

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



JANUARY 26, 2026

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CLIPPER EXECUTIVE BOARD

MONDAY, JANUARY 26, 2026, 1:00 PM

CHAIR, ROBERT POWERS: CLERK, THIS IS A PUBLIC MEETING WE'RE GOING TO DO OUR BEST TO STAY ON SCHEDULE HERE AND LIVE UP TO TIME COMMITMENTS THAT WE HAVE SAID WE WOULD START THIS MEETING. MADAM CLERK WHY DON'T WE GO WITH OUR ROLL CALL AND SEE IF WE HAVE A QUORUM HERE.

BOARD CLERK: CHAIR POWERS?

CHAIR, ROBERT POWERS: HERE.

BOARD CLERK: VICE CHAIR CHAN?

V. CHAIR, APRIL CHAN: HERE.

BOARD CLERK: BOARD MEMBER FREMIER?

ANDREW FREMIER: PRESENT.

BOARD CLERK: BOARD MEMBER GONOT IS ABSENT. BOARD MEMBER KIRSCHBAUM? HERE BUT NOT PRESENT AT THE DAIS. BOARD MEMBER LLAMAS?



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1 **SALVADOR LLAMAS:** HERE.

2

3 **BOARD CLERK:** MULLIGAN?

4

5 **DENIS MULLIGAN:** PRESENT.

6

7 **BOARD CLERK:** SCHMIDT? SUBMIT SUBMIT HERE.

8

9 **BOARD CLERK:** WEGENER?

10

11 **CHRISTY WEGENER:** HERE.

12

13 **BOARD CLERK:** WE HAVE A QUORUM.

14

15 **CHAIR, ROBERT POWERS:** THANK YOU MADAM CLERK JUST FROM ME BEING
16 HERE AS CHAIR WELCOME TO CLERKING THIS MEETING LOOKING FORWARD
17 TO THE PARTNERSHIP HERE. THIS MEETING IS BEING CALLED TO ORDER
18 THIS MEETING BEING WEBCAST ON THE MTC WEB SITE REMOTE PARTS
19 WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL
20 STAR NINE AND YOU WILL BE CALLED UPON TO SPEAK. TELECONFERENCE
21 ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR
22 PHONE NUMBER. MADAM CLERK I KNOW WE DID ROLL CALL I WOULD JUST
23 ACKNOWLEDGE THAT WE HAVE BEEN JOINED BY JULIE KIRSCHBAUM
24 EXECUTIVE DIRECTOR FOR SFMTA IN SAN FRANCISCO SO WITH THAT AND
25 YOU'RE GOOD WE ARE NOW BEING JOINED BY CAROLYN GONOT WITH THE



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1 VTA GROUP. MADAM CLERK WITH THAT WHY DON'T WE GET STARTED ON
2 AGENDA ITEM NUMBER TWO. COMMISSIONERS AGENDA ITEM NUMBER TWO
3 IS OUR CONSENT CALENDAR. AND THIS IS THE APPROVAL OF MINUTES
4 FROM OUR DECEMBER MEETING. SO THIS IS AN ACTION ITEM. FIRST
5 LET ME JUST TEST THE WATERS SEE IF I HAVE A MOTION AND SECOND
6 ON CONSENT?

7

8 **SPEAKER:** SO MOVED.

9

10 **SPEAKER:** I'LL --

11

12 **CHAIR, ROBERT POWERS:** YOU? ALL RIGHT. MULLIGAN MOVED IT AND
13 ANDY FREMIER, MTC, SECONDED IT. MADAM CLERK, PUBLIC COMMENT ON
14 OUR CONSENT ITEM EITHER VIRTUALLY OR IN THE ROOM HERE.

15

16 **CLERK OF THE BOARD:** WE DO HAVE ONE MEMBER IN THE ZOOM SPACE
17 HOW MUCH TIME WOULD YOU LIKE TO PROVIDE?

18

19 **CHAIR, ROBERT POWERS:** TWO MINUTES AND WE'LL DO THAT MADAM
20 CLERK FOR ALL PUBLIC COMMENT THROUGHOUT THE DURATION OF THE
21 MEETING.

22

23 **BOARD CLERK:** ALETA DUPREE, PLEASE UNMUTE YOURSELF. YOUR TIME
24 BEGINS NOW.

25



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1 **SPEAKER:** THANK YOU CHAIR BOB POWERS IS AND MEMBERS. ALETA FOR
2 THE RECORD SHE AND HER WITH TEAM FOLDS. I'M GOING TO COMMENT
3 ON THE MINUTES HERE. I SENT A LETTER ON FRIDAY AFTERNOON
4 EXPLAINING A NEED FOR CORRECTION. IT LOOKED LIKE IT WAS
5 CORRECTED AND THEN UNCORRECTED. SO, I'M GOING TO GO HERE INTO
6 THE MINUTES OF 15 DECEMBER, AND I'M GOING TO SCROLL DOWN TO 3A
7 UNDER APPROVAL. WHEN I LOOK AT THE FOLLOW INDIVIDUALS SPOKE ON
8 THIS ITEM. IT SAYS ALETA DUPREE, SEAMLESS BAY AREA, ALETA
9 DUPREE TEAM FOLDS. WE WENT AND REVIEWED THE VIDEO AND ADINA
10 LEVIN WHO OFTEN REPRESENTS SEAMLESS BAY AREA ACTUALLY SPOKE ON
11 THIS ITEM. SO I SPOKE SO I REALLY FEEL THIS SHOULD BE
12 CORRECTED BECAUSE MINUTES SHOULD BE ACCURATE AND WHY I HAVE
13 NOT SEEN MY COMMENT LETTER PLACED INTO THE AGENDA, I DON'T
14 KNOW. BUT I JUST WANT TO LET YOU KNOW OF THE PERSONS OF
15 ACCURACY, AND THAT ADINA SHOULD GET HER MENTION, JUST AS I
16 HAVE MINE. THANK YOU.

17

18 **BOARD CLERK:** THERE IS NO FURTHER PUBLIC COMMENT ONLINE NO
19 WRITTEN CORRESPONDENCE RECEIVED AND NO ONE IN THE BOARDROOM
20 WISHING TO SPEAK.

21

22 **CHAIR, ROBERT POWERS:** OKAY. SO COMMISSIONERS WITH THAT
23 CORRECTION WHY DON'T WE GO AHEAD AND MAKE THAT FRIENDLY
24 AMENDMENT TO MAKE THAT CORRECTION TO THE MEETING MINUTES AND
25 SO WE CAN CODIFY THESE IN THE RECORD. MAKER OF THE MOTION AND



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1 THE SECOND, ARE YOU GOOD WITH THAT FOREMEN AMENDMENT?

2

3 **DENIS MULLIGAN:** I CONCUR WITH AMENDING THE MOTION TO REFLECT
4 THE SPEAKER'S EDITS.

5

6 **ANDREW FREMIER:** DITTO O.

7

8 **CHAIR, ROBERT POWERS:** COPY THAT. WE HAVE MOTION AND SECOND FOR
9 THE AMENDMENT ALL IN FAVOR, SAY AYE. [AYES] . MADAM CLERK IT
10 PASSES UNANIMOUSLY.

11

12 **BOARD CLERK:** THANK YOU.

13

14 **CHAIR, ROBERT POWERS:** OKAY. SO, WE'RE ON TO AGENDA ITEM NUMBER
15 -- REALLY, PROBABLY THE HEART OF THIS MEETING AND HEART OF
16 THIS DISCUSSION IS AGENDA ITEM NUMBER 3A, AND AGENDA ITEM
17 NUMBER 3A IS OUR NEXT GENERATION CLIPPER IMPLEMENTATION AND
18 TRANSITION UPDATE, AND YOU WANT ME TO KICK THIS OFF ANGUS? OR
19 KICK IT OFF WITH MR. TOR REL AS FROM CUBIC? KANG KANG I'LL
20 KICK IT OFF.

21

22 **CHAIR, ROBERT POWERS:**

23

24 **ANGUS DAVOL:** SO LAST MONTH MEETING HELD SHORTLY AFTER OUR
25 DECEMBER 10TH LAUNCH I WANTED ON THE WORK BEING DONE TO



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1 ADDRESS THE CRITICAL ISSUES WE FACE IN INITIAL DAYS
2 UNFORTUNATELY ISSUES HAVE CONTINUED TO AFFECT THE CLIPPER
3 SYSTEM TRANSIT OPERATORS AND MOST IMPORTANTLY CUSTOMERS THESE
4 ISSUES WITH OVERALL SYSTEM PERFORMANCE AND STABILITY CUSTOMER
5 ACCOUNT ACCESS MIGRATION OF CARD VALUE AND FARE PRODUCTS
6 VENDING MACHINES AND CUSTOMER SERVICE TERMINALS FARE
7 INSPECTION DEVICES IS FINANCIAL SETTLEMENT REPORTING WHILE
8 CREDIT AND DEPTH CARD ACCEPTANCE OF GENERALLY GOING SMOOTHLY
9 FOR CUSTOMERS WHILE WE'RE NEARING 3/4 OF A MILLION OCCURRED
10 HAVE BEEN SUCCESSFULLY MI GREAT REQUIRING ONGOING MALL
11 ININVESTIGATION THESE ISSUES HAVE PUT US BEHIND THE SCHEDULE
12 FOR CUSTOMER MIGRATION TO THE NEW SYSTEM WE HAVE BEEN WORKING
13 CLOSELY WITH CUBIC AND ROLE OF THE SYSTEM INTEGRATOR ON THESE
14 ARES AND YOU WILL BE HEARING DIRECTLY FROM THEM IN A MOMENT WE
15 HAVE BEEN WORKING CLOSELY WITH TRANSIT OPERATOR STAFF
16 INCLUDING DAILY MEETINGS WITH OPERATOR WORKING GROUP TO GET
17 UPDATES AND DISCUSS IMPACTS WORK-AROUNDS AND I WANT TO CONVEY
18 OUR GRATITUDE TO STAFF AND AGENCIES DEDICATING SIGNIFICANT
19 TIME EFFORT AND AS PART OF THIS ONGOING WORK OUR CURRENT FOCUS
20 CONTINUES TO BE OPERATIONS SUPPORT AND TRIAGE OF CRITICAL
21 POST-LAUNCH ISSUES SYSTEM UPDATES HAVE ONGOING POSSIBLE
22 ADDRESSES TOP PRIORITY ISSUES AND UPCOMING RELEASES WILL
23 CONTINUE TO PRIORITIZE FIXES FOR ISSUES WITH THE GREATEST
24 CUSTOMER IMPACTS NOW I WOULD TURN IT OVER TO PETER
25 MONTGOMERITORLIS PRESIDENT OF CUBIC TRANSPORTATION SYSTEMS



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1 WHOLE PROVIDE INFORMATION ON THESE ISSUES AND CUBIC'S WORK TO
2 ADDRESS THEM.

3

4 **PETER MONTGOMERY:** THANK YOU ANGUS GOOD AFTERNOON EVERYBODY
5 CHAIRMAN POWERS AND BOARD MEMBERS FOR THOSE OF YOU WHO I
6 HAVEN'T MET MY NAME IS PETER TORLIS I'M OFFICER OF COULD BEIC
7 CORPORATION AS WELL AS GLOBAL PRESIDENT OF CUBIC
8 TRANSPORTATION SYSTEMS I OVERSEE OUR BUSINESS AND PARTNERSHIP
9 WITH TRANSIT AGENCIES AROUND THE WORLD INCLUDING TEAMS
10 DIRECTLY RESPONSIBLE FOR CLIPPER I WANT TO BEGIN BY
11 ACKNOWLEDGING THE EXPERIENCE AROUND CLIPPER2 TRANSITION IT HAS
12 NOT YET MET THE STANDARD THAT YOU YOUR OPERATORS OR CUBIC
13 EXPECT WE RECOGNIZE THE REAL IMPACT WE SEE IT AND TAKE IT
14 SERIOUSLY ON BATCH OF CUBIC I WANT TO SAY WE GREAT ANY
15 DISRUPTION THIS HAS CAUSED I WANT TO BE CLEAR ABOUT OUR
16 POSTURE GOING FORWARD CUBIC IS ENGAGED AT THE SENIOR LEVELS OF
17 THE COMPANY TO ADDRESS WHAT WE REMAIN AND STRENGTHEN HOW THIS
18 PROGRAM IS MANAGED AND DELIVERED OUR TEAMS ARE FOCUSED ALIGNED
19 AND RESOURCED TO DO THE WORK. TODAY IS ABOUT ACTION, EXECUTION
20 WE'RE GOING TO WALK THROUGH WHERE THE SYSTEM IS WHAT PROGRESS
21 HAS BEEN MADE WHAT ARE PRIORITIZING NEXT AND MOVING FORWARD
22 WITH CLEAR TIME LINES WHAT MATTERS IS WHAT HAPPENS NEXT ON
23 FOCUS ON DISCIPLINED EXECUTION TRANSPARENCY AND DELIVERING
24 MEASURABLE IMPROVEMENT AND HOW WE INTEND TO MOVE THIS PROGRAM
25 FORWARD AND WITH THAT I'LL TURN IT OVER TO THE TEAM TO WALK



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1 YOU THROUGH THE CURRENT STATUS PRIORITIES AND ACTIONS UNDER
2 AWAY.

3

4 **SPEAKER:** THANK YOU ANGUS CHAIRMAN AND CHAIRMAN POWERS I'M
5 GOING WALK YOU THROUGH TODAY A LIST OF THE CRITICAL ISSUES
6 THAT WE HAVE IDENTIFIED WITH THE MTC LEADERSHIP AND HOW WE CAN
7 COME TO RESOLUTION. NEXT SLIDE PLEASE. ALL RIGHT. THESE ARE
8 THE ISSUES WE HAVE IDENTIFIED WITH MTC LEADERSHIP. WE'RE GOING
9 TO WALK THROUGH EACH OF THEM IDENTIFYING THE PROBLEM, WHO IS
10 IMPACTED, WHAT'S THE SOLUTION, AND THE TIMELINE. NEXT SLIDE
11 PLEASE. ALL RIGHT FIRST ISSUE, ACCOUNT MIGRATION. SINCE LAUNCH
12 CUSTOMERS HAVE HAD -- BEEN IMPACTED THROUGH, YOU KNOW, TIME
13 OUTS WHEN THEY TRY TO ACCESS THE WEB SITE, ARE TRAVELER
14 APPLICATION, AND ON-DEMAND MIGRATION ISSUES HAVE BEEN IMPACTED
15 SINCE LAUNCH. SOME MOBILE USERS HAVE ALSO HAD INVALID MOBILE
16 CARDS THAT REQUIRED DELETION. AND WHO HAS BEEN IMPACTED?
17 ACTIVE YOU CLIPPER CUSTOMERS WHO HAVE ATTEMPTED MIGRATION. THE
18 SOLUTION FOR THESE ITEMS? FIRST, ON JANUARY 13TH, WE
19 IMPLEMENTED A CLUSTER INCREASE TO OUR CUSTOMER RELATIONSHIP
20 MANAGEMENT TOOL WHICH HAS NOW PRESENTED TIME OUTS FROM
21 OCCURRING SINCE THAT INCEPTION. SECOND, THE PLASTIC TO MOBILE
22 CARD CONVERSION HAS TEMPORARILY BEEN DISABLED IN THE APP SINCE
23 JANUARY 7TH AND NO ADDITIONAL INVALID MOBILE CARDS HAVE BEEN
24 IMPLEMENTED/AFFECTED SINCE. NEXT WE'RE GOING TO START TESTING
25 THE DELETION OF THOSE INVALID MOBILE CARDS WITH APPLE STAFF



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1 STARTING TODAY AND EXPECT MIGRATION APPLICATION CURRENTLY IN
2 DEVELOPMENT TO PREVENT OTHER OVERFLOW CALLS TO OUR SYSTEM AND
3 THAT'S EXPECTED BY UNDERSTAND OF THIS WEEK. NEXT SLIDE.
4 CAPACITY AND CONFIGURATION PROBLEM WE HAVE SEEN SYSTEM
5 SLOWNESS AND TIME OUTS SINCE LAUNCH, WHO IS IMPACTED? CLIPPER
6 CUSTOMERS, CALL CENTER, AND STATION AGENTSSES. SINCE WE HAVE
7 IDENTIFIED THESE PROBLEMS THE SOLUTION WE STARTED WHICH ARE
8 THE BIGGEST IMPACTORS ARE THE RIGHT SIZING OF CLUSTER SERVERS
9 FOR QV PAYMENT APPLICATIONS AND NETWORK INFORMATION SERVICE
10 AFFECTED ALL ASPECTS OF THE BACK OFFICE. WE ALSO DEPLOYED
11 CUSTOMER RELATIONSHIP MANAGEMENT APPLICATION AS MENTIONED IN
12 THE PREVIOUS SLIDE ON JANUARY 13TH WHICH HAS PREVENTED US FROM
13 HAVING TIME OUTS, UPCOMING WE EXPECT TO DO AN IMPROVEMENT ON
14 OUR QUERY LANGUAGE WHICH ALLOWS US TO INVESTIGATE ISSUES
15 QUICKLY AND OUR VIRTUAL TOKEN MANAGEMENT RECONFIGURATION WHICH
16 IS AFFECTING CARS MOVING INTO THE NEW C2 ACCOUNT-BASED
17 FUNCTIONALITY. NEXT SLIDE. TICKET VEND SUGGEST MACHINES SINCE
18 LAUNCH OF SFMTA TICKET VENDING MACHINES WHICH ADDING VALUE TO
19 CLIPPER CARD SEEMED TO BE TIMING OUT DURING SOME OF THESE TIME
20 OUTS WE'RE SEEING CASH BEING COLLECTED BY THE MACHINE BUT NOT
21 UPGRADING THE CUSTOMER'S CARD WITH THE CASH VALUE WHO IS
22 IMPACTED CUSTOMERS AND STATION AGENTS HAVING TO RESPOND TO
23 CUSTOMERS TRYING TO GET THE PAYMENT THEY APPLIED. OUR SOLUTION
24 LAST WEEK WE IMPLEMENTED A PILOT FOR INCREASING THE
25 TRANSACTION TIME OF THESE TIME OUTS PILOTS PROVED SUCCESSFUL.



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1 WE ROLLED THIS OUT TO ALL MACHINES ON SATURDAY EVENING SUNDAY
2 MORNING AND WE'RE MONITORING RESULTS. SO FAR RESULTS HAVE BEEN
3 GOOD WE'RE STILL GOING TO CONTINUE TO MONITOR AS WE MOVE
4 FORWARD. NEXT SLIDE PLEASE. FARE INSPECTION DEVICE. THESE
5 DEVICES OCCASIONALLY ARE UNABLE TO CONFIRM VALID DEBIT CREDIT
6 TRANSACTIONS. OCCASIONALLY WHEN THE INSPECTOR IS USING THE
7 APPLICATION IT CRASHES DURING LOG IN OR WHEN INSPECTING A CARD.
8 WHO IS IMPACTED? CUSTOMERS USING TAP AND RIDE WITH CREDIT AND
9 DEBIT CARDS AND FARE INSPECTION WORKERS. SOLUTION. TIMELINE
10 KEYS ARE SECURITY APPLICATIONS THAT ARE PUT ON THESE DEVICES
11 THAT HOLD TO THE HIGHEST STANDARD OF SECURITY AND WE NOTICED
12 THAT SOME OF THE KEYS THAT WERE LOADED ON TO THESE DEVICES
13 WERE INCORRECT KEYS SO WE'RE HAVING A CAMPAIGN ROLLING OUT NOW
14 TO IMPROVE OR UPDATE THESE DEVICES WITH CORRECT KEYS SO THE
15 INSPECTORS CAN APPROPRIATE USE THEM IN THE FIELD. SECOND ITEM
16 WITH THE CRASHING DURING LOG IN SPECTORS WAIT CURRENTLY ONE
17 MINUTE AFTER LOG IN FOR THE LIST TO LOAD OR THE DEVICE WILL
18 CRASH IF YOU TRY TO TAP A CARD TOO EARLY WE HAVE DONE A
19 CAMPAIGN TO INFORM EACH OF THE OPERATORS TO TRY AND IMPLEMENT
20 THIS DELAY BEFORE TAPPING AND IN THE MEANTIME WE'RE WORKING ON
21 SOFTWARE UPDATE THAT HAD INITIALIZATION SCREEN UPDATED TO
22 HAVE SPINNING WHEEL WAIT UNTIL TAPPING THE CARD AND THIS
23 EXPECTED ROLL OUT IN THE FIELD DURING THE WEEK OF FEBRUARY
24 9TH. NEXT SLIDE. CUSTOMER SERVICE TERMINAL PROBLEM ISSUES WHEN
25 ADDING VALUE VERIFICATION FAILURES, CLIPPER CARD REPLACEMENT



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1 ISSUES AND CREDIT CARD ACCEPTANCE ISSUES. WHO IS IMPACTED?
2 CLIPPER CUSTOMERS, IN-PERSON CUSTOMER SERVICE CENTER AGENTS.
3 SOLUTION. WE HAVE SOFTWARE RELEASE THAT'S IN TEST RIGHT NOW
4 EXPECTED TO BE RELEASED BY FEBRUARY 4TH THAT WILL FIX MANY OF
5 THE CRITICAL ISSUES AND WE'LL HAVE AN ADDITIONAL RELEASE OF
6 SOFTWARE PATCHES TO COME LATER IN FEBRUARY. NEXT SLIDE PLEASE.
7 MIGRATION OF AUDIO TO LOADS. UNDER CERTAIN CONDITIONS AN
8 AUTOLOAD SET UP WILL NOT BE MI GREAT THERE IS TWO SCENARIOS
9 WHERE THIS HAPPENS FIRST IS IF YOU TRY TO MIGRATE A CARD WITH
10 AN EXPIRED CREDIT CARD OR DEBIT CARD AND SECOND IS IF YOU TRY
11 TO MY GREAT A CARD THAT'S EXPIRED THEN THE REASON IT WOULD
12 POSSIBLY BE EXPIRED IS BECAUSE YOU HAVEN'T TAPPED INTO THE
13 SYSTEM YET TO GET THAT AUTOLOAD THIS COULD RESULT IN
14 UNINTENDED USE OF AVAILABLE CASH IF A PATRON TRIES TO TAP
15 THEIR CARD ON TO THE SYSTEM EXPECTING THEIR PASS TO BE THERE
16 BUT COULD STORE VALUE WOULD YOU STORE VALUE IF THE CARD
17 INSTEAD? WHO'S IMPACTED? CLIPPER AUTOLOAD CUSTOMERS SOLUTION:
18 WE'RE GOING TO RESET THE DATE ON THE PASSES THAT FAILED TO
19 AUTOLOAD, MIGRATE THEN REVERT BACK TO ALLOW ENROLLMENT TO
20 OCCUR. THIS IS EXPECTED TO RELEASE TO PRODUCTION AT THE END OF
21 THIS WEEK. NEXT SLIDE. MONITORING. PROBLEM. WE HAVE HAD
22 DELAYED NOTIFICATION OF SYSTEM ERRORS AND CAPACITY ISSUES WITH
23 EXISTING MONITORING IN PLACE. WHO IS IMPACTED? CLIPPER
24 CUSTOMERS, CALL CENTER CUSTOMER SERVICE REPRESENTATIVES AND
25 STATION AGENTS. SOLUTION: WE HAVE IDENTIFIED A FEW DIFFERENT



