

METROPOLITAN
TRANSPORTATION
COMMISSION
Meeting Transcript



BAY AREA TOLL AUTHORITY OVERSIGHT COMMITTEE

2 WEDNESDAY, FEBRUARY 11, 2026, 9:35 AM

3

4

5 **CHAIR, MARGARET ABE-KOGA:** GOOD MORNING, EVERYONE WELCOME TO
6 THE BAY AREA TOLL AUTHORITY OVERSIGHT COMMITTEE MEETING FOR
7 FEBRUARY I'M MARGARET ABE-KOGA CHAIR HERE WITH MY VICE CHAIR
8 NATE MILEY. I WOULD LIKE TO CALL THE MEETING TO ORDER. FEW
9 ANNOUNCEMENTS. THIS MEETING IS WEBCAST ON THE MTC WEB SITE
10 REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED
11 HAND FEATURE OR DIAL STAR NINE AND YOU WILL BE CALLED UPON AT
12 THE APPROPRIATE TIME TO SPEAK. AGENDA ITEM ONE CLERK WOULD YOU
13 MIND DOING ROLL CALL PLEASE.

14

15 CLERK OF THE BOARD: ABE-KOGA?

16

17 CHAIR, MARGARET ABE-KOGA: HERE.

18

19 CLERK OF THE BOARD: VICE CHAIR MILEY?

20

21 V. CHAIR, NATE MILEY: HERE.

22

23 CLERK OF THE BOARD: NON-VOTING AMBUEHL?

24

25 DAVID AMBUEHL: HERE .

1

2 **CLERK OF THE BOARD:** LEE IS ABSENT. MANFREE?

3

4 **AMBER MANFREE:** HERE.

5

6 **CLERK OF THE BOARD:** MELGAR? IS ABSENT. PAPAN?

7

8 **GINA PAPAN:** HERE .

9

10 **CLERK OF THE BOARD:** RAMOS? NON-VOTING SCHAFF?

11

12 **LIBBY SCHAAF:** HERE.

13

14 **CLERK OF THE BOARD:** WE DO HAVE A QUORUM.

15

16 **CHAIR, MARGARET ABE-KOGA:** GREAT. THANK YOU. WE HAVE A REQUEST
17 FOR REMOTE PARTICIPATION UNDER AB 2449 JUST CAUSE FROM
18 COMMISSIONER FLEMING? YES FLEMING. COMMISSIONER FLEMING, DO
19 YOU HAVE A REQUEST?

20

21 **VICTORIA FLEMING:** YES, THANK YOU CHAIR. I REQUEST TO
22 PARTICIPATE REMOTELY DUE TO AN ILLNESS.

23

24 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. YOUR REQUEST IS NOTED AND
25 WE'RE ADDING COMMISSIONER FLEMING AS PRESENT FOR THIS MEETING.

1 THANK YOU. SO, WE'LL GO TO AGENDA ITEM TWO PLEDGE OF
2 ALLEGIANCE. PLEASE JOIN ME IF YOU'RE ABLE TO STAND. [PLEDGE
3 OF ALLEGIANCE] "I PLEDGE ALLEGIANCE TO THE FLAG OF THE UNITED
4 STATES OF AMERICA, AND TO THE REPUBLIC FOR WHICH IT STANDS,
5 ONE NATION UNDER GOD, INDIVISIBLE, WITH LIBERTY AND JUSTICE
6 FOR ALL."

7

8 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. WE'LL GO TO AGENDA ITEM
9 THREE, THE COMPENSATION ANNOUNCEMENT. WOULD THE CLERK MIND
10 READING THE ANNOUNCEMENT?

11

12 **CLERK OF THE BOARD:** AS AUTHORIZED BY STATE LAW, I AM MAKING
13 THE FOLLOWING ANNOUNCEMENT. EACH MEMBER OF THE BOARD HERE
14 TODAY WILL BE ENTITLED TO RECEIVE \$100 PER MEETING ATTENDED UP
15 TO A MAXIMUM OF \$500 PER MONTH, PER AGENCY. THIS AMOUNT IS A
16 PROVIDED AS A RESULT OF CONVENING A MEETING FOR WHICH EACH
17 MEMBER IS ENTITLED TO COLLECT SUCH AMOUNT.

18

19 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. WE'LL GO TO AGENDA ITEM
20 FOUR, WHICH IS THE CHAIR'S REPORT, AND THERE IS NO REPORT. SO,
21 WE'LL GO TO ITEM FIVE, WHICH IS THE CONSENT CALENDAR,
22 INCLUDING 5A THROUGH 5E. IS THERE ANY COMMISSIONER THAT WOULD
23 LIKE TO PULL AN ITEM ON SPEAK ON ANY CONSENT ITEMS? ARE THERE
24 ANY MEMBERS OF THE PUBLIC WISHING TO SPEAK ON CONSENT?

25

1 **CLERK OF THE BOARD:** NO WRITTEN CORRESPONDENCE RECEIVED. NO ONE
2 IN THE ZOOM SPACE OR THE BOARDROOM WISHING TO SPEAK.

3

4 **CHAIR, MARGARET ABE-KOGA:** OKAY. THANK YOU. CLOSE PUBLIC
5 COMMENT.

6

7 **GINA PAPAN:** PAPAN MOVE APPROVAL.

8

9 **CHAIR, MARGARET ABE-KOGA:** IS THERE A SECOND? THANK YOU. MOTION
10 BY PAPAN, SECOND BY RAMOS. WE'LL DO A ROLL CALL VOTE. THANK
11 YOU.

12

13 **CLERK OF THE BOARD:** CHAIR ABE-KOGA?

14

15 **CHAIR, MARGARET ABE-KOGA:** AYE.

16

17 **CLERK OF THE BOARD:** VICE CHAIR MILEY?

