

**METROPOLITAN
TRANSPORTATION
COMMISSION**
Meeting Transcript



JUNE 01, 2026

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**CLIPPER EXECUTIVE BOARD
MONDAY, JUNE 01, 2026, 1:00 PM**

CHAIR, JULIE KIRSCHBAUM: GOOD AFTERNOON. WELCOME TO THE CLIPPER EXECUTIVE BOARD. THIS MEETING IS WEBCAST ON THE MTC WEBSITE REMOTE PARTICIPANTS WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL STAR NINE AND YOU WILL BE CALLED UPON TO SPEAK. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. AGENDA ITEM ONE, ROLL CALL, QUORUM CONFIRMATION. WILL THE CLERK CALL THE ROLL AND CONFIRM A QUORUM?

CLERK, BRITTN Y SUTHERLAND: HAPPY TO. THANK YOU. CHAIR KIRSCHBAUM?

CHAIR, JULIE KIRSCHBAUM: AYE.

CLERK, BRITTN Y SUTHERLAND: VICE CHAIR MULLIGAN?

V. CHAIR, DENNIS MULLIGAN: PRESENT.

CLERK, BRITTN Y SUTHERLAND: MEMBER CHAN?

APRIL CHAN: PRESENT.



JUNE 01, 2026

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2 **CLERK, BRITTNY SUTHERLAND:** MEMBER FREMIER?

3

4 **ANDREW FREMIER:** PRESENT.

5

6 **CLERK BRITTNY SUTHERLAND:** MEMBER GONOT?

7

8 **CAROLYN GONOT:** HERE.

9

10 **CLERK BRITTNY SUTHERLAND:** MEMBER LLAMAS?

11

12 **SAL LLAMAS:** HERE.

13

14 **CLERK BRITTNY SUTHERLAND:** MEMBER POWERS?

15

16 **BOB POWERS:** HERE.

17

18 **CLERK, BRITTNY SUTHERLAND:** SCHMITZ?

19

20 **DANIELLE SCHMITZ:** HERE.

21

22 **CLERK, BRITTNY SUTHERLAND:** WEGENER?

23

24 **CHRISTY WEGENER:** HERE.

25



JUNE 01, 2026

1 **CLERK, BRITTNY SUTHERLAND:** WE HAVE QUORUM.

2

3 **CHAIR, JULIE KIRSCHBAUM:** THAT WILL MOVE US TO AGENDA ITEM
4 NUMBER TWO, THE CONSENT CALENDAR, INCLUDES AGENDA ITEM 2A
5 THROUGH 2F. CLERK, ARE THERE PUBLIC COMMENTS ASSOCIATED WITH
6 THIS ITEM.

7

8 **CLERK, BRITTNY SUTHERLAND:** FOR THE CONSENT CALENDAR I HAVE
9 RECEIVED NOTHING IN WRITING AND THERE IS NO ONE IN THE
10 BOARDROOM NOR ZOOM SPACE WISHING TO PROVIDE PUBLIC COMMENT.

11

12 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. ARE THERE ANY BOARD
13 MEMBERS THAT WOULD LIKE TO HAVE COMMENTS ON THIS ITEM?

14

15 **CLERK, BRITTNY SUTHERLAND:** I HAVE COMMENTS ON ITEM 2F.

16

17 **CHAIR, JULIE KIRSCHBAUM:** PROCEED.

18

19 **CHRISTY WEGENER:** GREAT. THANK YOU. SO, THIS IS SPECIFIC TO THE
20 MIG CONTRACT FOR CUSTOMER EDUCATION SUPPORT FOR CLIPPER START
21 AND CLIPPER NEXT GEN OUTREACH. I HAVE A COUPLE OF QUESTIONS
22 AND A COMMENT. SO, IN THE STAFF REPORT IT SAYS THAT THERE
23 WASN'T ENOUGH TIME TO ASSIGN THIS WORK TO A NEW VENDOR FOR
24 DIFFERENT REASONS. WHAT IS THE TERM OF MIG'S CONTRACT FOR THIS
25 WORK?



JUNE 01, 2026

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2 **JASON WEINSTEIN:** SO THE TERM OF THE CONTRACT WILL LAST THROUGH
3 NEXT FISCAL YEAR. SO, THE PERIOD OF PERFORMANCE WILL BE
4 THROUGH JUNE 30TH, 2027.

5

6 **SPEAKER:** YES WE'RE ASKING FOR A FULL YEAR TO IMPLEMENT THE
7 FULL HARD LAUNCH PLAN.

8

9 **CHRISTY WEGENER:** GREAT. LAST YEAR AROUND IT TIME WE APPROVED A
10 \$3.1 MILLION CONTRACT OR CHANGE ORDER FOR MIG AND I'M THINKING
11 ABOUT CLIPPER START SO JUST WANT TO ACKNOWLEDGE THAT THE
12 REGIONAL NETWORK MANAGEMENT BODY MAY RECEIVE MORE OF THE KPI'S
13 ABOUT CLIPPER START BUT SINCE THIS BODY IS ACTING ON THE
14 CONTRACT I HAD QUESTIONS DID MIG DID THE WORK TO MEET
15 EXPECTATIONS FOR INCREASED CLIPPER START ENROLLMENT LAST YEAR
16 AND IF NOT WHAT WILL WE BE DOING DIFFERENT THIS YEAR?

17

18 **SPEAKER:** YES ACTUALLY WE DID AN ANALYSIS OF ALL CAMPAIGNS AND
19 HISTORY HOW WE USE LESSONS LEARNED AROUND TECHNIQUES TO
20 CONTINUE BUILDING PARTICIPATION AND RIGHT NOW WE HAVE A
21 CAMPAIGN LAUNCHED TRACKING WHAT WE'RE PREPARING TO LAUNCH
22 ANOTHER ONE IN AUGUST SO BUILDING OFF SOME CREATIVE DESIGNS
23 SWITCHING UP LESSONS LEARNED AROUND DIRECT MAILERS WHICH IS
24 SOMETHING WE DIDN'T USED TO DO A LOT. SO LEVERAGING THAT.

25



JUNE 01, 2026

1 **CHRISTY WEGENER:** MY FINAL COMMENT I SAID THIS TWICE BEFORE
2 LAST YEAR MAYBE THE YEAR BEFORE MY DAUGHTER IS ON MEDI-CAL
3 WE'RE IN CONTRA COSTA COUNTY AND I THINK IT WOULD BE LOW-
4 HANGING FRUIT TO BE ABLE TO PUT A PAMPHLET STICKER SOME PIECE
5 OF INFORMATION IN THE MEDI-CAL APPROVAL PACKET I GOT HER MEDI-
6 CAL APPROVAL PACKET ON FRIDAY WE HAVE VOTER REGISTRATION IN
7 CAL-FRESH INFORMATION NOTHING ABOUT CLIPPER START SO JUST
8 ENCOURAGE STAFF TO THINK ABOUT STRETCH GOAL TO WORK WITH ONE
9 COUNTY ON A PILOT BASIS TO PUT OUT INFORMATION ON MEDI-CAL
10 APPROVALS MAYBE THERE IS WORK ALREADY BEING DONE IN THIS
11 SPACE, AUTO ENROLL FOR THESE FOLKS WOULD BE WONDERFUL TO HAVE
12 ONE PILOT, ONE COUNTY.

13

14 **SPEAKER:** I'LL MENTION WE DO ACTUALLY COLLABORATE WITH REGIONAL
15 MANAGEMENT SECTION ON THAT WORK WE HAVE MEANS BASED
16 COLLABORATIVE AND ANDREW TATE ACTUALLY RECENTLY BROUGHT IDEAS
17 TO THAT BASED ON NUMBER OF PARTICIPANTS IN THE STATE DIVERSITY
18 OF THE AUDIENCE CHANNELS FOR REACHING THEM THAT'S ACTIVE
19 CONSIDERATION RIGHT NOW BUILDING OFF OF WHAT WE HAVE DONE WITH
20 CAL START.

21

22 **ALIX BOCKELMAN:** THROUGH THE CHAIR ALIX BOCKELMAN CHIEF DEPUTY
23 EXECUTIVE DIRECTOR I'LL NOTE WE DO HAVE TWO COUNTIES THAT WE
24 ARE PILOTING CLOSER RELATIONSHIPS WITH SOCIAL SERVICES
25 AGENCIES ONE OF THEM IS SOLANO COUNTY ONE IS SANTA CLARA



JUNE 01, 2026

1 COUNTY WE CERTAINLY CAN COME BACK TO RNM OR THIS GROUP BUT
2 PROVIDE MORE INFORMATION BECAUSE WE AGREE THAT TRYING TO GET
3 THIS INFORMATION WHEREVER WE CAN THROUGH THE SOCIAL SERVICES
4 AGENCIES THERE ARE CERTAIN PROHIBITIONS ON THE ABILITY OF US
5 TO PUT THIS INFORMATION IN CERTAIN PLACES BUT WE'RE TRYING TO
6 WORK WITH THE COUNTIES AND FIGURE OUT HOW WE CAN GET IN MORE
7 PEOPLE'S HANDS.

8

9 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU FOR THAT.

10

11 **SPEAKER:** I'LL MOVE THE CONSENT CALENDAR.

12

13 **SPEAKER:** SECOND.

14

15 **CHAIR, JULIE KIRSCHBAUM:** WILL ALL THOSE IN FAVOR ACKNOWLEDGE
16 BY SAYING AYE? [AYES]

17

18 **CHAIR, JULIE KIRSCHBAUM:** ARE THERE ANY OPPOSED? THAT MOTION
19 PASSES UNANIMOUSLY. AGENDA ITEM 3, STARTING WITH 3A NEXT
20 GENERATION CLIPPER IMPLEMENTATION AND TRANSITION UPDATE.
21 PLEASE NOTE THAT THIS IS AN INFORMATION ITEM, AND THAT MTC'S
22 EXECUTIVE DIRECTOR ANDY FREMIER AND ANGUS DAVOL WILL PRESENT
23 THIS ITEM. AND ALTAMASH AHMED AND SUSHIL RAJENDRAN FROM CUBIC
24 ARE AVAILABLE ALONG WITH MTC STAFF TO ANSWER QUESTIONS. ANDY,
25 WE'LL TURN THE FLOOR OVER TO YOU.



JUNE 01, 2026

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2 **ANDREW FREMIER:** THANK YOU, CHAIR KIRSCHBAUM, ANDREW FREMIER
3 EXECUTIVE DIRECTOR. CHANGING LINE OF SITE FOR THIS ITEM, THIS
4 IS ONE OF THE PLACES WHERE WE WEAR MULTIPLE HATS. I WANT TO
5 SPEAK TO YOU FIRST AS THE EXECUTIVE DIRECTOR OF MTC. WE ARE
6 THE CONTRACTING AGENCY FOR THE CLIPPER SYSTEM AND I WANT TO
7 ASSURE YOU ALL THAT WE TAKE THIS WORK VERY SERIOUSLY. WE ARE
8 EXTREMELY DISAPPOINTED AND FRUSTRATED THAT THE NEXT GENERATION
9 CLIPPER SYSTEM IS NOT READY FOR BULK MIGRATION YET THE
10 TRANSITION TO NEXGEN HAS BEEN EXPECTED TO TAKE THREE MONTHS
11 NOW COMING UP ON SIX MONTHS AND IT'S COUNTING THIS IS A FACT
12 WHEN WE AT MTC BOTH STAFF AND THE COMMISSION TAKE VERY
13 SERIOUSLY. BUT ALSO A FACT THAT THE NEXT GENERATION SYSTEM HAS
14 COME A LONG WAY IN SIX MONTHS MORE THAN 1.7 CLIPPER CARDS HAVE
15 ALREADY BEEN CONVERTED TO THE NEW SYSTEM OVER 45% OF THE
16 TRANSIT FARES PAID WITH CLIPPER ARE NOW PROCESSED IN THE
17 NEXGEN SYSTEM TOGETHER THE ORIGINAL CLIPPER SYSTEM AND NEW
18 CLIPPER PLATFORM ARE HANDLING MORE THAN \$1.2 MILLION OF FARE
19 REVENUE EACH DAY THE NEXT GENERATION SYSTEM IS GETTING BETTER
20 ALL THE TIME IT'S GETTING BIGGER AND STRONGER AND MORE ROBUST
21 THIS ISN'T HAPPENING AS FAST AS MTC OR THIS BOARD OR CUBIC
22 WOULD LIKE IT'S CERTAINLY NOT HAPPENING AT THE PACE THAT THE
23 BAY AREA TRANSIT RIDERS DESERVE AND SHOULD EXPECT IT'S FOR
24 THESE CUSTOMERS BAY AREA RESIDENTS AND VISITORS ALIKE DAILY
25 RIDERS OCCASIONAL RIDERS ONE TIME RIDERS THAT WE ALL NEED TO



JUNE 01, 2026

1 FOCUS ON SHARED GOAL OF DELIVERING STABLE WELL PERFORMING NEXT
2 GENERATION CLIPPER SYSTEM THAT CAN MOVE BULK MIGRATION. THIS
3 BOARD, MTC, AND CUBIC, TOGETHER, HAVE TAKEN ON A JOB THAT HAS
4 PROVED FAR TOUGHER THAN ORIGINALLY EXPECTED. IT'S OUR
5 OBLIGATION TO THE CUSTOMERS THAT WE FINISH THE JOB TOGETHER
6 AND DELIVER A HIGH QUALITY SYSTEM THAT THEY ALL DESERVE. I
7 MENTIONED A MOMENT AGO THAT THE CHALLENGES WITH NEXGEN CLIPPER
8 TRANSITION ARE ONES THAT WE ALL AT MTC TAKE SERIOUSLY, WE ARE
9 PREPARING NOW FOR CLOSED SESSION REQUESTED BY OUR COMMISSION
10 THAT WILL BE HELD IN LATE JUNE TO DISCUSS OUR CONTRACTUAL
11 REMEDIES. WE WILL ALSO CONDUCT A POST DELIVERY REVIEW TO LEARN
12 MORE ABOUT THE FACTORS THAT HAVE CONTRIBUTED TO THESE
13 CHALLENGES AND TAKE HOME LESSONS LEARNED THAT CAN LEAD TO
14 IMPROVING GOING FORWARD BUT BEFORE WE DO ANY OF THAT POST
15 DELIVERY WORK WE MUST FIRST DELIVER TO OUR CUSTOMERS SO NOW
16 I'LL TURN IT OVER TO ANGUS WHO WILL PROVIDE MORE TECHNICAL
17 DETAILS ON THE STATUS OF THE NEXT GENERATION DEPLOYMENT AND
18 LOOK FORWARD TO THE CONVERSATION AFTERWARDS.

19

20 **ANGUS DAVOL:** GOOD AFTERNOON BOARD MEMBERS SINCE LAST MONTH'S
21 MEETING THERE HAS BEEN CONTINUED PROGRESS IN ADDRESSING SYSTEM
22 ISSUES WITH CONTINUED FOCUS ON ISSUES IMPACTING CUSTOMER
23 EXPERIENCE AND ISSUES IDENTIFIED AS BLOCKERS TO RAMPING UP THE
24 MIGRATION OF CUSTOMERS TO THE NEXT GENERATION SYSTEM CUBIC HAS
25 DEPLOYED SOFTWARE UPDATES WITH FIXES FOR CRITICAL ISSUES FOR



JUNE 01, 2026

1 THE CLIPPER WEBSITE MOBILE APP AS WELL AS FIXES TO OPERATES
2 REVENUE APPORTIONMENT CONFIGURATION SETTLEMENT REPORTING.
3 HOWEVER CUBIC WAS UNABLE TO MEET THEIR TARGET DATE OF MAY 30TH
4 FOR TECHNICAL READINESS FOR BULK MIGRATION FURTHER BEHIND
5 SCHEDULE. UNFORTUNATELY YESTERDAY'S UPDATE WAS NOT SUCCESSFUL
6 AND HAD TO BE ROLLED BACK WE'RE NOW AWAITING CUBIC'S
7 ASSESSMENT OF THIS ISSUE AND ITS IMPACT ON OUR SCHEDULE WHICH
8 WILL NOW BE DELAYED ONE WEEK UNTIL NEXT UPDATE WINDOW NEXT
9 WEEKEND. NOTE THIS PLAN MAY 31ST DATE ALSO PUSHED BACK
10 SCHEDULE FOR DEPLOYING BACK OFFICE SERVER PERFORMANCE
11 IMPROVEMENTS AND FIXES FOR FARE INSPECTION SERVICES BOTH WHICH
12 WERE DEPENDENT ON THAT UPDATE BEING IN PLACE. FURTHER MORE, IN
13 ADDITION TO ONGOING ISSUES WITH FARE INSPECTION DEVICES SINCE
14 LAST MEETING THERE HAVE BEEN ADDITIONAL OUTAGES IMPACTING
15 OPERATIONS FOR THE REGION 2/3 OF OUTAGES HAD MAJOR CUSTOMER
16 ACTS IN CUBIC DATABASE ISSUES ON MAY 3RD RESULTED IN OUTAGE OF
17 ALL CLIPPER SALES CHANNELS CLIPPER CALL CENTER AND IN-PERSON
18 CUSTOMER SERVICE CENTERS AND FARE INSPECTION DEVICES FOR
19 APPROXIMATELY TWO HOURS THE SECOND NETWORK OUTAGE MAY 18TH
20 LEFT CUSTOMERS UNABLE TO PURCHASE ADD VALUE TO CLIPPER CARDS
21 AT BART VENDING MACHINES AND DELAYED PROCESSING OF BART FARE
22 GATE TRANSACTIONS UNTIL NETWORK WAS RESTORED THE FOLLOWING DAY
23 OVER 27 HOURS LATER SEPARATE BACK OFFICE OUTAGES LED TO MULTI-
24 DELAY IN FULFILLING DISCOUNT CLIPPER CARD ORDERS FOR CUSTOMERS
25 PENDING RIDERSHIP AND SETTLEMENT REPORTING FOR OPERATORS. EVEN



JUNE 01, 2026

1 THIS MORNING THERE WAS ANOTHER BACK OFFICE DATABASE ISSUE THAT
2 IMPACTED CLIPPER SALES CHANNELS FOR ONE HOUR BEFORE CUBIC
3 RESTORED OPERATIONS. CUBIC INCLUDES ATTACHMENT TO THIS ITEM
4 PROVIDE THINK INFORMATION ABOUT THESE INCIDENTS AND STEPS THEY
5 ARE TAKING TO ENSURE SYSTEM STABILITY PARTICULARLY IN THE LEAD
6 UP TO WORLD CUP EVENTS STARTING THIS MONTH. SLIDES PROVIDE
7 MORE INFORMATION ON THEIR PROGRESS TOWARDS BULK MIGRATION
8 READINESS, ON THAT NOTE JUNE 19TH TARGET DATE SHOWN ON THE
9 SLIDES DOES NOT REFLECT YESTERDAY'S DEPLOYMENT SET BACK. HERE
10 TODAY FOR CUBIC ARE AVAILABLE TO ANSWER QUESTIONS ALONG WITH
11 US FROM THE BOARD. WHILE WE AWAIT FULL START BULL MIGRATION WE
12 CONTINUE TO WORK WITH CUBIC ON RAMPING UP BULK MIGRATION
13 TESTING TO CONFIRM SYSTEM READINESS FOR MIGRATING REMAINING
14 DISCOUNT CARD HOLDER WHO IS HAVE NOT YET MIGRATED VIA ON-
15 DEMAND METHODS THIS GROUP REMAINS TOP PRIORITY FOR BRINGING
16 OVER THE NEW SYSTEM SO THEY CAN TAKE ADVANTAGE OF THE REGIONAL
17 TRANSFER DISCOUNT AND OTHER BENEFITS WE PLAN TO CONTINUE
18 PROGRESS BY USING BULK MIGRATION TESTING AS AN OPPORTUNITY TO
19 MIGRATE GROUPS OF CARD HOLDERS TO ADDRESS SPECIFIC OPERATIONAL
20 NEEDS AND MIGRATE INACTIVE CARDS IN PREPARATION FOR
21 DECOMMISSIONING THE LEGACY ASSESS WE'LL CONTINUE REGULAR
22 UPDATES TO OPERATOR STAFF ON CUBIC'S PROGRESS TOWARD BULK
23 MIGRATION READINESS AND WE'LL WORK WITH THE CEB CHAIR AND VICE
24 CHAIR TO AUTHORIZE PROCEEDING WITH RAMP UP OF MIGRATION ONCE
25 READINESS IS CONFIRMED THAT. CONCLUDES MY REMARKS.



JUNE 01, 2026

1

2 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU ARE THERE PUBLIC COMMENTS
3 ASSOCIATED WITH THIS ITEM.

4

5 **CLERK OF THE BOARD:** THANK YOU CHAIR ONE PUBLIC SPEAKER IN THE
6 BOARDROOM A FEW HANDS RAISED IN THE ZOOM SPACE. HOW MUCH TIME?

7

8 **CHAIR, JULIE KIRSCHBAUM:** TWO MINUTES.

9

10 **CLERK, BRITTN Y SUTHERLAND:** PLEASE UNMUTE ADINA LEVIN. APPROACH
11 THE PODIUM YOU HAVE TWO MINUTES THEN WE'LL MOVE TO ZOOM SPACE.

