



METROPOLITAN TRANSPORTATION COMMISSION

Meeting Transcript



September 21, 2020

CLIPPER EXECUTIVE BOARD

MONDAY, SEPTEMBER 21, 2020, 1:35 PM

RICK RAMACIER, CHAIR: THANK YOU. I WOULD LIKE TO CALL THE MEETING TO ORDER. THIS IS THE CLIPPER EXECUTIVE BOARD FOR SEPTEMBER 21ST, 2020. AND AT THIS TIME I WOULD LIKE TO REQUEST THE BROADCASTING TEAM ROLL THE ANNOUNCEMENT ABOUT HOW WE'RE CONDUCTING THIS MEETING DURING COVID. DUE TO COVID-19, THIS MEETING WILL BE CONDUCTED AS A ZOOM WEBINAR. PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDER N-29-20, WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE BROWN ACT. THIS MEETING WILL BE WEBCAST ON THE MTC WEB SITE. I WILL CALL UPON COMMISSIONERS, PRESENTERS, STAFF, AND OTHER SPEAKERS BY NAME AND ASK THAT THEY SPEAK CLEARLY AND RESTATE THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA ZOOM AND WEBCAST WITH THEIR CAMERAS ENABLED ARE REMINDED THEIR ACTIVITIES ARE VISIBLE TO VIEWERS. COMMISSIONERS AND MEMBERS OF THE PUBLIC PARTICIPATING BY ZOOM, WISHING TO SPEAK SHOULD USE THE RAISED HAND FEATURE OR DIAL STAR NINE AND I WILL CALL UPON YOU AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBERS. AND IT IS REQUESTED THAT PUBLIC SPEAKERS RESTATE THEIR NAMES AND ORGANIZATIONS, BUT PROVIDING SUCH INFORMATION IS VOLUNTARY. MEMBERS OF THE PUBLIC WISHING TO ADDRESS THIS



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1 BODY WERE ASKED TO SUBMIT COMMENTS IN WRITING AT
2 INFO@BAYAREAMETRO.GOV. WRITTEN COMMENTS RECEIVED WILL BE
3 POSTED TO THE ONLINE AGENDA AND ENTERED INTO THE RECORD BUT
4 WILL NOT BE READ OUT LOUD. IF AUTHORS OF THE WRITTEN
5 CORRESPONDENCE WOULD LIKE TO SPEAK, THEY ARE FREE TO DO ON THE
6 REFERENCED AGENDA ITEM OR ANY TOPIC THEY CHOOSE. SPEAKERS
7 SHOULD RAISE THEIR HAND, AND I WILL CALL UPON THEM AT THE
8 APPROPRIATE TIME.

9

10 **RICK RAMACIER, CHAIR:** ALL RIGHT THAT BRINGS US TO ITEM ONE. ED
11 I WOULD LIKE TO REQUEST A ROLL CALL PLEASE.

12

13 **CLERK OF THE BOARD:** YES, THANK YOU. CHAIR RAMACIER?

14

15 **RICK RAMACIER, CHAIR:** HERE.

16

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

18

19 **ROBERT POWERS, VICE CHAIR:** HERE.

20

21 **CLERK OF THE BOARD:** BOARD MEMBER FERNANDEZ?

22

23 **NURIA FERNANDEZ:** HERE.

24

25 **CLERK OF THE BOARD:** BORT MEMBER HURST?



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1

2 **SPEAKER:** HERE.

3

4 **CLERK OF THE BOARD:** THERESE MCMILLAN?

5

6 **SPEAKER:** HERE.

7

8 **CLERK OF THE BOARD:** DENIS MULLIGAN?

9

10 **SPEAKER:** HERE.

11

12 **CLERK OF THE BOARD:** RANNELLS?

13

14 **SPEAKER:** HERE.

15

16 **CLERK OF THE BOARD:** BOARD MEMBER TUMLIN. WE HAVE A QUORUM.

17 THANK YOU, ED. THAT BRINGS US TO ITEM TWO CONSENT CALENDAR DO

18 I HAVE A MOTION AND SECOND TO APPROVE THE CONSENT CALENDAR.

19

20 **SPEAKER:** I'LL MAKE THE MOTION.

21

22 **NURIA FERNANDEZ:** SECOND.

23



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1 **RICK RAMACIER, CHAIR:** MOTION FROM PERCENT. SECOND FROM
2 FERNANDEZ AND SECOND B FROM HARTNETT. ANY PUBLIC COMMENTS ON
3 THIS ITEM?

4

5 **CLERK OF THE BOARD:** NO PUBLIC COMMENTS ASSOCIATED WITH THIS
6 ITEM.

7

8 **RICK RAMACIER, CHAIR:** I'M NOT SEEING ANY HANDS.

9

10 **CLERK OF THE BOARD:** SEEING NO HANDS.

11

12 **RICK RAMACIER, CHAIR:** PLEASE CALL THE ROLL ON THE VOTE.

13

14 **CLERK OF THE BOARD:** [ROLL CALL VOTE] THE MOTION PASSES.

15

16 **RICK RAMACIER, CHAIR:** THAT BRINGS US TO ITEM THREE WHICH IS
17 OUR ONLY APPROVAL ITEM OF THE DAY CLIPPER CONTRACT AMENDMENT
18 FOR CUSTOMER EDUCATION AND OUTREACH WITH MIG FOR \$1.8 MILLION.
19 LYSA IS GOING TO PRESENT.

20

21 **LYSA HALE:** YES. THANK YOU CHAIR. LYSA HALE WITH CLIPPER STAFF.
22 SO THIS IS A REQUEST FOR AN AMENDMENT FOR MIG TO PROVIDE FUNDS
23 FOR TWO INITIATIVES; MARKETING FOR THE NEW CLIPPER MOBILE APP
24 AND MARKETING AND PUBLIC EDUCATION FOR THE CLIPPER START
25 PROGRAM. I WOULD LIKE TO WALK YOU THROUGH WHAT BOTH OF THESE