18

19 **V. CHAIR, NATE MILEY:** AYE.

20

21 **CLERK OF THE BOARD:** COMMISSIONER FLEMING?

22

23 **VICTORIA FLEMING:** YES.

24

25 **CLERK OF THE BOARD:** COMMISSIONER LEE IS ABSENT. COMMISSIONER

1 MANFREE?

2

3 **AMBER MANFREE:** AYE.

4

5 **CLERK OF THE BOARD:** COMMISSIONER MELGAR? COMMISSIONER PAPAN?

6

7 **GINA PAPAN:** YES.

8

9 **CLERK OF THE BOARD:** COMMISSIONER RAMOS?

10

11 **CLERK OF THE BOARD:** THE MOTION PASSES UNANIMOUSLY BY ALL
12 MEMBERS PRESENT. AND I WOULD LIKE TO MAKE NOTE FOR THE RECORD
13 THAT COMMISSIONER MELGAR HAS JOINED US.

14

15 **CHAIR, MARGARET ABE-KOGA:** ALL RIGHT. THANK YOU SO MUCH. WE'LL
16 MOVE ON TO ITEM SIX. I'M TRYING TO FOLLOW THE -- YES, ITEM 6A.
17 THIS IS A COMMITTEE APPROVAL ON THE UPDATE ON THE FASTRAK
18 REGIONAL CUSTOMER SERVICE CENTER AND CONTRACT AMENDMENT FOR
19 TECHNICAL ASSISTANCE. AND WE HAVE LYNN VALDIVIA. IS THAT
20 RIGHT? THANK YOU. WELCOME.

21

22 **LYNN VALDIVIA:** THANK YOU. GOOD MORNING, EVERYONE I'M LYNN
23 VALDIVIA DIRECTOR OF THE TOLLING SERVICES AND REVENUE SECTION.
24 TODAY I'LL BE SHARING OVERVIEW OF OUR EFFORT TO MODERNIZE THE
25 FASTRAK REGIONAL CUSTOMER SERVICE CENTER, ALSO KNOWN AS RCSC.

1 I'LL START WITH A BRIEF REFRESHER OF FASTRAK OPERATIONS AND
2 THEN WALK THROUGH THE WORK UNDERWAY TO REPLACE OUR CURRENT
3 SYSTEM. SO, WE'RE AT THE BEGINNING OF A MAJORITY EXCITING
4 INITIATIVE TO BETTER SERVE OUR CUSTOMERS AND TO STRENGTHEN OUR
5 OPERATIONS WITH MODERN TECHNOLOGY. AS PART OF THIS ITEM, WE'LL
6 ALSO BE REQUESTING AUTHORIZATION TO CONTINUE WORKING WITH OUR
7 TECHNICAL ADVISOR HNTB, WHOSE EXPERTISE IS ESSENTIAL TO BOTH
8 THE UPCOMING PROCUREMENT AND ONGOING OPERATION OF THE CUSTOMER
9 SERVICE CENTER. SO, FIRST SLIDE, PLEASE. ALL RIGHT. SO WHAT
10 DOES THE FASTRAK CUSTOMER SERVICE CENTER DO? THE SERVICE
11 CENTER PERFORMS ALL CORE FUNCTIONS NEEDED TO COLLECT AND
12 ENFORCE TOLLS FOR THE SIX BAY AREA TOLL AGENCIES. THIS
13 INCLUDES PROCESSING TOLL TRANSACTIONS TO FASTRAK ACCOUNTS,
14 ISSUING INVOICING AND VIOLATIONS SETTING UP CUSTOMER ACCOUNTS
15 AND DISTRIBUTING TRANSPONDERS OR TAGS, PROVIDING CUSTOMER
16 SERVICE ONLINE, BY PHONE, AND IN-PERSON. AND IT ALSO MANAGES
17 THE FINANCIAL SYSTEM THAT ACCOUNTS FOR ALL TOLL REVENUE. NEXT
18 SLIDE, PLEASE. SO, THESE ACTIVITIES SUPPORT 16 TOLL FACILITIES
19 ACROSS THE BAY AREA, SHOWN ON THE MAP HERE. AS YOU CAN SEE
20 FROM THE NUMBERS THIS IS A VERY LARGE AND COMPLEX OPERATION.
21 EACH YEAR THE CUSTOMER SERVICE CENTER COLLECTS ROUGHLY 1.3
22 BILLION IN TOLL REVENUE, PROCESSES ABOUT 170 MILLION TRIPS,
23 SUPPORTS 3.7 ACTIVE FASTRAK ACCOUNTS AND HANDLES MORE THAN 2
24 MILLION CUSTOMER INTERACTIONS, INCLUDING CALLS, IN-PERSON
25 VISITS, AND ONLINE SUPPORT. NEXT SLIDE, PLEASE. SO, A LOT HAS

