METROPOLITAN TRANSPORTATION COMMISSION

Meeting Transcript

BAY AREA TOLL AUTHORITY OVERSIGHT COMMITTEE

WEDNESDAY, 9:35 A.M., JUNE 9, 2021

AMY WORTH, CHAIR: GOOD MORNING EVERYONE. THIS IS AMY WORTH, CHAIR OF THE BAY AREA TOLL AUTHORITY OVERSIGHT COMMITTEE MEETING. MAY I TURN TO STAFF FOR THE PLAYING OF THE RECORDING. 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 IS BEING WEBCAST ON THE MTC WEB SITE. THE CHAIR WILL CALL UPON COMMISSIONERS, PRESENTERS, STAFF, AND OTHER SPEAKERS BY NAME AND ASK THAT THEY SPEAK CLEARLY AND STATE THEIR NAMES BEFORE GIVING COMMENTS OR REMARKS. PERSONS PARTICIPATING VIA WEBCAST AND ZOOM WITH THEIR CAMERAS ENABLED ARE REMINDED THAT 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 THE CHAIR WILL CALL UPON THEM AT THE APPROPRIATE TIME. TELECONFERENCE ATTENDEES WILL BE CALLED UPON BY THE LAST FOUR DIGITS OF THEIR PHONE NUMBER. IT IS REQUESTED THAT PUBLIC SPEAKERS STATE THEIR NAMES AND ORGANIZATION, BUT PROVIDING SUCH INFORMATION IS VOLUNTARY. WRITTEN PUBLIC COMMENTS RECEIVED AT INFO@BAYAREAMETRO.GOV BY 5:00 P.M. YESTERDAY WILL BE POSTED TO THE ONLINE AGENDA AND ENTERED INTO THE RECORD BUT WILL NOT BE READ OUT LOUD. IF

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AUTHORS OF THE WRITTEN CORRESPONDENCE WOULD LIKE TO SPEAK, THEY ARE FREE TO DO SO. A ROLL CALL VOTE WILL BE TAKEN FOR ALL ACTION ITEMS. PANELISTS AND ATTENDEES SHOULD NOTE THAT THE CHAT FEATURE IS NOT ACTIVE. KIMBERLY, MAY I PLEASE TURN TO YOU FOR THE ROLL CALL, PLEASE, AND CONFIRMING THE QUORUM?

CLERK: YES. GOOD MORNING. CHAVEZ IS ABSENT. QUORUM IS PRESENT.

SPEAKER: LET'S DO THE PLEDGE OF ALLEGIANCE. [PLEDGE OF ALLEGIANCE] "I PLEDGE ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF AMERICA, AND TO THE REPUBLIC FOR WHICH IT STANDS, ONE NATION UNDER GOD, INDIVISIBLE, WITH LIBERTY AND JUSTICE FOR ALL." THANK YOU. NEXT ITEM TURNING BACK TO OUR COMMITTEE CLERK, IS THE PLEDGE OF ALLEGIANCE. I'M SORRY. THE COMPENSATION ANNOUNCEMENT.

CLERK OF THE BOARD: SURE THING, NO PROBLEM. AS AUTHORIZED BY STATE LAW I AM MAKING THE FOLLOWING ANNOUNCEMENT. EACH MEMBER OF THE BOARD HERE TODAY WILL BE ENTITLED TO RECEIVE $100 PER MEETING ATTENDED UP TO A MAXIMUM OF $500 PER MONTH PER AGENCY. THIS AMOUNT IS A PROVIDED AS A RESULT OF CONVENING A MEETING FOR WHICH EACH MEMBER IS ENTITLED TO COLLECT SUCH AMOUNT. MOVING TO THE CONSENT CALENDAR. MEMBERS OF THE COMMITTEE OR PUBLIC OR STAFF THAT WOULD LIKE TO REMOVE ANY ITEMS FROM THE

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CONSENT CALENDAR. KIMBERLY HAVE WE RECEIVED ANY CORRESPONDENCE REGARDING THE CONSENT CALENDAR PRIOR TO THIS MEETING?

CLERK OF THE BOARD: I HAVE RECEIVED ON NOTHING IN WRITING FOR THE CONSENT CALENDAR. AND NO MEMBER OF THE PUBLIC WITH THEIR HAND RAISED.

AMY WORTH, CHAIR: THANK YOU. I WOULD LIKE TO ENTERTAIN A MOTION TO MOVE THE CONSENT CALENDAR.

SPEAKER: MOTION.

SPEAKER: SECOND.

AMY WORTH, CHAIR: MOVED BY GLOVER AND SECOND BY RABBIT. ROLL CALL.

CLERK OF THE BOARD: [ROLL CALL VOTE]

AMY WORTH, CHAIR: THANK YOU, KIMBERLY. LET'S MOVE TO ITEM 5A, AN UPDATE ON THE FASTRAK CUSTOMER SERVICE CENTER OPERATIONS. SO I WOULD LIKE TO TURN TO ANDY FREMIER TO INTRODUCE THIS ITEM FOR -- TO US, AND THEN HE'LL TURN TO STAFF WHO WILL BE PRESENTING IT.

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ANDREW FREMIER: THANK YOU CHAIR WORK AND MEMBERS OF THE COMMITTEE ANDREW F DEPUTY EXECUTIVE DIRECTOR OF THE BAY AREA TOLL AUTHORITY. ALL THREE ITEMS WE'RE ABOUT TO PRESENT TO YOU REPRESENT THE OVERARCHING WORK WE'RE DOING IN THE BATA RECOVERY EFFORTS COVERS FASTRAK COLLECTION SERVICES BRIDGE REHAB PROGRAM AND FINALLY THE BUDGET IT'S A BUSY DAY FOR US AND THEY'RE ALL SHOWING SIGNS OF PROGRESS AND I THINK WILL GIVE SOME GOOD ADVICE AND WE'RE LOOKING FOR DIRECTION FROM YOU ALL TODAY. BRIEFLY BEFORE MONICA GIVES A DEEP DIVE INTO THE PRESENTATION I WANT TO MENTION WE WERE A SCHEDULED PLAN FOR A VERY MEASURED TRANSITION TO ALL ELECTRONIC TOLLING BEFORE COVID AND WHILE REMOVAL OF THE COLLECTORS WAS WELL ORGANIZED WITH ORGANIZERS AND CALTRANS WE ANTICIPATED THEY WOULD BE BACK IN THE BOOTHS IN MID-SUMMER AND AS YOU RECALL YOU INVESTED QUITE A BIT IN PERSONAL PROTECTION AND TRYING TO MAKE THE TOLL PLAZA AS SAFE FOR THE OPERATIONS BUT A DECISION WAS MADE BY THE STATE OF CALIFORNIA NOT TO RETURN THEM AND WE REACTED TO THAT AS BEST WE COULD, AND I THINK WE MADE QUITE A BIT OF POSITIVE TRANSITION. WE KNOWLEDGE WE'RE WAY BEHIND IN THE CUSTOMER SERVICE AREA AND PARTICULARLY WHEN IT COMES TO CALL WAITING AND WE'LL TALK ABOUT WHAT WE'RE TRYING TO DO TO OVERCOME THAT. MY ASK IS THAT WE THINK WE ARE MAKING REAL STRONG PERFORMANCE IMPROVEMENTS AND WILL BUILD A STRONG PERMANENT FOUNDATION FOR HOW WE DEAL WITH ELECTRONIC TOLLING IN THE FUTURE AND MANAGE VARIOUS DIFFERENT SYSTEMS THAT WE PUT

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THROUGH THE CONTRACT SERVICES BUT I WOULD URGE THAT WE GET THE SUMMER TO GET OURSELVES UNDER CONTROL AND BE HELD ACCOUNTABLE IF WE DON'T REALLY START TO SHOW SOME PROGRESS. MONICA IS GOING TO GIVE YOU A PRESENTATION AT THIS POINT, AND WE'RE HAPPY TO ANSWER ANY QUESTIONS THAT YOU ALL HAVE. SO, MONICA, MAY I INTRODUCE YOU TO THE COMMITTEE?

MONICA SERRANO: GOOD MORNING COMMISSIONERS MY NAME IS MONICA SERENO THE PROGRAM COORDINATOR FOR FASTRAK OPERATION AND I WILL BE PROVIDING AN OVERVIEW OF CUSTOMER SERVICE CENTER IN THIS CURRENT STATE OF OPERATION I'M FAIRLY NEW TO MTC JOINED THIS PAST YEAR AND PRIOR TO JOINING THE FASTRAK TEAM, I MANAGED CONTACTING MAILING CENTERS FOR THE LAST 15 YEARS AND MANAGED IN THE BANKING INDUSTRY, I WORK CLOSELY WITH MANAGERS OF FASTRAK AND CONDUENT. CONTRACTING HANDLES ACCOUNT MANAGEMENT OPERATIONS FOR ALL THE BAY AREA BRIDGES AND LAST YEAR IN MARCH, CALTRANS REMOVED TOLL COLLECTORS FROM THEIR BOOTHS TO PROTECT THE COLLECTORS THEMSELVES, AND ALSO THE TRAVELING PUBLIC. AND SINCE THAT TIME, ALL TOLL COLLECTION IN OUR REGION HAS BEEN ELECTRIC. WE HAD BEEN PLANNING TO MOVE TO ALL ELECTRONIC TOLLING BUT NOT AS QUICKLY AS THE PANDEMIC PUSHED US TO DO SO THE REMOVAL OF CASH PAYMENT CREATED A DRAMATIC INCREASE IN OUTBOUND MAILING VOLUME WHICH TRIGGERED A HIGH NUMBER OF CUSTOMER CALLS INTO THE CONTACT CENTER AND ADDITIONALLY THE IMPACTS OF THE PANDEMIC IMPACTED STAFFING

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WHICH MEANS SUPPORTING TRANSITION MADE MORE CHALLENGING. I WILL PROVIDE INFORMATION ABOUT THE TRENDS IN CONTACT VOLUME INTO THE CUSTOMER SERVICE CENTER WE HAVE BEEN EXPERIENCING AND ALSO THE CHALLENGES OF THE CALL CENTERS WE HAVE BEEN EXPERIENCING DURING THE PANDEMIC AND IMPORTANTLY STEPS WE'RE TAKING TO IMPROVE OUR PERFORMANCE. AND THEN WE WILL BE HAPPY TO TAKE ANY QUESTIONS. SLIDE TWO, PLEASE. SO THIS IS JUST A REMINDER OF THE FUNCTION PROVIDED BY THE CUSTOMER SERVICE CENTER. UNDER THE CONTRACT CONDUENT PROVIDES A SUITE OF IMPORTANT RESPONSIBILITIES SUPPORTING THE FASTRAK ENTERPRISE, AND THOSE ITEMS INCLUDE ACCOUNT MANAGEMENT FOR MORE THAN 3 MILLION ACTIVE ACCOUNTS. THEY COMPLETE FINANCIAL MANAGEMENT AND REPORTING. THEY DO PAYMENT PROCESSING, THEY MANAGE OUR TAG DISTRIBUTION AND MANAGEMENT, AND, OF COURSE, CUSTOMER SERVICE THAT THEY DO VIA E-MAIL, CHAT, AND ANSWER PHONE CALL IN MULTIPLE LANGUAGES. THE CUSTOMER SERVICE CENTER IS PHYSICALLY LOCATED AT THE METRO CENTER ON BEALE STREET IN SAN FRANCISCO. IN ADDITION TO THE SAN FRANCISCO CONDUENT ALSO HAS SATELLITE LOCATION IN TEXAS AND IN NEW HAMPSHIRE. NEXT SLIDE PLEASE. KNOW PLANNED AET, ANDY SHARED A BIT UP FRONT, BUT AS YOU CAN SEE, WE SAW FROM THE LAST SLIDE, THE CUSTOMER SERVICE CENTER IS A LARGE OPERATION DELIVERING A COMPLEX SET OF SERVICES AND BECAUSE OF THAT WE PLAN TO TRANSITION VERY CAREFULLY TO ALL ELECTRONIC TOLLING. WHAT ENDED UP HAPPENING WAS VERY DIFFERENT, SO THE GRAPHIC ON THE TOP, THE WHITE GRAPHIC,

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THAT'S THE TIMELINE THAT SHOWS WHAT BATA HAD PLANNED FOR OUR CONVERSION TO ALL ELECTRONIC TOLLING. AND AS YOU HEARD FROM LYNN VALDIVIA LAST MONTH WE PLAN TO INVEST NEARLY FOUR YEARS OF UPDATING OUR SYSTEM UPDATING OUR CONTRACT POLICIES OUTREACH TO CUSTOMERS AND UPGRADING OUR PHONE AND WEB SITE SYSTEMS TO GET READY FOR THE TRANSITION. THE BOTTOM PORTION IN GREEN IS WHAT ACTUALLY HAPPENED. WHEN THE CASH COLLECTORS WERE REMOVED FROM THE TOLL PLAZA AS, LAST MARCH BATA CONVERTED TO ALL ELECTRONIC TOLLING OVERNIGHT. DRIVERS NO LONGER STOPPED AT THE TOLL PLAZA AS TO PAY CASH AND INSTEAD WERE MAILED A NOTICE FOR TOLL ONLY AND WE CALL THESE CASHLESS NOTICES. WE WORKED WITH CONDUENT TO MAIL CASHLESS NOTICES STARTING IN MARCH, AND BY JANUARY OF THIS YEAR, IMPLEMENTED NEW PROCESSES TO SEND MONTHLY INVOICE TO NON-FASTRAK CUSTOMERS. AND ALL OF THIS WORK WAS DONE DURING THE PANDEMIC WHEN CALL CENTERS ACROSS MANY INDUSTRIES BATTLED WITH STAFFING CHALLENGES. NEXT SLIDE PLEASE. IN THE NEXT SEVERAL SLIDES, I WILL BE REVIEWING DATA SHOWING THE HUGE SURGE IN BUSINESS THE FASTRAK CUSTOMER SERVICE CENTER IS HANDLING. THIS IS VERY IMPORTANT BECAUSE IT WILL HELP EXPLAIN THE VOLUME OF CALLS IN SOME OF THE LATER SLIDES. SO THIS SLIDE SHOWS THE LARGE INCREASE IN OUTBOUND CORRESPONDENCE. THIS ASK PRIMARILY RESULTING FROM BATA'S CONVERSION TO ALL ELECTRONIC TOLLING. PRIOR TO THE CONVERSION, TYPICAL OUTBOUND MAIL VOLUMES WERE AROUND 2 MILLION PIECES A MONTH. SINCE THE AET CONVERSION THAT VOLUME HAS DOUBLED TO

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ABOUT 4 MILLION PIECES OF MAIL EACH MONTH. AND BETWEEN DECEMBER OF LAST YEAR AND MARCH OF THIS YEAR, MAILINGS HAVE REACHED 7 MILLION A MONTH. THESE CASHLESS NOTICES, INVOICES, AND VIOLATION NOTICES ALL REQUEST PAYMENT FROM CUSTOMERS. AND THESE TYPE OF MAILINGS RESULT IN A HIGHER PERCENTAGE OF DIRECT CALLS INTO THE CUSTOMER SERVICE CENTER. IN THE NEXT TWO SLIDES WE'LL SHOW THE IMPACT OF THESE MAILINGS ON THE VOLUMES THAT CAME INTO THE CALL CENTER. NEXT SLIDE, PLEASE. SO, AS YOU CAN SEE HERE, WE HAVE YEAR OVER YEAR CALL VOLUME. THE ORANGE LINE IS 2021, AND YOU CAN SEE THE CALL VOLUME HAS DRAMATICALLY INCREASED MORE THAN TRIPLED WHEN COMPARED TO THE PREVIOUS TWO YEARS. IN ADDITION, THE CALLS ARE GETTING LONGER AND THE AGENTS ARE SPENDING MORE TIME WITH EACH CALLER. THIS IS PRIMARILY DUE TO THE MORE COMPLEX NATURE OF THE QUESTIONS THAT WE ARE RECEIVING FROM CUSTOMERS, AND ADDITIONALLY, MANY FORMER CASH PAYERS WHO ARE NOT FAMILIAR WITH FASTRAK ARE ALSO TAKING LONGER TO SERVICE. THIS ISN'T SHOWN ON THE CHART, BUT WE DID WANT TO SHARE, THE CALLS ARE GETTING ABOUT FOUR MINUTES LONGER THAN THEY DID BEFORE COVID. CONDUENT HAS NOT BEEN ABLE TO INCREASE STAFFING LEVELS AS NEEDED TO COMBAT THE CALL ON VOLUME WHICH IS INCREASING CALL DURATION AND WAIT TIMES. THE BLUE BOX TO THE LEFT YOU CAN SEE HOW CUSTOMER WAIT TIMES HAVE BEEN IMPACTED. IN 2019, THE AVERAGE WAIT TIME TO REACH AN AGENT WAS UNDER A MINUTE. THE AVERAGE WAIT TIME FOR THE LAST SIX MONTHS IS A 20-MINUTE WAIT, AND IT'S LONGER THAN THAT FOR

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APRIL OR MAY. NEXT SLIDE PLEASE. THIS SLIDE SHOWS THE E-MAIL AND WEB CHAT VOLUME TRENDS. I'M NOT GOING TO SPEND TOO MUCH TIME ON THIS SLIDE BUT WE DIDN'T TO SHARE IT BECAUSE IT IS A CONTACT TOOL FOR CUSTOMERS, ESPECIALLY THOSE THAT INTERACT WITH OUR WEB SITE. SO WE WANTED TO MAKE SURE EVERYONE WAS ABLE TO SEE THAT. ESSENTIALLY, E-MAIL, AND PHONE VOLUME, E-MAIL AND CHAT VOLUMES FOLLOW THE PHONE TRENDS. E-MAIL HAD BEEN ON A GRADUAL INCREASE AND THEN SPIKED IN THE LAST SEVERAL MONTHS, AND A LITTLE CHAT REQUEST DROPPED OFF DURING THE PANDEMIC, THEY'RE NOW STARTING TO SURPASS 2020 LEVELS. THESE STAFFING CHALLENGES ALSO IMPACTED E-MAIL AND CHAT RESPONSE TIMES. SO SLOWER RESPONSE TIMES IN E-MAILS COMPOUNDED THE CUSTOMER SERVICE CALL CENTER PERFORMANCE CHALLENGES. IF A CUSTOMER DOES NOT RECEIVE A RESPOND TO THEIR E-MAIL AS QUICKLY AS THEY WOULD LIKE, THEY DO REACH OUT TO THE CALL CENTER ADDING PHONE CALLS. AND AT A TIME WHEN ALL OF THIS VOLUME WAS SURGING, CONDUENT STAFFING WAS UNABLE TO KEEP UP. AND WE'LL SEE THAT IN THE NEXT SLIDE. NEXT SLIDE PLEASE. CALL CENTER STAFFING, AS MENTIONED EARLIER, MAINTAINING SUFFICIENT STAFFING LEVELS DURING THE PANDEMIC HAS BEEN EXTREMELY DIFFICULT. WHAT YOU SEE HERE ARE THE STAFFING LEVELS FOR THE CALL CENTERS SINCE JANUARY 2019. THESE ARE THE AGENTS ON THE PHONE ASSISTING CALLERS. WHAT SHOULD BE NOTED IS THAT THESE NUMBERS ARE NOT THE TOTAL NUMBER OF STAFF EMPLOYEES. THESE ARE THE NUMBER OF PEOPLE THAT ARE SHOWING UP TO WORK EVERY DAY ON AVERAGE. SO,

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FOR EXAMPLE, THERE ARE 190 CALL CENTER AGENTS EMPLOYED, BUT YESTERDAY, THERE WAS 122 THAT CAME INTO WORK. ABSENTEEISM HAS BEEN AT AN UNPRECEDENTED HIGH, OF ABOUT 30% DURING THE PANDEMIC. AND YOU CAN SEE STAFFING PLUMMETED AT THE START OF THE PANDEMIC AND REMAINED AT HALF OF THE PREPANDEMIC LEVELS FOR ABOUT SIX MONTHS. A NUMBER OF CALLS HAVE BEEN INCREASING SINCE THEN BUT NOT AT THE PACE WE NEED THEM TO, TO SUPPORT THE VOLUME OF CALLS WE ESTIMATE THAT WE NEED AN ADDITIONAL 50 TO 70 STAFF TO HANDLE THE CURRENT CALL VOLUME. NEXT SLIDE PLEASE. SO, AS I MENTIONED, DURING THE TIME WE NEEDED TO INCREASE OUR STAFFING, IT WAS VERY CRITICAL. THE CALL CENTER EXPERIENCED CHALLENGES IN RAMPING UP. A COUPLE OF THE CHALLENGES, PHYSICAL DISTANCING, REDUCED CAPACITY BY ABOUT HALF, AS ACCOMMODATION HIS TO BE MADE TO CREATE A SIX FOOT SAFEGUARD AROUND EACH AGENT. CALL CENTERS ARE NOT DESIGNED TO HAVE AN ADDITIONAL SIX FEET SPACE BETWEEN AGENTS REQUIREMENTS PUT IN PLACE CAUSES A SWIFT REDUCTION IN AVAILABLE SEATING SINCE THE PANDEMIC, SOCIAL DISTANCING AND MASK REQUIREMENTS HAVE MADE THE CUSTOMER SERVICE AGENT'S WORK MORE DIFFICULT. FOR EXAMPLE, THEY HAVE TO SIT AT A DESK, WITH THE MASK, AND A HEADSET, SIX FEET APART, TAKING LUNCHES OUTDOORS, BECAUSE THEY CAN'T TAKE THEIR MASK OFF, SO THAT HAS BEEN A CHALLENGE. STAFFING WAS IMPACTED WITH VERY HIGH ABSENTEEISM AS A MENTIONED BEFORE AT 30% RATE, PEOPLE NOT SHOWING UP TO WORK. RECRUITMENT AND ATTRITION WERE SIGNIFICANTLY CHALLENGE SAID BY THE LACK OF CANDIDATES DUE TO

