

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



DECEMBER 15, 2025

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CLIPPER EXECUTIVE BOARD

MONDAY, DECEMBER 15, 2025, 1:00 PM

CHAIR, ROBERT POWERS: I WOULD LIKE TO CALL TO ORDER THE MEETING OF THE CLIPPER EXECUTIVE BOARD. THIS MEETING IS BEING WEBCAST ON THE MTC WEB SITE. REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR STAR NINE AND YOU WILL BE CALLED ON AT THE APPROPRIATE TIME TO SPEAK. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. WITH THAT AGENDA ITEM NUMBER ONE, ROLL CALL AND SEE IF WE HAVE QUORUM PRESENT.

CLERK, WALLY CHARLES: CHAIR POWERS.

CHAIR, ROBERT POWERS: HERE.

CLERK, WALLY CHARLES: VICE CHAIR CHAN?

V. CHAIR, APRIL CHAN: HERE.

CLERK, WALLY CHARLES: CUMINS?

EDDY CUMINS: HERE.



1 **CLERK, WALLY CHARLES:** FREMIER?

2

3 **ANDREW FREMIER:** HERE.

4

5 **CLERK, WALLY CHARLES:** GONOT? DID MEMBER GONOT LEAVE? OKAY.

6 WE'LL GO BACK. MEMBER KIRSCHBAUM?

7

8 **JULIE KIRSCHBAUM:** HERE.

9

10 **CLERK, WALLY CHARLES:** LLAMAS?

11

12 **SAL LLAMAS:** HERE.

13

14 **CLERK, WALLY CHARLES:** MENNUCCI FOR MULLIGAN?

15

16 **SPEAKER:** HERE.

17

18 **CLERK, WALLY CHARLES:** WEGENER?

19

20 **CHRISTY WEGENER:** HERE.

21

22 **CLERK, WALLY CHARLES:** WE HAVE QUORUM.

23

24 **CHAIR, ROBERT POWERS:** THANK YOU FOR THAT MADAM CLERK AGENDA

25 ITEM NUMBER 2, 2A, 2B, AND 2C. CONSENT CALENDAR ITEMS. SO,



DECEMBER 15, 2025

1 THIS IS AN ACTION ITEM. LET ME FIRST SEE IF I HAVE A MOTION ON
2 THE CONSENT CALENDAR?

3

4 **V. CHAIR, APRIL CHAN:** MOVE APPROVAL.

5

6 **CHAIR, ROBERT POWERS:** MOTION FROM APRIL CHAN SAMTRANS AND
7 SECOND FROM ANDY FREMIER MTC. SO THAT'S A GOOD START. MADAM
8 CLERK, PUBLIC COMMENT ON THE CONSENT CALENDAR, EITHER IN THE
9 ROOM OR VIRTUAL?

10

11 **CLERK, WALLY CHARLES:** THERE IS NO ONE ONLINE WITH THEIR HAND
12 RAISED, NO ONE IN THE ROOM WITH SPEAKER CARDS AND NOTHING WAS
13 RECEIVED IN WRITING.

14

15 **CHAIR, ROBERT POWERS:** OKAY FOR IF YOU THAT. COMMISSIONERS,
16 DIRECTORS, PUBLIC COMMENT ON THE CONSENT CALENDAR? NOT SEEING
17 ANY. ALL IN FAVOR, SAY AYE. [AYES]

18

19 **CHAIR, ROBERT POWERS:** ANY OPPOSITION? MADAM CLERK, FOR THE
20 RECORD, AGENDA ITEM NUMBER TWO CONSENT CALENDAR PASSES
21 UNANIMOUSLY.

22

23 **CLERK, WALLY CHARLES:** THANK YOU.

24

25 **CHAIR, ROBERT POWERS:** AGENDA ITEM 3A NEXT GENERATION CLIPPER



DECEMBER 15, 2025

1 LAUNCH TRANSITION TIMELINE AND UPDATE. WITHOUT MUCH FROM ME
2 YOU HEAR FROM DIRECTOR WEINSTEIN THE FLOOR IS ALL YOURS
3 INFORMATIONAL STATUS BRIEFING ON WHERE WE ARE WITH CLIPPER2.
4 JASON OVER TO YOU.

5

6 **JASON WEINSTEIN:** THANK YOU CHAIR POWERS GOOD AFTERNOON BOARD
7 MEMBERS JUST TO GET RIGHT INTO IT THIS PAST WEDNESDAY DECEMBER
8 10TH WE OFFICIALLY BEGAN THE CUSTOMER TRANSITION TO NEXT
9 GENERATION SYSTEM MILESTONE THAT'S BEEN YEARS IN THE MAKING TO
10 MARK THIS OCCASION SEVERAL MEMBERS OF THE CLIPPER EXECUTIVE
11 BOARD SEEN HERE CHAIR OF MTC SUE NOACK ALONG WITH SENATOR
12 WIENER AND SAN FRANCISCO MAYOR LURIE WERE AT THIS EVENT THAT
13 LAUNCHED OUR LONG AWAITED SYSTEM YOU CAN SEE A COUPLE OF
14 PICTURES HERE. LOTS OF HAPPY FACES. EXCITING ACHIEVEMENT,
15 RIGHT? WE'RE NOT RESTING HERE THIS IS THE MILESTONE JUST THE
16 BEGINNING STILL MUCH WORK AHEAD TO ENSURE THE TRANSITION IS
17 SMOOTH AS POSSIBLE AND WE CONTINUE TO DELIVER THE FULL
18 BENEFITS OF THE NEW SYSTEM THAT WE ALL WANT SO NOW LET'S START
19 BY LOOKING AT A FEW STATISTICS. SO, THE INITIAL NUMBERS SHOW
20 THAT SINCE LAUNCH RIDERS HAVE CONTINUED TO RIDE TRAINS, BUSES
21 AND FERRY ACROSS THE BAY AREA. CLIPPER RIDERSHIP TRANSACTIONS
22 ON THESE SYSTEMS ARE WITHIN A FEW PERCENTAGE POINTS OF WHAT
23 THEY WOULD HAVE BEEN DURING THE PREVIOUS WEEK AT THAT SAME
24 TIME. WE NOTICED THAT ON FRIDAY, AND ON SATURDAY, WERE ABOUT
25 5% MORE THAN THE PREVIOUS SATURDAY, SO RIDERS ARE STILL



DECEMBER 15, 2025

1 GETTING WHERE THEY WANT TO GO ON TRANSIT. AND ABOUT 6% EVER
2 CLIPPER TRIPS WERE TAKEN WITH CONTACTLESS CREDIT AND DEBIT
3 CARDS. SINCE LAUNCH CREDIT AND DEBIT CARD USE HAS STAYED
4 PRETTY CONSISTENT WITH BART WHERE WE HAVE 25,000 TRIPS WHILE
5 THERE WERE 4,000 TRIPS THAT WERE TAKEN AT ALL OTHER OPERATORS
6 WITH CONTACTLESS BANK CARDS THAT'S THE FIRST TWO DAYS WE HAD
7 ALMOST 42,000 CLIPPER CARDS MIGRATED TO THE NEW SYSTEM
8 REPRESENTING 2% OF THE TOTAL TRIPS TAKEN ON CLIPPER FROM
9 CUSTOMER SERVICE PERSPECTIVE LAUNCH DAY WAS A STRONG SUGGEST
10 WE MANAGED MORE THAN DOUBLE OUR NORMAL CALL VOLUME WHILE
11 MAINTAINING SOLID RESPONSE TIMES FOR THE FIRST TIME WE
12 SUPPORTED THE NEW FEATURE IN THE NEXT GENERATION SYSTEM I
13 WOULD LIKE TO PASS THE NEXT FEW SLIDES OVER TO ANGUS TO TAKE
14 US THROUGH THE DETAILS OF THE ISSUE.

15

16 **SPEAKER:** THANK YOU JASON GOOD AFTERNOON BOARD MEMBERS JASON
17 GAVE ME A THE NOT FUN TASK OF STARTING WITH THE CRITICAL
18 ISSUES ON LAUNCH DAY AS YOU KNOW YOU HAVE BEEN RECEIVING DAILY
19 UPDATES FROM ME IN TERMS OF THE ISSUES AND PROGRESS BUT JUST
20 WANT TO MAKE SURE THAT WE HAVE THE GROUNDWORK LAID OUT HERE
21 FOR EVERYONE WHILE LAUNCH WAS OF MUCH CONTACTLESS CREDIT AND
22 DEBIT CARD ACCEPTANCE GENERALLY WENT SMOOTHLY UNFORTUNATELY
23 SEVERAL ISSUES WERE HERE ON WEDNESDAY LAUNCH DATE LAST WEEK
24 FIRST WAS AN ISSUE AFFECTING THE CLIPPER APP WEB SITE AND CALL
25 CENTER, ONE OF THE ROOT CAUSES OF BACK END ERROR THAT CREATED