1 CHANGED SINCE ELECTRONIC TOLL COLLECTION BEGAN IN THE BAY AREA
2 IN 1997. IN 2004 BATA TOOK ON RESPONSIBILITY FOR THE CUSTOMER
3 SERVICE CENTER, AND SINCE THEN WE HAVE HELD MULTIPLE CONTRACTS
4 WITH SERVICE CENTER PROVIDERS. WITH THE CURRENT CONTRACT
5 AWARDED WITH CONDUIT AWARDED IN 2013. A COUPLE OF MILESTONES
6 WE EXPANDED FROM SERVING BATA, GOLDEN GATE AND TWO EXPRESS
7 LANES AT THE START OF THE CONDUIT CONTRACT TO SUPPORT ALL SIX
8 REGIONAL PARTNERS. IN 2022 BATA CONVERTED ALL SEVEN STATE
9 OWNED BRIDGES TO ALL-ELECTRONIC TOLLING WHICH PLACED EVEN
10 GREATER IMPORTANCE ON THE CUSTOMER SERVICE CENTER FOR PEOPLE
11 WHO DON'T HAVE FASTRAK ACCOUNTS WHO RECEIVE INVOICES IN THE
12 MAIL. MILESTONES REFLECT DECADES OF EXPERIENCE EXPERIENCE THAT
13 I WE HAVE BEEN DRAWING ON OVER THE PAST YEAR AS WE PLAN THE
14 NEXT GENERATION CUSTOMER SERVICE CENTER WE ALSO INCORPORATED
15 LESSONS LEARNED FROM PEER TOLLING AGENCIES ACROSS THE COUNTRY
16 WITH SUPPORT OF HNTB WHO HAS DEEP EXPERTISE IN SUPPORTING
17 DELIVERY AND OPERATION OF MODERN CUSTOMER SERVICE CENTERS.
18 NEXT SLIDE PLEASE. WE HAVE ANCHORED OUR WORK IN A CLEAR SET OF
19 GUIDING PRINCIPLES TO ENSURE THE NEXT SYSTEM EVOLVES WITH
20 CHANGING NEEDS, IMPROVES THE CUSTOMER EXPERIENCE, STRENGTHENS
21 OPERATIONAL RESILIENCE, AND ENSURES ACCURACY, DATA, INTEGRITY,
22 TRANSPARENCY. ULT MALT HE WE'RE ACCOUNTABLE FOR ACCURATE TOLL
23 COLLECTION INVESTING IN TECHNOLOGY IS ESSENTIAL TO MEETING
24 THAT RESPONSIBILITY NOW AND INTO THE FUTURE THESE PRINCIPLES
25 SHAPE OUR OVERALL APPROACH TO MODERNIZING CUSTOMER SERVICE

1 CENTER. NEXT SLIDE PLEASE. HISTORICALLY BATA HAS PROCURED
2 SYSTEM AND OPERATIONS TOGETHER AS ONE LARGE TURN KEY CONTRACT.
3 THIS IS HOW OUR CURRENT CONDUIT CONTRACT IS STRUCTURED. WHILE
4 THIS MODEL HAS ITS BENEFITS IT CAN ALSO LIMIT FLEXIBILITY
5 BECAUSE VENDORS BRING PROPRIETARY TECHNOLOGY THAT COSTRAINS
6 FUTURE OPERATIONS OR TECHNOLOGICAL CHANGES. SO, WE ARE
7 PLANNING A SHIFT TO A GENERATIONAL SOLUTION, ONE THAT CAN GROW
8 AND ADAPT TO OUR NEED BETTER. BY DECOUPLING SYSTEMS AND
9 SERVICES, WE WILL BE ABLE TO ENGAGE FIRMS THAT SPECIALIZE IN
10 EACH AREA, SYSTEMS AND SERVICES, INCREASE COMPETITION,
11 ENCOURAGE INNOVATION AND REDUCE LONG-TERM VENDOR LOCK-IN. BOTH
12 COMBINED AND SEPARATED MODELS ARE USED BY OUR INDUSTRY PEERS
13 TODAY, AND THE COMBINED MODEL ALIGNS WITH WHERE THE INDUSTRY
14 HAS BEEN HEADED. SO, WE HAVE RECENTLY RELEASED A PROCUREMENT
15 FOR THE SYSTEMS CONTRACT. OUR STRATEGY IS TO PARTNER WITH A
16 SYSTEM PROVIDER WHO WILL CODEVELOP A SOLUTION BUILT ON PROVEN
17 TECHNOLOGY TAILORED TO OUR NEEDS. WE'LL BE INVITING SELECTED
18 FIRMS INTO A COLLABORATION PHASE TO REFINE THE REQUIREMENTS,
19 AND THEN THAT WILL BE FOLLOWED BY A TRADITIONAL RFP TO
20 EVALUATE AND AWARD THE SYSTEM'S CONTRACT. THE OPERATIONS
21 CONTRACT WILL FOLLOW A SEPARATE PROCUREMENT PROCESS. NEXT
22 SLIDE PLEASE. SO, THIS TIMELINE SHOWS THE PROCUREMENT AND
23 IMPLEMENTATION PATH FOR THE TWO CONTRACTS, TARGETING A GO-LIVE
24 DATE AT THE END OF 2029. WE WILL BE RETURNING TO THIS
25 COMMITTEE WITH UPDATES AND ACTION ITEMS THROUGHOUT THE

1 PROCESS. NEXT SLIDE. SO, TODAY'S ASK. DELIVERING A NEW
2 CUSTOMER SERVICE CENTER WHILE OPERATING THE CURRENT ONE IS A
3 SIGNIFICANT UNDERTAKING. TO ENSURE SUCCESS, WE ARE REQUESTING
4 APPROVAL OF AN AMENDMENT TO HNTB'S EXISTING CONTRACT. THEY
5 HAVE BEEN SUPPORTING THE CUSTOMER SERVICE CENTER SINCE 2017,
6 STARTING UNDER A COMPETITIVELY AWARDED CONTRACT. THEIR SCOPE
7 INCLUDES PLANNING, PROCUREMENT, AND TECHNICAL SUBJECT MATTER
8 EXPERTISE FOR BOTH THE NEXT GENERATIONAL SYSTEM AND CURRENT
9 OPERATIONS. UNDER THIS REQUESTED AMENDMENT, HNTB WOULD PROVIDE
10 CONTINUITY OF EXPERTISE AS WE TRANSITION FROM PLANNING INTO
11 THE SYSTEM DESIGN AND DELIVERY, SUPPORTS ONGOING OPERATIONS OF
12 THE EXISTING SYSTEM AND ITS LEGACY COMPONENTS, AND, ALSO,
13 SUPPLEMENT BATA STAFF DURING THE MOST INTENSIVE PHASES OF THE
14 PROCUREMENT AND DELIVERY. SO, THE AMENDMENT REQUEST TOTALS
15 \$13.2 MILLION WITH 9.2 MILLION OF THAT FOR PROCUREMENT AND
16 DELIVERY SUPPORT AND 4 MILLION FOR CURRENT PROGRAM SUPPORT.
17 I'M HAPPY TO ANSWER ANY QUESTIONS YOU MIGHT HAVE.

