IS THE
3 COPM PROJECT AT WORK. AND, REALLY, PROJECT AT WORK. AND,
4 REALLY, BEING A VERY PROFOUNDLY BEING A VERY PROFOUNDLY
5 SUCCESSFUL PROJECT ACROSS THE SUCCESSFUL PROJECT ACROSS THE
6 ENTIRE REGION. AND I JUST ENTIRE REGION. AND I JUST WANTED TO
7 POINT THAT OUT, FOR WANTED TO POINT THAT OUT, FOR ALL OF US
8 ALL OF US

9

10 **CHAIR, ROBERT POWERS:** YEAH.

11

12 **CHAIR, ROBERT POWERS:** YEAH.

13

14 **BILL CHURCHILL:** THAT THIS

15

16 **BILL CHURCHILL:** THAT THIS MODEL DOES WORK, BECAUSE IT MODEL
17 DOES WORK, BECAUSE IT INHERENTLY CREATES INHERENTLY CREATES
18 COLLABORATION. AND, SO, I JUST COLLABORATION. AND, SO, I JUST
19 WANTED TO -- PUT THAT OUT THERE, WANTED TO -- PUT THAT OUT
20 THERE, AS A THANK YOU FOR THE EFFORTS, AS A THANK YOU FOR THE
21 EFFORTS, FOR REALLY WORKING ON THAT FOR REALLY WORKING ON THAT
22 COLLABORATIVE APPROACH, AND JUST COLLABORATIVE APPROACH, AND
23 JUST FOR THE MODEL, AND KIND OF FOR THE MODEL, AND KIND OF
24 LIFTING THIS MODEL UP, AS YOU LIFTING THIS MODEL UP, AS YOU
25 WILL, AS WE, IN THESE TWO WILL, AS WE, IN THESE TWO DIFFERENT



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1 ORGANIZATIONS, OR DIFFERENT ORGANIZATIONS, OR MEETINGS,
2 CONSIDER FUTURE MEETINGS, CONSIDER FUTURE PROJECTS, AND HOW DO
3 WE MOVE PROJECTS, AND HOW DO WE MOVE FORWARD. I THINK THIS IS
4 A FORWARD. I THINK THIS IS A GREAT WAY TO MOVE AND GO GREAT
5 WAY TO MOVE AND GO FORWARD. SO, THANK YOU. FORWARD. SO, THANK
6 YOU.

7

8 **CHAIR, ROBERT POWERS:** THANK

9

10 **CHAIR, ROBERT POWERS:** THANK YOU, BILL CHURCHILL. APRIL YOU,
11 BILL CHURCHILL. APRIL CHAN, GENERAL MANAGER WITH CHAN, GENERAL
12 MANAGER WITH SAMTRANS. APRIL? SAMTRANS. APRIL?

13

14 **V. CHAIR, APRIL CHAN:** THANKS,

15

16 **V. CHAIR, APRIL CHAN:** THANKS, CHAIR POWERS. THANK YOU, LIKE
17 CHAIR POWERS. THANK YOU, LIKE EVERYONE SAYS. I DO HAVE A
18 EVERYONE SAYS. I DO HAVE A QUESTION AND I HAVE A COMMENT.
19 QUESTION AND I HAVE A COMMENT. SO, ON SLIDE NUMBER FOUR, THE
20 SO, ON SLIDE NUMBER FOUR, THE PROJECT SCHEDULE, YOU MAY HAVE
21 PROJECT SCHEDULE, YOU MAY HAVE SAID IT, SO I THINK THE
22 SCHEDULE SAID IT, SO I THINK THE SCHEDULE THAT'S BEEN LAID OUT
23 THAT'S THAT'S BEEN LAID OUT THAT'S COMING THIS FALL IS REALLY
24 COMING THIS FALL IS REALLY WORKING ON THE DESIGN PHASE WORKING
25 ON THE DESIGN PHASE STILL, THE IMPLEMENTATION WILL STILL, THE



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1 IMPLEMENTATION WILL TAKE APPROXIMATELY HOW LONG? TAKE

2 APPROXIMATELY HOW LONG?

3

4 **GORDON HANSEN:** I WANT TO BE

5

6 **GORDON HANSEN:** I WANT TO BE CAREFUL HERE; RIGHT? WE'RE CAREFUL
7 HERE; RIGHT? WE'RE PROJECTING, I MEAN BASED ON PROJECTING, I
8 MEAN BASED ON INFORMATION THAT WE HAVE INFORMATION THAT WE
9 HAVE RELEASED PUBLICLY IN OUR RFQ, WE RELEASED PUBLICLY IN OUR
10 RFQ, WE EXPECT THE IMPLEMENTATION OF THE EXPECT THE
11 IMPLEMENTATION OF THE PILOTS TO TAKE PROBABLY ONE OR PILOTS TO
12 TAKE PROBABLY ONE OR TWO YEARS, NOW THE EXACT TWO YEARS, NOW
13 THE EXACT SCHEDULE FOR THAT, THAT I CANNOT SCHEDULE FOR THAT,
14 THAT I CANNOT TELL YOU RIGHT NOW, AND THAT'S TELL YOU RIGHT
15 NOW, AND THAT'S BECAUSE WE NEED TO ENSURE THAT BECAUSE WE NEED
16 TO ENSURE THAT WE'RE HAVING A CONVERSATION WITH WE'RE HAVING A
17 CONVERSATION WITH OUR VENDORS WHO ARE SOON TO BE OUR VENDORS
18 WHO ARE SOON TO BE UNDER CONTRACT, AND ONE OF OUR UNDER
19 CONTRACT, AND ONE OF OUR FIRST DISCUSSIONS WITH THEM IS FIRST
20 DISCUSSIONS WITH THEM IS GOING TO BE WHAT'S FEASIBLE. GOING TO
21 BE WHAT'S FEASIBLE. AND UNDERSTANDING WITH THAT AND
22 UNDERSTANDING WITH THAT CONVERSATION WITH AGENCY CONVERSATION
23 WITH AGENCY PARTNERS, WHAT'S THE PRIORITY PARTNERS, WHAT'S THE
24 PRIORITY FOR THAT DEPLOYMENT, AND REALLY FOR THAT DEPLOYMENT,
25 AND REALLY BALANCING A NUMBER OF DIFFERENT BALANCING A NUMBER



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1 OF DIFFERENT FACTORS IN THAT ANALYSIS. FACTORS IN THAT
2 ANALYSIS.

3

4 **V. CHAIR, APRIL CHAN:** OKAY.

5

6 **V. CHAIR, APRIL CHAN:** OKAY. THANK YOU. SO HERE IS THE MORE
7 THANK YOU. SO HERE IS THE MORE MY COMMENT PART. AND NOW -- AND
8 MY COMMENT PART. AND NOW -- AND THIS GOES TO MICHELLE AS WELL
9 THIS GOES TO MICHELLE AS WELL [LAUGHTER] [LAUGHTER] -- NOW
10 THAT WE HAVE MOVED INTO -- NOW THAT WE HAVE MOVED INTO OUR NEW
11 HOME RIGHT THERE AT THE OUR NEW HOME RIGHT THERE AT THE
12 MILLBRAE INTERMODAL STATION, I MILLBRAE INTERMODAL STATION, I
13 WILL TELL YOU BEFORE THERE'S WILL TELL YOU BEFORE THERE'S
14 ACTUALLY A SIGN THERE THAT TALKS ACTUALLY A SIGN THERE THAT
15 TALKS ABOUT TEMPORARY SIGNAGE THAT HAD ABOUT TEMPORARY SIGNAGE
16 THAT HAD BEEN PUT UP, I WOULD SAY FROM BEEN PUT UP, I WOULD
17 SAY FROM THE TIME I MOVED IN WHICH WAS THE TIME I MOVED IN
18 WHICH WAS MAYBE ABOUT MID-MAY OR SO UP MAYBE ABOUT MID-MAY OR
19 SO UP UNTIL THE TIME THAT I SAW SOME UNTIL THE TIME THAT I SAW
20 SOME OF THOSE TEMPORARY SIGNAGE, I OF THOSE TEMPORARY SIGNAGE,
21 I HAVE SEEN MANY LOST -- THEY LOOK HAVE SEEN MANY LOST -- THEY
22 LOOK LOST -- TOURISTS TRYING TO LOST -- TOURISTS TRYING TO
23 FIGURE OUT HOW TO, YOU KNOW, FIGURE OUT HOW TO, YOU KNOW, LIKE
24 FIND, BECAUSE YOU KNOW YOU LIKE FIND, BECAUSE YOU KNOW YOU
25 HAVE ALMOST FOUR DIFFERENT I HAVE ALMOST FOUR DIFFERENT I



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1 WOULD SAY GROUPS OPERATING WOULD SAY GROUPS OPERATING THERE,
2 YOU HAVE BART, CALTRAIN, THERE, YOU HAVE BART, CALTRAIN,
3 SAMTRANS, BUT THEN FOLKS THAT SAMTRANS, BUT THEN FOLKS THAT
4 THERE ARE SHUTTLES AND FOLKS THERE ARE SHUTTLES AND FOLKS
5 TRYING GOAT TO THE AIRPORT, YOU TRYING GOAT TO THE AIRPORT,
6 YOU HAVE ACTUALLY QUITE A NUMBER OF HAVE ACTUALLY QUITE A
7 NUMBER OF TOURISTS COMING IN I WILL TELL TOURISTS COMING IN I
8 WILL TELL YOU THERE HAVE BEEN TIMES THEY YOU THERE HAVE BEEN
9 TIMES THEY LOOK LOST THEY'RE WANDERING LOOK LOST THEY'RE
10 WANDERING AROUND LIKE WALKING AROUND FOR A AROUND LIKE WALKING
11 AROUND FOR A LONG TIME IT SEEMS LIKE I WOULD LONG TIME IT
12 SEEMS LIKE I WOULD ASK THEM SOMETHING YOU KNOW TRY ASK THEM
13 SOMETHING YOU KNOW TRY TO HELP THEM I COMING TO ME TO HELP
14 THEM I COMING TO ME BECAUSE I ACTUALLY WALKED BECAUSE I
15 ACTUALLY WALKED THROUGH THAT STATION SEVERAL THROUGH THAT
16 STATION SEVERAL TIMES A DAY SO I THINK GOING TIMES A DAY SO I
17 THINK GOING BACK TO SOMETHING THAT SAL SAID BACK TO SOMETHING
18 THAT SAL SAID YOU KNOW BESIDES OPERATORS I YOU KNOW BESIDES
19 OPERATORS I THINK THE RIDERS AT THE END OF THINK THE RIDERS AT
20 THE END OF THE DAY, ESPECIALLY TOURISTS THE DAY, ESPECIALLY
21 TOURISTS ESPECIALLY FOR YOU, THAT REGION, ESPECIALLY FOR YOU,
22 THAT REGION, IF THEY CAN UNDERSTAND HOW THAT IF THEY CAN
23 UNDERSTAND HOW THAT IS IF THEY CAN UNDERSTAND ALL OF IS IF
24 THEY CAN UNDERSTAND ALL OF THAT THAT TO ME IS SUCCESS. THE
25 THAT THAT TO ME IS SUCCESS. THE OTHER THING I DON'T KNOW IF



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1 THIS OTHER THING I DON'T KNOW IF THIS IS WHAT THE CONSULTANTS
2 WILL DO IS WHAT THE CONSULTANTS WILL DO I'M GOING TO USE AN
3 EXAMPLE I'M GOING TO USE AN EXAMPLE JAPAN BECAUSE JAPAN YOU'RE
4 JAPAN BECAUSE JAPAN YOU'RE TALKING ABOUT MANY SYSTEMS YOU
5 TALKING ABOUT MANY SYSTEMS YOU HAVE TO LOOK ON GOOGLE MAPS
6 HAVE TO LOOK ON GOOGLE MAPS TRYING TO FIGURE OUT HOW TO TRYING
7 TO FIGURE OUT HOW TO NAVIGATE THROUGH WHATEVER NAVIGATE
8 THROUGH WHATEVER STATIONS YOU GO THROUGH AND STATIONS YOU GO
9 THROUGH AND THERE ARE MANY SYSTEMS WHATEVER THERE ARE MANY
10 SYSTEMS WHATEVER LOGOS AND SIGNAGE THAT WE USE ON LOGOS AND
11 SIGNAGE THAT WE USE ON YOU KNOW FOR OUR STATIONS HERE YOU KNOW
12 FOR OUR STATIONS HERE WOULD BE GOOD IF YOU WERE WOULD BE GOOD
13 IF YOU WERE SINKING UP WITH GOOGLE BECAUSE I SINKING UP WITH
14 GOOGLE BECAUSE I PRESUMABLY LOTS OF FOLKS PRESUMABLY LOTS OF
15 FOLKS ESPECIALLY OUT-OF-TOWNERS THEY ESPECIALLY OUT-OF-TOWNERS
16 THEY MAY BE TRYING TO LOOK UP ON AN MAY BE TRYING TO LOOK UP
17 ON AN APP HOW TO GET TO PLACES THAT APP HOW TO GET TO PLACES
18 THAT WOULD BE GOOD. IT MATCHES UP WOULD BE GOOD. IT MATCHES UP
19 THE LOGO THIS WAY THEY CAN LOOK THE LOGO THIS WAY THEY CAN
20 LOOK AND SAY AH THIS IS HOW I'M GOING AND SAY AH THIS IS HOW
21 I'M GOING TO GET SOMEWHERE BECAUSE IT TO GET SOMEWHERE BECAUSE
22 IT MATCHES UP TO WHAT THEY'RE MATCHES UP TO WHAT THEY'RE
23 LOOKING AT ON THEIR PHONE. SO LOOKING AT ON THEIR PHONE. SO
24 THOSE ARE MY COMMENTS. THOSE ARE MY COMMENTS.
25



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1 **CHAIR, ROBERT POWERS:** THANK

2

3 **CHAIR, ROBERT POWERS:** THANK YOU. EXCELLENT. JULIE YOU.

4 EXCELLENT. JULIE KIRSCHBAUM SFMTA? KIRSCHBAUM SFMTA?

5

6 **CHAIR, JULIE KIRSCHBAUM, CEB:**

7

8 **CHAIR, JULIE KIRSCHBAUM, CEB:** HI. THANK YOU. I SUPPORT THE HI.

9 THANK YOU. I SUPPORT THE REAL CELEBRATION OF PARTNERSHIP REAL

10 CELEBRATION OF PARTNERSHIP AND ALSO THE COMMENTS THAT WE AND

11 ALSO THE COMMENTS THAT WE HAVE HEARD ABOUT FUNDING. I HAVE

12 HEARD ABOUT FUNDING. I HAVE A COUPLE COMMENTS THEN HAVE A

13 COUPLE COMMENTS THEN QUESTIONS ON THE TIMELINE QUESTIONS ON

14 THE TIMELINE THERE'S A BIG DIFFERENCE BETWEEN THERE'S A BIG

15 DIFFERENCE BETWEEN ONE YEAR AND TWO YEARS, WE ONE YEAR AND TWO

16 YEARS, WE SHOULD DO IT IN ONE YEAR. SHOULD DO IT IN ONE YEAR.

17 THAT'S THE COMMENT. THE SECOND THAT'S THE COMMENT. THE SECOND

18 THING IS MAYBE THIS IS A LITTLE THING IS MAYBE THIS IS A

19 LITTLE BIT DIFFERENT THAN SOME OF MY BIT DIFFERENT THAN SOME

20 OF MY FELLOW MEMBERS BUT I THINK THAT FELLOW MEMBERS BUT I

21 THINK THAT THERE SHOULD BE A VERY HIGH BAR THERE SHOULD BE A

22 VERY HIGH BAR FOR SIGNIFICANT CHANGES TO THE FOR SIGNIFICANT

23 CHANGES TO THE SIGNAGE AT THIS POINT GIVEN THE SIGNAGE AT THIS

24 POINT GIVEN THE NUMBER OF AGENCIES THAT ARE NUMBER OF AGENCIES

25 THAT ARE ROLLING OUT SIGNAGE, AT RISK, WE ROLLING OUT SIGNAGE,



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1 AT RISK, WE DEBATED AND HAD A LOT OF DEBATED AND HAD A LOT OF
2 FEEDBACK ON THE LOOK AND FEEL, FEEDBACK ON THE LOOK AND FEEL,
3 NOT EVERYBODY GOT WITH WHAT THEY NOT EVERYBODY GOT WITH WHAT
4 THEY WERE LOOKING FOR. IT WAS WERE LOOKING FOR. IT WAS
5 DEFINITELY A COMPROMISE, AND I DEFINITELY A COMPROMISE, AND I
6 JUST WOULD HATE TO RELITIGATE, JUST WOULD HATE TO RELITIGATE,
7 OR HAVE THE LOUDEST VOICES OR HAVE THE LOUDEST VOICES BECOME
8 THE STRONGEST VOICES. BECOME THE STRONGEST VOICES. I THINK AT
9 THIS POINT THE PILOT I THINK AT THIS POINT THE PILOT IS
10 ABSOLUTELY GOING TO GIVE US IS ABSOLUTELY GOING TO GIVE US KEY
11 INFORMATION ON INSTALLATION KEY INFORMATION ON INSTALLATION
12 AND LOCATION, AND JUST THINGS AND LOCATION, AND JUST THINGS
13 THAT THE SMALLER PILOTS DIDN'T THAT THE SMALLER PILOTS DIDN'T
14 ENABLE. BUT I WOULD REALLY ENABLE. BUT I WOULD REALLY
15 ENCOURAGE YOU TO -- IF THERE IS ENCOURAGE YOU TO -- IF THERE
16 IS SOMETHING FUNDAMENTALLY THAT YOU SOMETHING FUNDAMENTALLY
17 THAT YOU ARE LOOKING TO CHANGE IN THESE ARE LOOKING TO CHANGE
18 IN THESE SIGNS THAT THEY'RE BROUGHT TO SIGNS THAT THEY'RE
19 BROUGHT TO THIS GROUP WITH THE KIND OF THIS GROUP WITH THE
20 KIND OF HIGHEST LEVEL OF SCRUTINY. SO HIGHEST LEVEL OF
21 SCRUTINY. SO THAT'S JUST A COMMENT. THAT'S JUST A COMMENT. A
22 QUESTION I HAVE, AND IT'S A QUESTION I HAVE, AND IT'S STARTING
23 WHERE CHAIR POWERS -- STARTING WHERE CHAIR POWERS -- ENDING
24 WHERE CHAIR POWERS BEGAN, ENDING WHERE CHAIR POWERS BEGAN, IS,
25 YOU KNOW, WE WERE IN THIS IS, YOU KNOW, WE WERE IN THIS BOARD



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1 OF SUPERVISORS HEARING, BOARD OF SUPERVISORS HEARING, AND THE
2 QUESTIONS AND FEEDBACK AND THE QUESTIONS AND FEEDBACK WE WERE
3 GETTING HAD TO DO WITH, WE WERE GETTING HAD TO DO WITH, NOT
4 SIGNAGE, BUT WAYFINDING AT NOT SIGNAGE, BUT WAYFINDING AT THE
5 -- [INDISCERNIBLE] THE -- [INDISCERNIBLE] BART STATION, AND
6 IT'S SOMETHING BART STATION, AND IT'S SOMETHING THAT DIRECTOR
7 GONOT HAS ALSO THAT DIRECTOR GONOT HAS ALSO BROUGHT UP. BUT I
8 WAS SURPRISED BROUGHT UP. BUT I WAS SURPRISED TO SEE THAT
9 LARKSPUR WAS TO SEE THAT LARKSPUR WAS STARTING TO USE SOME OF
10 THE STARTING TO USE SOME OF THE ICONS THAT JUST IMPROVISE ON
11 ICONS THAT JUST IMPROVISE ON THEIR OWN WAYFINDING. IS THAT
12 THEIR OWN WAYFINDING. IS THAT SOMETHING WE SHOULD ALL BE
13 SOMETHING WE SHOULD ALL BE DOING? LIKE, AT WHAT POINT IS
14 DOING? LIKE, AT WHAT POINT IS THE WAYFINDING ASPECT OF THIS
15 THE WAYFINDING ASPECT OF THIS WORK GOING TO KICK IN AND WHAT
16 WORK GOING TO KICK IN AND WHAT SHOULD WE ALL BE DOING IN THE
17 SHOULD WE ALL BE DOING IN THE MEANTIME? MEANTIME?

18

19 **JUMANA NABTI:** I THINK THAT

20

21 **JUMANA NABTI:** I THINK THAT TRANSITION PERIOD IS A TRANSITION
22 PERIOD IS A CHALLENGING ONE. AND IT'S ONE CHALLENGING ONE. AND
23 IT'S ONE THAT WE AT BART HAVE BEEN THAT WE AT BART HAVE BEEN
24 STRUGGLING WITH. WE, INITIALLY, STRUGGLING WITH. WE,
25 INITIALLY, FOR EXAMPLE, DETERMINED THAT THE FOR EXAMPLE,



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1 DETERMINED THAT THE -- THE -- YOU KNOW, THAT THE -- THE -- YOU
2 KNOW, THAT THE STATIONS THAT ARE OUT TO BID STATIONS THAT ARE
3 OUT TO BID RIGHT NOW FOR IMPROVEMENTS RIGHT NOW FOR
4 IMPROVEMENTS AREN'T READY FOR THE NEW AREN'T READY FOR THE NEW
5 WAYFINDING DESIGNS OR THE WAYFINDING DESIGNS OR THE REGIONAL
6 MAPPING AND WAYFINDING REGIONAL MAPPING AND WAYFINDING
7 STANDARDS. BUT THE NEXT ONES STANDARDS. BUT THE NEXT ONES
8 WOULD BE. WE'RE KIND OF ALSO WOULD BE. WE'RE KIND OF ALSO
9 TRYING TO, LIKE, FIGURE OUT, TRYING TO, LIKE, FIGURE OUT, DOES
10 IT MAKE SENSE TO UPDATE DOES IT MAKE SENSE TO UPDATE THOSE
11 DESIGNS, EVEN FOR THE ONES THOSE DESIGNS, EVEN FOR THE ONES
12 THAT ARE IN PROCUREMENT, JUST THAT ARE IN PROCUREMENT, JUST
13 THE ART WORK, EVEN IF IT'S THE ART WORK, EVEN IF IT'S MINIMAL.
14 SO, I THINK THAT'S A MINIMAL. SO, I THINK THAT'S A
15 CONVERSATION AND IT REALLY CONVERSATION AND IT REALLY DEPENDS
16 ON WHICH PROJECTS YOU DEPENDS ON WHICH PROJECTS YOU HAVE
17 MOVING FORWARD AND WHAT THE HAVE MOVING FORWARD AND WHAT THE
18 TIMELINE IS. WE ALSO HAVE, FOR TIMELINE IS. WE ALSO HAVE, FOR
19 EXAMPLE, DECIDED AT BART TO EXAMPLE, DECIDED AT BART TO
20 INCLUDE THE ICONS, ARE THE MODAL INCLUDE THE ICONS, ARE THE
21 MODAL ICONS IN OUR NEW APP UPDATES. ICONS IN OUR NEW APP
22 UPDATES. THE WE HAVE DECIDED TO USE THE THE WE HAVE DECIDED TO
23 USE THE NEW STANDARDS FOR OUR TEMPORARY NEW STANDARDS FOR OUR
24 TEMPORARY SIGNAGE. SO THERE IS A LOT OF SIGNAGE. SO THERE IS A
25 LOT OF THINGS THAT WE'RE MOVING FORWARD THINGS THAT WE'RE



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1 MOVING FORWARD WITH, EVEN THOUGH IT'S NOT THE WITH, EVEN
2 THOUGH IT'S NOT THE FULL WAYFINDING ELEMENTS. AND, FULL
3 WAYFINDING ELEMENTS. AND, REALLY, THE DESIGNS THAT WE HAVE
4 REALLY, THE DESIGNS THAT WE HAVE DECIDED TO MOVE FORWARD WITH
5 DO DECIDED TO MOVE FORWARD WITH DO WORK PRETTY WELL WITH OUR
6 OLD WORK PRETTY WELL WITH OUR OLD SIGNAGE STANDARDS. AND THAT
7 WAS SIGNAGE STANDARDS. AND THAT WAS DONE INTENTIONALLY SO THAT
8 DONE INTENTIONALLY SO THAT PEOPLE WOULDN'T BE THROWN OFF
9 PEOPLE WOULDN'T BE THROWN OFF GUARD BY HAVING ONE SIGN THAT'S
10 GUARD BY HAVING ONE SIGN THAT'S BLACK WITH WHITE LETTERING,
11 AND BLACK WITH WHITE LETTERING, AND THEN ANOTHER ONE THAT'S,
12 YOU THEN ANOTHER ONE THAT'S, YOU KNOW, VERY DARK BLUE WITH
13 WHITE KNOW, VERY DARK BLUE WITH WHITE LETTERING, AND SIMILAR
14 FONT. LETTERING, AND SIMILAR FONT. SO, I THINK AS YOU'RE
15 MOVING SO, I THINK AS YOU'RE MOVING FORWARD WITH PROJECTS,
16 LOOKING FORWARD WITH PROJECTS, LOOKING AT, LIKE, WHAT IS THAT
17 -- THAT AT, LIKE, WHAT IS THAT -- THAT -- THAT RISK OF MOVING
18 FORWARD -- THAT RISK OF MOVING FORWARD NOW WITH THE NEW
19 DESIGNS VERSUS NOW WITH THE NEW DESIGNS VERSUS NOT MOVING
20 FORWARD NOW, AND WHAT NOT MOVING FORWARD NOW, AND WHAT THAT
21 COST IMPLICATION IS. SO, THAT COST IMPLICATION IS. SO, WE'RE
22 DEFINITELY OPEN TO WE'RE DEFINITELY OPEN TO CONVERSATIONS, AS
23 YOU, YOU KNOW, CONVERSATIONS, AS YOU, YOU KNOW, AS YOUR STAFF
24 MOVES FORWARD AND AS YOUR STAFF MOVES FORWARD AND FIGURING
25 THAT OUT. BUT AT THIS FIGURING THAT OUT. BUT AT THIS POINT



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1 BECAUSE RNM COUNCIL POINT BECAUSE RNM COUNCIL APPROVED IT FOR
2 VOLUNTARY USE BY APPROVED IT FOR VOLUNTARY USE BY TRANSIT
3 AGENCIES, WE'RE NOT TRANSIT AGENCIES, WE'RE NOT REQUIRING IT.
4 WE KNOW THAT REQUIRING IT. WE KNOW THAT THERE IS MANY, MANY
5 FACTORS THAT THERE IS MANY, MANY FACTORS THAT GO INTO MAKING
6 THOSE DECISIONS. GO INTO MAKING THOSE DECISIONS.

7

8 **CHAIR, JULIE KIRSCHBAUM, CEB:**

9

10 **CHAIR, JULIE KIRSCHBAUM, CEB:** THAT'S VERY HELPFUL. I'M THAT'S
11 VERY HELPFUL. I'M SUCCESS A SLIGHTLY DIFFERENT SUCCESS A
12 SLIGHTLY DIFFERENT QUESTION. THE MY UNDERSTANDING QUESTION.
13 THE MY UNDERSTANDING IS THAT THE PILOT ADDRESSES IS THAT THE
14 PILOT ADDRESSES SIGNAGE, BUT DOESN'T ADDRESS, SIGNAGE, BUT
15 DOESN'T ADDRESS, LIKE, WHEN YOU NEED TO MOVE LIKE, WHEN YOU
16 NEED TO MOVE SIGNIFICANT AMOUNTS OF PEOPLE. SIGNIFICANT
17 AMOUNTS OF PEOPLE. IT DOESN'T HAVE STANDARDS FOR IT DOESN'T
18 HAVE STANDARDS FOR WHEN YOU HAVE, YOU KNOW, ICONS WHEN YOU
19 HAVE, YOU KNOW, ICONS ON THE GROUND VERSUS, YOU KNOW, ON THE
20 GROUND VERSUS, YOU KNOW, WHEN -- SO, MAYBE I WHEN -- SO, MAYBE
21 I MISUNDERSTOOD, BUT I THOUGHT MISUNDERSTOOD, BUT I THOUGHT
22 THAT IN ADDITION TO THE SIGNAGE, THAT IN ADDITION TO THE
23 SIGNAGE, THAT THERE WAS GOING TO BE A THAT THERE WAS GOING TO
24 BE A WAYFINDING PIECE. AND IF I WAYFINDING PIECE. AND IF I
25 MISUNDERSTOOD THAT, AND WE'RE MISUNDERSTOOD THAT, AND WE'RE



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1 JUST DOING THE SIGNAGE, THAT'S JUST DOING THE SIGNAGE, THAT'S
2 HELPFUL, BUT NOT HOW I HELPFUL, BUT NOT HOW I UNDERSTOOD IT.
3 UNDERSTOOD IT.

4

5 **MARGARET GORDON:** YEAH, LET ME

6

7 **MARGARET GORDON:** YEAH, LET ME TRY TO -- YEAH, DIVE INTO THIS A
8 TRY TO -- YEAH, DIVE INTO THIS A LITTLE BIT, DIRECTOR
9 KIRSCHBAUM. LITTLE BIT, DIRECTOR KIRSCHBAUM. SO, THE WAY THAT
10 WE THINK ABOUT SO, THE WAY THAT WE THINK ABOUT THE STANDARDS,
11 AND THIS IS A THE STANDARDS, AND THIS IS A CONVERSATION THAT
12 WE INTERNALLY CONVERSATION THAT WE INTERNALLY HAVE HAD A LOT
13 OF DISCUSSION HAVE HAD A LOT OF DISCUSSION ABOUT, IS THAT
14 PEOPLE TYPICALLY ABOUT, IS THAT PEOPLE TYPICALLY THINK THESE
15 ARE THE DESIGNS OF THINK THESE ARE THE DESIGNS OF THE SIGNS
16 ONLY. WHAT WE'RE THE SIGNS ONLY. WHAT WE'RE PLANNING TO
17 DEVELOP AND DISCUSS PLANNING TO DEVELOP AND DISCUSS WITH
18 AGENCY STAFF, AS WE'RE WITH AGENCY STAFF, AS WE'RE DEVELOPING
19 IT, IS ESSENTIALLY DEVELOPING IT, IS ESSENTIALLY THINK OF THE
20 STANDARDS AS TWO THINK OF THE STANDARDS AS TWO MAIN PIECES.
21 ONE IS, THESE ARE MAIN PIECES. ONE IS, THESE ARE THE DESIGNS,
22 AND THESE ARE THE THE DESIGNS, AND THESE ARE THE
23 SPECIFICATIONS. AND THEN THERE SPECIFICATIONS. AND THEN THERE
24 IS ANOTHER BIGGER PIECE, AND IS ANOTHER BIGGER PIECE, AND THAT
25 IS HERE IS HOW YOU THAT IS HERE IS HOW YOU IMPLEMENT THEM. SO



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1 IMPLEMENT THEM. SO IMPLEMENTATION GUIDANCE FOR A
2 IMPLEMENTATION GUIDANCE FOR A VARIETY OF DIFFERENT FACILITIES
3 VARIETY OF DIFFERENT FACILITIES IS. AND THOSE CONVERSATIONS
4 ARE IS. AND THOSE CONVERSATIONS ARE WE NEED TO TALK TO YOUR
5 STAFF WE NEED TO TALK TO YOUR STAFF ABOUT. AND WE NEED TO
6 ABOUT. AND WE NEED TO UNDERSTAND HOW CAN WE WRITE THIS
7 UNDERSTAND HOW CAN WE WRITE THIS IMPLEMENTATION GUIDANCE IN A
8 WAY IMPLEMENTATION GUIDANCE IN A WAY THAT CAN BE UNDERSTOOD BY
9 A THAT CAN BE UNDERSTOOD BY A VARIETY OF DIFFERENT USERS,
10 VARIETY OF DIFFERENT USERS, WHETHER IT'S TRANSIT AGENCY
11 WHETHER IT'S TRANSIT AGENCY STAFF OR CONSULTANTS. I THINK
12 STAFF OR CONSULTANTS. I THINK THAT THERE IS ANOTHER COMPONENT
13 THAT THERE IS ANOTHER COMPONENT OF YOUR QUESTION TOO, AND NA
14 IS, OF YOUR QUESTION TOO, AND NA IS, THERE IS A QUESTION ABOUT
15 THERE IS A QUESTION ABOUT TEMPORARY SIGNAGE. AM I HEARING
16 TEMPORARY SIGNAGE. AM I HEARING THAT CORRECTLY? NOPE? OKAY.
17 THAT CORRECTLY? NOPE? OKAY.

18

19 **CHAIR, JULIE KIRSCHBAUM, CEB:**

20

21 **CHAIR, JULIE KIRSCHBAUM, CEB:** NO, IT'S JUST, AGAIN, THERE --
22 NO, IT'S JUST, AGAIN, THERE -- AND WE CAN MAYBE TAKE IT AND WE
23 CAN MAYBE TAKE IT OFFLINE, BUT THERE IS A SMALL OFFLINE, BUT
24 THERE IS A SMALL NUMBER OF MULTIMODAL AGENCY HUBS NUMBER OF
25 MULTIMODAL AGENCY HUBS WHERE THE DISTANCE OR MOVEMENT WHERE



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1 THE DISTANCE OR MOVEMENT THAT PEOPLE HAVE TO GO FAR THAT
2 PEOPLE HAVE TO GO FAR EXCEEDS WHAT STATIONARY PLATFORM EXCEEDS
3 WHAT STATIONARY PLATFORM AND BUS STOP SIGNAGE CAN AND BUS STOP
4 SIGNAGE CAN ADDRESS. AND WE ARE WONDERING ADDRESS. AND WE ARE
5 WONDERING IF THAT IS SOMETHING THAT YOU'RE IF THAT IS
6 SOMETHING THAT YOU'RE LEAVING TO THE OWNERS OF THOSE LEAVING
7 TO THE OWNERS OF THOSE HUBS? OR IF THAT'S SOMETHING HUBS? OR
8 IF THAT'S SOMETHING THAT THIS PROGRAM WILL ADDRESS? THAT THIS
9 PROGRAM WILL ADDRESS?

10

11 **JUMANA NABTI:** THIS PROGRAM

12

13 **JUMANA NABTI:** THIS PROGRAM WILL ADDRESS THOSE -- THOSE WILL
14 ADDRESS THOSE -- THOSE SITUATIONS. IT WILL ADDRESS SITUATIONS.
15 IT WILL ADDRESS WAYFINDING WITHIN A TRANSIT WAYFINDING WITHIN
16 A TRANSIT FACILITY, AND IF THERE ARE FACILITY, AND IF THERE
17 ARE MULTIPLE TRANSIT AGENT -- OR MULTIPLE TRANSIT AGENT -- OR
18 TRANSIT FACILITIES CLOSE TO EACH TRANSIT FACILITIES CLOSE TO
19 EACH OTHER, LIKE AT LARKSPUR, LIKE AT OTHER, LIKE AT LARKSPUR,
20 LIKE AT DOWNTOWN SANTA ROSA, IT DOWNTOWN SANTA ROSA, IT
21 ADDRESSES THAT TOO, SO THERE ARE ADDRESSES THAT TOO, SO THERE
22 ARE SIGN TYPES THAT ARE MEANT TO SIGN TYPES THAT ARE MEANT TO
23 FACILITATE NAVIGATION BETWEEN FACILITATE NAVIGATION BETWEEN
24 ONE FACILITY AND ANOTHER NEARBY ONE FACILITY AND ANOTHER
25 NEARBY FACILITY. AND THEN WE'RE ALSO FACILITY. AND THEN WE'RE



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1 ALSO LOOKING INTO SIGN TYPES. AND LOOKING INTO SIGN TYPES. AND
2 THIS IS WHERE THE SIGN PILOTS THIS IS WHERE THE SIGN PILOTS
3 WILL ASSIST US WITH MAKING SURE WILL ASSIST US WITH MAKING
4 SURE WE'RE FILLING IN ANY GAPS. WE'RE FILLING IN ANY GAPS.
5 WE'RE LOOKING INTO SIGN TYPES WE'RE LOOKING INTO SIGN TYPES
6 THAT WOULD ADDRESS WAYFINDING TO THAT WOULD ADDRESS WAYFINDING
7 TO A THREAT FACILITY, LIKE A THREAT FACILITY, LIKE VEHICULAR
8 WAYFINDING, IF YOU VEHICULAR WAYFINDING, IF YOU NEED TO KNOW,
9 LIKE, TURN LEFT NEED TO KNOW, LIKE, TURN LEFT HERE TO GO TO
10 THE BALBOA PARK HERE TO GO TO THE BALBOA PARK STATION, FOR
11 EXAMPLE. SO, IT IS STATION, FOR EXAMPLE. SO, IT IS INCLUDED
12 WITHIN THAT. INCLUDED WITHIN THAT. WAYFINDING IS A COMPLICATED
13 WAYFINDING IS A COMPLICATED TERM, BECAUSE IT INCLUDES BOTH
14 TERM, BECAUSE IT INCLUDES BOTH SIGNAGE, YOU KNOW, WAYFINDING
15 SIGNAGE, YOU KNOW, WAYFINDING CAN BE ON SIGNAGE, BUT IT CAN
16 CAN BE ON SIGNAGE, BUT IT CAN ALSO BE DIGITAL, AND IT CAN ALSO
17 ALSO BE DIGITAL, AND IT CAN ALSO BE, YOU KNOW, IN OTHER FORMS.
18 BE, YOU KNOW, IN OTHER FORMS. SO, WE'RE DEFINITELY ADDRESSING
19 SO, WE'RE DEFINITELY ADDRESSING WAYFINDING THAT IS ON SIGNAGE
20 WAYFINDING THAT IS ON SIGNAGE WITH THE AIM OF DEVELOPING WITH
21 THE AIM OF DEVELOPING STANDARDIZED NOMENCLATURE THAT
22 STANDARDIZED NOMENCLATURE THAT CAN BE USED IN OTHER MEDIA. SO,
23 CAN BE USED IN OTHER MEDIA. SO, THAT CAN BE USED IN GTFS DATA,
24 THAT CAN BE USED IN GTFS DATA, OR ON WEBSITES, FOR EXAMPLE, ET
25 OR ON WEBSITES, FOR EXAMPLE, ET CETERA. CETERA.



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1

2 **CHAIR, JULIE KIRSCHBAUM, CEB:**

3

4 **CHAIR, JULIE KIRSCHBAUM, CEB:** WHEN? WHEN?

5

6 **JUMANA NABTI:** THAT'S PART OF

7

8 **JUMANA NABTI:** THAT'S PART OF OUR PROCESS, OUR ENTIRE PROCESS
9 OUR PROCESS, OUR ENTIRE PROCESS INCLUDES THAT. INCLUDES THAT.

10

11 **MARGARET GORDON:** SO, WHEN?

12

13 **MARGARET GORDON:** SO, WHEN? SO, THE FULL STANDARDS WHICH SO,
14 THE FULL STANDARDS WHICH INCLUDE GUIDANCE THAT HAS BEEN
15 INCLUDE GUIDANCE THAT HAS BEEN VETTED AND DEVELOPED WITH
16 AGENCY VETTED AND DEVELOPED WITH AGENCY STAFF INPUT, AS WELL
17 AS STAFF INPUT, AS WELL AS EVALUATION FINDINGS FROM RIDERS
18 EVALUATION FINDINGS FROM RIDERS AND OPERATORS ALIKE, THAT
19 COMES AND OPERATORS ALIKE, THAT COMES POST PILOT. SO, IDEALLY,
20 WE'RE POST PILOT. SO, IDEALLY, WE'RE ABLE TO DELIVER PILOTS IN
21 A ABLE TO DELIVER PILOTS IN A YEAR. I WOULD LOVE TO DO THAT
22 YEAR. I WOULD LOVE TO DO THAT AS WELL. BUT WE'RE USING THE AS
23 WELL. BUT WE'RE USING THE PILOTS TO UNDERSTAND BETTER WHAT
24 PILOTS TO UNDERSTAND BETTER WHAT IS TRULY REQUIRED VERSUS IS
25 TRULY REQUIRED VERSUS RECOMMENDED IN THOSE STANDARDS.



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1 RECOMMENDED IN THOSE STANDARDS. SO, THAT IS THE ULTIMATE GOAL
2 OF SO, THAT IS THE ULTIMATE GOAL OF THIS PROJECT IS THE
3 DELIVERY OF THIS PROJECT IS THE DELIVERY OF THOSE STANDARDS
4 AND THOSE STANDARDS AND IMPLEMENTATION GUIDES. SO, I
5 IMPLEMENTATION GUIDES. SO, I THINK IF THE QUESTION -- WELL,
6 THINK IF THE QUESTION -- WELL, WELL THE ME STOP THERE. WELL
7 THE ME STOP THERE.

8

9 **CHAIR, JULIE KIRSCHBAUM, CEB:**

10

11 **CHAIR, JULIE KIRSCHBAUM, CEB:** THAT'S HELPFUL. SO POST PILOT
12 THAT'S HELPFUL. SO POST PILOT -- OKAY? -- OKAY?

13

14 **CHAIR, ROBERT POWERS:** THE

15

16 **CHAIR, ROBERT POWERS:** THE FLOOR IS YOURS. FLOOR IS YOURS.

17

18 **CHAIR, JULIE KIRSCHBAUM, CEB:**

19

20 **CHAIR, JULIE KIRSCHBAUM, CEB:** SO THE LAST QUESTION LET IS THE
21 SO THE LAST QUESTION LET IS THE CONTRACT SET UP WITH
22 FLEXIBILITY CONTRACT SET UP WITH FLEXIBILITY THAT IF AN AGENCY
23 WANTED TO USE THAT IF AN AGENCY WANTED TO USE THEIR OWN FUNDS
24 TO IMPLEMENT THEIR OWN FUNDS TO IMPLEMENT REGIONAL SIGNAGE
25 THAT THEY COULD REGIONAL SIGNAGE THAT THEY COULD TAP INTO THAT



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1 INSTALLATION TAP INTO THAT INSTALLATION CONTRACT GIVEN THAT
2 THEY WILL CONTRACT GIVEN THAT THEY WILL HAVE EXPERTISE AND
3 ACCESS TO ALL HAVE EXPERTISE AND ACCESS TO ALL OF THE ICONS
4 AND THINGS LIKE OF THE ICONS AND THINGS LIKE THAT? THAT?

5

6 **CHAIR, ROBERT POWERS:** YOU

7

8 **CHAIR, ROBERT POWERS:** YOU WANT -- CAN I JUMP IN THERE ON WANT
9 -- CAN I JUMP IN THERE ON THAT JUST FROM A CONTRACT THAT JUST
10 FROM A CONTRACT DELIVERY STANDPOINT? SO THE DELIVERY
11 STANDPOINT? SO THE PROGRESSIVE DESIGN BUILD PROGRESSIVE DESIGN
12 BUILD CONTRACT, RIGHT, AND SO GORDON CONTRACT, RIGHT, AND SO
13 GORDON AND JUMANA, THEIR TEAM WILL GET AND JUMANA, THEIR TEAM
14 WILL GET WITH THEM AND DEVELOP PACKAGES WITH THEM AND DEVELOP
15 PACKAGES AND THEIR TEAM WILL GET WITH AND THEIR TEAM WILL GET
16 WITH THEM AND DEVELOP PACKAGES WORK THEM AND DEVELOP PACKAGES
17 WORK WITH THE CONTRACTOR ON HOW ALL WITH THE CONTRACTOR ON HOW
18 ALL THAT LOOKS AND THAT'S THE THAT LOOKS AND THAT'S THE
19 CONTRACTING MECHANISM IF THEY CONTRACTING MECHANISM IF THEY
20 WANT AND I DON'T KNOW IF IT'S WANT AND I DON'T KNOW IF IT'S \$8
21 MILLION OR WHATEVER, YOU \$8 MILLION OR WHATEVER, YOU KNOW, IF
22 KIRSCHBAUM HAS GOT SOME KNOW, IF KIRSCHBAUM HAS GOT SOME MONEY
23 HOW THAT GETS ADDED COULD MONEY HOW THAT GETS ADDED COULD THAN
24 ADDED AN A DEM DUM OR THAN ADDED AN A DEM DUM OR CHANGE ORDER
25 TO THE CONTRACT, CHANGE ORDER TO THE CONTRACT, THE ATTORNEYS



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1 ON THE PHONE ON THE ATTORNEYS ON THE PHONE ON THE ZOOM CALL
2 RIGHT IN FRONT OF THE ZOOM CALL RIGHT IN FRONT OF ME HERE, BUT
3 THE AMOUNT OF THAT ME HERE, BUT THE AMOUNT OF THAT CONTRACT
4 COULD BE SET UP ON A CONTRACT COULD BE SET UP ON A PROGRESSIVE
5 DESIGN BUILD TO DO PROGRESSIVE DESIGN BUILD TO DO THAT TASK
6 THAT KIRSCHBAUM SFMTA THAT TASK THAT KIRSCHBAUM SFMTA DIRECTOR
7 WANTS DONE? SO YOU DIRECTOR WANTS DONE? SO YOU COULD HAVE ONE
8 NET? WE WOULD COULD HAVE ONE NET? WE WOULD COLLECTIVELY HAVE
9 TO NAVIGATE COLLECTIVELY HAVE TO NAVIGATE WITH GENERAL COUNSEL
10 AND GORDON WITH GENERAL COUNSEL AND GORDON YOU AND YOUR TEAM?
11 YOU AND YOUR TEAM?

12

13 **JUMANA NABTI:** YEAH WE'LL LOOK

14

15 **JUMANA NABTI:** YEAH WE'LL LOOK INTO THAT. INTO THAT.

16

17 **CHAIR, JULIE KIRSCHBAUM, CEB:**

18

19 **CHAIR, JULIE KIRSCHBAUM, CEB:** THANK YOU. I THINK, IF THANK
20 YOU. I THINK, IF CONTRACTUALLY POSSIBLE, WOULD BE
21 CONTRACTUALLY POSSIBLE, WOULD BE SOME FEASIBILITY IN MEETING
22 OUR SOME FEASIBILITY IN MEETING OUR GOAL OF MORE RAPID
23 DEPLOYMENT. GOAL OF MORE RAPID DEPLOYMENT.

24

25 **CHAIR, ROBERT POWERS:** OKAY.



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1
2 **CHAIR, ROBERT POWERS:** OKAY. WHAT AN AWESOME CONVERSATION. WHAT
3 AN AWESOME CONVERSATION. THERE IS A LOT -- ANY OTHER? THERE IS
4 A LOT -- ANY OTHER? ANYBODY WANT TO WEIGH IN AGAIN ANYBODY
5 WANT TO WEIGH IN AGAIN BEFORE I WRAP US UP? BEFORE I WRAP US
6 UP? I WANT TO WEIGH IN AGAIN, COUPLE I WANT TO WEIGH IN AGAIN,
7 COUPLE OF COMMENTS. I SEE BACON AND OF COMMENTS. I SEE BACON
8 AND EISEMAN SITTING BACK THERE AND EISEMAN SITTING BACK THERE
9 AND I'M LIKE, OH, NOW I GOT BACON I'M LIKE, OH, NOW I GOT
10 BACON AND EISEMAN COMING UP HERE, BUT, AND EISEMAN COMING UP
11 HERE, BUT, HANSON AND NABTI, YOU KNOW, HANSON AND NABTI, YOU
12 KNOW, YOU'VE DONE SUCH A NICE JOB YOU'VE DONE SUCH A NICE JOB
13 KEEPING US TOGETHER AROUND THIS KEEPING US TOGETHER AROUND
14 THIS THING. THING. I REMEMBER A FEW YEARS BACK, I REMEMBER A
15 FEW YEARS BACK, JUST SHAKING MY HEAD, ROLLING MY JUST SHAKING
16 MY HEAD, ROLLING MY EYES, LIKE REALLY, WERE WE EYES, LIKE
17 REALLY, WERE WE GETTING IT TOGETHER AS A REGION GETTING IT
18 TOGETHER AS A REGION ON WAYFINDING AND MAPPING? AND ON
19 WAYFINDING AND MAPPING? AND YOU HAVE DONE THAT. WHATEVER YOU
20 HAVE DONE THAT. WHATEVER PUBLIC MEETING I'M IN, JULIE AND
21 PUBLIC MEETING I'M IN, JULIE AND -- I MEAN JULIE DIRECTOR -- I
22 MEAN JULIE DIRECTOR KIRSCHBAUM AND I WERE AT THAT KIRSCHBAUM
23 AND I WERE AT THAT COMMITTEE MEETING WITH COMMITTEE COMMITTEE
24 MEETING WITH COMMITTEE OF SUPERVISORS IN SAN FRANCISCO, OF
25 SUPERVISORS IN SAN FRANCISCO, AND IT WAS A SIGNIFICANT PORTION



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1 AND IT WAS A SIGNIFICANT PORTION OF THAT MEETING -- GORDON,
2 YOU OF THAT MEETING -- GORDON, YOU WERE THERE. THAT WAS TO DO
3 WITH WERE THERE. THAT WAS TO DO WITH MAPPING AND WAYFINDING,
4 RIGHT? MAPPING AND WAYFINDING, RIGHT? IT'S REALLY GOT A LOT OF
5 IT'S REALLY GOT A LOT OF POSITIVE ENERGY, YOU'VE DONE A
6 POSITIVE ENERGY, YOU'VE DONE A LOT OF GOOD WORK ON THAT. MY
7 LOT OF GOOD WORK ON THAT. MY ADVICE, TWO THINGS, DON'T GET
8 ADVICE, TWO THINGS, DON'T GET PUSHED AROUND ON IF IT CAN BE
9 PUSHED AROUND ON IF IT CAN BE DONE IN A YEAR. IT CAN. YOU DONE
10 IN A YEAR. IT CAN. YOU NEED TO GET THAT PILOT UP AND NEED TO
11 GET THAT PILOT UP AND RUNNING. IT'S GOT TO BE RIGHT, RUNNING.
12 IT'S GOT TO BE RIGHT, AND IT'S GOT TO BE THOUGHTFUL. AND IT'S
13 GOT TO BE THOUGHTFUL. YOU HAVE A LOT OF POSITIVE YOU HAVE A
14 LOT OF POSITIVE ENERGY, A LOT OF MOMENTUM. ENERGY, A LOT OF
15 MOMENTUM. TAKING TOO LONG TO GET A PILOT TAKING TOO LONG TO
16 GET A PILOT OUT ON THE STREET FOR OUR OUT ON THE STREET FOR
17 OUR CUSTOMERS AND FOR US TO EVALUATE CUSTOMERS AND FOR US TO
18 EVALUATE BACK TO WHAT RICHARDSON SAID AND BACK TO WHAT
19 RICHARDSON SAID AND SOME OF THE OTHERS COMMISSIONERS SOME OF
20 THE OTHERS COMMISSIONERS HERE, YOU WILL LOSE THAT HERE, YOU
21 WILL LOSE THAT MOMENTUM. RIGHT? AND THAT'S MOMENTUM. RIGHT?
22 AND THAT'S NOT A GOOD THING; RIGHT? NOT A NOT A GOOD THING;
23 RIGHT? NOT A GOOD THING, RIGHT, IF YOU HAVE GOOD THING, RIGHT,
24 IF YOU HAVE WORKED SO HARD TO GET US ALL IN WORKED SO HARD TO
25 GET US ALL IN AGREEMENT. YOU KNOW, IF YOU GO AGREEMENT. YOU



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1 KNOW, IF YOU GO SILENT ON THIS THING FOR, YOU SILENT ON THIS
2 THING FOR, YOU KNOW, NINE MONTHS, YOU KNOW, KNOW, NINE MONTHS,
3 YOU KNOW, THEN I GOT TO DRAG CHURCHILL THEN I GOT TO DRAG
4 CHURCHILL BACK TO THIS THING, AND, RIGHT BACK TO THIS THING,
5 AND, RIGHT -- AND I'M JUST PICKING ON BILL -- AND I'M JUST
6 PICKING ON BILL A LITTLE BIT -- RIGHT? AND GET A LITTLE BIT --
7 RIGHT? AND GET HIM BACK ON -- YOU KNOW, NOT ME, HIM BACK ON --
8 YOU KNOW, NOT ME, BUT THE REGION DOES, RIGHT? SO BUT THE
9 REGION DOES, RIGHT? SO KEEP THE MOMENTUM GOING GET THE KEEP
10 THE MOMENTUM GOING GET THE PILOT OUT, LEARN FROM IT, AND GO
11 PILOT OUT, LEARN FROM IT, AND GO FROM THERE. THAT'S ONE THING.
12 FROM THERE. THAT'S ONE THING. THE SECOND THING IS PLEASE TAKE
13 THE SECOND THING IS PLEASE TAKE ADVANTAGE, AND AGAIN YOU DON'T
14 ADVANTAGE, AND AGAIN YOU DON'T WORK DIRECTLY FOR ME AND I KNOW
15 WORK DIRECTLY FOR ME AND I KNOW JUMANA DOES, BUT MAYBE NOT ON
16 JUMANA DOES, BUT MAYBE NOT ON THIS EFFORT, BUT THERE ARE THIS
17 EFFORT, BUT THERE ARE PEOPLE HERE WHO HAVE OFFERED PEOPLE HERE
18 WHO HAVE OFFERED SOME RESOURCES AT NO-COST SOME RESOURCES AT
19 NO-COST SUBJECT MATTER EXPERTS THAT KNOW SUBJECT MATTER
20 EXPERTS THAT KNOW PROJECT DELIVERY THAT'S WHAT PROJECT
21 DELIVERY THAT'S WHAT THEY DO WHETHER THEY'RE A THEY DO WHETHER
22 THEY'RE A RESOURCE FROM ANY ONE OF THESE RESOURCE FROM ANY ONE
23 OF THESE AGENCIES, I CAN LOOK DOWN AND UP AGENCIES, I CAN LOOK
24 DOWN AND UP WE HAVE PEOPLE THAT CAN HELP BE WE HAVE PEOPLE
25 THAT CAN HELP BE STRATEGIC AND THINK THINGS STRATEGIC AND



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1 THINK THINGS THROUGH THEY'RE NOT GOING TO BE THROUGH THEY'RE
2 NOT GOING TO BE OUT IN THE FIELD MAKING, YOU OUT IN THE FIELD
3 MAKING, YOU KNOW, IS THIS GOING HERE THAT KNOW, IS THIS GOING
4 HERE THAT GOING THERE, BUT THEY CAN HOW IS GOING THERE, BUT
5 THEY CAN HOW IS IT PANELED YOU KNOW, YOU'RE IT PANELED YOU
6 KNOW, YOU'RE GOING TO GO OUT YOU HAVE TWO -- GOING TO GO OUT
7 YOU HAVE TWO -- YOU'RE GOING TO HAVE TWO CREWS YOU'RE GOING TO
8 HAVE TWO CREWS ON THE EAST BAY ONE IN WEST BAY ON THE EAST BAY
9 ONE IN WEST BAY HOW ALL THAT MANIFESTS ITSELF ON HOW ALL THAT
10 MANIFESTS ITSELF ON THESE PACKAGES THERE ARE PEOPLE THESE
11 PACKAGES THERE ARE PEOPLE HERE WHO CAN HELP YOU. I KNOW HERE
12 WHO CAN HELP YOU. I KNOW THERE ARE PEOPLE HERE RICHARDSON
13 THERE ARE PEOPLE HERE RICHARDSON HAS GOT PEOPLE WHO ARE
14 EXPERTS HAS GOT PEOPLE WHO ARE EXPERTS ON PROGRESSIVE DESIGN
15 BUILD YOU ON PROGRESSIVE DESIGN BUILD YOU KNOW ON A MUCH
16 DIFFERENT SCALE KNOW ON A MUCH DIFFERENT SCALE BUT
17 FUNDAMENTALS ARE THE SAME, BUT FUNDAMENTALS ARE THE SAME,
18 RIGHT? SO TAKE ADVANTAGE OF RIGHT? SO TAKE ADVANTAGE OF THOSE
19 RESOURCES AVAILABLE TO THOSE RESOURCES AVAILABLE TO YOU. SO
20 AGAIN JUST A NICE PIECE YOU. SO AGAIN JUST A NICE PIECE OF
21 WORK AND THANK YOU FOR BEING OF WORK AND THANK YOU FOR BEING
22 HERE. HERE.

