

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



FEBRUARY 23, 2026

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CLIPPER EXECUTIVE BOARD

MONDAY, FEBRUARY 23, 2026, 1:00 PM

CHAIR, ROBERT POWERS: LET ME GO AHEAD AND CALL THIS MEETING TO ORDER. THIS MEETING IS BEING WEBCAST ON THE MTC WEB SITE. REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL STAR NINE, AND YOU WILL BE CALLED UPON BY THE -- AT THE APPROPRIATE TIME TO SPEAK. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBERS. AND WITH THAT, MADAM CLERK, LET'S GET RIGHT INTO IT, AGENDA ITEM NUMBER ONE ROLL CALL AND LET'S SEE IF GOT A QUORUM

CLERK, BRITTNY J. SUTHERLAND: YOU IT CHAIR POWERS?

CHAIR, ROBERT POWERS: HERE.

CLERK, BRITTNY J. SUTHERLAND: VICE CHAIR CHAN?

V. CHAIR, APRIL CHAN: HERE.

CLERK, BRITTNY J. SUTHERLAND: PREMIER? GONOT?

CAROLYN GONOT: HERE.



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1

2 **CLERK, BRITTNY J. SUTHERLAND:** KIRSCHBAUM HAS STEPPED AWAY.
3 LLAMAS?

4

5 **SALVADOR LLAMAS:** HERE.

6

7 **CLERK, BRITTNY J. SUTHERLAND:** MULLIGAN?

8

9 **DENIS MULLIGAN:** PRESENT.

10

11 **CLERK, BRITTNY J. SUTHERLAND:** WEGENER?

12

13 **SPEAKER:** HERE.

14

15 **CLERK, BRITTNY J. SUTHERLAND:** WE HAVE A QUORUM.

16

17 **CHAIR, ROBERT POWERS:** WE'RE GOING TO GO TO CONSENT CALENDAR

18 AGENDA 2A THIS IS AN ACTION ITEM TO COMMISSIONERS UP AT THE

19 BOARD HERE. SO, MADAM CLERK, LET ME CHECK IN WITH YOU AND SEE

20 IF THERE IS ANY PUBLIC COMMENT ON THE CONSENT CALENDAR,

21 PLEASE?

22

23 **CLERK, BRITTNY J. SUTHERLAND:** WE HAVE RECEIVED NOTHING IN

24 WRITING FOR THE CONSENT CALENDAR, AND THERE IS NO ONE IN THE

25 ZOOM SPACE NOR BOARDROOM WISHING TO PROVIDE PUBLIC COMMENT.



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1

2 **CHAIR, ROBERT POWERS:** OKAY. WE'LL CLOSE PUBLIC COMMENT ON 2A.
3 BOARD MEMBERS, LET ME SEE I HAVE A MOTION AND SECOND ON
4 CONSENT?

5

6 **V. CHAIR, APRIL CHAN:** MOVED BY VICE CHAIR CHAN.

7

8 **DENIS MULLIGAN:** SECOND BY MULLIGAN.

9

10 **CHAIR, ROBERT POWERS:** OKAY. WE HAVE THE CHAN AND MULLIGAN
11 TICKET ON THE CONSENT CALENDAR FOR AN ACTION ITEM.
12 COMMISSIONER, BOARD MEMBERS, COMMENTS ON THE CONSENT CALENDAR
13 IN FRONT OF US? I AM NOT SEEING ANY. LET'S GO TO A VOTE ON
14 THIS ITEM. ALL IN FAVOR, SAY AYE. [AYES]

15

16 **CHAIR, ROBERT POWERS:** AYE. ANY OPPOSITION? NOT SEEING ANY.
17 MADAM CLERK, PASSES UNANIMOUSLY. MADAM CLERK, WOULD YOU LIKE
18 ME TO DROP BACK TO PUBLIC COMMENT ON THAT ITEM

19

20 **CLERK, BRITTNY J. SUTHERLAND OF THE BOARD:** YES, PLEASE. I
21 BELIEVE WE HAVE TWO SPEAKERS BUT I'M TRYING TO PULL THE ZOOM.
22 APOLOGIES.

23

24 **CHAIR, ROBERT POWERS:** WE'RE ALWAYS MOST INTERESTED IN ENGAGING
25 MEMBERS OF THE PUBLIC. SO I'M GOING TO REOPEN PUBLIC COMMENT



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1 FOR ITEM TWO, AND LET'S GIVE TWO MINUTES EACH. WHEN YOU GET
2 THE MECHANICS ALL SQUARED.

3

4 **CLERK, BRITTNY J. SUTHERLAND:** AWESOME LOOKS LIKE WE HAVE ONE
5 HAND ALETA DUPREE. YOU HAVE TWO MINUTES. GO AHEAD AND UNMUTE
6 YOURSELF.

7

8 **SPEAKER:** THANK YOU GOOD AFTERNOON CHAIR BOB POWERS AND
9 MEMBERS. ALETA DUPREE FOR THE RECORD SHE AND HER WITH TEAM
10 FOLDS. READING ABOUT THE MINUTES, THANK YOU FOR PUTTING IN THE
11 MESSAGE THAT I HAD SENT LAST MONTH. I'M NOT REALLY SURE HOW
12 THE PROCESS WORKS. I DON'T KNOW IF IT'S SUPPOSED TO SHOW THE
13 DRAFT COMMENTS OF THE AGENDA, BUT I'M NOT SEEING THE FINAL
14 MINUTES THAT WOULD REFLECT ADINA LEVIN OF SEAMLESS BAY AREA
15 HAVING SPOKEN. I BELIEVE IT'S ITEM 3A LAST MONTH. I IT STILL
16 SHOWS MY NAME TWICE. SO, I APPRECIATE YOU ACKNOWLEDGING THAT
17 IN LAST MONTH'S MEETING. BUT FOR THE PUBLIC'S SAKE, I WOULD
18 HOPE TO SEE A FINAL CORRECTION PLACED IN THERE. EVERYBODY WHO
19 SHARES SHOULD GET THEIR DUE CREDIT. THANK YOU.

20

21 **CLERK, BRITTNY J. SUTHERLAND:** YOU'RE WELCOME. AND THAT WILL
22 CONCLUDE PUBLIC COMMENT FOR THIS ITEM.

23

24 **CHAIR, ROBERT POWERS:** OKAY. WE'RE GOING TO RECLOSE AGENDA ITEM
25 NUMBER TWO. WE HAD A VOTE UNANIMOUS ON THE VOTE THERE. WE'LL



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1 CLEAN UP THAT PUBLIC COMMENT AND MAKE SURE THAT IT REFLECTS
2 ADINA'S COMMENTS ON THAT. AND WE'RE GOOD WITH AGENDA ITEM
3 NUMBER TWO MADAM CLERK, THEN? OKAY. SO LET'S GO TO AGENDA ITEM
4 NUMBER THREE. AND COMMISSIONERS, FROM THE CHAIR'S PREROGATIVE
5 HERE, I JUST WANT TO MAKE SURE EVERYBODY IS TRACKING. I'M
6 GOING TO MOVE AGENDA ITEM NUMBER 3A. AGAIN, I'M GOING TO MOVE
7 AGENDA ITEM NUMBER 3A UNTIL AFTER THE DIRECTOR'S REPORT,
8 DIRECTOR WEINSTEIN'S REPORT, WHICH IS AGENDA ITEM NUMBER FIVE.
9 AGAIN, 3A, I'M GOING TO SLIDE DOWN THE AGENDA AS AN ACTION
10 ITEM UNTIL AFTER THE DIRECTOR'S REPORT. SO, WITH THAT SLIGHT
11 MODIFICATION, LET'S GO TO AGENDA ITEM NUMBER 3B, MADAM CLERK.
12 AND THIS IS THE FUNDING AGREEMENT SETTLEMENT, THIS IS THE
13 CLIPPER PARATRANSIT INTEGRATION WITH BART, AND IN FRONT OF US
14 HERE IS LYDIA ELLIS IS GOING TO BE WALKING US THROUGH THIS,
15 WITH OR WITHOUT ALLISON EDWARDS. I'M NOT SURE. BUT LYDIA, THE
16 FLOOR IS ALL YOURS.

17

18 **LYDIA ELIAS:** THANK YOU CHAIR POWERS. GOOD AFTERNOON EVERYONE.
19 THIS IS A REQUEST FOR APPROVAL OF MASTER FUNDING AGREEMENT
20 SUPPLEMENT BETWEEN MTC AND BART IN AN AMOUNT NOT TO EXCEED
21 \$900,000 TO SUPPORT SOFTWARE CUSTOMIZATION AND API INTEGRATION
22 THAT WILL ALLOW EAST BAY PARATRANSIT RIDERS TO PAY FARES USING
23 CLIPPER. THIS PROJECT ADVANCED THE TRANSIT TRANSFORMATION
24 ACTION PLAN ESTABLISHED BY THE BLUE RIBBON TASK FORCE BY
25 EXPANDING CLIPPER AS A PAYMENT OPTION PARATRANSIT RIDERS



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1 ACROSS THE BAY IMPROVING THE CUSTOMER EXPERIENCE AND SUPPORT
2 SUGGEST A SEAMLESS REGIONAL FARE PAYMENT SYSTEM AS PART OF A
3 BROADER IMPLEMENTATION IN NOVEMBER 2023 MTC EXECUTED A
4 SEPARATE CONTRACT WITH TRAPEZE A PARATRANSIT SOFTWARE VENDOR
5 SUPPORT SERVING 13 BAY AREA TRANSIT AGENCIES TO SUPPORT
6 SIMILAR INTEGRATION WORK EAST BAY PARATRANSIT JOINTLY PROVIDE
7 BY BART AND AC TRANSIT OPERATES ONE OF THE LARGEST PARATRANSIT
8 SERVICES IN THE REGION AND SERVES A SIGNIFICANT NUMBER OF
9 RIDERS WHO WOULD BENEFIT FROM ACCESS TO CLIPPER CURRENTLY EAST
10 BAY PARATRANSIT RIDERS CAN PAY FOR TRIPS BY EITHER PREPAYING
11 OR PAYING UPON BOARDING USING EXACT CASH PAPER TICKETS OR
12 CREDIT OR DEBIT CARD THROUGH BART MOBILITY AS SERVICE PLATFORM
13 THROUGH EAST BAY PARATRANSIT AP THIS IS PROPOSED PROJECT
14 DESIGN TEST AND DEPLOY INTEGRATED SOFTWARE SOLUTION ENABLES
15 BART'S EXISTING PLATFORM TO INTERFACE WITH THE NEXT GENERATION
16 CLIPPER SYSTEM USING APPLICATION PROGRAMMING INTERFACES OR
17 API'S AND FARE PAYMENT TRANSACTIONS WILL CONTINUE TO BE
18 PROCESSED BY CLIPPER BART'S PLATFORM VENDORS WILL BE
19 RESPONSIBLE FOR THE TECHNICAL IMPLEMENTATION THE PROJECT WOULD
20 ALSO REQUIRE CLOSE COORDINATION AMONG BART, MTC, CUBIC AND THE
21 CLIPPER SYSTEM INTEGRATOR FUNDING WILL BE PROVIDED THROUGH THE
22 STATE TRANSIT ASSISTANCE FUNDS THAT HAVE ALREADY BEEN BUDGETED
23 AND APPROVED AS PART OF THE CLIPPER FISCAL YEAR 2025, '26,
24 CAPITAL BUDGET STAFF RECOMMENDATIONS THAT EXECUTIVE BOARD
25 APPROVE THE MASTER FUNDING AGREEMENT TO SUPPLEMENTS WITH BART



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1 IN AN AMOUNT NOT TO EXCEED \$900,000.

2

3 **CHAIR, ROBERT POWERS:** THANK YOU. PUBLIC COMMENT?

4

5 **CLERK, BRITTNY J. SUTHERLAND:** I HAVE RECEIVED ON NOTHING IN
6 WRITING FOR THIS ITEM NO ONE HAS LINED UP AT THE PODIUM IN THE
7 BOARDROOM THERE ARE TWO HANDS RAISED IN AM ZOOM SPACE.

8

9 **CHAIR, ROBERT POWERS:** VERY GOOD LET'S GO. TWO MINUTES EACH
10 PLEASE.

11

12 **CLERK, BRITTNY J. SUTHERLAND:** ALL RIGHT. ADINA LEVIN.

13

14 **ADINA LEVIN:** ADINA LEVIN CHAIR OF NETWORK MANAGEMENT CUSTOMER
15 ADVISORY GROUP REPORTING WITH THAT HAT OBSERVING RATHER THAN
16 BEING DELEGATED TO REPORT ON THAT THIS IS SOMETHING THIS HAS
17 BEEN SUPPORTED FOR A LONG TIME FROM MEMBERS OF THE PUBLIC WHO
18 DEPEND ON PARA TRANSIT ON REALLY LOOKING FORWARD TO THE
19 DEVELOPMENT OF THIS FEATURE AND ALSO WITH SEAMLESS BAY AREA WE
20 SUPPORT ORGANIZING AMONGST GROUPS OF SENIORS AND PEOPLE WITH
21 DISABILITIES WHERE THIS IS SOMETHING THAT IS VERY SUCH DESIRED
22 AND WELCOME. SO THANK YOU VERY MUCH.

23

24 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU ADINA. ALETA DUPREE GO
25 AHEAD YOU HAVE TWO MINUTES.



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1

2 **SPEAKER:** THANKS AGAIN CHAIR BOB POWERS AND MEMBERS. ALETA
3 DUPREE FOR THE RECORD SHE AND HER WITH TEAM FOLD. I STATE THE
4 IMPORTANCE OF THIS TO YOU, I AM NOT A PARATRANSIT USER, THOUGH
5 I KNOW MANY WHO ARE. BUT I AM A CLIPPER ACCESS USER, FORMERLY
6 RTC, NOT TO BE CONFUSED WITH RTC LAS VEGAS. AND BEING A PERSON
7 WITH DISABILITIES, THIS PROPOSAL IS GOING TO HELP LEVEL THE
8 PLAYING FIELD FOR PEOPLE WHO USE PARATRANSIT. IT'S EASY TO
9 FORGET ABOUT PARATRANSIT WHEN WE HAVE BIG SIGNATURE PROJECTS.
10 AND DON'T GET ME WRONG, I LIKE SIGNATURE PROJECTS. BUT I THINK
11 BACK IN PERSONAL EXPERIENCE, PROBABLY ABOUT A DECADE AGO, WHEN
12 RTC LAS VEGAS WAS DEVELOPING A MOBILE APPLICATION. AND I SAID
13 TO THEM -- HAD SOME VERY GOOD CONVERSATION -- I SAID THIS HAS
14 TO INCLUDE REDUCED FARE USERS. BECAUSE I HAD GONE TO
15 SUPERMARKETS TO BUY THE PAPER PRODUCED FARE PASSES, ONLY TO
16 FIND THAT THEY WERE OUT OF PASSES. SO HAVING THESE TOOLS WILL
17 MAKE IT EASIER FOR PEOPLE, AND MEANING THAT THEY DON'T HAVE TO
18 GO TO THE SUPERMARKET, OR THE BANK, OR THE PHARMACY, TO PICK
19 UP PAPER PASSES OR TO HAVE ON TO GO TO AN ATM AND DRAW MONEY.
20 THIS IS INCLUSIVE. I LIKE THE IDEA OF OPEN PAYMENTS AND OTHER
21 THINGS THAT I CAN DO SIMPLY BY DOING TRANSMISSIONS OF DATA ON
22 MY PHONE TO INTERACT WITH THESE SYSTEMS. SO, YES, LET'S DO
23 THIS. LET'S GET PARATRANSIT PAYMENTS ON A LEVEL PLAYING FIELD.
24 PARATRANSIT IS JUST AS IMPORTANT AS ANYTHING ELSE. THANK YOU.

25



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1 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU. AND THAT WILL
2 CONCLUDE PUBLIC COMMENT FOR THIS ITEM.

3

4 **CHAIR, ROBERT POWERS:** OKAY. WE'LL CLOSE PUBLIC COMMENT ON THIS
5 ITEM. THIS IS AN ACTION ITEM. DO I HAVE A MOTION AND A SECOND?

6

7 **CHRISTY WEGENER:** MOVE APPROVAL, WEGENER.

8

9 **CHAIR, ROBERT POWERS:** WEGENER APPROVAL; MOTION. IS THERE A
10 SECOND?

11

12 **JULIE KIRSCHBAUM:** SECOND.

13

14 **CHAIR, ROBERT POWERS:** KIRSCHBAUM HAS GOT THE SECOND. COMMENTS?
15 YEAH, COMMISSIONERS, PLEASE.

16

17 **DANIELLE SCHMITZ:** HI. DANIEL SCHMITZ WITH VINE TRANSIT NAPA
18 VALLEY TRANSPORTATION AUTHORITY. YOU MENTIONED IN YOUR STAFF
19 REPORT THAT TWO PLUS YEARS AGO YOU DID AN INTEGRATION FOR
20 PARATRANSIT VINE BEING ONE OF THEM AND I STILL BELIEVE THAT WE
21 DO NOT HAVE THE ABILITY TO PAY WITH CLIPPER ON OUR PARATRANSIT
22 SYSTEM. AND I'M JUST INTERESTED IN WHERE THAT IS GOING AND I
23 THINK OUR INTEGRATOR IS TRAPEZE AND TRAPEZE WE DON'T HAVE THE
24 CLIPPER SIDE SO IF YOU COULD UPDATE ON THAT?

25



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1 **LYDIA ELIAS:** YES, DEFINITELY WE DID EXECUTE THE CONTRACT AT
2 THE END OF 2023 HOWEVER DUE TO COMBINATION OF VENDOR READINESS
3 AND DELAY OF THE NEXGEN SYSTEM LAUNCHING WE DIDN'T KICKOFF
4 UNTIL LATER SO WITH TRAPEZE CONTRACT THE PILOT AGENCY SFMTA OR
5 SAN FRANCISCO PARATRANSIT WE ARE AT THE STAGE OF COMPLETED
6 DESIGN DEVELOPMENT AND INTERNAL TESTING AND ARE NOW ENTERING
7 PILOT TESTING IN THE PRODUCTION ENVIRONMENT WHICH INCLUDES
8 STAFF TESTING AND ONCE THAT'S COMPLETED WE'LL BE DOING LIMITED
9 LAUNCH TO SAN FRANCISCO PARATRANSIT RIDERS. THIS WOULD INCLUDE
10 PROVIDING CLIPPER CARDS WITH PRELOADED FUNDS SO WE CAN RECEIVE
11 FEEDBACK FROM SAN FRANCISCO PARATRANSIT RIDERS, IMPROVE OUR
12 CUSTOMER MARKETING AND EDUCATION MATERIALS BEFORE WE FULLY
13 LAUNCH TO ALL SAN FRANCISCO RIDERS. WE HAVE ALSO IDENTIFIED
14 THE NEXT PHASE OF AGENCIES THAT WORK WITH OUR AREAS AND ONCE
15 WE DO THE LIMITED LAUNCH WITH SAN FRANCISCO WE WILL START
16 DEVELOPMENT WITH THAT NEXT PHASE.

17

18 **DANIELLE SCHMITZ:** SO DO YOU HAVE A TIMELINE OF HOW LONG THE
19 PILOT WOULD BE WHEN YOU WOULD START THE SECOND TIER LAUNCH
20 WITH OTHER TRAPEZE USERS?

21

22 **LYDIA ELIAS:** WE DON'T HAVE AN EXACT MONTH BECAUSE IT'S
23 CRITICAL FOR ALL OF THE MAJOR CRITICAL ISSUES TO BE RESOLVED
24 BEFORE WE GO TO THE PUBLIC WE DO ANTICIPATE DOING LIMITED
25 LAUNCH WITH SAN FRANCISCO THIS YEAR AND STARTING SECOND PHASE



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1 OF AGENCIES THIS YEAR.

2

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

4

5 **DENIS MULLIGAN:** I ECHO THE PUBLIC SPEAKER ELOQUENTLY SAID
6 ABOUT THE IMPORTANCE OF THIS BUT I HAVE SIGNIFICANT CONCERNS
7 ABOUT THE TIMING OF THIS BECAUSE RIGHT NOW CLIPPER2.0 IS AT
8 BEST NOT FULLY FUNCTIONING IT'S RATHER DYSFUNCTIONING YOU KNOW
9 TO MY COLLEAGUE TO MY RIGHT IT HASN'T BEEN ROLLED OUT IN NAPA
10 VINE YET BECAUSE CLIPPER IS NOT YET READY FOR PRIME TIME SO MY
11 ASK IS IF WE APPROVE THIS TODAY THAT YOU DON'T FLIP THE SWITCH
12 IF WE ACT ON THIS TODAY YOU CANNOT FLIP THE SWITCH UNTIL CUBIC
13 HAS CLIPPER2.0 READY FOR PRIME TIME BECAUSE THIS CUSTOMER
14 GROUP WOULD BE HORRIFICALLY IMPACTED IF THEY EXPERIENCE THE
15 CHARGES THAT TODAY'S RIDERS ARE EXPERIENCING.

16

17 **LYDIA ELIAS:** UNDERSTOOD. THANK YOU.

18

19 **CHAIR, ROBERT POWERS:** OKAY. ANY OTHER -- CAROLYN GONOT, VTA?

20

21 **CAROLYN GONOT:** I KNOW MAYBE I SHOULD KNOW THIS BETTER, BUT
22 WHERE ARE WE ON ALL THE PARATRANSIT SERVICES? I MEAN, THIS ONE
23 IS WITH BART AND AC TRANSIT. AND YOU'RE DOING THE ONE ON SAN
24 FRANCISCO. I REPRESENT VTA AND NAPA WHERE ARE WE ON EACH OF
25 THEM? MAYBE YOU COULD GIVE US A STATUS LATER?



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1

2 **LYDIA ELIAS:** YES, I CAN GIVE A STATUS LATER. YEAH.

3

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

5

6 **JASON WEINSTEIN:** JUST TO CHIME IN. AT A PRETTY HIGH-LEVEL,
7 TRAPEZE DOES PRETTY MUCH COVER ALL THE REST THAT AREN'T EAST
8 BAY PARATRANSIT.

9

10 **CHAIR, ROBERT POWERS:** AND LYDIA MENTIONED THAT IN HER RESPONSE
11 EARLIER. SO SFMTA, YEAH, AND ONCE WE GET THE DATA FROM THAT,
12 SHE GETS THE DATA FROM THAT, IT'S PROOF OF CONCEPT SHE'S GOING
13 TO ROLL THAT OUT AND THEN MIGRATE TO ALL THE OTHER PARATRANSIT
14 OPERATORS SYSTEMICALLY WITH SOME STRATEGIC NATURE BEHIND IT.