18
19 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. COMMISSIONERS? YES,
20 COMMISSIONER PAPAN?

21
22 **GINA PAPAN:** THANK YOU. VERY INTERESTING AND LOOKS LIKE A GOOD
23 PLAN FOR THE FUTURE HERE. THE TIMING IN LOOKING AT THIS
24 AMENDMENT THROUGH DECEMBER 2027, AND THEN NOT UNTIL 2028, I DO
25 THINK THIS IS AN IMPORTANT TURN TO TAKE. IS THERE ANY WAY THAT

1 WE CAN EXPEDITE THIS? OR -- IT DOES SEEM LIKE A VERY LONG
2 TIME.

3

4 **LYNN VALDIVIA:** IT DOES TAKE TIME. THE PROCUREMENT WILL TAKE
5 CLOSE TO A YEAR TO GET THE SYSTEM'S PROVIDER UNDER CONTRACT,
6 AND THAT GIVES US -- WE WERE LOOKING SOMEWHERE IN THE RANGE OF
7 30 MONTHS TO DELIVER. AND SO THE SCHEDULE WILL BECOME MORE
8 CLEAR ONCE WE AWARD AND, YOU KNOW, HAVE ALL OF THE DETAILS
9 LOCKED DOWN. BUT WE ARE DOING OUR BEST TO ACCELERATE AND HAVE
10 THIS DELIVERED BY THE END OF 2029, WHICH IS AS QUICKLY AS WE
11 THINK WE CAN GET TO.

12

13 **GINA PAPAN:** AND WHAT ARE THE EXPECTATIONS DEALING WITH THE
14 CURRENT OPERATIONS? I KNOW WE'VE -- WE'VE BEEN IN A POSITION
15 BEFORE WHERE YOU CAN'T REALLY ENSURE THAT THEY'RE COOPERATIVE,
16 AS WE MOVE FORWARD HERE. DO WE HAVE ANY ASSURANCES THEY WILL
17 ASSIST IN THIS?

18

19 **LYNN VALDIVIA:** THERE ARE REQUIREMENTS IN THEIR CURRENT
20 CONTRACT FOR SUPPORTING TRANSITION. WE ARE ALSO -- WE HAVE
21 COME TO AGREEMENT WITH THEM ON AN EXTENSION THROUGH 2029. OUR
22 CURRENT CONTRACT WITH CONDUIT ACTUALLY EXPIRES SEPTEMBER 2027.
23 WE'RE GOING TO BE DOING A TWO-YEAR EXTENSION, WE'LL BE
24 BRINGING THAT TO YOU IN THE NEXT COUPLE OF MONTHS. THEY'RE
25 AWARE OF THIS PROCUREMENT. WE EXPECT THEM TO BE PROFESSIONAL

1 AND SUPPORT THE TRANSITION IF THEY AREN'T THE SELECTED
2 CONTRACTOR, THEY'RE EXPECTED TO SUPPORT THE TRANSITION.

3

4 **GINA PAPAN:** WE ALWAYS HAVE EXPECTATIONS DOESN'T NECESSARILY
5 MEAN. BUT IN MOVING THROUGH, BECAUSE WE HAVE BEEN THROUGH
6 CONDUIT FOR A VERY LONG TIME, THROUGH GOOD TIMES AND BAD,
7 SHALL WE SAY. WHEN YOU DO COME TO US FOR THE EXTENSION, WILL
8 WE BE SEEING NUMBERS AS FAR AS HOW THE CALL CENTERS ARE
9 OPERATING, THE LANGUAGES? IT'S A BIG HUGE NUMBER YOU LIST
10 HERE. DO WE TRACK CUSTOMER SATISFACTION IN THAT PROCESS?

11

12 **LYNN VALDIVIA:** WE DO THAT YES. WE DO THAT ANY TIME YOU WOULD
13 LIKE AN UPDATE I THINK WE DID ONE A FEW MONTHS AGO COULD COME
14 BACK ANY TIME WITH DETAIL ON HOW THE CUSTOMER SERVICE CENTER.

15

16 **GINA PAPAN:** IT'S ALWAYS FUN AND EXCITING.

17

18 **LYNN VALDIVIA:** I WILL SAY GENERALLY THEIR OPERATIONS ARE GOOD
19 THEY ARE MEETING, THEY ANSWER THE PHONES LIKE THEY'RE SUPPOSED
20 TO NOT LONG WAIT TIMES IT'S FEW AND FAR BETWEEN IF THERE IS
21 KEY PERFORMANCE INDICATOR THAT IS MISSED ON THE OPERATION SAYS
22 SIDE OF THE HOUSE.

23

24 **GINA PAPAN:** I'M EXCITED TO SEE WHENEVER THE NEXT REPORT IS,
25 THE NUMBER OF FAST TRACKS THAT ARE BEING DISTRIBUTED BECAUSE I

1 KNOW WE'RE GOING ABOUT THAT IN DIFFERENT WAYS AND IT'S VERY
2 EXCITING. [LAUGHTER] I SAY THAT HONESTLY, AND I ALSO KNOW WE
3 HAVE IF WE HAVE BEEN ABLE TO EXPAND INTO THE RETAIL AREA, I
4 KNOW WHEN YOU SHOW US THE MAP SOME OF THE IN-PERSON LOCATIONS
5 ARE FAR, FAR AWAY. SO, I'M HOPING THAT WHEN THAT COMES BACK,
6 WE SEE SOME IMPROVEMENT THERE. BUT IT IS EXCITING, AND THE
7 STORIES ABOUT PEOPLE TURNING IN THESE ANCIENT FAST TRACKS
8 [LAUGHTER] VERY INTERESTING. BUT THANK YOU VERY MUCH. AND,
9 YEAH, GETTING THE NEW NUMBERS WILL BE, I THINK, VERY POSITIVE.
10 THANK YOU.