12

13 **ADINA LEVIN:** ADINA LEVIN WITH SEAMLESS BAY AREA. GOOD TO SEE
14 THE NEW SYSTEM IS CARRYING 45% OF THE FARES AND VERY
15 DISAPPOINTING TO SEE THAT, AND ALSO THE NUMBER OF CRITICAL
16 ISSUES WAS DOWN IT LOOKED LIKE, UNDER TEN FROM THE SLIDES, BUT
17 NOT GOOD TO SEE THAT THE DATE IS GOING TO BE LATER THAN EVEN
18 WHAT THE DATE WAS EXPECTED IN THE SLIDE DECK. GLAD TO HEAR
19 FROM EXECUTIVE DIRECTOR PREMIER ABOUT THE PLAN TO DO AFTER
20 ACTION REVIEW FOR LESSONS LEARNED, NOT ONLY, YOU KNOW, TURNING
21 THE CLOCK LACK FOR WHAT HAPPENED WITH THIS PARTICULAR PROJECT,
22 BUT BECAUSE A PAYMENT SYSTEM IS GOING TO BE CRITICAL FOR, YOU
23 KNOW, FUTURE FEATURES AND FUTURE IMPROVEMENTS, WAYS OF
24 HANDLING, DEVELOPING THE SYSTEM AND ADDING NEW FEATURES GOING
25 FORWARD IN A WAY THAT MIGHT BE FASTER AND MORE RELIABLE THAN



JUNE 01, 2026

1 THE PROCESS THAT HAS BEEN HAD TO DATE. AND IT IS SOMEWHAT
2 CONCERNING TO SEE THE WHOLE SET OF CHANGE ORDERS THAT WERE
3 APPROVED ON THE CONSENT CALENDAR AND THE, YOU KNOW, LIKE,
4 OVERALL SYSTEM ISSUE IS HAVING A PROGRAM THAT HAS A CERTAIN
5 PRICE GOING FORWARD AND THEN WINDS UP ACCELERATING IN PRICE
6 WITH MANY, MANY, MANY CHANGE ORDERS, AND THAT IS ANOTHER ISSUE
7 TO BE LOOKING AT IN AN AFTER ACTION REVIEW, AND WHAT TO BE
8 DOING GOING FORWARD. THANK YOU.

9

10 **CLERK, BRITTNY SUTHERLAND:** THANK YOU ADINA. MOVING OVER TO OUR
11 ZOOM SPACE. WE'LL BEGIN WITH ALETA DUPREE, FOLLOWED BY RICHARD
12 MANNING. ALETA, YOU HAVE TWO MINUTES.

13

14 **SPEAKER:** THANK YOU CHAIR JULIE KIRSCHBAUM AND MEMBERS. ALETA
15 DUPREE FOR THE RECORD, SHE AND HER WITH TEAM FOLDS,
16 REPRESENTING THE BEST IN SKIRT FOLDS. I SENT YOU A LETTER ON
17 MAY 5TH WHICH I THINK IS GERMANE TO THIS ITEM HAVEN'T BEEN
18 PUBLISHED ON THE AGENDA SO HOPEFULLY SOMEBODY CAN SEND IT TO
19 YOU ALL TO RESEND IT. I HAVE BEEN A BIT DISCONNECTED FROM
20 THINGS OF THE CLIPPER, THAT I WENT TO NEW YORK FOR A WHILE
21 THEN TO DENVER AND I'M AT HOME NOT FEELING ALL THAT WELL. HOPE
22 TO BE BACK WITH YOU SOON. I DID READ SOMEWHERE BURIED IN THE
23 REPORT THAT WE DID SOME MODEST BULK MIGRATION SEEMS LIKE THAT
24 WORKED I THINK IT WAS ABOUT 100,000 CARDS, HOPEFULLY WE CAN DO
25 MORE OF THAT. I AM CONCERNED ABOUT THE OUTAGES I HAVE NEVER



JUNE 01, 2026

1 EXPERIENCED A TIME WHERE I HAVE GOTTEN ON THE SYSTEM BECAUSE
2 YOU HAD AN OUTAGE I HAVE ALWAYS BEEN OUT OF TOWN BUT I WANT TO
3 PAY MY FARE, I KNOW THAT SOUNDS SURPRISING DOESN'T IT? GIVEN
4 THAT 1980, AND '81 I WAS INCESSANTLY SKIPPING FARE ON THE NEW
5 YORK CITY SUBWAY BUT I WANT TO PAY MY FARE AND THE SYSTEM
6 SHOULD ALLOW ME TO PAY MY FARE AND SO IT HAS. I ASKED THOUGH
7 THAT AS WE GO THROUGH THIS I MEAN THIS IS, I APPRECIATE AND
8 I'M IN ALIGNMENT WITH THE WORDS OF OUR EXECUTIVE DIRECTOR
9 ANDY, IN MY OPINION THIS IS PROBABLY, DEFINITELY ONE OF THE
10 MOST COMPLEX UNDERTAKINGS OF FARE COLLECTION HAS EVER BEEN
11 DONE IN THE WORLD, AND I DON'T LIKE TO USE THE WORDS, WHETHER
12 I'M SURPRISED OR NOT BECAUSE THIS IS INHERENTLY COMPLEX I ASK
13 AS YOU HAVE YOUR DISCUSSION TODAY BE RESPECTFUL AND
14 CONSTRUCTIVE PLEASE DON'T BITE AT EACH OTHER. THANK YOU.

15

16 **CLERK, BRITTNY SUTHERLAND:** RICHARD MANNING UP. YOU CAN UNMUTE
17 YOURSELF. FOLLOWED BY ROLAND.

18

19 **SPEAKER:** HI MY NAME IS RICHARD MANNING AND I AM CALLING ABOUT
20 THE UPDATE TO THE CLIPPER CARD, OR I'M RESPONDING TO THE
21 UPDATE TO THE CLIPPER CARD, EVER SINCE THIS UPDATE HAS GONE
22 ON, ALL I SEE WHEN I SCAN MY CARD ON CALTRAIN IS TRAVEL OKAY
23 AND IT'S MADE IT VERY DIFFICULT FOR ME TO, I MEAN, I HAVE HAD
24 TO CALL IN SEVERAL TIMES TO GET THE AMOUNT ON MY CLIPPER CARD
25 CORRECTED BECAUSE LIKE FORGETTING THAT I SCANNED ON BECAUSE



JUNE 01, 2026

1 ALL I SEE IS TRAVEL OKAY. THEN I SCAN IT AGAIN 15 MINUTES AND
2 IT SAYS AGAIN TRAVEL OKAY. BUT TRAVEL IS NOT OKAY. AND I WILL
3 PROBABLY GET A TICKET IF I GO ON TO THE TRAIN AND SO I JUST
4 HAVE -- WOULD -- IT WOULD BE MUCH EASIER, IF IT SAID SOMETHING
5 BESIDES "TRAVEL OKAY." I BELIEVE YOU HAVE MADE THE SYSTEM VERY
6 DIFFICULT FOR PEOPLE WITH DISABILITIES, LEARNING DISABILITIES,
7 ADHD, DYSLEXIA, AND SUCH, I WOULD HOPE THAT YOU ARE
8 IMPLEMENTING SOMETHING TO MAKE IT BETTER FOR PEOPLE WHO ARE
9 HAVING TROUBLE WITH THIS NEW SYSTEM. THANK YOU.

10

11 **CLERK, BRITTNY SUTHERLAND:** THANK YOU RICHARD. OUR NEXT PARTIAL
12 SPEAKER WILL BE ROLAND. GO AHEAD AND UNMUTE YOURSELF. YOU WILL
13 HAVE TWO MINUTES.

14

15 **SPEAKER:** THANK YOU. I WOULD LIKE TO ECHO THE PREVIOUS SPEAKER
16 AS A CALTRAIN USER THAT TRAVEL OKAY IS NOT OKAY. PLEASE FIX
17 THAT. BUT HAVING SAID THAT, I WOULD LIKE TO ADD SOME
18 POSITIVITY TO ALL THIS DOOM AND GLOOM I'M GOING TO GIVE YOU
19 TWO EXAMPLES LAST WEEK ON MY WAY FROM THE BART MEETING I HAD
20 QUALITY TIME WITH BART'S OUTSTANDING FARES INSPECTORS AND I'M
21 PLEASED TO REPORT THAT THEIR SCANNERS CAN NOW SCAN A CLIPPER
22 CARD IN FIVE SECONDS OR LESS. SO LET'S GIVE SOMEBODY SOME
23 KUDOS FOR THAT. THE OTHER POSITIVE EXPERIENCE I HAD ACTUALLY
24 INVOLVED MY WIFE WHO RECENTLY MISPLACED A PLASTIC CLIPPER CARD
25 BUT FORTUNATELY HAD REGISTER THAT CARD UNDER MY ACCOUNT,



JUNE 01, 2026

1 DOWNLOADED THE APP THEN GAVE HER MY USER ID AND PASSWORD AND
2 AS SOON AS SHE LOGGED IN I CLICKED THE CARD WAS TRANSFERRED TO
3 HER IPHONE ONCE AGAIN KUDOS FOR PEOPLE WHO MADE THAT HAPPEN
4 FOR PEOPLE WHO LOST THEIR CARDS I'LL GIVE AN UPDATE SHE
5 ACTUALLY STARTED USING IT BECAUSE SHE ENDED UP DRIVING WHERE
6 SHE HAD TO GO. THANK YOU.

7

8 **CLERK, BRITTNY SUTHERLAND:** THANK YOU ROLAND THAT CONCLUDES
9 PUBLIC COMMENT FOR THIS ITEM.

10

11 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. WE'LL NOW TAKE BOARD
12 MEMBER COMMENTS ON THIS ITEM, STARTING TO MY RIGHT WITH SAL.

13

14 **SALVADOR LLAMAS:** THANK YOU CHAIR KIRSCHBAUM. APPRECIATE THE
15 OPPORTUNITY. I WANT TO START OFF BY APPLAUDING EXECUTIVE
16 DIRECTOR FREMIER FOR YOUR LEADERSHIP TO ADDRESS THE BOARD AND
17 GIVE US ASSURANCE THAT MTC IS PLANNING TO TAKE SOME STEPS
18 FORWARD TO ADDRESS THE IMPACTS THAT THE PROJECT DELAYS OR EVEN
19 PERFORMANCE IS TAKING. AND I AGREE WITH THE COMMENTS THAT
20 NOBODY ANTICIPATED OR WANTED THIS TO HAPPEN. AND NOBODY IS
21 INTENTIONALLY PLANNING FOR THINGS TO HAPPEN, AND IMPACTS TO
22 OCCUR, AND FOR THE PUBLIC AND THE VOTERS AND THE PEOPLE THAT
23 ARE PROVIDING FUNDING, I THINK WHAT'S IMPORTANT IS REAL
24 TRANSPARENCY, FOLLOWED UP WITH REAL ACTION AND RESULTS.
25 BECAUSE I THINK PEOPLE UNDERSTAND THAT THINGS ARE NOT GOING TO



JUNE 01, 2026

1 GO WELL AND WHEN THAT DOES HAPPEN, THE BEST WAY TO APPROACH
2 THAT IS FOR US TO COME TOGETHER, SHARE IDEAS AND REALLY START
3 TO COMMIT TO SOLUTIONS, BUT ALSO PROTECT THE TRUST. AND WHAT I
4 MEAN BY THAT IS ANY COST OVERRUNS THAT OCCUR FROM THE IMPACTS
5 OF DELAYS OR PERFORMANCE OR LACK OF PERFORMANCE, I SHOULD SAY,
6 SHOULD NOT BE BURDENED BY THE TRANSIT AGENCIES, AND DEFINITELY
7 SHOULD NOT BE TAKEN OUT FOR MANY FUNDS DEDICATED FOR
8 OPERATIONS AND TRANSIT OPERATIONS AND THE BAY AREA. AND I
9 BELIEVE THAT'S WHERE EXECUTIVE DIRECTOR IS HEADED WITH THE
10 TOOLS AVAILABLE. SO I COMMEND YOU FOR THAT AND I THANK YOU FOR
11 THAT. THAT'S VERY IMPORTANT. I ALSO HAD A COUPLE QUESTIONS FOR
12 THINGS THAT ARE NOT CLEAR RIGHT NOW, I THINK WE DESERVE
13 ANSWERS, IF THEY'RE AVAILABLE. FIRST ONE IS ON THE ROOT CAUSE
14 OF THE IMPACT THAT HAPPENED ON MAY 27TH, TO OUR PIER AGENCY,
15 BART. THE ONLY THING THAT I'M AWARE OF RIGHT NOW, MAY NOT BE A
16 FACT, BUT IT SEEMS THAT A PAYMENT WASN'T MADE. AND IN ANY
17 STANDARD THAT, IS UNACCEPTABLE, WHETHER IT'S A PROJECT OR
18 PERFORMANCE. SO, I THINK IT'S IMPORTANT TO UNDERSTAND WHAT
19 REALLY CAUSED THAT. THAT IMPACT. AND THEN WHAT IS CLIPPER
20 DOING TO ADDRESS THE INCREASED COST, OR REDUCE THE COST OF THE
21 CREDIT CARD OR THE TRANSACTION FEES? I THINK IT'S IMPORTANT TO
22 UNDERSTAND THAT THAT IS A REAL PROJECT THAT WE'RE FACING, AND
23 IT IS REALITY, WE NEED TO FIGURE OUT HOW TO RESOLVE THAT. WE
24 CAN'T JUST ABSORB THAT EXTRA AMOUNT OF COST, THAT OPERATIONAL
25 COST WITH THIS PROJECT.



JUNE 01, 2026

1

2 **JASON WEINSTEIN:** BOARD MEMBER LLAMAS, WE'LL LET CUBIC TAKE
3 THAT FIRST ONE AND WE CAN ADDRESS THE SECOND.

4

5 **SPEAKER:** THANK YOU CHAIR, THANK YOU BOARD MEMBER. FOR BOARD
6 MEMBERS WHO MAY NOT KNOW ME, I'M LALIT SINGH, CHIEF OPERATING
7 OFFICER OF CUBIC TRANSPORTATION SYSTEM. AND AS A FELLOW BAY
8 AREA MEMBER WHOSE CHILDREN ACTUALLY USE THE CALTRAIN SYSTEM, I
9 LIVE ON THE OTHER SIDE, WE AS A FAMILY TAKE ISSUES THAT WE'RE
10 FACING OUT HERE VERY SERIOUSLY. BECAUSE IF MY CHILDREN CANNOT
11 GO TO THEIR SCHOOL, IT DOES IMPACT THEIR ABILITY TO GET TO
12 THEIR CLASS. SO, TO YOUR SPECIFIC QUESTION ABOUT WHAT HAPPENED
13 DURING, IT WAS MAY 18TH, WHEN WE, ALONG WITH BART, ACTUALLY
14 DISCOVERED THAT ONE OF THEIR PAYMENT SYSTEMS, THEIR SALES
15 SYSTEMS STOPPED WORKING. AND OUR TEAM AND BART'S TEAM STARTED
16 WORKING TOGETHER AND WE IDENTIFIED THAT THE AT NETWORKS THAT
17 SITS IN BETWEEN THE DATA CENTER BODY AND OUR DATA SYSTEM AND
18 SYSTEMS WASN'T WORKING AND THAT'S WHEN OUR TEAM ACTUALLY WENT
19 INTO CONTACT WITH AT AND WE FOLLOWED OUT WE HAD MULTIPLE
20 ACCOUNTS ON AT AND WE COULDN'T FIND OUT WHERE THE CIRCUITS
21 WHICH IN SUPPORT OF THE BART SYSTEM WERE, BECAUSE THEY WERE
22 NOT IN OUR ACCOUNT SYSTEM. SO WE WORKED FRANTICALLY WITH AT
23 TEAM, TO IDENTIFY THEM, AND ASSOCIATE THEM WITH OUR CORPORATE
24 ACCOUNT WITH AT, AND WE PAID THEM. UNFORTUNATELY, BY THE TIME
25 WE PAID AND WE WERE ABLE TO FIX ALL OF THESE TAGGING OF THE



JUNE 01, 2026

1 CIRCUITS WITH OUR ACCOUNT, THEY HAD STOPPED WORKING, AND THEN
2 IT HAD TO, UNFORTUNATELY, MOVE TO NEXT DAY. THAT'S WHEN THEY,
3 THE AT TEAM ACTUALLY BROUGHT CIRCUITS UP. HAVING SAID THAT, AT
4 IS OUR VENDOR, AS CUBIC, AND WE TAKE OWNERSHIP OF GETTING
5 THINGS RIGHT AND THERE ARE MANY ACTIONS THAT WE HAVE STARTED,
6 WE STARTED TAKING SAME DAY WE DID SCAN ALL CIRCUITS THAT WE
7 HAVE WITH AT NOT JUST FOR CLIPPER BUT ACROSS ALL THE DIFFERENT
8 ACCOUNTS AND ENSURE THEY ARE LINKED TO CORPORATE BECAUSE IN
9 THIS CASE THEY WEREN'T EVEN VISIBLE TO US. WE DIDN'T RECEIVE
10 AN INVOICE WE DIDN'T RECEIVE A MESSAGE THAT YOU ARE OVERDUE.
11 BECAUSE THEY DO SEND A MESSAGE IN THE PAST, IN JANUARY, ONCE
12 THEY SENT A MESSAGE 60 DAYS BEFORE, 30 DAYS BEFORE BUT WE
13 NEVER RECEIVED ONE. WE HAVE DONE THE FIX ON THIS ONE WE HAVE
14 TAKEN THIS AS NEXT STEP TO ALL DIFFERENT PRODUCTION CRITICAL
15 PARTNERS WE USE TO ENSURE WE HAVE THEM IN OUR REPOSITORY. WE
16 ACTUALLY HAVE INTERNAL PROCESS WITH WHEREIN WE SEE PAYMENTS
17 WHICH ARE DUE 60 DAYS 30 DAYS DOWN THE LINE, AND OUR
18 PROCUREMENT LEADER SUPPLY CHAIN LEADER MIKE STAHL WHO SPOKE TO
19 THE CLIPPER EXECUTIVE BOARD TWO WEEKS AGO HE AND HIS TEAM ARE
20 WORKING FORCED ENSURING THAT ALL OF OUR VENDORS THAT WE DO A
21 SCAN AND PREVENT THIS TYPE OF SITUATION IN THE FUTURE.

22

23 **SPEAKER:** AND BOARD MEMBER ON TO THE SEPARATE QUESTION ON
24 CREDIT DEBIT FEES WE HAVE INFORMATION ON THE NEXT ITEM ON
25 BUDGET ABOUT THAT. BUT PREVIEW OF THAT WE'RE SEEING ON FEES



JUNE 01, 2026

1 TRENDING LOWER IN C2 THAN C1 KEY ELEMENTS GETTING THIS
2 MIGRATION UNDER WAY TO MOVE CUSTOMERS OVER THERE AND WE'LL
3 CONTINUE TO LOOK FOR COST REDUCTION OPPORTUNITIES UNDER C2 AS
4 WELL. BUT WE'LL HAVE MORE INFORMATION IN THE BUDGET ITEM.

5

6 **SPEAKER:** THANK YOU.

7

8 **CHAIR, JULIE KIRSCHBAUM:** BOARD MEMBER CHAN?

9

10 **APRIL CHAN:** THANK YOU, CHAIR KIRSCHBAUM SO MAYBE I'LL START
11 OFF MAYBE WITH POSITIVE SEEMS LIKE EVERYONE IS DOING THAT I
12 WOULD LIKE TO SAY I DON'T RIDE THE TWO DOZEN OR SO TRANSIT
13 SYSTEMS. I FREQUENTLY RIDE THREE SYSTEMS SAMTRANS, BART, AND
14 CALTRAIN, AND, FOR ME, EVERY TIME IT'S BEEN WORKING. SO THAT'S
15 GREAT. I WANT TO ECHO SOME OF WHAT OF THE PUBLIC COMMENTERS
16 SAID. I TRIED OPEN PAYMENT ON ONE OF THE OCCASIONS ALSO WORKED
17 WELL HAVING SAID THAT HOWEVER ONE OF THE MAJOR CONCERNS I HAVE
18 BESIDES WE WANTED THE SYSTEM FIXED GIVEN THE WORLD CUP COMING
19 IN TWO WEEKS OR SO WE'RE GOING TO HAVE LOTS OF TOURISTS HERE I
20 WANT TO SEE WHAT KIND OF THINGS WE'RE DOING TO MAKE SURE THERE
21 NOT GOING TO BE ENCOUNTERING OUTAGES. I DO THINK THAT'S
22 SOMETHING THAT'S REALLY IMPORTANT AND MAYBE THE SYSTEM IS
23 GOING TO WORK WELL AND WE DON'T HAVE TO WORRY ABOUT THAT BUT I
24 THINK THAT'S SOMETHING WE NEED TO BE MINDFUL THAT WE'RE GOING
25 TO BE HAVING LOTS OF VISITORS AND HOW DO WE MAKE SURE THEY CAN



JUNE 01, 2026

1 PAY READILY AND BE ABLE TO GET ON AND GOAT WHERE THEY NEED TO
2 GO. DESPITE ALL OF THAT WE RECOGNIZE THERE IS STILL ISSUES AND
3 WE HEARD IT FROM EXECUTIVE DIRECTOR ANDREW FREMIER, I WOULD
4 SAY THREE MAJOR ISSUES I THINK THAT I UNDERSTAND THERE ARE
5 FARE INSPECTION DEVICES, FINANCIAL RECONCILIATION, AND MAYBE
6 SOME OF THE PASS HOLDERS MAKING SURE THAT WHEN THEY TRANSITION
7 TO THE NEW SYSTEM THEY'RE STILL GOING TO GET WHATEVER IT IS
8 THEY HAVE PURCHASED LIKE I URGE THE TEAM MTC CUBIC, LIKE HOW
9 DO WE MAKE SURE THAT WE PROTECT ALL OF THAT. AND I'M REALLY
10 CONCERNED HOW ALL OF YOU GUYS ARE WORKING VERY HARD BEHIND THE
11 SCENES HOW DO WE MAKE SURE THE FINANCIAL RECONCILIATION
12 WHATEVER THAT HAS TO BE EARNED ON EACH OF THE SYSTEMS, WILL BE
13 RETURNED BACK TO EACH OF THE SYSTEMS I THINK A MAJOR CONCERN.
14 THOSE ARE MY COMMENTS.

15

16 **CHAIR, JULIE KIRSCHBAUM:** PLEASE ADDRESS SPECIFICALLY HER
17 COMMENT ON THE EXTRA STEPS THAT HAVE BEEN TAKEN AS WE APPROACH
18 THE WORLD CUP.

