

CAMBRIDGE LICENSE COMMISSION HEARING

CITY OF CAMBRIDGE

IN RE: LICENSE COMMISSION POLICY HEARING

LICENSE COMMISSION BOARD MEMBERS:

CHAIR ANDREA JACKSON

POLICE COMMISSIONER ROBERT C. HAAS

ASSISTANT FIRE CHIEF GERARD MAHONEY

STAFF: EXECUTIVE DIRECTOR ELIZABETH LINT

AT: Cambridge College Auditorium
1000 Massachusetts Avenue
Cambridge, Massachusetts 02139

DATE: October 8, 2014

TIME: 5:00 p.m.

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P R O C E E D I N G S

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EXECUTIVE DIRECTOR ELIZABETH LINT:

This is the Commission General Hearing
Wednesday, October 8, 2014 at 5 p.m.

We are at Cambridge College Auditorium,
1000 Mass. Ave.

Before you are Commissioners Chair Andrea
Jackson, Fire Chief Gerald Reardon, and
Commissioner Robert Haas.

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Application: Group Zoom, Inc., d/b/a
Bridj, Matthew George, CEO has applied for a
jitney license to operate 8 routes in Cambridge.
The routes are available in the License
Commission office and will be published on the
License's website for the hearing, which they
are.

CHAIR ANDREA JACKSON: Okay. Let me give you a little bit about the process. We don't make the final decision. We make a recommendation to the city manager, and then it goes to the City Council.

So what we're here doing today is to hear a little about your history, just kind of understand what Bridj is, and I know that you have had some conversations with Traffic & Parking, so I would like to hear from them as it relates to the routes, see if you have any response.

And I'm thinking this will be a very amicable conversation and we can wrap this up quickly.

MATTHEW GEORGE: Absolutely. We're on the record, so I'll be a little kinder. We're not Uber.

POLICE COMMISSIONER ROBERT HAAS: Should we introduce everybody and get it on the record?

CHAIR ANDREA JACKSON: That would help.

Identify yourself for the record, name and position.

MATTHEW GEORGE: My name is Matt George, I'm CEO.

CHAIR ANDREA JACKSON: Matt, last name.

MATTHEW GEORGE: George.

CHAIR ANDREA JACKSON: Spell it please.

MATTHEW GEORGE: G-E-O-R-G-E. Full name is Matthew, and I'm the CEO and founder.

MIKE IZZO: My name is Mike Izzo. Last name is spelled I-Z-Z-O. And I'm the director of operations.

ADAM SHULMAN: I'm Adam Shulman, I'm Transportation Planner in Cambridge Traffic, Parking and Transportation Department. A-D-A-M

S-H-U-L-M-A-N.

SUE CLIPPINGER: Susan Clipper, Director,
Traffic, Parking and Transportation Department.

CHAIR ANDREA JACKSON: Matt?

MATTHEW GEORGE: Cool.

So let me give the minute background of
Bridj, sort of who we are and what we do. I
think that's important in sort of the general
conversation.

So I started Bridj in Middlebury College,
it's a small, rural college, just up the road in
Vermont. I'm originally from Philadelphia, which
I talked to Chief Reardon about, and I told him I
was a firefighter, paramedic in Philadelphia for
a year between high school and college to save up
for school.

And then over the course of college, I
worked nights, weekends in Vermont as a paramedic

and then also summers and holidays as a paramedic in Philadelphia.

I started the company essentially to address a pretty significant need for our rural campus. I was certainly thrust into it.

One of my good friends got elected to be student government president, and one of his big promises was we are going to increase transportation to and from Middlebury. He got elected and I got stuck with it.

So what we started to do at Middlebury was create these direct shuttle networks that went from a very rural campus and went to Boston and New York.

The shuttles had already existed but nobody was riding them because they were going to South Station and Penn Station.

And when we said, oh, well, we know 400

people are going from Middlebury to Boston but only 20 of them are taking a bus, which is a huge problem that we have broadly in public transit, why are they not doing that?

So at the time, I still was biology major and was looking a lot at geospatial acts in healthcare, so I just threw everything in the geospatial program that, oh, well, the reason is nobody is taking the bus is that most people are living over an hour away from the actual stop, which is in downtown Boston.

So I know many of you have kids, and some kids who may be in college, really the last thing you want do as parents on your holiday weekend is to drive an hour and a half to pick your kid up and then drive an hour and a half back home.

So when we realized nobody was taking this bus and we had this problem, we said, okay,

let's use the data in order to design more direct bus routes.

We saw a huge spike in mass transit ridership from the college and because -- even, you know, working, there is still a huge chunk of money that I had to pay each year for tuition, even after financial aid, and there was no sort of philanthropic purpose, it was just money, so, you know, it was a profitable model, and we started to take it to the University of Vermont and then expanded from there.

So in the course of two years, while I was still in college, we grew to be the largest private pop-up mass transportation in the country through our Bridj.com brand, which is now rolled into Bridj.

So it partnered with universities from a thousand kids all the way up to super mega

universities like Texas Tech down in Lubbock Texas, so it really spans the range.

So the only reason I say that is (a) because we established sort've a fundamental model of what we are doing now; and (b) we are not knew to the game of providing pop-up mass transportation.

We are the largest provider already in the country, and we're new to sort've providing it in the city, which is, don't get me wrong, a very different ballgame.

POLICE COMMISSIONER ROBERT HAAS: What did you call it again?

Largest provider of what?

MATTHEW GEORGE: College pop-up mass transportation.

POLICE COMMISSIONER ROBERT HAAS: Tell me what that means.

MATTHEW GEORGE: Ok, yeah, great point.

For instance, I'll give you the Texas example.

Texas Tech University is in Lubbock Texas, which is a relatively remote, small city.

There's not a demand for ten buses to go from Lubbock, Texas to Houston everyday, but the day before Thanksgiving break, there's a massive demand for folks to travel from Lubbock to Houston.

So pop-up mass transportation was just sort've the core of what we're doing now with Bridj, which is essentially targeting the transportation resources at a predicted surge period.

So equivalent in a city is like a morning commute from somewhere in Brookline to Kendall Square.

That creates a lot of cars on the road and creates a lot of transit ridership. Those are the surge events.

So the core concept is matching the right route and the right vehicle to predicted demand rather than putting a vehicle on a fixed route and running it 24 hours a day no matter what the demand is.

POLICE COMMISSIONER ROBERT HAAS: Say that term again?

MATTHEW GEORGE: Pop-up mass transportation. A little jargony. We haven't found anything more elegant yet.

So I graduated college in 2013, and sort've immediately after college we were profitable, doing a couple hundred thousand dollars a year in business, and we are invested in by the same folks here in Boston, who right

here in Cambridge started Zip Car, and Zip Car has now gone on to be -- we were just meeting with a gentleman who leads the Japan transit agency for the entire country and he came over and said, wow, Cambridge is the place that Zip Car started, isn't it?

