

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



JUNE 12, 2026

1 **REGIONAL NETWORK MANAGEMENT COMMITTEE**

2 **FRIDAY, JUNE 12, 2026, 12:00 PM**

3

4

5 **SPEAKER:** ABSOLUTELY, THANK YOU. CHAIR ANDERSEN. I AM HERE

6

7 **CLERK, BRITTNY SUTHERLAND:** VICE-CHAIR MARILYN EZZY ASHCRAFT

8

9 **MARILYN EZZY ASHCRAFT:** I'M HERE AT MY REMOTE LOCATION WHICH IS
10 1177 15TH STREET NORTHWEST IN WASHINGTON D.C., AND THAT IS THE
11 MERIDIAN HOTEL WHERE I'M IN A CONFERENCE ROOM BY MYSELF. THANK
12 YOU.

13

14 **CLERK, BRITTNY SUTHERLAND:** VERY GOOD. THANK YOU VERY MUCH.
15 MEMBER AHN?

16

17 **CHAIR, EDDIE AHN:** HERE

18

19 **CLERK, BRITTNY SUTHERLAND:** MEMBER BURT

20

21 **PAT BURT:** HERE

22

23 **CLERK, BRITTNY SUTHERLAND:** MEMBER CORZO IS A BE SENT. MEMBER
24 JOHN-BAPTISTE

25



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1 **ALICIA JOHN-BAPTISTE:** HERE

2

3 **CLERK, BRITTNY SUTHERLAND:** MEMBER LI

4

5 **SPEAKER:** HERE MEMBER MASHBURN

6

7 **V. CHAIR, MITCH MASHBURN:** I'M HERE AT MY REMOTE LOCATION AT
8 635 TEXAS STREET

9

10 **CLERK, BRITTNY SUTHERLAND:** MEMBER SHAH?

11

12 **DIANE SHAW:** I'M HERE IN CALIFORNIA AT MY REMOTE LOCATION

13

14 **CLERK, BRITTNY SUTHERLAND:** WONDERFUL. WITH THAT WE HAVE A
15 QUORUM

16

17 **CHAIR, CANDACE ANDERSEN:** DO WE HAVE AN 707 PARTICIPATE? OKAY
18 WE DO HAVE ONE REQUEST FOR THE REMOTE PARTICIPATION AND
19 COMMISSIONER GIACOPINI, PLEASE

20

21 **SPEAKER:** THANK YOU, I'M REQUESTING TO PARTICIPATE VIA REMOTE
22 PARTICIPATION UNDER GOVERNMENT CODE SECTION 54953C. THERE IS
23 NO ONE PRESENT IN THE ROOM OVER 18 WITH ME.

24

25 **DORENE M. GIACOPINI:** THANK YOU



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1

2 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH. OKAY. AND --

3

4 **SPEAKER:** BECAUSE WE DO NOT HAVE A QUORUM PRESENT IN THE ROOM,
5 I BELIEVE WE NEED TO DEPUTIZE ONE OF THE TWO, THE CHAIR OR THE
6 VICE-CHAIR OF THE COMMISSION. WOULD YOU EXPECT DEPUTIZATION?
7 THANK YOU.

8

9 **CHAIR, CANDACE ANDERSEN:** WITH THAT, WE DO HAVE A QUORUM. WE
10 ARE READY TO PROCEED. I'M GOING TO ASK THAT WE MOVE ONE OF OUR
11 ITEMS FORWARD SIMPLY BECAUSE I WANT -- ONE OF OUR STAFF HAS A
12 SCHEDULING CONFLICT. I'M GOING TO CHANGE THE ORDER OF AGENDA.
13 WE WILL BE STARTING WITH ITEM 4C AND THEN WE WILL GO BACK TO
14 AGENDA ITEM 2 AND MAKE OUR WAY THROUGH THERE.

15

16 **SPEAKER:** THANK YOU CHAIR. I'M THE ONE WITH THE CONFLICT

17

18 **CHAIR, CANDACE ANDERSEN:** I WASN'T GOING TO CALL YOU OUT

19

20 **SPEAKER:** MY DAUGHTER GOT MARRIED WEDNESDAY AT CITY HALL IN SAN
21 FRANCISCO. I HAVE 20 FAMILY MEMBERS SHOWING UP IN MY HOUSE IN
22 THE NEXT HOUR, AND IF I DON'T GET HOME SOON, MY WIFE WILL
23 PROBABLY DECIDE TO LEAVE ME, AND THEN WE ARE HAVING FAMILY AND
24 FRIENDS PARTY. MAYBE I'LL JUST INVITE EVERYBODY TO THAT, BUT
25 IT WILL BE OKAY. THANK YOU VERY MUCH, CHAIR ANDERSEN. I DO



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1 APPRECIATE IT. I WANTED TO OPEN THIS ITEM WITH A FEW
2 STATEMENTS, SIMILAR TO ONES I MADE TO OUR PARTNERS AT THE
3 CLIPPER EXECUTIVE BOARD, BUT IT REALLY DOES I THINK
4 ACKNOWLEDGE THAT THERE IS CONSIDERABLE DISAPPOINTMENT AND
5 FRUSTRATION THAT THE NEXT GENERATION CLIPPER SYSTEM IS NOT
6 WORKING SEAMLESSLY AND IS NOT READY TO BEGIN BULK MIGRATION. I
7 KNOW YOU ALL FEEL IT. I KNOW OUR TRANSIT OPERATING PARTNERS
8 FEEL IT, AND I FEEL IT PERSONALLY, AS WELL, THE TRANSITION TO
9 THE NEXT GENERATION SYSTEM THAT WAS ORIGINALLY WAS EXPECTED TO
10 TAKE THREE MONTHS IS NOW COMING UP ON SIX MONTHS AND
11 COUNTING.. IN ADDITION, THERE HAVE BEEN REAL IMPACTS TO RIDERS
12 AND TRANSIT OPERATORS, AND THAT IS A FACT AND ONE THAT I TAKE
13 VERY SERIOUSLY. BUT IT IS ALSO A FACT THAT THE NEXT GENERATION
14 SYSTEM HAS COME A LONG WAYS IN THOSE SIX MONTHS, MORE THAN 1.8
15 MILLION CLIPPER CARDS ARE ALREADY TRANSFERRED -- CONVERTED
16 TO THE NEW SYSTEM AND OVER 45% OF THE TRANSIT FARES PAID WITH
17 CLIPPER ARE NOW PROCESSED IN THE NEXT GENERATION SYSTEM.
18 TOGETHER WITH THE ORIGINAL CLIPPER SYSTEM AND THE NEW CLIPPER
19 2 PLATFORM, THEY'RE HANDLING OVER 1.2 MILLION-DOLLARS OF FARE
20 REVENUE EACH DAY. THE NEXT GENERATION SYSTEM DEPLOYMENT IS
21 PROGRESSING AND THE SYSTEM FEATURES ARE BECOMING MORE ROBUST
22 OVER TIME. WE KNOW THIS IS NOT HAPPENING AS FAST AS THIS
23 BOARD, MTC, OR CUBIC WOULD LIKE. AND IT'S CERTAINLY NOT
24 HAPPENING AT THE PACE OR WITH THE SERVICE LEVELS THAT BAY AREA
25 TRANSIT RIDERS DESERVE AND SHOULD EXPECT. IT IS FOR THESE



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1 CUSTOMERS THE BAY AREA RESIDENTS AND VISITORS ALIKE, DAILY
2 RIDERS, OCCASIONAL RIDERS AND ONE-TIME RIDERS THAT THE CLIPPER
3 EXECUTIVE BOARD AND I ARE FOCUSED ON OUR SHARED GOAL OF
4 DELIVERING A STABLE, WELL-PERFORMING NEXT GENERATION CLIPPER
5 SYSTEM THAT CAN MOVE TO BULK MIGRATION. MTC, THE TRANSIT
6 OPERATORS AND CUBIC TOGETHER HAVE TAKEN ON A JOB THAT PROVE TO
7 BE TOUGHER THAN ORIGINALLY EXPECTED. IT'S OUR OBLIGATION AS
8 THE CUSTOMER THAT WE FINISH THIS JOB TOGETHER AND THAT WE
9 DELIVER A HIGH QUALITY SYSTEM THAT THEY ALL DESERVE. ONE
10 UNFORTUNATE CONSEQUENCE OF THE SLOWER ROLL-OUT IS A NEED TO
11 KEEP THE OLDER C1 SYSTEM AROUND LONGER THAN PLANNED, AND THAT
12 IS PART OF OUR REQUEST FOR YOU TODAY. I MENTIONED A MOMENT AGO
13 THAT THE CHALLENGE OF THE NEXT GENERATION TRANSITION ARE ONES
14 THAT ALL OF US TAKE VERY SERIOUS. CHAIR NOACK CONVEYED THIS IN
15 HER RESPONSE TO THE CONCERNS BART RAISED IN THEIR LETTER IN
16 LATE MAY. WE'RE PREPARING NOW FOR A CLOSE SESSION AT OUR JUNE
17 COMMISSION MEETING WHERE WE CAN DISCUSS CONTRACTUAL REMEDIES
18 AND ACCOUNTABILITY MEASURES THAT ARE RELATED TO SYSTEM
19 PERFORMANCE. WE WILL ALSO CONDUCT A POST DELIVERY REVIEW TO
20 LEARN MORE ABOUT FACTORS THAT CONTRIBUTED TO THESE CHALLENGES
21 AND TO TAKE HOME LESSONS THAT CAN LEAD TO IMPROVEMENT GOING
22 FORWARD. BUT BEFORE WE DO ANY OF THAT POST DELIVERY ANALYSIS,
23 WE MUST DELIVER TO OUR CUSTOMERS FIRST. SO I'LL NOW TURN IT
24 OVER TO JASON WEINSTEIN AND ANGUS WHO WILL PROVIDE AN UPDATE
25 ON THE STATUS OF THE NEXT GENERATION DEPLOYMENT.