19

20 **SPEAKER:** THANK YOU CHAIR. THANK YOU BOARD MEMBER CHAN. I'LL
21 TALK ABOUT THE FIFA WORLD CUP AND WHAT WE ARE PLANNING TO DO
22 AND WE HAVE ALREADY STARTED IT, STARTING ABOUT THREE WEEKS
23 AGO, WE PUT OUR -- ALL OF THE CLIPPER SYSTEM, ACROSS ALL OF
24 THE 23 AGENCIES THAT WE SERVE, AS PART OF THAT, IN WHAT WE
25 CALL HYPERCARE. AND HYPERCARE IS IN ADDITION TO SUPPORT WE



JUNE 01, 2026

1 ALREADY PROVIDE, SPECIALIZED TEAM 24/7 THEY GO IN AND ARE
2 TESTING OUR SYSTEM PERFORMANCE ACROSS ALL DIFFERENT VENUES
3 EVERY HOUR. IN ADDITION TO THAT WHAT WE HAVE DONE IS WE HAVE
4 PUT ADVANCED MONITORING ACROSS FOUR DIFFERENT VECTORS IN OUR
5 ECOSYSTEM, ALL DATABASES, ALL APPLICATIONS, ALL
6 INFRASTRUCTURE, ALL DEVICES, THEY HAVE BEEN -- WE HAVE PUT
7 INTO MONITORING, AUTOMATED MONITORING. WE ALSO LOOKED INTO
8 DIFFERENT THRESHOLDS, AT WHICH AN ALERT IS MADE AND WE LOWERED
9 THOSE THRESHOLDS SO WE CAN CATCH POTENTIAL ISSUES BEFORE THEY
10 HAPPEN. AND WHAT I HAVE INSTRUCTED IT'S ALREADY IN PLACE, MY
11 CHIEF SERVICES OFFICER AL STAIR BURNS AND HIS DIRECT TEAM ALL
12 OF THEM THEY GET ALERTS WHEN THERE IS A THRESHOLD THAT IS
13 BREACHED ON THE THRESHOLD THAT WE ARE ON. SO ALL OF THEM ARE
14 NOTIFIED AND THE LEADERSHIP TEAM OF MY SERVICE LEADER IS
15 ACROSS THE GLOBE SO THAT TWO OR THREE LEADERS ARE ABLE TO
16 CATCH THOSE ALERTS AT ANY POINT OF TIME AND THEY START TAKING
17 ACTION. IN FACT, THE EXAMPLE FROM TODAY IS WE'RE ALREADY
18 SEEING OUR ALERT ACTUALLY NOTIFIED OUR TEAM ON SLOWNESS ON THE
19 OPERATIONAL DATABASE, AND IT'S ORACLE DATABASE AND THEY
20 ALREADY STARTED WORKING ON FIXING THAT ISSUE AND THAT HAPPENED
21 WITH THE SLOWNESS OF THE RDS WHICH IMPACT WHICH STARTED
22 IMPACTING SOME OF THE SALES CHANNELS TODAY, THIS MORNING, SO
23 SOME OF THOSE ALERTS THEY ALREADY HELD ARE WORKING OUR PLAN IS
24 TO CONTINUE TO KEEP THIS SUPPORT MODEL UNTIL THE END OF FIFA,
25 IN ADDITION TO THAT WITH BULK MIGRATION ACTIVITIES WHICH WAS



JUNE 01, 2026

1 RAISED EARLIER WE HAVE BEEN DOING TESTING AS WE DID THE
2 TESTING OF 100,000 BULK MIGRATION THAT WE KICKED OFF THEN
3 FOLLOWED BY 11,000, THE APPLE AND GOOGLE CARD, AND FOLLOWED BY
4 20,000 REGISTERED CARDS, WE ASSESSED THE PERFORMANCE OF THE
5 SYSTEM, LIKE HOW WOULD PERFORMANCE OF THE SYSTEM BE DURING
6 PEAK TIMES DURING NON PEAK TIMES WHEN WE ARE DOING THE WORK
7 AND MIGRATION. FOR THE 100,000, 11,000, WE DID NOT SEE ANY
8 PERFORMANCE DIP FOR THE 20,000 WE SAW SOME PERFORMANCE IMPACT
9 AND WE STARTED WORKING ON HOW TO DO MULTI-THREADING DURING
10 THAT TIME DURING SINGLE THREADING SO THOSE ARE HELPING US
11 IMPLEMENT THE SOLUTIONS IN A MANNER THAT WE CAN TAKE CARE OF
12 SURGES DURING THESE TIMES IF WE CAN RUN BULK MIGRATION IN
13 ADDITION TO THE PEAK TIMES, IF YOU WILL.

14

15 **SPEAKER:** IF I CAN FOLLOW UP? IT DOESN'T NECESSARILY NEED TO BE
16 ANSWERED. I KNOW THERE HAVE BEEN A NUMBER OF OUTAGES.

17

18 **APRIL CHAN:** DIRECTOR LLAMAS DID ASK ABOUT ONE OF THEM AND YOU
19 DID PROVIDE THE ROOT CAUSE. HAVE WE RESOLVED MOST OF THEM
20 FIGURED OUT WHAT THE ROOT CAUSES ARE FOR THE OTHER OUTAGES SO
21 WE ALREADY FIX WHATEVER THE ISSUE?

22

23 **SPEAKER:** THANK YOU BOARD MEMBER CHAN. SO, THE LAST TWO OUTAGES
24 THAT HAPPENED WERE ON MAY 3RD. THEY WERE SYSTEM RELATED
25 OUTAGES. THE MAY 18th ONE, THE PAYMENT ISSUE, THAT WAS NOT A



JUNE 01, 2026

1 SYSTEM PERFORMANCE ISSUE, THAT WAS A PROCESS OF PAYMENT. THOSE
2 TWO, MAIN REASON WAS THAT OUR OPERATIONAL DATABASE, ACTUALLY
3 PRETTY MUCH DATA FROM A DIFFERENT APPLICATION THAT SERVE
4 CLIPPER ECOSYSTEM, 30-PLUS OF THOSE, ALL THE LOGGING GOES IN
5 THERE AND THAT'S WHERE OUR TEAM IDENTIFIED SOME OF THE ROOT
6 CAUSES AND WE DID IMPLEMENT THE FIX OVER THERE IN TERMS OF
7 ABILITY TO ADD CAPACITY IN STORAGE AUTOMATICALLY, THAT'S WHERE
8 ALSO WE THEN IMPLEMENTED THE MONITORING ACROSS ALL FOUR
9 DIFFERENT VECTORS IF YOU WILL, BOARD MEMBER CHAN, SO THAT HAS
10 BEEN HELPING US TAKE, DRIVE A LOT OF PROACTIVE MEASURES, IF
11 YOU WILL. MORE DETAILS, SUSHIL, IF YOU WANT TO SHARE, I
12 WELCOME SUSHIL TO SHARE MORE DETAILS AS WELL, TECHNICAL
13 DETAILS.

14

15 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. BOARD MEMBER GONOT?

16

17 **CAROLYN GONOT:** THANK YOU. I JUST WANT TO SAY, I THINK THERE
18 HAS BEEN PROGRESS, I MEAN, THERE HAS BEEN MOVEMENT, AND WE'RE
19 SEEING BETTER USAGE OF IT, SO, I'M HAPPY ABOUT THAT, AND MORE
20 PEOPLE USING -- BEING ABLE TO USE THE NEW SYSTEM. I DO HAVE A
21 QUESTION. THERE IS PROBABLY MORE FOR MTC BASED ON THE MEMO
22 WRITTEN. IN THE MEMO IT SAYS MTC AND OPERATORS HAVE
23 ESTABLISHED CONDITIONS AS PREREQUISITES FOR CUBIC TO START
24 BULK MIGRATION AND IT SAYS OF WHICH THE FOLLOWING REMAIN TO BE
25 DEMONSTRATED, IT'S SYSTEM STABILITY, CAPACITY ESTABLISHED,



JUNE 01, 2026

1 CRITICAL BLOCKERS RESOLVED, EQUIPMENT FULLY FUNCTIONAL,
2 FINANCIAL CONTROLS IN PLACE, CUSTOMER SERVICE CENTER ISSUES
3 RESOLVED AND ORGANIZATIONAL READINESS DEMONSTRATED. AND THAT
4 ONE ALSO SAYS THAT THE MTC OPERATOR STAKEHOLDER APPROVAL
5 RECEIVED. I GUESS WHAT I REALLY WANT TO UNDERSTAND IS SINCE
6 THERE IS ALL THESE SIX CATEGORIES STILL OUTSTANDING, WHAT --
7 LIKE, HOW ARE WE RESOLVING SOME OF THESE AREAS? LIKE WHAT'S
8 STILL OUTSTANDING UNDER ORGANIZATIONAL READINESS DEMONSTRATED
9 WHEN IT'S A COMMUNICATIONS MIGRATION -- COMMUNICATIONS PLAN
10 DOCUMENTED AND THOSE TYPES OF THINGS, OR CUSTOMER SERVICE
11 CENTER ISSUES RESOLVED. I UNDERSTAND THAT'S SOME OF IT.
12 FINANCIAL CONTROLS IN PLACE, THOSE TYPES OF THINGS. SO, I
13 GUESS I'M CURIOUS ABOUT WHAT IS STILL REMAINING TO BE
14 DEMONSTRATED BY CUBIC, TO US, IN THOSE AREAS.

15

16 **BOB POWERS:** HOW ABOUT PAYING THEIR BILLS? HOW ABOUT STARTING
17 WITH THAT?

18

19 **CAROLYN GONOT:** I AGREE. I JUST DISH WANTED TO -- I MEAN I'M
20 CURIOUS WHAT'S STILL OUTSTANDING ON SOME OF THESE, I
21 UNDERSTAND TECHNICAL ISSUES THERE IS A LOT OF TECHNICAL ISSUES
22 WE'RE DISCUSSING I WANT TO GET UNDERSTANDING MORE ABOUT THE
23 SIX CRITERIA PREREQUISITES THAT WE PUT IN THERE, IN THE MEMO
24 ON THE SECOND PAGE OF THREE.

25



JUNE 01, 2026

1 **ANGUS DAVOL:** MEMBER GONOT, I CAN -- A LOT OF THESE TRACK
2 CLOSELY TO THE CATEGORIES IN THE DAILY UPDATES YOU'RE SEEING,
3 TRACKING THOSE LEVEL, THERE ARE SOME THAT ARE VERY SPECIFIC.
4 THERE IS A BUG THAT NEEDS TO BE FIXED THAT IS A BLOCKER IN
5 SOME OF THESE CATEGORIES, KIND OF THE CRITICAL ISSUES YOU
6 IDENTIFIED, LIKE HEY YOU FIXED THIS BUG WE VERIFY IT, CHECK IT
7 OFF THE LIST, DONE THAT CLOSES OUT SOME OF THESE SYSTEM
8 STABILITY, I THINK WE PUT IN OUR REQUIREMENTS, HOW WE NEED
9 STABLE PAIR WITH NO OUTAGES SO THE CLOCK RESETS EVERY TIME
10 THERE IS AN OUTAGE THAT'S WHAT WE'RE FACING SO SOME RELATED TO
11 THIS DEMONSTRATED PERFORMANCE OVER A PERIOD OF TIME THAT IS
12 CLEARLY, HAVE NOT BEEN MET, EQUIPMENT FULLY FUNCTIONAL THAT'S
13 PREFERRING MOSTLY TO THE FARE INSPECTION DEVICES WHICH
14 CALTRAIN IS ESPECIALLY FAMILIAR WITH, AND BART STAFF ARE AS
15 WELL IN TERMS OF THE CHALLENGES THERE THOSE ARE DEPENDENT ON
16 BOTH BACK OFFICE RELEASE THAT WAS DELAYED AS WELL AS
17 SUBSEQUENT UPDATES TO THOSE DEVICES SO ANOTHER MAJOR CATEGORY
18 OF OUTSTANDING ONES OUTSTANDING ISSUES THAT WE KNOW HAS NOT
19 BEEN RESOLVED, FINANCIAL CONTROLS IN PLACE THERE ARE SEVERAL
20 SPECIFIC IN TERMS OF REPORT RECONCILIATION MAKING SURE THOSE
21 ARE LINING UP PROPERLY, CLOSER THAN WE HAVE BEEN TO THE END OF
22 THOSE A LOT RELIES ON MTC FINANCE KIND OF MAKES THE FINAL CALL
23 ON THEIR SATISFACTION WITH THOSE CHANGES THAT ARE IMPLEMENTED
24 CUSTOMER SERVICE CENTER, SLIDES THEMSELVES ACTUALLY HAVE THOSE
25 TOP 20 ITEMS THAT WSP IDENTIFIED CLOSING OUT THOSE CLOSE ON



JUNE 01, 2026

1 THOSE AS WELL. ONE MAJOR CATEGORY SYSTEM STABILITY FOR THEM
2 WHEN THE CRM GOES DOWN NOT ABLE TO ASSIST THE CUSTOMER THAT
3 PUTS THEM IN A TERRIBLE SPOT AS WELL, ORGANIZATIONAL READINESS
4 I THINK A LOT OF THAT IS GOING TO BE TIED TO COMMUNICATIONS
5 THEN THERE IS POTENTIAL INCIDENTS GETTING MESSAGES OUT AS WE
6 START RAMPING UP MIGRATION AND GETTING THE PLAN AGREED TO AND
7 REFERENCED IN WORKING THROUGH THIS BOARD PARTICULARLY, SO LESS
8 CLEAR OBJECTIVE CRITERIA THERE WITH MORE OF MAKING.

9

10 **CAROLYN GONOT:** YEAH, I JUST APPRECIATE COVERING THESE AREAS,
11 BECAUSE I WAS CURIOUS ON EACH ONE OF THEM. APPRECIATE THAT
12 THAT'S GOOD INFORMATION. THAT'S THE ONLY QUESTION.

13

14 **SPEAKER:** I HAVE A COUPLE COMMENTS. I WANTED TO SHARE A STORY
15 FROM ONE OF MY STAFF MEETINGS. A COUPLE WEEKS AGO, I WENT
16 AROUND THE ROOM AND ASKED MY STAFF, "WHAT'S YOUR EXPERIENCE
17 WITH CLIPPER?" YOU KNOW, I HAD MY CALL CENTER STAFF IN THE
18 ROOM AND EVERYONE WAS FINE EXCEPT MY YOUNGEST AND PROBABLY
19 BRIGHTEST STAFF MEMBER. HE SAID HE WILL NEVER USE CLIPPER
20 AGAIN. I WAS REALLY SURPRISED. BECAUSE I HAD GIVEN HIM ONE OF
21 MY CLIPPER C1 PLUS CARDS THAT I GOT FOR TESTING, AND I JUST
22 ASSUMED THAT IT WAS WORKING WELL. AND HE SAID HE CONVERTED IT
23 TO MOBILE AND IT HASN'T WORKED EVER SINCE, AND HE'S NOW
24 SWITCHING TO TAP AND RIDE. GOOD THING IS WE HAVEN'T LOST HIM
25 AS A TRANSIT RIDER, YAY THERE. BUT WHAT ABOUT THE COUNTLESS



JUNE 01, 2026

1 OTHERS WHOSE DISCOUNTS CAN ONLY BE UNLOCKED ON CLIPPER CARD,
2 SENIOR, YOUTH, CLIPPER START, RTC ACCESS. SO, I'M EMBARRASSED.
3 I'M DISAPPOINTED. AND I DON'T THINK IT'S TOO EARLY FOR US TO
4 THINK ABOUT AN "I'M SORRY" CAMPAIGN TO RIDERS. THAT'S ONE
5 COMMENT. MY SECOND COMMENT, I WANT TO ECHO BOARD MEMBER GONOT
6 AND BOARD MEMBER CHAN'S COMMENTS ABOUT THE NEED TO GET THIS
7 FINANCIAL RECONCILIATION DIALED IN. YEAR END IS IN 29 DAYS.
8 THANK YOU.

9

10 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. MEMBER SCHMITDT?

11

12 **DANIELLE SCHMITZ:** YES, I WANT TO ECHO WHAT BOARD MEMBER CHAN
13 SAID JUST IF MTC DOESN'T HAVE AN ANSWER TO HOW CUBIC CAN
14 ENSURE FINANCIAL RECONCILIATION TO OPERATORS NOW, I WOULD LIKE
15 THAT TO BE AGENDAIZED FOR THE NEXT MEETING THEN MY OTHER
16 QUESTION IS TO LEGAL, I MEAN I UNDERSTAND THE AD-HOC MEETING
17 OF MTC BOARD MEMBER, THE COMMISSION, BECAUSE THEY HOLD
18 CONTRACT WITH CUBIC THAT'S WHY THEY'RE ALLOWED TO HAVE CLOSED
19 SESSION VERSUS CLIPPER EXECUTIVE BOARD CANNOT HAVE CLOSED
20 SESSION ABOUT CONTRACTUAL BECAUSE WE DON'T HOLD THE CONTRACT
21 WITH CUBIC IS THAT CORRECT?

22

23 **MATTHEW LAVRINETTS:** YES MATT LAVRINETTS GENERAL COUNSEL THERE
24 ARE COMPLICATIONS TO THIS BOARD HAVING CLOSED SESSION IN OUR
25 ANALYSIS WE'RE GOING FORWARD WITH THE MTC CLOSED SESSION IS



JUNE 01, 2026

1 SOMETHING WE CAN TALK ABOUT TALK ABOUT INDIVIDUALLY IF YOU
2 HAVE FURTHER QUESTIONS ABOUT THAT.

3

4 **DANIELLE SCHMITZ:** YEAH, I THINK ABOUT WHAT'S GOING ON WE HAVE
5 LIMITATIONS INTO WHAT WE CAN ASK FOR AS WELL, AND THEN ON THE
6 TECHNICAL COMPONENT, ANGUS WOULD SAY THAT THERE IS OUTAGES
7 KIND OF THINKING LIKE A GAME OF WHACK A MOLE, LIKE WHERE YOU
8 FIX ONE OUTAGE THEN THERE IS A NEW OUTAGE THAT YOU WEREN'T
9 EXPECTING, IS THAT'S HOW IT'S -- I MEAN, BESIDES NOT PAYING
10 THE AT BILL, THE MORE TECHNICAL OUTAGES THAT'S WHAT'S
11 HAPPENING?

12

13 **ANGUS DAVOL:** CERTAINLY FEELS LIKE THAT. WE HAVE USED THAT
14 EXACT PHRASE WITHIN OUR TEAM. THERE IS CERTAINLY A PATTERN TO
15 THOSE, THAT I THINK WAS REFERENCED, OF MAKING SURE THERE IS
16 ADEQUATE CAPACITY OF THAT SYSTEM AND MONITORING. BUT IT DOES
17 CALL INTO QUESTION OF LIKE WHY IS IT SO ON THE EDGE THAT WE
18 NEED TO HAVE THAT HYPERCARE MONITORING, INSTEAD OF BEING A
19 STABLE SYSTEM THAT IS, YOU KNOW, WE DON'T HAVE TO BE QUITE AS
20 WORRIED ABOUT YET. SO CERTAINLY NOT THERE YET. CUBIC HAS BEEN
21 FOLLOWING THROUGH IN THEIR FORMAL ROOT CAUSE ANALYSIS FOR ALL
22 MAJOR INCIDENTS AND INCLUDE IN THOSE WE HAVE THOSE DOCUMENTED.
23 BUT WE ARE CERTAINLY NOT IN A POSITION OF FEEL COMFORTABLE
24 WITH THE WAY THE SYSTEM IS PERFORMING RIGHT NOW.

25



JUNE 01, 2026

1 **DANIELLE SCHMITZ:** I THINK YOU HAD MENTIONED THAT IN THE STAFF
2 PRESENTATION THE DATE FOR NOW THE TIMELINE FOR BULK MIGRATION
3 IS EVEN FURTHER OUT. DID YOU HAVE -- DID SOMEONE SAY THAT DATE
4 AND I MISSED IT? OR WE DON'T HAVE A DATE, BECAUSE THERE IS ALL
5 THESE ITEMS THAT WE WANT TO MAKE SURE THAT, YOU KNOW, ARE KIND
6 OF TAKEN CARE OF BEFORE WE MOVE TO BULK MIGRATION?

7

8 **ANGUS DAVOL:** YEAH, SO, THE DATE REFLECTED IN THE PACKET, WHAT
9 USED TO BE MAY 30TH, LAST TIME WE TALKED, IS NOW JUNE 19TH IN
10 THEIR PACKET, BUT THAT DID NOT REFLECT THE -- THAT ASSUMED
11 THAT THE UPDATE LAST NIGHT WOULD HAVE BEEN SUCCESSFUL. SO
12 WE'RE NOW AT LEAST A WEEK BEHIND THERE, WAITING FOR CUBIC'S
13 ASSESSMENT ON WHERE THIS LANDS US, IS IT JUST A WEEK, CAN THEY
14 PULL THAT BACK AT ALL, BUT CERTAINLY NOT BEFORE JUNE 19TH
15 WHICH WAS THE PLANNED DATE ASSUMING YESTERDAY HAD BEEN
16 SUCCESSFUL.

17

18 **CHAIR, JULIE KIRSCHBAUM:** BUT TO CLARIFY, THE JUNE 19TH WAS
19 RESOLUTION OF KNOWN TECHNICAL ISSUES, WHICH IS MUCH DIFFERENT
20 THAN STABILIZATION AND NO NEW ISSUES APPEARING FOR A PERIOD OF
21 TIME.

22

23 **ANGUS DAVOL:** ABSOLUTELY. THANKS FOR THAT CLARIFICATION.

24

25 **DANIELLE SCHMITZ:** THANK YOU.



JUNE 01, 2026

1

2 **CHAIR, JULIE KIRSCHBAUM:** BOARD MEMBER POWERS?