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1 WAYS THAT WE CAN IMPROVE MONITORING THROUGH PATCHES, THROUGH
2 INCREASING SERVERS AND NOTES, AND TUNING OUR THRESHOLDS AND
3 ALERT RULES. WE'LL BE CONTINUING TO IMPROVE THESE, AS WE
4 STARTED LAST WEEK, THROUGH JANUARY 30TH FOR SOME OF THEM, AND
5 THROUGH FEBRUARY 16TH FOR OTHERS. NEXT SLIDE, PLEASE.
6 FINANCIAL SETTLEMENT PROBLEM. THE LACK OF MANUAL OR FULLY
7 AUTOMATED AND THEN RECONCILIATION, WE'RE ALSO SEEING A DELAY
8 OF DATA OF APPROXIMATELY TEN DAYS CREATING LONG TURN AROUNDS
9 FOR INVESTIGATION AND SOME REPORTS ARE NOT FULLY POPULATING.
10 WHO IS IMPACTED? MTC AND OPERATOR ACCOUNTING TEAMS. SOLUTIONS:
11 WE HAVE BEEN CONDUCTING WORKSHOPS FOR THE PAST -- SINCE
12 DECEMBER, MOST RECENTLY ON JANUARY 13TH AND JANUARY 22ND TO
13 REVIEW THE PROCESSES, AND OUTSTANDING COMMENTS. WE HAVE
14 ESCALATED AUTOMATION AND MANUAL PROCESS, WHICH WE EXPECT TO
15 HAVE BY MID-FEBRUARY. ADDITIONALLY, THE ROOT CAUSE OF THE 10-
16 DAY LAG HAS BEEN IDENTIFIED BY THE DATABASE TEAM. BUT WE
17 EXPECT THAT ALSO TO BE INCLUDED IN MID-FEBRUARY RELEASE. AS OF
18 MOST RECENTLY, WE DID THE DEMONSTRATION ON JANUARY 22ND. WE
19 DID TURN AROUND OF DOCUMENTATION TO MTC THAT COMPLETED ON
20 FRIDAY, WHILE IT'S BEEN DELIVERED THESE DOCUMENTS WILL
21 CONTINUE TO EVOLVE AS WE GET CLOSER TO THE MID-FEBRUARY DATE.
22 THIS IS THE END OF THE LIST OF ITEMS WE DISCUSS -- OR WE
23 MENTIONED WITH MTC. I WANT TO SAY THAT ON BEHALF OF CUBIC,
24 WE'RE COMMITTED TO RESOLVING THESE ISSUES AND GETTING THEM
25 DELIVERED IN THE PROPER TIME SO THE CUSTOMER GETS A BETTER



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1 EXPERIENCE. THANK YOU.

2

3 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THAT, RICK. WE'LL
4 GET YOU A NAME CARD FOR THE NEXT MEETING HERE, IF YOU ARE
5 STILL WITH US. SO, THAT WAS A JOKE -- YOU DON'T WORK FOR ME. I
6 -- LET'S -- COME ON. YOU GUYS RELAX. OKAY. THANK YOU FOR THE
7 PRESENTATION. ANGUS THANKS FOR THE OPENING REMARKS AND PETER
8 AND RICK THANKS FOR WALKING THROUGH EACH OF THOSE SEVEN OR
9 EIGHT TOPICS KIND OF FROM A SCOPE, SCHEDULE, BUDGET, PROJECT
10 DELIVERY STANDPOINT. LET'S GO TO PUBLIC COMMENT FIRST MADAM
11 CLERK, EASTERLY VIRTUALLY OR IN THE ROOM HERE PUBLIC COMMENT
12 ON AGENDA ITEM 3A.

13

14 **BOARD CLERK:** WE DO HAVE IN-PERSON PUBLIC COMMENT, PHILIPPE
15 PHILIPPE WEISS, IF YOU COULD COME TO THE PODIUM, YOUR TWO
16 MINUTES WILL BEGIN SHORTLY.

17

18 **SPEAKER:** ALL RIGHT. MY NAME IS PHILIPPE WEISS I APPEAR BEFORE
19 YOU TODAY TO EMPLOYMENT SWISS A CLASSAL SCREW UP THIS
20 TRANSITION HAS BEEN. IT'S BEEN 48 DAYS SINCE I HAVE BEEN ABLE
21 TO ACCESS MY ACCOUNT DURING THOSE 48 DAYS I HAVE CALLED
22 CUSTOMER SUPPORT FIVE TIMES EACH TIME THE WAIT TIME IS
23 SNOUNSED AS 30 MINUTES AND GETS LONGER AS YOU WAIT. UNTIL
24 SOMEBODY UNEXPECTEDLY PICKS UP OR THE OFFICE SHUTS DOWN AT 5
25 O'CLOCK. WHICH IS NOT GOOD. SUPPORT AGENTS HAVE TRIED TO SEND



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1 AN ACCOUNT RESET TWICE BOTH TIMES NOTHING ARRIVED AND YES I
2 HAVE CHECKED MY SPAM FOLDER THE SECOND TIME I ASKED SUPPORT
3 AGENT TO ESCALATE MY CASE WAS TWO WEEKS AGO AND NO ONE HAS
4 EVEN LOOKED AT THE ESCALATED CASE. I LOOKED AT THE STATS AND
5 STUFF THAT WAS INCLUDED FOR THIS MEETING AND THE CALL DROP
6 TIMES ARE ATROCIOUS ON THERE. AND I AM REALLY HOPING THAT
7 FOLKS HERE CAN ADD SOME RESOURCES OR FIX SOMETHING ON HERE. I
8 JUST LISTENED TO THAT PRESENTATION. I STILL HAVE NO IDEA WHEN
9 I WILL BE ABLE TO USE MY ACCOUNT ON THERE: I HAVE MONEY THAT'S
10 SITTING IN A VIRTUAL CARD TO BE ABLE TO PUT ON THERE. I HAVE
11 NO IDEA IF I'LL BE ABLE TO USE IT BEFORE MY EMPLOYMENT IS EVEN
12 DONE AT THIS POINT. AND THEN, LASTLY, I WANT TO NOTE THAT
13 SOMEBODY BROUGHT THESE VERY ISSUES UP AT THE LAST BOARD
14 MEETING. THOSE HAD BEEN SIX DAYS SINCE IT HAD GONE ON THERE,
15 AND I LISTENED -- READ THE MINUTES ON THERE, AND A WHOLE BUNCH
16 OF PEOPLE OFFERED ALL SORTS OF CONGRATULATIONS ON A MILESTONE.
17 I THINK WE KNOW THAT WAS A MISTAKE. THANK YOU.

18

19 **BOARD CLERK:** NEXT WE HAVE ADINA LEVIN. IF YOU CAN PLEASE
20 UNMUTE YOURSELF. YOUR TIME BEGINS NOW.

21

22 **ADINA LEVIN:** HELLO. THERE IS SOMEONE IN THE QUEUE BEHIND ME
23 WHO HAS A MEETING AT 1:30 IF YOU CAN GET TO THE NEXT PERSON IN
24 THE QUEUE, I'LL COME IN LATER IF THAT'S OKAY.

25



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1 **BOARD CLERK:** WE DON'T SEE WHO IS BEHIND YOU AT THE MOMENT.

2

3 **ADINA LEVIN:** BRIAN COLBERT IS BEHIND ME, IF YOU DO NOT SEE HIM
4 I'LL TALK IF YOU DO SEE HIM PLEASE TAKE HIM.

5

6 **BOARD CLERK:** BRYAN, IF YOU CAN PLEASE UNMUTE YOU YOURSELF.
7 YOUR TWO MINUTES BEGIN NOW.

8

9 **SPEAKER:** HELLO MY NAME IS BRYAN CULBERTSON I LIVE IN OAKLAND
10 AND AM A FULL-TIME TRANSIT RIDER. I WANT TO RELATE A STORY, I
11 REGULAR RIDE AC TRANSIT FROM WEST OAKLAND BART AND THE BUS
12 OPERATORS HAVE LEARNED TO COVER THE CLIPPER READER TO STOP US
13 FROM TAPPING WHEN THEY TURN ON THE BUS AND THIS SOUNDS LIKE
14 THIS IS A PROBLEM THAT YOU'RE NOT ALLOWED TO TAP IN THE FIRST
15 MINUTE OF INITIALIZATION I THINK THIS MEANS THAT THERE IS A
16 LOT OF LOST FARES THAT AC TRANSIT IS MISSING BECAUSE THEY HAVE
17 TO STOP PEOPLE FROM TAPPING WHEN THEY TURN ON THEIR BUSES I'M
18 ASSUMING THIS IS HAPPENING ALL THROUGHOUT THE SYSTEM I'M
19 WONDERING IF THERE IS A MECK MECHANISM FOR CUBIC TO REFUND THE
20 OPERATORS FOR ALL MISSED FARES DUE TO THE SYSTEM THEY HAVE
21 IMPLEMENTED SOME OF THESE THINGS LIKE NOT BEING ABLE TO TAP
22 FOR THE FIRST MINUTE OR ELSE THE DEVICE CRASHES IS LIKE
23 AMATEUR LEVEL CODING I'M REALLY HOPING THAT YOU HOLD THEM
24 ACCOUNTABLE AND COME UP WITH A MECHANISM TO COVER THE FARES
25 THAT GOT LOST DO YOU TO THE ROLL OUT. THANK YOU.



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1

2 **BOARD CLERK:** NEXT WE HAVE ADINA LEVIN IF YOU CAN PLEASE UNMUTE
3 YOURSELF. YOUR TIME BEGINS NOW.

4

5 **ADINA LEVIN:** HELLO, CAN YOU HEAR ME.

6

7 **CLERK OF THE BOARD:** YES WE CAN.

8

9 **ADINA LEVIN:** TAC FANTASTIC. ADINA LEVIN WITH SEAMLESS BAY AREA
10 I WANT TO ECHO THE COMMENTS FROM THE PREVIOUS SPEAKER THAT THE
11 EXPERIENCE FOR RIDERS IN THE TRANSIT SYSTEM IS REALLY
12 UNACCEPTABLE. I HAVE A COLLEAGUE ON THE SEAMLESS BOARD WHO HAS
13 FUNDS ON CLIPPER CARD THAT HE CANNOT USE AND HAS BEEN USING
14 THE CREDIT AND DEBIT CARDS BECAUSE HE CAN'T USE HIS CLIPPER
15 CARDS AND I HEAR THIS FROM, YOU KNOW, WE ARE OUT THERE TALKING
16 TO A LOT OF TRANSIT RIDERS WITH A BALLOT MEASURE IN THE WORKS
17 AND WE HEAR THIS FROM QUITE A LOT OF PEOPLE. SPEAKING ECHOING
18 THE PREVIOUS COMMENT, YOU KNOW, THERE MIGHT BE SOME THINGS IN
19 A LAUNCH THAT ARE UNFORESEENABLE BUT THERE ARE A NUMBER OF
20 ISSUES THAT WERE REPORTED IN THAT SLIDE DECK THAT ARE
21 FORESEEABLE. HAVING A TRANSACTION TIME THAT IS A MINUTE LONG
22 IS SOMETHING THAT, YOU KNOW, CAN BE DESIGNED FOR AND IS
23 PREDICTABLE TO PREVENT. HAVING THE AUTOLOAD CRASHING BECAUSE
24 OF CREDIT CARD IS EXPIRED, THAT IS THE KIND OF THING THAT IS
25 REALLY, LIKE, VERY BASIC, THAT YOU DESIGN A TEST FOR, FOR,



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1 LIKE, FORESEEABLE INVALID DATA AND PREVENT A KIND OF CRASH
2 HAPPENING WHEN THERE IS FORESEEABLE INVALID DATA. THIS IS
3 REALLY EXTREMELY BASIC AND DISMAYING. LIKE THE PREVIOUS
4 SPEAKER SAID, I WOULD LIKE TO SEE, YOU KNOW, THE PUBLIC SECTOR
5 NOT HAVING TO PAY FOR THIS, AND TO HAVE CUBIC TO BE HELD
6 FINANCIALLY RESPONSIBLE FOR THESE ISSUES THAT ARE IMPACTING
7 REVENUE, IMPACTING CUSTOMERS, AND IMPACTING AT A TIME WHERE
8 THE OPTICS ARE REALLY NOT GOOD. THANK YOU.

9

10 **BOARD CLERK:** NEXT WE HAVE ALETA DUPREE PLEASE UNMUTE YOURSELF
11 YOUR TIME BEGINS NOW.

12

13 **SPEAKER:** THANKS AGAIN CHAIR BOB POWERS MEMBERS. ALETA DUPREE
14 FOR THE RECORD SHE AND HER WITH TEAM FOLDS REPRESENTING SKIRT
15 FOLDS. I DID TOUCH ON SOME OF THESE TOPICS IN MY LETTER WHICH,
16 HOPEFULLY, THE CLERK CAN EXPEDITE TO YOU. I HAVE STILL NOT
17 RETURNED TO THE BAY AREA TO BE ABLE TO RELATE HANDS ON
18 EXPERIENCE. A LITTLE WHILE AGO, I DID LOG INTO THE CLIPPER WEB
19 SITE. I DID GET IN. IT WAS KIND OF SLOW, BUT I'M NOT GOING TO
20 SPECIFICALLY ASSIGN THAT TO CLIPPER. I'LL ALLOW THAT IT'S
21 POSSIBLE THAT MY INTERNET CONNECTION HERE AT HOME, IN THE
22 MOMENT, MIGHT HAVE BEEN SLOW AS WELL. AND I WAS ABLE TO ACCESS
23 THE VARIOUS PARTS OF THE WEB SITE THAT I WANTED TO LOOK AT,
24 INCLUDING MY BALANCE AND THE 19 DIGIT CARD NUMBER. I DID NOT
25 ATTEMPT TO LOAD ANY VALUE SIMPLY BECAUSE I HAVE NOT YET SET A



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1 DATE FOR MY RETURN TO THE BAY AREA AND UPON MY RETURN I'M NOT
2 SURE ABOUT ADDING VALUE BECAUSE I'M LOOKING AT DOING SOME OPEN
3 PAYMENT, EVEN THOUGH I ACKNOWLEDGE THAT DOING SOME OPEN
4 PAYMENTS WILL BE AT ADULT FARES, WHEN I WOULD NORMALLY PAY
5 REDUCED FARE, AND THAT IS A CHOICE THAT I WILL HAVE TO MAKE,
6 YOU KNOW, MYSELF. SO, WHERE DO WE GO FROM HERE? I'M ONLY ONE
7 PERSON, AND, SO, I'M EXPECTING WHEN I COME TO THE BAY AREA
8 THAT MY CARD WILL WORK, AND I THINK IT WILL. I THINK IF IT
9 DIDN'T WORK, AS I WROTE IN MY LETTER, I WOULD BE SURPRISED.
10 BUT HOW DO WE MAKE SURE THAT WE GET EVERYTHING RUNNING
11 SMOOTHLY? BECAUSE SOME ARE SAYING THAT THEY'RE HAVING ISSUES.
12 THANK YOU.

13

14 **BOARD CLERK:** NEXT, EVAN TUSHULI, IF YOU CAN PLEASE UNMUTE
15 YOURSELF. YOUR TIME BEGINS NOW. EVAN, ARE YOU STILL WITH US?
16 WE'LL CIRCLE BACK. CRAIG RODRIGUEZ, IF YOU CAN PLEASE UNMUTE
17 YOURSELF. YOUR TIME BEGINS NOW.

18

19 **SPEAKER:** HELLO. I WOULD ECHO THE COMMENTS OF THE FIRST
20 GENTLEMAN WHO SPOKE. MY CLIPPER CARD WHICH IS IN A GOOGLE
21 WALLET STOPPED WORKING IN MID-DECEMBER. I CONTACTED CLIPPER ON
22 DECEMBER 17TH AND DECEMBER 30TH. I FILED A TICKET AND HAVE AN
23 OPEN CASE NUMBER WITH CLIPPER. I RECEIVED NO RESOLUTION ON THE
24 PROBLEM, AND BASED ON THE SUMMARY FROM CUBIC, I DON'T SEE ANY
25 TIMELINE WHEN I INDIVIDUAL A FUNCTIONING CLIPPER CARD. AND I



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1 HAVE FUNDS ON THAT AND HAVE NOT BEEN ABLE TO USE THE CLIPPER
2 CARD. I'M VERY DISAPPOINTED WITH CUBIC. I HEARD YOUR SUMMARY
3 AND THE ISSUES THAT YOU BROUGHT UP SEEM TO BE VERY BASIC SO
4 THIS WHOLE ROLL OUT IN PROJECT SEEMS TO HAVE BEEN VERY POORLY
5 DONE WITH VERY POOR COORDINATION WITH THE FRONT LINE SUPPORT
6 AT CLIPPER, RESULTING IN PROBLEMS THAT ARE NOT GETTING
7 RESOLVED, WAIT TIMES MY WAIT TIME TO SPEAK TO AN EIGHTEENTH
8 WAS ABOUT 45 MINUTES. IF I E-MAIL CLIPPER CUSTOMER SUPPORT
9 THEY SAY THEY CANNOT RESOLVE PROBLEMS YOU HAVE TO CALL THEM
10 WHICH LEADS TO INCREASED WAIT TIME. I JUST COMPLAINT BELIEVE
11 THE SHEER TERRIBLENESS OF THIS ROLL-OUT, I'M VERY UNHAPPY AND
12 I ECHO ALL SENTIMENTS OF THE PREVIOUS SPEAKERS, AND I HOPE
13 THAT THE COMMISSIONERS HOLD CUBIC TO ACCOUNT. AND YOU NEED TO
14 TAKE THIS VERY SERIOUSLY, BECAUSE THIS ROLL OUTHAS NOT BEEN
15 DONE WELL AT ALL. THANK YOU.

16

17 **BOARD CLERK:** NEXT WE HAVE DOUG BAUT, YOU HAVE TWO MINUTES
18 PLEASE BEGIN NOW.

19

20 **SPEAKER:** I WANT TO AGREE THAT THIS ROLLOUT WAS DONE BY TOTALLY
21 -- [INDISCERNIBLE] IF WHEN I WAS IN THAT BUSINESS IF WE
22 DELIVERED SOMETHING THIS BAD, WE WOULD HAVE PROBLEMS. AND THE
23 OTHER THING IS NOT DISPLAYING THE VALUE THAT IS.

24

25 **ANTHONY DEVITO:** -- DEDUCTED FROM OUR CARDS WHEN WE USE THEM



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1 MEANS WE'RE TRUSTING OUR SYSTEM WHICH IS OBVIOUSLY BROKEN I
2 THINK THIS IS REALLY A BAD IDEA WE SHOULD DISPLAY THAT
3 INFORMATION FOR THE USER TO BE ABLE TO CHECK WITHOUT HAVING TO
4 GO TO YOUR WEBSITE WITH ITS PROBLEM. THANK YOU.

5

6 **BOARD CLERK:** NEXT JORDAN MALDO PLEASE UNMUTE YOURSELF. YOUR
7 TIME BEGINS NOW.

8

9 **SPEAKER:** HI MY NAME IS JORDAN MOLDOW, I'M A TRANSIT RIDER
10 BASED OUT OF SAN JOSE IN MY DAY JOB I'M A SOFTWARE ENGINEER I
11 HAVE WORKED ON INTERNET BASED APPLICATIONS AS WELL AS
12 DATABASES AND ONE THING I WANT TO CALL OUT FROM THE SLIDE DECK
13 IS THE PART THAT SAID THEY ONLY HAVE SINGLE DATABASE INSTANCES
14 RIGHT NOW. AND IT'S SURPRISING THAT IS THE CASE, EVEN OUTSIDE
15 OF A BIG MIGRATION HAPPENING, A PRODUCTION SYSTEM, LIKE
16 CLIPPER, WHICH IS POWERING THE TRANSIT AGENCY OF A MULTI-
17 MILLION PERSON REGION SHOULD NOT BE USING SINGLE DATABASES AND
18 IT SHOULDN'T HAVE TAKEN UNTIL MONTHS AFTER THE MIGRATION TO
19 CORRECT THAT. WHENEVER YOU HAVE A SINGLE DATABASE INSTANCE,
20 THAT MEANS THAT WHEN THAT SERVER HAS A HICCUP AND HICCUPS WILL
21 HAPPEN, IT MEANS YOUR APP IS JUST TOTALLY DOWN. SO HAVING A
22 SINGLE DATABASE INSTANCE IS THE KIND OF THING THAT YOU SEE IN
23 START-UPS OR PERSONAL HOBBY PROJECTS, NOT AN APPLICATION THAT
24 IS TRYING TO SERVE MILLIONS OF USERS WITHOUT DOWNTIME. SO, I
25 WOULD LIKE TO JUST ECHO WHAT ALL THE PREVIOUS SPEAKERS HAVE



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1 SAID ABOUT, YOU KNOW, THIS SNEEZED SIGNIFICANT IMPROVEMENT,
2 MAYBE BRING A DEVELOPMENTS IN-HOUSE IN THE FUTURE, HOLDING
3 CUBIC FINANCIALLY RESPONSIBLE. AND I JUST LIKE TO CALL OUT
4 THAT THE SUPERBOWL IS IN TWO WEEKS, AND THERE WILL BE A DECENT
5 AMOUNT OF PEOPLE WHO LIVE IN THE BAY AREA TRAVELING AROUND TO
6 GO TO WATCH PARTIES AND SUCH, WHO WILL BE USING CLIPPER, SO, I
7 THINK IT'S REALLY IMPORTANT TO GET THIS STUFF SETTLED OUT
8 WITHIN THE NEXT TWO WEEKS, IF POSSIBLE, OTHERWISE THERE IS
9 GOING TO BE A LOT OF UNHAPPY CUSTOMERS. THANK YOU.