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1

2 **SPEAKER:** THANKS, ANDY. GOOD AFTERNOON COMMISSIONERS. TODAY

3 WE'LL PROVIDE AN UPDATE ON THE NEXT GEN SYSTEM, WHERE WE ARE

4 NOW, WHAT'S WORKING, WHAT WE'RE FIXING AND AS WE MOVE FORWARD,

5 AS WELL AS THE CONTRACT ACTION ANDY MENTIONED, ASKING THE

6 COMMITTEE TO APPROVE TODAY. NEXT SLIDE, PLEASE. SO LET ME

7 START WITH OUR BROADER VISION FOR -- TO UNIFY BAY AREA TRANSIT

8 OPERATORS. PART OF THAT VISION, CLIPPER DELIVERS A SEAMLESS

9 INTUITIVE FARE PAYMENT SYSTEM AND CONTRIBUTES TO UNIFIED

10 TRANSIT EXPERIENCE IN ONE OF THE MOST COMPLEX TRANSIT

11 ECOSYSTEMS IN THE COUNTRY, AS I'M SURE YOU'RE ALL WELL AWARE

12 OF. THE CLIPPER EXECUTIVE BOARD PROVIDES GOVERNANCE -- A

13 GOVERNANCE STRUCTURE AND DIRECTION TO THE PROGRAM. OVER THE

14 PAST DECADE, THIS STRUCTURE HAS FACILITATED MEANINGFUL

15 COLLABORATION ALONG THE REGION'S TRANSIT PARTNERS AND MTC WITH

16 A SHARED FOCUS ON DEVELOPING CUSTOMER-CENTERED POLICIES AND

17 PRODUCTS. NEXT SLIDE. SO THE NEXT GENERATION CLIPPER BRINGS

18 CAPABILITIES THAT RIDERS EXPECT TODAY SUCH AS THE ABILITY TO

19 TAP AND RIDE WITH A PHONE, THE OPTION TO USE A CONTACTLESS

20 BANK CARD. IT ALSO -- THE PROMOTION THAT ALREADY EXIST TODAY,

21 REGIONAL DISCOUNTS AND THE EXISTING EQUITY PROGRAMS THAT WE

22 HAVE IN PLACE TODAY. IMPORTANTLY, IT'S A MODERN PLATFORM THAT

23 WE NEED TO GROW THE SYSTEM GOING FORWARD. NEXT SLIDE. SO THE

24 SYSTEM LAUNCHED IN DECEMBER OF 2025, AS ANDY ALLUDED TO, AND

25 TODAY IT'S OPERATING IN WHAT WE'RE CALLING A STABILIZATION



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1 MODE. WE MIGRATED 1.8 MILLION CLIPPER CARDS THROUGH ON-DEMAND
2 MIGRATION. YOU CAN TRIG THEY ARE PROCESS BY LOGGING ON TO THE
3 WEBSITE OR THE CLIPPER APP OR CALLING THE CUSTOMER SERVICE
4 CENTER. HOWEVER, THE LAUNCH HAS ALSO REVEALED MORE CUSTOMER-
5 IMPACTING ISSUES THAN WE ANTICIPATED. EVERY DAY MTC, CUBIC AND
6 TRANSIT OPERATORS ARE WORKING TOGETHER TO IDENTIFY AND CLOSE
7 THOSE GAPS. AS A RESULT, WE HAVE PAUSED THE LARGE-SCALE
8 MIGRATION, ALSO KNOWN AS BULK MIGRATION, SO THAT WE CAN FOCUS
9 ON RESOLVING THESE ISSUES AND AVOID INCREASING CUSTOMER-FACING
10 PROBLEMS. WE'LL DISCUSS THE PREREQUISITES TO BEGIN BULK
11 MIGRATION IN A MOMENT. NEXT SLIDE. DESPITE THESE CHALLENGES,
12 YOU MAY CONTINUE TO SEE GROWTH IN TRANSACTIONS IN THE NEW
13 SYSTEM WITH ALMOST 7 MILLION ACCOUNT-BASED TRIPS BEING MADE
14 ACCOUNTING FOR 45% OF ALL CLIPPER TRIPS. YOU'LL SEE IN THIS
15 SLIDE 32% CAME FROM ACCOUNT BASE CLIPPER CARDS THAT'S THE
16 GREENISH COLOR. AND 13% OF THE TRIPS CAME FROM CONTACTLESS
17 CREDIT AND DEBIT CARDS. AND THAT'S THE TURQUOISE, LIGHT BLUE
18 COLOR. WE'RE SEEING GROWTH IN ACCOUNT-BASED CLIPPER CARDS
19 USAGE WHICH TELLS US THE SYSTEM IS MOVING IN THE RIGHT
20 DIRECTION. WHILE THE NUMBERS ARE ENCOURAGING, THE SYSTEM
21 HASN'T YET EXPERIENCED THE FULL GROWTH WE'D LIKE TO SEE AND
22 THAT WILL COME WHEN WE'RE READY TO SCALE, AS WE MENTIONED
23 BEFORE. NEXT SLIDE. SOME GOOD NEWS HERE ON THE CUSTOMER
24 SERVICE FRONT, MONTHLY CALL VOLUME DECLINED FOR MORE THAN
25 40,000 CALLS IN JANUARY TO JUST UNDER 30,000 CALLS BY MAY.



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1 ALSO, A CALL CENTER PERFORMANCE HAS IMPROVED CONSISTENTLY AND
2 MEANINGFULLY WITH THE AVERAGE CUSTOMER WAIT TIMES REDUCED
3 BETWEEN 4 AND 7 MINUTES OVER THE LAST COUPLE OF MONTH WHICH IS
4 A VAST IMPROVEMENT FROM WHAT WE SAW IN THE EARLY DAYS. WE'VE
5 ALSO -- WE'RE WORKING CLOSELY WITH CUSTOMER SERVICE VENDOR WSP
6 TO ADDRESS ISSUES INCLUDING ABANDONED CALLS AND TRYING TO GET
7 THE CUSTOMERS THEIR ANSWERS TO THEIR QUESTIONS IN A FASTER
8 MANNER. NOW ANGUS WILL DISCUSS THE PREREQUISITES FOR THE START
9 OF BULK MIGRATION, THE NEXT STEPS FOR THE CLIPPER PROGRAM AND
10 THE REQUEST FOR THE CONTRACT ACTION ON THE LEGACY CLIPPER
11 CONTRACT. ANGUS

12

13 **SPEAKER:** THANKS, JASON. GOOD AFTERNOON, COMMISSIONER. I'M THE
14 ASSISTANT DIRECTOR FOR CLIPPER DEVELOPMENT AND BUDGET MTC. AS
15 JASON JUST MENTIONED, 1.8 MILLION CLIPPER CARDS HAVE BEEN
16 MIGRATED TO THE NEW -- PRIMARILY THROUGH ON-DEMAND MIGRATION
17 WHICH HAPPENS WHEN A CUSTOMER ACCESSES THEIR ACCOUNT EITHER
18 ONLINE OR BY PHONE. WHILE THESE CARDS REPRESENT NEARLY HALF OF
19 ALL ACTIVE RIDERS, THERE ARE STILL ANOTHER 13 MILLION CARDS
20 THAT WE'RE PLANNING TO MIGRATE, THAT WE NEED TO MIGRATE TO
21 COMPLETE TRANSITION TO THE NEW SYSTEM. THE NEXT MAJOR
22 MILESTONE FOR THIS TRANSITION IS STARTING THE BULK MIGRATION
23 THAT JASON MENTION THE. THIS IS MIGRATING CARDS AND ACCOUNTS
24 THROUGH A BACKGROUND PROCESS IN WHICH THEY'RE TAKEN FROM C1 TO
25 THE C2 BACK-OFFICE AND THEN THAT WILL ALLOW US TO START



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1 CLOSING OUT THE C1. THIS BULK MIGRATION WAS ORIGINALLY PLANNED
2 TO START MID-DECEMBER, SHORTLY AFTER OUR C2 LAUNCH BUT HAS
3 BEEN ON HOLD. MTC AND TRANSIT OPERATE VERIFIES ESTABLISHED
4 CONDITIONS FOR REQUISITES TO START THE BULK MIGRATION WHICH
5 INCLUDES THE ONES SHOWN ON THIS SLIDE HERE THAT REMAIN TO BE
6 MET. THE MOST CRITICAL ONE AT THE TOP IS DEMONSTRATING THE
7 SYSTEM'S STABILITY AND CAPACITY TO HANDLE THE INCREASED LOAD
8 OF PROCESSING ACCOUNT MIGRATIONS AND ACCOUNT-BASED FARE
9 TRANSACTIONS. WHILE LIMITED BULK MIGRATION LAUNCH IS
10 SUCCESSFUL AND ONGOING TO ADDRESS OPERATIONAL NEEDS, THERE
11 HAVE BEEN OUTAGES OF CLIPPER VENDING MACHINES, THE CLIPPER
12 WEBSITE AND APP, AND CUSTOMER SERVICE CENTER SYSTEMS. WHILE
13 THESE OUTAGES HAVE NOT AFFECTED THE ABILITY FOR CUSTOMERS TO
14 TAP A CLIPPER CARD OR BANK CARD TO PAY FOR TRANSITS THEY HAVE
15 RESULTED IN ISSUES PURCHASING VALUED CLIPPER CARDS WHICH CAN
16 HAVE SIGNIFICANT IMPACTS NOT JUST TO CUSTOMERS BUT OPERATOR
17 FRONT LINE STAFF. CUBIC CONTINUES TO WORK IN ADDRESSING THESE
18 ISSUES BUT WITH TWO OUTAGES JUST THIS LAST WEEK, CUBIC -- THE
19 TIMELINE FOR ACHIEVING A REQUIRED 30-DAY STABILITY PERIOD IS
20 NOW AT LEAST ANOTHER MONTH OUT. SOME OF THE OTHER KEY
21 PREREQUISITES SHOWN HERE ARE DEPENDENT ON FIXES AND RECENT AND
22 UPCOMING CUBAN ASSISTANT DEPLOYMENTS. THIS INCLUDE BACK-OFF
23 DESCRIPTION FIXES. UPDATED SOFTWARE TO ADDRESS ONGOING ISSUES
24 WITH FARE INSPECTION DEVICES. DOCUMENTATION OF SETTLEMENT
25 PROCESS AND RESOLUTION BY CUBIC OF CRITICAL ISSUES IMPACTING



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1 CRITICAL CUSTOMER SERVICE CENTER OPERATIONS. NEXT SLIDE,
2 PLEASE. OUR FOCUS OVER THE NEXT SMONT TO VERIFY THE REMAINING
3 DEPLOYMENTS TO ENSURE THAT ALL CRITICAL ISSUES ARE ADDRESSED
4 AND WE CONTINUE TO PRIORITIZE FIXES FOR ISSUES WITH THE
5 GREATEST IMPACT ON CUSTOMERS AND OPERATOR FRONT LINE STAFF. WE
6 ARE ALSO WORKING CLOSELY WITH CUBIC ON THE EFFORT TO ENSURE
7 SYSTEMS STABILITY PARTICULARLY WITH WORLD CUP EVENTS ALREADY
8 UNDERWAY THIS MONTH. AS WE PREPARE FOR BULK MIGRATION, WE
9 CONTINUE REGULAR UPDATES TO CLIPPER EXEC BOARD ON CUBIC'S
10 PROGRESS TOWARDS BULK MIGRATION READINESS AND RAMP UP
11 MIGRATION ONCE THIS READINESS IS CONFIRMED. FINALLY, AS ANDY
12 MENTIONED IN HIS OPENING REMARKS, MTC PLANS TO UNDERTAKE A
13 POST LITERARY REVIEW BUT ONLY AFTER WE'VE DELIVERED A STABLE
14 MIGRATION SYSTEM FOR CLIPPER'S REGIONAL TRANSIT RIDERS. SO ON
15 TODAY'S CONSENT CALENDAR ARE SEVERAL CONTRACT ITEMS FOR
16 ONGOING OPERATIONS IN THE NEXT GENERATION CLIPPER SYSTEM. THE
17 CONTRACT ACTION FOR YOUR APPROVAL IN THIS ITEM IS FOR
18 CONTINUING O AND M OF THE LEGACY C1 CLIPPER SYSTEM AS A
19 COMPLETE TRANSITION OF CUSTOMERS TO THE NEXT GENERATION
20 SYSTEM. THIS WAS CURRENTLY EXPECTED IN THIS CURRENT FISCAL
21 YEAR WITH ALL OF THE CUSTOMERS MIGRATED TO THE C2 SYSTEM BUT
22 WITH THE DELAY OF MIGRATION WE NEED TO CONTINUE THE O AND M
23 SYSTEM WE CAN CONTINUE PROCESSING FARE PAYS WHOSE CARDS HAVE
24 NOT YET MIGRATED. THIS AMENDMENT FOR YOUR APPROVAL HERE WILL
25 CONTINUE THE PREVIOUSLY NEGOTIATED TERMS IN WHICH THERE'S A



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1 PHASE REDUCTION IN FEES DURING C1 SYSTEM RAMP-DOWN. SINCE THE
2 START OF CUSTOMER TRANSITION LAST DECEMBER WE HAVE BEEN IN
3 PHASE 2 SHOWN HERE OF THIS RAMP-DOWN PAYING A REDUCED O AND M
4 FEE. THIS AMOUNT WILL CONTINUE TO RAMP DOWN FURTHER AS
5 MIGRATION PROCEEDS AND AS WE SHIFT MORE FOR PAYMENT AND CREDIT
6 CARD DEBT PROCESSING TO THE NEW C2 SYSTEM AND WILL MOVE INTO
7 PHASE 3 IN WHICH ALL CUSTOMERS ARE MIGRATED AND WE START TO
8 CLOSE OUT THE C1 SYSTEM. WE HAVE BUDGETED 3.1 MILLION FOR THIS
9 O AND M EXTENSION TO ACCOMMODATE THE TRANSITIONED TIMELINE
10 REVIEWED WITH EXECUTIVE ORDER WHICH IS THREE MONTHS OF BULK
11 MIGRATION FOLLOWED BY A THREE-MONTH SYSTEM CLOSE-OUT PERIOD.
12 WHAT WE'VE ALLOWED IN THIS AMENDMENT FOR A TERM OF NINE MONTHS
13 TO ALLOW FOR A FULL C1 DECOMMISSIONING. IN ITS MEETING ON JUNE
14 1ST, THE CLIPPER EXECUTIVE BOARD APPROVED THIS CONTRACT ACTION
15 AS WELL AS THE FY '26/27 CLIPPER BUDGET WITH THE FUNDING FOR
16 THIS CONTRACT AMENDMENT. ALTHOUGH CLIPPER OPERATING COSTS ARE
17 TYPICALLY SHARED WITH THE MTC AND TRANSIT OPERATORS, MTC WILL
18 BE COVERING THE COST AND BEST TO CONSIDER COST RECOVERY AS
19 PART OF THE CONTRACTUAL UP COMING DISCUSSIONS THAT ANDY
20 REFERENCED AS WELL IN HIS OPENING STATEMENT. THEREFORE CLIPPER
21 STAFF RECOMMENDS THIS COMMITTEE'S APPROVAL OF A CONTRACT
22 CHANGE ORDER AMENDMENT WITH CUBIC AND IN AN AMOUNT NOT TO
23 EXCEED 1.3 MILLION -- 3.1 MILLION. THAT CONCLUDES MY REMARK
24 AND WE'LL BE HAPPY TO TAKE ANY QUESTIONS.