DECEMBER 15, 2025

1 BACKLOG OF CUSTOMER ACCOUNTS AWAITING MIGRATION CUBIC WAS ABLE
2 TO CLEAR THIS BACKLOG BY MIDDAY BUT PROBLEMS RESISTED DUE TO
3 TIME OUT FAILURES, THERE WERE GENERAL PROBLEMS WITH SYSTEM
4 PERFORMANCE THAT GENERATED WEB SITE MOBILE APP ERRORS AND
5 PROBLEMS WITH CUSTOMER E-MAIL NOTIFICATIONS CUBIC IMPLEMENTED
6 A PERFORMANCE FIX THURSDAY NIGHT BUT ISSUES PERSIST AND
7 FURTHER CUBIC INVESTIGATION IS NEEDED. ONGOING CUBIC STAFF
8 TIME IS NEEDED TO FIX ACCOUNTS AT ERROR STATES AS OF YESTERDAY
9 AFTERNOON OVER 104,000 CLIPPER CARDS HAVE BEEN MIGRATED BUT
10 AROUND 5500 NEED TO RERUN MIGRATION OR FIXES TO BE FULLY
11 UPGRADED THESE ISSUES HAVE CREATED LONGER CALL CENTER WAIT
12 TIMES FRIDAY AVERAGE UP TO 45 MINUTES MIDDAY WELL OVER AN HOUR
13 IN THE AFTERNOON SECOND CRITICAL ISSUE WAS A PROBLEM WITH
14 CLIPPER CARD READERS AT BART VENDING MACHINES STARTING IN THE
15 AFTERNOON ISSUES EXPANDED AND CREATED WIDESPREAD OUTAGES ON
16 BOTH FRIDAY AND SATURDAY BART REVERTED TO ISSUING LEGACY BASED
17 CLIPPER CARDS AND HAS DEPLOYED UPDATED CUBIC SOFTWARE TO KEEP
18 THOSE MACHINES IN SERVICE BUT THE ISSUE REMAINS HIGH PRIORITY
19 BECAUSE CLIPPER CARDS NOW BEING VETTED BY BART MACHINES WILL
20 NEED FUTURE MIGRATIONS TO REMAIN COMPATIBLE WITH NEW SYSTEM.
21 FINALLY THE THIRD MAJOR ISSUE ON LAUNCH DAY WAS AN ISSUE WITH
22 LEGACY CLIPPER INSTITUTIONAL PORTAL BEING INACCESSIBLE DUE TO
23 A PROBLEM WITH THE REDIRECT LINK OF THE NEW CLIPPER WEB SITE
24 WHILE THIS ISN'T A CUSTOMER-FACING PORTAL IT'S ESSENTIAL FOR
25 MANAGEMENT OF PRETAX TRANSIT BENEFITS AND INSTITUTIONAL PASSES



DECEMBER 15, 2025

1 INCLUDING CRITICAL ONES SUCH AS MUNI'S LIFELINE PASS
2 FORTUNATELY THIS ISSUE WAS FIXED THE NEXT MORNING WHICH
3 ALLOWED ORDERS TO RESUME AND PREVENTED DELAYS. OTHER ISSUES
4 THAT COME UP DURING THE INITIAL DAYS SINCE LAUNCH IDENTIFYING
5 AND TRACKING CUBIC'S FOLLOW UP ON THESE ISSUES REMAINS KEY
6 FOCUS OF OUR TEAM. IT'S CRITICAL CUBIC STABILIZE ON-DEMAND
7 MIGRATION SO WE CAN START BULK MIGRATION OF CUSTOMER ACCOUNTS.
8 AS A REMINDER BOTH WILL START WITH CATEGORY SHOWN HERE CAN
9 DISCOUNT CARD HOLDERS, THE EXTENDED DELAY PUTS AT RISING THE
10 JUNE DEADLINE FOR DECOMMISSIONING THE LEGACY CLIPPER SYSTEM SO
11 CUBIC ATTENTION TO THE MIGRATION PROCESS WILL BE ESSENTIAL TO
12 KEEPING THIS PROCESS ON TRACK. FINALLY WORK CONTINUES TO THE
13 TRANSITION WORK STREAMS REPORTED ON IN PAST MONTHS INCLUDES
14 ONGOING SCREEN UPDATES FOR CLIPPER READERS ON VEHICLES STATION
15 PLATFORMS AND FOR TERMINALS TO DISPLAY CREDIT CARD BRAND LOGOS
16 YOU MAY HAVE SEEN THESE OUT. REMAINING TICKET VENDING MACHINES
17 FIXINGS WITH THOSE FOLLOW UP WITH RETAIL LOCATIONS TO MAKE
18 SURE CLIPPER DEVICES ARE UPDATED FOLLOW UP WITH CUBIC ON ROLES
19 AND SETTLEMENT VALIDATION. DURING THE ONGOING WORK CONTINUED
20 UPDATES ON ISSUES AND PROGRESS WE'LL CONTINUE UPDATES AND
21 REFINE PUBLIC-FACING MESSAGING TO KEEP CUSTOMERS INFORMED AND
22 JASON HAS MORE.

23

24 **JASON WEINSTEIN:** WSP CUSTOMER SERVICE CONTRACTOR IS PROVIDING
25 REPORTS DAILY ON VOLUMES RESPONSES TIMES RELATED TO PHONE



DECEMBER 15, 2025

1 CALLS ONLINE CHATS AND E-MAIL COMMUNICATIONS. WE'RE WORKING ON
2 GETTING BETTER RESPONSE TIME BUT RESPONSES INCLUDE ADJUSTING
3 AVAILABILITY OF CALL BACK FEATURE SUSPENDING CHAT THAT WE CAN
4 GET MORE PEOPLE ANSWERING THE PHONE WE'RE MAKING INCREMENTAL
5 IMPROVEMENTS TO TRY TO HELP CUSTOMERS, WE'RE UPDATING CLIPPER
6 CARD.COM BANNER AND SOCIAL MEDIA POSTS TO INFORM CUSTOMERS
7 ABOUT OUTAGES IF THEY OCCUR DELAYS AND INSTRUCTIONS FOR
8 AVOIDING COMMON MITIGATION ERRORS, MARKETING CONTRACTORS
9 MONITORING AND RESPONDING TO CUSTOMER QUESTIONS ON SOCIAL
10 MEDIA INCLUDING CLIPPER RELATED CHANNELS ON REDDIT, DISCORD,
11 X, FACEBOOK AND INSTAGRAM SO THOSE ARE SOME OF THE THINGS THAT
12 ARE UP-TO-THE-MINUTE THIS WE'RE DOING AND I'M GOING TO PASS
13 THE BAT ONTO CYNTHIA NG FROM CUBIC TO GIVE WORDS ON
14 PERSPECTIVE.

15

16 **SPEAKER:** THANK YOU DIRECTOR WEINSTEIN THANK YOU FOR THE
17 OPPORTUNITY TO BE WITH YOU TODAY. I WOULD LIKE TO UPDATE YOU
18 ON CUBIC'S RESOLUTION OF KEY POST TRANSITION PRIORITIES TO
19 ENSURE SEAMLESS RIDER EXPERIENCE TICKET VENDING MACHINES
20 FINANCIAL SETTLEMENT AND INSPECTION DEVICES TICKET VENDING
21 MACHINES STARTING THURSDAY BART TICKET VENDING MACHINES WERE
22 BEING SHUTDOWN DUE TO LOCKING UP AND EVENTUALLY WERE TAKEN OUT
23 OF SERVICE, TVMS HAVE BEEN RETURNED TO SERVICE LAST TIME WE
24 MET SFMTA TICKET VENDING MACHINES HAVE OUTSTANDING ITEMS C2
25 LIMITED ISSUANCE MOBILE WALLET ADD VALUE AND PRODUCT CATALOG



DECEMBER 15, 2025

1 CHANGES HAPPY TO REPORT RESOLUTION OF ISSUES, SOFTWARE
2 APPROVED ROLL OUT FOR 68% OF SFMTA DVM'S HAVE BEEN UPGRADED
3 WITH 100% UPGRADED COMPLETION EXPECTED THIS WEEK FURTHERMORE
4 ADDITIONAL NEW C2 PRODUCTS BEING ADDED TO PRODUCT CAT LORE FOR
5 TVM'S THAT WILL BE IMPLEMENTED IN COMING WEEKS FINANCIAL
6 SETTLEMENT AND WE HAVE MADE SIGNIFICANT PROGRESS WITH
7 FINANCIAL STATEMENT AND CUBIC'S GLOBAL DIRECTOR OF FINANCE
8 SERVICES IS ACTIVELY LEADING RESOLUTIONS OF OUTSTANDING ITEMS
9 CUBIC EXPERTS AUTOMATED RECONCILIATION TO BE TESTED AND
10 IMPLEMENTED NEXT MONTH WITH MONTHLY AUTOMATED RECONCILIATION
11 ALREADY IN PLACE AND SIGNIFICANT PROGRESS EXPECTED THIS WEEK
12 IN INTERIM CUBIC IS PARTNERING WITH MTC TO CONDUCT
13 DEMONSTRATIONS AND TRAINING OF END TO END SETTLEMENT PROCESS
14 AND WILL PROVIDE DOCUMENTATION OF ALL MANUAL AUTOMATED
15 RECONCILIATION PROCESS THIS MONTH. INSPECTION DEVICES CUBIC
16 ACKNOWLEDGING RECENT REPORTS OF THE CHALLENGES WITH VALIDATING
17 CREDIT CARD PAYMENTS. CUBIC IS ASSESSING THE ROOT CAUSE AND
18 EXPECTS RESOLUTION IN THE NEAR FUTURE. WE'LL PROVIDE MTC WITH
19 REALTIME UPDATES AS THIS IS A HIGH PRIORITY. AS WE SCALE
20 MIGRATION, NEW MATTERS MAY ARISE, AS AN EXAMPLE, CUBIC
21 IDENTIFIES ISSUES WITH THE WEB SITE MOBILE APP AND THIRD-PARTY
22 WALLETS SOME OF WHICH WERE FIXED POST-LAUNCH AND THE OTHERS
23 CONTINUE TO BE ADJUDICATED. WE'RE PROACTIVELY MONITORING THE
24 MIGRATION SERVERS 24/7 WITH OUR HYPERCARE PROCESS TO ENSURE
25 ACCOUNT MIGRATION PROGRESSES SMOOTH HE AS WE RAMP UP BULK



DECEMBER 15, 2025

1 MIGRATION FOR REDUCED FERRY USERS. WHILE DECEMBER 10TH STARTED
2 AS TRANSITION ON THE CUBIC TEAM VIEWS THIS AS THE FIRST STEP
3 OF MANY IMPROVEMENTS FOR THE RIDER EXPERIENCE WE REMAIN
4 COMMITTED TO COMPLETING ALL OUTSTANDING FEATURES EXPECTED WITH
5 THE C2 SYSTEM UPGRADE CUBIC'S LOCAL GLOBAL SUBJECT MATTER
6 EXPERTS WORK AROUND THE CLOCK TO SUPPORT THIS BOARD PROGRESS
7 AND WE REMAIN COMMITTED TO A SEAMLESS RIDER EXPERIENCE. BACK
8 TO YOU DIRECTOR WEINSTEIN.