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COVID HEALTH CONCERNS AND ALSO DUE TO SCHOOL RELATED CHILD CARE NEEDS. ADDITIONALLY, GOVERNMENT PROGRAMS TO SUPPLEMENT POTENTIAL LOST INCOME MAY ALSO BE NEGATIVELY IMPACTING RECRUITING ACROSS THE NATION FOR ALL CALL CENTERS. ONE APPROACH TO COMBAT THESE ISSUES HAS BEEN TO PROVIDE WORK-FROM-HOME OPPORTUNITIES. CONDUENT HAS USED MULTIPLE SITES, AS WELL, TO INCREASE STAFFING, THEY HAVE LOCATION IN SAN ANTONIO AND ADDED SITES IN NEW HAMPSHIRE. EMPLOYEE INCENTIVES HAVE BEEN INCREASED TO IMPROVE ATTENDANCE TO ENCOURAGE STAFF TO REMAIN WITH THE OPERATION. INCENTIVES INCLUDE THINGS LIKE ATTENDANCE BONUSES, GIFT CARDS, AND NUMEROUS LUNCH DAYS AND STAFF HAS WORKED CLOSELY WITH CONDUENT AND CONTINUES TO MAINTAIN CONSTANT COMMUNICATION AND OVERSIGHT WITH THE GOAL OF EXPLORING SOLUTIONS AND MAINTAINING EFFICIENCY. EXISTING STAFF WORKING ON PROCESSING IMPROVEMENT FOCUSING ON PROVIDING EDUCATION AND SELF-SERVICE PLATFORMS AND ALSO PROMOTING FASTRAK ACCOUNT OPTION AWARENESS AND THAT HAS BEEN PRIORITIZED TO HELP REDUCE SIGNIFICANT CALL VOLUME. ALTHOUGH CONDUENT CONTINUES TO STRUGGLE WITH VOLUME BATA IS CONTINUING TO HOLD THEM ACCOUNTABLE TO DELIVERING A POSITIVE EXPERIENCE TO THE CUSTOMER AND ON THE FOLLOW SLIDES, WE'LL SHARE RESULTS OF THE CUSTOMER SATISFACTION. NEXT SLIDE, PLEASE. SO, ONE OF THE WAYS PERFORMANCE IS EVALUATED IS THROUGH THE VOICE OF THE CUSTOMER. THIS IS DONE USING POST CONTACT SURVEYS. WE USE THESE SURVEYS TO GAUGE TWO THINGS. ONE, IF THE CUSTOMER WAS

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SATISFIED WITH THE OVERALL CALL, AND, TWO, WAS THEIR QUESTION ANSWERED IN THE FIRST CONTACT. I'LL START WITH THE POSITIVE SCORES. WEB CHAT CUSTOMER SATISFACTION IS OUR TOP PERFORMER, TOP PERFORMING CHANNEL WITH 91% OF CUSTOMERS SATISFIED WITH THIS SATISFIED WITH THE INTERACTION AND WE SOLVED THEIR QUESTION ON THE FIRST CONTACT 84% OF THE TIME. CALL CENTER FEEDBACK IS ALSO PRETTY GOOD WITH 80% OF THE CUSTOMERS SATISFIED WITH THEIR INTERACTION. THERE IS SOME ROOM FOR IMPROVEMENT WITH FIRST CONTACT, IDEALLY, WE WOULD LIKE TO SEE THAT AT 85%, BUT THEY'RE CLOSE. THE E-MAIL CHANNEL IS 62% OF CUSTOMERS SATISFIED AND 44% NOT GETTING ISSUE RESOLVED IN THE FIRST CONTACT. THERE IS NO OPPORTUNITY FOR BACK AND FORTH DIALOGUE SO THAT MAKES IT CHALLENGING TO ANSWER THE QUESTIONS. BUT WE ARE WORKING ON WAYS TO IMPROVE THAT. WE ARE LOOKING AT REFORMATTING THE E-MAIL INTAKE FORM TO MAKE SURE WE PROMPTED CUSTOMER TO GIVE US MORE INFORMATION SO WE CAN EFFECTIVELY ANSWER THEIR QUESTION. NEXT SLIDE, PLEASE. BATA HAS BEEN WORKING CLOSELY WITH CONDUENT ON STRATEGIES TO IMPROVE CUSTOMER SERVICE PERFORMANCE. MANAGING A COMPLEX OPERATION, SUPPORTING MILLIONS OF CUSTOMER ACCOUNTS, AND MILLIONS OF DAILY FINANCIAL TRANSACTIONS IS AN ONGOING CHALLENGE. THE FOCUS IS ON ENSURING -- OUR TOP FOCUS IS ON ENSURING CONDUENT IS ENSURING INCREASING STAFFING LEVELS AND LOWERS WAIT TIMES WHICH WE EXPECT WILL OCCUR SOMETIME THIS FALL. WE'RE GOING TO CONTINUE TO USE ACTIVE MANAGEMENT TO FURTHER IMPROVE THE

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FASTRAK CUSTOMER EXPERIENCE. AND I DO WANT TO SAY, I FEEL LIKE CONDUENT IS TURNING THE TORN, AND THIS IS WHY. SO, THIS MONTH, THE SERVICE CENTER IS IMPLEMENTING ENHANCEMENTS TO THE WORK-FROM-HOME PROCESS WHICH WILL INCREASE EFFICIENCY. WE'RE ALSO WORKING WITH THE CUSTOMER SERVICE CENTER TO FIND EFFICIENCY NET CALL FLOW AND TO ENSURE THAT WE'RE PROMOTING SELF-SERVICE OPTIONS AND THAT WE'RE MAKING CALLERS AWARE OF THE FASTRAK ACCOUNT OPTIONS. AND WE'RE ALSO WORKING ON SOME INSTRUCTIONAL VIDEOS, AND IN IMPROVING SOME OF THE SELF-SERVICE TOOLS FOR OUR NON-ENGLISH SPEAKING CUSTOMERS. ALSO, CONDUENT, THIS MONTH IS INCREASING EMPLOYEE RETENTION PROGRAMS INCLUDING STAY BONUSES, AND NEW EMPLOYEE SIGN ON BONUSES. AND WE'RE KEEPING OUR FINGERS CROSSED THAT THIS PANDEMIC IS OVER. SO WE DO KNOW THAT YOU'RE HEARING FROM YOUR CONSTITUENTS, AND THAT MEMBERS OF OUR STAFF HAVE ASSISTED WITH SOME OF THESE QUESTIONS AND DIFFICULT SITUATIONS. WE DO WANT TO SAY THAT, PLEASE CONTINUE TO REACH OUT TO US. WE DO PLAN TO RETURN TO THE COMMITTEE QUARTERLY WITH AN UPDATE SO WE'LL BE BACK IN SEPTEMBER, HOPEFULLY, AND I EXPECT AT THAT TIME CUSTOMER SERVICE PERFORMANCE WILL HAVE IMPROVED. AND AT THIS POINT, WE'RE HAPPY TO TAKE ANY QUESTIONS YOU HAVE FOR US.

AMY WORTH, CHAIR: THANK YOU VERY MUCH. THIS IS, A COUPLE OF THINGS, THIS IS AN INFORMATIONAL ITEM, TODAY, SO IT'S AN OPPORTUNITY FOR THE COMMITTEE, AS WELL AS THE PUBLIC, TO

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FOLLOW UP AND ANSWER ANY QUESTIONS. I WANT TO THANK STAFF FOR THAT PRESENTATION. I WAS JUST RECENTLY UP AT LAKE TAHOE, UP IN TRUCKEE AND RECOGNIZED THE DIFFICULT THAT A LOT OF THE BUSINESSES THERE ARE HAVING, HIRING INDIVIDUALS. SO THIS IS SOMETHING THAT IS BEING EXPERIENCED LITERALLY ALL OVER. SO, I APPRECIATE THE INFORMATION. I WANT TO TURN, FIRST, TO THE COMMITTEE, AND THEN I'LL TURN TO THE PUBLIC. MAY I START WITH DINA PLEASE?

DINA EL-TAWANSY: THANK YOU CHAIR AND MONICA FOR THE INFORMATION THIS IS A CHALLENGING TIME GOING THROUGH THIS AND THE WORKLOAD. I UNDERSTAND THERE WAS A DECISION NOT TO -- [INDISCERNIBLE] YOU CAN CLARIFY THAT, PLEASE?

ANDREW FREMIER: SURE. BACK IN JUNE, I THINK IT WAS, WE PRESENTED A CHANGE ORDER REQUEST AND THE COMMISSION AND AUTHORITY YOU APPROVED IT, THAT WAS TO SETUP SAFE ENVIRONMENTS INSIDE OF THE TOLL PLAZAS FOR THE OPERATORS TO PROVIDE COLLECTION AND COUNTING AS WELL AS PREPARING TOLL BOOTH EFFORTS FOR THEIR SAFE INTERACTION WITH THE PUBLIC BASED ON THE ASSUMPTION THAT THE COLLECTORS WILL COME BACK WHEN THEY DIDN'T COME BACK THAT WAS ADDED CHANGE TO OUR PLAN. IN BOTH CASES WE HAD GOOD COMMUNICATION. IT'S JUST THAT WE WERE ANTICIPATING THEY WOULD BE BACK.

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DINA EL-TAWANSY: I THINK MY RECOLLECTION OF THE EVENTS IS A BIT DIFFERENT. I THINK ONE OF THE THINGS THAT THE STATE WAS WAITING FOR, WE HAVE SEEN THE SPIKE IN COVID CASES, OF COURSE, IN THE SUMMER, AND THAT DIDN'T WIND DOWN IN THE FALL, OUR UNDERSTANDING WAS THAT EVENTUALLY THEY WOULD BE COMING BACK THEN THE ACCELERATION OF THE ALL ELECTRONIC TOLLING, WHICH WAS REALLY A GREAT EFFORT BY BATA TO GET THAT GOING. KIND OF EXPEDITED THE DECISION FROM THE BATA SIDE THAT THEY DO NOT NEED THE TOLL COLLECTORS BACK STARTING JANUARY AS THEY'RE IMPLEMENTING THE ALL ELECTRONIC TOLLING. SO, THAT HAS BEEN A BIT OF A STRUGGLE ON THE STATE'S SIDE, TRYING TO PLACE SOME OF THESE STAFF, AS YOU KNOW, THERE ARE 250 STAFF THAT WERE WORKING IN THESE POSITIONS. AND, OF COURSE, BY STATE LAW, WHEN YOU ACTUALLY ELIMINATE CERTAIN CLASSIFICATIONS DUE TO TECHNOLOGY CHANGES, IT REQUIRES A CERTAIN AMOUNT OF TIME TO NOTIFY THESE EMPLOYEES AND HELP THEM TRANSITION INTO OTHER JOBS. WHICH, OF COURSE, WE HAVE BEEN WORKING ON SINCE THE BEGINNING OF THE YEAR. SO I THINK, WE, AS YOU ARE TALKING ABOUT THE UPTICK IN WORK AND CONDUENT, I THINK IT WOULD BE BENEFICIAL TO CONTINUE TO WORK WITH CONDUENT ON BASIC RECRUITMENT OF SOME OF THE STAFF TO BRING THEM ON BOARD. BUT, YEAH, THE DECISION WAS MADE TO ACCELERATE THE ALL ELECTRONIC TOLLING, I BELIEVE IT WAS AROUND AUGUST OR SEPTEMBER, AND THAT IMPLEMENTATION HAD CAUSED, BASICALLY, THE ELIMINATION OF THE

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CLASSIFICATION FOR TOLL COLLECTORS. SO WE JUST WANTED TO CLARIFY THAT. THANK YOU.

AMY WORTH, CHAIR: GREAT. THANK YOU, DIRECTOR EL-TAWANSY. I WOULD LIKE NOW TO TURN TO CHAIR PEDROZA.

ALFREDO PEDROZA: THANK YOU CHAIR WORK. MONICA THANK YOU FOR THE PRESENTATION. SOME OF THE DATA I'M INTERESTED IN, WHAT TYPE OF CALLS ARE WE GETTING? THAT'S IMPORTANT TO TRY TO UNDERSTAND THE SOURCE OF THE CAUSE. DO YOU HAVE DATA ON THAT? OR MAYBE ANDY FREMIER, AS WELL.

SPEAKER: FIRST SURE THERE WAS A DIFFERENCE IN THE NON-ENGLISH CALLS THERE WAS DOUBLING CALL VOLUME ON THAT, THAT WAS ONE OF THE THINGS WE HAD TO ADDRESS QUICKLY WE TRIED TO START PUSHING FOR THE BILINGUAL STAFFING WE HAD. SO THAT WAS ONE, AND THE OTHER TYPE OF CALLS WE'RE GETTING IS, JUST CALLS ABOUT THE CASHLESS NOTICES WHERE, YOU KNOW, THE NOTICES WENT OUT IN THE BEGINNING OF THE YEAR, PEOPLE KIND OF JUST IGNORED THEM, AND SO THIS YEAR, WHEN WE SENT OUT THE REMINDERS, WE'RE GETTING MORE CALLS, AND PEOPLE DON'T REMEMBER WHAT HAPPENED IN APRIL OR, RIGHT -- SO WE'RE HAVING TO DO SOME EXPLAINING AND PULLING UP SOME IMAGES SO I THINK THAT'S YET CALLS ARE TAKING A LITTLE BIT LONGER.

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ANDREW FREMIER: IF I COULD ADD JUST ONE THING ON THAT. YOU KNOW, WITH THIS CHANGE, REMEMBER, WHAT WAS HAPPENING FOR THE IMMEDIATE TIME AFTER MARCH IS YOU WERE GETTING A TOLL BILL EVERY TIME YOU WENT THROUGH THE BOOTH. ONE OF THE SUCCESSES WE HAD IN TERMS OF CHANGES WE MADE WAS INVOICING BY MONTH. SO WE'RE REALLY DEALING WITH THAT BACKLOG WHERE YOU CAN SEE THERE WOULD BE MULTIPLE CONFUSION; DID YOU CATCH ALL FIVE OF YOUR LETTER, ET CETERA, AND SO I THINK THAT IS PROBABLY PRIMARY AREA OF PLACE OF CHALLENGE.

ALFREDO PEDROZA: IF THERE IS A CLUSTER OF CAUSE IN THIS GROUP WHAT CAN WE DO TO MAYBE ADDRESS IT BEFORE THE CALL, BEFORE THEY REACH AFTER OPERATOR, SO A PRERECORDED MESSAGE TO IMPROVE THE OVERALL EFFICIENCY IF IT'S CENTERED AROUND THAT, THAT'S A STANDARD OF PRACTICE IN THE SECTORS. AND LOOK AT IT BY PHONE, E-MAIL, AND CHAT, SO I THINK CONTINUING TO BENCHMARK THAT IS HELPFUL. BECAUSE IF WE SEE ONE MEDIUM IS MORE EFFECTIVE HOW DO WE MAKE SURE WE'RE USING RESOURCES TO MATCH THAT IF CHAT HAS 84% SUCCESS RATE THAT'S UNDERSTANDING WHERE WE'RE DEALING WITH THE SHORTAGE AND EFFICIENCY MOVING FORWARD. I APPRECIATE THE ATTENTION TO THIS IN IDENTIFYING SOME OPTIONS GOING FORWARD. SO THANK YOU VERY MUCH.

AMY WORTH, CHAIR: THANK YOU, MR. CHAIR. I WOULD LIKE NOW TO TURN TO VICE CHAIR JOSEFOWITZ, AND THEN COMMISSIONER PAPAN.

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COM. NICK JOSEFOWITZ: THANK YOU. AND YOU KNOW, I CERTAINLY APPRECIATE THE CHALLENGES THAT EVERYBODY FACED, AND I THINK, YOU KNOW, THE REALLY GREAT WORK TRYING TO KIND OF DEAL WITH A REALLY DIFFICULT SITUATION. I HAD, KIND OF, THREE MAIN POINTS. THE FIRST ONE WAS THAT WHEN OUR EXECUTIVE DIRECTOR LAID OUT EQUITY FRAMEWORK, ONE OF THE KEY ELEMENTS OF THAT WAS DATA AND BREAKING DOWN DATA BY SORT OF KIND OF CATEGORIES IN TERMS OF DIFFERENT IMPACTED POPULATIONS. I WOULD REALLY LIKE TO SEE THIS DATA BROKEN OUT BY LANGUAGE. AND I THINK IT'S REALLY IMPORTANT THAT WHEN WE PRESENT THIS DATA WE GET IN THE HABIT OF PRESENTING IT BY LANGUAGE, AS WELL, BOTH IN TERMS OF, LIKE, WAIT TIMES, AND IN TERMS OF, SORT OF, STAFFING LEVELS, AND, SO IF THAT'S SOMETHING THAT YOU COULD FOLLOW UP WITH ME, AND WITH THE REST, SORT OF COMMITTEE/COMMISSION, I WOULD APPRECIATE THAT. THE SECOND ISSUE IS, IF THE AVERAGE WAIT TIME IS 21 MINUTES, THERE ARE PEOPLE WHO ARE WAITING A LOT LONGER THAN 21 MINUTES. AND, I THINK WE REALLY -- WHAT -- WHEN WE WENT -- WHEN WE WENT INTO THE PANDEMIC, AND WE STARTED MAILING PEOPLE ALL THESE NOTICES, ONE A DAY, TWICE A DAY, WHATEVER IT WAS, WE DECIDED THAT WE WERE GOING TO WAIVE PEOPLE'S FINES AND FEES, BECAUSE WE ACKNOWLEDGE THAT THIS WAS JUST LIKE A CRAZY SITUATION TO PUT PEOPLE IN. I THINK WE ARE -- I THINK WE SHOULD REALLY EXPLORE WHETHER WE HAVE REALLY GOTTEN -- AND STARTING JANUARY, WE STARTED ACCESSING FINES AND FEES TO

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PEOPLE. BUT WE'RE IN A SITUATION WHERE, IF I HAVE DONE MY MATH RIGHT, AND I'M ON A GOVERNING -- I'M ON MTC, I'M NOT A MATHEMATICIAN T SEEMS LIKE THERE ARE 100,000 PEOPLE A MONTH WHO ARE CALLING IN, OR MORE, OR CALLING IN, E-MAILING, CHATTING, WITH, LIKE, CONCERNS, AND MISUNDERSTANDINGS, AND NOT CLEAR ON WHAT'S GOING ON, I MEAN, THAT IS A CATACLYSMIC AMOUNT OF PEOPLE. THAT'S AS IF EVERY SINGLE ADULT IN NAP WAS A CALLING OUR CALL CENTER EVERY MONTH OR SOMETHING. AND, I DON'T KNOW IF WE HAVE GOT -- YOU KNOW, NOT BECAUSE WE HAVE DONE A BAD JOB, BUT JUST BECAUSE OF, LIKE, THE SCALE OF THE IMPACT, I'M NOT SURE IF WE'RE AT A PLACE WHERE WE SHOULD BE CHARGING PEOPLE, KIND OF, YOU KNOW, PENALTIES, AND THEN INTEREST ON PENALTIES, AND THEN DOUBLE PENALTIES, AND THEN SUSPENDING THEIR LICENSES FOR VIOLATIONS WHICH, WHEN THEY CALL IN TO FIGURE OUT WHAT'S GOING ON, SOME OF THEM ARE WAITING FOR, LIKE, EVEN AN HOUR TO GET ON THE PHONE, AND YOU HAVE GOT TO IMAGINE THAT THE 80% CUSTOMER SATISFACTION IS TO GET PEOPLE ON THE PHONE NOT FOR THE TENS OF THOUSANDS OF PEOPLE WHO ARE ON HOLD FOR 25 MINUTES FOR A GOVERNMENT AGENCY LIKE, YOU KNOW WHAT, I HAVE GOT TO COOK DINNER FOR MY KIDS OR GET BACK TO WORK WHATEVER IT IS THIS PRESENTATION STRIKES ME AS WE'RE NOT OUT OF THE WOODS AND WE'RE NOT DOING A SERVICE TO THE BRIDGE TOLL PAYING PUBLIC TO CHARGING FEES UPON FEES AND INTERACTION TO PROVIDE THE BASIC LEVEL OF SERVICE. SO I WANT TO PAUSE THERE.