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1 COVER. \$1.5 MILLION FUNDS FOR MOBILE APP MARKETING WILL COVER
2 COORDINATING WITH ALL 22 TRANSIT OPERATORS ABOUT PROVIDING
3 DONATED SPACE AND PRODUCING MATERIALS TO POST ON THEIR DONATED
4 SPACE, WHICH OFFERS MEANS PRODUCING MULTIPLE SIZES OF ADS AND
5 HAVING PRODUCTION FOR ALL OF THOSE. DEVELOPING AND EXECUTING A
6 MEDIA BUY PLAN TO PURCHASE SPACE FROM TRANSIT AGENCIES TO MAKE
7 UP FOR WHAT THEY CAN'T PROVIDE AS DONATED SPACE, SO THIS
8 INCLUDES PURCHASING INTERIOR CARDS EXTERIOR ADS IN THREE
9 SIZES, TRANSIT SHELTERS STATION AND ADVERTISING, ET CETERA.
10 DEVELOPING AND EXECUTING ADVERTISING BY TARGETING TRANSIT
11 RIDERS AND CLIPPER CUSTOMERS THIS WOULD AT MINIMUM INCLUDE
12 DIGITAL AND SOCIAL MEDIA ADVERTISING AND ALSO POTENTIALLY
13 CABLE TV. WE WOULD BE COORDINATING WITH TRANSIT OFFICERS TO DO
14 ORGANIC UNPAID POSTS ON MTC AND TRANSIT OPERATORS' SOCIAL
15 MEDIA CHANNELS. AND WE WOULD BE DEVELOPING AND EXECUTING
16 ADVERTISING AND TARGETING LOW INCOME AND LIMITED ENGLISH
17 PROFICIENT RIDERS, AS WE EXPLAIN HOW TO ADD VALUE TO YOUR
18 PHONE USING CASH INSTEAD OF CREDIT CARDS. WE WILL CONDUCT
19 SPECIAL OUTREACH TO DISABLED RIDERS EXPLAINING ACCESSIBLE
20 FEATURES OF THE APP. AND WE'RE NOT SURE ABOUT THIS YET, BUT WE
21 MAY NEED TO PRODUCE AND PLACE STICKERS INDICATING NEW PAYMENT
22 METHODS ON 7,500 CARD READERS THROUGHOUT THE SYSTEM. THIS IS A
23 LARGE AMOUNT OF MONEY. I WANT TO POINT OUT THAT WE'RE NOT
24 ASKING FOR A BLANK CHECK FOR MIG TO SPEND \$1.5 MILLION. THAT
25 WE PLAN ON BEING VERY STRATEGIC IN TERMS OF HOW WE DEPLOY THE



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1 FUNDS THAT I'M ASKING FOR, FOR THIS, PARTICULAR PORTION OF THE
2 REQUEST. FOR THIS OTHER PART OF THE REQUEST, FOR \$300,000,
3 THIS WOULD BE TO EXTEND THE MARKETING FOR CLIPPER START TO 17
4 NEW TRANSIT OPERATORS. IT WOULD COVER DESIGN AND PRODUCTION OF
5 ADS PLACED IN OUT OF HOME SPACE DONATED BY TRANSIT OPERATORS
6 SUPPLEMENTED BY PAID DIGITAL ADVERTISING TO RUN THROUGH THE
7 END OF THE FISCAL YEAR JUNE 2021 ADVERTISING OUTREACH TO
8 AGENCIES AND COMMUNITY-BASED ORGANIZATIONS AS WELL AS PRESS
9 RELEASES BY MTC AND PARTICIPATING AGENCIES AND PROMOTION
10 THROUGH MTCS AND OTHER TRANSIT AGENCIES ASSETS SUCH AS WEB
11 SITE AND SOCIAL MEDIA. WITH THAT I'M HAPPY TO ANSWER QUESTIONS
12 YOU MAY HAVE.

13

14 **RICK RAMACIER, CHAIR:** THANK YOU LYSA. QUESTIONS OR COMMENTS
15 FROM BOARD MEMBERS? NURIA.

16

17 **NURIA FERNANDEZ:** LYSA AFTER THE APPROVAL OF THIS ITEM WILL THE
18 VENDOR BE READY TO START TESTING WITH THE REPRESENTATIVE
19 SAMPLE OF TRANSIT AGENCIES?

20

21 **LYSA HALE:** WE ACTUALLY -- THERE IS ANOTHER STEP AS YOU'RE
22 PROBABLY AWARE, AFTER THIS BOARD MEETING THIS NEEDS TO GO TO
23 OUR OPERATIONS COMMITTEE WHICH WILL HAPPEN NEXT MONTH AND
24 ASSUMING THEY APPROVE IT, WE WOULD WORK ON GETTING A CONTRACT
25 PASSED AS SOON AS POSSIBLE. OUR PLAN IS TO ACTUALLY DO PILOT



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1 TESTING, WHAT'S CALLED FOR IN OUR CONTRACT WITH CUBIC IS TO DO
2 PILOT TESTING STARTING IN DECEMBER.

3

4 **NURIA FERNANDEZ:** THAT'S WHAT I WANTED TO GET A SENSE ON. IF
5 THAT STARTS IN DECEMBER, AND, HOPEFULLY, ALL GOES WELL BUT IF
6 IT STARTS IN DECEMBER AND THIS IS SUPPOSED TO GO LIVE IN
7 JANUARY, IS THAT ENOUGH TIME TO DOING WHAT'S NECESSARY WITH
8 THAT SMALL REPRESENTATIVE SAMPLE OF OPERATORS AND THEN
9 CORRECTING ANY TECHNICAL GLITCHES THAT MAY BE ENCOUNTERED?

10

11 **LYSA HALE:** YOU SAID JANUARY AND WE HAVEN'T NECESSARILY SAID
12 JANUARY. WE SAID THAT WE'LL LAUNCH WHEN THE TESTING IS
13 COMPLETE. SO TO ADDRESS EXACTLY THE CONCERN THAT YOU'RE
14 EXPRESSING, WE WANT TO MAKE SURE THAT WE GET THAT FEEDBACK
15 FROM PILOT PARTICIPANTS AND WE'LL BE ADDRESSING IT ON AN
16 ONGOING BASIS SO WE'LL BE GETTING REPORTS OF BUGS AND OTHER
17 ISSUES THAT MIGHT COME UP BUT WE'LL BE ADDRESSING THEM ON AN
18 ONGOING BASIS SO AT A CERTAIN POINT WE'LL CONCLUDE THAT WE
19 HAVE REACHED THE END OF TESTING AND THAT WE'RE READY TO LAUNCH
20 TO THE PUBLIC.

21

22 **NURIA FERNANDEZ:** THANK YOU FOR THAT CLARIFICATION. I DON'T
23 KNOW WHERE I GOT JANUARY. YOU HAD SAID END OF THE YEAR.