9

10 **JASON WEINSTEIN:** IS YOU CYNTHIA. OUR LAST SLIDE HERE IN TERMS
11 OF WHERE WE'RE HEADED THERE IS MUCH TO DO TO GET TO SYSTEM
12 COMPLETION FIRST WE'RE ADDRESSING ISSUES IDENTIFIED SINCE
13 LAUNCH AS BOTH ANGUS AND CYNTHIA MENTIONED SECOND WE WE'RE
14 GOING TO WORK TO COMPLETE THE ITEMS ARE CURRENTLY WORK-AROUNDS
15 IN PLACE AND ADDRESSING THE PUNCH LIST ITEMS FROM LAUNCH DAY
16 LIKE IMPROVING PERFORMANCE OF RETAIL DEVICES AND CONVINCING
17 MACHINES AND OTHERS AFTER RESOLVED CRITICAL FIXES WE'LL BE
18 IMPLEMENTING DEFERRED FEATURES AT THE SAME TIME PREPARING FOR
19 THE END OF TRANSITION FOLLOWED BY SUNSETTING OF OUR CARD BASED
20 SYSTEM IN COMING MONTHS WE'LL KEEP YOU INFORMED WITH RUP DATES
21 ON PROGRESS THROUGH TRANSITION ALONG WITH CLEAR ROADMAP FOR
22 ALL FEATURES MOVEMENTS THAT WERE DEFERRED FROM THE ORIGINAL
23 SCOPE I WANT TO FINISH BY SAYING WE TOGETHER REALLY ACHIEVED A
24 MAJOR MILESTONE WITH THAT WE'RE NOT DONE WE'RE GOING TO KEEP
25 PUSHING HARD TO 35 A FULLY REALIZED NEXT GENERATION CLIPPER



DECEMBER 15, 2025

1 SYSTEM. WE ENVISION THAT. HAPPY TO TAKE QUESTIONS.

2

3 **CHAIR, ROBERT POWERS:** THANK YOU FOR THE UPDATE WHERE WE STAND
4 JASON AND ANGUS AND CYNTHIA. THIS IS AN INFORMATION ITEM IN
5 FRONT OF THE COMMISSIONERS HERE. LET'S PAUSE FOR PUBLIC
6 COMMENT.

7

8 **CLERK, WALLY CHARLES:** YES WE RECEIVED A WRITTEN LETTER FROM
9 ALETA DUPREE WHICH IS ADDED TO THE AGENDA AND IS ALSO A HAND
10 OUT. WE HAVE THREE SPEAKS ONLINE STARTING WITH ADINA.

11

12 **CHAIR, ROBERT POWERS:** TWO MINUTES.

13

14 **CLERK, WALLY CHARLES:** ADINA YOU MAY UNMUTE YOURSELF.

15

16 **SPEAKER:** GOOD AFTERNOON THE LAUNCH OF CLIPPER2 IS A HUGELY
17 EXCITING MILESTONE FOR BAY AREA PUBLIC TRANSIT AND SEAMLESS
18 CONVENIENT EXPERIENCE FOR RIDERS PARTICULARLY WITH THE FREE
19 AND REDUCED PRICE TRANSFERS AND THE OPEN PAYMENT ON THE CREDIT
20 AND DEBIT CARD. YOU KNOW, I DO HEAR AND PERSONALLY OBSERVE
21 THAT THERE ARE SOME BUMPS IN THE ROAD, AND LOOK FORWARD TO
22 THOSE BEING WORKED OUT IN THE COMING DAYS SO THAT PEOPLE CAN
23 HAVE A GOOD EXPERIENCE WITH USING PUBLIC TRANSIT. I DO WANT TO
24 SHARE A PERSONAL EXPERIENCE THAT I AM NOT SEEING ON THE LIST
25 IN THE SLIDES TO DATE. IN MY PERSONAL EXPERIENCE, THE CALTRAIN



DECEMBER 15, 2025

1 HAPPENED HELD READERS THAT WERE USED BY THE PEOPLE CHECKING
2 FARES ON THE TRAINS WAS FUNCTIONALLY NOT WORKING, IT WAS
3 TAKING SOMETHING LIKE TEN SECONDS FOR THOSE TO ACTUALLY READ,
4 AND I OBSERVED THAT AFTER THE FIRST DAY, THE STAFF WERE NO
5 LONGER USING THEM. SO, I DON'T KNOW IF THEY'RE ACTUALLY
6 CHECKING FARES, BUT THAT SEEMED LIKE A PRETTY NON-FUNCTIONAL
7 ELEMENT OF THE SYSTEM. ANOTHER NON-FUNCTIONAL ELEMENT THAT
8 SYSTEM IS THAT IN MY PERSONAL EXPERIENCE, I HAD TRIED TO PAY
9 WITH A BANK CARD AND THAT WAS WORKING ON OTHER AGENCIES AND
10 WAS COURSE AT THE CLIPPER READER, BUT THOSE HAND-HELD READERS
11 WERE NOT ABLE TO VALIDATE, SO, I PERSONALLY WAS DOUBLE CHARGED
12 AND MORE THAN DOUBLE CHARGED BECAUSE I ACTUALLY DIDN'T GET THE
13 TRANSFER CREDIT EITHER, YOU KNOW, THAT CALTRAIN IS ONE OF OUR
14 NOTABLE TRANSIT AGENCIES THAT IS IMPORTANT FOR THAT PART OF
15 THE SYSTEM TO WORK AND WOULD URGE THAT TO BE ADDRESSED. THANK
16 YOU.

17

18 **CLERK, WALLY CHARLES:** NEXT SPEAKER ALETA DUPREE, YOU MAY
19 UNMUTE YOURSELF.

20

21 **SPEAKER:** GOOD AFTERNOON CHAIR BOB POWERS AND MEMBERS. ALETA
22 DUPREE FOR THE RECORD, SHE AND HER WITH TEAM FOLDS. AS
23 MENTIONED I SENT A LETTER I HOPE YOU GOT TO READ IT. I THINK
24 IT MAKES SOME INTERESTING READING. I STILL HAVEN'T MADE IT UP
25 TO THE BAY AREA TO DO THIS I WAS THINK BEING OF COMING UP



DECEMBER 15, 2025

1 THERE LAST WEEK BUT MAYBE THIS WEEKEND I'LL COME YOU KNOW TO
2 THE BAY AREA. I THINK WE DID PREPARE FOR THIS BUT SOMETIMES
3 THE QUARTER BACK GETS SACKED. YEAH, WE GET STEAM ROLLED NOW.
4 OF COURSE, AFTER THE QUARTER BACK GETS SACKED EVERYBODY GETS
5 BACK ON THE LINE, THEY TRY TO GET ANOTHER FIRST DOWN. I ADMIT,
6 I REALLY DON'T KNOW MUCH ABOUT FOOTBALL. THE ONLY THING I KNOW
7 ABOUT FOOTBALL IS GOING TO THE RAIDER IMAGE AND PICKING UP A
8 RAIDER T-SHIRT FOR MYSELF. SOMETIMES EVEN THE BEST LAID PLANS
9 DON'T WORK OUT. I THINK WE'RE TRYING. I REALLY DO. I THINK THE
10 HELP IS CERTAINLY RESPONSIVE. I NOTICED THAT WHEN I WAS ABLE
11 TO LOG INTO MY CLIPPER ACCOUNT ON THURSDAY MORNING, THAT MY
12 CARD WAS MIGRATED. I'M A CLIPPER ACCESS USER, NEW VERBIAGE
13 HERE, SO, I WAS IN THAT FIRST BATCH. SO, I DIDN'T HAVE TO SEE
14 HOW THE MANUAL MIGRATION WORKED. NOT THAT I WOULD HAVE USED IT
15 UNTIL I ARRIVED. BUT, YES, I'M UPGRADED. WHAT WOULD THIS LOOK
16 LIKE WHEN I COME TO THE BAY AREA TO USE THIS BOTH WITH MY
17 CLIPPER ACCESS CARD AND WITH THE OPEN PAYMENTS SO I CAN SEE
18 WHAT IT LOOKS LIKE? SO, WHAT I WOULD LIKE TO HEAR MORE IS
19 WHERE WE'RE AT TODAY, HOW MANY PEOPLE ARE DOING THIS TODAY AND
20 HOW HAVE THE TRENDS CHANGED. I THINK THINGS ARE GOING TO
21 CHANGE VERY QUICKLY. THANK YOU.