10

11 **BOARD CLERK:** NEXT ROLAND LEBRUN. IF YOU COULD PLEASE UNMUTE
12 YOURSELF, YOUR TIME BEGINS NOW.

13

14 **SPEAKER:** YES, THANK YOU. VERY BRIEFLY, SO, JUST TO ECHO
15 EVERYBODY'S PROFOUND DISAPPOINTMENT AND ECHO WHAT JORDAN JUST
16 SAID, REMIND CLIPPER SENIOR MANAGEMENT THAT SUPERBOWL IS LESS
17 THAN TWO WEEKS AGO. THANK YOU.

18

19 **BOARD CLERK:** THANK YOU. EVAN, IF YOU COULD PLEASE UNMUTE
20 YOURSELF, YOUR TIME BEGINS NOW.

21

22 **SPEAKER:** HELLO. GOOD AFTERNOON. MY NAME IS EVAN JUIE I'M AN
23 AVID SUPPORTER OF ALL GREAT THINGS THAT MTC AND OPERATORS HAVE
24 LAUNCHED WITH C2. THIS MIGRATION WAS FROM A CUBIC PRODUCT TO
25 CUBIC PRODUCT YOU CHOSE CUBIC BECAUSE THIS MIGRATION WOULD BE



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1 EASIER THAT WAY CLEARLY HAS NOT BEEN THE CASE CUBIC'S PROJECT
2 MANAGEMENT HAS BEEN DISASTROUS PRE-LAUNCH TESTING FAILURES
3 DESPITE CONTINUALLY ACCEPTING LAUNCH WINDOW HOW LONG? HOW FAR
4 BACK DID THEY PUSH BACK CUBIC TWO CLIPPER2 LAUNCH ENTIRELY
5 PREVENTABLE SOFTWARE ENGINEER COMPUTER INFRASTRUCTURE ENGINEER
6 WITH DECADE OF EXPERIENCE THIS LAUNCH SPEAKS OF LACK OF
7 TECHNICAL OVERSIGHT FROM METROPOLITAN TRANSPORTATION
8 COMMISSION I'M GRAB CUBIC IS BEGINNING TO RESOLVE ISSUES WITH
9 THE PRODUCT THE BOARD AT MTC YOU NEED TO DEVELOP IN-HOUSE
10 STAFF ABILITY TO MAKE SURE THIS KIND OF THING DOES NOT HAPPEN
11 AGAIN THIS IS NOT THE ONLY MAJOR TECHNICAL PRODUCT THAT MTC
12 HAS TO MANAGE INTER-AGENCY REALTIME SIGNAGE IS SOMETHING THAT
13 AGENCIES ARE CURRENTLY COMPLAINING ABOUT HAVING ISSUES
14 LAUNCHING THAT SHOULD BE SOMETHING THAT MTC LEADS ON IT'S
15 CRITICAL TO PUBLIC TRUST THAT THIS KIND OF THING NEVER HAPPENS
16 AGAIN. THANK YOU.

17

18 **BOARD CLERK:** THERE IS NO FURTHER PUBLIC COMMENT IN THE ZOOM
19 SPACE.

20

21 **CHAIR, ROBERT POWERS:** THANK YOU MADAM CLERK LET ME START BY
22 FIRST ADDRESSING THE PUBLIC COMMENTERS. LOOK, ON BEHALF OF
23 THIS ENTIRE CLIPPER EXECUTIVE BOARD, I WANT TO APOLOGIZE FOR
24 THE EXPERIENCE THAT YOU HAVE BEEN EXPERIENCING WITH THIS ROLL
25 OUT. ROLLOUT. IT'S UNACCEPTABLE, AND IT'S UP TO US AT THIS



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1 CLIPPER EXECUTIVE BOARD HERE TO MAKE SURE THAT WE DRIVE DOWN
2 THE NUMBER OF THESE INSTANCES TO ZERO. AND TO EVERYBODY WHO
3 HAS SPOKE, YOU KNOW, WE HAVE THE PRESIDENT OF CUBIC ON THIS
4 CALL RIGHT HERE, BUT FOR THE WEATHER, HE WOULD BE SITTING IN
5 THIS ROOM RIGHT NOW. WE HAVE THE NEXT ITEM, WSP EXECUTIVE WITH
6 THE CUSTOMER EXPERIENCE WILL BE UP IN FRONT OF US. BUT AT THE
7 END OF THE DAY, IT JUST ISN'T ACCEPT TO BE ABLE OUR RIDERS OUT
8 HERE IN THE BAY AREA. AND TO THE GENTLEMAN THAT SPOKE IN-
9 PERSON HERE, YOU KNOW, I'LL TAKE IT AS MY PERSONAL BUSINESS AS
10 TO WHY CUBIC, AND/OR WSP, OR -- NOBODY GOT BACK TO YOU. YOU
11 KNOW, IF IT'S A TECHNICAL THING, IT'S A TECHNICAL THING. BUT
12 THERE IS NO EXCUSE FOR NOT GETTING BACK TO YOU. EVEN IF IT'S
13 AN E-MAIL OR A PHONE CALL BACK ON WHEN WE WILL GET BACK TO
14 YOU. LEAVING YOU OUT IN LIMBO IS JUST -- WE'RE GOING PUT AN
15 END TO THAT, RIGHT? RICK AND ANGUS, IF THAT'S ACCURATE THAT'S
16 GOT TO STOP. RIGHT? AND, SO, IT'S JUST -- WE'LL GET TO MY TALK
17 AFTER WE GO AROUND HERE. BUT TO ALL THE PUBLIC COMMENTERS, OUR
18 GOAL AT THIS DAIS IS TO ELIMINATE THESE INSTANCES. AND SO I'M
19 JUST GOING TO GO AROUND, JULIE, IF YOU WOULD BE SO KIND MIGHT
20 I START WITH SFMTA AND JUST COME AROUND THE DAIS HERE, PLEASE?

21

22 **JULIE KIRSCHBAUM:** THANK YOU. I APPRECIATE BOTH MTC AND CUBIC'S
23 ONGOING FOCUS ON GETTING THESE ISSUES ADDRESSED. THEY ARE
24 URGENT TO THE PERCEPTION AND THE ACTUAL SUCCESS OF TRANSIT IN
25 THE BAY AREA. I -- I ALSO WANT TO JUST EXTEND MY STRONG



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1 SUPPORT FOR GETTING THE TRANSITION ISSUES CORRECTED BEFORE WE
2 START A SIGNIFICANT MIGRATION OF PEOPLE'S CARDS. BUT I LOOK
3 FORWARD TO THAT BEING DONE QUICKLY. I ALSO WANT TO JUST PUT AN
4 EMPHASIS ON THE FACT THAT THERE WERE KEY THINGS THAT WE
5 STRATEGICALLY PUT ON HOLD SO THAT WE COULD MEET THIS ROLL OUT,
6 AND I DO NOT WANT THOSE ITEMS TO GET LOST OR SIDE LINED. I
7 WANT US TO WORK THROUGH THESE CRITICAL ISSUES AND THEN MEDICAL
8 START WRAPPING UP THE REMAINDER OF THE CONTRACT. WE HAVE OTHER
9 FARE PRODUCTS AND THINGS THAT WE WOULD LIKE TO BE EXPLORING
10 AND WE CANNOT DO THAT UNTIL WE GET THROUGH EVERYTHING. THANK
11 YOU.

12

13 **CHAIR, ROBERT POWERS:** CHRISTY WEGENER WITH LAFTA. CHRISTY GOOD
14 AFTERNOON.

15

16 **CHRISTY WEGENER:** THANK YOU CHAIR POWERS. THANK YOU FOR THE
17 UPDATE. I APPRECIATE THE COMMITMENT TO FIXING THIS. THIS ROLL
18 OUT HAS JUST NOT BEEN ACCEPTABLE. I THINK WE ALL KNOW THAT.
19 LET ME BE CLEAR, NONE OF US ON THE DAIS ARE FACING THE ISSUES
20 THAT OUR CUSTOMERS ARE FAIRING. AND WE DO HAVE A
21 RESPONSIBILITY TO GET THIS RIGHT. AND UNTIL WE GET THIS RIGHT,
22 I DON'T WANT TO PENALIZE OUR CUSTOMERS FOR CUBIC'S ERRORS OR
23 MISTAKES AND I AGREE WITH PUBLIC COMMENTERS WE SHOULD FIND
24 WAYS TO HOLD CUBIC FINANCIAL ACCOUNTABLE. IN MY OPINION WE
25 SHOULD PRIORITIZE ISSUES THAT ARE REALLY DIRECTLY IMPACTING



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1 OUR CUSTOMERS INCLUDING THOSE WHO CANNOT ADD FUNDING TO THEIR
2 ACCOUNT CANNOT USE DEBIT OR SWIPE CARDS THOSE WHO PASSES HAVE
3 NOT BEEN MIGRATED THOSE WHO COMPLAINT LOG INTO THE WEB SITE
4 THOSE WHOSE CARDS IN MIGRATION PURR TORE WE ARE
5 DISENFRANCHISING OUR RIDERS AT A TIME WHEN RIDERSHIP IS
6 FRAGILE WE'RE MARCHING TOWARDS ASKING OUR VOTERS TO APPROVE
7 MORE FUNDING FOR TRANSIT THIS FALL THIS IS EMBARRASSMENT IF
8 YOU THINK ABOUT LAVTA LIVERMORE OR SUBURBAN OPERATORS CLIPPER
9 RETAILERS ARE NOT PLENTIFUL PEOPLE ARE TAKING TIME OUT OF
10 THEIR DAY TO COME TO OUR TRANSIT CENTERS OUR HEADQUARTERS ONLY
11 TO FIND WE CANNOT HELP THEM SPENDING 15 MINUTES TRYING TO ADD
12 MONEY TO THEIR CARDS MISSING THEIR BUS CONNECTIONS MISSING
13 CONNECTIONS TO BART WE RUN THE RISK OF THEM TURNING AWAY FROM
14 TRANSIT ALTOGETHER THERE ARE A LOT OF ISSUES I WANT TO
15 ENCOURAGE US TO FIND WAYS TO REDUCE THE BURDEN ON CUSTOMERS
16 LETTING PEOPLE RIDE FREE OR 457DING OUT PRELOADED CLIPPER
17 CARDS FOR THOSE WHO ARE IN A TIME CRUNCH THEN SEEKING
18 REIMBURSEMENT FROM CUBIC MATTER THANK YOU.

19

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

21

22 **DANIELLE SCHMITZ:**

23

24 **DANIELLE SCHMITZ:**

25



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1 **DANIELLE SCHMITZ:** GOOD AFTERNOON DAN NAPA VALLEY
2 TRANSPORTATION AUTHORITY VINE TRANSIT I UNDERSTAND YET SMALL
3 OPERATORS VOLUNTEERED ME TO BE ON THIS COMMITTEE NOW IT'S
4 CONCERNING TO HEAR THE FEEDBACK FROM THE PUBLIC AS WELL AS
5 POWERPOINT TECHNICAL ISSUES ASIDE I DO THINK I'LL AGREE WITH A
6 LOT OF WHAT WAS JUST SAID BY MY FELLOW BOARD MEMBERS BUT CLEAR
7 COMMUNICATION AND TO THE PUBLIC IS MOST NEEDED FOR TRANSIT
8 RIDERS TO UNDERSTAND WHAT'S HAPPENING WITH CLIPPER.

9

10 **CHAIR, ROBERT POWERS:** THANK YOU DENIS MULLIGAN GOLDEN GATE
11 BRIDGE.

12

13 **DENIS MULLIGAN:** THANK YOU CHAIR PERCENT FELLOW MEMBERS OF THE
14 BODY MEMBERS OF THE PUBLIC I WANT TO ECHO THE APOLOGIES TO
15 MEMBERS OF THE PUBLIC WE'RE IN CUSTOMER SERVICE BUSINESS WE
16 TRY TO PROVIDE FIRST CLASS CUSTOMER SERVICE AND FOR THE LAST
17 SIX AND A HALF WEEKS VE HAVE BEEN HURT OUR LOYAL CUSTOMERS. I
18 DESCRIBED LAUNCH OF CLIPPER2.0 AS A HOT MESS AND THAT'S
19 CHARITABLE THE ONLY THEY THINK WORKS REASONABLY WELL TODAY IS
20 TAP AND PAY ALL CUSTOMER GROUPS ARE EXPERIENCING CHALLENGES
21 SOMEONE SHOWS UP AT OUR CUSTOMER SERVICE CENTER CAME OVER FROM
22 BERKELEY BAY PASS DISAPPEARED TELL THEM GO TALK TO YOUR
23 CHANCELLOR GET ANOTHER ONE SOMEONE COMES IN AND WANTS HELP WE
24 CAN'T HELP THEM WITH THE MACHINES YOU GAVE US WE TAKE THEM OUT
25 TO THE PLATFORM WALK THEM THROUGH THEIR TRANSACTION WITH AN



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1 OLD TICKET VENDING MACHINE THAT'S BURNING DOWN THE HOUSE WITH
2 REGULAR CUSTOMERS THE PURPOSES OF THIS SYSTEM IS TO COLLECT
3 FARES DOES FINANCIAL SETTLEMENT WORK HOW MANY DAYS IN THE 48
4 DAYS SINCE WE STARTED HAS CUBIC BEEN ABLE TO FINANCIAL SETTLE
5 RECONCILE WHEN OUR ACCOUNTING STAFF LOOKS AT STUFF STUFF LOOKS
6 ODD THERE IS PASSES THAT LOOK FOREIGN TO US THAT ARE APPEARING
7 SO WE LOOK FORWARD TO SEEING DOCUMENTATION LOOK FORWARD TO
8 WORKING THROUGH THAT CLEARLY FINANCIAL SETTLEMENT IS A HUGE
9 ISSUE NOT TO CUSTOMERS BUT HOW WE PAY OUR BILLS SO WE'RE
10 WORRIED ABOUT THAT PART OF IT WITH RESPECT TO HORRIBLE
11 CUSTOMER EXPERIENCE IT'S IMPORTANT TO TELL US TODAY WHAT
12 RESOURCES ARE WORKING TO FIX EACH OF THESE THINGS THEY HAVE
13 DATES LATER THIS MONTH DATES IN FEBRUARY THAT ASSUMES THAT YOU
14 FIX ROLLOUT WORKS YOU KNOW WHAT SOURCE OF RESOURCES ARE
15 FOCUSED ON THIS AND THEN ALSO THE SYSTEM WHERE YOU NOTIFY THAT
16 EQUIPMENT IS DOWN OR SOME SYSTEM, WE LAUNCHED A BROKEN SYSTEM
17 WE'RE DOING BURN IN RIGHT NOW WITH SIX AND A HALF WEEKS IN THE
18 QUESTION IS WHEN WILL BURN IN BE DONE THAT'S WHAT CUT MERS
19 WANT TO CONTINUE WHEN THEY PUT MONEY IN A TICKET VENDORING
20 MACHINE AND IT TAKES THEIR MONEY DOESN'T UPLOAD THEIR CARD,
21 FRUSTRATION I'M ASKING TO YOU THINK THROUGH GIVE US ANSWERS ON
22 WHEN THE BURN IN WILL BE DONE AND HOW WE MAKE AMENDS WITH OUR
23 CUSTOMERS WE HAVE HURT A LOT OF LOYAL CUSTOMER WHO IS HAVE
24 TRUSTED US FOR MANY YEARS WE HAVE A RELATIONSHIP WITH THEM AND
25 YOU BROKE THAT RELATIONSHIP AND MY CUSTOMER SERVICE STAFF



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1 CAN'T FIX IT.

2

3 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. I'M GOING
4 TO TAKE CHAIR'S PREROGATIVE HERE AND GENERAL COUNSEL JUST BEAR
5 WITH ME HERE AND YOU CAN DEAL WITH ME LATER IF I'M GOING TOO
6 FAR OUT OF LINE. I HAVE ASKED THE GENERAL MANAGER OF CALTRAIN
7 TO JOIN US UP HERE AT THE DAIS AND WHETHER IT'S OFFICIAL OR
8 UNOFFICIAL, SHE'S AT THE HEART OF ONE OF THOSE -- I MEAN,
9 TANGENTIALLY ON ALL OF THEM BUT AT THE HEART SO I ASKED HER TO
10 SIT UP HERE AND ARTICULATE WHAT HER RIDERS ARE EXPERIENCING AS
11 A RESULT OF US NOT BEING ON POINT ON THAT TOPIC. SO, I WOULD
12 LIKE TO RECOGNIZE MICHELLE BOUCHARD FROM CALTRAIN.

13

14 **MICHELLE BOUCHARD:** CHAIR PERCENT THANK YOU VERY MUCH FOR THE
15 OPPORTUNITY TO MAKE SOME COMMENTS HERE. AND I AGREE WITH ALL
16 OF THE SPEAKERS HERE. BUT IT IS REALLY, REALLY IMPORTANT TO
17 STATE HOW MUCH CALTRAIN'S REPUTATION MEANS FOR THE RECOVERY OF
18 OUR RIDERSHIP AND MEANS FOR SOME FUTURE ACQUISITION -- LET'S
19 PUT IT THAT WAY -- ADDITIONAL FUNDING FOR OPERATIONS. THE ONLY
20 WAY WE CAN FUND OPERATIONS IS TO CONTINUE TO PROVIDE SLEPT
21 SERVICE. AND FOR THE LAST 48 DAYS, WE HAVE NOT DONE THAT, AND
22 AS A RESPONSIBLE OPERATOR, WE'RE NOT GOING TO TURN AROUND AND
23 SICK OUR CUSTOMERS ON CUBIC, EVEN THOUGH I THINK THEY VERY
24 MUCH KNOW THE SOURCE OF THE ISSUE. CHAIR CHAIR POWERS TALKED
25 ABOUT HANDHELDS AND IT'S NEARLY IMPOSSIBLE TO VERIFY THOSE



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1 FARES SO WE'RE LOSING MONEY EVEN WITH THE FISCAL CLIFF THAT'S
2 COMING QUICKLY. IT'S ALSO PUTTING OUR FRONTLINE WORKERS
3 PUTTING US IN A TOUGH SITUATION WITH CUSTOMERS THAT RIGHTFULLY
4 ARE RATHER ANGRY. THEY'RE NOT GETTING THE CUSTOMER SERVICE
5 THEY SHOULD BE GETTING AND THEY'RE DEFINITELY NOT GETTING THE
6 EXPERIENCE THAT WE PROMISED THEM EVERY SINGLE TIME THEY
7 PURCHASE A TICKET ON CALTRAIN. BECAUSE THAT'S WHAT THEY
8 DESERVE. IT'S CRITICAL THAT THESE ITEMS THAT ARE IDENTIFIED,
9 YOU KNOW, WHEN YOU SET A DATE -- WE SET A DATE OF DECEMBER
10 10TH AND WE FAILED MISERABLY, SO WHEN YOU SET DATES FOR FIXES
11 IT'S IMPORTANT THAT YOU'RE TRANSPARENT WITH WHAT'S GOING
12 HAPPEN AND YOU MAKE THOSE DATES. BECAUSE WHAT WE'RE TRYING TO
13 DO EVERY DAY IS EARNING BACK TRUST OF OUR CUSTOMERS THIS'S
14 BEEN COMPLETELY DESTROYED IN THE LAST MONTH AND A HALF. I WANT
15 TO SUPPORT THE TEAM HERE WHO COLLECTIVELY IS TRYING TO FIX THE
16 SYSTEM. SO, I WANT YOU TO KNOW YOU V IN FACT, APRIL, AND I
17 THINK, I THINK, THREE MEMBERS OF STAFF THAT ARE WORKING ON
18 THIS, JUST AS HARD, BECAUSE THEY WANT TO MAKE SURE THAT OUR
19 CUSTOMERS HAVE THE BEST EXPERIENCE POSSIBLE, HAVE ANY
20 EXPERIENCE. SO, JUST PLEASE UNDERSTAND WHEN YOU DON'T MAKE THE
21 DATES AND YOU DON'T SECURE THE OUTCOMES THAT ARE REQUIRED,
22 YOU'RE FURTHER ERODING TRUST. AND WE NEED TO BUILD THAT TRUST
23 BACK. THANK YOU, CHAIR POWERS. I APPRECIATE THE OPPORTUNITY TO
24 COMMENT.
25



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1 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. CAROLYN
2 GONOT, GENERAL MANAGER WITH VTA. CAROLYN?