24



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1 **LYSA HALE:** YES IT WILL BE WHEN TESTING IS DONE WHICH COULD BE
2 EARLIER.

3

4 **NURIA FERNANDEZ:** THANK YOU.

5

6 **RICK RAMACIER, CHAIR:** THERESE?

7

8 **THERESE MCMILLAN:** THANK YOU. YEAH. I WANT TO HIGHLIGHT AGAIN,
9 THE IMPACTFUL PROGRAM THAT CLIPPER START IS GOING TO REPRESENT
10 AND FOR THOSE OF YOU THAT REQUESTED ADDING TO THE PROGRAM, I
11 THINK IT -- IT REPRESENTS A COLLECTIVE NOD TO THE EQUITY
12 OPTIONS WE NEED TO OFFER TO FOLKS THAT ARE IMPORTANT. AND I.
13 TO MENTION THAT NURIA HAS REACHED OUT TO ME AND WE'LL BE
14 DISCUSSING WITH VTA WHAT INTERSECTIONS AND COORDINATION MAKES
15 SENSE WITH THEIR EXISTING LOW INCOME PROGRAMS ON THEIR END AS
16 WELL. BUT OVERALL, I THINK THE WORK THAT WE'RE DOING TO BRING
17 AFFORDABILITY IN A SUPPORTIVE WAY TO OUR PUBLIC IS OUR GOAL.

18

19 **RICK RAMACIER, CHAIR:** QUESTIONS OR COMMENTS AT THIS TIME? ED,
20 IT LOOKS LIKE WE HAVE ONE ATTENDEE. THERESE?

21

22 **THERESE MCMILLAN:** NO.

23



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1 **RICK RAMACIER, CHAIR:** I THOUGHT MAYBE YOU FORGOT SOMETHING
2 THERE. ED IT LOOKS LIKE WE HAVE ONE ATTENDEE WHO WOULD LIKE TO
3 COMMENT OR ASK QUESTIONS. AM I SEEING THAT RIGHT?

4

5 **CLERK OF THE BOARD:** CORRECT. ALETA DUPREE. YOU ARE RAISING
6 YOUR HAND.

7

8 **RICK RAMACIER, CHAIR:** GO AHEAD ALETA.

9

10 **SPEAKER:** THANK YOU CHAIR RICK RAMACIER AND MEMBERS. ALETA
11 DUPREE FOR THE RECORD. THIS IS IMPORTANT. AND WE SHOULD DO IT.
12 EVEN THOUGH I HAVE BEEN USING CLIPPER FOR TEN YEARS, THERE IS
13 ALWAYS NEW THINGS TO LEARN AND PRACTICE. AND THERE IS ALWAYS
14 COMMUNITIES THAT CAN BE REACHED. THERE IS EQUITY IN THIS,
15 ESPECIALLY IN THIS TIME OF COVID-19 WHEN THE NEED FOR
16 CONTACTLESS PAYMENT OPTIONS IS MORE URGENT THAN EVER. SO, THIS
17 MONEY WILL HELP TO GET THE WORD OUT IN MANY DIFFERENT WAYS.
18 BECAUSE CLIPPER IS A PROGRAM THAT CAN SERVE -- THAT CAN AND
19 DOES SERVE THE WHOLE COMMUNITY. SO, THIS MONEY -- AMOUNT OF
20 MONEY IS MANAGE -- SOMETHING WE CAN USE TO WORK FOR A LOT OF
21 PEOPLE. I ASK FOR YOUR YES VOTE.

22

23 **RICK RAMACIER, CHAIR:** THANK YOU A LIT A I'M NOT SEEING HANDS
24 FROM MEMBERS OF THE PUBLIC. DID WE RECEIVE WRITTEN
25 COMMUNICATION ON THIS ITEM.



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1

2 **CLERK OF THE BOARD:** NO PUBLIC COMMENTS ASSOCIATED WITH THIS
3 ITEM.

4

5 **RICK RAMACIER, CHAIR:** THANK YOU. STAFF IS ASKING FOR APPROVAL
6 OF THIS ITEM. APPROVAL OF THIS ITEM I'LL ASK FOR A MOTION.

7

8 **SPEAKER:** MOTION.

9

10 **SPEAKER:** SECOND.

11

12 **RICK RAMACIER, CHAIR:** MOTION FROM RANNELLS, SECOND FROM HURSH.
13 PLEASE CALL THE ROLL.

14

15 **CLERK OF THE BOARD:** [ROLL CALL VOTE]

16

17 **RICK RAMACIER, CHAIR:** THANK YOU. WE HAVE TWO PIECES OF
18 INFORMATION ON THIS ITEM UPDATE OF CURRENT CLIPPER SYSTEM.
19 JASON THIS IS YOURS.

20

21 **JASON WEINSTEIN:** THANK YOU CHAIR RAMACIER JASON WEINSTEIN
22 CLIPPER STAFF. IN TERMS OF SALES CLIPPER PROCESSED TWO AND A
23 HALF MILLION TRANSACTIONS AND SETTLED OVER 5.7 MILLION IN
24 REVENUE OF AUGUST OF 2020. AS YOU ARE WELL AWARE COMPARED TO
25 AUGUST OF LAST YEAR TRANSACTION AND REVENUE ARE STILL DOWN



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1 ABOUT 90 PERCENT FROM WHERE WE WERE. AS OF SEPTEMBER 1ST, '13
2 OF THE 22 OPERATORS ARE STILL OFFERING FARE FREE TRAVEL DUE TO
3 COVID-19. IN TERMS OF CUSTOMER EDUCATION, CLIPPER IS
4 CONDUCTING, AS YOU HEARD FROM LYSA ADDITIONAL PROMOTION FOR
5 THE START PROGRAM WITH CALTRAIN AND VTA TO PROMOTE, STAFF IS
6 MARKETING THE PLAN FOR THE ADDITIONAL NEW 17 OPERATORS. ALSO
7 WE'RE PREPARING FOR THE LAUNCH OF OUR FALL CAMPAIGN FOCUSING
8 ON THE MYTHS AND TRUTHS ABOUT CLIPPER AND THE CAMPAIGN WILL BE
9 FOCUSED ON AGENCIES WITH LOW CLIPPER MARKET SHARE AND ADDRESS
10 MISCONCEPTIONS PEOPLE MIGHT HAVE ABOUT CLIPPER BASED ON
11 TRANSIT SURVEYS. REGARDING IMPLEMENTATION AND ENHANCEMENT
12 PROJECTS IN YOUR ATTACHMENT HIGHLIGHTING CLIPPER MEANS-BASED
13 CLIPPER START PROGRAM COST PROPOSAL FOR CUBIC HAS BEEN PUSHED
14 OUT TO SEPTEMBER MTC HAS NOTICED DEVELOPMENT UNDERWAY ACTUALLY
15 AND JUST SO YOU KNOW THERE IS CURRENTLY NO RISK TO THE
16 SCHEDULE THAT WE HAVE GIVEN TO OPERATORS WITH IMPLEMENTATION
17 EXPECTED FOR ALL OF THE NEW OPERATORS FOR JANUARY OF 2021.
18 THAT IS MY UPDATE AND I'M AVAILABLE FOR ANY QUESTIONS YOU MAY
19 HAVE.