22

23 **SPEAKER:** GOOD AFTERNOON. CAN YOU HEAR ME WELL? I WANT TO
24 MENTION MY NAME IS AARON KI TASHIMA, I'M A CITIZEN OF SAN
25 FRANCISCO AND HAVE BEEN A CLIPPER CARD USER EVER SINCE I WAS



DECEMBER 15, 2025

1 ACTUALLY WRITING ABOUT THIS IN MY OLD BLOG, COMPLAINT
2 DEPARTMENT FOR QUITE A LONG TIME SO I NEED TO MENTION ABOUT
3 HOW FRUSTRATING THIS EXPERIENCE IS ON THE WEB SITE I STILL
4 CANNOT LOG IN IT'S BEEN SIX DAYS AND THAT'S NOT GOOD THAT'S
5 POOR I CANNOT LOG IN THROUGH THE WEBINAR APP IT MAKES IT
6 IMPOSSIBLE FOR ME TO IF I NEED TO DO ANY TRANSACTIONS OR
7 ANYTHING BUT ALSO HAVE TO THINK ABOUT THE FUTURE COMING UP I
8 LEARNED THAT SFMTA FOR ALL TICKET MACHINES DO NOT TAKE DEBIT
9 AND CREDIT CARDS ANYMORE WHICH MEANS IF THE WEB SITE AND APP
10 IS STILL DOWN FOR US TO LOG IN AND FOR PEOPLE TO BUY PASSES
11 THEN WE LOSE OPPORTUNITY FOR THEM TO USE THE TICKET MACHINES
12 AT MUNI METRO STATIONS TO ADD FARE OR TICKETS IN THIS CASE
13 COMMUNITY PASSES NEXT MONTH IS COMING AROUND THE BEND, NOT
14 EVERYONE IS GOING TO PAY IN CASH WE HAVE TO RECOGNIZE THAT
15 PEOPLE ARE GOING TO HAVE A DEBIT CARD ESPECIALLY COMMUTER
16 DEBIT CARD THEY CAN'T PAY CASH ALREADY BEING FUNDED THROUGH
17 DEBIT CARD WHAT ARE THEY GOING TO DO THERE IS ONLY A FEW IN-
18 PERSON TICKET OFFICERS THAT CAN DO THESE KIND OF THINGS, THERE
19 IS GOING TO BE A LOT OF MUNI PASSENGERS IF NOTHING IS FIXED IN
20 A REASONABLE AMOUNT OF TIME. THANK YOU.

21

22 **CLERK, WALLY CHARLES:** THANK YOU. THERE ARE NO OTHER SPEAKERS
23 ON THIS ITEM.

24

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



DECEMBER 15, 2025

1 COMMISSIONERS, DIRECTORS, I'M JUST GOING TO GO DOWN THE AISLE
2 HERE, WHY DON'T I START WITH SALVADOR LLAMAS WITH AC TRANSIT.
3 WORKING OUR WAY DOWN. THIS IS PROBABLY NOTHING MORE CRITICAL
4 GOING ON RIGHT NOW IN PUBLIC TRANSIT, IN THE BAY AREA, THAN
5 THIS MIGRATION. SAL?

6

7 **SALVADOR LLAMAS:** THANK YOU CHAIR POWERS. THANK YOU, JASON, AND
8 THE TEAM, AND CYNTHIA, I WANT TO SAY BRAVO, AND THANK YOU. I
9 KNOW IT'S A LONG HARD FOUGHT ROAD TO GET TO THIS MAJOR
10 MILESTONE, AND I THINK THE LAUNCH THAT HAPPENED LAST WEEK,
11 CONSIDERING ALL THE RISKS THAT WERE OUT THERE WENT SMOOTH THAN
12 ANTICIPATED BUT THERE ARE CHARGES TO ADDRESS THAT'S GOING
13 HAPPEN PRIMARILY THE DIGITAL WORLD, ACTUALLY ONLY THING YOU
14 CAN TOUCH AND HEAR IT'S EASIER TO DIAGNOSE AND FIX WHEN YOU
15 CAN'T DO THAT IT'S CHALLENGING AS YOU ALL KNOW IN THIS WORLD.
16 I WANT TO COMMEND YOU FOR THE WORK YOU HAVE DONE AND I WANT TO
17 ENCOURAGE TO YOU DO WHAT YOU ARE DOING. KEEP US INFORMED. I
18 THINK ALL THE UPDATES ARE REALLY HELPFUL, THE CONTINUOUS
19 MEETING WITH STAFF AND THE TEAM AT THE STAFF LEVEL IS
20 INCREDIBLY HELPFUL AS WELL. AND WE WANT TO QUICKLY IRON OUT
21 THE WRINKLES THAT WE HAVE TODAY, BECAUSE THERE IS STILL A LOT
22 MORE IMPROVEMENTS THAT NEED TO BE IMPLEMENTED GOING FORWARD
23 THAT CAN BENEFIT OUR RIDERS AND THE REGIONS. THANK YOU.

24

25 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS, SAL. JULIE



DECEMBER 15, 2025

1 KIRSCHBAUM WITH SFMTA. YOU JULIE?

2

3 **JULIE KIRSCHBAUM:** I WANT TO ECHO SAL'S PRAISE. IT WAS SUPER
4 EXCITING TO BE AT THE LAUNCH, APPROXIMATE TO SEE HOW HARD THE
5 TEAM AND ALL OF THE AGENCY PARTNERS WORKED TOGETHER TO HIT THE
6 GOAL DATE OF DECEMBER 10TH. SO, I'M SUPER PROUD OF THAT. I
7 ALSO THINK THAT IT IS ABSOLUTELY CRITICAL THAT WE SUSTAIN THAT
8 EFFORT. THERE ARE THINGS THAT WERE NOT IMPLEMENTED IN ORDER
9 FOR US TO SIMPLIFY AS WE DROVE TOWARDS DECEMBER 10TH, AND
10 THERE ARE THINGS AS POINTED OUT THAT ARE NOT WORKING PROPERLY.
11 AND THEY'RE AFFECTING REAL PEOPLE. I MEAN, I WENT TO THE
12 DENTIST, AND THE PERSON I WAS TALKING TO IS A DAILY FERRY
13 RIDER, SHE HAD THE BAD LUCK OF UPLOADING HER MONTHLY TRANSIT
14 MONEY, WHICH IS ALMOST \$300 RIGHT WHEN WE WERE HAVING THIS
15 PROBLEM, AND NOW SHE CAN'T ACCESS THAT \$300, AND IS STILL
16 HAVING TO PAY FOR HER COMMUTE. SO, JUST GETTING THESE ISSUES
17 WORKED OUT IS KEY. I ALSO WANT TO REALLY ACKNOWLEDGE THE
18 AGENCY STAFF. IT'S NOT THE FOLKS HERE THAT ARE LISTENING TO
19 THE COMPLAINTS OR HAVING TO DO THEIR JOB IN A DIFFERENT WAY,
20 OR HAVING TO EXPLAIN WHY ONE TVM IS WORKING BUT THE OTHERS
21 AREN'T. IT'S REALLY OUR STAFF THAT IS DOING THAT. AND, SO, FOR
22 THAT REASON, AS WELL, I REALLY URGE YOU TO WORK THROUGH THESE
23 IMPORTANT ISSUES, LIKE THE HANDHELDS, LIKE THE TICKET VENDING
24 MACHINES, AND JUST A LOT OF GRATITUDE FOR THE STATION AGENT
25 AND THE FARE ENFORCEMENT TEAMS AND THE REVENUE TEAMS,



DECEMBER 15, 2025

1 EVERYBODY WHO'S WORKING TO KEEP THINGS GOING AS WE GET OUR
2 ARMS AROUND THESE COMPLEX TECHNICAL CHALLENGES.

3

4 **CHAIR, ROBERT POWERS:** THANKS FOR THOSE COMMENTS, JULIE.

5 CAROLYN GONOT, VTA GENERAL MANAGER. CAROLYN?

6

7 **CAROLYN GONOT:** CONGRATULATIONS ON THIS MILESTONE. I'M REALLY
8 HAPPY WE WERE ABLE TO GIVE THEM. SORRY I WAS NOT ABLE TO BE
9 THERE. I WISH I COULD. I HAD A BOARD MEETING I HAD TO ATTEND
10 THAT HAD SOME OTHER MAJOR DECISIONS WE HAD TO MAKE. BUT I WANT
11 TO CONGRATULATE EVERYONE WHO WAS THERE. I ALSO WANT TO THANK
12 ANGUS FOR GIVING THE UPDATES EVERYBODY DAY, I KNOW THEY MIGHT
13 BE FLOOD ARE YOUR BOX, OUR E-MAIL BOX, BUT I DID APPRECIATE
14 THEM. EVERY DAY I WAS ABLE TO LOOK AT THEM, I MEAN SOME DAYS I
15 DIDN'T, BUT THEN ALSO GOT FORWARDED TO MY STAFF MY STAFF WERE
16 AT TIMES GIVING ME UPDATES AND THEY WERE WORKING, I DID
17 APPRECIATE THAT I KNEW WHATEVER GOING ON INTERACTIVELY AND NOT
18 JUST FROM THAT BUT ALSO FROM MY STAFF WHAT WAS GOING IN THE
19 FIELD I DID APPRECIATE THAT AND DID HELP WITH THE
20 COMMUNICATIONS BETTER IN TERMS OF WHERE OUR AGENCY WAS WORKING
21 WITH YOU AND THEN ALSO WHAT WAS GOING ON WITH THE REST THEM AS
22 IT WAS COMING TOWARDS THE DECEMBER 10TH DATE. APPRECIATE THE
23 UPDATES.

24

25 **CHAIR, ROBERT POWERS:** YOU REMEMBER WHAT YOU TOLD ME? GET ME



DECEMBER 15, 2025

1 TAP AND RIDE BY DECEMBER 10TH.

2

3 **CAROLYN GONOT:** YES, I DID SAY THAT.

4

5 **CHAIR, ROBERT POWERS:** ANDY MTC COMMISSION.