15

16 **CAROLYN GONOT:** AS LONG AS WE'RE USING TRAPEZE.

17

18 **LYDIA ELIAS:** YES, MAJORITY ARE. THERE IS 13 AGENCIES WITH
19 TRAPEZE, AND THEN THREE AGENCIES THAT HAVE CLIPPER EQUIPMENT
20 INSTALLED ON THEIR PARATRANSIT VEHICLES. THAT EQUIPMENT HAS
21 ALREADY BEEN INSTALLED. IT'S JUST PENDING CUSTOMER TRANSITION
22 FULLY BEING COMPLETED AND A FEW OTHER ROUTES BEING DEVELOPED
23 BY CUBIC. SO THAT WILL BE ON A SEPARATE TIMELINE BUT ALSO
24 ROLLED OUT NO GROUPS AND PHASED PROCESS.

25



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1 **CAROLYN GONOT:** LET ME JUST GET A SUMMARY ON THAT? THAT WOULD
2 BE GREAT.

3

4 **LYDIA ELIAS:** YES.

5

6 **CHAIR, ROBERT POWERS:** OKAY. WE HAVE A MOTION AND A SECOND.
7 GOOD COMMENTS HERE. I GUESS MY -- LYDIA I WANT TO THANK YOU
8 FOR A VERY THOUGHTFUL AND ARE THOROUGH PRESENTATION. I'M GOING
9 TO GO AHEAD AND SECOND. I SEE ANGIE WEST STOOD UP IN THE BACK,
10 BACK THERE, BUT ANGIE WEST IS RESPONSIBLE FOR THIS EFFORT FOR
11 BART. AND I WOULD SECOND COMMISSIONER MULLIGAN'S POINT TO
12 LET'S MAKE SURE WE HAVE A STABLE ENVIRONMENT BEFORE, LYDIA YOU
13 AND ANGIE MOVE FORWARD WITH THIS IS BART WITH PARATRANSIT IN
14 THE EAST BAY HERE. IN PARTNERSHIP, OBVIOUSLY, WITH AC TRANSIT.
15 IT WOULD BE QUITE CHALLENGING IF THAT ENVIRONMENT ISN'T STABLE
16 AND WE ROLLED THIS OUT. SO, JUST BE COGNIZANT OF THAT, PLEASE.
17 AND I'M -- I SEE ANGIE BACK THERE NODDING HER HEAD. SO, THANK
18 YOU. AND THANK YOU FOR THIS PRESENTATION. ALL IN FAVOR, SAY
19 AYE. [AYES] WE HAVE A MOTION AND SECOND. ANY OPPOSITION? WELL
20 DONE LYDIA. UNANIMOUS VOTE. THANK YOU FOR THAT. AND NOW I SEE
21 WHERE I HAVE MADE MY MISTAKE HERE, ALLISON EDWARDS, YOUR
22 WORKING POINT ON THE NEXT ITEM IN FRONT OF OUR BOARD. AND
23 THAT'S ITEM NUMBER 3C. AND THESE ARE THE OPERATING RULES FOR
24 OUR NEXT GENERATION CLIPPER. AGAIN, THIS IS AN ACTION ITEM IN
25 FRONT OF THE BOARD. SO, ALLISON, THE FLOOR IS ALL YOURS.



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1

2 **ALLISON EDWARDS:** THANK YOU CHAIR POWERS. GOOD MORNING BOARD
3 MEMBERS. THIS ITEM IS A REQUEST FOR APPROVAL OF UPDATES TO THE
4 CLIPPER OPERATING RULES FOR NEXT GENERATION CLIPPER. THE
5 CLIPPER OPERATING RULES WERE CREATED IN JUNE OF 2010 TO HELP
6 CLIPPER STAKEHOLDERS UNDERSTAND THE POLICIES AND EXPECTATIONS
7 FOR OPERATING CLIPPER PROGRAMMING AND ALLOCATIONS COMMITTEE ON
8 A DAY-TO-DAY BASIS. IT INCLUDING POLICIES FOR CARD
9 DISTRIBUTION, CUSTOMER SERVICE, MARKETING AND COMMUNICATIONS,
10 FINANCIAL SETTLEMENT, PROTECTING CUSTOMER CONFIDENTIALITY, AND
11 MANAGING CLIPPER EQUIPMENT. THE OPERATING RULES, IN ADDITION
12 TO THE CLIPPER MOU ARE USED TOGETHER TO GUIDE CLIPPER
13 STAKEHOLDERS, AND WHEN THE OPERATING RULES DO NOT PROVIDE A
14 POLICY, THE CLIPPER MOU WILL TAKE PRECEDENCE. CLIPPER STAFF
15 HAVE BEEN WORKING TO UPDATE THE OPERATING RULES TO ACCOUNT FOR
16 PROGRAMMATIC ACCOUNT-BASED CHANGES FOR THE NEXT GENERATION
17 CLIPPER SYSTEM. KEY CHANGES INCLUDED IN THE MODIFIED DOCUMENT
18 ARE INTRODUCTION OF THE CLIPPER START GUIDELINES, CLEARER
19 GOVERNANCE OF THE EVENT PASS ALSO KNOWN AS BAY PASS AND
20 ADDITION OF LIMITED USE PAPER TICKETS. RULES ALSO NOW
21 REFERENCE NEW NEXT GENERATION SYSTEM PORTALS AND ADOPT UPDATED
22 TERMINOLOGY AND EQUIPMENT NAMES AND INCORPORATE NEW SYSTEM
23 FUNCTIONALITY. ADDITIONAL REFINEMENTS INCLUDE ADDING CLIPPER
24 WEB SITE AS A CHANNEL FOR YOUTH AND SENIOR DISCOUNT
25 APPLICATIONS REDUCING DEFECTIVE CARD REPLACEMENT WINDOW FROM



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1 ONE YEAR TO SIX MONTHS CLARIFYING WHICH CARD BALANCES ARE
2 REFUNDABLE AND ALLOWING CASH VALUE TO BE USED TO PAY FOR
3 CUSTOMER FEES. OBSOLETE COMPONENTS SUCH AS PARTICIPANT CLAIM
4 FUND HAVE BEEN REMOVED AND GLOSSARY HAS BEEN UPDATED TO
5 REFLECT NEW ACCOUNT-BASED AND NEXT GENERATION TERMINOLOGY AND
6 FULL LIST OF KEY CHANGES IS INCLUDED IN THE MEMO. THESE
7 UPDATED OPERATING RULES WERE DISTRIBUTED TO TRANSIT OPERATOR
8 STAFF AT THE JANUARY CLIPPER STAFF LIAISON MEETING FOR REVIEW
9 AND FEEDBACK. AND THE FINAL VERSION IS ATTACHED TO THIS MEMO.
10 THE PREVIOUS CLIPPER OPERATING RULES, WHICH WERE LAST UPDATED
11 IN 2021 ARE ALSO ATTACHED FOR YOUR REFERENCE. SO STAFF
12 RECOMMENDS THAT THE BOARD APPROVE THE UPDATED OPERATING RULES
13 FOR NEXT GENERATION CLIPPER WHICH PROVIDES IN ADDITION TO THE
14 CLIPPER MOU GUIDANCE TO STAKEHOLDERS ON DETERMINING THEIR
15 RESPONSIBILITIES IN MANAGEMENT OF THE PROGRAM. AND THAT IS MY
16 ITEM. BUT I'M HAPPY TO TAKE ANY QUESTIONS *

17

18 **CHAIR, ROBERT POWERS:** EXCELLENT. THANK YOU FOR THAT, MS.
19 EDWARDS AND JUST KNOW VERY THOROUGH IN THE DATA YOU INCLUDED
20 IN THE PACKAGE THERE, AND EVEN BEHIND THE SCENES WHEN I WAS
21 LIKE WHAT THIS ALL ABOUT, I DID RECON OF MY OWN SO JUST A NICE
22 DATA AND YOU KNOW WITH THE OLD AND WHAT WE AGREE ON THE STAFF
23 LEVEL WORKING GROUPS AGREED TO IT'S THOROUGH EFFORT. THANK YOU
24 FOR THE THAT. MADAM CLERK PUBLIC COMMENT ON ITEM THREE IN
25 FRONT OF US?



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1

2 **CLERK, BRITTNY J. SUTHERLAND:** WE HAVE NO ONE IN THE BOARDROOM
3 NOTHING SUBMITTED IN WRITING. WE HAVE ONE IN THE ZOOM SPACE.
4 ALETA DUPREE.

5

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

7

8 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU. TWO MINUTES.

9

10 **SPEAKER:** THANKS AGAIN, CHAIR BOB POWERS. ALETA DUPREE FOR THE
11 RECORD, SHE AND HER WITH TEAM FOLDS. THERE IS A LOT HERE BUT
12 I'M INTERESTED IN THE HIGHLIGHTS I'M HEARING GOOD THINGS
13 CERTAINLY WANT TO LEARN MORE ABOUT LIMITED USE TICKETS BECAUSE
14 HOW CAN WE REDUCE OUR PLASTIC AND NOT EVERYBODY IS IN A
15 POSITION TO USE OPEN PAYMENTS MUCH AS I WOULD LIKE TO SEE US
16 GO THAT WAY. I CERTAINLY THINK LIMITED USE TICKETS CAN BE A
17 WAY FOR INFREQUENT USERS TO ACCESS THE SYSTEM. SO CERTAINLY
18 WANT TO SEE MORE DETAILS OF THAT. AND I'M HEARING HIGHLIGHTS
19 ABOUT BEING ABLE TO USE CLIPPER CASH BALANCES FOR OTHER
20 THINGS, I'M NOT SURE WHAT KIND OF FEES WOULD BE INVOLVED. BUT
21 I THINK CLIPPER MONEY SHOULD BE FUNGIBLE. I THINK ABOUT WHEN I
22 WENT TO CHICAGO, THAT EVEN THOUGH I HAVE A VENTRA APP, AND I
23 HAVE THE -- WELL, IT COMBINES THE METRORAIL WAY WITH CTA AND
24 PACE, AND I'M ABLE TO USE THE VENTRAK BALANCE TO PAY FOR
25 TICKETING ON THE METRA COMMUTER RAIL SYSTEM. SO, I THINK



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1 CERTAINLY THESE INTEGRATIONS ARE GOING TO HELP. EVERY SO OFTEN
2 WE DO HAVE TO CLEAN THINGS UP, THERE IS 37 PAGES OF RULES IN
3 THIS MEMORANDUM THAT I WILL NEED TO LOOK OVER. BUT OVERALL, WE
4 WANT TO MAKE THINGS EASIER FOR ALL CONCERNED. THANK YOU.

5

6 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU. AND THAT WILL
7 CONCLUDE PUBLIC COMMENT FOR THIS ITEM.

8

9 **CHAIR, ROBERT POWERS:** OKAY. WE'LL CLOSE IT OUT ON THAT. LET'S
10 SEE. WE HAVE GOT AN ACTION ITEM IN FRONT OF US.

11

12 **ANDREW FREMIER:** I'LL MOVE.

13

14 **CHAIR, ROBERT POWERS:** FREMIER IS THE MOTION.

15

16 **V. CHAIR, APRIL CHAN:** SECOND CHAN.

17

18 **CHAIR, ROBERT POWERS:** SECOND CHAN GOOD START COMMENTS CONCERNS
19 ADVICE ANYTHING FOR MS. EDWARDS? A LOT OF INFORMATION HERE
20 VERY THOROUGH I'M NOT SEEING ANY HERE. MADAM CLERK, GOING TO A
21 VOTE. ALL IN FAVOR, SAY AYE. [AYES] ANY OPPOSITION? MADAM
22 CLERK FOR THE RECORD PASSES UNANIMOUSLY. WELL DONE MS.
23 EDWARDS. ALWAYS NICE SEEING YOU AGAIN HERE. WE'RE GOING TO
24 CLOSE OUT AGENDA ITEM NUMBER THREE NOW AND WE'RE GOING TO MOVE
25 TO AGENDA ITEM NUMBER FOUR. AND AGENDA ITEM NUMBER FOUR HAS



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1 GOT TWO PARTS. FIRST PART HERE IS OUR NEXT GENERATION CLIPPER.
2 THIS IS THE IMPLEMENTATION AND A -- THE TRANSITION UPDATE. AND
3 THERE WILL BE SOME COMBINATION OF MTC HERE, IN PARTNERSHIP
4 WITH CUBIC. SO, DIRECTOR WEINSTEIN, ARE YOU RUNNING POINT ON
5 THIS OR AM I TURNING THIS DIRECTLY OVER TO MR. DAVOL AND MR.
6 BRUCE AND CYNTHIA?

7

8 **JASON WEINSTEIN:** THANK YOU CHAIR POWERS YOU CAN START WITH
9 ANGUS.

10

11 **CHAIR, ROBERT POWERS:** START WITH ANGUS THE FLOOR IS ALL YOURS
12 SIR.

13

14 **ANGUS DAVOL:** THANK YOU, SIR. COMING TO FROM THE SIDE HERE
15 TODAY. WE HAVE THREE REPRESENTATIVES FROM CUBIC.

16

17 **CHAIR, ROBERT POWERS:** I SEE THAT. YOU THREW ME FOR A LOOP
18 THERE.

19

20 **ANGUS DAVOL:** I'LL BRIEF INTRODUCTORY COMMENTS, THEN PASS IT TO
21 THE CUBIC TEAM TO GO THROUGH THE PRESENTATION. SINCE LAST
22 MONTH'S MEETING PROGRESS HAS BEEN MADE IN ADDRESSING THE
23 CRITICAL ISSUES THAT WE HAVE FACED IN SEPTEMBER 10TH LAUNCH.
24 YOU WILL HEAR FROM CUBIC SHORTLY ABOUT SOME PROGRESS WHICH
25 INCLUDE IMPROVEMENTS TO SYSTEM STABILITY, FIXES FOR MANY OF



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1 THE CUSTOMERS WHO HAVE BEEN UNABLE TO ACCESS ACCOUNTS PASSES,
2 AND BUG FIX UPDATES FOR CUSTOMER SERVICE TERMINALS, FARE
3 INSPECTION DEVICES, AND TICKET VENDING MACHINES. WHILE WE
4 HAVEN'T HAD 950,000 CLIPPER CARDS NOW MIGRATED TO THE NEW
5 SYSTEM. WHILE THIS REPRESENTS ONLY A SMALL PORTION OF NEARLY
6 15 MILLION CARDS WE NEED TO MIGRATE, THESE CARDS REPRESENT A
7 SIGNIFICANT PORTION OF ACTIVE CLIPPER USERS. MOST RECENT DATA
8 FROM THIS MONTH WE'RE SEEING 23% OF TRIPS THAT PEOPLE MAKE
9 WITH CLIPPER CARDS PROCESSED THROUGH THE NEW SYSTEM. BIG CHUNK
10 THERE. THERE ARE PAIN POINTS REMAINING, AS YOU KNOW. SOME
11 CUSTOMERS REMAIN UNABLE TO ACCESS THE VALUE OR PASS ON THEIR
12 ACCOUNTS WHILE WORK TO FIX ACCOUNTS AFFECTED BY MIGRATION
13 ERRORS. FRONTLINE TRANSIT OPERATIONS, CUSTOMER SERVICE STAFF
14 ARE STILL AFFECTED BY SYSTEM ISSUES THAT REQUIRE MANUAL
15 WORKAROUNDS, AND MAKE THEIR JOBS MORE CHALLENGING. TRANSIT
16 OPERATORS STILL DON'T HAVE FINANCIAL REPORTING ALLOWED TO
17 RECONCILE REVENUE WITH CONFIDENCE. WE CONTINUE TO MEET DAILY
18 WE CUBE AND STAFF OPERATOR WORKING GROUP. AND AGAIN I WANT TO
19 EXPRESS OUR APPRECIATION FOR STAFF FROM YOUR AGENCIES WHO HAVE
20 CONTINUE TO DEVOTE SIGNIFICANT TIME TO THIS ONGOING EFFORT. I
21 ALSO WANT TO ADDRESS THE CUSTOMERS AND FRONTLINE STAFF WHO
22 CONTINUE TO PUSH FOR FIXES TO ADDRESS THE PAIN POINTS YOU'RE
23 EXPERIENCING. NOW, I'LL TURN IT OVER TO PETER MONTGOMERY
24 TORRELAS, PRESIDENT OF CUBIC TRANSPORTATION SYSTEMS FOR
25 COMMENTS AND UPDATE FROM HIS TEAM.



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1

2 **PETER TORRELAS:** CAN YOU HEAR ME?

3

4 **CHAIR, ROBERT POWERS:** YES, SIR.

5

6 **PETER TORRELAS:** ALL RIGHT. GOOD AFTERNOON, CHAIRMAN POWERS,
7 MEMBERS OF THE BOARD. WHEN WE MET LAST MONTH, I SAID OUR FOCUS
8 WOULD BE ON STABILIZATION AND DISCIPLINE EXECUTION. THAT HAS
9 BEEN OUR FOCUS, AND I WANT TO UPDATE YOU ON THE PROGRESS WE
10 HAVE MADE AND WORK AHEAD. THE CORE SYSTEM IS STABLE.
11 ADJUSTMENTS WE HAVE MADE TO INFRASTRUCTURE AND CAPACITY ARE
12 PERFORMING AS INTENDED AND RIDER EXPERIENCE IS IMPROVING. WE
13 HAVE STRENGTHENED MONITORING TO RESPOND TO ANY ISSUES. WITH
14 THAT SAID, WE HAVE REMAINING ISSUES THAT CONTINUE TO AFFECT
15 RIDERS, FRONTLINE STAFF AND OPERATORS AND WE TAKE THOSE ISSUES
16 SERIOUSLY AND CONTINUE TO WORK WITH MTC AND OPERATOR
17 PRESIDENCY TO RESOLVE SPECIFIC ISSUES THAT IMPACT THINGS LIKE
18 VENDING MACHINES, INSPECTION DEVICES AND CLIPPER ONE ACCOUNT
19 TRANSITION TO CLIPPER TWO. WE HAVE ALSO MADE PROGRESS ON
20 RECONCILIATION AND REPORTING DATA DELAYS HAVE BEEN REDUCED AND
21 DOCUMENTATION INCORPORATING MTC'S FEEDBACK FROM FINANCE IS
22 COMPLETE VISIBILITY INTO ISSUE DETECTION AND RESOLUTION HAS
23 IMPROVED AND REMAINING WORK IN THIS AREA IS PENDING FINAL
24 VALIDATION AND FORMAL SIGN OFF. BUT AT THE SAME TIME THERE IS
25 STILL WORK TO BE DONE, INCLUDING AUTOMATION OF RECONCILIATION.



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1 OUR RESPONSIBILITY IS TO CLOSE THE REMAINING GAPS, SUSTAIN THE
2 IMPROVEMENTS THAT WE HAVE MADE AND MOVE INTO TRANSITIONING
3 ADDITIONAL ACCOUNTS BETWEEN CLIPPER ONE AND CLIPPER TWO.
4 TODAY'S PRESENTATION, WE'LL WALK THROUGH IN MORE DETAIL, THE
5 PROGRESS WE HAVE MADE, THE WORK UNDER WAY, AS WELL AS HOW THE
6 RIDERS ARE IMPACTED. AND THE REAL WORK THAT REMAINS AHEAD OF
7 US TO CONTINUE TO GET THE SYSTEM TO WHERE WE ALL WANT IT TO BE
8 AND TO PREPARE AND TO PREPARE IT FOR ITS NEXT PHASE. RICK WILL
9 WALK YOU THROUGH THE DECK. AND I THANK YOU, AGAIN, FOR YOUR
10 TIME.

11

12 **CHAIR, ROBERT POWERS:** YOU KNOW, BEFORE WE DO THAT, PETER, YOU
13 KNOW, AS THE CHAIR, TAKE A LITTLE BIT OF PREROGATIVE HERE. I
14 APPRECIATE THE OPENING REMARKS. AND AS YOU WALK THROUGH THIS,
15 YOU KNOW, IT'S PROBABLY LAID OUT SIMILAR TO WHAT IT WAS A
16 MONTH AGO BY CATEGORIES AND I THINK IT WOULD BE IMPORTANT TO
17 THE PUBLIC AND THE BOARD WHERE APPROPRIATE AS YOU GO THROUGH
18 EACH ONE OF THESE WHETHER FARES, FEM'S DEVICES, TVM, WHATEVER
19 THEY ARE IN YOUR CATEGORIES, YOU KNOW, ARE HAS THE CUSTOMER
20 EXPERIENCE IMPROVED. AND I SAY THAT, NOT TO LOCK HORNS WITH
21 YOU, I'M NOT. IT'S GOT NOTHING TO DO WITH THAT. BUT I WASN'T
22 PAYING ATTENTION TO MY SCHEDULE TODAY AND THOUGHT OUR FIRST
23 MEETING WAS DOWN AT MTC. SO, I WENT DOWN TO MTC, IT WASN'T
24 THERE. THEY WERE WORKING -- NO MORE COMMENTS ON THAT, PREMIER.
25 THERE WAS A LOT OF PEOPLE THERE BUT SO, I CAME BACK. I JUMPED



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1 ON BART COMING BACK SOMEBODY STOPS ME AND RECOGNIZED ME AND
2 THEY SAID THE BEST TWO THINGS THAT HAVE HAPPENED LATELY ARE
3 THE FARE GATES AND THE TAP AND RIDE AND I THOUGHT TO MYSELF,
4 WELL, THAT'S BECAUSE THEY IMPROVE THE CUSTOMER EXPERIENCE;
5 RIGHT? AND IF YOU PAID ATTENTION AT THE LAST MEETING, THE
6 WHOLE REGIONAL NETWORK MANAGEMENT, RIGHT, THE MEETING WAS ON
7 WAYFINDING AND ITS SOLE PURPOSE IS TO IMPROVE THE CUSTOMER
8 EXPERIENCE THIS'S WHAT WE'RE ALL ABOUT. I THINK IT'S INCUMBENT
9 UPON US AS A TEAM AND A PARTNERSHIP TO ARTICULATE HOW AND
10 WHERE WE'RE IMPROVE BEING THE CUSTOMER EXPERIENCE ON THESE
11 THINGS SO THAT WE HAVE A GOOD PATH FORWARD.