25



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1 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH AND RECOGNIZING
2 THAT WE WILL BE GOING INTO A CLOSED SESSION AT OUR FULL
3 MEETING, I WOULD RECOMMEND THAT WE REALLY FOCUS ON WHAT'S
4 RIGHT BEFORE US BECAUSE WE KNOW THERE ARE SOME LARGER GLOBAL
5 ISSUES THAT WE HOPE TO HAVE RESOLVED. I'M GOING TO START WITH,
6 DO WE HAVE A MOTION AND A SECOND, AND THEN WE'LL GO TO PUBLIC
7 COMMENT AND THEN WE'LL BRING IT BACK TO THE BOARD, THE
8 COMMISSION. DO I HAVE A MOTION?

9

10 **SPEAKER:** I'LL MAKE THAT MOTION, MOLTEN PETERS

11

12 **CHAIR, CANDACE ANDERSEN:** HOW ABOUT A SECOND

13

14 **SPEAKER:** I'LL SECOND IT

15

16 **CHAIR, CANDACE ANDERSEN:** I HAVE A MOTION AND A SECOND. DO WE
17 HAVE PUBLIC COMMENT

18

19 **CLERK, BRITTNY SUTHERLAND:** I'VE RECEIVED NOTHING IN WRITING
20 FOR THIS ITEM AND THERE'S NO ONE IN THE BOARDROOM BUT ONE
21 PERSON IN THE ZOOM SPACE.

22

23 **CHAIR, CANDACE ANDERSEN:** LET'S GO WITH 1 MINUTE BECAUSE WE'RE
24 SHORT ON TIME

25



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1 **CLERK, BRITTNY SUTHERLAND:** WILL DO, ALETA YOU HAVE 1 MINUTE

2

3 **SPEAKER:** HELLO THROUGH THE CHAIR. THIS IS HARD. I RECOGNIZE
4 THOUGH THE COMPLEXITY OF THIS PROJECT, AND THAT IS INHERENT.
5 THIS IS AN ALL HANDS ON DECK MOMENT, AND OUR FOCUS NEEDS TO BE
6 ON THE WORK, AND NOBODY SHOULD BE PICKING ON THE HELP. WE HAVE
7 TO BE CAREFUL WHAT WE HEAR IN THE WORLD. WHEN I HAVE AN ISSUE,
8 I AM ABLE TO ARTICULATE IT, ARCTIC LATE THIS RESPECTFULLY
9 THROUGH THE APPROPRIATE CHANNELS. BUT HOW DO WE GET THIS WORK
10 DONE? I THINK WE WILL GET IT DONE BECAUSE WE HAVE VERY GOOD
11 PEOPLE. BUT THIS IS INHERENTLY VERY DIFFICULT. I ASK THAT
12 NOBODY BE ANXIOUS. I WANT THIS MORE THAN ANYBODY TO WORK, AND
13 CLIPPER HAS WORKED FOR ME WHEN I HAVE USE IT AS FAR AS THE
14 BASICS OF PAYING FARE BUT I ASK THAT EVERYBODY BE ON AN EVEN
15 KEEL WITH THIS AND SUPPORT AND NOT PICK ON THE HELP. THANK
16 YOU.

17

18 **CHAIR, CANDACE ANDERSEN:** THANK YOU. I DO SEE THAT WE HAVE
19 DIANE WITH HER HAND UP. IS THERE ANYONE HERE IN CHAMBERS WHO
20 WISHES TO SPEAK? PLEASE GO AHEAD.

21

22 **SPEAKER:** THANK YOU, SO I UNDERSTAND THIS ACTION IS REALLY A
23 TRIAGE TO HELP GET US THROUGH THIS PERIOD, I JUST WANTED TO
24 ASK IN TERMS OF ADDITIONAL TRIAGE, MY UNDERSTANDING IS THAT
25 CUBIC IS APPLYING ALL OF THE AVAILABLE, CAPABLE RESOURCES THEY



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1 HAVE, OUR MTC STAFF IS TO GET SAME. DO WE HAVE AN OPTION OF
2 BRINGING IN THIRD-PARTY RESOURCES TO HELP US WITH THE
3 TRANSITION?

4

5 **SPEAKER:** MAYBE I'LL TRY THAT ONE. I THINK WE HAVE YOU WILL OF
6 A THE THIRD-PARTY RESOURCES WE NEED AND HAVE SUPPORT IN ALL
7 DIFFERENT KINDS OF TECHNICAL AREAS. I DON'T THINK RESOURCE ON
8 OUR SIDE IS A PROBLEM AND WE HAVE SEEN QUITE A BIT OF SUPPORT
9 FROM THE CUBIC SIDE, ALTHOUGH, WE KEEP PRESSURING THEM FOR
10 ASSISTANCE AT ALL LEVELS.. IF WE HAVE ALL OF THE RESOURCES WE
11 NEED, WHY DO WE KEEP HAVING MORE AND MORE DELAYS?

12

13 **SPEAKER:** I THINK, COMMISSIONER, AS A LOT OF US KNOW IN THESE
14 BIG CONTRACTS THAT ARE HIGHLY TECHNICAL, THE WORK IS BEING
15 DONE BY CUBIC. WE'RE NOT DOING THE SOFTWARE CODING. EACH
16 OPERATORS OWN THEIR OWN FARE COLLECTION SYSTEM ONCE IT GETS
17 PAST THE CLIPPER AREA. THERE'S A LOT OF INTERFACE AND A LOT OF
18 INDIVIDUAL PARTS AND PIECES.

19

20 **PAT BURT:** THANK YOU.

21

22 **CHAIR, CANDACE ANDERSEN:** THANK YOU. PLEASE GO AHEAD

23

24 **SPEAKER:** A QUESTION AND FOR FOLLOW-UP PERHAPS NEXT MONTH OR AT
25 COMMISSION MEETING OR CLOSED SESSION. BECAUSE WE DO HAVE SUCH



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1 A LARGE SYSTEM WITH ALL OF THE DIFFERENT OPERATORS, I WONDER
2 IF IT'S POSSIBLE FOR US TO UNDERSTAND A LITTLE MORE OF A
3 BREAKDOWN OF WHAT -- WHERE THE ISSUES ARE AND FOR WHICH
4 OPERATOR. AND THAT MAYBE IT WOULD BE REALISTIC TO CONSIDER
5 PHASING IN CLIPPER 2, DEPENDING ON THE MAGNITUDE OF THE ISSUES
6 BY OPERATOR. BUT I THINK TO COMMISSIONER BURT'S POINT, IT
7 SEEMS A LITTLE AMORPHOUS TO THE COMMISSION'S VIEW. AND IF IT'S
8 POSSIBLE, AGAIN, JUST TO BREAK IT DOWN, WHAT ARE THE BIG
9 PROBLEMS, WHO'S HAVING THEM, AND WHAT'S THE TIMELINE, THAT
10 MIGHT HELP US UNDERSTAND WHAT'S INVOLVED AND HOW THE RESOURCES
11 THAT WE HAVE ARE BEING DEPLOYED. ANYWAY, THAT'S A QUESTION FOR
12 A RESPONSE LATER.

13

14 **CHAIR, CANDACE ANDERSEN:** THANK YOU. I APPRECIATE IT.

15 COMMISSIONER LI

16

17 **SPEAKER:** YES. I WAS WONDERING ABOUT AN UNPAID BILL THAT CAUSE
18 YOU SOME OUTAGES. IT MADE US INOPERABLE FOR OVER A DAY. IS
19 THAT INCLUDED IN THE ACTION TODAY IN TERMS OF THE ADDITIONAL
20 COSTS? LIKE HOW ARE YOU MAKING SURE THAT WE DON'T KEEP SORT OF
21 SHOOTING OURSELVES IN THE FOOT HERE?

22

23 **SPEAKER:** SO -- WELL, YES, THAT DID HAPPEN. OBVIOUSLY, WE ARE
24 IN CONSTANT CONTACT WITH CUBIC ABOUT REASSURING THAT INSTANCES
25 LIKE THAT DON'T OCCUR. YOU KNOW, INITIALLY STARTED AS WHAT



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1 LOOKED LIKE TO US A TECHNICAL PROBLEM AND THEN AS THEY TRIAGED
2 IT MORE TURNED OUT TO BE THIS BILLING ISSUE. BUT I THINK THAT
3 THAT HAS NOTHING TO DO NECESSARILY WITH THE CONTRACT THAT'S
4 BEFORE YOU TODAY. IT REALLY JUST HAS TO DO WITH THE OVERALL
5 STABILITY. SO I THINK, YOU KNOW, THERE'S NO EXCUSE FOR THAT
6 TYPE OF THING. CUBIC HAS OWNED IT. AND WE HAVE TO JUST TRUST
7 THAT BETWEEN US, COMMUNICATING WITH EACH OTHER, THAT THAT WILL
8 NOT EVER HAPPEN AGAIN

9

10 **SPEAKER:** I'LL MAKE A BRIEF COMMENT ON THIS, I MEAN, I THINK
11 BART'S GENERAL MANAGER HAS USED HIS WORDS VERY COLORFULLY
12 ALREADY ABOUT THE SITUATION. BART'S RIDERSHIP, WE ARE FAR
13 SURPASSING OUR BUDGET. YOU KNOW, FOR YOU ALL TO KNOW, WE ARE
14 PAYING NEW RIDERSHIP HIGHS LITERALLY EVERY SINGLE DAY. WE KNOW
15 PRIDE IS COMING. WE KNOW WE'RE HOSTING THE WORLD CUP, MEN'S
16 WORLD CUP, LIKE THE BIGGEST EVENT IN THE WORLD. AND WE KNOW
17 HOW CRITICAL TRANSIT IS TO MAKE THESE REALLY FUN THINGS
18 POSSIBLE. I JUST FEEL LIKE WE HAVE TRIED THROWING MONEY AT
19 PROBLEM, WHICH IS WHAT YOU'RE ALL SORT OF BEING ASKED TO DO
20 TODAY. WE HAVE TRIED THE YELLING APPROACH. I CAN SAY BOB
21 POWERS CERTAINLY HAS TRIED THAT ONE. WE HAVE TRIED IN THESE
22 MEETINGS. WE HAVE TRIED BRINGING THIRD PARTY IN. WE HAVE TRIED
23 LITLA HOPES AND PRAYERS AND I'M NOT SURE AT WHAT POINT THINGS
24 WILL CHANGE. AND I KNOW THAT YOU ALL UNDERSTAND THAT AS
25 COMMISSIONERS. I KNOW YOU ALL UNDERSTAND THAT AS STAFF AT MTC.