3

4 **CAROLYN GONOT:** THANK YOU. I'M GOING TO AGREE WITH WHAT THE
5 OTHER MEMBERS SAID, PARTICULARLY WHEN -- YOU KNOW, WE HAVE
6 FRONTLINE WORKERS THROUGHOUT AND PEOPLE WHO ARE INTERFACING
7 WITH THE PUBLIC. AND IT IS VERY, VERY DIFFICULT FOR THEM. IT
8 ALSO IS, FOR, YOU KNOW, THE FARE INSPECTOR DEVICES AREN'T
9 WORKING, AND I APPRECIATE YOU ADDRESSING HOW THIS'S GOING TO
10 BE FIXED, BUT IT IS A CONCERN FOR US THAT, YOU KNOW, WE'RE
11 SWAPPING THOSE OUT. WE'RE HAVING A LOT OF ISSUES WITH THOSE.
12 OUR CUSTOMER SERVICE TERMINALS, OF COURSE, AREN'T WORKING,
13 EITHER THAT BEING DOWN AT OUR CUSTOMER SERVICE CENTER IN THE
14 DOWNTOWN OR IN THE LOBBY OF THE BUILDING WHEN I WALK THROUGH
15 AND I KEPT WONDERING WHY THERE IS MORE PEOPLE IN OUR CUSTOMER
16 LOBBY AND BUILDING RECENTLY AND I KNOW WHY DEALING WITH ISSUES
17 THAT THEY'RE HAVING WITH THEIR CARDS SO THAT'S BEEN A BIG
18 PROBLEM WE HAVE OUR EXPRESS BUSES WHICH HAVE PREMIUM FARES
19 CHARGING LOWER FARES I'M ALSO CASHED ABOUT OUR SMART PASS
20 PROGRAM RIGHT NOW I KNOW MICHELLE HAS ISSUES WITH HER GO PASS
21 PROGRAM THAT INCREASINGLY A NUMBER OF CARDS AREN'T WORKING DUE
22 TO MIGRATION ISSUES AND WE HAVE OPENED UP A NUMBER OF ISSUES
23 FOR SOME INSTITUTION SUPERVISOR BECAUSE THEY'RE NOT WORKING
24 AND SO WE'RE TRYING TO WORK THROUGH THAT AND WORKING WITH HOW
25 CALTRAIN IS DEALING WITH THAT AS WELL AND THAT'S A BIG PORTION



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1 OF OUR REVENUE AND WE DON'T WANT TO LOSE OUR INSTITUTIONS
2 WHICH ARE BEING THREATENED RIGHT NOW AS TO WHETHER THEY WANT
3 TO STAY OR NOT ON THE PROGRAM. AND WE'RE TRYING TO FIGURE OUT
4 OTHER WAYS TO ACTUALLY GET THEIR IDENTIFICATION BECAUSE THEIR
5 CLIPPER CARDS ARE NOT WORKING AND SO THAT'S A BIG CONCERN FOR
6 US. NOW, WITH VTA BEING POSITIONED TO HAVE A SUPERBOWL IN TWO
7 WEEKS, DOWN HERE, WE JUST DID A PRESS CONFERENCE THIS MORNING
8 THAT I WAS AT, AND ONE OF THOSE THINGS THAT WE TALKED ABOUT, I
9 OPENED UP AND WE HAD SAFETY AND SECURITIES AND THEN WE HAD OUR
10 MARKETING MANAGER TALK ABOUT PRIMARILY, FARE COLLECTION. AND I
11 WILL TELL YOU RIGHT NOW THAT WE PROMOTED THE TOKEN TRANSIT APP
12 AND TAP WITH YOUR CREDIT CARD. THAT'S WHAT WE PROMOTED. AND
13 THAT WE -- AND MOSTLY BECAUSE YOU CAN GET A ROUND TRIP FARE,
14 BECAUSE WE ALSO HAVE ISSUES WITH PEOPLE TAPPING TRYING TO GET
15 BACK ON TRANSIT AND MAKING SURE THEY DO IT BUT WE PROMOTED
16 TOOK IN TRANSIT OUT BECAUSE WE KNOW THEY WILL PAY FOR IT THEY
17 WILL BE ABLE TO SEE THEIR TICKET AND THEY WILL HAVE THEIR
18 TICKET GET ON AND OFF WE PROMOTED THEIR CONTACTLESS BANK CARDS
19 TO TAP ON AND OFF WE ARE SAYING SICK OF VENDING MACHINES I CAN
20 GET THE PAPER TICKETS THERE WE DIDN'T SAY ANYTHING ABOUT
21 CLIPPER WE TALKED ABOUT THE CLIPPER CARD AS WELL THAT THEY CAN
22 GET THEIR CLIPPER CARD ACCOUNT BUT WE REALLY THAT'S THE THIRD
23 THING WE MENTIONED, BECAUSE WE ARE ANXIOUS ONE OF THE THINGS
24 THAT WE CAN DO ROUND TRIP TICKETS DAY PASSES THING LIKE THAT
25 WE ALSO JUST THE ABILITY THAT WE'RE IN A BIG REGIONAL SHARE



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1 BUT IT'S, SORT OF, A SHAME I'M NERVOUS ABOUT WHAT'S GOING
2 HAPPEN DURING SUPERBOWL I'M HAPPY WITH THE CONTACTLESS BANK
3 CARD THAT'S WHAT I ALWAYS WANTED BY DECEMBER 10TH AND ANGUS I
4 APPRECIATE THE UPDATES THAT THINGS ARE NOT COMING OFF THE LIST
5 AT THE PACE I THOUGHT THEY WERE AND I READ THOSE AND REALLY
6 APPRECIATE IT AND ALL I CAN TELL YOU IS THAT MY BOARD IS VERY,
7 VERY CONCERNED POOR JASON IS GOING TO COME TO MY BOARD MEETING
8 NEXT MONTH AND SPEAK TO THEM BUT RIGHT NOW WE'RE SEEING THINGS
9 GETTING WORSE FOR US RIGHT WHAT WE'RE SEEING AND TRYING TO DO
10 AND WE'RE SAYING IT'S JUST A MAJOR CLUSTER FOR US WE HAVE A
11 GOOD SPIRIT ABOUT, I MEAN WE WENT WITH TOKEN TRANSIT I KNOW
12 SOME OF THE OTHER AGENCIES WEREN'T HAPPY BUT IT'S A WAY THAT
13 WE HAVE BEEN ABLE TO PARTNER WITH CALTRAIN ON A JOINT TICKET
14 SOME OTHER THINGS THAT WE WANTED TO DO BUT IT'S A SHAME THAT
15 WE CAN'T PROMOTE THIS GREAT PRODUCT THAT SO WE HAVE BEEN
16 WORKING ON FOR A LONG TIME AS A BOARD AND REGION THAT WE'RE
17 HAVING TO SAY OKAY SUPERBOWL IS COMING BUT YOU KNOW PLEASE USE
18 TOKEN TRANSIT ALSO OUR TRANSIT APP TO GET AROUND TO BUY A
19 TICKET AND YOU CAN USE YOUR CREDIT CARD IF YOU CAN BUT IT
20 DOESN'T -- WE HAVE GOT THE OPEN APP BUT WE COULD HAVE PROBABLY
21 DONE THAT A LOT LONGER WITHOUT A LOT OF THESE OTHER ISSUES SO
22 I APPRECIATE RICK GOING THROUGH THAT I REALLY LOVE TO HAVE A
23 SCHEDULE AGAIN TO, SORT OF, FIGURE OUT, AND I AGREE WITH BOB
24 IT'S UNACCEPTABLE THAT WE DO NOT RESPOND BACK ONE WAY OR
25 ANOTHER WE WELCOMED SAY THE CUBIC COULD, WHOEVER, WSP WHOEVER



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1 IS RUNNING IT BUT EITHER WAY THAT IS ALWAYS MY ISSUE IT'S
2 GETTING BACK TO COMMUNICATE AND HAVING THE PERSON FEEL THEIR
3 ISSUE IS RECOGNIZED. THAT'S IMPORTANT.

4

5 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. ANDY
6 FREMIER WITH MTC THEN TO SALVADOR LLAMAS AC TRANSIT.

7

8 **ANDREW FREMIER:** THANK YOU CHAIR POWERS, AND I APPRECIATE ALL
9 FRANK CRITICAL CONVERSATIONS STARTING WITH THE PUBLIC I TOO
10 SHARE THE SAME DESIRES AS CHAIR POWERS MENTIONED THAT'S WHY WE
11 HAVE ASKED PETER TO BE HERE TO LISTEN TO DIRECT COMMENT. IT'S
12 CLEARLY NOT WHERE WE WANT THIS PROGRAM TO BE. AND I REMAIN
13 COMMITTED AS THE CONTRACT MANAGER TO FACILITATE, FIRST OF ALL,
14 THE RESOLUTION OF ALL CUSTOMERS PROBLEMS AS QUICKLY AS
15 POSSIBLE. I ALSO HAVE A LOT OF SYMPATHY AND AM CHANGED WITH
16 MAKING SURE THAT YOUR STAFFS, OPERATOR STAFFS HAVE ALL TOOLS
17 NECESSARY THEY NEED AS QUICKLY AS POSSIBLE TO CLEAN UP SOME OF
18 THESE PROBLEMS. AND WE DO, OBVIOUSLY, REMAIN COMMITTED TO THE
19 FACT THAT OUR CONTRACT, THIS TIME AROUND, CONTAINS VERY STRONG
20 PROVISIONS AROUND ADDRESSING LOST REVENUE AND PERFORMANCE
21 DEFICIENCIES, AND WE'RE GOING TO CONTINUE TO PURSUE THAT
22 FOLLOWING, FIRST OF ALL THOUGH TO MAKE SURE THAT ALL THESE
23 PROBLEMS GET RESOLVED AS QUICKLY AS POSSIBLE. WE ALL HAVE BEEN
24 WORKING HARD AT THE TRANSIT RECOVERY IN THE REGION AND WE WANT
25 TO CONTINUE TO DO SO, AND YOU HAVE OUR ASSURANCES THAT ALL



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1 ATTENTION IS PAID TO ALL COMMENTS THAT HAVE COME FORWARD WE
2 MEET ON A DAILY BASIS WITH ALL CONTRACTORS AND REGULARLY WITH
3 ALL OF YOU TO MAKE SURE WE UNDERSTANDING WHERE THE PROBLEMS
4 ARE AND FIXING THEM IN A WAY THAT'S IS EFFICIENT, AND AGAIN
5 FINALLY WITH RECOGNITION TO THOSE CUSTOMERS THAT HAVE HAD
6 STRUGGLES IN TERMS OF IT ACCESSING THEIR OWN MONEY TO RIDE
7 TRANSIT. AND FOR THAT I'M DEEPLY SYMPATHETIC AND APOLOGETIC
8 TOO.

9

10 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. SAL AC
11 TRANSIT.

12

13 **SALVADOR LLAMAS:** THANK YOU CHAIR POWERS I APPRECIATE THE
14 OPPORTUNITY TO SAY A FEW WORDS A LOT HAS BEEN HEARD ALREADY
15 AND SIDES ALREADY AND YOU CAN FEEL THE IMPACT THAT THIS
16 PROJECT IS MAKING ON THE PEOPLE THAT RELY ON OUR SERVICE AND
17 THE PEOPLE THAT CHOOSE TO RIDE OUR SERVICE. AND JUST IN
18 LISTENING HERE, I ALSO WANT TO POLICIES TO THE PEOPLE THAT
19 WERE ABLE TO BE HERE IN-PERSON TO MAKE COMMENTS AND THOSE THAT
20 WERE ABLE TO CALL IN BUT THERE ARE A LOT THAT HAVEN'T THERE
21 ARE PEOPLE SUFFERING IN SILENCE MAY NOT KNOW WHERE TO GO OR
22 WHAT TO DO BECAUSE THEY DID MAKE A PHONE CALL AND NEITHER CALL
23 WAS ANSWERED OR SOLUTION NOT PROVIDED AND THEY PAID TO RIDE
24 TRANSIT TO OUR CUSTOMER SERVICE CENTER AND THEY COULDN'T HELP
25 THEM IMAGINE HOW INCREDIBLY FRUSTRATING THAT IS. I UNDERSTAND



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1 THINGS HAPPEN AND CHALLENGES OCCUR. THE QUESTION I HAVE IS HOW
2 ARE WE GOING TO GAIN BACK THE CONFIDENCE NOT ONLY OF THIS
3 BOARD BUT ALSO THE PUBLIC THAT IS USING THE SERVICE THAT WE'RE
4 PROMISING? WHAT ARE THE -- THE QUESTION THAT I HAVE, AND THAT
5 COMES TO MIND RIGHT AWAY, WHEN WE DECIDED TO APPROVE THE
6 DECEMBER 10TH DATE, I KNOW I HAD A LEVEL OF CONFIDENCE, I
7 BELIEVE, AND MY FELLOW BOARD MEMBERS HAD A LEVEL OF CONFIDENCE
8 THAT THERE WAS SOME TESTING ENVIRONMENT THAT OCCURRED, THERE
9 WAS SOME PROTOCOL THAT HAPPENED THAT ANTICIPATED SOME OF THESE
10 ISSUES AND THEN THERE WAS SOME, SORT OF, QUALITY CONTROL AND
11 QUALITY ASSURANCE MEASURES TO FIGURE OUT WHAT THE ROOT CAUSE
12 ANALYSIS WAS AND IMPLEMENT A SOLUTION THAT CAN PERMANENTLY
13 ADDRESS THAT. MAYBE THAT EXISTS. BUT I'M NOT SEEING THAT. I'M
14 NOT GETTING THAT LEVEL OF CONFIDENCE AND I THINK WE OWE THAT
15 TO THE PUBLIC AND THIS PROJECT. BECAUSE TALK IS CHEAP. THIS
16 PROJECT IS NOT CHEAP. AND THE IMPACT THAT IT'S MAKING ON THE
17 PEOPLE THAT RELY ON THIS SERVICE THE MOST IS VERY DAMAGING.
18 SO, WE NEED TO COME BACK WITH SOME REAL INFORMATION. I
19 APPRECIATE THE SLIDE DECK. THANK YOU FOR THAT. IT JUST CAME UP
20 SHORT. IT DOESN'T SAY HOW MANY TICKETS ARE STILL OPEN, WHAT IS
21 THE -- WHAT IS THE ISSUE THAT'S STILL OPEN OUT THERE, I KNOW
22 THAT IT'S GOING TO BE A SOLUTION IMPLEMENTED ON FEBRUARY 4TH,
23 BUT THEN MORE IN FEBRUARY? WHEN IN FEBRUARY? AND WHAT IS THE
24 SOLUTION? WE NEED SOME REAL DETAILS ROAD MAPS TO FIGURE OUT
25 HOW WE'RE GOING TO RESOLVE THE ISSUES THAT WE KNOW TODAY. AND



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1 THEN WHAT IS THE PROTOCOL OF THAT YOU HAVE IN PLACE TO
2 ANTICIPATE ISSUES AS WE START TO ROLL OUT OTHER BENEFITS. AND
3 I AGREE WITH MY COLLEAGUES HERE, I COUNTY BELIEVE THAT CUBIC
4 CAN ONLY DO ONE THING AT ONE TIME. WE NEED TO CONTINUE TO ROLL
5 OUT THE BENEFITS THIS WE PROMISED. AND WHILE WE'RE SOLVING
6 THESE ISSUES AS WELL. SO, I THINK WE ARE DEFINITELY OWED SOME
7 TRANSPARENCY AND ACCOUNTABILITY, AUDIT, OR REPORT. AND I DON'T
8 KNOW WHO IS GOING TO DO THAT, BUT SOMEBODY NEEDS TO COME BACK
9 TO THIS BOARD AND TO THE PUBLIC TO EXPLAIN HOW WE GOT TO WHERE
10 WE'RE AT TODAY, OR WE ARRIVED AT THIS JUNCTURE AND WHAT ARE
11 THE MEASURES IN PLACE TO AVOID IT FROM HAPPENING AGAIN OR
12 CONTINUING TO LINGER O THAT'S HOW WE END UP WITH THESE DELAYS
13 WE CAN'T AFFORD TO HAVE THAT ANYMORE. AND I DO APPRECIATE THE
14 TOP LEVEL EXECUTIVE TO BE HERE FROM CUBIC, WHAT THE PUBLIC
15 SEES IS THEY SEE THE AC TRANSIT LOGO, THE BART LOGO, THE
16 TRANSIT AGENCY LOGO, THEY KNOW THAT WE'RE THE OWNS PROVIDING
17 THE SERVICE THEY DON'T SEE CUBIC A LOT OF PEOPLE DON'T KNOW
18 WHAT CUBIC IS BUT THEY KNOW THEY HAVE TO PAY TO BOARD OUR BUS,
19 TRAIN, FERRY OR WHATEVER OTHER MODE OF TRANSPORTATION TO THAT
20 AGENCY AND THEY'RE LOYAL TO US THEN OTHER PEOPLE I WANT TO
21 APOLOGIZE TO CUSTOMER SERVICE CENTERS AT ALL TRANSIT AGENCIES
22 THEY'RE TAKING THE BRUNT OF THAT HUMAN INTERACTION IT'S THE
23 DIFFERENCE FROM A MACHINE ANSWERING THE PHONE OR PERSON
24 ANSWERING THE PHONE THAT DOESN'T EVEN SEE IS THE REACTION OR
25 JUST THE FEAR OR ANGER OR IN SOME CASES THE PAIN THAT PEOPLE



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1 ARE GOING THROUGH BECAUSE THEY'RE CONFUSED AS TO WHY DOES MY
2 CARD NOT WORK WHY DO I STILL HAVE A BALANCE I CAN'T USE IT ON
3 THE NEW CARD WHY CAN'T YOU JUST LOAD THE VALUE THAT I HAVE
4 OWED TO ME PEOPLE'S MONEY SOME PEOPLE RELY ON THAT MONEY ON
5 DAY-TO-DAY BASIS THEY ACCOUNT FOR THAT EITHER TO RIDE A BUS OR
6 BUY A HAMBURGER AND SOMETIMES THEY HAVE TO MAKE THAT TOUGH
7 DECISION EVERY PENNY COUNTS FOR US TO SAY SORRY WE CAN'T
8 TRANSFER YOUR MONEY OVER TO YOUR NEW CARD WE CAN'T HELP YOU
9 WITH THE OLD CARD, THE HARDWARE AND SOFTWARE THAT I HAVE TO
10 HELP YOU IS NOT WORKING BUT WAIT A MINUTE THERE IS WORK AROUND
11 THERE IS CUSTOMER SERVICE CENTER BUT THEY DIDN'T TRAIN ALL THE
12 STAFF I WANT TO KNOW WHEN YOU ARE GOING TO START TRAINING THE
13 CUSTOMER SERVICE CENTER STAFF BECAUSE WE HAVE EXPERIENCED
14 CUSTOMERS COMING FROM OTHER TRANSIT AGENCIES TO OUR CUSTOMER
15 SERVICE CENTERS WHICH WILL HELP ANYONE BUT IF NO ONE'S TRAINED
16 WHAT IS THE ANSWER TO CUSTOMERS I THINK THERE IS A LOT OF WORK
17 THAT NEEDS TO BE DONE AND I APPRECIATE THE COMMITMENT JUST
18 TALK IS CHEAP WE NEED TO START SEEING SOLUTIONS NOW WE HAVE
19 WRITTEN PLANS NOT BROAD STROKE PRESENTATIONS. THANK YOU.

20

21 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS, SAL. VICE
22 CHAIR APRIL CHAN SAMTRANS

23

24 **V. CHAIR, APRIL CHAN:** INSTEAD OF JUST REPEATING WHAT EVERYONE
25 HAS SAID, EXPRESSED, FIRST OF ALL, CHAIR POWERS, YOU HAVE



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1 APOLOGIZED TO OUR RIDERS, I WANT TO EXPRESS THE SAME. I HAVE
2 SEEN SOME OF THE COMPLAINTS COMING THROUGH OUR CUSTOMER
3 SERVICE, SOME OF THE FRUSTRATIONS YOU'RE FEELING, SO JUST AS
4 OTHERS HAVE EXPRESSED TODAY, EARLIER, FOR THOSE CUSTOMERS THAT
5 HAVE EITHER COME IN HERE IN-PERSON OR HAVE CALLED, I KNOW YOUR
6 FRUSTRATIONS. IN THE PAST I HAVE DEALT WITH SOMETHING SIMILAR
7 MYSELF WHEN YOU'RE TRYING TO RESOLVE THE ISSUE EITHER YOU'RE
8 NOT SEEING THAT TRANSACTION, OR YOU THINK YOU HAVE MONEY ON
9 YOUR CARD BUT YOU'RE NOT ACTUALLY SEEING T I CAN FEEL THAT
10 FRUSTRATION. I THINK REALLY MAYBE TALKING ABOUT IT ON THE
11 TECHNICAL ISSUE, I WANT TO THANK, IN TERMS OF THE
12 PRESENTATION, YOU HAVE, SORT OF, AT LEAST, CUBIC, YOU HAVE
13 NOTED THE -- YOU KNOW, I THINK THE SEVEN OR EIGHT ITEMS ON
14 THERE IN TERMS OF THE SOLUTIONS, BUT I FEEL LIKE IT'S MORE OF
15 A WHACK A MOLE. I'LL USE WHAT CAROLYN SAID EARLIER, I SEE THE
16 MTC REPORTS FROM ANGUS ALMOST ON A DAILY BASIS BUT IT SEEMS
17 LIKE ONE ISSUE IS RESOLVED THEN SOMETHING ELSE POPS UP AND
18 SEEMS LIKE THERE IS NO END TO WHEN THE END WILL BE HERE SO
19 THAT WE CAN ACTUALLY MOVE ON TO THE BULK MIGRATION. BECAUSE
20 RIGHT NOW WE STILL HAVE LESS THAN A MILLION CARDS, I THINK
21 TRANSFERRED TO THE NEW SYSTEM, THERE IS STILL SUPPOSEDLY 13
22 MILLION THAT'S STILL YET TO BE TRANSFERRED IN ORDER FOR THIS
23 THING TO BE WORKING. SO, I THINK THE QUESTION IS WHEN IS THAT.
24 RIGHT? WE'RE, SORT OF, SIX WEEKS INTO T I THINK WE'RE STILL,
25 SORT OF, LIKE, OH MY GOSH, EVERY DAY THERE IS SOMETHING NEW.



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1 WHEN IS IT THAT WE'RE ACTUALLY GOING TO GET TO THAT RESOLUTION
2 SO THAT WE'RE NOT FEELING THIS PAIN. RIDERS ARE FEELING THE
3 PAIN, SO ARE THE TRANSIT AGENCIES. BECAUSE MY UNDERSTANDING IS
4 THE RECONCILIATION, THE FINANCIAL ACCOUNT SETTLEMENT, THAT HAS
5 A LOT OF ISSUES, AS WELL. SO, THAT'S GOING TO HURT ALL OF US,
6 OUR BOTTOM LINE. SO IT'S HURTING THE CUSTOMER, YOUR EXPERIENCE
7 WITH RIDING TRANSIT, BUT ALSO HURTING THE TRANSIT AGENCY
8 MAKING SURE THAT WE'RE GETTING THE FARES THAT WE'RE COUNTING
9 ON THE SYSTEM TO HELP US TO ACCOUNT. SO, IT'S -- IT'S NOT
10 PRETTY. I'M ALSO HAVING A BOARD MEETING NEXT WEEK, SO NOT THIS
11 WEEK, NEXT WEEK. SO, ALSO NEED TO REPORT TO MY BOARD. WE HAVE
12 BEEN TELLING OUR CUSTOMERS, IF YOU DO HAVE ISSUES YOU NEED TO
13 CALL CLIPPER CUSTOMER SERVICE, BUT IF YOU CONTINUE TO GET LONG
14 WAIT TIME LONG CALL TIME ISSUES NOT BEING RESOLVED THAT
15 DOESN'T HELP EITHER. I AGREE IT'S NOT JUST CUSTOMER SERVICE
16 MAYBE ON THE CLIPPER END WE'RE GOING TO BE HEARING ON THE
17 TRANSIT OPERATOR SEND. BECAUSE WHY AREN'T YOU HELPING TO
18 RESOLVE THESE ISSUES. SO, I THINK IT'S, SORT OF, ALL AROUND
19 THAT WE NEED TO WORK ON THIS BUT REALLY, I THINK THE ULTIMATE
20 IS HOW IS CUBIC GOING TO SOLVE THE TECHNICAL ISSUES. BECAUSE
21 WITHOUT THE RESOLUTION OF THE TECHNICAL ISSUES, WE'RE GOING TO
22 CONTINUE TO COMPOUND WHAT WE GET ON THE CUSTOMER SERVICE SIDE
23 AND WHAT WE HEAR ON THE TRANSIT AGENCY SIDE. THANK YOU.