12

13 **PETER TORRELAS:** THANK YOU CHAIRMAN POWERS. THEY THINK IS OUR
14 FOCUS. I'LL JUST GIVE YOU A SMALL EXAMPLE. WHILE WE DO HAVE
15 950 SUCCESSFUL MIGRATIONS THERE, ARE 5500 CUSTOMERS WHO STILL
16 HAVE REAL ISSUES. SO EVERY CUSTOMER, EVERY RIDER WHO IS NOT
17 HAVING THE EXPERIENCE THAT WE WANT THEM TO HAVE IS A REAL
18 FOCUS FOR US. SO, I THINK WE HAVE TAKEN THE TIME IN THIS
19 PRESENTATION, WHILE THE SEQUENCING IS THE SAME, TO TRY TO
20 ADDRESS THE POPULATIONS AND PRODUCTS AND THINGS THAT ARE GOING
21 ON WITH THE RIDERS UNDERSTAND THOSE EXPERIENCES AND WHAT WE'RE
22 DOING TO WORK ON THEM. ADDITIONALLY, I TALKED IT MY TEAM THIS
23 WEEK, AND CYNTHIA OUR SENIOR VICE PRESIDENT AND RICK PROJECT
24 MANAGER TO GO OUT AND WHEN I HEAR THE FRUSTRATIONS FROM
25 OPERATORS OR THINGS ON FRONTLINE INSPECTION WORKERS, AS BOARD



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1 MEMBER MULLIGAN, YOU KNOW, GO OUT THERE SIT WITH THEM HAVE THE
2 EXPERIENCE THEY'RE HAVING HAVE THE EXPERIENCE THE RIDERS ARE
3 HAVING BECAUSE OF COURSE THE ENGINEER SUPERVISOR SOFTWARE
4 ENGINEERS WHO ARE WORKING ON FIXING STUFF BUT ALSO WANT TO
5 MAKE SURE THAT EVERYBODY RIDING THE SYSTEM AND OPERATORS
6 FRONTLINE STAFF WORKING THROUGH THOSE ISSUES THAT WE
7 UNDERSTAND THEIR PERSPECTIVE AS WELL SO MY TEAM WILL BE OUT IN
8 THE FIELD NEXT WEEK TO MAKE SURE THE THINGS GETTING REPORTED
9 FROM TECHNICAL PERSPECTIVE BUT ALSO EXPERIENCE THAT PEOPLE ARE
10 HAVING WHICH I MENTIONED DURING MY OPEN REMARKS WE DO TAKE
11 SERIOUSLY AND UNDERSTAND HOW REAL THAT COMMITMENT IS AND MAKE
12 SURE THAT IT'S WHAT IT SHOULD BE.

13

14 **CHAIR, ROBERT POWERS:** BEAUTIFUL. THANK YOU FOR THAT. THANK YOU
15 FOR THE LEADERSHIP. WELCOME CYNTHIA. AND MR. BRUCE.

16

17 **RICHARD BRUCE:** THANK YOU, CHAIR POWERS, BOARD MEMBERS'S.
18 TODAY'S BRIEFING WILL PROVIDE COMPREHENSIVE STATUS UPDATE ON
19 THE CLIPPER SYSTEM MIGRATION STABILIZATION OPERATIONAL
20 READINESS AND WE'LL REVIEW KEY AREAS OF CUSTOMER IMPACT SYSTEM
21 PERFORMANCE INFRASTRUCTURE READINESS AND REMAINING WORK STILL
22 TO BE DONE. I'LL WALK THROUGH MAJOR AREAS DISCUSSED IN OUR
23 LAST MEETING IN JANUARY. WE'LL DISCUSS READINESS ACROSS ALL
24 DEVICES AND SYSTEM. FINALLY I'LL BE OUTLINING REMAINING
25 MIGRATION TASKS AND OUR ROAD MAPS TO CLOSE OUT ALL CRITICAL



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1 ITEMS. NEXT SLIDE. AS MENTIONED OVER 920,000 CARDS HAVE
2 MIGRATED TO DATE AND OF THOSE LESS THAN 1% REMAIN WITH
3 MIGRATION ISSUES. WE DO KNOW THESE LESS THAN 1% ARE IMPORTANT
4 TO GET COMPLETED AND DONE SO THAT THE CUSTOMER EXPERIENCE IS
5 BENEFICIAL. APPROXIMATELY 3300 MOBILE AND 1600 ACCOUNT FOR
6 THOSE 1% ISSUES. DURATION MIGRATION WE ENCOUNTERED ISSUES WITH
7 CUSTOMER BALANCE, FARE TYPES AND AUTOLOAD SETTINGS THAT DID
8 NOT MIGRATE SUCCESSFULLY THIS RESULTED IN CUSTOMERS NOT SEEING
9 EXPECTED BALANCES OR HAVING INCORRECT FARE CATEGORIES SOME
10 CUSTOMERS WERE FORCED TO REPURCHASE PASSES OR CONTACT CUSTOMER
11 SERVICE CENTER INCREASING SUPPORT VOLUME REQUIRED WE DEPLOYED
12 MIGRATION VERSION TEN SOFTWARE UPDATE WHICH RESOLVED MOST OF
13 THE AUTOLOAD MIGRATION ISSUES WE HAVE NEW MIGRATION 11
14 SOFTWARE THAT IS GOING TO IMPROVE THE NEW ISSUES WE FOUND IN
15 MIGRATION. ADDITIONALLY OVER 10,300 DUPLICATE CARDS THAT WERE
16 CREATED FROM PATRONS CREATING NEW ACCOUNTS RATHER THAN
17 MIGRATING THEIR LEGACY ACCOUNTS WERE IDENTIFIED. DIRECTED THIS
18 MONTH. NEXT SLIDE. MOBILE WALLET MIGRATION. APPROXIMATELY
19 12,900 MOBILE WALLET CARDS WERE UNUSABLE DUE TO MIGRATION AND
20 SYNCHRONIZATION ERRORS. CUSTOMERS EXPERIENCED DELAYS, SEEING
21 UPDATED BALANCES OR NEWLY LOADED FUNDS IN THEIR MOBILE
22 WALLETS. THIS CREATE CONFUSION AND UNDERMINED CUSTOMER
23 CONFIDENCE IN THE MOBILE WALLET RELIABILITY. AS OF THE LATEST
24 UPDATE OVER 497,000 MOBILE CARDS HAVE SUCCESSFULLY MIGRATED
25 AND HAVE NO ISSUES. WE REPAIRED APPROXIMATELY 9,600 CARDS



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1 SINCE OUR LAST MEETING AND HAVE REMAINDER OF 3300 CARDS THAT
2 ARE READY TO BE RESOLVED THIS WEEK. NEXT SLIDE. PLATFORM
3 CAPACITY AND INFRASTRUCTURE. EARLY IN MIGRATION SYSTEM
4 CAPACITY COSTS SLOW RESPONSE TYPES AND OUTAGES ON CERTAIN BART
5 AND MUNI TVM'S THESE ISSUES IMPACTED CUSTOMERS, CALL CENTER
6 STAFF, AND STATION AGENTS. WE INCREASED SYSTEM CAPACITY AND
7 SYSTEM RESOURCES AS A RESULT OF UPDATES WE HAVE HAD NO MAJOR
8 SYSTEM INCIDENTS SINCE MID-JANUARY, INCLUDING HIGH PROFILE
9 EVENTS. NEXT SLIDE. TICKET VENDING MACHINES. CUSTOMERS HAVE
10 EXPERIENCED OCCASIONAL TRANSACTION FAILURES, INCLUDING
11 MACHINES TAKING PAYMENT WITHOUT COMPLETING TRANSACTIONS. SINCE
12 THE LAST CLIPPER EXECUTIVE BOARD MEETING WE HAVE HAD ONLY TWO
13 INCIDENTS OF THIS BEING REPORTED. WE BELIEVE THAT THESE ISSUES
14 ARE LARGELY DRIVEN BY HARDWARE SPECIFIC TO THESE DEVICES. TO
15 HELP ALLEVIATE ISSUES, WE HAVE ADJUSTED CONFIGURATION TO
16 PREVENT INCOMPLETE TRANSACTIONS. LAST ADDITIONAL SOFTWARE HAS
17 BEEN DEPLOYED TO IMPROVE SYSTEM MONITORING AND FURTHER
18 DIAGNOSIS THE MACHINE CRASHES DURING TRANSACTIONS. THIS WAS
19 DEPLOYED OVER THE WEEKEND AND WE'RE MONITORING THE RESULTS.
20 FULL DEPLOYMENT OF IMPROVED LOGGING SOFTWARE ACROSS ALL TICKET
21 VENDING MACHINES IS UNDERWAY AND WE ACKNOWLEDGE THAT THESE
22 ISSUES ARE IMPACTING ON THE RIDER EXPERIENCE. NEXT SLIDE. FARE
23 INSPECTION DEVICES SOME DEVICES REQUIRED UPDATED ENCRYPTION
24 KEYS AND SOFTWARE UPDATES FOR STABILITY ISSUES WHICH RESULTED
25 IN OPERATIONAL INEFFICIENCIES AND OCCASIONAL INSPECTION DELAYS



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1 467 OF THE 629 DEVICES HAVE BEEN UPGRADED WITH NEW KEYS SO
2 THAT THEY CAN PROCESS CONTACTLESS PAYMENTS AS OF LAST CLIPPER
3 EXECUTIVE BOARD MEETING WE RESOLVED ISSUES WITH DEVICES
4 CRASHING WHILE PILOTING THIS IMPROVEMENT OTHER ISSUES HAVE
5 ARISEN THAT WE ARE ACTIVELY TROUBLESHOOT AND WE UNDERSTAND
6 THIS IS IMPACTING INSPECTORS AS WELL AS RIDER EXPERIENCE.
7 CUSTOMER SERVICE TERMINALS EXPERIENCE ISSUES PROCESSING
8 CERTAIN TRANSACTIONS INCLUDING CREDIT CARD PAYMENTS AND CARD
9 REISSUANCE. THIS CREATED OPERATIONAL INEFFICIENCY, IMPACTED
10 CUSTOMER SERVICE QUALITY CREDIT AND DEBIT CARD ACCEPTANCE ROLL
11 OUT WILL BE COMPLETE TODAY ADDITIONAL SOFTWARE FIXES FOR CARD
12 REPLACEMENT FUNCTIONALITY HAS PROVED SUCCESSFUL AS OF PILOT
13 THAT OCCURRED TODAY WE PLAN TO ROLL OUT TO ALL LOCATIONS
14 TONIGHT. AUTOLOAD MIGRATION. SOME CUSTOMERS LOST THEIR
15 AUTOLOAD CONFIGURATIONS DURING MIGRATION THIS REQUIRED
16 CUSTOMERS TO MANUALLY RELOAD FUNDS INCREASING INCONVENIENCE
17 AND COST MIGRATION VERSION TEN SOFTWARE DEPLOYED FEBRUARY 9TH
18 RESOLVED THE MAJORITY OF AUTOLOAD MIGRATION ISSUES BUT WE HAVE
19 FUTURE MIGRATION VERSION 11 SOFTWARE THAT WILL ADDRESS
20 REMAINING ISSUES FOUND SINCE ASSERTION TEN ADDITIONAL SOFTWARE
21 IMPROVEMENTS ARE BEING DEPLOYED TO ENSURE NEW USERS OF THE
22 SYSTEM CAN CREATE AUTOLOAD. MONITORING AUTOMATION ENHANCEMENTS
23 WE ADDED ADDITIONAL MONITORING SERVERS AND IMPROVE ALERTING
24 THRESHOLDS THIS MONTH WE ENHANCED AUTOMATION AND IMPROVED
25 SYSTEM HEALTH MONITORING AND INSTANT RESPONSE LATEST SYSTEM



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1 PATCHES HAVE BEEN APPLIED AND LONG-TERM MONITORING
2 IMPROVEMENTS ARE ONGOING. FINANCIAL RECONCILIATION DELAYS
3 CREATE GAPS IN REVENUE REPORTING VISIBILITY OPERATORS
4 EXPERIENCED DELAYS RESOLVING DISPUTES AND CONFIRMING REVENUE
5 ACCURACY. WE DELIVERED IMPROVED RECONCILIATION TOOLS AND
6 DOCUMENTATION BUT WE KNOW THERE IS TILL WORK TO BE DONE
7 RECONCILIATION DELAYS HAVE BEEN REDUCED FROM TEN DAYS TO
8 APPROXIMATELY TWO DAYS WITH FURTHER IMPROVEMENT EXPECTED
9 RECONCILIATION AND REPORTING IS EXPECTED TO BE FIXED BY END OF
10 NEXT WEEK. UPCOMING MIGRATION IMPROVEMENTS REMAINING WORK
11 FOCUSES ON RESOLVING FINAL MIGRATION ISSUES. FINAL MIGRATION
12 PATCHES AND CLEAN-UP ACTIVITIES ARE SCHEDULED FOR COMPLETION
13 IN UPCOMING WEEKS VIRTUAL TOKEN *MANAGEMENT IMPROVEMENTS WILL
14 ALSO BE INCLUDED IN UPCOMING RELEASES ALLOWING FOR GREATER
15 PROCESS OF MIGRATIONS. NEXT SLIDE. PATH FORWARD. OUR IMMEDIATE
16 PRIORITY IS CLOSING OUT REMAINING CRITICAL ISSUES WE'RE
17 ENSURING ALL CUSTOMER CARDS, MOBILE WALLETS AND AUTOLOAD
18 FUNCTIONALITY OPERATE RELIABLY WE'RE WORKING CLOSELY WITH MTC
19 TO PRIORITIZE DEFECT RESOLUTION AND READINESS MILESTONES WE'RE
20 DEVELOPING A ROADMAP TO TRANSITION FROM STABILIZATION TO FULL
21 SYSTEM ACCEPTANCE THIS POSITIONED US SUCCESSFULLY TO DELIVER
22 LONG-TERM STABILITY AND ROADMAP TOWARD SYSTEM COMPLETION. IN
23 SUMMARY. WE HAVE STABILIZED THE SYSTEM FOLLOWING MIGRATION
24 CHALLENGES. CUBIC IS WORKING TO HAVE MOST HIGH IMPACT
25 CUSTOMER-FACING ISSUES RESOLVED. INFRASTRUCTURE IS NOW STABLE



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1 BUT THERE ARE STILL REMAINING ITEMS SCHEDULED FOR RESOLUTION.
2 WE ARE FOCUSED ON COMPLETION OF WORK STILL REMAINING TO BE
3 DONE TO SUPPORT A POSITIVE CUSTOMER EXPERIENCE. THANK YOU ALL.

4

5 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THAT. BOTH TO THE
6 OPENING REMARKS, PETER FOR YOUR LEADERSHIP, CYNTHIA ALWAYS
7 NICE TO SEE AND YOU YOUR LEADERSHIP, AND, RICK, FOR YOUR
8 WALKING THROUGH THE DECK THERE. I WOULD SURMISE THAT THERE
9 WILL BE PLENTY OF COMMENTARY FROM DIRECTORS UP HERE. BUT LET'S
10 FIRST GO TO PUBLIC COMMENT FOR THIS ITEM. FIRST PUBLIC COMMENT
11 IN THE ROOM AND FIRST PUBLIC COMMENT HERE IS JASON BAKER. WITH
12 CALTRAIN. JASON?

13

14 **SPEAKER:** THANK YOU, DIRECTOR POWERS. JASON BAKER, DIRECTOR OF
15 GOVERNMENT AFFAIRS FOR CALTRAIN. MICHELLE BOUCHARD, MY
16 EXECUTIVE DIRECTOR REGRETS SHE COULDN'T BE HERE SHE HAD OTHER
17 COMMITMENT TO OUR BOARD. WE AT CALTRAIN ARE FOCUSED ON TWO
18 THINGS, FIRST USER EXPERIENCE, SAFETY CLEANLINESS; SECOND OUR
19 ABILITY TO ENSURE OUR FARES ARE BEING PAID. CALTRAIN RELIES ON
20 FARES TO PAY ABOUT 1/3 OF OUR OPERATING COSTS IF WE CAN'T
21 CHECK PROOF OF PAYMENT THAT AFFECTS OUR ABILITY TO COLLECT
22 FUNDING THAT ARE NEED TO RUN OUR AGENCY IT CAN HAVE ANCILLARY
23 EFFECTS ON SAFETY AND CLEANLINESS. DIRECTOR POWERS, YOU SAW
24 THIS. YOU GUYS ARE A LOT CLEANER AND A LOT SAFER SINCE YOU
25 ESTABLISHED FARE GATES. WE DON'T HAVE FARE GATES. WE HAVE GOT



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1 OUR FARE INSPECTORS AND FARE INSPECTION DEVICES. AND WHEN
2 THOSE INSPECTION DEVICES AREN'T UP TO THE JOB, WE SUFFER AND
3 OUR CUSTOMERS SUFFER. I KNOW THERE IS A NEW SOFTWARE FIX
4 COMING OUT, AND THERE'S A COUPLE DATES HERE LIST THE MARCH
5 SIXTH ROLL OUT SUPPOSED TO COME UNDERWAY AND WE'RE WONDERING
6 IS THIS SUPPOSED TO FIX THE PROBLEMS WE HAVE ISSUES WITH THE
7 CREDIT CARDS AND SUPPOSED TO FIX SOME OF THE CRASHING ISSUES
8 BUT IT'S CLEAR THAT ONE THING WON'T FIX IS DELAYS IN BEING
9 ABLE TO INSPECT CARDS AND YOU MIGHT THINK THAT DELAYS OF
10 SEVERAL SECONDS OR LONGER AREN'T THAT BIG A DEAL BUT WHEN YOU
11 HAVE HUNDREDS OF FOLKS LINED UP TRYING TO GET ON A TRAIN IT'S
12 NOT PRACTICAL TO SPEND A LONG TIME TRYING TO SCAN EACH ONE IT
13 MAKES CHECKING FARES PRACTICALLY IMPOSSIBLE TO BE CLEAR IF WE
14 CAN'T ACCURATELY CHECK FARES QUICKLY IT HAS A SIGNIFICANT
15 IMPACT ON CUSTOMER EXPERIENCE OUR ABLE TO COLLECT FARES THAT
16 HELP FUND THE RAILROAD. YOU HAVE A DATE IN APRIL HERE FOR
17 CUBIC IT SAYS THEY EXPECT TO WORK ON THAT TIMING ISSUE THAT'S
18 AFTER THE GIANT'S HOME GAME I INVITE TO YOU COME AND STAND IF
19 A LONG LINE WITH GIANTS FANS WHO ARE WAITING FOR SECONDS AND
20 FOR EACH PERSON IN LINE TO GET ON THAT TRAIN SO PLEASE KEEP
21 WORKING ON THIS. SOMETHING BETTER THAN APRIL. THANK YOU.

22

23 **CHAIR, ROBERT POWERS:** OKAY I BELIEVE THAT'S THE ONLY IN-PERSON
24 COMMENT ON THIS ITEM IN FRONT OF THE BOARD. MADAM CLERK I'LL
25 GO TO YOU FOR THE TECHNOLOGY ELEMENT ON THE VIRTUAL PIECE



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1 PLEASE.

2

3 **CLERK, BRITTNY J. SUTHERLAND:** FOR THIS ITEM WE HAVE NOTHING IN
4 WRITING, WE HAVE THREE HANDS IN THE ZOOM SPACE WOULD YOU LIKE
5 TO GIVE TWO MINUTES.

6

7 **CHAIR, ROBERT POWERS:** YES PLEASE.

8

9 **CLERK, BRITTNY J. SUTHERLAND:** WE'LL START WITH ADINA LEVIN
10 FOLLOWED BY DOUG. YOU WILL HAVE TWO MINUTES.

11

12 **ADINA LEVIN:** YES ADINA LEVIN SEAMLESS BAY AREA GLAD TO SEE THE
13 PROGRESS BEING MADE ON VARIOUS DIFFERENT ISSUES AND STILL THE
14 STATE OF THIS LAUNCH IS A REALLY SIGNIFICANT PROBLEM FOR MANY
15 RIDERS THAT ARE HAVING PROBLEMS IN, YOU KNOW, USING THE MONEY
16 AND PAYING FOR TRANSIT, AS WELL AS FOR AGENCIES WITH, YOU
17 KNOW, RECONCILING THE SYSTEM IN A TIME OF VULNERABLE FINANCES.
18 WILL REALLY URGE THE MTC AND OPERATORS TO, ONCE THESE ISSUES
19 ARE WORKED THROUGH, AND THIS ELEMENT OF LAUNCH HAS HAPPENED,
20 TO CONVENE AN AFTER ACTION REVIEW IN ORDER TO ASSESS WHAT WENT
21 WRONG IN ORDER TO BE ABLE TO PREVENT THESE SORTS OF ISSUES IN
22 THE FUTURE, AS THE REGION CONTINUES TO ROLL OUT FEATURES, SUCH
23 AS THE SERVICE FOR THE DISABILITY COMMUNITY IDENTIFIED EARLIER
24 IN THE MEETING. THE GOAL HERE IS NOT TO ALLOCATE BLAME AND
25 POINT FINGERS. THE GOAL IS REALLY TO IDENTIFY WHAT THE ISSUES



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1 MAY BE IN THE PROCUREMENT PROCESS, AND IN THE OVERALL
2 MANAGEMENT AND DEVELOPMENT PROCESS IN ORDER TO PREVENT THEM IN
3 THE FUTURE. THIS IS SOMETHING, ESPECIALLY MANAGING TECHNOLOGY
4 PROJECTS IS SOMETHING THAT ACROSS THE UNITED STATES IS A
5 PROBLEM FOR THE PUBLIC SECTOR. THERE IS AN EXCELLENT BOOK FROM
6 JEN PAHLKA ON THE "RECODING AMERICA" ABOUT THIS SYSTEMATIC
7 ISSUE, AND IN THE ISSUES THAT CUBIC HAS LAID OUT MANY OF THEM
8 ARE PREVENTIBLE AND SO LEARNING AND INVESTIGATE SUPPORTING
9 PLANNING FOR HOW TO PREVENT IN THE FUTURE IS REALLY IMPORTANT.
10 THANK YOU.

11

12 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU WE'LL HAVE DOUG,
13 FOLLOWED BY ALETA DUPREE. GO AHEAD AND UNMUTE YOU HAVE TWO
14 MINUTES.