So widely known. Widely known as a transit innovation from here in Cambridge.

So we were invested in by the same people that started Zip Car, understood it as a model of, well, hey, if we're providing pop-up transportation for thousands of people at universities, cities also have these surge transportation needs and the way that we deliver mass transportation really hasn't changed in the past 100 years.

And so we took the same model of putting the right vehicle on the right route and using a

very data-driven and predicted approach, and that's how we got Bridj.

So that's a little history.

I don't know if you guys want go into --

FIRE CHIEF GERALD REARDON: Not getting into all the nuts and bolts, so let's say you have 100 people that need transportation, obviously, you don't give everyone their exact destination, so --

MATTHEW GEORGE: Exactly. So that's a pretty core part of what we do.

So I'll just give you -- we'll just follow one example through, so we have one example we can wrap our heads around.

Coolidge Corner and Kendall Square.

So, in Coolidge Corner we are looking at things like demographic data about, you know, sort've, you know, people are identified in the

census bureau where they live, where they work.

We are looking at cell phone data, we are looking at 19 different data streams that say, hey, people in Coolidge Corner, where are they going to travel?

We are not going to, of course, as you mentioned, Chief, we are not going to be able to solve every single person's transportation to and from work or to and from wherever they are going, but by using sort've these billions and billions of data points that are available, we can get a pretty good guess as to mathematically how best to serve each one of those people.

So the way sort of service will work in November, and one of the reasons we are looking for a little flexibility here with the Licensing Committee, because it doesn't necessary fall cleanly into any one of the existing categories,

is that, let's say, you live in Coolidge Corner Chief, you go in and specifically say, hey, I'm in Coolidge Corner, I need to go to Kendall Square. We have already predicted you needing to go from Coolidge Corner to Kendall Square in aggregate, so we know approximately how many vehicles that we need to preposition.

So in the fire service world, or even the police world, it's sort've like system data management. It's a very similar concept.

So doing essentially SSM, predeploying small buses to Coolidge Corner because we know that they are going to be needed, and then as soon as you enter a request into the system, we're gonna say, okay, Chief Reardon, Reardon walk to the corner of Beacon Street and Harvard Street, meet up with a Sue and Mike who are also going to Coolidge Corner and here's the bus and

it is going to come pick you up in two minutes.

The bus is only dispatched to that preapproved location if there's demand at that location.

So it's sort of a flexible bus. Instead of you catching the bus, the bus is actually sort of catching you.

POLICE COMMISSIONER ROBERT HAAS: So you will tell people there's no service available if you don't have some --

MATTHEW GEORGE: Exactly. Exactly.

So, and once again, this is all sort very much, you know, there's going to be cases where somebody enters something in the system and we screw it up.

But if you are looking within one of our service areas we defined, even if nobody else is going on that same trip, we are still going to

guaranty you service simply because that's a huge part of our value proposition to be able to have a reliable sort've ride, if you will, to be able to go from anywhere in the city that we cover to anywhere else in the city that we cover.

And we are going to try to aggregate demand to best utilize that vehicle, but if we can't aggregate enough demand, that's on us, not the user, and we'll still provide a guaranteed ride.

FIRE CHIEF GERALD REARDON: So what type of vehicles will you be using?

You are probably not gonna run the size of a transit bus?

MATTHEW GEORGE: No. And that's really important.

So we started out -- one of the things we went over on the phone with these guys was we

started out in Brookline with big, huge 54 passenger buses that we were filling most of the way.

We were riding 60, 70 percent occupancy, but (a) you can only provide a limited number of departure times because you have to get that many people on the bus, and that's not the best for the user; (b) they are big and noisy and people hate them; (c) they are really expensive.

So what we have transitioned to now is the model of using 13 to 15 passenger sprinter vans and also some more Econoline vans. And the sprinters are 1.6 liter engines that are quieter than my Ford Escape. They use less gas.

FIRE CHIEF GERALD REARDON: Mercedes engines?

MATTHEW GEORGE: Well, technically Freightliner here in the US.

But a family anywhere in Cambridge could buy one of these vans. People regularly do for big families. So they are vans. They are not big, huge clunky transit buses.

FIRE CHIEF GERALD REARDON: So these are standard Freightliner vans with -- the oversized ones with the dual wheels and all? Or are you trying to stick --

MATTHEW GEORGE: So the oversized ones with dual wheels, some of them do, simply because, depending on the outfitter, and actually the state they are outfitted in because of gross vehicle weight rules.

All of them, of course, meet the State of Massachusetts requirements because they have to pass through the DPU.

But some have dual rear axial and some don't, and some have additional boxes built on

the back and some don't, but it doesn't change the core width or the noise or anything like that.

CHAIR ANDREA JACKSON: Where are you getting the buses from?

MATTHEW GEORGE: So we partner directly with local vendors, sort've like DTV is the primary one we use, you know, is approved through the Department of Public Utilities. It is pretty large company here in Boston.

Just, you know, so you're never are blind-sided in the future we may own and operate sort of the vehicles ourselves to better provide sort of a continuation of service.

That is an issue with the DPU and we have already started that process with the DPU to open the door.

So as far as you guys are concerned, the

vehicle type won't change. It will be just who is operating it. But right now we partner with local licensed insured limo companies. Not like some other providers who are saying, hey, Johnny, wanna drive a van today? They are all professionals that are licensed.

FIRE CHIEF GERALD REARDON: So the vehicles, are they going to be clearly marked?

MATTHEW GEORGE: So, right now, so we are operating right now, you know, as everybody knows, or potentially doesn't know, the vehicles right now have a Bridj sign that are put in the front window.

If we start to own vehicles and operate vehicles, the vehicles will have Bridj very clearly and graphically marked on the side in addition to the DPU- and DOT-required identification on the rear quarter.

FIRE CHIEF GERALD REARDON: Have you considered doing like the magnetic signs on the sides?

MATTHEW GEORGE: We were just talking about that today.

With the problem with a lot of the converted vehicles is that they are aluminum and fiberglass, so we have lost a couple expensive test signs by trying to stick them on places that they shouldn't have been stuck.

We have tried everything like cling wraps and vinyl wraps and we haven't find a good identification solution.

That's why we just have a corrugated, nice full-color sign we put up in the front window.

CHAIR ANDREA JACKSON: I think my only concern in terms of the signage is if someone had

a complaint that they wanted to file, or compliment, they wouldn't know who to contact because in essence they would see the bus going by and may not catch the sign in the front window.