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1 BUT I FEEL LIKE WE HAVE THROWN EVERYTHING AT THIS CUBIC
2 PROBLEM, AND IT IS NOT FIXING THE PROBLEM AT THE END OF THE
3 DAY FOR OUR RIDERS. SO, YOU KNOW, GOD'S SPEED, YOU KNOW. DO
4 WHAT YOU NEED TO DO, BUT I'M GLAD TO HEAR THAT YOU HAVE CLOSE
5 SESSIONS COMING UP AND THAT YOU ALL AS COMMISSIONERS ARE
6 TAKING THIS ISSUE VERY SERIOUSLY BECAUSE REALLY WE ARE DEEPLY
7 FEELING THE IMPACT ON THE TRANSPARATION SIDE

8

9 **SPEAKER:** AND YOU'RE NOT LON. ALL OF OUR TRANSIT OPERATORS ARE,
10 AND I THINK EVERY SINGLE MEMBER OF MTC COMMISSION IS FEELING
11 EXTREME DEEP FRUSTRATION FOR THE VERY REASONS THAT YOU CITE,
12 WHAT WE HAVE TRIED EVERYTHING. SO WE WILL PROCEED. ANYONE ELSE
13 WISH TO COMMENT? YES, GO AHEAD COMMISSIONER PAP PAN

14

15 **SPEAKER:** YES, THANKS VERY MUCH. THIS IS COMING TO THE FULL
16 COMMISSION AT END OF THE MONTH HERE, I THINK IN MOVING FORWARD
17 HERE WE NEED TO BE COMPLETELY TRANSPARENT AND ACCOUNTABLE. I
18 HOPE WE ARE NOT LOCKING OURSELVES INTO SOMETHING THAT THE FULL
19 COMMISSION IS GOING TO BE EVALUATING. SO THERE NEEDS TO BE
20 BUILT-IN FLEXIBILITY IN WHATEVER ACTIONS ARE TAKEN TODAY SO
21 THAT IF THERE NEEDS TO BE AN OPTION B THAT CAN BE VALLEYED
22 TOO. SO LET'S NOT PULL A TRIGGER HERE WHERE WE ARE GETTING
23 DEEPER INTO SOMETHING THAT MAY OR MAY NOT BE WORKING HERE. AS
24 FAR AS ACCOUNTABILITY, I HAVE TO SAY ON YOUR CALL CENTER
25 RESULTS, I'M GONNA HAVE TO DISAGREE. I WAS ON HOLD FOR



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1 SYNONYMS CALLING IN -- 16 MINUTES. I WILL SAY IT'S A POLITE
2 HOLD. IN OTHER WORDS, YOU CAN PUSH A BUTTON, AND THEY'LL CALL
3 YOU BACK. BUT IT WAS 16 MINUTES. NOT 4 TO 5., SO PLEASE, WE
4 NEED, TO AGAIN, BE TRANSPARENT IN EVERYTHING HERE AND
5 ACCOUNTABLE. SO LET'S -- IF WE TAKE -- THIS BODY TAKES AN
6 ACTION TODAY, LET'S MAKE SURE THAT IT HAS BUILT-IN FLEXIBILITY
7 TO -- FOR THE ENTIRE COMMISSION TO EVALUATE MOVING FORWARD
8 HERE, AND YOU'RE NOT GOING TO SAY TO THE COMMISSION, OH, WE
9 JUST LOCKED IN A WHOLE BUNCH OF DIFFERENT CONTRACTS HERE AND
10 NOW WE'RE STUCK. SO I WOULD ASK THAT WE HAVE THAT AMEND IN ONE
11 WAY, SHAPE OR FORM OR JUST TO ENSURE THAT WE ARE DOING THE
12 RIGHT THING AND THAT WE ARE SERVING AS ANDY NOTED A WHOLE
13 ENTIRE COMMUNITY, THE RIDERS AND THE OPERATORS. THANK YOU.

14

15 **CHAIR, CANDACE ANDERSEN:** COMMISSIONER BURT IS LEAVING. WE'RE
16 GOING TO DEPUTIZE COMMISSIONER NOACK AND WE HAVE A HARD STOP
17 AT 1:30 FOR HER AND I THINK ALL OF US HAVE OTHER PLACES TO BE.
18 SO JUST THROWING THAT OUT THERE. I'M GOING TO QUICKLY GO TO
19 OUR ONLINE PARTICIPATES, WHO -- AND DIANE, YOU'VE BEEN VERY
20 PATIENT. LET'S GO WITH YOU, AND THEN MARILYN WE'LL GO WITH
21 YOU. COMMISSIONER SHAH, AND THEN COMMISSIONER ASHCRAFT, AND
22 THEN IF COMMISSIONER MATCH BURN WANTS TO SAY SOMETHING TOO,
23 WE'LL HAVE YOU ALSO. SO PLEASE GO AHEAD.

24

25 **DIANE SHAW:** THANK YOU, AND I APOLOGIZE THIS MIGHT TAKE A



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1 MINUTE BECAUSE I DO WANT TO MAKE A GENERAL COMMENT BUT BEFORE
2 I DO, I ALSO WANT TO, YOU KNOW, THANK EXECUTIVE FRAMIR FOR HIS
3 LEADERSHIP AND ENGAGING MTC LEADERSHIP ON THIS TOPIC AS I KNOW
4 WE SHARE A LOT OF SIMILAR THOUGHTS. IT'S VERY MUCH APPRECIATED
5 AND VERY MUCH APPRECIATED ALL OF WHAT THE STAFF DOES AND IS
6 DOING TO TRY TO BRING THIS TO FRUITION. YOU KNOW, AS AN IT
7 PROFESSIONAL, I KNOW WHAT IT TAKES TO DO THESE PROJECTS, AND
8 IT'S NOT EASY. BUT I ALSO FEEL COMPELLED TO ADDRESS WHAT CAN
9 ONLY BE CALLED A CRITICAL FAILURE WITH THE CLIPPER SYSTEM. ITS
10 IMPACT ON OUR TRANSIT DISTRICT AND RIDERS IS REAL, IMMEDIATE,
11 AND FRANKLY THREATENING TO OUR FISCAL RECOVERY. MY COLLEAGUES
12 MUST UNDERSTAND THIS IS NOT JUST A TECHNOLOGY FAILURE BUT A
13 FAILURE THAT COULD HAVE LASTING CONSEQUENCES FOR THE FUTURE OF
14 BAY AREA PUBLIC TRANSIT. TO REMIND US ALL, THE ORIGINAL
15 CONTRACT FOR THE SYSTEM WAS ESTABLISHED IN 2018 WITH AN
16 ANTICIPATED IMPLEMENTATION IN 2021. HOWEVER, DUE TO A LOT OF
17 DIFFERENT CHALLENGES LIKE COVID-19 AND THEN WE HAD SO LEGAL
18 BOTTLENECKS AND OTHER ENGINEERING THINGS, THE TIMELINE WAS
19 PUSHED BACK TO 2024 AND THEN EVENTUALLY, ULTIMATELY WENT LIVE
20 IN DECEMBER OF 2025. THE COST TIED TO THIS DELAY ARE
21 STAGGERING. BY MY ESTIMATE IN 2025 WE'VE SPENT MORE THAN \$16
22 MILLION JUST TO KEEP THE EXISTING SYSTEM RUNNING AND ANOTHER
23 \$3 MILLION TODAY. THESE DOLLARS SHOULD HAVE BEEN INVESTED IN
24 IMPROVING TRANSIT SERVICE, NOT MAINTAINING A PROJECT THAT HAS
25 FAILED TO DELIVER ITS PROMISE. EVERY DOLLAR WASTED ON



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1 INEFFICIENCY IS A DOLLAR TAKEN FROM TRANSIT AGENCIES ALREADY
2 FIGHTING TO PRESERVE BUS AND TRAIN SERVICE. MAKE NO MISTAKE,
3 WITH THE FISCAL CRISIS FACING US, MOST BAY AREA TRANSIT
4 AGENCIES, WE CANNOT AFFORD THIS FAILURE. SOMETHING ELSE WE
5 CANNOT AFFORD IS THE IMPACT ON FRONT LINE EMPLOYEES AS WAS
6 MENTIONED. OUR BUS OPERATORS ARE ALREADY NAVIGATING
7 INCREASINGLY CONGESTED ROADWAYS AND ALL TOO OFTEN DISRUPTIVE
8 OR CONFRONTATIONAL RIDER BEHAVIOR. UNRELIABLE FARE SYSTEM
9 PLAGUED BY OUTAGES ONLY HEIGHTENS THOSE ISSUES AND MAKES THE
10 JOB HARDER. OUR ONGOING COSTS ARE EXPECTED TO GO FROM \$1
11 MILLION TO \$2 MILLION ONCE THE NEW SYSTEM IS IN PLACE. AGAIN,
12 THESE DOLLARS ARE TAKEN AWAY FROM THE SERVICE MORE THAN 3
13 MILLION RIDERS DEPEND ON EVERY MONTH. AND LET'S NOT FORGET THE
14 DELAYS AND DEPLOYING PROMISE ENHANCEMENTS LIKE FREE TRANSFERS.
15 RIDERS ARE EAST BAY COMMUNITIES ARE MORE THAN HALF OURNESS
16 TRAITY DEPEND VENT BEEN KEPT WAITING AND MISSING OUT ON
17 IMPROVEMENTS THAT COULD GREATLY ENHANCE THEIR EXPERIENCE. EVER
18 DAY WITHOUT THESE PROMISED FEATURES, IT'S ANOTHER DAY THAT
19 UNDERMINES THE TRUST OUR RIDERS PLACE IN US. IN FACT, AS WE
20 LOOK FORWARD TOWARDS THE POTENTIAL REGIONAL BALLOT MEASURE IN
21 NOVEMBER, ONE BUILT ON COMMITMENTS OF GREATER OPERATIONAL
22 EFFICIENCY, EARNING THE TRUST OF OUR RIDERS AND COMMUNICATIONS
23 IS IMPERATIVE -- AND COMMUNITIES IS IN IMPERATIVE. I'D LIKE TO
24 COMMEND THE MTC STAFF FOR THE INITIAL STEP THAT THEY TOOK THIS
25 WEEK WITH CUBIC TO OUTLINE MTC'S POSITION. THEY'RE NOT JUST



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1 TECHNICAL ISSUES, THEY DEMONSTRATE A SERIOUS LACK OF
2 ACCOUNTABILITY THAT WE CANNOT ALLOW TO CONTINUE. OUR RIDERS
3 DESERVE BETTER AS DIRECTOR FRAMIR SAID. THEY DEPEND ON OUR
4 SERVICE AND PLACE THEIR TRUST IN US EVERY DAY. INSTEAD,
5 THEY'VE BEEN MET WITH FARE PAYMENT DISRUPTIONS, INCONSISTENT
6 PERFORMANCE AND ACCOUNT BALANCES THEY CANNOT ALWAYS RELY ON.
7 WHEN EVERY DOLLAR COUNTS, KNOWING WHAT'S IN YOUR ACCOUNT CAN
8 MEAN THE DIFFERENCE BETWEEN GETTING A MEAL THAT DAY ARE
9 GETTING HOME. THE SITUATION IS UNSUSTAINABLE. WE MUST RESTORE
10 CONFIDENCE IN THE FARE PAYMENT SYSTEM AND WORK COLLECTIVELY TO
11 REBUILD TRUST IN OUR PARTNERSHIP WITH CUBIC. I URGE MTC TO
12 CONTINUE TO OBTAIN AND GET A CLEAR AND APPREHENSIVE SCHEDULE
13 FOR COMPLETING ALL OUTSTANDING PREREQUISITES FROM CUBIC. WE
14 NEED TO SEE REAL TANG BE IMPROVEMENTS, NOT JUST PROMISES. WE
15 OWE IT TO OUR ISLANDERS AND FRONT LINE WORKFORCE TO DEMAND
16 ACCOUNTABILITY AND ENSURE THAT WE ARE TRULY SERVING THE NEEDS
17 OF OUR COMMUNITY. THE INTEGRITY AND I WOULD ARGUE THE FUTURE
18 OF BAY AREA OR PUBLIC TRANSIT DEPENDS ON GETTING THIS RIGHT.
19 THANK YOU.