11

12 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. ANYONE ELSE? I HAD ONE
13 QUESTION. AND I JUST WANTED TO SAY THANK YOU FOR THIS. I'M
14 EXCITED TO TRY SOMETHING DIFFERENT. SO, LOOK FORWARD TO THE
15 PROGRESS ON THIS. WE HAVE A NUMBER OF FINANCIAL ASSISTANCE
16 PROGRAMS IN TERMS OF FINES AND FEES, AND JUST WONDERING IF
17 THIS CHANGE WILL AFFECT ANY OF THOSE?

18

19 **LYNN VALDIVIA:** NOT DIRECTLY. WE CAN. IT'S AN OPPORTUNITY FOR,
20 I THINK YOU'RE REFERRING TO THE PAYMENT PLAN?

21

22 **CHAIR, MARGARET ABE-KOGA:** YES.

23

24 **LYNN VALDIVIA:** IT'S AN OPPORTUNITY TO STRUCTURE THE PAYMENT
25 PLAN DIFFERENTLY. WE CAN ADDRESS POLICIES, REALLY ANY TIME WE

1 WANT TO IN THIS CURRENT PROGRAM, IN THE CURRENT CONTRACTOR
2 THAT WE HAVE, MAKING CHANGES TO ACTUALLY HOW THE PAYMENT PLAN
3 WORKS, LIKE ON THE SYSTEM SIDE, A LITTLE BIT HARDER, BECAUSE
4 WE'RE CONSTRAINED BY THEIR SYSTEM. BUT, YEAH, IT IS AN
5 OPPORTUNITY TO MODERNIZE LOTS OF THINGS, INCLUDING THE PAYMENT
6 PLAN.

7

8 **CHAIR, MARGARET ABE-KOGA:** OKAY GREAT. THANK YOU. ANYONE ELSE?
9 IF NOT, IS THERE PUBLIC COMMENT ON THIS ITEM?

10

11 **CLERK OF THE BOARD:** WE DO HAVE TWO MEMBERS OF THE PUBLIC IN
12 THE ZOOM SPACE. HOW MUCH TIME WOULD YOU LIKE TO PROVIDE?

13

14 **CHAIR, MARGARET ABE-KOGA:** LET'S DO TWO MINUTES.

15

16 **CLERK OF THE BOARD:** OKAY. ALETA DUPREE, IF YOU COULD PLEASE
17 UNMUTE YOURSELF. YOUR TIME BEGINS NOW.

18

19 **SPEAKER:** THANK YOU. GOOD MORNING, CHAIR MARGARET ABE-KOGA AND
20 MEMBERS. ALETA DUPREE FOR THE RECORD, SHE AND HER WITH TEAM
21 FOLDS. A VERY GOOD PRESENTATION, BRIEF, AND SUCCINCT AND
22 UNDERSTANDABLE. I'M SOMEWHAT FAMILIAR WITH THIS BECAUSE I
23 WORKED IN CUSTOMER SERVICE FOR A LONG TIME. AND I DO BELIEVE
24 THAT THERE COMES A TIME FOR A REFRESH. HOW DO WE MAKE SURE
25 THAT WE ARE MOST RESPONSIVE TO THOSE WHO ENGAGE, WHICH IS

1 OFTEN THROUGH PHONE CALLS. AND IN OTHER KINDS OF TECHNOLOGIES,
2 WHICH I AM TRYING TO GET USED TO, HOW CAN WE MAKE SURE THAT WE
3 INSTILL CONFIDENCE IN CUSTOMERS? -- FOR CUSTOMERS? BECAUSE I
4 KNOW FOR MANY WHO ARE FEELING VERY UNSURE AND INTIMIDATED
5 ABOUT VARIOUS KINDS OF AUTOMATION AND, YES, ARTIFICIAL
6 INTELLIGENCE, AND ITS VARIANTS IS SOMETHING THAT'S REALLY BEEN
7 IN THE NEWS. PEOPLE WANT TO HAVE CONFIDENCE IN THE ANSWERS
8 THAT THEY GET. AND ESPECIALLY THAT AS WE MOVE INTO ELECTRONIC
9 TOLLING, WE HAVE BEEN THE LEADER IN THIS FOR OVER FIVE YEARS,
10 THAT THERE IS STILL PEOPLE WHO ARE TRYING TO DIGEST THIS. IT
11 TAKES TIME. JUST LIKE IN NEW YORK, THE NEW TAP AND RIDE
12 PROGRAM ON THE BUS SYSTEM THERE. SOMETHING A LOT OF PEOPLE ARE
13 TRYING TO ADJUST TO. SO, PEOPLE CERTAINLY WANT TO BE LISTENED
14 TO AND UNDERSTAND POLICIES AND PROCEDURES IN CLEAR AND
15 UNDERSTANDABLE WAYS. I THINK WE HAVE GOOD PEOPLE IN PLACE TO
16 DO THAT. BUT HOW DO WE MAKE SURE THE TECHNOLOGY ISN'T A
17 STUMBLING BLOCK? THANK YOU.

18

19 **CLERK OF THE BOARD:** NEXT WE HAVE MICHAEL BALDINI. IF YOU COULD
20 PLEASE UNMUTE YOURSELF. YOUR TIME BEGINS NOW.