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ANDREW FREMIER: COMMISSIONER JOSEFOWITZ, ANDREW FREMIER, AGAIN, WE TAKE YOUR POINT AND WE ARE INVESTIGATING WHETHER OR NOT THAT IS AN APPROACH THAT WE WANT TO TAKE. I WILL ASSURE YOU THAT WE ARE BEING EXTREMELY BENEVOLENT WHEN IT COMES TO TRYING TO RESOLVE THESE ISSUES AGGRESSIVELY WAIVING WHAT WE CAN ON PENALTIES WE'RE NOT TRYING TO PUT PRESSURE ON THE FOLKS AS WE GO THROUGH THE PROCESS. THE ONE THING, WHEN IT COMES TO CUSTOMER SERVICE IN THIS ARENA IT'S UNFORTUNATE THAT FOLKS DON'T TRY MORE SELF-SERVICE BECAUSE SELF-SERVICE IS AVAILABLE. BUT THE FIRST ATTEMPT IS USUALLY TO THE CALL. AND WHAT WE FIND UNFORTUNATELY IS PEOPLE DON'T MANAGE THEIR SYSTEM HAVE LORRY, AND IT'S EDUCATION AND VERY IMPORTANT EVEN LONG TIME FASTRAK CUSTOMER SERVICE, CUSTOMERS DON'T MANAGE THE CARDS THAT ARE STILL ON THEIR LIST, OR THEY DON'T NAVIGATE WELL BECAUSE IT BECOMES SO AUTOMATIC. THE BOTTOM LINE, WE APPRECIATE WHAT YOU'RE SAYING AND COME BACK WITH IDEAS IN THAT ENVIRONMENT WE ARE IN LOCK STEP AGREEMENT WE DON'T WANT TO PUT PRESSURE ON FOLKS. WE'RE JUST TRYING TO GET PEOPLE INTO THE FASTRAK ENVIRONMENT IS RESOLVE THEIR TOLL PAYING PROBLEMS.

COM. NICK JOSEFOWITZ: THIRD THING IS -- I APPRECIATE THAT, ANDY, AND YOU TAKING THIS SERIOUSLY -- I REALLY LIKE THE NUMERICAL GOALS WE'RE TRYING TO ACHIEVE BY THE END OF THE LINE, WE'RE TRYING TO REDUCE CALL CENTER WAIT TIME, LET'S

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REALLY SET OURSELVES TARGETS FOR WHAT WE THINK IS GOOD CUSTOMER SERVICE GIVEN THE CHALLENGES WE'RE FACING AND HOLD OURSELVES COLLECTIVELY INCLUDING AS A COMMITTEE AND COMMISSION ACCOUNTABLE FOR THIS.

ANDREW FREMIER: AGREE. WE'LL COME BACK WITH AN APPROACH JUST LIKE THAT.

COM. NICK JOSEFOWITZ: THANK YOU.

AMY WORTH, CHAIR: GREAT. THANK YOU, COMMISSIONER. NEXT, TURNING TO COMMISSIONER PAPAN.

GINA PAPAN: THANK YOU, MADAM CHAIR. SIMILARLY, I THINK I HAVE THREE ISSUES HERE. CUSTOMER SERVICE WHEN WE'RE TALKING ABOUT E-MAIL AND YOU DON'T HAVE AN ACCOUNT, I HAVE TRIED TO BE ON -- PRIOR TO THE PANDEMIC -- I KNOW HOW FRUSTRATING THIS CAN BE. HAVE WE LOOKED AT, AND IF YOU DO NOT HAVE AN ACCOUNT ON FASTRAK IS THIS JUST ASKING FOR ACCOUNT INFORMATION? MAYBE THAT WOULD BE SOMETHING TO LOOK AT HERE. I THINK PART OF THE FRUSTRATION IS PEOPLE DON'T UNDERSTAND THE TRANSITION. MY SECOND QUESTION IS MESSAGING. ARE YOU SENDING A MONTHLY STATEMENT ARE YOU TELLING THEM ON YOU TO SIGN UP FOR FASTRAK. THAT MAY BE HELPFUL. AND MAYBE REDUCE OUR CALLS AND EVERYTHING ELSE AS WELL. SO TAKING THE OPPORTUNITY TO INFORM THEM, AS TO

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HOW THEY CAN, NOT ONLY RESOLVE THEIR ISSUES, BUT ALSO SIGN UP WITH FASTRAK AND WHAT THE OPPORTUNITIES ARE THERE. ADDITIONALLY, WE MENTIONED LANGUAGE BARRIERS HERE. WHEN PEOPLE SIGN UP, DO WE ASK IF THEY HAVE A LANGUAGE PREFERENCE WHICH MIGHT BE -- WE DON'T. OKAY. [LAUGHTER] THANKS MONICA.

SPEAKER: BUT WE'RE WORKING ON THAT.

GINA PAPAN: IT WOULD BE HELPFUL IF SOMEBODY IS RETURNING A CALL, THEY KNEW WHAT LANGUAGE THEY WERE RETURNING THAT CALL N OR IF THEY'RE EVEN SIGNING UP FOR FASTRAK, WE HAVE GOT THAT INFORMATION RIGHT OUT OF THE BAT. AND THEN, TWO, THE LANGUAGE ISSUE. MAYBE PEOPLE CAN'T UNDERSTAND THOSE TEXAS ACCENTS "WE COULDN'T GET CAN ANY CLOSER HERE?" I AM CONCERNED ABOUT THE LANGUAGE ISSUE HERE. I THOUGHT I UNDERSTOOD THAT THEY WERE REALLY BEING REPURPOSED WITH POSITIONS, SO THAT SEEMS TO BE A MUCH MORE COMPLICATED ISSUE, BUT I HOPE WE CAN -- I DON'T KNOW, ASSIST WITH THAT -- OR, IT'S A STATE ISSUE. I GET IT. BUT THAT WAS A LITTLE DISAPPOINTING ON THAT FRONT. I THINK THE FINAL ISSUE IS, MESSAGING, THAT MEANS ON THE PHONE CALLS TOO, IF I'M ON HOLD FOR 20 MINUTE WHICH IS YOU'RE LUCK FIG STAY ON HOLD FOR 20 MINUTES. WHAT AM I HEARING? AM I HEARING REALLY BAD MUSIC? AM I HEARING, CAN I CALL BACK, CAN I LEAVE A MESSAGE FOR YOU TO CALL ME BACK.

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SPEAKER: THERE IS HOLD MUSIC BUT WE WHAT WE ADDED RECENTLY TO TRY TO SHORTEN THE CALL IS WHEN WE NOTICED THE CUSTOMER WAS ON THE PHONE, THEY DIDN'T HAVE THEIR CREDIT CARD READY, THEY DIDN'T KNOW WHAT THEIR LICENSE PLATE WAS SO WE SAID WE NEED TO FIX THAT WAIT TIME. THERE WAS A PROCESS IMPROVEMENT HAD PUT INTO THE IVR GET YOUR CREDIT CARD OUT AND LICENSE PLATE READY SO WE CAN SPEED UP THE CALLS. SO THAT IS WHAT WE'RE WORKING ON FOR THAT, TO SPEAK THAT UP. BUT THERE IS HOLD MUSIC, AS WELL.

ANDREW FREMIER: LOOK, YOU GAVE US SOME REALLY GOOD QUESTIONS THERE, I WANT TO GIVE YOU AT LEAST VERBALLY ASSURANCE THAT WE'RE WORKING ON ALL THESE FRONTS BUT WE WANT TO MAKE SURE WHEN WE COME BACK QUARTERLY WE ADDRESS THOSE ISSUES WE UNDERSTAND WHAT YOU'RE QUESTIONS ARE.

GINA PAPAN: POINT S DO THEY BELIEVE IN PLEXIGLASS, IF YOU CAN'T KEEP PEOPLE SIX FEET APART MOST OFFICES ARE RESORTING TO PLEXIGLASS TO KEEP PEOPLE SAFE, DO WE KNOW IF THEY HAVE LOOKED AT THAT, AGAIN, NOT EXPECT ANKLE ANSWER HERE. WE APPRECIATE ALL THE HARD WORK EFFORT AND, AS NOTED IT'S EXTREMELY DIFFICULT, BUT 20 MINUTES, AND ALL THAT, IT'S REALLY UNACCEPTABLE. SO FINGERS CROSSED. THANK YOU EVERYBODY, FOR YOUR HARD WORK.

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AMY WORTH, CHAIR: GREAT. THANK YOU SO MUCH. IF THERE ARE NO OTHER COMMITTEE QUESTIONS. O, I WOULD LIKE TO TURN, NOW, TO THE PUBLIC. AND TURN TO OUR CLERK TO SEE, AGAIN, HAVE WE RECEIVED ANY ADDITIONAL WRITTEN CORRESPONDENCE ON THIS ITEM, AS OF THIS POINT IN TIME?

CLERK OF THE BOARD: I HAVE RECEIVED NOTHING IN WRITING AND I SEE A FEW MEMBERS OF THE PUBLIC WITH THEIR HAND RAISED, PULLED LIKE, I'LL CALL ON THEM.

AMY WORTH, CHAIR: GREAT. THANK YOU.

CLERK OF THE BOARD: FIRST IS ADINA LEVIN, GO AHEAD AND UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

SPEAKER: GOOD MORNING COMMISSIONERS. ADINA LEVIN, AND MEMBER OF THE POLICY ADVISORY COUNCIL, AND VOICES FOR PUBLIC TRANSPORTATION, SPEAKING FOR MYSELF, HERE. IN LISTENING TO THIS PRESENTATION, I HAD A QUESTION ABOUT HEALTH AND SAFETY DURING THE PANDEMIC THAT WAS NOT ADDRESSED BY THE PRESENTATION. DO WE HOPE THAT THIS PANDEMIC IS BEHIND US AND THIS WILL NOT BE SOMETHING THAT WE HAVE TO DEAL WITH ANY TIME IN -- [INDISCERNIBLE] BUT IN ALL OF THE DATA ABOUT THE CALLS ABOUT STAFFING RESPONSE TIMES AND CHALLENGES I DIDN'T HEAR ANYTHING ABOUT COVID RATES AND FOR PEOPLE WHO WERE FOR

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EXAMPLE, IN THE CALL CENTERS, IN TEXAS, THE COVID RAISED, WHEN PEOPLE ARE SIX FEET APART OUTDOORS, THAT IS A HEALTH RISK AND I THINK THAT WOULD BE A GOOD THING FOR THE BODY TO DO IN CONTRACTING AWARE OF WHAT THE HEALTH CONDITIONS ARE AND PROACTIVELY INVOLVED IN ADDRESSING THAT NEW HAMPSHIRE HAS A SUPERVISOR HIGH VACCINATION RATE AND TEXAS HAS LOW VACCINATION RATES AND TEXAS MINIMUM WAGE IS $7.25 AN HOUR AND I THINK ADDRESSING THOSE CONCERNS.

AMY WORTH, CHAIR: THANK YOU ADINA. WE WILL ADDRESS QUESTIONS AT THE END OF THE PUBLIC COMMENT PERIOD.

CLERK OF THE BOARD: NEXT IS VEDA FLOREZ. PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES. WE'LL MOVE TO THE NEXT SPEAKER. ALETA DUPREE. PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

SPEAKER: THANK YOU CHAIR AMY WORTH AND MEMBERS. ALETA DUPREE, SHE AND HER. FOR THE RECORD. I APPRECIATE OUR TRANSITIONING TO AET, AND I THINK WE SHOULD HAVE MORE DETAIL ABOUT THAT ON OUR DASHBOARD OF PROGRESS AND WHICH BRIDGE WILL BE FIRST. CUSTOMER SERVICE IS THE HALLMARK TO THIS, AND THANK YOU FOR DEVOTING THE BULK OF THE PRESENTATION TO THIS. I WOULD LIKE TO SEE OUR PARTNERS BE ABLE TO HIRE MORE, THE UNEMPLOYMENT RATE IN CALIFORNIA IS STILL NORTH OF 8%. BUT EVEN IF WE COULD HIRE AND

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APPROVE THE PEOPLE TODAY T DOES TAKE A MONTH, 2, 3 MONTHS OF TRAINING DEPENDING ON THE FIELD TO TEACH THE BASICS OF CUSTOMER SERVICE, AND CUSTOMER SERVICE LEARNING NEVER STOPS, I DID THAT MYSELF FOR A NUMBER OF YEARS, YOU'RE ALWAYS LEARNING NEW THINGS. CERTAINLY WE WANT TO WORK ON EMPHASIZING SELF-SERVICE. BUT, THE HUMAN FACTOR STILL HAS TO BE THERE, BECAUSE THERE ARE LOTS OF THINGS, THOUGH, THAT AREN'T EASILY ANSWERED ON WEB SITE. AND, FOR THOSE WHO DON'T HAVE COMPUTERS, EVEN IF THEY COULD USE THE COMPUTER IN A PUBLIC LIBRARY, BECAUSE OF QUIET RULES, YOU CAN'T TALK, AND PEOPLE DON'T WANT TO BE SHARING THEIR CREDIT CARD NUMBERS OVER THE PHONE AND IN PUBLIC ANYWAY. SO WE WANT TO GET ALL THESE CHANNELS IN PLACE AND ENCOURAGE PEOPLE TOWARDS SELF-SERVICE SO THAT WAY THERE WILL BE ROOM FOR THOSE PEOPLE TO TALK TO SOMEBODY. SO WE'RE ON TO SOMETHING GOOD. IT JUST FEELS LIKE A BIG HILL, AND WE JUST NEED A BIGGER SHOVEL. THANKS.

CLERK OF THE BOARD: THANK YOU. THE NEXT SPEAKER IS RICHARD HEDGES. PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES. MR. HEDGES ARE YOU THERE?

SPEAKER: THANK YOU. I HAVE JUST HAVE ONE QUESTION. THIS ISN'T A COMPLAINING, I'M JUST WONDERING IF THE MONEY WE'RE LOSING FROM PEOPLE NOT PAYING BECAUSE OF AUTOMATIC PAYMENTS, IF THAT OUTWEIGHS THE AMOUNT OF MONEY WE HAVE SAVED BY GOING ALL

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ELECTRIC ON WAGES, AND BENEFITS? WHETHER IT'S A NET LOSS, OR, YOU KNOW, RIGHT AWAY, THAT'S NOT A NEGATIVE COMMENT. IT'S JUST A QUESTION.

CLERK OF THE BOARD: THANK YOU. THE NEXT SPEAKER IS VEDA FLOREZ, AGAIN. PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

SPEAKER: [INDISCERNIBLE] [AUDIO DIFFICULTIES] HELLO? CAN YOU HEAR ME? HELLO?

CLERK OF THE BOARD: WE CAN HEAR YOU, MS. FLOREZ, BUT YOUR CONNECTION IS A LITTLE DISTORTED.

SPEAKER: I'M SORRY. I'M ON MY CELL PHONE TODAY. I WANTED TO TOUCH BASE ON SOMETHING I REPORTED ON AN OLDER WOMAN SECOND LANGUAGE SPEAKER ENGLISH IS NOT HER FIRST LANGUAGE, SHE DID HAVE A VERY HIGH $4,000 VIOLATION RATE, WHICH WAS REDUCED TO A THOUSAND DOLLARS, THANKFULLY. THANK YOU FASTRAK. AND THE PROBLEM THAT SHE HAD -- SHE HAD DIFFICULTY SAVING ENOUGH MONEY. SO IS THERE ANY WAY TO MAKE PAYMENTS TO FASTRAK IN LIEU OF HER SAVING MONEY FOR HER FASTRAK PAYMENT IT TURNS OUT THAT THE PAPERWORK WAS SENT TO -- AND WAS ATTACHED TO THE FRANCHISE TAX BOARD, WAS SENT TO THE TAX BOARD, IT'S ATTACHED TO HER TAXES, SHE DIDN'T GET HER REBATE FROM THE STATE BECAUSE OF THIS $1,000 CHARGE, AND IN FACT, WHEN IT WAS REPORTED, IT WAS

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REPORTED $4,000. IT WAS KIND OF INTERESTING, BECAUSE WITH THE FRANCHISE TAX BOARD, SHE COULD ACTUALLY MAKE PAYMENTS. SO IS THERE ANY WAY THAT A CUSTOMER CAN MAKE PAYMENTS TO MINIMIZE THESE LARGE CHUNKS OF MONEY? SHE'S ON RETIREMENT, HER DAUGHTER MAKES MINIMUM WAGE, SO IT IS PROBLEMATIC FOR THE UNDERSERVED COMMUNITY. AND ALSO WHEN WE DISCUSS USING E-MAILS, AND MANY PEOPLE, WHO ARE FROM THE UNDERSERVED COMMUNITY, DON'T WANT HAVE THE ABILITY TO E-MAIL. AND COMMUNICATE IN ENGLISH, SO THERE IS A REAL LEARNING CURVE THAT WE NEED TO ADDRESS, AS FAR AS AN EQUITY ISSUE, AND BY THE WAY, I AM VEDA FLOREZ, AND I AM THE -- PART OF THE PACK, IN SHARE OF THE EQUITY AND ACCESS SUBCOMMITTEE. SO IF WE COULD ADDRESS SOME OF THESE EQUITY ISSUES, I THINK THAT, IN THE LONG RUN, WE WOULD DO -- WE WOULD -- IT WOULD HELP THE PUBLIC. THANK YOU VERY MUCH.

AMY WORTH, CHAIR: VEDA GREAT. THANK YOU FOR YOUR QUESTIONS, AND ONE, I WOULD LIKE TO ASK STAFF TO PRESENT A GENERAL RESPONSE TO THESE ISSUES THAT WERE RAISED, BUT ALSO WANT TO FIGURE OUT LANGUAGE FOR YOU TO BE ABLE TO CHAT OR FOR YOUR NEIGHBOR TO CHECK DIRECTLY WITH OUR STAFF. IT SOUND LIKE THERE WAS A REAL OPPORTUNITY -- A LOT OF THE ISSUES WERE ADDRESSED, BUT STILL SOME PROBLEMS. SO I WOULD LIKE YOU TO BE ABLE TO CHAT DIRECTLY. SO BRINGING THAT BACK TO STAFF, I SEE OUR CHAIR PEDROZA YOU'RE ON. WOULD YOU LIKE TO ASK A QUESTION THEN WE'LL TURN TO ANDY.

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ALFREDO PEDROZA: VICE CHAIR JOSEFOWITZ HAD A GOOD POINT ABOUT REALLY UNDERSTANDING THE FEES, AND I THINK WE ARE USING DISCRETION, AND ANDY, I APPRECIATE THAT, BUT I WANT TO SPEND SOME TIME ON THAT -- NOT IN THIS MOMENT IN TIME, BUT THAT IT'S A CONCERN THAT WE NEED TO UNDERSTAND, UNIVERSALLY, AS WE ARE IMPROVED. I THAT'S IMPORTANT. I JUST WANTED TO MAKE THOSE COMMENTS.

AMY WORTH, CHAIR: THANK YOU. MAY I TURN TO YOU, ANDY FOR RESPONSE TO QUESTIONS.

ANDREW FREMIER: I THINK YOU'RE GIVING US GOOD FORMAT FOR HOW TO COME BACK IN OUR QUARTERLY. WE WILL ADDRESS THESE QUESTIONS IN MORE DETAIL TO TRY TO GET THAT EVIDENCE ARE IN FRONT OF US TO UNDERSTAND WHAT WE'RE TRYING TO TACKLE AND ANSWER THOSE QUESTIONS. IN RELATION TO QUESTIONS ADDRESSED BY THE PUBLIC THERE WAS A CONSENT APPROVED IN CHANGE ORDER FOR A COUPLE OF MILLION DOLLARS THAT HAD TO DO WITH PROVIDING NURSING SERVICES CHECKING FOR COVID. COVID HAS BEEN A PROBLEM IN ALL OF THESE COLLECTING AREAS WHETHER IT'S SAN FRANCISCO OR SAN ANTONIO, IT DOESN'T MATTER WERE A FLOOD OF ISSUES IN THE CALL CENTERS PROVIDING LOCK STEP SERVICE WITH CONDUIT FOR SAFE SERVICE AND IN SAN FRANCISCO HEALTH DEPARTMENT WE HAD ISSUES IN THE

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BUILDING BUT WE ARE ADDRESSING PROBLEMS AND WE ARE SEEING LIGHT AT THE END OF THE TUNNEL RELATED TO COVID.

AMY WORTH, CHAIR: THANK YOU VERY MUCH ANDY. SIGNIFICANT COMMENTS WE HEARD WERE MEETING QUANTITATIVE TARGETS OUR FOCUS ON BATA IS FOCUSING ON HONING IN ON KEY ELEMENTS OF HOW TO IMPROVE THE PROBLEMS WITH CUSTOMER SERVICE AND HOW TO IMPROVE IT. IT SOUNDS LIKE SETTING UP GOALS, WE CAN ACHIEVE THOSE. I APPRECIATE THE SYSTEMIC APPROACH TO THESE ISSUES IN TERMS OF IDENTIFYING SIGNIFICANT KEY POINTS WHERE WE CAN MAKE CHANGES AND MAKE IMPROVEMENTS, THAT YOU'RE REALLY STRATEGICALLY LOOKING AT THESE ISSUES, AND I APPRECIATE THE FACT THAT STAFF IS ALSO WORKING CLOSELY WITH -- IF THERE IS A PROBLEM. LIKE, OUR PUBLIC SPEAKER POINTED OUT, THERE IS A REAL EFFORT IN WORKING WITH THE CUSTOMER TO RESOLVE THESE ISSUES, AND I KNOW THAT ALL OF US GET CALLS. AND I HAVE HEARD FROM, YOU KNOW, PEOPLE WHO HAVE CALLED, AND THE POINT THEY REACH THE COMMISSIONERS AND, YOU KNOW, WERE ABLE TO AT LEAST REFER THEM ON TO THE CORRECT PLACE, SO THERE IS A REAL EFFORT TO WORK OUT THESE ISSUES. SO, I SEE COMMISSIONER JOSEFOWITZ, YOU HAVE YOUR HAND UP?