6

7 **ANDREW FREMIER:** THANKS JASON, ANGUS, CYNTHIA FOR ALL THE WORK
8 AND TO ALL THE PEOPLE BEHIND YOU AND ALSO BOB FOR KEEPING THE
9 PRESSURE ON AND VOLUNTEERING A LOT OF FOLKS TO HELP US I GUESS
10 I WANT TO REMIND US THAT WE DO NEED TO KEEP AN EYE ON
11 EVERYTHING THAT'S COMING AND NOT TAKE THE PRESSURE OFF I'M
12 ASSUMING THE LISTS WE HAVE GOT SOME REGULAR UPDATES THAT WILL
13 MAKE SURE WE'RE KEEPING AN EYE ON COMMITMENTS AND TIMELINES SO
14 THAT WE DON'T LOSE THINGS DOWN THE ROAD AND I STILL MAYBE,
15 JASON ONE MORE TIME IF YOU COULD ANSWER THE FIRST CALLER'S
16 QUESTION FROM THE LAST MEETING ON WHAT IS BEING DONE BOOT
17 TRANSACTION TIME BECAUSE THAT CERTAINLY IS OBVIOUSLY A
18 CHALLENGE, MAYBE THINK HOW WE TRY TO FIGURE OUT TO ADDRESS
19 THAT IN SOME FORM OR ANOTHER?

20

21 **JASON WEINSTEIN:** MIGHT ACTUALLY PASS IT TO CYNTHIA, BUT I WILL
22 SAY IT'S FUNDAMENTALLY DIFFERENT WHAT WE'RE DOING THE WAY THAT
23 THOSE -- THE -- I MEAN, I DON'T THINK ANYONE WHO WOULD STEP ON
24 A BUS AND SAY THAT THERE IS AN ISSUE. SEEMS TO BE LARGELY
25 DRIVEN BY BART GATES AND THE TIMING THAT IT TAKES AND IT DOES



DECEMBER 15, 2025

1 TAKE LONGER. SO, PART OF THAT IS THE GATES ARE DIFFERENT THAN
2 THE PREVIOUS GATES SO THEY DO TAKE A LITTLE BIT OF TIME FOR
3 THE GATES TO OPEN, BUT THERE IS A LOT OF TOUCH POINTS IN
4 BETWEEN. I'M NOT MAKING ANY EXCUSES HERE. I THINK THIS IS WORK
5 TO BE DONE TO MAKE THAT BETTER. AND I'LL PASS IT TO CUBIC TO
6 SEE WHAT WE CAN -- WHERE WE ARE IN TERMS OF WHERE THAT STANDS.

7

8 **CYNTHIA ENG:** TO FOLLOW UP TO WHAT DIRECTOR WEINSTEIN MENTIONED
9 THERE ARE SEVERAL MITIGATION ACTIONS THAT WE HAVE TAKEN
10 INCLUDING ADVISING RIDERS TO HOLD THEIR CARD ON THE READER FOR
11 A BIT LONGER, CONCURRENTLY WE'RE WORKING ON A PERMANENT DESIGN
12 CHANGE WHICH WE PREVIOUSLY COMMUNICATED WE EXPECT TO ROLL OUT
13 IN Q1 OF NEXT CALENDAR YEAR. TO JASON'S POINT BECAUSE THOSE
14 ARE A DIFFERENT GATE IT'S A COMPLEX SYSTEM INTEGRATION THAT WE
15 HAVE WORKED THROUGH THE SO THERE IS CONTINUOUS IMPROVEMENT
16 NEEDED THERE.

17

18 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THAT, CYNTHIA AND
19 JASON. LET ME DROP ALL THE WAY DOWN TO THE END, AND MY GOOD
20 FRIEND CHRISTY WEGENER.

21

22 **CHRISTY WEGENER:** THANK YOU, FRIEND, I WANT TO ECHO THE KUDOS
23 THAT YOU HEARD FROM MY FELLOW BOARD MEMBERS, I WAS ABLE TO
24 JOIN THE LAUNCH EVENT LAST WEEK. IT WAS GREAT. I ALSO --
25 SHOULD BE NO SURPRISE TO ANYONE -- I TESTED WITH MY CREDIT



DECEMBER 15, 2025

1 CARD AND IT WORKED GREAT BOTH TRANSFER DISCOUNT AS WELL AS OUR
2 DAY PASS ACCUMULATOR. TWO QUESTIONS, ONE RELATED TO CARD
3 MIGRATION AND SECOND RELATED TO CALL CENTER. I UNDERSTAND THAT
4 CARD MIGRATION STARTED DECEMBER 10TH, THAT WAS ON-DEMAND
5 MIGRATION, HOW MANY CARDS HAVE ACTUALLY BEEN MIGRATED AND HOW
6 MANY CARDS DID WE EXPECT TO HAVE MIGRATED BY THIS TIME?

7

8 **SPEAKER:** I CAN TAKE THAT, SO, AS OF YESTERDAY, WE HAD 100 --
9 LET ME MAKE SURE I'M PULLING THE RIGHT NUMBERS HERE, 104,000
10 CLIPPER CARDS HAVE BEEN SUCCESSFULLY MIGRATED, NOT ALL IN THE
11 SYSTEM, FLIPPED, SO THEY NEED SOME OF THOSE WHO NEED TO BE
12 TAPS TO COMPLETE THAT MIGRATION BUT IT MEANS THAT COUNTLESS
13 MIGRATE SUCCESSFULLY UPON NEXT TAP IT WILL BE AN ACCOUNT-BASED
14 CARD SO THAT IS A LITTLE BEHIND WHERE WE ARE IN HOPING TO BE
15 IN TERMS OF BOTH MIGRATION OR ON-DEMAND MIGRATION PROCESS BUT
16 WAS A BIT OF GUESS IN TERMS OF WHAT THAT WOULD BE REALLY THE
17 NEXT MILESTONE WE'RE STARTING THE BULL MIGRATION SO THOSE FARE
18 CATEGORIES WE SHOWED BEFORE HOPING TO HAVE THAT STARTING
19 TOMORROW BUT THE PAUSE UNTIL THERE IS KIND OF A CATCH UP IN
20 THE BACKLOG ISSUES WITH ON-DEMAND MIGRATION, STAYING ON TACK
21 TO MEET THE JUNE DEADLINE FOR THE DECOMMISSIONS.

22

23 **CHRISTY WEGENER:** IF I HEARD CORRECTLY YOU HAVE DONE THE ON-
24 DEMAND MIGRATION SO FAR YOU'RE A BIT BEHIND BUT YOU WILL START
25 THE BULK MIGRATION SOON YOU WERE HOPING TO START THAT TOMORROW



DECEMBER 15, 2025

1 BUT WITH ISSUES YOU'RE GOING TO HOLD OFF ANY RISK TO SCHEDULE
2 WITH THIS I MEAN SEEING THE SUPERBOWL WHICH IS FEBRUARY 8TH
3 JUST CURIOUS DO YOU SEE ANY RISK THERE?

4

5 **SPEAKER:** I DON'T THINK THERE REALLY -- LET ME PULL UP AGAIN,
6 FIRST PRIORITIES THERE THEN FOLLOWED UP BY SINGLE AGENCY USERS
7 FOCUSES ON THE ACTIVE USERS OF CARDS THERE ARE 15 MILLION
8 CARDS OUT THERE A LOT OF WHICH MAYBE WILL NEVER BE SEEN AGAIN
9 I THINK WE STILL NEED TO GET THOSE ALL BEFORE THE END OF
10 FISCAL YEAR SO WE CAN MAKE SURE THAT WE'RE SUNSET IN C2,
11 CURRENT CLIPPER SYSTEM BUT IN TERMS OF SUPPORTING NEW FARE
12 RULES FOR USERS FOR THE SUPERBOWL FOR EXAMPLE, I THINK THOSE
13 ARE ALL THERE.

14

15 **CHRISTY WEGENER:** 45 TO 60 MINUTES HOLD TIMES IN THE MIDDLE OF
16 THE DAY DO YOU HAVE ANY MORE UPDATED INFORMATION ON HOLD
17 TIMES? WHERE ARE WE TODAY?

18

19 **JASON WEINSTEIN:** WE'RE SEEING THAT WE'RE USING CALL BACK
20 FEATURE SO SOMEBODY DIDN'T HAVE TO WAIT ON HOLD I THINK THERE
21 HAS BEEN A TIME WHERE WE SUSPENDED CALL BACK FEATURE BUT THAT
22 WAS BECAUSE YOU WOULDN'T HAVE BEEN ABLE TO GET A CALL BACK
23 THAT DAY I THINK IF PEOPLE ARE SEEING THAT KIND OF THING YOU
24 SHOULD CALL IN LEAVE A NUMBER GET A CALL BACK.

25



DECEMBER 15, 2025

1 **CHRISTY WEGENER:** JUST TO BUILD OFF OF WHAT DIRECTOR KIRSCHBAUM
2 SAID EARLIER, I WOULD ENCOURAGE YOU TO CONSIDER HAVING WSP ADD
3 MORE TEMPORARY STAFF IN THE CALL CENTER. APPRECIATE THAT.

4

5 **CHAIR, ROBERT POWERS:** CUMINS WITH SMART.

6

7 **EDDY CUMINS:** ECHO WHAT OTHERS HAVE SAID, HOW LONG DO YOU THINK
8 IT'S GOING TO TAKE TO RESOLVE INTERMITTENT ISSUES?

9

10 **JASON WEINSTEIN:** BOARD MEMBER COUPLE ARE YOU TALKING
11 SPECIFICALLY ABOUT READ TIME OR THE ISSUE WITH THE BANK CARDS
12 OR JUST IN GENERAL ABOUT THE DEVICE? I'M JUST --

13

14 **EDDY CUMINS:** YEAH, MY UNDERSTANDING IS OUR CONDUCTORS ON
15 BOARD, THEY'RE USING THEM, THEY WORK SOMETIMES AND SOMETIMES
16 THEY'RE NOT I'M TOLD THERE WAS A TICKET PUT IN ON IT. BUT WE
17 HAVEN'T RECEIVED ANY FEEDBACK ON IT QUITE YET.