MATTHEW GEORGE: Yeah, so it's sort of an issue that the Department of Public Utilities has addressed and essentially said that all vehicles need to have them, but if you look at any of the buses passing by, there's that information on the rear quarter panel.

So if someone had a complaint, remarkably they all actually do come through us, and they do find us, and if someone has a complaint, the vehicle is always marked with who the actual operator is and the complaints that we get in, and we have only gotten one really, right, the guy who was driving too cautiously over the

railroad tracks.

MIKE IZZO: Yeah, two or three from motorists who happened to be driving in the vicinity of our vehicle on the road said, oh, I saw your vehicle doing -- we had a driver who was driving too cautiously and too slow on Comm Ave for the various other drivers.

MATTHEW GEORGE: So all the vehicles are marked with the operator, so if somebody called up and said, hey, I have a direct safety concern about your driver, we would pass that safety concern on directly to the operator anyway, but I hear you, and you know, especially if we do start to own and operate vehicles, they will be clearly marked.

FIRE CHIEF GERALD REARDON: So the vans will have "owned and operated by" on the bottom --

MIKE IZZO: Right. So DPV owns that and I call DPV, hey, what the heck? And then DPV says, oh, we were providing Bridj service.

FIRE CHIEF GERALD REARDON: A quick question: On the inside, will there be anything on the inside that gives the driver of the route or something? If I'm in there, and I don't like it, but I don't necessarily want to talk to the driver, it would be easy enough to find out --

MATTHEW GEORGE: Yeah. So this is something that we are addressing sort of the technology as it advances to be able to tie a concern or a compliment.

We actually get way more compliments than we get concerns.

Inside of the vehicle there's a Bridj sign that includes things like a wifi password and things like.

We are not currently putting up driver information because the limo companies are so large.

It is not like we own and operate them at least right now and we can put the same drivers on the same buses.

The drivers sometimes are determined by the limo company until the morning of. It's hard to get --

FIRE CHIEF GERALD REARDON: Even if you had a number assigned to the sign that you know that sign is in van 8 today, and it doesn't have to have everybody's name on it.

MIKE IZZO: So, yeah, everyday when we are running service we know who the driver is and what vehicle they are in. We know what route. We know what times they are departing and where they are supposed to.

We track them with tablets, and we can see where the vehicles are on the computer screen.

And then the customers purchase tickets ahead of time, so they buy a ticket at a particular departure time, so we know if a customer says, I was on the bus today and there was a problem, and we know their name, we know exactly what bus they were on and exactly what driver was driving that bus, where they started and where they ended.

CHAIR ANDREA JACKSON: You can use that same type of process in terms of if someone leaves something on the bus, say I leave my iPad on the bus, I can call and say, hey, I left my iPad.

MIKE IZZO: Yes. If people have left something behind, oftentimes we'll recover it

from the driver, the customer contacts us through our support email, and we are able to respond quickly.

FIRE CHIEF GERALD REARDON: How are you tracking? With hand-held GPS?

MIKE IZZO: So, right now we have a tablet that we plug into the vehicle.

It transmits a signal every two seconds and that goes to our dashboard and we are able to --

FIRE CHIEF GERALD REARDON: You are using a SIM card for that purpose?

MIKE IZZO: Yeah, there's a data plan on that on every tablet.

MATTHEW GEORGE: So we essentially buy tablets from Verizon that comes preloaded with the SIM card.

CHAIR ANDREA JACKSON: Are the buses

handicap accessible?

MATTHEW GEORGE: Yes. So, right now we have at least one handicap-accessible vehicle in circulation at all times.

That's the one vehicle that DPV has, you know, that at least that meets our spec that is handicap accessible and if you sort of look at the Department of Public Utilities' regulations they say you need 24 hours' notice to provide a private contractor.

We think that's not very good for a lot of the reasons.

The American with Disabilities Act, if someone has a disability and somebody needs to access a system, they should be able to access it in realtime like anybody else.

So it is always an ongoing challenge because the vehicles supplied in the United

States, the cost and the frequency, especially small vans with wheelchair lifts, which are huge for a small van, is limited, but I was just in Germany last week with the executives at Mercedes and we were talking about how we can bring over some of their technology that we deploy widely in Europe to make 100 percent of the vehicles ADA accessible.

We have had discussions here in Massachusetts, and you know, with all folks throughout all the country. You know, it is also business benefit for us, right, I mean if we can provide service way more effectively and more equitably, that's something that is of interest to everybody.

So we have a pretty solid economic incentive and moral incentive to be able to do that.

FIRE CHIEF GERALD REARDON: Did you meet
Transportation Secretary Davey --

MATTHEW GEORGE: No comment.

CHAIR ANDREA JACKSON: Any issue with a
passengers who may get on with a service animal?

I know that in other instances, there's
been issues whether it's a taxi or a car, do you
know of any issues you may have had with anyone
trying to --

MIKE IZZO: We haven't encountered that
yet.

MATTHEW GEORGE: We have a couple
visually-impaired clients who did not have
service animals.

One I know does have a service animal
that she does use sometimes. She's an original
Coolidge Corner customer. I am not still she is
still using the service.

We haven't encountered it but one of the nice things about us, as opposed to some other instances, is that the drivers are a lot more in control and we are not just giving a driver -- mailing a driver a cell phone and telling him to go at it.

They are pretty heavily trained by the limo company and also we give them customer service training.

And it's one of those things where if there's a service animal, there's no reason that we would not be able to accommodate that animal.

POLICE COMMISSIONER ROBERT HAAS: What is the business arrangement between you and the vendors that are operating for you?

What is the vetting process?

What is the, I guess, financial

arrangement that existing between you and a rider to make sure -- you have to be recouping some profits from this process, so I'm assuming there's an additional costs, aside from what the vendor is looking for to cover their cost, so how does it all work? I'm trying to figure how that works.

MATTHEW GEORGE: Yeah. So, take it down, and let me know if I'm not being clear.

So the way we source our vendors is we essentially go in the market, which is what we did, and sort of -- you know, it's very easy to weed out the good guys versus the bad guys by simply asking, How long you have been in business? And sort of folks who are a little fly-by-night, that number tends not to be very high.

So you find a couple of the very

reputable companies, and then we sort of do a financial quote process.

The way we deal with it right now, I can't quote specific dollar numbers, but the way we deal with it now is essentially a per hour basis, which is different than some other service models, so if you are -- if you own a limo company, we are paying you a certain dollar amount per hour to deploy on the Bridj system.

We then do a Federal Safe Stat check, which is sort of a query of the DOT safety database. And especially on the college university side, we have disqualified a few vendors based on sort of the initial service we have done, based on things -- we haven't ever disqualified anybody on the city side because we have been pretty selective, but on the university side, where we're dealing with vendors all around

the country, we have disqualified people based on the recent history of vehicles being taken out of service for safety violations, excessive out of service days, a pattern of safety violations.