COM. NICK JOSEFOWITZ: THANK YOU, CHAIR. ANDY, COULD YOU JUST ANSWER SPECIFICALLY, DO WE HAVE PAYMENT PLANS? AND WHEN WE -- AND IF, IN THE SITUATION WHERE IS WE ARE HANDING OFF PENALTIES

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TO THE -- FOR TAX LEANS, ARE WE HANDING OVER THE NEGOTIATED PENALTY OR HANDING OVER THE PENALTY AS VEDA INDICATED FOR HER CLIENT OR TO THE WOMAN THAT SHE'S HELPING IN HER SITUATION.

ANDREW FREMIER: WE'RE WORKING ON THE ENTIRE SPECTRUM OF EQUITY QUESTIONS AS YOU KNOW FROM OUR PREVIOUS PRESENTATION THAT LYNN VALDIVIA GAVE, WE ARE TRYING TO FOCUS ON WAYS TO IMPROVE SERVICE FOR THAT COMMUNITY. WHEN IT COMES TO TAX LEANS THAT'S NOT OUR BUSINESS WE DON'T GET INTO THAT SPACE AND YOU SEE IN THE INDUSTRY THAT HAPPENS YOU WILL SEE AT ONE POINT IN ORANGE COUNTY THEY WERE GARNISHING HOMES. WE DO SOMETHING TO COLLECTION AFTER RUNNING OUT OF OTHER OPTIONS. WE DO NOT HAVE A PAYMENT PLAN OPTION AT THIS TIME, BUT WE ARE INVESTIGATING WHETHER THIS IS SOMETHING THAT'S WORTHWHILE OR NOT. ONE OF THE THINGS WE PASS THROUGH QUICKLY IS WE'RE TRYING TO IMPROVE SELF-SERVICE OPTIONS, SO THERE ARE MORE MOBILE AND MODERN WAYS TO DO BUSINESS, THE LANGUAGE QUESTION, FOR SURE, WE FEEL THOSE ARE DEFINITELY HURDLES THAT WE CAN OVERCOME. THE GOOD NEWS, IF YOU WANT TO CALL IT THAT, IS I HAVEN'T HEARD A PROBLEM THAT HAS BEEN PRESENTED TODAY THAT WE COULDN'T TACKLE ONE AT A TIME TO THE BEST OF OUR ABILITY AND I THINK WE HAVE AN APPROACH FOR EACH OF THEM, THEY JUST TAKE TIME TO BECOME OPERATIONAL AND THAT'S THE TIME THAT WE'RE LOOKING FOR OVER THE SUMMER. IS.

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AMY WORTH, CHAIR: GREAT. NICK, DOES THAT PROVIDE YOU WITH THE INFORMATION THAT YOU NEED?

COM. NICK JOSEFOWITZ: THANK YOU FOR WORKING ON IT.

AMY WORTH, CHAIR: GREAT. THANK YOU VERY MUCH. LOOKING FORWARD, THIS WILL BE COMING BACK TO US IN SEPTEMBER. BECAUSE WE DON'T HAVE A COMMITTEE MEETING IN AUGUST. TO THE POINT OF OUR CHAIR COMMENT ABOUT THE WHOLE ISSUE AROUND FEES, I KNOW THAT WE'RE GOING TO BE WORKING ON THAT AND COMING BACK FOR A ROBUST DISCUSSION ON THOSE ISSUES OF FEES AND, YOU KNOW, THE ISSUES AROUND EQUITY, AND, YOU KNOW, RECOGNIZING THAT WE WANT TO HAVE TOLLS PAID. WE DON'T WANT TO HAVE THIS -- YOU KNOW, WE PREFER TO HAVE THE TOLLS PAID, THAN HAVE THE FEES ACCUMULATE. SO, I KNOW THAT STAFF IS WORKING TO BRING BACK SOME DISCUSSION POINTS AND RECOMMENDATIONS, AND IDEAS FOR US TO DISCUSS IN THE FALL, RELATIVE TO THE WHOLE ISSUE OF THE FEE STRUCTURE, PARTICULARLY THE FINE STRUCTURE TO TRY TO MOVE -- YOU KNOW, TO TRY TO MAKE SOME MOVEMENTS IN THAT. OKAY. WITH THAT, I REALLY WANT TO THANK STAFF FOR YOUR REPORTS. I KNOW THAT THESE ARE REAL CHALLENGING ISSUES, RELATIVE TO THE COVID, AND HAVING TO CHANGE OPERATIONS VERY, VERY QUICKLY. AND, YOU KNOW, THE CHALLENGE IS UNIQUE TO FASTRAK. SO, THANK YOU, AGAIN. AND, AGAIN, I REALLY ENCOURAGE COMMISSIONERS, AND THE PUBLIC, IF YOU HEAR OF CONCERNS, PLEASE CONTACT OUR STAFF. BECAUSE I KNOW

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THAT WE -- EVERYBODY IS WORKING REALLY HARD TO IMPROVE THE SERVICES AND PROVIDE THE PUBLIC WITH THE FASTRAK SERVICES THAT WE ALL WANT TO BE PROVIDING HIGH QUALITY AND RESPONSIVENESS. SO, THANK YOU VERY MUCH. AND THANK YOU FOR THE DETAIL, TOO, I THINK A LOT OF THE QUESTIONS THAT PEOPLE HAD REALLY WERE ANSWERED, AND WERE ABLE TO FOCUS ON SIGNIFICANT QUALITATIVE ASPECT OF THE PROBLEM, NOT JUST THE STATISTICAL. SO VERY HELPFUL. AND THANK YOU VERY MUCH. OKAY. WITH THAT, AGAIN, THIS IS AN INFORMATIONAL ITEM. AND, JUST LET ME TURN BACK TO OUR CLERK TO SEE BY THE CONCLUSION OF THIS ITEM IF WE HAVE HAD ANY WRITTEN RESPONSE FROM THE PUBLIC.

CLERK OF THE BOARD: NO ADDITIONAL WRITTEN RESPONSE.

AMY WORTH, CHAIR: GREAT. THANK YOU KIMBERLY. NEXT ITEM BEFORE US THIS IS A BIG BATA O MEETING TODAY, THANK YOU VERY MUCH FOR YOUR PARTICIPATION ON THESE ISSUES. ITEM SIX IS THE BATA RECOVERY AD HOC WORKING GROUP AND I WANT TO THANK STAFF FOR THEIR INCREDIBLE WORK ON THIS AND ALSO TO THE COMMISSIONERS THAT PARTICIPATED IN THIS WORK, AND WANT TO THANK COMMISSIONER JOSEFOWITZ, COMMISSIONER EL-TAWANSY, COMMISSIONER DUTRA-VERNACI, AND COMMISSIONER CONNOLY WHO SPENT A LOT OF TIME DRILLING INTO THE NUMBERS, AND INTO ALL THE OPERATIONAL ISSUES AND CHALLENGES, EVERYTHING FROM PAINT TO POT HOLES, TO BRIDGE DECKS TO DOLLARS AND CENTS, AND TO THE PEOPLE THAT MAKE IT ALL

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WORK. I JUST REALLY WANT TO THANK YOU VERY MUCH FOR YOUR INVOLVEMENT, AND NOW WE GET THE -- WE HAVE THE PLEASURE OF TURNING OVER THIS WORK TO ALL OF YOU FOR YOUR FEEDBACK AND COMMENTS, AND WITH THE GOAL THAT THIS COMMITTEE WILL LOOK AT THE RECOMMENDATIONS, AND AS YOU CHOOSE, MOVE IT ON TO THE ENTIRE BAY AREA TOLL AUTHORITY AT OUR NEXT MEETING. SO, ANDY, MAY I TURN TO YOU AGAIN, WITH DEEP APPRECIATION TO YOU AND YOUR TEAM THAT WORKED SO HARD TO PULL ALL THE INFORMATION TOGETHER AND GUIDE US THROUGH THIS, YOU KNOW, WORKING GROUP PROCESS. SO, THANK YOU.

ANDREW FREMIER: THANK YOU, CHAIR WORTH. I'M HONESTLY ALREADY EXHAUSTED, BUT WE'LL JUST INTO THIS ITEM. AND, LOOK, I DO THINK THERE IS SOME RELIEF IN BRIAN'S PRESENTATION IN THE BUDGET AS WELL WHICH WILL GIVE US SUPPORT WHICH WE APPRECIATE IF YOU MOVE IT THROUGH. LOOK IT'S A CHALLENGE ALL THE WAY THROUGH THIS BOTH IN CUSTOMER SERVICE ENVIRONMENT AND THE WORK WE'RE GOING TO TALK ABOUT RIGHT NOW. SO WE APPRECIATE THE LEVEL OF SUPPORT WE HAVE GOTTEN FROM THE COMMISSIONS, FROM THE AUTHORITY, AND LOOK FORWARD TO MORE. THIS IS AN ACTION ITEM. SO WE WILL BE FORWARDING YOUR RECOMMENDATIONS TO THE FULL AUTHORITY AT THE END OF THE MONTH. AND IT REALLY DOES COVER OUR STRATEGY FOR MOVING FORWARD, NOT ONLY WITH THE IMPORTANT BRIDGE REHABILITATION WORK, BUT WITH SOME OF THE CUSTOMER SERVICE ENVIRONMENT QUESTIONS YOU'RE ASKING FOR, AND THEN

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ALSO, SOME OF THE OVERLAP INTO THE TRANSIT PRIORITIZE WORK THAT WE'RE DOING. SO I THINK YOU WILL SEE THAT THE INFORMATION IS SHOWING THAT WE NEED TO GET MORE PEOPLE INTO HOVS AND BUSES TO CROSS THESE BRIDGES EFFICIENTLY. PETER AND I ARE GOING TO DO A BIT OF BACK AND FORTH. I'M GOING TO START, PETER IS GOING TO DO SOME WORK AND I'M GOING TO CLOSE IT OUT. WE TRY TO KEEP IT MOVING BE EFFICIENTLY BUT THERE IS A LOT IN THIS PRESENTATION. THERE IS A LOT OF INFORMATION BUT CAN GO INTO DETAIL IN ANY PART THAT IS OF INTEREST TO YOU. THE BAY AREA TOLL AUTHORITY COVERS THE SEVEN STATE OWNED BRIDGES, AND WE HAVE AN INCREDIBLE PARTNERSHIP WITH CALTRANS THAT IS CHALLENGING BUT WE'RE SUCCESSFUL IN MANAGING THE PROGRAM TOGETHER AND WE INTEND DOING THAT. THE SEVEN BRIDGES, YOU HAVE GOT RICHMOND CARQUINEZ, SAN MATEO, SAN FRANCISCO OAKLAND, BAY BRIDGE DUMBARTON AND TWO IN BENECIA, AND OF COURSE ANTIOCH. BACK IN JUNE OF 2020 CHAIR HAGGERTY ASSIGNED THE GROUP TO LOOK AT BATA RECOVERY AND HE DID SO PURPOSELY WE HAVE MEMBERS OF THE BAY AREA TOLL AUTHORITY MEMBERS OF THE MTC OPERATION'S COMMITTEE EXECUTIVE STAFF CALTRANS AS WELL AS BAIFA EXPRESS LANES GROUP. IT'S HARD IN OUR ESTIMATION TO SEPARATE THE ENTIRE OPERATIONS OF THE SYSTEM FROM THE BRIDGES WHILE OUR WORK WAS PRIMARILY FOCUSSED ON THE BRIDGES IT POINTED TO THE FACT THAT MANAGING INCIDENTS AND OTHER THINGS ASSOCIATED WITH KEEPING THE SYSTEMS OPERATING IS AN IMPORTANT ELEMENT IN WHAT WE DO IN OUR RELATIONSHIP WITH CALIFORNIA HIGHWAY PATROL,

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CALTRANS AND OPERATORS THAT WORK WITH THE SYSTEM. THIS WILL BE MOSTLY FOCUSED ON THE BRIDGES. WE WERE SUPPORTED BY INCREDIBLE WORK FROM STAFF BOTH FROM CALTRANS, MTC AND BATA AND IT COVERS ALL ASPECTS OF OUR AGENCY, AS THE FINANCE TEAM, THE ELECTRONIC PAYMENTS TEAM, A LOT OF OUR ENGINEERING FOLKS HAVE BEEN INVOLVED, AND THEN THAT FULL DEPTH OF REQUIREMENT FROM THE STUDY WAS ALSO ASSIGNED TO CALTRANS, AND THEY ASSISTED US IN MOVING FORWARD. NEXT SLIDE. A REMINDER OF WHAT WE HAVE BEEN PRESENTING TO YOU IS, SORT OF, THIS BAR CHART OF OUR PROGRESS. AND, REALLY, WE SPENT ABOUT FOUR OR FIVE MONTHS DOING A DEEP DIVE INTO ALL ASPECTS OF BATA. IT'S A COMPLICATED NETWORK OF ITEMS. IT INCLUDES NOT ONLY STRUCTURAL MAINTENANCE ISSUES AND ENGINEERING ASSOCIATED IT ALSO REQUIRES US TO UNDERSTAND TECHNOLOGY ASSOCIATED WITH COLLECTING TOLLS AND MANAGE CUSTOMER SERVICE AS MENTIONED. FOCUS AT THE END OF THE DAY IS TO MAKE SURE THESE BRIDGES LAST FOREVER AND THAT'S WHAT WE ARE INTENT ON DOING WITH THIS TOLL REVENUE. WE STARTED LOOKING AT KEY RECOMMENDATIONS IN THE EARLY PART OF THE YEAR AND THE RESULTS ARE WHAT WE'RE PRESENTING TODAY. WE WANT TO FOCUS ON HOW WE IMPROVE THE AGENCY ROLES RELATIVE TO OUR JOINT VENTURE CAN CALTRANS OVERSIGHT WORK AND WORK IN THE SEISMIC PROGRAM THAT ARE APPROPRIATE TO WORK MOVING FORWARD WE HAVE SHORT-TERM PLANS TO LOOK AT THE CONDITION OF THE SYSTEM AND LONG RANGE PLANS BECAUSE IT'S IMPORTANT TO REMEMBER THAT THE THINGS THAT HAPPEN TO THE BRIDGE HAPPEN SLOWLY AND OVER TIME SO GENERALLY

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YOU GET AN OPPORTUNITY TO REACT APPROPRIATELY. NOT ALWAYS THE CASE, I THINK SOME OF SUS REMEMBER THE IBAR PROBLEMS WE HAD ON THE OLD EAST BAY BRIDGE AND THOSE KINDS OF THINGS DO HAPPEN BUT IN GENERAL NICE TO TAKE A FOCUSED APPROACH AND IDENTIFY MEASURES WHAT'S HAPPENING WITH TRAFFIC AND REVENUE THE IMPORTANT ASPECTS OF OUR PORTFOLIO AND COLLECTING REVENUE AND PROPERLY INTO THE SYSTEM AND LAST ACTION GETTING ADVICE AND HOPEFULLY APPROVE OUR REPORT TO MOVE FORWARD. WHAT'S HAPPENS ON THE BRIDGES WHAT HAPPENED IN 1998 STARTED OUT SIMPLY COLLECTIONS OF REVENUE IN CALTRANS AND OWNER OPERATOR FACILITIES PROVIDING ENGINEERING SERVICES SEE HAVE SEE DRAMATIC EVOLUTION AND RESPONSIBILITIES SHIFTED TOLL AUTHORITY TO BAY AREA TOLL AUTHORITY AND THE AUTHORITY TO RAISE TOLLS NECESSARILY TO PROTECTION BRIDGES AND INVEST IN THE SYSTEM THAT TRANSITION HAS AFFORDED US AN OPPORTUNITY TO REALLY INCREASE YOUR SEAT AT THE TABLE AND HAVE TRUE JOINT VENTURE DECISIONS THAT ARE MADE WHEN IT COMES TO THESE INVESTMENTS. BECAUSE THEY'RE VERY TECHNICAL AND COMPLICATED AS WE HAVE SEEN OVER THE YEARS. NEXT SLIDE. WHAT DOES THE BRIDGE TOLL SUPPORT? IN SIMPLE TERMS IT'S CURRENTLY A $6 TOLL. AS YOU KNOW THE BOTTOM THERE ON THE RIGHT IS REGIONAL MEASURE THREE IN ESCROW NOT HELPING TO SOLVE THE PROBLEM BUT FEES BEING COLLECTED. THE $4 COVERING SEISMIC COST AND REGIONAL MEASURE TWO SPECIFIC THERE FOR SPECIFIC PROJECTS AND OPERATIONS COMMITTED TO THOSE WORKS BUT THE $6 TOGETHER IS WHAT GIVES US

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INVESTMENT STRENGTH THAT ALLOWS BATA TO BE STRONG. WE ARE CERTAINLY LOOKING FORWARD TO THE RESOLUTION AND HOPEFULLY A POSITIVE REGIONAL MEASURE THREE TO KEEP US MOVING. NEXT SLIDE. THIS IS A FAMOUS LINE ON THE RIGHT. WE HAVE SHOWN IT FOR MANY DECADES NOW AND IT REPRESENTS THE RISK OF AN EARTHQUAKE, A MAJOR EARTHQUAKE IN THE SAN FRANCISCO BAY AREA, AND I AM SURE ALL OF YOU ARE AWARE OF WHERE THESE BRIDGES CROSS FAULT LINES WE KNOW FOR CERTAIN THAT WE WILL HAVE A SIGNIFICANT EARTHQUAKE IN THE NEXT SEVERAL DECADES AND WE BELIEVE WE'RE AS PREPARED AS CAN BE REASONABLY EXPECTED AND YOU HAVE INVESTED NEARLY $10 BILLION IN MAKING SURE THE INFRASTRUCTURE IS CAPABLE OF HANDLING SUCH A MAJOR EVENT. HOWEVER THE RETROFIT PROGRAM COVERED THREE DIFFERENT RETROFIT CRITERIA'S AND I THINK IT'S IMPORTANT TO ALWAYS REMEMBER THAT. FIRST OF ALL, NOTHING IN EARTHQUAKE SAFE EVERYTHING IS EARTHQUAKE RESISTANT BUT WE BELIEVE TO THE HIGHEST STANDARDS IN THE WORLD AND WE ARE CONFIDENT THAT OUR ASSUMPTIONS ARE SOLID. TWO BRIDGES, BENICIA AND MARTINEZ SPANS THE SAN FRANCISCO OAKLAND BAY BRIDGE AND RETROFITTED WITH LIFE WAY STRATEGIES. YOU HAVE AN EVACUATION ROUTE OR SUPPLY ROUTE THAT ALLOWS TO YOU DEAL WITH PROBLEMS THAT ARE PROBABLY A LOT BIGGER THAN THE ONES WE FACE ON THE BRIDGES THEMSELVES. SECOND CATEGORY -- AND THESE ARE GRAY LINES BETWEEN THESE CATEGORIES -- IS INTERMEDIATE. WHAT THIS MEANS IS THAT WE DON'T ANTICIPATE WE DON'T OPEN THAT BRIDGE AFTER A SIGNIFICANT EARTHQUAKE FOR A PERIOD OF TIME, MAYBE 18

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MONTHS TO TWO YEARS IT'S GOING TO REQUIRE SIGNIFICANT REPAIR BUT WE BELIEVE THAT THAT RETROFIT STRATEGY WILL BE EFFECTIVE IN MAINTAINING THE EXISTING STRUCTURE. WHEN YOU GET DOWN TO ANTIOCH AND RICHMOND, AND THE COMBINATION OF CARQUINEZ BRIDGES, IS, REMEMBER, ONE IS A NEW PROJECT THAT WAS OPENED IN 2003, THE EASTBOUND BRIDGE WAS BUILT IN THE 1950'S SIMILAR TO THE RICHMOND AND BENICIA BRIDGE STRUCTURES THOSE ARE DEFAULTED TO NO COLLAPSE BRIDGE STRATEGY DESIGNED TO GET PEOPLE OFF THE BRIDGE SAFELY BUT THERE IS NO GUARANTEE THAT WE WILL BE ABLE TO OPEN THOSE BRIDGES IN THE CURRENT CONDITION AND WILL LIKELY HAVE TO REPLACE THEM. THOSE WERE INVESTMENT DECISIONS MADE JOINTLY BY CALTRANS AND THE BAY AREA TOLL AUTHORITY BACK IN THE EARTHQUAKE DAYS IN PRE ETA AND NORTH RIDGE AND THAT IS WHAT WE DESIGNED THEM TO. I WILL REMIND FOLKS THAT EARTHQUAKE RETROFIT IS A LIVING SCIENCE SO WE ANTICIPATE OVER THE YEARS WE WILL COME BACK AND DO MORE RETROFITS TO THE BRIDGES AS MORE IS LEARNED AFTER EACH MAJOR EARTHQUAKE. I DON'T WANT ANYONE TO THINK WE'RE DONE IN THIS BUSINESS BUT WE ARE IN PRETTY GOOD SHAPE TODAY. THREE MAIN COMPONENT IN THE BRIDGE REHABILITATION PROGRAM AND BATA HAS INVESTED $1.5 BILLION SINCE 2007, A PRETTY GOOD AND STRONG INVESTMENT WE HAVE BEEN COMMITTED TO. TREATED IN THREE CATEGORIES, TO TOP ARE THE HIGHEST PRIORITY. FIRST IS BRIDGE INTEGRITY, WHAT YOU SEE IS $800 MILLION INVESTED IN BRIDGE INTEGRITY, IN PAINT JOBS, STEEL INVENTORY, REHABILITATION OF DECK WORK, JUST REMINDING YOU ABOUT THE