24

25 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS, VICE



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1 CHAIR. YOU KNOW, I'M GOING TO WRAP UP HERE ON THIS TOPIC WITH
2 A FEW COMMENTS. AND I GUESS MY COMMENTS ARE GOING TO BE
3 DIRECTED AT DIRECTED TOWARDS -- NOT AT, TOWARDS PETER AND
4 CYNTHIA AND RICK, AND MAYBE A LITTLE BIT TO JASON, BUT AS I
5 LISTEN TO THE COMMENTS HERE, AND, PETER, I GUESS I'M JUST
6 GOING TO ADDRESS ON YOU THIS, YOU KNOW, WE'RE AT A MOMENT IN
7 TIME RIGHT NOW THAT'S VERY CRITICAL, AND IT CAN GO TWO WAYS.
8 RIGHT? THE FIRST WAY IT CAN GO IS THE VAST MAJORITY OF THOSE
9 ITEMS THAT RICK LISTED ON THAT -- ON THAT -- ON HIS ITEMS
10 THERE WITH THE DESCRIPTION, YOU KNOW, WHO IS IMPACTED AND
11 TIMELINE, THE VAST MAJORITIES ARE, YOU KNOW, TO BE RESOLVED,
12 IMPLEMENTED, CORRECT FIX, WHOEVER -- WHOEVER SAID THAT, COMING
13 AROUND THE HERE, MULLIGAN, OR SOMETHING, BY THE NEXT BOARD
14 MEETING. THEY SHOULD ALL BE UP AND RUNNING BY THE NEXT BOARD
15 MEETING. SO, I THINK THERE WAS ONE OF THE SEVEN, OR EIGHT, OR
16 NINE THAT MIGHT HAVE BLED INTO MARCH, BUT, SO, WE'RE AT A
17 PIVOT POINT HERE, PETER, FROM A LEADERSHIP STANDPOINT. AND
18 THERE IS TWO TRAJECTORIES, ARE RIGHT? EITHER WE GET IT RIGHT,
19 COLLECTIVELY, AND YOU KNOW, IT'S A VASTLY DIFFERENT REPORT-OUT
20 AT THE FEBRUARY BOARD MEETING, WHICH IS LITERALLY ONE MONTH
21 FROM NOW, WHICH IS WITHIN THE ALLOTTED TIME FROM -- FOR THE,
22 YOU KNOW, NINE.% OF THOSE ITEMS, RICK THAT, YOU HAVE LISTED ON
23 YOUR -- AND IT'S 180 DEGREES FROM WHERE WE ARE RIGHT NOW. THIS
24 IS BETTER THIS IS BETTER, THIS IS BETTER, OR, IT STAYS ON THE
25 SAME COURSE. AND IF IT STAYS ON THE SAME COURSE, YOU KNOW,



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1 NEXT MONTH, IT'S GOING TO BE EXTREMELY DIFFICULT TO COME BACK
2 FROM. FROM WHATEVER PERSPECTIVE YOU WANT TO PUT THAT ON, AND I
3 JUST PUT THAT OUT, JUST FOR ME, FROM JUST, PETER TO YOU FROM
4 LEADERSHIP THERE IS OPPORTUNITY IN FRONT OF US A LOT OF WATER
5 UNDER THE BRIDGE WE GOT TO NAVIGATE THE OPPORTUNITY IN FRONT
6 OF US COME FEBRUARY 23RD WHATEVER IT IS, MADAM CLERK? YOU
7 KNOW, THERE IS A 180 DEGREE TURN IN THE PERFORMANCE OF THIS
8 SYSTEM AND RIDER EXPERIENCE THAT'S OUT THERE IN THE BAY AREA
9 BECAUSE IF IT'S MUCH OF THE SAME THEN IT'S IT MAY BE A BRIDGE
10 TOO FAR TO RECOVER FROM AND FROM A LOT OF DIFFERENT
11 PERSPECTIVES, ANYWAY I WOULD JUST PUT IT OUT TO YOU PETER I
12 KNOW YOU THINK A LOT LIKE DO I ON THESE KIND OF TOPICS I'M
13 GOING TO AFFORD YOU OPPORTUNITY TO RESPOND AND IF CYNTHIA AND
14 RICK WANT TO RESPOND, LOVE TO HEAR FROM YOU PETER.

15

16 **PETER TORRELAS:** I'LL RESPOND, BOB, AND IF CYNTHIA AND RICK CAN
17 RESPOND, BUT ULTIMATELY THE BUCK STOPS WITH ME. FIRST TO THE
18 RIDERS THANK YOU FOR SHARING AND IT'S IMPORTANT FOR ME TO HEAR
19 THE EXPERIENCES THAT YOU'RE HAVING IT'S COMPLETELY
20 UNACCEPTABLE AND I'M DEEPLY SORRY FOR THE EXPERIENCES THAT
21 YOU'RE HAVING I HAVE DEDICATED MY LIFE TO PUBLIC TRANSIT AS
22 WELL FOR OVER 20 YEARS AND IT'S BECAUSE I CARE A LOT ABOUT
23 RIDERS WHO USE THE SYSTEMS EVERY DAY AND BOB, YOU HAVE MY
24 COMMITMENT THAT WE WILL HAVE A VERY DIFFERENT BOARD MEETING
25 NEXT NUMBER MANY BUT NOT ALL OF THE ISSUES IN TERMS OF



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1 SETTLEMENTING DOWN AS SAID ON THE PRESENTATION WE WILL
2 PROBABLY HAPPEN THIS WEEK THERE WILL BE A COUPLE OF REMAINING
3 ISSUES THAT WE'LL BE CLOSING OUT IN THE FIRST WEEK OR TWO OF
4 FEBRUARY SO WE'RE TO ANSWER THE QUESTION DIRECTLY ABOUT
5 RESOURCES WE HAVE OVER 100 PEOPLE DEPLOYED ON FIXING THESE
6 ISSUES WE HAVE INSTITUTED WHEN WE REFER TO AS HYPERCARE WHERE
7 WE'RE MONITORING THE SYSTEM MAKING SURE THAT ANY RESOURCES AND
8 EXPERTISE REQUIRED FOR ANYTHING WE SEE IS CREDIT CARD AT EVERY
9 TWO HOURS 24 HOURS A DAY WE OBVIOUSLY HAVE A TEAM THAT'S
10 PREPARING TO MAKE SURE THAT THE SUPERBOWL IS A GOOD EXPERIENCE
11 FOR EVERYBODY THE VISITS AS WELL AS RESIDENTS OF THE BAY AREA
12 IT'S A PARTNERSHIP AND WE CONTINUE TO PARTNER WITH OPERATORS
13 AND AGENCIES TO MAKE SURE WE GET THE SYSTEM YOU WANT AND
14 SYSTEM THAT HAS SEAMLESS FRICTIONLESS EXPERIENCE FOR THE
15 RIDERS AS WELL THAT ALLOWS TO YOU DEPLOY ALL THE IMPORTANT
16 FARE PRODUCTS THAT YOU HAVE ACROSS THE BAY AREA SO RIDERS IN
17 ALL OF THOSE DIFFERENT FARE PRODUCT USERS HAVE GOOD EXPERIENCE
18 I'M SORRY DEEPLY SORRY I COUNTY SAY ANYTHING ELSE OTHER THAN
19 WE HAVE COMMITTED OUR TEAM GLOBALLY MAKE SURE WE CONTINUE TO
20 GET THE SYSTEM TO WHERE IT NEEDS TO BE AND FOR THE ISSUES THAT
21 ARE REMAINING WE GET RESOLVED AS QUICKLY AS POSSIBLE WE
22 CONTINUE TO WORK WITH MTC AND THE OPERATORS TO MAKE SURE THAT
23 THEIR FRONTLINE TEAMS AND RIDERS ARE USING THE TEAM THAT THEY
24 WANT AND THAT THEY HAVE THE EXPERIENCES THAT THEY EXPECT TO
25 HAVE.



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1

2 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS PETER AND
3 YOUR COMMITMENT TO A VASTLY DIFFERENT BOARD MEETING IN
4 FEBRUARY. I DO, OUT OF JUST RESPECT AND MAKING SURE THAT ALL
5 VOICES GET HEARD AND HAVE THE OPPORTUNITY TO SPEAK, CYNTHIA, I
6 WANTED TO AFFORD YOU THE OPPORTUNITY AND/OR RICK TO COMMENT.
7 AND I'M NOT SAYING YOU HAVE TO ONE WAY OR THE OTHER, IT'S YOUR
8 OPPORTUNITY IF YOU SO DESIRE.

9

10 **CYNTHIA ENG:** THANK YOU, BOB, ON BEHALF OF CUBIC, I ECHO WHAT
11 PETER SAID, IS THAT WE APOLOGIZE FOR THE EXPERIENCE THAT
12 RIDERS HAVE HAD UP TO THIS POINT. WE'RE REALLY FOCUSED ON
13 TRANSFORMING THE RIDER EXPERIENCE HERE IN THE BAY AREA AND
14 ENSURING THAT WE PROVIDE THE EXPERIENCE THAT RIDERS DESERVE.
15 WE TAKE A LOT OF PRIDE IN WHEN WE DO. GLOBALLY, WE HAVE TEAMS
16 ENGAGED ACROSS MANY DIFFERENT TIME ZONES ALL WORKING TOWARD
17 THAT SAME COMMON GOAL. AND I AM COMMITTED TO, WHEN WE'RE HERE
18 AGAIN IN FEBRUARY, THAT IT WILL BE A MUCH DIFFERENT BOARD
19 MEETING SO THAT WE CAN PROVIDE UPDATES ON MARKED POSITIVE
20 PROGRESS WORKING TOWARD THE NEXT PHASE OF THE PROGRAM TO
21 ENSURE THAT WE CAN 35 ALL OF THOSE FEATURES, SOME THAT WERE
22 DEFERRED UNTIL AFTER TRANSITION, AND CONTINUE MOVING FORWARD.
23 THANK YOU.

24

25 **CHAIR, ROBERT POWERS:** APPRECIATE THOSE COMMENTS. RICK? RICK.



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1

2 **SPEAKER:** THANK YOU, BOB. I APPRECIATE ALL THE PEOPLE THAT
3 CALLED IN AND APPRECIATE THEIR IMPACT WE ARE COMMITTED TO
4 MAKING THE RIDER EXPERIENCE BETTER ADDITIONALLY WE HEARD FROM
5 THE CHAIRMAN AND PEOPLE HERE THAT NEED ADDITIONAL INSIGHTS AS
6 TO 35ABLES AND WE PLAN TO DELIVER THAT I ALSO WANT TO SAY
7 WE'RE HOLDING OUR INTERNAL STAKEHOLDERS ACCOUNTABLE TO 35 THIS
8 PROGRAM AS EXPECTED ON TIME LINES THAT I DELIVERED IN THIS
9 PRESENTATION. THANK YOU FOR TODAY AND WE LOOK FORWARD TO A
10 GOOD MEETING NEXT MONTH.

11

12 **DENIS MULLIGAN:** CHAIR PERCENT INDULGE ME FOR ONE SECOND BEFORE
13 THE MEMBERS OF THE PUBLIC LEAVE I THINK WE OWE THEM AN ANSWER
14 THEIR MONEY IS FROZEN BEFORE THEY LEAVE TODAY SOMEONE WHETHER
15 IT'S MTC OR CUBIC SOMEONE NEEDS TO TELL THEM WHEN THEY WILL BE
16 ABLE TO ACCESS THEIR FUNDS TO RIDE OUR SYSTEM AND I THINK ALL
17 OF US SITTING HERE AT THIS DAIS WOULD BE REMISS IF WE DID NOT
18 DEMAND THAT FOLKS THAT TOOK TIME THAT RODE TRANSIT TO GET HERE
19 SPENT MONEY TO GET HERE WHO HAVE MONEY LOCKED UP ON A CARD
20 THEY CAN'T ACCESS WE OWE THEM AN ANSWER WHEN WILL THEY BE ABLE
21 TO ACCESS THOSE FINALIZED.

22

23 **CHAIR, ROBERT POWERS:** IN AGREEMENT WITH CHAIRPERSON MULLIGAN I
24 DO BELIEVE IN TWO OCCASIONS CUBIC STAFF OR MTC STAFF WENT OVER
25 AND TALKED TO THE GENTLEMAN PETER? WAS THAT YOUR FIRST NAME --



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1 PHILIPPE, I'M SORRY, MADE CONTACT WITH PHILIPPE, GOT HIS
2 CONTACT INFORMATION HIS CARD INFO, I SAW TWICE WENT OVER TWICE
3 PHILIPPE ARE YOU FEEL LIKE YOUR VOICE IS BEING HEARD HERE?
4 [SILENCE]

5

6 **CHAIR, ROBERT POWERS:** YEAH. APPRECIATE THAT. AND -- YEAH. NO.
7 YOU AND ME BOTH. BUT, PARTICULARLY, PHILIPPE, ON YOUR CARD,
8 YOUR ACCOUNT, DID WE GET BACK TO YOU WITH A DATE? OKAY?
9 DIRECTOR WEINSTEIN? PLEASE GO TALK TO PHILIPPE. THANK YOU.

10

11 **JASON WEINSTEIN:** YES, SIR.

12

13 **CHAIR, ROBERT POWERS:** AND GET THAT RESOLVED. PLEASE. ALL
14 RIGHT, MADAM CLERK, WE'RE GOING TO CLOSE OUT AGENDA ITEM 3A
15 AND WE'RE GOING TO MOVE TO AGENDA ITEM 3B WHICH IS VERY MUCH
16 COMPLEMENTARY TO 3A AND THIS IS THE CLIPPER OPERATIONS AND
17 PERFORMANCE UPDATE. AND WITH THIS, WE ARE GOING TO HEAR FROM
18 KELLY JACKSON, OUR PARTNER WITH MTC. KELLY AND PATRICK
19 MCMCGOWAN FROM WSP. FROM WSP, KELLY. CGOWAN FROM WSP. FROM
20 WSP, KELLY. OKAY. APOLOGIES FOR GETTING PULLED AWAY FOR A
21 MOMENT THERE. WE HAVE KELLY JACKSON FROM MTC AND PATRICK
22 MCGOWAN WHO HAD THE OPPORTUNITY TO PETE JUST AHEAD OF THE
23 MEETING FROM WSP, SERVICES WHO ARE GOING TO REPORT-OUT ON THIS
24 ITEM. KELLY, I'M GOING TO TURN THIS OVER TO YOU TO LEAD THE
25 DISCUSSION.



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1

2 **KELLEY JACKSON:** THANK YOU CHAIR POWERS IN ADDITION TO CUBIC AS
3 SYSTEM INTEGRATOR MTC CONTRACTS WITH WSP SERVICES AS THE
4 CUSTOMER SERVICE CENTER WHERE C. SC PROVIDER FOR THE NEXGEN
5 CLIPPER PROGRAM THE SCOPE OF WORK SPANS DESIGN DEVELOPMENT
6 INSTALLATION AND TESTING OF CUSTOMER SERVICE OPERATION CENTER
7 PROCESSES AND TOOLS INCLUDING INTERACTIVE VOICE RESPONSE PHONE
8 SYSTEM TRAINING OF STAFF AND ONGOING OPERATIONS AND
9 MAINTENANCE OF THE SC IN ACCORDANCE WITH DEFINED KEY
10 PERFORMANCE INDICATORS AT THE MOST BASIC LEVEL WSP USES CUBIC
11 PROVIDED TOOLS SUCH AS THE CUSTOMER RELATIONSHIP MANAGEMENT
12 DATABASE AND DISCOUNT CARD MANAGEMENT SYSTEM IN CONCERT WITH
13 WSP PROVIDED TOOLS STAFF ENGAGE CUSTOMERS VIA PHONE E-MAIL AND
14 CHAT AS WELL AS REVIEW YOUTH AND SENIOR CLIPPER CARD
15 APPLICATIONS SUBMITTED THROUGH CLIPPER CARD.COM THE CALL
16 CENTER OPERATES MONDAY THROUGH FRIDAY 8:00 A.M. TO 5:00 P.M.
17 SATURDAYS 9:00 A.M. TO 1:00 P.M. NEXT SLIDE PLEASE. THE
18 CONTRACTING AUTHORITY FOR THIS WSP AGREEMENT IS RICK M, SENIOR
19 VICE PRESIDENT MOBILITY OPERATIONS DIRECTOR WHO IS IN THE
20 BOARDROOM WITH US TODAY. PAT'S TEAM INCLUDE THE PROJECT
21 MANAGEMENT TO ASSIST WITH PROJECT MANAGEMENT AND OPERATIONS
22 MANAGER DIRECTLY INVOLVED IN OVERSIGHT OF THE STAFF WHO
23 DELIVERED CLIPPER CUSTOMER SERVICES AND THE TECHNOLOGY
24 OVERSIGHT AND IMPLEMENTATION LEAD IN ADDITION TO A TRAINING
25 MANAGER. NEXT SLIDE. THE CSC IS CURRENTLY STAFFED BY ONE LEAD



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1 SUPERVISOR, TWO SUPERVISORS, THREE LEAD CSR, OR TEAM LEADS --
2 EXCUSE ME -- CUSTOMER SERVICE, CSR, THAT'S THE ACRONYM OVER
3 40CSR'S WITH STAFFING LEVELS DEVELOPED BASED ON ESTIMATED
4 NUMBER OF CALLS E-MAILS DISCOUNT CARD APPLICATIONS AND WSP
5 WOULD HANDLE IN STEADY STATE OPERATIONS. NEXT SLIDE. THE
6 REALITY IS THE LAUNCH HAS BEEN BUMPY AS DISCUSSED IN THE
7 PREVIOUS AGENDA ITEM WE'LL HAVEN'T REACHED THE STEADY STATE
8 OPERATIONS. THE ORIGINAL CONTRACT WAS BASED ON BASELINE CALL
9 VOLUME OF 12,000 CALLS PER MONTH THAT WAS ESTIMATED IN THE
10 WAKE OF THE PANDEMIC THE BOARD APPROVED A CHANGE ORDER
11 CONTRACT THAT ADJUSTS RESOURCES AND FUNDING BASED ON A \$26,000
12 BASELINE CALL VOLUME PER MONTH. HOWEVER, BETWEEN DECEMBER 10TH
13 AND JANUARY 15TH, OVER 47,000 CALLS WERE OFFERED TO AGENTS
14 WITH WEEKDAY CALL VOLUMES REG LARD EXCEEDING 1500 CALLS DURING
15 NON-HOLIDAY WEEKS. THE AVERAGE SPEED OF ANSWER RANGES
16 DRAMATICALLY WITH FIRST MONDAY AFTER LAUNCH EXPERIENCING WAIT
17 TIMES OVER AN HOUR AND DAILY AVERAGES CURRENTLY HOVERING IN
18 THE 14 TO 15 MINUTE RANGE. BUT I RECOGNIZE THESE ARE AVERAGES
19 AND THAT HIGH SPIKES BECAUSE MANY PEOPLE I HAVE TALKED TO HAVE
20 BEEN WAITING FOR OVER AN HOUR OR HAVE STARTED A CALL QUOTED 20
21 MINUTES GOING TO 40 MINUTES AND SO THIS IS THE DATA THAT WE
22 HAVE BEEN PROVIDING AND WORKING FROM. NEXT SLIDE. EXHIBIT 2 IS
23 A TABLE FROM WSP'S CONTRACTUALLY REQUIRED MONTHLY PERFORMANCE
24 REPORT AND ILLUSTRATES THAT FEWER THAN 20% OF CALLS WERE
25 ANSWERED WITHIN THREE MINUTES. AND LONG WAIT TIMES RESULTED IN



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1 23% OF CALLS BEING ABANDONED BY CUSTOMERS. SO, IT'S NOT WHERE
2 WE WANT TO BE. IT'S A LOT OF RED AND IT'S A LOT OF FRUSTRATED
3 CUSTOMERS DIDN'T GET THROUGH, AS BOARD MEMBER SAID EARLY IER,
4 THESE ARE THE ONES WHO HAVE RISEN TO THE TOP AND THERE IS A
5 LOT OF PEOPLE WHO AREN'T BEING HEARD. NEXT SLIDE. THE BRIGHT
6 SPOT IS THE WSP OPERATED SYSTEM PCHLD AT 100% HOWEVER THE
7 PERFORMANCE OF THE WSP SYSTEM CANNOT COMPENSATE FOR CUSTOMER
8 RELATIONSHIP MANAGEMENT SYSTEM OUTAGE SUPERVISOR SLOWNESS
9 EXPERIENCED DURING THE PAST MONTH AND GAPS IN CUSTOMER ACCOUNT
10 RECORDS EXACERBATED IN FAILURES IN THE ACCOUNT MIGRATION
11 PROCESS. THIS IS THE SITUATION WHERE PEOPLE ARE -- THEY'RE
12 WAITING, GETTING ON THE PHONE, CAN'T HELP YOU, I CAN'T SEE
13 EVERYTHING THAT YOU'RE TELLING ME. SO, THAT'S -- THAT'S WHERE
14 THE FRUSTRATION IS, ARE CALL BACK; WAIT. SO, THEY'RE KIND OF
15 COMPENSATING FOR -- THEY'RE DIRECTLY HIT BY THE FAILURE OF
16 THESE TECHNICAL SYSTEMS AND BY THE ACCOUNT MIGRATION MAKING IT
17 DIFFICULT TO TRUST ANY INFORMATION THAT YOU'RE SEEING AT ANY
18 GIVEN POINT. NEXT SLIDE. DESPITE THE CHALLENGES WE HAVE
19 ENCOUNTERED DURING THE FIRST WEEKS OF CUSTOMER TRANSITION, MTC
20 AND WSP TEAMS HAVE BEEN WORKING CLOSELY TO DEVELOP STRATEGIES
21 AND WORK-AROUNDS TO IMPROVE CUSTOMER SERVICE. THE CHART IS AN
22 EXAMPLE OF THE CALL ANALYSIS BEING PERFORMED AT THE DAY AND
23 HOURLY LEVEL TO BETTER UNDERSTAND CALL TRENDS, DATA SUCH AS
24 USED TO INFORM CHANGES IN SHIFTS STAFFING VOLUMES AS WELL AS
25 BREAK AND LUNCH SCHEDULING. UNTIL WE REACH A STEADY STATE MTC



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1 AND WSP WILL CONTINUE TO CONDUCT DAILY MEETINGS TO REVIEW DATA
2 CALL TRENDS AND FIXES BEING ROLLED OUT BY CUBIC IN THE SYSTEM
3 IN GREATER ROLE SO THAT CSC CAN BE IN THE BEST POSITION TO
4 ASSIST THE TRANSIT OPERATORS AND CLIPPER CUSTOMERS. WE
5 ADDITIONALLY HAVE PROCEDURES IN PLACE FOR CSC STAFF TO RE
6 REACTIVATE OR ISSUE NEW CARDS TO ALLOW CUSTOMERS TO CONTINUE
7 RIDING AND WE ARE REFINING PROCEDURES TO REIMBURSE CUSTOMERS
8 FOR DOUBLE PAYMENTS FARE CHARGES AND LOST USE OF PASSES THAT
9 THEY HAVE PURCHASED OR RECEIVED THROUGH AN INSTITUTIONAL
10 PROGRAM. I WOULD LIKE TO INTRODUCE PAT MCGOWAN WHO WILL SPEAK
11 TO WSP'S APPROACH TO CUSTOMER SERVICE AND EFFORTS TO MANAGE
12 CURRENT CALL VOLUMES AND ADDRESS CLIPPER CUSTOMER CONCERNS.