20

21 **RICK RAMACIER, CHAIR:** THANK YOU JASON. ANY QUESTIONS OR
22 COMMENTS FOR JASON'S REPORT? ED, DO WE HAVE ANY WRITTEN PUBLIC
23 COMMENT ON THIS?

24



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1 **CLERK OF THE BOARD:** WE DID NOT RECEIVE ANY PUBLIC COMMENTS ON
2 THIS ITEM. AND IT DOES NOT APPEAR THAT THERE ARE ANY HANDS
3 RAISED.

4

5 **RICK RAMACIER, CHAIR:** THANK YOU. BRINGS US TO ITEM 4B ON
6 REPORT ON NEXT GENERATION CLIPPER SYSTEM. JASON THIS IS YOU
7 AGAIN.

8

9 **JASON WEINSTEIN:** JASON WEINSTEIN CLIPPER STAFF. MONTHLY
10 ATTACHMENT A TO THIS MEMO THAT YOU HAVE IS ESTABLISHED REPORT
11 SHOWS HIGHLIGHT SCHEDULE RECENT ACTIVITIES AND UPCOMING
12 DELIVERABLES AND ITEMS THAT WE WANT TO HIGHLIGHT. A COUPLE OF
13 THINGS I WANTED TO HIGHLIGHT WERE THE PRELIMINARY CLIPPER
14 MOBILE APP TESTING CONTINUES WITH FORMAL TESTING TO BEGIN VERY
15 SOON. WE EXCITED ABOUT THAT. WE HAVE REVIEWED THE PLANNING
16 DOCUMENTS ADMITTED FIRST ROUND OF COMMENTS TO CUBIC FOR THERE
17 ARE REVIEW AND STARTED ACCOUNT BASED DESIGN WHICH WE HAVE BEEN
18 TALKING ABOUT FOR MANY MONTHS NOW TO START IN OCTOBER. AND I
19 WANT TO TAKE A MINUTE JUST TO DESCRIBE, IN A LITTLE BIT OF
20 DETAIL, WHAT THAT MIGHT LOOK LIKE IN TERMS OF HOW WE WILL BE
21 PERCEIVING. BEGINNING IN OCTOBER AND OVER THE NEXT NINE MONTHS
22 TO A YEAR WE'RE GOING TO BEGIN DESIGNING THE ACCOUNT BASED
23 SYSTEM. THERE WILL BE SEVERAL DIFFERENT WORKFLOWS THAT WILL BE
24 HAPPENING CONCURRENTLY AND WE'RE ASKING FOR HELP AND INPUT
25 FROM YOUR STAFF AND WE'LL BE MEETING REGULARLY AS MUCH AS



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1 WEEKLY. THESE WORK LOADS WILL FOCUS ON A NUMBER OF DIFFERENT
2 AREAS. SO WE HAVE WORK WEB SITE, THE CUSTOMER FACING WEB SITE,
3 INSTITUTIONAL AND TRANSIT BENEFIT PORTALS, DISCOUNT MANAGEMENT
4 PORTALS, TRANSIT PROMOTION PORTALS AND MAINTENANCE MANAGEMENT
5 PORTALS. SO SOME OF THOSE WILL BE CUSTOMER FACING AND OTHERS
6 WILL BE INTERNAL THROUGHOUT, BUT THOSE ARE ALL THE TYPES OF
7 THINGS WE'LL BE DOING THERE. WE'LL BE FOCUSING ON THE MOBILE
8 APP TO THE EXTENT THAT MUCH OF THAT WORK IS ALREADY DONE.
9 THERE WILL BE SOME CLEAN UP WORK AND WE'RE LOOKING FORWARD TO
10 WHAT THE NEXT PHASE OF THE APP LOOKS LIKE IN ACCOUNT BASED
11 WORLD. PHASING IS CORE TO WHAT WE'RE DOING. DATA MANAGEMENT
12 AND REPORTING, CUSTOMER RELATIONSHIP MANAGEMENT, FARE MEDIA
13 MANAGEMENT, FINANCIAL SETTLEMENT AND RECONCILIATION AND THIRD
14 PARTY INTEGRATIONS AND WE'RE ORGANIZING INTERNALLY ALONG WITH
15 TECHNICAL ORGANIZERS IBI TO SUPPORT WORK LOADS AND WORKING
16 WITH YOUR STAFF TO DEVELOP SUBJECT MATTER FOR THE REGIONAL
17 BASED SYSTEM. WITH THAT I WILL PAUSE AND HAPPY TO ANSWER ANY
18 QUESTIONS.

19

20 **RICK RAMACIER, CHAIR:** THANK YOU JASON. ANY QUESTIONS OR
21 COMMENTS FROM BOARD MEMBERS? GO AHEAD NURIA.

22

23 **NURIA FERNANDEZ:** I'LL LET DENNIS SPEAK FIRST.

24

25 **RICK RAMACIER, CHAIR:** OKAY THAT WORKS. DENNIS.



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1

2 **DENNIS MULLIGAN:** QUICK QUESTION. WHEN DO YOU THINK THE MOBILE
3 APP WILL BE AVAILABLE TO THE CUSTOMER.

4

5 **JASON WEINSTEIN:** I'M GOING TO DOVETAIL ON WHAT LYSA SAID.
6 WE'RE HOPING THAT WE'LL GET IT OUT FOR REPRESENTATIVE SAMPLE
7 BY THE END OF THIS YEAR AND AS SOON AS WE'RE MAKING SURE ALL
8 THE IS ARE DOTS AND TS ARE CROSSED WE'LL HAVE A LAUNCH. DON'T
9 HAVE A SPECIFIC DATE DENNIS, BUT WE'RE HOPING SOONER THAN THE
10 NEW YEAR.