So we rely on the Department of Transportation to provide that data. And nobody that we know physically goes in and does sort of an independent audit above and beyond what the DOT does.

So we do that, and then we also require sort of a proof of insurance that meets our insurance standards.

Bridj is named as an additional insured, and as part of that policy, we also verify workers' compensation insurance.

FIRE CHIEF GERALD REARDON: So these vans do other jobs when they are not working for Bridj?

MATTHEW GEORGE: Yeah. So they could be working for Bridj in the morning, the afternoon and in the middle of the day taking a group of Genzyme executives to the airport.

POLICE COMMISSIONER ROBERT HAAS: So your financial arrangement with the company is to pay strictly by an hourly basis regardless of who they pick up and don't pick up, and then you assess the passengers and that's where you draw your profit from?

MATTHEW GEORGE: Exactly.

POLICE COMMISSIONER ROBERT HAAS: So they don't care about the fact that they are driving around in a loaded vehicle or empty vehicle?

MATTHEW GEORGE: Nope. We believe that service models that unnecessarily push your business risk onto somebody who is not as big as you, is not a stable model morally or

financially.

So if we are going to be able to build a stable business, we are not gonna push that risk off on somebody else.

POLICE COMMISSIONER ROBERT HAAS: If I'm looking for a ride, how do I know what the fare will be for a ride?

I'm assuming I'm telling you where I am and where I want to go and you are able to quote to me a price, right?

MATTHEW GEORGE: I'll give you the now answer, and then in the two-or-three-months answer.

The now answer is, it is a flat fare based on the time of your request. Everyone in the City of Boston wants to travel between 8:30 and 8:40 in the morning, and we can't put all the buses on the road between 8:20 and 8:40 in the

morning.

So it is a higher rate for those peak periods and trying to shift people to take the earlier and later buses to make sure that demand spread is pretty even, and sort of a flat rate based on distance. So right now, it's just a flat rate throughout Boston.

We may start to tier that especially if we start to do Waltham into Boston. That fare is obviously going to be different than Coolidge Corner to Kendall Square.

But in the foreseeable future it will remain a flat prequoted rate that you receive before the trip for sort of their origin destination and that price will fluctuate based on demand on the system.

So I want to make that clear so you are never broad-sided by it because that's been a

point of contention other places.

So built into the system we do have the ability to essentially raise the price to a reasonable level to encourage folks to take the earlier or later bus and ensure that there's always space on the prime bus for those who need it.

And we are exploring some interesting relationships in various states about how to incorporate ADA customers into that system and ensuring that they always have a flat rate no matter where they are going or when they are going, and also instead of saying, hey, go to the corner, being able to pick those customers up directly from their place or residence.

FIRE CHIEF GERALD REARDON: So the drivers don't necessarily swipe any credit cards or anything?

MATTHEW GEORGE: No cash. No credit card. It is all done on a prereservation.

FIRE CHIEF GERALD REARDON: How do they get the calls? Through the tablet?

MATTHEW GEORGE: Yeah. So it is not necessarily a call. It is sort of a fixed route.

So the driver turns on the tablet -- and we are not doing it like this now. This will be fully implemented next month.

The driver turns on the tablet and follows the fixed route, a fixed route to the driver. We are dynamically adjusting it based on the demand.

So you turn on your tablet and then follow the route, like you follow your normal GPS, that says, okay, chief, stop at this corner and expect three people to get on the bus. Here's the names and pictures.

FIRE CHIEF GERALD REARDON: So I'm doing a load of executives for Genzyme right now and then a Bridj call comes in, so how is the driver -- is it just on the tablet and the tablet is a source?

MATTHEW GEORGE: It's not a call. If someone is on Bridj system, they have agreed to be on the system for a set period of time, which is different than some of the other technology, you know, to turn it on and turn it off.

It's sort of like a shift. We may move to that model with enough critical mass in the foreseeable future.

So, you know, you sign in for your shift and you follow the route wherever it tells you to go. And the shifts can be as short as two or three hours.

And after your three hours, you are done,

go pick up your Genzyme excessive, bring them to the airport, and during the evening rush, you have another scheduled shift that we have agreed to pay you a set amount, and you go on the tablet.

POLICE COMMISSIONER ROBERT HAAS: Explain to me how a rider pays for a ride.

MATTHEW GEORGE: Right now they are paying for the ride through the Bridj.com website.

POLICE COMMISSIONER ROBERT HAAS: So they have to subscribe to your website?

MATTHEW GEORGE: They don't have to subscribe to the website. So just like if you were purchasing ticket to the Kendall Square cinema or anything else, you are purchasing a ticket through the website.

You do have to create an account, and

that's important for DTU rules which make the differentiation between common carrier and non-common carrier. And because we are sort of a set group we don't fall under the common carrier definition.

You have to log in and be part of a set group. Once you log in, you are identified as part of the set group, you then purchase your ticket directly on the site, and you pick a time and the system says, okay, to arrive from Coolidge Corner to Kendall at this time it will be \$3, you enter your credit card information in, it is all PCI compliant and we never see the actual credit cards.

And you get an email within about ten seconds of that.

POLICE COMMISSIONER ROBERT HAAS: You don't store the credit cards like Uber does?

MATTHEW GEORGE: No. Knowing what Uber -- it gets down to semantics. So companies like us, use third party credit cards processors. Like Stripe is the one that we use.

All the information is maintained on Stripe's server, so we never physically store the information.

But the way the cyber privacy laws work to hold companies accountable, is that we are technically responsible for that data even though we never touch it and never see it, and that's why companies like Stripe are so valuable because they come to companies like us and they say, if there's ever a data breach, we take on all the liability. We take on all the liability of the service.

So technically under the law, the cyber privacy law, we own the data but we never store

it and we don't have servers.

CHAIR ANDREA JACKSON: So the drivers at no time take any cash?

MATTHEW GEORGE: No.

CHAIR ANDREA JACKSON: So we received a letter, an email, essentially in opposition where the citizen had concerns, and I don't necessarily believe are our concerns, I don't think necessary it falls under the purview of a jitney license, but I will entertain and ask anyway, I will kind of skim, I won't read it verbatim, the concern was, they were looking for an anonymous usage of a condition of licensing by saying something that you will respect citizens' privacy, and you will allow people to pay and ride anonymously, and show how you will fulfill that commitment initially. It means that your computer systems will at no time know their identify, accept cash

payment on the bus.

Again, these are not my concerns. I was reading what was sent to me.

Let a passenger pay by phoning a 900 number and noting down a code as proof of payment. Work from any pay phone, including a pay phone. To make it anonymous, you should put coins into a pay phone, or if you use someone else's phone, it reimburses that person in cash. Then the passenger can sign up for a web -- can sign up on the web for a ride anonymously giving the code rather than making an on-line payment.