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RICHMOND PROJECT AND THE LEVEL OF EFFORT THAT WE HAVE TO PUT INTO MAINTAINING THE DECK. SOME BIG PROJECTS NOW AND INTO THE FUTURE IN THOSE TWO AREAS IS WHERE A LOT OF OUR FOCUS WILL BE IN TRYING TO FIND EFFICIENCIES AND GETTING THAT WORK DONE WELL. SECOND WE TALKED ABOUT FOR QUITE A BIT EARLIER TODAY AND THAT'S TOLL COLLECTION, A COMPLICATE SYSTEM OF IT INVESTMENTS NOT ONLY FROM COLLECTING INFORMATION IN THE LANES BUT BOUNCING INTO OUR SERVER ROOMS AND TOLL PLAZAS AND CUSTOMER SERVICE CENTERS. THAT REQUIRES SIGNIFICANT INVESTMENT TO KEEP IT MOVING AND ALSO RELATIVE TO DISCUSSIONS AROUND OPEN ROAD TOLLING. FINALLY A GRAY AREA, THE APPROACHES. THE APPROACHES REALLY TURN INTO A STATE RESPONSIBILITY AT SOME POINT BUT IF THE APPROACHES DON'T WORK WELL, THE BRIDGES DON'T WORK AT ALL. WE DO TAKE ADVANTAGE OF OPPORTUNITIES TO MAKE SURE THAT BATA INVESTS PROPERLY, SO THAT THE APPROACHES ARE DONE WELL. WE ALSO HAVE A RESPONSIBILITY IN LAW TO DEAL WITH THE FACILITIES THAT SUPPORT THE BRIDGE, SO WE PARTICIPATE IN THE FUNDING AND DEVELOPMENT OF ALL THE MAINTENANCE FACILITIES THAT SUPPORT YOUR BRIDGES THAT THEN CALTRANS GOES OUT AND DOES THE DAILY MAINTENANCE ACTIVITIES. SO THAT'S THE BASIC TRANCHE OF THE WORK THAT WE DO IN THE REHABILITATION PROGRAM, AND ON THE RIGHT ARE SOME OF THE MAJOR PROJECTS AND INVESTMENTS THAT WE HAVE MADE IN THAT PROGRAM FOR THE LAST TEN OR 15 YEARS, UNDER OUR WATCH. NEXT SLIDE. SO, IT'S INTERESTING, WE DON'T PAY A $5 TOLL, WE PAY A $6 TOLL BUT THERE IS $1 OUT IN ESCROW. SO

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WE'RE FOCUSING ON THE $FIVE IT'S SUFFICIENT COVERING OPERATIONS MAINTENANCE AND DEBT SERVICE ON OUR BRIDGES AS VOTER APPROVED PROJECTS UP UNTIL THE POINT OF THE PANDEMIC IT'S IMPORTANT TO RECOGNIZE 90% OF THE DOLLARS GOES TO FIX COST INCLUDE BE DEBT SERVICE. AND BATA OPERATION COST INCLUDING FASTRAK AND STAFF SUPPORT AND REIMBURSEMENT TO CALTRANS FOR THEIR EFFORTS AND BRIDGES RESPONSIBILITY. THERE IS A SMALL AMOUNT AVAILABLE TO US TO DO PROJECTS THAT ARE IMPORTANT FOR KEEPING BRIDGES WELL AND THAT'S THE PART THAT IS A CHALLENGE TO US IT COMES LATE IN THE GAME IN TERMS OF OUR ABLE TO USE THAT WORK. NOW IT'S IMPORTANT TO RECOGNIZE THAT BRIAN'S FINANCIAL PLAN HAS A BILLION DOLLARS IN HARD DEBT AND THAT IS WHAT HAS SAVED US THROUGH THE WORK THAT WE HAVE BEEN DOING FOR A WHILE AND I THINK THE AUTHORITY HAS BEEN USING THAT HARD DECK APPROPRIATELY TO KEEP US MOVING IN A FORWARD DIRECTION AND NOT LOSING GROUND. BUT IT REALLY DOES REPRESENT THE AREA OF CHALLENGE THAT WE'RE FOCUSED ON. NEXT SLIDE. THIS IS A REALLY INTERESTING SLIDE FOR MANY REASONS. TOTAL TRAFFIC IS ALL THE CARS THAT GO ACROSS THE BRIDGE AND BUSES. PAID TRAFFIC ARE THE PEOPLE THAT ACTUALLY PAY A TOLL. NOW WHAT YOU SEE ON THE LEFT SIDE OF 2011, REMEMBER, WE DIDN'T USED TO CHARGE FOR CARPOOLS AND BUSES GO FOR FREE. SO WHAT YOU SEE IS A BIG GAP BETWEEN THE PAID TRAFFIC AND THE TOTAL TRAFFIC BUT IT REALLY REPRESENTS SOMETHING POSITIVE, AND THAT IS PEOPLE ARE IN HIGH-OCCUPANCY VEHICLES CROSSING THE BRIDGE. WHAT YOU

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SEE AS YOU GO TO THE RIGHT OF 2011, IS A MUCH TIGHTER DIFFERENCE BETWEEN IT, AND THAT REPRESENTS THE FACT THAT PEOPLE AREN'T IN BUSES AND CARPOOLS TODAY PLUS WE'RE CHARGING 50% FOR CARPOOLS. AND WE HAVE SEEN THAT AS REPRESENTATIVE EXAMPLE OF WHAT WE'RE TRYING TO DO WITH SOME OF THE TRANSIT PRIORITY PROJECTS. FINALLY POINTING OUT SLIDE REPRESENTING BULLETS $270 MILLION WE DIDN'T EXPECT FROM THE NATURAL TRANSITION OF TRAFFIC CROSS THE BRIDGE AND $270 MILLION REPRESENTS MONEY THAT WE WENT SEE IT ALSO REPRESENTS AN AREA OF ALTERNATIVE RESOURCE THAT MIGHT BE ABLE TO HELP US OUT. THIS IS WHERE I GIVE IT TO PETER. PETER LEE IS YOUR ENGINEER.

PETER LEE: GOOD MORNING COMMISSIONERS, PETER LEE BATA STAFF. I'M GOING TO TALK ABOUT TAKE AWAY AS IT RELATES TO BRIDGES AND RECOMMENDATIONS FROM THE AD-HOC. ANDY PRESENTED SELECT SLIDES THAT WE HAD PRESENTED TO THE COMMITTEE OVER THE LAST NINE MONTHS AND I'M GOING TO FOCUS ON OUR TAKE-AWAY'S THAT WE HEARD FROM THE AD-HOC COMMITTEE ON BRIDGE INTEGRITY. TWO KEY ITEMS THAT WE HEARD FROM THE AD-HOC WORKING GROUP, THE BRIDGES ARE AN IMPORTANT ASSET TO THE REGION AND SAFETY IS A PRIORITY AND WILL NOT BE COMPROMISED. HOWEVER, AS WE NOTED TO THEM, AND AS ANDY NOTED, THE TOLL BRIDGES WILL REQUIRE ONGOING REHABILITATION TO MAINTAIN A GOOD STATE OF REPAIR. SO TO DELIVER ALL OF THESE PROJECTS, WE HAD, PRIOR TO COVID, HAD PLANNED SPENDING ABOUT A HUNDRED MILLION DOLLARS A YEAR TO

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REHAB AND DUE TO REDUCTION IN TRAFFIC WE HAD TO TAKE ACTION. WHAT WE HEARD FROM AD-HOC IS SAFETY IS A PRIORITY AND MAKE SURE THAT IS NOT COMPROMISED. NEXT SLIDE. SO, TO ADDRESS COVID-19, LAST YEAR, BATA HAD TO ADOPT A RELATIVELY A STEER REHABILITATION PROGRAM WE FOCUSED ON PROJECTS ON CALTRANS AS WELL AS DELIVERING PROJECTS THAT WERE IN PIPELINE CONSTRUCTION AND WE HAD TO REDUCE OUR PROGRAM QUITE A BIT. IN THE NEAR-TERM WITH PROJECTIONS OF NEW REVENUE, AND RETURN OF SURPLUSES, HOPEFULLY WITH THE RETURN OF TRAFFIC, WE ARE RECOMMENDING A BUDGET THAT YOU WILL SEE IN THE NEXT PRESENTATION FROM BRIAN, A RETURN OF FUNDING TO THE TOLL BRIDGE REHABILITATION PROGRAM. AND WE'RE GOING TO FOCUS ON CORE PROJECTS WITH THE NEW FUNDING IN ORDER OF REPLENISHING FUNDING TO MAINTAIN FOCUS ON THE PAINT ON THE BRIDGES AS WELL AS TOLL COLLECTION AND MOVE TO OPEN ROAD TOLLING. YOU WILL SEE THAT IN THE NEXT SLIDE. IN THE LONGER TERM, THE AD-HOC COMMITTEE DID MAKE SOME RECOMMENDATIONS THAT BATA SHOULD EXPLORE SEEKING ADDITIONAL SUPPLEMENTAL FUNDING, NON-TOLL FUNDING, THAT, IN THE PAST, BATA HASN'T -- HAD -- WASN'T REQUIRING BATA TO SEEK. AND ONE OTHER DEEP DIVE TO GET A BETTER UNDERSTANDING OF OUR LIFE CYCLE CAUSE AS IT RELATES TO THE BRIDGES. DOING A DEEP DIVE INTO OUR ASSET MANAGEMENT PLAN THAT WE DID MORE RECENTLY ON OUR RICHMOND SAN RAFAEL BRIDGE BUT WE WANT TO EXPAND TO OTHER BRIDGES TO PROVIDE THE BOARD OVERSIGHT COMMITTEE WITH MORE INFORMATION SO WE CAN ADEQUATELY ADDRESS OUR REHABILITATION

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NEEDS INTO THE FUTURE. GOING TO THE NEXT SLIDE. SO WE -- THE AD-HOC COMMITTEE MADE THREE CORE RECOMMENDATIONS RELATIVE TO THE STATE OF GOOD REPAIR AND FUNDING. NUMBER ONE, IS OUR FIRST ITEM, THAT WE WILL PRESENT WITH THE BATA BUDGET, IS TO PROCEED WITH KEY PROJECTS, LIKE I YOU SAID, PAINT, AS WELL AS OPEN ROAD TOLLING, AND AS WELL AS SEEK ADDITIONAL STATE AND FEDERAL FUNDING, AND THEN THE TWO -- SECOND AND 30 ITEMS WERE TO TAKE A MORE FOCUSED REVIEW WITH THE BOARD TO PRESENT MORE INFORMATION ON REVENUE, COST SAVINGS, AS WELL ASSET MANAGEMENT WORK AND RETURN TO THE BOARD IN THE NEAR-TERM AS WELL AS IN THE LONG-TERM. NEXT SLIDE. SO FOR THIS COMING FISCAL YEAR, AND AS WELL AS IN THE NEXT TEN YEARS, STAFF IS RECOMMENDING A $1.2 BILLION TOLL BRIDGE REHABILITATION PROGRAM, THAT IS WHAT YOU SEE IN THE THIRD COLUMN ON THIS CHART FOR WHAT WE CALL BATA FOR FUNDED PROJECTS WITH FOCUS ON BRIDGE INTEGRITY OF $658 MILLION OVER THE NEXT TEN YEARS. A SMALL LISTING OF PRIORITY PROJECTS IN THE SECOND COLUMN, BUT IT IS FOCUSED ON MAINTAINING THE BRIDGES IN A STATE OF GOOD REPAIR WITH FOCUS ON PAINTING OUR STEEL STRUCTURES AS WELL AS MAINTAINING SOME OF OUR SYSTEMS ON THE BRIDGES THAT WOULD REQUIRE REGULAR UPKEEP AND REPLACEMENT. AND THEN OUR NEXT FUNDING AREA IS FULFILLING THE OPEN ROAD TOLLING PROJECT. WE HAD SLOWED SOME FUNDING ON THE OPEN ROAD TOLLING, $66 MILLION HERE DOES REPRESENT FULLY FUNDING THE OPEN ROAD TOLLING PROJECT AND MOVING THAT PROJECT FORWARD AND OVER TIME WE WERE TRYING TO GO

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OVER OUR TARGET OF $100 MILLION IN REHAB THE 1.2 BILLION YOU SEE AT THE BOTTOM AS WELL AS $477 MILLION FOR MAINTAINING BRIDGES AND OPERATING COST. FOURTH COLUMN REQUESTS BATA IS MAKING SUPPLEMENTAL FUNDING REQUESTS MADE TO EXTERNAL ORGANIZATIONS BASICALLY CALTRANS, CTC, CALTRANS, MTC TO SEEK FUND BEING THAT IN THE PAST WE HAVEN'T HAD TO COMPETE FOR, THE LARGEST AMOUNT IS $94 MILLION TRYING TO PURSUE COVID-19 RELIEF HIGHWAY FUNDS FEDERAL FUNDING COMING TO THE STATES ELIGIBLE FOR LOST REVENUES AS WELL AS TOLLING WE'RE TRYING TO SEEK SOMETHING FROM CTC AS WELL AS CALTRANS. WE'RE SEEKING FUNDS IT'S COMPETITIVE TO DATE AND WE HAVEN'T BEEN QUITE SUCCESSFUL IN GETTING THE $94 MILLION BUT WE HEARD FROM THE AD HOC COMMITTEE THAT WE SHOULD PRESS HARD TO ACHIEVE THOSE FUNDS. THAT'S OUR TEN YEAR PLAN THROUGH 2032, TO MAINTAIN OUR BRIDGES IN THE STATE OF GOOD REPAIR. NEXT SLIDE. WHAT THAT FUNDING DOES IS IT TAKES US FROM WHAT WE HAD A PRECOVID REHABILITATION PROGRAM, IN ORANGE N THIS LINE, WE HAD A FRONT LOADED PROGRAM OF $100 MILLION A YEAR. IT WAS CUT DRAMATICALLY TO THE BLUE LINE, THE ADOPTED FY, 2021 BUDGET WHICH BASED ON THE REDUCTION OF REVENUE OVER THE NEXT COUPLE OF YEARS AT THE TIME WE HAD REDUCED EXPENDITURES TO BASICALLY COVER PROJECTS THAT WERE IN THE WORKS. AND WHAT YOU SEE IN THE YELLOW LINE IN TWO PARTS IS THE SOLID YELLOW LINE IS WHAT WE THINK WE CAN FOUND IN THE REHABILITATION PROGRAM WITH THE TOLL FUNDING AND THE DASHED LINE IS THE SUPPLEMENTAL FUNDING THAT I TALKED ABOUT. THAT'S

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OUR PROPOSED BUDGET AS WE PRESENTED IN THE NEXT ITEM TO THE OVERSIGHT COMMITTEE. NEXT SLIDE. WE SHOULD FOLLOW UP, TO MAKE THE FUNDING COMMITMENT TO THE REHABILITATION PROGRAM WE'RE LOOKING AT REVENUE SOURCES IN THE TOLL AREA THIS TABLE REPORTS OUR CURRENT STRUCTURE OF THE $6 AS WELL AS $1 FOR RM2 AND RM3 NOTED IN GREEN WE HAVE A FEW APPROVED PENDING TOLL INCREASES WHICH WOULD INCREASE OUR TOLL TO $8. IN BLUE BATA HAS AUTHORITY TO FURTHER INCREASE TOLLS FOR CPI CONSUMER PRICE INDEX INCREASE AFTER 2025 FOR REGIONAL MEASURE THREE AS WELL AS PLANNED IN THE BATA PLAN INCREASE FOR 2021 REQUIRING BATA TO FUND PROJECTS ON THE PRIVILEGES THAT'S PART OF THE PLAN OF FINANCE THAT WE HAVE BEEN MODELING AND CERTAINLY BRIAN CAN GO INTO MORE DETAIL. AND WITH THAT FUNDING THAT PROVIDES FOR FUNDING FOR THE INCREASE IN THE TOLL BRIDGE REHABILITATION PROGRAM. NEXT SLIDE. ONE MAJOR RECOMMENDATION FROM THE AD-HOC WAS TO UNDERTAKE FOCUS REVIEW AND RETURN TO THE OVERSIGHT COMMITTEE AS WELL AS BATA FOR MORE INFORMATION, TO CONTINUE TRACKING TRAFFIC AND REVENUE TO REPORT BACK TO THE COMMITTEE, HOW WELL ARE WE DOING AGAINST OUR PROJECTIONS. ITEM B IS SEEK AND PURSUE COST SAVINGS AS WELL AS PROJECTS. SEEKING ADMINISTRATIVE RELIEF ON SOME OF THE OVERHEAD COSTS SEEKING THAT LEGISLATIVELY. ITEM C IS TO COMPLETE A HIGH LEVEL ASSET MANAGEMENT REVIEW TO THE BOARD TO GET BACK TO YOU QUICKLY ON WHAT OUR REHABILITATION NEEDS ARE IN THE NEAR-TERM AS WELL AS PROJECT OUT INTO LONG-TERM. CONTINUE REVIEW OF REVENUE OPTIONS

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FOR PROGRAMS, SEEKING SUPPLEMENTAL FUNDING STATE AND FEDERAL AS WELL AS REVIEWING TIMING FOR TOLL INCREASES, 2021 TOLL INCREASE AND CREATING ANOTHER RESEARCH FOR OUR REHABILITATION PROGRAM SIMILAR TO THE BILLION DOLLARS TO CREATE OPPORTUNITIES FOR RESERVE FOR THE REHABILITATION PROGRAM SO WE DON'T HAVE A SIMILAR IMPACT FOR THE NEXT EMERGENCY. NEXT SLIDE. ITEM THREE IS OUR LONGER TERM LOOK AT ASSET MANAGEMENT. SO WE PLAN TO, AT A HIGH LEVEL, COME BACK WITH MORE INFORMATION ON THE REHABILITATION PROGRAM TO THE BATA OVERSIGHT COMMITTEE IN THE NEXT THREE MONTHS ON ALL OF THE BRIDGES WHAT WE PLAN TO DO IS DEEPER DIVE AS WE DID ON RICHMOND SAN RAFAEL PRIVILEGE IS TO LOOK AT ALL BRIDGES TO KNOW CURRENT AND IMMEDIATE NEEDS ON THE BRIDGES AND REHABILITATION AND MAINTENANCE LOOKING AT REPLACEMENTS INTO THE FUTURE OF SOME OF OUR BRIDGES AND LOOKING AT REHABILITATION AND CYCLE BACK THROUGH THE TOLL BRIDGE REHABILITATION PROGRAM AND BRINGING BACK FOR YOUR CONSIDERATION. NEXT SLIDE. THAT IS A QUICK OVERVIEW OF WHAT THE TOLL BRIDGES NEEDS ARE AND RECOMMENDATIONS COMING OUT OF THE AD-HOC COMMITTEE. MORE INFORMATION IN THE MEMO AND MORE DETAIL THERE. STAFF WILL BE HAPPY TO ANSWER QUESTIONS. BUT I WANT TO HAND IT BACK OVER TO ANDY. HE'S NOT MOVING

AMY WORTH, CHAIR: HE MIGHT BE FROZEN. THESE RECOMMENDATIONS ARE RECOMMENDED, ARE BROUGHT -- ARE RECOMMEND TASK FORCE IS RECOMMENDING TO STAFF. I WANT TO BE CLEAR ON THAT. WE HAVE

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BEEN THROUGH THE DETAIL AND YOU CAN SEE THEY FOCUS VERY MUCH ON, FIRST OF ALL, THE PHYSICAL MAINTENANCE OF THE BRIDGE WHEN WE DO EVERY YEAR, AND TWO BRIDGE OPERATIONS AND THREE ADDRESSING EQUITY WITH REGARDS TO -- WE TALKED ABOUT OUR FASTRAK POLICIES, FOUR, WORKING WITH OUR STRENGTHENING OUR PARTNERSHIP WITH CALTRANS. WE HAVE A UNIQUE PARTNERSHIP WITH CALTRANS WHICH IS VERY IMPORTANT, WHICH STARTED WITH THE -- YOU KNOW, WHEN WE BUILT THE EASTERN SPAN OF THE BAY BRIDGE, AND IF YOU LOOK AT OUR EFFICIENCIES AND DECISION MAKING EFFORTS, AND WE'RE WORKING WITH CALTRANS ON THAT TO INCREASE THE EFFICIENCY OF THE RELATIONSHIP, AND AGAIN, WITH ALL PUTTING AS MUCH MONEY INTO THE BRIDGES, AND REALLY THE FINAL THING -- AND I THINK IT'S IMPORTANT THAT WE RECOGNIZE LIKE ANY OTHER BUSINESS AND OPERATION, WE HAVE LOST $270 MILLION IN TOLL REVENUE THAT IS GONE. IT WILL NOT BE -- THAT MONEY IS GONE AND SO, I KNOW STAFF HAS WORKED HARD WITH OUR FINANCE DIRECTOR TO -- WE HAVE DRAWN ON RESERVES AS MUCH AS WE PRUDENTLY CAN, BUT AGAIN THAT'S WITH AN IDEA OF REAL PRUDENCE SO THE GOAL, KIND OF THE INCENTIVE, TO LOOK AT ADDITIONAL FUNDING COMING FROM STATE AND FEDERAL RELIEF FUNDS IS REALLY THIS OPERATION, THIS ENTERPRISE HIS LOST SIGNIFICANT DOLLARS IN TERMS OF OUR ABLE TO DO THE MAINTENANCE. I SEE ANDY IS BACK. SORRY. I JUST JUMPED IN, IT'S THE FILL IN THE VAUDVILLE ACT HERE.