11

12 **RICK RAMACIER, CHAIR:** NURIA.

13

14 **NURIA FERNANDEZ:** AS WE'RE ALL EXCITED AND LOOKING FORWARD TO
15 THIS NEXT GENERATION, PARTICULARLY ON THE MOBILE APP, I'M JUST
16 CURIOUS AS TO THE CLIPPER TEAM THAT'S CURRENTLY WORKING WITH
17 US, I KNOW THAT GIVEN COVID, THERE HAVE BEEN SOME CHALLENGES
18 THROUGHOUT THE INDUSTRY. SO I'M NOT SPEAKING ON THIS VENDOR,
19 BUT THROUGHOUT THE INDUSTRY WITH THE AVAILABILITY OF TEAM
20 MEMBERS TO COMPLETE ASSIGNMENTS AND I WANTED TO GET YOUR
21 FEEDBACK ON HOW CONFIDENT THAT YOU ARE THAT WE'RE GOING TO BE
22 MEETING THESE SCHEDULES. AND ARE THE RESOURCE IN PLACE AND
23 COMMITTED?

24



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1 **JASON WEINSTEIN:** I FEEL THAT THEY ARE. IN TERMS OF OUR
2 MEETING, IN FACT WE'VE PROBABLY BEEN MORE EFFECTIVE IN MANY
3 WAYS BECAUSE WE CAN JUMP FROM MEETING TO MEETING AND WE DON'T
4 HAVE TO TRAVEL. BUT THE THINGS THAT REQUIRE PEOPLE TO BE IN
5 SPECIFIC LOCATIONS AT TIMES DO REQUIRE COORDINATION IN TERMS
6 OF BEING IN LABS OR OUT IN THE FIELD AND WE'RE WORKING THROUGH
7 THAT. I DON'T ANTICIPATE ANY CHALLENGES AS IT RELATES TO, YOU
8 KNOW, THERE ARE PLENTY OF OTHER THINGS RELATED TO COVID BUT I
9 DON'T SEE THAT THIS BEING A HUGE CONCERN FOR US.

10

11 **RICK RAMACIER, CHAIR:** CAROLE GO AHEAD.

12

13 **CAROL KEUSTER:** TO ADD TO THAT I APPRECIATE JASON'S SUMMARY OF
14 THE DIFFERENT WORKFLOW AREAS IN WHICH ACCOUNT BASED DESIGN HAS
15 TO HAPPEN AND I HOPE THAT IS JUST A TASTE OF THE COMPLEXITY,
16 THE MULTIPLE WEB SITES, BUSINESS RULES FARE MEDIA MANAGEMENT
17 CUSTOMER RELATIONS MANAGEMENT AND UNDER EACH OF THOSE
18 CATEGORIES IS A NUMBER OF SUBCATEGORIES. I THINK WE HAVE OVER
19 100 DESIGN MEETINGS SCHEDULED WITH TRANSIT OPERATOR STAFF. IS
20 THAT RIGHT PAUL? JASON?

21

22 **JASON WEINSTEIN:** THEY'RE NOT SCHEDULED AT THE MOMENT BUT
23 THROUGH THOUGH DIFFERENTIATE AREAS THERE IS A HUNDRED MEETINGS
24 OVER THE NEXT NINE MONTHS.

25



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1 **CAROL KEUSTER:** YEAH. SO NOT TO DISCOUNT THE VERY REAL FACTS
2 THAT I'M SURE FOLKS IN THE INDUSTRY ARE BEING IMPACTED BY
3 COVID, ABSENCES, YOU KNOW, I AM NOT -- JUST LIKE WHAT JASON
4 SAID, I AM NOT SEEING THAT AT CUBIC AND I WOULD SAY THAT PART
5 OF THE REASON WE'RE MENTIONING THIS ACCOUNT BASED DESIGN WORK
6 COMING UP IS BECAUSE WE DON'T WANT YOUR STAFF TO BE ABSENT
7 EITHER FOR ANY REASON. SO, THANKFULLY, SO FAR, IN THIS
8 PROCESS, AS JASON MENTIONED WE HAVE REALLY BEEN SEEING GREAT
9 PARTICIPATION IN THESE REMOTE MEETINGS AND WE'RE GOING TO BE
10 REALLY LOOKING FOR THAT TO CONTINUE. BECAUSE AS WE MAKE THESE
11 DESIGN DECISIONS, YOU KNOW, WE WILL -- YOU KNOW, THE IDEA IS
12 TO HAVE A DISCUSSION, MAKE A DECISION, CLOSE IT, AND MOVE ON,
13 AND BE ABLE TO GIVE A DIRECTION TO CUBIC AND NOT COME BACK AND
14 HAVE TO REVISIT THOSE DECISIONS. SO WE'LL BE CONTINUING TO
15 TALK TO YOU AND ALERTING YOU IF WE HAVE ANY CONCERNS ABOUT
16 OPERATOR PARTICIPATION. BECAUSE THIS IS REALLY THE OPPORTUNITY
17 TO BE INFLUENCING THE NEXT GENERATION DESIGN AND WE REALLY
18 NEED THAT INPUT. I'LL LEAVE IT THERE.

19

20 **JASON WEINSTEIN:** YEAH, AND WE'LL BE WORKING WITH STAFF LATER
21 THIS MONTH, AND EARLY NEXT MONTH, TO LET THEM KNOW HOW WE'RE
22 GOING TO ORGANIZE AND HOW WE WOULD LIKE TO MAKE SURE WE ALL
23 STAY ENGAGED.

24

25 **RICK RAMACIER, CHAIR:** RICK? YEAH, GO AHEAD.