Do you have any comment to that?

MATTHEW GEORGE: (Pause.)

CHAIR ANDREA JACKSON: You can say "none."

MATTHEW GEORGE: We very clearly outline our privacy policy on our website as people

purchase tickets.

We, of course, respect folks' privacy, and what that letter is also getting to is a very small, but very vocal, community who views any sort of personal information tied to transit. You know, they oppose the MBTA cards all the time.

We hear the concern, we understand the concern, but there's also realities of modern business and modern legal compliance where we have to ensure that purchases are not fraudulent and we do have to collect some information.

CHAIR ANDREA JACKSON: Okay. Asked and answered.

To your knowledge, are the drivers background checked and who conducts the check?

MATTHEW GEORGE: Yes, so the Department of Public Utilities in the State of Massachusetts

have strict regulations about ensuring that limousine drivers, especially limo drivers who are approved to drive bigger buses, are pretty thoroughly checked.

So, we from a legal and compliance standpoint don't personally check the drivers simply because (a) that is not within our legal purview; and (b) that's the responsibility of the vendor.

So we ensure through the Department of Public Utilities, and we essentially put the responsibility on the regulatory agency, which is the Department of Public Utilities, to ensure that the vendor is properly compliant with background check, randomized drug testing of all the drivers and we at regular intervals, I think we are coming UP to our regular three-month check for DPV, will regularly check up with the

Department of Public Utilities to make sure that there's no known issues with the Department of Public Utilities, but they would also let us know if anything cropped up.

CHAIR ANDREA JACKSON: Do you know if they have a specific, and "they" being the vendor, if there's a specific process in place in the event the bus was ever in an accident?

MATTHEW GEORGE: Yes.

So I can't quote the --- because I would misquote it, the specific policy of DPV, but you know the DPU regulations more than I do. Do you know off the top of your head what the DPU requirements are for accident reporting?

MIKE IZZO: I can't quote it myself.

CHAIR ANDREA JACKSON: So maybe like some type of random drug testing? I'm thinking out loud.

MATTHEW GEORGE: So, yeah, the Department of Public Utilities requires that.

So if you get into an accident in a DPU licensed vehicle, and you know, we are not using unlicensed vehicles. So if you get into an accident using a DPU licensed vehicle, you have reporting requirements to DPU and the DPU also sets forth strict regulations in terms of driver background checks, licensure checks and randomized drug testing, but I can't quote the policy.

CHAIR ANDREA JACKSON: That's fine.

Any other questions?

POLICE COMMISSIONER ROBERT HAAS: So you've alluded a couple times to the notion that you've got an established rider base that uses your service frequently.

So where is that rider base established

at this point in time?

MATTHEW GEORGE: Yeah, so while we count on specific numbers, the rider basis is essentially in the two major micro markets that we've introduced and we've introduced it in technology picking two relatively different markets to get a lot of information about how users interact with the services.

So our origins are almost exclusively in Coolidge Corner and Allston, so two relatively different neighborhoods sort of demographically and all that good stuff, and a lot of the destinations -- so about a third of the destinations set are Cambridge. And, Peter, from our team, is a third a good approximation?

PETER ANDERSEN: (Nodding.)

CHAIR ANDREA JACKSON: Peter, I need you to speak in the affirmative, and if you can state

your name, please.

PETER ANDERSEN: Peter Andersen,
A-N-D-E-R-S-E-N. And yes, I would say about a
third.

POLICE COMMISSIONER ROBERT HAAS: Your
affiliation with Bridj?

PETER ANDERSEN: I'm an employee of
Bridj.

MATTHEW GEORGE: He's an analyst with
Bridj. He looks at our customer data and helps
our planning team work their magic.

CHAIR ANDREA JACKSON: Peter, you are
fine. Thank you.

MATTHEW GEORGE: A third of our
destinations are Cambridge.

The other two thirds are downtown Boston.

POLICE COMMISSIONER ROBERT HAAS: How
long have you been operating these pilot

markets?

MATTHEW GEORGE: We have been operating pilot markets since June 2nd of this year and they have been slowly rolling it out.

We need to prove that we can put buses on the road reliably and have a reliable service for our customers.

We have done it relatively slowly but growing every week, and have been going sort of in the city markets since June 2.

POLICE COMMISSIONER ROBERT HAAS: So describe to me how you do these prearranged or preset routes and times of day when you use the vendors.

MATTHEW GEORGE: Totally.

POLICE COMMISSIONER ROBERT HAAS: For example, what does it look like? How it is structured?

MATTHEW GEORGE: So the routes are essentially analyzed.

So the gentleman who leads our research team is Dr. David Block Schachter, B-L-O-C-K S-C-H-A-C-H-T-E-R, was a lead at one of the MIT labs and has his Ph.D. in sort've transit planning from MIT, was then the Director of Research Innovation over at the MBTA, so knows what he's doing.

And what his team does is, they look at the tons and tons of data to understand where people are going.

And right now we are essentially drawing a relatively fixed route that passengers can go on the web and sort've reserve.

Then we then contract with the vendors to provide services for that morning peak or afternoon peak. What that will move to, which is

one of the things that we have had great productive conversations with, and something certainly we need to address here, is a little more of a fluid service where this is what we are doing in Boston, this went through the Boston hearing with the Boston City Council, essentially taking realtime demands and saying, hey, if there's folks who need to go from here to Kendall Square, the bus will pull up at an approved MBTA stop, which we coordinate with the MBTA, so it's an open dialogue, users, instead of scheduling, like we are talking before, they say, I need to go from here to here. Okay, Chief, go to this MBTA bus stop or this other approved bus stop, the bus will be there in three minutes and will take you to another approved bus stop close to your destination. But if there's nobody there, the bus is not going to stop there, which

essentially throws a wrench into how we view Jitney licenses in Cambridge and how we view Jitney licenses in Boston.

And Boston has taken the approach, led by Mayor Walsh, and especially Councilor McCarthy, saying, hey, let's look at this as a pilot program. We'll put you into the jitney license process and do regular reviews with you and the MBTA to make sure it is not causing havoc.

We have the same process in place with Brookline. It has been a very collaborative, open dialogue relationship, and there's been no significant issues ever recorded with the exception of one noise complaint in Brookline, and we then coordinated with the MBTA to use the MBTA stop rather than a residential parking lot.

So moving to the MBTA stop happened within four days after we received the complaint,

and actually, the woman who complained came to one of our review meetings and praised us on how responsible we were in combination with the city.

CHAIR ANDREA JACKSON: Was it like the bus idling?