23

24 **JUMANA NABTI:** GREAT. THANK

25



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1 **JUMANA NABTI:** GREAT. THANK YOU. YOU.

2

3 **CHAIR, ROBERT POWERS:** OKAY.

4

5 **CHAIR, ROBERT POWERS:** OKAY. THAT WILL CONCLUDE AGENDA ITEM
6 THAT WILL CONCLUDE AGENDA ITEM NUMBER 7A. AGAIN, THANK YOU FOR
7 NUMBER 7A. AGAIN, THANK YOU FOR BEING UP HERE. AGENDA ITEM
8 BEING UP HERE. AGENDA ITEM NUMBER 7B IS, AGAIN, AN NUMBER 7B
9 IS, AGAIN, AN INFORMATIONAL ITEM, AND IT'S INFORMATIONAL ITEM,
10 AND IT'S DELIVER -- WHERE WE ARE WITH OUR DELIVER -- WHERE WE
11 ARE WITH OUR FARE POLICY VISION FOR OUR FARE POLICY VISION FOR
12 OUR CUSTOMERS. YOU KNOW, ARE IT'S CUSTOMERS. YOU KNOW, ARE
13 IT'S WHERE WE HAVE BEEN, WHERE WE'RE WHERE WE HAVE BEEN, WHERE
14 WE'RE HEADING. IT'S A TIMELY UPDATE HEADING. IT'S A TIMELY
15 UPDATE HERE. AND, SO, WITHOUT MUCH ME HERE. AND, SO, WITHOUT
16 MUCH ME MUDDYING THE WATERS HERE, I'M MUDDYING THE WATERS
17 HERE, I'M GOING TO THANK YOU, YOUR HONOR GOING TO THANK YOU,
18 YOUR HONOR OVER TO DIRECTOR CHOY. DIRECTOR OVER TO DIRECTOR
19 CHOY. DIRECTOR CHOY? CHOY?

20

21 **MELANIE CHOY:** GREAT. THANK

22

23 **MELANIE CHOY:** GREAT. THANK YOU CHAIR POWERS. SO THE YOU CHAIR
24 POWERS. SO THE INTRODUCTION, ARE TODAY INTRODUCTION, ARE TODAY
25 PRESENTATION IS GOING TO REFLECT PRESENTATION IS GOING TO



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1 REFLECT ON THE EVOLUTION OF THE FARE ON THE EVOLUTION OF THE
2 FARE INTEGRATION EFFORTS AND FARE INTEGRATION EFFORTS AND FARE
3 COORDINATION EFFORTS THAT WHERE COORDINATION EFFORTS THAT
4 WHERE WE ARE TODAY, AND OUR GOAL WE ARE TODAY, AND OUR GOAL
5 TODAY, AND THE REASON I WANTED TODAY, AND THE REASON I WANTED
6 TO HIGHLIGHT AND PREFACE SOME OF TO HIGHLIGHT AND PREFACE SOME
7 OF THIS IS OUR GOAL TODAY IS TO THIS IS OUR GOAL TODAY IS TO
8 SUMMARIZE THE WORK THAT HAS BEEN SUMMARIZE THE WORK THAT HAS
9 BEEN COMPLETED AND TO SHARE COMPLETED AND TO SHARE INFORMATION
10 TO HELP INFORM INFORMATION TO HELP INFORM FUTURE DISCUSSIONS.
11 SO TODAY FUTURE DISCUSSIONS. SO TODAY WHAT WE'RE LOOKING FOR
12 IS NOT TO WHAT WE'RE LOOKING FOR IS NOT TO PROBLEM SOLVE AND
13 DECIDE AND PROBLEM SOLVE AND DECIDE AND MAKE DECISIONS, BUT
14 RATHER, MAKE DECISIONS, BUT RATHER, REALLY, WE'RE HERE TO
15 PROVIDE REALLY, WE'RE HERE TO PROVIDE YOU WITH AN OPPORTUNITY
16 TO YOU WITH AN OPPORTUNITY TO REFLECT ON ALSO THE PILOTS THAT
17 REFLECT ON ALSO THE PILOTS THAT WE HAVE DONE, LEARN LESSONS
18 AND WE HAVE DONE, LEARN LESSONS AND THEN LOOK FORWARD AND
19 THINKING THEN LOOK FORWARD AND THINKING THROUGH ABOUT FUTURE
20 POLICIES SO THROUGH ABOUT FUTURE POLICIES SO TODAY WE'RE
21 COMING WITH JUST TODAY WE'RE COMING WITH JUST THAT INTEREST IN
22 KICK STARTING THAT INTEREST IN KICK STARTING THE THINKING ON
23 IT BUT NOT THE THINKING ON IT BUT NOT NECESSARILY SOLVING WITH
24 ANY OF NECESSARILY SOLVING WITH ANY OF THIS TODAY. I WANT TO
25 HIGHLIGHT THIS TODAY. I WANT TO HIGHLIGHT AND THIS IS ECHOING



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1 CHAIR AND THIS IS ECHOING CHAIR POWER'S REMARKS AND CO-CHAIR
2 POWER'S REMARKS AND CO-CHAIR JULIE KIRSCHBAUM, YOU KNOW AS
3 JULIE KIRSCHBAUM, YOU KNOW AS STAFF WE'RE COMMITTED TO MAKING
4 STAFF WE'RE COMMITTED TO MAKING THE CONNECTION BETWEEN BOTH
5 THE THE CONNECTION BETWEEN BOTH THE FARE POLICY AND ALL OF THE
6 WORK FARE POLICY AND ALL OF THE WORK STRONGER SO TODAY'S JOINT
7 STRONGER SO TODAY'S JOINT MEETING IS A DEL STATION OF THAT
8 MEETING IS A DEL STATION OF THAT AND WE DO FIRMLY BELIEVE THAT
9 AND WE DO FIRMLY BELIEVE THAT RIDERS THEY DON'T DISTINGUISH
10 RIDERS THEY DON'T DISTINGUISH BETWEEN FARE POLICY DESIGN AND
11 BETWEEN FARE POLICY DESIGN AND TECHNOLOGY ENHANCEMENT OR ANY,
12 TECHNOLOGY ENHANCEMENT OR ANY, SORT OF, OPERATIONAL
13 IMPROVEMENT SORT OF, OPERATIONAL IMPROVEMENT FOR THEM. IT'S
14 ABOUT HOW THEIR FOR THEM. IT'S ABOUT HOW THEIR TRIP IS. AND
15 OUR GOAL IS TO TRIP IS. AND OUR GOAL IS TO REALLY LINK UP THE
16 KEY REALLY LINK UP THE KEY COMPONENTS THAT IMPACT THAT
17 COMPONENTS THAT IMPACT THAT EXPERIENCE. AND SO WITH THAT,
18 EXPERIENCE. AND SO WITH THAT, THIS JOINT MEETING DOES PROVIDE
19 THIS JOINT MEETING DOES PROVIDE US THAT OPPORTUNITY AND THE US
20 THAT OPPORTUNITY AND THE TOPIC IS KIND OF FREIGHT TIMING TOPIC
21 IS KIND OF FREIGHT TIMING FOR US TO HAVE A JOINT MEETING FOR
22 US TO HAVE A JOINT MEETING IS TO BRING BOTH TOPICS TO YOU IS
23 TO BRING BOTH TOPICS TO YOU SO WE CAN COLLECTIVELY TALK SO WE
24 CAN COLLECTIVELY TALK ABOUT THE FARE POLICY COMPONENTS ABOUT
25 THE FARE POLICY COMPONENTS AS WELL AS SOME OF THE AS WELL AS



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1 SOME OF THE UNDERLYING CLIPPER PRODUCT UNDERLYING CLIPPER
2 PRODUCT ASPECTS. AND SO WITH THAT I'M ASPECTS. AND SO WITH
3 THAT I'M GOING TO TURN IT OVER TO MIKE GOING TO TURN IT OVER
4 TO MIKE EISEMAN AND BILL BACON. EISEMAN AND BILL BACON.

5

6 **MICHAEL EISEMAN:** THANK YOU

7

8 **MICHAEL EISEMAN:** THANK YOU MELANIE. GOOD AFTERNOON MELANIE.
9 GOOD AFTERNOON COMMITTEE MEMBERS. OPERATORS COMMITTEE MEMBERS.
10 OPERATORS AND MTC HAVE DONE A LOT TOGETHER AND MTC HAVE DONE A
11 LOT TOGETHER OVER THE LAST DECADE TO ADVANCE OVER THE LAST
12 DECADE TO ADVANCE MORE INTEGRATED FARES FOR MORE INTEGRATED
13 FARES FOR CUSTOMERS BUT WE KNOW THERE IS CUSTOMERS BUT WE KNOW
14 THERE IS MORE WE CAN ACCOMPLISH. MORE WE CAN ACCOMPLISH. THE
15 LAUNCH OF THE NEXT THE LAUNCH OF THE NEXT GENERATION CLIPPER
16 SYSTEM GENERATION CLIPPER SYSTEM PRESENTS THE BAY AREA WITH AN
17 PRESENTS THE BAY AREA WITH AN OPPORTUNITY TO DELIVER EASIER
18 OPPORTUNITY TO DELIVER EASIER WAYS FOR OUR CUSTOMERS TO PAY
19 WAYS FOR OUR CUSTOMERS TO PAY THEIR FARES. WE'RE ALREADY THEIR
20 FARES. WE'RE ALREADY SEEING THIS WITH TAP AND RIDE SEEING THIS
21 WITH TAP AND RIDE WITH AND WITH INTEGRATED WITH AND WITH
22 INTEGRATED TRANSFER DISCOUNTS BUT FOR THE TRANSFER DISCOUNTS
23 BUT FOR THE ABILITY TO OFFER REGIONAL SCALE ABILITY TO OFFER
24 REGIONAL SCALE MULTI-OPERATOR PASSES FARE CAPS MULTI-OPERATOR
25 PASSES FARE CAPS AND SPECIAL EVENT FARES IS STILL AND SPECIAL



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1 EVENT FARES IS STILL MOSTLY UNTAPPED IN THE FARE MOSTLY
2 UNTAPPED IN THE FARE RULES THAT OUR AGENCIES HAVE RULES THAT
3 OUR AGENCIES HAVE LAUNCHED THUS FAR. THE WORK LAUNCHED THUS
4 FAR. THE WORK TOGETHER ON FARE POLICY TOGETHER ON FARE POLICY
5 DELIVERING CLIPPER BASED DELIVERING CLIPPER BASED INTER-AGENCY
6 PARTNERSHIP INTER-AGENCY PARTNERSHIP COLLABORATION AND
7 COLLECTIVE COLLABORATION AND COLLECTIVE FOCUS ON DELIVERING
8 THE BEST FOCUS ON DELIVERING THE BEST OUTCOMES FOR RIDERS.
9 BILL IS OUTCOMES FOR RIDERS. BILL IS GOING TO WALK US THROUGH
10 THE GOING TO WALK US THROUGH THE PRESENTATION TODAY AND AT THE
11 PRESENTATION TODAY AND AT THE END OF THE PRESENTATION HE'LL
12 END OF THE PRESENTATION HE'LL HAVE QUESTIONS FOR US TO THINK
13 HAVE QUESTIONS FOR US TO THINK ABOUT TOGETHER AND HOW WE CAN
14 ABOUT TOGETHER AND HOW WE CAN CONTINUE OUR WORK IN THIS FARE
15 CONTINUE OUR WORK IN THIS FARE POLICY SPACE TO GROW RIDERSHIP
16 POLICY SPACE TO GROW RIDERSHIP AND IMPROVE RIDER EXPERIENCE IN
17 AND IMPROVE RIDER EXPERIENCE IN A FINANCIALLY SUSTAINABLE WAY.
18 A FINANCIALLY SUSTAINABLE WAY. BILL? BILL?

19

20 **WILLIAM BACON:** THANK YOU

21

22 **WILLIAM BACON:** THANK YOU MIKE. GOOD AFTERNOON CHAIR MIKE. GOOD
23 AFTERNOON CHAIR POWERS AND KIRSCHBAUM COUNCIL POWERS AND
24 KIRSCHBAUM COUNCIL MEMBERS AND BOARD MEMBERS. MY MEMBERS AND
25 BOARD MEMBERS. MY NAME IS BILL BACON FROM MTC NAME IS BILL



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1 BACON FROM MTC REGIONAL NETWORK MANAGEMENT REGIONAL NETWORK
2 MANAGEMENT STAFF AND THANK YOU TO MELANIE STAFF AND THANK YOU
3 TO MELANIE AS WELL FOR HELPING TO SET THE AS WELL FOR HELPING
4 TO SET THE STAGE IF THIS ITEM. WE CAN GO STAGE IF THIS ITEM.
5 WE CAN GO TO THE NEXT SLIDE PLEASE. AS TO THE NEXT SLIDE
6 PLEASE. AS THE CLIPPER EXECUTIVE BOARD AND THE CLIPPER
7 EXECUTIVE BOARD AND RNM COUNCIL HAVE CONVENED FOR RNM COUNCIL
8 HAVE CONVENED FOR THE FIRST TIME IN A JOINT THE FIRST TIME IN
9 A JOINT MEETING TODAY STAFF FELT THIS MEETING TODAY STAFF FELT
10 THIS WAS GOOD OPPORTUNITY TO REFLECT WAS GOOD OPPORTUNITY TO
11 REFLECT ON ACTIONS THAT TRANSIT ON ACTIONS THAT TRANSIT
12 OPERATORS AND MTC HAVE TAKEN OPERATORS AND MTC HAVE TAKEN
13 TOGETHER OVER A NUMBER OF YEAR TOGETHER OVER A NUMBER OF YEAR
14 TO DELIVER ON IMPROVED USER TO DELIVER ON IMPROVED USER
15 EXPERIENCE FOR RIDERS SEVERAL EXPERIENCE FOR RIDERS SEVERAL
16 ACTIONS HAVE BEEN GUIDED BY FARE ACTIONS HAVE BEEN GUIDED BY
17 FARE POLICY VISION STATEMENT WHICH IS POLICY VISION STATEMENT
18 WHICH IS ADOPTED BY CLIPPER EXECUTIVE ADOPTED BY CLIPPER
19 EXECUTIVE BOARD'S FARE INTEGRATION TASK BOARD'S FARE
20 INTEGRATION TASK FORCE BECOME IN NOVEMBER 2021 FORCE BECOME IN
21 NOVEMBER 2021 LOOKING AHEAD STAFF WANT TO LOOKING AHEAD STAFF
22 WANT TO HIGHLIGHT OPPORTUNITIES HIGHLIGHT OPPORTUNITIES
23 QUESTIONS AND FOCUS ON COMMON QUESTIONS AND FOCUS ON COMMON
24 GOALS AS WE WORK TO CONTINUOUSLY GOALS AS WE WORK TO
25 CONTINUOUSLY EVOLVE OUR PROGRAMS THIS EVOLVE OUR PROGRAMS THIS



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1 PRESENTATION TODAY IS BROKEN PRESENTATION TODAY IS BROKEN INTO
2 TWO SECTIONS REFLECTING OUR INTO TWO SECTIONS REFLECTING OUR
3 JOURNEY WHERE WE ARE NOW AND JOURNEY WHERE WE ARE NOW AND
4 LOOKING FORWARD YOU CAN GO TO LOOKING FORWARD YOU CAN GO TO
5 THE NEXT SLIDE. FIRST SECTION THE NEXT SLIDE. FIRST SECTION
6 I'M GOING TO OFFER OVERVIEW OF I'M GOING TO OFFER OVERVIEW OF
7 SOME OF THE WORK WE HAVE SOME OF THE WORK WE HAVE COLLECTIVELY
8 DONE IN THE COLLECTIVELY DONE IN THE REGIONAL FARE AND PAYMENT
9 SPACE REGIONAL FARE AND PAYMENT SPACE OVER THE YEARS. NEXT
10 SLIDE. OVER THE YEARS. NEXT SLIDE. I'LL TAKE A MOMENT HERE FOR
11 I'LL TAKE A MOMENT HERE FOR FOLKS TO DIGEST THIS SLIDE THIS
12 FOLKS TO DIGEST THIS SLIDE THIS IS A LOT OF CON CONSISTENT
13 HERE, IS A LOT OF CON CONSISTENT HERE, PAUSE FOR A SECOND. OUR
14 JOURNEY PAUSE FOR A SECOND. OUR JOURNEY TOGETHER GOES BACK
15 MANY DECADES TOGETHER GOES BACK MANY DECADES FAR MORE THAN CAN
16 EASILY BE FAR MORE THAN CAN EASILY BE REFLECTED ON A SINGLE
17 TIMELINE REFLECTED ON A SINGLE TIMELINE SLIDE. BUT LOOKING
18 BACK OVER SLIDE. BUT LOOKING BACK OVER THE LAST TWO DECADES A
19 NUMBER OF THE LAST TWO DECADES A NUMBER OF KEY MILESTONES
20 STAND OUT WE HAVE KEY MILESTONES STAND OUT WE HAVE TRIED TO
21 CAPTURE HERE STARTING TRIED TO CAPTURE HERE STARTING WITH
22 FOUNDATIONAL LAUNCH OF WITH FOUNDATIONAL LAUNCH OF FIRST
23 TRANSLINK THEN CLIPPER IN FIRST TRANSLINK THEN CLIPPER IN THE
24 EARLY 2000 VARIOUS AGENCIES THE EARLY 2000 VARIOUS AGENCIES
25 HAVE TAKEN GREAT STRIDES TO HAVE TAKEN GREAT STRIDES TO REDUCE



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1 FRICTION OF PAYING REDUCE FRICTION OF PAYING TRANSIT FARES
2 OVER THE LAST TRANSIT FARES OVER THE LAST QUART CENTURY A
3 NUMBER OF KEY QUART CENTURY A NUMBER OF KEY STUDIES ALSO STAND
4 OUT, THE 2008 STUDIES ALSO STAND OUT, THE 2008 INTEGRATED FARE
5 STUDY, THE MEANS INTEGRATED FARE STUDY, THE MEANS BASED FARE
6 STUDY AND FARE BASED FARE STUDY AND FARE COORDINATION
7 INTEGRATION STUDY COORDINATION INTEGRATION STUDY WHICH LED TO
8 THE FARE POLICY WHICH LED TO THE FARE POLICY VISION STATEMENT
9 UNDERLYING ALL VISION STATEMENT UNDERLYING ALL THIS WORK IN
10 INFRASTRUCTURE FOR THIS WORK IN INFRASTRUCTURE FOR
11 COLLABORATION WITH THE CLIPPER COLLABORATION WITH THE CLIPPER
12 EXECUTIVE BOARD AND REGIONAL EXECUTIVE BOARD AND REGIONAL
13 NETWORK MANAGEMENT COUNCIL FARE NETWORK MANAGEMENT COUNCIL
14 FARE INTEGRATION TASK FORCE AND INTEGRATION TASK FORCE AND
15 NUMEROUS STAFF LEVEL NUMEROUS STAFF LEVEL COORDINATION GROUPS.
16 NEXT COORDINATION GROUPS. NEXT SLIDE. THERE HAVE BEEN NUMEROUS
17 SLIDE. THERE HAVE BEEN NUMEROUS STUDIES ANALYSIS AND PROPOSALS
18 STUDIES ANALYSIS AND PROPOSALS OVER THE DECADES ATTEMPTING TO
19 OVER THE DECADES ATTEMPTING TO IMPROVE THE TRANSIT USER FARE
20 IMPROVE THE TRANSIT USER FARE EXPERIENCE THESE RANGE FROM
21 EXPERIENCE THESE RANGE FROM STUDIES BY PUBLIC AGENCIES TO
22 STUDIES BY PUBLIC AGENCIES TO ADVOCACY ORGANIZATIONS AND
23 ADVOCACY ORGANIZATIONS AND SAMPLE OF WHICH ARE SHOWN HERE
24 SAMPLE OF WHICH ARE SHOWN HERE ON THIS SLIDE. NEXT SLIDE. ON
25 THIS SLIDE. NEXT SLIDE. LOOKING BACK OVER THE LAST LOOKING



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1 BACK OVER THE LAST DECADE TWO STUDIES HAVE HAD DECADE TWO
2 STUDIES HAVE HAD MAJOR IMPACT ON DELIVERING MAJOR IMPACT ON
3 DELIVERING CHANGES FOR THE PUBLIC TRANSIT CHANGES FOR THE
4 PUBLIC TRANSIT FARE EXPERIENCE, 2018 REGIONAL FARE EXPERIENCE,
5 2018 REGIONAL MEANS BASED TRANSITS FARE MEANS BASED TRANSITS
6 FARE PRICING STUDY AND 2021 FARE PRICING STUDY AND 2021 FARE
7 COORDINATION INTEGRATION STUDY COORDINATION INTEGRATION STUDY
8 TWO DISTINCT EFFORTS ATTEMPTED TWO DISTINCT EFFORTS ATTEMPTED
9 TO ADDRESS A SERIES OF QUESTIONS TO ADDRESS A SERIES OF
10 QUESTIONS POSED BY AGENCIES ELECTED POSED BY AGENCIES ELECTED
11 OFFICIALS AND THE PUBLIC AND OFFICIALS AND THE PUBLIC AND
12 OTHER STAKEHOLDERS FIRST THE OTHER STAKEHOLDERS FIRST THE
13 MEANS BASED STUDY FOCUS ON MEANS BASED STUDY FOCUS ON
14 UNDERSTANDING FEASIBILITY OF UNDERSTANDING FEASIBILITY OF
15 OFFERING STANDARDIZED AFFORDABLE OFFERING STANDARDIZED
16 AFFORDABLE TRANSIT FARE DISCOUNTS TO TRANSIT FARE DISCOUNTS TO
17 LOW-INCOME BAY AREA RESIDENTS LOW-INCOME BAY AREA RESIDENTS
18 FARE COORDINATION INTEGRATION FARE COORDINATION INTEGRATION
19 STUDY STROVE TO BETTER STUDY STROVE TO BETTER UNDERSTAND IF
20 FARE POLICIES UNDERSTAND IF FARE POLICIES LIMITED RIDERSHIP
21 GROWTH FOR LIMITED RIDERSHIP GROWTH FOR CUSTOMERS COULD USE
22 MULTIPLE CUSTOMERS COULD USE MULTIPLE OPERATORS AND HOW THE
23 DELIVERY OPERATORS AND HOW THE DELIVERY OF MORE INTEGRATED
24 FARE POLICIES OF MORE INTEGRATED FARE POLICIES ACROSS
25 OPERATORS COULD SUPPORT ACROSS OPERATORS COULD SUPPORT



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1 RIDERSHIP GROWTH. NEXT SLIDE. RIDERSHIP GROWTH. NEXT SLIDE.
2 THESE TWO STUDIES HAVE LED TO THESE TWO STUDIES HAVE LED TO
3 DIRECT RESULTS ON STREETS TRACKS DIRECT RESULTS ON STREETS
4 TRACKS AND WATER WAYS OF THE BAY AREA. AND WATER WAYS OF THE
5 BAY AREA. THE FIRST ROW TABLE HERE ON THE THE FIRST ROW TABLE
6 HERE ON THE SLIDE HIGHLIGHTS MEANS BASED SLIDE HIGHLIGHTS
7 MEANS BASED FARE STUDY THAT LED TO THE PILOT FARE STUDY THAT
8 LED TO THE PILOT LAUNCH OF CLIPPER START PROGRAM LAUNCH OF
9 CLIPPER START PROGRAM IN 2020. BY 2024 CLIPPER START IN 2020.
10 BY 2024 CLIPPER START INCLUDED ALL BAY AREA OPERATORS INCLUDED
11 ALL BAY AREA OPERATORS THAT ACCEPT CLIPPER AND PROVIDED THAT
12 ACCEPT CLIPPER AND PROVIDED A STANDARDIZED 50% DISCOUNT OFF A
13 STANDARDIZED 50% DISCOUNT OFF ON FARES TO LOW-INCOME PROGRAM
14 ON FARES TO LOW-INCOME PROGRAM PARTICIPANT PRESIDENCY THEN
15 LAST PARTICIPANT PRESIDENCY THEN LAST YEAR IN 2025 CLIPPER
16 START YEAR IN 2025 CLIPPER START TRANSITION FROM PILOT TO
17 ONGOING TRANSITION FROM PILOT TO ONGOING FARE PRODUCT. THE
18 NEXT TWO ROWS FARE PRODUCT. THE NEXT TWO ROWS IN THE TABLE
19 HIGHLIGHT OUTCOMES IN THE TABLE HIGHLIGHT OUTCOMES FROM FARE
20 COORDINATION FROM FARE COORDINATION INTEGRATION STUDY
21 INCLUDING THE INTEGRATION STUDY INCLUDING THE CLIPPER BAY PASS
22 PILOT WHICH IS CLIPPER BAY PASS PILOT WHICH IS THE FIRST
23 PRODUCT OFFERING THE FIRST PRODUCT OFFERING UNLIMITED TRAVEL
24 ON ALL UNLIMITED TRAVEL ON ALL OPERATORS AND HAS OVER 100,000
25 OPERATORS AND HAS OVER 100,000 REVENUE GENERATING PARTICIPANTS



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1 REVENUE GENERATING PARTICIPANTS WITH PROVEN RIDERSHIP BOOSTING
2 WITH PROVEN RIDERSHIP BOOSTING IMPACTS AND THE FREE DISCOUNTED
3 IMPACTS AND THE FREE DISCOUNTED TRANSFER PILOT WHICH LAUNCHED
4 IN TRANSFER PILOT WHICH LAUNCHED IN DECEMBER 2025 ALONG WITH
5 NEXT DECEMBER 2025 ALONG WITH NEXT GENERATION CLIPPER THIS
6 PILOT GENERATION CLIPPER THIS PILOT SEEKS TO MAKE REAL
7 DIFFERENCE IN SEEKS TO MAKE REAL DIFFERENCE IN REDUCING
8 BARRIERS TO REDUCING BARRIERS TO INTER-AGENCY TRANSFERS AND
9 INTER-AGENCY TRANSFERS AND ALLOWS USERS TO EXPERIENCE THES
10 ALLOWS USERS TO EXPERIENCE THES IS MORE LIKE A SINGLE TRANSIT
11 IS MORE LIKE A SINGLE TRANSIT NETWORK. NEXT SLIDE. AS NETWORK.
12 NEXT SLIDE. AS MENTIONED A BIT EARLIER IN 2021 MENTIONED A BIT
13 EARLIER IN 2021 THE FARE POLICY VISION STATEMENT THE FARE
14 POLICY VISION STATEMENT WAS ADOPTED BY THE FARE WAS ADOPTED BY
15 THE FARE INTEGRATION TASK FORCE WHICH WAS INTEGRATION TASK
16 FORCE WHICH WAS A SPECIAL COMMITTEE OF THE A SPECIAL COMMITTEE
17 OF THE CLIPPER EXECUTIVE BOARD WHEN THE CLIPPER EXECUTIVE
18 BOARD WHEN THE TASK FORCE WAS SUNSET LAST YEAR TASK FORCE WAS
19 SUNSET LAST YEAR ITS RESPONSIBILITIES WERE PASSED ITS
20 RESPONSIBILITIES WERE PASSED TO THE REGIONAL NETWORK TO THE
21 REGIONAL NETWORK MANAGEMENT COUNCIL THE VISION MANAGEMENT
22 COUNCIL THE VISION STATEMENT BASED ON THE STATEMENT BASED ON
23 THE RECOMMENDATIONS OF THE FARE RECOMMENDATIONS OF THE FARE
24 COORDINATION INTEGRATION STUDY COORDINATION INTEGRATION STUDY
25 INCLUDED FOUR KEY ACTIONS FIRST INCLUDED FOUR KEY ACTIONS



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1 FIRST OF THOSE ACTIONS HAVE BEEN OF THOSE ACTIONS HAVE BEEN
2 DELIVERED WITH NUMBER ONE DELIVERED WITH NUMBER ONE BECOMING
3 CLIPPER BAY PASS BECOMING CLIPPER BAY PASS PROGRAM NUMBER TWO
4 BECOMING FREE PROGRAM NUMBER TWO BECOMING FREE AND DISCOUNTED
5 TRANSFER PILOT, AND DISCOUNTED TRANSFER PILOT, UNDER NEXT
6 GENERATION CLIPPER UNDER NEXT GENERATION CLIPPER SYSTEM. THAT
7 LEAVES TWO KEY SYSTEM. THAT LEAVES TWO KEY ACTIONS REMAINING
8 NUMBER THREE ACTIONS REMAINING NUMBER THREE WHICH CALLS FOR
9 DEVELOPING ALL WHICH CALLS FOR DEVELOPING ALL AGENCY PASS OR
10 FARE CAP FOR AGENCY PASS OR FARE CAP FOR GENERAL PUBLIC AND
11 FOUR GENERAL PUBLIC AND FOUR EXPLORING HOW TO FURTHER
12 EXPLORING HOW TO FURTHER HARMONIZE FARES FOR REGIONAL
13 HARMONIZE FARES FOR REGIONAL SERVICES BUT NOT LOCAL SERVICES
14 SERVICES BUT NOT LOCAL SERVICES GOING INTO THE NEXT SLIDE THIS
15 GOING INTO THE NEXT SLIDE THIS PORTION OF THE PRESENTATION
16 PORTION OF THE PRESENTATION TAKING A MOMENT HERE JUST TO
17 TAKING A MOMENT HERE JUST TO PAUSE LOOKING BACK THESE PAST
18 PAUSE LOOKING BACK THESE PAST HALF DOZEN SLIDES HAVE FOCUSED
19 HALF DOZEN SLIDES HAVE FOCUSED ON WHAT OUR SHARED WORK ON ON
20 WHAT OUR SHARED WORK ON TRANSIT FARES ACHIEVED IN RECENT
21 TRANSIT FARES ACHIEVED IN RECENT YEARS THEN NEXT SECTION HERE
22 YEARS THEN NEXT SECTION HERE WANT TO FOCUS OUR ATTENTION ON
23 WANT TO FOCUS OUR ATTENTION ON OPPORTUNITIES BEFORE US AS WE
24 OPPORTUNITIES BEFORE US AS WE NEW INTO THE WORLD OF NEXT NEW
25 INTO THE WORLD OF NEXT GENERATION CLIPPER. YOU CAN GO



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1 GENERATION CLIPPER. YOU CAN GO TO THE NEXT SLIDE. GOING BACK
2 TO THE NEXT SLIDE. GOING BACK TO THESE SIGNIFICANT REGION-WIDE
3 TO THESE SIGNIFICANT REGION-WIDE FARE PROGRAMS THAT I SPOKE TO
4 A FARE PROGRAMS THAT I SPOKE TO A MOMENT AGO EACH OF THESE
5 MOMENT AGO EACH OF THESE PROGRAMS HAS A NUMBER OF PROGRAMS HAS
6 A NUMBER OF QUESTIONS AND POTENTIAL QUESTIONS AND POTENTIAL
7 OPPORTUNITIES THAT STAFF COULD OPPORTUNITIES THAT STAFF COULD
8 FOCUS OUR ATTENTION ON AND FOCUS OUR ATTENTION ON AND
9 RESOURCES ON. FOR EXAMPLE, THE RESOURCES ON. FOR EXAMPLE, THE
10 CLIPPER START PROGRAM HAS CLIPPER START PROGRAM HAS
11 OPPORTUNITIES TO DELIVER FURTHER OPPORTUNITIES TO DELIVER
12 FURTHER STREAMLINING OF ENROLLMENT STREAMLINING OF ENROLLMENT
13 CUSTOMER SERVICE PROCESSES AND CUSTOMER SERVICE PROCESSES AND
14 BROADEN AND DEEPEN PARTNERSHIPS BROADEN AND DEEPEN
15 PARTNERSHIPS WITH SOCIAL SERVICE AND HEALTH WITH SOCIAL
16 SERVICE AND HEALTH ORGANIZATIONS AROUND THE BAY ORGANIZATIONS
17 AROUND THE BAY AREA CLIPPER BAY PASS REMAINS A AREA CLIPPER
18 BAY PASS REMAINS A PILOT PROGRAM AND HAS BEEN PILOT PROGRAM
19 AND HAS BEEN RECENTLY EXTENDED THROUGH THE RECENTLY EXTENDED
20 THROUGH THE YEAR 2030 WHILE THE PROGRAM HAS YEAR 2030 WHILE
21 THE PROGRAM HAS GROWN CONSIDERABLY IN THE LAST GROWN
22 CONSIDERABLY IN THE LAST TWO AND A HALF YEARS NUMEROUS TWO AND
23 A HALF YEARS NUMEROUS QUESTIONS STILL FACE IT QUESTIONS STILL
24 FACE IT INCLUDING SHOULD STAFF PREPARE INCLUDING SHOULD STAFF
25 PREPARE TO TRANSITION THE PROGRAM FROM TO TRANSITION THE



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1 PROGRAM FROM PILOT TO ONGOING INITIATIVE AND PILOT TO ONGOING
2 INITIATIVE AND IF SO WHAT WOULD THE IF SO WHAT WOULD THE
3 RELATIONSHIP BETWEEN CLIPPER BAY RELATIONSHIP BETWEEN CLIPPER
4 BAY PASS AND EXISTING SINGLE AGENCY PASS AND EXISTING SINGLE
5 AGENCY PASS PRODUCTS BE OVER THE LONGER PASS PRODUCTS BE OVER
6 THE LONGER TERM BUT BEFORE TACKLING THOSE TERM BUT BEFORE
7 TACKLING THOSE QUESTIONS WHILE BAY PASS PILOT QUESTIONS WHILE
8 BAY PASS PILOT WILL LIKELY NEED TO PRIORITIZE WILL LIKELY NEED
9 TO PRIORITIZE GROWING OUR CAPACITY TO SCALE UP GROWING OUR
10 CAPACITY TO SCALE UP THE PROGRAM TO INCLUDE MORE THE PROGRAM
11 TO INCLUDE MORE PARTNERSHIPS PROVIDE MORE CLIENT PARTNERSHIPS
12 PROVIDE MORE CLIENT MANAGEMENT SUPPORT BETTER MANAGEMENT
13 SUPPORT BETTER OPTIONS FOR SPECIAL ES WE WANT OPTIONS FOR
14 SPECIAL ES WE WANT THE PILOT ITSELF TO CONTINUE TO THE PILOT
15 ITSELF TO CONTINUE TO THRIVE AND LASTLY FOR THE FREE THRIVE
16 AND LASTLY FOR THE FREE AND DISCOUNTED TRANSFER PILOT WE AND
17 DISCOUNTED TRANSFER PILOT WE HAVE SEVEN MONTHS OF INCOMPLETE
18 HAVE SEVEN MONTHS OF INCOMPLETE DATA AS THE CLIPPER TRANSITION
19 DATA AS THE CLIPPER TRANSITION CONTINUES BUT WE KNOW THAT'S SO
20 CONTINUES BUT WE KNOW THAT'S SO FAR THIS PROGRAM IS SAVING FAR
21 THIS PROGRAM IS SAVING RIDERS MONEY WHO MAKE TRANSFERS RIDERS
22 MONEY WHO MAKE TRANSFERS BUT THE CURRENT \$22 MILLION WE BUT
23 THE CURRENT \$22 MILLION WE HAVE SUPPORTING THE PILOTS HAVE
24 SUPPORTING THE PILOTS IMPLEMENTATION WE ONLY HAVE
25 IMPLEMENTATION WE ONLY HAVE FUNDS TO DELIVER THIS PILOT FOR



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1 FUNDS TO DELIVER THIS PILOT FOR A LIMITED TIME AS WE GENERATE
2 A LIMITED TIME AS WE GENERATE MORE DATA WE NEED TO EVALUATE
3 MORE DATA WE NEED TO EVALUATE THE PROGRAM'S IMPACTS AND THE
4 PROGRAM'S IMPACTS AND BENEFITS TO INFORM FUTURE BENEFITS TO
5 INFORM FUTURE DECISIONS ABOUT POSSIBLE FUTURE DECISIONS ABOUT
6 POSSIBLE FUTURE FUNDING IF THE PROGRAM WERE TO FUNDING IF THE
7 PROGRAM WERE TO CONTINUE INTO LONGER TERM WE MAY CONTINUE INTO
8 LONGER TERM WE MAY ALSO WANT TO CONSIDER ALSO WANT TO CONSIDER
9 STREAMLINING ELEMENTS OF OUR STREAMLINING ELEMENTS OF OUR FARE
10 POLICIES AND MAKE FREE AND FARE POLICIES AND MAKE FREE AND
11 DISCOUNTED TRANSFERS EASIER TO DISCOUNTED TRANSFERS EASIER TO
12 UNDERSTAND FOR CUSTOMERS. NEXT UNDERSTAND FOR CUSTOMERS. NEXT
13 SLIDE. I'M GOING BACK TO FARE SLIDE. I'M GOING BACK TO FARE
14 POLICY VISION STATEMENT THAT WE POLICY VISION STATEMENT THAT
15 WE LOOKED AT A MOMENT AGO ACTIONS LOOKED AT A MOMENT AGO
16 ACTIONS NUMBER 3 AND 4 REMAIN TO BE NUMBER 3 AND 4 REMAIN TO
17 BE TACKLED A QUESTION BEFORE US IS TACKLED A QUESTION BEFORE
18 US IS AS RYE REGION WE'RE TALKING AS RYE REGION WE'RE TALKING
19 ABOUT FARE POLICY TO WHAT EXTENT ABOUT FARE POLICY TO WHAT
20 EXTENT SHOULD WE FOCUS OUR RESOURCES ON SHOULD WE FOCUS OUR
21 RESOURCES ON ADVANCING THESE TWO REMAINING ADVANCING THESE TWO
22 REMAINING ACTIONS WHICH NEEDED THE NEXT ACTIONS WHICH NEEDED
23 THE NEXT GENERATION CLIPPER SYSTEM TO BE GENERATION CLIPPER
24 SYSTEM TO BE ACTIVE FOR US TO DELIVER ON ACTIVE FOR US TO
25 DELIVER ON VERSUS ENHANCING THE PROGRAMS I VERSUS ENHANCING



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1 THE PROGRAMS I JUST COVERED ON THE LAST SLIDE JUST COVERED ON
2 THE LAST SLIDE OR EXPLORING OTHER OPTIONS UNDER OR EXPLORING
3 OTHER OPTIONS UNDER NUMBER THREE WE KNOW THAT A NUMBER THREE
4 WE KNOW THAT A NUMBER OF TRANSIT AGENCY BOARDS NUMBER OF
5 TRANSIT AGENCY BOARDS ARE VERY INTERESTED IN EXPLORING ARE
6 VERY INTERESTED IN EXPLORING AND DELIVERING FARE CAPS AND/OR
7 AND DELIVERING FARE CAPS AND/OR NEW TYPES OF PASS PRODUCTS NEW
8 TYPES OF PASS PRODUCTS SHOULD WE CAPITALIZE ON THIS SHOULD WE
9 CAPITALIZE ON THIS INTEREST TO EXPLORE REGIONAL INTEREST TO
10 EXPLORE REGIONAL SCALE BENEFITS FOR RIDERS AROUND SCALE
11 BENEFITS FOR RIDERS AROUND NUMBER FOUR? DEVELOPING A NUMBER
12 FOUR? DEVELOPING A COMMON FARE STRUCTURE FOR COMMON FARE
13 STRUCTURE FOR REGIONAL RAIL FERRY AND DRESS REGIONAL RAIL
14 FERRY AND DRESS BUS SERVICE SEEMS PRETTY BUS SERVICE SEEMS
15 PRETTY SIGNIFICANT UNDERTAKING BUT SIGNIFICANT UNDERTAKING BUT
16 THERE ARE OPPORTUNITIES TO THERE ARE OPPORTUNITIES TO ADVANCE
17 THE WORK CALTRAIN ADVANCE THE WORK CALTRAIN RECENTLY RECEIVED
18 A CALTRANS RECENTLY RECEIVED A CALTRANS PLANNING GRANT TO
19 DELIVER FARE PLANNING GRANT TO DELIVER FARE STRATEGY STUDY
20 CALTRAIN BOARD STRATEGY STUDY CALTRAIN BOARD HAS EXPRESSED
21 INTEREST IN HAS EXPRESSED INTEREST IN EXPLORING CHANGES TO ITS
22 OWN EXPLORING CHANGES TO ITS OWN FARE STRUCTURE IF THERE IS
23 FARE STRUCTURE IF THERE IS INTEREST FROM OTHER OPERATORS
24 INTEREST FROM OTHER OPERATORS THIS CALTRAIN STUDY COULD BE
25 THIS CALTRAIN STUDY COULD BE EXPANDED TO FLUOR ROW REGIONAL



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1 EXPANDED TO FLUOR ROW REGIONAL RAIL SERVICES COULD BE RAIL
2 SERVICES COULD BE HARMONIZED. THINGS LIKE PASS HARMONIZED.
3 THINGS LIKE PASS PRESIDENCY SHARED FARE CAPS GO PRESIDENCY
4 SHARED FARE CAPS GO TO THE NEXT SLIDE -- STAFF TO THE NEXT
5 SLIDE -- STAFF ACROSS OPERATORS IN MTC APPROACH ACROSS
6 OPERATORS IN MTC APPROACH THE WORK OF ADVANCING PARA THE WORK
7 OF ADVANCING PARA POLICY INITIATIVES THROUGH THE POLICY
8 INITIATIVES THROUGH THE LENS OF CONTINUAL EVOLUTION FOR LENS
9 OF CONTINUAL EVOLUTION FOR PROGRAMS THAT HAVE TRANSITIONED
10 PROGRAMS THAT HAVE TRANSITIONED INTO AN OPERATIONAL STATE LIKE
11 INTO AN OPERATIONAL STATE LIKE CLIPPER START OUR CLIPPER
12 CLIPPER START OUR CLIPPER PROGRAM OFFERINGS WHILE WE PROGRAM
13 OFFERINGS WHILE WE IMPROVE AND REFINE CUSTOMER IMPROVE AND
14 REFINE CUSTOMER EXPERIENCE FOR OUR PILOT EXPERIENCE FOR OUR
15 PILOT PROGRAMS AS I HAVE BEEN TALKING PROGRAMS AS I HAVE BEEN
16 TALKING ABOUT THROUGHOUT THE ABOUT THROUGHOUT THE PRESENTATION
17 THIS IS THE TIME TO PRESENTATION THIS IS THE TIME TO IDENTIFY
18 AND OVERCOME CHALLENGES IDENTIFY AND OVERCOME CHALLENGES AND
19 EXPLORE POSSIBILITIES TO AND EXPLORE POSSIBILITIES TO DELIVERY
20 FOR THE PUBLIC AND DELIVERY FOR THE PUBLIC AND AGENCIES FOR
21 POSSIBLE FUTURE AGENCIES FOR POSSIBLE FUTURE PRIORITIES HOW DO
22 WE REFLECT OUR PRIORITIES HOW DO WE REFLECT OUR LEARNINGS FROM
23 THE RECENT YEARS LEARNINGS FROM THE RECENT YEARS TO IDENTIFY
24 NEXT STEPS. EITHER TO IDENTIFY NEXT STEPS. EITHER FROM FARE
25 POLICY VISION FROM FARE POLICY VISION STATEMENT OR FROM OTHER



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1 AREAS STATEMENT OR FROM OTHER AREAS WHAT ARE THE TRADEOFFS AND
2 WHAT ARE THE TRADEOFFS AND WHAT'S FEASIBLE WITH EXISTING
3 WHAT'S FEASIBLE WITH EXISTING AND FUTURE RESOURCES ARE WE MAY
4 AND FUTURE RESOURCES ARE WE MAY HAVE. YOU CAN GO TO THE NEXT
5 HAVE. YOU CAN GO TO THE NEXT SLIDE. FINALLY I WANT TO LEAVE
6 SLIDE. FINALLY I WANT TO LEAVE NUMBERS WITH THIS QUESTION WHAT
7 NUMBERS WITH THIS QUESTION WHAT ARE OUR SHARED GOALS FOR FARE
8 ARE OUR SHARED GOALS FOR FARE POLICY CHANGE? I SUSPECT EACH
9 POLICY CHANGE? I SUSPECT EACH OF THE GOALS ON THIS SLIDE IS OF
10 THE GOALS ON THIS SLIDE IS IMPORTANT TO EVERYONE ON THE
11 IMPORTANT TO EVERYONE ON THE DAIS, NOT ALL GOALS CAN BE DAIS,
12 NOT ALL GOALS CAN BE MAXIMIZED AT THE SAME TIME WHICH
13 MAXIMIZED AT THE SAME TIME WHICH OUTCOMES SHOULD BE OUR
14 HIGHEST OUTCOMES SHOULD BE OUR HIGHEST PRIORITIES AS WE
15 CONSIDER ANY PRIORITIES AS WE CONSIDER ANY FUTURE FARE POLICY
16 INITIATIVES FUTURE FARE POLICY INITIATIVES CHANGES ANALYSIS?
17 WE HAVE CHANGES ANALYSIS? WE HAVE GROUPED THESE INTO FOUR MAIN
18 GROUPED THESE INTO FOUR MAIN AREAS RIDERSHIP AND NETWORK USE
19 AREAS RIDERSHIP AND NETWORK USE AND FINANCIAL SUSTAINABILITY
20 AND FINANCIAL SUSTAINABILITY CUSTOMER EXPERIENCE AND REGIONAL
21 CUSTOMER EXPERIENCE AND REGIONAL VALUE. I'LL PAUSE THERE FOR
22 VALUE. I'LL PAUSE THERE FOR FOLKS TO LOOK AT THOSE. LET ME
23 FOLKS TO LOOK AT THOSE. LET ME GO TO THE FINAL SLIDE SO THANK
24 GO TO THE FINAL SLIDE SO THANK YOU AGAIN FOR YOUR TIME TODAY
25 AS YOU AGAIN FOR YOUR TIME TODAY AS MIKE MENTIONED WE'RE BOTH



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1 HAPPY MIKE MENTIONED WE'RE BOTH HAPPY TO ANSWER QUESTIONS THAT
2 YOU MAY TO ANSWER QUESTIONS THAT YOU MAY HAVE WE ALSO HAVE
3 CLIPPER BAY HAVE WE ALSO HAVE CLIPPER BAY PASS PROGRAM MANAGER
4 RYAN R WHO PASS PROGRAM MANAGER RYAN R WHO IS BASED AT BART
5 HERE AS WELL AS IS BASED AT BART HERE AS WELL AS NEWEST MEMBER
6 OF OUR FARE POLICY NEWEST MEMBER OF OUR FARE POLICY TEAM AT
7 MTC AMY MARTIN WHO TEAM AT MTC AMY MARTIN WHO JOINED US A FEW
8 WEEKS AGO WITH JOINED US A FEW WEEKS AGO WITH OVER A DECADE OF
9 EXPERIENCE AS A OVER A DECADE OF EXPERIENCE AS A CONSULTANT TO
10 THE FARE POLICY CONSULTANT TO THE FARE POLICY AND PAYMENT
11 SPACE. THANK YOU AND PAYMENT SPACE. THANK YOU FOR YOUR TIME
12 TODAY. FOR YOUR TIME TODAY.

13

14 **CHAIR, ROBERT POWERS:**

15

16 **CHAIR, ROBERT POWERS:** MICHAEL, BILL, THANK YOU FOR THE
17 MICHAEL, BILL, THANK YOU FOR THE PRESENTATION. AMY, WELCOME TO
18 PRESENTATION. AMY, WELCOME TO THE FAMILY HERE. MADAM CLERK THE
19 FAMILY HERE. MADAM CLERK LET'S GO TO THE PUBLIC COMMENT LET'S
20 GO TO THE PUBLIC COMMENT BEFORE WE TAKE DISCUSSION FROM BEFORE
21 WE TAKE DISCUSSION FROM COMMISSIONERS HERE. COMMISSIONERS
22 HERE.

23

24 **BOARD CLERK:** I RECEIVED

25



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1 **BOARD CLERK:** I RECEIVED NOTHING IN WRITING BUT I HAVE NOTHING
2 IN WRITING BUT I HAVE TWO MEMBERS OF THE PUBLIC IN THE TWO
3 MEMBERS OF THE PUBLIC IN THE BOARDROOM WISHING TO SPEAK AS
4 BOARDROOM WISHING TO SPEAK AS WELL AS FOUR HANDS, NOW FIVE
5 WELL AS FOUR HANDS, NOW FIVE HANDS RAISED IN THE ZOOM SPACE.
6 HANDS RAISED IN THE ZOOM SPACE.

7

8 **CHAIR, ROBERT POWERS:** VERY

9

10 **CHAIR, ROBERT POWERS:** VERY WELL. OKAY. WELL. OKAY.

11

12 **BOARD CLERK:** FIRST UP WE HAVE

13

14 **BOARD CLERK:** FIRST UP WE HAVE ADINA LEVIN. YOU HAVE TWO ADINA
15 LEVIN. YOU HAVE TWO MINUTES. MINUTES.