18

19 **JASON WEINSTEIN:** OKAY. WE CAN FOLLOW UP WITH YOU ON THAT. I
20 THINK WHEN THEY'RE OUT OF CELL COVERAGE THERE IS GOING TO BE
21 ISSUES WITH THEM READING BUT GENERAL SPEAK FIGURE THEY HAVE
22 CELL COVERAGE THEY'RE GOOD OF COURSE THERE ARE THE ISSUES THAT
23 WE OUTLINED ALREADY WITH RESPECT TO MAKING SURE THAT THEY'RE
24 PROPERLY READING BANK CARDS THEN THERE IS THE ONGOING CONCERN
25 BY FOLKS LIKE AT CALTRAIN HAD MENTIONED YOU KNOW, BETWEEN --



DECEMBER 15, 2025

1 IT'S NOT LIKE THE OLD DEVICE WITH YOU CAN TAP, TAP, TAP ALL
2 THESE VARIOUS CARDS THERE IS ACTION YOU TAKE IN BETWEEN
3 BECAUSE YOU'RE LOOKING AT SOMEBODY'S ACCOUNT HISTORY AND ALL
4 OF THAT, TO PRESS A BUTTON TAP NEXT CARD IT'S SOMETHING WE
5 SHOULD LOOK AT IN TERMS OF EFFICIENCY GOING FORWARD ABOUT
6 MAYBE THERE IS A DIFFERENT TYPE OF DEVICE WE ALL WANT TO USE
7 FOR THIS PURPOSE.

8

9 **EDDY CUMINS:** OKAY THANK YOU.

10

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

12 JENNIFER MENUCCI WITH GOLDEN GATE BRIDGE.

13

14 **SPEAKER:** THANK YOU. DENIS COULDN'T BE HERE TODAY. WANT TO
15 THANK THE CLIPPER STAFF FOR THEIR TIRELESS EFFORTS TO GET TO
16 DECEMBER 10TH BEING PART OF THE KITCHEN CABINET THAT IS MORE
17 THAN 24 HOURS A DAY THESE GUYS HAVE REALLY WORKED BEHIND THE
18 SCENES ALSO JUST THE AGENCY STAFF AS WELL WE HAVE SEEN A LOT
19 OF AGENCY STAFF COMING OUT FOR THE LAST PUSH WHETHER IT'S TO
20 RETROFIT A TICKET VENDING MACHINE WHETHER IT'S TO TEST ALL
21 OTHER ROUTES ON CALTRAIN WHETHER IT'S TO LOOK AT TRANSFER
22 RULES JUST REALLY BIG THANK YOU TO THEM ONGOING THANK YOU TO
23 THE LINE STAFF RIGHT NOW THAT HAS TO DEAL WITH A FAIR AMOUNT
24 EVER CUSTOMER FRUSTRATION SO I WANT TO GIVE AN ACKNOWLEDGMENT
25 BECAUSE I KNOW IT'S BEEN A LITTLE ROUGH ROAD AT THE END OF THE



DECEMBER 15, 2025

1 LAST WEEK BUT THANK YOU FOR MAKING THIS MILESTONE ALSO
2 APPRECIATE THAT CUBIC HAS ACKNOWLEDGED SOME OF THE MAJOR
3 HICCUPS THAT WE'RE HAVING AND KIND OF LAYING OUT OF THE PLAN
4 FOR NEXT STEPS MY QUESTION STARTS WITH FINANCIAL
5 RECONCILIATION I WOULD LIKE TO HEAR FROM DEREK HANSEL CFO FROM
6 MTC PERSPECTIVE ON WHERE WE'RE STANDING ON FINANCIAL
7 RECONCILIATION?

8

9 **DEREK HANSEL:** THANK YOU JENNIFER WE'RE CURRENTLY WORKING AS
10 CYNTHIA MENTIONED EARLIER WE'RE WORKING WITH CUBIC TO
11 UNDERSTAND WHERE THEY ARE ON THE AUTOMATE THE RECONCILIATION
12 PROCESS SHE MENTIONED THE WORK THEY'RE DOING ENSURING THAT
13 THEY GOT APPROPRIATE DEVELOPMENT TEAMS WORKING ISSUES AND WILL
14 BE KEEPING ON TOP OF THEM MAKING SURE THAT'S HAPPENING
15 MEANWHILE WE'RE DOING A MANUAL RECONCILIATION PROCESS AND THEY
16 WILL CONTINUE DOING THAT AND WE'RE GOING TO HAVE OUR STAFF
17 SHOWED OWING THEM CLOSELY TO SEE THE MANUAL REQUISITION --
18 PROCESS TO ENSURE THAT IT'S BEING DONE APPROPRIATELY THAT
19 FARES ARE BEING COLLECTED AND ALLOCATED TO THE OPERATORS IN A
20 MANNER THAT'S SUPPOSED TO BE I'M ENSURING THAT ANY REVENUE
21 THAT SOMEHOW DOESN'T GET COLLECTED AS APPROPRIATELY DEAL WITH
22 OTHER FASHIONS.

23

24 **SPEAKER:** THANK YOU REALLY GOING TO MAKE THE COMMITMENT FOR THE
25 RESOURCES THAT ACCOUNTABILITY FOR IT REALLY FOCUS ON GETTING



DECEMBER 15, 2025

1 THAT DONE I KNOW DENIS WOULD SAY THIS IS A FAIR COLLECTION
2 SYSTEM WE WANT TO MAKE SURE THAT THE FINANCIAL
3 REQUISITIONIATION COMES TOGETHER SO APPRECIATE THOSE EFFORTS
4 AHEAD OF TIME. THANK YOU.

5

6 **CHAIR, ROBERT POWERS:** VICE CHAIR APRIL CHAN?

7

8 **V. CHAIR, APRIL CHAN:** I WANT TO ECHO WHAT JENNIFER SAID ABOUT
9 IN TERMS OF EFFORTS AND I THINK THE KITCHEN CABINET ALL STAFF
10 TIME PUT TO GETTING THIS IN PLACE WE RECOGNIZE IT'S NOT
11 PERFECT BUT AT THE SAME TIME WHAT WE'RE TRYING TO FIGURE OUT
12 IS HOW DO WE IMPROVE THAT CUSTOMER EXPERIENCE BECAUSE AT THE
13 END OF THE DAY YOU HEAR IT I THINK SOME OF THE COMMENT YOU DO
14 HAVE SOME FRUSTRATED CUSTOMERS I THINK WHAT THEY REALIGNMENT
15 TO HEAR IS THAT WHATEVER THEY PUT IN WHAT THEY'RE USING TO PAY
16 THEY'RE STILL NOT PAYING MORE THAN WHAT THEY'RE SUPPOSED TO I
17 HEARD A COUPLE COMMENTS THAT I TO EITHER REPAY OR WHATEVER I
18 THINK INCREASING MAYBE KEEPING TRACK OF THAT AND BUILDING
19 TRUST AT THE END ESTIMATE DAY WE WANT TO MAKE USE OF THE
20 SYSTEM ACCESS OUR TRANSIT IN A WAY THAT, YOU KNOW, IT'S FAIR
21 TO THEM AND THEY'RE PAYING THEIR RIGHTFUL SHARE. CHRISTY ASKED
22 MY QUESTION ABOUT CUSTOMER SERVICE EVEN IF YOU INCREASE THE
23 STAFF YOU STILL NEED TO MAKE SURE THEY'RE TRAINED AND I DON'T
24 KNOW GIVEN THAT THIS IS, SORT OF, ONLY NOW FOR LESS THAN A
25 WEEK IS THAT SOMETHING YOU CAN RAMP UP PRETTY QUICKLY OR WSP



DECEMBER 15, 2025

1 CAN RAMP UP QUICKLY AND GET TO SOME OF THOSE ISSUES AND
2 KEEPING TRACK OF THEM AND GETTING TO THE BOTTOM OF IT AND
3 RESOLVING THEM? I THINK THAT'S ONE THING IS REALLY THINKING
4 ABOUT THE CUSTOMER. SO, THANK YOU.