13

14 **PATRICK MCGOWAN:** FIRST OF ALL THANK YOU FOR HAVING ME HERE
15 TODAY I APPRECIATE THIS. I'M PATRICK MCGOWAN I'M EXECUTIVE
16 OVERSEEING WSP SERVICES, INC. WE PROVIDE OPERATIONS FOR STATE
17 AND LOCAL GOVERNMENTS FOR WSP CORPORATION WE HAVE BEEN DOING
18 THIS SINCE 1992 IN A LOT OF TRANSITIONS SO UNDERSTAND A LOT OF
19 THE THINGS THAT ARE BEING DISCUSSED TODAY AS THE COMMISSION
20 MENTIONED WE ARE THE INTERFACE TO THE PUBLIC AND WE RUN BACK
21 OFFICE PRAYING IN OUR BUSINESS WE DEPEND ON THE CRM. IN EVERY
22 CRM WE HAVE EVER DEPLOYED OR BEEN INVOLVED WITH THERE IS
23 ALWAYS OPERATIONAL ISSUES AND WHAT WE DO IS WE DEVELOP WHAT
24 ARE CALLED MANUAL WORK AROUNDS IF AN AUTOMATED SYSTEM ISN'T
25 FUNCTIONING OR ISN'T AVAILABLE, A LOT OF THIS WE DISCOVERED IN



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1 THE TESTING LEADING UP TO GO LIVE. WE'LL WORK WITH MTC AND
2 DEVELOP STRATEGIES ON HOW DID WE ADDRESS ISSUE THAT, HOW DO WE
3 GET ANSWERS TO THE CUSTOMERS THROUGH THESE MANUAL WORK-
4 AROUNDS. PRIOR TO GO ALIVE, WE HAD 31 MANUAL WORK AROUNDS AND
5 AS A RESULT, WE BROUGHT IN QUITE A BIT OF ADDITIONAL STAFF TO
6 RUN THE CENTER, BECAUSE THESE WORK-AROUNDS TAKE MUCH LONGER
7 THAN A FULLY AUTOMATED SYSTEM, OBVIOUSLY. FOLLOWING GO LIVE WE
8 IDENTIFIED ABOUT 19 OTHERS. SO, IN TOTAL, RIGHT NOW, WE HAVE
9 ABOUT 50 MANUAL WORKAROUNDS THAT WE'RE WORKING THROUGH. RIGHT
10 NOW WE'RE BRINGING IN AN ADDITIONAL ADDITION PART-TIME PEOPLE,
11 46 FULL-TIME WE ARE BRINGING IN SOME PART-TIME PEOPLE TO
12 HANDLE THE SPIKES WE'RE ALSO IN THE PROCESS OF BRINGING IN
13 ANOTHER TEN FULL-TIME PEOPLE BECAUSE OF WHAT WE'RE SEEING
14 TODAY. THE ISSUES THIS WE'RE SEEING IS THE CALL VOLUMES, LIKE
15 KELLY INDICATED ARE MUCH HIGHER THAN EXPECTED WE WERE
16 RECEIVING 26 AND NOW 7,000 CALLS THEN WHAT'S ALSO HAPPENING IS
17 THE MANUAL WORKAROUNDS TAKE MORE TIME AROUND 14 MINUTES. IT'S
18 INTERESTING BECAUSE WHEN WE HAVE CUSTOMERS GET THROUGH TO THE
19 AGENTS AND THE WAIT TIMES ARE AVERAGE 20 MINUTES AND IN CASES
20 SEEING 28, 30 MINUTES MAXIMUM NOW IT'S NOT THE NORM BUT MUCH
21 LOWER THAN WHEN WE STARTED. CUSTOMERS ON THE CALL WE'LL GIVE
22 THEM APP ANSWER TO THE THING THEY WANTED TO TALK ABOUT THEN
23 THEY WILL EXPAND AND SAY WELL TELL ME ABOUT THE BENEFITS TELL
24 ME ABOUT THIS AND ALL THESE OTHER THINGS WHAT THAT DOES IS IT
25 DRIES THAT CALL TIME TO 14 MINUTES WHICH MEANS WE CAN'T HELP



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1 AS MANY PEOPLE THROUGHOUT THE DAY SO WE'RE TRYING TO WORK ON
2 THAT. RIGHT NOW THE WAIT TIMES ARE AROUND 20 MINUTES ON
3 AVERAGE. AND BUT THE ABANDON RATE IS TOO HIGH. WE HAVE ABOUT
4 23% ABANDON RATE. THERE ARE SOME PEOPLE THAT CALL UP AND WILL
5 HANG UP WITHIN THE FIRST 30 SECONDS THEY WILL JUST WAIT AN
6 HOUR AND CALL BACK. BUT THE ABANDON RATE, WE'RE TRYING TO
7 TARGET ABOUT 3% IS WHAT WE WOULD LIKE TO SEE. BUT RIGHT NOW
8 THAT TIME IS TOO HIGH. SO, RIGHT NOW, THE SOLUTION THAT WE'RE
9 DOING RIGHT NOW IS, LIKE I SAID, HIRE ADDITIONAL PEOPLE. AND
10 ALSO WE'RE LOOKING AT WAYS TO REDUCE THAT CALL TIME AND I'LL
11 TALK A BIT ABOUT THAT LATER AND HOW WE DO THAT. I WILL TELL
12 YOU A FEW OBSERVATIONS, AND AGAIN I HAVE BEEN INVOLVED IN A
13 LOT OF THESE, I AM CONFIDENCE THAT CUBIC WILL 35 THE AUTOMATED
14 FEATURES THEY PROMISED. WE HAVE SEEN THIS BEFORE IN OTHER
15 DELIVERY SUPERVISOR THEY WILL EVENTUALLY GET THOSE FUNCTIONS
16 DELIVERED BUT ONE OF THE THINGS I'M INCREDIBLY PRESSED WITH IS
17 THE CUSTOMER SERVICE REPRESENTATIVES THAT YOU HAVE RUN YOUR
18 PROGRAM, THEY'RE SOME OF THE HARDEST WORKING PEOPLE THAT I
19 HAVE EVER SEEN. THEY'RE INCREDIBLY PASSIONATE ABOUT WHAT
20 THEY'RE DOING. EVEN THOUGH PEOPLE CALL IN AND THEY'RE UPSET,
21 THESE PEOPLE ARE STAYING POSITIVE AND UPBEAT THE WHOLE TIME.
22 AND IT'S REALLY INTERESTINGS ARE BECAUSE WE LISTENED TO A LOT
23 OF THESE CALLS, AFTER THE FACT, OBVIOUSLY, AND IT'S
24 INTERESTING WHEN PEOPLE CALL N THEY'RE AGGITATED, AND THEN BY
25 THE TIME THE CALL IS OVER, THEY ARE -- IT'S A VERY PLEASANT



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1 CONVERSATION AT THE END. AND THEN -- AND EVERY ONE OF THESE
2 PEOPLE THAT WE HAVE. THEY'RE ALL PROUD TO BE PART OF THE
3 CLIPPER PROGRAM. WE HAVEN'T LOST A SINGLE EMPLOYEE. THEY'RE
4 JUST, LIKE, THEY'RE ON IT, THEY'RE PROUD, AND KNOW THEY WILL
5 GET THROUGH IT. THE COMMISSIONER MADE A COMMENT ABOUT TRAINING
6 I THOUGHT IT WAS INTERESTING BECAUSE THIS HAS GOT TO BE THE
7 MOST TRAINED STAVE THINK I HAVE EVER SEEN. WE BROUGHT IN A LOT
8 OF PEOPLE THAT HAD YEARS OF EXPERIENCE AND BECAUSE OF THE DAY
9 IN GO LIVE, WE TRAINED PEOPLE, JUST CONTINUOUSLY TRAINED AND
10 TRANSCEND AND TRAINED THEM. AND WHEN WE HAVE THESE WORKAROUNDS
11 WE CONTINUOUSLY TRAIN PEOPLE ON THE WORK AROUNDS TO MAKE SURE
12 THAT EVERYBODY IS FAMILIAR WITH, YOU KNOW, ON HOW TO ADDRESS
13 CERTAIN ISSUES AND WHAT WE DO IS WE HAVE A QUALITY ASSURANCE
14 GROUP PART OF OUR COMPANY, WE LISTEN TO CALLS AND WE RANDOMLY
15 PICK A GROUP OF CALLS LISTEN TO THEM, EVALUATE THEM AND MAKE
16 SURE THOSE AGENTS ARE REPRESENTING MTC THE WAY WE WANT THEM
17 REPRESENTED. ONE OF THE THINGS THAT I THOUGHT WAS INTERESTING
18 IS THE PRODUCTIVITY. THIS IS A GOOD EXAMPLE OF HOW HARD THESE
19 PEOPLE WORK. THEIR PRODUCTIVITY RATE IS LIKE 92%. THAT MEANS
20 IN ONE HOUR -- FOR EVERY HOUR THEY'RE TALKING TO AN AGENT FOR
21 ALMOST 56 MINUTES, AND THAT IS CONTINUOUS. IT'S WHEN YOU TAKE
22 A CALL, YOU HANG UP, YOU GET ANOTHER CALL. SO THEY'RE
23 CONTINUAL WORKING ALL DAY LONG, YOU KNOW, 92% PRODUCTIVITY.
24 AND THEN THE OTHER THING THAT'S INTERESTING THAT WE HAVE SEEN
25 IN THE STATS IS THE FIRST CALL RESOLUTION. SO, OUR FIRST CALL



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1 RESOLUTION, THIS IS WHEN THE CUSTOMER CALLS AND WE'RE ABLE TO
2 SOLVE THEIR PROBLEM. WE ARE DOING THAT IN 85.6% OF ALL THE
3 PEOPLE THAT CALL WERE ABLE TO RESOLVE THEIR ISSUE RIGHT THERE.
4 THE GOAL IS 93. AND SO WE STILL HAVE MORE TO DO, BUT, AGAIN,
5 THERE IS STILL SOME -- THE SYSTEM WILL CONTINUE TO IMPROVE AND
6 THEN THE FIRST CALL RESOLUTION WILL GET BETTER AS WE MOVE ON.
7 THE OTHER THING THAT'S INTERESTING IS THE CUSTOMER
8 SATISFACTION SCORES ARE 82.8%. AND THE GOAL IS 90. AND ONE OF
9 THE THINGS I WILL STRESS UPON YOU, IN ALL OF WSP'S OPERATIONS,
10 OUR FIRST CONTACT RESOLUTION AND CUSTOMER SATISFACTION SCORES
11 ARE ALL ABOVE 98. SO THEY USUALLY RUN AROUND 98.1, 98.6.
12 OBVIOUSLY WE NEED TO WORK DOWN THE MANUAL WORK AROUNDS AND
13 SOME OTHER THINGS BUT THAT'S WHERE WE'RE EXPECTING TO GO. LET
14 ME TALK ABOUT NEXT STEPS, WSP CAN DO SOME THINGS OBVIOUSLY
15 WE'RE TALKING ABOUT BRINGING IN ADDITIONAL PEOPLE, BRINGING IN
16 20, 10 PART-TIME TEN FULL-TIME STAFF BUT WE'RE LOOKING AT
17 TRYING TO GAIN MORE EFFICIENCY IN OUR OPERATIONS AND WE'RE
18 TRYING TO TARGET AT 10%S FORE IN THE CUSTOMER SERVICE
19 REPRESENTATIVES. BECAUSE IF WE CAN REDUCE OUR CALL TIMES FROM
20 14 DOWN TO TEN MINUTE CALL TIMES THAT'S 30% PRODUCTIVITY AND
21 30% MORE PEOPLE THAT WE CAN SERVE SO WE'RE OBVIOUSLY MOVING IN
22 THAT AREA. AND THERE ARE CERTAIN THINGS WE CAN DO. SO A LOT OF
23 THE CUSTOMER SERVICE REPS WHEN THEY COMMIT TO SPENDING MONEY
24 OR DOING CERTAIN THINGS THEY HAVE TO GET SUPERVISOR APPROVAL,
25 WE'RE TRYING TO MOVE THAT DOWN SO THAT THE AGENTS CAN MAKE



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1 THOSE DECISIONS RIGHT AWAY. I THINK THAT WILL SPEED THAT UP, I
2 THINK THAT REDUCES A MINUTE MAYBE MINUTE AND A HALF TO BRING
3 IN A SUPERVISOR. WE'RE ALSO LOOKING AT AI TOOLS WE HAVE
4 SEVERAL IN OUR COMPANY, WHEN YOU HAVE 50 WORK AROUNDS THAT'S A
5 LOT OF INFORMATION KEEP TRACK OF SO THERE ARE SOME AI TOOLS WE
6 CAN USE TO HELP WITH THAT. AND ANOTHER THING IS -- THE OTHER
7 THING THAT WE'RE DOING IS WE DO SCHEDULE SURGES, SO WE MAKE
8 SURE THAT MORE PEOPLE ARE ON STAFF DURING SURGES VERSUS NOT.
9 WE MAKE SURE PEOPLE ARE TAKING LUNCHESES IN AREAS WHERE THERE IS
10 NO CERTAINLY. BUT WE'RE GOING TO CONTINUE TO ADJUST THAT AND
11 LOOK FOR OTHER THINGS AND THEN THERE IS ALSO, THE LAST THING
12 IS HOW TO END A CALL. THERE IS A WAY OF -- THERE IS TECHNIQUES
13 TO DO THIS AND YET STILL STAY RESPECTFUL TO THE PEOPLE. A LOT
14 OF TIMES PEOPLE WANT TO CONTINUE TO CHAT, AND THERE IS SOME
15 VERY RESPECTFUL WAYS ON HOW TO END THAT CALL AND WE'RE GOING
16 TO CONTINUE TO WORK WITH OUR STAFF IN ORDER TO DO THAT. SO,
17 AGAIN, I'M VERY PROUD OF OUR STAFF. I'M EXTREMELY PROUD TO BE
18 PART OF THIS GROUP, AND WE'LL CONTINUE TO PUSH AND MOVE
19 FORWARD AND GET PAST THIS TRANSITION. ANY QUESTIONS?

20

21 **JASON WEINSTEIN:** CHAIR POWERS, IF I COULD ADD, YOU MENTIONED
22 IN THE LAST ITEM IN TERMS OF PEOPLE NOT RECEIVING CALL BACKS
23 OR NOT RECEIVING E-MAILS BACK SOME OF THAT MIGHT BE RELATED TO
24 THE CRM ITSELF CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE BUT
25 THAT DOESN'T MATTER RIGHT WE JUST NEED TO FIND A WORK AROUND



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1 SO THAT WHETHER IT'S AN E-MAIL OR PHONE CALL WHATEVER IT'S NOT
2 FALLING THROUGH THE CRACKS AND WE ARE GETTING BACK UP FIELDING
3 STUFF STAYING ON TOP OF IT OBVIOUSLY IT'S NOT THE VOLUME
4 VOLUME.

5

6 **PATRICK MCGOWAN:** WE DO CALL BACK FOLLOW BACK IT'S THE
7 SUPERVISORS THAT DO THAT WE HAVE LOOKED INTO THE GENTLEMEN'S
8 ACCOUNT WE WILL FOLLOW UP TO SEE IF THERE IS ANYTHING ELSE
9 REMAINING OUTSTANDING FOR HIM THAT'S SOMETHING WE TAKE PRIDE
10 IN FOLLOWING UP WITH INDIVIDUALS TO MAKE SURE THAT WE'RE
11 WORKING ON THINGS.

12

13 **CHAIR, ROBERT POWERS:** THANK YOU FOR FOLLOWING UP. THANK YOU
14 FOR FOLLOWING UP AS WELL. APPRECIATE THAT MADAM CLERK PUBLIC
15 COMMENT ON THIS ITEM? 3B VIRTUALLY OR IN THE OFFICE HERE.

16

17 **BOARD CLERK:** YES WE HAVE COMBINATION WRITTEN CORRESPONDENCE
18 RECEIVED BY PHILIPPE WEISS DAVID L. ANONYMOUS RIDER T. SELENA
19 T. TUVAL. RECORDED AND ATTACHED TO THE AGENDA AND DISTRIBUTED
20 TO MEMBERS IN THE ZOOM SPACE WE HAVE ALETA DUPREE.

21

22 **SPEAKER:** THANK YOU CHAIR BOB POWERS AND MEMBERS. ALETA FOR THE
23 RECORD SHE AND HER WITH TEAM FOLDS. NOT SURE WHICH BATCH E-
24 MAIL WENT OUTS HOPEFULLY STAFF WILL GET MINE TO YOU AS SOON AS
25 POSSIBLE. I'M GOING TO START WITH THE 50 OF THOSE REPORTS WITH



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1 THE STICKS OF OPEN PAYMENT USAGE LOOKS LIKE OPEN PAYMENT IS
2 STILL A SMALL MINORITY OF OUR TOTAL REVENUE AND IT APPEARS
3 THAT MOST OF THAT OPEN PAYMENT IS ON BART. IT'S LIKE ABOUT
4 75/80% OF THAT. SO, I DON'T KNOW HOW MUCH THE TRANSFER
5 BENEFITS ARE YET BEING REALIZED FOR THOSE WHO ARE USING THE
6 OPEN PAYMENT. OF COURSE, THIS IS ON ADULT FARES. SO, HOPEFULLY
7 I WILL SEE THAT USAGE GROW. I'M SURPRISED, GIVEN SOME OF THE
8 CHALLENGES THAT WE HAVE HEARD, THAT THAT OPEN PAYMENT NUMBER
9 ISN'T HIGHER. AND THE CHARTS ARE VERY HELPFUL. I'M FOLLOW WITH
10 CALL CENTER MATTERS I WORKED IN A CALL CENTER OR AN AIRLINE
11 YEARS AGO FOR ABOUT FIVE YEARS AND MONDAY IS ESPECIALLY HIGH
12 WITH ABANDONMENT AND A LOT OF PEOPLE DO TEND TO MAKE THEIR
13 PHONE CALLS ON MONDAY BECAUSE IT'S OPENING DAY AND EVERYBODY
14 WANTS TO GET THEIR STUFF TAKEN CARE OF AND IT ALL KIND OF HITS
15 IN A PERFECT STORM, IF YOU WILL. BUT HOW DO WE MAKE SURE THAT
16 THESE ARE RESOLVED? AND HOW MUCH OF THESE ISSUES ARE
17 COMPARISON TO THE TOTAL SCHEME OF THINGS? BUT, ANYWAY, WHETHER
18 IT'S THE SMALL AMOUNT OR NOT, I WANT TO MAKE SURE WE DEAL WITH
19 IT ALL. THANK YOU.

20

21 **BOARD CLERK:** NEXT WE HAVE ADINA LEVIN. IF YOU COULD PLEASE
22 UNMUTE YOURSELF. YOUR TIME BEGINS NOW.

23

24 **ADINA LEVIN:** YES, THANK YOU VERY MUCH. AND GOOD TO GET THE
25 UPDATE ON HOW THE CUSTOMER SERVICE STAFF IS WORKING REALLY,



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1 REALLY HARD TO WORK AROUND AND ADDRESS THE ISSUES THAT HAVE
2 BEEN CAUSED BY A VERY FLAWED LAUNCH. IN TERMS OF THE EXTRA
3 COST TO HANDLE AS CUSTOMER SERVICE, THERE WAS A LOT OF
4 DISCUSSION IN THE PREVIOUS AGENDA ITEM ABOUT HOLDING CUBIC
5 ACCOUNTABLE AND THE EXTRA CUSTOMER SERVICE COST SEEMS LIKE A
6 LOGICAL FINANCIAL CONSEQUENCE HAVING A SYSTEM THAT DID NOT
7 WORK VERY WELL TO START. THANK YOU VERY MUCH FOR FOLLOWING UP
8 TO THE GENTLEMAN WHO WAS ABLE TO MAKE HIS WAY TO THE MEETING
9 TO REPORT HIS VERY BAD ISSUE, AND HOPEFULLY THAT SAME LEVEL OF
10 ENERGY WILL GO TO MANY, MANY MORE PEOPLE WHO DIDN'T HAVE THE
11 ABILITY TO TAKE TIME OUT OF THEIR DAY TO SPEAK UP TO THEIR
12 ISSUE. AND AS GENERAL MANAGER LLAMAS NOTED, YOU KNOW, NEED
13 THAT MONEY TO PAY FOR FOOD AND OTHER NECESSITY THAT'S LOCKED
14 UP ON THEIR CARD. A COUPLE OF SUGGESTIONS, ONE IS TO LENGTHEN
15 THE GRACE PERIOD FOR PEOPLE TO REPORT ISSUES. I NOTICED THAT
16 THERE WERE SOME TRIPS WHERE IT LOOKED LIKE I WAS NOT GETTING
17 THE DISCOUNT TRANSFERS, AND I'M SURE MANY OTHER PEOPLE SAW
18 SIMILAR ISSUES, I DON'T KNOW WHETHER IT WAS A RECONCILIATION
19 ISSUE OR A BUG, BUT A GRACE PERIOD FOR PEOPLE TO ADDRESS THE
20 ISSUES THAT THEY HAD, AND, ALSO, SINCE THE OPEN PAYMENT SEEMS
21 TO BE WORKING BETTER, PROMOTING THE OPEN PAYMENT FOR PEOPLE TO
22 USE THAT UNTIL THEIR CLIPPER IS WORKING, MIGHT ALSO BE
23 SOMETHING THAT WOULD BE HELPFUL TO DO, AND WITH THAT 92%,
24 HOPEFULLY THE CUSTOMER SERVICE PEOPLE ARE ENABLED TO USE THE
25 RESTROOM AND HAVE LUNCH AND SO O BECAUSE IT'S GOT TO BE REALLY



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1 STRESSFUL TO HAVE THAT JOB RIGHT NOW. THANK YOU

2

3 **BOARD CLERK:** NO FURTHER PUBLIC COMMENTS.