16

17 **ADINA LEVIN:** --

18

19 **ADINA LEVIN:** -- [INDISCERNIBLE] [INDISCERNIBLE] [OFF-MIC -
20 INDISCERNIBLE] [OFF-MIC - INDISCERNIBLE] ADVISORY GROUP
21 SUPPORTING THAT ADVISORY GROUP SUPPORTING THAT PREVIOUS
22 GENERATIONS OF THIS -- PREVIOUS GENERATIONS OF THIS -- HOW
23 OFTEN REALLY SUPPORTIVE OF HOW OFTEN REALLY SUPPORTIVE OF
24 PEOPLE WHO ARE NOT OPERATING AND PEOPLE WHO ARE NOT OPERATING
25 AND -- DISCUSSION ON GENERAL -- -- DISCUSSION ON GENERAL --



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1 [INDISCERNIBLE] [INDISCERNIBLE] [OFF-MIC - INDISCERNIBLE]
2 [OFF-MIC - INDISCERNIBLE] NEUTRAL PROGRAM THAT HAS NEUTRAL
3 PROGRAM THAT HAS INCREASED TRANSIT RIDERSHIP INCREASED TRANSIT
4 RIDERSHIP AMONG 30% AND EVEN HELPING YOUNG AMONG 30% AND EVEN
5 HELPING YOUNG PEOPLE STAY IN SCHOOL, SOMEBODY PEOPLE STAY IN
6 SCHOOL, SOMEBODY WHO IS NOT ABLE TO DIAL IN YOU WHO IS NOT
7 ABLE TO DIAL IN YOU KNOW SOMEONE WHO DOESN'T HAVE A KNOW
8 SOMEONE WHO DOESN'T HAVE A LOT OF MONEY AND SAYS THAT THEY LOT
9 OF MONEY AND SAYS THAT THEY TRAVEL TO VISIT FRIENDS AND TRAVEL
10 TO VISIT FRIENDS AND FAMILY LESS OFTEN FROM EAST BAY FAMILY
11 LESS OFTEN FROM EAST BAY TO THE SOUTH BAY AND NORTH BAY TO THE
12 SOUTH BAY AND NORTH BAY BECAUSE THEY DON'T REALLY HAVE BECAUSE
13 THEY DON'T REALLY HAVE AN IDEA OF HOW MUCH IT WOULD AN IDEA OF
14 HOW MUCH IT WOULD COST AND HOW MUCH TO BUDGET. COST AND HOW
15 MUCH TO BUDGET. AND I WOULD ALSO IN ADDITION TO AND I WOULD
16 ALSO IN ADDITION TO MAKE PROGRESS ON THE ITEMS THAT MAKE
17 PROGRESS ON THE ITEMS THAT WERE IDENTIFIED IN THE FARE WERE
18 IDENTIFIED IN THE FARE POLICY VISION THAT YOU KNOW WILL POLICY
19 VISION THAT YOU KNOW WILL REQUIRE SOME MORE REVIEW TO REQUIRE
20 SOME MORE REVIEW TO FIGURE OUT EXACTLY, YOU KNOW, FIGURE OUT
21 EXACTLY, YOU KNOW, HOW TO IMPLEMENT THEM AND, YOU HOW TO
22 IMPLEMENT THEM AND, YOU KNOW, HOW THEY MAY MAKE SENSE. KNOW,
23 HOW THEY MAY MAKE SENSE. THE OTHER ITEM THAT I WOULDN'T THE
24 OTHER ITEM THAT I WOULDN'T ENCOURAGE TO ADD IN THIS OVERALL
25 ENCOURAGE TO ADD IN THIS OVERALL PURVIEW IS THERE ARE SEVERAL



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1 PURVIEW IS THERE ARE SEVERAL ITEMS ABOUT MAKING IT EASIER FOR
2 ITEMS ABOUT MAKING IT EASIER FOR LOW-INCOME PEOPLE TO PAY AND
3 LOW-INCOME PEOPLE TO PAY AND THAT INCLUDES BEING ABLE FOR THAT
4 INCLUDES BEING ABLE FOR LOW-INCOME PEOPLE TO GET ACCESS LOW-
5 INCOME PEOPLE TO GET ACCESS TO THEIR DISCOUNTS THAT ARE TO
6 THEIR DISCOUNTS THAT ARE STANDARD DISCOUNTS BUT BEING STANDARD
7 DISCOUNTS BUT BEING ABLE TO ASK US WHEN THEY'RE ABLE TO ASK US
8 WHEN THEY'RE PAYING WITH A CREDIT OR DEBIT PAYING WITH A
9 CREDIT OR DEBIT CARD THERE IS SOME OTHER CARD THERE IS SOME
10 OTHER CAPABILITIES THAT WOULD AS A CAPABILITIES THAT WOULD AS
11 A REGIONAL STANDARD MAKE IT EASIER REGIONAL STANDARD MAKE IT
12 EASIER AND THAT'S ANOTHER EXAMPLE OF AND THAT'S ANOTHER
13 EXAMPLE OF WHY HAVING THE RNM CLIPPER WHY HAVING THE RNM
14 CLIPPER EXECUTIVE BOARD TOGETHER IS EXECUTIVE BOARD TOGETHER
15 IS REALLY GOOD BECAUSE PAYMENT REALLY GOOD BECAUSE PAYMENT
16 POLICY ARE INEXTRICABLY LINKED. POLICY ARE INEXTRICABLY
17 LINKED. THANK YOU. THANK YOU.

18

19 **BOARD CLERK:** THANK YOU ADINA.

20

21 **BOARD CLERK:** THANK YOU ADINA. NEXT WE HAVE ALETA DUPREE. TWO
22 NEXT WE HAVE ALETA DUPREE. TWO MINUTES. MINUTES.

23

24 **SPEAKER:** THANK YOU TO THE

25



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1 **SPEAKER:** THANK YOU TO THE CHAIRS OF THE JOINT BOARD ALETA
2 CHAIRS OF THE JOINT BOARD ALETA DUPREE FOR THE RECORD SHE AND
3 DUPREE FOR THE RECORD SHE AND HER WITH TEAM FOLDS. I'M DOING
4 HER WITH TEAM FOLDS. I'M DOING THIS, MY CARD WAS UPGRADED ON
5 THIS, MY CARD WAS UPGRADED ON DAY ONE, I WROTE A LETTER AND I
6 DAY ONE, I WROTE A LETTER AND I HAVE MENTIONED THAT THE CLERKS
7 HAVE MENTIONED THAT THE CLERKS SHOULD MAKE SURE THAT'S SHOULD
8 MAKE SURE THAT'S HYPERLINKED IN THE WEB AGENDA SO HYPERLINKED
9 IN THE WEB AGENDA SO YOU CAN READ IT IN WHICH I YOU CAN READ
10 IT IN WHICH I SHARED ABOUT THE PROFOUND SHARED ABOUT THE
11 PROFOUND DIFFERENCES THAT THESE TRANSFERS DIFFERENCES THAT
12 THESE TRANSFERS MAKE. I ATTEMPTED FIVE MAKE. I ATTEMPTED FIVE
13 TRANSFERS TO FIVE SYSTEMS IN A TRANSFERS TO FIVE SYSTEMS IN A
14 TWO-HOUR PERIOD AND IT WORKS. TWO-HOUR PERIOD AND IT WORKS.
15 I'M INTENTIONAL ABOUT IT, I CAN I'M INTENTIONAL ABOUT IT, I
16 CAN GET ON BART, THEN GET ON MUNI, GET ON BART, THEN GET ON
17 MUNI, AND SAVE ABOUT \$0.40, I HAVE AND SAVE ABOUT \$0.40, I
18 HAVE REDUCED FARE SO I GET THE DOLLAR REDUCED FARE SO I GET
19 THE DOLLAR 40, SO, I THINK ABOUT WHICH 40, SO, I THINK ABOUT
20 WHICH SYSTEMS I WANT TO USE FIRST AND SYSTEMS I WANT TO USE
21 FIRST AND SECOND, AND SAVINGS ADD UP OVER SECOND, AND SAVINGS
22 ADD UP OVER TIME. BUT AS I LEARN ABOUT THIS TIME. BUT AS I
23 LEARN ABOUT THIS I REMEMBER AS I WAS REALLY I REMEMBER AS I
24 WAS REALLY GETTING INTO IT AND I'M THINKING GETTING INTO IT
25 AND I'M THINKING ABOUT HOW THIS ALL EVOLVED AND I ABOUT HOW



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1 THIS ALL EVOLVED AND I WAS LISTENING WITH MY EAR PHONES WAS
2 LISTENING WITH MY EAR PHONES TO TAKE THE MONEY AND RUN BY TO
3 TAKE THE MONEY AND RUN BY GERRY RAFFERTY, AND A FAMOUS GERRY
4 RAFFERTY, AND A FAMOUS SCOTTISH SINGER AND HE WAS SCOTTISH
5 SINGER AND HE WAS SHARING AT TIMES IN THE SONG SHARING AT
6 TIMES IN THE SONG ABOUT THE SECRET MONEY ROOM IN ABOUT THE
7 SECRET MONEY ROOM IN NEW YORK CITY TRANSIT AND ABOUT NEW YORK
8 CITY TRANSIT AND ABOUT THE TOKEN SYSTEM AND THE REVENUE THE
9 TOKEN SYSTEM AND THE REVENUE COLLECTION TRAINS THAT THEY
10 COLLECTION TRAINS THAT THEY CAUSE THEY ACTUALLY USE THE CAUSE
11 THEY ACTUALLY USE THE TRAINS TO COLLECT THE MONEY TRAINS TO
12 COLLECT THE MONEY YEARS AGO, AND HOW WE HAVE COME YEARS AGO,
13 AND HOW WE HAVE COME VERY FAR NOW NOT JUST HERE BUT VERY FAR
14 NOW NOT JUST HERE BUT CERTAINLY WITH OMNI IN NEW YORK,
15 CERTAINLY WITH OMNI IN NEW YORK, WITH THE FARE CAPPING. SO,
16 FARE WITH THE FARE CAPPING. SO, FARE POLICY IS EVOLVING SO WE
17 HAVE POLICY IS EVOLVING SO WE HAVE SOME GOOD WORK WITH THE
18 SOME GOOD WORK WITH THE TRANSFERS AND I HOPE IT WILL TRANSFERS
19 AND I HOPE IT WILL CONTINUE BECAUSE I'M BENEFITTING CONTINUE
20 BECAUSE I'M BENEFITTING FROM THIS. MY CLIPPER BALANCE FROM
21 THIS. MY CLIPPER BALANCE IS NOT DEPLETING AS FAST. I IS NOT
22 DEPLETING AS FAST. I THINK THAT WE SHOULD WORK AS OUR THINK
23 THAT WE SHOULD WORK AS OUR NEXT BIG PROJECT OF GETTING NEXT
24 BIG PROJECT OF GETTING REDUCED FARES FOR OPEN PAYMENTS.
25 REDUCED FARES FOR OPEN PAYMENTS. THANK YOU. THANK YOU.



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1

2 **BOARD CLERK:** THANK YOU ALETA.

3

4 **BOARD CLERK:** THANK YOU ALETA. NEXT WE HAVE BETSY MAGUS IN THE
5 NEXT WE HAVE BETSY MAGUS IN THE ZOOM SPACE PLEASE UNMUTE ZOOM
6 SPACE PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES. YOURSELF.
7 YOU HAVE TWO MINUTES.

8

9 **SPEAKER:** HI GOOD AFTERNOON

10

11 **SPEAKER:** HI GOOD AFTERNOON BETSY MAGUS SPEAKING FOR MYSELF,
12 BETSY MAGUS SPEAKING FOR MYSELF, WHEN I TAKE TRANSIT FROM MY
13 HOME WHEN I TAKE TRANSIT FROM MY HOME IN SANTA CLARA TO SAN
14 FRANCISCO IN SANTA CLARA TO SAN FRANCISCO AIRPORT, WHICH I
15 WILL DO LATER AIRPORT, WHICH I WILL DO LATER THIS SUMMER FOR
16 VACATION, I TAKE THIS SUMMER FOR VACATION, I TAKE VTA TO
17 CALTRAIN TO BART THAT'S VTA TO CALTRAIN TO BART THAT'S THREE
18 AGENCIES AND TWO COUNTIES THREE AGENCIES AND TWO COUNTIES FOR
19 ONE TRIP THAT WOULD TAKE FOR ONE TRIP THAT WOULD TAKE ABOUT 45
20 MINUTES TO DRIVE ABOUT 45 MINUTES TO DRIVE TRANSPORTATION MODE
21 IS A CHOICE TRANSPORTATION MODE IS A CHOICE THAT EACH PERSON
22 MAKES, AND THE THAT EACH PERSON MAKES, AND THE EASIER AND MORE
23 ATTRACTIVE WE EASIER AND MORE ATTRACTIVE WE CAN MAKE IT TO
24 TAKE TURNS AT, CAN MAKE IT TO TAKE TURNS AT, THE MORE PEOPLE
25 WILL RIDE AND THE MORE PEOPLE WILL RIDE AND THE MORE OFTEN



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1 THEY WILL LEAVE THE MORE OFTEN THEY WILL LEAVE THEIR CARS
2 BEHIND JUST THEIR CARS BEHIND JUST UNDERSTANDING HOW MUCH A
3 TRIP UNDERSTANDING HOW MUCH A TRIP WILL COST AND LIMITING WHAT
4 A WILL COST AND LIMITING WHAT A MULTI-AGENCY TRIP WILL COST
5 WILL MULTI-AGENCY TRIP WILL COST WILL BE A BIG STEP WE'RE
6 HEARING FROM BE A BIG STEP WE'RE HEARING FROM BOTH NUMBERS AND
7 EXPERIENCES OF BOTH NUMBERS AND EXPERIENCES OF INDIVIDUALS
8 THAT BAY PASS IS INDIVIDUALS THAT BAY PASS IS WORKING AND THAT
9 TAP TO PAY IS WORKING AND THAT TAP TO PAY IS WORKING AND I
10 ENCOURAGE YOU ALL WORKING AND I ENCOURAGE YOU ALL TO MAKE
11 PROGRESS ON ALL OF THOSE TO MAKE PROGRESS ON ALL OF THOSE
12 THINGS FARE INTEGRATION ZONE THINGS FARE INTEGRATION ZONE
13 BASED FARES, AND INTER-AGENCY BASED FARES, AND INTER-AGENCY
14 COOPERATION AND I THINK THAT COOPERATION AND I THINK THAT WILL
15 MAKE A BIG DIFFERENCE IN WILL MAKE A BIG DIFFERENCE IN GETTING
16 AND KEEPING THE BAY AREA GETTING AND KEEPING THE BAY AREA
17 MOVING AND GETTING PEOPLE OUT OF MOVING AND GETTING PEOPLE OUT
18 OF THEIR CARS AND FIGHTING THEIR CARS AND FIGHTING CONGESTION
19 AND FIGHTING AIR CONGESTION AND FIGHTING AIR POLLUTION. THANK
20 YOU. POLLUTION. THANK YOU.

21

22 **BOARD CLERK:** THANK YOU BETSY.

23

24 **BOARD CLERK:** THANK YOU BETSY. NEXT WE HAVE RICHARD GAL LOW.

25 NEXT WE HAVE RICHARD GAL LOW. PLEASE UNMUTE YOURSELF. YOU



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1 PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES. RICHARD, ARE
2 HAVE TWO MINUTES. RICHARD, ARE YOU ABLE TO UNMUTE YOURSELF?
3 YOU ABLE TO UNMUTE YOURSELF?

4

5 **SPEAKER:** GOOD AFTERNOON

6

7 **SPEAKER:** GOOD AFTERNOON EVERYONE, THIS IS RICHARD GALLO
8 EVERYONE, THIS IS RICHARD GALLO FROM SANTA CRUZ CALIFORNIA I'M
9 A FROM SANTA CRUZ CALIFORNIA I'M A TRANSIT RIDER AND A PERSON
10 WITH TRANSIT RIDER AND A PERSON WITH DISABILITY WITH A SERVICE
11 DOG DISABILITY WITH A SERVICE DOG AND I DO TRAVEL THROUGHOUT
12 THE AND I DO TRAVEL THROUGHOUT THE BAY AREA. I WOULD ENCOURAGE
13 BAY AREA. I WOULD ENCOURAGE THAT ALL TRANSIT AGENCIES THAT ALL
14 TRANSIT AGENCIES CONTINUE TO SUPPORT BAY PASS CONTINUE TO
15 SUPPORT BAY PASS PILOT INTO MAKING IT PILOT INTO MAKING IT
16 PERMANENTLY. IT'S NEEDED. PERMANENTLY. IT'S NEEDED. PEOPLE
17 WITH DISABILITIES, PEOPLE WITH DISABILITIES, MAJORITY OF THEM
18 ARE ON A FIXED MAJORITY OF THEM ARE ON A FIXED INCOME. THEY
19 CANNOT AFFORD INCOME. THEY CANNOT AFFORD TRANSIT. IT'S
20 EXPENSIVE. IT TRANSIT. IT'S EXPENSIVE. IT ADDS COSTS. IT
21 RESTRICTS THEM ADDS COSTS. IT RESTRICTS THEM FROM WHAT THEY
22 WOULD BE ABLE TO FROM WHAT THEY WOULD BE ABLE TO DO. SO, THIS
23 IS A GOOD POLICY. DO. SO, THIS IS A GOOD POLICY. THIS IS AN
24 EQUITABLE THIS IS AN EQUITABLE TRANSPORTATION POLICY FOR ALL
25 TRANSPORTATION POLICY FOR ALL INDIVIDUALS WITH DISABILITIES



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1 INDIVIDUALS WITH DISABILITIES TRAVELING THROUGHOUT THE BAY
2 TRAVELING THROUGHOUT THE BAY AREA. AND I AM PROUD TO BE A
3 AREA. AND I AM PROUD TO BE A VOLUNTEER WITH SEAMLESS BAY AREA
4 VOLUNTEER WITH SEAMLESS BAY AREA AND PEER AMBASSADOR FOR PEER
5 AND PEER AMBASSADOR FOR PEER POWER IN DISABILITY EQUITY IN
6 POWER IN DISABILITY EQUITY IN GOVERNMENT'S PROJECT WITH
7 GOVERNMENT'S PROJECT WITH SILICON VALLEY CENTER FOR SILICON
8 VALLEY CENTER FOR INDEPENDENT LIVING. I ENCOURAGE INDEPENDENT
9 LIVING. I ENCOURAGE THAT THE TRANSIT AGENCIES MAKE THAT THE
10 TRANSIT AGENCIES MAKE THIS PILOT PROJECT INTO A THIS PILOT
11 PROJECT INTO A PERMANENT PRESENTLY. IT'S PERMANENT PRESENTLY.
12 IT'S NEEDED AND IT'S ABOUT BEING NEEDED AND IT'S ABOUT BEING
13 EQUITABLE IN OUR TRANSPORTATION EQUITABLE IN OUR
14 TRANSPORTATION SYSTEM. THANK YOU. SYSTEM. THANK YOU.

15

16 **SPEAKER:** THANK YOU RICHARD.

17

18 **SPEAKER:** THANK YOU RICHARD. NEXT WE HAVE EVAN. YOU HAVE TWO
19 NEXT WE HAVE EVAN. YOU HAVE TWO MINUTES. PLEASE UNMUTE
20 MINUTES. PLEASE UNMUTE YOURSELF. ARE YOU ABLE TO -- YOURSELF.
21 ARE YOU ABLE TO --

22

23 **SPEAKER:** SORRY ABOUT THAT.

24



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1 **SPEAKER:** SORRY ABOUT THAT. GOOD AFTERNOON MY NAME IS EVAN,
2 GOOD AFTERNOON MY NAME IS EVAN, WITH HIKING BY TRANSIT I'M
3 ALSO WITH HIKING BY TRANSIT I'M ALSO THE CREATOR OF CLIPPER
4 2.0 THE CREATOR OF CLIPPER 2.0 SAVINGS CALCULATOR THAT WAS
5 SAVINGS CALCULATOR THAT WAS LAUNCHED WITH ADVOCACY GROUPS
6 LAUNCHED WITH ADVOCACY GROUPS THIS PAST FALL WITH THE REGIONAL
7 THIS PAST FALL WITH THE REGIONAL FARE INTEGRATION THAT'S BEEN
8 FARE INTEGRATION THAT'S BEEN LAUNCHED WITH CLIPPER2 HAS BEEN
9 LAUNCHED WITH CLIPPER2 HAS BEEN COMPLETELY TRANSFORMATIONAL
10 FOR COMPLETELY TRANSFORMATIONAL FOR REGIONAL TRIPS THOSE FROM
11 OUR REGIONAL TRIPS THOSE FROM OUR CITIES TO OUR TRAILS AND
12 THOSE CITIES TO OUR TRAILS AND THOSE FROM AFFORDABLE
13 RESIDENTIAL FROM AFFORDABLE RESIDENTIAL SUBURBS TO JOB CENTERS
14 IN SAN SUBURBS TO JOB CENTERS IN SAN FRANCISCO PENINSULA AND
15 SOUTH FRANCISCO PENINSULA AND SOUTH BAY DESPITE THE FARE
16 SYSTEM BAY DESPITE THE FARE SYSTEM REMAINS CONFUSING MESS
17 PROBABLY REMAINS CONFUSING MESS PROBABLY ONLY A FEW PEOPLE IN
18 THE WORLD ONLY A FEW PEOPLE IN THE WORLD THAT CAN CALCULATE
19 THE REGIONAL THAT CAN CALCULATE THE REGIONAL FARE THEY'RE
20 PROBABLY ALL IN FARE THEY'RE PROBABLY ALL IN THIS MEETING.
21 THERE IS NO APPS THIS MEETING. THERE IS NO APPS TO GET IT
22 RIGHT THE ONLY WAY TO TO GET IT RIGHT THE ONLY WAY TO KNOW HOW
23 MUCH A TRIP COSTS IN KNOW HOW MUCH A TRIP COSTS IN THE BAY
24 AREA IS TO TAKE IT THE THE BAY AREA IS TO TAKE IT THE FARE
25 POLICY VISION ENDORSED BY FARE POLICY VISION ENDORSED BY THE



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1 TRANSFORMATION IS STRONG THE TRANSFORMATION IS STRONG FARE
2 POLICY SHOULD BE FARE POLICY SHOULD BE STANDARDIZED ACROSS
3 AGENCIES TWO STANDARDIZED ACROSS AGENCIES TWO HOUR TRANSFERS
4 ARE AVAILABLE ON HOUR TRANSFERS ARE AVAILABLE ON EVERY LOCAL
5 BUS AGENCY EXCEPT EVERY LOCAL BUS AGENCY EXCEPT ONE. I CAN
6 TAKE AC TRANSIT TO ONE. I CAN TAKE AC TRANSIT TO BART WHEN
7 IT'S RAINING NOW I BART WHEN IT'S RAINING NOW I TAKE MUNI TO
8 MY FRIEND'S FROM TAKE MUNI TO MY FRIEND'S FROM BART INSTEAD OF
9 GOING FOR A 20 BART INSTEAD OF GOING FOR A 20 MINUTE WALK WE
10 HAVE MADE IT SO MINUTE WALK WE HAVE MADE IT SO FAR FROM WHERE
11 WE WERE PLEASE FAR FROM WHERE WE WERE PLEASE KEEP THAT
12 MOMENTUM GOING. KEEP THAT MOMENTUM GOING.

13

14 **BOARD CLERK:** THANK YOU EVAN.

15

16 **BOARD CLERK:** THANK YOU EVAN. NEXT WE HAVE GEORGE SPEIS. YOU
17 NEXT WE HAVE GEORGE SPEIS. YOU HAVE TWO MINUTES PLEASE UNMUTE
18 HAVE TWO MINUTES PLEASE UNMUTE YOURSELF. YOURSELF.

19

20 **SPEAKER:** HELLO THIS IS GEORGE

21

22 **SPEAKER:** HELLO THIS IS GEORGE SPEIS I'M A TRAFFIC SAFETY SPEIS
23 I'M A TRAFFIC SAFETY ADVOCATE IN EAST BAY AND I'M ADVOCATE IN
24 EAST BAY AND I'M GOING TO ADD A SLIGHTLY GOING TO ADD A
25 SLIGHTLY DIFFERENT TACK HERE I THINK DIFFERENT TACK HERE I



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1 THINK REDUCING THE FRICTION FOR RIDERS REDUCING THE FRICTION
2 FOR RIDERS IN ESPECIALLY ON OUR BUSES, IT'S IN ESPECIALLY ON
3 OUR BUSES, IT'S GOOD FOR THE SYSTEM, GOOD FOR GOOD FOR THE
4 SYSTEM, GOOD FOR THE RIDERS AND GOOD FOR THE RIDERS AND GOOD
5 FOR EVERYBODY ELSE BECAUSE IF THE EVERYBODY ELSE BECAUSE IF
6 THE MORE PEOPLE WEAPON CAN GET MORE PEOPLE WEAPON CAN GET
7 ADOPTING CASHLESS PAYMENT, THEN ADOPTING CASHLESS PAYMENT,
8 THEN THE BETTER OUR TRANSIT TRAVEL THE BETTER OUR TRANSIT
9 TRAVEL TIMES WILL BE AND THAT'S A WAY TIMES WILL BE AND THAT'S
10 A WAY FOR THE TRANSIT AGENCIES TO FOR THE TRANSIT AGENCIES TO
11 ACHIEVE THE KINDS OF TRANSIT ACHIEVE THE KINDS OF TRANSIT
12 TRAVEL TIMES THEY'RE HOPING TO TRAVEL TIMES THEY'RE HOPING TO
13 ACHIEVE WHILE ALSO MAKING SURE ACHIEVE WHILE ALSO MAKING SURE
14 THAT WE MOVE FORWARD WITH OUR THAT WE MOVE FORWARD WITH OUR
15 STREET SAFETY EFFORTS THROUGH STREET SAFETY EFFORTS THROUGH
16 INFRASTRUCTURE RALLY CHANGE. INFRASTRUCTURE RALLY CHANGE. SO,
17 ALL OF THE THINGS THAT HAVE SO, ALL OF THE THINGS THAT HAVE
18 BEEN DISCUSSED TODAY IN TERMS OF BEEN DISCUSSED TODAY IN TERMS
19 OF IMPROVING THE EXPERIENCE FOR IMPROVING THE EXPERIENCE FOR
20 RIDERS THROUGH FREE TRANSFERS, RIDERS THROUGH FREE TRANSFERS,
21 AND REGIONAL FARE CAPS, ET AND REGIONAL FARE CAPS, ET CETERA,
22 ARE AN IMPORTANT STEP CETERA, ARE AN IMPORTANT STEP TOWARD
23 ENTICING FOLKS WHO ARE TOWARD ENTICING FOLKS WHO ARE CURRENTLY
24 PAYING CONSTITUENT TO CURRENTLY PAYING CONSTITUENT TO MOVE ON
25 TO CASHLESS PAYMENT, AND MOVE ON TO CASHLESS PAYMENT, AND I



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1 THINK THAT WE REALLY NEED, AS I THINK THAT WE REALLY NEED, AS
2 WELL AND PERHAPS MTC CAN LEAD ON WELL AND PERHAPS MTC CAN LEAD
3 ON THIS, TO PUSH FORWARD WITH AS THIS, TO PUSH FORWARD WITH AS
4 MANY EFFORTS AS POSSIBLE TO GET MANY EFFORTS AS POSSIBLE TO
5 GET THOSE REMAINING FOLKS WHO ARE THOSE REMAINING FOLKS WHO
6 ARE PAYING CASH ON TO CASHLESS PAYING CASH ON TO CASHLESS
7 PAYMENT, AND REAP ALL OF THESE PAYMENT, AND REAP ALL OF THESE
8 BENEFITS THAT WE'RE PLANNING. BENEFITS THAT WE'RE PLANNING.
9 THANK YOU SO MUCH. THANK YOU SO MUCH.

10

11 **BOARD CLERK:** THANK YOU

12

13 **BOARD CLERK:** THANK YOU GEORGE, NEXT WE HAVE GABRIEL GEORGE,
14 NEXT WE HAVE GABRIEL SADRI, PLEASE UNMUTE YOURSELF SADRI,
15 PLEASE UNMUTE YOURSELF YOU HAVE TWO MINUTES. YOU HAVE TWO
16 MINUTES.

17

18 **SPEAKER:** YES. GOOD DAY,

19

20 **SPEAKER:** YES. GOOD DAY, EVERYONE. I'M GABRIEL, I'M AN
21 EVERYONE. I'M GABRIEL, I'M AN EAST BAY RESIDENT AS WELL AND I
22 EAST BAY RESIDENT AS WELL AND I HAVE BEEN A CLIPPER2.0 USER
23 HAVE BEEN A CLIPPER2.0 USER SINCE I MIGRATED ON IT DAY ONE,
24 SINCE I MIGRATED ON IT DAY ONE, AND I HAVE BEEN TAKING
25 ADVANTAGE AND I HAVE BEEN TAKING ADVANTAGE OF THE INTER-AGENCY



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1 DISCOUNTS OF THE INTER-AGENCY DISCOUNTS AND HAVE BEEN REALLY
2 PLEASED AND HAVE BEEN REALLY PLEASED WITH HOW MUCH IT'S BEEN
3 SAVING WITH HOW MUCH IT'S BEEN SAVING ME AS A MULTI-AGENCY
4 USER. ME AS A MULTI-AGENCY USER. BASICALLY I ADMIRE THE FARE
5 BASICALLY I ADMIRE THE FARE POLICY VISION IT'S A VERY STRONG
6 POLICY VISION IT'S A VERY STRONG POLICY AND VISION AS YOU SAID
7 POLICY AND VISION AS YOU SAID THERE IS STILL A LOT OF THINGS
8 THERE IS STILL A LOT OF THINGS TO DO I USE SEVERAL PASSES FOR
9 TO DO I USE SEVERAL PASSES FOR DIFFERENT AGENCIES LIKE AC
10 DIFFERENT AGENCIES LIKE AC TRANSIT'S EZPASS AND THE BART
11 TRANSIT'S EZPASS AND THE BART HIGH VALUE DISCOUNT PASS AND
12 HIGH VALUE DISCOUNT PASS AND WHILE THERE IS TILL A LOT OF
13 WHILE THERE IS TILL A LOT OF THINGS TO BE DONE ESPECIALLY FOR
14 THINGS TO BE DONE ESPECIALLY FOR PEOPLE WHO USE MULTI-AGENCIES
15 PEOPLE WHO USE MULTI-AGENCIES REGULARLY, LIKE ME, INCLUDING AS
16 REGULARLY, LIKE ME, INCLUDING AS HAD THE FARE CAPPING WHEREBY
17 HAD THE FARE CAPPING WHEREBY IT'S WHEN YOU FARE CAP FOR ONE
18 IT'S WHEN YOU FARE CAP FOR ONE AGENCY BUT NOT THE REST IT'S
19 NOT AGENCY BUT NOT THE REST IT'S NOT REALLY EASILY UNDERSTOOD
20 BY A REALLY EASILY UNDERSTOOD BY A LOT OF PEOPLE OF IT, IT
21 ALSO LOT OF PEOPLE OF IT, IT ALSO AFFECTS THEIR CHOICES OF
22 WHAT AFFECTS THEIR CHOICES OF WHAT AGENCIES THEY USE SO IT
23 WOULD AGENCIES THEY USE SO IT WOULD MAKE MORE SENSE FOR A BAY
24 AREA MAKE MORE SENSE FOR A BAY AREA WIDE PASS SO THAT PEOPLE
25 DON'T WIDE PASS SO THAT PEOPLE DON'T HAVE TO GET A SEPARATE



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1 PASS FOR HAVE TO GET A SEPARATE PASS FOR DEPENDING ON WHAT
2 AGENCY THEY DEPENDING ON WHAT AGENCY THEY NEED THAT'S A FARE
3 POLICY NEED THAT'S A FARE POLICY INTEGRATION STUDY MENTIONED
4 INTEGRATION STUDY MENTIONED SOMETHING ALONG THE LINES OF THE
5 SOMETHING ALONG THE LINES OF THE PUGET PASS IN SEATTLE OR
6 PUGET PASS IN SEATTLE OR OBVIOUSLY A UNIVERSAL FARE CAP
7 OBVIOUSLY A UNIVERSAL FARE CAP AND THAT WOULD BE A HUGE AND
8 THAT WOULD BE A HUGE IMPROVEMENT FOR PEOPLE NOT JUST
9 IMPROVEMENT FOR PEOPLE NOT JUST FOR PEOPLE LIKE US WHO HAVE
10 BEEN FOR PEOPLE LIKE US WHO HAVE BEEN FOLLOWING THE CLIPPER
11 UPDATES FOLLOWING THE CLIPPER UPDATES ARDENTLY THROUGHOUT ITS
12 ARDENTLY THROUGHOUT ITS DEVELOPMENT BUT ALSO FOR THE
13 DEVELOPMENT BUT ALSO FOR THE GENERAL PUBLIC WHO WANT TO HAVE
14 GENERAL PUBLIC WHO WANT TO HAVE MORE PREDICTABILITY ON HOW
15 MUCH MORE PREDICTABILITY ON HOW MUCH THEY WANT TO PAY FOR
16 TRANSIT IN THEY WANT TO PAY FOR TRANSIT IN GIVEN ARE MONTH. SO
17 PLEASE, GIVEN ARE MONTH. SO PLEASE, THANK YOU FOR CLIPPER2.0
18 AND THANK YOU FOR CLIPPER2.0 AND KEEP THE MOMENTUM GOING. KEEP
19 THE MOMENTUM GOING.

20

21 **BOARD CLERK:** THANK YOU

22

23 **BOARD CLERK:** THANK YOU GABRIEL LASTLY WE HAVE ROLAND. GABRIEL
24 LASTLY WE HAVE ROLAND. YOU HAVE TWO MINUTES. PLEASE YOU HAVE
25 TWO MINUTES. PLEASE UNMUTE YOURSELF. UNMUTE YOURSELF.



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1

2 **SPEAKER:** THANK YOU. FIRST OF

3

4 **SPEAKER:** THANK YOU. FIRST OF ALL, THANK YOU VERY MUCH FOR ALL,

5 THANK YOU VERY MUCH FOR RESOLVING THE TRANSCRIPT ISSUE

6 RESOLVING THE TRANSCRIPT ISSUE BUT I DO HOPE THAT WE'RE NOT

7 BUT I DO HOPE THAT WE'RE NOT GOING TO HAVE TO GO THROUGH THE

8 GOING TO HAVE TO GO THROUGH THE SAME EXERCISE FOR EVERY

9 MEETING SAME EXERCISE FOR EVERY MEETING FOR EVERY AGENCY IN

10 THE BAY FOR EVERY AGENCY IN THE BAY AREA, SO IF THAT COULD BE

11 AREA, SO IF THAT COULD BE AUTOMATED AND IF EVERYBODY COULD

12 AUTOMATED AND IF EVERYBODY COULD GET BACK TO THE SAME BOAT,

13 THAT GET BACK TO THE SAME BOAT, THAT WOULD BE GREAT. BUT IN

14 CLOSING, WOULD BE GREAT. BUT IN CLOSING, I WOULD VERY BRIEFLY

15 LIKE TO I WOULD VERY BRIEFLY LIKE TO CIRCLE BACK TO THE

16 COMMENT THAT CIRCLE BACK TO THE COMMENT THAT MEMBER CHAN MADE

17 EARLIER ABOUT MEMBER CHAN MADE EARLIER ABOUT WHICH APP TO USE

18 WHEN YOU ARE WHICH APP TO USE WHEN YOU ARE WAYFINDING. AND MY

19 PREFERENCE WAYFINDING. AND MY PREFERENCE IS THAT WE SHOULD BE

20 FOCUSING ON IS THAT WE SHOULD BE FOCUSING ON GOOGLE AND APPLE

21 MAPS, INSTEAD GOOGLE AND APPLE MAPS, INSTEAD OF DELIVERING THE

22 SEPARATE APP OF DELIVERING THE SEPARATE APP FOR EVERY TRANSIT

23 SYSTEM. I FOR EVERY TRANSIT SYSTEM. I PERSONALLY USE GOOGLE

24 MAPS IN PERSONALLY USE GOOGLE MAPS IN LONDON, PARIS, BERLIN,

25 AND LONDON, PARIS, BERLIN, AND TOKYO. IT WORKS PERFECTLY JUST



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1 TOKYO. IT WORKS PERFECTLY JUST LIKE IT WORKS IN SAN JOSE, SAN
2 LIKE IT WORKS IN SAN JOSE, SAN FRANCISCO. MOVING FORWARD I
3 FRANCISCO. MOVING FORWARD I BELIEVE EVERY AGENCY SHOULD BE
4 BELIEVE EVERY AGENCY SHOULD BE FOCUSING ON HAVING ACCURATE
5 GTFS FOCUSING ON HAVING ACCURATE GTFS FILES INSTEAD OF
6 DEVELOPING FILES INSTEAD OF DEVELOPING DIFFERENT APPS. THANK
7 YOU VERY DIFFERENT APPS. THANK YOU VERY MUCH. MUCH.

8

9 **BOARD CLERK:** THANK YOU

10

11 **BOARD CLERK:** THANK YOU ROLAND. CHAIR POWERS THAT ROLAND. CHAIR
12 POWERS THAT CONCLUDES PUBLIC COMMENT FOR CONCLUDES PUBLIC
13 COMMENT FOR THIS ITEM. THANK YOU. THIS ITEM. THANK YOU.

14

15 **CHAIR, ROBERT POWERS:**

16

17 **CHAIR, ROBERT POWERS:** EXCELLENT THANK YOU FOR THAT EXCELLENT
18 THANK YOU FOR THAT MADAM CLERK WE'RE GOING TO CLOSE MADAM
19 CLERK WE'RE GOING TO CLOSE PUBLIC COMMENT ON THIS. BEFORE
20 PUBLIC COMMENT ON THIS. BEFORE I GO AROUND TO THE
21 COMMISSIONERS I GO AROUND TO THE COMMISSIONERS AT THE DAIS,
22 LET ME TAKE THE AT THE DAIS, LET ME TAKE THE CHAIR'S
23 PREROGATIVE AND CALL CHAIR'S PREROGATIVE AND CALL RYAN REEVES
24 UP HERE TO THE RYAN REEVES UP HERE TO THE COUNTER, TABLE,
25 WHATEVER WE'RE COUNTER, TABLE, WHATEVER WE'RE CALLING IT HERE.



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1 I THINK IT'S CALLING IT HERE. I THINK IT'S RELEVANT THAT YOU
2 HEAR A QUICK RELEVANT THAT YOU HEAR A QUICK UPDATE ON THE
3 CLIPPER BAY PASS UPDATE ON THE CLIPPER BAY PASS HIGH-LEVEL
4 RYAN SO THAT MAYBE HIGH-LEVEL RYAN SO THAT MAYBE THAT WILL
5 HELP WITH SOME OF THE THAT WILL HELP WITH SOME OF THE
6 COMMENTARY AND THOUGHT PROCESS COMMENTARY AND THOUGHT PROCESS
7 HERE SO A BIT FORWARD LEANING HERE SO A BIT FORWARD LEANING
8 HERE RYAN. HERE RYAN.

9

10 **RYAN REEVES:** THANK YOU BOB.

11

12 **RYAN REEVES:** THANK YOU BOB. I'M RYAN REEVES AT BART I'M THE
13 I'M RYAN REEVES AT BART I'M THE BAY PASS PROGRAM MANAGER SO
14 JUST BAY PASS PROGRAM MANAGER SO JUST TO GIVE A QUICK UPDATE
15 WE HAVE TO GIVE A QUICK UPDATE WE HAVE 37 CONTRACTS WITH SAN
16 JOSE STATE 37 CONTRACTS WITH SAN JOSE STATE UNIVERSITY SIGNING
17 ON BOARD TO UNIVERSITY SIGNING ON BOARD TO JOIN FOR ALL THE
18 OPPORTUNITIES JOIN FOR ALL THE OPPORTUNITIES THIS AUGUST WE'RE
19 UP TO 130,000 THIS AUGUST WE'RE UP TO 130,000 ACTIVE PAID
20 PASSES IN THE ACTIVE PAID PASSES IN THE PROGRAM SO WE'RE
21 EXCITED ABOUT PROGRAM SO WE'RE EXCITED ABOUT THE GROWTH AND
22 MOMENTUM WE HAVE THE GROWTH AND MOMENTUM WE HAVE GOT A GREAT
23 REPRESENTATION GOT A GREAT REPRESENTATION ACROSS DIFFERENT
24 INDUSTRY TYPES ACROSS DIFFERENT INDUSTRY TYPES RANGES OF
25 DIFFERENT TYPES OF RANGES OF DIFFERENT TYPES OF EMPLOYERS AND



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1 HEALTH CARE EMPLOYERS AND HEALTH CARE NON-PROFITS AND PRIVATE
2 TECH NON-PROFITS AND PRIVATE TECH INDUSTRY AFFORDABLE HOUSING
3 AND INDUSTRY AFFORDABLE HOUSING AND EDUCATIONAL INSTITUTIONS
4 SO WE EDUCATIONAL INSTITUTIONS SO WE CONTINUE TO LEARN ABOUT
5 THE CONTINUE TO LEARN ABOUT THE ORGANIZATIONS THAT ARE
6 ORGANIZATIONS THAT ARE PARTICIPATING AND EXCITED TO SEE
7 PARTICIPATING AND EXCITED TO SEE THE PROGRAM GROW. THE PROGRAM
8 GROW.

9

10 **CHAIR, ROBERT POWERS:** OKAY

11

12 **CHAIR, ROBERT POWERS:** OKAY THANK YOU FOR THAT I JUST THANK YOU
13 FOR THAT I JUST THOUGHT IT RELEVANT IN THIS THOUGHT IT
14 RELEVANT IN THIS DISCUSSION AND THIS COMMENT THAT DISCUSSION
15 AND THIS COMMENT THAT WE'RE ALL TRACKING THE LATEST ON WE'RE
16 ALL TRACKING THE LATEST ON WHERE BAY PASS ESPECIALLY WITH
17 WHERE BAY PASS ESPECIALLY WITH SAN JOSE STATE UNIVERSITY SAN
18 JOSE STATE UNIVERSITY JOINING THE EFFORT HERE SO WITH JOINING
19 THE EFFORT HERE SO WITH THAT LET ME START COMING AROUND THAT
20 LET ME START COMING AROUND THIS WAY WITH LOOKING THIS WAY THIS
21 WAY WITH LOOKING THIS WAY FOR COMMENTS SALVADOR LLAMAS GM FOR
22 COMMENTS SALVADOR LLAMAS GM FOR AC TRANSIT. FOR AC TRANSIT.

23

24 **SAL LLAMAS:** THANK YOU CHAIR

25



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1 **SAL LLAMAS:** THANK YOU CHAIR POWERS THANK YOU, BILL AND POWERS
2 THANK YOU, BILL AND MICHAEL FOR THE PRESENTATION AND MICHAEL
3 FOR THE PRESENTATION AND THE UPDATE AND REMINDING US HOW THE
4 UPDATE AND REMINDING US HOW MUCH WE HAVE EVOLVED SINCE 2019
5 MUCH WE HAVE EVOLVED SINCE 2019 A LOT OF GOOD COMMENTS ALREADY
6 A LOT OF GOOD COMMENTS ALREADY CAME IN I'M NOT GOING TO REPEAT
7 CAME IN I'M NOT GOING TO REPEAT A LOT OF THOSE ALL THE A LOT
8 OF THOSE ALL THE INFORMATION YOU PUT ON HERE IS INFORMATION
9 YOU PUT ON HERE IS SPOT ON I WANT TO PRESENT SOME SPOT ON I
10 WANT TO PRESENT SOME THOUGHTS WE'RE NOT THOUGHTS WE'RE NOT
11 TROUBLESHOOTING TODAY BUT IT'S TROUBLESHOOTING TODAY BUT IT'S
12 GOOD TO MAKE NOTES OF THINGS WE GOOD TO MAKE NOTES OF THINGS
13 WE SHOULD CONSIDER IN THE FUTURE SHOULD CONSIDER IN THE FUTURE
14 REALLY TO LOOK AT REAL LIFE REALLY TO LOOK AT REAL LIFE
15 EXPERIENCE BECAUSE THAT SOME EXPERIENCE BECAUSE THAT SOME
16 PEOPLE HAVE. SO ONE -- I'LL PEOPLE HAVE. SO ONE -- I'LL GIVE
17 YOU A COUPLE OF EXAMPLES; GIVE YOU A COUPLE OF EXAMPLES; I'M A
18 FATHER. MYSELF AND MY I'M A FATHER. MYSELF AND MY SPOUSE, WE
19 HAVE A CAR, SO WE CAN SPOUSE, WE HAVE A CAR, SO WE CAN TAP TO
20 PAY FOR EACH OTHER BUT TAP TO PAY FOR EACH OTHER BUT WE'RE
21 TRAVELING WITH OUR WE'RE TRAVELING WITH OUR CHILDREN, AND HOW
22 DO WE -- AND CHILDREN, AND HOW DO WE -- AND OUR CHILDREN NEVER
23 TRAVEL WITH OUR CHILDREN NEVER TRAVEL WITH US BECAUSE THEY'RE
24 GOING TO US BECAUSE THEY'RE GOING TO SCHOOL AND ON THE
25 WEEKENDS, WE SCHOOL AND ON THE WEEKENDS, WE WANT TO GO



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1 SOMEWHERE. CURRENTLY WANT TO GO SOMEWHERE. CURRENTLY WE CAN'T
2 TAP A CARD MORE THAN WE CAN'T TAP A CARD MORE THAN ONCE TO GET
3 MORE PASSENGERS ON ONCE TO GET MORE PASSENGERS ON BOARD, BUT
4 NEW YORK CITY TRANSIT BOARD, BUT NEW YORK CITY TRANSIT DOES
5 THAT. THERE'S A WAY TO DO DOES THAT. THERE'S A WAY TO DO IT.
6 MAYBE THERE'S CHALLENGES, IT. MAYBE THERE'S CHALLENGES, BUT AN
7 EXAMPLE THE EASIER WE BUT AN EXAMPLE THE EASIER WE MAKE IT FOR
8 THE REGULAR TRAVELER MAKE IT FOR THE REGULAR TRAVELER TO
9 TRAVEL WITH A FAMILY OR TO TRAVEL WITH A FAMILY OR GROUP, THE
10 MORE PEOPLE USE IT. GROUP, THE MORE PEOPLE USE IT. IT'S ALSO
11 GOOD FOR PEOPLE THAT IT'S ALSO GOOD FOR PEOPLE THAT ARE
12 VISITING. IF I'M HOSTING A ARE VISITING. IF I'M HOSTING A
13 FAMILY WE'RE OUT ON THE ROAD AND FAMILY WE'RE OUT ON THE ROAD
14 AND DECIDE TO GO SOMEWHERE, WHICH I DECIDE TO GO SOMEWHERE,
15 WHICH I DID THIS WEEKEND BY THE WAY, WE DID THIS WEEKEND BY
16 THE WAY, WE WANT TO SEE ANOTHER SITE BUT WE WANT TO SEE
17 ANOTHER SITE BUT WE WANT TO BOARD TRANSIT, WE'RE WANT TO BOARD
18 TRANSIT, WE'RE PROBABLY GOING TO AVOID IT IF PROBABLY GOING TO
19 AVOID IT IF IT'S DIFFICULT TO FIGURE OUT HOW IT'S DIFFICULT TO
20 FIGURE OUT HOW TO GET A CLIPPER CARD OR HOW TO TO GET A
21 CLIPPER CARD OR HOW TO GET WHATEVER OTHER PAYMENT, GET
22 WHATEVER OTHER PAYMENT, OTHER THAN HERE'S MY CARD LET'S OTHER
23 THAN HERE'S MY CARD LET'S JUST TAP IT. SOMETHING TO THINK JUST
24 TAP IT. SOMETHING TO THINK ABOUT. ABOUT. THE OTHER ONE IS,
25 CLIPPER START THE OTHER ONE IS, CLIPPER START IS AN AMAZING



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1 PROGRAM. OVER IS AN AMAZING PROGRAM. OVER 80,000 PEOPLE ARE
2 SIGNED UP, BUT 80,000 PEOPLE ARE SIGNED UP, BUT NOT EVERYBODY
3 IS BANKED AND NOT NOT EVERYBODY IS BANKED AND NOT EVERYBODY
4 HAS THE ABILITY TO EVERYBODY HAS THE ABILITY TO RELOAD THEIR
5 CARD, WE NEED TO RELOAD THEIR CARD, WE NEED TO GET IN FRONT OF
6 THAT AND GET IN FRONT OF THAT AND IDENTIFY LOCATIONS WHERE WE
7 NEED IDENTIFY LOCATIONS WHERE WE NEED TO HAVE THE RETAIL
8 NETWORK TO HAVE THE RETAIL NETWORK AVAILABLE SO PEOPLE CAN
9 TAKE AVAILABLE SO PEOPLE CAN TAKE ADVANTAGE OF THAT PROGRAM.
10 ADVANTAGE OF THAT PROGRAM. THAT'S SOMETHING THAT NEEDS TO
11 THAT'S SOMETHING THAT NEEDS TO BE PART OF THE EVOLUTION
12 PROCESS BE PART OF THE EVOLUTION PROCESS IS EDUCATE OURSELVES
13 WHERE IS EDUCATE OURSELVES WHERE THEY'RE NEEDED THE MOST SO WE
14 THEY'RE NEEDED THE MOST SO WE CAN GET MORE PEOPLE ON THE CAN
15 GET MORE PEOPLE ON THE CLIPPER START PROGRAM. GREAT CLIPPER
16 START PROGRAM. GREAT WORK; KEEP AT IT. THANK YOU WORK; KEEP AT
17 IT. THANK YOU VERY MUCH. VERY MUCH.

18

19 **CHAIR, ROBERT POWERS:** THANK

20

21 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. COMING YOU
22 FOR THOSE COMMENTS. COMING DOWN. ALIX BOCKELMAN MTC, AND DOWN.
23 ALIX BOCKELMAN MTC, AND THEN BILL CHURCHILL, COUNTY THEN BILL
24 CHURCHILL, COUNTY CONNECTION. CONNECTION.

25



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1 **ALIX BOCKELMAN:** YEAH, I WANT

2

3 **ALIX BOCKELMAN:** YEAH, I WANT TO APPRECIATE THE UPDATE, IT'S TO
4 APPRECIATE THE UPDATE, IT'S REALLY AMAZING TO SEE HOW FAR WE
5 REALLY AMAZING TO SEE HOW FAR WE HAVE COME SINCE 2020, IN HAVE
6 COME SINCE 2020, IN PARTICULAR, WITH LOOKING AT PARTICULAR,
7 WITH LOOKING AT CLIPPER BAY PASS, I THINK CLIPPER BAY PASS, I
8 THINK CLIPPER START AS WELL. AND I CLIPPER START AS WELL. AND
9 I GUESS I WANT TO REFLECT ON A FEW GUESS I WANT TO REFLECT ON
10 A FEW POINTS OF THINKING BACK ON THIS POINTS OF THINKING BACK
11 ON THIS EVOLUTION OF WHERE WE HAVE BEEN. EVOLUTION OF WHERE WE
12 HAVE BEEN. ONE THING, ON THE CLIPPER START ONE THING, ON THE
13 CLIPPER START PROGRAM, WE DIDN'T REALLY START PROGRAM, WE
14 DIDN'T REALLY START TO SEE A LOT OF UPTAKE UNTIL WE TO SEE A
15 LOT OF UPTAKE UNTIL WE GOT ALL THE OPERATORS ON CLIPPER GOT
16 ALL THE OPERATORS ON CLIPPER START, AND UNTIL WE GOT EVERYONE
17 START, AND UNTIL WE GOT EVERYONE AT 50% DISCOUNT. BECAUSE IT'S
18 AT 50% DISCOUNT. BECAUSE IT'S REALLY HARD TO MARKET A PROGRAM
19 REALLY HARD TO MARKET A PROGRAM WHERE WE WERE SAYING, WELL, WE
20 WHERE WE WERE SAYING, WELL, WE HAVE MOST OF THE OPERATORS BUT
21 HAVE MOST OF THE OPERATORS BUT NOT ALL, AND SOME ARE AT 50%,
22 NOT ALL, AND SOME ARE AT 50%, AND SOME ARE AT SOMETHING ELSE.
23 AND SOME ARE AT SOMETHING ELSE. SO, IT TOOK A WHILE TO GET SO,
24 IT TOOK A WHILE TO GET THERE, BUT WE GOT THERE, AND I THERE,
25 BUT WE GOT THERE, AND I THINK THAT WAS A REALLY THINK THAT WAS



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1 A REALLY IMPORTANT THING IN TERMS OF IMPORTANT THING IN TERMS
2 OF MAKING IT AN ONGOING PROGRAM. MAKING IT AN ONGOING PROGRAM.
3 AND I GUESS I JUST FEEL THAT WE AND I GUESS I JUST FEEL THAT
4 WE NEED TO CONTINUE TO THINK NEED TO CONTINUE TO THINK
5 THROUGH, LIKE, THAT EXAMPLE, I THROUGH, LIKE, THAT EXAMPLE, I
6 THINK WE'RE IN ANOTHER -- THAT THINK WE'RE IN ANOTHER -- THAT
7 SIMILAR PLACE WITH CLIPPER BAY SIMILAR PLACE WITH CLIPPER BAY
8 PASS, I THINK THERE ARE THINGS PASS, I THINK THERE ARE THINGS
9 ABOUT CLIPPER BAY PASS, PEOPLE ABOUT CLIPPER BAY PASS, PEOPLE
10 LOVE IT, BUT WE HAVE CERTAIN LOVE IT, BUT WE HAVE CERTAIN
11 POLICIES AROUND CLIPPER BAY PASS POLICIES AROUND CLIPPER BAY
12 PASS THAT, IF WE'RE REALLY GOING TO THAT, IF WE'RE REALLY
13 GOING TO EVER FULLY TAKE THIS TO SCALE EVER FULLY TAKE THIS TO
14 SCALE AND NOT HAVE IT BE A PILOT, AND NOT HAVE IT BE A PILOT,
15 WE'RE GOING TO HAVE TO REALLY WE'RE GOING TO HAVE TO REALLY
16 LOOK -- WE'RE GOING TO HAVE TO LOOK -- WE'RE GOING TO HAVE TO
17 TAKE ON THE CHALLENGING TOPICS TAKE ON THE CHALLENGING TOPICS
18 THAT STILL EXIST IN TERMS OF THAT STILL EXIST IN TERMS OF
19 AGENCY ONLY PASS SAYS ET CETERA, AGENCY ONLY PASS SAYS ET
20 CETERA, AND SO I THINK WE SHOULD, MAYBE AND SO I THINK WE
21 SHOULD, MAYBE TO USE A TERM THAT OUR TO USE A TERM THAT OUR
22 COMMISSIONERS USED MANY YEARS COMMISSIONERS USED MANY YEARS
23 AGO AT A WORKSHOP, I THINK WE AGO AT A WORKSHOP, I THINK WE
24 NEED TO BE BOLD AND UNFLINCHING, NEED TO BE BOLD AND
25 UNFLINCHING, AND I THINK WE EITHER MOVE AND I THINK WE EITHER



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1 MOVE FORWARD, AND I THINK THE RIDERS FORWARD, AND I THINK THE
2 RIDERS IN THE BAY AREA THIS IS WHAT IN THE BAY AREA THIS IS
3 WHAT THEY WANT AND I THINK WE HAVE TO THEY WANT AND I THINK WE
4 HAVE TO FIGURE OUT HOW TO MAKE SURE WE FIGURE OUT HOW TO MAKE
5 SURE WE CAN MOVE FORWARD, WE CAN BE BOLD CAN MOVE FORWARD, WE
6 CAN BE BOLD AND ALSO NEED TO PROTECT VERY AND ALSO NEED TO
7 PROTECT VERY IMPORTANTLY THE REVENUES THAT IMPORTANTLY THE
8 REVENUES THAT THE TRANSIT AGENCIES NEED. AND THE TRANSIT
9 AGENCIES NEED. AND I KNOW THAT'S A BALANCE BUT I I KNOW THAT'S
10 A BALANCE BUT I THINK WE CAN DO IT AND I'M THINK WE CAN DO IT
11 AND I'M EXCITED HOW FAR WE HAVE COME IN EXCITED HOW FAR WE
12 HAVE COME IN THE LAST MANY YEARS. THE LAST MANY YEARS.