21

22 **MICHAEL BALDINI:** GOOD MORNING. THANK YOU VERY MUCH. JUST TWO
23 QUESTIONS, ONE IF WE WERE DOING A BETTER JOB COLLECTING TOLLS,
24 WOULD THIS ASK BE NECESSARY? AND WITH THIS GOING FORWARD, DO
25 WE EXPECT TO DO A BETTER JOB OF -- IS ANY ESTIMATE ON HOW WE

1 COULD IMPROVE WITH THIS NEW PROGRAM, HOW WE COULD IMPROVE
2 COLLECTION? THANK YOU.

3

4 **CLERK OF THE BOARD:** THAT COMPLETES PUBLIC COMMENT. NO WRITTEN
5 CORRESPONDENCE RECEIVED AND NO ONE IN THE BOARDROOM WISHING TO
6 SPEAK.

7

8 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. STAFF, WOULD YOU MIND
9 RESPONDING TO THE QUESTIONS THAT THE MEMBER OF THE PUBLIC
10 BROUGHT UP?

11

12 **DEREK HANSON:** CAN I TAKE A STAB AT SOME OF THAT. AND AGAIN,
13 THE IDEA HERE, GENERALLY, IS TO MODERNIZE THE OVERALL BACK
14 OFFICE SYSTEM, RIGHT? CERTAINLY AS WE LOOK AT THE COMBINED
15 EFFORTS, RIGHT, THAT COMBINATION OF WHAT THE SYSTEM LOOKS
16 LIKE, AND THEN ULTIMATELY, YOU KNOW, WHAT DO THE -- THE
17 CUSTOMER SERVICE, SERVICE FOLKS LOOK LIKE, THERE IS GOING TO
18 BE A COMBINATION THAT HOPEFULLY DRIVES SOME AMOUNT OF THAT
19 CHANGE. THAT'S GOING TO BE VERY MUCH TO BE DETERMINED, RIGHT?
20 WHAT WE'RE REALLY TALKING ABOUT HERE IS, AGAIN, MODERNIZATION
21 OF THE SYSTEM ITSELF. THAT SYSTEM, YOU KNOW, AS WE THINK ABOUT
22 THE KINDS OF CHANGES THAT WE'LL FACILITATE, WE HAVE HEARD
23 EXPRESSED FROM THE BOARD LOTS OF INTEREST OF IT JUST SIMPLY
24 BEING MORE MODERN, OR ARE THERE MORE MODERN WAYS TO PAY, HOW
25 DOES THE WEB SITE LOOK, HOW DID THE APPS WORK HOW DOES IT DEAL

1 WITH FUTURE CHANGES, LYNN STEPPED THROUGH ALL OF THE CHANGES
2 THAT HAVE HAPPENED TO DATE IN THE PROGRAM EVERY TIME WE DO
3 THAT IT'S HARD. EVERY SINGLE TIME WE DO SOMETHING LIKE THAT.
4 WHEN WE PUT IN A TOLL INCREASE, IT'S HARD. THE GOAL WITH THE
5 NEW SYSTEM IS TO MAKE THOSE KINDS OF THINGS MUCH EASIER, MUCH
6 MORE IMPLEMENTABLE, ON A QUICKER BASIS, LESS EXPENSIVE BASIS,
7 AS WE GO FORWARD. SO IT'S MORE ABOUT THOSE KINDS OF THINGS,
8 AND ENABLING THINGS. LESS ABOUT, OKAY, IS IT DRIVING REVENUE
9 ITSELF; BUT REALLY DRIVING THE EXPERIENCE AND OUR ABILITY TO
10 BE OUT. DOES THAT ULTIMATELY HELP DRIVE REVENUE COLLECTION?
11 YEAH BUT I THINK IT'S IMPOSSIBLE AS WE SAID TODAY TO SAY
12 EXACTLY WHAT THAT WOULD BE.

13

14 **CHAIR, MARGARET ABE-KOGA:** ALL RIGHT. SO I KNOW IN THE PAST WE
15 HAVE DISCUSSED LIKE SOME OF THE WISHES, I GUESS YOU COULD SAY
16 THE MORE INTERACTION WITH THE RIDERS, BEING ABLE TO
17 COMMUNICATE WITH THEM BETTER [LAUGHTER] YOU KNOW, BEING ABLE
18 TO HOPEFULLY DO EVERYTHING ON YOUR PHONE. AND I DON'T KNOW
19 WHERE THIS GOES, BUT I BROUGHT UP INTEGRATION WITH THE
20 CLIPPER, AT THE TRANSIT PASS PIECE, ARE THESE ALL ITEMS THAT
21 ARE -- AT LEAST WE'RE GOING TO PUT OUT THERE TO SEE IF THERE
22 IS A --

23

24 **DEREK HANSON:** YEAH, I WOULD SAY.

25

1 **CHAIR, MARGARET ABE-KOGA:** -- FACILITY TO DO ANY OF THAT?

2

3 **AMBER MANFREE:** YEAH, I MEAN CERTAINLY THOSE THINGS ARE GOING
4 TO BE UNDER DISCUSSION, AGAIN A LOT OF WHAT WE'RE TRYING TO
5 CREATE HERE IS A FRAMEWORK IN A SYSTEM THAT'S MORE MODULAR,
6 MORE ADAPTABLE, MORE SCALEABLE. YOU KNOW, SO THAT IT DOESN'T
7 PRECLUDE THOSE KINDS OF THINGS AS WE GO FORWARD. RIGHT? A LOT
8 OF THAT IS GOING -- IS NOT A 2026 -- PROBABLY NOT A 2027
9 DISCUSSION -- DECISION, AS OPPOSED TO A DISCUSSION, RIGHT, BUT
10 REALLY ABOUT CREATING A TRULY MODERN SYSTEM THAT IS NOT
11 PROPRIETARY. RIGHT NOW, WE HAVE CONDUIT IN. WE CAN'T MAKE
12 CHANGES TO THE CONDUIT SYSTEM. CONDUIT CAN MAKE CHANGES TO THE
13 CONDUIT SYSTEM, BUT IT'S SUPER HARD. AND WHAT LYNN OUTLINED IS
14 AN APPROACH THAT WE HAVE REALLY BEEN DISCUSSING NOW FOR A
15 GOOD, FRANKLY, YEAR AND A HALF, BECAUSE, YOU KNOW, AS SHE KIND
16 OF ALLUDED, TO WE HAD, WHAT? 20 MEETINGS WITH OUR PEER
17 AGENCIES ACROSS THE COUNTRY TO LEARN WHAT THEY HAVE BEEN
18 DOING, GOOD, BAD, AND DIFFERENT. REALLY WITH THE IDEA THIS
19 WE'RE TRYING TO COME UP WITH SOMETHING THAT'S THE FUTURE, AND
20 AGAIN AS LYNN SAID, IS KIND OF A GENERATIONAL SYSTEM THAT
21 LOOKS TO THOSE KINDS OF ISSUES AS WE'RE GOING FORWARD AND
22 DOESN'T PRECLUDE THEM.