5

6 **CHAIR, ROBERT POWERS:** AWESOME. EXCELLENT COMMENTS. LET ME WRAP
7 UP A LITTLE BIT HERE, JASON, AND JUST BEAR WITH ME. I WANTED
8 TO REARTICULATE THE BEST I CAN, THE APPRECIATE I HAVE FOR YOU,
9 FOR ALIX BOCKELMAN, THAT I MENTIONED AT THE PRESS EVENT AND
10 CYNTHIA AND YOU AND THE CUBIC TEAM TO GET US TO DECEMBER 10TH,
11 AND WHO KNOW ARE IN THE THROWS OF THIS YOU KNOW THE FOLKS THAT
12 ARE REALLY TRYING US AND ALIX AND JASON, AND CYNTHIA THANK YOU
13 FOR GETTING TO US DECEMBER 10TH. I REALLY THINK A COUPLE
14 THINGS, I THINK DECEMBER 10TH, CYNTHIA, JASON, IS A NEW
15 BEGINNING. I THINK TIME WILL FORGIVE, YOU KNOW, SOME OF WHAT
16 LED UP TO DECEMBER 10TH, BUT DECEMBER 10TH IS THE NEW
17 BEGINNING, AND WE KIND OF -- WE HAVE TO GO ON A WIN STREAK
18 HERE. RIGHT? WE HAVE TO START, YOU KNOW, MAKING SUGAR THAT WE
19 CROSS THESE THINGS OFF THE LIST ANGUS, AND I'M ASSUMING, I
20 WROTE IT DOWN HERE, CYNTHIA, THIS IS TO YOU AND DEREK, THAT
21 YOU ARE COMING BACK JANUARY 26TH, THAT'S THE NEXT MEETING, AND
22 RECONCILIATION IS DONE. WE DON'T WANT ANYMORE DRAMA ON
23 RECONCILIATION IT SHOULD BE DONE LOOK ME IN THE EYE, DEREK
24 SHOULD BE ABLE TO SAY YEP DONE IS BOOM OFFER THE LIST LET'S
25 GET ON A WAYNE STREAK HERE AND THOSE OTHER THREE MAJOR



DECEMBER 15, 2025

1 MATERIAL ISSUES THAT NEED TO GET -- LET'S GET ON A WIN STREAK
2 AND START DELIVERING FOR THE PUBLIC, RIGHT? BOOM, BOOM, BOOM,
3 I THINK PRE-DECEMBER 10TH, TIME WILL EASE SOME OF THOSE -- A
4 BIT OF THAT SUFFERING, AND IT'S WHAT WE MAKE OF IT GOING
5 FORWARD, WHICH IS GOING TO DICTATE THE SUCCESS OR NOT SUCCESS
6 OF THE CLIPPER2 PROGRAM. AND, SO, YOU KNOW WITH THAT BEING
7 SAID, ARE JASON, I WAS A LITTLE -- I WASN'T TRACKING. I DON'T
8 KNOW WHY I WASN'T, I'M A LITTLE BIT MIFFED AT MYSELF ON THIS
9 CALL CENTER DRAMA WHEN SHE SAID THAT WHEN THE HEAD OF LAFTA
10 SAID 4560 MINUTES, I LEANED OVER TO ANDY AND GO WHO IS STAYING
11 ON THE PHONE FOR THAT LONG THAT'S RIDICULOUS IT'S UTTERLY, I
12 DON'T GET IT I WOULDN'T, I WOULDN'T DO THAT FOR ANYBODY,
13 RIGHT? AND SO BEFORE I ASK FOR IT, YOU SHOULD THINK ABOUT
14 BRINGING THE DIRECTOR OF THE CALL CENTER HERE AT JANUARY 26TH,
15 YOU HEARD CONSTANT THEMES HERE, TECHNOLOGY -- THAT OUT THERE
16 IS GOING TO BE BUMPS IN THE ROAD OFFSET THAT YOU WOULD GO
17 ABOVE AND BEYOND THE CUSTOMER SERVICE THERE IS SOMETHING ON
18 THE PHONE WHAT'S GOING ON YOU KNOW THAT IT'S THE CUSTOMER
19 SERVICE THAT WILL HELP DISSIPATE SOME OF THESE OTHER
20 CHALLENGES, ENSURE THESE COMMISSIONERS AND DIRECTORS THAT
21 WE'RE DOING EVERYTHING WE CAN FROM THE CUSTOMER SERVICE
22 STANDPOINT ABOVE AND BEYOND SETTING IN ON THE CLIPPER2
23 MIGRATION STRATEGIES THAT ARE OUT THERE YOU SHOULD THINK THAT
24 THROUGH A LITTLE BIT BEFORE IT COMES YOUR WAY WITHOUT ASKING
25 ABOUT IT BUT I REALLY DO THINK THERE WAS SUCCESS GETTING TO



DECEMBER 15, 2025

1 DECEMBER 10TH WE ALL KNEW THERE WAS GOING TO BE A FEW SANDING
2 DOWN POINTS THAT WE NEEDED TO GET TO BUT YOU GOT TO START
3 SOMEWHERE AND WE START AT DECEMBER 10TH AND SO I WANTED TO
4 THANK EVERYBODY THERE AND I WOULD LIKE TO CALL OUT, MARK
5 STATER'S LAST DAY ON THE PROJECT WITH MTC YOU KNOW I HAVE BEEN
6 IN A FEW MEETINGS WITH MARK, THANK YOU FOR YOUR LEADERSHIP ON
7 THE PROJECT AND YOUR SUPPORT OF THE CLIPPER2 EFFORT HERE, AND
8 CONTINUED SUCCESS WHEREVER CYNTHIA HAS YOU GOING NEXT.
9 APPRECIATE YOU AND NICE TO GET YOU TO KNOW. SO, WITH THAT,
10 JASON, DO YOU WANT TO WRAP UP THIS ITEM?

11

12 **JASON WEINSTEIN:** I THINK WE'RE DONE. I HAVE A FEW POINTS I WAS
13 GOING TO MAKE DURING MY DIRECTOR'S REPORT. I'LL LEAVE IT RIGHT
14 THERE.

15

16 **CHAIR, ROBERT POWERS:** OKAY. WITH THAT MADAM CLERK WE'RE GOING
17 TO CLOSE OUT AGENDA ITEM THREE AND GO DIRECTLY INTO AGENDA
18 ITEM FOUR WHICH IS OUR EXECUTIVE DIRECTOR'S REPORT. JASON, THE
19 FLOOR IS ALL YOURS.

20

21 **JASON WEINSTEIN:** THANK YOU CHAIR POWERS. BOARD MEMBERS. WELL,
22 I'LL REPEAT IT, BECAUSE NOT EVERYBODY WAS IN THAT MEETING, BUT
23 DIRECTOR CHOY, MELANIE CHOY FROM THE RNM COUNCIL MEETING TOOK
24 A LOT OF MY THUNDER HERE, I DEPARTMENT TO APPRECIATE THIS
25 BOARD, AND PARTICULARLY YOU, BOB, AND APRIL BEING THE CHAIR,



DECEMBER 15, 2025

1 VICE CHAIR, FOR REALLY PUSHING ME AND OUR TEAM TO GET WHERE WE
2 ARE TODAY. I FEEL LIKE THAT, YOU KNOW, WHILE AT TIMES IT MIGHT
3 HAVE BEEN UNCOMFORTABLE FOR ME, IT WAS DEFINITELY HELPFUL TO
4 GET US TO WHERE WE ARE, AND I REALLY APPRECIATE IT. I ALSO
5 WANT TO THANK, AS YOU ALL HAVE MENTIONED, YOUR STAFF,
6 PARTICULARLY FOR BEING IN THE WEEDS WITH US. THERE IS -- I
7 DON'T KNOW, I CAN'T RECALL HOW MUCH SLEEP I HAVE GOTTEN IN THE
8 LAST WEEK OR TWO, BUT IT'S NOT A LOT, AND I WILL SAY THAT YOUR
9 TEAMS HAVE MET US EVERY STEP OF THE WAY, AND I WANT TO THANK
10 YOU FOR THAT. I'LL ADD MY THANKS TO CUBIC AS WELL, WE HAVE HAD
11 OUR CHALLENGES, WE HAD OUR DIFFERENCES, WHATEVER THE CASE MAY
12 BE, BUT WE'RE HERE, AND WE'RE GOING TO KEEP PUSHING FORWARD.
13 AND, FINALLY, I JUST DID ALSO WANT TO ACKNOWLEDGE WALLY.
14 BECAUSE, BUT WE ARE LUCKY THIS MELANIE AND I LUCK THEY SHE'S
15 JOINING OUR COLLECTIVE SECTIONS INTERNALLY, BUT TO SAY THANK
16 YOU TO HER FOR THE GREAT WORK THAT SHE'S DONE OVER THE YEARS,
17 SUPPORTING THIS BOARD. AS WELL AS THE RNM COUNCIL. WITH THAT,
18 I WILL LEAVE IT THERE.

19

20 **CHAIR, ROBERT POWERS:** AND JUST AS PART OF YOUR DIRECTOR'S
21 REPORT, REITERATE WHERE WE ARE WITH ANGUS'S DAILY E-MAIL? WILL
22 THAT CONTINUE IN WHAT FASHION WILL THAT CONTINUE? I THINK YOU
23 HEARD ANOTHER THEME UP HERE IN ADDITION TO THE PUBLIC
24 COMMUNICATIONS AND INTERACTIONS WITH THE PUBLIC THIS
25 COMMITMENT, THE REASSURANCE FROM MTC, THE CUBIC TEAM TO THE



DECEMBER 15, 2025

1 OPERATORS THAT E-MAILED ANGUS THAT YOU SEND OUT, I DON'T KNOW
2 IF IT'S EVERY TWO DAYS OR DAILY, IS IT DAILY, REALLY A TOOL
3 THAT WE ALL USE TO NAVIGATE THAT WILL THAT CONTINUE?

4

5 **SPEAKER:** YES THAT E-MAIL WILL CONTINUE DAILY THROUGH THIS WEEK
6 AS WILL THE DAILY MEETING WITH YOUR STAFF AND LIKE THE KITCHEN
7 CABINET THAT WORKING GROUP WITH BOARD AGAIN I WANT TO ECHO THE
8 THANKS FOR THAT THE TEAM HAS BEEN FANTASTIC TO WORK WITH I
9 THINK STARTING NEXT WEEK WITH THE HOLIDAYS WE'RE GOING TO RAMP
10 DOWN TO LESS THAN DAILY CADENCE BUT STILL KEEPING THE GOAL OF
11 KEEPING ALL GM'S AND OPERATOR STAFF INFORMED OF WHAT'S GOING
12 ON.

13

14 **JASON WEINSTEIN:** OF COURSE WE WILL AS WE HAVE DONE.

15

16 **CHAIR, ROBERT POWERS:** OKAY JUST ONE VOICE JUST HAPPENED TO BE
17 THE CHAIR OF THE EXECUTIVE BOARD HERE SO WE'RE CLEAR I'M HAPPY
18 THAT IT DOESN'T YOU KNOW IF WE WANT TO MIGRATE AWAY FROM DAILY
19 NEXT WEEK THAT DOESN'T MEAN BIMONTHLY, RIGHT?