15

16 **SPEAKER:** YOU TALK ABOUT THE FAILURE OF CUSTOMER EXPERIENCE NOT
17 BEING ABLE TO SEE HOW MUCH WAS CHARGED FOR EACH TRANSACTION IS
18 NOT GOOD FOR THE PUBLIC. BECAUSE IT MEANS ONLY THOSE WHO
19 ACTUALLY GO TO THE TROUBLE OF CHECKING WOULD KNOW IF THERE WAS
20 AN ERROR. YOU SAY THAT THERE WAS A DOZEN -- THERE WAS A DOZEN
21 REPORTED FAILURES OF CUSTOMER CATEGORY. WHO KNOWS HOW MANY
22 THAT WERE NOT -- THAT WERE NOT REPORTED. NOT ACKNOWLEDGED, NOT
23 KNOWN. SO, I THINK REPORTING, SHOWING HOW MUCH YOU CHARGE IS A
24 NECESSARY PART OF THE CUSTOMER EXPERIENCE, AND CUSTOMER
25 FEEDBACK. I THINK THAT'S THE WRONG THING TO DO.



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1

2 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU. AND OUR LAST RAISED
3 HAND IN THE ZOOM SPACE IS ALETA DUPREE. YOU WILL HAVE TWO
4 MINUTES.

5

6 **SPEAKER:** THANKS AGAIN, CHAIR BOB POWERS AND MEMBERS. ALETA
7 ADMIT FOR THE RECORD, SHE AND HER WITH TEAM FOLDS. DISEND IN
8 SOME LETTERS ABOUT THIS. I'M SURPRISED MY NAME IS PARTLY
9 REDACTED. ANYWAY, I'LL REITERATE, I'M ALETA DUPREE. I GUESS
10 I'LL GIVE YOU SOME OF MY STATEMENTS. I JUST LOGGED INTO MY
11 CLIPPER APP, AND IT WORKS. IT DOES ACCURATELY REFLECT MY
12 BALANCE. ABOUT A MONTH AGO, DURING YOUR LAST MEETING, I
13 SUCCESSFULLY ADDED \$10 TO MY CLIPPER BALANCE. AND MY CARD HAS
14 BEEN MIGRATE. OF COURSE, MY EXPERIENCE IS LIMITED, BECAUSE I
15 HAVE NOT YET GOTTEN OUT ON THE SYSTEM, BECAUSE THE LAST TIME I
16 WAS IN THE BAY AREA IT WAS IN EARLY BEING ON, AND I MAY RETURN
17 TO THE BAY AREA THIS WEEK. I'M EXPECTING THINGS WILL WORK
18 WELL. I WOULD LIKE TO HEAR THE STORIES OF PEOPLE WHO WORK
19 WELL. OF COURSE, NO ONE SHOULD BE LEFT BEHIND WITH 5500 PEOPLE
20 WITH CHALLENGES AND I THINK WE'RE GOING TO GET THOSE SOLVED.
21 THESE ISSUES ARE CLOSE TO ME BECAUSE HAVE MENTIONED ABOUT A
22 FAMILY MEMBER WHO LAST YEAR IN NEW YORK WAS HAVING TROUBLE
23 WITH THE OMNI SYSTEM, AND I DID MENTION IT BRIEFLY BY ZOOM AT
24 THE MTA BOARD MEETING. THE MATTER HAS BEEN FIXED AND THIS
25 FAMILY MEMBER HAS NOT HAD ANY TROUBLE USING THE SUBWAY,



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1 INCLUDING USING THE SUBWAY YESTERDAY. SO, I THINK WE'RE GOING
2 TO GET THERE. AND I WOULD LIKE TO HEAR BALANCED REPORTING ON
3 THESE ISSUES. IF I DO FLY TO THE BAY AREA THIS WEEK, I FEEL
4 REASONABLY CONFIDENT THAT THINGS SHOULD WORK. BUT THEN AGAIN,
5 WE DON'T WANT ANYBODY LEFT BEHIND. SO, AGAIN, WHAT I'M SAYING
6 IS A BIT BIFURCATE. I THINK I'M GOING TO BE ALL RIGHT, BUT WE
7 HAVE GOT TO GET THERE. THANK YOU.

8

9 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU. AND THAT WILL
10 CONCLUDE PUBLIC COMMENT FOR THIS ITEM.

11

12 **CHAIR, ROBERT POWERS:** OKAY. LET'S CLOSE OUT PUBLIC COMMENT ON
13 THIS ITEM HERE. COMMISSIONERS, BOARD MEMBERS, I'M JUST GOING
14 TO GO AROUND AND MAKE SURE THAT EVERY VOICE GETS HEARD, EVERY
15 CONCERN GETS, YOU KNOW, PUT OUT ON THE TABLE, SO THAT WE CAN
16 NAVIGATE THIS FOR ALL OF OUR RIDERS IN THE BAY AREA HERE. SO,
17 WHY DON'T I JUST START ON MY LEFT HERE, CHRISTY WEGENER, THE
18 GENERAL MANAGER FOR LAFTA.

19

20 **CHRISTY WEGENER:** THANK YOU CHAIR POWERS. OH, I GET TO START.
21 THANKS FOR THE UPDATE. APPRECIATE THE INFORMATION AND
22 COMMITMENT TO GETTING THIS RIGHT. SO, I HAVE SOME COMMENT AND
23 SOME QUESTIONS. THANK YOU, ANGUS, FOR YOUR DAILY UPDATES. I
24 LOOK AT THE NUMBER OF CARDS BEING TRANSITIONED, YOU KNOW,
25 EVERY DAY, AND IT'S ABOUT 7 TO 8,000 A DAY. AND AT THIS RATE,



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1 IT WILL TAKE US OVER THREE YEARS TO TRANSITION TO C2. SO, MY
2 QUESTION IS WE'RE GETTING TO VERSION 11 AND TRYING TO FIX THE
3 BUGS, AND I BELIEVE WE'RE TRYING TO SUNSET CLIPPER ONE AT THE
4 END OF JUNE. SO, IF -- WHEN THE BUGS GET FIXED WILL THAT THEN
5 BEGIN THE BULK MIGRATION AND DO WE REALLY THINK END OF JUNE IS
6 ACHIEVABLE FOR SUNSETTING CLIPPER ONE? THIS'S MY FIRST
7 QUESTION.

8

9 **CHAIR, ROBERT POWERS:** WHY DON'T WE GO --

10

11 **CHRISTY WEGENER:** KEEP GOING? OKAY.

12

13 **CHAIR, ROBERT POWERS:** AND I WILL -- RESPECT -- LET'S GIVE HIM
14 EVERYTHING THEN DIRECTOR WEINSTEIN TO KIND OF SYNTHESIZE THAT.

15

16 **CHRISTY WEGENER:** THANK YOU. USE CARDS. NEW ISSUE. SEVERAL OF
17 US HAVE YOUTH FARES ARE ABLE AVAILABLE ON CLIPPER. ALAMEDA
18 COUNTY TRANSIT OPERATOR PRESIDENCY ALSO ENJOY YOUTH PASS I
19 KNOW SAL TO MY RIGHT A LOT OF HIS RIDERS USE THIS PASS AGAIN
20 IT'S ONLY AVAILABLE ON CLIPPER. AND I HAVE JUST BEEN TOLD THAT
21 CUBIC HAS A NEW ISSUE WITH NEW C2 YOUTH CARDS OR ADULT CARDS
22 THAT ARE NOT BEING ISSUED NOT HAVING AN EXPIRATION DATE TO
23 REVERT TO THE ADULT CARD WHEN THE CHILD TURNS 18 OR TURNS 19.
24 SO CUBIC HAS TOLD STAFF TO STOP ISSUES YOUTH CARDS FROM THE
25 CST AND REVERT TO ISSUING C1 CARDS INSTEAD. HOWEVER NOT ALL



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1 OPERATORS HAVE ACCESS TO THE -- [INDISCERNIBLE] WE CAN'T
2 PROCESS THESE CARDS SO MY COMMENT IS WE NEED TO FIGURE THIS
3 OUT BY THE START OF SCHOOL WE HAVE A LOT OF YOUTH RIDERS ON
4 OUR SYSTEM AT MINIMUM GET THE CST'S FUNCTIONING SO WE CAN
5 ACCESS THE C1 CARDS IF THOSE AREN'T YET TRANSITIONED. SO I'LL
6 CONCLUDE MY COMMENTS THERE.

7

8 **CHAIR, ROBERT POWERS:** OBVIOUSLY THEY'RE ALL IMPORTANT BUT THE
9 SCHOOL THING IS QUITE IMPORTANT. DIRECTOR WEINSTEIN, AT LEAST
10 PRELIMINARILY WHAT'S YOUR COMMENTARY BACK TO HER?

11

12 **JASON WEINSTEIN:** INITIALLY I MIGHT CALL ON ALLISON OR SOMEBODY
13 ELSE FROM STAFF TO ANSWER. BUT ANGUS MIGHT. SO YES, CST FOR
14 EVERYBODY'S EDIFICATION, CUSTOMER SERVICE TERMINAL THAT'S ALL
15 OF YOUR LOCATIONS THE WALK-UP CENTER, SO NOT GOOD FOR PEOPLE
16 WHO WANT TO WALK UP AND GET A YOUTH CARD. BUT MY UNDERSTANDING
17 IS IT STILL WORKS ON THE WEB YOU WILL HAVE THAT IN A DAY OR
18 TWO AND WITH THAT WORKS. YES, ANGUS?

19

20 **ANGUS DAVOL:** CORRECT, BUT ALSO THE FIX THAT WENT IN RICK DID
21 MENTION ADDRESSED THIS PROBLEM AND SO IT'S WITH VERIFICATION
22 OF THAT ONE LOCATION ON FRIDAY THAT SHOULD BE PUSHED ALL
23 LOCATIONS.

24

25 **JASON WEINSTEIN:** WE STILL NEED TO GO BACK AND RESOLVE THE ONES



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1 WE'RE NOT CREATING ANY MORE ISSUES GOING FORWARD.

2

3 **CHAIR, ROBERT POWERS:** OKAY. WE'LL HAVE ANOTHER ROUND. LET'S GO
4 OVER TO THE CHAIR OF MTC, ANDY?

5

6 **ANDREW FREMIER:** I WANT TO THANK YOU, RICK, FOR ALL OF YOUR
7 UPDATES. I APPRECIATE THE LEVEL OF EFFORT IN THIS CHALLENGING
8 TIME. I WANT TO THANK OUR TEAM, JASON, AND HIS FOLKS. WE'RE
9 WORKING TIRELESSLY TRYING TO KEEP UP WITH ALL THE THINGS GOING
10 ON AND TRY TO ADDRESS THE CUSTOMER EXPERIENCE, EVEN IF IT'S
11 ONE BY ONE AS THINGS COME TO US. AND I WANT TO SPEND A SECOND
12 THANKING ALL OF MY COLLEAGUES HERE FOR ALL THE TIME THAT THEIR
13 TEAMS ARE PUT INTO IT. MAYBE JUMPING OVER TO YOU, PETER, THANK
14 YOU FOR COMING. SHOWING UP AT THESE MEETINGS AND SOME OF THE
15 VARIOUS ONLINE MEETINGS WE'RE HAVING IS HELPFUL TO KNOW THAT
16 THIS PROBLEM IS HEARD ALL THE WAY TO THE TOP I THINK IF YOU
17 FOLLOW THE BAY AREA CLOSELY THE RIDER EXPERIENCE WHAT WE'RE
18 COUNTING ON IS TO CONTINUE TO SUPPORT TRANSPORTATION, TRANSIT,
19 IN THE FUTURE. THIS IS A CRITICAL LINK. I DON'T THINK ANYBODY
20 NEEDS TO BE TOLD THAT. FROM MY EXPERIENCE, HAVING LIVED
21 THROUGH THE FIRST TRANSITION, THIS DOES FEEL A BIT LIKE
22 GROUNDHOG DAY. I KNOW THESE ARE HARD BUT I WANT TO URGE YOU TO
23 TRY TO FIND A WAY FOR US TO GET FROM EFFORT TO PROGRESS. AND
24 SO REALLY MAKING SURE THAT THESE DATES ARE MET. I STILL SEE AN
25 AWFUL LOT OF YELLOW, AND THAT MAKES ME NERVOUS. FROM THE MTC



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1 PERSPECTIVE, I'M NOT OPERATING OUT IN THE FIELD, BUT I'M
2 CERTAINLY FIELDING CUSTOMER CONCERNS THEN OF COURSE FINANCIAL
3 RECONCILIATION STARTS WITH CUBIC GETTING IT TO MTC AND THEN US
4 GETTING TO THE OPERATORS. AND PART OF MY EXPERIENCE IN THE
5 FIRST ROUND OF CLIPPER ONE WAS I DON'T THINK I EVER ONCE
6 RECEIVED A COMPLAINT FROM AN OPERATOR NOT GETTING THEIR MONEY
7 OR AT LEAST KNOW FIGURE THEY WERE OWED SOME MONEY. AND I LOOK
8 FORWARD TO THE DAY THAT THAT GETS BACK ON TRACK. THAT'S REALLY
9 THE MOST IMPORTANT ELEMENT I WOULD LIKE TO SEE GET RESOLVED.
10 IT'S NOT A BACK BURNER ISSUE BY ANY MEANS. BUT WITH THAT I'M
11 SURE YOU'RE GOING TO HEAR FROM MY COLLEAGUES A BIT MORE SO I
12 WOULD LIKE TO LEAVE MY COMMENTS AT THAT POINT. THANK YOU.

13

14 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS. CAROLYN
15 GONOT. I BETTER WATCH MY TITLES. RIGHT? I'LL GET IN TROUBLE. I
16 DON'T KNOW IF I GAVE ANDY A PROMOTION OR DEMOTION. WAS THIS A
17 PROMOTION? CAROLYN GONOT CEO AND GENERAL MANAGER AT VTA.

18

19 **CAROLYN GONOT:** THANKS FOR THE UPDATE. I WOULD LIKE TO -- I'M
20 NOT SURE, IS THE PRESENTATION AVAILABLE ON --

21

22 **CHAIR, ROBERT POWERS:** YEAH, WE CAN PUT THE SLIDES UP WHICH
23 ONE?

24

25 **CAROLYN GONOT:** THE FINANCIAL ONE. I THINK THAT MIGHT HAVE HAD



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1 MORE YELLOW ON IT.

2

3 **CHAIR, ROBERT POWERS:** THE TRUE-UP? MULLIGAN'S ATTENTION NOW.

4

5 **CAROLYN GONOT:** YEAH, I THINK THAT WAS IT. AND JUST MAKING SURE
6 THAT THAT CAN, YOU KNOW, THAT, I THINK, IS REALLY PERSONALITY
7 TO US KNOWING HOW MUCH REVENUE THAT WE HAVE COLLECTED. I THINK
8 IS -- IS KEY. I LIKE THE PROGRESS EVERY DAY. I MEAN, THAT
9 ACTUALLY HELPS A LOT. ANGUS STILL, LIKE SOME OF THE
10 INFORMATION WE'RE GETTING. I'M A LITTLE DISAPPOINTED THAT,
11 DURING THE SUPERBOWL, THAT WHOLE WEEK, WE, SORT OF, FOCUSED ON
12 TAPPING. JUST TAP, TAP. WE WERE AFRAID TO USE THE VENDING
13 MACHINES AND HAVE PEOPLE RELY ON ANYTHING LIKE THAT. BUYING
14 CLIPPER CARDS IS A LITTLE NERVE WRACKING BECAUSE WE DIDN'T
15 KNOW IF THEY WERE GOING TO WORK. OUR VENDING MACHINES MAYBE
16 IT'S JUST OUR VENDING MACHINES, SOME OF IT WAS CLIPPER
17 EXPERIENCE WE DID USE TOKEN TRANSIT AS WELL BECAUSE WE KNEW WE
18 WOULD GET THE MONEY IN HAND MEDICAL AND DAY PASSES DID WORK
19 OUT REALLY WELL WE DID QUITE A BIT OF JOINT PASS SAYS SO WE DO
20 BOTH MECHANISM PERCENT AND IT WORKED. AND I WOULDN'T SAY WE
21 SHOULDN'T USE BOTH IN THE FUTURE, BUT WE DID GET THROUGH THAT
22 AND IT WORKED VERY WELL. PEOPLE WERE HAPPY BOTH WAYS. SO WE
23 PROMOTED, SORT OF, TAPPING AND TOKEN TRANSIT, BOTH WAYS TO DO
24 IT. AND SO THAT WAS, SORT OF, THE WAY. WE DIDN'T RECOMMEND
25 GOING AND BUYING TICKS UNLESS YOU NEEDED TO GO BUY THE TICKET



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1 AT THE MACHINES. ONE OF THE THINGS I WOULD JUST SAY I THINK --
2 YOU KNOW, I DON'T KNOW, LIKE, WHAT HAPPENED TO MY OWN CLIPPER
3 ACCOUNT. [LAUGHTER] BECAUSE I DON'T -- WHEN I GO IN, I DON'T
4 HAVE IT ANYMORE, AND IT SAYS I DON'T HAVE ONE ANYMORE. SO I
5 ACTUALLY WILL HAVE TO FIND THAT OUT NOW. AND I KNOW LAST TIME
6 I WAS TRYING TO FIGURE IT OUT, IT LET HE GO IN AND CHANGE MY
7 PASSWORD AND NOW IT SAYS I DON'T EVEN HAVE ONE. SO MY MONEY IS
8 NOW GONE. IT IS PERCENTAGES I KNOW THERE IS ISSUES BUT I'M NOT
9 GOING TO CALL CUSTOMER SERVICE AND WAIT AROUND. I WILL HAVE TO
10 ACTUALLY FIGURE THIS ONE OUT WHEN I HAVE TIME DO IT BUT YOU DO
11 NOTICE THESE THINGS WHEN YOU SAY IT'S HAPPENING TO THE PUBLIC.
12 IT HAPPENS IT ME. AND, SO, YOU KNOW, I CAN STILL ADD IT
13 THROUGH THE MOBILE, DO I HAVE IT IN MY WALLET, BUT I CAN'T GET
14 INTO MY ACCOUNT AND LOOK AT THE OTHER CARDS, THE OTHER TWO
15 CARDS I HAVE. SO, I MEAN, IT IS INTERESTING TO ACTUALLY JUST
16 BE ABLE TO LOOK AT THINGS AND REALIZE IT'S HAPPENING TO YOU AS
17 WELL. SO, THE SOONER WE CAN, SORT OF, WORK THROUGH THIS, THE
18 MORE I APPRECIATE IT. THANKS.

19

20 **CHAIR, ROBERT POWERS:** OKAY. EXCELLENT. THANKS FOR THOSE
21 COMMENTS CAROLYN. JULIE KIRSCHBAUM WITH -- DIRECTOR OF SFMTA.
22 JULIE?

23

24 **JULIE KIRSCHBAUM:** THANK YOU. THANK YOU FOR THE PRESENTATION. I
25 APPRECIATE THE CHANGE IN TONE. IT'S NOT OKAY THAT WE HAVE 5500



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1 PEOPLE WHO COULD BE BAY AREA TRANSIT ADVOCATES RIGHT NOW, AND
2 INSTEAD ARE IN THIS LIMBO PERIOD. AND IN GENERAL, WE HAD
3 REALLY HOPED THAT THIS WAS GOING TO BE A ROLL OUT THAT LIFTED
4 UP BAY AREA TRANSIT, INSTEAD OF SOMETHING THAT WE HAD TO
5 CAVEAT OUT TO OUR RIDERS. I HAPPENED TO BE ON THE BART WEB
6 SITE TODAY AND THERE IS, LIKE, LITERALLY, THE HEADLINE IS
7 THESE VERY CONFUSING INSTRUCTIONS AND HOW TO ADD VALUE,
8 BECAUSE IT NO LONGER MATCHES THE INTUITIVE INSTRUCTIONS. SO, I
9 APPRECIATE YOU ALL RECOGNIZING THAT WE HAVEN'T GOTTEN IT RIGHT
10 YET AND LOOKING FORWARD TO CONTINUED AND INTENSE PROGRESS IN
11 THAT DIRECTION. I ALSO WANT TO LIFT UP A COUPLE OF PUBLIC
12 COMMENTS. WE REALLY NEED VISIBILITY INTO WHAT'S HAPPENING ON
13 THE BACK END, FOR EXAMPLE, WITH THE TICKET VENDING MACHINES.
14 WE CANNOT RELY ON CUSTOMERS FILING COMPLAINTS TO KNOW WHAT IS
15 NOT WORKING. BECAUSE FOR EVERY ONE PERSON THAT FILES A
16 COMPLAINT, TWO PEOPLE DECIDE THEY'RE GOING TO TAKEAWAY -- I
17 ALSO JUST REALLY APPRECIATE WHAT ADINA LEVIN SHARED ABOUT BEST
18 PRACTICE FOR ROLLING OUT TECHNOLOGY. IT FEELS LIKE WE HAVE
19 MADE THE FIRST 900,000 USERS BETA TESTERS. YOU KNOW, WHICH IS
20 JUST NOT IDEAL. AND IN MY MIND, MANY, MANY OF THESE PROBLEMS
21 SHOULD HAVE BEEN CAUGHT ON A SYSTEM AS SO SOPHISTICATED AND AS
22 WORLD-RENOWNED AS YOURS. COUPLE IN THE WEEDS ISSUES. I WANT TO
23 JUST LIFT UP WHAT CALTRAIN IS SHARING ABOUT THE SPEED OF
24 INSPECTIONS. WE DO FARE INSPECTIONS. WE HAVE AN OPEN PAYMENT
25 SYSTEM. AND WE DO FARE INSPECTIONS ON, LIKE, 100-PERSON



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1 CROWDED MUNI BUSES AND THE TRANSACTION TIME IS JUST MAKING
2 FARE COMPLIANCE IMPOSSIBLE. SO, WE DO LOOK FORWARD TO THAT
3 BEING ADDRESSED AND JUST REALLY APPRECIATE THAT THE -- THE
4 NEXT STEPS ACKNOWLEDGE THAT WE STILL HAVE SYSTEM COMPLETION
5 STEPS TO DO AFTER WE GET THROUGH THESE UNEXPECTED ISSUES.
6 THERE WERE A NUMBER OF THINGS THAT WE COLLECTIVELY AGREED TO
7 PARK LOT SO THAT WE COULD HAVE A SUCCESSFUL ROLLOUT ONCE WE
8 GET TO A SYSTEM STABLE WE ARE ANXIOUS FOR THE SAME LEVEL OF
9 EXECUTIVE OVERSIGHT TO GET THROUGH THE REMAINING ITEMS. THANK
10 YOU.

11

12 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE INSIGHTS, DIRECTOR
13 KIRSCHBAUM. TO MY RIGHT, WE'LL GO TO SALVADOR LLAMAS WITH AC
14 TRANSIT THEN MULLIGAN WITH GOLDEN GATE BRIDGE.