20

21 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH. COMMISSIONER
22 MARILYN IZZY ASHCRAFT

23

24 **MARILYN EZZY ASHCRAFT:** THANK YOU. I AGREE WITH WHAT EVERYONE
25 HAS SAID UP UNTIL NOW. THERE IS A SLIDE THAT REFERENCED THE



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1 FIFA2026 IS STARTING. IT HAS STARTED. AND WE'LL BE MOVING MANY
2 THOUSANDS OF PEOPLE AROUND THE BAY AREA ON PUBLIC TRANSIT AND
3 THERE WAS A REFERENCE TO MONITORING TO ENSURE STABILITY DURING
4 FIFA WORLD CUP EVENTS. WHAT DOES THAT MEAN AND HOW ARE WE
5 GOING TO HELP THESE RIDERS WHO ARE COMING FROM ALL OVERNIGHT
6 WORLD AND USING TRANSIT TO GET -- DOWN TO LEVI STADIUM FOR THE
7 MATCHES? CAN YOU GIVE -- SOMEONE GIVE ME MORE INFORMATION?
8 BECAUSE MONITORING SUGGEST SOMETHING RATHER PASSIVE, JUST
9 WATCHING TO SEE HOW BAD A TRAIN WRECK -- SHOULDN'T USE THAT
10 ANALOGY, BUT HOW BAD IS THE SITUATION, BUT PEOPLE WILL NEED
11 HELP AND WILL NEED HELP IN REAL-TIME. MIGHT NOT BE NATIVE
12 ENGLISH SPEAKERS. I'D LOVE SOME INFORMATION ON THAT. THANK
13 YOU.

14

15 **CHAIR, CANDACE ANDERSEN:** OKAY. ALIX, WHY DON'T YOU GO AHEAD

16

17 **SPEAKER:** THANK YOU. I THINK PART OF WHAT YOU SAID AT END, I
18 THINK, PARTLY IS PROBABLY THE RESPONSIBILITY AND EACH OPERATOR
19 IS PREPARED TO, YOU KNOW, MEET AND GREET ALL CUSTOMERS. BUT I
20 WILL SAY ONE THING THAT IS REALLY GOOD NEWS FOR FIFA IS THAT
21 OPEN PAYMENTS IS AVAILABLE ON ALL SYSTEMS. IT IS WORKING VERY
22 WELL. AND SO I THINK PEOPLE WHO COME TO THE BAY AREA, YOU
23 KNOW, WHO SEE THE SIGN THAT THEY CAN USE ANY OF THEIR CREDIT
24 CARDS, I THINK THAT'S VERY HELPFUL FOR THEM TO MOVE AROUND.
25 THE OTHER THING THAT WAS NEGLIGENT THAT SLIDE 8 WAS JUST THE



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1 CUBIC HAS SOMETHING CALLED HYPERCARE, WHICH, AGAIN, IS SORT OF
2 LIKE A HEIGHTENED, YOU KNOW, MONITORING OF THE SYSTEM.
3 OBVIOUSLY WE ALL MONITOR THE SYSTEM ANYWAYS BUT THIS IS SORT
4 OF JUST A HEIGHTENED AMOUNT OF, YOU KNOW, EVERY 24/7
5 MONITORING TO TRY TO MAKE SURE THAT WE HAVE THE SYSTEM
6 STABILITY THAT WE NEED IN THE CASE OF THESE LARGE EVENTS.

7

8 **CHAIR, CANDACE ANDERSEN:** THANK YOU. DOES THAT ANSWER YOUR
9 QUESTION, COMMISSIONER? OKAY. AND LAST BUT NOT LEAST, UNLESS
10 SOMEONE FROM HERE HAS A NEW QUESTION, COMMISSIONER MASHBURN.
11 PLEASE GO AHEAD.

12

13 **V. CHAIR, MITCH MASHBURN:** THANK YOU. I'M GOING TO BE THE BAD
14 COP IN THE ROOM BECAUSE THAT'S USUALLY WHAT I DO ANYWAY, AND
15 SO I JUST WANT TO THROW THIS OUT THERE FOR CUBIC, AND I WANT
16 TO ASK STAFF, IS THERE ANY CLAUSE IN THEIR CONTRACT WITH THESE
17 FOLKS OR ANY OF THESE MINI CONTRACTS WITH THESE FOLKS THAT
18 SAYS, HEY, IF YOU DON'T PRODUCE AND IF YOU DON'T MEET
19 MILESTONES, YOU GOTTA PAY US? IT'S LIKE TAKE MONEY AND PILING
20 IT IN THE BOARDROOM AND LIGHTING IT ON FIRE

21

22 **CHAIR, CANDACE ANDERSEN:** WE'LL BE HAVING A DISCUSSION IN
23 CLOUDS SESSION ABOUT SOME OF THOSE OPTIONS. AT THIS POINT,
24 COULD I RECOMMEND YOU DEFER UNTIL NEXT WEEK OR TO WEEKS FROM
25 NOW WHEN WE HAVE THAT DISCUSSION?



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1

2 **V. CHAIR, MITCH MASHBURN:** I CAN DEFER IT BUT I WANT THE PUBLIC
3 THROUGHOUT TO KNOW THAT THERE'S PEOPLE HERE WILLING TO PUT
4 THEIR BOOT IN THEIR BACKSIDE BECAUSE THEY AREN'T GETTING IT
5 DONE AND WE'RE SPENDING THE PUBLIC'S MONEY. WE CAN TALK ABOUT
6 IT IN CLOSED SESSION BUT CUBIC NEEDS TO GET THE MESSAGE AND
7 KNOW THERE ARE PEOPLE 60 UP HERE WHO ARE TIRED OF THIS AND
8 THEY'RE DONE. SO NONE OF THAT IS REALLY DIRECTED AT OUR STAFF.
9 THAT'S AT OUR CONTRACTOR. I WANT TO MAKE SURE THEY'RE HEARING
10 IT LOUD AND CLEAR

11

12 **CHAIR, CANDACE ANDERSEN:** OKAY. THANK YOU. WE GOT THE BOOT. WE
13 GOT IT. APPRECIATE THAT. ANY OTHER COMMENTS? WE DO HAVE A
14 MOTION AND A SECOND. AND COMMISSIONER PAP PAN, I WASN'T
15 ENTIRELY SURE WHAT YOU WERE SUGGESTING YOU WANTED TO SEE
16 AMENDED WITH THIS MOTION PAPS WE MUST HAVE SOME SORT OF
17 FLEXIBILITY. WE HAVEN'T RESOLVED OR WE'RE GOING TO BE
18 DISCUSSING CUBIC BUT IF THERE IS AN OPTION B, THAT THEY SHOULD
19 BE OPEN TO THAT. IN OTHER WORDS, I DON'T WANT US GETTING INTO
20 NEW CONTRACTS WHERE IT DOESN'T ALLOW FOR OPTION B.

21

22 **CHAIR, CANDACE ANDERSEN:** THESE ARE THE EXISTING CONTRACTS
23 ESSENTIALLY THAT WE'RE EXTENDING BECAUSE WE DON'T HAVE IT IN
24 PLACE, AND I THINK ANY CONCERN ABOUT NON-PERFORMANCE AGAIN CAN
25 BE DISCUSSED --



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1

2 **SPEAKER:** OH, IT WILL BE, YES. I UNDERSTAND THAT

3

4 **CHAIR, CANDACE ANDERSEN:** BECAUSE THESE AREN'T NEW THINGS WE'RE
5 ENTERING. THESE ARE THE EXISTING CONTRACTS THAT WE'RE JUST
6 TRYING TO EXTEND

7

8 **SPEAKER:** YOU HAVE IT RIGHT. I THINK COMMISSIONER PAPPEN THIS
9 GIVES YOU THE MOST FLEXIBILITY YOU COULD HAVE, ABSOLUTELY PAPS
10 THANK YOU

11

12 **CHAIR, CANDACE ANDERSEN:** CAN WE PLEASE TAKE A ROLL CALL VOTE
13 ON THIS

14

15 **CLERK, BRITTNY SUTHERLAND:** ABSOLUTELY. THANK YOU. [CALLING
16 ROLL] BRETZ MOTION DOES PASS UNANIMOUSLY BY ALL MEMBERS
17 PRESENT.

18

19 **CHAIR, CANDACE ANDERSEN:** ALSO PETERS BECAUSE SHE'S SUBBING IN
20 AS PART OUR QUORUM

21

22 **CLERK, BRITTNY SUTHERLAND:** THANK YOU.

23

24 **CHAIR, CANDACE ANDERSEN:** I THINK WE'RE OKAY AND NOW WE'RE
25 GOING TO MOVE BACK TO AGENDA ITEM 2, OUR CONSENT CALENDAR.



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1 AGENDA ITEM 2 INCLUDES 2A THROUGH 2G. DO I HAVE A MOTION FOR
2 THE CONSENT CALENDAR? A MOTION TO APPROVE THE CONSENT
3 CALENDAR?

4

5 **SPEAKER:** SO MOVED

6

7 **CHAIR, EDDIE AHN:** SECOND

8

9 **CHAIR, CANDACE ANDERSEN:** I HAVE A MOTION AND A SECOND. ARE
10 THERE ANY COMMITTEE MEMBERS WHO WANT TO COMMENT ON THIS
11 ANYTHING ON THE CONSENT CALENDAR? NOT SEEING ANY -- I'M SO
12 SORRY, DIANE. IN OUR SOOL SPACE, YES, PLEASE GO AHEAD AND
13 YOU'D LIKE TO COMMENT ON ANY OF THOSE

14

15 **DIANE SHAW:** YEAH, I JUST HAVE A COMMENT BECAUSE I TOTALLY
16 AGREE WITH MOVING FORWARD BUT ONE OF THE THINGS ON 2B WOULD BE
17 THE CONTRACT TO CONTINUE TO PROVIDE SUPPORT TO PEOPLE LIKE
18 WAGE WORKS AND STUFF. LIKE I SAID, I REALLY SUPPORT THAT. WHAT
19 I WAS HOPING THOUGH IN THE FUTURE IS THAT MAYBE STAFF COULD
20 PUT SOME METRICS IN THERE THAT TALK ABOUT HOW MANY PEOPLE WERE
21 ACTUALLY HELPING AS PART THAT AND HOW MANY NEW PEOPLE ARE THEY
22 GETTING ON THE SYSTEM OR HOW MANY NEW, WHATEVER IT IS THAT
23 THEY'RE WORKING WITH, YOU KNOW, A LOT OF THAT IS DIRECT
24 BENEFITS TO THE PEOPLE AND HOW MANY ARE THEY GETTING IN
25 INDIRECT BENEFITS, THAT KIND OF THING. I THINK IT WOULD BE



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1 GOOD NOT ONLY TO SEE THE INITIAL ONE BUT GOING FORWARD WITH
2 THE PROGRESS THAT WE'RE MAKING AND GETTING MORE AND MORE
3 PEOPLE ON CLIPPER. THANK YOU

4

5 **CHAIR, CANDACE ANDERSEN:** THANK YOU FOR BRINGING THAT
6 COMMISSIONER SHAH. ANY OTHER COMMENTS? OKAY. AND NO PUBLIC
7 COMMENTS, OR DO WE HAVE ANYONE IN THE ZOOM SPACE WISHING TO
8 COMMENT?

9

10 **CLERK, BRITTNY SUTHERLAND:** THANK YOU. WE DO NOT HAVE ANYONE IN
11 THE ZOOM SPACE NOR THE BOARDROOM AND NOTHING SUBMITTED IN
12 WRITING FOR THIS ITEM

13

14 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH. COULD WE PLEASE
15 HAVE A ROLL CALL

16

17 **CLERK, BRITTNY SUTHERLAND:** WE CAN. WITH A MOTION BY MEMBER
18 NOACK AND A SECOND BY MEMBER AHN... [CALLING ROLL]

19

20 **CHAIR, CANDACE ANDERSEN:** AND THROW IN OUR VERY FABULOUS STAND-
21 INS FOR THE DAY...

22

23 **CLERK, BRITTNY SUTHERLAND:** THANK YOU

24

25 **CHAIR, CANDACE ANDERSEN:** THAT PASS UNANIMOUSLY AS WELL. AND SO



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1 NOW WE'RE GOING TO MOVE ON TO AGENDA ITEM 3A, THIS IS OUR
2 REGIONAL NETWORK MANAGEMENT CUSTOMER ADVISORY GROUP REPORT.
3 AND WE'VE GOT ADINA LEVIN, WHO IS HERE. SHE IS OUR CUSTOMER
4 ADVISORY GROUP CHAIR, AND SHE'S GONNA PROVIDE US WITH A
5 REPORT.