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ANDREW FREMIER: I APOLOGIZE. I THINK I HAVE GOT A WEAK INTERNET TODAY BUT I THINK THAT'S HAPPENED TO MOST FOLKS OVER THE YEARS AND I DON'T WANT TO OVERSTEP WHAT AMY MIGHT HAVE SAID. I THINK SHE HIT ON THESE TWO ITEMS AS WELL. NEXT SLIDE. WE ARE COMING BACK AS YOU KNOW TO TALK ABOUT WHAT KINDS OF DIFFERENT OPTIONS WE CAN DO FOR THE TOLL PAYER. WE'RE FOCUSED ON ALL CUSTOMERS WE'RE CERTAINLY CONCERNED ABOUT EQUITY NUMBER ONE AND ATTENTION TO PROVIDING GOOD SERVICE AND WORK ON TOLL PAYMENTS AND OPTIONS TO CUSTOMER EXPERIENCE, CONNECTIONS RESOLVING ISSUES AS QUICKLY AS POSSIBLE. THIS SLIDE REPRESENTS A LOT OF WHAT WE TALKED ABOUT BEFORE BUT ALSO SHOWS WHAT WE NEED TO PAY ATTENTION TO. WE HAVE ESTIMATED RESULTS, TRAFFIC IS COMING BACK IN A BAD WAY FOR OPERATIONS BECAUSE IT'S COMING BACK IN SINGLE OCCUPANCY VEHICLES WHICH LEADS TO DISCUSSION AROUND FORWARD PROJECTS. SOMETHING WE DON'T TALK ABOUT MUCH IS INCIDENT MANAGEMENT, INCIDENTS WHAT WE CALL NON-REOCCURRING CONGESTION THEY HAPPEN ALL THE TIME AROUND THE BAY AREA WE'RE VERY FAMILIAR WITH IT THE ONLY WAY TO KEEP TRANSIT PRIORITY AND OPERATIONS MOVING AT ALL IS TO HAVE GOOD SOLID INCIDENT MANAGEMENT THAT'S WHERE YOU GO BEYOND THE BAY AREA TOLL AUTHORITY INTO THE MTC CALTRANS CHP RELATIONSHIP THAT IS IMPORTANT TO KEEPING THE SYSTEM OPERATING. NEXT SLIDE. THE TWO YEARS ARE TALKING ABOUT THE FORWARDS. WE DO CONTINUE TO PURSUE LOCAL, STATE, FEDERAL FUNDING. WE'RE ALMOST -- WE DON'T CARE WHERE THE MONEY COMES FROM. WE NEED SOME MORE INVESTMENT TO

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MAKE THE WORK CONTINUE. WE'RE DOING WELL SO FAR TO KEEP THE PROJECTS MOVING BUT WE'LL PROBABLY BE LOOKING FOR ACTIONS ANY TIME WE CAN, TO FIND OPPORTUNITIES TO FUND THESE PROJECTS. WE ALSO THINK THERE ARE A COUPLE OF BILLS TALKING ABOUT TRANSIT PRIORITY, OPPORTUNITY TO IMPROVE AND STEAM LINE ENVIRONMENTAL PROCESS AS WELL AS TRYING TO ACCELERATE THE PROJECT DELIVERY PROCESS OVERALL, AND WE WILL CONTINUE TO PURSUE THAT. NEXT SLIDE. THESE ARE THE HIGHLIGHTS OF WHAT OUR CURRENT FORWARD OPERATIONAL STRATEGIES ARE. WE HAVE FOCUSED PRIMARILY ON BAY BRIDGE RICHMOND AND DUMBARTON. OPERATIONS WE TRY TO GET BUSES THROUGH THE QUEUE AND YOU SEE THAT IN EARLY SUCCESS IN BAY BRIDGE FORWARD. STILL WORK TO BE DONE THERE, RICHMOND WE THINK OPEN ROAD TOLLING AND REINSTATING HIGH-OCCUPANCY ACCESS BUS TRANSIT PRIORITY ACCESS IS KEY MOVING PEOPLE THROUGH THE TOLL PLAZA WE HAVE HAD SUCCESS TO GETTING IMPROVEMENTS TO BUS ON SHOULDER IN DUMBARTON CORRIDOR, AND SUPPLEMENTED FERRY BUSES AND CAPITAL IMPROVEMENTS IN OPERATIONS FOR ALL THREE CORRIDORS AND CONTINUING TO REACH OUT AND CREATE RELATIONSHIPS WITH BUSINESSES AND COMMUNITY. AND LOOKING AT WAYS TO IMPROVE ACTIVE TRANSPORTATION CONNECTIONS BECAUSE WE THINK THE E-BIKE HAS CHANGED THE TRAJECTORY OF WHAT YOU CAN DO IN THE ACTIVE TRANSPORTATION ENVIRONMENT AND TAKE SOME OF THE RELIEF OFF OF THE SYSTEM, ESPECIALLY IN THE FIRST AND LAST MILE CONNECTIONS AROUND THE BRIDGE CORRIDORS. NEXT SLIDE. WE DID HIGHLIGHT THROUGHOUT THE DISCUSSION, WE CONTINUE TO NOTICE AS WE DEVELOP

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THE DISCUSSION IS HOW MUCH OVERLAP THERE IS IN TRANSIT RECOVERY AND IN WHAT WE'RE DOING IN THE BRIDGE CORRIDORS. THIS IS JUST A REMINDER THAT THERE IS A BIG OVERLAP IN TRANSIT PRIORITY AND THE WORK THAT WE'RE DOING ON THE BRIDGES THAT HOPEFULLY DOES ASSIST US IN MOVING MORE PEOPLE THROUGH THE EXISTING SYSTEM WHICH IS A GOAL OF THE PLAN. AND WE WILL CONTINUE TO PURSUE OVERLAPS AND TAKE ADVANTAGE OF MOVEMENT IN BOTH DIRECTIONS WHEREVER POSSIBLE IN TERMS OF LEGISLATION, OPERATIONS AND GOVERNANCE. NEXT SLIDE. I'M GOING TO CLOSE WITH THE ACTION TIMELINE. THERE IS A LOT ON OUR PLATE. BRIAN IS GOING TO TALK ABOUT THE BUDGET NEXT. SO YOU WILL GET A FULL DEEP DIVE INTO THAT. FEATURE MENTIONED FOCUS REVIEW THAT WILL DEAL WITH TRAFFIC, WAYS TO BE MORE EFFICIENT WITH THE TOLL REVENUE. WE'RE GOING TO TAKE A LOOK AT DIFFERENT WAYS TO DELIVER SOME OF THESE MAJOR PROJECTS. WE THINK THAT THE ASSET MANAGEMENT INVESTMENT IS ONE OF THE MOST KEY STRATEGIES THAT COMES OUT OF THIS RESULT AND WE HAVE SEEN A LOT OF SUCCESS TOGETHER AT CALTRANS IN THE WORK WE DID TOGETHER ON RICHMOND AND RATHER THAN RAISING TOLLS, ULTIMATELY THE TOLL AUTHORITY IS YOURS WHEN IT COMES TO THIS PARTICULAR PROGRAM, AND WE NEED TO MAKE SURE YOU HAVE WHAT YOU NEED TO MAKE THOSE HARD DECISIONS. THAT'S THE WORK THAT WILL COME OUT OF THE FOCUSED REVIEW IN A SHORT TIME FRAME. THE ASSET MANAGEMENT WORK IS MUCH LONGER. WE DO THINK THAT THE BRIDGES ARE IN VERY GOOD SHAPE OVERALL AND WE WILL CONTINUE TO IMPROVE AND MODERNIZE

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THAT SYSTEM OVER THE NEXT SEVERAL YEARS TO REALLY DEVELOP A ROBUST PLAN. THE COOPERATIVE AGREEMENT IS SOMETHING THAT HAS TO BE NEGOTIATED BETWEEN US AND CALTRANS, AND IT WILL BE A CHALLENGE. THERE IS DIFFERENT OPINIONS ABOUT HOW TO MOVE THAT FORWARD. BUT WE'RE COMMITTED, AND I BELIEVE DINA IS COMMITTED TO GETTING US TO THE FINISH LINE. AND WE WILL DO SO. WE HAVE TALKED ABOUT THE IMPORTANCE OF EQUITY AND FASTRAK. THAT'S TO CONTINUE ON FOR THE NEXT SEVERAL YEARS AND CONTINUE TO FOCUS ON OPERATIONAL IMPROVEMENTS. THEY DON'T COME OVERNIGHT BUT WE ARE CONTINUING TO PURSUE THE CHALLENGE OF GETTING THEM OUT BY BREAKING THE NORMAL PROJECT DELIVERY PARADIGM AND FINALLY WE WANT TO TAKE ADVANTAGE OF ALL OF THE LEGISLATION THAT'S MOVING THROUGH THE LEGISLATIVE NOW AND OVER THE NEXT COUPLE EVER YEARS DEALING WITH DELIVERY PROJECTS AND ENVIRONMENTAL BENEFITS IN ALL THOSE AREAS. FINALLY THE BOTTOM LINE REMINDS FOLKS THAT WE DO HAVE A TOLL INCREASE THAT'S COMING THAT'S BEEN APPROVED BY AUTHORITY IN JANUARY, ANOTHER ONE IN '25 THAT'S BEEN APPROVED AND HOPEFULLY WE'LL HAVE GOOD INFORMATION AS WE APPROACH 2027 SO YOU CAN MAKE THE RIGHT DECISIONS IN THE RIGHT TIME. IN CONCLUSION THE ACTION PLAN IS REALLY OUR STRATEGY FOR FUNDING PROJECTS IN THE NEAR-TERM AND EVENTUALLY IN THE LONG-TERM. IT'S HOW WE'RE GOING TO GET MORE PEOPLE THROUGH THE PLAZAS IN A MUCH MORE EFFICIENT AND SAFE WAY BY REMOVING OBSTACLES OUT THERE, AND PROBLEMS THAT WE'RE TALKING ABOUT AND INVESTMENT IN CATEGORIES OF IMPROVEMENTS AND WE

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RECOMMEND THE BAY OVERSIGHT COMMITTEE REFERS TO THE AD-HOC WORKING GROUP FOR SUMMARY APPROVAL END OF THE MONTH. HAPPY TO ANSWER QUESTIONS.

AMY WORTH, CHAIR: THERE ARE A LOT OF MOVING TARGETS WITH THE BRIDGES AND IMPORTANT WORK COLLECTIVELY.

JAMES P. SPERING: AS YOU TALK ABOUT BATA TOUCHES ON THE ASPECT THAT WE'RE TRYING TO ADVANCE WITH THE NETWORK MANAGEMENT OR NETWORK MANAGER CONCEPT, WITH THE BLUE RIBBON, WE OUGHT TO LOOK AT SOME SORT OF MODEL FOR THE NETWORK MANAGEMENT IS THAT SOMETHING STAFF COULD LOOK AT TO ADVANCE TO THE CONSULTANTS?

ANDREW FREMIER: IT'S NOT A COMPLETELY UNNATURAL FIT. IT WOULD REQUIRE CHANGES AND OBVIOUSLY THE REVENUE STREAM IS MOST IMPORTANT WITH BATA AND IT'S CLEAR WITH THE PRESENTATION THAT YOU DON'T GET TO A BLACK AND WHITE LINE WHEN IT COMES TO MOVING PEOPLE THROUGH THE BAY AREA, AND INCIDENT MANAGEMENT AND BUS PRIORITY AND KEEPING THE BRIDGES IN GOOD OPERATIONS IS KEY TO THE SUCCESS OF YOUR WORK. SO I THINK IT'S WORTH EXPLORING. IT MAY NOT BE THE RIGHT PLACE TO GO BUT IT'S A CHALLENGE WE OUGHT TO INVESTIGATE TO SEE WHETHER OR NOT SOME CHANGES MAKES SENSE THERE'S THE OPERATION AS COMMITTEE AND THERE IS WEDGE WORK BETWEEN THE JOINT WORK. I THINK WE SHOULD AT LEAST EVALUATE IT.

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JAMES P. SPERING: I HOPE WE CAN ADVANCE THAT IDEA. AS THE BLUE RIBBON COMMITTEE IF WE DON'T MAKE TRANSIT FAST AND EFFICIENT GETTING THROUGH THE BOTTLENECKS WE'RE NOT GOING TO RECOVER THE RIDERSHIP. BATA PLAYS AN IMPORTANT ROLE IN THAT ASPECT. AMY I APPRECIATE YOU BRINGING IT UP AT THE BLUE RIBBON. BUT I THINK IT SHOULD BE AT LEAST CONSIDERED.

AMY WORTH, CHAIR: THANK YOU JIM. I AGREE ON THAT. AND I MENTIONED IT WHEN I TALKED TO THE CONSULTANTS I THINK YOU'RE RIGHT, THE OPERATIONAL IMPROVEMENTS INCORPORATED INTO THE FORWARD INITIATIVES ARE VITAL AND ESSENTIAL IN TERMS OF BRINGING PEOPLE BACK ON TRANSIT. AND OUR BUSES CROSS THESE CORRIDORS. THEY CROSS ALL THE BRIDGES, AND THE POTENTIAL IS HUGE. SO, I THINK YOU'RE RIGHT. AND, THAT WAS OUR THOUGHT TOO, IN TERMS OF LOOKING AT ADDITIONAL SOURCES, USING THE TOLL REVENUE, AND THE CMA MODEL, THE SALES TAX MODEL WHERE YOU TAKE TOLL REVENUE, BUT IT LEVERAGES STATE AND FEDERAL DOLLARS BECAUSE WE'RE INTO THE OPERATIONAL IMPROVEMENTS ON THE CORRIDORS LEADING DIRECTLY TO THE BRIDGES WHETHER 80 OR 101, THE VARIOUS CORRIDORS WE HAVE GOT TO HAVE THIS TRANSIT PRIORITY THAT YOU AND COMMISSIONER JOSEFOWITZ HAVE BEEN TALKING ABOUT REAL ACTIVELY. THANK YOU FOR THAT QUESTION. LET ME SEE IF THERE ARE ANY OTHER COMMITTEE QUESTIONS. IF NOT,

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OKAY, I'LL TURN TO THE PUBLIC. I WANT TO ASK OUR CLERK IF WE HAVE RECEIVED IN ADDITIONAL CORRESPONDENCE TO THIS POINT.

CLERK OF THE BOARD: I HAVE RECEIVED ON NOTHING IN WRITING. I SEE A COUPLE OF MEMBERS WITH THEIR HAND UP. FIRST IS ROLAND LEBRUN, PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

SPEAKER: GOOD MORNING MADAM CHAIR AND MEMBERS. FIRST OF ALL, I HAVE A QUICK QUESTION ON SLIDE SEVEN WHICH HAS BEEN ASKED BEFORE I DON'T KNOW WHAT THE ANSWER IS. IS IT POSSIBLE TO ACCOUNT FOR $100 MILLION IN FASTRAK TAGS. MOVING TO SLIDE 22 IN THE PRESS BUSES, I HOPE THAT DOESN'T INCLUDE PRIVATE BUS SERVICE SUCH AS THE ECLIPSE BUS SERVICE WHICH JUST GOT STARTED WHICH IF YOU ARE FAMILIAR WITH IN EUROPE IS GOING TO BE REALLY TRANSFORMATIONAL. LAST THING I WANT TO TALK ABOUT IS MORE CONTROVERSIAL, AND IF THE COMMITTEE DECIDES TO GO AND TAKE THIS OFF TO A CLOSED SESSION, THAT'S ENTIRELY APPROPRIATE, WHAT I THINK IS THAT THE TIME HAS COME TO SETTLE THIS RM3, YOU KNOW, LAWSUIT. AND, I DON'T KNOW HOW MUCH MONEY WE GOT TYING UP THERE, BUT MAYBE THAT WE, ONE DAY THAT WE COULD APPROACH IT IS TO SETTLE AND BASICALLY SAY, LOOK, WE UNDERSTAND, BUT DO YOU MIND IF WE USE ALL THIS MONEY THAT'S ACCUMULATING THERE, AND ACTUALLY USE IT FOR BRIDGE PROJECTS AS OPPOSED TO NON-BRIDGE PROJECTS. SO THAT'S MY TWO CENTS. EITHER WE DIG IN AND START BY DOING SOMETHING DIFFERENT. THANK YOU.

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CLERK OF THE BOARD: THANK YOU.

AMY WORTH, CHAIR: THANK YOU FOR YOUR COMMENTS.

CLERK OF THE BOARD: NEXT IS ADINA LEVIN, PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

ADINA LEVIN: GOOD MORNING. ADINA LEVIN MEMBERS OF THE POLICY ADVISORY COUNCIL, SPEAKING FOR MYSELF. I WANT TO EXPRESS SUPPORT FOR THE VARIOUS FORWARD PROJECTS OF OPERATIONAL IMPROVEMENTS THAT WILL HELP TO GET BUSES OUT OF TRAFFIC AND IMPROVE SPEED AND RELIABILITY, AS WELL AS SUPPORT FOR THE LEGISLATIVE PLATFORMS TO HELP WITH THOSE KINDS OF PROJECTS. AS SOMEONE WHO ALSO SERVES ON A LOCAL COMPLETE STREETS COMMISSION IN A COMMUNITY THAT IS SERVED BY THE DUMBARTON FORWARD CORRIDOR AND IS INVOLVED WITH VARIOUS DIFFERENT HATS WITH NEIGHBORING COMMUNITIES, ALSO ON THE CORRIDOR, WHERE WANTED TO MAKE A CONNECTION TO A PREVIOUS ITEM WHERE, IN SHIFTING TO A NO TOLL COLLECTOR, THIS ENTITY IS NOW IN A MUCH MORE CUSTOMER-FACING ROLE. WITH THESE FORWARD PROJECTS THIS AGENCY IS NOW IN A MORE CUSTOMER-FACING ROLE AND I WANT TO REPORT THERE IS A VACUUM WITH INFORMATION AND UNDERSTANDING ABOUT THESE PROJECTS LAST NIGHT EAST PALO ALTO HAD A STUDY SESSION ABOUT TRANSPORTATION AND FOUR CORNERS AT RAVENS WOOD, AND CONCERNS

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ABOUT DUMBARTON RAIL AND NO IMPROVEMENT GOING FORWARD IN TERMS OF WORKS, AND GOING FORWARD LACK OF COMING AND LACK OF PUBLICLY AVAILABLE INFORMATION, THE OBSCURE WEB PAGES, HAVING INFORMATION E-MAIL ADDRESSES WHERE TO FIND OUT SOMETHING THAT'S GOING ON, OCCASIONAL PRESENTATIONS TO THE COMMUNITY, THERE IS A BASIC TYPE OF COMMUNICATION THAT'S GOING TO BE NEEDED WHERE THIS AGENCY IS WORKING ON THESE PROJECTS TO BE ABLE TO REALLY HELP PEOPLE UNDERSTAND THEIR BENEFITS. THANK YOU.