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1

2 **ROBERT POWERS, VICE CHAIR:** BOB POWERS, VICE CHAIR. I WANTED TO
3 JUST -- TWO THINGS: ONE, JASON, THANKS FOR ALL YOUR HARD WORK,
4 DEDICATION, LEADERSHIP ON THIS. IT'S MUCH APPRECIATED. I KNOW
5 YOU HAVE A LOT GOING. AND THESE ARE GOOD UPDATES. SO THANK YOU
6 FOR THAT. OTHER PIECE, I WOULD -- I JUST WANTED TO ECHO A
7 LITTLE BIT WHAT NURIA SAID. I WOULD THINK -- AND I'M NOT
8 INTIMATE WITH THE DETAILS, AND THIS IS NOT SO MUCH OF A
9 QUESTION AS IT IS A COMMENT, JASON, THAT FROM A RISK
10 MANAGEMENT, FROM A RISK REGISTER STANDPOINT, THAT DEDICATED
11 STAFFING FROM YOUR CONSULTANT TEAM THERE, OR CUBIC OR HOWEVER
12 YOU'RE REFERRING TO THEM AS, HAS GOT TO BE PRETTY HIGH UP ON
13 THE RISK REGISTER AS FAR AS DELIVERING ON SCHEDULE OR IN A
14 TIMELY FASHION. SO I WOULD JUST ASK YOU, AS THE PROGRAM
15 MANAGER OF THIS, OR PROJECT MANAGER, ONE EFFORT TWO, I'M NOT
16 SURE WHICH, TO JUST KEEP THIS BOARD INFORMED AS TO THEIR
17 DEDICATED RESOURCES TO THIS EFFORT AS WE MOVE FORWARD.

18

19 **JASON WEINSTEIN:** OKAY. I APPRECIATE THAT. I, TO THIS POINT, I
20 HAVEN'T SEEN ANY SLOWING BUT OF COURSE AS WE MOVE ALONG I'LL
21 MAKE SURE TO KEEP YOU ALL INFORMED.

22

23 **RICK RAMACIER, CHAIR:** BOB AND NURIA, I REALLY APPRECIATE THE
24 QUESTIONS AND COMMENTS AND JASON I'LL JUST, KIND OF AS THE
25 CHAIR, INVITE YOU, AND CAROLE, IF YOU START TO SEE ANYTHING



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1 LET ME KNOW SO WE CAN KEEP THE BOARD ADVISED AS WE SEE NEED.
2 IT'S A FLUID SITUATION IN TERMS OF BOTH THE OPERATORS BUT
3 PARTICULARLY WITH THE VENDORS. SO, YOU KNOW, SO FAR IN THE BAY
4 AREA, TRANSIT HAS WEATHERED THE COVID RELATIVELY WELL IN TERMS
5 OF PEOPLE GOING OUT, ESPECIALLY ON THE ADMINISTRATIVE SIDE.
6 YOU KNOW, DEPENDING ON WHAT YOU WANT TO READ TODAY, THE WORST
7 IS YET TO COME, OR WE'RE GOING TO CONTINUE TO SEE MILD
8 IMPROVEMENT. WHO KNOWS. BUT IF IT GOES BACK UP ALONG WITH FLU
9 THIS FALL, YOU KNOW, WE'RE GOING TO SEE SOME SURPRISES, I
10 SUSPECT. AND AGAIN, ON THE VENDORS SIDE, I HAVEN'T HEARD
11 ANYTHING SPECIFIC, BUT I, IN MY ROLE AS CHAIR, YOU MIGHT
12 IMAGINE SOMETIMES HITTING ME UP AND BOUNCE THING OFF ME SO I
13 HEAR THINGS SOMETIMES THAT MAKE ME THINK Hmm... I BETTER KEEP
14 AN EYE ON THAT. AS THE SITUATION CHANGES, IF IT DOES, DON'T
15 HESITATE TO LET US KNOW. BECAUSE I DON'T THINK, SOME OF US
16 WON'T BE SURPRISED IF SOMETHING SHIFTS HERE AND THERE OVER THE
17 NEXT FEW MONTHS. AGAIN. GOOD DISCUSSION FOR THIS GROUP TO
18 HAVE. ANY LAST QUESTIONS OR COMMENTS ON JASON'S REPORT? OKAY.
19 AND I'M NOT SEEING ANY RAISED HANDS FROM THE PUBLIC. DID WE
20 RECEIVE ANY WRITTEN PUBLIC COMMENT ON THIS ITEM?

21

22 **CLERK OF THE BOARD:** THERE WERE NO PUBLIC COMMENTS RECEIVED FOR
23 THIS ITEM.

24



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1 **RICK RAMACIER, CHAIR:** OKAY. GREAT THANK YOU. THAT BRINGS US TO
2 ITEM FIVE, OUR EXECUTIVE DIRECTOR'S REPORT. CAROLE.

3

4 **CAROL KEUSTER:** HI. CAROL KEUSTER, EXECUTIVE DIRECTOR CLIPPER.
5 I RARELY SAY THAT OUT LOUD, BUT THERE IT IS. I KNOW THAT MANY
6 OF YOU -- MOST OF YOU, ALL OF YOU WERE INVOLVED IN THE BLUE
7 RIBBON RECOVERY TASK FORCE MEETING LAST WEEK WHICH FOCUSED ON
8 SEAMLESS. THERE WAS A PRESENTATION FROM SPUR ON SEAMLESS
9 INITIATIVES AND ALSO FROM SEAMLESS BAY AREA, AND I JUST
10 THOUGHT I WOULD ACKNOWLEDGE HOW I THINK CLIPPER HAS REALLY
11 CALLED OUT AS AN EXAMPLE OF A SUCCESS STORY IN ALL OF THAT
12 DISCUSSION, AND HOW IN THINKING ABOUT THE VARIOUS WAYS TO
13 ACHIEVE COORDINATION, THERE WAS SORT OF THIS SPECTRUM OF VERY
14 INFORMAL, ALL THE WAY UP TO LEGISLATED MANDATED COORDINATION
15 AND RIGHT IN THE MIDDLE IS YOUR BOARD, THE CLIPPER EXECUTIVE
16 BOARD FORMALLY COORDINATING AND GETTING THE JOB DONE NOT TOO
17 LOOSELY AND NOT REQUIRING LEGISLATION. SO I THINK IT'S VERY
18 INTERESTING THAT CLIPPER COULD PERHAPS PROVIDE A MODEL TO
19 BUILD ON, AND WE'RE CERTAINLY PROVIDING THIS CONTACTLESS
20 PAYMENT SERVICE AT A TIME WHEN IT REALLY MATTERS. SO I THINK
21 THAT IS GREAT. THE WORK IS ACTUALLY NOT SLOWING AT ALL FOR
22 CLIPPER. IN FACT, WE HAVE TWO RFPS ON THE STREET. LAST WEEK
23 WAS A BIDDERS CONFERENCE FOR THE CLIPPER CUSTOMER SERVICE
24 CENTER PORTION OF THIS WORK. AND THE PAYMENT GATEWAY CONTRACT,
25 BIDDERS CONFERENCE WILL BE HAPPENING NEXT WEEK. AS YOU RECALL