3

4 **BOB POWERS:** YOU KNOW, I WOULD JUST -- LET ME START BY
5 ADDRESSING PREMIER'S COMMENTS. I HAVE NO DOUBT THAT YOU AND
6 BOCKELMAN ARE TAKE THIS BEING SERIOUSLY. NO DOUBT AT ALL, I
7 THINK YOU'RE EARNEST IN THOSE COMMENTS, I THINK YOU BOTH FEED
8 IN, LEANING INTO IT, BUT AT THE END OF THE DAY, IT'S YOUR
9 RESPONSIBILITY. CUBIC IS YOU'RE RESPONSIBILITY THEY ARE A
10 CONTRACT UNDER MTC AND RIGHT NOW CUBIC IS IMPACTING MY ABILITY
11 TO DELIVER QUALITY SERVICE FOR THE BAY AREA AND FOR THE BART
12 RIDERS. THE CUBIC, NOT PAYING THEIR BILL? ARE YOU KIDDING ME?
13 THAT'S RIDICULOUS. I'M SO -- BART IS SO DONE WITH CUBIC RIGHT
14 NOW. YOU HAVE ZERO CREDIBILITY, CUBIC. ZERO. I WISH -- I WISH
15 WEST FIELD WOULD CALL ME. YOU KNOW WHO WESTFIELD IS? THEY'RE
16 YOUR INSURANCE COMPANY, YOUR ASSURITY YOUR BONDING COMPANY WHO
17 DID WORK FOR YOU FOR MVTA. I DON'T KNOW WHO IS YOUR SURETY
18 HEALER YOUR RESPONDING COMPANY I WOULD GIVE THEM AN EARFUL
19 THIS PROJECT, WHAT? HOW LATE IS THIS PROJECT? WEINSTEIN? 3 TO
20 4 YEARS BEHIND SCHEDULE? SOMETHING LIKE THAT. YOU DON'T EVEN
21 HAVE TO ANSWER. LET ME RANT FOR A LITTLE BIT. CUBIC IS
22 IMPACTING BART'S ABILITY TO PROVIDE HIGH QUALITY PUBLIC
23 TRANSPORTATION THAT'S MY PROBLEM. MY BOARD MEMBERS ARE SAYING
24 HOW LONG ARE YOU GOING TO TAKE THIS? THAT'S WHAT THEY'RE
25 SAYING TO ME, . POWERS, HOW LONG ARE YOU GOING TO TAKE THIS



JUNE 01, 2026

1 FROM CUBIC? SO RIGHT NOW I HAVE BART ENGINEERING LOOKING AT
2 WHAT MY OPTIONS ARE. THE WHOLE ENGINEERING DEPARTMENT AT BART
3 AFC IS LINING OUT WHAT MY OPTIONS ARE. THAT'S NOT GOOD FOR THE
4 REGION. AND THAT'S YOUR FAULT CUBIC. YOU GUYS SIT UP HERE AND
5 YOU GO, OH, HYPERCARE. THAT'S A RUNNING JOKE. IF YOU DON'T
6 KNOW IT? I'M TELLING YOU YOU'RE GOING TO -- WE'RE GOING TO
7 HAVE THE A TEAM IN HERE, THEN IT'S HYPERCARE NOW IT'S ADVANCED
8 MONITORING, WE HAVE NOTIFIED YOU AGAIN, IF NOT PAYING YOUR
9 BILL, DON'T TELL PEOPLE THAT YOU HAD ANY -- BART TOLD YOU GUYS
10 WHAT THE ISSUE WAS. HOW IS THAT POSSIBLE? I DON'T GET IT.
11 FUNDAMENTALLY, DON'T GET IT YOU GUYS. SO WE'RE LOOKING AT
12 THIS, ANDY, I KNOW YOU WE'RE LOOKING AT THIS THING BECAUSE I
13 TOLD YOU IN A TEXT WE WERE LOOKING AT THIS THING, THE BART
14 BOARD WROTE A LETTER TO YOUR CCTA, A LOT OF THE CHAIRS AROUND
15 HERE BUT MAKE NO MISTAKE ABOUT IT 3 TO 4 YEARS BEHIND SCHEDULE
16 ON THIS THING EVERY MILESTONE E WE'RE GOING TO DO THIS WE
17 DON'T DELIVER RIGHT AND IT'S NOT YOU'RE IMPACTING QUALITY OF
18 THE RIDE FOR BART FOR THE BAY AREA YOU'RE GETTING BETWEEN ME
19 AND MY SHORT-TERM GOALS THIS'S NOT A GOOD PLACE TO BE. I'M
20 STEMMING YOU I'M BESIDE MYSELF THERE IS NO GOOD NEWS HERE.
21 NONE. WHAT GOOD NEWS CAN YOU EVEN COME UP WITH HERE? ANDY, I
22 KNOW YOU CARE ABOUT THIS AND I KNOW YOU'RE AS IRRITATED AND
23 ANGRY AS I AM ABOUT THE THING BUT WHEN BART IS OUT FOR 30
24 HOURS BECAUSE THESE GUYS DIDN'T PAY A BILL. IF YOU WERE ME
25 SITTING UP HERE WHAT WOULD YOU DO? THE SAME THING PROBABLY.



JUNE 01, 2026

1 IT'S DISHEARTENING TO ME THAT THIS IS WHERE WE ARE AFTER 48
2 MONTHS OF THIS THING. REALLY, I DON'T EVEN KNOW, YOU KNOW, HOW
3 TO CONTINUE ON THIS THING. I JUST TELL YA, YOU KNOW, YOU KNOW,
4 BULK MIGRATION, BULK MIGRATION THIS MY LABOR PARTNERS HAVE
5 ABOUT HAD IT WITH ME TOO. THAT WAS IN THE LETTER THAT WE SENT
6 OVER TO YOU. IT'S NOT YOUR PEOPLE, CUBIC. YOU KNOW, WHEN
7 SOMETHING'S NOT WORKING AT LAKE MERRITT STATION, OR BART
8 STATION, YOU GUYS ARE SO FAR REMOVED FROM IT. YOU'RE PUTTING
9 OUR FRONTLINE EMPLOYEES, ATU, SEIU ASKED ME, FRONTLINE PEOPLE,
10 AND THEY DON'T KNOW WHAT TO DO. BECAUSE THE WHOLE SYSTEM IS
11 NOT RELIABLE. RIGHT? THERE IS NO TRANSPARENCY THERE. AND
12 YOU'RE PUTTING OUR LABOR PARTNERS IN A VERY, VERY BAD
13 POSITION. AND SO, YOU KNOW, I DON'T KNOW WHAT TO SAY ABOUT
14 THAT, OTHER THAN WE'RE DONE WITH CUBIC. YOU KNOW, I'M GOING TO
15 WORK WITH YOU, ANDY, AND YOU ALIX BOCKELMAN, ON TRYING TO
16 NAVIGATE THIS THING AS WE GO FORWARD, AND OBVIOUSLY, SORRY,
17 JULIE KIRSCHBAUM, AND DENIS MULLIGAN, THE CHAIR AND VICE CHAIR
18 OF CUBIC, BUT IT CANNOT CONTINUE THE WAY IT'S GOING. BART IS
19 NOT GOING TO LET IT CONTINUE THE WAY IT'S GOING. I'M TELLING
20 YOU THAT RIGHT NOW. SO, I'LL END MY COMMENTS ON THAT.

21

22 **DENIS MULLIGAN:** THANKS MADAM CHAIR, MEMBERS OF THE CLIPPER
23 EXECUTIVE BOARD, MEMBERS OF THE PUBLIC. I'M ECHO COMMENTS OF
24 MANY ON THE DAIS. START BY THANKING ANDREW FREMIER FOR LEAVING
25 THE DAIS AS EXECUTIVE DIRECTOR OF MTC AND GOING DOWN THERE.



JUNE 01, 2026

1 AND I APPRECIATE YOUR COMMITMENT ON BEHALF OF MTC STAFF AS
2 WELL AS THE COMMISSION TO GET THIS ACROSS THE FINISH LINE AND
3 I'M HEARTENED TO HEAR THAT YOU HAVE SCHEDULED A CLOSED SESSION
4 TO HAVE A CONVERSATION WITH YOUR COMMISSION ABOUT A WAY TO
5 PERHAPS ADDRESS SOME OF THIS. WE HEARD TODAY SOME TALK ABOUT
6 PROGRESS BUT IT'S IMPORTANT TO CONDITIONAL THAT WAS PROGRESS
7 TOWARDS THINGS THAT ALL SHOULD HAVE BEEN DONE BEFORE DECEMBER
8 10TH. SO, THE PROGRESS THAT WE'RE SAYING IS SPIEL THE RATE OF
9 PROGRESS HAS INCREASED BUT IT'S IMPORTANT TO SAY FOR THE
10 RECORD ALL THINGS IN THE REMAINING PROGRESS TO BE DONE SHOULD
11 HAVE ALL HAPPENED BEFORE DECEMBER 10TH. COMMENTS ABOUT
12 RECONCILIATION, THIS IS A SYSTEM TO COLLECT MONEY FROM
13 CUSTOMERS. RECONCILIATION IS JOB ONE. IF YOU ARE COLLECTING
14 MONEY, YOU SHOULD BE ABLE TO COLLECT MONEY GET IT TO THE RIGHT
15 PLACE AND THE FACT SINGS MONTHS IN WE'RE STILL HAVING
16 CONVERSATIONS ABOUT HOW IMPORTANT IT IS TO RESOLVE SOME OF THE
17 UNRESOLVED RECONCILIATION ISSUES AMPLIFIES THAT PROGRESS IS
18 SOMETHING THAT SHOULD HAVE HAPPENED A LONG TIME AGO. SO, I
19 JUST NEED TO EMPHASIZE THAT. I'LL ECHO MR. BOB POWER'S
20 COMMENTS WITH RESPECT TO THE COGNITIVE DISCONNECT FROM
21 ATTENDING A MEETING WHERE YOU HEAR SOMEONE SAY THE WORD
22 HYPERCARE WHEN THAT SAME ENTITY DIDN'T PAY AN AT BILL, WHERE
23 CUSTOMERS COULDN'T GO UP TO A TICKET MACHINE AT BART AND THEY
24 COULDN'T PUT MONEY ON THEIR CARD SO THAT AFFECTS BART'S CASE,
25 ALL CUSTOMER IMPRESSION OF BART BUT AFFECTS THE AGENCIES AT



JUNE 01, 2026

1 DIFFERENT TIMES IN DIFFERENT WAYS CERTAINLY EXTREME EXAMPLE
2 AND PARTS, BACK OFFICE SYSTEM TO THE CUSTOMER IT HAS NOT
3 ALWAYS BEEN WORKING WELL SO IT WORKS WELL QUITE OFTEN BUT WHEN
4 IT DOESN'T WORK WELL KIND OF LIKE MY COLLEAGUE TO HER STAFF
5 SAYS I'M NOT GOING IT USE IT AND SO WE HAVE MORE PROGRESS
6 AHEAD OF US LOOK FORWARD TO ACHIEVING ALL THAT PROGRESS TO GET
7 TO THE FINISH LINE I WON'T FEEL GOOD ABOUT SAYING WE HAVE HAD
8 A LOT OF PROGRESS SINCE THE LAST MEETING SINCE THIS STAFF THAT
9 SHOULD HAVE BEEN DONE A LONG TIME AGO SHOULD HAVE BEEN DONE
10 BEFORE WE WENT LIVE DECEMBER 10TH WE'RE FLIPPING A SWITCH
11 THOUGHT THAT AFTER A COUPLE WEEKS OF STABILITY WE WOULD START
12 BULK MIGRATION, SIX MONTHS LATER WE STILL HAVE NOT CROSSED THE
13 THRESHOLD WHERE THE SYSTEM IS STABLE DEPENDING ON HOW YOU
14 DEFINE THE SYSTEM YOU CAN'T PARSE WORDS BUT TO HAVE A 30 HOUR
15 OUTAGE WHERE THE MACHINES DON'T WORK AT BART IT'S NOT STABLE
16 BUT THERE HAS BEEN OTHER CHALLENGES AND OUTAGES SO MY
17 COMMITMENT IS TO WORK WITH MTC STAFF AND WORK WITH THE VENDOR
18 TO GET THIS ACROSS THE FINISH LINE WE HAVE BURNED DOWN THE
19 HOUSE WITH OUR CUSTOMERS AND THEIR IMPRESSIONS OF ALL OF US
20 THE CUSTOMER DOESN'T KNOW WHO CUBIC IS BUT THEY KNOW WHO
21 GOLDEN GATE IS AND BART AND MUNI, OR CALTRAIN OR AC TRANSIT
22 AND OUR CUSTOMERS EXPERIENCING SITUATIONS THAT AREN'T GOOD
23 THEY DON'T KNOW YOU BUT THEY KNOW US AND THEY KNOW HOW FIND
24 US. SO THAT CONCLUDES MY COMMENTS, MADAM CHAIR.

25



JUNE 01, 2026

1 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU, THE GENERAL MANAGERS ARE
2 UNITED IN OUR LEVEL OF FATIGUE AND FRUSTRATION, EVERY SINGLE
3 PERSON UP HERE ACCOUNTED HAVE GIVEN, I THINK, THE SAME PASSION
4 AND FRUSTRATION THAT BOB SHARED. SO, I REALLY, REALLY HOPE
5 THAT YOU HEAR IT. THE -- THE -- THE REPUTATIONAL DAMAGE THAT
6 WE ARE FACING ON AN ITEM THAT SHOULD HAVE BEEN A WIN, AT A
7 TIME WHEN THEY REALLY NEED A WIN, IS -- IS JUST UNACCEPTABLE.
8 I ALSO I THINK YOUR COMMENTS OF I'M NEVER GOING TO USE IT
9 AGAIN ARE REALLY -- GET TO THE HEART OF THAT. AND WE DON'T
10 KNOW HOW MANY PEOPLE ARE MAKING SILENT DECISIONS TO WALK AWAY,
11 FIND OTHER MEANS, YOU KNOW, SHIFT TO THE CREDIT CARD, WE DO
12 KNOW THAT OUR DISCOUNT CUSTOMERS DON'T HAVE THAT OPTION, WHICH
13 IS ESPECIALLY CONCERNING AT THIS JUNCTION. I THINK THE THINGS
14 I WOULD LIKE YOU TO BE ESPECIALLY FOCUSED ON WERE THE COMMENTS
15 RELATED TO WE ARE RECESS THAN A MONTH OUT FROM CLOSING THE
16 FISCAL YEAR, FINANCIAL RECONCILIATION HAS TO STAY FRONT OF
17 MIND. THE COMMUNICATION, WE DON'T WANT ANY OUTAGES, BUT IF YOU
18 ARE GOING TO DELIVER ON HYPERCARE, THE EXPECTATION THAT THE
19 COMMUNICATION IS GOING FROM CUBIC TO US AND NOT THE OTHER WAY
20 AROUND. SO, WE ABSOLUTELY NEED HYPERCARE DELIVERED ON ITS
21 INTENT. AND I JUST -- I APPRECIATE EVERYBODY'S CANDOR AND
22 FEEDBACK. I THINK WE HAD A REALLY ROBUST CONVERSATION AND GOT
23 A LOT OF REALLY IMPORTANT ISSUES ON THE TABLE, AND WE WILL
24 CONTINUE TO MOVE THROUGH THIS. I THINK MTC HAS THE RIGHT
25 FRAMEWORK AND IS HOLDING THE RIGHT THINGS ACCOUNTABLE BEFORE



JUNE 01, 2026

1 WE PUT THE SYSTEM IN -- IN OVERDRIVE. BUT, IT IS VERY
2 UNSATISFYING TO NOT EVEN BE ABLE TO PUT A DATE TO THOSE,
3 BECAUSE OF THE UNCERTAINTY THAT WE FACE. SO, WE LOOK FORWARD
4 TO CONTINUED PROGRESS. AND WITH THAT, I WILL -- YEAH, PLEASE.

5

6 **CAROLYN GONOT:** I WANT TO GO BACK TO, SORT OF, MTC WITH, HAVING
7 THE CLOSED SESSION, AND GRANTED WE DON'T MANAGE THE CONTRACT,
8 WE'RE JUST THE OPERATORS THAT HAVE TO DEAL WITH THE
9 CONSEQUENCES OF THE CONTRACT, SO, BUT I DO WANT -- I WANT TO
10 THINK ABOUT HAVING OUR VOICES HEARD TO THE COMMISSION. BECAUSE
11 WE'RE NOT -- WE'RE NOT REPRESENTED ON THE COMMISSION, GRANTED,
12 I HAVE MEMBERS WHO SIT ON THE COMMISSION, BASED ON THEIR OTHER
13 APPOINTMENTS. BUT I'M WONDERING IF WE SHOULDN'T PUT A REAL
14 SPECIFIC TARGETED LETTER THAT CAN BE SENT ON THAT ITEM, AT
15 LEAST TO BE -- THAT THE COMMISSION COULD READ FROM THE CLIPPER
16 EXECUTIVE BOARD, MAYBE FROM JULIE? FROM THE TRANSIT OPERATORS,
17 OR FROM THIS BOARD.

18

19 **CHAIR, JULIE KIRSCHBAUM:** DO OTHER FOLKS THINK THAT WOULD BE
20 HELPFUL?

21

22 **SPEAKER:** YES.

23

24 **CAROLYN GONOT:** I KNOW SOME OF YOU MAY SPEAK ALREADY --



JUNE 01, 2026

1 [LAUGHTER] ON THE ITEM, AS WELL. BUT YOU KNOW, SOMETHING --

2

3 **BOB POWERS:** I'M HAPPY TO SHARE, CAROLYN, I WILL SHARE THE
4 LETTER, TO CHAIR NOACK AND SEVERAL CHAIRS AROUND THE BAY AREA,
5 SO HAPPY TO DO THAT.

6

7 **CAROLYN GONOT:** COULD BE A BASIS, I THINK WE SHOULD HAVE OUR
8 VOICES HEARD AS THE TRANSIT OPERATORS GOING INTO THAT CLOSED
9 SESSION. SO ANDY IF THAT'S OKAY, I THINK IT WOULD BE HELPFUL
10 FOR THEM TO HAVE A SENSE, OF, YOU KNOW, OUR CONCERNS ABOUT
11 ANYTHING ON THE CONTRACT AS WELL. AND THE MANAGER OF THE
12 CONTRACT, CAN I ASK YOU SOMETHING, JASON AND ANDY, DO WE HAVE
13 A, FROM OUR SIDE OF SUBJECT MATTER EXPERT WHO KNOWS, LIKE, IS
14 CHECKING ON THAT KIND OF WORK? THAT CUBIC IS DOING, LIKE, FOR
15 US, WE HAVE --

16

17 **ANDREW FREMIER:** THE SIMPLE ANSWER, CAROLYN, IS YES.

18

19 **CAROLYN GONOT:** OKAY. THROUGH A PM CONTRACT OR SOMETHING? OKAY.
20 THANKS.

21

22 **CHAIR, JULIE KIRSCHBAUM:** SO, DENIS AND I WILL TAKE THAT AS
23 HOMEWORK AND MAKE SURE THAT YOU ALL HAVE AN OPPORTUNITY TO
24 REVIEW AND WEIGH IN. ANY FURTHER FEEDBACK THIS ITEM? WITH
25 THAT, I WILL CLOSE THIS ITEM AND MOVE US TO AGENDA ITEM 3B,



JUNE 01, 2026

1 THE CLIPPER2-YEAR BUDGET. THIS IS AN APPROVAL ITEM. I DO -- I
2 DO WANT TO STATE, FOR OUR FELLOW BOARD MEMBERS THAT, FROM A
3 TIMING PERSPECTIVE, I DO REALIZE THAT IT IS LESS THAN OPTIMAL
4 TO BE APPROVING A BUDGET, GIVEN OUR PREVIOUS ITEM, AND I
5 APPRECIATE THAT MTC HAS GIVEN US SEVERAL OPPORTUNITIES TO
6 WEIGH IN ON THIS, INCLUDING THE EXPECTATION THAT THIS WILL BE
7 REVISITED IN THE FALL WHEN WE HAVE A BETTER SENSE OF WHERE
8 WE'RE LANDING ON SEVERAL ITEMS. WITH THAT, I WILL TURN IT OVER
9 TO JASON TO INTRODUCE THIS ITEM, AND THEN MTC'S EDWARD MENG
10 WILL PROVIDE US WITH THE TWO-YEAR BUDGET FOR FISCAL YEARS,
11 2026, '27, AND 2027, '28, FOR THE CLIPPER EXECUTIVE BOARD'S
12 REVIEW AND APPROVAL.

13

14 **JASON WEINSTEIN:** THANK YOU CHAIR. SO IN APRIL STAFF PRESENTED
15 THE PROPOSED FISCAL YEAR 2026, 2027 BUDGET TO THE BOARD THE
16 PURPOSE OF THAT PRESENTATION WAS TO BUILD ON THE INFORMATION
17 STAFF PRESENTED IN MARCH AS YOU MENTIONED WITH THE RESPECT TO
18 KEY DRIVERS FOR THE BUDGET THIS COMING FISCAL YEAR IN 2026,
19 2027, SUBSEQUENT TO THE APRIL CLIPPER EXECUTIVE BOARD MEETING
20 STAFF MET WITH BOARD OPERATOR STAFF AND EXECUTIVES TO DISCUSS
21 THE BUDGET IN GREATER DETAIL TODAY STAFF WILL PRESENT THE
22 PROPOSED BUDGET FOR THE NEXT TWO FISCAL YEARS AND WILL ADDRESS
23 QUESTIONS AND FEEDBACK RAISED BY THE BOARD DURING LAST MONTH'S
24 DISCUSSION. ED, OVER TO YOU.