4

5 **CHAIR, ROBERT POWERS:** OKAY THANK YOU FOR THAT MADAM CHAIR.

6 COMMISSIONERS, COMMENTS, DISCUSSION ON AGENDA ITEM 3B. LET ME

7 START TO MY LEFT AND GO AROUND REVERSE ORDER HERE JUST A

8 CHANGE OF PACE. SAL WITH AC TRANSIT.

9

10 **SALVADOR LLAMAS:** THANK YOU CHAIR POWERS AND PATRICK FOR BEING

11 HERE TO GIVE US THE PRESENTATION HELPFUL TO SEE THERE IS A LOT

12 OF THINGS BEING CHART HERRED AND TRACKED. I HAVE A QUESTION,

13 YOU CAN REMIND ME WHAT ARE THE DAYS AND HOURS THAT THE CENTER

14 IS OPEN THAT WHEN SOMEONE CAN RECEIVE CUSTOMER SERVICE?

15

16 **CYNTHIA ENG:** THE PHONE CENTER HOURS ARE CURRENTLY MONDAY

17 THROUGH FRIDAY, 8:00 A.M. TO 5:00 P.M. AND ON SATURDAYS, 9:00

18 A.M. TO 1:00 P.M. AND THEN THERE IS SOME CLEAN UP WORK.

19 USUALLY IF CALLERS ARE IN THE QUEUE BEFORE 5:00, THEY WILL

20 STAY OPEN LATER. AND I MOSTLY KNOW THIS, BECAUSE THE CALL

21 STATS COME LATE ON THOSE DAYS. [LAUGHTER]

22

23 **SALVADOR LLAMAS:** AND THE REASON I ASKED THAT -- AND BY THE WAY

24 THANK YOU FOR THAT INFORMATION -- I ASK THAT BECAUSE ON SLIDE

25 FOUR I NOTICED A PATTERN, EVERY MONDAY THERE IS A SPIKE AND



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1 I'M WONDERING IS THAT BECAUSE THERE IS A BUNCH OF CARRY OVER
2 FROM FRIDAY OR SATURDAY OR IS THERE A REASON? HAS SOMEONE
3 LOOKED AT TO WHAT'S GOING ON MONDAYS?

4

5 **SPEAKER:** WE LOOK AT IT A LOT. [LAUGHTER] A LOT OF PEOPLE DO
6 THEIR MONDAY MONDAY MORNING THEY CREATE THEIR ACTION ITEM LIST
7 ON WEEKENDS AND EXECUTE ON MONDAY THE DAY AFTER A HOLIDAY IS
8 EVEN WORSE WE HAVE HAD SEVERAL HOLIDAYS RECENTLY AND THE NEXT
9 DAY HAS ALWAYS BEEN THOUGHTFUL WE WILL PUT MORE PEOPLE ON
10 THERE WE MAKE IT CLEAR THERE IS NO VACATION WE'LL CANCEL
11 VACATION OR ANYTHING WE HAVE FULL STAFF ON THOSE DAYS BECAUSE
12 WE PREPARE FOR THEM.

13

14 **SALVADOR LLAMAS:** THANK YOU FOR NA RESPONSE ONE OF THE THINGS
15 TO CONSIDER I'M SURE YOU ALREADY HAVE -- BUT WANT TO POINT OUT
16 FOR THE PERSON THAT RIDES PUBLIC TRANSIT A LOT OF TIMES
17 THEY'RE RIDING TO WORK RIDING TO SCHOOL THEY'RE RIDING
18 SOMEWHERE WHERE THEY'RE ALL DAY ONLY OPPORTUNITY THEY HAVE TO
19 MAKE A PHONE CALL IS LUNCH BREAK, MAYBE TEN MINUTE BREAK
20 AVERAGE CALL AT BEST IS 28 MINUTES THIS'S NOT WORKING WE NEED
21 TO FIGURE OUT ANOTHER WAY TO BE ABLE TO HAVE THAT PERSON REACH
22 SOMEONE ONE OF THE THINGS I VALUE WHEN I CALL A FINANCIAL
23 INSTITUTION OTHER PLACES THE VOLUME IS TOO HIGH PLEASE LEAVE
24 YOUR NUMBER OR SCHEDULE A CALL BACK THEY CALL ME BACK. SOMEONE
25 CALLS ME BACK I CAN SAY 45 MINUTES OR AN HOUR DURING MY BREAK



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1 8:00 A.M., 10:00 A.M. WHATEVER TIME THAT BREAK MIGHT BE,
2 THAT'S IMPORTANT THE IMPORTANT PART IS WE HEAR WHAT THEY HAVE
3 TO SAY AND LOG IT THE OTHER IMPORTANT PART SUNDAYING WHAT
4 ISSUES MOST BEING REPORTED I DIDN'T SEE THAT ON THE REPORT, IT
5 WOULD BE GOOD FOR US TO KNOW. HOW ARE WE TRACKING WHEN THE
6 PERSON RECEIVES A CALL BACK TO SAY WE RESOLVED YOUR ISSUE? OR
7 DO WE JUST EXPECT THEM TO FIGURE IT OUT ON THEIR OWN BECAUSE
8 NOW IT'S WORKING? IF YOU HAVE THE ANSWER, I WOULD LIKE TO HEAR
9 IT.

10

11 **PATRICK MCGOWAN:** YOUR FIRST QUESTION ABOUT WHAT TYPE OF CALLS
12 WE'RE GETTING, 37% OF THEM ARE ACCOUNT MANAGEMENT TYPE CALLS
13 9% OF WEB ACCESS RELATED AND 5% ARE FINANCIAL ADJUSTMENTS OR
14 DISPUTES ON PAYMENTS, OR ON CHARGES. AS FAR AS YOUR COMMENT
15 ABOUT THE CALL BACKS, YEAH, WE DON'T LET PEOPLE JUST FIGURE IT
16 OUT, RIGHT? SO, WE'LL SEND AN E-MAIL, WE'LL MAKE PHONE CALLS
17 WE'LL REACH OUT TO PEOPLE TO LET THEM KNOW THE ISSUE IS
18 RESOLVED AND THIS IS WHAT HAPPENED.

19

20 **SALVADOR LLAMAS:** THAT WOULD BE GREAT INFORMATION TO HAVE OF
21 THE ISSUES YOU JUST REPORTED SO LET'S SAY 100 PEOPLE CALL ON
22 THIS PARTICULAR ISSUE, 75% RECEIVE CALL BACK OR 100% RECEIVE
23 CALL BACK? IT WOULD BE GOOD TO KNOW BECAUSE IF PEOPLE DO NOT
24 RECEIVE A CALL BACK THEY LOSE CONFIDENCE AND TRUST. AND RIGHT
25 NOW CONFIDENCE AND THRUST IS VERY IMPORTANT. I GREW UP IN THIS



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1 COMMUNITY THERE IS A REASON WHY PEOPLE DON'T TRUST BANKS THIS
2 IS WHY. THEIR MONEY GETS LOCKED UP, SOME SYSTEM SOFTWARE WHEN
3 THEY TRY TO GET HELP GET THEIR MONEY BACK SOMEONE IS NOT
4 HELPING THEM. WE NEED TO SOLVE THAT. AND IN ORDER FOR THIS
5 PROGRAM TO BE SUCCESSFUL IN THE LONG RUN AND TO GET MORE
6 PEOPLE TO TRUST THE SYSTEM WE NEED TO BE ABLE TO GET BACK TO
7 THEM.

8

9 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. ANDY
10 FREMIER, THEN TO CAROLYN GONOT, VTA.

11

12 **ANDREW FREMIER:** THANK YOU CHAIR POWERS, AND MR. MCGOWAN FOR
13 THE PRESENTATION. IT'S HARD TO REFLECT ON A LOT OF GOOD NEWS
14 WHEN WE HAVE HEARD SO MUCH ANECDOTAL BAD NEWS BUT I WANT TO
15 THANK YOU AND APPRECIATE YOU FOR THE EFFORT, WHAT YOU'RE
16 DOING. THE CLEAR MESSAGE GOES BACK TO OUR FIRST PRESENTATION
17 THE COMMITMENT TO GETTING YOU THE TOOLS TO BE MORE SUCCESSFUL
18 I ENCOURAGE OUR CUBIC TEAM TO FOCUS ON THAT AS A PRIMARY
19 CUSTOMER IMPROVEMENT AREA FOR US.

20

21 **CHAIR, ROBERT POWERS:** THANK YOU FOR THAT ANDY. CAROLYN GONOT,
22 VTA, THEN DENIS.

23

24 **CAROLYN GONOT:** THANK YOU. I WANT TO GO BACK TO THE CUSTOMER
25 CALL CENTER HOURS. I FIND IT WEIRD THAT WE ONLY GO 8 TO 5 AND



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1 IF WE'RE HIRING MORE PEOPLE WHY AREN'T WE DOING MORE SHOULDER
2 HOURS? LIKE 7 TO 7 OR SOMETHING LIKE THAT? AND I'M GOING TO
3 TELL YOU THIS ONLY BECAUSE I HAD AN EXPERIENCE LAST WEEK WHERE
4 I'M DEALING WITH THE SAME THINGS CUSTOMER CALL CENTER, A LOT
5 OF ISSUES TO GET THROUGH THEIR HOURS ARE 7 TO 7 AND I STILL
6 CAN'T GET THROUGH I'M CALLING BETWEEN, I'M DRIVING I HAVE A
7 TIME I'M ON THE CALL FOR 20 MINUTES GET ON ANOTHER CALL HAVE
8 TO RUN INTO A MEETING I HAD TO HANG UP A NUMBER OF TIMES,
9 COULDN'T GET THROUGH, CALL MY WAY UP HERE BECAUSE I'M DRIVING
10 HERE I'M THINKING MAYBE I'LL GET THEM, AND I'M 38 MINUTES
11 BEFORE THEY ANSWERED THE PHONE AND I DID GET THROUGH THIS TIME
12 BUT I HAD TO RECOMMEND TO DO THE SEVEN IN THE MORNING, 730
13 PEOPLE CALL IN LESS THAT'S A BETTER OPTION BUT I'M IN A JOB
14 LIKE A RETAME STORE, I COUNTY DO THAT I COUNTY CALL AND WAIT
15 ON THE PHONE 20 MINUTES I THINK BEING IN TRANSIT WORLD NONE OF
16 OUR CUSTOMER SERVICE CENTERS AT LEAST MINE DON'T WORK 8 TO 5 I
17 DON'T UNDERSTAND WHY WE THOUGHT A CUSTOMER SERVICE CENTER FOR
18 PEOPLE HAVING ISSUES WITH CARDS WOULD WORK IN A REGULAR OFFICE
19 SETTING VERSUS HIRING TEN MORE PEOPLE THOUGHT ABOUT SHOULDER
20 HOURS OR THINGS LIKE THAT VERSUS 8 TO 5 BUSINESS HOURS I DON'T
21 KNOW ABOUT THAT BUT REALLY LIKE TO THINK ABOUT THAT AND JUST
22 TO GIVE WHAT'S HAPPENING WITH THAT COMPANY I CALLED TODAY FOR
23 38 MINUTES AND WHEN I CALLED THE PLACE THEY TOLD ME TO CALL,
24 THEY SAID TRY DO THAT AND BY THE WAY WE'RE NOT USING THEM
25 AFTER MARCH FIRST WE'RE USING ANOTHER COMPANY AND GOING TO



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1 MORE SO YOU CAN ALSO GET TO THEM DIGITALLY AND THEY INDIVIDUAL
2 DIFFERENT HOURS SO IT TELLS YOU WHAT THEY'RE GOING AWAY FROM,
3 THE LONG CALL CENTER HOURS. SOME OF THE -- I MEAN, THEY'RE
4 GOING TO OFFER BETTER CUSTOMER SERVICE, HONESTLY IS WHY
5 THEY'RE MOVING TOWARDS A DIFFERENT CALL CENTER. SO, ANYWAY I
6 JUST WANT TO BE AWARE, I MEAN, ON SOME OF THOSE AVENUES, I
7 WOULD TRY TO WORK ON THAT A LITTLE BIT BETTER AND MAYBE
8 REANALYZE THAT. AND MAYBE YOU COULD EXPLAIN WHY WE -- MAYBE
9 YOU HAVE A REASON WHY WE'RE NOT DOING THAT?

10

11 **CHAIR, ROBERT POWERS:** OKAY DID YOU WANT TO TACKLE THAT, PAT,
12 RIGHT NOW? AND KELLY? OR DO YOU WANT TO --

13

14 **CAROLYN GONOT:** I'M ASSUMING IT'S MTC WHO SET THE HOURS?

15

16 **SPEAKER:** BEFORE THE PANDEMIC WE DID OPERATE THE CALL CENTER
17 7:00 A.M. TO 7:00 P.M. SO A LOT OF THE INITIAL PLANNING FOR
18 THIS CONTRACT WAS ADJUSTED IN RELATION TO POST-PANDEMIC TRENDS
19 SO THAT'S WHY WE STARTED OUTPOST PANDEMIC TRENDS THAT'S WHY WE
20 STARTED OUT WITH 12,000 CALLS PER MONTH BECAUSE THAT WAS THE
21 HIGH COUPLE YEARS AFTER WE EXECUTED THIS CONTRACT AND TRENDS
22 ARE CHANGING SO IT'S SOMETHING TO CONSIDER.

23

24 **CAROLYN GONOT:** RIGHT NOW IN DAMAGE CONTROL MODE, COMING TO
25 THIS BOARD THIS IS DAMAGE CONTROL AND MANAGING A CRISIS



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1 COMMUNICATIONS PIECE ONE OF THE SNIPPETY IS GOING OUT AND SEE
2 HOW WE'RE DEALING WITH CUSTOMERS ONE OF THAT SHOULD BE
3 OFFERING LATER HOURS IF YOU'RE BRINGING ON TEN MORE PEOPLE
4 WHAT SHOULD THOSE HOURS BE WE NEED TO HAVE THAT DISCUSSION AND
5 DISCUSSION WITH OPERATORS AS TO WHAT MIGHT MAKE SENSE AND SEE
6 WHAT COMMUNICATIONS YOU'RE HAVING. BECAUSE I KNOW FOR ME, THE
7 IDEA THAT THEY'RE SAYING CALL EARLIER OR CALL LATER OR CALL ON
8 THE THEY HAD LONGER HOURS ON THE WEEKENDS UNTIL 6:00 P.M. AND
9 THEY ALSO HAD GOOD HOURS FOR PACIFIC COAST TIME SO THAT WAS
10 GREAT.

11

12 **JASON WEINSTEIN:** YOUR POINT IS WELL TAKEN, BOARD MEMBER GONOT.
13 I WOULD SAY THAT WE ALL HAVE A CONVERSATION WITH THAT, RIGHT?
14 HIRING MORE STAFF LOOK AT POTENTIAL WHAT'S THAT LOOKS LIKE
15 WITH ENCOURAGEMENT RESOURCES WE HAVE ASSIGNED BUT YOU KNOW WE
16 DON'T WANT TO -- WE DON'T WANT TO DEGRADE FURTHER TO EXTEND
17 MORE. SO WE'LL LOOK AT WHAT MAKES MOST SENSE TO IT'S A VALID
18 QUESTION.

19

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

21

22 **DENIS MULLIGAN:** FOR STARTERS THANK CULLY AND PATRICK FOR
23 EXCELLENT PRESENTATION IT PROVIDED A LOT OF FOR US FIRST ONE I
24 CONCUR WITH SAL SUGGESTED FUTURE GOING FORWARD IT'S
25 INSTRUCTIVE I'LL BUILD OFF WHAT CAROLYN SAID, WHEN YOU CALL A



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1 CALL CENTER, VOLUME FOUR TIMES HIGHER THAN ANTICIPATED FOUR
2 TIMES HIGHER CURRENTLY THAN NORMS BECAUSE YOU SAID YOU
3 ANTICIPATED 12,000, WE'RE AT 47,000 THEN I THINK IF YOU WERE
4 TO TALK TO THEM IN TERMS OF PROBABLY YOU KNOW AT LEAST EXPRESS
5 SOME LEVEL OF FRUSTRATION I WOULD ASSUME THOSE PEOPLE POWER
6 UNHAPPY CUSTOMERS, CALL CENTER STRUGGLING THROUGH WAIT TIME
7 THEN DROP I DON'T THINK THAT'S A HAPPY CUSTOMER. WE NEED TO BE
8 COGNIZANT OF METRICS OF HOW WELL THIS ROLL OUT IS GOING. CALL
9 VOLUME AND NUMBER OF DROPPED CALLS IF CALLS ARE HIGH THAT
10 MEANS THINGS AREN'T GOING WELL AND OVER TIME WE SHOULD SEE
11 THINGS GO DOWN LOOK FORWARD TO THAT. YOU MENTIONED 9% OF CALLS
12 WERE WEB SITE ISSUES MOST PEOPLE WOULD RATHER SOLVE SOMETHING
13 ON A WEBSITE THAN ACTUALLY CALL AND TALK TO A PERSON NOW DAYE
14 IT IS. IS THAT THE WEB SITE IS DOWN FUNCTIONALITY NOT THERE IF
15 YOU WOULDN'T MIND SHARING WITH ME?

16

17 **PATRICK MCGOWAN:** THERE ARE SOME FUNCTIONALITY ISSUES THEY HAD,
18 WHEN EVERY CALL COMES IN WE CATEGORIZE IN DIFFERENT
19 CATEGORIES, I THINK THERE IS 10-12 CATEGORIES THERE COULD BE
20 DIFFERENT REASONS WHY 9% OF THOSE WERE WEB TOPICS.

21

22 **JASON WEINSTEIN:** OKAY AND I THINK THE MAJORITY OF THAT MIGHT
23 BE, BOARD MEMBER MULLIGAN, THE FACT THEY MIGHT NOT BE ABLE TO
24 LOG IN.

25



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1 **DENIS MULLIGAN:** GOOD POINT.

2

3 **JASON WEINSTEIN:** IT'S NOT GENERALLY SPEAKING WSP FOLKS CAN TRY
4 AND TALK THEM THROUGH IT BUT IF IT'S SOME OTHER THINGS THAT'S
5 PLUGGED UP AT THE MOMENT THEN THAT'S PROBLEMATIC.

6

7 **DENIS MULLIGAN:** BULK MIGRATION I THINK IT'S ON HOLD BECAUSE
8 THERE ARE ISSUES WITH MIGRATING AND AUTO RELOAD GOES AWAY
9 THEIR PASSES GO AWAY BUT THE FACT THAT WE HAVEN'T CONVERTED A
10 LOT OF PEOPLE WHEN SOMEONE GETS A CALL DOES IT ADD TIME TO
11 FIGURE OUT ARE THEY CLIPPER 1.0 OR CLIPPER2.0, DO YOU HAVE
12 FUNCTIONALITY IN FRONT OF YOUR CUSTOMER SERVICE REPS?

13

14 **PATRICK MCGOWAN:** WE HAVE THAT INFORMATION THAT'S THE NUMBER
15 ONE FIRST QUESTION ASKED, IT'S AUTOMATED, AND THAT WILL REDUCE
16 THE CALL TIME BY ABOUT HALF.

17

18 **DENIS MULLIGAN:** THANK YOU.

19

20 **CHAIR, ROBERT POWERS:** THANK YOU DANIEL SCHMIDT. NAPA. SUBMIT
21 SUBMIT IF I'M CALLING OUTSIDE 8 AND 5:00 P.M. HOUR I'M
22 REACHING THE CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE LEAVING
23 A MESSAGE IS THAT'S WHAT'S HAPPENING? LIKE TELEPROMPT IF YOU
24 CALL OUTSIDE CUSTOMER HOURS WHAT HAPPENS? IF I'M CALLING AT
25 6:00 P.M. TO --



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1

2 **CHAIR, ROBERT POWERS:** COULD YOU PLEASE COME TO THE MICROPHONE.

3

4 **JASON WEINSTEIN:** FROM THE CUSTOMER CALL CENTER NATHANIEL WSP.

5

6 **CHAIR, ROBERT POWERS:** NICE TO MEET BUT ERIC.

7

8 **SPEAKER:** THANK YOU FOR ALLOWING ME TO SPEAK. CURRENTLY WE HAVE
9 SEVERAL SELF-SERVICE OPTIONS WITHIN IVR AND IF IT FALLS WITHIN
10 THAT REALM THEY WILL BE ABLE TO GET SERVICE BASED ON THE SELF-
11 SERVICE OPTION CURRENTLY RIGHT NOW THEY DON'T HAVE THE ABILITY
12 TO LEAVE A VOICE MAIL TO TALK ABOUT THAT'S FUTURE ENHANCEMENT
13 CONTINUOUS IMPROVEMENT WE'RE LOOKING AT FOR VOICE MAIL OPTION
14 AFTER HOURS.

15

16 **SCHMIT:** CURRENTLY IF I'M HAVING AN ISSUE AND IT'S 7:00 P.M.
17 AND I'M CALLING THEN THERE IS PRESS ONE IF YOU HAVE THIS ISSUE
18 AND THEN THERE IS A SELF-SERVICE MENU BUT IF NONE OF THOSE
19 WORK, I DON'T HAVE AN ANSWER AND I HANG UP, SO, AND I CAN'T
20 LEAVE A MESSAGE SO THEN WHAT WOULD -- I WOULD JUST HAVE TO
21 CALL BACK BETWEEN 8 AND 5?