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1 THIS BOARD DIRECTED THAT THE CURRENT CONTRACT THAT WE HAVE
2 WITH CUBIC ACTUALLY BE SOMEWHAT MORE DISAGGREGATED IN THE NEXT
3 GENERATION. THAT WAS IN THE INTEREST OF INCREASING
4 OPPORTUNITIES TO BID, ALLOWING OPPORTUNITIES FOR SMALLER
5 BIDDERS, ET CETERA. AND SO THAT WORK IS UNDER WAY NOW, AND WE
6 ARE TIMING THESE PROCUREMENTS TO BRING THESE OTHER VENDORS ON
7 EARLY ENOUGH IN THE DESIGN PHASE SO THAT THEY CAN WORK WITH
8 THE SYSTEM INTEGRATOR TO MAKE SURE THAT ANY AREAS OF OVERLAP,
9 ANY DESIGN ISSUES THAT NEED TO BE WORKED OUT IN ADVANCE, CAN
10 BE. I ALSO WANT TO POINT OUT THAT THERE HAVE BEEN A COUPLE OF
11 DIFFERENT INDUSTRY EVENTS. SO, LET'S SEE. AFTA TECH VIRTUAL
12 CONFERENCE HAPPENED LAST WEEK. JASON AND ED ATTENDED AND STAFF
13 AND NURIA KICKED THAT OFF. AND AC TRANSIT THERE WAS THERE. WE
14 MAY BE REMOTE BUT COMMUNICATION AND WORK ON EVENTS IS
15 CONTINUING. AS WELL, THERE IS THE MASAKAN VIRTUAL CONFERENCE
16 HAPPENING OVER 4 DAYS IN SEPTEMBER. THERESE SPOKE AT THAT
17 EVENT. ANDY IS SPEAKING AT THAT EVENT. IT WAS ON SEPTEMBER 9
18 AND 16th. THERE IS TWO MORE DAYS ON THE 23RD AND THE 30th
19 COMING UP. AND FINALLY, I HOPE MOST YOU HAVE CAUGHT WIND OF
20 THIS BUT WE HAVE BEEN TALKING ABOUT THE MOBILE APP WITH GREAT
21 EXCITEMENT WMTA SMART TRIP LAUNCHED THEIR MOBILE APP AND LA
22 METRO TAP THEY BOTH LAUNCHED ON APPLE SO IF YOU HAVE AN APPLE
23 PHONE, YOU CAN OPEN UP THE WALLET, THERE IS A LITTLE PLUS
24 SYMBOL UP IN THE UPPER RIGHT HAND CORNER OF THE WALLET YOU HIT
25 THAT BUTTON AND THE APP OFFERS THE OPPORTUNITY TO ADD CREDIT



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1 OR DEBIT CARD AND THERE IS A NEW SECTION TRANSIT CARDS PAYMENT
2 AND RIGHT THERE IN APPLE WALLET, YOU CAN SEE THE ABILITY TO
3 ADD A SMART TRIP CARD OR LA METRO CARD. YOU CAN DO THAT RIGHT
4 NOW TODAY FROM WHEREVER YOU ARE, SO THAT THE NEXT TIME YOU'RE
5 IN EITHER OF THOSE CITIES YOU'RE GOOD TO GO. THAT'S IT NURIA,
6 YOU HAVE GOT IT. I'LL WARN YOU IN ADVANCE THEY WANT A MINIMUM
7 BALANCE. IT'S A \$10 MINIMUM FOR WMTA AND \$5 FOR LA METRO. I
8 FOUND IT EXCITING AND WORTH WHILE TO GIVE IT A TRY. WE'RE
9 RIGHT IN LINE IT WOULD BE GREAT TO BE FIRST BUT IT ALSO HAS
10 ADVANTAGES TO BE FOLLOWING OUR OTHER PEERS. SO WANTED TO
11 HIGHLIGHT THAT SO YOU CAN TAKE A LOOK AND SEE FOR YOURSELF
12 THAT THAT FUNCTIONALITY IS THERE.

13

14 **JASON WEINSTEIN:** CAROLE ONE CLARIFICATION, ON THE PAYMENT
15 SERVICES RFP, THE ACTUAL PROPOSERS CONFERENCE IS THIS
16 WEDNESDAY, NOT NEXT WEEK.

17

18 **CAROL KEUSTER:** OKAY. I'M SORRY ABOUT THAT. SO IT WAS LAST WEEK
19 AND THEN THIS WEEK.

20

21 **JASON WEINSTEIN:** THAT'S CORRECT.

22

23 **CAROL KEUSTER:** THAT CONCLUDES MY REMARKS. THANK YOU. HAPPY TO
24 TAKE ANY QUESTIONS.

25



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1 **RICK RAMACIER, CHAIR:** THANKS CAROLE. ANY QUESTIONS FOR CAROLE?
2 OKAY. I'M NOT SEEING ANYTHING. AND I'M NOT SEEING ANY MEMBERS
3 OF THE PUBLIC WITH THEIR HANDS UP. ED, DID WE HAVE ANY WRITTEN
4 PUBLIC COMMENT ON THIS?

5

6 **CLERK OF THE BOARD:** DON'T HAVE ANY.

7

8 **CAROL KEUSTER:** MR. CHAIR, YOU APPROVED A CLIPPER MOU UPDATE,
9 AND MANY OF YOU HAVE BEEN DILIGENTLY GETTING BOARD ACTION ON
10 THAT MOU UPDATE, WE HAVE FOUR AGENCIES STILL OUTSTANDING AND
11 THE DATE OF THE MOU AMENDMENT IS OCTOBER 1ST SO WE WILL BE
12 WORKING WITH THE REMAINING FOUR AGENCIES TO SEE THAT WE CAN
13 GET THEIR AUTHORIZATION BY SEPTEMBER 30TH. SORRY. I SHOULD
14 HAVE MENTIONED THAT EARLIER.

15

16 **RICK RAMACIER, CHAIR:** NO PROBLEM CAROLE. IF THERE IS ANYTHING
17 I CAN BE HELPFUL WITH THOSE FOUR AGENCIES LET ME KNOW. JUST
18 OFFERING IT.

19

20 **CAROL KEUSTER:** THANK YOU.