CLERK OF THE BOARD: THANK YOU. THE NEXT SPEAKER IS ALETA DUPREE. PLEASE UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

SPEAKER: THANK YOU, CHAIR AMY WORTH. ALETA DUPREE FOR THE RECORD, SHE AND HER. THE BATA WORKING GROUP HAS BEEN A REALLY GOOD RIDE. BEING ABLE TO SHOW UP AND PARTICIPATE IN PUBLIC COMMENT BY ZOOM AND WRITE LETTERS. AND I'M LOOKING FORWARD TO THE OPEN ROAD TOLLING, AND THAT'S NOT JUST A BETTER WAY TO COLLECT MONEY, BUT ALL THE SAFETY IMPROVEMENTS THAT CAN COME FROM THAT, AND IT LOOKS TO ME WE ARE FULLY FUNDING T AS I SAID BEFORE, WE WANT TO HAVE A DASHBOARD AS TO ITS PROGRESS. PEOPLE ARE COMING BACK AND I HOPE THAT PEOPLE WILL COME BACK IN HIGH CAPACITY VEHICLES. AND BUSES ARE FREE. I'M NOT ADVOCATING FOR A FARE INCREASE FOR THE BUSES. THOUGH SOME TOLL AGENCIES, SUCH AS THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY, DO CHARGE

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FOR THE BUSES TO CROSS, AND THERE WAS A BIG TO DO ABOUT THAT SEVERAL YEARS AGO. I DON'T KNOW THAT WE NEED TO GO THERE. BUT CERTAINLY, I THINK THE TIME TOLL INCREASES ARE REASONABLE, EVEN WITH THE PLANNED INCREASES AFTER '25 IT'S STILL LESS THAN CROSSING THE HUDSON RIVER BETWEEN NEW YORK AND NEW JERSEY. I AM SAD TO SEE THE COMMITTEE END. THE WORK HAS BEEN DONE, AND IT'S THE BEGINNING OF SOMETHING NEW, BUT I'M JUST SAYING IT WAS A REALLY GOOD RIDE. THANK YOU.

CLERK OF THE BOARD: THANK YOU. I SEE NO ADDITIONAL NUMBERS OF THE PUBLIC WITH THEIR HAND RAISED.

AMY WORTH, CHAIR: GREAT. ALETA THANK YOU VERY MUCH FOR YOUR COMMENT, AND THANK YOU FOR PARTICIPATING. I THINK HAVING THE PUBLIC PARTICIPATE IN OUR MEETINGS IS SO IMPORTANT. SO, THANK YOU. SO LET ME TURN NOW BACK TO THE COMMITTEE FOR THE DISCUSSION AND ACTION. CHAIR PEDROZA?

ALFREDO PEDROZA: CHAIR I WANT TO THANK YOU. YOU HAVE BEEN A LEADER GOING BACK TO CHAIR HAGGERTY. IT'S INCREDIBLE WORK AND I WANT TO THANK YOU. AND ALSO, WHEN WE TALK ABOUT ASSET MANAGEMENT. IT'S NOT THE MOST ATTRACTIVE THING TO DO. WE ALL LIKE BUILDING THINGS, NEW PROJECTS, BUT IT'S SO CRITICAL TO THE SUSTAINABILITY OF OUR INFRASTRUCTURE. SO ANDY AND TEAM, AND PETER, I REALLY APPRECIATE YOU LOOKING AT ASSET MANAGEMENT

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AS ONE OF THE TOP PRIORITIES AND PULLING IT UP. BECAUSE THAT'S PART OF THE EQUATION MAKING SURE THESE IMPROVEMENTS ARE SUSTAINABLE. JUST APPRECIATE THE WORK. AND DO SUPPORT THE RECOMMENDATION OF THE COMMENTS THAT COMMISSIONER SPERING MADE, AS WELL.

AMY WORTH, CHAIR: THANK YOU, CHAIR. THANK YOU FOR YOUR COMMENTS AND YOUR SUPPORT AND ENCOURAGEMENT ALL ALONG THE WAY. I WANT TO THANK STAFF FOR YOUR WORK. YOU CAN SEE WE HAVE OUR RECOMMENDATIONS, AND THERE IS A LOT OF WORK TO DO AS WE MOVE FORWARD. SO, IF THERE IS NO FURTHER DISCUSSION, I WOULD ENTERTAIN A MOTION TO APPROVE THE REFERRAL OF THE BATA RECOVERY AD-HOC WORKING GROUP FINAL RECOMMENDATIONS TO THE BAY AREA TOLL AUTHORITY FOR APPROVAL.

DIR. HILLARY RONEN: RONEN, SO MOVED.

AMY WORTH, CHAIR: THANK YOU COMMISSIONER RONEN.

FEDERAL D. GLOVER: GLOVER SECONDS.

AMY WORTH, CHAIR: AND THANK YOU COMMISSIONER GLOVER FOR THAT. MAY I TURN TO OUR CLERK FOR THE ROLL CALL, PLEASE?

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CLERK OF THE BOARD: [ROLL CALL VOTE] MOTION PASSES UNANIMOUSLY BY ALL MEMBERS PRESENT.

AMY WORTH, CHAIR: THANK YOU, KIM, AGAIN. AND THANK YOU, AGAIN, ANDY. I KNOW THIS IS AN INVITATION TO MOVE TO THE NEXT STEP AND WORK BEEN DONE BUT IN THE FUTURE TO ACCOMPLISH THIS. THANKS AGAIN. MOVING TO ITEM 6B BATA RESOLUTION 144 FISCAL YEAR 2021, AND 22 OPERATING CAPITAL BUDGETS. MAY I TURN TO BRIAN FOR THIS PRESENTATION, PLEASE?

BRIAN MAYHEW: THANK YOU VERY MUCH. TOUGH ACT TO FOLLOW. BUT ONE WAY OR ANOTHER NO MATTER HOW GOOD YOU FEEL ABOUT GETTING INTO PROJECTS AND HOW TO KEEP TRANSPORTATION MOVING, WE DO HAVE TO FIGURE OUT HOW TO PAY FOR IT. AND THAT'S WHY WE'RE HERE TODAY TO DISCUSS THE 2021, '22 BUDGET. IF WE CAN GET THE PRESENTATION? AND GO ON TO THE FIRST PAGE. OKAY. I'M NOT GOING TO SPEND A LOT OF TIME HERE, BECAUSE YOU ALL HAVE HAD PLENTY OF DISCUSSIONS HERE ABOUT WHAT IN THE YEAR WE HAVE GONE THROUGH. WE SUFFERED THE FASTEST DROP IN TRAFFIC WE HAVE EVER SEEN. WE ARE RECOVERING, WE ARE TAKING A REASONABLY AGGRESSIVE POSITION GOING THROUGH, GOING INTO NEXT YEAR'S BUDGET, WE CAN COST OUT WHAT THE PANDEMIC HAS COST US SO FAR. ROUGHLY 270 MILLION IN REVENUE, IT'S COST US OVER $300 MILLION IN COMBINATION OF LOST TRAFFIC, REVENUE LOSS, WAIVED FEES, AND ADDITIONAL COST. AND THAT NETS OUT AGAINST CALTRANS COST ON

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THE BRIDGES. AGAIN, IT'S OVER $300 MILLION. SO WHEN WE TALK ABOUT DIFFERENT THINGS LIKE RESERVES AND STRUCTURES LIKE THAT, THEY WERE DESIGNED TO GET US THROUGH SOMETHING LIKE THIS AND DESIGNED TO HELP US RECOVER FROM THEM. AND WITH ANY LUCK THEY HAVE DONE THEIR JOBS AND WE CAN MOVE ON TO A GOOD NEXT YEAR. NEXT PAGE. AGAIN, I DON'T WANT TO BELABOR THE TRAFFIC THING BUT I WILL SAY AS YOU LOOK AT THE GRAPH ON THE RIGHT, THE SPAGHETTI GRAPH, ONE THING IS, IT'S KIND OF RECOVERING. ITS PATH IS UPWARD, YOU SEE THE TOP LINES TOTAL DAILY TRAFFIC GETTING CLOSER TO THE NUMBERS WE'RE SORT OF LOOKING AT WHEN YOU WANT TO GET THE 400,000, YOU NEED ABOUT 400 PLUS, 450,000 A YEAR TO RUN THE ENTERPRISE AT FULL THROTTLE. WE'RE GETTING CLOSE TO THAT. THE BOTTOM LINE YOU SEE IS THE STANDARD ECT TRAFFIC, TOLLS CUSTOMER ACCOUNT YOU SEE THAT'S RELATIVELY STABILIZED. GOING FORWARD LITERALLY A DIFFERENT ENTERPRISE, IN 30% CASH SOME PARTS OF ADMINISTRATIVE REST PUTTING DEMANDS ON CUSTOMER SERVICE. STAND PROCESS IS NOW FIRST% OF TRAFFIC REST HAS TO BE WORKED OUT THROUGH SOME KIND OF PROCESS WHETHER LICENSE PLATE ACCOUNT, VIDEO TOLLS, IMAGE TOLLS, WHETHER IT'S WAIVE OR INVOICED IT'S A WHOLE DIFFERENT BATTLE, DIFFERENT WORLD AND THE WORLD WE'RE GOING TO HAVE GOING FORWARD. WE'RE READY FOR IT AND CAN DO THIS AS FAR AS CUSTOMER SERVICE AND THINGS THIS, IS THE WORLD WE'RE IN AND IT'S NOT GOING TO CHANGE. THIS IS WHAT WE HAVE TO BE PREPARED FOR AS WE GO INTO THE BUDGET. NEXT PAGE. HERE AGAIN, LOOK AT THE LAST THREE

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BARS ON THE RIGHT, YOU WILL SEE THAT SINCE JANUARY, WE HAVE HAD A RELATIVELY DECENT CLIMB IN DAILY BRIDGE TRAFFIC. THAT'S NOT COMPLETELY TOTAL TRAFFIC, THAT'S BRIDGE TRAFFIC. TOTAL BRIDGE TRAFFIC IT'S NOT PAID TRAFFIC SO THERE IS A DIFFERENCE HERE. SOMETHING TO KEEP IN MIND. IF TRAFFIC IS MOVING UP, THE PATTERN IS RIGHT AND WE'RE NOW CLOSING IN ON 90% OF FEBRUARY 2020 AND THAT'S THE NUMBER WE'RE LOOKING FOR AS WE GO INTO THE BUDGET NEXT YEAR. IMPORTANTLY AS WE GO INTO JANUARY, WE'RE ABLE TO -- TRAFFIC AS INCREASED ABOUT 24%. I WAS ON THE BRIDGE THE OTHER DAY, AND I HAD MY FIRST REALLY SERIOUS TRAFFIC JAM, LITERALLY JUST STOPPED. I COULDN'T TELL IF THAT WAS GOOD OR BAD FOR ME, BUT I'M GOING TO BE LATE. SO ANYWAY, THAT'S WHERE WE ARE GOING IN. AS I SAID, GO TO THE NEXT SLIDE, HERE YOU TAKE A LOOK AT THE TRAFFIC PATTERN, THE ONE ON THE LEFT SIDE TELLS YOU MONTHLY TOLLING. WHAT YOU SEE IS WHAT WE'RE OPTIMISTIC ABOUT, IS THE PATTERN HAS PICKED UP, AND IF YOU SEE THAT LAST TWO MONTHS WHERE YOU GO FROM JANUARY TO MARCH, YOU SEE IT BEGIN TO KICK OUT ABOVE THE REGRESSION LINE OR ITS PATTERN IS AVERAGE AND YOU SEE IT KICK BACK TO CLOSELY ABOUT 10 MILLION A MONTH. THAT'S WHAT EXACTLY WHAT WE'RE LOOKING AT GOING FORWARD. BARS ON THE RIGHT, SAME THING, LAST THREE MONTHS TICKED UP, CLOSED IN ON 10 MILLION A MONTH, 120 MILLION VEHICLES A MONTH THAT IS WHERE WE NEED TO BE TO GO INTO NEXT YEAR AND FUND ALL THE INITIATIVES WE HAVE PUT INTO THE BUDGET AND OUR LONG RANGE MODEL. YOU SEE THE LAST MONTH, MAY, A

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LITTLE BIT OF A SURPRISE IT JUMPED ABOVE 10 MILLION AND THAT PUTS US ABOUT 94% OF WHERE WE WERE BEFORE. HOPEFULLY THAT PATTERN IS GOING TO CHANGE. IF YOU LOOK AT THE BLUE BARS, THAT'S ACTUALLY A BIT INTERESTING. IF YOU LOOK AT ETC TRAFFIC, WE'RE ABOUT 4.8 MILLION VEHICLES IN FEBRUARY 2020, IF YOU LOOK AT IT IN MAY, YOU WILL SEE, IN MAY, THE NUMBER IS 4.5 MILLION. SO THAT'S ACTUALLY BEEN RELATIVELY STEADY FOR QUITE A WHILE SINCE WE GOT OUT OF THE PANDEMIC URGE, THE ACTUAL ETC TRAFFIC HAS BEEN RELATIVELY STABLE IT'S ROUGHLY ABOUT 94% OF WHERE IT WAS BEFORE SO THAT ACTUALLY SHOWS THAT PART OF THE TRAFFIC HAS BEEN RELATIVELY STABLE GROWING A BIT AND PROBABLY GOING TO RECOVER FIRST. OKAY. THAT'S THE BACKGROUND. LET'S GO TO THE BUDGET ASSUMPTIONS. NEXT PAGE. BASICALLY, 74 FULL-TIME POSITIONS WILL BE PUT INTO THE BUDGET AN INCREASE OF EIGHT STAFF PEOPLE. ONE GOING INTO OUR LEGAL SERVICES, FIVE OF THEM ARE NECESSARY TO MANAGE THE NEW WORLD OF ALL ELECTRIC TOLLING. THERE IS A 2.8 SALARY INCREASE, THE CONTRACTED SALARY INCREASE, AND THERE IS OUR ESTIMATE OF THE 2.5 PERCENT PERS INCREASE IN NORMAL COST NOT FACTORING CASH COLLECTION COST FOR NEXT YEAR TWO% INCREASE ON THE FASTRAK OPERATING COST ON ELECTRONIC SIDE NOT CALTRANS SIDE REVENUE LOOKING AT 117 MILLION LOOKING TO -- DEPOSITS RECORDED AND REVENUE TRANSFERRED OUT, DEPOSIT INTO ESCROW WILL REMAIN UNTIL YOU MAKE DECISIONS ON THAT. BACK IN THE 2020 MODEL AGAIN WE HAVE RESTORED OUR MARKET -- I'M SORRY -- WE HAVE RESTORED OUR

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MODELLING TO $100 MILLION A YEAR AVERAGE PROGRAM. THE PROPOSAL FOR '22 WILL BE 137 MILLION, RESERVE MAINTAINS ITSELF AT $1 BILLION, AND THAT GOES INTO THE YEAR. THE CONCERNS GOING FORWARD AND THEY'RE NOT SMALL, AND, BUT THEY'RE, AGAIN, THE THINGS WE HAVE TO MANAGE, ONE IS THE STABILITY OF BACK OFFICE BILLING PARTNER. THAT IS SOMETHING, NOW THAT YOU'RE RUNNING EVERYTHING THROUGH THAT CENTER, AND YOU'RE PICKING UP 25 TO 30 MILLION TRANSACTIONS A YEAR THAT WEREN'T THERE BEFORE, THAT IS VERY CRUCIAL. THAT'S ALL OF OUR MONEY, NOW. BEFORE 40% OR 30% WOULD COME THROUGH PAY AS CASH, LEAVE AND ALL WE HAD TO DO WAS RECONCILE WITH THE TOLL TAKERS TOO. NOW ALL OF IT IS ELECTRONIC THERE ARE DELAY IN HOW THE BILLING GOES INSTEAD OF PAYING $5 NOW YOU'RE NOW GOING TO GET AN INVOICE AND SECOND INVOICE FOR PAYMENTS ALL CASH FLOW ISSUES AND ABSOLUTELY CRITICAL TO YOUR ABILITY TO MAINTAIN THE PAY GO CAPITAL PROGRAMS THAT YOU HAVE. EVEN THOUGH WE ONLY HAVE 5 TO 10% OF OUR TOTAL CAPITAL PORTFOLIO REMAINING IT'S STILL ABOVE $500 MILLION THAT'S SOMETHING. CONCERN GOING INTO THE NEXT YEAR AS WE LOOK AT THE BUDGET AND OPERATIONAL SIDE OF THIS AS WE OPERATE THIS SYSTEM DURING THE YEAR. GO ON TO THE NEXT PAGE. VERY QUICKLY. AS YOU REMEMBER THE GREAT RECESSION, WE BUILT OUR RESERVES BACK UP TO $1 BILLION AFTER THE GREAT RECESSION GAVE US SOME TROUBLES OVER THE, ROUGHLY, FIVE YEARS. AND WE MAINTAINED THE 1 BILLION BUDGETED TARGET THROUGH THE CRASH OF 2020. I DON'T KNOW WHAT ELSE TO CALL IT, BUT A "CRASH." SO NOW

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WE GO INTO NEXT YEAR WE THINK THE NUMBER IS JUST AROUND A BILLION DOLLARS GOING N YOU SEE THE RESERVE STRUCTURES AND STRATEGIES OF ALL FUNDS IS SIX MONTHS OPERATING WITH THE EXCEPTION OF BATA DESIGNED FOR ONE AND A HALF YEARS YOU WILL SEE MTC ROUGHLY AT A LITTLE OVER HALF A YEAR BATA YEAR AND A HALF AND SAFE IS HALF A YEAR. THAT'S THE BUDGET AND STRUCTURE GOING INTO THE NEXT YEAR WE THINK IT CAN BE MAINTAINED WITH THE BUDGET WE HAVE AND REVENUE SOURCES. NEXT BUDGET. OVERALL PROJECTING $81 MILLION OPERATING SURPLUS FOR THE NEXT YEAR. WHICH COMPARES PRETTY FAVORABLY WITH A $523,000 SURPLUS BUDGETED LAST. SURPLUS CONTRIBUTED TO THE CAPITAL PROGRAM BOTH ONGOING AND CURRENT. TRAFFIC HAS TO CONTINUE TO GROW AT LEAST STAY STABLE AROUND WHERE IT IS NOW AND THEN WE'RE MAKING, LAST YEAR WE MADE ANOTHER ADVANCE REPAYMENT ADVANCE DEBT SERVICE PAYMENT SO OUR DEBT SERVICE COVENANTS AND COVENANT CALCULATIONS WOULD BE COVERED. WE'RE GOING TO MAKE ONE MORE OF THOSE, ROUGHLY 50 MILLION IN PRINCIPLE, PLUS INTEREST. WE'RE GOING TO MAKE THAT ONE MORE TIME JUST TO BE CERTAIN, JUST IN CASE SOMETHING HAPPENS TO TRAFFIC AT THE END OF THE YEAR SO THAT WE CAN GO IN AND HAVE CLEAR COVENANT CALCULATIONS GOING INTO THE END OF THE YEAR AND THOSE HAVE TO BE MADE BY JUNE 30TH. WE'RE ALSO COMPLETELY DEPENDENT ON A STABLE FASTRAK ELECTRONIC BILLING SYSTEM YOU HEARD THEY'RE WORKING ON EVERYTHING. WE HAVE A TON OF CONFIDENCE IN THEM BUT IT HAS TO BE STABLE FOR US TO COLLECT OUR MONEY AND BE ABLE TO LIVE UP

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TO THE REVENUE ESTIMATES WE'RE MAKING. RM3 REVENUE, IF YOU REMEMBER ANDY SAID IT, THE NEW ONE THERE WILL START ON JANUARY 1ST WE ASSUME THAT REMAIN IN THE BUDGET HOWEVER RM3 REVENUE DEPOSITED FOR '21, AND '22 EVERYTHING WILL BE TRANSFERRED INTO DEPOSIT INTO AN ESCROW. NEXT PAGE, OPERATING REVENUE. A GOOD ONE FOR US, TOTAL OPERATING REVENUE, $751 MILLION. YOU CAN SEE THAT THAT IS 927 IS THE TOTAL NUMBER AFTER, BUT IT'S 751 AFTER YOU REMOVE THE RN THREE DEPOSIT REVENUE UP 20% REIMBURSEMENT UP AGAIN ABOUT THE SAME -- OKAY. LET ME GO THROUGH. I'M SORRY. THE TOLL REVENUE, YOU KNOW ABOUT. BUT, VIOLATION REVENUE, THERE WILL BE NO CHANGE IN THE VIOLATION REVENUE. IT'S 15 MILLION FOR '21, WE ESTIMATE 15 MILLION FOR NEXT YEAR. INTEREST INCOME WILL GO UP A LITTLE. THAT WE SEE A RISING INTEREST RATE MARKET NEXT YEAR AS THE ECONOMY GETS A LITTLE BIT STRONGER. THEN REIMBURSEMENT REVENUE WILL GO UP FAIRLY SUBSTANTIALLY, ALMOST DOUBLE, AND THIS'S TRAFFIC BASED. THAT MEANS OUR PARTNERS, BAIFA GOLDEN GATE, THIS IS OUR ESTIMATE THAT THEIR TRAFFIC LEVELS WILL INCREASE, THE SERVICE CENTER WILL INCREASE THEREFORE REIMBURSEMENTS TO US WILL INCREASE AS WELL, AND THE BIG CHUNK ON THE BOTTOM IS REIMBURSEMENT FROM THE FEDERAL GOVERNMENT ON OUR BUILD AMERICA BONDS AND BOTTOM YOU SEE TOTAL REVENUE. NEXT PAGE. GO TO EXPENSES. TOTAL OPERATING EXPENSE ABOUT $846 MILLION. YOU SEE THE SWINGS AS YOU GO THROUGH ELECTRONIC TOLL MANAGEMENT, YOU SEE CALTRANS COST WILL BE DOWN ABOUT 77%, THAT IS THE ELIMINATION OF THE