13

14 **CHAIR, ROBERT POWERS:**

15

16 **CHAIR, ROBERT POWERS:** EXCELLENT COMMENTS. BILL EXCELLENT
17 COMMENTS. BILL CHURCHILL COUNTY CONNECTION? CHURCHILL COUNTY
18 CONNECTION?

19

20 **BILL CHURCHILL:** THANK YOU

21

22 **BILL CHURCHILL:** THANK YOU CHAIR POWERS. CHAIR POWERS.

23 SIMILARLY, I'M AMAZED AT HOW FAR SIMILARLY, I'M AMAZED AT HOW
24 FAR WE HAVE COME, AND I THINK WE DO WE HAVE COME, AND I THINK
25 WE DO NEED TO BE PROUD OF OURSELVES, NEED TO BE PROUD OF



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1 OURSELVES, BECAUSE IT'S NOT EASY, BECAUSE IT'S NOT EASY,
2 ESPECIALLY IN THIS SPACE FOR A ESPECIALLY IN THIS SPACE FOR A
3 NUMBER OF REASONS. ONE, IT NUMBER OF REASONS. ONE, IT AFFECTS
4 OUR REVENUE, AND OUR AFFECTS OUR REVENUE, AND OUR BOTTOM LINE,
5 AND OUR ABILITY TO BOTTOM LINE, AND OUR ABILITY TO FUNCTION.
6 AND I KNOW ONE OF THE FUNCTION. AND I KNOW ONE OF THE
7 CHALLENGES WITH OPERATORS IS, AS CHALLENGES WITH OPERATORS IS,
8 AS WE STRUGGLE THROUGH FINANCIAL WE STRUGGLE THROUGH FINANCIAL
9 DOWNTURNS AND WHAT NOT, DOWNTURNS AND WHAT NOT, OFTENTIMES,
10 HISTORICALLY, WE OFTENTIMES, HISTORICALLY, WE USED FARES AS A
11 WAY TO BACK FILL USED FARES AS A WAY TO BACK FILL SOME OF OUR
12 REVENUES. AND, SO, SOME OF OUR REVENUES. AND, SO, IT CAN BE A
13 VERY SCARY SUBJECT IT CAN BE A VERY SCARY SUBJECT FOR ALL OF
14 US. BUT, ALONG THE FOR ALL OF US. BUT, ALONG THE LINES OF WHAT
15 DIRECTOR -- LINES OF WHAT DIRECTOR -- FORGIVE ME -- I DON'T
16 KNOW WHY FORGIVE ME -- I DON'T KNOW WHY I'M LOSING MY VOICE
17 TODAY -- I'M LOSING MY VOICE TODAY -- BOCKELMAN SUGGESTED, WE
18 DO NEED BOCKELMAN SUGGESTED, WE DO NEED TO BE COMMITTED AND
19 BOLD AND TO BE COMMITTED AND BOLD AND KEEP MOVING FORWARD AND
20 THERE KEEP MOVING FORWARD AND THERE ARE A NUMBER OF THINGS
21 THAT I ARE A NUMBER OF THINGS THAT I THINK WOULD LAND
22 THEMSELVES TO THINK WOULD LAND THEMSELVES TO INCREASE
23 RIDERSHIP AND THIS IS INCREASE RIDERSHIP AND THIS IS NOT AN
24 EASY TACK. I KNOW IN THE NOT AN EASY TACK. I KNOW IN THE EAST
25 BAY THERE ARE FOUR EAST BAY THERE ARE FOUR OPERATORS THAT DO



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1 HAVE FARE OPERATORS THAT DO HAVE FARE CAPPING. I THINK THIS
2 HAS BEEN CAPPING. I THINK THIS HAS BEEN A SUCCESSFUL PROGRAM.
3 OUR A SUCCESSFUL PROGRAM. OUR POST-PANDEMIC RESURGENCE HAS
4 POST-PANDEMIC RESURGENCE HAS BEEN PRETTY RESPECTABLE. AND I
5 BEEN PRETTY RESPECTABLE. AND I THINK IT'S ONE OF THE
6 COMPONENTS THINK IT'S ONE OF THE COMPONENTS THAT HAS LED TO
7 THAT AND AS I THAT HAS LED TO THAT AND AS I TALKED TO
8 DIFFERENT RIDERS EVEN TALKED TO DIFFERENT RIDERS EVEN MY OWN
9 CHILDREN WHICH ARE NOW MY OWN CHILDREN WHICH ARE NOW TRANSIT
10 USERS, FARE CAPPING TRANSIT USERS, FARE CAPPING ISN'T ONE OF
11 THOSE THINGS THAT'S ISN'T ONE OF THOSE THINGS THAT'S IMPORTANT
12 TO THEM. IT'S JUST IMPORTANT TO THEM. IT'S JUST ONE OF THE
13 EXAMPLES OF SOMETHING ONE OF THE EXAMPLES OF SOMETHING THAT I
14 THINK WE DON'T STOP HERE, THAT I THINK WE DON'T STOP HERE, WE
15 KEEP LOOKING FORWARD TO THE WE KEEP LOOKING FORWARD TO THE
16 FUTURE I THINK FARE CAPPING IS FUTURE I THINK FARE CAPPING IS
17 ONE OF THOSE, I THINK ALSO A ONE OF THOSE, I THINK ALSO A
18 COMMON PASS THAT WOULD BE BAY COMMON PASS THAT WOULD BE BAY
19 AREA WIDE, IS IMPORTANT TO THIS AREA WIDE, IS IMPORTANT TO
20 THIS WHOLE THING. SO, WHAT SOMEWHAT WHOLE THING. SO, WHAT
21 SOMEWHAT CONVICTED FROM THE STANDPOINT CONVICTED FROM THE
22 STANDPOINT THAT WE'RE NOT A 100% CONSISTENT THAT WE'RE NOT A
23 100% CONSISTENT WITH THE REST OF THE BAY AREA, WITH THE REST
24 OF THE BAY AREA, BUT COMMITTED AT THE SAME TIME BUT COMMITTED
25 AT THE SAME TIME TO WORKING WITH THE TWO OF YOU TO WORKING



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1 WITH THE TWO OF YOU MY COLLEAGUES IN PUSHING THE MY COLLEAGUES
2 IN PUSHING THE ENVELOPE ON THAT AND MAKING SURE ENVELOPE ON
3 THAT AND MAKING SURE THAT WE DON'T STOP NOW WE THAT WE DON'T
4 STOP NOW WE CONTINUE TO MOVE FORWARD CONTINUE TO MOVE FORWARD

5

6 **CHAIR, ROBERT POWERS:**

7

8 **CHAIR, ROBERT POWERS:** EXCELLENT LET ME DROP BACK HERE
9 EXCELLENT LET ME DROP BACK HERE GREG RICHARDSON HEAD OF --
10 GREG RICHARDSON HEAD OF -- SECOND HEAD OF VTA, I DON'T WANT
11 SECOND HEAD OF VTA, I DON'T WANT TO GIVE YOUR PROMOTION -- I
12 TO GIVE YOUR PROMOTION -- I WOULD BE LOCKING UP. WOULD BE
13 LOCKING UP.

14

15 **GREG RICHARDSON:** I APPRECIATE

16

17 **GREG RICHARDSON:** I APPRECIATE IT THOUGH. THANK YOU VERY MUCH.
18 IT THOUGH. THANK YOU VERY MUCH. AS WE HAVE HAD THESE AS WE
19 HAVE HAD THESE CONVERSATIONS I THINK I HAVE CONVERSATIONS I
20 THINK I HAVE BEEN IN THE BAY AREA NOW FOR BEEN IN THE BAY AREA
21 NOW FOR ALMOST FIVE YEARS, AND ALL OF ALMOST FIVE YEARS, AND
22 ALL OF THE THINGS THAT I HAVE SEEN TO THE THINGS THAT I HAVE
23 SEEN TO ME CLIPPER BAY PASS IS BY AND ME CLIPPER BAY PASS IS
24 BY AND LARGE THE BEST THING THAT I HAVE LARGE THE BEST THING
25 THAT I HAVE SEEN US DO, I LOVE, I LOVE THE SEEN US DO, I LOVE,



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1 I LOVE THE CONCEPT, LOVE WHAT IT CAN DO, CONCEPT, LOVE WHAT IT
2 CAN DO, AND I THINK FOR US RIDERSHIP IS AND I THINK FOR US
3 RIDERSHIP IS EVERYTHING WE CAN FIGURE I MEAN EVERYTHING WE CAN
4 FIGURE I MEAN TO ME WE SHOULD DEVELOP THE TO ME WE SHOULD
5 DEVELOP THE RIDERSHIP AND FIGURE OUT THE RIDERSHIP AND FIGURE
6 OUT THE REVENUE ON THE BACK ENDS I MEAN REVENUE ON THE BACK
7 ENDS I MEAN WE SHOULD BE ABLE TO FIGURE THAT WE SHOULD BE ABLE
8 TO FIGURE THAT OUT HOWEVER ONE THING I WANT TO OUT HOWEVER ONE
9 THING I WANT TO MAKE SURE I UNDERSTAND THIS IS MAKE SURE I
10 UNDERSTAND THIS IS JUST CLARIFICATION, I'M GOING TO JUST
11 CLARIFICATION, I'M GOING TO ASK IN THE PRESENTATION AROUND ASK
12 IN THE PRESENTATION AROUND THE CLIPPER BAY PASS THERE IS A THE
13 CLIPPER BAY PASS THERE IS A TRANSITION TO AN ONGOING FARE
14 TRANSITION TO AN ONGOING FARE PRODUCT I THINK TO MAKE SURE I
15 PRODUCT I THINK TO MAKE SURE I UNDERSTAND ARE WE SAYING MOVE
16 UNDERSTAND ARE WE SAYING MOVE FROM PILOT TO FULL FROM PILOT TO
17 FULL IMPLEMENTATION OR TALKING ABOUT IMPLEMENTATION OR TALKING
18 ABOUT IT BEING AVAILABLE? NOT IN ITS IT BEING AVAILABLE? NOT
19 IN ITS CURRENT BUSINESS FORM AS, SORT CURRENT BUSINESS FORM
20 AS, SORT OF, THAT INSURANCE, SORT OF, OF, THAT INSURANCE, SORT
21 OF, MECHANISM. MECHANISM.

22

23 **WILLIAM BACON:** THANK YOU FOR

24



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1 **WILLIAM BACON:** THANK YOU FOR THE QUESTION, MEMBER RICHARDSON.
2 THE QUESTION, MEMBER RICHARDSON. I THINK WHAT'S INTENDED IS
3 JUST I THINK WHAT'S INTENDED IS JUST TRANSITION OUT OF A
4 PILOT, ITS TRANSITION OUT OF A PILOT, ITS CURRENT STRUCTURE,
5 AS AN CURRENT STRUCTURE, AS AN INSTITUTIONAL PASS PROGRAM, BUT
6 INSTITUTIONAL PASS PROGRAM, BUT NOT AS A PILOT. NOT AS A
7 PILOT.

8

9 **GREG RICHARDSON:** OKAY. THANK

10

11 **GREG RICHARDSON:** OKAY. THANK YOU. BUT I WOULDN'T LOSE SIGHT
12 YOU. BUT I WOULDN'T LOSE SIGHT OF THE FIGURING OUT A WAY TO OF
13 THE FIGURING OUT A WAY TO MAKE IT SOMETHING BEYOND THAT. MAKE
14 IT SOMETHING BEYOND THAT. BUT AT LEAST AS AN INSTITUTIONAL BUT
15 AT LEAST AS AN INSTITUTIONAL PASS, I CAN APPRECIATE IT. PASS,
16 I CAN APPRECIATE IT. THANK YOU. THANK YOU.

17

18 **CHAIR, ROBERT POWERS:** SEAMUS

19

20 **CHAIR, ROBERT POWERS:** SEAMUS MURPHY SF FERRY. SEAMUS? MURPHY
21 SF FERRY. SEAMUS?

22

23 **SEAMUS MURPHY:** YEAH, THANKS.

24



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1 **SEAMUS MURPHY:** YEAH, THANKS. THANKS FOR THE CHANCE TO REFLECT
2 THANKS FOR THE CHANCE TO REFLECT ON THIS. I THINK THIS PROGRAM
3 ON THIS. I THINK THIS PROGRAM IS ONE OF THE GREAT THINGS THAT
4 IS ONE OF THE GREAT THINGS THAT WE'RE DOING SO MUCH PROGRESS
5 WE'RE DOING SO MUCH PROGRESS BEING MADE I AGREE WITH GREG,
6 BEING MADE I AGREE WITH GREG, THE BAY PASS WAS THE BEST THE
7 BAY PASS WAS THE BEST INVESTMENT WE CAN MAKE IF OUR INVESTMENT
8 WE CAN MAKE IF OUR FOCUS ON RIDERSHIP WHICH IT FOCUS ON
9 RIDERSHIP WHICH IT SHOULD BE AND I'M LOOKING AT THE SHOULD BE
10 AND I'M LOOKING AT THE OTHER RECOMMENDATIONS FROM 2021 OTHER
11 RECOMMENDATIONS FROM 2021 STUDY WE HAVE YET TO BE STUDY WE
12 HAVE YET TO BE IMPLEMENTED WE'RE IN STORE FOR IMPLEMENTED
13 WE'RE IN STORE FOR EVEN BETTER RESULTS WITH SOME OF EVEN
14 BETTER RESULTS WITH SOME OF THOSE INITIATIVES NUMBER FOUR I
15 THOSE INITIATIVES NUMBER FOUR I REMEMBER SOME OF THE DETAILS
16 REMEMBER SOME OF THE DETAILS FROM THAT STUDY THEY WERE FROM
17 THAT STUDY THEY WERE COMPELLING AND HOPEFULLY COMPELLING AND
18 HOPEFULLY CALTRAIN STUDY WILL SHOW US THAT CALTRAIN STUDY WILL
19 SHOW US THAT THOSE RESULTS WILL BE UPHELD WE THOSE RESULTS
20 WILL BE UPHELD WE DID SOMETHING SIMILAR ON THE DID SOMETHING
21 SIMILAR ON THE VERY SYSTEM DURING THE PANDEMIC VERY SYSTEM
22 DURING THE PANDEMIC RECOVERY WE ADJUSTED OUR FARE RECOVERY WE
23 ADJUSTED OUR FARE PROGRAM TO ALIGN OUR FARES WITH PROGRAM TO
24 ALIGN OUR FARES WITH OTHER TRANSIT MODES OPERATING IN OTHER
25 TRANSIT MODES OPERATING IN THE SAME CORRIDOR WE SAY GREAT THE



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1 SAME CORRIDOR WE SAY GREAT RESULTS, NUMBER FOUR WE KNOW
2 RESULTS, NUMBER FOUR WE KNOW THAT THE RIDERSHIP NEW YORK WE
3 THAT THE RIDERSHIP NEW YORK WE SAW A LOT OF IT CAME FROM OTHER
4 SAW A LOT OF IT CAME FROM OTHER TRANSIT AGENCIES BUT MOST CAME
5 TRANSIT AGENCIES BUT MOST CAME FROM FOLKS WHO WERE DRIVING OR
6 FROM FOLKS WHO WERE DRIVING OR WOULD PLAN TO DRIVE INSTEAD
7 THEY WOULD PLAN TO DRIVE INSTEAD THEY CHOSE THE FERRY SYSTEM
8 BECAUSE CHOSE THE FERRY SYSTEM BECAUSE OF THE CHANGE IN THE
9 FARE OF THE CHANGE IN THE FARE STRUCTURE THAT WE MADE THE
10 STRUCTURE THAT WE MADE THE NUMBERS IF I'M REMEMBERING RIGHT
11 NUMBERS IF I'M REMEMBERING RIGHT SOMEWHERE IN THE NEIGHBORHOOD
12 OF SOMEWHERE IN THE NEIGHBORHOOD OF 70 AT THE HIGH END OF
13 SUBSIDY 70 AT THE HIGH END OF SUBSIDY FOR INITIATIVE NUMBER
14 470,000 FOR INITIATIVE NUMBER 470,000 NEW RIDERS PER DAY THAT
15 WE COULD NEW RIDERS PER DAY THAT WE COULD SEE 70 MILLION
16 INVESTMENT BUT SEE 70 MILLION INVESTMENT BUT THE MARGINAL COST
17 PER NEW RIDER THE MARGINAL COST PER NEW RIDER WOULD BE PRETTY
18 COMPELLING AND WOULD BE PRETTY COMPELLING AND MATCH UP WELL
19 AGAINST ANY OTHER MATCH UP WELL AGAINST ANY OTHER TRANSIT
20 SERVICE THAT WE OPERATE TRANSIT SERVICE THAT WE OPERATE TODAY
21 I'M EXCITED ABOUT THAT ONE TODAY I'M EXCITED ABOUT THAT ONE
22 HOPEFULLY KEY CAN GET WITH THERE HOPEFULLY KEY CAN GET WITH
23 THERE AND I AGREE WITH ALL THE PUBLIC AND I AGREE WITH ALL THE
24 PUBLIC COMMENT THAT'S ENCOURAGING US TO COMMENT THAT'S



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1 ENCOURAGING US TO MOVE FORWARD WITH THAT. MOVE FORWARD WITH
2 THAT.

3

4 **CHAIR, ROBERT POWERS:** THANK

5

6 **CHAIR, ROBERT POWERS:** THANK YOU. MICHELLE BOUCHARD YOU.

7 MICHELLE BOUCHARD CALTRAIN? CALTRAIN?

8

9 **MICHELLE BOUCHARD:** I THINK

10

11 **MICHELLE BOUCHARD:** I THINK JUST A SHORT COMMENT FIRST OF JUST
12 A SHORT COMMENT FIRST OF ALL IT'S TAKING THE WALK DOWN ALL
13 IT'S TAKING THE WALK DOWN MEMORY LANE REALLY DOES MEMORY LANE
14 REALLY DOES HIGHLIGHT HOW MUCH WE HAVE DONE HIGHLIGHT HOW MUCH
15 WE HAVE DONE AND I SUPPORT MEMBER BOCKELMAN'S AND I SUPPORT
16 MEMBER BOCKELMAN'S STATEMENT OF WE HAVE DONE SOME STATEMENT OF
17 WE HAVE DONE SOME BOLD THINGS IT WILL REQUIRE BOLD THINGS IT
18 WILL REQUIRE BOLDNESS TO MOVE TO THE NEXT BOLDNESS TO MOVE TO
19 THE NEXT LEVEL HAPPY TO HAVE CALTRAIN LEVEL HAPPY TO HAVE
20 CALTRAIN STUDY BEING PIGGY BACKED ON OR STUDY BEING PIGGY
21 BACKED ON OR HAVE YOU COLLABORATE TO SEE NEXT HAVE YOU
22 COLLABORATE TO SEE NEXT STEPS, BUT I THINK IT'S STEPS, BUT I
23 THINK IT'S IMPORTANT TO MENTION THAT IMPORTANT TO MENTION THAT
24 CONTINUED INNOVATION IN THIS CONTINUED INNOVATION IN THIS
25 SPACE IS GOING TO REQUIRE A SPACE IS GOING TO REQUIRE A STABLE



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1 CLIPPER SYSTEM AND WE STABLE CLIPPER SYSTEM AND WE DON'T HAVE
2 THAT YET AND SO I DON'T HAVE THAT YET AND SO I WANT TO MAKE
3 SURE THAT THERE IS WANT TO MAKE SURE THAT THERE IS CLEAR
4 UNDERSTANDING THAT WE ARE CLEAR UNDERSTANDING THAT WE ARE
5 RELYING ON THE SYSTEM TO BE ABLE RELYING ON THE SYSTEM TO BE
6 ABLE TO DELIVER ON SOME BOLD FUTURE TO DELIVER ON SOME BOLD
7 FUTURE POLICIES WE'RE GOING TO NEED POLICIES WE'RE GOING TO
8 NEED THAT SYSTEM TO BE STABLE TO GET THAT SYSTEM TO BE STABLE
9 TO GET THERE. GM EDE SANTA ROSA? THERE. GM EDE SANTA ROSA?

10

11 **RACHEL EDE:** THANK YOU CHAIR

12

13 **RACHEL EDE:** THANK YOU CHAIR POWERS JUST, SORT OF, A NICHE
14 POWERS JUST, SORT OF, A NICHE COMMENT SPECIFIC TO THE NORTH
15 COMMENT SPECIFIC TO THE NORTH BAY AGAIN I'LL BACK UP AND SAY
16 BAY AGAIN I'LL BACK UP AND SAY THANK YOU FOR ALL THE WORK
17 THANK YOU FOR ALL THE WORK TREMENDOUS WORK BILL AND MIKE
18 TREMENDOUS WORK BILL AND MIKE AND SO HAPPY TO SEE IT SO MANY
19 AND SO HAPPY TO SEE IT SO MANY OF THESE INITIATIVES AS WE MOVE
20 OF THESE INITIATIVES AS WE MOVE FORWARD DISCUSSING THE CONCEPT
21 FORWARD DISCUSSING THE CONCEPT OF ALL OPERATOR TRANSIT PASS I
22 OF ALL OPERATOR TRANSIT PASS I THINK IT'S VALUABLE WE STILL
23 THINK IT'S VALUABLE WE STILL HAVE QUESTIONS UP IN THE NORTH
24 HAVE QUESTIONS UP IN THE NORTH BAY AROUND CONCEPT OF BAY
25 AROUND CONCEPT OF SUBREGIONAL PASSES WHICH WE HAVE SUBREGIONAL



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1 PASSES WHICH WE HAVE DISCUSSED WITH YOU AND THAT'S DISCUSSED
2 WITH YOU AND THAT'S BASED ON THE FACT THAT IN SONOMA BASED ON
3 THE FACT THAT IN SONOMA COUNTY VAST MAJORITY OF TRAVEL COUNTY
4 VAST MAJORITY OF TRAVEL OCCURS WITHIN THE COUNTY OR OCCURS
5 WITHIN THE COUNTY OR BETWEEN SONOMA AND MARIN BETWEEN SONOMA
6 AND MARIN COUNTIES AND THE CONCERN IS COUNTIES AND THE CONCERN
7 IS AROUND PRICING ULTIMATELY AND AROUND PRICING ULTIMATELY AND
8 YOU GUYS KNOW THAT WE HAVE YOU GUYS KNOW THAT WE HAVE
9 DISCUSSED IT HOW DO WE HARMONIZE DISCUSSED IT HOW DO WE
10 HARMONIZE THAT ISSUE WITH THE BAY AREA? THAT ISSUE WITH THE
11 BAY AREA? WE WANT TO MAKE SURE THE PASS IS WE WANT TO MAKE
12 SURE THE PASS IS AFFORDABLE WE TEND TO HAVE LOWER AFFORDABLE
13 WE TEND TO HAVE LOWER FARES IN THE NORTH BAY THAN WE FARES IN
14 THE NORTH BAY THAN WE DO IN THE INNER BAY AREA SO I DO IN THE
15 INNER BAY AREA SO I WANT TO PUT THAT OUT THERE AS WANT TO PUT
16 THAT OUT THERE AS SOMETHING FOR US TO THINK ABOUT SOMETHING
17 FOR US TO THINK ABOUT AS WE MOVE FORWARD. THANK YOU. AS WE
18 MOVE FORWARD. THANK YOU.

19

20 **CHAIR, ROBERT POWERS:** CHRISTY

21

22 **CHAIR, ROBERT POWERS:** CHRISTY WEGENER? NO? GOLDEN GATE
23 WEGENER? NO? GOLDEN GATE BRIDGE DENIS MULLIGAN? BRIDGE DENIS
24 MULLIGAN?

25



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1 **V. CHAIR, DENNIS MULLIGAN,**

2

3 >>**V. CHAIR, DENNIS MULLIGAN, CEB:** THANK YOU CHAIR POWERS, CEB:

4 THANK YOU CHAIR POWERS, AND CHAIR KIRSCHBAUM I WANT TO AND

5 CHAIR KIRSCHBAUM I WANT TO ECHO COMPLIMENTS TO THE ECHO

6 COMPLIMENTS TO THE PRESENTERS ESPECIALLY MICHAEL PRESENTERS

7 ESPECIALLY MICHAEL AND BILL FOR ALL THE GREAT WORK AND BILL

8 FOR ALL THE GREAT WORK YOU'RE DOING AS WELL AS YOU'RE DOING AS

9 WELL AS EXCELLENT PRESENTATION TODAY YOU EXCELLENT

10 PRESENTATION TODAY YOU KNOW TALKING ABOUT VISION IS KNOW

11 TALKING ABOUT VISION IS ALWAYS EXCITING IT GETS YOU ALWAYS

12 EXCITING IT GETS YOU THINKING AND STIMULATED BUT WE THINKING

13 AND STIMULATED BUT WE WANT OUR VISIONS TO BECOME WANT OUR

14 VISIONS TO BECOME REALITY AND SO I'LL ECHO MY REALITY AND SO

15 I'LL ECHO MY COLLEAGUES TO MY LEFT WHO TALKED COLLEAGUES TO MY

16 LEFT WHO TALKED ABOUT OUR ABILITY TO IMPLEMENT ABOUT OUR

17 ABILITY TO IMPLEMENT THESE IDEAS TIED TO OUR THESE IDEAS TIED

18 TO OUR TECHNOLOGY SO CAN YOU REFRESH MY TECHNOLOGY SO CAN YOU

19 REFRESH MY MEMORY WHEN DID WE ALL APPROVE MEMORY WHEN DID WE

20 ALL APPROVE HAVING THE UNIVERSAL TRANSFER HAVING THE UNIVERSAL

21 TRANSFER CREDIT? CREDIT?

22

23 **WILLIAM BACON:** YOU MEAN THE

24



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1 **WILLIAM BACON:** YOU MEAN THE DISCOUNT THE TRANSFER? THERE
2 DISCOUNT THE TRANSFER? THERE WAS A MEMORANDUM OF WAS A
3 MEMORANDUM OF UNDERSTANDING THAT ALL AGENCIES UNDERSTANDING
4 THAT ALL AGENCIES ADOPTED I SHOULD SAY PART OF ADOPTED I
5 SHOULD SAY PART OF THIS BODY ACTUALLY MIGHT HAVE THIS BODY
6 ACTUALLY MIGHT HAVE BEEN THE FARE INTEGRATION TASK BEEN THE
7 FARE INTEGRATION TASK FORCE AT THE TIME SO PREDECESSOR FORCE
8 AT THE TIME SO PREDECESSOR TO PART OF THIS BODY ENDORSED TO
9 PART OF THIS BODY ENDORSED WHAT THE MOU LOOKED LIKE IT WAS
10 WHAT THE MOU LOOKED LIKE IT WAS TAKEN TO ALL OF THE BOARDS AND
11 TAKEN TO ALL OF THE BOARDS AND ADOPTED IN 2024. ADOPTED IN
12 2024.

13

14 **V. CHAIR, DENNIS MULLIGAN,**

15

16 **>>V. CHAIR, DENNIS MULLIGAN, CEB:** SO WE STILL HAVE NOT FULLY
17 CEB: SO WE STILL HAVE NOT FULLY IMPLEMENTED THAT TODAY? HAVE
18 IMPLEMENTED THAT TODAY? HAVE WE? WE HAD A VISION WE HERDED WE?
19 WE HAD A VISION WE HERDED ALL OF US AS CATS GOT US TO ALL OF
20 US AS CATS GOT US TO AGREE TO THE IMPLEMENTATION OF AGREE TO
21 THE IMPLEMENTATION OF THIS VISION AND WHAT'S HELD BACK THIS
22 VISION AND WHAT'S HELD BACK IS THE FULL IMPLEMENTATION OF IS
23 THE FULL IMPLEMENTATION OF THE TECHNOLOGY SO I THINK THAT'S
24 THE TECHNOLOGY SO I THINK THAT'S A GOOD REASON WHY WE WANT TO
25 A GOOD REASON WHY WE WANT TO HAVE THESE TWO GROUPS CONTINUE



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1 HAVE THESE TWO GROUPS CONTINUE TO MEET TOGETHER BECAUSE THESE
2 TO MEET TOGETHER BECAUSE THESE THINGS ARE INTERTWINED WE CAN'T
3 THINGS ARE INTERTWINED WE CAN'T HAVE VISION AND HAVE IT BECOME
4 HAVE VISION AND HAVE IT BECOME REALITY ABSENT TO TECHNOLOGY SO
5 REALITY ABSENT TO TECHNOLOGY SO JUST TO MAKE A PITCH FOR
6 WHOEVER JUST TO MAKE A PITCH FOR WHOEVER HAD THE IDEA TO DO
7 THIS TODAY HAD THE IDEA TO DO THIS TODAY KUDOS TO YOU PLEASE
8 CONTINUE TO KUDOS TO YOU PLEASE CONTINUE TO DO IT BECAUSE WE
9 HAVE LOTS OF DO IT BECAUSE WE HAVE LOTS OF GREAT IDEAS BUT IF
10 IT TAKES TWO GREAT IDEAS BUT IF IT TAKES TWO YEARS FOR A GREAT
11 IDEA TO BECOME YEARS FOR A GREAT IDEA TO BECOME 50%
12 IMPLEMENTED AVAILABLE TO 50% IMPLEMENTED AVAILABLE TO HALF OF
13 OUR CUSTOMERS WE STILL HALF OF OUR CUSTOMERS WE STILL HAVE
14 MORE WORK TO DO BUT THANKS HAVE MORE WORK TO DO BUT THANKS FOR
15 ALL YOU'RE DOING THE VISION FOR ALL YOU'RE DOING THE VISION IS
16 SPECTACULAR. I LOOK FORWARD IS SPECTACULAR. I LOOK FORWARD TO
17 IMPLEMENTING MORE OF IT. TO IMPLEMENTING MORE OF IT.

18

19 **CHAIR, ROBERT POWERS:** JULIE

20

21 **CHAIR, ROBERT POWERS:** JULIE KIRSCHBAUM, SFMTA? KIRSCHBAUM,
22 SFMTA?

23

24 **CHAIR, JULIE KIRSCHBAUM, CEB:**

25



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1 **CHAIR, JULIE KIRSCHBAUM, CEB:** WELL, I JUST LOVE THIS TOPIC
2 WELL, I JUST LOVE THIS TOPIC [LAUGHTER] [LAUGHTER] IT'S SO
3 FUN! IT'S SO FUN! I LOVE EVERYTHING THAT WE'RE I LOVE
4 EVERYTHING THAT WE'RE DOING. THE ONLY DOWNSIDE BEING, DOING.
5 THE ONLY DOWNSIDE BEING, YOU KNOW, TO DENIS'S POINT, WE YOU
6 KNOW, TO DENIS'S POINT, WE CANNOT EDUCATE OUR CUSTOMERS CANNOT
7 EDUCATE OUR CUSTOMERS RIGHT NOW, ON A MAJOR BENEFIT RIGHT NOW,
8 ON A MAJOR BENEFIT THAT THEY QUALIFY FOR, BECAUSE THAT THEY
9 QUALIFY FOR, BECAUSE IT'S HIT OR MISS WHETHER OR NOT IT'S HIT
10 OR MISS WHETHER OR NOT THEY'RE ACTUALLY GETTING THAT THEY'RE
11 ACTUALLY GETTING THAT BENEFIT. AND SO THE FACT THAT BENEFIT.
12 AND SO THE FACT THAT WE HAVE TO HAVE THIS MEETING TO WE HAVE
13 TO HAVE THIS MEETING TO CELEBRATE IT AND WE CAN'T BE CELEBRATE
14 IT AND WE CAN'T BE CELEBRATING IT BY EDUCATING AND CELEBRATING
15 IT BY EDUCATING AND GROWING OUR RIDERSHIP IS HUGELY GROWING
16 OUR RIDERSHIP IS HUGELY PROBLEMATIC. I REALLY LIKE THE
17 PROBLEMATIC. I REALLY LIKE THE WAY THAT YOU STRUCTURED THE WAY
18 THAT YOU STRUCTURED THE PRESENTATION AND ASKED FOR OUR
19 PRESENTATION AND ASKED FOR OUR FEEDBACK IN A COUPLE OF AREAS,
20 FEEDBACK IN A COUPLE OF AREAS, FROM MY PERSPECTIVE, FROM MY
21 PERSPECTIVE, PRIORITIZING GROWING RIDERSHIP PRIORITIZING
22 GROWING RIDERSHIP AND THE CUSTOMER EXPERIENCE ARE AND THE
23 CUSTOMER EXPERIENCE ARE HIGHER PRIORITIES THAN FINANCIAL
24 HIGHER PRIORITIES THAN FINANCIAL OR, YOU KNOW, THE MOST
25 COMPLEX OR, YOU KNOW, THE MOST COMPLEX REGIONAL FRINGE CASES.



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1 I THINK REGIONAL FRINGE CASES. I THINK THERE ARE ABSOLUTELY
2 WAYS TO -- THERE ARE ABSOLUTELY WAYS TO -- SO, THAT'S THE --
3 SORRY -- SO, THAT'S THE -- SORRY -- THAT'S THE FIRST COMMENT
4 RELATED THAT'S THE FIRST COMMENT RELATED TO THAT IS I AM VERY
5 SUPPORTIVE TO THAT IS I AM VERY SUPPORTIVE OF ALIX BOCKELMAN'S
6 COMMENTS ON OF ALIX BOCKELMAN'S COMMENTS ON THE BAY PASS AND I
7 THINK IF WE THE BAY PASS AND I THINK IF WE WERE PRIORITIZING
8 CUSTOMER WERE PRIORITIZING CUSTOMER EXPERIENCE AND RIDERSHIP,
9 WE EXPERIENCE AND RIDERSHIP, WE WOULD BE PUSHING FOR MORE
10 WOULD BE PUSHING FOR MORE SIMPLIFIED PRICES AND SIMPLIFIED
11 PRICES AND RECONCILIATION, WHICH I DO THINK RECONCILIATION,
12 WHICH I DO THINK IS A BARRIER TO BROADER IS A BARRIER TO
13 BROADER EXPANSION OF THE BAY PASS. AND EXPANSION OF THE BAY
14 PASS. AND THE THIRD THING IS I'M VERY THE THIRD THING IS I'M
15 VERY INTERESTED IN PURSUING A INTERESTED IN PURSUING A
16 REGIONAL, ITEM NUMBER THREE IN REGIONAL, ITEM NUMBER THREE IN
17 THAT CHECKLIST, YEAH, I WOULD THAT CHECKLIST, YEAH, I WOULD
18 MAYBE START WITH A FARE CAPPING MAYBE START WITH A FARE
19 CAPPING DAY PASS. AND I THINK WE SHOULD DAY PASS. AND I THINK
20 WE SHOULD LOOK AT WHAT OTHER COMPLEX LOOK AT WHAT OTHER
21 COMPLEX REGIONS DO, BUT I THINK IF IT REGIONS DO, BUT I THINK
22 IF IT WAS, YOU KNOW, FOR EXAMPLE, ZONE WAS, YOU KNOW, FOR
23 EXAMPLE, ZONE BASED, THAT MIGHT BE A CREATIVE BASED, THAT
24 MIGHT BE A CREATIVE WAY TO GET AT SOME OF THE WAY TO GET AT
25 SOME OF THE COMMENTS ABOUT WHAT MOST PEOPLE COMMENTS ABOUT



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1 WHAT MOST PEOPLE ARE DOING, VERSUS WHAT A VERY ARE DOING,
2 VERSUS WHAT A VERY SMALL NUMBER OF PEOPLE ARE SMALL NUMBER OF
3 PEOPLE ARE DOING. I THINK THE MORE WE BASE DOING. I THINK THE
4 MORE WE BASE THESE PROGRAMS ON THE LEAST THESE PROGRAMS ON THE
5 LEAST LIKELY TRANSACTIONS, EVEN THOUGH LIKELY TRANSACTIONS,
6 EVEN THOUGH THEY'RE COMPLICATED AND NOT THE THEY'RE
7 COMPLICATED AND NOT THE MOST LIKELY TRANSACTIONS. LINE, MOST
8 LIKELY TRANSACTIONS. LINE, IN SAN FRANCISCO, BART TO MUNI IN
9 SAN FRANCISCO, BART TO MUNI IS THE MOST COMMON TRANSACTION IS
10 THE MOST COMMON TRANSACTION IN THE NORTH BAY, YOU KNOW, IN THE
11 NORTH BAY, YOU KNOW, THOSE FOUR PROVIDERS ARE THE THOSE FOUR
12 PROVIDERS ARE THE MOST COMMON TRANSACTION. I MOST COMMON
13 TRANSACTION. I WOULD REALLY START BY TRYING TO WOULD REALLY
14 START BY TRYING TO FIND A PROGRAM THAT WOULD BE FIND A PROGRAM
15 THAT WOULD BE APPEALING TO THE CUSTOMER APPEALING TO THE
16 CUSTOMER EXPERIENCE AND HELP GROW EXPERIENCE AND HELP GROW
17 RIDERSHIP AT THOSE, KIND OF, RIDERSHIP AT THOSE, KIND OF,
18 LIKE, SUBREGIONS, AND THEN TRY LIKE, SUBREGIONS, AND THEN TRY
19 TO SEE HOW IT COULD BECOME A TO SEE HOW IT COULD BECOME A
20 COHESIVE REGIONAL PRODUCT. COHESIVE REGIONAL PRODUCT.

21

22 **CHAIR, ROBERT POWERS:** OKAY.

23

24 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THOSE COMMENTS.

25 THANK YOU FOR THOSE COMMENTS. AND I'LL JUST WRAP UP HERE A AND



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1 I'LL JUST WRAP UP HERE A LITTLE BIT. SO, JUST A COUPLE LITTLE
2 BIT. SO, JUST A COUPLE OF COMMENT HERE. AND I'M NOT OF COMMENT
3 HERE. AND I'M NOT TRYING TO ANTAGONIZE ANYBODY, OR TRYING TO
4 ANTAGONIZE ANYBODY, OR BE DIFFICULT HERE, BUT, YOU BE
5 DIFFICULT HERE, BUT, YOU KNOW, I GUESS THIS IS TO BILL KNOW, I
6 GUESS THIS IS TO BILL AND MICHAEL AND RYAN AND AMY AND MICHAEL
7 AND RYAN AND AMY NOW, THE -- YOU KNOW, YOU'RE NOT NOW, THE --
8 YOU KNOW, YOU'RE NOT RESPONSIBLE FOR THE CHALLENGES
9 RESPONSIBLE FOR THE CHALLENGES ON THE CLIPPER2. I GET THAT. ON
10 THE CLIPPER2. I GET THAT. YOU JUST HAPPEN TO BE IN THE YOU
11 JUST HAPPEN TO BE IN THE WRONG PLACE AT THE WRONG TIME, WRONG
12 PLACE AT THE WRONG TIME, RIGHT NOW RIGHT? AND THAT'S THE RIGHT
13 NOW RIGHT? AND THAT'S THE NEXT AGENDA ITEM WITH DIRECTOR NEXT
14 AGENDA ITEM WITH DIRECTOR WEINSTEIN AND OTHERS. AND YOU
15 WEINSTEIN AND OTHERS. AND YOU KNOW, BUT YOU HAVE HAD THE KNOW,
16 BUT YOU HAVE HAD THE OPPORTUNITY NOW, YOU KNOW, THAT
17 OPPORTUNITY NOW, YOU KNOW, THAT IT'S -- I DON'T KNOW, THE IT'S
18 -- I DON'T KNOW, THE PROJECT IS, LIKE, PUSHING THREE PROJECT
19 IS, LIKE, PUSHING THREE YEARS BEHIND SCHEDULE -- AND YEARS
20 BEHIND SCHEDULE -- AND WE'LL TAKE THAT UP IN THE NEXT WE'LL
21 TAKE THAT UP IN THE NEXT ITEM AGAIN. BUT YOU SHOULD BE ITEM
22 AGAIN. BUT YOU SHOULD BE THINKING ABOUT, WE'RE NOT GOING
23 THINKING ABOUT, WE'RE NOT GOING TO -- WE DON'T WANT TO --
24 ASSUME TO -- WE DON'T WANT TO -- ASSUME WE GET OUR ACT
25 TOGETHER ON WE GET OUR ACT TOGETHER ON CLIPPER2, LET'S, IF WE



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1 CAN CLIPPER2, LET'S, IF WE CAN ASSUME THAT, AND I'M TRYING TO
2 ASSUME THAT, AND I'M TRYING TO FIGHT WITH JULIE KIRSCHBAUM ON
3 FIGHT WITH JULIE KIRSCHBAUM ON EITHER -- BUT IF WE DO GET OUR
4 EITHER -- BUT IF WE DO GET OUR ACT TOGETHER WE GET FULLY ACT
5 TOGETHER WE GET FULLY FUNCTIONAL STABLE SYSTEM THAT'S
6 FUNCTIONAL STABLE SYSTEM THAT'S RUNNING RIGHT, YOU GUYS THAT'S
7 RUNNING RIGHT, YOU GUYS THAT'S NOT WHEN YOU'RE STARTING TO NOT
8 WHEN YOU'RE STARTING TO THINK, RIGHT, YOU NEED TO COME THINK,
9 RIGHT, YOU NEED TO COME YOU SHOULD BE COMING TO THIS YOU
10 SHOULD BE COMING TO THIS BODY NEXT MONTH OR WHATEVER THE BODY
11 NEXT MONTH OR WHATEVER THE NEXT JOINT MEETING IS SAYING NEXT
12 JOINT MEETING IS SAYING HERE IS A RECOMMENDATION ON WHAT HERE
13 IS A RECOMMENDATION ON WHAT WE'RE GOING WITH TO DO WHEN WE'RE
14 GOING WITH TO DO WHEN CLIPPER2 GETS UP AND RUNNING AND
15 CLIPPER2 GETS UP AND RUNNING AND STABILIZING WE'RE GOING TO DO
16 STABILIZING WE'RE GOING TO DO WHATEVER IT IS IN ALL AGENCY
17 WHATEVER IT IS IN ALL AGENCY PASS WE'RE GOING DO FAMILY OF
18 PASS WE'RE GOING DO FAMILY OF WHATEVER IT IS GIVE US A RUN OF
19 WHATEVER IT IS GIVE US A RUN OF SHOW BECAUSE I TELL YOU I'M
20 NOT SHOW BECAUSE I TELL YOU I'M NOT AT A MEETING PUBLIC
21 MEETING AT A MEETING PUBLIC MEETING WHETHER IT'S THE BART
22 BOARD THE WHETHER IT'S THE BART BOARD THE BOARD OF COMMISSION,
23 WHATEVER BOARD OF COMMISSION, WHATEVER THE MEETING IS, PEOPLE
24 ARE THE MEETING IS, PEOPLE ARE ASKING FOR THESE FARE PRODUCTS,
25 ASKING FOR THESE FARE PRODUCTS, RIGHT? SO WHAT I DON'T WANT US



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1 RIGHT? SO WHAT I DON'T WANT US TO BE GUILTY OF IS YOU KNOW, TO
2 BE GUILTY OF IS YOU KNOW, AHEAD OF THE TAIL KIND OF AHEAD OF
3 THE TAIL KIND OF PROJECT DELIVERY THING, RIGHT? PROJECT
4 DELIVERY THING, RIGHT? MIKE YOU AND BILL AND RYAN AND MIKE YOU
5 AND BILL AND RYAN AND AMY SHOULD BE ALREADY, HERE IS AMY
6 SHOULD BE ALREADY, HERE IS OUR PLAN, ONCE YOU KNOW IF WE OUR
7 PLAN, ONCE YOU KNOW IF WE EVER GET OUR ACT TOGETHER ON EVER
8 GET OUR ACT TOGETHER ON CLIPPER2 WE'RE GOING TO GO, CLIPPER2
9 WE'RE GOING TO GO, BOOM, BOOM BOOM, AND I WOULD BOOM, BOOM
10 BOOM, AND I WOULD LIKE TO SEE WHAT THAT RUN OF LIKE TO SEE
11 WHAT THAT RUN OF SHOW LOOKS LIKE BECAUSE IT'S GOT SHOW LOOKS
12 LIKE BECAUSE IT'S GOT TO GET NAH GAITED IN FRONT OF TO GET NAH
13 GAITED IN FRONT OF THIS BOARD, RIGHT NOW AND I THIS BOARD,
14 RIGHT NOW AND I DON'T KNOW THAT THEY'RE -- I DON'T KNOW THAT
15 THEY'RE -- I DON'T -- KNOW DON'T WANT TO TELL DON'T -- KNOW
16 DON'T WANT TO TELL YOU HOW YOU SHOULD DO YOUR JOB YOU HOW YOU
17 SHOULD DO YOUR JOB BUT I HOPE THAT'S YOUR THINKING BUT I HOPE
18 THAT'S YOUR THINKING LIKE THAT RIGHT? YOU'RE NOT LIKE THAT
19 RIGHT? YOU'RE NOT GOING START LIKE OKAY NOW THESE GOING START
20 LIKE OKAY NOW THESE GUYS GOT THERE ACT TOGETHER WHAT GUYS GOT
21 THERE ACT TOGETHER WHAT ARE WE GOING TO DO I HOPE THAT'S ARE
22 WE GOING TO DO I HOPE THAT'S NOT HEAD TO TAIL LIKE THAT NOT
23 HEAD TO TAIL LIKE THAT ANYWAY BILL, EISEMAN AND RYAN, I ANYWAY
24 BILL, EISEMAN AND RYAN, I KNOW AIM, BUT I'M SURE YOU HAVE KNOW
25 AIM, BUT I'M SURE YOU HAVE GOT SOME KIND OF BACK THINKING GOT



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1 SOME KIND OF BACK THINKING ON WHAT WE'RE GOING ONCE TO GET ON
2 WHAT WE'RE GOING ONCE TO GET C2 UP AND RUNNING AND SO IT C2 UP
3 AND RUNNING AND SO IT WOULD BE GOOD TO KIND OF TEASE WOULD BE
4 GOOD TO KIND OF TEASE THAT OUT IN FRONT OF THIS BOARD THAT OUT
5 IN FRONT OF THIS BOARD SOONER RATHER THAN LATER IT WILL SOONER
6 RATHER THAN LATER IT WILL GO ALONG I'M TELLING YOU IT WILL GO
7 ALONG I'M TELLING YOU IT WILL GO A LONG WAY WITH OTHER BOARDS
8 GO A LONG WAY WITH OTHER BOARDS WE'RE ALL IN FRONT OF US
9 WHETHER WE'RE ALL IN FRONT OF US WHETHER IT'S MTC
10 COMMISSIONERS BART IT'S MTC COMMISSIONERS BART BOARD MUNI
11 BOARD YOU KNOW BOARD MUNI BOARD YOU KNOW RICHARDSON'S BOARD
12 THEY'RE ALL RICHARDSON'S BOARD THEY'RE ALL CHOMPING ON THE BIT
13 YOU KNOW FOR CHOMPING ON THE BIT YOU KNOW FOR THESE FARE
14 PRODUCTS SO YOU KNOW THESE FARE PRODUCTS SO YOU KNOW I DON'T
15 KNOW WHAT TO TELL THEM I DON'T KNOW WHAT TO TELL THEM SO
16 BECAUSE WE'RE NOT ALL ON THE SO BECAUSE WE'RE NOT ALL ON THE
17 SAME PAGE BECAUSE WE DON'T KNOW SAME PAGE BECAUSE WE DON'T
18 KNOW WHAT THIS PAGE IS SO ANYWAY WHAT THIS PAGE IS SO ANYWAY
19 THAT'S MY ADVICE AND THIS IS NOT THAT'S MY ADVICE AND THIS IS
20 NOT ME LECTURING THIS IS JUST I WANT ME LECTURING THIS IS JUST
21 I WANT TO ENCOURAGE YOU TO GET A TO ENCOURAGE YOU TO GET A
22 FRAMEWORK SO THAT WE CAN CHU ON FRAMEWORK SO THAT WE CAN CHU
23 ON A LITTLE BIT NOT BE HEAD TO TAIL A LITTLE BIT NOT BE HEAD
24 TO TAIL HERE. I'M SURE YOU ARE AND HERE. I'M SURE YOU ARE AND
25 THAT'S TO DIRECTOR CHOY AS WELL. THAT'S TO DIRECTOR CHOY AS



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1 WELL. SO, OKAY WE'RE GOING TO CLOSE SO, OKAY WE'RE GOING TO
2 CLOSE THIS AGENDA ITEM OUT MADAM THIS AGENDA ITEM OUT MADAM
3 CLERK, WHICH WAS AGENDA ITEM CLERK, WHICH WAS AGENDA ITEM
4 NUMBER 7B WE'RE GOING TO MOVE ON NUMBER 7B WE'RE GOING TO MOVE
5 ON TO AGENDA ITEM NUMBER -- THANK TO AGENDA ITEM NUMBER --
6 THANK YOU BACON EISEMAN, REEVES AND YOU BACON EISEMAN, REEVES
7 AND AMY, WELCOME ON BOARD. WE'RE AMY, WELCOME ON BOARD. WE'RE
8 GOING TO CLOSE OUT AGENDA ITEM GOING TO CLOSE OUT AGENDA ITEM
9 7B AND GOING TO MOVE TO AGENDA 7B AND GOING TO MOVE TO AGENDA
10 ITEM 7C IT'S A NICE TRANSITION ITEM 7C IT'S A NICE TRANSITION
11 FROM B TO C HERE AGENDA ITEM FROM B TO C HERE AGENDA ITEM
12 SEVEN C NEXT GENERATION CLIPPER SEVEN C NEXT GENERATION
13 CLIPPER UPDATE JASON I'M GOING TO TURN UPDATE JASON I'M GOING
14 TO TURN THIS OVER TO YOU TO FRAME THIS THIS OVER TO YOU TO
15 FRAME THIS UP? UP?

16

17 **JASON WEINSTEIN:** YES CHAIR

18

19 **JASON WEINSTEIN:** YES CHAIR POWERS. WE HAVE SOME SLIDES BUT
20 POWERS. WE HAVE SOME SLIDES BUT WHALE WE'RE GETTING THEM UP
21 WHALE WE'RE GETTING THEM UP SINCE OUR LAST MEETING WE HAVE
22 SINCE OUR LAST MEETING WE HAVE MADE SIGNIFICANT PROGRESS POOL
23 MADE SIGNIFICANT PROGRESS POOL IT DOES SEEM LIKE IT'S BEEN IT
24 DOES SEEM LIKE IT'S BEEN CHALLENGING AT TIMES IN CHALLENGING
25 AT TIMES IN ADDRESSING ISSUES IMPROVING THE ADDRESSING ISSUES



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1 IMPROVING THE EXPERIENCE FOR THE CUSTOMERS AND EXPERIENCE FOR
2 THE CUSTOMERS AND OPERATIONAL OPERATORS FRONT LINE OPERATIONAL
3 OPERATORS FRONT LINE STAFF WE'RE RAMPING UP MIGRATION STAFF
4 WE'RE RAMPING UP MIGRATION OF CUSTOMERS TO NEXT GENERATION OF
5 CUSTOMERS TO NEXT GENERATION SYSTEM IN ADDITION TO WRAPPING
6 SYSTEM IN ADDITION TO WRAPPING THAT UP I'LL COVER SPECIFIC
7 THAT UP I'LL COVER SPECIFIC PROGRESS IN A MINUTE BUT WANT TO
8 PROGRESS IN A MINUTE BUT WANT TO START WITH UPDATE ON WHERE WE
9 START WITH UPDATE ON WHERE WE STAND NOW WITH TRANSITION SO WE
10 STAND NOW WITH TRANSITION SO WE COULD GO TO THE NEXT SLIDE.
11 COULD GO TO THE NEXT SLIDE. SINCE POSTING THESE NUMBERS ARE
12 SINCE POSTING THESE NUMBERS ARE CHANGING WE'RE AT 2.4 MILLION
13 CHANGING WE'RE AT 2.4 MILLION CARDS NOW SINCE THE MATERIALS
14 CARDS NOW SINCE THE MATERIALS WERE POSTED AND 53% OF CLIPPER
15 WERE POSTED AND 53% OF CLIPPER TRIPS ARE ON THE NEW SYSTEM
16 TRIPS ARE ON THE NEW SYSTEM INCREMENTALLY UP FROM HERE I
17 INCREMENTALLY UP FROM HERE I THINK WE'RE AT 37 ON CLIPPER
18 THINK WE'RE AT 37 ON CLIPPER CARDS AND 16 ON CONTACTLESS BANK
19 CARDS AND 16 ON CONTACTLESS BANK CARDS CREDIT AND DEBIT CARDS
20 OF CARDS CREDIT AND DEBIT CARDS OF COURSE WE HAVE A NUMBER OF
21 CARDS COURSE WE HAVE A NUMBER OF CARDS TO BULK MIGRATE BUT AS
22 WAS TO BULK MIGRATE BUT AS WAS MENTION LAST TIME WE ARE ABOVE
23 MENTION LAST TIME WE ARE ABOVE 50% IN TERMS OF TRANSACTIONS
24 50% IN TERMS OF TRANSACTIONS THAT ARE PROCESSED ON THE NEXT
25 THAT ARE PROCESSED ON THE NEXT GENERATION SYSTEM. NEXT SLIDE.