15

16 **SALVADOR LLAMAS:** THANK YOU CHAIR POWERS. THANK YOU PETER,
17 CYNTHIA AND RICHARD FOR THE PRESENTATION. I WROTE A LOT DOWN
18 I'M ALSO LOOKING DIRECTLY BECAUSE I'M STUDYING MY NOTES I DO
19 WANT TO START WITH POSITIVE REINFORCE A POSITIVE I THINK IT'S
20 GREAT WE'RE SEEING SOME TRACTION WE'RE GAINING SINCE THE LAST
21 TIME WE MET IN JANUARY 25TH, THERE'S BEEN 241 MIGRATIONS ABOUT
22 26% INCREASE IN MIGRATION OF CARDS WHICH IS GREAT WE GET MORE
23 MOVEMENT IN THAT DIRECTION WHAT I'M SEEING ANGUS. THANK YOU
24 FOR THE REPORTS. I READ THEM AND APPRECIATE THEM IT'S ABOUT 5
25 TO 7,000 PER DAY IS WHAT I'M LOOKING AT AVERAGE THE QUESTION I



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1 HAVE IS ON MIGRATION PLAN TRANSIT BENEFIT CUSTOMERS CALTRAIN
2 PASS HOLDERS ARE TRANSIT NORTH BAY RIDERS MULTI-AGENCY RIDERS
3 WE WERE TARGETING TO HAVE THAT COMPLETED BY JUNE 2026 WHO IS
4 TRACKING THAT? THE OTHER THING I WANT TO DISCUSS IS MENTIONED
5 BY BOARD MEMBER WEGENER REGARDING YOUTH CARDS. WE HAVE A VERY
6 SUCCESSFUL LARGE YOUTH CARD PROGRAM. I MET WITH THE STAFF THIS
7 MORNING TO GET A FRESH UPDATE AND THEY'RE AVERAGING ABOUT 100
8 TO 150 YOUTH CARD ISSUES THAT THEY'RE TURNING AWAY ON A DAILY
9 BASIS. THIS IS A REAL PROBLEM. WE NEED TO FIGURE OUT HOW TO
10 SOLVE THAT. THANKFULLY, TODAY, WE RECEIVED TRANSITIONAL CARDS.
11 I THINK THAT IS GOING TO HELP MITIGATE THAT. I WOULD LIKE TO
12 LEARN MORE ABOUT THE TRANSITIONAL CARDS, HOW DO THEY WORK AND
13 HOW IS THAT GOING TO GET THE YOUTH CARD HOLDERS WHERE THEY CAN
14 ACTUALLY USE THE YOUTH CARD AND THE C2 YOUTH CARD AND IF THE
15 SOLUTIONS THAT ARE REQUIRED ARE NOT IMPLEMENTED WITHIN A WEEK,
16 WHAT IS THE SOLUTION WHAT IS THE ANSWER TO THAT? SO IF YOU CAN
17 HELP WITH SOME OF THOSE I WOULD GREATLY APPRECIATE A RESPONSE
18 TO THAT. THANK YOU.

19

20 **CHAIR, ROBERT POWERS:** LET ME TURN THIS OVER TO DIRECTOR
21 WEINSTEIN.

22

23 **JASON WEINSTEIN:** YES CHAIR POWERS. THANK YOU. BOARD MEMBER
24 LLAMAS DO YOU MEAN LIKE THE TRANSITIONAL PASS? YOU MENTIONED
25 THE TERM TRANSITIONAL CARD.



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1

2 **SALVADOR LLAMAS:** YES.

3

4 **JASON WEINSTEIN:** OKAY. SO YEAH, WE HAVE, AS ONE OF THE WAYS
5 THAT WE'RE WORKING TO MAKE ALM USERS WHOLE IF THERE HAPPENS TO
6 BE SOME, SORT OF, MIGRATION ISSUE WITH THE PASS OR WHATEVER
7 THE CASE MAY BE WHILE WE'RE RESOLVING IT WE HAVE A WAY THAT
8 THE CUSTOMER SERVICE CENTER CAN HELP CUSTOMERS SO THEY CAN NOT
9 BE OUT OF POCKET UNTIL WE RESOLVE IT AND THAT IS ONE OF THE
10 WAYS THIS TRANSITIONAL PASS THAT WE CAN PUT ON PEOPLE'S CARDS.
11 SO, IN TERMS OF YOUR OTHER COMMENT, I WAS GOING TO KIND OF
12 PACKAGE THEM UP WITH BOARD MEMBER WEGENER'S, TO ANSWER THOSE
13 QUESTIONS.

14

15 **CHAIR, ROBERT POWERS:** YEAH, WHY DON'T WE JUST -- WHY DON'T YOU
16 GO AHEAD AND PACKAGE THOSE UP NOW AND GIVE A VERBAL.

17

18 **JASON WEINSTEIN:** OKAY. SO WITH RESPECT TO, IF IT'S REASONABLE
19 FOR CLIPPER ONE TO SUNSET IN JUNE I THINK THAT DOVETAILS
20 NICELY WITH YOUR COMMENT ABOUT ESSENTIALLY WHICH IS WHEN ARE
21 WE GOING TO BE READY FOR LARGE-SCALE MIGRATION, LIKE, WE CALL
22 IT BULK MIGRATION, BUT I MEAN -- YOU KNOW, IN TERMS, AS
23 OPPOSED TO WHAT WE'RE DOING RIGHT NOW, WHICH IS ON-DEMAND
24 MIGRATION, THE 8 TO 10,000 THAT WE'RE SEEING PER DAY NOW,
25 THERE ARE A NUMBER OF ISSUES, ARE RIGHT, THAT YOU HEARD CUBIC



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1 DISCUSS TODAY THAT WE REALLY WANT TO MAKE SURE WE HAVE NAILED
2 SO WE'RE NOT PUTTING PEOPLE IN THAT BAD STATE. AND I KNOW
3 THAT'S UNCOMFORTABLE, I KNOW IT IS FOR US TOO. WE WANT TO MAKE
4 SURE THAT WE'RE NOT RUSHING INTO THIS AND THEN POTENTIALLY
5 PUTTING A LARGE NUMBER, WHEN WE'RE TALKING 100 OR 200 CARDS
6 THAT WE MIGRATE THEY'RE NOT GOING TO ALL GET USED EVERY DAY,
7 RIGHT? BUT IN TERMS OF WHAT ANGUS BROUGHT UP EARLIER IN
8 OPENING REMARKS WE HAVE 20% DOING ACCOUNT-BASED STUFF, AND 80%
9 DOING CARD BASED STUFF SO WE DON'T WANT TO REALLY DRIVE
10 PROBLEMS. AND AS CUBIC MENTIONED THEY'RE WORKING THROUGH THOSE
11 AT A PACE MAYBE WE'RE NOT HAPPY W RIGHT, BECAUSE WE WANT IT TO
12 BE FASTER, BUT WE STILL WANT TO DO IT IN A RESPONSIBLE WAY. I
13 KNOW THAT'S PROBABLY NOT IDEAL IN TERMS OF SAYING IS IT GOING
14 TO BE THIS DATE, OUR GOAL IS STILL TO BE ABLE TO BE DONE BUT
15 TODAY I DON'T KNOW THAT I COULD TELL YOU THAT THAT'S THE DATE.
16

17 **CHAIR, ROBERT POWERS:** YEAH, GO AHEAD, SAL.

18

19 **SALVADOR LLAMAS:** THANK YOU FOR THAT RESPONSE. I HAVE ANOTHER
20 QUESTION RELATED TO TRAINING. SO, IN JANUARY I REQUESTED
21 TRAINING SPECIFICALLY FOR THE AC TRANSIT CUSTOMER SERVICE
22 STAFF, AND I WAS ASSURED THAT TRAINING WAS GOING HAPPEN. WHAT
23 I LEARNED THIS MORNING IS THERE IS TRAINING BEING DEVELOPED
24 WORKING WITH CUBIC THERE IS VIDEOS AND UPDATED MATERIALS BEING
25 DEVELOPED BUT MY STAFF HAS NOT RECEIVED THE TRAINING. THE



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1 OTHER APPROACH TO THE TRAINING IS WHAT WE WERE INFORMED IS A
2 TRAIN TO TRAINER. SO WE REQUESTED THE EXPERTS TO COME IN AND
3 TRAIN OUR STAFF. BECAUSE OUR STAFF ARE NOT THE EXPERTS AND MY
4 SUPERVISOR IS NOT THE EXPERT I WANT TO GET UPDATE ON WHEN DO
5 WE EXPECT THE TRAIN TO BEING PRODUCED AND PROVIDED. BECAUSE
6 THIS IS WHAT YOU'RE TALKING ABOUT JASON WHEN THINGS GO WRONG
7 AND THEY WILL GROW WRONG IT'S NOT A PERFECT ENVIRONMENT
8 ESPECIALLY WHEN WE'RE DEALING WITH ANY KIND OF SOFTWARE OR
9 ELECTRONICS THINGS WILL HAPPEN. THE LAST RESORT IS A PERSON
10 THAT CAN HELP THE PERSON NA'S IN TROUBLE OR CONFUSED OR
11 FRUSTRATED BECAUSE THEY CAN'T ACCESS THEIR MONEY, CAN'T ACCESS
12 THE TRANSPORTATION SYSTEMS THEY NEED, THEY HAVE TO GO TO
13 CUSTOMER SERVICE TO GET HELP WHEN THEY CALL IT TAKES 36
14 MINUTES OR AN HOUR, WE LEARN. OR THEY CAN'T GET SOMEBODY ON
15 THE PHONE TO EXPLAIN IT. IT'S FRUSTRATING AND OUR EMPLOYEES
16 THAT ARE THERE WANT TO HELP AND THEY CAN'T. THAT'S EVEN MORE
17 DIFFICULT FOR SOMEONE WHO IS A PROFESSIONAL DO THAT LINE OF
18 WORK AND THEY JUST SIMPLY DON'T KNOW HOW IT'S IMPORTANT THAT
19 WE PUT PRIORITY ON GETTING THE INFORMATION TRAINING THAT
20 CUSTOMER SERVICE AGENTS AND EMPLOYEES OUR TRANSIT AGENTS
21 EMPLOYEES ARE ASKING FOR NOT JUST TELL THEM GO TO AN ONLINE
22 VIDEO TO LEARN HOW TO SOLVE CHALLENGES THAT'S NOT THE ANSWER.
23 SO.

24

25 **JASON WEINSTEIN:** YES, THAT'S A FAIR COMMENT. I'LL TALK TO MY



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1 TEAM AND SEE WHERE IT STANDS, AND I'LL GET BACK TO YOU FOR
2 SURE.

3

4 **CHAIR, ROBERT POWERS:** OKAY DENIS MULLIGAN GOLDEN GATE BRIDGE
5 GENERAL MANAGER P.

6

7 **DENIS MULLIGAN:** THANKS CHAIR POWERS CAN WE GET THE SLIDE UP? I
8 WANT TO START BY THANKING PETER AND THE TEAM FOR FACTUAL
9 REPRESENTATION TODAY WITH RESPECT TO SOME OF THE ISSUES THAT
10 EXIST I WANT TO ACKNOWLEDGE THE TONE CHANGE IN TONE WAS
11 APPRECIATED. IT DIDN'T TRY TO SUGAR-COAT THINGS OR TO MISLEAD.
12 I'LL QUOTE ANGUS AND SAY HOWEVER. THE FACT THAT WE ROLLED THIS
13 OUT TWO AND A HALF MONTHS AGO AND TWO AND A HALF MONTHS SINCE
14 WE ROLLED THIS OUT AND REASON WE HAVEN'T MIGRATED, NOT EVEN
15 10% OF ALL CUSTOMERS IS BECAUSE OF ONGOING PROBLEMS THIS TALKS
16 ABOUT THINGS LIKE CLIPPER ACCESS CLIPPER START FOR THOSE WHO
17 AREN'T PLAYING INSIDE BASEBALL. CLIPPER START IS A MEANS BASED
18 PROGRAM WHERE LOW-INCOME INDIVIDUAL WENT THROUGH A PROCESS TO
19 GET A DISCOUNT USING TRANSIT. SO, SENIORS ALSO GO THROUGH A
20 PROCESS TO GET CERTIFIED TO GET A DISCOUNT. AND, SO, THE LAST
21 TWO AND A HALF MONTHS, SENIORS, TRYING TO RIDE TRANSIT TO GO
22 TO SEE GRAND KIDS, GO APPOINTMENTS, GO A JOB BECAUSE THEY HAVE
23 TO WORK, HAVE HAD CHALLENGES WITH CLIPPER. AND SO THOSE THAT
24 HAVE BEEN MIGRATED, SOME OF THEM LOST FUNCTIONALITY ON THEIR
25 ACCOUNTS SOME OF THE ACCOUNTS WERE FROZEN, SOME THEY COULDN'T



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1 ACCESS PASSES DID THEY DO ANYTHING WRONG? NO. THEY DID NOT DO
2 ANYTHING WRONG. CUBIC ROLLED OUT CLIPPER2.0 AND THEY LOST THE
3 ABILITY TO LIVE THEIR LIVES LIKE THEY NORMALLY DO. SAME WITH
4 POOR PEOPLE UNTIL OUR COMMUNITY SO SENIORS AND POOR PEOPLE WHO
5 RELY UPON TRANSIT WHO USE TRANSIT WERE LOCKED OUT. DID THEY
6 RECEIVE A TEXT OR E-MAIL IN ADVANCE SAYING THAT SOMETHING WAS
7 AMISS? NO. THEY FOUND OUT WHEN THEY SHOW UP AT A SYSTEM TO TAP
8 THEIR PHONE OR CLIPPER READER OR HEAVEN FOR BID AT FARE GATE
9 BECAUSE IF FARE GATE LOCKS YOU OUT SO WE HAVE ELDER LIKELY AND
10 POOR TEAM IN OUR COMMUNITY WHO HAVE BEEN IMPACTED BY THIS AS
11 OF TODAY THEY HAVE NOT ALL BEEN CLEANED UP SO UNTIL WE ADDRESS
12 ALL THE OUTSTANDING SENIOR POOR INDIVIDUALS WHO HAVE
13 DYSFUNCTIONING CLIPPER ACCOUNT WE SHOULD NOT DO BULK MIGRATION
14 BECAUSE WE'LL JUST BRING THE SAME CHALLENGE TO MORE PEOPLE YOU
15 KNOW ONE WAY YOU CAN THINK ABOUT IT PETER IS IF YOU WENT TO
16 THE APART TONIGHT TO FLY ONLY AND YOU HAD YOUR BOARDING PASS
17 ON YOUR PHONE AND WENT TO TS A-LINE AND THEY SAID NOPE YOU TO
18 THAT TO THAT BEING DONE SOON. YOU TALKED ABOUT AUTO RELOAD
19 AUTO REPLENISHMENT THOSE ARE CUSTOMERS THAT HAVE MEANS THEY
20 SET IT UP SO MONEY COMES OUT OF THEIR ACCOUNT AUTOMATICALLY
21 THEY DON'T HAVE TO THINK ABOUT THIS THEY SHOW UP AT A FARE
22 GATE ONE DAY AND ALL OF A SUDDEN THEY CAN'T GET ON A PLANE
23 THEY'RE NOT HAPPY WITH THAT EXPERIENCE. IT'S NOT JUST
24 DISORIENTING, THEY HEAR THEIR TRAIN LEAVE, WHAT ARE THEY
25 SUPPOSED TO DO WITH THEIR DAY IT'S IMPORTANT TO FIX ALL THESE



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1 THINGS WHEN WE HAVE A PATH BEFORE WE START DOING BULK
2 MIGRATION. IF WE HAVE BULK MIGRATE AND START SHOVING LOTS OF
3 PEOPLE THROUGH THE SYSTEM WITH SOME OF THESE MOBILE ISSUES AND
4 THINGS NOT FULLY IRONED OUT WE'LL HAVE A LOT MORE UNHAPPY
5 PEOPLE YOU KNOW IF SOMEONE'S IN CLIPPER 1.0 TODAY YOU KNOW IT
6 WORKS FOR THEM WE WANT TO GET THEM TO, REITERATE A COUPLE OF
7 OTHER ISSUES HANDLE DEVICES, THE DEVICE WAS GIVEN TO US BY
8 CUBIC; SOFTWARE COMES FROM CUBIC. SO THE FACT WE'RE ALMOST
9 THERE SOUNDS ENCOURAGING, BUT WE ARE TWO AND A HALF MONTHS IN.
10 SO THAT'S THE GOOD WE'RE ON, AND SO THAT'S THE PATH. IT'S GOOD
11 THAT WE'RE ON A PATH, BUT LAST TWO AND A HALF MONTH BUT FOR
12 THE LAST TWO AND A HALF MONTHS, AGENCIES HAVEN'T BEEN ABLE TO
13 COLLECT ALL THEIR FARES. THEY HAVEN'T BEEN, PERHAPS, ABLE TO
14 KEEP PEOPLE OUT WHO HAVEN'T PAID FARES. THOSE ARE OPERATIONAL
15 CHALLENGES THAT IMPACT OUR STAFF AS WELL AS OUR CUSTOMERS. OUR
16 CUSTOMER SERVICE STAFF ARE SAINTS, AND WE HAVEN'T GIVEN THEM
17 THE TOOLS TO ADDRESS THIS. AS SAL SAID, IF SOMEONE HAS TRIED A
18 LOT OF STUFF; NOTHING WORKS. THEY SHOW UP AT CUSTOMER SERVICE
19 CENTER, THE MACHINE WE HAVE, OUR THIRD ONE, REPLACED TWICE
20 BECAUSE WE FILL OUT A TICKET SAYING SOMETHING WAS NOT RIGHT.
21 MY STAFF DOESN'T KNOW THE HARDWARE OR SOFTWARE, THEY JUST KNOW
22 IT'S NOT WORKING.BUT IF THEY CAN'T LOOK AT SOMEONE'S PURCHASE
23 HISTORY TO SEE EVERYTHING, THEY CAN'T HELP THEM. THESE ARE
24 EMPLOYEES THAT TAKE THESE JOBS BECAUSE THEY WANT TO HELP
25 PEOPLE. AND RIGHT NOW THEY'RE NOT BEING ABLE TO FIX THINGS.



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1 THE MACHINES HAVE GOTTEN A LITTLE BETTER. I ACKNOWLEDGE WE'RE
2 MAKING PROGRESS BUT IT'S NOT CONSISTENT. IT DOESN'T ALWAYS
3 WORK. SO THAT STAFF THAT LIVES TO HELP PEOPLE WE'RE NOT
4 LETTING THEM HELP PEOPLE. SO THEY GO HOME AT NIGHT AND DON'T
5 FEEL GREAT ABOUT THEIR JOB. WE NEED TO ACKNOWLEDGE WHERE WE
6 ARE. IT LOOKS LIKE WE'RE GETTING CLOSE. WE'LL KNOW IF A COUPLE
7 MORE WEEKS, BUT WE CAN'T DISCOUNT WHERE WE HAVE BEEN, WHAT WE
8 HAVE PUT OUR CUSTOMERS THROUGH, WHAT WE HAVE PUT OUR EMPLOYEES
9 THROUGH, AND I FEEL STRONGLY THAT UNTIL WE ADDRESS ALL
10 OUTSTANDING ISSUES WITH SENIORS, ELDERLY FOLKS, POOR FOLKS,
11 WHO ARE STYMIED IN THEIR ABILITY TO USE OUR SYSTEMS, WE SHOULD
12 NOT BE DOING BULK MIGRATION.

13

14 **CHAIR, ROBERT POWERS:** OKAY. THANK YOU FOR THOSE COMMENTS.
15 DANIEL SCHMITZ WITH THE NAPA VALUE TRANSPORTATION AUTHORITY.
16 DANIEL?

17

18 **DANIELLE SCHMITZ:** DANIELLE SCHMITZ, I'M NOT GOING TO REPEAT
19 EVERYTHING THAT WAS SAID AND JUST PILE ON, AS FAR AS ALL THE
20 PROBLEMS. I GUESS, YOU KNOW, TWO THINGS, AFTER -- I KNOW THAT
21 YOUR LAST SLIDE YOU HAD COMING UP WITH A DETAILED ACTION PLAN
22 FOR WHAT IS GOING TO BE ROLLED OUT NEXT, AND I THINK A LOT OF
23 OUR ISSUES AROUND TIMING NEED TO BE -- THERE NEED TO BE MORE
24 DETAIL. LIKE, YOU KNOW, SPECIFICS ON THIS ROADMAP FOR THE
25 SYSTEM COMPLETION, YOU KNOW ACCIDENT FOR OUR SMALL OPERATOR,



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1 THE VINE TRANSIT, WE'RE STILL USING C1TOT MACHINES, WE HAVE A
2 C2 CUSTOMER SERVICE MACHINE, THE CLIPPER HEADS ARE FAILING, IT
3 SEEMS LIKE TWICE A WEEK, ON OUR SYSTEM. AND, SO, OBVIOUSLY,
4 THOSE ARE CAUSING A LOT OF PROBLEMS, AND WE ONLY HAVE LIKE
5 MAYBE A 10% ADOPTION RATE OF CLIPPER AS FARE USAGE FOR OUR
6 SMALL SYSTEM. A LOT OF THE FARES ARE JUST PASSES OR PEOPLE USE
7 CASH. IN THE NORTH BAY. BUT THERE WAS TWO THINGS THAT I LIKED,
8 THAT I HEARD. ONE IS AN AFTER ACTION REVIEW. I THINK IT WAS A
9 PUBLIC COMMENT. I THINK THAT'S REALLY GOOD, BECAUSE ONCE WE
10 ARE -- HAVE A DETAILED ROADMAP AND WE'RE ON OUR WAY TO
11 SUCCESS, I THINK IT'S REALLY IMPORTANT TO LOOK BACK AND SAY
12 WHAT DID -- WHAT WENT WRONG, AND, OBVIOUSLY, SOMEBODY THOUGHT
13 IT WAS THE PRIME TIME GO LIVE. AND I KNOW THAT CLIPPER2 WAS
14 TESTED. SO, LIKE, WHAT WENT WRONG FROM WHEN IT WAS TESTED TO
15 WHOEVER, YOU KNOW, MADE THE DECISION, MAYBE IT WAS THE --
16 [INDISCERNIBLE] AND SAID YES LET'S GO LIVE. SO THERE WAS SOME
17 CONFIDENCE IN THAT, AND SO WHAT WENT WRONG. SO THEN I GOES MY
18 SECOND QUESTION IS MAYBE TO MTC STAFF, AND/OR THIS BOARD, WHO
19 HOLDS THE CONTRACT FOR THIS WORK, AND WHAT CAN WE REALLY DO TO
20 HELP IMPROVE THIS. WE HAVE SPENT \$200 MILLION ON CLIPPER? I
21 DON'T KNOW. BUT I GUESS IT'S MORE OF A RHETORICAL, LIKE, WHAT
22 CAN WE DO TO NOT HAVE THIS HAPPEN AGAIN IN THE FUTURE AND MAKE
23 THIS A SUCCESS GOING FORWARD.