6

7 **SPEAKER:** GOOD AFTERNOON, COMMISSIONERS AND COMMITTEE MEMBERS.
8 ADINA LEVIN PRESENTING THE REPORT OF THE CUSTOMER ADVISORY
9 GROUP WHERE WE DID MEET AND APPOINTED THE CHAIR AND VICE-CHAIR
10 WHERE I'LL BE SERVING AS CHAIR AND ANYANIA GUPTA WHO WILL
11 SERVE AS VICE-CHAIR. WE'VE GOT AN UPDATE ON THE TRANSIT
12 PRIORITY ROADWAY ASSESSMENT THAT THIS BODY HAS HEARD AND
13 STRONGLY SUPPORTIVE OF THIS AND SUPPORTIVE OF THE GOAL OF
14 IMPROVING BUS FEED AND RELIABILITY AND MORE COST-EFFECTIVE.
15 MEMBERS SUPPORTED THE COORDINATING WITH THE INJURINGS AND
16 ELEMENT OF THE POLICY THAT INVOLVES HAVING MORE JURISDICTIONS
17 HAVING TRANSIT PRIORITY POLICIES. PEOPLE TALKED ABOUT EQUITY
18 AND SUPPORTING COMMUNITIES RELYING ON TRANSIT. AND WANTING TO
19 SEE FUTURE ELEMENTS OF THIS INITIATIVE TO CONSIDER TRANSFERS
20 AND CUSTOMER GOALS, SO HEADWAYS, SPEED, AND TRAVEL TIME TO BE
21 MORE QUANTITATIVE ABOUT THE BENEFITS TO THE TRANSIT USER AND
22 USERS OF THE TRANSIT NETWORK. THE GROUP GOT AN UPDATE ON THE
23 SENATE BILL 63, RIDER-FOCUSED IMPROVEMENTS EXPENDITURE PLAN,
24 OFFERING SUPPORT, STRONGLY SUPPORTING THE RIDER DESIRES FOR
25 SIMPLE AND UNIFIED SERVICE, WANTED TO FOCUS ON EQUITY



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1 PROTECTIONS, PRIORITIZING THE NEEDS OF TRANSIT-DEPENDENT
2 RIDERS AND REALLY WANTED CLEAR COMMUNICATION FROM MTC AND
3 AGENCIES BECAUSE THIS COMMUNICATION IS VERY MUCH WHAT THE
4 PUBLIC WILL CONSIDER AS THEY ARE LOOKING TO VOTE ON THE
5 MEASURE. THANK YOU VERY MUCH.

6

7 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH FOR THAT REPORT.
8 DOES ANYONE HAVE ANY QUESTIONS? COMMENTS? DO WE HAVE ANY
9 PUBLIC COMMENTS ON THIS?

10

11 **CLERK, BRITTNY SUTHERLAND:** THANK YOU. I RECEIVED NOTHING IN
12 WRITING FOR THIS ITEM AND THERE'S NO ONE IN THE ZOOM SPACE NOR
13 THE BOARDROOM WISHING TO PROVIDE PUBLIC COMMENT

14

15 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH, WE'LL MOVE ON TO
16 AGENDA ITEM 4A, MTC RESOLUTION NUMBER 4767, CONNECT BAY AREA
17 AT SENATE BILL 63, THE 2025 RIDER-FOCUSED IMPROVEMENTS
18 EXPENDITURE PLAN. AND I'M REQUESTING APPROVAL FOR THIS ITEM,
19 WILLIAM BACON IS GOING TO PROVIDE THE REPORT. HE'S TEED UP AND
20 READY TO GO. THANK YOU, WILLIAM.

21

22 **SPEAKER:** GOOD AFTERNOON, COMMISSIONERS. MY NAME IS BILL BACON,
23 ASSISTANT DIRECTOR HERE IN THE REGIONAL MANAGEMENT TEAM AT MTC
24 AND THIS IS ITEM 4A ON YOUR AGENDA AND INCLUDES RESOLUTION
25 4767 FOR YOUR CONSIDERATION. TODAY WE WANTED TO PROVIDE THE



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1 COMMITTEE WITH AN OVERVIEW OF THE CONNECT BAY AREA ACT RIDER-
2 FOCUSED IMPROVEMENTS EXPENDITURE PLAN, MTC STAFF IN
3 CONSULTATION WITH TRANSIT OPERATORS HAVE BEEN DEVELOPING
4 ADDITIONAL INFORMATION ON THE RIDER-FOCUSED PROJECTS AND
5 PROGRAMS THAT COULD BE FUNDED THROUGH THE APPROXIMATELY 5%
6 DEDICATED SHARE OF MEASURE REVENUE IF A BALLOT MEASURE UNDER
7 THE CORRECT BAY AREA ACT APPEARS ON THE NOVEMBER 2026 BALLOT
8 THIS PLAN IS INTENDED TO PROVIDE FURTHER DETAIL AND SERVE AS A
9 GUIDING FRAMEWORK INCLUDING A PROCESS FOR STAKEHOLDER
10 ENGAGEMENT AND COMMISSIONER APPROVAL OF PROPOSED EXPENDITURES.
11 IN THE TRANSFER TIME, CAN WE SKIP TO SLIDE 3 PLEASE. AS MOST
12 OF YOU ARE FAMILIAR WITH, THE CONNECT BAY AREA ACT SENATE BILL
13 63 OPERATING IN FIVE BAY AREA COUNTIES THAT WOULD GENERATE
14 JUST UNDER A BILLION DOLLARS A YEAR TO SUPPORT PUBLIC TRANSIT
15 OPERATORS. LOCAL INVESTMENTS IN THE SYSTEM AND RIDER
16 IMPROVEMENTS. NEXT SLIDE, PLEASE. THE MAJORITY OF REVENUES
17 FROM A POTENTIAL MEASURE WOULD DIRECTLY SUPPORT TRANSIT
18 OPERATORS IN DELIVERING SERVICE FOR THE PUBLIC AND THAT'S
19 SHOWN BY THE DARK BLUE SHARE OF THE PIE HERE ON THE SLIDE.
20 ANOTHER LARGE SHAVER REVENUE WILL BE ADMINISTERED BY COUNTY
21 AGENCIES TO GUIDE FURTHER -- SORRY. TO SUPPORT FURTHER
22 INVESTMENTS IN THE TRANSIT NETWORK WITHIN THEIR JURISDICTIONS.
23 I'LL NOTE THAT MANY OF THE AGENCIES THAT WOULD RECEIVE FUNDS
24 UNDER THIS LOCAL TRANSPORTATION IMPROVEMENTS CATEGORY, WHICH
25 IS SHOWN BY THE LIGHT BLUE PORTION OF THE PIE, ARE ALSO



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1 CONSIDERING OR ALREADY ADOPTED LOCAL EXPENDITURE PLANS SIMILAR
2 TO THIS ONE TO PROVIDE MORE DETAILS FOR THE PUBLIC ABOUT THE
3 TYPES OF PROJECTS AND PROGRAMS THAT COULD BE FUNDED WITH
4 FUTURE REVENUE. THE PORTION OF THIS ITEM IS THE APPROXIMATELY
5 5% SHARE OF REVENUES OR THE YELLOW SLICE OF THE PIE, SET ASIDE
6 IN THE ACT TO BE ADMINISTERED BY THE MTC COMMISSION TO SUPPORT
7 RIDER-FOCUSED IMPROVEMENTS TO THE NETWORK. NEXT SLIDE, PLEASE.
8 AS I MENTIONED, THE APPROXIMATELY 5% OF REVENUES ARE AVAILABLE
9 TO SUPPORT THREE CATEGORIES OF INVESTMENT, WHICH ARE DEFINED
10 IN STATUTE IN RIDER-FOCUSED IMPROVEMENTS TOGETHER THESE
11 CATEGORIES WOULD GENERATE ABOUT \$45 MILLION PER YEAR IN NEW
12 REVENUE UNDER A POTENTIAL MEASURE. THESE THREE CATEGORIES,
13 FARE PROGRAMS, ACCESSIBILITY, AND TRANSIT PRIORITY AND MAPPING
14 AND WAY FINDING ARE DESCRIBED IN MORE DETAIL ON SLIDES 7, 8
15 AND 9 OF THIS PRESENTATION. IN THE TRANSFER TIME TODAY, I'M
16 GOING TO PASS OVER DISCUSSING THOSE SLIDES. YOU CAN GO TO THE
17 NEXT SLIDE, PLEASE. THE MECHANISM FOR THE MTC COMMISSION TO
18 CONSIDER ADOPTING AN EXPENDITURE PLAN FOR THESE RIDER-FOCUSED
19 IMPROVEMENTS IS THE PROPOSED RESOLUTION 4767 FOR THE
20 COMMITTEE'S CONSIDERATION TODAY. THIS RESOLUTION WOULD PROVIDE
21 ADDITIONAL INFORMATION TO THE PUBLIC ABOUT THE TYPES OF RIDER-
22 FOCUSED IMPROVEMENTS AND PROGRAMS THAT WOULD BE FUNDED BY THE
23 MEASURE, GIVEN THE VERY GENERAL DESCRIPTION OF THOSE THREE
24 CATEGORIES THAT ARE INCLUDED IN THE STATUTE. THE RESOLUTION
25 WOULD ALSO ESTABLISH A PROCESS FOR MTC IN PARTNERSHIP WITH



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1 OPERATORS THROUGH THE REGIONAL NETWORK MANAGEMENT FRAMEWORK TO
2 DEVELOP A PROGRAM OF RIDER-FOCUSED PROJECTS AND PROGRAMS FOR
3 THE USE OF FUTURE MEASURE FUNDS. WE NOW SKIP TO SLIDE 10
4 PLEASE. THESE SLIDES THAT WE'RE SKIPPING OVER PROVIDE MORE
5 DETAIL ON THOSE THREE CATEGORIES. WE CAN GO TO SLIDE 10
6 PLEASE. THANK YOU. MOVING HERE TO THE PROPOSED PROCESS FOR THE
7 PROGRAMMING OF FUNDS, THE DRAFT EXPENDITURE PLAN LAY ITS OUT A
8 PROPOSAL FOR THE MTC COMMISSION TO ADOPT A MULTI-YEAR PROGRAM
9 OF PROJECTS FOR RIDER-FOCUSED IMPROVEMENTS AT LEAST EVERY FOUR
10 YEARS FOR THE DURATION OF THE MEASURE. THE PROGRAM OF PROJECTS
11 WOULD NEED TO BE DEVELOPED BY MTC THROUGH THE REGIONAL NETWORK
12 MANAGEMENT FRAMEWORK INCLUDING THE PARTICIPATION OF THE
13 REGIONAL NETWORK MANAGEMENT COUNCIL OF GENERAL MANAGERS AND
14 THE REGIONAL NETWORK MANAGER CUSTOMER ADVISORY GROUP. IT'S
15 IMPORTANT TO NOTE THAT ALL PROJECTS AND PROGRAMS INCLUDED IN A
16 POTENTIAL FUTURE PROGRAM OF PROJECTS AS PROPOSED BY THE
17 EXPENDITURE PLAN NEED TO BE CONSISTENT WENT STATE STATUTE AND
18 ALL APPLICABLE GEOGRAPHIC USE OF FUNDS CONDITIONS GIVEN THAT A
19 CONNECT BAY AREA ACT REVENUE MEASURE WOULD APPLY IN ONLY FIVE
20 OF THE NINE BAY AREA COUNTIES. FINALLY THE 4667 WOULD SERVE AS
21 A MECHANISM TO ADOPT EXPENDITURE PLAN AND BE CONSISTENT WENT
22 STATE STATUTES TO REFLECT DEVELOPMENTS OVER TIME. GO TO THE
23 NEXT AND FINAL SLIDE. FINALLY, WE ARE HERE AS STAFF TODAY AT
24 THE COMMITTEE SEEKING YOUR SUPPORT TO REFER RESOLUTION 4767 TO
25 THE COMMISSION FOR APPROVAL. STAFF HAD PREVIOUSLY PRESENTED



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1 THE DRAFT OF THIS RESOLUTION TO THE REGIONAL NETWORK
2 MANAGEMENT CUSTOMER ADVISORY GROUP AND THE REGIONAL NETWORK
3 MANAGEMENT COUNCIL OF TRANSIT AGENCY GENERAL MANAGERS AND
4 INCORPORATED KEY FEEDBACK. THANK YOU VERY MUCH. I'M HAPPY TO
5 ANSWER ANY QUESTIONS.