25



JUNE 01, 2026

1 **EDWARD MENG:** THANK YOU JASON AND THANK YOU TO THE BOARD AND
2 CHAIR. THIS ITEM IS ON THE CLIPPER, YOUR BUDGET AND IT'S FOR
3 THE BOARD'S APPROVAL UNDER THE MOU THE CLIPPER EXECUTIVE BOARD
4 ADOPTS THE TWO YEAR CLIPPER BUDGET AND THIS APPROVAL BUDGET IS
5 THEN INCLUDED IN THE OVERALL MTC AGENCY BUDGET WHICH IS
6 SCHEDULED FOR ADOPTION AT THE COMMISSION MEETING ON JUNE 24TH,
7 2026. AS CHAIR KIRSCHBAUM JUST MENTIONED WE PLAN TO RETURN TO
8 THIS BOARD WITHIN SIX MONTHS WITH ANY UPDATES AND AMENDMENTS
9 AND COMPARISON OF ACTUAL VERSUS ESTIMATED AND EXPECTED COSTS
10 AT THAT TIME. IN ADDITION TO THE INFORMATION THAT WE HAVE
11 SHARED WITH THE BOARD AT THE PAST TWO MEETINGS WE HAVE BEEN
12 MEETING REGULARLY WITH YOUR STAFF OVER THE LAST FOUR MONTHS TO
13 GO THROUGH THIS, YOUR BUDGET IN DETAIL AND TAKEN YOUR AND
14 THEIR COMMENTS INTO CONSIDERATION PARTICULARLY AS IT RELATES
15 TO KEY COST DRIVERS ON THE OPERATING BUDGET. SINCE LAST
16 MONTH'S CLIPPER EXECUTIVE BOARD MEETING SUBSET OF MTC AND
17 TRANSIT OPERATORS STAFF HAVE MET SEVERAL TIMES AS A WORKING
18 GROUP TO DISCUSS THESE COST DRIVERS SPECIFICALLY PAYMENT
19 SERVICES AND CUSTOMER SERVICE CENTER AND HAVE WORKED
20 COLLABORATIVELY ON THE PRESENTATION OF THIS INFORMATION AND
21 KEY MESSAGES AND ISSUES THAT HAVE BEEN PREVIOUSLY BROUGHT UP
22 BY THIS BOARD. NEXT SLIDE. FOR CONTEXT THIS IS OVERVIEW OF THE
23 COMPONENTS OF THE CLIPPER OPERATING BUDGET OVERALL. IN C1,
24 UNDER THE C1 CONTRACT, THE SYSTEM INTEGRATOR, CUSTOMER SERVICE
25 CENTER, PAYMENT SERVICES AND FARE MEDIA SERVICES ARE ALL



JUNE 01, 2026

1 PROVIDED THROUGH CUBIC'S C1, O CONTRACT. IN C2 THESE SERVICES
2 ARE DISAGGREGATED AND PROVIDED THROUGH DIFFERENT CONTRACTS.
3 THIS BUDGET INCLUDES BOTH C1 AND C TWO SERVICES SINCE WE'RE
4 TRANSITIONING OFF OF C1 BUT NOT YET FULLY TRANSITIONED TO C2
5 SO WE NEED TO BUDGET FOR BOTH CONTINUING C1 SYSTEM AND O
6 SERVICES AND CONTRACTS. NEXT SLIDE. THIS SLIDE SHOWS THE
7 CLIPPER OPERATING BUDGET FOR YOUR APPROVAL, WHICH IS 64.4
8 MILLION IN FY26/27 THIS IS HIGHER THAN 2025, 2026 BUDGET WITH
9 THAT WAS APPROVED LAST YEAR IN MAY AT 53.4 MILLION BUT
10 SIGNIFICANTLY LOWER THAN FY2025, 2026 BUDGET THAT WAS AMENDED
11 BY THIS BOARD IN OCTOBER 2025 WHICH WAS 82.8 MILLION. RIGHT
12 NOW OUR FORECASTED ACTUALS FOR THIS FISCAL YEAR 2025, 2026 ARE
13 EXPECTED TO COME IN AROUND \$62.6 MILLION AND WE'RE PLANNING
14 FOR OPERATIONAL STABILITY IN FISCAL YEAR '27/'28. NEXT SLIDE.
15 ALL RIGHT THIS SLIDE SUMMARIZES SOURCE OF FUNDING FOR THE
16 CLIPPER OPERATING BUDGET AND SPECIFICALLY INCLUDES BOTH
17 TRANSIT OPERATOR PORTION OF 30.6 MILLION AND MTC'S PORTION AND
18 ALSO INCLUDES SOURCES OF FUNDING THAT WEREN'T COMPLETELY USED
19 IN PRIOR YEARS THAT CAN BE APPLIED FOR NEXT FISCAL YEAR. FOR
20 EXAMPLE, CLIPPER STAFF LAST YEAR APPLIED SUCCESSFULLY FOR
21 AROUND \$13 MILLION IN LOW CARBON TRANSIT OPERATING PROGRAM
22 FUNDS, MOST OF IT STILL REMAINS AVAILABLE AND WILL BE USED IN
23 THIS YEAR'S OPERATING BUDGET. WE ALSO ACKNOWLEDGE THAT THERE
24 IS NET DEFICIT IN FISCAL YEAR '27/'28 AND THAT WE'RE
25 CONTINUING CONSIDER AND PURSUE FUNDING AND GRANT



JUNE 01, 2026

1 OPPORTUNITIES. IN ATTACHMENT A TO THIS ITEM WHICH IS THE
2 DETAILED OPERATING BUDGET IN YOUR PACKET, SEVERAL FUNDING
3 OPTIONS ARE INDICATED AT TBD. WE WILL CONTINUE TO KEEP THIS
4 BOARD UPDATED ON AVAILABLE CLIPPER OPERATING FUNDS, AS THE
5 OVERALL REGIONAL BUDGET IS DEVELOPED OVER THE NEXT YEAR. NEXT
6 SLIDE PLEASE. THIS SLIDE AND THE NEXT SLIDE SUMMARIZE THE
7 OPERATING BUDGET BASED ON SHARE OF COSTS. SO THIS SPECIFIC
8 SLIDE SHOWS MTC'S SHARE OF THE COST, WHICH TOTALS 33.8 MILLION
9 IN FISCAL '26/'27. PER THE MOU PAYMENT SERVICE ARE COVERED BY
10 THE OPERATORS AND FARE MEDIA AND O IS COVERED BY MTC AND THEN
11 WE SPLIT SYSTEM INTEGRATOR AND CUSTOMER SERVICE CENTER COSTS
12 50/50 THEN OPERATOR COST ARE SPLIT AMONGST THE REGION'S
13 TRANSIT OPERATORS BASED ON FORMULA AND CRITERIA AGREED TO IN
14 THE CLIPPER MOU. WE THEN INVOICE THE OPERATORS MONTHLY FOR THE
15 CLIPPER SYSTEM INTEGRATOR CONTRACT AND WSP CUSTOMER SERVICE
16 CENTER COSTS ARE ALLOCATED BASED ON CLIPPER RIDERSHIP WHILE
17 PAYMENT SERVICES ARE ALLOCATED TO TRANSIT OPERATORS BASED ON
18 REVENUE PROCESSED. YOU CAN SEE THE NEXT SLIDE SHOWS THE TWO
19 YEAR OPERATING BUDGET COSTS FOR THE TRANSIT OPERATORS. NEXT
20 SLIDE. AND THAT TOTALS 30.6 MILLION. NEXT SLIDE PLEASE. SO, AS
21 PRESENTED, AS DISCUSSED, AT THE BOARD'S RECENT MEETINGS THERE
22 ARE THREE COST CONTRIBUTORS TO THE INCREASES IN COST IN THE FY
23 2026, 2027 CLIPPER OPERATING BUDGET WHICH ARE HIGHLIGHTED IN
24 THIS SLIDE CONTINUATION OF C1 AND O COSTS AS A RESULT OF C2
25 TRANSITION DELAYS IN THE AMOUNT OF \$3.4 MILLION CUSTOMER



JUNE 01, 2026

1 SERVICE CENTER COSTS 12 MILLION AND C2 PAYMENT SERVICE COSTS
2 IN THE AMOUNT OF \$15 MILLION. NEXT SLIDE. WHILE WE HAD
3 PREVIOUSLY ASSUMED THAT C1 SYSTEM WOULD NO LONGER NEED TO BE
4 SUPPORTED BEGINNING JULY 1, 2026 BECAUSE OF DELAYS IN GETTING
5 BULK MIGRATION THIS BUDGET PLANS FOR THE NEEDS TO CONTINUE TO
6 FUNDS C1, O BASED ON CURRENT PAYMENT TERMS WE BUDGETED AROUND
7 3.1 MILLION WHICH WE ESTIMATED BASED ON CUBIC'S PLAN TO GIVE
8 US TIME TO SHUTDOWN THE SYSTEM IN THE NEXT FISCAL YEAR WE
9 CURRENTLY ESTIMATED AROUND 6 TO 9 MONTHS OF C1 AND O COSTS IN
10 THIS BUDGET WE HAVE ALSO ASSUMED THAT MTC COVER THE C1 AND O
11 COSTS 3.1 MILLION AND THAT THESE COSTS NOT BE SHARED WITH THE
12 TRANSIT OPERATORS. PART OF THE TERMS OF THE MOU. NEXT SLIDE.
13 AS MENTIONED BEFORE THE PAYMENT SERVICES WHICH ARE CREDIT
14 DEBIT COSTS FOR C1 ARE INCLUDED WITHIN THE C1 AND O INVOICE
15 HOWEVER IF WE ISOLATE THE C1 PAYMENT SERVICE COST AND THEN
16 ADDS THE C2 PAYMENT SERVICE COSTS FORECASTED ACTUALS ARE
17 EXPECTED AT 13.8 MILLION IN FISCAL YEAR 2025, 2026 FISCAL YEAR
18 2026, '27 FORECASTED AT 15 MILLION AND FISCAL YEAR 27 '2815.4
19 MILLION, 15 MILLION IN 2026, 27 IS ESTIMATED COST TO PROCESS
20 AROUND 360 MILLION IN CREDIT AND DEBIT SALES REVISED BUDGET
21 ESTIMATE ACCOUNTS FOR CHANGES TO OBSERVE TRENDS INCLUDING
22 POST-PANDEMIC RIDERSHIP GROWTH FREQUENT CUSTOMERS FAVORING
23 HIGHER FREQUENCY LOWER VALUE TRANSACTIONS AND GENERAL CARD
24 NETWORK FEE INFLATION. NEXT SLIDE. WE HAVE SHOWN YOU THIS
25 SLIDE BEFORE THE CHART THERE HAS BEEN CONSISTENT GROWTH IN



JUNE 01, 2026

1 CREDIT AND DEBIT SALES AND CARD FEE TOTALS SINCE THE LAUNCH OF
2 THE MOBILE APPLICATION IN EARLY 2021. NEXT SLIDE. IS WE HAVE
3 OBSERVED INCREASE IN CARD FEE PRESIDENCY AS A PERCENTAGE OF
4 SALES SINCE 2020, WE ATTRIBUTE THIS TO INCREASE IN CARD
5 INTERCHANGE AND NETWORK FEES AS WELL AS CHANGING CUSTOMER
6 PURCHASE BEHAVIORS WITH AGAIN THESE TRENDS MTC FORECASTS CARD
7 FEES TO BE AROUND \$15 MILLION TO PROCESS APPROXIMATELY 360
8 MILLION IN CREDIT AND DEBIT SALES FOR THE UPCOMING FISCAL
9 YEAR. NEXT SLIDE. CARD FEES BY SALES CHANNEL IN MARCH CONTINUE
10 TO TREND, OBSERVED IN FEBRUARY OPEN PAYMENT FEE PERCENTAGE
11 CONTINUES TO BE HIGHEST AMONG C2 SALES CHANNELS AT 4.4% BUT
12 STILL BELOW CC1 CARD FEE PERCENTAGE WHICH IS 4.5%. OTHER C2
13 SALES CHANNELS CONTINUE TO TREND LOWER THAN C1. NEXT SLIDE.
14 FOR COSTS ASSOCIATED WITH CLIPPER CUSTOMER SERVICE CENTER
15 CONTRACTOR NUMBER OF MONTHLY CONTACTS ESTIMATED DURING THE
16 PROCUREMENT WAS SIGNIFICANTLY LOWER THAN ACTUAL CALL VOLUMES
17 BE RECORDED IN 2024, 2025 DURING THE MONTH LEADING UP TO
18 PUBLIC ROLL OUT IN DECEMBER PROPOSED FY2026, 2027 BUDGET
19 ANTICIPATES MINIMUM OF 26,000 MONTHLY CONTACTS DUE TO ONGOING
20 POST-PANDEMIC RIDERSHIP GROWTH AND ISSUES ARISING FROM
21 EXTENDED TRANSITION PERIOD IN THIS BUDGET WE PROPOSED MTC
22 INCREASE ITS CONTRIBUTION TOWARDS CSD OPERATIONS ABOVE 50%
23 THAT IS AGREED TO IN THE MOU THAT WE ASSUME ADDITIONAL 1.2
24 MILLION OF OPERATOR COST OF THE CSC, O OUR ESTIMATE BACK OF
25 HAND ESTIMATE ON REPRESENTING THE ADDITIONAL COST THAT ARE



JUNE 01, 2026

1 RELATED TO THE DELAY IN CUSTOMER TRANSITION. NEXT SLIDE. THIS
2 SLIDE GOES TO FURTHER DETAIL ON COST DRIVERS ASSOCIATED WITH
3 PROVIDING CUSTOMER SERVICE AGAIN THE ORIGINAL ESTIMATED NUMBER
4 OF MONTHLY CONTRACTS WAS EXPECTED TO BE AROUND 12,000 NOW
5 ESTIMATED 26,000 A MONTH UNDER THE DIRECTION OF THIS ABOARD
6 WSP HAS ALREADY MADE SIGNIFICANT ADJUSTMENTS TO THEIR
7 OPERATIONS EXPANDING WEEKDAY SERVICE HOURS AND HIRING
8 ADDITIONAL CUSTOMER SERVICE REPRESENTATIVES AGAIN WE BUDGETED
9 12 MILLION THIS FISCAL YEAR TO SUPPORT CSC COSTS OF WHICH THE
10 SPLIT WOULD BE MTC'S PORTION OF 7.2 MILLION AND TRANSIT
11 OPERATOR'S PORTION OF 4.8 MILLION. NEXT SLIDE. IN GENERAL, THE
12 OUTLOOK ON THE CLIPPER CAPITAL PROGRAM, WHICH YOU CAN REVIEW
13 IN DETAIL IN ATTACHMENT B TO THIS ITEM IS STEADY, AS WE
14 PREPARE FOR CONTINUOUS CLIPPER UPDATES, AND ENHANCEMENTS TO
15 REACH SYSTEM COMPLETION. IN ADDITION TO PLANNING FOR NO NEEDED
16 IMPROVEMENTS TO THINGS LIKE ACCOUNT-BASED PORTALS, TO FARE
17 MEDIA INSPECTION EQUIPMENT, AND CUSTOMER SERVICE TERMINAL
18 EQUIPMENT, AND POTENTIAL SYSTEM ENHANCEMENTS. WE ARE ALSO
19 LOOKING AT WAYS TO BE CREATIVE WITH THE CAPITAL FUNDS THAT'S
20 ALREADY BEEN IN PLACE AND DETERMINING OTHER POSSIBLE POTENTIAL
21 RESPONSIBLE USES OF DEDICATED FUNDS, LIKE THE CONTINGENCY FOR
22 THE CLIPPER CAPITAL PROGRAM. NEXT SLIDE, PLEASE. FOLLOWING UP
23 ON A QUESTION AT THE LAST MEETING FROM A BOARD MEMBER ABOUT
24 MTC STAFF INCREASES, WE'RE HAVE INCLUDED THIS SLIDE. THIS
25 SLIDE SHOWS THE ORGANIZATIONAL CHART FOR MTC STAFFING FOR THE



JUNE 01, 2026

1 CLIPPER PROGRAMMING, AS WELL AS RESOURCES FROM MTC STAFF
2 REQUIRED TO SUPPORT THE CLIPPER PROGRAM PART-TIME, INCLUDING
3 FROM THE EXECUTIVE OFFICE, ADMINISTRATIVE AND FINANCE
4 SECTIONS. THREE CLIPPER VACANCIES WERE FILLED IN SPRING A
5 COUPLE MONTHS AGO, SPRING, 2026, WHILE A NEW FULL-TIME FINANCE
6 POSITION IS BEING ADDED IN FISCAL YEAR 2026, '27, THESE ARE
7 INDICATED IN YELLOW IN THIS CHART AND INCREASING PART-TIME
8 ALLOCATIONS FOR SUPPORT STAFF ARE INCLUDED IN THE BUDGET FOR
9 NEXT FISCAL YEAR. NEXT SLIDE PLEASE. SO, WE'LL CONTINUE TO
10 WORK WITH YOUR STAFF TO TRACK COSTS FOR THE CLIPPER PROGRAM
11 AND PRESENT OPPORTUNITIES FOR COST SAVINGS, INCLUDING MEETING
12 REGULARLY WITH YOUR STAFF AND WITH WORKING GROUPS ON SPECIFIC
13 COSTS AND POTENTIAL SAVINGS WITH BOTH THE PAYMENT SERVICES
14 CONTRACT, AS WELL AS CUSTOMER SERVICE CENTER CONTRACT. AS A
15 SIDE NOTE, THE CONTRACT ACTIONS THAT ARE BEING REQUESTED FOR
16 APPROVAL IN TODAY'S AGENDA ARE ALL INCLUDED AND FUNDED IN THE
17 CLIPPER BUDGET FOR NEXT FISCAL YEAR. AND, AGAIN, AS THE CHAIR
18 MENTIONED BEFORE THIS ITEM, WE COMMIT TO RETURNING TO THIS
19 BOARD WITHIN SIX MONTHS WITH A MID-YEAR BUDGET UPDATE. AND
20 WITH THAT, WE REQUEST THE BOARD'S APPROVAL OF THIS CLIPPER2-
21 YEAR BUDGET AND ARE HAPPY TO TAKE YOUR QUESTIONS OR COMMENTS.
22 THANK YOU.

23

24 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU FOR THAT PRESENTATION.
25 CLERK, THERE ARE PUBLIC COMMENTS ASSOCIATED WITH THIS ITEM?



JUNE 01, 2026

1

2 **CLERK, BRITTNY SUTHERLAND:** THANK YOU, CHAIR. I HAVE RECEIVED
3 NOTHING IN WRITING AND NO ONE HAS APPROACHED THE PENAL CODE IN
4 THE BOARDROOM BUT I HAVE TWO HAND RAISED IN ZOOM IF I MAY.
5 ALETA DUPREE WE'LL START WITH YOU FOLLOWED BY BRYAN
6 CULBERTSON.

7

8 **SPEAKER:** THANK YOU, CHAIR KIRSCHBAUM AND MEMBERS. ALETA DUPREE
9 FOR THE RECORD SHE AND HER WITH TEAM FOLDS. I THINK WE HAVE A
10 GOOD BASIC BUDGET HERE. THANK YOU FOR THE INCREASING DEPTH,
11 OUR PERCENTAGES, IF YOU WILL, THAT WE PAY ON PROCESSING BANK
12 CARDS. OPEN PAYMENTS IS LOOKING FAVORABLE FOR US AND WILL
13 CONTINUE TO DO SO. THE I DON'T SEE IT AS BEING A DEAL BREAKER.
14 IN MY LETTER TO YOU, WHICH, HOPEFULLY, SOMEBODY SENT TO YOU, I
15 DID MENTION ABOUT THIS MATTER AND MECHANICS OF MONEY, MAYBE
16 I'LL JUST RESEND IT TO YOU ANYWAY. I MEAN, WE HAVE SOME
17 SURPLUS GOING FORWARD, IT LOOKS LIKE, OF \$2.3 MILLION, I
18 THINK. WE HAVE TO PASS THE BUDGET TODAY. THIS WILL GIVE MTC
19 THE LEGAL AUTHORITY TO SPEND MONEY. WE DON'T WANT TO BE IN A
20 CARE TAKING SITUATION. I DO SUPPORT, AS A MATTER OF COURSE,
21 BUDGET REVIEWS OVER TIME. THEY SHOULD NEVER BE FROZEN IN TIME.
22 THINGS DO HAPPEN OVER TIME. SOMETIMES THEY'RE GOOD THINGS. SO,
23 YES, I WOULD DEFINITELY SUPPORT YOU COMING BACK IN A FEW
24 MONTHS, AND TAKING A LOOK AT THIS AND SEE FIGURE WE HAVE TO
25 MAKE ANY TWEAKS. HOPEFULLY MORE PEOPLE WILL BE RIDING PUBLIC



JUNE 01, 2026

1 TRANSPORTATION WHICH WILL MEAN MORE FARES AND MORE MONEY, AND
2 THEN WE CAN INCREASE THE BUDGET, AND YES BANK FEES ARE GOING
3 PUP, BUT THAT'S WHAT HAPPENS WHEN YOU GROW A BUSINESS. THE
4 MORE REVENUE YOU TAKE IN, THE MORE REVENUE, THE MONEY YOU WILL
5 SPEND ON BANK FEES. I REMEMBER THE DAYS OF THE SPECIAL TRAINS
6 IN NEW YORK, CARRYING THE MONEY TO THE HEADQUARTERS, STILL A
7 LOT LESS CHEAPER THAN DEALING WITH CASH. THANK YOU.

8

9 **CLERK, BRITTNY SUTHERLAND:** THANK YOU ALETA. WE'LL NOW HAVE
10 BRIAN CULBERTSON IN THE ZOOM SPACE FOLLOWED BY ADINA LEVIN IN
11 THE BOARDROOM. GO AHEAD AND UNMUTE YOURSELF.