24

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



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1 LET ME KIND OF WRAP UP HERE ON THIS TOPIC. ANYBODY ELSE WANT
2 TO -- OH I'M SO SORRY. VICE CHAIR APRIL CHAN. THE FLOOR IS ALL
3 YOURS.

4

5 **V. CHAIR, APRIL CHAN:** YOU KNOW THE GOOD THING GOING ALMOST
6 LAST, NEXT TO YOU, EVERYONE PRETTY MUCH ASKED ALL THE
7 QUESTIONS, WHEN DENIS WAS ASKING SOME OF THE QUESTIONS IT
8 TRIGGERS SOMETHING I JUST WANT TO CLARIFY. I THINK WE -- YOU -
9 - THE TEAM HAD PREVIOUSLY REPORTED THAT I THINK WE HAVE ABOUT
10 15 -- IS IT 15 MILLION ACCOUNTS? OR 15 MILLION CARDS, OR SO,
11 THAT WE HAVE TO TRANSITION, RIGHT? AND SO THIS IS ABOUT LESS
12 THAN A MILLION OF THE 15. SO, AND PRIMARILY, BECAUSE I
13 ORIGINALLY WE DID PRIORITIZE A CERTAIN TYPE OF PASS HOLDERS
14 THEY GET TRANSITION, IT SOUNDED LIKE THOSE ARE THE ONES THAT
15 ORIGINALLY WE WANTED THEM TO TRANSITION FIRST BUT THEY GET THE
16 BULK OF THE PROBLEMS IS THAT A CORRECT STATEMENT?

17

18 **JASON WEINSTEIN:** I GUESS I'LL -- I'LL CLAIR PIE IT LIKE THIS
19 FOR ANYBODY WHO WANTED TO -- THEY MAY HAVE ALREADY MIGRATED IT
20 BECAUSE THEY COULD HAVE DONE IT ON-DEMAND IF THEY CALLED THE
21 CUSTOMER SERVICE CENTER OR LOGGED INTO THE WEB OR LOGGED INTO
22 THE APP BUT IN TERMS WHEN WE LAID OUT FOR THE BOARD BEFORE OUR
23 PLAN ALWAYS WAS WE WANTED THE FOLKS THAT WERE IN OUR
24 DISCOUNTED CATEGORIES TO BE ABLE TO TAKE ADVANTAGE OF NEXGEN
25 CLIPPER AND ALL FEATURES AND FUNCTIONS OF IT AS ONE OF THE



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1 FIRST GROUPS TO GO. OF COURSE, UNDERSTANDING WHERE WE ARE AND
2 COMMENTS BY THESE BOARD MEMBERS AND, OF COURSE, HOW WE FEEL AS
3 WELL IN TREMENDOUS OF MAKING SURE THINGS WORK, WE HAVE TO
4 REALLY, PROBABLY REEVALUATE WHAT THAT LOOKS LIKE TO MAKE SURE
5 THAT WE'RE NOT PUTTING PEOPLE THAT ARE IN A POSITION THAT
6 POTENTIALLY COULD CREATE GREAT HARDSHIP FOR THEM A SITUATION
7 WHERE NOW WE HAVE CREATED A PROBLEM FOR THEM. I THINK IT'S ALL
8 KEY TO DO WE FEEL COMFORTABLE ABOUT FIXES IN MIGRATION 11 OR
9 WHATEVER THE VERSION IT'S GOING TO BE WHEN WE SAY TURN THE
10 SWITCH TO SAY YEAH AUTO-LOAD THIS THINGS IS NOT GOING TO GET
11 DROPPED THEN SO WE FEEL GOOD ABOUT A LITTLE IT DOESN'T MATTER
12 WHO YOU ARE BUT OF COURSE SHOULD BE PRIORITY.

13

14 **V. CHAIR, APRIL CHAN:** I THINK FOR ME, I WANTED TO KNOW IF ANY
15 CUSTOMERS WOULD BE INCONVENIENCED DISPROPORTIONATELY BEING
16 INCONVENIENCED KIND OF LIKE JULIE SAID, KIND OF LIKE THE BETA
17 TESTERS OR SOMETHING. JUST SOMETHING I WANT TO CLARIFY AND THE
18 OTHER THING, MAYBE I WANT TO GO WITH WHAT DANIEL SAID WHAT IS
19 IT WE CAN DO BETTER IN TERMS OF THE CONTRACT. LOOKING AT THIS
20 EXISTING CONTRACT I WOULD LIKE TO KIND OF MAYBE HEAR MAYBE NOT
21 TODAY BUT SOMETHING FOR MTC TO LOOK INTO. THOSE ARE MY
22 COMMENTS.

23

24 **CHAIR, ROBERT POWERS:** THANK YOU FOR THOSE COMMENTS VICE CHAIR
25 CHAN. APOLOGIES FOR NOT PLUGGING TO YOU A LITTLE BIT SOONER



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1 THERE. I GUESS I'LL WRAP UP HERE A LITTLE BIT. YOU HAVE HEARD
2 FROM EVERY COMMISSIONER UP HERE, PETER, CYNTHIA, RICHARD,
3 JASON, DIRECTOR WEINSTEIN FOR THAT MEASURE, AND I THINK THERE
4 IS SOME COMMON THEMES ABOUT THE CUSTOMER, IMPROVING THE
5 CUSTOMER SERVICE, RIGHT, WHETHER YOU LOOK AT IT FROM
6 MULLIGAN'S POINT OF VIEW, KIRSCHBAUM, IT'S ALL ABOUT IMPROVING
7 CUSTOMER EXPERIENCE OUT THERE KIND OF WHAT WE'RE DRIVING AT
8 HERE AND IF I HAD PAID MORE TIME, PAID ATTENTION A LITTLE BIT
9 MORE AND I DIDN'T ON THIS THING, I WOULD HAVE LIKED TO SEEN
10 MAYBE THIS IS LESSON LEARNED FOR JASON AND RICHARD, LOOK WE
11 TOLD THE PUBLIC IN JANUARY WE BASICALLY, THE SAME DECK RIGHT
12 WE GAVE SOME DATES FUNDAMENTALLY RIGHT GAVE SOME DATES IN
13 JANUARY, NOW WE'RE BACK HERE A MONTH LATER FUNDAMENTALLY WITH
14 THE SAME DECK AND WITH DATES AND I DON'T KNOW IF WE MADE
15 SCHEDULE ON THE DATES THAT WE SAID WE WERE GOING TO MAKE IN
16 JANUARY, RIGHT? AND IF THEY CHANGED, WHY, AND I MEAN IF I
17 WORKED IN A PRIVATE -- I MEAN, THAT LEVEL OF ACCOUNTABILITY,
18 YOU KNOW, HERE IS WHAT WE SAID IN KNOW JUDGE, WE MADE
19 SCHEDULE, WE DID THIS, WE DIDN'T MAKE THIS ONE, YOU KNOW, THAT
20 KIND OF COMPARISON, BECAUSE I HAVE FOUND THAT WHAT GETS
21 MEASURED GETS IMPROVED. RIGHT? AND YOU KNOW, IF I'M -- IF I'M
22 IN DECENT SWIMMING SHAPE OR SOMETHING LIKE THAT AND I WANT TO
23 IMPROVE, I'M MEASURING, I'M ALWAYS, YOU KNOW, ON SCHEDULE, I'M
24 ON INTERVALS, YOU HAVE GOT TO MEASURE STUFF, AND I DON'T KNOW,
25 RICK. I DON'T KNOW IF YOU -- IF I GAVE PETER A SCORECARD ABOUT



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1 HERE IS THE SIX THINGS, HERE IS WHAT WE SAID WE WERE GOING TO
2 DO YOU KNOW, I MADE TWO OF THEM, AND I MISSED FOUR OF THEM.
3 RIGHT? I DON'T KNOW IF THAT KIND OF ACCOUNTABILITY AND
4 MEASUREMENT -- I HOPE THAT'S THERE. BECAUSE THAT'S GOING TO
5 GET US TO WHERE WE NEED TO GO IN THE BAY AREA. SO, YOU KNOW, I
6 PUT THAT OUT FOR YOU. YOU KNOW, FOR THE NEXT TIME. NOW YOU
7 WILL HAVE -- ONE TIME IS ONE, AND THEN TWO, NOW YOU HAVE GOT
8 THREE, RIGHT. YOU WILL HAVE JANUARY, FEBRUARY, AND MARCH, AND
9 THERE WILL BE SOME KIND OF PATTERN AND THAT WILL BE MABEL TO,
10 MAYBE, YOU KNOW, TO A LOT OF THE COMMENTS COMING FROM THE
11 BOARD, YOU KNOW, LIKE, YEAH, WE'RE ON A GOOD COURSE, OR, YOU
12 KNOW, HISTORY HAS, YOU KNOW, THE LAST THREE MONTHS HAS SHOWN,
13 YOU KNOW, THIS ONE NEEDS A LITTLE SPECIAL ATTENTION, PETER.
14 THAT KIND OF ANALYSIS. AND I KNOW, YOU GUYS MUST BE DOING THIS
15 IN THE BACKGROUND. BUT I HOPE TO SEE THAT AT THE MARCH
16 BOARDROOM HERE. AND AGAIN PETER, IF I REMEMBER, AND I HAVE GOT
17 TOO MANY THINGS GOING ON, I SAID TO MYSELF, I'M GOING TO CALL
18 HIM AT THE END OF THIS WEEK. BECAUSE BY THE -- IF YOU LOOKED
19 AT THE SLIDES, BY THE 25th, SOMETHING WAS GOING TO BE DONE,
20 AND BY THE END OF THIS WEEK, SOMETHING WAS GOING TO BE DONE,
21 AND I'M, LIKE, I'M GOING TO CALL PETER YOU SAID THAT THESE TWO
22 THINGS YOU SAID THEY WERE GOING TO BE DONE. ARE THEY GOING TO
23 BE DONE, RIGHT? AND HOPEFULLY I REMEMBER TO DO THAT AND SO
24 MAYBE YOU WILL TAKE MY CALL, BUT ANYWAY, THAT KIND OF
25 MEASURING IS GOING TO GET US ACROSS THE FINISH LINE AND HAPPY



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1 TO YOU HAVE RESPOND PETER IF YOU FEEL COMFORTABLE.

2

3 **PETER TORRELAS:** JUST A COUPLE OF COMMENTS FROM OUR SIDE FIRST
4 I THINK WE WANT TO REITERATE THAT EVERY RIDER AND EVERY RIDER
5 CLASS IS IMPORTANT TO US WE WITHSTAND THE TWO AND A HALF
6 MONTHS AND OUR FOCUS WILL BE TO CONTINUE TO IMPROVE THE RIDER
7 EXPERIENCE AS WELL AS STAFF THAT'S OUT THERE ON THE FRONT
8 PALESTINE AND THE TEAMS THAT ARE WORKING EVERY DAY TO TRY TO
9 GET US TO WHERE WE NEED IT TO BE. AND I'LL MAKE A COUPLE OF
10 OTHER COMMENTS THERE WAS A BOARD MEMBER KIRSCHBAUM YOU
11 MENTIONED IF WE WERE GOING TO CONTINUE WITH THE SAME LEVEL OF
12 EXECUTIVE AND COMMITMENT AS WE GET THROUGH THE TRANSITION
13 PERIOD FOR ALL THE ITEMS AS WE GO THROUGH TO THE END OF THE
14 PROGRAM YOU HAVE MY PERSONAL COMMITMENT THAT I WILL PERSONNEL
15 STAY INVOLVED TO MAKE SURE THAT EVEN WHEN THINGS ARE IN A
16 DIFFERENT PLACE THERE ARE STILL IMPORTANT REMAINING ITEMS THAT
17 WILL REQUIRE OUR ATTENTION SO THAT WE CAN SUCCESSFULLY GET TO
18 THE FULL PROGRAM AND SO THAT'S A COMMITMENT THAT I'LL MAKE AND
19 I THINK BOB JUST PRACTICALLY SPEAKING WE'LL PUT A TABLE UP.

20

21 **CHAIR, ROBERT POWERS:** YEAH, I MEAN.

22

23 **PETER TORRELAS:** THIS IS WHEN IT DIDN'T HAPPEN YOU KNOW IF IT'S
24 COMPLETED OR NOT EVEN ARE IF IT'S LATE MAYBE IT'S DONE SO THAT
25 WE HOLD OURSELVES ACCOUNTABLE TO THE COMMITMENTS THAT WE HAVE



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1 MADE AND WE'RE TRANSPARENT ABOUT ACCOUNTABILITY YOU DON'T HAVE
2 TO WAIT UNTIL THE END OF THE WEEK YOU CAN CALL ME ANY TIME
3 CALL ME THE FOLLOWING WEEK I REMAIN AVAILABLE WE WILL CONTINUE
4 TO IMPROVE OUR TRANSPARENCY AND MAKE SURE THAT WE STAY
5 COLLABORATIVE AND CONTINUE THE CANDOR SO WE CAN ADDRESS THE
6 REAL PROBLEMS THAT ARE OUT THERE AND MAKE SURE THAT THE ENTIRE
7 BAY AREA IS SUCCESSFUL KNOWING HOW IMPORTANT EQUITABLE ACCESS
8 TO PUBLIC TRANSIT IS FOR THE VITALITY AND ECONOMIC DEVELOPMENT
9 OF THE COMMUNITY.

10

11 **CHAIR, ROBERT POWERS:** THANK YOU. FINAL WORDS DIRECTOR
12 WEINSTEIN.

13

14 **JASON WEINSTEIN:** NOTHING.

15

16 **CHAIR, ROBERT POWERS:** AGENDA ITEM -- THANK YOU PETER VERY NICE
17 SEEING YOU, CYNTHIA, RICHARD NICE SEEING YOU UP HERE AS WELL.
18 COMPLEMENTARY TO 4A WHICH WAS THE IMPLEMENTATION AND
19 TRANSITION UPDATE 4B WHICH IS OUR CLIPPER OPERATIONS AND
20 PERFORMANCE UPDATE AND INCLUDED IN THIS CUSTOMER SERVICE
21 PERFORMANCE VERY MUCH TIED TO THE AGENDA ITEM NUMBER FOUR A
22 TRANSITION SO LOOK FORWARD TO THIS PRESENTATION DIRECTOR
23 WEINSTEIN AND KELLY JACKSON FROM MTC IS GOING TO BE LEADING
24 THIS DISCUSSION WITH PAT MCGOWAN WHO IS SENIOR VICE PRESIDENT
25 FOR WSP FOR THEIR MOBILITIES OPERATIONS EFFORTS. MISS JACK ON



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1 TURN TO YOU.

2

3 **KELLY JACKSON:** THANK YOU CHAIR POWERS AS DISCUSSED DURING THE
4 JANUARY CLIPPER EXECUTIVE BOARD MEETING MTC CONTRACTS WITH
5 WSPUSA SERVICES INCORPORATED AS THE CUSTOMER SERVICE CENTER OR
6 CSC PROVIDER FOR THE NEXGEN CLIPPER PROGRAM IN THIS ROLE WSP
7 USES CUBIC PROVIDE TOOLS SUCH AS CUSTOMER RELATIONSHIP
8 MANAGEMENT DATABASE AND DISCOUNT CARD MANAGEMENT PORTAL SYSTEM
9 IN CON CERTIFICATE WITH WSP PROVIDED TOOLS STAFF ENGAGE
10 CUSTOMERS VIA PHONE E-MAIL AND ONLINE CHATS AS WELL AS REVIEW
11 YOUTH AND SENIOR CARD APPLICATIONS SUBMITTED THROUGH
12 CLIPPERCARD.COM. WE'LL KEEP IT TRANSPORTATION SYSTEMS IN ITS
13 ROLE AS C2 SYSTEM INTEGRATOR CONTINUED TO INVESTIGATE. THE
14 VOLUME HAS BEEN HIGHER THAN ESTIMATED WITH MTC STAFF MANAGING
15 CUSTOMER ESCALATIONS THAT HAVE REACHED MTC VIA E-MAIL PHONE
16 AND SOCIAL MEDIA POSTING IN THE WEEKS SINCE START OF CUSTOMER
17 TRANSITION MTC AND WSP TEAMS HAVE BEEN WORKING CLOSELY TO
18 DEVELOP STRATEGIES AND WORKAROUNDS TO IMPROVE CUSTOMER
19 SERVICE. I WOULD NOW LIKE TO INTRODUCE PATRICK MCGOWAN
20 MOBILITY OPERATIONS DIRECTOR OF WSP WHO WILL PROVIDE AN UPDATE
21 ON WSP PERFORMANCE AND OPERATIONAL CHANGES THAT HAVE BEEN
22 IMPLEMENTED IN RESPONSE TO FEEDBACK FROM THE CLIPPER EXECUTIVE
23 BOARD AT THE JANUARY 26TH MEETING.

24

25 **CHAIR, ROBERT POWERS:** THANK YOU.



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1

2 **PATRICK MCGOWAN:** THANK YOU VERY MUCH I'M PATRICK MCGOWAN,
3 EXECUTIVE FOR WSP SERVICES, INC. LET ME GIVE A BACKGROUND OF
4 WHAT WE'RE SEEING IN THE CONTACT CENTER WE'RE SEEING 2,000
5 CALLS A DAY WHICH IS TWICE THE NUMBER OF CALLS WE EXPECTED
6 INITIALLY. THE GOOD NEWS IS IT'S 10% FEWER THAN WE HAD AT THE
7 LAST BOARD MEETING AND THE WAIT TIME IS 20% LESS THAN IT WAS A
8 MONTH AGO. LAST WEEK WE ACTUALLY SAW AVERAGE CALL TIMES LESS
9 THAN 20 MINUTES. ONE DAY IT WAS 11 MINUTES. THE OTHER 117, 19,
10 AND 20 MINUTES. SO IT'S COMING DOWN. A LOT OF THAT IS DUE TO
11 EXTENDED HOURS WHICH WE'LL TALK ABOUT IN A LITTLE BIT, WHICH
12 YOU BROUGHT UP LAST TIME. BUT ALSO THE FACT THAT WE ARE
13 REDUCING THE HANDLE TIME ON THE CALLS. WE HAVE BEEN WORKING
14 WITH OUR OPERATORS. THERE IS A LOT OF TECHNIQUES AND WE HAVE
15 SEEN A 15% IMPROVEMENT IN THE CALL HANDLE TIME AND IT'S
16 REDUCING THE AMOUNT OF TIME THAT WE'RE ON THE CALLS WITH THE
17 INDIVIDUAL CUSTOMER PRESIDENCY. AND THE ONE THING TO POINT OUT
18 IS WHEN CUSTOMERS CONTACT US, SOMETIMES THEY'RE UPSET OR
19 FRUSTRATED OR CONCERNED OR WORRIED, OUR AGENTS SPENDS TIME
20 WITH THEM AND TRYING TO GET THEM BACK TO A GOOD PLACE AND
21 UNDERSTAND THE BENEFITS OF THE PROGRAM SO IT'S ALWAYS THE
22 BALANCE BETWEEN RESPECT THE CUSTOMER THAT'S ON THE CALL VERSUS
23 THE CUSTOMER THAT'S WAITING TO TALK TO YOU AND WE'RE TRYING TO
24 BALANCE THAT AND I THINK WE'RE DOING A REALLY GOOD JOB. WE DO
25 CUSTOMERS SURVEYS ON EVERY SINGLE CALL. WE, JUST TO GIVE YOU



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1 AN IDEA OF SOME OF THE RESULTS WE'RE SEEING, CUSTOMER
2 SATISFACTION SCORES FOR THE PROGRAM AS A WHOLE LAST MONTH WAS
3 83% THIS MONTH IT'S 83%. WE ALSO TRACK THE CUSTOMER SCORE ON
4 THE AGENTS. LAST MONTH IT WAS 89% SATISFACTION FOR THE AGENTS.
5 THIS MONTH IT WAS 93%. SO, IT'S ACTUALLY GONE UP 4%. AND WE
6 USE THAT AS A BALANCE BETWEEN, OKAY, IF YOU'RE CUTTING YOUR
7 CALLS SO SHORT THAT THEY FEEL DISRESPECTED, THAT SCORE IS
8 GOING TO BE REFLECTIVE. SO, AGAIN, WE USE A LOT OF THINGS TO
9 MONITOR THAT. PRODUCTIVITY, LIKE I TOLD YOU LAST TIME, IT'S
10 92%, WHICH IS EVERY DAY, ALL DAY. THE MAXIMUM TIME BETWEEN
11 CALLS IS 30 SECONDS. AND SO A LOT OF TIMES IT'S TEN SECONDS,
12 20 SECONDS, BUT NEVER IS IT MORE THAN 30 SECONDS. SO IT'S ALL
13 DAY LONG THEY'RE RECEIVING CALLS FROM THESE INDIVIDUALS. WE
14 ARE WORKING WITH OUR AGENTS AND THE MANAGERS, AND WE'RE
15 ESCALATING THINGS QUICKER. SO, WE RECEIVE ROUGHLY AROUND 10 TO
16 15 CALLS A DAY THAT HAVE TO BE ESCALATED AND THE OPERATOR
17 CAN'T HANDLE IT SO WE HAVE TO ESCALATE TO A SUPERVISOR AND
18 WE'RE HANDLE THOSE QUICKER AND WE'RE TRYING TO HANDLE THOSE
19 INSTEAD OF CALL BACKS OR HAVING TO DEAL WITH THE SITUATION
20 LATER. YOU KNOW, WE WANT THE FIRST CALL RESOLUTION AS HIGH AS
21 POSSIBLE. I WILL SAY ONE THING, THAT I -- THIS LAST MONTH, I
22 TALKED TO OVER 50 OF OUR CSR'S. I JUST WANTED TO THANK THEM. I
23 THINK A LOT OF YOU EXPRESSED CONCERNS THAT, YOU KNOW, PEOPLE
24 ARE WORKING THESE AGENTS INCREDIBLY HARD, SO WE WANT TO MAKE
25 SURE THAT WE RETAIN THEM. AND I WILL TELL YOU, THAT IS AN