20

21 **JASON WEINSTEIN:** UNDERSTOOD.

22

23 **CHAIR, ROBERT POWERS:** RIGHT MINIMUM NEEDS TO BE WEEKLY, A
24 MONDAY MORNING 8:30 E-MAIL TO US TO SAY HERE'S THE PLAN OF THE
25 WEEK HOWEVER WANT TO FRAME IT IT'S UP TO YOU.



DECEMBER 15, 2025

1

2 **JASON WEINSTEIN:** I THINK IT WILL BE PROPORTIONAL TO THE AMOUNT
3 OF PROBLEMS THAT WE'RE STILL SEEING RIGHT OBVIOUSLY AS THINGS
4 GET RESOLVED WE PROBABLY COULD DO WITH LESS BUT WILL MAKE SURE
5 THAT YOU STAY IN.

6

7 **CHAIR, ROBERT POWERS:** MADAM CLERK PUBLIC COMMENT ON THE
8 DIRECTOR RAPID EITHER IN THE BUILDING OR VIRTUALLY.

9

10 **CLERK, WALLY CHARLES:** YOU HAVE ONE PERSON ALETA DUPREE, YOU
11 HAVE TWO MINUTES.

12

13 **SPEAKER:** THANK YOU CHAIR BOB POWERS ALETA DUPREE FOR THE
14 RECORD SHE AND HER WITH TEAM FOLDS. I'M SPEAKING ON THE
15 DIRECTOR REPORT WHICH I HAD USUALLY DON'T DO BUT I LIKE THOSE
16 THINGS THAT I INTERPRET I MEAN WE MADE IT WE'RE HERE. AND NOW
17 IT'S TIME TO THINK FORWARD I REMEMBER IT TOOK ABOUT A DOZEN
18 YEARS TO BUILD THE GRAND CENTRAL MADISON FACILITY PEOPLE WERE
19 COMPLAINING FOR YEARS ABOUT IT IT COST ABOUT \$12 BILLION TO
20 DO, PEOPLE DON'T TALK ABOUT THAT ANYMORE, BUT STILL THREE
21 YEARS ON IT'S INTENSELY MONITORED. 300 TRAINS A DAY USE THAT
22 TERMINAL BUT GOING FORWARD NOW, WE BUILT THE PROGRAM NOW WE
23 HAVE TO RUN IT. AND THIS TAKE INTENSE MONITORING AND I WILL
24 SAY JASON AND THE CLIPPER TEAM HAVE ALWAYS BEEN RESPONSIVE TO
25 MY CONCERNS. I DO WE FEEL THAT THE CLIPPER TEAM, EVEN IN THESE



DECEMBER 15, 2025

1 CHALLENGES, AND I'M REFERRING TO BOTH THE MTC STAFF LED BY
2 JASON, AND OUR VENDOR PARTNERS, WHO WORK WITH US, ARE
3 CERTAINLY BEING RESPONSIVE. BUT SOME THINGS CAN'T BE DONE ON
4 THE SPOT. I WOULD SAY A LOT OF THIS IS LIKE TRYING TO TURN AN
5 AIRCRAFT CARRIER, AS OPPOSED TO TURN ON A DIME. YES I HAVE A
6 DIME AND A COUPLE OF OTHER COINS THAT WHEN I COME TO THE BAY
7 AREA I'M GOING TO ADD THEM TO MY CLIPPER CARD, AND WE'LL SEE
8 HOW HAD THE VENDING MACHINES LOOK. BUT I DO FEEL THAT THIS IS
9 A PROGRAM THAT DESPITE ITS ISSUES GOING ON, THAT WE ARE
10 RESPONDING TO, THAT WE ARE, INDEED, RESPONSIVE, AND WE DO
11 LISTEN AND CARE ABOUT THE PEOPLE. THANK YOU.

12

13 **CLERK, WALLY CHARLES:** THANK YOU. THERE ARE NO OTHER SPEAKERS
14 ON THIS ITEM.

15

16 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THAT, MADAM CLERK.
17 LET'S CLOSE OUT AGENDA ITEM NUMBER FOUR. AGENDA ITEM NUMBER
18 FIVE, PUBLIC COMMENT ON ANY OTHER BUSINESS THAT WAS NOT ON THE
19 AGENDA. MADAM CLERK, PUBLIC COMMENT ON THAT?

20

21 **CLERK, WALLY CHARLES:** WE HAVE ONE BUT IT DOESN'T -- AARON
22 KING. ARE YOU HAVING YOUR HAND RAISED? IT DOESN'T REALLY SHOW
23 HERE. OH, ALETA DUPREE. YOU MAY SPEAK.

24

25 **SPEAKER:** THANKS AGAIN CHAIR BOB POWERS AND MEMBERS. ALETA



DECEMBER 15, 2025

1 DUPREE FOR THE RECORD, SHE AND HER WITH TEAM FOLDS.
2 REPRESENTING SKIRT FOLDS. AS I SPEAK GENERALLY HOW DO WE GO
3 FORWARD. BEEN IN MEETING PRESIDENCY ALL DAY, 6:30 I DID AN MTA
4 MEETING BY ZOO TALKING ABOUT OMNI IN NEW YORK. AND WHAT WILL
5 BE THE FUTURE OF CLIPPER, ALSO LIVING DOCUMENTS I CONTINUE TO
6 ADVOCATE ON ANY SYSTEM CERTAINLY OUR PROGRAM ANY PROGRAM INTO
7 THE FULLNESS WHEN IT COMES TO OUR DISCOUNTED FARE PROGRAMS
8 ESPECIALLY FOR PEOPLE WHO HAVE THE NEW CLIPPER ACCESS WHAT WE
9 CALL CLIPPER ACCESS NOW THAT SENIORS AND PEOPLE WITH
10 DISABILITIES STATISTICALLY HAVE LESS RESOURCES, MADAM CLERK,
11 PLEASE OPEN THE ROLL PAYMENTS MEANS THAT THEY DON'T HAVE TO
12 PREFUND SO MUCH. THAT BEING SAID, YOU CAN STILL PREFUND IF YOU
13 WANT TO, AS IF YOU WERE BUYING A MONTHLY PASS, YOU CAN STILL
14 PRETEND LIKE YOU'RE BUYING A MONTHLY PASS, JUST IN A DIFFERENT
15 FORM, YOU HAVE LEFTOVER FUNDS, YOU PUT THEM INTO ANOTHER
16 ROLLING PERIOD. CAN WE HAVE A BAY AREA THAT DOES NOT HAVE
17 PREPAID PASSES ANYMORE? I THINK WE CAN, ONCE WE'RE THERE, WE
18 INFERIOR HAVE TO THINK ABOUT WHAT PRODUCTS TO BUY. ALL YOU
19 HAVE TO DO IS TAP AND RIDE. THE FUTURE IS IN TAP AND RIDE. I
20 DON'T THINK ANYBODY IS GOING TO GET LEFT BEHIND, BECAUSE
21 REALLY WHO DO I SEE ARE THE CASH USERS, GOING TO LAS VEGAS
22 CASINO AND SEE THE PEOPLE WHO PUT THOUSANDS OF DOLLARS ON THE
23 TABLE THAT'S REALLY THE CASH USERS THAT I SEE OUT THERE.
24 THAT'S WAY ABOVE MY PAY GRADE. I DON'T GAMBLE ANYWAY. JUST GO
25 FOR THE FOOD. GOOD MEETING TODAY. THANK YOU.



DECEMBER 15, 2025

1

2 **CLERK, WALLY CHARLES:** THANK YOU. THERE ARE NO OTHER SPEAKERS.

3

4 **CHAIR, ROBERT POWERS:** OKAY BEFORE I CLOSE OUT AGENDA ITEM
5 NUMBER FIVE I'LL TAKE LIBERTY FOR THE ENTIRE BOARD, JUST A
6 THANK YOU IF THE BOARD MEMBERS DON'T KNOW THIS WILL BE WALLY'S
7 LAST CLIPPER EXECUTIVE BOARD MEETING. AND WALLY, YOU HAVE BEEN
8 THE CONS MATS PROFESSIONAL AND HELPING KEEP ME IN A CALM STATE
9 OF MINE UP HERE AND GETTING THE MATERIALS OUT IN A TIMELY
10 FASHION MAKING SURE THAT MECHANICS OF THE MEETING RUN YOU HAVE
11 BEEN A TREASURE TO WORK W I THOROUGHLY SMILE WHEN I SEE YOU
12 AND I KNOW THAT YOU'RE GOING TO BE HERE AND I KNOW WE'LL BE IN
13 GOOD HANDS GOING FORWARD CONGRATULATIONS ON THE NEXT MOVE OVER
14 TO WORKING DIRECTLY WITH DIRECTOR WEINSTEIN AND DIRECTOR CHOY,
15 BUT JUST KNOW YOU MADE THE MARK ON THIS COMMITTEE AND YOU WILL
16 BE MISSED BUT WILL NOT BE FORGOTTEN, AND YOU WON'T BE FAR ON
17 THE E-MAIL TRAFFIC. THANK YOU FOR ALL YOU DO. [APPLAUSE] WE'LL
18 CLOSE AGENDA ITEM NUMBER FIVE THE LAST AGENDA ITEM NUMBER SIX
19 ADJOURNMENT AND THE NEXT MEETING. SO WE'RE ALL SET FOR MONDAY
20 JANUARY 26TH BACK AT THE MTC HEADQUARTERS 1:00. WITH THAT
21 HAPPY HOLIDAYS AND THIS MEETING IS ADJOURNED. THANK YOU.
22 [ADJOURNED]