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1 GENERATION SYSTEM. NEXT SLIDE. YOU CAN SEE HERE ON THIS SLIDE
2 YOU CAN SEE HERE ON THIS SLIDE AS OF THIS MONTH WE HAVE AS OF
3 THIS MONTH WE HAVE MIGRATED AS MENTIONED, SORRY, IN MIGRATED
4 AS MENTIONED, SORRY, IN TERMS OF JUNE'S NUMBERS HERE WE TERMS
5 OF JUNE'S NUMBERS HERE WE CONTINUE TO SEE GROWTH IN THE
6 CONTINUE TO SEE GROWTH IN THE SYSTEM ALMOST 16 MILLION TRIPS
7 SYSTEM ALMOST 16 MILLION TRIPS WERE PROCESSED BY THE NEW
8 SYSTEM WERE PROCESSED BY THE NEW SYSTEM IN JUNE AND
9 APPROXIMATELY 8 IN JUNE AND APPROXIMATELY 8 MILLION OF THOSE
10 WERE PROCESSED MILLION OF THOSE WERE PROCESSED THROUGH THE C2
11 SYSTEM. SO THIS THROUGH THE C2 SYSTEM. SO THIS NOW REPRESENTS
12 A SIGNIFICANT NOW REPRESENTS A SIGNIFICANT MAJORITY OF THE
13 REVENUE MAJORITY OF THE REVENUE COLLECTED BY CLIPPER, EVEN
14 COLLECTED BY CLIPPER, EVEN THOUGH WE HAVE 50% OF THE THOUGH WE
15 HAVE 50% OF THE TRANSACTIONS, THE ACTUAL THERE TRANSACTIONS,
16 THE ACTUAL THERE VALUE IS OF THE \$43 MILLION VALUE IS OF THE
17 \$43 MILLION COLLECTED JUST OVER 25 MILLION COLLECTED JUST OVER
18 25 MILLION IF IT WAS COLLECTED BY NEXGEN IF IT WAS COLLECTED
19 BY NEXGEN CLIPPER WHICH IS ABOUT 60% OF CLIPPER WHICH IS ABOUT
20 60% OF THE REVENUE. NEXT SLIDE. THE REVENUE. NEXT SLIDE. I DID
21 WANT TO TALK FOR A SECOND I DID WANT TO TALK FOR A SECOND
22 ABOUT THE CUSTOMER SERVICE ABOUT THE CUSTOMER SERVICE CENTER.
23 THE CLIPPER CUSTOMER CENTER. THE CLIPPER CUSTOMER SERVICE
24 CENTER PERFORMANCE ALSO SERVICE CENTER PERFORMANCE ALSO
25 REMAINS STABLE WHILE CALL REMAINS STABLE WHILE CALL VOLUMES



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1 INCREASED IN JUNE VOLUMES INCREASED IN JUNE ACTUALLY COMPARED
2 TO MAY, THE ACTUALLY COMPARED TO MAY, THE AVERAGE WAIT TIME TO
3 SPEAK TO AN AVERAGE WAIT TIME TO SPEAK TO AN AGENT REMAINED
4 AROUND SEVEN AGENT REMAINED AROUND SEVEN MINUTES AND THE CALL
5 HANDLING MINUTES AND THE CALL HANDLING TIMES HAVE CONTINUED TO
6 DECREASE TIMES HAVE CONTINUED TO DECREASE IN FACT FOR THE
7 FIRST COUPLE OF IN FACT FOR THE FIRST COUPLE OF WEEKS OF JULY
8 THOSE NUMBERS WERE WEEKS OF JULY THOSE NUMBERS WERE AROUND
9 THREE MINUTES AND OF AROUND THREE MINUTES AND OF COURSE WE
10 WERE CONTINUING COURSE WE WERE CONTINUING MONITOR THE PROGRESS
11 THERE TO MONITOR THE PROGRESS THERE TO MAKE SURE THAT WE'RE
12 PROVIDING MAKE SURE THAT WE'RE PROVIDING GOOD CUSTOMER SERVICE
13 AND IN A GOOD CUSTOMER SERVICE AND IN A TIMELY FASHION TO
14 CUSTOMERS SO TIMELY FASHION TO CUSTOMERS SO WE'LL SEE HOW THE
15 REST OF THE WE'LL SEE HOW THE REST OF THE MONTH GOES. BUT
16 CURRENTLY LOOKS MONTH GOES. BUT CURRENTLY LOOKS GOOD AROUND
17 THREE MINUTES. NEXT GOOD AROUND THREE MINUTES. NEXT SLIDE.
18 SLIDE. I HAVE ALLUDED ON THE FIRST I HAVE ALLUDED ON THE FIRST
19 SLIDE WE HAVE ACCOMPLISHED QUITE SLIDE WE HAVE ACCOMPLISHED
20 QUITE A BIT SINCE THE JUNE CEB MEETING A BIT SINCE THE JUNE
21 CEB MEETING WE HAVE DEPLOYED NUMEROUS SYSTEM WE HAVE DEPLOYED
22 NUMEROUS SYSTEM UPDATES WHICH YOU CAN SEE ON THE UPDATES WHICH
23 YOU CAN SEE ON THE SLIDE, INCLUDED BACK OFFICE SLIDE, INCLUDED
24 BACK OFFICE SERVER UPDATES IMPROVED OVERALL SERVER UPDATES
25 IMPROVED OVERALL SYSTEM PERFORMANCE ALSO INCLUDED SYSTEM



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1 PERFORMANCE ALSO INCLUDED NUMEROUS SOFTWARE UPDATES WITH
2 NUMEROUS SOFTWARE UPDATES WITH FIXES FOR CRITICAL ISSUES FOR
3 FIXES FOR CRITICAL ISSUES FOR KEY BACK OFFICE COMPONENTS KEY
4 BACK OFFICE COMPONENTS CUSTOMER SERVICE TERMINALS CUSTOMER
5 SERVICE TERMINALS IN-PERSON CUSTOMER SERVICE IN-PERSON
6 CUSTOMER SERVICE LOCATIONS FIXES FOR FINANCIAL LOCATIONS FIXES
7 FOR FINANCIAL SETTLEMENT REPORTING AND UPDATE SETTLEMENT
8 REPORTING AND UPDATE TO THE CLIPPER MOBILE APP AND TO THE
9 CLIPPER MOBILE APP AND NEW SOFTWARE AND FIRMWARE FOR NEW
10 SOFTWARE AND FIRMWARE FOR THE FARE INSPECTION DEVICES WE THE
11 FARE INSPECTION DEVICES WE HAVE ALSO BEEN PERFORMING BULK HAVE
12 ALSO BEEN PERFORMING BULK MIGRATION RUNS INCLUDING MIGRATION
13 RUNS INCLUDING SUCCESSFUL RUNS OF THE MARINE SUCCESSFUL RUNS
14 OF THE MARINE TRANSIT RIDERS ON JUNE 11TH TO TRANSIT RIDERS ON
15 JUNE 11TH TO ALLOW MARINE TRANSIT TO START ALLOW MARINE
16 TRANSIT TO START PROMOTING THEIR ACCOUNT-BASED PROMOTING THEIR
17 ACCOUNT-BASED FEATURES TO THE RIDERS BECAUSE FEATURES TO THE
18 RIDERS BECAUSE THEY HAVE A VERY DIFFERENT THEY HAVE A VERY
19 DIFFERENT COMPARED TO OTHER OPERATORS COMPARED TO OTHER
20 OPERATORS EXPERIENCE BETWEEN C1 AND C2 WE EXPERIENCE BETWEEN
21 C1 AND C2 WE HAVE DONE NUMEROUS MIGRATION HAVE DONE NUMEROUS
22 MIGRATION TESTS WITH PLASTIC AND MOBILE TESTS WITH PLASTIC AND
23 MOBILE CARDS TO CONFIRM MIGRATION CARDS TO CONFIRM MIGRATION
24 PERFORMANCE AND TECHNICAL PERFORMANCE AND TECHNICAL READINESS
25 FOR BULK MIGRATION AS READINESS FOR BULK MIGRATION AS WAS



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1 ALLUDED TO BY A NUMBER OF WAS ALLUDED TO BY A NUMBER OF BOARD
2 MEMBERS WE DO NEED TO HAVE BOARD MEMBERS WE DO NEED TO HAVE
3 SYSTEM STABILITY AND I CAN THEY SYSTEM STABILITY AND I CAN
4 THEY WE HAVE HAD MUCH IMPROVED SINCE WE HAVE HAD MUCH IMPROVED
5 SINCE THE LAST CEB, LAST MAJOR THE LAST CEB, LAST MAJOR
6 INCIDENT TO OCCUR WAS OUR OWN INCIDENT TO OCCUR WAS OUR OWN
7 FAULT JUNE 10TH THAT AFFECTED FAULT JUNE 10TH THAT AFFECTED
8 CLIPPER SALES CHANNELS AND CLIPPER SALES CHANNELS AND PREVENT
9 THE CUSTOMERS FROM PREVENT THE CUSTOMERS FROM PURCHASING AND
10 ADDING VALUE TO PURCHASING AND ADDING VALUE TO CLIPPER CARDS
11 HOWEVER WE HAVE CLIPPER CARDS HOWEVER WE HAVE CONTINUED TO
12 HAVE NO OUTAGES CONTINUED TO HAVE NO OUTAGES PREVENTING
13 CUSTOMERS FROM PREVENTING CUSTOMERS FROM TAPPING CLIPPER CARDS
14 OR CREDIT TAPPING CLIPPER CARDS OR CREDIT AND DEBIT CARDS
15 DURING THAT TIME AND DEBIT CARDS DURING THAT TIME TO PAY FOR
16 FARES WE'RE FOCUSED TO PAY FOR FARES WE'RE FOCUSED ON TWO
17 SIGNIFICANT ONGOING ON TWO SIGNIFICANT ONGOING ISSUES
18 AFFECTING OPERATION ISSUES AFFECTING OPERATION THAT'S THE
19 RELIABILITY OF THE THAT'S THE RELIABILITY OF THE FARE
20 INSPECTION DEVICES ALSO FARE INSPECTION DEVICES ALSO KNOWN AS
21 FIMPS AND THOSE ARE THE KNOWN AS FIMPS AND THOSE ARE THE BART
22 CLIPPER VENDING MACHINES BART CLIPPER VENDING MACHINES BOTH
23 HAD SIGNIFICANT IMPACTS TO BOTH HAD SIGNIFICANT IMPACTS TO
24 OPERATOR FRONTLINE STAFF AND WE OPERATOR FRONTLINE STAFF AND
25 WE ACKNOWLEDGE THAT AND WORKING ACKNOWLEDGE THAT AND WORKING



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1 WITH THEM TO RESOLVE IT. NEXT WITH THEM TO RESOLVE IT. NEXT
2 SLIDE. IN TERMS OF SLIDE. IN TERMS OF PREREQUISITES FOR THE
3 START OF PREREQUISITES FOR THE START OF BULK MIGRATION MTC AND
4 TRANSIT BULK MIGRATION MTC AND TRANSIT OPERATOR STAFF HAVE
5 ESTABLISHED OPERATOR STAFF HAVE ESTABLISHED CONDITIONS AS
6 PREREQUISITES FOR CONDITIONS AS PREREQUISITES FOR CUBIC TO
7 START BULK MIGRATION CUBIC TO START BULK MIGRATION WHICH
8 INCLUDE SHOWN ON THIS WHICH INCLUDE SHOWN ON THIS SLIDE
9 REMAINING TO BE MET MOST SLIDE REMAINING TO BE MET MOST
10 CRITICAL AND DEMONSTRATED SYSTEM CRITICAL AND DEMONSTRATED
11 SYSTEM STABILITY WHICH IS MENTIONED ON STABILITY WHICH IS
12 MENTIONED ON THE LAST SLIDE IS IMPORTANT TO THE LAST SLIDE IS
13 IMPORTANT TO HANDLE INCREASED LOAD AND HANDLE INCREASED LOAD
14 AND PROCESSING OF ACCOUNT MIGRATIONS PROCESSING OF ACCOUNT
15 MIGRATIONS AND ACCOUNT-BASED FARE AND ACCOUNT-BASED FARE
16 TRANSACTIONS THIS HAS BEEN TRANSACTIONS THIS HAS BEEN
17 SIGNIFICANT STABILITY SHOWN IN SIGNIFICANT STABILITY SHOWN IN
18 TERMS OF IN JUNE THERE WERE TERMS OF IN JUNE THERE WERE
19 LIMITED OUTAGES AFFECTING THE LIMITED OUTAGES AFFECTING THE
20 CLIPPER SALES CHANNEL BUT LAST CLIPPER SALES CHANNEL BUT LAST
21 WEEK THEY HAD MET THE 30 DAY WEEK THEY HAD MET THE 30 DAY
22 STABILITY I THINK WE'RE UP TO 40 STABILITY I THINK WE'RE UP TO
23 40 SOMETHING DAYS WITH THE SOMETHING DAYS WITH THE EXCEPTION
24 OF SOMETHING I'M GOING EXCEPTION OF SOMETHING I'M GOING TO
25 MENTION RIGHT NOW, CLIPPER OR TO MENTION RIGHT NOW, CLIPPER OR



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1 CUBIC'S BACK OFFICE SYSTEMS WERE CUBIC'S BACK OFFICE SYSTEMS
2 WERE AFFECTED BY A WEST COAST AFFECTED BY A WEST COAST
3 REGIONAL MICROSOFT AZURE OUTAGE REGIONAL MICROSOFT AZURE
4 OUTAGE THIS PAST THURSDAY WHICH LED TO THIS PAST THURSDAY
5 WHICH LED TO OUTAGES FOR THE CLIPPER CALL OUTAGES FOR THE
6 CLIPPER CALL CENTER VENDING MACHINES FARE CENTER VENDING
7 MACHINES FARE INSPECTION DEVICES IN THE MOBILE INSPECTION
8 DEVICES IN THE MOBILE APP FOR ABOUT FOUR HOURS WHILE APP FOR
9 ABOUT FOUR HOURS WHILE THIS WAS TAKING PLACE WHILE THIS THIS
10 WAS TAKING PLACE WHILE THIS OUTAGE LIKE ALL PREVIOUS OUTAGES
11 OUTAGE LIKE ALL PREVIOUS OUTAGES SINCE LAUNCH DIDN'T AFFECT
12 THE SINCE LAUNCH DIDN'T AFFECT THE ABILITY FOR CUSTOMERS TO
13 TAP A ABILITY FOR CUSTOMERS TO TAP A CLIPPER CARD OR BANK CARD
14 TO PAY CLIPPER CARD OR BANK CARD TO PAY IT DID HAVE
15 SIGNIFICANT IMPACTS IT DID HAVE SIGNIFICANT IMPACTS
16 PARTICULARLY ON FRONT LINE PARTICULARLY ON FRONT LINE OPERATOR
17 STAFF AND IT REALLY OPERATOR STAFF AND IT REALLY DOES
18 UNDERSCORE THE NEED FOR DOES UNDERSCORE THE NEED FOR CONTINUED
19 EFFORTS BY CUBIC TO CONTINUED EFFORTS BY CUBIC TO IMPROVE THE
20 RESILIENCY OF THE C2 IMPROVE THE RESILIENCY OF THE C2 SYSTEM
21 AND OTHER KEY SYSTEM AND OTHER KEY PREREQUISITES WHICH ARE
22 PREREQUISITES WHICH ARE DEPENDENT ON REMAINING FIXES DEPENDENT
23 ON REMAINING FIXES CUBIC FOR CRITICAL ISSUES CUBIC FOR
24 CRITICAL ISSUES SIGNIFICANT ONE REMAINING IN THE SIGNIFICANT
25 ONE REMAINING IN THE CATEGORY OF SYSTEM STABILITY IN CATEGORY



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1 OF SYSTEM STABILITY IN THE IMMEDIATE FAILURES OF THE THE
2 IMMEDIATE FAILURES OF THE BART CLIPPER CARD ISSUANCE AT BART
3 CLIPPER CARD ISSUANCE AT BART VENDING MACHINES WHICH I BART
4 VENDING MACHINES WHICH I MENTIONED A MOMENT AGO WHICH THE
5 MENTIONED A MOMENT AGO WHICH THE TANGIBLE EVIDENCE IS OF THIS
6 TANGIBLE EVIDENCE IS OF THIS WHICH CAN BRING BART CUSTOMERS
7 WHICH CAN BRING BART CUSTOMERS FROM PURCHASING BART CLIPPER OR
8 FROM PURCHASING BART CLIPPER OR CLIPPER CARDS AT CERTAIN
9 CLIPPER CARDS AT CERTAIN STATIONS CUBIC HAS IDENTIFIED
10 STATIONS CUBIC HAS IDENTIFIED THE ROOT CAUSE BUT STILL WORKING
11 THE ROOT CAUSE BUT STILL WORKING THROUGH A FIX FOR THE ISSUE
12 THROUGH A FIX FOR THE ISSUE WHICH HAS SIGNIFICANT IMPACTS
13 WHICH HAS SIGNIFICANT IMPACTS WHEN CUSTOMERS INTERACT WITH THE
14 WHEN CUSTOMERS INTERACT WITH THE STATION AGENTS THEY'RE NOT
15 HAPPY STATION AGENTS THEY'RE NOT HAPPY ABOUT THAT SO IT'S A
16 TOP ABOUT THAT SO IT'S A TOP PRIORITY FOR CUBIC, VIX HAS ALSO
17 PRIORITY FOR CUBIC, VIX HAS ALSO REMAINED NEED FOR FARE
18 REMAINED NEED FOR FARE INSPECTION DEVICES THE LATEST
19 INSPECTION DEVICES THE LATEST SOFTWARE UPDATE BEING USED BY
20 SOFTWARE UPDATE BEING USED BY INSPECTORS AND STATION AGENTS
21 INSPECTORS AND STATION AGENTS HAS SIGNIFICANT IMPROVEMENTS IN
22 HAS SIGNIFICANT IMPROVEMENTS IN PERFORMANCE BUT FIXES ARE
23 STILL PERFORMANCE BUT FIXES ARE STILL NEEDED TO ADDRESS
24 INTERMITTENT NEEDED TO ADDRESS INTERMITTENT ISSUES WITH THE
25 CARD READERS AND ISSUES WITH THE CARD READERS AND INVALID



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1 RESULTS. THAT WOULD INVALID RESULTS. THAT WOULD MEAN YOU HAD A
2 VALID TAP YOU MEAN YOU HAD A VALID TAP YOU WERE IN THE SYSTEM
3 AND WHEN A WERE IN THE SYSTEM AND WHEN A FARE INSPECTOR COMES
4 TO INSPECT FARE INSPECTOR COMES TO INSPECT YOUR CARD IT SAYS
5 NO YOU DON'T YOUR CARD IT SAYS NO YOU DON'T HAVE A VALID TAB
6 THOSE NUMBERS HAVE A VALID TAB THOSE NUMBERS ARE VERY SMALL
7 LIKE LESS THAN 1% ARE VERY SMALL LIKE LESS THAN 1% ALL TAPS
8 THAT HAPPEN BUT IN ALL TAPS THAT HAPPEN BUT IN ORDER TO BE
9 ABLE TO RELIABLY ORDER TO BE ABLE TO RELIABLY FARE INSPECT YOU
10 NEED THAT THING FARE INSPECT YOU NEED THAT THING TO WORK ALL
11 THE TIME SO WE DO TO WORK ALL THE TIME SO WE DO UNDERSTAND THE
12 CHALLENGE THAT UNDERSTAND THE CHALLENGE THAT PRESENTS AS
13 TRANSIT OPERATORS PRESENTS AS TRANSIT OPERATORS NEED TO DO
14 FARE INSPECTION NEED TO DO FARE INSPECTION FINALLY REPORT
15 FINANCIAL FINALLY REPORT FINANCIAL RECONCILIATION WE HAVE
16 RECONCILIATION WE HAVE SIGNIFICANTLY IMPROVED SINCE
17 SIGNIFICANTLY IMPROVED SINCE LAST UPDATE FIXES HAVE BEEN LAST
18 UPDATE FIXES HAVE BEEN DEPLOYED FOR BOTH OPERATIONAL DEPLOYED
19 FOR BOTH OPERATIONAL REPORTS AND FINANCIAL SETTLEMENT REPORTS
20 AND FINANCIAL SETTLEMENT AND SETTLEMENT PROCESS AND SETTLEMENT
21 PROCESS WALKTHROUGHS WITH OPERATIONS WALKTHROUGHS WITH
22 OPERATIONS HAVE STARTED WE STARTED WITH HAVE STARTED WE
23 STARTED WITH GOLDEN GATE I BELIEVE WE'RE GOLDEN GATE I BELIEVE
24 WE'RE GOING TO NEED CALTRAIN NEXT WEEK GOING TO NEED CALTRAIN
25 NEXT WEEK WORK STILL REMAINS TO FIRM ALL WORK STILL REMAINS TO



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1 FIRM ALL INFORMATION NEEDED FOR OPERATORS INFORMATION NEEDED
2 FOR OPERATORS TO CLOSE THEIR BOOKS ON THE PAST TO CLOSE THEIR
3 BOOKS ON THE PAST FISCAL YEAR ENDING LAST MONTH FISCAL YEAR
4 ENDING LAST MONTH WE'RE NOT DONE YET BUT CUBIC AND WE'RE NOT
5 DONE YET BUT CUBIC AND MTC, OPERATOR STAFF ARE ENGAGED MTC,
6 OPERATOR STAFF ARE ENGAGED IN THE WORK NEEDED TO CLOSE THIS IN
7 THE WORK NEEDED TO CLOSE THIS OUT FINALLY ONE ISSUE WITH OUT
8 FINALLY ONE ISSUE WITH STABILITY OF CUBIC'S CUSTOMER STABILITY
9 OF CUBIC'S CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM
10 RELATIONSHIP MANAGEMENT SYSTEM THAT'S PART OF THE SYSTEM THAT
11 THAT'S PART OF THE SYSTEM THAT WSP USES TO SUPPORT CUSTOMERS
12 WSP USES TO SUPPORT CUSTOMERS WHEN THEY CALL IN THIS IS AN
13 WHEN THEY CALL IN THIS IS AN DISCRIMINATE ISSUE WHERE IT LOGS
14 DISCRIMINATE ISSUE WHERE IT LOGS THE CUSTOMER SERVICE AGENT IN
15 THE CUSTOMER SERVICE AGENT IN AND OUT WE DO HAVE WORK AROUND
16 AND OUT WE DO HAVE WORK AROUND IT BUT OBVIOUSLY A LOT SMOOTHER
17 IT BUT OBVIOUSLY A LOT SMOOTHER IF WE GET THE PROBLEM FIXED.
18 IF WE GET THE PROBLEM FIXED. NEXT SLIDE. IN TERMS OF NEXT NEXT
19 SLIDE. IN TERMS OF NEXT STEPS PRIOR TO START OF FULL BUG STEPS
20 PRIOR TO START OF FULL BUG MIGRATION WE CONTINUE TO WORK
21 MIGRATION WE CONTINUE TO WORK WITH CUBIC ON RAMPING UP BULK
22 WITH CUBIC ON RAMPING UP BULK MIGRATION TESTING IT PARTICULAR
23 MIGRATION TESTING IT PARTICULAR LEE TO CONFIRM SYSTEM
24 READINESS LEE TO CONFIRM SYSTEM READINESS FOR MIGRATION OF THE
25 REMAINING FOR MIGRATION OF THE REMAINING DISCOUNT SO TO



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1 CONFIRM SYSTEM DISCOUNT SO TO CONFIRM SYSTEM READINESS FOR
2 MIGRATION OF THE READINESS FOR MIGRATION OF THE REMAINING
3 DISCOUNT CARD HOLDERS REMAINING DISCOUNT CARD HOLDERS WHO HAVE
4 NOT YET MIGRATED VIA WHO HAVE NOT YET MIGRATED VIA ON-DEMAND
5 METHODS THIS GROUP ON-DEMAND METHODS THIS GROUP REMAINS OUR
6 TOP PRIORITY FOR REMAINS OUR TOP PRIORITY FOR BRINGING OVER
7 THE NEW SYSTEM SO BRINGING OVER THE NEW SYSTEM SO THEY CAN
8 TAKE ADVANTAGE OF THE THEY CAN TAKE ADVANTAGE OF THE REGIONAL
9 TRANSFER DISCOUNTS YOU REGIONAL TRANSFER DISCOUNTS YOU AND
10 OTHER BENEFIT WITHES THAT AND OTHER BENEFIT WITHES THAT WERE
11 DESCRIBED BUT LAST ITEM WE WERE DESCRIBED BUT LAST ITEM WE
12 PLAN TO CONTINUE PROGRESS BY PLAN TO CONTINUE PROGRESS BY
13 USING BOTH MIGRATION TESTING AS USING BOTH MIGRATION TESTING
14 AS OPPORTUNITY TO MIGRATE GROUPS OF OPPORTUNITY TO MIGRATE
15 GROUPS OF CARD HOLDERS TO ADDRESS SPECIFIC CARD HOLDERS TO
16 ADDRESS SPECIFIC ARE OPERATIONAL NEEDS AND ARE OPERATIONAL
17 NEEDS AND MIGRATE INACTIVE CARDS IN MIGRATE INACTIVE CARDS IN
18 PREPARATION FOR DECOMMISSIONS OF PREPARATION FOR DECOMMISSIONS
19 OF THE LEGACY SYSTEM AS WE PREPARE THE LEGACY SYSTEM AS WE
20 PREPARE FOR BULK MIGRATION WE'LL FOR BULK MIGRATION WE'LL
21 CONTINUE REGULAR UPDATES TO THE CONTINUE REGULAR UPDATES TO
22 THE CLIPPER EXECUTIVE BOARD TO THE CLIPPER EXECUTIVE BOARD TO
23 THE EXTENT THAT WE'RE MEETING EXTENT THAT WE'RE MEETING
24 TOGETHER THE REGIONAL NETWORK TOGETHER THE REGIONAL NETWORK
25 MANAGEMENT COUNCIL AS WE MANAGEMENT COUNCIL AS WE PROGRESS



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1 TOWARD BULK MIGRATION PROGRESS TOWARD BULK MIGRATION READINESS
2 WITH THE CLIPPER READINESS WITH THE CLIPPER EXECUTIVE BOARD
3 LEADERSHIP EXECUTIVE BOARD LEADERSHIP AUTHORIZING THE RAMP UP
4 OF AUTHORIZING THE RAMP UP OF MIGRATION ONCE READINESS IS
5 MIGRATION ONCE READINESS IS CONFIRMED FINALLY AS DISCUSSED
6 CONFIRMED FINALLY AS DISCUSSED IN THE PREVIOUS CLIPPER IN THE
7 PREVIOUS CLIPPER EXECUTIVE BOARD MEETINGS AND EXECUTIVE BOARD
8 MEETINGS AND WITH MTC COMMISSIONERS AS WITH MTC COMMISSIONERS
9 AS RECENTLY AS FRIDAY NTT PLANS TO RECENTLY AS FRIDAY NTT
10 PLANS TO UNDERTAKE POST DELIVERY SYSTEM UNDERTAKE POST
11 DELIVERY SYSTEM FOR THE REGION'S TRANSIT RIDERS FOR THE
12 REGION'S TRANSIT RIDERS WITH THAT MYSELF AND OTHERS ARE WITH
13 THAT MYSELF AND OTHERS ARE AVAILABLE TO ANSWER QUESTIONS.
14 AVAILABLE TO ANSWER QUESTIONS. THANK YOU FOR. THANK YOU FOR.

15

16 **CHAIR, ROBERT POWERS:** THANK

17

18 **CHAIR, ROBERT POWERS:** THANK YOU FOR THAT UPDATE. DIRECTOR YOU
19 FOR THAT UPDATE. DIRECTOR WEINSTEIN. MADAM CLERK PUBLIC
20 WEINSTEIN. MADAM CLERK PUBLIC COMMENT ON THE ITEM IN FRONT OF
21 COMMENT ON THE ITEM IN FRONT OF THE BOARD HERE EITHER VIRTUAL
22 OR THE BOARD HERE EITHER VIRTUAL OR IN THE ROOM? IN THE ROOM?

23

24 **BOARD CLERK:** I RECEIVED

25



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1 **BOARD CLERK:** I RECEIVED NOTHING IN WRITING BUT HAVE ONE
2 NOTHING IN WRITING BUT HAVE ONE MEMBER OF THE BOARDROOM
3 WANTING MEMBER OF THE BOARDROOM WANTING TO SPEAK AND ONE IN
4 THE ZOOM TO SPEAK AND ONE IN THE ZOOM SPACE. FIRST WE HAVE
5 ALETA SPACE. FIRST WE HAVE ALETA DUPREE. YOU HAVE TWO MINUTES.
6 DUPREE. YOU HAVE TWO MINUTES.

7

8 **SPEAKER:** THANKS AGAIN CHAIR

9

10 **SPEAKER:** THANKS AGAIN CHAIR BOB POWERS AND MEMBERS. ALETA BOB
11 POWERS AND MEMBERS. ALETA ADMIT FOR THE RECORD SHE AND HER
12 ADMIT FOR THE RECORD SHE AND HER WITH TEAM FOLDS I'M DOING
13 THIS I WITH TEAM FOLDS I'M DOING THIS I DID CALL THE CUSTOMER
14 SERVICE DID CALL THE CUSTOMER SERVICE CENTER MAYBE TWO WEEKS
15 AGO HAD CENTER MAYBE TWO WEEKS AGO HAD TO CALL FOR A FARE
16 ADJUSTMENT TO CALL FOR A FARE ADJUSTMENT AND QUESTION CALLED
17 THEM TWICE AND QUESTION CALLED THEM TWICE MIDDAY MID-WEEK
18 MIDDAY TWO MIDDAY MID-WEEK MIDDAY TWO MINUTES UNDER TWO
19 MINUTES THEY MINUTES UNDER TWO MINUTES THEY ANSWERED MY CALL
20 AND WITH THAT ANSWERED MY CALL AND WITH THAT INCLUDES ALL THE
21 CALL PROMPTS INCLUDES ALL THE CALL PROMPTS AND MEN USE TWO
22 MINUTES FROM THE AND MEN USE TWO MINUTES FROM THE TIME I
23 INITIATED THE CALL TWO TIME I INITIATED THE CALL TWO MINUTES.
24 SO I WAS TALKING TO A MINUTES. SO I WAS TALKING TO A PERSON
25 THEY TOOK CARE OF ME. PERSON THEY TOOK CARE OF ME. THEY GOT



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1 THE ADJUSTMENT BACK THEY GOT THE ADJUSTMENT BACK INTO MY
2 ACCOUNT IMMEDIATELY. I INTO MY ACCOUNT IMMEDIATELY. I USED IT
3 TO TAKE TIME SO THANK USED IT TO TAKE TIME SO THANK YOU FOR
4 THAT. FOR ME IT'S I'LL YOU FOR THAT. FOR ME IT'S I'LL SAY IT'S
5 A LOT IT'S GENERALLY SAY IT'S A LOT IT'S GENERALLY BEEN A GOOD
6 NEWS STORY I WASN'T BEEN A GOOD NEWS STORY I WASN'T HERE ON
7 THE JUNE 1ST AND 10th HERE ON THE JUNE 1ST AND 10th ISSUES, I
8 WAS DOWN IN LAS VEGAS ISSUES, I WAS DOWN IN LAS VEGAS I READ
9 ABOUT IT AND DON'T KNOW I READ ABOUT IT AND DON'T KNOW HOW
10 THAT WOULD HAVE AFFECTED MY HOW THAT WOULD HAVE AFFECTED MY
11 APP LOADING BUT I ALWAYS TRY TO APP LOADING BUT I ALWAYS TRY
12 TO KEEP AT LEAST A DAY OR TWO WORTH KEEP AT LEAST A DAY OR TWO
13 WORTH WIFE BALANCE ON MY ACCOUNT I CAN WIFE BALANCE ON MY
14 ACCOUNT I CAN USE OPEN PAYMENTS BUT WE DON'T USE OPEN PAYMENTS
15 BUT WE DON'T HAVE REDUCED FARE FOR OPEN HAVE REDUCED FARE FOR
16 OPEN PAYMENTS SO I DON'T WANT TO PAY PAYMENTS SO I DON'T WANT
17 TO PAY MORE IF I CAN HELP IT BUT MORE IF I CAN HELP IT BUT
18 SOMETIMES I DO OPEN PAYMENTS SO SOMETIMES I DO OPEN PAYMENTS
19 SO I CAN SHARE THE EXPERIENCE WITH I CAN SHARE THE EXPERIENCE
20 WITH YOU, I HAVE USED CALTRAIN A YOU, I HAVE USED CALTRAIN A
21 COUPLE OF TIMES LATELY, THE COUPLE OF TIMES LATELY, THE
22 SCANNING IS WORKING WELL, BOTH SCANNING IS WORKING WELL, BOTH
23 THE DOOR SCANNING AND THE ON THE DOOR SCANNING AND THE ON
24 TRAIN SCANNING LIKE A SECOND OR TRAIN SCANNING LIKE A SECOND
25 OR SO THE LINES ARE MOVING I WENT SO THE LINES ARE MOVING I



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1 WENT DOWN THERE IN JULY 1ST WITH THE DOWN THERE IN JULY 1ST
2 WITH THE CROWD OF PEOPLE HEADING DOWN TO CROWD OF PEOPLE
3 HEADING DOWN TO FIFA AND I MEAN THE TRANSFERS FIFA AND I MEAN
4 THE TRANSFERS ARE CALCULATING CORRECTLY I'M ARE CALCULATING
5 CORRECTLY I'M STILL LEARNING ABOUT HOW THESE STILL LEARNING
6 ABOUT HOW THESE TRANSFERS WORK SOME OF IT IS TRANSFERS WORK
7 SOME OF IT IS VERY NUANCED ABOUT WHAT TAKES VERY NUANCED ABOUT
8 WHAT TAKES EFFECT WITHIN TWO HOURS THESE EFFECT WITHIN TWO
9 HOURS THESE ARE QUESTIONS I CAN ASK OFFLINE. ARE QUESTIONS I
10 CAN ASK OFFLINE. HOW DO WE GET MORE PEOPLE HOW DO WE GET MORE
11 PEOPLE INTERESTED IN THIS? I DON'T INTERESTED IN THIS? I DON'T
12 KNOW. I CAN ONLY PRACTICE MY KNOW. I CAN ONLY PRACTICE MY
13 SUBWAY ANNOUNCEMENTS. PERHAPS SUBWAY ANNOUNCEMENTS. PERHAPS
14 STAND CLEAR OF THE CLOSING STAND CLEAR OF THE CLOSING DOORS. I
15 DON'T KNOW. LET'S GET DOORS. I DON'T KNOW. LET'S GET PEOPLE
16 INTERESTED. PEOPLE INTERESTED. THANK YOU. THANK YOU.

17

18 **BOARD CLERK:** THANK YOU,

19

20 **BOARD CLERK:** THANK YOU, ALETA. NEXT WE HAVE ADINA ALETA. NEXT
21 WE HAVE ADINA LEVIN. LEVIN.

22

23 **ADINA LEVIN:** I'M GOING TO

24



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1 **ADINA LEVIN:** I'M GOING TO SPEAK ON THIS ONE AS AN SPEAK ON
2 THIS ONE AS AN INDIVIDUAL WITH A USE CASE INDIVIDUAL WITH A
3 USE CASE THAT'S REALLY BITING ME THAT'S REALLY BITING ME
4 PERSONALLY. SO, I LIVED BY PERSONALLY. SO, I LIVED BY CALTRAIN
5 LINE, AND I NEVER CALTRAIN LINE, AND I NEVER REMEMBER IF I
6 TAPPED OR NOT REMEMBER IF I TAPPED OR NOT IMMEDIATELY. LIKE,
7 I'M GETTING IMMEDIATELY. LIKE, I'M GETTING ON AND OFF THE
8 TRAIN AND I'M ON AND OFF THE TRAIN AND I'M TALKING ON THE
9 PHONE OR TALKING ON THE PHONE OR LISTENING TO SOMETHING AND I
10 LISTENING TO SOMETHING AND I JUST DON'T REMEMBER AND WITH THE
11 JUST DON'T REMEMBER AND WITH THE OLD SYSTEM YOU COULD TAP AND
12 THE OLD SYSTEM YOU COULD TAP AND THE READER WOULD CHECK AND
13 THAT'S READER WOULD CHECK AND THAT'S NOT WHAT HAPPENS IN THE
14 CURRENT NOT WHAT HAPPENS IN THE CURRENT SYSTEM WHICH WOULD BE
15 OKAY IF IT SYSTEM WHICH WOULD BE OKAY IF IT WORKED FOR YOU TO
16 CHECK A MOBILE WORKED FOR YOU TO CHECK A MOBILE DEVICE AND IT
17 WOULD SAY IF YOU DEVICE AND IT WOULD SAY IF YOU CHECKED OR NOT
18 BUT THE UPDATED CHECKED OR NOT BUT THE UPDATED TIME FOR THE
19 TRANSACTIONS IS TIME FOR THE TRANSACTIONS IS MUCH LONGER THAN
20 WHEN YOU'RE ON MUCH LONGER THAN WHEN YOU'RE ON THE PLATFORM,
21 GETTING ON OR OFF THE PLATFORM, GETTING ON OR OFF THE TRAIN
22 AND BECAUSE THAT THE TRAIN AND BECAUSE THAT UPDATE IS REALLY
23 SLOW AND NOT UPDATE IS REALLY SLOW AND NOT PRACTICAL, I GET IT
24 WRONG SOME PRACTICAL, I GET IT WRONG SOME REALLY LARGE
25 FRACTION OF THE REALLY LARGE FRACTION OF THE TIME AND WIND UP



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1 OVERPAYING AND TIME AND WIND UP OVERPAYING AND OVERUSING
2 CUSTOMER SERVICE TO OVERUSING CUSTOMER SERVICE TO TRY AND FIX
3 THE ISSUES. SO THAT TRY AND FIX THE ISSUES. SO THAT USE CASE
4 OF HAVING CLOSE TO USE CASE OF HAVING CLOSE TO REALTIME DATA
5 FOR SOMEBODY ABOUT REALTIME DATA FOR SOMEBODY ABOUT WHETHER OR
6 NOT THEY TAPPED IS AN WHETHER OR NOT THEY TAPPED IS AN EXAMPLE
7 OF SOMETHING WHERE THERE EXAMPLE OF SOMETHING WHERE THERE IS A
8 PERFORMANCE REQUIREMENT, IS A PERFORMANCE REQUIREMENT, YOU
9 KNOW, LIKE WITH THE FARE YOU KNOW, LIKE WITH THE FARE
10 VALIDATORS AS A PERFORMANCE VALIDATORS AS A PERFORMANCE
11 REQUIREMENT, YOU KNOW, LIKE WITH REQUIREMENT, YOU KNOW, LIKE
12 WITH THE VENDING MACHINES AS A THE VENDING MACHINES AS A
13 PERFORMANCE REQUIREMENT, AND PERFORMANCE REQUIREMENT, AND
14 HELPING TO FIX THAT WILL HELP HELPING TO FIX THAT WILL HELP
15 NOT ONLY ME BUT OTHER PEOPLE AND NOT ONLY ME BUT OTHER PEOPLE
16 AND CUSTOMER SERVICE. WITH THE CUSTOMER SERVICE. WITH THE
17 SEAMLESS HAT ON, I DO HAVE MORE SEAMLESS HAT ON, I DO HAVE
18 MORE THOUGHTS AND WORKING ON GETTING THOUGHTS AND WORKING ON
19 GETTING INPUT OF OTHER PEOPLE IN THE INPUT OF OTHER PEOPLE IN
20 THE AREA THAT WORK IN TECH AND AREA THAT WORK IN TECH AND
21 HAVING THOUGHTS ON, YOU KNOW, HAVING THOUGHTS ON, YOU KNOW,
22 HAVING THE PUBLIC SECTOR DO A HAVING THE PUBLIC SECTOR DO A
23 REALLY GOOD JOB WITH TECHNOLOGY REALLY GOOD JOB WITH
24 TECHNOLOGY PROJECTS IN A WAY THAT REALLY PROJECTS IN A WAY
25 THAT REALLY IMPACTS THE ENTIRE COUNTRY HAS A IMPACTS THE



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1 ENTIRE COUNTRY HAS A CHALLENGE WITH THIS, BUT THAT CHALLENGE
2 WITH THIS, BUT THAT WILL BE FOR LATER. THANK YOU WILL BE FOR
3 LATER. THANK YOU VERY MUCH FOR WORKING ON GETTING VERY MUCH
4 FOR WORKING ON GETTING THIS TO WORK. THIS TO WORK.

5

6 **BOARD CLERK:** THANK YOU ADINA.

7

8 **BOARD CLERK:** THANK YOU ADINA. NEXT WE HAVE RICHARD GALLO IN
9 NEXT WE HAVE RICHARD GALLO IN THE ZOOM SPACE. PLEASE UNMUTE
10 THE ZOOM SPACE. PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES.
11 YOURSELF. YOU HAVE TWO MINUTES. RICHARD, ARE YOU ABLE TO
12 UNMUTE RICHARD, ARE YOU ABLE TO UNMUTE YOURSELF? OKAY. GO
13 AHEAD, YOURSELF? OKAY. GO AHEAD, THANK YOU. THANK YOU.

14

15 **SPEAKER:** GOOD AFTERNOON

16

17 **SPEAKER:** GOOD AFTERNOON EVERYONE. I HAVE USED THE EVERYONE. I
18 HAVE USED THE CLIPPER CARD FOR YEARS SINCE ITS CLIPPER CARD
19 FOR YEARS SINCE ITS IMPLEMENTATION. THE ONLY ISSUE
20 IMPLEMENTATION. THE ONLY ISSUE I HAVE IS I RECENTLY LOST MY I
21 HAVE IS I RECENTLY LOST MY CLIPPER CARD, AND I STILL HAD A
22 CLIPPER CARD, AND I STILL HAD A BALANCE ON THAT CARD. BUT THAT
23 BALANCE ON THAT CARD. BUT THAT BALANCE WAS NEVER TRANSFERRED
24 TO BALANCE WAS NEVER TRANSFERRED TO MY CURRENT NEW CARD. AND I
25 MY CURRENT NEW CARD. AND I THINK IT'S BAD BUSINESS THINK IT'S



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1 BAD BUSINESS PRACTICES AND ME NOT GETTING MY PRACTICES AND ME
2 NOT GETTING MY MONEY BACK, THAT'S MY MONEY THAT MONEY BACK,
3 THAT'S MY MONEY THAT I PAID FOR TO UTILIZE I PAID FOR TO
4 UTILIZE TRANSPORTATION WITH ANY OF THE TRANSPORTATION WITH ANY
5 OF THE BAY AREA TRANSIT THAT I USE. BAY AREA TRANSIT THAT I
6 USE. SECONDLY, THE CLIPPER CARD APP, SECONDLY, THE CLIPPER
7 CARD APP, I CONTINUE TO HAVE PROBLEMS OF I CONTINUE TO HAVE
8 PROBLEMS OF NOT BEING ABLE TO ADD MONEY ON NOT BEING ABLE TO
9 ADD MONEY ON THE APP. IT'S BEEN AN ONGOING THE APP. IT'S BEEN
10 AN ONGOING ISSUE OF ME NOT BEING ABLE TO ISSUE OF ME NOT BEING
11 ABLE TO ADD MONEY TO MY CARD, SO, I HAVE ADD MONEY TO MY CARD,
12 SO, I HAVE TO END UP USING THE MACHINES, TO END UP USING THE
13 MACHINES, CONVINCING MACHINES AT THE CONVINCING MACHINES AT
14 THE VARIOUS TRANSIT SYSTEM OF WHERE VARIOUS TRANSIT SYSTEM OF
15 WHERE I'M AT. IT'S AN INCONVENIENCE. I'M AT. IT'S AN
16 INCONVENIENCE. IT NEEDS TO BE FIXED. AND THE IT NEEDS TO BE
17 FIXED. AND THE LAST THING IS, I NOTICED THAT LAST THING IS, I
18 NOTICED THAT BART MACHINES, A LOT OF THEM ARE BART MACHINES, A
19 LOT OF THEM ARE NOT FIXED. THEY'RE BROKEN. NOT FIXED. THEY'RE
20 BROKEN. THEY'RE NOT USABLE. SO, IT'S THEY'RE NOT USABLE. SO,
21 IT'S FRUSTRATING FOR ME, AS A TRANSIT FRUSTRATING FOR ME, AS A
22 TRANSIT RIDER, ME, TO ADD MONEY TO GET RIDER, ME, TO ADD MONEY
23 TO GET WHERE I NEED TO GO SO THAT I WHERE I NEED TO GO SO THAT
24 I HAVE ADEQUATE FARE PAY PAYING MY HAVE ADEQUATE FARE PAY
25 PAYING MY FAIR SHARE AS A PERSON WITH A FAIR SHARE AS A PERSON



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1 WITH A DISABILITY GETTING TO WHERE I DISABILITY GETTING TO
2 WHERE I NEED TO GO. I REMEMBER FROM NEED TO GO. I REMEMBER
3 FROM BART TRANSITION FROM THEIR OWN BART TRANSITION FROM THEIR
4 OWN CARS TO CLIPPER CARD, I LOST CARS TO CLIPPER CARD, I LOST
5 MONEY ON THAT CARD BECAUSE IT MONEY ON THAT CARD BECAUSE IT
6 WASN'T TRANSFERRED OR REFUND WASN'T TRANSFERRED OR REFUND
7 CHECK WAS NOT ISSUED, THAT'S BAD CHECK WAS NOT ISSUED, THAT'S
8 BAD BUSINESS PRACTICES ON BEHALF OF BUSINESS PRACTICES ON
9 BEHALF OF TRANSIT, NOT GIVING ME MONEY TRANSIT, NOT GIVING ME
10 MONEY THAT WAS OWED TO ME. THANK YOU. THAT WAS OWED TO ME.
11 THANK YOU.

12

13 **BOARD CLERK:** THANK YOU

14

15 **BOARD CLERK:** THANK YOU RICHARD. NEXT WE HAVE EVAN. RICHARD.
16 NEXT WE HAVE EVAN. YOU HAVE TWO MINUTES. PLEASE YOU HAVE TWO
17 MINUTES. PLEASE UNMUTE YOURSELF. UNMUTE YOURSELF.

18

19 **SPEAKER:** HELLO. SO, DURING

20

21 **SPEAKER:** HELLO. SO, DURING THE PART OF THE PRESENTATION THE
22 PART OF THE PRESENTATION WHERE YOU ALL WERE TALKING ABOUT
23 WHERE YOU ALL WERE TALKING ABOUT THE FAILURE RATES FOR, LIKE,
24 THE FAILURE RATES FOR, LIKE, FARE INSPECTION TAPS BEING LESS
25 FARE INSPECTION TAPS BEING LESS THAN 1%, THAT'S A HORRIFYING



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1 THAN 1%, THAT'S A HORRIFYING NUMBER. WE HAVE 1 MILLION NUMBER.
2 WE HAVE 1 MILLION TRANSIT TRIPS IN THE BAY WHICH TRANSIT TRIPS
3 IN THE BAY WHICH MEANS THAT IF WE WERE TO FARE MEANS THAT IF
4 WE WERE TO FARE INSPECT EVERYONE AND EVERY INSPECT EVERYONE
5 AND EVERY TRANSIT TRIP THAT WOULD BE TRANSIT TRIP THAT WOULD
6 BE 10,000 -- SORRY -- LESS THAN 10,000 -- SORRY -- LESS THAN
7 10,000 FAILED READS, THAT YOU 10,000 FAILED READS, THAT YOU
8 MIGHT GO AHEAD AND TRY TO FIND MIGHT GO AHEAD AND TRY TO FIND
9 SOMEBODY FOR CLIPPER2 NOT SOMEBODY FOR CLIPPER2 NOT WORKING.
10 INSTEAD OF REPORTING WORKING. INSTEAD OF REPORTING THAT IN
11 SOME KIND OF PERCENTAGE THAT IN SOME KIND OF PERCENTAGE
12 CERTAINLY FAILURE RATE IS CERTAINLY FAILURE RATE IS IMPORTANT
13 BUT RAW NUMBER OF LIKE IMPORTANT BUT RAW NUMBER OF LIKE ACTUAL
14 FAILURES YOU NEED TO KNOW ACTUAL FAILURES YOU NEED TO KNOW HOW
15 MANY PEOPLE YOU, THE BOARD, HOW MANY PEOPLE YOU, THE BOARD,
16 SHOULD KNOW HOW MANY PEOPLE ARE SHOULD KNOW HOW MANY PEOPLE
17 ARE GETTING INCORRECTLY FIND AND GETTING INCORRECTLY FIND AND
18 HAVING TO FIGHT CUBIC AND MTC HAVING TO FIGHT CUBIC AND MTC
19 FOR THIS KIND OF SYSTEM FAILURE. FOR THIS KIND OF SYSTEM
20 FAILURE. FAILURE RATE IS IMPORTANT, BUT FAILURE RATE IS
21 IMPORTANT, BUT INDIVIDUAL COUNTS ARE ALSO INDIVIDUAL COUNTS
22 ARE ALSO REALLY IMPORTANT. SO, PLEASE, REALLY IMPORTANT. SO,
23 PLEASE, PLEASE, PLEASE MAKE SURE THAT PLEASE, PLEASE MAKE SURE
24 THAT THIS KIND OF DATA IS GETTING THIS KIND OF DATA IS GETTING
25 FULLY REPORTED, SO YOU FULLY FULLY REPORTED, SO YOU FULLY



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1 KNOW, FULLY UNDERSTAND PRECISELY KNOW, FULLY UNDERSTAND
2 PRECISELY HOW THE SYSTEM HAS FAILED. HOW THE SYSTEM HAS
3 FAILED. THANK YOU. THANK YOU.

4

5 **BOARD CLERK:** THANK YOU EVAN,

6

7 **BOARD CLERK:** THANK YOU EVAN, NEXT WE HAVE ROLAND. PLEASE NEXT
8 WE HAVE ROLAND. PLEASE UNMUTE YOURSELF. YOU HAVE TWO UNMUTE
9 YOURSELF. YOU HAVE TWO MINUTES. MINUTES.

10

11 **SPEAKER:** THANK YOU. FIRST

12

13 **SPEAKER:** THANK YOU. FIRST THING I WOULD LIKE TO DO IS THING I
14 WOULD LIKE TO DO IS SECOND ALETA DUPREE'S COMMENT SECOND ALETA
15 DUPREE'S COMMENT ABOUT THE SCANNERS. YES, THEY ABOUT THE
16 SCANNERS. YES, THEY REALLY ARE WORKING MUCH BETTER REALLY ARE
17 WORKING MUCH BETTER NOW, YOU'RE PROBABLY TALKING NOW, YOU'RE
18 PROBABLY TALKING LIKE MAYBE A COUPLE OF SECONDS. LIKE MAYBE A
19 COUPLE OF SECONDS. BUT ONE ISSUE I OBSERVE IS THAT BUT ONE
20 ISSUE I OBSERVE IS THAT ONCE THE CALTRAIN CONDUCTORS ONCE THE
21 CALTRAIN CONDUCTORS CATCH A FARE EVADER, THEY DO CATCH A FARE
22 EVADER, THEY DO WRITE THE CITATION, BUT THEN WRITE THE
23 CITATION, BUT THEN SOMEHOW THE SCANNING STOPS AND SOMEHOW THE
24 SCANNING STOPS AND THE REST OF THE TRAIN DOESN'T THE REST OF
25 THE TRAIN DOESN'T GET SCANNED. I DON'T UNDERSTAND GET SCANNED.



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1 I DON'T UNDERSTAND WHY. ONE LAST COMMENT I WOULD WHY. ONE LAST
2 COMMENT I WOULD LIKE TO MAKE IS WE ALL KNOW HOW LIKE TO MAKE
3 IS WE ALL KNOW HOW SUCCESSFUL THE BART GATES HAVE SUCCESSFUL
4 THE BART GATES HAVE BEEN, AND THERE IS ONLY ONE BEEN, AND
5 THERE IS ONLY ONE PLACE IN THE CALTRAIN SYSTEM PLACE IN THE
6 CALTRAIN SYSTEM WHERE WE COULD IMPLEMENT THEM, WHERE WE COULD
7 IMPLEMENT THEM, WHICH IS A FULL -- WHICH IS A FULL --
8 [INDISCERNIBLE] [INDISCERNIBLE] STATION, AND I REALLY DON'T
9 STATION, AND I REALLY DON'T UNDERSTAND WHY THAT HASN'T BEEN
10 UNDERSTAND WHY THAT HASN'T BEEN DONE. AND QUITE FRANKLY NOBODY
11 DONE. AND QUITE FRANKLY NOBODY HAS EVER BEEN CREDIT CARD AND
12 HAS EVER BEEN CREDIT CARD AND ACTUAL THINKING GETTING OFF THE
13 ACTUAL THINKING GETTING OFF THE TRAIN YOU GET CHECKED ONE WAY
14 TRAIN YOU GET CHECKED ONE WAY AND I HAVE GOT GOOD REASON TO
15 AND I HAVE GOT GOOD REASON TO BELIEVE THAT THERE IS RAMPANT
16 BELIEVE THAT THERE IS RAMPANT EVASION IN THE SOUTHERN PART OF
17 EVASION IN THE SOUTHERN PART OF SAN FRANCISCO WHERE PEOPLE
18 WHICH SAN FRANCISCO WHERE PEOPLE WHICH IS BASICALLY NEED TO
19 GET ON IS BASICALLY NEED TO GET ON MAYBE 22nd STREET AND GO TO
20 MAYBE 22nd STREET AND GO TO FOURTH AND KING THAT WILL NEVER
21 FOURTH AND KING THAT WILL NEVER GET CREDIT CARD THAT COULD BE
22 GET CREDIT CARD THAT COULD BE ADDRESSED. THAT WOULD BE
23 ADDRESSED. THAT WOULD BE WONDERFUL. THANK YOU SO MUCH.
24 WONDERFUL. THANK YOU SO MUCH.
25



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1 **BOARD CLERK:** THANK YOU

2

3 **BOARD CLERK:** THANK YOU ROLAND. THAT CONCLUDES PUBLIC ROLAND.