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1 AMAZING GROUP OF PEOPLE. THEY'RE BRIGHT, THEY'RE HARDWORKING,
2 THEY'RE VERY PROUD OF CLIPPER, AND THEY ARE PASSIONATE ABOUT
3 HELPING CUSTOMERS THAT'S WHERE THEY TAKE PRIDE. AND THEN THE
4 SITUATION IS TEMPORARY. THEY KNOW CUBIC IS GOING HAVE ALL THE
5 FUNCTIONALITY RESOLVED AND THEY KNOW THAT, OKAY, IT'S BAD NOW,
6 BUT IT'S GOING TO -- WE'RE GOING TO GET PAST IT ALL. SO, I
7 THINK, I WAS -- AS EVERY ONE OF YOU KNOW, THAT THE BEST PART
8 OF YOUR JOB IS TALKING TO YOUR STAFF. AND THAT WAS PROBABLY
9 ONE OF THE MOST REWARDING THINGS IS BEING ABLE TO TALK TO
10 THESE PEOPLE. BECAUSE THIS IS YOUR TEAM FOR THE NEXT 5, 10,
11 15, 20 YEARS. THEY WILL BE WITH YOU, AND IT'S AN AMAZING GROUP
12 OF PEOPLE. THE TALENT IS GREAT. AND MS. MULLIGAN MADE A
13 COMMENT ABOUT THEM PECULIAR SAINTS. I FULLY AGREE WITH AND
14 APPRECIATE THAT. AS FAR AS WORKAROUNDS WE HAD ORIGINAL LAST
15 MONTH REPORTED 50 WORKAROUNDS; WE'RE AT 58. WE HAD A FEW MORE.
16 WE HAVE 30 MANUAL SCRIPTS THAT WE'RE WORKING WITH SO THE
17 AGENTS ARE FAMILIAR WITH THOSE SCRIPTS THEY'RE VERY QUICK
18 RESPONSIVE THE MORE TIME THEY HAVE WITH THOSE SCRIPTS, THE
19 RESPONSE WHICH DRIVES DOWN THE CALL HANDLE TIME AND INCREASES
20 THE CUSTOMER SATISFACTION SCORE. AT THE LAST MEETING CHAIRMAN
21 POWERS CHALLENGED US TO COME BACK AND ADDRESS TWO ISSUES ONE
22 WAS LOOKING AT HOURS OF OPERATIONS AND THE OTHER WAS CALL BACK
23 FEATURE. THEN SEVERAL OF YOU BROUGHT UP ISSUES THIS WE ALSO
24 ADDRESSED. I'LL GO TO THE NEXT SLIDE. DO I DO THAT NOW? OKAY.
25 BOARD MEMBER LLAMAS AND GONOT, YOU BROUGHT UP THE ISSUE OF



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1 EXTENDING THE HOURS OF OPERATION. SO, ORIGINALLY THE HOURS OF
2 OPERATION WERE 8 TO 5. WHAT WE HAVE DONE IS WE EXTENDED IT, WE
3 STARTED IT AN HOUR EARLY AND EXTEND AN HOUR LATER. SO NOW IT'S
4 7 TO 6. BUT JUST AS LONG AS YOU'RE IN THE QUEUE BY 6:00, IN
5 THE EVENING, WE WILL CONTINUE TO WORK THOSE CALLS. SO, EVEN
6 THOUGH THE HOURS OF OPERATIONS ARE TWO HOURS LONGER, WE'RE
7 ACTUALLY WORKING AROUND THREE HOURS LONGER AS A TEAM. AND
8 WE'RE DOING THAT THROUGH VERY FEW SHIFT MOVEMENTS IN THE HOURS
9 OF THE SHIFTS, BUT MOST OF IT IS THROUGH OVERTIME, BECAUSE I
10 DON'T WANT TO ELIMINATE THE CORE GROUP OF PEOPLE THAT ARE
11 WORKING THROUGH ALL THE BIG SPIKES. SO WE'RE SPENDING OUR
12 NUMBER OF HOURS OUTSIDE OF THE ORIGINAL HOURS. AND IT SEEMS TO
13 BE WORKING VERY WELL, WE HAVE BEEN DOING IT FOR TWO WEEKS, AND
14 AGAIN I GIVE CREDIT TO THE REDUCED HANDLE TIME LESS AND WAIT
15 TIME AS A RESULT OF THAT. ALSO LAST TIME WE REPORTED THAT WE
16 ARE PLANNING TO HIRE TEN PART-TIME PEOPLE AND TEN FULL-TIME
17 PEOPLE. WE HAVE HIRED SIX PART-TIME PEOPLE BUT WE HAVE HIRED
18 11 FULL-TIME PEOPLE AND WE'RE BRINGING IN AN ADDITIONAL 5 TO
19 10 PEOPLE ON TOP OF THAT. SO MOST OF THEM ARE IN TRAINING NOW.
20 AND THE GOOD THING IS, SEVERAL -- SIX OF THOSE PEOPLE WE HAVE
21 HIRED HAVE A LOT OF EXPERIENCE IN THE CLIPPER PROGRAM. SO, WE
22 EXPECT TO SEE IMMEDIATE BENEFITS FROM THAT. BOARD MEMBER CHAN,
23 YOU RAISED THE ISSUE LAST TIME ON LOOKING AT DIFFERENT
24 COMMUNICATION CHAMS, WHETHER IT'S E-MAIL, CHAT, THOSE TYPE OF
25 THINGS. ONE OF THE THINGS THAT WE ARE DOING IS WE HAVE



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1 INCREASED THE FUNCTION -- OR THE FUNCTIONS IN THE WAY WE
2 ADDRESS E-MAILS. AND SO WE HAVE ALWAYS BEEN HANDLING E-MAILS,
3 BUT WE HAVE NEVER DEALT WITH ACCOUNT INFORMATION AND
4 TRANSACTIONS WITH THOSE INDIVIDUALS. WE HAVE CHANGED OUR
5 POLICY WORKING WITH MTC AND LOOKING AT THE GUIDELINES. AND
6 JUST AS LONG AS, FOR INSTANCE, BOARD MEMBER CHAN, IF YOU SENDS
7 US AN E-MAIL FROM YOUR E-MAIL ADDRESS, AND YOU PROVIDE US A,
8 ONE, PERSONAL INFORMATION, WHETHER AN ADDRESS OR SOMETHING IN
9 YOUR ACCOUNT, THEN WE KNOW IT'S YOU. THEN WE'LL DEAL WITH YOU
10 AND WE'LL WORK WITH YOUR ACCOUNT, AND HANDLE IT THROUGH E-
11 MAILS. IF IT COMES FROM A SPOUSE OR A FRIEND, OR SOMEBODY
12 ELSE, WE WON'T SHARE ANY PERSONAL INFORMATION. SO, WE REALLY
13 WANT TO PROTECT THE PERSONAL INFORMATION BUT ALSO WANT TO BE
14 RESPONSIVE TO THE CUSTOMERS. THE OTHER THING, BOARD MEMBER
15 LLAMAS AND KIRSCHBAUM -- I'M SORRY -- YEAH, I'M SORRY. I KNOW
16 I BUTCHERED THAT. I'M SORRY. YOU GUYS -- YOU BROUGHT UP THE
17 ISSUE OF CALL BACK OPTIONS. AND CALL BACK OPTIONS, WE -- IF WE
18 OPEN UP A CALL BACK OPTIONS OVER THE ENTIRE 7 TO 6, WE'LL GET
19 SWAMPED WITH CALLS. AND WE WON'T BE ABLE TO ADDRESS THE NUMBER
20 OF PEOPLE THAT CALL IN EVERY DAY. BUT ONE OF THE THINGS THAT
21 WE ARE LOOKING AT DOING AND WE ARE DOING IS THERE ARE CERTAIN
22 SPIKES WITHIN THE DAY. AND THERE IS -- YOU HAVE BIG CALL
23 VOLUMES DURING THREE TIMES A DAY, AND DURING -- THESE THOSE,
24 YOU HAVE AVAILABILITY. YOU CAN -- YOU HAVE SOME TIME THAT YOU
25 CAN ACTUALLY HANDLE ADDITIONAL CALLS. AND, SO, WHAT WE'RE



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1 DOING IS WE'RE UNDERSTANDING THE TOTAL CALL VOLUME OF CALLS
2 THAT WE CAN TAKE THROUGHOUT A WEEK, AND THEN WE ARE DOING THE
3 CALL BACKS AT THE VERY PEAK OF THOSE SPIKES. SO, WE'RE PULLING
4 DOWN, INSTEAD OF SOMEONE WAITING FOR 20 MINUTE WAIT TIME,
5 ANYBODY -- BECAUSE IT GOES OVER A CERTAIN PEAK, WE MAY BE ABLE
6 TO PULL A CERTAIN NUMBER AND DO CALL BACKS ON THAT. SO PEOPLE
7 WON'T HAVE TO WAIT AS LONG, AND THEN WE'LL JUST DO CALL BACKS
8 ON THOSE PEOPLE. IN ORDER TO DO THAT, WE HAVE TO DO SOME
9 ADJUSTMENTS TO OUR SYSTEM; IT'S OUR IVR SYSTEM THAT WSP
10 PROVIDED, AND WE'RE WORKING WITH THE VENDOR. THAT WILL BE
11 FUNCTIONAL IN TWO WEEKS, AND THEN YOU WILL SEE THOSE CALLBACK
12 FEATURES FOR JUST THOSE SPIKES. IT MAY BE 30 MINUTES IT MAY BE
13 AN HOUR. WITH WE'LL GAUGE THOSE AS WE SEE THE AMOUNT OF VOLUME
14 COMING IN. THE OTHER THING THAT WE'RE DOING IS, OBVIOUSLY,
15 WE'RE TRAINING OUR CSR'S QUITE A BIT IN ORDER TO HANDLE, AND
16 HOW DO YOU END A CALL WITH RESPECTING THE PERSON ON THAT CALL,
17 WE CONTINUE TO WORK WITH THEM, WE CONTINUE TO WORK ON THE
18 MANUAL WORKAROUNDS. AND LIKE I SAID, WE HAVE ALREADY SEEN A
19 REDUCTION OF ABOUT 15% ON THOSE HANDLE TIMES. IF YOU GO TO THE
20 NEXT SLIDE? THIS ONE HERE GIVES YOU AN IDEA OF THE WAIT TIMES.
21 LIKE I SAID, THIS WAS -- I THINK IT'S HARD FOR ME TO READ, BUT
22 WE DON'T HAVE THIS WEEK'S VOLUME IN YET, BUT RIGHT NOW WE'RE
23 BELOW 20 MINUTES ON AVERAGE, WHICH IS VERY ENCOURAGING. SO,
24 IT'S, AT LEAST, A FIVE MINUTE REDUCTION, WITH THE INFORMATION
25 WE HAVE HERE, AND NOW IT'S EVEN MORE. AND IT'S A GOOD TREND.



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1 AND AS WE ADD STAFF, AND THEN AS WE LOWER THE HANDLE TIME, AND
2 THEN IMPLEMENT THOSE CALL BACK FUNCTIONS, THE TRENDS WILL GO
3 EVEN FURTHER IN A GOOD DIRECTION. BUT I WILL SAY THAT WE ARE
4 LIMITED TO HOW WELL WE CAN DO BASED ON THE SYSTEM THAT WE
5 HAVE. WE DO HAVE TO GET SOME OF THESE MANUAL WORKAROUNDS
6 RESOLVED IN ORDER TO BE ABLE TO HANDLE MORE CALLS. AND I'LL
7 TALK ABOUT NA ON THE NEXT SLIDE. SO LIKE I SAID, WE HAVE SEEN
8 A 15% REDUCTION IN THE AVERAGE HANDLE TIME. WE THINK THAT OUR
9 FLOOR, RIGHT NOW IT'S 13 MINUTES HANDLE TIME ON AVERAGE, WE
10 THINK THE LOWEST WE CAN GET IS AROUND 11 MINUTES HANDLE TIME.
11 ANYTHING BELOW THAT, WE HAVE TO SEE AUTOMATED FEATURES COME IN
12 TO REPLACE SOME OF THE MANUAL WORKAROUNDS. SO, WE'RE WONDERING
13 REALLY HARD TO GET TO 11. AND THEN AS THESE AUTOMATED
14 FUNCTIONS COME IN IT WILL DROP MUCH LOWER. AND THEN WE'RE
15 EXPECTING TO GET TO SEVEN MINUTE CALL HANDLE TIMES AND WHEN
16 THAT HAPPENS THEY WILL BE ABLE TO HANDLE THE VOLUME OF WORK.
17 NEXT SLIDE. SO, GOING FORWARD, WE ARE WORKING WITH THE CSR'S,
18 AND LOOKING AT THE SPEEDS OF CALL, WE'RE MONITORING THE
19 SUCCESS OF THE E-MAILS. WE'RE INTRODUCING THE CALLBACK
20 FEATURES, AND WE'RE BRINGING IN MORE STAFF. AND HAVE ALREADY
21 BROUGHT IN MORE STAFF. AND WE WILL CONTINUE TO WORK FOR WAYS
22 OF CONTINUING IMPROVEMENT. BECAUSE I UNDERSTANDS THERE IS
23 ALWAYS WAYS OF IMPROVEMENT. NO MATTER HOW GOOD YOU ARE, THERE
24 ARE BETTER WAYS OF DOING THINGS. AND WE WILL CONTINUE TO PUSH
25 FOR THAT. THANK YOU VERY MUCH.



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1

2 **CHAIR, ROBERT POWERS:** OKAY NOW BEFORE WE GO TO PUBLIC -- IS
3 THAT THE END OF THE PRESENTATION? OKAY BEFORE WE GO TO PUBLIC
4 COMMENT, IT'S IMPORTANT TO THE PUBLIC TO THE BOARDS HERE
5 BEFORE WE GO TO THE DISCUSSION BEFORE KELLY, HOW IS IT GOING
6 IS IT SET UP DO YOU HAVE VISIBILITY INTO WHAT WITH THE
7 VISIBILITY COMMUNICATION AND COORDINATION WITH THE BACK OFFICE
8 PRODUCTS AND EFFORTS OF CUBIC, DO YOU HAVE THAT VISIBILITY? DO
9 YOU HAVE THAT BACK AND FORTH THERE THAT'S GOING TO ALLOW YOU
10 TO DRIVE DOWN THOSE TIMES, YOU KNOW, THE TIMES THAT YOU JUST
11 HAD THERE FROM 13 TO 11 TO 7? ARE YOU SEEING THE RIGHT
12 DATABASES, RIGHT ACCOUNT NUMBERS? ALL THAT BACK OFFICE STUFF?
13 HAS THAT ALL BEEN NAH GAITED AND BEHIND US? THAT'S ONE. AND,
14 TWO, IF IT ISN'T, THEN WE DON'T HAVE, ON THE PRIOR SECTION OF
15 THE MEETING, WITH THE CUBIC TEAM, WE DON'T HAVE THE RIGHT SIX
16 OR SEVEN ITEMS TRACKING THERE. WE'RE MISSING AN ITEM THERE
17 THAT NEEDS TO BE TRACKED ABOUT, YOU KNOW, THE COORDINATION, OR
18 WHATEVER DATABASES, WHATEVER YOU NEED FROM A SOFTWARE
19 TECHNOLOGY STANDPOINT, TO ALLOW YOU TO DRIVE. SO WHEN DIRECTOR
20 CHAN CALLS IN, SHE GETS A SEVEN MINUTE, YOU KNOW, AND HER
21 ISSUE IS RESOLVED. JUST A LITTLE BIT THERE FOR THE PUBLIC AND
22 FOR THE BOARD BEFORE WE GET INTO A Q HERE?

23

24 **PATRICK MCGOWAN:** SURE. I THINK CUBIC'S FOCUS ON THE STABILITY
25 OF THE SYSTEM AND MIGRATION OF THE DATA IS A PRIORITY. AND I'M



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1 GLAD TO SEE THAT A LOT OF THIS HAS BEEN RESOLVED. THE MEETING
2 NEXT WEEK, I THINK IS GOING TO BE VERY TELLING BECAUSE THEY'RE
3 GOING TO SIT DOWN WITH OUR CSR'S AND WE HAVE THOSE 58 MANUAL
4 WORK AROUND ITEMS. WE HAVE DOCUMENTED WHAT THEY ARE. BUT IT
5 WILL BE HELPFUL FOR THE DEVELOPERS TO SIT DOWN, FIRSTHAND,
6 WALK THROUGH THEM, AND SEE EXACTLY WHAT'S HAPPENING. I THINK
7 THAT WILL GO A LONG WAYS TO EXPLAIN TO THEM WHAT NEEDS TO GET
8 FIXED AND WHAT WE'RE SEEING. BECAUSE WE HAVE 60 PEOPLE THAT
9 ARE HITTING THAT SYSTEM EVERY SINGLE DAY, AND THEY SEE EVERY
10 SINGLE THING. AND SO WE DOCUMENTED THAT VERY WELL AND GOING
11 THROUGH AND WALKING, YOU KNOW, STEP-BY-STEP BY STEP, WILL GO A
12 LONG WAYS TO GETTING IT FIXED. ONCE THEY UNDERSTAND THAT THEY
13 WILL PUT IN A PRIORITY TO WORK THOSE ITEMS AND THAT'S WHEN
14 YOU'RE GOING TO SEE IMPROVEMENTS WITHIN THE CUSTOMER SERVICE
15 CENTER.

16

17 **CHAIR, ROBERT POWERS:** INTERESTING SEEMS LIKE THERE AGAIN I'M
18 NOT DOING YOUR JOB, YOU HAVE GOT TO DO YOUR OWN JOB WEINSTEIN,
19 AND I MEAN THAT SOUNDS LIKE IT SHOULD BE ANOTHER -- YOU KNOW,
20 7, 8, 9, WHATEVER THAT ITEM WAS OUT THERE, AND I KNOW DIRECTOR
21 CHAIRPERSON FREMIER WAS NODDING A HEAD IN AGREEMENT SEEMS LIKE
22 THERE IS ONE WE SHOULD ADD TO THE CUBIC LIST WE OF THINGS WE
23 SHOULD BE TRACKING BUT I DIDN'T I'M NOT MONOPOLIZING THIS
24 DISCUSSION BUT JUST NEEDED TO KNOW THAT BEFORE WE GO ON.
25 POWERPOINT PRESENTATION IS DONE MISS JACKSON WHY DON'T WE GO



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1 TO PUBLIC COMMENT ON THIS ITEM AND THEN WE'LL HEAR FROM OUR
2 BOARD MEMBERS MADAM CLERK?

3

4 **CLERK, BRITTNY J. SUTHERLAND:** I HAVE RECEIVED NO PUBLIC
5 SPEAKER CARDS IN THE ROOM.

6

7 **CHAIR, ROBERT POWERS:** WE'LL CLOSE PUBLIC COMMENT ON THIS.
8 ADVICE, COMMENTS, CONCERN FOR MISS JACKSON OR MR. MCGOWAN.
9 START ON MY LEFT ON CAROLYN GONOT.

10

11 **CAROLYN GONOT:** THE 13 MINUTES CALL TIME WHAT WAS IT BEFORE
12 DECEMBER 10TH?

13

14 **PATRICK MCGOWAN:** 17 MINUTES ON AVERAGE SOME WERE HIGHER AND
15 LOWER. AT THE BEGINNING --

16

17 **CAROLYN GONOT:** NO I MEAN LIKE BEFORE WE DID CLIPPER -- BEFORE
18 WE, SORT OF, MOVED ON CLIPPER2. LIKE SAY A YEAR AGO.

19

20 **PATRICK MCGOWAN:** I CAN'T SPEAK TO CLIPPER.

21

22 **CAROLYN GONOT:** OH CUBIC WASN'T DOING IT.

23

24 **PATRICK MCGOWAN:** I'LL SAY ALL OTHER ONES WE OPERATE IT'S SEVEN
25 MINUTES ROUGHLY.



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1

2 **CAROLYN GONOT:** STUFF THAT ARE MORE COMPLICATED CORRECT.

3

4 **PATRICK MCGOWAN:** MANUAL WORKAROUNDS IT'S SO MUCH EASIER WHEN
5 YOU HAVE AUTOMATED SYSTEM.

6

7 **CAROLYN GONOT:** THEN BY AUTOMATION WE'RE TALKING ABOUT WHETHER
8 THEY COULD DO IT AUTOMATICALLY WHETHER YOU WILL BE ABLE TO
9 HAVE THAT AUTOMATE THE EASILY.

10

11 **PATRICK MCGOWAN:** YEAH IT'S BOTH SELF-HELP HAVING INFORMATION
12 RIGHT AT THE HANDS OF THE FINGER OF THE OPERATORS THAT THEY
13 CAN GIVE INFORMATION VERY QUICKLY.

14

15 **CAROLYN GONOT:** THANKS.