22

23 **SPEAKER:** THAT'S CORRECT.

24

25 **SCHMITZ:** SO THAT IS A PROBLEM BECAUSE IF I'M, JUST AS BOARD



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1 MEMBER GONOT MENTIONED, GONOT MENTIONED, THAT IF I'M, YOU
2 KNOW, A TRANSIT USER, AND I'M, YOU KNOW, WHEN I'M GOING TO BE
3 CALLING TO COMPLAIN OR TO EXPRESS SOME CONCERN ABOUT MY CARD
4 IS IN TRANSIT OR AFTER TRANSIT, OR ON A BREAK, AND, SO, IF I
5 CAN'T EVEN LEAVE A MESSAGE TO HAVE SOMEONE CALL BACK, TO TRY
6 TO REMEDY MY ISSUE OUTSIDE OF THAT TIME, I THINK THAT'S BUYING
7 CUSTOMER SERVICE ISSUE. A LOT OF TRANSIT SYSTEMS, LIKE WE HAVE
8 A WHERE YOU CAN LEAVE A MESSAGE ANY TIME OF DAY TYPED OUT THEN
9 WE CAN RESPOND AT ANY TIME OF THE DAY OR AT LEAST THERE IS A
10 QUEUE MONDAY MORNING AT 7:00 A.M. WHEN THE FIRST PERSON COMES
11 INTO THE OFFICE OF HERE WE HAVE ALL ISSUES ARE TRANSIT RIDERS
12 EXPERIENCED SPA I WOULD SAY EVEN IF IT'S A MATTER OF RESOURCE
13 AND HOURS SHIFTING TO SOMETHING OFF HOURS WOULD BE BETTER AT
14 LEAST AFTER 5:00 P.M. THERE IS AN HOUR LIKE 9 TO 6 BECAUSE I
15 THINK THAT'S MY BIGGEST ISSUE. THEN MY OTHER QUESTION IS THERE
16 WAS A GENTLEMAN PHILIPPE, THE FIRST ITEM WHO SAID I'M NOT
17 RECEIVING A CALL BACK IS THAT A CALL BACK FROM WSP OR CUBIC?
18 WHO MIDDLE I WILL CALL YOU BACK AND THEN HE DIDN'T RECEIVE A
19 CALL BACK?

20

21 **PATRICK MCGOWAN:** WE'RE GOING LOOK INTO IT RIGHT NOW WHAT WE
22 SEE IS THE ACCOUNT IS, WORKING SO WE HAVE TO GO BACK AND TAKE
23 A LOOK AT IT. WHEN THERE IS A CALL BACK IT'S USUALLY A WSP
24 SUPERVISOR CALLING ONE OF THE CUSTOMERS.

25



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1 **SPEAKER:** I HAVE REQUESTED SOMEONE TO REACH OUT TO HIM SO HE
2 SHOULD RECEIVE A CALL TODAY IF HE HASN'T ALREADY.

3

4 **SPEAKER:** HIS CIRCUMSTANCE IS NOT UNIQUE I'M CONCERNED ABOUT
5 THE 99% OF OTHER PEOPLE THAT ARE EXPERIENCING THIS BUT DIDN'T
6 HAVE THE TIME THE OTHER DAY TO COME TO A MEETING TO RESPOND ON
7 IT.

8

9 **DANIELLE SCHMITZ:** THEN IN THE PUBLIC COMMENT THERE WAS A WOMAN
10 WHO SAID -- I THINK IT WAS A WOMAN, OR THERE WAS A PERSON SAID
11 I HAD TWO CLIPPER CARDS SENT TO ME WHEN I REQUESTED ONE SENIOR
12 CLIPPER CARD WHO IS TRACKING THE CLIPPER CARD DATABASE? CUBIC?
13 MTC? WSP? WHO'S RESPONSIBILITY IS THAT?

14

15 **SPEAKER:** CUBIC HAS THE FULFILLMENT CONTRACT.

16

17 **DANIELLE SCHMITZ:** SO IF I AM ORDERING A SENIOR CLIPPER CARD IT
18 GOES TO CUBIC?

19

20 **SPEAKER:** IT GOES THROUGH A DISCOUNT MANAGEMENT PORTAL WHICH WE
21 REVIEW AND DETERMINE BASED ON APPLICATION INFORMATION PROVIDED
22 IF THE APPLICANT IS ELIGIBLE WE'LL GO FORTH AND APPROVE IT
23 THEN THAT GENERATES AN AUTOMATIC ORDER GOES TO FULFILLMENT
24 TEAM GENERATES THE ACTUAL CARD.

25



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1 **DANIELLE SCHMITZ:** FULFILLMENT WAS THEN GENERATED TWICE I WOULD
2 TAKE A LOOK AT THAT.

3

4 **CHAIR, ROBERT POWERS:** JULIE KIRSCHBAUM SFNMTA.

5

6 **JULIE KIRSCHBAUM:** THANK YOU FOR THIS PRESENTATION P I HAVE A
7 QUESTION ON AT WHAT POINT IS A REQUEST OR AN ISSUE ESCALATED
8 TO A MANAGER OR A SUPERVISOR? IT'S BEEN A LOT OF DIALOGUE ON
9 REDDIT AND SOMETIMES THAT RESPONSE IS THEN, YOU KNOW, WE'LL
10 HAVE A SUPERVISOR FOLLOW UP WITH YOU. AND I GUESS I DON'T
11 UNDERSTAND WHY IT TAKES SOCIAL MEDIA TO GET THAT LEVEL OF
12 INTERVENTION. MY QUESTION IS WHAT IS THE, FOR COMPLICATED
13 ISSUES, WHAT IS THE PROCESS FOR ESCALATING TO A SUPERVISOR? WE
14 HAVE GOTTEN REPORTS FROM OUR BOARD MEMBERS THAT ARE TRACKING
15 CUSTOMER CONVERSATIONS ON REDDIT AND OTHER SOCIAL MEDIA
16 PLATFORMS, WHERE THEN THEY WILL SEE A RESPONSE FROM YOU ALL
17 SAYING WE'LL ESCALATE TO A SUPERVISOR. AND I GUESS I DON'T
18 UNDERSTAND WHY THAT NEEDS TO HAPPEN ON SOCIAL MEDIA AND WHAT
19 ARE YOUR PROTOCOLS? IS IT LESSONING LENGTH OF TIME ON THE
20 CALL? COMPLEXITY? LIKE WHEN ARE CALLS ESCALATED?

21

22 **SPEAKER:** CALLS ARE ESCALATED WHEN THERE IS COMPLEXITY OR THERE
23 IS AN IDENTIFIED ISSUE OR WE CANNOT IDENTIFY POSSIBLE
24 RESOLUTION IT'S ESCALATED TO A SUPERVISOR FOR FURTHER REVIEW
25 AT THAT POINT IF WE IDENTIFY ANY FORM OF TREND OR IDENTIFY ANY



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1 ONE OFF SCENARIOS OR SITUATIONS THAT MAY BE A BIGGER ISSUE WE
2 BRING THAT UP IN OUR DAILY END OF DAY CALLS THAT WITH MTC AND
3 ARCADIS IF WE HAVE NOT ALREADY OPENED UP FOR A TICK TO ADDRESS
4 THE ISSUE THEN WE'LL SEEK GUIDANCE IF WE SHOULD BUT THAT'S
5 SOMETHING LISTENING TO MR. WYSE EARLIER I WANT TO MAKE SURE WE
6 GO BACK AND FOLLOW UP WITH MY TEAM AND AGAIN TO THE BOARD TO
7 THE CUSTOMER BASE I APOLOGIZE FOR ANY MISSED CALL BACKS I WILL
8 MAKE SURE I TAKE THAT AS A PRIORITY ITEM TO GO BACK AND
9 ADDRESS THAT WITH MY TEAM AND FIX THAT ISSUE IMMEDIATELY.

10

11 **JULIE KIRSCHBAUM:** THEN WANT TO END WITH AL'S PREVIOUS
12 SUGGESTION OF HAVING A WHILE THESE VOLUMES ARE HIGH GIVEN
13 ISSUES UNANTICIPATED BEING ABLE TO SCHEDULE A CALL BACK TIME I
14 THINK IT'S CRITICAL FOR PEOPLE NOT AWAITING ON THE PHONES.

15

16 **SPEAKER:** THAT'S PART OF THE CALL BACKS THAT WAS TURNED OFF
17 RIGHT AFTER LAUNCH BECAUSE OF THE AMOUNT OF VOLUME WE HAD IN
18 TRYING TO FOLLOW UP AND CALL BACK SO THAT IS PART OF CURRENT
19 SYSTEM WE GET TO NORMAL STATE OR DETERMINED THAT WE SHOULD BE
20 TURNING CALL BACKS AND VOICEMAILS BACK ON WE'LL MAKE SURE THAT
21 WE DO THAT AS WELL IT'S SOMETHING THAT IS CURRENTLY IN THE
22 DESIGN FLOW FOR THE SYSTEM THAT WE DO HAVE CAPABILITY OF DOING
23 IT'S SCHEDULING CALL BACKS AND CUSTOMERS BEING ABLE TO LEAVE
24 VOICEMAILS.

25



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1 **JASON WEINSTEIN:** I WOULD LIKE TO ADD THE REASON IT WAS TURNED
2 OFF IS BECAUSE THE CALL BACK FEATURE WAS INTENDED FOR SOMEBODY
3 TO GET A CALL BACK THAT DAY AND IN FACT BECAUSE THERE ARE SO
4 MANY CALLS THE VOLUME IS TOO HIGH FOR SOMEBODY TO CALL BACK
5 THAT DAY WE NEED IT LOOK AT A CONVERSATION HAVE EVER THIS
6 MEETING IF IT SHOULD BE NEXT DAY OR TWO DAYS BETTER THAN NOT
7 GETTING A CALL BACK. WE'LL LOOK INTO THAT MAKE SURE WE'RE
8 ADDRESSING IT.

9

10 **CHAIR, ROBERT POWERS:** DROP BACK TO SALVADOR LLAMAS AC TRANSIT.

11

12 **SALVADOR LLAMAS:** THANK YOU CHAIR AND DIRECTOR WEINSTEIN THANK
13 YOU FOR THE COMMENT YOU JUST MADE PING THAT WOULD BE IMPORTANT
14 FOR DROPPED OFF, I WANT TO TALK TO SOMEONE IS THERE A WAY TO
15 TRACK THOSE AND FIND A METHOD SO AT LEAST WE CAN TRY TO GET
16 BACK TO PEOPLE?

17

18 **JASON WEINSTEIN:** THAT'S DEFINITELY SOMETHING TO LOOK INTO
19 WHATEVER WE CAN DO TO GET AHOLD OF PEOPLE THAT WANT TO BE
20 GOTTEN AHOLD OF WE SHOULD DO I AGREE.

21

22 **CHAIR, ROBERT POWERS:** THANK YOU KIRSCHBAUM WERE YOU FINISHED?
23 APRIL CHAN.

24

25 **V. CHAIR, APRIL CHAN:** MAYBE JUST TO EXTEND THE CONVERSATION



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1 JUST A BIT MORE BESIDES OPTION TO CALL BACK POSSIBLY EXTENDING
2 HOURS RECOGNIZING THAT YOU ARE ADDING SOME IS ADDITIONAL
3 RESOURCES CAN YOU PLACE THEM, SORT OF, AT BOTH END OF EITHER
4 YOU KNOW WHEN THE CALLS CAN START TO BE BE MADE THEN WHEN THEY
5 CAN END AND IF THERE IS A CALL BACK THERE IS OPTION THEY CAN
6 CALL BACK, I HAVE CALLED CUSTOMER SERVICE NOT NECESSARILY
7 CLIPPER LIKE YOU KNOW ALL THESE OPTIONS THAT YOU HAVE A CHAT
8 OPTION, E-MAIL, THERE IS POTENTIALLY THINGS THAT CAN BE
9 OFFERED. IT PROVIDES FLEXIBILITY TO THOSE CUSTOMERS THAT MAYBE
10 THEY COULDN'T CALL BECAUSE OF THE WORK HOURS, WHATEVER THE
11 CASE MAY BE. SO, I THINK THINKING CREATIVELY GIVEN THE FACT
12 THAT YOU ARE HIRING MAYBE MORE CUSTOMER SERVICE REPS IN THE
13 INTERIM AND THAT CAN OFFER SOME OPTIONS TO FOLKS I THINK THAT
14 WOULD BE GREAT. I GUESS MY FOLLOW-ON QUESTION IS THAT
15 HOPEFULLY SOON WE'LL REACH SOME KIND OF STEADY STATE, I DON'T
16 KNOW WHATEVER THAT MIGHT BE, IS THERE AN IDEAL NUMBER OF
17 CUSTOMER SERVICE REPS? AND DO WE KIND OF SCALE THEM BACK? I'M
18 JUST TRYING TO UNDERSTAND. AND THAT'S ALL PART OF, I --
19 PRESUMABLY, THE RESOURCES WE HAVE DEDICATED TO MAKING SURE
20 THAT WE REACH THAT STATE, SORT OF, WHAT HAPPENED TO THE SLATE
21 OF ADDITIONAL CUSTOMER SERVICE REPS.

22

23 **PATRICK MCGOWAN:** AS FAR AS YOUR FIRST COMMENT WE'LL GO OFFLINE
24 AND LOOK AT THE ENTIRE DIFFERENT CHANNELS COMMUNICATION
25 CHANNELS TIME EVERYTHING WE'LL WORK WITH MTC AND COME UP WITH



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1 A SOLUTION AS FAR AS YOUR OTHER COMMENT ABOUT -- SHOOT, I JUST

2 --

3

4 **V. CHAIR, APRIL CHAN:** NUMBER OF CUSTOMER SERVICE REPS.

5

6 **PATRICK MCGOWAN:** I'M SORRY. THANK YOU. BELIEVE IT OR NOT WE

7 THINK ABOUT THAT ALL THE TIME WE LOOK AT THE CALL TIME

8 DURATION OF THE CALL TIME NUMBER OF CALLINGS WE'RE NOT AT

9 STEADY STATE WHEN WE GET EXPLORES TO STEADY STATE WE'LL

10 OBVIOUSLY SCALE BACK ON THOSE NUMBER OF AGENTS SO YES WE'RE

11 NOT PLANNING TO KEEP ANYBODY AROUND THAT'S NOT WORKING AT 92%

12 EFFICIENCY AND WE'LL OBVIOUSLY SCALE PEOPLE DOWN. WE NEED

13 ADDITIONAL PEOPLE, WE'LL ADD THOSE PEOPLE. AND THEN,

14 OBVIOUSLY, AS THE PROGRAM GROWS AND CONTINUES TO GROW, AS WE

15 HAVE SEEN IN THE PAST, THE NUMBER OF USER AND THE NUMBER OF

16 CALLS WILL CONTINUOUSLY GO UP AND WE'LL MAKE ADJUSTMENTS FOR

17 THAT.

18

19 **CHAIR, ROBERT POWERS:** OKAY THANK YOU. I WANT TO THANK KELLY

20 AND YOU AND PAT AND ERIC THANK YOU FOR JOINING US FOR YOUR

21 PRESENTATION AND YOUR EXCESS TEAR AND ANSWERING SOME OF THE

22 QUESTIONS AND COMMENTARY COMING FROM OUR COMMISSIONERS HERE I

23 WOULD ASK YOU KELLY AND JASON TO TAKE BACK, YOU KNOW, YOU

24 HEARD TWO STRONG THEMES UP HERE, AND I'M GOING TO ECHO THEM

25 AND ASK YOU TO BRING THAT BACK ON THE 23RD OF FEBRUARY. THE



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1 FIRST IS THE CORE HOURS, RIGHT? AND TO ME, KELLY, I GUESS
2 YOU'RE THE SME ON THE TOPIC, TO ME, THOSE CORE HOURS WERE
3 PROBABLY NAVIGATE PRE CHALLENGES THAT WE'RE HAVING RIGHT NOW
4 WITH THE ROLLOUT, RIGHT? SO, THEY'RE NOT LINING UP RIGHT NOW,
5 AND THERE IS NOTHING THAT SAYS WE HAVE TO BEING LOCKED IN ON
6 THOSE CORE HOURS AND IF YOUR SMART BRAIN AND JASON'S SMART --
7 IF THERE IS A BETTER WAY TO DO THAT MORE FLEXIBILITY, EVEN IF
8 IT'S TEMPORARY, SHOULD YOU BRING THAT BACK TO THIS BOARD AND
9 LET US PROVIDE YOU SOME DIRECTION ON IT. BECAUSE THE SET OF
10 CIRCUMSTANCES THAT YOU AND THE WSP TEAM, THAT WASN'T REALLY,
11 THERE IS NO WAY THAT COULD HAVE BEEN REALIZED WHEN YOU PUT
12 THOSE DOCUMENTS TOGETHER. SO, I CAN APPRECIATE THAT. AND I
13 WOULD GO BACK TO COMMISSIONER FREMIER'S POINT, THE
14 RELATIONSHIP BETWEEN CUBIC AND WSP, HAS TO GET STABILIZED AND
15 FINE TUNED THERE. BRING THAT BACK HAD TO BOARD, PROBABLY ALL
16 SEVEN, A LITTLE, NINE OF US MENTIONED THE HOURS THERE AND THEN
17 WHEN YOU BRING THAT BACK, JUST, YOU MIGHT JUST LOCK IN ON
18 WHATEVER YOU'RE GOING DO WITH THE CALL-BACK FUNCTIONALITY. YOU
19 KNOW, IT'S NOT -- IT'S NOT, YOU KNOW, I'M NOT PAT, AND I'M NOT
20 ERIC, AND I'M SURE NOT, YOU KNOW, AS UP TO SPEED ON IT AS YOU,
21 KELLY, BUT IF THERE IS PRIVACY ISSUES, OR SOMETIMES IF I CALL,
22 AND I JUST HANG UP RIGHT AWAY, I DON'T WANT SOMEBODY TO CALL
23 ME BACK. BUT THERE ARE THOSE PEOPLE WHO LITERALLY GOT DROPPED
24 OR ABANDONED OR WHATEVER THE TERM IS, THAT WE SHOULD SERVE --
25 SO FIGURE OUT WHEN WE WANT, WHAT WE, WHAT YOUR STAFF



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1 RECOMMENDATION IS TO THIS BOARD TO NAVIGATE THAT. I THINK
2 THAT'S LEGITIMATE AS WELL. BUT KELLY, CAN WE -- WHY DON'T YOU
3 PUT YOUR BRAIN TO THAT AND BRING THAT BACK TO US ON THE 23RD
4 OF FEBRUARY K WE DO THAT?

5

6 **KELLEY JACKSON:** YES, WE'LL PLAN FOR THAT, THANK YOU, CHAIR.

7

8 **CHAIR, ROBERT POWERS:** AWESOME, THANK YOU FOR THAT AND THANK
9 YOU FOR YOUR COMMITMENT TO THE BAY AREA. MUCH APPRECIATED.
10 OKAY WE'RE GOING TO CLOSE OUT AGENDA ITEM NUMBER 3B, MADAM
11 CLERK AND WE'RE GOING GO TO AGENDA ITEM NUMBER FOUR, WHICH IS
12 THE EXECUTIVE DIRECTOR'S REPORT. DIRECTOR WEINSTEIN, THE FLOOR
13 IS ALL YOURS.

14

15 **JASON WEINSTEIN:** I DON'T KNOW, I PROBABLY SHOULD JUST PASS.

16

17 **CHAIR, ROBERT POWERS:** YOU MIGHT WANT TO. I'M NOT TELLING WHAT
18 YOU TO DO.

19

20 **JASON WEINSTEIN:** I WILL SAY THAT JUST AT LEAST VERY BRIEFLY, I
21 HAVE HEARD ALL THE COMMENTS TODAY. I ECHO THOSE AS WELL. I
22 LIVE AND BREATHE IT EVERY DAY, EVERY NIGHT, EVERY HOUR, AND I
23 WANT TO APOLOGIZE TO THOSE FOLKS, AS WELL, TO YOU, AS OUR
24 BOARD, AND JUST REAFFIRM OUR COMMITMENT TO GETTING IT RIGHT.

25



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1 **CHAIR, ROBERT POWERS:** REALLY APPRECIATE THOSE COMMENTS AND
2 APPRECIATE YOUR COMMITMENT TO THE BAY AREA, JASON. I DO KNOW
3 FIRSTHAND THAT YOU LIVE AND BREATHE THIS UPON TOPIC. SO
4 APPRECIATE YOUR DILIGENCE AND DEDICATION. MADAM CLERK PUBLIC
5 COMMENT ON THE DIRECTOR'S REPORT-OUT EITHER VIRTUAL OR IN-
6 PERSON.

7

8 **BOARD CLERK:** NO WRITTEN CORRESPONDENCE RECEIVED NONE IN THE
9 ZOOM SPACE OR BOARDROOM WISHING TO SPEAK.

10

11 **CHAIR, ROBERT POWERS:** OKAY CLOSE AGENDA ITEM NUMBER FOUR.
12 AGENDA ITEM NUMBER FIVE MADAM CLERK PUBLIC COMMENT ON ANY
13 OTHER BUSINESS? DO WE HAVE ANYBODY VIRTUAL OR IN THE ROOM ON
14 THIS ITEM?

15

16 **BOARD CLERK:** YES WE DO. ALETA DUPREE PLEASE UNMUTE YOURSELF.
17 YOUR TWO MINUTES BEGINS NOW. ALETA ARE YOU THERE? LOOKS LIKE
18 THERE IS A TECHNICAL ISSUE WITH ALETA DUPREE AND THAT IS OUR
19 ONLY CALLER IN THE ZOOM SPACE.

20

21 **CHAIR, ROBERT POWERS:** OKAY WE'RE GOING TO CLOSE OUT AGENDA
22 ITEM NUMBER FIVE. OUR FINAL AGENDA ITEM IS NUMBER SIX
23 ADJOURNMENT AND NEXT MEETING P WE'RE ALL SET FOR THE NEXT
24 MEETING MONDAY 23RD OF FEBRUARY AND WE'LL BE OVER AT BART
25 HEADQUARTERS OVER IN DOWNTOWN OAKLAND. AND WITH THAT MADAM