6

7 **CHAIR, CANDACE ANDERSEN:** OKAY. DO I HAVE A MOTION AND A SECOND
8 TO REFER THIS RESOLUTION FOR 4767, CONNECT BAY AREA ACT,
9 SENATE BILL 63, RIDER-FOCUSED IMPROVEMENTS EXPENDITURE PLAN
10 FOR OUR NEXT MEETING

11

12 **SPEAKER:** I WILL MOVE

13

14 **SPEAKER:** SECOND

15

16 **CHAIR, CANDACE ANDERSEN:** WE HAVE A MOTION AND SECOND. DO WE
17 HAVE ANY PUBLIC COMMENT ON THIS ITEM

18

19 **CLERK, BRITTNY SUTHERLAND:** I DO HAVE ONE HAND RAISED IN THE
20 ZOOM SPACE

21

22 **CHAIR, CANDACE ANDERSEN:** OKAY. WE'LL BE CONSISTENT WENT 1
23 MINUTE IF YOU DON'T MIND

24

25 **CLERK, BRITTNY SUTHERLAND:** ALETA DUPREE, HAVE YOU 1 MINUTE



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1

2 **SPEAKER:** THANKS AGAIN TO THE CHAIR. I'M LOOKING FORWARD TO
3 THIS INNOVATIVE AND TRANSFORMATIVE PROJECT. WE CERTAINLY WANT
4 TO WORK ON I'LL FARE STRUCTURES TO MAKE THEM SIMPLER. WHEN YOU
5 GO TO NEW YORK, YOU NEVER WILL OVERPAY ON NEW YORK CITY
6 TRANSIT BECAUSE OF THE 12-TRIP FARE CAP IN A SEVEN-DAY PERIOD.
7 HOW DO WE GET THERE AS WELL? AND I HAVE USE THE TRANSFER
8 DISCOUNTS BECAUSE I AM ON CLIPPER 2 AS I WAS AUTO-MIGRATED ON
9 DAY ONE BASICALLY. AND I APPRECIATE THE CHANGES THAT WE ARE
10 MAKE WITH OUR WAY FINDING, BUT I SEE AT CENTER OF THE BUS
11 TERMINAL THAT THERE ARE SOME ELEMENTS AND SIGN DESIGN THAT ARE
12 REMINISCENT TO THE STARK GRAND CENTRAL TERMINAL IN NEW YORK
13 CITY. SOME OF YOU MAY HAVE GOTTEN TO SEE IT. I GO THERE ALL
14 THE TIME. WE DEFINITELY WANT TO PUT THIS INNOVATION IN PLACE.
15 WE NEED TO PASS THAT MEASURE. THANK YOU

16

17 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH. ANY OTHER
18 COMMISSION COMMENTS ON THIS? NOT SEEING ANY, COULD YOU PLEASE
19 DO A ROLL CALL VOTE? OH, I'M SORRY, DIANE. I MISSED YOU AGAIN.
20 AND I HAVE MY HELPFUL PEOPLE UP HERE ON THE DAIS. COMMISSIONER
21 SHAH, PLEASE GO AHEAD. WE'D WILL TO HEAR YOU FROM

22

23 **DIANE SHAW:** THANKS, I HAVE A COUPLE OF QUESTIONS. I TOTALLY
24 SUPPORT THIS. BUT I WAS WONDERING, YOU KNOW, THIS IS A GENERAL
25 ROADMAP, AND I UNDERSTAND THAT THINGS WILL PROGRESS AS THEY GO



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1 ALONG, BUT THERE WERE OTHER THINGS THAT WERE IDENTIFIED IN THE
2 TRANSPORTATION ACTION PLAN AND I JUST WONDERED HOW ARE WE
3 GOING TO LOOK AT THOSE TYPES OF THINGS? ARE THOSE STILL GONNA
4 BE FUNDED OR ARE THEY GOING TO HAVE A PARTY THAT TAKE PLACE
5 AFTER THESE THINGS ARE COMPLETED?

6

7 **SPEAKER:** THANK YOU COMMISSIONER SHAH FOR YOUR QUESTION. AS
8 CONTEXT HERE, THIS DOCUMENT HERE IS INTENDED TO PROVIDE
9 ADDITIONAL DETAIL ABOUT THE THREE STATUTORILY DEFINED ELIGIBLE
10 USES OF FUNDS UNDER THE CONNECT BAY AREA ACT. SO THOSE ARE
11 JUST THOSE THREE CATEGORIES THAT THE LEGISLATURE AUTHORIZED
12 USE OF THESE FUNDS FOR. THERE ARE VERY GENERAL, FOR EXAMPLE,
13 ONE JUST SAYS ACCESSIBILITY PROGRAMS. SO WE ARE -- PART OF THE
14 PURPOSE OF THIS DOCUMENT IS TO WRITE A BIT MORE CONTEXT ABOUT
15 WHAT THAT AND MEANS WHAT TYPES OF INVESTMENTS, AGAIN, USING
16 ACCESSIBILITY AS AN EXAMPLE, WOULD BE FUNDED UNDER THAT
17 CATEGORY. SO SERVICES SUPPORTING SENIORS, PEOPLE WITH
18 DISABILITIES. THAT'S REALLY THE CORE OF THE DOCUMENT. TO YOUR
19 BROADER QUESTION ABOUT OTHER INVESTMENTS THAT ARE INCLUDED IN
20 THE TRANSFORMATION ACTION PLAN, THOSE WOULD NOT NECESSARILY BE
21 ELIGIBLE FOR THIS FUNDING AND WE WOULD CONTINUE TO SUPPORT
22 THOSE AND THOSE PRIORITIES THROUGH OTHER, YOU KNOW, FUNDING OR
23 INVESTMENTS

24

25 **DIANE SHAW:** WELL, WHEN YOU MENTIONED HOW THIS FUNDING CAN ONLY



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1 BE USED IN THE FIVE COUNTIES THAT IT'S APPROVED IN, WAY
2 FEIGNED SOMETHING ONE OF THOSE THINGS THAT OBVIOUSLY WE'RE
3 DOING IT IN ALL NINE COUNTIES AND I THINK WE'RE DOING A GREAT
4 JOB ON THERE, BUT ARE YOU SAYING THAT GOING FORWARD WE'RE
5 GOING TO HAVE TO HAVE MULTIPLE DEPOSITS OF MONEY TO CONTINUE
6 TO PUT TOWARDS THE WAY FINDING, SOME OF THE MONEY IN HERE
7 WHICH WILL GO TO THE FIVE COUNTIES AND WE HAVE TO FIND
8 ADDITIONAL FUNDING WE WANT TO DO ANY ADDITIONAL WAY BE FINDING
9 THAT IS NOT INCLUDED IN THIS

10

11 **SPEAKER:** USING WAY FINDING AS AN EXAMPLE, IF THERE WAS A
12 CAPITAL PROJECT THAT WAS BEING FUNDED TO REPLACE SIGNAGE OUT
13 OF TRANSIT STATION OR STOP, OUR INTERPRETATION OF STATUTE IS
14 THAT THAT WOULD HAVE TO BE -- THESE FUNDS COULD ONLY BE USED
15 IF IT WAS WITHIN THE FIVE COUNTIES FOR A CAPITAL CONSTRUCTION
16 PROJECT, YOU KNOW, REPLACING SIGNAGE. SOMETHING THAT IS MORE
17 GENERAL OR MORE, I GUESS, A LITTLE INTANGIBLE, SORT OF LIKE
18 DESIGNING STANDARDS FOR MAPPING AND WAY FINDING, THAT COULD BE
19 USED BY ALL OPERATORS IN THE BAY AREA, THAT'S SOMETHING THAT I
20 THINK OUR VIEWS WOULD BE ELIGIBLE FOR THESE FUNDS BECAUSE THEY
21 SUPPORT A REGION-WIDE POLICY OR STANDARD BUT IT'S NOT A
22 TANGIBLE CONSTRUCTION PROJECT

23

24 **DIANE SHAW:** OKAY. I REALIZE THEN GOING FORWARD WHEN WE TALK
25 ABOUT ADDITIONAL PILOTS IN WAY FINDING, WE'LL BE FOCUSED IT



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1 SOUNDS LIKE IN SOME CAPITAL PERSPECTIVE IN THE FIVE COUNTIES.
2 AND THEN, YOU KNOW, SPEAKING OF WAY FINDING, WE HAVE FIFA
3 COMING IN HERE, IS THERE ANY -- HAS MTC THOUGHT OF ANY SURVEYS
4 OR SOMETHING TO DO SO FIGHT FOR PEOPLE THAT HAVE COME HERE TO
5 FIND OUT HOW THEY FEEL OUR WAY FINDING STEAS THEM BEING ABLE
6 TO FIND WHAT THEY NEED -- WHERE THEY NEEDED TO GO?

7

8 **CHAIR, CANDACE ANDERSEN:** THE SIMPLE -- IF THE SIMPLE ANSWER IS
9 NO, THAT'S OKAY, MELANIE

10

11 **SPEAKER:** THE SIMPLE ANSWER IS WE DO NOT HAVE THOSE SURVEYS OUT

12

13 **DIANE SHAW:** YEAH. THAT'S FINE. IT MIGHT BE INTERESTING FOR ANY
14 OF US THAT WILL BE BESIDE DOORS OR ANYTHING AT ANY OF THESE
15 EVENTS, YOU KNOW, WE MIGHT ASK THOSE QUESTIONS OF PEOPLE AND
16 HOW THEY HAVE FOUND IF OUR WAY FINDING HAVE HELPED THEM
17 BECAUSE IT WOULD BE INTERESTING TO SEE THAT. AND I DID HAVE A
18 QUESTION ABOUT WILL THERE BE ANY OF THESE EXPENSES IN THESE
19 AREAS, THESE SPECIFIC AREAS THAT ARE IDENTIFIED, THAT WILL BE
20 ELIGIBLE FOR REIMBURSEMENT TO TRANSIT OPERATORS WHERE WE MIGHT
21 BE USING CO-LOCATED PARTNERS OR OTHER STAFF WORKING ON THIS
22 INITIATIVE?

23

24 **SPEAKER:** I'D SAY GENERALLY A GOOD PORTION IF NOT MOST OF THE
25 FUNDING WOULD BE FLOWING TO BEES TRAITY OPERATORS. SO FOR



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1 EXAMPLE A BIG PORTION IS FOR FARE PROGRAMS TO SUPPORT CLIPPER
2 START OR FREE AND DISCOUNTED TRANSFERS, THOSE ARE ALL FUNDS
3 THAT ARE GOING STRAIGHT BACK TO TRANSIT OPERATORS. SO
4 GENERALLY, YES, OPERATORS WOULD BE RECEIVING A GOOD CHUNK OF
5 THESE FUNDS, AND THAT COULD BE USED TO SUPPORT A VARIETY OF
6 COSTS THAT AN OPERATOR MAY INCUR

7

8 **DIANE SHAW:** GREAT. THANK YOU VERY MUCH. APPRECIATE IT

9

10 **CHAIR, CANDACE ANDERSEN:** ANY OTHER COMMISSIONER COMMENTS?