23

24 **CHAIR, MARGARET ABE-KOGA:** GREAT. WHEN WE WERE ON OUR TRIP IN
25 KOREA AND SEOUL, THERE IS A, WE CALL IT COMMAND CENTRAL, WHERE

1 THEY CAN SEE EVERYONE AND MONITOR EVERYONE, AND IF SOMEONE
2 VIOLATES A TRAFFIC RULE, THEY INSTANTLY SHOOT THEIR VIOLATION
3 ON TO THEIR CELL PHONE. AND YEAH IT'S AMAZING. [LAUGHTER].
4 LISA SAW IT TOO. AND I KNOW THAT WE HAVE CHALLENGES IN OUR
5 COUNTRY. [LAUGHTER] ABOUT AND THAT'S WHERE LIKE I'M TRYING TO
6 BETTER UNDERSTAND LIKE WHAT ARE THE TECHNICAL CAPABILITIES
7 AVAILABLE VERSUS REGULATIONS, PRIVACY ISSUES, AND WHAT NOT. SO
8 FOR ME, I PERSONALLY LOOK FORWARD TO THE ONGOING CONVERSATION
9 BECAUSE I HOPEFUL THAT MAYBE WE CAN START TO UNRAVEL SOME OF
10 THAT TO GET TO A POINT WHERE WE CAN HAVE SOMETHING LIKE WHAT I
11 SAW IN SEOUL. [LAUGHTER] SO, YOU KNOW, AND I KNOW THERE IS
12 JUST BIGGER SOCIETAL ISSUES. AND I FEEL LIKE THAT'S WHERE WE
13 NEED TO GO IS START HAVING THOSE CONVERSATIONS; ARE WE WILLING
14 TO GIVE UP A BIT OF PRIVACY FOR SAFETY AND SOME OTHER BENEFITS
15 OF A SYSTEM LIKE THAT. BUT THAT'S MY INTEREST IN THIS AREA
16 LIKE HOW DO WE GET TO THAT MODERNIZED SYSTEM THAT WE SEE IN
17 OTHER PARTS OF THIS WORLD. THANK YOU. ANYONE ELSE? SO WE NEED
18 TO -- OH.

19

20 **GINA PAPAN:** YEAH, SO REAL QUICK. TO THAT NOTE, DO WE LOOK AT
21 WHAT OTHER COUNTRIES ARE DOING? AND I KNOW WE'RE VERY
22 SENSITIVE WHEN IT COMES TO TRANSPORTATION, [LAUGHTER] AND IT
23 BEING AMERICAN, BUT IS THERE A STUDY OF WHAT HAPPENS IN OTHER
24 COUNTRIES THAT SEEM TO OPERATE WAY MORE EFFICIENTLY THAN WE
25 DO?

1

2 **DEREK HANSON:** YEAH, AGAIN, FOR THIS SYSTEM, WE'RE -- AT THIS
3 POINT WE'RE -- YOU KNOW, WHAT COMMISSIONER ABE-KOGA HAS LAID
4 OUT IS, RIGHT, A REALLY LARGE VISION FOR THINGS THAT GO WAY
5 BEYOND THE TOLLING BACK OFFICE SYSTEM. WHAT WE'RE TRYING TO DO
6 IN THIS CASE IS NOT SO MUCH STUDY THOSE, THAT SET OF THINGS,
7 RIGHT, THAT'S BEYOND THE SCOPE OF THIS, BUT COME UP WITH A
8 BACK-OFFICE SYSTEM THAT DOES NOT AUTOMATICALLY PRECLUDE THOSE
9 KINDS OF THINGS. AGAIN, THE KIND OF SYSTEM THAT WE'RE IN TODAY
10 WITH CONDUIT TRYING TO ACCOMMODATE ANY OF THE THINGS YOU JUST
11 DESCRIBED, IT'S JUST NOT A THING.

12

13 **GINA PAPAN:** RIGHT.

14

15 **DEREK HANSON:** RIGHT.

16

17 **GINA PAPAN:** SO WE APPLAUD YOUR EFFORTS HERE, DEFINITELY. AND
18 TO MY QUESTION EARLIER ON THE REPORT-OUT TO FASTRAK, DO WE
19 HAVE ONE LATER THIS YEAR? I'M NOT TRYING -- I WAS JUST
20 WONDERING.

21

22 **DEREK HANSON:** YEAH WHAT WE WOULD BE DOING, AS LYNN NOTED, WE
23 ARE GOING TO COME BACK WITH AN AMENDMENT FOR THE EXISTING
24 CONDUIT CONTRACT I THINK THAT WOULD PROBABLY BE A GOOD TIME TO
25 DO THAT IF THAT WORKS.

1

2 **GINA PAPAN:** SURE. I'M NOT TRYING TO ADD ON HERE THAT WOULD
3 PROBABLY BE THE BEST TIME. THANK YOU.