MATTHEW GEORGE: Yeah. Even we weren't going over the idling rules, it was sort of an off-the-beaten-track parking lot, which we thought was better to not cause any issues, and then the town sort said, okay, we thought so too but it is going to be better if you use the high-traffic Harvard Street corridor where there's not the same noise concerns. I'm sorry, it's Center Street parking lot, which is what we were using in Brookline.

CHAIR ANDREA JACKSON: Are you okay?

POLICE COMMISSIONER ROBERT HAAS: Good.

CHAIR ANDREA JACKSON: So that was all very helpful. Thank you.

So I think the one thing we need to hammer out, and I think that's why we've got our Transportation Department here, is just in terms of the routes and the stops.

My understanding is that you guys have met, you had a conversation. If you could enlighten us in terms of what you may or may not have agreed to would be helpful for us.

Sue, I'll ask you.

SUE CLIPPINGER: I think, first of all, from a broad transportation perspective, this is a really interesting service model because of the challenges we have had for a long time with T services and some of the opportunities this represents to try to do some servicing across those radiuses.

It is interesting. And it will be very interesting to see how ridership developments evolves, and what kinds of demands come out of that, and it can be very helpful as a city of where there's opportunities that need to be supported.

Our two basic concerns, as always, with jitney licenses, are routes and stops, and so we had taken the approach that in spite of the specific routes that were identified with the model, that they are trying to present means that they could be traveling basically anywhere in the city and stopping anywhere in the city based on the kinds of service requests, and so we've really tried to look at the whole city as a whole as best we could and try to identify if there were areas of concern.

In terms of routings, there's the two

routes -- the two streets that we talked about of concern, which is Pearl and Magazine, and trying as much as possible to encourage the use of Western, River, Brookline, Sidney, Albany, and Waverly of its services running between the BU Bridge or other locations in Cambridge just in order to try to minimize impact on those. That's residential neighborhoods.

So that was something which we talked about, and they are interested in having that option. I believe they will try not to use it, and we will try to monitor use based on any kinds feedback we are getting from residents.

POLICE COMMISSIONER ROBERT HAAS: Tell me the names of the street.

SUE CLIPPINGER: Pearl and Magazine.

We then identified six stop locations where the volume of activity, and sort of the

density of all the things happening, were of concerned and we've talked through those.

So two of the locations, I think, we've reached an agreement. One of the locations we identified, which is a concern to us, and I think not so much to Bridj, is the bus stop on Cambridge Street at the high school.

For us, it has been a problem because of all the school-related transportations services and matching the demand for that and the bus stop.

Bridj has indicated that's not a stop they anticipate using and they don't have a problem not using that.

The other location we looked at is in Kendall Square where, again, use of the Kendall Square main street stops may be somewhat difficult with construction activity but -- and

we have two sets of bus stops on the street. One set, which is MBTA bus stops, and then a crosswalk, and then another set of stops, which is the way to Galleria. We've asked them to use the private shuttle on that stop, which they've agreed to.

That leaves us four locations of concern, which probably come as no surprise: Mass. Ave and Harvard Square right at the Harvard Yard; Mass. Ave, 77 Mass. Ave stop; Central Square stop right at Pearl; and the Porter Square stop at Mass and Upland, which are ones that we're challenged at, and what we've talked to them about, and met over, is creating a monitoring program that would allow us to monitor what is happening at those locations over the temporary initial time period, which Bridj has recommended is eight months, and we would spend the first

month hammering out of our details of memo of understanding about how the monitoring would happen, and then if they are permitted, they would be operate and we would work with them to monitor those stops.

They may or may not even use them. They would provide the data on how often they are using them.

We would be looking at complaints, noise, T delay, you know, various kinds of things that we can -- we would work with them on to try identify whether we feel that their use of those stops is a problem.

And we basically want them to use for their drop off/pick up, the MBTA bus stops because those are locations where we have a high likelihood of having a curb area clear and available that's not blocking a travel lane and

not blocking a bus lane.

And as long as they are not laying over, and they are just picking up and dropping up, we are confident that for 99 percent of them, it's an easy activity to share the MBTA bus stops, and we have four locations that we would monitor to make sure that works.

That's basically where we have gotten to in the conversations.

CHAIR ANDREA JACKSON: That's helpful.

Any questions?

POLICE COMMISSIONER ROBERT HAAS: So would you initially start off with a -- I know you are spelling out the things you already discussed and agreed upon, and with the idea of monitoring it over -- you said, over four months?

SUE CLIPPINGER: Seven months.

POLICE COMMISSIONER ROBERT HAAS:

Monitoring it for seven months, and then modify it to get to a more semi-permanent resolution as far as stops and routes?

SUE CLIPPINGER: Also, the way we are envisioning it, is that they would come back to you for continue operating permission and we would be part of that discussion hearing to identify how things have gone and what changes might make sense.

CHAIR ANDREA JACKSON: Any questions?

FIRE CHIEF GERALD REARDON: No.

CHAIR ANDREA JACKSON: Do you have any response to Ms. Clipper in terms of routes and stops?

MATTHEW GEORGE: Totally. So I would like to start out and say we started very, very far apart on this issue. And I very, very, very much want to commend the leadership of Cambridge

and Sue and her staff about being incredibly reasonably to at least try something and put in place a process to ensure that if it is not working, it is not working, and address from there, but if it is working, let it work, let's get cars off the Cambridge streets and let it go from there. And that would not have happened, you know, without Sue's leadership and the leadership of mayor's office and Mayor Maher.

So the restrictions of the two stops are agreeable to us at this point.

I will say just on the record, sort of a caveat, and sort of give a brief example from Coolidge Corner, we have a gentleman that rides with his two children every so often on the bus but because they are, I think, and he wants his children to go to a school that's only in Cambridge and uses Bridj to help get his kids to

school in Cambridge.

And we as -- this is not a Cambridge-level concern. This is something we talk about all the time. We are very, very, very cautious about cherry picking go- or no-go zones on a case-by-case basis.

So one of the things, and it is not, of course, on our immediate plans, but let's say someone was using Bridj who might not have been able to get their kid on the bus or was using Bridj to commute to work as a teacher and going to -- we have a ton of teachers, especially in the morning, half of our riders are either MIT professors or teachers, using Bridj to go to work.

So while the intent is very good about ensuring that sort've curb space is available at one of these high-density areas, we would ask the

city in general, and this is not a concern right now, but just as part of the conversation, to say, okay, well, maybe, if River and Magazine starts are so sensitive that they can't deal with a passenger van going down them, maybe that should be an indicator that those streets could perhaps be a target for wider enforcement of a commercial vehicle van and sort of identifying those as streets as sort of sensitive streets.