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CASH COLLECTION. CASH TOLL COLLECTORS, HOWEVER FASTRAK OPERATIONS WILL BE UP 39%. WE CAN PRETTY MUCH ESTIMATE, NOW THAT THE COST OF THE ELECTRONIC SIDE OF INCREASING OUR ELECTRIC BILLING, INVOICE, EVERYTHING ELSE, AND THE CALTRANS SIDE MIGHT -- PROBABLY IS CLOSE TO MORE THAN 1-TO-1, AS WE GO DOWN THE ROAD. IT'S ONE OF THOSE THINGS WE JUST DON'T HAVE A GOOD HANDLE ON WHAT INVOICING IS GOING TO COST US AND THEREFORE, WE'RE, YOU KNOW, RIGHT NOW IT'S PRETTY MUCH A WASH. BUT WE DO THINK IN THE FUTURE, THAT'S ACTUALLY GOING TO GO UP. BRIDGE ADMINISTRATION IS UP A LITTLE BIT, 13%. WE HAVE THE EQUIVALENT OF NINE POSITIONS. WHAT WE HAVE DONE IS REDISTRIBUTED THE ADMINISTRATIVE BALANCE BETWEEN MTC AND ABAG, I MEAN MTC AND BATA, AND THAT'S BECAUSE THEY HAVE GROWN TO BE SO INTERCONNECTED NOW, THERE ARE JUST SOME PARTS OF ADMINISTERING IN HR AND FINANCE AND OTHER THINGS THAT NEED TO BE BALANCED OUT. WE HAVE DONE THAT AND REBALANCED AGAIN THAT'S GOING TO BE A ONE TYPE. THERE ARE EIGHT NEW POSITIONS PUT INTO THE BUDGET PART FOR THE CUSTOMER SERVICE BILLING CONVERSION. ENHANCEMENTS OF THE CSC OVERRIDE AND ENHANCEMENTS TO LEGAL SUPPORT. A LOT OF LEGAL SUPPORT DRIVEN BY SWITCH TO AET. I HAD TO RECONCILE WHEN PEOPLE PAY CASH NOW WE HAVE A COMPLETELY NOW INVOICING SYSTEM, ASSUME THAT BEING WE RUN OUT THE OLD INVOICING SYSTEM, WE STILL HAVE A VERY SUBSTANTIAL INVOICING SYSTEM, NEW ARS AND EVERYTHING ELSE TO BE DONE SO THIS IS WHAT PART OF THE COST OF WHAT IT'S GOING TO TAKE TO MAKE THESE

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CONVERSIONS AND AS I SAID RM3 ESCROW DEPOSIT WILL GO TO ITS -- BE DEPOSITED BACK INTO THE ESCROW ACCOUNT, BOTH THE OLD DOLLAR AND THE NEW DOLLAR. NEXT ONE. OKAY. CAPITAL PROJECT. CAPITAL SIDE. WE SHOULDN'T FORGET, AND ANDY HAS SAID A BIT OF THIS. BATA IS SORT OF WINDING DOWN A BIT FROM WHAT IS A $15 BILLION CAPITAL PROGRAM. YOU HAVE NEARLY 9 MILLION IN SEISMIC, RM2 IS 2.2 BILLION, RM2 IS 1.6, RM2 IS 2.2, THOSE ARE THE STATUTORILY REQUIREMENT PROJECTS WE HAD AND THERE ARE NEARLY 13 BILLION ADD ON THE REST AND WE HAVE A PRETTY SUBSTANTIAL PORTFOLIO. WHAT YOU SEE LEFT IS WHAT REMAINS WE HAVE 650 MILLION TO GO RM2 PROJECTS UP THERE BRIDGE REHAB 117 MILLION ALL PROJECTS BUDGETED THE TOP GRAM GRAPH YOU SEE, THE EXPENDITURES OF THE LAST THREE YEARS, THE LION IS WHAT COMPONENT OF THOSE EXPENDITURES INCREASING PART OF OUR PORTFOLIO NOW, THE REHAB PROJECTS YOU SEE THE MAJOR PROJECTS GONE ON IN THE STATUTE OF PROJECTS BEGUN TO WIND DOWN OVER THE PAST FEW YEARS REHAB BECOMES MORE PART OF OUR PORTFOLIO. NOW THIS CAN'T BE DONE WITHOUT A PRICE. AND YOU PRICE FOR IT IS IN OUR CASH RESERVE BALANCES, YOU SEE ON THE BOTTOM BAR, HAVE GONE IN THE INVERSE OF THE COST GOING UP. YOU CAN SEE FROM '17 THROUGH 2020, THE DROP IS ALMOST DOWN A BILLION DOLLARS. NOW, BEFORE YOU LOOK AT THIS AND YOU SAY, OH MY GOODNESS. THIS IS ALL PART OF THE PLAN. PART OF CAREFUL MONITORING THAT DID THE SEISMIC, RM1 AND RM2 PROJECTS OUT TO POINT WHERE WE KNEW HOW MUCH WE HAD TO BORROW AND HOW MUCH FOR DEBT SERVICE AND THAT'S ROUGHLY 9

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BILLION, REST IS DONE IN PAY GO CAPITAL. AS WE DID THE FINANCINGS WE BUILT UP OUR CAPITAL RESERVES AND AS THE FINANCING STOPPED AND THE MAJOR STATUTORY PROJECTS STOPPED THEN THE FUNDS ARE USED TO DRAWN DOWN TO DO THE PAY GO COMPONENT ON IT. BIG HIT FOR THIS YEAR 2021, IS THOSE MODELS DON'T FACTOR IN BIG REVENUE LOSSES AND A $300 MILLION REVENUE LOSS OVER ROUGHLY 14, 15 MONTHS, THAT HAS BEEN A TOUGH ONE. BUT, AS YOU CAN SEE, WE'RE STILL ABOVE THE BILLION DOLLARS, WE STILL HAVE MORE THAN A YEAR AND A HALF WORTH OF LIQUIDITY. THIS IS WHAT THE RESERVE WAS DESIGNED FOR, DESIGNED FOR AN EMERGENCY, BY GOODNESS, WE HAD IT. HOPEFULLY WE'RE OUT OF IT. WE COULDN'T TAKE ANOTHER 14 MONTHS LIKE THAT WITHOUT SOMETHING BEING DONE. BUT AS YOU CAN SEE, WE THINK THAT IS ABOUT WHERE WE'RE GOING TO BOTTOM OUT, AND THEN FROM THERE WE SHOULD BE ABLE TO REBUILD SLOWLY. NEXT PAGE PLEASE. PROPOSED BUDGET 138 MILLION IN REHAB, TOTAL $51 MILLION WE HELD THAT DOWN FOR A YEAR TRYING TO FIGURE OUT WHERE THE ENTERPRISE WAS GOING TO COME FROM WHEN YOU HAVE 50% LOSS IN TRAFFIC AND NOT SURE WHEN IT'S GOING TO COME BACK EVERYBODY ACROSS THE COUNTRY EXPECTED US TO RESPOND WITH A PAUSE. WE DIDN'T CUT THE BUDGETS BUT WE DID FORCE A PAUSE IN THE PROGRAMMING WHICH IS REINSTATED AGAIN THIS YEAR. IN OUR MODELING, THE GOAL IS $100 MILLION A YEAR UP TO A POINT. WE CAN MAKE THAT $100 MILLION A YEAR WORK UNTIL 2027, WHERE THE AGE OF THE BRIDGES, BECAUSE WE USE A REGRESSION, A REGRESSION DEPRECIATION MODEL, THE CARQUINEZ AND

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RICHMOND BRIDGE PUT US TO A POINT WHERE THE DEPRECIATION BECOMES GREATER THAN A HUNDRED BILLION DOLLARS AND KICKS TO 290 A YEAR AND THAT'S THERE IN THE MODELING COMPONENT 2027. $1.2.10 YEAR AVERAGE 121 MILLION. THESE ARE ADDITIONAL RESOURCES IF YOU HAVE 138 MILLION YOU TAKE 10 MILLION OFF ON THE BOTTOM CORNER CONTRIBUTING TO THE PROJECTS, NEW THING TO US AND YOU SEE TOTAL GROUPED PROJECTS BASICALLY LETS YOU KNOW OVER THE NEXT TEN YEARS WHERE THE PRIORITIES ARE AND WHERE THEY'RE SPENDING THE MONEY. THE NEXT PAGE WE CAN LOOK AT AND THEN GO RIGHT ON THROUGH. IN CASE YOU NEED TO SEE ALL THE PROJECTS IN ONE PLACE. SO YOU WILL HAVE TWO PAGES OF THOSE. YOU SEE THE MAJOR PROJECTS CHANGES, MODIFICATIONS ALL LISTED THERE FOR YOU. SO WITH THAT, WE'LL GET TO, KEEP GOING. NEXT PAGE, AND THEN THE NEXT ONE. ALL RIGHT. SO, RESOLUTION 144, AND I KNOW THIS HAS BEEN A VERY, VERY PAST ONE THROUGH OF A BILLION DOLLARS WORTH OF NUMBERS. BUT IT IS GOOD TO HAVE THE ENTERPRISE RECOVERING AND FEEL PRETTY GOOD ABOUT WHAT WE THINK ITS FUTURE IS GOING TO BE THAT IT'S BACK TO OUR MODELING NUMBERS OF BEFORE. BATA RESOLUTION 144 SETS PARAMETERS FOR ADMINISTRATION. OBVIOUSLY WE CANNOT INCREASE THE OVERALL BUDGET WITHOUT BOARD APPROVAL BREAKS DOWN INTO CERTAIN COMPONENTS FOR EXAMPLE, THEY CAN INCREASE THE OVERALL REHAB BUDGET WITHOUT BOARD APPROVAL HOWEVER, AUTHORIZED TO MAKE MOVEMENTS WITHIN THOSE PROJECTS CONTACTS AND SERVICES DELEGATED TO OVERSIGHT WE HAVE THE AUTHORITY TO CLOSE PROJECTS

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OUT AND MOVE THEM TO THE CONTINGENCY, WHICH WILL REALLOCATE BUDGETARY CAPACITY WITHIN THAT CONTINGENCY WITHOUT CHANGES -- AS LONG AS IT DOESN'T INCREASE THE OVERALL ADOPTED BUDGET WHICH HAVE COURSE IT WOULDN'T. WE ARE AUTHORIZED TO CARRY OVER BUDGET REMAINING CONTRACTS AS IN THE GRANT CONTRACTING WORLD RESERVES $1 BILLION AND HAS RESERVED DESIGNATIONS THAT ARE ATTACHED. WE HAVE THE AUTHORITY TO UTILIZE RESERVES TO TAKE CARE OF PENSIONS AND OPEB LIABILITIES AND OF COURSE DESIGNATES ALL RM3 TO BE DEPOSITED INTO A RESTRICTED ACCOUNT WITHOUT FURTHER USE OF THOSE FUNDS WITHOUT AUTHORITY. AND FURTHER $5 MILLION RESTRICTED LIABILITY RESERVE WITH $3 MILLION CONTRACT LIMIT WITHOUT FURTHER AUTHORITY. AND IN A WHIRL WIND TOUR AS I SAID A BILLION DOLLARS BUDGET I'LL BE HAVE TO ANSWER ANY QUESTIONS

AMY WORTH, CHAIR: THANK YOU FOR THE REPORT. WE SPEND A LOT ON BRIDGES AND WE HAVE A GOOD UNDERSTANDS OF WHERE THE MONEY IS COMING AND WHERE IT'S GOING. TURNING TO COMMITTEE MEMBERS FOR QUESTIONS? SEEING NONE. PUBLIC COMMENT? I'LL ASK OUR CLERK, KIMBERLY HAVE WE RECEIVED ANY WRITTEN PUBLIC COMMENT? I SEE WE HAVE ONE PUBLIC SPEAKER.

CLERK OF THE BOARD: I HAVE RECEIVED NOTHING IN WRITING AND I'LL CALL ON ROLAND LEBRUN. YOU HAVE TWO MINUTES TO SPEAK MR. LEBRUN.

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SPEAKER: HOW ABOUT NOW?

CLERK OF THE BOARD: THERE YOU GO. WE CAN HEAR YOU.

SPEAKER: OKAY. WORKS BETTER WHEN I HIT THE UNMUTE. I HAVE TWO QUICK QUESTIONS THROUGH THE CHAIR, AND I'M TRYING TO FIGURE IT OUT THROUGH THE ATTACHMENT. IT'S WHAT'S THE -- I UNDERSTAND $126 MILLION, BUT WHAT IS THE TOTAL AMOUNT WE CURRENTLY HAVE GOT IN THIS ESCROW ACCOUNT? AND THE OTHER QUESTION I HAVE, AND THE HOPE THE ANSWER IS NO, IS WHAT IS THE $1 BILLION LIQUIDITY RESERVES INCLUDES THE RM2 ESCROW ACCOUNT? THANK YOU.

AMY WORTH, CHAIR: ROLAND, DO YOU MEAN THE RM3 ESCROW ACCOUNT?

SPEAKER: YEAH. WHETHER THAT'S INCLUDED IN LIQUIDITY TO RESERVES.

AMY WORTH, CHAIR: OKAY. GREAT. THANK YOU. I WISH IT WERE LIQUID. BUT I DON'T THINK SO. LET ME TURN TO -- ARE THERE ANY OTHER PUBLIC COMMENTS?

CLERK OF THE BOARD: NO ADDITIONAL RAISED HANDS.

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AMY WORTH, CHAIR: THANK YOU VERY MUCH KIMBERLY I'LL CLOSE THE PUBLIC COMMENT AND TURN BACK TO THE COMMITTEE. ANDY WOULD YOU KINDLY ANSWER THAT. I'M SORRY. I'M LOOKING AT ANDY AND BRIAN, AND PETER DOING THE PRESENTATIONS TODAY. BRIAN I'LL TURN TO YOU.

BRIAN MAYHEW: IF I UNDERSTAND THE QUESTIONS. I'LL TAKE, THE ANSWER IS NO LIQUIDITY DOESN'T INCLUDE RM3 FUNDS THAT'S A SEPARATE TRUSTED ACCOUNT. THE OTHER ONE WAS HOW MUCH IS IN THE RM3 RESERVE?

AMY WORTH, CHAIR: YES.

BRIAN MAYHEW: I DON'T HAVE THE UP TO DATE NUMBER BUT I THINK IT'S CLOSE TO 250 MILLION.

AMY WORTH, CHAIR: THANK YOU. EXCUSE ME -- I HAVE ANOTHER NAME IN MY HEAD. IF YOU HAVE ANY OTHER QUESTIONS, FEEL FREE TO E-MAIL US WITH THAT -- TO CLARIFY, WHAT THAT IS. SO, THANK YOU SO MUCH. THANK YOU VERY MUCH AGAIN TO OUR FINANCE GURU FOR PRESENTING THIS. AND IF THERE IS NO FURTHER COMMENTS OR QUESTIONS, I WILL REFER, ASK FOR A MOTION TO APPROVE RESOLUTION NUMBER 144, SEND THE BATA BUDGET TO THE FULL AUTHORITY FOR APPROVAL.

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GINA PAPAN: PAPAN, MOVE APPROVAL.

AMY WORTH, CHAIR: OKAY. COMMISSIONER PAPAN, MOTION. AND THE SECOND IS?

DAVID RABBIT: RABBIT.

AMY WORTH, CHAIR: BY COMMISSIONER RABBIT. OKAY. NOW MAY I TURN TO OUR COMMITTEE CLERK, PLEASE, FOR CALLING OF THE ROLL.

CLERK OF THE BOARD: YES. [ROLL CALL VOTE] THANK YOU. THE MOTION PASS UNANIMOUSLY BY ALL MEMBERS PRESENT

AMY WORTH, CHAIR: THANK YOU TO STAFF FOR THE WORK ALL OF IT, ALL THREE OF THE PRESS GAVE OVERSIGHT INTO THE BRIDGES, AND THE FINANCES AND THE OPERATIONS AND EVERYTHING WE DO WITH THEM. SO, THANK YOU, AGAIN. AND WITH THAT, WE WILL TURN TO PUBLIC COMMENT. AND LET ME JUST SEE IF WE HAVE ANY PUBLIC COMMENT. I SEE WE HAVE ONE SPEAKER.

CLERK OF THE BOARD: YES. ALETA DUPREE IS THE ONLY ONE WITH A HAND UP. AND I HAVE RECEIVED NOTHING IN WRITING FOR THIS COMMITTEE. MS. DUPREE, GO AHEAD AND UNMUTE YOURSELF. YOU HAVE TWO MINUTES.

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SPEAKER: THANK YOU VERY MUCH CHAIR AMY WORTH AND MEMBERS. ALETA DUPREE FOR THE RECORD. LOTS THE GREAT WORK GETTING READY FOR THE NEW YEAR WITH THE BUDGET REFERRING TO THE AUTHORITY LOTS GOING ON AROUND THE COUNTRY. THE THREE WHAT IN NEW YORK CONTINUES THE WORK OF DECONSTRUCTION IN THE TOLL PLAZAS AND RECONFIGURING ROADWAYS. THE NEW YORK STATE BRIDGE AUTHORITY IS BEGINNING THE CHANGE OVER TO OPEN ROAD TOLLING OVER TIME THIS SUMMER IT'S A SMALLER AGENCY THAT OPERATES FIVE BRIDGES THAT CROSS THE HUDSON RIVER, NORTH OF THE TAPPAN ZEE BRIDGE AND SOUTH OF ALBANY. WICHITA AREA IS DOING SOME WORK. WE HAVE TO CONTINUE OUR FOCUS IN BOLD LEADERSHIP. SOME OTHER AGENCIES OUT THERE SEEM TO HAVE TREPIDATION ABOUT MAKING THESE CHANGES. SUPER ARE USING WHAT I CALL HALF MEASURES AND SOME DON'T SEEM TO HAVE MADE ANY PROGRESS AT ALL AND ARE STILL HAULING VARIOUS BUCKETS AND DUFFLE BAGS OF MONEY AROUND. I THINK OUR BIGGEST CHALLENGE IS SHOWING PEOPLE HOW TO DO THINGS IN NEW WAYS, AND I THINK WE WILL SUCCEED.

CLERK OF THE BOARD: NO ADDITIONAL HANDS.

AMY WORTH, CHAIR: THANK YOU FOR YOUR COMMENTS. ROLAND, AGAIN, I TRUST YOUR ANSWER YOU GOT, IF WE UNDERSTOOD THE QUESTION CORRECTLY. BUT IF NOT PLEASE DON'T HESITATE TO SEND AN E-MAIL SO WE CAN PROVIDE THAT DIRECT ANSWER. SEEING NO OTHER COMMENTS. WE HAVE A CELEBRITY IN OUR MIDST TODAY. FAMILY IS SO

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IMPORTANT TO WORK WE DO, COULDN'T DO WITHOUT, AND WE HAVE A PARTICULAR MOTHER OF A PARTICULAR COMMISSIONER WHO HAS BEEN DEVOTED TO MANY OF THE YEARS THAT I HAVE BEEN ON THE COMMISSION, AND THAT'S JUST A FRACTION OF THE YEARS. I WANT TO RECOGNIZE TODAY THAT DOREEN'S MOTHER, GIOCAPINI IS CELEBRATING HER 105TH BIRTHDAY. CONGRATULATIONS. AND I UNDERSTAND YOUR MOTHER HAS PARTICIPATED IN A NUMBER OF THE MTC BATA EVENTS OVER THE DECADES.

DORENE M. GIACOPINI: SHE HAS. AND THE ONE THAT REALLY RINGS A BEALL FOR ME IS THE INDICTED THAT THE BAY -- THAT THE NEW SPAN -- THAT THE EAST SPAN OF THE BAY BRIDGE OPENED AFTER WE WERE GOING TO DO ALL THE THINGS WE WERE GOING TO DO AS MY HUSBAND WAS GOING TO BED, SO, AT 10:00 AT NIGHT, MY MOTHER DECIDED THAT SHE WAS INTERESTED IN GOING TO SEE THE BRIDGE, AND SO AT 10:00, WE GOT IN LINE, WE WENT OVER THE BRIDGE, WENT TO TREASURE ISLAND, LOOKED AT THE BRIDGE FROM, YOU KNOW, THAT PRETTY VIEWPOINT SHE ENDED UP GETTING INTERVIEWED BY A LOCAL TELEVISION STATION, WHICH OF COURSE SHE ALWAYS DOES -- AND SHE HAS BEEN A BIG SUPPORTIVE OF MTC AS WELL. WE WILL BE CELEBRATING THIS WEEKEND.

AMY WORTH, CHAIR: GREAT. GIVE HER OUR BEST. AND HAPPY BIRTHDAY. SHE WAS THE ONLY ONE ON THE CALL WHO WAS ALIVE WHEN THE BRIDGES WERE FIRST BUILT. WITH THAT WE WILL ADJOURN OUR

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MEETING TO THE NEXT MEETING OF THE BAY AREA TOLL AUTHORITY OVERSIGHT COMMITTEE WHICH IS SCHEDULED TO BE HELD WEDNESDAY JULY 14TH AT 9:35 AND ON THE ZOOM. THANK YOU VERY MUCH. MEETING IS ADJOURNED. [ADJOURNED]

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