12

13 **SPEAKER:** MY NAME IS BRYAN CULBERTSON, AND I LIVE IN OAKLAND.
14 I'M HERE TO COMMENT ON THE FAILURE OF CUBIC AND WHAT WE CAN
15 POSSIBLY DO TO MOVE FORWARD, SHOULD THERE BE MONEY IN THE
16 BUDGET TO START TALKING ABOUT A PROCESS FOR MOVING AWAY FROM
17 CUBIC. LIKE, WE HAVE BEEN DOING THIS FOR FOUR YEARS; THEY'RE
18 NOT GOING TO CHANGE. THEY'RE NOT GOING TO GET BETTER. SO WE
19 NEED TO BE TALKING ABOUT WHAT WE'RE GOING TO DO TO NOT NEED
20 CUBE NICK TWO YEARS FROM NOW OR FOUR YEARS FROM NOW. SO, IS --
21 TO THE -- WHAT IS THAT PROCESS GOING LOOK LIKE. WHAT MONEY DO
22 WE NEED TO DEDICATE RIGHT NOW TO THAT PROCESS SO THAT WE HAVE
23 A FUTURE WHERE WE ARE NOT HAVING THESE MEETINGS OVER AND OVER
24 AGAIN OF CUBIC FAILING TRANSIT RIDERS. THAT'S ONE PART ABOUT
25 THIS. AND THEN THE SECOND PART IS WE SHOULD NOT BE HAVING OUR



JUNE 01, 2026

1 TRANSIT RIDERS PAY FOR THE FAILURE OF CUBIC. WE'RE STILL
2 PAYING FOR THE C1 SYSTEM THAT WAS SUPPOSED TO BE RETIRED MANY
3 YEARS AGO. SO, WE HAVE NOW PAID, I DON'T KNOW, WHAT? SOMETHING
4 LIKE \$100 MILLION OVER THE PAST COUPLE OF YEARS TO KEEP THE C1
5 SYSTEM GOING? ALL OF THAT HAS COME OUT OF THE TRANSIT RIDERS
6 OR ANOTHER GRANTS MONEY THAT COULD HAVE GONE TO TRANSIT
7 SERVICE. PLEASE DO EVERYTHING YOU CAN TO GET THAT MONEY TO
8 COME OUT OF CUBIC AND NOT COME OUT OF -- FOR THEIR FAILURES,
9 RIGHT? THANK YOU.

10

11 **CLERK, BRITTNY SUTHERLAND:** THANK YOU BRIAN AND MOVING BACK
12 OVER TO THE BOARDROOM. ADINA LEVIN.

13

14 **ADINA LEVIN:** SO, WANTED TO SUPPORT THE COMMENTS FROM THE
15 GENERAL MANAGERS IN TERMS OF WANTING, WENT CONVERSATIONS THAT
16 WILL NOT HAPPEN IN PUBLIC SESSION, ABOUT HOLDING CUBIC AS
17 FINANCIALLY ACCOUNTABLE AS HUMANLY POSSIBLE, AND IN THE TOPIC
18 OF THE -- THE COST FOR OPEN PAYMENT, DOING THE ANALYSIS ABOUT,
19 YOU KNOW, HOW MUCH OF IT MIGHT BE -- CHANGE BEHAVIOR IN TERMS
20 OF HOW MUCH SOMEBODY LOADS ON TO A CLIPPER CARD, IF ONE OF THE
21 THINGS THAT HAPPENED WITH THE NEW SYSTEM WAS A CHANGE IN
22 DEFAULT SO THAT STANDARD AMOUNT OF MONEY WAS LOWER SO THAT
23 MIGHT BE KIND OF ACCIDENTAL WHERE SOMEBODY JUST CHOOSES THE
24 DEFAULT VERSUS PEOPLE ACTUALLY USING A TRIP AT A TIME, WHEN
25 THAT'S THE CASE, HOW MUCH OF THAT IS ACTUALLY ACCOMPANIED BY



JUNE 01, 2026

1 PEOPLE TAKING TRANSIT MORE? IN WHICH CASE, THIS'S GOOD. WHEN I
2 SEE SOMEONE THAT IS TRYING TO GO A SPORTS GAME AND WRESTLING
3 WITH A TICKET VENDING MACHINE THERE IS PROBABLY OTHER PEOPLE
4 THAT ARE DRIVING BECAUSE THEY'RE NOT GOING TO WRESTLE WITH THE
5 TICKET VENDING MACHINE OF THOSE PEOPLE DOING OPEN PAYMENT
6 THAT'S PROBABLY NET POSITIVE SO HOW MUCH OF IT IS ABOUT
7 INCREASED NET RIDERSHIP THEN WHAT KINDS NEGOTIATION CAN BE
8 DONE IN TERMS OF AGGREGATION AND BULK OF DISCOUNTS TO REDUCE
9 THOSE FEES, AND GOING BACK AND TO THE PREVIOUS COMMENT
10 EXPLORING HOW TO REDUCE COST OF IMPROVING THE SYSTEM GOING
11 FORWARD WITH THIS OR ANY FUTURE VENDORS. THANK YOU.

12

13 **CLERK, BRITTNY SUTHERLAND:** THANK YOU ADINA. THAT CONCLUDES
14 PUBLIC COMMENT FOR THIS ITEM.

15

16 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU FOR THOSE PUBLIC COMMENTS.
17 I'LL ASK THE BOARD MEMBERS THAT WOULD LIKE TO COMMENT ON THIS
18 ITEM, PLEASE?

19

20 **BOB POWERS:** FIRST WANTED TO JUST THANK EDWARD AND WEINSTEIN, I
21 WAS PRETTY VOCAL ABOUT A MONTH AGO ABOUT MY CONCERNS WITH
22 BRINGING THIS ITEM GIVEN THE LAST TOPIC, RIGHT, SO GOT OVER
23 THAT FOR THE MOST PART BUT SO THANK YOU FOR THAT AND I KNOW
24 YOU HAVE BEEN IN CONTACT WITH THE KITCHEN CABINET WHO I HAVE
25 THE UTMOST RESPECT FOR AND HOW WOULD YOU CHARACTERIZE THOSE



JUNE 01, 2026

1 DISCUSSIONS WITH THE KITCHEN CABINETS AS THEY RELATE TO THIS
2 ITEM IN FRONT OF US?

3

4 **EDWARD MENG:** I WOULD CHARACTERIZE THEM AS PRODUCTIVE I THINK
5 EVERYONE HAS BEEN GIVING MEANINGFUL FEEDBACK BOTH ON THE
6 SUBSTANCE AS WELL AS PRESENTATION OF THE INFORMATION.

7

8 **BOB POWERS:** I THINK FOR THIS BOARD, I THINK, EDWARD, IN THE
9 KITCHEN CABINET AROUND THE SAME PAGE ABOUT THERE'S A FEW
10 UNKNOWNNS HERE IN FRONT OF US COMING BACK IN A FEW MONTHS, OR
11 WHENEVER, SIX MONTHS -- THAT'S WHAT YOU SAID EDWARD -- IS A
12 GOOD IDEA, RIGHT? SO, I TOTALLY SUPPORT THAT APPROACH EDWARD
13 WHAT I WOULD HAVE DONE NOT THAT I'M IN ANY WAY A FINANCE GUY
14 BUT I GIVE YOU TWO THINGS I WANT TO -- I'M NOT A BIG FAN OF
15 PROJECT MANAGEMENT BY COMMITTEE RIGHT THERE IS SOMEBODY IN
16 CHARGE ON THE FINANCE SIDE OF THIS THING WORKING FOR YOU THERE
17 IS A BUNCH, SEVERAL NAMES THERE HOW MANY FTE'S DO YOU HAVE ON
18 THE FINANCE SIDE LOOKING AT THIS THING NOT JUST 10% OF SALES,
19 8% OF APRIL SO THERE IS A DEDICATED FTE FROM FINANCE
20 ASSOCIATED WITH THE CLIPPER2 PROGRAM BEGINNING NEXT FISCAL
21 YEAR?

22

23 **EDWARD MENG:** ONE DEDICATED FTE PERSON IN FINANCE THAT'S
24 INTENDED TO FULLY SUPPORT THE CLIPPER.

25



JUNE 01, 2026

1 BOB POWERS: THEN I GET BEAT UP NOT BEAT UP, BUT PUSHED BACK
2 INTO THE RIGHT SWIM LANE SOMETIMES MAKING SURE THAT THERE IS A
3 DATE COMING UP HERE A FEW MONTHS OUT MAYBE 5, 6 MONTHS OUT
4 VERY IMPORTANT DATE MAKING SURE WE DON'T OVER EXTEND ON THE
5 HIRING UNTIL THAT DATE AND TIME IS KNOWN WITHIN THE BART
6 ORGANIZATION IT'S STRINGENT IF I GO POST SOMETHING ONLINE A
7 POSITION TO FILL OR ANYTHING UNTIL YOU KNOW A CERTAIN POINT IN
8 TIME IN THE FUTURE ARE YOU OR MISS BOCKELMAN, MR. PREMIER OF
9 THAT SAME MINDSET? OR MR. WEINSTEIN? I DON'T KNOW --

10

11 **JASON WEINSTEIN:** I CAN WEIGH IN FIRST. THE VACANCIES WE FILLED
12 WERE FROM PRIOR FISCAL YEARS, AND WE FINALLY FEEL WE'RE AT
13 FULL STRENGTH NOW. WE HAVE NO REQUEST FOR OUR TEAM, THE
14 CLIPPER TEAM TO ADD MORE STAFF AND FELL LIKE -

15

16 **BOB POWERS:** YOU'RE FILLED NOW. I DIDN'T -- I MAYBE READ THAT
17 CHART WRONG UP THERE. YEAH I READ IT WRONG. IT'S OKAY. YOU
18 DON'T NEED TO SAY ANYMORE. I'M WITH YOU, JASON. IF YOU'RE NOT
19 FILLING ANY MORE, I THINK THAT'S SMART, GIVEN WHAT A FEW
20 MONTHS DOWN THE ROAD. SO WE GOT ALIX ON THIS ONE? YOU GET THE
21 CONCEPT?

22

23 **ALIX BOCKELMAN:** I'M TRYING TO THINK AS JASON NOTED WE FILLED
24 SOME VACANCIES ARE FROM PRIOR YEAR BUDGET. I THINK THAT THERE
25 IS ONE NEW FULL-TIME POSITION THIS YEAR'S BUDGET, SO THAT



JUNE 01, 2026

1 WOULD STILL HAVE TO BE APPROVED BY THE MTC BOARD. JUST WANTED
2 TO MAKE THAT --

3

4 **BOB POWERS:** I'M NOT GETTING INTO THE MIDDLE OF IT. I'M JUST
5 TELLING YOU, IT'S GOT TO GO THROUGH MIKE JONES AND JOE BEECH
6 BEFORE IT EVEN COMES TO ME TO GET POSTED, GIVEN OUR FINANCIAL
7 SITUATIONS RIGHT NOW I'M SURE YOU HAVE SOMETHING SIMILAR TO
8 THAT, RIGHT?

9

10 **ANDREW FREMIER:** YES, WE DO.

11

12 **BOB POWERS:** YEAH. ANYWAY, THANK YOU EDWARD. NICE JOB ON THE
13 DECK AND PULLING US TOGETHER ON THIS THING WITH THE KITCHEN
14 CABINET. I'M TELLING YOU THEIR KITCHEN CABINET BECAUSE I HEAR
15 A LOT OF APPRECIATE YOUR TIME AND COMMITMENT, AS WELL.

16

17 **DANIELLE SCHMITZ:** THANK YOU FOR THE REPORT. I AGREE THAT THERE
18 IS MORE DETAIL, FOR THE TWO YEAR BUDGET, THIS IS FOR THE
19 OPERATING BUDGET, WE'RE SAYING THE TOTAL SOURCE OF FUNDING IS
20 LESS THAN WHAT WE'RE APPROVING IN THE OPERATING BUDGET; IS
21 THAT CORRECT? FOR FISCAL YEAR 2026/'27, LOOKS LIKE WE'RE
22 OVERSUBSCRIBED 2.3 MILLION, OPERATING COST LESS THAN WHAT WE
23 BUDGETED FOR THEN FISCAL YEAR '27/'28 LOOKS LIKE WE HAVE A
24 TOTAL SOURCE OF GRANT FUNDS IDENTIFIED AT 50, BUT OUR
25 OPERATING BUDGET 60 MILLION. IS THAT CORRECT?



JUNE 01, 2026

1

2 **CHAIR, JULIE KIRSCHBAUM:** COULD WE PULL UP THE SLIDE BEFORE YOU
3 ANSWER?

4

5 **EDWARD MENG:** SLIDE FOUR?

6

7 **DANIELLE SCHMITZ:** I THINK IT WAS SLIDE FOUR OR FIVE? IT'S THE
8 TABLE THAT HAS THE OPERATING

9

10 **EDWARD MENG:** YEAH, THE REVENUE.

11

12 **DANIELLE SCHMITZ:** YES, THERE, THE BOTTOM RIGHT.

13

14 **EDWARD MENG:** YOU'RE READING THAT CORRECTLY.

15

16 **DANIELLE SCHMITZ:** I'M READING THAT CORRECTLY. AND IS THAT
17 OKAY? IS MTC COMMISSION AWARE OF THAT? AND DO WE FEEL
18 CONFIDENCE DENT THAT WE'RE GOING TO BE FINDING THIS GAP OF
19 WHAT, \$7 MILLION BETWEEN THE TWO FISCAL YEARS?

20

21 **EDWARD MENG:** YEAH. IT'S REALLY HARD TO PLAN FOR OPERATING
22 FUNDS TWO YEARS IN ADVANCE. MTC, AS AN AGENCY, DOES IT
23 ANNUALLY. SO THERE ARE FUNDS THAT ARE STILL BEING CONSIDERED.
24 WE BROUGHT TO THIS BOARD BEFORE, A TWO-YEAR OPERATING BUDGET
25 WHERE THE SECOND YEAR DID SHOW A DEFICIT BEFORE, AND WE HAVE



JUNE 01, 2026

1 ALWAYS MANAGED TO FUND THE CLIPPER PROGRAM ONCE THE FUNDING
2 GETS SECURED.

3

4 **DANIELLE SCHMITZ:** YEAH. JUST FOR MY EDUCATION. AND THEN ALSO,
5 I WOULD JUST ECHO THE PUBLIC COMMENTS THAT IN OUR LETTER TO
6 THE COMMISSION FROM THE CLIPPER EXECUTIVE BOARD THAT WE
7 HIGHLIGHT, NOT ONLY THE MAKING THE OPERATORS WHOLE, BUT, YOU
8 KNOW, THE RECONCILIATION. I THINK THERE WAS A RECONCILIATION.
9 I THINK ADINA LEVIN'S COMMENTS SHOULD BE REFLECTED IN THE
10 LETTER, AS WELL.

11

12 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. BOARD MEMBER GONOT?

13

14 **CAROLYN GONOT:** YEAH. I HAVE A COUPLE. YEAH, ONE HAD TO DO WITH
15 THE TBD'S, WHICH DANIEL JUST MENTIONED. IT DOES MAKE ME A
16 LITTLE NERVOUS, BUDGET THAT SAYS TBD THEN JUST VOTE IT. IT
17 WOULD EITHER SAY ZERO IT OUT, YOU KNOW, THEN WHEN WE GET
18 FUNDING, WE DON'T. SO I MEAN I'M UNCOMFORTABLE WITH TBD, I CAN
19 TELL YOU WHY BECAUSE WHEN I SEE SOME PROGRAMS THAT ARE LIKE
20 WHEN YOU'RE LOOKING AT LC TOP OR SB1, STATE OF GOOD REPAIR, LC
21 TOP, OF COURSE, WE DON'T KNOW WHAT'S GOING TO HAPPEN BASED ON
22 WHAT'S BEEN GOING ON LATELY, OR IN THE LAST -- BASED ON THE
23 VOTE THAT HAPPENED LAST FRIDAY, THAT'S A CONCERN FROM ME. THEN
24 SB1 WAS FOR START-UP COSTS IN TERMS OF THE NEW CLIPPER SYSTEM
25 BUT I THINK BY '26/'27 WE WOULDN'T BE DOING THAT SO MY ONLY



JUNE 01, 2026

1 FEAR THERE IS IF WE LEAVE IT AT TBD EITHER, SAY WE WANT OR
2 NOT, I THINK IT'S AN ASSUMPTION THAT THOSE ARE REGIONAL FUNDS
3 THAT WE WOULD THEN BE COMING TO SAY HEY THERE IS A HOLE IN THE
4 CLIPPER AND WE'RE GOING TO NEED TO FILL IT. AND THAT'S WHERE I
5 DON'T KNOW. YOU KNOW, I MEAN I'M NERVOUS ABOUT SAYING YES WE
6 HAVE A BUDGET '26/'27, I'M A LITTLE NERVOUS ABOUT '27/'28,
7 UNLESS WE THINK WE CAN COVER THAT? I MEAN, JUST THE IDEA THAT
8 WE WOULD VOTE, YOU KNOW?

9

10 **BOB POWERS:** I KNOW I'M GOING OUT OF TURN, MADAM CHAIR, AND YOU
11 CAN JUST THROW SOMETHING AT ME IF YOU WANT. THE OTHER THING,
12 CAROLYN, TO KEEP IN MIND -- I HAVE NOTICED THAT TOO. EDWARD
13 HAS WORKED WITH THE KITCHEN CABINET. THAT COME BACK IN SIX
14 MONTHS, AND AT THAT POINT IN TIME THERE WILL BE CLARITY. THE
15 NUMBERS WILL BE FLUSHED OUT. YOU KNOW, IT GAVE ME PAUSE AS
16 WELL BUT I THINK THEM COMING BACK AND MAKING THAT COMMITMENT
17 I'M GOING TO BE OKAY WITH THAT. I'M TELLING YOU DO WHATEVER
18 YOU'RE GOING TO DO BUT I NOTICED THAT AS WELL, AND I THINK
19 THERE WILL BE MAYBE THOSE TB -- I WOULD ASSUME THOSE TBD'S ARE
20 GOING TO GO AWAY AT SOME POINT IN THE FUTURE?

21

22 **CAROLYN GONOT:** RIGHT. BUT ONE OF THE THINGS IS ARE WE -- I
23 KNOW YOU DON'T WANT TO OBLIGATE WHAT WILL HAPPEN WITH ANY OF
24 THOSE FUND SOURCES BEFORE, I GUESS WHAT I WANT TO UNDERSTAND
25 IS SB1, REALLY WOULDN'T BE AN ELIGIBLE EXPENSE AT THAT POINT,



JUNE 01, 2026

1 CORRECT?

2

3 **EDWARD MENG:** I THINK WE AGREEMENT.

4

5 **CAROLYN GONOT:** SO THAT WOULD BE ZERO SO WE'RE LOOKING AT SOME
6 OTHER REGIONAL FUNDS THAT WE WOULD GET OR SOME KIND OF
7 AUTHORIZING GRANT THAT MAKES IT PRIORITY IN THE REGION TO PUT
8 THIS THAT WE WOULD NEED TO FILL THIS HOLE AND I'M ONLY AWARE
9 OF THIS BECAUSE I'M GOING TO BE ASKED FROM ALL THE OTHER HATS
10 WE WEAR AS AN AGENCY ABOUT WHAT THE OTHER FUNDS ARE SO IT'S
11 ALWAYS A CONCERN OF MINE ABOUT YOU KNOW WHERE WE'RE USING --
12 WHERE WE'RE DRAWING FUNDS, FROM THEY'RE GOING TO COME FROM
13 SOMEWHERE, AND SO WHEN WE SAY, OH WE'RE ALLOCATING THEM TO
14 MTC. WELL MTC IS JUST GOING TO TAKE THEM, SOME KIND OF
15 REGIONAL FUNDS. I MEAN, IT'S -- MTC IS NOT GENERATING ITSELF,
16 TRANSIT OPERATING DOLLARS. SO, I THINK THAT'S A CONCERN OF
17 MINE, IS JUST GETTING SOME SENSE OF WHAT THAT MIGHT BE. AND
18 VERY, MAYBE TO TAKE THE TBD OFF OF SOME OF THESE ONES -- LIKE
19 SB1 WHEN WE'RE NOT GOING TO USE IT OR SOMETHING LIKE THAT? I'M
20 JUST A LITTLE MORE ANXIOUS ABOUT APPROVING A BUDGET WHERE I
21 DON'T KNOW IF THOSE WOULD BE THE FUNDS THAT WE WOULD TAKE. I
22 CAN UNDERSTAND WE MIGHT COME BACK WITH ANOTHER SOURCE AND
23 MIGHT HAVE ANOTHER, AND THEY MIGHT JUST SAY OTHER TBD AND
24 THERE WOULD BE ANOTHER LINE IN THERE, I DON'T KNOW. AND THEN I
25 STILL -- I UNDERSTAND THE MTC COST OF ACTUAL RIGHT NOW ARE



JUNE 01, 2026

1 TRENDING 3 MILLION AND ARE GOING TO GO TO 4.7 OR 4.8 WHICH
2 SEEMS LIKE A HUGE JUMP AND I UNDERSTANDS YOU'RE FILLING YOUR
3 VACANCIES AND I KNOW ONE POSITION IN FINANCE ISN'T IT UNLESS
4 YOU'RE PAYING THEM A LOT OF MONEY IN FINANCE. SO I KNOW THAT'S
5 NOT IT. SO I WANT TO UNDERSTAND.

6

7 **JASON WEINSTEIN:** THOSE THREE POSITIONS WEREN'T FILLED UNTIL
8 MARCH OR APRIL OF THIS YEAR. SO WE WENT, PRETTY MUCH MOST OF
9 THIS CURRENT FISCAL YEAR WITHOUT THOSE POSITIONS, SORT OF,
10 BEING ON THE BOOKS. SO, BUT THEY WILL BE FOR THE ENTIRE OF
11 NEXT FISCAL YEAR.

12

13 **CAROLYN GONOT:** OKAY. OKAY. THE SO, ALL RIGHT. IT JUST IS --

14

15 **JASON WEINSTEIN:** PLUS THE FINANCE POSITION THAT IS NEW.

16

17 **CAROLYN GONOT:** OKAY. IT JUST SEEMS LIKE A LOT FOR THOSE FOUR
18 POSITIONS ON BE ON THE BOOK FOR AN INCREASE OF 1.7 MILLION,
19 WHEN WE WERE AT 4 MILLION. AND SO I'M JUST CURIOUS.