4 THAT CONCLUDES PUBLIC COMMENT BORROW THIS ITEM. COMMENT BORROW

5 THIS ITEM.

6

7 **CHAIR, ROBERT POWERS:** THANK

8

9 **CHAIR, ROBERT POWERS:** THANK YOU FOR THAT MADAM CLERK WE'LL YOU

10 FOR THAT MADAM CLERK WE'LL CLOSE PUBLIC COMMENT ON THE CLOSE

11 PUBLIC COMMENT ON THE ITEM. COMMISSIONERS WHY DON'T I ITEM.

12 COMMISSIONERS WHY DON'T I GO AROUND LEFT TO RIGHT HERE GO

13 AROUND LEFT TO RIGHT HERE START WITH GREG RICHARDSON START

14 WITH GREG RICHARDSON DEPUTY GM FOR VTA. DEPUTY GM FOR VTA.

15

16 **GREG RICHARDSON:** THANK YOU

17

18 **GREG RICHARDSON:** THANK YOU CHAIR. JUST ONE QUICK QUESTION

19 CHAIR. JUST ONE QUICK QUESTION FOR YOU IT RELATES TO CUSTOMER

20 FOR YOU IT RELATES TO CUSTOMER SERVICE FIRST I APPRECIATE

21 SERVICE FIRST I APPRECIATE EVERYTHING THAT'S BEEN WORKED

22 EVERYTHING THAT'S BEEN WORKED ON, WE'RE MAKING PROGRESS WHICH

23 ON, WE'RE MAKING PROGRESS WHICH IS GREAT TO SEE. AND WE HAVE

24 IS GREAT TO SEE. AND WE HAVE MADE IMPROVEMENTS ON CUSTOMER

25 MADE IMPROVEMENTS ON CUSTOMER SERVICE BUT THERE IS ONE ELEMENT



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1 SERVICE BUT THERE IS ONE ELEMENT THAT I'M CURIOUS ABOUT AS FAR
2 AS THAT I'M CURIOUS ABOUT AS FAR AS HOW WE HOLD WSP, SORT OF,
3 HOW WE HOLD WSP, SORT OF, ACCOUNTABLE IN SOME OF THE
4 ACCOUNTABLE IN SOME OF THE METRICS SO WHEN I LOOK AT THE
5 METRICS SO WHEN I LOOK AT THE INFORMATION FROM THE ITEM THAT
6 INFORMATION FROM THE ITEM THAT WAS ON CONSENT WE'RE STILL WAS
7 ON CONSENT WE'RE STILL SHOWING ONE IN SIX CALLS IS SHOWING ONE
8 IN SIX CALLS IS DROPPED OR ABANDONED. WHAT DO DROPPED OR
9 ABANDONED. WHAT DO WE KNOW ABOUT THOSE ABANDONED WE KNOW ABOUT
10 THOSE ABANDONED CALLS? IS THERE A METRIC WE'RE CALLS? IS THERE
11 A METRIC WE'RE TRYING TO FOLLOW WITH WSP TO TRYING TO FOLLOW
12 WITH WSP TO ENSURE THAT WHAT'S CAUSING THOSE ENSURE THAT
13 WHAT'S CAUSING THOSE ABANDONED CALLS? BECAUSE I ABANDONED
14 CALLS? BECAUSE I UNDERSTAND SOME FOLKS ARE TRYING UNDERSTAND
15 SOME FOLKS ARE TRYING TO GET THROUGH AND ARE JUST NOT TO GET
16 THROUGH AND ARE JUST NOT COMPLETING THE CALL OR MAYBE
17 COMPLETING THE CALL OR MAYBE THEY'RE ABANDONED AND THEY CALL
18 THEY'RE ABANDONED AND THEY CALL BACK. WHAT DO WE KNOW ABOUT
19 BACK. WHAT DO WE KNOW ABOUT THOSE ABANDONED CALLS? THOSE
20 ABANDONED CALLS?

21

22 **JASON WEINSTEIN:** WELL IT'S

23

24 **JASON WEINSTEIN:** WELL IT'S HARD I DON'T KNOW THAT WE HAVE A
25 HARD I DON'T KNOW THAT WE HAVE A WAY TO TRACK WITHOUT ASKING



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1 WAY TO TRACK WITHOUT ASKING CUSTOMERS IF THEY IN FACT HAD
2 CUSTOMERS IF THEY IN FACT HAD CALLED PREVIOUSLY AND JUST
3 CALLED PREVIOUSLY AND JUST DROPPED THE CALL BUT CERTAINLY
4 DROPPED THE CALL BUT CERTAINLY OUR TEAM IS LOOKING INTO OUR
5 TEAM IS LOOKING INTO POSSIBLE WAYS TO IMPROVE THE POSSIBLE
6 WAYS TO IMPROVE THE CUSTOMER SERVICE AND I THINK CUSTOMER
7 SERVICE AND I THINK THERE ARE SOME KPI'S THAT ARE THERE ARE
8 SOME KPI'S THAT ARE CHALLENGING TO HOLD WSP'S FEET CHALLENGING
9 TO HOLD WSP'S FEET TO THE FIRE ABOUT GIVEN SOME OF TO THE FIRE
10 ABOUT GIVEN SOME OF THE TOOLS NOT ALL THE TOOLS ARE THE TOOLS
11 NOT ALL THE TOOLS ARE THERE BUT AS IT RELATES TO THE THERE BUT
12 AS IT RELATES TO THE THINGS THAT THEY DO HAVE CONTROL THINGS
13 THAT THEY DO HAVE CONTROL OVER THEN YES WE'RE KEEPING AN OVER
14 THEN YES WE'RE KEEPING AN EYE ON THOSE THINGS TO MAKE SURE EYE
15 ON THOSE THINGS TO MAKE SURE THAT THEY'RE DOING WHAT THEY'RE
16 THAT THEY'RE DOING WHAT THEY'RE SUPPOSED TO DO IN TERMS OF
17 SUPPOSED TO DO IN TERMS OF ESCALATING CALLS AS IF THERE ARE
18 ESCALATING CALLS AS IF THERE ARE PROBLEMS SO THAT PEOPLE ARE
19 PROBLEMS SO THAT PEOPLE ARE HAVING A WAY TO GET RESPONSES WE
20 HAVING A WAY TO GET RESPONSES WE OFTEN, SOME OF THOSE THINGS
21 WILL OFTEN, SOME OF THOSE THINGS WILL COME TO MY TEAM DIRECTLY
22 WE'LL COME TO MY TEAM DIRECTLY WE'LL USE THOSE AS EXAMPLES TO
23 TRY AND USE THOSE AS EXAMPLES TO TRY AND HELP REEDUCATE TO SAY
24 THIS IS HELP REEDUCATE TO SAY THIS IS HOW WE WANT THINGS TO BE
25 MOVING HOW WE WANT THINGS TO BE MOVING ALONG BECAUSE THE GOAL



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1 IS TO GET ALONG BECAUSE THE GOAL IS TO GET PEOPLE SERVICE THE
2 FIRST TIME PEOPLE SERVICE THE FIRST TIME THEY CALL THAT'S IN
3 THE ALWAYS THEY CALL THAT'S IN THE ALWAYS POSSIBLE FOR A
4 VARIETY OF POSSIBLE FOR A VARIETY OF REASONS BUT THAT'S WHAT
5 WE NEED REASONS BUT THAT'S WHAT WE NEED TO STRIVE FOR. TO
6 STRIVE FOR.

7

8 **GREG RICHARDSON:** I WOULD ASK

9

10 **GREG RICHARDSON:** I WOULD ASK THAT WE CONTINUE TO FIND WAYS TO
11 THAT WE CONTINUE TO FIND WAYS TO ENSURE THOSE WHO ARE TRYING
12 TO ENSURE THOSE WHO ARE TRYING TO CALL ARE ABLE TO GET THROUGH
13 AND CALL ARE ABLE TO GET THROUGH AND THERE IS SOMETHING WE CAN
14 LEARN THERE IS SOMETHING WE CAN LEARN IN SOME OF THOSE
15 ABANDONED CALLS IN SOME OF THOSE ABANDONED CALLS THAT WOULD BE
16 WE CAN DIG INTO A THAT WOULD BE WE CAN DIG INTO A BIT MORE
17 BEFORE THE NEXT BIT MORE BEFORE THE NEXT MEETING. MEETING.

18

19 **CHAIR, ROBERT POWERS:**

20

21 **CHAIR, ROBERT POWERS:** MICHELLE BOUCHARD CALTRAIN? MICHELLE
22 BOUCHARD CALTRAIN?

23

24 **MICHELLE BOUCHARD:** THANK YOU

25



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1 **MICHELLE BOUCHARD:** THANK YOU FOR THE REPORT DIRECTOR FOR THE
2 REPORT DIRECTOR WEINSTEIN REALLY THROUGH THE WEINSTEIN REALLY
3 THROUGH THE FRUSTRATION THAT CALTRAIN HAS FRUSTRATION THAT
4 CALTRAIN HAS FELT THROUGH THIS IMPLEMENTATION FELT THROUGH
5 THIS IMPLEMENTATION WE VERY MUCH APPRECIATED MTC'S WE VERY
6 MUCH APPRECIATED MTC'S PARTNERSHIP AND LEADERSHIP IN
7 PARTNERSHIP AND LEADERSHIP IN TRYING TO GET CALL STABILITY BUT
8 TRYING TO GET CALL STABILITY BUT YOU KNOW THERE ARE SOME
9 PRETTY YOU KNOW THERE ARE SOME PRETTY CRITICAL ISSUES THAT
10 REMAIN THAT CRITICAL ISSUES THAT REMAIN THAT WILL CONTINUE TO
11 AFFECT WILL CONTINUE TO AFFECT CALTRAIN'S OPERATIONS AND OUR
12 CALTRAIN'S OPERATIONS AND OUR CUSTOMERS AND FINANCES UNTIL
13 CUSTOMERS AND FINANCES UNTIL THEY'RE RESOLVED I APPRECIATE
14 THEY'RE RESOLVED I APPRECIATE THE COMMENT OF ONE OF THE THE
15 COMMENT OF ONE OF THE CALLERS IT IS TRUE IN SOME WAYS CALLERS
16 IT IS TRUE IN SOME WAYS EVEN THOUGH THERE IS EVEN THOUGH THERE
17 IS NOTWITHSTANDING IMPROVEMENT NOTWITHSTANDING IMPROVEMENT
18 NOTWITHSTANDING 1% ERROR RATE, NOTWITHSTANDING 1% ERROR RATE,
19 WHICH EVERYONE HAS AGREED IS WHICH EVERYONE HAS AGREED IS
20 STILL UNACCEPTABLE. WE'RE STILL UNACCEPTABLE. WE'RE TALKING
21 ABOUT IN EXCESS OF TALKING ABOUT IN EXCESS OF 6,000, ALMOST
22 7,000, CUSTOMERS 6,000, ALMOST 7,000, CUSTOMERS THAT WOULD BE
23 CITED IN ERROR AND THAT WOULD BE CITED IN ERROR AND THAT'S
24 SOMETHING THAT WE CANNOT THAT'S SOMETHING THAT WE CANNOT DO
25 FROM A CUSTOMER EXPERIENCE DO FROM A CUSTOMER EXPERIENCE



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1 CUSTOMER SERVICE PERSPECTIVE. CUSTOMER SERVICE PERSPECTIVE. SO
2 FOR US IT'S VERY BINARY. SO FOR US IT'S VERY BINARY. THE FIMPS
3 NEEDS TO BE FIXED AND THE FIMPS NEEDS TO BE FIXED AND THAT
4 WILL ALLOW US TO RESOLVE THAT WILL ALLOW US TO RESOLVE THE
5 ISSUE RELATED TO FARE THE ISSUE RELATED TO FARE ENFORCEMENT ON
6 CALTRAIN. ENFORCEMENT ON CALTRAIN. SO, WHAT I'M LOOKING FOR
7 IS, YOU SO, WHAT I'M LOOKING FOR IS, YOU KNOW, WE'VE GOT TWO
8 PEOPLE KNOW, WE'VE GOT TWO PEOPLE WORKING ON THIS FULL TIME AT
9 WORKING ON THIS FULL TIME AT SAMTRANS. THEY'RE ALSO WORKING
10 SAMTRANS. THEY'RE ALSO WORKING WITH DIRECTOR CHAN. MY REQUEST
11 WITH DIRECTOR CHAN. MY REQUEST IS, GIVE ME A DATE WHEN THESE
12 IS, GIVE ME A DATE WHEN THESE THINGS ARE GOING TO BE FIXED.
13 THINGS ARE GOING TO BE FIXED. WE HAVE HAD DATE AFTER DATE WE
14 HAVE HAD DATE AFTER DATE AFTER DATE AND NONE OF THE AFTER DATE
15 AND NONE OF THE SOFTWARE SEEMS TO SOLVE ALL OF SOFTWARE SEEMS
16 TO SOLVE ALL OF THE ISSUES THAT GET US TO A THE ISSUES THAT
17 GET US TO A PLACE WHERE WE CAN ACTUALLY PLACE WHERE WE CAN
18 ACTUALLY RELIABLY FARE ENFORCE. SO, WE RELIABLY FARE ENFORCE.
19 SO, WE WANT TO BE ABLE TO SUPPORT THE WANT TO BE ABLE TO
20 SUPPORT THE PROGRAM TO GET IT TO A STABLE PROGRAM TO GET IT TO
21 A STABLE STATE. BUT WE REALLY NEED TO STATE. BUT WE REALLY
22 NEED TO UNDERSTAND HOW WE'RE GOING TO UNDERSTAND HOW WE'RE
23 GOING TO GET THERE ON THESE FARE GET THERE ON THESE FARE
24 INSPECTION DEVICES. INSPECTION DEVICES.
25



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1 **JASON WEINSTEIN:** CAN I

2

3 **JASON WEINSTEIN:** CAN I RESPOND. I CAN ALSO HAVE CUBIC RESPOND.

4 I CAN ALSO HAVE CUBIC RESPOND TOO, AS WELL. I THINK RESPOND

5 TOO, AS WELL. I THINK MY UNDERSTANDING IS THERE ARE A MY

6 UNDERSTANDING IS THERE ARE A NUMBER -- THERE ARE A NUMBER OF

7 NUMBER -- THERE ARE A NUMBER OF ISSUES THAT WE'RE STILL

8 WORKING ISSUES THAT WE'RE STILL WORKING THROUGH. I DO

9 APPRECIATE, THROUGH. I DO APPRECIATE, ACTUALLY, THE

10 COLLABORATION. ACTUALLY, THE COLLABORATION. WE'RE MEETING

11 ALMOST EVERY OTHER WE'RE MEETING ALMOST EVERY OTHER DAY, AND I

12 WANT TO APPRECIATED DAY, AND I WANT TO APPRECIATED YOUR STAFF

13 AND OTHERS FROM THE YOUR STAFF AND OTHERS FROM THE OPERATORS -

14 - OPERATORS --

15

16 **CHAIR, ROBERT POWERS:** YOU

17

18 **CHAIR, ROBERT POWERS:** YOU KNOW, OUT OF RESPECT FOR THE KNOW,

19 OUT OF RESPECT FOR THE GENERAL MANAGER YOU'RE GOING TO GENERAL

20 MANAGER YOU'RE GOING TO HEAR FROM ME ON THE STATE SAME HEAR

21 FROM ME ON THE STATE SAME TOPIC WHY DON'T WE HAVE CUBIC TOPIC

22 WHY DON'T WE HAVE CUBIC COME UP HERE. THIS TOP SICK NOT COME

23 UP HERE. THIS TOP SICK NOT GOING TO GO AWAY FROM THESE FEM

24 GOING TO GO AWAY FROM THESE FEM THINGS. SO WHY DON'T YOU BRING

25 THINGS. SO WHY DON'T YOU BRING UP A REPRESENTATIVE FROM CUBIC



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1 UP A REPRESENTATIVE FROM CUBIC TO SEE IF THAT PERSON CAN'T
2 GIVE TO SEE IF THAT PERSON CAN'T GIVE THE DIRECTOR OF CALTRANS
3 AN THE DIRECTOR OF CALTRANS AN ANSWER? ANSWER?

4

5 **JASON WEINSTEIN:** IF YOU CAN

6

7 **JASON WEINSTEIN:** IF YOU CAN COME UP HERE? YEP. COME UP HERE?
8 YEP.

9

10 **SPEAKER:** SO, ON THE FIMPS

11

12 **SPEAKER:** SO, ON THE FIMPS ISSUE THERE ARE TWO CRITICAL ISSUE
13 THERE ARE TWO CRITICAL ISSUES WE HAVE BEEN WORKING ON ISSUES
14 WE HAVE BEEN WORKING ON THAT'S REMAINING, THERE HAS BEEN
15 THAT'S REMAINING, THERE HAS BEEN A BUNCH WE FIXED AND SOME A
16 BUNCH WE FIXED AND SOME IMPROVEMENTS ONE OF THE CARD
17 IMPROVEMENTS ONE OF THE CARD READERS, THE CARD READER IS
18 READERS, THE CARD READER IS HAPPENING PRIMARILY ON THE
19 HAPPENING PRIMARILY ON THE CONTACTLESS CREDIT CARDS THEY'RE
20 CONTACTLESS CREDIT CARDS THEY'RE NOT HAPPENING ON THE CLIPPER
21 NOT HAPPENING ON THE CLIPPER ACCOUNTS BUT THEY ARE HAPPENING
22 ACCOUNTS BUT THEY ARE HAPPENING ON THE CONTACTLESS CREDIT
23 CARDS ON THE CONTACTLESS CREDIT CARDS WE HAVE TWO PARTS GOING
24 ON THAT WE HAVE TWO PARTS GOING ON THAT WE HAVE IMPROVEMENTS
25 GOING ON IN WE HAVE IMPROVEMENTS GOING ON IN OUR SOFTWARE WITH



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1 THE INSPECTION OUR SOFTWARE WITH THE INSPECTION DEVICE IN
2 PARALLEL TO THAT WE'RE DEVICE IN PARALLEL TO THAT WE'RE
3 WORKING ON PACS WHICH IS THE WORKING ON PACS WHICH IS THE
4 VENDOR FOR THE DEVICE ITSELF TO VENDOR FOR THE DEVICE ITSELF
5 TO SEE WHAT IMPROVEMENTS CAN BE SEE WHAT IMPROVEMENTS CAN BE
6 MADE IN THE FIRMWARE SINCE IT MADE IN THE FIRMWARE SINCE IT
7 RELIES ON THE FIRMWARE AS WELL RELIES ON THE FIRMWARE AS WELL
8 WE HAVE IMPLEMENTED SOME FOR THE WE HAVE IMPLEMENTED SOME FOR
9 THE NEXT VERSION NOT THE ONE THAT'S NEXT VERSION NOT THE ONE
10 THAT'S IN THE FIELD RIGHT NOW BUT THE IN THE FIELD RIGHT NOW
11 BUT THE NEXT VERSION COMING UP WE HAVE A NEXT VERSION COMING
12 UP WE HAVE A FEW MORE TO GO BEFORE WE KNOW FEW MORE TO GO
13 BEFORE WE KNOW FOR SURE THAT'S DONE. THAT'S FOR SURE THAT'S
14 DONE. THAT'S FOR THE CARD READER, THE SECOND FOR THE CARD
15 READER, THE SECOND ONE WHICH I HAVE TALKED WITH ONE WHICH I
16 HAVE TALKED WITH CALTRANS STAFF ACTUALLY IS MORE CALTRANS
17 STAFF ACTUALLY IS MORE CRITICAL WHAT WE CALL THE FALSE
18 CRITICAL WHAT WE CALL THE FALSE RESULTS WHERE BASICALLY THE
19 RESULTS WHERE BASICALLY THE INSPECT THE CUSTOMER IT SAYS NO
20 INSPECT THE CUSTOMER IT SAYS NO BUT WHEN YOU LOOK AT THE
21 HISTORY BUT WHEN YOU LOOK AT THE HISTORY THERE IS A TAB YOU'RE
22 RIGHT THERE IS A TAB YOU'RE RIGHT THAT'S MORE IMPORTANT
23 BECAUSE OF THAT'S MORE IMPORTANT BECAUSE OF WHAT YOU JUST
24 MENTIONED ABOUT WHAT YOU JUST MENTIONED ABOUT SITING CUSTOMERS
25 REGARD LITTLE SITING CUSTOMERS REGARD LITTLE OF THE



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1 PERCENTAGES, RIGHT? OF THE PERCENTAGES, RIGHT? WE'RE STILL
2 LOOKING AT THAT WE'RE STILL LOOKING AT THAT TRYING TO TRIAGE
3 THAT WE DON'T TRYING TO TRIAGE THAT WE DON'T ACTUALLY BELIEVE
4 IT'S AN ACTUALLY BELIEVE IT'S AN INSPECTION ISSUE WE ACTUALLY
5 INSPECTION ISSUE WE ACTUALLY THINK IT'S BACK OFFICE PROBLEM
6 THINK IT'S BACK OFFICE PROBLEM WITH SEQUENCE OF TRANSACTIONS
7 WITH SEQUENCE OF TRANSACTIONS COMING IN SO WE HAVE GOT BACK
8 COMING IN SO WE HAVE GOT BACK OFFICE TEAM INSPECTION TEAM
9 OFFICE TEAM INSPECTION TEAM SEVERAL PEOPLE LOOKING AT THIS
10 SEVERAL PEOPLE LOOKING AT THIS FOR US THAT'S GOING ON THIS
11 WEEK FOR US THAT'S GOING ON THIS WEEK TO FIGURE OUT WHAT WE
12 NEED TO TO FIGURE OUT WHAT WE NEED TO ACTUALLY FIX THAT SO WE
13 HAVE ACTUALLY FIX THAT SO WE HAVE RELIABLE INSPECTION RESULTS
14 FOR RELIABLE INSPECTION RESULTS FOR THAT ONE. NOT THERE YET
15 BUT THAT ONE. NOT THERE YET BUT STILL PROGRESSING. WE HAVE GOT
16 STILL PROGRESSING. WE HAVE GOT A LOT OF PENAL WORKING ON THAT
17 A LOT OF PENAL WORKING ON THAT ONE RIGHT NOW. SO THOSE ARE THE
18 ONE RIGHT NOW. SO THOSE ARE THE TWO CRITICAL ISSUES WE HAVE.
19 WE TWO CRITICAL ISSUES WE HAVE. WE DO HAVE VERSION 15 THAT'S
20 STILL DO HAVE VERSION 15 THAT'S STILL WITH CALTRAIN STAFF. WE
21 DID A WITH CALTRAIN STAFF. WE DID A THREE-DAY PILOT, EXTENDED
22 IT; THREE-DAY PILOT, EXTENDED IT; THEY'RE STILL DOING IT,
23 THEY'RE STILL DOING IT, PROVIDING VERY REGULAR FEEDBACK.
24 PROVIDING VERY REGULAR FEEDBACK. SO APPRECIATE EVERYTHING SO
25 APPRECIATE EVERYTHING CALTRAIN TEAM IS DOING THERE. CALTRAIN



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1 TEAM IS DOING THERE. AND WE'RE ALSO GETTING FEEDBACK AND WE'RE
2 ALSO GETTING FEEDBACK FROM THE BART TEAM. WE HAVE NOW FROM THE
3 BART TEAM. WE HAVE NOW UPGRADED A FEW DEVICES AT SFMTA.
4 UPGRADED A FEW DEVICES AT SFMTA. SO WE'RE GOING TO BE GETTING
5 SO WE'RE GOING TO BE GETTING FEEDBACK THERE AS WELL. ONE
6 FEEDBACK THERE AS WELL. ONE ISSUE THEY CAME UP WAS A ISSUE
7 THEY CAME UP WAS A SLOWNESS BY CABLE CAR SLOWNESS BY CABLE CAR
8 CONDUCTORS, THEY REPORTED SOME CONDUCTORS, THEY REPORTED SOME
9 SLOWNESS WITH THE VERSION 15. SLOWNESS WITH THE VERSION 15.
10 WE'RE LOOKING AT THAT. WE WE'RE LOOKING AT THAT. WE BELIEVE
11 IT'S AGAIN BACK OFFICE BELIEVE IT'S AGAIN BACK OFFICE
12 INTERFACE PROBLEM NOT DEVICE INTERFACE PROBLEM NOT DEVICE
13 ITSELF BUT WE'RE WORKING ON THAT ITSELF BUT WE'RE WORKING ON
14 THAT IN PARALLEL AS WELL. IN PARALLEL AS WELL.

15

16 **CHAIR, ROBERT POWERS:** THIS IS

17

18 **CHAIR, ROBERT POWERS:** THIS IS -- AGAIN, I'M NOT TRYING TO TAKE
19 -- AGAIN, I'M NOT TRYING TO TAKE -- THIS IS THE END OF JULY
20 2026. -- THIS IS THE END OF JULY 2026. WE'VE BEEN MESSING
21 AROUND WITH WE'VE BEEN MESSING AROUND WITH THESE FIMPS DEVICES
22 FOR 18 THESE FIMPS DEVICES FOR 18 MONTHS. WHEN IS THE DATE?
23 MONTHS. WHEN IS THE DATE? CUBIC, WORLD CLASS COMPANY, CUBIC,
24 WORLD CLASS COMPANY, YOU'RE GOING TO GET THESE YOU'RE GOING TO
25 GET THESE DEVICES, WHETHER IT'S FOR DEVICES, WHETHER IT'S FOR



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1 BOUCHARD OR POWELL, WHEN ARE BOUCHARD OR POWELL, WHEN ARE THEY
2 GOING TO GET STABILIZED AND THEY GOING TO GET STABILIZED AND
3 FUNCTIONAL AND WORKING? GIVE ME FUNCTIONAL AND WORKING? GIVE
4 ME A -- WHAT'S THE DATE? AND I A -- WHAT'S THE DATE? AND I
5 HATE TO ASK YOU THAT. YOU HATE TO ASK YOU THAT. YOU HAVEN'T
6 MADE A DATE SINCE THIS HAVEN'T MADE A DATE SINCE THIS PROJECT
7 STARTED. SHE ASKED A PROJECT STARTED. SHE ASKED A SIMPLE
8 QUESTION. WHEN IS THE SIMPLE QUESTION. WHEN IS THE DATE YOU'RE
9 GOING TO GET THESE DATE YOU'RE GOING TO GET THESE DEVICES UP
10 AND RUNNING SO SHE DEVICES UP AND RUNNING SO SHE CAN LOOK HER
11 BOARD IN THE EYE CAN LOOK HER BOARD IN THE EYE AND TELL THEM?
12 WHAT'S THE DATE? AND TELL THEM? WHAT'S THE DATE?

13

14 **SPEAKER:** THE PROBLEM IS

15

16 **SPEAKER:** THE PROBLEM IS TRYING TO FIND THE ROOT CAUSE. TRYING
17 TO FIND THE ROOT CAUSE.

18

19 **CHAIR, ROBERT POWERS:** NINE

20

21 **CHAIR, ROBERT POWERS:** NINE MONTHS IS YOUR PROBLEM. MONTHS IS
22 YOUR PROBLEM.

23

24 **SPEAKER:** CORRECT; 100%. ONCE

25



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1 **SPEAKER:** CORRECT; 100%. ONCE WE FIND THE ROOT CAUSE, THEN I WE
2 FIND THE ROOT CAUSE, THEN I KNOW WHEN THE FIX CAN BE PUT IN
3 KNOW WHEN THE FIX CAN BE PUT IN PLACE. PLACE.

4

5 **CHAIR, ROBERT POWERS:** OKAY.

6

7 **CHAIR, ROBERT POWERS:** OKAY. SO YOU'RE ANSWER IS, BUSINESS AS
8 SO YOU'RE ANSWER IS, BUSINESS AS USUAL. THAT'S YOUR ANSWER,
9 USUAL. THAT'S YOUR ANSWER, BOUCHARD; OKAY? BOUCHARD; OKAY?

10

11 **SPEAKER:** WE PUT A LOT OF

12

13 **SPEAKER:** WE PUT A LOT OF PEOPLE ON THIS TO GET THAT FAST.
14 PEOPLE ON THIS TO GET THAT FAST. SO, HOPEFULLY WE'LL FIND THAT
15 SO, HOPEFULLY WE'LL FIND THAT ISSUE THIS WEEK THEN CAN I GIVE
16 ISSUE THIS WEEK THEN CAN I GIVE FULL SCHEDULE BEHIND THAT
17 FALSE FULL SCHEDULE BEHIND THAT FALSE RESULT ISSUE. THAT'S THE
18 RESULT ISSUE. THAT'S THE CRITICAL ONE FOR US. CRITICAL ONE FOR
19 US.

20

21 **CHAIR, ROBERT POWERS:** OKAY.

22

23 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU. THANK YOU. MICHELLE,
24 ANYTHING ELSE? MICHELLE, ANYTHING ELSE?

25



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1 **MICHELLE BOUCHARD:** NO. I HAVE

2

3 **MICHELLE BOUCHARD:** NO. I HAVE NOTHING ELSE. NOTHING ELSE.

4

5 **CHAIR, ROBERT POWERS:** I

6

7 **CHAIR, ROBERT POWERS:** I WOULDN'T EITHER. GIAMETTI, WOULDN'T

8 EITHER. GIAMETTI, ANYTHING? LET ME HEAR FROM ANYTHING? LET ME

9 HEAR FROM LAFTA, GENERAL MANAGER CHRISTY LAFTA, GENERAL

10 MANAGER CHRISTY WEGENER. WEGENER.

11

12 **CHRISTY WEGENER:** THANK YOU,

13

14 **CHRISTY WEGENER:** THANK YOU, CHAIR POWERS. SO, I HAVE CHAIR

15 POWERS. SO, I HAVE POSITIVE COMMENTS. ON BEHALF OF POSITIVE

16 COMMENTS. ON BEHALF OF THE SMALL OPERATORS, I WANT TO THE

17 SMALL OPERATORS, I WANT TO SAY THANK YOU FOR THE SUCCESSFUL

18 SAY THANK YOU FOR THE SUCCESSFUL BULK MIGRATION OF MARIN

19 TRANSIT BULK MIGRATION OF MARIN TRANSIT GENERAL MANAGER BETS

20 REPORTED GENERAL MANAGER BETS REPORTED THAT THEY'RE NOW ABLE

21 TO MAKE THAT THEY'RE NOW ABLE TO MAKE MARKET CLIPPER AND ALSO

22 MARKET CLIPPER AND ALSO PROCEEDING WITH FAREBOX PROJECT.

23 PROCEEDING WITH FAREBOX PROJECT. SO I WANT TO HIGHLIGHT THAT.

24 SO I WANT TO HIGHLIGHT THAT. AND SECOND POSITIVE COMMENT AT

25 AND SECOND POSITIVE COMMENT AT THE JUNE 1ST CLIPPER EXECUTIVE



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1 THE JUNE 1ST CLIPPER EXECUTIVE BOARD MEETING I MADE A COMMENT
2 BOARD MEETING I MADE A COMMENT THAT A YOUNG MAN ON MY STAFF
3 HAD THAT A YOUNG MAN ON MY STAFF HAD VOWED NEVER TO USE
4 CLIPPER AGAIN VOWED NEVER TO USE CLIPPER AGAIN BECAUSE OF THE
5 BAD EXPERIENCE. BECAUSE OF THE BAD EXPERIENCE. I WANT TO GIVE
6 KUDOS TO YOUR I WANT TO GIVE KUDOS TO YOUR STAFF. YOU REACHED
7 OUT TO HIM STAFF. YOU REACHED OUT TO HIM AND LOOKED INTO HIS
8 ISSUE, AND I AND LOOKED INTO HIS ISSUE, AND I KNOW FOR A FACT
9 HE USED CLIPPER KNOW FOR A FACT HE USED CLIPPER SINCE THAT
10 MEETING. SO, THANK SINCE THAT MEETING. SO, THANK YOU FOR THAT.
11 YOU FOR THAT. ON A LESS POSITIVE COMMENT DATA ON A LESS
12 POSITIVE COMMENT DATA RECONCILIATION IS STILL AN ISSUE
13 RECONCILIATION IS STILL AN ISSUE MY CFO TELLS ME THAT WHAT IS
14 MY CFO TELLS ME THAT WHAT IS BEING DEPOSITED IN OUR BANK BEING
15 DEPOSITED IN OUR BANK ACCOUNT DOES NOT MATCH THE ACCOUNT DOES
16 NOT MATCH THE REPORT. I KNOW WORK IS REPORT. I KNOW WORK IS
17 PROGRESSING, AND HAPPY TO HEAR PROGRESSING, AND HAPPY TO HEAR
18 THAT, BUT I JUST WANTED TO MAKE THAT, BUT I JUST WANTED TO
19 MAKE THOSE COMMENTS. THOSE COMMENTS. AND LAST COMMENT IS MORE
20 OF A AND LAST COMMENT IS MORE OF A QUESTION. I BELIEVE IT WAS
21 OUR QUESTION. I BELIEVE IT WAS OUR APRIL 27TH CLIPPER
22 EXECUTIVE APRIL 27TH CLIPPER EXECUTIVE BOARD MEETING YOU HAD A
23 DATE. I BOARD MEETING YOU HAD A DATE. I THINK YOU MIGHT HAVE
24 BULK THINK YOU MIGHT HAVE BULK MIGRATION READINESS DATE, IT
25 WAS MIGRATION READINESS DATE, IT WAS MAY 30TH OR 31ST, AND A



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1 LOT OF MAY 30TH OR 31ST, AND A LOT OF THINGS WERE GOING TO
2 HAPPEN, THINGS WERE GOING TO HAPPEN, THEN THAT DATE WOULD HIT
3 AND THEN THAT DATE WOULD HIT AND START BULK MIGRATION. START
4 BULK MIGRATION. AND I DO NOT WANT TO RUSH AND I DO NOT WANT TO
5 RUSH ANYTHING; THAT IS NOT THE INTENT ANYTHING; THAT IS NOT
6 THE INTENT OF MY COMMENTS, BUT I THINK IT'S OF MY COMMENTS,
7 BUT I THINK IT'S IMPORTANT TO HAVE A GOAL. SO, IMPORTANT TO
8 HAVE A GOAL. SO, MY QUESTION IS, DO YOU INTEND TO MY QUESTION
9 IS, DO YOU INTEND TO SET A NEW GOAL OR TARGET DATE SET A NEW
10 GOAL OR TARGET DATE FOR BULK MIGRATION READINESS -- FOR BULK
11 MIGRATION READINESS -- IF THAT'S THE RIGHT TERM? THANK IF
12 THAT'S THE RIGHT TERM? THANK YOU. YOU.

13

14 **JASON WEINSTEIN:** IT'S A FAIR

15

16 **JASON WEINSTEIN:** IT'S A FAIR QUESTION, BOARD MEMBER WEGENER.
17 QUESTION, BOARD MEMBER WEGENER. I THINK YOU KNOW AS I SAID IN
18 MY I THINK YOU KNOW AS I SAID IN MY PRESENTATION RIGHT WE HAD
19 A PRESENTATION RIGHT WE HAD A LAUNDRY LIST OF ITEMS THAT WE
20 LAUNDRY LIST OF ITEMS THAT WE SENT TO CUBIC BACK IN MARCH WHEN
21 SENT TO CUBIC BACK IN MARCH WHEN AT THE TIME CUBIC HAD SAID
22 THAT AT THE TIME CUBIC HAD SAID THAT WE WOULD BE READY TO BY
23 THE END WE WOULD BE READY TO BY THE END OF MAY OF COURSE WE
24 ARE HERE AT OF MAY OF COURSE WE ARE HERE AT THE END OF JULY
25 2ND MONTHS LATER THE END OF JULY 2ND MONTHS LATER AND WE'RE



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1 NOT THERE YET. WE'RE AND WE'RE NOT THERE YET. WE'RE VERY
2 CLOSE. WE HAVE LIKE NINE VERY CLOSE. WE HAVE LIKE NINE ISSUES
3 I THINK OF THESE CRITICAL ISSUES I THINK OF THESE CRITICAL
4 ONES LEFT TO RESOLVE BEFORE WE ONES LEFT TO RESOLVE BEFORE WE
5 FEEL COMFORTABLE AND YOU KNOW FEEL COMFORTABLE AND YOU KNOW
6 GOING GANGBUSTERS HERE, I GUESS, GOING GANGBUSTERS HERE, I
7 GUESS, FOR LACK OF A BETTER TERM, BUT I FOR LACK OF A BETTER
8 TERM, BUT I THINK THERE IS ROOM FOR TARGETED THINK THERE IS
9 ROOM FOR TARGETED WORK IN TERMS OF BULK MIGRATIONS WORK IN
10 TERMS OF BULK MIGRATIONS THAT AREN'T JUST WE'RE JUST THAT
11 AREN'T JUST WE'RE JUST OPENING THE FLOOD GATES BECAUSE OPENING
12 THE FLOOD GATES BECAUSE I THINK THERE ARE THINGS THAT I THINK
13 THERE ARE THINGS THAT YOU'RE BRINGING UP THAT WE DON'T YOU'RE
14 BRINGING UP THAT WE DON'T WANT TO EXACERBATE THE PROBLEM WANT
15 TO EXACERBATE THE PROBLEM FOR WITH RESPECT TO INSPECTION FOR
16 WITH RESPECT TO INSPECTION OR, EXCUSE ME, WITH REGARD TO OR,
17 EXCUSE ME, WITH REGARD TO RECONCILIATION BUT I THINK AT
18 RECONCILIATION BUT I THINK AT SOME POINT, YOU'RE RIGHT, WE'RE
19 SOME POINT, YOU'RE RIGHT, WE'RE GOING TO SAY EVEN IF THIS ONE
20 GOING TO SAY EVEN IF THIS ONE LEFT AND I THINK THAT'S LEFT AND
21 I THINK THAT'S CONSULTATION WITH THE CHAIR AND CONSULTATION
22 WITH THE CHAIR AND VICE CHAIR LIKE AND I PERSONAL VICE CHAIR
23 LIKE AND I PERSONAL WANT TO BE READY TO DO THAT NEXT WANT TO
24 BE READY TO DO THAT NEXT MONTH WHEN WE MEET. MONTH WHEN WE
25 MEET.



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1

2 **CHAIR, ROBERT POWERS:** DENIS

3

4 **CHAIR, ROBERT POWERS:** DENIS MULLIGAN GOLDEN GATE BRIDGE.

5 MULLIGAN GOLDEN GATE BRIDGE.

6

7 **V. CHAIR, DENNIS MULLIGAN,**

8

9 **>>V. CHAIR, DENNIS MULLIGAN, CEB:** THANK YOU, CHAIR POWERS,

10 CEB: THANK YOU, CHAIR POWERS, CHAIR KIRSCHBAUM. WHEN I LOOK

11 CHAIR KIRSCHBAUM. WHEN I LOOK AT SLIDE SEVEN, IS ENTITLED NEXT

12 AT SLIDE SEVEN, IS ENTITLED NEXT STEPS WHEN I LOOK AT SLIDE

13 SEVEN STEPS WHEN I LOOK AT SLIDE SEVEN IT DOESN'T LIST

14 RECONCILIATION. IT DOESN'T LIST RECONCILIATION. SO, I BELIEVE

15 THAT IT'S AN ERROR SO, I BELIEVE THAT IT'S AN ERROR OR

16 OVERSIGHT. BECAUSE LAST I OR OVERSIGHT. BECAUSE LAST I HEARD

17 RECONCILIATION IS NOT HEARD RECONCILIATION IS NOT COMPLETE.

18 SINCE IT'S A COMPLETE. SINCE IT'S A FINANCIAL MATTER, IT'S

19 BEST TO FINANCIAL MATTER, IT'S BEST TO HEAR FROM THE FINANCIAL

20 PERSON. HEAR FROM THE FINANCIAL PERSON. IF MTC CFO COULD TELL

21 US THEIR IF MTC CFO COULD TELL US THEIR TAKE ON THE CURRENT

22 STATUS TAKE ON THE CURRENT STATUS RECONCILIATION, I THINK THAT

23 RECONCILIATION, I THINK THAT WOULD HELP US ALL UNDERSTAND IT.

24 WOULD HELP US ALL UNDERSTAND IT. BECAUSE WE CERTAINLY CANNOT

25 DO BECAUSE WE CERTAINLY CANNOT DO BULK MIGRATION IF WE'RE NOT



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1 BULK MIGRATION IF WE'RE NOT COLLECTING THE RIGHT AMOUNT OF
2 COLLECTING THE RIGHT AMOUNT OF MONEY AND IT'S NOT GOING TO THE
3 MONEY AND IT'S NOT GOING TO THE RIGHT TRANSIT OPERATOR.
4 BECAUSE RIGHT TRANSIT OPERATOR. BECAUSE FUNDAMENTALLY THAT'S
5 WHAT THE FUNDAMENTALLY THAT'S WHAT THE SYSTEM IS SUPPOSED TO
6 DO. SO SYSTEM IS SUPPOSED TO DO. SO COULD YOU ENLIGHTEN US?
7 COULD YOU ENLIGHTEN US?

8

9 **DEREK HANSEL:** YEAH, ON THE

10

11 **DEREK HANSEL:** YEAH, ON THE RECONCILIATION FRONT, I THINK IT
12 RECONCILIATION FRONT, I THINK IT WAS MENTIONED IN THE WAS
13 MENTIONED IN THE PRESENTATION KIND OF WHERE WE PRESENTATION
14 KIND OF WHERE WE ARE STATUS ON SOME OF THOSE ARE STATUS ON
15 SOME OF THOSE THINGS. WE HAVE BEEN WORKING THINGS. WE HAVE
16 BEEN WORKING VERY HARD WITH THE CUBIC TEAM. VERY HARD WITH THE
17 CUBIC TEAM. I'LL ACTUALLY BE SITTING DOWN I'LL ACTUALLY BE
18 SITTING DOWN YET AGAIN TO MEET WEEKLY-ISH YET AGAIN TO MEET
19 WEEKLY-ISH WITH CUBIC'S DIRECTOR OF GLOBAL WITH CUBIC'S
20 DIRECTOR OF GLOBAL FINANCE SERVICES WHO HAS BEEN FINANCE
21 SERVICES WHO HAS BEEN EXTREMELY ACTIVELY INVOLVED EXTREMELY
22 ACTIVELY INVOLVED SINCE THE BEGINNING OF THE YEAR SINCE THE
23 BEGINNING OF THE YEAR WORKING ON RECONCILIATIONS, AS WORKING
24 ON RECONCILIATIONS, AS WELL AS MANY OTHER THINGS. WELL AS MANY
25 OTHER THINGS. RECONCILE -- WHAT WAS SUPPOSED RECONCILE -- WHAT



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1 WAS SUPPOSED TO BE DAILY RECONCILIATION WHEN TO BE DAILY
2 RECONCILIATION WHEN WE STARTED WAS ABOUT TEN DAYS, WE STARTED
3 WAS ABOUT TEN DAYS, NOT NEXT DAY. WE DO HAVE NEXT NOT NEXT
4 DAY. WE DO HAVE NEXT DAY RECONCILIATION NOW, SO DAY
5 RECONCILIATION NOW, SO THAT'S ACTUALLY BEEN TREMENDOUS THAT'S
6 ACTUALLY BEEN TREMENDOUS PROGRESS THERE. REPORTING PROGRESS
7 THERE. REPORTING CONTINUES TO BE A BIT OF AN CONTINUES TO BE A
8 BIT OF AN ISSUE, BUT FRANKLY, DONE HERE. ISSUE, BUT FRANKLY,
9 DONE HERE. THEN THERE IS DOCUMENTATION THEN THERE IS
10 DOCUMENTATION EFFORTS. WE HAVE MADE A TON OF EFFORTS. WE HAVE
11 MADE A TON OF HEADWAY ON DOCUMENTATION BUT HEADWAY ON
12 DOCUMENTATION BUT HAVE SOME OF THAT ON PAUSE. HAVE SOME OF
13 THAT ON PAUSE. BECAUSE RIGHT NOW WE HAVE FISCAL BECAUSE RIGHT
14 NOW WE HAVE FISCAL YEAR THAT JUST CLOSED. WE NEED YEAR THAT
15 JUST CLOSED. WE NEED TO GET THE BOOKS CLOSE ON THAT. TO GET
16 THE BOOKS CLOSE ON THAT. THAT REQUIRED SOME AGREEMENT ON THAT
17 REQUIRED SOME AGREEMENT ON ALLOCATION RULES GETTING THOSE
18 ALLOCATION RULES GETTING THOSE THINGS SET, RESOLVING ISSUES
19 THINGS SET, RESOLVING ISSUES AROUND TVM TRANSACTIONS AND HOW
20 AROUND TVM TRANSACTIONS AND HOW THOSE WENT THAT'S ACTUALLY A
21 THOSE WENT THAT'S ACTUALLY A FAIRLY MINOR ISSUE IN TERMS OF
22 FAIRLY MINOR ISSUE IN TERMS OF DOLLAR CONSEQUENCE BUT WE HAVE
23 DOLLAR CONSEQUENCE BUT WE HAVE GOT TO GET THAT RESOLVED THAT
24 GOT TO GET THAT RESOLVED THAT WILL REQUIRE SOME WORK WITH THE
25 WILL REQUIRE SOME WORK WITH THE OPERATORS ALSO WANT TO



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1 OPERATORS ALSO WANT TO MR. MULLIGAN, COMMENT YOUR STAFF MR.
2 MULLIGAN, COMMENT YOUR STAFF WHO HAS WORKED CLOSELY WITH US
3 WHO HAS WORKED CLOSELY WITH US THINKING ABOUT THE REPORTING
4 THINKING ABOUT THE REPORTING PACKAGES THAT ARE BEING DONE AND
5 PACKAGES THAT ARE BEING DONE AND MADE A LOT OF HEADWAY ON THAT
6 AS MADE A LOT OF HEADWAY ON THAT AS JASON MENTIONED WE'RE
7 GOING TO JASON MENTIONED WE'RE GOING TO BE SITTING DOWN NEXT
8 WITH SAM BE SITTING DOWN NEXT WITH SAM TRANSIT CALTRAIN STAFF
9 A LOT OF TRANSIT CALTRAIN STAFF A LOT OF THIS IS GOING TO BE
10 RELATIVE ARE THIS IS GOING TO BE RELATIVE ARE ISSUER AGENCY
11 EDUCATION ON HOW ISSUER AGENCY EDUCATION ON HOW TO USE THE
12 REPORTING PACKAGES TO USE THE REPORTING PACKAGES THAT ARE
13 AVAILABLE TO ADDRESS THAT ARE AVAILABLE TO ADDRESS MISS
14 WEGENER'S COMMENTS YOU KNOW MISS WEGENER'S COMMENTS YOU KNOW
15 SOME OF THAT IS NOT SO MUCH THE SOME OF THAT IS NOT SO MUCH
16 THE NUMBERS ARE WRONG, BUT THERE NUMBERS ARE WRONG, BUT THERE
17 NEEDS TO BE UNDERSTANDING OF HOW NEEDS TO BE UNDERSTANDING OF
18 HOW TO USE THE REPORTS TO VERIFY TO USE THE REPORTS TO VERIFY
19 AGAINST THE INFORMATION THAT'S AGAINST THE INFORMATION THAT'S
20 BEEN PROVIDED. SO THAT'S THE BEEN PROVIDED. SO THAT'S THE
21 UPDATE WHERE WE ARE IN THIS UPDATE WHERE WE ARE IN THIS SENSE.
22 SENSE.

23

24 **V. CHAIR, DENNIS MULLIGAN,**

25



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1 >>V. CHAIR, DENNIS MULLIGAN, CEB: IF I COULD SUMMARIZE THAT
2 CEB: IF I COULD SUMMARIZE THAT TO TRY AND MAKE SURE I HEARD IT
3 TO TRY AND MAKE SURE I HEARD IT RIGHT, I'LL ECHO IT BACK. SO,
4 A RIGHT, I'LL ECHO IT BACK. SO, A LOT OF PROGRESS HAS BEEN
5 MADE LOT OF PROGRESS HAS BEEN MADE RECENTLY; YOU'RE NOT THERE
6 YET. RECENTLY; YOU'RE NOT THERE YET.

7

8 DEREK HANSEL: WE ARE NOT

9

10 DEREK HANSEL: WE ARE NOT QUITE THERE YET. WE'RE WORKING QUITE
11 THERE YET. WE'RE WORKING VERY HARD AND, AGAIN, OUR TEAM VERY
12 HARD AND, AGAIN, OUR TEAM AND THE CUBIC TEAM IS WORKING AND
13 THE CUBIC TEAM IS WORKING DILIGENTLY ON IT. THEY'RE DILIGENTLY
14 ON IT. THEY'RE RECOVERING AUDITOR FEES IN SOME RECOVERING
15 AUDITOR FEES IN SOME VERY UNCOMFORTABLE PLACES FOR VERY
16 UNCOMFORTABLE PLACES FOR CUBIC RIGHT NOW. CUBIC RIGHT NOW.

17

18 V. CHAIR, DENNIS MULLIGAN,

19

20 >>V. CHAIR, DENNIS MULLIGAN, CEB: THANK YOU. THEN ONE CEB:
21 THANK YOU. THEN ONE NON-RECONCILIATION QUESTION. WE NON-
22 RECONCILIATION QUESTION. WE RECENTLY HAD THE AZURE MICROSOFT
23 RECENTLY HAD THE AZURE MICROSOFT OUTAGE. WHEN THAT OCCURRED,
24 OUTAGE. WHEN THAT OCCURRED, WHERE THE ALARM BELLS GOING OFF
25 WHERE THE ALARM BELLS GOING OFF AT CUBIC? AND DID CUBIC NOTIFY



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1 AT CUBIC? AND DID CUBIC NOTIFY THE OPERATORS? OR DID THE THE
2 OPERATORS? OR DID THE OPERATORS BECOME AWARE OF IT OPERATORS
3 BECOME AWARE OF IT WHEN STAFF STARTED TEXTING EACH WHEN STAFF
4 STARTED TEXTING EACH OTHER SAYING WHAT'S GOING ON? OTHER
5 SAYING WHAT'S GOING ON?

6

7 **JASON WEINSTEIN:** IT WAS

8

9 **JASON WEINSTEIN:** IT WAS ALMOST SIMULTANEOUS. WE HAVE A ALMOST
10 SIMULTANEOUS. WE HAVE A FAIRLY REGULAR CHATTING FAIRLY REGULAR
11 CHATTING RELATIONSHIP WITH FOLKS FROM RELATIONSHIP WITH FOLKS
12 FROM BART BECAUSE THEY SEE THINGS BART BECAUSE THEY SEE THINGS
13 THAT OTHERS MISS, VERY QUICKLY, THAT OTHERS MISS, VERY
14 QUICKLY, AND AT THE SAME TIME, WE WERE AND AT THE SAME TIME,
15 WE WERE GETTING NOTIFIED BY CUBIC. THE GETTING NOTIFIED BY
16 CUBIC. THE PROBLEM IT TOOK SOME TIME PROBLEM IT TOOK SOME TIME
17 DIGGING INTO, THESE TYPES OF DIGGING INTO, THESE TYPES OF
18 THINGS WE TAKE LESSONS AWAY HOW THINGS WE TAKE LESSONS AWAY
19 HOW WE CAN BETTER COMMUNICATE, HOW WE CAN BETTER COMMUNICATE,
20 HOW FREQUENTLY, WHAT WE SHOULD BE FREQUENTLY, WHAT WE SHOULD
21 BE SAYING. WE DON'T WANT PEOPLE SAYING. WE DON'T WANT PEOPLE
22 WONDERING, WELL, THERE'S A WONDERING, WELL, THERE'S A PROBLEM
23 AND HAVE NO DATA. PROBLEM AND HAVE NO DATA. THERE'S A BALANCE
24 WE'RE WORKING THERE'S A BALANCE WE'RE WORKING THROUGH ON OUR
25 END. THROUGH ON OUR END.



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1

2 **V. CHAIR, DENNIS MULLIGAN,**

3

4 **>>V. CHAIR, DENNIS MULLIGAN, CEB:** THE GOAL IS MICROSOFT OR

5 CEB: THE GOAL IS MICROSOFT OR OUTAGE OR SOFTWARE UPGRADE THE

6 OUTAGE OR SOFTWARE UPGRADE THE GO RIGHT OR AFFIRMS OR WHATEVER

7 GO RIGHT OR AFFIRMS OR WHATEVER THE ISSUE IS THAT IDEALLY WE

8 THE ISSUE IS THAT IDEALLY WE DON'T HAVE OPERATION STAFF DON'T

9 HAVE OPERATION STAFF SCRATCHING AHEAD GETTING SCRATCHING AHEAD

10 GETTING FRUSTRATED TALKING TO EACH OTHER FRUSTRATED TALKING TO

11 EACH OTHER BEFORE THE MESSAGE COMES OUT BEFORE THE MESSAGE

12 COMES OUT FROM CUBIC WHETHER IT'S THROUGH FROM CUBIC WHETHER

13 IT'S THROUGH MTC OR NOT BECAUSE GETTING MTC OR NOT BECAUSE

14 GETTING INFORMATION TO THE FRONTLINE INFORMATION TO THE

15 FRONTLINE STAFF QUICKLY IS IMPORTANT FOR STAFF QUICKLY IS

16 IMPORTANT FOR THEIR MENTAL HEALTH FOR THEIR THEIR MENTAL

17 HEALTH FOR THEIR ABILITY DO THEIR JOBS MACHINES ABILITY DO

18 THEIR JOBS MACHINES AREN'T WORKING TRYING TO FIGURE AREN'T

19 WORKING TRYING TO FIGURE OUT TROUBLESHOOT THE PROBLEM OUT

20 TROUBLESHOOT THE PROBLEM THAT THEY CANT FIX SO THAT THAT THEY

21 CANT FIX SO THAT INFORMATION ANY LESSONS LEARNED INFORMATION

22 ANY LESSONS LEARNED HOW CAN WE GET IT OUT THERE HOW CAN WE GET

23 IT OUT THERE QUICKER WOULD BE GREATLY QUICKER WOULD BE GREATLY

24 APPRECIATED. APPRECIATED.

25



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1 **CHAIR, ROBERT POWERS:** THANK

2

3 **CHAIR, ROBERT POWERS:** THANK YOU. REBECCA COMMENTS? YOU.