11 SEEING NONE, COULD WE PLEASE HAVE A ROLL CALL VOTE?

12

13 **CLERK, BRITTNY SUTHERLAND:** ABSOLUTELY. WITH A MOTION BY MEMBER
14 JOHN-BAPTISTE AND A SECOND BY MEMBER NOACK... [CALLING ROLL]

15

16 **CHAIR, CANDACE ANDERSEN:** AND PASSES UNANIMOUSLY. FOR OUR FINAL
17 AGENDA ITEM, THIS IS AGENDA ITEM 4B, REGIONAL MAPPING AND
18 WAYFINDING PROJECT CONTRACT ACTIONS, CONTRACT PROGRESSIVE
19 DESIGN-BUILD SERVICES FOR REGIONAL MAPPING AND WAYFINDING
20 PILOT IMPLEMENTATION AND GENERAL ENGINEERING CONSTRUCTION IN
21 THE AMOUNT OF \$11,460,000 IN A CONTRACT FROM A PILOT DELIVERY
22 SUPPORT SERVICES FOR REGIONAL MAPPING AND WAYFINDING PILOT
23 IMPLEMENTATIONS. THIS WOULD BE SOMETHING THAT WE WOULD WANT TO
24 APPROVE AND FORWARD. SO GORDON, PLEASE GO AHEAD. WE HAVE
25 GORDON HANSEN OF MTC PROVIDING THIS REPORT



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1

2 **SPEAKER:** YES. GOOD AFTERNOON. WONDERFUL TO SEE YOU AGAIN. AS
3 STATED, I AM GORDON HANSEN, THE PROJECT MANAGER FOR REGIONAL
4 MAPPING AND WAYFINDING. IN THE TRANSFER TIME TODAY, I HAVE A
5 BRIEF VERBAL OVERVIEW OF OUR ITEM AND A FULL UPDATE IS IN YOUR
6 PACKET. SO I'LL START THERE. VERY BRIEFLY, WE ARE MAKING
7 REALLY GOOD PROGRESS ON REGIONAL MAPPING AND WAYFINDING.
8 FOLLOWING THE SUCCESSFUL PROTOTYPES AT EL CERRITO, DELL NORTH
9 TAY, SANTA ROSA AND POWELL, IN FEBRUARY WE RELEASED AN INITIAL
10 DESIGN GUIDANCE A IS ALREADY BEARING FRUIT THROUGH
11 COLLABORATION WITH AGENCIES. THESE ARE THINGS YOU CAN GO OUT
12 THERE AND SEE TODAY, EVEN IN THE ABSENCE OF PHOTOGRAPHS. THE
13 FIRST ONE IS SAN FRANCISCO MUNI INSTALLED NEW SIGNS FEATURING
14 OUR NEW COLORS AND SYMBOLS AT CASTRO STATION. OUR NEW REGIONAL
15 MAPS ARE NOW INSTALLED AT BART STATIONS INCLUDING POWELL AND
16 EMBARCADARO. OTHER AGENCY PROJECTS USING THE NEW DESIGNS ARE
17 COMING ONLINE LATER THIS YEAR. NEXT UP AND THE TOPIC FOR TODAY
18 ARE THE PILOT PROJECTS. THESE WILL BRING NEW MAPS AND SIGNS TO
19 NINE MAJOR MULTIMOBILE HUBS AROUND THE REGION AS WELL AS A
20 SELECTION OF BUS ROUTES IN THE NORTH BAY. THESE PILOTS ALLOW
21 US TO FURTHER REFINE GUIDANCE FOR AGENCIES OVER THE LONG TERMS
22 WHILE IN THE SHORT TERM, IMPROVING RIDER NAVIGATION AT SOME OF
23 THE BAY AREA'S MOST COMPLEX TRANSFER POINTS. AS STATED TODAY,
24 WE ARE SEEKING YOUR AUTHORIZATION TO NEGOTIATE AND ENTER INTO
25 CONTRACTS TO IMPLEMENT THESE PILOTS. I WANT TO SAY, THIS IS A



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1 CRITICAL MILESTONE FOR US IN THIS PROJECT SO WE'RE REALLY
2 HAPPY TO BE AT THIS MOMENT. AS NOTED, THE FIRST ONE IS FOR LC
3 GENERAL ENGINEERING AND CONSTRUCTION. THIS IS IN AN AMOUNT NOT
4 TO EXCEED 11.46 MILLION THROUGH DECEMBER 31ST, 2028. THIS IS
5 FOR THE BULK OF THE PILOT DELIVERY. THIS IS ENGINEERING,
6 FABRICATION, INSTALLATION. THESE ARE THE CONSTRUCTION
7 ACTIVITIES. A SECOND CONTRACT IS FOR WSP USA, THIS IS IN AN
8 AMOUNT NOT TO EXCEED 1.2 MILLION OVER THE SAME SPAN. THIS IS
9 FOR SUPPORT FOR MTC STAFF FOR THE PILOT DELIVERY. THIS
10 INCLUDES ADMINISTRATION, STRUCTURAL ENGINEERING AND COST
11 ESTIMATEMATION SERVICES THAT ARE GOING TO HELP US AS A PROJECT
12 TEAM DELIVER THESE PROJECTS EFFICIENTLY AND EFFECTIVELY. SO
13 WITH YOUR AUTHORIZATION TODAY WE WILL MOVE FORWARD AND
14 FINALIZE THOSE CONTRACT NEGOTIATIONS WITH THESE VENDORS, AND
15 AS A CRITICAL NEXT STEP, BEGIN TO WORK WITH THE VENDORS AS
16 WELL AS OUR AGENCY PARTNER STAFF, INCLUDING THEIR PERMITTING
17 STAFF, TO DETERMINE WHEN AND HOW TO MOST EFFICIENTLY DELIVER
18 THE PILOTS. AFTER, THAT WE WILL KNOW MORE ABOUT WHEN WE'RE
19 ABLE TO DELIVER EACH OF OUR SITES AND WE WILL RETURN TO YOU
20 WITH UPDATES AS WE MAKE MORE PROGRESS. SO WITH THAT, THANK YOU
21 SO MUCH.

22

23 **CHAIR, CANDACE ANDERSEN:** THANK YOU. I APPRECIATE IN THE REPORT
24 WE HAD BEAUTIFUL PICTURES, SHOWING WHAT IS BEING ACCOMPLISHED,
25 WHAT IS BEING DONE. AND I'M SORRY WE'RE ABBREVIATING



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1 EVERYTHING A LITTLE BIT TODAY. LET'S START WITH A MOTION. IF
2 ANYONE HAS A MOTION, AND IF I COULD HAVE A SECOND TO APPROVE
3 BOTH THE CONTRACT FOR LC AND GENERAL INNEARING AS WELL AS THE
4 WAYFINDING PILOT IMPLEMENTATION WITH WSP. DO WE HAVE A MOTION?

5

6 **SPEAKER:** SO MOVED

7

8 **SPEAKER:** SECOND

9

10 **CHAIR, CANDACE ANDERSEN:** WE HAVE A MOTION AND A SECOND. WE'RE
11 GOING TO GO TO PUBLIC COMMENT. DO WE HAVE ANYONE WISHING TO
12 COMMENT ON THIS ITEM FROM THE PUBLIC?

13

14 **CLERK, BRITTNY SUTHERLAND:** THANK YOU, CHAIR ANDERSEN. I
15 RECEIVED NOTHING IN WRITING AND THERE'S NO ONE IN THE
16 BOARDROOM BUT HAVE ONE HAND RAISED IN THE ZOOM SPACE

17

18 **CHAIR, CANDACE ANDERSEN:** IF WE COULD PLEASE MOVE FORWARD WITH
19 OUR ZOOM PARTICIPATE

20

21 **CLERK, BRITTNY SUTHERLAND:** ALETA DUPREE, YOU'LL HAVE 1 MINUTE

22

23 **SPEAKER:** THANK YOU THROUGH THE CHAIR. I'M LOOKING FORWARD TO
24 THIS WORK OF GETTING MORE WAYFINDING FUNDS. I LIKE THE
25 CONSISTENCY OF IT, AND THE BLUE, THE DARK BLUE AND THE LIGHT



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1 BLUE, THOSE ARE THE COLORS OF THE TEAM. AND I WOULD MAKE SURE
2 THAT AS WE DO THIS WORK THAT WE DON'T ERASE HISTORICAL
3 ELEMENTS. I THINK THAT WHAT HAS INSPIRED ME MOST ABOUT
4 WAYFINDING IS MY VARIOUS BUSINESS TO THE NEW YORK TRANSIT
5 MUSEUM SINCE 1977. DON'T KNOW IF ANY OF YOU HAVE EVER HEARD OF
6 OR SEEN THE NEW YORK TRANSIT MUSEUM. BUT NOW YOU KNOW. CHECK
7 OUT THEIR WEBSITE. THERE IS SOMETHING ABOUT THE CONSISTENCY OF
8 SUBWAY SIGNAGE, ALONG WITH THE PRESERVATION OF HISTORICAL
9 ELEMENTS. HOW WE GET PEOPLE EXCITED ABOUT THE WAYFINDING
10 SIGNAGE, WHICH I HAVE COME TO ENJOY. WHILE I SHARE MY
11 EXPERIENCE, AND, YES, THE DARK BLUE AND THE LIGHT BLUE, TEAM -
12 - I HOPE WE GET TO WORK SOON -- YOU GET TO WORK ON IT SOON.

13

14 **CHAIR, CANDACE ANDERSEN:** THANK YOU FOR THAT. DO WE HAVE ANY
15 QUESTIONS OR COMMENT BESIDE THIS ITEM? I DO NOT SEE ANY. IF
16 YOU COULD PLEASE HAVE A ROLL CALL ON THIS

17

18 **CLERK, BRITTN Y SUTHERLAND:** ABSOLUTELY WITH, A MOTION BY MEMBER
19 NOACK AND A SECOND BY MEMBER JOHN-BAPTISTE... [CALLING ROLL]

20

21 **CHAIR, CANDACE ANDERSEN:** OKAY. THAT BRINGS TO US -- THAT DOES
22 PASS UNANIMOUSLY BY THE WAY. ANY GENERAL PUBLIC COMMENT FOR
23 ANY ITEM THAT IS NOT LISTED ON TODAY'S AGENDA BUT UNDER THE
24 PURVIEW OF THIS COMMISSION?

25



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1 **CLERK, BRITTNY SUTHERLAND:** I'VE RECEIVE NOTHING IN WRITING AND
2 THERE'S NO ONE IN THE BOARDROOM BUT I HAVE ONE HAND RAISED IN
3 THE ZOOM SPACE

4

5 **CHAIR, CANDACE ANDERSEN:** PLEASE GO AHEAD

6

7 **SPEAKER:** ALETA DUPREE, THIS IS ABOUT BUILDING NETWORKS. HOW DO
8 WE ALL WORK TOGETHER? I'M NOT ONE MUCH MORE ACADEMIC AND
9 TECHNICAL POSITIONS AS NECESSARY AS THAT IS. I SHARE THINGS
10 BECAUSE I KNOW THEM AND CALL THEM AS I SEE THEM. I SIMPLY
11 BRING YOU EXPERIENCES AND NOT JUST FROM THE BAY AREA, BECAUSE
12 WE DON'T LIVE IN THE VACUUM, BUT FROM PLACES SUCH AS NEW YORK
13 AND DENVER AND LAS VEGAS, ET CETERA. AND THESE ARE ALL VERY
14 IMPORTANT TO ME BECAUSE IT IS PUBLIC TRANSPORTATION AND THE
15 NETWORKS THERE EVEN IN CROSSING THROUGH DIFFERENT
16 JURISDICTIONS. AND I ASK THAT YOU ALL OUTREACH AND EMPHASIZE
17 THE IMPORTANCE THAT WE HAVE A LOT OF WORK TO DO AND TO DO IT
18 WELL. THANK YOU.

19

20 **CHAIR, CANDACE ANDERSEN:** THANK YOU SO MUCH. AND WE WILL NOW GO
21 TO ADJOURNMENT. THE NEXT MEETING OF OUR REGIONAL NETWORK
22 MANAGEMENT COMMITTEE IS GOING TO BE HELD ON FRIDAY, AUGUST
23 14TH, AT NOON AT THE BAY AREA METRO CENTER, 375 BEALE STREET
24 IN SAN FRANCISCO. ANY CHANGES TO THE SCHEDULE WILL BE DULY



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1 NOTICED TO THE PUBLIC. AND THIS MEETING OF OUR REGIONAL
2 NETWORK MANAGEMENT COMMITTEE IS