20

21 **JASON WEINSTEIN:** FOR ALL INTENTS AND PURPOSES LET'S JUST SAY
22 ALL ORANGE OR YELLOW BOXES ARE NEW FOR THIS FISCAL YEAR.
23 BECAUSE WE'VE HAD LITTLE USAGE OF STAFF THAT WERE FILLING
24 THOSE BOXES FOR THIS CURRENT FISCAL YEAR.

25



JUNE 01, 2026

1 **CHAIR, JULIE KIRSCHBAUM:** COULD WE REMOTE THE ORG CHART PLEASE?

2

3 **CAROLYN GONOT:** I'M JUST SAYING WE'RE ALL -- AS TRANSIT
4 OPERATORS, WE'RE ALL IN TRYING TO REAL FIGHT AND TIGHTEN OUR
5 BELTS, AND SO THERE IS A LOT OF POSITIONS WE'RE NOT EVEN
6 FILLING SHOULD WE EVEN HAVE THE BOX AVAILABLE TO US BECAUSE
7 SOMEONE LEAVES. WE'RE NOT FILLING IT.

8

9 **BOB POWERS:** THAT'S ABOUT US BEING CO -- YES, CODA NICE AND
10 RESPECTFUL.

11

12 **CAROLYN GONOT:** MAKING A CHOICE WHETHER WE FILL IT OR NOT. SO
13 IT'S ONE OF THOSE THINGS WHERE LIKE IF THE BUDGET IS COMING
14 CLOSE YOU'RE NOT GOING TO MAKE A DECISION WHETHER YOU SHOULD
15 FILL A POSITION OR NOT THROUGH YOU KNOW, WHETHER IT'S
16 ABSOLUTELY CRITICAL OR NOT, MAYBE JUST THAT IT'S LOOKING AT
17 THE SYSTEM THAT DOESN'T HAVE HIGH FAREBOX RECOVERY RATIO
18 LOOKING AT HOW MUCH THIS IS GOING TO COST PER TRANSACTION I'M
19 NERVOUS REGIONAL MONEY PAYING FOR THAT NOT BY TRANSACTION ON
20 THOSE OTHER AREAS I'M CONTINUING LOOK AT WHAT ARE TRUE COSTS
21 OF THIS OP GOING FOR US DOESN'T GET IN THE CAPITAL SIDE SO
22 APPRECIATE IT BUT WANT TO BE ABLE TO CONTAIN AS MUCH AS WE
23 CAN. THANKS.

24

25 **CHAIR, JULIE KIRSCHBAUM:** I DO HAVE ONE CLARIFYING QUESTION.



JUNE 01, 2026

1 THE STAFF THAT ARE PART-TIME ON THE PROJECT, ARE THEY ALSO
2 BILLING TO THE PROJECT, FACTORED INTO THAT 4.7?

3

4 **EDWARD MENG:** YES.

5

6 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU.

7

8 **SPEAKER:** SORRY. I WANTED TO ASK -- I'M GOING TO GATEWAY BACK -
9 - GO BACK TO SLIDE THREE. WE MAY HAVE TALKED ABOUT THIS,
10 CUSTOMER SERVICE, ONE EXAMPLE, I KNOW WE RAMPED UP THE COST OF
11 THE CUSTOMER SERVICE CENTER GIVEN THE HIGH VOLUMES OF CALLS
12 AND IT LOOKS LIKE FOR THE NEXT TWO YEARS IT'S KIND OF STAYED
13 THAT WAY BUT THIS IS SOMETHING THAT COULD POTENTIALLY GO DOWN
14 ASSUMING THE SYSTEM STABILIZED, RIGHT, THAT'S ONE OF THE COAST
15 OF COSTS WE CAN MONITOR AND POSSIBLY BRING DOWN IT'S
16 CONTRACTOR NOT ACTUALLY AGENCY STAFF IS THAT TRUE?

17

18 **EDWARD MENG:** YES I BELIEVE THERE ARE TERMS IN THE WSP CONTRACT
19 FOR RENEGOTIATIONS AND WE WOULD DEFINITELY BE WORKING WITH THE
20 CUSTOMER SERVICE WORKING GROUP TO DISCUSS THESE TERMS WITH YOU
21 AND YOUR STAFF.

22

23 **APRIL CHAN:** OKAY AND THE NEXT QUESTION I HAVE IS ON THE SOURCE
24 OF FUNDING, SO NOW THIS IS SLIDE NUMBER FOUR.

25



JUNE 01, 2026

1 **EDWARD MENG:** YES IT'S SLIDE FOUR.

2

3 **APRIL CHAN:** YES SLIDE FOUR IN TERMS OF THE OPERATORS THAT HAVE
4 GONE UP SIGNIFICANTLY. BUT NA IS -- WHAT'S GOING TO HAPPEN
5 THAT, IS OFF THE TOP, WHATEVER THE FARE REVENUES ARE BEING
6 PROCESSED THROUGH, OFF THE TOP, YOU'RE GOING TO TAKE THE 30.6
7 FROM THE OPERATORS? IS THAT HOW IT'S -- IT'S NOT LIKE A
8 SEPARATE CHECK THAT WE HAVE WRITE TO YOU? I JUST WANT TO
9 CONFIRM.

10

11 **EDWARD MENG:** WE INVOICE YOU MONTHLY, WE GET THE BILLS FROM THE
12 VARIOUS PROVIDERS WE THEN DO COST ALLOCATION BY OPERATORS
13 FIRST 50/50, US, THEN THE OPERATORS AND THEN OPERATORS FOR THE
14 ALLOCATION BASED ON FORMULAS OF THE MOU. THEN WE PROVIDES YOUR
15 STAFF ANNUAL MONTHLY ESTIMATES AS WELL TO HELP YOU ALL PLAN.

16

17 **APRIL CHAN:** AND THAT WILL TIE BACK TO WHATEVER THE AMOUNT OF
18 TRANSACTIONS BECAUSE THERE IS FIXED COST?

19

20 **EDWARD MENG:** THE SYSTEM INTEGRATOR AND CUSTOMER SERVICE CENTER
21 ARE FIXED MONTHLY COSTS SO THOSE ARE DIVVIED UP BY NUMBER OF
22 CLIPPER RIDERSHIP BY OPERATOR, AND THEN THE PAYMENT SERVICES
23 IS BY REVENUE PROCESSED MONTHLY.

24

25 **APRIL CHAN:** OKAY. AND THEN THE FINAL -- MORE OF A COMMENT, BUT



JUNE 01, 2026

1 I THINK CAROLYN TALKED ABOUT THIS, GIVEN WHAT'S HAPPENING WITH
2 THE CARTA PROGRAM AND AMOUNT OF FUNDING EITHER COMING FROM LC
3 TOP OR STATE OF GOOD REPAIR, THAT COULD POTENTIALLY GO AWAY.
4 SO THAT AMOUNT CAN GO DOWN POTENTIALLY, LOOKS LIKE YOU'RE
5 ESTIMATING THAT FOR FISCAL YEAR 2027, 2028. IS THAT REFLECTIVE
6 OF THAT FACT? OR IS THIS SOMETHING -- JUST TRYING TO FIGURE
7 OUT HOW DID YOU ASSUME SUCH A STEEP --

8

9 **EDWARD MENG:** YES, BECAUSE WE APPLIED LAST YEAR AND HAVE
10 RECEIVED AWARD WE'RE APPLYING FOR THIS YEAR SO THIS YEAR WE'RE
11 NOT EXPECTING TO APPLY FOR THE FY 2026, '27.

12

13 **CHAIR, JULIE KIRSCHBAUM:** VICE CHAIR?

14

15 **V. CHAIR, DENNIS MULLIGAN:** I'LL MAKE THE MOTION TO APPROVE IT
16 ACKNOWLEDGING THE SECOND YEAR DEFICIT WITH UNDERSTANDING WE
17 HAVE LIVED THAT BEFORE DONE THAT PRIOR TIMES WITH FULL FAITH
18 AND TRUST YOU WILL COME BACK IN SIX MONTHS WITH POSSIBLE
19 DECISION TO ASSIST US SO SECOND YEAR WE BALANCE. I MAKE THE
20 MOTION.

21

22 **CHAIR, JULIE KIRSCHBAUM:** SECOND?

23

24 **SPEAKER:** I'LL SECOND IT.

25



JUNE 01, 2026

1 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. BEFORE WE VOTE I WANT TO
2 REITERATE HOW IMPORTANT IT IS THAT WE DO COME BACK THAT YOU
3 CONTINUE TO WORK THROUGH SOLUTIONS. PARTICULARLY, WHILE THERE
4 IS NOT A LOT WE CAN DO PERHAPS TO CONTROL THE PERCENTAGES, WE
5 CAN CONTROL THE NUMBER OF TRANSACTIONS WITH POLICY DECISIONS
6 AND POLICY TRADEOFFS. SO, PLEASE CONTINUE TO BRING THOSE TO US
7 FOR DISCUSSION. THIS IS SOMETHING THAT WE WOULD LIKE KEEP AS A
8 LIVE ITEM AND NOT BE SILENT ON BETWEEN NOW AND THE FALL IN
9 ORDER TO GET TO A SUCCESSFUL POINT THAT WE NEED TO, IN THE
10 FALL, WE NEED TO BE DOING WORK EVERY WEEK BETWEEN NOW AND THEN
11 TO DRIVE THESE COSTS DOWN. AND, CERTAINLY, THE ACCOUNTABILITY
12 THAT WE TALKED ABOUT IN OUR PREVIOUS ITEM IS THE SILHOUETTE
13 FIRST STEP, BUT THERE IS ALSO A LOT OF, I THINK, OTHER
14 DECISIONS FOR US TO CONSIDER, PARTICULARLY AS WE THINK ABOUT
15 NUMBER OF TRANSACTIONS. SO, WITH THAT, I HAVE A MOTION BY VICE
16 CHAIR MULLIGAN AND SECONDED BY BOARD MEMBER PREMIER. ALL IN
17 FAVOR, SAY AYE. [AYES]

18

19 **CHAIR, JULIE KIRSCHBAUM:** ARE THERE ANY OPPOSED? OKAY. THE ITEM
20 PASSES. THANK YOU. THAT BRINGS US TO AGENDA ITEM THREE C
21 CHANGE ORDER AMENDMENT TWO TO THE CLIPPER SYSTEM C1, AND THE
22 CUSTOMER SERVICE CENTER CONTRACT CHANGE ORDER TO 18 TO CUBIC
23 TRANSPORTATION SYSTEMS FOR 3 MILLION -- \$3.1 MILLION. THIS IS
24 AN APPROVAL ITEM. WE, AS YOU KNOW, BOARD MEMBERS, WE DID HAVE
25 SEVERAL CHANGE ORDERS ON CONSENT. THESE LAST TWO WE FELT



JUNE 01, 2026

1 REALLY SPECIFICALLY APPLIED TO THE BUDGET DECISION THAT WAS IN
2 FRONT OF US, WHICH IS WHY WE'RE TAKING THEM SEPARATELY. AND
3 ANGUS DAVOL FROM MTC, WILL YOU PRESENT THIS ITEM FOR US,
4 PLEASE?

5

6 **JASON WEINSTEIN:** CHAIR KIRSCHBAUM BEFORE TURNING IT OVER TO
7 ANGUS, I JUST -- NO, IT'S OKAY. I'LL NOTE, AS YOU MENTION, THE
8 NEXT TWO ITEMS FOLLOW DIRECTLY FROM THE CLIPPER BUDGET
9 APPROVAL. THESE ARE REQUESTS FOR APPROVAL FOR CONTRACT ACTIONS
10 TO ALLOW US TO CONTINUE OPERATIONS WITH AMOUNTS IN ACCORDANCE
11 WITH THE CLIPPER OPERATING BUDGET YOU JUST APPROVED. FOR THE
12 C1 CONTRACT EXTENSION SPECIFICALLY NOTE THAT THE INCLUDED
13 CONTRACT AMOUNT WAS BASED ON THE ASSUMPTION THAT BULK
14 MIGRATION WOULD START IN JUNE, WHICH IS NOW UNLIKELY, OF
15 COURSE, AS WE HEARD EARLIER. WE'RE STILL RECOMMENDING
16 PROCEEDING WITH THIS BUDGET AMOUNT AS MENTIONED WE'LL BE BACK
17 TO THIS BOARD SHOULD AN AMENDMENT BE NECESSARY GIVEN THE
18 CURRENT PROGRESS. AND WE'LL KEEP THE CB INFORMED. WITH THAT
19 PASSING TO ANGUS.

20

21 **ANGUS DAVOL:** ALL RIGHT. THANK YOU, JASON. I'LL BE BRIEF ON
22 THIS ITEM, BECAUSE ED ADDRESSED THE NEED FOR THIS PART OF HIS
23 PRESENTATION ON THE SLIDES ON THE C2 OPERATING BUDGET. THIS
24 ITEM IS FOR REQUESTING APPROVAL OF CONTRACT CHANGE ORDER
25 AMENDMENT WITH CUBIC TO EXTEND THE OPERATIONS MAINTENANCE FOR



JUNE 01, 2026

1 LEGACY CLIPPER SYSTEM OR C1 AS NOTICED IN THE PREVIOUS ITEM O
2 FOR LEGACY C1 SYSTEM PREVIOUSLY EXPECTED TO END THIS CURRENT
3 FISCAL YEAR WITH ALL CUSTOMERS MIGRATED TO THE C2 SYSTEM WITH
4 DELAY IN CUSTOMER MIGRATION HOWEVER WE NEED TO CONTINUE C1 AND
5 O SO WE CAN CONTINUE PROCESSING TRANSACTIONS FOR CUSTOMERS
6 WHOSE CARDS HAVE NOT YET MIGRATED THIS AMENDMENT WILL CONTINUE
7 TO PREVIOUSLY NEGOTIATED TERMS UNDER WHICH WE HAVE BEEN PAYING
8 A REDUCED O AMOUNT SINCE WE STARTED TRANSITION IN DECEMBER AND
9 THIS AMOUNT WILL RAMP DOWN FURTHER AS CUSTOMERS MIGRATE TO THE
10 NEW SYSTEM AND AS WE SHIFT ALL FARE PAYMENT AND CREDIT AND
11 DEBIT CARD PROCESSING LINE PREVIOUSLY PRESENTED TO THIS BOARD
12 WHICH NAMELY THREE MONTHS OF BULK MIGRATION FOLLOWED BY THREE
13 MONTH PERIOD FOR C1 SYSTEM TO CLOSE OUT AND WE HAVE ALLOWED
14 FOR TERM OF NINE MONTHS FOR FULL C1 DECOMMISSIONS AS NOTED IN
15 ED'S OPERATING BUDGET PRESENTATION MTC WILL BE COVERING
16 OPERATOR'S SHARE OF CUBIC C1 AND O COST WE ARE ALSO PURSUING
17 COST RECOVERY AS PART OF CONTRACTUAL DISCUSSIONS THAT ARE
18 UPCOMING. THEREFORE, CLIPPER STAFF RECOMMENDS TO THE BOARD
19 APPROVAL OF A CONTRACT CHANGE ORDER AMENDMENT WITH CUBIC IN AN
20 AMOUNT NOT-TO-EXCEED \$3.1 MILLION TO CONTINUE OPERATIONS OF
21 LEGACY C1 SYSTEM IN THIS CURRENT UPCOMING FISCAL YEAR, PRIOR
22 TO ITS FULL DECOMMISSIONING. THAT CONCLUDES REMARKS. BACK TO
23 YOU, CHAIR KIRSCHBAUM.

24

25 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. CLERK, ARE THERE ANY



JUNE 01, 2026

1 PUBLIC COMMENTS ASSOCIATED WITH THIS ITEM?

2

3 **CLERK, BRITTNY SUTHERLAND:** I HAVE RECEIVED NOTHING IN WRITING,
4 AND THERE'S NO ONE THERE IS NO ONE IN THE BOARDROOM OR ZOOM
5 WISHING TO SPEAK ON THIS ITEM.

6

7 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. ARE THERE ANY BOARD
8 MEMBERS THAT WOULD LIKE TO COMMENT ON THIS ITEM?

9

10 **BOB POWERS:** CHAIR KIRSCHBAUM, I'M GOOD WITH THE CONCEPT OF IT.
11 I'M UNEASY DIRECTOR WEINSTEIN DOES IT SAY THE WORD JUNE IN THE
12 MOTION? OR COUNSELOR? I WOULD PREFER IF IT DIDN'T SAY JUNE WE
13 BOTH KNOW IT'S NOT JUNE. AND I DON'T WANT TO BE ASSOCIATED
14 WITH SAYING THE WRONG THING. SO, SAY THE FALL OR LATER, BUT IF
15 IT DOESN'T SAY JUNE, THAT'S FINE.

16

17 **ANGUS DAVOL:** WE DON'T REFER TO THE DATE OF BULK MIGRATION THAT
18 WAS CALCULATION FOR THAT AMOUNT.

19

20 **BOB POWERS:** PERFECT. I WANTED CLARIFICATION ON THAT CHAIR
21 KIRSCHBAUM.

22

23 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. ANY OTHER?

24

25 **SPEAKER:** JUST A QUICK COMMENT. I REMEMBER LAST YEAR, JULY 1ST,



JUNE 01, 2026

1 WE HAD AN OUTAGE ON CLIPPER. I RECALL THE DATE IT WAS PROBABLY
2 JUNE 30TH, 2025, THAT WAS PLUGGED INTO THE SYSTEM. I WANT TO
3 MAKE SURE THAT DOESN'T HAPPEN AGAIN THIS YEAR. ANGUS YOUR
4 SHAKING YOUR HEAD. THAT WAS MY COMMENT. THANK YOU.

5

6 **CHAIR, JULIE KIRSCHBAUM:** I THINK WE'RE GOING TO NEED TO HEAR
7 THAT ONE OUT LOUD, ANGUS.

8

9 **ANGUS DAVOL:** YES WE REMEMBER JULY 1ST LAST YEAR AS WELL AS YOU
10 AND YES WE'LL MAKE SURE THAT DOES NOT HAPPEN AGAIN.

11

12 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. ANOTHER BOARD MEMBER
13 QUESTIONS OR COMMENTS ON THIS ITEM? OKAY DO I HAVE A MOTION?

14

15 **SALVADOR LLAMAS:** MOTION TO APPROVE.

16

17 **BOB POWERS:** SECOND, POWERS.

18

19 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. MOTION BY BOARD MEMBER
20 LLAMAS, SECOND BY BOARD MEMBER POWERS. ALL IN FAVOR, SAY AYE.
21 [AYES] ARE THERE ANY OPPOSED? I WOULD LIKE TO STATE THAT THE
22 MOTION PASSED UNANIMOUSLY BY ALL MEMBERS PRESENT. THAT BRINGS
23 US TO ITEM 3D, WHICH IS A CHANGE ORDER FOR THE NEXT GENERATION
24 CLIPPER CUSTOMER SERVICE CENTER, WITH WSPUSA SERVICES, INC.
25 THIS IS AN APPROVAL ITEM KELLY JACKSON OF MTC WILL PROVIDE



JUNE 01, 2026

1 THIS PRESENTATION.

2

3 **KELLEY JACKSON:** THANK YOU. THIS ITEM IS REQUEST FOR APPROVAL
4 OF CHANGE ORDER WITH WSPUSA SERVICES FOR OPERATION OF THE NEXT
5 GENERATION CLIPPER CUSTOMER SERVICE CENTER THAT REVISES
6 PAYMENT FORM AND REDUCES PERIOD OF PERFORMANCE TO ALIGN WITH
7 THE CURRENTLY AVAILABLE RESOURCES THE BUDGET FOR THIS CHANGE
8 ORDER WAS INITIALLY APPROVED BY THIS BOARD IN OCTOBER 2025 AS
9 PART OF THE MID-YEAR BUDGET AMENDMENT, AS WELL AS INCLUDED IN
10 THE CLIPPER2 YEAR BUDGET ITEM APPROVED DURING THIS MEETING.
11 THE CHANGE IN THE MONTHLY PAYMENT TERMS IS NECESSITATED BY A
12 HIGHER VOLUME OF BY HIGHER VOLUME OF CONTACTS VIA PHONE AND E-
13 MAIL THAN WHAT WAS ESTIMATED WHEN WE CONDUCTED A COMPETITIVE
14 PROCUREMENT IN 2021. WSP TO OPERATE THE C2 CLIPPER CUSTOMER
15 CENTER THE ORIGINAL CONTRACT BUDGET WAS INTENDED TO FUND FOUR
16 YEARS OF OPERATIONS AND MAINTENANCE FOR SCOPE OF WORK THAT
17 INCLUDED HANDLING UP TO 12,000 PHONE AND E-MAIL CONTACTS AND
18 PROGRESSES UP TO 25,000 DISCOUNT CARD APPLICATIONS PER MONTH
19 WHILE ESTIMATED NUMBER OF CONTACTS REFLECTED COMBINATION OF
20 PRE-PANDEMIC AND PANDEMIC ERA ACTIVITY VOLUMES WHEN THE
21 CONTRACT WAS NEGOTIATED IN 2021 CONTACT TRENDS DID BEGIN
22 CHANGING DURING 2024, 2025 PERIOD WHEN STAFF OBSERVED THE CAL
23 VOLUMES RANGED FROM 24 KNOW THIS TO 28,000 CALLS A MONTH QUELL
24 MTC AND WSP BEGAN RENEGOTIATING MONTH HE OPERATION AND
25 MAINTENANCE FEE WITH NEW BASELINE OF 26,000 CONTACTS STAFFING



JUNE 01, 2026

1 REQUIRED TO HAND THEM INCREASED CALL VOLUME AND MAINTAIN
2 REASONABLE HOLD TIMES SIGNIFICANTLY HIGHER AND REQUIRED MORE
3 THAN DOUBLING THE MONTHLY FIXED FEE COMPENSATION AS COMPARED
4 WITH THE ORIGINAL SCOPE THEREFORE STAFF RECOMMENDING RETAINING
5 EXISTING CONTRACT BUDGET BUT REDUCED FULL OPERATIONS PERIOD
6 FROM FOUR YEARS TO 19 MONTH PERIOD SPANNING FROM START OF
7 CLIPPER'S START CUSTOMER TRANSITION DECEMBER 2025 TO JUNE
8 30TH, 2027. FORTUNATELY VOLUME FELL TO AROUND 32,000 CONTACTS
9 IN APRIL, AND WSP PRELIMINARY DATA FOR MAY SUGGESTS THEY
10 HANDLED UNDER 30,000 CONTACTS, ACHIEVING AVERAGE SPEED OF
11 ANSWER UNDER FIVE MINUTES AND CALL HANDLING TIMES OF 11
12 MINUTES. THE, KIND OF, OPTIMISTIC THING FOR ME IS WHERE WE
13 HAVE 45% OF TRANSACTIONS GOING THROUGH THE ACCOUNT-BASED
14 SYSTEM YET THE CALL VOLUME HAS GONE DOWN. A POSITIVE TREND
15 THERE. MTC WILL CONTINUE TO WORK WITH WSP TO IDENTIFY
16 OPPORTUNITIES TO STREAMLINE PROCESS FLOWS, LEVERAGE CLIPPER
17 SYSTEM IMPROVEMENTS, AND PROMOTE SELF-SERVICE TOOLS TO REDUCE
18 COSTS AND BETTER SERVE CLIPPER CUSTOMERS. MTC WILL ENGAGE A
19 TRANSIT OPERATOR WORKING GROUP TO EVALUATE CUSTOMER SERVICE
20 SUPPORT NEEDS, SERVICE LEVEL STANDARDS, AND PROGRAM BUDGET
21 IMPLICATIONS WITH THE GOAL OF RETURNING TO THIS BOARD BEFORE
22 THE END OF THE CALENDAR YEAR WITH A RECOMMENDATION FOR
23 ADDITIONAL CONTRACT ACTIONS THAT MAY REFLECT CHANGES IN BUDGET
24 AUTHORITY AND PERIOD OF PERFORMANCE. HOWEVER, FOR THE PURPOSE
25 OF THIS MEETING, STAFF RECOMMENDS THE BOARD APPROVED A CHANGE



JUNE 01, 2026

1 WORRIED WSP THAT REVISES PAYMENT FORM FOR MONTHLY SERVICES AND
2 REDUCES PERIOD OF PERFORMANCE TO JUNE 30TH, 2027.

3

4 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. CLERK, ARE THERE PUBLIC
5 COMMENTS ASSOCIATED WITH THIS ITEM?