4

5 **DEREK HANSON:** GREAT.

6

7 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. IF THERE IS NO OTHER
8 DISCUSSION MAY I GET A MOTION AND SECOND?

9

10 **GINA PAPAN:** PAPAN MOVE APPROVAL.

11

12 **MYRNA MELGAR:** SECOND.

13

14 **CHAIR, MARGARET ABE-KOGA:** PAPAN MOTION SECOND MELGAR. ROLL
15 CALL VOTE.

16

17 **CLERK OF THE BOARD:** ABE-KOGA?

18

19 **CHAIR, MARGARET ABE-KOGA:** AYE.

20

21 **CLERK OF THE BOARD:** MILEY? FLEMING?

22

23 **VICTORIA FLEMING:** YES.

24

25 **CLERK OF THE BOARD:** LEE IS ABSENT. MANFREE?

1

2 **AMBER MANFREE:** AYE.

3

4 **CLERK OF THE BOARD:** MELGAR? PAPAN?

5

6 **GINA PAPAN:** YES.

7

8 **CLERK OF THE BOARD:** RAMOS? THE MOTION PASSES UNANIMOUSLY BY

9 ALL MEMBERS PRESENT.

10

11 **CHAIR, MARGARET ABE-KOGA:** THANK YOU SO MUCH. WE'LL GO ON TO
12 AGENDA ITEM SEVEN, WHICH IS PUBLIC COMMENT ON ITEMS NOT ON THE
13 AGENDA. DO WE HAVE ANY MEMBERS OF THE PUBLIC WISHING TO SPEAK.

14

15 **CLERK OF THE BOARD:** FIRST WRITTEN CORRESPONDENCE WAS RECEIVED
16 BY MARK BAKER OF SOFT LIGHTS FOUNDATION THAT WAS CIRCULATED TO
17 THE COMMISSION AND ADDED INTO THE AGENDA PACKET. WE HAVE A
18 MEMBER OF THE PUBLIC IN THE ZOOM SPACE OF THE ALETA DUPREE.
19 TWO MINUTES?

20

21 **CHAIR, MARGARET ABE-KOGA:** PLEASE.

22

23 **SPEAKER:** THANKS AGAIN CHAIR MARGARET ABE-KOGA AND MEMBERS.
24 ALETA DUPREE FOR THE RECORD SHE AND HER WITH TEAM FOLDS. I
25 WISH I COULD BE WITH YOU TODAY. I HEAR IT'S RAINING UP THERE,

1 AND NOT A GOOD TIME TO TRAVEL. THE TOLLING SPACE IS CONTINUING
2 TO CHANGE, AND I'M THINKING WHAT IS THE NEXT STEP. I WOULD
3 SAY, CERTAINLY, A VERY LARGE MAJORITY OF TOLLING SYSTEMS ON
4 BRIDGES AND TUNNELS AND HIGHWAYS HAVE GONE TO ELECTRONIC
5 TOLLING. THERE ARE SOME OUTLIERS. SOME OF THEM ARE SMALL
6 SYSTEMS THAT ARE STILL FIGURING IT OUT. AND THERE ARE SOME
7 LARGE SYSTEMS THAT ARE STILL USING METHODS WHERE YOU HAVE TO
8 STOP AT THE TOLL BOOTH. MOST OF IT IS CASH, AND SOME TOLL
9 BOOTHS WILL TAKE CARDS. HOW DO WE MOVE -- WE ALL MOVE AWAY
10 FROM THAT? AND I THINK OTHER AGENCIES ARE LEARNING FROM US. I
11 REMEMBER MY DAYS OF DRIVING THE ATLANTIC CITY EXPRESSWAY,
12 JANUARY 4TH, THE CASH COLLECTION STOPPED. AND IT'S PREDICTED
13 TO STOP ON THE GARDEN STATE PARKWAY IN NEW JERSEY. NO DATE HAS
14 BEEN SET. I DON'T KNOW IF THERE IS AN ANSWER YET FOR THE NEW
15 JERSEY TURNPIKE. SO GIVEN THESE CHANGES, HOW DO WE, AS LEADERS
16 OF BATA, HELP PEOPLE TO ENGAGE WITH THESE CHANGES? AS WE HAVE
17 TO COLLECT THIS MONEY. I DON'T THINK WE'RE EVER REALLY BEING
18 DENIED MONEY. BUT THERE IS SOME DELAY IN THE PROCESS. AND WHAT
19 IS MOST IMPORTANT IS THE COLLECTION OF THE MONEY. BUT HERE IS
20 WHY THE COLLECTION OF THE MONEY IS SO IMPORTANT. IT'S BECAUSE
21 WE HAVE TO KEEP THESE BRIDGES FUNCTIONAL AND SAFE. THANK YOU.

22

23 **CLERK OF THE BOARD:** THERE IS NO FURTHER PUBLIC COMMENT ON THE
24 ZOOM SPACE OR IN THE BOARDROOM.

25

1 **CHAIR, MARGARET ABE-KOGA:** THANK YOU. WE'LL CLOSE PUBLIC
2 COMMENT. THEN WE'LL GO TO AGENDA ITEM EIGHT WHICH IS
3 ADJOURNMENT AND THE NEXT MEETING. THE NEXT MEETING OF THE BAY
4 AREA TOLL AUTHORITY OVERSIGHT COMMITTEE IS SCHEDULED TO BE
5 HELD AT 9:35 A.M. IN THE BAY AREA METRO CENTER, 375 BEALE
6 STREET, SAN FRANCISCO ON WEDNESDAY MARCH 11th 2026. ANY
7 CHANGES TO THE SCHEDULE WILL BE DULY NOTICED TO THE PUBLIC. WE
8 ARE ADJOURNED. THANK YOU. [ADJOURNED]