21

22 **RICK RAMACIER, CHAIR:** QUESTIONS FOR THE EXECUTIVE DIRECTOR.
23 THAT BRINGS US TO ITEM SIX WHICH IS PUBLIC COMMENT FOR BOTH
24 MEMBERS OF THE PUBLIC AND THE BOARD. SO BEFORE I MOVE TO THE
25 PUBLIC I'M GOING TO CALL ON JIM HARTNETT WHO HAS HIS HAND UP.



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1

2 **JIM HARTNETT:** THANK YOU VERY MUCH RICK. I JUST WANTED TO
3 REMIND THE CLIPPER BOARD THAT THE WORK OF THE FARE INTEGRATION
4 AND COORDINATION TASK FORCE IS ONGOING. OUR MEETINGS HAVE
5 ALWAYS BEEN IN ASSOCIATION WITH CLIPPER BOARD MEETINGS. WE
6 EXPECT TO HAVE ONE IN OCTOBER, ON OCTOBER 19TH, THE SAME DAY
7 AS THE CLIPPER EXECUTIVE BOARD. -- THERE IS A LOT OF WORK
8 THAT'S BEEN GOING ON. THERE MAY BE MORE TO REPORT THAN WE HAVE
9 IN THE PAST. SO IT MIGHT TAKE UP A LITTLE MORE TIME THAN WE
10 HAVE HAD IN THE PAST, AND MR. CHAIR I'LL BE CONSULTING WITH
11 YOU ABOUT THE TIMING SO THAT WE HAVE COMMON EXPECTATION IN
12 TERMS OF THE START OF THE TASK FORCE MEETING, AND NOT PUSHING
13 BACK THE TIME OF THE CLIPPER MEETING SO THAT EVERYBODY'S ON
14 THE SAME TIME PAGE.

15

16 **RICK RAMACIER, CHAIR:** THANKS JIM. I APPRECIATE THAT. ANY OTHER
17 BOARD MEMBERS FOR COMMENT? OKAY. I SEE, ED, ONE HAND RAISED.
18 TWO FOLKS.

19

20 **CLERK OF THE BOARD:** ALETA DUPREE.

21

22 **RICK RAMACIER, CHAIR:** THANK YOU.

23

24 **SPEAKER:** THANK YOU CHAIR RAMACIER AND MEMBERS. GOOD MEETING
25 TODAY. GOT A LOT OF WORK DONE. I APPRECIATE YOUR BACKGROUNDS



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1 THIS MORNING I GOT TO ATTEND THE MTA IN NEW YORK PUBLIC
2 COMMENT SESSION AND HAD GRAND CENTRAL TERMINAL IN MY
3 BACKGROUND AND THEY'LL BE MEETING AGAIN ON WEDNESDAY. I AM
4 INTERESTED IN WHAT OUR NEW MOBILE APP IS GOING TO LOOK LIKE. I
5 HAVE THE APPS FROM WASHINGTON AND LOS ANGELES. I DON'T HAVE
6 THE MOBILE WALLET SETUP, AS I USE REDUCED FARE CARDS, AND LOS
7 ANGELES HAS -- [INDISCERNIBLE] [AUDIO DIFFICULTIES] THIS TIME
8 DOES NOT BUT IT'S STILL GOING TO GET 95 PERCENT OF WHAT I
9 NEED. CERTAINLY PART OF THE BIG LIFT IS TO SHORTEN THE --
10 TIMES, SO WE CAN GET PEOPLE'S FARE THROUGH TO THE FARE --
11 [INDISCERNIBLE] AND THE BUS READERS, ESPECIALLY FOR THOSE WHO
12 WON'T HAVE THE REALTIME FUNCTION OF THE MOBILE APP, SUCH AS
13 WITH THOSE OF US WHO HAVE TO USE REDUCED FARE CARDS. SO LET'S
14 KEEP REDUCED FARE CARD CAPABILITY IN MIND WITH THE MOBILE APP
15 IF FEASIBLE. SO LET'S KEEP WORKING AND GET THAT APPROVAL TO
16 THE COMMISSION SO ITS -- [INDISCERNIBLE] AND LET'S CONTINUE
17 THE WORK. THANK YOU.

18

19 **RICK RAMACIER, CHAIR:** THANK YOU ALETA. AND WE HAVE ONE MORE
20 COMMENT, ED.

21

22 **CLERK OF THE BOARD:** YES. WE HAVE A COMMENT FROM RANDI KINMAN.

23

24 **RANDI KINMAN:** HI. THANK YOU. THIS IS RANDI KINMAN FROM MTC'S
25 POLICY ADVISORY COUNCIL AND I WANT TO ELEVATE SOME COMMENTS



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1 THAT CAME UP AT OUR EQUITY AND ACCESS SUBCOMMITTEE MEETING
2 TODAY WHEN WE WERE DISCUSSING CLIPPER START, WHICH KIND OF
3 FLOWS THROUGH ALL OF YOUR DISCUSSIONS TODAY. THAT IS MAKING
4 SURE THAT, IN OUR NEW AND IMPROVED CLIPPER SYSTEM, WE ARE
5 TAKING CARE OF PEOPLE WHO ARE UNBANKED AND UNHOUSED. BECAUSE
6 ADDING TO YOUR CARD, IF YOU ARE UNBANKED IS DIFFICULT AT BEST.
7 THERE IS JUST NOT ENOUGH RESOURCES FOR PEOPLE TO PUT IN CASH
8 INTO THE CARD. SO I JUST WANTED TO BRING THAT UP. AND THANK
9 YOU FOR YOUR WORK.

10

11 **RICK RAMACIER, CHAIR:** THANK YOU. AND I'M NOT SEEING ANY OTHER
12 HANDS FROM THE PUBLIC. WAS THERE ANYBODY WHO HAD WRITTEN THIS
13 ORGANIZATION, PRIOR TO 5:00 P.M. YESTERDAY, TO HAVE COMMENTS
14 INSERTED INTO THE RECORD?

15

16 **CLERK OF THE BOARD:** THERE WERE NO WRITTEN COMMENTS RECEIVED.
17 FOR THIS ITEM.

18

19 **RICK RAMACIER, CHAIR:** OKAY. THANK YOU. THAT BRINGS US TO OUR
20 ADJOURNMENT. SO WE'LL ADJOURN THE CLIPPER EXECUTIVE BOARD TO
21 MONDAY OCTOBER 19TH, 2020 AT 1:35 P.M. REMOTELY AND WEBCAST AS
22 APPROPRIATE. THANK YOU ALL VERY MUCH. [ADJOURNED]

23

24

25

26

27

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2
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4



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