6

7 **CLERK, BRITTNY SUTHERLAND:** THANK YOU CHAIR. I HAVE RECEIVED
8 NOTHING IN WRITING AND NO HAND RAISED IN THE ZOOM SPACE BUT
9 ONE IN THE BOARDROOM. ADINA LEVIN.

10

11 **ADINA LEVIN:** I WANT TO THANK THE GOOD FOLKS AT WSP FOR DEALING
12 WITH THE CUSTOMER SERVICE ISSUES THAT WERE NOT OF THEIR MAKING
13 AND SO SOME OF THE ONGOING CONTRACT WILL BE WHATEVER THE NEW
14 NORMAL IS PLUS ONGOING OPTIMIZING OF SERVING CUSTOMERS COST
15 EFFECTIVELY UNDER WHATEVER THE NEW NORMAL IS, AND THERE IS
16 SOME AMOUNT OF THE SNAKE SWALLOWING WHATEVER ITS LARGE PREY IS
17 AND DIGESTING IT, LIKE EXTREME COST OF THE SPIKE FROM THE
18 LAUNCH WHEN LIKE NOTHING WORKED AND THOSE ARE SOME THINGS
19 WHERE IN THE HOLDING OF CUBIC ACCOUNTABLE THE EXTRA COST OF
20 CUSTOMER SERVICE WHERE CUSTOMER SERVICE FOLKS WERE TRYING TO
21 HELP CUSTOMERS FOR WHOM NOTHING WAS WORK SUGGEST PART OF WHAT
22 CUBIC SHOULD BE HELD ACCOUNTABLE FOR. THANK YOU.

23

24 **CLERK, BRITTNY SUTHERLAND:** THANK YOU ADINA. THAT WILL CONCLUDE
25 PUBLIC COMMENT FOR THIS ITEM.



JUNE 01, 2026

1

2 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. STARTING TO MY RIGHT ARE
3 THERE ANY BOARD MEMBER QUESTIONS OR COMMENTS ON THIS ITEM?

4

5 **SPEAKER:** I WANT TO MAKE SURE I UNDERSTAND THIS. SO, THE BUDGET
6 FOR WSP IS NOT CHANGING IT'S STILL 22,500,000 BUT THE TIME
7 FRAME IS BEING COMPRESSED FROM FOUR YEARS TO 19 MONTHS?

8

9 **KELLEY JACKSON:** YESES ALTHOUGH PART OF THAT WAS BECAUSE WE'VE
10 HAD EXTENDED TIME AND MATERIALS SUPPORTED AND THAT INVOLVED
11 TESTING AND PILOT, AND SUPPORT FOR THE LAUNCH OF OPEN PAYMENTS
12 ON BART, STARTING IN AUGUST 2025. SO, THEY HAVE HAD TO PIVOT,
13 AS OUR STRATEGY FOR LAUNCHING THE SYSTEM CHANGED.

14

15 **BOB POWERS:** AND AT THE CORE OF IT, KELLY, ARE WE PAYING
16 ACTUALS? YOU MIGHT HAVE AN ESTIMATED AMOUNT THERE BUT THEY
17 INVOICE US ACTUAL, RIGHT?

18

19 **KELLEY JACKSON:** THEY'RE CURRENTLY INVOICING US AT LESS THAN
20 \$350,000 A MONTH BASED ON THE IDEA THEY WERE GOING TO HIRE FOR
21 12,000 CONTACTS. AND WE DIDN'T HAVE PATRICK MCGOWAN HERE TO
22 JOIN US TODAY, HE WAS WILLING, TO BUT ALL THIS TIME THEY HAVE
23 BEEN LOOKING TO LONG-TERM MAKING THIS SUCCESSFUL SO THAT'S WHY
24 THEY HAVE BEEN RESPONSIVE TO THIS BOARD BUT CHANGE IN WEEKDAY
25 HOURS TO BRINGING BACK THE CALL BACK FEATURE WHICH IS BEING



JUNE 01, 2026

1 USED DURING PEAK PERIODS MODESTLY IT WAS UNDER 500 DURING THIS
2 CURRENT MONTH BUT IT IS AN OPTION THERE SO THE CUSTOMER
3 EXPERIENCE HAS BEEN A LOT MORE POSITIVE AND THEY HAVE BEEN
4 KIND OF CRUNCHING AT THE WHEEL.

5

6 **BOB POWERS:** I THINK W THE SP IS DOING A FANTASTIC JOB. I THINK
7 WE'RE PASSING TWO SHIPS. AT THE END OF THE DAY, IF THEY NEED
8 8, 10, 12 PEOPLE, THEY INVOICE US ACTUALS.

9

10 **CHAIR, JULIE KIRSCHBAUM:** I THINK WHAT SHE'S SAYING IS THAT WSP
11 HAS BEEN OPERATING AT A LOSS.

12

13 **KELLEY JACKSON:** WE ARE NEGOTIATING. IF WE PASS THIS CHANGE
14 ORDER IT WILL INCREASE THE MONTHLY O COST TO A MILLION
15 DOLLARS. SO, IT'S A HUGE DELTA RIGHT NOW, AND THAT'S, FOR
16 26,000 CONTACTS AND THEY HAVE GONE FROM 52,000 TO 40 SOMETHING
17 TO 32,000, BUT WE'RE PRICING FOR THE GOAL.

18

19 **CAROLYN GONOT:** ARE YOU PRICING IN ARREARS? ARE YOU GOING TO --

20

21 **KELLEY JACKSON:** OUR EXPECTATION IS --

22

23 **CAROLYN GONOT:** BECAUSE IT'S 19 MONTHS GOING BACK.

24

25 **KELLEY JACKSON:** YES TO COMPENSATE THEM FOR O FROM DECEMBER



JUNE 01, 2026

1 GOING FORWARD.

2

3 **CHAIR, JULIE KIRSCHBAUM:** BUT JUST TO CLARIFY, AFTER YOU HAVE
4 REACHED THAT AGREEMENT, ARE THEY -- IS THIS A FIXED FEE? OR
5 ARE THEY BILLING ACTUALS?

6

7 **JASON WEINSTEIN:** THEY'RE NOT BILLING ACTUALS IT'S BASED ON
8 NUMBER OF CONTACTS WHICH WE'RE IN DISCUSSING WITH THEM BASED
9 ON THE APPROVAL OF THIS CHANGE ORDER. SO THE IDEA HERE WOULD
10 BE THAT WE HAVE A GOOD HANDLE ON WHERE IT SHOULD BE, AND THAT
11 WE WILL COME BACK AS THINGS START TO NORMALIZE OVER THE NEXT
12 SEVERAL MONTHS TO POTENTIALLY CHANGE THE NUMBER OF CONTACTS TO
13 BE MORE APPROPRIATE WHETHER IT BE RIGHT NOW OR IF IT'S LESS
14 NOT BASED ON ACTUALS.

15

16 **BOB POWERS:** I'M CONFUSED. AT THE HIGHEST LEVEL IS THE ACTION
17 ITEM IN FRONT OF THIS BOARD TO MAKE WSP WHOLE FOR SERVICES
18 RENDERED BETWEEN THEN AND NOW?

19

20 **JASON WEINSTEIN:** YES.

21

22 **BOB POWERS:** OKAY.

23

24 **CAROLYN GONOT:** OKAY NOW I'M A LITTLE -- NOT CONFUSED, JUST
25 CURIOUS HOW THEY'RE GOING -- YOU CURRENTLY PAY THEM A CERTAIN



JUNE 01, 2026

1 AMOUNT OF MONEY FOR 12,000 CONTACTS WAS WHATEVER GOING ON?

2

3 **JASON WEINSTEIN:** YES.

4

5 **CAROLYN GONOT:** NOW IT'S OVER 12,000.

6

7 **JASON WEINSTEIN:** YES.

8

9 **CAROLYN GONOT:** I HAVE A QUESTION, WE DON'T KNOW IS IT DOLLAR
10 PER CONTACT OR DOES IT GO DOWN A LITTLE BIT BECAUSE THERE ARE
11 FIXED --

12

13 **JASON WEINSTEIN:** WHEN YOU GET TO A CERTAIN LEVEL IT'S NOT
14 LINEAR BECAUSE SOMETIMES MORE STAFF REQUIRES MORE SUPERVISORS
15 OTHER AND THINGS IT'S NOT QUITE THE SAME AS 12,000 CONTACTS
16 THERE AND 24,000 CONTACTS ARE DOUBLE THAT IT'S NOT QUITE LIKE
17 THAT BUT THERE ARE SOME ECONOMIES OF SCALE AT A CERTAIN POINT.
18 SO, MINE, I DON'T KNOW IF THAT --

19

20 **CAROLYN GONOT:** YEAH, I WAS JUST CURIOUS HOW WE'RE -- I MEAN
21 I'M NOT NEGOTIATING IT, YOU'RE NEGOTIATING IT, SO, AND SO, I
22 WAS JUST CURIOUS HOW IT WAS DONE. AT SOME POINT, I WOULD LOVE
23 TON HOW THE COSTS GO PER CALL AND WHAT WE'RE PAYING THEM
24 VERSUS GRAPHING, WHAT WE'RE PAYING THEM VERSUS HOW MANY CALLS
25 ACTUALLY ANSWERED.



JUNE 01, 2026

1

2 **JASON WEINSTEIN:** OKAY.

3

4 **V. CHAIR, DENNIS MULLIGAN:** I'LL MOVE THE ITEM.

5

6 **CHAIR, JULIE KIRSCHBAUM:** I DO HAVE ONE MORE CLARIFYING
7 QUESTION. [LAUGHTER] I'M SORRY. SO, IT'S A FIXED PRICE BASED
8 ON OUR SHARED ESTIMATE ON CALL VOLUMES, AND THAT WILL ALLOW US
9 TO MAKE THEM WHOLE BACKWARDS AND GIVES THE BEST ESTIMATE ON
10 WHAT THE FUTURE LOOKS LIKE, AND THEN WHEN THE FUTURE
11 STABILIZES, YOU WILL RENEGOTIATE AGAIN A FIXED PRICE BASED ON
12 OUR BEST ESTIMATE OF CALL VOLUMES. BUT ONCE YOU HAVE THAT
13 PRICE, IF THERE IS A MONTH WHERE THE CALL VOLUME IS LOWER OR A
14 MONTH WHERE CALL VOLUME IS HIGHER, OR IF WSP FIGURES OUT IN
15 INNOVATION TO BE ABLE TO STAFF DIFFERENTLY, IT'S STILL A FIXED
16 PRICE?

17

18 **KELLEY JACKSON:** THERE IS ACTUALLY TERMS WITHIN THE CONTRACT
19 WHERE IF VOLUME INCREASES OR DECREASES BY A CERTAIN PERCENTAGE
20 THREE MONTHS IN A ROW NEGOTIATIONS ARE AUTOMATICALLY TRIGGERED
21 TO EITHER DO COST SAVINGS OR WORK TOWARDS INCREASED
22 COMPENSATION WITH THE IDEA THAT STAFFING ISN'T GOING ALL OVER
23 THE PLACE YOU'RE WORKING WITH A STEADY CONTINGENT OF PEOPLE
24 AND USING MULTIPLE DATA POINTS MAN FOR THE FUTURE.

25



JUNE 01, 2026

1 **CHAIR, JULIE KIRSCHBAUM:** THIS'S VERY HELPFUL. THANK YOU. ALL
2 RIGHT.

3

4 **ANDREW FREMIER:** I'LL SECOND.

5

6 **CHAIR, JULIE KIRSCHBAUM:** ALL RIGHT. I BELIEVE I HAVE A MOTION
7 FROM OUR VICE CHAIR, WITH A SECOND FROM BOARD MEMBER FREMIER.
8 ALL IN FAVOR, SAY AYE. [AYES]

9

10 **CHAIR, JULIE KIRSCHBAUM:** ARE THERE ANY OPPOSED? OKAY. THIS
11 MOTION PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT. THAT MOVES
12 US TO AGENDA ITEM FOUR.

13

14 **CAROLYN GONOT:** CAN I JUST MAKE A -- CAN YOU BE MORE EXPLICIT
15 IN THE MEMO? SINCE WE DON'T GET MUCH MORE THAN WHAT WAS IN THE
16 MEMO, ON WHAT TYPE OF CONTRACT IT IS AND HOW IT'S PAID OUT? IT
17 DOES SAY A LITTLE BIT IT'S INCREASED BY 26,000 IT'S HARD TO
18 KNOW WHEN YOU'RE PAYING BY PERSON OR TOTAL CALLS OR WHATEVER
19 IT WAS. COULD HAVE BEEN BY PEOPLE YOU KNOW IT'S HARD JUST THE
20 TYPE OF CONTRACT IT IS YOU KNOW JUST IN GENERAL WHAT ORIGINAL
21 CONTRACT AMOUNT IS AND WHAT KIND OF EXTENSION IT IS OR
22 SOMETHING JUST MORE INFORMATION AROUND THE CONTRACT OR
23 APPROVING BECAUSE I'M SOMETIMES UNCOMFORTABLE NOT HAVING THAT
24 INFORMATION AND APPROVING THINGS. APPRECIATE IT.

25



JUNE 01, 2026

1 **JASON WEINSTEIN:** UNDERSTOOD.

2

3 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU FOR THAT FEEDBACK I
4 STRONGLY AGREE. THAT MOVES US TO ITEM FOUR DIRECTORS REPORT.
5 INFORMATION ITEM.

6

7 **JASON WEINSTEIN:** I'LL BE BRIEF SINCE WE'RE OVERTIME I DID WANT
8 TO ACKNOWLEDGE THE COLLABORATION WITH NOT ONLY STAFF OF YOUR
9 RESPECTIVE OPERATORS BUT ALL THE PARTICIPATING CLIPPER
10 OPERATORS THEY HAVE BEEN EXTREMELY GENEROUS WITH THEIR TIME
11 AND REALLY IMPACTFUL IN HELPING US GET THROUGH WHAT IS AS WE
12 ALL ACKNOWLEDGE A PRETTY CHALLENGING MEETING TODAY. SO JUST
13 WANT TO END WITH THAT, AND THAT IS IT. I'M GOOD.

14

15 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. APOLOGIES.

16

17 **JASON WEINSTEIN:** NO WORRIES.

18

19 **CHAIR, JULIE KIRSCHBAUM:** AGENDA ITEM FIVE IS PUBLIC COMMENT.
20 IT IS AN OPPORTUNITY TO SPEAK ON THINGS THAT WERE NOT ON
21 TODAY'S AGENDA.

22

23 **MATTHEW LAVRINETTS:** WE DO NEED TO TAKE PUBLIC COMMENT ON THE
24 DIRECTORS REPORT, AS WELL. WILL.

25



JUNE 01, 2026

1 **CHAIR, JULIE KIRSCHBAUM:** WE DO? ALL RIGHT. LET'S START WITH
2 THAT THEN. CLERK ARE THERE ANY PUBLIC COMMENTS ON THE
3 DIRECTORS REPORT?

4

5 **CLERK, BRITTNY SUTHERLAND:** THANK YOU CHAIR, FOR THE DIRECTORS
6 REPORT, NOTHING IN WRITING, NO ONE IN THE ZOOM SPACE NOR
7 BOARDROOM WISHING TO PROVIDE PUBLIC COMMENT.

8

9 **CHAIR, JULIE KIRSCHBAUM:** THANK YOU. FILLING BIG SHOES HERE.
10 AND THEN ON OUR AGENDA ITEM NUMBER FIVE, ARE THERE ANY GENERAL
11 PUBLIC COMMENTS?

12

13 **CLERK, BRITTNY SUTHERLAND:** THANK YOU. I SEE NO ONE IN THE
14 BOARDROOM. I HAVE RECEIVED NOTHING IN WRITING BUT I HAVE ONE
15 HAND RAISED IN THE ZOOM SPACE. ALETA DUPREE.

16

17 **SPEAKER:** THANK YOU, CHAIR JULIE KIRSCHBAUM AND MEMBERS. ALETA
18 DUPREE FOR THE RECORD, SHE AND HER WITH TEAM FOLD. GOOD I GOT
19 MY CLOCK HERE COMING UP. NOTHING WORTHWHILE IS EASY. BUT I AM
20 DETERMINED TO LEAVE THIS MEETING FEELING BETTER THAN WHEN I
21 STARTED. I'M GOING TO GIVE YOU THIS, GRAND CENTRAL! I WISH I
22 COULD WITH YOU TODAY. HOTEL RATES ARE HIGH RIGHT NOW, WORLD
23 CUP COMING ON, BUT NEXT TIME I SEE YOU, I HOPE TO WEAR MY
24 SHIRT THAT SAYS GRAND CENTRAL ON IT. YEAH, I GO ALL DIFFERENT
25 PLACES. I SHARE PERSPECTIVES, AND I SHARE THAT IN LETTERS,



JUNE 01, 2026

1 ESPECIALLY FROM MY RECENT THREE WEEKS IN NEW YORK, AND ALSO
2 SOME TIME IN DENVER. TWO FAVORITE PLACES OF MINE. AND THOSE
3 PLACES, I USE PUBLIC TRANSPORTATION. AND I KNOW DURING THIS
4 MEETING, I HAD WRITTEN A LETTER, I'M WORKING ON A LETTER TO
5 BART AND I WAS WRITING ABOUT BUSES, AND ABOUT THE RIDING OF
6 BUSES, THINKING OF THE DOORS SONG, WAITING FOR THE SON. I
7 DON'T KNOW IF ANY OF YOU HAVE HEARD IT. I'M NOT GOING IT TRY
8 TO SING. AND SOMETIMES THIS WORK IN CLIPPER CAN FEEL LIKE THE
9 DOORS SONG, "WAITING FOR THE SUN." AND I FIRST LISTENED TO
10 THAT SOMETIMES AT BUS STOPS, AND I WOULD START SINGING WAITING
11 FOR THE BUS. I KNOW PATIENCE IS HARD TO COME BY. I WANT THIS
12 TO BE A SMOOTH, TOP NOTCH EXPERIENCE, LIKE ALL OF YOU. I
13 PROBABLY WANT IT MORE. I DON'T KNOW HOW TO RUN A GENERAL -- I
14 DON'T KNOW HOW TO RUN A TRANSIT SYSTEM, BUT I THANK YOU FOR
15 DOING SO. APPRECIATE IT.

16

17 **CLERK, BRITTNY SUTHERLAND:** THANK YOU, ALETA. THAT WILL
18 CONCLUDE PUBLIC COMMENT FOR THIS ITEM.

19

20 **CHAIR, JULIE KIRSCHBAUM:** THAT BRINGS US TO AGENDA ITEM NUMBER
21 SIX, ADJOURNMENT AND NEXT MEETING. THE NEXT MEETING OF THE
22 CLIPPER EXECUTIVE BOARD IS TENTATIVELY SCHEDULED TO BE HELD AT
23 1:00 P.M. ON MONDAY JUNE 22ND, 2026 AT THE BAY AREA RAPID
24 TRANSIT, FIRST FLOOR BOARD ROOM, 2150 WEBSTER STREET OAKLAND
25 CALIFORNIA, 94612. ANY CHANGES TO THE SCHEDULE WILL BE DULY



JUNE 01, 2026

- 1 NOTED TO THE PUBLIC. THANK YOU ALL FOR YOUR TIME TODAY.
- 2 [ADJOURNED]