In the future what we would love to be able to do, sort of after the pilot program, come back to you guys with solid data that Sue and our team is really taking a lot of leadership on and say, hey, look, there's really no issues happening with the MBTA bus stops, there's very few, if any, noise complaints, we want to follow the same rules as everybody else follows and say if, hey, if there are vehicles under a gross

vehicle weight and there's no commercial restrictions on that street, we want to be treated just like everybody else and be able to use that street.

You know, if you are a resident on Magazine Street, and I used to live on Pleasant Street, if you are a resident on Magazine Street and you are not able to get Bridj on your street and someone else is, it tends to create sort of an unequalled situation that we understand, and it puts the burden on us to explain that to our customers.

Whereas, we would love to be able to say, we're gonna use every approved MBTA stop, we're not gonna stop in the middle of the street, and we would love to use any street that doesn't have a commercial vehicle restriction on it and be treated just like anybody else. And in the

effort of collaboration, and sort of one of the things that Sue has been working very hard on, we are totally fine with these two restriction during the trial period, but I just want to go on the record and say, if there are no significant complaints, and there's no significant issues that we can really point to, and put the burden of proof on you guys, and us, of saying, this is not working, we are going to come back and essentially ask for treatment like any other commercial vehicle operator to be able to use roads like any other commercial vehicle operator.

But we don't have the data yet, and we will in a couple months, so this is 110 percent reasonable, and once again, I want to go on the record thanking Sue and her staff who worked hard on this, as well as the mayor, and a number of

City Councilors who worked hard on this.

FIRE CHIEF GERALD REARDON: Just for the record, a lot of these streets don't have MBTA service on them either.

MATTHEW GEORGE: Yeah. So just from experience, like the MIT shuttle that does like quasi-jitney, especially late at night, we'll occasionally use Magazine Street cutting through because there's a lot of students there. It is sort of a high density area (pause) -- now MIT is going to kill me. I've heard, I've never personally witnessed, that happening. So it is all hearsay. But being able to use a vehicle that's no bigger than a Ford Expedition that anybody can use, we want to be able provide that same level of service to some of those areas, as Sue knows, that are really parking congested and have a relatively high rate of vehicle

ownership.

CHAIR ANDREA JACKSON: So is it possible to reduce all of that to writing?

I guess I'm looking for, is it possible to put something in writing in sort of a memo of understanding that says, you know, this is what we agreed to as it relates to routes and stops during a trial period?

MATTHEW GEORGE: Yeah, and I think there's been a lot of back and forth, and not contentious back and forth, but just process back and forth where the mayor's office was prepared to sort of take charge and say, hey, we bought this altogether, we are going to declare this an official Cambridge pilot program under sort of these restrictions that we have talked about, or we can work with Sue's office to sort of draft an MOU that we target about a month from now to

present back, and it is up to you guys to sort
let us know how best you want to deal with it
because it is a little bit of a weird situation
that it doesn't fall neatly into a niche.

FIRE CHIEF GERALD REARDON: It should be
with Traffic & Parking for my purposes.

MATTHEW GEORGE: Yeah.

FIRE CHIEF GERALD REARDON: That's what
they do.

MATTHEW GEORGE: Yep. So one of the
concerns that we heard is that Traffic & Parking
has to escalate it to make sure it's codified,
so we're game for whatever you guys decide is
best.

SUE CLIPPINGER: Yeah. I mean we're
talking about an MOU?

POLICE COMMISSIONER ROBERT HAAS: Uh-huh.

SUE CLIPPINGER: We're talking about

pretty much what you said and agreed to, that within a month we should be able to have an MOU that outlines the specifics that we're talking about right now.

That's what you are asking for right?

CHAIR ANDREA JACKSON: Yes.

SUE CLIPPINGER: Yes.

MATTHEW GEORGE: My only concern is a citizen who is very worried we are not taking anonymous coins on the buss and calls up Chief Haas and says, hey, there's a bus picking up and dropping off at this stop and we don't have a cover then and you don't have cover.

POLICE COMMISSIONER ROBERT HAAS: I don't know that you fit -- I don't think so, because it's kind of a hybrid what you were producing here. I don't know if you fit squarely into --

MATTHEW GEORGE: It's the same situation

in Boston, we don't fit in a category, so we are reviewing it ad hoc. I just want to bring it up so you are not blind-sided if somebody brings it up and says that.

POLICE COMMISSIONER ROBERT HAAS: It wouldn't be my office that gets those complaints. It would be License Commission.

EXECUTIVE DIRECTOR ELIZABETH LINT: In the history of going through these jitney applications or complaints, the complaints have really come from the large buses being on some of the side streets, in particular Prospect, so we have dealt with those very well.

CHAIR ANDREA JACKSON: Putnam Avenue?

EXECUTIVE DIRECTOR ELIZABETH LINT: Putnam, right, where it is so densely residential that when the large buses were coming and the MIT shuttles and LMA shuttles, it was a matter of

phone call and they no longer use that street, so it worked out very well.

I don't think what you are proposing is going to give rise to that particular --

MATTHEW GEORGE: Just a word of caution there, just like anything else, we do have overall detractors who are saying, you know, things like, oh, the private sector should not be playing in typically a public sector activity which provides mass transportation.

So just as a point to bring up, you could have someone that has a moral issue that we are not taking anonymous Bit coins who calls in and says, this is causing me undue metal stress.

I think we need to develop a process and a threshold to make sure that we're really understanding if there is a concern or if it is just some of the noise that we all get.

POLICE COMMISSIONER ROBERT HAAS: Isn't it a matter of choice though?

CHAIR ANDREA JACKSON: I was about to say that. I guess I look at it --

POLICE COMMISSIONER ROBERT HAAS: They are subscribing or buying a ticket from you, so it is a matter of choice as opposed to a regularly-scheduled service that people have an expectation that if an MBTA stops here, I have the right to get on the bus and I have a right to preserve my anonymity getting on this bus. Whereas I'm subscribing with you or reserving with you a ride, right --

MATTHEW GEORGE: And that's why we are not a common career.

But I agree with that. But if somebody is angry at us and wants to torpedo us somehow, all they have to say is -- you know, pick up the

phone and register complaints. We just need to make sure we have a legitimate --

POLICE COMMISSIONER ROBERT HAAS: So the question for the Chair is: What do you think of the notion of treating it like a jitney in terms of licensing that Brookline and Boston you are doing right now?

MATTHEW GEORGE: Nobody has a good answer yet. Everyone asks the same question.

CHAIR ANDREA JACKSON: It is a little bit of a gray area. But I guess my only thought process, and I don't know how you feel me going ahead and just making a motion, I don't see why we can't go ahead and approve it on an eight-month trial of period.

POLICE COMMISSIONER ROBERT HAAS: We want to see the MOU first.