4 REBECCA COMMENTS?

5

6 **SPEAKER:** JUST RECONCILIATION

7

8 **SPEAKER:** JUST RECONCILIATION THANK YOU FOR SORTING OUT WE ARE
9 THANK YOU FOR SORTING OUT WE ARE FUNDING FOR THE LAST FIVE
10 MONTHS FUNDING FOR THE LAST FIVE MONTHS THIS HAS BEEN STILL
11 GOING TO THIS HAS BEEN STILL GOING TO SOLANO RIGHT POW NOT
12 DIRECTLY TO SOLANO RIGHT POW NOT DIRECTLY TO NAPA AND I THINK
13 WE HAVE GOT NAPA AND I THINK WE HAVE GOT WITH THAT SITUATED SO
14 NOW WE'RE WITH THAT SITUATED SO NOW WE'RE FUNDING DIRECTLY
15 FROM NAPA SO I FUNDING DIRECTLY FROM NAPA SO I UNDERSTAND
16 OBVIOUSLY NEXT STEPS UNDERSTAND OBVIOUSLY NEXT STEPS IS KIND
17 OF A SHORT-TERM NEXT IS KIND OF A SHORT-TERM NEXT STEPS THESE
18 ARE IMMEDIATE FIRES STEPS THESE ARE IMMEDIATE FIRES THAT YOU
19 HAVE DOESN'T GET LOST THAT YOU HAVE DOESN'T GET LOST IN THE
20 BIG PICTURE, AND BUT NOW IN THE BIG PICTURE, AND BUT NOW WE'RE
21 PICKING UP SOLANO RIDERS WE'RE PICKING UP SOLANO RIDERS THAT
22 ARE ELIGIBLE IN NR THEIR THAT ARE ELIGIBLE IN NR THEIR COUNTY
23 BRINGING THEM ACROSS THEY COUNTY BRINGING THEM ACROSS THEY
24 HAVE TO MAKE SURE THEY HAVE HAVE TO MAKE SURE THEY HAVE OTHER
25 FORM OF PAYMENT FROM OTHER FORM OF PAYMENT FROM SOLANO THAT'S



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1 AVAILABLE IT'S SOLANO THAT'S AVAILABLE IT'S ONLY THAT PASS
2 THEY CAN USE TO ONLY THAT PASS THEY CAN USE TO RIDE OURS BACK
3 AND FORTH, RIDE OURS BACK AND FORTH, THEY'RE RELYING ON CASH
4 SO WE'RE THEY'RE RELYING ON CASH SO WE'RE NOT I GUESS GIVING
5 THE SAME NOT I GUESS GIVING THE SAME SEAMLESS EXPERIENCE THAT
6 WE ARE SEAMLESS EXPERIENCE THAT WE ARE TO FIXED ROUTE
7 PARATRANSIT BUT TO FIXED ROUTE PARATRANSIT BUT WANT TO MAKE
8 SURE THAT DOESN'T WANT TO MAKE SURE THAT DOESN'T FALL OFFER
9 THE LONG-TERM GOALS. FALL OFFER THE LONG-TERM GOALS.

10

11 **CHAIR, ROBERT POWERS:** THANK

12

13 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. SAL, YOU
14 FOR THOSE COMMENTS. SAL, ALIX BOCKELMAN, MTC. SAL? ALIX
15 BOCKELMAN, MTC. SAL?

16

17 **SAL LLAMAS:** THANK YOU, CHAIR

18

19 **SAL LLAMAS:** THANK YOU, CHAIR POWERS. THANK YOU FOR THE POWERS.
20 THANK YOU FOR THE REPORT. WHAT I'M HEARING IS REPORT. WHAT I'M
21 HEARING IS FRUSTRATION. LET ME TRY TO FRUSTRATION. LET ME TRY
22 TO EXPLAIN WHY I'M FRUSTRATED, AND EXPLAIN WHY I'M FRUSTRATED,
23 AND MAYBE MY COLLEAGUES HERE ARE AT MAYBE MY COLLEAGUES HERE
24 ARE AT THE SAME TIME. I'M A MECHANIC THE SAME TIME. I'M A
25 MECHANIC BY TRADE, NOT IT OR TECHNOLOGY BY TRADE, NOT IT OR



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1 TECHNOLOGY EXPORT, BUT WE HAVE AMAZING, EXPORT, BUT WE HAVE
2 AMAZING, INCREDIBLY TALENTED STAFF THAT INCREDIBLY TALENTED
3 STAFF THAT KNOW TECHNOLOGY WELL, MY KNOW TECHNOLOGY WELL, MY
4 UNDERSTANDING OF CHALLENGES UNDERSTANDING OF CHALLENGES WE'RE
5 FACING WITH THE SYSTEM IS WE'RE FACING WITH THE SYSTEM IS DUE
6 TO CAPACITY. SO THE DUE TO CAPACITY. SO THE QUESTION THAT
7 COMES TO MY MIND QUESTION THAT COMES TO MY MIND MY DIAGNOSTIC
8 TROUBLESHOOTING MY DIAGNOSTIC TROUBLESHOOTING MIND IS AT WHAT
9 POINT THAT WE MIND IS AT WHAT POINT THAT WE KNOW THAT THERE
10 WAS GOING TO BE KNOW THAT THERE WAS GOING TO BE CAPACITY AND
11 WHAT KIND OF LOAD CAPACITY AND WHAT KIND OF LOAD TESTING WAS
12 CONDUCTED TO TRY TO TESTING WAS CONDUCTED TO TRY TO GET AHEAD
13 OF THAT OR MITIGATE GET AHEAD OF THAT OR MITIGATE WHAT THAT
14 COULD BE FACED BY THE WHAT THAT COULD BE FACED BY THE SYSTEM
15 AND THEN A LOT OF THAT SYSTEM AND THEN A LOT OF THAT RESOLVES
16 AROUND API AND I HAD TO RESOLVES AROUND API AND I HAD TO LOOK
17 UP WHAT API MEANS LOOK UP WHAT API MEANS APPLICATION
18 PROGRAMMING APPLICATION PROGRAMMING INTERFACE AND MY SIMPLE
19 MIND IS INTERFACE AND MY SIMPLE MIND IS WHEN TWO APPLICATIONS
20 ARE GOING WHEN TWO APPLICATIONS ARE GOING TO COMMUNICATE WITH
21 EACH OTHER TO COMMUNICATE WITH EACH OTHER THEY SPEAK TO
22 DIFFERENT THEY SPEAK TO DIFFERENT LANGUAGES AND I'M BILINGUAL
23 BY LANGUAGES AND I'M BILINGUAL BY THE WAY SO YOU HAVE TO THE
24 WAY SO YOU HAVE TO UNDERSTAND THAT, ONE IS SAYING UNDERSTAND
25 THAT, ONE IS SAYING TO THE OTHER SO THEY CAN FOLLOW TO THE



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1 OTHER SO THEY CAN FOLLOW THE COMMAND CORRECTLY TO ME IS THE
2 COMMAND CORRECTLY TO ME IS INCREDIBLY DIFFICULT FOR ME TO
3 INCREDIBLY DIFFICULT FOR ME TO REALIZE THAT THIS LATE IN THE
4 REALIZE THAT THIS LATE IN THE GAME WE'RE REALIZING THAT WHEN
5 GAME WE'RE REALIZING THAT WHEN WE HAVE AN API ISSUE THEN THAT
6 WE HAVE AN API ISSUE THEN THAT WE HAVE TO LOAD TESTING ISSUE
7 WE WE HAVE TO LOAD TESTING ISSUE WE AGREE TO GLOW LIVE WITH
8 THE AGREE TO GLOW LIVE WITH THE SYSTEM IN DECEMBER A LOT OF
9 THAT SYSTEM IN DECEMBER A LOT OF THAT SHOULD HAVE BEEN VETTED
10 OR WHEN SHOULD HAVE BEEN VETTED OR WHEN CUBIC OR WHOEVER WAS
11 DEVELOPING CUBIC OR WHOEVER WAS DEVELOPING THE SOFTWARE THAT
12 THE REGION BY THE SOFTWARE THAT THE REGION BY THE WAY WE PAID
13 FOR THAT, WE THE WAY WE PAID FOR THAT, WE PAID FOR THE
14 SOFTWARE INTERFACE PAID FOR THE SOFTWARE INTERFACE TO BE
15 DEVELOPED. THE SYSTEMS TO BE DEVELOPED. THE SYSTEMS THAT ARE
16 THERE TODAY WERE THIS THAT ARE THERE TODAY WERE THIS BEFORE WE
17 WENT LIVE THEN BEFORE BEFORE WE WENT LIVE THEN BEFORE THE
18 CONTRACT WAS AWARDED, OR AT THE CONTRACT WAS AWARDED, OR AT
19 LEAST THE MAJORITY OF IT. SO LEAST THE MAJORITY OF IT. SO I'M
20 STRUGGLING TO UNDERSTAND HOW I'M STRUGGLING TO UNDERSTAND HOW
21 DID WE GET TO THIS GIANT PIT DID WE GET TO THIS GIANT PIT THAT
22 WE CAN'T CRAWL OUT OF. AND THAT WE CAN'T CRAWL OUT OF. AND ONE
23 OF MY STAFF MEMBERS SAID ONE OF MY STAFF MEMBERS SAID IT'S
24 ALMOST LIKE WE'RE CHANGING IT'S ALMOST LIKE WE'RE CHANGING THE
25 SPARK PLUGS WHILE THE ENGINE THE SPARK PLUGS WHILE THE ENGINE



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1 IS STILL RUNNING. I COUNTY IS STILL RUNNING. I COUNTY FATHOM
2 HOW WE'RE THERE WHAT THAT FATHOM HOW WE'RE THERE WHAT THAT
3 MEANS. SO SAYING ALL MEANS. SO SAYING ALL FRUSTRATIONS, IN
4 DECEMBER WE FRUSTRATIONS, IN DECEMBER WE WERE TOLD THAT
5 FEBRUARY WE HAVE WERE TOLD THAT FEBRUARY WE HAVE EVERYTHING
6 SORTED OUT. WE NEED EVERYTHING SORTED OUT. WE NEED DETAILS. WE
7 NEED TO PINPOINT DETAILS. WE NEED TO PINPOINT WHAT SUCCESS
8 RESOLVED AND WHEN WHAT SUCCESS RESOLVED AND WHEN IS IT GOING
9 TO BE RESOLVED AND IS IT GOING TO BE RESOLVED AND HOW DO WE
10 START GETTING SOME OF HOW DO WE START GETTING SOME OF THE LOW-
11 INCOME RIDERS AND ALL THE LOW-INCOME RIDERS AND ALL THE
12 DISCOUNTED PASS HOLDERS TO THE DISCOUNTED PASS HOLDERS TO
13 START TO REALIZE THE BENEFITS START TO REALIZE THE BENEFITS
14 THAT WE HAVE BEEN PROMISING FROM THAT WE HAVE BEEN PROMISING
15 FROM THIS PROJECT. BECAUSE IT'S THIS PROJECT. BECAUSE IT'S
16 GETTING DIFFICULT TO TRY TO GETTING DIFFICULT TO TRY TO
17 ENCOURAGE PEOPLE TO GET ON ENCOURAGE PEOPLE TO GET ON CLIPPER
18 START AND OTHER PROGRAMS CLIPPER START AND OTHER PROGRAMS EVEN
19 WHEN I TALK WITH FAMILIES EVEN WHEN I TALK WITH FAMILIES
20 TRYING TO TRAVEL, TVMS AREN'T TRYING TO TRAVEL, TVMS AREN'T
21 WORKING WE DON'T HAVE ENOUGH TO WORKING WE DON'T HAVE ENOUGH
22 TO BEGIN WITH AND WHEN THEY'RE NOT BEGIN WITH AND WHEN THEY'RE
23 NOT WORKING THIS'S ANOTHER HARD WORKING THIS'S ANOTHER HARD
24 CHALLENGE THAT PEOPLE HAVE TO CHALLENGE THAT PEOPLE HAVE TO
25 DEAL WITH AND IT'S HARD FOR US DEAL WITH AND IT'S HARD FOR US



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1 TO ENCOURAGE PEOPLE TO TRUST THE TO ENCOURAGE PEOPLE TO TRUST
2 THE SYSTEM. SO THERE IS A LOT GOING SYSTEM. SO THERE IS A LOT
3 GOING ON I KNOW THAT DIRECTOR ON I KNOW THAT DIRECTOR
4 WEINSTEIN YOU AND YOUR STAFF ARE WEINSTEIN YOU AND YOUR STAFF
5 ARE DOING AN AMAZING JOB TO JUST DOING AN AMAZING JOB TO JUST
6 MANAGE ALL THIS. I CAN'T MANAGE ALL THIS. I CAN'T IMAGINE HOW
7 TOUGH YOUR JOB IS IMAGINE HOW TOUGH YOUR JOB IS RIGHT NOW. BUT
8 THE DETAILS RIGHT NOW. BUT THE DETAILS MATTER. AND GIVING
9 CONFIDENCE MATTER. AND GIVING CONFIDENCE MATTERS AND GIVING
10 DATES. EVEN MATTERS AND GIVING DATES. EVEN IF IT'S BETWEEN
11 JULY AND IF IT'S BETWEEN JULY AND SEPTEMBER, THESE ARE THE
12 FIVE SEPTEMBER, THESE ARE THE FIVE THINGS THAT WE KNOW WE'RE
13 GOING THINGS THAT WE KNOW WE'RE GOING TO ACCOMPLISH AND HOLD
14 THE TO ACCOMPLISH AND HOLD THE CONTRACTOR ACCOUNTABLE TO
15 CONTRACTOR ACCOUNTABLE TO ACCOMPLISH THEM. THAT'S WHAT WE
16 ACCOMPLISH THEM. THAT'S WHAT WE WANTED TO HEAR. THANK YOU.
17 WANTED TO HEAR. THANK YOU.

18

19 **CHAIR, ROBERT POWERS:** OKAY.

20

21 **CHAIR, ROBERT POWERS:** OKAY. ALIX BOCKELMAN, MTC. AND THEN ALIX
22 BOCKELMAN, MTC. AND THEN BILL CHURCHILL WITH -- NO, BILL, BILL
23 CHURCHILL WITH -- NO, BILL, OKAY APRIL CHAN SAMTRANS. OKAY
24 APRIL CHAN SAMTRANS.

25



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1 **ALIX BOCKELMAN:** THANK YOU

2

3 **ALIX BOCKELMAN:** THANK YOU CHAIR POWERS. I WANT TO NOTE I CHAIR
4 POWERS. I WANT TO NOTE I MEAN, OBVIOUSLY, I THINK IT'S MEAN,
5 OBVIOUSLY, I THINK IT'S BEEN EXPRESSED BY MANY HERE HOW BEEN
6 EXPRESSED BY MANY HERE HOW IMPORTANT THIS IS I WANTED TO
7 IMPORTANT THIS IS I WANTED TO MAKE SURE YOU KNEW NOT ONLY AT
8 MAKE SURE YOU KNEW NOT ONLY AT THE EXECUTIVE LEVEL AT MTC BUT
9 THE EXECUTIVE LEVEL AT MTC BUT OUR COMMISSIONERS I THINK SINCE
10 OUR COMMISSIONERS I THINK SINCE THE LAST MEETING OF THIS GROUP
11 THE LAST MEETING OF THIS GROUP THEY MET TWICE TO DISCUSS THE
12 THEY MET TWICE TO DISCUSS THE DEPLOYMENT OF THE NEXT
13 DEPLOYMENT OF THE NEXT GENERATION CLIPPER SYSTEM GENERATION
14 CLIPPER SYSTEM OBVIOUSLY IT'S TAKEN MUCH LONGER OBVIOUSLY IT'S
15 TAKEN MUCH LONGER AND WE ALL ANTICIPATED THOUGHT AND WE ALL
16 ANTICIPATED THOUGHT IT WOULD TAKE THREE MONTHS AND IT WOULD
17 TAKE THREE MONTHS AND WE'RE AT SEVEN MONTHS AND WE'RE AT SEVEN
18 MONTHS AND CLIMBING THERE HAS BEEN CLIMBING THERE HAS BEEN
19 SIGNIFICANT PROGRESS SINCE THE SIGNIFICANT PROGRESS SINCE THE
20 LAST MEETING OBVIOUSLY WE'RE LAST MEETING OBVIOUSLY WE'RE
21 HEARTENED TO SEE MORE STABILITY HEARTENED TO SEE MORE
22 STABILITY IN THE SYSTEM TO SEE THE IN THE SYSTEM TO SEE THE
23 CRITICAL BLOCKERS ARE DOWN TO, I CRITICAL BLOCKERS ARE DOWN
24 TO, I THINK TO NINE, EVEN THOUGH IT THINK TO NINE, EVEN THOUGH
25 IT SAYS 12 IN THIS REPORT, ONE CRM SAYS 12 IN THIS REPORT, ONE



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1 CRM OPEN YOU KNOW OBVIOUSLY THE OPEN YOU KNOW OBVIOUSLY THE
2 FINANCIAL RECONCILIATION DEREK FINANCIAL RECONCILIATION DEREK
3 AND HIS TEAM ARE WORKING CLOSELY AND HIS TEAM ARE WORKING
4 CLOSELY WITH CUBIC, THAT'S VERY WITH CUBIC, THAT'S VERY
5 IMPORTANT. THE FARE INSPECTION IMPORTANT. THE FARE INSPECTION
6 DEVICE ALL BEEN SAID I THINK THE DEVICE ALL BEEN SAID I THINK
7 THE DAILY REPORTS OF THE TRANSIT DAILY REPORTS OF THE TRANSIT
8 OPERATORS GET WITH THE DETAIL IS OPERATORS GET WITH THE DETAIL
9 IS VERY HELPFUL TO BE ABLE TO TRACK VERY HELPFUL TO BE ABLE TO
10 TRACK THE TECHNICAL WORK THAT'S THE TECHNICAL WORK THAT'S
11 HAPPENING ON A DAILY BASIS, HAPPENING ON A DAILY BASIS,
12 SIGNIFICANT PROGRESS SINCE LAST SIGNIFICANT PROGRESS SINCE
13 LAST MONTH HAVE TO KEEP THAT TREND MONTH HAVE TO KEEP THAT
14 TREND GOING SO WE CAN GET SYSTEM FULLY GOING SO WE CAN GET
15 SYSTEM FULLY DEPLOYED SO EVERYONE CAN HAVE DEPLOYED SO
16 EVERYONE CAN HAVE THE BENEFITS THAT THEY NEED FOR THE BENEFITS
17 THAT THEY NEED FOR A MODERN CLIPPER SYSTEM. A MODERN CLIPPER
18 SYSTEM.

19

20 **CHAIR, ROBERT POWERS:** APRIL

21

22 **CHAIR, ROBERT POWERS:** APRIL CHAN GENERAL MANAGER WITH CHAN
23 GENERAL MANAGER WITH SAMTRANS. APRIL. SAMTRANS. APRIL.

24

25 **V. CHAIR, APRIL CHAN:** THANK



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1

2 **V. CHAIR, APRIL CHAN:** THANK YOU CHAIR POWERS KIND OF A YOU
3 CHAIR POWERS KIND OF A POTPOURRI OF THINGS AND I TRY POTPOURRI
4 OF THINGS AND I TRY NOT TO REPEAT WHAT I HEARD FROM NOT TO
5 REPEAT WHAT I HEARD FROM SOME OF THE OTHER DIRECTORS SOME OF
6 THE OTHER DIRECTORS MAYBE THIS IS MORE OF A QUESTION MAYBE
7 THIS IS MORE OF A QUESTION FOR DEREK IN TERMS OF THE FOR DEREK
8 IN TERMS OF THE FINANCIAL RECONCILIATION THAT FINANCIAL
9 RECONCILIATION THAT WE'RE TALKING ABOUT ARE WE WE'RE TALKING
10 ABOUT ARE WE STRIVING TO GET THIS DONE SO STRIVING TO GET THIS
11 DONE SO THAT WE HAVE THE YEAR END DATA THAT WE HAVE THE YEAR
12 END DATA IN ORDER TO CLOSE OUT THE FISCAL IN ORDER TO CLOSE
13 OUT THE FISCAL YEAR IS. YEAR IS.

14

15 **DEREK HANSEL:** ABSOLUTELY AND

16

17 **DEREK HANSEL:** ABSOLUTELY AND I CAN TELL YOU THAT PERSONALLY I
18 CAN TELL YOU THAT PERSONALLY I'M JUST AS INVESTED IN THIS AS
19 I'M JUST AS INVESTED IN THIS AS ALL OF YOUR AGENCIES ARE
20 BECAUSE ALL OF YOUR AGENCIES ARE BECAUSE I HAVE GOTTEN MY TEAM
21 I HAVE GOTTEN MY TEAM ACCOUNTANTS WHO ON DON'T WORK ON
22 ACCOUNTANTS WHO ON DON'T WORK ON THIS PARTICULAR ASPECT BUT
23 OUR THIS PARTICULAR ASPECT BUT OUR GL ACCOUNTANTS WHO ARE
24 TRYING TO GL ACCOUNTANTS WHO ARE TRYING TO CLOSE OUR BOOKS AS
25 WELL AND THEY CLOSE OUR BOOKS AS WELL AND THEY ARE VERY LOUD



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1 SO THEY'RE YAPPING ARE VERY LOUD SO THEY'RE YAPPING AT ME AS
2 WELL. AT ME AS WELL.

3

4 **V. CHAIR, APRIL CHAN:** THAT'S

5

6 **V. CHAIR, APRIL CHAN:** THAT'S GREAT I WANT TO SAY WE HAVE NOT
7 GREAT I WANT TO SAY WE HAVE NOT BEEN ABLE TO REPORT ON THE
8 BEEN ABLE TO REPORT ON THE RIDERSHIP FOR OUR SYSTEM FOR A
9 RIDERSHIP FOR OUR SYSTEM FOR A NUMBER OF MONTHS BECAUSE WE
10 NUMBER OF MONTHS BECAUSE WE GENERALLY HAVE TO RELY ON THIS
11 GENERALLY HAVE TO RELY ON THIS CLIPPER DATA WE ARE IN THE
12 CLIPPER DATA WE ARE IN THE PROCESS OF ALSO TRYING TO GET
13 PROCESS OF ALSO TRYING TO GET SOME OF OUR APC AUTOMATIC SOME
14 OF OUR APC AUTOMATIC PASSENGER COUNTER INFORMATION PASSENGER
15 COUNTER INFORMATION CERTIFIED SO THAT AT LEAST WE CERTIFIED SO
16 THAT AT LEAST WE HAVE A SOURCE THAT WE CAN COUNT HAVE A SOURCE
17 THAT WE CAN COUNT ON BUT THIS IS CRUCIAL NOT ON BUT THIS IS
18 CRUCIAL NOT HAVING THE DATA IT'S REALLY HAVING THE DATA IT'S
19 REALLY DIFFICULT IT'S ANOTHER FINANCIAL DIFFICULT IT'S ANOTHER
20 FINANCIAL QUESTION SO YOU CAN MAYBE QUESTION SO YOU CAN MAYBE
21 RESPOND TO THIS, I DID SEE YOUR RESPOND TO THIS, I DID SEE
22 YOUR PRESENTATION ABOUT 15% OF THE PRESENTATION ABOUT 15% OF
23 THE TRANSACTIONS I HOPE THAT'S WHAT TRANSACTIONS I HOPE THAT'S
24 WHAT I SAW SOMEWHERE IT IS BASED ON I SAW SOMEWHERE IT IS
25 BASED ON CONTACTLESS CARDS AND I THINK CONTACTLESS CARDS AND I



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1 THINK ONE OF THE THINGS THAT WE LOOKED ONE OF THE THINGS THAT
2 WE LOOKED AT A COUPLE OF MONTHS AGO IS AT A COUPLE OF MONTHS
3 AGO IS THAT GENERALLY ALSO MEANS HIGHER THAT GENERALLY ALSO
4 MEANS HIGHER FEES TO THE OPERATOR I DON'T FEES TO THE OPERATOR
5 I DON'T KNOW WHAT THAT MAY MEAN SO IF KNOW WHAT THAT MAY MEAN
6 SO IF THAT'S SOMETHING THAT YOU CAN THAT'S SOMETHING THAT YOU
7 CAN TALK TO BUT JUST MAKE MY FINAL TALK TO BUT JUST MAKE MY
8 FINAL COMMENT AND CAN YOU DECIDE COMMENT AND CAN YOU DECIDE
9 WHETHER OR NOT SOMETHING THAT WHETHER OR NOT SOMETHING THAT
10 YOU CAN BRING BACK BUT I WANT TO YOU CAN BRING BACK BUT I WANT
11 TO SAY SOMETHING MAYBE RESPONDING SAY SOMETHING MAYBE
12 RESPONDING TO SOMETHING THAT ADINA SHARED TO SOMETHING THAT
13 ADINA SHARED THIS IS MY PERSONAL EXPERIENCE THIS IS MY
14 PERSONAL EXPERIENCE MAYBE I'M GETTING OLDER I FEEL MAYBE I'M
15 GETTING OLDER I FEEL LIKE I FORGOT WHETHER OR NOT I LIKE I
16 FORGOT WHETHER OR NOT I TAPPED ON THE SYSTEM OR NOT BUT TAPPED
17 ON THE SYSTEM OR NOT BUT I CAN'T REALLY TELL WHETHER OR I
18 CAN'T REALLY TELL WHETHER OR NOT ON MY PHONE BUT I CAN'T TELL
19 NOT ON MY PHONE BUT I CAN'T TELL FROM THE PHONE OR THE CARD
20 AND I FROM THE PHONE OR THE CARD AND I DIDN'T WANT TO DOUBLE
21 TAP AGAIN DIDN'T WANT TO DOUBLE TAP AGAIN IF THERE IS ANY WAY
22 -- I IF THERE IS ANY WAY -- I RECOGNIZE WE WANT TO STABILIZE
23 RECOGNIZE WE WANT TO STABILIZE THE SYSTEM FIRST, THIS IS MORE
24 A THE SYSTEM FIRST, THIS IS MORE A CUSTOMER EXPERIENCE THING
25 THAT'S CUSTOMER EXPERIENCE THING THAT'S SOMETHING THAT COULD



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1 BE WORKED SOMETHING THAT COULD BE WORKED ON I WANT TO RESPOND
2 TO WHAT ON I WANT TO RESPOND TO WHAT ADINA EXPERIENCED BECAUSE
3 THAT'S ADINA EXPERIENCED BECAUSE THAT'S [LAUGHTER] [LAUGHTER]
4 SOMETHING I EXPERIENCED TOO. SOMETHING I EXPERIENCED TOO.
5 THANK YOU. THANK YOU.

6

7 **JASON WEINSTEIN:** THANK YOU

8

9 **JASON WEINSTEIN:** THANK YOU BOARD MEMBER CHAN. OR VICE BOARD
10 MEMBER CHAN. OR VICE CHAIR. I'M SORRY. CHAIR. I'M SORRY. YEAH,
11 IN TERMS OF THE HIGHER YEAH, IN TERMS OF THE HIGHER FEES FOR
12 CREDIT DEBIT WE CAN FEES FOR CREDIT DEBIT WE CAN CERTAINLY GET
13 BACK TO YOU. CERTAINLY GET BACK TO YOU. IT'S, DEPENDING HOW
14 PEOPLE LOAD IT'S, DEPENDING HOW PEOPLE LOAD THEIR CLIPPER CARD
15 IT MIGHT NOT THEIR CLIPPER CARD IT MIGHT NOT BE ANY MORE LESS
16 EXPENSIVE THAN BE ANY MORE LESS EXPENSIVE THAN IF THEY JUST
17 TAPPED DIRECTLY, IF THEY JUST TAPPED DIRECTLY, BUT WE CAN COME
18 BACK TO YOU WITH BUT WE CAN COME BACK TO YOU WITH THAT. I WANT
19 TO ADDRESS THE THAT. I WANT TO ADDRESS THE ISSUE OF TAPPING ON
20 A DEVICE AND ISSUE OF TAPPING ON A DEVICE AND NOT EXACTLY
21 KNOWING WHAT'S NOT EXACTLY KNOWING WHAT'S HAPPENING. IN AN
22 ACCOUNT-BASED HAPPENING. IN AN ACCOUNT-BASED WORLD BASICALLY
23 WHAT HAPPENS WORLD BASICALLY WHAT HAPPENS WHEN YOU TAP IT, IT
24 TELLS YOU IF WHEN YOU TAP IT, IT TELLS YOU IF THE TAP IS OKAY,
25 GREEN CHECKMARK THE TAP IS OKAY, GREEN CHECKMARK IF IT'S OKAY.



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1 IF THERE IS SOME IF IT'S OKAY. IF THERE IS SOME RISK ITEM
2 WHERE THE CARD HAS RISK ITEM WHERE THE CARD HAS NEGATIVE VALUE
3 OR WHATEVER AND NEGATIVE VALUE OR WHATEVER AND THEY GET ON THE
4 LIST THAT'S WHEN THEY GET ON THE LIST THAT'S WHEN YOU WOULD
5 SEE THE NO. IN TERMS YOU WOULD SEE THE NO. IN TERMS OF
6 CALTRAIN IT'S SUPPOSED TO BE OF CALTRAIN IT'S SUPPOSED TO BE A
7 BENEFIT. SO TODAY WHEN YOU A BENEFIT. SO TODAY WHEN YOU TAP,
8 RIGHT, IN THE C1, TAP, RIGHT, IN THE C1, BASICALLY, IT
9 WOULDN'T LET YOU BASICALLY, IT WOULDN'T LET YOU TAP AGAIN, BUT
10 IF YOU DIDN'T TAP AGAIN, BUT IF YOU DIDN'T TAP-OFF, YOU GET
11 CHARGED THE TAP-OFF, YOU GET CHARGED THE MAXIMUM FARE. IN C2
12 IT'S A MAXIMUM FARE. IN C2 IT'S A BENEFIT IN TERMS OF I MISSED
13 MY BENEFIT IN TERMS OF I MISSED MY TRAIN. I DON'T WANT TO GO
14 SO TRAIN. I DON'T WANT TO GO SO JUST LIKE ON PART WITH THE
15 JUST LIKE ON PART WITH THE CERTAIN PERIOD OF TIME AND CERTAIN
16 PERIOD OF TIME AND SOMEBODY WILL HAVE TO HELP ME SOMEBODY WILL
17 HAVE TO HELP ME WHAT PERIOD OF TIME THAT IS -- WHAT PERIOD OF
18 TIME THAT IS -- IF YOU TAP AGAIN, IT VOIDS THE IF YOU TAP
19 AGAIN, IT VOIDS THE TRANSACTION SO YOU DON'T HAVE TO
20 TRANSACTION SO YOU DON'T HAVE TO PAY. IN TERMS OF BART, YOU GO
21 PAY. IN TERMS OF BART, YOU GO INTO THE BART GATE, WITHIN 30
22 INTO THE BART GATE, WITHIN 30 MINUTES FOR WHATEVER REASON YOU
23 MINUTES FOR WHATEVER REASON YOU DON'T WANT TO TAKE THE TRAIN
24 OR DON'T WANT TO TAKE THE TRAIN OR THE TRAIN IS LATE, OR
25 WHATEVER, THE TRAIN IS LATE, OR WHATEVER, YOU LEAVE; NO



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1 CHARGE. SAME IDEA YOU LEAVE; NO CHARGE. SAME IDEA BUT THERE'S
2 NO GATE, RIGHT? BUT THERE'S NO GATE, RIGHT? THIS BECOMES THE
3 CHALLENGE WHEN THIS BECOMES THE CHALLENGE WHEN THE VALIDATOR
4 JUST SAYS OKAY THE VALIDATOR JUST SAYS OKAY EVERY TIME YOU TAP
5 IT EVERY TIME YOU TAP IT [LAUGHTER] [LAUGHTER] NOW THERE
6 DEFINITELY IS SOME NOW THERE DEFINITELY IS SOME MAYBE WORK WE
7 CAN DO TO FIGURE MAYBE WORK WE CAN DO TO FIGURE OUT HOW TO
8 MAKE IT A BETTER OUT HOW TO MAKE IT A BETTER CUSTOMER
9 EXPERIENCE SO THAT THAT CUSTOMER EXPERIENCE SO THAT THAT THING
10 THAT'S SUPPOSED TO BE A THING THAT'S SUPPOSED TO BE A
11 POSITIVE, WHERE YOU WOULD POSITIVE, WHERE YOU WOULD TAP-OFF,
12 BECAUSE DID YOU NOT TAP-OFF, BECAUSE DID YOU NOT WANT A RIDE,
13 DOESN'T CREATE A WANT A RIDE, DOESN'T CREATE A SITUATION WHERE
14 NOW YOU HAVE SITUATION WHERE NOW YOU HAVE FORGOTTEN WHETHER
15 YOU TAPPED OR FORGOTTEN WHETHER YOU TAPPED OR NOT. I HAVE
16 HEARD THAT NUMEROUS NOT. I HAVE HEARD THAT NUMEROUS TIMES IT'S
17 DEFINITELY SOMETHING TIMES IT'S DEFINITELY SOMETHING WE CAN
18 WORK ON AND THINK ABOUT WE CAN WORK ON AND THINK ABOUT HOW TO
19 MAKE BETTER FROM A PUBLIC HOW TO MAKE BETTER FROM A PUBLIC
20 MESSAGE PERSPECTIVE AND ALSO IN MESSAGE PERSPECTIVE AND ALSO
21 IN TERMS OF ONE LAST THING WITH TERMS OF ONE LAST THING WITH
22 RESPECT TO THAT, WE ARE WORKING RESPECT TO THAT, WE ARE
23 WORKING WITH THE MOBILE PROVIDERS, SOME WITH THE MOBILE
24 PROVIDERS, SOME OF YOU MAY REMEMBER WHEN YOU -- OF YOU MAY
25 REMEMBER WHEN YOU -- IF YOU HAD A MOBILE CARD ON YOUR IF YOU



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1 HAD A MOBILE CARD ON YOUR PHONE, IT WOULD TELL YOU WHEN PHONE,
2 IT WOULD TELL YOU WHEN YOU HAD A TRIP IN PROGRESS. YOU HAD A
3 TRIP IN PROGRESS. WHAT'S HAPPENING IS THAT WE'RE WHAT'S
4 HAPPENING IS THAT WE'RE WORKING TO GET THAT FEATURE, WORKING
5 TO GET THAT FEATURE, SORT OF, REENGAGED SO THAT YOU SORT OF,
6 REENGAGED SO THAT YOU KNOW THAT YOU HAVE AN KNOW THAT YOU HAVE
7 AN IN-PROGRESS TRIP SO FOR PEOPLE IN-PROGRESS TRIP SO FOR
8 PEOPLE USING A MOBILE CARD, THEN TO USING A MOBILE CARD, THEN
9 TO YOUR POINT, YOU WOULD BE ABLE TO YOUR POINT, YOU WOULD BE
10 ABLE TO KNOW THAT AS YOU WERE TRAVELING KNOW THAT AS YOU WERE
11 TRAVELING LIKE OH I TAPPED ALREADY I SEE LIKE OH I TAPPED
12 ALREADY I SEE TRIP IN-PROGRESS BECAUSE I GOT A TRIP IN-
13 PROGRESS BECAUSE I GOT A NOTIFICATION FROM MY PHONE NO
14 NOTIFICATION FROM MY PHONE NO WORRIES; I'M GOOD TO GO. NOW
15 WORRIES; I'M GOOD TO GO. NOW THAT CERTAINLY WOULDN'T HAPPEN
16 THAT CERTAINLY WOULDN'T HAPPEN IN A PLASTIC CARD ENVIRONMENT
17 IN A PLASTIC CARD ENVIRONMENT BUT CERTAINLY WE WANT TO TRY TO
18 BUT CERTAINLY WE WANT TO TRY TO MEET EVERYBODY WHERE THEY ARE.
19 MEET EVERYBODY WHERE THEY ARE.

20

21 **CHAIR, ROBERT POWERS:** OKAY.

22

23 **CHAIR, ROBERT POWERS:** OKAY. LET ME GO TO MY CO-CHAIR JULIE LET
24 ME GO TO MY CO-CHAIR JULIE KIRSCHBAUM, CHAIR OF THE CLIPPER



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1 KIRSCHBAUM, CHAIR OF THE CLIPPER EXECUTIVE BOARD AS WELL AS
2 EXECUTIVE BOARD AS WELL AS SFMTA, JULIE? SFMTA, JULIE?

3

4 **CHAIR, JULIE KIRSCHBAUM, CEB:**

5

6 **CHAIR, JULIE KIRSCHBAUM, CEB:** THANK YOU. HARD TO END THE DAY
7 THANK YOU. HARD TO END THE DAY WITH SUCH A DIFFICULT ITEM, AND
8 WITH SUCH A DIFFICULT ITEM, AND I APPRECIATE EVERYBODY STAYING
9 I APPRECIATE EVERYBODY STAYING LONGER TO COVER THIS IMPORTANT
10 LONGER TO COVER THIS IMPORTANT TOPIC. I THINK CUBIC'S RESPONSE
11 TOPIC. I THINK CUBIC'S RESPONSE TO MEMBER BOUCHARD'S REQUEST
12 FOR TO MEMBER BOUCHARD'S REQUEST FOR A DATE TO FULLY
13 OPERATIONALIZE A DATE TO FULLY OPERATIONALIZE THE FIMPS REALLY
14 SUMMARIZES THE THE FIMPS REALLY SUMMARIZES THE BROADER
15 CHALLENGES THAT WE'RE BROADER CHALLENGES THAT WE'RE HAVING
16 WITH THIS CONTRACT, HAVING WITH THIS CONTRACT, WHERE, INSTEAD
17 OF RESOURCING THE WHERE, INSTEAD OF RESOURCING THE PROJECT TO
18 MEET THE FIX DATE, A PROJECT TO MEET THE FIX DATE, A FIXED
19 AMOUNT OF RESOURCES ARE FIXED AMOUNT OF RESOURCES ARE BEING
20 APPLIED TO SOLVE THE BEING APPLIED TO SOLVE THE PROBLEM WHEN
21 THE PROBLEM CAN BE PROBLEM WHEN THE PROBLEM CAN BE SOLVED. AND
22 THAT HAS LED TO SOLVED. AND THAT HAS LED TO CONTINUOUS DATES
23 SLIPPING. WHEN CONTINUOUS DATES SLIPPING. WHEN I JOINED THE
24 CLIPPER EXECUTIVE I JOINED THE CLIPPER EXECUTIVE BOARD, WE
25 WERE ANTICIPATING BOARD, WE WERE ANTICIPATING ROLLOUT IN THE



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1 SPRING OF 2025, ROLLOUT IN THE SPRING OF 2025, THAT THEN
2 BECAME THE SUMMER, THAT THEN BECAME THE SUMMER, THAT THEN
3 BECAME THE FALL. THAT THAT THEN BECAME THE FALL. THAT THEN
4 BECAME THE FIRM DATE OF THEN BECAME THE FIRM DATE OF DECEMBER
5 10TH. DECEMBER 10TH.

6

7 **CHAIR, ROBERT POWERS:**

8

9 **CHAIR, ROBERT POWERS:** DECEMBER 10TH. DECEMBER 10TH.

10

11 **CHAIR, JULIE KIRSCHBAUM, CEB:**

12

13 **CHAIR, JULIE KIRSCHBAUM, CEB:** -- WHERE WE HAVE BEEN NOW --
14 WHERE WE HAVE BEEN NOW SLIPPING THE DATE, MEETING AFTER
15 SLIPPING THE DATE, MEETING AFTER MEETING, AND MONTH AFTER
16 MONTH. MEETING, AND MONTH AFTER MONTH. BECAUSE INSTEAD OF
17 STAFFING THE BECAUSE INSTEAD OF STAFFING THE RESOURCES TO THE
18 DATE, A FIXED RESOURCES TO THE DATE, A FIXED ABILITY OF
19 RESOURCES IS ABILITY OF RESOURCES IS DEDICATED TO OUR PROJECT.
20 AND I DEDICATED TO OUR PROJECT. AND I WOULD HAVE HOPED THAT
21 GIVEN TIME WOULD HAVE HOPED THAT GIVEN TIME AND THE ATTENTION
22 THAT ALL OF AND THE ATTENTION THAT ALL OF OUR AGENCY STAFF IS
23 SPENDING ON OUR AGENCY STAFF IS SPENDING ON ALL OF THIS AND
24 ALL OF THE MTC ALL OF THIS AND ALL OF THE MTC STAFF IS
25 SPENDING ON THIS THAT, STAFF IS SPENDING ON THIS THAT, WE



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1 WOULD HAVE REACHED A WE WOULD HAVE REACHED A DIFFERENT
2 APPROACH WITH CUBIC, DIFFERENT APPROACH WITH CUBIC, BUT AT
3 THIS POINT I SEE ONLY A BUT AT THIS POINT I SEE ONLY A
4 RESOLUTION THROUGH CONTRACTUAL RESOLUTION THROUGH CONTRACTUAL
5 MEANS. THANK YOU. MEANS. THANK YOU.

6

7 **CHAIR, ROBERT POWERS:** OKAY.

8

9 **CHAIR, ROBERT POWERS:** OKAY. I'M GOING TO -- I HAVE A COUPLE
10 I'M GOING TO -- I HAVE A COUPLE OF COMMENTS HERE. AND YOU
11 KNOW, OF COMMENTS HERE. AND YOU KNOW, THEY'RE BEING DELIVERED
12 AS, YOU THEY'RE BEING DELIVERED AS, YOU KNOW, I'M TRYING TO DO
13 IT FROM A KNOW, I'M TRYING TO DO IT FROM A REGIONAL
14 PERSPECTIVE, BUT MAKE REGIONAL PERSPECTIVE, BUT MAKE NO
15 MISTAKE DIRECTOR WEINSTEIN, NO MISTAKE DIRECTOR WEINSTEIN,
16 THIS IS FROM THE GENERAL MANAGER THIS IS FROM THE GENERAL
17 MANAGER OF BART, YOUR BIGGEST CUSTOMER OF BART, YOUR BIGGEST
18 CUSTOMER AS IT RELATES TO CLIPPER. YOU AS IT RELATES TO
19 CLIPPER. YOU KNOW? AND I TAKE -- I TAKE SO KNOW? AND I TAKE --
20 I TAKE SO MUCH EXCEPTION TO THE TOPIC OR MUCH EXCEPTION TO THE
21 TOPIC OR THE TERM THAT SIGNIFICANT THE TERM THAT SIGNIFICANT
22 PROGRESS HAS BEEN MADE. THAT'S PROGRESS HAS BEEN MADE. THAT'S
23 JUST UTTER NONSENSE. THIS JUST UTTER NONSENSE. THIS PROJECT IS
24 OVER, I DON'T KNOW, PROJECT IS OVER, I DON'T KNOW, PICK A
25 DATE, TWO AND A HALF TO PICK A DATE, TWO AND A HALF TO THREE



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1 YEARS BEHIND SCHEDULE. THREE YEARS BEHIND SCHEDULE. EVERYTHING
2 WAS -- THE LATEST EVERYTHING WAS -- THE LATEST RENDITION,
3 EVERYTHING WAS RENDITION, EVERYTHING WAS SUPPOSED TO BE DONE
4 BY TODAY, SUPPOSED TO BE DONE BY TODAY, AND IT ISN'T DONE. AND
5 SO THIS AND IT ISN'T DONE. AND SO THIS CONCEPT, OR THIS
6 RHETORIC THAT CONCEPT, OR THIS RHETORIC THAT THERE HAS BEEN
7 SIGNIFICANT THERE HAS BEEN SIGNIFICANT PROGRESS MADE IS
8 EMBARRASSING, PROGRESS MADE IS EMBARRASSING, AND TO WHAT SAL
9 SAID, AND TO WHAT SAL SAID, FRUSTRATION, YEAH, I'M PROBABLY
10 FRUSTRATION, YEAH, I'M PROBABLY 1/3 FRUSTRATED, 1/3
11 DISAPPOINTED 1/3 FRUSTRATED, 1/3 DISAPPOINTED AND I'M 1/3
12 EMBARRASSED. I'M AND I'M 1/3 EMBARRASSED. I'M EMBARRASSED FOR
13 THE BAY AREA, EMBARRASSED FOR THE BAY AREA, YOU KNOW THAT?
14 THERE WAS A YOU KNOW THAT? THERE WAS A BRUTAL MEETING AT BART
15 THAT I BRUTAL MEETING AT BART THAT I COULDN'T ATTEND, AND I
16 WAS DOING COULDN'T ATTEND, AND I WAS DOING SOMETHING ELSE, AND
17 I WISH WAS SOMETHING ELSE, AND I WISH WAS THERE, BETWEEN OUR
18 FRONTLINE THERE, BETWEEN OUR FRONTLINE EMPLOYEES, THE
19 PRESIDENT OF ATU, EMPLOYEES, THE PRESIDENT OF ATU, OUR GENERAL
20 MANAGER OF OUR GENERAL MANAGER OF OPERATIONS, AND OUR CTO, AND
21 THE OPERATIONS, AND OUR CTO, AND THE IMPACT THAT THESE -- THIS
22 DRAMA IMPACT THAT THESE -- THIS DRAMA SET HAS BEEN HAVING ON
23 OUR SET HAS BEEN HAVING ON OUR FRONTLINE EMPLOYEES, JUST ONE
24 FRONTLINE EMPLOYEES, JUST ONE ISSUE AFTER ANOTHER, DIRECTOR
25 ISSUE AFTER ANOTHER, DIRECTOR WEINSTEIN, AND WE JUST SIT



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1 WEINSTEIN, AND WE JUST SIT THERE, ALL MANAGEMENT CAN DO IS
2 THERE, ALL MANAGEMENT CAN DO IS JUST SIT THERE WITH THEIR HAND
3 JUST SIT THERE WITH THEIR HAND IN THEIR POCKET AND SAY CUBIC
4 IS IN THEIR POCKET AND SAY CUBIC IS WORKING ON IT. WHAT ELSE
5 CAN I WORKING ON IT. WHAT ELSE CAN I SAY? YOU KNOW, YOUR TWO
6 TOP SAY? YOU KNOW, YOUR TWO TOP TOPICS THAT YOU'RE WORKING ON
7 TOPICS THAT YOU'RE WORKING ON MOVING FORWARD, I WROTE THEM
8 MOVING FORWARD, I WROTE THEM DOWN YOU HAD THEM ON SLIDES BART
9 DOWN YOU HAD THEM ON SLIDES BART VENDING MACHINES ISSUES
10 PERSIST VENDING MACHINES ISSUES PERSIST THEY HAVE BEEN
11 PERSISTING FOR 18 THEY HAVE BEEN PERSISTING FOR 18 MONTHS.
12 RIGHT? THIS WHOLE FARE MONTHS. RIGHT? THIS WHOLE FARE
13 INSPECTION DEVICE IS REALLY INSPECTION DEVICE IS REALLY
14 UNSETTLING TO ME. YOU KNOW, UNSETTLING TO ME. YOU KNOW, GIVEN
15 THE TECHNOLOGY YOU KNOW GIVEN THE TECHNOLOGY YOU KNOW I'M A
16 BAY AREA -- YOU KNOW, WAS I'M A BAY AREA -- YOU KNOW, WAS
17 INVENTED IN THE BAY AREA, I INVENTED IN THE BAY AREA, I CAN'T
18 GET BAY AREA INSPECTION CAN'T GET BAY AREA INSPECTION DEVICES
19 SQUARED AWAY IN THE BAY DEVICES SQUARED AWAY IN THE BAY AREA,
20 I DON'T KNOW WHAT TO DO AREA, I DON'T KNOW WHAT TO DO DON'T
21 KNOW WHAT TO TELL YOU DON'T KNOW WHAT TO TELL YOU JASON WHAT
22 DO I TELL ATU JASON WHAT DO I TELL ATU PRESIDENT VICE
23 PRESIDENT PRESIDENT VICE PRESIDENT REPRESENTATIVES FROM
24 STATION REPRESENTATIVES FROM STATION AMENDMENTS YOU KNOW ABOUT
25 THE AMENDMENTS YOU KNOW ABOUT THE CHALLENGES THAT WE'RE HAVING



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1 CHALLENGES THAT WE'RE HAVING WITH BART VENDING MACHINES DO I
2 WITH BART VENDING MACHINES DO I JUST LOOK AT THE PRESIDENT OF
3 JUST LOOK AT THE PRESIDENT OF ATU IN THE EYE AND SAY, YOU ATU
4 IN THE EYE AND SAY, YOU KNOW, CUBIC IS WORKING ON IT. KNOW,
5 CUBIC IS WORKING ON IT. IS THAT WHAT I SAY? IS THAT WHAT I
6 SAY?

7

8 **JASON WEINSTEIN:** WELL, I DID

9

10 **JASON WEINSTEIN:** WELL, I DID ACTUALLY HAVE A MEETING WITH
11 ACTUALLY HAVE A MEETING WITH SOME OF YOUR FRONTLINE STAFF AND
12 SOME OF YOUR FRONTLINE STAFF AND THEY DID GIVE ME A SIMILAR
13 THEY DID GIVE ME A SIMILAR

14

15 **CHAIR, ROBERT POWERS:** BRUTAL

16

17 **CHAIR, ROBERT POWERS:** BRUTAL IS THE WORD YOU WANT TO USE. IS
18 THE WORD YOU WANT TO USE.

19

20 **JASON WEINSTEIN:** SURE. YOU

21

22 **JASON WEINSTEIN:** SURE. YOU COULD USE THAT WORD. IT WASN'T
23 COULD USE THAT WORD. IT WASN'T FUN, I'LL GIVE YOU THAT. WE DID
24 FUN, I'LL GIVE YOU THAT. WE DID COMMIT TO BEING PART OF THESE
25 COMMIT TO BEING PART OF THESE SWAT TEAMS THAT YOUR FOLKS ARE



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1 SWAT TEAMS THAT YOUR FOLKS ARE PUTTING TOGETHER WHERE YOU'RE
2 PUTTING TOGETHER WHERE YOU'RE GOING OUT ON EVERY OTHER WEEK
3 GOING OUT ON EVERY OTHER WEEK BASIS OUT THERE WITH YOUR TEAM
4 BASIS OUT THERE WITH YOUR TEAM AND CUBIC TOO YOU KNOW OF
5 COURSE AND CUBIC TOO YOU KNOW OF COURSE THE MOST IMPORTANT
6 THING IS TO THE MOST IMPORTANT THING IS TO SOLVE THE PROBLEM
7 THEN WE DON'T SOLVE THE PROBLEM THEN WE DON'T HAVE TO GO OUT
8 THERE AT ALL BUT HAVE TO GO OUT THERE AT ALL BUT AT LEAST TO
9 ACKNOWLEDGE THE FACT AT LEAST TO ACKNOWLEDGE THE FACT THAT WE
10 ARE WORKING ON IT AND THAT WE ARE WORKING ON IT AND NOT
11 SITTING THERE WITH OUR HAND NOT SITTING THERE WITH OUR HAND IN
12 OUR POCKET I MEAN IT MAY COME IN OUR POCKET I MEAN IT MAY COME
13 ON DEAF EARS BUT YOU KNOW WE DO ON DEAF EARS BUT YOU KNOW WE
14 DO TAKE IT SERIOUSLY. I DON'T TAKE IT SERIOUSLY. I DON'T SLEEP
15 A LOT WITH RESPECT TO THIS SLEEP A LOT WITH RESPECT TO THIS
16 PROJECT. PROJECT.