16

17 **PATRICK MCGOWAN:** AND BY THE WAY, THEY'RE CHECKING ON YOUR
18 ACCOUNT. [LAUGHTER]

19

20 **CHAIR, ROBERT POWERS:** VERY SMART OF YOU. EXCELLENT. OKAY.
21 JULIE KIRSCHBAUM, SFMTA, ANYTHING? COMING OVER TO MY RIGHT.
22 SALVADOR LLAMAS AC TRANSIT. ALMOST LAM THANK YOU CHAIR POWERS
23 AND THANK YOU PATRICK AND KELLY FOR THE UPDATE. I'M IMPRESSED.
24 ONE, I COULD TELL THAT YOU REALLY CARE ABOUT YOUR JOB AND THE
25 TEAM YOU HAVE AND YOU TAKE THAT PERSONAL INTEREST TO GO



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1 CONNECT WITH YOUR TEAM. AND I APPRECIATE THAT A LOT. IN A
2 SITUATION OF THIS MAGNITUDE IT'S IMPORTANT THAT WE CONNECT
3 WITH PEOPLE THAT ARE, ONE, HELPING US TO ADDRESS THE
4 FRUSTRATION AND CONCERNS AND THE NEGATIVES THAT THEY'RE GOING
5 TO RECEIVE EVERY DAY AND TO SHOW AND EXPRESS APPRECIATION FOR
6 THEM REALLY MEANS A LOT AND I DO THE SAME WITH MY STAFF. I
7 THINK THE STATISTICS YOU SHARED ARE VERY IMPRESSIVE. I THINK
8 YOU'RE HANDLING THINGS IN THE RIGHT WAY BUT I ALSO BELIEVE AND
9 KNOW THAT YOU ARE ALSO DEPENDENT ON THE SOLUTIONS THAT CUBIC
10 NEEDS TO PRODUCE. SO I AGREE WITH CHAIR POWERS WE NEED TO
11 TRACK WHAT THOSE CHALLENGES ARE AND THEN WHAT WERE THE STEPS
12 THAT ARE BEING TAKEN FOR YOU TO RECEIVE THE TOOLS THAT YOUR
13 STAFF NEEDS, SAME AS THE PUBLIC TRANSIT AGENCY STAFF. THE
14 TRAINING NEEDS TO BE THE SAME. BECAUSE WHEN THEY CAN'T GET
15 ANYONE ON THE PHONE THEN THEY SHOW UP TO OUR BUILDING OR THEY
16 CALL AND OUR STAFF ANSWERS THE CALL AND IN MANY CASES OUR
17 STAFF HAVE KNOWN THESE PEOPLE FOR DECADES. THEY KNOW THEM
18 PERSONALLY. THEY GIVE EACH OTHER HOLIDAY CARDS AND THINGS LIKE
19 THAT, SO WHEN OUR EMPLOYEE CAN'T HELP THEM, THEN IT BECOMES
20 VERY DIFFICULT OF THE SO, I WOULD ASK, KELLY, IF YOU COULD
21 PLEASE CIRCLE BACK WITH THE TEAM, GIVE THEM THE SAME LEVEL OF
22 TRAINING. IT WILL HELP ALL AROUND, THEY CAN TAKEAWAY A LOT OF
23 THE ISSUES THAT YOU'RE GOING TO -- YOUR STAFF WILL DEAL WITH,
24 IF OUR TEAM GETS THE FIRST CALL WHAT THEY'RE SAYING IS THEY
25 DON'T KNOW WHAT TO DO AND THEY'RE BEING PASSED AROUND. THAT'S



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1 NOT THE RIGHT MESSAGE WE WANT TO SEND RIGHT NOW. ALSO, I THINK
2 WE NEED TO CREATE TARGETS FOR SUCCESS KEY PERFORMANCE
3 INDICATORS. RIGHT NOW, AVERAGE 2,000 CALLS A DAY. WHAT DO WE
4 WANT IT TO BE NEXT MONTH? HOW DO WE GET THERE? WHAT DO WE
5 NEED? IT'S GOING TO TAKE TRACKING, WORKAROUNDS. OUT OF THE
6 SEVEN WE SAW, FOUR -- LET'S WRITE THAT DOWN, MOST CRITICAL.
7 LET'S GO DRIVE OURSELVES TOWARDS A PATH MINIMIZING DON'T WANT
8 TO KEEP IN SERVICE WE WANT TO MINIMIZE AMOUNT OF VOLUME OF
9 THINGS THAT YOU HAVE TO DO AND ALSO THANK YOU FOR CHANGING THE
10 HOURS. THAT REALLY MAKES A DIFFERENCE. WHEN YOU ARE AVAILABLE
11 MORE PEOPLE GET THE ANSWER BEFORE THEY'RE TIED UP WITH THEIR
12 BUSY DAY LIKE WE ARE. AND I THINK YOU HAVE SEEN THAT AND IT'S
13 MADE A DIFFERENCE. SO JUST THANK YOU VERY MUCH FOR THE WORK
14 THAT YOU'RE DOING AND YOU YOUR TEAM.

15

16 **CHAIR, ROBERT POWERS:** WHY DON'T I DROP BACK OVER HERE TO
17 DANIEL SCHMITZ NAPA VALUE TRANSPORTATION AUTHORITY.

18

19 **DANIELLE SCHMITZ:** THANK YOU I WANT TO EXPRESS APPRECIATION FOR
20 YOUR RESPONSIVENESS FROM OUR LAST MEETING. WE ASKED FOR THREE
21 THINGS YOUR CALL CENTER HOURS NEED TO BE EXTENDED FOR PEOPLE
22 WHO CANNOT SIT ON A PHONE FOR 20 MINUTES BETWEEN 8 AND 5, AND
23 YOU ADJUSTED AND I'M IMPRESSED THAT IN ONE MONTH YOU CAME
24 BACK, AND I THINK BOTH APRIL AND I HAD SAID HAVING ANOTHER
25 FORM OF COMMUNICATION, WHETHER IT BE TEXT MESSAGE OR MESSAGING



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1 AND THEN BEING ABLE TO RECEIVE BACK INFORMATION WAS REALLY
2 IMPORTANT. AND, AGAIN, ADJUSTED, AND THEN THE THIRD, THE
3 ALTERNATIVE WAYS FOR -- OR, THE PEAK HOUR FOR LEAVING A
4 MESSAGE I THINK THAT'S ALSO IMPORTANT TOO, I JUST DON'T
5 NECESSARILY HAVE ANY QUESTIONS. I AGREE WITH WHAT DIRECTOR
6 LLAMAS SAID, I WANT TO THANK YOU FOR BEING RESPONSIVE TO THE
7 BOARD.

8

9 **CHAIR, ROBERT POWERS:** OKAY LET ME GO TO VICE CHAIR APRIL CHAN
10 ON THIS TOPIC. APRIL?

11

12 **V. CHAIR, APRIL CHAN:** I REALLY DON'T HAVE THAT MUCH TO ADD,
13 BUT I WANT TO DITTO WHAT SAL AND DANIEL SAID. BUT THE FACT
14 THAT YOU'RE LISTENING TO US AND THAT'S, GENERALLY, WHEN YOU
15 ARE CALLING CUSTOMER SERVICE AND THE FACT THAT YOU'RE
16 RECALLING THIS IS WHAT YOU SAID LAST TIME AND WHAT WE HAVE,
17 AND TELLS US THAT YOU'RE LISTENING TO US, AND TRYING TO FIND A
18 SOLUTION SO I WANT TO THANK YOU ON BEHALF OF THE BOARD HERE.
19 THANK YOU.

20

21 **CHAIR, ROBERT POWERS:** I DO TOO, I WILL WRAP THIS ITEM UP HERE
22 I GUESS WE'RE ON 4B HERE. I DO WANT TO THANK YOU PATRICK AND
23 KELLY, IT'S QUITE CLEAR THAT YOU LISTENED IN JANUARY AND CAME
24 BACK HERE TO WHAT DANIEL, YOU KNOW, THERE WERE THREE VERY
25 DISTINCT THINGS, AND YOU CAME BACK WITH THOSE. SO, IT'S VERY



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1 HELPFUL. AND APPRECIATE THAT. AND PATRICK, YOU GOT TO KEEP --
2 YOU WORKING WITH KELLY AND JASON AND ANGUS, YOU HAVE GOT TO
3 MAKE SURE YOU'RE PLUGGED IN. BECAUSE WHATEVER WE END UP
4 MEASURING ON THAT FRONT MEETING, WE'RE GOING TO ADD ONE OR TWO
5 ITEMS HERE ON THESE WORKAROUNDS. IT'S GOT TO BE THE RIGHT
6 THINGS FOR US TO TRACK SO IT MAXIMIZES YOUR BENEFIT WHICH
7 MAXIMIZES THE BENEFIT TO OUR RIDERS. RIGHT? SO YOU HAVE GOT TO
8 HELP US MAKE SURE THAT WE'RE MEASURING THE RIGHT THING, AND
9 DRIVE DOWN THESE NUMBERS. AND, SO, I KNOW, DIRECTOR WEINSTEIN,
10 AND MR. DAVOL, AND MISS JACKSON WILL KEEP YOU CLOSE ON THIS
11 ONE. SO THANK YOU FOR ALL YOU HAVE DONE AND ARE DOING. SO
12 APPRECIATE THAT.

13

14 **PATRICK MCGOWAN:** THANK YOU.

15

16 **CHAIR, ROBERT POWERS:** ALL RIGHT WE'RE GOING TO CLOSE OUT
17 AGENDA ITEM NUMBER FOUR, A, AND B. AGENDA ITEM NUMBER FIVE IS
18 OUR DIRECTOR WEINSTEIN'S REPORT.

19

20 **JASON WEINSTEIN:** YES CHAIR POWERS I HAD ONE ITEM I KNOW WE'RE
21 SHORT ON TIME BUT I WANT TO ELEVATE COMMENTS MADE EARLIER. WE
22 TAKE COMMENTS THAT WE GET FROM THE PUBLIC VERY SERIOUSLY
23 REGARDLESS OF WHO THEY COME FROM AND WHAT FORM WHETHER IT'S E-
24 MAIL OR SOCIAL MEDIA OR CALLS I WANT TO MAKE SURE THAT OUR
25 TEAM ARE FOCUSED ON MAKING SURE THAT THESE INDIVIDUAL CONCERNS



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1 ARE NOT REALLY INDICATORS OF SOMETHING THAT MIGHT BE MORE
2 BROAD. SO DOESN'T MATTER WHO COMES FROM, THEY'RE ALL OF EQUAL
3 VALUE TO OUR TEAM, AND I THINK THERE PROBABLY IS SOME ROOM FOR
4 US TO FIGURE OUT A WAY PERSONALLY IDENTIFIABLE INFORMATION
5 ASIDE TO HAVE MORE WAYS THAT WE CAN GET PEOPLE HELPED BY E-
6 MAIL SO THAT THEY'RE NOT SITTING ON THE PHONE WAITING AND CAN
7 DO SOME THINGS IN THE BACKGROUND. ANYWAY I'LL LEAVE MY
8 COMMENTS THERE.

9

10 **CHAIR, ROBERT POWERS:** APPRECIATE THAT DIRECTOR WEINSTEIN.
11 MADAM CLERK PUBLIC COMMENT ON THE DIRECTOR'S REPORT.

12

13 **CLERK, BRITTN Y. SUTHERLAND:** THERE IS NO WRITTEN COMMENTS
14 RECEIVED FOR THIS ITEM, AND THERE NO MEMBERS IN THE BOARDROOM
15 OR ZOOM WISHING TO SPEAK ON THIS ITEM. THANK YOU WE'LL CLOSE
16 THE DIRECTOR'S REPORT-OUT AND WE'RE GOING TO DROP BACK TO
17 MADAM CLERK TO AGENDA ITEM NUMBER THREE WHICH IS ELECTION OF
18 THE CLIPPER EXECUTIVE BOARD CHAIR AND VICE CHAIR AGAIN THIS IS
19 AN ACTION ITEM FOR THIS BOARD TO TAKE AN ACTION AND WE'RE
20 GOING TO HAVE MTC PROGRAM COORDINATOR AKASH ARE YOU GOING OPEN
21 THIS UP FOR US AND WALK US THROUGH THE SPECIFICS THEN I'LL
22 TAKE IT FROM THERE.

23

24 **AKASH GHOSAL:** SOUNDS LIKE A PLAN CHAIR POWERS YES CLIPPER
25 AMENDED RESTATED MOU AND CLIPPER EXECUTIVE BOARD PROCEDURES



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1 MANUAL OUTLINE TERMS AND PROCESS FOR SELECTING CHAIR AND VICE
2 CHAIR OF THE CEB AND CHAIR AND VICE CHAIR CHAN OF TERMS ARE
3 TWO YEARS BOARD MEMBERS MAY SERVE TWO CONSECUTIVE TERMS CHAIR
4 POWERS WAS ELECTED TO FIRST TERM FEBRUARY 2022 AND SECOND TERM
5 FEBRUARY 2024 VICE CHAIR CHAN WAS ELECTED TO JANUARY 2023 TO
6 COMPLETE THE TERM OF HER PREDECESSOR CARTER MAU AND UPON
7 RETIREMENT WAS SUBSEQUENTLY ELECTED TO ANOTHER TERM FEBRUARY
8 2024 SO THIS MONTH WE'LL HAVE TO SELECT A CHAIR AND VICE CHAIR
9 FOR THE NEXT TWO-YEAR TERM ENDING FEBRUARY 2028 SO WITH THAT
10 BACKGROUND CHAIR POWERS TO CONDUCT THE ELECTIONS FOR TALKING
11 POINTS.

12

13 **CHAIR, ROBERT POWERS:** I'M GOING TRY TO NAVIGATE THIS AGAIN,
14 MADAM CLERK, GENERAL COUNSEL, WITH A SINGLE VOTE AS MUCH AS WE
15 DID AT THE PRIOR MEETING. I NOW INVITE NOMINATIONS IF POSSIBLE
16 I'M NOT PRESUMING ANY OUTCOME HERE INVITE NOMINATIONS FOR
17 CHAIR AND VICE CHAIR OF THE CLIPPER EXECUTIVE BOARD WHO WOULD
18 -- IT'S GOING TO TAKE EFFECT TODAY, 23 FEBRUARY, AND WILL --
19 FEBRUARY 2028 ANY BOARD MEMBER WHO WOULD LIKE TO MAKE A
20 NOMINATION FOR CHAIR AND VICE CHAIR.

21

22 **CAROLYN GONOT:** I NOMINATE JULIE KIRSCHBAUM AS CHAIR AND DENIS
23 MULLIGAN AS VICE CHAIR.

24

25 **SALVADOR LLAMAS:** CHAIR POWERS I WILL SECOND THE NOMINATION.



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1

2 **CHAIR, ROBERT POWERS:** OKAY WE HAVE NOMINATION AND SECONDS FOR
3 KIRSCHBAUM AS CHAIR AND MULLIGAN AS VICE CHAIR. ARE THERE
4 OTHER NOMINEES OR NOMINATIONS MADE HERE. KEEPING THIS OPEN.
5 I'M GOING TO CLOSE NOMINATIONS MADAM CLERK GENERAL COUNSEL.
6 STATE NAMES OF ALL NOMINEES. I GUESS THE NOMINEES ARE JULIE
7 KIRSCHBAUM, SFMTA AS THE CHAIR, AND DENIS MULLIGAN, GOLDEN
8 GATE BRIDGE AS THE VICE CHAIR. MADAM CLERK ARE THERE -- IS
9 THERE PUBLIC COMMENT ON THIS ITEM EITHER VIRTUALLY OR IN THE
10 ROOM HERE?

11

12 **CLERK, BRITTNY J. SUTHERLAND:** I HAVE RECEIVED NO PUBLIC
13 COMMENT FOR THIS ITEM VIRTUALLY, IN THE ROOM, NOR IN WRITING.

14

15 **CHAIR, ROBERT POWERS:** OKAY. LET ME JUST QUICKLY GO OVER THE
16 RULES. OVER BOARD MEMBER MUST STATE THEIR PREFERENCE YOU HAVE
17 GOT TO AGREE WITH THIS, BLAH, BLAH, BLAH, OKAY, SO MADAM CLERK
18 Y DON'T WE DO A ROLL CALL VOTE ON THIS FOR THE CHAIR AND THE
19 VICE CHAIR, AND EVERYBODY DEFINITELY GIVE THEIR RESPONSE.

20

21 **CLERK, BRITTNY J. SUTHERLAND:** OKAY. THANK YOU. OUTGOING CHAIR
22 POWERS?

23

24 **CHAIR, ROBERT POWERS:** YES.

25



1 **CLERK, BRITTN Y. SUTHERLAND:** OUTGOING VICE CHAIR CHAN?

2

3 **V. CHAIR, APRIL CHAN:** YES.

4

5 **CLERK, BRITTN Y. SUTHERLAND:** MEMBER FREEDOM EAR?

6

7 **ANDREW FREMIER:** YES.

8

9 **CLERK, BRITTN Y. SUTHERLAND:** MEMBER GONOT?

10

11 **CAROLYN GONOT:** YES.

12

13 **CLERK, BRITTN Y. SUTHERLAND:** MEMBER KIRSCHBAUM?

14

15 **JULIE KIRSCHBAUM:** YES.

16

17 **CLERK, BRITTN Y. SUTHERLAND:** MEMBER LLAMAS?

18

19 **SALVADOR LLAMAS:** YES.

20

21 **CLERK, BRITTN Y. SUTHERLAND:** MULLIGAN?

22

23 **DENIS MULLIGAN:** YES.

24

25 **CLERK, BRITTN Y. SUTHERLAND:** SCHMITZ?



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1

2 **DANIELLE SCHMITZ:** YES.

3

4 **CLERK, BRITTNY J. SUTHERLAND:** WEGNER? IS OUT. MOTION PASSES
5 UNANIMOUSLY BY ALL MEMBERS PRESENT.

6

7 **CHAIR, ROBERT POWERS:** OKAY. I WILL NOW, AS THE PAST CHAIR,
8 HAND THIS MEETING AND GAVEL OVER TO OUR NEW VICE CHAIR JULIE
9 KIRSCHBAUM DIRECTOR OF SFMTA WITH VICE CHAIR DENIS MULLIGAN OF
10 GOLDEN GATE BRIDGE.

11

12 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU COLLEAGUES, FOR THIS HONOR.
13 AND I WILL DO MY BEST TO UPHOLD THE SAME STANDARDS AND MODEL
14 AFTER CHAIR POWERS. MADAM CLERK, PLEASE CALL ITEM NUMBER SIX
15 PUBLIC COMMENT.

16

17 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU, CHAIR. I HAVE
18 RECEIVED NOTHING IN WRITING. THERE IS NO ONE AT THE -- IN THE
19 BOARDROOM WISHING TO PROVIDE PUBLIC COMMENT. BUT DO I HAVE ONE
20 PERSON ONLINE. ALETA DUPREE. WOULD YOU LIKE TO PROVIDE TWO
21 MINUTES? CHAIR KIRSCHBAUM WOULD YOU LIKE TO PROVIDE TWO
22 MINUTES?

23

24 **CHAIR, JULIE KIRSCHBAUM:** YES, PLEASE.

25



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1 **CLERK, BRITTNY J. SUTHERLAND:** ALETA DUPREE YOU HAVE TWO
2 MINUTES GO AHEAD AND UNMUTE YOURSELF.

3

4 **SPEAKER:** THANK YOU TO OUR NEW CHAIR JULIE KIRSCHBAUM AND
5 MEMBERS. ALETA DUPREE FOR THE RECORD, SHE AND HER WITH TEAM
6 FOLDS REPRESENTING SKIRT FOLDS. CONGRATULATIONS TO OUR NEW
7 LEADERSHIP TEAM. THOUGH CERTAINLY NEW THROUGH THE BUSINESS,
8 BOTH QUITE SEASONED. THANK YOU. AS I SPEAK GENERALLY, I CAN
9 ONLY SHARE THINGS AS I KNOW THEM. AND I CALL THINGS AS I SEE
10 THEM. BUT I BRING TO YOU 55 YEARS OF EXPERIENCE OF USING THE
11 NEW YORK CITY SUBWAY. SINCE SOMETIME BACK IN EARLY 1970S. IT
12 IS MY HOPE TO RETURN TO THE BAY AREA TO BE ABLE TO PRATT
13 THINGS OF CLIPPER AND SHARE THAT WITH YOU. AND I'M GOING LEAN
14 INTO -- I'M GOING LEAN INTO CLIPPER2. AND IT'S NOT EASY. BUT
15 SOMETIMES I AM TEMPTED WITH THINGS THAT I HAVE TREPIDATIONS
16 WITH. USING WORKAROUNDS AND OTHER METHODS. AND THAT IS IN AND
17 OF ITSELF IS NOT A BAD THING. I HAVE OTHER TRIP APPS. AND
18 MAYBE I COULD BUY PAPER TICKETS OR PUT CASH IN THE FAREBOX,
19 BUT I DON'T WANT DO THAT. I WANT TO PUT MY TIME AND MY
20 INVESTMENT INTO CLIPPER2. AND SHARE THAT WITH YOU. BECAUSE
21 CLIPPER WORKS. IT WORKS FOR ME FOR THE PAST 15-ODD YEARS. SO,
22 I WANT TO BE PART OF THE NEW CLIPPER2 WHEN I RETURN TO THE BAY
23 AREA. AND I USUALLY DON'T COME TO THE BAY AREA THIS EARLY IN
24 THE YEAR, BUT I THINK I HOPE TO SOON. IT'S NOT EASY FLYING.
25 I'M AFRAID OF FLYING, BUT I FLY ANYWAY. SO, I LOOK FORWARD TO



FEBRUARY 23, 2026

1 YOUR NEXT MEETING. GOOD MEETING TODAY. AND I THANK YOU.

2

3 **CLERK, BRITTNY J. SUTHERLAND:** THANK YOU. THAT WILL CONCLUDE
4 PUBLIC COMMENT FOR THIS ITEM.

5

6 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. THAT MOVES US TO ITEM
7 SEVEN, ADJOURNMENT. OKAY.

8

9 **CAROLYN GONOT:** I JUST WANT TO SAY ONE THING. I WANT TO THANK
10 BOB FOR CHAIRING THE LAST FOUR YEARS. I JUST NEED TO SAY THIS
11 BECAUSE -- [APPLAUSE] -- WE HAVE ALL BEEN REALLY FOCUSED
12 EVERYTHING WITHIN OUR OWN AGENCIES AND WITHIN THE REGION, BUT
13 THIS HAS BEEN A MONUMENTAL JOB ALSO TO CHARITY BOARD AND
14 ACTUALLY TRY TO GET CLIPPER2 UP AND RUNNING AND EVERYTHING,
15 AND I KNOW BOB YOU HAVE A LOT DO ALSO WITH YOUR OWN AGENCY YET
16 TAKE ALL THIS ON AS CHAIR SO I WANT TO THANK YOU I KNOW FROM
17 ALL OF US AND JUST WANT TO KEEP IT SHORT AND SWEET BECAUSE I
18 WANT TO THANK YOU FOR CHAIRING THIS TIME YOU HAVE REALLY BEEN
19 A BIG HELP AND TAKEN A LOT OF THIS ON FOR ALL OF US. THANK
20 YOU.

21

22 **CHAIR, ROBERT POWERS:** SO VERY KIND AND THANK YOU CAROLYN VERY
23 THOUGHTFUL.

24

25 **JULIE KIRSCHBAUM:** THANK YOU FOR THOSE KIND REMARKS NEXT



FEBRUARY 23, 2026

1 MEETING OF THE CLIPPER EXECUTIVE BOARD IS SCHEDULED TO BE HELD
2 1:00 P.M. ON MONDAY MAY 13TH AT MTC HEADQUARTERS WHICH IS THE
3 FIRST FLOOR BOARD ROOM 375 BEALE STREET. ANY CHANGES TO THE
4 SCHEDULE WILL BE DULY NOTICED TO THE PUBLIC. THAT ADJOURNS OUR
5 MEETING. [ADJOURNED]