CHAIR ANDREA JACKSON: Right. I mean, at

the end the day --

POLICE COMMISSIONER ROBERT HAAS: I want to make sure there's complete agreement between Traffic & Parking and the applicant, and the best way to do that is in the form of writing.

You may come across stuff as you start to do the writing that breaks apart, and we can take a vote and what do we do then.

MATTHEW GEORGE: I would register the same concern that you are registering. We want to ensure -- you know, even if it is an off-line process where we just keep you guys in the loop, you know, we want to ensure that just -- you know, just to protect from us, and also to protect, you know, from us going out and saying, okay, great, we are going to run jetpacks throughout the city. We want to ensure the MOU is in writing and we all agree upon it and then

it gets passed.

CHAIR ANDREA JACKSON: How long do you think it would take provided we all agree to work out an MOU?

And I guess my concern is, I don't know when the Council breaks in terms of around the holidays, et cetera. Because it still has to go to the City Manager.

SUE CLIPPINGER: It is not much of a break.

MATTHEW GEORGE: We can also issue an MOU that says, hey, for this one month we are developing a more complex definition of what the pilot program is, and in this one-month period, you know, continue to operate with these couple of restrictions.

POLICE COMMISSIONER ROBERT HAAS: Are we meeting on the 14th?

EXECUTIVE DIRECTOR ELIZABETH LINT: I'm
sorry?

SUE CLIPPINGER: That's a Friday.

POLICE COMMISSIONER ROBERT HAAS: What is
the day after Columbus day?

SUE CLIPPINGER: I was thinking a
different month.

CHAIR ANDREA JACKSON: 21st.

FIRE CHIEF GERALD REARDON: I guess I
would probably want to hold off on jitney and
actually see the trial and then find out maybe
after that, and we'll have a better idea of where
things should fit or not fit based on what we get
from experience.

EXECUTIVE DIRECTOR ELIZABETH LINT:
Procedurally also you can vote on something, but
then you would be sending it over, say you're
approving it, to the city manager to recommend

approval to the Council, but if they don't have all the paperwork, then they can't really do it.

MATTHEW GEORGE: And the mayor is prepared to offer coverage there and saying that -- at least sort of the feedback we have gotten, the mayor and lot of the City Councilors are okay with even with a very (pause) -- oh, there you go, you have it -- a very simple letter, just what we did with Boston City Council and Brookline, saying restricted on these couple streets, acknowledging it is a gray area, we are going to monitor it, here it is a mechanism for citizens to report complaints.

POLICE COMMISSIONER ROBERT HAAS: So you talked about -- the way I understand it, you talked about established routes.

MATTHEW GEORGE: In order to comply with sort of the way the jitney process in Cambridge

works, and the process in Boston, we essentially threw out a couple routes that could be active or not be active.

But as we talked about, it is not all a fair representation of the service that we are actually providing, which essentially is very dynamic and could -- you know, it is a fair assessment, could go anywhere in the city with small vans, not large buses. But could go anywhere in the city where people need or want to use mass transportation.

POLICE COMMISSIONER ROBERT HAAS: With the exception of those areas and bus stops and streets that you have agreed that you would not operate on during this trial period.

MATTHEW GEORGE: Exactly.

And we're very reasonable people. Mike is even more reasonable than I am. Mike went to

West Point and is an Army Ranger. He's the more agreeable one.

We are more than comfortable living with -- for the eight months until we can --

POLICE COMMISSIONER ROBERT HAAS: It sounds like you covered a lot of territory, and you are close to reaching an agreement.

MIKE IZZO: We're in agreement.

POLICE COMMISSIONER ROBERT HAAS: I can't imagine it could take a long time to develop that MOU.

MIKE IZZO: To keep things simple, I had proposed one month from this hearing would give us ample time to work out the details what we need to work out.

Once we hit that one-month mark, we would then start a full six-month trial period, and then within one month -- at the end of that six

month, it would give us time to revisit with the License Commission, or whomever we needed to, to evaluate and move from there.

So that's where the eight months came from. That was what I proposed to TPT.

MATTHEW GEORGE: And TPT, from our -- from our call wants to really think the number of metrics that they want to judge us by, so, you know, we would essentially look to the TPT to say, what metrics?

We can propose an MOU right now, but Sue, correct me if I'm wrong, but I just don't think you guys are at that point quite yet.

SUE CLIPPINGER: We have talked about what this might structurally look like it. And it doesn't seem unreasonable. But there are some details to think through.

I don't think it's a problem to create

within a one-month period.

POLICE COMMISSIONER ROBERT HAAS: This is a special hearing. Would you want to bring this back to a regular hearing or Decision Hearing?

CHAIR ANDREA JACKSON: I'm thinking we can do it at a Decision Hearing. I don't think we have to have a special hearing. We could schedule it for our next Decision Hearing on the 30th.

EXECUTIVE DIRECTOR ELIZABETH LINT: Someone is not going to be here. You told me you are not here.

FIRE CHIEF GERALD REARDON: Let me look.

MIKE IZZO: So what I'm gathering is, we should hash out an MOU before that date for you all to vote?

CHAIR ANDREA JACKSON: Yes, that is correct.

MATTHEW GEORGE: How far in advance would you like to see a draft copy or a final copy?

POLICE COMMISSIONER ROBERT HAAS: The more advance notice you can give us, the shorter the decision is going to be, right?

CHAIR ANDREA JACKSON: And you don't need to be there and it could be done in literally a vote in five minutes or less.

MIKE IZZO: We could forward that to Elizabeth and she could distribute it to the rest of you?

CHAIR ANDREA JACKSON: Yes.

MIKE IZZO: So, yeah, if that's agreeable to Sue, we can work to have a draft, or you know, to have agreed-upon MOU for all for you all to review.

CHAIR ANDREA JACKSON: Based on that, we have to make a motion, so I would make a motion

that we continue this matter until October 30 to give Bridj and Transportation time to work out an MOU to be submitted to us prior to the 30th for the Decision Hearing.

Is there a second?

FIRE CHIEF GERALD REARDON: Second.

CHAIR ANDREA JACKSON: All those in favor signify by saying eye.

POLICE COMMISSIONER ROBERT HAAS: Aye.

FIRE CHIEF GERALD REARDON: Aye.

CHAIR ANDREA JACKSON: All set.

(Whereupon the hearing was adjourned.)

ERRATA SHEET

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Commonwealth of Massachusetts
Norfolk, ss.

I, Jill Kourafas, Certified Shorthand Reporter, in and for the Commonwealth of Massachusetts, do hereby certify that the hearing herein before set forth is a true and accurate record of the proceedings with the exception that some statements may not appear due to heavy accents, unclear speaking, rapid and overlapping speaking, private conversations, those speaking too softly or incoherently, not identifying themselves and proper names/places will be spelled phonetically if not spelled while on the record.

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