17

18 **CHAIR, ROBERT POWERS:** I'M

19

20 **CHAIR, ROBERT POWERS:** I'M GOING TO SET UP A MEETING AUTO GOING
21 TO SET UP A MEETING AUTO GOING TO BE THE BART GM, CHAIR GOING
22 TO BE THE BART GM, CHAIR OF CLIPPER EXECUTIVE BOARD, MTC OF
23 CLIPPER EXECUTIVE BOARD, MTC CHAIR AND BART PRESIDENT AND MY
24 CHAIR AND BART PRESIDENT AND MY ATU PRESIDENT AND THE NEW ATU
25 PRESIDENT AND THE NEW PRESIDENT OF CUBIC AND I'M GOING



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1 PRESIDENT OF CUBIC AND I'M GOING TO ARTICULATE TO THEM I'M
2 GOING TO ARTICULATE TO THEM I'M GOING TO SET UP THIS MEETING
3 WITH THE TO SET UP THIS MEETING WITH THE HEAD OF MTC
4 COMMISSIONER BART HEAD OF MTC COMMISSIONER BART BOARD
5 PRESIDENT THIS NEW PRIVATE BOARD PRESIDENT THIS NEW PRIVATE
6 CUBE BEING MY ATU PRESIDENT CUBE BEING MY ATU PRESIDENT
7 BECAUSE YOU RUN CUBIC AND RUN BECAUSE YOU RUN CUBIC AND RUN
8 CLIPPER EXECUTIVE BOARD THIS HAS CLIPPER EXECUTIVE BOARD THIS
9 HAS GOT TO STOP JASON I DON'T WANT GOT TO STOP JASON I DON'T
10 WANT TO BISCH ABOUT THIS WHAT DO I TO BISCH ABOUT THIS WHAT DO
11 I TELL THEM TODAY WHEN I GO BACK TELL THEM TODAY WHEN I GO
12 BACK TO THE OFFICE AND THAT COMMENT TO THE OFFICE AND THAT
13 COMMENT OF OH THERE IS GOING TO BE SOME OF OH THERE IS GOING
14 TO BE SOME ROOT CAUSE ANALYSIS ON WHAT ROOT CAUSE ANALYSIS ON
15 WHAT HAPPENED. GREAT. OH THAT WILL HAPPENED. GREAT. OH THAT
16 WILL BE JUST LOVELY, A DAY LATE AND BE JUST LOVELY, A DAY LATE
17 AND THERE SHORT WHAT'S HAPPENING NOW THERE SHORT WHAT'S
18 HAPPENING NOW THAT'S NOT BUSINESS AS USUAL? I THAT'S NOT
19 BUSINESS AS USUAL? I GOT ON JULIE THIS MORNING, TODAY GOT ON
20 JULIE THIS MORNING, TODAY WE'RE FURTHER BEHIND SCHEDULE WE'RE
21 FURTHER BEHIND SCHEDULE THAN WHERE WE WERE TWO MONTHS THAN
22 WHERE WE WERE TWO MONTHS AGO. WHICH IS A TRUE STATEMENT. AGO.
23 WHICH IS A TRUE STATEMENT. WHAT DO I TELL FRONTLINE STAFF WHAT
24 DO I TELL FRONTLINE STAFF AND STATION AGENTS? AND STATION
25 AGENTS? YOU DON'T HAVE AN ANSWER, AND I YOU DON'T HAVE AN



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1 ANSWER, AND I KNOW YOU DON'T. BUT I WANT TO KNOW YOU DON'T.
2 BUT I WANT TO UNDERSTAND THE URGENCY OF THIS UNDERSTAND THE
3 URGENCY OF THIS THING IN CUBE YOU CAN AND I HAVE THING IN CUBE
4 YOU CAN AND I HAVE BEEN IN TOUCH WITH CUBIC THE BEEN IN TOUCH
5 WITH CUBIC THE IMPACT IT'S HAVING ON OUR IMPACT IT'S HAVING ON
6 OUR FRONTLINE EMPLOYEES IT'S NOT FRONTLINE EMPLOYEES IT'S NOT
7 SUSTAINABLE AND THAT'S WHY I'M SUSTAINABLE AND THAT'S WHY I'M
8 GOING TO SET UP THIS MEETING. GOING TO SET UP THIS MEETING.
9 BUSINESS IS USUAL TO WHAT BUSINESS IS USUAL TO WHAT KIRSCHBAUM
10 SAID, JUST, YOU KNOW, KIRSCHBAUM SAID, JUST, YOU KNOW,
11 SOMETHING HAS GOT TO CHANGE, SOMETHING HAS GOT TO CHANGE,
12 RIGHT? IF WE'RE GOING TO GET RIGHT? IF WE'RE GOING TO GET
13 ACROSS THE FINISH LINE THERE. ACROSS THE FINISH LINE THERE.
14 AND I'LL STOP THERE. GO AHEAD. AND I'LL STOP THERE. GO AHEAD.

15

16 **JASON WEINSTEIN:** L LIKE YOU

17

18 **JASON WEINSTEIN:** L LIKE YOU SAID, I DON'T THINK ANYTHING I
19 SAID, I DON'T THINK ANYTHING I SAY AT THIS POINT, YOU KNOW, I
20 SAY AT THIS POINT, YOU KNOW, I HEAR YOU. AND ALL WE CAN DO IS
21 HEAR YOU. AND ALL WE CAN DO IS TRY AND DO OUR BEST TO -- YOU
22 TRY AND DO OUR BEST TO -- YOU KNOW, WE -- WE'RE MEETING KNOW,
23 WE -- WE'RE MEETING REGULARLY ABOUT THESE DEVICES, REGULARLY
24 ABOUT THESE DEVICES, YOU KNOW, SPECIFICALLY THE FIMPS YOU
25 KNOW, SPECIFICALLY THE FIMPS DEVICE, EVERY DAY AND DEVICE,



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1 EVERY DAY AND SPECIFICALLY JUST ON THAT DEVICE SPECIFICALLY
2 JUST ON THAT DEVICE EVERY OTHER DAY. AND I WANT TO EVERY OTHER
3 DAY. AND I WANT TO SAY THAT OBVIOUSLY NOT WHERE WE SAY THAT
4 OBVIOUSLY NOT WHERE WE WANT TO BE, WE NEED TO THINK WANT TO
5 BE, WE NEED TO THINK ABOUT WHERE WE'RE GOING TO GO ABOUT WHERE
6 WE'RE GOING TO GO WITH THEM IN OTHER ITEMS IN THE WITH THEM IN
7 OTHER ITEMS IN THE FUTURE WE'RE ALREADY TALKING FUTURE WE'RE
8 ALREADY TALKING ABOUT THAT. ABOUT THAT.

9

10 **CHAIR, ROBERT POWERS:** I KNOW

11

12 **CHAIR, ROBERT POWERS:** I KNOW I COME ACROSS AS BISCHY AND I
13 COME ACROSS AS BISCHY AND AGGRESSIVE AND ALL THAT, BUT I'M
14 AGGRESSIVE AND ALL THAT, BUT I'M TELLING YOU THAT MEETING WITH
15 TELLING YOU THAT MEETING WITH ATU WAS BRUTAL AND I HAD NO ATU
16 WAS BRUTAL AND I HAD NO ANSWERS, AND I WASN'T THERE, I
17 ANSWERS, AND I WASN'T THERE, I MEAN BART LEADERSHIP HAD NO
18 MEAN BART LEADERSHIP HAD NO ANSWERS, YOU HAVE PUT ME, I TOLD
19 ANSWERS, YOU HAVE PUT ME, I TOLD CUBIC THEY PUT ME IN A
20 POSITION CUBIC THEY PUT ME IN A POSITION THERE BETWEEN ME AND
21 MY THERE BETWEEN ME AND MY SHORT-TERM GOALS AND PUT ME IN A
22 SHORT-TERM GOALS AND PUT ME IN A POSITION WHERE ATU THAT'S NOT
23 POSITION WHERE ATU THAT'S NOT SUSTAINABLE AND SO THAT'S WHY
24 SUSTAINABLE AND SO THAT'S WHY I'M GOING TO PULL THIS MEETING
25 I'M GOING TO PULL THIS MEETING TOGETHER. OKAY. I FORGOT I WAS



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1 TOGETHER. OKAY. I FORGOT I WAS CHAIR OF THIS MEETING. SO, LET
2 CHAIR OF THIS MEETING. SO, LET ME CLOSE OUT AGENDA ITEM NUMBER
3 ME CLOSE OUT AGENDA ITEM NUMBER SEVEN C WHICH WAS THE NEXT
4 SEVEN C WHICH WAS THE NEXT GENERATION CLIPPER UPDATE. ALL
5 GENERATION CLIPPER UPDATE. ALL RIGHT. SO, WE'RE GOING TO GO TO
6 RIGHT. SO, WE'RE GOING TO GO TO OUR DIRECTORS REPORT. AGENDA
7 OUR DIRECTORS REPORT. AGENDA ITEM NUMBER EIGHT IS OUR ITEM
8 NUMBER EIGHT IS OUR DIRECTORS REPORT FROM JASON ON DIRECTORS
9 REPORT FROM JASON ON CLIPPER2. JASON. CLIPPER2. JASON.

10

11 **JASON WEINSTEIN:** YEAH, CHAIR

12

13 **JASON WEINSTEIN:** YEAH, CHAIR POWERS, I THINK I'LL BE BRIEF
14 POWERS, I THINK I'LL BE BRIEF HERE GIVEN THE LENGTH OF TIME,
15 HERE GIVEN THE LENGTH OF TIME, BUT I DEPARTMENT TO AT LEAST
16 BUT I DEPARTMENT TO AT LEAST REFLECT ON TODAY'S JOINT RNM
17 REFLECT ON TODAY'S JOINT RNM COUNCIL AND CLIPPER EXECUTIVE
18 COUNCIL AND CLIPPER EXECUTIVE BOARD MEETING, NOTWITHSTANDING
19 BOARD MEETING, NOTWITHSTANDING THE CONVERSATION WE JUST HAD, I
20 THE CONVERSATION WE JUST HAD, I DO SEE THE SYSTEM WE'RE DO SEE
21 THE SYSTEM WE'RE PRODUCING AS FOUNDATIONAL PRODUCING AS
22 FOUNDATIONAL INVESTMENT ENABLES CONTINUED INVESTMENT ENABLES
23 CONTINUED FARE INTEGRATION BROADER FARE FARE INTEGRATION
24 BROADER FARE PAYMENT OPTIONS AND MORE PAYMENT OPTIONS AND MORE
25 COORDINATED REGIONAL CUSTOMER COORDINATED REGIONAL CUSTOMER



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1 EXPERIENCE WITH BENEFITS EXPERIENCE WITH BENEFITS EXTENDING
2 WELL BEYOND FARE EXTENDING WELL BEYOND FARE PAYMENT. AND I
3 WANTED TO PAYMENT. AND I WANTED TO ACKNOWLEDGE THAT. AS WE
4 HAVE ACKNOWLEDGE THAT. AS WE HAVE LOOKED BACK ON SOME OF THE
5 MAJOR LOOKED BACK ON SOME OF THE MAJOR EVENTS, YOU KNOW,
6 AGAIN, IT EVENTS, YOU KNOW, AGAIN, IT HASN'T BEEN PERFECT, BUT
7 HASN'T BEEN PERFECT, BUT ACTUALLY, WE JUST COMPLETED A
8 ACTUALLY, WE JUST COMPLETED A SHOWCASE IN TERMS OF FIFA, THE
9 SHOWCASE IN TERMS OF FIFA, THE IMPORTANCE OF REGIONAL
10 IMPORTANCE OF REGIONAL COORDINATION, OF THE VALUE OF
11 COORDINATION, OF THE VALUE OF HAVING A COMMON FARE PAYMENT
12 HAVING A COMMON FARE PAYMENT SYSTEM THAT WORKS ACROSS SYSTEM
13 THAT WORKS ACROSS AGENCIES AND ITS TRANSIT MODES. AGENCIES AND
14 ITS TRANSIT MODES. I WOULD BE REMISS IF WE DIDN'T I WOULD BE
15 REMISS IF WE DIDN'T ACKNOWLEDGE EVERYONE INVOLVED ACKNOWLEDGE
16 EVERYONE INVOLVED BECAUSE IT WASN'T JUST -- IS BECAUSE IT
17 WASN'T JUST -- IS MORE THAN JUST WHAT WE DO THE MORE THAN JUST
18 WHAT WE DO THE SIGNIFICANT COLLABORATION TAKING SIGNIFICANT
19 COLLABORATION TAKING PLACE AROUND THIS MAJOR EVENT PLACE
20 AROUND THIS MAJOR EVENT PLANNING INCLUDING PREPARATION
21 PLANNING INCLUDING PREPARATION FOR THE WORLD CUP, SUCCESSFUL
22 FOR THE WORLD CUP, SUCCESSFUL MOVEMENT OF THOUSANDS OF RIDERS
23 MOVEMENT OF THOUSANDS OF RIDERS DURING CONCERTS, SPORTING
24 EVENTS DURING CONCERTS, SPORTING EVENTS AND OTHER MAJOR
25 GATHERING AND OTHER MAJOR GATHERING REFLECTS A TREMENDOUS



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1 AMOUNT OF REFLECTS A TREMENDOUS AMOUNT OF BEHIND THE SCENES
2 PLANNING, BEHIND THE SCENES PLANNING, COMMUNICATION, AND
3 OPERATION COMMUNICATION, AND OPERATION SAFETY, SECURITY, AND
4 SERVICE SAFETY, SECURITY, AND SERVICE COORDINATION FROM ALL OF
5 YOU WHO COORDINATION FROM ALL OF YOU WHO HELP US MOVE PEOPLE
6 SEAMLESSLY HELP US MOVE PEOPLE SEAMLESSLY AS POSSIBLE. I'LL
7 JUST SAY YOU AS POSSIBLE. I'LL JUST SAY YOU KNOW, FEELS HARD
8 TO HEAR AFTER KNOW, FEELS HARD TO HEAR AFTER WHAT WE JUST
9 TALKED ABOUT BUT I WHAT WE JUST TALKED ABOUT BUT I FEEL
10 COMPELLED TO SAY IT ANYWAY FEEL COMPELLED TO SAY IT ANYWAY
11 BECAUSE I BELIEVE IT FOR WHEN BECAUSE I BELIEVE IT FOR WHEN
12 WE'RE DONE. WE DO HAVE WE'RE DONE. WE DO HAVE OPPORTUNITY TO
13 CONTINUE BUILDING OPPORTUNITY TO CONTINUE BUILDING ON PROGRESS
14 WE HAVE MADE OVER ON PROGRESS WE HAVE MADE OVER THE LAST
15 SEVERAL YEARS, YOU THE LAST SEVERAL YEARS, YOU KNOW, THE
16 ACCOMPLISHMENTS ARE KNOW, THE ACCOMPLISHMENTS ARE REFLECTED IN
17 BAY PASS CLIPPER REFLECTED IN BAY PASS CLIPPER START THE
18 TRANSFER DISCOUNT THAT START THE TRANSFER DISCOUNT THAT IS THE
19 NEW SYSTEM FACILITATES IS THE NEW SYSTEM FACILITATES
20 DEMONSTRATES WHAT'S POSSIBLE DEMONSTRATES WHAT'S POSSIBLE WHEN
21 AGENCIES LYING AROUND A WHEN AGENCIES LYING AROUND A SHARED
22 VISION FOR THE CUSTOMER SHARED VISION FOR THE CUSTOMER
23 EXPERIENCE ULTIMATELY OUR EXPERIENCE ULTIMATELY OUR SUCCESS
24 WILL BE MEASURED NOT BY SUCCESS WILL BE MEASURED NOT BY THE
25 PROGRAMS TECHNOLOGIES OR THE PROGRAMS TECHNOLOGIES OR



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1 PARTNERSHIPS THEMSELVES BUT PARTNERSHIPS THEMSELVES BUT
2 WHETHER RIDERS EXPERIENCE A WHETHER RIDERS EXPERIENCE A
3 TRANSIT SYSTEM THAT FEELS TRANSIT SYSTEM THAT FEELS CONNECTED
4 INTUITIVE AND CONNECTED INTUITIVE AND RELIABLE. AND WE HOPE
5 THAT RELIABLE. AND WE HOPE THAT CLIPPER'S GOING TO REMAIN A
6 CLIPPER'S GOING TO REMAIN A CORNERSTONE OF OUR EFFORTS TO
7 CORNERSTONE OF OUR EFFORTS TO ACHIEVE THAT VISION YOU KNOW
8 ACHIEVE THAT VISION YOU KNOW WHAT WE'RE DOING IS A CLEAR WHAT
9 WE'RE DOING IS A CLEAR EXAMPLE OF HOW A REGIONAL EXAMPLE OF
10 HOW A REGIONAL COORDINATION CAN DELIVER COORDINATION CAN
11 DELIVER TANGIBLE BENEFITS TO RIDERS TANGIBLE BENEFITS TO
12 RIDERS WHILE MUCH OF OUR RECENT FOCUS WHILE MUCH OF OUR RECENT
13 FOCUS HAS BEEN STABILIZING AND FIXING HAS BEEN STABILIZING AND
14 FIXING THE PROBLEMS WE LOOK FORWARD TO THE PROBLEMS WE LOOK
15 FORWARD TO LARGER OBJECTIVE WHICH REMAINS LARGER OBJECTIVE
16 WHICH REMAINS UNCHANGED WHICH IS TO CREATE A UNCHANGED WHICH
17 IS TO CREATE A UNIFIED TRANSIT EXPERIENCE UNIFIED TRANSIT
18 EXPERIENCE DELIVERING THAT SEAMLESS FARE DELIVERING THAT
19 SEAMLESS FARE PAYMENT ACROSS A HIGHLY COMPLEX PAYMENT ACROSS A
20 HIGHLY COMPLEX NETWORK OF TRANSIT OPERATORS AND NETWORK OF
21 TRANSIT OPERATORS AND WE I CAN SAY FOR MYSELF I WE I CAN SAY
22 FOR MYSELF I APPRECIATE DOING IT WITH ALL OF APPRECIATE DOING
23 IT WITH ALL OF YOU AND YOUR STAFF IT WOULD BE YOU AND YOUR
24 STAFF IT WOULD BE VERY HARD TO COME TO WORK EVERY VERY HARD TO
25 COME TO WORK EVERY DAY IF WE HAD THAT GOING AGAINST DAY IF WE



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1 HAD THAT GOING AGAINST US. SO FROM THAT I WILL PASS IT US. SO
2 FROM THAT I WILL PASS IT TO MELANIE. TO MELANIE.

3

4 **SPEAKER:** I APPRECIATE THAT I

5

6 **SPEAKER:** I APPRECIATE THAT I THINK IT BETTER TO STICK -- I
7 THINK IT BETTER TO STICK -- I DON'T WANT TO LOCK HORNS WITH
8 DON'T WANT TO LOCK HORNS WITH GENERAL COUNSEL HERE THE WAY
9 GENERAL COUNSEL HERE THE WAY THIS WAS AGENDAIZED I HAVE TO GO
10 THIS WAS AGENDAIZED I HAVE TO GO TO PUBLIC COMMENT. TO PUBLIC
11 COMMENT.

12

13 **BOARD CLERK:** I RECEIVED

14

15 **BOARD CLERK:** I RECEIVED NOTHING IN WRITING AND NO ONE NOTHING
16 IN WRITING AND NO ONE HAS APPROACHED THE PODIUM AND HAS
17 APPROACHED THE PODIUM AND THERE IS NO ONE IN THE ZOOM THERE IS
18 NO ONE IN THE ZOOM SPACE WISHING TO MAKE A COMMENT. SPACE
19 WISHING TO MAKE A COMMENT.

20

21 **CHAIR, ROBERT POWERS:** OKAY

22

23 **CHAIR, ROBERT POWERS:** OKAY CLOSE PUBLIC COMMENT CLOSE PUBLIC
24 COMMENT COMMISSIONERS LOOKING AT THE COMMISSIONERS LOOKING AT
25 THE DAIS OKAY THANK YOU FOR THAT DAIS OKAY THANK YOU FOR THAT



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1 REPORT-OUT DIRECTOR WEINSTEIN REPORT-OUT DIRECTOR WEINSTEIN
2 WE'LL CLOSE AGENDA ITEM EIGHT WE'LL CLOSE AGENDA ITEM EIGHT
3 AGENDA ITEM NUMBER NINE MADAM AGENDA ITEM NUMBER NINE MADAM
4 CLERK DIRECTORS REPORT DIRECTOR CLERK DIRECTORS REPORT
5 DIRECTOR CHOY OF REGIONAL NETWORK CHOY OF REGIONAL NETWORK
6 MANAGEMENT DIRECTOR CHOY. MANAGEMENT DIRECTOR CHOY.

7

8 **MELANIE CHOY:** THANK YOU CHAIR

9

10 **MELANIE CHOY:** THANK YOU CHAIR POWERS I WILL BE QUICK AND JASON
11 POWERS I WILL BE QUICK AND JASON ECHOED A LOT OF THINGS IN
12 TERMS ECHOED A LOT OF THINGS IN TERMS OF OUR JOINT MEETING AND
13 OF OUR JOINT MEETING AND EXPERIENCE TODAY, JASON AND I
14 EXPERIENCE TODAY, JASON AND I COMMITTED TO MAKING THESE
15 COMMITTED TO MAKING THESE CROSS-SECTIONAL AREA ISSUES AND
16 CROSS-SECTIONAL AREA ISSUES AND IMPLEMENTATION WORK SEAMLESS
17 AND IMPLEMENTATION WORK SEAMLESS AND SO WE'RE GOING TO
18 CONTINUE TO DO SO WE'RE GOING TO CONTINUE TO DO THAT ONE THING
19 I WANTED TO THAT ONE THING I WANTED TO HIGHLIGHT IS THAT WE
20 MOVE INTO HIGHLIGHT IS THAT WE MOVE INTO THE NEW FISCAL YEAR
21 ONE OF THE THE NEW FISCAL YEAR ONE OF THE THINGS THAT WE HAVE
22 CONSCIOUSLY THINGS THAT WE HAVE CONSCIOUSLY MADE A COMMITMENT
23 TOWARD FUNDING MADE A COMMITMENT TOWARD FUNDING IS THE COPM
24 SHARED RESOURCES IS THE COPM SHARED RESOURCES THAT IS ON THE
25 MAPPING AND THAT IS ON THE MAPPING AND WAYFINDING PROJECT



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1 TRANSIT WAYFINDING PROJECT TRANSIT PRIORITY WORK AS WELL AS
2 FARE PRIORITY WORK AS WELL AS FARE COORDINATION WORK AND SO
3 IT'S COORDINATION WORK AND SO IT'S BEEN HIGHLIGHTING INTEGRAL
4 PART BEEN HIGHLIGHTING INTEGRAL PART OF HOW WE BUILD THAT AND
5 WE OF HOW WE BUILD THAT AND WE ALMOST APPROACH ALL THIS WORK
6 WE ALMOST APPROACH ALL THIS WORK WE HAVE TO DO AT THE OUTSET
7 IF WE HAVE TO DO AT THE OUTSET IF WE DON'T DO AT THE OUTSET
8 WE'RE DON'T DO AT THE OUTSET WE'RE GOING TO PAY AT THE LATER
9 HALF GOING TO PAY AT THE LATER HALF OF IT OR END OF IT SO
10 THAT'S A OF IT OR END OF IT SO THAT'S A COMMITMENT WE'RE
11 MAKING TOWARDS COMMITMENT WE'RE MAKING TOWARDS THAT MODEL.
12 THAT MODEL. THE SECOND THING HIGHLIGHTED THE SECOND THING
13 HIGHLIGHTED EARLIER IS WELCOMING AMY MARTIN. EARLIER IS
14 WELCOMING AMY MARTIN. SO, JUST TO REITERATE SHE IS NEW SO,
15 JUST TO REITERATE SHE IS NEW TO MTC STAFF, AND WILL BE ON TO
16 MTC STAFF, AND WILL BE ON BILL BACON'S TEAM SUPPORTING A BILL
17 BACON'S TEAM SUPPORTING A SUITE OF FARE PROGRAMS AND SUITE OF
18 FARE PROGRAMS AND LOOKING FORWARD. AND THE LOOKING FORWARD.
19 AND THE IMPORTANT THING TO HIGHLIGHT IN IMPORTANT THING TO
20 HIGHLIGHT IN THIS SPACE FOR ME AFTER TODAY'S THIS SPACE FOR ME
21 AFTER TODAY'S DISCUSSION THERE ARE A LOT OF DISCUSSION THERE
22 ARE A LOT OF CONVERSATIONS WE WILL HAVE AND CONVERSATIONS WE
23 WILL HAVE AND IT PROBABLY WON'T BE EASY IN THE IT PROBABLY
24 WON'T BE EASY IN THE NEXT TIME HOWEVER TIME PERIOD WE NEXT
25 TIME HOWEVER TIME PERIOD WE HAVE THESE DISCUSSIONS BECAUSE



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1 HAVE THESE DISCUSSIONS BECAUSE THERE ARE TRADEOFFS IN THESE
2 THERE ARE TRADEOFFS IN THESE FARE POLICY CHOICES THAT WE'RE
3 FARE POLICY CHOICES THAT WE'RE GOING TO MAKE AND DIVIDING ON
4 GOING TO MAKE AND DIVIDING ON WHAT WE WANT TO INVEST IN DIAL
5 WHAT WE WANT TO INVEST IN DIAL IN MORE ON OUR EXISTING
6 PROGRAMS IN MORE ON OUR EXISTING PROGRAMS AND GROWING THAT OR
7 THINKING AND GROWING THAT OR THINKING THROUGH MORE BROADLY AND
8 GROWING THROUGH MORE BROADLY AND GROWING OUR SUITE OF THINGS
9 BECAUSE OUR SUITE OF THINGS BECAUSE AGAIN IT COMES DOWN TO
10 CAPACITY AGAIN IT COMES DOWN TO CAPACITY ISSUES AND SO IF WE
11 DON'T PAIR ISSUES AND SO IF WE DON'T PAIR OUR DECISIONS WITH
12 RESOURCES AND OUR DECISIONS WITH RESOURCES AND SUPPORT THEN I
13 THINK WE JUST SUPPORT THEN I THINK WE JUST REALLY NEED TO
14 THINK, TO BE REALLY NEED TO THINK, TO BE THOUGHTFUL ABOUT HOW
15 WE ENTER THOUGHTFUL ABOUT HOW WE ENTER ALL OF THIS OR ELSE WE
16 WILL BITE ALL OF THIS OR ELSE WE WILL BITE OFF MORE THAN WE
17 CAN CHU WITH OFF MORE THAN WE CAN CHU WITH THAT HAPPY WE'RE
18 CREATING THIS THAT HAPPY WE'RE CREATING THIS CONDITION FOR THE
19 SHARED CONDITION FOR THE SHARED SEAMLESS OF OUR CONVERSATION
20 SEAMLESS OF OUR CONVERSATION TODAY. I'M GOING TO END MY TODAY.
21 I'M GOING TO END MY DIRECTORS REPORT BACK TO YOU. DIRECTORS
22 REPORT BACK TO YOU.

23

24 **CHAIR, ROBERT POWERS:** THANK

25



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1 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS DIRECTOR
2 YOU FOR THOSE COMMENTS DIRECTOR CHOY. MADAM CLERK PUBLIC CHOY.
3 MADAM CLERK PUBLIC COMMENT ON THE DIRECTOR REPORT? COMMENT ON
4 THE DIRECTOR REPORT?

5

6 **BOARD CLERK:** I RECEIVED

7

8 **BOARD CLERK:** I RECEIVED NOTHING IN WRITING NO ONE HAS NOTHING
9 IN WRITING NO ONE HAS APPROACHED THE PODIUM AND THEIR
10 APPROACHED THE PODIUM AND THEIR IS NONE IN THE ZOOM SPACE IS
11 NONE IN THE ZOOM SPACE WISHING TO MAKE PUBLIC COMMENT. WISHING
12 TO MAKE PUBLIC COMMENT.

13

14 **CHAIR, ROBERT POWERS:** NOT

15

16 **CHAIR, ROBERT POWERS:** NOT SEEING ANY. OKAY. CO-CHAIR SEEING
17 ANY. OKAY. CO-CHAIR KIRSCHBAUM? KIRSCHBAUM?

18

19 **CHAIR, JULIE KIRSCHBAUM, CEB:**

20

21 **CHAIR, JULIE KIRSCHBAUM, CEB:** I REALLY APPRECIATE YOUR I
22 REALLY APPRECIATE YOUR REFLECTIONS ON THE POWER OF US
23 REFLECTIONS ON THE POWER OF US MEETING TOGETHER AND I THINK
24 MEETING TOGETHER AND I THINK BASED ON THE DYNAMIC BASED ON THE
25 DYNAMIC CONVERSATION THAT WE HAD TODAY CONVERSATION THAT WE



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1 HAD TODAY BUT ALSO WANT WHAT I SAW AS BUT ALSO WANT WHAT I SAW
2 AS INCREASED PUBLIC PARTICIPATION I INCREASED PUBLIC
3 PARTICIPATION I THINK THERE REALLY COULD BE A THINK THERE
4 REALLY COULD BE A BENEFIT TO CONTINUING TO MEET BENEFIT TO
5 CONTINUING TO MEET JOINTLY AND JUST WANT TO ASK FOR JOINTLY
6 AND JUST WANT TO ASK FOR FEEDBACK FROM SOME OF THE OTHER
7 FEEDBACK FROM SOME OF THE OTHER MEMBERS ON HOW THIS LANDED FOR
8 MEMBERS ON HOW THIS LANDED FOR YOU AND WHAT YOU WOULD LIKE TO
9 YOU AND WHAT YOU WOULD LIKE TO SEE MOVING FORWARD. SEE MOVING
10 FORWARD.

11

12 **CHAIR, ROBERT POWERS:** DENIS?

13

14 **CHAIR, ROBERT POWERS:** DENIS?

15

16 **V. CHAIR, DENNIS MULLIGAN,**

17

18 **>>V. CHAIR, DENNIS MULLIGAN, CEB:** I SUPPORT IT COMPLETELY I
19 CEB: I SUPPORT IT COMPLETELY I SAID EARLIER I THINK IT'S WISE
20 SAID EARLIER I THINK IT'S WISE FOR US TO MEET BECAUSE WE CAN'T
21 FOR US TO MEET BECAUSE WE CAN'T IMPLEMENT DIVISION WITHOUT
22 IMPLEMENT DIVISION WITHOUT TECHNOLOGY AND RIGHT NOW THE
23 TECHNOLOGY AND RIGHT NOW THE TECHNOLOGY HAS BEEN HOLDING US
24 TECHNOLOGY HAS BEEN HOLDING US BACK THERE IS TREMENDOUS BACK
25 THERE IS TREMENDOUS INTERPLAY BETWEEN THE AGENDAS OF INTERPLAY



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1 BETWEEN THE AGENDAS OF THESE TWO GROUPS AND I THINK WE THESE
2 TWO GROUPS AND I THINK WE ARE BEST SERVED BY THE ARE BEST
3 SERVED BY THE COLLECTIVE WIZ DO. LARGER BODY. COLLECTIVE WIZ
4 DO. LARGER BODY.

5

6 **CHAIR, ROBERT POWERS:**

7

8 **CHAIR, ROBERT POWERS:** BOUCHARD CALTRAIN. BOUCHARD CALTRAIN.

9

10 **MICHELLE BOUCHARD:** YEAH I

11

12 **MICHELLE BOUCHARD:** YEAH I COULDN'T AGREE MORE WITH BOTH
13 COULDN'T AGREE MORE WITH BOTH STATEMENTS IT'S GOOD TO BE ABLE
14 STATEMENTS IT'S GOOD TO BE ABLE TO CONSIDER SOME OF THE
15 COMPLEX TO CONSIDER SOME OF THE COMPLEX ISSUES NOT IN A SILO
16 THAT ISSUES NOT IN A SILO THAT REPRESENTS REGIONAL NETWORK
17 REPRESENTS REGIONAL NETWORK MANAGEMENT OR CLIPPER EXECUTIVE
18 MANAGEMENT OR CLIPPER EXECUTIVE BOARD SO I WOULD RATHER US
19 MEET BOARD SO I WOULD RATHER US MEET THIS FORMAT AS OFTEN AS
20 WE CAN. THIS FORMAT AS OFTEN AS WE CAN.

21

22 **CHAIR, ROBERT POWERS:**

23

24 **CHAIR, ROBERT POWERS:** COMMISSIONER RICHARDSON? COMMISSIONER
25 RICHARDSON?



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1

2 **GREG RICHARDSON:** I WOULD ECHO

3

4 **GREG RICHARDSON:** I WOULD ECHO ALL OF THAT JUST STATE AGENDA
5 ALL OF THAT JUST STATE AGENDA SEEMED A LITTLE CLUNKY SO WE CAN
6 SEEMED A LITTLE CLUNKY SO WE CAN WORK ON THAT A BIT AND MAKE
7 MORE WORK ON THAT A BIT AND MAKE MORE STREAMLINED.
8 STREAMLINED.

9

10 **CHAIR, ROBERT POWERS:** THAT

11

12 **CHAIR, ROBERT POWERS:** THAT WOULD BE GREAT JUST FOR THE WOULD
13 BE GREAT JUST FOR THE RECORD HE JUST CALLED ME CLUNKY. RECORD
14 HE JUST CALLED ME CLUNKY. SO I APPRECIATE THAT DIRECTOR SO I
15 APPRECIATE THAT DIRECTOR RICHARDSON CAN'T WAIT FOR GOING
16 RICHARDSON CAN'T WAIT FOR GOING OUT TO GET BACK HERE. SALVADOR
17 OUT TO GET BACK HERE. SALVADOR LLAMAS, AC TRANSIT? LLAMAS, AC
18 TRANSIT?

19

20 **SAL LLAMAS:** THANK YOU CHAIR

21

22 **SAL LLAMAS:** THANK YOU CHAIR POWERS. I APPRECIATE THE POWERS. I
23 APPRECIATE THE OPPORTUNITY TO HAVE BOTH HERE I OPPORTUNITY TO
24 HAVE BOTH HERE I SIT ON BOTH OF GOVERNING BODIES SIT ON BOTH
25 OF GOVERNING BODIES AND SOMETIMES I FIND MYSELF AND SOMETIMES



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1 I FIND MYSELF WONDERING WHERE DO I ASK WONDERING WHERE DO I
2 ASK QUESTIONS BECAUSE RELATABLE QUESTIONS BECAUSE RELATABLE
3 ACROSS I WOULD IMAGINE MEMBERS ACROSS I WOULD IMAGINE MEMBERS
4 OF THE PUBLIC THAT WANT TO MAKE OF THE PUBLIC THAT WANT TO
5 MAKE COMMENT FEEL THE SAME WAY BUT I COMMENT FEEL THE SAME WAY
6 BUT I AGREE IT'S A GOOD EXPERIENCE AGREE IT'S A GOOD
7 EXPERIENCE KEEP IT GOING. MY SUPPORT. KEEP IT GOING. MY
8 SUPPORT.

9

10 **CHAIR, ROBERT POWERS:** OKAY

11

12 **CHAIR, ROBERT POWERS:** OKAY ANYBODY ELSE WANT TO WEIGH IN ON
13 ANYBODY ELSE WANT TO WEIGH IN ON KIRSCHBAUM COMMENT? DIRECTOR
14 KIRSCHBAUM COMMENT? DIRECTOR CHURCHILL COUNTY CONNECTION?
15 CHURCHILL COUNTY CONNECTION?

16

17 **BILL CHURCHILL:** YEAH IT'S A

18

19 **BILL CHURCHILL:** YEAH IT'S A GREAT QUESTION GLAD IT WAS ASKED
20 GREAT QUESTION GLAD IT WAS ASKED AND SO FROM MY PERSPECTIVE I
21 AND SO FROM MY PERSPECTIVE I AGREE AND THERE IS TREMENDOUS
22 AGREE AND THERE IS TREMENDOUS AMOUNT OF CROSSOVER BETWEEN THE
23 AMOUNT OF CROSSOVER BETWEEN THE TWO AND IT'S IMPORTANT THAT WE
24 TWO AND IT'S IMPORTANT THAT WE GET THIS SEAMLESS APPROACH AND
25 I GET THIS SEAMLESS APPROACH AND I THINK AN ANSWER TO GREG'S



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1 THINK AN ANSWER TO GREG'S QUESTION THERE EVER ASPECTS THAT
2 QUESTION THERE EVER ASPECTS THAT ARE DIFFERENT THAN WE ARE IN
3 THE ARE DIFFERENT THAN WE ARE IN THE PROCESS OF TRYING TO
4 WEAVE THE PROCESS OF TRYING TO WEAVE THE TWO TOGETHER SO IT'S
5 GOING TO BE TWO TOGETHER SO IT'S GOING TO BE CLUNKY I THINK
6 NATURALLY AS WE CLUNKY I THINK NATURALLY AS WE CAN TAKE THIS
7 ON BUT THINK AUTO CAN TAKE THIS ON BUT THINK AUTO THE RIGHT
8 APPROACH IT'S THE THE RIGHT APPROACH IT'S THE RIGHT THING TO
9 DO AND I THINK AT RIGHT THING TO DO AND I THINK AT THE END OF
10 THE DAY PROBABLY THE END OF THE DAY PROBABLY FASTER SO THANK
11 YOU. FASTER SO THANK YOU.

12

13 **CHAIR, ROBERT POWERS:** VAST

14

15 **CHAIR, ROBERT POWERS:** VAST MAJORITY OF EVERYBODY WEIGHED IN
16 MAJORITY OF EVERYBODY WEIGHED IN THERE IS SOME GOOD BUY-IN.
17 THERE IS SOME GOOD BUY-IN. DIRECTOR CHOY AND WEINSTEIN YOU
18 DIRECTOR CHOY AND WEINSTEIN YOU OUGHT TO NAVIGATE THAT YOU
19 HEARD OUGHT TO NAVIGATE THAT YOU HEARD THE COMMISSIONERS UP
20 HERE BUT THE COMMISSIONERS UP HERE BUT AGAIN I'M NOT GOING TO
21 LOCK AGAIN I'M NOT GOING TO LOCK HORNS WITH THE GENERAL
22 COUNSEL HORNS WITH THE GENERAL COUNSEL HERE. MADAM CLERK LET'S
23 GO TO HERE. MADAM CLERK LET'S GO TO PUBLIC COMMENT ON AGENDA
24 ITEM PUBLIC COMMENT ON AGENDA ITEM TEN WHICH WAS DIRECTOR



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1 CHOY'S TEN WHICH WAS DIRECTOR CHOY'S AGENDA ITEM NINE REPORT.

2 AGENDA ITEM NINE REPORT.

3

4 **BOARD CLERK:** I RECEIVED

5

6 **BOARD CLERK:** I RECEIVED NOTHING IN WRITING NO ONE NOTHING IN

7 WRITING NO ONE APPROACHED THE PODIUM THERE WAS APPROACHED THE

8 PODIUM THERE WAS NO ONE IN THE ZOOM SPACE. NO ONE IN THE ZOOM

9 SPACE.

10

11 **CHAIR, ROBERT POWERS:** GOT IT

12

13 **CHAIR, ROBERT POWERS:** GOT IT ALL RIGHT WE'LL CLOSE THAT ITEM

14 ALL RIGHT WE'LL CLOSE THAT ITEM AGENDA ITEM NUMBER TEN PUBLIC

15 AGENDA ITEM NUMBER TEN PUBLIC COMMENT ANY OTHER BUSINESS

16 COMMENT ANY OTHER BUSINESS KIRSCHBAUM ALREADY BROUGHT UP AN

17 KIRSCHBAUM ALREADY BROUGHT UP AN ITEM THAT WE KIND OF

18 NAVIGATED ITEM THAT WE KIND OF NAVIGATED HERE ANY OTHER ITEMS

19 HERE? I'M HERE ANY OTHER ITEMS HERE? I'M SEEING NONE. SEEING

20 NONE.

21

22 **BOARD CLERK:** I DID RECEIVE

23

24 **BOARD CLERK:** I DID RECEIVE ONE WRITTEN CORRESPONDENCE THAT ONE

25 WRITTEN CORRESPONDENCE THAT WAS SHARED WITH THE CLIPPER WAS



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1 SHARED WITH THE CLIPPER EXECUTIVE BOARD THIS MORNING AND
2 EXECUTIVE BOARD THIS MORNING AND IT SHOULD BE POSTED TO THE IT
3 SHOULD BE POSTED TO THE WEBSITE. NOW WE DO HAVE ONE WEBSITE.
4 NOW WE DO HAVE ONE MEMBER OF THE PUBLIC WISHING TO MEMBER OF
5 THE PUBLIC WISHING TO SPEAK ON THIS ITEM. SPEAK ON THIS ITEM.

6

7 **CHAIR, ROBERT POWERS:** OKAY.

8

9 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THAT. THANK YOU FOR
10 THAT.

11

12 **ALETA DUPREE:** THANK YOU TO

13

14 **ALETA DUPREE:** THANK YOU TO THE CHAIRS OF OUR JOINT PANEL. THE
15 CHAIRS OF OUR JOINT PANEL. ALETA DUPREE, FOR THE RECORD SHE
16 ALETA DUPREE, FOR THE RECORD SHE AND HER WITH TEAM FOLDS AND
17 HER WITH TEAM FOLDS REPRESENTING SKIRT FOLDS GOOD REPRESENTING
18 SKIRT FOLDS GOOD MEETING TODAY IT WAS HARD. I MEETING TODAY IT
19 WAS HARD. I HAVE A DIFFERENT STYLE. WHERE HAVE A DIFFERENT
20 STYLE. WHERE DO I FIT INTO ALL THIS? I'M DO I FIT INTO ALL
21 THIS? I'M JUST AN ORDINARY MEMBER OF THE JUST AN ORDINARY
22 MEMBER OF THE PUBLIC. BUT I HAVE 56 YEARS OF PUBLIC. BUT I
23 HAVE 56 YEARS OF EXPERIENCE USING THE NEW YORK EXPERIENCE
24 USING THE NEW YORK CITY SUBWAY INCLUDING THE CITY SUBWAY
25 INCLUDING THE PAYMENT FARE AND THEN SOMETIMES PAYMENT FARE AND



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1 THEN SOMETIMES IN HIGH SCHOOL SKIPPING FARE AND IN HIGH SCHOOL
2 SKIPPING FARE AND GOING FROM BRASS TOKENS AND GOING FROM BRASS
3 TOKENS AND REVENUE COLLECTION TRAINS TO NOW REVENUE COLLECTION
4 TRAINS TO NOW WE HAVE OMNI AND I CAN'T HELP IT WE HAVE OMNI
5 AND I CAN'T HELP IT I THINK OMNI FARE MACHINES LOOK I THINK
6 OMNI FARE MACHINES LOOK LIKE NICE REFRIGERATORS MAYBE LIKE
7 NICE REFRIGERATORS MAYBE I'LL MAKE MY REFRIGERATOR AT I'LL
8 MAKE MY REFRIGERATOR AT HOME LOOK LIKE THAT I'LL PRINT HOME
9 LOOK LIKE THAT I'LL PRINT IT UP BUT THESE ARE CHALLENGES I IT
10 UP BUT THESE ARE CHALLENGES I CAN ONLY SHARE THINGS AS I KNOW
11 CAN ONLY SHARE THINGS AS I KNOW THEM AND I CALL THINGS AS I
12 SEE THEM AND I CALL THINGS AS I SEE THEM I SHARE BECAUSE I
13 WANT THIS THEM I SHARE BECAUSE I WANT THIS PROGRAM TO BE HERE
14 FOR ME PROGRAM TO BE HERE FOR ME WHETHER I'M HERE IN THE BAY
15 AREA WHETHER I'M HERE IN THE BAY AREA OR NOT AND THIS IS HARD
16 AND OR NOT AND THIS IS HARD AND SOMETIMES I'LL JUST HAVE TO, I
17 SOMETIMES I'LL JUST HAVE TO, I JUST HAVE TO REFLECT ON SOME
18 JUST HAVE TO REFLECT ON SOME GRAND CENTRAL, AND I THINK OF A
19 GRAND CENTRAL, AND I THINK OF A SONG AND I THINK "BECAUSE
20 WE'RE SONG AND I THINK "BECAUSE WE'RE IN GRAND CENTRAL" BRING
21 SOME OF IN GRAND CENTRAL" BRING SOME OF THAT TO YOU I'LL WEAR
22 A SAMTRANS THAT TO YOU I'LL WEAR A SAMTRANS SHIRT TODAY, IT'S
23 VERY NICE AND SHIRT TODAY, IT'S VERY NICE AND I'M A BIG FAN OF
24 MTC I THINK I'M A BIG FAN OF MTC I THINK EVERYONE SHOULD KNOW
25 THAT BY NOW EVERYONE SHOULD KNOW THAT BY NOW I'M DEFINITELY A



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1 BIG FAN OF MTC I'M DEFINITELY A BIG FAN OF MTC AND BART IS
2 VERY CENTRAL TO A AND BART IS VERY CENTRAL TO A LOT OF MY
3 PUBLIC TRANSPORTATION LOT OF MY PUBLIC TRANSPORTATION USE AND
4 I LIKE BART A LOT I LIKE USE AND I LIKE BART A LOT I LIKE BART
5 ALMOST AS MUCH AS I LIKE BART ALMOST AS MUCH AS I LIKE THE NEW
6 YORK CITY SUBWAY I CAN'T THE NEW YORK CITY SUBWAY I CAN'T HELP
7 THAT I HAVE BEEN USING THAT HELP THAT I HAVE BEEN USING THAT
8 SYSTEM SINCE 1970. IT'S A SYSTEM SINCE 1970. IT'S A FAMOUS
9 STORIED SYSTEM I'M FIVE FAMOUS STORIED SYSTEM I'M FIVE
10 GENERATIONS OF NEW YORK CITY GENERATIONS OF NEW YORK CITY
11 INCLUDING SUBWAY USAGE BUT BART INCLUDING SUBWAY USAGE BUT
12 BART HAS DISTINCTION OF BEING THE HAS DISTINCTION OF BEING THE
13 PEOPLE SYSTEM SO I LOOK FORWARD PEOPLE SYSTEM SO I LOOK
14 FORWARD TO WHAT WE'RE GOING TO TALK TO WHAT WE'RE GOING TO
15 TALK ABOUT NEXT MONTH. I THINK WE'RE ABOUT NEXT MONTH. I THINK
16 WE'RE ON A GOOD ROLL HERE WE JUST HAVE ON A GOOD ROLL HERE WE
17 JUST HAVE TO STAY THE COURSE. THANK YOU. TO STAY THE COURSE.
18 THANK YOU.

19

20 **CHAIR, ROBERT POWERS:**

21

22 **CHAIR, ROBERT POWERS:** EXCELLENT ADVICE. THANK YOU FOR
23 EXCELLENT ADVICE. THANK YOU FOR THAT PUBLIC COMMENT. THAT
24 PUBLIC COMMENT.

25



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1 **BOARD CLERK:** THANK YOU,

2

3 **BOARD CLERK:** THANK YOU, ALETA. ALSO, FOR THE PUBLIC ALETA.

4 ALSO, FOR THE PUBLIC RECORD, THE WRITTEN RECORD, THE WRITTEN

5 CORRESPONDENCE WAS RECEIVED FROM CORRESPONDENCE WAS RECEIVED

6 FROM ALETA DUPREE. ALETA DUPREE. I HAVE ONE MEMBER IN THE ZOOM

7 I HAVE ONE MEMBER IN THE ZOOM SPACE WITH THEIR HAND RAISED.

8 SPACE WITH THEIR HAND RAISED. ROLAND, YOU SHOULD BE ABLE TO

9 ROLAND, YOU SHOULD BE ABLE TO UNMUTE YOURSELF. YOU HAVE TWO

10 UNMUTE YOURSELF. YOU HAVE TWO MINUTES. MINUTES.

11

12 **ROLAND LEBRUN:** THANK YOU.

13

14 **ROLAND LEBRUN:** THANK YOU. THANK YOU FOR THIS MEETING AND THANK

15 YOU FOR THIS MEETING AND THANK YOU FOR YOUR GENERAL THANK YOU

16 FOR YOUR GENERAL AGREEMENT OF THE MEETING JOINTLY AGREEMENT OF

17 THE MEETING JOINTLY MOVING FORWARD. THE REASON I'M MOVING

18 FORWARD. THE REASON I'M ADDRESSING YOU IS BECAUSE I HAVE

19 ADDRESSING YOU IS BECAUSE I HAVE GOT ALL THE TRANSIT AGENCIES

20 GOT ALL THE TRANSIT AGENCIES HERE IN ONE ROOM. AND WHAT I'M

21 HERE IN ONE ROOM. AND WHAT I'M GOING TO TALK ABOUT IS

22 SOMETHING GOING TO TALK ABOUT IS SOMETHING IS A MATTER OF LIFE

23 AND DEATH. IS A MATTER OF LIFE AND DEATH. EVERY TRANSIT

24 AGENCY, EXCEPT EVERY TRANSIT AGENCY, EXCEPT BART, IS ON THE

25 LIST. AND THE BART, IS ON THE LIST. AND THE REASON BART IS NOT



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1 ON THE LIST REASON BART IS NOT ON THE LIST IS BECAUSE BART IS
2 FULLY IS BECAUSE BART IS FULLY SEPARATED. AND WE ALL KNOW THAT
3 SEPARATED. AND WE ALL KNOW THAT BY BEING TOGETHER IN THE SAME
4 BY BEING TOGETHER IN THE SAME ROOM UNDER MTC'S LEADERSHIP, WE
5 ROOM UNDER MTC'S LEADERSHIP, WE CAN AGREE ON RESOLUTIONS AND
6 THE CAN AGREE ON RESOLUTIONS AND THE RESULTS ARE THERE HOWEVER
7 WE RESULTS ARE THERE HOWEVER WE NEED TO SEE. WHAT I'M GOING TO
8 NEED TO SEE. WHAT I'M GOING TO TALK ABOUT IS ABOUT THE
9 RAILROAD TALK ABOUT IS ABOUT THE RAILROAD MARKINGS AT GRADE
10 CROSSINGS. MARKINGS AT GRADE CROSSINGS. AND SPECIFICALLY WHAT
11 I WOULD AND SPECIFICALLY WHAT I WOULD LIKE YOU TO YOU DO IS
12 FOLLOW THE LIKE YOU TO YOU DO IS FOLLOW THE LEADERSHIP OF OUR
13 SMART FRIENDS LEADERSHIP OF OUR SMART FRIENDS IN THE NORTH BAY
14 WHO HAVE IN THE NORTH BAY WHO HAVE BASICALLY USED THE EXISTING
15 BASICALLY USED THE EXISTING MUTCD YOU KNOW REGULATIONS TO
16 MUTCD YOU KNOW REGULATIONS TO ADDRESS THE PROBLEM. IT'S NOT
17 ADDRESS THE PROBLEM. IT'S NOT PERFECT BUT IT'S THE BEST CAN
18 PERFECT BUT IT'S THE BEST CAN YOU DO IN THE UNITED STATES. YOU
19 DO IN THE UNITED STATES. SPECIFICALLY, I MEAN, MUTCD,
20 SPECIFICALLY, I MEAN, MUTCD, PART 3 FIGURE 3B-18 I WILL PART 3
21 FIGURE 3B-18 I WILL REPEAT, PART 3, FIGURE 3B-18, REPEAT, PART
22 3, FIGURE 3B-18, WHICH IS THE DO NOT BLOCK WHICH IS THE DO NOT
23 BLOCK INTERSECTION MARKINGS. WHAT IS INTERSECTION MARKINGS.
24 WHAT IS SELECTED IS OPTION C, WHICH IS SELECTED IS OPTION C,
25 WHICH IS THE BOX WITH 4 TO 6 INCH SOLID THE BOX WITH 4 TO 6



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1 INCH SOLID WIRES CROSS -- LINES. I HOPE WIRES CROSS -- LINES.
2 I HOPE YOU WILL ALL CONSIDER DOING THE YOU WILL ALL CONSIDER
3 DOING THE SAME THING IN THE BAY AREA JUST SAME THING IN THE
4 BAY AREA JUST LIKE WHAT SMART DID IN NORTH LIKE WHAT SMART DID
5 IN NORTH BAY, SO WE THEY CAN STOP TELLING BAY, SO WE THEY CAN
6 STOP TELLING PEOPLE WHERE IT IS THEY'RE NOT PEOPLE WHERE IT IS
7 THEY'RE NOT SUPPOSED TO BE STOPPING, BY THE SUPPOSED TO BE
8 STOPPING, BY THE WAY, THAT'S FOUNDATIONAL IF WAY, THAT'S
9 FOUNDATIONAL IF YOU'RE GOING TO DO A CAMERA YOU'RE GOING TO DO
10 A CAMERA ENFORCEMENT. THANK YOU. ENFORCEMENT. THANK YOU.

11

12 **BOARD CLERK:** THANK YOU,

13

14 **BOARD CLERK:** THANK YOU, ROLAND. THERE ARE NO OTHER ROLAND.
15 THERE ARE NO OTHER HANDS RAISED IN THE ZOOM SPACE. HANDS
16 RAISED IN THE ZOOM SPACE. THAT CONCLUDES PUBLIC COMMENT THAT
17 CONCLUDES PUBLIC COMMENT FOR THIS ITEM. FOR THIS ITEM.

18

19 **CHAIR, ROBERT POWERS:** OKAY.

20

21 **CHAIR, ROBERT POWERS:** OKAY. WE WILL CONCLUDE AGENDA ITEM WE
22 WILL CONCLUDE AGENDA ITEM NUMBER TEN. AGENDA ITEM 11 IS NUMBER
23 TEN. AGENDA ITEM 11 IS ADJOURNMENT AND THE NEXT ADJOURNMENT
24 AND THE NEXT MEETING. SO KIRSCHBAUM -- I'M MEETING. SO
25 KIRSCHBAUM -- I'M SORRY, JULIE, DIRECTOR SORRY, JULIE,



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1 DIRECTOR WEINSTEIN, DIRECTOR CHOY, FIGURE WEINSTEIN, DIRECTOR
2 CHOY, FIGURE OUT THE MECHANICS HERE, IF YOU OUT THE MECHANICS
3 HERE, IF YOU WILL, BUT LOOKS LIKE WE'RE GOING WILL, BUT LOOKS
4 LIKE WE'RE GOING TO BE PULLED TOGETHER AGAIN HERE TO BE PULLED
5 TOGETHER AGAIN HERE MONDAY AUGUST 24TH AT BART MONDAY AUGUST
6 24TH AT BART HEADQUARTERS AND OVER IN HEADQUARTERS AND OVER IN
7 DOWNTOWN OAKLAND, AND WE'LL DOWNTOWN OAKLAND, AND WE'LL FIGURE
8 OUT THE MECHANICS FIGURE OUT THE MECHANICS COLLECTIVELY SO
9 WITH THAT THIS COLLECTIVELY SO WITH THAT THIS MEETING IS
10 ADJOURNED AND GAIN MEETING IS ADJOURNED AND GAIN WOULD LIKE TO
11 THANK EVERYBODY WOULD LIKE TO THANK EVERYBODY AND I WANT TO
12 SECOND YOUR AND I WANT TO SECOND YOUR OBSERVATION ABOUT THE
13 PUBLIC OBSERVATION ABOUT THE PUBLIC INVOLVEMENT IN THIS JOINT
14 INVOLVEMENT IN THIS JOINT MEETING SEEMS TO BE BETTER MEETING
15 SEEMS TO BE BETTER ATTENDED SO WITH THAT THIS ATTENDED SO WITH
16 THAT THIS MEETING IS ADJOURNED. THANK MEETING IS ADJOURNED.
17 THANK YOU. YOU.

18

19 **COUNSEL, KATHLEEN KANE:** THANK

20

21 **COUNSEL, KATHLEEN KANE:** THANK YOU CHAIR POWERS. YOU CHAIR
22 POWERS. [ADJOURNED] [ADJOURNED]

23



Broadcasting Government